79th Street

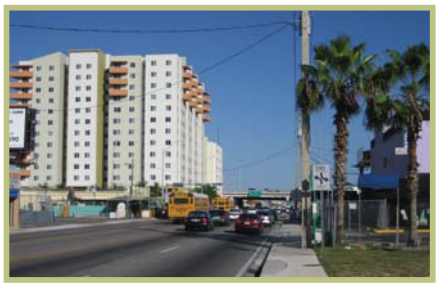
Community Redevelopment Plan

CRA

MIAMI-DADE COUNTY

Community Redevelopment Office

DRAFT:
March 2010



PMG Associates, Inc.

CIVICDESIGN ASSOCIATES

URBAN PLANNING | REDEVELOPMENT | ARCHITECTURE

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A. Introduction

The Miami-Dade County Commission by adoption of Resolution #R-55-09 on May 5, 2009, found the 79th Street Corridor 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 potential 79th Street Corridor CRA is located in the west-central portion of Miami-Dade County. It extends approximately 2 miles from NW 7th Avenue at the east end to NW 37th Avenue on the west end. At the west end, it includes only those parcels fronting on NW 79th Street on the north side, but extends south for about one third of a mile to include an industrial area centered around the FEC railroad tracks running approximately parallel to 79th Street. The center portion, between NW 17th and NW 27th Avenues, widens considerably to extend to NW 61st Street on the south to NW 87th Street on the north, a distance of about one mile. The east end, east of NW 17th Avenue, is less than a thousand feet wide, and centered on 79th Street. The overall area encompasses about 1,254 acres.

In September of 2009, Miami-Dade County contracted with PMG Associates, Inc. to draft a Redevelopment Plan for the area known as the 79th Street Corridor as required by law, the Community Redevelopment Act of 1969, F.S. 163, Part III.

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.

B. Findings

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

- At the time of its anticipated establishment, the 79th Street Corridor CRA's base year property evaluation (estimated 2010 Taxable Value) is estimated at $497.7 million. This is a decrease from the 2009 Taxable Value of $513.1 million.

- The percentages of business establishments in the 79th Street Corridor are as follows: the Service Industries (34.3%), followed by Retail Businesses (29.9%) with the next highest percentage of business establishments being Wholesale (10.3%) and then Manufacturing (7.4%).

- The estimated population in the 79th Street Corridor CRA as of 2008, was 12,277 people.

- The average household income of the residents in the CRA in 2008 was estimated at $30,893. This was significantly lower than the County average of $62,377 during this same period.

- It is estimated that 34.18% of residents of the CRA area are living in poverty. This figure compares to the County-wide rate of 14.74%.

- The racial composition of the population residing within the 79th Street Corridor CRA is:
  - Black (69.5%)
  - White Non-Hispanic (22.6%)
  - Other (4.5%)
  - Two or more (3.4%)
    - Hispanic (28.9%)
    - Non-Hispanic (71.1%)

- Within the CRA boundaries, 40.48% of the housing is owner-occupied, and 59.52% is renter-occupied.

C. Recommendations

- Some of the recommended Housing Projects and Programs that the CRA may consider are:
  - Attraction of Private developers to the undertake projects in the CRA district.
  - Owner-occupied home rehabilitation (including attraction of CDBG, SHIP, HOME and other non-CRA funds to the area.
  - Acquisition of vacant lots with rights to residential use.
  - 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.
  - Promote mixed use and TOD projects in the Corridor and recommended locations.
  - Disposal of mixed use and TOD assemblages via Developer RFP.
  - Replacement of sub-standard housing.

- Economic Development Projects and Programs may include:
  - Attraction of large users creating jobs and/or constructing facilities in the industrial area.
  - Construction of new retail/office facilities.
  - Rehabilitation of existing, useable and viable structures.
  - Attraction of new jobs in office/retail/restaurant.
  - Attraction and assistance to the creation of the TODs.
  - The following should be undertaken as soon as funds and/or staff are available:
    - Creation of a developer/business liaison.
    - Creation of appropriate incentive programs to attract new construction and jobs to both the industrial and retail areas of the CRA.

- 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.
- Code Compliance and Code Compliance education
- Creation and implementation of design regulations for signage.

- Potential Street Improvements may include:
  - 79th Street toward 7th Avenue as congestion begins from the backup from I-95.
  - NW 27th Avenue – demarcate parking lanes on both sides of the avenue.
  - NW 22 Avenue – reduce six lanes to four lanes and add on-street parking.
  - NW 12th Avenue and NW 17th Avenue – reduce four lanes to two lanes and add on-street parking.

- ROW and Streetscape Priorities should consider
  - The ROW and streetscape projects may be funded as funds become available or incorporated into other development projects.

- Utilities Projects that may be addressed
  - The CRA may participate in utility improvements which include $30.9 million for water and $40.7 million for wastewater

- Community Policing Services that should be considered
  - Establish and fund community policing programs in the community.

- Administration
  - Staff and other costs incurred by Miami-Dade County for services provided to the CRA are typically reimbursed by the Agency based on the services provided.

A. Creation, Severability, and Powers of the 79th Street 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 79th Street Corridor Community Redevelopment Agency.

The Commission, by adoption of Resolution #R-566-09 on May 5, 2009 found the 79th Street Corridor Community Redevelopment Area to be impaired by a combination of factors and conditions indicative of slum and 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 79th Street Corridor CRA shall be a public body corporate and shall be constituted as a public agency. The composition of the CRA Board of Commissioners shall adhere to the requirements established in Section 163.356 and Section 163.357, 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 79th Street 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:

Section 163.370, Florida Statutes; Powers; counties and municipalities; community redevelopment agencies

1) Counties and municipalities may not exercise the power of eminent domain for the purpose of preventing or eliminating a slum area or blighted area as defined in this part; however, counties and municipalities may acquire property by eminent domain within a community redevelopment area, subject to the limitations set forth in ss. 73.013 and 73.014 or other general law.

(2) 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 may include:

1. Acquisition of property within a slum area or a blighted area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition.

2. Demolition and removal of buildings and improvements.

3. Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, public areas of major hotels that are constructed in support of convention centers, including meeting rooms, banquet facilities, parking garages, lobbies, and passageways, and other improvements necessary for carrying out in the community redevelopment area the community redevelopment objectives of this part in accordance with the community redevelopment plan.

4. Disposition of any property acquired in the community redevelopment area at its fair value as provided in s. 163.380 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 by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of 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 by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of any other real property in the community redevelopment area when necessary to eliminate unhealthful, unsanitary, or unsafe conditions; lessen density; eliminate obsolete or other uses detrimental to the public welfare; or otherwise to remove or prevent the spread of blight or deterioration or to provide land for needed public facilities.

8. Acquisition, without regard to any requirement that the area be a slum or blighted area, of air rights in an area consisting principally of land in highways, railway or subway tracks, bridge or tunnel entrances, or other similar facilities which have a blighting influence on the surrounding area and over which air rights sites are to be developed for the elimination of such blighting influences and for the provision of

housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.

9. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of property in unincorporated enclaves surrounded by the boundaries of a community redevelopment area when it is determined necessary by the agency to accomplish the community redevelopment plan.

10. 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, or other voluntary method of acquisition any personal or real property, together with any improvements thereon.

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

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

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

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

7. To solicit requests for proposals for redevelopment of parcels of real property contemplated by a community redevelopment plan to be acquired for redevelopment

purposes by a community redevelopment agency and, as a result of such requests for proposals, to advertise for the disposition of such real property to private persons pursuant to s. 163.380 prior to acquisition of such real property by the community redevelopment agency.

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

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

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

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

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

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

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

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

(k) To prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations, and others) displaced from a community redevelopment area and to make relocation payments to or with respect to such

persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government.

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

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

(n) 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 develop and implement community policing innovations.

(3) 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 if such projects or improvements were scheduled to 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 unless and until such projects or improvements have been removed from such schedule or plan of the governing body and 3 years have elapsed since such removal or such projects or improvements were identified in such schedule or plan to be funded, in whole or in part, with funds on deposit within the community redevelopment trust fund.

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

(4) 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 by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition; 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.

Interlocal Agreement

If the Miami-Dade Board of County Commissioners decides to form a citizen's board, they may 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, and the officially adopted Redevelopment Plan. The Interlocal Agreement may be ratified between the Miami-Dade Board of County Commissioners and the CRA Board of Commissioners as they sit in the capacity of a separate and distinct legal entity as per Section 163.357, Florida Statutes.

B. Authority to Undertake Community Redevelopment

The 79th Street Corridor 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.

Section 163.340, Florida Statutes:

"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 reduction or prevention of crime, or for the provision of affordable housing, whether for rent or for sale, to residents of low or moderate income, including the elderly, and may include slum clearance and redevelopment in a community redevelopment area or rehabilitation and revitalization of coastal resort and tourist areas that are deteriorating and economically distressed, or rehabilitation or conservation in a community redevelopment area, or any

combination or part thereof, in accordance with a community redevelopment plan and may include the preparation of such a plan.

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:

Section 163.355, Florida Statutes:

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

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

On May 5, 2009, the Board of Commissioners of Miami-Dade County adopted Resolution R-566-09 declaring a condition of slum or blight in the NW 79th Street Corridor, and determined that the area within the CRA boundaries is in need of redevelopment.

The 79th Street Corridor 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, including the use of the power of eminent domain, if delegated to it by the County.

It is the intent of Miami-Dade County and the 79th Street Corridor CRA that whenever reference is made in this Redevelopment Plan to the County or CRA to exercise some of the power or authority granted by the Redevelopment Act, then such power and authority are deemed to have been granted and exercisable in connection with the implementation of this Plan.

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

C. The Community Redevelopment Plan

All public redevelopment activities expressly authorized by the Community Redevelopment Act and funded by tax increment financing must be in accordance with a Redevelopment Plan approved by the CRA and the County Commission. Like the County's Comprehensive Plan, the Community Redevelopment Plan is an evolving document, which is evaluated and may be amended on a regular basis, as necessary, in order to accurately reflect changing conditions and community objectives. Any modifications to the plan must also be approved by the County Commission.

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 a CRA's governing body. At the time of its anticipated establishment in 2010, the 79th Street Corridor CRA's base year property evaluation (Taxable Value) is estimated at $497,746,009.

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 may use a portion of its annual funds to pay any bond debt that has been properly authorized. 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 can 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.

Based upon review and approval of this plan by the Miami-Dade County Planning Department, the CRA Community Redevelopment Plan will meet the criteria for consistency with the Comprehensive Plan.

F. Neighborhood Impacts of Redevelopment Efforts

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

Relocation of Displaced Residents and Businesses

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

In accordance with the Community Redevelopment Act of 1969, F. S. 163, Part III, the 79th Street Corridor 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."

Through the combined efforts of the CRA, the County, and private development, the neighborhood housing stock may 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 should 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. These improvements are primarily related to the recommended improvements to the infrastructure (drainage, water, sewer,) and the emphasis on 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

Four elementary schools that are located within the CRA are adequate for the anticipated residential growth in the Redevelopment Area.

G. Safeguards to Ensure Redevelopment Activities Follow the Redevelopment Plan

The 79th Street Corridor 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 79th Street Corridor 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 Miami-Dade County Office of Strategic Business Management, Community Redevelopment and Municipal Services Division. This report shall contain a programmatic overview of the activities of the 79th Street Corridor CRA as allowed by the Redevelopment Plan.

The 79th Street Corridor 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 79th Street Corridor 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 79th Street Corridor 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 runs from October 1 through September 30.

   The annual Audit report shall be accompanied by the 79th Street Corridor 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 79th Street Corridor CRA shall file all reports necessary to comply with the "Special Districts" requirements of the State of Florida.

3. Progress reports shall be included in each annual budget. 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 79th Street Corridor 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 79th Street Corridor 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 79th Street Corridor CRA may hold an annual informational public workshop to:

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

Safeguards Through Retention of Certain Powers By The County

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

Providing For a Time Certain and Severability

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

H. Legal Description of the 79th Street Corridor Community Redevelopment Area

A portion of Sections 9, 10, 11, and 15 of Township 53 South, Range 41 East Miami-Dade County Florida bounded on the North by NW 87 Street, NW 83 Street, NW 81 Street and NW 80 Street. Bounded on the South by NW 62 Street, NW 71 Street and NW 77 Street. Bounded on the East by NW 7 Avenue, NW 17 Avenue and NW 22 Avenue. Bounded on the West by NW 37 Avenue, NW 30 Avenue, NW 29 Avenue and NW 27 Avenue. LESS any portion lying within the limits of the City of Miami and LESS any portion lying within the current 7 AVENUE CORRIDOR CRA. Said lands being more particularly described as follows:

All that part of said Section 9, Township 53 South, Range 41 East, lying South of and East of the following described line;
BEGIN at the intersection of the centerlines of NW 37 Avenue and NW 80 Street as shown on PINEDALE according to the plat thereof as recorded in Plat Book 22, Page 32 of the Public Records of said Miami-Dade County; **THENCE** Easterly along said centerline of NW 80 Street to the intersection with the centerline of NW 33 Avenue (now known as NW 36 Avenue) as shown on said PINEDALE; **THENCE** Southerly along the centerline of NW 36 Avenue to the intersection with NW 80 Street; **THENCE** Easterly along the centerline of said NW 80 Street as shown on FIRST ADDITION TO GREENVILLE MANOR according to the plat thereof as recorded in Plat Book 66, Page 19 and SECOND ADDITION TO GREENVILLE MANOR according to the plat thereof as recorded in Plat Book 66, Page 51 of the Public Records of said Miami-Dade County to the intersection with the centerline of NW 32 Avenue; **THENCE** Northerly along the centerline of NW 32 Avenue as shown on said SECOND ADDITION TO GREENVILLE MANOR to the intersection with the Westerly extension of the South line of Block 16 of THIRD ADDITION TO GREENVILLE MANOR according to the plat thereof as recorded in Plat Book 67, Page 41 of the Public Records of said Miami-Dade County; **THENCE** Easterly along the Westerly extension of the South line of said Block 16 and along the South line of said Block 16 to the Southeast corner of Lot 3, Block 16 of said plat THIRD ADDITION TO GREENVILLE MANOR; **THENCE** Northerly along the East line of Blocks 16 and 17 and the Northerly and Southerly extensions of Blocks 16 and 17 of said plat THIRD ADDITION TO GREENVILLE MANOR to the intersection with the South line of Block 12 of GREENVILLE MANOR according to the plat thereof as recorded in Plat Book 53, Page 79 of the Public Records of said Miami-Dade County; **THENCE** Easterly along the South lines of Block 12 and Block 13 and along the Easterly and Westerly extension of the South lines of Block 12 and Block 13 of said GREENVILLE MANOR to the intersection with the centerline of NW 30 Avenue as shown on said GREENVILLE MANOR; **THENCE** Northerly along the centerline of said NW 30 Avenue to the intersection with the centerline of NW 83 Street; **THENCE** Easterly along the centerline of NW 83 Street as shown on ANDERSON HEIGHTS according to the plat thereof as recorded in Plat Book 53, Page 43 of the Public Records of said Miami-Dade County to the intersection with the Southerly extension of the East line of said ANDERSON HEIGHTS also being the West line of the East 1/2 of the Northeast 1/4 of the Northeast 1/4 of said Section 9; **THENCE** northerly along said
East line of ANDERSON HEIGHTS and along the West line of the East 1/2 of the Northeast 1/4 of the Northeast 1/4 of said Section 9 to the intersection with the North line of said Section 9 (the centerline of NW 87 Street); **THENCE** Easterly along the North line of said Section 9 (the centerline of NW 87 Street) to the Northeast corner of said Section 9 and the POINT OF TERMINUS.
AND
All of said Section 10, Township 53 South, Range 41 East, LESS the North 1/2 of the Northeast 1/4 of said Section 10 and LESS the West 1/2 of the Northwest 1/4 of the Northwest 1/4 of said Section 10.
AND
The South 1/2 of the South 1/2 of the Northwest 1/4 of Section 11, Township 53 South, Range 41 East, LESS that portion of Lot 7, Block 1 of AMENDED PLAT OF HILLSIDE ACRES according to the plat thereof as recorded in Plat Book 7, Page 35 of the Public Records of said Miami-Dade County lying in the said South 1/2 of the South 1/2 of the Northwest 1/4 of Section 11.
AND
Lot 8, Block 2 of said AMENDED PLAT OF HILLSIDE ACRES, LESS that part of said Lot 8 described in the Certificate of Title recorded in Official Record Book 12922, Page 1652 of the Public Records of said Miami-Dade County.
AND
The North 1/2 of the North 1/2 of the Southwest 1/4 of said Section 11, Township 53 South, Range 41 East.
AND
That portion of Tract "A" of HIBISCUS POINTE according to the plat thereof as recorded in Plat Book 159, Page 96 of the Public Records of said Miami-Dade County, and those portions of NW 12 Court lying West of centerline,

NW 13 Avenue lying East of centerline and NW 75 Street lying North of centerline and adjacent to said Tract "A" in the Northeast 1/4 of the Southwest 1/4 of said Section 11.

AND

The South 1/2 of the South 1/2 of the Northeast 1/4 of said Section 11, LESS NW 7 Avenue and LESS Lots 1,2,3,4,10,11,12,13 and 14 of Block 1, and LESS Lots 1, 2,
3,11,12 and 13, Block 2 and LESS that portion of NW 79 Street lying East of the Southerly extension of the West line of Lot 11, Block 2, of AMENDED PLAT OF HOMECREST according to the plat thereof as recorded in Plat Book 9, Page 84 of the Public Records of said Miami-Dade County.

AND

The Southeast 1/4 of said Section 11 lying North and West of the following described line;

BEGIN at the intersection of the North line of the Southeast 1/4 of said Section 11 with the Northerly extension of the East line of Lot 8, Block 1, STEPHENS MANOR according to the plat thereof as recorded in Plat Book 14, Page 18 of the Public Records of said Miami-Dade County; THENCE Southerly along the East lines and along the Northerly and Southerly extensions of the East lines of Lots 8 and 34, Block 1, Lots 10 and 27, Block 2 and Lots 10 and 27, Block 3 of said STEPHENS MANOR to the centerline of NW 77 Street; THENCE Westerly along said centerline and along the Westerly extension of said centerline of NW 77 Street shown on said STEPHENS MANOR across Lot 3 of ROBERT'S SUBDIVISION according to the plat thereof as recorded in Plat Book B, Page 133 of the Public Records of said Miami-Dade County to the West line of the Southeast 1/4 of said Section 11 and the POINT OF TERMINUS.

AND

The North ½ of Section 15, Township 53 South, Range 41 East, Miami-Dade County Florida, LESS that portion lying South of and East of the following described lines; **BEGIN** at the intersection of the East line of said Section 15 with the Easterly extension of the North line of Block 1 of LIBERTY CITY according to the plat thereof as recorded in Plat Book 7, Page 79 of the Public Records of said Miami-Dade County; **THENCE** Westerly along the Easterly extension of the North line of said Block 1 and along the North line of said Block 1 to the Northwest corner of Lot 21, Block 1 of said LIBERTY CITY; **THENCE** Southerly along the West line of the following described Lots and their Northerly and Southerly extensions to the centerlines of roads: Lots 21 and 24, Block 1, Lots 21 and 24 Block 2, Lots 22 and 25, Block 3, Lots 21 and 24, Block 4, Lots 21 and 24, Block 5, Lots 21 and 24, Block 6, Lots 21 and 24, Block 7, Lots 21 and 24, Block 8, Lots 21 and 24, Block 9, Lots 21 and 24, Block 10, Lots 21 and 24, Block 11, Lots 21 and 24, Block 12 to the intersection with the South line of the North 1/2 of said Section 15; **THENCE** Westerly along the South line of the North 1/2 of said Section 15 to the West line of the North 1/2 of said Section 15 and the **POINT OF TERMINUS**

A. Overview of the Area

The 79th Street Community Redevelopment Area, as the name suggests, is centered on the 79th Street Corridor, west of Interstate 95. A map of the area is depicted on Figure 3.1. It extends approximately 2 miles from NW 7th Avenue at the east end to NW 37th Avenue on the west end. At the west end, it includes only those parcels fronting on NW 79th Street on the north side, but extends south for about one third of a mile to include an industrial area centered around the FEC railroad tracks running approximately parallel to 79th Street. The center portion, between NW 17th and NW 27th Avenues, widens considerably to extend to NW 61st Street, on the south, to NW 87th Street on the north, a distance of about one mile. The east end, east of NW 17th Avenue, is less than a thousand feet wide, and centered on 79th Street. The overall area encompasses about 1,254 acres

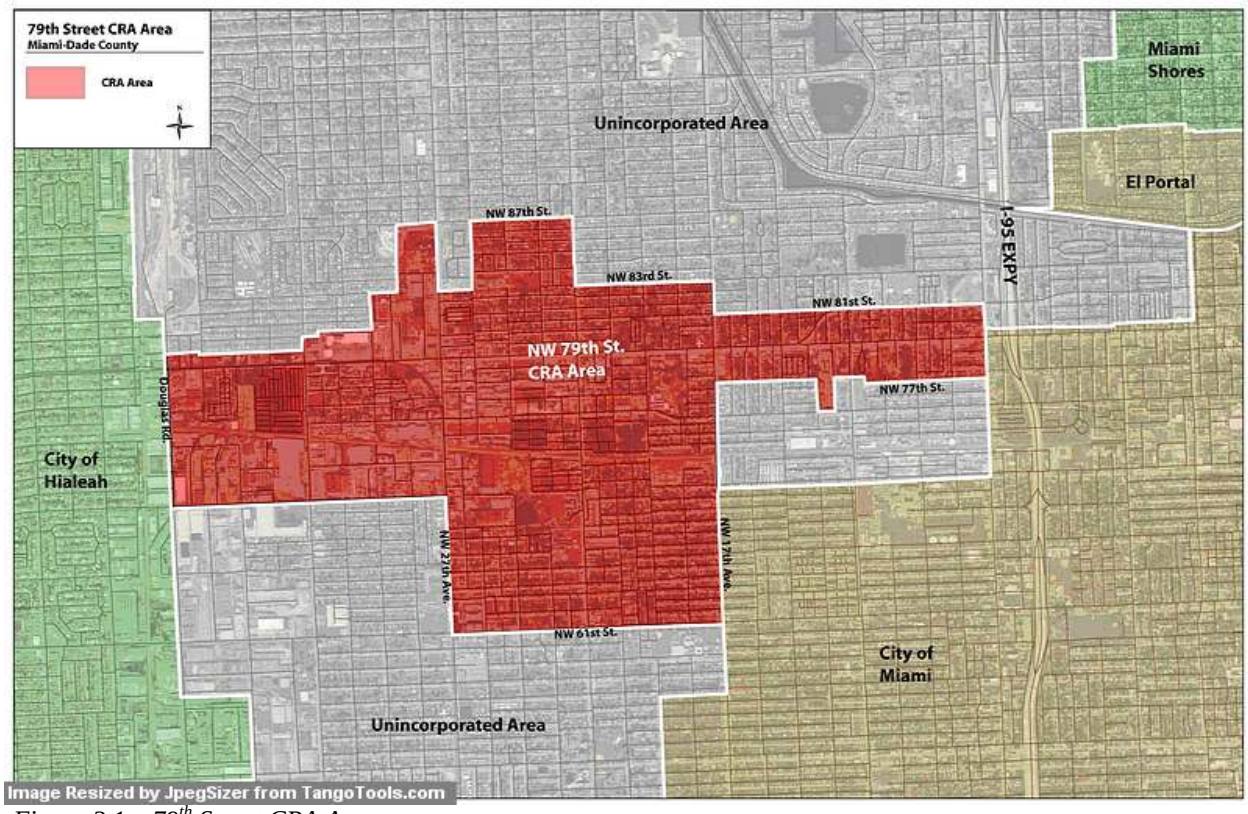


Figure 3.1 – 79th Street CRA Area

The CRA lies in unincorporated Miami-Dade County. The City of Miami partially borders it on the southeast, while the City of Hialeah borders it on the west. The area was first extensively developed in the decades following World War II and was substantially developed by 1970. The great majority of the building stock dates from that era, with over three quarters of the buildings now over 30 years old.

The 79th Street Corridor community today is in need of many improvements, since it currently exhibits the conditions of slum and blight. (Please refer to Section II., Establishment of the 79th Street Corridor, 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.

B. Brief History of 79th Street Corridor

The area was originally built on wetlands and some pine forests many years ago. Development started in the mid-1900's and continued at a slow, steady pace throughout the years. One of the first large Shopping Centers in South Florida was built in 1959 and named the Northside Shopping Center.

The 79th Street Corridor CRA Study area is one where many residents have lived for many years. The statistics regarding the area are that of 40% residential, 20% vacant, 15% industrial, 12% commercial, 7% institution, 2% mobile home parks and 1% utilities and railroads. The vast majority of homes in the area are over 40 years old. The residing residents of the area have made a commitment to the area and have strong and permanent ties. The citizens have investment in the community in churches, schools, neighborhood facilities and parks and are bound together by a shared history.

C. Historic Preservation

The Office of Historic & Archaeological Resources, of the Department of Planning and Zoning was contacted to ascertain whether there were any sites within the boundaries of the 79th Street Corridor CRA that had been entered into the County's current records and database.

Although many structures within the proposed CRA area meet the 50 year old benchmark, most of the area has not previously been surveyed for historic structures and sites. The Office of Historic and Archaeological Resources, of Miami Dade County, was able to conduct a preliminary reconnaissance (field) inspection along NW 79th Street, and was able to determine a significant concentration of structures that could warrant further examination and would be eligible for recording. The eligible structures include: commercial buildings, residential buildings, Houses of Worship, tourist cottages and motels, shopping centers and others.

D. Economic Base

The largest concentration of employment in the study area is in establishments located in the southern portion of the corridor, south of NW 71st Street. The largest workforce segment is government including County, School Board and State agencies.

As can be seen by Table 3.1, the highest percentage of 79th Street Corridor business establishments are in the Service Industries (34.3%), which are followed by Retail Businesses (29.9%). The next highest percentage of business establishments are Wholesale (10.3%) and Manufacturing (7.4%).

When addressing employment by sector, there are 28 locations for Government activities in the District who employ the largest percentage of persons (24.5%) who work in the area.

TABLE 3.1
BUSINESS ESTABLISHMENTS IN 79th STREET CORRIDOR BY INDUSTRY

CATEGORY	PRIMARY AREA (CRA BOUNDRIES)			
	Number of Businesses	Percent of Total Businesses	Number of Employees	Percent of Total Employees
Agricultural	3	0.4%	7	0.1%
Mining	0	0.0%	0	0.0%
Construction	28	4.0%	166	2.2%
Manufacturing	52	7.4%	624	8.2%
Transportation, Communications/Public Utilities	39	5.5%	1,015	13.3%
Wholesale Trade	73	10.3%	546	7.2%
Retail	212	29.9%	1,382	18.1%
Finance	30	4.2%	163	2.1%
Service	243	34.3%	1,859	24.3%
Government	28	4.0%	1,874	24.5%
Total	**708**	**100.0%**	**7,636**	**100.0%**

Source: Claritas, Inc., 2009

E. Population Demographics, Income, Employment and Housing Statistics

Estimates of current demographic data 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 79th Street Corridor.

Demographic Summary

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

TABLE 3.2 SELECTED DEMOGRAPHICS, 79TH STREET CORRIDOR AREA AND MIAMI-DADE COUNTY

Category	79th Street Corridor	Miami-Dade County
Population (2008 Est.)	12,277	2,439,007
Population (2000 Census)	14,493	2,253,362
Households (2008 Est.)	3,683	836,997
Households (2000 Census)	4,381	776,774
Household Size (2008 Est.)	3.33	2.86
Median Age	28.17	37.96
Attended College	17.83%	45.78%
Average Household Income	$30,893	$62,377
Employed Over 16 Years of Age	34.46%	52.71%
Unemployment Rate	7.64%	5.03%
Average Commute (minutes)	32.81	32.71
Owner Occupied Units	40.48%	57.75%
Median Value Housing	$123,569	$291,083
Median Year Structure Built	1964	1976
Average Length of Residence (years)	11.6	8.1
Households Below Poverty Rate	34.18%	14.74%

Source: Claritas, Inc., 2009

Population

The total estimated population in the 79th Street Corridor for the year 2008 amounted to 12,277 people.

Income

The overall average household income of the Corridor is $30,893. This is significantly lower than the County average of $62,377.

Employment

The rate of employment for persons over 16 years of age for the 79th Street Corridor area is 34.46%, which is lower than the County-wide average of 52.71%. The unemployment rate for the study area is higher (7.64%) than the total County-wide figure (5.03%).

Poverty

Poverty status is defined as having a median income that is less than 50% of the County average. In the CRA overall, 34.18% of residents are considered to be living in poverty, compared to 14.74% in the entire County.

Race

The following is the racial makeup of 79th Street Corridor:

- Black (69.5%)
- White Non-Hispanic (22.6%)
- Other (4.5%)
- Two or more Races (3.4%)

- Hispanic (28.9%)
- Non-Hispanic (71.1%)

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, 40.48% of the housing is owner-occupied, and 59.52% is renter-occupied. For Miami-Dade County as a whole, 57.75% of housing units are Owner Occupied.

Retail Spending by Residents

The following table illustrates the spending patterns of the population of the 79th Street Corridor area.

TABLE 3.3
RETAIL SALES GENERATED BY THE POPULATION OF THE 79TH STREET CORRIDOR STUDY AREA DOLLARS SPENT BY THAT POPULATION

Category	2008 Demand (Consumer Expenditures)	2008 Supply (Retail Sales)	Opportunity Gap/Surplus
Motor Vehicle	$ 17,144,438	$ 72,746,470	$ -55,602,032
Furniture	$ 2,015,120	$ 11,643,269	$ -9,628,149
Electronics	$ 2,131,301	$ 1,048,966	$ 1,082,335
Building Material	$ 8,679,062	$ 27,622,690	$ -18,943,628
Food/Beverage	$ 17,227,119	$ 30,729,655	$ -13,502,536
Health and Personal	$ 7,174,346	$ 7,678,717	$ -504,371
Gas Stations	$ 11,862,580	$ 8,515,173	$ 3,347,407
Clothing	$ 5,445,442	$ 3,980,126	$ 1,465,316
Sporting, Hobby, Book, Music	$ 1,459,981	$ 649,006	$ 810,975
General Merchandise	$ 14,359,065	$ 21,470,190	$ -7,111,125
Miscellaneous	$ 1,875,192	$ 6,195,658	$ -4,320,466
Non-Store	$ 6,015,862	$ 14,579,461	$ -8,563,599
Foodservice	$ 9,525,838	$ 12,218,522	$ -2,692,684
Total Retail	**$104,915,347**	**$219,077,904**	**$-114,162,557**

Source: Claritas, Inc., 2009

Table 3.3 shows that there is a $114 million opportunity surplus in the Corridor which indicates that more people are traveling into the area to purchase goods. However, the largest surpluses are for motor vehicles ($56 million) and building materials ($19 million) and other hard goods. Basics service categories have opportunity gaps which indicates that the people living in the District do not find these goods available.

F. Community Facilities and Institutions

Schools

There are a number of elementary schools within the CRA area and several others which are located within a short five-minute walk of the CRA boundaries, as shown in Figure 3.2. The schools located within the CRA boundaries account for a student population of roughly 1,500 students and a teacher population of 126. Poinciana Elementary School has the largest student population with 440 students and a teacher population of 39 teachers for teacher/student ratio of 1:11, which is the average ratio for the schools County-wide.

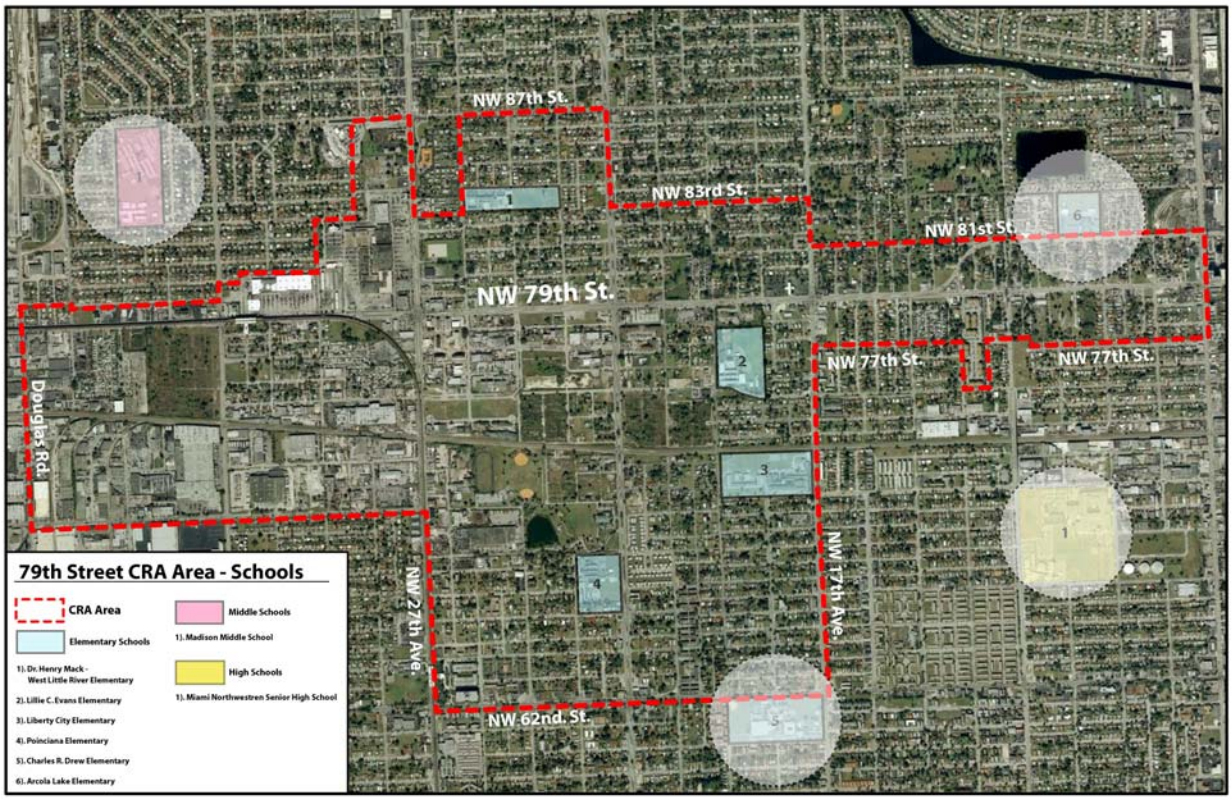


Figure 3.2 – Public schools in the 79th Street CRA area

G. Houses of Worship

There are 57 known Houses of Worship in the Corridor. They include the following:

Antioch Baptist Church
Believers Temple Of Christ
Berea Missionary Baptist Church
Bright Star Missionary Baptist Church
Certified Church Of God
Christ Deliverance Church Of God Ministries
Christian Fellowship Baptist Church
Church Of God
Church Of The Holy Ghost
Community Christian Church
Comunidad Siervos De Cristo Vivo
Cornerstone Bible Fellowship Church
Cristianos Doral Inc
Emmanuel Worship
Faith Crusade For Christ Center
Faith Of Inspiration Deliverance
Faith Temple Church Of God
First Deliverance Fellowship Church
Gethsemana Missionary Baptist Church
Glory Temple Family Worship Center
Grace Church Of The Nazarene
Greater Fellowship Missionary
Greater Victory Ministries
Heart Of God Ministries Church Inc
Highway Church Of The Apostle
Holy Ghost Church Of God
Holyghost Faith Temple
Hopewell Mssnry Baptist Church
House Of God Miracle Temple
House Of Prayer
Iglesia De La Comunidad, Reparando Vidas Una A La Vez
John Wesley Wesleyan Methodist Church
Liberty Christian Church
Liberty Fellowship Of God
Metropolitan AME Church
Miami Apostolic Church
Miracle Valley Cogic
Mount Carmel Missionary Baptist Church
Mount Olive Fire Baptized Holiness Church Of God
Mount Tabor Baptist Church
Mount Temple Missionary Church
New Mount Calvary Missionary Baptist Church
New Seventy-Ninth St Word Church
Peaceful Zion Missionary Baptist Church
Power Faith Deliverance Ministries
Redemption Missionary Baptist Church
Soul Saving Discipleship Ministries
Soul Saving Missionary Baptist Church
Saint James AME Church
St Anne's African Orthodox Church
St Thomas Missionary Baptist Church
Tabernacle Of The Deliverance
Triumph Church & Kingdom-God
United House Of Prayer
Victoria Manor Church Of Christ
Walker Temple Church-God-Christ
Word Of Truth

H. Parks and Recreation Facilities

Parks

While the CRA area is rather large, there are only two major county operated parks that lie within the CRA boundaries as depicted in Figure 3.3. The larger of the two parks, Gwen Cherry Park, is situated in the center of the CRA area and is bounded by NW 22nd Street on the east and

NW 27th Street to the west. It covers an area of 38.5 acres and has a variety of lighted athletic fields, jogging trails, and is home to the NFL YET Center, where children can sign up for sports and after-school programs. Little River Park, which is located in the northern section of the CRA area has a number of lighted athletic fields and a public swimming pool. Also a number of other parks lie just outside of the CRA boundaries and are within a short five minute walk of the CRA area, as depicted in Figure 3.3.

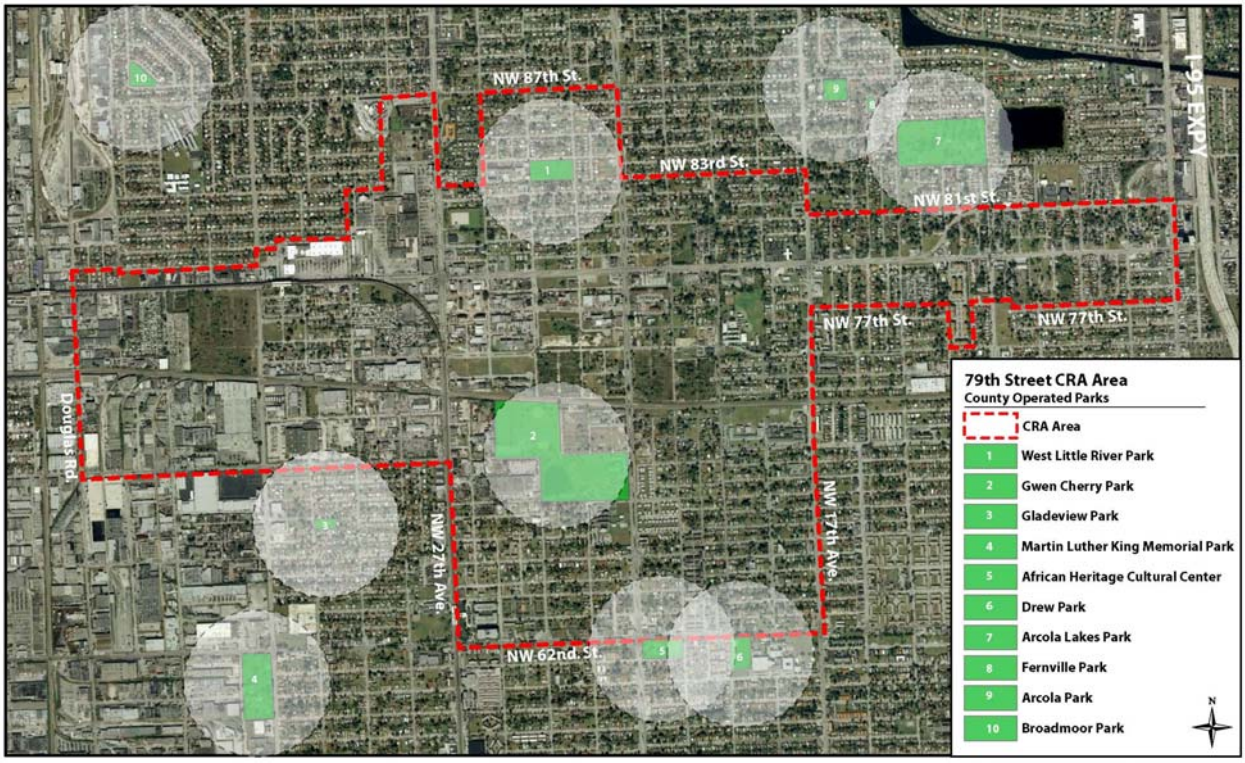


Figure 3.3 – County operated parks in and around the 79th Street CRA area

I. Land Use and Existing Zoning

Land Use

The general pattern of land use is typical of the development of the 1950s and 1960s. Major arterial streets, spaced about one third of a mile apart, form a regular, rectilinear grid, with minor and local streets forming a fairly uniform block pattern within the larger grid. Commercial uses tend to be located along the major arterials, while residential uses fill in the smaller streets in between. The presence of a FEC freight rail line, running approximately parallel to and about a quarter-mile south of 79th Street, has attracted a variety of industrial and warehouse uses, generally clustered in the southwest portion of the CRA.

The idealized land use pattern is depicted on Miami-Dade County's Land Use map; the portion within the CRA is depicted on Figure 3.4. Currently, there are some non-conformities, primarily in the western portion, which has some older residential developments within an area that is transitioning to more industrial uses.

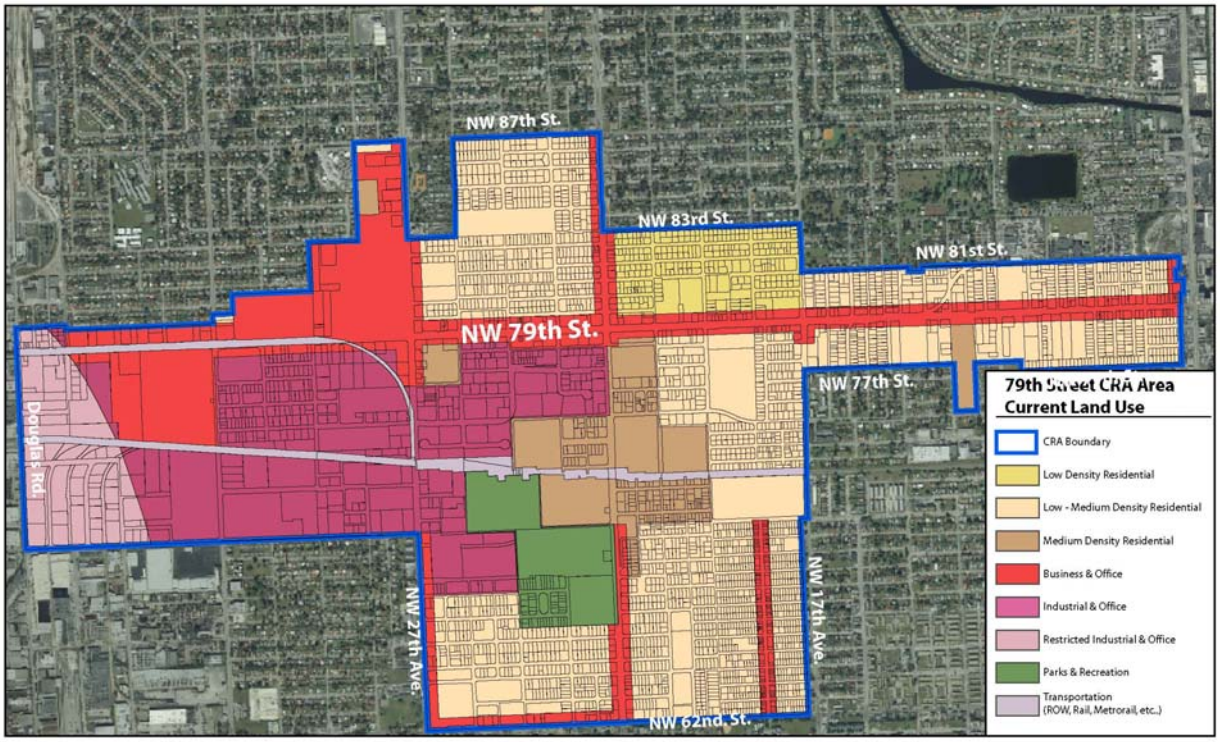


Figure 3.4 – Proposed land uses in the 79th Street CRA Area

The CRA contains a wide variety of land uses, as noted in Table 3.4. What is notable and evident from a drive along 79th Street is the high incidence of vacant lots. These comprise about 251 acres, or about 20% of all the land within the boundaries. While there are scattered vacant lots in the residential neighborhoods, the larger tracts, and the great majority of vacant properties, occur along the arterial roads.

Figures 3.5 - 3.6 – Views of the 79th Street Corridor

Figures 3.7 - 3.8 – Vacant properties along 79th Street

Figures 3.9 - 3.10 – Typical commercial uses along 79th Street

Table 3.4

Existing Land Use Composition - 2008
79th Street CRA

Existing Land Use	Acreage	%	# of Parcels
Single Family (low-med)	248.6	19.80%	1,760
Duplex	53.6	4.30%	302
Multi-family	179.6	14.30%	88
Industrial	188.9	15.10%	153
Vacant	251.0	20.00%	911
Commercial	145.5	11.60%	260
Utilities	17.4	1.40%	26
Institutional	91.1	7.30%	82
Park	46.9	3.70%	4
Office	5.9	0.50%	11
Mobile Home	25.5	2.00%	10
Total	**1,254.0**	**100.00%**	**3,607**

While residential uses comprise the largest single category of uses within the CRA, the image of the area is dominated by the appearance of the arterial corridors. The aging building stock, now occupied by small businesses, gives the impression of an area neglected and in decline. This is most evident at the Northside Shopping Center, at the northwest corner of 79th Street and NW 27th Avenue. When it first opened, it was a primary shopping destination for the surrounding area. Now, it accommodates a variety of discount retailers, a flea market, as well as a noticeable amount of vacant space.

Figure 3.11 – Northside Shopping Center, 1 month after opening.

Figure 3.12 – Northside Shopping Center current conditions

Residential land uses occupy the largest proportion of uses within the CRA. The conditions vary widely, with predominantly single family neighborhoods occurring, for the most part, north of 79th Street, and duplexes and a number of larger multi-family projects concentrated in the neighborhoods south of 79th Street. The single family neighborhoods appear to date mostly from the 1950s and 1960s and the neighborhoods seem stable. While most of the multi-family development is also the same age, there are several newer complexes that have been constructed.

Figures 3.13 - 3.14 – Residential neighborhoods in the CRA

Figures 3.15 - 3.16 – Multi family development includes some newer properties

The CRA also contains a number of mobile home parks. While they contain a large number of units, many in substandard condition, they tend to be buffered by landscaping and have only limited frontage on visible arterial roads. The map in Figure 3.19 identifies their location.

Figure 3.17 - 3.18 – Mobile home parks

Figure 3.19 – Location of mobile home parks in the 79th Street CRA Area

Industrial uses are concentrated in the southwest portion of the CRA, along a spur of the FEC Railway that runs east west approximately a half-mile south of 79th Street. Many of these businesses appear to be doing quite well. The vacancy rate for industrial buildings seems quite low, although there are a number of vacant tracts of land.

Figures 3.20 - 3.21 – Industrial properties in the CRA

Existing Zoning

The zoning within the CRA is in transition. In accordance with the Comprehensive Development Master Plan (CDMP), certain areas of the county that have ready access to transit and high capacity roadways have been designated as areas appropriate for higher density mixed use redevelopment. The 79th Street and the NW 27th Avenue corridors have been designated as the primary focal areas of the North Central Urban Area District. Figure 3.22 depicts the NCUAD boundary overlaid on the existing zoning map of the CRA. As of the end of 2009, the proposed NCUAD ordinance is in draft form and has not been adopted.

The NCUAD represents a significant departure from the existing zoning. It is designed to permit and promote a much denser form of development, but in a manner that is more human scaled, mixed-use, transit oriented, and pedestrian friendly. It recognizes that the existing low density, suburban development pattern already there is not sustainable for the long term, and will likely not experience large scale redevelopment without significant development incentives. The proposed zoning provides this incentive since it permits a much higher level of intensity than the current zoning. As shown in various regulating plans for the NCUAD (figures 3.23 and 3.24) it permits residential densities of up to 125 units per acre and building heights of up to 15 stories, significantly more that what the current zoning permits. The highest intensities are reserved for the Core subdistrict, but the allowable intensities are quite generous for the Center and Edge subdistricts as well. These levels of development have to be done in accordance with a detailed set of form-based design principles that are intended to ensure a quality urban environment**.**

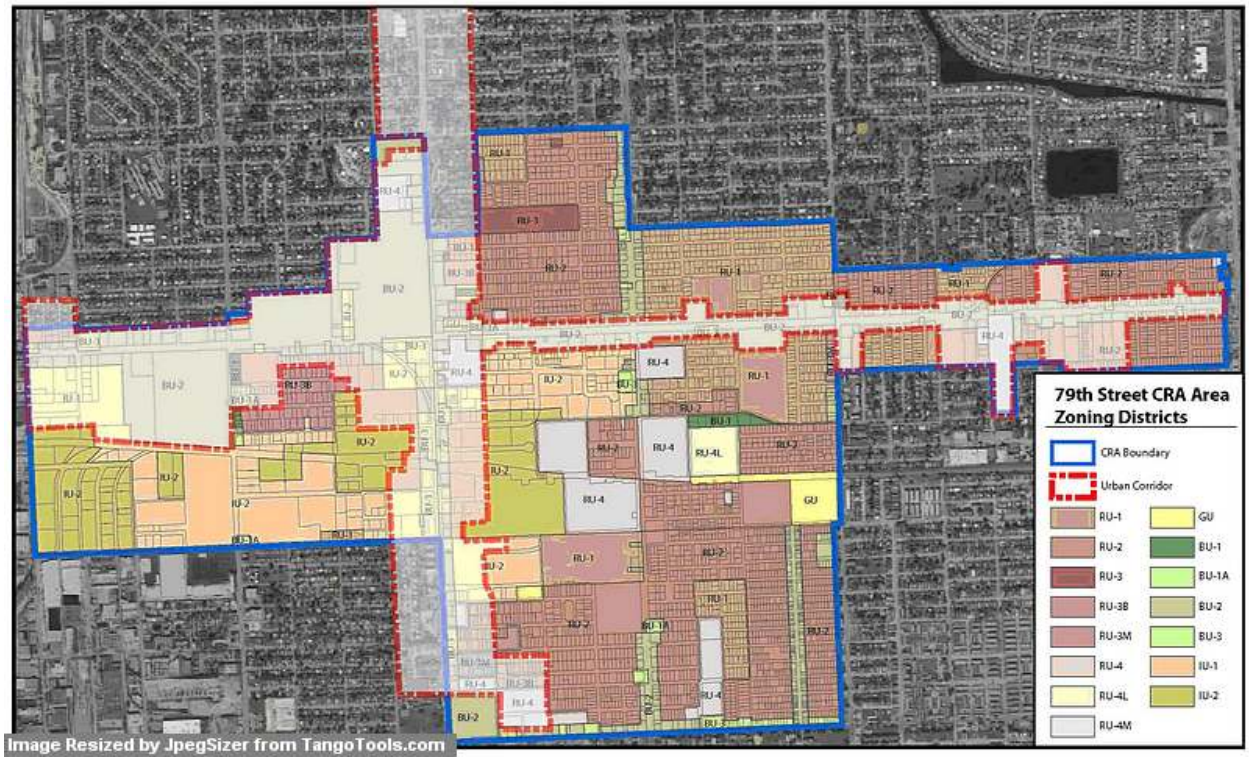


Figure 3.22 – NCUAD zoning overlay district

The NCUAD differs from the conventional, suburban zoning scheme currently in place. A map of the current zoning in the CRA is shown in Figure 3.25. Most of the parcels that are designated as part of the NCUAD are currently zoned BU-2 (there are a sprinkling of other zoning districts as well,) all with fairly restrictive requirements for height, floor area ratio, lot coverage, and minimum landscaped area. This general philosophy, prevalent in the decades following World War II, has resulted in the sprawling, low density development pattern seen in and all around the CRA. It ensured development that is spread out over large areas, is difficult to serve effectively with transit and requires a car trip to conduct even the simplest errands.

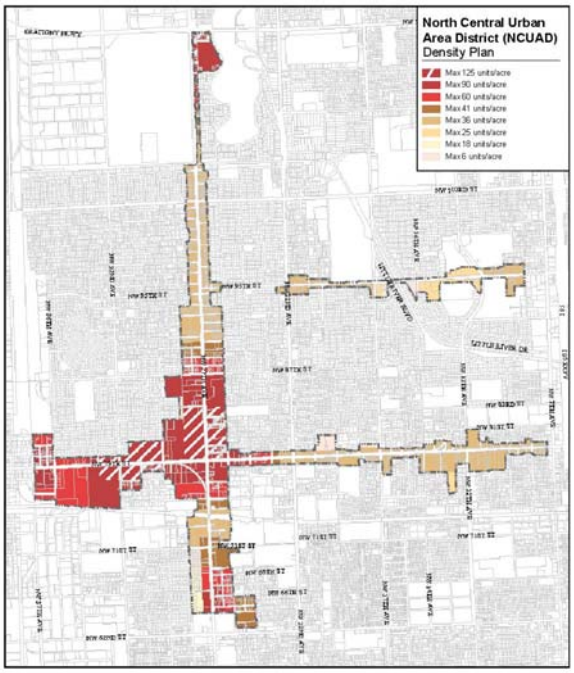


Figure 3.23 – Density in NCUAD District

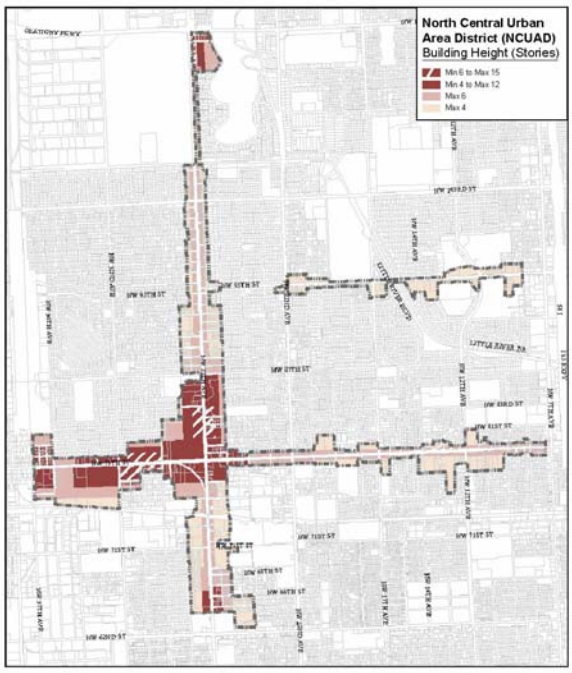


Figure 3.24 Building Heights in NCUAD District

As Figure 3.23 demonstrates, the NCUAD applies primarily to parcels fronting on NW 79th Street and NW 27th Avenue. Large portions of the CRA, particularly those residential areas in the center part of the CRA, remain with their current zoning. The great majority of these are zoned as one of the residential zoning districts, RU-1 through RU-4, with RU-2 being the most prevalent. RU-1 is the most restrictive, limited to single family detached homes on lots a minimum of 7500 square feet in size, with the building covering a maximum of 35% of the site. RU-2 also permits duplex units, while RU-4 allows for multi-family apartment units. All districts are limited to structures a maximum of 2 stories in height.

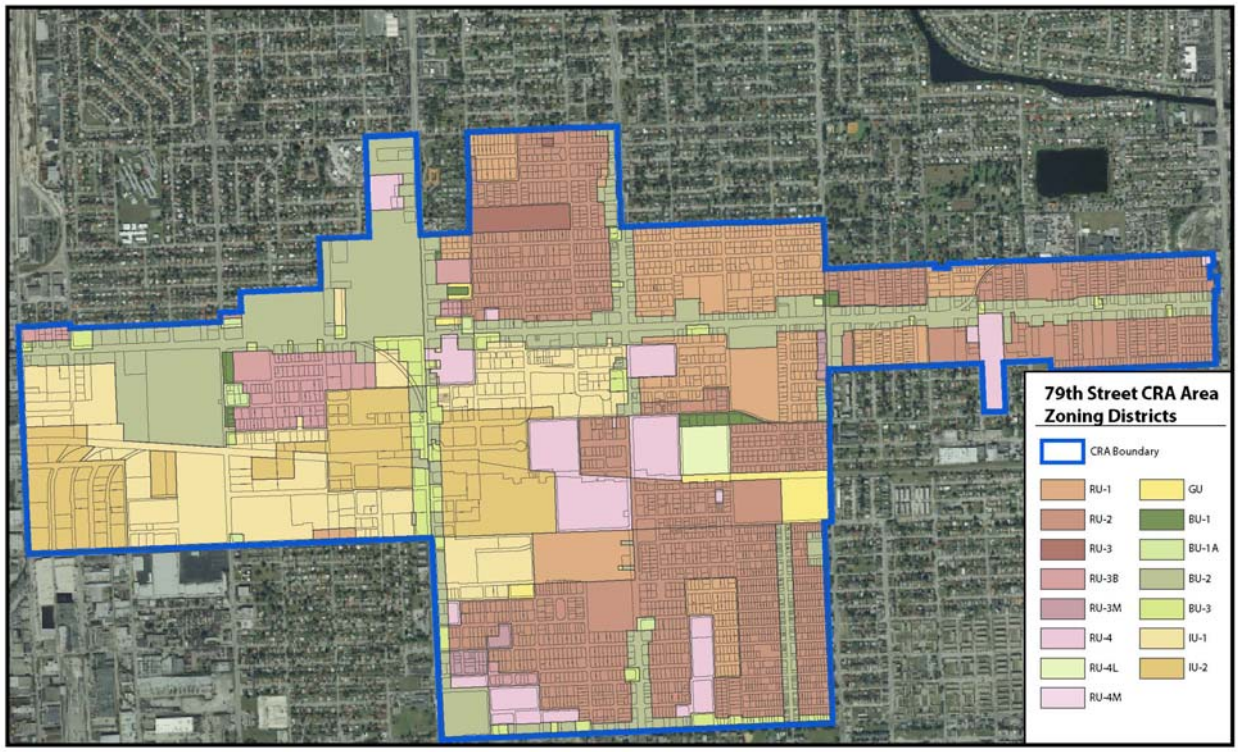


Figure 3.25 – Conventional zoning areas in the 79th Street CRA area

The combined effect of the current zoning and the NCUAD overlay is a two tiered regulatory structure. The NCUAD recommends that a majority of the residential neighborhoods, as well as the industrial areas in the southwest portion of the CRA, remain with their current zoning. These areas are stable and, while they will continue to experience scattered infill redevelopment, are not expected to transform into a radically different kind of urban form. Those areas falling within the NCUAD, on the other hand, are expected to change dramatically. At least, the zoning is designed to permit that. Whether this kind of denser, more urban redevelopment will actually occur will depend in some measure on the success of the CRA's efforts at promoting redevelopment.

J. Vacant Parcels

One of the more noticeable aspects of the 79th Street CRA area is the relatively high number of vacant parcels. In fact, this was noted in the Finding of Necessity that established the presence of blight for the formation of the CRA. A total of 251 acres, or about 20% of all the land area in the CRA, is vacant. While there are a number of vacant lots scattered throughout the neighborhoods, many of the vacant parcels, including some large and very visible ones, are located along 79th Street and the principal north-south avenues.

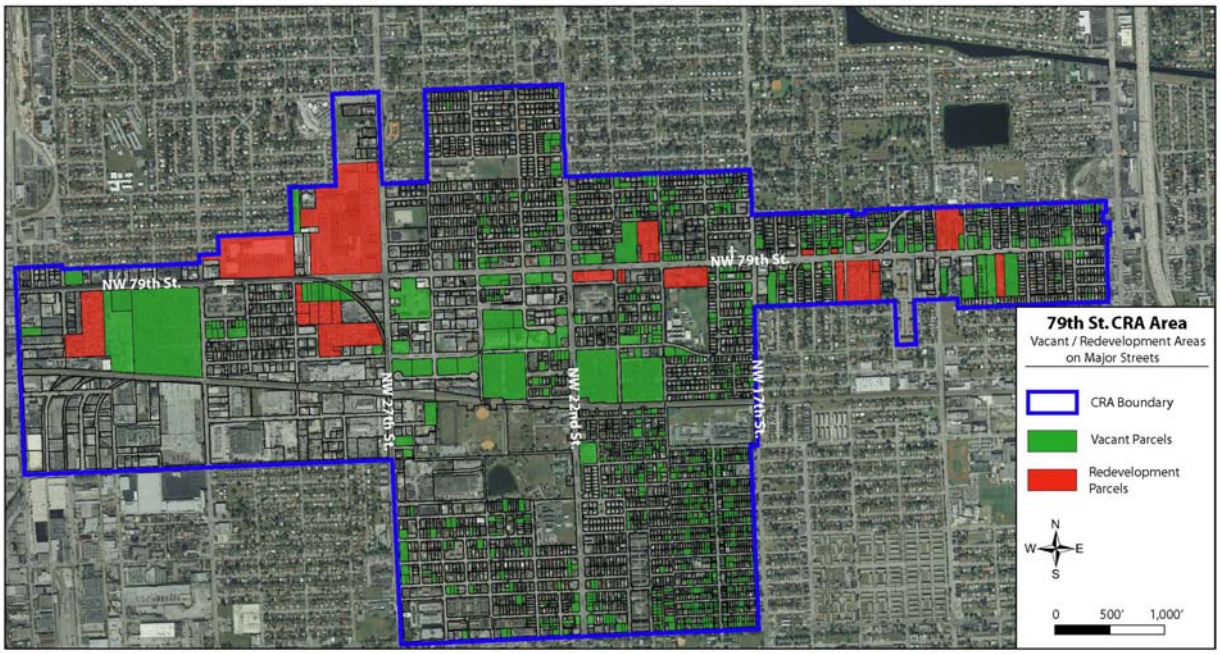


Figure 3.26 – Vacant parcels in CRA area

An unusual incidence of vacant lots is considered a blight determinant since it is visually unattractive and indicates a persistent lack of development interest in an area. In addition, vacant lots attract dumping and can create a sanitation problem. This, along with the tendency for overgrowth of grass and scrub, can attract vermin and make the property difficult to maintain.

As noted in the Finding of Necessity, 38% of the vacant land, or about 95 acres, is zoned for commercial use. Since this tends to be concentrated along the primary arterial roads, it contributes to the visible nature of the vacancies. Nearly as much vacant land, 36% or 90 acres, is zoned for multi-family use. A fairly significant amount, 20% or 48 acres, is zoned for industrial use. Only about 7% of the vacant land is designated for single family use. Again, this reinforces the impression that the residential neighborhoods, while mostly working class in nature, are stable. The commercial segment of the market is suffering the most, and, unfortunately, is the most visible to the casual observer.

If there is a positive aspect to the high incidence of vacant lots, it is that they present a number of infill development opportunities in a county where future growth opportunities are limited. The NCUAD zoning overlay, discussed previously, recognizes this and seeks to facilitate a dense form of urban infill development, primarily along the 79th Street and NW 27th Avenue corridors. Figure 3.26 also identifies what are considered to be priority redevelopment parcels. These, in addition to the vacant parcels, indicate even further potential for infill redevelopment within the CRA. These redevelopment parcels were selected as such because of the following characteristics:

- They are larger parcels that require less assembly to make an attractive redevelopment opportunity,
- They are located along major traffic corridors, with good access and visibility,

- Their current assessed value of improvements is very low, indicating that the land is significantly underdeveloped, and
- They are located within the proposed NCUAD zoning overlay, which significantly increases the development potential of the parcels.

K. Infrastructure

Traffic Access

The primary traffic pattern in the CRA follows the major arterial roads, which form a fairly uniform grid. The primary east-west arterial is NW 79th Street, which acts as a feeder to Interstate 95 from neighborhoods to the west. The tributary effect of traffic flows increasing closer to I-95 is seen in figure 3.27. Average daily traffic volume for 79th Street ranges from 22,000 vehicles west of NW 27th Avenue to 33,100 vehicles between NW 17th Avenue and I-95.

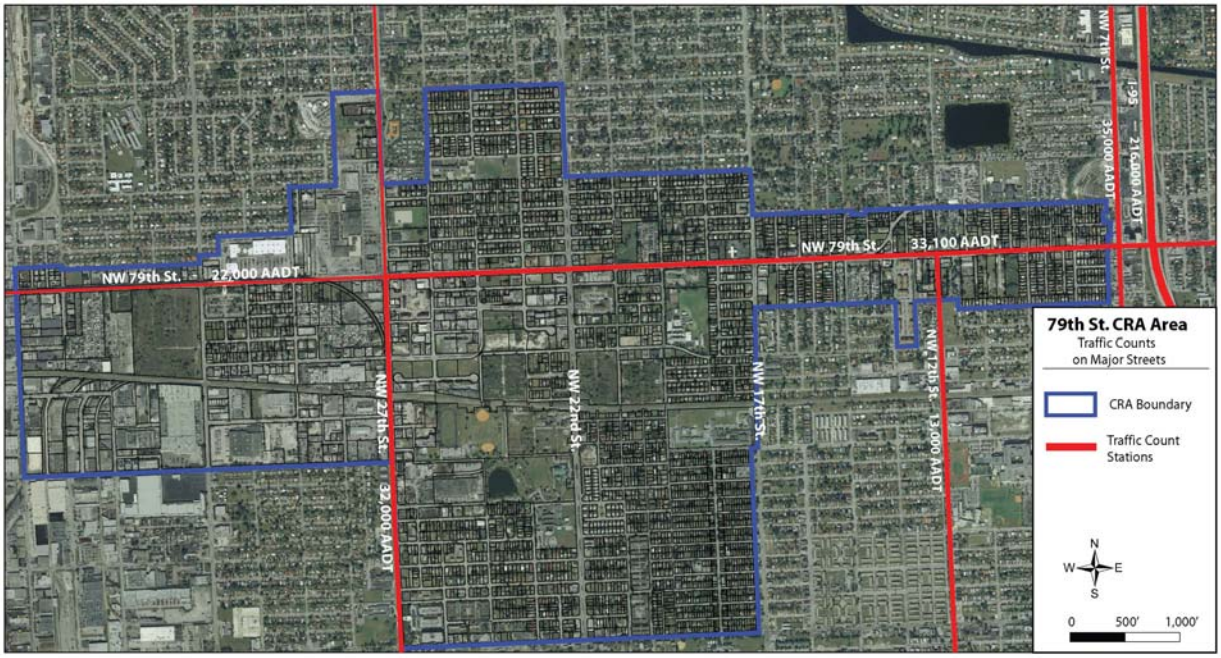


Figure 3.27 – Major traffic in CRA area

The feeder nature of 79th Street is reinforced by an anomaly in the street pattern near I-95. Southbound I-95 traffic exiting at 79th Street with the intent of going west is routed along NW 81st Street, a one-way street that jogs to the south to merge with 79th Street at NW 14th Avenue. 79th street widens at this point from a four-lane to a six-lane road. Unfortunately, this pattern does not work in reverse, so that eastbound traffic approaching 1-95 encounters a narrowing of the roadway, just at the point where the traffic flow is the highest. This causes a bottleneck at peak times.

Traffic on the north south roads is heaviest on NW 27th Avenue and NW 7th Avenue. Each of these is a major regional arterial; NW 27th Avenue is also known as State Road 9 and NW 7th Avenue is also US-441. They are each 6 lane roads, and carry an average daily traffic volume of

32,000 and 35,000 vehicles, respectively. Traffic on the other arterial roads is notably lighter; the average daily traffic volume on NW 12th Avenue, for instance, is about 13,000 vehicles. Congestion is evident at peak times on 79th Street, NW 27th Avenue, and NW 7th Avenue. The other roadways maintain a fairly smooth traffic flow.

Most of the neighborhood streets are two-lane local streets that experience very light traffic. The grid-like nature of the street layout ensures that there are a number of alternate routes in the event of a temporary blockage. There is a higher incidence of truck traffic in the industrial areas, but these typically do not impact the residential streets.

Transit

The 79th Street CRA Corridor has significant transit connections. The Metrorail system, with service to downtown Miami, enters the area on an elevated guideway above NW 27th Avenue and turns westward to run along NW 79th Street. At the west end of the CRA, the tracks cross the Tri-Rail system, as well as providing a connection to a nearby Amtrak station. The CRA area is also well served by a number of Miami-Dade Transit bus routes that traverse through the area.

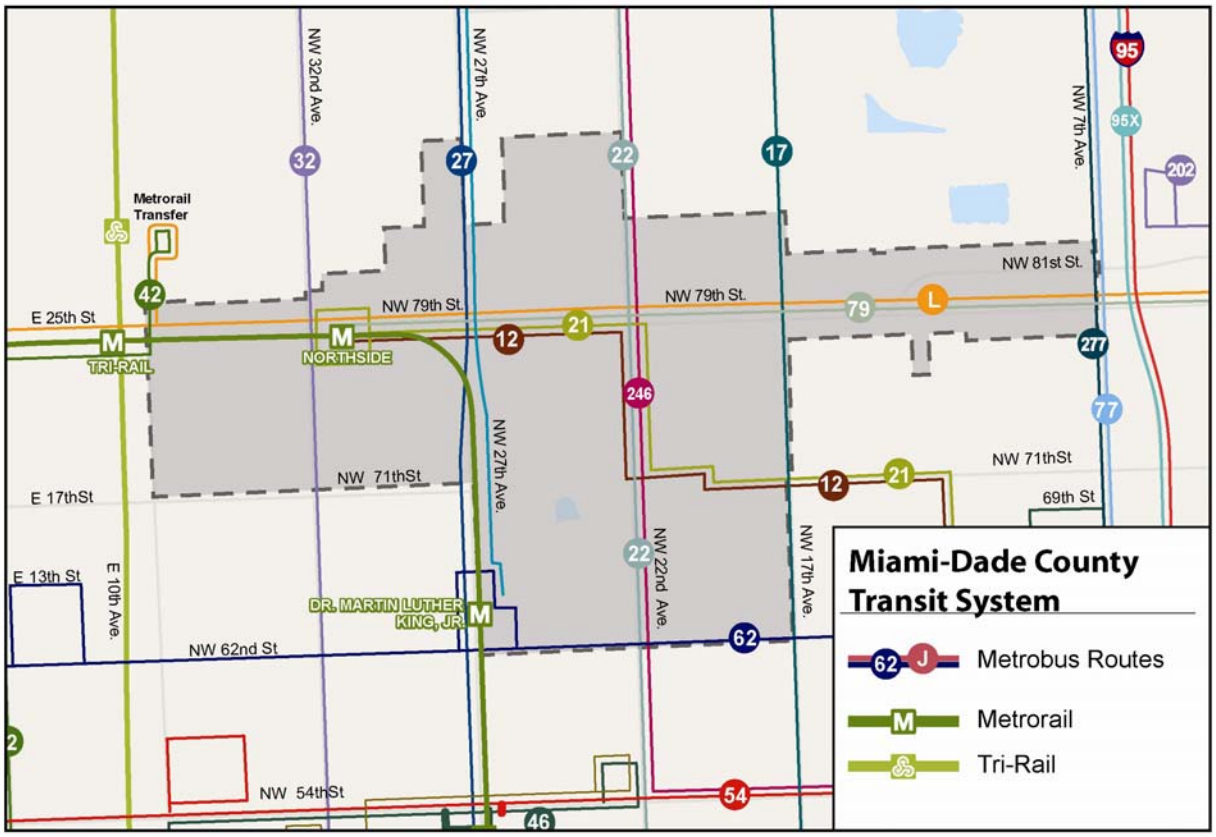


Figure 3.28 – Major public transit options within the 79th Street CRA

Figure 3.29 & 3.30 – The Metrorail line is prominent in the west end of the CRA

Utilities

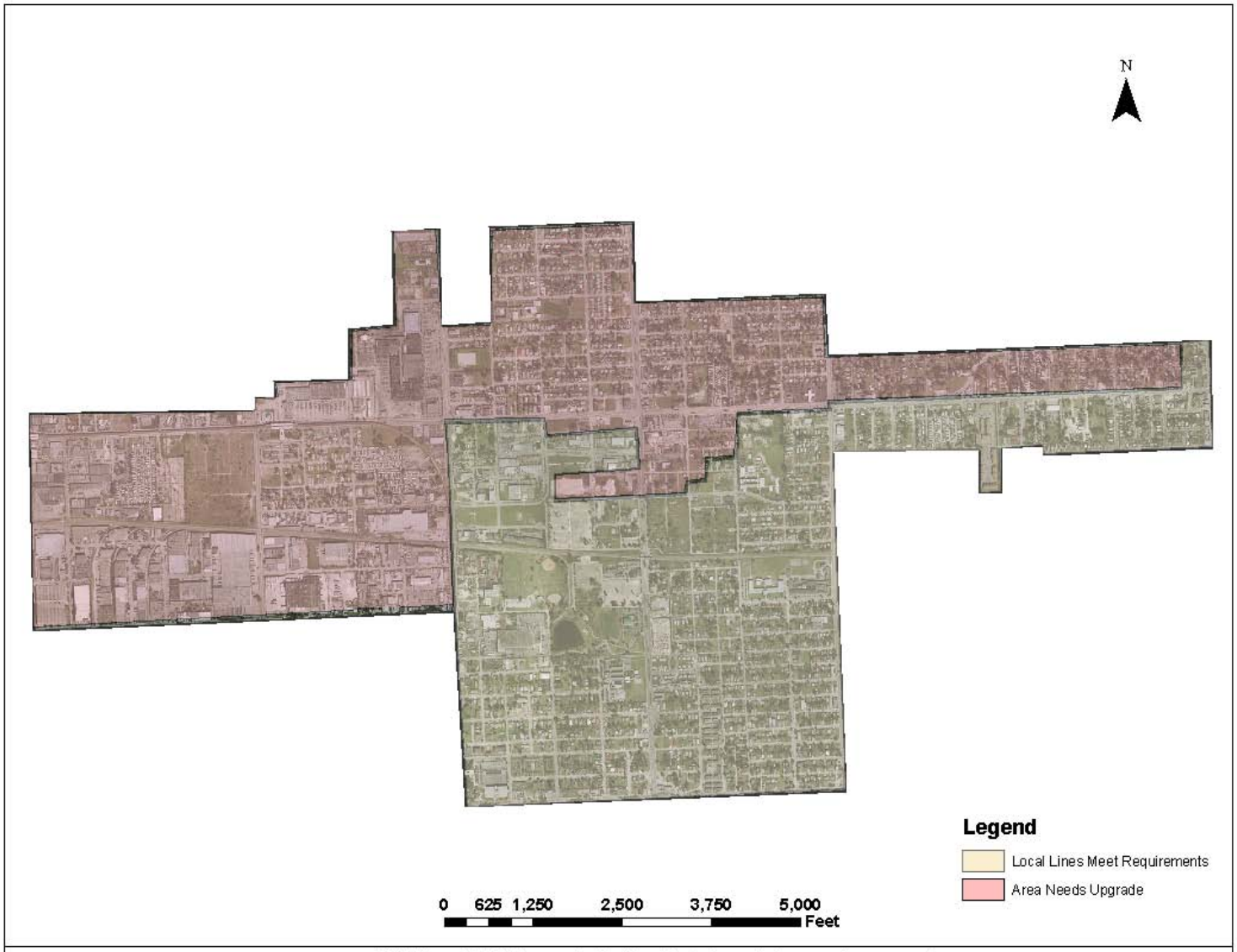
As an unincorporated part of the county, the 79th Street area was not initially developed with a full range of municipal services. Early development in the area relied on well water and septic systems, and many of the properties remain that way. Utility trunk lines have been installed in the area since then, primarily running in the main corridors. Newer developments, as well as redevelopment projects will generally be able to tie into water and sewer service, although many of the older exiting uses have not done so. While water is close to almost all properties within the CRA, there are several areas that are not well served by sewer, and would require an extension of new lines to tie in. This occurs primarily in the western portion of the CRA as well as some of the residential neighborhoods north of 79th Street.

Figures 3.31 and 3.32 depict an assessment of the adequacy of the current water and sewer infrastructure. These maps were prepared by the Miami-Dade County Water and Sewer Division (WASD) and reflect the extent of improvements necessary for economic redevelopment. These are preliminary estimates based on zoning and any final improvements will be determined at the time new projects are brought forward. These maps only indicate the extent of the current conditions and do not form any obligation for any party or organization.

Figure 3.31

N
Legend
Local Lines Meet Requirements
Area Needs Upgrades
0
0.25
0.5
1
Miles
79th Street CRA-Water Distribution-Preliminary Adequacy Assessment
2/19/2010

Figure 3.32



79th Street CRA-Sewage Collection-Preliminary Adequacy Assessment

L. Crime Statistics

Overall crime has decreased along the 79th Street Corridor Study Area from 2002 to 2007; the last year crime statistics were available. The number of reported crimes in 2007 (including violent and non-violent) was 3,089 incidents, compared to 3,583 incidents in 2002. During this period, crime incidences decreased at an annual average rate of 2.8%. However, since 2005 crime has been on the increase. Crime increased at a rate of 0.8 percent in 2006 and 5.5 percent in 2007. Given the total population in Miami-Dade County of 2,253,362 (2007), and total crimes of 508,739 the overall crime level averages out to about 225 crimes per 1,000 persons. Conversely, crime figures for the 79th Street Corridor Study Area and the estimated 2007 population of 14,840, the Study Area has 1,279 crimes per 1,000 persons. This figure is about 6 times higher than in the County for the six year period of 2002 through 2007.

PRIOR PLANNING

The 79th Street Corridor CRA area has been the subject of a number of planning efforts in the past. While the CRA boundary itself was not defined until the adoption of the Finding of Necessity report in 2008, the 79th Street corridor, or portions of it, was deemed prominent enough to be the subject of various planning exercises. Some of them were wider in scope, including what is referred to as the North Central Area of Miami-Dade County. Presented here is a brief synopsis of several of these planning efforts. This section exists to illustrate the planning analysis and findings of the previous studies. These findings have not necessarily been adopted into the Redevelopment Plan, but rather form a basis for the analysis in this report.

A. The North Central Miami-Dade Charrette

Conducted in 2002 – '03 by the Treasure Coast Regional Planning Council and Miami-Dade County.

This was a traditional charrette planning process, including a one-week, intensive, on-site design workshop incorporating significant public input. The study area dealt with a large portion of the north central county, with NW 79th Street forming the southern boundary, NW 27th Avenue forming the western boundary, and NW 7th Avenue forming the eastern boundary. While much of the charrette was focused on the character and structure of the neighborhoods within the boundaries, it also produced some ideas for dealing with the corridors that defined the study area boundaries.

The larger themes of the charrette identified a weakness in the auto-oriented sprawl that characterized the area. The main street corridors had been given over to serve primarily vehicle movement and were lined with auto-oriented, uninteresting box retail and commercial uses fronted by large parking lots. The residential neighborhoods had no discernable structure or identity, lacking a defined neighborhood center within walking distance to all homes.

The solutions for the neighborhoods were straightforward and did not require a great deal of intervention or wide scale redevelopment. The neighborhoods were broken down into manageable units, each of which could be given a defined center (usually a small park, sometimes an elementary school) and an edge that defined the neighborhood. Usually, these were minor arterial streets that connected neighborhoods and provided a small commercial center at their intersections that would serve four surrounding neighborhoods. It called for small interventions, generally to strengthen and define the neighborhood center. (Figure 4.1)

The major arterials, such as 79th Street and NW 27th Avenue, were designated for more drastic action. Initial phases of the redevelopment focused on improving the appearance of the corridor itself with elements such as landscaped medians, a curbside parking lane buffered by landscaped bump-outs, and improved sidewalks and lighting. The long term solution was to redevelop the uses lining the corridors with more traditional, multi-story, mixed use building that fronted directly on the sidewalk, with parking placed behind. This would create more density, but would do so in a more pedestrian friendly manner that would allow for a more traditional urban lifestyle. (Figures 4.2 and 4.3)

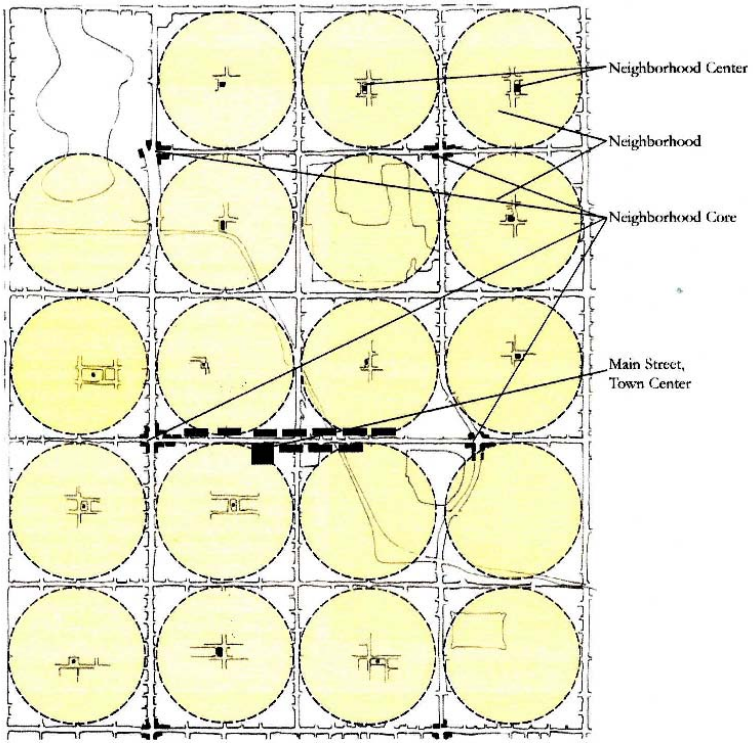


Figure 4.1- Neighborhood interventions

The charrette also proposed several alternative redevelopment scenarios for the Northside Shopping Center. One alternative left the existing buildings in place but added new mixed use buildings to define the street edges, similar to the treatment for the corridor roads with parking located behind the buildings. The second was a complete redevelopment of the site which extended many of the surrounding streets into the site to reinstate the street grid. This would still allow for a variety of building sizes, including some big retail boxes.

While little actual redevelopment has occurred since the charrette, the proposed North Central Urban Area District (NCUAD) zoning along the corridors is designed to encourage exactly the kind of development proposed by the charrette.

Figure 4.2 – Existing 79th St. conditions

Figure 4.3 – 79th St. after proposed improvements

B. The 79th Street Corridor Initiative

Formed in 1999, by various community based development groups in strategic partnership with the Center for Neighborhood Technology.

The 79th Street Corridor Initiative was formed to promote transit oriented development, primarily in the western portion of the CRA. It grew out of the recognition of the unique opportunity presented by the confluence of the Metrorail, Tri-Rail, and Amtrak services near the intersection of NW 79th Street and NW 37th Avenue. It consolidates several important planning trends: the need for viable long-term growth options in Miami-Dade County, the need to leverage mass transit investment to strengthen existing service corridors, and the need for sustainable redevelopment in the 79th Street Corridor.

The 79th Street Initiative has targeted several large tracts in the western portion of the CRA for redevelopment. This is primarily due to their proximity to the Metrorail line, as well as because they are currently underused tracts that are large enough to accommodate a significant mixed use development without a high degree of land assembly. The Northside Shopping Center and a large parcel near the Tri-Rail tracks were selected for a detailed development study conducted by Zyscovich & Associates in 2006. An illustrative view of the proposed development near the Tri-Rail station is shown in Figure 4.4.

Figure 4.4 – 79th St. Corridor Neighborhood Initiative, Zyzcovich & Associates; 2006

The initiative recognizes a number of assets for the focus area: public transit access, the skills of local residents, the potential for assembling significant amounts of land, the undervalued market potential, the proximity to jobs, and access to rights of way, among others.

C. Transportation Improvement Program 2010

Miami-Dade Metropolitan Planning Organization.

The Transportation Improvement Program (TIP) is a listing of transportation improvements to be completed over a five year period. It is the implementation component of the Long Range Transportation Plan, which looks ahead 25 years. The TIP is prepared every 5 years and is a detailed listing of individual projects that are actually funded and will be constructed within that period.

There is one project listed in the CRA for the coming five years. This is the repaving of NW 27th Avenue from NW 79th Street to NW 84th Street, or approximately that portion of 27th Avenue that borders the Northside Shopping Center.

D. Comprehensive Development Master Plan (CDMP)

Miami-Dade County Department of Planning and Zoning

The CDMP is Miami-Dade's county-wide growth management plan, designed to ensure and manage the orderly growth of the urbanized areas of the county into the future. With an emphasis on sustainable development, its policies are intended to focus growth on established metropolitan areas and to preserve open space and the natural environment. More specifically, its primary objectives are to promote growth and development:

1. At a rate commensurate with projected population and economic growth.
2. In a contiguous pattern centered around a network of high-intensity urban centers well-connected by multi-modal intra-urban transportation facilities.
3. In locations which optimize efficiency in public service delivery and conservation of valuable natural resources.

Since the CDMP is county-wide in scope, it does not specify in detail the future development pattern for an area like the 79th Street Corridor CRA. Yet clearly, the CRA meets the criteria for a targeted growth area, particularly since very few locations in the county are as well served by multi-modal intra-urban transportation facilities. As an established developed area located between several of the county's largest cities, it is a natural location for denser redevelopment.

This is recognized by the North Central Urban Area District zoning overlay, which establishes higher levels of permitted development intensity. While the NCUAD affects the immediate areas around the NW 79th Street and the NW 27th Avenue corridors, this does represent a significant portion of the land within the CRA. The NCUAD is discussed in further detail in Section 3 of this Plan.

The various planning efforts discussed above share a number of common notions. All of them recognize the 79th Street Corridor area as a natural focus for more intense redevelopment. This is due to a number of assets, including existing infrastructure, a high degree of vacant and underdeveloped land, and a well developed transit network serving the area.

E. Finding of Necessity
Problems, Needs, and Opportunities

The 79th Street Corridor has been the subject of several prior studies and analyses in the recent past. A number of planning initiatives have focused on the area, as discussed previously. In 2009, with the adoption of Resolution R-566-09, Miami-Dade County made a legislative Finding of Necessity that declared the study area as a slum or blighted area and resolved to prepare a Community Redevelopment Plan. As part of the planning process, several community meetings were held to review the past planning efforts and to discuss the needs and priorities for the redevelopment plan.

This section will itemize the problems and needs to be addressed within the CRA as well as some of the key opportunities that have been identified. Since the CRA is a relatively large area consisting of a number of varying conditions, it is appropriate to acknowledge that areas of differing character will exhibit different needs and will require a different range of programs and strategies. Thus, the CRA has been subdivided into three different character areas, as defined here:

1. The arterial corridors, the busiest ones being NW 79th Street and NW 27th Avenue. Others such as NW 22nd Avenue are not quite as busy, so would be treated to a lesser degree. The arterial corridors are characterized by predominantly commercial uses, mostly older and obsolescent and a high incidence of vacant parcels and other redevelopment opportunities.

2. The residential neighborhoods. While these vary in quality and in the mix of the housing supply, these are typically lower density areas, for the most part relatively stable, that do not expect a radical degree of transformation or redevelopment.

3. The industrial area, generally located within the southwest portion of the CRA, in close proximity to the FEC railway corridor that traverses the area. While the existing developments vary in quality, this area is a source of economic strength for the surrounding area and needs to be strengthened in a manner that minimizes the impacts to the surrounding neighborhoods.

The Arterial Corridors

Problems

- Old, deteriorating, and obsolescent building stock.
- A high incidence of vacant property.
- A high number of small and/or shallow parcels that are difficult to redevelop as higher intensity uses.
- A concentration of mobile home parks.

Needs

- Increase the potential and attractiveness for private development.
- Improve the image of the area.
- Attract new and better businesses to the area.
- Remove blighting influences.
- Affordable housing in conjunction with commercial redevelopment in a denser, mixed use form.

Opportunities

- The corridors are well established and strategically located regional connectors.
- Significant transit connections exist. The roadway network is also well integrated into the regional network.
- The large vacant and underdeveloped parcels present an opportunity for an exemplary catalyst project.
- The mobile home parks are large parcels under unified ownership, and are also good redevelopment opportunities.

The Residential Neighborhoods

Problems

- High proportion of renters, particularly in the multi-family units.
- Lack of water and sewer connections inhibits infill redevelopment; some areas have no access to service.
- Lack of amenities such as parks and convenient neighborhood services.
- Some areas are too close to industrial uses.

Needs

- Improved access to water and sewer infrastructure.
- Repair or remove the worst and most deteriorated structures.
- Quality workforce housing, particularly if the mobile home residents are displaced.
- Defined neighborhood centers within walking distance.
- Convenient access to neighborhood oriented retail and service uses.

Opportunities

- The overall location is convenient to downtown Miami, the airport, and a number of job centers.
- The neighborhoods are affordable.
- The potential proximity to a mixed use urban center will make the residential areas more attractive and convenient.

The Industrial Area

Problems

- The industrial areas are constrained in extent and generally adjacent to residential uses.
- Further growth in surrounding areas could cause conflicts with truck traffic.

Needs

- Higher development or screening standards for edges adjacent to residential uses.
- A long-range development plan to address questions of potential growth areas, compatibility, access, and transportation.

Opportunities

- There are a number of vacant parcels available for further growth.
- The area is convenient to the airport, downtown, and is well integrated into the regional transportation network.
- There is a long-term need for suitable industrial property in the region.

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

The initial meeting of the 79th Street Corridor Redevelopment Planning Process was held on November 4, 2009 at Gwen Cherry Park 7900 N.W. 27th Avenue, Miami Florida. The main purpose of the initial meeting was to share information with the community members about the CRA process for the 79th Street Corridor Area, and to begin identifying strategic redevelopment priorities from the community perspective. Another goal was to ensure that the 7th Avenue CRA and 79th Street Corridor CRA planning processes mesh in a way that supports broad, long term redevelopment processes with outcomes that help people living and working in the area.

The meeting began with an overview of the CRA process. Participants also discussed next steps for the redevelopment process. It was noted that the County had selected PMG Associates, Inc. to prepare the 79th Street Corridor CRA plan.

A central question emerged from this discussion: What will be the right track for the community in the CRA redevelopment process? The response along was that there was a need for as much community input of the process as possible—early and ongoing—ensure that community priorities are captured in the final plan. Other suggestions were that community input must lead to broad strategies that make sense for the community in the short term (jobs created) and the long term (major redevelopment projects that transform the community into an attractive place to live, work, play and shop).

Following that discussion, several community members offered specific ideas around potential themes and projects that would fall within the CRA planning process. Two themes emerged from this discussion: the redevelopment process must have a family friendly base and that the

area's Afro-Caribbean cultural heritage must be highlighted. Some of the initial ideas offered included;

- Provide community-based, family-oriented commercial areas
- Provide mixed-income housing
- bringing a movie theatre to the area
- attracting a hotel to the area that would generate more tax revenue for the County and the CRA district.
- reestablishing a Pop Warner Little League Football program for the youth in the area
- building a bowling alley that is family friendly
- building a museum that captures the community's musical and cultural roots

G. Second Community Meeting for the Community Redevelopment Plan

A second meeting of the 79th Street Corridor Redevelopment Agency Plan was again held at Gwen Cherry Park on December 9, 2009. The purpose of the second meeting was the presentation of a summary of ideas that were generated at the initial meeting with a chance for public to provide input as to whether the presentation accurately reflected the sentiments of the community.

The following was covered during the presentation:

- Community Redevelopment Agency: Single purpose entity that concentrates on a targeted redevelopment area
- Taxes from increases in property value in the CRA area stay in the CRA to be spent on redevelopment projects
- CRA funds can be spent on:
  - Public Improvements
  - Incentives for private development
  - Programs to revitalize the community
- CRA funds can be leveraged by grants, bonds
- Define an area requiring redevelopment
- Prepare a Finding of Necessity (completed in 2009)
- Prepare a community based CRA Plan
- Establish the CRA, Base Year, and Trust Fund
- CRA Board sets budget, prioritizes projects
- Role of CRA board

An Overview of how the initiative began was also presented:

In 1999, three community organizations along with a national partner formed the 79th Street Corridor Neighborhood Initiative to spur redevelopment of a long neglected area of unincorporated Miami-Dade County

The Partners:

- The Urban League of Greater Miami
- Deedco, Inc.
- Neighborhood Housing Services of South Florida

Previous Public Input (Catalyst Projects)

- Mixed Use projects that include community services and needs both housing and commercial (Northside Shopping Center or other locations)
  - Retail
  - Housing
  - Jobs
  - Livable community
- TOD
- Industrial Lands (Poinciana Park) and Vacant Lands
- Mobile Home Redevelopment Infrastructure

Previous Public Input (Public Need Projects)

- Street Improvements
- Drainage
- Utilities
- Parks
- Sidewalks/Crosswalks
- METRO-Rail extension

Previous Public Input (Aesthetic Projects)

- Landscaping of medians
- Transfer station
- Vacant Lands

H. Presentation of the 79th Street Corridor Community Redevelopment Plan

To be completed after the Draft Plan is presented to the public

A. Purpose

This section is designed to outline the major strategies, projects, and programs that are recommended to be implemented by the 79th Street Corridor 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.

The following sections provide a description of proposed projects and programs for which funding may be provided by the CRA. For reference purposes, a brief outline of the programs and strategies is provided here:

- Infill and Replacement Housing Strategy. Most new housing is intended to be provided in conjunction with a mixed-use "transit oriented development" (TOD.) Programs for existing residential neighborhoods may focus on code compliance, conservation of existing homes, weatherization and modernization, and the eventual replacement of mobile home units with permanent housing, for the residents of the area.

- Economic Development Strategy. New commercial development should focus on neighborhood service businesses and additional development of the industrial areas. The CRA will help to attract new uses, provide inducement packages for the recruitment and retention of businesses, assist with marketing and promoting the area, and provide support to the area's merchants association.

- Infrastructure and Neighborhood Improvements. Capital projects could include assistance with right-of-way and utility service improvements. Neighborhood improvements could include sidewalks, lighting, landscaping, and open space.

- Grant and Financing Programs. The CRA can provide matching funds for a variety of property improvements such as code compliance and commercial building facades. It can also provide small business loans as well as a number of employment initiatives.

- Land Acquisition. The CRA can purchase land for redevelopment and blight removal as well as to facilitate the assembly of larger parcels to be made available to private developers.

- Planning and Land Use Regulation. The CRA can undertake a variety of studies to address specific issues, encourage development and promote quality development standards. The CRA may propose and pursue appropriate changes to the Comprehensive Plan or to the zoning and land use regulations.

B. Infill and Replacement Housing Strategy

One of the strategies required by the community that could be undertaken by the CRA is an infill and replacement housing program. This strategy is designed to provide additional mixed income housing, capitalize on the recommended transit oriented projects, to add additional vibrancy to the community. The strategy also includes the elimination of substandard housing and development of currently vacant and/or defective infill lots. The Infill and Replacement Housing Strategy is designed to closely follow 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.

Housing With Transit Oriented Design (TOD) Characteristics

The CRA must also insure that units in any sizeable housing component of a TOD are provided to a mix of incomes. Several TOD projects have been considered in the area including incorporation with the Tri-Rail/Metrorail Station at NW 37th Avenue and NW 81st Street. This multi-modal facility is primarily outside of the District, however, a portion is included in the northwestern corner of the CRA area. The second TOD is envisioned at the corner of NW 27th Avenue and 79th Street (Northside) on the Metrorail system.

Additionally, the General Obligation Bond Issue assignment of funds for Affordable Housing projects include one at NW 79th Street between NW 31st Avenue and NW 32nd Avenue Northside. A total of $2.5 million have been assigned for this project.

GOALS -
a) Construction of a TOD at the multi-modal station property
b) Construction of a TOD at Northside
c) Inclusion of mixed income 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 mixed income units

Residential Code Compliance

The CRA and County should provide for a program of more vigorous code enforcement and compliance. The CRA should make every effort possible to ensure that there are Code Enforcement Officers dedicated to the 79th Street Corridor 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. Prior to any strict enforcement, the CRA should provide widespread notification and require that an assistance program be in place.

GOALS :

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

Task Completion Indicators:

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

Conservation of Existing Homes

Efforts should be made to encourage the creation of a 79th Street Corridor 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.

Mobile Homes

The CRA area has numerous existing mobile home parks within its boundaries. Some of these parks are occupied by deteriorating structures which add to the designation of slum and blight for the area. Miami-Dade County has conducted studies of the mobile home inventory county-wide, including the study area. A moratorium on new mobile home parks has been established which

will restrict the expansion of these types of units. If the mobile home parks in the District are to be eliminated, additional housing must be made available.

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 undertake projects in the CRA district.
2) Owner-occupied home rehabilitation (including attraction of CDBG, SHIP, HOME and other non-CRA funds to the area.
3) Acquisition of vacant lots with rights to residential use.
4) 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.
5) Promote mixed use and TOD projects in the Corridor and recommended locations.
6) Disposal of mixed use and TOD assemblages via Developer RFP.
7) Replacement of sub-standard housing.

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 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

There are several locations within the district where a mixed use development could fit with the nature of the community and overall redevelopment plans. If a mixed use project is presented, it should include housing and commercial activity. The input from the community during the public sessions of this Plan should serve as an initiation point of the planning process. Final Plans will require approval from the CRA Board, especially if incentives are sought. The suggestions from the public included:

- Mixed income housing
- Basic needs retail
- Activities for families and children
- Offices
- Hotel and Convention Center
- Entertainment/amusement centers (Movie Theater)

Any developer should consider these items when planning the overall program.

Industrial Areas- Existing Conditions

Miami-Dade County has recently issued a RFP for the development of Poinciana Park for industrial uses. The RFP response period has closed, but no selection has been made at the time of this report.

The purpose of this RFP is to select a developer who will redevelop the site for warehousing and other industrial uses. The concept is to provide job creation for the community and spur economic growth. Based on the current market conditions, it is anticipated that Poinciana Park will begin to be added to the Tax Rolls in Fiscal Year 2013.

Other industrial properties along NW 27th Avenue are also potential sites for redevelopment and should be pursued for long-term growth. This location allows for a concentration of industrial uses into an area well suited for such a use. The CRA could participate in any of the redevelopment projects with incentives or other assistance, if the return to the community warrants.

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. One of the strategies of the CRA may be to encourage these companies to employ as many residents of the 79th Street Corridor CRA area as possible. 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.

The CRA should also seek to attract small commercial businesses to the area, particularly those who will provide needed neighborhood services. This might include assistance to current residents in establishing a new business venture.

The CRA should also assist with the general marketing and promotion of the area. This could include recruiting businesses to the area, creating outreach and communication media such as an area newsletter, as well as assistance with local special events designed to improve the image and profile of the CRA.

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 to the area. This review should include all benefits such as increase in tax base, number of jobs created, levels of pay of jobs created, potential spin-off effects and other governmental revenues generated by the project. The review should also include the need to provide additional incentives beyond what may already be available and whether these incentives should be in a monetary form or some other form.

Incentives added to the package by the CRA cannot 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. 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. Contribution toward infrastructure improvements such as water and sewer or roads
4. Reimbursement for equipment or relocation expenses
5. Providing a “One-Stop Shop” for approvals
6. The provision of or payment for worker training
7. The undertaking of roadway improvements
8. 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 79th Street Corridor 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 79th Street Corridor 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 79th Street Corridor as two employees, thus only three (3) 79th Street Corridor 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 unique and rare instances) provide any incentive other than staff time or improvements that are owned by the public prior to the commencement of hiring of new employment. Incentives should be paid after the increment is collected by the CRA and should be released as the promised jobs are created. These provisions insure that the CRA will not pay for anything that does not create jobs and that there is no additional cost, either direct (payment for improvements) or indirect (inability to undertake another project as funds were allocated to the incentive) prior to the revenue collected by the CRA. Roadway enhancements and other publicly owned project are the exception as value has been added that will presumably be utilized by the public.

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

GOALS:
a) Attraction of new industrial users to the CRA district.
b) Creation of a "toolbox" of 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 79th Street Corridor 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) 50% reduction in the unemployment rate of 79th Street Corridor 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

The current development of the District includes significant properties along the major corridors suitable for retail and office uses. Redevelopment of these areas will fit well with the Redevelopment process. Several plans for redevelopment have been discussed over the years including the North Central Urban Area District (NCUAD) which has suggested zoning overlays for the corner of NW 27th Avenue and 79th Street (among others) that would encourage mixed use development.

GOALS:
a) Attraction of new retail and office users to the CRA district.
b) Establishment of design guidelines.
c) Creation of a "toolbox" of incentives and inducements to new users to locate/relocate/build in the CRA.
d) Attraction of new jobs to the CRA district.
e) Reduction in unemployment rate of 79th Street Corridor residents.
f) Creation CRA Liaison position to assist developers/business with the regulatory landscape.
g) Construction of new buildings leading to additional Taxable Value.

Task Completion Indicators:
a) Implementation of design guidelines.
b) Significant increase in the taxable value of the CRA.
c) 50% reduction in the unemployment rate of 79th Street Corridor 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.
e) Significant increase in the number of occupational licenses in the CRA.
f) Attraction of at least 3 users to the area with over 25 employees.

The CRA could be involved in the assembly of land in the area to facilitate the development of the mixed use projects. 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 to the developers. 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. While this corridor will be transit oriented, the intensity of uses will lead to the need for parking facilities.

<u>GOALS</u>:

a) Attraction of new retail, office and restaurant.
b) Reduction in the amount of vacant land and vacant buildings.
c) Establishment of design guidelines.
d) Creation of a "toolbox" of incentives and inducements to new users to locate/relocate/build in the CRA.
e) Attraction of new jobs to the CRA district.
f) Reduction in unemployment rate of 79th Street Corridor residents.
g) Creation of a CRA Liaison position to assist developers/business navigate the regulatory landscape.
h) Construction of new buildings leading to additional taxable value.

<u>Task Completion Indicators</u>:

a) Implementation of design guidelines.
b) Significant increase in the taxable value of the CRA.
c) 50% reduction in the unemployment rate of 79th Street Corridor 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.
e) Significant increase in the number of occupational licenses.
f) Attraction of at least 2 users to the area with over 25 employees.

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 a "toolbox" of 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 25 new business ventures.

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.
3) Rehabilitation of existing, useable and viable structures.
4) Attraction of new jobs in office/retail/restaurant.
5) Attraction and assistance to the creation of the TODs.

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

a. Creation of a developer/business liaison.
b. Creation of appropriate incentive programs to attract new construction and jobs to both the industrial and retail areas of the CRA.

c. 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.
d. Code Compliance and Code Compliance education.
e. Creation and implementation of design regulations for signage.

D. Infrastructure Projects

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

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

The following is a listing and brief description of the roadway projects contemplated by the Charrette Plan. It is important to reiterate that these projects can be phased with some landscaping improvements made first and that not all of the project can realistically be implemented as proposed by the Charrette Report. These projects should be encouraged by the CRA and the CRA should act as a lead agency in locating funding and ensuring that improvements are designed to improve the area not to just move traffic more efficiently. The CRA must insure that the County pays a fair share of projects that involved a redesign of existing roadway facilities and that the County does not invest in resurfacing or other projects on these roadways if a redesign should instead be undertaken. 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 Street Improvements

- 79th Street toward 7th Avenue as congestion begins from the backup from I-95
- NW 27th Avenue – demarcate parking lanes on both sides of the avenue
- NW 22 Avenue – reduce six lanes to four lanes and add on-street parking

- NW 12th Avenue and NW 17th Avenue – reduce four lanes to two lanes and add on-street parking

ROW and Streetscape Priorities

The ROW and streetscape projects cannot be appropriately prioritized in a manner similar to housing and economic development programs. This is because these projects are costly, are interrelated with other projects, are eligible for State or Federal grants with fixed cycles of application, and will need time to properly plan and design and coordination with the County's General Fund 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 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.

The residents of the area were particularly concerned with the current situation which is not pedestrian friendly. Many of the area's residents walk throughout the district and more suitable road crossings should be implemented. Walkability improvements will be particularly important if transit oriented development begins to occur in the area. Even without a TOD, access to the existing transit facilities should be improved. Such improvements might include the addition and/or widening of sidewalks, the provision of adequate street lighting, and improvements to right-of-way landscaping.

Utilities

The 79th Street Study Area falls within the service area of the Water and Sewer Department of Miami-Dade County with the exception of the far western section of the industrial area which has water service by the City of Hialeah. Much of the residential area does not have either water or sewer service. Most residents get water from wells and utilize septic tanks for waste disposal. PMGA staff met with WASD staff to determine capital improvements necessary in the study area. No capital improvements were planned and any future development would require the developer to coordinate with WASD staff to make any necessary improvements to facilitate the development. WASD staff supplied a rough cost estimate of the study area utilizing the zoning designations. Over $71 million in capital improvements would be necessary to upgrade the proposed CRA to provide necessary water and sewer service adequate for further development. That is broken down into $30 million for water and $40 million for sewer improvements. Residential alone would require over $26 million for both water and sewer.

The following is the general cost estimate for the zoning areas within the proposed 79th Street Corridor CRA for water and sewer improvements. These estimates were supplied by the Water and Sewer Department of Miami-Dade County.

	Water[1]	Sewer[2,3]	Totals
79th St Corridor	$2,600,000	$9,000,000	$11,600,000
Remainder of areas zoned Commercial/Industrial	$14,100,000	$20,000,000	$34,100,000
Residential	$14,160,000	$11,700,000	$25,860,000
Totals	$30,860,000	$40,700,000	$71,560,000

Notes:

1. Water line requirements based on providing MDWASD standard 12-inch size in commercial/industrial and 8-inch in residential where lines are not existing. Hydraulic computer modeling may show adequacy of smaller lines along some streets w/resulting reduced costs.
2. Based on sewered and unsewered areas.
3. Use of vacuum/pressure sewers based on positive evaluation of MDWASD could reduce costs of sewering in 79th Street Corridor and other areas.
4. Costs are preliminary and do not reflect an evaluation of existing underground utilities, formal hydraulic computations for points of connection/line sizing and other unforeseen circumstances.

Drainage

No specific drainage study is available for the area, however some ponding issues do occur. The CRA should insure that all drainage issues are adequately addressed prior to development.

Public Facilities

Currently, a program is underway to provide the "Liberty City Clinic" to enhance delivery of health care services to the area and replace three outdated clinics. This project is planned in conjunction with the Miami-Dade County Health Department and will required State Legislative Funding. Future plans are dependent on this funding, at this time.

Expansion of Parks

The North Central Area Charette designated improvements to Arcola Lakes Park located in the District. Additional improvements could occur in other park properties within the District, as they are required. At present, significant activity is found at Gwen Cherry Park with youth and general programs directed at community needs.

Where appropriate, vacant parcels can be acquired for pocket parks, or can be used a community gardens.

GOALS

a) Creation of additional active amenities to the parks in the District.

Task Completion Indicators:

a) Development of activities and improvements.

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 seeing 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 79th Street Corridor population). Many of these individuals have found themselves with violations due to a lack of funds to prevent deterioration or to repair deficiencies that exist on their property. With increased enforcement, the CRA should create a compliance grant program that provides a dollar-for-dollar match for owner-occupants to correct code violations. The program should have a relatively small maximum grant (a recommended start in the initial years would be $200).

Property Upgrade Grants/Loans - Residential

A program should be created to assist with major upgrades to property in the district. Eligible expenses should include landscaping upgrades (including irrigation system installation), structural repairs, driveway repair/installation and the like. The purpose of this program is to enhance property values and maintain the existing housing stock. The program should give priority to owner-occupied structures. Additionally, the program could be segregated to provide grants or a preferred interest (or no interest) loans for owner-occupied properties and only loans to rental properties depending on the priorities as determined by the CRA at various times during the life of the program(s).

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

Property Upgrade Grants/Loans – Commercial/Industrial

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

Employment Initiatives

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 western industrial area and in the designated commercial corridors. 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) 50% reduction in unemployment rate of 79th Street Corridor residents.

F. Land Acquisition

One of the activities of a CRA could consider is land acquisition. The Housing and Economic Development Strategies above illustrate the significance of owning and controlling land. Once it owns land, the CRA could 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. One of the principal objectives of a land acquisition policy is to facilitate projects that meet the Redevelopment Plan goals.

The 79th Street Corridor CRA may exercise this power to acquire land if it meets the objectives of the Plan and is required for the facilitation of a project.

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

Task Completion Indicators:
Outlined elsewhere in this section and/or Section VI

G. Planning and Pursuit of Land Use and Zoning Changes

The CRA may undertake various planning efforts to promote the redevelopment of the CRA in a manner consistent with the goals of the CRA Plan. Planning activities might include:

1. Update the CRA Redevelopment Plan as necessary to incorporate new information and changed conditions.
2. Support the County's planning efforts.
3. Study specific needs and issues such as workforce housing, parking, neighborhood stabilization, or open space.
4. Increase employment and business opportunities in the CRA.
5. Improve street appearance and function.

The CRA may assist with the amendment of the County Development Master Plan to the extent that such amendments are needed to ensure compatibility with the CRA Plan and the CDMP. The CRA may also assist with the amendment of land development regulations to promote the goals of the CRA.

Miami-Dade County has recently embarked on a program to address the overall zoning and land use through the North Central Urban Area District (NCUAD) Overlay that includes significant portions of the CRA. This Code proposes an overlay that will encourage mixed use development at certain nodes in the community. The area of NW 79th Street and NW 27th Avenue is one of these locations.

The CRA should assist in the implementation of the Plan through the encouragement of developers to follow the principles in this Plan. One method is to provide incentives only to those developers who follow the intent of the Plan.

GOALS:

Promote the principles of the NCUAD

Task Completion Indicators:

Adopt and apply the findings of the NCUAD

H. Community Policing

The CRA may be useful in preventing and combating crime as a part of the redevelopment process. One of the tools is to contribute to the funding of Community Policing within the Redevelopment Area. Reducing crime will encourage private investment, the key to a successful redevelopment process.

Advantages of Community Policing

- Prevent and reduce crime within the Redevelopment Area.
- Improve police and community relationships.
- Forge community problem solving collaboration.

- Work closely with the School Board and Sheriff's Department in preventing crime within the local public schools within the Redevelopment Area.
- Work closely with code enforcement to stabilize the area.
- Create confidence in the private sector to make investments in the Redevelopments Area.
- Eliminate the blighting influence of crime.

Elements of the program could include:

- Assist in establishing a community policing program which will include new police positions including police officers, crime prevention officers, school resource officers, crime prevention equipment and other administrative support.
- Fund equipment needs for the program including surveillance equipment and monitoring.
- Fund code enforcement as it relates to community policing.
- Use the program to attract other funding sources.

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 may be reimbursed by the Agency based on an agreement between the parties. 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.

A. Implementation Through the Financing Plan

As previously discussed in Section IV, the area within the 79th Street Corridor CRA has been the subject of several planning efforts in the recent past. These studies include the North Central Charrette and the 79th Street Corridor Plan.

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
TAXABLE VALUES, 79th STREET CORRIDOR CRA AREA
2001 - 2009

Year	Taxable Value	Percent Change
2009	$513,140,215	-8.40%
2008	$560,226,669	7.91%
2007	$519,168,672	28.52%
2006	$403,964,057	31.94%
2005	$306,179,939	27.45%
2004	$240,240,836	14.99%
2003	$208,927,019	18.05%
2002	$176,975,094	7.23%
2001	$165,050,031	NA

Source: Miami-Dade Property Appraiser

From this table it can be seen that the valuation growth had grown steadily from 2003 through 2007. After that time, the rate of growth declined in 2008 and became negative in 2009. These trends generally follow those throughout the State of Florida and Miami-Dade County. However, the rate of decline in the 79th Street Corridor area was not as severe as in the County, as a whole. Observations regarding this data and overall growth of the Taxable Value are noted as follows:

- The overall property values per parcel are lower in the Study Area than the remainder of Miami-Dade County.
- New properties have come on line in the past few years such as the HOPE VI project in the area.
- Other new projects are planned such as the Poinciana Park Industrial Area which has recently been the subject of an RFP by the County for a Master Developer to take on the project.

- Plans for new projects may reduce the impacts of continued lowered Taxable Values that have affected the County and State.

Financing for the CRA is based primarily on the increase in value generated by the improvements to the area. The increase in Taxable Value must be considered when addressing the potential to collect revenue for the CRA. The growth in Taxable Value was estimated to anticipate the revenue available. One primary concern is the continued decline in values throughout Miami-Dade County. For this reason, the projections show a lowering of values for the next Fiscal Year. After that time, the values are anticipated to hold flat for a period of two years (2011 and 2012). The valuations should then begin a slow increase. Table 6.2 provides an estimate of the values until the year 2020.

TABLE 6.2
PROJECTION OF TAXABLE VALUE
79th STREET CRA

Year	Taxable Value	Percent Change
2009	$513,140,215	-8.4%
2010	$497,746,009	-3.0%
2011	$497,746,009	0.0%
2012	$497,746,009	0.0%
2013	$507,700,929	2.0%
2014	$533,085,975	5.0%
2015	$559,740,274	5.0%
2016	$587,727,288	5.0%
2017	$617,113,652	5.0%
2018	$647,969,335	5.0%
2019	$680,367,801	5.0%
2020	$714,386,191	5.0%

*** -** Information on anticipated increase in Taxable Value coordinated with the County Economist

The millage rates that generate the TIF are assumed to stay constant at 2009/2010 levels, which are 4.8379 Countywide and 2.0083 UMSA for a total of 6.8462. Under State law, the taxing agency that applies the millage rate may retain between 5% and 50% of the incremental taxes as negotiated by the parties. In most CRAs in Miami-Dade County, 95% of the incremental taxes have been forwarded to the CRA. For this analysis, the 95% assumption will be applied.

Revenue Projections

The 79th Street Corridor Community Redevelopment Agency is estimated to be established in Fiscal Year 2010 with the objective of promoting 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 30-year life of the CRA, this stream of funds is a substantial amount.

Table 6.3 summarizes the flow of revenue from TIF 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 2010 runs from October 1, 2009 to September 30, 2010. It is estimated that the County will establish the Redevelopment Trust Fund with sufficient timing to utilize the 2010 taxable values as the base year. The table, therefore, begins with the year 2010, assumed to be the Base Year for the CRA, and continues through 2040. This is a total of 30 years; the actual life of the CRA.

The Taxable Value (second column) indicates the total value subject to ad valorem taxation within the CRA boundary based on the projections of growth previously discussed. The initial value of $497,746,009 is the Base Year value; the difference between the Taxable Value for any given year and this value represents the Annual Increment for that year (third column), or the amount from which the Tax Increment is calculated.

The Annual TIF (column four) is applied to the Annual Increment and is calculated by applying the Ad Valorem Rate. Currently, this consists of a levy for Miami-Dade County and one for the Unincorporated Metropolitan Statistical Area. The Total CRA Millage Rate is the sum of these, currently 6.8462 mils. By law, the actual tax increment that is funded to the CRA is limited to 95% of that amount.

The final column indicates the cumulative funds available to the CRA for improvements or programs.

Using these assumptions, the table demonstrates that the anticipated CRA revenues will not rise to any appreciative level until the year 2014 (nearly $300,000). TIF revenue will not reach near the $1 million annual level until the year 2018. Over the life of the CRA, the cumulative tax increment collected by the CRA will exceed $102 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 6.3
ESTIMATE OF TIF REVENUE

Year	Taxable Value	Annual Increment	Annual TIF	Cumulative TIF
2010	$497,746,009	---	---	---
2011	$497,746,009	$0	$0	$0
2012	$497,746,009	$0	$0	$0
2013	$507,700,929	$9,954,920	$64,746	$64,746
2014	$533,085,976	$35,339,967	$229,847	$294,593
2015	$559,740,274	$61,994,265	$403,204	$697,797
2016	$587,727,288	$89,981,279	$585,228	$1,283,025
2017	$617,113,653	$119,367,644	$776,354	$2,059,379
2018	$647,969,335	$150,223,326	$977,036	$3,036,415
2019	$680,367,802	$182,621,793	$1,187,752	$4,224,167
2020	$714,386,192	$216,640,183	$1,409,004	$5,633,171
2021	$750,105,502	$252,359,493	$1,641,318	$7,274,490
2022	$787,610,777	$289,864,768	$1,885,249	$9,159,738
2023	$826,991,316	$329,245,307	$2,141,375	$11,301,113
2024	$868,340,881	$370,594,872	$2,410,308	$13,711,422
2025	$911,757,925	$414,011,916	$2,692,688	$16,404,110
2026	$957,345,822	$459,599,813	$2,989,187	$19,393,296
2027	$1,005,213,113	$507,467,104	$3,300,510	$22,693,806
2028	$1,055,473,768	$557,727,759	$3,627,400	$26,321,206
2029	$1,108,247,457	$610,501,448	$3,970,634	$30,291,841
2030	$1,163,659,830	$665,913,821	$4,331,030	$34,622,871
2031	$1,221,842,821	$724,096,812	$4,709,446	$39,332,317
2032	$1,282,934,962	$785,188,953	$5,106,783	$44,439,100
2033	$1,347,081,710	$849,335,701	$5,523,986	$49,963,086
2034	$1,414,435,796	$916,689,787	$5,962,050	$55,925,135
2035	$1,485,157,586	$987,411,577	$6,422,016	$62,347,151
2036	$1,559,415,465	$1,061,669,456	$6,904,981	$69,252,133
2037	$1,637,386,238	$1,139,640,229	$7,412,095	$76,664,227
2038	$1,719,255,550	$1,221,509,541	$7,944,564	$84,608,791
2039	$1,805,218,328	$1,307,472,319	$8,503,656	$93,112,447
2040	$1,895,479,244	$1,397,733,235	$9,090,703	$102,203,150

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.

The primary source of revenue is, of course, the tax increment. As previously discussed, this begins as a modest amount, but grows 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 could also assume benefit from cash infusions from loans. 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. In the early years, the CRA will not have an established track record and will not have a large enough increment to cover a substantial bond issue, and will consequently not be able to finance a conventional bond issue. Due to this increased risk, this loan may be for a shorter maturity and a higher interest rate than could be anticipated from issuing revenue bonds. Additionally, the CRA may require assistance from the County in terms of backing for the loan, in the early years.

A conventional bond issue can be undertaken once the CRA has sufficient annual revenues as well as an established track record. It is believed that such a track record will prevent the need for additional backing of these loans by the County, however such a backing may be possible for a limited time to reduce debt payments in the initial years. The projections indicate that the annual funds flow will continue to increase, so that the CRA will be able to support additional debt in the future.

CRA Potential 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 that section.

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

Infill And Replacement Housing Projects And Programs

1) Attraction of Private developers to the undertake projects in the CRA district.
2) Owner-occupied home rehabilitation (including attraction of CDBG, SHIP, HOME and other non-CRA funds to the area.
3) Acquisition of vacant lots with rights to residential use.
4) 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.
5) Promote mixed use and TOD projects in the Corridor and recommended locations.
6) Disposal of mixed use and TOD assemblages via Developer RFP.
7) Replacement of sub-standard housing.

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.
3) Rehabilitation of existing, useable and viable structures.
4) Attraction of new jobs in office/retail/restaurant.
5) Attraction and assistance to the creation of the TODs.

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

a. Creation of a developer/business liaison.
b. Creation of appropriate incentive programs to attract new construction and jobs to both the industrial and retail areas of the CRA.
c. 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.
d. Code Compliance and Code Compliance education
e. Creation and implementation of design regulations for signage.

Potential Street Improvements

- 79th Street toward 7th Avenue as congestion begins from the backup from I-95.
- NW 27th Avenue – demarcate parking lanes on both sides of the avenue.
- NW 22 Avenue – reduce six lanes to four lanes and add on-street parking.
- NW 12th Avenue and NW 17th Avenue – reduce four lanes to two lanes and add on-street parking.

ROW and Streetscape Priorities

The ROW and streetscape projects should be funded as soon as possible or incorporated into other development projects.

Utilities

It is estimated that over $71 million in capital improvements would be necessary to upgrade the proposed CRA to provide necessary water and sewer service adequate for further development. That is broken down into $30 million for water and $40 million for sewer improvements. Residential alone would require over $26 million for both water and sewer. The CRA has no obligations to fund these improvements. They may decide to participate along with the developers and WASD to complete these improvements when needed.

The following is the general cost estimate for the zoning areas within the proposed 79th Street Corridor CRA for water and sewer improvements. These estimates were supplied by the Water and Sewer Department of Miami-Dade County as of February 2010.

	Water[1]	Sewer[2,3]	Totals
79th St Corridor	$2,600,000	$9,000,000	$11,600,000
Remainder of areas zoned Commercial/Industrial	$14,100,000	$20,000,000	$34,100,000
Residential	$14,160,000	$11,700,000	$25,860,000
Totals	$30,860,000	$40,700,000	$71,560,000

Community Policing

Elements of the program could include:

- Assist in establishing a community policing program which will include new police positions including police officers, crime prevention officers, school resource officers, crime prevention equipment and other administrative support.
- Fund equipment needs for the program including surveillance equipment and monitoring.
- Fund code enforcement as it relates to community policing.
- Use the program to attract other funding sources.

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 may reimbursed by the Agency based on an agreement between the parties.

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.

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, CRAs have finite lives and a timeframe established 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 79th Street Corridor 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 all of the projects outlined and/or contemplated by this Community Redevelopment Plan been completed and paid for including related debt (except for on-going maintenance of the projects)?
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?

C. Five (5) Year Plan Review as a Method of Mitigating Changes in Local Conditions

While the above questions should trigger the completion of CRAs efforts, it is would not be wise to stick to the absolutes of the original list of projects and programs to be undertaken by the CRA as outlined in the first CRA Plan adopted. Conditions under which the Agency operates, including conditions of the neighborhood and local market conditions will change over time. When conditions change or can reasonably be expected to change, the Plan should be amended to provide for alteration to projects and programs or to provide for new projects and/or programs to address new conditions.

With this in mind, this Community Redevelopment Plan will be evaluated at a minimum, once every five (5) years after its initial adoption. During this review, the adequacy of projects and programs contained in the Plan and those created and implemented within the recommendations

in the Plan shall be assessed. Projects that are no longer necessary, are out-dated, or those no longer in the best interests of the community should be removed from the plan.

The five-year evaluation shall also be a period 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. The five-year evaluation shall in no way however, inhibit or prevent the 79th Street Corridor Community Redevelopment Plan from being amended or new programs or projects from being created and 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 162 Part III.

D. Termination of Tax Increment Payments

This program requires a regular review of the progress of the CRA and the completion of projects. In the later years, the CRA may find that most of the projects have been completed. While some tax increment would still be needed to fund a few on-going programs, the majority of the tax increment may not be needed to complete the programs. At this time, the review should be focused on determining if the minimal programs still in need of funding are necessary to be completed or might have other potential sources of funding. Upon completion of this review, a determination could 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.