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COMMUNITY REDEVELOPMENT PLAN

DRAFT

2025



Thank You!

ACKNOWLEDGMENTS

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EXECUTIVE SUMMARY

In 2023, Miami-Dade County established the Goulds Community Redevelopment Area (CRA) to guide revitalization efforts in response to years of community advocacy and increasing development pressures. It is one of five CRAs in unincorporated Miami-Dade County. This Redevelopment Plan outlines the current conditions in the area and a strategy to support change in the Goulds community, aiming to align growth with the values and needs of its residents. Anticipated to last no more than 40 years, the CRA is projected to generate around \$168 million in tax increment funding (TIF) to be used on projects or initiatives identified in this Plan, with approximately \$12 million expected in its first decade.

Community input, from both the original Finding of Necessity study and this planning effort, guided the development of the following key themes and goals for the Goulds Community Redevelopment Plan.



Business & Employment: Expand business development and create employment opportunities by retaining, expanding, and attracting locally oriented businesses, and increasing access to high-wage job skills training for employment within Miami-Dade County or beyond.



Character & Community: Preserve and enhance the character-defining features that make Goulds unique, celebrating its history, culture, and community identity.



Connectivity & Mobility: Enhance connectivity and mobility within Goulds while improving access to employment, education, and essential services in surrounding areas.



Housing: Encourage community revitalization and preservation through housing assistance programs.



Public Spaces & Recreation: Enhance community building through investment in public spaces, recreation, and beautification.



Infrastructure: Improve existing infrastructure to address current gaps and support redevelopment.

In the CRA's early years, funding will be modest, requiring a focus on high-impact, scalable initiatives that establish a foundation for long-term growth. This plan outlines a 10-year spending framework, emphasizing projects and programs that align with community priorities and needs in the area. The implementation and funding projections allocate a large portion of the projected 10-year revenue to Connectivity & Mobility (30%), Housing (24%) and Infrastructure (20%). Although Business & Employment, Public Spaces & Recreation, and Character & Identity receive smaller allocations, the strategies aim to maximize impact, fostering connections among residents and access to essential resources.

Prepared in accordance with Florida Statutes Chapter 163, Part III, Community Redevelopment, this CRA Plan aims to be a critical roadmap to guide Goulds toward a vibrant and prosperous future.

GETTING STARTED

Under Florida Statute (Chapter 163, Part III), local governments have the power to designate targeted areas as Community Redevelopment Areas (CRAs) to address conditions of “slum” and “blight” within those areas. The local government must evaluate the proposed redevelopment area and prepare a Finding of Necessity to document that the required conditions exist. If the Finding of Necessity determines that conditions satisfy the definitions of “slum and blight” per Section 163.340 (7), the local government may create a Community Redevelopment Area. Examples of conditions include, but are not limited to: the presence of substandard or inadequate structures; a shortage of affordable housing; inadequate infrastructure; insufficient roadways; and inadequate parking.

Community Redevelopment Areas (CRAs) are dependent districts that utilize Tax Increment Financing (TIF)

to fund projects undertaken within the district. The increase in property values within the designated CRA generates the TIF revenue. The State does not oversee CRAs; however, it does require that any activities funded by the CRA must be included in CRA’s approved Community Redevelopment Plan and must be consistent with local government comprehensive plans. Ultimately, the Community Redevelopment Agency will determine which projects and programs are implemented. Thus, some of the projects and programs may not come to fruition; however, in order to be considered, they must be identified in the Community Redevelopment Plan.



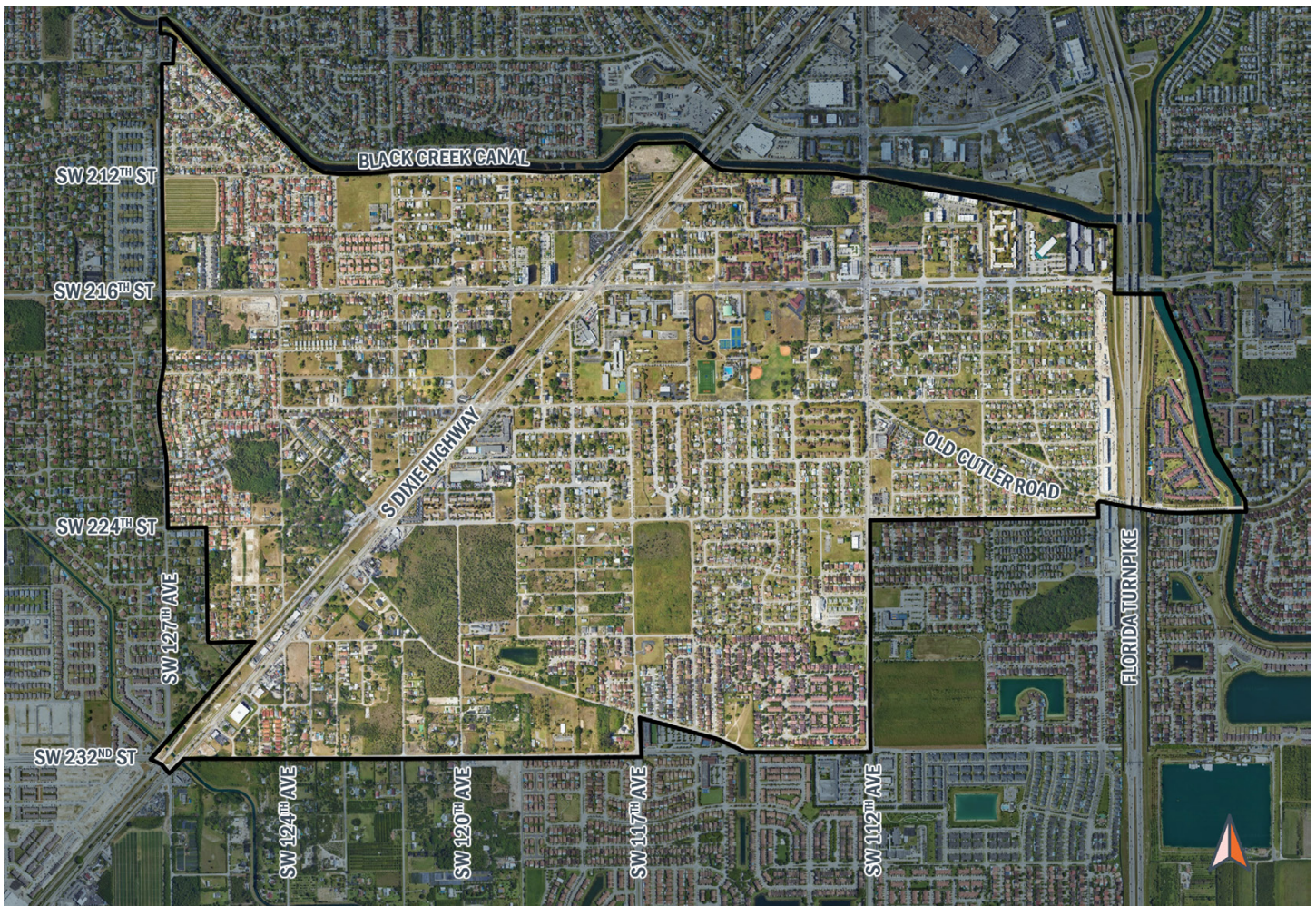
The Miami-Dade County Board of Commissioners approved a **Finding of Necessity (FON)**, adopting it by Resolution No. R-500-23 on June 21, 2023. The FON outlined several slum and blight existing conditions identified as negatively affecting prospects for redevelopment within the Goulds CRA. These conditions included:

- **Deteriorated roadways, sidewalks, drainage canals, fences, and driveways**
- **Deteriorated structures due to age, obsolescence, and lack of investment**
- **Inadequate housing**

Following this, in September of 2023, Ordinance No. 23-102 established the Goulds Community Redevelopment Agency as a public body in accordance with section 163.356, Florida Statutes. In December of 2023, Resolution No. R-1053-23 clarified the boundaries of the Goulds Community Redevelopment Area. It is anticipated that the CRA will be in place for no more than 40 years from the adoption of this Plan and establishment of the CRA trust fund, in which case, the CRA will terminate in 2065.

The Goulds Community Redevelopment Plan addresses the slum and blight conditions identified in the Finding of Necessity. The strategies included herein focus on addressing these conditions and strengthening the neighborhood's economy, accessibility, character and community fabric.

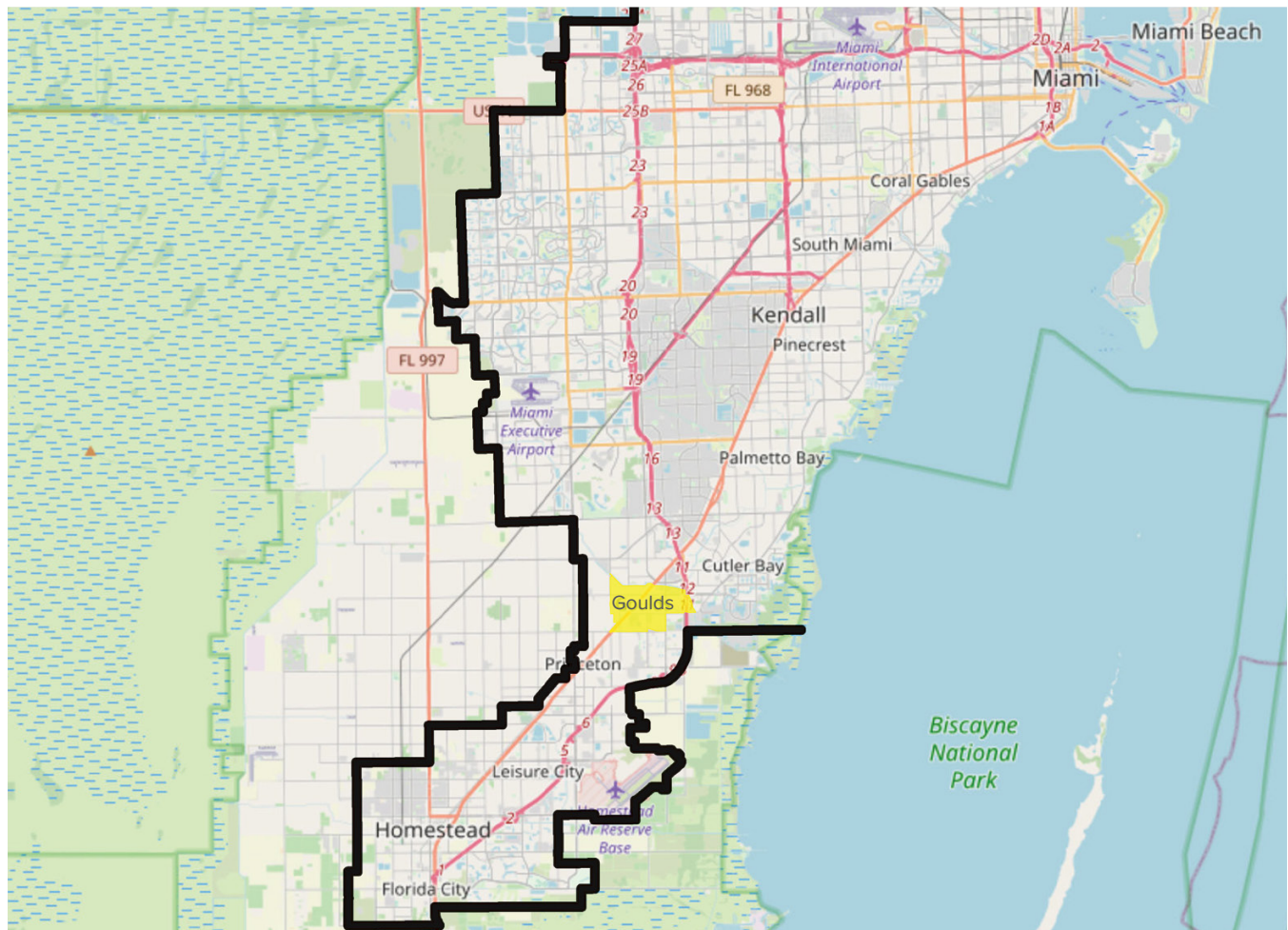
The Goulds CRA is one of five CRAs located in unincorporated Miami-Dade County. Other CRAs in unincorporated areas include the Naranja Lakes CRA and West Perrine CRA. Additionally, there are 11 more CRAs within municipalities in Miami-Dade County, such as the Homestead CRA, North Miami CRA, and Opa-locka CRA.



Goulds CRA

The Goulds Community Redevelopment Area (CRA) covers approximately 2.44 square miles of land in unincorporated Miami-Dade County.

GEOGRAPHIC CONTEXT



Context Map

Legend:

-  Goulds CRA Boundary
-  Urban Development Boundary

Goulds is a unincorporated community located in Miami-Dade County, and is a part of the larger Miami-Dade metropolitan area. It is approximately 25 miles southwest of downtown Miami and 10 miles northeast of Homestead. The boundaries of the Goulds Community Redevelopment Area (CRA) are generally described as Black Creek Canal to the north, the Florida Turnpike to the east, SW 232nd Street to the south, and SW 127th Avenue to the west. The CRA shares its borders with several other established communities, including Richmond Heights to the northwest, South Miami Heights to the northeast, and Naranja to the south, each of which contributes to the overall character and demographic diversity of the area.



Located in southern Miami-Dade County, Goulds falls just within the Urban Service Boundary. The area includes limited protected lands that comprise parts of the Everglades Pine Rockland ecosystem. These lands support a range of protected wildlife and plant species, adding to the area's ecological significance.

UNDERSTANDING A CRA

What is a Community Redevelopment Area (CRA)?

A special district defined in Chapter 163, Part III of the Florida Statutes, that the local government finds blighted and in need of improvement.

How is a CRA funded?

Primarily by Tax Increment Financing, but CRAs can also access funds through grants and public private partnerships.

What is a Community Redevelopment Agency?

The body responsible for overseeing and administering the activities and projects of the CRA. The Miami-Dade County Board of County Commissioners may serve as the board for the Agency or a citizens board may be appointed.

What is the Goal of a CRA?

To improve the defined area by addressing blight, deterioration, and economic underdevelopment within the area. The CRA focuses on revitalizing areas suffering from issues like substandard infrastructure, inadequate housing, high crime rates, and economic stagnation. The goal is to encourage investment, improve living conditions, and stimulate economic growth in these designated areas.

How does the CRA address Blight?

By creating and implementing a Community Redevelopment Plan that guides the use of funding to execute projects and programs that address the specific needs of the designated area.

What is a Community Redevelopment Plan?

The Blueprint of the CRA. The Community Redevelopment Agency oversees the plan and can only fund projects identified in the plan, in the budget, and in the CRA area. If a program or project is not contained in the Plan, the agency cannot undertake it. Strategic planning is key to carrying out the plan.

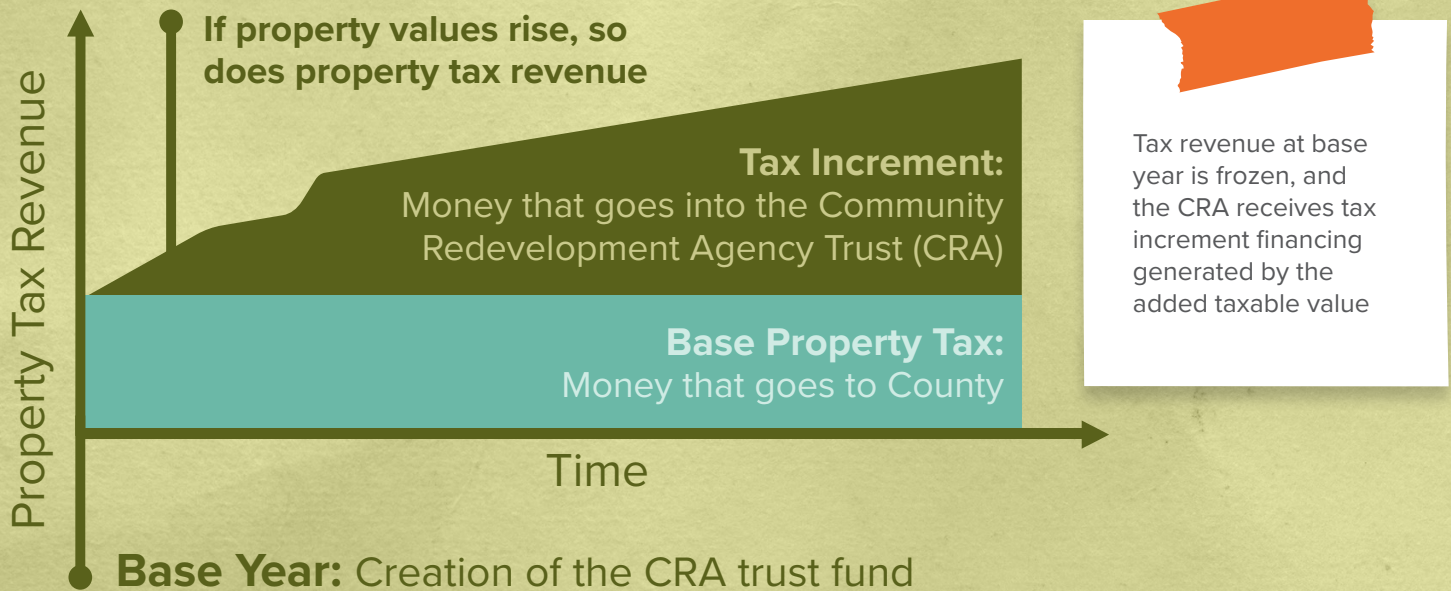
What is Tax Increment Financing?

A public financing method that captures revenue from increases in property taxes. As property values within the CRA boundaries increase over time, the additional property tax revenue collected is referred to as the "TIF." This additional tax revenue goes to the CRA's Trust Fund to fund redevelopment projects and other initiatives within the area.

What is the CRA Trust Fund?

A fund where TIF is deposited for use by the CRA. Funds allocated to this trust fund can only be used by the CRA to finance community redevelopment activities undertaken within the redevelopment area pursuant to an approved redevelopment plan.

How Tax Increment Financing Works:



How CRA Funds are Used:



Capital Expenditures



Housing Initiatives



Cost Sharing /
Allocation for Services



Streetscape / Roadway
Improvements



Land Acquisition



Water & Sewer
Improvements



Community Policing



Flood Control
Initiatives



Incentives & Grants



Administration of
the CRA

A JOURNEY THROUGH TIME

The Goulds community, located in southern Miami-Dade County, has a rich and multifaceted history that reflects the broader settlement and development patterns of South Florida. From its early days as an agricultural outpost to its evolution into a suburban community, Goulds' history mirrors the challenges and triumphs of many South Florida neighborhoods.



Images: Campo Rico Farm Operations, 1912. Source: Historic South Dade.

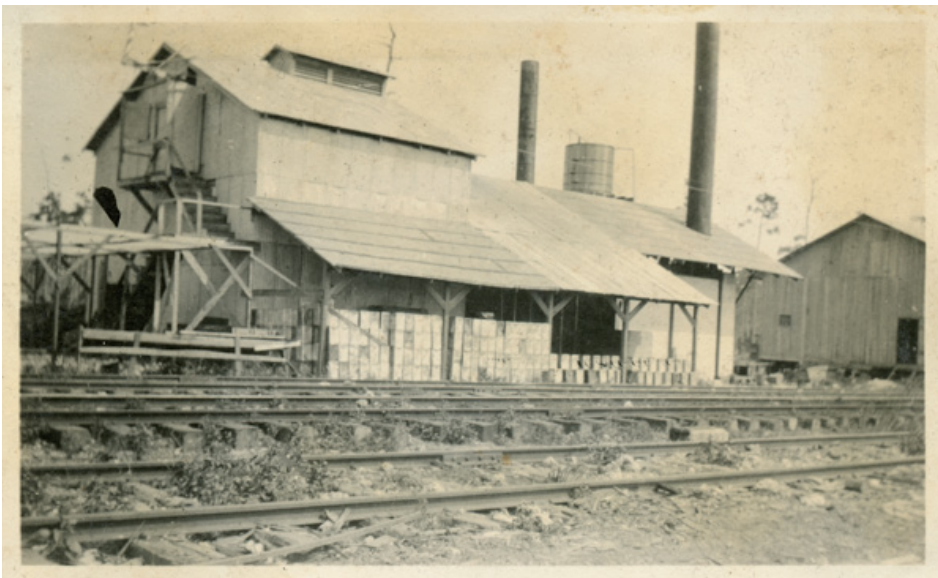


Image: Tomato Canning Plant in Goulds, 1913. Source: Historic South Dade.

Establishment of the Goulds Post Office and Growth of the Railroad

The community began to take a more defined shape in 1898 with the establishment of the Goulds Post Office, marking the area as a recognized settlement and creating a vital link for communication and commerce.

A major turning point in Goulds' development occurred in the early 1900s with the arrival of the Florida East Coast Railroad (FEC). The railroad facilitated the transportation of goods and residents, helping the area grow into a major agricultural hub known for its tomato and avocado crops.



Image: Florida East Coast Railway Station in Goulds. Source: Florida Memory Project.



Image: Model home in San Denis Subdivision, 1980s. Source: Goulds Heritage Survey

Contributions of African American Pioneers

William Randolph and William Johnson, two key African American figures in Goulds' history, acquired large tracts of land that were eventually developed into residential areas for Black families. Known for his generosity, Randolph donated much of his land to Black farmers, fostering a thriving African American farming community.



Image: Arthur Mays Villas Apartments, 1976. Source: Goulds Heritage Survey.

In the mid-20th century, many African Americans from the rural South sought better economic opportunities and affordable housing. Goulds attracted a significant African American community because it offered jobs in the agricultural sector, providing steady employment, in addition to affordable housing. At the same time, the then Dade County Board of Commissioners continued to enforce racial segregation by promoting racially designated districts and Goulds was one of the neighborhoods where the County encouraged residential development particularly for Black families. This combination of influences played a significant role in shaping the area as a hub for the African American community.

The Shift from Agriculture to Suburban Development

As South Florida's population grew in the post-World War II era, Goulds, like many other rural communities, underwent a significant transformation. The expansion of Miami and surrounding suburbs led to the decline of large-scale farms, replaced by more profitable plant nurseries. Larger tracts of land were subdivided into suburban developments, mostly single-family homes with some apartments.

CHALLENGE & PROGRESS

Civil Rights Struggles and School Desegregation

The post-war period was also marked by social and political change, as the Civil Rights Movement began to make its mark on communities across the country. Goulds was no exception. As schools across the United States were forced to desegregate, the local community in Goulds faced significant challenges. One of the most contentious issues arose in the late 1960s, when local government

officials proposed converting the existing Black middle and high school in Goulds into a middle school only. As a result, the high school students would be sent to a previously all-white high school in another area. This decision sparked protests among community members who hoped the high schoolers could continue to attend school in the area. Despite protests, the integration plan went forward, marking a difficult chapter in Goulds' history.



Image: Mays Senior High School Protest. Source: Goulds Heritage Survey.



Image: W.H. Cauley General Store in Goulds. Source: Historic South Dade.



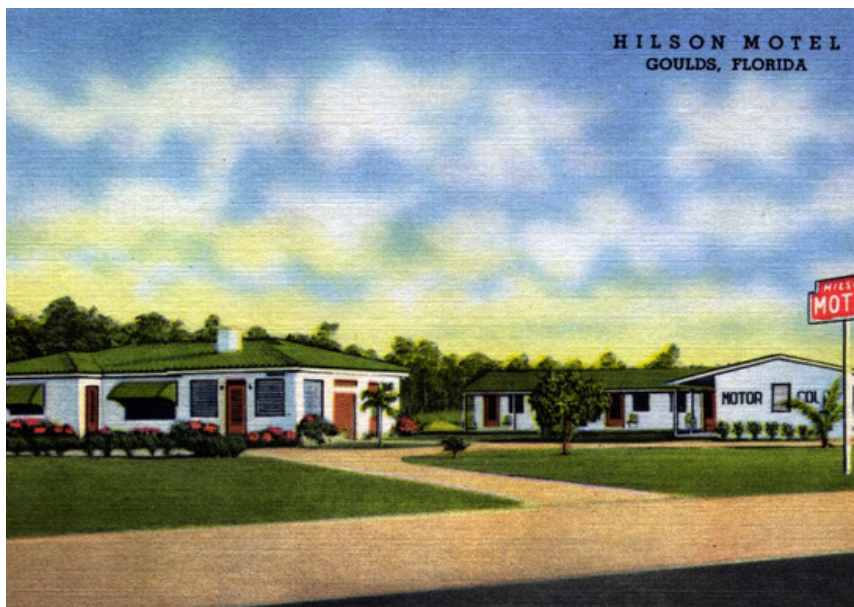
Image: Charlie Whipple in front of his store, Whipple's Food Center. Source: Goulds Heritage Survey.

Commercial Growth and Economic Development

Throughout the 20th century, Goulds experienced growth in its commercial sector. In the early part of the century, the area around the railroad station became a focal point for businesses, including packing houses, restaurants, barber shops, beauty salons, and dry cleaners. As the community grew, other commercial corridors, such as Hainlin Mill Road (SW 216th Street), Allapattah Road (SW 112th Avenue), and Old Cutler Road, began to attract businesses and industry, providing goods and services not only to residents but also to travelers passing through the area on their way between Miami and Homestead.

The presence of the FEC Railway and U.S. Route 1 facilitated economic development, drawing a variety of businesses, from hotels to banks, to service the community and the larger region. In 1957, Miami-Dade County became a Charter County, which allowed for more local governance and autonomy. This change enabled Goulds to be more effectively integrated into the county's overall planning and development strategies, facilitating improved infrastructure and public services.

Image: 1953 Postcard of Hilson Motel in Goulds Source: Florida Memory Project



HILSON MOTEL, GOULDS, FLORIDA

1953



Images: US 1 Through Goulds, Source: National Archives, Miami-Dade County

BUILDING BACK STRONGER

Environmental Challenges and Resilience

Like much of South Florida, Goulds has faced significant environmental challenges, particularly in the form of hurricanes. In addition to the 1926 hurricane damage pictured below, in 1992, Hurricane Andrew caused significant damage in the area and led to an overhaul of Florida's building codes to improve structures resilience to future hurricanes.



Image: 1926 Hurricane. Source: University of Florida

Economic Disparities and Lack of Investment

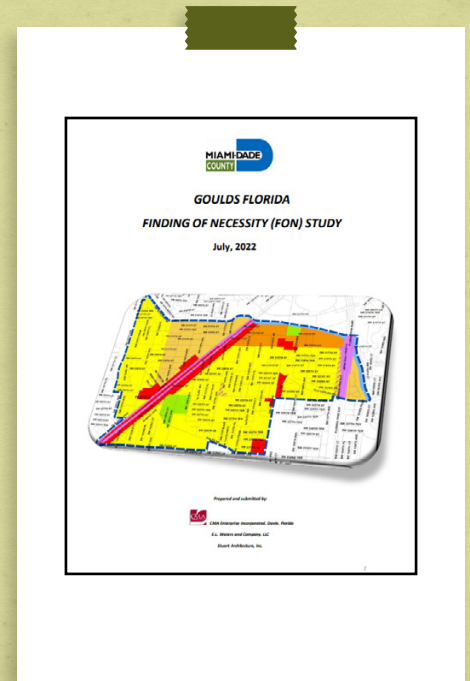
The late 20th century marked a period of decline for Goulds, as the waning agricultural industry led to job losses. Improved regional connectivity and expanded access to personal vehicles allowed more residents to commute to other parts of Miami-Dade County, reducing reliance on the local economy. Simultaneously, crime and drug abuse rates increased in the community. Over the past couple of decades, Goulds continued to face challenges related to urbanization and economic decline, leading to increased blight and disinvestment. Limited infrastructure and public

services further hindered economic growth, making it difficult for residents to improve their economic situation.

In 2005, the neighboring town of Cutler Ridge, commonly known as Cutler Bay, was incorporated, giving it more control over local policies and allowing it to attract greater investment. Around this time, discussions leading to incorporation included disputes over the boundaries and concerns that the new town's growth might negatively affect Goulds' development and resources, by further diminishing investment within the Goulds area.

Community Redevelopment Agency

In response to these challenges, community organizations and local government initiatives have tried to revitalize Goulds by aiming to attract businesses and improve living conditions. The Goulds Community Redevelopment Agency was established to provide a structured approach to redevelopment through strategic planning and community engagement. With the input and participation of local officials, residents, and stakeholders, the CRA's vision and plan will guide the next chapter of Goulds' history, ensuring it as one defined by opportunity, prosperity, and renewal.






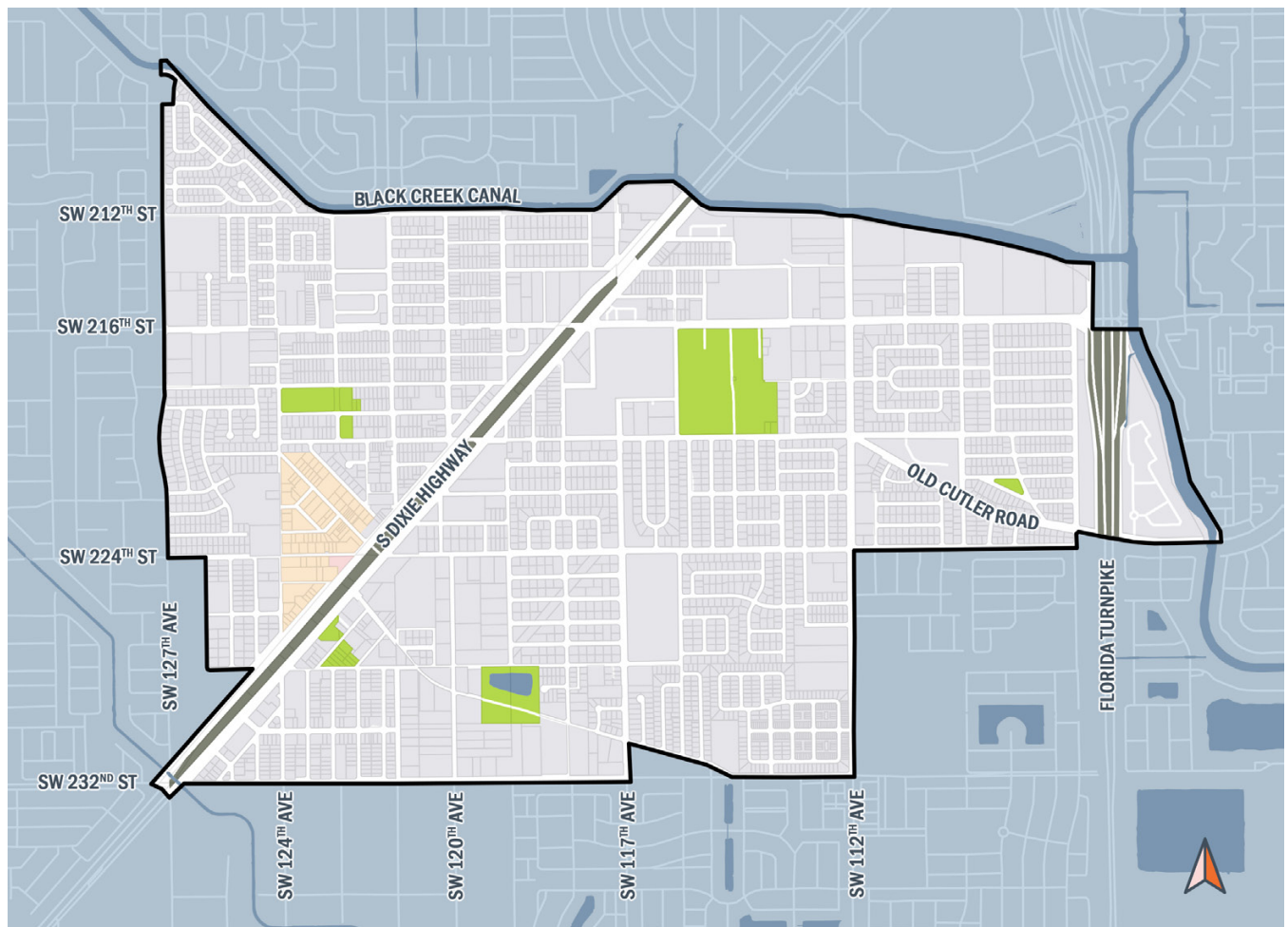
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HISTORIC RESOURCES

Legend:

-  Goulds Historic District
-  Cauley Historic District
-  Parks



Historic Districts

Historic and Heritage Resources

The Goulds community is rich in historic and heritage resources, reflecting its diverse cultural and historical significance. A Heritage Resource Survey completed in 2024 identified more than 240 significant historic sites including houses, churches, schools, cemeteries, bridges and businesses that have shaped the community's heritage within the general area, including 197 sites within the CRA. The survey also emphasizes the importance of recognizing sites associated with historically excluded groups, including Native American, African American, and other minority heritages.

197
historic sites
in the CRA



Image: Cauley Square Flat Iron Building



Image: The Store Porch

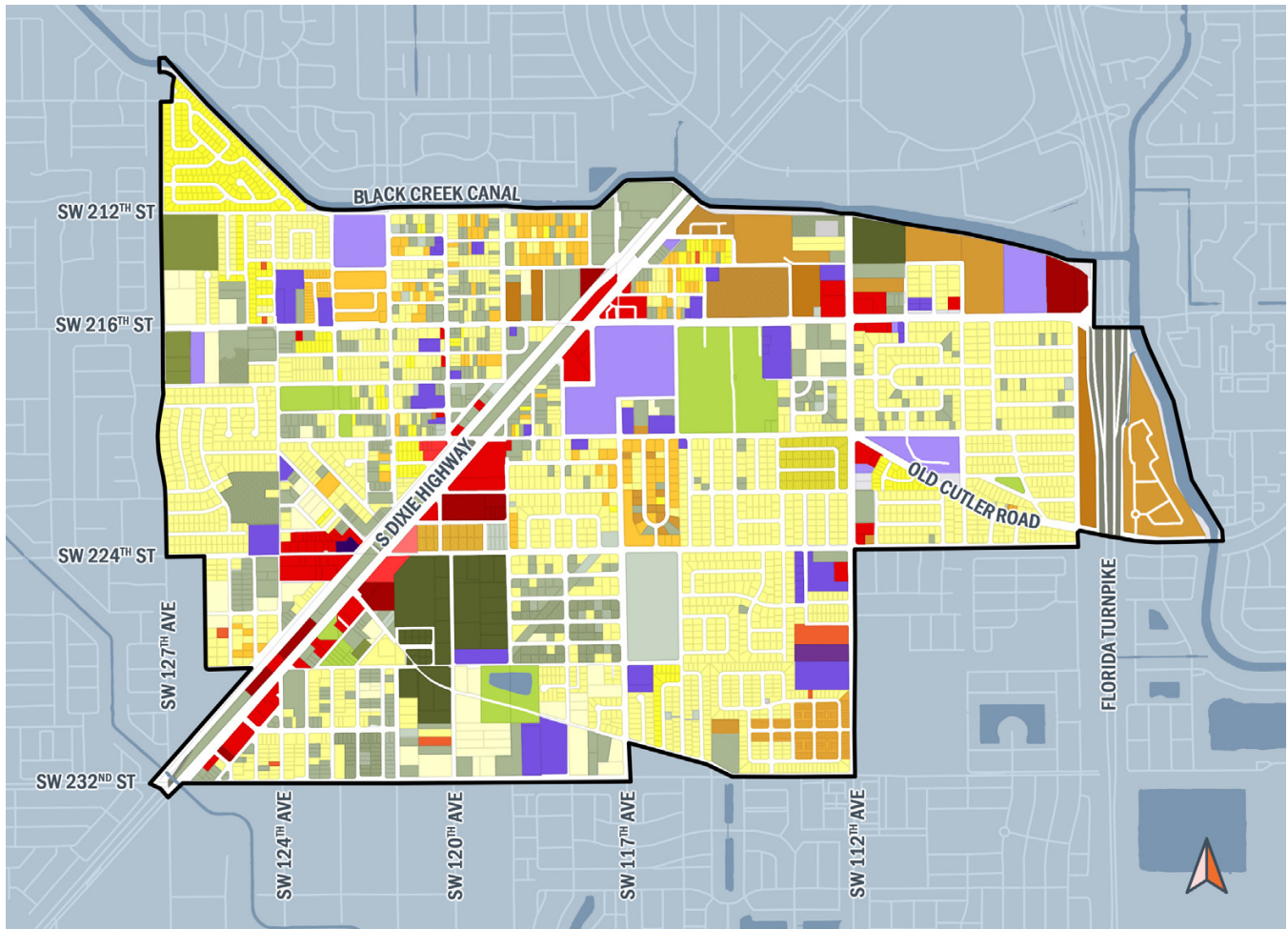
The Goulds community includes two historic districts. Cauley Square Historic Village was the first to be designated in 1994. Originally established in the early 1900s, this charming village offers a glimpse into the area's past and serves as a cultural and tourist attraction. Developed by Mary Ann Ballard beginning in the 1950s, the district features a mix of relocated historic buildings and original structures arranged to evoke the area's past, with a period of significance from 1880 to 1950. Despite losses from Hurricane Andrew in 1992, the district remains a testament to the preservation and reinvention of Goulds' early history.

The Goulds Historic District, designated in 1998, surrounds Cauley Square. With 78 properties ranging from residential and commercial buildings to archaeological sites, the district contains some of the oldest structures in the area, including Coral Rock Church. Though altered over time with demolitions and new construction, Goulds Historic District preserves the legacy of an early railroad town and agricultural hub in South Dade.

The Store Porch, a historic landmark in Goulds designated in 1997, is a former general store and social hub named for its elevated concrete platform sheltered by a metal shed roof, which became a gathering place for the local Black community. Built in 1935 by Bill Wilson as "Bill Wilson's Mercantile," it offered essential groceries and household items, a social space, and cultural entertainment, including events like boxing exhibitions by Joe Lewis.

Together, these sites provide a link to Gould's history as an agricultural, railway town. The ongoing efforts to document and preserve these historic resources are valuable for maintaining the community's connections to its history.

LAND USE



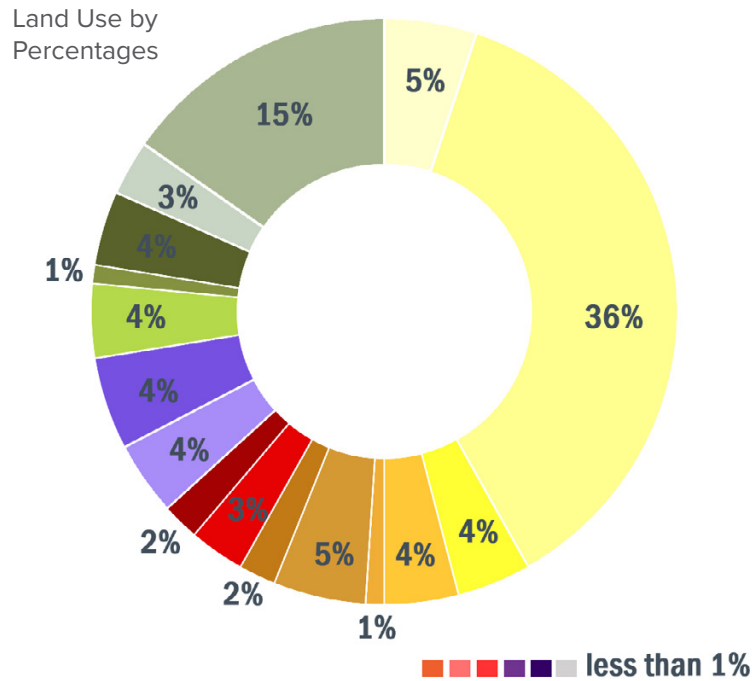
Existing Land Use

Legend:

	Single Family Under 2 DU/Acre		Hotel / Motel		Parks
	Single Family 2 - 5 DU/Acre		Office		Agricultural
	Single Family Over 5 DU/Acre		Commercial		Preserves / Protected
	Duplex		Industrial		Utilities
	Townhomes		Government Facilities		Vacant Government
	Multi-Family Under 25 DU/Acre		Schools		Vacant Private
	Multi-Family Over 25 DU/Acre		Places of Worship		Vacant Protected
	Nursing Home, Assisted Living, Adult Congregate		Hospitals		Public Housing

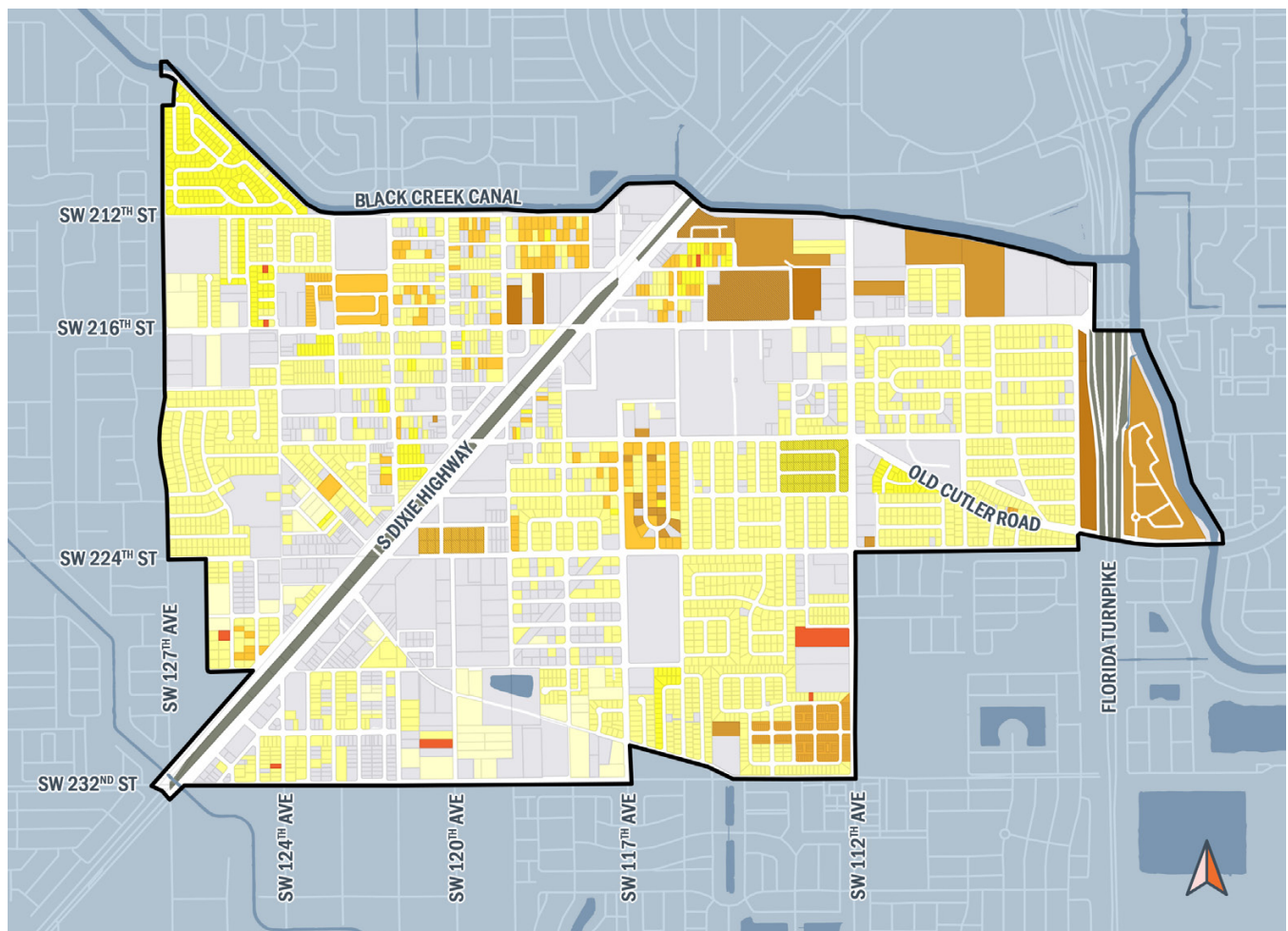
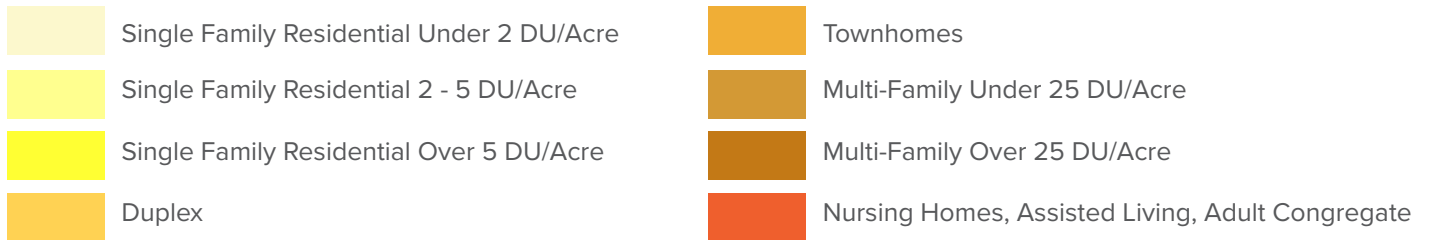
Land Uses

The Goulds CRA reflects the conventional low-rise suburban development pattern seen throughout much of South Florida, dominated by low-density detached single-family housing and strip commercial centers situated along primary corridors. Within the community there is some diversity in housing type, a variety of public uses including schools and parks, open space and preserves, and limited agricultural use.



HOUSING

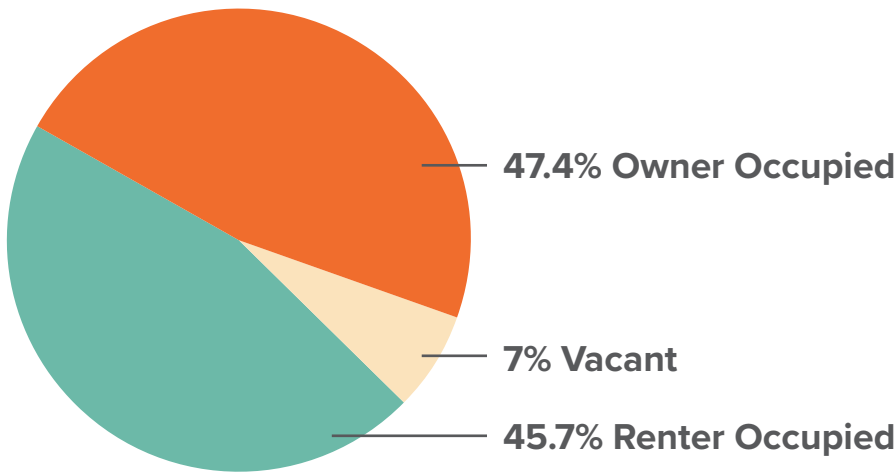
Legend:



Existing Land Use Residential

Housing Type

Among the housing stock, 55% of housing units are detached single-family homes, with an additional 16% being attached single-family homes – or townhomes. The remaining housing consists of various multi-family housing types and mobile homes.



Occupancy

Approximately 47% of housing units in Goulds are owner-occupied, while 46% are renter occupied. Roughly 7% of existing housing within the area is vacant. Although this mix is generally consistent with Miami-Dade County averages, the high rental rate underscores residents' vulnerability to shifts in the housing market.



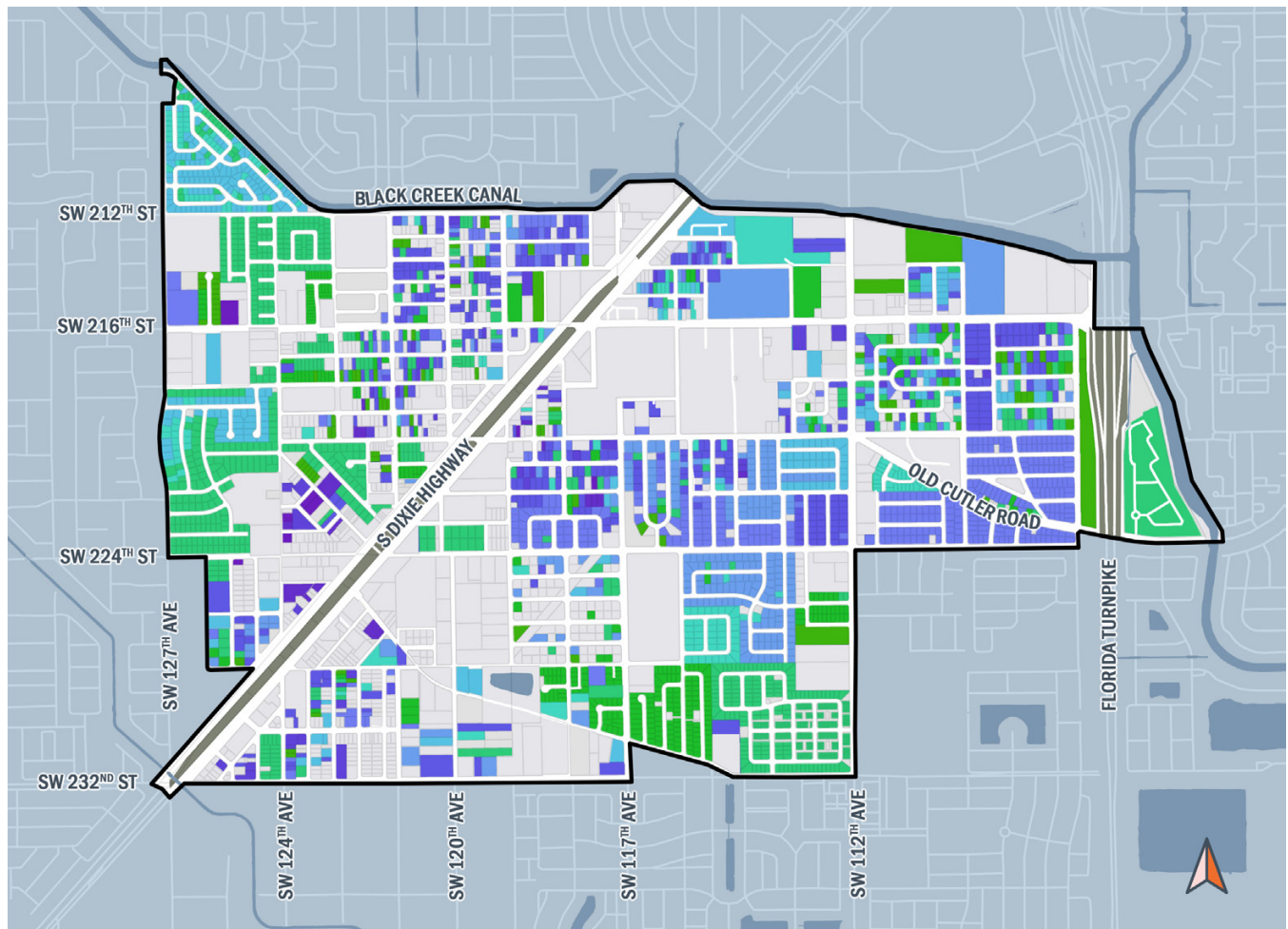
Price Appreciation & Income Growth

According to a recent analysis by BestPlaces, the average rental rate in the Goulds community has increased by nearly 180% over the past decade. During the same period, incomes in the area have risen by approximately 78%, far outpacing the 6% average increase county wide. However, this income growth likely reflects an influx of higher-income residents purchasing homes in newer developments, which has further contributed to rising housing values and increased market pressures.

Public Housing

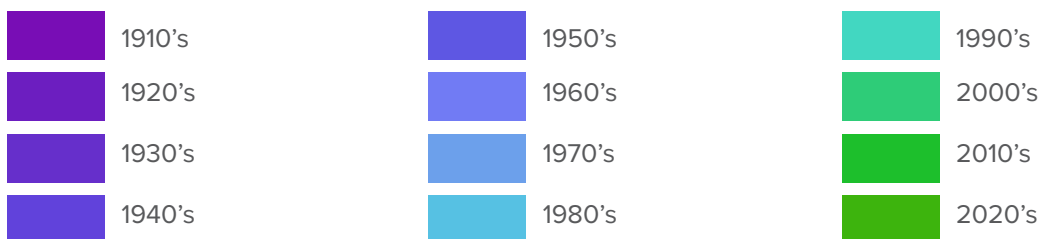
Of the 4,409 housing units within the area, 744 or 17% units are in county-funded housing developments. Of these, 122 are for very low-income residents earning between 30 and 50% of the Area Median Income (AMI), and 412 units are for those with incomes between 51-80% AMI.

HOUSING



Housing Age

Legend:



About
50%
of homes
constructed
between **1940**
& **1990**

Another 25% of homes were constructed in the early 2000s, leading up to the Great Recession. Now over two decades old, these homes are entering a period where maintenance and repair costs could rise significantly, potentially creating financial challenges for some homeowners.

Although a majority of homes were built before 1990, a new wave of housing development is on its way to the neighborhood. With at least seven new development projects recently completed, under construction or in planning phases, Goulds is about to experience a surge of modern housing units.

25%
of homes
constructed in the
early **2000's**

Housing Age

Half of all housing in the CRA was built between 1940 and 1990, a period when building codes were not yet robust enough to require hurricane-resistant construction. The Finding of Necessity identifies many homes, likely from this era, as contributing to the blighted conditions throughout the CRA.



FUTURE HOUSING

Like much of Miami-Dade County, housing development continues to be robust with increasing pressures on areas within unincorporated County. Several projects are planned within Goulds that are projected to add nearly 1,500 new housing units in seven different projects. Nearly all of these projects aim to help address some of the economic challenges residents feel by integrating mixed-income, workforce, affordable, and senior housing. Some of these projects include mixed-use projects which will further enhance the commercial activity in the area, and create employment opportunities.

Anticipated Housing Projects

Newly completed and anticipated housing development projects.

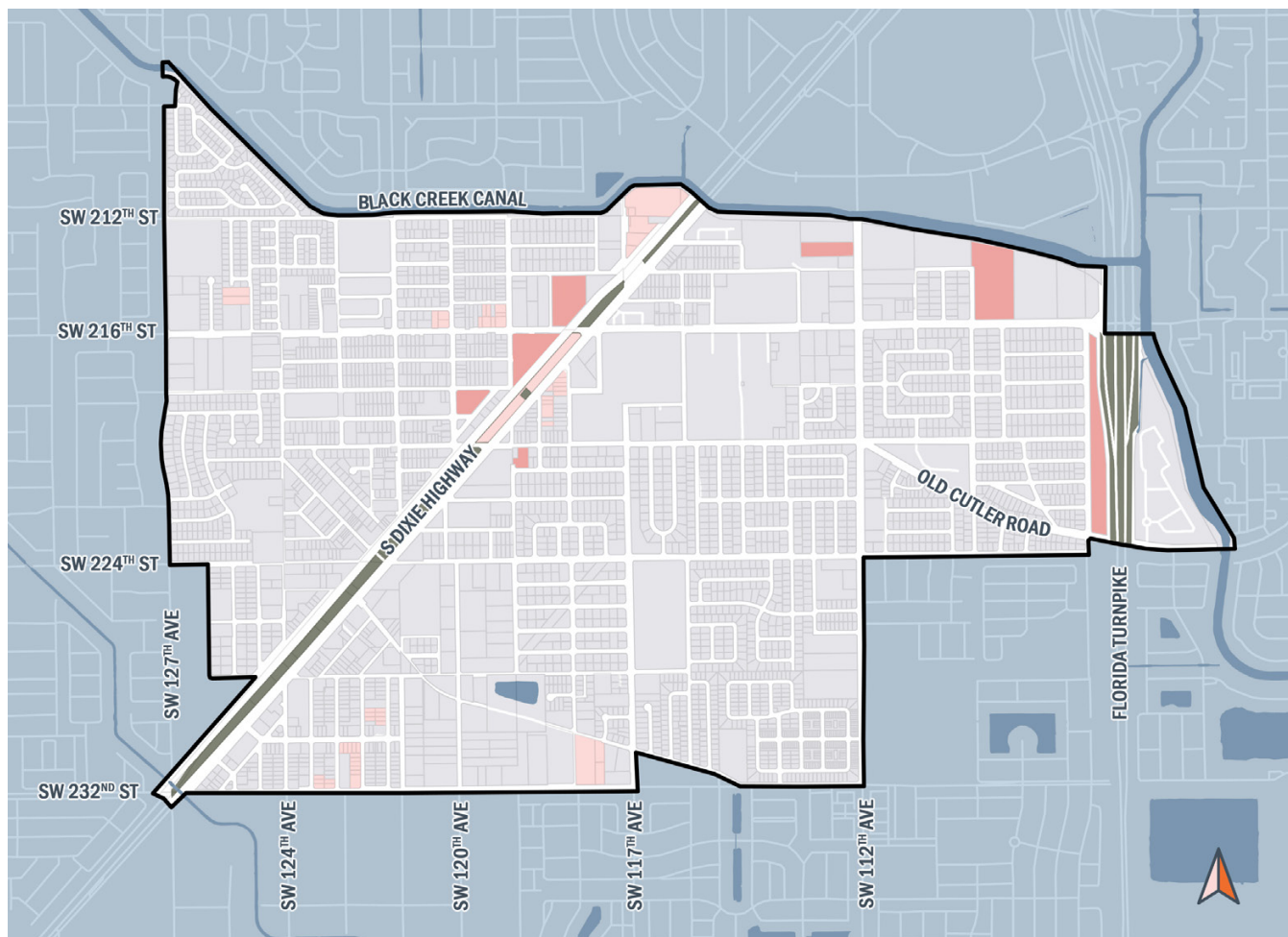
1	Meridian Point at Goulds Station	U.S. 1 and SW 216th Street	<ul style="list-style-type: none"> 113-unit, two-building development by Preservation of Affordable Housing
2	Cutler Manor Apartments Redevelopment	SW 216th Street and 109th Avenue	<ul style="list-style-type: none"> 445-unit residential campus, mixed-income, with \$1.5M for a Bezos Academy (free pre-K school for 80 students) Includes Freebee shuttle to South Dade busway
3	Valencia Club Apartments	11888 SW 220th Street	<ul style="list-style-type: none"> Ground-floor retail included 159-unit workforce housing complex
4	Trinity Sierra Bay	11770 SW 214th Street and 11825 SW 216th Street	<ul style="list-style-type: none"> 234-unit complex with a 7-story and 5-story building for age-restricted housing (residents aged 62 and older)
5	Ricadri Group Project	21300 and 21320 SW 112th Avenue	<ul style="list-style-type: none"> 93-unit apartment project Mixed use, including commercial space Live-work units
6	Resia Old Cutler	22555 SW 107th Ave	<ul style="list-style-type: none"> 390 units spread across eight three-story garden-style buildings Workforce housing, targeting moderate to middle-income essential workers like teachers, nurses, and first responders 5 duplex townhomes donated to the Miami-Dade County Homeless Trust
7	Barcelona Tower	SW 218th Street and SW 120th Avenue	<ul style="list-style-type: none"> 28-unit, eight-story apartment building on the southwest corner of the intersection

*Resia Old Cutler**Barcelona Tower**Trinity Sierra Bay*

HUD Choice Neighborhoods Grant



The Cutler Manor Redevelopment, led by Preservation of Affordable Housing (POAH) in partnership with Carrfour Supportive Housing and Miami-Dade County Public Housing and Community Development (PHCD), is revitalizing a distressed 218-unit PBRA Section 8 property into a mixed-income, intergenerational community of 332 units. Supported by a \$40 million HUD Choice Neighborhoods Initiative grant, the project replaces deeply affordable housing while adding new options, upgrading infrastructure, and enhancing neighborhood connectivity, all with minimal displacement and resident-focused services. In November 2024, Meridian Point was completed, offering 113 units for 68 families transitioning from Cutler Manor.

DEVELOPMENT



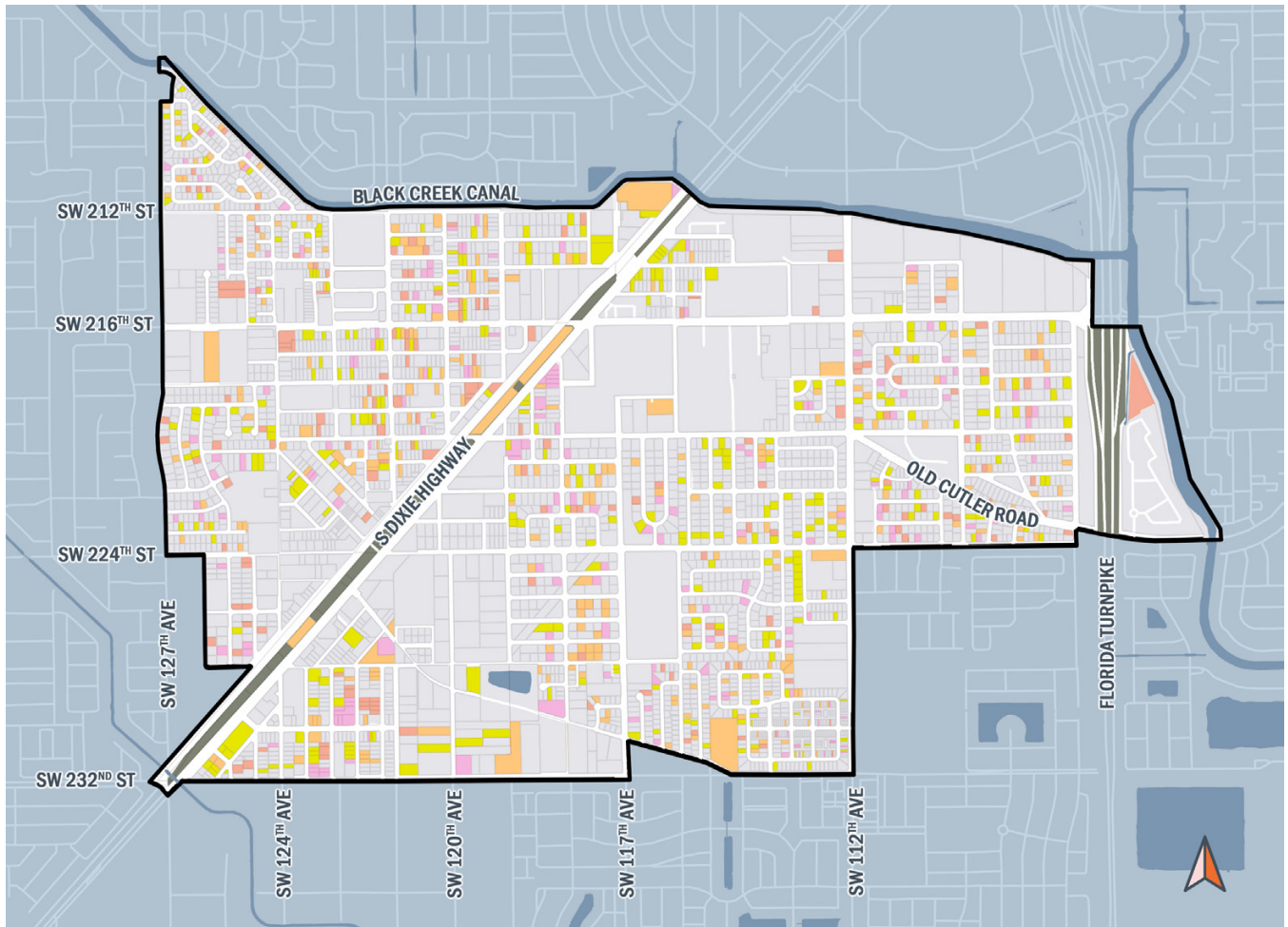
New Development & Assemblage

Legend:

-  Projects
-  Land Assemblage

Over the past four years, several property transactions have been made in anticipation of new development projects. The New Development & Assemblage map highlights the locations of new and anticipated housing and mixed-use projects, as well as parcels likely being assembled for future development. Areas shown in light pink indicate clusters of parcels acquired by LLCs or development entities during this period. From the map, it is evident that development interest is clustered around the Busway.

Goulds is undergoing rapid transformation, and the plan recommends specific measures to ensure that current residents share in the benefits of new development.



Property Sales

Legend:

	Year:	Sales:
	2021	419
	2022	381
	2023	285
	2024	246*

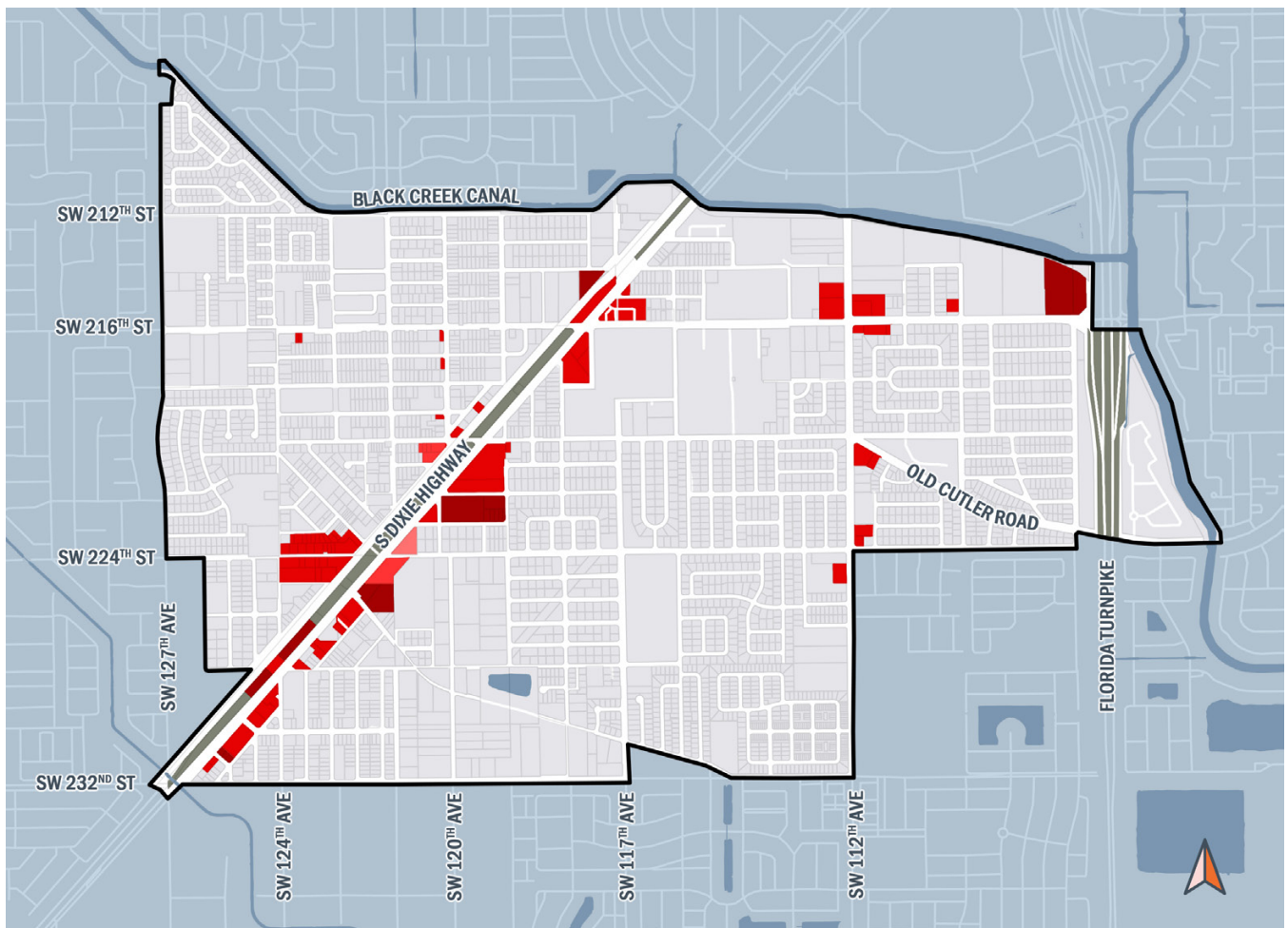
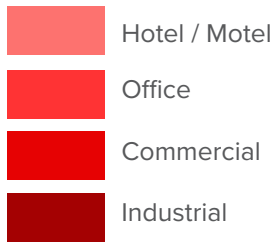
* Through October, 2024

The Property Sales map illustrates the high frequency and geographic distribution of property sales transactions.

Since 2021, a total of 1,081 property sales have occurred within the Goulds CRA. The highest number of transactions took place in 2021, likely driven by the low interest rates introduced during the COVID-19 pandemic.

COMMERCIAL USES

Legend:



Commercial Land Use

South Dixie Highway

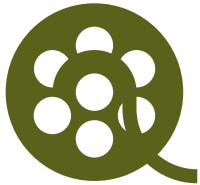
The Goulds CRA is intersected by South Dixie Highway (US-1), a major thoroughfare spanning from the City of Miami to the Florida Keys, running through a number of municipalities within Miami Dade County. There is a mix of industrial and commercial uses along this route. Within the CRA boundaries, auto-related businesses, including dealerships and repair shops, are prominent. Additionally, several industrial facilities, such as warehouses and manufacturing sites, are located within the area along US-1.



Business Summary Highlights



0.2%



Entertainment

6.2%



6.6%



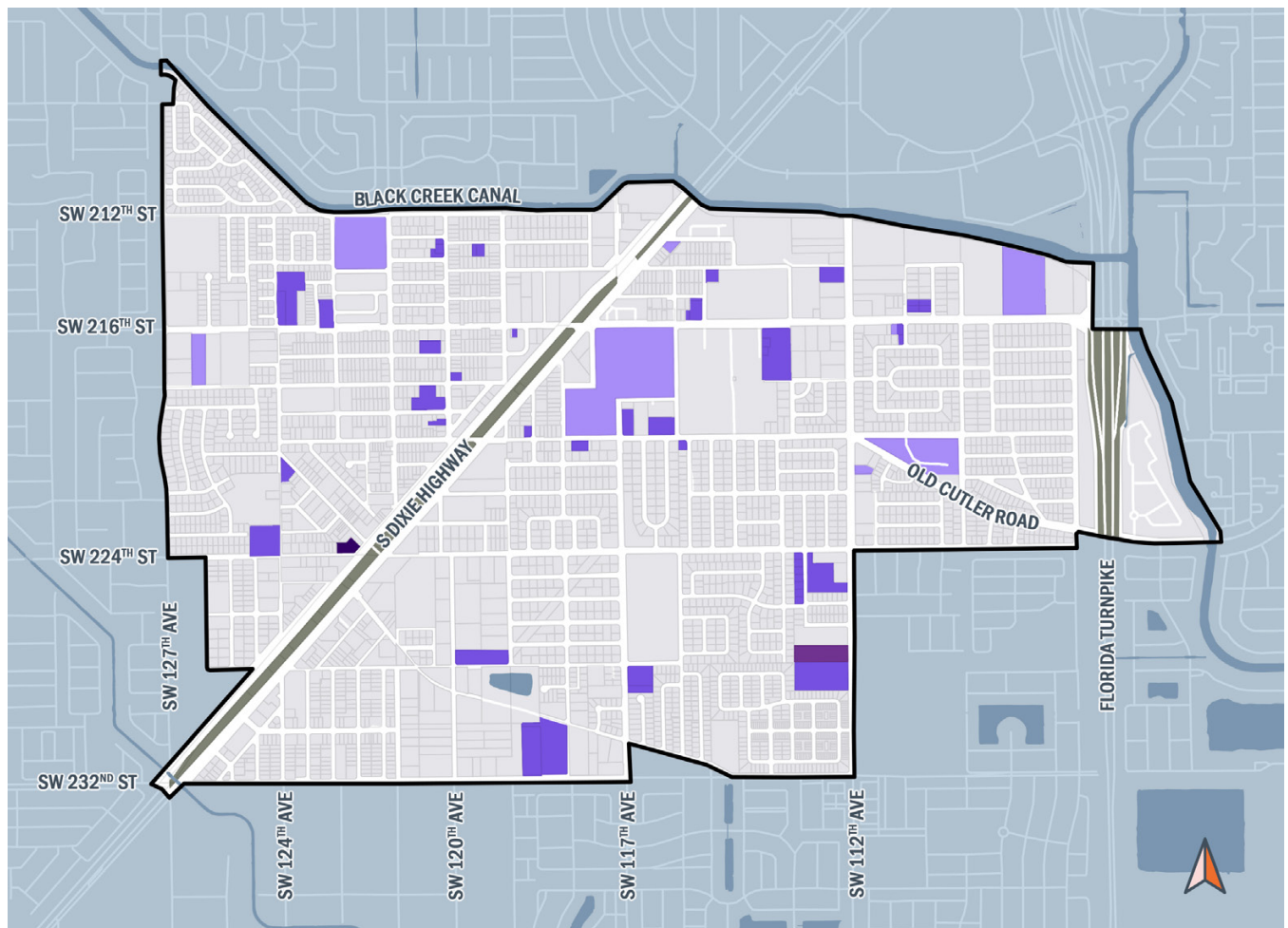
43.9%

Small commercial hubs have emerged around key intersections of South Dixie Highway at SW 216th Street and SW 220th Street. These areas feature standalone commercial buildings such as gas stations, fast foods restaurants, motels, and bars. Additionally, there are two small shopping centers that cater to the needs of the local community, including personal services like barber shops, sit down restaurants, day care (adult and child), furniture stores and convenience stores.

Located just west of South Dixie Highway, Cauley Square Historic Village includes an eclectic mix of cafes, restaurants, and boutique shops selling art, antiques, and other art-focus products.

A handful of neighborhood-oriented businesses, including gas stations, car washes, food trucks and convenience stores can be found along SW 112th Avenue and SW 216th Street. Most commercial buildings within the area are designed to accommodate customers arriving by car, as evidenced by their ample parking lots placed in front of the buildings.

PUBLIC USES



Institutional & Community

Legend:

- Government Facilities
- Schools (Public / Private, K-12, Day Care, Vocational)
- Places of Worship
- Hospitals

Schools

The CRA has several schools within the boundaries, including Grace Christian Leadership Academy, Lincoln-Marti Community Agency, Diamond Learning Center, Coral Reef Montessori Academy Charter School and two public schools, Pine Villa Elementary School and Arthur & Polly Mays Conservatory of the Arts school.



Parks

There are five County Parks within the area including: JL (Joe) & Enid W. Demps Park, William Randolph Community Park, Sharman Park, Goulds Wayside Park, Lincoln Estates Park, as well as South Dade Trail and Black Creek Trail, providing over 12 acres of open green space in the area. While there is an abundance of green space, it is not evenly distributed, and some areas are underserved in terms of access to green space (FON).

Emergency Services

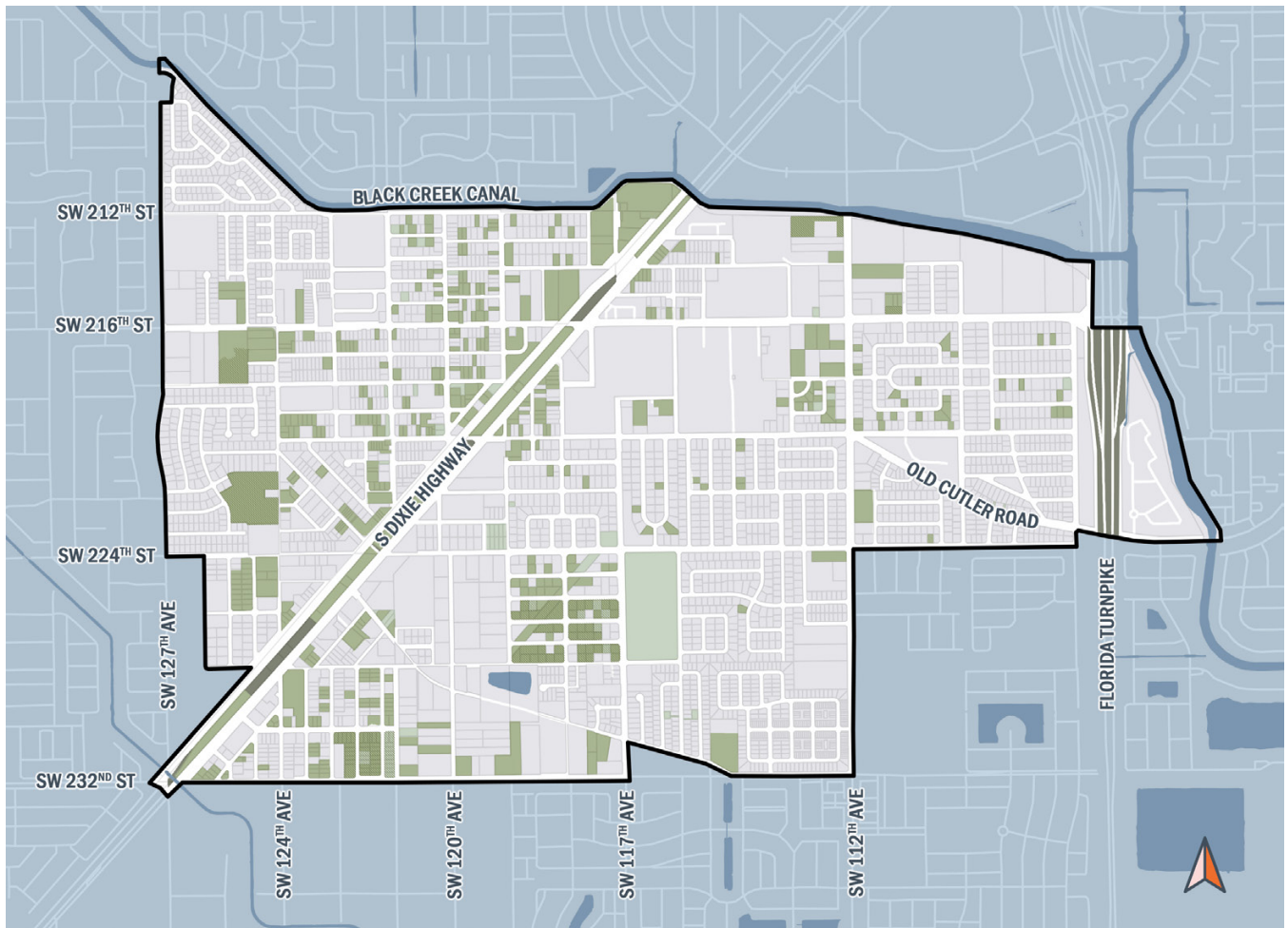
The CRA does not have any emergency services within the boundaries but does have two Fire Stations and two Police Stations within a short distance of the CRA.

Government Owned Parcels/Facilities

There are 139 parcels within the CRA owned by Miami-Dade County and other public agencies, such as the County School Board and Department of Transportation, amounting to 114.5 acres of land. One quarter of the land is vacant (28.72 acres). An additional quarter is government owned housing, and the remainder includes parks, public schools, transportation (the Busway), Environmentally Endangered Lands (EEL) sites, and a water and sewer pump station.






VACANT PARCELS



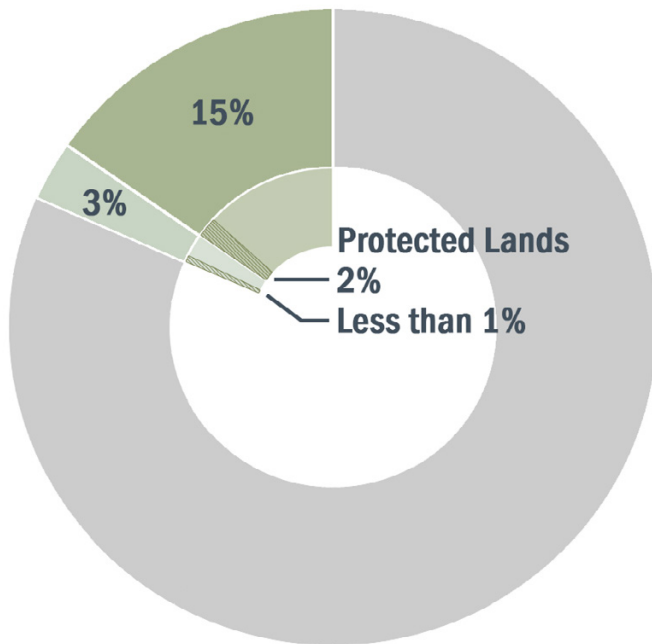
Vacant Parcels

Legend:

-  Vacant Government Owned
-  Vacant Privately Owned
-  Vacant Protected

Vacant Parcels

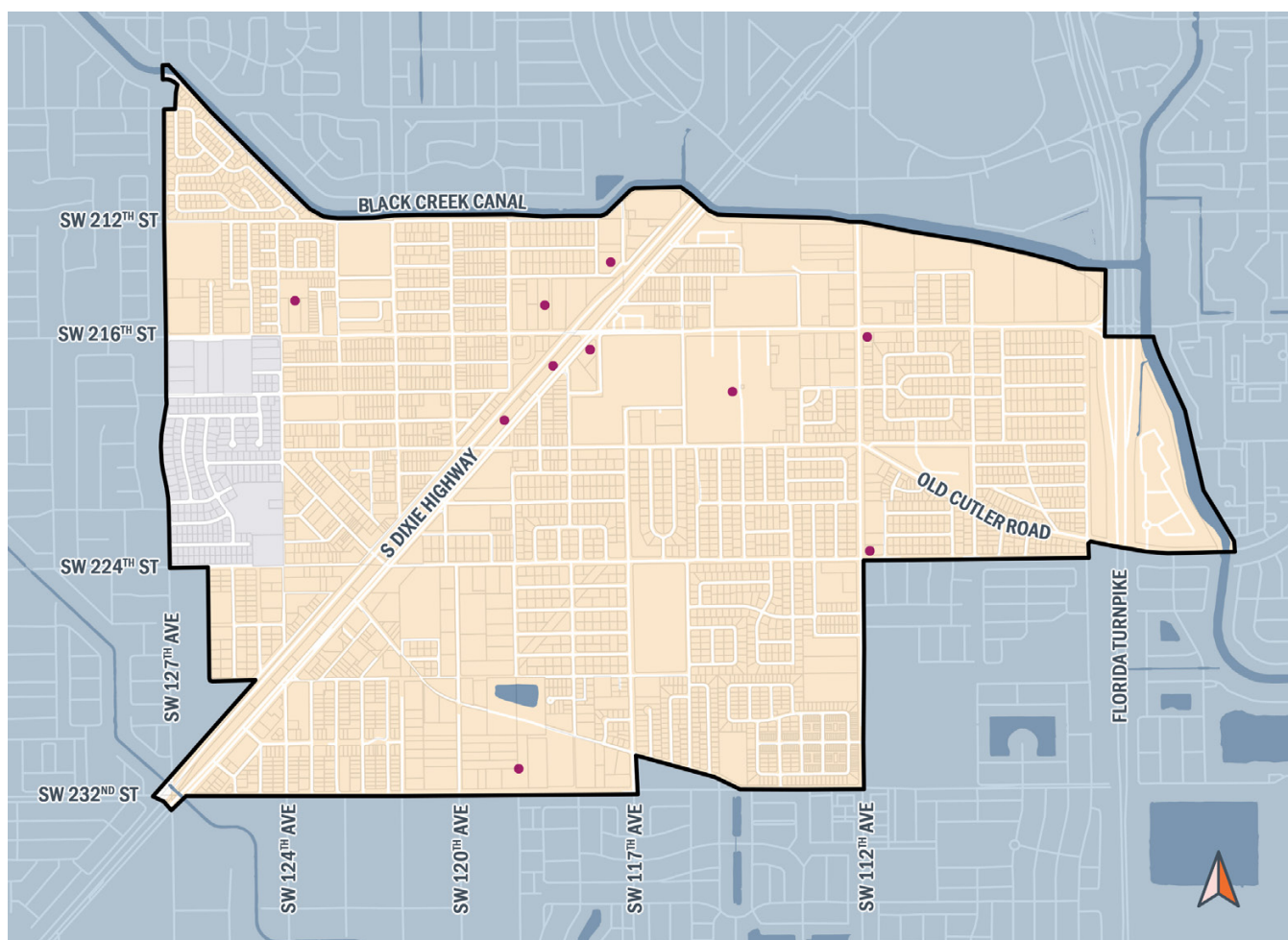
The area contains 705 vacant parcels, totaling 282.49 acres of vacant land, which represents 18% of the total area. Of this vacant land, 15% is privately owned, and 3% is government owned. Within that, approximately 3 percent (2 percent within the privately owned and less than 1 percent within the government owned) has been designated as protected.



ENVIRONMENTAL

Legend:

- Brownfields Areas
- Contaminated Sites



Brownfields

Brownfields

Brownfield sites are areas of land that have real or perceived environmental contamination or pollution. These sites are present in nearly every community.

As displayed on the map, a majority of the Goulds Community Redevelopment Area is considered a brownfield site, likely because of industrial and commercial activities and storm damage that may have led to environmental contamination.

Certain benefits and incentives can encourage the redevelopment of property within brownfield areas. These incentives include sales tax credits on building materials purchased for the construction of an affordable housing project or mixed-use affordable housing project; a bonus refund for job creation; and loan guarantees for primary lenders.



Brownfields Cleanup Revolving Loan Fund

(BCRLF): Funded by the U.S. Environmental Protection Agency (EPA) and administered by the South Florida Regional Planning Council; provides loan funds for Brownfields remediation activities which will advance redevelopment projects that are expected to support job creation, housing development, and economic diversification.



Brownfield Site Rehabilitation Agreement (BSRA):

An agreement necessary for businesses to receive various benefits and incentives for cleaning up and redeveloping brownfield sites.



Voluntarily Cleanup Tax Credits (VCTC): Tax credits that can be applied against Florida corporate income tax.



Building Materials Sales Tax Exemptions:

Businesses can receive sales tax exemptions for the building materials used in the redevelopment of brownfield sites.



Brownfield Redevelopment Bonus Refund:

Approved applicants receive tax refunds of up to \$2,500 for each job created on or near a brownfield site.



Cleanup Liability Protections: Businesses entering into a Brownfield Site Rehabilitation Agreement (BSRA) can receive protections from certain liabilities associated with environmental contamination.



Florida Department of Environmental Protection

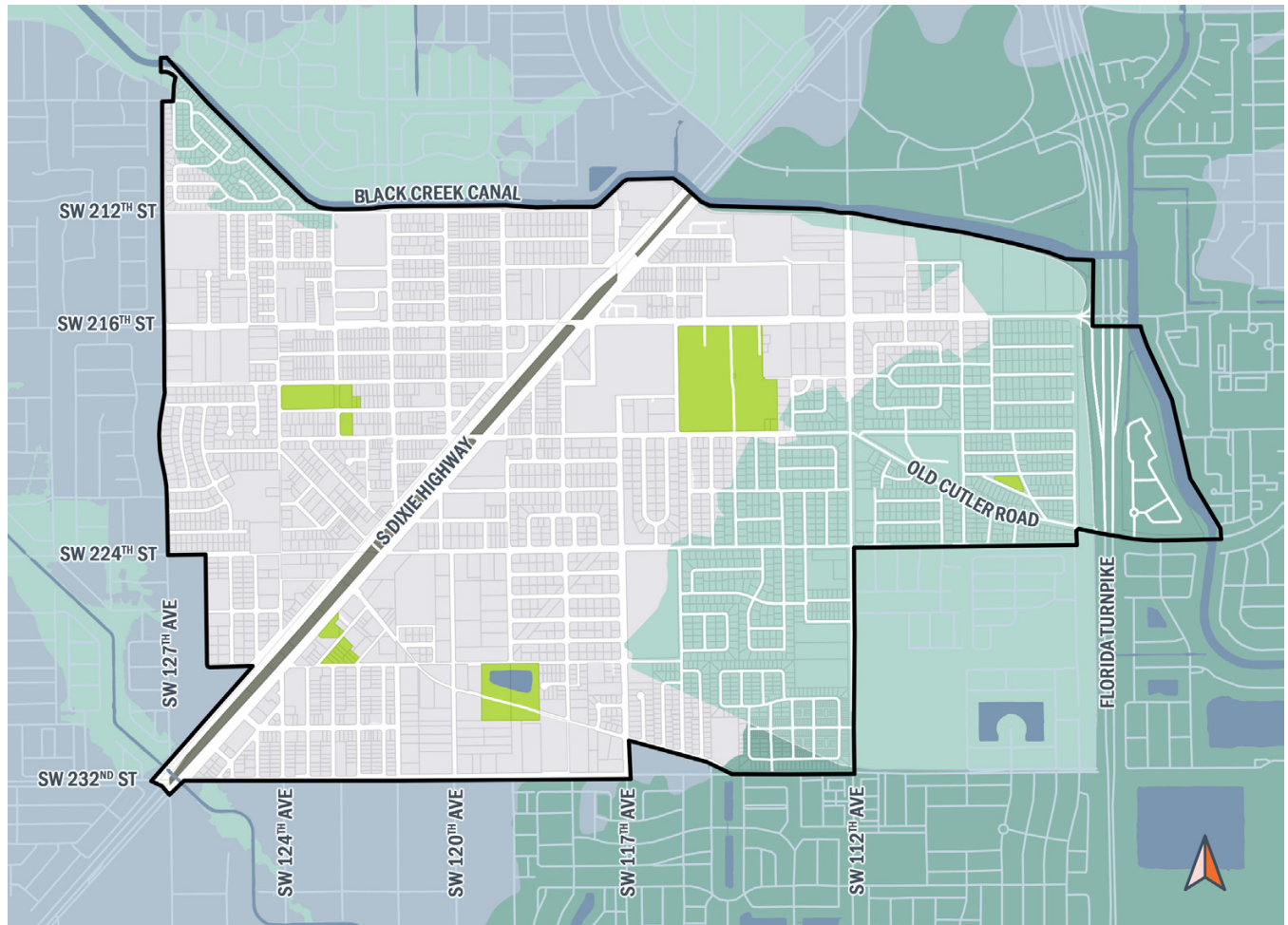
(FDEP) Grants: These grants can help cover the costs of site assessment and cleanup.



Economic Development Administration (EDA)




Grants: The EDA provides funding for infrastructure improvements, planning, and technical assistance to support economic development, including brownfield redevelopment.

ENVIRONMENTAL



Flood Zones

Legend:

-  Flood Zone AH
-  Flood Zone AE
-  Parks

Flood Insurance and the Community Rating System

The Community Rating System (CRS) is a voluntary program under the National Flood Insurance Program (NFIP) that rewards communities for implementing floodplain management practices exceeding NFIP standards. Participation in the CRS is optional but provides significant benefits to residents through reduced flood insurance premiums.

Unincorporated Miami-Dade County currently holds a Class 5 CRS rating, offering a 25% discount on flood insurance premiums in flood zones and a 10% discount outside them. By improving its CRS class rating, the County could achieve even greater discounts, with the highest rating (Class 1) offering up to a 45% premium reduction.

Floodplains

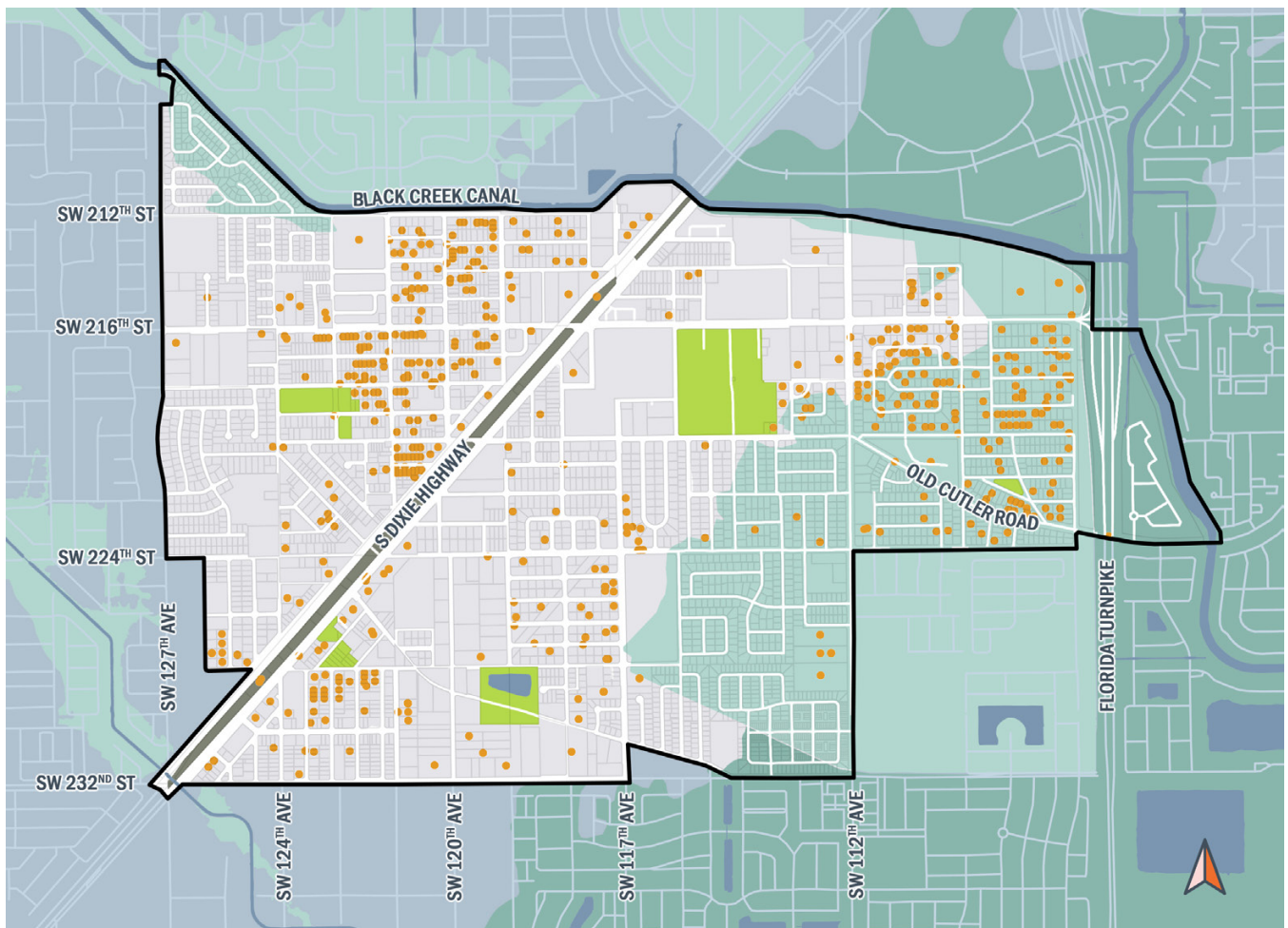
Floodplains are areas prone to flooding due to their low-lying topography and proximity to water bodies. The Federal Emergency Management Agency (FEMA) designates these regions as Special Flood Hazard Areas, indicating a higher risk of flooding. The flood zones in these areas, such as Zone AE and Zone AH, have a significant chance of flooding, with mandatory flood insurance requirements for property owners. The County provides detailed flood maps and resources to help residents understand their flood risk and take necessary precautions.



ENVIRONMENTAL

Legend:

- Flood Zone AH
- Flood Zone AE
- Parks
- Septic



Flood Zones and Septic

Infrastructure and Utilities

The Miami-Dade County Public Works and Water and Wastewater Departments manage infrastructure and utilities. They play the lead role in supporting community services. The overall condition of infrastructure—such as roadways, sidewalks, swales, drainage canals, and signage—has significantly deteriorated. The FON includes a detailed examination of the area, which assessed both the presence of deteriorated or substandard facilities and the absence of essential infrastructure. Additionally, litter and trash are prevalent throughout the area, further contributing to the decline in local conditions.

A significant number of households in the area lack water and sewer accounts. The FON has identified a critical need to eliminate the number of households without these essential services, aiming for zero instances of no water and sewer accounts.

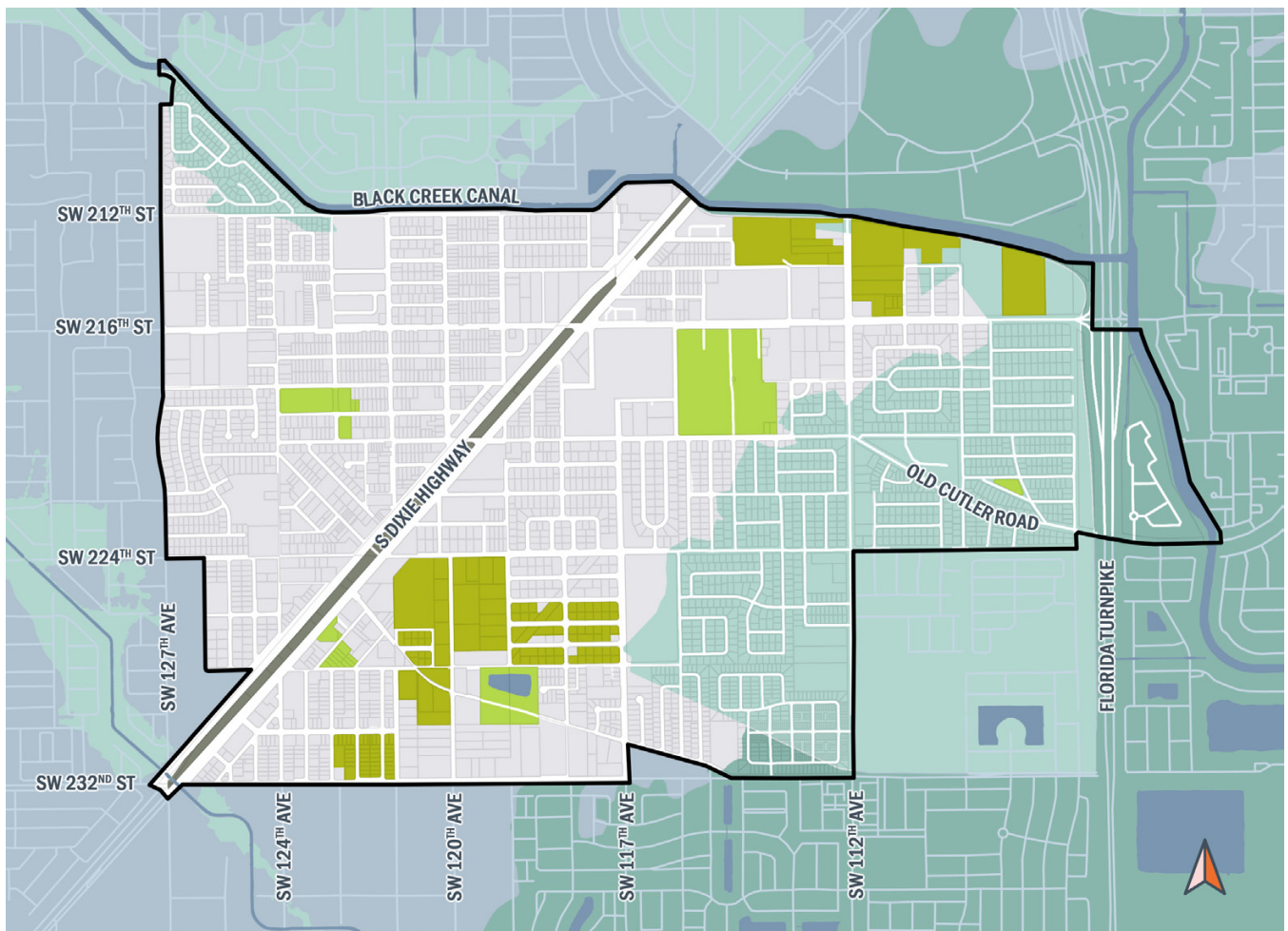
Septic systems in flood zones face significant challenges because saturated or waterlogged soil can prevent proper wastewater treatment. Flooding can cause septic tanks to overflow, back up into homes, or release untreated sewage into the environment. This situation can lead to contamination of drinking water sources, spread of harmful bacteria and pathogens, and serious public health and environmental risks. Proper site assessment, maintenance, and flood-resistant designs are crucial to mitigate these issues.



ENVIRONMENTAL

Legend:

- EEL Sites
- Flood Zone AH
- Flood Zone AE
- Parks



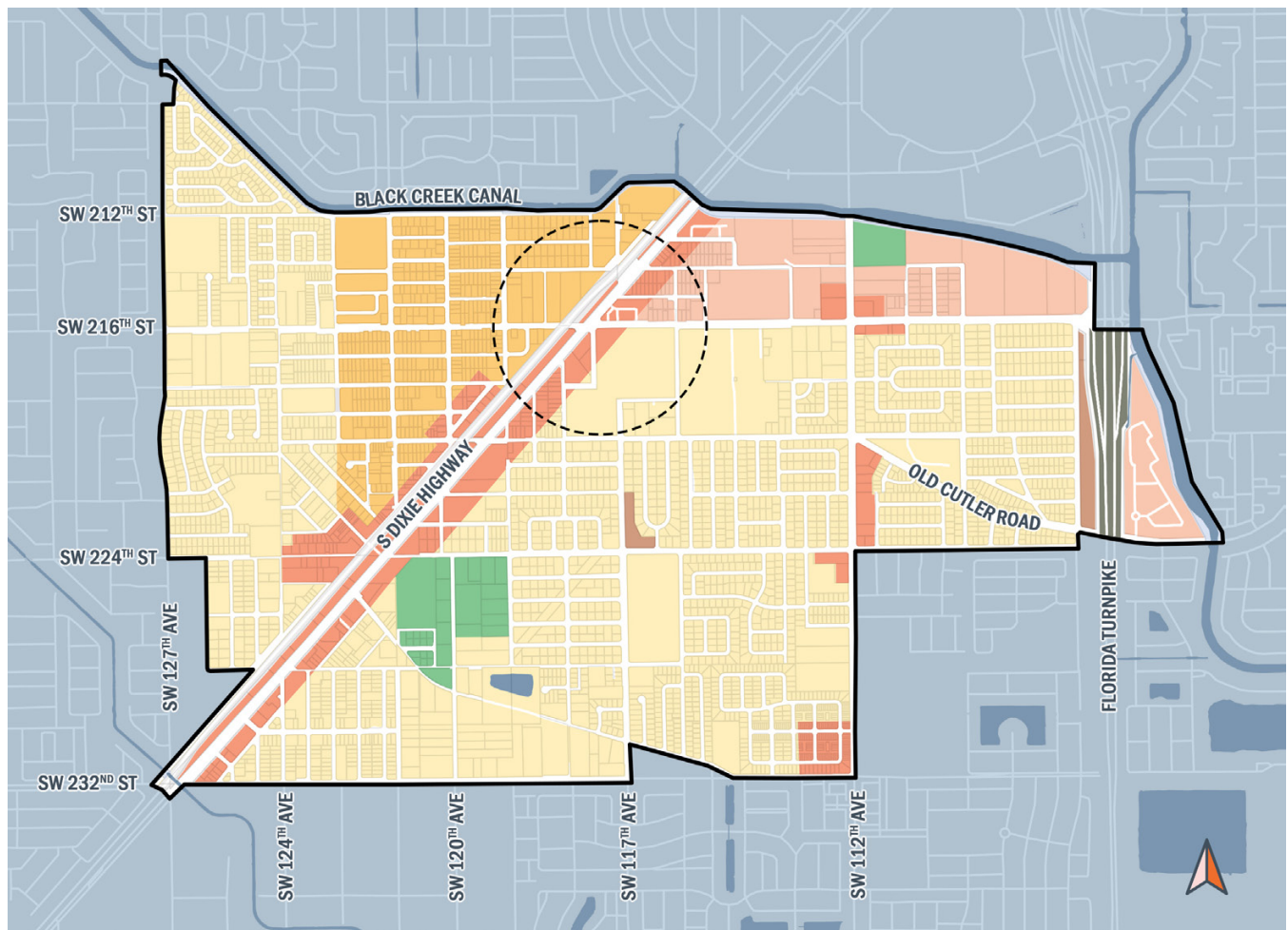
Environmentally Endangered Lands (EEL)

EELs

The Environmentally Endangered Lands (EEL) Program in Miami-Dade County focuses on the protection and conservation of critical natural areas, including those in South Dade County and the Goulds community. The EEL Program has been instrumental in preserving over 27,000 acres of environmentally sensitive lands, such as the Goulds Pineland Preserve. This preserve, part of the Miami Rock Ridge Pinelands, is home to a variety of native flora and fauna, providing essential habitat and contributing to the region's ecological health. The program's efforts ensure these lands remain protected and managed for future generations, supporting biodiversity and helping the community adapt to climate change.



REGULATORY



Future Land Use

Legend:

- Low Density Residential (LDR) 2.5 - 6 DU/Acre
- Low Medium Density Residential w/ Density Increase 1
- Low Medium Density Residential (LDMR) 6 - 13 DU/Acre
- Medium Density Residential (MDR) 13 - 25 DU/Acre
- Business and Office
- Environmentally Protected Parks
- Community Urban Center

Land Use


The Land Use Plan (LUP) map and Comprehensive Development Master Plan (CDMP) designate areas and establish intensity thresholds for various types of development, including agricultural, residential, mixed-use, office, business, institutional, industrial, and natural resource-based activities, while also emphasizing environmental protection.

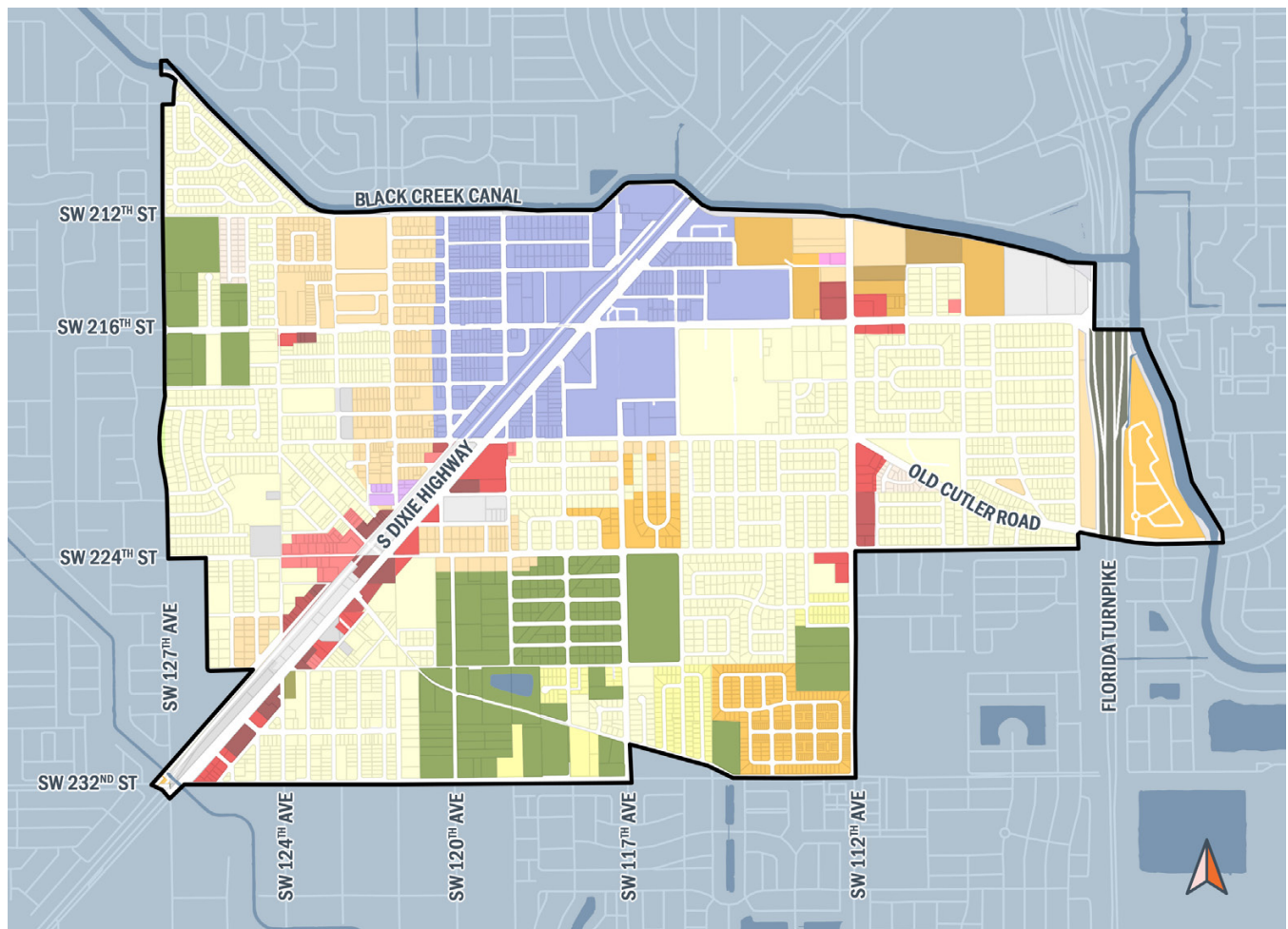


The map categorizes residential land uses by gross density ranges and organizes non-residential land uses—such as industrial, office, business, and public facilities—based on their primary functions and development intensity. Most of the CRA is zoned and designated as a Future Land Use category appropriate for low-density residential development. However, because the Land Use Map also identifies the node of South Dixie Highway and SW 216th Street as a Community Urban Center, there is an opportunity and need for higher density development for residential and infill development. Currently, 55% of the CRA is zoned for low-density residential use. Environmentally protected lands make up three percent of the CRA.

REGULATORY

Legend:

	Agricultural / Residential		Modified Apartment House		Business District, Limited
	Single Family Residential		Mixed-Use Corridor		Business District, Special
	Single Family Residential		Community Urban Center		Business District, Liberal
	Modified Single Family Residential		RU-4 or Hotel / Motel		Industrial District, Light Manufacturing
	Minimum Apartment House		Semi-Professional Office		
	Limited Apartment House		Business District, Neighborhood		



Zoning

Zoning

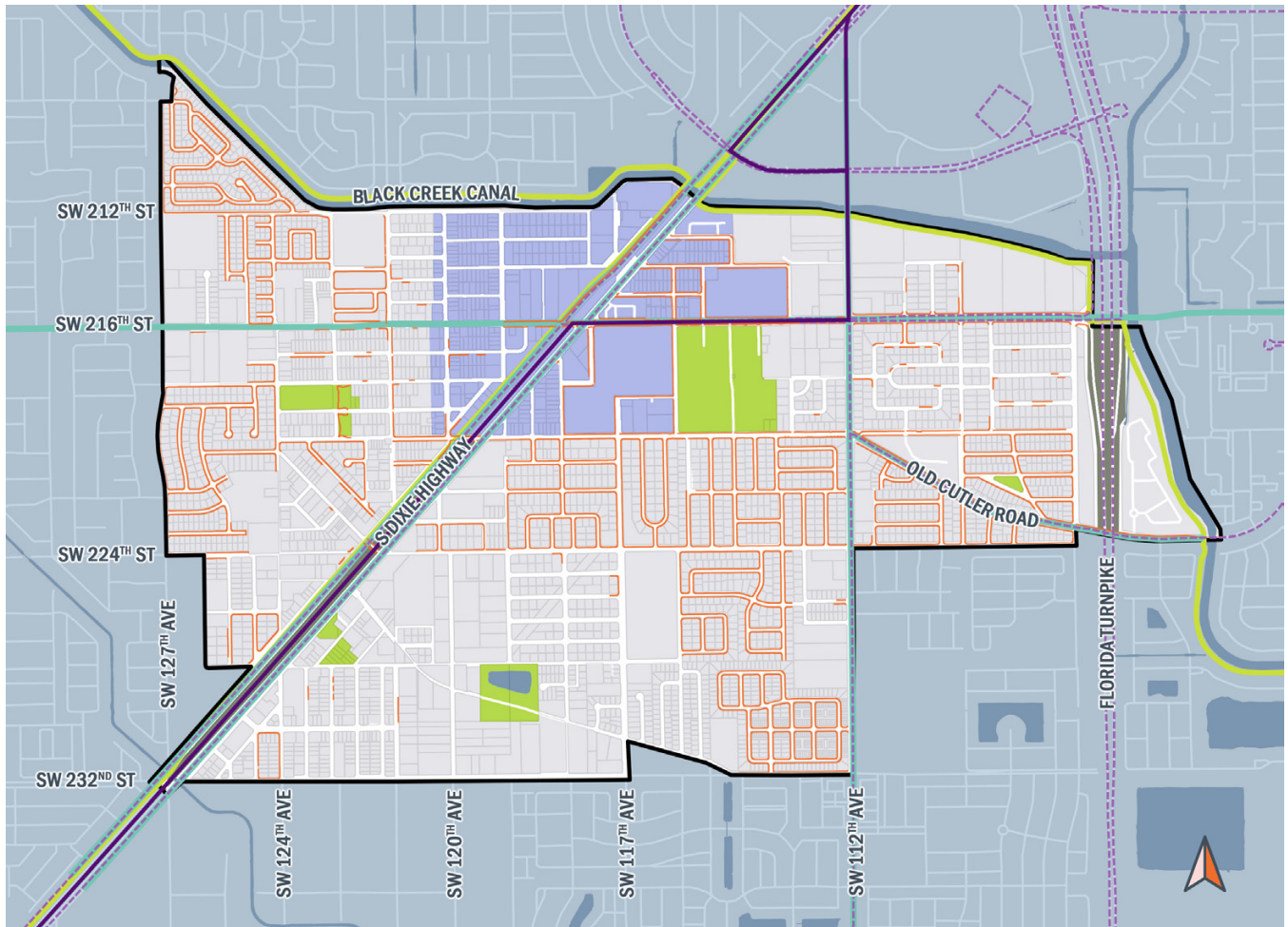
Capitalizing on the Community Urban Center designation, the zoning designations incorporate the recommendations of the Goulds Community Urban Center Citizens' Master Plan Final Report (2003), which envisions transforming Goulds into a vibrant, sustainable community that respects its historic roots while embracing modern development.

Shaped by community input, the plan sought to enhance the area's quality of life through better zoning, infrastructure improvements, and the creation of distinct, well-connected neighborhoods. Key initiatives include developing a pedestrian-friendly "Main Street," fostering mixed-use spaces, and expanding parks and plazas to serve as community hubs. The plan introduces a three-zone system for land use—high-density urban development in the core, medium-density in surrounding areas, and low-density residential zones at the edges—to balance growth with residential character. Historic preservation is integral, with efforts to honor Goulds' agricultural past and restore landmarks like the Store Porch District. The plan also emphasizes improved connectivity with new streets and Transit-Oriented Development near the South Dade Busway Station while setting design guidelines for cohesive, pedestrian-friendly streetscapes. Collaboration with local agencies will drive implementation, ensuring the area's sustainable and inclusive growth.










The majority of zoning within the area is single-family residential, at approximately 46%. Community Urban Center and Agricultural zoning are among the additional highest zoning allocations at 14% each, followed by two-family residential at 9%. Other classifications include business districts, professional office, and light manufacturing. This zoning composition suggests a mix of residential and community-oriented development, but also indicates potential for re-evaluating land uses and intensities to better meet the needs of the community.

ACCESS



Access

Legend:

-  Goulds Community Urban Center
-  Parks
-  South Dade Transitway
-  Local Bus Routes
-  Major Roads
-  Sidewalks
-  Trails

Connectivity

Transportation in the Goulds CRA faces limitations, particularly in roadway connectivity. Although the area benefits from its proximity to significant transportation routes, including South Dixie Highway (US-1) and the Florida Turnpike, the number of dead-end streets within the CRA

boundaries inhibit the flow of traffic. This condition presents connectivity challenges for vehicular, pedestrian, and bicyclist use. Major roadways in the area include S Dixie Highway, SW 216th Street, SW 112th Avenue, W Old Cutler Road, and SW 232nd Street.

Anticipated Transit Project



The Busway, a dedicated travel lane owned by Miami-Dade County adjacent to US-1, is soon to be home to Miami's first Bus Rapid Transit (BRT) line. The high-speed bus route will travel along what is referred to in the Miami-Dade County SMART Plan as the South Dade TransitWay. The new bus system will give Miami-Dade the longest BRT route in the country and the third-longest in the world. The

route extends from the Dadeland South Metrorail Station to Florida City. Once completed, BRT will provide rail-like travel time, level boarding through all doors, and pre-paid fares for speedy access. The project also includes the renovation of bus stops along the route, including at SW 216 Street, SW 220 St/Old Cutler Road and SW 232 St/Silver Palm.

The SMART Plan South Dade Transitway Corridor Land Use Scenario & Visioning Planning Report projects that the area around the BRT station will experience the largest incremental growth in both population and employment and considers the surrounding zoning to be appropriate for transit ready or transit oriented development.

ACCESS

Public Transit

Although much of the area is serviced by Miami-Dade Transit, there are some areas of the CRA that are not within ¼ mile (5 minute) walk from the nearest bus stop, meaning that there are Goulds CRA residents that do not have walking access to a bus stop. Additionally, less than one-third of the bus stops have basic infrastructure such as a shelter or bench. Although there are bus routes in the area, most residents rely on personal vehicles to access work and other needs.



Biking and Walking

There are effectively no roadways with safe bicycle infrastructure, as the only roadway with bicycle lanes is SW 216th Street where there is no physical separation between bike lanes and vehicular traffic traveling at 35 - 45 MPH. Safe infrastructure is also lacking, as sidewalks are often fragmented, in poor condition, or adjacent to vehicular lanes with vehicles traveling at 45 MPH or more, with no protection for pedestrians. Accordingly, with no protection for pedestrians or bicyclists, safety is a huge concern within the CRA, particularly as growth leans into alternative modes of transportation.



Black Creek Trail

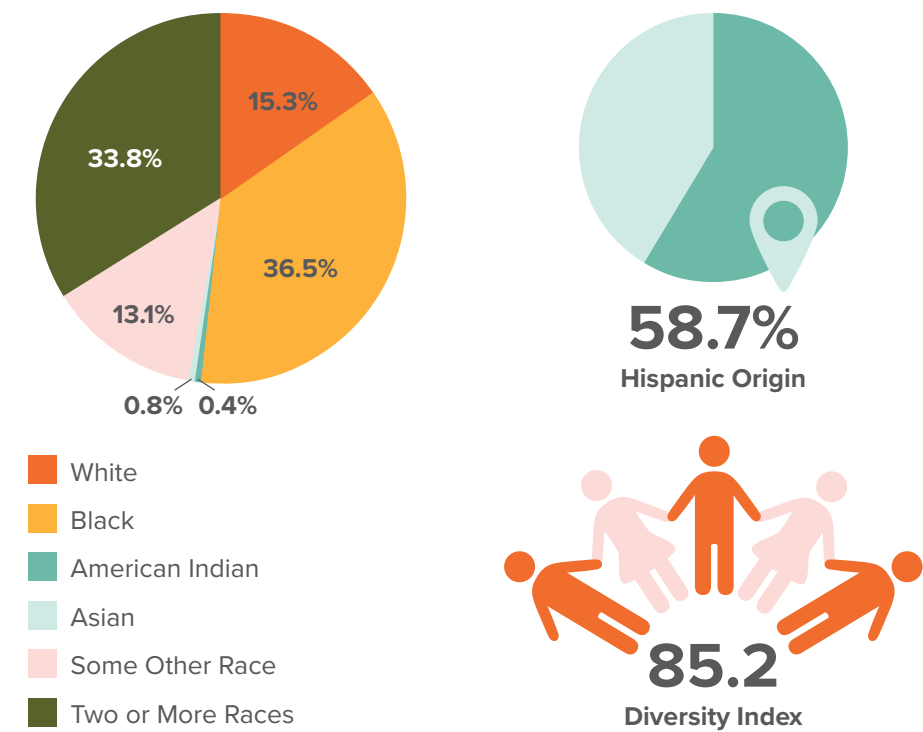


Black Creek Trail

The 4.5-mile Black Creek Trail (also known as County Bicycle Route 7) stretches through southwestern Miami-Dade County, linking Black Point Park & Marina to Larry & Penny Thompson Park, and runs along the northern boundary of the CRA, adjacent to Black Creek Canal. As the trail meanders south from Miami, it weaves through neighborhood parks and connects various communities. Along its southern end, trail users can enjoy wildlife sightings, including manatees, alligators, and birds inhabiting Biscayne Bay. The trail also serves as a vital connector, linking the Old Cutler Trail, Biscayne Trail, and South Dade Trail, enhancing accessibility and outdoor recreation opportunities throughout the area.

COMMUNITY

2024 Population by Race/Ethnicity



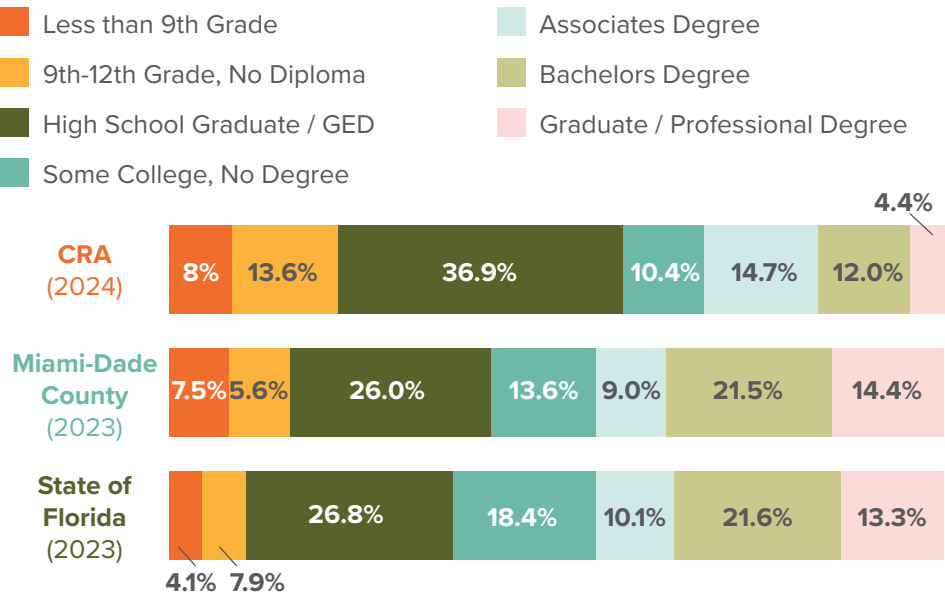
As of 2024, the Goulds CRA has a population of 13,143 with a median age of 37.3 years, making it a slightly younger community compared to Miami-Dade County's median age of 41.7 years. The area consists of 4,141 households, each averaging 3.17 people, which is notably larger than the county's average household size of 2.7.

Notably, the racial and ethnic composition is quite diverse, with the majority identifying as Hispanic (58.7%). Black or bi-racial people make up nearly 70% of the population. The area's Diversity Index stands at 85.2, illustrating a high level of racial and ethnic diversity.

In terms of educational attainment, the Goulds CRA area exhibits a lower level of educational attainment compared to both Miami-Dade County and the state of Florida. There is a significantly larger percentage of the population within the area that does not have a high school diploma in comparison to the County and the State. This trend is also reflected in levels of higher educational attainment, suggesting a need for improvement in access to all levels of education.

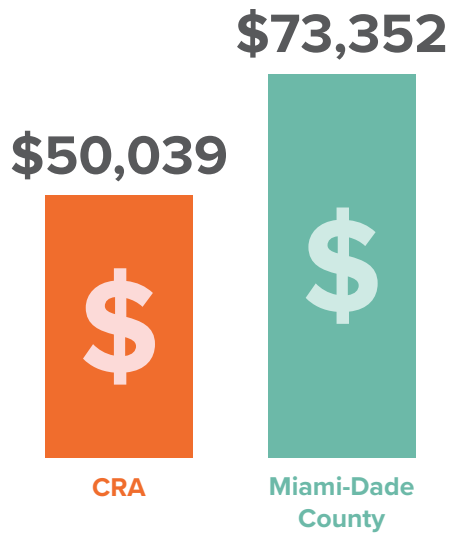
The data shows that this racially diverse community is characterized by a slightly younger population, living in slightly larger households than the rest of the County. In addition, the population has lower educational attainment, which likely contributes to the significantly lower average income in the area in comparison to the County.

Educational Attainment (Residents 25 years or older)



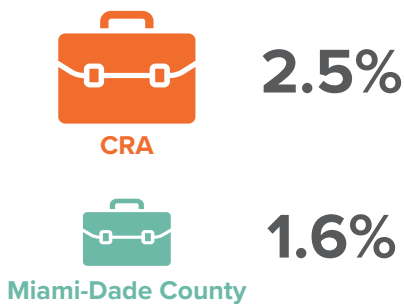
Income

The median household income in Goulds CRA is \$50,039, significantly lower than the County's median of \$73,352.



Unemployment

The unemployment rate sits at 2.5% which is higher than the County's rate of 1.6% (2024, Esri).



Employment

The employment landscape in the Goulds CRA comprises a total employed population of 5,768, with the services sector dominating at 56.4%. Although agriculture/mining and information jobs make up a larger percentage of employment in the CRA than in the County overall, they still account for only a small fraction of total employment. Comparatively, sectors such as construction, transportation/utilities and manufacturing show lower percentages than those in Miami-Dade County, indicating a reliance on service-oriented jobs. Note that these percentages do not mean these jobs are located within the CRA.

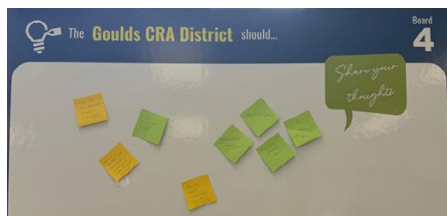
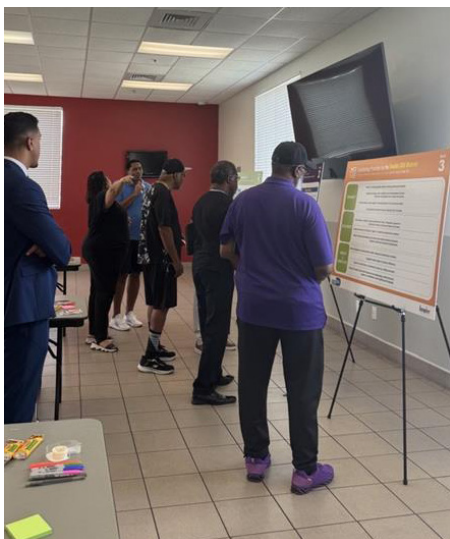
	CRA % Employed	Miami-Dade County % Employed
Agriculture/Mining	1.6%	0.7%
Construction	6.6%	8.6%
Manufacturing	3.7%	4.6%
Wholesale Trade	2.3%	3.1%
Retail Trade	9.2%	9.8%
Transportation/ Utilities	3.0%	9.6%
Information	2.8%	1.7%
Finance/Insurance/ Real Estate	7.9%	8.6%
Services	56.4%	¹ 50.4%
Public Administration	6.5%	² 2.8%

¹includes "Other services, except public administration", "Arts, entertainment, and recreation, and accommodation and food services", and "Educational services, and health care and social assistance"
²includes "Professional, scientific, and management, and administrative and waste management services"

PUBLIC ENGAGEMENT

The Inspire project team worked with the District 9 office and Miami-Dade County staff to host a workshop on Saturday, October 26th, 2024, at the JL and Enid W. Demps Park community center. Advertisements on the County's website and direct messaging informed community members about the event. The session aimed to inform participants about how the Community Redevelopment Agency can contribute to the improvement of Goulds and gather input on their ideas and vision for the future of the community.

Participants raised concern about displacement, and places a strong emphasis on the need for affordable housing options, particularly for future homeownership, to ensure that young people and future generations can own homes in the community. Additionally, discussions touched on homelessness and the necessity for a comprehensive approach to address various community issues, recognizing that CRAs may not resolve all challenges, but they can significantly contribute to positive change.



The dialogue also centered on actionable short-term strategies for community engagement and support. There was a collective call for enhanced collaboration, such as hosting public meetings to collect feedback, ensuring diverse representation, and exploring methods to support and expand local businesses. Ultimately, the vision shared through public input is to foster a vibrant community that empowers residents while preserving the unique identity of the area.



The following sections discuss the community input gathered at the engagement event, in addition to the public feedback gathered during the Finding of Necessity research (2022). Below, the community input is organized into four themes: Character, Access, Community, and Economy.

Public Comment Themes, Concerns & Aspirations

CHARACTER	Key Concerns	<ul style="list-style-type: none"> • Rising housing costs and gentrification • Displacement of longtime residents • Incompatible development of multi-family homes in single-family neighborhoods • Reliance on septic tanks • Industrial equipment in residential areas
	Aspirations	<ul style="list-style-type: none"> • Affordable housing including rent-to-own, affordable workforce housing and elderly housing opportunities • Homeownership programs and home improvement grants • Addressing building code violations and dilapidated structures • More commercial, retail, restaurant, and office spaces • Preservation of local character and development that aligns with the community's cultural identity (Morse architecture, shotgun houses, and features reflecting the area's black community history)
ACCESS	Key Concerns	<ul style="list-style-type: none"> • Inconvenient bus routes and removal of key bus lines • Lack of accessible and efficient public transportation options • Poor road conditions and infrastructure • Safety concerns related to speeding and lack of road calming measures • Inadequate sidewalk infrastructure
	Aspirations	<ul style="list-style-type: none"> • Introduction of trolley services • Expansion of Metrorail service • Better connection to commercial areas
COMMUNITY	Key Concerns	<ul style="list-style-type: none"> • Removal of Community Action Agency (CAA) office and loss of key support programs • Lack of centralized information on available services • Limited access to senior day care and daycare programs • Lack of mentorship programs • Insufficient parent education about available resources • Safety concerns within the community
	Aspirations	<ul style="list-style-type: none"> • Centralized, holistic inventory of available services for business owners, youth and residents • Enhanced communication and engagement with local politicians and legislators • Community policing efforts
ECONOMY	Key Concerns	<ul style="list-style-type: none"> • Limited awareness of government funding and grant opportunities • Decline of mom-and-pop shops • Limited access to high-paying job opportunities • Difficulty retaining existing businesses
	Aspirations	<ul style="list-style-type: none"> • More local businesses / Incubation of local entrepreneurs • Jobs that pay over \$100,000 • Improved access to job skills training and career development opportunities • More affordable commercial rental spaces • A study on the most needed commercial services in the area

SWOT

(Strengths, Weaknesses,
Opportunities, and Threats)

The Goulds community faces a variety of challenges that, if addressed, could lead to meaningful revitalization and improvement in the quality of life for its residents. The area suffers from a history of minimal investment in both public and private realms, with vacancies and lack of maintenance contributing to dampened property values and diminished community morale. The limited local economy means that many residents spend their money outside the area, exacerbating the lack of reinvestment. Housing affordability remains a major concern, with residents fearing displacement due to rising costs, particularly as gentrification creeps in. Additionally, the community struggles with a poor mobility network, making it difficult for people to access local commercial areas by walking, biking, or using other forms of micromobility. This disconnect further isolates residents from the economic opportunities in their own neighborhood.

Despite these challenges, the community also possesses notable strengths. There is a strong sense of cultural identity, with residents eager to preserve their history. There is also a growing desire for local business development, as well as improved access to social services, education, and workforce opportunities. These strengths present an opportunity to build a more vibrant and sustainable local economy, particularly if local businesses are better supported and more capital is made available for growth.




























Efforts to revitalize Goulds must address interconnected issues by improving infrastructure, enhancing mobility options, and fostering local economic development. Addressing the need for affordable housing, job training programs, and better access to social services will be vital in preventing displacement and ensuring that long-time residents can benefit from future growth. The establishment of a business incubator, improved transportation options, and the strengthening of community partnerships are just a few ways that local assets can be leveraged for growth.

The Goulds CRA, in collaboration with Miami-Dade County and local residents, is well-positioned to spearhead these efforts. By implementing the strategies outlined in this redevelopment plan, stakeholders can create a more attractive and functional environment that encourages reinvestment, fosters economic growth, improves public spaces, and ultimately builds a stronger, more vibrant neighborhood that meets the needs of all residents.

SWOT

The following Strengths, Weaknesses, Opportunities, and Threats (SWOT) table highlights several observations in each category identified through public input, research and review, and site observations. These observations help identifying focus areas for CRA investment.

STRENGTHS		Culture and History	Goulds has a rich cultural and historical background that contributes to its unique identity within Miami-Dade County.
		Community Efforts	There are active community organizations and local government initiatives aimed at revitalizing the area and improving living conditions, although they are in need of better coordination and communication.
		Presence of Public Parks	Goulds has several public parks that provide recreational opportunities and enhance the quality of life for residents.
		Ecological Significance	The area includes parts of the Everglades ecosystem, which supports a wide range of wildlife and offers opportunities for conservation.
		Proximity to Miami	Goulds location near Miami provides easy access to urban amenities, employment opportunities, and the Miami airport.
		Access to Major Corridors	The community benefits from its location along major transportation routes, facilitating connectivity and access to other areas.
WEAKNESSES		Poor Accessibility Infrastructure	Issues with roadway connectivity, conditions of roads, sidewalks, bike paths, and lack of human-scale mobility options contribute to safety concerns and a weak mobility network.
		Housing Affordability	High rental and ownership costs, coupled with limited economic opportunities, make it difficult for residents to stay in the area (Gentrification/Displacement).
		Poor Building Conditions	Many commercial and residential buildings are deteriorating or in violation of building codes.
		Low Educational Attainment	A high percentage of residents aged 25 or older do not have a high school diploma.
		Limited Economic Opportunity	Minimal job opportunities with high salaries, insufficient job training and mentorship, and limited commercial activity within the area limit economic opportunities for residents and present challenges for local entrepreneurs.

OPPORTUNITIES		Workforce Development & Education	Investment in job training centers and vocational programs, along with scholarship opportunities, could equip residents with the skills needed for higher-paying jobs. Trade skills centers (e.g., HVAC, plumbing) are also in demand.
		Business Attraction, Development, and Retention	Efforts to attract new businesses can stimulate local economic development and create job opportunities. Creating a local business incubator and expanding access to capital, mentoring, and small business loans could stimulate entrepreneurship and boost the local economy.
		Transportation and Infrastructure Improvements	The introduction of trolleys, expanded bus routes, better road conditions, improved sidewalks and a safe network of bike paths can improve transportation access.
		Affordable Housing & Homeownership Programs	Developing more affordable housing options, including senior and workforce housing, along with homeownership programs and home improvement grants, could help long-term residents stay in the community.
		Potential in Vacant Land	There is significant potential for infill development on vacant land, allowing for new housing and commercial projects. Vacant parcels are largely grouped together, allowing for larger-scale mixed-use developments or redevelopment projects.
		Community Policing & Safety	Reinstating a mini-police substation and enhancing community policing efforts could address crime and improve neighborhood safety.
		Increased Resilience to Environmental Threats	New development should be built to withstand environmental challenges like flooding and hurricanes, replacing older, more vulnerable housing.
THREATS		Economic Volatility	High reliance on employment in the service sector makes the community susceptible to economic fluctuations.
		Gentrification and Displacement	Rising housing costs and limited job opportunities can lead to displacement of long-term residents.
		Lack of Investment in Infrastructure	Continued lack of investment in critical infrastructure can hinder growth and development.
		Environmental Challenges	Managing the balance between conservation efforts and development needs can be challenging, especially with the risks of flooding and habitat disruption.
		Natural Disasters	The area is vulnerable to hurricanes and flooding, which can cause significant damage and disrupt economic activities.

STRATEGIC FRAMEWORK

The strategic framework for the redevelopment plan is designed to inform the decisions of the Goulds CRA, and provide a clear direction for action. The strategies outlined in this framework aim to address the interconnected challenges that hinder the residents' economic success and quality of life. They have been developed in consideration of previous studies, including the Finding of Necessity, and input from community engagement.

Recognizing that meaningful change takes time, the framework is grounded in the reality that the CRA, being newly established, will have limited funding in its early years. Given the large area covered by the CRA and its diverse needs, the strategies focus on targeted solutions that can deliver the greatest impact with the resources available.



As Goulds undergoes change, prioritizing the preservation of its unique identity and character is essential. Goulds' history as a railroad town, agricultural hub, along with its African American heritage, is a source of community pride. This plan aims to ensure that as the area evolves, it retains its historical and cultural significance. A strong sense of identity also plays a vital role in attracting investment and fostering a stronger local economy, as residents and businesses alike are drawn to a place with a rich, well-preserved heritage.

At the heart of the plan is the need to build a more robust local economy by expanding business development and creating local employment opportunities. Aligning community members with available resources, programs, and tools for success, has the potential to deliver tremendous impacts to residents. As economic opportunities increase, so too will the prospects for upward mobility and wealth creation, benefiting long-time residents and enabling them to thrive in a changing environment.





To support these economic and cultural strategies, diversifying transportation options can improve access to education, employment, and essential services. An enhanced transportation network, including expanded access to public transit and safe non-vehicular routes, allows residents to take advantage of the economic opportunities that arise as the community grows. The addition of the Bus Rapid Transit (BRT) line will connect Goulds to surrounding areas, making it easier for residents to reach key regional destinations and other forms of public transit. At the same time, improving micro-mobility, bike lanes, and pedestrian infrastructure will provide residents with more choices for getting around, improving access to the BRT and local destinations.

Coordinating housing development with these transportation improvements is equally important. Ensuring that housing is located near transit hubs will give residents easier access to jobs and services, supporting economic mobility. With a number of new housing projects already in the pipeline, it is readily apparent that the area is becoming more popular for development. The CRA can connect longtime residents to housing that meets their needs, support the creation of housing near transit, and improve overall housing accessibility.

The framework also addresses the importance of investing in public spaces, recreation, and beautification. High-quality public spaces not only improve daily life but also foster social connections, enhancing the overall sense of community. These spaces serve as places where people can gather, relax, and engage, strengthening community ties and promoting well-being.

Finally, key infrastructure investments are necessary to support a thriving community. Upgrading infrastructure will ensure safety, accessibility, and the foundation for a dynamic local economy where residents can live, work, and prosper.

These strategies aim to create a vibrant, well-rounded community that balances growth with preservation and improves access to opportunities, services, and quality public spaces. The CRA is positioned to assist the community, and it should continue engaging with residents to understand their needs.

STRATEGIC FRAMEWORK

Drawing from prior studies and public input, six key themes have emerged as those topics most important within the Goulds community. Each of these themes are followed by a goal specific to the community needs or wants.

The following pages further detail specific strategies related to each theme and its goal that the CRA can initiate to effect the change community members want. Some of the strategies can be initiated early while others will require a funding amount that will take several years for the CRA to generate. Several of these strategies also require no funding and can be accomplished through coordination with other Miami-Dade County departments, non-County agencies, or community organizations.

The strategies are further followed by a proposed spending allocation for the first ten years of the CRA's lifespan. A benefit of CRAs is their ability to remain flexible and responsive to changing community conditions. For this reason the plan provides general allocations for funding by strategy in multi-year increments, 1 to 3 years, 4 to 6 years, and 7 to 10 years. Additionally, CRA projects and programs are not limited to those specifically listed in the following pages, as long support and advance the goals outlined in this plan and comply with F.S. 163, Part III.



1



Business & Employment

Expand business development and create employment opportunities by retaining, expanding, and attracting locally oriented businesses, and increasing access to high-wage job skills training for employment within Miami-Dade County or beyond.

2



Character & Community

Preserve and enhance the character-defining features that make Goulds unique, celebrating its history, culture, and community identity.

3

**Connectivity & Mobility**

Enhance connectivity and mobility within Goulds while improving access to employment, education, and essential services in surrounding areas.

4

**Housing**

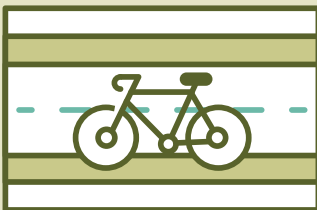
Encourage community revitalization and preservation through housing assistance programs.

5

**Public Spaces & Recreation**

Enhance community building through investment in public spaces, recreation and beautification.

6

**Infrastructure**

Improve existing infrastructure.

PROJECTS & INITIATIVES

Business & Employment

Expand business development and create employment opportunities by retaining, expanding, and attracting locally oriented businesses, and increasing access to high-wage job skills training for employment within Miami-Dade County or beyond.



1 Facade and Landscape Grant Program

Establish a matching grant program to encourage private investment in improving the exterior appearance and landscaping of existing commercial properties.

2 Entrepreneur Resource Toolkit

Create a comprehensive toolkit for local entrepreneurs, offering access to business development training, funding sources, technical assistance, and guidance on transitioning from home-based businesses to brick-and-mortar or online operations.

3 Create a Local Business Committee

Bring together longtime local business owners and entrepreneurs to assess the needs of the business community and the success of interventions and programs aimed at strengthening the local economy.

4 Interior Build-Out and Signage Loan Program

Develop a forgivable loan program to support eligible entrepreneurs in opening storefronts by covering costs for interior renovations and signage within existing commercial properties.

5 Financial Incentives for Local Business Spaces

Provide tax rebates, grant programs, or other financial incentives for developers of commercial or mixed-use properties that allocate space for locally owned and operated businesses

6 Prioritized Eligibility for CRA Programs

Define eligibility criteria for CRA financial assistance programs that prioritize current and generational residents and businesses within the Goulds community. Business incentives (facade, landscape, interior build-out) should further prioritize those that support community needs like day care, senior care, and healthcare.

7 Resident Skills and Training Toolkit

Develop a toolkit to connect residents to existing job skills and training programs. This toolkit will provide residents with information to access resources that build their skills and improve their ability to secure employment within the community.

CRA projects and programs are not limited to those specifically listed, provided they support the goal outlined and comply with F.S. 163, Part III.

Character & Community

Preserve and enhance the character-defining features that make Goulds unique, celebrating its history, culture, and community identity.



1 Develop a Community-driven Branding Initiative

Engage the community in developing a branding program that reflects its rich history, current values, and future aspirations. Incorporate community input through workshops, surveys, and public forums to ensure the brand authentically represents the area.

2 Establish Community Supported Design Guidelines

Invest in a community process to create infill development design guidelines compatible with the existing neighborhood. These guidelines may include single-family, multi-family and mixed-use development that prioritize preserving the character of the community while accommodating thoughtful growth. Further, these infill designs may include other variations in housing product types.

3 Signage and Wayfinding Implementation Plan

Develop a comprehensive signage and wayfinding plan based on the community supported brand. Include compatible designs for entry markers, directional and wayfinding signage, and digital displays.

4 Enhance Code Enforcement and Property Maintenance

Increase proactive, community-focused code enforcement to address neglected properties and improve overall appearance. Include programs for mowing and maintaining vacant lots and engage property owners in compliance efforts to foster a well-kept, inviting community.

CRA projects and programs are not limited to those specifically listed, provided they support the goal outlined and comply with F.S. 163, Part III.

PROJECTS & INITIATIVES

Connectivity & Mobility

Enhance connectivity and mobility within Goulds while improving access to employment, education, and essential services in surrounding areas.



1 Improve Local Transit Options

Partner with Miami Dade Transit to identify improvements to local transit routes, ensuring that they adequately serve the area and facilitate access to commercial centers, education centers, and regional transit stations (BRT Busway Stations).

2 Build Partnerships with Private Sector to Support Mobility

Pursue partnerships with non-profits, key employers, and commercial centers, like the Cutler Bay Town Center to coordinate a freebee shuttle that provides enhanced local mobility.

3 Expand Micro-Mobility and E-Mobility Options

Evaluate or establish micro-mobility and e-mobility solutions, such as shared scooters or bikes, to provide first/last-mile connectivity to the bus network and improve transportation options for residents.

4 Integrate Shade Trees and Pedestrian-Friendly Lighting

Plant shade trees and install pedestrian-scale lighting along primary roadways to enhance comfort and safety. Initiate a shade tree program in residential neighborhoods to reduce heat gain, support stormwater management, and improve walkability.

5 Pursue Partnerships with Public and Private Entities to Improve Mobility

Work with the Miami Dade Transportation Planning Organization (TPO), Florida Department of Transportation (FDOT) Miami-Dade County Department of Transportation & Public Works (DTPW), Miami-Dade Transit and the University of Miami (UM) WalkSafe and BikeSafe Program to coordinate projects that will improve pedestrian, bicycle, and public transit networks.

6 Enhance Sidewalk and Bicycle Connectivity Networks

Complete gaps in the existing sidewalk and non-vehicular connectivity network, with an emphasis on connectivity to the Bus Rapid Transit stations (present / future) and safe crossings over US1. Identify opportunities to incorporate bike lanes and expand sidewalks to create shared-use pathways that accommodate both pedestrians and bicycles, including in support of Safe Routes to Schools (SRTS).

7 Promote Public Transit Awareness and Ridership

Launch initiatives to increase awareness of existing public transit services. Collaborate with community organizations and conduct targeted outreach to encourage ridership and highlight transit benefits.

8 Focus Redevelopment on Areas Near Transit

Prioritize the activation of vacant lots in close proximity to local transit stops to encourage usage of public transit and create a more walkable environment.

CRA projects and programs are not limited to those specifically listed, provided they support the goal outlined and comply with F.S. 163, Part III.

Housing

Encourage community revitalization and preservation through housing assistance programs.



1 Update Land Development Codes for Cohesive Infill

Work with Miami-Dade County to amend land development codes to allow density bonuses for developments that align with community-supported design guidelines, and further integrate the 2003 Community plan in Urban Center District Regulations, ensuring cohesive infill while preserving the area's character.

2 Strengthen Community-Based Code Enforcement

Implement proactive, community-driven code enforcement to address property deterioration early, preventing significant issues from becoming financially burdensome.

3 Promote Mixed-Income Housing Development

Incentivize the creation of affordable workforce and senior housing by leveraging existing programs and proven models that meet community needs. Prioritize Transit Oriented Development that creates mixed-income projects in coordination with Miami-Dade County.

4 Establish a Homebuyer and Rental Assistance Resource Hub

Develop a comprehensive database and provide accessible linkages to homebuyer and rental assistance programs, including resources for first-time homebuyers.

5 Support Housing Stabilization for Seniors and Long-Time Residents

Invest in programs to stabilize and improve housing conditions for seniors and long-term residents, ensuring that they can remain in their homes safely and affordably. Potential programs include home repair and modifications grants or low interest loans, property tax exemption awareness, eviction prevention programs, community land trusts, energy efficiency upgrades, and construction of unique living units, like Accessory Dwelling Units (ADUs) micro units or communal living units.

6 Redevelopment of Aging Public Housing Developments

Engage with Miami Dade County to develop longer-term strategies for redevelopment of existing public housing to increase density, amenities, and public services including Arthur Mays Villas and Goulds Plaza. As funding becomes available, identify opportunities to allocate resources for implementation.

CRA projects and programs are not limited to those specifically listed, provided they support the goal outlined and comply with F.S. 163, Part III.

PROJECTS & INITIATIVES

Public Spaces & Recreation

Enhance community building through investment in public spaces, recreation and beautification.



1 Expand Park Access and Connectivity

Strengthen connections to existing parks and identify opportunities to develop new neighborhood or pocket parks to enhance recreational access for residents.

2 Enhance Demps Park Amenities and Programs

Invest in upgrading amenities and expanding programs at Demps Park, and actively promote it as a central community resource for recreation, events, and engagement.

3 Beautify Primary Roadways

Fund beautification efforts along major roadways, including US-1, in alignment with the community branding program, and in coordination with the roadway owner, such as the Florida Department of Transportation or Miami-Dade County, to create a cohesive and inviting visual identity.

4 Implement a Residential Shade Tree Program

Launch a shade tree initiative for residential areas to improve walkability, aesthetics, and reduce heat. Prioritize trees species that benefit stormwater management and wind mitigation during storm events.

5 Install Branded Streetscape Features

Fund the installation of signage and streetscape furnishings consistent with the community's branding strategy to reinforce identity and enhance public spaces.

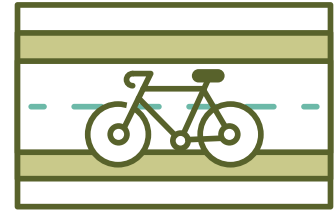
6 Establish a Curb Appeal Grant or Loan Program

Create a residential grant or forgivable loan program to assist homeowners in improving the exterior appearance of their properties, focusing on owner-occupied housing.

CRA projects and programs are not limited to those specifically listed, provided they support the goal outlined and comply with F.S. 163, Part III.

Infrastructure

Improve existing infrastructure.



1 Perform a Sidewalk Gap Audit

Work with Miami-Dade County to perform a community wide audit on existing gaps in sidewalk infrastructure and the opportunity for bike lanes and / or shared use paths

2 Incentivize with Site Readiness

Invest in larger scale projects, including, but not limited to utility upgrades, roadway and stormwater improvements, and site preparation to incentivize qualified Transit Oriented Development projects or infill development and redevelopment projects that support the Plan.

3 Improve Pedestrian Infrastructure

Seek and allocate funding for installation of missing sidewalks, bike lanes, and shared use-paths prioritizing connectivity to public uses including transit, schools, parks, and other public facilities.

3 Develop Well and Septic Conversion Prioritization Criteria

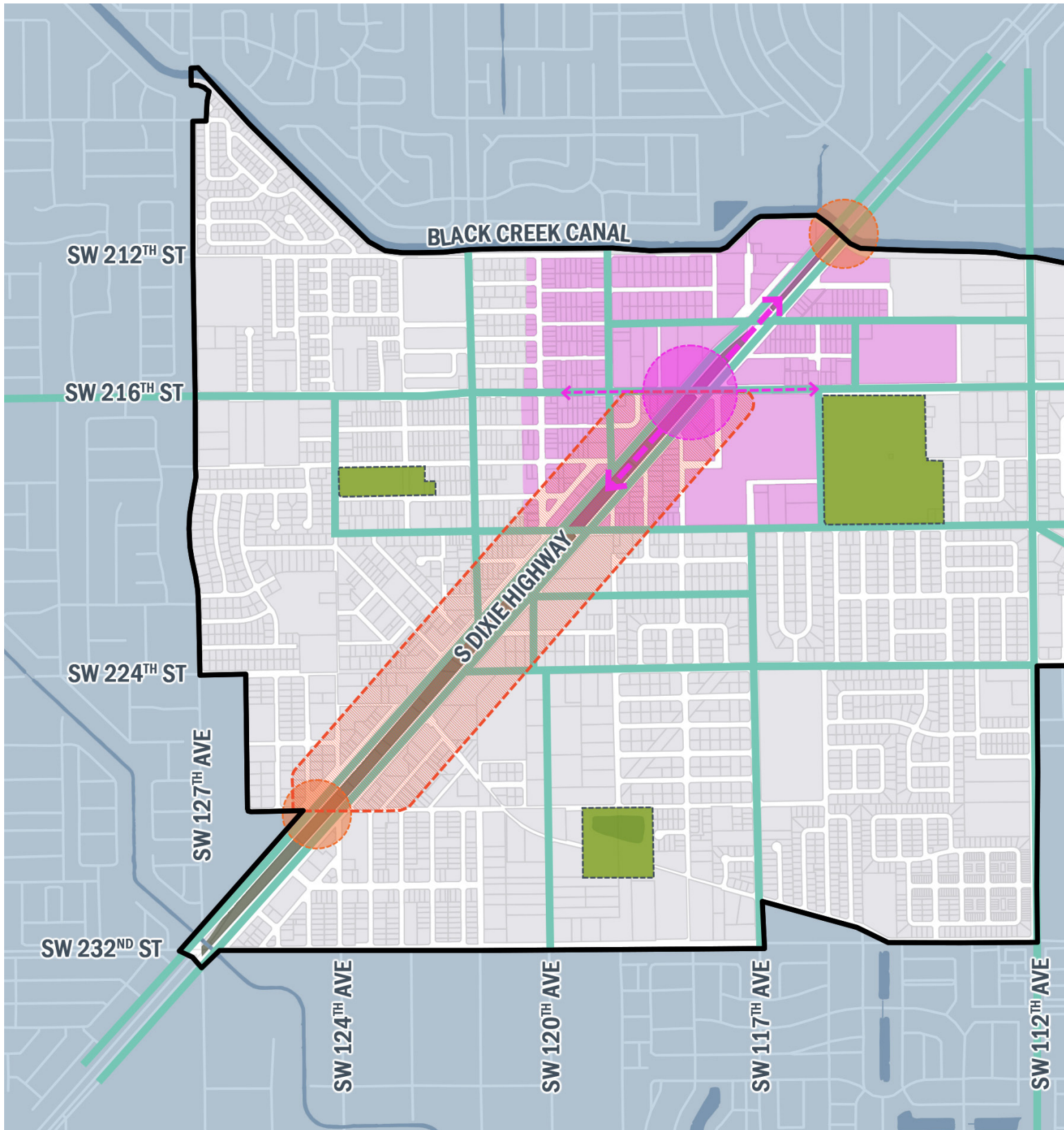
Work with Miami-Dade County to develop a prioritized list of properties currently with well and septic for potential future conversion. Septic tanks that are located within flood zones or flood prone areas should be prioritized for conversion to mitigate future hazards or threats to community health and well-being.

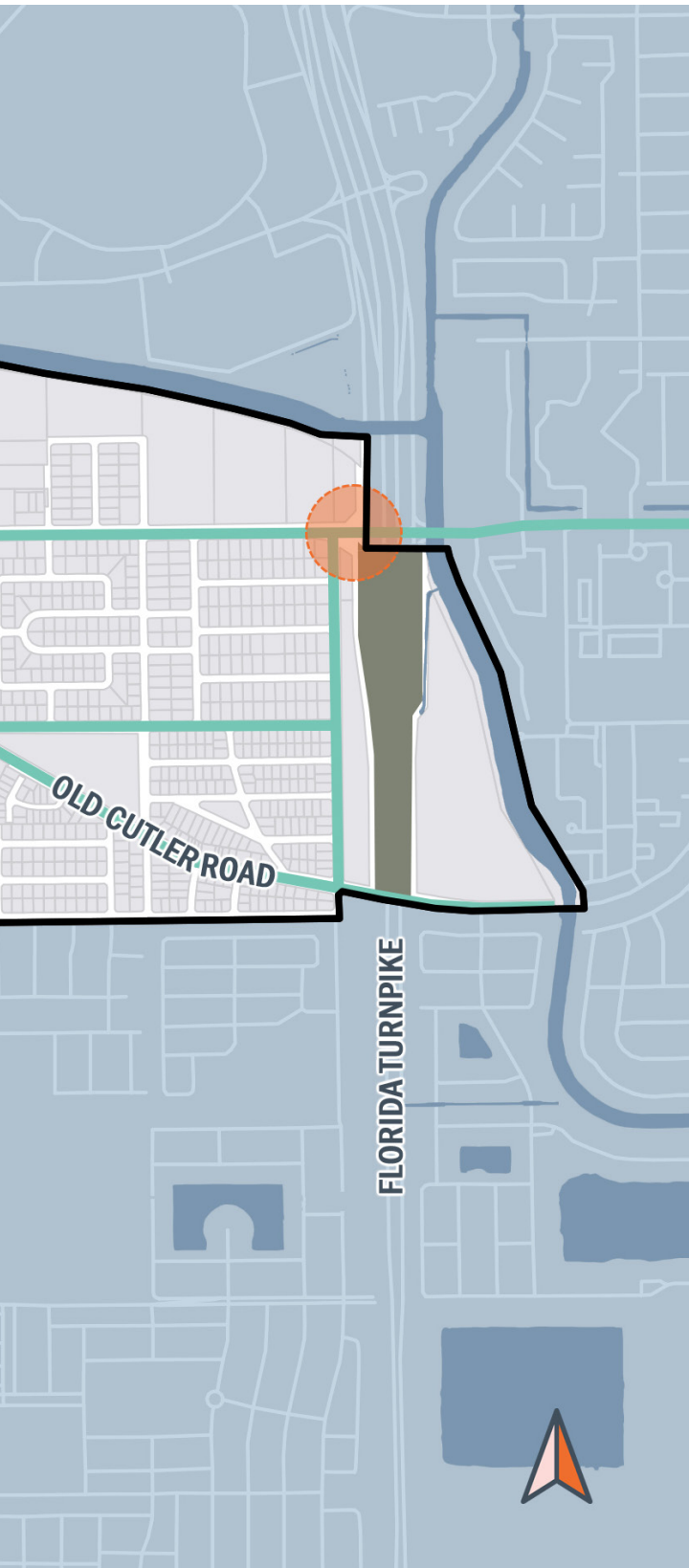
4 Invest in Well and Septic Conversion

Organize and pursue funding mechanisms to pay for well and septic conversions for commercial and owner-occupied residential properties.

CRA projects and programs are not limited to those specifically listed, provided they support the goal outlined and comply with F.S. 163, Part III.

PROJECTS & INITIATIVES





Opportunities

Legend:

- Mixed-Use Mixed-Income Focus Area
- Commercial Revitalization Focus Area
- Parks
- BRT Micromobility Improvements
- Gateways
- Pedestrian & Bicycle Priority Routes


IMPLEMENTATION SUMMARY


Projects & Initiatives, 10-Years

With limited revenues in the first ten years of the CRA, early efforts should focus on growing economic opportunity for residents and local businesses, improving connectivity to support growth, and facilitating additional mixed-income housing. Other efforts should lay the groundwork for larger and longer-term investments like major infrastructure, parks, and beautification.

The following tables summarize potential spending in the first three, seven and ten years of the CRA.

Business	 Goal: Expand business development and create employment opportunities by retaining, expanding, and attracting locally oriented businesses, and increasing access to high-wage job skills training for employment within Miami-Dade County or beyond.	Yrs. 1-3	Yrs. 4-6	Yrs. 7-10
	1. Commercial Landscape, Facade and Signage Matching Grant	\$100,000	\$200,000	\$300,000
	2. Interior Build-out Grant Program for Qualified Businesses	\$75,000	\$100,000	\$200,000
	3. Job Skills Training Outreach and Employment Access	\$30,000	\$30,000	\$30,000
	4. Entrepreneur Assistance	\$50,000	\$100,000	\$150,000
	5. Single-Source Community Resource Site	\$5,000	\$5,000	\$5,000
	Total 10 Year Expenditure: Job Skills & Business	\$1,380,000		

Character		Goal: Preserve and enhance the character-defining features that make Goulds unique, celebrating its history, culture, and community identity.		
		Yrs. 1-3	Yrs. 4-6	Yrs. 7-10
	1. Community Brand	\$50,000	-	-
	2. Branded Wayfinding, Signage, and Furnishings Plan	\$75,000	-	-
	3. Design Guidelines	\$75,000	-	-
	Total 10 Year Expenditure: Character	\$200,000		

Connectivity		Goal: Enhance connectivity and mobility within Goulds while improving access to employment, education, and essential services in surrounding areas.		
		Yrs. 1-3	Yrs. 4-6	Yrs. 7-10
	1. Sidewalk Infill Program	\$300,000	\$400,000	\$500,000
	2. BRT Connectivity Improvements	\$100,000	\$200,000	\$300,000
	3. Micromobility Improvements	\$200,000	\$400,000	\$600,000
Total 10 Year Expenditure: Connectivity		\$3,000,000		

Projected 10-Year Revenue: \$11,873,890

Projected 40-Year Revenue: \$168,464,991

Allocations - 10 Years:

Business & Employment \$1,380,000 or 14%

Character & Identity: \$200,000 or 2%

Connectivity & Mobility: \$3,000,000 or 30%


Housing: \$2,420,000 or 24%


Public Spaces and Recreation: \$1,000,000 or 10%


Infrastructure: \$2,000,000 or 20%

Total Allocations - \$10,000,000

\$1,873,890 of the Projected Revenue is reserved for administrative costs, including the hire of a CRA Director to implement the CRA Plan.

Housing		Goal: Encourage community revitalization and preservation through housing assistance programs.		
		Yrs. 1-3	Yrs. 4-6	Yrs. 7-10
	1. Home Preservation Grants	\$150,000	\$200,000	\$500,000
	2. Community Based Code Enforcement	\$15,000	\$30,000	\$75,000
	3. Low Interest Loan Program for Code Correction	\$50,000	\$50,000	\$100,000
	4. Mixed-Income and Mixed-Use Housing	-	\$250,000	\$1,000,000
Total 10 Year Expenditure: Housing		\$2,420,000		

Public Spaces & Rec.	 Goal: Enhance community building through investment in public spaces, recreation and beautification.			
		Yrs. 1-3	Yrs. 4-6	Yrs. 7-10
	1. Roadway Beautification	\$100,000	\$100,000	\$100,000
	2. Wayfinding, Signage, and Furnishings	\$100,00	\$100,000	\$150,000
	3. Neighborhood and Community Parks	-	-	\$150,000
	4. Homeowner Landscape and Facade Grant Program	\$25,000	\$85,000	\$90,000
	Total 10 Year Expenditure: Beautification and Public Spaces	\$1,000,000		

Infrastructure				
		Goal: Improve existing infrastructure.		
		Yrs. 1-3	Yrs. 4-6	Yrs. 7-10
	1. Well and Septic Sewer Conversions	\$250,000	\$500,000	\$500,000
	2. Bike Lane and Shared-use Path Program	-	\$100,000	\$200,000
	3. Utility and Infrastructure to Support Redevelopment	-	\$150,000	\$300,000
Total 10 Year Expenditure: Infrastructure		\$2,000,000		

DETAILED IMPLEMENTATION

Business & Employment

Business & Employment	Goal: Increase access to high-wage job skills training for employment within Miami-Dade County and expand business development and employment opportunities through retention, expansion and attraction of locally owned businesses.	Funding		
	Actions / Tools	Years 1 - 3	Years 4 - 6	Years 7 - 10
	Commercial Landscape, Facade and Signage Matching Grant Program			
	Provides matching funds for approved exterior upgrades to existing commercial properties.	\$100,000	\$200,000	\$300,000
	Interior Build-out Grant Program for Qualified Businesses			
	Provides matching funds for interior improvements within existing commercial properties.	\$75,000	\$100,000	\$200,000
	Job Skills Training and Employment Access			
	Fund a part-time Resource Coordinator position that, among other roles, works as a resource for existing community residents in identifying workforce and job skills training programs within the area, funding sources, transportation, and support services such as daycare or senior care.	\$30,000	\$30,000	\$30,000
	Entrepreneur Assistance			
	Through the Resource Coordinator, work to align existing or budding community entrepreneurs with businesses resources such as business planning and funding sources for startup or expansion, and steps necessary.	\$50,000	\$100,000	\$150,000
	Single-Source Community Resource Website			
	Develop and maintain a Goulds community resource website for current and future residents and businesses that includes, at a minimum: 1. full database of job skills and workforce training programs available and supporting tools, 2. business resources and supporting services, 3. grants and homeowner / homebuyer support, 4. redevelopment plan and goals, 5. community activities and announcements, 6. other supporting resources and tools available to community members.	\$5,000	\$5,000	\$5,000
	Total 10 Year Expenditure Business & Employment:	\$260,000	\$435,000	\$685,000
		\$1,380,000		



Character & Community

Character & Community	Goal: Preserve and enhance the character-defining features that make Goulds unique, celebrating its history, culture, and community identity.	Funding		
	Actions / Tools	Years 1 - 3	Years 4 - 6	Years 7 - 10
	Community Brand Program			
	Involve the community in identifying character defining elements and features, and develop a community supported brand that would be used to identify the Goulds area, spanning from signage to promotional material.	\$50,000	-	-
	Branded Wayfinding, Signage, and Furnishings Plan			
	Develop a wayfinding, signage, and furnishings plan that integrates the community brand and identity.	\$75,000	-	-
	Design Guidelines			
	With community participation, develop general design guidelines for new construction of residential and commercial properties. Residential guidelines for new construction should focus more on mass, scale, form and key character elements to ensure compatibility rather than detailed and highly prescribed standards. For commercial properties, these guidelines should prioritize micro-mobility, public realm and setbacks, along with general form and compatibility.	\$75,000	-	-
Total 10 Year Expenditure Character & Community		\$200,000	-	-
		\$200,000		



DETAILED IMPLEMENTATION

Connectivity & Mobility

Connectivity & Mobility	Goal: Enhance connectivity and mobility within Goulds while improving access to employment, education, and essential services in surrounding areas.	Funding		
	Actions / Tools	Years 1 - 3	Years 4 - 6	Years 7 - 10
	Sidewalk Infill Program			
	Allocate funding to complete missing sidewalk segments throughout the community. Prioritize areas with the highest pedestrian activity and that provide key linkages to commercial, schools, transit, and recreation.	\$300,000	\$400,000	\$500,000
	BRT Connectivity Improvements			
	Fund improvements adjacent or in close proximity to the BRT that improve access and safety for motorists and non-motorists including enhanced crosswalks and functional connectivity, increased parking areas, and micromobility infrastructure.	\$100,000	\$200,000	\$300,000
	Micromobility Improvements			
	Invest in micromobility infrastructure including bike, e-bike and e-scooter docking and charging stations at transit hubs. Additional investments could include things like enhanced lighting, storage, and other enhancements.	\$200,000	\$400,000	\$600,000
	Total 10 Year Expenditure Connectivity & Mobility:	\$600,000	\$1,000,000	\$1,400,000
		\$3,000,000		



Housing

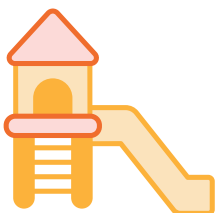
Housing	Goal: Encourage community revitalization and preservation through housing assistance programs.	Funding		
	Actions / Tools	Years 1 - 3	Years 4 - 6	Years 7 - 10
	Home Preservation Grant Program			
	Provide grants for home repair, accessibility modifications, and energy efficiency upgrades. Eligible recipients should be seniors or long-time area residents.	\$150,000	\$200,000	\$500,000
	Community Based Code Enforcement			
	Support increased code enforcement with a community based approach that seeks to help property owners identify issues before they become unsafe or too costly for the homeowner to repair.	\$15,000	\$30,000	\$75,000
	Low Interest Loan Program for Code Correction			
	Establish a low interest loan program for homeowners seeking to address critical safety, accessibility or other structural issues identified through community based code enforcement.	\$50,000	\$50,000	\$100,000
	Mixed-Income and Mixed-Use Housing			
	As funds accrue, establish incentives to support the development of mixed-income and mixed-use housing that incorporate the workforce and affordable housing price points appropriate for the Goulds community. Housing allocation should prioritize existing residents, and ensure a portion of non-residential develop prioritizes locally owned businesses. Home ownership opportunities in new development for workforce and affordable homebuyers should be included as part of an incentive program. Incentives may range from tax-rebates, site readiness or utility improvements, impact fee abatement, or cost-sharing on public elements such as parking structures or parks. In addition to working with private developers, this effort may also include partnerships with other County departments or agencies like Miami-Dade Housing and Community Development.	\$0	\$250,000	\$1,000,000
	Total 10 Year Expenditure Housing:	\$215,000	\$530,000	\$1,675,000
		\$2,420,000		



DETAILED IMPLEMENTATION

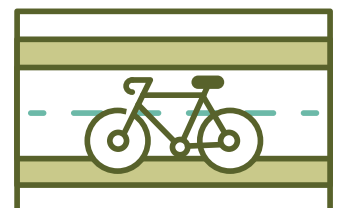
Public Spaces & Recreation

Public Spaces & Recreation	Goal: Enhance community building through investment in public spaces, recreation and beautification.	Funding		
	Actions / Tools	Years 1 - 3	Years 4 - 6	Years 7 - 10
	Roadway Beautification			
	Allocate funding for installation of landscape enhancements along primary roadways, including adjacent to South Dixie Highway in County owned property, and throughout key focal areas of the neighborhoods. This installation should prioritize things like shade trees to provide various benefits, including enhancing pedestrian comfort and green infrastructure.	\$100,000	\$100,000	\$100,000
	Wayfinding, Signage, and Furnishings			
	Incrementally install the branded wayfinding, signage, and furnishings plan prioritizing micromobility improvements and features like covered bus shelters, pedestrian signage, and lighting.	\$100,000	\$100,000	\$150,000
	Neighborhood and Community Parks			
	Support Miami-Dade County in continued investment in existing assets like JL and Enid W Demps Park and in the acquisition and development of future neighborhood parks or other public gathering areas.	-	-	\$150,000
	Homeowner Landscape and Facade Grant Program			
	Provide funds to homeowners to make exterior improvements on their property.	\$25,000	\$85,000	\$90,000
	Total 10 Year Expenditure Public Spaces & Recreation:	\$225,000	\$285,000	\$490,000
		\$1,000,000		



Infrastructure

Infrastructure	Goal: Improve existing infrastructure.	Funding		
	Actions / Tools	Years 1 - 3	Years 4 - 6	Years 7 - 10
	Well and Septic Sewer Conversion			
	Implement a program to assist in accessing or providing funds to assist people in transitioning from septic tanks to sanitary sewer. Prioritize homes in higher risk flood zones.	\$250,000	\$500,000	\$500,000
	Bike Lane and Shared-use Path Program			
	Invest in the bike lane improvements and installation of shared use paths to create improve connectivity within residential, commercial and institutional areas.	-	\$100,000	\$200,000
	Utility and Infrastructure to Support Redevelopment Efforts			
	Assist in utility or other investments, such as area stormwater initiatives, to mixed-income and mixed-use housing that incorporate the workforce and affordable housing price points appropriate for the Goulds community.	-	\$150,000	\$300,000
	Total 10 Year Expenditure Infrastructure:	\$250,000	\$750,000	\$1,000,000
		\$2,000,000		



TAX INCREMENT FINANCING

Tax Increment Financing (TIF) is the primary funding mechanism for CRAs, enabling focused investment in the area. In the early years, when funding is limited, projects are smaller in scale and often focus on beautification efforts including landscaping, facade, and signage improvements for both commercial and residential properties. During this time, the emphasis is placed on developing community partnerships, promoting the area to attract investment that supports the Plan, and identifying additional funding opportunities in collaboration with Miami-Dade County and other agencies.

As property values increase, so does the tax increment. To account for the uncertainty of future property value growth, this plan applies a conservative annual appreciation rate of 2.5% has been applied. Each year, the CRA receives updated property valuations from the Miami-Dade County Property Appraiser, allowing adjustments to the annual work plans. This approach provides flexibility to expand or accelerate projects initially planned for later years if revenues exceed conservative projections.

Although TIF remains the primary funding mechanism for CRAs, it should not be the sole source of funding. The adjacent page highlights additional funding tools that can supplement TIF revenues to further accelerate the implementation of the Plan.



TIF PROJECTIONS

2025 – 2065

Roll Year	Projected Roll Growth	Projected Tax Roll	Increment	County Contribution @ 95%	Total Cumulative TIF
BASE YEAR 2025					
2025	10.0%	\$816,939,277	\$0	\$0	\$0
2026	8.5%	\$886,379,116	\$69,439,839	\$427,670	\$427,670
2027	5.5%	\$935,129,967	\$118,190,690	\$691,523	\$1,119,192
2028	2.5%	\$958,508,216	\$141,568,939	\$828,307	\$1,947,499
2029	2.5%	\$982,470,921	\$165,531,644	\$968,510	\$2,916,009
2030	2.5%	\$1,007,032,695	\$190,093,418	\$1,112,219	\$4,028,228
2031	2.5%	\$1,032,208,512	\$215,269,235	\$1,259,520	\$5,287,749
2032	2.5%	\$1,058,013,725	\$241,074,448	\$1,410,504	\$6,698,253
2033	2.5%	\$1,084,464,068	\$267,524,791	\$1,565,263	\$8,263,516
2034	2.5%	\$1,111,575,669	\$294,636,392	\$1,723,890	\$9,987,406
2035	2.5%	\$1,139,365,061	\$322,425,784	\$1,886,483	\$11,873,890
2036	2.5%	\$1,167,849,188	\$350,909,911	\$2,053,141	\$13,927,031
2037	2.5%	\$1,197,045,417	\$380,106,140	\$2,223,966	\$16,150,997
2038	2.5%	\$1,226,971,553	\$410,032,276	\$2,399,061	\$18,550,058
2039	2.5%	\$1,257,645,842	\$440,706,565	\$2,578,533	\$21,128,591
2040	2.5%	\$1,289,086,988	\$472,147,711	\$2,762,493	\$23,891,084
2041	2.5%	\$1,321,314,162	\$504,374,885	\$2,951,051	\$26,842,135
2042	2.5%	\$1,354,347,016	\$537,407,739	\$3,144,323	\$29,986,458
2043	2.5%	\$1,388,205,692	\$571,266,415	\$3,342,427	\$33,328,885
2044	2.5%	\$1,422,910,834	\$605,971,557	\$3,545,484	\$36,874,368
2045	2.5%	\$1,458,483,605	\$641,544,328	\$3,753,617	\$40,627,985
2046	2.5%	\$1,494,945,695	\$678,006,418	\$3,966,953	\$44,594,937
2047	2.5%	\$1,532,319,338	\$715,380,061	\$4,185,623	\$48,780,560
2048	2.5%	\$1,570,627,321	\$753,688,044	\$4,409,759	\$53,190,319
2049	2.5%	\$1,609,893,004	\$792,953,727	\$4,639,499	\$57,829,818
2050	2.5%	\$1,650,140,329	\$833,201,052	\$4,874,982	\$62,704,800
2051	2.5%	\$1,691,393,837	\$874,454,560	\$5,116,353	\$67,821,153
2052	2.5%	\$1,733,678,683	\$916,739,406	\$5,363,757	\$73,184,910
2053	2.5%	\$1,777,020,650	\$960,081,373	\$5,617,347	\$78,802,258
2054	2.5%	\$1,821,446,167	\$1,004,506,890	\$5,877,277	\$84,679,535
2055	2.5%	\$1,866,982,321	\$1,050,043,044	\$6,143,705	\$90,823,239
2056	2.5%	\$1,913,656,879	\$1,096,717,602	\$6,416,793	\$97,240,033
2057	2.5%	\$1,961,498,301	\$1,144,559,024	\$6,696,709	\$103,936,742
2058	2.5%	\$2,010,535,758	\$1,193,596,481	\$6,983,623	\$110,920,364
2059	2.5%	\$2,060,799,152	\$1,243,859,875	\$7,277,709	\$118,198,073
2060	2.5%	\$2,112,319,131	\$1,295,379,854	\$7,579,148	\$125,777,221
2061	2.5%	\$2,165,127,109	\$1,348,187,832	\$7,888,122	\$133,665,343
2062	2.5%	\$2,219,255,287	\$1,402,316,010	\$8,204,821	\$141,870,164
2063	2.5%	\$2,274,736,669	\$1,457,797,392	\$8,529,438	\$150,399,602
2064	2.5%	\$2,331,605,086	\$1,514,665,809	\$8,862,170	\$159,261,772
2065	2.5%	\$2,389,895,213	\$1,572,955,936	\$9,203,220	\$168,464,991
TOTAL CONTRIBUTION TO CRA TRUST				\$168,464,991	

Assuming Countywide Millage of 4.574 and
Unincorporated Municipal Service Area (UMSA) Millage of 1.909

ADDITIONAL FUNDING TOOLS

CRA's can rely on multiple funding strategies in addition to TIF to complete redevelopment projects. These additional sources help to accelerate the implementation of Plans and redevelopment projects.

These additional strategies can aid in leveraging CRA resources, foster partnerships, and bolster the financial sustainability of redevelopment. Below is an outline of potential funding sources and strategies based on practices used by various CRA's throughout Florida.

County Funding & Collaboration:

CRA's can collaborate with their respective counties and municipalities to secure additional funding.

- **Direct Allocations:** budget allocation from the County for specific projects that align with specific county wide or regional priorities, such as infrastructure or public services.
- **Revenue Sharing:** collaborating with the County to share certain revenues streams generated within the redevelopment area, such as sales tax or in time, tourism taxes.
- **Joint Projects:** pairing CRA funds with county funds to co-finance larger initiatives, such as transportation and mobility improvements, public parks and recreation areas, and affordable or workforce housing projects.

Grant Funding from Government Sources:

Grants can provide CRA's with opportunities to supplement TIF revenues for specific projects.

- **Regional Grants:** funding from Metropolitan Planning Organizations (MPSs) or area economic development agencies for transportation, environmental, or workforce development projects.
- **State Grants:** programs like the Florida Department of Transportation (FDOT) grants for infrastructure, Florida Housing Finance Corporation funds for affordable housing, or cultural grants for arts initiatives.
- **Federal Grants:** opportunity through programs like Community Development Block Grants (CDBG), Economic Development Administration (EDA) grants, and Federal Transit Administration (FTA) funding for public transit-related improvements.
- **Matching Grants:** using TIF or other CRA funds as matching contributions to strengthen grant applications and demonstrate local commitment to projects.

Contributions from the Private Sector:

Private sector contributions can enhance CRA impact while fostering public-private partnerships.

- **In-Kind Contributions:** developers or businesses may provide in-kind support, such as infrastructure improvements, landscaping, or public amenities, as part of redevelopment agreements.
- **Impact Fees and Voluntary Donations:** leveraging impact fees from new developments or encouraging voluntary contributions to support CRA projects.
- **Public-Private Partnerships (P3s):** collaborating with private entities to co-develop major projects, such as mixed-use developments or transportation hubs, sharing costs and benefits.

Special Assessments and User Fees:

Special assessments and user fees can generate additional revenue for specific projects or services.

- **Business Improvement Districts (BIDs):** establishing BIDs within the redevelopment area to collect additional assessments from property owners for targeted improvements.
- **Utility or Infrastructure Fees:** charging fees for enhanced services, such as parking facilities, stormwater management, or public transit upgrades, within the CRA area.

Partnerships with Other Agencies and Nonprofits:

Collaborating with other agencies and nonprofits can open doors to additional funding streams.

- **Housing Authorities:** partnering with housing authorities to access funding for affordable housing initiatives.
- **Nonprofit Grants:** seeking funds from nonprofit organizations or foundations for community-focused projects, such as youth programs or green space enhancements.
- **Intergovernmental partnerships:** Working with regional or state entities to co-fund major projects, such as transportation corridors or public safety enhancements.

ADDITIONAL FUNDING TOOLS

Bond Financing and Debt Instruments:

CRA's may use bond financing to accelerate the implementation of large-scale projects.

- **Revenue Bonds:** issuing bonds backed by projected TIF revenues or other CRA income streams to finance major capital improvements.
- **General Obligation Bonds:** in partnership with local governments, CRA's may access these bonds for projects with broad public benefit.
- **State Revolving Loan Funds:** accessing low-interest loans for infrastructure projects through programs like the Florida State Revolving Fund (SRF).

Partnerships with Other Agencies and Nonprofits:

Collaborating with other agencies and nonprofits can open doors to additional funding streams.

- **Housing Authorities:** partnering with housing authorities to access funding for affordable housing initiatives.
- **Nonprofit Grants:** seeking funds from nonprofit organizations or foundations for community-focused projects, such as youth programs or green space enhancements.
- **Intergovernmental partnerships:** Working with regional or state entities to co-fund major projects, such as transportation corridors or public safety enhancements.

Revenue-Generating Activities and Strategies:

CRA's can explore creative revenue-generating strategies to enhance funding.

- **Leasing and Property Sales:** generating revenue through the sale or lease of CRA-owned properties.
- **Advertising and Naming Rights:** selling advertising space or naming rights for public facilities and events to private entities.
- **Event Revenue:** hosting community events, markets, or festivals that generate income through vendor fees or sponsorships.

Tax Credit Programs:

Leveraging state and federal tax credit programs can support redevelopment projects.

- **New Markets Tax Credits:** attracting private investment for projects in low-income communities.
- **Historic Preservation Tax Credits:** accessing incentives for restoring historic buildings in redevelopment areas.
- **Florida Affordable Housing Tax Credits:** these credits support the development of affordable housing by providing developers with incentives to invest in projects that meet state housing needs.
- **Opportunity Zone Tax Incentives:** if a CRA is located within an Opportunity Zone, it can benefit from federal tax incentives that encourage private investment in low-income areas, including tax exemptions for capital gains on qualified investments.

Revolving Loan Funds:

These loans can be an effective strategy for supporting small businesses, affordable housing, or local infrastructure improvements, especially in areas where other forms of financing may be limited.

- **Local Loan Funds:** these loans can be offered to local businesses or property owners to renovate properties, make infrastructure improvements, or invest in the community.
- **Partnerships with Financial Institutions:** partnering with banks or other lending institutions to provide favorable loan terms in exchange for community development impact or tax incentives.

Private Contributions and Sponsorships:

CRA's can accept private contributions and sponsorships from businesses, philanthropic organizations, and other private sector partners.

- **Corporate Sponsorships:** local businesses or large corporations with a vested interest in the area's success may contribute funds to specific projects, such as parks, streetscapes, or public events.
- **Individual Donors and Philanthropists:** CRA's can also look for individual donors or philanthropic organizations. This can be particularly effective for cultural or artistic projects, historical preservation efforts, or public spaces.

By diversifying funding strategies, the CRA can maximize its financial capacity. These tools, when used strategically and in combination with TIF, can significantly accelerate the community's redevelopment goals.

ADMINISTRATION & GOVERNANCE

Completeness of the Plan

The Goulds CRA Plan is sufficiently complete and provides necessary elements controls as required by Chapter 163, Part III, of the Florida Statutes.

Consistency with the Comprehensive Plan

The Goulds CRA Plan conforms to the Miami-Dade County Comprehensive Development Master Plan.

Statutory Criteria

F.S. 163.362 requires certain contents in a Plan. The 2024 Plan content satisfies the Florida Statute requirements. **The following pages list the requirements (BOLD) and outline the items within the Plan that specifically address these requirements.**

Contain a legal description of the boundaries of the community redevelopment area and the reasons for establishing such boundaries shown in the plan.

→ The boundaries of the Goulds CRA are shown on page 9 and remain unchanged as previously established.

Show by diagram and in general terms:

→ The approximate amount of open space to be provided and the street layout.

- *The approximate amount of open space is approximately 12 acres. The open space is described on page 35 and mapped on page 40.*

Limitations on the type, size, height, number, and proposed use of buildings.

- *The limitations on type, size, height, number, and proposed use of buildings is regulated by the Miami-Dade County Comprehensive Development Plan and Zoning Code.*

The approximate number of dwelling units.

- *There are approximately 4,409 dwelling units within the CRA.*

Such property as is intended for use as public parks, recreation areas, streets, public utilities, and public improvements of any nature.

- *Public parks, recreation areas, streets, public utilities, and other proposed improvements are indicated throughout the Plan in narrative and illustrative format where appropriate.*

If the redevelopment area contains low- or moderate-income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.

→ This plan anticipates no negative impact on low or moderate-income housing. However, it is the intent of the Plan to support where possible the redevelopment of underutilized sites within the area to increase low and moderate income housing with a proirotly on sites within reasonable distance to public transit and / or already under public ownership. It is also the intent of the Plan to identify and support, where possible, home preservation strategies that will enable homeowners to remain in their homes by proactively mitigating future costs that may become too burdensome to do so. A neighborhood impact element has been included in a following section.

Identify specifically any publicly funded capital projects to be undertaken within the community redevelopment area.

→ Publicly funded capital projects are identified within the Proposed Budget.

Contain adequate safeguards that the work of redevelopment will be carried out pursuant to the plan.

→ The Plan is the guiding document for future redevelopment and ancillary programs, projects and activities in the Goulds CRA. To ensure that redevelopment will take place in conformance with the projects expressed in this plan, the CRA will utilize the regulatory devices, instruments and systems used by Miami-Dade County to permit development and redevelopment within its jurisdiction. These regulatory devices include but are not limited to the adopted Comprehensive Development Master Plan, the Zoning Code and any adopted design guidelines, performance standards and County authorized development review, permitting, and approval processes that encompass the CRA.

Provide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this part.

→ This provision of the Plan will be satisfied on a case-by-case basis as each project is carried out through final documentation and approval by the Governing Body of the Goulds CRA. Control of land, covenants, and any restrictions on land sold or leased by the Goulds CRA shall be in accordance with Chapter 163, Part III of the Florida Statutes, and applicable Miami-Dade County processes and requirements.

Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the community redevelopment area.

→ The implementation of the Plan does not anticipate the permanent displacement of residents living within the Goulds CRA boundaries. The Plan does seek to support redevelopment of underutilized

sites within the area to increase the availability of low and moderate-income housing. The sites most likely suitable for redevelopment are currently non-residential uses. Miami-Dade County Public Housing owns other sites identified for desirable redevelopment and they would be redeveloped in conjunction with the Department and in accordance with their approved procedures.

However, if, because of implementation of projects contained within the Plan, relocation of persons becomes necessary on either a temporary or permanent basis, the CRA will assist with the timely provision of replacement housing for those affected persons.

Provide an element of residential use in the redevelopment area if such use exists in the area prior to adoption of the Plan or if the Plan is intended to remedy a shortage of housing affordable to residents of low or moderate income, including the elderly, or if the plan is not intended to remedy such shortage, the reasons therefore.

→ The Plan is intended to support the increase in availability of low and moderate-income housing however, as a newly formed CRA with limited projected tax increment revenue in the near term, the CRA does not intend to be the sole or primary source of funding or the agency primarily responsible for increasing said availability. Based upon existing land uses, and predominance of single-family housing type, future major redevelopment will most likely occur on non-residential sites in proximity to US-1 and public transit, with limited impact on existing single-family residential uses.

ADMINISTRATION & GOVERNANCE

Contain a detailed statement of the projected costs of the redevelopment, including the amount to be expended on publicly funded capital projects in the community redevelopment area and any indebtedness of the community redevelopment agency, the county, or the municipality proposed to be incurred for such redevelopment if such indebtedness is to be repaid with increment revenues.



The Proposed Budget includes a detailed statement of project costs. Each year the Agency’s annual budget and work program will specify detailed project costs for each project, program, and activity. Funding for projects may include some form of indebtedness by the CRA and / or the County..

Provide a time certain for completing all redevelopment financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the Plan is approved, adopted, or amended pursuant to F.S. 163.361(1). However, for any agency created after July 1, 2002, the time certain for completing all redevelopment financed by increment revenues must occur within 40 years after the fiscal year in which the plan is approved or adopted.



The Goulds CRA was established in 2023 and will expire in 2053.

.....

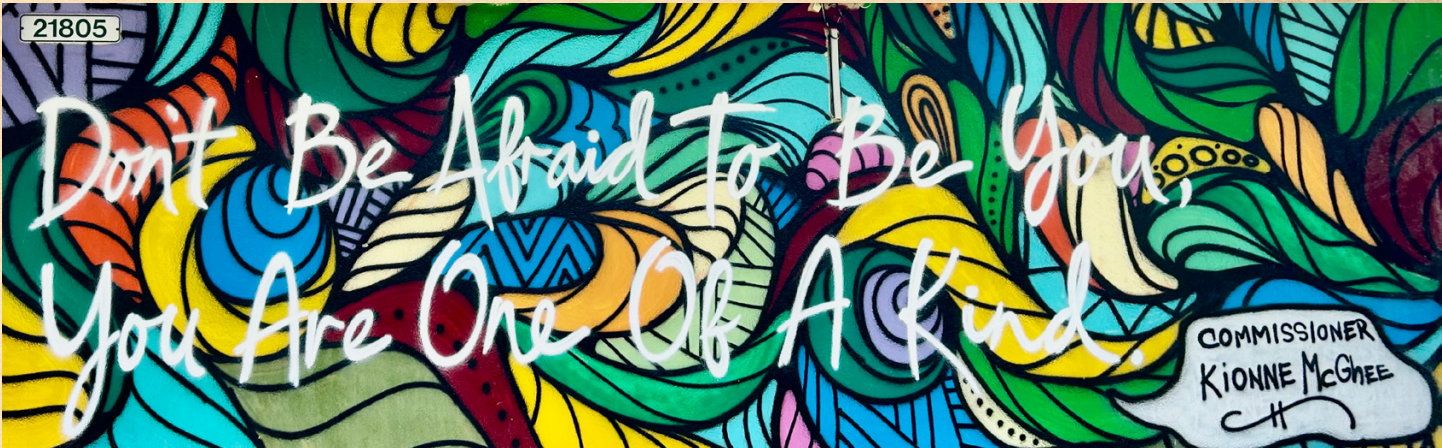
Neighborhood Impact

Florida Statutes require a neighborhood impact element if the redevelopment area contains low moderate-income housing. Considerations to be included in the element, where relevant, may include things such as relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school

population, and other factors affecting the physical and social quality of the neighborhood.

There are no projects of individual or collective size within the Goulds CRA that would significantly alter or adversely impact the existing housing supply or environmental quality. Identified capital projects and related initiatives aim to improve

micromobility for residents, area employees, and visitors, without significantly changing existing traffic circulation patterns or demand. Additional projects are expected to enhance the usefulness of community and public facilities and improve the physical and social quality of the neighborhood. There is no anticipated effect on the school population.



Community Redevelopment Plan Approval Process

In accordance with F.S. 163.360, the Goulds CRA Plan shall be transmitted by the Office of Management and Budget (OMB) to the Director of the Regulatory and Economic Resources (RER) to coordinate the review of the plan by the Planning Advisory Board (PAB). The PAB will ensure the plan is in compliance with the County's Comprehensive Development Master Plan (CDMP) and submit written recommendations with respect to conformity of the proposed Plan within 60 days after receipt of the Plan for review. Upon receipt of the recommendations, the CRA may proceed and submit the Plan with written recommendations to the governing body and to each taxing authority that levies ad valorem taxes on taxable real property contained within the geographic boundaries of the Goulds CRA. The County Commission shall hold a public hearing on the Plan after public notice thereof by publication in a newspaper having a general circulation in the area of operation of the county or municipality. The notice shall describe the time, date, place, and purpose of the hearing, identify generally the CRA covered by the Plan, and outline the general scope of the Plan update under consideration.

Following such a hearing, the County Commission may approve the Plan if it finds that:

1. A feasible method exists for the location of families who will be displaced from the CRA in decent, safe, and sanitary dwelling accommodations within their means and without undue hardship to such families;
2. The Plan conforms to the general plan of the county or municipality as a whole;
3. The Plan gives due consideration to the utilization of community policing innovations, and to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consideration for the health, safety, and welfare of children residing in the general vicinity of the site covered by the plans;
4. The Plan will afford maximum opportunity, consistent with the sound needs of the county or municipality as a whole, for the rehabilitation or redevelopment of the CRA by private enterprise; and
5. The Plan and resulting revitalization and redevelopment for a coastal tourist area that is deteriorating and economically distressed will reduce or maintain evacuation time, as appropriate, and ensure protection for property against exposure to natural disasters.

Upon the approval by the County Commission, the Plan shall be considered in full force and effect for the CRA and the County may then cause the CRA to carry out the implementation of the Plan.

Amendment of the Plan

The Plan may be modified, changed, or amended in the future consistent with Florida law.



Severability

Should any provision, section, subsection, sentence, clause, or phrase of the Plan be declared by the courts to be invalid or unconstitutional, such declaration shall not affect validity of the remaining portion or portions of the 2024 Goulds Community Redevelopment Plan.

ADMINISTRATION & GOVERNANCE

Compliance

The Goulds CRA should seek to maintain cost-effective operations in alignment with the Florida Statutes. The primary goal is to effectively utilize tax increment financing (TIF) revenues and other sources to fund capital improvements and activities as outlined in the Plan.

The CRA will use TIF revenue generated within the district as a primary funding source for both administrative costs and the execution of capital projects and redevelopment programs.



Regular updates on projects and programming within the CRA should be provided to the CRA Board during scheduled meetings to ensure transparency and enable the board's informed decision-making.

In adherence to Special District requirements as required by the Florida Statutes, the CRA shall maintain an up-to-date digital map of the area, made accessible to the public via the CRA's web-page.

The CRA's operations shall undergo an annual review through the Annual Report (see below for report details)

and Audit to ensure accountability and provide insights into the CRA's performance and financial health to be posted to the CRA website by March 31st each year. The Annual Budget and Report shall also be published on the CRA website.

Information regarding the CRA Board and the Agency's meeting schedule must be available on the web-page.

The CRA's operations are structured around a framework of actions and strategies that prioritize cost-effectiveness, transparency, and community engagement.

Projects, improvements or goals not specifically described or amended remain valid as depicted in the Redevelopment Plan.

Annual Reporting & Performance Metrics

CRA's must file an annual report with the Department of Economic Opportunity and the county or municipality that created the agency and must publish the report on the agency's website annually by March 31st.

Effective from 2020, annual reports must detail specific data and activities through December 31st of the reporting year.

- Total number of projects started and completed and the estimated cost for each project.
- Total expenditures from the redevelopment trust fund.
- Original assessed real property values within the community redevelopment agency's area of authority as of the day the agency was created.
- Total assessed real property values of property within the boundaries of the community redevelopment agency as of January 1 of the reporting year.
- Total amount expended for affordable housing for low-income and middle-income residents.
- Summary indicating to what extent, if any, the community redevelopment agency has achieved the goals set out in its community redevelopment plan.

Effective December 1, 2025, annual reports must also include the following performance metrics:

- Increase in taxable value of properties participating in CRA programs.
- The increase in taxable value of those properties that have participated in CRA programs compared to the amount of funds contributed to those properties.
- The number of (and amount provided to) businesses that have received grants and/or loans, and the number of those businesses that were able to open and stay in business for a set period, or to expand their businesses.
- Number (and dollar value) of projects completed on time or on budget.
- Reduced vacancy rates in commercial and industrial properties.



Boundary Description from Resolution No. R-1053-23

Goulds Redevelopment Area boundaries are generally described as bounded by Black Creek Canal (C1) at approximately Southwest 207th Street on the North, Southwest 232nd Street on the South, Black Creek Canal (C1) at approximately Southwest 105th Court on the East, and Southwest 127th Avenue on the West.

Annual Audit

Beginning with the first year TIF generated within the CRA exceeds \$100,000, an annual audit report of the redevelopment trust fund will be required. Thereafter, the most recent annual audit report for the prior year shall be posted to the CRA website by March 31st of each year, or within 45 days after completion of it.

APPENDIX

Item A: Entrepreneur Resource Toolkit

The following resources are available to aspiring or existing entrepreneurs in the area.

Business Development Training, Workshops and Seminars

- **Miami Dade County** has two Entrepreneurship Centers in the area. These centers may provide small business incubation, co-working space, multimedia studios or maker spaces.
 1. Goulds Resource Center, 11845 SW 216th St, Miami, FL 33170, mlee@nanafl.org
 2. Accelerate South Dade, 10700 Caribbean Blvd, Cutler Bay, FL 33186, 786-732-0774
- **Florida Small Business Development Center** offers online and in person workshops, seminars, conferences, and networking. The Florida SBDC at FIU serves Miami-Dade County and organizes events at various locations.
- **Miami Dade Chamber of Commerce** provides in person and online networking events, training sessions and webinars. One on one consultation is available to local entrepreneurs. They also send out newsletters to promote awareness of events and opportunities.
- **SCORE** is a partner of the U.S. Small Business Administration (SBA) and is staffed by over 12,400 volunteers who counsel business-people from over 400 chapters throughout the United States. SCORE Miami-Dade offers free business counseling, mentorship and workshops to people looking to start, grow and manage their own business.
- **Miami-Dade Strategic Procurement Department** is the primary agency charged with buying goods and services for the County. The Agency can be an advocate for business owners seeking a simpler process to do business with the County. Entrepreneurs and local businesses can register as vendors, opening up opportunities to supply goods and services to the County. This can be a valuable avenue for growth and stability for local businesses.
- **Miami-Dade Small Business Development** offers online Small Business Enterprise Certification. Certification is the gateway to opportunities through the County's Community Business Enterprise (CBE), Community Small Business Enterprise (CSBE), and more.
- **Neighbors and Neighbors Association (NANA)** was established in 1995 to help small "mom & pop" businesses in Miami-Dade County. Beyond administering Miami-Dade County's Mom & Pop annual grant, NANA offers assistance to small businesses year-round.
- **Catalyst Miami** offers business counseling, financial relief application assistance, loan application assistance, tax filing, legal document review, business entity formation, license and permit updates, annual report filing, marketing support, referrals, and cooperative conversion guidance.
- **Scale up 305** offers a six-week small business training program covering leadership, marketing, operations, finances, and human resources for local start-ups.

Online Resources:

- » **US Small Business Administration** offers online guidance and resources.
- » **Pre.dev** is an AI-powered, subscription-based platform that helps entrepreneurs quickly turn their software or application ideas into functional products with tools for instant project planning, rapid development, and enhanced productivity.
- » **Coursera** and **edX**: Offers courses on entrepreneurship, marketing, and business management.
- » **SCORE** provides free online workshops and webinars.
- » **Founder Institute** provides online courses and information about upcoming events.
- » **Meetup.com** is a platform where people can learn about local meetups and networking events and join groups related to your industry.
- » **CoFoundersLab** is a global platform that connects entrepreneurs, advisors, and investors to help turn ideas into scalable businesses. It offers resources such as masterclasses, mentorship, and a community of startups to support entrepreneurs at various stages of their journey.
- » **Axis Helps' Miami's Business Funding Guide** provides information on how businesses can access funding and grow their businesses. The guide provides detailed information about various types of lenders, the benefits of each, potential lenders to consider, necessary documents, common phrases to know and more.

APPENDIX

Item A: Entrepreneur Resource Toolkit

The following resources are available to aspiring or existing entrepreneurs in the area.

Funding Sources

- » **Florida Business Development Corporation:** private, non-profit Certified Development Company that administers the Small Business Administration (SBA) 504 Loan Program.
- » **SBA 504 Program:** provides healthy, expanding businesses with long-term, below-market, fixed-rate financing for the acquisition of land and building, machinery and equipment, and construction and renovation.
- » **SBA 504 Refinancing Program:** assists with the refinance of existing commercial debt and even existing 504 debt.
- » **Community Advantage (CA):** tailored to meet the credit, management, and technical assistance needs of small businesses in underserved markets. This program provides loans that are \$250,000 or less for businesses within these markets.
- » **Direct Lending Program:** provides small businesses with a source of gap financing otherwise not available through conventional lending sources. Loans to 504 eligible recipients who are providing economic development in their community.
- » **Miami-Dade Economic Advocacy Trust (MDEAT):** provides grants for entrepreneurs across Miami-Dade County.
- » **Miami Open for Business:** offers grants, low interest loans, and collective real estate ownership opportunities to residents of Miami-Dade County.
- » **Ascendus:** offers microloans, connections to business experts, and access to resources up to \$250,000 for small businesses looking to grow.
- » **Kickstarter and Indiegogo:** Platforms to raise funds from the public.
- » **Kiva:** Provides interest-free loans through crowdfunding.
- » **AngelList:** Connects startups with angel investors.
- » **Local Venture Capital Firms:** Online databases like Crunchbase and AngelList identify venture capital firms that can provide funding or loans necessary for business growth.

Item B: Resident Skills and Training Toolkit

The following places provide various workforce skills training programs within a 10-mile radius of Goulds,

- **Miami CNA** offers comprehensive Certified Nursing Assistant training, preparing students for the Florida CNA exam and careers in healthcare.
- **Career Prep & Workforce Training Program of South Florida** provides high school education and job readiness programs to prepare students for the workforce.
- **CareerSource South Florida Perrine Center** delivers employment services, job training, and career development programs to job seekers and employers.
- **Fortis College in Cutler Bay** offers career-focused programs in nursing, medical assisting, and HVAC, designed to prepare students for entry-level positions.
- **NUC University – Florida Technical College South Miami** provides a variety of technical and vocational programs, including healthcare, business, and information technology.
- **Career Prep & Workforce Training Program of South Florida** provides high school education and job readiness programs to prepare students for the workforce.
- **Miami Dade College** (Main Campus, Kendall Campus, and Homestead Campus) provides a wide range of degree and certificate programs, including workforce training and professional development.
 - » **Refugee/Entrant Vocational Education Services Training (REVEST)** program at Miami Dade College offers vocational training, English language classes, and support services to asylees, refugees, and other eligible individuals to help them achieve their personal, academic, and professional goals.
 - » **MDC Tech** provides pathways for students to gain tech skills through degree programs, professional development opportunities, and certifications in high-demand fields like cybersecurity, data analytics, and artificial intelligence.
- **South Dade Technical College** offers career and technical education programs in fields such as healthcare, automotive technology, and HVAC.
- **United Way Miami UpSkill Miami** focuses on reskilling and upskilling residents in high-demand industries such as healthcare, transportation, and construction, offering training, support, and employment opportunities to underserved populations.
- **Vocational Rehabilitation** provides services to help individuals with disabilities prepare for, obtain, and maintain employment.
- **North American Academy** offers specialized training programs in healthcare and other vocational fields.
- **Palmetto Medical Institute** provides training programs for careers in the medical field, including nursing and medical assisting.
- **Dade County Farmworker Training** offers job skills training and support services to farmworkers to enhance their employment opportunities.

APPENDIX

Item C: Workforce Readiness Inventory

The following day care centers, senior care facilities, and healthcare centers are located within or in close proximity to the Goulds CRA.

Day Care	
Isaac A. Withers Head Start	21300 SW 122nd Ave, Miami, FL 33177
Diamond Learning Center	10725 SW 216th St #308, Miami, FL 33170
The Pumpkin Share #4	21301 S Dixie Hwy, Miami, FL 33189
Kidz Rainbow Learning Center	11615 SW 216th St, Miami, FL 33170
Liset Laurencio Large Family Home Daycare	22900 SW 113th Path, Miami, FL 33170
Happy Stars Family Day Care Home	21900 SW 118th Ave, Miami, FL 33170
Always Children 2	11045 SW 216th St Suite 5 & 6, Miami, FL 33170

Senior Care	
New Life Adult Day Care	22081 S Dixie Hwy, Miami, FL 33170
Sylvias Senior Home	23025 SW 120th Ave, Miami, FL 33170
United Lives Leisure Facilities	24167 SW 114th Ct, Homestead, FL 33032
ABC Adult Day Care Center	11150 SW 211 St, Cutler Bay, FL 33189
AARP Senior Community Services	11285 SW 211 St # 206, Cutler Bay, FL 33189
ACC Sunshine Assisted Living Facility	10899 SW 229th St, Miami, FL 33170
Silver Wings ALF	12275 SW 187th Terrace, Miami, FL 33177
LA EDAD PRODIGIOSA INC	18900 SW 106th Ave suite 101-102, Cutler Bay, FL 33157
Senior Living Cutler Bay	103.60 SW 186th St #973079, Miami, FL 33197

Health Care	
Community Health of South Florida, Inc. - Doris Ison Health Center	10300 SW 216th St, Miami, FL 33190
Nel & Shey Medical Center and Research	11045 SW 216th St Unit 10-13, Miami, FL 33170
Conviva Care Center	11000 SW 211 St, Cutler Bay, FL 33189
Family Medical Group - Cutler Bay	11285 SW 211 St Suite 202, Cutler Bay, FL 33189
Banyan Community Health Center – Cutler Bay	10720 Caribbean Blvd #420, Cutler Bay, FL 33189
Florida Healthcare Solutions FNP/Orlando Quevedo APRN	10700 Caribbean Blvd Room #300, Cutler Bay, FL 33189
Best Community Care - Centro Medico y Clinica de Accidentes	10700 Caribbean Blvd UNIT 308, Cutler Bay, FL 33189

Item D: Exit Strategies

Miami-Dade County intends to complete redevelopment objectives within the time horizon provided however, additional strategies may be implemented if redevelopment is completed sooner or if more time is required.

As part of the CRA Plan, the following exit strategies can be used to ensure a structured duration to redevelopment activities and the termination of Tax Increment Financing (TIF) funding within the designated 40-year lifespan:

Primary Exit Strategy: Successful Redevelopment and Achievement of Plan Objectives

Overview: The primary objective of the CRA Plan is to achieve comprehensive redevelopment within the area, including infrastructure upgrades, economic revitalization, and the establishment of sustainable growth mechanisms.

Effect on Funding Mechanisms: Upon meeting the redevelopment goals outlined in the Plan, the CRA will transition away from reliance on TIF funding. This transition will involve an orderly cessation of incremental tax collections as the property tax base stabilizes and grows organically, enabling local government entities to reclaim the full tax base for general fund purposes.

Expected Timeline: Major redevelopment activities are expected to be completed within 35 years. A five-year wind-down period will finalize projects, settle obligations, and ensure a seamless transition.

Alternative Exit Strategy 1: Transfer of Responsibility to Local Government

Overview: If the CRA's redevelopment objectives are substantially met but require ongoing oversight, responsibility for maintenance and initiatives can be transitioned to local government or community organizations.

Effect on Funding Mechanisms: TIF funding would be terminated at the end of the 40-year lifespan, with residual maintenance and development financed through conventional County revenue streams.

Expected Timeline: Transition activities would begin in year 38 to ensure readiness for the CRA's conclusion.

Alternative Exit Strategy 2: Early Termination Due to Accelerated Redevelopment

Overview: If redevelopment milestones are achieved ahead of schedule, the CRA may initiate an early termination and dissolve the funding.

Effect on Funding Mechanisms: Early termination would cease incremental tax collections and allow local taxing authorities to fully access the expanded tax base.

Expected Timeline: This strategy would be contingent on annual performance reviews and financial audits demonstrating that redevelopment goals are complete and sustainable prior to year 40.

Alternative Exit Strategy 3: Modified Extension for Incomplete Goals

Overview: If redevelopment goals remain incomplete at the 40-year mark, a modified extension may be considered. This option would require formal approval by stakeholders and alignment with state statutes governing CRA extensions.

Effect on Funding Mechanisms: The TIF mechanism would be extended temporarily to finalize redevelopment efforts, with clear guidelines to minimize the extension period.

Expected Timeline: Extensions, if needed, would be limited to ten years or less.

The anticipated timeline for redevelopment completion and termination of TIF funding should be regularly reviewed and adjusted to reflect progress and evolving circumstances.

GOULDS COMMUNITY REDEVELOPMENT PLAN

DRAFT

2025