

# 2014 ANNUAL REPORT

THE SOUTHEAST OVERTOWN/ PARK WEST  
COMMUNITY REDEVELOPMENT AGENCY

*"Creating Opportunities  
for Community Empowerment"*





**SOUTHEAST OVERTOWN / PARK WEST  
COMMUNITY REDEVELOPMENT AGENCY**

**Annual Report  
and Financial Statements  
(Per Chapter 163.356- 3(c) F.S.)**

**March 31, 2015**





## *Letter from The Executive Director*

On behalf of the Southeast Overtown/Park West Community Redevelopment Agency (CRA), we are pleased to submit the Annual Progress Report and Financial Statements for the Fiscal Year ending September 30, 2014. The CRA is committed to eliminating slum and blighted areas and encouraging growth within the Southeast Overtown/Park West Community Redevelopment Area (hereafter, Redevelopment Area). Throughout FY 2014, the CRA's Board of Commissioners and its administration continued to support major projects, programs and initiatives that aim to strengthen and redevelop the Overtown and Park West Communities.

This Annual Report will showcase many of the redevelopment initiatives and programs that the CRA has undertaken in furtherance of its redevelopment goals and objectives set forth in the 2009 Southeast Overtown/Park West Community Redevelopment Plan. Most notable is our continued efforts to increase affordable and workforce housing in the Redevelopment Area. In 2014, the CRA continued to make great strides to bolster redevelopment with a variety of housing initiatives which included enhancing the existing housing stock, and the development of new affordable and workforce housing in the Historic Overtown and Park West Redevelopment areas. A significant accomplishment was the closing on a \$60 million bond issuance from Wells Fargo Bank to help finance six housing projects that are currently in various stages of planning, design and/or construction.

The CRA was also successful in leveraging public funds to attract private investment into the area, specifically on CRA owned properties commonly identified as Blocks 45 and 56. After an extensive and competitive bidding process, Overtown Gateway Partners and All Aboard Florida were selected to develop two separate large scale projects on Blocks 45 and 56 within the Redevelopment Area. Both projects will serve as a significant economic catalyst for the community and will create numerous pre- and post-construction jobs.

Additionally, the CRA Board of Commissioners approved an \$11.7 million grant for Town Park Plaza North, bringing the total funding to renovate and rehabilitate the multi-family buildings to \$15 million (\$3.3 million was previously approved). Other significant accomplishments for FY 2014 included renovating the Overtown Shopping Plaza to enhance both the neighborhood shopping center and economic development in the area. We also began construction on a new state of the art gymnasium at Theodore Gibson Park for our children and families to utilize.

The CRA continues to support the area's cultural and historical legacy by supporting programming at the Historic Lyric Theater which reopened its doors in 2014. Finally, we continued our efforts in the renovation and adaptive reuse of historic structures such as: the Dunn and Josephine Hotel, Ebenezer Methodist Church and the Old Clyde Killen's Pool Hall, which are currently under construction.

Looking ahead, I am confident that the CRA, working in close partnership with the residents, the Overtown Community Oversight Board and other dedicated community stakeholders, will continue to achieve our mission of making the Redevelopment Area the best place to live, work and play.

Respectfully Submitted,

Clarence Woods III

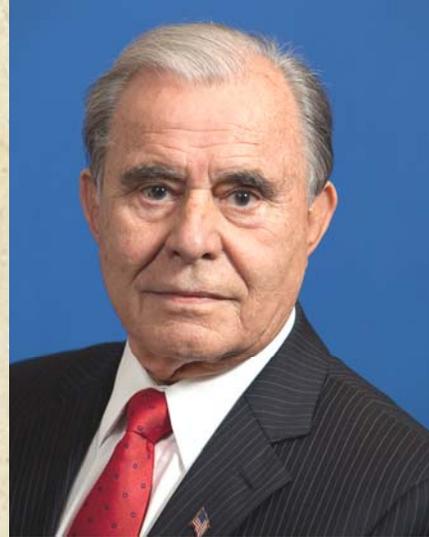
Executive Director

# SOUTHEAST OVERTOWN / PARK WEST COMMUNITY REDEVELOPMENT AGENCY BOARD MEMBERS

The CRA's Board of Commissioners is comprised of the five (5) Commissioners of the City of Miami Commission. Meetings of the CRA Board are open to the public and are held on a monthly basis on the last Monday of the month at 5 p.m. The current Board of Commissioners are:



**Keon Hardemon, Chairperson**  
Commissioner, District 5



**Wifredo "Willy" Gort, Vice-Chair**  
Commissioner, District 1



**Marc Sarnoff, Board Member**  
Commissioner, District 2



**Frank Carollo, Board Member**  
Commissioner, District 3



**Francis Suarez, Board Member**  
Commissioner, District 4

# BOUNDARIES OF THE CRA REDEVELOPMENT AREA

The Southeast Overtown / Park West Community Redevelopment Area is approximately 650 acres and is located mainly in the north-western section of the Central Business District and is bounded on the East by Biscayne Boulevard, on the North by I-395, on the West by I-95 and on the South by NW 5<sup>th</sup> Street, by the Metrorail on the West, NW 1<sup>st</sup> Street on the South and Miami Ave on the East and NW 5<sup>th</sup> Street on the South.



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The Plaza at The Lyric



## INTRODUCTION

This Annual Report is prepared in accordance with Section 163.356(3) (c), Florida Statutes, on or before March 31<sup>st</sup> of each year, with the governing body that created the CRA. The Annual Report must include the CRA's activities for the preceding fiscal year which includes a financial statement setting forth the CRA's assets, liabilities, income and operating expenses as of the end of the CRA's fiscal year.

## PURPOSE & MISSION

The purpose of the Southeast Overtown/Park West CRA is to undertake redevelopment activities that would facilitate the elimination of slum and blight. Such activities include, but are not limited to: infrastructure upgrades, façade improvements, economic development incentive programs to attract new businesses to the Redevelopment Area and the promotion and support of job creating initiatives to preserve and enhance the tax base of the Overtown and Park West neighborhoods.

The CRA's mission is to enhance the quality of life, improve the public health, safety, morals and welfare of the residents and stakeholders in the Redevelopment Area.



## CRA STAFF

Executive Director

**Clarence E. Woods, III**

Assistant Director

**Cornelius Shiver**

Chief Financial Officer

**Miguel A. Valentin**

Legal Counsel

**Renee Jadusingh**

Director of Architecture & Development

**Brian Zeltsman**

Marketing Coordinator

**Jonelle Adderley**

Grant Administrator

**Xavier Vega**

Executive Assistant to the Director

**Percilla Kelsey**

Compliance Officer / Office Manager

**Stephanie Manrique**

Business Development / Job Coordinator

**Nathaniel Joseph**

Administrative Assistant

**Andrea Smith**

Quality Assurance Site Manager

**Reynaldo Diaz**

Community Liaison

**Martha Whisby**

Office Assistant

**Antonette English**

Photo Credit: Derek Cole and the City of Miami Communications.

# COMMUNITY REDEVELOPMENT PLAN

The 2009 Southeast Overtown/Park West Community Redevelopment Plan, hereafter Plan, sets forth the redevelopment goals, objectives and principles anticipated to eradicate the conditions of slum and blight throughout the Southeast Overtown/ Park West Community Redevelopment Area. The Plan sets forth the following six goals:

- Preserving Historic Buildings & Community Heritage
- Expanding the Tax Base using Smart Growth Principles
- Housing: Infill, Diversity, & Retaining affordability
- Creating jobs within the community
- Promotions & Marketing of the Community
- Improving the Quality of Life for Residents in the Redevelopment area

**The Plan identifies fourteen (14) guiding principles aimed to facilitate the achievement of the aforementioned Redevelopment Goals.**

- Principle 1:** The community as a whole has to be livable. Land uses and transportation systems must be coordinated with each other.
- Principle 2:** The neighborhood has to retain access to affordable housing even as the neighborhood becomes more desirable to households with greater means.
- Principle 3:** There must be a variety in housing options.
- Principle 4:** There must be variety in employment opportunities.
- Principle 5:** Walking within the neighbor must be accessible, safe and pleasant.
- Principle 6:** Local cultural events, institutions and businesses are to be promoted.
- Principle 7:** The City and County must provide access to small parks and green spaces of an urban character.
- Principle 8:** Older buildings that embody the area’s cultural past should be restored.
- Principle 9:** New and rehabilitated buildings must respond to our climate and reflect the community’s cultural heritage.
- Principle 10:** Streets and buildings must be attractive.
- Principle 11:** 24-hour environments should be encouraged.
- Principle 12:** Identifiable neighborhood centers are to be established in a distributed pattern within Overtown and Park West.
- Principle 13:** The zoning and other development regulations must be reworked to yield the results envisioned in this Community Redevelopment Plan.
- Principle 14:** Restore a sense of community and unify the area culturally.

# ECONOMIC DEVELOPMENT OVERTOWN SHOPPING PLAZA

# MAJOR HIGHLIGHTS

In FY 2014, the **Overtown Shopping Plaza**, located at 1490 NW 3rd Avenue underwent a complete and full renovation. The Overtown Shopping Plaza is owned by the CRA and is considered to be the oldest and largest shopping center in the Redevelopment Area. On March 25, 2013, the Board of Commissioners passed and adopted a resolution allocating \$1,350,000 to renovate the shopping center. The renovations included significant improvements such as: the installation of new impact windows, doors, canopies, painting, landscaping, new roofing and interior renovations.

To attract new businesses to the shopping center, the Board of Commissioners also approved a grant initiative to provide up to \$500,000 to assist new tenants with their rental unit improvements. During the fiscal year of 2014, the Board of Commissioners authorized commercial leases at the shopping center for three tenants: VSMD Food Corp at Unit 101 to operate a grocery store, Nancy Beauty Supply, Inc., at Unit 109 for a beauty supply store and Two Guys Restaurant at Unit 108. The Board of Commissioners also provided a \$150,000 grant to Two Guys Restaurant to assist with additional costs for a new kitchen, equipment, an exhaust hood, sinks, millwork, partitions and doors, as well as plumbing, electrical, mechanical and finish work. The CRA held a grand opening for the Overtown Shopping Plaza on April 3, 2015.

The renovations at the Overtown Shopping Plaza are expected to attract additional local businesses to the Overtown Shopping Plaza, including but not limited to Metro PCS and Top Value Supermarket. Top Value Supermarket is expected to open in the summer of 2015 and will be the first major grocery store in the area. Other tenants that have remained at the Overtown Shopping Plaza include: Regions Bank, the sole banking institution in Overtown, the City of Miami's Overtown Neighborhood Enhancement Team Office, and the Overtown Business Resource Center.





## CARVER APARTMENTS AND SHOPPES

On January 27, 2014, the Board of Commissioners approved the issuance of a \$60,000 grant to MTZ Carver, LLC (MTZ), a local community development corporation, to underwrite costs associated with completing the renovation and rehabilitation of the Carver Apartments and Shoppes building. **The Carver Apartments and Shoppes**, located at 801 NW 3<sup>rd</sup> Avenue, is a mixed-use development consisting of affordable residential units and commercial retail space on the ground floor. The mixed-use development currently features 10 affordable rental units for low to moderate income persons and 3,900 square feet of ground floor retail space.

The CRA has invested a total of \$730,000 into the rehabilitation of the Carver Apartments and Shoppes building. The CRA originally approved a \$670,000 grant to MTZ on July 25, 2011, to assist with the complete rehabilitation of the ground floor commercial units and a portion of the residential units. The grant funds were utilized to underwrite the costs of demolition work, structural and interior framing, installation of plumbing and HVAC systems, electrical rewiring, cabinetry, asbestos abatement and landscaping. The project also received \$743,000 from the City of Miami's HOME (Federal) funding provided via U.S. HUD.



## NEW ARENA SQUARE NORTH & SOUTH

On September 30, 2013, the Board of Commissioners approved the issuance of a \$50,000 grant to Harba Foods, Inc., an existing business located at New Arena Square. The purpose of the grant was for Harba Foods to expand its business and to include additional services for coffee and deli sandwiches.

The **New Arena Square North and South** complex is a mixed-use development that has undergone significant rehabilitation over the years with the assistance of the CRA. The CRA provided funding to renovate the commercial units on the ground floor of the New Arena Square North and South complex. In consideration for the improvements, the property owner agreed to record a restrictive covenant on the property providing that the rent assessed to commercial tenants remain affordable for a period of five years. This community benefits agreement provides commercial tenants with an opportunity to build and enhance their respective businesses without risk of rising overhead costs for the foreseeable future.

Additionally, the Board of Commissioners also approved the issuance of a \$50,000 grant to Italian Ice by Denise, a new business to the area located at New Arena Square. The grand opening was held on January 12, 2015.





## ALL ABOARD FLORIDA

On May 9, 2013, the City of Miami, Miami-Dade County and the CRA entered into a settlement agreement related to litigation involving the County's reversion interest in Blocks 36, 45 and 56. Pursuant to the Settlement Agreement, the CRA issued a Request for Proposal No. 13-002 for the development of Blocks 45 and 56.

On September 12, 2013, the Board of Commissioners approved All Aboard Florida –Stations NW Sixth Street (**All Aboard**) as the developer of Block 56, a CRA owned property located at NW 2nd Avenue and NW 6th Street. On January 27, 2014, the Board of Commissioners approved the Development Agreement with All Aboard to develop a large scale commercial project on Block 56.

The privately invested development will consist of 112,000 square feet of retail, office and/or other commercial space as well as 250 parking spaces for use by the general public. The new development will also connect the neighborhood to the newly emerging multi-modal transportation hub that All Aboard is building adjacent to this development. The transportation hub will feature a passenger rail service that will connect downtown Miami to other South and Central Florida cities. Construction on Block 56 is expected to be begin in the summer of 2015.



# HOUSING



## REHABILITATION OF MULTI-FAMILY HOUSING TOWN PARK PLAZA NORTH

On September 29, 2014, the Board of Commissioners approved the issuance of a \$11,700,000.00 grant to the Town Park Plaza North Homeowners Association for the rehabilitation of **Town Park Plaza North (Town Park North)**, bringing the total funding to renovate and rehabilitate the multi-family buildings to \$15,000,000.00 (\$3, 333,000 was previously approved by the Board of Commissioners on October 24, 2013). During that same meeting the Board of Commissioners also selected St. John-Mastermind Town Park North as the top ranked firm to perform the renovation and rehabilitation of Town Park North and a relocation plan for the temporary relocation of residents.

**Town Park North** is one of the oldest and largest multi-family residential housing units in Historic Overturn. The multi-family units are located in the northern portion of the Redevelopment Area and consist of 20 buildings and 169 condominium units. Built in the 1970's, the aging buildings have suffered from years of deteriorating physical conditions and a high and growing vacancy rate. The renovations to Town Park North started in March 2015 and will take place in three phases. The CRA anticipates that renovations will last 18 to 24 months. Once completed, each unit will receive new windows, doors, floors, bathrooms, kitchens, closets, fixtures, central air systems and appliances. Exterior improvements will include: the replacement of the roofs, stucco, painting, landscaping and sod, sidewalks, metal picket fencing with security features (key or card reader access) and utility upgrades to the water and sewer lines. In an effort to assist the CRA with leveraging its funding support of Town Park North, the CRA also applied for grant funding and received a total of \$750,000 from the Federal Home Loan Bank of New York's Affordable Housing Program (\$600,000) and the Federal Home Loan Bank of Atlanta (\$150,000) to assist with the rehabilitation.





## TOWN PARK VILLAGE NO. 1



On February 14, 2014, the Board of Commissioners approved the issuance of an additional grant of \$25,200 to Town Park Village Homeowners Association to underwrite costs associated with the repair of damaged underground electrical conduits. The funds were utilized to address unforeseen conditions where the existing underground conduits were completely rotted; a condition which was unknown at the commencement of the project.

Town Park Village No. 1 (Town Park Village) is comprised of 151 HUD Cooperative Apartments, located at 1680 NW 4th Avenue. The aging buildings were constructed in 1970 and have suffered from longstanding deferred maintenance, structural, plumbing and electrical problems as well as life safety issues. In an effort to assist with the rehabilitation of the property, the Board of Commissioners have granted a total of \$360,000 to the association to assist with various repairs and improvements that are necessary in order to comply with Miami-Dade County's 40 year recertification including updating electrical service to each building and providing smoke detectors in each unit per code requirements. The repairs to the electrical conduits were the last remaining items needed to complete the 40-year recertification. On January 28, 2013, the Board of Commissioners authorized the issuance of a \$3,333,333.33 grant to its association for the rehabilitation of Town Park Village. The CRA is currently in the process of selecting a construction company through a Request for Proposal to renovate the properties.



## TOWN PARK PLAZA SOUTH

On January 28, 2013, the Board of Commissioners authorized the issuance of a \$3,333,333.33 grant to Town Park Plaza South, Inc. for the rehabilitation of **Town Park Plaza South (Town Park South)**. On November 6, 2014, the CRA issued a Request for Qualifications (RFQ) No: 14-06 to seek the services of an experienced design-build team to provide renovations and site improvements at Town Park South. The RFQ also sought the facilitation of temporary relocation of residents during the pendency of the project.

Town Park South is a HUD Cooperative Housing Complex located at 1798 NW 5th Avenue. Constructed in 1971, the townhouse style buildings consist of 116 units and 17 two-story buildings. The aging buildings have suffered from longstanding deferred maintenance, structural, plumbing and electrical problems along with life safety issues. The building is in need of its 40 year recertification.

## 240 NW 17<sup>th</sup> ST. & 210 NW 16<sup>th</sup> ST.



Apartments at 240 NW 17<sup>th</sup> Street

## 240 NW 17<sup>th</sup> ST. & 210 NW 16<sup>th</sup> ST.

On September 30, 2014, the Board of Commissioners authorized the issuance of a \$450,000.00 grant to Al D. Daring and Stephanie R. Daring for the rehabilitation of nine (9) residential units located at **240 NW 17<sup>th</sup> Street**. The Board of Commissioners also authorized the issuance of a \$400,000 grant to People Helping People Self Reliance, Inc. for the rehabilitation of a six (6) unit residential building at 210 NW 16<sup>th</sup> Street. (\$200,000 on September 30, 2013 and \$200,000 on June 30, 2014).

## LAND ASSEMBLY

## LAND ASSEMBLY

On April 28, 2014, the Board of Commissioners authorized the acceptance of property from the City of Miami for properties located at 224 NW 16<sup>th</sup> Street, 1900 NW 2<sup>nd</sup> Court, 1624 NW 1<sup>st</sup> Court and 1611 NW 3<sup>rd</sup> Avenue. The CRA plans to utilize said properties for future affordable housing projects in the Redevelopment Area.



## THE DEVELOPMENT OF BLOCK 45 & 55 OVERTOWN GATEWAY PARTNERS, LLC



On May 9, 2013, the City of Miami, Miami-Dade County and the CRA entered into a settlement agreement related to litigation involving the County's reversion interest in Blocks 36, 45 and 56. Pursuant to the Settlement Agreement, the CRA issued a Request for Proposal No. 13-002 for the development of Blocks 45 and 56.

On September 12, 2013, the Board of Commissioners approved Overtown Gateway Partners LLC (Overtown Gateway), as the developer of Block 45, a CRA owned property located at 152 NW 8<sup>th</sup> Street. On January 27, 2014, the Board of Commissioners approved the Development Agreement with Overtown Gateway to develop a mixed-use development on Block 45. The proposed project will consist of up to 400 residential apartments with workforce and affordable housing units. Additionally, 50,000 square feet of office space, 30,000 square feet of commercial space and an international hotel containing no less than 125 rooms is planned. The privately funded development will also provide 150 parking spaces available for use by the general public. Construction is expected to begin in May, 2016.



Overtown Gateway was also selected as the highest ranked proposer for the development of Block 55. Block 55 is a CRA owned parcel located on NW 3<sup>rd</sup> Avenue between NW 6<sup>th</sup> and NW 7<sup>th</sup> Streets. The CRA issued a Request for Proposal No. 13-003 for the development of Block 55 on June 18, 2013. On March 31, 2014, the Board of Commissioners authorized the Executive Director to attempt to negotiate a Development Agreement with Overtown Gateway. The proposed development will consist of two mixed-use towers that contain 250 units of workforce housing and 17,000 square feet of retail space. The CRA is currently in the process of negotiating a Development Agreement with said developers.



Frances • Anillo • Toledo, LLC., | 3191 Coral Way, Suite 400

## THE DEVELOPMENT OF BLOCK 46 | POINCIANA VILLAGE PHASE II

On June 27, 2013, the CRA issued a Request for Proposal No. 13-0001 for the development of Block 46 and for the development of an unimproved parcel (Folio No. 01-0104-0606-1010) containing 53,733 Square feet. The vacant parcel was originally intended to be developed as Phase II of the **Poinciana Village Condominiums** Project. Only one proposal was jointly submitted by Sawyer's Walk, Ltd. and Poinciana Village of Miami, Ltd.

On January 28, 2014, the Board of Commissioners approved a Development Agreement with Sawyers Walk, Ltd. and Poinciana Village of Miami, Ltd. for the development of Block 46. The proposed project will consist of the development of between 175 to 250 residential units with 10,000 square feet of ground floor commercial space on Block 46. The project will also entail limited renovations and repairs to the existing 64 units at Poinciana Village Condominiums (Poinciana Village).

Poinciana Village is currently a leasehold condominium. As part of the Development Agreement, the developers will be responsible for working with the condominium association to convert the leasehold condominiums into a fee simple condominium thereby benefitting the unit owners and making the 64 unit condominiums more viable and self-sustaining. The CRA has committed to fund \$ 500,000 of pre-development expenses, of which \$83,000 will be utilized by the Developer to make needed repairs to the existing Poinciana Village.



# BOND PROJECTS

On August 22, 2014, the CRA closed on a \$60 million bond issuance from Wells Fargo Bank National Association (Wells Fargo) to help finance six projects that include: the rehabilitation of Town Park South and Town Park Village, along with the construction of four new affordable housing developments which include: The Plaza at the Lyric, Island Living Apartments, St. John Overtown Plaza Apartments and the Courtside Family Apartments.

The Board of Commissioners authorized the CRA to enter into a Bond Purchase Agreement with Wells Fargo on July 30, 2014. (The Board of Commissioners had previously approved the list of projects to be financed utilizing the proceeds from the bond issuance on April 30, 2012. Thereafter, on January 28, 2013, the Board of Commissioners authorized the execution of the agreements for the project. Amendments were made to extend the contingency of the CRA to obtain financing for the projects on December 18, 2013 and on February 24, 2014). To ensure housing affordability, the CRA engages in public/private partnerships with developers to make sure specific affordability requirements that are consistent with Federal Housing Regulations are met. Below is a summary of each new construction project:

## THE PLAZA AT THE LYRIC



The Plaza at the Lyric is a new construction project currently being built at 919 NW 2nd Avenue. The mixed-use development will consist of 158 affordable housing units with one, two and three bedroom apartments and 8,000 square feet of new commercial space. Amenities will include a large function room, computer lab with a library, a state of the art fitness center, laundry facilities, a playground and a parking garage. Fifty percent of the units will be dedicated to households at or below 60 % of the Area Median Income for Miami-Dade County (AMI). The property is being developed as a joint venture between The Gatehouse Group, Inc. and Mt. Zion Developments Incorporated (MZDI) . The CRA is contributing \$17,000,000 towards the project. Construction began in December, 2014.



## ISLAND LIVING APARTMENTS

**Island Living Apartments** is a new construction project currently being built in the heart of the Historic Overtown Commercial Corridor at 1201 NW 3rd Avenue. The development will consist of an eight story building with 70 affordable housing units with one, two and three bedrooms and 5,000 square feet of commercial space. The development will also feature pedestrian friendly walkways, a playground area for children, green space and parking. At least 50% of the units will be dedicated to households with incomes that do not exceed 60% of the AMI. The remaining units are dedicated to households with incomes not to exceed 120% of the AMI. The development is being developed by Atlantic Pacific Communities and Palmetto Homes. The CRA is contributing \$9,000,000. The development also received funds from Wells Fargo, the City of Miami and Miami-Dade County.

## ST. JOHNS OVERTOWN PLAZA APARTMENTS



**St. Johns Overtown Plaza Apartments** is a new construction project to be built at 1327 NW 3rd Avenue. The planned project will consist of 90 affordable housing units and 8,000 square feet of commercial space. The development will also include a daycare center. At least 50% of the units will be dedicated to households with incomes that do not exceed 80% of the AMI. On September 30, 2014, the Board of Commissioners approved an amendment by and between St. John Plaza Apartments, LLC, a Florida limited liability company and the CRA to the Development Agreement. The primary purpose of the amendment was to modify the Development Agreement to change the number of units included in the project, approve the change of control from Biscayne Housing Group, LLC, and a Florida limited liability company to CDP Affordable Housing, LLC, and a Florida liability company. The CRA is contributing \$10,000,000. Construction began in February 2014.



## COURTSIDE FAMILY APARTMENTS

**Courtside Family Apartments (Phase I)** is a new construction project to be built on the SW corner of NW 17<sup>th</sup> Street and NW 4<sup>th</sup> Avenue (adjacent to the Culmer Center). The planned project will consist of 84 affordable housing units with one, two and three bedroom units. All units will be dedicated to households with incomes that do not exceed 60% of the AMI. On September 30, 2014, the Board of Commissioners approved an amendment by and between AMC HTG I, LTD. (a Florida limited partnership) and the CRA to the Development Agreement. The primary purpose of the second amendment was to modify the Development Agreement to change the location of the project to a different location at Culmer Center. The CRA is contributing \$7,500,000.



# HISTORIC PRESERVATION



## EBENEZER METHODIST CHURCH

On October 24, 2013, the Board of Commissioners accepted a \$900,000 grant from the U.S. Department of Commerce's Economic Development Administration (EDA) to help underwrite the cost of renovations to the historic **Ebenezer Methodist Church** located at 300 NW 11<sup>th</sup> Street. On February 11, 2015, the CRA held a groundbreaking ceremony to celebrate the start of work on renovating the former church into a community center for residents to utilize as a kitchen incubator and job training program.



Once completed, the facility will feature a state of the art culinary/catering kitchen and kitchen incubator space for startup food businesses and local entrepreneurs and a banquet facility for public and private events. The new 9,500 square foot facility will also house the Miami Dade College Hospitality and Culinary Institutes and the office of P.U.L.S.E (People United to Lead the Struggle for Equality). The Hospitality and Culinary Institutes are currently funded by the CRA and provide job readiness training, hospitality industry job fairs and referral services to residents in the Redevelopment Area on a monthly basis. The renovations to Ebenezer Methodist Church align with the CRA's goals and mission to preserve and renovate buildings for adaptive reuse in the Redevelopment Area. In addition to the grant, the CRA will contribute \$2.1 million toward the completion of the project. The community center is scheduled to be completed in January, 2016.



## DUNN & JOSEPHINE HOTEL

On March 31, 2014, the Board of Commissioners authorized the issuance of an \$850,000 grant to J.E.J. Properties, Inc. to underwrite costs associated with the renovation and rehabilitation of the **Dunn and Josephine Hotel**, located at 1028 NW 3<sup>rd</sup> Avenue. Once completed, the two-story buildings will consist of a bed and breakfast boutique hotel with 18 rooms, along with new fixtures and finishes. The rehabilitation project will also include the renovation of the ground floor areas along NW 3<sup>rd</sup> Avenue to provide a lobby and dining area. Additionally, the hotel will make room for much needed jobs.



The former hotels, which consisted of two separate buildings, were built in 1938 and 1947, and are one of the last two buildings standing from an era when Historic Overtown was home to first class hotels such as the Mary Elizabeth, the Sir John and the Carver hotels. Famous entertainers like Count Basie, Ella Fitzgerald, Cab Calloway, Josephine Baker, Billie Holiday, Nat King Cole and Aretha Franklin would come to lodge in the hotels after performing in nearby Miami Beach. The CRA held a groundbreaking ceremony on October 28, 2014. The Construction of the Dunn and Josephine Hotel is expected to be complete in the Spring of 2015.



## OLD CLYDE KILLEN'S POOL HALL

On June 30, 2014, the Board of Commissioners authorized an expenditure of \$850,000 for the rehabilitation and 40 year recertification of the **Old Clyde Killen's Pool Hall**, located at 920 NW 2nd Avenue. The former pool hall was once owned and operated by the legendary Clyde Killen. The famed promoter brought entertainers such as: Count Basie, Sam Cooke, Aretha Franklin, B.B. King, Patti Labelle and Ella Fitzgerald into Historic Overtown during the 1950's and 1960's.

To mark the start of construction, the CRA held a groundbreaking ceremony on November 5, 2014. The renovations to the building will be the first step to re-establishing Historic Overtown as a desirable entertainment district for residents and visitors to enjoy. Once completed the CRA plans to issue a Request for Proposal to lease the facility as a jazz/supper club and/or art gallery.





## THEODORE R. GIBSON PARK & GYMNASIUM



On September 17, 2014, the CRA broke ground on a new gymnasium at **Theodore Gibson Park (Gibson Park)** that features an indoor basketball court and recreational space. The construction of the new gymnasium marks the final stage of a \$15 million major overhaul to Gibson Park funded in part by the CRA. The state-of-the-art sports complex located at 401 NW 12th Street currently include: a football/baseball field with artificial turf, upgraded sports lighting, covered bleachers and a press box. The park also features a recreation building incorporating a fitness center, an Olympic size swimming pool, kids play area, walking paths, and an open air plaza for the Overtown community to enjoy.

Once completed, the brand new 22, 820 square foot facility will feature seating for 260 people and have a concession area with a full kitchen. The second floor will house a computer room and six classrooms for the community to utilize. The total cost of the gymnasium is \$5.3 million of which \$4.3 million is funded by the CRA and the Play to Win Fund donated \$1 million through the Miami Foundation. The gymnasium is scheduled to be completed by the Summer of 2015.

PARKS & OPEN SPACES

# INITIATIVES

# QUALITY

## OVERTOWN BEAUTIFICATION TEAM

On February 24, 2014, the Board of Commissioners approved the issuance of a \$220,000 grant to Human Resource Staffing of Miami, Inc. (HRSM) for the continued operation of the Overtown Beautification Team Program. The program employs local residents to beautify the NW 3rd Avenue Business Corridor and surrounding areas and provides on the job training in the area of property maintenance and landscape services.

The Board of Commissioners have funded the Overtown Beautification Team Program since 2011, allocating more funds so that employees could have higher salaries. In fiscal year 2014, 13 residents from the Overtown community were employed. HRSM also assisted employees with support services such as: soft skill training, financial management, counseling and assistance with transitioning into permanent employment. A significant benefit of this program was the reduction of illegal trash dumping within the community. The program also positively contributes to the maintenance of a clean and inviting appearance in the Redevelopment Area.



## FENCING AT VILLAS OF ST. AGNES

On October 28, 2013, the Board of Commissioners approved the issuance of a \$150,000 grant to the Villas of St. Agnes Condominium Association for the installation of a new fence to be erected around the Villas of St. Agnes development. The funding was provided to the association after Homeowners of the single-family community expressed concerns of trespassers coming onto the private property. The installation of the fence will enable residents to feel secure and continue to attract prospective residents into the Redevelopment Area. The fence is expected to be installed in 2015.





## HEALTH FOUNDATION OF SOUTH FLORIDA, INC.

On February 24, 2014, the Board of Commissioners accepted a \$10,000 grant from the Health Foundation of South Florida, Inc. The funds were obligated as a pass-through grant to the Overtown Health Partnership (OHP), a coalition of community based organizations and stakeholders seeking to inform and educate residents about existing community health resources and to promote healthy living in the Redevelopment Area.

On August 9, 2014, OHP participated in the Overtown Community Resource Fair and Book Bag Give Away at Gibson Park to help students prepare for the new school year. The event was held in partnership with the Office of Commissioner Keon Hardemon, the Overtown N.E.T. Office and the CRA and provided 350 local children with free book bags and school supplies. As part of the OHP initiative, local health providers were on hand to sign students up for immunizations and promote fun and healthy activities to the community.





## THE BUSINESS INCUBATOR & DEVELOPMENT PROGRAM

On April 28, 2014, the Board of Commissioners approved the issuance of a \$150,000 grant to Neighbors and Neighbors Association, Inc. to operate the Business Incubator and Development Program at the Overtown Business Resource Center located at 1490 NW 3<sup>rd</sup> Avenue, Suite 110. The Business Incubator and Development Program (Resource Center) provides local small businesses and residents in the Redevelopment Area with access to technical assistance, workshops and training, office services, assistance with identifying capital funding sources and a business mentoring partnership. In FY 2014, the Resource Center provided workstations to six (6) small businesses in the Redevelopment Area. The businesses include: Eyeurbantv.com, LLC, and Respect for Life, Total Lawn Concepts & Property Management, Inc., Melissa's Boutique, Da Movement Multimedia.com and Star Focus Security, LLC. As a result of the assistance and trainings received at the Resource Center, 4 of the 6 tenants exited the program successfully and moved on to become independent and successful entrepreneurs at the close of FY 2014.

The Resource Center also provides a Community Workforce Training Program (CWTP) which aims to ensure that local residents have the necessary skills and certifications that will increase their job readiness. CWTP provides employment screening, placement and referrals of local residents seeking to obtain gainful employment. During FY 2014, the Resource Center screened and referred over 200 residents for employment and serviced an average of 50 residents a month for assistance with business services.



## HOSPITALITY & CULINARY INSTITUTE

On January 28, 2013, the Board of Commissioners approved the issuance of a \$300,000 grant to Miami Dade College (MDC) to operate the Hospitality Institute Job Training and Job Placement Program (Hospitality Institute) for a period of two years providing \$150,000 to MDC annually. The Hospitality Institute is managed and operated by MDC. Since its inception in 2007, the program has provided job and soft skill training to residents within the Redevelopment Area seeking employment in the hospitality and culinary industries.

During FY 2014, the Hospitality Institute conducted four 4-day Job Readiness Training sessions offering workshops in various hospitality operations such as: customer service skills, communication, resume writing, job applications, interview skills, professional image, basic internet skills, GED, studying at Miami Dade College and various other presentations by affiliated partners. Participants also had the opportunity to complete the Florida Restaurant & Lodging Association's state mandated food handlers training certification. Four job fairs were held, each on the final day of the Job Readiness Training sessions, to connect participants with available jobs. Employers in the hospitality and culinary industries attended, as well as representatives from Career Source South Florida, the State Attorney's Office, Transition and various staffing agencies.

The Basic Culinary Skills program is offered to those who successfully complete the Job Readiness Training Sessions and includes a 12-week course held at MDC Culinary Institute. In FY 2014, the Hospitality Institute conducted four 12-week Basic Culinary Skill Trainings taught by a Miami Culinary Institute Chef Instructor in a professional kitchen on the MDC Wolfson Campus. At the close of 2014, the Hospitality Institute trained 2,333 participants, graduated 112 Basic Culinary Skills students, placed 769 individuals in jobs and registered over a dozen individuals into MDC's degree programs.

## SUITED FOR SUCCESS



On October 24, 2013, the Board of Commissioners authorized the issuance of a \$50,000 grant to Suited for Success, Inc. to underwrite costs associated with the provision of training and other employment support services to job seekers from the Redevelopment Area. Suited for Success Inc. is a non-profit organization that offers career guidance, technology skills training, job-search support and professional business clothing to at-risk women, men and youth within the Redevelopment Area. At the end of the 2014 FY the program serviced 1,160 job seekers.



## FACE SUMMER YOUTH EMPLOYMENT & TRAINING PROGRAM

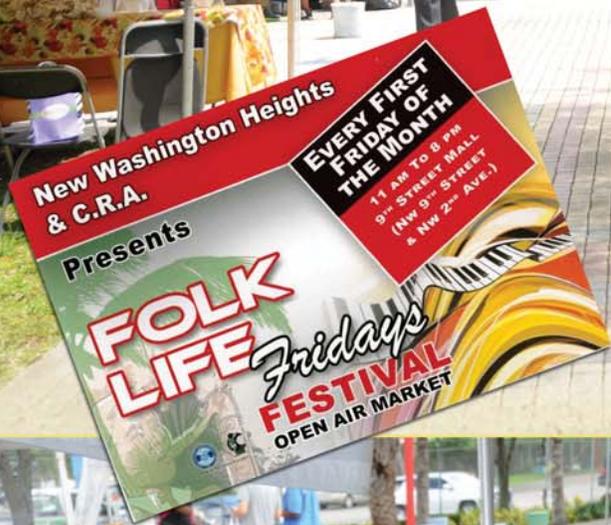
On April 28, 2014, the Board of Commissioners authorized the issuance of an \$180,000 grant to Urgent, Inc., to operate the 2014 FACE Summer Youth Employment & Training Program. Urgent Inc. is a youth and community development organization based in Historic Overtown. The Summer Youth Employment & Training Program provided 60 students from the Redevelopment Area with seven (7) weeks of training in workforce skill development, job preparation and career mentoring in one of the four concentrations that include: Film, Arts & Culture, Coding and Entrepreneurship.

The Board of Commissioners previously supported the establishment of summer employment programs for youth by Urgent Inc. The youth participating in the institute were afforded the opportunity to interact with working professionals and college interns facilitating the operations of the institute.

### Highlights from the 2014 FACE Summer Program

- Film Summer Interns learned the fundamentals of writing, shooting, directing and editing a film and produced a professional grade quality feature film entitled *Unrealistic*.
- Art & Culture Summer Interns worked on a public mural designed to revitalize Overtown's Historic Dorsey Park, home to games played by the Negro League Baseball.
- Coding Summer Interns designed a mobile game application, learned to code, use app design software and published the *Dorsey Detector*. This app allows viewers to see the Dorsey Park mural from anywhere in the world and is currently available on the App store.
- Entrepreneurship Summer Interns learned the fundamentals of starting a business, business plan prep, production, sales and opened up Overtown's first Pop Up shop in partnership with local business, Moselle's Boutique. The young entrepreneurs sold products that they designed and produced themselves.





## FOLK LIFE FRIDAYS

On February 24, 2014, the Board of Commissioners authorized the issuance of an \$80,000 grant to New Washington Heights Community Development Conference, Inc. (New Washington Heights) to underwrite costs associated with the continued operation of **Folk life Fridays**, a monthly open-air marketplace held on the 9th Street Pedestrian Mall in Historic Overtown. Folk Life Fridays have become a popular destination for local residents and visitors featuring tasty food and various products from local vendors and businesses which included handcrafted arts and crafts, home accessories, gifts, books, jewelry and clothing.

The monthly marketplace also provides a variety of tasty authentic food that is reflective of the Overtown community and surrounding areas. Attendees can purchase entrees like barbecue chicken and ribs, conch fritters and good old fashion soul food while enjoying live music and entertainment at the event. The Board of Commissioners have funded New Washington Heights operation of Folk life Friday's since 2010 with the objective of promoting cultural events and supporting local businesses and entrepreneurs in the Redevelopment Area. The outdoor marketplace takes place every first Friday of the month from 11:00 a.m. to 6:00 p.m. on the 9th Street Pedestrian Mall (adjacent to the Lyric Theater) at N.W. 9th Street and 2nd Avenue.



## OVERTOWN MUSIC & ARTS FESTIVAL

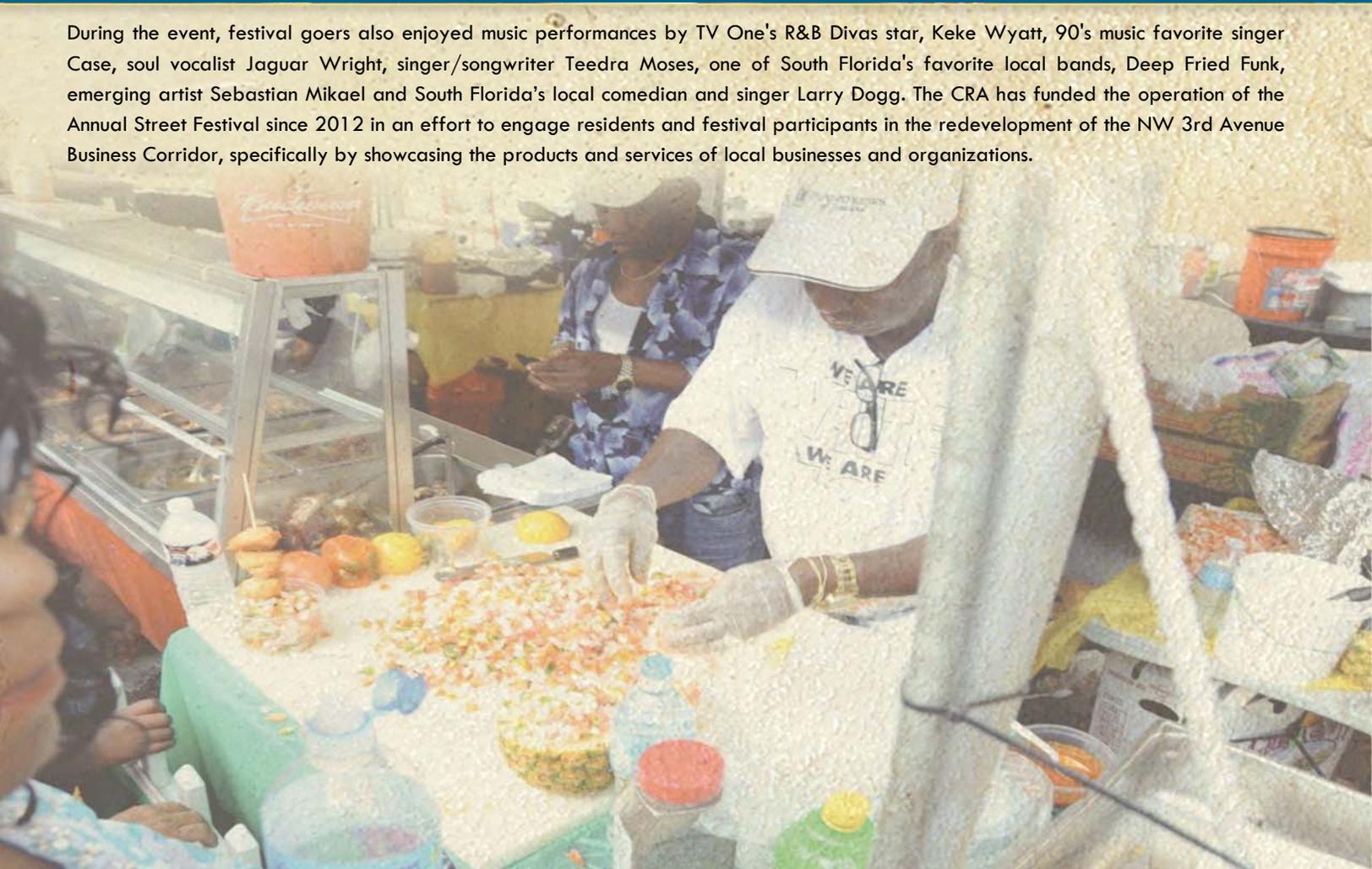
On March 31, 2014, the Board of Commissioners approved the issuance of a \$75,000 grant to Headliner Market Group to underwrite costs associated with the production of the 2014 Overtown Music & Arts Festival. The Overtown Music & Arts Festival attracted thousands of people to Historic Overtown for a day full of family fun, local art, delicious food and performances from nationally known musicians like Grammy nominated artist Raheem Devaughn. Held in the heart of the Overtown Business District on July 19, 2014, the Annual Street Festival's purpose is to promote and celebrate the rich history and culture of the historic neighborhood.





## OVERTOWN MUSIC & ARTS FESTIVAL

During the event, festival goers also enjoyed music performances by TV One's R&B Divas star, Keke Wyatt, 90's music favorite singer Case, soul vocalist Jaguar Wright, singer/songwriter Teedra Moses, one of South Florida's favorite local bands, Deep Fried Funk, emerging artist Sebastian Mikael and South Florida's local comedian and singer Larry Dogg. The CRA has funded the operation of the Annual Street Festival since 2012 in an effort to engage residents and festival participants in the redevelopment of the NW 3rd Avenue Business Corridor, specifically by showcasing the products and services of local businesses and organizations.





## THE LYRIC THEATER CULTURAL HERITAGE INSTITUTE

On January 27, 2014 the Board of Commissioners authorized the issuance of a \$572,000 grant to the **Black Archives History & Research Foundation of South Florida, Inc. (Black Archives)** to underwrite costs associated with the continued operation and programming of the Lyric Theater Cultural Heritage Institute. The Black Archives was founded in 1977 with the mission to collect, preserve and disseminate the history and culture of Black South Florida from 1896 to the present. The objectives of the Black Archives includes the Archival Collection, Historic Lyric Theater, Historic Overtown Folk Life Village, Black Heritage Trail and Black Archives Youth Advocacy Program (B.A.Y.A.P.). In 2014, the Black Archives reopened the doors of the Historic Lyric Theater Cultural Arts Complex after the completion of the renovation and expansion of the century-old historic landmark. Since its reopening, the Black Archives has hosted its own programming, along with partner programs at the theater. These programs have been community-oriented and provided not only the dissemination of cultural programming to South Florida residents, but have also offered job opportunities to over 40 residents in Historic Overtown.

In February 2014, the Black Archives launched its signature program, Lyric Live, an amateur night showcase on the first Friday of each month, similar to the renowned Amateur Night at the Apollo Theater in Harlem. The Lyric Live showcase is hosted by local comedian Chello Davis and features music by a live band as well as a DJ and features contestants competing to win over the audience for a chance to earn a cash prize. Lyric Live also puts a Miami spin on the show, using an authentic Bahamian Junkanoo band to usher the “boo’d” contestants off the stage. This series has been widely enjoyed by audiences comprised of South Florida residents as well as visitors to the city.



Another signature program launched by the Black Archives in 2014 is the “South Florida Marching Band Precision Camp” which took place from July 21-28, 2014. The week-long camp was directed by Dr. Shelby R. Chipman, Associate Professor and Director of Symphonic Bands at Florida A & M University. The camp included daily symphonic and marching band rehearsals and workshops led by some of the most respected marching band directors and music teachers in the nation. The inaugural band camp was attended by 164 middle and high school students from Miami-Dade, Broward and Palm Beach counties, as well as 50 students from San Antonio, Texas. The Black Archives and Band Precision Camp gained exposure through positive press surrounding the daily rehearsals and the culminating performances at the Historic Lyric Theater, Bayside Marketplace and Gibson Park.

In addition to original programming, the Black Archives also co-presented programming with various organizations from the South Florida area and beyond. Some of these events included the Florida A & M University President’s Tour & College Expo; *The Gift* stage play presented by Overtown resident Elijah Wells; FAMU Strikers & Mahogany Dance Theatre present *Living Legends*; 2014 Florida African American Heritage Preservation Network Statewide Meeting; VH1’s *The Tanning of America: One Nation Under Hip Hop* film screening from Miami Film Month with the GMCVB; WLRN’s *Deep City: The Birth of the Miami Sound* film screening and *A World More Concrete: Real Estate and the Remaking of Jim Crow South Florida* lecture presented by Professor and Historian, N.D.B Connolly.



## ART AFRICA MIAMI ARTS FAIR

On September 30, 2014, the Board of Commissioners authorized the issuance of a \$50,000 grant to the Urban Collective Inc. (Urban Collective) to underwrite costs associated with the 2014 Art Africa Miami Arts Fair (Art Africa), a thematic art exhibition held within the Redevelopment Area. This is the fourth year the Urban Collective hosted Art Africa in Overtown. The art exhibition was held during Art Basel Week on December 3-7, 2014. Art Basel is one of the largest annual cultural exhibitions of contemporary art in Miami. During the 4-day event, art galleries from North America, Latin America, Europe, Asia and Africa showcase art work from renowned modern and contemporary artist as well as emerging artists.

This year's exhibition was located at the Carver Apartment and Shoppes, a mixed-use development located in the Redevelopment Area at 801 NW 3rd Avenue. The Urban Collective through a partnership with Mount Zion Community Development Corporation utilized the commercial retail space on the building's ground floor to showcase the fine artwork of over 20 contemporary artists from the Global African Diaspora. The Urban Collective also spearheaded Overtown Soul Basel, a collaboration between the CRA, the Urban Collective, the Black Archives, New Washington Heights and Headliner Market Group to highlight Overtown's unique art, music and culture during the 2014 Art Basel. These efforts resulted in a unified promotion of Historic Overtown and increased favorable awareness and recognition of the area as a growing cultural hub.



SOUL BASEL MURAL DESIGN BY: CHIVAS DAVIS  
"TOWN OF COLOR"

# PRESERVATION & ENHANCEMENT OF TAX BASE



The CRA experienced a seven percent (7%) increase in assessed value, with the 2013 Tax Roll reflecting \$1,013,027,544 in assessed value and the 2014 Tax Roll reflecting \$1,091,625,807. Furthermore, the 2009 expanded boundaries experienced a seven percent (7%) increase in assessed value, with the 2013 Tax Roll reflecting \$112,347,563 in assessed value and the 2014 Tax Roll reflecting \$121,266,407.





## FY 2013-SEOPW CRA CURRENT YEAR ACTUAL TAX INCREMENT REVENUE

	<u>1982 Original Boundaries</u>	<u>2009 Expanded Boundaries</u>
Preliminary 2013 Assessed Value of Tax Increment District	\$1,091,625,807	\$121,266,407
Taxable Value in Base Year – 1983	(\$78,305,502)	(94,245,513)
Value of Increment	\$1,013,320,305	\$27,020,894
(City of Miami) Revenue	\$7,288,256	\$194,346
(Miami Dade County) Revenue	\$3,955,532	\$0
(City) Increase (reduced) for 2011 Adjustment (Detailed below)*	\$61,251	\$0
(County) Increase (reduced) for 2011 Adjustment (Detailed below)	\$0	\$0
Net Revenue Payable to CRA – City of Miami – Tax Millage Rate 7.5710	\$7,349,507	\$194,346
Net Revenue Payable to CRA Miami-Dade County-Tax Millage Rate 4.7035	\$3,955,532	
<b>*2011 Adjustment Detail</b>		
Final 2011 Tax Roll	\$938,513,096	\$0
Preliminary 2011 Tax Roll	\$929,997,146	\$0
Revision per Value Adjustment Board	\$8,515,950	\$0
(City) Actual 2011 Millage	7.5710	7.6740
(County) Actual 2011 Millage	4.8050	5.4275
(City) Adjustment	\$61,251	\$0
(County) Adjustment		\$0



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