



SOUTHEAST OVERTOWN / PARK WEST  
COMMUNITY REDEVELOPMENT AGENCY

# 2018 REDEVELOPMENT PLAN UPDATE

E. L. WATERS AND COMPANY, LLC



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**Southeast Overtown/Park West Community Redevelopment Plan**  
September 2018

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## SECTION ONE: INTRODUCTION



## **This Document**

This is a 2018 update to the 2009 Amendment of the 1982 Southeast Overtown/Park West Community Redevelopment Plan (referred to as "Redevelopment Plan" or "Community Redevelopment Plan"), and was commissioned by the Southeast Overtown/Park West Community Redevelopment Agency ("CRA" or "SEOPW CRA"), and the CRA's governing bodies, the City of Miami ("City") and Miami-Dade County ("County") to provide an updated planning document for the redevelopment of the Park West and Overtown neighborhoods in accordance with the Community Redevelopment Act of 1969 ("Act").

The 1982 Redevelopment Plan has not been effective in the Redevelopment Area, due to the lack of financing ability by the CRA and private enterprises. The need to update the 1982 Plan and provide a financing strategy for the implementation of the CRA's activities in the Redevelopment Area has become imminent due to the continued existence of "Slum and Blight" within the Redevelopment Area boundaries. It is the intent of this extensive amendment of the 1982 Redevelopment Plan to address ways in which the CRA can maximize opportunities presented by current initiatives and trends and transform Southeast Over-

town/Park West into a thriving mixed-use neighborhood and commercial hub in the heart of downtown, as provided for by this revised Community Redevelopment Plan. This update reflects the extension of the CRA's term to include the remaining years allowed by Florida Statute 163.385(1) (A) to 2042.

## **Topics Frequently Asked by Neighborhood Stakeholders**

Every Redevelopment Area has certain urgent concerns and problems that the community wants addressed. While a number of these issues can be resolved through local government, some of these issues need to be remedied by members of the community.

Adopting Redevelopment Plans and creating community redevelopment agencies are not solutions in themselves, but only vehicles to get to solutions. There needs to be grass-root efforts to further stimulate interest in, education of, and visions for the revitalization of the redevelopment neighborhoods. Overtown and Park West stakeholders frequently ask questions about:

- Affordable housing for existing residents.
- Places to work and creation of new jobs for current residents in Overtown and

Park West.

- Quality of Life; Shopping, entertainment, restaurants and attractiveness of community.
- Public Safety.

## **Historical Context**

The Southeast Overtown/Park West Redevelopment Area encompasses one of the oldest residential and commercial areas of the City of Miami, although few structures of historic or cultural significance remain. Overtown and Park West each have their own historic past, but for practical reasons and proximity, their futures are linked together.

## **OVERTOWN**

"Overtown" is one of the oldest neighborhoods in Miami settled by Bahamians about the time that Miami was founded in the 1890s. They were not allowed to live in the other developing areas of Miami. Jobs available to Overtown residents were mostly associated with Henry Flagler's Florida East Coast (FEC) Railroad Company, the burgeoning tourist service industry, and agriculture. Like in many southern American towns, the African American community lived on the other side of the railroad tracks from most white families, closer to the citrus and pineapple farms. The name

"Overtown" came from people saying that they were going "over town" to this neighborhood. It was also referred to in the past as "Colored Town."

The area grew and developed into a vibrant community. African Americans became business owners and established a viable economic community by constructing schools, homes, churches, hotels, apartments, theaters, night clubs and small neighborhood markets.

In the 1920's and 1930's, NW 2nd Avenue was known as "Avenue G," and was a major corridor for entertainment, retail stores, and hotels. Dr. W.B.. Sawyer built the first African American owned hotel in the area in 1921.

The population continued to grow until the early 1960's. Desegregation, urban renewal, the Neighborhood Development Program, and construction of the SR-836/I-395 and I-95 expressways significantly changed the character of the neighborhood and tragically, residents from Overtown were scattered and relocated. Economic, physical and social decay became pronounced and has progressively contributed to the decline in the area.

Various planning efforts have taken place over the last few decades. For a list of these planning studies, see Appendix A, entitled "Previous Plan Studies."

## **PARK WEST**

Most of the area currently referred to as Park West was part of the original "Miami" Subdivision platted in 1896 by the principal developers of the early City of Miami, Mary and William Brickell, Julia Tuttle, Henry Flagler, and the Fort Dallas Land Company. While the initial development of Park West focused on residential projects, it soon established a commercial character, in the form of warehouses, associated with its downtown location and proximity to the Port of Miami, when formerly located at the site of present day Bicentennial Park. The name "Park West" derives from this area being located "west" of the "park." Before 1964, this area was basically a warehouse and wholesale district related to the old port. When the port moved, so did the wholesale businesses and storage facilities. Few of the remaining businesses have any functional relation to the port now located on Dodge Island in Biscayne Bay. New warehouses and container storage areas are provided on Dodge Island and areas

west of the Miami International Airport.

## **21st Century Context**

The 1982 Southeast Overtown/Park West Redevelopment Area encompassed approximately 279 acres of land generally bounded by Biscayne Boulevard on the east; I-95 on the west; I-395 on the north; and NW 5th Street on the south. In 1986, the boundaries were expanded to include the areas bounded by NW 1st Street on the south, Metrorail right-of-way on the west, NW 5th Street on the north, and North Miami Avenue on the east. In 2009 this Plan expanded the SEOPW CRA boundary. In 2018 the plan is being updated to consider additional solutions that will potentially affect the continued existence of "Slum and Blight and the maximum amount of time allowed by law to rid the area of the conditions that contribute to the existence of "Slum and Blight".

In preparation of this planning effort, an evaluation of the existing slum and blight conditions was conducted in the CRA areas. This evaluation revealed that slum and blight conditions persist throughout, providing further justification for extending the SEOPW CRA term.

Addressing and improving these conditions is a key purpose of this plan. A summary of the evaluation of slum and blight conditions are set forth in Appendix G, entitled "Assessment of Need Study.

Despite its challenges, Southeast Overtown/Park West is advantageously situated between Downtown Miami and the Omni area, Motion Picture/Media ("Media") District, and the Entertainment District, and is near Miami Beach, Miami International Airport, and the regional transportation system. What happens in the larger context will, therefore, shape and be shaped by what happens in Southeast Overtown/Park West.

Located directly north of Overtown and Park West, the Omni Media and Entertainment Districts are still undergoing a rapid transformation into a regional epicenter of the cultural and performing arts.

North East 14th Street just east of the CRA and next door to what is to become the new Miami Innovation district is the regional Adrienne Arsht Center for the Performing Arts of Miami-Dade County a regional center for the theatrical performing arts. The center includes a 2,200-seat symphony hall, a 2,480-seat ballet/opera

house, a 200-seat black box theater, and ancillary support and educational services. The completion of this exciting complex has served as a strong catalyst for redevelopment, a phenomenon that has been further enhanced by a concerted effort to attract media, arts, and entertainment related businesses and facilities to the neighborhood.

South of Overtown and Park West, Downtown Miami's central business district is a flourishing center of international business, finance, telecommunications, government and trade. With over 131,000 workers, 4,000+ hotel rooms, and attractions, such as the Bayside Marketplace, the American Airlines Arena, and the Miami-Dade Cultural Center, Downtown Miami is a dynamic destination that has the potential to positively impact adjacent neighborhoods such as Southeast Overtown/Park West. Despite its dynamism, Downtown Miami once lacked the residential component that was necessary to transform it into a true 24-hour city center. With the latest development boom of 2011-til now, several new residential and mixed-use development projects have been constructed along Biscayne Boulevard and the core of the Park West area of the SEOPW CRA. Most of these developments are viewed as market rate

and luxury rate properties with limited accommodation for the middle class or working-class citizens desiring an urban residence. With its advantageous location and untapped redevelopment potential, Southeast Overtown/Park West presents perhaps the best opportunity to develop a livable downtown core.

The City of Miami is proactively planning its neighborhoods, and there are several current initiatives that will have a direct impact on the Southeast Overtown/Park West Redevelopment Area. Planning efforts, such as the "Baylink Draft Environmental Impact Statement" (DEIS), "Bicentennial Park Master Plan," "Downtown Transportation Master Plan," and "Overtown Greenprint Plan" are integral to the redevelopment of the area, and coordination between these efforts is key. Some of the more specific planning projects include: the Flagler Marketplace development in Downtown Miami; redevelopment of the Omni Mall into a retail, entertainment and office complex; redevelopment of the Overtown Cultural and Entertainment District as the cornerstone of the planned Folklife Village in Southeast Overtown. This plan presents the best opportunity to integrate these initiatives into a cohesive vision for the area.



## The Potential: A Livable City

Well-located at the confluence of the Americas, Miami has emerged as the Western Hemisphere's international trading center and one of the world's most vibrant and dynamic metropolises. Founded in 1896, Miami quickly established itself as one of the nation's premier tourist destinations with its world-renowned climate and natural beauty. Tourism defined the economy for much of the last century and remains a major industry. Nonetheless, the last thirty years have seen an unprecedented diversification of Miami's economy, as its strategic location, excellent transportation linkages, and culturally diverse population have led to its ascent as the "gateway to Latin America" and one of the nation's true international business centers. Greater Miami today is a cosmopolitan metropolis of over two million people, and a leading center of finance, trade, tourism and telecommunications.

Despite these advantages, Miami has lacked one of the most important characteristics of great world cities — a walkable, mixed-use center that is a desirable place to work, play and live. Bathed in decorative neon light, the Downtown Miami skyline

beckons at night, which belies the fact that its streets are virtually deserted. Few of the approximately 131,000 people who work in downtown actually live there. At the close of each business day, they disperse to points north, east, south and west of Miami. While in the recent past, it is true that many would choose a suburban location regardless, it is also true that Downtown Miami has a shortage of affordable housing and neighborhood services that would make it a viable alternative for those who would otherwise find it a desirable place to both live and work.

In the past few decades, Miami has made a concerted effort to take advantage of the new economic realities of globalization and the rise of information technology. Its location provides a competitive advantage, as does a relatively well-developed privately initiated and funded technology infrastructure. While that may not have been enough, recent studies indicate that the businesses and workers of the new economy seek out and thrive in mixed-use environments that foster accessibility, social interaction, and the exchange of ideas.

This has resulted in a reversal of trends of the 1970's and 1980's, which saw econom-

ic activity centers move from city centers to suburban office parks and "edge cities" that sprang up overnight. In contrast, the economic activity centers of the new economy are increasingly located in central city neighborhoods like San Francisco's Multimedia Gulch, the Digital Harbor in Baltimore, and downtown San Jose.

With its strategic location and untapped redevelopment potential, the Southeast Overtown/Park West neighborhood presents the best opportunity for the development of a thriving, mixed-use economic and activity center in Miami's downtown. This plan charts a course to fully realizing Southeast Overtown/Park West's possibilities.

## History of the CRA

On July 29, 1982, the Miami City Commission, by Resolution No. 82-755, approved the Southeast Overtown/Park West Community Redevelopment Plan. On December 7, 1982, the Board of County Commissioners of Miami-Dade County, by Resolution No. R-1677-82, approved the Southeast Overtown/Park West Community Redevelopment Plan. On March 31, 1983, the City and the County executed an Interlocal

Agreement which provided for the delegation of redevelopment powers to the City and the establishment of the redevelopment trust fund to receive tax increment revenues. In 1985 the Park West area was included in the CRA's then-existing boundaries. During the summer of 2002, the SEOPW CRA Board proposed to expand the boundaries to include some of the areas of Overtown west of Interstate 95 and areas surrounding NW 3rd Avenue north of Interstate 395. This boundary expansion was later adopted by the Miami City Commission on July 28, 2002, pursuant to Ordinance No. 12247. Notwithstanding, no action was taken by the Board of County Commissioners of Miami-Dade County on this boundary expansion.

On December 31, 2007, the City, the County, the SEOPW CRA, and the Omni Redevelopment District Community Redevelopment Agency entered into an Interlocal Agreement to provide for, among other things, the expansion of the Southeast Overtown/Park West Redevelopment Area and the extension of its life. Pursuant to the Interlocal Agreement, the parties agreed that the CRA would cause a Finding of Necessity report to be prepared in which the conditions of slum and blight within the Redevelopment Area would be documented, and to cause an update to the 2009 Amendment to the Redevelop-

ment Plan to be prepared.

### **Extending the Life of the CRA**

Section 163.361(3)(a), Florida Statutes, provides that the CRA may recommend a change in the boundaries or extend the time set forth in the Redevelopment Plan it becomes necessary to amend or modify the Redevelopment Plan. The advantages to extending the term of the SEOPW CRA is to continue its efforts to rid Slum and Blight in the area as evidenced by the Assessment of Need Study of 2018 and use the SEOPW CRA's resources to incentivize and facilitate redevelopment in the more disadvantaged areas of the CRA.

### **Revisions from the Original CRA Redevelopment Plan**

*The Southeast Overtown/Park West Community Redevelopment Plan, Revised December 1982* (sometimes referred to as "the '82 Plan") was prepared for two primary reasons:

- 1) To establish the need for a CRA; and
- 2) To guide the SEOPW CRA's redevelopment activities.

This document is the extensive 2018 amendment to the Southeast Overtown/Park West Community Redevelopment Plan. This document replaces the previous

2009 amendment to the Redevelopment Plan and the "82 Plan" and is hereafter referred to as the "Community Redevelopment Plan amendment and update" or "Redevelopment Plan Update"

### **Findings of Necessity**

Section 163.355, state that "[n]o county or municipality shall exercise the community redevelopment authority . . . , until after the governing body has adopted a resolution, supported by data and analysis, which makes a legislative finding that the conditions in the area meet the statutory definition of "slum" and "blight."

In 1969, the Board of County Commissioners of Miami-Dade County, by Resolution No. R-1117-69 approved the Central Miami Renewal Plan ("CMRP"). The CMRP examined the area south of NW 20th Street; west of the FEC Railroad, with an extension to NE. 2nd Avenue; east of I-95; and north of the Miami River. It was amended on January 20, 1981, to include the areas bounded on the west and south by the FEC tracks; on the east by Biscayne Boulevard; and on the north by I-395, as well as the area bounded on the south by I-395; on the east by Biscayne Boulevard; on the north by NW 17th Street in part, and the City of Miami Cemetery in part; and on the west by the FEC tracks.

While the areas were found to meet the definition of “slum” and “blight,” only a portion of this area was included in the original SEOPW CRA Redevelopment Area. Most of the conditions described in the 1982 Plan are still prevalent today in the existing Redevelopment Area, in that, there is still a decline in population, marginal retail facilities, and an excessive amount of vacant and underdeveloped properties. Most of the multi-family buildings, single family houses, and duplexes suffer from structural deterioration. Most of retail buildings are vacant, making the vacancy rate of commercial uses greater than fifty percent.

In June 2018, in accordance with Section 163.355, and as required by the Interlocal Agreement dated December 31, 2007, the SEOPW CRA caused an Assessment of Need Study (Assessment) (“2018 Assessment”) to be prepared in which the area was examined to determine whether conditions of slum and blight were present.

The 2018 Assessment provided evidence of the following:

- Predominance of defective or inadequate street layout, parking facilities, roadways, and public transportation;
- Faulty lot layout in relation to size,
- Adequacy, accessibility, or usefulness;
- Unsanitary or unsafe conditions due to

environmental contamination;

- Site and structural deterioration;
- Existence of crime; and
- Physical and economic conditions conducive to disease, infant mortality, poverty, and crime because of the predominance of dilapidated, deteriorating, antiquated and obsolescent buildings and the existence of conditions that endanger life and property by fire and other causes. The 2018 Assessment concluded that the existence of slum and blight conditions within the Redevelopment Area, if left unattended, would persist. These conditions will lead to an economic and social liability to the City of Miami and could consume additional County and municipal resources to address the myriad of issues outlined above, while reducing the local tax base.

### **Assessment of Need Study**

On June 26, 2018, the CRA board accepted and adopted an Assessment of Need Study. This Assessment of Need Study (Assessment) prepared pursuant to Miami-Dade County Resolution No. R-611-15, which established the guidelines policy for the preparation and submission of an assessment whenever a Community Redevelopment Agency “CRA” petitions to extend the life of the CRA.

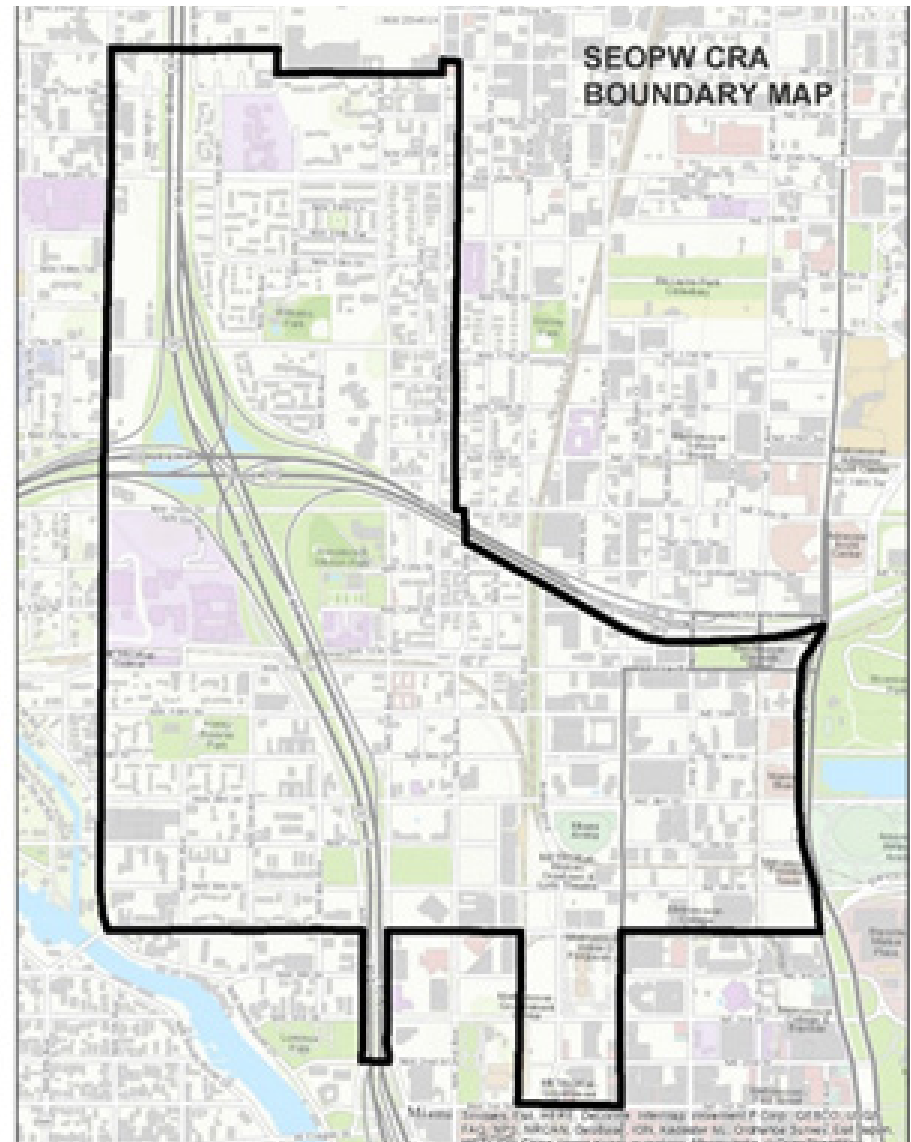


## Legal Boundary Description

The Southeast Overtown/Park West Redevelopment Area is hereafter described as follows:

The legal description of the Study Area is physically defined as beginning near the southeast corner of Lummus Park; at the southwest corner of the intersection of NW 2nd Street and NW 3rd Court; continue north to the north side of NW 5th Street; then west along the north side of NW 5th Street to the east side of NW 7th Avenue; then north along the east side of NW 7th Avenue to the north side of NW 22nd Street; then east along the north side of NW 22nd Street to the east side of NW 5th Avenue; then south on the east side of NW 5th Avenue to the North Side of NW 22nd Street; then east on the north side of NW 22nd Street to the west side of NW 2nd Avenue; then north on the west side of NW 2nd Avenue to the north side of NW 22nd Street; then east on the north side of NW 22nd Street to the east side of NW 1st Place; then south on the east side of NW 1st Place to the north side of NW 14th Street; then east along the north side of NW 14th Street to the east side of NW 1st Avenue; then south along the east side of NW 1st Avenue to the southern edge of the I-395 ROW; then east along the southern edge of the I-395 ROW to the western side of Biscayne Boulevard; then south along the west side of Biscayne Boulevard to the north side of NE 5th Street; then west along the north side of NE 5th Street to the west side of North Miami Avenue; then south along the west side of North Miami Avenue to the north side of NW 1st Street; then west along the north side of NW 1st Street past NW 1st Avenue, to include properties abutting the west side of NW 1st Avenue; then north along the western edge of said properties to the north side of NW 5th Street; then west along the north side of NW

5th Street to the east side of NW 3rd Avenue; then south along the east side of NW 3rd Avenue to the south side of NW 2nd Street; then west along the south side of NW 2nd street to the southwest corner of the intersection of NW 2nd Street and NW 3rd Court.





## SECTION TWO: GOALS AND PRINCIPLES



## Redevelopment Goals

The redevelopment goals set forth in this 2018 updated Redevelopment Plan serve as parameters for the SEOPW CRA Board and staff members when making decisions, taking actions, and strategizing for projects and programs for the Redevelopment Area. They guide the agency's public policy, appropriation of funds, and priorities in eliminating the conditions of slum and blight within the Redevelopment Area.

The goals are:

1. Preserve Historic Buildings and Cultural Heritage; by incorporating the Cultural Arts as a critical component of Economic Development through public private partnerships .
2. Expand the Tax Base using Public-Private principles; by following the current land use policies for sound real estate acquisitions, assemblage, development, and creating viable commercial corridors within the SEOPW CRA through Public-Private Partnerships.
3. Provide and Retain Housing Affordability; working with the City of Miami, Miami-Dade County and the private sector to encourage and create a sound balance of very low-income housing, affordable, workforce and mixed-income housing within the CRA.
4. Create jobs within the community; by targeting commercial and cultural ventures that will provide life sustainable jobs to residents in the Overtown community.
5. Promote and Market the Community –as a Cultural and Entertainment Destination rich in history with a distinctive and strong sense of place that is attractive to families and individuals of all backgrounds making the SEOPW area a unique community.
6. Improve the Quality of Life for residents; creating housing, recreation and work environments where healthy outcomes are the result of a planned and sustainable effort designed to improve the quality of life for Overtown residents in the CRA.
7. Promote Entrepreneurship and Technology Innovations; by working with the private sector to encourage the creation of opportunities through new technology for service delivery, and public & private partnerships that will assist in helping small businesses build capacity.
8. Ensure that Transit connects to the Employment Centers of Miami Dade County and Parking is efficient.
9. Foster safe community initiatives to provide for public safety through Community Policing Innovations.

This Redevelopment Plan identifies fourteen guiding principles. The numbering of goals and principles in this plan is not intended to imply a prioritization of importance. All goals and principles are of equal importance to the revitalization of the SEOPW Community Redevelopment Agency. The matrix on the next page shows that all the Guiding Principles work toward more than one goal. Following the Matrix, each of the Guiding Principles are further explained.





## Guiding Principles

All actions affecting the Redevelopment Area by a government entity, agency, service provider, or private property owner are to be judged according to the Guiding Principles and the Land Use Regulations described in Section 3. If any new projects or efforts are being proposed that are not identified in Section 4, then their relevance should be judged by the goals and the following principles.

### **Principle 1: The community must be livable. Land uses, and transportation systems must be coordinated with each other.**

The most important combination to make a community livable is to have land uses and transportation systems working together in concert. Ideally, a successful neighborhood will offer the opportunity to reside, work, and carry out the other activities of daily life (i.e., shopping, recreation, entertainment, religious and cultural events, education, etc.) all within an area of comfortable walking distance. To achieve this, a thoughtful mix of residential, employment, commercial and community-serving uses should be promoted by the City and CRA in a densely developed and well-designed urban fabric. Neighborhood-serving commercial uses, such as pharmacies, grocery

stores, bank branches, dry cleaners, restaurants, day care facilities, and entertainment establishments (i.e. bowling alleys, cinemas, etc.) should be incorporated into the neighborhood fabric to serve the population and reduce automobile dependency. Also, civic buildings and community-serving uses such as schools, libraries, police stations, fire stations, and parks should be provided and located in such a manner as to create community focal points and strengthen neighborhood identity. Great cities are built up from groups of such neighborhoods.

Transportation modes must be balanced and varied too, so that one can choose to walk, drive, take a taxi, or ride a bike, a bus, or community transit in the form of Metro-rail or Metromover.

Overtown and Park West can be thought of as a group of neighborhoods. To reposition Southeast Overtown/Park West as a livable area, a mixture of housing types, service establishments, and employment centers must be provided within each of these neighborhoods.

Though no two neighborhoods are exactly alike, neighborhoods are traditionally about one-quarter mile from center to edge, for several reasons. This is thought by scholars to be a dimension within which residents can come to know many of their neighbors

well and form a detailed “mental map” of their daily territory. This helps explain why the ten-minute walk diameter can be observed in historical settlements from many time periods, and in cultures all around the world.

Perhaps more importantly today, most people are willing to walk distances approximately ten minutes away before choosing another mode of transportation, provided they are presented with a pedestrian-friendly, safe environment. To reduce unnecessary car trips and dependence on the automobile, the most livable neighborhoods in modern cities include an array of residential, business, retail, and neighborhood-serving uses within that ten-minute area. While today’s technology offers multiple means of transportation, “walkability” remains a key component of the vibrant and healthy neighborhood and an important determinant of neighborhood boundaries.

Superimposing a ten-minute walking diameter on Southeast Overtown/Park West, and a review of historic development patterns, reveals that the area is comprised of five distinct neighborhoods: Park West/Downtown, Overtown, including the Overtown Cultural Entertainment District, Overtown Communities, Historic Overtown Business Corridor and Overtown Culmer Community.

Determining how to improve infrastructure services and the provision of uses in each of these smaller neighborhoods is the most effective strategy for improving the area. The vision of this Redevelopment Plan is, therefore, to improve the Redevelopment Area by transforming it into a group of healthy mixed-use neighborhoods and connecting those neighborhoods with a variety of transportation options.

**Principle 2: The neighborhood must retain access to affordable housing even as the neighborhood becomes more desirable to households with greater means.**

Based on comments and discussions made at various community meetings in Overtown and Park West, it is quite clear that there is consensus among existing residents, former residents, CRA and City staff, and elected officials that Overtown must retain affordable housing, and our priority to affordable housing and job opportunities must be given to existing and former residents of Overtown. The SEOPW CRA's Housing Policy is stated in this Redevelopment Plan and can be found in Section 6.

**Principle 3: There must be variety in housing options.**

Affordable housing in Downtown Miami and the neighborhoods of Southeast Overtown/Park West is extremely limited. The existing inventory consists of two main options,

lower-priced substandard houses and apartments and luxury rate housing. This lack of residential alternatives inhibits efforts to foster a 24-hour downtown and limits options for those who would otherwise choose to reside in a center city location.

A mix of market rate and affordable housing units and types, including rental units, ownership units, multi-family units, single-family units, and accessory apartments, is necessary to accommodate the diversity and lifestyles of existing and future residents.

The Overtown and Park West of the future will take advantage of their urban character and infrastructure and provide an attractive array of residential choices for current and new residents. The neighborhoods must ensure the integration of different economic sectors to stimulate a positive shaping of the urban space.

**Principle 4: There must be variety in employment opportunities.**

Employment options should be located within the neighborhoods to accommodate those who wish to reduce dependence on the automobile and long commutes. As with access to affordable housing, there appears to be consensus in the community that employment opportunities be made available to existing residents of Overtown as a high priority.

**Principle 5: Walking within the neighborhood must be accessible, safe, and pleasant.**

Streets have many responsibilities. They act as a system for movement, providing mobility and ways to move around the City. Even more importantly, their right-of-way serves as the "front door" to private properties. The character and design of the street, and thus the resulting "curb appeal," have a direct correlation to the type and quality of development projects, real estate values, and economic potential that exist in a community.

Providing a range of choices for moving safely and comfortably throughout the neighborhood is an integral function of the city street network. Neighborhood streets should therefore be designed to accommodate several transportation choices, including walking, bicycles, mopeds, automobiles, and mass transit. The provision of a continuous, two-way street grid in Southeast Overtown/Park West will increase accessibility and reduce congestion, while the provision of wide shaded sidewalks, walkable block sizes, on-street parking, bicycle paths, and transit services increases the range of choices for moving to, from, and within the Redevelopment Area. Creating pedestrian-friendly streets encourages the development of street-level businesses and natural surveillance.

development of street-level businesses and natural surveillance.

**Principle 6: Local cultural events, institutions, and businesses are to be promoted.**

For Southeast Overtown/Park West to achieve its full potential, it is necessary to address and improve the neighborhood economy and expand the economic opportunities of present and future residents and businesses. This entails both the support and enhancement of existing businesses and local entrepreneurs and the attraction of new businesses that provide needed services and economic opportunities. New economy business centers are characterized by concentrations of competing but complementary businesses that are driven by the advantages of co-location. Redevelopment efforts should actively identify opportunities for Southeast Overtown/Park West to capitalize on this trend.

**Principle 7: The City and County must provide access to small parks and green spaces of an urban character.**

Access to public parks and green spaces is a key element of quality of life in urban neighborhoods, as natural environments provide essential respite in an urban environment. Therefore, it is vital that a series of green spaces and parks, preferably linked by greenways, be developed with-

in each neighborhood and that existing green spaces and parks be enhanced to provide a genuine amenity to the quality of life for existing and future residents. These green spaces, parks, and greenways will be an important element in developing and maintaining community aesthetics and identity, providing recreational and social opportunities for residents and visitors, and attracting new residents and businesses.

**Principle 8: Older buildings that embody the area's cultural past should be restored.**

Older buildings in the Redevelopment Area are physical reminders of the community's heritage and enhance the experience of giving it a richness that cannot easily be obtained once the buildings are lost. Unfortunately, far too many of the historic buildings identified in the 1982 Plan have been demolished despite the efforts of The Black Archives History and Research Foundation of South Florida, Inc. and other local initiatives.

**Principle 9: New and rehabilitated buildings must respond to our climate and reflect the community's cultural heritage.**

Established neighborhoods are distinguished by architecture that is indicative of their history, climate, and function.

Successful redevelopment efforts capitalize on these elements rather than imposing development that is disconnected from what has come before. South Beach provides an excellent example of this concept in action; its redevelopment was predicated on its rich architectural heritage and history, and as a result, has been wildly successful. The five (5) neighborhoods that comprise Southeast Overtown / Park West Redevelopment Area boast unique features and architecture that reflect their history and function. The redevelopment of these neighborhoods should occur within the context of these histories and new development should acknowledge the past traditions and further their future. Whenever possible, buildings of architectural merit should be adapted to new needs and creatively reused.

**Principle 10: Streets and buildings must be attractive.**

Neighborhoods are defined by their public realm, the spaces between buildings. The streets, sidewalks, parks, greenways, and civic uses bring the community together and link it to the outside world fostering a distinctive community. A vibrant and engaging public realm serves as the neighborhood's canvas and lifeblood, a means for inspiring and captivating residents and visitors.



Sound urban design, attractive buildings, and streetscapes are essential to having streets that are both functional and visually attractive. Looks are important to current residents who will feel community pride when receiving pleasant comments about where they live. Looks are important to attracting investors to make other improvements to the neighborhood.

To have attractive, pedestrian-friendly urban streets, buildings must be set close together, and building heights and road widths must be compatible. Building walls with their windows and doors, that open to the street, should come together to form a continuous facade.

Maintenance of public streets and spaces must occur in a consistent manner. Private property owners must do their part too, paint buildings when they start to peel or fade and clean up yards or vacant properties. If the owners are not inspired to make improvements or repairs when the need becomes visually obvious, then it is Code Enforcement's job to deliver a citation to them.

**Principle 11: 24-hour environments should be encouraged.**

A common feature of prosperous metropolitan cores is a "24-hour environment": a broad and diverse offering of cultural, entertainment, and recreational options that attract and engage residents and visitors on weekends and after the workday ends. This environment encourages social interaction and is a catalyst for economic vitality and attracting businesses and residents. Southeast Overtown and Park West provide an excellent opportunity to create the 24-hour environment that Downtown Miami lacks.

**Principle 12: Identifiable neighborhood centers are to be established in a distributed pattern within Overtown and Park West.**

Cohesive neighborhoods have strong centers, identifiable from their concentration of higher density residential, commercial, and civic uses, and/or a signature public open space such as a park, square or plaza. The neighborhood center helps ensure the provision of various uses within a walkable

area and is essential to the establishment of neighborhood identity. Neighborhood centers should be developed in each of the five neighborhoods that comprise the Redevelopment Area.

**Principle 13: The zoning and other development regulations should promote walkability, connectivity, mixed-use and density of housing products and commercial space.**

The current code adopted in 2009, Miami 21 focuses on a method of regulating development to achieve a specific urban form. This form would allow the SEOPW CRA to have development that takes into consideration the relationship between streets, pedestrians and public space. This would yield the results envisioned in this Community Redevelopment Plan.

**Principle 14: Restore a sense of community and unify the area culturally.**

The SEOPW CRA needs to do whatever is in its power to bring back the vitality that once gave Overtown its character, sense of place, and cultural distinctiveness.



## SECTION THREE: LAND USE REGULATIONS, TRANSPORTATION AND PARKING

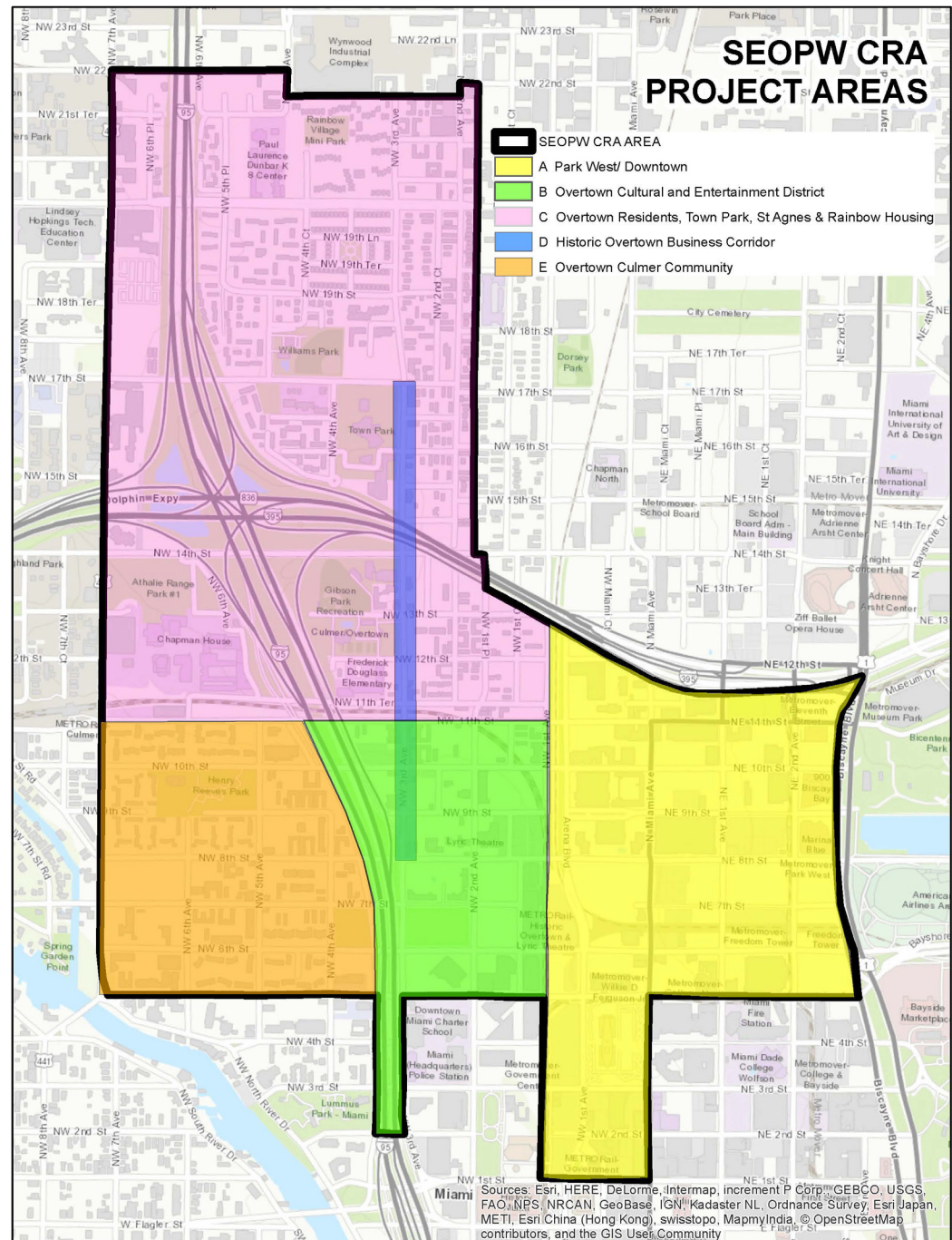


## Project Area Diagram

The Project Area Diagram to the right shows the basic framework used to shape the Redevelopment Plan. Several public and private groups have studied the same areas either prior to or in parallel with this Redevelopment Plan. Many concepts set forth in these plans have been incorporated or consolidated into the diagrams that follow and have contributed to shape this Community Redevelopment Plan. These plans include the following:

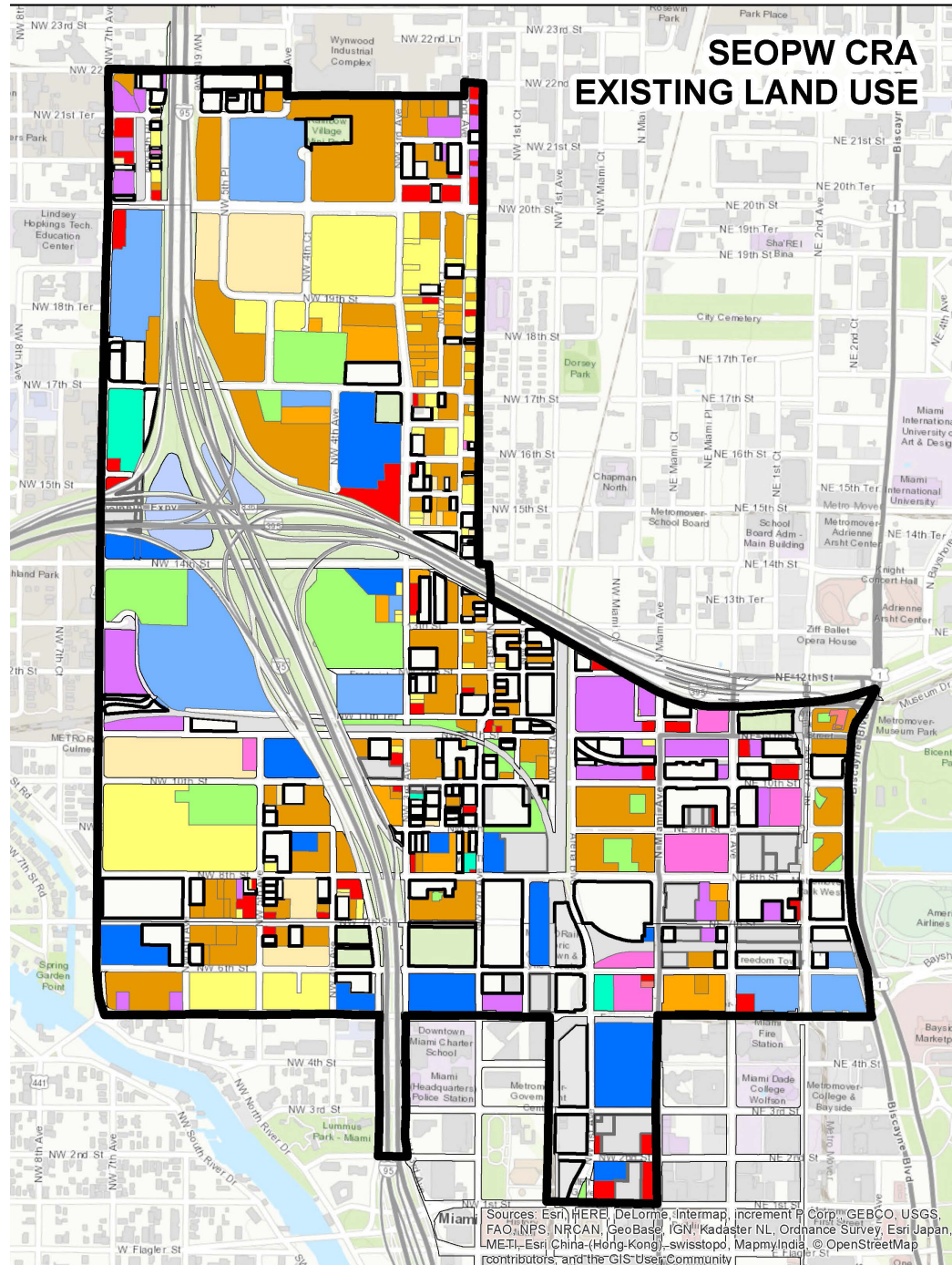
- The Overtown Greenway Plan
- The Overtown Greenprint Plan
- Miami Downtown Transportation Master Plan
- Miami: The Downtown Master Plan
- The Historic Overtown Folklife Village Plan
- Bicentennial Park Plan
- Biscayne Blvd Special Area Plan
- Performing Arts Center Site Plan

A summary of the many ideas raised by various planning efforts over the last few decades is provided in Appendix A, entitled "Previous Planning Work for the Area".



## Land Uses & Residential Units

As described throughout this Redevelopment Plan, the intent is to mix land uses within the Redevelopment Area as much as possible. The exceptions will be where there are large areas of government offices and facilities or where there are concentrations of single-family detached houses. A wide range of residential types is sought with this Redevelopment Plan. Measures must be put in place to retain affordability while encouraging market rate housing in the area



### SEOPW CRA EXISTING LAND USE EXISTING LAND USE DESCRIPTION

- Single-Family, Med-Density (2-5 DU/Gross Acre).
- Single-Family, High Density (Over 5 DU/Gross Acre, other than Townhouses, Duplexes and Mobile Homes\*)
- Residential predominantly (condominium/ rental apartments with lower floors Office and/or Retail. \*
- Residential SF--government-owned or government subsidized multi-family residential or elderly housi\*
- Two-Family (Duplexes).
- Townhouses.
- Residential MF-- government-owned or government subsidized multi-family residential or elderly hous\*
- Multi-Family, Low-Density (Under 25 DU/Gross Acre).
- Multi-Family, High Density (Over 25 DU/Gross Acre).
- Private Recreational Facilities Associated with private Residential Developments, except marinas/ya\*
- Municipal Operated Parks
- Sales and Services (Spot commercial, strip commercial, neighborhood shopping centers/plazas). Exclu\*
- Hotel/Motel
- Public Schools, Including Playgrounds (K-12, Vocational Ed., Day Care and Child Nurseries).
- Private Schools, Including Playgrounds (K-12, Vocational Ed., Day Care and Child Nurseries).
- Colleges and Universities, Including Research Centers, Public and Private.
- Cultural (auditoriums, convention centers, exhibition centers, museums, art galleries, libraries).
- Governmental/Public Administration (Other than Military or Penal).
- Penal and Correctional.
- Communications (Radio, TV, Cable, and Phone), excluding Antenna Arrays.
- Electric Power (Generator and Substation, and Service Yards).
- Houses of Worship and Religious.
- Office Building.
- Office and/or Business and other services (ground level) / Residential (upper levels). Low-density \*
- Other Industrial Extensive, non-noxious.
- Other Industrial Intensive, non-noxious.
- Social Services, Fraternal, Charitable (Shriners, Elks, Moose, Lions Club).
- Sports Stadiums, Arenas, and Tracks.
- Railroads - Terminals, Trackage, and Yards.
- Parking - Public and Private Garages and Lots.
- Paved Highways, Expressways and Ramps.
- Highways and Expressways right-of-way and associated open and landscaped areas excluding paved expr\*
- Private Drives.
- Street right-of-way and entrance features both public and private, and utility easements.
- Streets and Roads, except Expressways and Private Drives.
- Vacant, Major Approved Projects
- Vacant, Non-Protected, Government-Owned or controlled.
- Vacant, Non-Protected, Privately-Owned.
- Other inland water bodies (Lakes, Ponds, Watercourses other than rivers and canals), including road\*



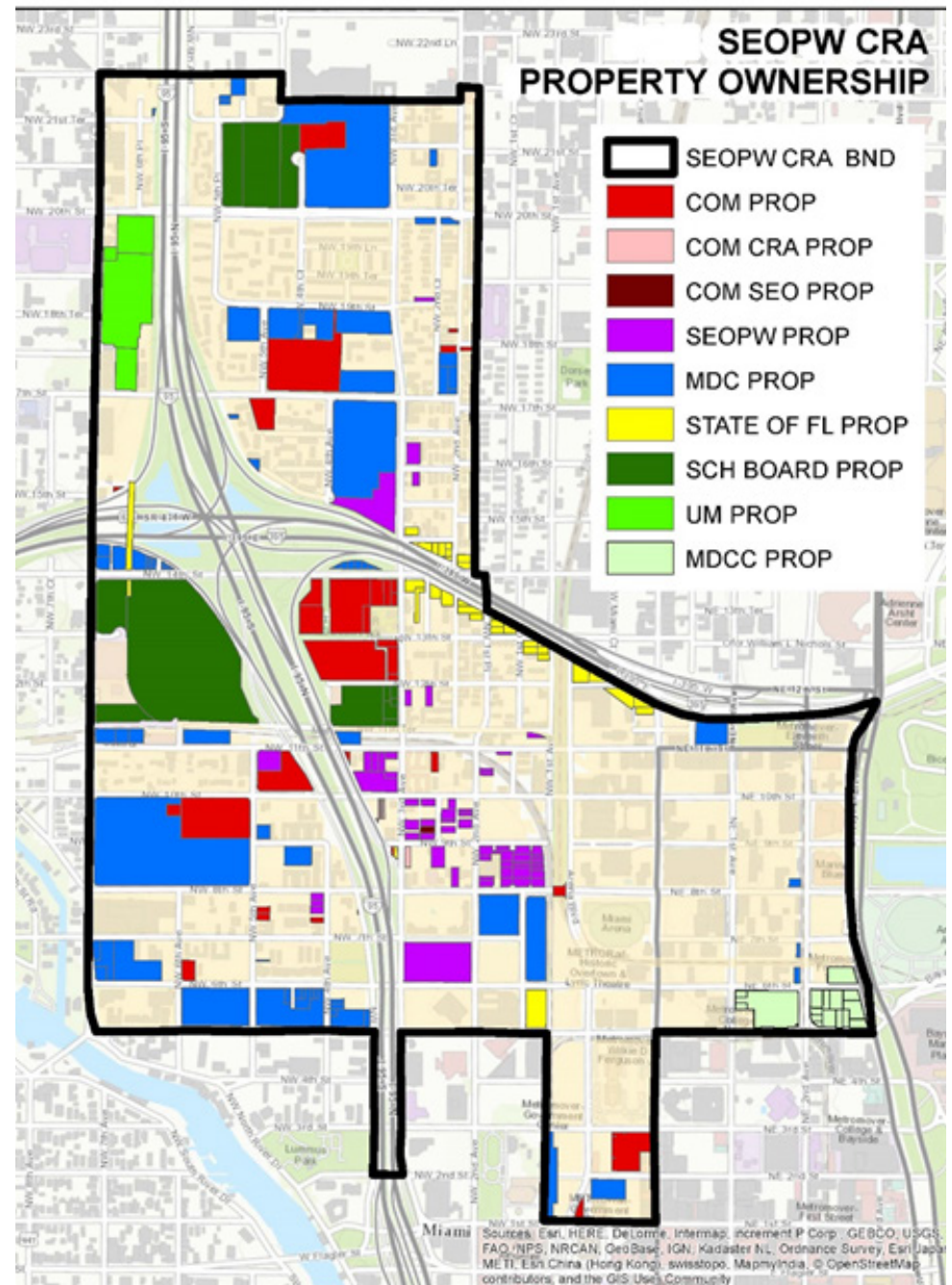
## Publicly-Owned Land

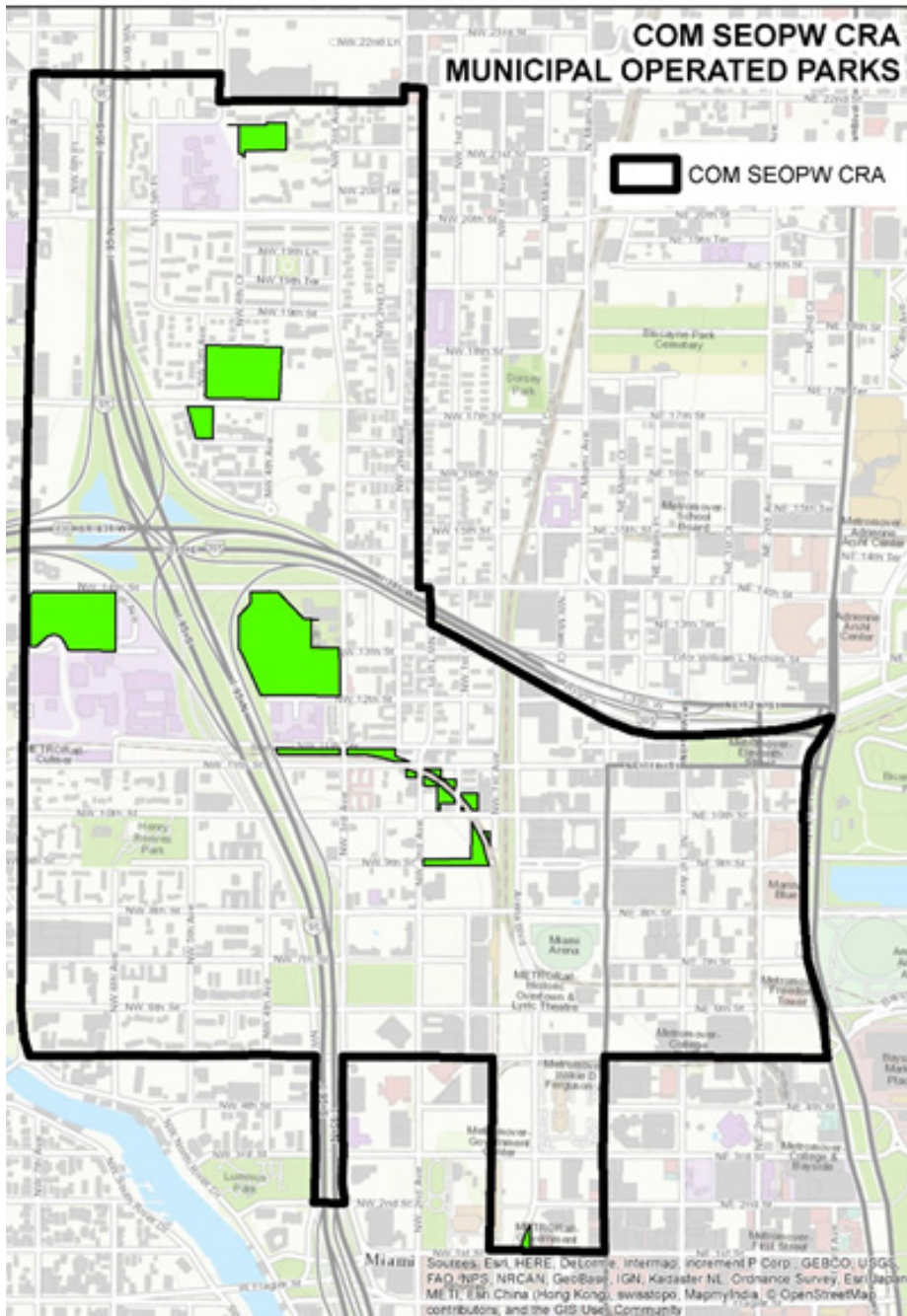
Each of the properties shown on the map to the right, either owned by the CRA, City of Miami, County or State agencies, are considered suitable for public improvements or public-private redevelopment initiatives. This map shows a “snapshot” of the current ownership and should not be viewed as an end result. (To obtain a copy of the most updated property ownership map, contact the City of Miami’s Planning Department). Additional properties may need to be purchased and some currently owned may need to be sold to reach the goals of this Redevelopment Plan.

Properties that would be ideal for the CRA to purchase are purposefully not identified in the plan, to avoid costly problems in time and money associated with land speculation. These problems have already hindered the CRA's performance over the past twenty years.

### Required CRA Actions:

1. Continue to evaluate and negotiate future land purchases to meet the goals of the Redevelopment Plan.
2. Evaluate and advertise public-private development opportunities, utilizing the land owned by the CRA in furtherance of the goals set forth herein.
3. Coordinate with other private and public entities for the development of surplus real property within the Redevelopment Area that will further the goals set forth herein.





## Open Spaces: parks, plazas, and green spaces, and greenways.

Urban dwellers do not have the luxury of large amounts of private open space in their rear gardens and back yards. Instead, urban living highlights the enjoyment of pedestrian-friendly streets and public spaces (parks, squares, greens, greenways, and plazas). Creating and maintaining high-quality public spaces is necessary for the Redevelopment Area to achieve its potential. Of the five neighborhoods that have been identified, only Overtown, west of the Interstate, has adequate open space. The acquisition of land to create these public spaces and the necessary construction and maintenance is possible through a variety of means.

## Required CRA Actions:

1. Acquire more land for publicly accessible green space for active and passive recreational use.
2. Coordinate with the City of Miami's Planning & Zoning Departments to improve public safety with natural surveillance; requiring that neighboring buildings front all public spaces with doors and windows.
3. Coordinate with the City of Miami's Parks Department on the installation and maintenance of public spaces.
4. Require development projects within the Redevelopment Area to maintain green spaces within project scope.



## **Ways to acquire more land:**

### **Land Swaps**

The City and CRA can directly exchange properties with property owners. For example, if property that is in a good location for a park is privately owned, and the CRA owns land that is a suitable development site, then the CRA could swap land with the private property owner. The community gets a park where it makes sense and the original owner gets a good development opportunity.

### **Revolving fund for public lands**

The County, City, and CRA can create a revolving fund for public lands. For example, suppose the CRA needed to consolidate several properties to make an adequately large green space. It already owns or recently purchased a few of the parcels, but one or two remaining owners hold out and refuse to sell. To avoid the need to use eminent domain, the CRA could give up and decide to sell the land recently purchased. The revenue from the sale could be put into a fund and used later in another location for acquiring land for green space. This may require specific transaction controls.

### **Purchase the land outright**

The CRA Board can, as it has in the past, purchase the land outright for a fair market value. Assistance can be sought from the

County, City, State, and the Trust for Public Land to expedite the purchase of land. Matching grants can be pursued.

### **Land Pooling**

Land pooling is the consolidation of small landholdings for their unified planning, servicing, subdivision and redistribution. This method for land assemblage provides many opportunities including the shared cost and returns of land subdivision between the landowners in an equitable way at no cost to the CRA and the orderly design of the subdivision layout for the planned urban land use. This process would counter excessive land speculation and ensure an adequate supply of land for development purpose.

### **Ask for donations**

The CRA can ask property owners to donate their land for public use. The old expression still holds true, "It doesn't hurt to ask."

Proper maintenance of public spaces  
New public spaces are best maintained through taxing districts applied to the neighborhood and adjacent properties. These plazas and green spaces will be relatively small in comparison to other City of Miami parks. Maintenance, including grass, tree, and shrub planting, landscape mowing and clipping, emptying of garbage cans, litter cleanup, and pressure cleaning paved surfaces should be

provided by the City of Miami. These services can also be provided by locally owned businesses through an incentive program. Recreational facilities and functions should also be provided as part of City or County programs.

The CRA can also coordinate with local churches, civic groups, or organizations that are willing to donate the time and resources to maintain public spaces.

### **Successful Small Urban Parks & Squares:**

The following are qualities that make small parks and squares safe and usable:

1. Design matters more than acreage or uses or luxury.
2. Natural surveillance is essential.
3. Enliven the place with regular activity.
4. Shape the public space with carefully placed trees and buildings surrounding its edges.
5. Open and frame the views into and from within the space.
6. Pedestrian access is all-important.
7. Calm the traffic, beautifully.
8. Provide shade.
9. Provide flexible open space for diverse functions; do not fill up the park with excess equipment.
10. Reserve places for symbols of civic pride and uniqueness.
11. Plan for sustained care and maintenance.

## Transportation System: SMART Plan, Brightline and Tri-Rail Plans

Successful urban environments are supported by a variety of mobility choices, thereby affording residents the freedom to move about comfortably, whether on foot, bicycle, via transit or automobile. In contrast, areas designed primarily around the automobile do not provide the level of mobility and access necessary to create vibrant places with an active street life. Part of the challenge of redeveloping Park West and Overtown is poor mobility and access. Mobility is the ability to travel over distances. Access is the ability to get to a destination—to get to the door. This condition has been created through a combination of barriers such as the Interstate Highways and the elevated Metrorail, and further compounded by the system of one-way streets. The one-way streets discourage motorists from comfortably circulating within the area. These streets also create “straight- aways” that encourage motorists to speed and make it unsafe for pedestrians to cross streets.

Although rail cargo and the elevated transit facilities of Metrorail and the Metromover are positive features in the neighborhood, there are some specific

negative effects that these have on adjacent properties and streets. The physical plan attempts to suggest ways to diminish these negative effects and maximize the positive ones through the location of buildings and public spaces.

### Required CRA Actions:

Restoring the urban fabric and mitigating some of the negative impacts of previous transportation improvements are possible through a set of changes carried out in concert. These include:

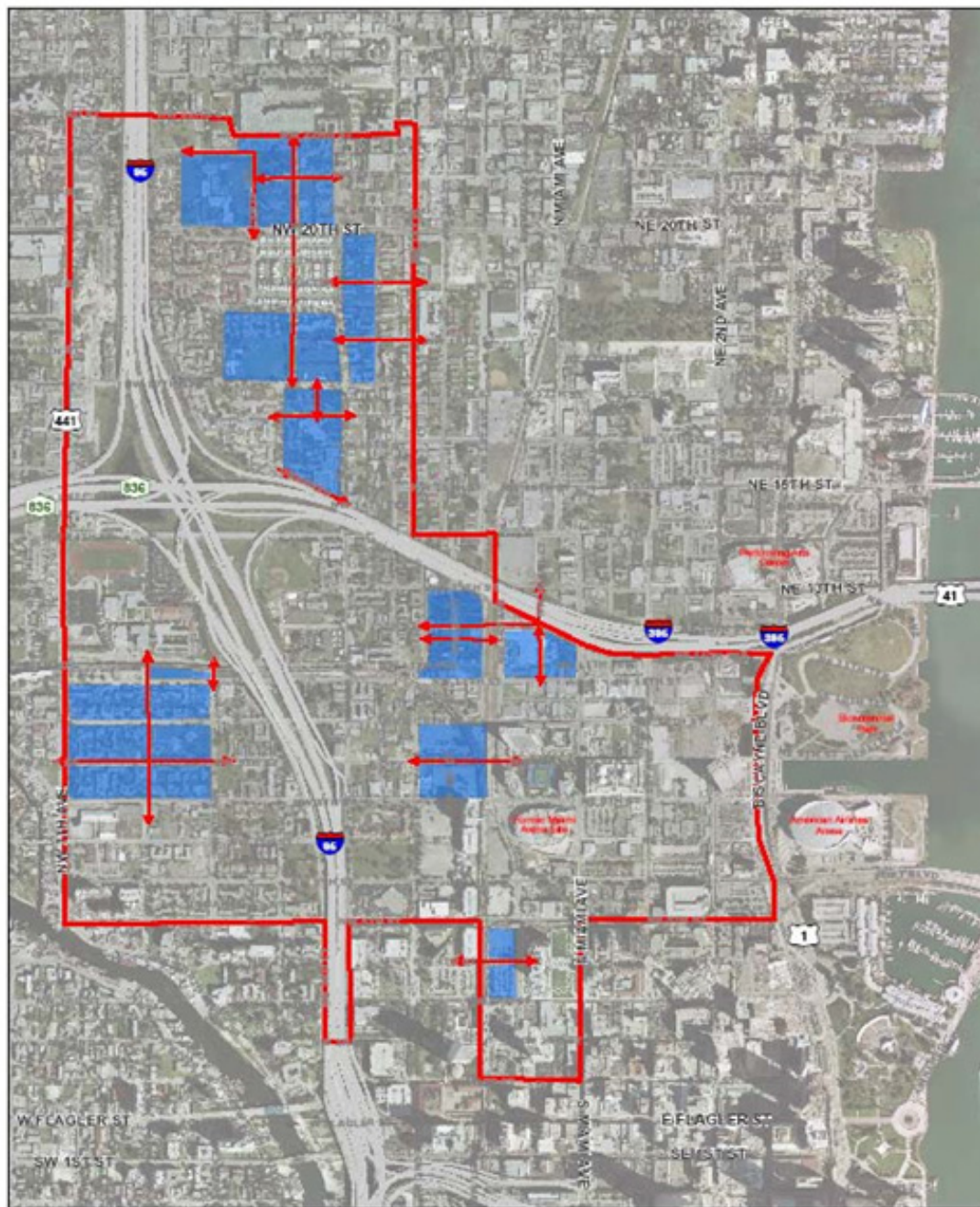
1. Advocate, fund, and/or facilitate the re-establishment of the traditional urban network of streets and restoration of missing links in the street grid.
2. Advocate, fund, and/or build pedestrian- friendly street improvements.
3. Promote the return of two-way streets.
4. Advocate, facilitate, and construct on-street parking.
5. Assist with solutions to any noise, access, and privacy problems associated with properties along the rail and transit routes.
6. Develop pedestrian compatible community transit system to link all Southeast Overtown, Park West, and the nearby Central Business District and Omni area.

7. Explore the possibility of a pedestrian zone adjacent to the Overtown Metrorail Station to enhance intermodal transfers. Re-establishing the traditional urban network of streets.

Throughout the Redevelopment Area, the traditional urban block structure has been altered. In several locations, streets have been eliminated, and the network compromised. This has created super-blocks, some of which are 1,100 feet long or even longer. These blocks are unusually large and do not fit with the established grain and size of the original street system and blocks, making navigation needlessly difficult. Super-blocks limit both vehicular and pedestrian access, causing an unnecessary waste of time and fuel for motorists and longer distances to travel for pedestrians. Newly created or connected streets should generally do the following:

1. Be designed as two-way streets with on-street parking;
2. Be of a similar right-of-way width to the segments of existing streets with which connections are being re-established; and,
3. Provide pedestrian-friendly street improvements in this section.





## Reestablishing the Traditional Urban Network of Streets

There are some locations within the Redevelopment Area where streets are fenced off or blocked by highways, rail lines, and the Metrorail. If for some reason vehicular access cannot be achieved in these locations, then every effort needs to be made to at least open them up for safe pedestrian access.

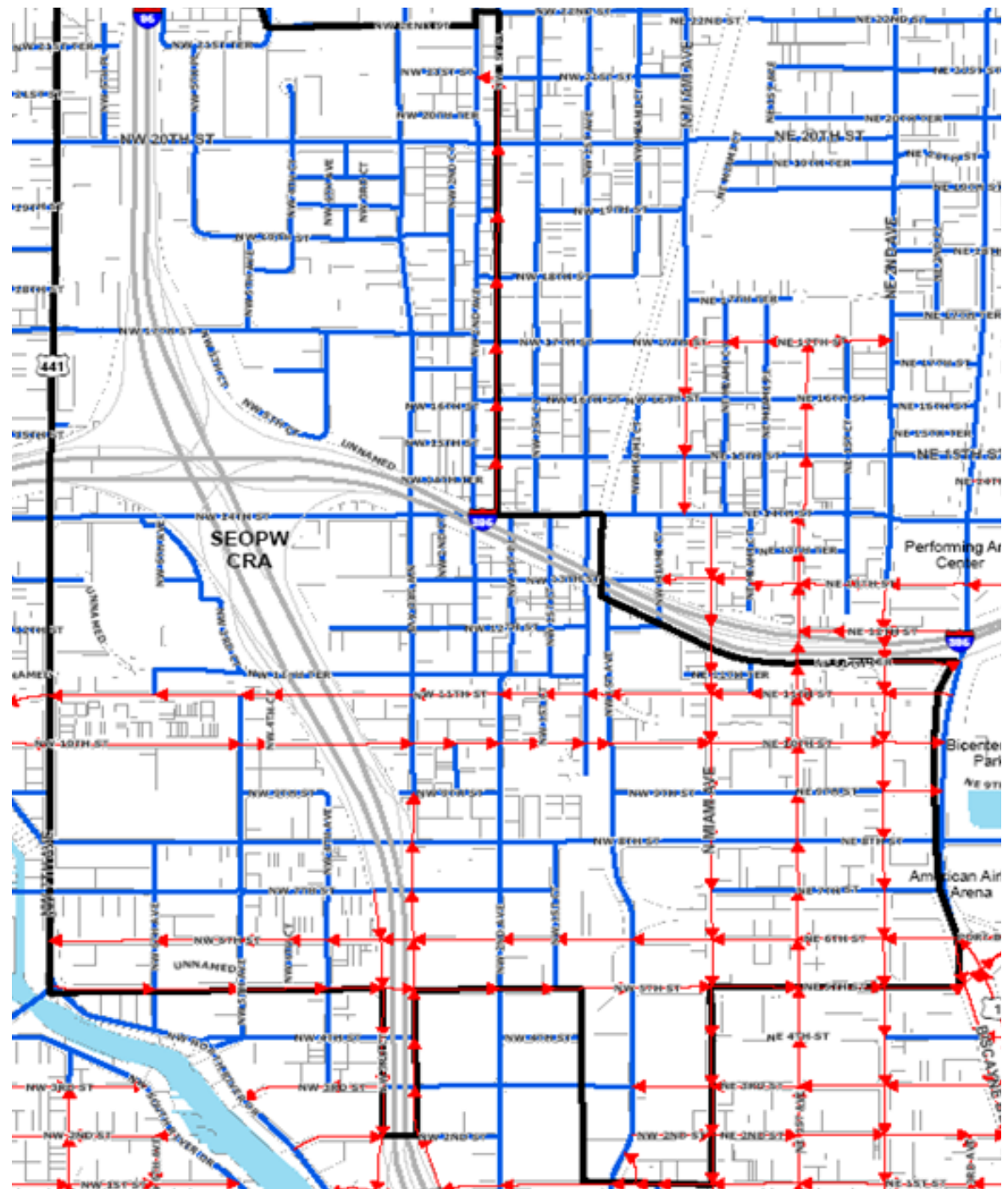
In contrast to the large super-blocks, there are several locations where existing blocks are extremely small. On a very limited basis, it may be advisable to close some of the intermediate streets to form blocks of a size more conducive to infill development. This should be evaluated on a case-by-case basis and not adopted as an overall policy. The merits of enlarging a block include:

- Selling the rights-of-way and using the proceeds toward the purchase of public green space or for rights-of-way needed elsewhere.
- Increasing the legibility of the major streets.
- Directing and organizing routes of travel without diminishing the primary street system.
- Providing a larger development site for contemporary buildings that may need more room for mid-block parking.

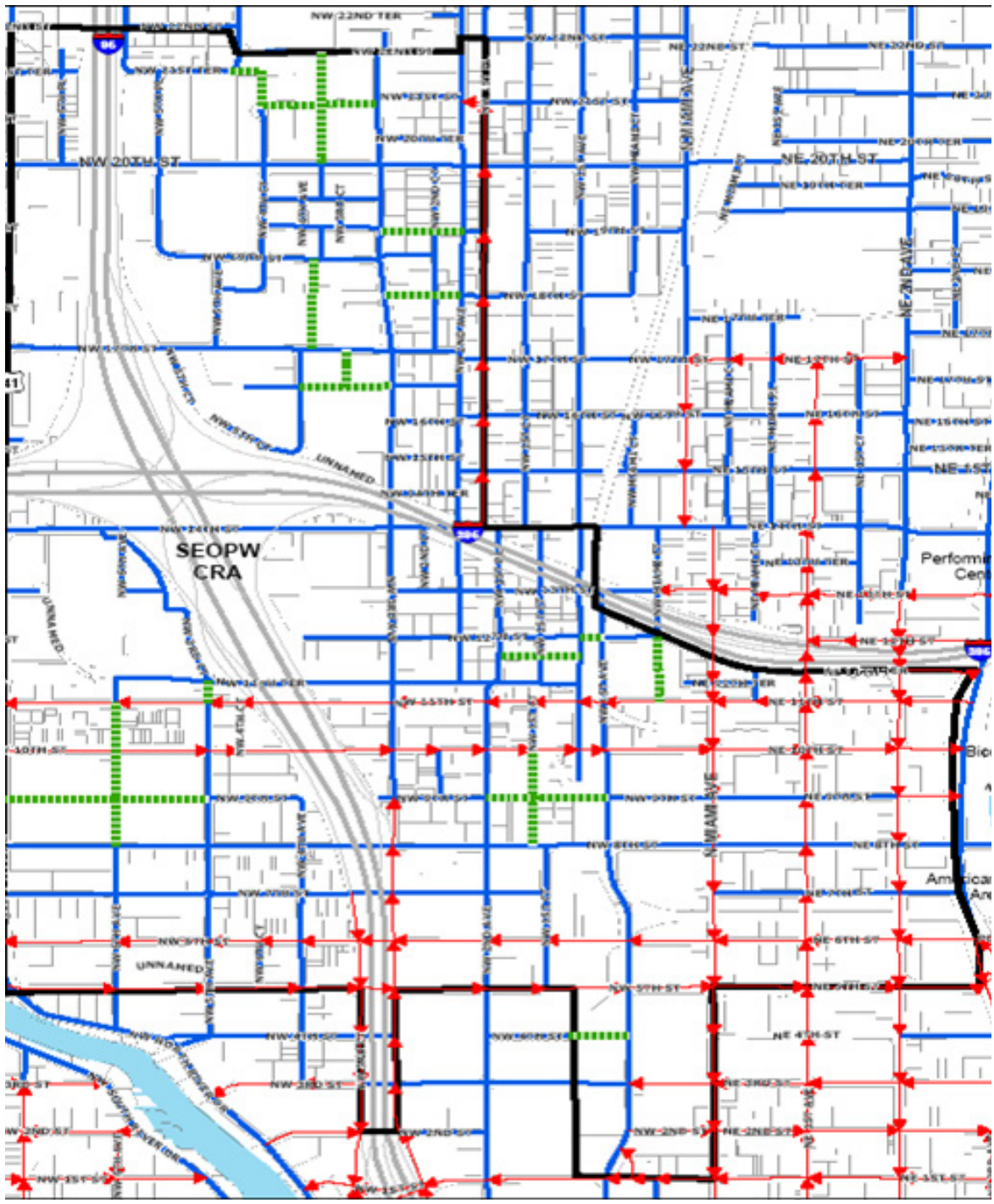
<<< Map showing locations where the street grid should be opened.

Existing Street Grid  
 Showing Two-way Streets (No Arrows) and  
 One-Way Street (With Arrows)

■ TWO-WAY STREETS  
 ■ ONE-WAY STREETS









## Pedestrian Friendly Street Improvements

In an urban setting, street level businesses need a comfortable pedestrian environment, as they are reliant on a walk-in customer base. Strategies to make streets pedestrian friendly include:

- Create a two-way street system. Two-way streets have calmer traffic than one-way streets, because drivers are more cautious when adjacent to oncoming traffic.
- Provide on-street parking to create a safety buffer between pedestrians on the sidewalk and moving vehicles, and assist ground level retail, restaurants, and businesses.
- Create narrow travel lanes to discourage speeding, and conserve the much-needed space for on-street parking and wider sidewalks.
- Maintain and create small curb radii, which will require motorists to slow down when turning at intersections.
- At neighborhood centers and intermodal pedestrian zones provide a rough road surface (bricks or cobble stones, etc.) that discourage speeds beyond 20 mph)

Creating continuity on the streets is also a top priority. Sidewalks should be designed to encourage ground level businesses and

pedestrian activity from block to block. In particular:

- Create wide sidewalks that allow pedestrians to walk side-by-side as well as pass each other and allow outdoor dining to be part of the street scene.
- Shade pedestrian paths. This is an absolute necessity in the South Florida climate. While shade trees should be installed wherever practical, in general shade trees are not as effective in providing shade as projecting elements on buildings such as awnings and colonnades. Therefore, these features should be facilitated by zoning and mandated as part of CRA-funded projects.
- Minimize crosswalk distance to limit the amount of time when pedestrians are walking in the travel lanes.

### Promoting the Return of Two-Way Streets

The existing street system within the Re-development Area contains a multitude of one-way streets. These are unfavorable to the future success of the area for several reasons. One-way streets increase the speed of traffic, thereby reducing pedestrian activity. Retail has great difficulty thriving on one-way streets— not only is their drive-by volume cut in half, but each street is traversed primarily by either the morning

or the evening commuters, and therefore, hours of high visibility are limited.

Creating a two-way street system will alleviate these problems and help to orient those traveling within the street system. Conversion to two-way streets must be treated as a priority.

All three scenarios in the Downtown Transportation Master Plan include improving the streets into a two-way street system. The Downtown Transportation Master Plan's study area is east of I-95. Areas of Overtown west of I-95 are currently set up as one-way streets. To extend and complete the system of two-way streets, the following streets should be converted as well: 10th Street, 11th Street, 5th Street, and 6th Street between I-95 and NW 7th Avenue.

### Rail and Transit Routes

#### Rail:

The Brightline rail line that runs along NW 1st Avenue north to Ft Lauderdale and West Palm Beach serves a useful purpose, but the tracks themselves form a formidable barrier physically separating the Park West and Overtown neighborhoods.

To diminish the physical separation between Overtown and Park West, more

pedestrian friendly crossings are needed at 8th, 10th, and 11th Streets. Preferably these crossings will be for both pedestrians and vehicles; however, priority should be given to pedestrian crossings.

### **Transit Routes**

In November 2002, the People's Transportation Plan ("PTP") was approved by the voters of Miami-Dade County. The new transportation Plan added numerous rapid transit corridors to the existing Metrorail system, which currently serves only a limited area, linking the remainder of the greater metropolitan region.

Having the convenience of Metrorail in Overtown is advantageous for the residents; however, the physical structure of the elevated rail has a negative impact on the neighborhood with the following problems:

- The elevated tracks further break up the neighborhood into little pieces by separating neighbors and commercial streets.
- The space underneath the rail lines is generally unlit and unsupervised, making it unsafe, especially at night
- The noise from the trains makes the adjacent properties less desirable as places to live.
- Although the appearance isn't un- sightly, it isn't beautiful either.

## **Strategic Miami Rapid Transit Plan "SMART PLAN"**

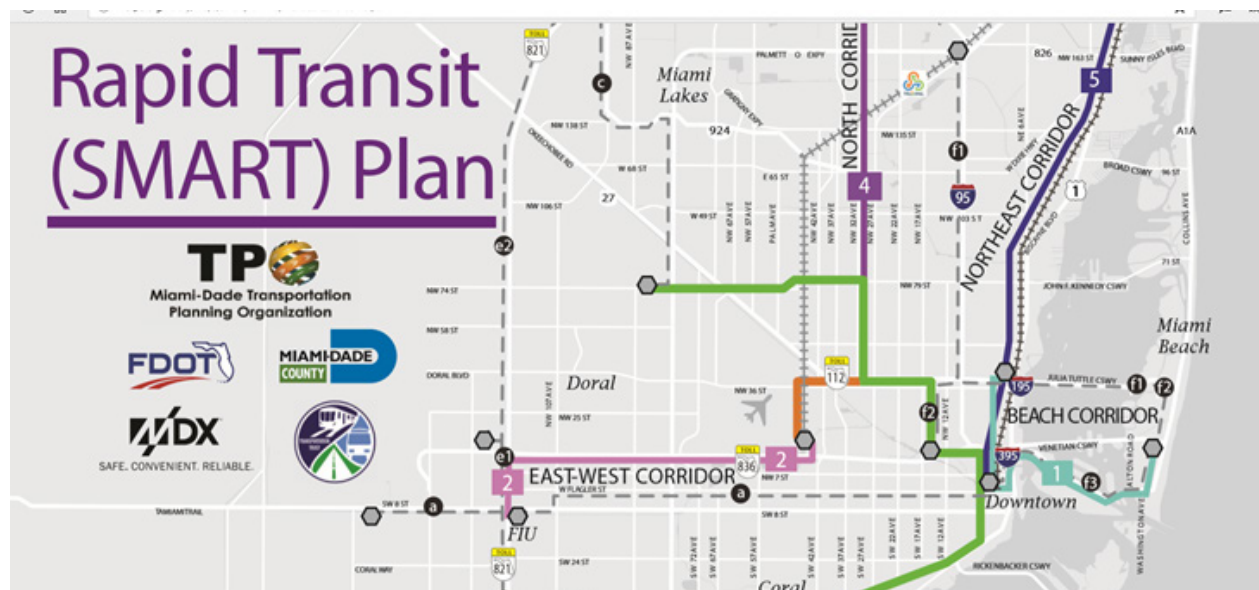
A key idea from the SMART PLAN initiative would be for the CRA to seek a partnership with Miami Dade County under the Transportation initiative to explore the funding opportunities and options for linking the EAST-WEST Corridor and/or the Beach Corridor through Park West to the Over- town/Downtown transportation hub.

### **Required CRA Actions:**

The CRA needs to immediately consider and approve these transportation projects as intermodal projects and seek the

support for these projects from the Miami City Commission, the Board of County Commissioners of Miami-Dade County, and the Miami-Dade Transportation Plan- ning Organization ("TPO"),

A map has been included in this Redevel- opment Plan for reference. The details of the routes, systems, and parking garage locations may change as the system is closer to implementation.



## **Tri-Rail Expansion**

To increase mobility options for the residents of Overtown and Park West to have better access to employment centers throughout the region. Brightline has partnered with the South Florida Regional Transportation Authority's Tri-Rail with funding from the SEOPW CRA to begin service in 2019 from the Miami 79th Street Metromover transfer station to the Brightline Miami Central station in Overtown. The expanding transportation connectivity options strengthen the economy and interconnectivity across the region for residents in the CRA Redevelopment Area.



## **Parking**

Having more than enough spaces in surface parking lots can fragment the urban environment and look unsightly, while having too few spaces can frustrate residents and patrons. However, if individual property owners maximize the amount of parking that can be created on each private lot, and meet 1970s-style parking ratio expectations, the result would be at best a blighted, unsuccessful aspiring suburb rather than a pleasant, walkable urban environment. More commonly, high parking requirements make small-scaled infill developments too difficult and costly.

Therefore, the CRA should promote a balanced strategy that seeks to use space efficiently and facilitate a system-wide approach. Parking should be treated among matters of public infrastructure rather than just as a private endeavor on private properties. The CRA should not enter the business of parking but can help implement projects that can be managed privately or by the Miami Parking Authority.

### **Required CRA Actions:**

1. Advocate, fund, and/or build on-street parking spaces in any future redevelopment efforts within public rights-of-way.
2. Support a reform of off-street parking

regulations to be adopted by the City of Miami to reduce the unnecessary burden on private developers. To jumpstart redevelopment, new businesses in existing buildings should be exempt from parking requirements to reduce their startup costs and therefore their financial risks.

## **Providing and Retaining On-Street Parking**

On-street parking provides motorists with access to street level businesses. These businesses can capture the attention of both pedestrians and drive-by motorists. On-street parking also creates a comfortable pedestrian environment by buffering pedestrians from vehicles in the travel lanes. Sidewalks automatically become active with pedestrians because of people getting in and out of their cars parked in the on-street spaces.

Existing on-street parking throughout the Redevelopment Area should be maintained. The potential for adding on-street parking to streets where it is not currently provided should be explored when roadway improvements occur over time. All new and improved streets within the Redevelopment Area should be designed to include on-street parking.

## **Off-street Parking**

In overly car-dependent regions such as South Florida, each development will com-

monly attempt to provide for their own parking on-site with a parking structure or parking lot. In urban areas, some of the negative effects of storing large quantities of cars on each site are:

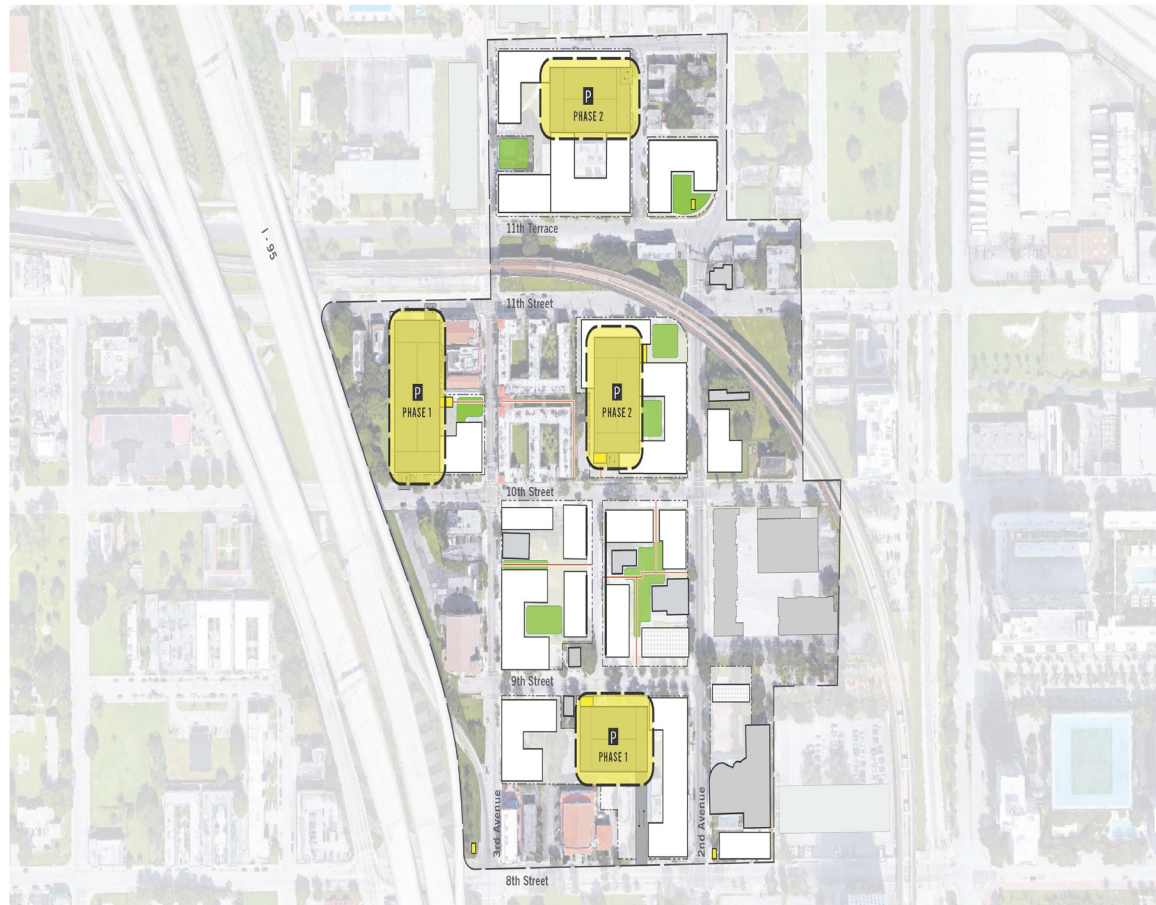
- Experiencing gaps between buildings, from parking lots, when walking down a sidewalk is disruptive for retail environments. Shoppers are easily turned off by these gaps and will often stop shopping or pause and turn around if it looks like there are not any worthwhile destinations down the street.
- Parking structures greatly increase the costs to develop a building. This makes market rate and workforce housing, for example, more difficult to find in central urban areas, where such housing is primarily needed. Luxury apartment dwellers more easily absorb the cost of the parking garages.
- Development that includes parking structures require larger parcels to create functional structures and financially viable projects. This generally requires the projects to be large in scale, and therefore harder to finance and harder to fit within the fabric of the neighborhood.



- Parking structures associated with one building do not necessarily create a “shared” situation, which can reduce the overall needed parking spaces. The concept of shared parking means that at night an apartment resident can use the same parking space used by an office employee during the day. In the suburban model, office buildings and residential buildings are not typically designed to share parking; nor is the building management company in the business of managing parking.

Without shared parking, the inefficient result is that more money is spent, and more land is utilized for parking than is necessary.

#### FRAMEWORK PLAN / PARKING SUMMARY



### **Making shared parking work**

As shared parking facilities are built, and the area becomes more developed, livable, interesting, and walkable, with daily needs and services present, some households may opt to do without an automobile or share fewer cars among family members. Developers of new buildings will not have to provide as much of their own parking as they did in the past. The CRA can do its part by participating in public-private ventures to build shared parking facilities. This will take the burden off local property owners interested in redeveloping or improving their properties and buildings.

### **Reducing the Impact of Parking Garages:**

To diminish the visual and negative impact of parking garages, these guidelines should be followed:

- No blank walls of parking garages or walls with openings to the parking garage should directly face public streets.
- A "liner" of habitable space with a minimum depth of twenty feet should be constructed between the street and the garage portion of the building. Ground floors of garages may contain lobby entrances, entrances to parking, and should also contain retail space. Recommended liner building depths are thirty to forty feet for residential and office, fifty to sixty feet for retail. First floor residential uses should

be raised a minimum of two feet above the average sidewalk grade.

- Gates or payment kiosks should be at least forty feet from the sidewalk if the entrance is on a street.
- Wherever possible, entrances to the parking garage should be from an alley or side street.
- For safety reasons, garages should be well lit during all hours of operation and patrolled by security officers.

## **Land Development Regulations**

Since the first adoption of the Southeast Overtown Park West Redevelopment Plan in 1982 and amended in 1985 and 2007, the City of Miami has adopted three (3) Zoning Ordinances:

1. Zoning Ordinance 9500 adopted in 1982 introduced the mixed-use concept in land development.
2. Zoning Ordinance 11000 adopted in 1990 replaced Zoning Ordinance 9500 to simplify the Ordinance and clarify parking and set back requirements for residential developments. The new ordinance increased parking requirements for new developments, such as apartments, doubled the minimum lot size to address additional parking for businesses. It allowed developers to raze adjacent properties to provide the additional parking needs of their developments. It also increased setbacks requirements for front yards of new homes from 10ft. to 20 ft.

Zoning Ordinance 11000 introduced

the concept of zoning bonuses to allow an increase in the size of projects by 25%, paying a fee of \$6.67 for each extra square foot toward a city fund to assist in financing subsidized housing. Through these incentives projects were developed in the SEOPW Redevelopment Area. Zoning Ordinance 11000 has been amended several times to address the new demands of the market.

3. MIAMI 21 Zoning Ordinance- "New Urbanism", adopted in 2009 has created opportunities for walkable, neighborhood-based development to provide an alternative to urban sprawl. The new code as amended promotes walkability; connectivity; mixed-used and diversity, i.e. mixture of shops, offices, apartments; mixed-housing; quality architecture and urban design within the SEOPW Redevelopment Area.

The SEOPW CRA shall continue to adhere to the Miami Comprehensive Neighborhood Master Plan and Miami 21 Zoning Code as amended from time-to-time. The new Miami 21 Zoning Code is a form-based code that allows more flexibility in

design and development. The majority of the SEOPW Redevelopment Area is currently zoned T-5 and T-6 Urban Center Zones.

The T-5 zones emphasis is on limited mixed-use and multi-family residences. The T-5 creates a small-town center feel and encourages pedestrian activity with the options for tourist-driven businesses and small lodging.

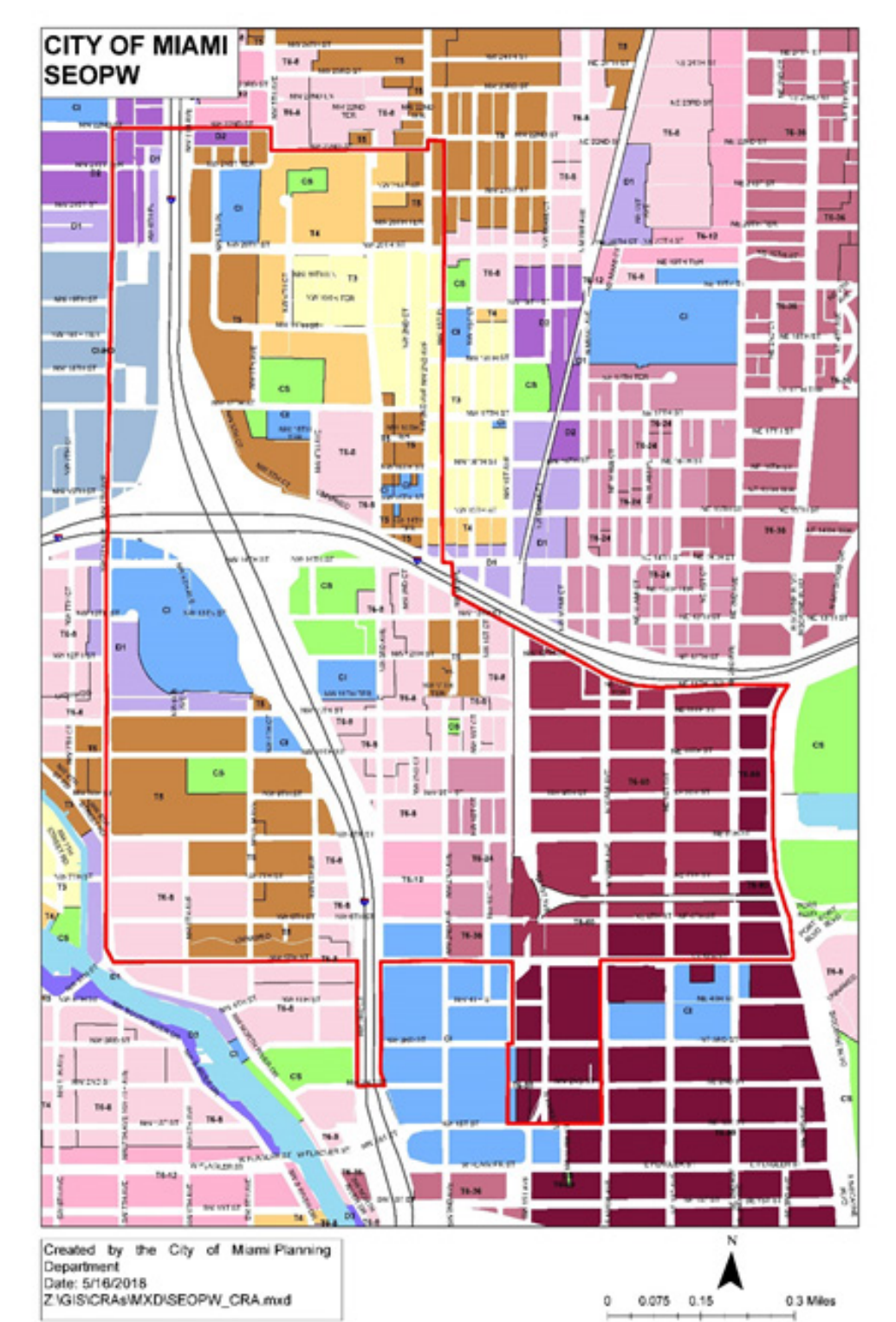
In the T-6 zones mixed-use development is highly encouraged. T-6 zones has the greatest number and variety of uses such as, single, and multi-family, entertainment establishments, general commercial, office, hotel permitted by Right.

The Land Development code will allow development to occur with reasonable certainty and encourage the development community to deliver a variety of building types to provide housing, entertainment and services needed to support the future development of the SEOPW CRA.

See the following ZONING MAP

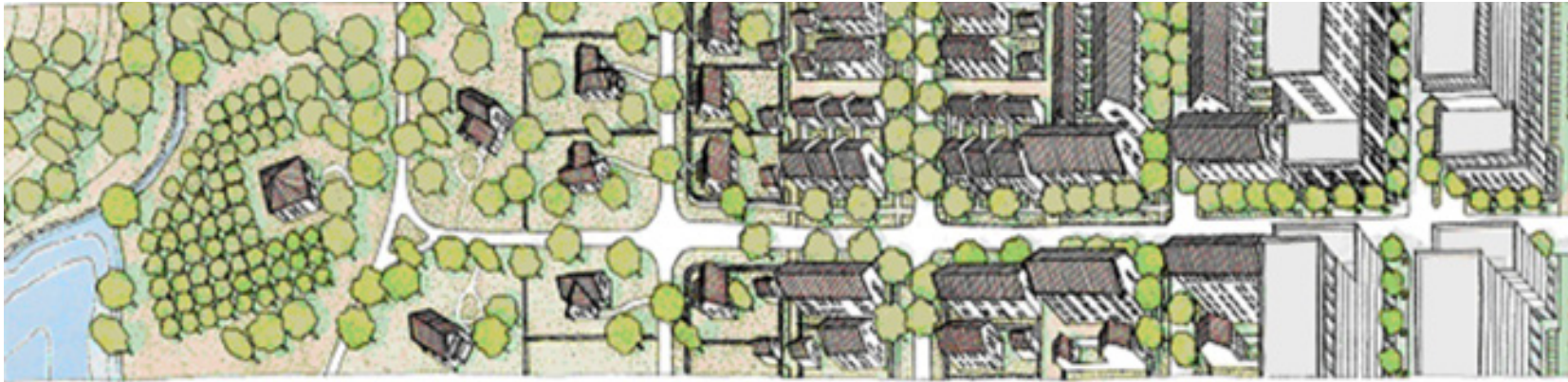


Zoning Map



## Physical Plan

The Physical Plan shows the physical and geographic conditions of public and private buildings. The plan identifies civic buildings, private buildings, streets, highways, and mass transit lines. Various colors for areas between buildings identify parks and open spaces, parking locations, sidewalks, street trees, and yards.



**Within the Miami 21 Zoning Code, each transect zone regulates the following:**

- **Building disposition**—where the building sits in relation to the lot or parcel
- **Building Configuration**—how the building is molded (its shape and form)
- **Function and intensity**—Uses allowed in each transect zone and the percentage of the building that may accommodate that use and/or varying degrees of that use
- **Landscape Standards**
- **Parking standards**
- **Standards that integrate individual property with the public realm**—Such as pedestrian orientation, landscape standards, parking liners, building frontages, etc.
- **A successional (sequential) relationship between transects**—Prior and subsequent transects are related and increase in their intensity, ensuring a smooth succession of environments.

**These elements help regulate the creation of a human environment, rather than simply regulating use.**

## Changes to I-395

This Public Private Partnership (P3) project is a partnership between FDOT and the Miami-Dade Expressway Authority (MDX) and involves three projects that will be constructed concurrently by the AW-dMG Joint Venture to minimize impacts to the public. The three projects include:

### I-395 Improvements

The limits on I-395 are from the SR 836 / I-95 / I-395 (Midtown) Interchange to the MacArthur Causeway, approximately 1.4 miles long. The project will completely reconstruct the existing interstate and create a signature bridge that will span 1,025 feet over NE 2 Avenue and State Road (SR) 5/ Biscayne Boulevard redefining the Miami skyline with its six sweeping arches. The signature bridge with its high vertical clearance will transform the area beneath I-395 into 55 acres of vibrant open communal spaces for the enjoyment of Overtown residents, nearby communities and visitors. The project will add additional capacity to I-395 with a total of three through lanes in each direction and provide separate connector ramps for traffic to and from I-95. The existing I-395 eastbound off-ramps at NE 2 Avenue will be moved west to North Miami Avenue, and the westbound on-ramps at NE 1 Avenue will be shifted to the west to North Miami Avenue. NW 2 Avenue will also be

reconnected under I-395 providing residents greater access.

### SR 836 Improvements

The limits on SR 836 are from NW 17 Avenue to the Midtown Interchange. This project is a continuation of MDX's work program to modernize the SR 836 corridor. The improvements on SR 836 include the construction of a Viaduct (elevated bridge) that begins just east of the toll gantry at NW 17 Avenue, rising over the center of SR 836 allowing drivers to bypass the I-95 Interchange touching down at I-395 west of I-95. The Viaduct will have two lanes in each direction and will allow drivers continuing east to Watson Island, Port of Miami and Miami Beach to entirely bypass the Midtown interchange and its ramps. The existing SR 836 roadway and bridges will serve as a collector distributor system to allow drivers to enter and exit from the existing local roads and I-95. This collector distributor system will reduce the existing weaving movements resulting in enhanced safety and better traffic operations on SR 836. In addition, the existing eastbound SR 836 ramp to northbound I-95 will be widened to include an additional lane greatly reducing the congestion that drivers currently experience.

### I-95 Concrete Replacement Project

The limits for the improvements on I-95 are from NW 8 Street to NW 29 Street and include the total replacement of the con-

crete pavement for both the northbound and southbound travel lanes. The AW-dMG team has also added a seventh lane in the northbound direction to receive the additional lane from eastbound SR 836 ramp to northbound I-95 and enhance the flow of traffic through the Midtown Interchange. This portion of the project will also enhance safety, rideability and durability of I-95 along the project limits.







## SECTION FOUR: PROJECTS AND PROGRAMS

## Projects Areas and Program Initiatives: An Overview

This section is organized into two primary subsections, "Project Areas," and "Program Initiatives." The Project Areas are numbered "A" through "E" and as a group encompass the entire Redevelopment Area. They should be thought of as various "starting points" for projects within the Redevelopment Area. The purpose of having the Project Areas is to focus expenditures and efforts in small areas to totally transform them, creating as dramatic and visible an impact as possible. By concentrating the efforts, people will experience what the larger area will look, feel, smell, and sound like as revitalization spreads, inspiring additional private reinvestment.

The boundaries for Project Areas are not intended to be treated as finite boundaries. If a redevelopment proposal is adjacent to the area and it meets the urban design solutions of the project, then it should be considered part of the Project Area.

The current projects and programs to be facilitated by the CRA are listed and described in the second half of this section, following the description and intent of the Project Areas. These projects may need to

be updated from time to time as the projects evolve and components are implemented. Some may need to be removed from the plan when they are sufficiently completed. New projects may need to be added. This section can be supplemented by another document or documents revising the list of projects or describing them in greater detail.

### **Criteria for Physical Improvements**

The following are criteria for any physical improvement project to be endorsed by the CRA:

- It produces a total, outdoor environment of exceptional beauty, which exudes safety and optimism, and which stands out in marked contrast to blight.
- It involves a combination of adaptive re-use of existing (or better, historic) structures with new buildings and improved public spaces.
- It involves a completion of the public space; for example, both sides of the street, all corners of an intersection, or all sides of a park or green space should be built out or renovated.
- It includes a significant residential

component, preferably owner-occupied; one desire is to repopulate the area and to correct an imbalance of renters versus owners.

- It lures residents of moderate incomes or varied incomes; these are "colonists" who will demonstrate the viability of close-in convenient neighborhoods and whose discretionary income will help support businesses.

- It suggests what the larger neighborhood will be like as revitalization spreads, and it inspires private reinvestment.

- Its purpose meets the principles and goals described in Section 2 of this Redevelopment Plan

### **Project Areas Stakeholders' Roles**

Specific roles for each of the stakeholders appear below and with the Project Area descriptions. In the spirit of teamwork, the stakeholders can each do their part to revitalize the area. The roles for stakeholders other than the CRA should be considered as suggestions. Approval of this plan should in no way require agencies or individuals outside of the CRA to perform the suggested actions. Stakeholders include:



**CRA:** Perform actions as sanctioned under the Redevelopment Act of 1969 and identified in this Community Redevelopment Plan.

**City of Miami:** Continue support for the CRA and make changes to the zoning and other land development regulations for properties in this part of the City. The City should maintain and improve its properties in Overtown and use its resources to provide a safe and attractive community.

**For-Profit Developers, Community Development Corporations, and Investors:** Continue redeveloping properties, adding more jobs and housing options within the community.

**Residents in the Community:** As most are aware, revitalization takes a long time. Spend the effort and money to improve the appearance of homes and yards. Sometimes little tasks that do not cost too much can make a big difference, such as repainting, adding a tree or shrubs, and picking up litter that might be on your street or in your or your neighbor's yard.

**Rental or Commercial Property Owners and Business Operators:** Maintain or improve the appearance of your buildings. Grants and low-interest loan programs are available to accelerate improvements.

Property owners who do not intend to make improvements should consider selling their properties or partnering with others who have greater resources.

**Overtown Community Oversight Board:** Continue monitoring and guiding the various activities within Overtown, including implementation strategies and creating new alliances.

**The Black Archives, History & Research Foundation of South Florida, Inc.:** Continue the efforts to promote and preserve the cultural heritage of the community.

**Community Churches:** Stay involved and stay aware of the revitalization activities in the community. Help the CRA distribute information as needed from time to time. Sponsor activities to improve the visual appearance of the neighborhoods and continue to promote the area as a proud community that cares.

## Project Area A: Park West/Downtown

### **General Boundaries:**

North: I-395 Overpass

South: NW 1st Street

East: properties that face Biscayne Blvd

West: properties that face NW 1st Avenue

### **Challenges**

- The area continues to house many vacant commercial buildings that can be used for commercial use and resulting job creation.
- Planned projects should be supported that emphasize the greatest impact on job creation for the area.
- There is a general lack of sense of place resulting from low building heights in proportion to the existing buildings that exist in the east portion of the area.

### **New Opportunities**

There are several opportunities that an enhanced Park West area will afford the neighborhood. One of these is the incremental number of jobs that can be created from potential commercial activity proposed from the Miami Innovation District, the Miami Innovation Tower, the Miami Worldcenter and the Convention Hotel and Exposition Center project in the Park West neighborhood.

The Miami Innovation District is comprised of approximately 10.4 acres technology-based start-ups, middle-market and international corporations in an innovative mixed-use development that complements the local community while driving productive, inclusive and sustainable economic growth creating a home for the burgeoning movement of innovation and entrepreneurship in South Florida.

Envisioned as “a dynamic urban core of diversity and excitement,” Miami Worldcenter proposed to be a “blend of exceptional retail, restaurant, entertainment, hotel, residential, and commercial offerings in one unique location with up to 20 million square feet of buildable area across nearly 30 acres of prime real estate. In addition to the Miami Worldcenter project the SEOPW CRA will seek to assist in the funding of a Conference and Convention Hotel with an Expo Center to serve the area and create additional jobs to support the hospitality industry.

Better pedestrian routes and improved walking conditions will allow residents and visitors alike to circulate between the two areas. Another opportunity is that the railroad right-of-way can accommodate a

new light rail system, the Baylink. A station along this section of the avenue will bring people to Park West and serve as a link to Downtown Miami and Miami Beach for neighborhood residents.

Park West can become a mixture of office, commercial and residential buildings which would be the best choice to serve both the Overtown and Park West areas.

### **Urban Design Solutions**

1. With both retail and commercial activity proposed and a high degree of potential transportation options available new projects should be encouraged to take advantage of wider sidewalks and lit corridors that interconnect building and projects for high walkability.
2. Legitimize parking on all streets in the area by marking on-street spaces and installing parking meters.
3. Several changes and improvements are proposed in the Physical Plan to create a more pedestrian-friendlier environment in the area. Improvements to sidewalks and the addition of street lights and shade trees along all the streets will provide a more enjoyable walking environment always.

4. Taller building heights, when combined with the landscape improvements, will increase the definition of the public space in the area, and will contribute to creating a sense of place. The natural surveillance that occurs when people can watch the streets through the windows of their homes or offices will make the street corridors much safer places.
5. A parking structure in some location in the area, perhaps in Overtown, will service the parking need generated by the influx of visitors and daily inhabitants to the area. Any proposed parking structures must be lined with habitable spaces (such as offices, apartments, or hotel rooms) facing the streets or avenues.

### **Stakeholders' Roles for Redevelopment**

#### **CRA:**

- Make sure there are Credit Counseling Services available for existing Overtown residents, to help them qualify for homeownership.
- Make sure there is an organization set up that can offer basic financial literacy training, job training, education and other supportive services for people with extremely low incomes that cannot qualify for homeownership.

#### **City of Miami:**

The Planning Department put forth a new code called Miami 21 that took in consideration new development regulations for properties along Biscayne Boulevard in Park West to create rules that will provide an attractive and safe pedestrian environment facing Biscayne Boulevard.

#### **Residents in the Community:**

Residents should participate in programs to better prepare them to take advantage of home ownership and opportunities that arise from redevelopment.

#### **Developers:**

Provide residential units in the Park West area that meet the goals and principles of this Redevelopment Plan.

#### **Commercial Property Owners:**

Look for opportunities for apartments or condominiums to increase the number of patrons for the local businesses.

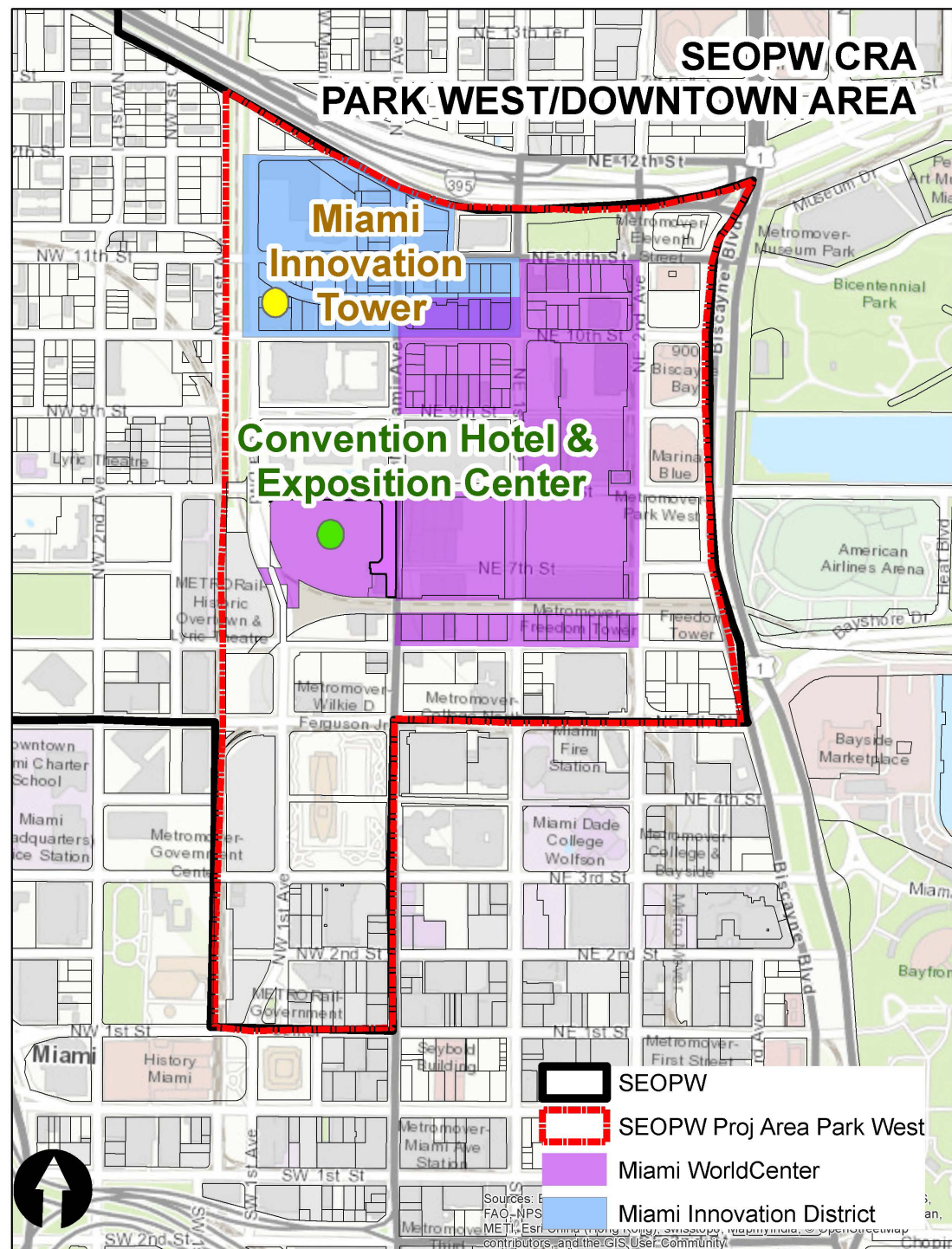
#### **Overtown Community Oversight Board:**

Continue to monitor and offer recommendations on activities.

#### **The Black Archives, History & Research Foundation of South Florida, Inc.:**

Continue the efforts to promote and preserve community's cultural heritage.





## Project Area B: Overtown (Cultural and Entertainment District)

### **General Boundaries:**

North: NW 11th Street

South: NW 5th Street

East: NW 1st Avenue

West: NW 3rd Avenue

### **Challenges**

- The historic cultural life of arts and entertainment and expression of heritage in this area needs to be regenerated. Many of the historic buildings have been demolished.
- There is a need for a safe public gathering space associated with the restored and expanded Lyric Theater.
- Ensuring the economic viability of the Lyric Theater as the cultural anchor of Historic Overtown
- Once the Lyric Theater and surrounding businesses become successful, there will be a perceived shortage of parking spaces, and new parking spaces will be needed for infill redevelopment.
- Residential population household incomes have decreased in year 2016 from year 2000 according to the American Community Survey 5 year estimate from the Federal Census Bureau,

explaining the decrease in viable business that offer services to the residents.

### **New Opportunities**

The Project Area called "Overtown" is intended to be the central core of Overtown. SEOPW is proactively planning to revive Overtown, creating a "destination of choice." The Overtown Cultural and Entertainment District is a tourist destination that celebrates Miami Dade County's Black heritage for the twenty-first century. The themes for Cultural and Entertainment District: the history and culture of Black people including Africa, the Caribbean and the United States; and the Harlem Renaissance, the self definition of the Black experience through entrepreneurial ventures and through self expression in the literal, visual and performing arts.

The Overtown Cultural and Entertainment District is an economic revitalization project, evolving from the Historic Overtown Folk Life Village Master Plan and City of Miami ordinances establishing the Overtown Cultural and Entertainment District. The Overtown Cultural and Entertainment District shall consist of retail corridors with mixed-use facilities including housing;

rehearsal and performing spaces for artists, artisans and craftspeople; spaces for incubator businesses, residents and others of all ages, colors and creeds.

The intent of the art and theatre based Overtown Cultural and Entertainment district is to allow cultural related venues such as galleries, museums, night clubs, supper clubs, hotels and adult drinking establishments (bars) to benefit the patron traffic from the proximity to one another within the Cultural and Entertainment District.

The Lyric Plaza will be the focal public open space for cultural and entertainment activities. The Black Archives, History & Research Foundation of South Florida, Inc. has restored the Lyric Theater and rents it out for activities and events. The Lyric Theater will also attract business to the area from performances associated with the Adrienne Arsht Center for the Performing Arts of Miami-Dade County. Additionally, the International Longshoreman's Association, chartered in 1936 to serve the Port of Miami and a critical part of the Overtown business community headquarters' redevelopment for members, retirees and the community will be a significant contributor

to the business and cultural development of Overtown and the SEOPW CRA.

An Economic Programming Study prepared in 2002 for Overtown that made recommendations based on the CRA's guiding principles for programs and projects should be updated to incorporate the many changes that have occurred in the area and the planned future projects.

The Overtown Cultural and Entertainment District will serve as the cultural anchor of "Historic Overtown," and can serve to significantly enhance efforts to create a tourist destination. The long-term viability of the Lyric Theater as the cultural anchor, and future Overtown Cultural & Entertainment District and commercial retail and residential developments are critical. Keeping the theater open and active may require additional public- private partnerships.

### **Urban Design Solutions**

1. The Lyric Plaza should be surrounded on three sides by mixed-use buildings, with the fourth side being the planned addition to the theater. The ground level of these buildings should contain restaurants, bars, clubs, and shops offering unique merchandise with cultural appeal. These establishments will complement the theater-going

experience and will encourage people to come early and linger after performances at the Lyric Theater and other future clubs in the area.

2. Offices and/or apartments should occupy the upper floors around the Lyric Plaza.
3. Vehicular access should be provided on the west and north sides of the Lyric Plaza, providing a drop-off location for patrons and providing access to mid-block parking facilities.
4. The city blocks between NW 2nd Avenue and 3rd Avenue should follow the Folk Life Village Plan in character, with two to four story buildings.
5. Taller buildings should be built facing NW 1st Avenue and the Metrorail tracks. Integrated into these buildings should be garages that provide shared parking spaces to theatergoers, the businesses, residents, and visitors on NW 2nd Avenue and in the Folk Life Village area.

### **Folk Life Village Culture and Entertainment District Capital Improvement Plan for the Redevelopment Plan.**

The proposed Folk Life Village Cultural and Entertainment District will be the catalyst redevelopment area for mixed-use retail, commercial and residential projects and serve as the new (and historic) heart of

Overtown.

### **Streetscape improvements.**

Specifically, NW 3rd Ave, NW 2nd Court and NW 2nd Ave (from 8th Street to 10th Street); NW 9th & 10th Streets (from I-95 to NW 1st Ct) and the 9th Street Pedestrian Mall Plaza.

NW 3rd Avenue: Update paving, wayfinding.

NW 2nd Court: Restore Gary Moore paving at NW 9th Street; create a pedestrian friendly, "curb-less" street that may be opened/closed to vehicular traffic as appropriate to facilitate pedestrian oriented retail and activity.

NW 2nd Avenue: Replace on street parking with strategically located loading/unloading areas, valet parking areas and clustered, shade providing seating and landscape areas; update paving, wayfinding and branding.

NW 9th Street: Restore Gary Moore paving, extend paving treatment across NW 3 Ave to new plaza in front of Mt. Zion Baptist Church.

NW 10th Street: Update paving, wayfinding and branding.

9th Street Pedestrian Plaza: restore Gary Moore paving; update wayfinding and



branding.

#### Streetscape Improvements.

Specifically, NW 3rd Avenue and NW 2nd Avenue (from 10th Street to 12th Street); NW 11th Street, NW 11th Court and NW 12th Street (from I-95 to NW 1 Ct) and the Pathway beneath the Metro-Rail.

NW 3rd Avenue: Update paving, wayfinding and branding.

NW 2nd Avenue: Replace on street parking with strategically located loading/unloading areas, valet parking areas and clustered, shade providing seating and landscape areas; update paving, wayfinding and branding.

NW 11th Street: Update paving, wayfinding and branding.

NW 11th Terrace: Update paving, wayfinding and branding.

NW 12th Street: Update paving, wayfinding and branding.

Metro-Rail Pedestrian Walkway: Extend Gary Moore paving, update wayfinding and branding.

The SEOPW CRA proposes the development of four mixed-use parking structures each

containing between 400 and 700 parking spaces for a total of 2,500 to 3,000 parking spaces. At +/- \$30k/space the total parking investment is between \$75M and \$90M. Parking structures are required as part of the initial development of the Overtown Cultural and Entertainment District to provide the required parking for the new, proposed public and private development uses (within 1,000 feet) to be implemented as part of an overall parking strategy.

South (9th Street) Parking Structure: 400 spaces @ \$30k/space = \$12 M may require land acquisition by the CRA may include a museum/gallery of African American art at the ground floor.

West (I-95) Parking Structure: 560 spaces @ \$30k/space = \$16.8M may be built on land already owned by the CRA, may include arts and film studio may allow for mixed-use project (hotel) at NW 3 Ave frontage to screen parking

Central (10th Street) Parking Structure: 650 spaces @ \$30k/space = \$19.5M may require land acquisition by the CRA, may allow for mixed-use project (residential) at street frontages to screen parking

North (11th Street) Parking Structure: 700 spaces @ \$30k/space = \$21M may require land acquisition by the CRA,

may allow for mixed-use project (hotel) at street frontages to screen parking

\* parking structures associated with redevelopment projects to be built as the projects are implemented.

#### **Stakeholders' Roles for Redevelopment**

##### **CRA:**

- Offer land as part of public-private joint development projects, and coordinate County efforts to do the same.
- Make sure there are Credit Counseling-services available for existing Overtown residents, to help them qualify for homeownership.
- Make sure there is an organization set up that can offer basic financial literacy training, job training, education and other supportive services for people with extremely low incomes that cannot qualify for home ownership.
- Help existing and future commercial property owners attract quality tenants, and national retailers, by assigning a Sr Staff of the CRA to focus on the effort.

**City of Miami:** The implementation of Miami 21 changed the Land Development Regulations for the City of Miami in its entirety to promote more walkable neighborhoods and density in areas that would promote the use of transit. Overtown, and the area around the Lyric Theater including

the proposed Entertainment District, and its new businesses will receive the same incentives that businesses in parts of Park West receive.

**Residents in the Community:** Residents should participate in programs to better prepare them to take advantage of home ownership and opportunities that arise from redevelopment.

**Developers:** Provide residential units in Overtown that meet the goals and principles of this Redevelopment Plan.

**Overtown Community Oversight Board:**

Continue to monitor and offer recommendations on activities.

**The Black Archives, History & Research Foundation of South Florida, Inc.:**

- Carry out the plan to expand the Lyric Theater and manage the Lyric Plaza.
- Continue to maintain the Lyric Theater and rent it for events.
- Continue with art and heritage exhibits showcasing African American cultural contributions at the Lyric Theater to provide a destination in

Overtown.

- Continue the efforts to promote the Folklife Village and Overtown Cultural and Entertainment District.
- Assist in the development of complementary uses along the NW 2nd Avenue corridor

## Project Area C: Overtown Communities: Town Park, St. Agnes, Rainbow Housing

### **General Boundaries:**

North: NW 22nd Street

South: NW 11th Street

East: NW 1st Place

West: NW 7th Avenue

### **Challenges**

- Buildings that once opened toward the street with doors and windows have been closed, presumably due to crime or the perception of vulnerability to crime.
- Neighborhood-serving retail has been reduced to a handful of bars, small markets, hair salons and barber shops, and laundromats.
- The Culmer Center building is far from the street fenced off, poorly lit at night, and the property is significantly underutilized.
- Existing apartment buildings in the area are at best plain and, in many cases, aging and unattractive.

### **New Opportunities**

NW 3rd Avenue could become a thriving mixed-use commercial street with businesses that better support the daily needs of both longtime residents and newcomers. New residential developments, such as Courtside Apartments, the rehabilitation of Town Park North and South and subse-

quent conversion co-ownership with HUD to private homeownership as Homeownership has been a major theme among residents in encouraging redevelopment in the Overtown Community. As well, the revitalization of Miami-Dade County public housing community Rainbow Village will increase the variety of housing choices and diversify the household types and incomes, and return the customers needed for the businesses in Overtown. The Culmer Center could be rebuilt and expanded as an impressive street-oriented building, with a courtyard for certain outdoor activities. The corner at NW 17th Street and NW 3rd Avenue has large trees that will enhance what could be turned into a public green square. Vehicular traffic around the new green square will make it safer than the property currently appears.

### **Urban Design Solutions**

1. Use the Culmer Center property as a redevelopment site.
- The existing facility should be replaced with a new structure built at the corner of NW 17th Street and NW 4th Avenue. The new building should be oriented to the street, with an open-air courtyard.
- An unfenced public green or park should be built at the corner of NW 17th Street and NW 3rd Avenue where

currently there are large trees. The front entrance of the new Culmer Center should face the new green square.

- The remaining portion of the Culmer Center property along NW 3rd Avenue should be redeveloped as 2- to 4-story flexible-use buildings, oriented toward the street like those on the east side of NW 3rd Avenue.
  - The remaining portion of the Culmer Center Property along NE 4th Avenue should be redeveloped for residential or office uses. Live/work combinations should be encouraged.
2. Properties on the eastern side of NW 3rd Avenue should be refurbished or redeveloped into 2- to 4-story mixed-use buildings. Windows and doors must face NW 3rd Avenue to make walking along the sidewalk safe and worthwhile.
  3. Implement the Trust for Public Land's Overtown Greenway Plan (the portions for North Overtown, in particular). NE/ NW 14th Street is the main pedestrian connection into the Omni Area.
  4. Sidewalks should be repaired where broken and trees planted where there are gaps. This segment of NW 3rd Avenue currently has a nice mature street tree canopy that should be retained during any future streetscape project.



## **Stakeholders' Roles for Redevelopment**

### **CRA:**

- Make sure there are Credit Counseling Services available for existing Overtown residents, to help them qualify for homeownership.
- Make sure there is an organization set up that can offer basic financial literacy training, job training, education and other supportive services for people with extremely low incomes that cannot qualify for home ownership.
- Initiate a streetscape improvement project for Overtown Communities.
- Help attract new businesses to NW 3rd Avenue to complement the renovation of the Overtown Shopping Center and in anticipation of new residents moving into Courtside Apartments making those businesses more viable than with the current population.
- Provide assistance through façade improvement program or rehabilitation grant or loan program for existing commercial building/business owners to upgrade the existing stores on NW 3rd Avenue.
- Request the County to redevelop the Culmer Center or seek a third party to enter into a joint venture with the County.

### **City of Miami:**

Assist with streetscape improvements for Overtown Communities and request the County to redevelop the Culmer Center.

### **Residents in the Community:**

Residents should participate in programs to better prepare them to take advantage of home ownership and opportunities that arise from redevelopment.

### **Developers:**

Continue to provide more residential units in Overtown Communities that meet the goals and principles of this Redevelopment Plan.

**Commercial Property Owners:** Make improvements to buildings and look for opportunities for apartments or condominiums to increase the number of patrons for the local businesses.

### **Overtown Community Oversight Board:**

Continue to monitor and offer recommendations to activities in North Overtown.

**The Black Archives, History & Research Foundation of South Florida, Inc.:** Continue the efforts to promote and preserve the cultural heritage of the community.

### **Community Churches:**

- Evaluate your building and grounds to see if changes can be made to the appearance to help beautify NW 3rd Avenue.
- Study the possibility of developing excess church property for housing or commercial uses.
- Host or sponsor community events to attract tourists or visitors to Overtown.

## Project Area D: Historic Overtown Priority Business Corridor

### **General Boundaries:**

North: 14th St

South: NW 8th Street

East: properties that face NW 3rd Avenue

West: properties that face NW 3rd Avenue

On June 9th, 1998, the Miami City Commission, by Resolution No. R-98-592, designated NW 3rd Avenue from approximately NW 8th Street to approximately NW 14th Street, and NW 8th Street from NW 2nd Avenue to NW 3rd Avenue, as the Historic Overtown Priority Business Corridor. This general designation gave the CRA the ability to start planning activities, to assist the overall commercial revitalization of Overtown.

### **Challenges**

- More buildings require renovation.
- The community has criticized the construction of parking lots, because they appear to remain empty and decrease the sense of a built-up neighborhood.
- The street has many churches, each needing additional parking during church events and funerals that occur on days other than Sundays. These events further reduce the parking availability for business patrons.
- There is a lack of shade for pedestrians.
- Sidewalks are narrower than those

for typical main streets, making it less comfortable for shoppers and other pedestrians.

### **New Opportunities**

The potential for a thriving NW 3rd Avenue has not been lost. The segment near NW 8th Street is quite visible for people getting on I-95, and it is somewhat visible for northbound motorists on I-95. More noticeable improvements between NW 8th and NW 14th Streets will attract people to stop there who might otherwise pass by, or who might be interested enough by a passing glance to want to return when they have more time.

### **Urban Design Solutions**

1. Do not build any more parking lots until the demand for the area increases to the point where there is a real parking problem. The project entitled Planning and Development of Parking Facilities for the Historic Priority Business Corridor, should be considered complete until more parking is needed in the Priority Business Corridor. The surface parking lots constructed by the CRA were intended to be an interim use. The CRA is interested in development proposals for those properties, provided parking is included that is also accessible for existing neighboring buildings.

2. Shade for pedestrians is urgently needed. This can be accomplished by planting trees between the on-street parking spaces, or with awnings, canopies, roof overhangs, balconies, colonnades, or arcades attached to the buildings.
3. Vehicular travel lanes should be narrowed so that the extra space can be added to the sidewalk width. On-street parking must remain in any future streetscape project, to help the businesses along the street, and to add a safety barrier between the moving cars and the pedestrians.
4. Landscaping along the embankments of the Interstate Highways and the Metro-rail should be continued.
5. Improve the appearance of Church-owned parking lots. These are mostly empty except during Sunday services and other events and they could be landscaped better. Better yet, develop new buildings to house church programs, community outreach services, subsidized housing or for generating revenue through renting and leasing. Any new buildings will likely have to include parking structures and minimize the view to parking from NW 3rd Avenue.

### **Implementation Strategies**

The 1998 Study for the Historic Overtown NW 3rd Avenue Priority Business Corridor recommended that an economic study was needed, that a business capacity and identification program be created, and a "theme" be adopted. We recommend that an updated study be performed for Overtown, to estimate the magnitude of commercial and residential development that Overtown can sustain. The study would assess the success of future residential development and its dependence upon the success of commercial uses. The CRA will have to work on the Priority Commercial Corridor in a coordinated manner with the FolkLife Village and the Entertainment and Cultural district intended for Overtown. A "theme" is not so important but positioning the Overtown neighborhood properly in an advertising and marketing campaign will be important to its success.

### **Stakeholders' Roles for Redevelopment CRA:**

- Continue to plan and coordinate improvements for this Project Area.
- Coordinate efforts with Urban Philanthropies the Overtown Civic Partnership.
- Help existing, and new commercial property owners attract quality tenants, and national retailers.

- Make sure there is an organization set up that can offer basic financial literacy training, job training, education and other supportive services for people with extremely low incomes that cannot qualify for home ownership.

**City of Miami:** The City of Miami changed the all land development and land use regulations by the implementations of Miami 21 that would include revisions and upgrade the appearance and facilities at Athalie Range #1 Mini Park.

### **Residents in the Community:**

- Patronize the businesses on NW 3rd Avenue.
- Residents should participate in programs to better prepare them to take advantage of home ownership and opportunities that arise from redevelopment.
- Appeal to FDOT and the City of Miami to renovate Athalie Range #1 Mini Park consistent with the goals to revitalize Overtown.

### **Commercial Property Owners and Developers:**

Continue making improvements and look for opportunities for apartments or condominiums to increase the number of patrons for the local businesses.

Overtown Community Oversight Board: Pay close attention to NW 3rd Avenue while focusing on the Overtown efforts. Look for actions that can benefit NW 3rd Avenue.

### **The Black Archives, History & Research Foundation of South Florida, Inc.:**

- Continue the efforts to promote the Folklife Village.
- Continue efforts to secure funding and organize businesses consistent with the Main Street Program that the Foundation currently oversees.

### **Community Churches:**

- Evaluate your building and grounds to see if changes can be made to the appearance to help beautify NW 3rd Avenue.
- Study the possibility of developing excess church property and surface parking lots for housing or commercial uses.
- Host or sponsor community events to attract tourists or visitors to Overtown.



## Project Area E: Overtown Culmer Community

### **General Boundaries:**

North: NW 11th Street

South: NW 5th Street

East: I-95

West: NW 7th Avenue

### **Challenges**

- Streets were closed off near Reeves Park, and in turn, create large blocks, referred to as “superblocks.” These sometimes are difficult for pedestrians to cross, and make motorists drive farther, consuming time and expensive fuel.
- The two blocks of neighborhood serving retail blocks on NW 5th Avenue might be difficult to revive in the near term.

### **New Opportunities**

The location of this area between downtown and the Miami River will become desirable as a neighborhood in which to live once the apartments and neighborhood amenities become more attractive and functional. The revitalization of the Miami-Dade County public housing communities Culmer Gardens and Culmer Place will also serve to increase the housing options for residents of SEOPW and provide more attractive facilities in the project area.

The revitalization of these Miami Dade County public housing communities will increase the variety of housing choices and diversify the household types and incomes and return residents needed for the businesses of Overtown.

The one-way streets in this neighborhood could be returned to two-way, shortening car trips and removing confusion for motorists. Apartments could be quite desirable facing all four sides of Reeves Park. Opening the superblock so that streets will surround all four sides of Reeves Park and will make the park appear to be safer.

The Culmer Community does have industrial uses along NW 7th Avenue. Those that are compatible to the neighborhood should not be discouraged. Special attention will need to be given to the transition from industrial to residential uses. These businesses provide jobs for residents in Overtown at wage levels higher than retail jobs and likely high enough to support a family.

### **Urban Design Solutions**

1. To break up the superblocks, former streets will need to be restored, especially the superblock bordered by NW 8th Street and NW 10th Street between

NW 5th Avenue and NW 7th Avenue.

2. Apartment buildings must vary in form and color to enhance the visual appearance of the neighborhood.
3. The fronts of new apartment buildings facing Reeves Park shall have their front doors facing the Park.
4. Neighborhood serving commercial land uses shall be encouraged on NW 5th Avenue between NW 7th Street and NW 10th Street, except on the Reeves Park property.
5. Provide on-street parking, especially near neighborhood serving commercial buildings and around Reeves Park.
6. Implement the Trust for Public Land’s Overtown Greenway from the Miami River to Overtown.

### **Stakeholders’ Roles for Redevelopment**

#### **CRA:**

- Help the Trust for Public Land implement their Overtown Greenway.
- Make sure there are Credit Counseling Services available for existing Overtown residents, to help them qualify for homeownership.
- Make sure there is an organization set up that can offer basic financial literacy training, job training, education and

other supportive services for people with extremely low incomes that cannot qualify for home ownership.

- Help promote neighborhood serving retail for Culmer Community in a similar manner to Historic Overtown Priority Business Corridor.
- Encourage the City to change the one-way streets in the Culmer Community back to two-way streets.
- Assist residential developers to provide additional quality housing in the Culmer Community.
- Help existing, and future commercial property owners attract quality tenants, and national retailers.

#### **City of Miami:**

- The Public Works Department should turn the one-way streets to two-way streets which is recommended for Overtown and Park West in the Downtown Transportation Master Plan.
- Contribute to changes to Reeves Park as new development opportunities arise on surrounding properties.
- Upgrade the appearance and facilities at Athalie Range #1 Mini Park.
- Encourage buildings that face Reeves Park and Athalie Range #1 Mini Park to provide natural surveillance of the parks and provide incentives for cre-

ative architectural designs that blend residential buildings with the culture of the neighborhood.

#### **Developers:**

Continue to provide more residential units in the Culmer Community that meet the goals and principles of this Redevelopment Plan.

#### **Residents in the Community:**

- Residents should participate in programs to better prepare them to take advantage of home ownership and opportunities that arise from redevelopment.
- Appeal to FDOT and the City of Miami to renovate Athalie Range #1 Mini Park in accordance with the goals to revitalize Overtown.

#### **Commercial Property Owners:**

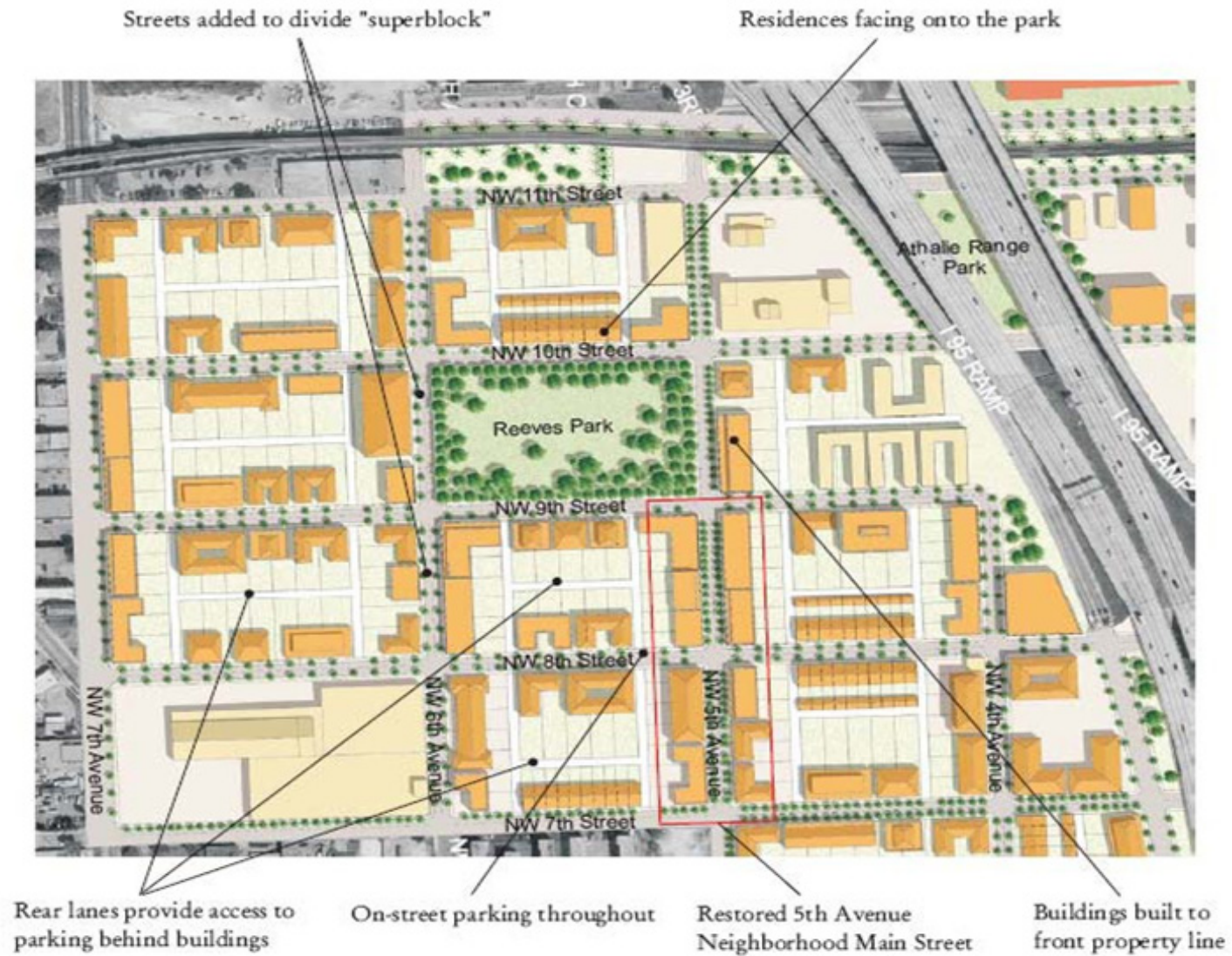
- Make improvements to buildings as necessary, and paint or clean building facades on a frequent basis.
- **Overtown Community Oversight Board:** Continue to monitor and offer recommendations to activities in West Overtown.

#### **The Black Archives, History & Research Foundation of South Florida, Inc.:**

- Continue the efforts to promote and

preserve the cultural heritage of the community.

## Overtown Culmer Community





## Program Strategies:

The Programs for the CRA are organized into the following headings:

- I. Community Heritage and Historic Preservation
- II. Promotion and Enhancement of Overtown as a Cultural and Entertainment Destination
- III. Planning, Development, Technical Assistance and Program Compliance
- IV. Street Improvements, Utility Infrastructure and Transportation
- V. Home Ownership Pre-Qualification and Counseling Program
- VI. Grants for Existing Businesses and for fostering new businesses

The ordering and numbering of these programs are not intended to reflect a prioritization. The programs identified here should change over time as projects are completed and new projects become important. Each of the programs has underneath them check marks that illustrate which of the goals set forth in Section 2 they are supporting.

### **I. Community Heritage and Historic Preservation**

1. Renovation of Historically Significant Buildings

✓#1-#6 supports all the goals

#### **Overtown**

The CRA proposes to build on the historic character of the area by preserving and revitalizing historically significant structures in the Redevelopment Area. Projects will be implemented following the completion of the designation of the significant historic structures for rehabilitation. The Black Archives, History & Research Foundation of South Florida, Inc.'s Master Plan identifies the following objectives as a guide in the redevelopment process:

- Effectively communicate information and develop broad based awareness and appreciation of historic achievements of the African-American community through exhibits, special events, tours, and the media.
- Develop a magnet area within the target community for the purposes of: (1) re-establishing a special identity for Overtown by focusing on one era in its history, the "Little Broadway" jazz era; (2) to establish interest in the Afro-Caribbean heritage by encouraging tourism, trade and cultural exchanges. The development of the Cultural and Entertainment District will promote these themes to attract night clubs

and restaurants; programming special cultural events, designing signs, street furniture and public plaza spaces; and creating promotional literature for tourism and local marketing.

- Preserve, where feasible, surviving buildings which represent important links to persons, activities or events of major significance in the past.
- Encourage new development to incorporate uses which would contribute to the vitality of the district such as stores, nightclubs, restaurants, theaters.
- Encourage new buildings to incorporate selected design elements from the past which reflect special cultural or thematic feelings which are relevant today and should be re-established.

Consideration will be given to the preservation of all the identified historic buildings, wherever structural conditions and cost of rehabilitation might be favorable. However, recognizing that overall economic revitalization plans for Overtown require extensive new development, emphasis should be placed on preservation of the following historic structures, which are of major importance, located within the Redevelopment Area:

## Churches

- Greater Bethel A.M.E. Church, 245 NW 8th St
- Mt. Zion Baptist Church, 301 NW 9th Street
- St. John's Baptist Church, 1328 NW 3rd Avenue
- St. Agnes Episcopal Church, 1750 NW 3rd Avenue

## Businesses

- X-Ray Clinic, 171 NW 9th Street•Stirrup Building, the corner of NW 8th Street and 3rd Avenue
- Longshoreman's Hall, NW 2nd Avenue and NW 8th Street
- Stewart-Scott Building, NW 2nd Avenue and NW 10th Street
- Dr. Davis' Office Building, NW 2nd Avenue and NW 10th Street
- Judge L. E. Thomas' Office NW 2nd Avenue and NW 10th Street
- Ward Rooming House, NW 9th Street and NW 2nd Court
- Clyde Killens' residence & business, corner, NW 2nd Avenue and NW 11th Street
- Clyde Killens' Recreation Hall, NW 2nd Avenue and NW 10th Street

## Residences

- Dorsey House, 250 NW 9th Street
- Killens House, corner, NW 2nd Avenue and NW 11th Street

Possible preservation strategies must be studied for each of the above buildings individually. Among the factors to be considered are: ownership, need for repairs, economic productivity, potential for new uses, eligibility for federal tax benefits, location and relationship to planned redevelopment sites, potential for moving to a new site, potential sources of funding.

Buildings to be of priority concern because of imminent threats of demolition, deterioration or vandalism include:

- Stirrup Building
- Stewart-Scott Building
- Thomas Building
- Ward Rooming House (only front remains with temporary structural support)
- X-Ray Clinic

Buildings that should be considered for reconstruction (due to previous demolition or neglect) include:

- Ward Rooming House
- Cola Nip Building, formerly at 233-5 NW 9th Street
- Divine Mission Building
- Brown House

## Park West

Older structures located in Park West that have historic and cultural significance to

the overall Miami Community should be preserved when economically feasible. Special attention will be given to the Freedom Tower.

Properties of major architectural, historical and/or contextual significance include:

- 500 NE 1st Avenue, Central Baptist Church
- 505 NE 2nd Avenue
- 521 NE 2nd Avenue
- 545 NE 2nd Avenue, Valencia (Gibson) Hotel
- 135 NE 5th Street
- 49 NE 5th Street, Salvation Army Citadel

These buildings reflect the wide variety of architectural styles common to Miami, particularly Mediterranean Revival and frame and masonry vernacular structures. Two of the buildings, however, are examples of styles unusual to Miami: Venetian Gothic (Salvation Army Citadel) and Neo-Palladian (Central Baptist Church). The preservation of these structures should be included in any redevelopment project.

## 2. Historic Designation

### ✓ #1 Preserving Historic Buildings & Community Heritage

The City of Miami's Planning and Zoning Departments have evaluated Overtown and Park West as a possible historic district and have determined that it is not eligible. However, significant buildings have been designated Historic or listed in the National Register for Historic Places, or both, through the efforts of the Planning and Zoning Departments. The following properties have been designated by the City of Miami as historic sites:

- Dorsey House, 250 NW 9th Street
- X-Ray Clinic, 171 NW 9th Street
- Chapman House, 526 NW 13th Street
- Cola Nip Building, 233-5 NW 9th Street, building demolished
- Lyric Theatre, 819 NW 2nd Avenue
- St. John's Baptist Church, 1328 NW 3rd Avenue
- Ebenezer Methodist Church, 1042 NW 3rd Avenue
- Mt. Zion Baptist Church, 301 NW 9th Street
- Greater Bethel A.M.E. Church, 245 NW 8th Street
- St. Agnes Episcopal Church, 1750 NW 3rd Avenue
- Black Police Precinct and Courthouse, 1009 NW 5th Avenue

The properties listed above as historic sites may utilize the Historic Preservation "HP" Zoning Overlay District permits, that provide certain modification to zoning and building code regulations where necessary to make preservation economically or architecturally feasible.

The following properties have been listed on the National Register of Historic Places:

- Dorsey House, 250 NW 9th Street
- X-Ray Clinic, 171 NW 9th Street
- Cola Nip Building, 233-5 NW 9th Street, building demolished
- St. John's Baptist Church, 1328 NW 3rd Avenue
- Mt. Zion Baptist Church, 301 NW 9th Street
- Greater Bethel A.M.E. Church, 245 NW 8th Street

There may come a time when more structures will become eligible. Should that occur, the CRA will work with The Black Archives, History & Research Foundation of South Florida, Inc. and the City of Miami to further designate properties of historic value in the community.

## 3. Promote and/or Organize Activities and Events That Recreate the Former Vitality and Atmosphere of the Community

### ✓ #1 Preserving Historic Buildings &

### Community Heritage

### ✓ #5 Promotion & Marketing of the Community

An African-American/Caribbean theme is recommended to recreate the feeling and atmosphere of "Historic Overtown". The establishment of an annual Historic Overtown Cultural Arts Festival reminiscent of the jazz era will provide the setting for jazz concerts to be held within the proposed district.

The establishment of an international cultural complex featuring activities reminiscent of the nineteen thirties, forties, and fifties will provide artists with the opportunity to receive training as well as to perform in concert.

Events that would aid in attracting people into the community include a national oratorical competition, hair styling contests, tennis tournaments and other sporting events, culinary contests specializing in soul food from the Caribbean and Southern States, and the establishment of a hall of fame with annual recognition of national figures. Families from all over the world will be encouraged to hold annual family reunions in Miami-Dade County, particularly in the Historic Overtown district.

The establishment of specialty shops which feature products of Africa, the Caribbean



and the Southern States including restaurants, caterers, photographer's studios specializing in passports, bookstores and art galleries would help attract visitors to the area.

A "Saturday Marketplace" where vendors can set up in a designated street block or public plaza, featuring ethnic foods, crafts, fresh produce, artwork, a VIP Convention Center for local organizations with national and international chapters, and a permanent center to exhibit ongoing collections unique to the black experience would also increase the number of visitors to the area throughout the year.

#### **4. Provide Incentives for Revitalization in "Historic Overtown"**

- ✓ #1 Preserving Historic Buildings & Community Heritage
- ✓ #2 Expanding the Tax Base using Smart Growth Principles
- ✓ #3 Housing: Infill, Diversity, & Retaining Affordability
- ✓ #4 Job Creation
- ✓ #6 Improving the Quality of Life for Residents

Incentives or requirements may be provided to attract retail stores at the ground level on selected commercial blocks, and to attract jazz clubs, permit-controlled street vendors, and outdoor markets.

Special zoning incentives in the HP Overlay Ordinance may be used for the preservation of existing historic structures. Design guidelines for new construction that would encourage selected elements of historic building forms to be incorporated into the design of new buildings should be considered.

#### **5. Establish a First-Class Residential Village Containing a Cluster of Restored Buildings – The Folklife Village and the Overtown Cultural and Entertainment District**

- ✓ #1-#6 supports all the goals

The placement of distinctive street furniture wherever Redevelopment Plans call for new improvements to sidewalks and plaza spaces such as paving, benches, signs, trash cans, landscaping, etc., and the development of landscaping standards utilizing historical and thematic plant materials can aid in achieving this goal. Public plaza, street, sidewalk and park improvements should be designed to accommodate the special cultural events the area will attract. As a complement to the Historic Folk Life Village Master Plan, the CRA shall promote public private partnerships including partnerships with non-profit organization and/or development entities located and operating within "Historic Overtown" to develop the first-class residential village in

a manner consistent with "Historic Overtown".

#### **5a. Provide Planning, Coordination, and Technical Assistance to the Overtown Cultural and Entertainment District Development**

The Overtown Cultural and Entertainment District and Historic Folklife Village is Dade County's proposed African American heritage tourist destination. Plans were proposed in 1997 and 1998 to guide the redevelopment of the tourist site by emphasizing reestablishment of mixed uses. The CRA will assist The Black Archives, History & Research Foundation of South Florida, Inc. in providing a detailed survey, a complete economic and functional evaluation of all the land uses and proposed development within the Historic Folklife Village and initiate any environmental assessments to assist in the efforts of developing the area.

#### **5b. Technical Assistance to the Overtown Cultural and Entertainment District Redevelopment**

The Lyric Theater is a performing arts theater that was the center of local nightlife in its heyday. Located at NW 2nd Ave. and NW 8th St., it has been completely restored by The Black Archives, History

& Research Foundation of South Florida, Inc. Their primary objective is to use the theater as a venue for cultural programming, community meeting facilities and an anchor for the Overtown Cultural & Entertainment District and Historic Overtown Folklife Village. The CRA will assist in the redevelopment of the Overtown Cultural & Entertainment District through support services that entail assistance with ensuring businesses, cultural venues, restaurants and services that support the District are financially equipped to do so.

#### **5c. Planning, Design and Development of Infrastructure Improvements in the Overtown Cultural and Entertainment District and the Historic Folklife Village**

As a complement to the Overtown Cultural & Entertainment District Master Plan and the Historic Folklife Village Master Plan, the CRA will assist in providing technical assistance for the provision of infrastructure improvements, such as streetscape improvements and landscaping.

#### **5d. Planning, Design and Development of Parking Facilities to Support the Lyric Theater, the Folklife Village and the Overtown Cultural and Entertainment District**

The CRA proposes to assist with the development of parking facilities to support the increasing use of the Lyric Theater and the eventual development of the Overtown Cultural and Entertainment District.

#### **6. Promotion of “Historic Overtown” as a Tourist Destination in “Historic Overtown”**

- ✓ #1 Preserving Historic Buildings & Community Heritage
- ✓ #5 Promotion & Marketing of the Community
- ✓ #6 Improving the Quality of Life for Residents

The establishment of a Tourist information center which would direct tourists to attractions, restaurants, hotel accommodations, and historical sites throughout Miami-Dade County would serve to mark “Historic Overtown” as a tourist destination. The placement of historic markers delineating historic sites (including sites now vacant or redeveloped) and the establishment of tours of local historical sites including bus tours to visit sites county-wide and mini-tours for sites within the district are among several strategies that can be used to generate interest.

“Historic Overtown,” especially those areas along the historic NW 2nd Avenue corridor, should be developed in a manner

to create a tourist destination in suitable sites for commercial/tourist/cultural uses. As suitable sites for commercial/tourist/cultural uses continue to diminish within “Historic Overtown,” the need to insure the economic vitality of existing uses becomes more critical. Therefore, economic conflicts between existing land uses must also be viewed from a perspective of improving and redeveloping existing commercial/tourist/cultural uses, where appropriate.

The strategic objectives for the promotion of “Historic Overtown” as a tourist destination are:

1. Increase the number of commercial and cultural attractions, restaurant, hotel accommodations and historical sites offering information and memorabilia about “Historic Overtown’s” rich heritage to visitors;
2. Increase public visitation to historical resources within “Historic Overtown;”
3. Provide public accessibility to cultural events within “Historic Overtown;”
4. Increase the number of Overtown residents and visitors benefiting from cultural activities each year; and
5. Coordinate with the Miami-Dade County African-American Tourist Site Task Force Board, and similar board, entities and organizations to locate

and develop business opportunities for tourist attractions within "Historic Overtown," especially along the NW 2nd Avenue corridor.

## **7. Establishment of Artists' District by Legislation**

- ✓ #1 Preserving Historic Buildings & Community Heritage
- ✓ #4 Job Creation
- ✓ #6 Improving the Quality of Life for Residents

The CRA will petition for the designation of an Artists' District for Overtown. The Overtown area possesses a fascinating history as a center of black culture and the focal point of area entertainment. This legacy is still seen in its buildings, plazas and theaters. The establishment of an Arts District-would capitalize on these resources by directing future growth in a manner compatible with its history. The establishment of legitimate theater, writers, and artists' workshops; and first-class night clubs and restaurants should be encouraged based on the guidelines of the Historic district. The establishment of manufacturing as well as other related businesses for the arts, i.e. manufacturing and distributing equipment and supplies for dancing, music, art, etc. should also be encouraged.

## **8. Periodically Update Housing Policy**

- ✓ #3 Housing: Infill, Diversity, & Retaining Affordability

The Housing Policy should be reviewed at least every two years. Changes will be made to the policy that increase, support, or maintain affordability in the CRA as new outcomes are discovered by the current policy or as issues arise from new development in the neighborhood.

## **II. Promotion and Enhancement of Overtown and Park West as a Business and Investment Location**

### **1. Seeking Public/Private Development Opportunities**

- ✓ #1-#6 supports all the goals

The CRA will search for, evaluate, and advertise public-private development opportunities that will utilize the land owned by the CRA to further the goals of the Redevelopment Plan. This may include tasks associated with:

- Coordinating with other private and Public entities for the development of surplus real property within the CRA.
- Offering land as part of public-private joint development projects.
- Coordinating efforts with Miami-Dade County to do the same.

- Request the County to redevelop the
- Culmer Center to improve the facility and help improve NW 3rd Avenue or seek a third party to joint venture with the County.

### **2. Investigation into Technology Real Estate Ventures**

- ✓ 2 Expanding the Tax Base using Smart Growth Principles and Public-Private Partnerships
- ✓ #4 Job Creation
- ✓ #6 Improving the Quality of Life for Residents

The Miami Innovations District has identified in its research to the CRA that there is potential in setting up an environment and attracting a new business market in innovative technologies to Park West. This is identified in Project Area A, of this section.

### **3. Establish an "Priority Team for Procurement" to enlarge the Business Community**

- ✓ #1 Preserving Historic Buildings & Community Heritage
- ✓ #2 Expanding the Tax Base using Smart Growth Principles
- ✓ #4 Job Creation
- ✓ #5 Promotion & Marketing of the Community
- ✓ #6 Improving the Quality of Life for Residents



The CRA will create strategies and establish a Priority Team for attracting new businesses to Overtown. The CRA may elect to call the committee by a name different from Priority Team.” To start, the Priority Team will focus on NW 3rd Avenue from 22nd Street south to NW 8th Street, the area identified in this plan as the core of Overtown, and the Folklife Village and the Cultural and Entertainment district along NW 2nd Avenue from I-395 south to NW 5th Street, and along 11th Street. The CRA will keep the Priority Team informed of new residential projects as they are being proposed to help in the effort to attract new businesses.

#### **4. Identification, Marketing and Negotiation of a National Franchiser as a Pioneer Project for the Historic Priority Business Corridor**

- ✓ 2 Expanding the Tax Base using Smart Growth Principles and Public-Private Partnerships
- ✓ #4 Job Creation
- ✓ #5 Promotion & Marketing of the Community
- ✓ #6 Improving the Quality of Life for Resident

The creation of strategic partnerships between franchisers and minority urban based businesses represents a market of untapped consumers, investors, and

entrepreneurs. Location of these businesses along the corridor and impact area will give impetus for the expansion and location of other businesses. The CRA will continue its efforts to identify, negotiate, and market the Historic Overtown Priority Business Corridor to potential franchisers by offering favorable direct or indirect development incentives.

#### **5. Planning, Design, and Development of a Job Creation Plaza**

- ✓ 2 Expanding the Tax Base using Smart Growth Principles and Public-Private Partnerships
- ✓ #4 Job Creation

To help create critical mass along the Historic Priority Business Corridor, the CRA is making plans to develop a job creation plaza that will serve the local community and other users. The plaza will be a pedestrian friendly environment incorporating open space, landscaping, a much-needed plaza or meeting area suited for passive gathering and socializing, retail restaurants and other businesses uses and services.

#### **6. Development of a Professional Office Building**

- ✓ 2 Expanding the Tax Base using Smart Growth Principles and Public-Private Partnerships
- ✓ #4 Job Creation

The CRA proposes to develop a professional office building within the Historic Priority Business Corridor or its impact area. If the building is constructed within the Overtown Cultural & Entertainment District or the Historic Overtown Folklife Village, it should follow the design guidelines of the Historic Overtown Folklife Village Master Plan.

#### **7. Development and relocation of new Businesses to Overtown and Park West**

- ✓ 2 Expanding the Tax Base using Smart Growth Principles
- ✓ #4 Job Creation
- ✓ #5 Promotion & Marketing of the Community
- ✓ #6 Improving the Quality of Life for Residents

The CRA will provide marketing and assistance for new and compatible businesses to relocate to Overtown and Park West.

### **III. Planning, Development, Technical Assistance and Program Compliance**

#### **1. Facilitation of the improvements identified in each of the Project Areas**

- ✓ #1-#6 supports all the goals

Efforts regarding the Project Areas, as described elsewhere in this section, will take precedence over other efforts being undertaken by the CRA. The Project Areas are:

- Park West/ Downtown
- Overtown (including the Overtown Cultural & Entertainment District and Historic Folklife Village)
- Residents of Overtown
- Historic Overtown Priority Business Corridor
- Culmer Community
- 7th Avenue Business Corridor

## **2. Increase Parking Supply**

- ✓ 2 Expanding the Tax Base using Smart Growth Principles and Public-Private Partnerships
- ✓ #6 Improving the Quality of Life for Residents

The CRA will examine ways to increase the supply of parking within its boundaries.

Tasks may include:

- Advocating, funding, and/or building on-street parking spaces in any future streetscape or redevelopment efforts within public rights-of-way.
- Funding, and/or building off-street parking spaces in any future redevelopment efforts within the CRA boundaries.
- Coordinating and facilitating efforts

with the City of Miami that support the reform of off-street parking regulations to reduce the unnecessary burden on private developers. For example, to jump-start redevelopment, new businesses in existing buildings should be exempt from parking requirements to reduce their startup costs and therefore their financial risks

## **3. Miscellaneous Land Acquisition**

- ✓ #1-#6 supports all the goals

The CRA proposes to acquire land, as necessary, to support the implementation of the projects described in this Redevelopment Plan within the Redevelopment Area. Additionally, in acquiring land, funding support will be required to mitigate and perfect ownership of land including ie. Environmental and title issues for properties that will support the implementation of the projects described in this Redevelopment Plan within the Redevelopment Area. Acquiring more land for publicly accessible green space for active and passive recreational use will also be a priority.

## **4. Support for Greenways**

- ✓ #6 Improving the Quality of Life for Residents

The CRA will assist, where possible, the

Trust for Public Land with implementation of their Overtown Greenprint Plan and Greenway Plan within the Redevelopment Area.

## **5. Create and Design an Overlay of Special Fencing for all CRA-owned properties and other governmental and non-profit institution owned properties within its jurisdiction in Overtown**

- ✓ #6 Improving the Quality of Life for Residents

Historically, public agencies that own land maintain the properties vacant while redevelopment occurs or is proposed, and this does not give redeveloping communities a look that is pleasing and does not do much for the image of the area. The CRA proposes to create and design an overlay of special fencing in the Bahamian, Caribbean style for all CRA owned properties and for other properties within its jurisdiction to transform an otherwise challenging situation into an opportunity to provide the Historic Business Corridor and its impact areas with a linking element that will provide character within a historic framework. The fencing should be compatible with the design parameters specified in the Historic Overtown Folklife Village Master Plan.

## **6. Technical Assistance/Liaison to Optimist Club Activities**

- ✓ #4 Job Creation
- ✓ #6 Improving the Quality of Life for Residents

The CRA proposes to continue to aid and support to the Optimist Clubs in terms of policy guidance, assistance with local governmental organizations, and other technical assistance.

## **7. Plan Improvements of the Overtown Parks: Gibson Park, Williams Park, Reeves Park, Dorsey Park and Athalie Range #1 Mini-Park**

- ✓ #6 Improving the Quality of Life for Residents

According to a report by the Trust for Public Land, parks and recreational opportunities are important to all communities. The lack of adequate recreational space has been an element of contention in the studies of urban violence. Inadequate parks ranked above unemployment and difficulties with police amongst the most significant problems within the inner-city neighborhoods. This realization was behind the creation and support of the Safe Neighborhoods Parks Bond Program. Unfortunately, neighborhoods such as Overtown have the least park land and the fewest facilities with the most difficulty in

improving and maintaining the existing areas. The CRA will coordinate efforts with the City of Miami's Parks and Planning Departments to provide for incentives to allow for the creation of additional park/green space and for the maintenance of such recreational areas. The CRA may produce schematic designs for facility improvements and public safety measures within the parks.

## **8. Development of a "Gateway" Project into the Omni and the Overtown/Park West Areas**

- ✓ #1 Preserving Historic Buildings & Community Heritage
- ✓ #5 Promotion & Marketing of the Community

The CRA proposes to study and evaluate the potential of entry features for the entrances into the Omni Area at the I-395 exit, 11th Street and Biscayne Boulevard and into the Southeast Overtown Area at NW 14th St. and connections with I-395, I-95, and NW 3rd Ave., at NW 3rd Ave and NW 8th St. and at NW 4th Ave. and NW 8th St. Specific entry features for the Park West Area will also be determined. Entry features for Overtown should be in accordance with the Historic Overtown Folklife Village Master Plan. Efforts to be coordinated with the Trust for Public Land in implementing their Greenway/Greenprint

Plan, and with The Black Archives, History & Research Foundation of South Florida, Inc., Urban Philanthropies and the City of Miami in implementing these gateways and preserving the historic context of the area.

## **9. Periodically Update the Housing Policy**

- ✓ #1 Preserving Historic Buildings & Community Heritage
- ✓ #3 Housing: Infill, Diversity, & Retaining Affordability

The CRA will adopt a new housing policy and will update it periodically as changes occur in the market places and as property values shift from time to time.

## **10. Promote the Development of Affordable Housing to Developers**

- ✓ #1 Preserving Historic Buildings & Community Heritage
- ✓ #3 Housing: Infill, Diversity, & Retaining Affordability

The CRA will meet with developers of projects within the Redevelopment Area prior to their permit application submissions to the City. The purpose of the meeting is for the CRA to encourage and negotiate for as much affordable housing as possible in each new development. The CRA will not offer aid of any kind to developers unless

the developers comply with the CRA's Housing Policy.

## **IV. Street Improvements, Utility Infrastructure, and Transportation**

### **1. Streetscape Projects**

- ✓ #1 Preserving Historic Buildings & Community Heritage
- ✓ #5 Promotion & Marketing of the Community
- ✓ #6 Improving the Quality of Life for Residents

The CRA has begun or completed streetscape design and construction in a few of the Project Areas. The CRA will continue the efforts to conclude those projects that have not begun or been completed. The streetscape projects include:

1. 8th Street Streetscape
2. 10th Street Streetscape
3. 11th Street Streetscape
4. NW 3rd Avenue (south of I-395) for the Historic Priority Business Corridor
5. NW3rd Avenue (north of I-395)
6. NW 8th-11th Street (Cultural & Entertainment District)
7. NW 10th & NW 11th Street FEC/Bright-line Pathways & Rail spur.

Additional streetscape projects may be included in the future. Related tasks may

include:

- regular maintenance of lighting, street furniture, landscaping, and paving materials.
- acquiring the services of engineers or landscape architects.

### **2. Coordination of Infrastructure Improvements with City of Miami & Miami Public Works Departments, Miami Dade Water and Sewer Department, FDOT, Miami Parking Authority and Other Relevant Agencies**

- ✓ #2 Expanding the Tax Base using Smart Growth Principles and Public-Private Partnerships
- ✓ #6 Improving the Quality of Life for Residents

CRA efforts are concentrated on planning infrastructure improvements in the Redevelopment Area, such as street improvements, landscaping, lighting, parking and pedestrian amenities, and enhancements. Coordination with local and state agencies responsible for implementing these infrastructure improvements, as well as private developers and community members, becomes paramount to set priorities, coordinate and avoid duplication of efforts, and find new avenues to pursue resources. Tasks may include:

- Upgrades to water mains and sewer mains, by implementing actual recon-

struction or by subsidizing the upgrades performing others.

- Collaborating with the MPO to return one-way streets back into two-way streets.
- Improving pedestrian features such as crosswalks that are more visible to motorists or securing easements or access for pedestrian routes separated from the roadways.
- Influencing the decision to subdivide larger blocks into smaller ones with the creation of new streets.
- Increasing public on-street parking in rights-of-way.
- Assisting with solutions to any noise, access, and privacy problems associated with properties along the rail and transit routes

### **3. Pedestrian Compatible Community Transit System**

- ✓ #6 Improving the Quality of Life for Residents

The CRA will review, and act accordingly towards the work of Thomas Gustafson and Nova Southeastern University related to the development of a pedestrian compatible community transit system to link all Southeast Overtown, Park West, and the nearby Central Business District and Omni area. The Report also describes the possibility of a large pedestrian zone adjacent



to the Overtown/Arena Metrorail Station to enhance intermodal transfers.

#### **4. Pilot Infrastructure Improvement and Maintenance Program**

- ✓ #2 Expanding the Tax Base using Smart Growth Principles and Public-Private Partnerships
- ✓ #4 Job Creation
- ✓ #6 Improving the Quality of Life for Residents
- ✓

The CRA will establish for Overtown and Park West a pilot street cleaning, sweeping program and a grass cutting program, primarily for security reasons, for the areas of the CRA and maintain a closer coordination with existing property owners and the Downtown Development Authority, and the City of Miami.

#### **5. Plan, Coordinate, and Design Special Lighting; Security District (Pedestrian Enhancements)**

- ✓ #2 Expanding the Tax Base using Smart Growth Principles and Public-Private Partnerships
- ✓ #6 Improving the Quality of Life for Residents

Security is an important issue in the area. The CRA proposes to provide pedestrian enhancements, special lighting, and create a more pedestrian friendly atmosphere in

the Redevelopment Area by developing and implementing a Security and Lighting District and a Police Enhancement Program, including the Entertainment District, the 9th Street Pedestrian Mall, and Sawyers Walk. Within the Overtown Cultural and Entertainment District lighting should be consistent with the character identified in the Historic Folklife Village Master Plan.

#### **V. Home Ownership Pre-Qualification and Counseling Program**

- ✓ #1 Preserving Historic Buildings & Community Heritage
- ✓ #3 Housing: Infill, Diversity, & Retaining Affordability
- ✓ #6 Improving the Quality of Life for Residents

The CRA will coordinate efforts with the City of Miami, local real estate organizations, mortgage lenders and community bankers, community development corporations, faith-based institutions, consumer advocates, and residents to implement a home ownership pre-qualification and counseling program which will provide homeownership training sessions, market public sector assistance programs, and assist in pre-qualifying home buyers. Services will be accessible to existing Overtown residents. The program is intended to provide basic financial literacy training, job training,

education and other supportive services for people with extremely low incomes that cannot qualify for home ownership.

#### **VI. Grants for Existing Businesses and for Fostering New Businesses**

- ✓ #1 Preserving Historic Buildings & Community Heritage
- ✓ #2 Expanding the Tax Base using Smart Growth Principles and Public-Private Partnerships
- ✓ #4 Job Creation
- ✓ #6 Improving the Quality of Life for Residents
- ✓

The CRA proposes to assist in creating jobs by providing technical assistance with a revolving loan pool, which will make low interest, low down payment, long terms loans in the amount of \$25,000 to \$1 million for business improvement projects to area businesses. Tasks may include:

- facilitating grants,
- technical assistance to business owners , architectural and design services for building or façade renovation or new construction

#### **VII. Public Safety - Policing Innovations**

- ✓ #6 Improving the quality of Life for Residents

The City of Miami Police department Real Time Crime Center will use a mesh of state – of – the art technology i.e., video surveillance cameras, automatic license plate readers, crime analytics and social media monitoring to help combat crime in real time. The unit should form part of an SEOPW Community Policing Initiative. The Unit will be staffed by a mix of crime analysts and sworn personnel that specializes in collecting, analyzing and utilizing criminal activity and criminal intelligence to enhance operational effectiveness.

The Unit's objective is to utilize technology to safeguard the well-being of our community and to use a collaborative and proactive approach to forecast and prevent threats to the City of Miami and ultimately residents in the SEOPW, while ensuring the protection of people's civil rights and civil liberties.

#### Comparison Chart: Goals and Supporting Projects

The charts on the next four pages list each of the projects and programs and identify which of the goals they primarily support.

<p>Comparison Chart:</p> <p>Goals and Supporting Projects</p> <p>Program Names</p>	Goal #1 Preserve Historic Buildings & Community Heritage	Goal#2 Expand the Tax Base using Public- Private Principles	Goal#3 Provide and Retain Housing Affordability	Goal#4 Create Jobs within the Community	Goal#5 Promote & Market the Community as a Cultural & Entertainment Destination	Goal#6 Improve the Quality of Life for Residents	Goal#7 Promote Entrepreneurship and Technology Innovations	Goal #8 Ensure Strategic Transportation Routes & Effective Parking	Goal # 9 Foster Safe Community Initiatives
<b>I. Community Heritage and Historic Preservation</b>									
1. Renovation of Historically Significant Buildings	*	*	*	*	*	*	*	*	*
2. Historic Designation	*								*
3. Promote and/or Organize Activities and Events That Recreate the Former Vitality and Atmosphere of the Community	*				*				*
4. Provide Incentives for Revitalization in “Historic Overtown”	*	*	*	*		*			*
5. Establish a First-Class Residential Village Containing a Cluster of Restored Buildings, The Folklife Village.	*	*	*	*	*	*	*	*	*
5a. Provide Planning, Coordination, and Technical Assistance to the Black Archives Historic Folklife Village Development and the Entertainment and Cultural District	*	*	*	*	*	*	*	*	*
5b. Technical Assistance to the Entertainment and Cultural District Redevelopment	*	*		*	*	*	*	*	*
5c. Planning Design and Development of Infrastructure Improvements in the Historic Folklife Village and the Cultural Entertainment and Cultural District	*	*	*	*	*	*	*	*	*
5d. Planning, Design and Development of Parking Facilities to Support the Lyric Theater and the Folklife Village Historic Preservation	*	*		*	*	*	*	*	*
6. Promotion of “Historic Overtown” as a Tourist Destination	*				*	*		*	*
7. Establishment of Artists District by Legislation	*			*		*	*	*	*
8. Update Housing Policy, Periodically			*						

<p>Comparison Chart: Goals and Supporting Projects</p> <p>Program Names</p>	Goal #1 Preserve Historic Buildings & Community Heritage	Goal#2 Expand the Tax Base using Public- Private Principles	Goal#3 Provide and Retain Housing Affordability	Goal#4 Create Jobs within the Community	Goal#5 Promote & Market the Community as a Cultural & Entertainment Destination	Goal#6 Improve the Quality of Life for Residents	Goal#7 Promote Entrepreneurship and Technology Innovations	Goal #8 Ensure Strategic Transportation Routes & Effective Parking	Goal # 9 Foster Safe Community Initiatives
II. Promotion and Enhancement of Overtown and Park West as a Business and Investment Location									
1. Seeking Public/Private Development Opportunities	*	*	*	*	*	*	*	*	*
2. Investigation into Technology-related Real Estate Ventures		*		*		*	*	*	*
3. Establish a “Priority Team for Procurement” to enlarge the Business Community	*	*		*	*	*	*	*	*
4. Identification, Marketing and Negotiation of a National Franchiser as a Pioneer Project for the Historic Priority Business Corridor		*		*	*	*	*	*	*
5. Planning, Design and Development of a Job Creation Plaza		*		*			*	*	*
6. Development of a Professional Business Office		*		*			*	*	*
7. Development and relocation of new Businesses to Overtown and Park West including Small Business; Kiosks		*		*	*	*	*	*	*



<p>Comparison Chart: Goals and Supporting Projects</p> <p>Program Names</p>	Goal #1 Preserve Historic Buildings & Community Heritage	Goal#2 Expand the Tax Base using Public- Private Principles	Goal #3 Provide and Retain Housing Affordability	Goal#4 Create Jobs within the Community	Goal#5 Promote & Market the Community as a Cultural & Entertainment Destination	Goal#6 Improve the Quality of Life for Residents	Goal#7 Promote Entrepreneurship and Technology Innovations	Goal #8 Ensure Strategic Transportation Routes & Effective Parking	Goal # 9 Foster Safe Community Initiatives
III. Planning, Development, Technical Assistance and Program Compliance									
1. Facilitation of the improvements identified in each of the Project Areas	*	*	*	*	*	*	*	*	*
2. Changes to Land Development Regulations	*	*	*	*	*	*	*	*	*
3. Increase Parking Supply		*				*		*	*
4. Miscellaneous Land Acquisition	*	*	*	*	*	*		*	*
5. Support for Greenways						*			*
7. Create and Design an Overlay of Special Fencing for all CRA owned properties and others governmental and non- profit institution owned properties within its jurisdiction in Overtown						*			*
8. Technical Assistance/Liaison to Optimist Club Activities				*		*			*
9. Plan the Improvements of the Overtown Parks: Gibson Park, Williams Park, Reeves Park, Dorsey Park and Athalie Range #1 Mini-Park									*
10. Development of a “Gateways” Project into the Omni and the Southeast Overtown Park West Areas	*								*
11. Update the Housing Policy	*		*						*
12. Promote Affordable Housing to Developers	*		*						*







## SECTION FIVE: CAPITAL IMPROVEMENT COSTS AND TIMELINE

## **Introduction**

This section identifies the primary capital improvements, their costs, and timeframe for implementation. It is not the intent of this section to serve as an implementation plan or as an operations budget. Capital Improvements are defined as improvements in the infrastructure which encompasses upgrading of sidewalks, water and sewer upgrades and road repairs, all necessary items that are the responsibility of the municipality. The CRA has an independent operation strategy and budget that will identify capital improvements among its other projects and expenses. The known and desired capital projects listed in this plan are prioritized. It should be expected that this section will become obsolete over time as projects get completed and new ones become important to the community, which is the reason for a separate budget strategy.

### **Capital Improvement Goals**

The goals for making capital improvements within the Redevelopment Area are:

1. Eradicate the visual blight seen from streets and public places within the CRA .
2. To upgrade the infrastructure to attract new investors and development.

3. Protect the health and safety of the residents by improving the performance of the City's infrastructure systems.
4. Remove or diminish negative impacts caused by existing or inadequate infrastructure.

### **Prioritizing Capital Improvements**

The approach to prioritizing improvement projects focuses on key Project Areas described in Section 4. These Project Areas are characteristically unique and show the greatest potential for immediate positive change.

The Project Areas set forth in Section 4 encompass the entire Redevelopment Area, and investment in capital improvement and public infrastructure, should attract interest in the community and spark additional private investment within the Redevelopment Area. The idea behind concentrating efforts in small areas is to totally transform them, creating as dramatic and visible an impact as possible. When money is spent evenly throughout the entire CRA, it is difficult to see where the money has gone. By focusing the efforts, people will see what the larger area will be like as revitalization spreads, inspiring additional

private reinvestment.

Priority should go towards efforts within the Project Areas. The CRA Board will decide if certain projects rank higher than others, as they will with their 5-year improvement plan.

### **Potential Funding Sources**

It is important for the CRA staff to coordinate with the City and County staff to leverage or match tax increment funds with Federal, State, and locally available funds. Sources include but should not be limited to:

- Capital programs for the City, County other local governmental entities.
- Community Development Block Grants.
- Federal, State, and local Transportation Trust Funds
- People's Transportation Plan funded through the local option half-penny sales tax and overseen by the Citizens Independent Transportation Trust.
- Federal, State, and Local Park Funds.
- Partnerships with educational institutions.
- New Market Tax Credits



## Capital Improvement and Infrastructure Costs by Project Area

Each Project Area has improvements itemized as:

### 1. Streetscape Improvements

Streetscape improvement estimates include costs associated with pavement, curbs, sidewalks, concrete pavers, drainage, landscaping, utilities, signage, and pavement markings. The construction costs were prepared from information in the Draft Report for the Southeast Overtown / Park West Redevelopment Plan dated September 2018. The costs exclude structures and any right of way acquisition.

### 2. Water Main

Water Main estimates include costs for upgrading underground mains that provide water service to the properties. Hookup fees are not included.

### 3. Sewer

Sewer estimates include costs for upgrading underground sewer pipes that provide solid waste disposal from adjacent properties. Hookup fees are not included.

### 4. Projects budgeted for FY 2018-2019

Projects budgeted for the Fiscal Year 2018 – 2019 have been added to the Project Area they serve. Some currently budgeted projects affect multiple project areas and are listed under the category of “Other Capital Improvements.”

Capital Improvements by Project Area

Project Area A: Park West/Downtown

The visual nature of the street needs improvement since the railroad right-of-way is rather unsightly. This visual separation can be mitigated by similar uses on both sides of the track, so that the two areas become more unified in character

Project Area A – Park West/ Downtown		OVERALL EST. COST: 209,415
<i>Future Items:</i>		
ITEM		COST
North Miami Avenue Roadway Improvements		\$209,415
Water Main		
Sanitary Sewer Upgrades		
TOTAL:		\$188,474
10% Contingency		\$20,941
TOTAL:		\$209,415

Capital Improvements by Project Area

Project Area B: Overtown-Cultural and Entertainment District

Overtown is the heart of the African- American community. The CRA will reinforce its previous investments in the neighborhood by focusing its present efforts and resources here to get results.

Project Area B – Overtown Cultural and Entertainment District		OVERALL EST. COST: \$none	
Future Items:			
Streetscapes / Roadway Improvements		COST	
Water Main			-
Sanitary Sewer Upgrades			-
SUBTOTAL:			-
10% Contingency			-
TOTAL:			-

Capital Improvements by Project Area

Project Area C - Overtown Residents, Town Park, St. Agnes and Rainbow Housing

This project provides streetscape improvements under the Overtown Greenway Project, to include road improvements such as drainage system installations, milling and resurfacing, new sidewalk replacement, striping, signs, landscaping, handscape, decorative street and pedestrian lighting, and ADA compliant ramps.

Project Area C - Overtown Residents, Town Park, St. Agnes and Rainbow Housing			OVERALL EST. COST: \$8,782,367
Future Items:			
ITEM			COST
NW 11th Terrace - Greenway Project			\$1,804,667
NW 14th Street Streetscape			\$1,977,700
Williams Park Enhancement			\$5,000,000
Water Main			
Sanitary Sewer Upgrade			
SUBTOTAL:			\$7,904,130
10% Contingency			\$878,237
TOTAL:			\$8,782,367



## Capital Improvements by Project Area

### Project Area D - Historic Overtown Priority Business Corridor

This corridor is the historic main street along NW 3rd Avenue. Portions of this area also fall within the Overtown Cultural and Entertainment District. The CRA will reinforce its previous investments in the neighborhood by focusing its present efforts and resources here to get results.

Current Improvements identified in the budget for FY2018:

Project Area D - Historic Overtown Priority Business Corridor			OVERALL EST. COST: \$none
<i>Future Items:</i>			
			COST
Streetscapes/Roadway Improvements			\$0
Water Main			\$0
Sanitary Sewer Upgrades			
SUBTOTAL:			-
10% Contingency			-
<b>TOTAL:</b>			-

## Capital Improvements by Project Area

### Project Area E – Culmer Community

Culmer Community is the Redevelopment Area west of I- 95, but east of NW 7th Avenue.

Project Area E – Culmer Community		OVERALL EST. COST: \$2,200,000
<b><i>Future Items:</i></b>		
		COST
Reeves Park Enhancements		\$2,000,000
Henry Reeves Park Lights		\$200,000
Streetscapes / Roadway Improvements		
Water Main		
Sanitary Sewer Upgrades		
SUBTOTAL:		\$1,980,000
10% Contingency		\$220,000
<b>TOTAL:</b>		<b>\$2,200,000</b>

Capital Improvements by Project Area

Capital Improvement Costs-District Wide

There are capital improvement projects within the Redevelopment Area that address problems within the Redevelopment Area as a whole. These typically connect or “link” the city infrastructure and mobility of people living, working, shopping, and visiting the Redevelopment Area.

Other Capital Improvements		OVERALL EST. COST: \$1,770,797
<i>Future Items:</i>		
		COST
Increase Overtown Lighting		\$200,000
Overtown Pump Station Upgrades		\$1,570,797
SUBTOTAL:		\$1,593,717
10% Contingency		\$159,372
TOTAL:		\$1,770,797

## Capital Improvements Costs - Summary

### Breakdown of the item:

#### Timeline for Improvements

Everyone familiar with the area will express the concern that time is of the essence. Every project is important. Projects in the 2018 Budget should be completed by the year end of 2020. Substantial accomplishments to the projects deserving the highest priority should be completed by 2020.

All of the remaining projects, provided efforts to obtain additional funding are successful, should be completed by 2022.

Capital Improvement Summary	OVERALL EST. COST: \$12,962,579
<b><i>Future Items: By Project Area</i></b>	
	COST
Project Area A	\$209,415
Project Area B	\$0
Project Area C	\$8,782,367
Project Area D	\$0
Project Area E	\$2,200,000
Subtotal	\$11,191,782
Capital Equipment Cost -District Wide	
Other Capital Improvement	\$1,770,797
<b>TOTAL:</b>	<b>\$12,962,579</b>





## SECTION SIX: RESIDENTIAL USES AND NEIGHBORHOOD IMPACT OF REDEVELOPMENT

## Neighborhood Overview

The Redevelopment Area has a wide range of land uses.

Park West, the eastern part of the Redevelopment Area, once populated by a few old warehouses that once contained businesses that relied on the proximity of the Port of Miami, when it was located at what is now Museum Park, Park West is now home to the American Airlines Arena (Miami Arena was demolished in September 2008), the Network Access Point (NAP) facility that provides computer data storage related services, five large residential towers along Biscayne Blvd, an expansion of the Wolfson Campus of Miami-Dade Community College, several new nightclubs catering to the “after hours” market, the newly planned Miami Innovation District, Miami Innovation Tower and the long planned Miami World Center Complex and Convention Hotel and Exhibition Center.

Most of the existing residents in Park West reside in the luxury residential towers located on Biscayne Blvd. that were completed during the recent real estate boom from 2007-2016. This represents an increase in new middle to upper income residents to the Park West area. The Southeast

Overtown residents reside in largely low-rise, older rental developments scattered throughout the community. There continues to be a large homeless population in the Redevelopment Area although the homeless feeding facility in Park West was relocated from Park West to a new location bordering the western boundary of the Redevelopment Area by the City of Miami. The existing population in Southeast Overtown is considerably younger and poorer than the City of Miami and Miami-Dade County and reflects a slightly higher median household size. The existing households in Southeast Overtown are more likely to be headed by a single head of household than the City of Miami as a whole. Unemployment rates in the community are also higher than the rates for the City and County.

Overtown is comprised of small neighborhood businesses, churches, single family homes and apartment buildings, with the latter being the most dominant. According to a review of the U.S. Census Bureau’s; American Community Survey 5- year estimate, 2012-2016 homeownership data indicated that the rate in Overtown was still very low at approximately 12.5%. This low homeownership rate reflects the low household incomes in the community and the lack of affordable homeownership development in the community. In compar-

ison, 37% of the City of Miami’s residential unit’s are owner-occupied. In 2016, almost 57 percent of Overtown’s households earned less than \$17,500 per year. The population of the SEOPW CRA area has increased by 2.9% between 2000 (6,599) and 2016 (6,792).

The following are residential characteristics in surrounding areas:

- Northeast of the Redevelopment Area is the Omni Redevelopment Area. The Adrienne Arsht Center for the Performing Arts of Miami-Dade County (“PAC”) was completed in 2006 and serves as a catalyst to draw new people, businesses and residents into that area. North of the PAC between Biscayne Boulevard and Biscayne Bay are several new multi-family residential towers under construction and/or recently completed.
- North of the Redevelopment Area, the conditions are like Overtown. Redevelopment efforts within the Redevelopment Area can only have a positive effect on its northern neighbors.
- Southwest and West of the Redevelopment Area is the Miami River and the Spring Garden neighborhood. The river has mostly industrial uses, but future loft style apartments and mixed-use developments have been advertised on



signs posted at various properties. Spring Garden is a stable residential neighborhood primarily of single family homes, separated from western Overtown by the Seybold canal.

- To the south is the Central Business District with mostly government related buildings on the southern edge of the Redevelopment Area.
- Northwest of the Redevelopment Area is the University of Miami Medical Campus at Jackson hospital district comprised of several hospitals, doctors' offices, and related businesses and research facilities.
- To the East are properties facing Biscayne Bay, including Bicentennial Park and the American Airlines Arena. Two museums have been completed and Bicentennial Park has been renamed "Museum Park".

### **Housing Policy**

The following items constitute the CRA's Policy toward Housing, both market rate and affordable:

- 1) The CRA endorses, supports, encourages, assists and initiates housing initiatives that will do the following:
  - a) Improve living conditions for all residents of the neighborhoods
  - b) Incorporate a variety of options to target the severe shortage of housing affordable to residents of

low or moderate income, including the elderly.

- c) Further the development of "work force" housing through public/private partnerships.
  - d) Includes design features and considerations that contribute to the livability and walkability of the community
- 2) A goal for the level of affordable housing that should be made available in the Redevelopment Area of, at least, 20% of any new development or rehabilitation of existing housing stock, to be periodically reviewed for results.
  - 3) Affordability can be achieved by:
    - a) Working with both non-profit and for-profit developers to find redevelopment opportunities and to assist them with overcoming obstacles they often encounter.
    - b) Developing and supporting programs that will assist in the development of housing that is affordable to lower-income families by providing developer incentives such as density bonuses, parking concessions and project subsidies.
    - c) The zoning code Miami 21 has established incentives and inclusionary zoning policies that will require a percentage of the units for new rental and

homeownership developments to be affordable and made available for rent or purchase to low and very low-income families, with best efforts being made to serve existing Overtown residents.

- d) Assisting developers, who provide rental housing serving families, including seniors, earning below 80% of the area median income, to secure project-based assistance for those units.
- e) Ensuring that existing supportive housing is better integrated into the community and expanding supportive housing models to address the unmet needs of existing residents.
- f) Ensuring adequate funding of and access to mortgage subsidy programs for existing families who seek homeownership opportunities in the community.

### **Relocation Policy**

As stated in this Redevelopment Plan's Housing Policy, it is the CRA's goal and intent to retain, improve and increase the housing stock in the Redevelopment Area and not to replace it with a non-residential use.

In the future, if any unforeseen redevelopment

ment project involving the CRA requires the involuntary displacement of anyone from either a rented or owned housing unit, the project proposal must contain a Project Relocation Plan which adheres to all applicable laws and regulations. The Project Relocation Plan must be approved by the CRA Board in a publicly noticed CRA Board meeting prior to any final approval of the project.

If any future projects were to require relocation and CRA funding were to be “partnered” with Federal funds, the CRA shall make it a condition of its participation that all provisions of the Uniform Relocation Assistance Act are met. This strategy adheres to the requirements of Chapters 163 and 421, Florida Statutes. Through the Housing Policy and Relocation Policy described in this Redevelopment Plan, the existing residents within the Redevelopment Area who may be temporarily or permanently displaced because of redevelopment activities directly supported by the CRA will have access to safe, sanitary and decent replacement housing.

### **Traffic Circulation**

The network of streets within the Redevelopment Area is the typical Miami “grid.” The older portions of Overtown have smaller blocks. The I-95 and I-395 Highways have created some real and psycho-

logical barriers; however, there are several locations where the city streets pass under or over the highway. The Brightline Railroad, which runs along NW 1st Avenue, interrupts circulation for both pedestrians and motorists in several locations.

For this Redevelopment Plan’s proposed traffic changes, see Section 3, “Transportation System: Re-establishing the traditional urban network of streets.” The primary change proposed is returning many of the streets from a one-way configuration back to two-way streets. The current conditions appear to make it easy for visitors to enter Overtown, but confusing to leave. The current roadways should handle the projected increase in residential units, since the same city streets accommodated a former population of 40,000 in 1960. The population in 2016 was 6,792, an increase from 6,599 in 2000. Also, public transit serves Overtown rather well, which did not exist in 1960.

Further community transit and transit access improvements will be explored related to Airport to Sea Port Metrorail linkages through the Overtown/Arena Station and other possible livable community intermodal system improvements, under Miami Dade County’s SMART PLAN.

FDOT proposed changes for the Port of

Miami traffic, which will include a tunnel to relieve the traffic to NE/NW 5th and 6th Streets have been implemented and east-westbound traffic on SR836, The Dolphin Expressway will begin implementation in 2019(see changes to I-395/SR-836). Transportation capacity is controlled by the downtown’s DRI agreement (Development of Regional Impact). The local circulation is addressed on a project by project basis in the Major Use Special Permits (MUSP).

### **Environmental Quality**

Redevelopment will improve environmental quality due to existing provisions in the City’s building permit process. Miami-Dade County’s Department of Environmental Resource Management reviews all new construction permits to insure health standards are followed. Asbestos testing is required for existing buildings that are to undergo renovation. The County’s Health Department must also approve any water and sewer changes, restaurants, hospitals, clinics, and schools.

Miami Dade Water and Sewer Department (“M-DWASD”) provides water and sewage services and runoff drainage for the Redevelopment Area. M-DWASD has upgraded their standards which means that nearly all new construction and renovations within the Redevelopment Area will require upgrades to the water service lines, given the



the age and smaller diameter of the existing water lines.

Locations of concern within the Redevelopment Area are those locations that once had industrial uses and gas stations, which once existed primarily along NW 7th Avenue.

### **Community Facilities and Services in the Redevelopment Area:**

#### **Parks / Public Spaces**

- Gibson Park
- Athalie Range Park
- Lyric Plaza
- Culmer Center's grounds
- Williams Park
- Rainbow Village Park
- Henry Reeves Park
- Camilus House
- Lotus House

#### **Service, Meeting, & Recreational Centers**

- Culmer/Overtown Neighborhood Center,
- The Overtown Youth Center
- Freedom Tower
- Accion Community Action Agency Service Center (CAA), 858 West Flagler Street, (305) 547-4892

#### **Churches**

- Central Baptist Church
- Greater Bethel A.M.E. Church
- Mount Zion Baptist Church
- St. Johns Baptist Church
- St. Agnes Episcopal Church
- St. Peter's Catholic Church

#### **Educational**

- University of Miami Medical Campus (Jackson Hospital)
- Miami-Dade Community College, Wolfson Campus
- The Culmer/Overtown Branch Library, Miami-Dade County Library System
- Entertainment Venues
- Historic Lyric Theater
- Public Transit
- Metrorail (two stations)
- Metromover (five stations)
- Metrobus, (many routes)
- Brightline (one station)
- Tri-Rail (one station proposed)

#### **Physical and Social Quality**

Until recently, Park West and Overtown have been overlooked as a desirable place to live and work. With the attraction of the Park West Entertainment District during evening and early morning hours, and with the anticipated spill-over effect of the Performing Arts Center, Miami World Center, Miami Innovation District and

Miami Innovation Tower, the expansion of the Historic Lyric Theater and Entertainment District, and new proposed market rate and affordable housing, the physical character of the Redevelopment Area is about to change.

Recent projects from the CRA have been geared toward beautification of the public rights-of-way with sidewalk improvements and tree planting.

The City of Miami adopted a new zoning code, Miami 21 in 2009. The new zoning regulations come with new design guidelines. The intention of the design guidelines is to ensure that both publicly and privately constructed buildings are attractive and support the need for pedestrian access, comfort, and safety.

Proposed new developments at the time of writing this amendment all provide a mix of uses including residential, making it possible to live and work within walking distance or transit.

The greatest asset of this community is its location. The Central Business District is within walking distance, it is served by public transit, and it is centrally located in Miami- Dade County.

## **Transit Oriented Development**

By enactment of the City of Miami new zoning code Miam21 in 2009 a new set of regulation governed the development of neighborhoods. With continued traffic congestion and the need to connect employees with labor markets a new designation was created and called Transit Oriented Development. This designation gave way to land owners and property rights to increase density for their properties. The designation recognized transits impact on the daily lives of residents but most importantly its effect on housing development. Now transit stations on both the Metro-rail and Metro-mover lines and highly trafficked arteries of the City designated as traffic corridors were benefited by increasing densities for affordable and workforce housing development through the Transit Oriented Development. This designation allowed for more units and less parking so that the cost of delivery resulted in more affordable housing options.

Residents in the SEOPW CRA will benefit from landowners and property developers that own property near the numerous transit stations and transit corridors that will gain additional rights to develop more units through a formula created by Miami 21.

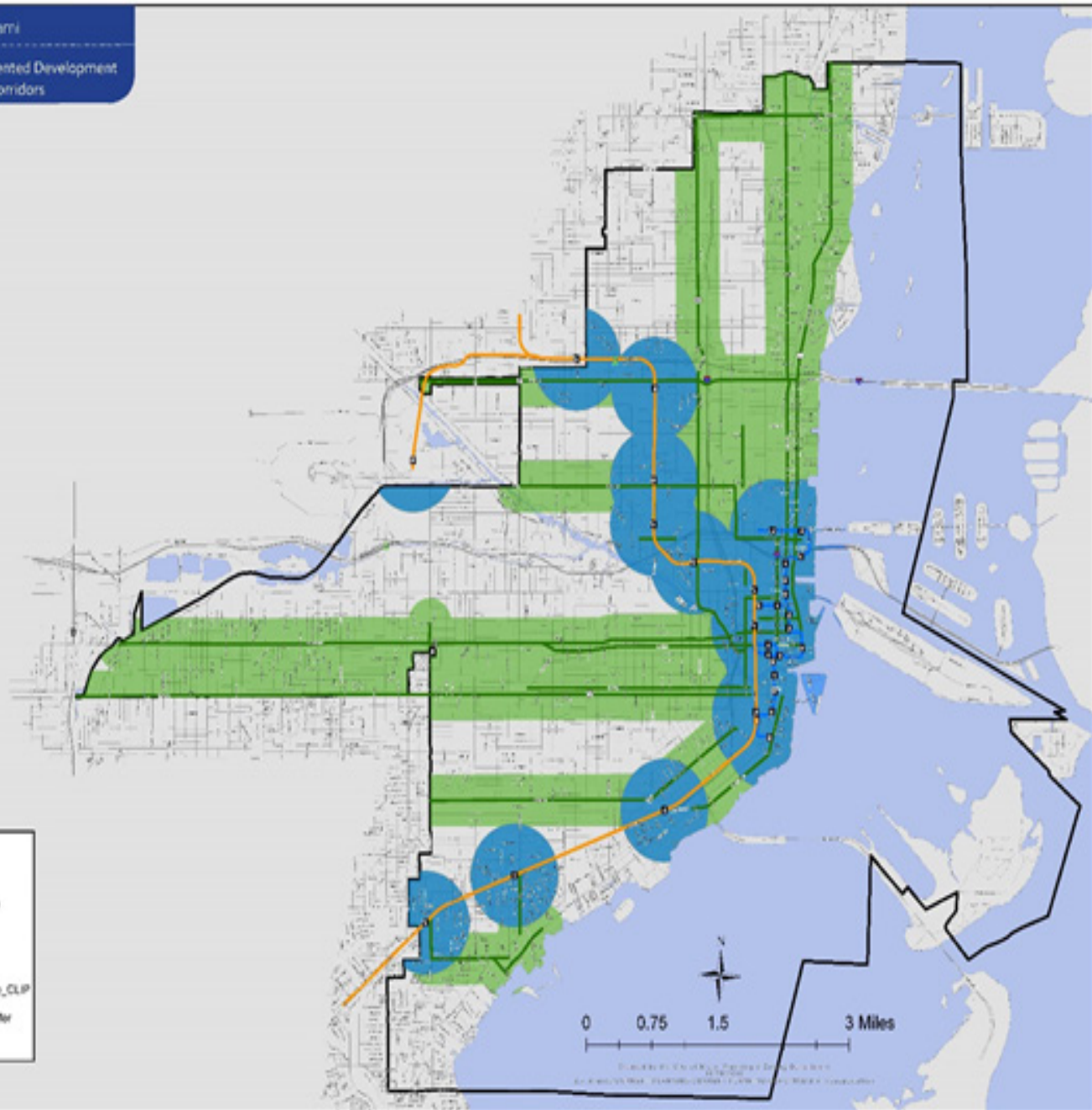
[See Map of TOD stations and Corridors](#)



City of Miami

Transit Oriented Development  
& Transit Corridors

- MetroRail Station
- MetroRail
- MetroMover Station
- MetroMover
- Transit Corridor
- TOD\_Half\_Mile\_clip\_CLIP
- Transit Corridor Buffer
- City Boundary







## SECTION SEVEN: PLAN MANAGEMENT



The Redevelopment Plan shall be managed through the items specified in this section. The CRA shall conform to all requirements and standards as designated by the Community Redevelopment Act of 1969. The CRA is entitled to undertake all activities under the Act, as it may be modified from time to time.

### **Powers of the CRA**

The CRA shall be empowered to engage in the activities set forth in Section 163.370, Florida Statutes, which include the following:

1. To write and execute contracts and other implementation means that may be necessary or timely to exercise its powers under the Community Redevelopment Act.
2. To distribute information regarding community redevelopment to the community's residents, property owners, elected officials, and activists.
3. To commence with community redevelopment and related activities within the Redevelopment Area, which may include:
  - a. Acquisition of property by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition.
  - b. Disposition of property at its fair

market value in accordance with Section 163.380, Florida Statute;

- c. Demolishing and removing existing structures, landscaping, or previous improvements to real property or facilities; and
  - d. Installing, constructing, or rebuilding streets, sidewalks, utilities, parks, play grounds, and public spaces.
- 4) Within the Redevelopment Area:
- a. To make inspections, surveys, appraisals, soundings, or test borings on private property;
  - b. To conduct environmental tests and surveys on private property;
  - c. To purchase, lease, option, gift, grant, or bequest, any real property together or without any other improvements;
  - d. To hold, improve, clear or prepare for redevelopment any acquired real property;
  - e. To mortgage, pledge, hypothecate or otherwise encumber or dispose of any property;
  - f. To enter into contracts that are necessary for any redevelopment activities, projects or programs;
  - g. To solicit requests for proposals, requests for qualification, and bid solicitation for redevelopment ac-

tivities;

- h. To apply for financing and to borrow money from the Federal Government, the State, the County, the City or other public body or from any public or private sources in the form of loans, bonds, grants, contributions, and any other form of financial assistance to be used for redevelopment activities;
- i. To acquire air rights which shall be used for implementing redevelopment projects;
- j. To appropriate funds and pay expenditures as necessary to perform the actions identified in this plan;
- k. To organize, coordinate, and direct the administration of redevelopment activities, projects, and programs the City of Miami and/or Miami-Dade County;
- l. To establish community parking projects;
- m. To fund pilot programs to market activities within the Redevelopment Area; and,
- n. To establish a community development entity under the U.S. Treasury New Market Tax Credit Program;
- o. To establish, implement and fund community policing innovations.

5. The CRA shall be permitted to issue redevelopment revenue bonds and other financial instruments in accordance with Section 163.385, Florida Statutes. Bonds issued under this section do not constitute indebtedness within the meaning of any constitutional or statutory debt limitation or restrictions as they apply to the City of Miami or Miami-Dade County.
6. The CRA may exercise all or any part in combination of redevelopment powers as prescribed in the Community Redevelopment Act.

#### **Powers not assigned to the CRA**

The following activities may not be paid for or financed by increment revenues, but may be purchased through alternative funding sources:

1. Construction or expansion of administrative buildings for public bodies or operational police and fire buildings, unless each taxing authority agrees to such method of financing for the construction or expansion, or unless the construction or expansion is contemplated as part of a community policing innovation.
2. Installation, construction, reconstruction, repair, or alteration of any publicly owned capital improvements

or projects which are not an integral part of or necessary for carrying out the community Redevelopment Plan if such projects or improvements are normally financed by the governing body with user fees or if such projects or improvements would be installed, constructed, reconstructed, repaired, or altered within 3 years of the approval of the community Redevelopment Plan by the governing body pursuant to a previously approved public capital improvement or project schedule or plan of the governing body which approved the community Redevelopment Plan,

3. General government operating expenses unrelated to the planning and carrying out of a community Redevelopment Plan.

Regarding zoning and land development regulations, the CRA shall not have the power to:

- a. Independently zone or rezone property; however, the CRA can recommend and advocate zoning changes to the City of Miami;
- b. Grant variances or exceptions from zoning, building regulations, or life-safety codes.; however, the CRA can request such variances and exceptions

- c. to the City on behalf of an applicant; or
- c. Independently close or vacate public rights-of-way.

The CRA Board shall not have the power to grant final approval of this Redevelopment Plan and future revisions.

#### **Authority to Undertake Redevelopment**

This Redevelopment Plan has been prepared in accordance with the Florida Community Redevelopment Act, Chapter 163, Part III of the Florida Statutes. The adoption of this Redevelopment Plan and any later modifications or amendments shall follow the procedures set forth in Chapter 163, Part III.

By adopting this Redevelopment Plan, the CRA is authorized to perform "community redevelopment" as defined in Section 163.340(9), Florida Statutes.

The CRA is the government agency that oversees and monitors development within the Redevelopment Area, and as such, all development projects proposed within its boundaries must be presented before the CRA Board prior to the City of Miami granting approval of the project.

## Future Amendments to this Redevelopment Plan

This Redevelopment Plan is an amendment and update to the 2009 Plan Update. In the future, this Redevelopment Plan may need to be amended as new, innovative projects eligible for tax increment revenues are proposed for the area. Amendments to the Plan shall be in accordance with Section 163.361, Florida Statutes. The CRA Board will initiate any amendment action by adopting a resolution recommending that the Miami City Commission adopt the proposed amendment to the Plan and requesting transmittal to Miami-Dade County for approval by the Board of County Commissioners. The original "Findings of Necessity" should be reaffirmed an Assessment of Need Study.

Should any provision of the Community Redevelopment Plan, including later revisions, be found to be invalid, unconstitutional or illegal, such provision shall not affect the remaining portions of the Plan.

## State of Florida Statutory Requirements

The Community Redevelopment Act of 1969 requires that specific elements be included in every Redevelopment Plan. The chart to the right identifies the location for each of those elements within this Master

Plan Report.

Safeguards & Assurances Safeguards to Ensure Redevelopment Activities Follow the Redevelopment Plan.

TECHNICAL ITEM	Section
Legal Description	1
Diagram Showing Open Space	3
Diagram Showing Street Layout	3
Limitations on Massing, Intensity and Density	3
Properties for Parks and other Public Use	3
Neighborhood Impact	6
Publicly Funded Capital Improvements	5
Safeguards and Assurances	7
Retention of Controls and Restrictions with Land Sales	7
Residential Use Affordability	2 & 6
Costs	5
Timeline	5

## Safeguards & Assurances Safeguards to Ensure Redevelopment Activities Follow the Redevelopment Plans

1. The CRA shall file an annual financial report by March 31 of each year with Miami-Dade County, and the City of Miami. This annual report shall contain a programmatic overview of the public and/or private funded activities of the CRA as allowed by the Redevelopment Plan.
2. The CRA shall file a Five-Year Capital Program budget with the City of Miami, for inclusion in the City's Five Year Comprehensive Plan, and update this budgeting document annually.
3. The CRA Board shall be fully subject to the Florida Sunshine Law and meet at least monthly in a public forum.
4. The CRA shall provide adequate safeguards to ensure that all leases, deeds, contracts, agreements and declarations of restrictions relative to any real property conveyed shall contain restrictions and covenants running with the land and its uses, or other such provisions necessary to carry out the goals and objectives of the Redevelopment Plan. The CRA shall further ensure that such conveyance comply with the requirements of Section 163.380, Florida Statutes.

5. The CRA shall continue to acquire property and to convey such interest to developers and investors for redevelopment.
6. The CRA shall promote the use of land pooling to provide existing property owners with an opportunity to participate in the redevelopment as an equity partners in return for the use of the private owner's land for such development.
7. The CRA shall present a Regulatory Plan to the City of Miami for adoption and continue to recommend zoning changes consistent with the Redevelopment Plan.
8. The CRA shall request to the City that all proposals for new development, once reviewed by the City administration, shall be forwarded to the CRA for review and consistency with the Redevelopment Plan.
9. The CRA shall request specific goals and objectives from developers that utilize Tax Increment Financing (TIF) funds.
10. The CRA shall require a Local Participation Agreement for all development projects occurring within the Redevelopment Area.
11. The CRA shall, or will require the developer to provide existing business

owners and business tenants within the Redevelopment Area preference for reentry into business, provided the business is compatible with the uses, theme and quality of development in the Redevelopment Area and that the business owner or tenant has the financial ability to operate the business consistent with the overall integrity of the redevelopment district.

#### **Safeguards to Ensure Financial Accountability**

1. The CRA shall maintain adequate records to provide for an annual external audit which shall be conducted by a knowledgeable Certified Public Accountant. The findings of the audit shall be presented at a public meeting of the CRA Board and such findings shall be forwarded to the City of Miami and Miami-Dade County by March 31 of each year for the preceding fiscal year which shall run from October 1 through September 30. The annual Audit Report shall be accompanied by the CRA's Annual Financial Report and shall be provided to the City of Miami, and Miami-Dade County and shall be made available for public review. Legal notice in newspapers of general circulation shall be provided to inform the public of the availability for review of the Annual Audit and Annual Financial

Report.

2. All CRA tax increment financing (TIF) funds shall be held in a Redevelopment Trust Fund separately from other funds as required by Florida Statutes.
3. The SEOPW CRA shall request specific goals and objectives from developers that utilize Tax Increment Financing (TIF) funds.

#### **Safeguards to Ensure Proper Implementation and Project/Program Accountability**

1. The CRA shall establish measurable goals and objectives for each activity it administers and/or funds.
2. The CRA shall coordinate with related agencies, entities, community-based organizations and stakeholders, specifically including the Water and Sewer Authority (WASA), the City and County Public Works, Capital Improvement Projects, and Planning departments to ensure the proper planning, budgeting and implementation of projects.
3. The CRA shall hold public hearings on the following at its monthly Board Meetings:
  - a. Report and status on its programs and projects (the "Activities").
  - b. Gather input from property owners, citizens and interested parties regarding redevelopment activities;



- and
- c. Discuss strategies to resolve local redevelopment issues

**Providing for a Time-Certain and Severability**

The term of the CRA shall be through the year 2042, or through the end of the fiscal year in which any outstanding bonds are retired, whichever is later.

**Land Acquisition**

Section 163.370, Florida Statutes, provides

that the CRA may acquire land. In Section 4 of this Redevelopment Plan, under District Wide Program #9, Miscellaneous Land Acquisition, the CRA objective states that the CRA proposes to acquire land, as necessary, to support the implementation of the projects described in this Redevelopment Plan within the Redevelopment Area.”

The CRA cannot acquire property through eminent domain proceedings. The City of Miami has the sole authority to commence eminent domain proceedings on behalf of

the CRA. The CRA shall recommend that the City resist resorting to such proceedings, because of its costly nature which is further typically perceived as a non- collaborative action by property owners in the Redevelopment Area. If property owners are unwilling to participate in the redevelopment, despite the provision of financial and technical assistance, the CRA shall recommend to the City of Miami that eminent domain proceedings commence.



## SECTION EIGHT: DEFINITIONS

## Definitions

The following terms, wherever used or referred to in this part, have the following meanings:

### **Blighted Area**

An area in which there are a substantial number of deteriorated, or deteriorating structures, in which conditions, as indicated by government-maintained statistics or other studies, are leading to economic distress or endanger life or property, and in which two or more of the following factors are present:

- a. Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities;
- b. Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions;
- c. Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
- d. Unsanitary or unsafe conditions;
- e. Deterioration of site or other improvements;
- f. Inadequate and outdated building

density patterns;

- g. Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality;
- h. Tax or special assessment delinquency exceeding the fair value of the land;
- i. Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality;
- j. Incidence of crime in the area higher than in the remainder of the county or municipality;
- k. Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality;
- l. A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality;
- m. Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area; or
- n. Governmentally owned property with adverse environmental conditions caused by a public or private entity.

- o. A substantial number of percentage of damaged by sinkhole activity which have not been adequately repaired or stabilized.

However, the term “blighted area” also means any area in which at least one of the factors identified in paragraphs (a) through (n) are present and all taxing authorities subject to F. S. 163.387(2)(a) agree, either by interlocal agreement or agreements with the agency or by resolution, that the area is blighted. Such agreement or resolution shall only determine that the area is blighted. For purposes of qualifying for the tax credits authorized in chapter 220, “blighted area” means an area as defined in this subsection.

### **Governing Body**

The City of Miami Commission sits as the governing body in a separate and distinct role independent from the City of Miami Commission and the Miami-Dade County Board of Commissioners.

### **Community Policing Innovation**

A policing technique or strategy designed to reduce crime by reducing opportunities for, and increasing the perceived risks of engaging in, criminal activity through visible presence of police in the community, including, but not limited to, community mobilization, neighborhood block watch,



citizen patrol, citizen contact patrol, foot patrol, neighborhood storefront police stations, field interrogation, virtual strategies using the latest technology or intensified motorized patrol.

### **Community Redevelopment Agency**

(CRA) A public agency created by, or designated pursuant to the Community Redevelopment Act of 1969 per Florida Statute 163.330.

### **Community Redevelopment Area**

A slum area, a blighted area, or an area in which there is a shortage of housing that is affordable to residents of low or moderate income, including the elderly, or a coastal and tourist area that is deteriorating and economically distressed due to outdated building density patterns, inadequate transportation and parking facilities, faulty lot layout or inadequate street layout, or a combination thereof which the governing body designates as appropriate for community redevelopment.

### **Community Redevelopment Plan**

A plan, as it exists from time to time, for a community Redevelopment Area.

### **Housing authority**

A housing authority created by and established pursuant to Chapter 421, Florida Statutes.

### **Increment Revenue**

The amount of tax revenue received by the CRA subsequent to the base amount of taxable value established upon creation of the CRA and calculated pursuant to Section 163.387, Florida Statutes.

### **Mixed-Mode Corridor**

A street limited to pedestrian, bicycle and transit movements for all or part of the day and night.

### **Public officer**

Any officer who oversees any department or branch of the government of the county or municipality relating to health, fire, building regulations, or other activities concerning dwellings in the county or municipality.

### **Real Property**

All lands, including improvements and fixtures thereon, and property of any nature appurtenant thereto or used in connection therewith and every estate, interest, right, and use, legal or equitable, therein, including but not limited to terms for years and liens by way of judgment, mortgage, or otherwise.

### **Redevelopment or Community Redevelopment**

Undertakings, activities, or projects of a county, municipality, or community rede-

velopment agency in a community redevelopment area for the elimination and prevention of the development or spread of slums and blight, or for the reduction or prevention of crime, or for the provision of

affordable housing, whether for rent or for sale, to residents of low or moderate income, including the elderly, and may include slum clearance and redevelopment in a community Redevelopment Area or rehabilitation and revitalization of coastal resort and tourist areas that are deteriorating and economically distressed, or rehabilitation or conservation in a community Redevelopment Area, or any combination or part thereof, in accordance with a community Redevelopment Plan and may include the preparation of such a plan.

### **Related Activities**

Either:

1. Planning work for the preparation of a general neighborhood Redevelopment Plan or for the preparation or completion of a community wide plan or program pursuant to Section 163.365, Florida Statutes.
2. The functions related to the acquisition and disposal of real property pursuant to Section 163.370, Florida Statutes.
3. The development of affordable housing



for residents of the area.

4. The development of community policing innovations.

### **Slum Area**

An area having physical or economic conditions conducive to disease, infant mortality, juvenile delinquency, poverty, or crime because there is a predominance of buildings or improvements, whether residential or nonresidential, which are impaired by reason of dilapidation, deterioration, age, or obsolescence, and exhibiting one or more of the following factors:

- a. Inadequate provision for ventilation, light, air, sanitation, or open spaces;
- b. High density of population, compared to the population density of adjacent areas within the county or municipality; and overcrowding, as indicated by government-maintained statistics or other studies and the requirements of the Florida Building Code; or
- c. The existence of conditions that endanger life or property by fire or other causes.



## SECTION NINE: DIRECTORY OF LOCAL ORGANIZATIONS



# Directory

Updating this directory from time to time does not constitute a revision to this Redevelopment Plan.

## [Southeast Overtown/Park West Community Redevelopment Agency](#)

Cornelius Shiver, Esq., Executive Director  
819 NW 3rd Ave. 3rd floor, Miami, FL 33136  
Telephone: (305) 679-6800  
E-mail: [cshiver@miami.gov](mailto:cshiver@miami.gov)

## [Miami-Dade County Board of County Commissioners](#)

Audrey Edmonson, District 3  
Stephen P. Clark Center  
111 N.W. 1st Street, Suite 220  
Miami, Florida 33128  
Telephone (305) 375-5393  
E-mail: [district3@miamidade.gov](mailto:district3@miamidade.gov)

## [Esteban L. Bovo,, Jr., District 13 Chairperson, Board of County Commissioners](#)

111 N.W. 1st Street, Suite 320  
Miami, Florida 33128  
Telephone (305) 375-4831  
E-mail: [district13@miamidade.gov](mailto:district13@miamidade.gov)

## [CRA Board of Commissioners](#)

Commissioner Keon Hardemon, Chairperson,  
Telephone: (305)250-5390  
E-mail: [Khardemon@miamigov.com](mailto:Khardemon@miamigov.com)

Commissioner Wilfredo “Willy” Gort Vice-Chairperson  
Telephone: (305)250-5430  
E-mail: [wgort@miamigov.com](mailto:wgort@miamigov.com)

Commissioner Ken Russell, Board Member  
Telephone: (305)250-5333  
E-mail: [krussell@miamigov.com](mailto:krussell@miamigov.com)

Commissioner Joe Carollo, Board Member  
Telephone: (305)250-5380  
E-mail: [jcarollo@miamigov.com](mailto:jcarollo@miamigov.com)

Commissioner Manolo Reyes, Board Member  
Telephone: (305)250-5420  
E-mail: [mreyes@miamigov.com](mailto:mreyes@miamigov.com)

## [City of Miami](#)

Emilio Gonzalez, City Manager  
3500 Pan American Drive, Miami, FL 33133  
Telephone: (305)250-5400  
E-mail: [egonzalez@miamigov.com](mailto:egonzalez@miamigov.com)

Victoria Mendez, City Attorney  
444 SW 2nd Avenue, Suite 945  
Miami, Florida 33130  
Telephone (305) 416-1800  
E-mail: [vmendez@miamigov.com](mailto:vmendez@miamigov.com)

## [City of Miami Department of Community Development](#)

George Mensah, Director  
Telephone: (305) 416-2099  
Main Number (305) 416-2080  
Email: [gmensah@miamigov.com](mailto:gmensah@miamigov.com)

## [City of Miami Planning Department](#)

Francisco J Garcia, Director  
Telephone: (305) 416-1435  
Main Number: (305) 416-400  
Fax: (305) 416-1435

## [City of Miami Public Works Department](#)

Alan M. Dodd, Director  
Main Number (305) 416-1200  
E-mail: [adodd@miamigov.com](mailto:adodd@miamigov.com)

## [City of Miami Building Department](#)

Jose S. Camero, Director  
Main Number (305) 416-1100  
E-mail: [jcamero@miamigov.com](mailto:jcamero@miamigov.com)

## [City of Miami Office of Capital Improvements](#)

Steven C. Williamson, Director  
Main Number: (305)416-1280  
E-mail: [swilliamson@miamigov.com](mailto:swilliamson@miamigov.com)

## [The Black Archives, History & Research Foundation of South Florida, Inc. and The Historic Lyric Theater](#)

Patricia Braynon, Chair  
819 NW 2 Avenue, Miami, FL 33136  
Telephone: 305-636-2390  
Fax: (305) 636-2391

## [BAME Development Corporation of South Florida](#)

245 NW 8th Street, Miami, Florida 33136  
Telephone: (305) 373-7233  
Fax: (305) 373-8915

[St. Johns CDC](#)

1324 NW 3 Avenue, Miami FL 33136  
Telephone: (305) 372-0682

[St. Agnes CDC](#)

2031 NW 4th Court Miami FL 33136  
Telephone: (305) 573-6885

[Mt. Zion CDC](#)

301 NW 9 St, Miami, FL 33136  
Telephone: (305) 379-4147

[The Overtown Youth Center](#)

Tina Brown, Executive Director  
450 NW 14th Street, Miami FL 33136  
Telephone: (305) 349-1204  
[tina.brown@overtownyouth.org](mailto:tina.brown@overtownyouth.org)

[Florida Department of Transportation  
District VI Secretary](#)

1000 NW 111th Avenue Miami, FL 33172  
Telephone: (305) 470-5197  
Fax (305) 470-5610  
General Information:  
Telephone: (305) 470-5349  
[www.dot.state.fl.us](http://www.dot.state.fl.us)

[Girl Power, Inc.](#)

Thema Campbell President/CEO  
1600 NW 3rd Avenue, Suite 100, Miami, FL 33136  
Telephone: (305) 756-5502

[Overtown Optimist Club, Inc.](#)

Ultrina Harris, President  
401 NW 12 Street, Miami, FL 33136  
Telephone: (305) 960-4647

[The Historic Overtown Folklife District Improvement  
Association](#)

Dorothy J. Fields, PhD, President  
819 NW 2 Avenue, Miami, FL 33136  
Telephone: (786) 708-4610

[ILA Longshoreman of Dade County, Inc.](#)

Ellis Canty, President  
816 NW Second Avenue, Miami, FL 33136  
Telephone: (305) 371-6781

[Overtown Children and Youth Coalition Inc.](#)

Graylyn Swilley Woods  
1951 NW Seventh Avenue, Suite 600 Miami, FL 33136  
Telephone: (786) 477-5813

[Urgent, Inc.](#)

Saliha Nelson, Director  
1000 NW First Avenue, Suite 100 Miami, FL 33136  
Telephone: (786) 581-7821

[Camillus House, Inc.](#)

Hilda M. Fernandez, CEO  
1603 NW 7th Avenue, Miami, FL 33136  
Telephone: (305) 374-1065





## SECTION TEN: APPENDIX

## Appendix A

### Previous Planning Work for the area

#### 1973

##### **Urban Development and Zoning Plan.**

This report recommended redevelopment of the area north of the port access road to I-395 between N.W. 1st Avenue and Biscayne Boulevard, later designated as Park West. This recommendation was incorporated within the MCNP in 1976.

#### 1976

##### **Miami Comprehensive Neighborhood Plan (MCNP)**

A Comprehensive Plan is required by the State of Florida for every municipality. Miami's Comprehensive Plan provides the framework for the overall development of the City of Miami. This plan is periodically updated and continues to guide the City's decisions. In 1976 Development opportunities were identified for the CRA area within this document including the establishment of an in-town residential community and redevelopment opportunities made possible by the expanded transit system.

#### 1979 -1980

##### **Overtown Redevelopment Plan**

Prepared by the City of Miami Planning

and Zoning Department with extensive citizen review, this plan was for the larger Overtown community, not just the CRA boundaries. This plan was adopted by both the City of Miami and Miami-Dade County. Portions of this plan that referred to Southeast Overtown were incorporated into the original SEOPW Community Redevelopment Plan.

#### 1979 - 1981

##### **Miami Park West, A Redevelopment Program for Downtown Miami**

Prepared by Wallace, Roberts and Todd (WRT), American Cities Corporation, and Parsons Brinckerhoff Quade and Douglas, this plan called for land purchase of a 16-block area, extensive clearance and redevelopment of the industrial area into a residential and commercial community. The focal point of the plan was a large linear green space linking Overtown to Bicentennial Park. This plan was incorporated into the 1982 SEOPW Community Redevelopment Plan.

#### 1981-82

##### **SEOPW Community Redevelopment Plan**

Prepared by the City of Miami Planning and Zoning Department, this plan stated to the State of Florida the need for a Community Redevelopment Agency, and speci-

fied projects and operations for the CRA. Although the plan was modified over the following few years, it is now out of date, which has led to the Community Redevelopment Plan to which this appendix is attached. The 1982 Redevelopment Plan was reviewed and modified over a six-month period by the Southeast Overtown/Park West Ad Hoc Committee that included representatives of the Overtown and Park West communities and provided a forum for community concerns.

#### 1986-87

##### **Omni Area Redevelopment Plan, September 1986**

Prepared by the City of Miami Planning Department, this is the Community Redevelopment Plan for the Omni Area CRA.

#### August 1984

##### **Design Standards and Guidelines for the Southeast Overtown / Park West Redevelopment Project**

This document was prepared by the Downtown Development Authority for the SEOPW CRA. These standards contain many common sense practices for treating pavement and landscaping on public streets. The guidelines however reinforce a plan that is heavily dependent upon a wide landscaped pedestrian mall, an idea since widely discredited nationally. The small segment of the pedestrian mall that



was constructed on NW 9th Street in the late 1980's has already been re-opened to traffic.

### **February 1989**

#### **The Historic Overtown Folklife Village, Master Plan / Urban Design Guidelines.**

This plan and accompanying guidelines were prepared for the Black Archives, History and Research Foundation of South Florida, Inc. by Ronald E. Frazier & Associates. The plan surveys a three-block area of historic buildings and offers architectural guidelines for buildings.

### **1989**

#### **Downtown Miami Master Plan 1989**

This document was prepared by the City of Miami Department of Planning, Building, & Zoning and the Downtown Development Authority. This plan was officially adopted by the City Commission in 1989 and continues to guide decision making for the downtown.

### **May 1997**

#### **Master Plan for Historic Overtown Folklife Village, May 1997.**

This plan was prepared by Duany, Plater-Zyberk & Company as an update to the 1989 plan for the Black Archives. It offers new implementation strategies for the previous plan.

### **1998 NW 3rd Avenue Priority Business Corridor.**

This document prepared by Bermello-Ajamil & Partners, Inc for the SEOPW CRA examines the physical existing conditions along this historic commercial corridor. Recommendations are included to stimulate business.

### **September 1999**

#### **City of Miami Community Redevelopment Agency, Fiscal Year 2000 and 5-Year Plan 2000-2004,**

Budgeted Projects and Programs Prepared by the SEOPW CRA, this document lays out the current five-year plan of programs and expenditures. Projects and programs from this document have been included in the SEOPW Community Redevelopment Plan.

### **March 2000**

#### **Overtown, Redevelopment Area Design Charrette Report**

This document was prepared by Treasure Coast Regional Planning Council and produced through a grant from the Florida Department of Community Affairs to the South Florida Regional Planning Council for Eastward Ho initiatives. SFRPC brought in the Treasure Coast Regional Planning Council to provide a community design charrette workshop and produce a detailed plan for all Overtown. Many local architects and planners participated along

with local property owners and residents. The plan showed how the community can redevelop over time with small incremental improvements and reinvestment, unlike typical grand schemes. Unfortunately, the plan failed to capture the excitement needed in the investment community and official circles and is perceived by some members of the community as the latest in a string of broken promises.

### **March 2000**

#### **Housing Needs and Potential of the Overtown / Park West Area**

This document was prepared by Reinhold P. Wolff Economic Research, Inc. for South Florida Partnership Office Fannie Mae. It is a market housing study.

### **Spring 2000**

#### **History of the City of Miami,**

A summary of its past in pictures, maps and writings. This was prepared by students at the University of Miami School of Architecture under the directions of professors Allan Shulman and Adolfo Albaisa. This is not a planning document but rather a summary showing how Downtown Miami has changed over the years.

### **2002**

#### **Miami River Corridor Urban Infill and Redevelopment Plan**

This document was prepared by

Kimley-Horn and Associates, Inc for the Miami River Commission, City of Miami and Miami-Dade County.

## **2002**

**Park West Club District Streetscape Master Plan.** This plan was prepared by Wallace Roberts & Todd for the CRA. It identifies parking areas and streetscape improvements along Eleventh Street.

## **August 2002**

### **Overtown Greenway Plan**

This document was prepared by Trust for Public Land and Wallace Roberts & Todd. This document identifies the various planning efforts taking place in the area and offers greenway alignments and landscaping and streetscape guidelines.

## **October 2002**

### **Overtown Greenprint Plan**

Prepared by the Trust for Public Land, The Greenprint Steering Committee, and Glatting Jackson Kerscher Anglin Lopez Rinehart Inc. The Greenprint Plan is a strategic plan to design and build an interconnected system of urban open spaces, including parks, greens, gardens, plazas, bikeways and sidewalks.

## **December 2002**

### **Overtown: A Look Back, Connections to the Future**

This plan was prepared by Urban Design Associates on behalf of the Collins Center for Public Policy, Inc and the Overtown Civic Partnership. The document analyzes the existing conditions and shows design alternatives for "Downtown Overtown," the core area of Overtown.

## **November 2003**

### **Miami at Midnight**

This report was prepared by Thomas F. Gustafson, P.A. to examine the use of narrow gauge rail modality in the SEOPW and OMNI CRA areas and to suggest locations for liner buildings and related parking structures. The report provides a basis for requesting transportation trust funds and to develop such improvements as a community intermodal system.

## **June 2018**

### **Assessment of Need Study**



## Appendix B

### Acknowledgements

#### **The Southeast Overtown – Park West Community Redevelopment Plan, update 2004**

was prepared initially by Dover Kohl & Partners, Town Planners, with the 2009 Update modified by City of Miami Planning Department, and the 2018 Update modified by EL Waters and Company. Incredible support, ideas and information for the entire plan was received from:

- ⚙ City of Miami Commissioners and
- ⚙ CRA Board Members:
- ⚙ Commissioner Keon Hardemon, Chair District 5
- ⚙ Commissioner Wilfredo “Willy” Gort, District 1
- ⚙ Commissioner Ken Russell, District 2
- ⚙ Commissioner Joe Carollo, District 3
- ⚙ Commissioner Manolo Reyes, District 4
- ⚙ County Commissioner, Audrey Edmonson, District 3
- ⚙ City Manager, Emilio Gonzalez
- ⚙ CRA Executive Director, Cornelius Shiver
- ⚙ CRA consultants:
- ⚙ EL Waters and Company, LLC
- ⚙ Vijay Varki Consulting
- ⚙ City of Miami’s Planning and Zoning

#### Departments

- ⚙ Many residents, property owners, and
- ⚙ business owners within and near the Redevelopment Area
- ⚙ Overtown Community Oversight Board
- ⚙ The Black Archives, History & Research Foundation of South Florida, Inc.
- ⚙ The Overtown Youth Center
- ⚙ Perkins & Will
- ⚙ B/Adaptable
- ⚙ Jeffrey Watson, Project Manager

Several Community Development Corporations, including:

- BAME CDC
- St. Agnes CDC
- St. John’s CDC
- Florida Department of Transportation

Several Community Churches including:

- Central Baptist Church
- Greater Bethel A.M.E. Church
- Mount Zion Baptist Church
- St. Johns Baptist Church
- St. Agnes Episcopal Church
- St. Peter’s Catholic Church

*This Redevelopment Plan was prepared by  
Dover, Kohl & Partners in, October 2003,  
and updated by the City of Miami's Plan-  
ning Department in May 2009 and finally  
updated by EL Waters and Company LLC in  
August 2018*