

DRAFT

Prepared by PMG Associates, Inc.



Omni

COMMUNITY REDEVELOPMENT AGENCY

OMNI REDEVELOPMENT DISTRICT COMMUNITY REDEVELOPMENT AGENCY

2019 UPDATE OF REDEVELOPMENT PLAN

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Introduction

Mission

The Omni CRA's mandate is governed by Florida Statutes, Chapter 163, Part III. The Omni CRA's goal is to revitalize the Omni CRA Redevelopment Area, through the targeted and leveraged investment of the Tax Increment collected there, and to aid in successful development projects of both the public and private sector, alleviating conditions contributing to Slum and Blight and encouraging the creation of housing attainable to all.

The Omni CRA is committed to the preservation and enhancement of property values and neighborhood amenities, stimulating the creation of new economic opportunities for residents, preserving history and culture, and improving the quality of life of those who reside, visit, work, or spend time in the neighborhoods of the Omni CRA.

Vision

The vision for the Omni CRA's Redevelopment Area is a set of 24-hour walkable neighborhoods with wide active sidewalks and pedestrian-friendly streets that function as a platform for creative productivity and vibrant living. The Omni neighborhood as a central connection between arts, culture, history, business, media and entertainment. The CRA envisions a connected and collaborative neighborhood where everyone can afford to live, work, and make an impact in improving the quality of their city.

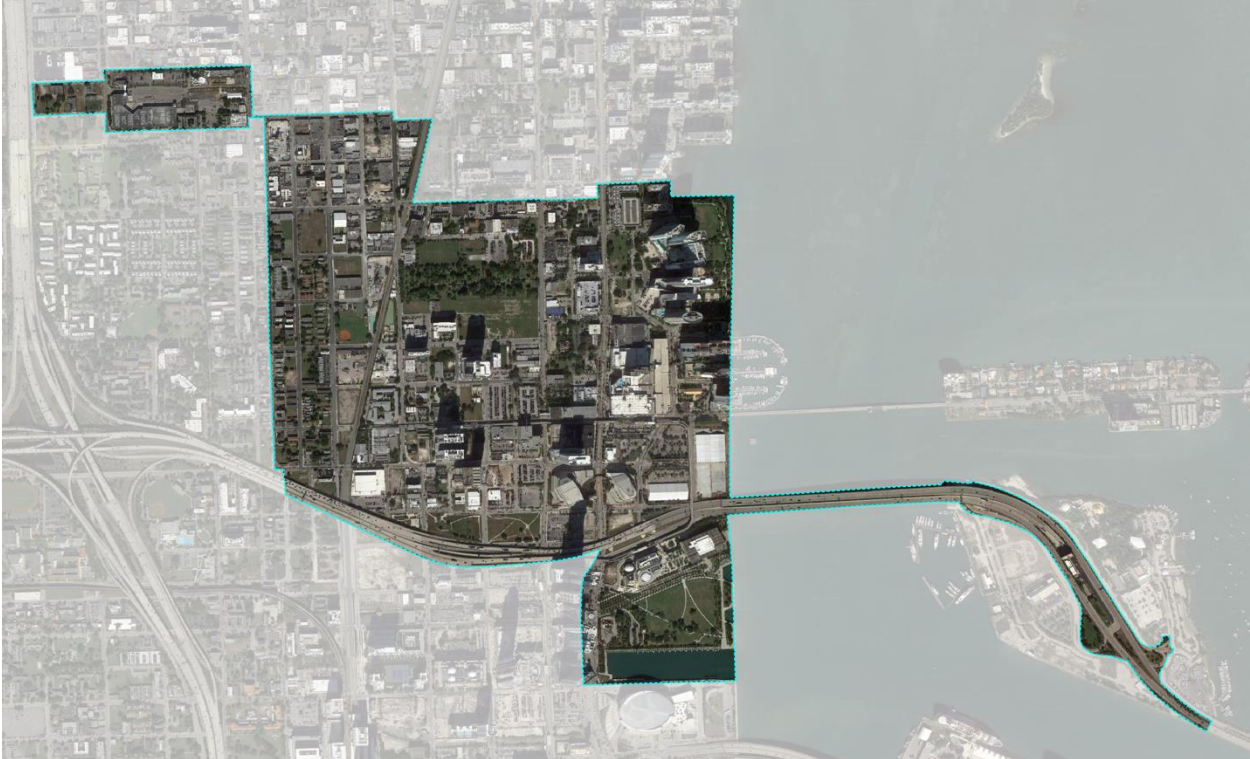


Exhibit 1-0 - Omni CRA Boundary Map

Source: Omni CRA

This Redevelopment Plan

The Omni CRA has made significant improvements over the years and will use the extension of time to further the progress in the CRA area.

The Omni Redevelopment Area Community Redevelopment Agency (the Omni CRA) was originally formed in 1987. The Finding of Necessity (FON) for the original Omni CRA was completed in 1987 and the district has received several updates and expansions over the years.

Assessment of Need

The CRA and the City of Miami have requested an extension of time for Omni based on Miami-Dade County Board of County Commissioners Resolution #R-611-15 which requires an assessment that demonstrates that slum and blight still exist within the designated Community Development Agency. The analysis of the Assessment of Need (AON) for the extension of the time frame for the Omni (CRA) in the City of Miami has been prepared and is part of a formal request to extend timeframe of the Omni CRA for an additional 15 years until the year 2045.

Extension of Life

The Omni Redevelopment Area Community Redevelopment Agency is requesting an extension of time in which to complete the redevelopment activities contemplated for the Omni Area. In 2018, the CRA prepared an Assessment of Need (AON) that showed there is a continued need for redevelopment activities to take place to address the pervasive slum and blight conditions plaguing the Omni Area as well as to create badly needed housing affordability. If granted, the CRA would have an additional fifteen years (15) years through year 2045 to complete the redevelopment activities.

Finding of Necessity for Expansion to West Coconut Grove

The potential CRA expansion area of West Grove meets the criteria established under State Statutes to be designated as “slum” and “blight”. The area meets two of the three of the criteria to be designated as slum (one is required), and eight of the criteria to be designated as “blight” (only two are required). The area also meets the “blight” requirement of existence of deteriorated structures. See Part II of this document, and City of Miami Omni CRA Proposed Expansion West Grove Area Finding of Necessity (FON) from October, 2017

PART I - EXTENSION OF LIFE

Chapter 1 History of Omni CRA

Omni Neighborhoods

The 2010 Omni Redevelopment Area is comprised of six distinct areas or neighborhoods (See Exhibit 1-2) that represent a different nature to the community. The neighborhoods are Omni, Northeast Overtown, South Wynwood, South Edgewater, and small portions of Park West and Watson Island.

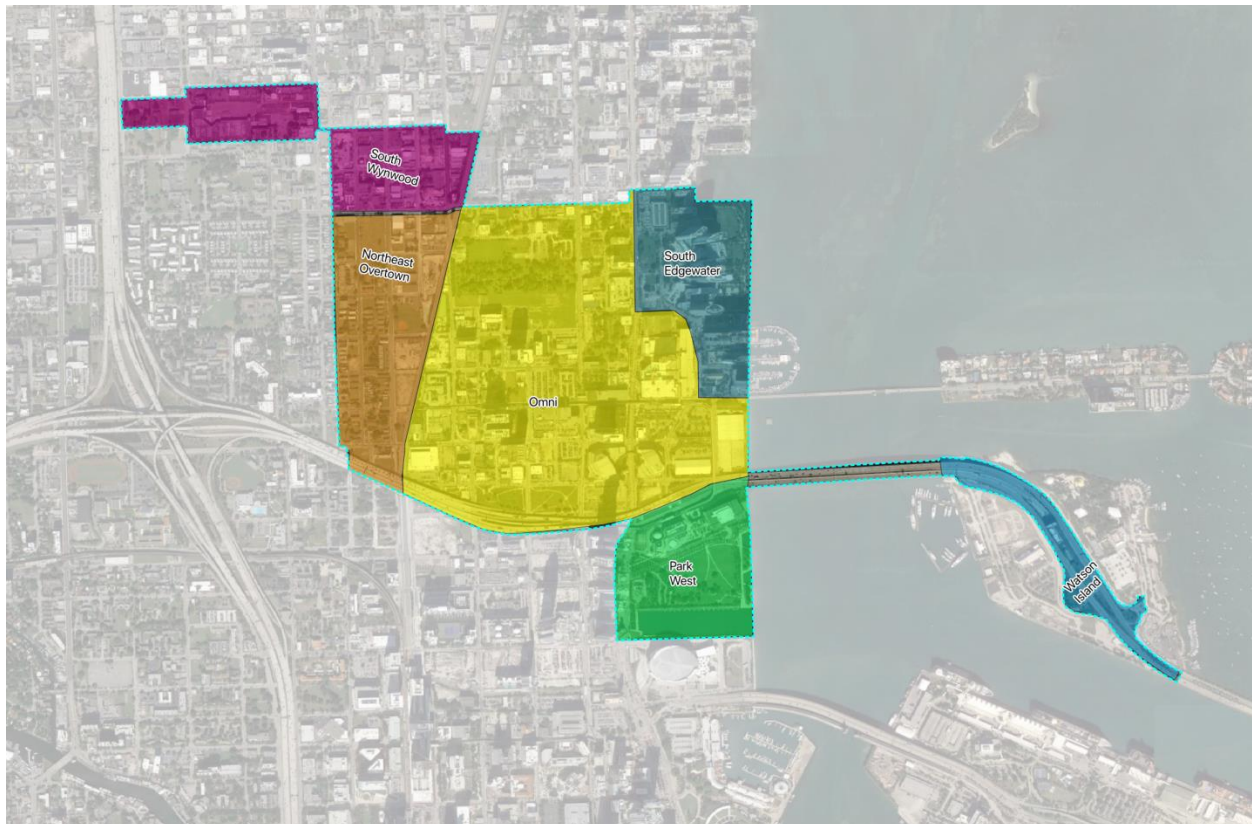


Exhibit 1-2 - Omni CRA Neighborhoods

Source: Omni CRA

History of the Neighborhoods

Omni

What is today known as the Omni Neighborhood or the Arts & Entertainment District—just north of the Central Business District of downtown Miami, extending from Biscayne Boulevard to the FEC tracks, and I-395 to 17th Street—first rose as a mercantile district serving the booming Miami downtown in the 1920s and 1930s. Large and small retailers built stores in the mercantile district there but many eventually failed due to a dwindling customer base and competition with suburban malls. Large-scale urban renewal created the Omni Mall and I-395 which both further deteriorated the neighborhood. The Omni CRA chose to spend their initial revenue on several catalytic projects in this neighborhood: Margaret Pace Park, the Adrienne Arsht Center for the Performing Arts (PAC), and the Miami Entertainment Center (MEC).

The Omni neighborhood sits at a crossroads of Miami and has a unique opportunity to develop in ways that no other neighborhood in Miami will. The height and density allowed here will almost definitely deliver thousands of new units of development in towers, and the CRA is poised to create opportunities for true mixed-income neighborhood, supporting residents from all walks of life.

South Edgewater

Edgewater began as a low-density residential neighborhood north of downtown along Biscayne Bay, which faced the same problems as the Omni area in the post-war era and it went largely undeveloped for many decades. The proximity to Miami Beach and the permissive densities of the zoning code have allowed the area to be built up over time with many luxury condominium developments lining the waterfront. The CRA invested in a catalytic project—the Adrienne Arsht Center for the Performing arts which is a regional destination to this day. Improvements to Margaret Pace Park, and later environmental remediation and infrastructure for Maurice Ferré Park and the creation of the Port Tunnel have further improved the quality of life in the area. Development in the South Edgewater neighborhood has seen a great boom, however most building has been restricted to mainly high-end market rate condominiums, and residents are concerned over access and amenities.

The southern portion of Edgewater is within the Omni CRA’s boundaries.

Northeast Overtown

Overtown was one of only a few areas in the segregated City of Miami where black residents were allowed to live or operate businesses. Because Overtown had to serve all the needs for its residents, it developed with a variety of different building types, along with a dense mixed-use land use. Overtown suffered from overcrowding and many problems related to poverty, but it was also successful and was known as the “Harlem of the South.” After the passage of the 1964 Civil Rights Act, and the discriminatory urban renewal projects to create I-95 and I-395 through Overtown, the population began to diminish. A number of housing programs from HUD to various local CDCs have aspired to improve living conditions but it continues to face many problems. Today the historic black community of Overtown faces enormous pressure from speculative buying, demolition, and neglected properties as values in Wynwood, Edgewater and Downtown continue to increase. The northeastern portion of Overtown is within the Omni CRA’s boundaries.

The CRA’s programs in residential rehabs, job creation, historic preservation, housing affordability, and home ownership will preserve and enhance the culture of Overtown, enabling residents to stay and enjoy a heightened quality of life.

South Wynwood

The warehouse portion of Wynwood was a fashion manufacturing and wholesale district for central Miami. Its large boxy warehouses, truck traffic, and treeless streets left it mostly neglected except for a few art galleries. In the early 2000s with the advent of Art Basel and Wynwood rapidly became an art destination and a worldwide name. Retail prices have skyrocketed pushing out small businesses, galleries, artists, and long-time residents of the neighborhood as new retail opens up.

South Wynwood has been slower to develop than the rest of the arts district, due to a number of industrial and institutional uses, but property values continue to increase and affordable rents for businesses and housing are an ongoing concern.

Past Successes of the OMNI CRA

Catalytic Projects



Photo 1 Port Miami Tunnel

Port Miami Tunnel

The Port Miami Tunnel is a multi-agency public private partnership opened to the public in 2014. It has removed a number of large and damaging trucks from the streets of the Omni CRA and downtown Miami, preventing conflicts between pedestrians and up to 16,000 vehicles that use the tunnel each day.

Adrienne Arsht Center for the Performing Arts

The Adrienne Arsht Center for the Performing Arts of Miami-Dade County (PAC) has become one of the world's leading performing arts organizations and venues. Since opening in 2006, the Arsht Center, a 501C3 non-profit organization, has emerged as a leader in presenting innovative programming that mirrors South Florida's diversity as well as a catalyst for billions of dollars in new development in the downtown area.

The Arsht Center presents nearly 400 events each year as well as free programming for the community and an arts education program that serves nearly 60,000 children each year.



Photo 2 Adrienne Arsht Center

The Miami Entertainment Complex (MEC)



Photo 3 Viacom Studios (MEC)

The Miami Entertainment Complex (MEC), completed in 2016, features two fully operational sound stages of 15,000 square feet each with a 50-foot roof as well as about 15,000 square feet of offices, editing suites and even a school for when kids need to be on set. The MEC is now called Viacom International Studios, after its Operating Film and Television production firm. Viacom shoots much of its Latin American television at these studios and employs hundreds of workers when they are filming a show. They have also brought the community of local filmmakers and media creatives in for tours of the facility and technical workshops.

Historic Preservation

The 2010 Plan identifies buildings within the district that are designated as historic and states that Historic Preservation is important to the community heritage and neighborhood experience. The CRA has helped preserve many of these wonderful structures and endeavors to continue the preservation of both historic buildings and the culture that they represent and embody.

Miami Woman's Club

The Miami Woman's club is undergoing a complete restoration and will soon host a variety of restaurants and civic uses.



Firehouse No. 2

Omni CRA has renovated the historic City of Miami Firehouse No. 2, which had fallen into total disrepair, has now been restored and is being used as the offices of the CRA.

Dorsey Library



Built in 1941, Dorsey Memorial Library was the first City-built library in Miami, and one of the only libraries to allow black patrons to sit and read. Although it had various uses for many years, it has sat empty since the 1980s due to a funding shortfall. Although it had been declared an historic structure, it had not been preserved or protected, and it had not fulfilled its potential as a free and public library. In 2016 the Omni CRA pledged \$850,000 to leverage the City's commitment to rehabilitate this historic structure and has met with the community to determine character of use, and the nature of what a 21st century library serving the neighborhood from an historic building would entail.

Citizen's Bank Building

The Omni CRA has purchased the historic Citizen's Bank building on 14th Street and Miami Avenue, to renovate, restore and activate as an anchoring retail, dining or cultural venue, with offices above. With paired Corinthian columns and arched entrances, this Neoclassical building is sited on a major intersection of what promises to be a lively neighborhood center. The prominent Citizens Bank represents a fashionable architectural trend in 1920s South Florida of classically-inspired building designs. Constructed during the Land Boom years, this building is a reminder of a time when local architects were seeking to create a visual identity for a new retail district serving locals and visitors alike.



Miami City Cemetery

The Miami City Cemetery is a small oasis of calm in an urbanizing neighborhood. The trees and quiet street should be maintained and enhanced. The CRA has recently completed a tree inventory and maintenance recommendations for this special park.

Vera Building

Newly designated in 2019, the Vera Building was one of the first "workforce housing" buildings built in the City of Miami during the boom years of the 1920s. The CRA hopes to fully restore the façade and windows, and to attract a tenant to operate the building as part of the fledgling Miami Avenue Entertainment District.

Other Projects identified in the 2010 Omni CRA Redevelopment Plan

The 2010 Redevelopment Plan included chapters on existing conditions, market analysis summary, redevelopment plan overview (outlining the vision, objectives and changes since the 1986 plan), list of projects and strategies, capital improvements costs and priorities, the financing plan, neighborhood impact and plan management.

Projects identified in Chapter 5 of the 2010 Plan are as follows:

- Miami Herald Properties, including the following elements:
 - Existing Printing Press
 - Public Plaza/14th Street connection to Baywalk
 - Mixed-use Development
 - Vacant Parcel Development
 - Shrine Building
 - Performing Arts Center
 - 14th Street Media/Entertainment District
- City of Miami and Miami-Dade County School Board Property, including the following elements:
 - Biscayne Park
 - School Board Vacant Properties / Unimproved Surface Parking
 - School Board Skills Center
 - School Board Property Opportunities. The Plan identifies redevelopment opportunities for the School Board properties including:
 - Performing Arts Center Parking
 - Public/Private Development
 - Media/Entertainment District parking and mixed-use development
 - Workforce and Affordable Housing
 - The Plan also includes the possible preparation of a Special Market Study to Determine Demand for a convention center
- Proposed Zoning Changes
 - Atlas changes for specific areas
 - Development of inclusionary zoning for housing providing:
 - Mandatory workforce requirement
 - Bonus height
 - Bonus FAR
 - Density allowance
 - Remove bonus to pay into Affordable Housing Trust Fund
 - Development of design guidelines for areas of special interest
- Development of additional neighborhood greenspace to accommodate new residential development including:
 - Baywalk
 - Neighborhood Parks
 - Greenspaces associated with new development and enhancements to existing greenspaces
- Streetscapes are identified as important components of the public realm and the Plan includes:
 - Streetscape improvements to “Primary Streets” including:
 - Biscayne Boulevard
 - 14th Street

- N. Miami Street
 - NE 2nd Avenue
 - Bayshore Drive
 - Streetscape improvements to “Secondary Streets” which are side streets and residential areas
- The 2010 Plan includes the following transportation and infrastructure projects:
 - Port of Miami Tunnel – complete but paying debt service
 - Street Reconstruction – NE 2nd Ave; 14th Str; NE 17th St; NE 17th Terr
 - Bayshore Drive Extension
 - 17th Street / FEC Crossing
 - 2-Way Conversions – N Miami Ave; NE 1st Ave; NE 2nd Ave; NE 17th Street
 - Water & Sewer upgrades

Chapter 6 of the 2010 Plan, “Capital Improvement Costs & Priorities” summarizes the projected capital improvement costs using order-of-magnitude estimates to provide the CRA a guide for development of CRA implementation strategies. Chapter 7 of the Plan “Financing Plan” acknowledges that full funding is not available to undertake all of the projects at the same time, that there is a need to engage the private sector, identify other sources of funding, and establishes principles on which the public financing strategy will be based to minimize public investment toward completion of the projects.

The City of Miami Omni CRA Assessment of Need (AON) for Extension of Time Frame for the District provides the justification for the extension of time to complete redevelopment within the CRA district. The AON lists projects that have been completed, on-going projects and planned projects.

On-Going and Planned Projects

Based on review of the AON and the Annual Reports, following is the list and description of on-going and planned projects that have yet to be completed and are in Section 5, Projects and Strategies, of the 2010 CRA Plan.

- Miami Herald Properties – the 2010 plan states that these properties are key to the redevelopment of the Omni CRA. The CRA plan includes several alternative concept plans and includes development / preservation / redevelopment of the following and including the potential for 200,000+ square feet of retail, 200,000+ square feet of office, 3900 units and PAC parking.
- City of Miami and Miami-Dade County School Board Property – the 2010 plan says that there are numerous opportunities for public/private partnerships for redevelopment of School Board and City properties including new housing with mixed-income, new educational facilities, and new parking for the PAC and the Media/ Entertainment district. The plan says that potential development includes 100,000+ square feet of retail, 75,000+ square feet of office, 800 units and PAC parking.
- Proposed Zoning Changes – the 2010 plan proposes a number of zoning changes that are important to stimulate redevelopment within the CRA district. Those changes generally include “atlas changes”, the creation of a new special district (SD-6.2), development of inclusionary zoning for housing, and development of design guidelines.
- Neighborhood Greenspace – The 2010 plan states that because of the anticipated development of new residential units, it is imperative that additional greenspace be developed. The AON includes

Land Acquisition and other projects have been completed but does not specify what lands have been acquired.

- Streetscapes – the 2010 plan identifies streetscapes as one of the most important components of the public realm and that they have a direct impact on the type and quality of redevelopment and economic potential. The AON identifies streetscapes as Planned projects and states that they should include improved sidewalks, lighting, landscaping and street furniture, although they do not specify which streets. The 2010 plan includes a streetscape “pilot project” at the PAC, and both Primary and Secondary streets that need streetscaping, and the description appears to be similar to the “complete” streets approach to streetscaping.
- Historic Preservation – the 2010 plan states that historic buildings should be restored and that they embody the heritage of the community and enhance neighborhoods. It identifies eight (8) properties that have a historic designation, that they are in significant disrepair, and surround development should recognize the scale and character of these properties and take measures to ensure that they remain community assets. Based on review of the Annual Reports several historic preservation projects are completed, several underway and a few yet to begin.
- Transportation and infrastructure – this section of the plan identifies several projects that are necessary to improve the redevelopment district. The AON notes several projects having been completed including the tunnel although the CRA is paying debt service on the tunnel. Projects which are either on-going or planned include:
 - Port of Miami Tunnel – complete but paying debt service
 - 17th Street / FEC Crossing
 - 2-Way Conversions – N Miami Ave; NE 1st Ave; NE 2nd Ave; NE 17th Street
 - Water & Sewer upgrades

Strategies

In addition to physical projects, the 2010 plan identifies “Social Needs Strategies” which are provided as a framework for improvements to the delivery of human services and groups them into three general categories.

- Improve Human Services Delivery
- Improve Employment Opportunities and upward Job Mobility
- Foster Small Business Development

Conclusion

From 2013 to 2017, the CRA focused its resources on several historic preservation projects, North Bayshore Streetscape, NE 14th Street Infrastructure and Streetscape, payment of debt service for the Performing Arts Center, Community Policing, greenspace improvements to the Margaret Pace Park, Maurice A. Ferré Park, the Miami Entertainment Complex, the Port Tunnel, land acquisition, and streetlight/landscape maintenance.

Section 7 of the 2010 Plan, Financing Plan, acknowledges that the total cost of improvements far exceeds the anticipated revenues of the CRA, and states that investment of the private sector and other grant/public sources are necessary to undertake the projects identified in the plan. Consequently, not all projects have been completed. The matrix illustrates that as projects are completed in 2015, other projects commenced in 2016 including Omni Park Greenspace, Dorsey Library Citizens Bank and Woman's Club historic preservation, business and residential rehabilitation programs, housing, School Board Property, business incentive grants, and the I-395 project.

Based on the information in the 2010 CRA Plan, the AON and the Annual Reports from 2013 to 2017, because the total cost of all projects in the 2010 CRA Plan requires a variety of public and private funding sources, implementation of projects must be phased over time. With the projects shown in the matrix above as being completed the other on-going and planned projects can be phased-in as funding becomes available.

Chapter 2 Public Involvement

This update of the Omni Area Community Redevelopment Plan is the continuation of efforts from prior plans adopted in 2006 and updated in 2009 and 2010. In 2005 a public participation process was conducted that included numerous individual meeting Omni-area stakeholders and various neighborhood advisory committees, as well as a steering committee comprised of CRA Board member and City Commissioner, neighborhood business and property owners, representatives of the Performing Arts Center Trust and the Florida Department of Transportation.

The 2009 update included public hearings for adoption of the Finding of Necessity to expand the boundary of the CRA districts, and the adoption hearings.

This plan update included an Assessment of Need for an extension of timeframe for the redevelopment district, as well as input from area stakeholders in a public involvement meeting. The meetings and stakeholder conversations reviewed history of the CRA, past accomplishments, current projects, and to obtain input from stakeholders on what other projects should be included in the plan. Input from the meeting included comments addressing current projects, identification of priorities and the addition of some new projects and were as follows:



Transit connections are important. These systems should consider premium and innovative transportation.

Affordable housing is a priority for the area. The style and focus of housing should be considered including housing for artists and makers.

The I-395 improvement project is a priority and ensuring that lush landscapes are installed as part of the project.

Construction of infrastructure to support new development is important, including the construction of sidewalks and pedestrian amenities.

The traffic on NE 2nd Avenue is an issue, and that the street should be able to accommodate all modes of transportation.

The CRA should invest in small parks. With minimal investment in benches, trash receptacles, maintenance, and good design these parklets could become community assets

There should be a focus on park improvements including those that would be pedestrian friendly and add activities.

Chapter 3 Existing Conditions

Existing Infrastructure Conditions

Infrastructure within the Omni CRA was evaluated to determine existing conditions and where deficiencies in government-owned facilities exist. This includes: roadways, sidewalks, curbs, lighting, water, sewer, and stormwater drainage. The following is a summary of these findings. It should be noted that these are deficiencies of the existing facilities and not any indication of future needs for such. This updated redevelopment plan includes strategies and implementation funding to remedy these deficiencies as well as for upgrading facilities to better serve future needs and the anticipated increases in population and use.

Streets/Roadways

Asphalt deficiencies may include significant cracks, potholes, depressions, and/or overall wear. A majority of streets west of NE 2nd Avenue and NE 2nd Avenue itself exhibit these deficiencies, while east of NE 2nd Avenue deficiencies are not quite as evident, however, several streets including NE 2nd Court, NE 4th Avenue, NE 18th Street and segments of North Bayshore Drive have such issues. The only area where roadway is currently not found is an area where it appears a segment of NE 17th existed between NE Miami Place and NE 2nd Avenue though this area is currently private property.

No such deficiencies were noted along US 1, the CRA area south of I-395 or on that portion of the CRA located on Watson Island.

In total, there are approximately 4,000 linear feet of roadway that require asphalt with 4,200 linear feet that require rebuilding.

A number of roadways appear to be designed for a higher speed traffic than is generally appropriate in a pedestrian-oriented downtown setting, including wider and more roadway lanes than necessary, larger curb returns than necessary, one-way movement where unnecessary, conflicting and dangerous intersections, and this should be addressed in future road improvement projects.

Sidewalks



Exhibit 3-1 Sidewalk Deficiencies

Locations of deficient sidewalks, those that are cracked, lifting, missing, or otherwise broken can be found on Exhibit 3-1. Sidewalks with deficiencies can be found throughout the CRA however, only a few segments are of any significant size. Those sections found in the following locations are of some note: NW 22nd Street between NW 5th and NW 3rd Avenues, NE 19th Terrace between NE Miami Court and NE 2nd Avenue, North Miami Avenue between NE 17th Terrace and NE 19th Street, NW 1st Place between NW 14th and NW 15th Streets, and a significant area lacking sidewalks along surface roadways within the CRA area on Watson Island.

There were no sidewalk deficiencies located in the area of the CRA south of I-395. The infrastructure review noted approximately 17,000 linear feet of sidewalk that needs to be installed or replaced.



Exhibit 3-2 Curb Deficiencies

Curbs

The majority of curbing needs are in areas located west of NE 2nd Avenue. Larger areas of need can be found along NW 22nd Avenue between NW 5th and NW 3rd Avenues, NE 19th Terrace between NE Miami Court and NE 2nd Avenue, North Miami Avenue between NE 17th Terrace and NE 19th Street and as with sidewalks, there is a lack of curbing on the surface streets that are within the CRA area on Watson Island.

There is no need for any curbs in the area of the CRA south of I-395.

Approximately 16,500 linear feet of curbing needs to be installed/replaced. This curbing will require gutters along that linear footage as well. The installation of curbing where it does not exist will also necessitate the installation of drainage structures since stormwater will no longer drain into swales or other pervious locations. Up to 24 drainage structures along with approximately 3,500 linear feet of drainage pipe would be required to mitigate stormwater issues with this new curb and gutter installation.

Future Land Use City of Miami

Since adoption of 2010 Redevelopment Plan, some changes to the Future Land Use Map have been made although areas east of NE 2nd Avenue remain primarily Restricted Commercial and those areas west of NE 2nd Avenue remain primarily General Commercial.

The Miami Comprehensive Neighborhood Plan (MCNP) designates the Omni neighborhood primarily as a specially designated "High Density Multifamily Residential Area" allowing up to 500 units per acre in residential density.

The Future Land Use Element states the following about the land use designations present in the Omni CRA area:

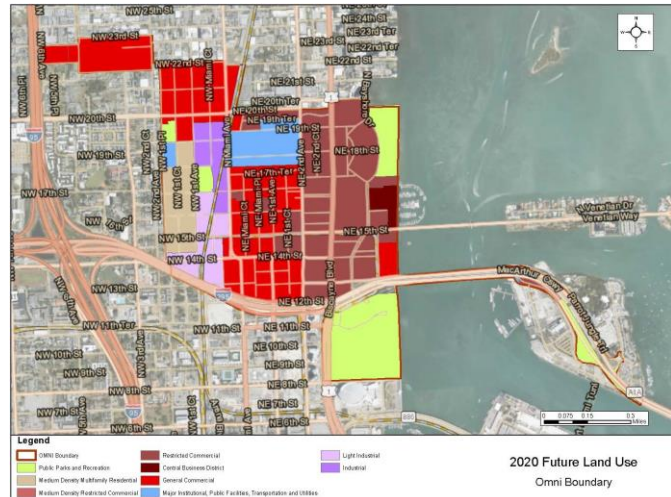


Exhibit 3-4 - Future Land use

Recreation – the primary intent is to conserve open space and green spaces of a park while allowing access and uses which will not interfere with the preservation of any significant environmental features which exist in the park.

Institutional – allows for federal, state and local government activities, major public health or private health, recreational, cultural, religious or educational activities, and major transportation facilities and public utilities.

Medium Density Multifamily Residential – allows residential structures to a maximum density of 65 units per acre.

Restricted Commercial – allows multifamily residential density, general office, clinics and laboratories, auditoriums, libraries, convention facilities, places of worship, and primary and secondary schools.

General Commercial – allows all activities in the Restricted Commercial category as well as wholesaling and distribution activities that generally serve the needs of other businesses.

Central Business District – allows all activities in the Restricted Commercial and Institutional designations, as well as residential facilities.

Light Industrial – is intended to allow mixed-use development to facilitate the ability of developing a mixed occupancy within a unit in which more than one type of use is provided under live/work or work/live zoning districts.

Industrial – intended to allow manufacturing, assembly and storage activities generally including uses which generate noise, smoke, fumes, illumination, traffic and other impacts if not properly controlled.

It should be noted that the City's Future Land Use designations will define the limitations on the type, size, height, number, and proposed use of buildings. Any of these items that are not regulated by the Future Land Use shall be governed by the City's zoning designations and codes.

Existing Zoning

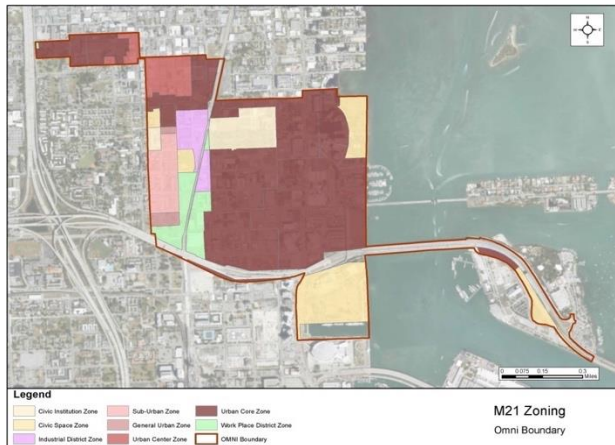


Exhibit 3-5 Existing zoning

The Omni Area Community Redevelopment Plan adopted in 2006 and updated in 2009 stated that at the time, the existing zoning districts in the Omni area are largely defined by higher densities and restricted commercial east of NE 2nd Avenue and lower densities and a wider array of commercial uses on the west. The 2009 plan proposed a number of zoning changes which were to be accomplished in the second phase of work. At the time, the zoning districts included R-3 multifamily medium density, C-1 Restricted Commercial, C-2 Liberal Commercial, CBD Central Business District, G/I Government Institutional, Industrial, SD-6 Central Commercial Residential, SD-6.1 Central Commercial Residential, and PR Parks/Recreation.

The Miami 21 zoning regulations have been adopted which take a form-based approach to zoning and development regulations. Current zoning designations within the Omni Redevelopment Area are as follows:

T3-O (Overtown Residential)– this is a Duplex Suburban residential zone allowing up to eighteen (18) dwelling units per acre, but only 2 units per parcel.

T4-R – a General Urban residential zone allowing up to thirty-six (36) dwelling units per acre.

T5-O (Generally within Wynwood NRD)– is the Urban Center Zone allowing up to sixty-five (65) units per acre along with some commercial uses.

T6-8 – Urban Core Transect, which includes the highest density and greatest variety of uses with a by-right building height of 8 stories and a bonus density to allow up to 12 stories.

T6-36B-O (Generally, east of NE 2nd Avenue) – Urban Core Transect, which includes the highest density and greatest variety of uses with a by-right building height of 36 stories and a bonus density to allow up to 60 stories.

T6-24A-O and **T6-24B-O** (Areas west of NE 2nd Avenue) – Urban Core Transect, allows a variety of uses but is limited by-right to 24 stories with a bonus density of up to 48 stories.

D-1 and **D-2** (Along FEC Tracks and NW 14th Street) – Work Place Districts, these districts implement the Light Industrial and Industrial land use designation. D-1 allows residential density up to 36 units per acre along with lodging uses, office, commercial, civic, civil support, educational and industrial uses. D-2 allows office, commercial, civic, civil support, educational and industrial uses.

CS / CI – these are both Civic Use districts, with CS intended for civic spaces and including docks and open-air retail; CI is intended for civic institutional uses including docks, open-air retail, adult day care, community support facilities, and other similar uses.

Districts that include residential uses as depicted in this map are those that contain the approximately 6,000 dwelling units within the CRA.

It should be noted that Limitations on the type, size, height, number, and proposed use of buildings not regulated by the City’s land use will be guided by the limitations on these zoning categories.

Government Owned Land

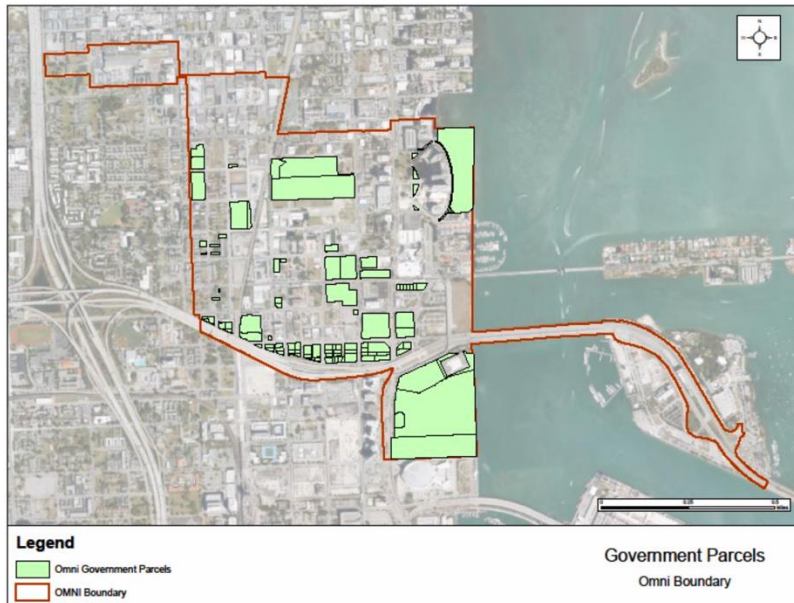


Exhibit 3-6 Government owned land within the Omni CRA district boundaries

There are a number of government-owned parcels within the Omni CRA. These parcels may be owned by the City of Miami, Omni CRA, Miami-Dade School Board, Miami-Dade County, or the Florida Department of Transportation. These parcels may be utilized for open space, transportation facilities, office facilities, parking, cultural or recreational facilities, cemeteries, or other such uses and may be the sites of additional such uses and/or future open space or residential facilities

Other Items of Note

The maps provided as exhibit in this section are also designed to depict the street layout, public spaces, and open space within the CRA.

Demographics

The current population (2018) of the Omni CRA area is 9,541 based on data from Environics Analytics (a nationally recognized source of demographic and market data. This population is housed in 5,916 dwelling units.

Other key elements of the demographic and housing data are:

- Percent Black = 33.16%
- Percent Hispanic = 36.60%
- Percent Renter Occupied = 72.58%
- Median Value Owner Occupied Units = \$445,351
- Residents with Bachelor's Degree or Higher = 44.12%
- Median Household Income = \$68,797
- Percent Families Below Poverty Level = 14.80%

Tables illustrating the demographic and Housing data are found on the next three pages.

Table 3-1- Demographics and Housing

	Count	%
2010 Population by Single Race Classification		
White Alone	5,397	56.56
Black/African American Alone	3,164	33.16
American Indian/Alaskan Native Alone	32	0.34
Asian Alone	224	2.35
Native Hawaiian/Pacific Islander Alone	6	0.06
Some Other Race Alone	438	4.59
Two or More Races	280	2.93
2010 Population by Ethnicity		
Hispanic/Latino	3,492	36.60
Not Hispanic/Latino	6,050	63.40
2010 Hispanic/Latino Population by Single-Classification Race		
White Alone	2,738	28.69
Black/African American Alone	216	2.26
American Indian/Alaskan Native Alone	17	0.18
Asian Alone	5	0.05
Native Hawaiian/Pacific Islander Alone	5	0.05
Some Other Race Alone	390	4.09
Two or More Races	122	1.28
2010 Population by Sex		
Male	4,928	51.65
Female	4,613	48.34
Male to Female Ratio	--	1.07

Table 3-1 (continued)- Demographics and Housing

	Count	%
2019 Est. Family HH type by Presence of Own Child.		
Married Couple Family, own children	343	15.95
Married Couple Family, no own children	863	40.12
Male Householder, own children	94	4.37
Male Householder, no own children	170	7.90
Female Householder, own children	372	17.29
Female Householder, no own children	309	14.37
2019 Est. Households by Household Size		
1-Person Household	2,830	47.84
2-Person Household	1,876	31.71
3-Person Household	637	10.77
4-Person Household	316	5.34
5-Person Household	136	2.30
6-Person Household	76	1.28
7-or-more-person	45	0.76
2019 Est. Average Household Size	--	1.90
2019 Est. Households by Number of Vehicles		
No Vehicles	949	16.04
1 Vehicle	3,339	56.44
2 Vehicles	1,363	23.04
3 Vehicles	243	4.11
4 Vehicles	15	0.25
5 or more Vehicles	8	0.14
2019 Est. Average Number of Vehicles	--	1.16
2019 Est. Occupied Housing Units by Tenure		
Housing Units, Owner-Occupied	1,622	27.42
Housing Units, Renter-Occupied	4,294	72.58
2019 Owner Occ. HUs: Avg. Length of Residence		
2019 Owner Occ. HUs: Avg. Length of Residence	--	10.81
2019 Renter Occ. HUs: Avg. Length of Residence		
2019 Renter Occ. HUs: Avg. Length of Residence	--	5.12
2019 Est. Owner-Occupied Housing Units by Value		
Value Less Than \$20,000	6	0.37
Value \$20,000 - \$39,999	13	0.80
Value \$40,000 - \$59,999	8	0.49
Value \$60,000 - \$79,999	12	0.74
Value \$80,000 - \$99,999	5	0.31
Value \$100,000 - \$149,999	29	1.79
Value \$150,000 - \$199,999	85	5.24
Value \$200,000 - \$299,999	250	15.41
Value \$300,000 - \$399,999	288	17.76
Value \$400,000 - \$499,999	237	14.61
Value \$500,000 - \$749,999	383	23.61
Value \$750,000 - \$999,999	184	11.34
Value \$1,000,000 - \$1,499,999	40	2.47
Value \$1,500,000 - \$1,999,999	57	3.51
Value \$2,000,000 or more	27	1.67
2019 Est. Median All Owner-Occupied Housing Value	--	446,350.00

Table 3-1 (continued) - Demographics and Housing

	Count	%
2019 Est. Pop Age 25+ by Edu. Attainment		
Less than 9th Grade	783	8.40
Some High School, No Diploma	865	9.28
High School Graduate (or GED)	1,541	16.53
Some College, No Degree	1,323	14.20
Associate's Degree	604	6.48
Bachelor's Degree	2,520	27.04
Master's Degree	977	10.48
Professional Degree	563	6.04
Doctorate Degree	144	1.54
2019 Est. Pop Age 25+ by Edu. Attain., Hisp./Lat.		
High School Diploma	604	14.51
High School Graduate	738	17.72
Some College or Associate's Degree	986	23.68
Bachelor's Degree or Higher	1,837	44.12
2019 Est. Households by HH Income		
Income < \$15,000	836	14.13
Income \$15,000 - \$24,999	462	7.81
Income \$25,000 - \$34,999	538	9.09
Income \$35,000 - \$49,999	439	7.42
Income \$50,000 - \$74,999	895	15.13
Income \$75,000 - \$99,999	642	10.85
Income \$100,000 - \$124,999	649	10.97
Income \$125,000 - \$149,999	469	7.93
Income \$150,000 - \$199,999	329	5.56
Income \$200,000 - \$249,999	219	3.70
Income \$250,000 - \$499,999	273	4.62
Income \$500,000+	165	2.79
2019 Est. Average Household Income	--	100,028.84
2019 Est. Median Household Income	--	68,797.13
2019 Median HH Inc. by Single-Class, Race or Eth.		
White Alone	--	84,244.25
Black or African American Alone	--	25,370.19
American Indian and Alaskan Native Alone	--	75,000.00
Asian Alone	--	130,792.90
Native Hawaiian and Other Pacific Islander Alone	--	200,000.33
Some Other Race Alone	--	44,107.26
Two or More Races	--	81,125.84
Hispanic or Latino	--	74,214.21
Not Hispanic or Latino	--	63,715.12
2019 Est. Families by Poverty Status		
2019 Families at or Above Poverty	1,837	85.40
2019 Families at or Above Poverty with children	495	23.01
2019 Families Below Poverty	314	14.60
2019 Families Below Poverty with children	195	9.07

Chapter 4 Strategic Plan

Purpose

This section is designed to identify the major strategies, key and catalyst projects and programs that are recommended to be implemented by the Omni Community Redevelopment Agency (CRA). It includes projects outlined in the adopted 2009 Omni CRA Community Redevelopment Plan Update (CRP) (which by this reference is hereby made an appendix to this document) in conformance with the original 1986 Plan. It will also address some new projects and programs that are necessary to further the mission of the CRA and assist in the elimination of slum and/or blighting conditions outlined in the May 2009 Finding of Necessity Report for the expansion of the Miami CRA to include the Omni CRA Redevelopment Area and the 2018 City of Miami Omni CRA Assessment of Need For Extension of Time Frame for the District.

While key components of the CRA's future work plan are outlined, this section is not intended to be an exhaustive list of the projects and programs to be undertaken. This section has been created with several specific projects/programs that should be undertaken and all of the mentioned projects/programs should be considered illustrative of the types of activities the Omni CRA should undertake under this Plan. In implementing these projects and programs, the CRA should continue to keep in mind that regular review of conditions of the neighborhood and needs of its residents and property owners is vital in creating effective and cost-efficient projects and programs.

Administration

This section will include an authorization of CRA administration activities over the lifetime of the CRA. Administering a CRA is often about networking and interacting with residents, business owners, property owners, investors, and developers. The CRA moves forward with its mission due to the interpersonal relationships and trust that develops between the private sector and the CRA, and the residents and the CRA. Advocacy for private projects and for better services are often the mainstay of the CRA Executive Director and the CRA staff. This sometimes conflicts with the role of the local government, which is why it is critical that the CRA staff remain independent and not report through the City bureaucracy but through the Chair of the CRA to the CRA Board and that the CRA maintain its independence. The Omni CRA currently has such a structure and this Plan update shall continue to authorize the CRA be staffed as the Board sees appropriate and shall authorize the incurring and payment of expenditures normal and customary for such an agency and for the activities it undertakes in accordance with this Plan.

The CRA shall continue to have all of the authority to operate the CRA as may be granted under §163, Part III, Fla. Stat. and any interlocal agreements with the City of Miami and/or the Miami-Dade Board of County Commissioners. This shall include the right of the CRA to engage staff and outside professionals necessary to plan, construct, carry-out, and/or maintain projects and programs contemplated by this redevelopment plan. The CRA shall retain the rights to enter into agreements, purchase goods and services required to conduct allowable redevelopment activities. This may also include the right to purchase and hold land where necessary for a contemplated activity.

As mentioned, networking is critically important to the administration of the CRA. Interaction with other key individuals in other relevant organizations assists in making people aware of the opportunities in the CRA. The Omni CRA benefits from relationships with developers that build mixed-use and commercial facilities of the type desired by the CRA, local historical organizations when promoting the history of the

Omni area, realtors with ties to the developers and retail site locators, and with key people in the tourism, hotel and restaurant industries. There are numerous organizations both statewide and locally that the CRA should maintain membership/relationships with or consider joining and/or being involved. These organizations include, but are not limited to:

1. Urban Land Institute
2. Miami Association of Realtors
3. Builders Association of South Florida
4. National Association of Office and Industrial Parks
5. Visit Florida (The Florida Tourism Marketing Corporation)
6. Greater Miami and the Beaches Convention and Visitors Bureau
7. Florida Restaurant and Lodging Association
8. Greater Miami and the Beaches Hotel Association
9. Dade Historic Trust
10. Catalyst Miami
11. Miami Homes for All
12. The Metropolitan Center at FIU
13. Local Universities and Colleges

Involvement with these groups and any other similar groups will promote the CRA and its vision, as well as provide direct contact with individuals and companies that may be attracted to investment opportunities in the Omni CRA. The CRA does not need to get involved in or join every organization identified, however, CRA staff and Board members should attempt to take an active role and participate in membership activities and events hosted by relevant organizations.

Redevelopment Strategies

The remaining subsections shall provide a general description of on-going and planned projects that they CRA may undertake or in which the CRA may have some involvement during the course of its existence. It is important to note that this is an illustrative list of potential projects and is not an exhaustive list of projects that will be undertaken. The CRA is often required to react to ever changing conditions. This plan therefore, provides the CRA flexibility to adjust to market and political considerations as they occur without impeding its ability to continue moving the redevelopment program forward by providing such flexibility while complying with the provisions of §163, Part III, Fla. Stat. This plan is not intended to be a major redirection of the CRA's work plan, and thus many of the activities described below can also be found in "Section 5, Projects and Strategies", of the 2010 CRA Omni CRA Redevelopment Plan. Due to this, 2010 Redevelopment Plan has been included an appendix to this document to be used as a guiding document; where text in this plan body conflicts with that in the appendix containing the 2010 Redevelopment Plan, direction provided by this document, and not the appendix, shall take precedence.

The following will start with some strategies that will affect multiple projects (i.e. community benefit strategy), a presentation of specific projects, and will conclude with strategies of a more general nature (i.e. job creation, business assistance, affordable housing). This order of presentation is not to indicate any order of priority or preference. Prioritization of projects/strategies is indicated through policy of the CRA Board and through its annual budget.

Implementation of a Community Benefits Strategy

In any project assisted by the CRA, with the exception of projects in which the CRA is undertaking on its own or working with a partner to provide workforce, low, or very-low income housing, the CRA should seek to obtain a package of community benefits from the project owner or developer. Community benefits would include assurances that the existing CRA residents/businesses will benefit from the new project through such items (but not limited to) housing and employment opportunities or other social service activities. To be more specific, such benefits could include but not be limited to:

- 1) The inclusion of an appropriate amount of below-market rate units. These units may be provided at rates for workforce housing (less than 140% AMI) or for low income residents (less than 80% AMI). This would ensure the neighborhood will retain its affordability, reduce the potential for existing residents to be displaced, and afford area workers an opportunity to live near where they work. The target workforce for these types of units are often teachers, clerical workers, entry level professionals, and other service workers. This could also include other housing options for students with limited incomes.
- 2) The CRA should also strive to ensure these projects maintain appropriate urban design standards that are consistent with the vision for the Omni CRA Redevelopment Area as a complete and active, pedestrian-friendly, urban neighborhood. To this end, the CRA should be a part of the review of any project and encourage components such as, but not limited to, the following when appropriate:
 - a. Architectural components and placement of these components in a manner that enhances building/development functionality and appearance.
 - b. Activated ground floor uses (including the street side of structured parking)
 - c. Structured parking that includes parking for the general public
 - d. Public plazas or other gathering spaces included within the project

- e. Pedestrian-friendly streetscapes that include:
 - i. Wide sidewalks to allow for pedestrian use and room for activation such as for a sidewalk café.
 - ii. Shade trees
 - iii. Benches
 - iv. Trash receptacles
 - v. Pedestrian level-lighting on appropriately designed light poles
- 3) Each project should provide other benefits that may include:
- a. A percentage of construction jobs earmarked for employees of the Omni CRA Redevelopment Area (possibly expanded to include Overtown or other adjacent neighborhoods or zip codes)
 - b. Shared parking with availability for public parking
 - c. Availability of housing units to district residents (especially below market rate units)
 - d. Availability of small retail space at below market rents for local “mom and pop” retail businesses owned by district residents
 - e. General commitments of support of the community which may include but not be limited to:
 - i. Joining or otherwise supporting local non-profit agencies providing services within the Omni CRA Redevelopment Area
 - ii. Encouraging employees, residents, businesses to volunteer for local causes
 - iii. Providing for job fairs, internships, or other on-the-job training where appropriate.

Public Improvements in Conjunction with Private Projects

Improvements in the public space and in areas of private property that can be utilized by the general public (parking, plazas, sidewalks, etc) should be encouraged as community benefits to be provided by the developer/owner of any project. When such projects are not undertaken by the private developer or they serve a larger neighborhood, and whether projects are undertaken with CRA assistance or without, there may be a need for the CRA to invest in infrastructure around a project, or in limited instances within the project. The CRA should consider and possibly invest in improvements to publicly-owned facilities should they be reasonable and if they are improvements to appearance, functionality or an overall increase in quality-of-life for those residing, visiting, or doing business in the area. These improvements may include, but not be limited to:

1. Housing Affordability
2. Streetscapes - which may include one or more of the following:
 - a. Wide sidewalks
 - b. Traffic calming features
 - c. Trees
 - d. Additional decorative or thematic street lighting

- e. Bike lanes
 - f. Street furniture – benches, trash receptacles, etc.
 - g. Bus shelters and benches
 - h. Ride share and mass transit drop-off/pull-outs
 - i. Wayfinding signage (both pedestrian and vehicular level)
 - j. Pedestrian-level street lighting
 - k. Other such elements within the public space
3. Public gathering spaces
 - a. Public plazas
 - b. Neighborhood greenspaces
 - c. Pocket parks
 4. Other Infrastructure improvements and upgrades
 - a. Water and Sewer
 - b. Undergrounding or relocation of overhead utilities
 - c. Provision of public wi-fi
 - d. Electric car charging stations
 - e. Public Parking (structured or on-street)
 - f. Public Restrooms facilities
 - g. Informational kiosks
 5. Other such improvements or upgrades that may enhance the area and/or provide for a better quality of life for residents, visitors and area business customers.

New Development Projects

There are a significant number of projects planned for the Omni CRA area. The following is a discussion of the major projects

Miami-Dade School Board Properties

The Miami-Dade School Board owns several sizeable parcels within the Omni CRA area. These include (but are not limited to) the School Board’s Administration Building with an adjacent parking structure and surface parking lot, the buildings currently housing iPrep Academy and WLRN, School Board Parcel 7 to the south of the WLRN building, and a few blocks from these key sites, Phillis Wheatley Elementary School. The City of Miami, Omni CRA and Miami-Dade School Board have all recognized these properties are located in the middle of the Omni CRA Redevelopment Area and are prime for redevelopment and thus have begun to explore a potential partnership for this purpose. The CRA should continue to work with the City and School Board to seek desirable development of these underutilized sites.

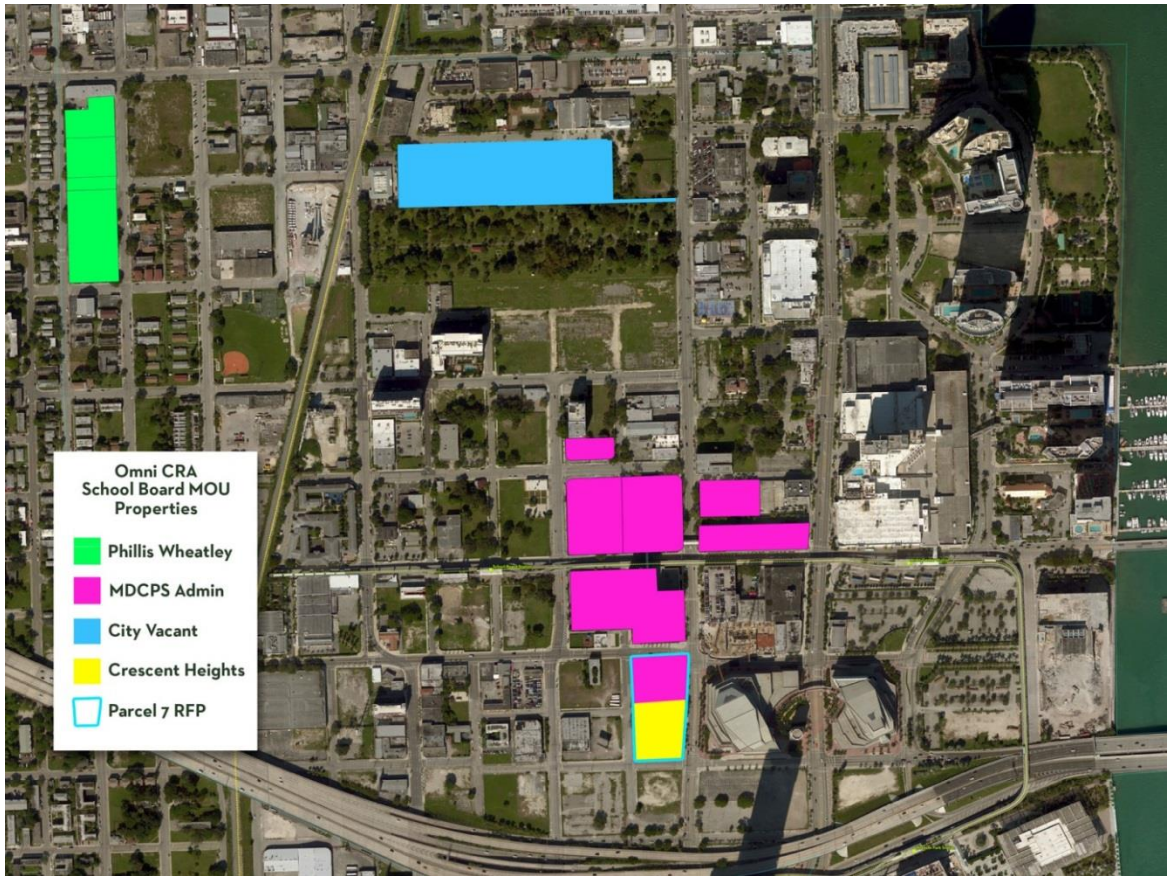


Exhibit 4-1 – school board properties

The proximity of these properties to downtown, I-95, I-395, I-195, the waterfront and cultural amenities, as well as having two nearby Metromover stations, including one in the center of the area makes them a key target for development. Given the area’s zoning which allows for residential and mixed-use products, with bonus units available if affordable housing is included in the project, their potential is even further enhanced.

With the CRA’s guidance, these properties could anchor new residential projects already being built in the area with mixed-use projects with affordable housing and strong retail, service and restaurant options that do not currently exist. Businesses that locate in this area would provide for residents and visitors to the area’s entertainment/cultural facilities, but would also assist in attracting new office uses to the area.

In order to utilize these properties, the CRA will need to work with the City and School Board to relocate the uses the School Board has in its current buildings. It would be beneficial for the CRA to endeavor to have some of these facilities that bring workers and students to the area relocate within the CRA. These workers and students can help bring energy and provide a necessary customer base for pioneer businesses locating to new development.

Of particular note, in designing redevelopment of the Phillis Wheatley Elementary School site, the CRA should seek to maximize the provision of affordable housing for incomes of teachers and other School Board employees.

While providing for new development and a more efficient use of the School Board Properties, the public entities involved all have a more community-oriented mission than profit. Therefore this

partnership can and should focus on creating strong community benefits through any development. With this in mind there are several key aspects of development that the CRA should endeavor to have included in the projects subject to the partnership. These aspects could include, but not be limited to:

- The CRA may have need to support projects in or around the School Board properties through investment in the public realm. While developers may participate with public improvements related to their projects, it is not always the case. Additionally, infrastructure in the area may need upgrading or an increase in capacity to safely and efficiently handle an increase in use.
- The CRA should consider and possibly invest in improvements to publicly-owned facilities should they be reasonable regarding as improvements to appearance, functionality or an overall increase in quality-of-life for those residing, visiting, or doing business in the area. These improvements any include, but not be limited those outlined previously in the subsection on Public Improvements in Conjunction with Public Projects.
- If the CRA is not engaged as a partner one or more projects on the School Board sites, the CRA should work closely with the City to have review authority, or at minimum review consultation, on any projects proposed for the sites.

This program has the greatest potential to change the Omni CRA area since the construction/opening of the Adrienne Arsht Center and therefore should be a high priority for the CRA.

KEY ACTIVITIES FOR THE CRA TO UNDERTAKE:

- a) Foster a close working relationship with the City and School Board to redevelop School Board property in the Omni CRA to the greater benefit of the public.
- b) Develop new projects on School Board properties, in conjunction with the City and School Board, promoting the envisioned urban character of these sites and the overall CRA area.
- c) Seek community benefit concessions from any selected developer(s).
- d) Implement any necessary public improvements in accordance with the subsection on Public Improvements in Conjunction with Private Projects.
- e) Relocation of the School Board administrative offices and WLRN to another site within the Omni CRA if possible.
- f) Increase job opportunities for residents of the CRA and possibly for those of adjacent neighborhoods.
- g) Provide a mixed-income of housing on these sites including below-market rates for affordability to workforce and lower income families and individuals as well as a student population.
- h) Enhance street-level activity through ground floor retail uses and pedestrian-friendly streetscape amenities.
- i) Relocation and support for the iPrep School if and when it is affected by redevelopment of its existing site.

The CRA should seek to maximize the availability of housing on this site for teachers and for local area students (generally college or emancipated students) on the Phillis Wheatley Elementary School site.

PHASES OF DEVELOPMENT:

- a) School Board Parcel 7 – The CRA may participate with the School Board in the development of the School Board’s parcel between NE 1st Court and NE 2nd Avenue south of NE 14th Street. The School Board is seeking to partner with the adjacent property owner on development of these sites.
- b) Continue on-going discussions with the School Board and City of Miami, the Miami Parking Authority, and other stakeholders to partner with one another and private developers to develop the School Board-owned Properties
- c) Partner with the City and neighboring landowners to enhance educational opportunities on City Owned land.
- d) Partner with the County and the School Board to increase housing opportunities within improved Phillis Wheatley school site.



Exhibit 4-1 -Existing School Board Property Site

The following are conceptual depictions of how the School Board property could develop

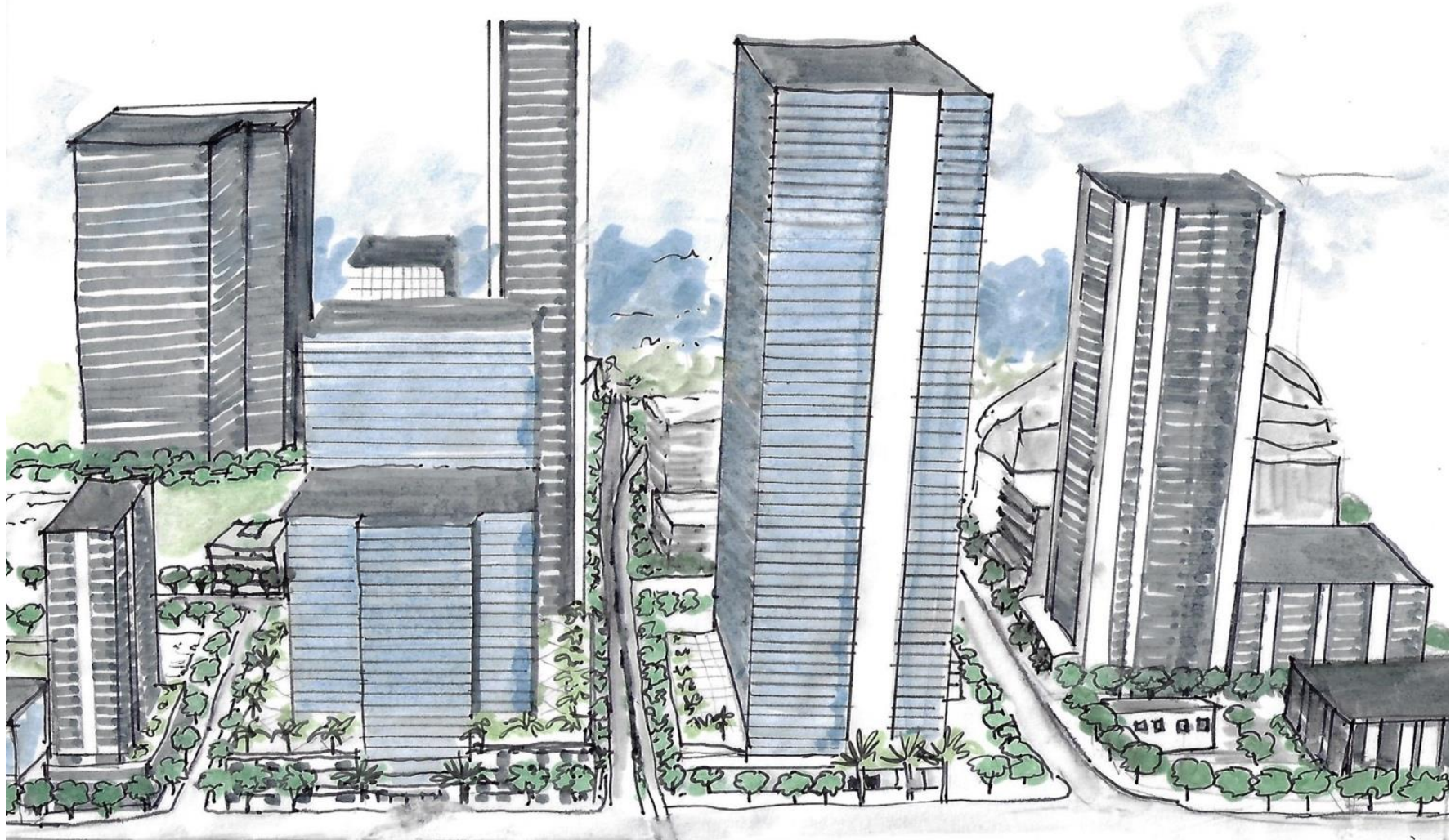


Exhibit 4-2 Prospective site development School Board Administrative Property



Exhibit 4-7 – School Board Parcel 7 Conceptual Plan

I-395 “Underdeck”

The Florida Department of Transportation has committed to creating a park on land it currently owns adjacent to and under I-395, much of which is currently vacant or used for parking. This park will utilize this land on which the roadway bridge will be constructed. The park will both be adjacent to the bridge and under it.

The CRA should work closely with the City and FDOT, and any selected Operator to ensure any open space that is built is both attractive and functional. The park will be an active link from Omni to the Downtown district and thus clear useable pathways need to exist; the Baywalk may have to connect southward through this park for lack of any other way to cross the I-395 right-of-way. In addition, the open space needs to be designed in a way that will ensure it can be maintained. Hidden spaces under the bridge may be attractive to the homeless, unwanted graffiti artists, criminals, and other persons who will negatively add to the park and its surroundings. In addition, the right mix of plant materials needs to be installed as the bridge’s shadow will cause varying amounts of sunlight at different locations within the park based on the location of the sun over the course of daylight hours.

There may be elements of the park the CRA wants to include or the overall design may be over the budget for the project. In this case, the CRA can participate in the costs to ensure a design that is desired by the community.



Exhibit 4-9 - I-395 Span proposal

Housing Affordability

While projects/programs in this section are not presented in any order of importance, it should be noted that housing affordability is one of the key programs for the CRA to undertake. A key tenant of community building is that the most complete communities, those that provide the best environment for their residents, are those that contain people of mixed incomes. When residents in all phases of life, and those with varying types of employment from entry level professionals to food servers, to teachers, to doctors, and to CEO's of Fortune 500 companies can all live in one area, the community thrives. In today's housing market however, it is particularly difficult to maintain and expand workforce housing (units for households earning up to 120% of AMI) and lower income housing (units for households earning below 80% of AMI).

The City of Miami has set an aggressive target of developing 12,000 new or preserved affordable units by 2024. While the Omni CRA may not have sufficient funding by that time to create a significant portion of those units, in later years as the CRA's increment revenue expands, it should be able to make a major impact in providing for such units.

While thousands of new housing units have been developed with the City of Miami and thousands more are slated for development within the Omni CRA Redevelopment Area alone, most have been built as market rate or high-end luxury units. It is unlikely that any significant number of single family homes will be built in the district at any time in the future due to the cost of land and the cost of construction. Most new units and just about all the units that will be potentially built in Omni will be in multi-family buildings and many will be rental units. Additionally, very few units built in modern, multi-family buildings contain more than two bedrooms which make them unfriendly for families.

Historically, housing in Omni was not high-end luxury except for buildings along the water that provided views of Biscayne Bay. However, with increasing desire to live in Miami and with the congestion that one now experiences in Brickell and Downtown, and with the opening of the Performing Arts Center, investments being made in Maurice A. Ferré Park, easy vehicular access to the interstate highways, and access to mass transit via Metromover stations, more and more people are seeing the benefits of living in Omni. Developers have noticed this as well as the high allowable density in much of the area surrounding the Adrienne Arsht Center. Several new high-rise projects are currently under construction and others are being proposed. In fact, this redevelopment plan strongly encourages such high density residential to be built on the Miami Herald Properties and the School Board Properties.

Given these conditions, the CRA needs to find ways to ensure housing remains affordable for all income levels within the district, but particularly for those households meeting workforce or lower income guidelines. It is also important to make sure that housing is available for families.

Two major regulatory methods can be employed to provide affordable housing. Inclusionary zoning and density bonuses.

Inclusionary housing is where the City mandates that each new housing project provides a certain percentage of units for households making below a pre-established income level. While this ensures a certain number of units, such a program could have the effect of increasing costs to renters/buyers to the other residents of the project as they would have to make up for revenue that would be lost by providing the lower-cost units rather than selling or renting them at market rates. Additionally, such programs are much more successful when the housing market is booming and costs exceed revenues by a greater percentage. Should the CRA wish to pursue such a regulation, it should be monitored to see if it remains cost-effective to the housing provider to continue to develop.

The City already employs a Bonus Density program through its zoning code. In certain zoning districts, developers can obtain the right to build more units on a property if a percentage of units on the property

are maintained as affordable for lower income residents. It is through this program that the CRA is hoping to provide a significant number of units for workforce and lower income households within the School Board Properties.

There are also several programmatic methods the CRA can employ to increase the supply of affordable housing. All of the following methods will have the effect of lowering housing costs and can be implemented by the CRA:

To Assist For-Profit Housing Providers in the CRA could:

- 1) Acquire land and sell or give it to a developer at below market cost.
- 2) Pay some portion of development costs such as impact or permit fees
- 3) Provide a direct cash subsidy in the form of a rebate equal to a percentage of the increases in taxes paid over a defined period of time after completion if affordable units are provided.
- 4) Undertake projects in the public realm that might otherwise be the responsibility of the developer (i.e. streetscapes, sidewalks, roadway improvements)
- 5) Grant funds to assist in rehabilitation of an existing housing project.
- 6) Provide a liaison person knowledgeable in the development approval and building permit processes in the City to shepherding the project through development approvals in an efficient manner.

To Assist or partner with non-profit housing providers the CRA could:

- 1) Do any of the activities it could do for a for-profit developer.
- 2) Provide a cash grant to the non-profit to provide the affordable housing
- 3) Acquire and own housing units that it would then either lease to the non-profit a minimal cost or in which the CRA could hire the non-profit to manage on its behalf.
- 4) Acquire and own land which it would lease to a non-profit to build upon for a minimal cost.
- 5) Create a Community Land Trust that would own the land upon which any such for-sale housing would be built. With such an entity, the land trust would continue to own the land that would then not be subject to property taxes. The building on the land would remain taxable however.

To Assist Workforce or Lower Income Buyers the CRA could:

- 1) Provide down payment assistance.
- 2) Subsidize or guarantee interest on a mortgage.
- 3) Provide rehabilitation funds so a buyer could afford to purchase a unit with repair or upgrading needs.

To Assist Workforce or Lower Income Renters the CRA could:

- 1) Provide rent subsidies for rental housing
- 2) Provide a grant or loan for first/last month's rent and security deposit.

Other programs the CRA may wish to undertake is one to ensure that those of limited means can afford to stay in a home they already own. This could be in the form of:

- 1) Continuation of the CRA's Partnership with Miami-Dade Rehabilitation Assistance to help in repairing housing units for owners with limited income.
- 2) Creation of a CRA program to provide assistance to repair, maintain, and upgrade homes to maintain the livability of the housing unit.
- 3) Assistance for emergency repairs (i.e. roof, or plumbing emergencies)
- 4) Assistance for compliance with City code upon receipt of a notice/citation from the City.
- 5) Assistance to install energy efficiency upgrades that would reduce monthly and annual bills related to living in the home.

In addition to these methods, the CRA should seek additional ways to reduce the cost of providing affordable housing. The CRA could find unique and creative ways to reduce cost of providing housing that may be applicable for all such projects or there may be specific costs associated with an individual project that the CRA could pay for, undertake, or otherwise find a way to reduce with the understanding that savings would be passed along to the resident and not added to the return on investment.

The CRA should also look at other programs it might be able to develop to assist target income residents reduce costs to stay in and maintain their homes. Any such program that would provide reduced cost maintenance or service provision would help these residents and simultaneously, maintain the stock of affordable units in the district.

KEY ACTIVITIES FOR THE CRA TO UNDERTAKE:

- a) Increase the supply of affordable homes for lower income and workforce households as a percentage of all units within the CRA.
- b) Support the City's Bonus Density program for projects containing affordable units for target households.
- c) Devise and implement programs to assist housing providers in creating affordable units for target households.
- d) Consider the creation of a Community Land Trust to own land upon which affordable units exist.
- e) Partner with non-profit organizations to provide affordable units within the district.
- f) Create and implement programs to assist target income households purchase or rent within their means.
- g) Create and implement programs to assist target income households rehabilitate, and/or maintain units they currently own.
- h) Seek new and creative ways to reduce the cost of providing affordable housing.

ON-GOING PROJECTS:

- a) Acquisition and repair subsidy for rehabilitation of 16 Corners project
- b) Repair subsidy for rehabilitation of Bullard Apartments
- c) Land acquisition and rent subsidies for new projects in Overtown
- d) Mortgage subsidies for available TIF
- e) Land acquisition and mortgage subsidy for
- f) Continued partnership with Rebuilding Together to undertake home rehabilitation

Adrienne Arsht Center for the Performing Arts

The Adrienne Arsht Center for the Performing Arts have been important in establishing the Omni CRA as a destination. As the Miami Herald area and School Board properties area develop, it will be important to support these uses/users and to maintain certain components to these facilities and to enhance the area to ensure they remain a featured destination.



Parking is a key component to these facilities. Existing parking lots in the area are either privately owned or property of the Florida Department of Transportation (FDOT). The development potential for these sites is high (and encouraged by this Plan) and thus they will not exist in perpetuity.

Some part of the FDOT property will be utilized for I-395 widening. A project that is scheduled to be completed in the Fall of 2023. In addition to use for the I-395 widening, a large portion of the remaining FDOT land is anticipated to become a public park. The CRA should seek opportunities to add additional public parking in the area. This can be in the form of CRA or City purchased and/or constructed parking (either structured or on-street) or by working with adjacent land owners/developers to provide for public parking in their property or within their developments.

Efforts should also be taken to ensure that streets and sidewalks leading from public parking, drop-off/pick-up sites, or mass transit facilities are safe with sufficient sidewalk size, condition, and visibility and crosswalks are safely designed for the level of pedestrian use and vehicular traffic.

KEY ACTIVITIES FOR THE CRA TO UNDERTAKE:

- a) Increase public parking opportunities both on public and private land for these patrons of the Adrienne Arsht Center for the Performing Arts.
- b) Enhance safety along key pedestrian routes from parking areas and retail/restaurant areas within the Omni CRA Redevelopment Area to the Adrienne Arsht Performing Arts Center and Knight Concert Hall.

ON-GOING PROJECTS:

- a) Locating and providing parking for the Adrienne Arsht Center for the Performing Arts.

Annual funding of a portion of the Adrienne Arsht Center's debt and the CRA's annual funding of cultural facilities within the CRA (which includes funding to this facility as well as others in the CRA).

Infrastructure

While there is existing infrastructure within the Omni CRA Redevelopment Area, there will be a need over time to increase capacity, modernize, and relocate utilities. The CRA should continuously review conditions of various forms of infrastructure within the district and coordinate with the responsible entities for each. This will allow the CRA to understand infrastructure issues within the area including any noted deficiencies, work programs, and timelines for upgrading or modernization. The CRA should participate or undertake infrastructure projects where such involvement will promote desired development quicker or more efficiently than would otherwise be undertaken by regularly responsible entities.

Roads and Streetscapes

One of the most important components of redevelopment is upgrades to area aesthetics and functionality. The appearance of an area, and the condition of roads, sidewalks, and other amenities within the public rights-of-way are key to quality of life. Increased quality of life drives area desirability and thus increases private sector investment. Roads and streetscapes are key to the public sector investment in the Omni CRA Redevelopment Area.

Several key projects have been undertaken to date including projects on 14th Street, Bayshore Drive, and NE 2nd Avenue. Projects similar to these should be undertaken throughout the CRA. These projects should be designed to make more efficient use of the rights-of-way, add components that cater more to pedestrians and bicycles than cars, and provide for activation of sidewalks. A package of improvements that would implement a “complete streets” design within the Omni CRA Redevelopment Area should be considered for any roadway/streetscape improvement project.

In addition to enhanced streetscapes, it is imperative to keep roadways and sidewalks maintained in a clean and safe condition. Exhibit 3-1 was developed from information gathered in the preparation of the Assessment of Need prepared in 2018 as part of the Omni CRA’s request for an extension of time. This map shows areas deficient in one or more of the elements of a standard roadway. These deficiencies do not include any enhancements but instead identify facilities with baseline issues such as potholes, raised sidewalks, broken curbing, and broken or missing lighting. While this map is not intended to limit work to be done to these areas, it is indicative of issues within the CRA district. As these facilities also have a limited lifespan, the CRA should regularly monitor them and work with the City, County, or State to repair them, or work with these entities to rehabilitate or rebuild them.

Efforts should also be made through roadway projects to enhance circulation through the district in order to keep vehicles moving and ensure the safest, most efficient, and quickest routes to any destination within the district. To this end, the CRA should continuously review street design to ensure that bicycles, pedestrians and vehicles do not negatively interact in any area, that on-street parking is safe and does not impede traffic, that traffic calming methods and devices are utilized to reduce accident points. In addition, the CRA should also consider the continued change of one-way streets in the district to two-way streets where such a change would enhance circulation and improve visibility for businesses along any such street.

Roads/Sidewalks

Roads and sidewalks should be upgraded and modernized to provide a minimum standard which includes, but is not limited to:

- 1) Smooth, stable ride on a road surface with no major potholes, cracking, depressions, or standing water for extended periods.
- 2) Sidewalks that are not lifting, buckled, or cracked and which meet all requirements of the Americans with Disabilities Act.
- 3) Where appropriate, Curbs that are not cracked, lifting, or of insufficient height to convey stormwater efficiently or prevent vehicles from encroaching on swales.

Lighting that is sufficient to illuminate the entire roadway and sidewalk area so as to provide visibility and safety to users of the roadway/sidewalk.

Streetscapes

Streetscape projects should be undertaken throughout the district in order to give a sense of neighborhood and safety as well as to enhance overall aesthetics. On streets with commercial, mixed-use, and/or high density residential uses or future uses and where the street is activated or to be activated, streetscapes should be designed to enhance the area, allow for use of sidewalks for restaurant/café seating or other appropriate use, and to establish an area wide theme. Streetscapes should include one or more “complete street” elements such as, but not limited to:

- 1) Trees
- 2) Bicycle lanes within street corridors
- 3) *Furniture – benches, trash receptacles, planters, etc.
- 4) Bus shelters and benches
- 5) *Ride share and mass transit drop-off/pull-outs
- 6) *Wayfinding signage (both pedestrian and vehicular level)
- 7) *Informational kiosks
- 8) Pedestrian-level street lighting
- 9) *Decorative street lighting
- 10) Wide, pedestrian-friendly sidewalks
- 11) Crosswalks differentiated through the use of alternative materials (i.e. stamped asphalt/concrete, colored concrete, brick pavers)

Other such elements within the public space

*Lower density residential or industrial areas not on major corridors nor intended for dense urban-styled development do not need to include these elements.

Transitions between different areas of the CRA such as between the Media/Entertainment district and the Bayfront can be accomplished through subtle changes in overall streetscape elements. These changes can be in the form of species of tree, style changes in street furniture, or style or height of street lights.

The CRA should prioritize projects by Streets and/or street segments where investment has the highest potential to increase private sector investment, activate the street into a lively business destination, or provide safe avenues of travel from one area of the district to destination uses within the district. This isn't to say priority projects will be undertaken first. The CRA will have to weight a project's priority with budgetary constraints and efficiencies when it is possible to collaborate on a project with another entity that may have a need to install utilities in that right-of-way or may be undertaken a widening or upgrading project themselves as the owner of the roadway/right-of-way. Expanding another entities project to include CRA desired work (at the CRA's expense) is often a cost-effective method and also may prevent roads and sidewalks from being closed and under construction for each individual project.

Water and Sewer

The Miami-Dade Water and Sewer Department (WASD) serves the Omni area with water and sewer utilities. The entire of the Omni area has water and sewer availability through WASD and the provision of such services are not anticipated to impede any redevelopment projects in the CRA. This is not to say that there will not be a need to modernize and harden facilities to ensure continued service. Water and sewer services have been provided throughout the County for quite some time and it is not unusual to find water and wastewater lines that exceed 50 years of age which is generally considered to be the average lifespan of such lines. Lift stations and pump stations can also become problematic over time leading to unreliability in service. This unreliability comes from both aging and, as has been experienced more recently, a heightened threat of the loss of power due to natural disasters. Many utilities have begun to expand the number of such facilities with automatic generators to ensure continued service through such events.

While provision of these services is generally paid for by user fees and outside grants, the CRA should work with WASD to modernize these utilities during any major streetscape or roadway rehabilitation in which the roadway surface is disturbed. This will ensure that newly reconstructed roadways are not disturbed by water or wastewater main breaks and that residents and businesses are not inconvenienced by such occurrences. The CRA should also work with WASD to increase capacity, if a future need is established, when replacing water and wastewater facilities during a road/streetscape project and assist in hardening lift and pump stations.

The CRA may have to fund such projects that may be outside the normal and/or anticipated timeline for WASD. In all such cases, the CRA should seek to lend funds to WASD until such time as the project would have otherwise be undertaken. This can be in the form of cash, in-kind services (where installation is part of a larger CRA or City project), or the CRA can structure a program with WASD that allows it credits for work done. In the instance of a credit program, WASD could provide credits to the CRA equal to the value, or some portion thereof, of work undertaken. The CRA could then either sell these credits or grant them to developers to offset the cost of water/wastewater connection and/or impact fees. However, if such a repayment is not appropriate for an individual project, the CRA may have to provide for the cost to ensure quality facilities within the district.

Stormwater Drainage

Many parts of the Omni CRA Redevelopment Area, as they exist today, were constructed at a time when development was much less dense. Historically, stormwater was not a significant issue as there was an abundance of undeveloped land onto which water could flow and percolate into the ground. Additionally, few, if any environmental regulations were in place that required any storage and/or filtration of stormwater. In addition, the South Florida region is now dealing with sea level rise that will reduce capacity of existing stormwater facilities (due to higher groundwater levels) while requiring more capacity.

The CRA should work with the City of Miami to keep close watch on areas of concern and ensure that existing stormwater facilities continue to operate as designed. The CRA should be ready to participate in programs to expand stormwater drainage systems where capacity is not being maintained and where anticipated need requires increased capacity. While this is generally the responsibility of the City's Stormwater Utility, it is critical that the CRA keep a watchful eye on this infrastructure as having flooding issues can lead to a decrease in investment in the area.

This is an area that has seen increased level of funding and thus the CRA/City should monitor State and Federal notices for potential grant opportunities.

Other Overhead Utilities

Electric, telephone and cable utilities are generally provided via overhead transmission lines through the Omni CRA Redevelopment Area. The CRA should make effort to ensure that with new projects such utilities are placed underground. This is both for aesthetic and storm hardening reasons.

Such projects can be costly, however, utilities such as Florida Power and Light have recently enacted policies in which they utility will bear a larger portion of the overall cost of undergrounding their lines. This shift was due to findings that neighborhoods with underground electric were less likely to experience power outages from hurricanes over the last few years and where power outages existed, they affected fewer customers. The CRA should consider such projects throughout the district and should evaluate the potential costs and benefits to undergrounding of these utilities when undertaking any roadway or streetscaping construction project.

Transportation Network and Strategic Miami Area Rapid Transit (SMART) Plan

There are other key gaps in the transportation network that the CRA should consider completing such as a roadway crossing of the FEC railroad tracks at NW 17th Street. In addition, if assistance is needed in implementing or upgrading mass transit opportunities outlined in the Strategic Miami Area Rapid Transit (SMART) Plan the CRA should consider and possible participate in its implementation (of particular importance to the area would be the potential funding of a portion of the Beach Corridor connecting the Omni CRA Redevelopment Area to the barrier island, and north to Wynwood and Midtown). Mass transit will be population grows and the area transforms into a more dense urban environment. Movement of people with such facilities will limit congestion on the roadway network and reduce commuting times.

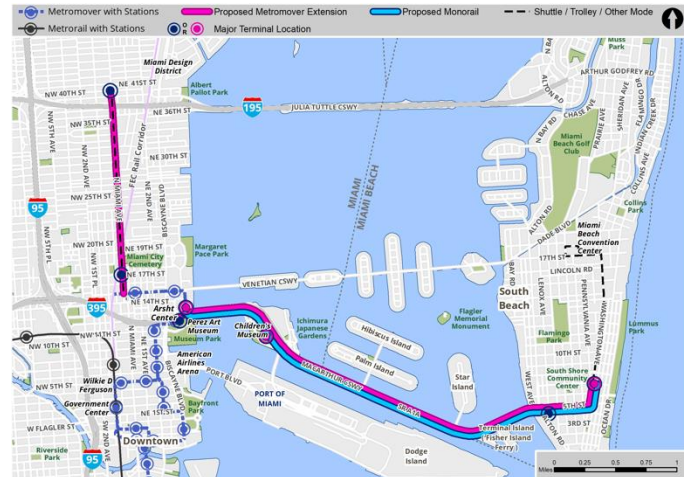


Exhibit 4-1 Beach Corridor Proposed Alignments

KEY ACTIVITIES FOR THE CRA TO UNDERTAKE:

- Ensure that all streets and sidewalks are free of deficiencies that impair their appearance and function.
- Construct pedestrian-friendly streetscapes throughout the CRA.
- Construct streetscapes in commercial, mixed-use, and high-density residential areas that encourage activation.
- Work closely with Miami-Dade Water and Sewer Department to ensure modernization of water and wastewater facilities within the CRA.
- Work with Miami-Dade Water and Sewer Department to ensure sufficient water and wastewater capacity continues to exist for anticipated projects within the CRA.
- Work with the City of Miami Stormwater Utility to ensure sufficient capacity is available to convey and store stormwater throughout the CRA for both existing and future needs.
- Evaluate the potential to underground utilities where they currently exist overhead and undertake such projects when found to be cost beneficial
- Evaluate the potential for all infrastructure when undertaking roadway reconstruction or streetscapes, such as undergrounding utilities and upgrading and increasing capacity of existing underground facilities.
- Plan and construct a crossing of the FEC railroad tracks at NW 17th Street.

If appropriate, assist in the implementation of the SMART plan to reduce pressure on the transportation network and better serve those that live in Omni with a focus on the Beach Corridor line from the Omni area to the barrier island.

ON-GOING PROJECTS:

- Roadway Conversions from one to two-way streets
 - N. Miami Avenue

- b. NE 1st Avenue
 - c. NE 2nd Avenue
 - d. NE 17th Street
- b) Street Lighting upgrades – CRA-wide
 - c) Water and wastewater replacement and upgrades
- Continued payment of CRA share of Port Tunnel debt service

Parks and Greenspace

The 2010 redevelopment plan states that because of the anticipated development of new residential units, it is imperative that additional greenspace be developed. As the potential for thousands of new residential units still exists in the Omni CRA Redevelopment Area, this is still true and will continue to be so into the future. Existing parks will need to be upgraded and new parks constructed to provide for the demand for outdoor open space for recreation, relaxation, and special events.

Baywalk

One of the most utilized public spaces in the CRA is the Baywalk. Running along the edge of the bay, this space is utilized by residents as a place to stroll, run and bike. The Baywalk is envisioned to run the entire length of the City's bayfront. Currently, the Baywalk does not extend through the Miami Herald Properties site and does not link with portions of the Baywalk south of I-395 in Maurice A. Ferré Park.

The CRA should work with the owners of the properties which the Baywalk does not traverse to ensure this segment is constructed. If development plans in this area turn out to be far into the future, the CRA should consider an agreement that would allow a basic, but safe, pathway through the property until construction commences. The CRA should also partner with any other property owners to ensure expansion of any limited areas of the facility.

The CRA should investigate ways for the Baywalk to cross under I-395 to connect with portions on the south side of the highway. It is critical that this link be established as the Baywalk will then become a true alternative transportation facility and will be utilized by pedestrians, bicyclists, and others to travel to and from downtown.

The Baywalk facilities should also be properly maintained to ensure its continued use and expanded when the addition of new features may make it a more desirable amenity for casual users.

Maurice A. Ferré Park

The City and CRA have been working for a number of years to implement a long range master plan for this park. The 2010 plan recommends continued funding by the CRA to implement the park plan and to provide annual support for capital program. The CRA should continue to follow this recommendation through its annual grant for cultural amenities in the CRA. This grant, currently at 35% of the CRA's annual increment revenue, makes funds available to the Adrienne Arsht Center, the museums at Maurice A. Ferré Park, and other such cultural facilities. While this park does have

two museum buildings constructed on its 40+ acres, about half of the property is still open space that is very needed in the area.

Other Area Parks and Greenspaces

The CRA should look to fund upgrades to and encourage additional programming in other existing parks and green spaces in the district where such improvements will enhance the ability of residents and visitors to enjoy the outdoors and/or to undertake recreational activities. New equipment, upgraded landscaping, parking facilities, water fountains, new and expanded walkways and upgraded or new athletic fields (where feasible) are an example of the types of upgrades that may be beneficial to these parks.

Street Tree Improvements

The CRA has produced an inventory of available tree planting spaces in the Omni neighborhood and some surrounding areas. Trees are a large economic benefit and planting trees in the neighborhoods improves quality of life, health, and economic vitality.

The Florida East Coast Railway Deep Water Slip (FEC Slip)

This area south of Maurice A. Ferré Park, which was once a deep-water slip, is currently underutilized. The CRA should work with the City to determine the slip's future and should participate in costs associated with filling in the slip and/or activating the area. The site should be considered for an expansion of Maurice A. Ferré Park though all opportunities for this area should be explored. Whatever the final course, the CRA should be involved in activating this site and should continue to be involved in the discussions of what it should ultimately become.

New Parks and Greenspaces

The need for open space will exceed the supply in existing parks and greenspaces therefore, the CRA should look for other opportunities to acquire land for small parks and open spaces. The addition of pocket parks consisting of a small portion of land with limited furniture and landscaping can be placed between large buildings or within an existing right-of-way to provide a green space for residents of the areas of Omni that are anticipated to contain large, multi-story, mixed-use and residential projects. The CRA should also look at the possibility of acquiring strategically located parcels large enough for uses such as basketball/tennis courts, playground equipment, picnic areas,

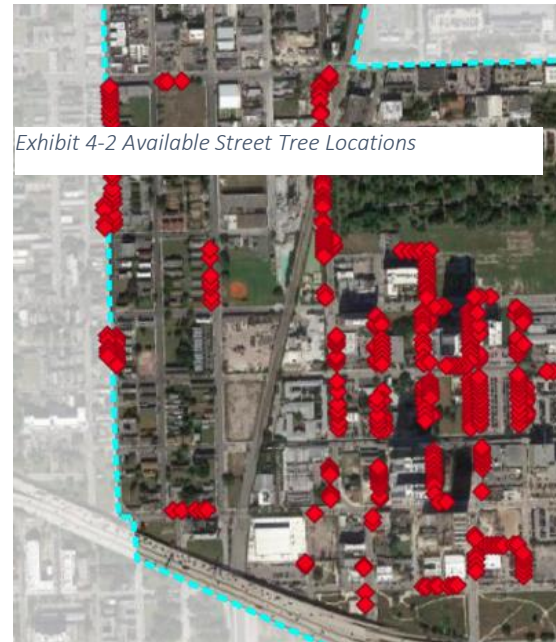


Exhibit 4-2 Available Street Tree Locations

KEY ACTIVITIES FOR THE CRA TO UNDERTAKE:

- a) Provide a continuous Baywalk through the Omni CRA area from Edgewater to Downtown
- b) Work with FDOT to ensure a high-quality, functional design and construction for the I-395 “Underdeck” green space.
- c) Work with the City to determine the future of the FEC Slip and participate in activating this site.
- d) Upgrade and encourage more activation of existing parks within the CRA
- e) Upgrade and ensure maintenance of existing greenspaces within the CRA.
- f) Utilize existing City-owned land or acquire land to construct both new pocket parks and a larger more active park(s)

Utilize small publicly owned spaces as greenspaces with limited benches and landscaping.

ON-GOING PROJECTS:

- a) Baywalk construction and improvement where needed
- b) Improvements to Margaret Pace Park
- c) Improvements to Dorsey Park
- d) Improvements to Biscayne Park
- e) Land acquisition for new park(s)

Miami Herald Properties Area

Collectively these properties, comprise a key area with potential for a catalyst project(s). This area, which includes the highly visible waterfront property that once housed the Miami Herald’s facilities and offices, should be developed into a signature mixed-use destination. This would provide a critical private sector anchor to attract people to the waterfront/performing arts center area and connect this area to the 14th Street Media/Entertainment District.

The owner at the time of the authoring of this Plan, Genting Group’s Resorts World Miami has suggested the use of the site for a hotel/resort with residential and retail, but there no current movement towards development. If Genting or another company with international credentials were to develop the site as envisioned, it would help market the District, promote additional supporting development, and attract spending and employment to the area.

Much like the School Board properties, the parcels in this area are prime for development. However, the properties in this area are almost exclusively in private hands with the exception of the Arsht Center, Knight Concert Hall, Omni Bus Terminal and several lots adjacent to I-395 which FDOT will utilize in the highway’s widening project or which will become a park around and under the highway. The CRA will have to rely on City zoning regulations to ensure development that is compatible with the Omni CRA’s vision. While the CRA cannot require a developer to exceed regulatory requirements, it should work with them to encourage the provision of community benefits as outlined previously and should at minimum seek the following benefits for the public:

- 1) Affordable housing
- 2) Target percentage of local hires
- 3) Commitments of support for local community groups and initiatives

- 4) Parking open to the public (particularly to support the Arsht and Knight venues)
- 5) Baywalk connection

The Baywalk provides public access to the bay and is a vital pedestrian and recreational component of the waterfront in the Omni CRA Redevelopment Area. It is important that the CRA work with the owners of bay front properties in this area to ensure access for and construction of the Baywalk across these properties. This will allow for a flow across this section with the ability to continue through the district and link with that portion south of I-395.

Incentives such as reimbursements for all or some costs related to the desired benefit(s), the undertaking of a project in the public realm that would have otherwise been the responsibility of the developer, or some other mutually agreed upon method, can be utilized to encourage the afore mentioned benefits

The CRA should monitor any development plans that are proposed and should work with any future developers in this area to ensure their projects seamlessly transition from the site across the Arsht Center and Knight Concert Hall and into the remainder of the district. It should also encourage any developer to provide affordable housing, local job opportunities, and other benefits to the community. The CRA should look for opportunities to enhance the area that may present themselves and are beneficial to the community. Like the School Board properties, the CRA may need to invest in the public realm. If streets in this area remain public and improvements are not made a part of any development agreements/orders, the CRA should consider and possibly undertake improvements on publicly owned property such as those outlined in the previous subsection Public Improvements in Conjunction with Private Projects.

The Agency should also seek to maintain the Miami-Dade Transit bus terminal in its current location or near to the current location to ensure transportation choice for all residents, employees, and visitors to the area. Maintenance of the terminal will also mitigate traffic and parking in the area as it transforms to a denser, urban destination.

KEY ACTIVITIES FOR THE CRA TO UNDERTAKE:

- a) Increase communication with private property owners/developers to convey the CRA vision and to assist in identifying potential issues as early in the development process as possible.
- b) Attract internationally recognized owner/developer to build a mixed-use product at the Miami Herald properties.
- c) Encourage the development of affordable housing within private projects
- d) Encourage developers and business owners to employ residents of the Omni area.
- e) Encourage developers/business owners to provide other community benefits to the Omni CRA Redevelopment Area
- f) Enhance the public realm surrounding private development in the area.
- g) Increase public parking within private developments in the area.
- h) Retain the Omni Bus Terminal within the immediate area.
- i) Provide for public access to the bay by continuation of the Baywalk through any new waterfront development

Historic Preservation

While the CRA is poised as a strong advocate for redevelopment of the Omni area through new projects and the modernization of existing properties, this should not be done at the expense of history. Too often older buildings are believed to be obsolete and are left to deteriorate or are demolished in the pursuit of the future. While Miami is a relatively young city, it has historic properties that should be preserved to connect us to the past and allow us to reminisce. There are currently nine historic properties within the Omni CRA; six properties that are listed on the National Register of Historic Places, two that are eligible but are not listed due to owner concerns at the time of nomination and two properties that have been declared historic by the City of Miami. These properties are:

- 1) The Miami Cemetery
- 2) Miami Fire Station #2
- 3) S & S Diner
- 4) Trinity Episcopal Church
- 5) The Miami Woman's Club
- 6) Sears Tower
- 7) Shrine Shops (eligible for National Register but not listed)
- 8) Dorsey Memorial Library (locally designated)
- 9) Citizen Bank Building (eligible for National Register)
- 10) Vera Building (locally designated)

The CRA has been instrumental in preserving several of these structures with unique architectural characteristics that provide an important look back into Miami's past. The CRA should continue to advocate for and fund historic preservation projects and work to inform residents and visitors of these properties important link to Miami's past. Additionally, the CRA should work to identify any other structures/properties which may become eligible for historic designation in the future due to their age, architectural style, or other connection to Miami's past.

The CRA should also endeavor to ensure that new construction/development in the area of these properties respects the unique character and the scale of these buildings and does not detract from their importance as community assets.

KEY ACTIVITIES FOR THE CRA TO UNDERTAKE:

- a) Continue to advocate for and participate in the preservation of historic structures/properties in the CRA.
- b) Communicate the importance of historic properties and their link to Miami's past.
- c) Ensure through advocacy that new development/construction does not detract from historic properties.
- d) Identify any additional properties/structures that may become eligible for historic designation.

ON-GOING PROJECTS:

- a) Preservation and rehabilitation of historic Citizen Bank Building.
- b) Potential improvements to the Miami Cemetery

Economic Development/Small Business Programs

One of the most important activities the CRA can undertake is to assist in the attraction of businesses and jobs to the district. In the redevelopment area, it will be critical for new restaurants, retail stores, and other service providers to be attracted to locate to the area. People want to move to or visit an area with a good business environment and in which they can buy desired items, find providers of personal services, and find good food and drink, unfortunately, these types of businesses are often the last entities to locate in a growing area as they require the consumer be in place so that they can have sufficient income to survive. Additionally, creating jobs gives established residents employment choices that may provide them increased income or reduced commutes to work. Creating jobs also gives new or potentially new residents the opportunity to live and work a short distance apart.

The CRA can and should assist in business attraction and job creation. As mentioned, businesses need customers to survive. Given the growing nature of the redevelopment area, there is an increasing need for businesses to meet the growing demand, however, because the area has not established itself as a solid consumer base, businesses are reluctant to be “pioneers” in the area. Even more restricting, the lack of consumer demand history makes financial institutions reluctant to lend to such entities. It can be difficult to find those pioneer businesses willing to take such a risk and for existing businesses to continue to operate in such an environment.

To assist in these efforts, the CRA should continue to implement its business assistance programs and should look for opportunities to create new, effective programs designed to attract and retain businesses.

The CRA has an excellent track record with its **Business Incentive Grant Program** which assists qualified business or property owners with building and property improvements that are directly related to opening of a new business, improving an existing business, remedying code violations, providing ADA access and eliminating blighting neighborhood conditions in the targeted areas of the Omni CRA. This program provides matching funds to make these improvements and can cause certain fees of the City to be waived.

In addition, this program the CRA could look at additional creative methods to assist new and existing businesses. The following programs could be developed and implemented over time:

- 1) Creation of a designated CRA liaison who is available to assist businesses in the area when issues arise with governmental agencies such as City Code Compliance, Building or Zoning Departments, Police Department, or the Health Department. Additionally, the liaison could assist in resolving issues related to the public realm such as sidewalk or roadway issues, drainage problems, parking issues, or area safety concerns.
- 2) Relocation assistance – A program could be created to assist businesses that move into the Omni CRA from outside of the City (so as not to negatively impact other areas of the City) in paying for such relocation expenses. Such expenses could include some fixed amount or percentage of total cost for the moving of equipment and/or stock, the cost of re-printing business materials or advertising a new location.
- 3) The CRA could undertake or create a business group to undertake area shared marketing. Such an effort could place advertisements touting the district and multiple businesses within it. This would provide for more cost effective marketing and would promote the district which would benefit all businesses in the district. This effort could also work with entities such as the Adrienne Arsht Center and area museums to run cross promotions. If successful, such an effort could grow into a business improvement district or a merchant association that could take over efforts as the businesses community grows.

- 4) A program to guarantee interest on a business loans could be developed. Such a program would guarantee a minimum percentage interest return on a loan to a new business or existing business for equipment or property improvements. This would reduce the cost of borrowing to the business and offer only minimal risk to the CRA as it would only be guaranteeing a percentage of interest payment on the loan.
- 5) Small business grants can be made available in small increments to assist more locally owned “mom and pop” type businesses with simple activities that might otherwise difficult for them to undertake such as expanding advertisement, creating a more effective social media and web-based presence, or to attend a business training seminar.
- 6) A retail advisor could be periodically be made available to businesses for consultation. Such individuals or firms visit business locations and make recommendations as to how better to display products for sale, or to create a welcoming storefront or interior environment. Such consultations can be made over a short visit to the business (an hour or so).
- 7) The CRA could provide customer service training for the employees of any business in the district that interact directly with customers. This could be the front desk person at an insurance office, retail sales clerks, or wait staff at a restaurant. Such training could assist business owners in providing better service

The CRA should continue to seek new and innovative methods and programs to attract businesses to the district, assist them in increasing and maintaining their customer base, and to have the facilities and tools available to them to help them survive and thrive

Job Creation

Another aspect of economic development for the CRA is the creation of jobs within its boundaries. Some of this goes hand-in-hand with business assistance efforts. As long as there are businesses that are thriving, there will be new jobs created. The attraction of jobs serves several purposes. It provides additional customers for existing businesses and it can provide jobs and therefore income to residents of Omni which would allow them to not only continue to reside in the district, but could provide them jobs close to home which would reduce commuting. The CRA would most likely want to incentivize the creation of higher wage jobs, those paying more than an average wage for the area. The exception to this might be to subsidize the creation of lower wage, limited-time training positions, to assist district residents transitioning off public assistance, or to encourage businesses to expand their hours by hiring additional help.

The CRA could develop a job creation incentive program that would grant funds for the creation of jobs at desired income levels. Such a program could reimburse a business a fixed amount or a percentage of salary for a period of time for each job created and filled for a year. The reimbursement could be at amounts that increase based on the job’s salary. The benefit to such a design is that it incentivizes higher wages and does not have a cost if the job is not created or filled. This type of assistance could help in attracting better paying jobs to the area to complement lower wage service jobs.

Again, the CRA should continue to seek other creative incentives to create and attract new jobs to the area. Any program that would offset the cost to a business of newly created jobs could incentivize a business to do so.

KEY ACTIVITIES FOR THE CRA TO UNDERTAKE:

- a) Increase the number of businesses within the CRA
- b) Assist new and existing businesses find ways to survive and thrive

- c) Incentivize the creation of businesses within the CRA.
- d) Incentivize job creation to create a larger consumer base.
- e) Incentive job creation to create employment opportunities for Omni residents.

ON-GOING PROJECTS:

- a) Implementation of the Business Assistance program grants
- b) Assistance to the El Doris “Morgan’s” jazz/speakeasy

Quality of Life Projects/Programs

By virtue of being an area declared to contain slum and/or blight, one can assume the district has a number of quality of life issues. In the Omni Redevelopment Area, these issues range from appearance of its streets and parks, homelessness, crime, limited opportunities and support for the area’s lower income residents. To this end, the CRA must identify and address such quality of life issues that continue to exacerbate blighting conditions in the area. These issues tend to all affect the way people, both residents and visitor, interact with and react to the area. Some quality of life concerns have already been addressed in other parts of this section, therefore, many of those addressed here do not lay within the purview of any single topic area nor do they necessarily have any other relationship to one another.

To identify quality of life issues, the CRA should consider undertaking a on ongoing survey of residents to determine issues of greatest concern. More established means of determining issues of concern will assist the CRA in prioritizing these issues and find ways to address them.

The CRA area experiences a higher level of calls for police than the remainder of the City. The CRA should work with the Police Department to address the nature of these calls and determine if there is some type of crime or topic of such calls that can be addressed by the CRA or other entity. Additionally, the CRA should continue its efforts to provide for community policing innovations and level of police involvement in Omni that exceeds the level for the remainder of the City. Involvement by the Police in district will help reduce crime and give residents and visitors a greater sense of security even if no such concern is warranted. Community policing assists not only in preventing and solving crime, but in enhancing the relationships between police and the community.

Another issue of concern within the CRA is homelessness. Not only is homelessness an issue for those who experience it, but for the CRA the negative connotation of having a visible homeless population can reduce investment in the area and sour the experience of visitors, reducing the chance they will return. To address this, the CRA has and should continue to work with the Miami-Dade Homeless Trust and to fund initiatives to reduce homelessness in within its boundaries and to provide for shelter and other needs for those that are homeless and live on the streets within the redevelopment area. Besides eliminating the effects on the district, to undertake such programs is also the socially beneficial and correct thing to do.

A program that both enhances the Neighborhoods and employs the homeless is the Purple Shirts Program. The CRA funds a program to pay the wages of workers and a manager from the Chapman Partnership Homeless Assistance Center. This group then assists in picking up litter, pressure washing graffiti and sidewalks, landscaping, and keeping up the public and green spaces in the Redevelopment area. This program should be retained and expanded due to its success.

The need for social services within the district is also of high concern. Services provided by agencies such as mental health, financial assistance, and career training could reduce the high level of calls for police and for calls for fire and emergency medical services. However, a concern has been raised that social service delivery in the district is inefficient and uncoordinated. The CRA could provide a central location within its

boundaries in which social service agencies could interact with the public in order to facilitate a more efficient and effective delivery of services. The CRA could schedule the various agencies to be on-site to meet with residents of area to answer questions address needs and concerns and could be responsible for informing the public of this availability. This would also foster a closer relationship between the CRA and the various providers.

As the CRA seeks to revitalize the area, developing talent and opportunities for the underserved will contribute to the goal of elevating the quality of life for residents. The creation of scholarships and work study-programs could provide tuition assistance to resident students who major in fields of value to the CRA and the neighborhood. Internships with the CRA and/or business and non-profit partners would provide valuable work experience, and an immediate mechanism to give back to the community. Providing access to education to those financially incapable of securing the path to higher learning will yield the skills and opportunities that the community sorely needs.

The levels of increased poverty in the CRA Redevelopment Areas and the aging infrastructure make hurricane season very hard on residents. Improvements to homes and businesses can easily be destroyed and high deductibles make recovery difficult. Power outages tend to last longer in certain CRA neighborhoods, making businesses at risk for burglaries and break-in. The Omni CRA should implement a residential disaster relief, and/or business interruption program to help small businesses and residents of the CRA.

ON-GOING PROJECTS:

- a) Funding community policing within the CRA
- b) The Purple Shirts Program or other homeless assistance programs
- c) Grants to homeless organizations or other nonprofits
- d) Police innovation and enhancement program
- e) Land acquisition and rent or mortgage subsidies for new low-rise apartment, or single family/duplex projects in
- f) Land acquisition and rent or mortgage subsidies for new midrise projects
- g) Continued partnership with Rebuilding Together to undertake home rehabilitation
- h) Disaster relief for home- and business-owners

Chapter 5 Implementation Plan

Implementation Through the Financing Plan

The Omni CRA has been in existence since the October 23, 1986 by the Dade County Commission's adoption of Resolution 86-868. A redevelopment plan was adopted in that same year and the CRA began to collect increment revenue and began its work program. Unfortunately, this plan did not lead to significant program implementation or change within the CRA. Thus, the City caused a new plan to be written in 2006 which was then amended in 2009 and 2010 to reflect a 200+ acre expansion of the CRA. This plan was adopted in 2010 and a more ambitious work plan was engaged as the CRA began implementation. While excellent progress has been made, financial obligations to two major projects, the Performing Arts Center and the Port of Miami Tunnel, have limited the CRA's ability to invest in a number of projects contemplated by the most recent plan.

Due to this, the CRA recently obtained access to a \$25 million loan through Bank United. This loan will assist in undertaking a number of projects, however, the debt service on this loan will add to CRA's limited amount of funds available for projects and programs for the short term under several anticipated projects are completed and added to the tax rolls.

A focus of the CRA in the next few years will be the Miami-Dade School Board Properties, an initiative outlined in Section 4 Redevelopment Strategies. Should this strategy be successful and other planned developments come on-line as anticipated, a significant amount of new revenue will be generated to complete implementation of other initiatives in this redevelopment plan. In fact, if everything comes together, all of the initiatives anticipated by this plan update will be financially feasible during the extended lifetime of the CRA.

The following section identifies the financing program for the projects and the implementation of the overall program.

Assumptions

Several assumptions must be made in order to make any meaningful projections. Trends in real estate, including historical values and increasing values of multi-family residential and mixed-use projects within the City of Miami and the entire South Florida Region were reviewed. Through this review, future conditions were also anticipated. This was used to formulate projections of future growth in values.

The escalation rates used in this projection assume that a certain momentum will carry forward as the Omni area develops further and the CRA implements the projects and programs outlined in this plan update. An annual increase of 4% in Taxable Value is projected over the extended life of the CRA through 2045. While some years may see larger increases in Taxable Value and some will see smaller increases, it is believed that this flat 4% increase over time is appropriate. Value growth of both the original Omni Area and the 2009 Expansion Area are assumed to grow at the same rate.

It is also assumed that projects that are in the approval process or under construction at the time of the preparation of this document will be completed with assumptions made about when these projects will reach substantial completion and be added to the tax rolls.

Finally, millage rates are assumed to stay constant at FY 2018 levels of 4.6669 mills for Miami-Dade County and 7.5865 for the City of Miami (a total of 12.2534 mils).

Revenue Projections

The Omni Community Redevelopment Agency has two different areas for which its increment revenue is determined. The original area of the CRA, created in 1986 utilizes a 1986 base year taxable value, while the 2009 CRA expansion area utilizes the 2009 taxable value as its base year value. As the 4% growth factor is utilized for both areas, a single base year value was established and is used for making revenue projections. These two values are added to give a total base year taxable value of \$246,898,822.

The objective of the CRA is to promote a wide range of community improvements and redevelopment activities. The CRA provides a mechanism for capturing the tax increment generated by the increase in taxable values over the Base Years. The plan introduces a timeframe expansion of the CRA which will extend its lifetime to the maximum 60 years allowed by law from the 1986 initial year of the CRA. This will take the CRA to FY 2045. Over the remaining 27-year life (including the current year) of the CRA, this stream of funds is a substantial amount.

Table 5-1 summarizes the fund flows generated by the CRA from Tax Increment Financing (TIF).

Table 5-1

TIF Projections

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Current Taxable Value	\$1,929,903,162	\$2,007,099,288	\$2,087,383,260	\$2,170,878,590	\$2,257,713,734	\$2,389,022,283	\$2,567,083,175	\$2,983,766,502	\$3,439,117,162	\$3,727,181,848	\$3,927,269,122	\$4,135,359,887	\$4,351,774,283	\$4,576,845,254
Growth 4%	\$77,196,126	\$80,283,972	\$83,495,330	\$86,835,144	\$90,308,549	\$95,560,891	\$102,683,327	\$119,350,660	\$137,564,686	\$149,087,274	\$157,090,765	\$165,414,395	\$174,070,971	\$183,073,810
New Projects														
School Board							\$51,000,000	\$51,000,000	\$51,000,000	\$51,000,000	\$51,000,000	\$51,000,000	\$51,000,000	
School Board Parcel 7					\$17,000,000	\$17,000,000	\$17,000,000	\$17,000,000						
Herald Site								\$42,500,000	\$42,500,000					
Mana Wynwood							\$10,000,000							
Bayview								\$40,000,000	\$40,000,000					
Citizen's Bank								\$8,000,000						
1000 Museum					\$24,000,000									
Canvas						\$65,500,000	\$65,500,000							
Melody							\$64,000,000	\$54,000,000						
19 St Parcel							\$64,000,000	\$64,000,000						
Phillis Wheatley								\$59,500,000	\$59,500,000					
	\$2,007,099,288	\$2,087,383,260	\$2,170,878,590	\$2,257,713,734	\$2,389,022,283	\$2,567,083,175	\$2,983,766,502	\$3,439,117,162	\$3,727,181,848	\$3,927,269,122	\$4,135,359,887	\$4,351,774,283	\$4,576,845,254	\$4,759,919,064
Base Year Taxable Value	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822
Incremental Taxable Value	\$1,760,200,466	\$1,840,484,438	\$1,923,979,768	\$2,010,814,912	\$2,142,123,461	\$2,320,184,353	\$2,736,867,680	\$3,192,218,340	\$3,480,283,026	\$3,680,370,300	\$3,888,461,065	\$4,104,875,461	\$4,329,946,432	\$4,513,020,242
TIF Tax Rate 12.2534														
Incremental Taxes	\$21,568,440	\$22,552,192	\$23,575,294	\$24,639,319	\$26,248,296	\$28,430,147	\$33,535,934	\$39,115,528	\$42,645,300	\$45,097,049	\$47,646,869	\$50,298,681	\$53,056,566	\$55,299,842
TIF Collected 95%	\$20,490,018	\$21,424,582	\$22,396,529	\$23,407,353	\$24,935,881	\$27,008,640	\$31,859,138	\$37,159,752	\$40,513,035	\$42,842,197	\$45,264,525	\$47,783,747	\$50,403,737	\$52,534,850
Cumulative TIF		\$21,424,582	\$43,821,111	\$67,228,465	\$92,164,346	\$119,172,985	\$151,032,123	\$188,191,875	\$228,704,910	\$271,547,107	\$316,811,632	\$364,595,379	\$414,999,116	\$467,533,967

	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
Current Taxable Value	\$4,759,919,064	\$4,950,315,827	\$5,148,328,460	\$5,354,261,598	\$5,568,432,062	\$5,791,169,344	\$6,022,816,118	\$6,263,728,763	\$6,514,277,913	\$6,774,849,030	\$7,045,842,991	\$7,327,676,711	\$7,620,783,779	\$7,925,615,130
Growth 4%	\$190,396,763	\$198,012,633	\$205,933,138	\$214,170,464	\$222,737,282	\$231,646,774	\$240,912,645	\$250,549,151	\$260,571,117	\$270,993,961	\$281,833,720	\$293,107,068	\$304,831,351	\$317,024,605
New Projects														
School Board														
School Board Parcel 7														
Herald Site														
Mana Wynwood														
Bayview														
Citizen's Bank														
1000 Museum														
Canvas														
Melody														
19 St Parcel														
Phillis Wheatley														
	\$4,950,315,827	\$5,148,328,460	\$5,354,261,598	\$5,568,432,062	\$5,791,169,344	\$6,022,816,118	\$6,263,728,763	\$6,514,277,913	\$6,774,849,030	\$7,045,842,991	\$7,327,676,711	\$7,620,783,779	\$7,925,615,130	\$8,242,639,736
Base Year Taxable Value	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822
Incremental Taxable Value	\$4,703,417,005	\$4,901,429,638	\$5,107,362,776	\$5,321,533,240	\$5,544,270,522	\$5,775,917,296	\$6,016,829,941	\$6,267,379,091	\$6,527,950,208	\$6,798,944,169	\$7,080,777,889	\$7,373,884,957	\$7,678,716,308	\$7,995,740,914
TIF Tax Rate 12.2534														
Incremental Taxes	\$57,632,850	\$60,059,178	\$62,582,559	\$65,206,875	\$67,936,164	\$70,774,625	\$73,726,624	\$76,796,703	\$79,989,585	\$83,310,182	\$86,763,604	\$90,355,162	\$94,090,382	\$97,975,012
TIF Collected 95%	\$54,751,207	\$57,056,219	\$59,453,431	\$61,946,532	\$64,539,356	\$67,235,894	\$70,040,293	\$72,956,868	\$75,990,106	\$79,144,673	\$82,425,424	\$85,837,404	\$89,385,863	\$93,076,261
Cumulative TIF	\$522,285,174	\$579,341,393	\$638,794,824	\$700,741,356	\$765,280,712	\$832,516,606	\$902,556,898	\$975,513,766	\$1,051,503,872	\$1,130,648,545	\$1,213,073,969	\$1,298,911,373	\$1,388,297,236	\$1,481,373,497

Funding Strategy

Revenue projections from a steady source of funds such as a CRA tax increment can be used to finance a number of catalytic programs designed to trigger the redevelopment of the area. This is the essence of a redevelopment plan. Prior planning efforts, with community involvement, have yielded a lengthy list of program, projects, and improvements desired. The CRA revenue stream can be allocated to accomplish these projects in some order of priority. This section of the plan will present a financial model that summarizes the anticipated revenues and expenditures of the CRA. This model is intended as a planning tool, so that the programs, projects, and improvements can be matched against available funds. Later in the section, goals for major catalyst programs to be undertaken by the CRA will be outlined.

The CRA funding model is presented in Table 5-2. It is essentially a budget that lists projected revenues and expenses for each of the future 26 years of the CRA. Indeed, it is prudent practice to review these projections on a periodic basis, so that the assumptions in the model can be assessed against actual experience. What follows is a brief explanation of the structure and assumptions of the model.

Table 5-2 is organized to list fiscal years in adjacent columns across the top. The revenues and expenditures are listed in the leftmost column, in typical budget form, with all revenues listed first, then all expenditures.

The primary source of revenue is, of course, the tax increment. As previously discussed, this begins as a modest amount, but grows quickly in successive years as long as redevelopment and general economic growth keep increasing the taxable value of the properties within the CRA. Other sources of funding, such as grants from various state and federal agencies, can and should be pursued.

It is important to note that this model shows a “pay as you go” program from FY 2018 forward. This is a very conservative method of payment. The CRA could, once some of the newer projects come on-line, borrow against future revenues. A borrowing of this time could significantly increase the start time of many infrastructure projects. This would allow the projects to be completed sooner, accelerating growth even greater than the assumed 4% annual increase, however borrowing would have significant interest costs. In the future, the CRA may find that any interest rate may accelerate growth enough to easily cover the cost of borrowing, making it a preferred financing option. An accelerated implementation could lead to surplus increment revenue that could be returned to the taxing authorities contributing to the CRA and, could ultimately lead to early termination of tax increment payments to the CRA once any outstanding bonds are satisfied.

CRA Expenditures

The financial projections discussed here allow the CRA to budget for anticipated expenses to achieve the goals of the community vision. Most of the bond proceeds will be directed to paying for capital improvements and land acquisition. In addition, the tax increment funds will provide a substantial cash flow for other programs and activities, as well as the administrative overhead needed to further the community's objectives. These programs and expenditures are discussed in more detail in Chapter I-4 of this report with targets and goals outlined later in this section.

Identification of Catalyst Projects/Programs and Initial Goals

This Plan provides for the creation of various different types of projects and programs to achieve the elimination of blight conditions within the CRA area. There are several key project/programs that have been specifically detailed in Section 4 of this report and which have been funded by the possible 26 year funding model shown in Table 5-1. The catalyst projects are those that should be pursued vigorously as they will make the greatest impact on Omni both in terms of taxable value and enhancement to the quality of life for the neighborhood's residents. The top catalyst projects /programs will be outlined below along with initial goals. This list is not presented in any particular order of importance or priority.

NOTE: Goals outlined in this Section are more susceptible to market forces outside of the CRA's control (i.e. land prices, available TIF, buyer's tastes, growth in the surrounding areas).

1) The Miami-Dade School Board Properties – Work with the Miami-Dade School Board and City of Miami to develop several key parcels owned by the School Board. This project will include the relocation of School Board activities including the School Board Administrative offices, the iPrep School and the studios of WLRN public radio, and potentially a relocation or re-construction of Phillis Wheatley Elementary School. The land will be utilized to construct new residential and mixed-use projects that will include workforce housing and housing affordable for lower income households.

GOALS:

- a) Development of all School Board Properties.
- b) Relocation of School Board activities within the Omni CRA.
- c) Formulation of a package of incentives to ensure developments with residential components include significant mixed-income housing units, where possible.
- d) Developments with ground floor commercial and other types of uses that activates the street.

Developments that are pedestrian-friendly, reduce or eliminates the need for private automobiles due to proximity to mass transit/ride share facilities and availability of goods and services within a reasonable distance.

2) Miami Herald Properties – Work with private property owners to develop properties in this area into anchor uses including mixed-use, residential, hotel/resort and commercial.

GOALS:

- a) Development of all available sites by 2025
- b) Location of anchor facilities with internationally recognizable facilities that will attract visitors to the area.
- c) Continuation of the Baywalk through these properties to maintain public access to the waterfront.

- d) Completion of complimentary improvements to public space/rights-of-way in the immediate area.
- e) Inclusion of public parking within the private development.

3) Adrienne Arsht Center for the Performing Arts Parking – The CRA needs to ensure that these facilities have nearby available parking. As the School Board Properties are developed and as the Florida Department of Transportation constructs the I-395 widening and the “Underdeck” park, spaces for patrons of events at the Adrienne Arsht and Knight facilities will dwindle.

GOALS:

- a) Ensure any private parking facilities built in the area include parking open to the public.
- b) Locate appropriate structured parking in the immediate area that can be shared with other facilities, including Miami-Dade County School Board.
- c) Enter into shared parking agreements with any private parking facilities in the area whose prime users utilize the facilities during hours when performances at the Adrienne Arsht and Knight facilities are not common.

4) Infrastructure – This category includes the construction/reconstruction, rehabilitation, location, or upgrading of several types of infrastructure. This includes, but is not limited to facilities for: Streetscapes, roadways, curbs, sidewalks, stormwater drainage, water, wastewater, cable, electric transmission, voice and data transmission as well as the transportation network and mass transit facilities. It recognizes that as development occurs, there will be a greater stress on these facilities, increase the need for these facilities and thus require additional capacity, and these facilities will need greater protection (hardening) to ensure they continue to function after disaster or other disruptive events.

GOALS

- a) Undertake a full infrastructure studies to determine all needs and estimated costs related to infrastructure and prioritization by project within each type.
- b) Complete rehabilitation to all deficient streets, sidewalks, curbs, and lighting
- c) Complete rehabilitation to all deficient water/wastewater facilities
- d) Complete streetscape installation to enhance quality of life by providing, pedestrian-friendly amenities throughout Omni as well as shade and lighting.
- e) Complete a CRA-wide stormwater system that conveys/retains stormwater and prevents regular flooding due to rain events and sea-level rise.
- f) Underground overhead utilities to harden the CRA area against storms and other events.
- g) Assist, where necessary, in the implementation of the Strategic Miami Area Rapid Transit (SMART) Plan.

5) Parks and Greenspaces – With the significant increase in visitors and residents anticipated in the Omni area, the limited system of parks and greenspaces within the area will be insufficient to serve the population. Existing parks such as Biscayne Park and Margaret Pace Park are in need of rehabilitation and expansion where possible and Maurice A. Ferré Park is not yet fully built-out. The CRA may have to contribute to ensure a quality “Underdeck” open space that is a part of FDOT’s I-395 project. There will be a significant need for new parks and the CRA may need to acquire land and construct new facilities, particularly smaller pocket parks or limited, passive greenspaces.

GOALS:

- a) Upgrade existing park facilities to accommodate use and additional activation for increased population
- b) Ensure the City fully develops Maurice A. Ferré Park as per its master plan/vision
- c) Ensure the “Underdeck” open space is designed and constructed in a manner that is acceptable to the community and such that its maintenance is sustainable.
- d) Acquire land through donation or purchase for, and construct new parks and greenspaces throughout the CRA district.

6) Housing Affordability – The CRA should fund established and creative new ways to increase the stock of workforce and lower income affordable housing within the district

GOALS:

- a) Create project-specific developer incentives to ensure that new or significantly redeveloped residential projects in the CRA contain a sufficient amount of units that are affordable to the target populations
- b) Work with local non-profit housing providers to build new units or rehabilitate existing units for occupancy by the target populations
- c) Continue and expand programs to assist individual, target population, home owners with rehabilitation/emergency repairs to their homes to ensure they can remain in the homes and that an affordable housing stock is maintained.
- d) Create mortgage subsidy and/or down payment assistance programs to help the target population purchase homes.

table 6-2 - Funding model

SUMMARY	Estimated	2019	2020	2021	2022	2023	2024	2025	2026	2027
A. Revenues										
1. Increment Revenues1										
a. Increment Revenues from County		\$ 8,159,889	\$ 8,530,070	\$ 8,915,059	\$ 9,497,222	\$ 10,286,665	\$ 12,134,053	\$ 14,152,876	\$ 15,430,026	\$ 16,317,124
b. Increment Revenues from City		\$ 13,264,693	\$ 13,866,459	\$ 14,492,295	\$ 15,438,659	\$ 16,721,975	\$ 19,725,084	\$ 23,006,876	\$ 25,083,009	\$ 26,525,073
Total Increment Revenues Available		\$ 21,424,582	\$ 22,396,529	\$ 23,407,353	\$ 24,935,881	\$ 27,008,640	\$ 31,859,138	\$ 37,159,752	\$ 40,513,035	\$ 42,842,197
B. Expenses										
1. Administrative Expenses		\$ 1,200,000	\$ 1,260,000	\$ 1,323,000	\$ 1,389,150	\$ 1,458,608	\$ 1,531,538	\$ 1,608,115	\$ 1,688,521	\$ 1,772,947
2. Contractual and Professional Services		\$ 1,100,000	\$ 1,155,000	\$ 1,212,750	\$ 1,273,388	\$ 1,337,057	\$ 1,403,910	\$ 1,474,105	\$ 1,547,810	\$ 1,625,201
Total Operating Expenses		\$ 2,300,000	\$ 2,415,000	\$ 2,535,750	\$ 2,662,538	\$ 2,795,664	\$ 2,935,448	\$ 3,082,220	\$ 3,236,331	\$ 3,398,148
C. Debt Service and Long Term Obligations										
1. Port of Miami Tunnel Grant to City		\$ 4,234,000	\$ 4,234,000	\$ 4,234,000	\$ 4,234,000	\$ 4,234,000	\$ 4,234,000	\$ 4,234,000	\$ 4,234,000	\$ 4,234,000
2. MAX Miami Agreement		\$ 812,500	\$ 812,500	\$ 812,500	\$ 812,500	\$ 812,500	\$ 812,500	\$ 812,500	\$ 812,500	\$ 812,500
3. PAC Interlocal Payment to County		\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000
4. 35% Global Agreement Payment		\$ 7,008,604	\$ 7,348,785	\$ 7,702,574	\$ 8,237,558	\$ 8,963,024	\$ 10,660,698	\$ 12,515,913	\$ 13,689,562	\$ 14,504,769
5. Global Agreement Payment for Museum Park		\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
6. 2018 Tax Increment Revenue Notes		\$ 2,724,158	\$ 2,815,026	\$ 2,814,140	\$ 2,815,196	\$ 2,817,970	\$ 2,814,600	\$ 2,814,600	\$ 2,814,600	\$ 2,814,600
Total Debt & Long-Term Obligations		\$ 18,179,262	\$ 18,610,311	\$ 18,963,214	\$ 19,499,254	\$ 20,227,494	\$ 21,921,798	\$ 23,777,013	\$ 24,950,662	\$ 25,765,869
Total Non-Project/Program Expenditures		\$ 20,479,262	\$ 21,025,311	\$ 21,498,964	\$ 22,161,792	\$ 23,023,158	\$ 24,857,246	\$ 26,859,233	\$ 28,186,993	\$ 29,164,016
Available for Projects/Programs										
(Revenues - Operating Expenses- Debt Service)4		\$ 945,321	\$ 1,371,218	\$ 1,908,390	\$ 2,774,089	\$ 3,985,481	\$ 7,001,892	\$ 10,300,519	\$ 12,326,042	\$ 13,678,181
D. Project/Program Expenditures										
1. School Board Properties										
a. Affordable Housing							\$ 1,000,000	\$ 2,500,000		
b. Infrastructure Improvements						\$ 1,000,000	\$ 1,000,000			
2. Miami Herald Area Properties										
a. Public Improvements										
3. Performing Arts Center										
a. Parking						\$ 600,000	\$ 1,000,000	\$ 1,000,000	\$ 1,100,000	\$ 1,000,000
4. I-395 "Underdeck" Park										
a. Contribution/Maintenance				\$ 500,000	\$ 1,000,000		\$ 1,000,000	\$ 1,050,000	\$ 1,102,500	\$ 1,157,625
5. Infrastructure Improvements										
a. Streetscapes	\$ 40,000,000							\$ 700,000	\$ 1,000,000	\$ 1,573,900
b. Road/Curb/Sidewalk Rehabilitation	\$ 35,000,000							\$ 652,152	\$ 766,098	\$ 1,000,000
c. Streetlights	\$ 7,000,000	\$ 28,522	\$ 105,535	\$ 55,381			\$ 200,000	\$ 160,000	\$ 118,000	\$ 376,388
d. Water/Sewer	\$ 15,000,000									
e. Stormwater Drainage	\$ 40,000,000									
e. Utility Undergrounding	\$ 20,000,000									
e. SMART Plan & Transportation Network Assistance	\$ 75,000,000									
6. Park & Greenspace Improvement/Maintenance						\$ 279,421	\$ 105,143	\$ 1,000,000	\$ 2,000,000	\$ 2,000,000
7. Housing Affordability Programs		\$ 141,798	\$ 205,683	\$ 286,258	\$ 416,113	\$ 597,822	\$ 1,050,284	\$ 1,545,078	\$ 4,051,304	\$ 4,284,220
8. Economic Development/Business Assistance										
a. Business Improvement/Job Creation Grants		\$ -	\$ 250,000	\$ 250,000	\$ 209,138	\$ 351,959	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
9. Quality of Life Improvements										
a. Community Policing/Public Safety		\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 525,000	\$ 551,250
b. Social Service Delivery Improvements			\$ 30,000	\$ 31,500	\$ 33,075	\$ 34,729	\$ 36,465	\$ 38,288	\$ 40,203	\$ 42,213
d. CRA Scholarship Program							\$ 10,000	\$ 20,000	\$ 30,000	\$ 40,000
c. Purple Shirts Program		\$ 100,000	\$ 105,000	\$ 110,250	\$ 115,763	\$ 121,551	\$ 175,000	\$ 183,750	\$ 192,938	\$ 202,584
d. Homeless Programs		\$ 175,000	\$ 175,000	\$ 175,000	\$ 500,000	\$ 500,000	\$ 525,000	\$ 551,250	\$ 1,000,000	\$ 1,050,000
Total Project/Program Expenditures		\$ 945,320	\$ 1,371,218	\$ 1,908,389	\$ 2,774,089	\$ 3,985,482	\$ 7,001,892	\$ 10,300,518	\$ 12,326,042	\$ 13,678,180
Surplus Funds		\$ 0	\$ 0	\$ 0	\$ 0	\$ (0)	\$ (0)	\$ 0	\$ (0)	\$ 0

table 5-2 (continued) - Funding model

SUMMARY	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
A. Revenues										
1. Increment Revenues1										
a. Increment Revenues from County	\$ 17,239,706	\$ 18,199,191	\$ 19,197,056	\$ 20,008,723	\$ 20,852,858	\$ 21,730,758	\$ 22,643,774	\$ 23,593,310	\$ 24,580,828	\$ 25,607,847
b. Increment Revenues from City	\$ 28,024,819	\$ 29,584,556	\$ 31,206,682	\$ 32,526,127	\$ 33,898,349	\$ 35,325,461	\$ 36,809,657	\$ 38,353,221	\$ 39,958,528	\$ 41,628,047
Total Increment Revenues Available	\$ 45,264,525	\$ 47,783,747	\$ 50,403,737	\$ 52,534,850	\$ 54,751,207	\$ 57,056,219	\$ 59,453,431	\$ 61,946,532	\$ 64,539,356	\$ 67,235,894
B. Expenses										
1. Administrative Expenses	\$ 1,861,594	\$ 1,954,674	\$ 2,052,407	\$ 2,155,028	\$ 2,262,779	\$ 2,375,918	\$ 2,494,714	\$ 2,619,450	\$ 2,750,422	\$ 2,887,943
2. Contractual and Professional Services	\$ 1,706,461	\$ 1,791,784	\$ 1,881,373	\$ 1,975,442	\$ 2,074,214	\$ 2,177,925	\$ 2,286,821	\$ 2,401,162	\$ 2,521,220	\$ 2,647,281
Total Operating Expenses	\$ 3,568,055	\$ 3,746,458	\$ 3,933,781	\$ 4,130,470	\$ 4,336,993	\$ 4,553,843	\$ 4,781,535	\$ 5,020,612	\$ 5,271,642	\$ 5,535,224
C. Debt Service and Long Term Obligations										
1. Port of Miami Tunnel Grant to City	\$ 4,234,000	\$ 4,234,000	\$ 4,234,000							
2. MAX Miami Agreement	\$ 812,500	\$ 812,500	\$ 812,500							
3. PAC Interlocal Payment to County	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000							
4. 35% Global Agreement Payment	\$ 15,352,584	\$ 16,234,311	\$ 17,151,308	\$ 17,897,198	\$ 19,162,923	\$ 19,969,677	\$ 20,808,701	\$ 21,681,286	\$ 22,588,775	\$ 23,532,563
5. Global Agreement Payment for Museum Park	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000							
6. 2018 Tax Increment Revenue Notes	\$ 2,814,600	\$ 2,813,869								
Total Debt & Long-Term Obligations	\$ 26,613,684	\$ 27,494,680	\$ 25,597,808	\$ 17,897,198						
Total Non-Project/Program Expenditures	\$ 30,181,739	\$ 31,241,138	\$ 29,531,589	\$ 22,027,667						
Available for Projects/Programs					\$ 23,499,916	\$ 24,523,519	\$ 25,590,236	\$ 26,701,898	\$ 27,860,417	\$ 29,067,787
(Revenues - Operating Expenses- Debt Service)4	\$ 15,082,787	\$ 16,542,609	\$ 20,872,149	\$ 30,507,183						
D. Project/Program Expenditures					\$ 31,251,292	\$ 32,532,700	\$ 33,863,195	\$ 35,244,634	\$ 36,678,939	\$ 38,168,107
1. School Board Properties										
a. Affordable Housing										
b. Infrastructure Improvements										
2. Miami Herald Area Properties										
a. Public Improvements		\$ 1,000,000	\$ 1,000,000	\$ 1,000,000						
3. Performing Arts Center										
a. Parking										
4. I-395 "Underdeck" Park										
a. Contribution/Maintenance	\$ 1,215,506	\$ 1,276,282	\$ 1,340,096	\$ 1,407,100						
5. Infrastructure Improvements					\$ 1,477,455	\$ 1,551,328	\$ 1,628,895	\$ 1,710,339	\$ 1,795,856	\$ 1,885,649
a. Streetscapes	\$ 752,478	\$ 1,000,000	\$ 2,000,000	\$ 2,000,000						
b. Road/Curb/Sidewalk Rehabilitation	\$ 1,000,000	\$ 1,000,000	\$ 2,000,000	\$ 1,295,745	\$ 1,500,000	\$ 1,490,626	\$ 1,500,000	\$ 1,000,000	\$ 1,500,000	\$ 1,500,000
c. Streetlights	\$ 200,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,000,000	\$ 1,200,000	\$ 1,099,256	\$ 1,000,000	\$ 1,500,000	\$ 1,500,000
d. Water/Sewer	\$ 1,000,000	\$ 1,000,000	\$ 1,500,000	\$ 1,500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 496,369	\$ 404,612	\$ 300,000
e. Stormwater Drainage	\$ 1,000,000	\$ 1,000,000	\$ 1,500,000	\$ 1,000,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
e. Utility Undergrounding	\$ 1,000,000	\$ 652,685	\$ 1,554,649	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 2,000,000	\$ 2,000,000	\$ 2,500,000	\$ 2,324,192
e. SMART Plan & Transportation Network Assistance					\$ 1,000,000	\$ 1,000,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
6. Park & Greenspace Improvement/Maintenance	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,342,398	\$ 2,500,000	\$ 3,500,000	\$ 4,500,000	\$ 3,500,000	\$ 4,200,000
7. Housing Affordability Programs	\$ 4,526,453	\$ 4,778,375	\$ 5,040,374	\$ 15,760,455	\$ 2,000,000	\$ 2,000,000	\$ 501,441	\$ 526,513	\$ 552,839	\$ 580,481
8. Economic Development/Business Assistance					\$ 16,425,362	\$ 17,116,866	\$ 17,836,029	\$ 18,583,959	\$ 19,361,807	\$ 20,170,768
a. Business Improvement/Job Creation Grants	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000						
9. Quality of Life Improvements					\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
a. Community Policing/Public Safety	\$ 578,813	\$ 607,753	\$ 638,141	\$ 670,048						
b. Social Service Delivery Improvements	\$ 44,324	\$ 46,540	\$ 48,867	\$ 51,310	\$ 703,550	\$ 738,728	\$ 775,664	\$ 814,447	\$ 855,170	\$ 897,928
d. CRA Scholarship Program	\$ 50,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 53,876	\$ 56,569	\$ 59,398	\$ 62,368	\$ 65,486	\$ 68,761
c. Purple Shirts Program	\$ 212,714	\$ 223,349	\$ 234,517	\$ 246,243	\$ 150,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
d. Homeless Programs	\$ 1,102,500	\$ 1,157,625	\$ 1,215,506	\$ 1,276,282	\$ 258,555	\$ 271,482	\$ 285,057	\$ 299,309	\$ 314,275	\$ 329,989
Total Project/Program Expenditures	\$ 15,082,787	\$ 16,542,608	\$ 20,872,149	\$ 30,507,183						
Surplus Funds	\$ 0	\$ 0	\$ (0)	\$ 0	\$ 31,251,292	\$ 32,532,700	\$ 33,863,195	\$ 35,244,634	\$ 36,678,939	\$ 38,168,107

table 5-2 (continued) - Funding model

SUMMARY	2038	2039	2040	2041	2042	2043	2044	2045	Total
A. Revenues									
1. Increment Revenues1									
a. Increment Revenues from County	\$ 26,675,946	\$ 27,786,770	\$ 28,942,026	\$ 30,143,493	\$ 31,393,018	\$ 32,692,525	\$ 34,044,011	\$ 35,449,557	\$ 564,204,382
b. Increment Revenues from City	\$ 43,364,346	\$ 45,170,098	\$ 47,048,080	\$ 49,001,180	\$ 51,032,405	\$ 53,144,879	\$ 55,341,852	\$ 57,626,704	\$ 917,169,115
Total Increment Revenues Available	\$ 70,040,293	\$ 72,956,868	\$ 75,990,106	\$ 79,144,673	\$ 82,425,424	\$ 85,837,404	\$ 89,385,863	\$ 93,076,261	\$ 1,481,373,49
B. Expenses									
1. Administrative Expenses	\$ 3,032,340	\$ 3,183,957	\$ 3,343,155	\$ 3,510,313	\$ 3,685,829	\$ 3,870,120	\$ 4,063,626	\$ 4,266,807	\$ 65,602,952
2. Contractual and Professional Services	\$ 2,779,645	\$ 2,918,627	\$ 3,064,559	\$ 3,217,787	\$ 3,378,676	\$ 3,547,610	\$ 3,724,990	\$ 3,911,240	\$ 60,136,039
Total Operating Expenses	\$ 5,811,985	\$ 6,102,585	\$ 6,407,714	\$ 6,728,100	\$ 7,064,505	\$ 7,417,730	\$ 7,788,616	\$ 8,178,047	\$ 125,738,991
									\$ -
C. Debt Service and Long Term Obligations									
1. Port of Miami Tunnel Grant to City									\$ 50,808,000
2. MAX Miami Agreement									\$ 9,750,000
3. PAC Interlocal Payment to County									
4. 35% Global Agreement Payment	\$ 24,514,102	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	
5. Global Agreement Payment for Museum Park									
6. 2018 Tax Increment Revenue Notes									
3. PAC Global Agreement3									\$ 16,800,000
Total Debt Service & Long-Term Obligations	\$ 24,514,102	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 616,756,273
Total Non-Project/Program Expenditures	\$ 30,326,088	\$ 31,102,585	\$ 31,407,714	\$ 31,728,100	\$ 32,064,505	\$ 32,417,730	\$ 32,788,616	\$ 33,178,047	\$ 742,495,264
									\$ -
Available for Projects/Programs									\$ -
(Revenues - Operating Expenses- Debt Service)4	\$ 39,714,205	\$ 41,854,283	\$ 44,582,392	\$ 47,416,574	\$ 50,360,919	\$ 53,419,674	\$ 56,597,247	\$ 59,898,214	\$ 738,878,233
D. Project/Program Expenditures									
1. School Board Properties									\$ -
a. Affordable Housing									\$ 3,500,000
b. Infrastructure Improvements									\$ 2,000,000
2. Miami Herald Area Properties									\$ -
a. Public Improvements									\$ -
3. Performing Arts Center									\$ -
a. Parking									\$ 4,700,000
4. I-395 "Underdeck" Park									\$ -
a. Contribution/Maintenance	\$ 1,979,932	\$ 2,078,928	\$ 2,182,875	\$ 2,292,018	\$ 2,406,619	\$ 2,526,950	\$ 2,653,298	\$ 2,785,963	\$ 40,005,214
5. Infrastructure Improvements									\$ -
a. Streetscapes	\$ 2,000,000	\$ 2,450,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,032,996	\$ 3,000,000	\$ 3,000,000	\$ 40,000,000
b. Road/Curb/Sidewalk Rehabilitation	\$ 1,500,000	\$ 2,000,000	\$ 2,000,000	\$ 2,986,749	\$ 3,000,000	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000	\$ 35,000,000
c. Streetlights	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 205,193	\$ 7,000,000
d. Water/Sewer	\$ 500,000	\$ 500,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 15,000,000
e. Stormwater Drainage	\$ 2,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,675,808	\$ 40,000,000
e. Utility Undergrounding	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,000,000	\$ 292,666			\$ 20,000,000
e. SMART Plan & Transportation Network Assistance	\$ 4,405,313	\$ 3,433,079	\$ 3,899,509	\$ 4,483,779	\$ 6,598,016	\$ 9,458,251	\$ 11,030,221	\$ 11,149,434	\$ 75,000,000
6. Park & Greenspace Improvement/Maintenance	\$ 609,505	\$ 639,980	\$ 671,979	\$ 705,578	\$ 740,857	\$ 777,900	\$ 816,795	\$ 857,634	\$ 25,366,064
7. Housing Affordability Programs	\$ 21,012,088	\$ 21,887,060	\$ 22,797,032	\$ 23,743,402	\$ 24,727,627	\$ 25,751,221	\$ 26,815,759	\$ 27,922,878	\$ 346,836,075
8. Economic Development/Business Assistance									
a. Business Improvement/Job Creation Grants	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 11,261,097
9. Quality of Life Improvements									
a. Community Policing/Public Safety	\$ 942,825	\$ 989,966	\$ 1,039,464	\$ 1,091,437	\$ 1,146,009	\$ 1,203,310	\$ 1,263,475	\$ 1,326,649	\$ 20,859,626
b. Social Service Delivery Improvements	\$ 72,199	\$ 75,809	\$ 79,599	\$ 83,579	\$ 87,758	\$ 92,146	\$ 96,753	\$ 101,591	\$ 1,533,404
d. CRA Scholarship Program	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 3,750,000
c. Purple Shirts Program	\$ 346,488	\$ 363,812	\$ 382,003	\$ 401,103	\$ 421,158	\$ 442,216	\$ 464,327	\$ 487,543	\$ 7,290,976
d. Homeless Programs	\$ 1,795,856	\$ 1,885,649	\$ 1,979,932	\$ 2,078,928	\$ 2,182,875	\$ 2,292,018	\$ 2,406,619	\$ 2,526,950	\$ 35,667,204
Total Project/Program Expenditures	\$ 39,714,205	\$ 41,854,283	\$ 44,582,392	\$ 47,416,574	\$ 50,360,919	\$ 53,419,674	\$ 56,597,247	\$ 58,789,643	\$ 737,769,659
Surplus Funds	\$ 0	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ 0	\$ 0	\$ 1,108,571	\$ 1,108,574

Chapter 6 Exit Strategy

When is Redevelopment Complete?

One of the most difficult concepts in the implementation of a Community Redevelopment Agency is to gauge when redevelopment is completed. This is because redevelopment is never actually "complete." The Community Redevelopment Agency or any other entity can always find more projects and/or more programs to fund to make an area better. However, CRA's have finite lives and a time does need to exist when the regular stream of revenues reverts back to the City of Miami to carry out the full breath of its mission as well as to Miami-Dade County to provide the services for which it is responsible. It is the intent of this section to modify the question of "When is redevelopment complete?" to "when has the Community Redevelopment Agency completed its assigned task?"

When has the Community Redevelopment Agency Completed its Assigned Task?

This Community Redevelopment Plan Update outlines the work plan for the Omni Community Redevelopment Agency. Many projects and programs are contained within this Plan. The completion of the Community Redevelopment Agency's work and the subsequent end or "sunset" of the District will either be based on the reaching of the additional 15 years (until 2045) it may be allowed to continue to operate or the completion of all anticipated projects and substantial advancement of goals and objectives of the described programs and the repayment of any and all debt.

Once all of the following questions can be answered affirmatively, the Omni CRA Redevelopment Area should be closed down and the Omni Redevelopment Trust Fund should cease to exist.

1. Have the projects outlined and/or contemplated by the Community Redevelopment Plan been substantially completed and paid for including related debt (except for on-going maintenance of the projects) as outlined in the Plan or any appropriate Five-Year Action Plan?
2. Have the programs outlined and/or contemplated by this Community Redevelopment Plan been implemented and have they substantially impacted the community and/or met their stated goals?
Has all debt from the implementation of projects and programs been retired?

Any review of these questions should also include whether there are other sources of funds available to the CRA, County or other agency or group to complete any outstanding projects or programs of the CRA. If these outside sources are sufficient, consideration should be given to early termination of tax increment payments and the cessation of the CRA.

Five Year Plan Review as a Method of Mitigating Changes in Local Conditions and the CRA's Success.

While answers in the affirmative to the questions in Subsection B (above) should trigger the completion of CRA's efforts, it recommended that the CRA not rely on the original list of projects outlined in this Plan as a final and absolute list, but instead, utilize these projects as a "living document" that will be the subject of a review and update every five years (or other times when conditions warrant).

As part of the five-year update, a Review and Future Action Plan should also be prepared. The Review portion should include a progress report that indicates the success of the CRA in attaining its stated goals given market and other outside forces (i.e. changes to land prices, interest rates, construction costs, other

growth in the area, state of the retail, office and industrial sectors, etc.) influencing the CRA during that five year period. Programs and projects should be reviewed to determine their continued viability and cost effectiveness in addressing the needs of the community.

Each Five-Year Action Plan should set new goals and task completion indicators which take into account changes in outside forces. Each new Action Plan should also contain revisions to the TIF projections based on actual changes to taxable values of property in the area during the previous five years and what can reasonably be expected to happen to them in the ensuing five years.

The Five-Year Review and Action Plan shall also be the document utilized for the formulation and inclusion into the Plan (by the appropriate amendment procedures as outlined in F.S. Chapter 163 Part III and as required by Miami-Dade County) of new projects and programs that will address the new conditions or contemplated conditions and the basis for removal from the Plan of projects/programs that are no longer necessary, are outdated, or those no longer in the best interests of the community. If no new programs are contemplated or warranted, there shall be no need for an update of the Plan.

Upon completion of the Five-Year Review and Action Plan, it is determined that the projects and programs have meet the criteria for completion of the CRA's assigned tasks or that (as outlined above) there exists other sources of funds for outstanding projects, then the review should conclude that the CRA has been successful and the Omni CRA Redevelopment Area should be dissolved. The review should analyze the potential for the CRA to complete its tasks given performance over the past five-year period (and prior five-year periods). If it is determined that the CRA will be unable to substantially affect conditions in the Omni Area, then the review should conclude that the CRA is not an effective method for redevelopment of the neighborhood and the Omni CRA Redevelopment Area should be dissolved.

The five-year evaluation shall in no way however, inhibit or prevent the Omni Community

Redevelopment Plan from being amended or new programs or projects from being created and implemented at any other time as long as such plan amendments or new project/programs are in conformance with any interlocal agreements, FS. Chapter 163 Part III, and Miami-Dade County regulations.

Termination of Tax Increment Payments

This program requires a regular review of the progress of the CRA and the completion of projects and programs. In the later years, the CRA may find that most of its contemplated projects/programs have been completed. While some tax increment would still be needed to fund a few on-going projects/programs, the majority of the tax increment may not be required. Such later-year reviews should be focused on determining if the minimal programs or projects still in need of funding are necessary to be completed by the CRA or if the City or other entity might have other potential sources of funding to complete them. Upon completion of this review, a determination could be made as to whether to continue tax increment collections at full levels, reduce the percentage of the tax increment collected, or whether the goals and objectives of the CRA have been met and it is time to sunset the District.

Chapter 7 Neighborhood Impact Statement

RELOCATION

It is the goal and intent of the CRA to retain, improve and increase the housing stock within the Omni Redevelopment area. Therefore, the Plan Update does not propose any specific project which would result in the acquisition or demolition of existing residential structures nor the relocation of current residents of the area. Any future project supported by the CRA and its financing mechanisms which requires the involuntary displacement of any resident, shall be accompanied by a Project Relocation Plan in accordance with Chapter 163, Florida Statutes, or other applicable regulations. The Project Relocation Plan must be approved by the CRA Board in a publicly noticed CRA Board meeting prior to receiving final approvals.

If any future projects were to require relocation and CRA funding were to be “partnered” with Federal funds, the Omni CRA shall make it a condition of its participation that all provisions of the Uniform Relocation Assistance Act are met. This will assure that displaced residents will have access to safe, sanitary and decent replacement housing.

TRAFFIC CIRCULATION

The street system within the study area consists of arterials, collectors and local roads that provide access and circulation within the Omni area. The main arterial is Biscayne Boulevard which provides north/south access. Access to and from the Omni area to other parts of the city is severely restricted by the I-395 elevated expressway on the south limit of the study area and the Florida East Coast (FEC) railway on the west side.

This Redevelopment Plan update proposes the elimination of deficiencies within the transportation network (see maps in Chapter I-3 for overview of deficiency locations). These deficiencies include:

1. Poor street asphalt conditions
2. Broken or missing curbing
3. Poorly maintained or missing sidewalks
4. Poor or nonexistant lighting

Repair of these deficiencies should enhance the transportation network for vehicles, bicycles, and pedestrians.

The plan also advocates for the following continued projects:

Roadway Conversions from one to two-way streets

1. N. Miami Avenue
2. NE 1st Avenue
3. NE 2nd Avenue
4. 17th Street FEC railway crossing

The purpose of these projects is all to enhance the connectivity of traffic and reduce high speeds through the area.

This update also includes description of streetscaping to be undertaken CRA-wide. These projects are to be undertaken either as stand-alone projects or in-conjunction with large private projects to help mitigate appearances and traffic flow in the CRA.

Such projects, as outlined in Chapter I-4, include providing public amenities designed to help pedestrian accessibility and flow so as to encourage walking or bicycling rather than motor vehicle use. These items include, but are not limited to:

1. Public parking
2. On-street parking
3. Wide sidewalks
4. Bicycle lanes

Traffic calming devices

In addition, items are also designed to enhance the flow of motor vehicle traffic through the siting of parking and pull-outs for buses and ride-share vehicles, so traffic is not impeded.

An opportunity to support the County's Strategic Miami Area Rapid Transit (SMART) Plan is also contained within the update. The SMART Plan contains a number of methods for enhancing transportation within Miami-Dade County including enhanced bus use and the user of rail. Of particular note to the Omni CRA would be enhancement of the Metromover, which travels through the CRA, and the help in creation of the SMART Plan Beach Corridor Rapid Transit line from the mainland to the barrier island. The Beach Corridor Rapid Transit Line could alleviate a significant amount of traffic on I-395 and quickly move people from the CRA district to the employment centers on Miami Beach.

ENVIRONMENTAL QUALITY

Redevelopment in the Omni CRA will improve environmental quality due to existing provisions in the City's building permit process. Miami-Dade County Department of Environmental Resource Management reviews all new construction permits to ensure 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 provides water and sewage services and runoff drainage for the Omni CRA district. The Department has upgraded their standards which means that most new construction and renovations within the CRA will require upgrades to the water service lines.

In addition to the above, the redevelopment plan update also contemplates the implementation of stormwater systems CRA-wide. Currently such systems only exist in the area east of Biscayne Boulevard/US-1. These systems will be required to provide a certain amount of treatment to runoff before it percolates into the soil or is released into Biscayne Bay. The inclusion of curbs and gutters along newly updated streets will ensure that runoff waters are directed into the new stormwater system as well.

Significant funding is also contemplated for sewer system upgrades. This will reduce the amount of sewerage that may be leaking from pipes that currently exceed or will have exceeded their anticipated life-span at the time of replacement.

COMMUNITY FACILITIES

The redevelopment plan update contemplates expansion and maintenance of existing community facilities to a level that will continue to accommodate demand for such facilities that will come with population growth of the area. These facilities include:

Parks/Public Spaces

1. Maurice A. Ferré Park
2. Margaret Pace Park
3. Dorsey Park
4. Biscayne Park
5. The Baywalk (to be expanded as well)

In addition, the update contemplates the addition and maintenance of the I-395 “Underway” Park. This will be a significant facility in the area around and under the soon-to-be expanded I-395, and the inclusion of public plazas, pocket parks and other mini-green spaces, where appropriate, throughout the CRA district.

Cultural Facilities

The Adrienne Arsht Center for the Performing Arts, the Frost Museum of Science, and the Perez Art Museum of Miami are all supported through a significant contribution by the CRA to the County for cultural facilities within the CRA. There is potential for new regional cultural or artistic attractions to continue to boost the attractiveness of the area as a regional destination.

Educational

This redevelopment plan update also contemplates redevelopment of Phillis Wheatley Elementary School to include school facilities as well as housing for teachers and others. Relocation of the School Board’s iPrep and other educational facilities are also contemplated. This relocation will allow for redevelopment of these sites as well as provide new and upgraded facilities for these educational institutions.

IMPACT ON SCHOOL POPULATION

While growth in the Omni CRA Redevelopment Area is expected to lead to significant population increases, it is unlikely that this will lead to an equally significant increase in school population. The majority of units contemplated by the redevelopment plan update would be in large urban-styled, multi-family buildings. These buildings are unlikely to contain significant numbers of units with more than 2 bedrooms. It is likely that affordable housing units for workforce and low-income residents that the CRA seeks to construct/rehabilitate will be more family oriented than the market-rate units in the district. This means additional students will be added to the area, however the percentage increase in school population is not likely to be as high as the percent increase in overall population. The CRA will continue to work with the Miami-Dade County School Board to address this issue.

OTHER PHYSICAL AND SOCIAL QUALITIES

The purpose of the redevelopment is to eliminate and prevent instances of slum and/or blighting influences on the district. To this end, the CRA's on-going efforts to enhance and beautify the area will create a positive environment for all residents. Additionally, the significant efforts to provide a mix of housing options, including efforts to ensure housing for low income and workforce residents will be to the benefits of existing residents.

The CRA is also seeking to provide an expansion of area social services through the funding of opportunities for non-profit providers in the district. This effort is designed to ensure a continued social "safety net" is available for residents and to expand the number of social service agencies providing service in the district and enhance resident access to these agencies.

The CRA's commitment to seeking community benefits from developers, property owners, and business owners assisted by the CRA projects, and to the extent possible those that are not assisted, will also improve the social qualities of the neighborhood. Included in the plan update is a list of examples of community benefits the CRA should seek which includes but is not limited to:

1. Job creation
 2. Job training
 3. Affordable housing units
 4. Below market-rent commercial spaces for "mom and pop" stores
 5. Support for local non-profit service providers in the area
- Provision of public plazas and green spaces

Lastly, provisions are also included in the plan update for a number of quality-of-life items that will benefit the residents. These include such items as:

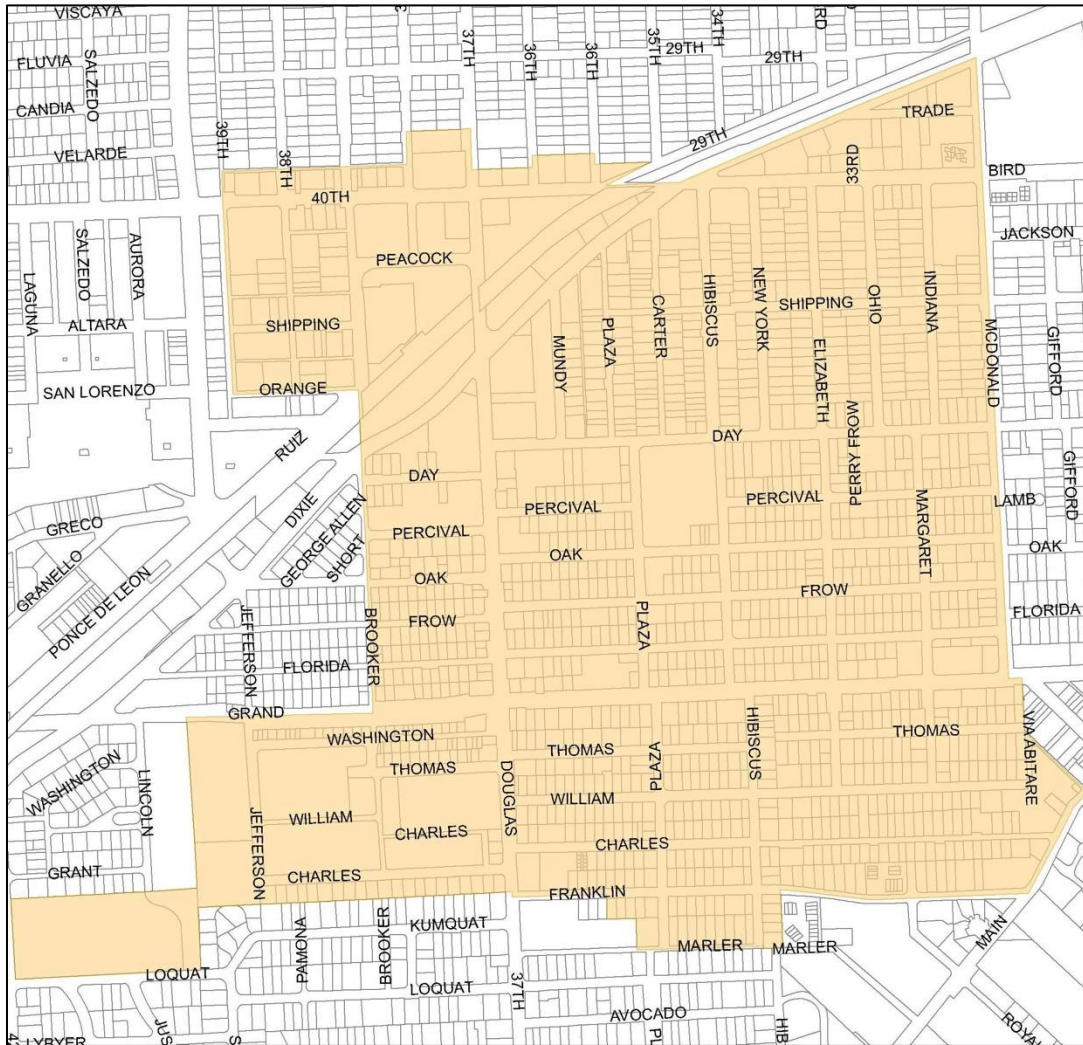
1. Funding for homeless programs
2. A college scholarship program for residents
3. A program to hire homeless residents to assist in area clean-up activities

Community policing to reduce crime and provide a conduit between residents and the police department.

PART II - WEST COCONUT GROVE EXPANSION AREA

Chapter 8 Introduction

Map of West Grove Expansion Area



LEGAL DESCRIPTION

GENERALLY DESCRIBED AS BOUNDED BY SW 42 AVENUE, THE WESTERN EDGE OF THE CITY OF MIAMI MUNICIPAL LINE, THE SOUTHERN SIDE OF GRAND AVENUE, THE EASTERN EDGE OF BROOKER STREET, AND SW 39TH AVENUE ON THE WEST; ALONG THE REAR OF THE PROPERTIES ON THE NORTHERN PORTION OF BIRD ROAD, THE SOUTH SIDE OF U.S. 1 ALONG THE NORTH; SW 32ND AVENUE, A PORTION OF WILLIAM AVENUE, AND A PORTION OF A PUBLIC ALLEY ON THE EAST; MAIN HIGHWAY, FRANKLIN AVENUE, MARLER AVENUE, ALONG THE SOUTHERN OF PROPERTIES ON THE SOUTH SIDE OF CHARLES TERRACE, AND LOQUAT AVENUE ALONG THE SOUTH.

History of the West Grove area

It is here that some of the state’s first black settlers, Bahamian natives, put down roots in the 1880s, many to take service jobs at the old Peacock Inn, the first mainland hotel in Florida south of Palm Beach. The Grove area is the oldest continuously inhabited neighborhood of Miami in Miami-Dade County.

The residents persevered, staking a claim to a neighborhood that, while strategically placed, has been plagued in recent years by crime, drugs and decay. Straddling two of South Florida’s most affluent communities — Coral Gables and Central Coconut Grove — the West Grove has been the subject of innumerable development schemes: high-rise condos, outdoor markets, shops, restaurants, even a Bahamian business district.

The area has been traditionally underserved with deteriorated “shotgun houses” and lack of infrastructure. Affordable housing and lack of drainage are significant problems in the area.

There have been some accomplishments regarding affordable housing such as the Gibson Plaza housing development. Gibson Plaza contains 56 affordable housing units alongside educational services provided by Miami-Dade College through the Mitchell Wolfson Foundation. One of the more notable aspects of this project is the importance of collaboration between the government and local communities as well as multiple local churches, including Christ Episcopal and Greater St. Paul, with the goal of providing affordable homes on existing vacant properties for families who are burdened financially.

Recent initiatives in the West Grove area include

- 1 – “Envelopes of Safety” for Students
- 2 – Identifying Parcels for Affordable Housing
- 3 – New Urban Development
- 4 – Making Government Land Available
- 5 – Youth Apprenticeship Programs
- 6 – Beautifying the West Grove
- 7 – Public Health and Health Care

A Finding of Necessity (FON) has been prepared to identify the issues that face West Grove and add this area to the existing Omni CRA. Findings of the FON are:

The area meets the criteria for designation as “slum” and “blight” based on Florida Statutes. Each of the criteria was examined individually to assess the conditions and determine if the requirements under State law has been satisfied.

Slum criteria

Criteria	Description	Finding
(a)	Inadequate provision for ventilation, light, air, sanitation, or open spaces	Meets criteria
(b)	High density of population	Does not meet criteria
(c)	The existence of conditions that endanger life or property by fire or other causes	Meets criteria

Blight Criteria

Criteria	Description	Finding
Deteriorated Structures		Meets criteria
(a)	Predominance of defective or inadequate street layout	Meets criteria
(b)	Assessed values of real property in the area have failed to show any appreciable increase	Does not meet criteria
(c)	Faulty lot layout	Does not meet criteria
(d)	Unsanitary or unsafe conditions	Meets criteria
(e)	Deterioration of site or other improvements	Meets criteria
(f)	Inadequate and outdated building density patterns	Does not meet criteria
(g)	Falling lease rates per square foot of office, commercial, or industrial space	Does not meet criteria
(h)	Tax or special assessment delinquency exceeding the fair value of the land	Does not meet criteria
(i)	Residential and commercial vacancy rates higher in the area than in the remainder of the City	Does not meet criteria
(j)	Incidence of crime in the area higher	Meets criteria
(k)	Fire and emergency medical service calls to the area proportionately higher	Meets criteria
(l)	A greater number of violations of the Florida Building Code	Meets criteria
(m)	Diversity of ownership or defective/unusual conditions of title	Meets criteria
(n)	Governmentally owned property with adverse environmental conditions	Meets criteria

This summary notes that the potential area meets two of the three of the “Slum” criteria and 8 of the 14 specific “Blight” criteria. In addition, the potential area has a substantial number of deteriorated structures.

The recommendation of the FON was that the West Grove area be added to the Omni CRA.

Chapter 9 Existing Conditions

Infrastructure

Infrastructure within the West Grove area was evaluated to determine existing conditions and where deficiencies in government-owned facilities exist. This includes: roadways, sidewalks, curbs, lighting, water, sewer, and stormwater drainage. The following is a summary of these findings. It should be noted that these are deficiencies of the existing facilities and not any indication of future needs for such. This plan includes strategies and implementation funding to remedy these deficiencies as well as for upgrading facilities to better serve future needs and the anticipated increases in population and use.

Streets

Map XXX illustrates the location of streets/street segments with asphalt deficiencies as indicated by study prepared by Florida Technical Consultants for the West Grove Finding of Necessity prepared in 2018. These deficiencies may include, significant cracks, potholes, depressions, and/or overall wear. The map indicates a majority of streets in the southern and eastern portions of the West Grove area are deficient. With the exception of the north-south streets from New York Street westward to Brooker/SW 38th Streets north of Grand Avenue, the streets have significant surface issues.

In total, Florida Technical Consultants, noted a need for approximately 125,610 linear feet of roadway restoration is required within the West Grove area.

The assessment also does not account for a Florida Department of Transportation (FDOT) project for needed intersection improvements and resurfacing along US-1/Dixie Highway through the West Grove area and resurfacing and other roadway construction projects along Bird Road in that portion of the West Grove area west of US-1/Dixie Highway.

Sidewalks

Locations of deficient sidewalks, those that are cracked, lifting, missing, or otherwise broken can be found on Map XXX. Most of the same streets that have asphalt issues also have deficient sidewalks with the exception of the southeast portion of the area that includes those sections of Thomas, William, and Charles Streets east of SW 38th Street. As this area is a much older section of the City, many of the sidewalk issues are that they do not exist or they are undersized due to a lack of right-of-way space.

The review of the area indicated a need for approximately 31,400 linear feet of sidewalk work in the area.

Curbs

Map XXX illustrates the incidence of deficient curbing within the West Grove area. The areas with deficient curbing mirror those with sidewalk deficiencies. This is not unexpected as most of these areas either have no sidewalks/curbs or the sidewalks are adjacent to the roadway and at roadway level.

Approximately 54,524 linear feet of curbing needs to be installed/replaced. This curbing will require gutters along that linear footage as well. The installation of curbing where it does not exist will also necessitate the installation of drainage structures since stormwater will no longer drain into swales or other pervious locations. 200 drainage structures along with approximately 29,762 linear feet of drainage pipe would be required to mitigate stormwater issues with this new curb and gutter installation.

Lighting

Street lights were also reviewed as part of this investigation. A map was not produced as no deficiencies in lighting were noted.

Potable Water

Potable Water in the West Grove area is supplied by the Miami-Dade Water and Sewer Department (WASD). The Potable Water Map shows the location of all water lines within the CRA. It appears that all of the properties within the area have water service available to them. The condition and age of the water lines is not known at this time.

WASD does not currently have any anticipated potable water projects indicated within this area.

Sanitary Sewer (Wastewater)

Sewer is also provided by WASD within West Grove. Again, it appears as all the properties within the area have sewer available to them. The Sewer Map shows the location of existing sanitary facilities.

WASD does not currently have any anticipated sanitary sewer projects indicated within this area.

Stormwater Drainage

The Stormwater Map indicates the location of existing stormwater drainage structures within the West Grove Area. As would be anticipated for an older neighborhood in Miami that was built when the area was not heavily populated and there were no environmental rules regarding stormwater, there are very few streets with drainage structures. In fact, except for SW 37th Street, US-1/Dixie Highway, and those sections of Bird Road in the West Grove area west of US-1/Dixie Highway, there are no drainage structures within the area.

The current need for drainage is unknown without a full drainage study being performed. It is known however that improvements to eliminate roadway deficiencies will necessitate the installation of approximately 200 drainage structures with about 29,700 linear feet of pipes for drainage. As more development occurs on what is now vacant land and if streets are brought up to current standards, the need for drainage systems will increase even beyond this estimate.

Transportation Systems

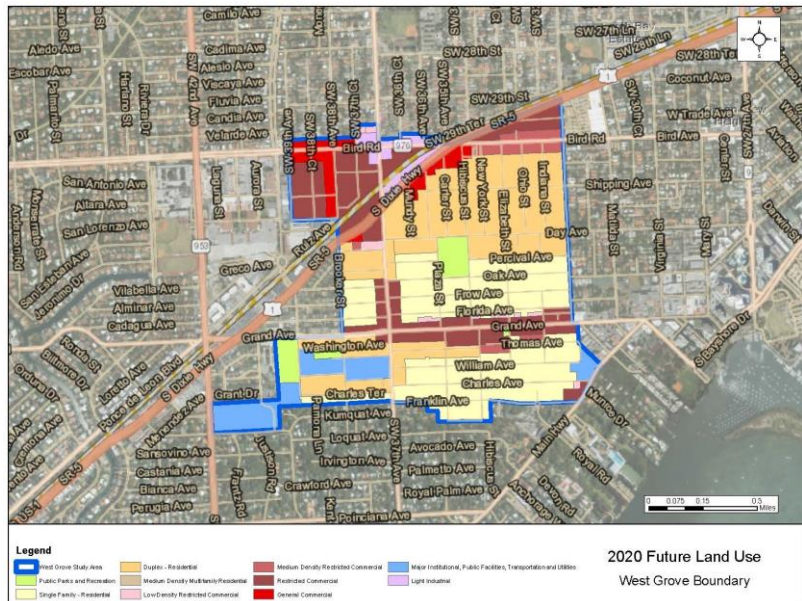
The area is served by the Coconut Grove route of the Miami Trolley system. In addition, the Miami-Dade Transportation Metrobus routes 37, 40, 42, 136, and 500 bus lines currently stop within the limits of the West Grove area.

There is also commuter rail available in the area. Miami-Dade Transportation Metrorail serves the area through its Douglas Road Station located within the West Grove area on the west side of US-1/Dixie Highway and Douglas Road.

Future Land Use City of Miami

The West Grove Community Redevelopment Area is comprised of a number of different Future Land Use designations as shown in the Miami Comprehensive Neighborhood Plan (2015). These Land Use designations reflect the layout of the neighborhoods and their relationship to major transportation corridors such as US 1, the Miami Metrorail, Main Highway, and Grand Avenue which has historically served as a neighborhood commercial corridor.

The Future Land Use Element says the following about the land use designations present in the West Grove area:



Recreation – the primary intent is to conserve open space and green spaces of a park while allowing access and uses which will not interfere with the preservation of any significant environmental features which exist in the park.

Institutional – allows for federal, state and local government activities, major public health or private health, recreational, cultural, religious or educational activities, and major transportation facilities and public utilities.

Single-Family Residential – allows for single family structures of one dwelling unit each to a maximum density of 9 units per acre, subject to provisions of the land development regulations. This area also allows day care, places of worship, and limited office, guest houses, and museums in contributing structures within historic districts or sites.

Duplex Residential – allows residential structures of up to two dwelling units each to a maximum of 18 units per acre, subject to provisions of the land development regulations. This area also allows day care, places of worship, and limited office, guest houses, and museums in contributing structures within historic districts or sites.

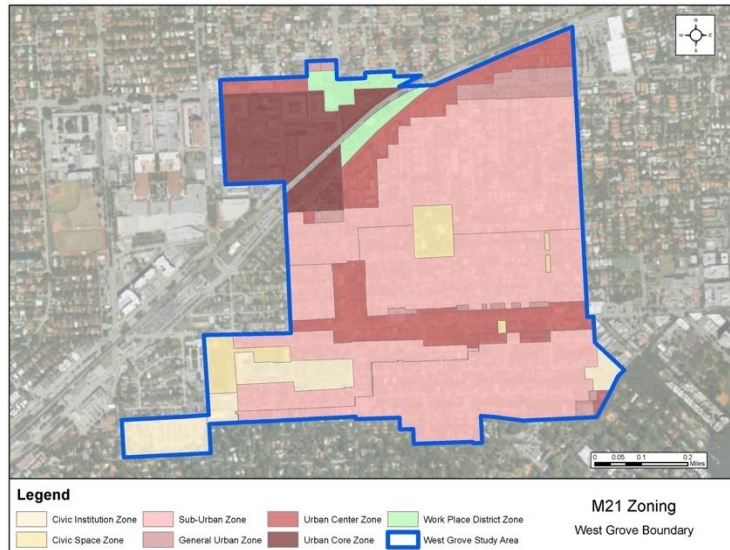
Medium Density Multifamily Residential – allows residential structures to a maximum density of 65 units per acre.

Restricted Commercial – allows multifamily residential density, general office, clinics and laboratories, auditoriums, libraries, convention facilities, places of worship, and primary and secondary schools.

General Commercial – allows all activities in the Restricted Commercial category as well as wholesaling and distribution activities that generally serve the needs of other businesses.

Light Industrial – is intended to allow mixed-use development to facilitate the ability of developing a mixed occupancy within a unit in which more than one type of use is provided under live/work or work/live zoning districts.

Existing Zoning



Like the Future Land Use designations, the West Grove Area Community Redevelopment area consists of various zoning districts which also reflect the relationship between the residential neighborhoods, major thoroughfares, and commercial areas. Generally, the areas between US 1 and Grand Avenue and between Grand Avenue and Main Highway include Sub-Urban Transects T3-R and T3-O, as well as some Civic Space and Civic Institutions Zones CI and CS. The corridors along Grand, Main Highway and US 1 include the General Urban Zone T4-O and T4-L, and the Urban Center Zones T5-L and T5-O. The areas along the US 1 /

Metrorail corridor and the portion of the area west of these corridors include the Urban Core Transect T6 and the Work Place Transect D1. Following is a brief description of those district:

T3-R – this is a Sub-Urban residential zone allowing up to nine (9) dwelling units per acre.

T3-O – this is a Sub-Urban residential zone allowing up to eighteen (18) dwelling units per acre.

T4-R/T4-L – General Urban residential zones allowing up to thirty-six (36) dwelling units per acre.

T5-L/T5-O – Urban Center Zones allowing up to sixty-five (65) units per acre along with some commercial uses.

T6-8-O/T6-12-O – Urban Core Zones allowing up to one-hundred fifty (150) units per acre and limited to 125’ in height for the T6-8 and 240’ for the T6-12.

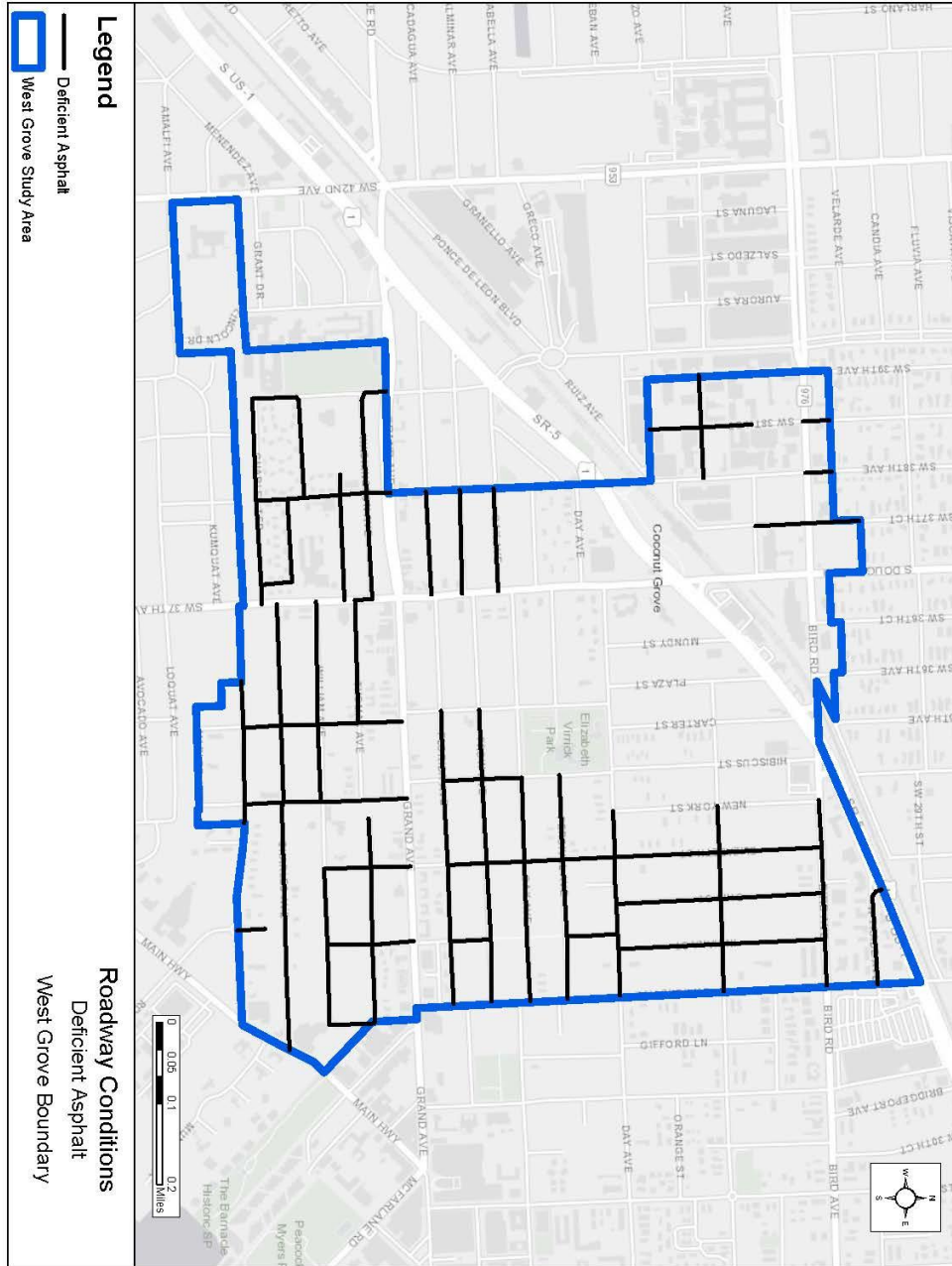
D-1 – a Work Place Districts allowing residential density up to 36 units per acre along with lodging uses, office, commercial, civic, civil support, educational and industrial uses.

CS / CI – these are both Civic Use districts, with CS intended for civic spaces and including docks and open-air retail; CI is intended for civic institutional uses including docks, open-air retail, adult day care, community support facilities, and other similar uses.

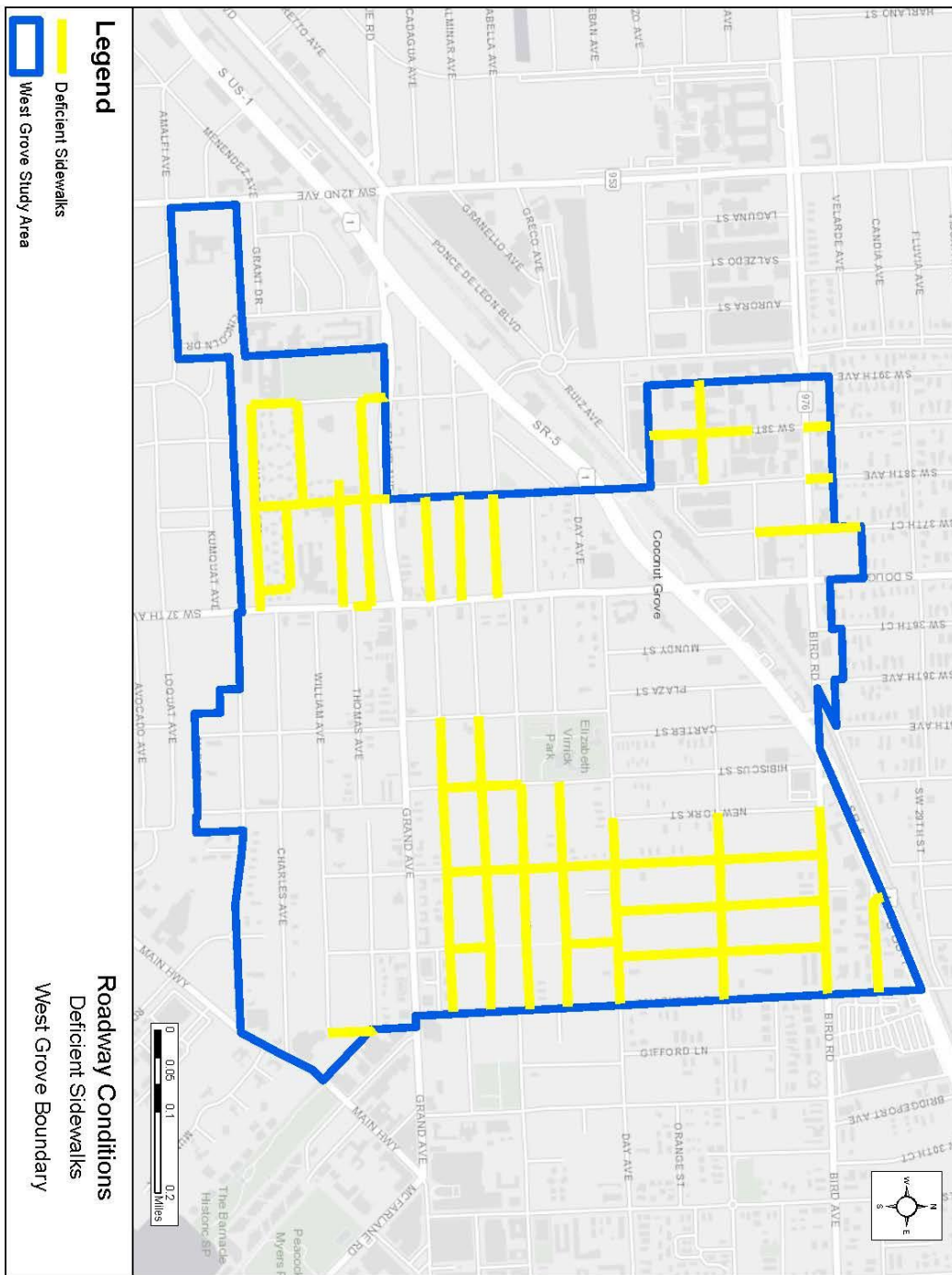
In addition to the Transects described above, the zoning map identifies a portion of the West Grove Community Redevelopment Area as a “Neighborhood Conversation District” and includes notation regarding the “Grand Avenue Vision Plan”. Section 3.12 of Miami 21 identifies several portions of the City in which additional guidelines defining elements to protect and promote neighborhood or area character and include the Grand Avenue Vision Plan and Neighborhood Conservation Districts (NCD).

The NCD’s are overlay zoning districts that intend to preserve unique and distinctive neighborhoods and Miami 21 establishes the “NCD-2 Village West Island and Charles Avenue Neighborhood Conservation District” which applies to the West Grove CRA area.

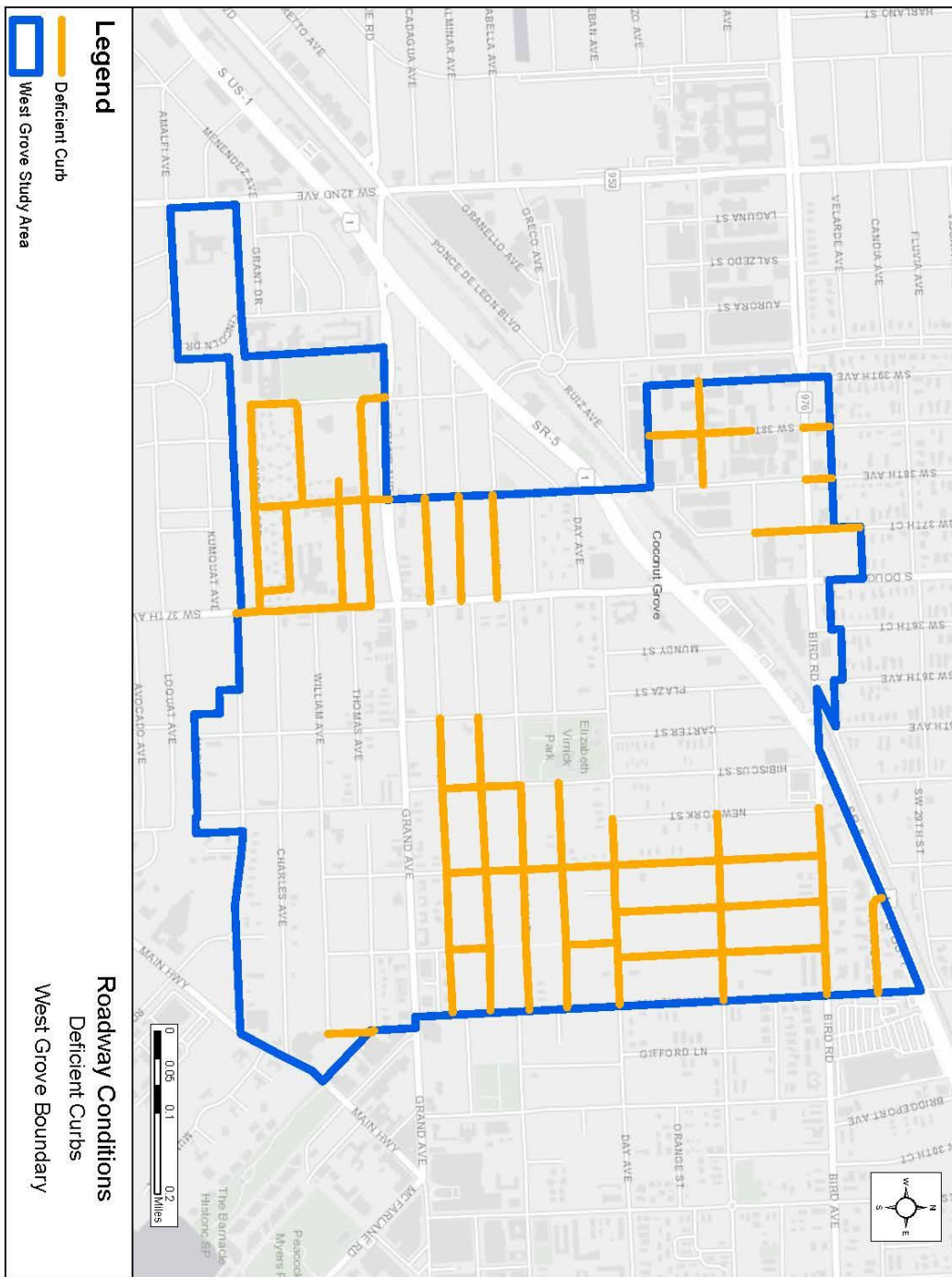
West Grove Maps



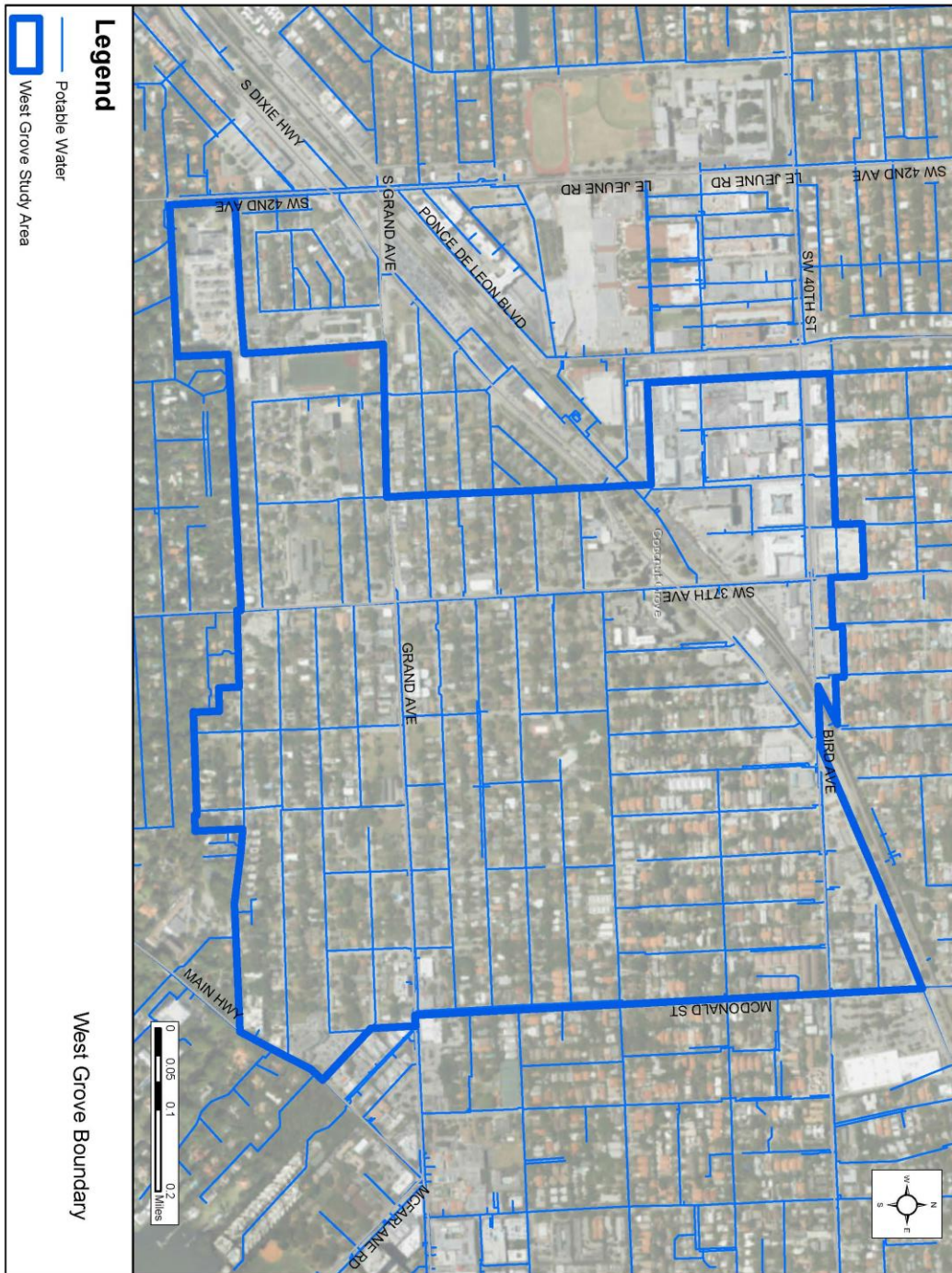
West Grove Maps (continued)



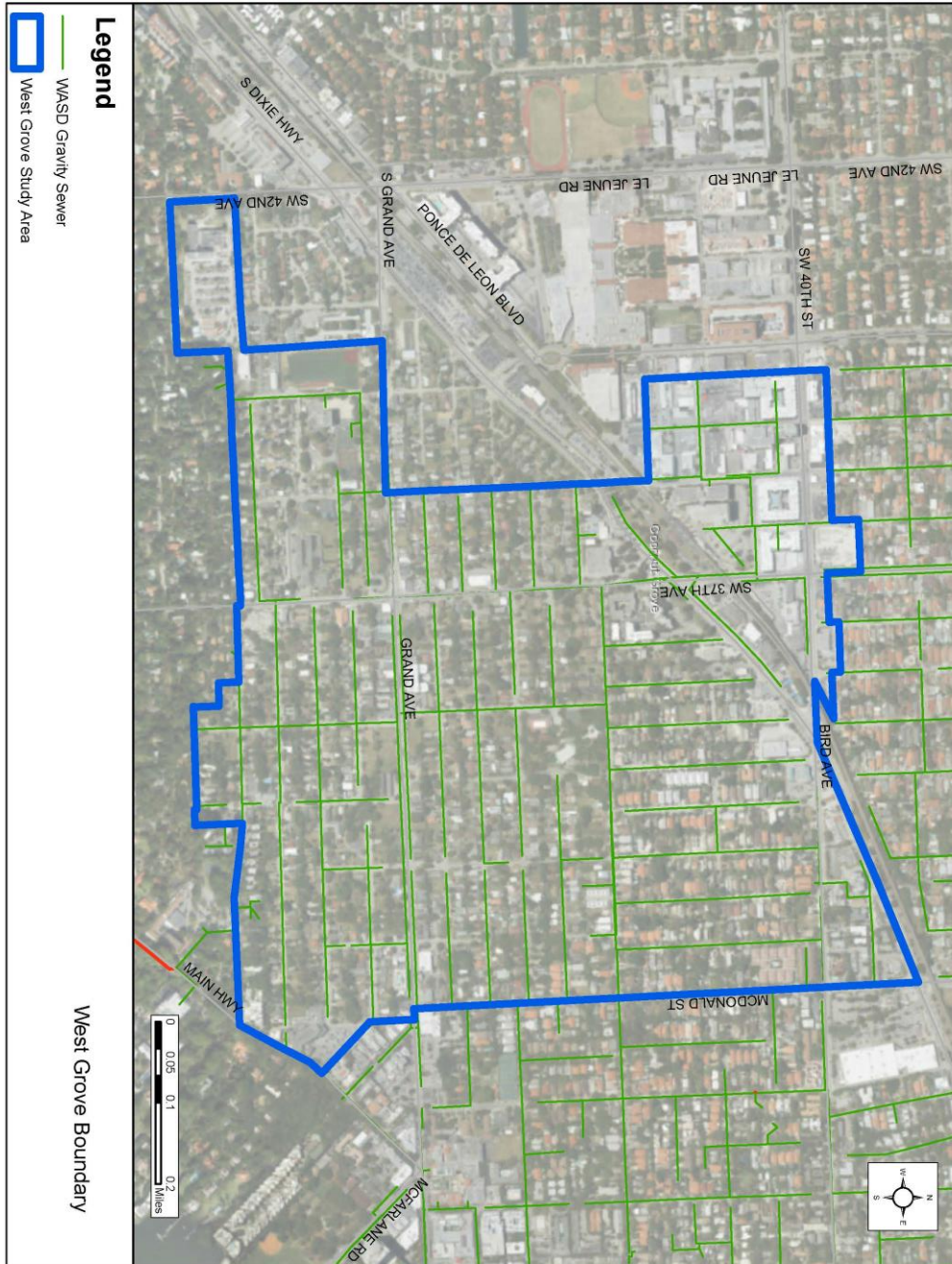
West Grove Maps (continued)



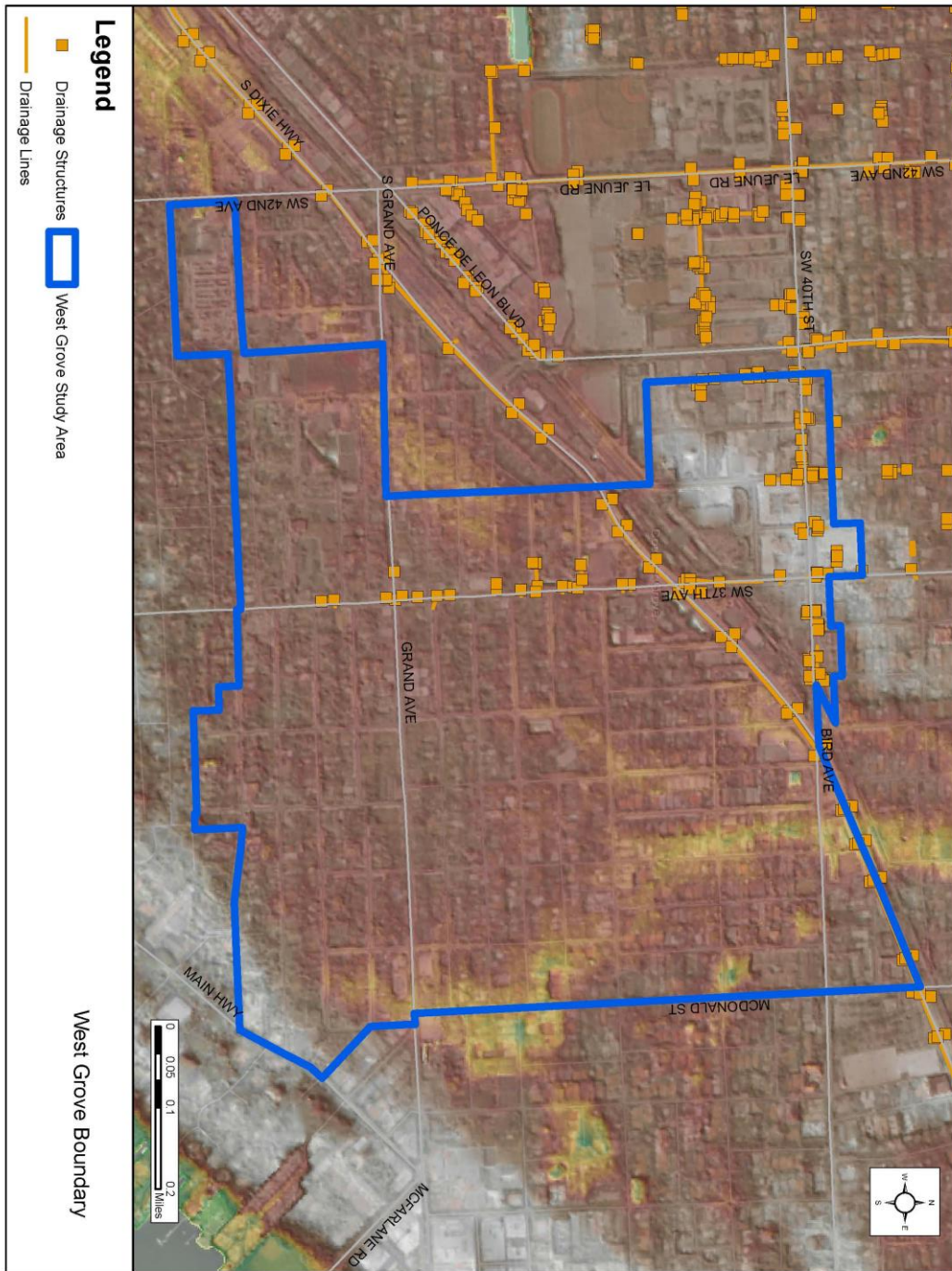
West Grove Maps (continued)



West Grove Maps (continued)



West Grove Maps (continued)



Demographics

Trade Area: West Grove CRA

	Total	%
Population		
2000 Census	5,030	100.00
2010 Census	4,771	100.00
2017 Estimate	5,264	100.00
2022 Projection	5,665	100.00
Population Growth		
Percent Change: 2000 to 2010	--	-5.15
Percent Change: 2010 to 2017	--	10.33
Percent Change: 2017 to 2022	--	7.62
Households		
2000 Census	1,949	100.00
2010 Census	1,929	100.00
2017 Estimate	2,196	100.00
2022 Projection	2,398	100.00
Household Growth		
Percent Change: 2000 to 2010	--	-1.03
Percent Change: 2010 to 2017	--	13.84
Percent Change: 2017 to 2022	--	9.20
Family Households		
2000 Census	1,118	100.00
2010 Census	1,058	100.00
2017 Estimate	1,203	100.00
2022 Projection	1,312	100.00
Family Household Growth		
Percent Change: 2000 to 2010	--	-5.37
Percent Change: 2010 to 2017	--	13.71
Percent Change: 2017 to 2022	--	9.06
2017 Est. Population by Single-Classification Race		
	Count	%
White Alone	2,368	44.98
Black/African American Alone	2,543	48.31
American Indian/Alaskan Native Alone	9	0.17
Asian Alone	26	0.49
Native Hawaiian/Pacific Islander Alone	1	0.02
Some Other Race Alone	175	3.32
Two or More Races	143	2.72
2017 Est. Population by Hispanic or Latino Origin		
Not Hispanic or Latino	3,537	67.19
Hispanic or Latino	1,727	32.81
Mexican	45	2.61
Puerto Rican	157	9.08
Cuban	788	45.63
All Other Hispanic or Latino	738	42.73
2017 Est. Households by Household Size		
1 Person Household	797	36.29
2 Person Household	635	28.92
3 Person Household	350	15.94
4 Person Household	209	9.52
5 Person Household	117	5.33
6 Person Household	55	2.50
7 or more person	33	1.50
2017 Est. Average Household Size	--	2.33
2017 Est. Households by Number of Vehicles		
No Vehicles	452	20.58
1 Vehicle	1,040	47.36
2 Vehicles	555	25.27
3 Vehicles	124	5.65
4 Vehicles	7	0.32
5 or more Vehicles	17	0.77
2017 Est. Average Number of Vehicles	--	1.20
2017 Est. Occupied Housing Units by Tenure		
Housing Units, Owner-Occupied	736	33.52
Housing Units, Renter-Occupied	1,460	66.48
2017 Owner Occ. HUs: Avg. Length of Residence		
2017 Owner Occ. HUs: Avg. Length of Residence	--	17.20
2017 Renter Occ. HUs: Avg. Length of Residence		
2017 Renter Occ. HUs: Avg. Length of Residence	--	6.80
2017 Est. Owner-Occupied Housing Units by Value		
Value Less than \$20,000	9	1.22
Value \$20,000 - \$39,999	5	0.68
Value \$40,000 - \$59,999	1	0.14
Value \$60,000 - \$79,999	5	0.68
Value \$80,000 - \$99,999	10	1.36
Value \$100,000 - \$149,999	78	10.60
Value \$150,000 - \$199,999	47	6.39
Value \$200,000 - \$299,999	134	18.21
Value \$300,000 - \$399,999	160	21.74
Value \$400,000 - \$499,999	105	14.27
Value \$500,000 - \$749,999	119	16.17
Value \$750,000 - \$999,999	42	5.71
Value \$1,000,000 or more	22	2.99
2017 Est. Median All Owner-Occupied Housing Value	--	348,572.81

Demographics (continued)

	Count	%
2017 Est. Housing Units by Units in Structure		
1 Unit Attached	529	20.71
1 Unit Detached	1,040	40.72
2 Units	135	5.28
3 to 4 Units	32	1.25
5 to 19 Units	530	20.75
20 to 49 Units	117	4.58
50 or More Units	171	6.70
Mobile Home or Trailer	0	0.00
Boat, RV, Van, etc.	0	0.00
2017 Est. Housing Units by Year Structure Built		
Built 2010 or Later	318	12.45
Built 2000 to 2009	323	12.65
Built 1990 to 1999	210	8.22
Built 1980 to 1989	140	5.48
Built 1970 to 1979	416	16.29
Built 1960 to 1969	306	12.06
Built 1950 to 1959	331	12.96
Built 1940 to 1949	331	12.96
Built 1939 or Earlier	177	6.93
2017 Housing Units by Year Structure Built		
2017 Est. Median Year Structure Built	--	1,973.04
2017 Est. Households by Presence of People Under 18		
2017 Est. Households by Presence of People Under 18	600	27.32
Households with 1 or More People under Age 18		
Married Couple Family	206	34.33
Other Family, Male Householder	66	11.33
Other Family, Female Householder	321	53.50
NonFamily Household, Male Householder	4	0.67
NonFamily Household, Female Householder	1	0.17
Households with No People under Age 18		
Households with No People under Age 18	1,596	72.68
Married Couple Family		
Other Family, Male Householder	306	19.17
Other Family, Female Householder	77	4.83
NonFamily, Male Householder	224	14.04
NonFamily, Female Householder	473	29.64
NonFamily, Female Householder	515	32.27
2017 Est. Households by HH Income		
Income < \$15,000	536	24.41
Income \$15,000 - \$24,999	257	11.70
Income \$25,000 - \$34,999	238	11.75
Income \$35,000 - \$49,999	225	10.25
Income \$50,000 - \$74,999	289	13.16
Income \$75,000 - \$99,999	214	9.74
Income \$100,000 - \$124,999	138	6.28
Income \$125,000 - \$149,999	55	2.50
Income \$150,000 - \$199,999	85	3.87
Income \$200,000 - \$249,999	56	2.55
Income \$250,000 - \$499,999	53	2.41
Income \$500,000+	29	1.32
2017 Est. Average Household Income	--	67,248.00
2017 Est. Median Household Income	--	37,475.28
2017 Median HH Inc. by Single-Class, Race or Eth.		
White Alone	--	52,400.89
Black or African American Alone	--	25,165.75
American Indian and Alaskan Native Alone	--	30,125.63
Asian Alone	--	41,670.03
Native Hawaiian and Other Pacific Islander Alone	--	30,125.63
Some Other Race Alone	--	50,000.00
Two or More Races	--	50,000.00
Hispanic or Latino	--	33,654.66
Not Hispanic or Latino	--	41,646.77
2017 Est. Families by Poverty Status		
2017 Families at or Above Poverty	915	76.06
2017 Families at or Above Poverty with children	362	30.09
2017 Families Below Poverty	286	23.94
2017 Families Below Poverty with children	216	17.95

Chapter 10 Strategic Plan

Purpose

This Chapter is designed to identify the major strategies, key and catalyst projects and programs that are recommended to be implemented by the Omni Community Redevelopment Agency (CRA) within a newly expanded area in West Grove. For purposes of this Plan, this area will be known as the West Grove CRA Expansion Area. This Chapter will give examples of projects and program types that are necessary to further the mission of the CRA in the elimination of slum and/or blighting conditions outlined in the October 2017 City of Miami OMNI CRA Proposed Expansion West Grove Area Finding of Necessity (FON) report.

It is important to note upfront in this plan that the purpose of this district is to strengthen the core West Groove neighborhood and its residents, add vitality to its commercial corridors, reinvigorate its aging structures, and personify the strong sense of pride in this historic community while implementing projects and programs to that do not promote gentrification or wholesale removal of existing elements of the area.

While key component types of the CRA's future work plan are outlined, this Chapter is intended to be an illustrative list of the types of projects and programs to be undertaken with examples of such projects provided. It is not intended to be an exhaustive list of such projects as the CRA will need to be creative and opportunistic in implementing projects and programs that will address issues and obstacles as they may arise and take full advantage of opportunities that arise. In implementing projects and programs, the CRA should continue to keep in mind that regular review of conditions of the neighborhood and needs of its residents and property owners is vital in creating effective and cost-efficient projects and programs.

Administration

This section will include an authorization of Omni CRA to administer activities over the lifetime of the CRA.

The CRA shall continue to have all of the authority to operate within the West Grove Expansion Area as may be granted under §163, Part III, Florida. Statutes and any interlocal agreements with the City of Miami and/or the Miami-Dade Board of County Commissioners. This shall include the right of the CRA to engage staff and outside professionals necessary to plan, construct, carry-out, and/or maintain projects and programs contemplated by this redevelopment plan. The CRA shall retain the rights to enter into agreements, purchase goods and services required to conduct allowable redevelopment activities. This may also include the right to purchase and hold land where necessary for a contemplated activity.

Redevelopment Strategies

The remaining subsections shall provide a general description of suggested projects, programs and types of projects and programs the CRA may undertake or in which the CRA may have some involvement during the course of its existence. It is important to note that this is an illustrative list of potential projects and is not an exhaustive list of projects that will or can be undertaken. The CRA is often required to react to ever changing conditions. This plan therefore, provides the CRA the flexibility to create and implement additional projects and programs provided the CRA believes they will address a stated issue or its underlying needs and/or causes. This will allow the CRA to adjust to market and political considerations as they occur without impeding its ability to continue moving the redevelopment program forward by providing such flexibility while complying with the provisions of §163, Part III, Fla. Statutes. Strategies codified in Part I of this document could also be used to Redevelop the West Grove if appropriate.

Grand Avenue and Douglas Road/SW 37th Street

Grand Avenue is the main street of West Grove and its intersection with Douglas Road/SW 37th Street is a key node in the neighborhood. It has commercial and residential uses, both multi-family and single family homes of varying styles. Traveling Grand Avenue, one also notices a significant number of vacant sites and vacant or underutilized buildings. Some of the buildings that exist exhibit an eclectic mix of designs. Most of these buildings could be the basis of a very interesting neighborhood. What is missing is a master plan that can tie everything together and give some clear direction as to the type of development that should be encouraged to bring all these properties together.

The buildings along Douglas Road south of Oak Avenue are similarly unique. It would be a natural continuation of the Grant/Douglas intersection to include this segment of the roadway in the Grand Avenue Master Plan and to

The historic Ace Theater, Gibson Plaza and the series of 1950s era multi-family structures (located along the north side of Grand Avenue east of Gibson Plaza) have commonalities that can be tied together with a concerted effort. Such a plan can create and promote a theme of development. If appropriate, the theme might be backed with design guidelines to promote the eclectic styles mixed together. This theme could be the catalyst for new infill development that, like Gibson plaza, provides additional housing while having a strong, pedestrian –friendly commercial front yet like the Ace Theater also preserves the past. Mixed-use projects along this corridor can be encouraged to maximize density to promote units that will be affordable to all levels of income. Additionally, some of the buildings should be encouraged to have inexpensive, small or shared units to promote start-up retail shops interspersed with market sized (and priced) units. A strong retail presence should be encouraged on the corner developments at the intersection of Grand Avenue with Douglas Road/SW 37th Street. Buildings at this intersection should be multi-story, mixed-use projects with upper floor office and/or residential.

Along Douglas Road/SW 37th northward, similar uses could be encouraged, but tail off as Oak Avenue is reached as this segment contains stable single family and multifamily projects.

This mix of residential and commercial should be strongly reviewed to ensure the corridor does not contain too much commercial space. As retail markets move away from brick and mortar facilities and this corridor has significant competition in the area for retail space, a balance should be found at which an optimum retail square footage is achieved.

EXAMPLES OF ACTIVITIES THE CRA MIGHT UNDERTAKE TO ADDRESS THIS ISSUE:

- a) Prepare a Grand Avenue/Douglas Road Master Plan to develop a theme that ties current uses together and identifies appropriate infill development on vacant or sites of buildings that are unrepairable or do not fit the long term vision
- b) Utilize the Master Plan to potentially adopt design guidelines to promote the vision
- c) Offer property improvement grants to revitalize existing buildings and add outdoor spaces and landscaping and hardscaping.
- d) Create public parking to maximize building frontages on Grand Avenue and to encourage buildings utilizing front setbacks for parking or where parking backs onto Grand Avenue to convert these areas to greenspaces.
- e) Offer developer incentives for mixed-use developers that will include units affordable to persons of lower income.
- f) Offer incentives or develop small retail spaces to act as retail incubators for new, start-up businesses with potential bonuses for use by resident business owners.
- g) Ensure a consistent and vibrant streetscape along Grand Avenue.
- h) Review and possibly undertake a program to relocate overhead utilities either underground or to the rear of properties.
- i) Seek the location of anchor uses at the intersection of Douglas Road/SE 37th Avenue and Grand Avenue to mark this location as the center of the corridor.
- j) Assemble land where necessary to ensure quality development that enhances the corridor

US-1/Dixie Highway from Hibiscus Street to Booker Street

The parcels on the south side of US-1 in this area have great potential to be converted to mixed residential/commercial use. Most of the properties have some size and are underutilized. Several are government owned and would require the CRA to work with those owning governments to move potential development forward. To make these properties more desirable for mixed-use, there may be a need to review a zoning change away from Work Place District Zone to a higher density zoning. The greater number of units that might be allowed would maximize the value to allow the existing users the financial capability to relocate. In addition, these sites on such a major corridor would be an appropriate use.

At Hibiscus and US-1 is the U.S. Post Office's Hibiscus Carrier Annex. This facility is not a retail facility open to the public. The CRA should work with the Post Office to determine if this is a necessary facility and whether there are alternative locations for the facility as it does not add value to the commercial district nor the neighborhood except to facilitate mail delivery (which could be done from another site without affecting residents or service delivery).

The parcels on either side of the Douglas Road/SW 37th Street in this area both have ownership related to Miami-Dade County. The southeast corner contains the County's Coconut Grove (Frankie Shannon Rolle) Community Center. While this use is of great value to the area, the current facility is a single story, low-profile building with no character. The CRA should work with the County to redevelop this site through a public/private partnership that will build a new Community Center on site with a private component available to the market for retail or office use or the community center could be located to a nearby site.

The northeast corner contains several residential projects owned by the Miami-Dade Housing Agency. These projects also have significant open space along US-1/Dixie Highway that might possible be able to be developed into commercial uses. If it is possible to utilize this green area, there would be a continuous commercial frontage along US-1/Dixie Highway and there could be some financial support for the Housing Agency to continue its mission. As an alternative, the CRA could work with the Housing Agency to develop more housing, possibly with ground floor commercial this section of US-1, on this site. This would offer

another opportunity for those of limited means to stay or relocate to West Grove and would activate the frontage of this site.

Both of these sites have potential to add more active uses than currently exist along a commercial corridor that sees significant traffic.

EXAMPLES OF ACTIVITIES THE CRA MIGHT UNDERTAKE TO ADDRESS THIS ISSUE:

- a) Review potential to upzone this section of US-1/Dixie Highway from Work Place District to an Urban zone with greater allowable housing density.
- b) Work with the U.S. Post Office to determine if the Hibiscus Carrier Annex Post Office is a necessary facility and/or whether alternative locations could be found for relocation of the facility.
- c) Work with Miami-Dade County and the County's Housing Agency to review the potential for public-private partnerships to activate underutilized property along this corridor.
- d) The CRA could participate in a developer RFPs for either site to ensure they move forward. The CRA could also ensure sufficient funds will exist to relocate or include in a new project, sufficient space for the Community Center.
- e) As an alternative, the CRA could partner with the Housing Agency to add another housing development possibly with ground floor commercial to their property.

Infrastructure

The October 2017 City of Miami OMNI CRA Proposed Expansion West Grove Area Finding of Necessity (FON) report indicated the West Grove area had significant infrastructure deficiencies. The deficiencies in roads, sidewalks, curbs, and drainage noted were just to bring existing road, sidewalk and curb facilities to current standards and to add drainage for these facilities.

Roadways/Sidewalks

The FON indicated a significant number of streets that are in need of roadway restoration due to deteriorated conditions. In many instances, this will just require an overlay of new asphalt, however, a more in-depth study could be performed to determine if any of the roadways would require rebuilding, which would include removal of the roadway and reconstruction of the roadway base, a far more invasive and expensive undertaking.

Most of the deficiencies noted in sidewalks are due to the limited space available within the rights-of-way to place sidewalks. In most instances in West Grove, sidewalks either don't exist or they are directly abutting the roadway surface and are not raised but at the roadway grade. This is not a safe or comfortable condition for pedestrians as it blurs the line between road and sidewalk. Sidewalks should be installed wherever there is sufficient available space. In addition, sidewalks should be raised to provide a greater level of safety for pedestrians, to minimize flooding of sidewalk areas, and to define the edge of the roadway and prevent vehicles from straying off the road.

In either case, roads and sidewalks in the area should be upgraded and modernized to provide a minimum standard which includes, but is not limited to:

- 4) Smooth, stable ride on a road surface with no major potholes, cracking, depressions, or standing water for extended periods.
- 5) Sidewalks that are not lifting, buckled, or cracked and which meet all requirements of the Americans with Disabilities Act.

- 6) Sidewalks should be raised to separate the pedestrian area from the vehicular roadway surface.
- 7) Where appropriate, Curbs that are not cracked, lifting, or of insufficient height to convey stormwater efficiently or prevent vehicles from encroaching on swales.

Curbing

Curbing installation will be much more challenging within this district. While it will be necessary to provide safe sidewalks, the installation of curbing will limit the use of drainage of stormwater through adjacent unpaved swales or yards. This will necessitate the installation of stormwater drainage systems in the area. Some residential areas will need to remain without curbing to ensure grassy, unpaved swales are used for stormwater to percolate into the ground. This will reduce the need for drainage structures and help clean this water before it enters the underground water table.

Stormwater Drainage

As previously mentioned, any installation of curbs and gutters will also require the installation of stormwater drainage systems throughout the West Grove area.

In addition to these updated needs, drainage facilities would need to be upgraded and expanded to meet, not just the needs of streets with upgraded curbing, but to serve a greater need for stormwater drainage throughout the area that are not being met now or which will be exacerbated as vacant lots are developed. A full drainage study should be undertaken to determine the extent of the need for stormwater facilities for existing conditions and into the future.

Water and Sanitary Sewer

The age and condition of water and sanitary lines throughout the area is unknown. The CRA should undertake a study to determine the age and conditions of existing lines in the area and whether sufficient capacity exists in these transmission lines for future growth. This will avoid the potential for costly repairs in the future and ensure that all development projects can move forward without unforeseen delays or expenses.

Overhead Utilities

Utilities including electric, cable and other voice and data transmission lines are generally installed overhead on poles throughout the West Grove area. These visible utilities negatively impact aesthetics in the area and are more vulnerable to damage due to major weather events and vehicular accidents. Efforts should be made to underground such utilities where possible. In the event there is insufficient easement space within the right-of-way or if undergrounding is not cost beneficial, the relocation of lines to the rear of buildings or elsewhere out of sight can make a huge difference in appearance and can keep roadway free of dangerous downed powerlines after weather events.

Streetscapes

Streetscape projects should be undertaken throughout the district in order to give a sense of neighborhood and safety as well as to enhance overall aesthetics. On streets with commercial, mixed-use, and/or higher density residential uses or future uses and where the street is activated or to be activated, streetscapes should be designed to enhance the area, allow for use of sidewalks for restaurant/café seating or other appropriate use, and to establish an area wide theme. Streetscapes should include one or more elements such as, but not limited to:

- 12) Trees
- 13) *Furniture – benches, trash receptacles, planters, etc.
- 14) Bus shelters and benches
- 15) *Ride share and mass transit drop-off/pull-outs
- 16) *Wayfinding signage (both pedestrian and vehicular level)
- 17) *Informational kiosks
- 18) Pedestrian-level street lighting
- 19) *Decorative street lighting
- 20) Wide, pedestrian-friendly sidewalks
- 21) On-street parking
- 22) Crosswalks differentiated through the use of alternative materials (i.e. stamped asphalt/concrete, colored concrete, brick pavers)
- 23) Undergrounding of overhead utilities
- 24) Other such elements within the public space

Streetscapes should be done simultaneously with other infrastructure repair within a corridor if possible. Simultaneous installation will minimize impact on the area and provide for significant costs savings.

While there are currently some streetscape elements on Grand Avenue and Douglas Road/SW 37th Avenue, a full and updated streetscape on these roads would assist in upgrading aesthetics and bringing new attention to these areas. Additionally, similar streetscape treatments in the area west of US-1/Dixie Highway would assist in the redevelopment of some of these properties and attraction of new projects and users.

EXAMPLES OF ACTIVITIES THE CRA MIGHT UNDERTAKE:

- a) Prepare a detailed analysis of infrastructure conditions and needs taking into account known deficiencies and future needs. This comprehensive study should address all infrastructure in the area and prioritize need.
- b) Coordinate needs with utilities that own or use water/sewer, electric, cable, voice and data lines. This effort should make certain work is contained in all utility providers work plans, and where appropriate, the providers pay for or share in costs where appropriate.
- c) Begin a program of infrastructure design and repair to remedy deficiencies in roads, sidewalks, curb/gutters, and upgrade lighting to efficient, LED or other such equipment. Such a program should work in conjunction with any streetscape projects along a street or in an area to maximize construction efforts.
- d) Undertake a complete streetscape of Grand Avenue to enhance aesthetics and usability in order to promote additional development in the area and attract new users.
- e) Undertake a complete streetscape of Douglas Road/SW 37th Avenue to enhance aesthetics and usability in order to promote additional development in the area and attract new users.
- f) Identify streets that would benefit from streetscape improvements as well as infrastructure improvements and prioritize and undertake such projects.

Housing Affordability.

Housing affordability is becoming a greater and greater issue each year in West Grove. Lots in the area are not particularly large and many existing residents are not of significant means. A stated purpose of this redevelopment effort is to prevent gentrification and the creation of a condition in which redevelopment creates housing whose cost is beyond the reach of current residents and those whose families have been a part of the community for generations.

The combination of lots and the construction of larger, more modern homes would lead to a change in neighborhood character and would increase housing values (and thus cost). Additionally, the replacement of single family homes with condominiums/apartments should only occur along the recommended, mixed-use major corridors within the area. This will prevent large scale character change and limit the impact on residents.

A stated purpose of this redevelopment effort is to prevent gentrification and the creation of a condition in which redevelopment creates housing whose cost is beyond the reach of current residents and those whose families have been a part of the community for generations. The CRA may implement a wide variety of projects and programs to ensure that new units are constructed that are affordable to current residents. Other programs can be implemented to assist in maintenance of existing structures to both assist homeowners make necessary repairs that they may not otherwise be able to afford and to ensure that the stock of more affordable homes remain available and in good shape for the next generation of inhabitants.

In addition to preventing this character change through housing, the CRA also needs to promote the construction of new housing units that are affordable for lower income families.

Inclusionary housing, where the City mandates that each new housing project provides a certain percentage of units for households making below a pre-established income level should be considered. However, while this insures a certain number of affordable units will be provided, such a program could have the effect of increasing costs to renters/buyers of the other units in the project as they would have to make up for revenue that would be lost by providing the lower-cost units. This may make it difficult for the CRA to attract new units to West Grove, where the CRA is intentionally trying to limit housing costs throughout the district. Additionally, such programs are much more successful when the housing market is booming and costs exceed revenues by a greater percentage. The CRA should be careful in encouraging an inclusionary housing regulation that would affect projects in West Grove unless it begins to see projects more likely to be higher-end luxury units than basic units at a lower price point with limited amenities.

The City already employs a Bonus Density program through its zoning code. In certain zoning districts, developers can obtain the right to build more units on a property if a percentage of units on the property are maintained as affordable for lower income residents. It is through this type of program, an incentive rather than a regulation, that the CRA should encourage the development of more affordable units. This could be valuable in mixed-use projects, particularly those suggested along US-1/Dixie Highway.

The CRA should seek partners to assist in the provision of affordable housing. Non-profit organizations such as Habitat for Humanity or the West Grove-based Collaborative Development Corporation (a community development corporation based in the area that already has a track record of providing housing in West Grove) can be excellent partners and they have access to outside grant funding and donations not available to the CRA.

Contractual arrangements between the CRA and for-profit as well as not-for-profit developers can be entered into where the CRA provides funding or land for the provision of units. In addition, the CRA could partner with the City, County or other public entity to match other funding or utilize publicly owned land for housing. The strategies outlined in Subsection F – US-1/Dixie Highway between Hibiscus to Booker

Streets includes properties owned by Miami-Dade County as well as the US Postal Service. Properties that with proper agreements for use of the land or relocation of existing facilities, could be utilized for affordable housing projects.

Additionally, the CRA could purchase property and work with a private developer to build and manage units. The Percival Gardens apartments would be the type of property that would be ideal such a partnership. Either a purchase of the property or and partnership with the current owners could replace these older units with a new complex containing more units and modern amenities while keeping rents affordable. In addition, it may be possible for the adjacent Fire College facility to be decommissioned and the land utilized for expansion of the Percival land. (Note: the use of the Fire College site could be controversial due to its history as an incinerator site and the affect the incinerator had on the neighborhood). Several other existing multi-family properties could be the target of such contractual arrangements.

The key to assisting the creation/provision of affordable housing to implement any type of project or program that can reduce the cost to provide housing or to live in the housing. This can either be assistance to a developer to build housing, to a landlord to reduce repair and general maintenance costs, to a purchaser to reduce their share of the price, to a renter to reduce their share of rent, to an owner to reduce repair costs and/or reduce expenses to live in the home. To this end there are a multitude of programs the CRA could create and implement. There are also several programmatic methods the CRA can employ to increase the supply of affordable housing.

EXAMPLES OF ACTIVITES THE CRA MIGHT UNDERTAKE

- 1) Support the City's Bonus Density program for projects containing affordable units for target households.
- 2) Devise and implement programs to assist housing providers in creating affordable units for target households.
- 3) Consider the creation of a Community Land Trust to own land upon which affordable units exist.
- 4) Partner with non-profit organizations to provide affordable units within the district.
- 5) Prepare an inventory of publicly-owned properties and determine feasibility of working with the owning government to utilize the land for affordable housing.
- 6) Seek public/private partnership opportunities where the CRA could purchase land or provide funding and have an ownership stake in a project that is built and managed by a private entity.
- 7) To Assist For-Profit Housing Providers:
 - a. Acquire land and sell or give it to a developer at below market price to reduce cost of developing units.
 - b. Pay some portion of development costs such as impact or permit fees.
 - c. Provide a direct cash subsidy in the form of a rebate equal to a percentage of the increases in taxes paid over a defined period of time after completion if affordable units are provided.
 - d. Undertake projects in the public realm that might otherwise be the responsibility of the developer (i.e. streetscapes, sidewalks, roadway improvements)
 - e. Grant funds to assist in rehabilitation of an existing units for lower income households.
 - f. Provide a liaison person knowledgeable in the development approval and building permit processes in the City to shepherding the project through development approvals in an efficient manner.
- 8) To Assist or partner with non-profit housing providers:
 - a) Do any of the activities it could do for a for-profit developer.
 - b) Provide a cash grant to the non-profit to provide the affordable housing

- c) Acquire and own housing units that it would then either lease to the non-profit a minimal cost or in which the CRA could hire the non-profit to manage on its behalf.
 - d) Acquire and own land which it would lease to a non-profit to build upon for a minimal cost.
 - e) Create a Community Land Trust that would own the land upon which any such for-sale housing would be built. With such an entity, the land trust would continue to own the land that would then not be subject to property taxes. The building on the land would remain taxable, however.
- 9) To Assist Lower Income Buyers:
- a) Provide down payment assistance.
 - b) Subsidize or guarantee interest on a mortgage.
 - c) Provide rehabilitation funds so a buyer could afford to purchase a unit with repair or upgrading needs.
- 10) To Assist Workforce or Lower Income Renters:
- a) Provide rent subsidies for rental housing.
 - b) Provide a grant or loan for first/last month's rent and security deposit.
- 11) To Assist Residents to Stay in a Home They Own and to Maintain an Affordable Housing Stock:
- a) Extend the CRA's Partnership with Miami-Dade Rehabilitation Assistance, that is employed in the Omni area, to help in repairing housing units for owners with limited income in West Grove
 - b) Creation of a CRA program to provide direct assistance for homeowners to repair, maintain, and upgrade homes to maintain the livability of the housing unit.
 - c) Assistance to owners for emergency repairs (i.e. roof, or plumbing emergencies)
 - d) Assistance to owners to compliance with City code deficiencies upon receipt of a notice/citation from the City.
 - e) Assistance to owners to install energy efficiency upgrades that would reduce monthly utility bills for the home.

Historic Preservation

The residents of West Grove take great pride in the area's roots tied to its original Bahamian settlers. Many of these original settlers of the area came to South Florida for work and founded and built the foundation for this unique community. To this end, it is important to the character of West Grove that its history be preserved. Unfortunately, due to limited investment in the area, several of the defining historic properties are in poor condition and are in serious need of restoration. Others have been lost due to neglect but have been recreated keeping some aspect of their history in the eye of the public.

These historic resources include:

- 1) **The Coconut Grove Playhouse** – Main Highway and Charles Avenue - Originally opened as a movie theater in 1927, the theater was converted to a playhouse in 1956 closing in 2006. There are ongoing efforts underway by County to preserve the facility and continue its use as a playhouse.
- 2) **The Mariah Brown House** - (3298 Charles Avenue) – Built in 1890 and owned by Mariah Brown one of the area's first Bahamian immigrants.
- 3) **The E.W.F. Stirrup House** - (3242) Charles Avenue) – Originally built in 1897 the home was reconstructed beginning in 2016 after it fell into disrepair. This was the home of E.W.F. Stirrup one of the largest landowners in early Coconut Grove and a man responsible for building over 100 homes for Coconut Grove's for its early Bahamian settlers.
- 4) **Christ Episcopal Church** - (3481 Hibiscus Street) – One of the earliest churches serving the Bahamian settlers.

- 5) **Charles Avenue** - built in 1880 by original hotel workers in Coconut Grove. This street was the main street of the African-Bahamian settlement and included businesses and homes as well as churches and the Coconut Grove Cemetery
- 6) **The Coconut Grove Cemetery** - (the Charlotte Jane Memorial Cemetery Park) (Hibiscus Street between Charles and Franklin Avenues) - local cemetery with the first recorded burial in the early 1900's
- 7) **Shotgun Homes** - Scattered wooden "shotgun" style homes scattered throughout the area were recently designated historic by the City of Miami. This was the most prevalent style of home for early settlers of the area.
- 8) **The Ace Theater** (3664 Grand Avenue) – While not tied to the original settlers of the area, this theater, built in Art Deco style, opened in 1930's and was the only theater to serve the area's black residents during segregation times.

These structures and/or sites provide a glimpse back into the history of the community and should be preserved and brought back to life. The CRA should develop programs that can assist in preserving the physical assets but should also be involved in bringing some of them back to life.

EXAMPLES OF ACTIVITIES THE CRA MIGHT UNDERTAKE RELATED TO EACH OF THE HISTORIC RESOURCES:

- 1) Coconut Grove Playhouse - The CRA should work with the County and/or other groups seeking to preserve this facility. The CRA may contribute to the playhouse's restoration or assist in finding and supporting operations once it has been brought back to life
- 2) Mariah Brown House - The CRA should ensure continued preservation of this structure.
- 3) E.W.F. Stirrup House - As the structure on this site is no longer the original home but a recreation, the CRA should work to promote the history behind the site and the role E.W.F. Stirrup played in the beginning of the area's settlement.
- 4) Christ Episcopal Church - The CRA should work to promote the role of this and other churches in the lives of early residents
- 5) Charles Avenue – The CRA should assist in the renovation/restoration of any shotgun homes or other original homes along the street and should ensure the street is maintained and the story of its prominence in the early years of Coconut Grove is told.
- 6) Coconut Grove Cemetery – The CRA should work with the community to ensure this facility is maintained in a manner that is proper, dignified and shows respect toward those interred there. One possibility to doing so is to create and host an annual celebration of the founders of the area and those that have passed. A festival of remembrance with events and programs to tell the story of the neighborhood perhaps including a event in which residents clean and maintain markers in the cemetery and learn the history of those interred.
- 7) Coconut Grove Shotgun Homes - The CRA could create a program to assist owners of these properties restore or rehabilitate them so they are not lost to time. Additionally, structures that have been abandoned or which the owners would be willing to donate could be relocated to another area, perhaps along the frontage of Grand Avenue at the Fire College site. These structures could be restored with one used as a museum to house photos and documents related to the area's history. Others could be used to house artisans or other businesses that could maintain the properties and keep them open to the public.
- 8) Ace Theater - The CRA could work with the owners of this site to restore the building and find a quality user to utilize the site, either as a theater or other cultural facility. Perhaps use by a non-profit movie theater operator such as O Cinema which operates elsewhere in the County could bring independent movies back to the area and serve as an anchor on Grand Avenue.

- 9) The CRA should seek to assist in preservation of any other facility deemed important to the history of the area. This would include those that are designated historic, may be designated as such in the future, or ones that whether designated or not, have important ties to the history of the area.

Economic Development Programs

One of the most important activities the CRA can undertake is to assist in the attraction of businesses and jobs to the district. In West Grove, it will be valuable for the CRA to support the attraction of additional consumers to the area and to ensure that the necessary products and services for residents are available within the area. In addition, the CRA should endeavor to see additional commercial and/or mixed-use development on vacant land located along the major commercial corridors. This development should be consistent with existing development and/or the theme or guidelines of any master plan developed for the Grand Avenue – Douglas Road/SW 37th Street area.

Throughout this redevelopment plan, support is provided for the stabilization of the community and the prevention of gentrification. This makes business attraction more challenging as one of the strongest factors in attracting new business is increasing disposable income of a community. It is however, not the only method. In the case of West Grove, a greater emphasis will have to be placed on the construction of more units in multi-family, mixed-use, and single-family infill projects. Attracting more residents will increase the amount that is spent on goods and services.

To assist in these efforts, the CRA should continue to implement its business assistance programs and should look for opportunities to create new, effective programs designed to attract and retain businesses.

The CRA has an excellent track record with its Business Incentive Grant Program in the Omni district. This program assists qualified business or property owners with building and property improvements that are directly related to opening of a new business, improving an existing business, remedying code violations, providing ADA access and eliminating blighting neighborhood conditions in the targeted areas of the Omni CRA. This program provides matching funds to make these improvements and can cause certain fees of the City to be waived. This program can be easily replicated for the West Grove area.

In addition, this program the CRA could look at additional creative methods to assist new and existing businesses. One such potential is the formulation of a retail business incubator/market. With such a program, the CRA would make available a larger retail space that could house multiple retailers within. In addition to providing space for free or at significantly reduced rate, the program would also make available to participant businesses seminars and training programs designed to give budding entrepreneurs the knowledge and tools necessary to create a successful retail business. Participating businesses would have a limited time within the incubator market before they would “graduate” and have to find their own location.

The CRA should also try to devise programs to create better paying jobs for existing residents. The attraction of office users to the area would be beneficial in this realm. It is unlikely that a significant sized office building or user would be attracted to the interior of the area however locations along US-1/Dixie Highway and those in the section of the CRA that are west of this corridor might be attractive to such users. Similar programs that would be used to attract retail businesses could be implemented here along with programs that provide incentives for the creation of higher paying jobs would be beneficial to this effort.

Programs could also be devised to assist in the creation of homegrown technology companies. Much like the retail incubator concept, a small incubator facility based on the same concept could be created. The CRA could partner with an entity such as the University of Miami or Miami-Dade College to provide space with the tech facilities necessary for such businesses. This tech incubator should also assist participating entrepreneurs by connecting them with mentors and access to venture capital.

The CRA should continue to seek new and innovative methods and programs to attract businesses to the district, assist them in increasing and maintaining their customer base, and to have the facilities and tools available to them to help them survive and thrive

EXAMPLES OF ACTIVITIES THE CRA MIGHT UNDERTAKE:

- 1) Creation of a designated CRA liaison who is available to assist businesses in the area when issues arise with governmental agencies such as City Code Compliance, Building or Zoning Departments, Police Department, or the Health Department. Additionally, the liaison could assist in resolving issues related to the public realm such as sidewalk or roadway issues, drainage problems, parking issues, or area safety concerns.
- 2) Relocation assistance – A program could be created to assist businesses that move into the West Grove CRA from outside of the City (so as not to negatively impact other areas of the City) in paying for such relocation expenses. Such expenses could include some fixed amount or percentage of total cost for the moving of equipment and/or stock, the cost of re-printing business materials or advertising a new location.
- 3) The CRA could undertake or create a business group to undertake area shared marketing. Such an effort could place advertisements touting the district and multiple businesses within it. This would provide for more cost-effective marketing and would promote the district which would benefit all businesses in the district.
- 4) A program to guarantee interest on a business loans could be developed. Such a program would guarantee a minimum percentage interest return on a loan to a new business or existing business for equipment or property improvements. This would reduce the cost of borrowing to the business and offer only minimal risk to the CRA as it would only be guaranteeing a percentage of interest payment on the loan.
- 5) Small business grants can be made available in small increments (less than \$1,000) to assist more locally owned “mom and pop” type businesses with simple activities that might otherwise difficult for them to undertake such as expanding advertisement, creating a more effective social media and web-based presence, or to attend a business training seminar.
- 6) A retail advisor could be periodically be made available to businesses for consultation. Such individuals or firms visit business locations and make recommendations as to how better to display products for sale, or to create a welcoming storefront or interior environment. Such consultations can be made over a short visit to the business (an hour or so).
- 7) Develop a job creation incentive program to provide grants for the creation of higher-wage paying jobs within the CRA with higher grant amount available for jobs filled with residents of the CRA.
- 8) Creation of a retail incubator market designed to provide limited space and education to retail start-up to provide them an opportunity to get their business started with a reduced financial strain and providing the knowledge and skills to keep the business going.
- 9) Creation of a technology incubator to provide facilities, mentors, education, and potential access to venture capital for resident tech entrepreneurs.

Quality of Life Projects/Programs

There are a number of other projects and programs the CRA could potentially provide that affect the quality of life for residents of CRA. Such programs may not have a direct connection to increased business activity or property values, but they are important in improving the lives of area residents. These activities provide for safety, social activity and the basic provision of human services that help round-out a community and make it a more connected, complete, and desirable place in which to live. While potential quality of life projects programs will be presented in this plan, the CRA should always be looking for other such activities that it can create or support that will positively affect the area and its residents and will assist in providing a more complete community to the residents of the CRA.

Community Policing/Enhanced Policing

Much like it does in the Omni area, the CRA should seek to fund a greater level of community policing in the West Grove Area. Enhancing the community-level outreach established the Police Department as a partner with the community and increases the likelihood that crime can be prevented. Part of this is done by introducing police officers that are highly visible and become trusted members of neighborhood that residents are more likely to bring their issues and concerns to and which they are more likely to share information with. Such efforts could include the creation of a bike or regular pedestrian patrol of the area, police department sponsorship of community events and gatherings, and other such activities. Another potential initiative would be the placement of a police substation for the community policing efforts. This would allow the Police Department to have a permanent presence in the area that could also be used as a community meeting space.

In addition to such policing, the CRA could also find ways to supplement police services by providing an enhanced level of policing. Funding additional police officers for this area over and above the ratio of officers to population provided elsewhere in the City, could assist in reducing the incidence of crime. This not only make the area safer for residents, but it will provide potential visitors sense of safety encouraging the chance they will visit and shop in the area businesses.

Armbrister Community Center

The Community has been awaiting the development of a Community Center at Armbrister Park however, funding for such a facility has not been available. If funding cannot be found, it may be appropriate for the CRA to fund and/or construct such a facility. A community center would be an excellent facility for the City to provide meeting rooms and recreational programming and would be a place at the CRA could utilize to interact with the residents and possibly provide business training or home repair education as part of its missions of economic development and housing affordability. It is also possible to construct sufficient space at this facility so that it might also house a police substation which could offer an opportunity for police to interact with residents on a regular basis.

Urban Farming Activities

There are a large number of vacant lots within this area. It is expectation that activities of the CRA will lead to those lots being developed over time and adding to the community. Until such time however, these lots can be put to a good use. Either utilizing government owned facilities or vacant lands with the owner's consent, the CRA could encourage the creation of and support a community farming group. This group could bring residents together to grow and cultivate various crops of fruits, vegetables, and herbs. These crops could be shared with the group participants and used to create a green-market that could sell the

grown fruits and vegetables to provide extra income for participants and/or support other community groups or efforts in West Grove. These farms could also be used to grow trees and ornamental plants that could be provided to residents for free or at a reduced cost in order to enhance greenery in the neighborhood with additional plants utilized in public spaces or sold along with other crops at the green market for use by others.

If these activities are successful, the CRA may wish to work with the group to acquire land and establish a permanent farm area in West Grove.

Homeless Services

Much as the CRA is doing in the Omni district, providing funding for the provision of outreach and services to the homeless is an important method of reducing the incidence of homelessness. A reduced homeless population is beneficial to the area. Beyond being a morally correct thing to do, such programs help to eliminate an aspect of society that creates a condition in which people feel unsafe and which fosters a perception of crime.

Human Service Delivery

The CRA may also assist residents of the area connect with appropriate providers of other human services and support those providers whose services will impact the factors noted in the FON as slum and/or blighting factors on the West Grove area.

The CRA could fund or partner with providers to deliver services that will reduce the incidence of calls for police, fire or emergency service. This may include services to the homeless, health services (both mental and physical), addiction recovery or prevention, and adult educational programs.

In addition, the CRA could coordinate regular visits to a facility in the district by service providers that may not otherwise have their own facilities or access to other facilities in the area. The CRA could advertise and/or notify the public of the availability to meet with the providers to investigate services available.

Educational Opportunities

Numerous educational opportunities could also be provided through the CRA to the area residents. Regular seminar series on topics that promote the CRA's mission could be provided. Such topics could include, but not be limited to such topics as: performing basic home repair, household budgeting skills, resume writing, how to find college financial aid, forming a non-profit organization, creating and running a business. All of these topics could assist in providing knowledge and skill for residents to undertake activities that would promote the mission of the CRA to enhance the area and provide for a better quality of life for its residents.

Above and beyond the potential for group educational opportunities, the CRA could also work with area businesses, non-profits and governments to create an internship program to provide work experience and skills for area youth. This program would expose young people to the workplace and assist them in gaining skills and knowledge that could lead them to better educational and employment opportunities in the future. In addition, this pool of potential interns could provide the businesses of the area as well as the non-profits and governments an additional lower-cost pool of worker that would assist in providing good and services to the area. This internship program could also be expanded to include the provision of scholarship for area residents to pay to attend college and major in areas of study beneficial to the community provided the recipients remain in the community after graduating. This could ensure the return of the next generation to the community after receiving their education.

EXAMPLES OF ACTIVITIES THE CRA MIGHT UNDERTAKE:

- 1) Provide for community policing services and/or enhanced policing in the area which may include the establishment of a police substation.
- 2) Assist in the development of a Community Center at Armbrister Park
- 3) Help to establish an urban farming program to utilize vacant lots in the area to produce crops to benefit the community.
- 4) Assist in the provision of services to the homeless to aid individuals and reduce the incidence of homelessness in the area.
- 5) Work with human service providers to enhance the delivery of services to residents of the CRA. This might be in the form of scheduling visitations by such providers, funding the provision of certain services, and or providing space for these providers to meet with those in the community that need such services.
- 6) Provide an educational seminar series to provide information/training to residents on topics that would promote the mission of the CRAs such as home ownership and business creation.
- 7) Establish an internship and/or scholarship program to help area youth gain work skills and experience as well as advanced education.

Chapter 11 Implementation Plan

Implementation through the Financing Plan

The West Grove CRA will actually operate as a district of the Omni CRA. As such there may be opportunities for support from Omni should the redevelopment trust funds be aligned in such a manner. Opportunities may also be taken advantage of for the West Grove CRA to borrow from its parent Omni CRA if funds in Omni are available. This inter-fund borrowing would significantly reduce borrowing costs and give the CRA better control over repayment terms.

As a new CRA district starting with a new increment, West Grove will not generate significant revenue for the first few years. There are potential new developments and a significant amount of vacant land in the district which gives rise to new development possibilities. It is anticipated that several of these projects will come online starting in about year four. This revenue will allow the CRA to begin its work program in earnest. As growth compounds itself over time, the CRA's increment revenue will grow. With little increment available in the initial years but significant amount in the later years, the CRA would be well advised to review the potential to borrow in its early years. Such a borrowing would jump-start the CRA's projects and programs which has the potential to increase values at a pace that would generate more than sufficient revenue to cover any borrowing and interest costs thus making the redevelopment efforts more efficient and generating activity much sooner.

The focus of the CRA will be to provide for infill of vacant lots and historic preservation, but more importantly, to upgrade and modernize infrastructure and to provide a significant amount of housing that is affordable to those of lesser means. The purpose of these activities is to significantly enhance the area and increase quality of life for residents all while limiting gentrification.

The following section identifies the financing program for the projects and the implementation of the overall program. If all of the anticipated developments come online and the growth of property values meet projections over time, the CRA has an excellent chance to complete its redevelopment program prior to a potential sunset of the district.

Assumptions

Several assumptions must be made in order to make any meaningful projections. Trends in real estate, including historical values and increasing values of multi-family residential and mixed-use projects within the City of Miami and the entire South Florida Region were reviewed. Through this review, future conditions were anticipated. These anticipated conditions were used to formulate projections of future growth in values.

The escalation rates used in this projection assume that a certain momentum will carry forward as development in the West Grove area continues and the CRA implements the projects and programs outlined in this plan update. An annual increase of 4% in Taxable Value is projected over the extended life of the CRA through 2045. While some years may see larger increases in Taxable Value and some will see smaller increases, it is believed that this flat 4% increase over time is appropriate.

It is also assumed that projects that are anticipated in the near future will be completed with assumptions made about when these projects will reach substantial completion and be added to the tax rolls.

Finally, millage rates are assumed to stay constant at FY 2018 levels of 4.6669 mills for Miami-Dade County and 7.5865 for the City of Miami (a total of 12.2534 mills).

Using these assumptions, the redevelopment strategies presented in Chapter 9, this section presents an illustrative financing program for some of the CRA's potential activities and the implementation of its overall program.

Revenue Projections and Illustrative Funding Strategy

Revenue projections from a steady source of funds such as a CRA tax increment can be used to finance a number of catalytic programs designed to trigger the redevelopment of the area. This is the essence of a redevelopment plan. Prior planning efforts, with community involvement, have yielded a lengthy list of program, projects, and improvements desired. The CRA revenue stream can be allocated to accomplish these projects in some order of priority. This section of the plan will present an illustrative financial model that summarizes the anticipated revenues and expenditures of the CRA. This model is intended as an illustrative planning tool, so that the programs, projects, and improvements can be matched against available funds. Later in the section, goals for major catalyst programs to be undertaken by the CRA will be outlined.

(NOTE: This model IS NOT intended to be an actual representation of the CRA's future work plan or show actual costs or budgets for this work plan. This model is intended to allow the CRA to understand a scenario in which its anticipated work plan might be funded and completed. The actual formulation and implementation of projects and programs will be determined through the CRA's annual budget. Additionally, actual expenditures be determined by the costs as the time of implementation.)

The illustrative CRA funding model is presented in Table 10-2. It is essentially a budget that lists projected revenues and expenses for each of the future years of the CRA through 2045. Indeed, it is prudent practice to review these projections on a periodic basis, so that the assumptions in the model can be assessed against actual experience. What follows is a brief explanation of the structure and assumptions of the model.

Table II-5-2 is organized to list fiscal years in adjacent columns across the top. The revenues and expenditures are listed in the leftmost column, in typical budget form, with all revenues listed first, then all expenditures with a summary and totals at the bottom of each section of the table.

The primary source of revenue is, of course, the tax increment. As previously discussed, this begins as a modest amount, but grows quickly in successive years as long as redevelopment and general economic growth keep increasing the taxable value of the properties within the CRA. Other sources of funding, such as grants from various state and federal agencies, can and should be pursued.

It is important to note that this model shows a "pay as you go" program with no borrowing. This is a very conservative method of payment. The CRA could, once some of the newer projects come on-line, borrow against future revenues. A borrowing of this time could significantly increase the start time of many of the anticipated projects. This would allow the projects to be completed sooner, accelerating growth even greater than the assumed 4% annual increase, however borrowing would have significant interest costs. In the future, the CRA may find that any interest rate may accelerate growth enough to easily cover the cost of borrowing, making it a preferred financing option. An accelerated implementation could lead to surplus increment revenue that could be returned to the taxing authorities contributing to the CRA and, could ultimately lead to early termination of tax increment payments to the CRA once any outstanding bonds are satisfied.

Table 10-1
TIF projections

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Current Taxable Value	\$660,060,746	\$686,463,176	\$713,921,703	\$742,478,571	\$787,177,714	\$838,664,822	\$897,211,415	\$943,099,872	\$985,823,867	\$1,025,256,821	\$1,066,267,094	\$1,108,917,778	\$1,153,274,489
Growth 4%	\$26,402,430	\$27,458,527	\$28,556,868	\$29,699,143	\$31,487,109	\$33,546,593	\$35,888,457	\$37,723,995	\$39,432,955	\$41,010,273	\$42,650,684	\$44,356,711	\$46,130,980
New Projects													
FS Rolle					\$10,000,000	\$10,000,000	\$10,000,000						
NW Area				\$10,000,000	\$10,000,000	\$10,000,000							
Affordable Housing				\$5,000,000		\$5,000,000		\$5,000,000					
	\$686,463,176	\$713,921,703	\$742,478,571	\$787,177,714	\$838,664,822	\$897,211,415	\$943,099,872	\$985,823,867	\$1,025,256,821	\$1,066,267,094	\$1,108,917,778	\$1,153,274,489	\$1,199,405,469
Base Year Taxable Value	\$660,606,746	\$660,606,746	\$660,606,746	\$660,606,746	\$660,606,746	\$660,606,746	\$660,606,746	\$660,606,746	\$660,606,746	\$660,606,746	\$660,606,746	\$660,606,746	\$660,606,746
Incremental Taxable Value	\$25,856,430	\$53,314,957	\$81,871,825	\$126,570,968	\$178,058,076	\$236,604,669	\$282,493,126	\$325,217,121	\$364,650,075	\$405,660,348	\$448,311,032	\$492,667,743	\$538,798,723
TIF Tax Rate 12.2534													
Incremental Taxes	\$316,829	\$653,289	\$1,003,208	\$1,550,925	\$2,181,817	\$2,899,212	\$3,461,501	\$3,985,015	\$4,468,203	\$4,970,719	\$5,493,334	\$6,036,855	\$6,602,116
TIF Collected 95%	\$300,988	\$620,625	\$953,048	\$1,473,378	\$2,072,726	\$2,754,251	\$3,288,426	\$3,785,765	\$4,244,793	\$4,722,183	\$5,218,668	\$5,735,012	\$6,272,010
Cumulative TIF	\$300,988	\$921,613	\$1,874,661	\$3,348,039	\$5,420,765	\$8,175,016	\$11,463,442	\$15,249,207	\$19,494,000	\$24,216,183	\$29,434,850	\$35,169,862	\$41,441,873

	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044
Current Taxable Value	\$1,199,405,469	\$1,247,381,688	\$1,297,276,955	\$1,349,168,033	\$1,403,134,755	\$1,459,260,145	\$1,517,630,551	\$1,578,335,773	\$1,641,469,203	\$1,707,127,972	\$1,775,413,090	\$1,846,429,614	\$1,920,286,799
Growth 4%	\$47,976,219	\$49,895,268	\$51,891,078	\$53,966,721	\$56,125,390	\$58,370,406	\$60,705,222	\$63,133,431	\$65,658,768	\$68,285,119	\$71,016,524	\$73,857,185	\$76,811,472
New Projects													
FS Rolle													
NW Area													
Affordable Housing													
	\$1,247,381,688	\$1,297,276,955	\$1,349,168,033	\$1,403,134,755	\$1,459,260,145	\$1,517,630,551	\$1,578,335,773	\$1,641,469,203	\$1,707,127,972	\$1,775,413,090	\$1,846,429,614	\$1,920,286,799	\$1,997,098,271
Base Year Taxable Value	\$660,606,746	\$660,606,746	\$660,606,746	\$660,606,746	\$660,606,746	\$660,606,746	\$660,606,746	\$660,606,746	\$660,606,746	\$660,606,746	\$660,606,746	\$660,606,746	\$660,606,746
Incremental Taxable Value	\$586,774,942	\$636,670,209	\$688,561,287	\$742,528,009	\$798,653,399	\$857,023,805	\$917,729,027	\$980,862,457	\$1,046,521,226	\$1,114,806,344	\$1,185,822,868	\$1,259,680,053	\$1,336,491,525
TIF Tax Rate 12.2534													
Incremental Taxes	\$7,189,988	\$7,801,375	\$8,437,217	\$9,098,493	\$9,786,220	\$10,501,455	\$11,245,301	\$12,018,900	\$12,823,443	\$13,660,168	\$14,530,362	\$15,435,364	\$16,376,565
TIF Collected 95%	\$6,830,489	\$7,411,306	\$8,015,356	\$8,643,568	\$9,296,909	\$9,976,383	\$10,683,036	\$11,417,955	\$12,182,271	\$12,977,160	\$13,803,844	\$14,663,595	\$15,557,737
Cumulative TIF	\$48,272,362	\$55,683,668	\$63,699,024	\$72,342,592	\$81,639,500	\$91,615,883	\$102,298,919	\$113,716,874	\$125,899,145	\$138,876,305	\$152,680,148	\$167,343,744	\$182,901,481

CRA Expenditures

The financial projections discussed here allow the CRA to budget for anticipated expenses to achieve the goals of the community vision. Tax increment funds will provide a substantial cash flow for programs and activities, as well as the administrative overhead needed to further the community's objectives. These programs and expenditures are discussed in more detail in Chapter 4 of this report with targets and goals outlined later in this section.

Identification of Catalyst Projects/Programs and Initial Goals

This Plan provides for the creation of various different types of projects and programs to achieve the elimination of blight conditions within the CRA area. There are several key project/programs that have been specifically detailed in Chapter II-4 of this report and which have been funded by the illustrative funding model shown in Table II-5-2. The catalyst projects are those that should be pursued vigorously as they will make the greatest impact on West Grove both in terms of taxable value and enhancement to the quality of life for the neighborhood's residents. The top catalyst projects /programs will be outlined below along with initial goals. This list is not presented in any particular order of importance or priority.

NOTE: Goals outlined in this Chapter are more susceptible to market forces outside of the CRA's control (i.e. land prices, available TIF, buyer's tastes, growth in the surrounding areas).

- 1) **Grand Avenue and Douglas Road/SW 37th Street** – Work with property owners to create a more vibrant corridor lined with commercial, multi-family, and mixed-use properties anchored at the intersection of these two roads. These properties and the corridor as a whole, will convey an identifiable theme.

GOALS:

- a) Create a Planning document to tie current and future development into a common theme and setting guidelines for the future development by 2021.
 - b) Install and maintain a streetscape consistent with the determined theme.
 - c) Establish a package of development incentives to ensure development of desired projects and which enables the creation of housing that is affordable to all income levels.
 - d) Private Development on infill lots within 10 years.
- 2) **US-1/Dixie Highway from Hibiscus Street to Booker Street**– Work with private and governmental property owners to facilitate construction of mixed-use buildings in this area.

GOALS:

- a) Mixed-use developments in approval process within 10 years.
 - b) At least 10% of all residential units within constructed development affordable to those of workforce or low income based on Area Median Income (AMI)
- 3) **Housing Affordability** – Increase the number of housing units affordable to those whose incomes are categorized as workforce (120% of AMI or less) or low (80% of AMI or less)

GOALS:

- a) Identify within 2 years a package of incentives that will be available for private and non-profit developers to develop new units meeting the affordability levels outlined.
- b) Work with developers (private or non-profit) to develop at least 300 new units of workforce or low-income housing

- c) Develop and implement a home repair program that will offer grants to low income property owners to maintain their homes by 2021
 - d) Assist 100 property owners meeting the target income groups with repair of their homes.
 - e) Work with owner of Percival Gardens to redevelop the project site with at least twice the number of units available to low income households than currently exist.
 - f) Create project-specific developer incentives to ensure that new or significantly redeveloped residential projects in the CRA contain a sufficient number of units that are affordable to the target populations
 - g) Work with local non-profit housing providers to build new units or rehabilitate existing units for occupancy by the target populations
 - h) Continue and expand programs to assist individual, target population, home owners with rehabilitation/emergency repairs to their homes to ensure they can remain in the homes and that an affordable housing stock is maintained.
 - i) Create mortgage subsidy and/or down payment assistance programs to help the target population purchase homes.
- 4) **Infrastructure** – This category includes the construction/reconstruction, rehabilitation, location, or upgrading of several types of infrastructure. This includes, but is not limited to facilities for: Streetscapes, roadways, curbs, sidewalks, stormwater drainage, water, wastewater, cable, electric transmission, voice and data transmission as well as the transportation network and mass transit facilities. It recognizes that as development occurs, there will be a greater stress on these facilities, increase the need for these facilities and thus require additional capacity, and these facilities will need greater protection (hardening) to ensure they continue to function after disaster or other disruptive events.

GOALS

- a) Undertake a full infrastructure study(ies) to determine all needs and estimated costs related to infrastructure and prioritization by project within each type.
 - b) Complete rehabilitation to all deficient streets, sidewalks, curbs, and lighting
 - c) Complete rehabilitation to all deficient water/wastewater facilities
 - d) Complete streetscape installation/upgrade on Grand Avenue and Douglas Road/SW 37th Street to enhance quality of life by providing, pedestrian-friendly amenities as well as shade and lighting.
 - e) Complete a CRA-wide stormwater system that conveys/retains stormwater and prevents regular flooding due to rain events and sea-level rise.
 - f) Underground overhead utilities to harden the CRA area against storms and other events.
- 5) **Historic Preservation** – Work with owner of historic sites and structure to ensure their preservation and promote the history of West Grove to both instill pride in the neighborhood and attract visitors.

GOALS:

- a) Assist the County in the Preservation of the Coconut Grove Playhouse
- b) Preserve, enhance and promote the story of Charles Avenue
- c) Create a grant program to help owners of historic structures, particularly the area's shotgun homes and complete at least 30 such projects.

- d) Acquire up to 10 shotgun homes for relocation to an area where they can be presented the area's past to the public.
- e) Assist in the preservation of the Ace Theater and the attraction of a use to the site that is an anchor on Grand Avenue.

6) **Economic Development Programs** – Attract new business to the area and provide higher paying jobs for area residents.

GOALS:

- a) Establish a business incentive grant program to assist at least 50 business owners to locate in the CRA or upgrade existing commercial spaces in the CRA
- b) Work with businesses to create at least 200 new jobs that pay at least 150% of minimum wage
- c) Establish a technology incubator to assist at least 30 entrepreneurs develop technology businesses.
- d) Establish a retail market/incubator to assist at least 50 entrepreneurs start, grow, and establish retail businesses.

7) **Quality of Life Programs** – Establish projects and programs that enhance the quality of life for all residents of West Grove.

GOALS:

- a) Implement Policing programs that reduce crime by 30%
- b) Assist the City in design and construction of a Community Center at Armbrister Park
- c) Establish an Urban Farming program that financially sustains itself within 10 years.
- d) Establish a retail market/incubator to assist at least 50 entrepreneurs start, grow, and establish retail businesses.

Table II-5-2
Funding Model

SUMMARY	Estimated Need	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
A. Revenues															
1. Increment Revenues															
a. Increment Revenues from County		\$ 114,636	\$ 236,275	\$ 362,963	\$ 561,169	\$ 799,430	\$ 1,049,000	\$ 1,252,449	\$ 1,441,868	\$ 1,616,696	\$ 1,790,517	\$ 1,967,612	\$ 2,184,270	\$ 2,368,794	
b. Increment Revenues from City		\$ 186,352	\$ 384,290	\$ 590,065	\$ 912,219	\$ 1,283,296	\$ 1,705,251	\$ 2,035,977	\$ 2,343,897	\$ 2,626,097	\$ 2,923,665	\$ 3,231,056	\$ 3,550,743	\$ 3,883,217	
Total Increment Revenues Available		\$ 300,988	\$ 620,625	\$ 953,048	\$ 1,473,378	\$ 2,072,726	\$ 2,754,251	\$ 3,288,426	\$ 3,785,765	\$ 4,244,793	\$ 4,722,183	\$ 5,218,668	\$ 5,735,012	\$ 6,272,010	
B. Expenses															
1. Administrative Expenses		\$ 120,000	\$ 126,000	\$ 132,300	\$ 138,915	\$ 145,861	\$ 153,154	\$ 160,811	\$ 168,852	\$ 177,295	\$ 186,159	\$ 195,467	\$ 205,241	\$ 215,603	
2. Contractual and Professional Services		\$ 50,000	\$ 52,500	\$ 55,125	\$ 57,881	\$ 60,775	\$ 63,814	\$ 67,005	\$ 70,355	\$ 73,873	\$ 77,566	\$ 81,445	\$ 85,517	\$ 89,793	
Total Operating Expenses		\$ 170,000	\$ 178,500	\$ 187,425	\$ 196,796	\$ 206,636	\$ 216,968	\$ 227,816	\$ 239,207	\$ 251,167	\$ 263,726	\$ 276,912	\$ 290,758	\$ 305,296	
C. Debt Service and Long Term Obligations															
NA															
Total Debt Service		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Non-Project/Program Expenditures		\$ 170,000	\$ 178,500	\$ 187,425	\$ 196,796	\$ 206,636	\$ 216,968	\$ 227,816	\$ 239,207	\$ 251,167	\$ 263,726	\$ 276,912	\$ 290,758	\$ 305,296	
Available for Projects/Programs															
(Revenues - Operating Expenses - Debt Service)		\$ 130,988	\$ 442,125	\$ 765,623	\$ 1,276,582	\$ 1,866,090	\$ 2,537,283	\$ 3,060,610	\$ 3,546,558	\$ 3,993,626	\$ 4,458,457	\$ 4,941,756	\$ 5,444,254	\$ 5,966,715	
D. Project/Program Expenditures															
1. Grand Avenue/Douglas Road Corridors	\$ 5,000,000.00	\$ 70,790	\$ 29,210				\$ 500,000				\$ 1,000,000				\$ 1,600,000
2. IIS-1/Didde Highway From Hibiscus to Brooker	\$ 4,000,000.00											\$ 300,000			\$ 300,000
3. Infrastructure Improvements															\$ -
a. Streetscapes	\$ 4,000,000											\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 3,000,000
b. Road/Curb/Sidewalk Rehabilitation	\$ 20,000,000		\$ 23,790				\$ 630,275	\$ 491,659		\$ 134,180	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,097,062	\$ 5,376,966
c. Streetlights	\$ 3,000,000									\$ 309,158	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 459,158
d. Water/Sewer	\$ 10,000,000											\$ 134,636	\$ 274,655	\$ 500,000	\$ 909,291
e. Stormwater Drainage	\$ 15,000,000											\$ 30,000	\$ 500,000	\$ 500,000	\$ 1,030,000
f. Utility Undergrounding	\$ 15,000,000														\$ -
4. Housing Affordability Programs		\$ 60,198	\$ 124,125	\$ 190,610	\$ 294,676	\$ 414,545	\$ 626,275	\$ 966,528	\$ 1,135,729	\$ 1,273,438	\$ 1,416,655	\$ 1,566,600	\$ 1,720,504	\$ 1,881,603	
5. Historic Preservation	\$ 12,000,000		\$ 100,000	\$ 404,263	\$ 755,119	\$ 1,168,418	\$ 100,000	\$ 100,000		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 3,127,800
6. Economic Development/Business Assistance															
a. Business Improvement/Job Creation Programs			\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 150,000	\$ 137,654	\$ 62,346	\$ 100,000	\$ 150,000	\$ 200,000	\$ 200,000	\$ 200,000	
b. Incubator Programs					\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 100,000	\$ 105,000	\$ 110,250	\$ 115,763	
7. Quality of Life Improvements															
a. Community Policing/Public Safety			\$ 100,000	\$ 105,000	\$ 110,250	\$ 115,763	\$ 200,000	\$ 210,000	\$ 220,500	\$ 231,525	\$ 243,101	\$ 300,000	\$ 315,000	\$ 330,750	
b. Ambrister Community Center	\$ 5,000,000							\$ 1,000,000	\$ 1,989,975	\$ 2,011,025					\$ 5,000,000
c. Human Services Delivery		\$ 10,000	\$ 10,500	\$ 11,025	\$ 11,576	\$ 12,155	\$ 12,763	\$ 13,401	\$ 14,071	\$ 14,771	\$ 20,000	\$ 21,000	\$ 22,050	\$ 23,153	
d. Urban Farm							\$ 10,000	\$ 10,500	\$ 11,025	\$ 11,576	\$ 12,155	\$ 12,763	\$ 13,401	\$ 14,071	
e. CRA Education Programs			\$ 5,000	\$ 5,250	\$ 5,513	\$ 5,788	\$ 6,078	\$ 6,381	\$ 6,700	\$ 7,036	\$ 7,387	\$ 7,757	\$ 8,144	\$ 8,552	
f. Homeless Programs						\$ 50,000	\$ 52,500	\$ 55,125	\$ 57,881	\$ 60,775	\$ 63,814	\$ 67,005	\$ 70,355	\$ 73,873	
Total Project/Program Expenditures		\$ 130,988	\$ 442,125	\$ 765,623	\$ 1,276,582	\$ 1,866,090	\$ 2,537,283	\$ 3,060,610	\$ 3,546,558	\$ 3,993,626	\$ 4,458,456	\$ 4,941,756	\$ 5,444,254	\$ 5,966,715	
Total Increment Revenue Available		\$ 300,988	\$ 620,625	\$ 953,048	\$ 1,473,378	\$ 2,072,726	\$ 2,754,251	\$ 3,288,426	\$ 3,785,765	\$ 4,244,793	\$ 4,722,183	\$ 5,218,668	\$ 5,735,012	\$ 6,272,010	
Total Operating Expenses		\$ 170,000	\$ 178,500	\$ 187,425	\$ 196,796	\$ 206,636	\$ 216,968	\$ 227,816	\$ 239,207	\$ 251,167	\$ 263,726	\$ 276,912	\$ 290,758	\$ 305,296	
Total Debt Service/Obligations		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Project/Program Expenditures		\$ 130,988	\$ 442,125	\$ 765,623	\$ 1,276,582	\$ 1,866,090	\$ 2,537,283	\$ 3,060,610	\$ 3,546,558	\$ 3,993,626	\$ 4,458,456	\$ 4,941,756	\$ 5,444,254	\$ 5,966,715	
Surplus Funds		\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	

Table II-5-2 (CONTINUED)
Funding Model

SUMMARY	Estimated Need	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
SUMMARY	2032	2033	2034	2035	2036	2037	2038	2038	2040	2041	2042	2043	2044	2045
A. Revenues														
1. Incremental Revenues¹														
a. Incremental Revenues from County	\$ 2,601,499	\$ 2,822,712	\$ 3,052,774	\$ 3,292,039	\$ 3,540,874	\$ 3,799,662	\$ 4,068,802	\$ 4,348,708	\$ 4,639,809	\$ 4,942,655	\$ 5,257,411	\$ 5,584,861	\$ 5,925,409	\$ 6,279,578
b. Incremental Revenues from City	\$ 4,228,990	\$ 4,588,594	\$ 4,962,582	\$ 5,351,529	\$ 5,756,035	\$ 6,176,721	\$ 6,614,234	\$ 7,069,247	\$ 7,542,462	\$ 8,034,604	\$ 8,546,433	\$ 9,078,735	\$ 9,632,328	\$ 10,208,066
Total Incremental Revenues Available	\$ 6,830,489	\$ 7,411,306	\$ 8,015,356	\$ 8,643,568	\$ 9,296,909	\$ 9,976,383	\$ 10,683,036	\$ 11,417,955	\$ 12,182,271	\$ 12,977,160	\$ 13,803,844	\$ 14,663,595	\$ 15,557,737	\$ 16,487,644
B. Expenses														
1. Administrative Expenses	\$ 226,278	\$ 237,592	\$ 249,471	\$ 261,945	\$ 275,042	\$ 288,794	\$ 303,234	\$ 318,396	\$ 334,316	\$ 351,031	\$ 368,583	\$ 387,012	\$ 406,363	\$ 426,681
2. Contractual and Professional Services	\$ 94,282	\$ 96,997	\$ 103,946	\$ 109,144	\$ 114,601	\$ 120,331	\$ 126,348	\$ 132,665	\$ 139,298	\$ 146,263	\$ 153,576	\$ 161,255	\$ 169,318	\$ 177,784
Total Operating Expenses	\$ 320,560	\$ 336,588	\$ 353,418	\$ 371,089	\$ 389,643	\$ 409,125	\$ 429,582	\$ 451,061	\$ 473,614	\$ 497,294	\$ 522,159	\$ 548,267	\$ 575,680	\$ 604,464
C. Debt Service and Long Term Obligations														
NA														
Total Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Non-Project/Program Expenditures	\$ 320,560	\$ 336,588	\$ 353,418	\$ 371,089	\$ 389,643	\$ 409,125	\$ 429,582	\$ 451,061	\$ 473,614	\$ 497,294	\$ 522,159	\$ 548,267	\$ 575,680	\$ 604,464
Available for Projects/Programs														
(Revenues - Operating Expenses - Debt Service)²	\$ 6,509,928	\$ 7,074,718	\$ 7,661,938	\$ 8,272,479	\$ 8,907,265	\$ 9,567,257	\$ 10,253,454	\$ 10,966,894	\$ 11,708,657	\$ 12,479,865	\$ 13,281,685	\$ 14,115,328	\$ 14,982,057	\$ 15,883,180
D. Project/Program Expenditures														
1. Grand Avenue/Douglas Road Corridors			\$ 1,000,000	\$ 500,000	\$ 500,000	\$ 400,000						\$ 1,000,000		\$ 5,000,000
2. US-1/Dixie Highway From Hibiscus to Brooker			\$ 848,258		\$ 300,000	\$ 551,742						\$ 1,000,000	\$ 1,000,000	\$ 4,000,000
3. Infrastructure Improvements														\$ -
a. Streetscapes	\$ 1,000,000													\$ 4,000,000
b. Road/Curb/Sidewalk Rehabilitation	\$ 900,000	\$ 400,000		\$ 1,500,000	\$ 1,500,000	\$ 1,000,000	\$ 1,750,000	\$ 1,400,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 1,073,034		\$ 20,000,000
c. Streetlights	\$ 50,000	\$ 50,000		\$ 100,000	\$ 100,000	\$ 200,000	\$ 217,082	\$ 208,935	\$ 265,603	\$ 330,000	\$ 330,000	\$ 350,000	\$ 339,222	\$ 3,000,000
d. Water/Sewer	\$ 435,000	\$ 100,000		\$ 307,382	\$ 650,000	\$ 750,000	\$ 700,000	\$ 800,000	\$ 1,000,000	\$ 1,300,000	\$ 1,295,606	\$ 1,000,000	\$ 752,721	\$ 10,000,000
e. Stormwater Drainage	\$ 435,000	\$ 100,000		\$ 300,000	\$ 650,000	\$ 750,000	\$ 900,000	\$ 1,250,000	\$ 1,200,000	\$ 1,300,000	\$ 1,400,000	\$ 1,100,000	\$ 2,364,787	\$ 2,200,213
f. Utility Undergrounding	\$ 458,190	\$ 181,604		\$ 400,000	\$ 640,565	\$ 1,036,591	\$ 1,000,000	\$ 1,300,000	\$ 1,200,000	\$ 1,157,637	\$ 1,500,000	\$ 1,132,068	\$ 2,650,000	\$ 2,343,347
4. Housing Affordability Programs	\$ 2,049,147	\$ 2,223,392	\$ 2,404,607	\$ 2,593,070	\$ 2,789,073	\$ 2,992,915	\$ 3,739,063	\$ 3,896,284	\$ 4,263,795	\$ 4,542,006	\$ 4,831,345	\$ 5,132,258	\$ 5,445,208	\$ 5,770,675
5. Historic Preservation	\$ 200,000	\$ 3,000,000	\$ 2,000,000	\$ 1,100,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 275,000	\$ 275,000	\$ 272,200
6. Economic Development/Business Assistance														\$ -
a. Business Improvement/Job Creation Programs	\$ 200,000	\$ 200,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000
b. Incubator Programs	\$ 200,000	\$ 210,000	\$ 400,000	\$ 420,000	\$ 441,000	\$ 463,050	\$ 486,203	\$ 510,513	\$ 536,038	\$ 562,840	\$ 590,982	\$ 620,531	\$ 651,558	\$ 684,136
7. Quality of Life Improvements														\$ -
a. Community Policing/Public Safety	\$ 347,288	\$ 384,652	\$ 382,884	\$ 402,029	\$ 422,130	\$ 443,237	\$ 465,398	\$ 488,668	\$ 513,102	\$ 538,757	\$ 565,695	\$ 593,979	\$ 623,678	\$ 654,862
b. Armbrister Community Center	\$ -													\$ 5,000,000
c. Human Services Delivery	\$ 50,000	\$ 52,500	\$ 100,000	\$ 105,000	\$ 110,250	\$ 115,763	\$ 121,551	\$ 127,628	\$ 134,010	\$ 140,710	\$ 147,746	\$ 155,133	\$ 162,889	\$ 171,034
d. Urban Farm	\$ 14,775	\$ 15,513	\$ 16,289	\$ 17,103	\$ 17,959	\$ 18,856	\$ 19,789	\$ 20,769	\$ 21,829	\$ 22,920	\$ 24,066	\$ 25,270	\$ 26,533	\$ 27,860
e. CRA Education Programs	\$ 48,979	\$ 49,428	\$ 59,900	\$ 70,395	\$ 70,914	\$ 71,460	\$ 72,033	\$ 72,635	\$ 73,266	\$ 73,930	\$ 74,626	\$ 75,358	\$ 76,125	\$ 76,932
f. Homeless Programs	\$ 121,551	\$ 127,628	\$ 150,000	\$ 157,500	\$ 165,375	\$ 173,644	\$ 182,326	\$ 191,442	\$ 201,014	\$ 211,066	\$ 221,618	\$ 232,689	\$ 244,334	\$ 256,551
Total Project/Program Expenditures	\$ 6,509,928	\$ 7,074,717	\$ 7,661,938	\$ 8,272,479	\$ 8,907,266	\$ 9,567,257	\$ 10,253,454	\$ 10,966,895	\$ 11,708,657	\$ 12,479,865	\$ 13,281,685	\$ 14,115,328	\$ 14,982,056	\$ 15,883,180
Total Incremental Revenue Available	\$ 6,830,489	\$ 7,411,306	\$ 8,015,356	\$ 8,643,568	\$ 9,296,909	\$ 9,976,383	\$ 10,683,036	\$ 11,417,955	\$ 12,182,271	\$ 12,977,160	\$ 13,803,844	\$ 14,663,595	\$ 15,557,737	\$ 16,487,644
Total Operating Expenses	\$ 320,560	\$ 336,588	\$ 353,418	\$ 371,089	\$ 389,643	\$ 409,125	\$ 429,582	\$ 451,061	\$ 473,614	\$ 497,294	\$ 522,159	\$ 548,267	\$ 575,680	\$ 604,464
Total Debt Service/Obligations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Project/Program Expenditures	\$ 6,509,928	\$ 7,074,717	\$ 7,661,938	\$ 8,272,479	\$ 8,907,266	\$ 9,567,257	\$ 10,253,454	\$ 10,966,895	\$ 11,708,657	\$ 12,479,865	\$ 13,281,685	\$ 14,115,328	\$ 14,982,056	\$ 15,883,180
Surplus Funds	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ 3,075,370

Chapter 12 Exit Strategy

The Exit Strategy for West Grove is expressed in Part I.

PART III - CONCLUSION

Chapter 13 Conclusion of Redevelopment Plan

This chapter outlines the major capabilities of the Omni CRA to rehabilitate the Redevelopment Area.

1. The CRA will engage in a workable program for utilizing appropriate private and public resources to eliminate and prevent the development or spread of slums and urban blight in the Redevelopment Area, to encourage needed community rehabilitation, to provide for the redevelopment of slum and blighted neighborhoods, to provide housing affordable to residents of low or moderate income, including the elderly, or to undertake such of the aforesaid activities or other feasible county or municipal activities as may be suitably employed to achieve the objectives of such workable program.
2. Such workable program may include provision for the prevention of the spread of blight into areas of the county or municipality which are free from blight through diligent enforcement of housing, zoning, and occupancy controls and standards; the rehabilitation or conservation of slum and blighted areas or portions thereof by
 - a. replanning
 - b. removing congestion
 - c. providing parks, playgrounds, and other public improvements
 - d. encouraging voluntary rehabilitation
 - e. compelling the repair and rehabilitation of deteriorated or deteriorating structures
 - f. the development of affordable housing
 - g. the implementation of community policing innovations
 - h. the clearance and redevelopment of slum and blighted areas or portions thereof
3. To achieve its goals the CRA is able to acquire property within a slum area or a blighted area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition or demolish and remove buildings and improvements.
4. The CRA can acquire property in the community redevelopment area when necessary to eliminate unhealthful, unsanitary, or unsafe conditions; lessen density; eliminate obsolete or other uses detrimental to the public welfare; or otherwise to remove or prevent the spread of blight or deterioration or to provide land for needed public facilities. It is also able to dispose of any property at its fair value as provided in s. 163.380 for uses in accordance with this redevelopment plan.
5. The CRA can engage in installation, construction, or reconstruction of streets, utilities, parks, playgrounds, public areas of major hotels that are constructed in support of convention centers, including meeting rooms, banquet facilities, parking garages, lobbies, and paseos.
6. The CRA could carry out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements, or acquire by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of real property in the community redevelopment area which is to be repaired or rehabilitated for dwelling use or related facilities, repair or rehabilitation of the structures for guidance purposes, and resale of the property.
7. The CRA can acquire and dispose of air rights in an area consisting principally of land in highways, railway or subway tracks, bridge or tunnel entrances, or other similar facilities which have a

blighting influence on the surrounding area and over which air rights sites are to be developed for the elimination of such blighting influences and for the provision of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.

8. It may construct foundations and platforms necessary for the provision of air rights sites of housing (and related facilities and uses).
9. To support public improvements the CRA may choose to provide, or to arrange or contract for, the furnishing or repair by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities, or other facilities for or in connection with a community redevelopment; to install, construct, and reconstruct streets, utilities, parks, playgrounds, and other public improvements; and to agree to any conditions that it deems reasonable and appropriate which are attached to federal financial assistance and imposed pursuant to federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in the undertaking or carrying out of a community redevelopment and related activities, and to include in any contract let in connection with such redevelopment and related activities provisions to fulfill such of the conditions as it deems reasonable and appropriate.
10. To complete its mission, the CRA may enter into any building or property in any community redevelopment area in order to make inspections, surveys, appraisals, soundings, or test borings and to obtain an order for this purpose from a court of competent jurisdiction in the event entry is denied or resisted, and may acquire any personal or real property, together with any improvements thereon. To hold, improve, clear, or prepare for redevelopment any such property; to encumber or dispose of any real property.
11. The CRA may insure or provide for the insurance of any real or personal property or operations of the county or municipality against any risks or hazards, including the power to pay premiums on any such insurance, and may enter into any contracts necessary to effectuate the purposes of this part.
12. The CRA can solicit requests for proposals for redevelopment of parcels to be acquired for redevelopment purposes by a community redevelopment agency and, as a result of such requests for proposals, to advertise for the disposition of such real property to private persons pursuant to s. 163.380 prior to acquisition of such real property by the community redevelopment agency.
13. If needed the CRA may invest any community redevelopment funds held in reserves or sinking funds or any such funds not required for immediate disbursement in property or securities in which savings banks may legally invest funds subject to their control and to redeem such bonds as have been issued pursuant to s. 163.385 at the redemption price established therein or to purchase such bonds at less than redemption price, all such bonds so redeemed or purchased to be canceled.

14. In furtherance of its goals and objectives, the Omni CRA may borrow money and apply for and accept advances, loans, grants, contributions, and any other form of financial assistance from the Federal Government or the state, county, or other public body or from any sources, public or private, for the purposes of this part and to give such security as may be required and to enter into and carry out contracts or agreements in connection therewith; and to include in any contract for financial assistance with the Federal Government for or with respect to community redevelopment and related activities such conditions imposed pursuant to federal laws as the county or municipality deems reasonable and appropriate which are not inconsistent with the purposes of this part.
15. The CRA may also make or have made all surveys and plans necessary; may contract with any person, public or private, in making and carrying out such plans; and may adopt or approve, modify, and amend such plans, which plans may include, but are not limited to:
 - a. Plans for carrying out a program of voluntary or compulsory repair and rehabilitation of buildings and improvements.
 - b. Plans for the enforcement of state and local laws, codes, and regulations relating to the use of land and the use and occupancy of buildings and improvements and to the compulsory repair, rehabilitation, demolition, or removal of buildings and improvements.
16. The Omni CRA may obtain appraisals, title searches, surveys, studies, and other plans and work necessary to prepare for the undertaking of community redevelopment and related activities.
17. It may develop, test, and report methods and techniques, and carry out demonstrations and other activities, for the prevention and the elimination of slums and urban blight and developing and demonstrating new or improved means of providing housing for families and persons of low income.
18. The CRA should apply for, accept, and utilize grants of funds from the Federal Government for such purposes.
19. In order to prevent displacement in the district, the Omni CRA should prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations, and others) displaced from a community redevelopment area and may make relocation payments to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government.

20. The CRA may appropriate such funds and make such expenditures as are necessary to carry out the purposes of this part; to zone or rezone any part of the county or municipality or make exceptions from building regulations; and to enter into agreements with a housing authority, which agreements may extend over any period, notwithstanding any provision or rule of law to the contrary, respecting action to be taken by such county or municipality pursuant to any of the powers granted by this part.
21. If needed, the CRA is able to close, or recommend to be closed, vacate, plan, or replan streets, roads, sidewalks, ways, or other places and plan or replan any part of the county or municipality.
22. The CRA may organize, coordinate, and direct the administration of the provisions of this part, as they may apply to such county or municipality, in order that the objective of remedying slum and blighted areas and preventing the causes thereof within such county or municipality may be most effectively promoted and achieved and to establish such new office or offices of the county or municipality or to reorganize existing offices in order to carry out such purpose most effectively.
23. To improve neighborhood safety the CRA may develop and implement community policing innovations.
24. With the agreement of each taxing authority to such method of financing for the construction or expansion, the Omni CRA may construct or expand administrative buildings for public bodies or police and fire buildings, unless the construction or expansion is contemplated as part of a community policing innovation, where no agreement of taxing authorities would be necessary.
25. The Omni CRA should not undertake the installation, construction, reconstruction, repair, or alteration of any publicly owned capital improvements or projects if such projects or improvements were scheduled to be installed, constructed, reconstructed, repaired, or altered within 3 years of the approval of the community redevelopment plan by the governing body pursuant to a previously approved public capital improvement or project schedule or plan of the governing body which approved the community redevelopment plan unless and until such projects or improvements have been removed from such schedule or plan of the governing body and 3 years have elapsed since such removal or such projects or improvements were identified in such schedule or plan to be funded, in whole or in part, with funds on deposit within the community redevelopment trust fund.
26. Finally, the CRA should not pay for general government expenses unrelated to the carrying out of this Redevelopment Plan.