

Village West



west
coconut
grove

COMMUNITY
REDEVELOPMENT
AGENCY

2021

Community Redevelopment Agency



www.coconutgrovecra.org

PREPARED FOR
The City of Miami

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SPECIAL THANKS TO

Commissioner Ken Russell and District 2 Staff
for their contributions

The West Grove stakeholders and residents
who provided their support and contributed to the development of this redevelopment plan.

**WEST COCONUT GROVE
COMMUNITY REDEVELOPMENT PLAN**

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A publication of Plusurbia Design, a planning, urban design, development, and architectural design firm.

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~Village West



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Community Redevelopment Plan

"This community is a founding neighborhood of the City of Miami, with a vibrant history that still exists in the people who live here today. The Coconut Grove CRA is a tool to capture the tax dollars they pay and reinvest them in building a sustainable, affordable community for the next generation that preserves the legacy of the past."

- Ken Russell
City of Miami Commissioner District 2

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Roadmap to the West Grove CRA



The creation and adoption of the Redevelopment Plan is a critical step for the creation of the West Grove Community Redevelopment Agency, as the Plan, including Funding Projections, is required by Florida Statute prior to the creation of the Redevelopment Trust Fund.

INTRODUCTION

The West Grove Community Redevelopment Plan is the culmination of decades of community desires, public outreach, and requests to preserve and restore a vital residential and commercial district founded by Bahamian settlers in the early 1800s. The drafting and adoption of the Plan is a critical step for creating the West Grove Community Redevelopment Agency, as the Plan, including Funding Projections, is required by Florida Statute before creating the Redevelopment Trust Fund. The concept of this redevelopment plan will guide the Agency's goals and objectives, which will be implemented through realistic initiatives that are part of an overall funding strategy. This document is organized to allow the reader to follow and understand the evolution and development of this plan.

THE REDEVELOPMENT PLAN CONCEPT

The Redevelopment Plan is designed to identify the main strategies, key and catalytic projects, and programs recommended to be implemented within a newly expanded area in West Coconut Grove. We must emphasize that the purpose of

this area's redevelopment plan is to strengthen the West Grove 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. The outlined implementation projects and programs are not intended to promote gentrification or wholesale removal of existing elements of the area.

While key component types of the CRA's future work plan are outlined, the Plan 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 over time. It is vital that in implementing projects and programs, the CRA should continue to review the area's conditions, the needs of its residents and property owners regularly to create and establish effective, positive, and cost-efficient projects and programs.



Mrs. Gibson

Lifetime resident

Stakeholder Meeting #4

"I watched my grandparents, who came from the Bahamas, help build up this neighborhood. I have been fighting all my life to save this unique place. I'm not afraid of gentrification. I know it's coming, it is here, but I do believe we ought to improve the West Grove through its residents and for its residents."

Image: A home undergoing repairs. (Source: The Lenders Network, 2016)

FUNDING THE PLAN

The redevelopment and revitalization of the West Grove Community Redevelopment Area will require a substantial financial investment on the CRA part. As provided for by Florida's Community Redevelopment Act, Florida Statutes Chapter 163, Part III, the principal source of funding for the CRA will be through Increment Revenue from the City of Miami and Miami-Dade County. In addition, the CRA and the City may utilize other City, County, State, and Federal funding sources as appropriate and available to carry out the provisions of the Redevelopment Plan and its amendments.

As required by F.S. 163.362(10), this Community Redevelopment Plan provides a time-certain period for completing all redevelopment financed by increment revenues.

F.S. 163.387(2)(a) allows the West Grove CRA to use increment revenue for up to 30 years, which may be extended for an additional 30 years. This Plan will provide a period of 30 years for the CRA through 2051, based on the adoption of this Plan and the creation of the Redevelopment Trust Fund during the fiscal year 2020/21.

ORGANIZATION OF THIS DOCUMENT (THE REDEVELOPMENT PLAN)

This Redevelopment Plan is organized into several sections, briefly described as follows:

- **Section 1: Executive Summary** provides a summary for the West Grove Community Redevelopment Plan.
- **Section 2: Background** provides background information on the history, location, and a summary of previous and recent public input.
- **Section 3: Authority to Undertake Community Redevelopment** provides a summary of certain statutory requirements of the Community Redevelopment Act, as provided for in Florida Statutes 163, Part III.
- **Section 4: Existing Conditions** provides a summary of the existing conditions and findings in the West Grove CRA.
- **Section 5: Redevelopment Goals** introduces Redevelopment Goals and provides an assessment of residential neighborhood impact.
- **Section 6: Redevelopment Initiatives** itemizes future West Grove CRA Redevelopment Initiatives. It is this section that gives the Agency the legislative authority to carry out programs.
- **Section 7: Financial Information** contains financial projections, plan cost, and timeline.
- **Section 8: Legal Description** outlines the boundaries of the CRA.
- **Section 9: Appendix A** provides supporting information including the Finding of Necessity (FON).





Image: CRA Map and boundaries. (Source: Plusurbia Design)



Chapter 163 Checklist

In accordance with 163.362 Florida Statutes, the Community Redevelopment Plan must include the elements described below. The following section includes language from the statute shown in italic type, with a brief response to each element in normal type.

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

A legal description of the boundaries of the proposed West Grove CRA is included with the Plan. The area within the boundaries was shown to contain slum and blight in **Resolution R-20-0131**, which is included as **Appendix A**.

2) *Show by diagram and in general terms:*

(a) *The approximate amount of open space to be provided and the street layout.*

(b) *Limitations on the type, size, height, number, and proposed use of buildings.*

(c) *The approximate number of dwelling units.*

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

Maps of the West Grove CRA and a general description of the existing physical and regulatory conditions are included in the **Existing Conditions** and **Market Assessment**. The area within the West Grove CRA remains subject to the City's Comprehensive Plan and zoning regulations, which stipulate limits on locations, sizes, height, etc. of dwelling units, streets, and park and recreation areas, among other things.

(3) *If the redevelopment area contains low or moderate income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic*

circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.

A neighborhood impact analysis is included in **Redevelopment Goals**.

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

The **Project section** includes recommended capital projects for collaboration. The **Financial Projections** section includes revenue and expense projections. Specific public capital projects are identified in these projections. Publicly funded projects will be evaluated on an ongoing basis.

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

Specific programs and expenditures must be enumerated in the Plan in order for the CRA to have the authority to undertake them. CRA activities are overseen by a Board of Commissioners that meets periodically in public session to review and monitor all CRA activities.

Refer to **Redevelopment Initiatives** and **Financial Projections** for a description of both general and specific programs.

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

☑ Regulatory and zoning authority within the CRA is governed by the City. Any recommendations regarding regulatory amendments and design guidelines to assist with redevelopment efforts must be implemented by City Staff and Commission.

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

☑ The **Redevelopment Goals and Neighborhood Impact** section includes a discussion of neighborhood impacts of redevelopment and includes a recommendation that the CRA adopt a relocation policy to provide adequate protections and assistance for any persons displaced by redevelopment activities.

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

☑ The Introduction section; Market Assessment section; and the **Redevelopment Goals, Initiatives and Neighborhood Impact** sections highlight residential redevelopment. Large portions of the West Grove CRA are residential neighborhoods. The Plan contemplates strengthening existing neighborhoods and providing for additional housing to improve and diversify the housing stock, and to create additional housing opportunities with a range of affordability.

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

☑ Detailed financial projections are provided in the **Financial Projections** section. These financial projections will be reviewed and updated at least annually so that the CRA is always able to look ahead and plan for adequate financial resources to undertake its activities.

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

☑ This Plan for the West Grove CRA provides for completion of redevelopment activities within the proposed sunset date.



B

Coconut Grove's
Village West
is one of the
most historic and
culturally significant
communities in Miami.

History of Village West



The early Black architecture of Coconut Grove resembles the typical Conch houses of the Bahamas and Key West, reflecting the migration patterns of the Black settlers.

THE ORIGINS OF WEST COCONUT GROVE

Coconut Grove is considered one of the first non-indigenous settlements in South Florida, well situated on a breezy, scenic limestone bluff that protected the area from storms, sub-tropical pests, and had abundant freshwater springs that provided drinking water. A number of pioneering families settled here before the Homestead Act and without claim to the land. By the 1880s, the informal settlement had grown substantially and had become something of a seasonal, intellectual tourist destination, centered around the Peacock Inn (located at today's Peacock Park). With the growing economic opportunity in Coconut Grove, Black Bahamian settlers began to arrive from Key West and the Bahamas, seeking a better life for their families.

As recounted in Miami-Dade County's comprehensive book on the history of historic settlements [From Wilderness to Metropolis](#):

"As business at the Peacock Inn grew, so did the number and variety of patrons, and more employees were needed. Several black families, mostly from the Bahamas, moved to Coconut Grove. One of the earliest



Image: E.W.F Stirrup built his house in 1897 out of Dade County Pine cut from the site and milled at the Munroe sawmill. (Source: stirrphouse.com.)



Image: The Charles Avenue settlement was the first Black community established in Dade County. E.W.F. Stirrup built houses to accommodate the newly arrived workforce from the Bahamas. (Source: Plusurbia Design, 2021)

black settlers in Coconut Grove was Mariah Brown, who came with the opening of the inn. Originally the employees lived on the premises, but as more families arrived, a settlement was founded on a portion of the Joseph Frow homestead. A back road was cut through the Peacock, Frow, and Munroe properties, linking Coconut Grove with the Cutler settlement farther south. On the west side of the road to Cutler, the first Black settlement was established. The force that pulled the black community together was Ebenezer Woodberry Frank Stirrup. An immigrant from the Bahamas, E.W.F. Stirrup moved to Key West in 1888, and soon traveled to Cutler, where he worked in a pineapple plantation. With the money he earned he bought land in what soon became the Charles Avenue settlement. Eventually Stirrup built over one hundred houses in Coconut Grove, including his own home.”

By all accounts, the early years of Coconut Grove were something of an oasis of tolerance and diversity, a mix of White and Black, rough-edged pioneers and intellectuals, all co-existing in an informal settlement on the edge of the wilderness.

Through time, the original Black Bahamian settlers of Coconut Grove remained for generations, establishing businesses, schools, churches, and other civic organizations. The men and women of the community physically built greater Coconut Grove and Miami. They provided the know-how, labor, and determined spirit that resulted in Coconut Grove’s success as a settlement, as a short-lived incorporated City, and eventually, as a distinctive village within Metropolitan Miami.

BAHAMIAN ARCHITECTURE IN WEST COCONUT GROVE

The early Black architecture of Coconut Grove resembles the typical Conch houses of the Bahamas and Key West, reflecting Black settlers’

¹ Metropolitan Dade County, Office of Community and Economic Development, Historic Preservation Division. From Wilderness to Metropolis: The History and Architecture of Dade County (1825-1940). New York, Franklin Press, Inc, 1982, p 9-10.

migration patterns. Conch architecture was climate-adapted, economic, and resilient, and many examples of this architecture survive in Coconut Grove today. Conch architecture provides a sense of history, culture, and identity to the multi-generational Bahamian families that remain in the area today.

A description of the iconic Bahamian, or Conch architecture of Coconut Grove is provided in the book *From Wilderness to Metropolis*:

“The Conch, a local hard shell mollusk, lends its name to the islanders who lived as wreckers, spongers, fishermen and merchants. The Bahamians who migrated to Key West during the nineteenth century brought with them the knowledge of ship-building and applied their experience to the construction of their house. These houses were built to withstand violent weather. Structures were elevated off the ground on wood posts or stone piers, a measure against storm floods and wood rot, allowing air circulation underneath the house.

The early Conch houses used a post and beam structural system, crossbraced for reinforcement, with mortise and tenon joints pegged together. The houses were generally two stories, with balustraded porches across the front or around two or three sides, on both the first and second story. Gable roofs, door and window shutters and exterior staircases were among other notable features of this building type.

The houses...[on] Charles Avenue..., inspired by the Conch vernacular employed the simpler, balloon-frame construction method. The elaborate “gingerbread” decorations, pride and trademark of the carpenter-builders in the conch houses after the 1880s, were eliminated for economy. The porches and exterior staircases facilitated circulation for these multi-family dwellings. Buildings were faced with horizontal weatherboards and were basically unadorned.

Another prevalent building type... was the shotgun house. Believed to have originated in West Africa, these houses were found in the Bahamas, Key West, and throughout the American South. Intended as worker’s cottages, they were usually built in rows, very close together and on very small lots. As single family units, they were sub-standards, small and narrow, only one room wide, with gable roofs. Inside, they are normally three rooms deep, arranged one after the other, with circulation directly through the rooms. This linear arrangement of interior spaces gave these houses their name. It was popularly said that one could fire a shotgun through the front door and the shot would go out the back door without even touching any part of the house.... Although simple and highly repetitive in appearance and structural expression, they serve as evidence of the humble, struggling beginnings of Miami’s Black community.”²



Image: “This shotgun house is a remaining example of Conch architecture in West Coconut Grove. Conch architecture is climate-adapted, economic, and resilient.” (Source: Plusurbia Design, 2021)

² Metropolitan Dade County, Office of Community and Economic Development, Historic Preservation Division. *From Wilderness to Metropolis: The History and Architecture of Dade County (1825-1940)*. New York, Franklin Press, Inc., 1982, p 41-43



Public Outreach

Creating the Coconut Grove CRA Redevelopment Plan included extensive outreach and feedback from neighborhood residents and stakeholders. There were six stakeholder meetings (focus group meetings) and three public workshops to engage and gather residents' input. District 2 Commissioner Ken Russell also ensured that approximately 2,500 door knockers (flyers) informed residents about the public workshops encouraging them to attend.

The team led the six stakeholder focus groups to inform key stakeholders about the process necessary to create the Plan while collecting invaluable information about their local expertise in the area. These initial meetings also served to tap into their local network in the neighborhood to raise awareness about the project and request additional input from their extended contact base.

The first two public workshops, conducted virtually, focused on an overview of what a CRA is and how it is created. Subsequently, the meetings concentrated on gathering information on current neighborhood issues and exploring the different ways the CRA could help address them. Time was also provided to answer questions and concerns about the proposed Community Redevelopment Agency and how the community would interface with it to improve livability and spark economic development in the area.

The third workshop focused solely on identifying potential projects with the community that the CRA could implement. Valuable input was received from the more than 70 participants who attended this last public workshop.

The overarching themes from what we heard are the following:

- Provide affordable housing
- Protect the diversity and inclusion
- Mitigate displacement and gentrification. Keep people in the neighborhood! And bring people back
- Support local businesses and jobs
- Bring back the arts
- Promote Bahamian culture
- Preserve the neighborhood's assets

In addition to outreach, multiple previous reports and studies completed for the Coconut Grove neighborhood were studied, and in particular, the West Grove neighborhood. This list included, among others, the following:

- 2002 Grand Avenue Vision Plan (University of Miami Center for Urban and Community Design)
- 2007 Miami Parks and Public Spaces Master Plan (Goody Clancy)
- 2013 Village West Community Needs Assessment Survey Responses
- 2013 Coconut Grove Commercial Review (Gibbs Planning Group)
- 2015 Coconut Grove 2030 Visioning Workshop and Report
- 2017 Coconut Grove Master Implementation Plan
- 2020 Grove Connect Re-Imagining Mobility in Coconut Grove: Mobility Action Plan



The **CRA Plan** governs the activities for which redevelopment funds are utilized.

Image: Road in Coconut Grove , Florida, 1890 (Source: Alvin Lederer)

Authority to Undertake Redevelopment

This document has been prepared under the City of Miami’s direction in accordance with the Community Redevelopment Act of 1969, F.S. 163, Part III. In recognition of the need to prevent and eliminate slum and blighted conditions within the community, the Act confers upon counties and municipalities the authority and powers to carry out “Community Redevelopment”. For the purposes of this Community Redevelopment Plan, the following definition, taken from the Florida State Statutes, Section 163.340, shall apply:

“Community redevelopment” or “redevelopment” means undertakings, activities, or projects of a county, municipality, or community redevelopment agency in a community redevelopment area for the elimination and prevention of the development or spread of slums and blight, or for the reduction or prevention of crime, or for the provision of affordable housing, whether for rent or for sale, to residents of low or moderate income, including the elderly, and may include slum clearance and redevelopment in a community redevelopment area or rehabilitation and revitalization of coastal resort and tourist areas that are deteriorating and economically distressed, or rehabilitation or conservation

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

The ability of a county or municipality to utilize the authority granted under the Act is predicated upon the adoption of a “Finding of Necessity” by the governing body.

CREATION OF THE COMMUNITY REDEVELOPMENT AGENCY

Upon the adoption of a “Finding of Necessity” by the governing body and upon further finding that there is a need for a Community Redevelopment Agency to function in the county or municipality to carry out community redevelopment purposes, any county or municipality may create a public body corporate and politic to be known as a “Community Redevelopment Agency”. The Agency shall be constituted as a public instrumentality, and the exercise by the Agency of the powers conferred by Chapter 163, Part III, Florida Statutes shall be deemed and held to be the performance of an essential public function (Section 163.356(1) Florida Statutes).

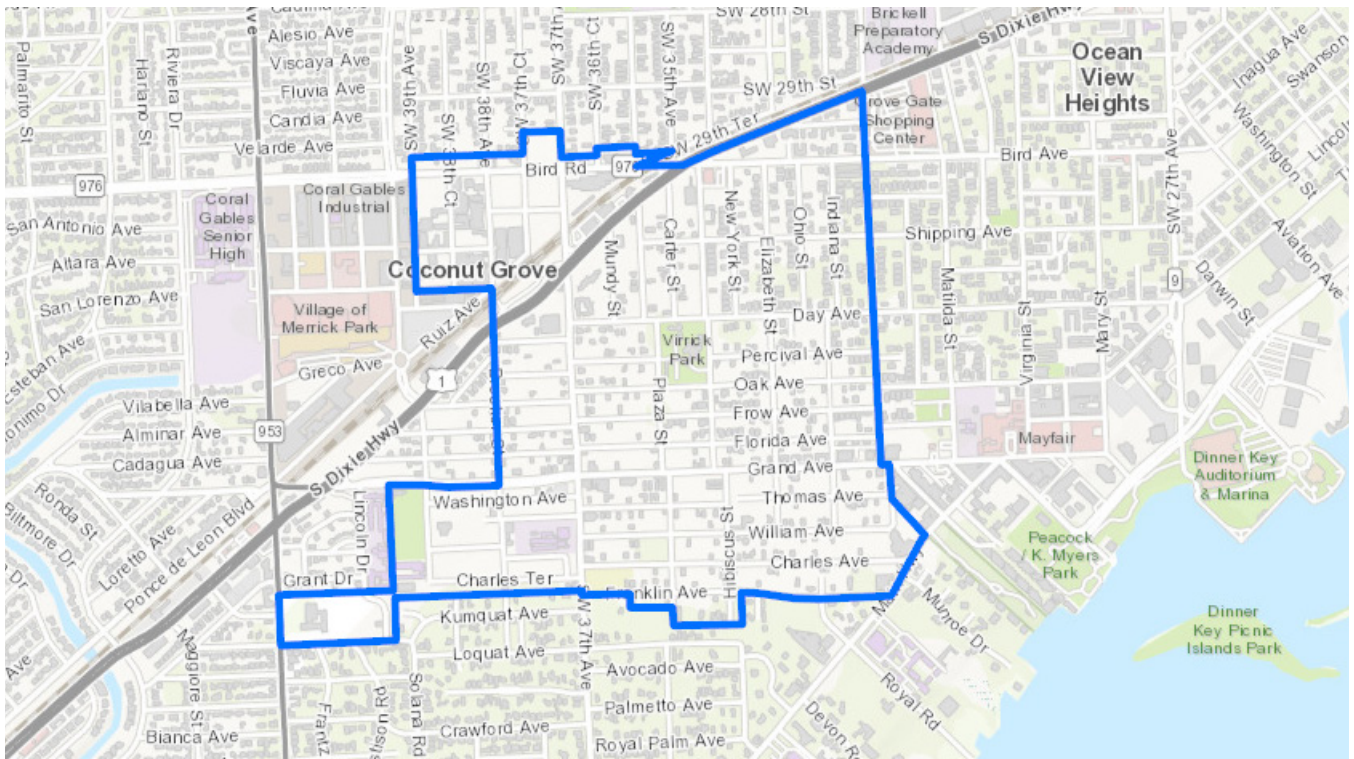


Image: Map of the West Grove CRA Finding of Necessity boundary.

The Finding of Necessity required for this project was adopted by the Miami-Dade County Board of County Commissioners on July 21, 2020. A summary of the Finding of Necessity is included in Section 4.

POWERS OF THE COMMUNITY REDEVELOPMENT AGENCY

The Community Redevelopment Act confers a wide array of redevelopment powers to counties and municipalities with home rule charters, as specified in Florida Statute 163.410. As a charter county, Miami-Dade County has retained those powers, except as delegated (the “conveyed powers”) to the City of Miami through incorporation in an Interlocal Agreement to carry out redevelopment activities. The City then, has delegated the conveyed powers to the Community Redevelopment Agency (CRA), with the exception of the following:

- The power to determine an area to be a slum or blighted area and to designate such an area as appropriate for community redevelopment.

- The power to grant final approval to community redevelopment plans and modifications thereof.
- The power to zone or re-zone any part of the City or CRA or make exceptions from building regulations other than those approved as part of the Redevelopment Plan.

Except for the above reservations, the Miami City Commission has chosen to delegate the conveyed powers from Miami-Dade County to the West Coconut Grove Redevelopment Agency, including the following:

- The power to authorize the issuance of revenue bonds when authorized by Miami-Dade County.
- The power to acquire property deemed necessary for community redevelopment, including but not limited to vacant land, commercial property, multi-family residential property, and single-family residential properties.

- The power to dispose of property acquired within the Redevelopment Area for uses in accordance with the Redevelopment Plan.
- The power to construct improvements necessary to carry out redevelopment objectives.
- The power to carry out programs for repair and rehabilitation of existing structures in the Redevelopment Area.
- The power to plan for and assist in the relocation of persons and businesses displaced by redevelopment activities.
- The power to receive and utilize tax increment revenues to fund redevelopment activities.
- The power to make such expenditures as are necessary to carry out the purposes of the Community Redevelopment Plan.
- The power to close, vacate, plan, or re-plan, streets, roads, sidewalks, ways or other places and to plan, or re-plan, any part of the Redevelopment Area.

THE COMMUNITY REDEVELOPMENT AREA

Pursuant to Florida Statutes, a community redevelopment area must be a slum area, a blighted area, or an area where there is a shortage of affordable housing to low or moderate-income residents, including the elderly.

The West Grove Community Redevelopment Area generally consists of the older central core of the City and surrounding neighborhoods, which have deteriorated due to age, obsolescence, and the lack of investment. Unfortunately, a deteriorating area is self-propagating, and as conditions worsen, residents and private businesses become less willing to put their financial resources into the area. This cycle severely limits private enterprise’s ability to stop the spread of slum and blight without public assistance.

A Legal Description of the Community Redevelopment Area is included in Section 8.

THE COMMUNITY REDEVELOPMENT PLAN

All redevelopment activities expressly authorized by the Community Redevelopment Act and funded by tax increment revenue must be in accordance with an approved Community Redevelopment Plan, which has been approved by the CRA Board and the City Commission. Like the City’s Comprehensive Plan, the Community Redevelopment Plan is an evolving document evaluated and amended regularly to reflect changing conditions and community objectives accurately.

REDEVELOPMENT ADMINISTRATION

The CRA shall have all of the authority to operate within the West Grove Community Redevelopment 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



Image: Newly constructed bicycle lanes. (Source: Making Way for Complete Streets, wginc.com, 2020)

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 provided for in F.S. 163, Part III, the West Grove Community Redevelopment Agency will utilize Increment Revenue to fund administration, overhead, or any other expenses encumbered to achieve the Redevelopment Goals identified within this Plan Amendment, including:

- Redevelopment planning, surveys, & financial analysis.
- Acquisition of real property in the CRA District.
- Clearance and preparation of areas for redevelopment and relocation of occupants.
- Repayment of borrowed funds.
- All expenses related to bonds and other indebtedness.

- Development of affordable and workforce housing.
- Implementation of community policing innovations.
- Expenses necessary to exercise the powers granted under s. 163.370, which is included as Section 9.

REDEVELOPMENT IMPLEMENTATION

The major capabilities of the CRA to rehabilitate the Redevelopment Area are as follows:

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.

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:

- replanning
- removing congestion
- providing parks, playgrounds, and other public improvements
- encouraging voluntary rehabilitation
- compelling the repair and rehabilitation of deteriorated or deteriorating structures
- the development of affordable housing
- the implementation of community policing innovations
- the clearance and redevelopment of slum

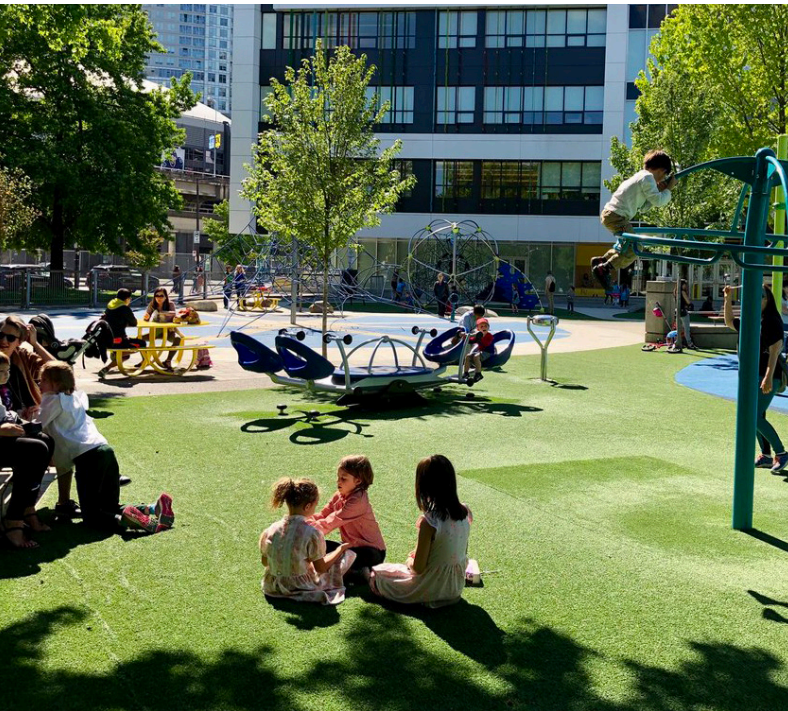


Image: Community park. (Source: Brent Toderian, 2018)



Image: Affordable Housing, Housing Authority City of Austin. (Source: Isabel Affinito, 2020)

and blighted areas or portions thereof

To achieve its goals, the CRA can acquire property within a slum area or a blighted area by purchase, lease, option, gift, grant, bequest, devise, or another voluntary method of acquisition or demolish and remove buildings and improvements.

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.

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.

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.

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

It may construct foundations and platforms necessary for the provision of air rights sites of



Image: Affordable Housing, Housing Authority City of Austin. (Source: Shutterstock)

housing (and related facilities and uses).

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.

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.

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.

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



Image: Affordable Housing in Little Havana, Miami-Dade County Housing Authority. (Source: Google, 2021)

real property by the community redevelopment agency.

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.

In furtherance of its goals and objectives, the 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.

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:

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



Image: OMNI CRA Groundbreaking ceremony (Source: City of Miami)

The 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.

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.

In order to prevent displacement in the district, the 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.

The CRA should apply for, accept, and utilize grants of funds from the Federal Government for such purposes.

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.

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.

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.

To improve neighborhood safety the CRA may develop and implement community policing innovations.

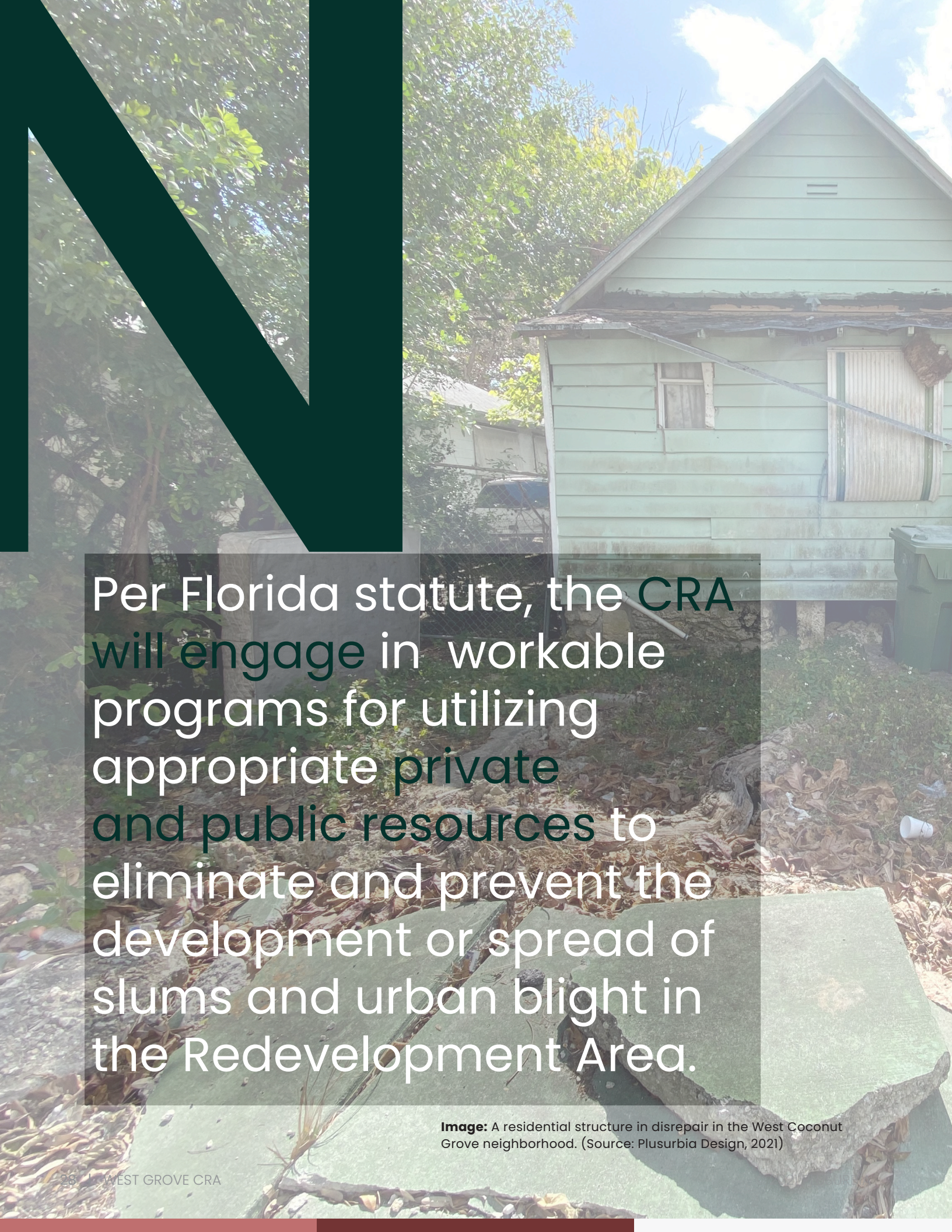
With the agreement of each taxing authority to such method of financing for the construction or expansion, the CRA may construct or expand administrative buildings for public bodies or police and fire buildings, unless the construction or expansion is contemplated as part of a community policing innovation, where no agreement of taxing authorities would be necessary.

The 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 three 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.

Finally, the CRA should not pay for general government expenses unrelated to the carrying out of this Redevelopment Plan.



Image: Grand Avenue (Source: Plusurbia Design, 2021)



Per Florida statute, the **CRA** will engage in workable programs for utilizing appropriate **private** and **public resources** to eliminate and prevent the development or spread of slums and urban blight in the Redevelopment Area.

Image: A residential structure in disrepair in the West Coconut Grove neighborhood. (Source: Plusurbia Design, 2021)

Assessment of Need



The Report concluded that the West Grove boundaries as provided and incorporated in the Report met two of three criteria for slum designation and eight of fourteen criteria for blight designation as defined in Chapter 163, Florida Statutes.

As evidenced by the Finding of Necessity (FON), the redevelopment area satisfies two criteria for designation as “Slum” (one must be satisfied to qualify as a redevelopment area).

1. Inadequate provision for ventilation, light, air, sanitation, or open spaces.
2. Existence of conditions that endanger life or property by fire or other causes.

Furthermore, the Finding of Necessity identified eight qualifying criteria (two are required for designation as a redevelopment area).

3. Deteriorated Structures.
4. Predominance of defective or inadequate street layout.
5. Unsanitary or unsafe conditions.
6. Deterioration of site or other improvements
Incidence of crime in the area higher.
7. Fire and emergency medical service calls to the area proportionately higher.
8. A greater number of violations of the Florida Building Code.
9. Diversity of ownership or defective/unusual conditions of title.
10. Governmentally owned property with adverse environmental conditions.



Image: A building in disrepair in the West Grove neighborhood. (Source: Plusurbia Design, 2021)

On July 21, 2020 the Miami Dade County Board of County Commissioner considered the Finding of Necessity and adopted Resolution No. R-709-20:

RESOLUTION DECLARING, IN ACCORDANCE WITH SECTION 163.335, FLORIDA STATUTES, AND AFTER A PUBLIC HEARING, A CERTAIN GEOGRAPHIC AREA LOCATED IN THE CITY OF MIAMI ("CITY") GENERALLY BOUNDED ON THE NORTH BY BIRD ROAD (SW 40 STREET) AND THE PROPERTIES NORTH OF BIRD ROAD, ON THE EAST BY MCDONALD STREET AND MAIN STREET, ON THE SOUTH BY MARLER AVENUE AND LOQUAT STREET, AND ON THE WEST BY 39 AVENUE, TO BE A SLUM OR BLIGHTED AREA; DECLARING THE REHABILITATION, CONSERVATION AND REDEVELOPMENT OF THE AREA TO BE IN THE INTEREST OF THE PUBLIC HEALTH, SAFETY, MORALS AND WELFARE OF RESIDENTS OF MIAMI-DADE COUNTY AND THE CITY

AND THE RESIDENTS LIVING WITHIN THE PROPOSED AREA; DELEGATING TO THE CITY THE POWER TO CREATE A COMMUNITY REDEVELOPMENT AGENCY TO BE KNOWN AS THE WEST GROVE COMMUNITY REDEVELOPMENT AGENCY ("AGENCY") AND TO PREPARE A COMMUNITY REDEVELOPMENT PLAN FOR THE AREA; AND DIRECTING THE COUNTY MAYOR OR THE COUNTY MAYOR'S DESIGNEE TO NEGOTIATE AN INTERLOCAL COOPERATION AGREEMENT BY AND AMONG THE COUNTY, THE CITY AND THE AGENCY IN ACCORDANCE WITH THE BOARD'S POLICY RELATED TO COMMUNITY REDEVELOPMENT AGENCIES, AND TO INCLUDE SUCH OTHER TERMS IN THE INTERLOCAL COOPERATION AGREEMENT RELATED TO THE COUNTY'S STRATEGIC MIAMI AREA RAPID TRANSIT TRANSPORTATION INFRASTRUCTURE IMPROVEMENT DISTRICT.



Image: Miami-Dade County Commission Meeting. (Source: David Santiago, Miami Herald)



Existing Conditions

INFRASTRUCTURE

Infrastructure within the West Grove area was evaluated to determine existing conditions and deficiencies in government-owned facilities. 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 do not consider the area's future needs. This plan includes strategies and implementation funding to remedy these deficiencies and to upgrade facilities to better serve future needs and the anticipated increases in population and use.

STREETS

The following map illustrates the location of streets/street segments with asphalt deficiencies as indicated by Florida Technical Consultants' study for the West Grove Finding of Necessity prepared in 2018. These deficiencies may include significant cracks, potholes, depressions, and overall wear. The map indicates that most streets in the southern and eastern portions of the West Grove area are deficient. Except for 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.

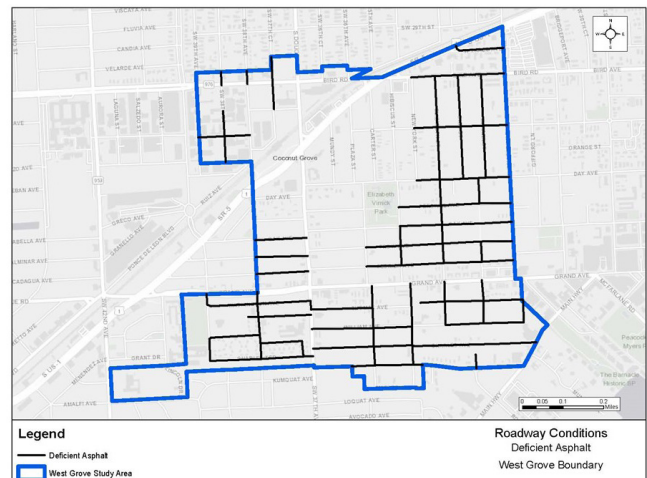


Image: Map depicting deficient asphalt in the CRA boundary area.

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.

LIGHTING

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

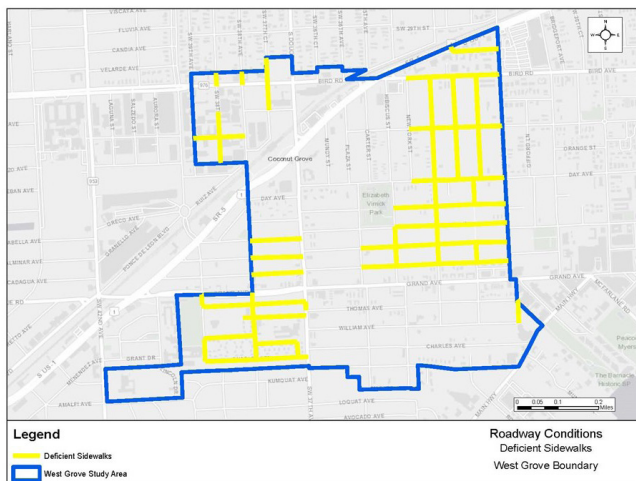


Image: Map depicting deficient sidewalks in West Grove.

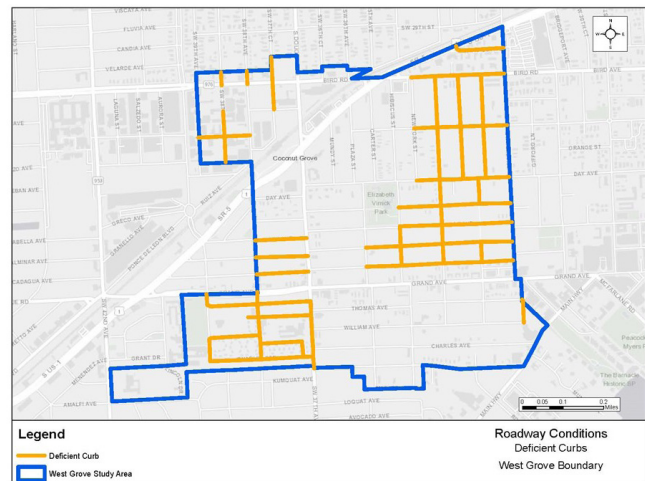


Image: Map depicting the deficient curbs in West Grove.

SIDEWALKS

Locations of deficient sidewalks, those that are cracked, lifting, missing, or otherwise broken can be found on the following map. 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

The following map 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.

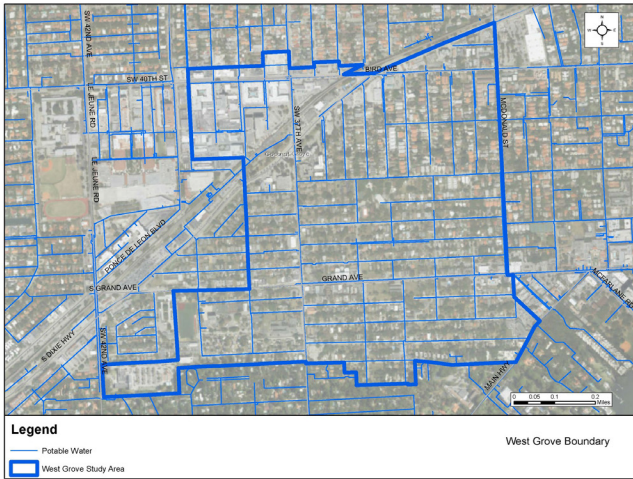


Image: Map showing potable water in West Grove.

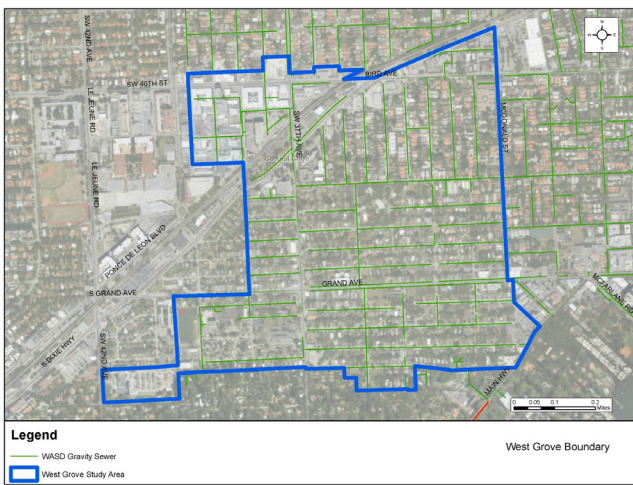


Image: Map depicting the WAST County Sewer lines in West Grove.

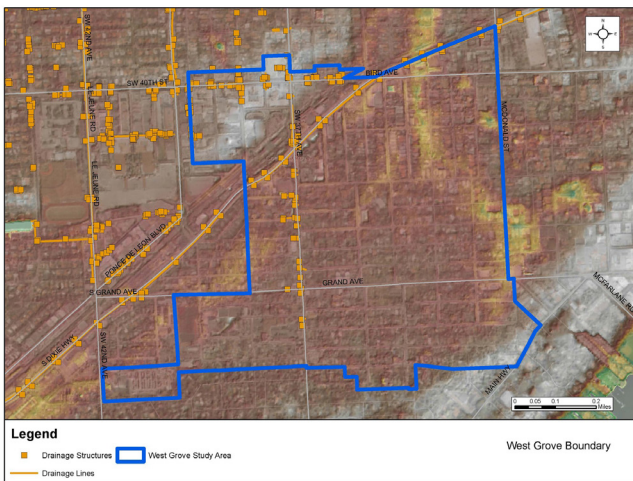


Image: Map depicting drainage structures and lines in West Grove.

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.

COCONUT GROVE

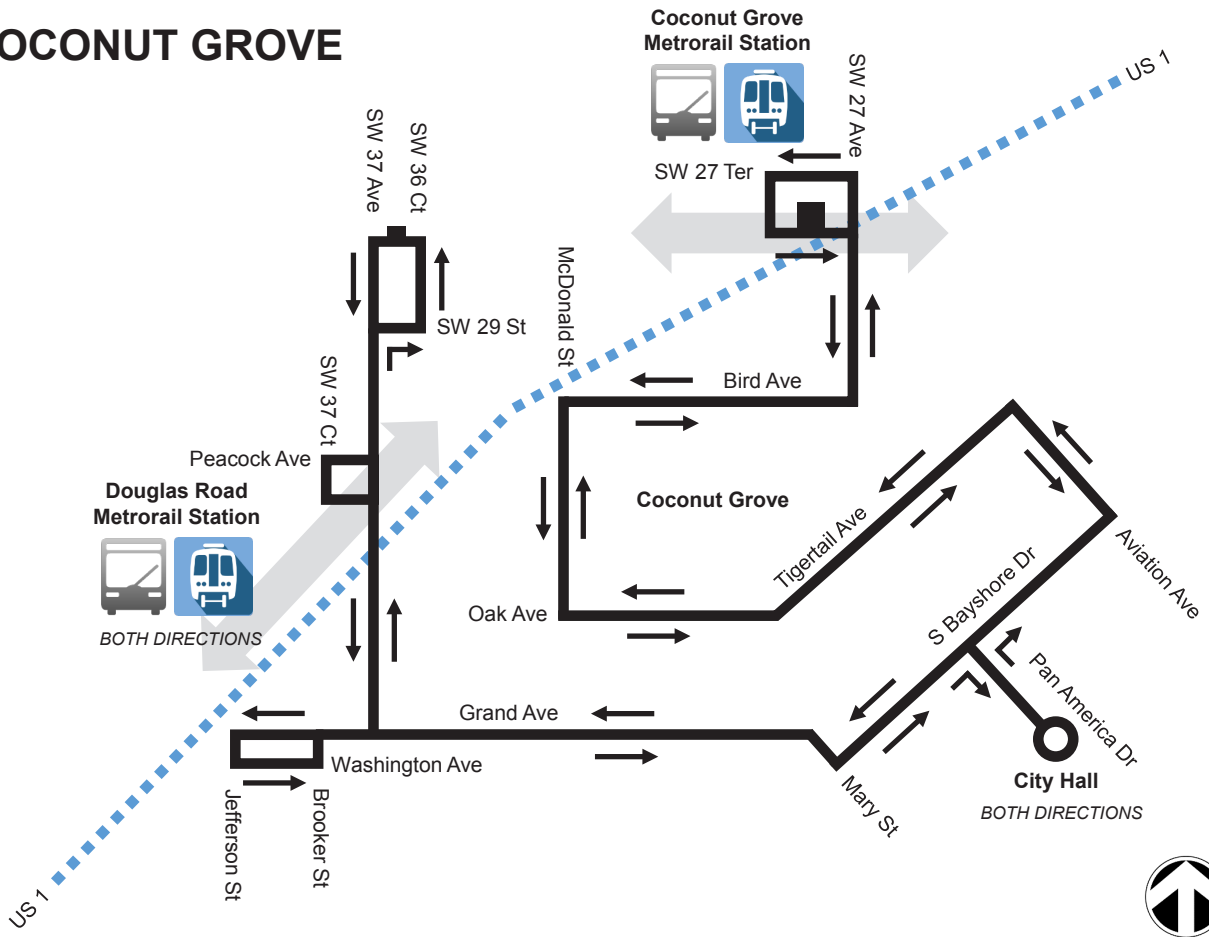


Image: Coconut Grove Trolley routes map

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.

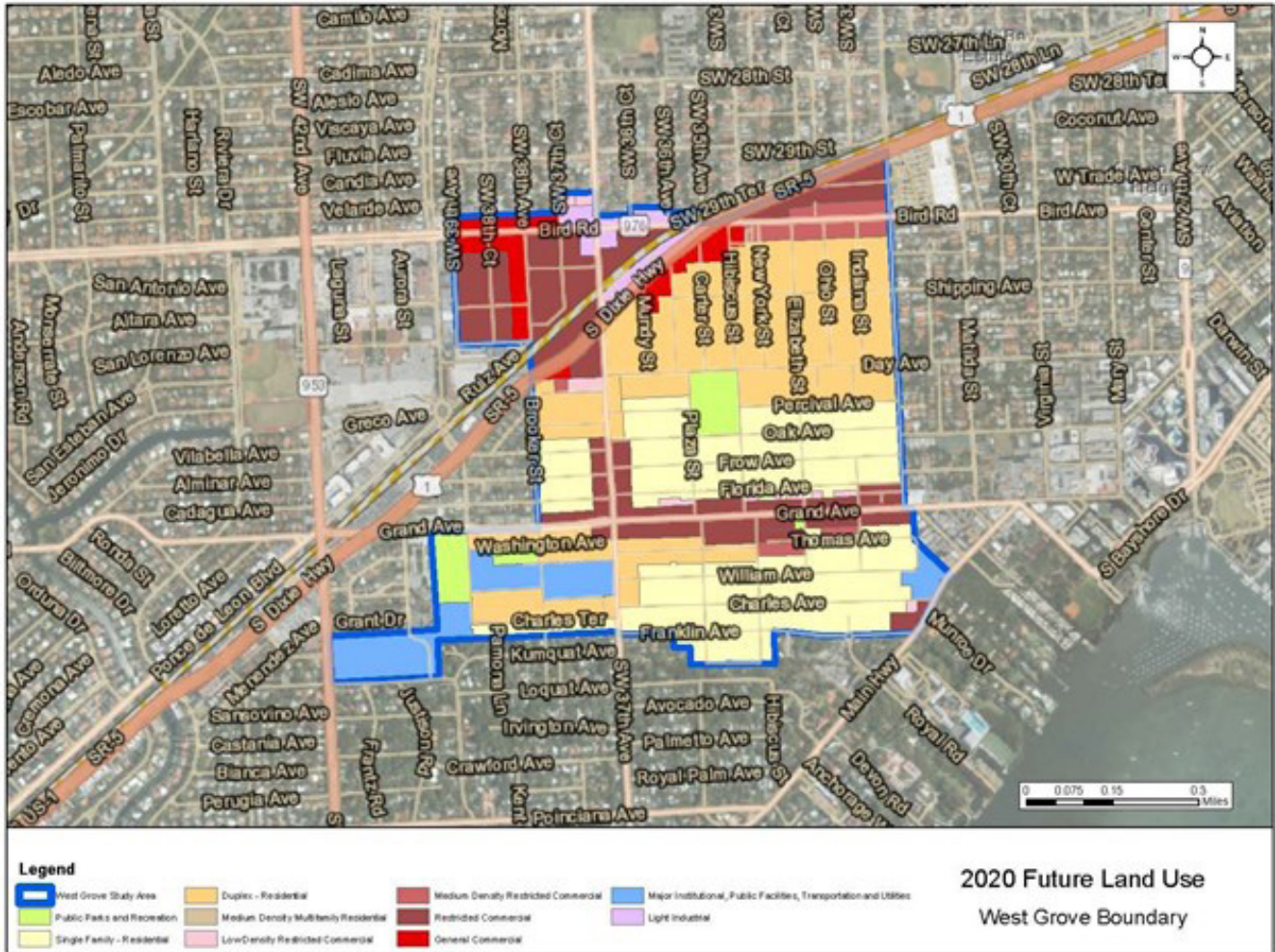


Image: West Grove Future Land Use Map

- 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.

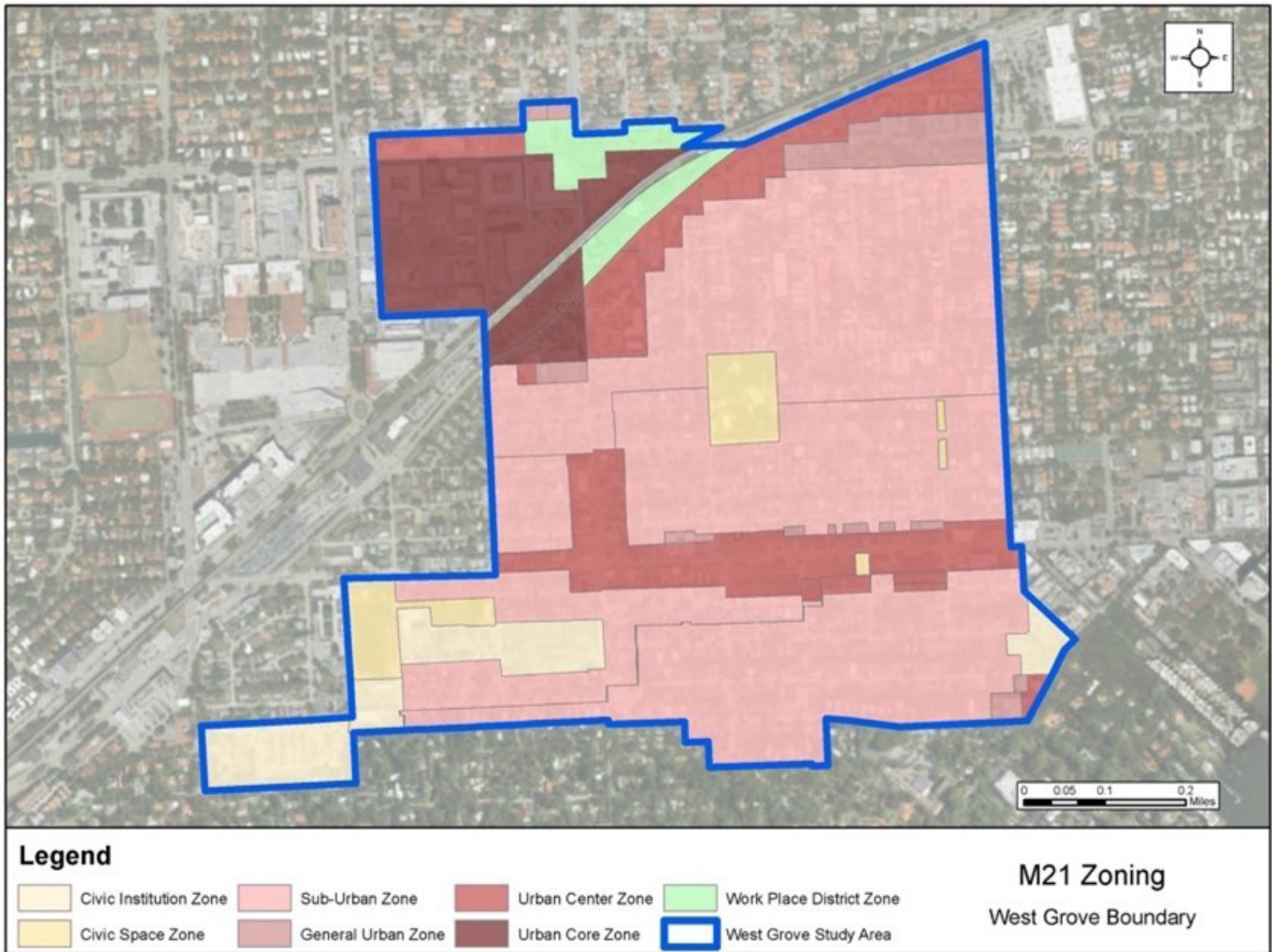


Image: West Grove Zoning Map.

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 districts:

- 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.

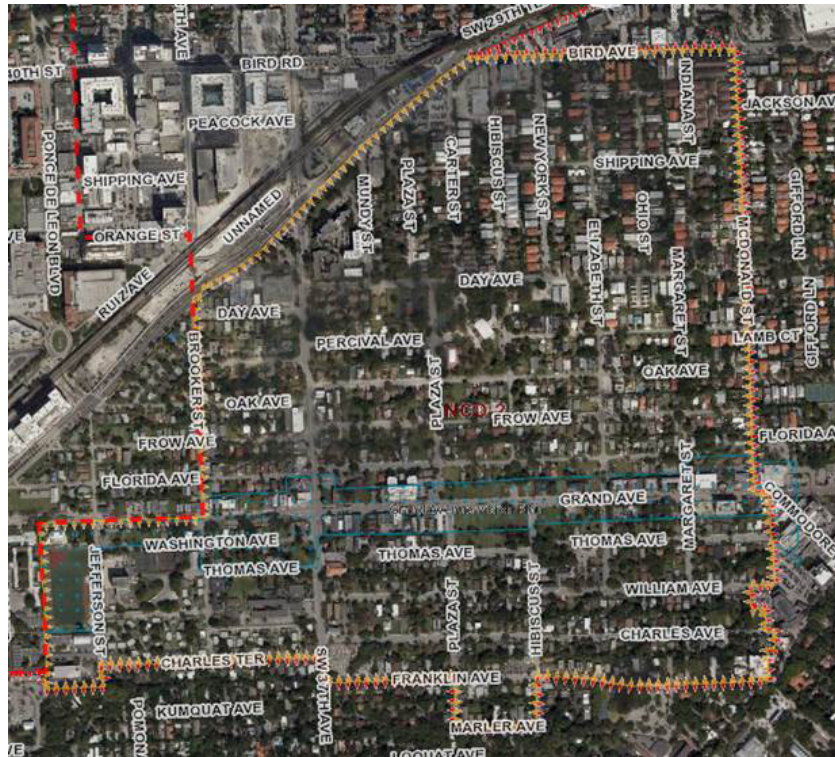


Image: Map depicting the Neighborhood Conservation District Boundary (NCD).

- 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 Conservation 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.

ECONOMIC INDICATORS / KEY OBSERVATIONS

The population of the area increased from 2010 to 2020 as new housing units were introduced into the overall redevelopment area. During this time, the median age of the area’s residents remained steady.

During this time, the Black population remained approximately 2,700 individuals, but has declined as a percentage of the overall population.

The disparity between median and average household income indicates the presence of a significant wealth gap - that the majority of households are either high income and low income with fewer in the middle.

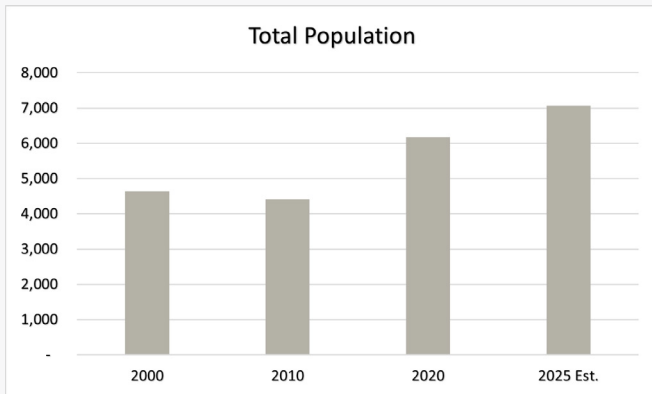


Image: Graph showing the total population in West Grove. (Source: ESRI, US Census Bureau)

The population has grown significantly since 2000 and is projected to continue increasing through 2025.

Image: Graph showing the different races of the population in West Grove. (Source: ESRI, US Census Bureau)

While the Black population of the West Grove has stayed relatively the same during the past ten years, the White population and the population of Hispanic Origin has increased significantly

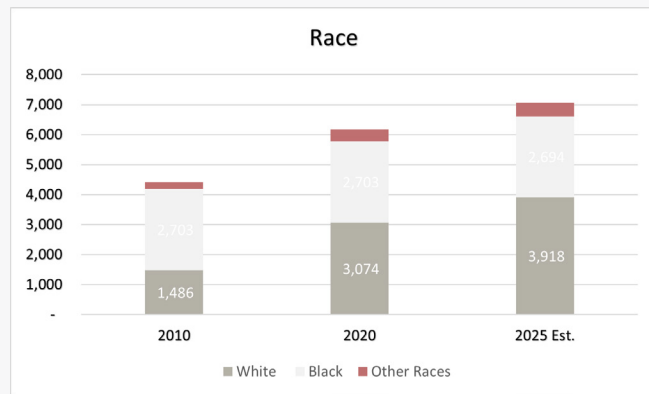
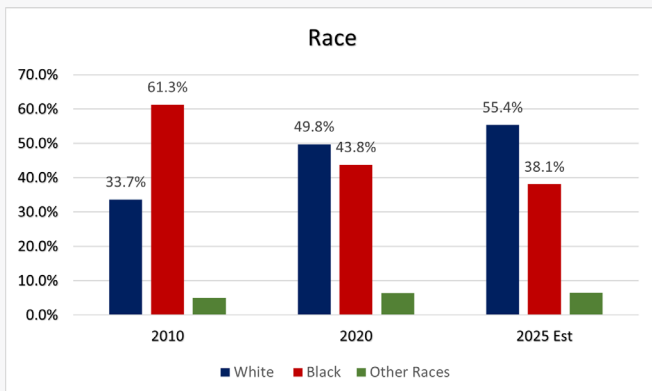


Image: Graph showing the different race percentages of the population in West Grove. (Source: ESRI, US Census Bureau)

While the Black population of the West Grove has stayed relatively the same during the past ten years, the White population and the population of Hispanic Origin has increased significantly



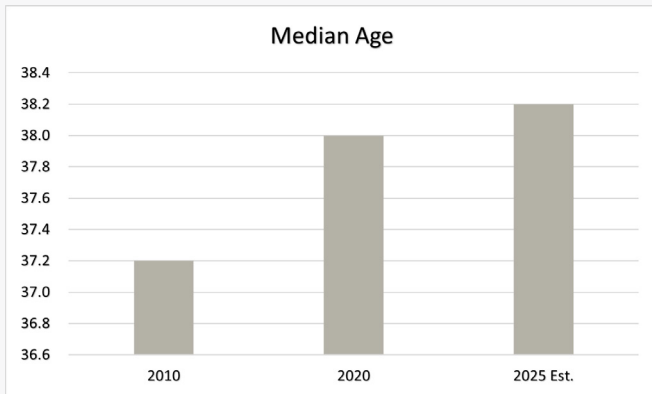


Image: Graph showing the median age of the population in West Grove. (Source: ESRI, US Census Bureau)

The median household income of \$46,495 is 11% lower than the Miami Dade County median household income of \$52,205.

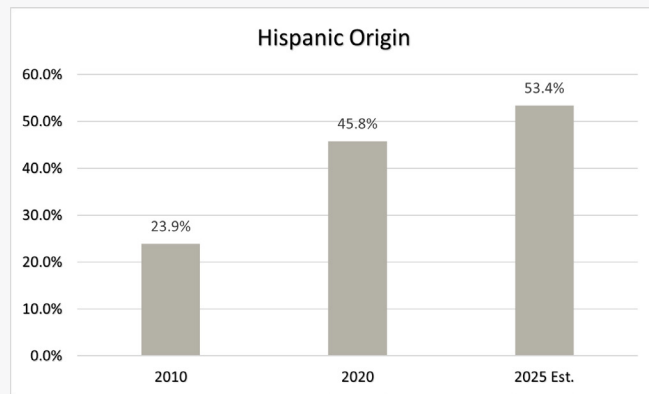


Image: Graph showing the percentage of the population of Hispanic Origin in West Grove. (Source: ESRI, US Census Bureau)

It is projected that more than 50% of the population will be of Hispanic origin in the year 2025.

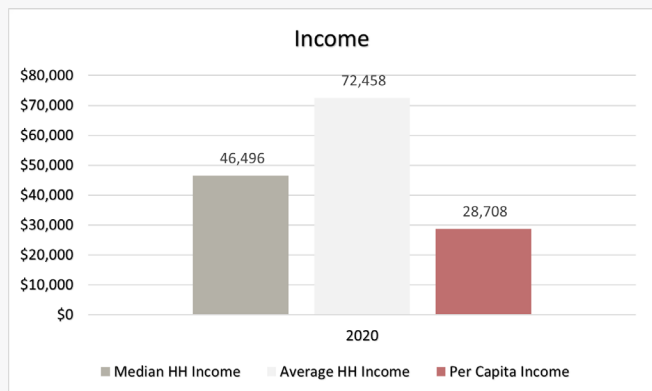


Image: Graph showing media, average, and per capita income in 2020 in West Grove. (Source: ESRI, US Census Bureau)

The large difference between median and average incomes indicates significant income disparity among residents of the West Grove.

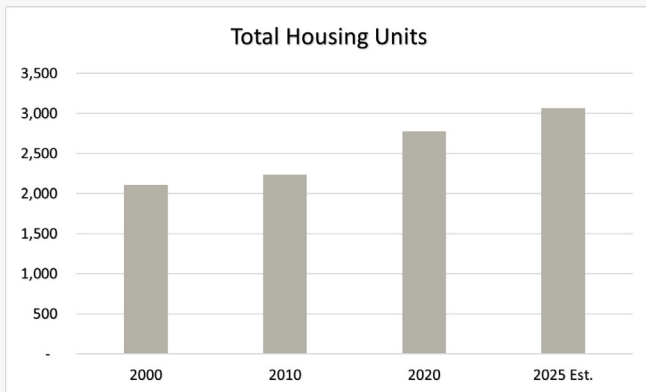


Image: Graph showing the total housing units in West Grove. (Source: ESRI, US Census Bureau)

Similar to the area’s population growth, the West Grove CRA area has experienced significant increase in housing units, especially north of US 1.

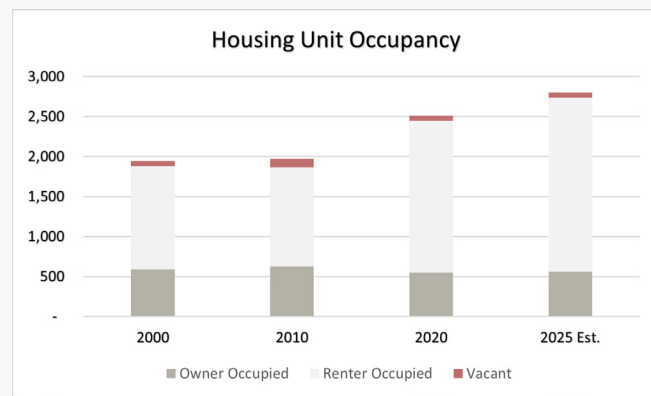


Image: Graph showing housing unit occupancy in West Grove. (Source: ESRI, US Census Bureau)

The majority of housing units are renter occupied.

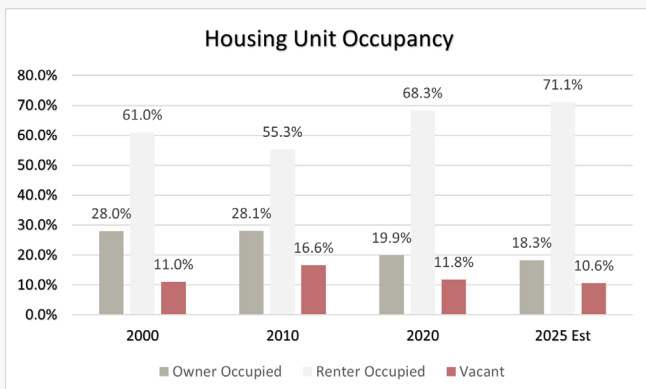


Image: Graph showing housing unit occupancy percentages in West Grove. (Source: ESRI, US Census Bureau)

The majority of the housing unit growth has been occupied by renters rather than homeowners.

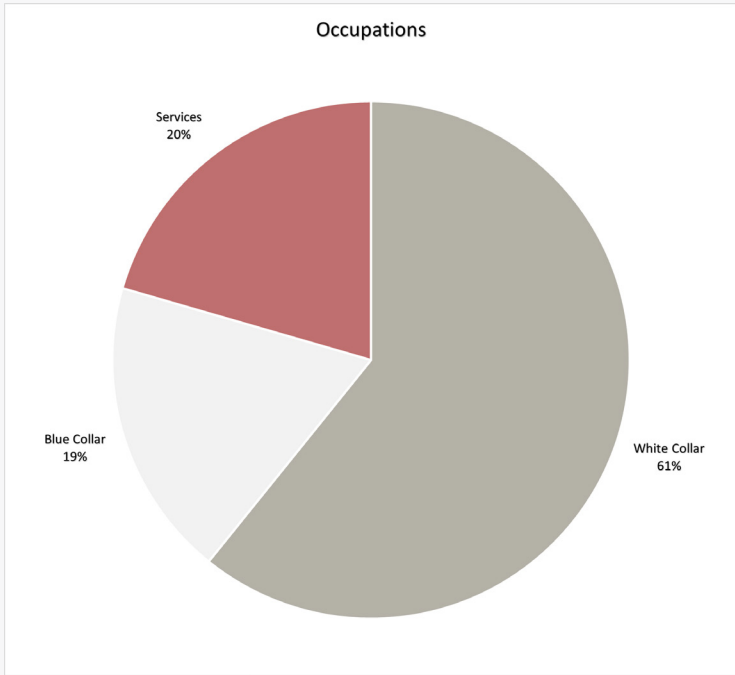


Image: Graph showing occupations within West Grove. (Source: ESRI, US Census Bureau)

61% of occupations are white collar, while 19% are blue collar, and 20% are service occupations.

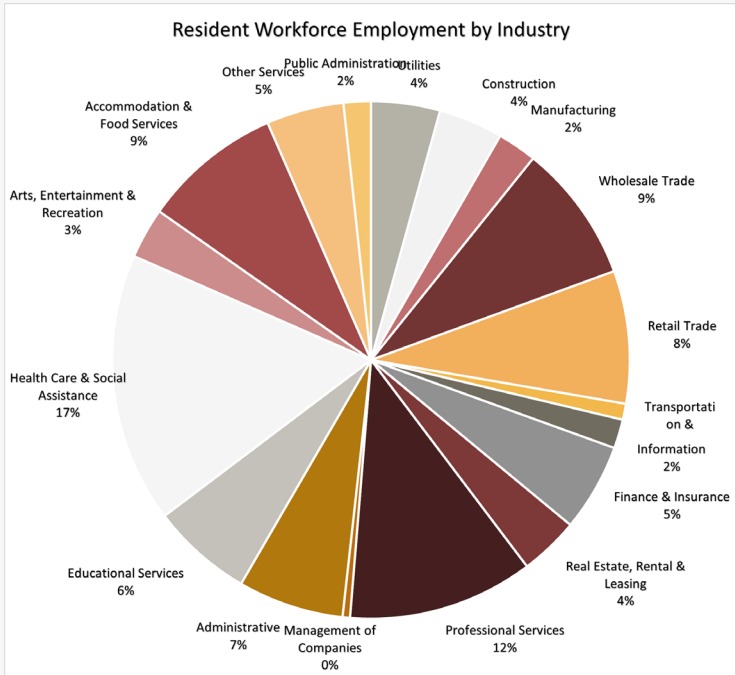
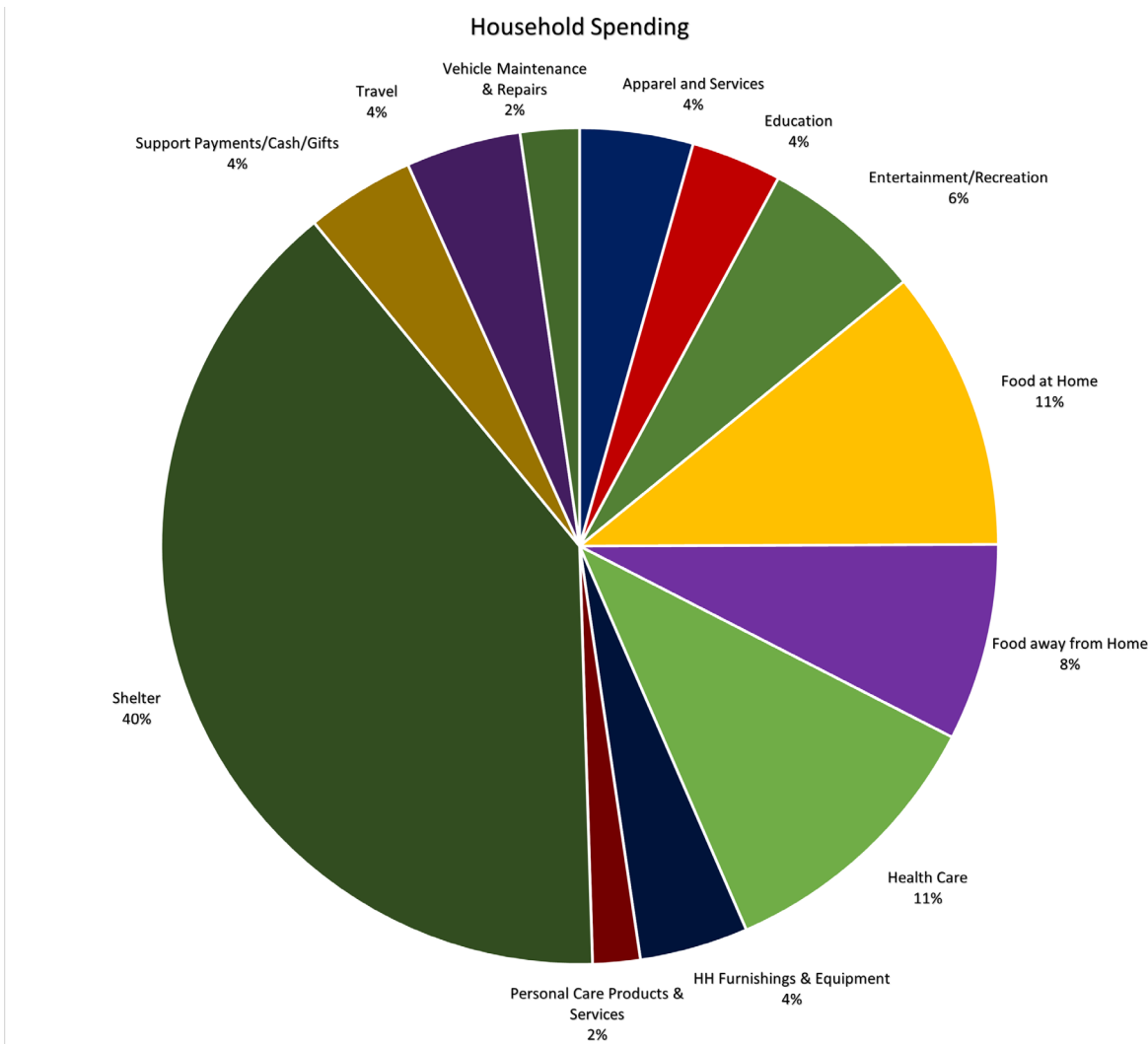


Image: Graph showing Resident Workforce Employment by Industry in West Grove. (Source: ESRI, US Census Bureau)

Health Care & Social Assistance is the largest employment sector at 17%.



A key element of revitalization is business retention and attraction. Understanding the spending patterns of the area's residents is critical to identifying opportunities for new and existing businesses. This is done by evaluating where residents shop, what their purchasing power is for different goods and services, and how much of that spending power is occurring outside of the neighborhood. Once created, the CRA can then structure programs to grow and attract businesses based on the spending information and a realistic recruitment strategy that considers larger market trends, available real estate, and brand identity of the area. This review identifies clusters and leakage.

1. Clusters - clusters are those retail sectors where the spending at businesses within the redevelopment area exceeds the spending power of the local community, meaning customers are coming into the area to shop for that sector's goods and services. When appropriate for the market and available real estate, clusters provide opportunities to attract additional businesses and customers to an area. One of the best known concepts of clustering are auto dealerships.
2. Leakage - leakage are those sectors where there are not enough local businesses to serve the existing spending demand by the local population, who must leave the area to purchase those goods and services. One of the most common examples of leakage are full-service grocery stores, where residents must leave the neighborhood to shop.

WEST GROVE REDEVELOPMENT AREA – RETAIL CLUSTER AND LEAKAGE OPPORTUNITIES

	Spending Demand	Area Sales	Surplus/Gap	Status
Total Retail Trade and Food & Drink	\$55,396,786	\$93,902,902	\$38,506,116	
Total Retail Trade	\$50,020,555	\$74,830,105	\$24,809,550	
Total Food & Drink	\$5,376,231	\$19,072,796	\$13,696,565	
Motor Vehicle & Parts Dealers	\$10,586,577	\$16,626,069	\$6,039,492	
Automobile Dealers	\$8,454,591	\$4,884,474	-\$3,570,117	Leakage
Other Motor Vehicle Dealers	\$1,196,329	\$7,809,965	\$6,613,636	Cluster
Auto Parts, Accessories & Tire Stores	\$935,657	\$3,931,630	\$2,995,973	Cluster
Furniture & Home Furnishings Stores	\$1,777,630	\$3,616,056	\$1,838,426	
Furniture Stores	\$1,020,646	\$3,213,902	\$2,193,256	Cluster
Home Furnishings Stores	\$756,984	\$402,154	-\$354,830	Leakage
Electronics & Appliance Stores	\$1,430,044	\$1,115,075	-\$314,969	Leakage
Bldg Materials, Garden Equip. & Supply Stores	\$3,053,368	\$2,516,672	-\$536,696	
Bldg Material & Supplies Dealers	\$2,827,978	\$2,516,672	-\$311,306	Leakage
Lawn & Garden Equip & Supply Stores	\$225,390	\$0	-\$225,390	Leakage
Food & Beverage Stores	\$9,144,276	\$2,697,195	-\$6,447,081	
Grocery Stores	\$8,326,072	\$1,248,722	-\$7,077,350	Leakage
Specialty Food Stores	\$385,493	\$1,448,473	\$1,062,980	Cluster
Beer, Wine & Liquor Stores	\$432,711	\$0	-\$432,711	Leakage
Health & Personal Care Stores	\$3,346,465	\$31,917,563	\$28,571,098	Cluster
Gasoline Stations	\$5,295,391	\$11,377,736	\$6,082,345	Cluster
Clothing & Clothing Accessories Stores	\$2,531,600	\$1,001,046	-\$1,530,554	
Clothing Stores	\$1,714,106	\$1,001,046	-\$713,060	Leakage
Shoe Stores	\$391,927	\$0	-\$391,927	Leakage
Jewelry, Luggage & Leather Goods Stores	\$425,567	\$0	-\$425,567	Leakage
Sporting Goods, Hobby, Book & Music Stores	\$1,209,196	\$0	-\$1,209,196	
Sporting Goods/Hobby/Musical Instr Stores	\$987,026	\$0	-\$987,026	Leakage
Book, Periodical & Music Stores	\$222,170	\$0	-\$222,170	Leakage
General Merchandise Stores	\$8,330,954	\$474,003	-\$7,856,951	
Department Stores Excluding Leased Depts.	\$5,803,167	\$0	-\$5,803,167	Leakage
Other General Merchandise Stores	\$2,527,787	\$474,003	-\$2,053,784	Leakage
Miscellaneous Store Retailers	\$2,022,267	\$3,488,691	\$1,466,424	
Florists	\$76,804	\$156,008	\$79,204	Cluster
Office Supplies, Stationery & Gift Stores	\$432,898	\$0	-\$432,898	Leakage
Used Merchandise Stores	\$457,095	\$0	-\$457,095	Leakage
Other Miscellaneous Store Retailers	\$1,055,470	\$3,332,682	\$2,277,212	Cluster
Food Services & Drinking Places	\$5,376,231	\$19,072,796	\$13,696,565	
Special Food Services	\$89,774	\$173,673	\$83,899	Cluster
Drinking Places – Alcoholic Beverages	\$415,669	\$2,024,650	\$1,608,981	Cluster
Restaurants/Other Eating Places	\$4,870,788	\$16,874,473	\$12,003,685	Cluster

Cluster: Attracts spending by consumers from outside of the area.

Leakage: Some Resident spending takes place outside of the area.

NOTE: Not all industries identified as “Leakage” are appropriate for recruitment to areas that are targeting revitalization and redevelopment.



Redevelopment strategies include Goals and Initiatives the CRA may undertake or may have involvement with during the course of its existence.

Goals for the West Grove CRA



These Redevelopment Goals provide 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.

Based on community input and years of prior plans, the West Grove CRA Plan identifies comprehensive Redevelopment Goals. Each goal will be achieved through implementation of a series of Redevelopment Initiatives, as identified in the next section of Redevelopment Initiatives.

These Redevelopment Goals provide 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 Chapter 163, Part III, Fla. Statutes.



Image: The Redevelopment Plan aims to preserve legacy businesses. (Source: Everett Atlas, 2019)

Image: A well-designed street front creates an environment that spurs economic development. (Source: Church Street in Montclair, New Jersey. Jaime Izurieta, 2020)



Image: The Redevelopment Plan aims to preserve existing businesses in West Coconut Grove. (Source: La Bicicleta Verde, Santiago Chile)

ECONOMIC DEVELOPMENT

Goal #1:

Preserve existing legacy businesses and uses.

Goal #2:

Create thriving commercial destinations by encouraging and facilitating sound real estate acquisition, assemblage, development, and Public Private Partnerships.

Goal #3:

Incorporate Cultural Arts and Entertainment as critical components of Economic Development.

Goal #4:

Create a business attraction and retention program that repositions the West Grove through branding, marketing, and targeted incentives.



Image: A goal of the Redevelopment Plan is to support neighborhood improvements and infrastructure investments. (Source: AdobeStock)

PUBLIC IMPROVEMENTS/INFRASTRUCTURE

Goal #5:

Coordinate with the City of Miami, Miami Dade County, State of Florida, and federally funded Public Improvements within the West Grove CRA commercial areas.

Goal #6:

Support neighborhood improvement and infrastructure investments to reduce slum and bright conditions in residential neighborhoods.

Goal #7:

Invest in infrastructure projects that improve the resiliency of public and private property.



Image: Retaining legacy homeowners is a key goal of the Redevelopment Plan. (Source: iStock)

HOUSING AND HOMEOWNERSHIP

Goal #8:

Retain and recruit Legacy Homeowners by creating financial and regulatory incentives to provide options for legacy owners and their descendants to maintain ownership and home rehabilitation.

Goal #9:

Work with the City of Miami and Miami Dade County to implement existing Rental to Homeownership programs.

Goal #10:

Work with private and non-profit developers to create a "Healthy Mix" of Mixed-Use, Attainable, Affordable, Workforce, Market Rate, Luxury, and Mixed-Income Housing.



Image: An image of a shotgun in West Coconut Grove, many of which can be restored and preserved. (Source: Plusurbia Design, 2021)

HISTORIC AND CULTURAL PRESERVATION

Goal #11:

Identify, verify, and preserve historic shotgun houses.

Goal #12:

Partner with historic churches on capital investments and preservation of their historic properties, and on affordable housing projects.

Goal #13:

Work with the City of Miami and Miami Dade County to protect and preserve Coconut Grove Cemetery.

Goal #14:

Identify and preserve historic structures and uses related to arts and entertainment.



Image: A group of shotgun homes in West Coconut Grove. (Source: Plusurbia Design)



Image: Christ Episcopal Church, 3481 Hibiscus Street, was established in 1901. (Source: Google, 2021)

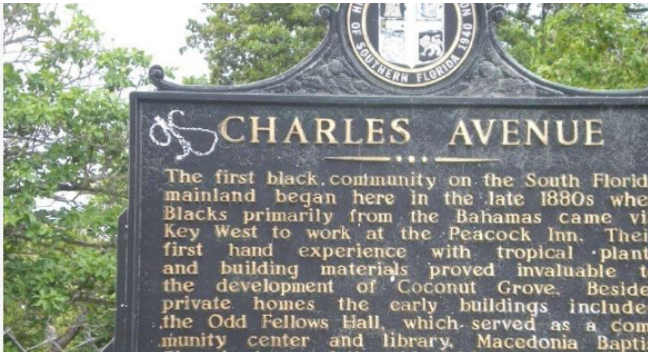


Image: The historical designation marker for Charles Avenue, historic “Evangelist Street” built in 1880. This street was the main street of the African-Bahamian settlement and included businesses and homes as well as churches and the Coconut Grove Cemetery. (Source: City of Miami)



Image: The Mariah Brown House. (Source: My Travel Notions, 2018)



Image: Dedicated bicycle lanes encourage an alternate safe means of transportation. (Source: Bay State Road at Silber Way, Fenway. City of Boston, 2020)

TRANSPORTATION, TRANSIT & PARKING

Goal #15:

Encourage safe, convenient, efficient, and effective motorized and alternative-means transportation and transit systems.

Goal #16:

Create safe, efficient, and attractive parking to support retail, restaurant, cultural, office, and light industrial facilities within the redevelopment area.



Image: Infrastructure improvements often create safe and efficient mobility. (Source: Toole Design Group, LLC.)

REDEVELOPMENT SUPPORT

Goal #17:

Encourage and support sound redevelopment-friendly Land Use regulations to recalibrate the area's zoning to encourage context sensitive infill development.

Goal #18:

Use Powers of Borrowing, Land Acquisition & Disposition to further CRA goals and initiatives.

Goal #19:

Provide Economic Incentives and other support to projects that further CRA Redevelopment Goals and Initiatives.

Neighborhood Impact Analysis

The following describes the potential impacts of future redevelopment on the residential neighborhoods within the West Grove CRA. While neighborhood impacts have been considered in the identification of the Redevelopment Goals outlined above, it should be noted that redevelopment projects are in the early stages of planning. Specific impacts resulting from implementation will be determined at a later date as projects become more clearly defined.

RELOCATION OF DISPLACED RESIDENTS AND BUSINESSES

The possibility of residential relocations is contemplated by this Plan in connection with future redevelopment projects. While very limited relocation is anticipated, it is important to note that implementation of Redevelopment Goals and Initiatives may result in residential and/or business displacement.

If existing or future CRA projects do require the relocation of residents or businesses, a relocation plan will be submitted as a component of the project as part of the official approval by the CRA Board. It is also anticipated that the CRA and the City, as well as private developers, will expand the housing stock and housing variety. This will provide additional opportunities if it becomes necessary to relocate residents within the CRA boundaries.

To protect the residents and businesses within the Community Redevelopment Area, the CRA may consider administrative procedures and practices for implementation should relocation support be necessary. Expenses and financial assistance required by these procedures will become the responsibility of the CRA.

TRAFFIC CIRCULATION

Although successful redevelopment can increase overall traffic, the West Grove Community Redevelopment Area is part of an existing roadway network that serves the City of Miami. As part of this redevelopment effort, it is anticipated that the CRA and City will make a significant investment in improving roadways, including street reconstructions, lighting, beautification, landscaping, traffic calming, and pedestrian walkway enhancement. These improvements should result in better traffic flow and enhanced mobility for pedestrians and non-motorized transport. Additionally, the CRA should with the City and Miami-Dade County implement “last-mile” solutions that connect neighborhoods to the Busway through expansion of the local circulator system.

Implementation of individual redevelopment projects may require improvements or modifications to the existing roadway network. These localized impacts will be reviewed when specific projects are approved. It is also recommended that architectural and site-specific design solutions be considered to mitigate potential traffic and parking impacts of specific projects on adjacent residential neighborhoods.

ENVIRONMENTAL QUALITY

The Redevelopment Goals and Initiatives proposed in this Plan are intended to improve the environmental quality within the Community Redevelopment Area. Several initiatives, such as residential and Commercial Rehabilitation/Beautification Grants, will provide funding for businesses and commercial property owners in the CRA to make interior and exterior improvements to their properties. It is anticipated that improvements resulting from these programs will foster a new sense of community pride and spur additional revitalization efforts throughout the area, further reducing slum and blighted conditions.

Streetscape and landscape improvements associated with redevelopment projects will, when

completed, upgrade the overall appearance of the area. Future redevelopment will improve the appearance of the neighborhoods and along the CRA's Commercial Corridors CRA support for City of Miami and Miami-Dade County housing quality efforts will significantly improve environments in residential neighborhoods within the CRA.

AVAILABILITY OF COMMUNITY FACILITIES AND SERVICES

Since the Community Redevelopment Area is located in the City of Miami, there exists availability of a full range of community services and facilities. There may exist facilities where there is a potential problem with conditions and obsolete design. Implementation of individual redevelopment projects and public improvements may require modifications to existing systems by both the public and private sector.

Implementation of this Plan will supplement City and County infrastructure projects in order to encourage private development in the area. Any existing community facilities within the boundary of the Community Redevelopment Area may benefit from the economic improvement of the area by the implementation of the redevelopment initiatives, and the physical improvements of the surrounding area that will create economic revitalization with the advent of new businesses and job opportunities. Community services such as innovative policing and code enforcement can be expanded utilizing the programs included in the Community Redevelopment Plan.

EFFECT ON SCHOOLS

The Miami-Dade County School Board plans no other major actions affecting existing school facilities within the CRA soon. Residential development anticipated within this Plan will likely represent only a small percentage of overall County population growth and therefore not have a significant effect on school population. All CRA initiatives are subordinate to the Comprehensive Plan, the Land Development Regulations or any County-wide concurrency guidelines.



Image: Example of community facilities. (Source: Nadams, Naya Family Center, 2020)

R

The Redevelopment Initiatives presented in this Plan will serve to accomplish the goals and objectives of the CRA.

Redevelopment Initiatives



While key component types of the CRA's future work plan are outlined, the Plan is intended to be an illustrative list of the types of initiatives and projects designed to accomplish the overall goals of the Redevelopment Plan.

The Redevelopment Initiatives included in this Redevelopment Plan were compiled from community feedback and select components from previous Coconut Grove planning exercises. The Initiatives also incorporate new efforts to further the CRA's goal of preserving the legacy of the West Grove while preparing for new investment and compatible development. The goal of this Redevelopment Plan is to identify the CRA initiatives and investments that stimulate private investment to create opportunity and economic growth for the neighborhood's stakeholders. These CRA funded improvements enhance the built environment and public realm through capital projects that increase the area's investment profile and also generate additional tax revenue..



Image: Buildings along Grand Avenue in West Coconut Grove. (Source: Plusurbia Design, 2019)

Image: Through sound infrastructure investments, Omni CRA improves neighborhood structures, facilities and public areas. (Source: omnicra.com)



Economic Development

Goal #1:

Preserve existing legacy businesses and uses.

Design a Legacy Business program to identify and assist legacy business owners and/or landlords of legacy business owners with access to capital, technical assistance, retail studies, retail consultants, and real estate opportunities.



Image: Grand Avenue businesses. (Source: Plusurbia Design)

Goal #2:

Create thriving commercial destinations by encouraging and facilitating sound real estate acquisition, assemblage, development, and Public Private Partnerships.

Identify and partner with existing nonprofits, private developers, and individual property owners to create public/private partnerships for development projects.



Image: Urban farming programs. (Source: Photo iStock/Marco VDM)

Create an urban farming program for vacant properties that are not yet approved for development.

Goal #3:

Incorporate Cultural Arts and Entertainment as critical components of Economic Development.

Identify and support capital investments into culturally significant arts and entertainment assets located in the CRA.



Image: Miami/Bahamas Goombay Festival in Coconut Grove. (Source: blog.ralphmagin.com)



Image: Business on Grand Avenue in West Coconut Grove. (Source: Plusurbia Design)

Goal #4:

Create a business attraction and retention program that repositions the West Grove through branding, marketing, and targeted incentives.

Create a shared branding and marketing program to cover collateral material, signage, signature events, tactical urbanism, and placemaking.

Design and implement a small business grant and loan program for building facades, signage, and capital improvements.

Create a retail and restaurant incubator village for the community that includes relocated and renovated Shotgun Homes, to include retail space and technical assistance in partnership with existing resource providers.

Develop a job creation incentive program for

the creation of higher wage paying jobs within the CRA, with preference to CRA residents.

Develop a business relocation package to assist businesses moving into the CRA from outside of the City of Miami, including a temporary CRA Ombudsman position to assist businesses with governmental agencies such as City Code Compliance, Building or Zoning Departments, Police Department, and/or the Health Department.

Establish an internship and/or scholarship program to help area youth gain work skills and experience as well as advanced education.

Work with the Miami Police Department to identify areas and issues to be addressed through an enhanced Community Policing program.

CASE STUDY

ECONOMIC DEVELOPMENT / LEGACY BUSINESSES

CASE STUDY: Legacy Business Registry, Preservation Fund, and Rent Stabilization Grant San Francisco, CA

Overview: The City of San Francisco has seen its share of native small businesses displaced by rising rents, commercial evictions, and encroaching investment. Following a 2014 budget report that found small businesses were closing in high numbers, a group of residents launched an effort to save some of the remaining iconic and long-standing cultural assets. Preserving legacy businesses was determined to be critical to maintaining what makes San Francisco a unique and special place. Legacy businesses range in size, industry, tradition, history, products and services; they are restaurants, retail stores, bars, service providers, manufacturers, artists and much more.

Observations: The Legacy programs are housed in the City of San Francisco's Office of Small Business, which oversees the Legacy Business Registry, Rent Stabilization Grant program, and a web page of Resources for Legacy Businesses - to address issues such as business succession planning and local providers of personal protective equipment. There is a formal process for applying and/or being nominated with a formal board overseeing the approval process, which means the determination for placement on the registry sits with a number of stakeholders, not one entity alone.

<https://sfosb.org/legacy-business/registry>



Image: Roxie Theater in San Francisco, CA. (Source: Roxie Theater)



Image: Green Apple Books. (Source: Flickr user Mark Pritchard)

ECONOMIC DEVELOPMENT / PUBLIC PRIVATE PARTNERSHIP FOR RETAIL RECRUITMENT

CASE STUDY: Fifth & Alton Project

Miami Beach, FL

Overview: Fifth & Alton project located in Miami Beach is an example of a P3 development (joint venture between the City of Miami Beach and a private developer) that facilitated a real estate development, recruited a 45,000 SF supermarket, provided public parking, and connected to community amenities and a transit platform. The land was privately owned and designated brownfield. Some key terms of the deal included:

- City vacates the alley that bisects the site;
- City contributes \$9,500,000 for the construction of 438 excess/public parking spaces and 97 of the supermarket's required parking spaces (\$16,395 per parking space);
- Upon completion, City shall receive condominium ownership of 535 parking spaces;
- City operates the parking garage;
- City and Developer share garage operating expenses, deficits, and profits on a pro rata basis based on the ownership of spaces;
- Developer contributes \$55 per month per space for the retail required parking spaces (\$270,000 annually) as a condition for validation;

Observations: The project community benefits included:

- Retail recruitment: Provided an opportunity to improve quality of life by increasing retail options for residents to not have to leave the beach. The developer agreed to open the project with a Grocery Lease in place for an operator of at least 45,000 SF;
- Parking: City vacated an alley and purchased 500 public parking spaces to make parking available for the public. City has board position

on the condo, 47/53 ratio on the parking;

- Multi-Modal Transportation Connection: the Developer dedicated land to the City for a transit platform;
- Public Art: Development-driven public art sculpture;
- Job Creation: 180,000 SF three level vertical shopping center, including Publix, Ross, TJMaxx, and Best Buy.

http://berkowitzdevelopment.com/portfolio_page/fifth-alton



Image: Pubic/Private Partnership Project: Fifth & Alton, Miami Beach, FL. (Source: Berkowitz Development Group)

CASE STUDY



Image: Plaza 98 Miami Shores Village. (Source: Safe Streets Summit)

ECONOMIC DEVELOPMENT / DESTINATIONS & ACTIVATIONS

CASE STUDY: Plaza 98 Tactical Urbanism Miami Shores, Florida

Overview: The Village of Miami Shores, originally a Pineapple Plantation, is predominantly a residential community located north of the City of Miami. Created more than 85 years ago, the community was designed for automobiles and has been a gateway community through which travelers pass on the way to somewhere else. As a result, historically there has been no clearly defined downtown area. No natural gathering space indicating, “You’ve arrived; come join us”.

Observations: As a result of a downtown district analysis and in collaboration with multiple partners, Miami Shores created a low-cost, pedestrian-friendly destination gathering place by enhancing existing road infrastructure. The finished Plaza 98 project allows for local neighborhood programming and destination activities for outsiders. The project was nominated for The People’s Choice Award by the Safe Streets Summit as an example of a project that has created safer, more equitable, more livable streets.

The project implementation details included:

- **Project management:** Street Plans, an urban design firm, spearheaded the project.
- **Parties involved (including City Departments):** Plaza 98 was a collaboration between Miami Shores Village, the Greater Miami Shores Chamber of Commerce, Miami REALTORS, Miami Dade Department of Transportation, and Street Plans.

<https://www.safestreetssummit.org/peoples-choice-awards>

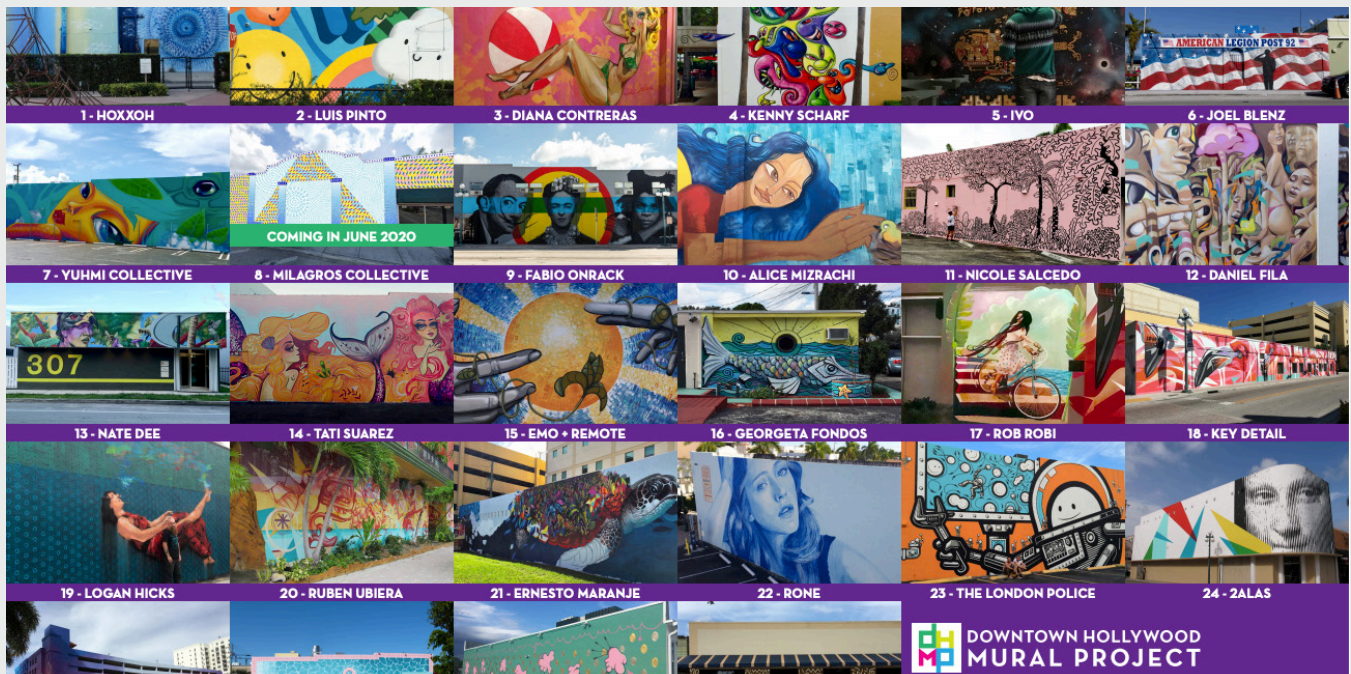


Image: Downtown Hollywood Mural Project Map. (Source: Safe Streets Summit)

ECONOMIC DEVELOPMENT / CULTURAL ARTS & ENTERTAINMENT

CASE STUDY: Mural Project and Mural Only Program Grant

City of Hollywood, FL

Overview: The City of Hollywood, Florida CRA’s Mural Project goal is to curate contemporary outdoor murals at key locations in Downtown Hollywood in an effort to enhance and enrich the existing cultural fabric of our community, thereby attracting more art related activities, businesses and events. Incentives include a Mural Only Program (MOP), a reimbursement grant program that uses tax increment funds to leverage private investment for on-site property improvements. The MOP utilizes an application process and offers a 50% reimbursement grant up to a maximum reimbursement amount of \$10,000 per property for costs associated with the creation and installation of a painted or mosaic mural, including design, labor, materials and equipment, on the exterior surface of buildings and structures located within the CRA Districts.

Observations: The Mural Only Program and a similar Paint Only Program providing matching funds for the use of licensed paint contractors for exterior cleaning, patching and painting, serve to beautify and reduce slum and blight in the core business district. In return, the applicable structures and murals become destination attractions for local and tourists.

<http://hollywoodcra.org/188/Downtown-Hollywood-Mural-Project>

CASE STUDY

ECONOMIC DEVELOPMENT / BUSINESS ATTRACTION AND RETENTION

CASE STUDY: North Miami Marketing and Attraction

North Miami CRA, Florida

Overview: The North Miami Community Redevelopment Agency (NMCRA) was established in 2005 and is charged with the responsibility of eliminating conditions of blight that exist within the City and helping improve the quality of life by revitalizing the City's physical, economic, educational and social resources. The designated area includes 3,250 acres, approximately 60% of the City. The NMCRA is an example of a successful revitalization process that utilizes marketing and branding tools at its core. Some of the initiatives include:

- The Downtown Revitalization project which seeks to attract investment by a shared vision for North Miami's urban core as a vibrant area where people live, shop, work, and play. This initiative and the marketing material created for it serves as a call of interest for business owners, developers, investors, bankers, and potential residents;
- The MOCA Plaza and Courtyard Renovation project serves as a business attraction technique by sending a message that the City invested in this central public space to bring the community together. This means more foot traffic attraction which helps local businesses and businesses doing well attract other businesses;
- Downtown NOMI Strategic Marketing Plan project positioned North Miami's unique identity and prioritized objectives, strategies, tactics, and budget. Downtown NoMi is now positioned in the market as a "tasteful, rhythmic, eccentric and artistic" place to dine, watch live music, find unusual mid-century modern furnishings or high-end boutique fashion and experience an art-filled cultural scene. To NoMi is to Love Me!

Observations: All of these projects are examples that marketing and business attraction is a public investment that creates a flare that attracts millions of dollars in private investment, improves quality of life, creates jobs, attracts businesses and real estate development, creates affordable housing, and leverage public infrastructure costs.

Find out what makes you authentic and your physical assets.

<https://www.northmiamicra.org>



Image: Marketing Project: NoMi, North Miami, Florida. (Source: North Miami CRA)

ECONOMIC DEVELOPMENT / MARKETING AND BRANDING

CASE STUDY: The Art Cottages on Maple Avenue

Jensen Beach, FL

Overview: The Jensen Beach CRA is an unincorporated community northeast of Stuart, Florida and southeast of Port St. Lucie in Martin County. Jensen's storied history as the "Pineapple Capital of the World" remains today with pineapple-related branding and marketing throughout the community. One of the significant reminders of Jensen's past, includes a cluster of 1940s homes which have been preserved, restored, and reimagined as the Maple Avenue Art Cottages. In addition, the locally owned Pink Cottage Spa is housed in a 1920's structure that was relocated to Maple Avenue in the late 80s to build upon the then growing Downtown Jensen.

Observations: Through marketing and branding, preservation of "Old-Florida structures, and the relocation of additional significant structures, leadership in the community has reimagined its small cluster of old tin-roofed cottages into an art colony, destination tourist attraction, and an accompanying international annual Fine Art & Craft Show.

<https://www.visitflorida.com/en-us/cities/jensen-beach/walking-main-street-jensen-beach-florida.html>



Image: The Pink Cottage of Jensen. (Source: The Pink Cottage Spa)



Image: Sally Eckman Roberts Art Studio on Maple. (Source: Sally Eckman Roberts)

CASE STUDY



Image: CRA Corridor Revitalization: Atlantic Avenue Corridor, Delray Beach, Florida. (Source: Alamy)

ECONOMIC DEVELOPMENT / CRA CORRIDOR REVITALIZATION

CASE STUDY: Atlantic Avenue Corridor Delray Beach, Florida

Overview: In the 1980s, the City of Delray Beach experienced increased urban blight; at its worst, the vacancy rate in downtown reached 40 percent. Officials created a Community Redevelopment Agency (CRA) in 1985 to address the causes. The City of Delray Beach calmed traffic in key areas and restored buildings in its downtown. Atlantic Avenue was transformed into a pedestrian-friendly corridor of small-scale businesses.

During the beginning years a group of concerned citizens established a task force that helped raise funds and worked with the City to improve the area. In 2001 with assistance from the Treasure Coast Regional Planning Council, 200 citizens of Delray Beach participated in a week-long charrette, resulting in the Downtown Delray Beach Master Plan a year later. The master plan is the initial blueprint for the coordinated revitalization of an area, since it works off a shared community vision.

- Key elements that helped the CRA corridor revitalization
- Road diet from four lanes to two
- Wider sidewalks
- On-street parallel parking
- Good street lighting
- Shade
- Outdoor dining
- Banners and public art

Observations: Today the Atlantic Avenue corridor in Delray Beach also known as “Downtown Delray” is regarded as a Sociable City and recently awarded “Best of the Road - Most Fun Small Town in America” by Rand McNally & USA Today.

<https://delraycra.org>



Image: Street Painting Festival in Lake Worth, Florida. (Source: Sun Sentinel)

ECONOMIC DEVELOPMENT / ARTS & ENTERTAINMENT

CASE STUDY: Street Painting Festival Lake Worth, FL

Overview: The Street Painting Festival is the largest free festival of its kind in the world. Over 600 artists converge, using chalk as their brush and the pavement as canvas, to turn the downtown streets of Lake Worth into a temporary gallery of art, creating a diverse variety of large-scale traditional, contemporary and 3D illusionist paintings on the street. The Street Painting Festival and its committee work in partnership with the City of Lake Worth, the Community Redevelopment Agency and the LULA Arts District, creating an event that today serves as an inspiration and model for similar events throughout the United States and abroad. This arts and entertainment event is sponsored by private and public sources, including local businesses and the Community Redevelopment Agency.

At its beginning the project started with one downtown block, then as it gained attraction it grew.

Observations: Since its creation more than 20 years ago by a small group of residents, the Street Painting Festival has grown into the most highly anticipated free cultural event in South Florida. Among its many outcomes it is important to highlight:

- Quality of life by creating a space for community gathering around art and culture
- Increase in businesses and jobs
- Increase public improvements
- Real estate development investments

<https://www.streetpaintingfestivalinc.org>



Public Improvements/ Infrastructure

Goal #5: Coordinate CRA, City of Miami, Miami Dade County, State of Florida, and federally funded Public Improvements within the West Grove CRA commercial areas.

Undertake a full infrastructure study(ies) to determine all needs and estimated costs related to infrastructure and prioritization by project within each type.

Implement the projects prioritized by the infrastructure study.

Maximize opportunities to introduce native fruit trees as part of CRA-funded streetscape and beautification projects.

Review and undertake a program to relocate overhead utilities either underground or to the rear of properties.

Continue to work with the United States 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.

Goal #6: Support neighborhood improvement and infrastructure investments to reduce slum and bright conditions in residential neighborhoods and improve resident quality of life.

Identify priority sidewalk and lighting improvements to improve safety and accessibility.

Access the need and provide for trash cans, recycling receptacles, and ashtrays based on high-trafficked areas and frequent litter reports.

Renovate all deficient streets, sidewalks, curbs to ensure that Americans with Disabilities Act standards are met throughout the area.

Conduct and implement findings for an infrastructure resilience study.

Maximize opportunities to introduce native fruit trees, vanilla orchids, and other plantings to the West Grove as consistent elements of CRA-funded streetscape and/or beautification projects.

Incorporate Safe Routes to School standards into projects where appropriate and pursue federal funding to promote and implement walking and biking alternatives to vehicle transportation.



Image: City of Miami groundbreaking ceremony. (Source: City of Miami)

Goal #7: Invest in infrastructure projects that improve the resiliency of public and private property.

Inventory and map existing stormwater assets and drainage issues to inform a schedule of regular maintenance and upgrades by the CRA.

Identify affected properties and costs for transition from septic to sewer, beginning with historic properties, legacy property owners, and historic streets.

Implement a net zero policy of permeability on swales to help mitigate standing water issues.

Increase the area’s tree canopy, including fruit trees, to increase walkability and pedestrian comfort.

Work with regulatory agencies on community enhancements including, but not limited to revised lot coverage standards and permeable surface requirements.

Develop standard and net zero home programs as part of housing improvement programs to provide for energy efficiency and native plantings.



Image: A property in West Grove with an abundant tree canopy. The Redevelopment Plan aims to increase the tree canopy in the neighborhood. (Source: Plusurbia Design,2020)

CASE STUDY

PUBLIC IMPROVEMENTS / RESILIENCY

CASE STUDY: Quick Build Program

Miami, FL

Overview: In 2016 the Miami-Dade County mayor announced the County would build a Complete Streets demonstration project to highlight the benefits of designing streets for all modes of transportation and all users. “Forward looking communities are those that plan for everyone, whether you are getting around on two feet, two wheels or more wheels”, said the mayor. “To enhance walking and biking opportunities in Miami-Dade, the County committed to implementing a Complete Streets demonstration project. This initiative resulted in the Quick Build Program, which is an effort that provides funding and technical assistance. Under the Quick Build Program, you can build:

- Traffic calming devices
- Street trees
- Crosswalks
- Bike Lanes
- Transit Stops
- Public seating

The Quick Build Program was made possible by a \$150,000 grant to Green Mobility Network from the New York-based nonprofit Transit Center, with an additional \$30,000 in funding from The Miami Foundation. There are multiple philanthropic foundations that fund this type of initiative.

Observations: The Quick Build Program was a collaborative effort between Miami-Dade County Department of Transportation and Public Works, Miami Downtown Development Authority, Miami-Dade County Department of Parks, Recreation, and Open Spaces, Green Mobility Network, and Street Plans. The initiative resulted in 18 transformational projects that showcased real time connectivity to public transit and overall impact on mobility. These temporal projects led to permanent installation of bicycle lanes and networks, public space activations for community events, and outdoor dining areas for local businesses.

<http://quickbuild.greenmobilitynetwork.org>



Image: Cutler Ridge Blvd. Protected Bike Lanes. (Source: Miami-Dade Quick-Build Program)



Image: Miami Arts Studio Art Crosswalk. (Source: Miami-Dade Quick-Build Program)



Image: North Miami Beach CRA Water & Sewer Line Extension groundbreaking. (Source: City of North Miami Beach)

PUBLIC IMPROVEMENTS / INFRASTRUCTURE

CASE STUDY: North Miami Beach CRA Water & Sewer Extension Project

North Miami Beach, FL

Overview: The North Miami Beach CRA funded a \$350,000 sewer line extension in an effort to encourage economic development in an area needing water sewer access. Lack of infrastructure assets, including sewer extensions, add significant costs to development projects leading developers to either seek incentives or forgo projects depending on costs and timelines. For instance, connecting to an existing sewer line involves fewer dollars and time than having to extend sewer across traffic lanes and/or traffic intersections. CRAs have the authority to make infrastructure improvements in areas for the sole purpose of encouraging redevelopment to improve quality of life through development.

Observations: The completed project allowed business to expand; created more restaurants and cafes; improved the public health; created jobs; and fostered redevelopment opportunities.

A valuable learning experience from this case study is the fact that strategic public investment sends a positive message to private developers and therefore attracts private investment that is critical for the redevelopment process.



Housing and Homeownership

Goal #8:

Retain and recruit Legacy Homeowners by creating financial and regulatory incentives to provide options for legacy owners and their descendants to maintain ownership and home rehabilitation.

Create an initiative to assist legacy homeowners with the costs of property tax increases to prevent displacement.

Create an “empty nest” initiative to retain legacy homeowners in the neighborhood after they sell their home in order to downsize or due to other lifestyle changes.

Conduct feasibility study for construction of granny flats to provide additional income to help retain legacy and single-family homeowners.

Develop and implement home repair programs to offer grants to low-income or legacy property owners for home maintenance and rehabilitation.

Implement “Come Home” campaign and initiatives to recruit former residents and legacy descendants for housing opportunities and business relocations.

Work with the CRA attorney to ensure all CRA housing programs are designed and implemented in compliance with Fair Housing laws.

Develop process to assist homeowners with City code deficiencies.

Partner with existing programs to assist homeowners with energy efficiency upgrades to reduce monthly utility bills.

Goal 9#:

Partner with the City of Miami and Miami Dade County to implement existing Rental to Homeownership programs.

Partner with other organizations and assistance programs to help target populations purchase homes.

Create and maintain a waitlist of qualifying renters and other individuals interested in living in the West Grove.

Partner with workforce stakeholders and employers to provide homeowners with apprenticeship and career ladder opportunities that offer incremental wage increases.

Goal #10:

Work with private and non-profit developers to create a “Healthy Mix” of Mixed-Use, Attainable, Affordable, Workforce, Market Rate, Luxury, and Mixed-Income Housing.

Utilize CRA powers to acquire and dispose of property, borrow funds, and support redevelopment-friendly land development regulations to expand the inventory of affordable housing.

Create a process for non-profit property owners and housing providers to work with the CRA to increase the stock of affordable



Image: Conceptual sketch of West Coconut Grove depicting context-sensitive small incremental development. (Source: Plusurbia Design)

housing rentals.

Acquire and own housing units that it would then either lease to the non-profit at a minimal cost or in which the CRA could hire the non-profit to manage on its behalf.

Acquire and own land which it would lease to a non-profit to build upon for a minimal cost.

Create a process for for-profit property owners to apply and receive affordable housing incentives in the form of TIF rebates.

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.

Utilize the City's Bonus Density program for

projects containing affordable units for target households.

Support rental assistance programs designed to include rent subsidies and grants or loans for first/last month's rent and security deposit.

Study the creation of a Community Land Trust to own land upon which affordable units currently exist.

Partner with the Miami Dade Housing Agency to review the feasibility of adding another housing development with ground floor commercial.

Work with the City of Miami to develop a context sensitive infill zoning strategy for the West Grove neighborhood.

CASE STUDY

HOUSING AND HOMEOWNERSHIP / PROPERTY TAXES

CASE STUDY: BeltLine Legacy Resident Program Atlanta, GA

Overview: The City of Atlanta’s highly successful BeltLine project constructing walking and biking trails to link neighborhoods and amenities resulted in a tremendous increase in commercial and residential development along the BeltLine. With mounting concerns that revitalization could drive up home appraisals, property appreciation, and higher property taxes, the Legacy Resident Retention Program is a resource for current homeowners to cover the cost of increases in property taxes to prevent displacement. The program assists homeowners with existing property tax bills. It operates as a grant and does not require participants to pay back any funds received. Fund payment will begin with the 2020 tax year.

Observations: The Atlanta BeltLine Partnership (APB) clearly defines: current residents, applicable neighborhoods, annual household income levels, duration in home, eligibility of heirs of property, and status of encumbrances in an effort to address



Image: Housing along the Atlanta Beltline. (Source: Atlanta Magazine)

the BeltLine’s impact on housing affordability. Per the APB website, “As part of our mission to ensure that current residents can stay in their communities for generations to come, the Atlanta BeltLine Partnership (ABP) and Atlanta BeltLine, Inc. (ABI) are partnering together on this program. ABP provides all funding for the program, sourced from philanthropic contributions.”

<https://beltline.org/the-project/affordable-housing-on-the-beltline/legacy-resident-retention-program>

Program Boundary = —

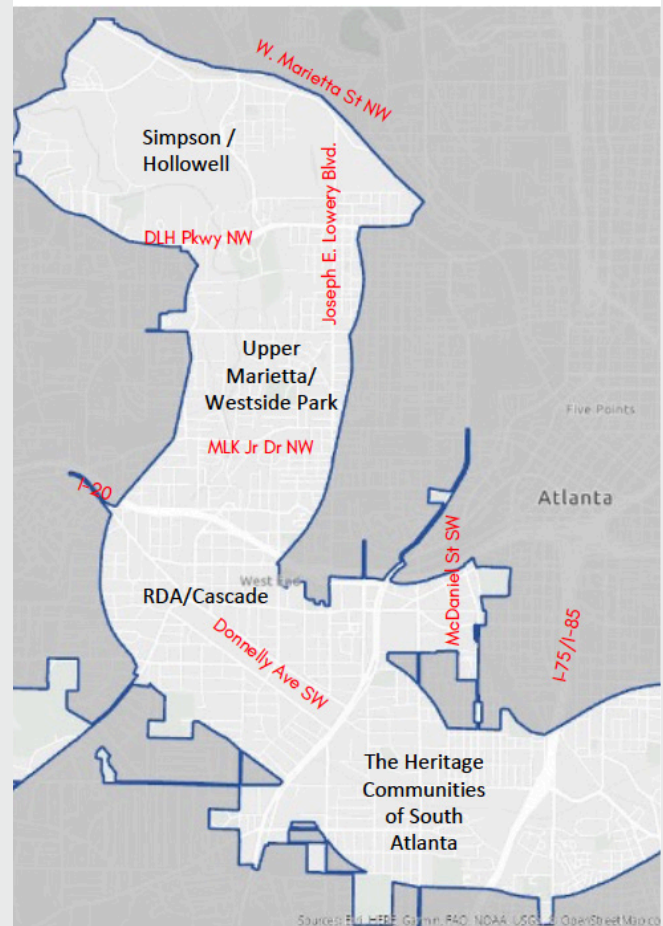


Image: Atlanta BeltLine Legacy Resident Retention Program eligibility area boundary includes only homeowners within Simpson/Hollowell, Upper Marietta/Westside Park, RDA/Cascade, and The Heritage Communities of South Atlanta. (Source: beltline.org)



Image: The City of Philadelphia's Longtime Owner Occupants Program (LOOP) is a Real Estate Tax relief program for homeowners who have lived in their homes for 10 years or more. (Source: City of Philadelphia, BruceEmmerling / Flickr)

HOUSING AND HOMEOWNERSHIP / PROPERTY TAXES

CASE STUDY: Longtime Owner Occupants Program (LOOP) Philadelphia, PA

Overview: The City of Philadelphia's Longtime Owner Occupants Program (LOOP) is a Real Estate Tax relief program for homeowners who have lived in their homes for 10 years or more, experienced a significant increase in their property assessment from one year to the next, and meet income and other eligibility requirements. The program was created in 2013 after a citywide reassessment of property values created tax spikes for some homeowners. Tax relief may also be provided if there is an equitable ownership interest in the property through inheritance, have a long-term contract to purchase the property, are a victim of fraudulent deed transfer, or are on record having lived in or paying property taxes for at least 10 years. The program is managed through the City's Department of Revenue with income eligibility requirements based on family size. Roughly 80,000 homeowners are eligible for the program.

Observations: The tax relief provided is in the form of a cap on assessments such that if a resident has been in the same home for more than 10 years and their assessment has more than triples, their assessment would be capped for the next 10 years at the triple assessment rate. The program basically freezes the tax liability of participants at a rate three times greater than the previous years' bill.

<https://www.phila.gov/media/20200611153210/Longtime-Owner-Occupants-Program-LOOP-application-2021.pdf>

CASE STUDY



Image: Hallandale Beach, Florida. (Source: Realtor.com)

HOUSING AND HOMEOWNERSHIP /HOUSING OWNERSHIP AND REHABILITATION

CASE STUDY: Neighborhood Improvement Programs Hallandale Beach CRA, FL

Overview: Hallandale Beach Community Redevelopment Agency offers five comprehensive residential programs that assist in the redevelopment of the community redevelopment area in order to eliminate the slum and blighted conditions, thus improving the attractiveness and quality of life for existing and future residents. The CRA-managed initiatives include the following programs.

- First Time Homebuyer Program provides a maximum amount of \$80,000 in down payment assistance for the purchase of a first home in the CRA district. These funds are available to affordable housing buyers (whose income is between 50 and 120% of the Broward County median income guidelines) to be used for gap funding and closing costs. The program also provides an incentive of up to \$10,000 in down payment assistance for workforce housing buyers whose income is above 120% but not more than 140% median.
- An additional \$5,000 incentive is available for first responders, teachers and nurses.
- Neighborhood Improvement Program (NIP) is intended to encourage neighborhood beautification and enhanced curb appeal in all areas of the redevelopment district. The program offers up to \$50,000 for single-family homes and up to \$75,000 for multi-family homes for qualified exterior improvements. There is no application fee.
- Paint Voucher Program offers a paint voucher worth up to \$500, for the purchase of exterior paint and supplies for a residential property being painted by the homeowner. The program also allows hiring a qualified paint company or contractor. CRA would cover 90% of a maximum cost of \$2,500 for single-family dwellings and 75% of maximum cost of \$5,000 for multi-unit dwellings. The application fee for this program is \$75 and is non-refundable.

- Storm Shutter / Impact Window Rebate offers a rebate of up to \$1,500 for the installation of storm shutters or impact glass for owner-occupied property, excluding mobile homes in order to mitigate storm damage. The \$1,500 is in the form of a rebate. The property owner is responsible for any costs exceeding the maximum \$1,500 benefit. The application fee for this program is \$75 and is nonrefundable.
- Senior Mini Grant Program provides up to \$15,000 in financial assistance to seniors (age 60+) for exterior residential facade improvements. The grant can also assist with interior repairs to mitigate life safety issues, including removal of asbestos, mold, home barriers to the disabled and/or elderly or other life safety issues as determined by the Building or Code Compliance Official. A property can be assisted twice every four years providing that no other CRA loans or City liens exist on the property.
- Replacement Home Program is a subset of the Neighborhood Improvement Program (NIP). Applicants are identified to be eligible for this program once the property assessment, ordered by the CRA, proves that the costs of the recommended NIP improvements exceed 50% of the property appraiser’s assessed value of the property. Under the Replacement Home Program, the CRA will provide a low interest or interest-free loan up to \$250,000 (or the current cost of construction with plans, permits, construction and finishes) to single-family home owner, removal of asbestos, mold, home barriers to the disabled and/or elderly or other life safety issues as determined by the Building or Code Compliance Official. A property can be assisted twice every four years providing that no other CRA loans or City liens exist on the property.
- Senior Rental-Utility Assistance provides up to \$100 a month toward rental or utility expenses for up to six months. Applicants must be income-eligible (50% Area Median Income), senior households (age 60+), reside within the CRA boundaries, and spend more than 30% of

household’s income on housing costs.

Observations: The homeownership and housing rehabilitation programs offered by the Hallandale Beach CRA are designed to retain current residents, including addressing the needs of legacy residents as their incomes potentially change and their housing burdens increase. In addition to providing assistance to individual homeowners, the program also increases the overall quality of life and aesthetics within the CRA boundaries.

<https://cohbcra.org/programs/residential-programs/>



Image: Hallandale Beach Community Redevelopment Agency. (Source: cohbcra.org)

CASE STUDY

HOUSING AND HOMEOWNERSHIP / MAINTENANCE & REHABILITATION

CASE STUDY: Naturally Occurring Affordable Housing (NOAH) Preservation Rehabilitation Loan Miami Dade, Florida

Overview: Naturally occurring affordable housing (NOAH) refers to unsubsidized privately owned residential properties that are lower in cost because they are older and usually poorly maintained. Rents charged for NOAH multifamily units are typically lower than those charged at market-rate units due to their age, condition, outdated design and location. However, many NOAH properties are desirable for tenants because of the location within neighborhoods that are convenient to places of work, worship, and transportation hubs, and because the rent is affordable. South Florida's expensive and highly competitive real estate market coupled with low wages has led to a housing affordability crisis. Miami-Dade County is incentivizing the preservation and rehabilitation of existing NOAH rental units by providing rehabilitation financing to owners of existing single-family homes, duplexes or small rental housing developments.

Miami-Dade County, through the Department of Public Housing and Community Development (PHCD) is soliciting applications for its Naturally Occurring Affordable Housing (NOAH) Preservation Program to be funded with Documentary Stamp Surcharge (Surtax) Program funds. The NOAH Preservation Program provides resources for moderate rehabilitation to owners of existing single-family homes, duplexes and small or midsize rental housing in Miami-Dade County for the purpose of providing moderate rehabilitation. The goal is to preserve affordability by providing Miami-Dade County's low- and moderate-income households with access to decent housing that is convenient to jobs, transportation, and essential services. PHCD has been authorized through Ordinance number 19-121 to solicit projects for rehabilitation activities through an application process that will be reviewed and approved by PHCD staff. The applicant will complete the

attached application package and submit to PHCD. The NOAH Preservation application process consists of guidelines initially approved by the BCC, and an application detailing the required documentation. PHCD will evaluate and determine eligibility of all applications submitted.

<https://www.miamidade.gov/housing/library/notices/noah-booklet.pdf>



Image: Aerial view of Miami Dade County. (Source: Miami Dade County Affordable Housing Preservation Plan)

HOUSING AND HOMEOWNERSHIP / MAINTENANCE & REHABILITATION

CASE STUDY: Choice Neighborhoods Exterior Owner-Occupied Rehab Program Atlanta, GA

Overview: This owner-occupied program helps lower-income residents remain in their home by offering deferred forgivable loans up to \$70,000 to make improvements to their homes for exterior, health and safety repairs. Priority is given to residents 55 or older, veterans, disabled head of households and those that have lived in their homes for at least 15 years. Funds will be provided in the form of a forgivable loan at a 0% interest rate with payments deferred and forgiven until the earlier of loan maturity, sale, transfer of ownership, or failure to maintain the property as the primary residence during the loan term. The maximum loan amount per home is \$70,000, inclusive of all construction related costs and closing costs. Loan term will be determined by loan amount, not to exceed 10 years.

<https://www.investatlanta.com/homebuyers/owner-occupied-rehab>



Image: Before, during, and after images for a home repair.
(Source: Go Humans News)

CASE STUDY



Image: Home exterior paint repair. (Source: Make Architecture Happen)

HOUSING AND HOMEOWNERSHIP / HOUSING REHABILITATION

CASE STUDY: Heritage Owner-Occupied Rehab Program

Atlanta, GA

Overview: Invest Atlanta and the City of Atlanta Department of City Planning have launched a deferred forgivable loan program that provides up to \$30,000 to eligible City of Atlanta homeowners for health and safety repairs on their home. The loan will be for 10 years at a 0% interest rate with payments deferred and forgiven until the earlier of loan maturity, sale, transfer of ownership, or failure to maintain the property as the primary residence during the 10-year term.

https://www.investatlanta.com/assets/oor-atlantaheritage-flyer-041918_JzYxrl.pdf



Image: Fence Repairs and Replacement. (Source: Budget Fence & Gate Systems West Palm Beach)

HOUSING AND HOMEOWNERSHIP / HOUSING REHABILITATION (FENCE REPAIRS AND REPLACEMENT)

CASE STUDY: Paint Plant and Pave Program West Palm Beach, Florida

Overview: This incentive is created to provide curb appeal to single-family and multi-family properties in disrepair in Pleasant City. The proposed improvements may include pressure cleaning, painting, minor facade repairs, landscaping, awnings, driveways and/or parking lot sealing, irrigation systems, exterior lighting and fence repair or removal. The CRA will provide 100% of the project cost on owner occupied single-family structures and 80% of the project cost on non-owner occupied single-family or multi-family structures up to \$20,000 per property for exterior improvements.

Observations: The West Palm Beach CRA limits this program to a particular neighborhood; it is not available throughout the entire CRA district. In addition, it is available to both single family and multifamily properties. While there are no design specifications related to fencing, non-chain link fencing is preferred. An inventory of code violations and properties noted in the Finding of

Necessity provides a starting point in creating a fence repair and replacement program.

The fence repair program will be an initiative that beautifies the physical environment, reduces blight conditions, increases value, and most importantly it gives the community a sense of pride for their place. When the community is empowered they will give back and the return on investment will be manifested in the revitalization process.

<https://www.wpb.org/government/community-redevelopment-agency/incentives>

CASE STUDY

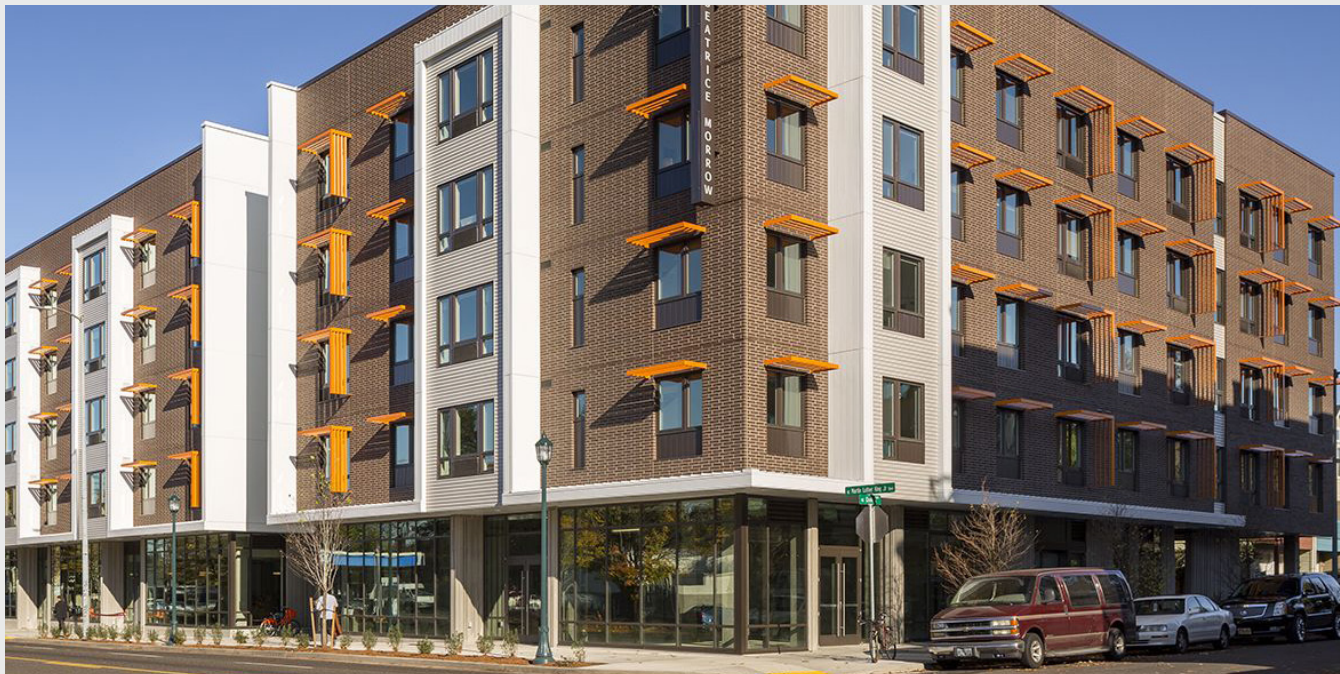


Image: Beatrice Morrow Construction, Photo: Portland Community Reinvestment Initiatives Inc.

HOUSING AND HOMEOWNERSHIP / LEGACY RESIDENT RECRUITMENT

CASE STUDY: Beatrix Morrow Apartments Portland, OR

Overview: The City of Portland designed a “preference policy” which established a rigorous process for people seeking apartments in the BeatriceMorrow to prove their historical connection to the neighborhood. The process gives priority to people who were pushed out of inner North and Northeast Portland in past decades—an injustice that especially affected Black Portlanders. Under the plan, highest preference for housing or financial support goes to those who can show that their families were forced to move in the wave of displacement that occurred to make way for Memorial Coliseum, Interstate 5, and Legacy Emanuel Medical Center. Those who’d been forced to leave for other reasons also get a leg up.

Observations: Implementation of the program required following strict eligibility guidelines and implementation to prevent violating Fair Housing and Anti-Discrimination Laws. With any recruitment program tied to legacy residents, this will be something to keep in mind.

<https://www.portland.gov/sites/default/files/2019-10/beatrice-morrow-update.pdf>

<https://www.wweek.com/news/city/2019/02/06/portland-funded-apartments-to-bring-back-people-pushed-out-of-their-neighborhoods-the-building-is-still-mostly-vacant/>



Image: Hallandale City Center Rendering, Photo: CFM Architects

HOUSING AND HOMEOWNERSHIP / PUBLIC PRIVATE PARTNERSHIP

CASE STUDY: Hallandale City Center Hallandale, Florida

Overview: Hallandale City Center, a proposed 2-acre, mixed-use project of 89 rental apartments with 14 of those set aside for affordable housing, is a great example of housing diversity development with potential for rental to homeownership incentives within a CRA-owned land. The project consists of rental apartments, affordable units, commercial/retail spaces, and parking spaces with a set aside number of parking spaces as public parking for the City. The project estimated cost is approximately \$17 million; and, it is expected to create temporary and permanent jobs, as well as continuing tax revenues.

The 89 apartments would be two-bedroom, two-bathroom units; most would have the rent set at \$1,375, according to Glendon Hall, the CRA's economic development manager. Fourteen apartments would be set aside for affordable housing, with rents at about \$1,100, Hall said.

Strategy: Since 2012, the Hallandale Beach CRA has spent \$6 million in acquiring the land – made up of 13 parcels

Observations: As part of this development, the developer and City seek that Hallandale City Center LLC provide a leading worldwide approach to affordable housing production commonly known as the 'Vienna Model. Unlike traditional affordable housing development models, where construction costs are the main priority, the Vienna Model has four equally essential pillars: Architectural Quality, Environmental Considerations, Social Sustainability, and Economic Costs. This has resulted in beautiful, yet affordable housing projects that are assets to the public realm.

<https://cohbcra.org/folio/hallandale-city-center/>



Historic and Cultural Preservation

Goal #11:

Identify, verify, and preserve historic shotgun houses.

Create a fund to provide for relocation, maintenance, and/or preservation of historic shotgun houses.

Preserve the Mariah Brown House - which was built in 1890 and owned by Mariah Brown one of the area's first Bahamian immigrants.

Preserve the E.W.F. Stirrup House - which was originally built in 1897. The home was reconstructed beginning in 2016 after it fell into disrepair. E.W.F. Stirrup was 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.

Request CRA inclusion in the city's development review process for all applications that involve demolition of buildings within the redevelopment area.

Goal #12:

Partner with historic churches on capital investments and preservation of their historic properties, and on affordable housing projects.

Macedonia Missionary Baptist Church

St Paul African Methodist Church

Christ Episcopal Church

St. James Baptist Church

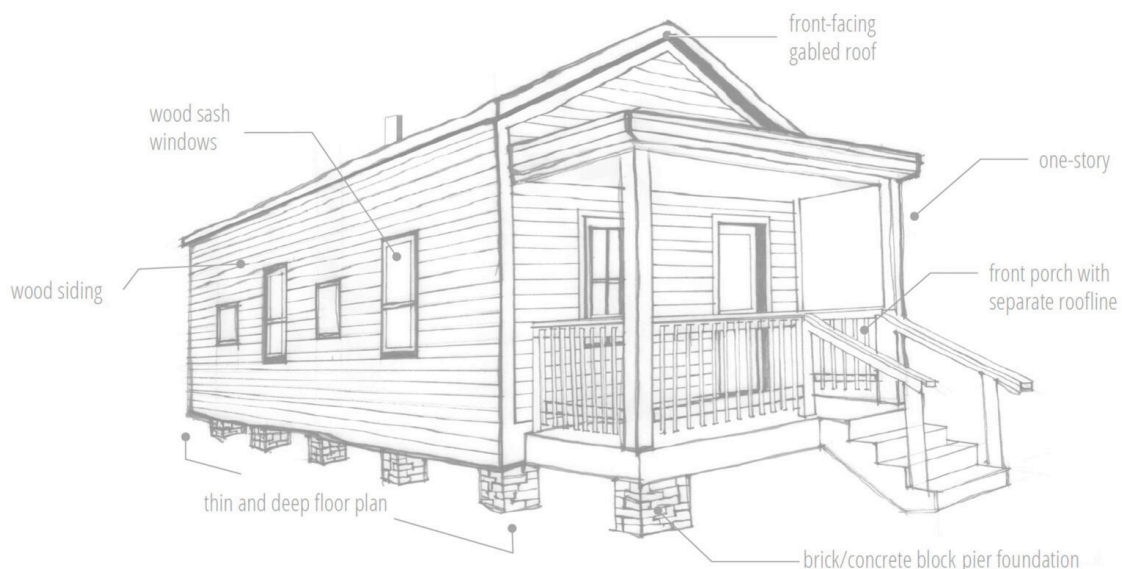


Image: Shotgun house study. (Source: Plusurbia Design)

Goal #13:

Work with the City of Miami and Miami Dade County to protect and preserve Coconut Grove Cemetery.

Provide for the maintenance and security of Coconut Grove Cemetery, also known as the Charlotte Jane Cemetery, in a proper, dignified, and respectful manner.

Goal #14:

Identify and preserve historic structures and uses related to arts and entertainment.

Conduct an historic structures survey of the redevelopment area.

Preserve the Ace Theater located at 3664 Grand Avenue, along with the attraction of an anchor use to the site. The Ace Theater, built in

Art Deco style and opened in the 1930s, received a National Register of Historic Designation in 2016. It was the only theater to serve the area's black residents during segregation.

Preserve the Coconut Grove Playhouse, located at Main Highway and Charles Avenue. The Playhouse originally opened as a movie theater in 1927, the theater was converted to a playhouse in 1956, closing in 2006. The CRA will work to ensure that enhancements to the Playhouse and the adjacent parking lots activate the west side of the property and are compatible with the West Grove neighborhood.

Preserve and enhance Charles Avenue the historic "Evangelist Street" built in 1880 by original hotel workers in Coconut Grove. Charles Avenue was the main street of the African-Bahamian settlement and included businesses and homes as well as churches and the Coconut Grove Cemetery.



Image: Charlotte Jane Memorial Park Cemetery. (Source: icoconutgrove.com)



Image: Ace Theater on Grand Avenue (Source: Plusurbia Design)

CASE STUDY



Image: Ybor City Restored Shotgun Houses (“La Casitas”)

HISTORIC AND CULTURAL PRESERVATION

CASE STUDY: Preservation of Shotgun Houses, Ybor City Tampa, Florida

Overview: According to the Ybor City Chamber of Commerce, [Ybor City is one of only two National Historic Landmark Districts in Florida and The Ybor City Chamber of Commerce is focused both on preserving and developing the historic district. Founded in 1886 by Vicente Martinez-Ybor when he moved his cigar factory from Key West to Tampa, Ybor City holds a unique place in Florida’s social and economic history as our state’s “first industrial town.”] The challenge of Ybor City has been how to preserve the history, character, and industrial uses, while greater Downtown Tampa expands into the historic boundaries of Ybor City.

Observations: In partnership with many organizations, the City of Tampa focused on historic preservation through a series of guidelines and recommendations to maintain the character of Tampa’s “Latin Quarter”, while providing for the reuse of historic buildings. Whether historic cigar

factories or cigar workers’ 1918 shotgun homes, referred to as “La Casitas”, Ybor City focused on the presentation of the few remaining historic structures and moving other structures into the area. Once preserved, new uses including retail, cafes, and vacation rentals have been encouraged to animate and bring life back to the historic buildings and homes.

<https://yborcityonline.com/>

<http://ybor.org/>

<https://www.visittampabay.com/blog/archive/post/11-things-to-know-about-tampa-bay/>



Image: Wesley Village: Garden Grove United Methodist Church Housing Development, Garden Grove, California. (Source: Jamboree Housing)

HISTORIC AND CULTURAL PRESERVATION / HISTORIC CHURCHES & LAND DEVELOPMENT

CASE STUDY: Wesley Village, Garden Grove United Methodist Church and Jamboree Housing Garden Grove, California (Church Retains Ownership of the Land)

Overview: Garden Grove United Methodist Church located in Garden Grove, California owned roughly two acres of parking lots and undeveloped land. Through a joint venture partnership with Jamboree Housing in 2017, the church used the underutilized land to develop 47 units of low-rise affordable family housing, 16 units of affordable senior housing, a community center, the Orange County Head Start Learning Center and offices for multiple local non-profits. Wesley Village is designed to achieve a Leadership in Energy & Environmental Design (LEED) for Homes certified Gold rating.

The arrangement included a 60-year ground lease, with the church, that will provide ongoing financial support for the church's charitable activities and physical plant maintenance and repairs. Wesley Village is designed to achieve a Leadership in Energy & Environmental Design (LEED) for Homes certified Gold rating

Observations: For the project to happen, a special zoning overlay was created to allow churches to develop mixed-use projects. Multiple sources of funding were utilized for the project, with Jamboree Housing serving as the General Contractor and Property Lessee.

<https://www.jamboreehousing.com/blogs/affordable-housing-communities/wesley-village>

<https://therealdeal.com/2020/07/13/yes-in-gods-backyard-how-building-affordable-housing-could-be-a-lifeline-for-churches/>

<https://makinghousinghappendotnet1.files.wordpress.com/2020/10/overlay-zone-fact-sheet-2020.09.25-5-3.pdf>

CASE STUDY



Image: The Humboldt Park United Methodist Church at 2122 N. Mozart St. (Source: Block Club Chicago)

HISTORIC AND CULTURAL PRESERVATION / HISTORIC CHURCHES & LAND DEVELOPMENT

CASE STUDY: Affordable Housing Project at Humboldt Park United Methodist Church Chicago, IL (Church Sells the Land)

Overview: The 92-year old Humboldt Park United Methodist Church has embarked on a plan to leave its campus and build affordable housing on the entire site, including converting the church's sanctuary and fellowship space into a 22-unit housing complex. The Spanish-speaking congregation took over the church in 1968 after years of white flight. Recent displacement of LatinX members, in the rapidly gentrifying Logan Square area, has led the church council to sell to a developer that would maintain the church's focus on affordable housing. The project is a partnership between church leaders and affordable housing developer LUCHA. LUCHA (the Spanish word for "struggle") advances housing as a human right by empowering communities – particularly the Latino and Spanish-speaking populations – through advocacy, affordable housing development, and community building.

Observations: The church council chose an affordable housing development closely aligned with the church's demographics and mission. The housing product type would be a mix of studios and one-, two- and three-bedrooms and "would only be available to renters who meet the city's requirements under the Affordable Requirements Ordinance."

<https://blockclubchicago.org/2020/12/02/plan-to-convert-logan-square-church-into-affordable-housing-complex-clears-zoning-hurdle/>



Image: The Sunset Lounge Renderings. (Source: West Palm Beach CRA)

HISTORIC AND CULTURAL PRESERVATION / ART & ENTERTAINMENT

CASE STUDY: The Sunset Lounge

West Palm Beach, Florida

Overview: The Sunset Lounge is an iconic music and entertainment venue, located in the historic Northwest District of West Palm Beach. After years of community input and engagement, the CRA began spearheading a project to preserve the original structure, while also adapting it for other uses. According to the CRA website, “The general concept is to revive the musical roots of the site by creating a state-of-the-art performance and art-focused venue that pays homage to its humble and notable beginning. In the 1940s and 1950s, the Sunset Lounge was one of the premier African American entertainment venues in the south during the Jim Crow law period that enforced racial segregation. The famous jazz venue drew hundreds of patrons to watch the notable artists of the time including Ella Fitzgerald, Count Basie and Louis Armstrong. The redevelopment of this celebrated site will pay homage to the rich jazz and Black history of the area and celebrate its significant legacy and impact, ultimately

transforming the Sunset Lounge into the epicenter for a new African American cultural tourism destination.”

Observations: The West Palm Beach CRA purchased the historic structure and adjacent parcels and is providing tax increment funding for an add-on second structure to expand the original structure. This expansion will highlight both the history and present-day needs of this predominantly African American community. This site is currently under renovation and expansion and is expected to be completed in 2021. The expansion includes a new two-story 7,200 square foot building with a full restaurant and bar along with other amenities.

<https://www.wpb.org/government/community-redevelopment-agency/downtown-city-center-cra/development-opportunities-in-the-historic-northwest>

<https://www.wpb.org/Home/Components/News/News/627/>



Transportation, Transit & Parking

Goal #15:

Encourage safe, convenient, efficient, and effective motorized and alternative-means transportation and transit systems.

Develop a “Last Mile” local circulator between the neighborhood and Douglas Metrorail Station to enhance connectivity within and to areas outside of the redevelopment area.

Conduct a Multimodal Mobility assessment to identify and address neighborhood connectivity issues within and to areas outside of the redevelopment area.

Create a set of development and roadway aesthetics standards for potential projects at Four Corners (Douglas and Grand), a gateway intersection for the CRA.

Work with Miami Dade Transit and other applicable agencies to ensure that transit routes benefit the community and increase connectivity.

Maximize trees plantings to increase walkability throughout the community.

Review and improve the link between historic Charles Street and major transportation hubs and destinations.

Goal #16:

Create safe, efficient, and attractive parking to support retail, restaurant, cultural, office, and light industrial facilities within the redevelopment area.

Partner with the Miami Parking Authority on a parking study and to expand the inventory of public parking throughout the redevelopment area.

Work with private developers to provide additional parking for the area’s users, especially in the Grand Avenue corridor.

Evaluate existing parking and proposed future needs to inform use of existing satellite parking.

Work with Transit Oriented Development projects and parking facility operators to enhance accessibility and safety of their facilities.

Encourage the establishment of a centralized parking solution for the Grand Avenue corridor to encourage walkability and multimodal opportunities.



Image: Miami-Dade County Metrorail with high-density buildings in the background. (Source: Alchetron)



Image: An example of a centralized parking structure. (Source: Walsh Group)



Image: City of Miami Trolley, Coconut Grove route. (Source: Plusurbia Design)

CASE STUDY



Image: National Association of City Transportation Officials (NACTO) Urban Street Design Guide. (Source: Pure+Applied)

TRANSPORTATION, TRANSIT & PARKING

CASE STUDY: Complete Streets Implementation by FDOT & Complete Streets Design Guidelines by NACTO

Overview: Complete Streets make it easy to cross the street, walk to shops, jobs, and schools, bicycle to work, and move actively with assistive devices. They allow buses to run on time and make it safe for people to walk or move actively to and from train stations. Creating Complete Streets means transportation agencies must change their approach to community roads. By adopting a Complete Streets policy, communities direct their transportation planners and engineers to routinely design and operate the entire right of way to prioritize safer slower speeds for all people who use the road, versus high speeds for motor vehicles. This means that every transportation project will make the street network better and safer for people walking, biking, driving, riding transit, and moving actively with assistive devices—making your town a better place to live.

Observations: Complete Streets help create livable communities especially for the most

vulnerable people who use our streets, including children, people living with disabilities, older adults, and people who cannot afford or do not have access to a car. Complete Streets improve equity, safety, and public health, while reducing transportation costs and traffic woes. Some of the benefits of complete streets include:

- safety and convenience
- equitable street usage and transportation for all
- job creation and business improvements
- community resiliency
- promote healthy communities
- encourage transit use

<https://nacto.org/publication/urban-street-design-guide/streets/>

<https://nacto.org/references/a-hrefhttpwww/>

<https://smartgrowthamerica.org/resources>

<https://investinginplace.org/wp-content/uploads/2017/02/economic-benefits-of-complete-streets.pdf>



Image: Transportation, Transit & Parking: Public Parking Garage, Winter Garden, Florida. (Source: Downtown Winter Garden)

TRANSPORTATION, TRANSIT & PARKING

CASE STUDY: Public Parking Garage Downtown Winter Garden, FL

Overview: In 2015 City Leaders in Winter Garden approved an \$8 million project near Tremaine and Boyd Streets. The 527-space three-story structure replaces a city-owned surface lot that only held 192 cars. The funding strategy for the project included \$6 million in City funds from a special taxing district that blankets the downtown area. The remainder came from the general fund and from street impact fees. One of the project's main goals was to provide sufficient parking to support downtown retail, office, and cultural activity, to attract more residents and visitors to entertainment in the downtown. Another important aspect of the project was to preserve the small town charm. To achieve that city leaders made sure the garage blended in with its surroundings rather than looking like a hunk of cement. The wall panels, built in Apopka, were covered in brick, and a decorative parapet runs around the roof. The structure was designed to match a nearby pavilion.

Observations: The downtown Public Parking Garage attracted private investment to the area, City manager Mike Bollhoefer said a project to build 22 luxury apartments and ground-level shops on Boyd wouldn't have gotten traction without the additional space for cars. The garage is also good news for produce shoppers at the city's popular Saturday farmers market and for the plant lovers who flock to Spring Fever in the Garden in April, said Stina D'Uva, president of the West Orange Chamber of Commerce.

<https://www.orlandosentinel.com/news/orange-county/os-winter-garden-parking-garage-20160922-story.html>

<http://www.cwgd.com/356/Downtown-Parking-Garage>



Redevelopment Support

Goal #17:

Encourage and support sound, redevelopment-friendly, Land Use Regulations.

Based on community input and future development desires, review and create CRA-specific guidelines related to inclusionary zoning overlays, height variances, required parking reductions, mitigation of NCD overlay issues, and allowances to provide for attainable housing from T3 to T4 and/or T5.

Advocate for CRA-specific land development guidelines incorporation into the City's land development regulations.

Work with the City of Miami to adopt context-sensitive infill zoning amendments for the redevelopment area.

Goal #18:

Use Powers of Borrowing, Land Acquisition & Disposition to further CRA goals and initiatives

Use CRA powers to acquire and dispose of real estate to further redevelopment goals.

Acquire land to make available at market or reduced market prices to reduce cost of developing units.

Issue bonds or other debt to fund redevelopment projects identified in this plan.



Image: Conceptual sketch depicting context-sensitive small incremental development. (Source: Plusurbia Design)

Goal #19:

Provide Economic Incentives and other support to projects that further CRA Redevelopment Goals and Initiatives.

Create a targeted program to pay a portion of development costs such as impact or permit fees.

Provide a direct cash subsidy in the form of a rebate equal to a percentage of the increases in taxes paid over a defined time period after completion if affordable units are provided.

Undertake projects in the public realm that might otherwise be the responsibility of the developer (i.e. streetscapes, sidewalks, roadway improvements)

Provide a liaison person knowledgeable in the development approval and building permit processes in the City for shepherding projects through development approvals in an efficient manner.

Assist with remediation of contaminated properties to prepare for redevelopment.

Provide direct business support for continuity of business operations, employment preservation, and property protection during times of a disaster or emergency declaration.

Identify and coordinate needs with utility providers, including water/sewer, electric, cable, voice and data lines, to access their economic development incentives and riders to negotiate infrastructure costs and easements.

Require inclusion and assist with incremental maintenance costs on CRA-focused redevelopment plans.

Partner with homeowners and developers on selection of construction materials for longevity.

Build material selection and pressure cleaning costs into Art in Public Places installations.

Coordinate with community and developers on installation of Smart Poles or equivalent to increase security and walkability.



Image: A participant providing input at a City of Miami Commission Meeting. (Source: Key News)

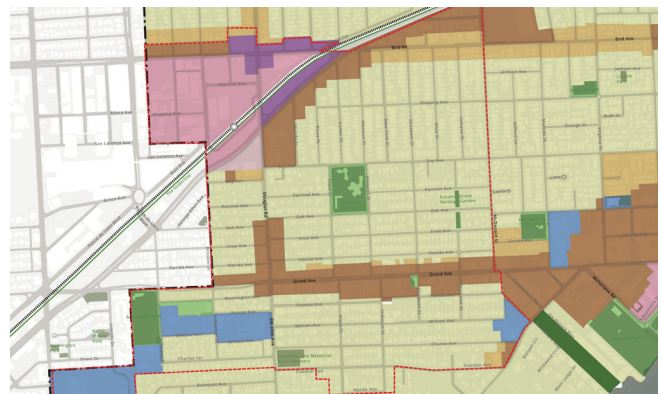


Image: West Coconut Grove Zoning Map.

CASE STUDY



Image: Redevelopment Support/ Land Use Regulations: North Miami Beach CRA Redevelopment Plan, North Miami Beach, Florida. (Source: North Miami Beach CRA)

REDEVELOPMENT SUPPORT / LAND USE REGULATIONS

CASE STUDY: Market-based zoning North Miami Beach, Florida

Overview: In 2015, North Miami Beach CRA developed a project that put emphasis on market-based zoning which entails an analysis of their land use regulations and the market forces. With that information the CRA, City and the project consultants were able to develop policy recommendations to make development friendly land use regulations that will deliver predictable developments that will align with the community vision.

As part of the outcome, the strategies included:

- Adjust to reflect recent changes to the Comprehensive Plan and Zoning Code;
- Remove outdated language and images;
- Update financial projections;
- Update program descriptions to reflect current policies and practices;
- Integrate West Dixie Highway implementation plan activities;

- Make any adjustments required by changes in State law;
- Highlight current priority projects; and
- Identify opportunity sites

Observations: As an outcome of this initiative the CRA attracted more than \$25 million in development with Lazul, a 349-unit development with ground floor retail, public art, and pedestrian improvements along the canal. Also, the CRA has invested in roadway improvements and business attraction programs. The CRA increased in density and predictability has lowered the risk for developers and it has created a spark.

<https://www.citynmb.com/304/Community-Redevelopment-Agency-CRA>



Image: Redevelopment Support/ Economic Incentives: Tax Increment Recapture, Infrastructure Grant & Community Benefits Agreements, North Miami, Florida. (Source: North Miami CRA)

REDEVELOPMENT SUPPORT / ECONOMIC INCENTIVES

CASE STUDY: Tax Increment Recapture, Infrastructure Grant & Community Benefits Agreements North Miami, Florida

Overview: The North Miami Community Redevelopment Agency (NMCRA) will use tax increment revenues to encourage economic development in the Community Redevelopment Area. The NMCRA is proposing to provide a Tax Increment Recapture to the owner of a qualifying project. A qualifying project is one that is anticipated to create at least \$2 million in Net New taxable value in the first full year following completion.

Observations: Any new commercial and residential developments to be constructed within the Redevelopment Area in an amount of \$200,000 shall enter into a community benefits agreement with the Agency. To the extent allowed by law, a community benefits agreement shall include provisions for hiring the labor workforce for the project financed by the grant or agreement from residents of the Redevelopment Area that are unemployed or underemployed.

The amount of the Base Tax Increment Recapture shall be 25% to 50% of the Net New Tax Increment Revenue generated by the project. If the taxable assessed value of the Property (as determined by the Miami-Dade County Property Appraiser, taking into consideration any allowable adjustments by the Value Adjustment Board) in any year during the Recapture Period exceeds the Base Year Value, the Tax Increment Recapture shall be no more than 50% percentage of the project's Net New Tax Increment Revenue. In any fiscal year, the Tax Increment Recapture shall be subordinate in all respects to all CRA Debt. At no time will the Tax Increment Recapture exceed 50%.

https://www.northmiamicra.org/sites/default/files/tif_incentives_program_062017.pdf

<https://www.northmiamifl.gov/DocumentCenter/View/8324/Agreement-CRA-and-West-Bank-Investment-02-05-2020-PDF>

Potential Projects



Projects that grow the tax base, create additional resources for other projects and initiatives in the neighborhood.

The recommended catalytic projects for the West Grove Community Redevelopment Area are redevelopment projects to improve the “look, feel, and function” of the area and attract private investment to enhance and grow the tax base. Projects that grow the tax base, create additional resources for other projects and initiatives in the neighborhood. These resources will enable the agency to preserve the West Grove’s historic cultural identity and enhance the community’s quality of life.

This section provides a general description of 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 Redevelopment 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.



Image: An image of shotgun homes in West Coconut Grove (Source: oldcoconutgrovehouses.com)

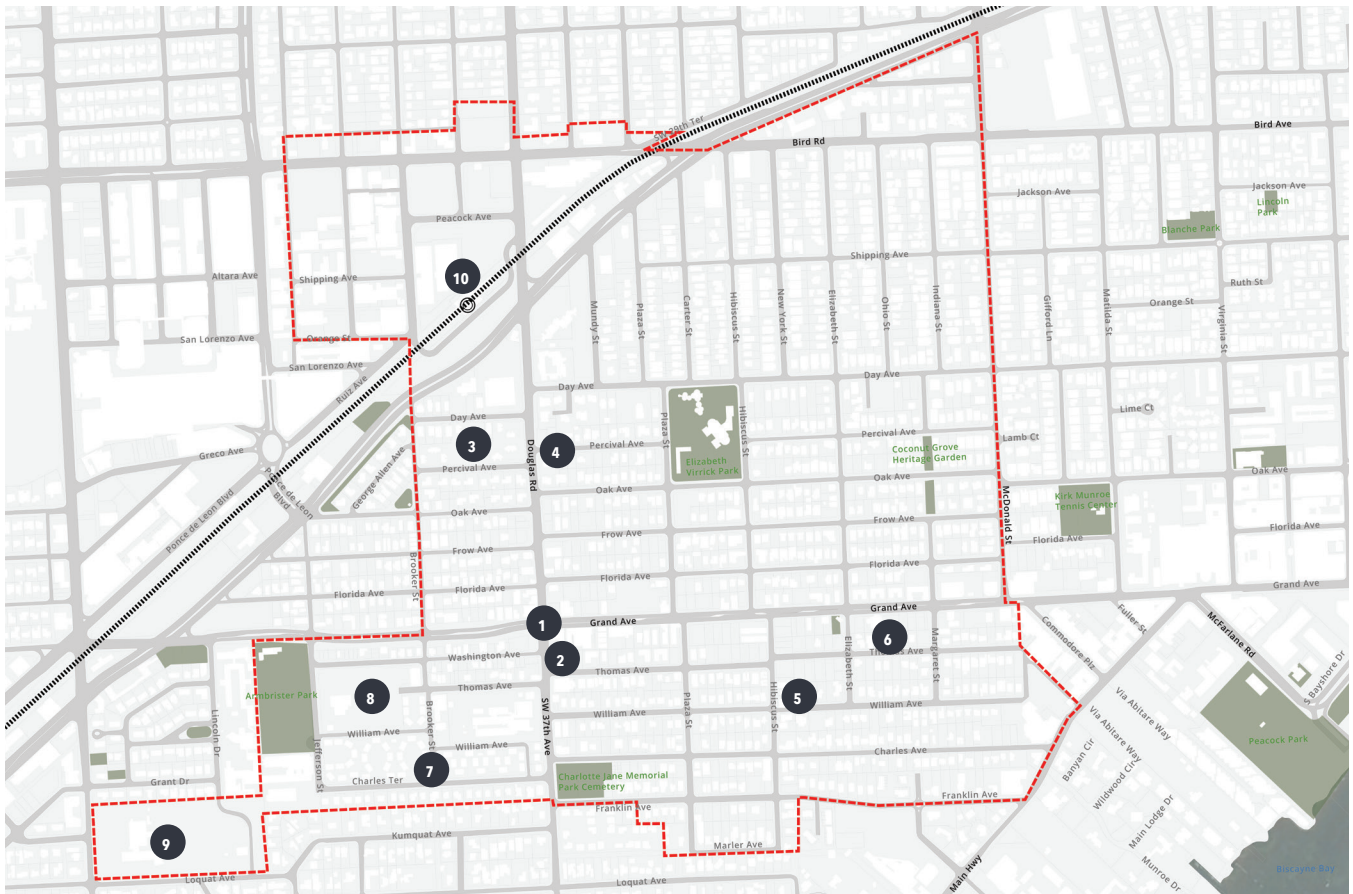
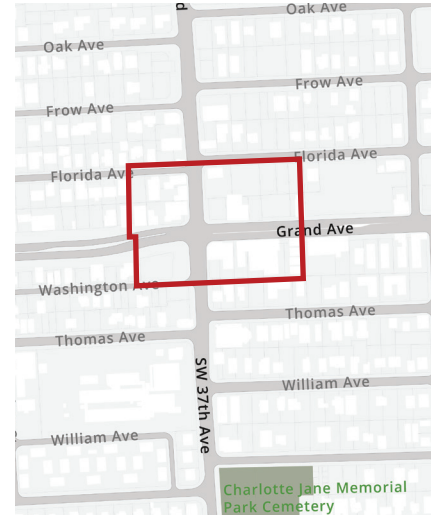


Image: Boundary of the Coconut Grove CRA with the location of the projects listed below. *Some projects are not located in this map given that sites will have to be selected by the CRA in the future.

- | | |
|---|------------------------------|
| 1. Four Corners | 6. Grand Avenue MUSP |
| 2. Thelma Gibson Health Initiative (TGIH) | 7. Kingsway Apartments |
| 3. Percival Gardens | 8. Fire College and Barnyard |
| 4. Percival Ave MDC Properties | 9. Water Sewer Offices |
| 5. Churches | 10. Douglas Station TOD |

**Note: Private properties subject to future discussions with private stakeholders.*

Four Corners Intersection / Key intersection at Grand Ave and Douglas Rd



DESCRIPTION

The intersection of Douglas Road (SW 37th Avenue) and Grand Avenue has significant potential for redevelopment. This crossroads of two main thoroughfares is a gateway for the community, a center point of mixed and potentially civic uses that can become a catalyst for private investment with general public infrastructure improvements, wayfinding signage, lighting, sidewalk, and street cleaning, among others. Improvements at this location may also encourage existing property owners in the area to partake in an integrated and coordinated development approach that can transform a major center of the West Grove.

The Northeast corner of this intersection is an assemblage of ten properties belonging to Grovites United to Survive, Inc. (GUTS), a West Grove residents partnership. GUTS plans to build a mixed use development, with stalls and shops and “where people would have an opportunity to go and experience part of an island life while living here in Miami-Dade County” (GUTS President, Henry Givens). Supporting and integrating these efforts with a larger vision for this gateway will ensure its positive transformation.

GENERAL BOUNDARIES

North: Florida Ave
South: Grand Ave
East: 3629 Grand Ave
West: Douglas Rd

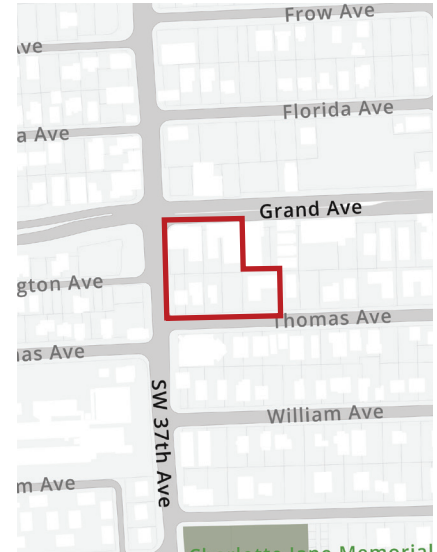
OPPORTUNITIES

Multiple funding sources, including tax increment revenues, potentially play roles in the redevelopment of this catalytic intersection. The CRA should coordinate identifying and facilitating applicable funding sources, in partnership with private property owners, to accomplish the goals of increasing affordable and mixed-use housing, improving neighborhood aesthetics, and enhancing mobility.

CHALLENGES

Coordination will be needed amongst the owners of the different properties on each corner of the intersection to create a homogeneous development that becomes the gateway into West Grove.

Thelma Gibson Health Initiative (TGHI) / Non-profit



DESCRIPTION

The Thelma Gibson Health Initiative (TGHI), founded in 2000, is a not-for-profit that is dedicated to improving lives in low-income neighborhoods with programs for critical needs, better health, new skills, jobs, housing and economic stability.

Thelma Gibson, its founder and namesake, grew up in West Coconut Grove, and for more than 50 years has been a spokesperson and advocate for education, mental and physical health, community leadership, and volunteer community service in Miami-Dade County.

TGHI owns properties at the southeast corner of Douglas Road and Grand Avenue, and they are seeking additional assemblages to grow their program and provide more affordable housing.

GENERAL BOUNDARIES

North: Grand Ave
South: Thomas Ave
East: Douglas Rd/ SW 37th Avenue
West: ACE Theater

OPPORTUNITIES

Multiple funding sources, including tax increment revenues, potentially play roles in the redevelopment of this catalytic intersection. The CRA should coordinate identifying and facilitating applicable funding sources, in partnership with nonprofits and private property owners, to accomplish the goals of increasing affordable and mixed-use housing, improving neighborhood aesthetics, preserving cultural assets, and enhancing mobility..

CHALLENGES

Seek available assemblages for affordable housing development.

**Note: The development of projects in private properties are subject to future discussions with private stakeholders.*

Percival Gardens / Miami-Dade County Housing



DESCRIPTION

Percival Gardens (~3AC) is an underutilized affordable housing project built between 1939 and 1975. Its buildings show aging and deterioration and require improvement or redevelopment.

Within the Douglas Station TOD, the site's location provides a unique opportunity for housing that is less dependent on the automobile, an advantage especially for lower-income families.

The CRA should work with the City of Miami to rezone the Percival Gardens' affordable housing project site. This property can provide, in collaboration with Miami-Dade County, more affordable housing units than those that currently exist. A zoning calibration that carefully considers surrounding properties' scale can increase the affordable housing stock through greater density and an improved site layout while respecting the neighborhood's character and the transition to the surrounding smaller scale zoning designations. An RFP may be issued to do this work. Redevelopment may be done by the County alone, in partnership with the City of Miami, or with the CRA.

GENERAL BOUNDARIES

North: Day Ave
South: Percival Ave
East: Douglas Rd
West: Brooker St

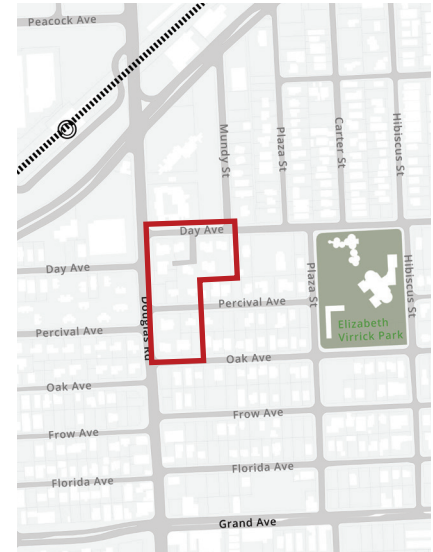
OPPORTUNITIES

Government-owned properties provide the best opportunities for creating new development to influence and retain neighborhood character, mitigate gentrification, and provide higher density of affordable housing. .

CHALLENGES

The CRA cannot write a TIF deal for properties that are not on the tax rolls; the county portion of retainage could finance this project in conjunction with Miami Forever Bond money.

Grove Homes / Key Public Housing Redevelopment Site



DESCRIPTION

Miami Dade County owns 14 low-rise multifamily buildings to the east of Percival Gardens. As with Percival Gardens, the 24 scattered units are within the Douglas Station TOD providing an opportunity for housing that is less dependent on the automobile, an advantage for lower-income families. In addition, the large lot sizes provide ample green space and opportunities for greater density.

The CRA should work with the Miami Dade Housing Authority to rezone the Grove Homes affordable housing site. These properties can provide, in collaboration with Miami Dade County, more affordable housing than those that currently exist on the properties. A zoning calibration that carefully considers surrounding properties' scale can increase the affordable housing stock through greater density and an improved site layout while respecting the neighborhood's character and the transition to the surrounding smaller scale zoning designations. An RFP may be issued to do this work. Redevelopment may be done by the County alone, in partnership with the City of Miami or with the CRA.

GENERAL BOUNDARIES

North: Day Ave
South: Percival Ave

North: Percival Avenue
South: Oak Avenue

OPPORTUNITIES

This two-block cluster of workforce housing provides the opportunity to create a healthy mix of housing in a cluster that is in close proximity to market rate housing. Government-owned properties provide the best opportunities for creating new development to influence and retain neighborhood character, mitigate gentrification and provide higher density of affordable and workforce housing.

CHALLENGES

The CRA cannot write a TIF deal or properties that are not on the tax rolls; the county portion of the retainage could finance this project in conjunction with Miami Forever Bond money.

Churches/ Partnership for affordable housing



DESCRIPTION

Several established and historic churches in West Grove have been long-time stewards of church facilities with adjacent or nearby properties, and in some cases actual residential structures. As churches work to retain and recruit members (and preserve neighborhood character) by increasing housing affordability, the CRA should create an overlay, developer contacts, and an associated incentive program to provide capital and access to loans for churches working to develop both infill and higher density housing on their varying properties.

Christ Episcopal Church (3481 Hibiscus St.) owns a full block assemblage in the West Grove. They are working with the city on a rezoning to convert their parking lot into a multistory affordable housing complex.

Greater St. Paul AME Church (3680 Thomas Ave.) owns roughly 10 properties and 30 units, several of which are shotgun homes. The church is open for full renovation - or relocation of the historic shotgun homes, which would allow for new infill development on the former shotgun lots.

Believers of Authority (3655 Grand Ave.) owns two lots that span back to Florida Avenue. They have the opportunity to redevelop for highest and best use on Grand Avenue, including affordable housing.

GENERAL BOUNDARIES

Multiple locations.

OPPORTUNITIES

Creating partnerships with long established churches in West Grove provides the opportunity to redevelop church-owned properties for affordable housing, using subsidies and through zoning..

CHALLENGES

Certain properties have a unity of title.

Grand Avenue MUSP / Six-block assemblage



DESCRIPTION

A six-block assemblage along Grand Avenue in West Grove is under a Major Use Special Permit, or MUSP, consisting of a mixed-use development program. Six blocks of blighted private land is the greatest opportunity for commercial and affordable development within the CRA, with mixed used buildings, reactivating the corridor and providing housing.

A revitalization project for Grand Avenue via urban infill can address retail, residential, circulation, walkability, open space, height and parking. The goal is to integrate with the existing mixed-used development. The project can include mixed-use buildings that will not only produce an excellent return on investment, but will also re-stitch and improve on the urban fabric of the main corridor.

GENERAL BOUNDARIES

North: Florida Ave
South: Thomas Ave
East: Margaret St
West: Plaza St

**Note: The development of projects in private properties are subject to future discussions with private stakeholders.*

OPPORTUNITIES

The MUSP area presents a catalytic opportunity to create the type of development that is wanted and needed in West Grove to address the CRA goals of increasing affordable and mixed-use housing, improving neighborhood aesthetics, and potentially enhancing mobility through a centralized parking structure to support area redevelopment.

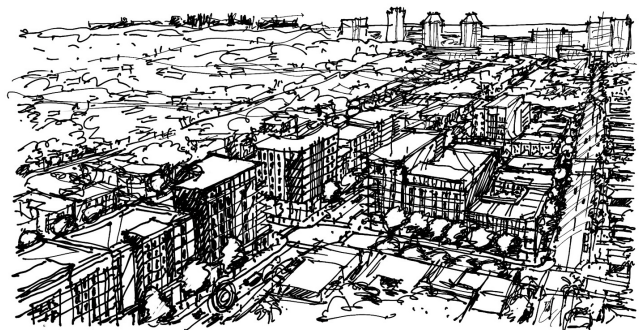
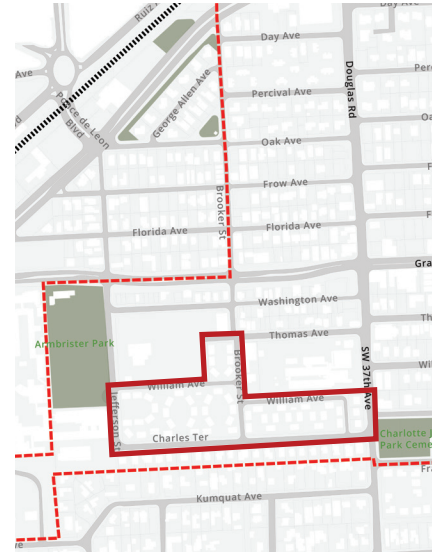
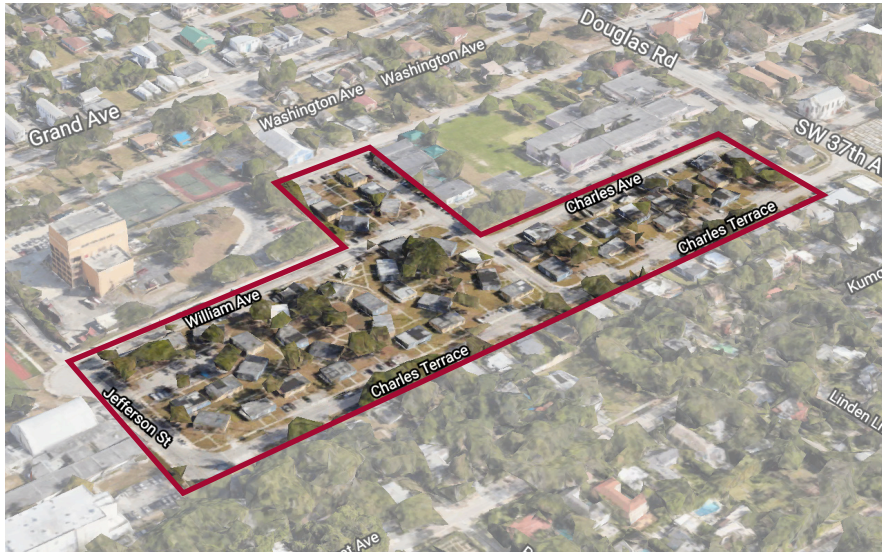


Image: Concept sketch of potential mixed-use redevelopment on the six-block assemblage on Grand Avenue in West Coconut Grove. (Source: Plusurbia Design)

Kingsway Apartments /Community housing project



DESCRIPTION

Located at 3825 Charles Terrace, in the Southwest area of the West Grove, east of Ambrister Park, the Kingsway Apartments is the largest privately-owned assemblage (~7.4 AC) in the neighborhood.

The project consists of 35 affordable housing buildings constructed in 1949. The structures house 104 units (per Miami-Dade’s property Appraiser) and are in good condition with well-kept grounds. Nevertheless, given their age and current condition, this may be an ideal site for redevelopment to improve livability while increasing the neighborhood’s affordable housing stock. The site’s current density of 14 DUA is less than its current zoning designation of T3-O which allows 18 DUA.

GENERAL BOUNDARIES

North: William Ave/ Charles Ave
South: Charles Ter
East: Douglas Rd
West: Jefferson St

OPPORTUNITIES

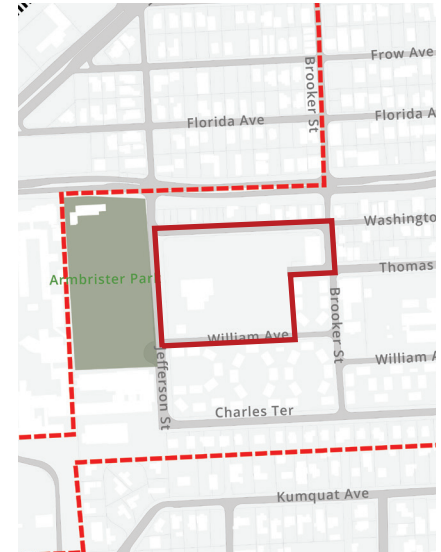
Multiple funding sources, including tax increment revenues, potentially play roles in the redevelopment of this catalytic property. The CRA should coordinate identifying and facilitating applicable funding sources, in partnership with private property owner, to accomplish the goals of increasing affordable housing.

CHALLENGES

Proximity to the Fire College may require soil examination and potential remediation.

**Note: The development of projects in private properties are subject to future discussions with private stakeholders.*

Fire College and Barnyard / City of Miami Fire Dept.



DESCRIPTION

The City of Miami Fire College is located adjacent to Ambrister Park and north of the Kingsway Apartments at 3900 Thomas Avenue in West Grove. The site area is approximately 4.5 acres and the site of the “Old Smokey” incinerator. The incinerator was built in 1925 and burned trash until 1970, creating toxic ash. Large mounds of ash were piled at the site, remaining for years, and causing environmental damage. Soil testing and potential remediation would be required for any redevelopment or reuse of the site.

To restore the neighborhood and rebuild community fabric, the Fire College should be relocated out of residential neighborhoods and the site remediated for future redevelopment.

The Barnyard Community Center is located at the northeast corner of the Fire College site, on the corner of Brooker Street and Washington Avenue. It is a part of the Coconut Grove Cares organization, which was founded in 1948 by Elizabeth Virrick and Father Theodore Gibson to address injustices in the predominantly African American West Coconut Grove. The community center is home to the after-school and summer programs for

elementary-age children, many from nearby residences and housing developments.

GENERAL BOUNDARIES

North: Washington Ave
South: William Ave/ Kingsway Apartments
East: Brooker St
West: Jefferson St/ Ambrister Park

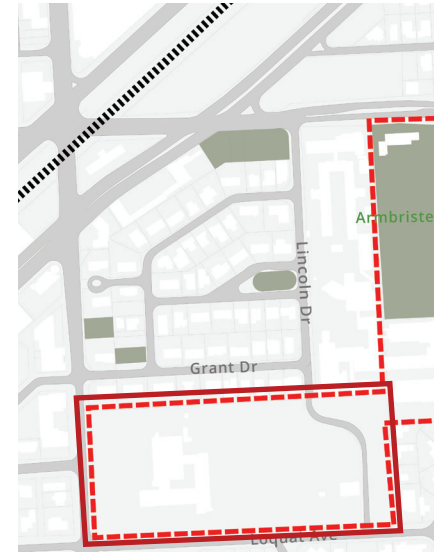
OPPORTUNITIES

Multiple funding sources, ranging from tax increment revenues to federal brownfield cleanup grants, potentially play roles in the redevelopment of this catalytic property. The CRA should coordinate identifying and facilitating applicable funding sources to accomplish the goals of increasing affordable and mixed-use housing and improving neighborhood aesthetics.

CHALLENGES

Most environmentally challenged properties are long-term projects requiring federal, state and local involvement. This project includes the added element of relocating a fire team training facility.

Water Sewer Offices / County-owned property



DESCRIPTION

The Miami-Dade County Water and Sewer Department (WASD) offices are located at 3574 SW 42nd Avenue in West Coconut Grove. This County asset has a reverter clause with the City of Miami that states that if the use were to be discontinued, then the property is given back to the City.

The property area is roughly 8.3 acres, including an expansive surface parking area that could be redeveloped for affordable housing, parks, or green space.

GENERAL BOUNDARIES

North: Rear of houses on Grant Dr
South: Loquat Avenue
East: Rear of houses on Kumquat Ave
West: SW 42nd Ave

OPPORTUNITIES

Government-owned properties provide the best opportunities for creating new development to influence and retain neighborhood character, mitigate gentrification, create town centers, and provide higher density of affordable housing. This catalytic site has a multitude of potential including: park and/or green space, community amenities, educational facilities, and an opportunity for mixed-income housing.

CHALLENGES

A potential challenge is the relocation of the existing water and sewer facility on the property.

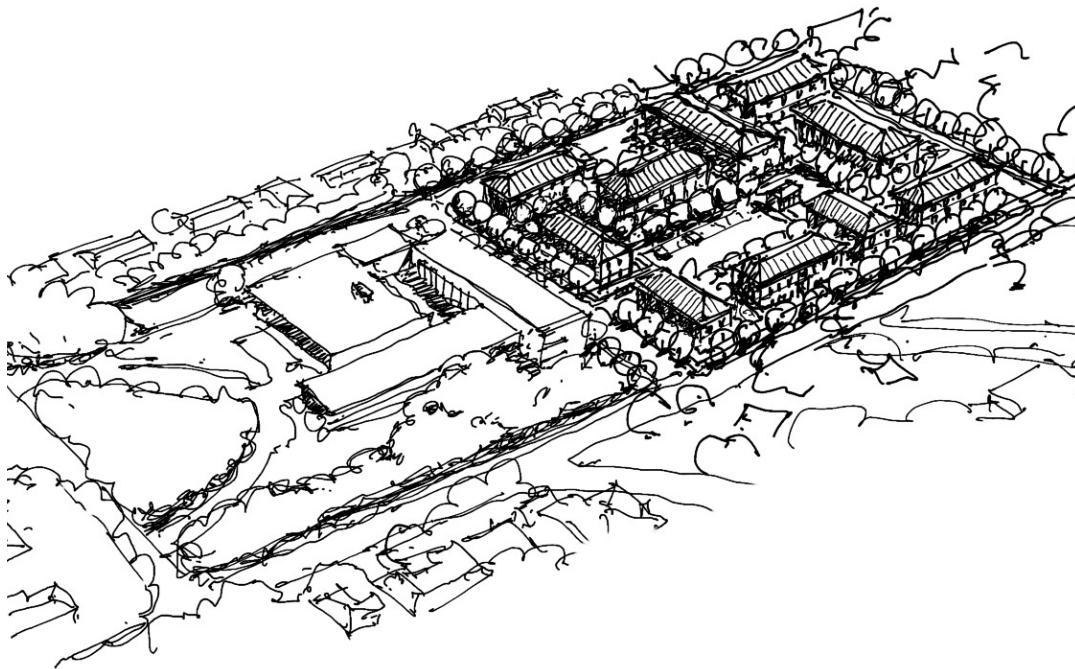


Image: Concept sketch of potential redevelopment in phases for the Miami-Dade County Water and Sewer Facilities site (source: Plusurbia Design).

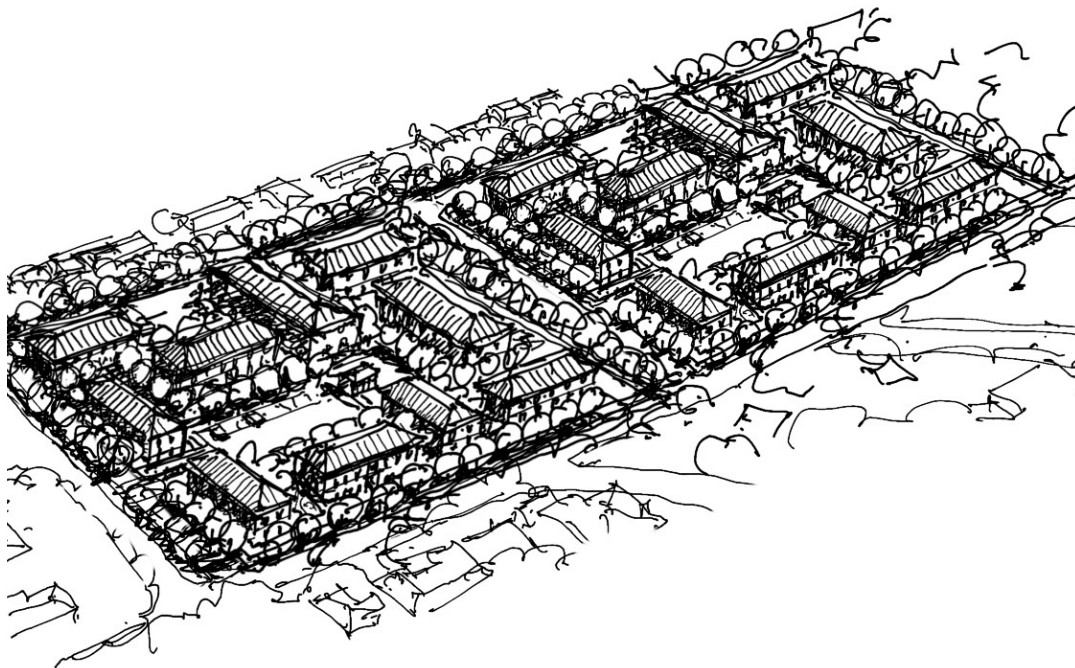


Image: Concept sketch of potential redevelopment in phases for the Miami-Dade County Water and Sewer Facilities site (source: Plusurbia Design).

Douglas Station TOD / Half-mile radius surrounding Douglas Station



DESCRIPTION

Transit Oriented Development (TOD) creates vibrant, mixed-use, compact communities served by commuter rail. A TOD around Douglas Station includes most of the West Grove neighborhood and can help create a dense, walkable, 24-hour mixed-use district linked to some of the best fixed rail commuter transit in all of South Florida. A TOD can help with the West Grove's need for workforce housing, adaptive re-use, job creation, civic space, complete streets, and dense urban living and will introduce a more equitable, affordable, sustainable and healthy community.

Compact urban development created by a TOD is within walking distance of the rail node that provides direct rail links to regional job centers and can be a major step toward reducing the cost of living for the West Grove neighborhood.

A TOD can offer a reduction in parking requirements by paying into a parking fund that will pay for centralized garages, hence increasing walkability. Relieved of the expense of building excessive parking, developers are able to offer

units at a more affordable price. The cost of living is further reduced by proximity to rail, eliminating the high cost of car ownership.

West Grove residents searching for housing have been largely priced out of greater Miami. Projects such as a TOD can provide micro units connected by rail to all the region's activity centers. Empty nesters and young families seeking workforce housing will be served by a wide range of price points.

Increased density in the area surrounding the station promotes arts, restaurants and shops. All buildings must have ground-floor retail to activate the street. TOD encourages adaptive re-use of existing structures. Complete Streets promote healthy living options for mobility beyond the car. Their design is considered parallel to the uses they serve as well as incentivizing civic life.

Bonus development rights can be attained by providing benefits such as: affordable / workforce housing, public park / open space, attaining LEED certification, adaptive reuse of legacy structures and making cash contributions to a public

benefits fund. The benefits fund can be used to acquire, create, maintain and restore green and open spaces.

GENERAL BOUNDARIES

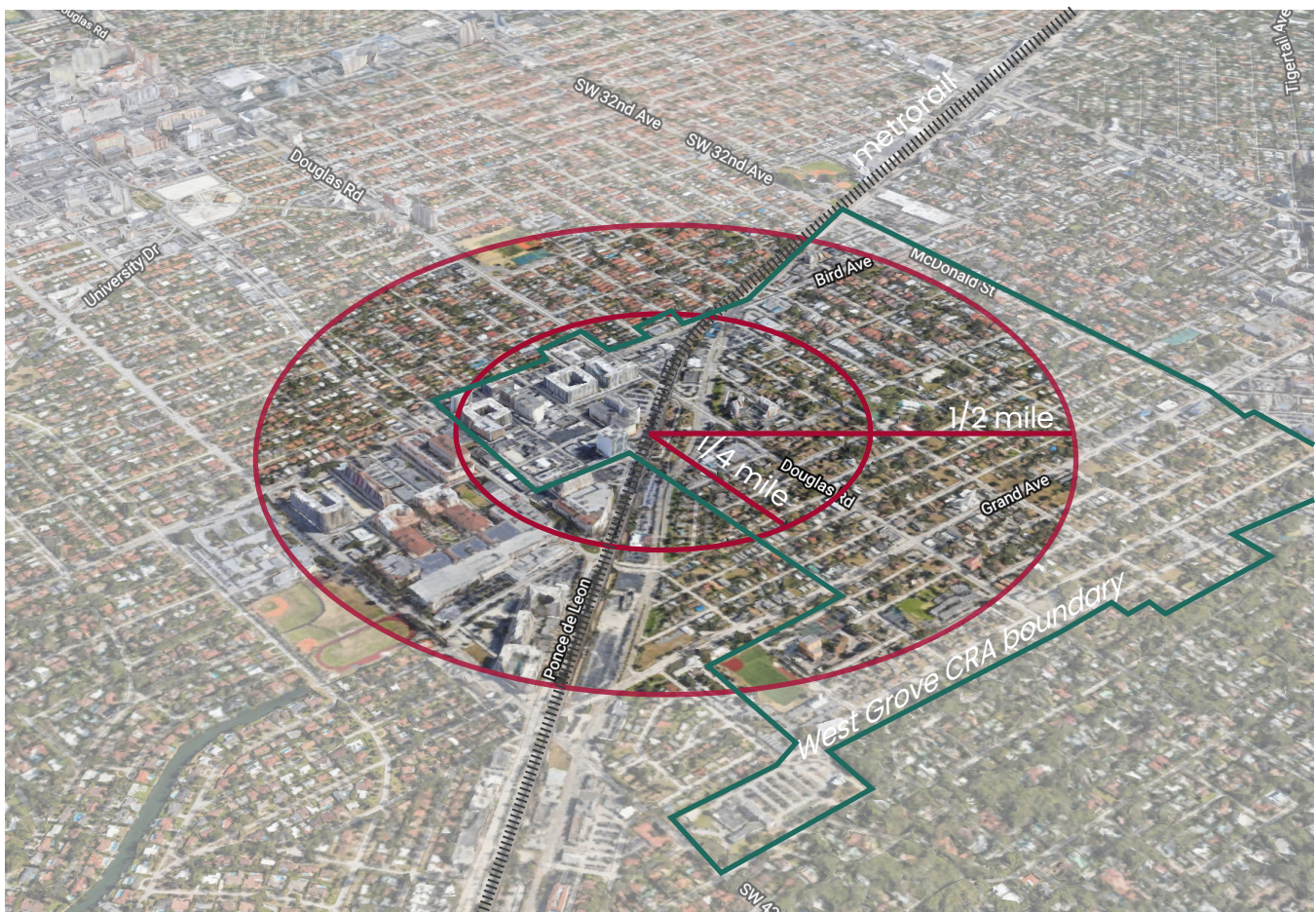
North: William Ave/ Charles Ave
South: Charles Ter
East: Douglas Rd
West: Jefferson St

OPPORTUNITIES

In addition to increasing the density and intensity to provide more affordable housing, this project can also help improve quality of life by improving accessibility to Douglas Station and expanding on the mobility options for residents in West Grove.

CHALLENGES

Extensive coordination with Miami-Dade County will be required to make this TOD project a success.





R

The West Grove
Community
Redevelopment Agency
may use multiple
revenue sources to
fund and finance the
Redevelopment Goals
and Initiatives in this
plan.

West Grove CRA



The CRA may seek funding in the form of grants for projects that support the Redevelopment Goals and Initiatives of this plan.

POTENTIAL SOURCES OF PROJECT FUNDING

The West Grove Community Redevelopment Agency may use multiple revenue sources to fund and finance the Redevelopment Goals and Initiatives in this plan, including but not limited to:

- Tax Increment Revenues – Tax Increment Revenue is typically the major source of funding for redevelopment projects under the State of Florida Community Redevelopment Act.
- Redevelopment Revenue Bonds – The provisions of Section 163.385, Florida Statutes allow the West Grove CRA to issue “Revenue Bonds” to finance redevelopment actions, with the security for such bonds being based on the “anticipated assessed valuation of the completed community redevelopment.”
- Direct Borrowing from Commercial Lenders – The CRA is also authorized to fund redevelopment projects and programs through direct borrowing of funds. Depending on the project’s funding requirements, the CRA may utilize both short and long-term borrowing.

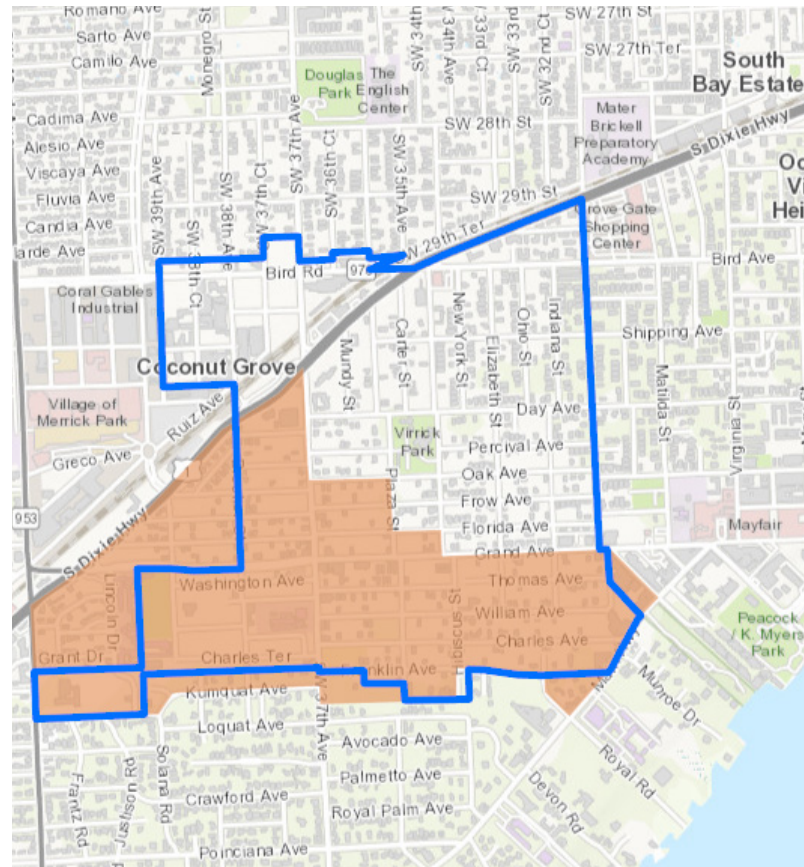


Image: ■ Qualified Opportunity Zone

- Grants Funding – The CRA may seek funding in the form of grants for projects that support the Redevelopment Goals and Initiatives of this plan, including but not limited to:
 - Historic Preservation Grants
 - DOT Transportation Enhancement Grants
 - Department of Transportation Transit Grants
 - Environmental Protection Agency (EPA) Funding
 - Economic Development Administration (EDA)/U.S. Department of Commerce Grants
- Other Funding Sources – As provided in FS 163 Part III, the West Grove CRA may apply for and accept advances, loans, 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 use to support the Redevelopment Goals and Initiatives in this plan.

Additionally, there are programs that target private sector investment which may benefit projects in the West Grove CRA. Two of the most significant are New Markets Tax Credits and Opportunity Zones.

As a new Community Redevelopment Agency starting with new increment revenue, West Grove will likely not generate significant revenue for the first few years. However, 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 2022 and 2023, with revenue that will allow the CRA to begin its work program in earnest. As growth compounds itself over time, the CRA's increment revenue will increase. 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. An annual estimate of borrowing capacity is included in the Financial Projection Tables.

Based on community input and feedback, the focus of the CRA will be to provide for infill of vacant lots and historic preservation, and investments to upgrade and modernize infrastructure and 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 Preliminary Financing Plan for this Plan's 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 2051 for non-homestead properties, which are projected to grow in Taxable Value by 2% for the purposes of the financial estimates. While in some

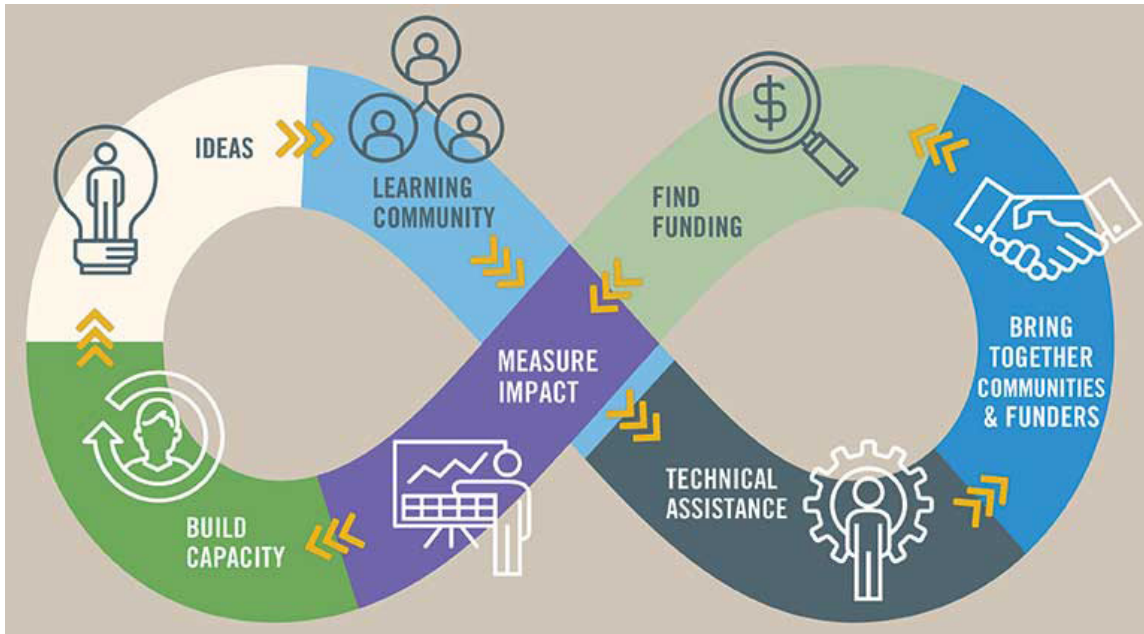


Image: Opportunity Zone diagram. (Source: Washington State Department of Commerce)

years some properties may see larger increases in Taxable Value and some will see smaller increases, it is believed that these growth rates are reasonable and 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, what percentage of these properties may have homestead exemptions, and their projected taxable value upon completion.

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.

Using these assumptions, a Preliminary Financing Plan can be developed.

REVENUE PROJECTIONS AND PRELIMINARY FINANCING PLAN

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. Elsewhere in this plan, goals for major catalyst programs to be undertaken by the CRA are outlined.

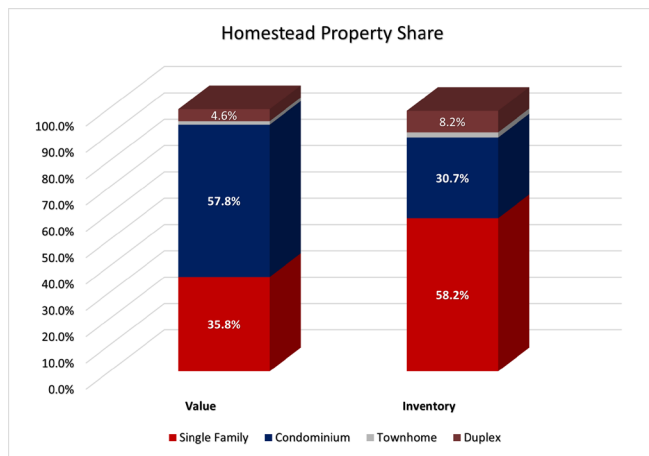
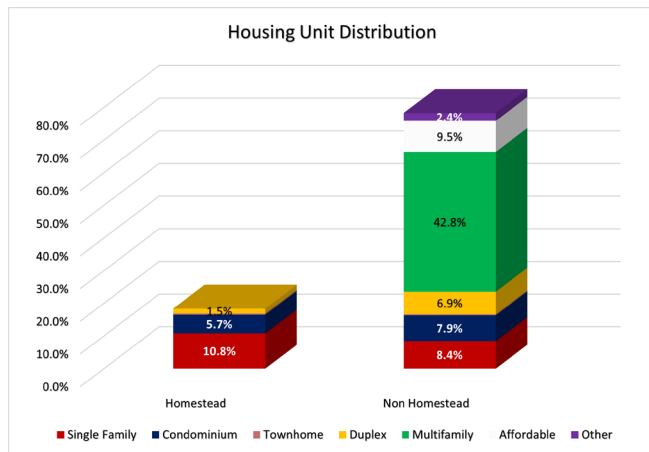
(NOTE: This model is not intended to be an actual representation of the CRA's future work plan or show actual costs or budgets for this work plan. This model is intended to allow the CRA to understand a scenario in which its anticipated work plan might be funded and completed. The actual formulation 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 Potential Financing Plan is presented in the following tables. These tables are essentially a conceptual budget that lists projected revenues and expenses for each of the future years of the

CRA through 2051. Indeed, it is prudent practice to review these projections on a periodic basis and refine them into a Five Year Finance Plan so that the assumptions in the model can be assessed against actual experience.

CURRENT PROPERTY VALUES

The current value of property within the



redevelopment area is 906 million for 2020. 13.1% of this value is in owner-occupied properties, i.e. properties that have a homestead exemption. The remaining 86.9% of the property value is in properties that do not have a homestead exemption.

The 564 homestead properties are only 13.1% of the total value, but make up 18.6% of all residential units in the redevelopment area, and are located in single family, condominium, townhome and duplex units.

Single family homes are the most numerous of the homesteaded properties but condominium units represent the largest share of the value.

PROJECTED EXPENSES

There are five key project and program areas that drive CRA expenses.

1. Economic Development
2. Infrastructure
3. Housing
4. Historic and Cultural Preservation
5. Transit, Transportation and Parking

PROJECTED TIMELINE

The projected timeline focuses on implementing those initiatives that will drive tax roll and tax increment growth in the early years to ensure that sufficient resources are available for capital and neighborhood projects throughout the CRA’s term. Specific prioritization will be made on an annual basis and may vary from subarea to subarea based on need and where along the revitalization process the area is at the time.

For example, the US 1 corridor and Grand Avenue may have more targeted economic development and business attraction needs prior to attracting residential uses, while the neighborhoods have a desperate need for infrastructure and housing improvements which must occur prior to significant private investment.

The following concept is presented as a guide which provides for the generation of Increment Revenue that will be needed for projects that do not generate Increment Revenue. In those cases where projects that do not generate Increment Revenue, but which are needed in the more immediate future, bonding or other debt vehicles will be considered and may be used.

- Early Years - Since new investment is the best opportunity to grow revenue, business and investment attraction and incentives that support new investment are important, especially in the early years of a plan. Capital projects and infrastructure projects that

support new investments are also important during this time. Commercial grants remain important to support small business and assist their efforts to capitalize on the new investment that is occurring, as is maintenance of CRA-funded projects. Housing, neighborhoods, and security also receive attention, with strong efforts be on attracting compatible, appropriate investment that supports long-term success of the plan and neighborhood stabilization.

- Middle Years – After new investment has begun and the corresponding increases in the Increment Revenue have been realized, the CRA should focus on stabilization and resiliency of the area. This includes an increase of efforts related to housing quality, attainability, and affordability, residential

investment and quality of life, maintaining and building on successes in the safety and security area, and supporting small businesses and entrepreneurs. These efforts will support long-term stability and growth of the tax base.

- Later Years and CRA Sunset – As tax base growth is realized and additional Increment Revenue becomes available, the CRA should focus on those efforts which rely on Increment Revenue more than on those which help create it. These are the years in which the CRA area needs to be put into a position to succeed following the sunset of the agency and the Increment Revenue source, so special emphasis is placed on implementing the plan strategies for public infrastructure, neighborhoods, public space, and quality of life improvements which support revitalization.

Finance and Implementation Plan – 2022–2026

SUMMARY	2022	2023	2024	2025	2026
A. Revenues					
I. Increment Revenues					
Carryover		\$ (67,531)	\$ 192,151	\$ 42,664,638	\$ 24,348,547
County Increment	\$ 253,689	\$ 2,353,404	\$ 3,672,270	\$ 4,064,343	\$ 4,471,581
City Increment	\$ 156,059	\$ 1,447,716	\$ 2,259,028	\$ 2,500,215	\$ 2,750,731
Bond Proceeds	\$ -	\$ -	\$ 56,567,212	\$ -	\$ -
Total Increment Revenues Available	\$ 409,748	\$ 3,733,589	\$ 62,690,661	\$ 49,229,196	\$ 31,570,858
B. Operating Expenses					
Administration	158,068	746,718	769,119	792,193	815,959
Contractual and Professional Services	\$ -	250,000	257,500	265,225	273,182
Total Non-Project/Program Expenditures	158,068	996,718	1,026,619	1,057,418	1,089,140
C. Project/Program Expenditures					
Economic Development and Business Assistance	\$ 75,000	\$ 300,000	\$ 275,000	\$ 275,000	\$ 275,000
Infrastructure Improvements	\$ 25,000	\$ 225,000	\$ 8,000,000	\$ 8,000,000	\$ 9,000,000
Housing Programs	\$ 50,000	\$ 250,000	\$ 7,750,000	\$ 7,750,000	\$ 7,750,000
Historic and Cultural Preservation	\$ -	\$ 200,000	\$ 525,000	\$ 925,000	\$ 1,000,000
SMART Plan Projects (Miami-Dade County) Available for Projects	\$ 169,211	\$ 1,569,720	\$ 2,449,404	\$ 2,710,917	\$ 2,982,544
Total Project/Program Expenditures	\$ 319,211	\$ 2,544,720	\$ 18,999,404	\$ 19,660,917	\$ 21,007,544
Total Operating Expenses	\$ 477,279	\$ 3,541,438	\$ 20,026,023	\$ 20,718,335	\$ 22,096,685
Total Debt Service/Obligations	\$ -	\$ -	\$ -	\$ 4,162,314	\$ 4,162,314
Total Expenses	\$ 477,279	\$ 3,541,438	\$ 20,026,023	\$ 24,880,649	\$ 26,258,999
Net Revenue (available for projects)	\$ (67,531)	\$ 192,151	\$ 42,664,638	\$ 24,348,547	\$ 5,311,859

New TIFF Projections

	Non-Homestead	Homestead	Existing Property	New Construction
2020	788,097,866	118,364,616	906,462,482	
2021	819,621,781	120,731,908	940,353,689	
2022	852,406,652	123,146,546	975,553,198	254,777,500
2023	1,108,011,924	158,877,971	1,266,889,895	135,495,495
2024	1,270,135,082	179,748,344	1,449,883,426	-
2025	1,320,940,485	183,343,311	1,504,283,796	-
2026	1,373,778,105	187,010,177	1,560,788,282	270,371,921
2027	1,663,796,358	226,055,172	1,889,851,530	-
2028	1,730,348,213	230,576,275	1,960,924,488	-
2029	1,799,562,141	235,187,801	2,034,749,942	242,920,814
2030	2,082,745,178	271,611,820	2,354,356,998	-
2031	2,166,054,985	277,044,057	2,443,099,042	-
2032	2,252,697,184	282,584,938	2,535,282,122	-
2033	2,342,805,072	288,236,637	2,631,041,708	-
2034	2,436,517,274	294,001,370	2,730,518,644	-
2035	2,533,977,965	299,881,397	2,833,859,362	-
2036	2,635,337,084	305,879,025	2,941,216,109	-
2037	2,740,750,567	311,996,605	3,052,747,173	-
2038	2,850,380,590	318,236,537	3,168,617,127	-
2039	2,964,395,814	324,601,268	3,288,997,082	-
2040	3,082,971,646	331,093,294	3,414,064,940	-
2041	3,206,290,512	337,715,159	3,544,005,671	-
2042	3,334,542,132	344,469,463	3,679,011,595	-
2043	3,467,923,818	351,358,852	3,819,282,670	-
2044	3,606,640,770	358,386,029	3,965,026,799	-
2045	3,750,906,401	365,553,750	4,116,460,151	-
2046	3,900,942,657	372,864,825	4,273,807,482	-
2047	4,056,980,364	380,322,121	4,437,302,485	-
2048	4,219,259,578	387,928,563	4,607,188,142	-
2049	4,388,029,961	395,687,135	4,783,717,096	-
2050	4,563,551,160	403,600,877	4,967,152,037	-
2051	4,746,093,206	411,672,895	5,157,766,101	-

*This table is intended to provide initial projections on the possible total new tax increment that could be generated by implementation of the redevelopment plan with the attraction of private investment to the area (estimated in the "New Construction Value" column).

Total Value	Increment		City TIR	County TIR
975,553,198	35,199,509	\$	267,041	\$ 164,273
1,266,889,895	326,536,206	\$	2,477,267	\$ 1,523,912
1,449,883,426	509,529,737	\$	3,865,547	\$ 2,377,924
1,504,283,796	563,930,107	\$	4,278,256	\$ 2,631,805
1,560,788,282	620,434,593	\$	4,706,927	\$ 2,895,506
1,889,851,530	949,497,841	\$	7,203,365	\$ 4,431,211
1,960,924,488	1,020,570,799	\$	7,742,560	\$ 4,762,902
2,034,749,942	1,094,396,253	\$	8,302,637	\$ 5,107,438
2,354,356,998	1,414,003,309	\$	10,727,336	\$ 6,599,012
2,443,099,042	1,502,745,353	\$	11,400,578	\$ 7,013,162
2,535,282,122	1,594,928,433	\$	12,099,925	\$ 7,443,372
2,631,041,708	1,690,688,019	\$	12,826,405	\$ 7,890,272
2,730,518,644	1,790,164,955	\$	13,581,086	\$ 8,354,521
2,833,859,362	1,893,505,673	\$	14,365,081	\$ 8,836,802
2,941,216,109	2,000,862,420	\$	15,179,543	\$ 9,337,825
3,052,747,173	2,112,393,484	\$	16,025,673	\$ 9,858,329
3,168,617,127	2,228,263,439	\$	16,904,721	\$ 10,399,083
3,288,997,082	2,348,643,393	\$	17,817,983	\$ 10,960,884
3,414,064,940	2,473,711,251	\$	18,766,810	\$ 11,544,563
3,544,005,671	2,603,651,982	\$	19,752,606	\$ 12,150,983
3,679,011,595	2,738,657,906	\$	20,776,828	\$ 12,781,043
3,819,282,670	2,878,928,981	\$	21,840,995	\$ 13,435,674
3,965,026,799	3,024,673,110	\$	22,946,683	\$ 14,115,847
4,116,460,151	3,176,106,462	\$	24,095,532	\$ 14,822,571
4,273,807,482	3,333,453,793	\$	25,289,247	\$ 15,556,896
4,437,302,485	3,496,948,796	\$	26,529,602	\$ 16,319,910
4,607,188,142	3,666,834,453	\$	27,818,440	\$ 17,112,750
4,783,717,096	3,843,363,407	\$	29,157,676	\$ 17,936,593
4,967,152,037	4,026,798,348	\$	30,549,306	\$ 18,792,665
5,157,766,101	4,217,412,412	\$	31,995,399	\$ 19,682,242
	30-Year TIR	\$	479,291,054	\$ 294,839,969



Image: Map of the West Coconut Grove CRA boundary.

BEGINNING AT THE SOUTHWEST CORNER OF THE INTERSECTION OF THE RIGHT OF WAYS OF SOUTH DIXIE HIGHWAY (SR5) AND MCDONALD STREET; THENCE SOUTH ALONG THE WEST RIGHT OF WAY LINE OF MCDONALD STREET TO THE INTERSECTION WITH THE SOUTH RIGHT OF WAY OF GRAND AVENUE; THENCE EAST ALONG SAID SOUTH RIGHT OF WAY LINE TO THE NORTHEAST CORNER OF LOT 1, BLOCK 28, PER PLAT BOOK B, PAGE 106 OF HOMESTEAD PLAT (MIAMI-DADE COUNTY RECORDS); THENCE SOUTH ALONG SAID LOT AND THE EAST RIGHT OF WAY LINE OF THOMAS STREET TO THE INTERSECTION WITH THE WESTERLY RIGHT OF WAY LINE OF AN ALLEY; THENCE SOUTHEASTERLY ALONG SAID WESTERLY RIGHT OF WAY LINE TO THE INTERSECTION WITH THE NORTHERLY RIGHT OF WAY LINE OF MAIN HIGHWAY; THENCE SOUTHWESTERLY ALONG SAID WESTERLY RIGHT OF WAY LINE TO THE INTERSECTION WITH THE NORTH RIGHT OF WAY LINE OF FRANKLIN AVENUE; THENCE WESTERLY ALONG SAID NORTH RIGHT OF WAY LINE TO THE INTERSECTION WITH THE WEST RIGHT OF WAY LINE OF HIBISCUS STREET; THENCE SOUTH ALONG SAID WEST RIGHT OF WAY LINE TO THE INTERSECTION WITH THE NORTH RIGHT OF WAY LINE OF MARLER AVENUE; THENCE WEST ALONG SAID NORTH RIGHT OF WAY LINE TO THE SOUTHWEST CORNER OF LOT 23, BLOCK 37 OF HOMESTEAD (PLAT BOOK B, PAGE 106, MIAMI-DADE COUNTY RECORDS); THENCE NORTH ALONG THE WEST LINE OF SAID LOT 23 TO THE NORTHWEST CORNER OF SAID LOT 23; THENCE WEST ALONG THE SOUTH LINE OF LOTS 3,4,5,6,7,8 OF SAID BLOCK 37 TO THE SOUTHWEST CORNER OF SAID LOT 8; THENCE NORTH ALONG THE WEST LINE OF SAID LOT 8 TO THE INTERSECTION WITH THE SOUTH RIGHT OF WAY LINE OF FRANKLIN AVENUE; THENCE WEST ALONG SAID SOUTH RIGHT OF WAY LINE AND WESTERLY PROLONGATION THEREOF TO THE INTERSECTION WITH THE WEST RIGHT OF WAY LINE OF SOUTHWEST 37TH AVENUE; THENCE NORTH ALONG SAID WEST RIGHT OF WAY LINE TO THE SOUTHEAST CORNER OF LOT 1, BLOCK 1, KINGSWAY, PLAT BOOK 48, PAGE 98 (MIAMI-DADE COUNTY RECORDS); THENCE WEST ALONG THE SOUTH LINE OF SAID BLOCK 1 AND THE SOUTH LINE OF TRACT A, GEORGE WASHINGTON CARVER HIGH SCHOOL, PLAT BOOK 52, PAGE 21 (MIAMI-DADE COUNTY RECORDS) TO THE SOUTHWEST CORNER OF SAID TRACT A; THENCE SOUTH ALONG THE EAST LINE OF TRACT A, MIAMI-DADE WATER AND SEWER AUTHORITY, PLAT BOOK 119, PAGE 6 (MIAMI-DADE COUNTY RECORDS) TO THE SOUTHEAST CORNER OF SAID TRACT A; THENCE WEST ALONG THE SOUTH LINE OF SAID TRACT A TO THE SOUTHWEST CORNER OF SAID TRACT A; THENCE NORTH ALONG THE WEST LINE OF SAID TRACT A, SAID LINE ALSO BEING THE EAST RIGHT OF WAY LINE OF SOUTHWEST 42ND AVENUE, TO THE NORTHWEST CORNER OF SAID TRACT A; THENCE EAST ALONG THE NORTH LINE OF SAID TRACT A TO THE NORTHEAST CORNER OF SAID TRACT A; THENCE NORTH ALONG THE WEST LINE OF AFORESAID TRACT A OF GEORGE WASHINGTON CARVER HIGH SCHOOL, AND THE WEST LINE OF GRAND AVENUE PARK, PLAT BOOK 58 PAGE 27 (MIAMI-DADE COUNTY RECORDS) TO THE SOUTH RIGHT OF WAY LINE OF SOUTH GRAND AVENUE; THENCE EAST ALONG SAID SOUTH RIGHT OF WAY LINE TO THE INTERSECTION WITH THE EAST RIGHT OF WAY LINE OF BROOKER STREET; THENCE NORTH ALONG THE EAST RIGHT OF WAY LINE AND NORTHERLY PROLONGATION THEREOF TO THE INTERSECTION WITH THE NORTH RIGHT OF WAY LINE OF ORANGE STREET; THENCE WEST ALONG SAID NORTH RIGHT OF WAY LINE TO THE EAST RIGHT OF WAY LINE OF SOUTHWEST 39TH AVENUE; THENCE NORTH ALONG SAID EAST RIGHT OF WAY LINE TO THE INTERSECTION WITH THE NORTH LINE OF LOTS 19-26 OF BLOCK 5, REALTY SECURITIES CORP. OF COCONUT GROVE, PLAT BOOK 2 PAGE, 85 (MIAMI-DADE COUNTY RECORDS); THENCE EAST ALONG SAID NORTH LINE OF SAID LOTS, ALSO BEING ALONG THE NORTH LINE OF LOTS 19-30 OF BLOCK 6 AND LOTS 19-30 OF BLOCK 7 OF SAID PLAT AND EASTERLY PROLONGATION TO THE INTERSECTION WITH THE EAST RIGHT OF WAY LINE OF SOUTHWEST 37TH COURT; THENCE NORTH ALONG SAID EAST RIGHT OF WAY LINE TO THE NORTHWEST CORNER OF LOT 14, BLOCK 8 OF SAID PLAT; THENCE EAST ALONG THE NORTH LINE OF LOTS 14 AND 13 OF SAID BLOCK 8 AND EASTERLY PROLONGATION THEREOF OF SAID PLAT, TO THE INTERSECTION WITH THE EAST RIGHT OF WAY LINE OF SOUTHWEST 37TH AVENUE; THENCE SOUTH ALONG SAID EAST RIGHT OF WAY LINE TO THE NORTH LINE OF LOT 20, BLOCK 13, OVERBROOK PARK, PLAT BOOK 3, PAGE 206 (MIAMI-DADE COUNTY RECORDS); THENCE EAST ALONG THE NORTH LINE OF LOT 20 ALSO THE NORTH LINE OF LOT 9 AND THE EASTERLY PROLONGATION THEREOF, TO THE INTERSECTION WITH THE EAST RIGHT OF WAY LINE OF SOUTHWEST 36TH COURT; THENCE NORTH ALONG SAID EAST RIGHT OF WAY LINE TO THE NORTHWEST CORNER OF LOT 24, BLOCK 14 OF SAID PLAT; THENCE EAST ALONG THE NORTH LINE OF LOTS 24 AND 11 OF SAID BLOCK 14 TO THE WEST RIGHT OF WAY LINE OF SOUTHWEST 36TH AVENUE; THENCE SOUTH ALONG SAID WEST RIGHT OF WAY LINE TO THE INTERSECTION WITH THE WESTERLY PROLONGATION OF THE NORTH LINE OF LOT 23, BLOCK 15 OF SAID PLAT; THENCE EAST ALONG SAID PROLONGATION AND NORTH LINE OF SAID LOT 23 TO THE INTERSECTION WITH THE NORTH RIGHT OF WAY LINE OF SOUTHWEST 29TH TERRACE; THENCE SOUTHWESTERLY ALONG SAID NORTH RIGHT OF WAY LINE TO THE INTERSECTION WITH THE NORTH RIGHT OF WAY OF BIRD AVENUE (SR976); THENCE EAST ALONG SAID NORTH RIGHT OF WAY LINE TO THE INTERSECTION WITH THE SOUTH RIGHT OF WAY LINE OF SOUTH DIXIE HIGHWAY (SR5); THENCE NORTHEASTERLY ALONG SAID SOUTH RIGHT OF WAY LINE TO THE POINT OF BEGINNING.

Appendix A

~Village West

west coconut grove

COMMUNITY
REDEVELOPMENT
AGENCY

Authors + Partners

PLUSURBIA DESIGN is a finely-tuned ensemble launched on the shared strength of more than 25 years of professional success in planning, urban design, zoning, code creation, development and architectural design. The practice is rooted in collaboration that designs contextual cities, towns and neighborhoods that create lasting value. PlusUrbia's diverse team creates inspired design, collaborative approaches and innovative solutions to shape vibrant, efficient, adaptable and sustainable places of lasting cultural identity.

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WEST COCONUT GROVE
COMMUNITY REDEVELOPMENT AGENCY
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This document was prepared for:
The Village West Grove - Coconut Grove for implementation
by the City of Miami. (The Client)

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