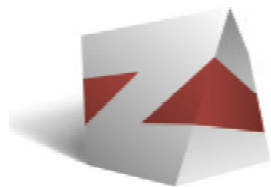




# 79TH STREET CORRIDOR NEIGHBORHOOD INITIATIVE



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79TH STREET CORRIDOR REDEVELOPMENT PLAN

DECEMBER, 2003



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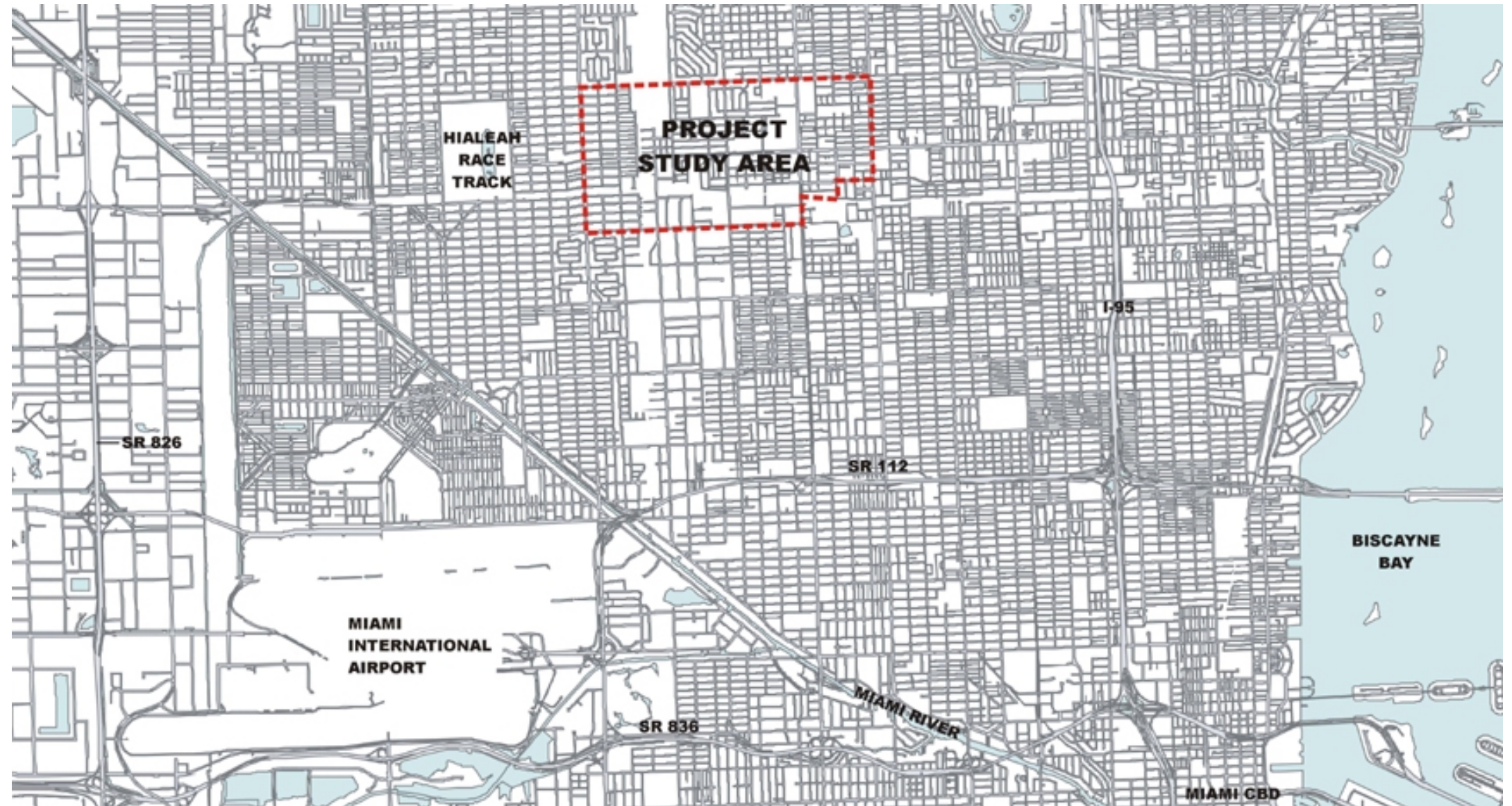


## EXECUTIVE SUMMARY AND RECOMMENDATIONS

Miami Dade County's 79th Street corridor, a predominantly low-income African-American community, is a major east-west transportation corridor connecting southern Hialeah with I-95, Biscayne Boulevard and Miami Beach. The 79th Street Corridor Neighborhood Initiative is being led by a partnership of Coalition members with substantial expertise in community economic development: the Urban League of Greater Miami, Inc., Miami-Dade Neighborhood Housing Services, Inc. and Dade Employment and Economic Development Corporation (DEEDCO).

The goal of the Initiative is to transform the western portion of the 79th Street Corridor (NW 22nd Avenue to NW 42nd Avenue) from a fragmented set of residential, commercial, and industrial sites with a reputation for being dangerous and undesirable, into a cohesive neighborhood. As such, the Initiative can be viewed as a laboratory for the vision of urban infill development articulated in the governor's "Eastward Ho!" report.

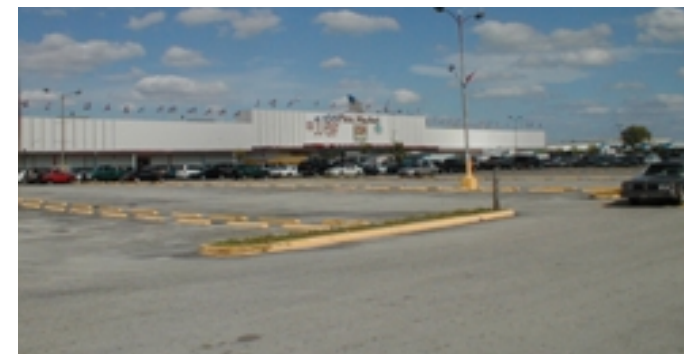
In 2002 funding was obtained for work on the Initiative's Redevelopment Plan. Funding sources included the Miami-Dade Empowerment Trust, Miami-Dade County Office of Community and Economic Development (OCED), Miami-Dade Metropolitan Planning Organization (MPO), and the Local Initiatives Support Corporation (LISC). The corporation retained a team of planners and consultants headed by Zyscovich, Inc. to create the Redevelopment Plan to be part of the larger Sustainable Development Plan for the Corridor. The Plan identifies the physical details of how the neighborhood is put together (the relationship of land uses, zoning, buildings, blocks, streets, parks, civic and commercial struc-



Study Area Location Map



Typical Study Area Residence



Existing Flea Market USA



Existing Northside Shopping Center





tures) and helps determine how well the social and economic aspects work. From that it builds a community consensus, creates the overall project development parameters, identifies the supportive infrastructure and builds a project image. It also provides a large portion of the necessary data that would be needed should the Initiative and governing agencies decide to implement a Tax Increment Financing District in the community.

The Redevelopment Plan is composed primarily of the following elements:

- Existing Conditions Analysis (including Economic, Land Use, Zoning, Transportation and Environmental)
- Market Assessment and Feasibility (Industrial, Retail/ Commercial, Office and Residential)
- Study Area Vision and Catalyst Projects
- Implementation and Incentives

In order to ensure that the Plan is feasible, the concepts put forward are heavily reliant upon the market and economic analyses that have been conducted. As such, the holistic vision relies on the implementation of catalyst development projects as a foundation for redevelopment. Three potential catalyst development concepts have been identified based on market analysis, proximity to existing and planned corridor infrastructure assets and existing land uses. The projects are strategically located within the Study Area so that, upon their completion, the projects will generate future infill development and results in the full revitalization of the area. The concepts include transit oriented redevelopment for Northside Shopping Center and the areas surrounding the Tri-Rail/Metrorail/Amtrak Stations and new industrial development. A brief description of each concept and recommendations for implementation follows:

#### INDUSTRIAL PARKS

(See Section 10.1.1 for a full description of this project)

The conclusion of the Market Assessment indicated that the strongest economic market within the Study Area is industrial. This conclusion, in addition to the identification of the need to redevelop the existing "SFRC industrial corridor" stretching from the Miami International Airport to 79th Street, has led to the proposal of new industrial development covering up to 200 acres.

*Recommendations for Implementation:*

- Assemble properties to create large contiguous development parcels.
- Improve roadway infrastructure to accommodate large trucks and provide adequate drainage.
- Provide water/sewer and fiber optic infrastructure.
- Provide development incentives as outlined in Section 11.0.
- Provide a zoning overlay that addresses the needs of modern industrial development.

#### TRI-RAIL/METRO-RAIL/AMTRAK TRANSIT NODE

(See Section 10.1.2 for a full description of this project)

As one of the most important transportation nodes within the County, this site currently lacks the necessary connectivity to be an effective multi-modal hub. The proposal for this site includes a mixed-use transit oriented housing, retail and office development, dedicated bus facilities, a kiss-and-ride facility, parking and the relocation of the existing Amtrak Station.

*Recommendations for Implementation:*

- Assemble properties as summarized in Section 10.1.2.3.
- Land Use: Work with County and State agencies to coordinate the existing underlying land use designa-

tions with the Community Urban Center designation as described in Section 10.1.2.3.

- Zoning: Create a zoning overlay (utilizing the County's Rapid Transit Zone) that reflects the Policies for Development of Urban Centers and promotes mixed-use pedestrian friendly development as provided in the CDMP.
- Infrastructure: Provide sanitary sewer infrastructure as defined in the Miami-Dade Water and Sewer Department's NW 79th Street Sanitary Sewer Improvement Project.
- Ensure that new development provides tax revenues equal to or greater than existing revenues in affected municipalities.
- Coordinate development plans with the Miami-Dade Expressway Authority's Central Parkway project.
- Work with local, regional and national transit agencies to implement rapid transit improvements and oriented mixed-use development.

#### NORTHSIDE SHOPPING CENTER REDEVELOPMENT

(See Section 10.1.1 for a full description of this project)

As the largest single-owner property within the study area, the assets of the Northside Shopping Center property include frontage along the Study Area's two most prominent roadways (NW 79th Street and NW 27th Avenue), adjacency to a future rapid-transit corridor and a historical significance as a neighborhood center. This proposed project envisions the phased redevelopment of the existing Northside Shopping Center into a mixed-use transit oriented development.

*Recommendations for Implementation:*

- Coordinate redevelopment plans with the Miami-Dade Transit Agency and the Metrorail North Corridor Ex-

tension project.

- Coordinate future redevelopment plans with the existing tenants and develop a plan that allows for phased relocation.
- Continue coordination with existing land owners to ensure future redevelopment of the site.

#### ADDITIONAL PLAN COMPONENTS

(See Section 10.2 for a full description of this project)

The plan also provides corridor linkages and overall concepts that provide a framework for future development beyond the implementation of the catalyst projects. The linkages include the creation of active green spaces, streetscape and landscape improvements, infrastructure improvements and a conceptual framework for infill development.

#### IMPLEMENTATION AND INCENTIVES

Section 11.0 provides an outline of potential economic incentives in four basic categories, including:

- Community Redevelopment Area (CRA);
- Community Development District (CDD);
- Community Development Block Grant (CDBG) Loans; and
- the Beacon Council's Targeted Jobs Incentive Fund (TJIF).

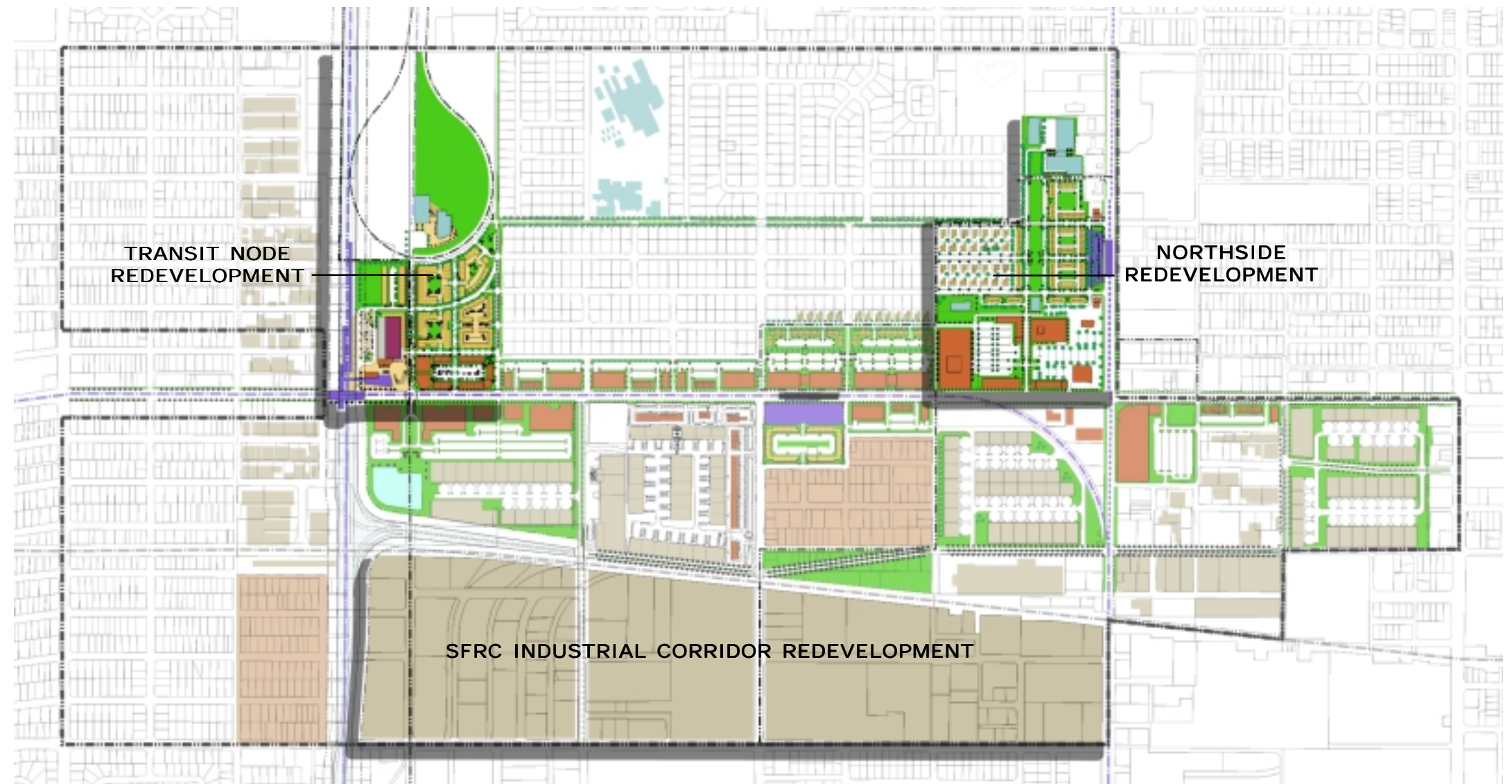
Beyond the recommendations for future development, the fundamental recommendation of this report is that a Community Redevelopment Area (CRA) be created in order to provide governing agencies important redevelopment powers. The CRA boundaries should be limited to the areas within Unincorporated Miami-Dade County.

## ACKNOWLEDGMENTS

The study team extends our sincere thanks and appreciation to the many government officials, property owners, developers and private citizens who devoted their time, energy, intelligence and imagination to the crafting of the 79<sup>th</sup> Street Corridor Redevelopment Plan. We wish to express our gratitude to Bryan Finnie of the Office of Community and Economic Development (OCED); Aundrae Wallace of the Miami-Dade Empowerment Trust; the

Metropolitan Planning Organization (MPO), the Transportation Planning Technical Advisory Committee and the Transportation Planning Council; Dennis Russ of the Local Initiatives Support Corporation (LISC); Assistant County Manager Tony Crapp; Miami-Dade County Commissioners Dorrin Rolle, Natacha Seijas and Bruno Barreiro; Hialeah Mayor Raul Martinez; Miami-Dade Transit (MDTA); the Tri-County Commuter Rail Authority (Tri-Rail); Amtrak; the Florida Department of Transportation (FDOT);

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**79TH STREET CORRIDOR REDEVELOPMENT PLAN**

DECEMBER, 2003





Figure 1-1: Aerial Photograph of Study Area

## 1.0 INTRODUCTION

### 1.1 STUDY PURPOSE

The 79th Street Corridor Redevelopment Plan is an Urban Planning and Design Study led by the 79th Street Corridor Neighborhood Initiative, Inc. The Initiative's primary objective is to "transform the 79th Street Corridor from a fragmented set of residential, commercial, and industrial sites into a cohesive neighborhood conscious of its tangible and intangible assets and directing its future". The Initiative is led by three local community-based development organizations: the Urban League of Greater Miami, Inc., Miami-Dade Neighborhood Housing Services, Inc., and DEEDCO.

The Project Study Area includes significant community assets with respect to access to major transportation corridors, proximity to jobs, a sound housing market and community identity. Unfortunately, these assets can currently be characterized as fragmented and underdeveloped. The Study purpose is to create a sound urban vision leading to the redevelopment of the area and the creation of a sustainable community. The Redevelopment Plan identifies potential catalytic development opportunities and strategic urban growth patterns based on careful analysis of economic market forces, land use and zoning patterns, and infrastructure and transportation issues. Furthermore, the Plan seeks to establish a common vision among community stakeholders and provide a strategic road map critical to implementation of the plan.

## 1.2 ORGANIZATIONAL STRUCTURE

This report consists of four major components: Existing Conditions; Market Assessment; the Redevelopment Plan; and Recommendations for Implementation. It provides a critical mass of information essential for understanding the Study Area's role within urban Miami-Dade County and for identifying and developing a sustainable urban vision. Contributors to this report include Hammer, Siler, George Associates, Kimley-Horn and Associates, Inc., Gunster Yoakley and Telesis Corporation.

## 1.3 STUDY AREA DESCRIPTION

The Study Area is located primarily within unincorporated Miami-Dade County with the following general physical boundaries (Figure 1-1):

- North: NW 87th Street;
- East: NW 22nd Avenue;
- South: NW 71st Street; and
- West: NW 42nd Avenue (E 8th Ave).

The Study Area does, however, overlap the municipal boundary of the City of Hialeah (Figure 1-2), which includes one of the



Eastbound NW 79th Street

County's most significant transportation nodes (Tri-Rail/Metrorail Transfer Stations). Furthermore, the Study Area overlaps Miami-Dade County Commission Districts 3, 6 and 13 (Figure 1-3).

Centrally located within the Study Area, NW 79th Street is the primary east-west artery within the surrounding urban area, and links North Miami Beach on the East to the currently vacant Hialeah Racetrack on the West. Significant North-South roadways within the study area include NW 42nd, 32nd, 27th and 22nd Avenues.

### Transit

The Study Area represents one of the most intensive concentrations of transportation infrastructure in Miami-Dade County. Included are three primary rail corridors (Figure 1-4): the South Florida Rail Corridor (SFRC); the Florida East Coast Railway (FEC) and the Miami-Dade County Rapid Transit Service (Metrorail) line. Within the study area, the SFRC is aligned in a north-south direction west of NW 37th Avenue. This corridor is primarily utilized by CSX Transportation and by Tri-Rail, the commuter rail system serving the Tri-County area of Miami-Dade, Broward and West Palm Beach Counties. Tri-Rail's most heavily used passenger station, the Metrorail Transfer Station, is located just north of NW 79th Street. In addition, this corridor provides National



Westbound NW 79th Street

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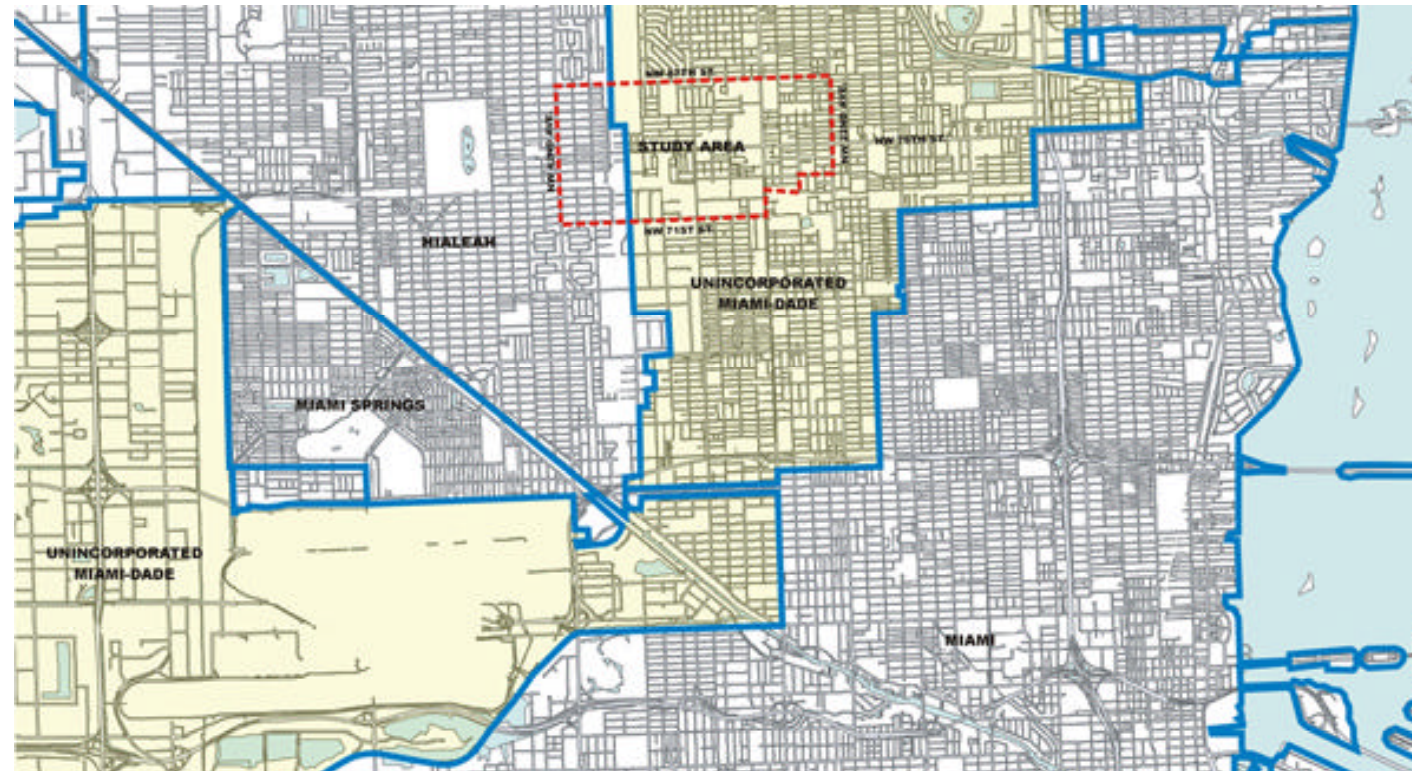


Figure 1-2: Study Area/Municipal Boundaries

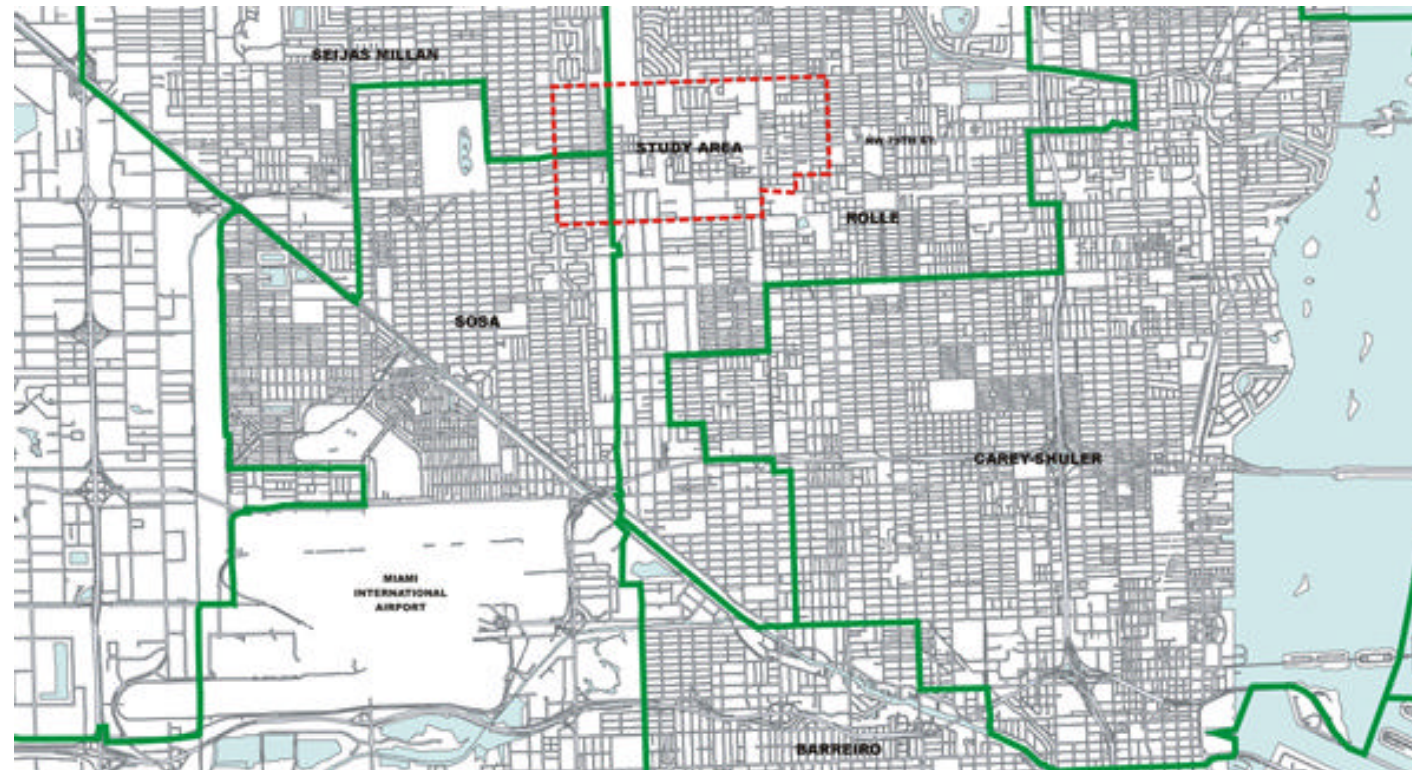


Figure 1-3: Study Area/County Commission Districts

Railroad Passenger Corporation services and includes Amtrak's southernmost terminal station. Currently the corridor is being upgraded with an additional track to increase freight capacity and to allow Tri-Rail to increase train headway frequency from approximately one hour to twenty minutes. The FEC is aligned east-west, north of NW 71st Street and intersects the SFRC just north of NW 75th Street and east of NW 38th Avenue. This freight corridor services the FEC intermodal facility adjacent the Miami International Airport (MIA) and the Port of Miami. Numerous rail "spurs" from both the SFRC and FEC service adjacent industrial land uses. Metrorail, the County's primary rapid transit rail service, is aligned above the center median of NW 79th Street from NW 27th Avenue to NW 42nd Avenue and includes two passenger stations: Northside Station and the Tri-Rail Transfer Station.

Land Use

As described in the Land Use section of this report, NW 79th Avenue generally acts as a boundary between primarily single-family residential uses to the north and industrial uses to the south. Along the SFRC, there exists a significant north-south corridor of industrial land uses connecting to MIA on the South and extending north, with diminishing intensity, to Opa-Locka Airport. Many of the warehouses in the area south of 79th Street are currently vacant and in disrepair.

The primary commercial corridors in the Study Area are NW 79th Street and NW 27th Avenue, although both are grossly underdeveloped. The corridors are primarily developed with small individually owned retail and service businesses. The most significant commercial development, The Northside Shopping Center, occurs at the intersection of the two arteries. It can be described as a "first generation" shopping center or "strip mall". The Cen-





Existing Amtrak Station



Metrobus



Existing Tri-Rail/Metrorail Transfer Station

ter is composed of contiguous retail outlets connected by an external pedestrian walkway separated from the street by large surface parking lots. To the west and adjacent to Northside is the Flea Market USA, a large-scale structure also bounded by a large surface parking lot. Both developments create less than desirable urban conditions catering heavily to the use of the private auto-

mobile. Nearby transit stations have no clear pedestrian connection with these developments.

#### 1.4 STAKEHOLDER INTERVIEWS

As part of the research effort, the consultant team has conducted multiple interviews with important Stakeholders in order to glean

valuable insight and ideas concerning the Study Area and its future redevelopment. The identified Stakeholder group includes elected officials, public agencies, civic leaders, business leaders and major property owners. The team has conducted several community presentations and meetings and a meeting list is provided in **Appendix A**.

The Stakeholder meeting process has proven to be an invaluable resource in creating the vision for the Redevelopment Plan. These meetings have aided the team in understanding the desires of the community and prioritizing ideas that will eventually lead to the area's successful redevelopment.

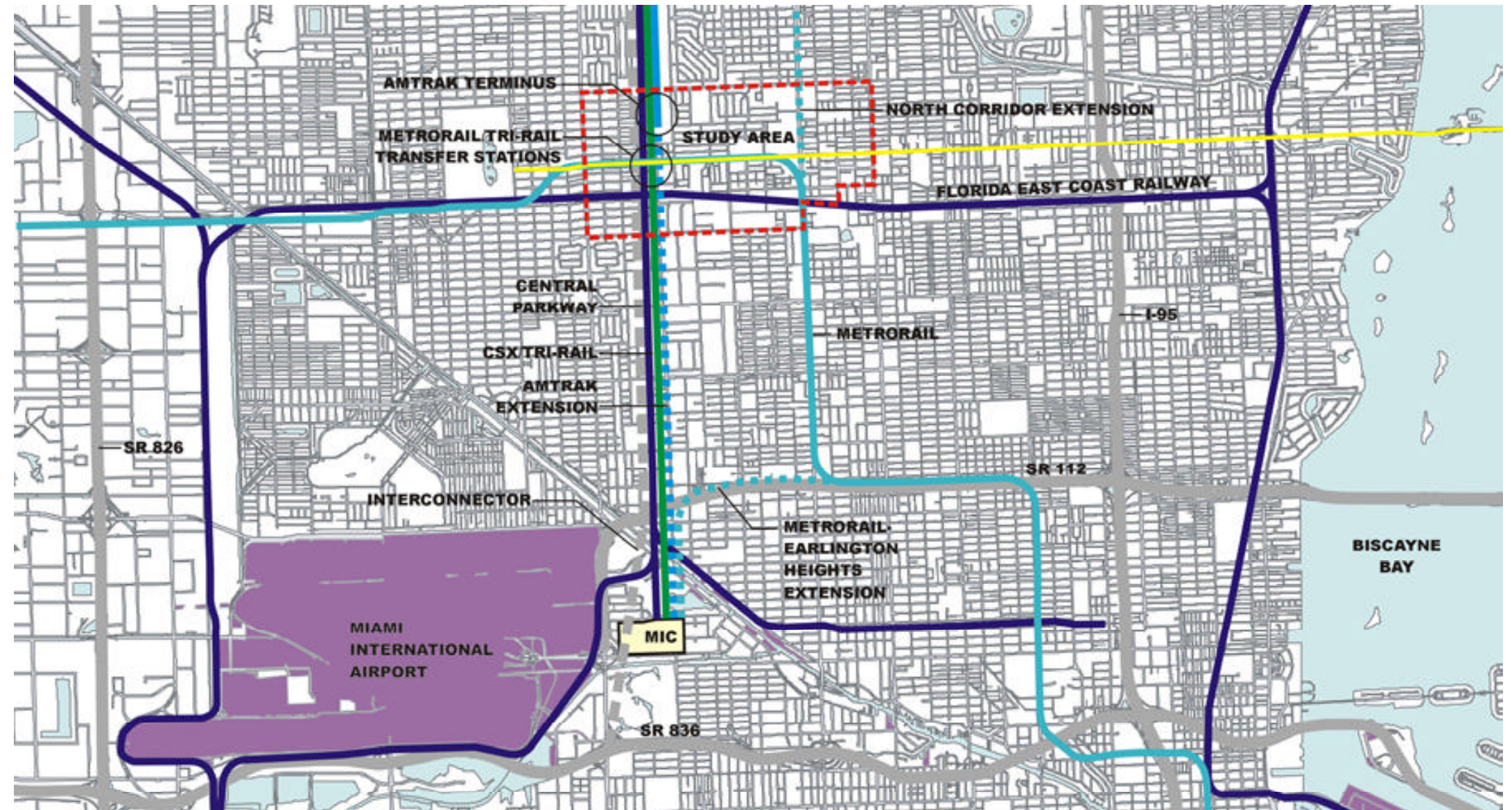


Figure 1-4: Study Area/Regional Transit Network



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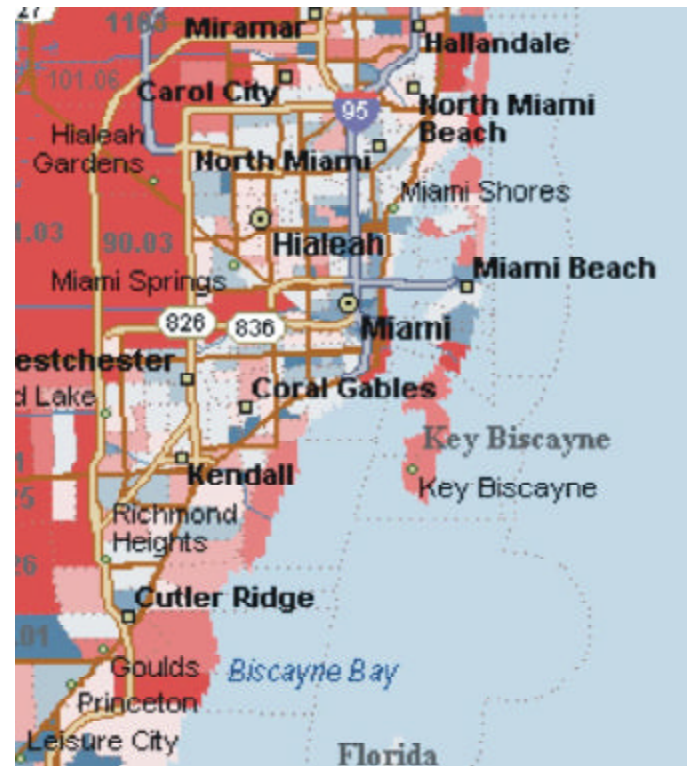


Figure 2-1: Percentage Population Growth by Census Tract

## 2.0 EXISTING ECONOMIC CONDITIONS

The State of Florida is experiencing growth in its population and economy that is unprecedented in its history, and is among the highest such growth rates in the nation. Among all states, Florida has been the seventh fastest growing in recent years, with its population swelling 23.5 percent (by over 3 million people) between the 1990 and 2000 Censuses. This population growth has been propelled by several of the state's metro areas, many of which have seen growth rates exceeding 30 percent during the 1990s. For example, the Naples Metropolitan Statistical Area (MSA) grew in population by 65.3 percent between 1990 and 2000; the Orlando Metro Area grew by 34.3 percent; and the West Palm Beach-Boca Raton area grew by 31 percent. The Miami region's growth, while still robust, has been much more modest.

The Miami Metropolitan Statistical Area (consisting only of Miami-Dade County) was counted as having 2,253,362 residents in the 2000 Census, up 16.3 percent from 1990's total of 1,937,094. This represents a growth rate slightly below state-wide averages. Miami-Dade County was, in fact, the second slowest-growing county in South Florida (only Monroe County had a slower growth rate). The City of Miami, by far the county's largest municipality, grew in population by a mere 1.1 percent, with this higher growth rate in the County being the result of development in the western portions of the urbanized area. As shown on **Figure 2-1**, the fastest growing portions of the Miami-Dade metro area (indicated in red on the map) are on the City's fringe, particularly in those areas that border the Everglades. Meanwhile, older, more urban areas have generally held steady or declined in population over the past decade.

### 2.1 THE 79TH STREET CORRIDOR AT A GLANCE

To examine the current conditions and recent trends of the 79th Street Corridor, Hammer, Siler, George Associates defined the corridor by using U.S. Census Tracts. This report uses the same definition of four Census Tracts as has been used before in studies of the 79th Street Corridor; the Tracts and the overall Corridor boundaries are shown in **Figure 2-2**. While the Tract-based area definition is not coterminous with the Corridor as a whole, there is a considerable methodological advantage to using a geographic definition based upon Census Tracts. Because of the ready availability of detailed demographic and economic information at the Census Tract level, this broader definition is able to provide a more detailed and accurate demographic portrait than would otherwise be available. In total, these four Census Tracts comprising the Corridor Area contain 21,077 residents as of 2001, according to Claritas, Inc., a demographic research firm.

With the climate of rapid growth, both in the state and in South Florida as a whole, relatively little growth has been directed towards Miami-Dade's inner core. Much of the growth within Miami-Dade County has come from fringe areas of the county, including large recent annexations. The 79th Street Corridor effectively slices through the slower-growth portions of the county, as indicated in **Figure 2-2**. The 79th Street Corridor area has grown at a much slower pace than did most of the rest of the county. The four Census Tracts that comprise the Corridor Area grew by only 4.2 percent, roughly one-quarter the rate of growth in the whole of Miami-Dade County. **Figure 2-3** illustrates how the population growth rate for the Corridor Area is substantially less than the growth rates for the larger region and the state.

### 2.2 ETHNIC COMPOSITION

This relatively slow growth rate, however, masks a shifting in ethnic composition in the area. While the Corridor Area as a whole experienced a modest 4.2 percent rate of growth between 1990 and 2000, the percentage of Hispanic residents increased by one-third. Concomitantly, the proportion of non-Hispanic black residents decreased by 14.4 percent, and the percentage of non-Hispanic white residents decreased by 40.4 percent. The Corridor Area now contains roughly 11,200 Hispanic residents, which amounts to approximately 53 percent of the total population. By contrast, the 1990 Census identified only 8,400 Hispanic residents—a smaller 42 percent of the population.

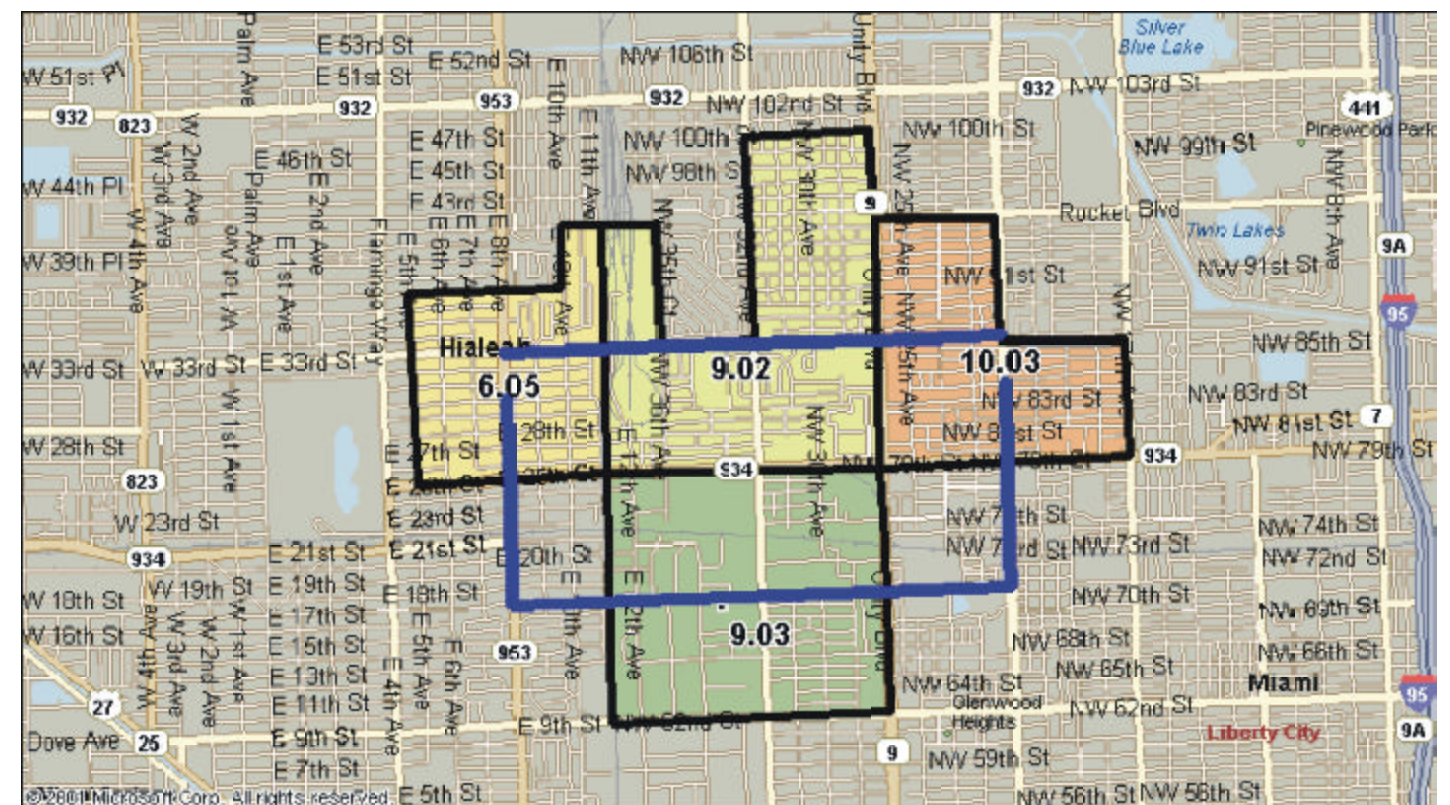
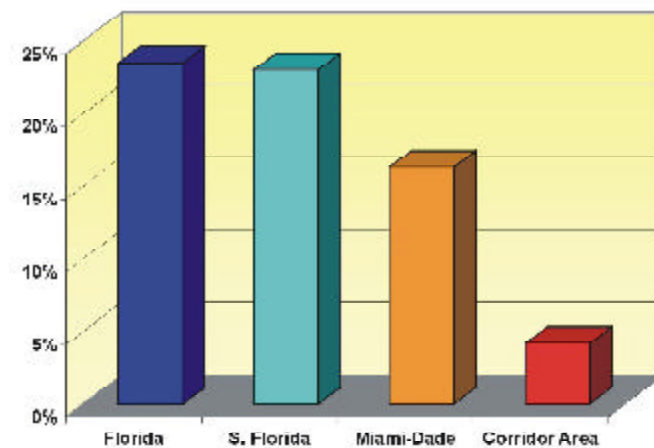


Figure 2-2: Study Area Census Tracts

# 79TH STREET CORRIDOR REDEVELOPMENT PLAN

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Sources: U.S. Census Bureau and Hammer, Siler, George Associates.  
Figure 2-3: Percent Population Growth

According to Claritas, Inc., the Corridor Area is currently (as of 2001) 53.8 percent Hispanic, 41.0 percent black, and 4.7 percent white. The County as a whole has a much different ethnic composition, being 57.7 percent Hispanic, 19.7 percent black, and 20.7 percent white. But despite the statistical diversity of the Corridor area, there are major ethnic differences between the east and west ends of the Corridor. The east end is largely black (Census Tract 10.03 is 85 percent black), while the west end, particularly in the in the City of Hialeah, is overwhelmingly Hispanic (Census Tract 6.05 is 91 percent Hispanic).

### 2.3 HOUSEHOLDS AND INCOME

To further understand the conditions of the Corridor Area, one can look at the characteristics of Households in addition to the characteristics of Individuals. Claritas, Inc. estimates there to be 6,005 households in the area, nearly stationary from the 1990 Census figure of 6,009 households. Seventy-five percent of these local households are families (two or more related people living together), a figure that is significantly higher than Miami-Dade's

overall family-to-household percentage of 67 percent. Unsurprisingly, the average size of households is similar as well. The average household size for the Corridor Area is 3.47 persons per household, while the county as a whole has an average household size of 2.77. In both the Corridor Area and the County, the average household size rose slightly from 1990 (from 3.32 and 2.75 respectively), as it has throughout the region.

In measures of income, the Corridor Area is shown to have somewhat less per capita income than state or regional averages, largely due to the area's large family sizes. Figure 2-3 shows this, comparing the Corridor Area to the overall city and also to the state. Whether measuring per capita, household, or family income, Corridor Area residents generate less income than do most residents of the city and state. In fact, Claritas, Inc. estimates that 22.5 percent of families in the Corridor Area earn less than \$20,000 per year this compares to 20.3 percent of all Miami-Dade families, and 13.8 percent of families statewide.

### 2.4 DEMOGRAPHIC OVERVIEW

Table 2-1 provides a summary of the Corridor Area's major demographic characteristics.

### 2.5 EMPLOYMENT AND ECONOMIC OVERVIEW

The 79th Street Corridor Area contains substantial amounts of employment, particularly in the wholesale, retail, and manufacturing sectors. In total, more than 12,000 private sector employees work in the Corridor Area's four Census Tracts, amounting to 44 percent more workers in the area than there are working adults who live in the area (8,621). The breakdown of this em-

ployment shows that it is heavily dominated by the service sector (more than one-quarter of total employment), the wholesale and manufacturing sectors (each with over one-fifth of total employment), as well as retail (13 percent of total employment).

Table 2-2 shows this breakdown.

As indicated, the average firms located within the Corridor area employs 12 people, but this figure varies greatly by industry sector. Firms in manufacturing and transportation tend to be much larger than the median firm (average employees per firm of 35.4 and 31.9, respectively), while retail and services establishments tend to be much smaller.

TABLE 2-1: CORRIDOR AREA AT A GLANCE, DEMOGRAPHIC OVERVIEW

Population, 2001	21,077	Households, 2001	6,005
Population, 1990	20,174	Households, 1990	6,009
Population, 1980	20,052	Households, 1980	6,067
Housing Units, 2001	6,478	Average Household Size, 2001	3.47
Housing Units, 1990	6,466	Average Household Size, 1990	3.32
Population by Race, 2001		Income Measurements, 2001	
Hispanic	53.8%	Per Capita Personal Income	\$11,950/yr.
Black (non-Hispanic)	41.0%	Median Household Income	\$30,658/yr.
White (non-Hispanic)	4.7%	Median Family Income	\$37,159/yr.
Other	0.5%	Median Household Wealth	\$76,617

Sources: U.S. Census Bureau and Claritas, Inc.

TABLE 2-2: PRIVATE SECTOR EMPLOYMENT, CORRIDOR AREA, 2001

Sector	Employees	% of Total	Firms	Employees Per Firm
Services	3,265	26.3%	352	9.3
Manufacturing	2,765	22.3%	78	35.4
Wholesale Trade	2,659	21.4%	165	16.1
Retail Trade	1,610	13.0%	293	5.5
Transportation	1,530	12.3%	48	31.9
Construction	337	2.7%	49	6.9
Communication & Utilities	129	1.0%	11	11.7
Finance, Ins. & Real Estate	114	0.9%	33	3.5
Other	15	0.1%	9	1.7
<b>Total for Corridor Area</b>	<b>12,424</b>	<b>100.0%</b>	<b>1,038</b>	<b>12.0</b>

Source: Claritas, Inc.



This employment picture is positive in that it shows that the Corridor area sustains a large amount of employment, as well as a large number of major employers. The area overall is a location that is centrally proximate to most of the county's large residential areas, and thus is an attractive place to conduct business due to its employee drawing power.

## 2.6 CONDITION OF COMMERCIAL AND INDUSTRIAL PROPERTIES

While the Corridor area's major employers give the area a diverse economic base with various employment opportunities, the physical and aesthetic condition of many of these properties tends to distract from the area's visual appeal. Many of the larger properties that are in active manufacturing or wholesale use are in a poor state of repair, and although occupied, give their surrounding neighborhood a pervasive character of deterioration.

In addition, a number of large commercial or industrial properties are currently not in active use and are available for sale. The availability of these tracts of land, likewise, detracts from the overall potential character of the area.

## 2.7 LONG-TERM ECONOMIC ASSESSMENT

Without significant intervention, the 79th Street Corridor area faces a considerable struggle in the coming years in relation to its economic base. Following are the main factors currently working against the prospects of developing more quality employers in the area:

The deteriorating condition of many existing commercial and industrial properties give the area an overall feeling of neglect. A number of commercial and industrial tracts are currently for sale and are likewise negatively affecting the overall character, and desirability, of the Corridor area. A lack of direct highway access remains an impediment to longer-term economic development.

However, there are certainly positive points as well, pointing to a more positive economic outlook.

The area has a diverse existing industrial base and has a particularly strong tradition of sustaining manufacturing and wholesale enterprises. Location is close to many large population areas, making the area's commuting shed appropriate for continued industrial and commercial expansion. Location is proximate to both Miami International and Opa-Locka Airports. With these qualities, and taking into consideration the existing broad economic base, the 79th Street Corridor area offers ample opportunities for further enhanced economic development given a dedicated redevelopment effort.



Existing Conditions of Industrial Properties



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### 3.0 EXISTING LAND USE

The Comprehensive Development Master Plan (CDMP) outlines Land Use regulations in Miami-Dade County. It describes NW 79th Street, as well as NW 27th Avenue and NW 22 Avenue as the major commercial corridors within the Study Area. As previously stated, with respect to land use patterns, NW 79th Street generally acts as a line of definition between residential districts to the north and industrial uses to the south. The area can be described as having primarily low-to-medium density housing north of 79th Street, industrial uses to the south and along the freight rail corridors and commercial uses along the major street arteries. **Figures 3-1** and **3-2** illustrate the existing regional and Study Area land use patterns, respectively.

Of particular interest is the land use adjacent to the existing Tri-Rail, Amtrak and the two Metrorail stations. The Redevelopment Plan seeks to promote Transit Oriented Development (TOD) to the greatest degree possible and successful TOD's are heavily reliant on an interdependent relationship between transportation facilities and adjacent land uses. A fundamental element of successful TOD projects is the implementation of mixed-use buildings and neighborhoods that allow users to conduct a multitude of activities in the vicinity of the transit stop and helps alleviate dependence on the automobile as a means of transportation. Not only does this attract additional ridership to the transit system and aide in decreasing environmentally harmful emissions, it promotes 24-hour activity and can lead to a more vibrant, safe community.

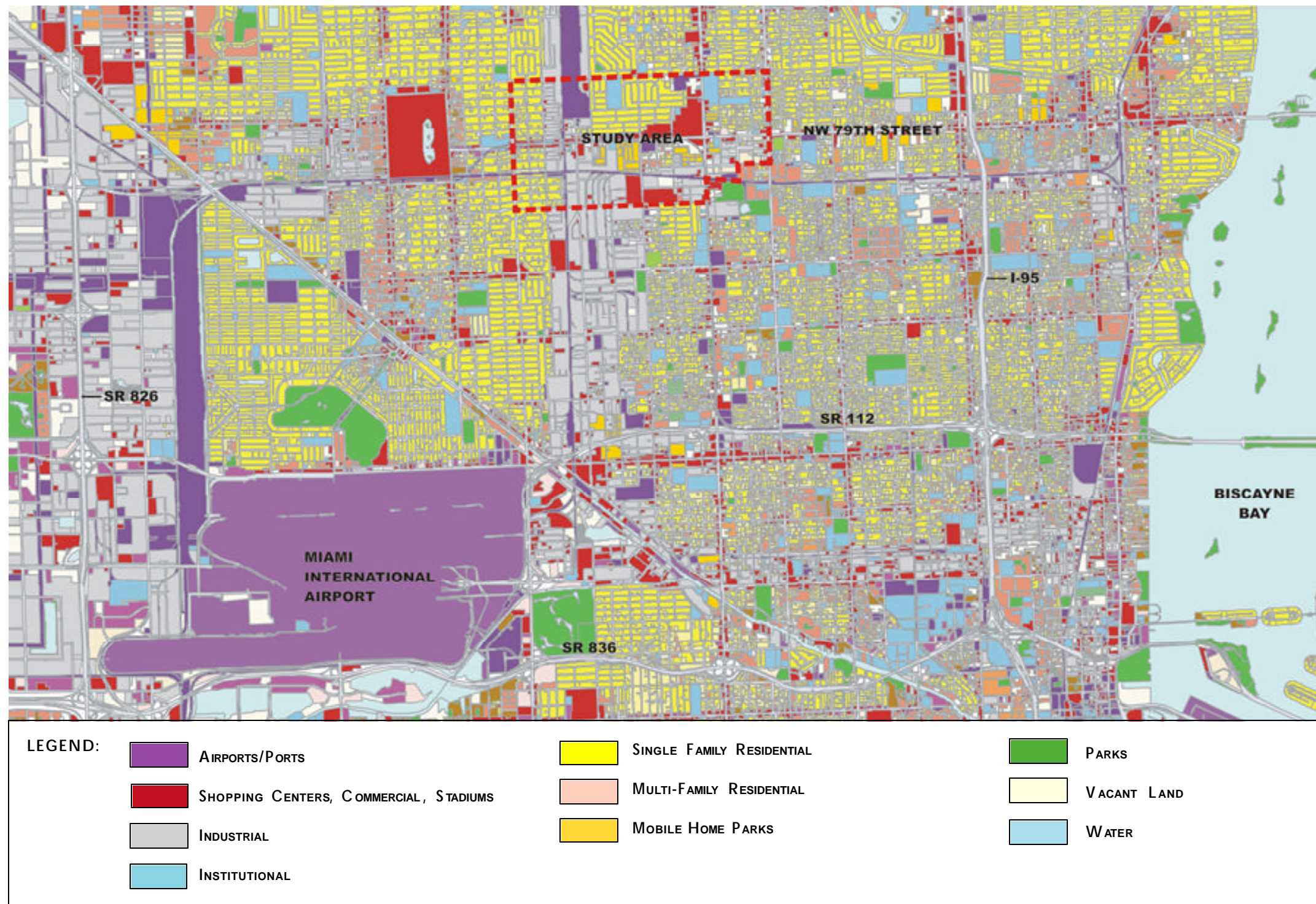


Figure 3-1: Regional Land Use Map



While the areas in question are currently comprised of industrial and commercial uses, the future land use designation is primarily industrial. Objective 1: Policy 1B of the CDMP provides that:

*Land in the vicinity of rapid transit stations shall be planned and developed in a manner that is compatible with, and supports the transit system. Uses and designs which promote, and are conducive to, transit usage shall be required. Rapid transit station sites and their vicinity shall be developed as "urban centers" as provided in this plan.*

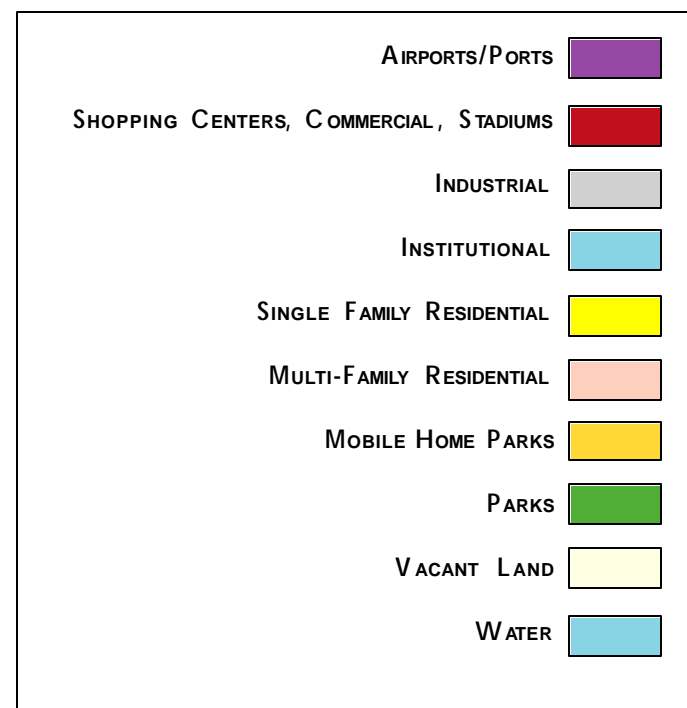
Urban Centers are provided in the CDMP to create hubs for future urban development intensification around which a "more compact and efficient urban structure will evolve". Both the Northside and Tri-Rail Metrorail stations are designated as Community Urban Centers (CUC). The CDMP establishes three types of Urban Centers, each of which has its own unique characteristics that define development densities, uses and land area. The designations ranging from the largest to smallest are: (1) Regional; (2) Metropolitan; and (3) Community. The CUC is intended to serve localized areas and establishes the following criteria:

- **FAR:** Average FAR's for developments should be at least 1.5 at the core adjacent transit station sites and should taper to at least 0.5 at the edge, but around rail transit station sites they should be developed at densities and intensities no lower than those provided for in Policy 7F of the CDMP

Future Land-Use Element.

- **Size:** The boundary shall extend for between 700 and 1,800 feet from the core of the center or transit stop; however, boundary may extend for ½ mile where recommended in a professional area plan for the CUC which is approved by the Board of County Commissioners after an advertised public hearing, and where consistent with the Urban Center Guidelines established in the CDMP.
- **Uses and Activities:** Generally, uses in Urban Centers may include retail trade, business, professional and financial services, restaurants hotels, institutional, recreational, cultural and entertainment uses, moderate to high density residential uses, and well planned public spaces. CUC's shall contain primarily moderate and smaller sized businesses which serve, and draw from, the nearby community.

**LEGEND:**



Furthermore, the CDMP suggests the introduction of housing and the use of a Traditional Neighborhood Development (TND) when conditions are appropriate. A recent memorandum produced by the Miami-Dade Office of Legislative Analysis and addressed to the Board of County Commissioners states that only 6.4% of Miami-Dade County's Residents live within a ½ mile radius of a rail transit station and only 14.3% live within a 1 mile radius. Within the transportation planning community, it is generally agreed that transit usage is at its highest levels within a 3,000 foot radius (a little over a ½ mile) from a transit station (see **Figure 3-2**). In addition, Recommendation 1 of the Residential Density Feasibility Study, published by Miami-Dade County Department of Planning & Zoning (MDPZ) in October of 2001, makes the following recommendation:

*Recommendation 1: Expand the County's Program of Joint Development for Metrorail Station Sites to create a Transit Oriented Development (TOD) Area Planning Program for Station-Area Neighborhoods.*

The explanation of this recommendation suggests that MDPZ, Miami-Dade Transit (MDT) and the Metropolitan Planning Organization (MPO) partner "to establish a systematic program that will produce transit-oriented development plans for areas within ¼ to ½ mile radius of all Metrorail Stations.

Although the principles set forth in the aforementioned documents have not yet been implemented within the Study Area, the foundation for the development of mixed-use transit oriented development exists and should be drawn upon to establish an effective development framework for the Study Area.



Figure 3-2: Study Area Land Use Map

## 79TH STREET CORRIDOR REDEVELOPMENT PLAN

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#### 4.0 EXISTING ZONING

As earlier described, the Study Area occupies portions of the City of Hialeah and Unincorporated Miami-Dade County. The municipal boundary separating the two, occurs generally along the South Florida Rail Corridor north of 79th Street and along NW 37th Avenue to the south. Therefore the area generally west of 37th Avenue, including the Tri-Rail/Metrorail transfer stations, is subject to the City of Hialeah Zoning Ordinances. Areas east of 37th Avenue, including Amtrak, Flea Market USA, Northside Shopping Center, Northside Metrorail Station and Poinciana Industrial Center, are subject to Miami-Dade County Ordinances.

Within the Unincorporated Miami-Dade County Study Area, the majority of properties (195 acres) adjacent to NW 79th Street and the major roadways of NW 27th and 22nd Avenues are currently zoned within the Special Business District (BU-2). A small percentage of the properties are zoned in the Neighborhood Business District (BU-1), the Limited Business District (BU-1A) and the Liberal Business District (BU-3). These zoning districts constitute 8 acres, 2.5 acres and 25 acres, respectively. Of these Districts, the only true mixed-use district allowing residential uses is that of BU-1. All other BU districts either prohibit residential uses or require a public hearing process for the inclusion of residential uses. West of 37th Avenue, the Corridor is primarily composed of the Hialeah Districts of Restricted Retail (C-1), Liberal Retail (C-2) and Extended Liberal Retail (C-3) Commercial Districts. These districts are generally comparable to the BU Districts of Miami-Dade County. **Figure 4-1** illustrates the Zoning Districts of the Study Area.

The stated purpose of the BU-2 district, the primary district along the corridor, is to provide for large scale commercial and/or

office facilities, which service the needs of large urban areas. The district allows developments such as regional shopping centers, retail establishments, entertainment facilities, office parks and other similar uses. Major Empowerment Zone Developable Sites such as the Northside Shopping Center, Flea Market USA and Poinciana Park are located within the BU-2 district. BU-3, the second most prominent district along the corridor allows uses such as adult entertainment, gun shops and pawnbrokers.

Residential districts to the north are composed of Single Family Residential (RU-1) and Two Family Residential (RU-2) Districts. A few small areas are zoned within the Bungalow Court District (RU-3B). The Metrorail Northside Station ancillary facilities (park-

ing, kiss and ride, etc.) are located within this district, although portions of the facilities lie within the BU-1 and BU-2 Districts. The mobile home parks located south of 79th Street are within districts of RU-3B, IU-1 and IU-2 and are non-conforming uses.

Industrial uses to the south of the corridor are Light Manufacturing (IU-1) and Heavy Manufacturing (IU-2). The Hialeah portion of the study area includes the Industrial (M-1) District. These districts are primarily located along the Florida East Coast (FEC) Railroad and South Florida Rail Corridors. The Metrorail/Tri-Rail transfer stations are located in the M-1 District.












In addition to the districts described above, the Study Area in-

cludes a GU Interim District (Amtrak Station and Tri-Rail Maintenance Facilities) and an Agricultural District (AU) where the former Belle Haven Mobile Home Park was located. This property will most likely be re-zoned with a BU or IU designation, as there is a current proposal (discussed further in section 9.0) to develop an industrial park and retail uses on the site.

A more detailed listing of allowable uses can be found in **Appendix B** of this report.

Given the current Zoning Districts and the fact that the proposed Redevelopment Plan includes mixed-use development, some type of Zoning overlay or special district will need to be implemented for the study area or portions thereof.

#### LEGEND:

BU-2/C-1	
BU-3	
BU-1	
RU-1/R-1	
RU-2	
RU-3	
AU	
IU-2	
IU-1	
M-1	
GU	

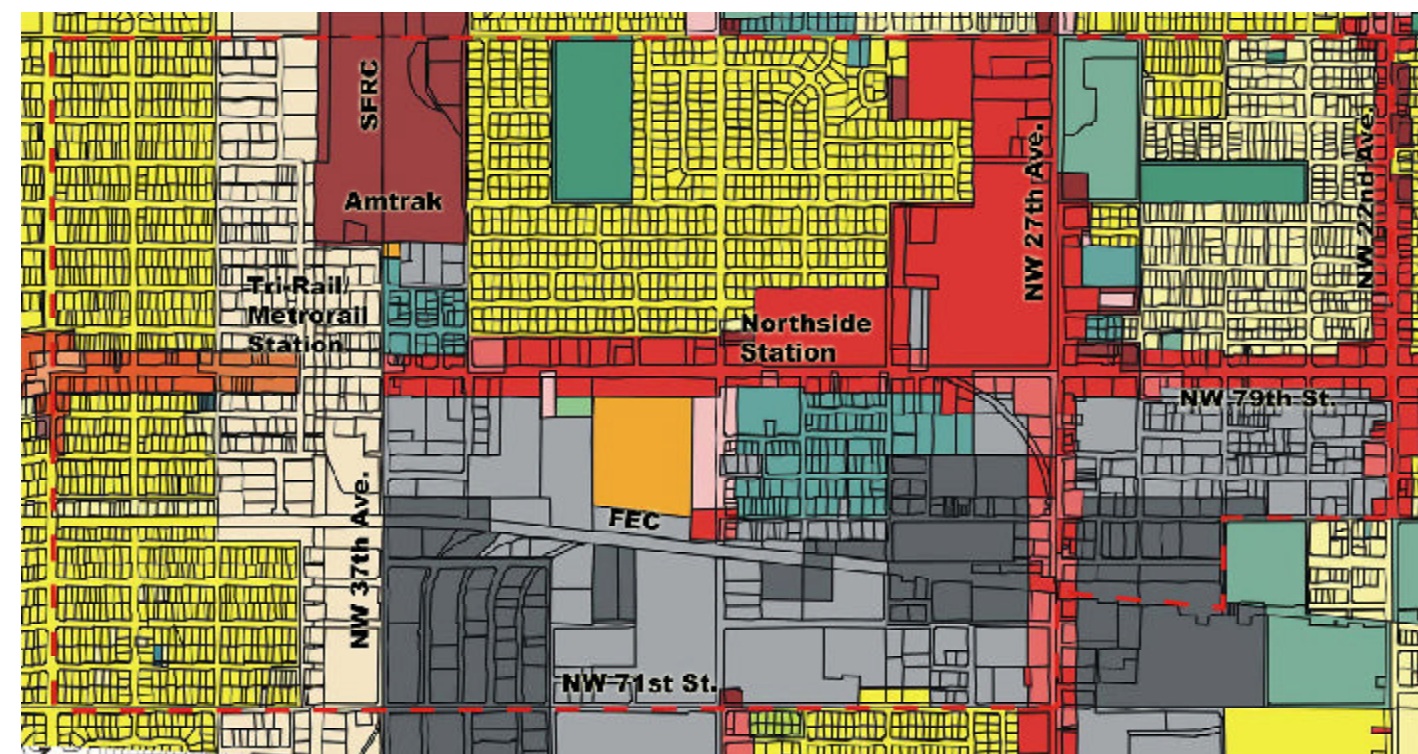


Figure 4-1: Study Area Zoning Map

## 79TH STREET CORRIDOR REDEVELOPMENT PLAN

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**TABLE 5-1: COMPREHENSIVE DEVELOPMENT MASTER PLAN IMPROVEMENTS**

PRIORITY	PROJECT / FACILITY	FROM	TO	PROJECT DESCRIPTION
Unfunded	Central Parkway	Golden Glades Interchange	SR 112	6 Lanes
Unfunded	Le Jeune Road	SR 112	NW 103 <sup>rd</sup> Street	Widen 4 to 6 Lanes

**5.0 TRANSPORTATION PLANS REVIEW**

Transportation plans were reviewed in order to gather information about planned and programmed transportation improvements in the “79th Street Corridor Redevelopment Plan” study area. This effort represents a key study component so that recommendations and strategies may be developed consistent with improvements that have been identified in these plans.

The review undertaken for this project included the following transportation plans:

- Miami-Dade County Comprehensive Development Master Plan Miami-Dade 2025 Long Range Transportation Plan
- Miami-Dade Transportation Improvement Program
- Miami-Dade Transit Development Program
- Tri-Rail Master Plan

**5.1 MIAMI-DADE COUNTY COMPREHENSIVE DEVELOPMENT MASTER PLAN**

The Miami-Dade Comprehensive Development Master Plan (CDMP) provides the framework that guides development within Miami-Dade County. The Plan is organized into the following ten “Plan Elements”:

- Land Use Element
- Transportation Element
- Housing Element
- Conservation, Aquifer Recharge and Drainage Element
- Water, Sewer, and Solid Waste Element
- Recreation and Open Space Element
- Coastal Management Element
- Intergovernmental Coordination Element
- Capital Improvements Elements
- Educational Element

The Transportation Element was the primary focus of this review. The purpose of the Transportation Element of the CDMP is to plan for an integrated multimodal transportation system providing for the circulation of motorized and non-motorized traffic in Miami-Dade County. The Transportation Element is divided into five subelements, two of which are most relevant to this study. The Traffic Circulation Subelement addresses the needs of the automobile traffic, bicyclists, and pedestrians. The Mass Transit Subelement addresses the need to continue to promote and expand the public transportation system to increase its role as a major component of the County’s overall transportation system.

**5.2 TRAFFIC CIRCULATION SUBELEMENT**

The Traffic Circulation Subelement (1) analyzes current roadway capacity and deficiencies in Miami-Dade County, (2) provides recommendations for improving future highway capacity, and (3) establishes goals, objectives, and policies aimed at meeting future needs. The overall goal of the Traffic Circulation Subelement is to develop, operate, and maintain a safe, efficient, and economical traffic circulation system in Miami-Dade County that provides ease of mobility for people and goods, is consistent with desired land use patterns, conserves energy, and protects the natural environment. Specific objectives toward attaining this goal include the following:

- Objective 1: All roadways in Miami-Dade County should operate at level of service (LOS) C or better. (LOS is discussed further in Section 6.3)
- Objective 2: Right-of-way and corridors needed for existing and future transportation facilities should be designated and reserved.
- Objective 3: The County’s transportation system should emphasize safe and efficient management of traffic flow.
- Objective 4: The Traffic Circulation Subelement should continue to be coordinated with the goals, objectives and policies of the Land Use Element, including the land uses, Urban Development Boundary, and Urban Expansion Area designated on the Land Use Plan map. The Traffic Circulation Subelement should also be coordinated with the goals, objectives, and policies of all other Elements of the CDMP.
- Objective 5: The traffic circulation system should protect community and neighborhood integrity.
- Objective 6: The transportation system should preserve environmentally sensitive areas, conserve energy and natural

resources, and promote community aesthetic values.

- Objective 7: Miami-Dade County’s Traffic Circulation Subelement, and the plans and programs of the State, region and local jurisdiction, should continue to be coordinated.

The CDMP and the Miami-Dade Long-Range Transportation Plan (LRTP) are consistent in presenting the planned improvements to the transportation system. However, the improvements identified in the CDMP are based on the 2015 LRTP, which was the adopted transportation plan at the time the CDMP was developed. Nevertheless, the projects presented in **Table 7-1** are listed as improvements in the CDMP and would affect the Study Area.

According to the CDMP, the Central Parkway would follow the NW 37th Avenue / CSX Railroad corridor through the study area of the “79th Street Corridor Redevelopment Plan.” In addition, Le Jeune Road (NW 42nd Avenue) is currently a four-lane facility that is proposed by the CDMP to be widened to six lanes.

**5.3 MASS TRANSIT SUBELEMENT**

The purpose of the Mass Transit Subelement is to provide a basis for the development of mass transit facilities to enhance mobility as a major component of the overall transportation system in Miami-Dade County. The Adopted Components of this subelement contain the mass transit goal, objectives and policies, a series of mass transit maps showing planned future facilities and service areas, and procedures for monitoring and evaluating conditions. The overall goal of the Mass Transit Subelement is to maintain, operate, and develop a mass transit system in Miami-Dade County that provides efficient, convenient, accessible, and affordable service to all residents and tourists.





The existing rapid transit corridor (Metrorail) passes through the Study Area along NW 27th Avenue and NW 79th Street. The CDMP identifies a proposed rapid transit corridor extension beginning at the Dr. Martin Luther King, Jr. Metrorail Station (just south of the curve in the Metrorail alignment near the intersection of NW 27th Avenue and NW 79th Street). The proposed rapid transit corridor extends north along NW 27th Avenue into Broward County. The use of the term rapid transit in the CDMP refers to any heavy rail, light rail, or express buses operating on exclusive rights-of-way.

The CDMP also identifies Transit Centers, such as Metrobus terminals, rapid transit stations, and transit transfer facilities. These centers are locations where several routes or lines, or different modes, converge. They are designed to handle the movement of transit vehicles and the boarding, alighting, and transferring of passengers between transit routes, lines, or transit modes. Despite the presence of commuter rail, heavy rail, and bus routes within the Study Area, no Transit Centers are identified by the CDMP within the study area for this project.

**5.4 MIAMI-DADE 2025 LONG RANGE TRANSPORTATION PLAN**

The Miami-Dade 2025 Long Range Transportation Plan (LRTP), adopted by the Miami-Dade County Metropolitan Planning Organization (MPO), was developed to guide long-term transportation investments in Miami-Dade County. The LRTP focuses on the County's transportation infrastructure needs, including connections to major activity centers. The LRTP also addresses transit facilities, bicycle facilities, pedestrian facilities, and other modes of transportation.

The LRTP lists a number of improvements, which are categorized based on priority and project description. The improvements were selected and prioritized based on goals and objectives approved by the MPO. The LRTP divides Miami-Dade County into six areas of analysis; the majority of the Study Area is part of the "North Area," although west of the South Florida Rail Corridor (SFRC), the study area is part of the "Northwest Area" and the "Central Area." The projects presented in **Table 5-2** were listed as improvements in the LRTP and would affect the study area of the "79th Street Corridor Redevelopment Plan."

The North Miami-Dade Transit Corridor premium transit project is the same project described in the Mass Transit Subelement of the CDMP.

The Central Parkway project would be a new expressway toll road operated by the Miami-Dade Expressway Authority (MDX). The Central Parkway would connect SR 112 (Airport Expressway) with SR 924 (Gratigny Parkway). A Central Parkway interchange is planned at NW 79th Street, one of only three interchanges between SR 112 and SR 924. Two potential design alternatives include an elevated expressway alignment above the existing CSX Railroad and an alignment adjacent to the CSX Railroad right-of-way. Additional alternatives are likely to be developed as planning efforts for the Central Parkway progress.

NW 37th Avenue extends south from the Miami Amtrak Station through the Study Area. This street is programmed to be widened from two to five lanes south of NW 79th Street and to include enhanced pedestrian facilities, although the pedestrian improvements are currently unfunded.

**5.5 MIAMI-DADE TRANSPORTATION IMPROVEMENT PROGRAM**

The Miami-Dade Transportation Improvement Program (TIP) was approved by the MPO in May 2002 for Fiscal Years 2003-2007. The TIP specifies proposed improvements to be implemented in Miami-Dade County over the next five years. The TIP is organized into the following three parts:

- Three-Year Federal Funded Project Listing: As required by federal regulations, projects receiving federal funding must be chosen from this list.

- Five-Year Project Listing: Projects beyond the third year are included as proposed so they will be periodically evaluated by the MPO.
- Unfunded Priority Needs: This category includes MPO priorities not included in the other two sections.

Improvements included in the TIP are characterized as Intermodal, Highway, Transit, Aviation, Seaport and Non-Motorized.

Projects programmed for the Study Area are presented in **Table 5-3**.

**TABLE 5-2: LONG RANGE TRANSPORTATION PLAN IMPROVEMENTS**

PRIORITY	TIME	PROJECT / FACILITY	FROM	TO	PROJECT DESCRIPTION
II	2011 - 2015	North Miami-Dade Transit Corridor	Dr. M. L. King, Jr. Metrorail Station	Broward County	Premium Transit
III	2016 - 2020	Central Parkway	SR 112	SR 924	New Expressway
III	2016 - 2020	NW 37 <sup>th</sup> Avenue	NW North River Drive	NW 79 <sup>th</sup> St	Widen 2 to 5 Lanes
III	2016 - 2020	Le Jeune Road	NW 62 <sup>nd</sup> St	NW 79 <sup>th</sup> St	On-road Bicycle Facility
IV -Unfunded	2021 - 2025	NW 37 <sup>th</sup> Avenue	NW 71 <sup>st</sup> St	NW 79 <sup>th</sup> St	Pedestrian Facility

**TABLE 5-3: TRANSPORTATION IMPROVEMENT PROGRAM IMPROVEMENTS**

YEAR	PROJECT / FACILITY	FROM	TO	PROJECT DESCRIPTION
2005	NW 79 <sup>th</sup> Street	@ NW 22 <sup>nd</sup> Avenue		Add Turn Lane(s). Reposition NB and SB left-turn lanes.





**5.6 MIAMI-DADE TRANSIT DEVELOPMENT PROGRAM**

The Miami-Dade Transit Development Program (TDP) was completed by Miami-Dade Transit (MDT). The 2002 Update to the TDP presents the operating environment, committed improvements, an amended 5-year Recommended Service Plan (RSP), and financial analysis of proposed transit improvements for the period ending in 2007. The "Committed Improvements" are projects that affect the delivery of transit services and are expected to be implemented during the next five years. These improvements, in conjunction with the 2002 TDP's existing conditions, form the baseline conditions from which the "2007 Recommended Service Plan" is developed. The "Recommended Service Plan" addresses unmet community transit needs and prioritizes these needs. The "Committed Improvements", shown below in **Table 5-4**, are projects that are funded and are expected to be implemented; however, projects in the "Recommended Service Plan" are unfunded.

**5.7 TRI-RAIL LONG RANGE MASTER PLAN**

Tri-Rail, the only commuter rail system in Florida, operates trains in the South Florida Rail Corridor (SFRC) in Miami-Dade, Broward, and Palm Beach Counties. The line extends 72 miles from the Miami International Airport to Mangonia Park in Palm Beach County. Tri-Rail service was initiated in January 1989 as part of a major traffic mitigation effort during construction and expansion of I-95. Tri-Rail provides access to the region's three international airports: Miami International Airport, Ft. Lauderdale-Hollywood International Airport, and Palm Beach International Air-

port. Connecting bus service is available from all 18 Tri-Rail stations and a connection to Miami-Dade's Metrorail is provided at the Tri-Rail / Metrorail Transfer Station, located within the Study Area.

The SFRC is operating at capacity, serving Tri-Rail, Amtrak, and freight trains. To address this restraint, Tri-Rail has undertaken a program of projects to improve the corridor. This program, known as the "Double Track Corridor Improvement Program," consists of laying a second mainline track, upgrading grade crossing and signal systems, and modifying stations to accommodate the double track. The project is scheduled for completion by March 2005. The double-tracking and related improvements will (1) improve Tri-Rail's schedule reliability, (2) reduce Tri-Rail's peak period headways from 60 minutes to 20 minutes, and (3) improve the safety of train operations along the SFRC. Platform improvements are planned for the Tri-Rail / Metrorail Transfer Station as part of the project. These improvements are likely to require the acquisition of properties in the vicinity of the station.

In addition to the Double Track Corridor Improvement Program, Tri-Rail has developed a mid- and long-term infrastructure investment strategy called the Tri-Rail Long Range Master Plan. As part of this ongoing master planning process, Tri-Rail is considering the following five projects:

- Dolphin Extension Extending Tri-Rail service parallel to SR 836 (Dolphin Expressway) from the Miami Intermodal Center (MIC) west approximately 8.8 miles to the Dolphin Mall along an existing CSX rail alignment. Three new stations would be added.

- Jupiter Extension Extending Tri-Rail service from West Palm Beach approximately 15.7 miles north to Jupiter in the Florida East Coast (FEC) rail right-of-way. Six new stations would be added.
- Broward East-West Line Establishing an east-west fixed guideway line between the National Car Rental Center in Sunrise and Downtown Fort Lauderdale. The proposed alignment would operate at-grade along Broward Boulevard and continue south to the Fort Lauderdale-Hollywood International Airport.
- FEC Corridor Establishing commuter rail service in Miami-Dade and Broward Counties in the FEC rail corridor, which is a north-south rail corridor line generally located about 1 to 2 miles east of I-95. Eleven new stations would be constructed.

- Kendall Extension Extending Tri-Rail service southwest from the MIC to the Kendall area. This route would follow SR 874 (Don Shula Expressway) to a terminus at Coral Reef Drive along an existing CSX rail alignment. Five new stations would be added including a station that is also incorporated in the Dolphin Extension.

None of the five improvements identified in the Tri-Rail Long Range Master Plan would directly affect the Study Area. However, system-wide Tri-Rail ridership is expected to increase by varying levels if the five improvements are implemented.

**TABLE 5-4: TRANSIT DEVELOPMENT PROGRAM IMPROVEMENTS**

Route	Committed Bus Service Improvements	2007 Recommended Service Plan
12	Weekday afternoon rush-hour and evening trips will be adjusted	Improve peak headways from 30 to 20 minutes
21	No planned improvements	Extend route from Bunche Park to the future Golden Glades Intermodal Terminal
22	No planned improvements	No planned improvements
27	No planned improvements	No planned improvements
27 MAX	No planned improvements	No planned improvements
32	No planned improvements	No planned improvements
42	No planned improvements	Improve daily headways from 60 to 30 minutes
L	No planned improvements	Implement earlier weekday morning service
Night Owl	No planned improvements	No planned improvements





## 6.0 EXISTING TRAFFIC CONDITIONS

Existing traffic conditions were reviewed in the Study Area to assess demand on the existing street network and identify deficient roadway segments. Traffic data collected by the Florida Department of Transportation (FDOT) and the Miami-Dade County Public Works Department (PWD) were compiled in a database. Included in the analysis of existing traffic conditions are the identification of the primary roadway network (functional classification and number of lanes), traffic volumes, and level of service measurements. Existing traffic conditions can be used to establish a starting point for comparison with future development scenarios.

### 6.1 ROADWAY NETWORK

For transportation planning purposes roadway facilities are grouped by functional classification to help define the roadway's character. In urban areas the hierarchy of the functional system consists of principal arterials, minor arterials, collectors and local streets. Principal arterials primarily serve through traffic and carry the highest traffic volumes; minor arterials augment principal arterials at a somewhat lower level of mobility; collector roadways carry lower traffic volumes and provide a connection between high traffic corridors and the local street network; local streets provide access to adjacent land uses.

Figure 6-1 presents the functional classification of the Study Area's roadway network. The Miami-Dade County Comprehensive Development Master Plan (CDMP) identifies two principal arterials, three minor arterials, and two collector roadways within the Study Area. These facilities are described below.

#### State Principal Arterial

- Le Jeune Road (NW 42nd Avenue) This four-lane divided facility runs north-south through the western edge of the study area. It is also known by its FDOT designation as SR 953 and by its City of Hialeah designation as East 8th Avenue. Le Jeune Road connects to SR 112 and Miami International Airport in the south and to SR 924 (Gratigny Parkway) and Opa-Locka to the north.
- NW 27th Avenue This four-lane divided facility runs north-south through the study area. It is also known by its FDOT designation as SR 9. NW 27th Avenue is a principal arterial connecting the City of Miami in the south to north-central Miami-Dade and beyond into Broward County.

#### State Minor Arterials

- NW 79th Street This facility provides east-west traffic flow and is the main study corridor for this redevelopment plan. NW 79th Street is a four-lane divided facility west of NW 27th Avenue and is a six-lane divided facility east of NW 27th Avenue. NW 79th Street is also known by its FDOT designation as SR 934. NW 79th Street connects Hialeah in the west to I-95 to the east and beyond to Miami Beach via the John F. Kennedy Causeway.

#### County Minor Arterials

- NW 32nd Avenue This four-lane facility with a two-way left-turn (TWLT) median runs north-south through the study area, approximately one-half mile to the west of NW 27th Avenue.
- NW 22nd Avenue This six-lane divided facility runs north-south through the eastern edge of the study area, approximately one-half mile east of NW 27th Avenue.

#### Collectors

- NW 71st Street This two-lane undivided facility runs east-west through the southern edge of the study area, approximately one-half mile south of NW 79th Street. NW 71st Street distributes traffic through a residential neighborhood between NW 42nd Avenue and the SFRC, and distributes traffic through an industrial area between the SFRC and NW 27th Avenue.
- NW 37th Avenue This two-lane undivided facility runs north-south between NW 71st Street and the Miami Amtrak Station. NW 37th Avenue passes through an industrial area south of NW 79th Street and feeds traffic into the Miami Amtrak Station north of NW 79th Street.

In addition to these arterials and collectors, the Study Area has a supporting local street system that forms a grid network throughout the area. The configuration of the grid network provides convenient access and circulation alternatives, but also cultivates cut-through traffic in the residential neighborhoods when the arterials and collectors are congested.

### 6.2 TRAFFIC DATA

Traffic count data was compiled from information provided by the Florida Department of Transportation (FDOT) and the Miami-Dade County Public Works Department (PWD) for roadways in the Study Area. Table 6-1 presents AADT volumes for the primary roadways in the study area. NW 79th Street carries

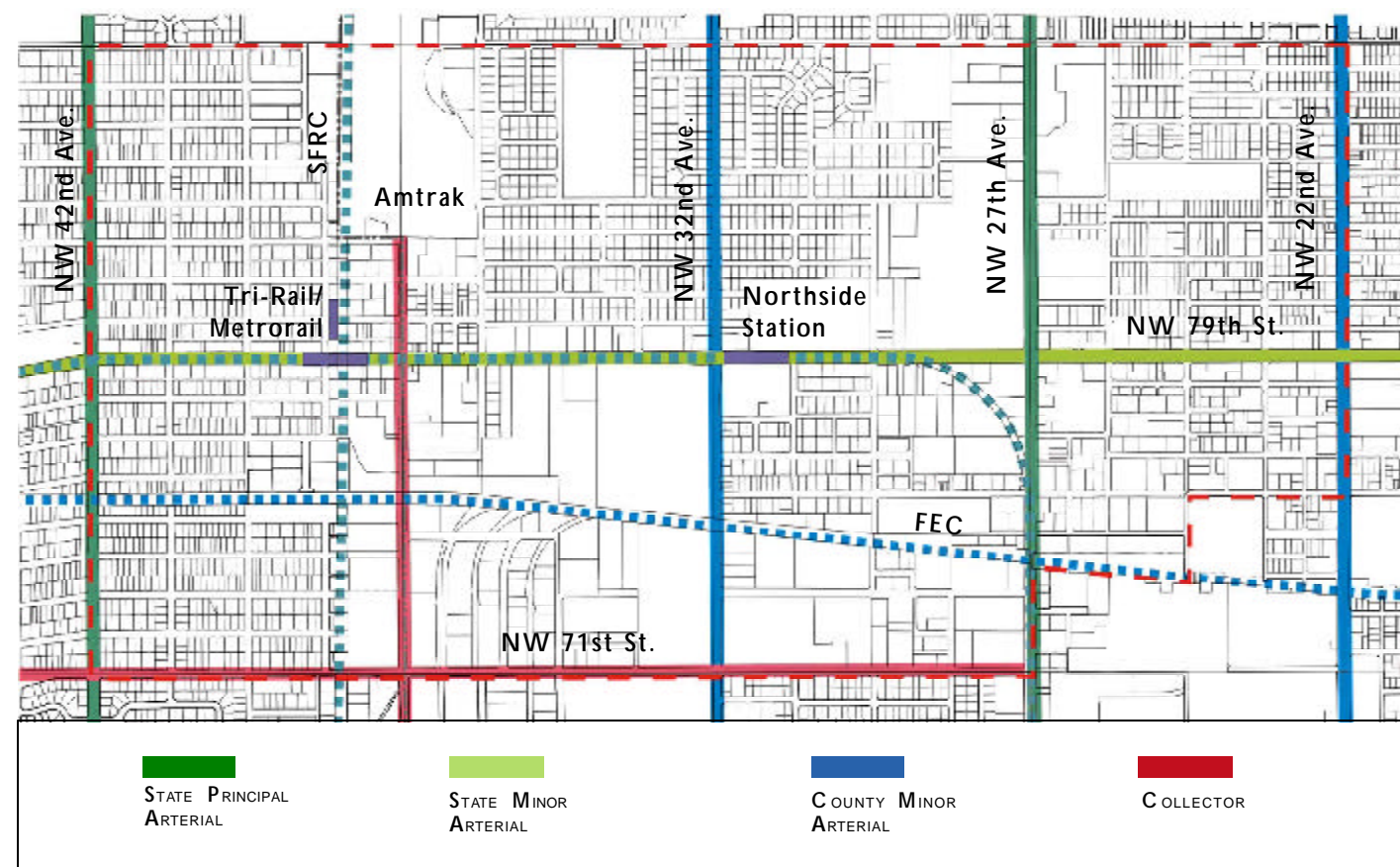


Figure 6-1: Study Area Roadway Functional Classification

## 79TH STREET CORRIDOR REDEVELOPMENT PLAN

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**TABLE 6-1: TRAFFIC DATA FOR MAJOR ROADWAYS**

SEGMENT	NUMBER OF LANES	MEDIAN	FUNCTIONAL CLASSIFICATION	AADT	LOS
<i>East-West Roads</i>					
<b>NW 79<sup>th</sup> Street (SR 934)</b>					
NW 42nd Ave to NW 32nd Ave	4	Divided	State Minor Arterial	28,000	D
NW 32nd Ave to NW 27th Ave	4	Divided	State Minor Arterial	30,500	E
NW 27th Ave to NW 22nd Ave	6	Divided	State Minor Arterial	43,000	D
<i>North-South Roads</i>					
<b>Le Jeune Road (SR 953)</b>					
South of NW 79th St	4	Divided	State Principal Arterial	38,000	F
North of NW 79th St	4	Divided	State Principal Arterial	39,000	F
<b>NW 32<sup>nd</sup> Avenue</b>					
South of NW 79th St	4	TWLT	County Minor Arterial	27,000	D
<b>NW 27<sup>th</sup> Avenue (SR 9)</b>					
South of NW 79th St	4	Divided	State Principal Arterial	38,000	F
North of NW 79th St	4	Divided	State Principal Arterial	38,000	F
<b>NW 22<sup>nd</sup> Avenue</b>					
South of NW 79th St	6	Divided	County Minor Arterial	33,500	D

the majority of the east-west traffic in the study area. North-south traffic volumes are more evenly split between NW 42nd Avenue and NW 27th Avenue, with NW 22nd Avenue carrying slightly less traffic.

Traffic signals were inventoried from data provided by the Miami-Dade County Public Works Department. **Figure 6-2** illustrates the location of the traffic signals in the study area. Traffic signals are necessary components of an urban traffic network, yet represent one of the factors that can constrict the capacity of roadways. Therefore, it was important to collect traffic signal

data for calculating level of service (LOS), as described in the next subsection.

**6.3 LEVEL OF SERVICE**

Level of service (LOS) is a quality measure describing operational characteristics within a traffic stream, generally in terms of such measures as speed and travel time, freedom to maneuver, traffic interruptions, and comfort and convenience. The level of service for a roadway is represented by one of the letters A through F, with LOS A representing the best operating condi-

tions and LOS F, the worst. Analytical methods specified in the Highway Capacity Manual (HCM 2000) establish methodologies to approximate level of service based upon quantitative measures such as maximum flow rates, volume-to-capacity ratios, and travel speeds.

The existing level of service for the major roadways in the Study Area was determined based upon the maximum flow rates provided in FDOT's 2002 Quality / Level of Service Handbook, which provides generalized level of service tables. These service volume tables estimate the number of vehicles a facility can carry at various levels of service for a particular classification and number of lanes. The analysis relied upon "Table 4-1" from FDOT's 2002 Quality / Level of Service Handbook, which provides daily volume thresholds consistent with the data that was readily available for this study.

**Table 6-1** presents the existing AADT volumes and level of service measurement for major roadways within the Study Area for which traffic data were available.

Results of the level of service analysis demonstrate poor traffic conditions on the arterial roadways in the Study Area. Le Jeune Road and NW 27th Avenue in particular receive a failing grade of LOS F. The portion of NW 79th Street between NW 32nd Avenue and NW 27th Avenue is operating at LOS E, which means the segment is currently operating at capacity. These arterial facilities play a primary role in the countywide traffic circulation system and carry a high percentage of through trips. The secondary tier of roadways, the county minor arterials and collectors, demonstrate a better level of service. However, mobility within the Study Area is limited because of the poor level of service along the principal roadways. This has negative impacts on the quality of life and livability in the entire study area.

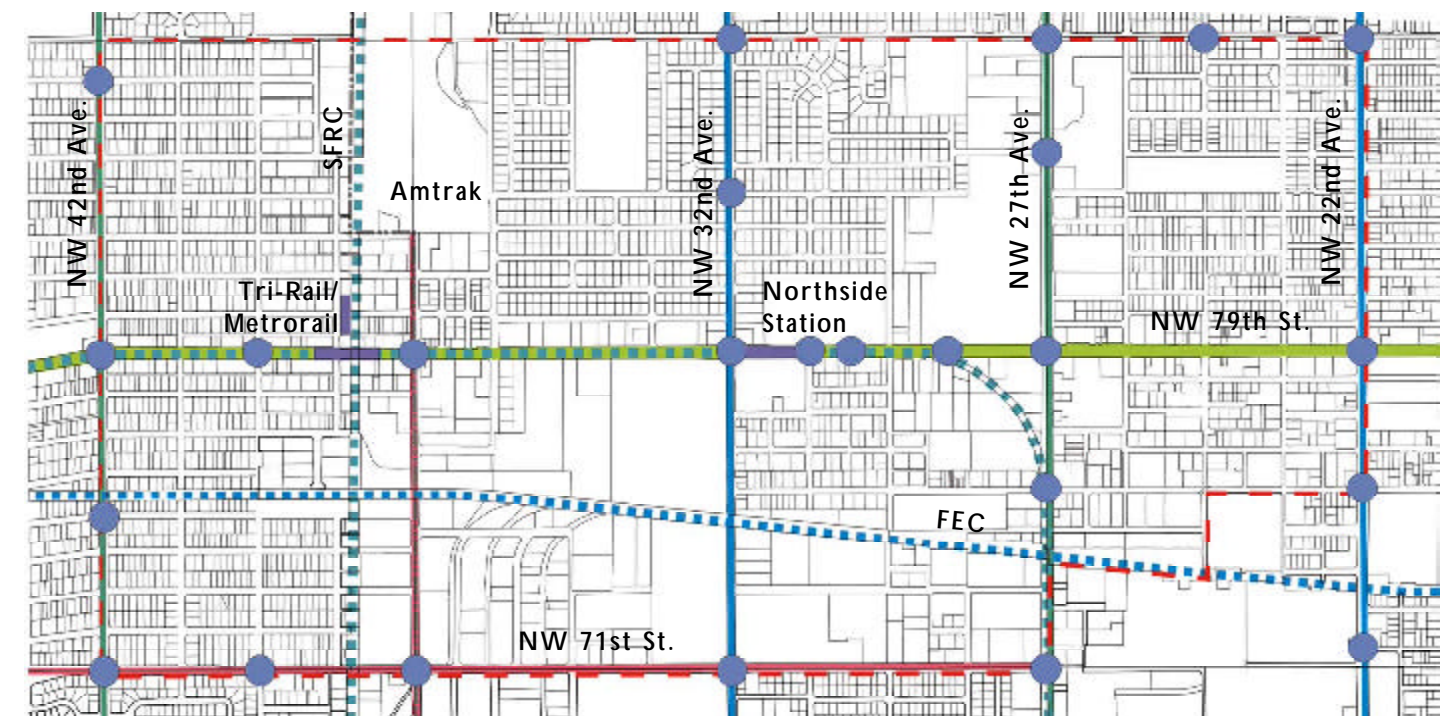


Figure 6-2: Study Area Location of Traffic Signals

**79TH STREET CORRIDOR REDEVELOPMENT PLAN**

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**Zyscovich**  
 100 N. Biscayne Blvd. 27th Floor  
 Miami, FL 33132  
 Lic #: AA C001431  
 p: 305.372.5222 f: 305.577.4521



**7.0 EXISTING TRANSIT SERVICE**

Existing transit service in the Study Area was inventoried to gauge current transit service levels, operating characteristics, and ridership. Transit service in the study area is provided by the following:

- Miami-Dade Transit (MDT)
- Tri-Rail
- Amtrak
- jitney services

In particular, MDT operates the 16th largest public transit system in the United States and the largest transit system in Florida. MDT's transit service in the "79th Street Corridor Redevelop-

ment Plan" study area includes two components: (1) the Metrobus system and (2) the Metrorail rapid transit system.

**7.1 MIAMI-DADE TRANSIT METROBUS SERVICE**

The Study Area is currently serviced by nine Metrobus routes operated by MDT. The Northside Metrorail Station serves as a hub for several of these routes. The alignments of the nine Metrobus routes are illustrated in **Figure 7-1** and each route is described below.

- Metrobus Route 12 enters the study area from the east along NW 79th Street and accesses the Northside Metrorail Station. Route 12 operates Monday through Friday on 30-minute headways during both daytime and evening hours.

Weekend service operates on 60-minute headways.

- Metrobus Route 21 enters the study area from the north along NW 27th Avenue and proceeds east along NW 79th Street. Route 21 also accesses the Northside Metrorail Station. Route 21 operates Monday through Friday on 30-minute headways during both daytime and evening hours. Weekend service operates on 60-minute headways.
- Metrobus Route 22 runs north-south through the study area along NW 22nd Avenue. Route 22 operates Monday through Friday on 20-minute headways during peak daytime hours and on 30-minute headways during off-peak and evening hours. Weekend service operates on 60-minute headways.
- Metrobus Route 27 runs north-south through the study area along NW 27th Avenue. Route 27 operates Monday through Friday on 15-minute headways during both daytime and

evening hours. Weekend service operates on 30-minute headways.

- Metrobus Route 27 MAX is an express route that runs north-south through the study area along NW 27th Avenue. Route 27 MAX operates only during peak periods and provides service with 15-minute headways.
- Metrobus Route 32 runs north-south through the study area along NW 32nd Avenue and accesses the Northside Metrorail Station. Route 32 operates Monday through Friday on 20-minute headways during peak daytime hours and on 30-minute headways during off-peak and evening hours. Saturday service operates on 40-minute headways and Sunday service operates on 60-minute headways.
- Metrobus Route 42 runs north-south through the study area along Le Jeune Road (NW 42nd Avenue) and accesses both

**TABLE 7-1: METROBUS ROUTE INFORMATION (YEAR 2001)**

Route	Hours of Operation	Headway (Peak/Off-Peak) <sup>(1)</sup>	Average Weekday Ridership <sup>(2)</sup>	Boardings per Revenue Hour <sup>(2)</sup>
12	5:15 AM - 12:15 AM	30/30	3,269	36.7
21	5:30 AM - 12:15 AM	30/30	2,482	33.0
22	5:15 AM - 11:45 PM	20/30	4,135	32.3
27	5:30 AM - 2:00 AM	15/15	8,619	43.3
27 MAX	6:00 AM - 9:00 AM	15/(n/a)	702	23.8
	4:15 PM - 7:15 PM			
32	5:45 AM - 12:00 PM	20/30	3,734	27.2
42	5:30 AM - 8:00 PM	60/60	1,047	16.3
L	5:00 AM - 2:15 AM	10/12	10,636	44.6
Night Owl	11:00 PM - 6:00 AM	60 <sup>(3)</sup>	303	8.6

Notes:

- (1) Source: Transit Development Program 2003
- (2) Source: Miami-Dade Transit Ridership Technical Report (Jan 2001-Dec 2001)
- (3) Night Headway used for Night Owl Route

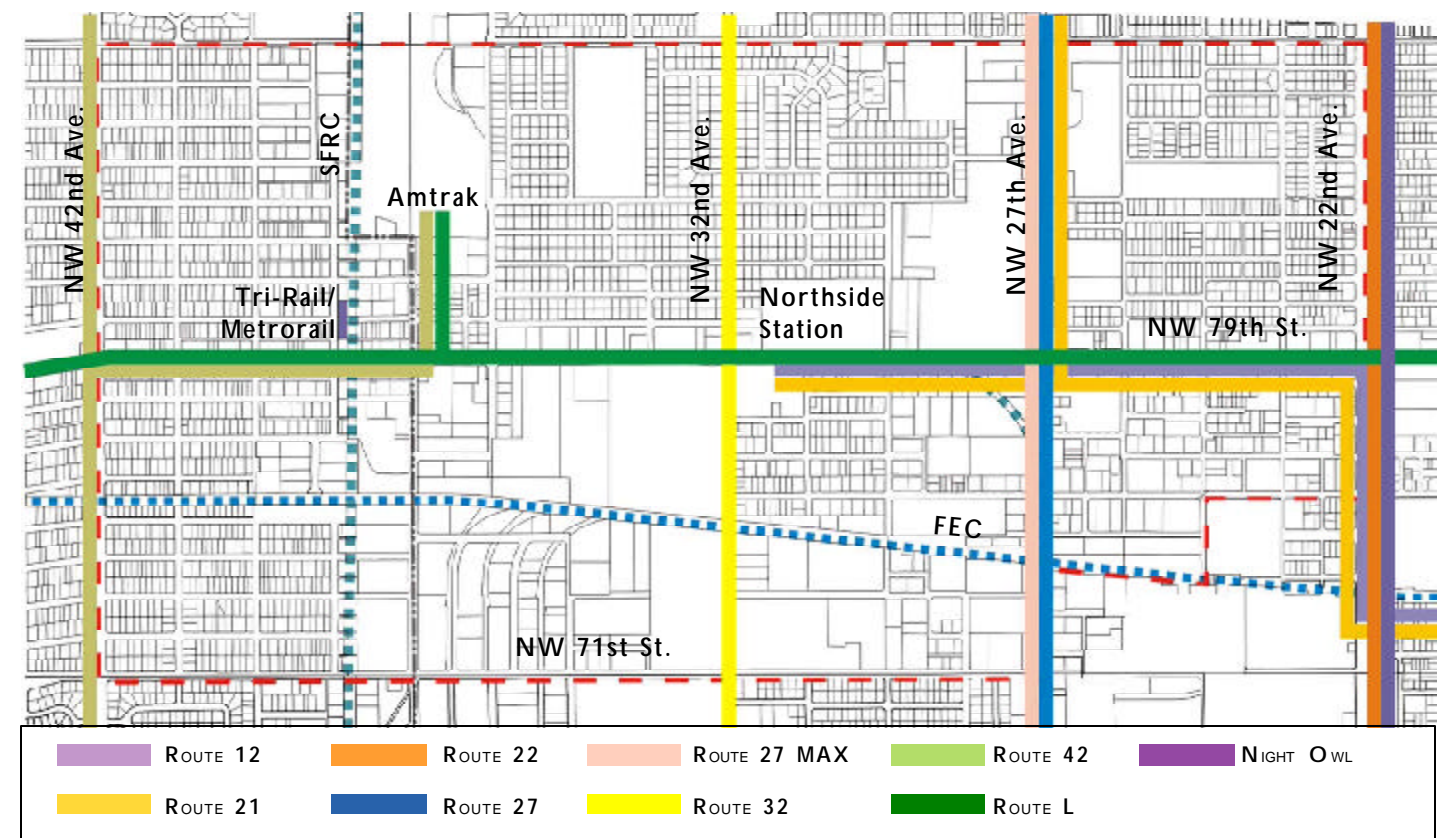


Figure 7-1: Study Area Metrobus Routes

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the Tri-Rail / Metrorail Station and the Miami Amtrak Passenger Terminal. Route 42 operates Monday through Friday on 60-minute headways during both daytime and evening hours. Weekend service operates on 60-minute headways.

- Metrobus Route L runs east-west through the study area along NW 79th Street and accesses the Northside Metrorail Station, the Miami Amtrak Passenger Terminal, and the Tri-Rail / Metrorail Station. Route L operates Monday through Friday on 10-minute headways during peak daytime hours and 12-minute headways during off-peak and evening hours. Weekend service operates on 30-minute headways. Route L is the primary east-west Metrobus route in the study area.
- Metrobus Night Owl Route runs north-south through the study area along NW 22nd Avenue. The Night Owl Route operates at night with a 60-minute headway.

Listed in **Table 7-1** are service and performance data for the Metrobus routes serving the Study Area. This information was obtained from Metrobus route schedules, the 2002 Transit Development Program prepared by MDT, and Miami-Dade Transit Ridership Technical Reports prepared by MDT for the period from January 2001 to December 2001.

Data presented in **Table 7-1** indicate that fairly strong bus transit service exists within the Study Area. The primary east-west route (Route L) operates on 10 and 12 minute headways throughout most of the day along NW 79th Street. Route L receives high ridership figures (44.6 boardings per revenue hour) and operates for 21 hours of the day. The primary north-south route (Route 27) operates on 15 minute headways along NW 27th

Avenue and exhibited 43.3 boardings per revenue hour in 2001. These routes are among the most successful routes in MDT's system in terms of ridership.

## 7.2 METRO-DADE TRANSIT METRORAIL SERVICE

Metrorail is the heavy rail component of Miami-Dade County's transit system. Metrorail is a 21-mile elevated rapid transit system that runs from Kendall to Hialeah. The 21 Metrorail stations are generally spaced about one-mile apart. Metrorail interfaces with the Metromover automated people-mover system that serves Downtown Miami at the Government Center and Brickell Stations. Metrorail also connects with Tri-Rail, which provides connections to Broward and Palm Beach Counties, at the Tri-Rail / Metrorail Station located within the Study Area.

Metrorail operates from 5:00 AM to 12:00 AM seven days a week. Trains arrive every six minutes during weekday peak periods, every 15 minutes during the midday period, and every 20 minutes during the evenings until 8:00 PM, after which trains arrive every 30 minutes. These service hours are extended when special late evening events take place in Downtown Miami.

Two Metrorail Stations are located within the Study Area: the Tri-Rail / Metrorail Station and the Northside Station. The locations of these stations are depicted on **Figure 7-1**. Both stations are located on NW 79th Street. Additionally, the Hialeah Metrorail Station is located just west of the study area on East 21st Street and the Dr. Martin Luther King, Jr. Station is located just south of the study area on NW 27th Avenue.

The Tri-Rail / Metrorail Station is located at the intersection of NW 79th Street and NW 37th Avenue and also serves the Miami Amtrak Train Station. This station serves as a connection between Tri-Rail, Amtrak, Metrorail, and Metrobus, as connections are also provided to Metrobus Routes L and 42.

The Northside Station is located just east of the intersection of NW 79th Street and NW 32nd Avenue. This station serves as a hub for four Metrobus routes that operate within the Study Area. This station is part of MDT's Joint Development Program, but development plans are still under negotiation.

The Tri-Rail / Metrorail Station and the Northside Station are spaced approximately 3,300 feet apart. This station spacing is unusually close for typical heavy rail transit systems. When the

original Metrorail system opened in 1983, Tri-Rail did not exist and there was no station at the site of the current Tri-Rail / Metrorail Station. With Tri-Rail's inception in 1989, the Tri-Rail / Metrorail station was built to provide a transfer facility between Tri-Rail and Metrorail.

The Metrorail system carried approximately 48,500 passengers per average weekday in 2001. Data obtained from Miami-Dade Transit Ridership Technical Reports indicate that daily boardings at the Tri-Rail / Metrorail and Northside Stations represented approximately 900 and 1,500 passengers respectively, on an average weekday in 2001. **Table 7-2** depicts the schedule and average weekday boardings at the two Metrorail stations located within the study area and the two Metrorail stations located on either side of the study area.

**TABLE 7-2: METRORAIL INFORMATION (YEAR 2001)**

Stations	Schedule <sup>(1)</sup>		Average Weekday Boardings <sup>(4)</sup>
	Northbound <sup>(2)</sup>	Southbound <sup>(3)</sup>	
Dr. M. L. King, Jr.	5:32 AM - 12:21 AM	5:18 AM - 12:08 AM	1,002
Northside <sup>(5)</sup>	5:34 AM - 12:34 AM	5:16 AM - 12:06 AM	1,478
Tri-Rail <sup>(5)</sup>	5:36 AM - 12:36 AM	5:15 AM - 12:05 AM	928
Hialeah	5:38 AM - 12:38 AM	5:12 AM - 12:02 AM	1,385
<b>Total Metrorail</b>			<b>48,515</b>

**Notes:**

- (1) Source: <http://www.co.miami-dade.fl.us/transit/metr rail/info.htm>
- (2) Service every six minutes between (6:54 AM - 8:48 AM) & (3:48 PM - 5:48 PM)
- (3) Service every six minutes between (6:45 AM - 8:45 AM) & (3:45 PM - 5:45 PM)
- (4) Source: Miami-Dade Transit Ridership Technical Report (Jan 2001 -Dec 2001)
- (5) Inside study area for "79th Street Corridor Redevelopment Plan"



Data presented in **Table 7-2** indicate that the Northside Metrorail Station receives the highest passenger activity of Metrorail Stations in the area, while the Tri-Rail Metrorail Station receives the lowest passenger activity.

System-wide, the Northside Metrorail Station ranked 10th and the Tri-Rail / Metrorail Station ranked 17th of the 21 Metrorail Stations in average weekday boardings in 2001. The highest level of Metrorail passenger activity tends to occur at the Government Center Station, the Civic Center Station, and the stations located along U.S. 1 in the southern portion of the Metrorail alignment. **Table 7-3** presents a list of the Metrorail stations from south to north along with their average weekday boardings and ranking of average weekday boardings relative to the other stations.

### 7.3 TRI-RAIL SERVICE

Tri-Rail is a commuter rail service that extends 72 miles from Miami International Airport in Miami-Dade County to Mangonia Park in Palm Beach County. Tri-Rail operates trains in the South Florida Rail Corridor (SFRC). More background information on Tri-Rail can be found in the Tri-Rail Long Range Master Plan subsection of the Review of Transportation Plans section of this report.

Tri-Rail's 72-mile alignment features 18 stations. One Tri-Rail station is located within the Study Area: the Tri-Rail / Metrorail Transfer Station. The station is depicted on **Figure 7-1** and is

located at the intersection of NW 79th Street and NW 37th Avenue. This station provides a vital link for Tri-Rail, as it allows its users to access MDT's Metrorail with service to Downtown Miami. Connecting MDT Metrobus service is also provided by Routes L and 42. In addition, the Miami Amtrak Station is located a short distance from the Tri-Rail / Metrorail Station along NW 37th Avenue.

Tri-Rail trains operate on 60-minute headways on weekdays and 120-minute headways on weekends. Northbound trains presently arrive at the Tri-Rail / Metrorail Station between 4:17 AM and 11:17 AM during weekday mornings and between 1:33 PM and 7:33 PM during weekday afternoons. Southbound trains presently arrive at the Tri-Rail / Metrorail Station between 6:05 AM and 12:25 PM during weekday mornings and between 3:41 PM and 9:41 PM during weekday afternoons. The existing mid-day gap in service is necessary to accommodate construction activities associated with the "Double Track Corridor Improvement Program."

The Tri-Rail system carries approximately 8,500 passengers per average weekday and 3,500 daily passengers per average on the weekend. Data obtained from Tri-Rail Station Usage Reports indicate daily weekday boardings at the Tri-Rail / Metrorail Station are approximately 1,300. Daily weekday alightings at the Tri-Rail / Metrorail Station are approximately 1,000. **Table 7-4** illustrates that even though the Tri-Rail / Metrorail Station is just one of 18 Tri-Rail stations, the boardings and alightings at this station represent a high percentage of the system-wide Tri-Rail ridership.

**TABLE 7-3: SYSTEM-WIDE METRORAIL INFORMATION (YEAR 2001)**

Stations	Average Weekday Boardings <sup>(1)</sup>	Ranking
Dadeland South	5153	3
Dadeland North	5599	2
South Miami	2931	5
University	1528	9
Douglas	2223	6
Coconut Grove	1266	13
Vizcaya	998	16
Brickell	2177	7
Government Center	8457	1
Overtown / Arena	738	19
Culmer	758	18
Civic Center	4511	4
Santa Clara	429	21
Allapattah	1375	12
Earlington Heights	1025	14
Brownsville	636	20
Dr. M. L. King, Jr.	1002	15
<b>Northside <sup>(2)</sup></b>	<b>1478</b>	<b>10</b>
<b>Tri-Rail / Metrorail <sup>(2)</sup></b>	<b>928</b>	<b>17</b>
Hialeah	1385	11
Okeechobee	1920	8

Notes:

(1) Source: Miami-Dade Transit Ridership Technical Reports (Jan. 2001 – Dec. 2001)

(2) Inside study area for "79th Street Corridor Redevelopment Plan"



The Tri-Rail / Metrorail Station has the highest passenger activity of the 18 Tri-Rail stations. In comparison, the West Palm Beach Station is ranked second with approximately 700 daily boardings and 950 daily alightings.

#### 7.4 AMTRAK SERVICE

The Miami Amtrak Station is the southern terminus of Amtrak's intercity train passenger service in Florida. Three daily Amtrak trains serve Miami: the Silver Meteor, the Palmetto, and the Silver Star. These three Amtrak trains are part of Amtrak's Atlantic Coast Service.

The Silver Meteor offers daily service from Miami to New York. The Silver Meteor runs north from Miami through Orlando and Jacksonville before continuing along the Atlantic Coast through Washington to New York. Train Number 97 arrives in Miami at 9:46 PM and Train Number 98 departs Miami at 7:00 AM.

The Palmetto offers daily service from Miami to New York. The Palmetto runs north from Miami to Tampa, then continues to Jacksonville, Washington, and New York. Train Number 89 arrives in Miami at 12:10 PM and Train Number 90 departs Miami at 5:00 PM.

The Silver Star offers daily service from Miami to New York. The Silver Star runs north from Miami through Orlando and Jacksonville before continuing along the Atlantic Coast through Washington to New York. Train Number 91 arrives in Miami at 5:20 PM and Train Number 92 departs Miami at 10:35 AM.

Travel times from Miami to Jacksonville are approximately 8 hours and 45 minutes. Connections can be made to westbound trains in Jacksonville serving destination such as New Orleans and Los Angeles. No change of trains is required to travel from Miami to New York, a trip that takes approximately 27 hours.

Ridership for the Miami Amtrak Station in 2001 was 86,270 patrons. Facilities at the Miami Amtrak Station are fully accessible to persons using wheelchairs. Metrobus Routes L and 42 connect to the Miami Amtrak Station. Metrobus Route L is mentioned in the Amtrak Timetable as providing frequent connecting service from the Miami Amtrak Station to Miami Beach.

#### 7.5 JITNEY SERVICE

Two companies provide official jitney service in the Study Area: Sun Jitney and Dade Jitney. These companies are registered with Miami-Dade County to provide official jitney transportation services.

Sun Jitney operates semi-fixed route jitney service between North Miami-Dade and Downtown Miami. Sun Jitney utilizes 19 vehicles with a maximum passenger capacity of 15. A fare of \$1.25 is charged. The northern terminus of Sun Jitney service is the Calder Race Course and the southern terminus is a loop through Downtown Miami. In the Study Area, the Sun Jitney route operates along NW 22nd Avenue. This alignment does not serve the major destinations within the study area, such as Metrorail stations or shopping centers.

Dade Jitney operates semi-fixed route jitney service between NW 103rd Street at NW 27th Avenue and Downtown Miami. Dade Jitney utilizes two vehicles with a maximum passenger capacity of 15. Dade Jitney charges a fare of \$1.25. In the Study Area, the Sun Jitney route operates along NW 27th Avenue. This alignment serves the Northside Shopping Center, located at the intersection of NW 79th Street and NW 27th Avenue. In addition, the alignment is within a one-half mile walking distance of the Northside Metrorail Station.

**TABLE 7-4: TRI-RAIL BOARDINGS AND ALIGHTINGS**

STATION	BOARDINGS	BOARDINGS – SYSTEM-WIDE PERCENTAGE	ALIGHTINGS	ALIGHTINGS – SYSTEM-WIDE PERCENTAGE
Tri-Rail / Metrorail Transfer Station	1,300	15.8 %	1,000	12.0 %
System Total	8,500	100 %	8,500	100 %

## 8.0 DEVELOPABLE SITES

The Empowerment Zone Trust has a designated developable site within the study area that generally encompasses the Northside Shopping Center, Flea Market USA and the Poinciana Industrial Center (PIC). The Empowerment Zone provides tax incentives and performance grants, and also focuses on activities to support people looking for work, such as job training, childcare and transportation. The Office of Community and Economic Development (OCED) is currently reviewing numerous development proposals within the Poinciana Industrial Center. In the 1980's, this area contained several viable businesses. Unfortunately, civil disturbances triggered dis-investment in the area. Since that time, Miami-Dade County has purchased and conducted necessary environmental remediation efforts on a number of the properties. Projects that the OCED is currently reviewing include a Technology Center, Health Facility, and Food Processing Facility.

Miami-Dade Transit (MDT), through its Joint Development program, is interested in developing the Northside Metrorail Station. In January of 2002, the Board of County Commissioners passed a resolution directing the county manager to negotiate development terms with Metro-Miami Action Plan (MMAP) for this station. MMAP is currently drafting a Request for Proposals seeking a development partner for the project. Therefore the development proposal is currently unknown. Previous proposals for the station have included affordable housing and transit-oriented retail development. Currently, there are no Joint Development initiatives associated with the Metrorail Tri-Rail Transfer Station. Discussions with MDT indicate that the reason is simply a lack of agency-owned land adjacent the station. Currently the station has no ancillary facilities such as bus bays, kiss and ride, and parking. The only parking in the area, other than street parking, is

primarily utilized by Tri-Rail and is grossly inadequate for a facility with this degree of importance.

The Miami Logistics Industrial Park (MLIP) is proposed to be developed on the former Belle haven Mobile Home Park. The site is currently vacant and the developer is proposing to construct 200,000 square feet of industrial and distribution facilities and 15,000 square feet of retail in the initial phase. Proposal documents indicate that the full build-out of the Park could reach

700,000 square feet of industrial and 40,000 square feet of retail. The developer believes in the potential of the area given its proximity to the Miami International Airport, the Port of Miami, and the County's major expressways and has already secured commitments from two tenants to occupy approximately 160,000 square feet of warehouse space. The development faces obstacles such as inadequate infrastructure and non-compatible zoning but the County is working with the developer to make the necessary improvements.

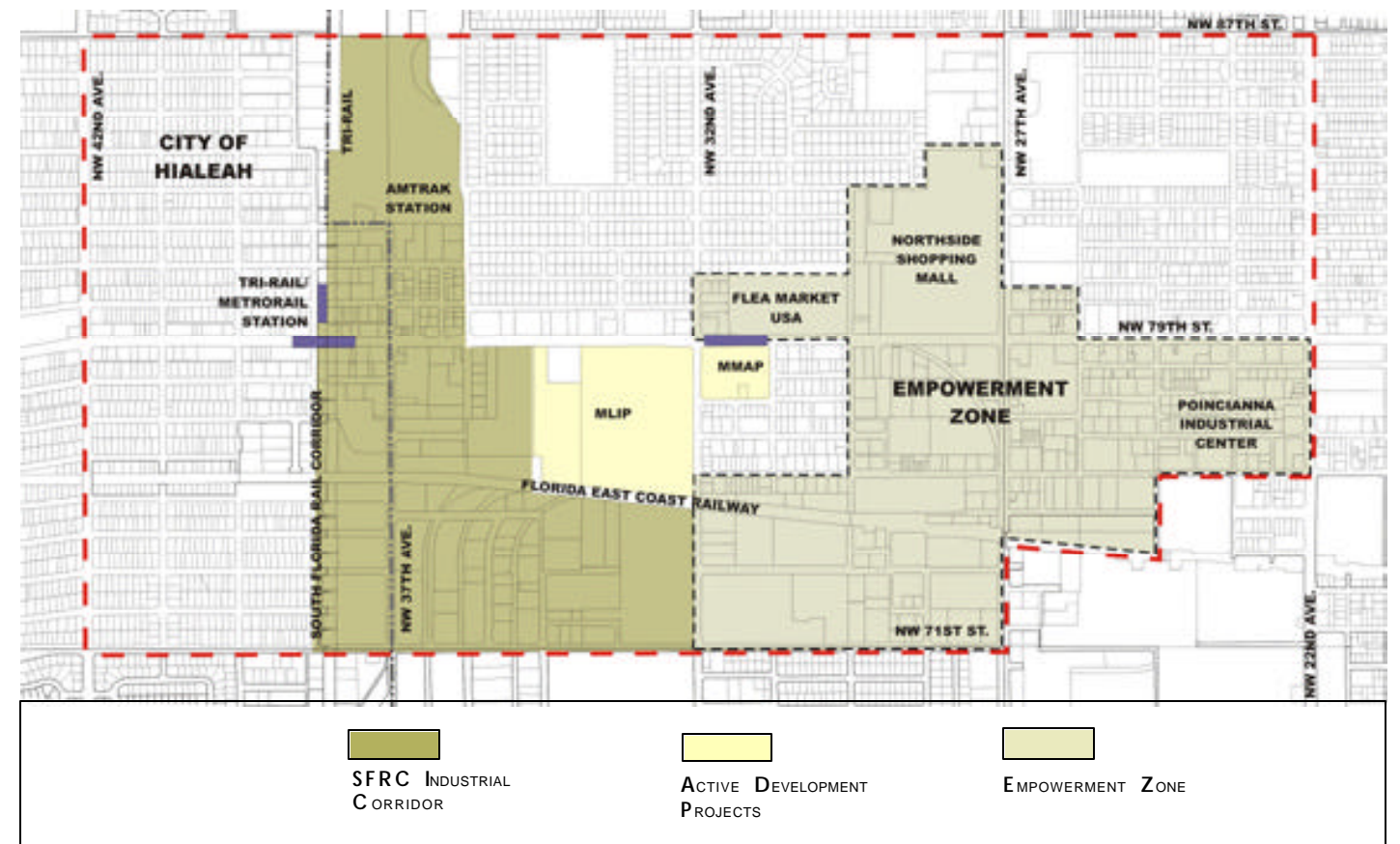


Figure 8-1: Developable Sites



**TABLE 8-1 STUDY AREA SITE CONTAMINATION**

ADDRESS	OWNER	DERM PHASE	
2955 E 11 <sup>th</sup> Ave.	Macmillan Oil Co of Florida, Inc.	00	
7331 NW 27 <sup>th</sup> Ave	CarMax Repair Center	01	
3790 NW 81 <sup>st</sup> St	Allusive Industrial Co		
8175 NW 38 <sup>th</sup> Ave	FPL-Seaboard Substation		
3501 NW 74 <sup>th</sup> St	Commercial Coatings Corp		
220 NW 79 <sup>th</sup> St	AFP Gas Station Inc (Shell)		
995 E 25 <sup>th</sup> St	Happy Auto Repair		
3301 NW 79 <sup>th</sup> St	ASE General Mechanic		
7301 NW 36 <sup>th</sup> Ave	Praxair, Inc		
3555 NW 74 <sup>th</sup> St	Palmer's Roof-Rite Co & Inc		
8301 NW 27 <sup>th</sup> Ave	Reid's Trailer		
3195 NW 79 <sup>th</sup> St	Zaky's		
2990 NW 73 <sup>rd</sup> St	Sani-Kleen Chemical Inc		
2375 NW 75 <sup>th</sup> St	Poinciana Industrial Center Tract DE		02
2375 NW 75 <sup>th</sup> St	Poinciana Industrial Center Tract BE		
3500 NW 79 <sup>th</sup> St	Ace Parker		
7500 NW 22 <sup>nd</sup> Ave	Jim Holtz, Inc/Rambeau Property		
7045 NW 27 <sup>th</sup> Ave	K&K		
2230 NW 76 <sup>th</sup> St	HUD – Poinciana Industrial Park		
2450 NW 84 <sup>th</sup> St	DCPS – W. Little River Elementary	05	
3201 NW 79 <sup>th</sup> St	Hernski, Inc/Mobil		
7400 NW 30 <sup>th</sup> Ave	Siegel Oil Company		
3601 NW 76 <sup>th</sup> St	Anaconda Milagro (Superfund)	06	
3701 NW 79 <sup>th</sup> St	L&J Auto Service		
2375 NW 75 <sup>th</sup> St	Poinciana Industrial Center Tract CE		
1062 E 28 <sup>th</sup> St	General Electric		
3601 NW 79 <sup>th</sup> St	Paralelas Motors Inc		

**DERM Phase Legend:**

**00:** Pending Notification of CAR/CAP Due; Site where contamination has been documented, but responsible party has not been officially notified yet.

**01:** Pending CAR/CARA/CAP/CAPA Submittal; Site that is in the assessment phase and is required to submit an approvable Site Assessment Report.

**02:** Pending RAP/RAPA/RAPM Submittal/Review; Site has completed the assessment phase and is now required to submit an approvable Remedial Action Plan to address contamination documented.

**05:** Recovery System Operating; Site has implemented remedial alternative and is actively remediating contamination.

**06:** MOP Approved; Site has been approved into a monitoring of natural attenuation remedial alternative.

As part of the process of identifying desirable development sites and projects within the Study Area, it is important to understand the general environmental issues. Typically, private sector redevelopment of these sites can be impeded by concerns about liability resulting from investing in these properties as a lender, owner, or operator. Designation of these sites as brownfields under the "Brownfields Redevelopment Act" can provide liability

protection for these entities as well as development incentives. As part of the initial phase of data gathering, information provided by the Department of Environmental Resources Management (DERM) indicates some level of environmental site contamination and/or ongoing remediation processes on 27 properties within the study area. **Table 8-1** and **Figure 8-2** illustrate the contaminated properties.

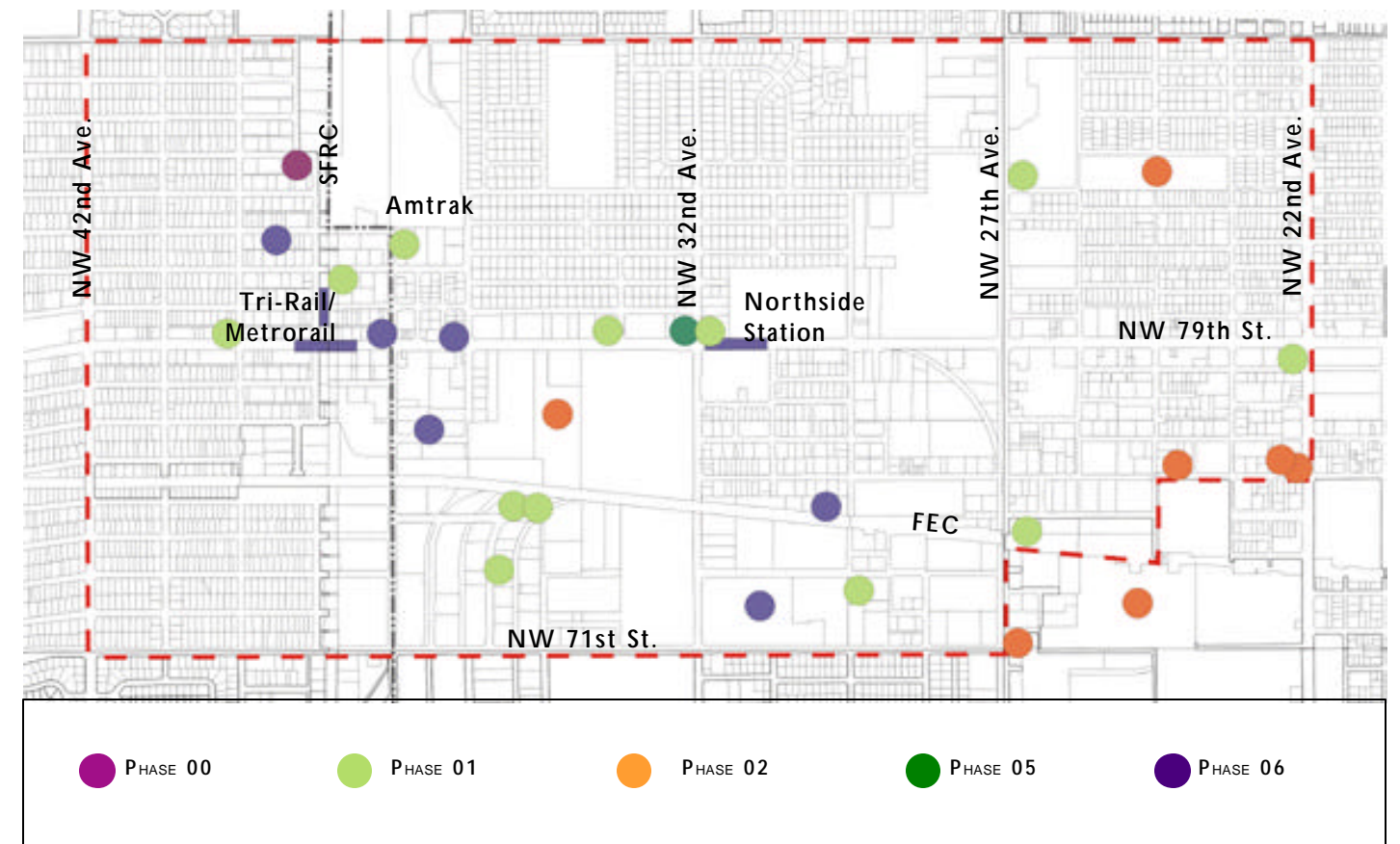


Figure 8-2: Location of DERM Contaminated Sites

**TABLE 9-1: 79<sup>th</sup> STREET CORRIDOR LARGEST EMPLOYERS, 2002**

Name	Sector	Employees	% of Total
Romika Sports & Leisure, Inc.	Manufacturing	400	3.2
Amtrak	Transportation	261	2.1
Econocaribe Consolidators, Inc.	Transportation	259	2.1
Atlas Paper	Manufacturing	230	1.9
Inter-American Trnspt. Equip. Co.	Manufacturing	230	1.9
Joy Athletic, Inc.	Manufacturing	205	1.7
Philippe Marques	Manufacturing	190	1.5
Herzog Transit Services	Transportation	150	1.2
Angler Boat Corp.	Manufacturing	100	
Traveline	Manufacturing	100	
Integrated Distribution Systems	Manufacturing	100	
<b>Manufacturing</b>		<b>1,255</b>	<b>10.1</b>
<b>Total</b>		<b>12,424</b>	<b>100%</b>

Source: Dun & Bradstreet

**9.0 MARKET ASSESSMENT AND FEASIBILITY**

The purpose of this assessment is to determine the types of projects that can be undertaken to improve the viability of the Corridor. The market assessment focuses on three uses: industrial; retail, including convenience goods, shoppers' goods and entertainment retail; and office use. Also included is a summary housing market assessment.

The assessment attempts to determine the extent to which market opportunities exist, in order to begin the process of turning the Corridor around. This has not been an easy task since the Corridor has been impacted by the problems of aging facilities, changing demographics, poor infrastructure, and evolving technologies. All of these factors have combined to make the Corridor less appealing in the regional marketplace.

However, despite these problems, the Corridor retains an industrial base of fabricated metals manufacturing, has access to a large base of retail expenditure potential, and may be in a position to reposition itself through the development of several new themed industrial parks targeted to niche markets through an effective market creation strategy.

**9.1 INDUSTRIAL ANALYSIS**

This section undertakes an assessment of the 79<sup>th</sup> Street Corridor for industrial development. The steps in this assessment include an analysis of the current businesses in the Corridor; overall regional trends of industrial growth and employment growth; past absorption trends; and the competitive advantage the Corridor offers for industrial development. The section closes with conclusions with respect to the types of new industrial development that should take place in the Corridor.

**9.1.1 EXISTING INDUSTRIAL BUSINESSES IN THE 79<sup>th</sup> STREET CORRIDOR**

Of the major employers in the 79<sup>th</sup> Street Corridor, there is dominance among manufacturing firms, comprising nearly half (40.9 percent) of all employers with 100 or employees. One of the major strengths of the Corridor is its intermodal transportation. The area is served by rail (Metrorail, Tri-Rail, and Amtrak), Interstate highways, and is within close proximity to the Port of Miami and Miami International Airport. This makes the location a good transfer point for the shipping of both light and heavy manufactured goods.

**9.1.2 EXISTING MARKET OF THE 79<sup>th</sup> STREET CORRIDOR**

An analysis of the business growth in the 79<sup>th</sup> Street Corridor

(comprising Zip Code areas of 33013 and 33147) reveals a decline in the total number of establishments by 9.5 percent between 1994 and 1999. Industrial business growth in the 79<sup>th</sup> Street Corridor declined at a slightly higher rate, by 17.8 percent. Contributing to the decline in industrial establishments was a 21.9 percent drop in manufacturing employment. Most of the decline in manufacturing establishments occurred in the durable goods sector, down by 8.7 percent over the 1994-1999 period. However, the manufacturers of furniture and fixtures, and of fabricated metals countered the declining trend showing a growth of 166.7 percent and 8.7 percent, respectively. Part of this growth reflects the demand furniture and fixtures and fabricated metal products fueled by a booming housing and office market.

Manufacturers of non-durable goods rose in number by 10.6 percent. Despite the overall decline in manufacturing establish-

**TABLE 9-2: INDUSTRIAL BUSINESS CHANGE, 79<sup>th</sup> STREET CORRIDOR, 1994-1999**

Sector	1994		1999		Change	
	#	% of Total	#	% of Total	#	%
Manufacturing	256	16.3	200	14.1	-56	-21.9
Durable Goods	126	8.0	115	8.1	-11	-8.7
Furniture & Fixtures	3	0.2	8	0.6	5	166.7
Fabricated Metals	23	1.5	25	1.8	2	8.7
Electrical Equipment	8	0.5	10	0.7	2	25.0
Non-durable Goods	141	9.0	156	11.0	15	10.6
Textile Mill Products	17	1.1	14	1.0	6	-17.6
Apparel and Textile	4	0.3	40	2.8	36	900.0
T.C.U.	70	4.5	69	4.9	-1	-1.4
Transportation	48	3.1	36	2.5	-12	-25.0
Transportation by Air	1	0.1	4	0.3	3	300.0
Communications	3	0.2	4	0.3	1	33.3
All Industrial	326	20.8	269	18.9	-57	-17.5
<b>Total</b>	<b>1,571</b>		<b>1,421</b>		<b>-150</b>	<b>-9.5</b>

Source: U.S. Census Bureau County Business Patterns





**TABLE 9-3: INDUSTRIAL EMPLOYMENT IN 79<sup>TH</sup> STREET CORRIDOR AREA, 2001**

Sector	Employees	% of Total	Firms	Employees Per Firm
Manufacturing	2,765	22.3	78	35.4
Transportation	1,530	12.3	48	31.9
Communications & Utilities	139	1.0	11	11.7
Industrial	4,434	35.7	137	26.3
<b>Total for Corridor Area</b>	<b>12,424</b>	<b>100.0</b>	<b>1,038</b>	<b>12.0</b>

*Source: Claritas, Inc.*

ments, establishments engaged in the manufacture of apparel and textiles rose by 900 percent. This strong growth reflected reduced production costs as result of increased automation in the production of apparel and textiles. In contrast, the number of manufacturers of textile mill products declined by 17.6 percent in the face of international competition as related to factors of labor and the cost of raw materials.

Another component of the industrial growth sector is that of transportation, communications, and utilities (TCU). Despite the sharp decline in manufacturing establishments, the TCU sector showed almost negligible decline, down by 1 percent. Strong growth in air transportation (up by 300 percent) and communications (up by 33.3 percent) helped to counter declines in other areas of transportation. The area's proximity to two major airports provided a source for the growth in transportation by air establishments. The growth in communications reflected the boom in cellular and wireless communications. A radio/television station located near the 79<sup>th</sup> Street Corridor area plays a key role in local communication activity.

**9.1.3 EMPLOYMENT TRENDS IN THE 79<sup>TH</sup> STREET CORRIDOR**

For all establishments located in the Corridor, the average num-

ber of employees per firm is 12, but this figure varies greatly by industry sector. Manufacturing and transportation establishments tend to have larger number of employees than the average – 35.4 and 31.9, respectively. The sector of communications and utilities has an average size of employees near the average for all firms in the Corridor.

The employment share of all jobs in the Corridor shows that nearly one-quarter are in manufacturing. Transportation employment represents 12.3 percent of all jobs, while communications and utilities only 1.0 percent of the total.

**9.1.4 MIAMI-DADE COUNTY INDUSTRIAL BUSINESS GROWTH**

Industrial business growth in Miami-Dade County declined slightly between 1994 and 1999, by 1.2 percent. Most of the industrial decline occurred in manufacturing, down by 13.5 percent, with a loss of 443 establishments. Among the manufacturing establishments, the majority of the decline occurred in the manufacture of non-durable goods, down by 5.9 percent. Establishments producing apparel and textiles experienced the sharpest decline, down by 23.4 percent. In contrast, the number of establishments producing durable goods rose by 21.0 percent, adding 277 new establishments. Strong growth occurred in establishments manu-

facturing fabricated metals, electric equipment, primary metals, and industrial equipment, up by 28.4 percent, 27.8 percent, 142.1 percent, and 27.5 percent, respectively.

Another major component of the industrial growth in Miami-Dade County has been in the sector of transportation, communications, and utilities (TCU). The TCU sector grew by 26.9 percent between 1994 and 1999. Communication establishments led the growth in the sector, up by 26.9 percent. Transportation establishments followed with a growth of 13.9 percent.

**9.1.5 ANALYSIS OF MIAMI-DADE COUNTY INDUSTRIAL EMPLOYMENT GROWTH TRENDS**

To further examine the changes of the contribution of the indus-

trial sector to the economy, the analysis examines trends in employment growth. Overall, industrial employment in Miami-Dade over the 1994-2001 period declined by 51.4 percent. During the same period, manufacturing employment declined by 19.2 percent.

The greatest decline in manufacturing employment was in non-durable goods, down by 33.5 percent. Non-durable good manufacturing faced increased global competition with companies experiencing lower wage costs and less stringent environmental regulations outside of the U.S. Despite the overall decline in manufacturing employment, durable goods employment rose slightly by 1.6 percent. Durable goods manufacture of machine and electric equipment and transportation equipment led the sector, up by 17.6 percent and 12.5 percent, respectively.

**TABLE 9-4: INDUSTRIAL BUSINESS GROWTH IN MIAMI-DADE COUNTY, 1994-1999**

Sector	1994		1999		Change	
	#	% of Total	#	% of Total	#	%
Manufacturing	3,289	16.30	2,846	14.07	-56	-21.88
Durable Goods	1,322	8.02	1,599	8.09	277	-8.73
Furniture & Fixtures	253	0.19	194	0.56	5	166.67
Fabricated Metals	208	1.46	267	1.76	2	8.70
Electric and Other Equipment	97		124			
Non-durable Goods	1828	8.98	1,720	27.80	254	180.14
Textile Mill Products	88	1.08	93	1.62	6	35.29
Apparel and Textile	663	0.25	508	2.81	36	900.00
T.C.U.	3,506	4.46	3,864	4.86	358	-1.43
Transportation	3,034		3,456			
Transportation by Air	362	0.06	391	0.28	3	300.00
Communications	383	0.06	486	0.28	1	33.33
All Industrial	6,795	20.75	6,710	18.93	-85	1.2
<b>Total</b>	<b>1,571</b>		<b>1,421</b>		<b>-150</b>	<b>-9.55</b>

*Source: U.S. Census Bureau County Business Patterns*



**TABLE 9-5: INDUSTRIAL EMPLOYMENT TRENDS, MIAMI-DADE COUNTY, 1992-2001**

Industry	1994		1999		Change	
	# (000's)	% of Total	# (000's)	% of Total	# (000's)	%
Manufacturing	79.7	8.8	64.4	6.5	-15.3	-19.2
Durable Goods	32.0	3.5	32.5	3.3	0.5	1.6
Furniture & Fixtures	3.3	0.4	3.6	0.4	0.3	9.1
Fabricated Metals	4.6	0.5	3.9	0.4	-0.7	-15.2
Mach & Electric Equipment	5.1	0.6	6.0	0.6	0.9	17.6
Transportation Equipment	4.0	0.4	4.5	0.5	0.5	12.5
Non-durable Goods	47.7	5.2	31.7	3.2	-16.0	-33.5
Food and Kindred Prod.	5.8	0.6	4.4	0.4	-1.4	-24.1
Apparel & Other Textile	16.2	1.8	7.6	0.8	-8.6	-53.1
Printing & Publish	11.6	1.3	9.4	0.9	-2.2	-19.0
T.C.U.	93.6	10.3	93.1	9.4	-0.5	-0.5
Trucking & Warehousing	11.0	1.2	10.6	1.1	-0.4	-3.6
Transportation by Air	23.8	2.5	32.8	3.3	9	37.8
Communication & Utilities	18.8	2.1	24.8	2.5	6	31.9
All Industrial	173.3	19.1	84.2	8.5	-89.1	-51.4
<b>Total</b>	<b>909.7</b>		<b>995.1</b>		<b>149.4</b>	<b>9.39</b>

Source: U.S. Bureau of Labor Statistics

The other area of industrial growth was in transportation and communications. Air transportation employment rose by 37.8 percent as air passenger miles nearly doubled from 1994 to 2001. Employment growth in communications and utilities rose by 31.9 percent reflecting the surge in telephone and wireless communications.

**9.1.6 79<sup>TH</sup> STREET CORRIDOR COMPETITIVE SHARE OF THE REGION'S INDUSTRIAL BUSINESSES**

To examine the industrial competitiveness of the Corridor with that of the region, a share analysis was made of the number of the establishments in the Corridor, and what percentage that comprises of the greater region's establishments. The share analysis

found a declining percentage of the industrial businesses in the 79<sup>th</sup> Street Corridor were part of the region's total. In 1992, the Corridor accounted for 4.8 percent of the region's total of industrial establishments. By 1999, the share of the Corridor declined to 4.0 percent. The highest concentration of establishments in the Corridor was that in the manufacturing of non-durable goods, accounting for 23 percent of the share of the region. Among non-durable goods manufacturers, 24.7 percent of the region's manufacturers of textile mill products were located in the 79<sup>th</sup> Street Corridor. This share increased from 19.3 percent in 1994 to 24.7 percent in 1999, suggesting an agglomeration effect. Such agglomeration was due to the availability of labor and transportation access that tends to favor the Corridor location. In addition, the clustering of similar firms led to increase locational ad-

vantage in which all could benefit in the exchange of factors of production.

The other high industrial concentration in the Corridor was the manufacture of fabricated metal. Although the share of fabricated metal manufacturing has declined over time, it remains a significant contributor to the industrial character of the Corridor. In 1994, the Corridor had 11.0 percent of all of the establishments fabricating metal in the region. By 1999, its share had dropped to 9.4 percent suggesting that fabricated metal firms in the Corridor were declining at a greater rate than the region in the face of overall industry declines.

**9.1.7 INDUSTRIAL PROPERTY ABSORPTION**

The demand for industrial property in the 79<sup>th</sup> Street Corridor reflects the overall regional demand for industrial properties.

Analysis of the absorption data of new properties in Miami-Dade found the annual number of new properties peaked in 1996, while the amount of space peaked in 1994. This suggested high demand for smaller space that was quickly being absorbed. Further confirming the earlier results about the slower growth in the industrial establishments, the market response for the industrial properties also slowed. Despite the slowing of the delivery of new industrial property, value of industrial property has more than tripled since 1994.

Regional industrial market statistics for mid-year 2001 show year-to-date net absorption of 282,027 square feet, with a vacancy rate of 7.5 percent. Central city industrial sub-markets showed negative absorption as vacancy rates averaged 8.6 percent. The most prominent industrial sub-markets surrounding the 79<sup>th</sup> Street Corridor area are Airport North/Medley and Airport West, both of which had positive net absorption rates. The Airport West

**TABLE 9-6: 79<sup>TH</sup> STREET CORRIDOR INDUSTRIAL SHARE OF REGIONAL BUSINESS, 1994-1999**

Sector	1994 % of Region	1999 % of Region
Manufacturing	7.8	7.0
Durable Goods	9.5	7.2
Furniture & Fixtures	1.2	4.1
Fabricated Metals	11.1	9.4
Electric and Other Equipment	8.2	8.1
Non-durable Goods	7.7	9.1
Textile Mill Products	19.3	15.0
Apparel and Textile	0.6	7.9
T.C.U.	2.0	1.8
Transportation	1.6	1.0
Transportation by Air	0.2	1.0
Communications	0.8	0.8
All Industrial	4.8	4.0
<b>Total</b>	<b>2.4</b>	<b>2.1</b>

Source: U.S. Census Bureau County Business Patterns



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**TABLE 9-7: ABSORPTION OF INDUSTRIAL PROPERTIES, MIAMI-DADE COUNTY, 1994-2000**

Year	Count	Area (Acres)
2000	39	34.28
1999	48	26.08
1998	60	130.84
1997	98	157.8
1996	103	178.5
1995	80	133.75
1994	98	200.96

Source: Property Appraisal Data

**TABLE 9-8: INDUSTRIAL ABSORPTION RATES, MIAMI-DADE COUNTY, MID-YEAR 2001**

Submarket	Inventory	No. of Bldgs.	Vacancy Rate %	YTD Leasing Activity	YTD Net Absorption	Avg. Direct Class A Net Rental Rate
Airport West	42,834,523	786	11.1	2,140,378	59,994	\$6.65
Airport North/Medley	20,578,400	353	6.8	757,153	543,791	\$6.98
North Central Dade	22,965,982	398	3.4	551,947	-32,867	\$4.21
Northeast Dade	7,734,809	116	1.1	102,015	-30,315	\$5.11
Miami Lakes	4,243,683	63	3.9	462,795	379,720	\$4.34
Hialeah	10,729,660	378	8.6	179,129	-405,858	\$4.12
Hialeah E./Downtown	31,277,067	729	8.6	260,853	-309,915	\$12.10
South Dade	7,541,743	178	5.08	95,155	80,477	\$10.64
<b>County Total</b>	<b>147,905,867</b>	<b>3,001</b>	<b>7.5</b>	<b>4,549,425</b>	<b>282,027</b>	<b>\$9.34</b>

Source: Cushman & Wakefield South Florida

sub-market had a vacancy rate of 11.1 percent and Airport North/Medley had a vacancy rate of 6.8 percent. The high leasing activity of Airport West suggests a high turnover as firms reassess their need for industrial space. Airport West has the largest inventory of industrial space with 42.8 million square feet.

Industrial market statistics show an overall vacancy rate of 7.5 percent in mid-year of 2001, with a positive absorption of 282,000 square feet. Within the broad area of Hialeah east/Downtown (including the 79<sup>th</sup> Street Corridor), industrial vacancy was 8.6 percent with a negative absorption rate of 309,915 square feet.

**9.1.8 FORECAST OF REGIONAL INDUSTRIAL ABSORPTION RATE**

Key to understanding the demand for industrial absorption is examining the market behavior and business expansion. Industrial absorption rates trend with the business cycle and reflect rising business inventories. The projected forecast follows state labor market employment forecasts of the industrial sector through 2008. The demand for industrial space reflects a slow decline in industrial manufacturing.

Exports play a critical factor in the Miami-Dade regional market. The most recent metropolitan area export statistics of 1999 revealed 45.5 percent of the value of all exports is shipped to South America. Brazil is the single largest receiver of export prod-

ucts from the Miami-Dade region, accounting for one-fifth of all South American-bound exports. Accelerating inflation in South American economies has lessened the demand for regional-based exports, but as inflationary pressures are eased, demand for the exports of the region is expected to increase.

The largest value of export shipments of manufactured goods is of industrial machinery and computers, followed by electric and electronic equipment, and then by transportation equipment. The export of textile mill products and apparel accounted for less than one percent of the value of all exports in the region. This suggested that much of the textile mill products and apparel-manufactured goods are for domestic consumption.

**TABLE 9-9: FORECAST ABSORPTION OF INDUSTRIAL PROPERTIES, MIAMI-DADE COUNTY, 2001-2005**

Year	Area (Acres)
2004	48.80
2003	52.40
2002	56.10
2001	59.83

Source: Forecast Estimate, 2002

**TABLE 9-10: MIAMI-DADE FOREIGN EXPORTS, BY PRODUCT SECTOR, 1994-1999**

Manufactured Products	1994		1999		Change	
	#	% of Total	#	% of Total	# (000's)	%
Industrial Mach. & Computers	2,098,175	22.6	2,969,025	24.9	870,850	41.5
Electric & Electronic Equip.	1,461,950	15.8	2,347,770	19.7	885,820	60.6
Transportation Equip.	1,271,412	13.7	1,320,183	11.1	48,771	3.8
Apparel	387,110	4.2	463,543	3.9	76,433	3.8
Textile Mill Products	123,134	1.3	301,155	2.5	178,021	144.6
Manufactured Products	8,572,200	92.5	11,491,675	96.2	2,919,475	34.1
<b>Total</b>	<b>9,266,746</b>		<b>11,942,051</b>		<b>2,675,305</b>	<b>28.9</b>

Source: U.S. Bureau of Labor Statistics

**TABLE 9-11: FORECAST VACANCY RATE OF INDUSTRIAL PROPERTIES,  
79<sup>TH</sup> STREET CORRIDOR, 2001-2005**

Year	Vacancy Rate %
2004	11.1
2003	8.9
2002	8.7
2001	7.5

*Source: Forecast Estimate, 2002*

**9.1.9 79<sup>TH</sup> STREET CORRIDOR COMPETITIVE INFRASTRUCTURE AND FORECAST**

Within the 79<sup>th</sup> Street Corridor is the Poinciana Industrial Park located between NW 79<sup>th</sup> Street on the North, the FEC railroad on the south, NW 27<sup>th</sup> Avenue on the West and NW 22<sup>nd</sup> Avenue on the east. The initial concept of the industrial park was to create job opportunities for the adjacent public housing residents through the creation of an enterprise zone to attract businesses. Poinciana Industrial Park contains 61 acres with a significant amount of vacant developable land with infrastructure to support new industrial business. The efforts to attract and retain businesses to the park, however, have been less than successful. The difficulty lies in the ability of new businesses to finance building construction as well as to finance business expansion. A further problem lies with the competing supply of industrial properties that are already available.

Other industrial properties in the Corridor remain scattered and less well maintained. The difficulty is that the Corridor is competing against a large supply of newly constructed properties with high vacancy rates and lower rental rates.

**9.1.10 CONCLUSIONS AND RECOMMENDATIONS**

This assessment makes clear that the 79<sup>th</sup> Street Corridor faces

competitive pressure from newer constructed industrial properties. The demand for large-scale space for traditional manufacturing has been replaced with a need for new mini-production and clean space. The large inventory of industrial property in the Airport West sub-market is quite attractive to both new and existing businesses.

To further complicate the market, a rise in industrial vacancy rates is projected through 2004 for the corridor reaching 11.0 percent, as net absorption turns negative. This increase in vacancy rates reflects the decline in manufacturing plus a continued supply of new industrial properties outside the Corridor.

The strength of the 79<sup>th</sup> Street Corridor has been in the manufacture of textile mill products and of fabricated metals. Both industries now face global competition, with competitive costs and rising capacity. The input requirement of textile mill production and fabricated metals require low-cost sites with a supply of available labor. Increased trends towards automation pose that the demand for such labor will decline. Most of the output of the industry is consumed domestically and is price-sensitive to world markets. The one area in that textile mill production offers a competitive edge is in the production of industrial fabrics, carpets, and specialty yarns. Domestic manufacturers of these products are highly automated, innovative, and competitive on a global scale. They are able to expand exports in the face of more open trade.

The other industrial strength of the Corridor is fabricated metals. Foreign competition remains a factor in its production. Fabricated metals underlie much of the manufacturing economy; however, older and small firms face stiff competition requiring greater capitalization and modernization of plants and equipment. Metal fabricators tend to locate in proximity to their customers or to major transportation links. This reinforces the transportation advantage of the Corridor in close proximity to rail, truck, air, and boat transportation.

Areas for potential new industrial development in the Corridor draw on its efficiency of transportation of manufactured goods. Critical sectors of manufacturing that require high labor inputs and just-in-time deliveries offer the Corridor potential to compete in domestic and world markets. The difficulty lies in avoiding investing in declining industries that offer little opportunity to compete in world markets.

Given the level of existing competition, the relatively low absorption rates in the near-term, and the need to reconstruct the present industrial base of the Corridor, a redevelopment plan offers the opportunity to reshape the Corridor to become more competitive in the regional context. However, this means that the corridor will need to offer a more competitive industrial product or products than it is presently available – capable of driving a market creation strategy. We therefore recommend the following:

- That the consultant team propose a major industrial redevelopment strategy for the 79<sup>th</sup> Street Corridor designed to make the Corridor more competitive within the region.

- That the focus of the industrial redevelopment strategy be a mix of manufacturing and warehousing.
- That the redevelopment strategy focus on the development of three new themed industrial parks targeting niche markets such as industrial fabrics and specialty yarns, electric and electronic equipment, and industrial machinery and computers.
- That a special program effort be made targeted to revitalizing the fabricated metals sector through the creation of special support and promotion activities.

**9.2 RETAIL ANALYSIS**

This section of the report undertakes market analyses for the 79<sup>th</sup> Street Corridor to determine whether there exists enough demand in the Corridor area to justify increased retail development. Three types of retail categories, each of which are described in detail following. The three categories are:

- Convenience Goods and Personal Services: Everyday items such as groceries, toiletries, drug store items, and personal services such as laundry services, barbershops, beauty salons, and other day-to-day needs.
- Shoppers' Goods: Merchandise carried by department stores, big box retailers, and the bulk of specialty stores. Essentially, shoppers' goods are those that involve comparison shopping and embrace the wide range of merchandise featured in major malls, but are also carried in other shopping venues
- Entertainment Retail: Venues that combine leisure activities in a retail environment, such as restaurants, bars, nightclubs, gaming venues, and children's attractions.





The 79<sup>th</sup> Street Corridor obviously does not exist or function in isolation. The area is linked to surrounding neighborhoods, and to the rest of the region, in many ways, including daily commuters, jobs, migration to and from other neighborhoods, and retail trade. Because of this interaction, the influence of several of the Corridor's retail establishments extends far beyond the borders of the Corridor itself.

Each of the retail categories described above are analyzed in terms of a demand for services and a supply of existing services for the area surrounding the 79<sup>th</sup> Street Corridor. Each of the three types of retail described in this report have a specific trade area that is defined in detail and analyzed in terms of residents' expenditure potentials and existing retail supply.

### 9.2.1 CONVENIENCE GOODS AND PERSONAL SERVICES

Establishments providing convenience goods and personal services include stores selling groceries, those selling drug store items, and establishments providing personal services such as laundry services, and personal beauty/barber services.

These establishments provide everyday items or services that people are most likely to buy or utilize from retail/service venues that are nearby to their place of residence. As such, the trade area for convenience goods and personal services is relatively small – estimated here to equal a radius of two miles.

### 9.2.3 CONVENIENCE GOODS TRADE AREA

Most convenience goods are purchased at stores within two miles of customers' homes. For daily needs items such as groceries, toiletries, laundry services, etc., there is relatively little engage-

ment in comparison-shopping, and consumers tend to patronize establishments that are proximate to their places of residence. For the 79<sup>th</sup> Street Corridor, it is assumed that approximately 70 percent of residents' convenience goods purchases will be made within two miles of the Corridor. Therefore, the trade area for convenience goods and personal services for the 79<sup>th</sup> Street Corridor is measured in this report as a two-mile radius from the center of the Corridor (identified as 79<sup>th</sup> Street and NW 32<sup>nd</sup> Avenue). This area is shown on **Figure 9-1**.

This two-mile trade area includes the Corridor area (as previously defined) as well as areas approximately 20 blocks to the north and south, and approximately 10 blocks to the east and west. This area includes most of the eastern portion of the City of Hialeah and portions of the Liberty City neighborhood.

### 9.2.4 DEMOGRAPHICS OF THE CONVENIENCE GOODS TRADE AREA

To begin to determine the extent of demand for convenience goods and personal services, one needs to examine the demo-

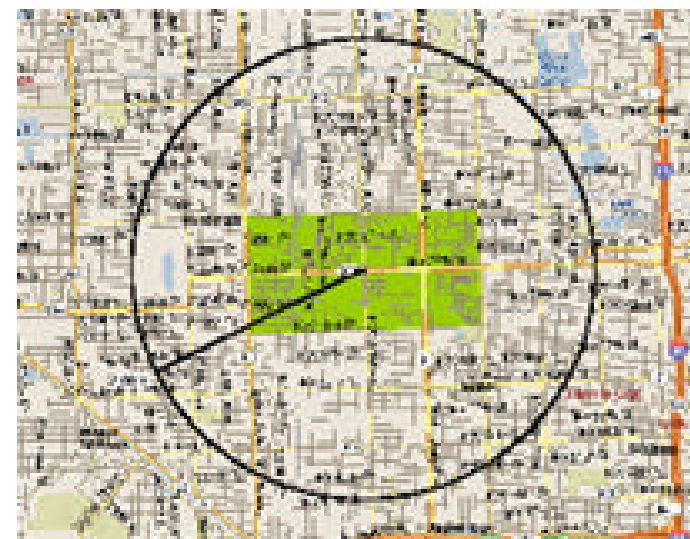


Figure 9-1: Convenience Goods Trade Area

graphics of the residents within the trade area. **Table 9-12** below gives a brief summary of the demographics of residents within a two-mile radius of the 79<sup>th</sup> Street Corridor.

As shown, the two-mile Convenience Goods Trade Area is comprised of predominantly Hispanic and black residents (together making up over 95 percent of the population). The average household size is 3.41 persons, about 25 percent higher than Miami-Dade's overall average household size of 2.77 persons. Over the past decade, the population of the trade area has increased by 2.7 percent – a modest growth rate in Miami-Dade, where the county's overall population over the same period exceeded 17 percent. Much of the growth within the trade area has come from families with children. In fact, since 1990 the number of households has *decreased* even though the number of people has increased. Although there is now a smaller number of households, those households contain more people, leading to a slight population increase.

The Trade Area's age distribution is skewed younger than in most

South Florida communities, with a median age of 35.8 years, as compared to 38.2 years for Miami-Dade, and 39.9 years for the State of Florida.

The average household income within the Convenience Goods trade area of \$35,778 is roughly two-thirds of the average household income for Miami-Dade County as a whole. Meanwhile, an even greater difference exists with per capita income, where the trade area average of \$10,425 is just 55 percent of Miami-Dade's average of \$19,124 – a disparity attributable to both lower incomes and larger family sizes than is typical for the metro area.

### 9.2.5 CONVENIENCE GOODS TRADE AREA EXPENDITURE POTENTIAL

A first step in the analysis of retail trade opportunities is measuring a given area's expenditure potential. This is achieved by multiplying the number of households in the area by the average household income. The results of this calculation for the Convenience Goods Trade Area are shown in **Table 9-13**.

TABLE 9-12: DEMOGRAPHICS AT A GLANCE, CONVENIENCE GOODS TRADE AREA, 2001			
<b>General</b>		<b>Population by Age</b>	
Population, 2001	89,444	Under 20	28.7%
Population Change, 1990-2001	2.7%	20-39	26.8%
Households	26,099	40-64	30.9%
Household Change, 1990-2001	-1.2%	65 and Older	13.5%
Average Household Size	3.41	Median Age (in years)	35.8 yrs
<b>Population by Ethnicity</b>		<b>Income Characteristics</b>	
Hispanic	54.4%	Per Capita Income	\$10,425
Black (non-Hispanic)	40.8%	% of Miami-Dade Average	55%
White (non-Hispanic)	4.4%	Average Household Income	\$35,778
Other	0.5%	% of Miami-Dade Average	67%

Sources: U.S. Census Bureau and Claritas, Inc.



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**TABLE 9-13: TOTAL EXPENDITURE POTENTIAL, CONVENIENCE GOODS TRADE AREA**

Number of Households	26,099
Average Household Income	\$35,778
Total Expenditure Income	\$933,800,000

Source: Claritas, Inc. and Hammer, Siler, George Associates

**TABLE 9-14: CONVENIENCE GOODS EXPENDITURE POTENTIAL**

Total Expenditure Potential	\$933,800,000
% Spent on Convenience Goods	20.1%
Convenience Goods Expenditure Potential	\$187,700,000

Source: Claritas, Inc. and Hammer, Siler, George Associates

**TABLE 9-15: CONVENIENCE GOODS TRADE AREA ANNUAL CONSUMER DEMAND**

Convenience Goods Expenditure Potential	\$187,700,000
Trade Area Capture Rate	70%
Total Area Consumer demand	\$131,400,000

Source: Claritas, Inc. and Hammer, Siler, George Associates

As indicated, the roughly 26,000 residents of the 79<sup>th</sup> Street Corridor's Convenience Goods Trade Area generate an annual expenditure potential of roughly \$934 million. Of course, only a portion of this total income generation is spent on the types of convenience goods and personal services being measured in this section of the report. For the purposes of this analysis, it is estimated by the U.S. Bureau of Labor Statistics and Hammer, Siler, George Associates that 20.1 percent of the area's total expenditure potential is spent on everyday convenience goods or personal services. **Table 9-14** shows the *Convenience Goods Expenditure Potential* for the trade area.

As shown, based on the total expenditure potential of about \$934 million, there is calculated to be approximately \$188 million spent annually on Convenience Goods by residents of the trade area.

**9.2.6 CONVENIENCE GOODS CAPTURE RATE**

The above figure of \$187.7 million represents all convenience goods purchases by residents of the area, regardless of whether those goods are bought within the immediate area, or in a neighborhood some distance away.

As stated earlier, the Convenience Goods Trade Area was established as a two-mile radius because it is estimated that within a two-mile radius, 70 percent of convenience goods purchases are made locally. Therefore, in this analysis, it is calculated that 70 percent of the convenience goods expenditure potential is spent at retail establishments within the trade area. This is calculated into an amount in **Table 9-15**.

Based on the above calculations, the annual consumer demand from the Convenience Goods Trade Area is approximately \$131 million annually.

**9.2.7 COMPETITION ANALYSIS**

There are many retail stores, and several larger retail nodes that currently exist within the Convenience Goods Trade Area. For the purposes of this analysis, four types of retail/service establishments are being examined in detail. These include:

- **Food Stores:** Stores selling non-prepared foods, groceries, bakeries, and markets specializing in meats, fish, fruits, vegetables, confectionaries, and other food products.
- **Drug Stores:** A place of business selling prescription and/or non-prescription drugs, as well as cosmetics, stationery, cigarettes, and other proprietaries.
- **Barber/Beauty Shops:** Establishments engaged in hair cutting, hairdressing, manicuring, or other personal cosmetic treatments.
- **Laundry Services:** Establishments engaged in the cleaning of clothes or linens. Includes dry cleaners as well as coin-operated laundrettes.

*Existing Stores*

The largest portion of sales in the Convenience Goods category comes from food stores, which includes supermarkets, groceries,

meat markets, produce markets, and other specialty food vendors.

According to Claritas, Inc., a retail and demographics research firm, there are currently 126 food stores within the 79<sup>th</sup> Street Corridor's Convenience Goods two-mile trade area. A breakdown of these stores is shown in **Table 9-16**.

Of the 126 total food stores within the trade area, about 60 percent (or 76 stores) are classified as general grocery stores, with the remainder being specialty or miscellaneous food stores. Four of the 76 groceries are listed as having 20 or more employees, a measure that indicates a larger retail establishment. In total, it is estimated that over \$128 million in annual sales is generated by the food stores within the Convenience Goods trade area as a result of trade area support and inflow.

Other portions of the convenience goods market come from drug stores, as well as from services such as laundry services and personal cosmetic services. **Table 9-17** shows the breakdown of these establishments within the Convenience Goods trade area.

**TABLE 9-16: FOOD STORES WITHIN 79<sup>TH</sup> STREET CORRIDOR CONVENIENCE GOODS TRADE AREA**

Type of Store	Total # of Stores	# of Stores w/20 or more Employees	Estimated Annual sales
Grocery Stores	76	4	\$99,100,000
Retail Bakeries	15	0	\$3,400,000
Produce Markets	11	0	\$8,800,000
Meat & Fish Markets	10	0	\$6,400,000
Miscellaneous Food Stores	14	1	\$10,900,000
<b>Total</b>	<b>126</b>	<b>5</b>	<b>\$128,600,000</b>

Source: Claritas, Inc.





**TABLE 9-17: DRUG STORES AND PERSONAL SERVICES ESTABLISHMENTS WITHIN 79<sup>TH</sup> STREET CORRIDOR CONVENIENCE GOODS TRADE AREA**

Type of Store	Total # of Stores	# of Stores w/20 or more Employees	Estimated Annual sales
Drug Stores	22	4	\$29,900,000
Laundry Services	30	1	\$5,400,000
Barber/Beauty Shops	105	1	\$12,300,000
Total	157	6	\$47,600,000

Source: Claritas, Inc.

**TABLE 9-18: TOTAL ESTIMATED RETAIL COMPETITION IN CONVENIENCE GOODS TRADE AREA**

Type of Store	Total # of Stores	Estimated Annual sales
Food Stores	126	\$128,600,000
Drug Stores and Personal Services	157	\$47,600,000
Total	283	\$176,200,000

Source: Claritas, Inc.

As shown, there are 22 drug stores (four with 20 or more employees), 30 laundries, and over 100 barber/beauty shops within the trade area. Taken together, these establishments account for over \$47 million in annual sales.

Throughout the two-mile Convenience Goods Trade Area, there are over 280 establishments that provide goods or services that fall into the definition of convenience goods. As shown in **Table 9-18**, about 126 of these establishments are food stores, while about 157 are drug stores/personal services establishments.

It is estimated that approximately 30 percent of these total purchases will come from “inflow sales” – that is, sales to people who live outside of the trade area itself. **Table 9-19** below, illustrates this, and shows the amount that is attributable to trade area sales.

**Table 9-19** shows that the trade area sales (those sales attributable to residents of the Convenience Goods trade area) equals

approximately \$123.3 million annually.

**9.2.8 UNMET DEMAND**

A positive gap between the demand generated by the Trade Area residents and the sales generated by the Trade Area’s existing establishments would indicate an unmet demand – meaning that more retail services could be supported by the Trade Area’s residents.

However, for the 79<sup>th</sup> Street Corridor’s Convenience Goods Trade Area, there is a relative equilibrium between sales and demand. This is shown in **Table 9-20**.

As shown, there is approximately \$8 million annually in unmet demand between the Trade Area’s consumer demand and the area’s annual sales from convenience goods/personal services establishments. Put another way, residents’ demands exceed the area’s sales by a about \$8 million. This is not a significant enough

amount of unmet demand to justify further retail development of establishments offering convenience goods or personal services within the 79<sup>th</sup> Street Corridor area at the present time.

**9.2.9 CONCLUSIONS ON THE DEVELOPMENT OF CONVENIENCE GOODS RETAIL**

There appears to be some marginal demand for new space (with a slight unmet retail demand of \$8 million). This assessment suggests that the market for convenience goods is currently in equilibrium, and that there is not a significant net new demand for convenience goods retail.

However, this does not imply that new retail development cannot take place at all. Rather, it suggests that any new convenience goods retail development will likely result in the loss of other, existing retail establishments that would be less able to compete due to their relative marginality.

Further, the \$123 million in potential expenditure demand within the Convenience Goods trade area is a significant expenditure potential base that may be attractive to some convenience goods retailers.

**9.2.10 SHOPPERS’ GOODS TRADE AREA**

Shoppers’ goods include merchandise carried by department stores, big box retailers, and by many specialty stores. This includes apparel, home furnishings, building materials, electronics, and other retail items.

Essentially, shoppers’ goods are those that involve comparison-shopping and embrace the wide range of merchandise featured in major malls, but are also carried in other shopping venues. As such, the trade area for shoppers’ goods is larger than that for convenience goods, and is measured in this report as a radius of five miles.

**TABLE 9-19: INFLOW SALES FOR CONVENIENCE GOODS TRADE AREA**

Total Estimated Sales	\$176,200,000
Percentage of Inflow Sales	30%
Amount of Inflow Sales	\$52,900,000
Trade Area Sales (Total minus Inflow)	\$123,300,000

Source: Claritas, Inc. and Hammer, Siler, George Associates

**TABLE 9-20: CONVENIENCE GOODS TRADE AREA, ANALYSIS OF ANNUAL DEMAND**

Trade Area Consumer Demand	\$131,400,000
Total Estimated Trade Area Sales	\$123,300,000
Unmet Demand	\$8,100,000

Source: Claritas, Inc. and Hammer, Siler, George Associates



Most shoppers' goods are purchased at stores within five miles of customers' homes. For items such as apparel, home furnishings and electronics, there is typically a high degree of engagement in comparison shopping, and consumers tend to patronize establishments that offer the best combination of price and selection, even if that means foregoing a competing store that may be closer in proximity. Therefore, the trade area for shoppers' goods for the 79<sup>th</sup> Street Corridor is measured in this report as a five-mile radius from the center of the Corridor (identified as 79<sup>th</sup> Street and NW 32<sup>nd</sup> Avenue). This area is shown on **Figure 9-2**.

This five-mile trade area includes the Corridor area (as previously defined), the City of Hialeah to the west, areas to the east stretching to Biscayne Bay, to the north to Opa-Locka Airport, and to the south to Miami International Airport.

**9.2.11 DEMOGRAPHICS OF THE SHOPPERS' GOODS TRADE AREA**

To begin to determine the extent of demand for shoppers' goods, one needs to examine the demographics of the residents within the trade area. **Table 9-21** below gives a brief summary of the demographics of residents within a five-mile radius of the 79<sup>th</sup> Street Corridor.

Overall, the five-mile Shoppers' Goods trade area is similar in its demographics to the smaller two-mile Convenience Goods trade area. The area is comprised mostly of Hispanic and black residents (together making up about 90 percent of the population), and has a larger average household size than the metro area average. The average household size is 3.10 persons, about 12 percent higher than Miami-Dade's overall average household size

of 2.77 persons. Over the past decade, the population of the trade area has increased by only 2.4 percent – a slow rate of growth rate in Miami-Dade, where the county's overall population over the same period exceeded 17 percent. Much of the growth within the trade area has come from families with children. In fact, since 1990 the number of households has remained nearly stationary (a 0.3% increase), even though the number of people has increased. Although there is a similar number of households in the area now as there were in 1990, those households contain more people, leading to a slight population increase.

The trade area's age distribution is skewed slightly younger than in most South Florida communities, with a median age of 36.4 years, as compared to 38.2 years for Miami-Dade, and 39.9 years for the State of Florida.

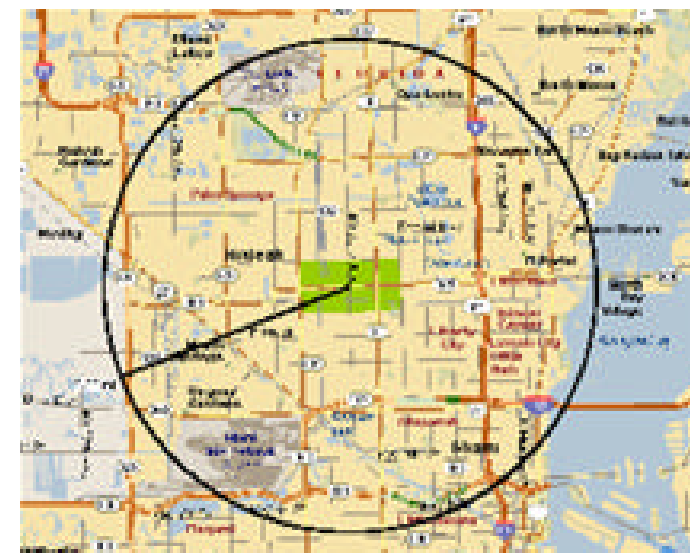


Figure 9-2: Shopper's Goods Trade Area

The average household income within the Shoppers' Goods trade area of \$36,038 is roughly two-thirds of the average household income for Miami-Dade County as a whole. Meanwhile, a greater difference exists with per capita income, where the trade area average of \$11,468 is just 60 percent of Miami-Dade's average of \$19,124 – a difference attributable to both lower incomes and larger family sizes than is typical for the metro area.

**9.2.12 SHOPPERS' GOODS TRADE AREA EXPENDITURE POTENTIAL**

A first step in the analysis of retail trade opportunities is measuring a given area's expenditure potential. This is achieved by multiplying the number of households in the area by the average household income. The results of this calculation for the Shoppers' Goods Trade Area are shown in **Table 9-22**.

As indicated, the roughly 166,000 residents of the 79<sup>th</sup> Street Corridor Shoppers' Goods Trade Area generate an annual expenditure potential of roughly \$5.98 billion. Of course, only a portion of this total income generation is spent on the types of shoppers' goods being measured in this section of the report. For the purposes of this analysis, it is estimated by the U.S. Bureau of Labor Statistics and Hammer, Siler, George Associates that 11.6 percent of the area's total expenditure potential is spent on various types of shoppers' goods. **Table 9-23** shows the *Shoppers' Goods Expenditure Potential* for the trade area.

As shown, based on the total expenditure potential of about \$5.98 billion, there is calculated to be approximately \$694 million spent annually on Shoppers' Goods by residents of the trade area.

**TABLE 9-21: DEMOGRAPHICS AT A GLANCE, SHOPPER'S GOODS TRADE AREA, 2001**

<b>General</b>		<b>Population by Age</b>	
Population, 2001	526,339	Under 20	28.4%
Population Change, 1990-2001	2.4%	20-39	26.8%
		40-64	31.2%
Households	165,994	65 and Older	13.6%
Household Change, 1990-2001	0.3%	Median Age (in years)	36.4 yrs.
Average Household Size	3.10		
<b>Population by Ethnicity</b>		<b>Income Characteristics</b>	
Hispanic	56.8%	Per Capita Income	\$11,468
Black (non-Hispanic)	33.3%	% of Miami-Dade Average	60%
White (non-Hispanic)	8.9%	Average Household Income	\$36,038
Other	1.0%	% of Miami-Dade Average	67%

Sources: Claritas, Inc.



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**TABLE 9-22: TOTAL EXPENDITURE POTENTIAL, SHOPPER'S GOODS TRADE AREA**

Number of Households	165,994
Average Household Income	\$36,038
Total Expenditure Income	\$5,982,100,000
<i>Source: Claritas, Inc. and Hammer, Siler, George Associates</i>	

**TABLE 9-23: SHOPPER'S GOODS EXPENDITURE POTENTIAL**

Total Expenditure Potential	\$5,982,100,000
% Spent on Shopper's Goods	11.6%
Convenience Goods Expenditure Potential	\$693,900,000
<i>Source: Claritas, Inc. and Hammer, Siler, George Associates</i>	

**9.2.13 SHOPPERS' GOODS CAPTURE RATE**

The above figure of \$693.9 million represents all shoppers' goods purchases by residents of the area, regardless of whether those goods are bought within the immediate area, or in a neighborhood some distance away.

As stated earlier, the Shoppers' Goods trade area was established as a five-mile radius because it is estimated that within a five-mile radius, 30 percent of shoppers' goods purchases are made locally. Therefore, in this analysis, it is calculated that 30 percent of the shoppers' goods expenditure potential is spent at retail establishments within the trade area. This is calculated into an amount in **Table 9-24**.

Based on the above calculations, the annual consumer demand from the Shoppers' Goods trade area is approximately \$208 million annually.

**TABLE 9-24: SHOPPER'S GOODS TRADE AREA ANNUAL CONSUMER DEMAND**

Shopper's Goods Expenditure Potential	\$693,900,000
Trade Area Capture Rate	30%
Total Area Consumer demand	\$208,200,000
<i>Source: Claritas, Inc. and Hammer, Siler, George Associates</i>	

**9.2.14 COMPETITION ANALYSIS**

There are many retail stores, and several larger retail nodes that currently exist within the

Shoppers' Goods trade area. For the purposes of this analysis, seven types of retail establishments are being examined in detail.

These include:

- **Home Furnishing Stores:** Establishments selling furniture, fixtures, floor coverings, household appliances, or other such articles.
- **General Merchandise Stores:** A place of business selling a wide variety of merchandise for home consumption. General merchandise stores include department stores and other large retailers.
- **Building Material Stores:** Stores selling hardware and building materials supplies, including lumber, paint, glass, plumbing supplies, electrical supplies, and lawn/garden supplies.

- **Electronics Stores:** Retailers of consumer electronics such as radios, televisions, computers, software, and prerecorded music.
- **Apparel and Accessory Stores:** Stores selling clothing, shoes, and related accessories and articles.
- **Used Merchandise Stores:** Establishments engaged in the reselling of previously owned merchandise from the categories detailed above.
- **Miscellaneous Shoppers' Goods Stores:** Stores selling shoppers' goods not elsewhere classified, including but not limited to sporting goods, books, jewelry, hobby supplies, novelties, and stationery.

*Existing Stores*

According to Claritas, Inc, there are currently 2,299 shoppers' goods stores within a five-mile radius of the 79<sup>th</sup> Street Corridor. A breakdown of these stores is shown in **Table 9-25**.

As shown, the 2,299 shoppers' goods stores within the trade area account for over \$2.3 billion in annual sales. The largest

portion of these sales come from home furnishing stores (\$621.2 million), followed by general merchandise stores (\$574.6 million), and building material stores (\$479.8 million). These three categories themselves account for over \$1.6 billion in estimated annual sales, or 70 percent of the total.

This high amount of sales within the Shoppers' Goods trade area points to the fact that many retailers in the area have large sales volumes and draw from a wide area. Of the 2,299 total stores identified by Claritas, 187 of them (or 8 percent) have 20 or more employees.

*Shopping Centers*

There are, in fact, a considerable number of shopping centers within the trade area. In the five-mile trade area, there are 37 shopping centers, ranging from small centers under 25,000 square feet to large super-regional malls such as the Palm Springs Mile Shopping Center. According to the *2001 Shopping Center Directory* published by the National Research Bureau, these shopping centers account for a total of approximately 5.2 million square feet of leasable retail space.

**TABLE 9-25: TOTAL ESTIMATED RETAIL COMPETITION IN SHOPPER'S GOODS TRADE AREA**

Type of Store	Total # of Stores	# of Stores w/20 or more Employees	Estimated Annual sales
Home Furnishings Stores	619	26	\$621,200,000
General Merchandise Stores	225	68	\$574,600,000
Building Materials Stores	225	34	\$479,800,000
Electronics Stores	192	9	\$287,000,000
Apparel and Accessory Stores	512	21	\$239,400,000
Used Merchandise Stores	201	13	\$72,100,000
Misc. Shopper's Goods Stores	325	16	\$113,100,000
Total	2,299	187	\$2,387,200,000

*Source: Claritas, Inc.*



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Figure 9-3 shows the location of these shopping centers in relation to the 79<sup>th</sup> Street Corridor. Yellow marks on the map indicate smaller shopping centers (those with a net rentable area under 100,000 square feet), while red marks indicate larger shopping centers (over 100,000 square feet). The largest concentration of shopping nodes is along West 49<sup>th</sup> Street in Hialeah, which is home to nine shopping centers, including the Westland Mall (828,000 sq. ft.) and the Palm Springs Mile Shopping Center (1.3 million sq. ft.).

This retail center includes many notable national chains such as Burdine's, JCPenney, Sears, Burlington Coat Factory, Toys R Us, Upton's, Circuit City, Michael's, Men's Wearhouse, and many others. The stores located there are considerably more up-market and in a better state of repair than stores found within the 79<sup>th</sup> Street Corridor. The 49<sup>th</sup> Street area serves as a considerable retail draw for the northeast section of Miami-Dade County.

Excepting Hialeah's 49<sup>th</sup> Street, other retail activity within the trade area is more scattered. Four other large shopping centers exist within the trade area; these include the 27<sup>th</sup> Avenue Farmers Market, the Central Shopping Plaza, the Biscayne Plaza Shopping Center, and the Number One Marketplace on NW 7<sup>th</sup> Avenue.

The most significant mass of retail establishments within the 79<sup>th</sup> Street Corridor itself is at the Northside Shopping Center, a 565,000-square foot complex located at 27<sup>th</sup> Avenue and 79<sup>th</sup> Street. Northside, built in 1960, is the only major shopping center within the Corridor proper. Once one of South Florida's major shopping nodes, Northside has fallen into a state of relative

disrepair in recent decades, although it has retained a high rate of occupancy, estimated currently to be over 90 percent. While Northside has a relatively high occupancy rate, much of its space is currently rented by non-retail tenants such as medical providers and local government agencies.

*Non-Trade Area Sales Support*

Clearly, because of the heavy sales volume, and the location of major shopping nodes at the periphery of the 79<sup>th</sup> Street Corridor Shoppers' Goods trade area, a very large portion of the above-referenced sales come from residents who live outside of the trade area itself. It is estimated that approximately 90 percent of these total purchases will come from people who live outside of the trade area – producing what is called here *non-trade area sales support*. Table 9-26 illustrates this, and shows the amount that is attributable to trade area sales.

Table 9-26 shows that the trade area sales (those sales attributable to residents of the Shoppers' Goods trade area itself) equals approximately \$238.7 million annually.

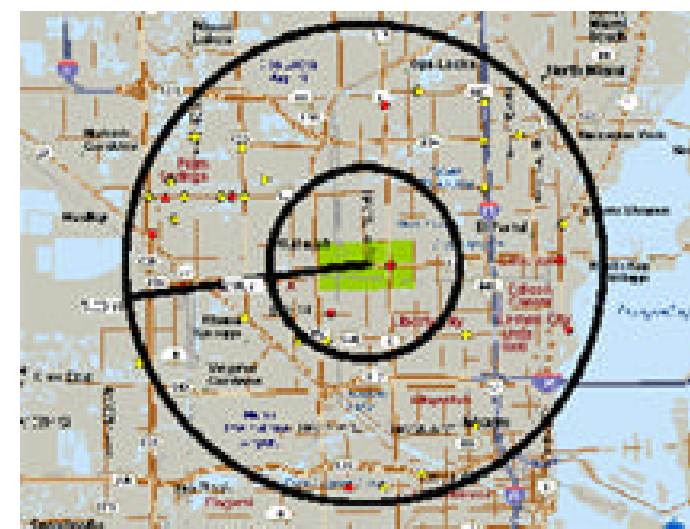


Figure 9-3: Shopping Centers within 5-Mile Radius

**9.2.15 UNMET DEMAND**

A positive gap between the demand generated by the Trade Area residents and the sales generated by the Trade Area's existing establishments would indicate an unmet demand – meaning that more retail services could be supported by the Trade Area's residents.

However, for the 79<sup>th</sup> Street Corridor Shoppers' Goods Trade Area, there is no such positive gap between sales and demand. This is shown in Table 9-27.

As shown, there is a negative gap of approximately \$30 million annually between the Trade Area's consumer demand and the area's annual sales from shoppers' goods establishments. This suggests that there is no growth in demand that would warrant net new retail development of establishments offering shoppers' goods within the 79<sup>th</sup> Street Corridor area at the present time.

**9.2.16 CONCLUSIONS ON THE DEVELOPMENT OF SHOPPERS' GOODS RETAIL**

Within the five-mile Shoppers' Goods trade area, there is total consumer demand for about \$208 million worth of shoppers' goods annually. This is a significant amount of demand, and is likewise met by a wide variety of retail establishments offering shoppers' goods. The bulk of the existing shoppers' goods establishments, though, are located on the fringes of the five-mile trade area, with few large-scale establishments located within the 79<sup>th</sup> Street Corridor itself.

Therefore, even though there is a lack of growth within the local-area market, there remains a substantial sum of shoppers' goods support dollars that would probably be sufficient for new retail initiatives. However, these initiatives should be planned with the objective of them replacing older, more marginal shoppers' goods retail facilities that are currently in existence, rather than adding a net gain to the Corridor's existing retail space.

TABLE 9-26: NON-TRADE AREA SALES SUPPORT FOR SHOPPER'S GOODS TRADE AREA	
Total Estimated Sales	\$2,387,200,000
Percentage of sales to Non-Trade Area Residents	9%
Amount of Sales to Non-Trade Area Residents	\$2,148,500,000
Trade Area Sales (Total minus Inflow)	\$238,700,000

Source: Claritas, Inc. and Hammer, Siler, George Associates

TABLE 9-27: SHOPPER'S GOODS TRADE AREA, ANALYSIS OF ANNUAL DEMAND	
Trade Area Consumer Demand	\$208,200,000
Total Estimated Trade Area Sales	\$238,700,000
Unmet Demand	-\$30,500,000

Source: Claritas, Inc. and Hammer, Siler, George Associates



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**9.2.17 ENTERTAINMENT RETAIL**

Entertainment retail is defined as being retail venues that combine leisure activities in a retail environment, such as restaurants, bars, nightclubs, gaming venues, and children’s attractions. This section of the report examines any potential demand for an entertainment retail complex, offering a variety of venues and establishments.

Retail entertainment is largely a luxury product, as opposed to convenience goods (which includes mostly necessity items) or shoppers’ goods (which includes both necessity and luxury items). The trade area for entertainment retail is larger than the trade areas for convenience goods or shoppers’ goods because customers are willing to travel a greater distance for an entertainment attraction. In this report, the Entertainment Retail trade area is measured as a radius of ten miles.

**9.2.18 ENTERTAINMENT RETAIL TRADE AREA**

As stated, customers are willing to travel a greater distance for entertainment retail than for other retail venues such as convenience goods or shoppers’ goods. In addition, high-quality entertainment retail venues are not as commonplace as other forms of retail, therefore the customer has a slimmer selection than if choosing between traditional retail stores. Therefore, the trade area for entertainment retail for the 79<sup>th</sup> Street Corridor is defined in this report as a ten-mile radius from the center of the Corridor (identified as 79<sup>th</sup> Street and NW 32<sup>nd</sup> Avenue). This area is shown on **Figure 9-4**.

This ten-mile trade area includes the Corridor area (as previously defined), areas to the east encompassing Hialeah, Hialeah Gardens and Doral Park, and to the east to Miami Beach and the ocean. The trade area includes the entire City of Miami, extends south through Coral Gables, and north just past the Broward County line.

**9.2.19 DEMOGRAPHICS OF THE ENTERTAINMENT RETAIL TRADE AREA**

To begin to determine the extent of demand for entertainment retail, one needs to examine the demographics of the residents within the trade area. **Table 9-28** gives a brief summary of the demographics of residents within a ten-mile radius of the 79<sup>th</sup> Street Corridor, which includes the majority of Miami-Dade residents.

Overall, the ten-mile Entertainment Retail trade area is more similar in its demographics to Miami-Dade County as a whole than are the two trade areas described earlier. The ten-mile area includes more higher-income areas than are found in neighborhoods closer to the 79<sup>th</sup> Street Corridor. The area is comprised mostly of Hispanic and black residents (together making up about 81 percent of the population), and has a slightly smaller average household size than the metro area average. The average household size is 2.72 persons, about 2 percent smaller than Miami-Dade’s overall average household size of 2.77 persons. Over the past decade, the population of the trade area has increased by 13.3 percent – slower than the county’s overall population growth of 17.6 percent.

The Trade Area’s age distribution is average for South Florida communities, with a median age of 39.0 years, as compared to 38.2 years for Miami-Dade, and 39.9 years for the State of Florida.

The average household income within the Entertainment Retail trade area of \$46,561 is roughly 87 percent of the average household income for Miami-Dade County as a whole. A similar relationship exists with per capita income, where the trade area average of \$16,880 is 88 percent of Miami-Dade’s average of \$19,124. While wealthier on average than neighborhoods closer to the 79<sup>th</sup> Street Corridor, the Entertainment Retail trade area is still slightly below average for Miami-Dade County.



Figure 9-4: Entertainment Retail Trade Area

TABLE 9-28: DEMOGRAPHICS AT A GLANCE, SHOPPER'S GOODS TRADE AREA, 2001			
<b>General</b>		<b>Population by Age</b>	
Population, 2001	1,567,473	Under 20	25.0%
Population Change, 1990-2001	13.3%	20-39	26.5%
Households	567,174	40-64	32.4%
Household Change, 1990-2001	12.5%	65 and Older	16.1%
Average Household Size	2.72	Median Age (in years)	39.0 yrs.
<b>Population by Ethnicity</b>		<b>Income Characteristics</b>	
Hispanic	56.9%	Per Capita Income	\$16,880
Black (non-Hispanic)	24.4%	% of Miami-Dade Average	88%
White (non-Hispanic)	17.1%	Average Household Income	\$46,561
Other	1.6%	% of Miami-Dade Average	87%

Sources: Claritas, Inc.



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**9.2.20 ENTERTAINMENT RETAIL DISTRICT MODELS**

For this report, four successful entertainment districts nationwide were chosen and analyzed on the basis of their surrounding demographics. All of the comparable models are retail and entertainment complexes that include retail, cinemas, restaurants, children's attractions, and related activities. These entertainment models include:

- Reston Town Center – Reston, Va.
- Country Club Plaza – Kansas City, Mo.
- The Spectrum – Irvine, Calif.
- The Promenade at Westlake – Thousand Oaks, Calif.

According to various market studies of such entertainment districts, a ten-mile trade area can comprise between 60 and 75 percent of sales generated at such a complex. The analysis below compares the demographics of the four entertainment retail complexes listed above with that of the ten-mile radius of the 79<sup>th</sup> Street Corridor.

As indicated in **Table 9-29**, the 79<sup>th</sup> Street Entertainment Trade Area has a larger population than do the four comparables listed. However, in measures of income generation (the most important component of entertainment retail feasibility), 79<sup>th</sup> Street falls far below three of the other four comparables. Only the Country Club Plaza project in Kansas City has an income scenario that resembles that of the 79<sup>th</sup> Street trade area. However, it should be noted that Country Club Plaza was built many years ago under a vastly different set of demographics. The Plaza only remains successful because of its ongoing ability to draw suburban customers back into the City.

In addition to demographics, perhaps the most critical element in entertainment retail feasibility is the existing competitive supply of entertainment retail venues.

**9.2.21 COMPETITION ANALYSIS**

The demographic analysis shown in **Table 9-28**, while not necessarily favorable to entertainment retail development, would not preclude such development. An assessment of other entertainment retail complexes within, or proximate to, the trade area is integral to the process of determining feasibility.

The open-air Main Street mall in Miami Lakes is another nationally recognized entertainment retail complex. It is a shopping complex with restaurants, theaters, entertainment, and other specialty venues such as a renowned athletic club. This master-planned community is within the ten-mile radius of the 79<sup>th</sup> Street Corridor, and would pose formidable competition.

There is limited demand for multiple entertainment retail venues within the same trade area. The fact that Miami Lakes – a successful entertainment complex that has received national attention – is just a few miles away from the 79<sup>th</sup> Street Corridor would seriously hinder the opportunities for entertainment retail development within the Corridor.

**9.2.22 CONCLUSIONS ON THE DEVELOPMENT OF ENTERTAINMENT RETAIL**

While there are substantial differences in demographics between the 79<sup>th</sup> Street market area and at least three of the four models represented in our analysis, the notion of developing an enter-

tainment district would be a good one but for the existence of the Miami Lakes Main Street mall, which is a competitive project also located within the trade area for an entertainment retail district.

It is our view that there is not sufficient market for two such developments, particularly given the relatively lower per capita income levels to support two entertainment retail developments within such close proximity.

**9.3 OFFICE ANALYSIS**

This section assesses the potential for developing new office space within the 79<sup>th</sup> Street Corridor. In order to assess such demand, this report looks at recent trends within the overall Miami-Dade office market, examines the implications of larger regional trends

on the local office situation within the Corridor, and looks at possibilities of developing non-office employment centers such as call centers.

**9.3.1 MIAMI-DADE OFFICE MARKET**

The office market throughout South Florida has been very soft in recent years, with increasing vacancy rates, and with large office complexes – even those in highly desirable sub-markets – having difficulty attracting tenants. Much of this market softness is attributable to the downturns in the technology market, and the loss of space used by technology-oriented companies. Just a few years ago, South Florida was billing itself as the “Internet Coast,” while now the high tech market has been greatly reduced. Years of market optimism created a commercial real estate boom during the 1990s, and much of that space is currently underutilized.

**TABLE 9-29: COMPARISON OF DEMOGRAPHICS, FOUR SUCCESSFUL ENTERTAINMENT DISTRICTS AND 79<sup>TH</sup> STREET TRADE AREA**

	Reston	Kansas City	Irvine	Westlake	79 <sup>TH</sup> Street
Population	482,000	786,000	848,000	295,000	1,567,000
Households	175,000	333,000	300,000	100,000	567,000
Families	125,000	200,000	585,500	76,000	370,000
Per Capita Income	\$32,862	\$17,708	\$26,349	\$31,024	\$16,880
Median HH Income	\$71,622	\$33,076	\$56,115	\$65,224	\$30,717
Avg. HH Income	\$90,269	\$41,542	\$74,022	\$90,916	\$46,561
Homeownership	72.7%	59.6%	61.6%	76.7%	44.3%
Median Age (yrs)	34.4	35.3	31.8	34.6	39.0

Source: Urban Land Institute and Claritas, Inc.





Many large employers in South Florida, such as Motorola, Nortel Networks, and Lucent Technologies have substantially cut back their space as well, and are now attempting to sublease space to other tenants.

**9.3.2 VACANCY RATES**

Statistics for the most recent calendar year (2001) show that Miami-Dade County had an overall office vacancy rate of 12.83 percent. **Table 9-30** shows how that vacancy rate was spread among the County's sub-markets.

As shown, at year-end 2001, there was nearly four million square feet of available office space within Miami-Dade County. Much of this space is in highly desirable office districts, such as Airport West. In fact, Airport West, which was the site of intense development of office space during the past decade, has the highest vacancy rate of any Miami-Dade sub-market, followed by the Miami Lakes/NW Dade sub-market.

Four sub-areas experienced a negative net absorption of office space during the 2001 calendar year, while the County as a whole only posted a net absorption of approximately 115,000 square feet of space.

Vacancy rates have continued to increase throughout 2002 as well. According to the real estate firm of Grubb & Ellis, the county's overall office vacancy rate in the second quarter of 2002 stood at 14.7 percent.

Local real estate experts advise that there will be a sustained recovery, as the real estate market improves. The market is expected to remain soft for quite some time.

**9.3.3 IMPLICATIONS FOR THE CORRIDOR'S OFFICE MARKET**

The 79<sup>th</sup> Street Corridor has not traditionally been a strong office market. With a workplace economy skewed heavily in favor of manufacturing and transportation elements, the Corridor has never developed a large demand for office tenancy. In fact, there are no large-scale multi-tenant office buildings in the area. That is not to say, however, that there will never be a strong demand for office space in the Corridor. In a rapidly growing economy, office development frequently moves into areas that were formerly industrial, seeking a lower operating cost and availability of space and land that cannot be found in more established sub-markets.

However, judging by the overall softness of the region's office market over the past few years, it is unlikely that such a demand will exist in the 79<sup>th</sup> Street Corridor for the foreseeable future. Companies looking for office space in the Miami-Dade market today have ample space to choose from, in well-established office districts such as Airport West and Downtown Miami. The market softness has also led to a decrease in offered rents, meaning that better space is now available for a more reasonable cost.

The Corridor's industrial focus and lack of a critical mass of existing office development greatly reduces its potential appeal to office developers. Until the region's economy again turns around for a sustained period, there will continue to be little demand for office development within the 79<sup>th</sup> Street Corridor

**9.3.4 DEVELOPMENT OF NON-OFFICE EMPLOYMENT CENTERS**

While office developers look for certain criteria that are not present in the 79<sup>th</sup> Street Corridor, not all types of employers are dissuaded from locating in an industrial district. Some employers,

in fact, often look for criteria that can be satisfied by a location within the Corridor.

Such employers include call centers and other communication-intensive facilities that require large amounts of space with relatively low-cost rents. Over the past decade, South Florida has become a prime location for call centers, and this trend is expected to continue, particularly for centers that serve multilingual customers or that cater to Caribbean and/or Latin American markets.

Space and site requirements for call centers can be met in a built-out industrially focused area such as the 79<sup>th</sup> Street Corridor. The call center/communication industry frequently converts existing buildings that were at an earlier point used for retail, wholesale, or industrial purposes –the open floor plans and low cost of such buildings make them well suited for call center development. It is also important for call centers to locate near their labor supply, and preferably proximate to major roads and mass transit lines.

**9.3.5 CONCLUSION FOR OFFICE ANALYSIS**

The current weak commercial real estate market throughout South Florida means that there will likely be little demand for new office space development within an established, industrial district such as the 79<sup>th</sup> Street Corridor.

However, other non-office employment functions may find the Corridor area to have much to offer. Communications-based companies such as call centers often look for space that can be converted from former industrial or retail uses to a communication center. As such, older established districts tend to offer highly efficient product offerings to such firms. Additionally, a location near an available labor pool is a critical element in call center locations. The Corridor area satisfies these issues, and has the additional advantage of having a largely multilingual population that would be attractive to call center operations with an extensive Latin American clientele.

**TABLE 9-30: MIAMI-DADE OFFICE MARKET STATISTICS, 2001**

	Inventory (SF)	Avail. Space (SF)	Vacancy Rate	Absorption (SF)
Airport West	8,906,966	1,710,895	19.21%	(98,566)
Brickell	4,902,807	443,849	8.85%	(118,311)
Coconut Grove	661,619	42,477	6.39%	(17,353)
Coral Gables	4,326,191	444,620	10.28%	99,295
Downtown Miami	6,399,596	583,004	9.11%	169,009
Kendall	2,249,905	214,639	9.54%	107,020
Miami Lakes/NW Dade	820,610	153,961	18.76%	(3,273)
NE Dade	2,141,119	309,488	14.45%	(22,466)
Miami-Dade County	30,408,813	3,902,733	12.83%	115,355

*Source: Trammell Crow Company*



**9.4 SUMMARY HOUSING MARKET ASSESSMENT**

The purpose of this analysis is to assess the housing potential for the 79<sup>th</sup> Street Corridor market or more specifically to determine the amount of housing that might be absorbed in conjunction with a transit-oriented development multi-use development program. Our approach has been to assess the population and household growth potential in the South Florida and Miami-Dade housing market over the next 15 years, to determine how housing growth will impact land and transportation infrastructure resources, to determine the market growth potential, and finally to determine a potential capture rate for housing in the 79<sup>th</sup> Street Corridor.

**9.4.1 SOUTH FLORIDA HOUSEHOLD GROWTH PROSPECTS**

Between 2003 and 2030, the southern region of the United States will show big gains in population. According to the US Census Bureau, the South should remain the most populous region with the west moving into second place. While California will remain the largest state in terms of population, Texas and Florida will show substantial growth. Florida is expected to succeed New York as the third largest state by 2025.

This growth in population will continue to fuel housing demand in Monroe, Palm Beach, Broward and Miami-Dade Counties. According to projections developed by the University of Florida's Bureau of Economic and Business Research each of the next three decades will add between 2.62 and 2.99 million people to the state population. Assuming an average household size of 2.5, which is currently the statewide average; these population increases will result in the addition of between 1,048,000 and 1,196,000 households statewide.

**9.4.2 HOUSING GROWTH AND LAND AND TRANSPORTATION INFRASTRUCTURE RESOURCES**

Given the expected levels of demand generated by population growth, there is increasing evidence that housing demand in the South Florida market is already outpacing the homebuilding industry's ability to acquire land for new housing subdivisions. As land becomes scarcer, property prices will rise and land not previously considered attractive for residential development will be purchased for new developments. This will be particularly true for land in close geographic proximity to rapid rail transit. To further complicate this picture land demand for tourism oriented residential (hotels, motels, time-shares, etc.) will make land resources even tighter. The net consequence of strong population growth will also be longer commuting times. Because it is unlikely that the automobile transportation infrastructure will be able to keep pace with increased traffic, it will take longer for people to get to and return home from work.

Further, according to *Driven to Spend* a study of the Surface Transportation Policy Project, the Fort Lauderdale/Miami-Dade area ranks fourth in a survey of the 28 most expensive metropolitan areas for commuting. The average household in the area spends about \$6,700 per year on transportation most of which goes for buying, maintaining, repairing and fueling an automobile vehicle. With increased population densities and more traffic, these expenses will increase.

Given the trends there is the inescapable conclusion that over time land resources within the 79<sup>th</sup> Street Corridor in the TOD district will become a valuable resource to meet the housing needs of Miami-Dade County.

**9.4.3 MARKET GROWTH POTENTIAL**

A substantial amount of the population gain for the State of Florida between now and 2030 will occur in the large urban South Florida counties of Broward, Miami-Dade and Palm Beach. By 2030, the population of Broward County will increase by 859,000 residents. Palm Beach County will add about 500,000 residents and Miami-Dade will add approximately 849,000 residents.

**Table 9-31** shows how the population growth trends will affect household growth in the three large urban South Florida Counties.

This level of population growth in Miami-Dade County will generate an additional 303,000 households assuming no reduction in the current household size. To meet this need Miami-Dade County would have to add an average of approximately 11,230 new households annually through the year 2030. Should household size decline to 2.5 persons per household, as we expect, 339,600 new households would be generated or approximately an average of 12,578 annually over the next 27 years.

**TABLE 9-31 POPULATION AND HOUSEHOLD GROWTH FORECAST, 2003-2030 SOUTH FLORIDA LARGE URBAN COUNTIES**

County	Projected Growth	Average Household Size	Projected New Households
Miami-Dade	849,000	2.8	303,000
Broward	859,000	2.48	346,370
Palm Beach	500,000	2.42	206,611

*Source: Hammer, Siler, George Associates*

**TABLE 9-32: ESTIMATE OF PROJECT CAPTURE**

Absorption Year	Market Base	Project Penetration Rate	Project Capture	Cumulative Capture
Year 1	11,230	.005	56	56
Year 2	11,230	.005	56	112
Year 3	11,230	.005	56	168
Year 4	11,230	.005	56	224
Year 5	11,230	.005	56	280
Year 6	11,230	.010	112	392
Year 7	11,230	.010	112	504
Year 8	11,230	.010	112	616
Year 9	11,230	.010	112	728
Year 10	11,230	.010	112	840

*Source: Hammer, Siler, George Associates*





**9.4.4 PROJECT CAPTURE RATES**

In order to estimate project capture rates (Table 9-32) we have made several assumptions. The first assumption is that sufficient land can be assembled around the transit node rail station to develop a mixed use project. The second assumption is that the project will require a five-year lead-time to put most of the predevelopment requirements in place.

Using these assumptions, we would conclude that annual unit absorption could be one-half of one percent over the first five years and one percent over the second five-year period. These assumptions are consistent with similar projects that we have observed in other urban markets.

**9.5 PROPOSED DEVELOPMENT PROGRAM**

**Industrial Development (Table 9-33)**

As a result of the market analysis, the following is recommended:

- Propose a major industrial development strategy for the 79<sup>th</sup> Street Corridor.
- That the focus of the industrial development strategy be a mix of manufacturing and warehouse distribution activities.
- That, in addition to warehouse and distribution, several new themed business parks be developed targeting niche markets such as industrial fabrics and specialty yarns, electric and electronic equipment, and industrial machinery and computers.

- That a special program effort be initiated targeted at revitalizing the fabricated metals sector of the Corridor's existing businesses.

**Mixed-Use Development (Table 9-34)**

We have found only marginal opportunities for office space development. However, our review of other trends suggests the following:

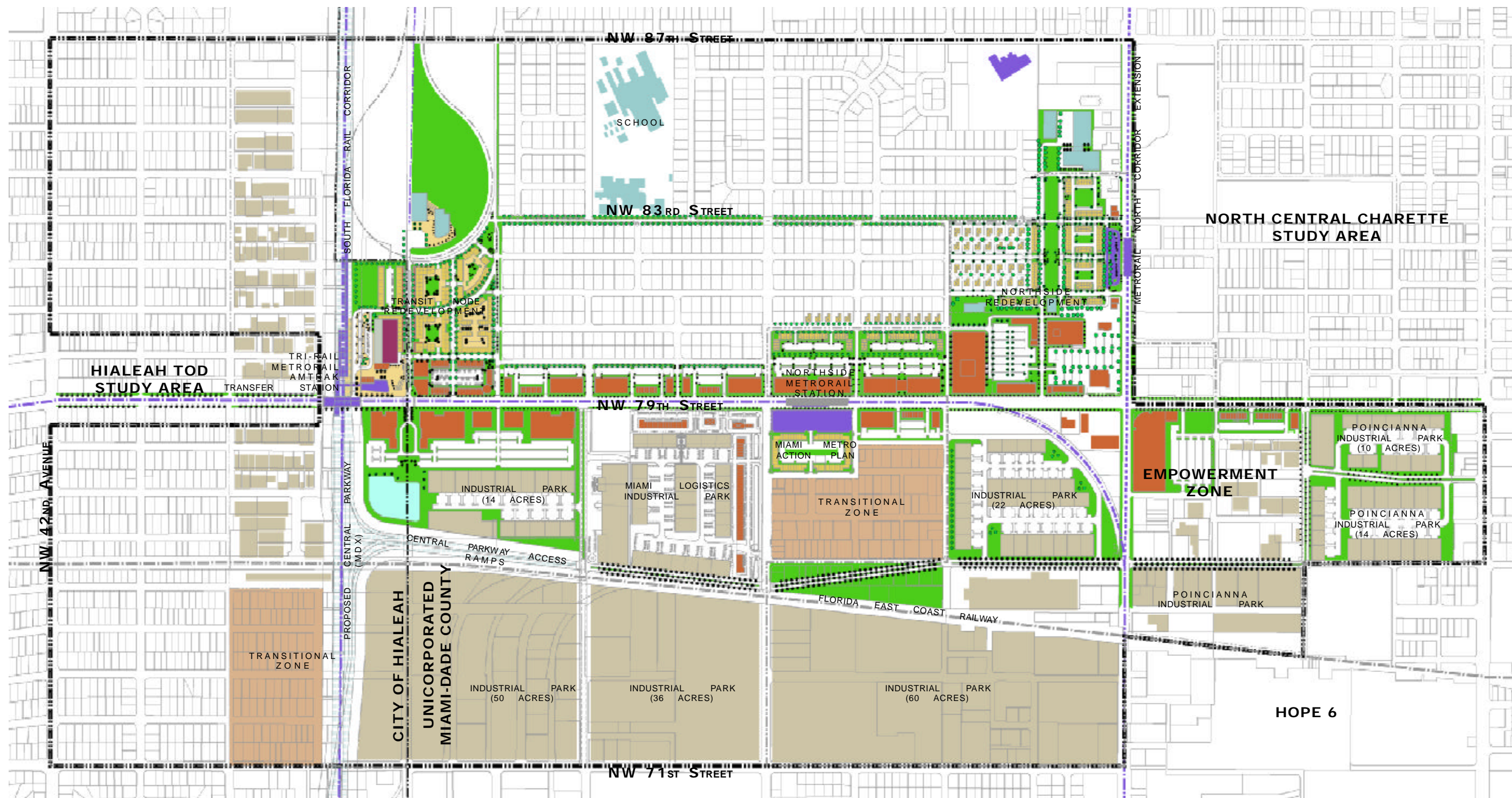
- Retail Development: While the market is basically in equilibrium, and as such, does not register the need for net new demand, most of the existing retail facilities are obsolete. Given this condition, there is a substantial need for replacement facilities in the market.
- Housing: Our analysis indicates that over the first five-year period of the development approximately 280 units of housing could be absorbed. Over a ten-year period, nearly 850 units of housing could be absorbed. It is our view that these units would range from medium to high-density units.

**TABLE 9-33: PROPOSED INDUSTRIAL DEVELOPMENT PROGRAM**

Industrial Program	Proposed Size
79 <sup>th</sup> Street Warehouse & Distribution Center	100 acres
Electronics/ Computer Specialty Business Park	40 acres
Textile Specialty Business Park	30 acres
Industrial Machinery Specialty Business Park	30 acres
Total Industrial Development	200 acres
Small Business Incubator	40,000 sq. ft.
<i>Source: Hammer, Siler, George Associates</i>	

**TABLE 9-34: PROPOSED MIXED-USE DEVELOPMENT PROGRAM**

Mixed-Use Program	Proposed Size
Northside Village	
– Retail	240,000 sq. ft.
– Housing	150 units
Metrorail Station Area	
– Retail	60,000 sq. ft.
– Housing	300 TO 500 units
<i>Source: Hammer, Siler, George Associates</i>	



# REDEVELOPMENT PLAN

## 79TH STREET CORRIDOR REDEVELOPMENT PLAN

DECEMBER, 2003

Figure 10-1: Overall Redevelopment Plan



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## 10.0 STUDY AREA VISION AND REDEVELOPMENT PLAN

Redevelopment recommendations for the Corridor are heavily based upon the market and economic analysis. These studies indicate the potential for significant industrial development and moderate housing and retail development. In-progress development projects including the Poinciana Industrial Park, the Northside Metrorail Station and the Miami Logistics Industrial Park are encouraging and show an interest by both the public

and private sectors to invest in the area. The foundation of the Plan is to focus parallel catalyst development efforts on sites of the Tri-Rail/Metrorail/Amtrak Transfer Station, the SFRC Industrial Corridor and the Northside Shopping Center. In addition, the redevelopment plan suggests a number of corridor linkages in the form of streetscape improvements, general infrastructure improvements and patterns for future infill development. The overall Redevelopment Plan is illustrated in **Figure 10-1**.

## 10.1 CATALYST DEVELOPMENTS

The fundamental charge of the Study was the identification of catalyst development projects and therefore, three potential development projects have been identified based on the market assessment, proximity to existing and planned infrastructure assets, existing and future land use designations and strategic Study Area locations. The projects include: 1) the Northside Shopping Center, 2) the SFRC Industrial Corridor and 3) the Tri-Rail/Metrorail/Amtrak Transit Node (**Figure 10-2**).

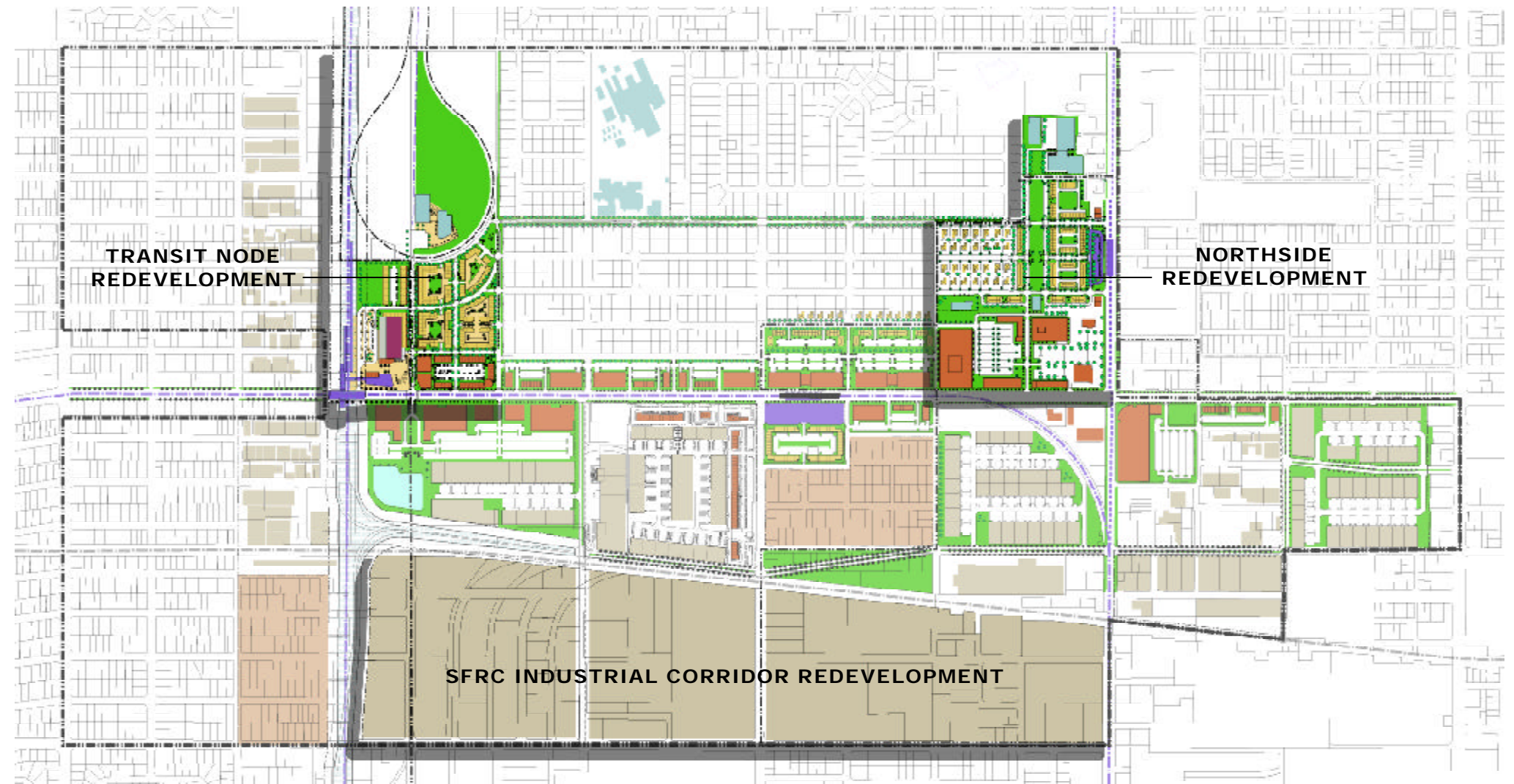


Figure 10-2: Catalyst Development Projects

**10.1.1 INDUSTRIAL DEVELOPMENT**

The market assessment indicates that the strongest economic market within the Corridor is that of industrial. As evidenced by the land use plan, there exists a significant industrial “corridor” that stretches from Miami International Airport (MIA) northward to 79<sup>th</sup> Street. This corridor is significant given its proximity to MIA, the Port of Miami, the South Florida Rail Corridor (SFRC), the Florida East Coast Railway (FEC), Interstate 95 and the proposed Central Parkway project. In addition, industrial development in Airport West is beginning to encroach the Urban Development Boundary. Industrial areas along 79<sup>th</sup> Street are prime candidates for providing an outlet for this development pressure and could reinvigorate the regional importance of the Corridor as an industrial hub.

While there is a reasonably high level of activity in the southern-most portion of the corridor, the areas near 79<sup>th</sup> Street contain a high vacancy rate and many of the properties are in poor condition or are generally not suited for today’s industrial market. These buildings need to be replaced with buildings that provide proper loading areas, ceiling heights and are serviced by proper infrastructure.

**10.1.1.1 DEVELOPER WORKSHOP**

The consultant team conducted a developer workshop to obtain input and advice from active industrial developers and brokers with respect to obstacles, opportunities, and necessary incentives and improvements to promote revitalization of warehouse / office / industrial properties. The participants were provided with the Corridor Market Assessment and the Data Research and Summary Report and were taken on a tour of the Study Area.

Following the tour, a meeting was held to discuss their observations and recommendations.

The workshop participants included recognized developers such as Colliers International; Codina Realty Services and Codina Development and the Rockefeller Group in South Florida. The developer’s comments and recommendations are presented in **Table 10-1**.

**10.1.1.2 PROJECT PROGRAMS**

The Redevelopment plan provides a framework for future industrial development as illustrated in **Figure 10-1**. This framework includes organizational ideas on the aggregation and creation of large parcels of land capable of accommodating significant modern industrial parks. It also provides for parks of a smaller size and identifies several areas where ten to fifteen acre sites would be logical. Generally the large parcels are organized along the southern edge of the FEC and thus take advantage of the freight corridor. The smaller parcels are strategically placed through the study area and take advantage of the existing Poinciana Park but also provide for redevelopment of areas that are significantly deteriorated.

As examples, several industrial programs have been developed to provide general guidelines and requirements of modern industrial development. These programs are summarized in **Tables 10-2, 10-3, 10-4** and **10-5**.

**10.1.1.3 IMPLEMENTATION ISSUES**

Given that new industrial development will require large parcels of land, industrial development faces the challenge of

aggregating property. Currently, the corridor is composed of relatively small parcels with individual ownership. In addition, the area’s infrastructure is in generally poor condition and will require a strong commitment from responsible public agencies

for upgrading the facilities. Land Use and Zoning regulations for this area are already in place and should not require any additional study.

**TABLE 10-1: INDUSTRIAL DEVELOPER COMMENTS AND RECOMMENDATIONS**

Comments And Recommendations	
1	There is a need for large warehouse distribution centers to serve retail stores (Walgreens, Home Depot). This would require 100 acres of land with a high level of investment in terms of infrastructure.
2	Investment in infrastructure is the most important consideration for developing this industrial area. The existing area was built for a different time when truck needs and parking needs were not as extensive. Improvements should include longer truck bays, additional parking, and conversion to water and sewer.
3	Condo warehouses are a good alternative to larger warehouses if there is less than 100 acres available. With multiple ownership, this may be an easier option to coordinate.
4	Poinciana Park is a good starting point for development because it is already part of the Empowerment Zone and could benefit from some of the mechanisms of this initiative designation.
5	Should consider bringing a residential component into this area as garden style apartments or townhouses, before commercial uses will come.
6	Provide some incentives or mechanisms for developers to improve parcels.
7	5000 to 10,000 square feet is ideal for small, owner occupied warehousing. Try to assemble small parcels for a larger development with infrastructure improvements.
8	Start with 5 acres of the old Farmer’s Market with warehousing in the back. This should be done in phases to test the demand for this kind of product.
9	Start with rental warehousing on large parcels, 35 acres, with strict architectural codes and high security to serve businesses that want to be close to the port.
10	Need an 800,000 square foot building for large distributor. The foreign trade zone designation could be beneficial in structuring this type of development.
11	Could have a combination of small, owner-occupied warehouse and large distribution centers
12	Infrastructure requirements include- fiber optics, water/sewer, electric, redundancy for power
13	Many of the owners of the existing industrial pieces are family businesses and family owned.
14	Potential users are from the Port of Miami, the airport, and smaller uses which are no longer viable in Little Haiti and Wynwood.
15	Zoning Criteria:IU-1: 40% building coverage requirement: Reduce the parking requirement to 2 spaces/1000 square feet
16	Relocate the police station to 79 <sup>th</sup> Street for increased visibility





**TABLE 10-2  
WAREHOUSE AND DISTRIBUTION CENTER**

**Park Size: 100 Acres**

**Site Needs**

- Each parcel should be a minimum of 10 acres in size. An international or multimodal distribution center needs a minimum of 30 acres.
- Each parcel should be square or rectangular, not irregular.
- Building coverage should be no more than 25 percent of the parcel.
- Ingress and egress *must* be suitable for the maneuvering of 53-ft. trailers. If fronting a heavily trafficked road, a signalized intersection is important to maintain safe truck flow.
- Rail link is not critical, but is desirable for the ability to attract intermodal distributors. To attract such facilities, a rail siding (or site provision for a siding) is an important site element.

**Infrastructure Needs**

- **Electricity:** minimum 14,000-kW demand for the Park. Emergency power system consisting either of back-up generators or a dual feed electric system.
- **Water:** Capable of handling 6,000 gallons per day
- **Sewer:** Capable of handling 6,000 gallons per day
- **Communications:** Fiber optic capability for voice and data; T-1 line preferable. The Park could offer ten megabytes of complementary Internet web space to each company. This space would be on the Park's website to serve as a website for each firm.

**Building Needs**

- 100,000 to 250,000 square feet is an appropriate size for an international or multimodal distribution center. Operations that are not multimodal or international can utilize smaller spaces.
- Ratio of 2 docks to at least every 10,000 square feet of warehouse space. This standard is amenable to frequent delivery just-in-time inventory methods.
- 30-ft. clear span roof is becoming the standard in state-of-the-art distribution centers that use high-rack storage systems. Although smaller facilities with less sophisticated movement systems would require only a 24-ft. clear height, a 30-ft. height is suggested for these new buildings.
- Advanced fire-suppression system, including possibly an ESFR (Early Suppression Fast Response) system.
- Buildings focusing on multimodal or export-oriented warehousing will need more space than their truck-focused counterparts for activities such as labeling, packaging, palletizing, and other such activities.

*Source: Hammer, Siler, George Associates*

**TABLE 10-3  
ELECTRONICS/COMPUTER SPECIALTY BUSINESS PARK**

**Park Size: 40 Acres**

**Site Needs**

- Each building site should be a minimum of **5 acres**.
- Each parcel should be square or rectangular, not irregular.
- Building coverage should be no more than 25 percent of the parcel.
- Separate entrances into the Park for trucks and passenger vehicles. Ingress and egress should be provided through a signalized intersection with a major road.

**Infrastructure Needs**

- Electricity: minimum 14,000-kW demand for the Park.
- Emergency power system. These systems vary, although top-end systems have two back-up generators (150-kW and 800-kW). Such a system would be big enough to provide emergency service to the entire Park, not just a single building, at least to maintain critical equipment during a power outage.
- Water: Capable of handling a minimum of 60,000 gallons per day for the Park.
- Communications: Fiber optic capability for voice and data; T-1 line preferable. The Park could offer ten megabytes of complementary Internet web space to each company. This space would be on the Park's website to serve as a website for each firm.

**Building Needs**

- 50,000 to 150,000 square feet in building size.
- Two loading dock doors for every 50,000 square feet of shop space.
- Uninterrupted power supply (UPS) circuits, although costly, is viewed as necessary by high-tech manufacturers.
- Provision for a higher-number class clean room facility. This could possibly be shared to an extent by tenants engaged in manufacture of electronic components.
- Production rooms must have a controlled environment, and state-of-the-art HVAC systems to maintain constant temperatures.
- Building with approx. 26-ft. eave height, which would allow production floor flexibility and the potential for a two-story office buildout.

*Source: Hammer, Siler, George Associates*

**TABLE 10-4  
INDUSTRIAL MACHINERY SPECIALTY PARK**

**Park Size: 40 Acres**

**Site Needs**

- Each building site should be a minimum of 5 acres.
- Each parcel should be square or rectangular, not irregular.
- Building coverage should be no more than 25 percent of the parcel.
- Separate entrances into the Park for trucks and passenger vehicles. Ingress and egress should be provided through a signalized intersection with a major road.

**Infrastructure Needs**

- Electricity: minimum 20,000-kW demand for the Park.
- Emergency power system consisting either of back-up generators or a dual feed electric system.
- Water: Capable of handling a minimum of 60,000 gallons per day for the Park.
- Communications: Fiber optic capability for voice and data; T-1 line preferable. The Park could offer ten megabytes of complementary Internet web space to each company. This space would be on the Park's website to serve as a website for each firm.

**Building Needs**

- 50,000 to 150,000 square feet in building size.
- Two loading dock doors for every 50,000 square feet of shop space.
- 26-ft. eave height to accommodate automated transport and production processes, as well as to enable second-story office build-out.
- Oriented towards smaller firms manufacturing lower-production run textiles and apparel, as well as higher value-added textiles such as industrial materials.
- If the Park is aiming to attract multiple smaller textile tenants, a common and shared resource that could be of use to all tenants would make the Park very attractive to companies. Such a resource could include design studio facilities with the latest CAD systems, quality-control apparatus such as abrasion testers.
- Filtered HVAC system to minimize dust concentrations and to evacuate as many airborne health hazards (that are byproducts of textile processing) as possible.
- Provisions for providing compressed air to the shop floor.

*Source: Hammer, Siler, George Associates*

**TABLE 10-5  
TEXTILE SPECIALTY BUSINESS PARK**

**Park Size: 40 Acres**

**Site Needs**

- Each building site should be a minimum of 5 acres.
- Each parcel should be square or rectangular, not irregular.
- Building coverage should be no more than 25 percent of the parcel.
- Separate entrances into the Park for trucks and passenger vehicles. Ingress and egress should be provided through a signalized intersection with a major road.

**Infrastructure Needs**

- Electricity: minimum 20,000-kW demand for the Park.
- Emergency power system consisting either of back-up generators or a dual feed electric system.
- Water: Capable of handling a minimum of 60,000 gallons per day for the Park.
- Communications: Fiber optic capability for voice and data; T-1 line preferable. The Park could offer ten megabytes of complementary Internet web space to each company. This space would be on the Park's website to serve as a website for each firm.

**Building Needs**

- 50,000 to 150,000 square feet in building size.
- Two loading dock doors for every 50,000 square feet of shop space.
- Possibility of a recruiting a machine shop on-site. This shop would be a separate private tenant, but proximity to quality machine shops can be a major plus to other industrial machinery businesses that would utilize services such as rapid prototyping.
- Possibility of shared equipment. This equipment could be rented on a per-use reservation basis to individual tenants, or possibly rented at a higher rate to qualified non-tenants. Such equipment could be overseen by machine shop listed above, which would also get a financial break for its use of shared equipment. Equipment suitable for such as scheme would include factory-floor CNC (Computer Numeric Control) equipment, as well as possibly software programs. This would give smaller park tenants access to equipment that would otherwise be beyond their reach due to cost factors.
- Shared conference facilities that include telecommunications and audio-visual equipment. This could be rented to park tenants for a nominal fee and to others for a higher fee.

*Source: Hammer, Siler, George Associates*



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**10.1.2 TRI-RAIL/METRO-RAIL/AMTRAK TRANSIT NODE**

As one of the most important transportation nodes within the county this site has enormous potential as a transit center, but currently lacks critical transportation elements, efficient pedestrian connectivity and environment that would allow it to be an effective multi-modal hub. While the Tri-Rail and Metrorail stations are in close proximity and enjoy an efficient transfer concourse, the Amtrak station is too far away to be a comfortable transfer station for the transit user. This is further complicated when considering that pedestrians will most likely be carrying baggage. This is magnified by the fact that the area generally feels unsafe, existing roadways are in poor condition, the sidewalks are too narrow, crosswalks are poorly defined, and there is no protection from the elements and distinct landscaping or amenities to provide visual interest. The primary recommendation is that Amtrak relocate its operations adjacent the Metrorail and Tri-Rail Stations, as this will provide the greatest transit user convenience and will boost ridership for all modes. However, if the relocation proves to be unfeasible, the redevelopment of the remainder of the site will go a long way in improving this critical transit connection by providing an improved lively and safe pedestrian environment. In addition, the current Tri-Rail and Metrorail stations lack adequate bus facilities and parking and therefore, the project proposal calls for dedicated bus facilities, a kiss-and-ride, and transit user parking. The proposal also includes mixed-use transit oriented housing, retail and office development. The overall development proposal is illustrated in **Figure 10-3** and **10-4**.

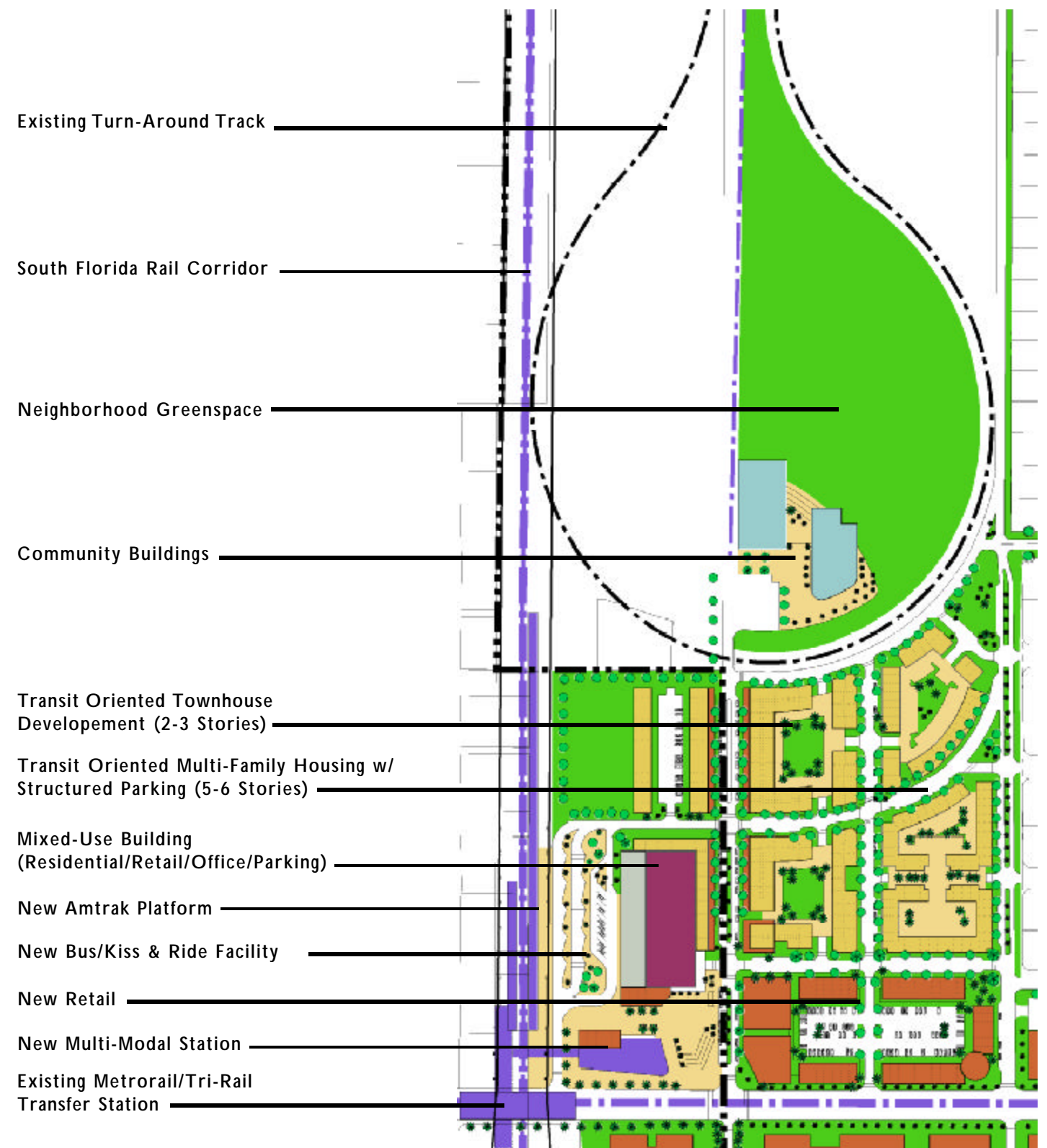


Figure 10-3: Transit Node Redevelopment Site Plan

**79TH STREET CORRIDOR REDEVELOPMENT PLAN**

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**LEGEND:**

1. EXISTING METRO-RAIL/TRI-RAIL TRANSFER STATION
2. NEW MULTI-MODAL STATION
3. NEW BUS/KISS & RIDE FACILITY
4. NEW TRI-RAIL/AMTRAK PLATFORM
5. MIXED USE BUILDING
6. NEW PUBLIC PLAZA
7. NW 79TH STREET/NW 37TH AVENUE INTERSECTION
8. NEW RETAIL
9. MULTI-FAMILY HOUSING
10. COMMUNITY BUILDINGS
11. NEIGHBORHOOD GREENSPACE
12. EXISTING TRI-RAIL MAINTENANCE FACILITY
13. CITY OF HIALEAH
14. FUTURE DEVELOPMENT



Figure 10-4: Transit Node Conceptual Image



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### 10.1.2.1 PROJECT DESCRIPTION

The proposed development site boundaries are NW 79<sup>th</sup> Street on the south; the South Florida Rail Corridor (SFRC) on the west; the current Amtrak property on the North; and NW 36<sup>th</sup> Avenue on the East.

New transit facilities are proposed in the southwest quadrant of the site adjacent to the existing Tri-Rail and Metrorail stations. These facilities would include: 10 new bus bays; kiss-and-ride; structured parking; and a new multi-modal station facility that could potentially serve all of the transit modes. In addition, the plan proposes a public plaza connecting NW 37<sup>th</sup> Avenue and NW 79<sup>th</sup> Street to the transit facilities and small retail shops (Figures 10-5, 10-6, 10-7 and 10-8).

The site plan provides 37<sup>th</sup> Avenue as the primary pedestrian and auto linkage between 79<sup>th</sup> Street and what is currently the Amtrak property. The scale and character of the street should comply with the intent of the Community Urban Center (CUC) designation and is illustrated in Figure 10-4. The proposal incorporates retail shops at street level with medium density housing of four to six stories above. Assuming the relocation of the Amtrak station, the existing facility and its surrounding property is proposed to be redeveloped as a community facility that may include cultural or learning facilities and a major recreation space composed of approximately 11 acres. As noted earlier, the Study Area is void of any public recreation space, and the Amtrak property is ideally suited for this use given its proximity to existing single-family neighborhoods, a nearby elementary school and the proposed development. The eastern portion of the site is

proposed as two to three story townhomes, thus providing a smaller scale and lower density that provides an appropriate transition to the single-family neighborhoods to the east. Retail shops are proposed along 79<sup>th</sup> Street.

### 10.1.2.2 PROPOSED PROGRAM

The proposed development program and regulations are presented in Table 10-6.

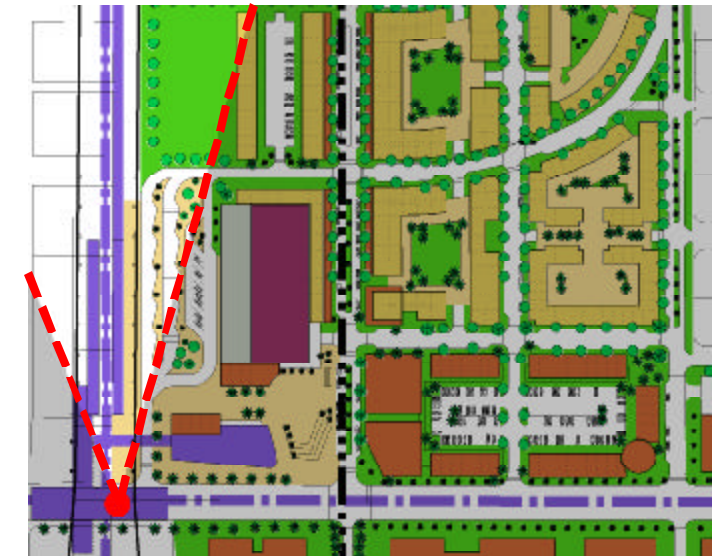


Figure Location Map

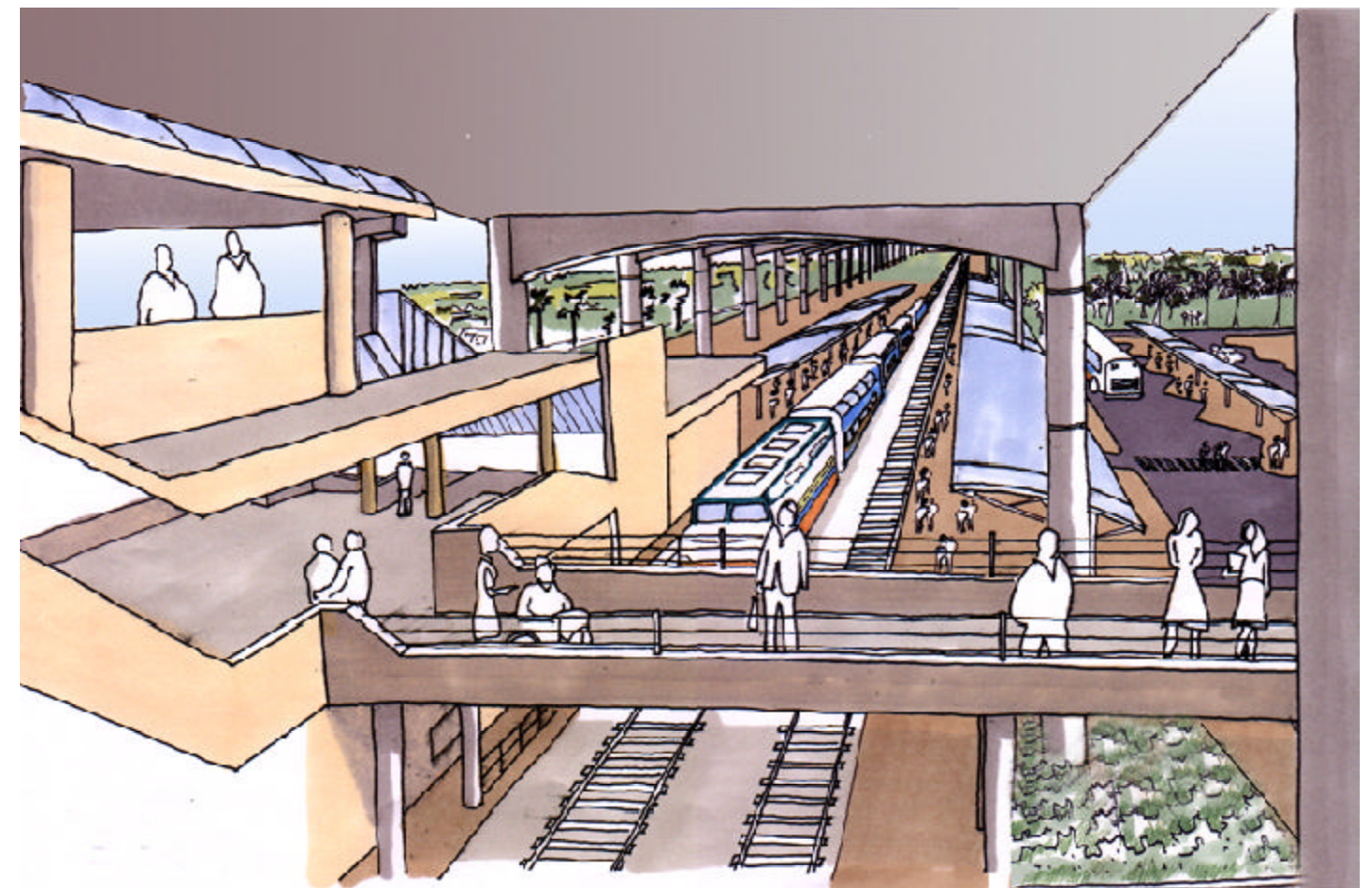


Figure 10-5: Transit Node Multi-Modal Station (potential Central Parkway overhead)

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**10.1.2.3 IMPLEMENTATION ISSUES & RECOMMENDATIONS**

Land Use: This site benefits from the designation as a Community Urban Center (CUC), which provides a regulatory framework for mixed-use development. However, the underlying future industrial land use designation conflicts with the intent of the CUC. The preamble of the Policies for Development of Urban Centers does provide that:

*“Where provisions of this section authorize land uses...different...than the underlying land-use designation on the LUP map, the more liberal provisions of this section shall govern”.*

It could be argued that this section would permit a property owner to utilize the provisions of the CUC to develop a mixed-

use project not allowed by the underlying industrial designation. While the development proposal is clearly in line with the intent of the CDMP, it is recommended that the underlying land use designation be modified to a category that has equitable development allowances as those of the CUC. Such a change will ensure consistent land use policies on the site and would also promote Objectives 1, 4 and 7 of the Future Land-use element of the CDMP.

Zoning: Zoning within the area is also inconsistent and is further complicated by the fact that the site covers areas in both the municipality of Hialeah and Unincorporated Miami-Dade County. Zoning modifications may be implemented through applications to change an existing classification or by implementing a special district such as a Traditional Neighborhood District (TND) or a Planned Area Development (PAD). The intention of these district types is to encourage the integration of different housing types

and provide for mixed-use shops, workplaces and civic buildings. In addition, Chapter 33C of the Miami-Dade County Zoning Code provides guidance regarding Metrorail and the associated “Rapid Transit Zone”. The intent of the Rapid transit Zone is to a) Provide maximum opportunities for development to serve as financial assistance to the system; and b) Provide incentives for joint development with the private sector. The ordinance allows for the creation of “Subzones” which may alter and enlarge the Rapid Transit Zone through the creation of a separate ordinance and the public hearing process. As an example, a Subzone was created for the Dr. Martin Luther King Jr. Corridor. This Subzone carries with it a location-specific set of development regulations

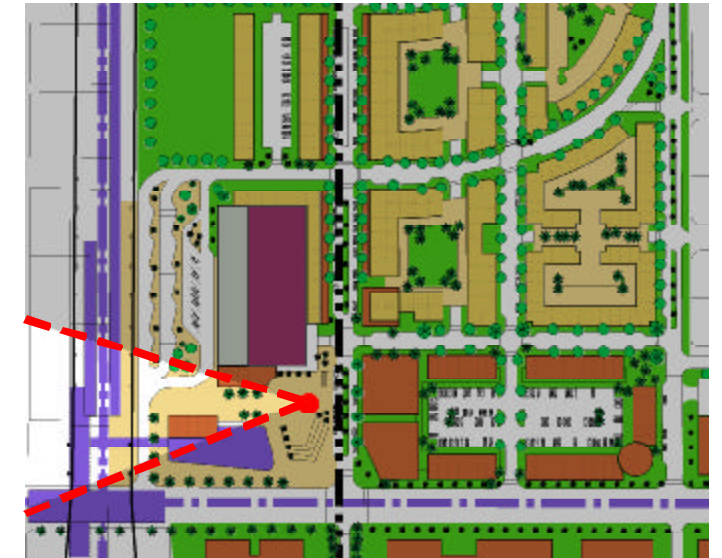


Figure Location Map

TABLE 10-6: PROPOSED TRANSIT NODE DEVELOPMENT PROGRAM & REGULATIONS		
Transit Node Development		Community Urban Center Guidelines
Residential Units	Up to 480 Units	N/A
Residential Parking	1 Space/Unit	N/A
Retail	Up to 140,000 SF	N/A
Retail Parking	Shared - TBD by Development Partners	Shared
<b>Floor Area Ratio</b>		
Core Floor Area Ratio	2.0 FAR including Parking 1.6 not including Parking	At Least 1.5 FAR including parking
Edge Floor Area Ratio	.75 to 1.0 FAR	At Least 0.5 FAR
<b>Density</b>		
Maximum Allowable Density	80 Units/Net Acre	N/A
<b>Height</b>		
Maximum Core Height	80 Feet	N/A
Maximum Edge Height	30 Feet	One Story Higher than Adjacent Residential Land Use
<b>Greenspace</b>		
Greenspace	15 % of Gross Area	15 % of Gross Area
<b>Size</b>		
Boundary Radius	1,775 feet required	Between 700 and 1,800 Feet

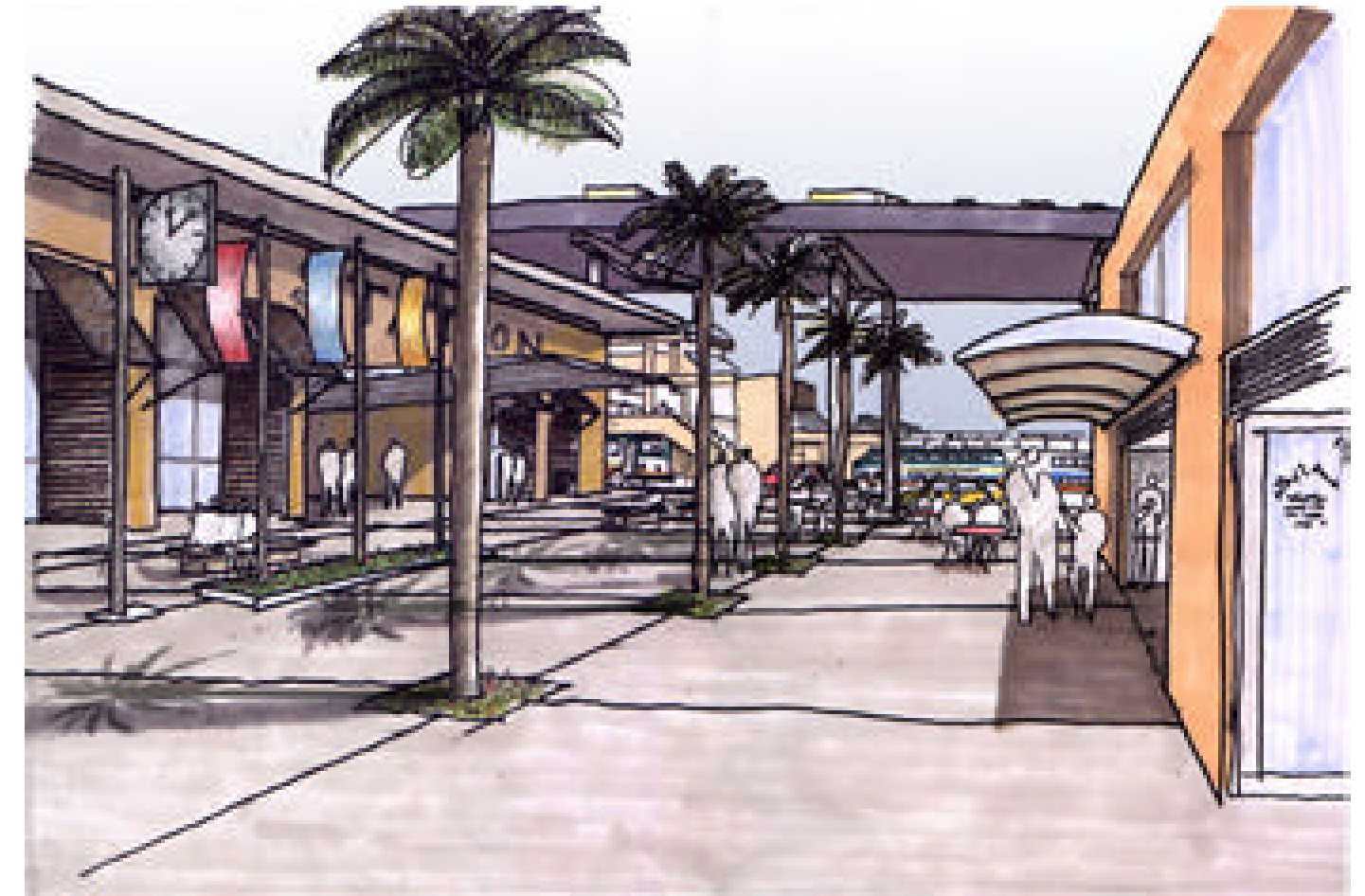


Figure 10-6: Transit Node Station Pedestrian Plaza



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including mixed-uses, reduced parking requirements, etc. There are also provisions within the code allowing for a joint Municipal-County program (SADD Station Area Design and Development) to institute the appropriate regulations in cases where proposed subzones overlap with adjacent municipalities. Given this provision, and because the proposed site is shared by the County and Hialeah, it is recommended that zoning changes be pursued with the Rapid Transit Zone mechanism.

If a Rapid Transit Subzone is created, the design requirements should be crafted to create an environment that reflects the Policies for Development of Urban Centers established within the CDMP. Those policies are briefly summarized below:

- **Uses and Activities:** Mixed uses and encouragement of residential development. This could be achieved by creating development incentives (FAR bonus, increased height, reduced parking requirements, etc.) for mixed-use residential development.
- **Streets and Public Spaces:** Urban Centers shall be developed in an urban form with a street system having open, accessible and continuous qualities of the surrounding grid system, with variation, to create community focal points and termination of vistas. In addition, this policy encourages the creation of appropriately sized development blocks, buildings fronting streets, squares, parks and public plazas, efficient pedestrian linkages, and street edged landscaping. These qualities are represented in the conceptual plan for the development and can be ensured through an appropriately crafted Subzone District.
- **Parking:** Shared parking is encouraged. Standard parking requirements should be reduced for mixed-use developments, especially when near transit stations.
- **Buildings:** Buildings shall be built to the sidewalk and shall

include elements which have a human scale, provide shade and weather protection, and incorporate a high percentage of transparency to provide pedestrian interest and create a lively environment. This can be accomplished by creating appropriate build-to/setback requirements, establishing guidelines for colonnades and awnings, and creating a transparency requirement (% of building façade area) for buildings fronting important streets.

Infrastructure: Currently, a large portion of the Study Area lacks important infrastructure such as sanitary sewer and proper roadway drainage. The Miami-Dade Water and Sewer Department



Figure Location Map

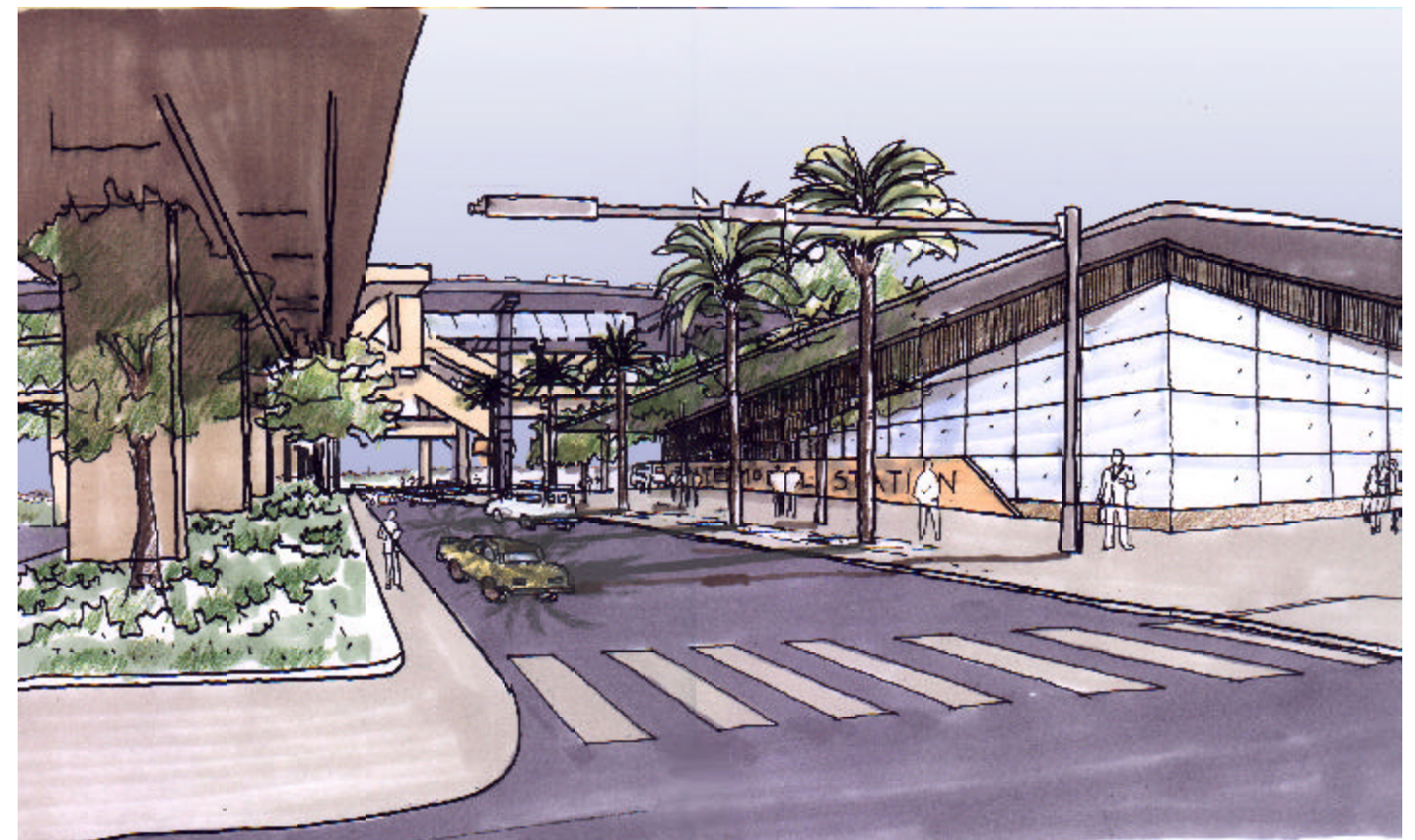


Figure 10-7: Transit Node Multimodal Station (NW 79th St. & NW 37th Ave.)



has identified the NW 79<sup>th</sup> Street Sanitary Sewer Improvement Project which includes extending sanitary sewer service from NW 17<sup>th</sup> Avenue to NW 37<sup>th</sup> Avenue. The project cost estimate is approximately five million dollars, but the implementation schedule is uncertain. It is highly unlikely that any major redevelopment will occur at the site without this important improvement. In addition, because the site is the nexus between two differing street grids (Hialeah and Miami-Dade County), and because the current block sizes are too small for the type of development envisioned, the existing streets need to be realigned and the appropriate drainage infrastructure installed. Future study phases will need to examine the cost and feasibility of these improvements.

Site Acquisition: According to GIS data, the site is composed of approximately 72 properties with 57 property owners (see **Appendix C**). Improvements associated with Tri-Rail's double-tracking project will most likely require some property acquisition, but a mechanism, such as a CRA, should be established that will allow the Initiative to aggregate property and provide leverage for future development.

Future Projects: As discussed in Section 7.4, the Miami Dade Expressway Authority (MDX) is planning the Central Parkway. Preliminary alignments for this facility run directly through development site and include a possible interchange with 79th Street. Although the facility will most likely be elevated, perhaps the biggest challenge is the configuration of the access/interchange ramps. These ramps, as currently planned would severely limit the development potential of the site as well as pedestrian access to transit modes. The Redevelopment Plan proposes an alternate alignment for this facility and the related access ramps that would allow the project proposal and the Central Parkway to co-exist

as well as mitigating potential impacts to surrounding neighborhoods. The proposal is that the main roadway be aligned over the SFRC and that the access ramps be configured perpendicular to the main facility. The plan recognizes that this concept may prove to be more expensive, but it will also protect the Corridor from what could be an overly intrusive infrastructure improvement. The concept is illustrated in **Figure 10-1**. Fortunately, the Central Parkway project is in preliminary planning stages and there is an opportunity to coordinate with MDX and inform final Central Parkway design.



Figure Location Map



Figure 10-8: NW 37th Avenue Looking South



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**10.1.3 NORTHSIDE SHOPPING CENTER REDEVELOPMENT**

This project envisions the phased redevelopment of the existing Northside Shopping Center into a mixed-use transit oriented development. As the largest single-owner property within the study area, the assets of the property include frontage along the two most prominent roadways (NW 79th Street and NW 27th Avenue), adjacency to an existing and a future rapid-transit corridor and a historical significance as a neighborhood retail center.

In a parallel planning effort, Miami-Dade County and the Treasure Coast Regional Planning Council conducted the North Central Charrette which included areas north of NW 79th Street and west of NW 27th Avenue. Although the Northside site is not within the formal planning limits of the study, given the importance of the site, the planning team developed two alternatives for this site. The first proposes infill buildings surrounding the existing shopping center and the second proposes a complete reconstruction of the existing site.

Given that the existing facility is clearly outdated and is in generally poor condition, this plan supports the idea of a complete reconstruction of the site with careful attention to phasing in order limit displacement of the existing tenants. Therefore, the overall project organization is heavily influenced by the phased demolition and redevelopment of the existing center and is further discussed in Section 12.1.3.2.

The plan, as illustrated in **Figure 10-9**, proposes the extension of existing streets through the site and is organized around a centralized community greenspace connecting a community center on the north, residential development on its east and west

edges and a public facility on the south. The community center on the north would serve to replace the existing community oriented services at the center and the public facility on the south could serve as a relocation of the existing police station or a use such as a new public library. New commercial development is concentrated to the south along NW 79th Street and could include a new grocery store, the potential for big-box retail development and smaller out-parcel retail development. The out-parcel development is important in that it provides an important role in the phasing scheme, allowing for the relocation of smaller tenants in the existing facility, and that it provides an important building presence on NW 79th Street and buffers the expansive parking requirements of a grocery store or big-box retailer.

**10.1.3.1 PROPOSED PROGRAM AND TRANSIT**

The proposed program is composed of 160 housing units and 240,000 SF of retail development.

As discussed in the transportation sections of this report, the Metrorail North Corridor project is an important element impacting this development site. This proposed extension of the Metrorail line is located on the east boundary of the site along NW 27th Avenue and includes a new station near NW 82nd Street. The FEIS (Final Environmental Impact Statement) is now being completed for this project with the expectation of a submittal to the Federal Transit Administration (FTA) early in 2004.

A "locally preferred alignment" was established in 1999 and has recently been updated. The new station will be a side platform station with a connecting mezzanine below the platform level. Escalators and elevators will provide access to the mezzanine

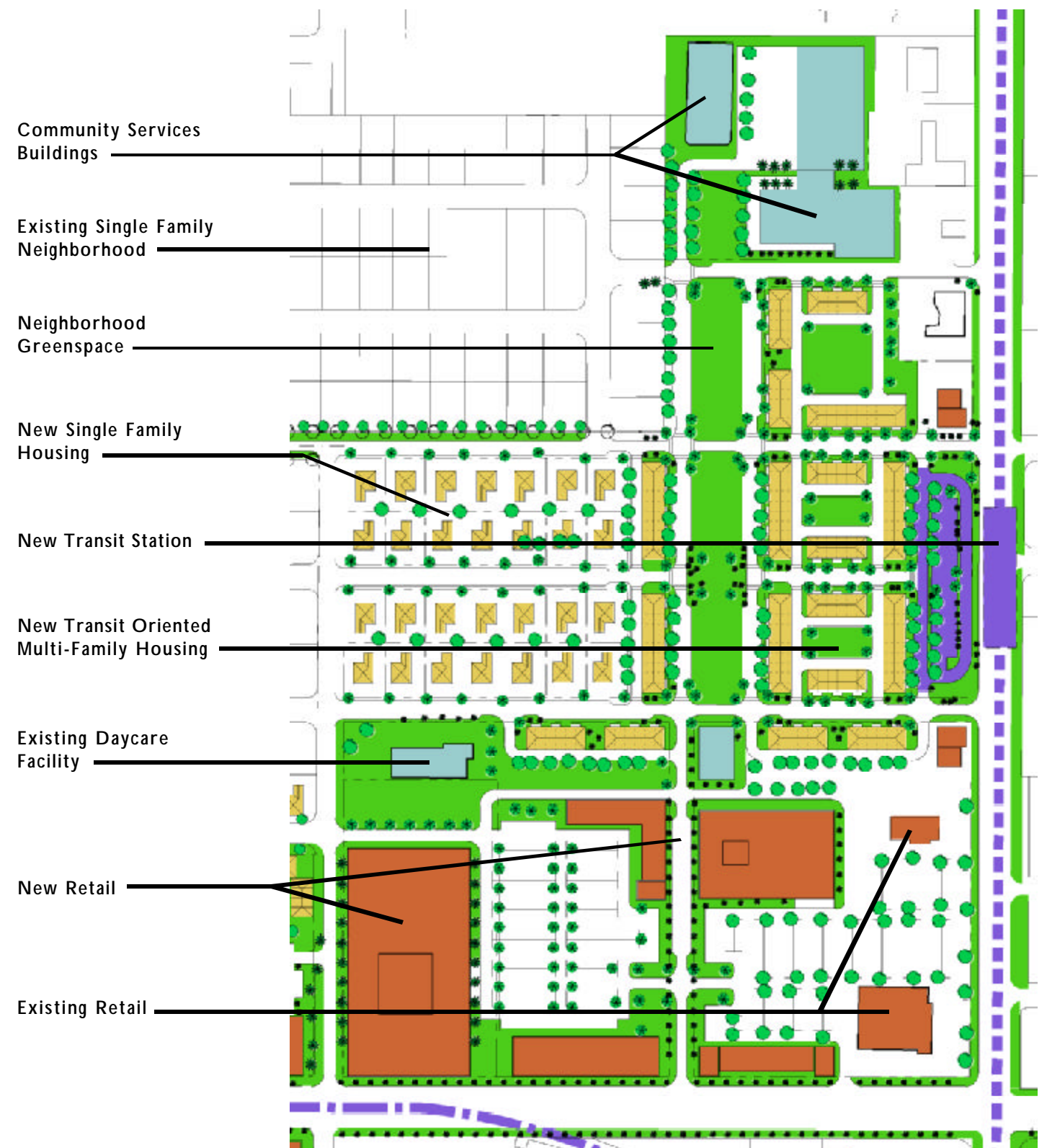


Figure 10-9: Northside Redevelopment Site Plan

**79TH STREET CORRIDOR REDEVELOPMENT PLAN**

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Figure 10-10: Northside Phasing Diagram

LEGEND	
EXISTING BUILDINGS	
PHASED DEMOLITION	
NEW BUILDINGS / CONSTRUCTION	

and to the passenger loading platform. Access to and from the ground level will be provided on both sides of NW 27<sup>th</sup> Avenue. A kiss and ride drop-off/pickup area is provided on the east side and bus bays are provided on both northbound and southbound directions on NW 27<sup>th</sup> Avenue. No daily (long-term) parking is proposed for this station.

This Plan makes the following recommendations with respect to the proposed NW 82<sup>nd</sup> Street Metrorail Station:

- If possible, an additional Kiss and Ride drop-off/pickup area should be provided on the west (southbound) side of NW 27<sup>th</sup> Avenue at Northside Shopping Center. This feature could require additional right of way, but would enable southbound AM travelers (expected to be the primary directional flow in the morning) to more easily access southbound Metrorail trains that would serve employment centers such as Downtown Miami and the Civic Center.

- The proposed kiss and ride parking spaces should be planned to allow direct “pull through” rather than requiring vehicles to back out of spaces into oncoming traffic. The proposed layout could potentially be both a safety and congestion/capacity issue.
- Provision should be made for bicycle parking with tie-downs/lockups. Also, motorcycle parking should be provided with concrete pads, so that kickstands and upright stands will remain stable throughout the long, hot summer days in Miami. Motorcycles parking in the sun for long periods on bituminous pavement or other soft material, sometimes tip over when the kickstand sinks into the surface.
- No long-term (daily) parking is proposed for the NW 82<sup>nd</sup> Street Metrorail Station. We agree that for the foreseeable future sufficient parking has already been provided at the Northside and MLK Metrorail Stations (although future development of the Northside Station may reduce the parking

capacity). Passengers can be intercepted at either of these locations for access to Metrorail, since these stations are both no more than a mile from the proposed NW 82<sup>nd</sup> Street Metrorail Station.

#### 10.1.3.2 PROJECT PHASING

Figure 10-10 illustrates the proposed phasing for this project. As previously stated, phasing of this development is of utmost importance since it will allow the relocation of important existing tenants and allow the corridor to retain businesses that provide nearby shopping opportunities for local residents and an important employment base in the area.

Phase 1 begins with retail development of the out-parcels, the development of community oriented services buildings to the north and the implementation of the North Corridor Metrorail

extension along NW 27<sup>th</sup> Avenue. On the completion of this development the phased demolition of the existing shopping center can begin.

Phases 2 and 3 anticipate the development of a new retail and residential development and begin to extend the street grid through the site. Phase 4 illustrates the completion of the redevelopment with the development of transit-oriented residential development near the new Metrorail station.

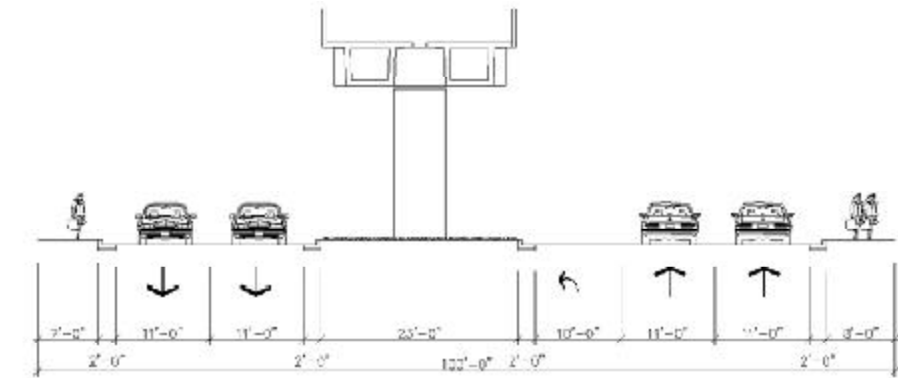
**10.1.3.3 IMPLEMENTATION ISSUES**

The Northside Shopping Center site is an ideal candidate for redevelopment. Its location, ample size, proximity to infrastructure and past significance as a neighborhood center all contribute to its potential to be a centerpiece for the redevelopment of the Corridor. Conversations with the current property owner (Urban America) have indicated that the Plan proposal is not in line with the future plans for the site. Urban America has indicated that the current intent is to provide a cosmetic overhaul of the existing facilities. The owner should be applauded for investing in the Corridor, as any improvement in the area should be welcomed. However, given the current owners best intentions, it is evident that the property will not be redeveloped to its full potential for some time.

With respect to Zoning and Land Use Issues, this site is designated BU-2 and Business/Office, respectively. It is assumed that a Community Urban Center (CUC) designation will accompany the new Metrorail Station. These designations allow for mixed uses, although residential uses in the BU-2 district must be approved by public hearing. Even though a public hearing is required, there should be no need to modify the designations of the site.

**10.2 CORRIDOR LINKAGES, INFRASTRUCTURE AND GENERAL AREA IMPROVEMENTS**

In addition to the catalyst development projects, the Redevelopment Plan proposes a series of corridor linkages and infrastructure improvements that will aide in redevelopment and provide a framework for future infill development beyond the catalyst projects.



NW 79th Street Existing Section

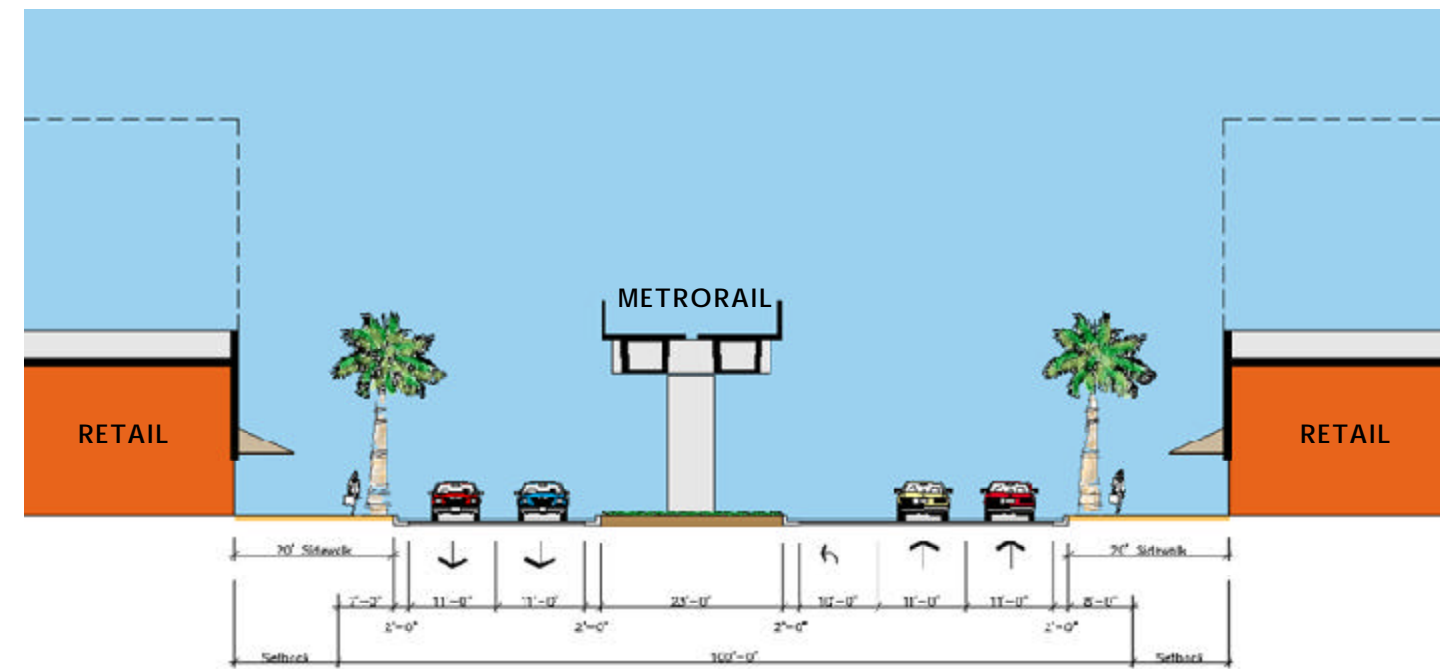


Figure 10-11: NW 79th Street Streetscape Improvements



As previously discussed, the Corridor lacks critical sanitary sewer infrastructure, possibly the most important component to attracting developers to the area. The Miami-Dade Water and Sewer Department (MDWASD) has already identified the NW 79<sup>th</sup> Street Sanitary Sewer Improvement Project at an estimated cost of \$5.4 million dollars (August, 2002). It is currently unclear as to whether this project has been budgeted and what the implementation schedule may be. It is imperative that the Initiative continues to coordinate with MDWASD to assure sanitary sewer implementation.

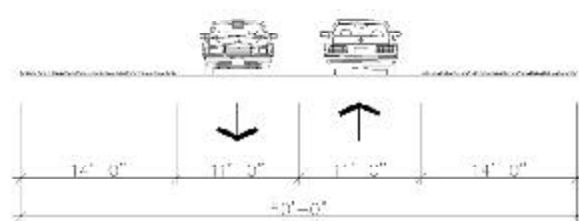
Although many streets in the Study Area are in need of improvements, specific streetscape improvements for the corridor include NW 79<sup>th</sup> and 83<sup>rd</sup> Streets and NW 36<sup>th</sup> and 37<sup>th</sup> Avenues. The proposed improvements are illustrated in **Figures 10-11, 10-12, 10-13** and **10-14**. The principles of these improvements can be applied to most streets within the corridor and include improved drainage systems, improved landscaping, wider sidewalks, improved lighting and on-street parking.



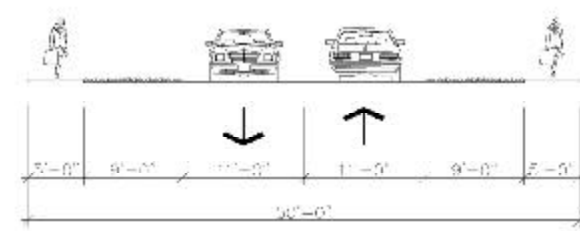
Existing NW 37th Ave. Looking North



Existing NW 37th Ave. Looking South



NW 36th Avenue Existing Section



NW 83rd Street Existing Section

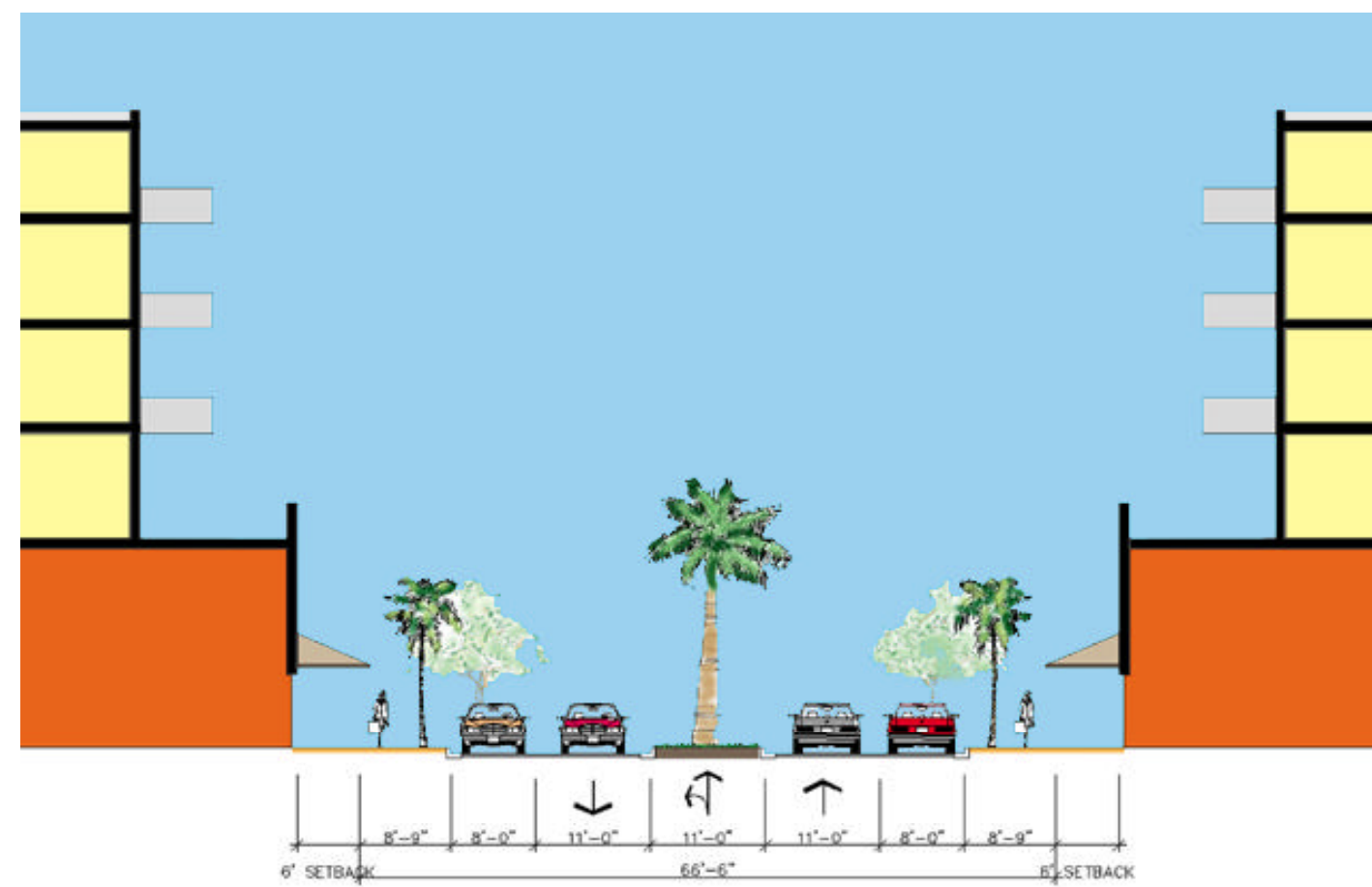


Figure 10-14: NW 37th Avenue Streetscape Improvements

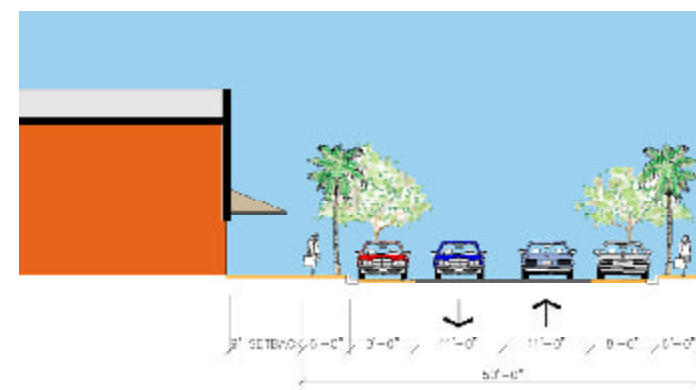


Figure 10-12: NW 36th Avenue Streetscape Improvements

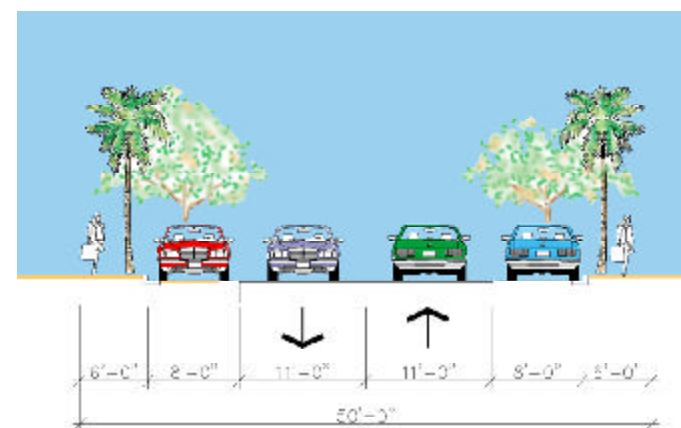


Figure 10-13: NW 83rd Street Streetscape Improvements



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## 79TH STREET CORRIDOR REDEVELOPMENT PLAN

DECEMBER, 2003



In general streetscape and area improvements should include the following:

- **Sidewalks:** Repair existing sidewalks and create continuous sidewalks where one does not exist. Provide clearly marked crosswalks at street intersections.
- **Drainage:** Introduce valley gutters or curb and gutter system to direct drainage to appropriate areas.
- **On-street parking:** When possible, introduce on-street parking to provide additional parking and to buffer street traffic from pedestrian activity. Delineate parking with clear markings, special pavement treatments or materials that contrast with existing street material.
- **Street Furniture:** Provide appropriate street furniture at important locations such as transit stops and major intersections.
- **Private driveways:** Improve existing curb cuts, prohibit dirt driveways and limit driveway widths. Discourage the parking of junk automobiles and multiple vehicles in yard areas.
- **Buffers:** Create pedestrian and vehicular buffers by providing landscaping adjacent to sidewalks and on-street parking. When space is limited, use bollards or other physical devices to protect sidewalk activity from street activity.
- **Screens:** Screen private lots, commercial service areas and dumpsters with decorative fencing, architectural elements or landscaping. Discourage the use of chain-link fencing.

NW 79<sup>th</sup> Street currently exists within a 100-foot right-of-way. Much of the right-of-way is occupied with a center median and contains the overhead Metrorail alignment. The remainder of the street section contains four through travel lanes and turn lanes

at intersections. Existing sidewalks are minimal. Given the traffic demands of this roadway, it is not feasible to reduce the travel lanes and, therefore, on-street parking is not possible. Extensive landscaping is problematic given that large shade trees require ample space to maintain a healthy root system. For these reasons, it is recommended that future zoning in this area create build-to/setback requirements that provide an ample sidewalk width of 16 to 20 feet. Large palms should be planted adjacent the roadway to provide a buffer for pedestrians and buildings should be required to incorporate shading mechanisms such as awnings or colonnades.

Streets such as NW 36<sup>th</sup> Avenue and NW 83<sup>rd</sup> Street currently exist as two lane roadways lacking clear edges. It is proposed that the existing swale areas be replaced with on-street parking and a proper curb and gutter system. Bulb-outs that allow for smaller shade tree species should be placed intermittently to break up the on-street parking. Again, zoning for these areas should be implemented to provide appropriate sidewalk widths and building frontages.



In addition the Redevelopment Plan incorporates a new roadway intended to service future industrial development and to enhance access to existing industrial land uses. As illustrated in **Figure 10-1**, the proposed roadway would connect the proposed Central Parkway access ramps to Poinciana Industrial Center to the east. In doing so, the roadway would serve to temper the need for heavy truck traffic on NW 79<sup>th</sup> Street, would make future industrial sites more viable for development and would also improve security along the FEC Corridor by allowing direct visual access to the tracks.

The Redevelopment Plan also provides a template for future development beyond the Catalyst projects. NW 79<sup>th</sup> Street, between the Transit Node and the Northside Shopping Center, should encourage new retail development with buildings that front the street and provide parking in the rear or on the side, depending on the block depth and the development needs. Given the size of the development blocks, and assuming that most parking will be handled with surface lots, vertical mixed-use development is problematic here unless parking requirements are dramatically reduced.



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## 11.0 IMPLEMENTATION AND INCENTIVES

A The preliminary economic incentives that have been identified can be broken down into four general categories. First, the creation of a Community Redevelopment Agency (CRA) pursuant to the Community Redevelopment Act. Second, as part of a designated Enterprise Zone, under Section 290.0065 of the Florida Statutes, new or expanding businesses which create jobs may be entitled to receive various tax exemptions and credits. These incentives include County property tax exemptions spanning up to five (5) years and various state tax credits, all of which are available to businesses located in Enterprise Zones. Another tax related option falling into this first general category includes the establishment of a Community Development District ("CDD"), which, through special assessments by the CDD Board can generate a source of financing for the infrastructure. Third, there are certain other funding options such as Community Development Block Grant ("CDBG") Loans, also referred to as HUD Section 108 Loans, which are granted based on the applicant's ability to demonstrate that the proposed development or improvement of real property involves the creation of full-time equivalent jobs, the majority of which create employment for low and moderate income persons. Fourth, limited funding may also be available through the Beacon Council's Targeted Jobs Incentive Fund ("TJIF"), which provides incentives for businesses that create jobs and generate new revenue for the County. Finally, there may be other potential financing options available through the Florida Department of Transportation for road improvements and the Peoples Transportation Tax for transit related improvements.

### 11.1 COMMUNITY REDEVELOPMENT AGENCY (CRA)

A CRA may be created in areas that have slum or blight conditions. They are created to alleviate those conditions. To create a

CRA there must be a finding of slum or blight and the creation of a redevelopment plan pursuant to which the CRA is created the principal benefits of a CRA include the generation of tax increment to fund redevelopment projects and the ability to condemn property for authorized purposes. Tax increment financing through a CRA can be used to fund acquisition of property and infrastructure improvements for the projects recommended in the Plan.

#### CRA PROCESS:

The following is an outline of the CRA, process, powers and benefits:

#### Finding of Necessity

- Section 163.355, Fla. Stat. (2002)
- Local Government must enact a resolution finding that the area is:
  - a Slum Area or
  - a Blighted Areaas defined in Section 163.340(7) & (8), Fla. Stat. (2002).

#### Creating a Community Redevelopment Agency

- Section 163.356-58, Fla. Stat. (2002)
- Local Government must appoint a Board of Commissioners
  - Between 5-9 members
  - The governing body of the local government may, by resolution designate itself as the Board of Commissioners. See Section 163.357, Fla. Stat. (2002).
- Powers include:
  - Retaining consultants and legal counsel
- Agency is required to submit an annual report
- Duration – CRA's generally exist for 30 years

#### Community Redevelopment Plans

- Section 163.360-62, Fla. Stat. (2002)
- The Plan must:
  - Be consistent with the governing comprehensive plans (City, if applicable and County)
  - Address land acquisition; demolition and removal of structures; zoning, planning and land-use changes; maximum densities; and building requirements
  - Address affordable housing within the CRA

#### Tax Increment Financing

- The assessed value of land within a community redevelopment area is frozen upon establishment of the CRA.
- The frozen base continues to be available to all local taxing agencies through the duration of the redevelopment project.
- Any growth in the assessed value of land over the frozen base is reserved for the repayment of indebtedness incurred by the redevelopment agency in conjunction with redeveloping the area.

#### Eminent Domain

- Section 163.375, Fla. Stat. (2002)
- Community Redevelopment Agency has the right to acquire by condemnation any interest in real property necessary to further "community redevelopment."
- Community Redevelopment Agency may exercise the power of eminent domain.

#### Revenue Bonds

- Section 163.385, Fla. Stat. (2002)
- Community Redevelopment Agency has the power to issue revenue bonds to finance "community redevelopment."

If acquisition of private property through condemnation to facilitate development initiatives is needed then a CRA will need to be created. Condemnation powers under CRA are much broader and acquisition of private property for private development consistent with the goals and objectives of the redevelopment plan is permitted.

## 11.2 MIAMI-DADE COUNTY ENTERPRISE ZONE TAX EXEMPTIONS

### Summary of County Exemption

The County tax exemption, is based on job creation criteria which must be met by new and expanding businesses and has an employee- resident requirement which must be met to receive the full benefit of the exemption. The County exemption only requires that a new or expanding businesses create five (5) new full-time jobs. The definitions of "new business" and "expanding businesses" require that the businesses be any commercial or industrial business, "excluding residential real estate developments." See CODE OF METROPOLITAN MIAMI-DADE COUNTY, FLA., §29-82 (1996). Furthermore, unless at least twenty percent (20%), or one (1) of every five (5), full-time employees resides in the Enterprise Zone, the new or expanding business shall only be entitled to a tax exemption on fifty percent (50%) of the assessed value of all improvements to the real property made by or for the use of the new business, and all tangible personal property of such new business. See CODE OF METROPOLITAN MIAMI-DADE COUNTY, FLA., §29-83 (1996).

The current County millage rate is 5.889, exclusive of the millage assessed for debt service which are not eligible for exemption.

### Procedural and Other Considerations

The first condition to the availability of the County tax exemption is that the business must be located within an Enterprise Zone. The study area has previously been designated as part of an Enterprise Zone by the Florida Legislature, thus satisfying this first requirement. A copy of the map showing the area designated as the North Central Enterprise Zone for the County is attached hereto as Exhibit A. In addition, the County tax exemption is available to a qualifying "new business" or "expanding business" which creates the requisite number of new full-time jobs.

The Board of County Commissioners may by ordinance grant, or commit to grant, ad valorem tax exemptions for countywide operating and unincorporated municipal service area millages, but no exemption shall apply to taxes levied for payment of bonds or to taxes authorized by a vote of the electors pursuant to Section 9(b) or Section 12, Article VII of the State Constitution, which deal with local taxes and local bonds

## 11.3 COUNTY BENEFITS FOR BUSINESSES IN ENTERPRISE ZONES

### Impact Fees and Applicable Exemption

- County Impact Fees

The County charges impact fees for police, fire and rescue, roads, educational facilities and parks. The educational facilities and parks impact fees are imposed on residential related developments and provide for only limited exemptions. However, there are exemptions available for the impact fees paid for roads, police, and fire and rescue in connection with development within an enterprise zone. These exemptions generally require that the applicant qualify for property tax exemptions under the County

Ordinance. The applications for exemptions must be submitted prior to the payment of any impact fees by applying to the Department of Planning and Zoning Director for an exemption, and upon documentation outlined in Sections 33E-14, 33I-7 and 33J-8 of the County Code. See CODE OF METROPOLITAN MIAMI-DADE COUNTY, FLA., §33E-14, §33I-7, §33J-8 (1990). Although a qualifying development will be considered exempt, and the application for the exemption must be submitted prior to paying any fees, this exemption is processed as a refund of the impact fee paid in connection with the project. *Id.*

- Road Impact Fees

Road impact fees for retail developments within an urban infill area are assessed a road impact fee of \$3,269 per unit of development. See CODE OF METROPOLITAN MIAMI-DADE COUNTY, FLA., §33E-8 (1990). Quality restaurants are assessed a road impact fee of \$10,845 per unit of development, high-turnover restaurants are assessed \$8,996 per unit of development and fast food restaurants are assessed \$8,654 per unit. *Id.* Residential impact fees are not eligible for the exemption.

- Police Impact Fees

The impact fees assessed based on police services are \$96.47 per unit for residential development. See CODE OF METROPOLITAN MIAMI-DADE COUNTY, FLA., §33I-6 (1990). For nonresidential developments, the police services impact fee is calculated based on \$0.14 per square foot.

- Fire and Rescue Impact Fees

Fire and rescue Impact fees for retail/public assembly are calculated at a rate of \$0.28 per square foot. See CODE OF METROPOLITAN MIAMI-DADE COUNTY, FLA., §33J-6 (1990). The impact fees for multifamily residence units are calculated at a rate of \$180.18 per

unit.

- Water and Sewer Impact Fees

Commercial real property developments which are located within Enterprise Zones are eligible for an exemption from water and sewer connection charges provided that the County has granted property tax exemptions for the property and twenty five percent (25%) of the employees of the real property development reside within the Enterprise Zone. See CODE OF METROPOLITAN MIAMI-DADE COUNTY, FLA., §2-348.1 (1992). The current impact fees which are also referred to as connection related charges by County Water and Sewer Department, are calculated based on the gallons per day (gpd) rating assigned to each type of building usage. For apartments, the rating assigned is 200gpd, which is multiplied by the number units and then by the charge per gallon for both water and sewer. The charge per gallon for water is \$1.39 and the charge per gallon for sewer is \$5.60. There may also be additional fees associated with the extension of water mains and related infrastructure costs.

For shopping centers, the gallon per day figure is calculated based on a rating of 5gpd per 100 square feet. Restaurants are broken down into three (3) categories, full service, fast food service and take-out service. However, in order to estimate the water and sewer impact fees for the restaurant tenants, the gallons per day ratings are calculated at 50gpd, per seat for full service, 35 gpd per seat for fast food service and 50 gpd per 100 square feet for take-out service restaurants. There is a 350 gpd minimum for all types of restaurants.

- Park and Educational Impact Fees

The park impact fee applies to residential developments and does not appear to provide for exemptions for development within an





Enterprise Zone. The estimated park impact fee for residential development is \$286 per unit for the park open space fee, plus \$404 per unit for the park improvement fee, plus a seven and one-half percent (7½%) administrative fee. The educational services impact fee is computed based on the square footage of each new residential unit, multiplied by \$0.90, plus a base fee of \$600 and a two percent (2%) administrative charge.

#### 11.4 COMMUNITY DEVELOPMENT DISTRICT ASSESSMENTS

Another option, is to apply for designation as a Community Development District (“CDD”). CDDs of less than one thousand (1,000) acres are established by ordinance adopted by the County Commission for the county where the property is located. See Florida Statutes, § 190.005(2) (2002). A petition to the County Commission requesting the establishment of a CDD must include the information specified in the statute, including a metes and bounds description, analysis of the impact the proposed district will have on property outside the district, documentation showing the approval of the proposed district by all landowners in the district, information concerning the proposed advisory board, estimates of cost and time for the construction of district services, the proposed name of the district and a designation of the future general distribution, location and extent of both public and private uses of the land which is within the proposed CDD. *Id.* at §190.005(1)(a).

In making its determination to grant or deny a petition for the establishment of a CDD, the Board of County Commissioners is required by statute to consider each of the following factors: (i) whether all statements contained within the petition are true and correct; (ii) whether the establishment of the proposed CDD is inconsistent with any relevant portion of the state or local

comprehensive plan; (iii) whether the land within the proposed CDD is sufficient in size, compact and sufficiently contiguous to be developed as one functional interrelated community; (iv) whether establishing the proposed CDD is the best alternative available for delivering community development services and facilities to the area; (v) whether the community development services and facilities of the proposed CDD will be incompatible with the capacity and uses of existing local and regional services and facilities; and (vi) whether the area of the proposed CDD is amenable to separate special-district government. See Florida Statutes, § 190.005(1)(e) (2002). The potential benefits of the ad valorem taxing power and non-ad valorem assessment power can provide a valuable means to finance and manage the development of public infrastructure, parking and other improvements.

If approved, the establishment of a CDD allows the CDD Board of Supervisors (the “Board”) to levy ad valorem tax assessments on property located within the CDD based on specific identifiable benefits, services and improvements. See Florida Statutes, §190.012(d)2 (2002). The Board has the power to levy and assess an ad valorem tax on all the taxable property in the district to construct, operate, and maintain assessable improvements. See Florida Statutes, §190.021(1) (2002). “Assessable improvements” are defined as “any and all public improvements and community facilities that the district is empowered to provide in accordance with this act.” See Florida Statutes, §190.003(2) (2002). Section 190.012(d)2 of the Florida Statutes includes the financing, constructing and maintenance of parking improvements within the special powers granted to the Board. These special powers are subject to the regulatory jurisdiction and permitting authority of all applicable governmental bodies, agencies, and special districts which have authority with respect to the prop-

erty located within the CDD. See Florida Statutes, §190.012 (2002). In addition, ad valorem taxes levied on property within a CDD for operating purposes, exclusive of debt service on bonds, can be levied at a rate up to 3 mills, with the potential to levy an additional 2 mills for certain specified projects including parks, fire prevention and control, schools, and security measures.

Other powers of a CDD relating to financing and access to funding for the development of the CDD include, the power to borrow money and issue bonds or other evidence of indebtedness, to levy taxes and special assessments as may be authorized in accordance with the policies and procedures for managing the CDD, and to charge collect, and enforce fees and other user charges.

Establishing a CDD involves both (i) coordinating and presenting all of the information and required findings of fact in the form specified by the statutes and local ordinances; and (ii) following through with the presentation of this information at various public hearings and other aspects of the approval process.

#### 11.5 BEACON COUNCIL TARGETED JOB INCENTIVE FUND (TJIF)

The Targeted Jobs Incentive Fund (“TJIF”) is modeled after the state Qualified Target Industry Tax Refund Program. Under the terms of the TJIF program, companies which are within the targeted industries that are considering relocating or expanding in the County may be entitled to cash incentive awards if they can demonstrate that they have created the specified number of jobs and have generated enough new revenue for the County in accordance with the guidelines of the program.

The TJIF incentives are limited to companies within the targeted

industries under the state program and the industries targeted by the Miami-Dade County One Community One Goal (“OCOG”) initiative, which include several industries.

The TJIF program also requires applicants to demonstrate that the revenue received by the County through the payment of property taxes and sales taxes, excluding debt service, associated with the business of the applicant will be sufficient to fund the TJIF incentives. The project proposed by the applicant must also exhibit a positive Return on Investment Incentive of at least one hundred twenty percent (120%). This threshold percentage can be reduced to as low as one hundred percent (100%) for businesses located within Designated Priority Areas, which include Enterprise Zones. See CODE OF METROPOLITAN MIAMI-DADE COUNTY, FLA., CODE §2-1252 (2000).

If all the qualifications are met, TJIF incentives will be paid at the rate of up to \$1,750 per new job created. TJIF disbursements are paid out over four (4) years even if all new jobs are created during the first year of the project. TJIF incentives can also be awarded in an alternative manner to the extent a company makes a large capital investment and meets the other requirements of the capital investment program. As an alternative to calculating the TJIF cash incentives on a per job basis, companies which create the required number of new jobs and otherwise qualify for TJIF incentives may be eligible for a capital investment incentive paid from the TJIF when new capital investment by the company exceeds \$3 million in taxable property value. For up to six (6) years, or longer as may be determined by the Board of County Commissioners, qualifying companies may receive capital investment TJIF awards in the amount of eighty percent (80%) of the amount of countywide ad valorem property taxes paid-in on the property which is the site of the located or expanded company

operations. TJIF awards are subject to annual and aggregate limits, including a \$2.5 million cap on TJIF incentive awards for any single fiscal year, and a \$7.5 million cap for all fiscal years, both of which must be less than the total ad valorem property and sales taxes paid-in as a result of the project.

The terms and conditions of the TJIF program state that companies cannot receive both the TJIF award on large capital investment taxes paid-in and the TJIF regular ad valorem property tax funded award. Similarly, it is important to note that, to the extent an applicant receives any TJIF incentive awards and also receives other Enterprise Zone tax abatements, the TJIF awards for any such year will be reduced by the amount of any tax abatement granted by the County.

#### 11.6 COMMUNITY DEVELOPMENT BLOCK GRANT LOANS, HUD SECTION 108 LOAN OPTIONS.

Loans are available under the Community Development Act of 1974 (the "Act") and the Community Development Block Grant (CDBG) program. See U.S. Department of Housing and Urban Development, Community Planning and Development, (last modified April 17, 2003) <<http://www.hud.gov/offices/cpd/communitydevelopment/rulesandregs/regulations/subc/570207.cfm#a>>. Loans made under Section 108 of the Act, the loan guarantee provision of the CDBG program, are typically used to create incentives for private companies to pursue revitalization projects in distressed areas by offering favorable interest rates on loans up to \$5,000,000.00 or more. *Id.* Although CDBG loans are guaranteed by the U.S. Department of Housing and Urban Development ("HUD"), local governments borrowing funds guaranteed by Section 108 must pledge their current and future CDBG allocations to cover the loan amount as secu-

urity for the loan. *Id.* Therefore, there are limitations on funds available under the CDBG loan program based on existing loans and the percentage of local funds which have already been pledged to secure these loans.

The CDBG, Section 108 loan program for the County provides financial assistance to businesses which undertake qualifying projects in Targeted Urban Areas ("TUAs")<sup>5</sup> which promote business attraction, expansion and retention. *Id.*; See also Miami-Dade Community and Economic Development, Section 108 Guidelines (hereinafter, the "County Guidelines"). CDBG loans are available on a revolving basis for various types of industrial and commercial development projects, however, CDBG funds can only be used for new housing construction in very limited circumstances. The County Guidelines provide that CDBG funds are loaned in amounts up to \$5,000,000.00, but will not exceed twenty percent (20%) of the total project costs. Special projects may directly seek greater 108 funding through HUD.

In addition to leveraging and other requirements, there is also a job creation requirement which must be met in order to obtain a CDBG loan. For every \$35,000.00 of CDBG funds, it must be demonstrated that at least one (1) new permanent full time job, and fifty one percent (51%) of the total number of required jobs must be made available to low to moderate income persons who live in the TUA. It is important to note that according to the County Guidelines and Section 570.208 of the Act, this requirement may be met by measuring jobs in the aggregate for all the businesses that are eventually located on the property, provided that these businesses are not otherwise assisted with CDBG funds. See County Guidelines, 24 CFR §570.208(a)(4) (2002). However, applicants for CDBG funds will also have to show how the jobs would be lost without CDBG assistance and applicants are

required to certify compliance with these and other loan criteria in the application.

Some of the other factors the County will consider in connection with the evaluation of projects for which CDBG funds are sought include: (i) current leveraging of public funding (such as through Brownfields Economic Development Incentive (BEDI) grant funds or U.S. Economic Development Administration (EDA) grants); (ii) the cost per new job created, (iii) the percentage of utilization of specified small business and minority services; (iv) the extent other funding for the project has been obtained or committed; (v) the borrower's ability to repay the loan; (vi) the experience of the owners of the project (and likely the proposed businesses which will employ the low to moderate income persons); (vii) the physical impact-visibility of the project; (vi) services brought to the community; (viii) funding priorities and funding requests for projects in areas which have not received public funding; (ix) project and market feasibility (including required environmental and other costs); (x) estimated return on equity; (xi) the nature and amount of collateral for the loan; (xii) whether other guarantees of the loan will be provided and the nature of such guarantees; and (xiii) the character of the principals of the project. In addition, the application will require a business plan, certifications concerning the loan criteria and other information. In our conversations with members of the County Section 108 Loan Committee, it was estimated that an application would be reviewed and a decision would be made within sixty (60) to ninety (90) days from the date the application was submitted, depending on the time of year and the number of other applications under review.

Federal regulations provide that interim financing interest rates will be calculated based upon the three (3) month London Inter-

bank Offered Rate ("LIBOR") plus twenty (20) basis points (0.2%). Permanent financing rates are linked to yields on U.S. Treasury obligations of similar maturity to the principal amount. In calculating the actual rate, a small additional basis point spread, depending on the maturity of the loan, will be added to the Treasury yield figures. See U.S. Department of Housing and Urban Development, Community Planning and Development, (last modified April 17, 2003) <<http://www.hud.gov/offices/cpd/communitydevelopment/rulesandregs/regulations/subc/570207.cfm#a>>. Aside from the capacity issue, the remaining issue which will determine whether CDBG funds could be a viable source of economic incentives, is whether the jobs created can be made available to low to moderate income residents of the Enterprise Zone.

#### 11.6 STATE TAX CREDITS FOR BUSINESSES IN ENTERPRISE ZONES

There are also several economic incentives available to businesses located in Enterprise Zones through the application of credits against certain state taxes. These tax credits and incentives include: (i) the Enterprise Zone Jobs Tax Credit; (ii) the Enterprise Zone Property Tax Credit (Corporate); (iii) the Sales Tax Refund for Business Machinery and Equipment Used in an Enterprise Zone; (iv) the Sales Tax Refund for Building Materials Used in an Enterprise Zone; (v) the Sales Tax Exemption for Electrical Energy Used in an Enterprise Zone; and (vi) the Qualified Target Industry Tax Credit, which is doubled when the business is located in an Enterprise Zone.

The Enterprise Zone Jobs Credit allows businesses located in an Enterprise Zone, who collect or pay Florida sales and use tax, a





monthly credit against their tax due. The credit is computed as twenty percent (20%) of the actual monthly wages paid to new employees who have been employed by the business for at least three (3) months and are residents of an Enterprise Zone. See Florida Statutes, §212.096 (2002). This incentive provides a credit of twenty percent (20%) of monthly wages paid to new employees who are residents of an Enterprise Zone. If twenty (20%) or more of the permanent, full-time employees are residents of an Enterprise Zone, the credit is increased to thirty percent (30%). The credit is limited to the amount of tax due on each return. Businesses are able to apply for this incentive or the corporate tax equivalent, but are not eligible to receive both incentives. *Id.* In order to receive this tax credit, the appropriate Florida Department of Revenue ("DR") forms must be filed within six (6) months after the applicable employee is hired. This tax credit is available for twenty-four (24) consecutive months.

The Enterprise Zone Property Tax Credit (Corporate) allows new or expanded businesses located in an Enterprise Zone a credit on Florida corporate income tax based on ad valorem taxes paid on the new or improved property. See Florida Statutes, §220.182 (2002). However, this incentive is only available to the extent that local property taxes are not already abated by the County. To the extent this credit is available, any unused portion of the credit may be carried forward for five (5) years. The credit can be claimed for five (5) years, up to a maximum of \$50,000 annually, if twenty percent (20%) or more of the business' employees are residents of the Enterprise Zone; otherwise the credit is limited to \$25,000 annually. Businesses must file appropriate DR forms with the County property appraiser before April 1st of the first year in which the new or expanded property is subject to assessment and must include copies of receipts for applicable ad valorem taxes paid with their annual tax returns.

The Sales Tax Refund for Business Machinery and Equipment allows for a refund of sales taxes paid on the purchase of certain business property, (including tangible personal property such as office equipment, warehouse equipment, and some industrial machinery and equipment), which is used exclusively in an Enterprise Zone for at least three (3) years. See Florida Statutes, §212.08(5)(h) (2002). This incentive is designed to reduce the cost of purchasing new and used qualified tangible personal property which will be used in an Enterprise Zone. The total amount of the sales tax refund is capped at \$5,000 to \$10,000 depending upon whether a portion of the permanent, full-time employees of the business are residents of the Enterprise Zone.

Similarly, the Sales Tax Refund for Building Materials Used in an Enterprise Zone is also capped at \$5,000 to \$10,000 per parcel based on the same criteria. This refund is available for sales taxes paid on the purchase of building materials used to rehabilitate real property located in an Enterprise Zone. See Florida Statutes, §212.08(5)(g) (2002).

Although it is difficult to quantify the potential benefits of the exemption, there is a sales tax exemption for electrical energy available to qualified businesses located in an Enterprise Zone. See Florida Statutes, §212.08(15) (2002). The Sales Tax Exemption for Electrical Energy Used in an Enterprise Zone provides a fifty percent (50%) exemption on sales tax on electrical energy, which is increased to one hundred percent (100%) if twenty percent (20%) or more of the permanent, full-time employees are residents of the Enterprise Zone. This exemption is only available if the municipality in which the business is located has passed an ordinance to exempt Enterprise Zone businesses from fifty percent (50%) of the municipal utility tax. The fifty percent (50%) or

one hundred percent (100%) exemption of state sales tax on utilities and the fifty percent (50%) abatement of municipal utility tax is available for up to five (5) years.

There is also a Qualified Targeted Industry Tax Refund Program which provides tax credits to businesses which demonstrate that the tax refund is necessary for the business to locate or expand in the community. See Florida Statutes, §288.106 (2002). In order to qualify, a business must fall within a targeted industry and create at least ten (10) new jobs by relocating to Florida, or in the case of an expansion project, increase employment by at least ten percent (10%). Although certain aspects of the job creation requirement may be waived for Enterprise Zone projects in special situations, an applicant must be able to show that it falls within one of the targeted industries. Real estate development and retail trade are not included within the targeted industries.

Additional requirements provide that for the jobs created, businesses must pay an average annual wage that is at least one hundred fifteen (115%) of the state, Metropolitan Statistical Area (MSA), or county wage, whichever is lowest. See Florida Statutes, §220.181 (2002). The tax credit is \$3,000 per job, which can be doubled to \$6,000 for businesses which are located in an Enterprise Zone. Applicants for this tax credit must also show that the jobs created make a significant economic contribution to the area economy and provide a resolution from the County commission recommending the applicant for the incentive and committing the community to provide a local match equaling twenty (20%) of the total tax refund.

# APPENDIX A: PROJECT MEETING LIST

79TH STREET CORRIDOR REDEVELOPMENT PLAN

DECEMBER, 2003



**Zyscovich**

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**TABLE A-1: PROJECT MEETING LIST**

#	Date	Agency/Group Estimated Annual sales
1	5/30/02	Local Initiatives Support Corporation
2	5/31/02	County Commissioner Bruno Barreiro
3	6/6/02	Office of Community and Economic Development: Bryan Finnie
4	6/7/02	Miami-Dade Transit: Alberto Parjus
5	6/11/02	Hialeah Mayor Raul Martinez
6	6/14/02	Miami-Dade Planning & Zoning: Maria Crowley
7	6/17/02	Florida East Coast Railway: Ray Jones
8	6/17/02	Metropolitan Planning Organization: Susan Shrieber
9	6/24/02	County Commissioner Seijas: Terry Murphy
10	7/18/02	Office of Community and Economic Development: West Little River Focus Group
11	7/22/02	County Commissioner Bruno Barreiro
12	7/25/02	Metropolitan Planning Organization Governing Board
13	8/6/02	Tri-County Commuter Rail Authority
14	8/7/02	Miami-Dade Expressway Authority
15	8/14/02	Community Stakeholders
16	8/16/02	County Managers Office: Tony Crapp
17	8/30/02	79th Street Board of Directors
18	9/11/02	Community Stakeholders: Developer: Marcus Lapciuc
19	10/10/02	Urban League
20	11/21/02	Empowerment Zone Trust: Aundrae Wallace
21	12/12/02	79th Street Board of Directors
22	12/13/02	Community Stakeholders: Developer: Urban America: Scott Richrads
23	1/24/02	Community Stakeholders: Developer: Urban America
24	1/28/03	Alan Harper
25	2/5/03	MPO Transportation Planning Technical Advisory Committee
26	2/10/03	MPO Transportation Planning Council
27	3/18/03	Community Stakeholders: Industrial Developers
28	8/12/03	Miami-Dade Planning & Zoning: Maria Crowley
29	8/21/03	Florida Department Of Transportation: David Korros
30	10/16/03	Community Stakeholders
31	10/22/03	Community Stakeholders/Flea Market USA
32	10/24/03	Office of Community and Economic Development: Bryan Finnie
33	10/30/03	County Commissioner Seijas
34	12/2/03	Urban League: T.W. Fair
35	12/12/03	Miami-Dade Transit: Roosevelt Bradley
36	12/17/03	Miami-Dade Expressway Authority: Servando Parapar
37	12/18/03	Regional Transit Authority: Joe Giuletti
38	12/19/03	Florida Department Of Transportation: Gary Donn
39	1/9/04	Regional Transit Authority: Mike Masanoff
40	1/22/04	County Managers Office: Tony Crapp
41	1/29/04	Hialeah Mayor Raul Martinez
42	2/12/04	Beacon Council: Charles Byrd



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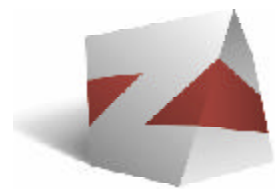
**79TH STREET CORRIDOR REDEVELOPMENT PLAN**

DECEMBER, 2003

# APPENDIX B: EXISTING ZONING USE SUMMARY

79TH STREET CORRIDOR REDEVELOPMENT PLAN

DECEMBER, 2003



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**TABLE B-1: EXISTING ZONING USE SUMMARY**

Existing Zoning District	Description	Allowable Uses
<b>MIAMI-DADE COUNTY</b>		
<b>AU</b>	Agricultural District	All use permitted in RU-1, EU-M or EU-1, except Golf Courses. Barns; Sheds; Packing Facilities; Farms; Cattle Grazing; Fruit and Vegetable Stands; Groves; Greenhouses; Nurseries; Dude Ranches; Hydroponics; Recreational Vehicles; Truck Gardens; Farm Labor Housing; Fish Pools; Schools; Group Homes.
<b>BU-1</b>	Neighborhood Business District	Residential (combined with business use); Antique Shops; Apparel Stores; Art Goods (includes Studios and Galleries); Attended Donation Collection Vehicles; Banks (excluding drive-in teller service); Beauty Parlors; Retail Bakeries; Barber Shops; Bicycle Shops; Confectionery, Ice Cream and Dairy Stores; Conservatories and Music and Dance Schools; Drugstores; Donated Goods Centers; Florist Shops; Grocery Stores; Hardware Stores; Interior Design Shops; Jewelry Stores; Leather Goods and Luggage Shops; Mail Order Offices; Museums; Newsstands; Office Buildings; Optical Stores; Paint and Wallpaper Stores; Photograph Galleries; Pottery Shops; Restaurants; Religious; Schools; Self-Service Post Office; Shoe Stores; Sporting Goods; Tailor Shops; Tobacco Shops; Variety Stores.
<b>BU-1A</b>	Limited Business District	All Use permitted in the BU-1 District except that Residential Uses are subject to approval at a public hearing. Amusement Center; Auditoriums; Auto Parts; Auto Service Stations; Bait and Tackle Shops; Banks; Billiard Rooms; Boats; Bowling Alleys; Convention Halls; Dancing Halls; Veterinarians; Dry Cleaning; Electrical Appliance and Repair; Employment Agencies; New Furniture Stores; Grocery Stores; Handcrafted Products; Health Clubs; Junior Department Stores; Lawn Mowers Retail and Service; Medical Observation Dormitory; Mortuaries and Funeral Homes; Motorcycle Sales and Repair; Natatoriums (Indoor Swimming Pools); Open-Air Theaters; Package Stores (in Shopping Centers); Pet Shops; Post Offices; Printing Shops; Private Clubs; Plants for Sale; Pubs and Bars; Restaurants; Self Storage; Skating Rinks; Supermarkets; Tailor Shops; Telegraph Stations; Telephone Exchange; Theaters; Variety Stores; Rental of Trucks.
<b>BU-2</b>	Special Business District	All Use permitted in the BU-1 District except that Residential Uses are subject to approval at a public hearing. Automobile Parking Garages; Liquor Package Stores; Major Department Stores; Marinas; Night Clubs; Office Parks; Pubs and Bars; Regional Shopping Centers.
<b>BU-3</b>	Liberal Business District	All Uses in the BU-1, BU-1A and BU-2 Districts except that residential use are not permitted. Airports; Automobile; Bakeries; Barbecue Stands; Bottling; Carpentry; Cold Storage; Contractor's; Dry Cleaning; Engines; Livestock Supplies; Garage and Mechanical Services; Glass; Gun Shops; Leather Goods; Locksmith; Lumber Yards; Pawnbrokers; Poultry; Railroad; Secondhand; Television Stations; Tire Service; Truck Storage; Upholstery and Furniture; Wholesale; Similar Uses Approved by the Director. The following uses shall only be permitted in the BU-3 Zone: Adult Bookstore; Adult Theatre; Adult Entertainment; Adult Video Store; Massage Establishment; Adult Modeling Establishment; Encounter Studio.
<b>EU-M</b>	Estate Modified District	Single-Family Residence; Non-Commercial Boat Piers; Group Homes.

**TABLE B-1 (CONT.): EXISTING ZONING USE SUMMARY**

Existing Zoning District	Description	Allowable Uses
<b>MIAMI-DADE COUNTY</b>		
<b>IU-1</b>	Industrial, Light Manufacturing District	Residential (Watchman or Caretaker); Aircraft Hangars and Repair; Animal Hospitals; Armories; Auditoriums; Auto Painting; Automobile and Truck Sales; Automotive Repairs; Automobile and Truck Rentals; Bakeries (Warehouse Only); Banks; Blacksmith; Boat Building or Repair; Boat Slips; Bottling Plants; Brewery; Cabinet Shops; Canning Factories; Carpet Cleaning; Caterers; Clubs; Cold Storage; Commercial Chicken Hatcheries; Concrete, Clay or Ceramic Products; Contractors' Office; Day Nursery; Dredging Base; Dry Cleaning; Engine Sales and Service; Fertilizer Storage; Food Products; Fruit Packing; Furniture Manufacturing; Garages; Glass Installations; Grinding Shops; Hotel and Motel; Ice Manufacturing; Insecticides; Laboratories; Leather Goods; Livery Stables; Locksmiths; Lumberyards; Machine Shops; Marine Warehouses; Mattress Manufacturing; Metalizing processes; Milk or Ice Distribution; Millwork Shops; Motion Picture Production; Novelty Works; Office Buildings; Ornamental Metal; Oxygen Storage; Parking Lots; Passenger and Freight; Pharmaceutical Storage; Police and Fire Stations; Post Offices; Power and Steam Laundries; Printing Shops; Radio and Television Transmitting; Religious Facilities; Restaurants; Salesrooms and Storage; Technical Schools; Ship Chandlers; Shipyards and Dry-docks; Sign Painting; Steel Fabrication; Taxidermy; Telecommunication Hubs; Telephone exchanges; Textiles; Upholstery; Utility Work Centers; Vending machine Sales and service; Veterinarians; Vulcanizing; Warehouses; Welding Shops; Wood and coal Yards.
<b>IU-2</b>	Industrial, Heavy Manufacturing District	Every Use Permitted in IU-1; Asphalt Drum Mixing Plants; Rock and Sand Yards; Cement and Clay Products; Soap Manufacturing; Railroad Shops; Sawmills; Petroleum Products Storage; Dynamite Storage.
<b>RU-1</b>	Single Family Residential District	Single Family Residential; Municipal Recreation Building; Private Recreation Area; Golf Courses; Servants Quarters; Noncommercial Pigeon Lofts; Day Care; Group Home;
<b>RU-1MB</b>	Modified Single Family Residential District	See RU-1
<b>RU-2</b>	Two Family Residential District	Every Use Permitted in RU-1, RU-1MA and RU-1MB; Duplexes; Secondary Single Family Residence.
<b>RU-3</b>	Four Unit Apartment House District	Every Use Permitted in RU-1, RU-1MA, RU-1MB and RU-2; Rooming Houses; Day Nurseries; Garage Apartments; Churches, Schools, Colleges and Universities; Community Residential Home.
<b>RU-3B</b>	Bungalow Court District	Every Use Permitted in RU-1, RU-2 and RU-3; Bungalow Courts.
<b>RU-3M</b>	Minimum Apartment House District	Every Use Permitted in RU-1, RU-1MA, RU-1MB, RU-2, RU-3 and RU-TH; Multiple Family Apartment House.
<b>RU-4</b>	High Density Apartment House District	Every Use Permitted in RU-1, RU-1MA, RU-1MB, RU-2, RU-3 and RU-TH; Multiple Family Apartment House containing fewer than 11 units; Multiple Family Apartment House Containing Eleven or More Units.
<b>RU-4A</b>	Hotel Apartment House District	Every Use Permitted in RU-1, RU-1MA, RU-1MB, RU-2, RU-3 and RU-TH; Multiple Family Apartment House containing fewer than 11 units; Hotels, Motels, Apartment Houses and Apartment Hotels containing 11 or more Units.



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**TABLE B-1 (CONT.): EXISTING ZONING USE SUMMARY**

Existing Zoning District	Description	Allowable Uses
<b>MIAMI-DADE COUNTY</b>		
<b>RU-4L</b>	Limited Apartment House District	Every Use Permitted in RU-1, RU-1MA, RU-1MB, RU-2, RU-3 and RU-TH; Multiple Family Apartment House with 1 Principal Building.
<b>RU-5</b>	Residential - Semi-Professional Office District	Duplex; Apartment House; Multiple Family Housing Projects; Professional Services.
<b>RU-5A</b>	Semi-Professional Office District	Professional Services

**TABLE B-1 (CONT.): EXISTING ZONING USE SUMMARY**

Existing Zoning District	Description	Allowable Uses
<b>CITY OF HIALEAH</b>		
<b>R-1</b>	One-Family	One Single-Family Residence; Accessory Buildings; Public Schools; City Parks; Flower and Vegetable Gardens; Government Buildings.
<b>R-2</b>	One and Two Family	Any Use Permitted in the R-1 District; Duplexes; One-Family Garage Apartment; Houses of Worship.
<b>R-3</b>	Multiple-Family District	Any Use Permitted in the R-2 District; Accessory Buildings; Child Nurseries; Churches, Schools or other places of Worship; Guesthouses; Hospitals and Clinics; Hotels and Motels; Apartments
<b>RO</b>	Residential Office	Professional Services and Offices
<b>CR</b>	Commercial-Residential	One, Two and Multiple-Family Dwellings; Hotels and Motels; Child Care Centers; Places of Worship; Public parks; Retail Establishments; Service establishments; Restaurants and Clubs; Office; Post Office; Schools; Medical Offices; Bus Terminals and Depots; Governmental Function; Cultural Facilities. Residential Permitted on Ground Level of any Structure. Residential only above ground level. Each RU shall have a minimum of 750 square feet.
<b>B-1</b>	Highly Restricted Retail	All OPS Office and Professional Services District Uses; Retail Trade and Services; Consumer Goods (Rental); Package Stores; Finance and Insurance; Full-Service Restaurants; Limited-service restaurants; Medical Offices; Individual and family Services; Day Care; Adult Care; Arts, Fitness, Sports and Recreational Instruction; Places of Worship; Schools; Laundries; Travel Agencies; Bus terminals and Depots.
<b>CBD</b>	Central Business District	Applies to the HDUC District. All CR Uses; Auction Galleries; Broadcasting Stations; Government Functions;
<b>C-1</b>	Restricted Retail Commercial	All B-1 Uses; Antique Stores; Trophy Stores; Automotive Parts; Laundries; Copy Services; Full-service restaurants; Grocery Stores and Supermarkets; Manual Car Washes; Motion Picture Theaters; Vocational and Technical Schools; Veterinary Clinics.
<b>C-2</b>	Liberal Retail Commercial	All C-1 Uses; A/C Retail; Ambulance Services; Amusement Centers; Auction Houses; Cultural Facilities; Bicycle Shops; Billiard and Bowling Centers; Carpet Cleaning; Commercial Parking; Dry Cleaning; Funeral Homes; Home and Garden; Hospitals; Hotels and Motels; Mech. Car Washes; Paint Stores; Pet Stores; Furniture Repair; Secondhand Merchandise*; Automotive; Marine Parts; Universities.
<b>C-3</b>	Extended Liberal Retail Commercial	Uses in B-1, C-1 and C-2, except for Residential; Auto Sales and service; Bars; Motorcycle Sales and Service; Mech. Car Washes; Nightclubs; Gas Stations.
<b>C-4</b>	Commercial	Auto Service Stations; Car Washes.
<b>M-1</b>	Industrial	Uses in C-2, except alcohol is prohibited; Uses in C-3, except bars and drinking places; Light Manufacturing; Caterers; Commercial Bakeries; Food Prep. And Processing; Printing Shops; Radio and Television Towers; Railroad and Passenger Stations; Refrigerated Storage; Self-Storage; Transfer Companies; Automotive Body Work and Upholstery; Marine Service.
<b>M-2</b>	Industrial	All Uses in M-1; Auto Tire Repair; Auto Towing; Limited Concrete Manufacturing; Machine Shops; Warehouse for Storage of Heavy Equipment; Welding.



# APPENDIX C: PROJECT PROFILES

79TH STREET CORRIDOR REDEVELOPMENT PLAN

DECEMBER, 2003



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**TABLE C-1: PROJECT PROFILE: SUMMIT PLACE,  
ST. PAUL, MINNESOTA**

<b>Description</b>	Summit Place is an urban infill development on a 2 ½-block site in a historic neighborhood near downtown St. Paul. The project combines new construction with the rehabilitation of existing structures, and contains a 97-unit mix of single-family detached homes, townhouses, condominiums, and rental apartments. The new construction was designed to be compatible in scale and character with the renovated buildings. Special features of the development include: <ul style="list-style-type: none"> <li>• Urban infill development</li> <li>• Restoration and new construction</li> <li>• A mix of unit types</li> <li>• Public/private cooperation</li> </ul>		
<b>Project Size</b>	5.5 Acres		
<b>Project Management/Coordination</b>	St. Paul Housing and Redevelopment Authority Developer: Engstrom-Carley Associates		
<b>Residential Units</b>	97 units (39 restored, 58 new construction)		
	<b>Units for Sale</b>	<b>Number</b>	<b>Price Range</b>
	Single Family Detached	8	\$105,000-\$163,000
	Townhouse	35	\$78,000-\$130,000
	Condominium	42	\$82,000-\$125,000
	<b>Units for Rent</b>		
	Apartments	12	\$350-\$550
<b>Projects Costs</b>	Total Costs: \$9.0 million Site Acquisition: \$147,000 Site Improvement: \$294,000 Construction: \$55-\$75 per square foot		
<b>Project Financing</b>	Public and Private Financing City of St. Paul - below market rate financing (\$3.8M) through revenue bonds HUD Section 312 funds Federal National Mortgage Association (FNMA) credit-enhanced financing for rental housing		
<i>Source: Hammer, Siler, George Associates</i>			

**TABLE C-2: PROJECT PROFILE: GRESHAM CENTRAL APARTMENTS,  
GRESHAM, OREGON**

<b>Description</b>	Gresham Central is a 90-unit multifamily rental community located adjacent to one of Portland's light rail train stations. Significant public participation and financing were required. Parking in the transit-oriented, pedestrian-friendly project is concentrated in an interior courtyard with the building's facade facing the exterior streets. Features include: <ul style="list-style-type: none"> <li>• Transit - and pedestrian-oriented design</li> <li>• High density, double that of typical suburban developments</li> <li>• Public/private partnership</li> <li>• Unique storm water detention system</li> </ul>		
<b>Project Size</b>	2.7 Acres		
<b>Project Management/Coordination</b>	Gresham Development Company with MCM Architects City of Gresham		
<b>Residential Units</b>	90 multifamily rental units		
	<b>Type of Unit</b>	<b>Size (SF)</b>	<b>Number</b>
	1 Bedroom / 1 Bath	738	3
	2 Bedrooms / 1 Bath	909	28
	2 Bedrooms / 2 Baths	907	56
	3 Bedrooms / 2 Baths	1,200	3
<b>Projects Costs</b>	Total Costs: \$4.43 million Site Acquisition: \$360,000 Site Improvement: \$814,000 Construction: \$3.3 million		
<b>Project Financing</b>	Public and Private Financing Land donated by TriMet transit system City enacted a five-year property tax abatement Federal Transportation Administration's ISTEA (CMAQ) program for pedestrian promenade and storm water drainage		
<i>Source: Hammer, Siler, George Associates</i>			





**TABLE C-3: PROJECT PROFILE: CRAWFORD SQUARE,  
PITTSBURGH, PENNSYLVANIA**

<b>Description</b>	<p>This project is an 18-acre residential development located on the eastern edge of downtown Pittsburgh. The location provides a gateway between the downtown business district and the nearby Hill District. Crawford Square provides quality mixed-income housing in a friendly, pedestrian-oriented neighborhood to residents with a wide range of incomes. The project's street grid is an extension of the Hill District street grid, which effectively ties the new development into the existing neighborhood.</p> <ul style="list-style-type: none"> <li>• Downtown Development</li> <li>• Mixed-Income Housing</li> </ul>		
<b>Project Size</b>	18 Acres		
<b>Project Management/Coordination</b>	Private		
<b>Residential Units</b>	426 units, (348 rental, 78 for-sale), when Phase III is complete		
	<b>Units for Sale</b>	<b>Number</b>	<b>Price Range</b>
	Single-Family Detached	41	\$145,000+
	Townhouse	16	\$89,500-\$138,900
	<b>Units for Rent</b>		
	<b>Type of Unit</b>	<b>Size (SF)</b>	<b>Number</b>
	1 Bedroom / 1 Bath	675-703	101
	2 Bedrooms / 1 Bath	862	107
	2 Bedrooms / 2 Baths	1,000-1,150	48
	3 Bedrooms / 1.5 Baths	1,200	18
<b>Projects Costs</b>	<p>Total Costs: \$42.4 million                  Site Acquisition: \$597,600                  Site Improvement: \$1,000,000                  Construction: \$32.4 million</p>		
<b>Project Financing</b>	<p>Public and private financing, including a consortium of local foundations (grants)                  Developers' equity and commercial loans                  Sale of low-income housing tax credits                  Urban Redevelopment Authority of Pittsburgh (loans and grants)                  Pennsylvania Housing Finance Agency (loans and bond proceeds)                  Four local banks – PNC, Mellon, Dollar and Integra (loans and grants)</p>		
<i>Source: Hammer, Siler, George Associates</i>			

**TABLE C-4: PROJECT PROFILE: THE BELMONT DAIRY,  
PORTLAND, OREGON**

<b>Description</b>	<p>The Dairy was converted into a 141,000-square-foot mixed-income, transit-oriented, mixed-use building on two city blocks in southeast Portland. Today, the development includes 85 apartments built atop street-level retail stores, including a restaurant, a hair salon, and a 20,000-square-foot grocery. The project was constructed as a "green" development and units incorporate recycled materials, water-saving shower heads, extra insulation, and skylights.</p> <ul style="list-style-type: none"> <li>• Mixed-use development</li> <li>• Mixed-income development</li> <li>• Infill development</li> <li>• Public/private partnership</li> <li>• Historic preservation</li> </ul>		
<b>Project Size</b>	141,000 square feet on 2.5 acres		
<b>Project Management/Coordination</b>	Public/Private partnership		
<b>Residential Units/ Retail</b>	<ul style="list-style-type: none"> <li>• 85 apartment units (93,500 sq. ft.)</li> <li>• Grocery store (20,000 sq. ft.)</li> <li>• Retail space, 3 stores (7,000 sq. ft.)</li> </ul>		
	<b>Type of Unit</b>	<b>Size (SF)</b>	<b>Rent</b>
	Studio	759	\$450
	1-Bedroom	629-739	\$520-\$573
	2-Bedroom	675-988	\$620-\$684
	Loft	764-1,389	\$830-\$1,320
	Retail	940-2,700	\$9-\$16/SF
<b>Projects Costs</b>	<p>Total Costs: \$14.0 million                  Site Acquisition: \$350,000                  Site Improvement: \$1.3 million                  Construction: \$7.8 million</p>		
<b>Project Financing</b>	<p>Consortium of lenders used to spread the risk factor                  Permanent take-out loan from Network for Oregon Affordable Housing                  City tax credit bonds used as a bridge loan and loans of over \$1.3 million                  State of Oregon (CMAQ-TOD) loans for sidewalk improvements                  Fannie Mae's \$8.3 million equity contribution</p>		
<i>Source: Hammer, Siler, George Associates</i>			

**TABLE C-5: PROJECT PROFILE: NEW COMMUNITY NEIGHBORHOOD SHOPPING CENTER, NEWARK, NEW JERSEY**

<b>Description</b>	<p>A 55,000-square foot shopping center located in the Central Ward, an inner-city section of Newark. Pathmark (a supermarket company) owns one-third of the joint-venture market and operates it under a management agreement between Supermarkets General (its parent company), and New Community Corporation (NCC), the nonprofit developer and sole owner of the shopping center. Franchises of several national retail establishments have located in the center.</p> <ul style="list-style-type: none"> <li>• Joint venture involving a non-profit developer and a supermarket chain</li> <li>• Inner-city retail development</li> <li>• Land assembly issues</li> <li>• Adaptation of store prototype to a small site</li> </ul>
<b>Project Size</b>	55,000 square feet
<b>Project Management/Coordination</b>	Non-profit developer and supermarket chain
<b>Retail Establishments</b>	<ul style="list-style-type: none"> <li>• Pathmark Grocery (47,000 sq. ft.)</li> <li>• Food service, 2 stores (6,000 sq. ft.)</li> <li>• Retail space, 2 stores (1,950 sq. ft.)</li> </ul>
<b>Projects Costs</b>	<p>Total Costs: \$12.8 million</p> <p>Site Acquisition: \$1.6 million</p> <p>Site Improvement: \$2.4 million</p> <p>Construction: \$4.3 million</p> <p>Other Costs: \$4.5 million</p>
<b>Project Financing</b>	<p>Located in an Urban Enterprise Zone</p> <p>New Jersey Department of Community Affairs (\$275,000)</p> <p>New Jersey Housing Mortgage Finance Agency (\$130,000)</p> <p>Prudential Insurance Company (\$7.2M)</p> <p>Federal urban development action grants and CDBGs</p> <p>Other State of New Jersey funding</p>
<i>Source: Hammer, Siler, George Associates</i>	

**TABLE C-6: PROJECT PROFILE: ALBINA CORNER, PORTLAND, OREGON**

<b>Description</b>	<p>A 48-unit, mixed-use, moderate-income housing development located in Portland's Albina community, featuring 12,000 square feet of commercial space, including an on-site daycare center. In addition, two houses that were part of the original acquisition were rehabilitated as duplexes and relocated adjacent to the project. Albina Corner is one of the first examples of transit-oriented development outside of the downtown Portland core. The project set a high standard for future redevelopment in the area and already has begun to act as a catalyst for neighborhood revitalization.</p> <ul style="list-style-type: none"> <li>• Transit-oriented development</li> <li>• Central courtyard featuring fountain and wildlife sculptures</li> <li>• Walking distance to shopping district, banks, and schools</li> </ul>																				
<b>Project Size</b>	.71 Acres																				
<b>Project Management/Coordination</b>	Non-profit community design and planning firm																				
<b>Residential Units/Office/Community/Retail</b>	<ul style="list-style-type: none"> <li>• 48 apartment units (32,000 sq. ft.)</li> <li>• Office Space, 6,950 sq. ft.</li> <li>• Childcare 2,150 sq. ft.</li> <li>• Retail space, 3,200 sq. ft.</li> </ul> <table border="1"> <thead> <tr> <th>Type of Unit</th> <th>Size (SF)</th> <th>Number</th> <th>Rent</th> </tr> </thead> <tbody> <tr> <td>1 Bedroom</td> <td>560-601</td> <td>29</td> <td>\$404-\$467</td> </tr> <tr> <td>2 Bedrooms</td> <td>758-818</td> <td>15</td> <td>\$503-\$555</td> </tr> <tr> <td>2 Bedroom Duplex</td> <td>1,148</td> <td>1</td> <td>\$540</td> </tr> <tr> <td>3 Bedroom Duplex</td> <td>824-1,113</td> <td>3</td> <td>\$633-\$636</td> </tr> </tbody> </table>	Type of Unit	Size (SF)	Number	Rent	1 Bedroom	560-601	29	\$404-\$467	2 Bedrooms	758-818	15	\$503-\$555	2 Bedroom Duplex	1,148	1	\$540	3 Bedroom Duplex	824-1,113	3	\$633-\$636
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<b>Projects Costs</b>	<p>Total Costs: \$4.4 million</p> <p>Site Acquisition: \$364,384</p> <p>Construction &amp; Site Improvement: \$2.9 million</p> <p>Other Costs: \$1.1 million</p>																				
<b>Project Financing</b>	<p>State of Oregon Housing Trust Fund Grant (\$100,000)</p> <p>Low-income housing tax credits</p> <p>Oregon lenders tax credits</p> <p>Consortium of local lenders</p>																				
<i>Source: Hammer, Siler, George Associates</i>																					