

The 79th Street Corridor Partners in Progress Initiative Community Action Plan



Creating a Community of Opportunity and Prosperity

**Prepared for Neighborhood Housing Services of South Florida
by the Southeast Florida Regional Prosperity Institute
at the South Florida Regional Planning Council
April 2015**



79th Street Corridor Action Plan – 2015

With Gratitude and Appreciation

Neighborhood Housing Services of South Florida and the 79th Street Corridor Initiative would like to thank the many individuals and partner organizations who generously contributed of their time and resources to support the development of this Action Plan.

We would especially like to thank the *Partners in Progress* Partnership of Citi Foundation, Low Income Investment Fund, and the Federal Reserve Bank of San Francisco. The Citi Foundation, through its Partners in Progress initiative, has provided generous support to NHSSF that has enabled us to pursue this body of work and develop this Action Plan to drive economic opportunities for the 79th Street Corridor.

79th Street Corridor Initiative Steering Committee

79th Street Business Association
79th Street Community Redevelopment Agency
79th Street Corridor Initiative, Inc.
African Heritage Cultural Center
BankUnited
Beacon Council
Carrfour Supportive Housing
Catalyst Miami
Church of the Open Door
Citi Community Development
Ecotech Visions
Empower U
Everett Painting Company
Florida Department of Transportation
Liberty City Trust
Miami Children's Initiative
Miami Dade College, Carrie P. Meek Entrepreneurial
Education Center
Miami-Dade Cultural Affairs Department

Miami-Dade Expressway Authority
Miami-Dade Public Housing and Community
Development Department
Miami-Dade Public Works
Miami-Dade Regulatory and Economic Resources
Department
Miami-Dade Transit
Miami-Dade Water and Sewer
Model City Advisory Committee
Neighborhood Housing Services of South Florida
New Synergies
New Urban Development
North Central Neighborhood Association
Northside Centre
Safe Design
South Florida Regional Planning Council
West Little River Advisory Committee



With special appreciation to County Commissioner Jean Monestime (District 2) and County Commissioner Audrey Edmonson (District 3) for their continuous support and advocacy on behalf of the 79th Street Corridor and community.

With additional thanks and recognition for their support and contributions:

Dr. Frederick Bloetscher, Florida Atlantic University
Dr. Paul S. George, Miami Dade College
Brian Gillis, Gillis Planning
Ken Stapleton & Associates
Lambert Advisory
Health Council of South Florida

Photo credits:

Historic photographs provided by:
The Allen Morris Company
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Vision Statement

The 79th Street Corridor is a vibrant, safe, and economically sustainable community with rising incomes and property values that is attractive to families of mixed incomes, businesses, and entrepreneurs.

It is a “community of choice” and opportunity where people come to live, work, learn, visit and invest.

Theory of Change

The 79th Street Corridor Initiative will identify and build upon the community’s people, prime location, and other people- and place-based assets to bring additional investment, infrastructure, and business and community amenities to the 79th Street Corridor, the community, and neighborhoods.

NHSSF, in partnership with the 79th Street Corridor Initiative, Inc. and the 79th Street Corridor Steering Committee, will do this by leveraging and investing in and around the area’s rich transit infrastructure, and marketing its affordable and convenient location to key employment and trade centers, significant inventory of underutilized industrial land, and natural resiliency to extreme sea-level rise and storm surge.

The 79th Street Corridor Steering Committee will build support and attract additional investment into the 79th Street Corridor and community by connecting its efforts to local, regional, state, and federal economic and community development activities.







Introduction

BACKGROUND

KEY IDEAS FOR TRANSFORMING SYSTEMS AND COMMUNITIES



INTRODUCTION

Current best practices suggest a comprehensive and strategic approach is needed for successful community development. Generally the conditions for economic investment include quality housing, schools, healthcare, and community amenities. The question becomes “What mix of services and activities will best address the needs of area residents and businesses?”

The goal of the 79th Street Corridor Initiative is to align and integrate systems, activities, and investments that will enhance economic prosperity, social equity, and environmental quality. In doing so, the 79th Street Corridor Initiative Steering Committee believes that the community will move from poverty to prosperity and from blight to beauty. Through this effort, the 79th Street Corridor community will develop a strong economy in which all residents and businesses have the opportunity to be engaged, fulfill their potential, and prosper.

The 79th Street Community Action Plan (CAP) builds upon the many assets which can be found in the community, including community residents and leaders, businesses, housing, and transportation infrastructure. The CAP will be used to guide community enhancement and strategic investment opportunities to advance the economic, environmental, and social well-being of the community. Specifically the CAP provides critical information and action items that will help guide the continued transformation of the 79th Street Corridor from a community that has been challenged by social, economic, and environmental conditions into a community of opportunity synonymous with health and prosperity.



BACKGROUND

In November 2013, Neighborhood Housing Services of South Florida (NHSSF) was one of thirteen grantees selected nationwide by Citi Foundation, Federal Reserve Bank of San Francisco, and the Low Income Investment Fund to participate in the Partners in Progress (PIP) Initiative. This initiative is aimed at transforming community development and the lives of people across the country.

This PIP funding is supporting research and the development of a comprehensive Market Study, this Action Plan, and the formation of the 79th Street Corridor Steering Committee. This effort represents a renewed commitment to working through collaborative partnerships and an integrative approach to community and economic development in the 79th Street Corridor.

A hallmark of the PIP approach is NHSSF’s leadership as the community “Quarterback” who organizes and leads a team of multi-disciplinary players who work together across silos to integrate people- and place-based strategies that will result in healthy communities. Something more than shared, coordinated action, the team’s mindset is to function as one unit focused on doing whatever it takes to create lasting positive change in the community.

The team recognizes that “communities of opportunity” are created through the active integration of place-based and people-based approaches to community development and investments. Prosperity and an improved quality of life are achieved when

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there is a “convergence of vibrant places, effective systems (education, workforce development, transportation, housing, etc.), rich networks, and quality jobs.”

NHSSF has created a record of success and leadership in sustainable neighborhood change strategies since its creation in 1978. NHSSF is a Community Development Financial Institution (CDFI), a licensed mortgage lender, a licensed real estate brokerage company, a HUD-certified housing counseling agency, and a Community Housing Development Organization (CHDO). NHSSF, in the role of community “Quarterback,” has organized a broad-based Steering Committee of public, private, nonprofit, philanthropic, community, and civic leaders.

These leaders are charged with developing and implementing a comprehensive community action plan that will transform the 79th Street Corridor and surrounding community into a healthy, safe, prosperous, opportunity-rich, and vibrant community for residents, businesses, and Miami-Dade County as a whole.

KEY IDEAS FOR TRANSFORMING SYSTEMS AND COMMUNITIES

A new approach to community and economic development is needed to understand and manage the complex and connected collaborative environment in which communities, organizations, and institutions must work today.



NHSSF Staff at Community Event

The book, “Investing in What Works for America’s Communities: Essays on People, Place & Purpose,” contains key ideas about how to bring about positive change in communities. A few are paraphrased here:

- People are assets, not problems. The leadership that is needed in every community is already there. The opportunity lies in releasing people’s potential to move forward together.
- Keep it simple. Do what works.
- “Collaboration is the New Competition” - Invest in dynamic collaboration, distributed leadership, partners.
- Use data and a clear set of measurable results to drive decision making and create accountability.
- Use existing resources more efficiently and effectively. Past programs may not meet future needs.
- Use “accelerators” such as Big Data, technology,



INTRODUCTION

and Social Media to change long-broken systems and connect the community.

- The Internet and globalization are changing the notion of community. Social media is connecting people and creating new communities.
- Focus on people and place. Invest in human development, place-based infrastructure, and connect people to opportunities. Mobility and connectivity are essential to future success.
- Connectivity and Systems thinking are critical. Build cross sector collaborations to work across themes and connect systems such as transportation, education, workforce development, housing, social services, economic development, and small business creation.
- Create a strong civic infrastructure and embrace long-term systems innovation. This innovation may be disruptive and resisted but it is necessary.
- There are “program rich” but “system poor” communities.
- Prosperity development happens when there is a convergence of People, Place, and Opportunity.

The Partners in Progress partnership of Citi Foundation, Low Income Investment Fund, and the

Federal Reserve Bank selected the 79th Street Corridor Initiative to actualize the collective vision and goals for the area.

The establishment of the 79th Street Corridor Steering Committee distinguishes the development of CAP from previous efforts because the CAP process led to the creation of committed group of community champions who will use the plan to bring about transformational change. “Collective Impact” initiatives such as the 79th Street Corridor requires the conforming of individual agendas in favor of a collective approach to achieving community and economic development goals. These efforts involve “a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measures, continuous communication, and mutually reinforcing activities among all participants.”

The Steering Committee is comprised of staff from public, private, non-profit, and philanthropic organizations. This multidisciplinary team led by the Neighborhood Housing Services of South Florida will act and speak with one voice. This committed group will use their talent, knowledge and influence to support, attract, and direct needed community investments.





Executive Summary

APPROACH

KEY FINDINGS

TRANSFORMATION



EXECUTIVE SUMMARY

The 79th Street Corridor Partners In Progress Initiative is an important component of furthering various development programs aimed at creating a prosperous community, vibrant and inclusive economy, and improved quality of life.

APPROACH

The *79th Street Corridor Partners in Progress (PIP) Initiative Community Action Plan (CAP)* provides a comprehensive, collaborative, project-focused, and action-oriented approach to broad-based “prosperity development” in the 79th Street Corridor community. This plan considers the PIP Initiative within the context of local, regional, state, and federal programs to provide connectivity; create opportunities for broader partnerships; and identify additional resources for implementation.

There is a wealth of information, studies, and recommendations that have been developed over the years to spur community and economic development in the 79th Street Corridor. The Community Action Plan builds upon this valuable base of research and information, community and stakeholder surveys and interviews, and direction and feedback from community meetings.

This Community Action Plan was developed by reviewing existing documents on the area, compiling data, meeting with residents and the business community, and by presenting and vetting the CAP with the 79th Street Corridor Steering Committee. A table of the major plans and reports reviewed are

presented in the Appendix. Other documents are referenced throughout the CAP. This Plan builds upon existing resources and work.

Meetings with residents and business stakeholders were held to apprise attendees of the Community Action Plan development process, better understand community concerns, and identify potential solutions. The Community Action Plan was presented, reviewed, and discussed at the monthly steering committee meetings.

The resulting Community Action Plan contains the most broadly supported and “transformative” strategies that have been identified in previous documents and discussed by residents, business owners, and steering committee members. Assets, challenges, and opportunities are highlighted in this Community Action Plan. Outcomes, objectives and short-, medium-, and long-term action steps and strategies were developed to address long-standing community issues, make needed physical improvements, and attract new investments.

KEY FINDINGS

The 79th Street Corridor and surrounding community have been the focus of extensive study, planning, policy initiatives, and programs over many years. Progress has been made with the support of many partners including area residents; federal, state, and locally elected officials; the Miami-Dade Board of County Commissioners (including Commissioners Monestime and Edmonson who represent the



EXECUTIVE SUMMARY

community) and Mayor; county staff; and committed public, private, non-profit, and philanthropic partners.

Review of the work that has been accomplished and evidence of growing public and private investment in the 79th Street Corridor reveals that much of the research, planning and policy framework needed to support transformational change of the area has been put in place. Common themes found throughout many of these reports, as well as community surveys and interviews, are reflected in the Action Items.

Key Challenges

- Limited income diversity
- Workforce is undereducated and undertrained
- Single-family housing stock is older and smaller compared to the other areas of the County
- There are limited market rate housing opportunities
- Current building infrastructure does not support business expansion
- Street infrastructure does not ensure safe and comfortable pedestrian movement
- Smaller parcel sizes limit larger development projects
- Supermarkets, restaurants, prime retail and office space are limited

Key Opportunities

- Engaged Residents and Business Community
- Locational and Environmental Advantages
- Rich Transportation Systems

- Land Availability for Development
- Industrial Opportunities
- Economic Development Designations

TRANSFORMATION

This Community Action Plan provides an initial framework around six action areas with specific, reasonable, and measurable tasks that can be accomplished within the next 10 years or less. The CAP will be reviewed and updated regularly to reflect accomplishments, tasks to be completed, new partners, and new community and economic development priorities.

The Priority Action Areas are:

- Create a Range of Housing Options
- Improve the Appearance and Vitality of the Built Environment
- Foster Economic Development and Create Diverse Employment Opportunities
- Create an Environment that Supports Healthy Behaviors
- Create Ladders of Opportunity through Lifelong Learning
- Build and Maintain Community and Steering Committee Capacity and Engagement

It should be noted that the Action Areas and related Action Items are a point of beginning, not ending. They should be continuously updated to reflect new information, opportunities, and community priorities. The absence of a particular Action Item or Action Step



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does not mean that it is not important or should not be addressed as part of a comprehensive community and economic revitalization strategy.

The challenge that remains is how to bridge the gap between research and planning to investment and implementation. How does one develop the broad-based political will and unwavering commitment necessary from diverse partners, to realize the investment of professional and financial resources of the magnitude necessary to change the conversation from one of assisting a community of need to one of realizing the untapped potential of a community of opportunity?

Maintaining the momentum of the Steering Committee is crucial to the accomplishment of the Action Items. The committee members are charged with bridging the gap between planning and implementation. The Committee builds the political will, identifies funding, appraises the residents of their efforts, liaises with key partners, updates the Action Areas and Items, and ensures that community needs are met through the fulfillment of the CAP.

Performance measurement provides critical information that can drive decision making and advance social innovation. The compilation of micro-level data, establishment of baseline conditions, development of key measures of success, and collection of relevant data, will be critical to track the effectiveness of 79th Street Corridor Partners in Progress Initiative and the community's transformation.

trans·for·ma·tion

noun \ˌtræn(t)s-fər-ˌmā-shən, -fər-\

: a complete or major change in someone's or something's appearance, form, etc.

– Merriam Webster





The Soul of the 79th Street Corridor Initiative

COMMUNITY HISTORY

COMMUNITY PROFILE

ASSETS AND OPPORTUNITIES

LOCAL, REGIONAL, STATE, AND FEDERAL CONTEXT



THE SOUL OF THE 79th STREET CORRIDOR INITIATIVE

COMMUNITY HISTORY

The history of North Central Miami-Dade and the NW 79th Street Corridor is intimately tied to the history of blacks in Miami and Miami-Dade County. In its early history, the NW 79th Street Corridor, in then Northwest Dade County, served as the primary east-west transportation corridor connecting tourists and residents from the region, Miami Beach, Miami, and surrounding areas to Hialeah and the Hialeah Park Race Track, both of which were established in 1925.

From the 1940s through the 1960s, the 79th Street Corridor, particularly at the intersection of NW 2nd Avenue, was a vibrant hub of retail, commercial, and family-oriented activities including a movie theater, shopping, and dining opportunities. With the Miami building boom of the mid-1920s, Little River began to transition from a farming community along the river into a residential community. Area residents now flocked to NW 79th Street from the Little River community to the north and Lemon City, now present day Little Haiti, to the east.

The history of Miami's black community and what it has endured over the last 100 years has been punctuated with segregation, racial strife, violence, and substandard living conditions. The challenges are tempered by the indefatigable efforts of an upwardly mobile, hardworking black community with a vibrant culture from the Caribbean and the southern States, businesses, and strong family values.

In the 1930s, most of Miami's black community lived in "Colored Town," the area northwest of Miami's central business district. Business and political leaders, desiring to expand the business district, engineered the relocation of blacks from Colored Town, later referred to as the "Central Negro District" and eventually Overtown, to Liberty City with the assistance of New Deal housing programs and agreements among the era's power brokers.



In 1937, Liberty Square, a 247-unit public housing project funded by the federal Public Works Administration, jump started the growth of existing Liberty City. Designed as housing for families who would eventually transition from public housing to home ownership, Liberty Square offered residents new housing, a community center, grocery store, doctors' office, and most importantly, an opportunity for upward mobility. Regretfully, over time the community was overwhelmed by over investment in low quality, multifamily apartments developed with Section 8



THE SOUL OF THE 79th STREET CORRIDOR INITIATIVE

financing, poor management of Liberty Square, segregation, inadequate infrastructure, displaced residents from other communities, and injustice. Liberty City and Liberty Square transitioned from a small community offering upward mobility into a community besieged by a number of challenges and troubles.

As this plan is focused on community and economic development, of note is that the 1988 McDuffie Riots alone is estimated to have resulted in as much as \$100 million in damage to the Liberty City community and surrounding areas. This does not include the value of opportunities lost as black communities were subsequently passed over by investors.

The pattern of displacement and segregation of blacks away from the City of Miami's white community and business district; white flight, redlining, and urban renewal programs; the placement of sometimes undesirable industrial uses in the communities of others; the construction of I-95, and later I-395, through the heart of Overtown in the 1960s; and ironically school desegregation, all have contributed to what the 79th Street Corridor and community is today.

In late 1959, in response to several lawsuits following the 1954 U.S. Supreme Court decision of *Brown vs. Board of Education*, the Dade County School Board moved to integrate Orchard Villa Elementary in Liberty City and Air Base Elementary in Homestead. The reaction from the predominantly white community was swift. Whites took their children out of Orchard Villa Elementary and began to move out of the community. Within weeks the school was virtually all black and by

Christmas 1960, Orchard Elementary was an all-black school.



In 1960 the development of Northside Shopping Center by the Allen Morris Company, a community landmark which continues to serve as an important hub of activity and meeting place, was reaching completion. Photo courtesy of The Allen Morris Company

At the time of its opening Northside Shopping Center was the largest regional shopping center in the southeastern United States. Photo courtesy of Don Boyd (DonBoyd.net)



The development of several new suburban communities within the county facilitated the relocation of white residents. By the 1970s, the 79th Street Corridor and neighboring communities had largely completed its transition from predominantly white to predominantly black.

The 79th Street area was designated a Community Redevelopment Area (CRA) by the County Commission in May 2009 as a result of a study conducted by Keith and Schnars, earlier the same year. The report documented the existence of unsanitary and unsafe conditions, higher crime rates and code violations; outdated buildings; abandoned and derelict properties;



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a large number of vacant properties dispersed throughout the community creating an atmosphere of neglect and abandonment; and overcrowding conditions. Code violations were documented at 15.4 per thousand persons as compared to 3.5 per thousand for the county. Crime was estimated at six times the rate of that of the county per thousand persons at the time of the study.

In recent years, Miami-Dade County and area stakeholders have moved aggressively to create a more fruitful environment for community and economic development activities and investment. Numerous studies and planning efforts have been undertaken with an eye toward understanding what steps must be taken to improve the quality of life in the community. Furthermore, the area benefits from a number of designations designed to encourage economic and community development.

These designations include CRA designations for the 79th Street Corridor and NW 7th Avenue with their accompanying tax increment finance districts, as well as Empowerment Zone and Enterprise Zone designations. It is a county designated “Targeted Urban Area” and contains two Neighborhood Revitalization Strategy Areas. Developers can access myriad incentives with the redevelopment of area brownfield sites.

The area is further enhanced with updated zoning and land development regulations as part of the North Central Urban Area District Ordinance. These updated zoning and land development regulations facilitate the development of higher density, mixed-used, transit-

oriented development in the area. The County is working to develop and implement a Green Technology Corridor between 27th and 37th Avenues.

Today, the 79th Street Corridor and surrounding community is home to some of the County’s most extensive transit infrastructure and a large inventory of underutilized industrial land. Community residents boast strong, multigenerational ties to the area and are committed to its revitalization. They know that their community is a prime location for new, well-designed growth that will provide new generations of youth and residents with good transportation, housing, shopping, and employment opportunities.

COMMUNITY PROFILE

This community profile provides the reader with an overview of the 79th Street Corridor both in terms of people and place and provides the context for the action steps developed in this plan to revitalize and transform the community.

Place

Located within unincorporated North Central Miami Dade, the community is comprised of several residential, commercial, and industrial areas and includes the neighborhoods of Arcola Lakes, Model City, Gladeview, and West Little River.¹

The 79th Street Area also borders the City of Miami to the east, Brownsville and the City of Miami

¹ Appendix – Map 1

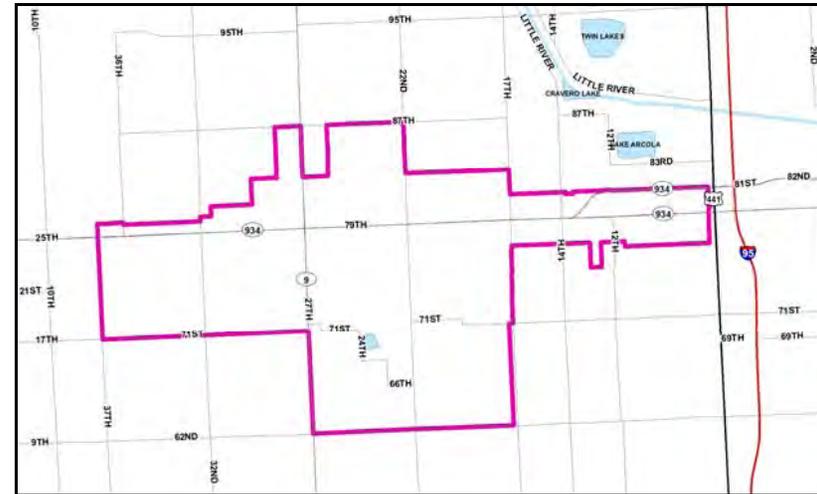


THE SOUL OF THE 79th STREET CORRIDOR INITIATIVE

neighborhood of Liberty City to the south, and the City of Hialeah to the west. The specific boundaries of the “Corridor” are 87th Street to the north; NW 7th Avenue to the east; NW 62nd Street to the south and NW 37th Avenue to the west. The community is located between I-95 to the east and Metrorail and Tri-Rail to the west.²

Commercial activity is primarily located along 79th Street and NW 27th Avenue. The area has significant industrial space and uses along the South Florida Rail Corridor from south of 79th Street to Miami International Airport, and in Poinciana Park. Poinciana Park comprises approximately 115 acres in the Model City / North Central part of Miami-Dade County. The boundaries are NW 79th Street on the north, NW 22nd Avenue on the east, the Florida East Coast (FEC) railway tracks on the south and NW 27th Avenue on the south.

The 79th Street Corridor’s central location to employment and manufacturing centers; inventory of valuable and underutilized industrial land; ample supply of vacant and underutilized land, particularly along key transportation and commercial corridors; and extensive transit and rail infrastructure are a few of the assets rarely found elsewhere in the County.



The area benefits from a number of designations designed to encourage economic and community development. Designations include CRAs for the 79th Street Corridor and NW 7th Avenue with accompanying tax increment finance districts, Empowerment Zones, Enterprise Zones, “Targeted Urban Area,” “Miami-Dade Green Technology Corridor,” Brownfield Areas and Neighborhood Revitalization Strategy Areas. Developers can access myriad incentives with the redevelopment of area brownfield sites. The area is further enhanced with updated zoning and land development regulations as part of the North Central Urban Area District Ordinance. These updated zoning and land development regulations facilitate the development of higher density, mixed-used, transit-oriented development in the area.

² Appendix – Map 2



THE SOUL OF THE 79th STREET CORRIDOR INITIATIVE

Study Area Geography

The 79th Street Corridor area is discussed in the context of three different but connected geographies in the 2014 “NW 79th Street CRA Target Market Area: Economic, Market and Strategic Planning Study” (Market Study) prepared by Lambert Advisory.

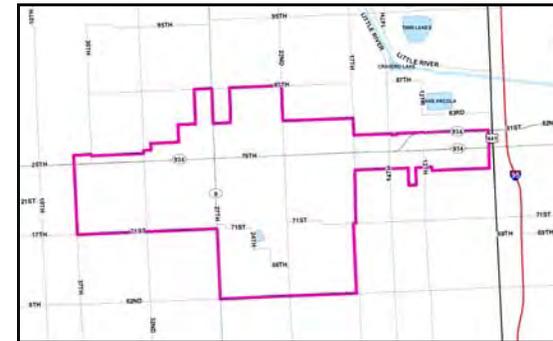
These geographies are the: 1) 79th Street CRA, 2) “Study Area”, and 3) “Trade Area.” While this plan is specifically focused on the 79th Street CRA, investments by local, state, regional, and federal partners in the larger Study Area or larger Trade Area, can positively influence the 79th Street CRA and its residents and businesses.

With reference to the accompanying maps:

1. The 79th Street CRA is bordered in red. This area encompasses the community for which this Action Plan is written.

The 79th Street Corridor CRA is located in the west-central portion of Miami-Dade County. It extends approximately two miles from NW 7th Avenue at the east end to NW 37th Avenue at the west end. At the west end, it includes only those parcels fronting on NW 79th Street on the north side, but extends south for about one third of a mile to include an industrial area centered around the FEC railroad tracks running approximately parallel to 79th Street. The center portion, between NW 17th and NW 27th Avenues, widens considerably to extend to NW 61st Street on the south to NW 87th Street on the north, a distance of about one mile. The east end, east of NW 17th Avenue,

is less than a thousand feet wide, and centered on 79th Street. The overall area encompasses about 1,254 acres.³



2. The larger “Study Area,” pictured below, is made up of sixteen 2010 Census Block Groups that include the 79th Street CRA area. In the Market Study, these block groups are used to examine population, household, economic and employment trends, and forecasts for the 79th Street CRA.



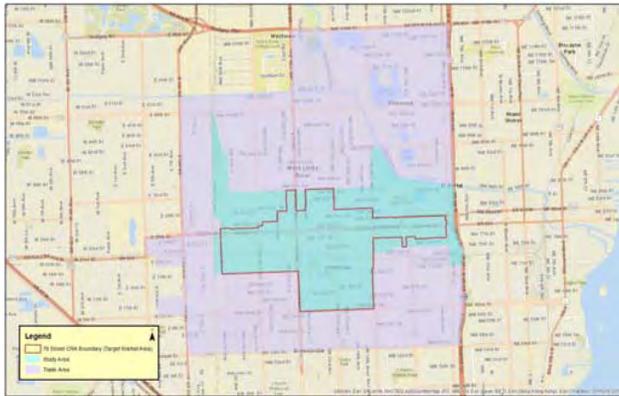
Courtesy of Lambert Advisory

³ 79th Street Community Redevelopment Plan, 2010



THE SOUL OF THE 79th STREET CORRIDOR INITIATIVE

3. Larger still is the 79th Street CRA's retail "Trade Area," referred to in the Market Study as the Greater TMA Trade Area. This area is the "primary trade area" from which CRA area businesses are likely to attract customers. This area is shaded in purple in the following map.



Courtesy of Lambert Advisory

Housing

According to the Market Study, completed in August 2014, single family housing is the predominant form of housing (56%) in the Study Area. The area's housing stock is much older, smaller, and, in some cases, obsolete with the maintenance issues of older homes including the lack of connection to a central sewer system. Fifty-six percent of the Study Area's housing stock was built before 1960 in contrast with the County's housing stock that has only 25% built before 1960.

Forty-two percent of the homes within the Study Area have an average of two bedrooms with 1,421 square feet. In contrast, on average, housing in the County exceeds 2 bedrooms and 2,000 square feet. Single family housing values are 65% lower within the Study Area than within the County as a whole. Single-family housing stock is much smaller and older compared to other parts of Miami-Dade County.

The Study Area has a higher percentage of multifamily housing, duplexes, and rental housing than the County as a whole. Six mobile parks extending over 617 individual lots provide some of the most affordable living accommodations. While some of these mobile parks are well maintained, others are obsolete and potentially hazardous for residents.

A 79th Street Master Land Use Plan was created in 1999. The Master Plan used a macro-lens to identify catalyst projects. The Master Plan also provided the framework for a community redevelopment plan from which the 79th Street Community Redevelopment Agency was formed in 2009. The creation of the CRA included a tax increment financing (TIF) district and offered incentives to spur development. The Master Plan was used to guide rezoning of the area and facilitate the establishment of Transit Oriented Development (TOD) in 2010.

There has been considerable investment in quality affordable housing since the Master Plan was implemented. Six multifamily rental units have been constructed since 2004.

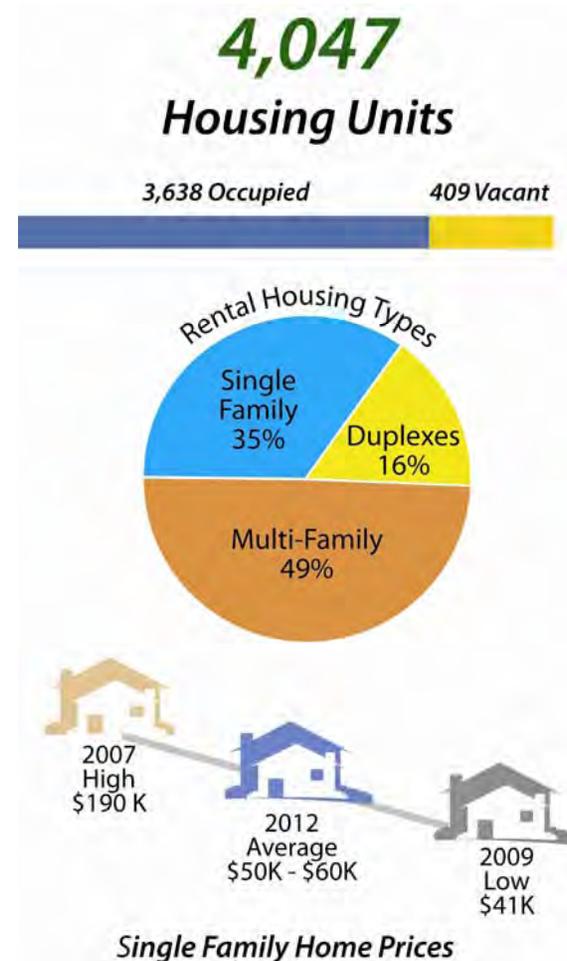


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- Northside Transit Village
- Valencia Pointe
- Regency Pointe
- Hibiscus Point
- The Corinthian
- Northpark at Scott Carver Apartments

The area around Miami-Dade County's Northside Station now features significant private investment in a new Walmart Store at the intersection of NW 79th Street and NW 32nd Avenue, and an attractive apartment complex that will attract residents, investment, and bolster the local economy.

79th Street Study Area



Source: U.S. Census ACS 2008-2012



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Understanding Data Sources

American Community Survey Data (ACS), the only source of socio-economic characteristics of the resident population for small areas, is helpful in that it is updated yearly, and annual totals are published for large geographies. For the smallest geographies, the data is published only for a 5-year cumulative sample. It is limited in that it is not available at the very smallest scale (the block), which is often necessary to get very specific information about a particular community with clearly defined boundaries. In practice this means that ACS data is not available at the precise geography of the CRA. Additionally, because the American Community Survey is a sample, there can be large margins of error at the smallest level of geography, the block group. Where the data is referenced as "2008-2012 American Community Survey (ACS)," please keep in mind that this is based on a cumulative sample of households in the referenced years. It is not a precise measure of what is happening in any given year, or year to year.

All ACS data is drawn for the larger, blue "Study Area" geography, made up of 2010 Census block groups, not the smaller CRA blocks. As such, ACS data should not be interpreted as accurately representing the CRA characteristics.

Decennial U.S. Census Data is helpful in that it is a "complete" collection of data from every home. This data at the block level, which is different from the block group, makes it possible to report population (age, gender, race/ethnicity and household relationship) and housing unit (occupancy and tenure)

characteristics with greater geographic precision of the smaller CRA area. The shortcoming of the data is that it is collected every ten years and so available data may not reflect the most current community realities. Also, none of socio-economic characteristics of the population are included in the 2010 Census.

Because of their very different characteristics, the comparison of U.S. Census Data to American Community Survey (ACS) Data can lead to erroneous conclusions. Both data sources are useful for different purposes.

This report provides both ACS 2008-2012 data which is a valuable tool for comparing the Study Area (blue area) characteristics with Miami-Dade County as a whole. It also provides 2010 U.S. Census Data which provides more precise information about the 79th Street Corridor CRA and community which is the area outlined in red.

Population

According to the recent Market Study conducted by Lambert Advisory as part of the 79th Street Corridor Initiative, the 2008-2012 American Community Survey (ACS) places the population of the Study Area at 19,037. U.S. 2010 Census data indicates that the population of the CRA area is 11,352. This compares to Miami-Dade County as a whole with a population of 2.51 million.

The Market Study projects that the population of the Study Area is expected to increase 1.8% annually over the next 10 years. This is nearly double the rate of



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growth for the County overall. This bodes well for the community if it is able to position itself for increased growth through the development of new employment and housing options, including market rate housing.

Household and Per Capita Income

Based on 2000 and 2010 U.S. Census Data, the population of the Study Area decreased from 23,369 in 2000 to 20,248 in 2010 even as the population of Miami-Dade County grew by approximately 250,000 residents during the same period.

Additionally, in 2010, the Study Area had a larger number of renter-occupied households (51.9%) than Miami-Dade County as a whole. The CRA had 62% of renter-occupied households. Miami-Dade County had a larger percentage of owner-occupied households at 55.8%. Lambert Advisory reviewed household income as a critical indicator of retail and housing demand. According to the 2008-2012 ACS, the reported median household income in the Study Area was \$29,783; considerably lower than the higher median household income of \$43,464 in the County. According to the 2008-2012 ACS, per capita income in the Study Area was reported at \$13,142. This compares to the 2008-2012 ACS per capita income of \$23,304 for the County as a whole.

These numbers are important in that they reflect, on average, generally lower income and, potentially, the lesser ability of residents in the Study Area to support area businesses when compared to the County as a whole.

Age

The residents of the CRA are slightly younger in terms of median age than the Study Area and County as a whole. In 2010, the average median age of the CRA resident population was 32.1 years of age with male residents younger than female residents. Male residents of the CRA had an average age of 30.1 in comparison to females who had a median age of 34.0.

In the Study Area, the median age was reported at 33.9 years of age as compared to 38.2 years of age for county residents as a whole. This indicates that services and amenities targeting a younger population are likely to be of somewhat greater importance than in the County as a whole.

Racial Diversity

According to 2010 U.S. Census Data, the residents of the CRA are racially diverse with a large number of African American residents and a growing Hispanic population. A small number of the residents identify as White, Asian, Native American or Other. Black (68.66%) and Hispanic (28.59%) residents represent a little over 97% of the area's population.



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Educational Attainment

The educational data from the 2008-2012 ACS highlights a key challenge facing residents and employers within the Study Area. Of the residents aged 25 years of age or older, 63.75% or approximately 11,463 individuals who have a high school degree or equivalency. This percent is comparatively higher than the Miami-Dade County average of 49.74%.

It is estimated that 7.13% of the residents, 25 years of age or older, of the Study Area, have a Bachelor's, Graduate, or professional degree. This compares to 26.32% of Miami-Dade County residents, 25 years of age or older, with similar degrees. The above percentages highlight a significant educational attainment and performance gap as measured by the attainment of high school, college, Bachelor's or other graduate or professional degrees between residents of the Study Area and residents of the County at large.

This 19% achievement gap between residents of the Study Area, 25 years of age or older, and similarly aged residents of the County, translates in other issues including whether someone is likely to be employed particularly in bad economic times, a lessened ability to earn income and higher wages, and poorer health outcomes.

Employment

A study of employment patterns in the Study Area sheds light on the types of jobs that are available in the Study Area as compared to the County as a whole

and the types of job opportunities residents who live within the area participate in.

The estimates of unemployment rates available from the 2008-12 ACS are not included because they reflect the cumulative impact of a dramatically changing job market over that period. Countywide jobless rates were high during most of the reference period. It is believed that lower levels of educational attainment contributed to higher unemployment rates among residents of the CRA when compared to the county population as a whole.

The majority of residents who live within the CRA work outside the area. LEHD⁴ Origin-Destination Employment Statistics (LODES) data provided by the U.S. Census Bureau indicates that of 2,807 jobs in 2011 found within the CRA, only 45 jobs were filled by area residents. The majority of the jobs (71.5%) were filled by Miami-Dade County residents with other employees coming from outside of the County.

Of the 3,205 workers in the area, 98.6% worked outside of the CRA. Eighty-seven percent worked in Miami-Dade County, with the balance working in Broward and other counties. Additional research is needed to better understand current industries within the CRA, Study, and Trade Areas, resident skill sets, and opportunities to attract business that could employ more 79th Street Corridor Initiative area residents.

Review of the LEHD U.S. Census data for 2011 contains information about the jobs by NAICS Industry

⁴ Longitudinal Employer-Household Dynamics



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Sector held by those working within the CRA as well those working outside of the CRA boundaries.

The top ten job categories held by residents from the CRA working primarily outside of the CRA in 2011 are:

Health Care and Social Assistance	14.0 %
Educational Services	12.8 %
Accommodation and Food Services	12.0 %
Retail Trade	11.2 %
Public Administration	10.0 %
Administration & Support, Waste Management and Remediation	8.5 %
Transportation & Warehousing	5.6 %
Wholesale Trade	4.1 %
Manufacturing	4.0 %
Other Services (excluding Public Administration)	3.6 %
Professional	

In contrast, the ten top job categories within the CRA in 2011 are:

Retail Trade	20.7 %
Transportation & Warehousing	19.2 %
Wholesale Trade	16.1 %
Accommodation and Food Services	9.6 %
Manufacturing	8.5 %
Finance & Insurance	5.1 %
Real Estate and Rental and Leasing	5.1 %
Health Care & Social Assistance	4.2 %
Administration & Support, Waste Management and Remediation	3.2 %
Construction	2.4 %

There appears to be a mismatch between the jobs that residents seek and the jobs currently available within the CRA boundaries. To the extent that the Steering Committee wishes to create an environment where residents both live and work in the community, a diversification and expansion of employment opportunities particularly in the areas of Health Care and Social Assistance, Educational Services, Accommodation and Food Services, Retail Trade, and Public Administration and Support should be explored. Building upon the work completed by Lambert Advisory in the Market Study, an additional assessment of the office and technology requirements for these types of employers should be conducted along with a development strategy to create the amenities needed by these employers.

The 79th Street Corridor has several features that can be leveraged and marketed to further develop the area into a hub for freight, warehousing, wholesale trade, and industrial uses. These important attributes include transit, rail infrastructure, industrial zoning, underutilized land, and vacant parcels that can be cleaned up, assembled, and redeveloped.

There is an opportunity to broaden the base of employment opportunities to create greater economic growth and resilience by expanding trade, transportation, tourism, and green technologies. The potential development of a free trade zone, new market-rate housing, and additional employment opportunities will also help attract new residents and investments to the community.



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Diversification of the resident and working population to include higher earning professionals, individuals, and families will provide new economic and employment opportunities for local businesses and residents. A broadened base of employment opportunities with higher paying jobs will make the community more attractive to investors who can create the amenities that residents would like to see such as more restaurants, a movie theatre and other entertainment venues, and a greater range of employment, residential, and shopping opportunities.

79th Street CRA Area

Total Population
11,352



Black
69%



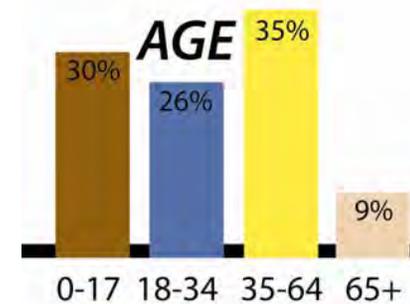
Latino
29%



White
1%



Other
.62%



Source: 2010 U.S. Census



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Community and Political Landscape

The unified, broad-based political support of residents, the business community, community stakeholders, key institutions, and elected leaders is critical to the success of the 79th Street Corridor Initiative. Their time and commitment, leadership, expertise, resources, and strategic investments are needed to create and sustain transformative improvement of the community over time.

Key strategies for the NHSSF, Steering Committee, and other stakeholders must include continued building and expansion of the partnership collaborative. A marketing and advocacy strategy, thoughtfully tailored to the intended audience, must effectively convey the compelling economic and/or social rationale for strategic and substantial investment in the area. Creating and articulating the “win, win” strategy for supporters, investors, and community residents is important.

It is important to communicate to diverse stakeholders how ideas and “best practices” are driving strategies; how strategies are driving activities; and how activities, projects and strategic investments have set the stage for transformative change and positive outcomes in the immediate community and Miami-Dade community at large.



Northside Shopping Center Bookbag Giveaway

A quick review of key elected leaders representing, or proximate to, the 79th Street Corridor area provides insight into some of the 79th Street Corridor community’s natural political allies. Political allies are not always elected officials. Identifying important institutional leaders such as university and college presidents provides an example.

Education and advocacy efforts should be directed to residents and the Miami-Dade County Board of County Commissioners, Miami-Dade Legislative Delegation, Miami-Dade County Public Schools, South Florida Congressional Delegation, and state and federal officials, to build broad-based support and a sense of shared ownership and responsibility for the future of the community.

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Elected Officials as of December 2014	Represented by:	Adjacent Districts:
Miami-Dade County Commission	Dist. 2 (Monestime) Dist. 3 (Edmonson)	Dist. 6 (Sosa) Dist. 13 (Bovo)
School Board	Dist. 2 (Bendross-Mindingall)	Dist 4 (Tabares Hantman) Dist 5 (Castillo)
House of Representatives	District 108 (Campbell) District 109 (Stafford)	Dist 111 (Avila)
Florida Senate	Dist. 38 (Garcia) Dist. 39 (Bullard)	
United States Congress	Dist. 24 (Wilson) Dist. 27 (Ros-Lehtinen)	
United States Senate	Marco Rubio Bill Nelson	
Community Council Dist. 8	Subarea 83 (Morley) Subarea 84 (Davis) Subarea 85 (Kinchens)	

Additional detail on County Commission Districts can be found in Appendix – Map 3



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Place-Based and People-Based Economic and Community Development Components Must Work Together to Create an Environment for Positive Change

PLACE-BASED	PEOPLE-BASED
Ensure community amenities, such as affordable daycare and transportation are available to accommodate the needs of residents	Education and work-force training to prepare people for employment; particularly jobs that are expected to grow in the future
Transportation systems can take people to where the good paying jobs are located	Good paying jobs that provide sufficient income to support local businesses, families, and expanded housing market
A mix of housing choices including affordable, workforce, and market rate housing attractive to existing and new residents	Increased access to programs that can assist small businesses with needed capital, business improvements, building rehabilitation, training, and mentorship
Public investment in infrastructure, roadway improvements, and amenities needed to support desired development and attract private investment in the area that will create good paying jobs for area residents and others.	Innovative partnerships between key institutions, community residents and stakeholders to develop and implement a shared community and economic development agenda
Land use, zoning updates, environmental cleanup, and area marketing/branding to encourage new investment in development and redevelopment	Policies to ensure that as development and redevelopment occurs, existing residents and businesses benefit from the activity and are not displaced from the community as a result
Enhance real and perceived community and public safety; Improve community aesthetics	Enhance real and perceived community and public safety; Improve community aesthetics
Diversification of the mix of businesses to include greater commercial, retail, and office space opportunity	Broad-based political support, will, and funding strategies to support needed investments
Develop new or upgraded commercial, retail, and office space for businesses	



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ASSETS AND OPPORTUNITIES

Location, Location, Location!

Anecdotally speaking, three things matter in property: location, location, location. The 79th Street Corridor area is centrally located with easy access to I-95 and several important north-south roadways including NW 27th Avenue, NW 37th Avenue, and NW 7th Avenue (US 441). The Corridor is also well served by transit including bus lines, regional rail and elevated train to major local and regional employment centers.

Affordable, Developable Land for Business Ventures and Housing

It is estimated that approximately 20% of the 79th Street Corridor land is currently vacant. Much of the land along key transportation and commercial corridors is currently underdeveloped and underutilized at its full potential. Miami-Dade County owns the majority of the land in the Corridor and is willing to work with potential investors to streamline the development process to create and facilitate employment and economic development opportunities.

In addition to retail and community amenities, a key community asset is Poinciana Industrial Park which comprises approximately 115 acres located in the Model City/North Central part of Miami-Dade County. In 2012, Miami-Dade County controlled approximately 37 acres within Poinciana Industrial Park. Efforts continue towards the creation of public/private

Retail Amenities

- Northside Shopping Centre
- Flea Market
- Walmart

Community Amenities

- Florida Department of Health Clinic
- Arcola Lakes Library and Police Department Complex
- Arcola Lakes Senior Center
- Community Action Agency Headstart Center
- NFL Youth Education Town Center

partnerships to take this asset to its highest and best use.⁵

Additionally, the State of Florida is the primary land owner in the Hialeah Rail Yard which is home to the Tri-Rail/Metrorail/Amtrak Transit Node. While this is one of the county's most important transportation nodes, it currently lacks critical transportation elements, efficient pedestrian connectivity, and an environment that could transform it into an effective multi-modal hub.⁶ Proposals for mixed use transit oriented housing, office, and retail have not been realized. Given the high value return of investment of this area and the extraordinary potential of the area, the 79th Street Steering Committee should actively engage key partners such as the FDOT, SFRTA, Miami-Dade MPO, and Amtrak to fully discuss what economic and community development opportunities can be pursued in the future.⁷

⁵ Appendix – Map 4

⁶ Zyscovich, 2003, pg 41

⁷ See Appendix – Maps 5 and 6



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Transportation, Mobility, and Connectivity

The 79th Street Corridor Study Area contains some of the County's most extensive transportation infrastructure. This infrastructure includes Amtrak's southernmost station at the Hialeah Rail Yard; portions of three rail corridors which accommodate freight and passenger traffic and serves the community's industrial corridor; 79th Street (State Road 934), the historic east-west corridor; and important north-south corridors including NW 7th Avenue, NW 18th Avenue, NW 27th Avenue (SR 817), and NW 37th Avenue. There is extensive Metro bus service in the area which community residents would like to see complemented with an internal community transportation service.

The area's most important business corridors are 79th Street and NW 27th Avenue. On average, more than 30,000 vehicles travel on each road through the community every day. This represents untapped potential customers and revenue for the area. These customers would be more likely to spend their money at area businesses if these corridors were operating at their full potential with well planned, higher density, mixed-used developments featuring residential, commercial, retail, and office uses.

The three rail corridors are the South Florida Rail Corridor (SFRC), Florida East Coast (FEC), and Miami-Dade County Rapid Transit Service (Metrorail). The SFRC is used by CSX and the South Florida Regional Transportation Authority (SFRTA) which operates Tri-

Rail; the region's commuter rail system. The FEC corridor runs adjacent to the area's industrial section and could support its further expansion.

This rail infrastructure provides passenger and freight connectivity to significant trade and employment destinations including Miami International Airport, PortMiami, Miami Intermodal Center, and other important regional destinations such as Port Everglades and destinations northward to Palm Beach County and Jacksonville. As new passenger rail initiatives, such as All Aboard Florida and the Tri-Rail Coastal Link, are considered and implemented, the area's existing rail infrastructure and station areas could be enhanced and utilized in new ways.

The Florida Department of Transportation (FDOT) is an important partner which is needed to help transform the look, feel, and economic productivity of the area. State Roads in the area include 79th Street, NW 27th Avenue, and NW 7th Avenue. These important commercial corridors could be greatly enhanced through the implementation of "Complete Streets" policies designed to create a friendly environment for walking, biking, and transit while improving safety, quality of life, and economic development. The FDOT is also studying how the Florida Rail Corridor and FEC can be enhanced to accommodate projected growth in regional freight operations following the Panama Canal expansion.

Passenger rail infrastructure, augmented by Miami-Dade Transit bus service, presents important opportunities for the development of catalytic transit-



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oriented, multi-use projects around the rail lines, transit stations, and along transit corridors.

Transit stations are “catalytic” projects because they have the potential to create concentrated areas of significant investment which will attract additional development and investment and drive broader, positive improvement in the community. They serve as a significant hub of investment from where additional economic and community development begins and flows.

Mobility and transportation options that connect area residents to key employment centers are a critical component of the community’s revitalization strategy. These systems should be assessed to ensure that residents are able to connect to educational, workforce training, and high-growth, high-wage employment opportunities in a user-friendly and efficient manner.

Industrial Activity

The western section of the 79th Street Corridor area is within a larger industrial corridor known as the NW 27th – 37th Avenue Industrial Corridor. Included within this corridor is the Miami-Dade Green Technology Corridor. The industrial properties within the larger Industrial Corridor are generally older than other industrial areas within the County and do not have sufficient water and sewer lines. The average lease rate for the Industrial Corridor is \$5.58 per square foot which is more than a dollar lower than the average lease rate of \$6.94 per square foot for the industrial areas west of the Airport. The majority of businesses in the Industrial Corridor are well established and have

been in operation for more than one year. The industrial establishments tend to be small employers and occupy small- to medium- size buildings ranging from 2,500 to 40,000 square feet. Despite infrastructure limitations, the Industrial Corridor has a vacancy of 7% compared to 8% in the industrial areas west of the Airport and 12% in Hialeah.

The development of the industrial area within the 79th Street Corridor is a critical component of job and economic development. The industrial area is in close proximity to the South Florida Rail Corridor (SRC) and the Florida East Coast Railway (FEC); two important freight rail corridors. A new rail connection called the IRIS NE Connection will be built to connect the SRC to the FEC. The IRIS Connection will enhance freight and passenger rail mobility in South Florida and improve statewide freight connectivity.⁸

Environment - High and Dry in 2100

Miami-Dade County, in its extensive work and partnership with the four-county Southeast Florida Regional Climate Change Compact and the Miami-Dade Climate Change Task Force, has projected that several areas of Miami-Dade County are likely to be significantly impacted by sea level rise by 2100. This presents a challenge for Miami-Dade County and its communities particularly as the County moves to implement long-term and expensive infrastructure investments.

⁸ IRIS NE Connection Project Fact Sheet, SF Freight Passenger Rail Enhancement Project



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The 79th Street Corridor is not vulnerable to significant flooding because of its geological characteristics, location on the coastal ridge, and soil storage capacity.⁹ Study projections of a worst case scenario of 3 feet of sea level rise at extreme high tide or a Category 5 hurricane event, the community would be relatively safe from flooding. Although the Little River which flows through the community may contribute to minor flooding, the Corridor remains a good investment from an environment standpoint.¹⁰

Economic Development Designations

The area benefits from a number of designations designed to encourage economic development. These include CRA designations for the 79th Street Corridor and NW 7th Avenue with their accompanying tax increment finance districts, North Central Urban Area District Ordinance, and updated zoning and land development regulations.

The 79th Street Corridor has an Empowerment Zone designation and is considered a “Targeted Urban Area” (TUA) by County ordinance. TUAs are designed to meet the needs of economic development priority areas. Projects in the TUAs must spur economic development that attracts new business to the TUAs and creates jobs. Eligible projects in each TUA are reimbursable up to \$3 million. The County has identified seventeen neighborhoods, six commercial corridors, and three empowerment zones as TUAs.

⁹ Public Health Impact of Sea Level Rise: Southeast, Florida

¹⁰ Appendix – Map 7

As mentioned earlier, a portion of the 79th Street Corridor is located within the “Miami-Dade Green Technology Corridor” which is bordered by NW 127th Street to the north, NW 27th Avenue to the east, NW 37th Avenue to the west, and the Miami River to the south. This designation is intended to promote the development of industries involved with renewable energy, energy efficiency, and environmentally beneficial technologies. The Miami-Dade County Targeted Jobs Incentive Fund identifies Clean Energy as an industry eligible for economic development incentives and provides additional bonuses for companies locating in the TUAs.

Two Neighborhood Revitalization Strategy Areas (NRSAs) West Little River and Model City are located within the 79th Street Corridor. The NRSAs represent the areas of greatest socio-economic need within the County and receive funding and service.

The 79th Street Corridor area has several Brownfield sites. These are sites which are generally abandoned, idled or underutilized industrial and commercial properties where expansion or redevelopment is limited because of actual or perceived environmental contamination. Economic incentives, tax credits, low interest loans, and waiver of contamination assessment report review fees are some of the resources available to redevelopers who clean up and develop designated brownfield sites.

Tax incentives are available to spur economic development in the 79th Street Corridor area. In addition to its designation as an Empowerment Zone, the 79th Street Corridor area is also an Enterprise



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Zone. The Enterprise Zone offers fiscal incentives to businesses that locate or expand within the zone, with the objective of encouraging investment and job creation in economically distressed areas. To qualify for these incentives, new jobs have to be created for residents.

LOCAL, REGIONAL, STATE, AND FEDERAL CONTEXT

The 79th Street Corridor Partners in Progress Initiative is an important component of furthering local, regional, state and national economic and community development programs aimed at creating prosperous communities, a vibrant and inclusive economy, and an improved quality of life. Likewise, these programs will help further the successful implementation of the 79th Street Partners in Progress and 79th Street Corridor Initiatives.

In this report the 79th Street Corridor Partners in Progress Initiative is considered within the context of local, regional, state, and federal programs to provide connectivity between these initiatives and create opportunities for broader partnerships and additional resources. A few of these programs and initiatives are briefly reviewed below with key recommendations highlighted later in this report.

LOCAL

The **79th Street Corridor Initiative, Inc.:** (the “Initiative”) was founded in 1999. The mission of the 79th Street Corridor Initiative is to use a Transit Oriented Development (TOD) approach, along with

existing community assets, to transform the NW 79th Street Corridor from a fragmented set of residential, commercial and industrial sites into a community of choice for people to live, work and visit.

The Initiative’s goal is to align and integrate economic prosperity, social equity, and environmental quality. Their vision is that through the policy and practice of sustainable development, the Initiative will develop a strong economy in which all of the residents and businesses fulfill their potential, are engaged, and can prosper in a clean, healthy, and safe environment. The vision would include an economy that has low unemployment rates, high density retail hubs (stores, restaurants, cultural, fitness, banks, etc.), high level of skilled local employment, public/private incentives for sustainable business development, and a range of housing choices with public safety as a core activity.

79th Street Community Redevelopment Agency:

The NW 79th Street Corridor Community Redevelopment Agency (CRA) was established by resolution on May 5, 2009 at the Miami-Dade County Board of County Commissioners.¹¹ Resolution R-604-11 and Ordinance 11-52 adopted by the Miami-Dade Commission on July 19, 2011, approved the redevelopment plan and established the Agency’s Trust Fund respectively. The CRA completed its first full year of operation in Fiscal Year 2011-12.

¹¹Resolution R-566-09 declared the area to be slum and blighted, and approved the selection of a consultant to prepare a plan for the redevelopment of the area



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Miami-Dade County: Miami-Dade County, as the “local government” for the unincorporated North Central Miami-Dade Area which contains the NW 79th Street Corridor and surrounding community, is a critical partner in community and economic development programs and initiatives in the area.

Over the years, Miami-Dade County has spearheaded and been involved in numerous planning and policy initiatives that have created the foundation for increased public and private investment in the community. These studies and initiatives include the North Central Charrette; North Central Urban Area District Ordinance; 79th Street Corridor Urban Study; 79th Street and 7th Avenue Community Redevelopment Areas; Poinciana Park Area Study; NW 18th Avenue/Broadway Boulevard Corridor Study; NW 27 – 37th Avenue Industrial Corridor; MDX State Road 924/Gratigny Parkway Extension; NW 36th Avenue Corridor Study; and the 79th Street Corridor Partners in Progress Initiative.

Transportation Partners: Key transportation partners include Miami-Dade Transit, Miami-Dade Metropolitan Planning Organization, the South Florida Regional Transportation Authority, the Florida Department of Transportation Districts 6 and 4, the U.S. Department of Transportation, and to some extent, Florida East Coast Railroad, CSX, and Amtrak. The public agency partners are working to increase transit access and connectivity, opportunities for transit oriented development, as well as road projects that ensure safety and mobility while, in some cases, advancing community and economic development, and equity. It is important for the 79th Street Partners in

Progress Initiative, in partnership with the 79th Street Corridor Initiative, to coordinate with these partners in order to identify opportunities to advance community and economic development priorities within the community.

Miami-Dade County “One Community, One Goal”: The One Community, One Goal initiative is being led by the Beacon Council with the participation and leadership of many of Miami-Dade County’s corporate, civic, and philanthropic leaders. The initiative has evolved since its launch in 1996 and is now focused on advancing target industries and niche sectors in Aviation, Creative Design, Hospitality & Tourism, Information Technology, International Banking & Finance, Life Sciences & Health Care, and Trade & Logistics. The foundation for growth in all industries is education.¹²

NonProfit Community Development Initiatives: It is important to continue to engage and coordinate with other local initiatives which seek to advance similar interests, goals, and partnerships. One example is the Miami Children’s Initiative Strategic Community Planning effort. Modeled after the Harlem Children’s Zone in New York City, the Miami Children’s Initiative’s primary focus is on Liberty City and its residents. Both the 79th Street Partners in Progress Initiative and the Miami Children’s Initiative seek to improve the quality of life of residents through collaborative partnerships and the implementation of priority policies in early childhood care and education,

¹² To view key documents related to One Community, One Goal please visit: <http://beaconcouncilfoundation.org/onecommunityonegoal/>



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housing, employment, and economic development. Coordination will allow the sharing of best practices, contacts, and information critical to the success of both efforts.

REGIONAL

Seven50: Southeast Florida Prosperity Plan: In October 2010, with the assistance of the South Florida and Treasure Coast Regional Planning Councils, the Southeast Florida Regional Partnership secured a \$4.25 million regional planning grant from the U.S. Department of Housing and Urban Development. Over the course of the three-year grant, these resources were matched by more than \$ 2 million in local match from Partnership members.

In its *Seven50: Southeast Florida Prosperity Plan*, the Partnership has identified key initiatives that will enhance economic development and competitiveness, environmental sustainability, and communities through a focus on broad-based inclusion and access to opportunity. Broadly stated, these initiatives are focused on issues related to Everglades and waterways; balanced mobility (transportation); climate preparedness and resilience; education and workforce; and economic competitiveness and opportunity. These initiatives require continued community support and significant regional and local leadership to successfully move them forward.¹³

¹³ To view the plan, please visit: <http://seven50report.org/>



SFRPC / EDA Comprehensive Economic Development Strategies: The South Florida Regional Planning Council was designated an Economic Development District (EDD) by the U.S. Economic Development Administration (EDA) in May 1994. The functions of the EDD include, but are not limited to preparing and maintaining a Comprehensive Economic Development Strategy (CEDS), assisting in implementation strategies identified in the CEDS, and providing technical assistance to Economic Development Organizations throughout the Region.

Organized around the Florida Chamber Foundation's Six-Pillars of Florida's Future Economy,TM the 2012 update of the CEDS aligns and brings together several important state, regional, and local economic development initiatives through an integrated and results-oriented approach to economic development planning. Miami-Dade County's One Community One Goal vision is one of many documents integrated into the CEDS.¹⁴

STATE

Florida Department of Economic Opportunity's Five-Year Statewide Strategic Plan: The State of Florida is using the Florida Chamber's Six-Pillars framework to develop and implement its Five-Year Statewide Strategic Plan and align with CEDS documents across the state.¹⁵

¹⁴ To view the South Florida CEDS, please visit: <http://www.sfrpc.com/CEDS/SouthFloridaCEDS2012-17.pdf>

¹⁵ Florida Strategic Plan at a glance: http://sitefinity.floridajobs.org/Business/FL5yrPlan/FL_5yrEcoPlan.pdf

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The Florida Chamber of Commerce “Six Pillars”:

The “Six Pillars” framework is the result of extensive research and a collaborative process which has involved hundreds of Floridians in the development of an extensive plan to create a better future for Florida residents. The “Six Pillars” of the Plan are Talent Supply and Education; Innovation and Economic Development; Infrastructure and Growth Leadership; Business Climate and Competitiveness; Civic and Governance Systems; and Quality of Life and Quality Places.

The effort incorporates the work of a diverse range of stakeholders and their strategic thinking, including the Century Commission for a Sustainable Future, Florida Council of 100, Enterprise Florida, Florida State University System, Workforce Florida, and 1000 Friends of Florida, among others.¹⁶

FEDERAL

US HUD Sustainable Communities Initiative: On June 16, 2009, the U.S. Department of Housing and Urban Development, U.S. Department of Transportation, and U.S. Environmental Protection Agency announced an Interagency Partnership for Sustainable Communities. The goals of this program are to improve the coordination, efficiency and effectiveness of federal programs and investments, leverage local investment, develop enhanced federal and local working partnerships, promote economic

development and resiliency, and create better outcomes in local communities.

The goal of the Sustainable Communities Regional Planning Grant Program is to support multi-jurisdictional planning efforts that integrate housing, economic development, and transportation considerations and enable public, private, nonprofit and philanthropic organizations to consider the interdependent challenges of economic growth, social equity and environmental impact simultaneously in their respective decision making processes. The Program places a priority in investing in broad-based partnerships that develop “strategies that direct long-term development and reinvestment, demonstrate a commitment to addressing issues of regional significance, utilize data to set and monitor progress toward performance goals, and engage stakeholders and citizens in meaningful decision-making roles.”¹⁷

¹⁶ To view the Six Pillars 20-Year Plan, please visit:
<http://www.flchamber.com/wp-content/uploads/Six-Pillars-20-Year-Plan-FINAL.pdf>

¹⁷ Southeast Florida’s Sustainable Communities Initiative is the Southeast Florida Regional Partnership’s Seven50: Southeast Florida Prosperity Plan development and implementation process referenced above





People- and Place-Based Strategies

TAKING ACTION



ADDRESSING HOUSING



ADDRESSING THE BUILT ENVIRONMENT



ADDRESSING ECONOMIC OPPORTUNITY & VITALITY



DEVELOPING A HEALTHIER COMMUNITY



ADDRESSING LIFELONG LEARNING



STAKEHOLDER ENGAGEMENT



PEOPLE- AND PLACE-BASED STRATEGIES

Taking ACTION

The transformation of the 79th Street Corridor to a community of excellence can be achieved through a shared sense of empowerment, ownership, and willingness to embark on a journey of community-driven change.

This Action Plan serves as guide for developing a community of choice and opportunity by providing actionable items to drive and govern change. The resulting People- and Place-based strategies within the Action Matrix were developed by reviewing existing source documents; data compilation, analysis and visual representation; stakeholder interviews; community input; and the development and ranking of strategies and action steps.

The following issues were reiterated throughout the various plans reviewed by the project team.

- Improving public infrastructure
- Addressing vacant properties and old buildings
- Improving safety
- Attracting a more diverse mix of housing types and retail uses
- Job creation and retention
- Commitments made by developers should be enforced

Discussions at the Steering Committee Meetings revealed that many of the above-mentioned issues were not adequately addressed and were thought to

be impediments to increased community and economic investment.

Issues areas and potential solutions were shared and discussed to ensure they accurately reflect community needs and have the support of the residents, business owners, and other stakeholders. While this section of the report strived to address a wide array of issues encountered within the 79th Street Corridor not all issues transitioned into the Action Matrix. Some of the issues are very complex and require greater understanding of current conditions, previous efforts, and potential solutions. Some issue areas require considerable action by other entities. Other issues were considered difficult to achievable due to timeframe, cost, and ability to ensure completion. Issues not addressed by this current version of the CAP may be included in future iterations.



ADDRESSING HOUSING

Ensuring the availability of quality, attractive, and safe housing in a range of housing choices is a critical component of a well-rounded community and economic development strategy. A range of housing choices and price points makes it possible for the community to accommodate people and families of all ages and sizes, enhances community vibrancy and economic resilience by creating housing opportunities

PEOPLE- AND PLACE-BASED STRATEGIES

for families of all income levels, and enables individuals and families to transition to different types of housing within their community as their needs and preferences change.

Increasingly today, and in the future, changing demographics and lifestyle preferences will require that communities who wish to grow and prosper provide a range of housing choices and amenities. Housing that is within easy access of transit; community amenities such as parks and public spaces; art and cultural activities; mixed-use urban retail, office and commercial centers connected to residential areas to facilitate walking and biking; and employment and educational opportunities will be in high demand as people seek to spend more time enjoying their communities and less time driving or stuck in traffic.

Over the years, multiple studies have included a review of the housing stock of the 79th Street community to identify potential challenges and opportunities. A quick glance at the data confirms that residential uses are the predominant use in the CRA. Single-family homes make up more than half of the housing. On average, these homes are much older, smaller, and less expensive than single-family homes in the County. There is also a significant stock of income-restricted, rental housing but very little workforce or market rate housing available to rent or buy. There are six mobile home parks in the area in varying stages of condition which may represent to some the only housing alternative available to them.

To summarize, there is a shortage of new, workforce or market rate rentals or for-sale housing options to attract younger individuals or families seeking a range of housing sizes and amenities to the community. Additionally, encouraging and supporting existing homeowners and residents in their efforts to maintain their homes is very important to the overall quality of life of the individual residents and the community at large. If not currently available, the creation of a home repair program designed to assist-low income homeowners with repairs, modernization, and weatherization of their homes should be designed and funded.¹⁸

The most recent study of the area highlights that there is an important opportunity to create economic value and activity in the area by broadening the type and mix of housing choices to include moderate and workforce multi-family housing and for-sale market rate housing.¹⁹ By providing new housing choices, the community can attract new residents with higher incomes, which will support area businesses and growth of the economy.

Shelter or housing is one of the most fundamental human needs. Everyone should have access to clean, safe, and good-quality housing no matter their income. Unfortunately, land and building costs may render prices beyond the reach of those with limited incomes. Too often less expensive housing is not well

¹⁸ Miami-Dade County Community Redevelopment Office, Sept. 2010

¹⁹ *NW 79th Street CRA Target Market Area: Economic, Market, and Strategic Planning Study* (August 2014), by Lambert Advisory



PEOPLE- AND PLACE-BASED STRATEGIES

constructed or maintained, creating a negative perception of affordable housing and the community. Housing that is in visible need of repair may also affect property values and dissuade new residents from moving into the neighborhood and making lasting investments. This plan seeks to provide a framework for improving the quality of existing housing structures, maintaining housing affordability in the community, diversifying the types of housing choices and prices, and encouraging home ownership where appropriate.



Vacant Housing



Mobile Home Park

Key Housing Issues:

- Limited homeownership opportunities
- Much of existing housing stock is older
- Limited market rate rentals
- Some of the existing housing units need cosmetic and structural improvements
- Some Mobile Home Parks have serious code violations
- Several abandoned and vacant homes
- Electric wiring not up to code

Potential Housing Solutions identified in previous documents and steering committee meetings include:

- Increase home ownership opportunities
- Improve physical condition of existing housing structures through rehabilitation and rebuilding
- Self-own/self-manage mobile home parks
- Provide transitional and permanent housing for mobile home and public housing tenants



PEOPLE- AND PLACE-BASED STRATEGIES

- Land banking
- Transportation Oriented Development
- Provide supportive housing services



Transit Village along 27th Avenue

PEOPLE- AND PLACE-BASED STRATEGIES



ADDRESSING THE BUILT ENVIRONMENT

Snap judgments about communities are often based on quick visual examinations of buildings, streets, trees, and open spaces. These features are then discussed in terms of cleanliness, beauty, safety, and vitality. Usually the communities that attract the most attention from potential businesses and residents are the areas that are physically attractive, and have vibrant parks and street life. This plan seeks to address the issues related to the built environment that may discourage investment; improve the physical appearance of the community; and attract desirable businesses and residents.

Utilities

Miami-Dade County staff, in its 2010 *79th Street Community Redevelopment Plan*, reports that the 79th Street area was not developed with the full range of municipal services. According to this report much of the residential area does not have either water or sewer service, with most residents getting water from wells and using septic tanks for waste disposal.

The current extent of residential properties without connectivity to central water and sewer systems will require further research in the future. In the 2010

report, the Miami-Dade County Water and Sewer Department (WASD) estimated that more than \$71 million in capital improvements for both residential and commercial properties would be needed to support further development.

At the direction of the Miami-Dade County Commission the WASD conducted a study with estimates of the cost of extending sewer service to commercial and industrial areas throughout the County.²⁰ Emphasis was placed on bringing service to primary transportation corridors that serve commercial areas to maximize job creation and economic return on the investment.

The cost of expanding sewer service to commercial areas throughout the county was conservatively estimated at \$285 million.²¹ Of the \$285 million, the estimated cost of expanding sewer service to commercial areas along NW 27th Avenue (D2-A), NW 22nd Avenue (D2-C), and NW 79th Street (D2-B) approaches \$45 million.

The WASD has approximately \$11 million included in its capital plan identified for these county-wide projects. The County Commission has approved using \$126 million from the Building Better Communities bonds approved in 2004 to bring sewer access to properties in older county areas.

²⁰ (R-597-13)

²¹ *Final Report – Updated Sewer Service to Commercial Properties in Miami-Dade County*, Black & Veatch



PEOPLE- AND PLACE-BASED STRATEGIES

Although the County is under a federal EPA mandate to fix its water and sewer system at an estimated cost of \$1.6 billion over 15 years, the mandate focuses on repairing the existing system; not expansion into currently underserved communities.

Roads

The roads along the primary commercial corridors, including NW 79th Street and NW 27th Avenues, reflect the historic focus of building roads that are fast and wide to move cars quickly and efficiently with little consideration of the needs of pedestrians, transit users, cyclists, or other users. More recent initiatives like “Complete Streets” and “Safe Routes to School” emphasize all users of the transportation network.

These policies are geared to creating a more holistic transportation system that serves the needs of pedestrians, cyclists, transit riders and drivers of all ages and abilities. Currently many of the existing roads in the 79th Street community do not provide safe and efficient infrastructure for all roadway users. Incorporating one or more of the above mentioned initiatives could buffer on-street parking and designate bicycle lanes to improve pedestrian and bicycling safety, support increased business and community uses, and more healthful, active lifestyles.

The addition of attractive landscaping and shade trees, street furniture, and pedestrian scale lighting are examples of needed transportation-related infrastructure investment. Infill development and redevelopment strategies that move surface parking

lots to the back of buildings, while creating inviting buildings and uses up to the sidewalk, improves a community’s quality of life and enhances the desirability of an area for residential and business investment.

A “road diet” or the narrowing and reduction of traffic lanes to slow down cars is a successful design strategy that could be used to increase road safety and encourage greater bicycle and pedestrian activity. The City of Deerfield Beach, in Broward County, is embarking on a project to reduce the City’s main gateway from six to four lanes and adding a landscaped median, buffered bike lanes, bigger sidewalks and new lighting. A traffic study indicates that drivers will face minimal delays – about three more seconds of travel time if Hillsboro Boulevard is narrowed. This work will be completed as part of a planned Florida Department of Transportation project to resurface the street.



Roadway adjacent to Mobile Home Park



PEOPLE- AND PLACE-BASED STRATEGIES

Key Built Environment Issues:

- Lack of adequate infrastructure
- Vacant and underperforming parcels
- Unsightly building appearances
- Limited trees and greenery
- Limited shading for pedestrians
- 79th Street and 27th Avenues are very wide for pedestrians – no mid-block crossings
- Waiting areas at bus stops not consistently covered or have benches
- Certain neighborhoods are seen as high crime and unsafe

Potential Built Environment solutions identified in previous documents and steering committee meetings include:

- Upgrade Landscaping and Public Infrastructure to Make the Community More Aesthetically Pleasing
- Infrastructure – landscaping, sidewalks, water and sewer service, street lights, parks, pedestrian access and bus stops, enhance commercial arteries
- Industrial District – improvements and buffer to residential areas
- Improve physical condition of buildings
- Plant trees for shade
- Convert brownfield sites and other underperforming parcels into viable developments
- Establish clause in community benefits agreements with developers to create a community-friendly built environment



MetroRail Transit



PEOPLE- AND PLACE-BASED STRATEGIES



ADDRESSING ECONOMIC OPPORTUNITY & VITALITY

The 79th Street Corridor Community has tremendous untapped potential to become a bustling community and business district. The area's central location to employment and manufacturing centers, inventory of valuable industrial land, and extensive transit infrastructure are a few of the assets that can be leveraged to attract investment.

Increasing economic opportunity and community vitality involves a multi-prong approach that increases investment in the community; diversifies the number and types of businesses within the community to provide greater economic resiliency and growth; and creates well paying jobs available to community residents. It is important to work with community stakeholders, both within and outside the immediate community, to connect businesses and residents to the growth industries, markets, and employment opportunities of the future critical to long-term economic and community vitality.

Economic opportunity and vitality is tied to superior educational systems for students and the area's workforce, the creation of a visually attractive and safe community that will attract investors, and investment in infrastructure that can support business and community investment and expansion. Supportive programs that can assist entrepreneurs

with business development, capacity building, and rehabilitation of aging buildings are needed as well.

Programs that aim to provide water and sewer connections and update or replace existing buildings are needed to make the industrial area more competitive. The IRIS connection that will link the SRC and FEC rail corridors provides greater opportunity for industrial job growth, increased freight movement and supports the area's Foreign Trade Zone designation.

In order to attract new businesses and expand existing businesses, land assembly to create contiguous and deeper sites that can accommodate new construction, Brownfields assessment and remediation, and upgrading the look and feel of the business district are strategies that should be implemented as appropriate.

The recent designation of Miami-Dade, Broward, and Palm Beach Counties as the "City of Miami EB5 Regional Center" for the EB-5 Investor Visa Program offers an opportunity to design a qualifying investment project that could be developed in the Poinciana Industrial Center or other appropriate site. This program enables foreign investors to invest in the local economy to create positive community outcomes as a path to obtaining visas and green cards.

This plan provides strategies aimed at offering supportive programs that can assist entrepreneurs with business development, capacity building, and rehabilitation of aging buildings; attracting new businesses and expand existing businesses, assembling to create contiguous and deeper sites that



PEOPLE- AND PLACE-BASED STRATEGIES

can accommodate new construction; testing, clean-up, and redevelopment of Brownfield sites; and upgrading the look and feel of the commercial district.



Area Business

Key Economic Development Impediments:

Difficulty attracting business because-

- Shallow lots
- Parcels in Poinciana Park are not contiguous
- Septic tanks
- Perceptions of crime and safety
- Limited income diversity
- Limited parking
- Limited foot traffic
- Contaminated sites
- High Unemployment—not enough income diversity
- Limited employment opportunities in the community.
- Limited office, retail, and industrial space
- Limited business diversity



Flea Market

Potential Economic Development solutions identified in previous documents and steering committee meetings include:

- Develop Entrepreneurial Incubators and Mainstream
- Economic Development Opportunities and job creation
- Designate Employment Zones
- Leverage free trade zone designation and the communities close proximity to airport, port, and train
- Improve business mix
- Actively brand, market, and promote industrial area
- Take advantage of the City of Miami's EB-5 program
- Establish Poinciana Industrial Park and other community gathering places as Extremely fast Broadband or WiFi Hubs

PEOPLE- AND PLACE-BASED STRATEGIES



DEVELOPING A HEALTHIER COMMUNITY

This plan seeks to provide strategies for improving the built environment to encourage increased physical activity and healthy food access. It seeks to reduce barriers to healthcare, physical activity, and healthy food access to improve health outcomes

While genetics and individual behaviors like diet and exercise contribute to our overall health, social, economic, and environmental conditions also affect how active we are and how we feel physically and mentally. The health of the community can be improved by developing focused strategies to improve the 1. built environment, 2. social and economic factors, 3. medical care, and 4. health behaviors.

Efforts to improve community health can be greatly assisted by creating a physical, built environment that promotes active living for people of all ages and abilities. Studies indicate that the way communities are designed and developed have a significant impact on resident opportunities to be physically active and healthy. According to the American Heart Association, communities with community gardens, safe sidewalks, well connected streets, bike trails, parks, public transportation, and access to healthy foods such as fruits and vegetables, have a lowered risk for

developing diabetes and other chronic diseases than communities lacking these amenities.

The 79th Street Corridor Partners In Progress Initiative should focus on identifying opportunities for physical activity to be more accessible. Brownfield sites and other underperforming parcels offer an opportunity for redevelopment that can support new businesses, community gardens, and perhaps additional recreational opportunities. Continued support of transit and transit-oriented development which places essential services closer to homes and businesses to encourage walking; and transportation enhancements that improve safety and encourage walking and bicycling are additional strategies that should be pursued to improve community health.

Data provided by the Health Council of South Florida indicates that zip codes 33147 and 33150, including the 79th Street Corridor community, have a high prevalence of health conditions that could be improved through healthier diet and exercise such as diabetes and high blood pressure. Improved access to healthier foods and places to play and exercise can help reduce obesity.

There are several medical clinics in the area but it is not currently understood if residents' healthcare needs are being met.²²

²² Appendix – Map 8

PEOPLE- AND PLACE-BASED STRATEGIES

Community Safety

Real and perceived safety issues may have negatively impacted visitor, business and development interests, property values and tax revenues; and the ability of residents to enjoy and be more physically active in the community.

Community partnerships with the police are a key component of improving real and perceived community safety, but given limited resources for policing - and the limited ability of police to improve perceptions of safety - only a comprehensive and innovative strategy can provide the results needed. Such a strategy must have an intentional focus on safety perceptions of both existing residents and stakeholders and those the community hopes to recruit as customers, new residents, investors, or businesses.

Crime Prevention Through Environmental Design (CPTED) complements and supports traditional law enforcement initiatives such as community policing by asking what it is about the environmental conditions of a particular location or place that results in opportunities for crime. This multidisciplinary approach to enhancing real and perceived safety relies on a collaborative approach and investments of residents, planners, law enforcement, business, code enforcement and other stakeholders to create a crime resistant, community- and business-friendly environment that encourages community interaction and vitality, and economic development.

Solutions for real and perceived safety must be integrated into every aspect of the comprehensive revitalization approach. This proven approach includes improvements to the physical environment, patrols and other programs, and strategic communications. Small adjustments to hundreds of tasks can have huge impacts on both real and perceived safety with little or no additional cost.



New Miami-Dade Northside District Station

Land use patterns, design guidelines for facades, the color of flowers and lights, photos used for communications, various aspects of events, and more must be adjusted looking through the lens of impacts on real and perceived safety. Additional metrics for safety must be carefully collected and analyzed including perceptions surveys, pedestrian counts, lighting conditions, and other measures that can be used in combination with traditional measures of crime. The creation of an action plan with the identification of funding sources for real and perceived

PEOPLE- AND PLACE-BASED STRATEGIES

safety improvements should be included in the next phase of the project.

Parks

Residents have expressed the desire for additional parks and a community center that would provide healthful, supervised activities for the community's youth and a meeting place for the community at large. According to the 2010 *79th Street Community Redevelopment Plan*, there are currently two parks in the CRA. The larger of the two parks at 38.5 acres is Gwen Cherry Park located between NW 22nd Avenue on the east and NW 27th Avenue on the west. It has lighted athletic fields, jogging rails, and the NFL Youth Education Town (YET) Center which offers sports and after-school programs for children. Little River Park, located in the northern section of the CRA, has athletic fields and a public swimming pool.

According to this report, there are eight additional parks in the immediate area. The Model Cities Trail, NW Highlands Mini Park, and shared use of school facilities provide additional green space and recreational opportunities.²³

County-owned parcels in the area provide an opportunity for the creation of pocket parks and potentially other recreational amenities for the community.



Arcola Lakes Park



Arcola Lakes Park

²³ Appendix Map - 9

PEOPLE- AND PLACE-BASED STRATEGIES

Key Health Issues:

- All existing parks do not provide safe and sufficient physical activity and play
- Limited open spaces and recreational areas
- Existing facilities may not be easily accessible to all residents
- Limited access to healthy foods – quality supermarkets
- Limited access to community attractions

Potential Health solutions identified in previous documents and steering committee meetings include:

- Improve access to quality open space, parks and recreational facilities
- Improve access to healthy foods and health care
- Increase physical health care
- Improve the determinants of health



ADDRESSING LIFELONG LEARNING

A key feature of vibrant communities is the availability of lifelong learning and personal enrichment opportunities accessible to community residents of all ages and abilities. These opportunities include cultural and art activities, early learning, pre-K to graduate school and beyond, vocational training, workforce training, and general education offerings in the arts, humanities, computer, cooking, and exercise.

Education provides the means by which individuals can more fully develop their unique personal identity and potential, and a pathway to spiritual and economic development and opportunity.

Residents in the 79th Street Corridor community have voiced concern over the lack of sufficient, well-paying employment opportunities. Across Florida and the country, partnerships of business, educational, and workforce training leaders are coming together to rethink, recreate, and improve the integration of career development resources, academic and vocational education, and opportunities for continuing and lifelong learning.

Using data driven analysis to stimulate investment, these leaders are working strategically with employers to understand their future employment and skills needs and linking to regional economic needs and high demand job sectors. To be successful, these career ladders must be accessible to a broad range of individuals including students, workers, and the unemployed, and efforts integrated with Workforce Florida, Career Source South Florida, and educational institutions. Leaders should also work with Miami-Dade Transit to ensure that educational and vocational opportunities are easily accessible via convenient transit to ensure access for the broader community.



PEOPLE- AND PLACE-BASED STRATEGIES

Schools

As noted earlier in this report, by some measures the level of educational attainment by residents of the CRA, 25 years of age or older, lags behind that of those of similar age in the County as a whole. According to ACS 2008-2012 data, almost 64% of these individuals have no more than a high school degree or equivalency. This represents a 14% achievement gap when compared to county residents of similar age. Likewise, approximately 26.32% of Miami-Dade County residents, 25 years of age or older, have a Bachelor's, Graduate, or professional degree compared with 7.13% of residents, 25 years of age or older, within the CRA.

Increasing educational attainment and performance is a critical priority if community residents and their children are to live more successful lives in the future. The Pew Charitable Trust has multiple studies documenting the importance and link between the educational attainment of parents and that of their children, and how education enhances not only income but wealth building to help lift individuals from poverty into the middle class and beyond. It is also well documented that learning begins at the earliest ages and that children who attend high quality Pre-K educational programs starting at three years of age are more likely to be successful in school.

There is a direct correlation between poor reading and literacy skills and the likelihood that a child may eventually be incarcerated. According to Reading Partners, a national education nonprofit dedicated to

improving students' reading skills, a student that is not reading at his or her grade level by the end of third grade is four times less likely to graduate from high school on time and six times less likely if the child is from a low-income family. A 2009 study conducted at Northwestern University found that high school drop outs are 63% more likely to be incarcerated than college graduates. Encouraging and reading to children at home, early quality educational programs, and extra help at school are all strategies that are ultimately tied to the development and actualization of human potential and community and economic development.

Additional research is needed to better understand the community's educational institutions; school, family and community programs; facilities, technology, and resources to enhance learning; and educational performance in the 79th Street community. These and other issues must be more fully understood in order to develop meaningful strategies for increasing levels of educational attainment and preparedness for the jobs of today and the future in a rapidly changing economic, professional, and business environment.

Educational opportunities come in many forms including traditional public and private schools as well as charter schools. There are vocational education schools specializing in the development of high-demand skills as well as ample opportunities through area colleges and universities to learn new information, skills, and trades. There are mentoring and internship opportunities that need to be expanded as well as specialized training, in both hard and soft



PEOPLE- AND PLACE-BASED STRATEGIES

business skills, through workforce agencies and other providers. A particularly important factor is what the child learns about the value of education at home from his parents and other supportive role models.

While there are many private educational institutions, colleges, and universities in and close to the 79th Street community, the following chart provides information about Miami-Dade County Public Schools within the 33142, 33147 and 33150 zip codes that are also located within the 79th Street CRA. Elementary schools include Arcola Lakes, Broadmoor, Holmes, Liberty City, and Poinciana Park. Charles R. Drew and Lillie C. Evans offer K-8 education. There is also Madison Middle School, Miami Northwestern Senior High, D.A. Dorsey Educational Center (offers Adult Education), and the Thena C. Crowder Early Childhood Diagnostic and Special Education Center.²⁴

Moving forward, the 79th Street Steering Committee should work closely with Miami-Dade Public Schools Administration, faculty, parents, educational and workforce training organizations, and transit partners to identify and prioritize strategies and investments that will enhance educational and job training performance and affordable and convenient access to lifelong learning opportunities by area residents. A special focus is needed to improve literacy skills and fluency among area elementary students.

On the following page, a chart with the list of public schools in the CRA is presented. Included in this chart is the percentage of third graders who passed the 2014 Florida Comprehensive Achievement Test (FCAT) Reading exam. It is important to note that in order to more accurately compare Florida's educational success to that of the rest of the country, the FCAT will be replaced with the Florida Standards and a new standardized test by 2015 which will provide new benchmarks for improvement.

Working in partnership with Miami-Dade Public Schools, community residents and stakeholders, the 79th Street Corridor PIP Initiative should make increasing early learning, reading and math success a priority for future action.



Arcola Lakes Miami-Dade County Public Library

²⁴ Appendix - Maps 10 and 11

PEOPLE- AND PLACE-BASED STRATEGIES

MIAMI-DADE PUBLIC SCHOOLS WITHIN THE 79th STREET CRA

Zip Code	Name – School Number	Type	Grades Served	Web Address	2014 FCAT -% Grade 3 Reading Passing (Achievement Levels 3 and Above)
33150	Arcola Lakes - 0101	Elementary	KG - 05	http://arcolalake.dadeschools.net	26
33147	Broadmoor - 0521	Elementary	PK – 05	http://broadmoor.dadeschools.net	25
33150	Holmes -2501	Elementary	PK – 05	http://holmes.dadeschools.net	21
33147	Liberty City - 2981	Elementary	PK – 05	http://libertycitye.dadeschools.net	10
33147	Poinciana Park - 4501	Elementary	PK – 05	http://poincianaparkelementary.com	14
33142	Charles R. Drew – 1401	Elementary / K-08	PK – 08	http://drew.dadeschools.net	27
33147	Lillie C. Evans - 1681	K -08	PK – 08	http://lcevans.dadeschools.net	42
33147	Madison - 6391	Middle School	06 – 08	http://madisonmiddle.dadeschools.net	n/a
33150	Miami Northwestern - 7411	Senior High	09 - 12	http://northwestern.dadeschools.net	n/a
33147	DA Dorsey - 8139	Educational Center	09 – AE	http://dadorsey.dadeschools.net	n/a
33150	Thena C. Crowder -2531	Early Childhood Diagnostic / Special Education	PK – 05	http://tcrowder.dadeschools.net	n/a

Sources: Miami-Dade Public Schools; Florida Department of Education 2014 Florida Comprehensive Assessment Test State Report of School Results Grade 03 Reading - http://fcats.fldoe.org/mediapacket/2014/xls/GR03_Rsch_2014_v2.xls



PEOPLE- AND PLACE-BASED STRATEGIES



STAKEHOLDER ENGAGEMENT

In the book, “Investing in What Works for America’s Communities: Essays on People, Place, and Purpose,” readers are reminded that “democracy is the craft of collective problem solving which hinges on developing and using ‘civic capacity’ with and beyond the government.”²⁵ Recognizing that “people are not the problem, people are the asset,”²⁶ community development is about unlocking that asset so that individuals and community moves forward together. Sustainable community development is fueled by the desire of people “to better themselves, to nurture their children, to learn and to contribute ...”.²⁷ By tapping into these hopes and dreams, and working from the mindset of opportunity and untapped potential, residents will be empowered to lead the transformation of the community.

A key strategy to move the 79th Street Corridor Partners and Progress Initiative forward is to build and maintain community and steering committee capacity and engagement so that the community and the Steering Committee, working together can create and perpetuate a community of growing opportunity and

prosperity. With the leadership of NHSSF, in partnership with the 79th Street Corridor Initiative and other partners, the community and steering committee can access the support and tools needed to work on the social, environmental, and economic problems of the 79th Street Corridor and community over the long-term to bring about positive, transformative change.

²⁵ What Works, de Souza Briggs, p. 286

²⁶ What Works, Blanchard, p.142

²⁷ What Works, Blanchard, pg. 142





Transforming the Corridor

ACTION MATRIX INTENT

DEVELOPMENT OF THE ACTION MATRIX

MATRIX FORMAT

USING THE MATIRX

THE MATRIX

**DATA DRIVEN DECISION MAKING AND
PERFORMANCE MEASURMENT**

ABBREVIATIONS



TRANSFORMING THE CORRIDOR

ACTION MATRIX INTENT

The following goals and action items are instrumental to creating positive change within the 79th Street Corridor Initiative area. The following action steps were compiled from recommendations from previous reports, demographic and economic data, and discussions with 79th Street area residents, business owners, Miami-Dade County staff, and Initiative Steering Committee members.

DEVELOPMENT OF THE ACTION MATRIX

An action matrix was developed with action items that could be achieved primarily within 0-6 years.

Criteria

The following criteria were developed to determine what action steps would be included in the matrix.

Impact – The goals will provide broad economic, environmental and societal benefits to the community.

Measurable - Benefits of the action items can be measured.

Support – Action item has widespread support amongst residents, business owners, government officials, county staff, and steering committee members

Timeframe – Action items should be achievable within the Short-Term (0-3 Years), Mid-Term (4-6 Years) and Long-Term (7 years or more). Long-Term

items are included because they depend on the completion of short and midterm goals and action steps.

Financial – The action item can be achieved and sustained at a reasonable cost. Funding sources should be readily or somewhat easily attainable. Item can be leveraged to receive additional funding.

\$ low cost: less than \$200,000

\$\$ low to moderate costs: \$200K - \$499K

\$\$\$ moderate to high costs: \$500K – 1 million

\$\$\$\$ high cost: more than a million dollars

Project cost examples

- Low cost – Street furnishings, landscape improvements, decorative signage
- Low to moderate cost – Housing rehabilitation, façade improvements
- Moderate to high cost – Utility permitting fees and design
- High cost - Hardscape infrastructure, roadway improvements, undergrounding of utilities

More accurate costs will be calculated once specific project scope of work, location, cost of materials and labor, size/length of project area and target numbers/quantities are determined.

Resources - The action items can be funded or implemented through the following sources.

1. Grants - Government & Foundation
2. Capital Improvements - Local & State
3. Loans, Programs, and Technical Assistance



TRANSFORMING THE CORRIDOR

Issue Areas	Funding Type	Source
Housing & Supportive Services	Loans/Programs/TA Federal Grants	Habitat for Humanity , Florida Housing Finance Corporation, NHSSF, MDC Housing, Finance Authority, State Housing Initiative Partnership Program/Florida Housing Finance Corporation, Department of Economic Opportunity, Miami-Dade Economic Advocacy Trust, Miami-Dade County Surtax U.S. Dept. of Housing & Urban Development
Sustainability & Transportation Redevelopment & Infrastructure/ Streetscape Improvements Tree Planting Water/Sewer Brownfields	Foundation Grants Capital Improvements Local Grants Loans/Programs/TA Capital Improvements Federal Grants Federal Grants Loan/Programs/TA	Ford MDC- General Obligation Bonds 79 th St CRA– TIF,BID FDOT Commissioner discretionary funds & MPO CFBSF, FPT, MTM, MDC MDC-WASD EPA EPA SFRPC
Economic Opportunity & Vitality Financial Capacity Business Development Employment Arts & Culture	Foundation Grants Loans/Programs/TA Foundation Grants Loans/Programs/TA Foundation Grants Government Grants Loans/Programs/TA Foundation Grants	Citi, Ford, Surdna Catalyst, NHSSF Citi SFRPC, SBA, Citi, EDA Career Source, Workforce Citi – ServiceWorks & Summer Jobs Connect Knight, Kresge, Miami, Surdna



TRANSFORMING THE CORRIDOR

Issue Areas	Funding Type	Source
Health, Safety, and Quality of Life Crime Prevention Healthcare & Healthy Communities Playgrounds	Federal Grants Foundation Grants Foundation Grants Loans/Programs/TA Foundation Grants	Dept of Justice Miami – Denise Moon Memorial Blue, HFSF, Kellogg, Kresge RWJ, KaBOOM! Miami – Public Space Challenge
Education	Foundation Grants	Ford, Kresge, Kellogg
Community Engagement	Loans/Programs/TA Foundation Grants	Catalyst, NHSSF Ford, Kellogg, Knight



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Foundation Name	Website	Funding Initiatives	Funding Cycles
Blue	http://www3.bcbsfl.com/wps/portal/bcbsfl/w/bluefoundation	Improve Access to Health Care Improve Consumer Health – Childhood Obesity Improve the Health Care System Improve Quality & Safety of Patient Care Build Healthy, Strong Communities	Yearly Eligible organizations may submit requests up to \$100,000 per year for a maximum of three years (i.e., \$300,000 total over three years)
Citi	http://citigroup.com/citi/foundation/news.htm	Financial Capacity & Asset Building Microfinance & Community Development Finance Enterprise Development College Success ServiceWorks – Youth Volunteers Summer Jobs Connect – Youth Neighborhood Revitalization Disaster Response	Invitation only
Ford	http://www.fordfoundation.org/	Democratic & Accountable Government Economic Fairness Educational Opportunity & Scholarship Freedom of Expression Gender, Sexuality and Reproductive Justice Human Rights Metropolitan Opportunity Sustainable Development	Applications are considered throughout the year
Health Foundation of South Florida	http://www.hfsf.org/	Primary Care Behavioral Health Preventative Health Measures Healthy Eating Active Communities	August and December The Foundation accepts requests for grants ranging from one to two years in duration



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Foundation Name	Website	Funding Initiatives	Funding Cycles
Knight	http://www.knightfoundation.org/	Journalism & Media Innovation Engaged Communities Fostering the Arts Black Male Engagement Knight Library Initiative Tech for Engagement	January – cycle starts
Kresge	http://kresge.org	Arts & Culture Community Development Education Environment Health Human Services	Invited by program staff members
Miami	http://miamifoundation.org	Community Grants Denise Moon Memorial Fund – Crime reduction and assistance to crime victims and offenders GLBT Community Projects Knight Arts Challenge Our Miami – Talent development Public Space Challenge	Yearly pre proposal deadline with invitation to submit full proposal
Robert Wood Johnson	http://www.rwjf.org	Child & Family Well-Being Childhood Obesity Health Insurance Coverage Healthy Communities Health Leadership and Workforce Health System Improvement	Most grants are awarded through Call for proposals. Unsolicited proposals will be accepted for new and creative approaches Each grant will support an annual awards program for seven years March 25, 2015 (2 p.m. ET). Applicant Web Conference. Please register for the conference here.



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Foundation Name	Website	Funding Initiatives	Funding Cycles
			<p>Registration is required to participate</p> <p>April 14, 2015 (5 p.m. ET) Deadline for receipt of full proposals</p> <p>July 1, 2015 Finalists notified of funding recommendations</p> <p>September 1, 2015 Grants initiated</p>
<p>Surdna</p>	<p>http://www.surdna.org</p>	<p>Sustainable Environments Thriving Cultures Strong Local Economies</p>	<p>LOIs are accepted on a rolling basis through the foundation's online application form and are reviewed by Surdna staff within 90 days</p> <p>Applicants may be asked to follow up with a full proposal</p> <p>Organizations may apply for grants of up to 36 months</p>
<p>W.K. Kellogg</p>	<p>http://www.wkkf.org</p>	<p>Community & Civic Engagement Racial Equity Educated Kids Healthy Kids Secure Families</p>	<p>Applications accepted on an ongoing basis</p>



TRANSFORMING THE CORRIDOR

MATRIX FORMAT

The matrix is comprised of five major people- and place-based goals.

1. Create a Range of Housing Options
2. Improve the Appearance of the Built Environment
3. Foster Economic Development & Create Diverse Employment Opportunities
4. Create An Environment That Supports Healthy Behaviors
5. Create Ladders of Opportunity Through Lifelong Learning
6. Build and Maintain Community and Steering Committee Capacity and Engagement

These goals and accompanying action steps were included in the action matrix because they are measurable; within the sphere of influence of the entities listed; and can be achieved at a reasonable cost.

USING THE MATRIX

The action matrix is intended to assist in:

- Identifying adequate funding sources and funding cycles
- Establishing baselines and outcome targets
- Developing scopes of work and more detailed costs
- Conducting fiscal analysis
- Prioritizing projects

- Determining action steps progress
- Updates the matrix on routine basis





HOUSING & SUPPORTIVE SERVICES

Outcome 1: Housing that is environmentally safe, decent, and financially affordable for homeowners and renters

CREATE A RANGE OF HOUSING OPTIONS					
Action Steps	Responsible Entities	Time Frame	Resources	Costs	General Indicators of Success
<p>Improve condition of existing housing structures</p> <ul style="list-style-type: none"> • ** Sponsor volunteer clean-up improvement days** • Compile inventory of housing structures that have outstanding citations by MDC • Monitor and enforce housing code • Provide grant and loan programs for housing improvements • Assist residents in accessing funds to rehabilitate their properties • Determine which homes should be rehabilitated, demolished, and reconstructed 	<p>NHSSF</p> <p>NUD/Urban League</p>	ST-MT	1, 2, & 3	\$\$	<p>Number or % change in housing improvements</p> <p>Number of units brought to code requirements</p> <p>Number of homes assisted</p>
<p>Provide housing-related education and supportive services</p> <ul style="list-style-type: none"> • Assess how the community is accessing existing housing programs • Conduct an analysis of housing assistance by zip code with comparison to needs by zip code • Provide residents with access to educational and training opportunities that offer information and technical assistance related to home care and maintenance, home ownership readiness, financial fitness, and other relevant topics • Ensure access to affordable, day-long child care. • Foreclosure prevention 	<p>NHSSF</p> <p>Catalyst</p>	ST	1 & 3	\$	<p>Number of residents or households assisted with:</p> <p>Financial Literacy Complete home care and Maintenance training</p> <p>Number of people who receive mortgages other housing programs</p>



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CREATE A RANGE OF HOUSING OPTIONS					
Action Steps	Responsible Entities	Time Frame	Resources	Costs	General Indicators of Success
<p>Provide transitional housing and supportive services</p> <ul style="list-style-type: none"> Identify new housing options for mobile home and public housing residents Review successful housing transition initiatives Identify available affordable housing options Assist residents in finding new housing 	<p>NHSSF</p> <p>Carfour/MDC-PHCD</p>	ST-MT	1 & 3	\$\$	<p>Number of persons or households assisted with:</p> <ul style="list-style-type: none"> Short term rental assistance Emergency financial and legal assistance to prevent homelessness Relocation to improved housing conditions
<p>Preserve housing affordability</p> <p>Create or work with the appropriate organizations or entities to:</p> <ul style="list-style-type: none"> Acquire properties through tax foreclosures, donations, and government transfers Assemble properties Consider the establishment of a community land trust Develop properties based on community need 	<p>79th St Int./ NHSSF</p> <p>TPL MDC</p>	LT	1, 2 & 3	\$	<p>Creation of community land trust as appropriate</p> <p>Redevelopment of properties to address community needs</p>
<p>Increase homeownership opportunities</p> <ul style="list-style-type: none"> Develop understanding of current impediments to homeownership Work with banks and developers to build new single family, townhomes, 2-family homes, condominiums, co-housing, and other ownership structures Continue to develop transit-oriented housing and promote income diversity 	<p>NHSSF/79th St Int.</p> <p>Habitat MDC-PHCD</p>	ST-LT	3	\$\$	<p>Increased Number or % change in homeownership</p> <p>Reduction in mortgage delinquency rates</p> <p>Number of new single family homes</p> <p>Number of multifamily homes with ownership opportunities</p>

** Demonstration Project

Time Frames: ST. Short Term - 0-3 years MT. – Mid-term - 4-6 years LT. Long-Term - 7 or more years

Resources: 1. Grants- Government & Foundation 2. Capital Improvements- Local & State 3. Loans, Programs, and Technical Assistance





SUSTAINABILITY & TRANSPORTATION

Outcome 2: A Neighborhood that is environmentally sustainable, attractive and invites investments

IMPROVE THE ATTRACTIVENESS OF THE BUILT ENVIRONMENT					
Action Steps	Responsible Entities	Time Frame	Resources	Costs	General Indicators of Success
<p>Make critical streetscape and entryway improvements **Conduct Beautification Day - tree planting and painting day volunteer program**</p> <ul style="list-style-type: none"> Identify key community gateway corridors and properties including: NW 79th Street & NW 7th Ave NW 79th Street & NW 27th Ave Install buffers between residential and industrial areas and between the roadway and sidewalk Establish an "Adopt a Street" program Improve Roadway, Sidewalk and Parking Conditions 	<p>79th St Int. MDCRER Commissioners PSC *City of Miami</p>	ST-LT	1, 2, & 3	\$ - \$\$\$\$	<p>Number of roadways and sidewalks brought up to DOT/MDC levels of service standard</p> <p>Miami-Dade and the City of Miami design and fund a shared entryway project on 79th Street on both sides of I-95</p>
<p>Address code enforcement issues</p> <ul style="list-style-type: none"> Work with code enforcement to clean up, beautify and green gateway and other properties that don't meet maintenance standards Participate in code enforcement site visits Compile code enforcement issues already identified by MDC Identify programs that assist with addressing code enforcement repairs 	<p>79th St Int. MDCRER Commissioners</p>	Ongoing	1, 2, & 3	\$\$	<p>Reduction of code violations</p> <p>Vacant properties are cleaned up and put into productive use</p>
<p>Establish facade improvement program for businesses</p> <ul style="list-style-type: none"> Identify funding sources Secure funding 	<p>79th St CRA</p>	MT	1 & 3	\$\$	<p>Number of facades improved</p>



TRANSFORMING THE CORRIDOR

IMPROVE THE ATTRACTIVENESS OF THE BUILT ENVIRONMENT					
Action Steps	Responsible Entities	Time Frame	Resources	Costs	General Indicators of Success
<ul style="list-style-type: none"> Review successful programs Customize program to meet community's needs 					
<p>Reduce the number of vacant and abandoned structure, vacant lots, and underperforming parcels</p> <ul style="list-style-type: none"> Provide market incentives for infill development Promote temporary community uses in vacant lots Use existing Brownfield inventory of Poinciana Park to prioritize site cleanup Continue to develop transit-oriented design projects Work with County to ensure new and existing businesses have the needed water and sewer capacities 	<p>79th St/NHSSF MDCRER</p>	<p>ST-MT</p>	<p>1, 2, & 3</p>	<p>\$\$</p>	<p>Number or % change in vacant lands, structure and remediated sites</p>

**** Demonstration Project**

***Work with City of Miami to improve eastern gateway**

Time Frames: ST. Short Term - 0-3 years MT. – Mid-term - 4-6 years LT. Long-Term - 7 or more years

Resources: 1. Grants- Government & Foundation 2. Capital Improvements- Local & State 3. Loans, Programs, and Technical Assistance





ECONOMIC OPPORTUNITY & VITALITY

Outcome 3: Ensure community assets are leveraged to create economic opportunity

FOSTER ECONOMIC DEVELOPMENT & CREATE DIVERSE EMPLOYMENT OPPORTUNITIES					
Action Steps	Responsible Entities	Time Frame	Resources	Costs	General Indicators of Success
<p>Develop job and entrepreneurial opportunity</p> <ul style="list-style-type: none"> Identify niche business opportunities Train residents to use community assessment tools and collect data Provide job and entrepreneurial training for interested residents - business development skills, small business accounting, marketing, incorporation, meeting reporting requirements Provide financial and health care coaching 	<p>79th St/CRA Beacon Council South Florida Workforce Career Source Miami Dade College EC North Campus Miami-Dade County SCORE, SBDC, Small and Micro Lenders</p>	ST-MT	1 & 3	\$	Number of new business starts and expansions
<p>Develop entrepreneurial incubator infrastructure and programs</p> <ul style="list-style-type: none"> Identify funding for new business development and expansion Establish shared work space locations Implement formal community entrepreneurial hub program Assist entrepreneurs in the Northside Shopping Center shops and Flea Market stalls with business development and marketing programs Work with budding entrepreneurs to transition into “stand alone” businesses within the area 	<p>79th St Beacon Council/ Chamber/ Ecotech/Miami-Dade College EC</p>	ST-MT	1 & 3	\$\$	Creation of entrepreneurial program and hub
<p>Identify and incentivize economic development opportunities</p> <ul style="list-style-type: none"> Designate Employment Zones 	<p>79th St/CRA Beacon Council/</p>	MT-LT	1 & 3	\$\$	Private dollars leveraged



TRANSFORMING THE CORRIDOR

FOSTER ECONOMIC DEVELOPMENT & CREATE DIVERSE EMPLOYMENT OPPORTUNITIES					
Action Steps	Responsible Entities	Time Frame	Resources	Costs	General Indicators of Success
<ul style="list-style-type: none"> Leverage EB-5 program to attract development Establish high-speed, high-data capacity Market Industrial Park area as a Broadband/Wi-Fi Hub 	Chamber				
Diversify business mix <ul style="list-style-type: none"> Provide funding mechanism to subsidize septic tank to sewer conversion Allow development flexibility to encourage development on shallow lots Work with existing small business in other areas looking to expand operations 	79th St/CRA MDC-RER &WASD	Ongoing	1, 2, & 3	\$\$	Increase in new business
Improve access to opportunities <ul style="list-style-type: none"> Assess transit services to gauge level and efficiency of systems connecting workers to workforce training, educational opportunities, and employment centers Assess need for internal circulator to connect areas in the community not easily served by transit 	79th St Commissioners MDT	ST		\$	Number of people who take transit to work
Build Employment Capacity <ul style="list-style-type: none"> Work with local schools and employers to prepare students for employment in key target and niche industries Work with national and local coding organizations that teach young people computer coding. **Sponsor a code-a-thon** Work with universities and health organizations to train interested residents surveying methods and other data collection skills so that qualified residents can be hired during community-focused research efforts Build relationships with Human Resource staff of major employers to identify job opportunities for community residents and develop realistic job descriptions Work with self-employed residents to formalize their informal job (hustle) activities 	79th St Int Career Source	MT		\$\$	Number of people trained and employed

**** Demonstration Project**

Time Frames: ST. Short Term - 0-3 years MT. – Mid-term - 4-6 years LT. Long-Term - 7 or more years

Resources: 1. Grants- Government & Foundation 2. Capital Improvements- Local & State 3. Loans, Programs, and Technical Assistance





HEALTH, SAFETY AND QUALITY OF LIFE

Outcome 4: A Community for all ages that is accessible, vibrant, safe, and healthy

CREATE AN ENVIRONMENT THAT SUPPORTS HEALTHY BEHAVIORS					
Action Steps	Responsible Entities	Time Frame	Funding Sources	Costs	General Indicators of Success
<p>Reduce crime and increase safety</p> <ul style="list-style-type: none"> Establish working groups to develop community safety plan of action Community Patrol Programs Ensure adequate lighting Create incentives for Crime Prevention Through Design Strategies in new developments and extensive rehabilitations of buildings 	<p>79th St MDC-PD</p>	<p>ST-MT</p>	<p>1 & 3</p>	<p>\$</p>	<p>Reduction in Crime Rates</p>
<p>Repurpose vacant lots</p> <ul style="list-style-type: none"> **Create temporary community gardens, mini parks, and play spaces** Develop agreements with property owners to establish beneficial temporary uses 	<p>79th St/CRA MDC-RER</p>	<p>ST</p>	<p>1 & 3</p>	<p>\$</p>	<p>Reduction of vacant lots</p>
<p>Increase access to physical activity</p> <p>**Community Bike Rides**</p> <ul style="list-style-type: none"> Conduct walking and bicycling audits Incorporate pedestrian and bicycle buffers, bus shelters, benches. Adopt and implement a “Complete Streets” program to enhance access for pedestrians, bikers, and drivers Establish walking and exercise groups Improve the quality of existing parks Develop new parks Improve park amenities 	<p>79th St</p> <p>MDC-P&R/MDC-RER/MDCPS</p> <p>FDOT/MPO/ Bike 305/UM Bike Safe/Walk Safe</p>	<p>ST</p>	<p>1, 2, & 3</p>	<p>\$\$</p>	<p>Number of improved and new parks</p>

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CREATE AN ENVIRONMENT THAT SUPPORTS HEALTHY BEHAVIORS					
Action Steps	Responsible Entities	Time Frame	Funding Sources	Costs	General Indicators of Success
<ul style="list-style-type: none"> Develop neighborhood bike-share program Install outdoor gym equipment in parks 					
Improve access to health care <ul style="list-style-type: none"> Formalize agreements with area health centers clinics and near-by hospitals 	79th St DOH HCSF Area Hospitals	ST	N/A	\$	Number of preventative care visits Decrease in ER visits
Increase access to healthy food <ul style="list-style-type: none"> Attract smaller supermarket, healthy corner stores, or food cooperatives. Develop community gardens and fresh markets 	79th St/CRA CRA/Chamber DOH PolicyLink/Food Trust	St-MT	1 & 3	\$\$	Number of places where fresh produce and other healthy foods can be purchased
Develop and preserve quality of life standards <ul style="list-style-type: none"> Develop multigenerational activities, public spaces, and meeting places Identify and attract credit unions and providers of individual deposit accounts Use Community Benefit Agreements with performance-based payments to ensure employment, living wages, housing diversity, healthy food access, construction and maintenance of parks and open spaces, and other community amenities. 	79th St/CRA Commissioners MDCRER	ST-MT	1 & 3	\$\$	Creation and achievement of QOL standards

**** Demonstration Project**

Time Frames: ST. Short Term - 0-3 years MT. – Mid-term - 4-6 years LT. Long-Term - 7 or more years

Resources: 1. Grants- Government & Foundation 2. Capital Improvements- Local & State 3. Loans, Programs, and Technical Assistance





EDUCATION

Outcome 5: Educated and prepared workforce

CREATE LADDERS OF OPPORTUNITY THROUGH LIFELONG LEARNING					
Action Steps	Responsible Entities	Time Frame	Funding Sources	Costs	General Indicators of Success
<p>Lifelong Learning</p> <ul style="list-style-type: none"> Engage public and private education, workforce training, and community partners in the development and implementation of a lifelong learning system for the community 	<p>NHSSF 79th SCS</p>	<p>ST - MT</p>	<p>1 & 3</p>	<p>\$</p>	<p>An increase in educational and workforce training attainment in the community</p>
<p>Early Childhood Learning</p> <ul style="list-style-type: none"> Create an inventory of all voluntary Pre-K education centers Assess the level of pre-school aged children enrolled in the voluntary Pre-K educational programs 	<p>NHSSF 79th St CSC MDCPS</p>	<p>ST</p>	<p>1 & 3</p>	<p>\$</p>	<p>An increase in the number of community pre-school children are enrolled in Pre-K educational programs</p> <p>An increase in 3rd Grade Reading Test Passage Rates</p>
<p>College Preparation</p> <ul style="list-style-type: none"> Work with education and workforce partners to understand the education framework and issues within the community Develop strategies to improve educational outcomes 					<p>To be developed</p>



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CREATE LADDERS OF OPPORTUNITY THROUGH LIFELONG LEARNING					
Action Steps	Responsible Entities	Time Frame	Funding Sources	Costs	General Indicators of Success
Vocational Training <ul style="list-style-type: none"> • Work with contractors and trade providers to identify skills needed for employment • Develop employment agreements 					To be developed
Adult Workforce <ul style="list-style-type: none"> • Work with potential employers to identify hard and soft skills needed for employment 					To be developed
Create Lifelong Learning Opportunities <ul style="list-style-type: none"> • Work with area colleges, cultural institutions and hospitals to provide general education offerings such as arts, humanities, computer, cooking and exercise 					To be developed

**** Demonstration Project**

Time Frames: ST. Short Term - 0-3 years MT. – Mid-term - 4-6 years LT. Long-Term - 7 or more years

Resources: 1. Grants- Government & Foundation 2. Capital Improvements- Local & State 3. Loans, Programs, and Technical Assistance





COMMUNITY ENGAGEMENT

Outcome 6: Engaged and empowered community

BUILD AND MAINTAIN COMMUNITY AND STEERING CAPACITY AND ENGAGEMENT					
	Responsible Entities	Time Frame	Funding Sources	Costs	Indicators of Success
<p>Steering Committee</p> <ul style="list-style-type: none"> • Calibrate committee representation to reflect priority issue areas and efforts • Assign members to Action Areas • Establish routine meetings with County Leadership • Develop internal and external marketing strategies • Conduct information campaign • Formalize participation on the Steering Committee through formal letters of invitation and memorandums of understanding with organizational and agency partners, and other stakeholders • Meet with local, state, regional, and federal leaders to make them aware of the initiative and secure their support • Coordinate and support complementary initiatives that further shared objectives • Coordinate efforts with public, private, non-profit and philanthropic organizations including adjacent municipalities and communities as appropriate 	<p>NHSSF/79th St Int./79th St CSC</p>	<p>Ongoing</p>	<p>3</p>	<p>\$</p>	<p>Continued Steering Committee Meetings – sustain membership and attract new members as needed</p> <p>Memorandums of Understanding are executed</p>
<p>Monitoring and Evaluation of Action Matrix</p> <ul style="list-style-type: none"> • Establish baseline conditions for each Action Area • Conduct gap analysis for each Action Area • Monitor Action Item Progress • Establish Action Matrix update schedule 	<p>NHSSF/79th St Int./79th St CSC</p>	<p>Ongoing</p>	<p>3</p>	<p></p>	<p>Completed action items and updated matrix</p>



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BUILD AND MAINTAIN COMMUNITY AND STEERING CAPACITY AND ENGAGEMENT					
	Responsible Entities	Time Frame	Funding Sources	Costs	Indicators of Success
Civic Engagement and Coalition Building <ul style="list-style-type: none"> • Provide community-based leadership training • Provide opportunities for graduates of leadership training classes work with the residents and steering committee members to advance the action plan 	NHSSF/79t St Int. Catalyst	Ongoing	1& 3	\$	Informed and engaged residents

**** Demonstration Project**

Time Frames: ST. Short Term - 0-3 years MT. – Mid-term - 4-6 years LT. Long-Term - 7 or more years

Resources: 1. Grants- Government & Foundation 2. Capital Improvements- Local & State 3. Loans, Programs, and Technical Assistance



TRANSFORMING THE CORRIDOR

DATA DRIVEN DECISION MAKING AND PERFORMANCE MEASUREMENT

The importance of using data and performance measurement to drive social change and community development is the subject of a new publication of the Federal Reserve Bank of San Francisco and the Urban Institute. In *What Counts – Harnessing Data for America’s Communities*, authors emphasize the need for data-driven, integrated, collaborative solutions to the challenges facing the nation’s communities.

A DataCommon is an online application and interactive resource of data and information. It brings data into a new environment that allows data comparisons to be made and trends to be observed. It provides visualization tools that enable new levels of analysis that would not otherwise be possible.

The data, information, and policy analysis provided through a DataCommon can enhance the ability of policymakers and community residents to better understand the opportunities and challenges facing their communities. With this information and analysis, their ability to develop and implement sound investment strategies to address community challenges and opportunities is enhanced.²⁸

²⁸ Currently funded with the support of Citi Community Development, the Miami-Dade Economic Advocacy Trust, and other key partners DataCommon allows users of varying skills, capacity and experience to access information at different levels of geography and to illustrate the data and relationships between issues. DataCommon is intended to be an open source of information, it is particularly helpful to low- and moderate-income communities seeking to revitalize or stabilize their communities

The Southeast Florida DataCommon, currently under development by the Southeast Florida Regional Prosperity Institute and key partners, will provide information about the 79th Street Corridor CRA and community that can be used by NHSSF, 79th Street Corridor Steering Committee, residents, and external stakeholders to drive social, community, and economic improvement.

Performance measurement provides critical information that can drive decision making and advance social innovation. With the right performance metrics, data, and measurements, social innovators – nonprofits, government organizations, philanthropy, and residents can develop strategies, target resources, and improve management to drive social change and long-term impact. These tools can also help to communicate to community stakeholders’ key issues and action steps needed to create transformative change. As the 79th Street Corridor Partners in Progress Initiative moves forward, it will be important to compile local area data, establish baseline conditions, further develop key measures of success and collect relevant data to track progress.²⁹

²⁹ Wolk et al., 2009



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DataCommon visualization created for the 79th Street Corridor CRA and community.



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DataCommon visualization created for the 79th Street Corridor CRA and community.



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ABBREVIATIONS

79th St Int. – 79th Street Initiative
79th St CRA – 79th Street Community Redevelopment Agency
79th St CSC - Corridor Steering Committee
AAT – Adopt a Tree
BC – Beacon Council
BF – Blue Foundation
BPU – Boise Project Up
Career Source – Career Source of South Florida
CDC - Centers for Disease Control and Prevention – Community Transformation Grants
Chamber – Greater Miami Chamber of Commerce
CFBSF - Citizens for a Better South Florida
CFA – Code For America
CDBG – Community Development Block Grants
DEO – Department of Economic Affairs
DOH- Department of Health
DOJ- U.S. Department of Justice, Office of Justice Programs
EcoTech – EcoTech Vision
EDA – Economic Development Administration
EPA – Environmental Protection Agency
EU – EmpowerU
FDOH – Florida Department of Health
FDOT6 – Florida Department of Transportation District 6
FHFC – Florida Housing Finance Corporation
FIU – Florida International University
FLT – Florida Land Trust
FPT – Florida’s Plant-A-Tree Fund
HCSF – Health Council of South Florida

HFSF – Health Foundation of South Florida
HUD – Housing and Urban Development
KF – Knight Foundation
MPO – Metropolitan Planning Organization Municipal Grants Program
MCI – Miami Children’s Initiative
MDC/EC – Miami Dade College Entrepreneurial Center North Campus
MDC – Miami-Dade County
CIP – Capital Improvements Program
CIAB- Community Image Advisory Board
GOB – General Obligation Bond
HFA – Housing Finance Authority
P&R – Parks & Recreation
PHCD –Public Housing and Community Development
RER –Regulatory and Economic Resources Surtax
MDCPS –Miami-Dade County Public Schools
MDEAT – Miami-Dade Economic Advocacy Trust
MDPD - Miami-Dade Police Department
MDT – Miami-Dade Transit
MF- Miami Foundation
MTM – Million Trees Miami
NCPC - National Crime Prevention Council
NHSSF – Neighborhood Housing Services of South Florida
NUD – New Urban Development
Northside – Northside Shopping Plaza
PSC – Public Space Challenge – Miami Foundation
SGP – Smart Growth Partnership
SFRPC - South Florida Regional Planning Council
SHIP – State Housing Initiative Partnership Program



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TIF – Tax Incremental Financing

TPL - Trust for Public Lands

UL – Urban League

UM – University of Miami

Office of Civic and Community Engagement

Bike Safe/Walk Safe



TRANSFORMING THE CORRIDOR





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Appendices

COMMUNITY SURVEY

STAKEHOLDER INTERVIEW QUESTIONS

TABLE OF SELECTED PLANS

MAP SERIES



APPENDICES

COMMUNITY SURVEY



Empowering. Creating. Revitalizing.
nhssf.org

We appreciate your interest in taking this brief survey. It may take 5-7 minutes to answer the questions below. The 79th Street Corridor Initiative is working hard to bring housing and employment opportunities. Your responses will be used to guide future community improvements. Your participation in this survey is completely voluntary. Please call Ron Butler at (305) 836-1071 or send an email to 79thstreet@gmail.com if you have questions about this survey or the 79th Street Corridor Initiative.

1. In what Neighborhood do you live?
 Arcola Lakes Brownsville Gladeview Liberty City Model City West Little River Other : _____
2. How long have you lived in this community?
 0-5 years 6-10 years 11-15 years over 16 years
3. What is your current living situation?
 I rent my home I own my home I live with family or friends Other : _____
4. Compared to *three years ago*, how would you say your community has changed overall? (in terms of health, safety or opportunity)
 Much Worse Slightly worse Same Slightly better Much better
5. Overall, considering everything, how satisfied would you say you are living in this community?
 Very satisfied Somewhat satisfied Somewhat dissatisfied Very dissatisfied



APPENDICES

6. For each of the following services, please indicate how satisfied you are with the quality of the service.

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	I don't use this service
Public transportation	<input type="radio"/>				
Healthy food shopping	<input type="radio"/>				
Senior Services	<input type="radio"/>				
Medical or health care	<input type="radio"/>				
Parks and recreation	<input type="radio"/>				
Bank or credit union	<input type="radio"/>				
Child care	<input type="radio"/>				
Public library	<input type="radio"/>				
Job training	<input type="radio"/>				



APPENDICES

7. How safe would you say you feel in each of the following places?

	Very safe	Somewhat safe	Somewhat unsafe	Very unsafe
In your home during the day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In your home at night	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Walking in the community during the day time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Walking in the community at night	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In parks, playgrounds, and other outdoor recreational areas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. How would you rate the following public services in your community?

	Very good	Good	Fair	Poor	Very poor	Not applicable
Police response	<input type="radio"/>					
Fire department response	<input type="radio"/>					
Ambulance response	<input type="radio"/>					
Trash collection	<input type="radio"/>					
Out of school programs	<input type="radio"/>					
Parks and Recreation	<input type="radio"/>					



APPENDICES

9. Please rank each of the following issues on a scale of 1-5 (1 is the lowest ranking issue for you -less important, 5 is the most important and highest ranking issue). Use each number 1-5 only one time

Community issues	1	2	3	4	5
Housing and Supportive Services	<input type="radio"/>				
Education & Job Training	<input type="radio"/>				
Roads, Sidewalks, Transit, and other services (lighting, drainage and sewer)	<input type="radio"/>				
Health, Safety & Quality of Life - healthcare, crime, parks, supermarkets, and other amenities	<input type="radio"/>				
Economic Opportunity - Jobs	<input type="radio"/>				

10. Right now, what would you say is the MOST IMPORTANT issue that needs to be addressed in this community?



APPENDICES

STAKEHOLDER INTERVIEW QUESTIONS

There have been multiple reports and plans for 70th Street Partnership area over the past 10 years; why do you think the redevelopment efforts aren't further along?

How much of a challenge does the area falling under two commission districts pose? Sunshine

How would you describe the relationship between area residents and businesses with the County?

What are the mechanisms for residents to air grievances?

What are the greatest impediments to redevelopment?

What are the greatest opportunities?

How can the County best assist redevelopment efforts moving forward?

How do you define community?

What resources are readily available to the community?

What are the area's anchor institutions?

Who are your community leaders?

What is your civic infrastructure?

What is the status of community policing efforts?

What is the status of broadband availability/connectivity in the target area?

Interview with 79th Street Corridor Initiative Business Owners

Welcome and Intent

Background about initiative and Action Plan

Describe your business.

What brought you to the area?

How long have you been operating?

How has the area improved over time?

What improvements do you feel could be made that would benefit your business and customers?

Have you considered relocating your business to another area?

Why do you continue to operate in the area?

Have you considered expanding within the 79th St area?

Do you feel you can effectively voice your concerns to your elected officials?

What are your major concerns?

What are the community's greatest strengths and opportunities?



APPENDICES

TABLE OF SELECTED PLANS

Model City/Brownsville Charrette - 2003	79th Street Corridor Neighborhood Initiative - 2003	79th Street Community Redevelopment Plan MDC CRA 2010	NW 18th Avenue/Broadway Boulevard Corridor Study 2013	Urban Land Institute Technical Assistance Panel for the 79th Street Corridor Sites, Miami-Dade Economic Development Advocacy Trust - 2013
<i>yellow: infrastructure /water /sewer /drainage /buffers</i>	<i>orange: parking /traffic /transportation</i>	<i>green: housing /parking /driveways</i>	<i>rose: parks/open space/community centers</i>	<i>blue: community</i>
Citizen Requests	Improvements	Problems/Needs	Citizen Comments	Community Concerns
		Arterial Corridors		
Improve public infrastructure: landscaping, parks, schools, sidewalks, street lights, water and sewer service	Sidewalks: Repair existing sidewalks and create continuous sidewalks where non-existing. Provide clearly marked crosswalks at street intersections.	Old, deteriorating and obsolescent buildings	Improve safety along and around the Corridor	Attract more mixed-income rather than lower-income housing, family-oriented entertainment and art uses, and chain restaurants
Improve and redevelop the Joseph Caleb Community Center	Drainage: Introduce valley gutters or curb and gutter systems to direct drainage to appropriate areas.	High incidence of vacant property	Establish community identity to foster pride and encourage neighbors and others to visit the Corridor	Enhance walkability
Establish a transit oriented development around the Brownsville MetroRail station and provide amenities to the community	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	High number of small and /or shallow parcels that are difficult to redevelop with higher intensity uses	Create open space for special events (music, festivals, markets, and fairs)	Improve the feeling of safety



APPENDICES

<p>Model City/Brownsville Charrette - 2003</p>	<p>79th Street Corridor Neighborhood Initiative - 2003</p>	<p>79th Street Community Redevelopment Plan MDC CRA 2010</p>	<p>NW 18th Avenue/Broadway Boulevard Corridor Study 2013</p>	<p>Urban Land Institute Technical Assistance Panel for the 79th Street Corridor Sites, Miami-Dade Economic Development Advocacy Trust - 2013</p>
	<p>pavement treatments or materials that contrast with existing street material.</p>			
<p>Establish an Entertainment and Cultural Business District</p>	<p>Street Furniture: Provide appropriate street furniture at important locations such as transit stops and major intersections</p>	<p>A concentration of mobile home parks</p>	<p>Improve and expand Broadway Park and maintain current uses within it (leisure, dominos)</p>	<p>Enhance, not displace, the many small mom and pop businesses in the area</p>
<p>Restore the historic Hampton House and enhance its related uses</p>	<p>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.</p>	<p>Increase the potential and attractiveness for private development</p>	<p>Include more landscaping for protection from the sun and beautification of the Corridor</p>	<p>Create an authentic place that celebrates the Corridor's international character</p>
<p>Improve the Industrial District and provide a buffer to the residential area</p>	<p>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.</p>	<p>Improve the image of the area</p>	<p>Create a catalyst to drive future development</p>	<p>Negotiate community benefits from the new Walmart on the western edge of the Corridor</p>



APPENDICES

Model City/Brownsville Charrette - 2003	79th Street Corridor Neighborhood Initiative - 2003	79th Street Community Redevelopment Plan MDC CRA 2010	NW 18th Avenue/Broadway Boulevard Corridor Study 2013	Urban Land Institute Technical Assistance Panel for the 79th Street Corridor Sites, Miami-Dade Economic Development Advocacy Trust - 2013
Promote employment zones, computer and job training, and manufacturing opportunities	Screens: Screen private lots, commercial service areas and dumpsters with decorative fencing, architectural elements or landscaping. Discourage the use of chain link fencing.	Attract new and better businesses to the area	Convenient parking is crucial for businesses among the Corridor	Create a defining gateway at the intersection of NW 7th Avenue and NW 79th Street
Convert public housing projects into single-family, owner-occupied homes		Remove blighting influences	Infrastructure improvements are needed for future redevelopment	Use the Poinciana Industrial Park Site as the catalyst for jobs and new investments
Provide infill housing on available vacant parcels with a mix of affordable housing types		Affordable housing in conjunction with commercial redeployment in a denser, mixed-use form	Traffic calming elements are needed	Capitalize on the transportation rich NW 37th Avenue and 79th Street area
Enhance the main commercial arteries and facilitate mixed-use redevelopment opportunities		Residential neighborhoods	Development incentives need to be put in place to encourage mixed-use development	Unify and connect the Corridor and the voices of the community
Improve pedestrian access to bus stops and provide adequate landscaping		High proportion of renters, particularly in the multi-family units	Both ends of the Corridor should act as attractive community entrances with open space	Create a pedestrian friendly environment along and across the Corridor. Eliminate the outermost travel lanes and provide on-street parallel parking



APPENDICES

Model City/Brownsville Charrette - 2003	79th Street Corridor Neighborhood Initiative - 2003	79th Street Community Redevelopment Plan MDC CRA 2010	NW 18th Avenue/Broadway Boulevard Corridor Study 2013	Urban Land Institute Technical Assistance Panel for the 79th Street Corridor Sites, Miami-Dade Economic Development Advocacy Trust - 2013
Redevelop NW 54th Street as a traditional main street, with mixed-use development including retail on the ground floor and office and residential uses above.		Lack of water and sewer connections inhibits infill redevelopment		Landscape buffers between the road and sidewalk for pedestrian safety
		Lack of amenities: parks and convenient neighborhood services		Provide shade through landscaping and as part of buildings
		Some areas are too close to industrial uses		Provide pedestrian scale lighting
		Improve access to water and sewer infrastructure		
		Repair or remove the worst and most deteriorated structures		
		Provide quality workforce housing particularly if the mobile home residents are displaced		
		Defined neighborhood centers within walking distance		



APPENDICES

Model City/Brownsville Charrette - 2003	79th Street Corridor Neighborhood Initiative - 2003	79th Street Community Redevelopment Plan MDC CRA 2010	NW 18th Avenue/Broadway Boulevard Corridor Study 2013	Urban Land Institute Technical Assistance Panel for the 79th Street Corridor Sites, Miami-Dade Economic Development Advocacy Trust - 2013
		Convenient access to neighborhood oriented retail and service uses		Beautify the streetscape
		Industrial Area		
		Areas are constrained in extent and generally adjacent to residential uses		
		Further growth in surrounding areas could cause conflict with truck traffic		
		Higher development or screening standards for edges adjacent to residential uses		
		A long-range development plan to address questions of potential growth areas, compatibility, access, and transportation		
		Public General Comments:		
		Funds should not be spent on capital improvements that should have been		



APPENDICES

Model City/Brownsville Charrette - 2003	79th Street Corridor Neighborhood Initiative - 2003	79th Street Community Redevelopment Plan MDC CRA 2010	NW 18th Avenue/Broadway Boulevard Corridor Study 2013	Urban Land Institute Technical Assistance Panel for the 79th Street Corridor Sites, Miami-Dade Economic Development Advocacy Trust - 2013
		completed by the County		
		Residents should have priority with respect to contracts and jobs		
		There should be monitoring to assure that commitments made are followed through to completion		
		Monitoring and compliance should be a priority of developers		
		Assurance that the community share in the benefits derived from the CRA		
		Emphasis should be made in generating and attracting tourist dollars		
		Advisory Boards of Model City and Little River should be actively coordinated with in redevelopment activities		



APPENDICES

Model City/Brownsville Charrette - 2003	79th Street Corridor Neighborhood Initiative - 2003	79th Street Community Redevelopment Plan MDC CRA 2010	NW 18th Avenue/Broadway Boulevard Corridor Study 2013	Urban Land Institute Technical Assistance Panel for the 79th Street Corridor Sites, Miami-Dade Economic Development Advocacy Trust - 2013
		Creation of short-term and mid-term goals for the CRA Board to assure success of the overall plan		
		The CRA Board should continue the community input process. Possible actions could include providing Business and Community Roundtable Meeting for community input		
		The CRA Board must have accountability throughout the process		
		Potential Street Improvements		
		79th Street toward 7th Avenue as congestion begins from the backup from I-95		
		NW 27 Avenue- demarcate parking lanes on both sides of the Avenue		



APPENDICES

Model City/Brownsville Charrette - 2003	79th Street Corridor Neighborhood Initiative - 2003	79th Street Community Redevelopment Plan MDC CRA 2010	NW 18th Avenue/Broadway Boulevard Corridor Study 2013	Urban Land Institute Technical Assistance Panel for the 79th Street Corridor Sites, Miami-Dade Economic Development Advocacy Trust - 2013
		NW 22 Avenue - reduce six lanes to four lanes and add on-street parking		
		NW 12th Avenue and NW 17th Avenue - reduce four lanes to two lanes and create on-street parking		



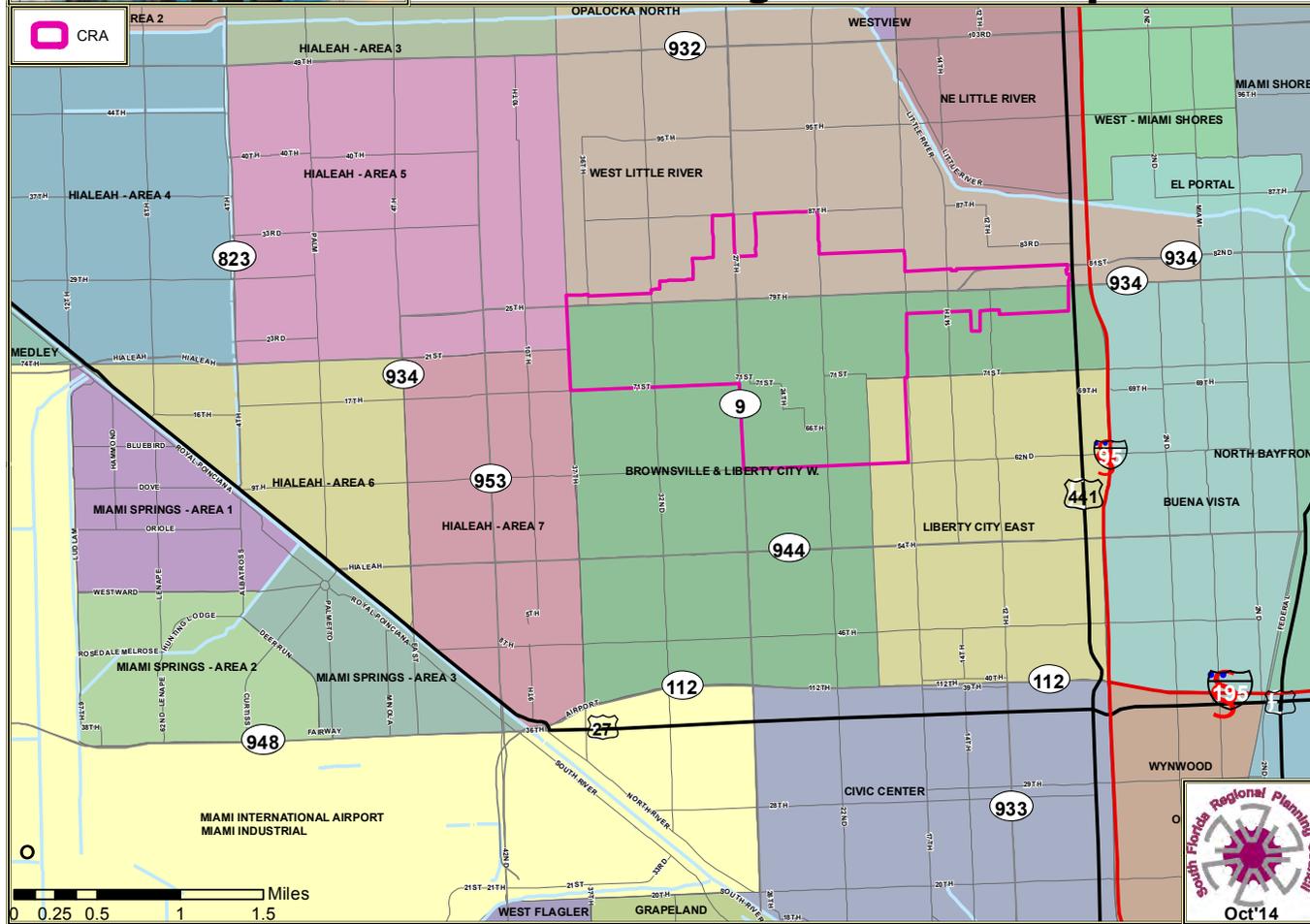
Map Series

1. Traditional Neighborhoods Map
2. CRA Boundary
3. County Commission Districts Map
4. Select Miami-Dade County Owned Properties in the Poinciana Industrial Park Area
5. Transit Map
6. Transit Map with Hialeah Yard General Overview
7. Storm Surge Effects from a Category 5 Storm
8. Health Facilities Map
9. Schools and Parks Map
10. Public Schools
11. Private Schools



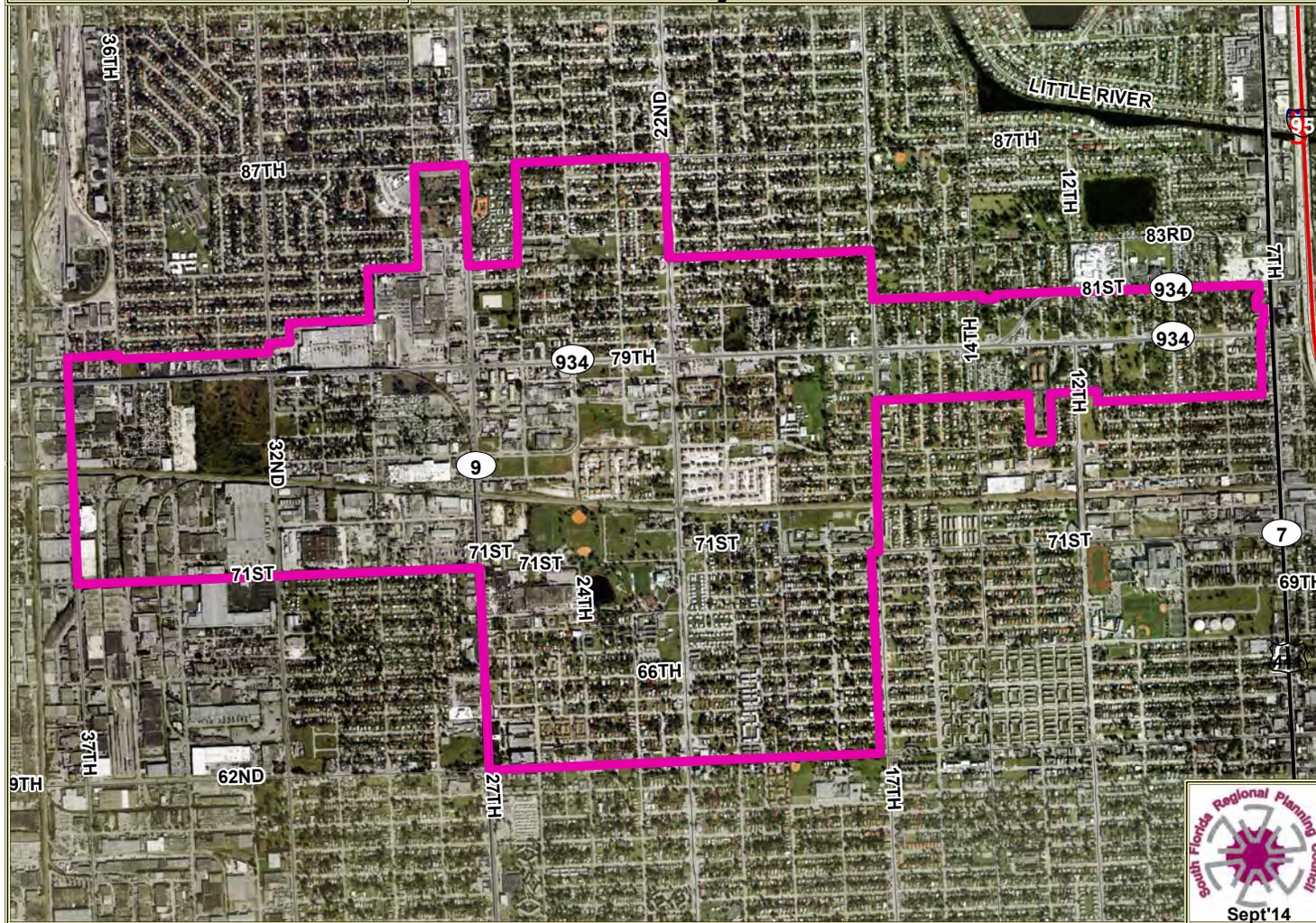


79th Street Corridor Initiative Traditional Neighborhoods Map



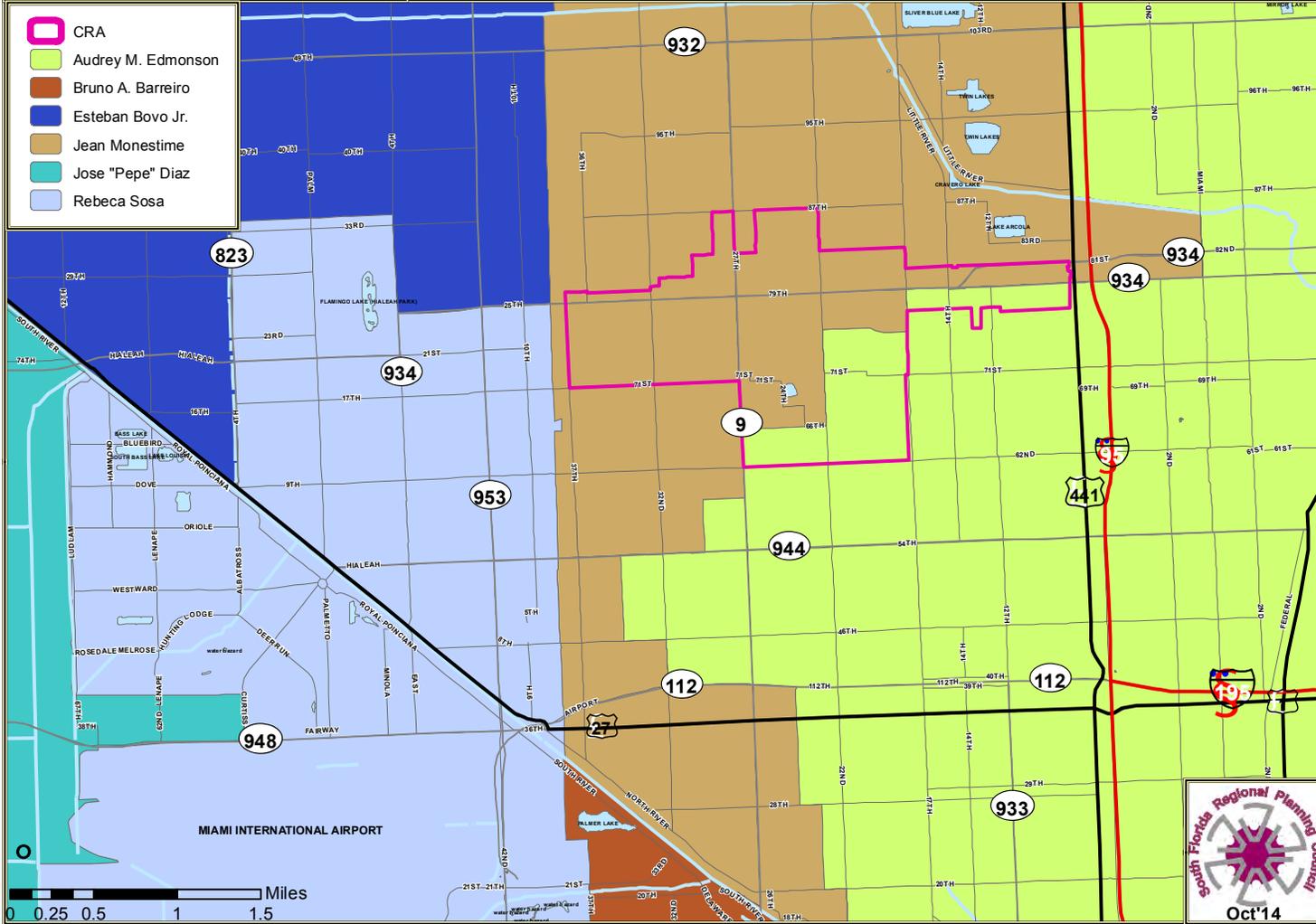


79th Street Corridor Initiative CRA Boundary

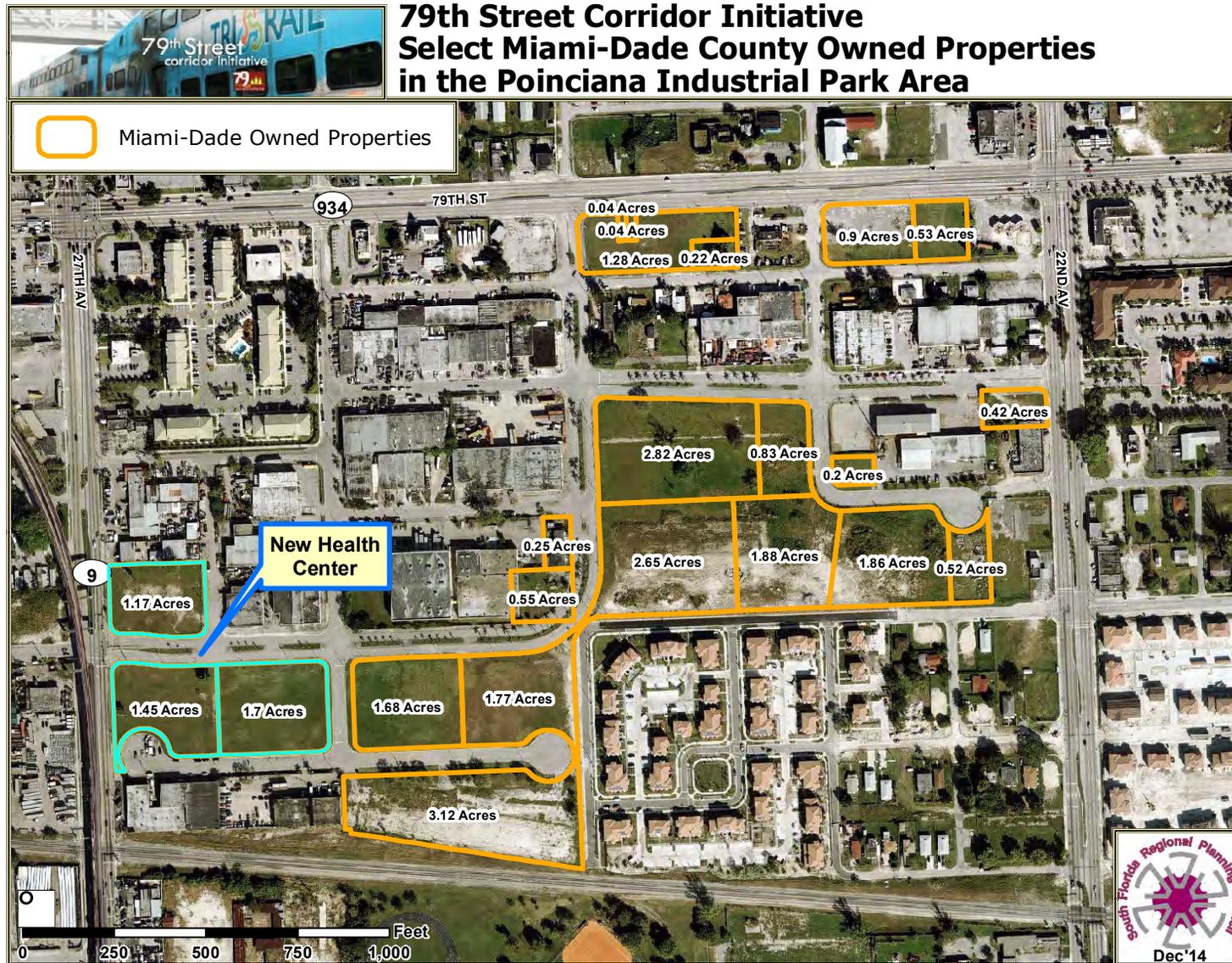




79th Street Corridor Initiative County Commission Districts Map

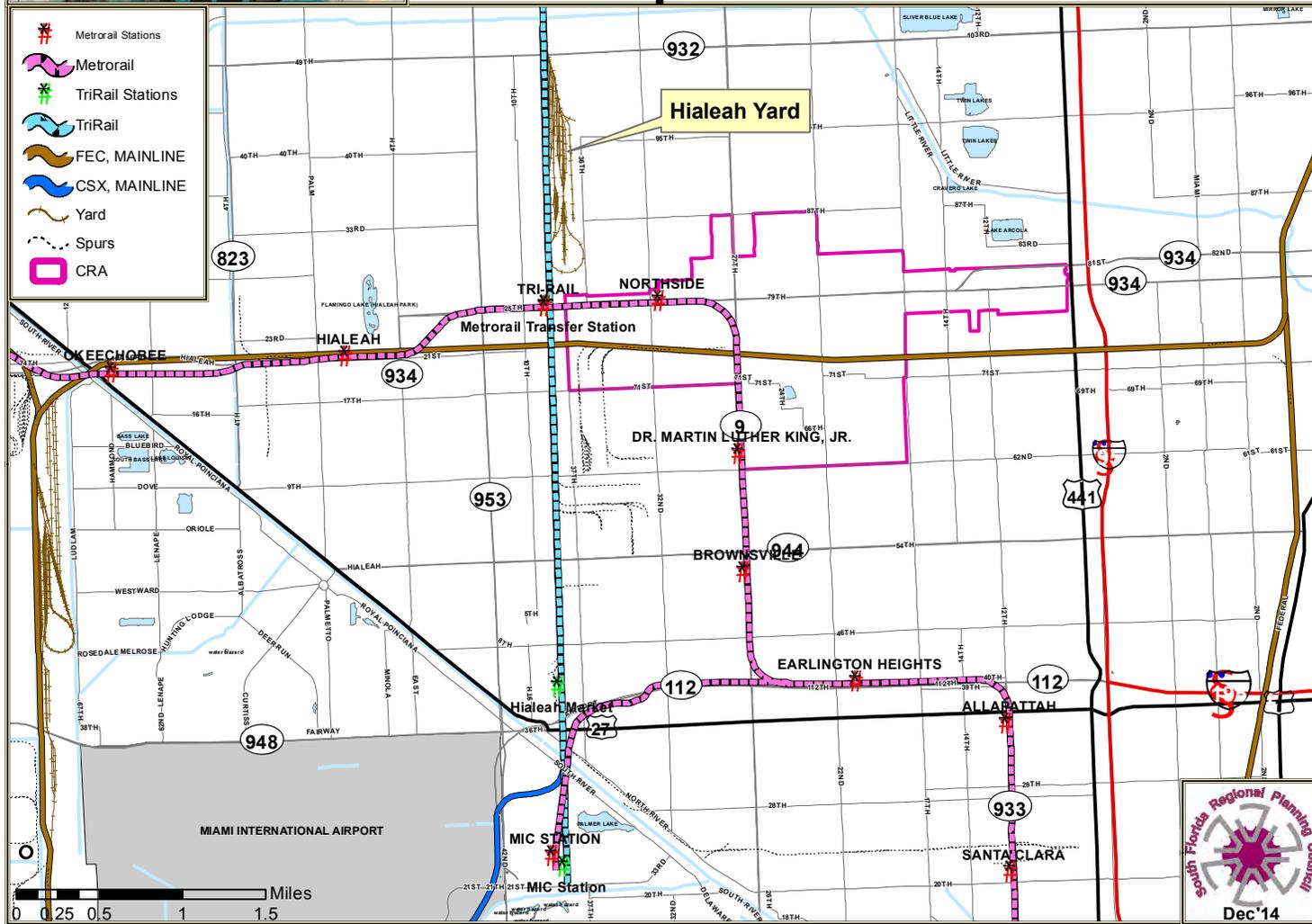


MAP SERIES





79th Street Corridor Initiative Transit Map



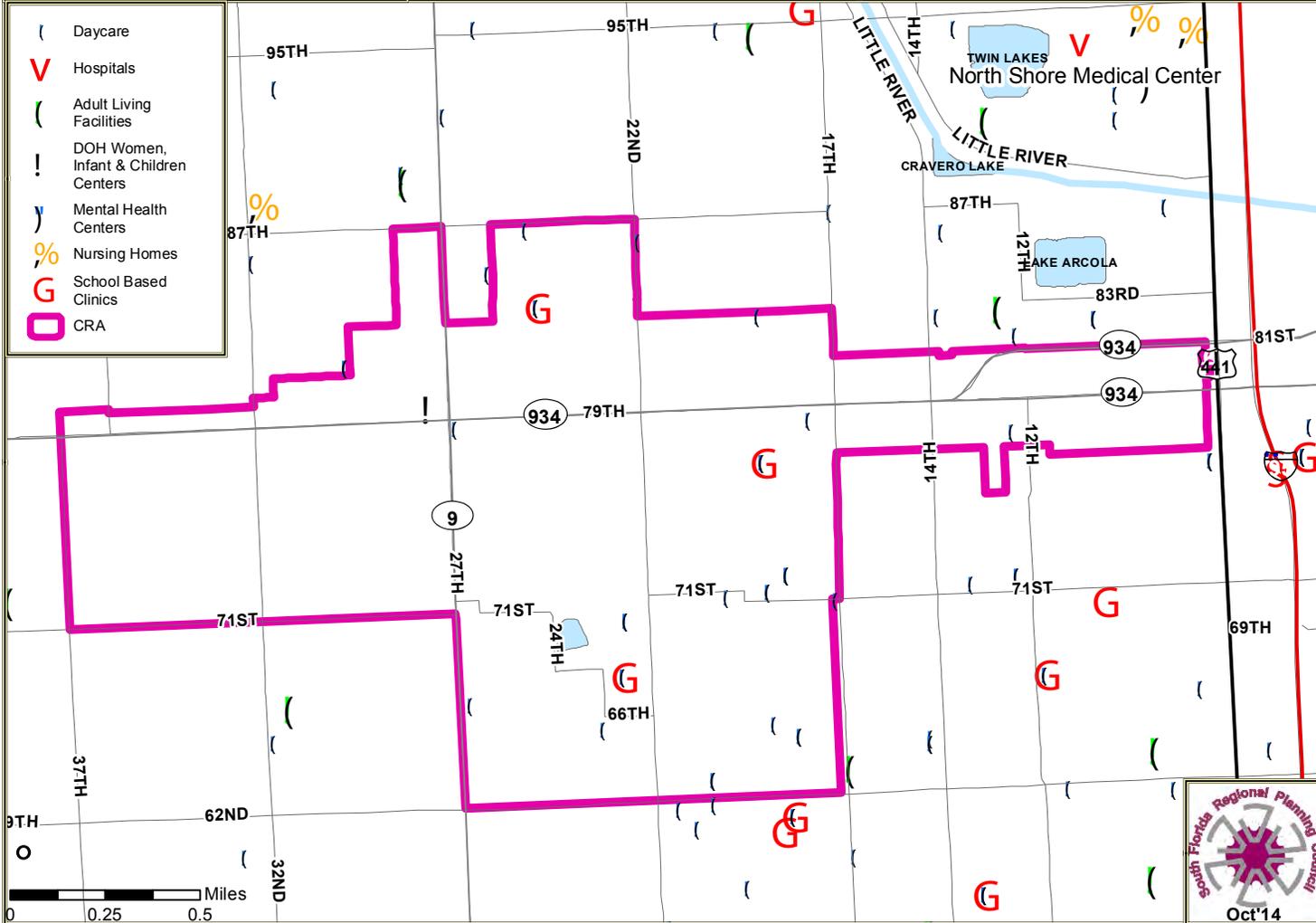


79th Street Corridor Initiative Transit Map - Hialeah Yard General Overview



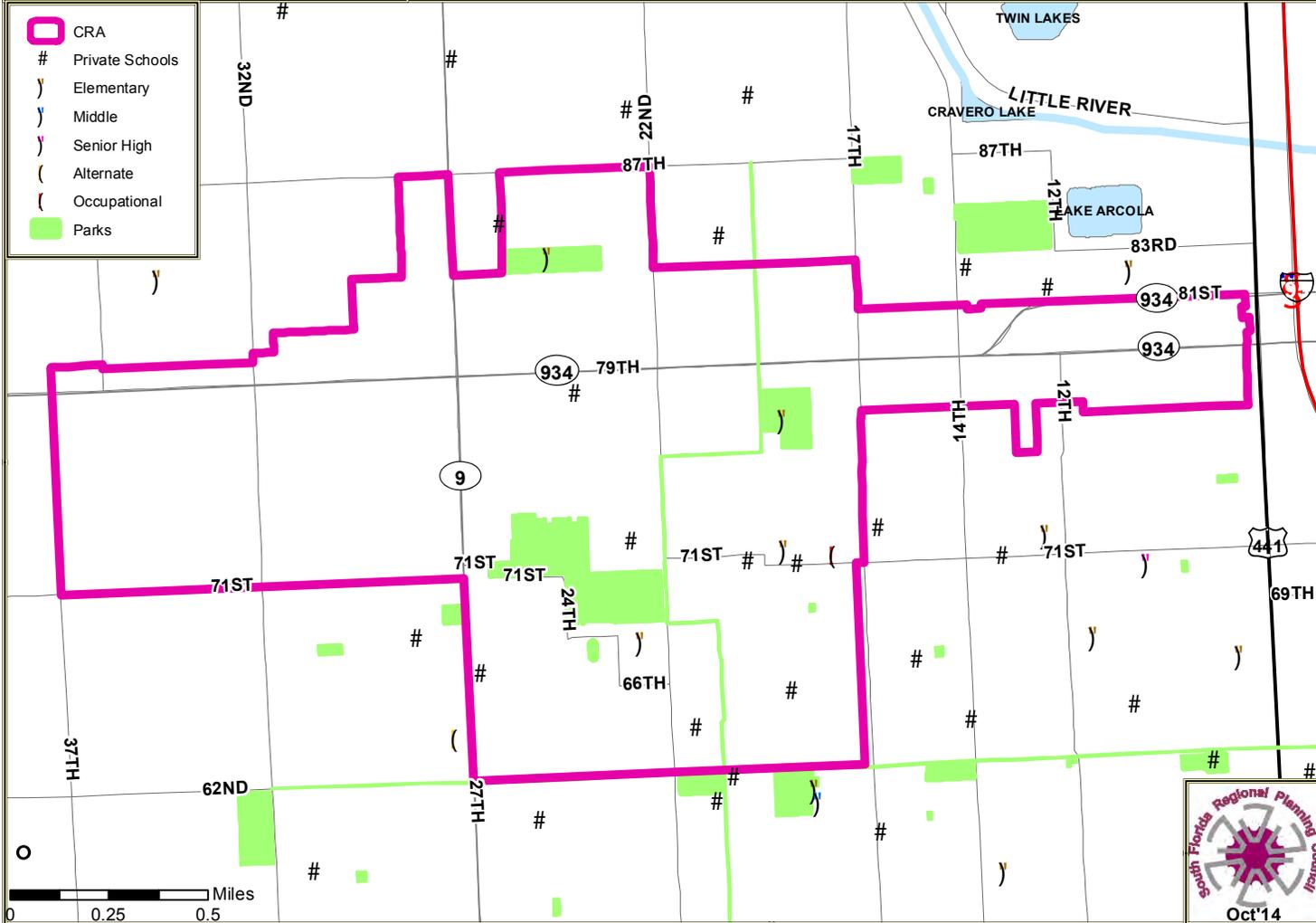


79th Street Corridor Initiative Health Facilities Map



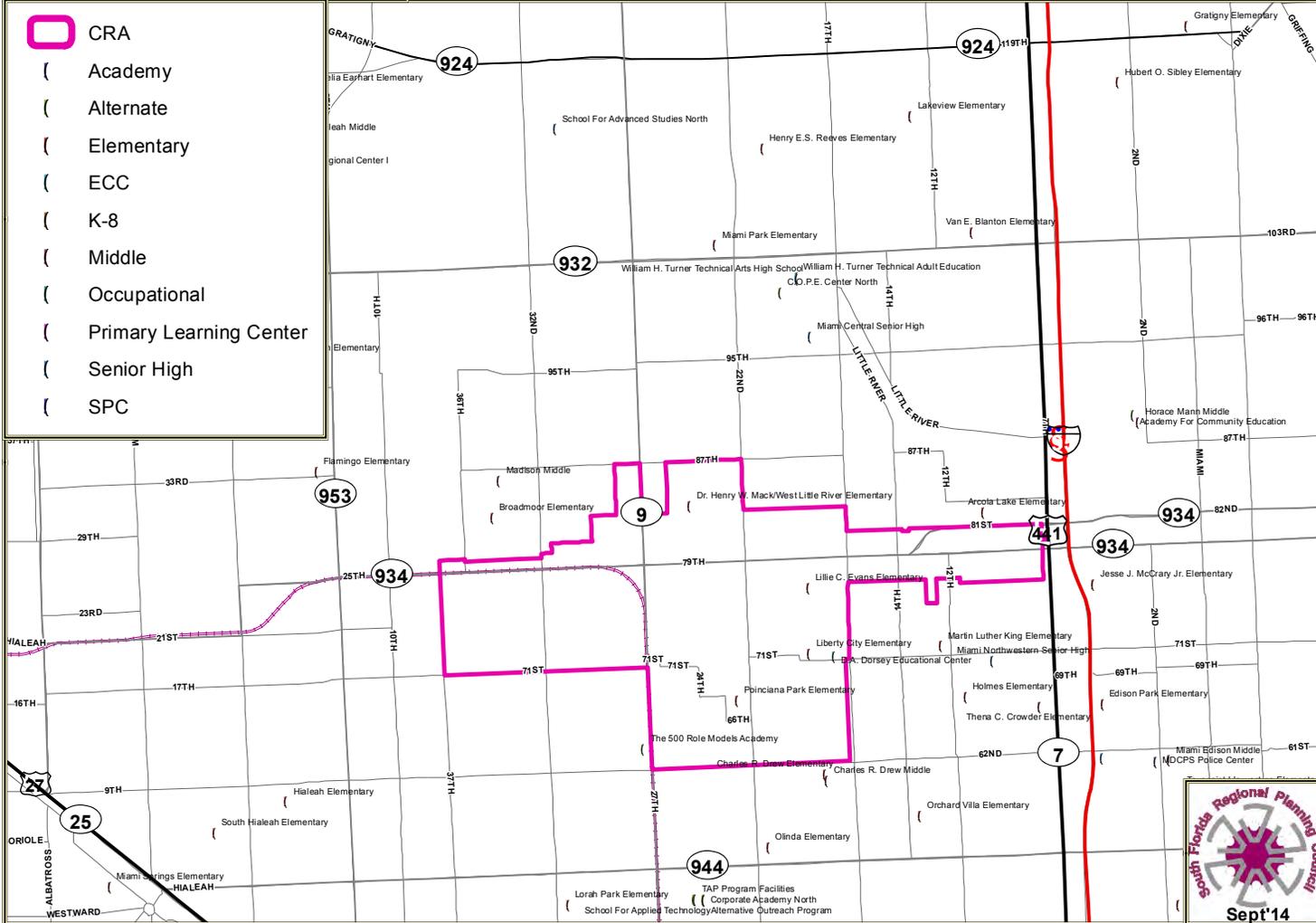


79th Street Corridor Initiative Schools and Parks Map





79th Street Corridor Initiative Public Schools





79th Street Corridor Action Plan – 2015