

## I. Introduction

### A - Reason for Study

The Miami Garment Center/Fashion District Redevelopment Plan provides a program for the redevelopment and expansion of one of the major employment centers within the City of Miami. The importance of the Garment industry is substantial and it currently ranks as the largest industrial employer within the County employing over 28,000 people directly. The economic health of this industry is extremely important to the local economy and certain trends have emerged which indicate that the future outlook of this industry within the City of Miami is dubious unless measures are taken to provide competitively priced land for industrial development and other improvements are made to insure the continued economic vitality of the area.

Located directly south of the existing concentration of garment related businesses is a blighted, low income residential area that has become characterized by housing abandonment, sub-standard housing condition, and social and economic deprivation. Conditions within the area necessitate major clearance activity. This area is located within a portion of the City of Miami that is already overimpacted with public and subsidized housing and market conditions are such that privately developed housing is not feasible. The optimum re-use of this small area would be for industrial and commercial activities.

In order to initiate needed redevelopment activities, it is necessary to designate this area as a Community Redevelopment Area under the provisions of the Florida Community Redevelopment Act of 1976. This act specified that in certain blighted areas where prevailing conditions of decay make impractical the reclamation of the area by methods of rehabilitation and/or conservation, the governmental entity may undertake a more extensive public program including land acquisition for redevelopment. Before any community development project can be planned or implemented within the City, a Community Redevelopment Plan must be approved for the area by both the City of Miami and Dade County.

In 1976, the City of Miami adopted the Miami Comprehensive Neighborhood Plan 1976-86 (MCNP) which provides the framework for the overall development of the City of Miami. A Community Redevelopment Plan focuses on areas of significant neighborhood deterioration for which a detailed redevelopment program is required. Development opportunities for this area have been identified within the MCNP.

In 1971, a development plan was adopted by Dade County for the Central Miami Neighborhood Development Program Area No. 3, which includes all of the study area. No redevelopment activities were undertaken under this plan within the Garment Center/Fashion District nor the proposed expansion area.

In preparation of this plan, meetings were held with industry representatives, property owners and representatives of citizen groups from both the Culmer and Wynwood communities. An economic analysis of this area was prepared by International Resource Development Associates and the City conducted a business survey.

## II. The Setting

### A. Description of the Study Area Boundaries

The study area boundaries are: NW 29th Street on the north; NW 21st Terrace, NW 22nd Street, NW 20th Street on the south; NW 2nd Avenue on the east; and I-95 on the west. The area comprises the existing concentration of garment manufacturing and related wholesale and retail establishments and the proposed redevelopment area located south of NW 23rd Street, see Map #1.

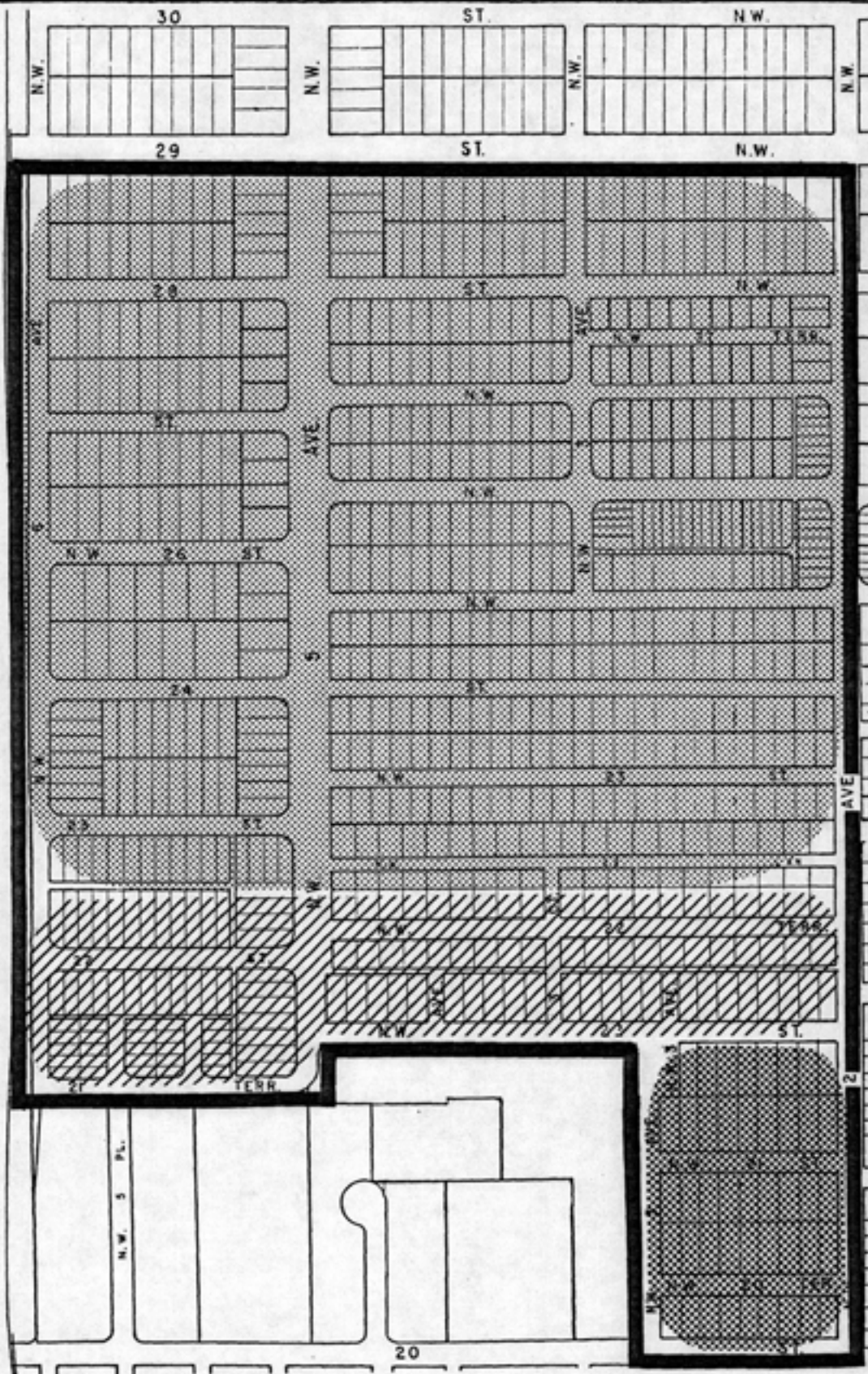
#### Description


Beginning at a point at the intersection of west right-of-way line of NW 6th Ave. and the north right-of-way line of NW 29th St.; thence running easterly along the north right-of-way line of NW 29th St. to the intersection of the east right-of-way line of NW 2nd Ave.; then running southerly along the east right-of-way line of NW 2nd Ave. to the intersection of the south boundary line of NW 20th St.; thence running westerly along the south boundary line of NW 20th St. to the intersection of the west boundary line of NW 3rd Ave. extended; thence running northerly on the west boundary line of NW 3rd Ave. to the intersection of the south boundary line of NW 22nd St.; thence westerly on the south boundary line of NW 22nd St. to the intersection of the east boundary line of NW 5th Ave.; thence southwestwardly on an arc on the southwest boundary line of NW 21st Terr. to the intersection of the west boundary line of NW 5th Ave. extended; thence westerly on the south boundary line of NW 21st Terr. to the intersection of the west boundary line of NW 6th Ave.; thence northerly on the west boundary line of NW 6th Ave. to the point of beginning.


### B. Relationship to the City and Metropolitan Area

The Garment Center/Fashion District is centrally located within the City of Miami and Dade County. Located approximately 2 miles from the central business district it has excellent accessibility to all areas of the County via the Interstate Highway system although direct access is cumbersome. Major north-south (NW 7th Avenue and N. Miami Avenue) and east-west (NW 29th Street and NW 20th Street) arterials lie adjacent to the area. The Julia Tuttle Causeway and Venetian Causeway connecting the City of Miami to Miami Beach lies to the east of the study area.





 EXISTING GARMENT CENTER/ FASHION DISTRICT

 PROPOSED EXPANSION AREA

 FUTURE REDEVELOPMENT

# GARMENT CENTER / FASHION DISTRICT PROPOSED REDEVELOPMENT



CITY OF MIAMI PLANNING DEPARTMENT **MAP 1**



REDEVELOPMENT  
PLAN

The Garment Center/Fashion District is surrounded by areas of low to moderate density residential development to the south, west and north and industrial development to the east.

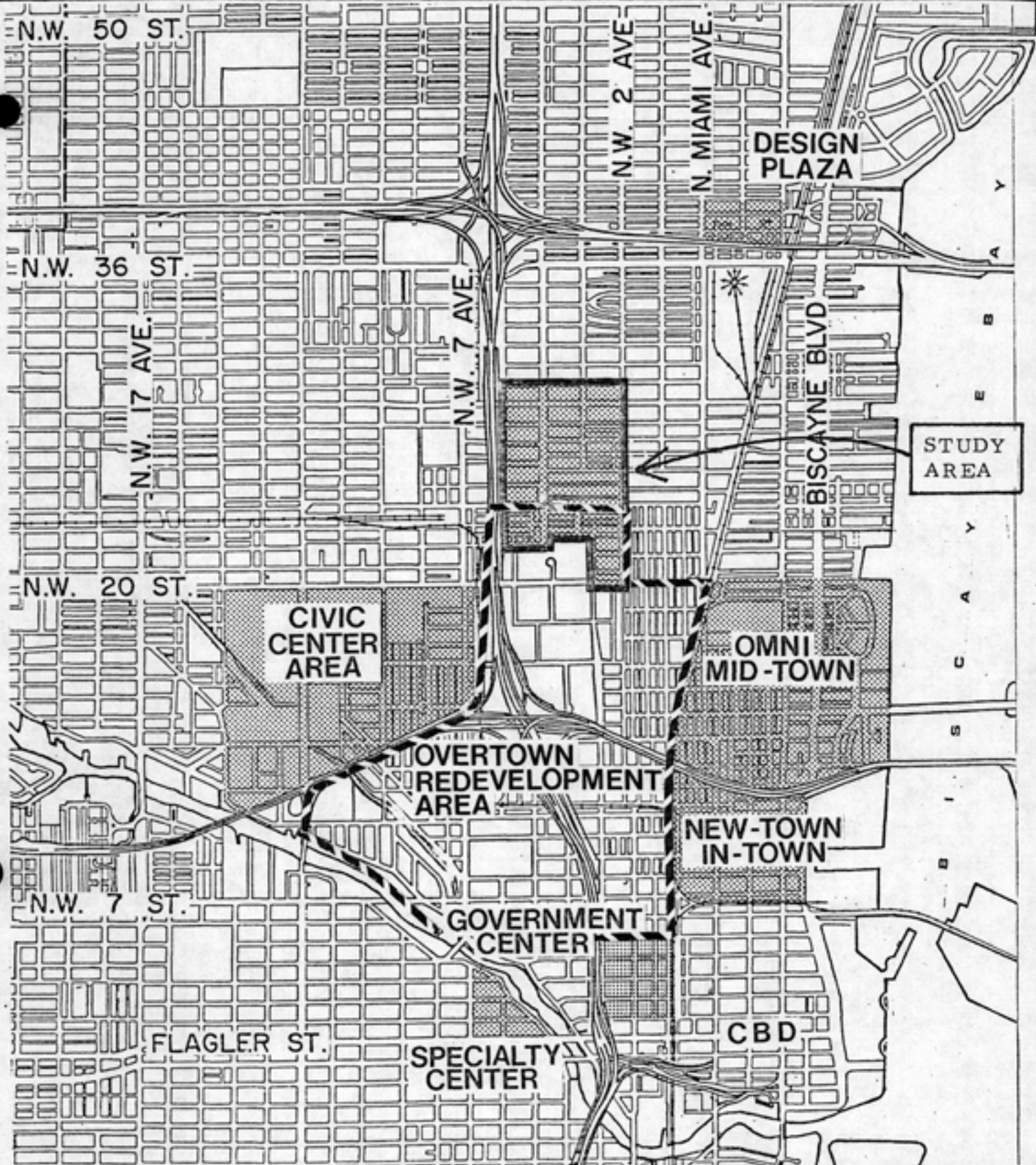
The R-10 Urban Renewal Area (Town Park) which is a recently redeveloped low income predominantly black residential community of subsidized housing, lies directly to the south of the study area. North of the study area lies the low density Wynwood residential community which is a predominantly Hispanic community and the Miami Design Center which is a nationally significant interior decorating center. To the east lies a mixed industrial-residential area in which many garment manufacturing plants and related businesses are also located. West of I-95 lies the Allapattah Industrial District which contains the largest concentration of food distribution activities within the County, the presently vacant AMTRAK Station and the nearby Civic Center Complex.

The Garment Center strategic location is extremely important to the two major components of the fashion/apparel industry, manufacturing and wholesale/retail activities. The proximity to the major shipping facilities, lower income residential areas (employee housing) emerging tourist markets, merchandising centers and support industries, all enhance the viability of the study area, see Map #2.

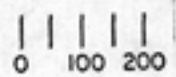
### C. Historic Evolution of Area

The apparel industry developed in the City of Miami in the late 1930s. Sewing was one of the first activities of the apparel industry to be established in Miami followed by cutting and design operations. Growth in population, expanding tourist markets and the settlement of retired experienced garment personnel from the north, were important reasons for this early development. By 1940 the majority of the apparel manufacturers in Dade County were located within the area which was becoming known as the Garment Center (NW 5th Avenue). The major growth in the garment industry occurred after 1960 as a result of a number of factors including: the availability of abundant low cost labor which was supplied by the massive influx of skilled Cuban immigrants into Miami; the growth of the resort-wear industry which comprised a significant portion of the local production; the right to work laws in the State of Florida which prohibits union shops; overall trends in the fashion industry towards lighter and synthetic materials and tropical styles; and the increasing cost of production in the New York Metropolitan Area. Economic expansion in the last 20 years has been in the wholesale and retail apparel products. Exports to Latin America and Caribbean have increased substantially in the last 18 years. During the last few years the retail component of the garment industry in Miami has expanded rapidly, while there has been an escalating decline in manufacturing.





**GARMENT CENTER / FASHION DISTRICT  
LOCATION MAP**



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The proposed expansion area located south of NW 23rd Street developed during the 1920s, at which time a large number of wood frame structures were constructed. The area changed racially in the 1950s as a result of the expansion of the "Central Negro District" at which time a number of large apartment structures were built (concrete monsters).



### 'III.' Redevelopment Proposal

#### A. Framework for Redevelopment

The fashion apparel industry is Dade County's largest single industrial employer. As of 1976 there existed approximately 635 firms in Dade County, employing 28,000 workers, generating over 700 million dollars in revenue and over 100 million dollars in local salaries. In addition, thousands of workers are employed in related businesses such as button and zipper manufacturing, wholesale apparel, retail apparel, banking, trucking, warehousing, etc.-all heavily impacted by the local apparel industry.

A concentration of garment manufacturing facilities is located within the City of Miami, and within the City it is centered within the Garment Center/Fashion District. City of Miami contains approximately 50% of the garment manufacturing firms located within the County, and 30% of the employment.<sup>1</sup> There are 195 firms in the Garment Center/Fashion District, of which 153 (78%) firms are in the garment-related businesses. The composition by economic activity of the 153 garment related businesses is the following: 37% manufacturing, 35% in whole-sale/retail, 3% in retail, 8% in wholesale, and 17% in related business, See Tables 1 and 2.

The Garment Center/Fashion District represents one of the largest concentrations of industrial employment within the City and provides a vital employment resource for low income and minority residents of the City. The retention of this industry in Miami is the primary objective of this proposed redevelopment plan. The redevelopment strategy aims at the improvement of the physical infrastructure of the area between NW 23rd and 29th Streets, (including spot clearance) and providing additional land for industrial expansion south of NW 23rd Street.

The inability of garment manufacturers to obtain sufficient land at reasonable cost for the establishment of new businesses and the expansion of existing firms, insufficient size parcels for present industrial needs, and the escalation of rents due to the expansion of the 5th Avenue retail core have been major factors resulting in the exodus of manufacturing firms from the area.

Expansion of the Garment Center/Fashion District required the acquisition and demolition of approximately 280 occupied housing units (323 total units) south of NW 23rd, 9 marginal business establishments on 14 acres of land for re-use as industrial property. Some 97% of these units are in substandard condition. Many of these residential structures are vacant and not occupied.

1/ Dade County Planning Dept.

TABLE 1.  
 GARMENT CENTER/FASHION DISTRICT  
 INVENTORY OF BUSINESSES  
 1979

<u>ECONOMIC ACTIVITY</u>	<u>NUMBER</u>	<u>PERCENTAGE</u>
Manufacturing	56	28
Wholesale/retail	53	27
Retail	5	3
Wholesale	13	7
Related Business	26	13
Other Business	42	22
Total	195	100%

Source: City of Miami - Planning Department

TABLE 2.  
 GARMENT CENTER/FASHION DISTRICT  
 INVENTORY OF GARMENT RELATED FIRMS, 1979

<u>ECONOMIC ACTIVITY</u>	<u>NUMBER</u>	<u>PERCENTAGE</u>
Manufacturing	56	37
Wholesale/retail	53	35
Retail	5	3
Wholesale	13	8
Related Business	26	17
Total	153	100%

Source: City of Miami - Planning Department



structures the vacancy rates are high, averaging over 10%. The poor condition of this housing has both a negative impact on the Garment Center/Fashion District commercial area and the new housing located to the south in the Town Park Urban Renewal Area, See Blight Survey, Table 3.

Within the existing Garment Center/Fashion District (north of 23rd St.) there are 45 housing units interspersed among manufacturing firms. Approximately 75% of the housing units in this area are in substandard condition, slightly more than half of these units are single family homes and duplexes. The existence of these residential structures inhibits expansion of industrial firms within this area zoned for industrial uses. The industrial predominance in turn contributes significantly to blighting influences on the housing stock resulting in incompatible land use relationship.

In addition to the location of seriously deteriorated housing, the industrial area itself contains many physical and social deficiencies that inhibit growth. Problems identified within the area include: insufficient parking; inadequate loading facilities; poor access to regional transportation system; inadequate street system; crime; difficulty recruiting labor for manufacturing, etc.

Essential for the success of the redevelopment program will be the keen interest shown by businesses in the area that have expressed interest in expanding their operations in the Garment Center/Fashion District. A survey conducted in January 1979 identified 44 firms that are currently considering expansion of which 23 firms are interested in acquisition of additional land within the area. Approximately 1,000 additional manufacturing jobs could be generated by these firms, see Table 13, page 53 and Table 20, page 57.

B. Summary of Issues

- a. Incompatible land use relationships (residential/ industrial).
- b. Need for competitively priced land for industrial expansion.
- c. Removal of substandard blighted residential structures.
- d. Improved accessibility to the Garment District/ Fashion District and within the area.
- e. Need for infrastructure improvements as increased parking, signage, loading facilities and visual amenities.
- f. Need for improved public services, as police protection, etc.
- g. Need for employment training and job recruitment assistance.

C. Redevelopment Objectives

- Remove blighted substandard housing from the area through public acquisition and the relocation of residents to standard housing.

- Retain existing garment manufacturing firms within the Garment Center/Fashion District.
- Provide incentives for industrial expansion and the attraction of new industrial firms to the area.
- Provide job opportunities for low income and minority residents of the City of Miami.
- Support the growth of the retail-wholesaling components of the apparel industry.
- Increase the economic base of the City of Miami.
- Provide incentives for the Garment Industry to effectively adapt to changes within the industry.

#### D. Future Development

The future of the Garment Center/Fashion District is highly dependent on a number of external factors including: trends within the garment industry nationally; United States Foreign Trade Policies; technological innovations etc.

Industrial projections have indicated that the fashion apparel industry can be expected to grow by 24% from 1976-1990 County-wide and 15% within the City of Miami. <sup>1</sup> Essential for this expansion will be the availability of an adequate labor supply, which is critical in this labor intensive industry.

Certain sectors of this industry have shown strong growth during the last few years and it is in these areas that future development should be focused. The wholesale/retail component has undergone major expansion with emphasis on export activities. Miami has excellent opportunity to become a Fashion Center with special orientation to the Caribbean and Latin America. Efforts should be made to attract regional service headquarters for textile and apparel corporations engaged in off-shore activities. <sup>1</sup> Certain "service aspects" of the industry as management headquarters, warehousing, designing, cutting, distribution and sales could be most effectively handled within Miami due to its excellent transportation link with Latin American, local expertise in the garment industry and bilingual character of the community. . These elements of the industry would be least effected by a declining labor supply which is presently stagnating this industry.

An office showroom complex should be considered for future development with the area. Industry representatives and the City of Miami Office of Trade and Commerce should develop and assist businesses in utilization of Industrial Revenue Bonds, a program to attract new garment related businesses to the area. Programs should be established in local educational institutions

<sup>1/</sup> International Resource Development Associates In. "The Textile Apparel Industry in Miami; Problems and Prospects" 1979.



in the area of fashion design and industrial technology related to this industry. Trends within the manufacturing segment of this industry have been for larger size plant facilities, generally over 20,000 square feet. At the present time there is inadequate land for large scale industrial expansion which will be alleviated somewhat by the proposed expansion of the district which will allow Miami to be more competitive with the Hialeah and Miami Lakes Garment Manufacturing areas in attracting new, larger facilities. The continued growth of the Garment Center/Fashion District is dependent on a concerted effort by both the public and private sector to meet trends within this rapidly changing industry.

V. Redevelopment Plan

A. Land Use Plan

The Land Use Plan reflects the current overall land use pattern for the area north of NW 23rd Street and proposes the elimination of blighted residential and commercial development from the portion of the study area located south of NW 23rd Street. The proposed reuse of this area is for light industrial and liberal commercial activity associated with the fashion apparel industry. The land uses proposed under this plan are generally in conformance with the Miami Comprehensive Plan 1976-86. These categories have been developed in conjunction with the existing City of Miami Comprehensive Zoning Ordinance, see Map #3.

Any sale or lease of land in the Garment Center/Fashion District redevelopment area will be subject to the controls and regulations of this plan or the zoning ordinance.

Land Use Categories




- a) Industrial - Light Industrial. Future development in areas so designated shall be limited to structures appropriate for industrial use as defined for the I-1 district in the Miami Comprehensive Zoning Ordinance. The predominant land use activity will be garment manufacturing.
- b) Mixed Commercial - Light Industrial. Future development in areas so designated shall be limited to structures appropriate for industrial and commercial use as defined by the I-1 district of the Miami Comprehensive Zoning Ordinance. The predominant land use activity will be wholesale/retail warehousing, office and other less intensive commercial-industrial activity related to the fashion apparel industry.
- c) Medium Density Residential. Future development in areas as designated shall be limited to structures appropriate for industrial and commercial use as defined by the R-4 district of the Miami Comprehensive Zoning Ordinance. Maximum Residential densities will be 54 units per acre.

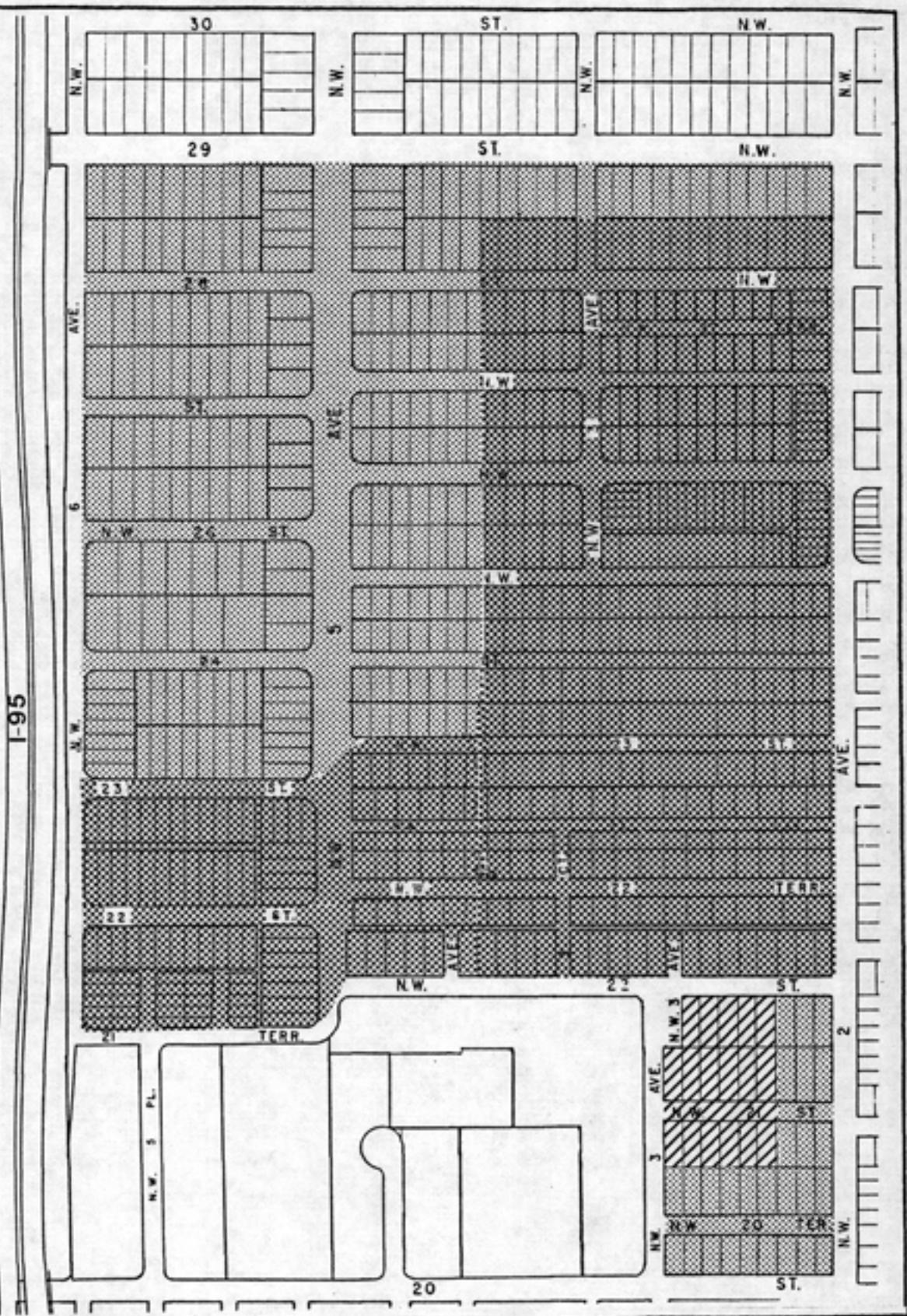
B. Recommended Public Actions to Carry out the Plan

1) Zoning

The following zoning changes are proposed to implement the Land Use Plan and to protect garment manufacturing facilities from encroachment by other businesses associated with the fashion apparel industry (wholesale/retail activity) and businesses not associated with this industry. No zoning changes are currently recommended for areas bounded by NW 2nd and 3rd Avenues, NW 20th Street and NW 22nd Street, see Map #4.



-  MIXED COMMERCIAL-LIGHT INDUSTRIAL
-  LIGHT INDUSTRIAL
-  MEDIUM DENSITY RESIDENTIAL

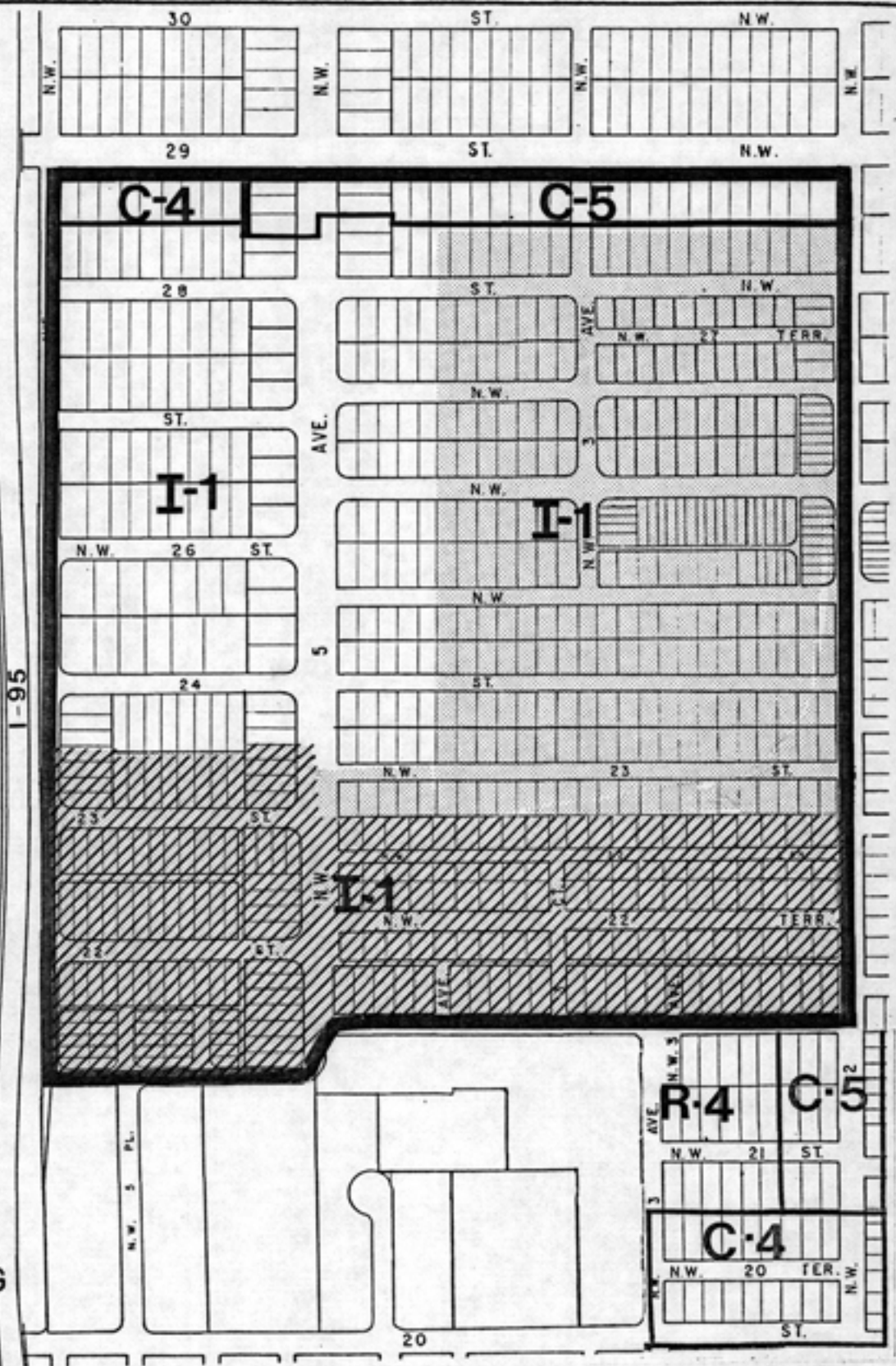





# GARMENT CENTER / FASHION DISTRICT LAND USE PLAN



CITY OF MIAMI PLANNING DEPARTMENT **MAP 3**





-  SPECIAL OVERLAY DISTRICT S. P. D.
-  REZONE I-1
-  RESTRICT NON-MANUFACTURING ACTIVITY

# GARMENT CENTER / FASHION DISTRICT ZONING PLAN



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CITY OF MIAMI PLANNING DEPARTMENT **MAP 4**

- a - Rezone all R-4 (medium density residential) and R-2 (two family residential) properties located approximately between NW 22nd Lane, NW 21st Terrace, NW 22nd Street, NW 20th Street, NW 6th Avenue and NW 6 Avenue to I-1 (light industrial) according to the provisions of the Miami Comprehensive Zoning Ordinance.
- b - Rezone the C-5 district located south of NW 24th Street and north of NW 22nd Street to I-1.
- c - Establish a Garment Center Special Overlay District (SPD) for the area bounded by NW 21st Terrace, NW 22nd Street, NW 29th Street, NW 6th Avenue and NW 2nd Avenue.
  - 1. Restrict non-garment related commercial and industrial activity to the conditional use provisions of the City of Miami Comprehensive Zoning Ordinance in order to encourage the continued concentration of garment related activities.
  - 2. Restrict non-manufacturing garment related activities, except by conditional use within the overlay district from all properties located 300 feet east of NW 5th Avenue, between NW 28th Street and NW 23rd Street and properties located south of 23rd Street.

Retail and wholesale activity would be permitted within this manufacturing zone if associated directly with the primary use of the property which would be manufacturing.

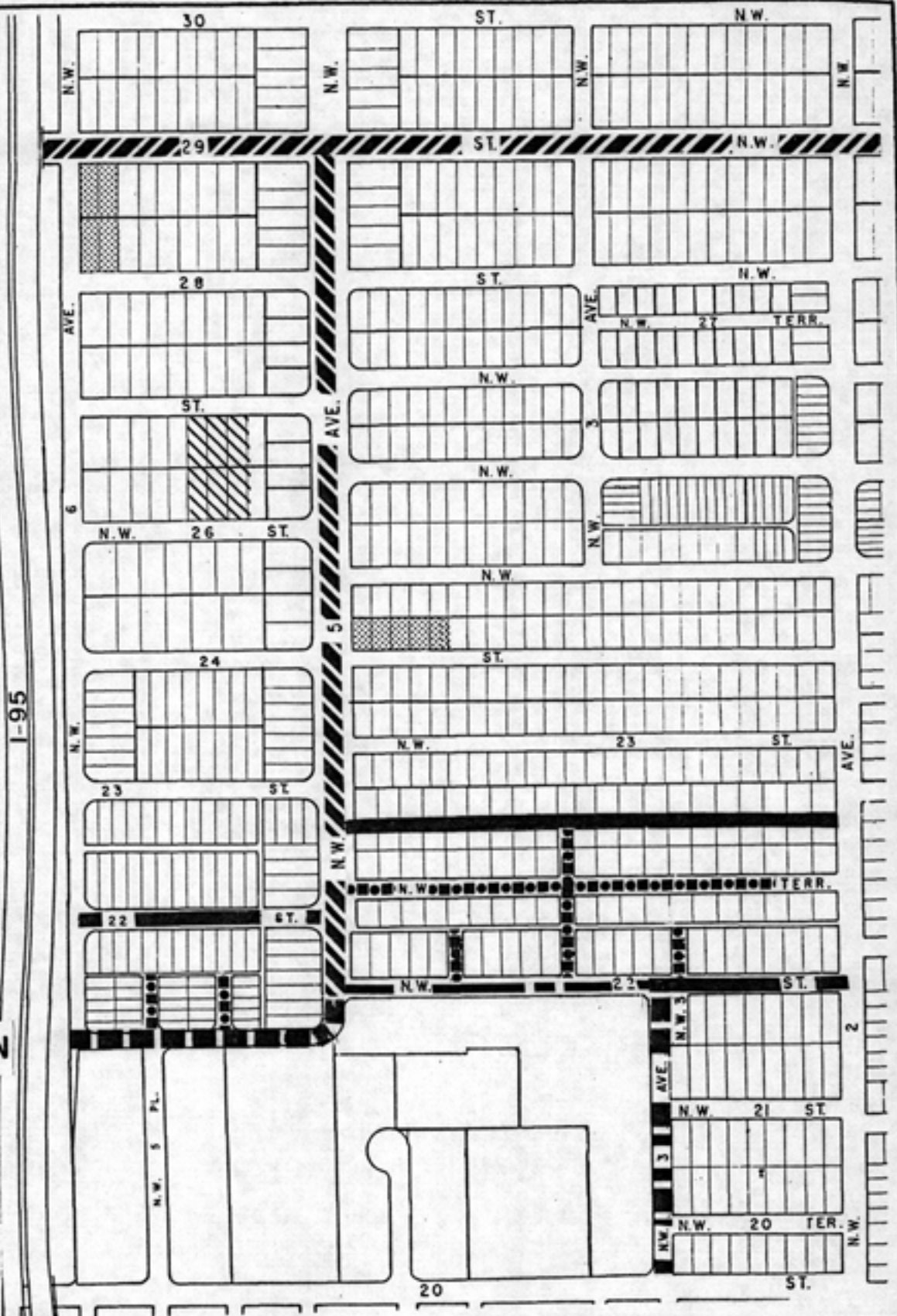
2) Transportation, Circulation, Parking

The following transportation, circulation and parking recommendations are aimed at improving conditions within the existing industrial-commercial areas and to modify the street system in the proposed expansion area to better accommodate industrial expansion, see Map #5.

- a - Improve access to I-95
  - 1. Increase and upgrade signage to exits that service the area.
  - 2. Provide signs on or adjacent to I-95 that serve the Garment Center/Fashion District.



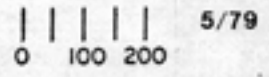
- STREET CLOSING
- STREET REBUILDING 100' ROW
- STREET REBUILDING 80' ROW
- ▬ STREET REBUILDING 50' ROW
- ▨ BEAUTIFICATION
- ▧ PARKING GARAGE
- ▩ PUBLIC PARKING



# GARMENT CENTER / FASHION DISTRICT TRAFFIC & TRANSPORTATION PLAN



CITY OF MIAMI PLANNING DEPARTMENT **MAP 5**





3. Establish a new exit and entrance ramp on I-95 that would better serve the area (determination of the feasibility of this proposal is under study by the State of Florida Dept. of Transportation).

b - Upgrade local street system north of NW 23rd Street

Beautification and R.O.W. improvements to NW 5th Avenue between NW 22nd Street and NW 29th Street and NW 29th Street from I-95 to Biscayne Boulevard. Improvements to include replacement of deteriorated sidewalk, curb and gutter, asphaltic pavement overlay, drainage modifications and tree planting.

c - Upgrade local street system south of NW 23rd Street

1. Rebuild the following streets

- a) NW 22nd Street between NW 5th-6th Avenues, NW 22nd Lane between NW 2nd-5th Avenues

2. Close the following streets

- a) NW 3rd Court between NW 22nd St. and NW 22nd Lane
- b) NW 3rd Avenue between NW 22nd and NW 22nd Terrace
- c) NW 4th Avenue between NW 22nd St. and NW 22nd Terrace
- d) NW 5th Court between NW 21st Terrace and NW 22nd Street
- e) NW 5th Place between NW 21st Terrace and NW 22nd Street
- f) NW 22nd Terrace between NW 2nd-5th Avenues

3. Realign, and create a landscape buffer along NW 22nd Street between NW 2nd and NW 5th Aves. and NW 21st Terrace between NW 5th and 6th Avenues and along NW 3rd Avenue from NW 20th, and 22nd Streets.

d. Expand Public Parking facilities

1. Construct a parking garage at the City of Miami off-street parking lot located between NW 26th and 27th Streets, just west of NW 5th Avenue (approx. 300 spaces)
2. Acquire and develop additional off-street parking lots at the following locations
  - a) East side of NW 6th Avenue between NW 28-29th Streets (visitor parking) approx. 80 spaces provided.
  - b) Northeast corner of NW 5th and 24th Streets (visitor parking) approx. 56 spaces provided
  - c) In the proposed expansion area south of NW 23rd Street develop a lot for employee parking (site to be determined at a later date).

3. Improve signage to public parking facilities
- e. Provide improved public transportation
  1. Initiate frequent shuttle bus service to the Santa Clara transit station to be located at NW 12th Ave. and 20th Street when the Rapid Transit System is completed. This service should run throughout the District.

### 3. Community Facilities and Services

In general, the existing community facilities and services are adequate for both the existing Garment Center/Fashion District and the proposed expansion area to the south. The existing utility system is adequate to handle the anticipated industrial and commercial growth.

The following proposals will enhance the proposed Land Use Plan:

- a. Provide increased Open Space
  1. Create a landscaped buffer along NW 22nd St. and NW 21st Terrace and NW 3rd Ave. bordering adjacent residential development.
  2. Develop a small plaza on the NW corner of NW 24th St. and 5th Ave. in conjunction with the development of an off-street parking lot.
  3. Provide benches and bus shelters along NW 5th Ave.
- b. Reduce the level of crime within the area.
  1. The removal of the blighting housing located in the proposed expansion south of NW 23rd St. will eliminate the major generator of crime within the space.
  2. Upgrade street lighting within the proposed expansion area from the present 250 watts to 400 watts high pressure sodium vapor overhead bracket lighting.
- c. Establish a vocational training program.
  1. The City of Miami will assist Federal, State, County and industry representatives in the establishment of job training and recruitment program for the fashion apparel industry. There is currently a shortage of adequate labor supply in this industry. A job training program geared to the adjacent low income Wynwood and Overtown (Culmer) residential areas is needed, since both areas have high unemployment rates. The City is working with appropriate agencies in the establishment of a program.

### C. Acquisition Plan

The parcels indicated on Land Acquisition Map #6 shall be acquired

in order to eliminate unhealthful, unsanitary, or unsafe conditions, lessen density, eliminate obsolete or other uses detrimental to the public welfare or otherwise to remove or prevent the spread of blight or deterioration, remove incompatible land use relationships, or to provide land for needed public facilities and economic development activities. In some limited cases only the structure may be acquired, if the property owner agrees to develop the land in conformance with the plan, See Blight Survey, Table 3.

Due to the extensive nature of this project, funding limitations and the need to provide adequate relocation housing for those displaced, it is proposed that acquisition be phased. Phase I acquisition will include selective properties bounded by approximately NW 23rd Street, NW 3rd Court, NW 22nd Street, NW 21st Terrace, and NW 6th Avenue and spot acquisition of blighted residential properties located north of NW 23rd Street within the industrial area. Phase II acquisition includes blighted properties bounded by NW 22nd Terrace, NW 3rd Court, NW 2nd Avenue, and NW 22nd Street. No acquisition is proposed in the area located south of NW 22nd Street and east of NW 3rd Avenue

- 1) Acquire the following parcels for economic redevelopment activities:

Reuse Parcel (see Map #6) Phase I (south of NW 23rd St.)	Legal Description
Parcel No. 1	<u>NW 7th Avenue ADD 7-36</u> Block 4, lots 23 and 24
Parcel No. 2	Block 4, lots 26 and 27
Parcel No. 3	Block 4, lots 32 and 33
Parcel No. 4	Block 4, lots 38, 39, B, 40, 41, 42 and 43
Parcel No. 5	Block A, lots 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, B, 14, 15, 16, 17
Parcel No. 6	Block 9, lots 1, 2, 3, 4, 5, 6, 7, 8, 9, and 10
Parcel No. 7	Block 6, lots 1, 2, 3, 4, 5, 6, 7, 8, 9, and 10
Parcel No. 8	Block 13, lots 1, 2, 3, 4, and 5
Parcel No. 9	Block A, lots 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12
Parcel No. 10	<u>Weaver 1st ADD NR</u> Block 2, lots 1, 2, 3, 4, 5, 6, 7, 8 <u>Spaulding Sub Corr. 3-161</u>
Parcel No. 11	Lot 74 <u>Weaver 1st ADD NR</u> Block 3, less lots 1, 2, 3, and 6 <u>Weaver SUB 6-31</u> Block 2, less lot 1



C. Reuse Parcel  
Phase I

Parcel No. 12

Parcel No. 13

Parcel No. 14

Phase I.

(north of NW 23rd Street)\*

21

22

23

24

25

26

27

Phase II

Parcel No. 15

Parcel No. 16

Parcel No. 17

Parcel No. 18

2 ) Acquire the following parcels for reuse as public parking facilities:

Reuse Parcel

Parcel No. 19

Parcel No. 20

Legal Description

Weaver SUB 6-31  
Block 3

J.A. DANNS 2nd ADD 3-25  
Block D

Block C, lots 1, 4 and 5

Spaulding SUB Corr 3-161  
lots 6 and 17  
Woodlawn Tract 1-148  
lot 45

Spaulding SUB Corr. 3-161  
lots 42, 43, 45 and 52

Woodlawn Tract 1-148  
N 1/2 lot 49

Northern Boulevard Tract 2-29  
Block 18 lot 24

Northern Boulevard Tract 2-29  
Block 17 lot 2

Northern Boulevard Tract 2-29  
Block 17 lots 8, 17 and 18

Northern Boulevard Tract 2-29  
Block 16 lots 10 and 16

Weaver 1st ADD N.R.

Block 4, lots 4, 9, and 10

Weaver SUB 6-31

Block 4, less lots 1, 2, and 3

J.A. DANNS 2nd ADD 3-25  
Block B

J.A. DANNS 2nd ADD 3-25  
Block A, lots 4 and 5

Legal Description

Woodlawn TR 1-148  
Lots 21, 22, 23, 24 and 25

Northern Blvd. TR 2-29  
Block 16, lots 11, 12, 13  
and 14

\* Not all parcels will be acquired.



D. Reuse Plan

The following parcels will be acquired and redeveloped for uses specified in the following table. See Map #6.

Parcel No.	Approximate Acreage	Proposed Reuse	Description
1	.21	Industrial	Garment Mfg.
2	.21	"	"
3	.28	"	"
4	.90	Industrial	"
5	1.25	"	"
6	.54	"	"
7	.52	"	"
8	.26	"	"
9	.98	"	"
10	1.04	"	"
11	1.25	"	"
12	1.03	"	"
13	.77	"	"
14	.31	"	"
15	.15	"	"
16	1.16	"	"
17	.96	"	"
18	.76	"	"
19	.31	"	"
20	.64	Industrial/ Parking	Mfg. Public Parking
21	.56	"	"
22	.54	"	"
23	.67	"	"
24	.11	"	"
25	.24	"	"
26	.16	"	"
27	.51	"	"
28	.32	"	"
Total	16.64		

It is anticipated that all parcels proposed for industrial and commercial reuse will be resold for private re-development. Land use controls, regulations and standards will be developed by the City of Miami prior to the disposition of the property.



**BLIGHT SURVEY Residential Building  
Condition**

<u>Area</u>	<u>Table 3</u>	<u>Units</u>	<u>Percentage</u>
<u>Redevelopment Area - North of NW 23rd Street</u>			
Units in A condition		4	9
Units in B condition		7	16
Units in C condition		8	18
Units in D condition		<u>26</u>	<u>57</u>
	sub total	45	100%
<u>Redevelopment Area - South of NW 23rd Street</u>			
Units in A condition		4	1
Units in B condition		6	1
Units in C condition		475	83
Units in D condition		<u>86</u>	<u>15</u>
	sub total	571	100%
	Total	616	

Proposed Acquisition Area  
(NW 6th and 2nd Avenues  
between NW 21st Terrace  
22nd Street and 23 St.

Units in A condition		4	1
Units in B condition		6	2
Units in C condition		235	73
Units in D condition		<u>78</u>	<u>24</u>
	Total	323	100%

- A - Standard condition  
B - Minor repair needed  
C - Major repair needed - dilapidated  
D - Deteriorated

Source: City of Miami - Planning Department.

Definitions:

<u>SURVEY CODE</u>	<u>CONDITION</u>	<u>CRITERIA</u>
A	Good - Standard	No rehabilitation needed minor repairs or upkeep minimal-provides save, sanitary and decent hous- ing. Some cosmetics may be necessary.
B	Fair Plus-Standard	May require very minor rehabilitation or minimal code corrections but basically meets all minimum code standards.
C	Fair-Standard	Apparently structurally sound building is deteriorated, needs rehabilitation and appears to be phys- ically suited for rehabilitation.
D	Poor-Substan- dard	Not suitable for re- habilitation and dilap- idated. May be unsafe economically any/or physically - not suit- able for rehabilitation May need to be demol- ished or condemned.

E. Relocation Plan

Displacement

Relocation assistance will be provided for persons and busi-  
displaced as a result of the implementation of the  
Garment Center/Fashion District Redevelopment Plan. The chart below  
contains relocation estimated

<u>REUSE PARCEL</u>	<u>NO. OF BUSINESS DISPLACES</u>	<u>No. of TENANT DISPLACES</u>	<u>NO. OF HOMEOWNER DISPLACES</u>
---------------------	--------------------------------------	------------------------------------	---------------------------------------

( TO BE INSERTED)



## F. Available Assistance

The Dade County Department of Housing and Urban Development (the designated Housing Agency for the City of Miami) shall be responsible for providing relocation assistance to these displacees.

The Dade County Board of County Commissioners have provided assurances that DCHUD shall comply with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970-PL 91-646 ct. These assurances also approved that Relocation Payments shall be provided for displacement by Community Development Program and any other HUD assisted programs. These Relocation Payments shall be provided to families and individuals in relocating to standard housing and to business concerns and non-profit organizations in relocating to replacement accommodations. These payments shall be provided under the HUD Handbook 1371.1 Rev., Relocation Policies and Procedures.

DCHUD relocation staff shall provide all families, individuals and businesses who shall be displaced with a copy of the Informational Statement and Relocation Payment brochure with full explanation of each by a relocation advisor. This shall inform displacees on the availability or relocation payments, the office where detailed information about payments can be obtained, and dates governing eligibility for payments.

Relocation Advisors shall assist all displacees in preparing their claims. Family Relocation Supervisors shall work closely with Advisors regarding eligibility requirements and computing payments. Supervisors, in turn, work with the Relocation Officer in determining the amounts to be paid for Replacement Housing Payments for homeowners or Replacement Housing Payments for tenants and certain others.

An inventory of relocation resources shall be developed for the City of Miami from newspaper Classified Ads, multiple listing services, real estate brokers, property owners, rental agents, FHA forecloses, and a survey of the area.

The relocation staff shall familiarize themselves with the inventory of available relocation resources for displacees. All units shall be inspected to guarantee that they meet the relocation standards outlined in the Relocation Handbook 1371.1, Chapter 2, Paragraph 3B, or the Dade County housing code; whichever is higher.

The relocation staff shall provide transportation to displacees and other assistance in order to find suitable replacement housing. All displaced families and individuals shall be referred to replacement units within their ability to pay. Eligible displacees shall receive priority in Public Housing and Section 8 units.

G. Staging Plan

1. Financing Plan

The funding to carry-out this project as described in this plan will be from the City of Miami Community Development Block Grant Program, a grant from the U.S. Department of Commerce Economic Development Administration Title IX Program, City of Miami Highway Improvement Bond Funds, City of Miami Parking Revenue Bond and the resale of properties for private redevelopment.

It is estimated that \$10,261,000 will be necessary to carry out the activities identified by this plan. Listed below is the estimated expenditure by activity.

TABLE 4.a		
COST ANALYSIS 1979		
<u>Activity</u>	<u>Est. Cost</u>	
<b>A. Land Acquisition</b>		
1. South of NW 23rd Street	\$ 3,270,000	
2. North of NW 23rd Street	620,000	
sub total *		3,890,000
<b>B. Relocation</b>		
1. South of NW 23rd Street	1,500,000	
2. North of NW 23rd Street	330,000	
sub total		1,830,000
<b>C. Demolition</b>		
1. South of NW 23rd Street	120,000	
2. North of NW 23rd Street	30,000	
sub total		150,000
<b>D. Parking</b>		
1. Development of 2 new public parking lots (acquisition included in A-1)	140,000	
2. Construction of a 300 car parking garage	1,800,000	
sub total		1,940,000
<b>E. Street Improvements</b>		
1. Beautification of NW 5th Avenue NW 22-29 Streets	280,000	
2. NW 29th Street Improvements	150,000	
3. Local Street Improvements south of NW 23rd St.	530,000	
sub total		960,000
<b>F. Other Public Improvements</b>		
1. Development of a Mini Park	60,000	
<b>G. Sundry Administrative Costs (17%)</b>		
	1,491,000	
TOTAL		<u>\$10,261,000</u>

\* funds will be returned to the City from the disposition of property.



TABLE 4b Phase I Cost Analysis  
(1979 - 1982)

<u>Activity</u>	<u>Estimated Cost</u>
A. - Land Acquisition * (Partial acquisition south of 23rd St. and west of NW3 rd Court)	\$ 1,000,000
B. Relocation	700,000
C. Demolition	100,000
D. Parking	
1. Development of 2 new public lots	140,000
2. Construction of a 300 car parking garage	<u>1,800,000</u>
subtotal	\$1,940,000
E. Street Improvements	
1. Beautification of NW 5th Avenue(NW 22-29th Sts.)	280,000
2. N.W. 29th St. Improvements	150,000
3. Local Street Improvements south of NW 23rd Street	<u>300,000</u>
subtotal	\$ 730,000
F. Other Public Improvements	
1. Development of a Mini Park	60,000
G. Sundry Administrative costs	<u>770,100</u>
TOTAL	\$5,300,000

\* funds will be returned to the  
City from the disposition of  
property.

To date the following Community Development allocations have been made for the Garment Center/Fashion District Redevelopment Project - \$750,000 for land acquisition, relocation and demolition. Proposed Community Development allocations for C.D. years 6 (1980-1981) and 7 (1981-1982) are \$600,000 respectively, this appropriation is included in the 3 year Community Development Plan adopted by the Miami City Commission (Resolution #79-78).

Due to the extensive nature of this project and the limited funding that is available, it is recommended that this project be phased with initial development to include land acquisition of NW 3rd Court and south of NW 23rd Street, possible spot acquisition north of NW 23rd Street and the implementation of parking and street improvements throughout the area. Phasing of this project will allow somewhat for the coordination of land acquisition with the provision of additional and standard housing within the Overtown Area which can provide a housing resource for those that will be displaced and who wish to remain within the general area.

Funding for this 1st Phase will be from the following sources: \$1,850,000 in Community Development funds which have been allocated (4th - 7th year funding) for this project; the sale of revenue bonds for the construction of a parking garage; additional federal funding will be requested from the U.S. Department of Commerce Economic Development. Administration for infrastructure improvements and Highway Improvement Bond Funds will be utilized for improvements scheduled for NW 29th Street.



Implementation Schedule

Activity	Responsibility	Est. Completion Date
<u>Phase I</u>		
I. Land Acquisition		
a) Property Appraisal	City of Miami and Dade County HUD	1/80
b) Acquisition of real property	"	12/81
c) Relocation	Dade County HUD	6/82
II. Land Disposition	Dade County HUD City of Miami	12/82
III. Public Improvements		
a) Beautification and ROW Improvements NW 5th Avenue	City of Miami	12/80
b) Beautification and ROW Improvements 29th Street	City of Miami	12/81
c) Street Improvements Expansion Area	City of Miami	12/81
d) Acquisition and Development of a new off-street parking lot	City of Miami	6/80
e) Construction of a Parking Garage (NW 27th St.)	City of Miami	6/81
f) Improved Signing	Dade County Dept of Traffic and Transportation	9/79
IV. Rezoning	City of Miami	12/81

Phase II

Continuation of land acquisition south of NW 23rd Street and completion of public improvements including local street improvements east of NW 3rd Avenue

Schedule for improvements is pending availability of funding. Anticipated development 1981-84.

Phase III

Spot Land Acquisition north of NW 23rd Street in order to remove incompatible land uses.

F. - Provisions for Amending Plan

This redevelopment plan may be refined as conditions require upon

Activity	Responsibility	Est. Completion Date
d) Acquisition & Development of a new off-street parking lots	City of Miami	6/80
e) Construction of a Parking garage (NW 27th St.)	City of Miami	6/81
f. Improved Signing	Dade County Dept. of Traffic and Transportation	9/79
IV. Rezoning	City of Miami	6/81

Phase II

Schedule for improvements is pending availability of funding. Anticipated development 1981-83.

Phase III

(Future Redevelopment Area) located southeast of NW 22nd Street and 3rd Avenue. Redevelopment will be dependent on additional funding and the provision of adequate relocation housing for the residents of the Area.

F. - Provisions for Amending Plan

This redevelopment plan may be refined as conditions require upon compliance with the requirements of law provided that in respect to any land in the redevelopment area previously disposed of for use in accordance with this plan, written consent is received from the owner of such land whose interests therein are materially affected by such amendment.

This plan shall be in full force for a period of 25 years from the date of approval, unless otherwise amended or terminated. Amendments to this plan will be adopted by the City of Miami Commission and the Dade County Commission (when pertaining to redevelopment activities).

compliance with the requirements of law provided that in respect to any land in the redevelopment area previously disposed of for use in accordance with this plan, written consent is received from the owner of such land whose interests therein are materially affected by such amendment.

This plan shall be in full force for a period of 25 years from the date of approval, unless otherwise amended or terminated. Amendments to this plan will be adopted by the City of Miami Commission and the Dade County Commission (when pertaining to redevelopment activities).



EXISTING  
CONDITIONS

## V. Socio-Economic Profile

### A. Demographics

The City of Miami experienced a population increase of 5% of 19,216 persons between 1970 and 1975. The study area had a population decrease of 800 persons. Since 1975 the population has decreased by another 700 persons. The most significant decline has been in the area north of 23rd St. where there has been a 72% decrease in population as a result of industrial and commercial expansion. The area south of NW 23rd Street has become characterized by increasing residential abandonment. Since 1970 there has been a 30% decrease in population. Currently population of the study area is estimated at 2,000 persons.

TABLE 5.  
Garment Center/Fashion District Population Trends

Area	Population			
	1970	1975	1979	% Change 70-79
North of NW 23rd St.	460	222	129	-72%
South of NW 23rd St.	2686	2346	1869	-30%
Total Area	3146	2568	1998	-36%

Source: 1970 Census, City of Miami Planning Dept.

While the recent change in population has been quite active in a downward direction within the Garment Center/Fashion District, the characteristics of the population with respect to age and race have remained constant. The age group exhibiting the highest frequency within the Garment Center/Fashion District is the 35-45 year old bracket. Examination of the study area acknowledges a changing population that has remained 90% black since the 1960 cens.s.

### B. Resident Unemployment

Resident unemployment is estimated to be roughly 10% of the labor force. This figure, however, is quite misleading. The labor force participation rate for males is relatively low, 65%, for an area with only 20% of its male population ( $\geq$  16 years of age) 65 years and over. Judging from the facts as of 1970 that the medium number of school years completed was 8-1/2 years for persons 25 years old and over, and that the area was void of skilled resident workers, at least 10% of persons able to actively seek employment, and thereby, be considered members of the labor force, are not willing to look for jobs. The lack of skills that are associated with the present supply of available jobs compounded by chronic racial discrimination within the job market are two major reasons why "it doesn't pay to look for work" for many of these study area residents.

### C. Income

The average family income within the Garment Center/Fashion District study area was approximately \$4,500 as of 1970. Between 1970 and 1975 nominal family income increased by 30% at best, boosting the average family income figure up to \$5,850. This increase in nominal income was not sufficient enough to keep pace with the rate of increase in inflation during the same time period. Consequently, the average real family income fell by \$250, which is tantamount to saying that the average family lost \$250 in purchasing power over this five year period.

### D. Crime

Between 1975-76 Crime in the Garment Center/Fashion District increased 47%. In the Expansion Area crime diminished 38%. However, in making comparisons between the two areas the reader is cautioned to take into account that crime was four times higher in the Expansion Area than in the Garment Center in 1975 and close to two times higher in 1976, see Tables #6 and #7.

The crime displayed in Tables #6 and #7 is based upon reported crime. This refers to the standard categories of crime that forms the basis of all uniform crime reporting in the City of Miami and makes up the index used for measuring the trend and distribution of crime.

Table #6 illustrates that breaking and entering, theft under \$5 and theft over \$100 were the most usual crimes in the Garment Center/Fashion District between 1975-76, and that it is significant the increase of thefts during these years.

Table #7 shows that in the Expansion Area, breaking and entering, narcotics and theft under \$5 were the most customary crimes in the area between 1975-76. It is significant of the reduction of crime in narcotics during 1976.



TABLE 6

GARMENT CENTER/FASHION DISTRICT  
CRIME DATA ANALYSIS 1975-1976

CATEGORY LABEL	Frequency		Change
	1975	1976	
Murder	0	0	-
Other Murder	0	0	-
Rape	0	2	+2
Attempt to Rape	0	0	-
Armed Robbery	3	2	-1
Strong Arm Robbery	10	11	+1
Assault with Gun	1	4	+3
Assault with Knife	1	1	0
Assault with Other Weapons	2	2	0
Other Assaults	4	5	+1
Breaking and Entering	28	37	+9
Entrance without Breakin	0	0	-
Attempted Burglary	7	3	-4
Theft over \$100	15	23	+8
Theft \$50-99	6	27	+21
Theft less \$50	11	14	+3
Theft under \$5	23	37	+14
Auto Theft	8	10	+2
Arson	0	0	-
Forgery	0	0	-
Fraud	2	1	-1
Embezzlement	0	0	-
Possession Stolen Goods	0	0	-
Vandalism	6	9	+3
Weapon Offenses	2	2	0
Prostitution	0	0	-
Sex Offenses	0	0	-
Narcotics	2	3	+1
Gambling Violations	0	0	-
Child Abuse	0	0	-
Liquor Violations	0	0	-
TOTAL	131	193 (47%)	+62

Source: City of Miami- Police Department

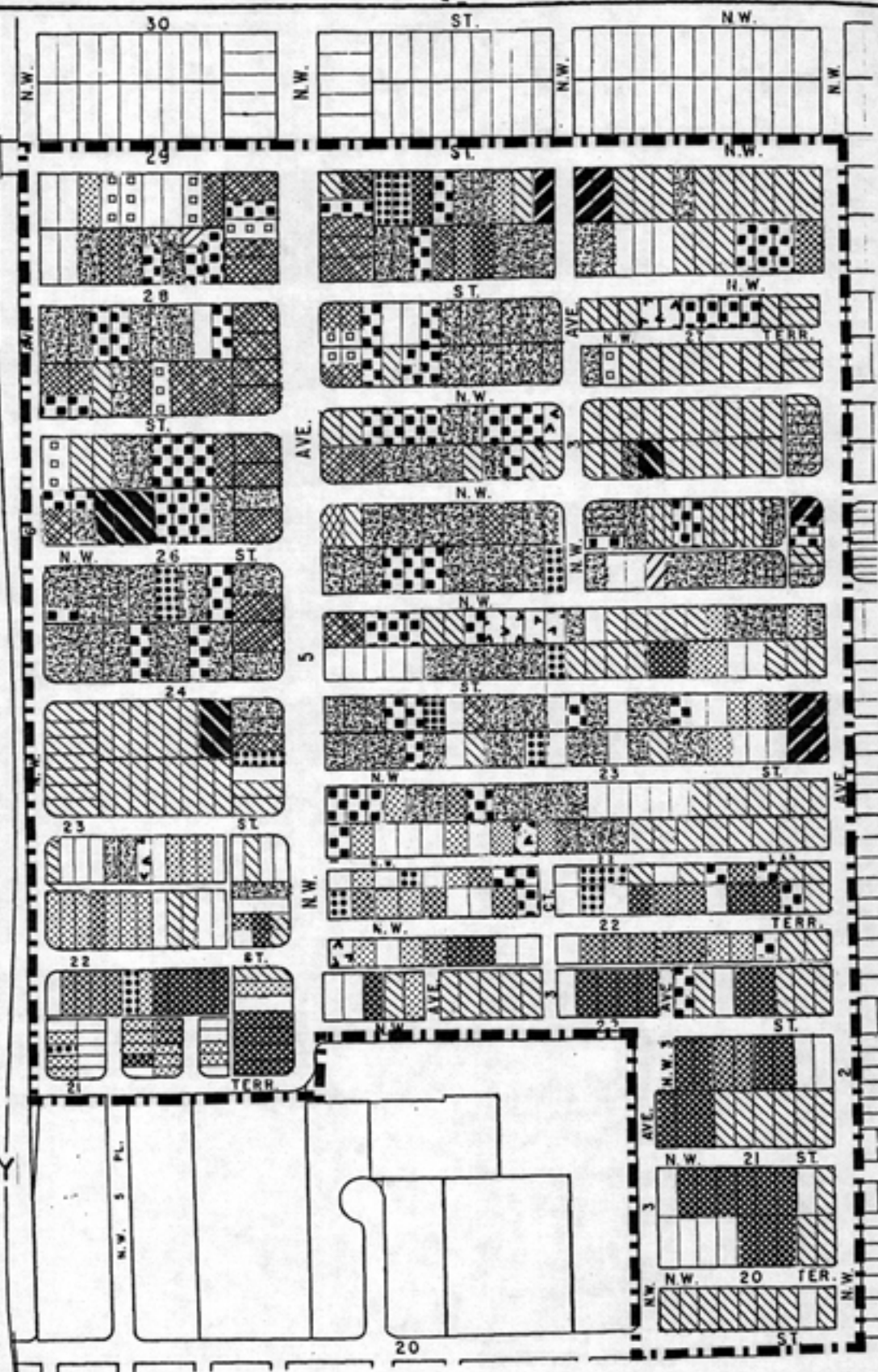
TABLE 7

REDEVELOPMENT AREA  
CRIME DATA ANALYSIS 1975-1976

CATEGORY LABEL	Frequency		Change
	1975	1976	
Murder	2	1	-1
Other Murder	0	0	-
Rape	2	1	-1
Attempt to Rape	1	1	0
Armed Robbery	17	13	-4
Strong Arm Robbery	47	25	-22
Assault with Gun	33	18	-15
Assault with Knife	24	20	-4
Assault with Other Weapons	29	16	-13
Other Assaults	46	25	-21
Breaking and Entering	81	58	-23
Entrance without Breakin	7	1	-6
Attempted Burglary	20	9	-11
Theft over \$100	19	28	+9
Theft \$50-99	19	18	-1
Theft less \$50	25	13	-12
Theft under \$5	49	31	-18
Auto Theft	20	17	-3
Arson	5	0	-5
Forgery	2	1	-1
Fraud	2	3	+ 1
Embezzlement	0	0	-
Possession Stolen Goods	3	0	-3
Vandalism	25	16	-9
Weapon Offenses	13	2	-11
Prostitution	0	0	-
Sex Offenses	4	0	-4
Narcotics	63	23	-40
Gambling Violations	2	1	+1
Child Abuse	0	1	+1
Liquor Violations	0	3	+3
<b>TOTAL</b>	<b>560</b>	<b>347 (62%)</b>	<b>-213</b>

Source: City of Miami- Police Department

-  SINGLE FAMILY
-  DUPLEX
-  MULTI-FAMILY
-  MANUFACTURER-GARMENT
-  OTHER BUSINESSES
-  WHOLESALE-RETAIL GARMENT
-  WHOLESALE-GARMENT.
-  RETAIL-GARMENT
-  GOVERNMENT-SEMI-PUBLIC
-  PARKING
-  RELATED INDUSTRY
-  VACANT STRUCTURE
-  VACANT LAND



# GARMENT CENTER / FASHION DISTRICT

## LAND USE



5/79

CITY OF MIAMI PLANNING DEPARTMENT **MAP 7**

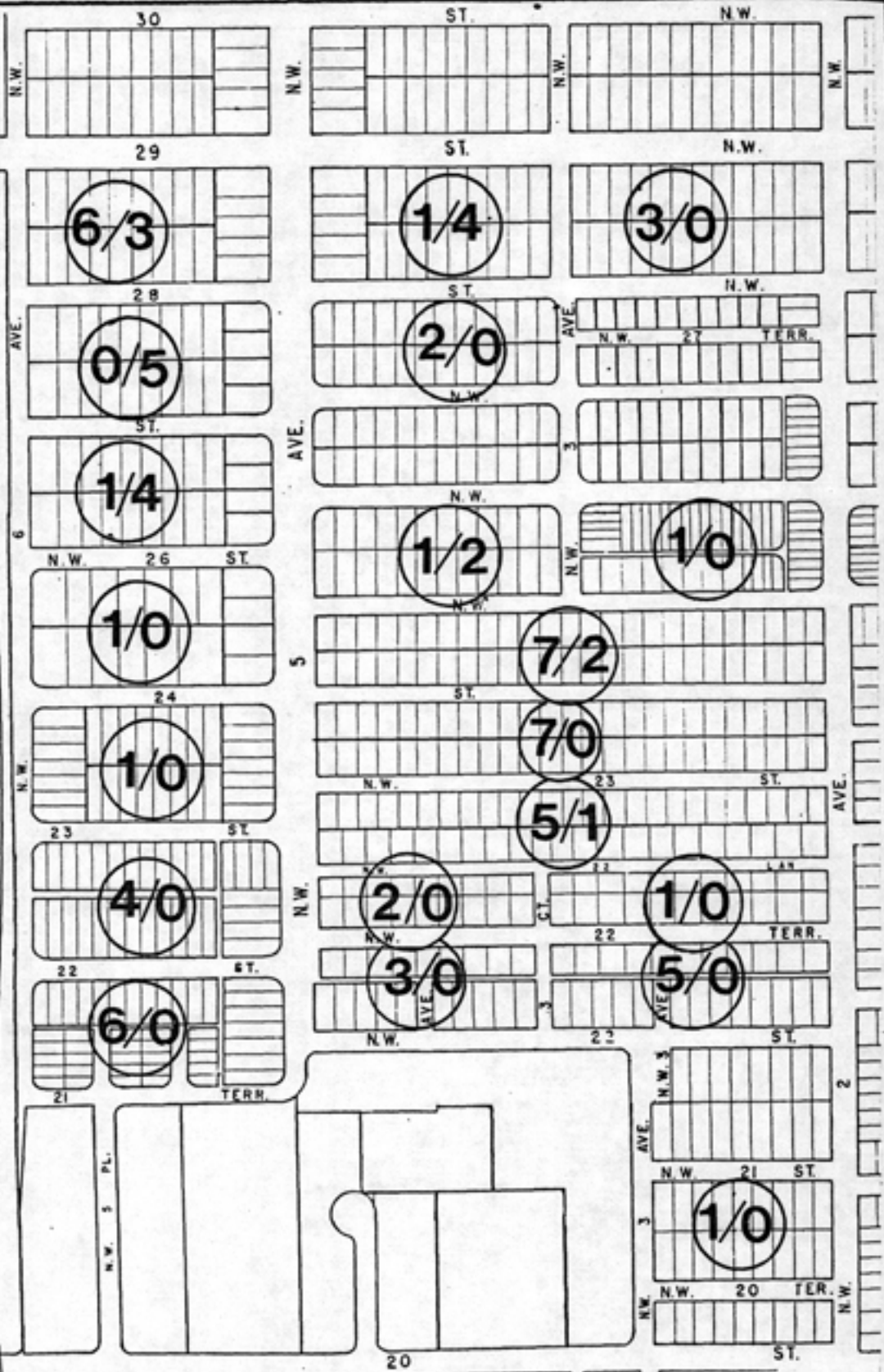


1/2

1- DEMOLITION OF RESIDENTIAL AND NON-RESIDENTIAL BUILDINGS.

2- CONSTRUCTION OF RESIDENTIAL AND NON-RESIDENTIAL BUILDINGS.

I-95



# GARMENT CENTER / FASHION DISTRICT CONSTRUCTION ACTIVITY 1970-78



0 100 200

5/79

CITY OF MIAMI PLANNING DEPARTMENT **MAP 8**

## VI. Land Use

### A. Configuration

The existing Garment Center/Fashion District located between NW 23rd and 29th Streets and NW 2nd and 6th Avenues comprises approximately 53 acres (excluding public right-of-way). The predominant land use within the area is garment related activity, with garment manufacturing occupying approximately (26%) of the area. Retail and wholesaling activities and related businesses (buttons, etc.) account for an additional 16% of the area. Of significance is the 21% of the area that is currently occupied by businesses not related directly to the garment industry. Included among these businesses are such diverse activities as the Orange Blossom Juice Plant, the Sanitary Linen Supply and Royal Crown Cola. These businesses are generally located on the periphery of the district and are not detrimental to the garment industry, although at times they do generate excessive truck traffic, see Map #7.

An excessive amount of valuable commercial space is taken up by off-street parking (18%), vacant land (13%) or occupied by nonconforming residential development (6%), see Table 8.

The proposed redevelopment area located south of NW 23rd Street, is predominantly residential (47%). A large amount of the area is vacant (19%) and there are a number of marginal commercial establishments, see Table 7. Slated demolition of abandoned and structurally unsound buildings will further increase the amount of vacant, economically unproductive land.

### B. Land Use Trends

Since 1960 there has been a steady decline of housing within the whole garment center area, see Table 9. Industrial and commercial expansion has continually diminished the housing stock. While recent growth has centered in retail and wholesaling activities along the NW 5th Avenue corridor, many of the retail establishments are located in structures originally constructed for manufacturing purposes. Over 20 new warehouses and industrial plants have been constructed since 1970. This activity has been centered north of 26th Street, while over 100 housing units have been demolished in this same time period, mostly south of NW 26th Street. No new residential construction has been undertaken in the area in the last ten years. The great majority of the demolitions have occurred as a result of enforcement of building regulations which mandate the removal of unsecured substandard structures, See Map #8.

### C. Structural Conditions

Structural conditions vary significantly within the area. In general, commercial structures are in sound condition, most of them are under twenty-five years of age. Approximately 98% of the 616 housing units in study area are in blighted condition. South of 23rd Street the problem is most severe with 98% of the structures classified as substandard. Deterioration and abandonment is accelerating since many of the structures are of wood frame construction or "Concrete Monsters" which are generally economically



infeasible to rehabilitate. The excessive amount of vacant land and the increasing number of vacant structures creates an overall environment that is detrimental to residential development and further hastens the deterioration of sound structures, see Map #9.

TABLE 8  
Garment Center/Fashion District  
LAND USE TRENDS

Land Use Type	Percentage		
	1960	1975	1979
Residential	44	22	21
Manufacturing	31	50	43
Commercial	12	15	20
Vacant	12	12	15
Other	1	1	1
	100%	100%	100%

Source: City of Miami - Planning Department

D. Environmental Considerations

The air quality in Miami is better than federal standards. Along the I-95 corridor which abuts the area, the concentration of carbon monoxide and hydrocarbon emission is over the desired levels. The garment industry in Miami is not a polluting industry since almost all local manufacturing is involved with garment assembly. Other businesses found in the area, but not related to garment industry, such as a juice bottling plant and a linen supply service, create minor levels of air and noise pollution.

Increasing retail activity has resulted in somewhat higher levels of air pollution due to the increased vehicular traffic which is generated. The sanitary sewer system is considered to be more than adequate by the City of Miami Public Works Department.

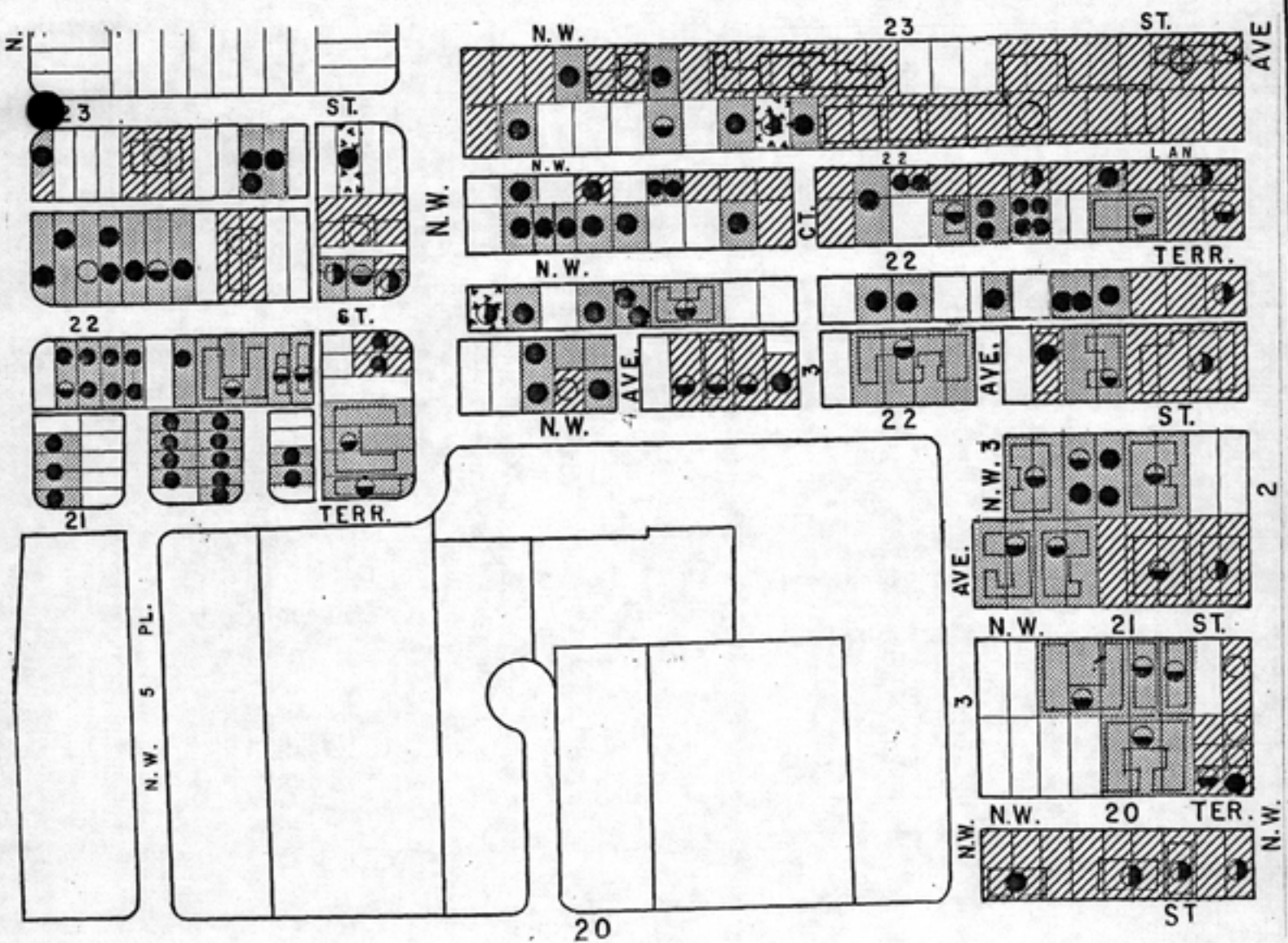
The City of Miami's source of raw water is the Biscayne Aquifer. The supply is considered to be adequate to meet future growth, given continued management by the Florida Department of Environment Regulation Control and South Florida Flood Control Districts and the Dade County Department of Environmental Resource Management.



TABLE 9  
 GARMENT CENTER/FASHION DISTRICT  
 LAND USE 1979

Economic Activity	Garment/Center Fashion District	Percent	Redevelopment Area	Percent	Total	Percent
Garment						
Manufacturing	13.58	26	1.61	5	15.19	18
Commercial	6.85	13	-	-	6.85	8
Related Business	1.96	3	.15	1	2.11	3
Other Business	11.07	21	6.72	22	17.79	21
Vacant Land	6.71	13	5.52	19	12.23	15
Parking	9.54	18	1.81	6	11.35	14
Residential	<u>3.13</u>	<u>6</u>	<u>14.10</u>	<u>47</u>	<u>17.23</u>	<u>21</u>
Total	52.84	100%	29.91	100%	82.75	100%

Source: City of Miami - Planning Department



- |  |                        |  |                       |
|--|------------------------|--|-----------------------|
|  | RESIDENTIAL            |  | STANDARD CONDITION    |
|  | RESIDENTIAL/COMMERCIAL |  | MINORS REPAIRS NEEDED |
|  | COMMERCIAL             |  | DELAPIDATED           |
|  | PUBLIC (CHURCHES)      |  | DETERIORATED          |
|  | VACANT LAND            |  |                       |

**GARMENT CENTER / FASHION DISTRICT  
REDEVELOPMENT AREA / DETAILED  
LAND USE & STRUCTURAL CONDITIONS**



CITY OF MIAMI PLANNING DEPARTMENT **MAP 9**

0 100 200 5/79

#### E. Problems and Opportunities

- The increase of retail and wholesaling activities within the Garment Center/Fashion District has resulted in a decrease in manufacturing since there has been a trend towards the conversion of manufacturing space to retail and wholesaling which support significantly higher rent levels.
- Recent new construction has been exclusively for retail-wholesaling activities.
- Commercial expansion opportunities exist with the present Garment Center/Fashion District as there is approximately 7 acres of vacant land as well as 3 acres of residential land, although the parcels are scattered and the ownership fragmented which is a detriment to redevelopment.
- The majority of the retail-wholesaling activities are located along the NW 5th Avenue corridor north of 25th Street and on the adjacent side streets.
- The proposed expansion area located south of NW 23rd Street is composed of a high proportion of substandard housing, excessive amount of vacant land (19%) and deteriorated commercial properties--blighted conditions prevail throughout.
- The predominance of "Concrete Monsters" and wood frame residential structures make it economically infeasible to rehabilitate the housing stock. The proposed expansion area has become a blighting influence of the adjacent Garment Center/Fashion District located north of NW 23rd Street and the R-10 Urban Renewal Area to the south.
- Garment manufacturing creates minimal environmental pollution and is compatible with adjacent residential and commercial land areas.
- While housing conditions within the area located south of NW 22nd Street between NW 3rd and 2nd Aves. are blighted, no redevelopment activity is proposed due to the excessive amount of relocation necessary and the limited amount of replacement housing available within the Culmer Community.



## VII. Zoning

### A. Configuration

Industrial and heavy commercial zoning predominate within the study area. The largest proportion of the area (58%) is zoned for light industrial (I-1) activity which allows for the assembly of garments and other less noxious industrial activity. Liberal Commercial (C-5) zoning which abuts the I-1 zoning also allows garment manufacturing, but as a conditional use. A small amount of General Commercial zoning (C-4) is located at the periphery of the area. This use permits warehousing activities. Residential zoning is limited to the area proposed for redevelopment (south NW 23rd St.). This zoning includes medium density residential (R-4) and two-family dwellings (R-2), see Table 10 and

Map #10

		Acres	Percentage
I-1	Light Industrial	47.75	58
C-5	Liberal Commercial	15.71	19
C-4	General Commercial	4.72	6
R-2	Two Family Dwelling	1.90	2
R-4	Medium Density Multiple Dwelling	12.67	15
	Total	82.75	100%

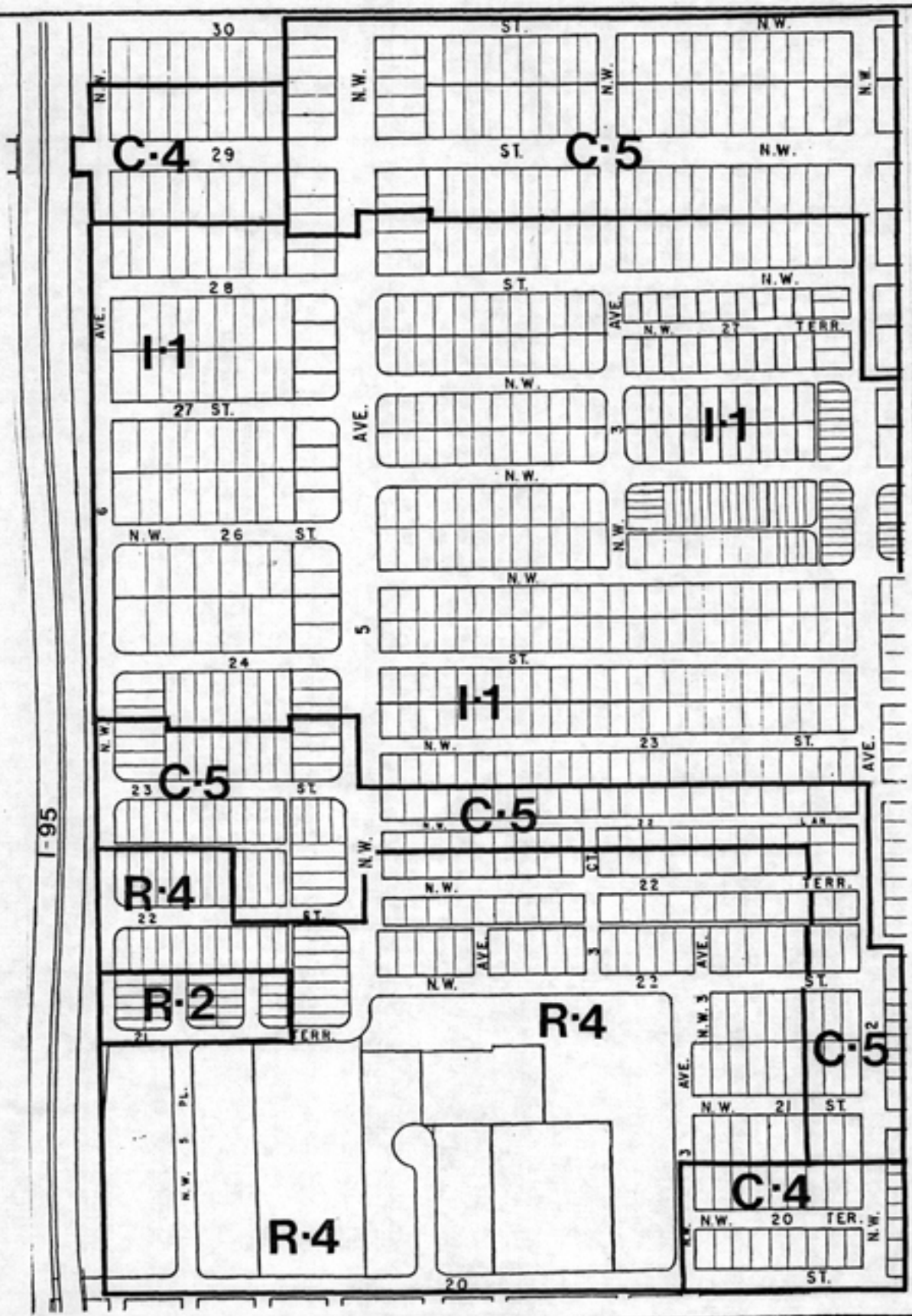
### B. Relationship of Zoning to Land Use

Zoning is generally consistent with the existing land use pattern although a limited amount of nonconforming residential development is found within the I-1 and C-5 districts. These residential units were constructed prior to the adoption of the existing zoning pattern in 1961. New residential development is prohibited within the I-1, C-5 and C-4 zoning districts.

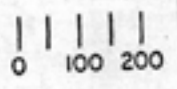
Residential development within the proposed redevelopment area south of NW 23rd St. is far below the existing zoning capacity due to the excessive amount of vacant land and the large number of small wood frame structures that are located within the R-4 district. A number of the larger apartment structures (Concrete Monsters) have been constructed at densities that exceed current permitted levels.

### C. Problems and Opportunities

The I-1 Industrial District permits retail and wholesaling activities within a zoning district whose main intended function is for manufacturing. A unique situation has occurred within the Garment Center/Fashion District as a result of the expansion of retail and wholesaling activities which is depleting needed manufacturing space and has contributed to escalating rent levels.



# GARMENT CENTER / FASHION DISTRICT ZONING



5/79

CITY OF MIAMI PLANNING DEPARTMENT **MAP 10**

Nonconforming residential development provides an opportunity for industrial expansion within the Garment Center/Fashion District.

The existing zoning pattern has Heavy Commercial Zoning (C-5) abutting on Medium Density Residential (R-4) creating an incompatible land use relationship and contributing to the decline of the residential area.

The conversion of manufacturing and wholesale, warehouse and storage buildings to retail use, has created a demand for additional off-street parking. The Zoning Ordinance requires one parking space per 1,000 square feet of floor area for manufacturing and wholesaling facilities and one space per 400 square feet for retail outlets. Many of the new "retail/wholesale" facilities do not meet current standard and businesses that are classified as "wholesale" are in actuality retail businesses.



## VIII. Circulation and Transportation

### A. Major Access

The Garment Center/Fashion District is located adjacent to major transportation corridors, I-95, I-195 and SR836. At the present time direct access to the Interstate Highway System is not provided within the study area but is located at points approximately one mile to north and to south. The State of Florida Dept of Transportation is currently undertaking a study of the I-95 corridor in Dade County which will evaluate the possible construction of an exit and entrance ramp along I-95 within the Garment Center/Fashion District. There is currently no sign on the Interstate demarcating exits that serve the Garment Center/Fashion District.

Four major arterials lie at the periphery or adjacent to the study area; NW 7th Avenue, North Miami Avenue, NW 20th Street and NW 29th Street, all of which provide major access to the study area.

### B. Local Streets

NW 5th and 2nd Avenue are the major collector streets within the district. The majority of the local streets between NW 23rd and 29th Streets have been recently rebuilt under the City of Miami's Highway Improvement Program, see Map #11.

Improvements that are still needed within this portion of the study area are the rebuilding of NW 27th Terrace between NW 2nd and 3rd Avenues and the resurfacing and beautification of NW 5th Avenue from NW 22nd to 29th Street and NW 29th Street from Biscayne Boulevard to I-95.

A majority of the local streets within the proposed expansion and located south of NW 23rd Street currently require rebuilding. These streets include:

- NW 22 Street (6-5 Avenues)
- NW 21 Terrace (6-5 Avenues)
- NW 22 Terrace (5-2 Avenues)
- NW 3 Court (22 Street - 22 Lane)

The existing roadway width on most of these streets are under 20 feet which is below recommended standards for roadways with two moving lanes of traffic.

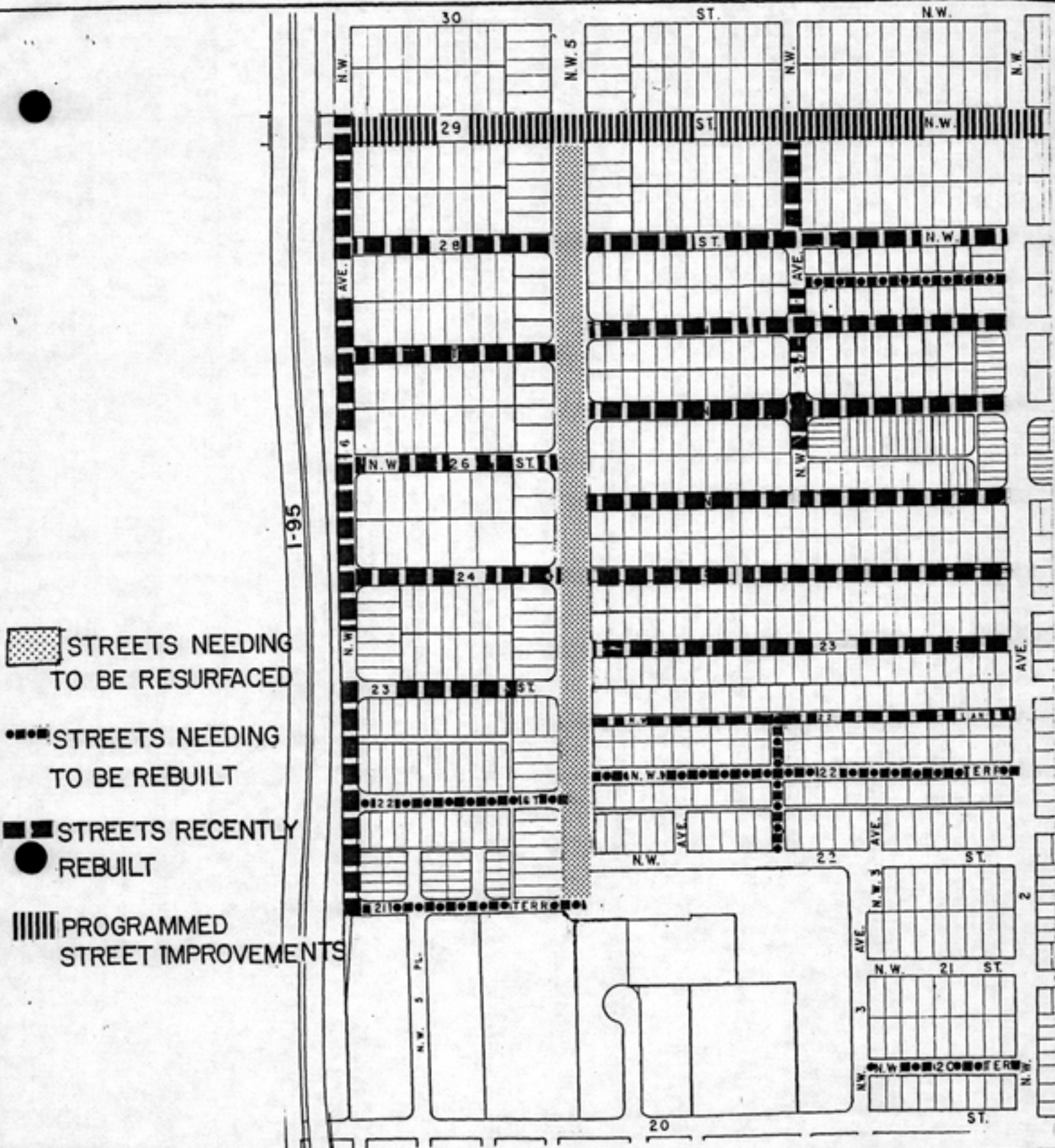
### C. Programmed Improvements





The only programmed street improvement for the area is a beautification program for NW 29th from I-95 to Biscayne Boulevard, to be funded with Highway Improvement Bond Funds.

### D. Transit

There are presently four bus routes serving the area providing service to Downtown, North County, Little Havana and Coral Gables. Route 58 has recently been instituted by the MTA and will provide greatly improved access to the area for a majority of the 4,000 employees.\* The overall bus system will be revamped when the Dade County Rapid Transit system is completed in 1983. This new

\* See Map #12



-  STREETS NEEDING TO BE RESURFACED
-  STREETS NEEDING TO BE REBUILT
-  STREETS RECENTLY REBUILT
-  PROGRAMMED STREET IMPROVEMENTS

# GARMENT CENTER / FASHION DISTRICT STREET CONDITIONS

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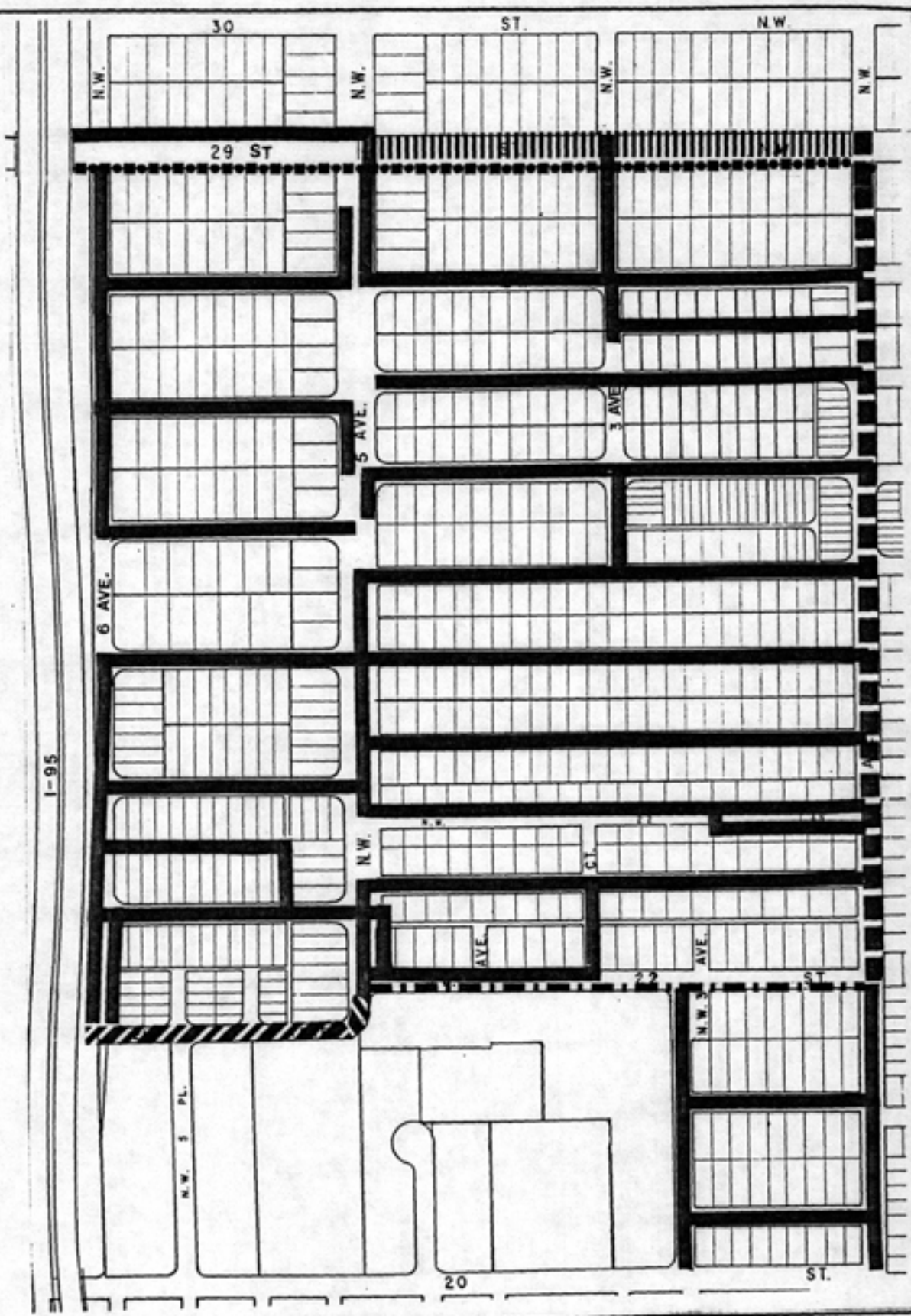
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CITY OF MIAMI PLANNING DEPARTMENT **MAP 11**

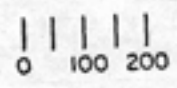


**SEWER LINES:**

-  8"
-  10"
-  12"
-  15"
-  21"
-  24"



**GARMENT CENTER / FASHION DISTRICT  
SANITARY SEWER SYSTEM**



5/79



system will provide greatly improved service as a result of the doubling of the number of existing buses, shortening routes and opening new routes to expanding industrial and commercial centers. The Santa Clara Transit Station located at NW 20th Street and 12th Avenue, the Allapattah Transit Station located at NW 36th Street and 12th Avenue, and the New Washington Heights Station located NW 1st Court and 7th Street are all located in proximity to the Garment Center. It is anticipated that the Santa Clara Station will be the major station to service the area with direct feeder bus services.

E. Parking

There are approximately 1900 parking spaces provided within the Garment Center/Fashion District.

TABLE 11	
Garment Center/Fashion District Parking	(NW 22nd Lane) (NW 29th St.,) (NW 6th-2nd Avenue)
Parking Public R.O.W. metered	227
Parking Public R.O.W. unmetered	460
Off Street Private Parking	1100*
Off Street Public Parking	<u>92</u>
Total	1879

\* Estimate

The amount of parking presently provided is insufficient to meet current demands. It is estimated that almost 4000 employees and 1,000 - 2,000 shoppers daily enter the District, most driving in private automobiles. There is a deficiency of 700 parking spaces within the areas based on current standards. The problem has become more critical as retail/wholesale activities have increased. These activities generate a higher amount of vehicular traffic than previous land use activities. As the use of structures has shifted from manufacturing to retail/wholesale, new parking requirements have not been met. (Retail establishments require one parking space per 400 sq. ft. of floor area and one space per 1000 sq. ft. for manufacturing.) Since the new use in many instances is classified as "wholesaling", it is not required to meet the new standard for retail activity which in actuality is the new type of business activity.

The one existing public parking lot located on NW 27th Street west of NW 5th Avenue has 92 spaces and operates at near capacity levels. The retail concentration located along and adjacent to the 5th Avenue corridor has the greatest parking deficiency. Due to the blighted housing and higher crime levels south of NW 23rd Street, there is minimal overflow of commercial parking on to this predominantly residential area.

The lack of clearly designaged parking spaces has created a problem along certain streets in which curbs are not provided and cars are being parked in an overall haphazard pattern.

F. Problems and Opportunities

Improved access to I-95 has been identified by the manufacturers and retail/wholesalers of the Garment Center/Fashion District as a major

priority. Preliminary analysis undertaken by Dade County Dept. of Traffic and Transportation has indicated that the construction of these ramps is feasible. Further study is being undertaken by the State of Florida. Improved signage is currently needed along the Expressway systems designating the location of existing exits serving the area. Additional signage is also needed along arterials providing access to the area, identifying the district - this is most needed for travelers entering from the south.

While the streets within the existing Garment Center/Fashion District (north of NW 23rd Street) have been recently rebuilt, and the flow of traffic improved, there still remains some traffic congestion as a result of the following factors: 1) inadequate on-site loading facilities, which result in businesses utilizing the street to load and unload goods. 2) local streets are generally too narrow (50' row) to handle two directional traffic along with parking, especially since there is a high proportion of truck traffic on these streets.

Overall public transportation to the area for both employees and shoppers will be greatly improved by the construction of the Dade County Rapid Transit System. Direct bus access to the nearby Santa Clara Station will be provided as well as an overall upgrading of the bus system. Special bus service to the major tourist areas should be considered in order to strengthen retail activity.

Parking is insufficient to meet current demands. There is an estimated deficiency of 700 spaces. The provision of adequate parking for retail activity is essential for the continued growth of this segment of the fashion apparel industry. Manufacturers planning to expand their facilities are having difficulties meeting current parking standards (for additions) due to the built up nature of the area, high land costs and difficulties encountered with land assembly. These conditions help to lessen the area's liability in comparison to other industrial areas.

The pedestrian environment is generally poor; on many streets sidewalks are not provided. There is an overall lack of landscaping along NW 5th Avenue (the major retail street) and there exists a need to replace deteriorated sidewalks, curbs and gutters.

Both vehicular and pedestrian signage need to be upgraded to better direct people through the District.



IX. Community Facilities and Services

A. Sanitary and Storm Sewers

The Miami-Dade Water and Sewer Authority is responsible for the provision of sanitary and storm sewer services within the City of Miami.

The City of Miami Public Works Department has indicated that the flow capacity of sewers within the study area is adequate for the existing zoning and the proposed reuse of the expansion area for industrial purposes, see Map #13.

The storm sewer system is a catch basin type which is currently adequate for the area, but in the future may need modification.

B. Lighting

Street Lighting is adequate in most of the area of the Garment Center/Fashion District. 400 watts high pressure sodium vapor overhead bracket lighting bearing 47,000 lumens have been installed throughout the industrial and commercial areas. This type lighting is widely used in communities throughout the country and has been found to be the best type of lighting available today. This is significant because inadequate street lighting is one of the variables that can perpetuate a high crime rate. Lighting within the proposed expansion area should be upgraded to 400 watts from the present 250 when the area is redeveloped for industrial purposes.

C. Parks and Open Spaces

There are no parks or recreational facilities within the Garment Center/Fashion District of the expansion area. The area is presently served by facilities located to the south within the R-10 Urban Renewal Area (Williams Park) and to the north within the Wynwood residential area (Roberto Clemente Park and Robert E. Lee Playfield).

D. Schools and Institutions

There are no schools located within the study area. The existing school population is served by the adjacent Dunbar Elementary School, Buena Vista Elementary School and Robert E. Lee J.H.S.

The Jewish Vocational Service and Workshop located at 318 NW 25th Street provides vocational training for physically and mentally handicapped individuals. This training is not geared to the fashion apparel industry. There is currently no vocational facility providing training for garment industry except Lindsey Hopkins (Dade County Board of Public Instruction). The need for proper training facilities has been identified by representatives of the garment industry as a major need.

E. Programmed Improvements

A neighborhood facility is under construction by Dade County, northeast of the Garment Center/Fashion District at NW 29th Street and






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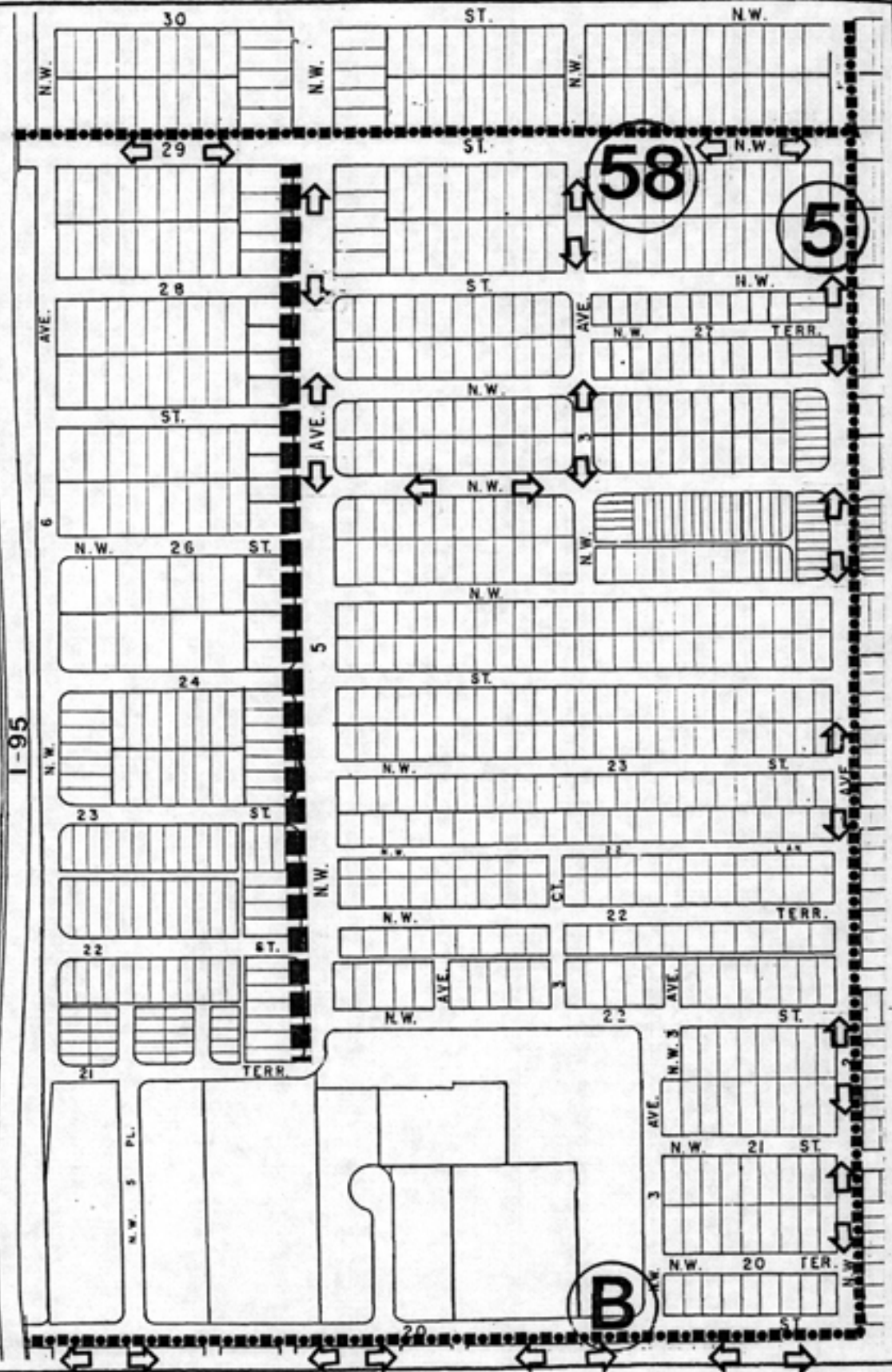
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**BUS ROUTES**

- 58= N.W. 28TH STREET TO CORAL GABLES
- 5= N.W. 160TH STREET TO WESTSIDE S.W. 107TH AVENUE
- B= N.W. 71ST STREET TO KEY BISCAIYNE
- 26= NORTH COUNTY TO DOWNTOWN

-  BUS ROUTES
-  ARTERIAL STREET
-  COLLECTOR STREET



# GARMENT CENTER / FASHION DISTRICT TRAFFIC & TRANSPORTATION



2nd Avenue. This facility will provide social and health services for the area.\* In addition, another neighborhood facility will shortly be under construction for the Culmer Community, located at NW 3rd Avenue and 17th Street.

There are currently no programmed improvements to community facilities and services scheduled for the study area.

F. Problems and Opportunities

- 1) Drainage and lighting improvements are needed within the proposed redevelopment area located south of NW 23rd Street.
- 2) The provision of open space for shoppers and workers would help to upgrade the physical environment of the area.
- 3) Vocational training has been identified by the business community as a major need. Lack of skilled and semi-skilled garment workers is one of the greatest problems facing the garment manufacturers, in many cases forcing the closure of factories or operations far below capacity levels. In 1977, there was a shortage of 700 sewing machine operators within the Garment Center/Fashion District, according to a survey undertaken by the City of Miami.

\* See Map #14





X. Economic Factors

A. Land Values

The average price of land per square foot within the Garment Center/Fashion District, based on recent land sales, is approximately \$5.10. Focusing on the Expansion Area, the average price of land per square foot is assessed to be about \$1.65. However, the price of land associated with property the City plans to acquire within the Expansion Area is \$1.49 per square foot.

The range in land values per square foot within the Expansion Area is \$2.16 - \$1.23. A significant negative relationship exists between the price of land and the distance between this land and the existing Garment Center/Fashion District boundaries. Specifically, as one moves south along NW 2nd Avenue from NW 23rd Street to NW 21st Street, land values drop from \$1.76 S.F. to \$1.54 S.F.

Where both the land value and improvement value must be taken into consideration the acquisition cost of such a parcel becomes more a function of the structural setting of the land than the distance the land sits from the Garment Center/Fashion District. The value of a "Concrete Monster" is significantly greater than the value of a shotgun shack. These two types of structures are placed in a non-schematic manner throughout the Expansion Area. Consequently, as one moves south from a parcel adjacent to the center to one that is four blocks away, the acquisition cost to the City of the latter parcel, although the land value has notably dropped off, may be as much as \$2.84 more per square foot.

B. Commercial Industrial Profile

The following table illustrates the composition of Economic Activity within the Garment Center/Fashion District.

TABLE 12.  
Inventory of Garment Center/Fashion District  
Firms: 1979

<u>Economic Activity</u>	<u>Number</u>	<u>Total S.F.</u>	<u>Avg. Size S.F.</u>	<u>% of Existing Total Floor Area</u>
Manufacturing	56	591,384	10,360	40
Wholesale/Retail	53	184,739	3,485	13
Retail	5	46,660	9,330	3
Wholesale	13	67,165	5,165	5
Related Business	26	85,288	3,280	6
Other Business	42	482,375	11.485	33
Total	195	1,457,611		100%

One can easily discern from the above information that manufacturing is the backbone of the Garment Center/Fashion District. Manufacturing commands the largest number of firms as well as the greatest amount of

activity space.

Although the wholesale/retail plus the separate retail and wholesale businesses occupy only 21% of the relevant floor area, one-half that which is associated with manufacturing, their importance to the Garment Center/Fashion District's sub-economy is a major one, and must not be overlooked. Presently, there are 71 such establishments within the Garment Center/Fashion District which outnumber manufacturing firms by 15. Wholesale and retail is the fastest growing component within the Garment Center/Fashion District, and is also the most durable component with regard to trends in the fashion apparel industry. On the contrary, manufacturing or garment assembly is the most vulnerable component of this county's fashion apparel industry, given the reduction in U.S. manufacturing firms to 83% of its 1969 total.

The planned expansion of the Garment Center/Fashion District, facilitated by the City's intent to acquire roughly 658,000 square feet of land for the purpose of disposition for Garment Center compatible uses, is predicated on the following information.

<u>TABLE 13</u>				
GARMENT CENTER/FASHION DISTRICT. ESTIMATED SPACE REQUIRED BY GARMENT FIRMS IN THE AREA, 1979				
<u>Economic Activity</u>	<u>Square Feet</u>			
	1000+	1000-4999	5000-9999	10,000+
Manufacturing	2	5	6	3
Wholesale/Retail	2	8	1	-0-
Retail	-0-	-0-	-0-	-0-
Wholesale	-0-	-0-	2	-0-
Related Business	-0-	3	-0-	1
Other Business	<u>3</u>	<u>3</u>	<u>4</u>	<u>1</u>
Total	7	19	13	5

Source: City of Miami - Planning Department

<u>TABLE 14</u>		
GARMENT CENTER/FASHION DISTRICT - ESTIMATED ADDITIONAL LAND REQUIRED THROUGH A REDEVELOPMENT PROJECT, 1979		
<u>Economic Activity</u>	<u>Size(square ft)</u>	<u>Percentage</u>
Manufacturing	460,960	58
Wholesale/Retail	157,300	20
Retail	-0-	-0-
Wholesale	33,600	4
Related Business	53,000	7
Other Business	<u>89,300</u>	<u>11</u>
Total	794,160	100%

Source: City of Miami - Planning Department

TABLE 15.

GARMENT CENTER/FASHION DISTRICT ACTUAL OWNERSHIP  
STATUS BY ECONOMIC ACTIVITY, 1979

Economic Activity	Status	
	Owned	Leased
Manufacturing	9	30
Wholesale/Retail	7	23
Retail	-0-	2
Wholesale	1	11
Related Business	<u>3</u>	<u>8</u>
Total	20 (21%)	74 (79%)

TABLE 16.

GARMENT CENTER/FASHION DISTRICT PROJECT EXPANSION  
BY OWNERSHIP STATUS, 1979

Economic Activity	Status	
	Owned	Leased
Manufacturing	5	12
Wholesale/Retail	5	9
Retail	0	1
Wholesale	1	1
Related Business	<u>2</u>	<u>2</u>
Total	13 (34%)	25 (66%)



TABLE 17.

PLANT SIZE PER EMPLOYEE IN THE GARMENT CENTER/FASHION DISTRICT  
1979

<u>ECONOMIC ACTIVITY</u>	<u>AREA/EMPLOYEE (square feet)</u>
Manufacturing	230.4
Wholesale retail	671.8
Retail	1196.4
Wholesale	665.0
Related business	484.6
Average	308.8

Source: City of Miami - Planning Department

TABLE 18.

MANUFACTURING PLANT SIZE IN THE GARMENT CENTER/FASHION DISTRICT  
1979

<u>Number of Employees</u>	<u>SPACE OCCUPIED IN SQUARE FEET</u>		
	<u>All Plants</u>	<u>Per Plant</u>	<u>Per Employee</u>
20 or less	74,910	3,121	283.8
21 - 50	104,560	5,809	247.8
51 - 100	183,914	20,434	305.0
101 - 200	53,000	26,500	152.7
Over 200	175,000	58,333	187.2
All firms	591,384	10,560	230.4

Source: City of Miami - Planning Department

The Garment Center/Fashion District Expansion Area measures approximately 30 acres. 30% of this land will probably be developed as a wholesale/retail area, including garment related offices and showrooms.

C. Employment

Approximately 3,815 persons are employed in the Garment Center/Fashion District. Given the existing 56 manufacturing firms plus the labor intensive production process that characterizes apparel manufacturing, it's no wonder that 67% of the work force is employed by manufacturing concerns. Therefore, the average manufacturing firm employs approximately 45 people. Retail and wholesale related firms, despite the fact that they outnumber manufacturing firms by 15, employ only 415 persons or 6 persons per establishment.

Of the 3,815 persons employed by firms within the Garment Center/Fashion District, 95% are women. Nearly 94% of these women workers are of Latin descent.

The expansion of the Garment Center/Fashion District will generate roughly 1,250 new jobs, mostly for residents of the Wynwood, and Culmer Target Areas. Furthermore, most existing manufacturing firms are not operating at capacity levels due to the shortage of skilled and semi-skilled labor. More and better related technical assistance, better wage and/or non-wage benefits (e.g. day-care facilities, credit unions, transportation) may stimulate the demand side of this labor sub-market in the short run.

TABLE 19.  
GARMENT CENTER/FASHION DISTRICT ESTIMATED  
EMPLOYMENT BY ECONOMIC ACTIVITY, 1979

<u>Economic Activity</u>	<u>Number</u>	<u>Percentage</u>
Manufacturing	2,567	67
Wholesale/Retail	275	7
Retail	39	1
Wholesale	101	3
Related Business	176	5
Other Business	657	17
Total	3,815	100%

Source: City of Miami - Planning Department

TABLE 20.

GARMENT CENTER/FASHION DISTRICT. ESTIMATED  
EMPLOYMENT AFTER EXPANSION AND REDEVELOPMENT, 1979

Economic Activity	Number	Percentage
Manufacturing	1153	92
Wholesale/Retail	75	6
Retail	1	-0-
Wholesale	10	1
Related Business	7	1
Other Business	6	-0-
Total	1252	100%

Source: City of Miami - Planning Department



#### D. Market Analysis

Garment-related businesses disclosed total sales during 1978 valued at approximately \$160,000,000. The manufacturing component of this subeconomy generated 60% of this total while the wholesale/retail firms (53 in all) accounted for 30% or \$48,755,753 worth of sales, see Table 21.

The garment industry's development and success in any particular area is basically dependent upon healthy growth rates in population, purchasing power and exports. In contrast with other industries oriented toward the use of raw materials or towards personnel, the garment industry is generally oriented.

In light of these facts, the "comparative advantage" of the south Florida apparel manufacturer remains the climate. Florida's climate and the needs of the local market, have caused the Florida manufacturer to specialize in spring and summer ware. In addition to enjoying a degree of isolation from competition while northern firms are producing winter apparel, the Florida producer can continue to furnish retailers in northern states with late delivery of summer goods when northern production has shifted to winter goods as early as July.

Furthermore, there has been a significant increase in the demand for U.S. apparel in Latin America and the Caribbean. This market is particularly accessible to manufacturers in the Garment Center/Fashion District from a geographical standpoint as well as a production standpoint. The demand is for summer apparel, precisely what the Garment Center/Fashion District specializes in. Judging from the recent, significant increase in exports to Latin America and the Caribbean (400% since 1973), the wholesale/retail segment is also capitalizing on the location.

#### E. Problems and Opportunities

Many experts are predicting that imports may well capture 1/2 of the apparel market held by U.S. companies during the 1980's and cut the number of domestic apparel makers at least in 1/2 by the end of that decade.

The success of imports stems mostly from the fact that apparel production remains one of the least automated and most labor-intensive manufacturing industries. Labor accounts for 28% of the cost of a garment. The average wage for U.S. apparel workers is \$4 per hour vs. average wages of \$1.00 and \$.50 in Hong Kong and Taiwan, respectively.

As a result of such economics, imported apparel (after tariff) is sold at wholesale for up to 20% less than American made goods.

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As a result of such economics, imported apparel (after tariff) is sold at wholesale for up to 20% less than American made goods.

TABLE 21.  
ESTIMATED SALES OF GARMENT FIRMS  
AND OTHER BUSINESS, 1978

<u>ECONOMIC ACTIVITY</u>	<u>VOLUME</u>	<u>PERCENTAGE</u>
Manufacturing	\$95,274,034	51
Wholesale/retail	29,685,753	16
Retail	2,000,000	1
Wholesale	17,070,000	9
Related Business	15,914,000	9
Other Business	26,604,545	14
Total	<u>\$186,548,332</u>	<u>100%</u>

Source: City of Miami - Planning Department



To a significant extent, the Garment Center/Fashion District manufacturers are insulated from these trends because of the concentration in women's fashion-sensitive lines. While cheap labor is the major cost advantage of foreign producers, their major disadvantage is that they require lead time of six months or more to compete. Thus, regardless of costs, foreign producers can't compete in fashion-sensitive apparel lines such as women's better dresses. Last year less than 5% of women's dresses were imported. Compare this to import levels of 50% for all sweaters.

Given the problem facing U.S. producers of less-fashion sensitive apparel lines (requiring negligible lead time), "off-shore operators" are production strategies gaining immense popularity. The close proximity of the Garment Center/Fashion District to low-wage countries like Haiti, Honduras, Costa Rica, and San Salvador, where labor markets boast skilled seamstresses, makes it an ideal location for administrative and warehousing activities associated with off-shore garment assembly.