

history

Although Indians had doubtlessly roamed the area for centuries, the recorded history of South Miami began at the turn of the century when the rich farm lands of South Dade lured pioneers down through Little Hunting Ground (now Coconut Grove) to Big Hunting Ground (now Cutler).

In 1897, W. A. Larkins, an early pioneer and founder of South Miami, brought his family into the lush wilderness at the southernmost end of the wagon trail that is now the Ingraham Highway. He started a small dairy and a year later established a post office near what is now Cocoplum Circle.

Upon the completion of the Miami to Homestead extension of the Florida East Coast Railroad in 1904, however, the post office was moved to the newly built station two miles west and the village became known as Larkins. During the early years there was no highway south, but the railroad provided one train a day to Homestead. By 1917 the population of Larkins numbered 350.

Along with the rest of Florida, the real estate boom of the 1920's was felt in Larkins. Land value reached a peak with the sale of a ten acre tract at \$10,000 per acre. The center of the boom was near the first Riviera Theater (now Holsum Baking Company.)

Beginning in the mid-1920's there was a strong sentiment to incorporate. In March, 1926, a group of qualified voters met, voted for incorporation and changed the name of the town from Larkins to South Miami. Judge W. A. Foster was elected the town's first mayor, seven alderman were installed, a town code was formulated, a health officer was appointed, and a store building was leased to serve as townhall. The area incorporated included six square miles.

Sunset Drive east from U.S. 1 about 1918



On June 24, 1927, the citizens by referendum accepted a charter granted by the State Legislature which abolished the Town of South Miami and established in its place the City of South Miami. The early 1930's brought about what was probably the most turbulent and uncertain period in South Miami's history. Financial problems and local dissention generated a temporarily successful movement to abolish the City in 1931. All municipal operations were, in effect, suspended for about six months until

the courts intervened and ordered the City to resume operations. This judgment was made on the grounds that no provision had been made to take care of a City creditor - the LeFrance Fire Engine Company, from whom the City had purchased a fire engine six years earlier. South Miami is probably the only city in the nation to be saved by a fire engine with no flames in sight.

In 1933, in an effort to lessen Municipal responsibilities, South Miami's total area was reduced from its original six square miles to slightly over three square miles. It was felt that it was uneconomical to service the sparsely populated western portion of the community and that the area had little relationship to the rest of the City. Another major reduction in South Miami's total area was made in 1937, when many dissatisfied northern residents sued out of the City. These actions created most of the irregular boundary limits that still characterize South Miami today.

During World War II South Miami's development slowed temporarily, but the post war period brought incredible growth. Soon the City found its original charter to be inadequate for the rapidly expanding community. It appointed a committee to study the problem which recommended an entirely new charter providing for a city manager form of government. This was accomplished when the new charter was passed by the State Legislature and adopted by the citizens in a referendum on July 31, 1953.

Holsum's first delivery wagon about 1912



Sunset Drive east from U. S. 1 about 1926



population

"The City is the people." This definition of a city by Henry Churchill in 1945 has never been equalled in its lucidity or precision. The problems and potentials of a city are the direct reflection of those who live and work within its boundaries. Therefore, to solve the problems and maximize the potentials of a City, it is imperative to know something of its human character. Below is a summary description of the South Miamian: how he came about and who he is today.

GROWTH TRENDS

During the three decades between 1930 and 1960, South Miami experienced a rather interesting and uniquely repetitive series of events in its pattern of growth. It recorded three consecutive decennial population increases of 100 percent or better.

This extraordinary growth, which represented South Miami's dramatic contribution to the urbanization of Florida, transformed the community from a sleepy semi-rural village of less than 1200 residents to a busy suburban metropolitan city of almost 10,000 persons.

Due to several factors, including a diminishing supply of available land, South Miami's population growth leveled off to a loud whisper during the 1960's. During the past decade, the City recorded a comparatively modest growth rate of 23 percent, bringing it to its current population of slightly over 12,000 residents.

South Miami's population growth rate has somewhat paralleled that of Dade County with the City having always accounted for about one percent of the County's population.

MINORITY GROUPS

Only three of Dade County's 27 cities have a higher percentage of black residents than South Miami. Almost 3000 South Miamians are black and most of these citizens live in the Lee Park neighborhood immediately north of the downtown area. While the City's black residents constituted over 37 percent of its total population in 1950, they accounted for only 23 percent in 1970. The heavy influx of Cubans into Dade County during the past decade has had no appreciable effect on the population of South Miami.

POPULATION GROWTH 1930 - 1970

YEAR	POPULATION	PERCENT INCREASE
1930	1168	
1940	2408	108
1950	4809	100
1960	9846	105
1971	12022	23

Source: 1930 - 1960, U. S. Census
1971, Staff estimate

AGE DISTRIBUTION

A look at current and past residential ages reveals several significant trends. Percentagewise, it appears that the preschool age group (those under six years of age) is rapidly vanishing from the South Miami scene. It should also be noted that the percentage of local school-age residents (those between six and 20), while increasing dramatically in the 1950's, declined slightly during the 1960's.

In contrast to the above, the percentage of local residents over 65 years of age has almost doubled during the past two decades. In other words, it appears that as South Miami has matured, there has been no appreciable infusion of youth into the community. This characteristic is not unique to South Miami, however, since it also reflects national, state and regional trends.

AGE DISTRIBUTION

By Group Percentages

AGE GROUP	1950	1960	1970
Under 6	12.3%	11.0%	8.3%
6-20	21.0	28.1	27.3
21-40	36.8	26.3	26.3
41-65	24.7	27.6	29.1
Over 65	5.2	7.0	9.0

Source: U.S. Census

EDUCATION

South Miamians are well educated. Almost 39 percent of all household heads hold a college degree or better and 48 percent have obtained a high school diploma. Only 13 percent of all heads of households have less than a full high school education. The highest and lowest educational accomplishments are recorded by household heads in the Twin Lakes and Lee Park areas respectively. One out of every four household heads in the Twin Lakes area has a post-graduate degree, while almost one-fourth of all Lee Park family heads have not completed high school.

EMPLOYMENT

South Miami is very much a white collar community. Over 40 percent of all employed heads of households are professionals and another 14 percent are either managers, proprietors or self-employed. Other employed household heads are distributed about equally between those in sales or clerical positions and those engaged in the services or crafts. It is also of interest to note that almost one-fourth of all household heads in South Miami are retired.

South Miamians are widely distributed in their places of employment. While less than 17 percent of all heads of households actually work within the City itself, another 20 percent are employed in nearby Coral Gables or at the University of Miami. Almost 20 percent commute to downtown Miami and about ten percent work at Miami International Airport. Only six percent work to the south in the Kendall, Cutler Ridge and Homestead areas.

INCOME

Considering their educational accomplishments and orientation toward professional employment, it is not surprising that the average family income in South Miami is relatively high at about \$13,000 per year. Three out of every five local households earn more than \$10,000 per year and only one out of every five earns less than \$6,000. Again the Twin Lakes and Lee Park areas provide the two extremes with one out of every three Twin Lakes families earning over \$20,000 per year, while almost half of all Lee Park families make less than \$6,000. One reason for the rather high level of family income in South Miami might be due to the fact that over one-third of all local wives are employed.

economy

In order to effectively address the problems of a city, a basic comprehension of its economic character is necessary. The growth trends of total property values, the type of current commercial establishments, and the extent to which local residents use local businesses are all valid indicators of a community's economic status and stability. A discussion of these factors as they relate to South Miami is presented below.

PROPERTY VALUES

While South Miami's population was increasing by a rather impressive 250 percent during the past twenty years, the total value of all property within the City was skyrocketing from six* to 76 million dollars, an even more impressive 1250 percent increase.

This increase in property values, although reflecting inflationary factors as well as new construction, is still one of the most revealing and meaningful indicators of South Miami's economic growth since 1950.

Property value increments during each of the four five-year periods from 1950 to 1970 were fairly equal in terms of absolute growth with the least (\$12.6 million) and greatest (\$24.1 million) increases occurring in the first and second halves of the 1960's respectively. Both halves of the 1950's contributed about \$17 million each to the community in new property values.

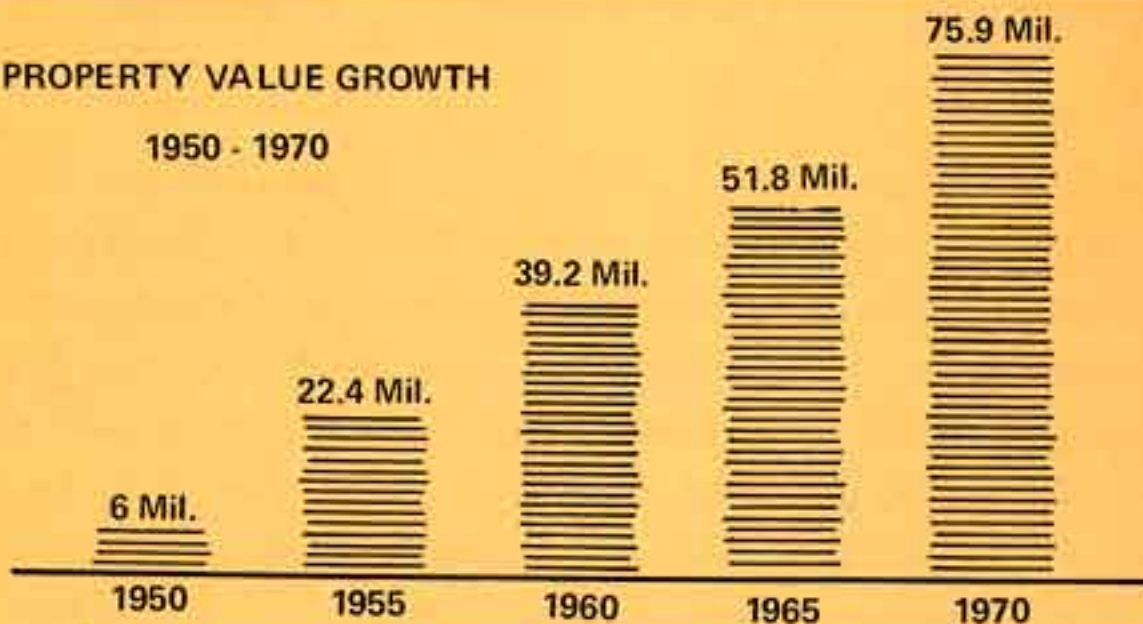
In what might be a prediction of things to come, significant trends could be noted in both the value and character of building permits issued in South Miami during 1971. First, a record high permit value of almost \$12 million was recorded, and secondly, not one permit for apartment construction was issued.

The unprecedented volume, which represented a 177 percent increase over 1970's previously respectable total of \$4.8 million, was almost entirely of a non-residential nature, oriented primarily to hospital expansion and new office buildings. Only 26 new single family homes kept 1971 from being a totally non-residential year.

*Assessed values prior to 1964 have been doubled to reflect assessment procedure changes from 50% to 100% valuations.

PROPERTY VALUE GROWTH

1950 - 1970

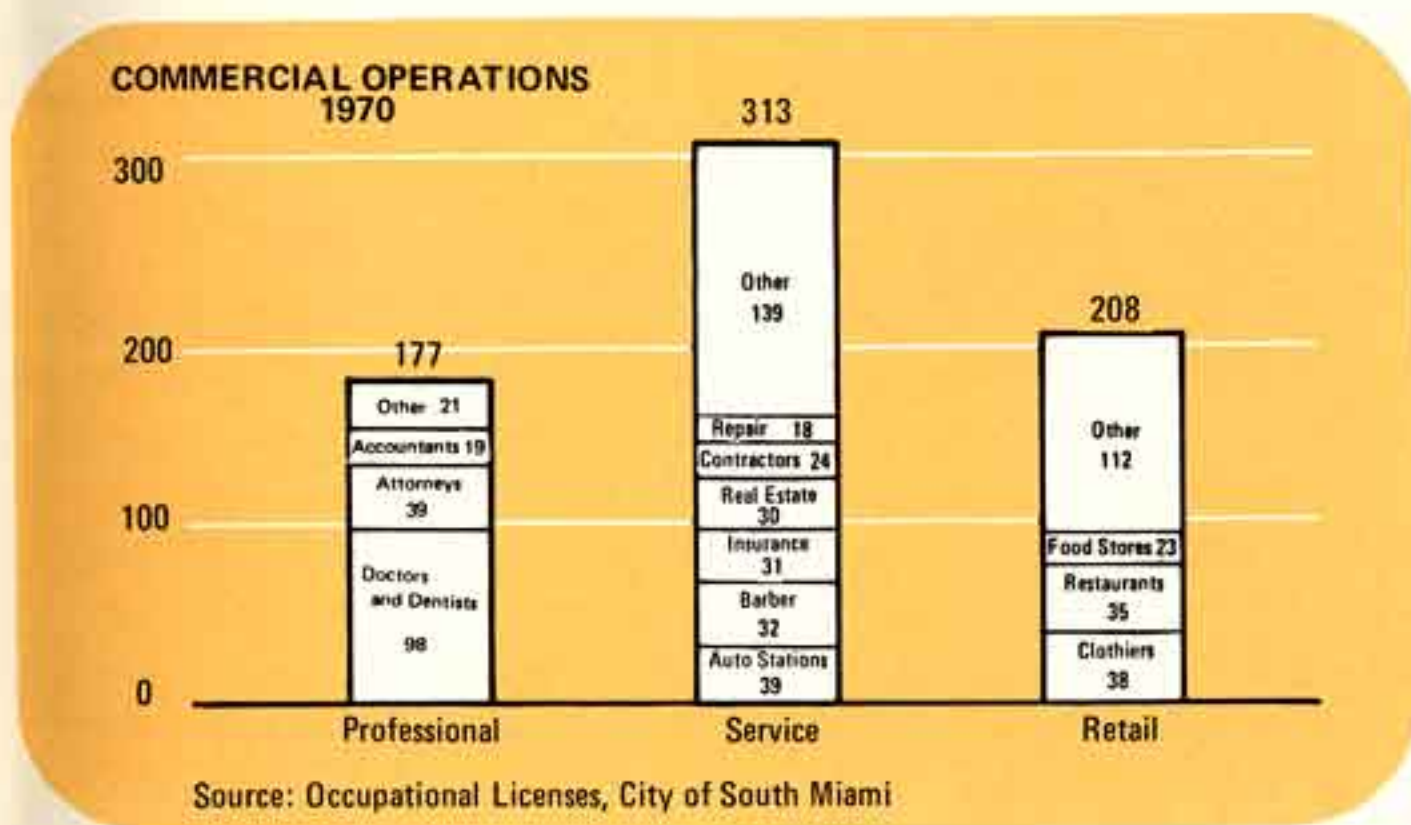


Source: Metropolitan Dade County Tax Department

COMMERCIAL OPERATIONS

There are almost 700 licensed commercial establishments operating within the City of South Miami. While the predominate character of these operations is of a retail or service nature, there are also a substantial number of professional offices.

Service-oriented establishments, which account for almost 45 percent of all local enterprises, are fairly evenly distributed among a wide variety of usages. Service stations, auto repair garages, barber and beauty shops, insurance agencies, and real estate offices, however, are the most numerous types of uses, accounting for almost one-third of the 313 service operations.



Almost 30 percent of all commercial operations, or 208 establishments, are oriented toward retail sales. Clothiers, restaurants, and food stores are by far the most prevalent uses in this category, accounting for almost half of all retailers.

Professionals who maintain offices in South Miami number 177 and constitute slightly over one-fourth of all commercial operations (Two professionals in one office are considered as two, three as three, etc.). As might be expected, considering the hospital orientation of South Miami, the most extensive use of offices within the City is by the medical and dental professions. There are 98 doctors and dentists practicing within the City.

SHOPPING HABITS

Despite the above described array of commercial opportunities, the shopping habits of the average local household reveal that downtown stores are running a poor second to the neighboring Dadeland shopping center in capturing local dollars.

Almost two out of every three local families do most of their non-grocery shopping at Dadeland, while only 15 percent use downtown shops most frequently. Only from the Lee Park and Snapper Creek neighborhoods do more than one-fourth of all families consider the downtown area as their primary destination for shopping.

As might be expected, the least use of downtown facilities is by South Miami residents who live north of Miller Drive. After Dadeland, these families are attracted most frequently to the Redbird and Miracle Mile commercial areas.

housing

How well a community has succeeded or failed in its efforts to achieve a better environment is reflected most vividly in the quality and quantity of its residential housing supply. While the physical distribution of South Miami's residential resources will be addressed later as a land use element, the growth trends, type, age and condition of housing units are discussed below.

GROWTH TRENDS

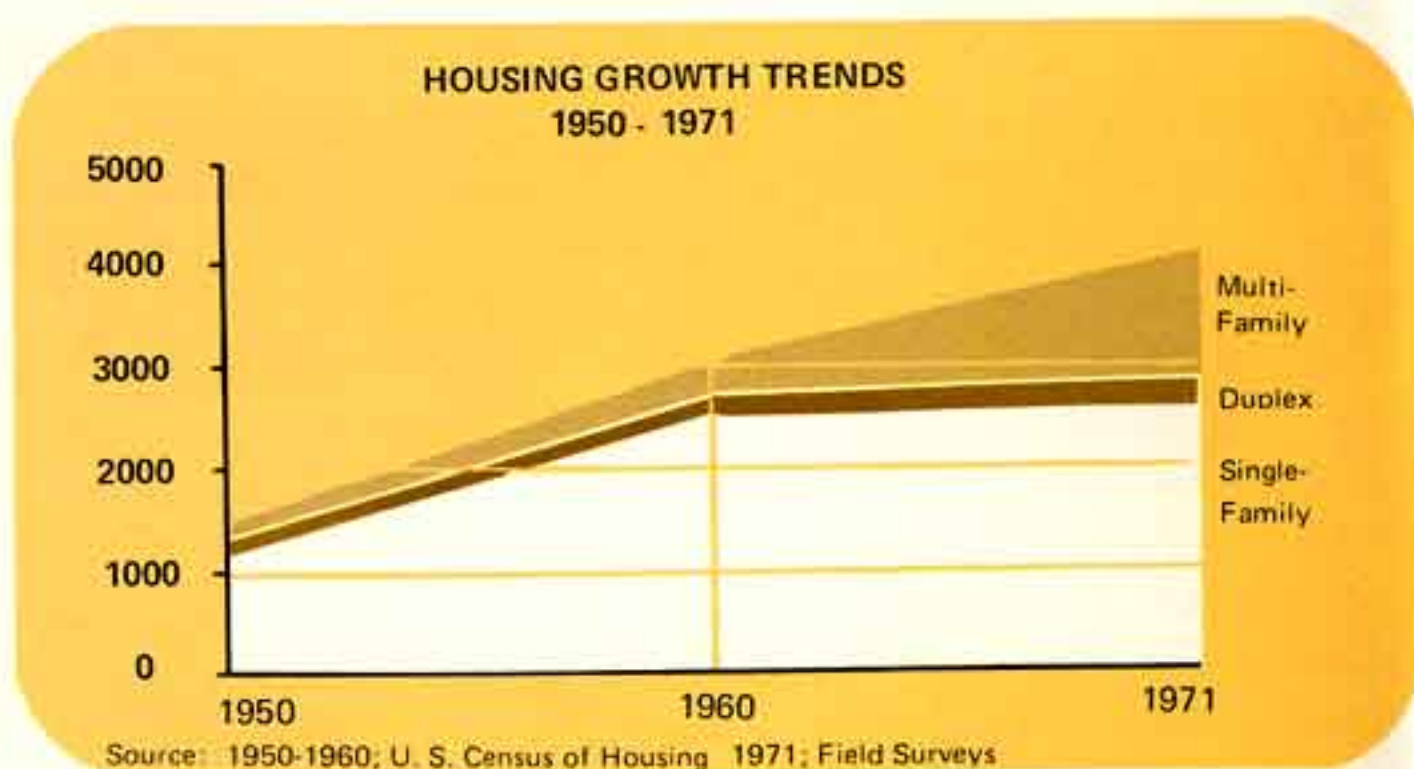
In the past two decades, the housing supply in South Miami has increased substantially. From 1950 to 1960, the total number of homes within the City more than doubled from 1501 to 3047 units, paralleling, in terms of percentage increase, the City's population growth during that same period.

During the 1960's, South Miami's housing construction declined slightly with the City netting only 966 new units and bringing its total 1971 inventory to 4013 units. It is interesting to note, however, that South Miami's housing growth rate during the 1960's substantially surpassed its population growth rate, 32 percent to 23 percent.

TYPE OF UNITS

The most significant aspect of South Miami's housing growth since 1950 has been in the types of units that have been built during each of the two decades. While housing construction was oriented towards both single family homes and apartments during the 1950's, it shifted dramatically to apartment units only during the 1960's.

During the 1950's, both single family and multi-family units shared about equally in the rate of growth. Single family homes increased in number by 111 percent, or from 1252 to 2646 units, and multi-family units increased by 122 percent, or from 137 to 304.

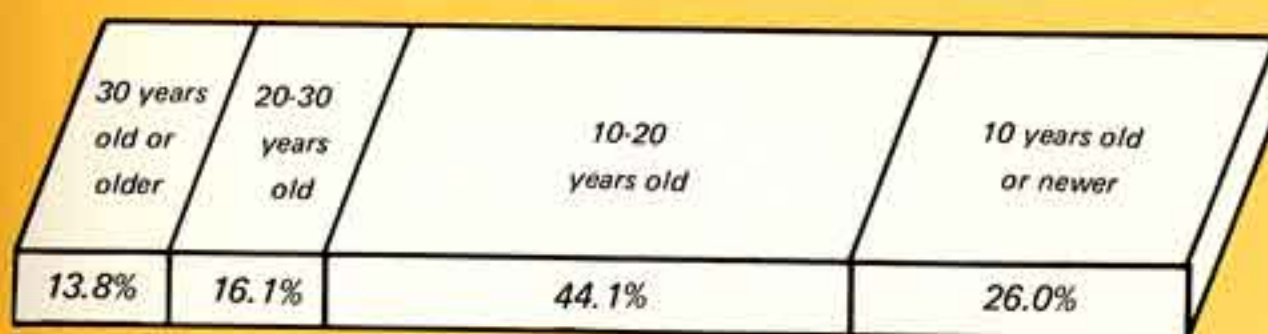


Due to several factors, however, including rising costs of land and construction and changing residential needs in housing, multi-family living became a more attractive and acceptable alternative to prospective home seekers during the 1960's.

As a result, the number of multi-family units in South Miami almost tripled from 304 to 1144, while the number of single-family homes remained essentially the same, increasing from 2646 to only 2725 units. While apartments accounted for only one out of every ten housing units in the City in 1960, they accounted for one out of every four in 1971. Although single family homes are still the predominate residential use in South Miami, their share of the total housing supply has declined from 83 percent to 68 percent since 1950.

The number of duplexes in South Miami during the past twenty years has remained relatively stable, declining from 112 in 1950 to 97 in 1960, but then increasing again to 144 in 1971.

AGE OF UNITS



Source: U. S. Census of Housing

AGE OF UNITS

South Miami's housing supply must be considered of a relatively recent vintage as far as housing ages go. Seven out of every ten units in the City have been built since 1950 and less than 14 percent were built before 1940. While records indicate that over 16 percent of all homes were built during the 1940's, it is important to note that almost all of these units were constructed during the last half of that decade in the post-war housing boom.

CONDITION* OF UNITS

The condition of housing is another factor that must be considered in evaluating environmental quality. In South Miami, due to their relative newness and the absence of harsh climatic conditions, housing units are in generally good repair. In 1970, for example, less than nine percent of all housing units were considered to be substandard. About half of these units were of a deteriorating nature and half were dilapidated. Almost all were in the City's low-income Lee Park area.

Housing conditions in 1970 indicated a proportionate improvement over 1960, when almost 14 percent of all units were substandard. Much of this "improvement" has been due to the replacement of older homes by multi-family structures and much has occurred as a result of the City's three-year-old involvement in a Neighborhood Development Program. This latter involvement, which is discussed in greater detail later in this report, is addressing itself to the rehabilitation or replacement of much substandard housing.

*Classification Criteria: **Standard** units are those which have either no deficiencies or only minor deficiencies. **Deteriorating** units includes those which have deficiencies serious enough to require special attention. **Dilapidated** units are those which are unsafe and beyond repair.

attitudes

South Miamians are proud of their community, but have definite opinions as to where some of its basic problems lie according to the responses received from a residential attitudes survey mailed to local households early in the preparation of this "controlled growth" policy.

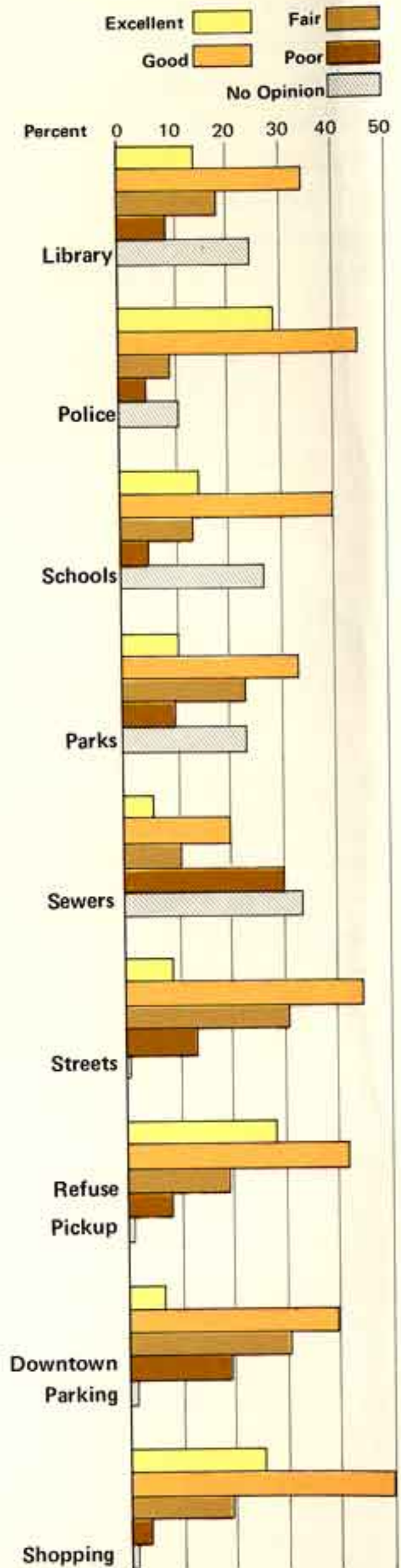
The survey asked residents to rate community services of both a public and private nature. Over one-third of all local households responded to the survey. A summary of these findings is illustrated in the adjacent column.

Asked to identify major community problems, South Miamians expressed their greatest dissatisfaction with the blighted condition of the Lee Park neighborhood, the manner in which apartments had been permitted to develop, the way zoning was being handled, the lack of sanitary and storm sewers, and the prevailing political climate.

As might be expected, the degree of dissatisfaction with each of the above varied from neighborhood to neighborhood depending upon the proximity of the problem. For instance, slum conditions were by far the greatest concern of those residents within and adjacent to the Lee Park area, while apartments topped the complaint list of those living south of the downtown area.

The absence of sewers was of major concern to those living in both the extreme northern and southern portions of the City, while poor zoning practices and "petty politics" were consistently mentioned as disturbing to residents throughout the City.

SURVEY SUMMARY



a policy for
controlled
growth

introduction

"The time has come when we must accept the idea that none of us has a right to abuse the land, and that on the contrary society as a whole has a legitimate interest in proper land use."

President Richard M. Nixon

The American city is a complex entity. It is in one sense a positive reflection of man's collective need and desire for social, cultural and economic interaction, and in another a negative reflection of man's collective shortcomings in not being able to effectively control a concentrated urban environment in the face of changing conditions.

Although urban change occurs as a social value in the alteration of residential habits, ages and ethnic types, and as an economic value in the fluctuation of retail sales, property values and employment opportunities, it is most directly effected by the continuing process of land development and redevelopment. It is, therefore, only logical that an effective "controlled growth" policy must address itself directly to this process.

Only when the issues surrounding the use, nonuse, and misuse of land have been resolved in a manner considerate of the general public welfare, as well as individual property rights, can urban communities expect to find acceptable solutions to the problems they face today.

The development and effective implementation of a local land use policy, which recognizes sound planning principles, local goals and objectives, and existing community characteristics, is an absolute requirement for controlling growth in a positive and orderly manner.

goals and objectives

An understanding of community goals and objectives, as reflected in citizen attitudes towards preserving, improving, and/or changing their environment, is of paramount importance in establishing an acceptable and implementable "controlled growth" policy.

Goals set forth herein are desired optimum environmental conditions as determined by a review and evaluation of current community conditions and trends and prevailing citizen attitudes. Objectives are more specific levels of action set forth to attain stated goals.

The process of determining community goals and objectives in South Miami involved extensive participation by its citizenry. The general public was involved thru their contributions at public hearings, residential households were involved thru their responses to an attitudes survey, eighteen members of a Citizens Advisory Planning Committee were involved thru their participation in a year-long series of work-study sessions, the City's Planning Board was involved thru their advisory role to the City Council, and the City Council was involved in its decision-making and legislative capacities.



RESIDENTIAL

Goal:

- Recognition and implementation of South Miami's role in accommodating established housing needs without sacrificing the social, economic and esthetic integrity of existing development.

Objectives:

- Protect those areas which are exclusively single family in character from other more intensive uses.
- Identify specific areas which have multi-family potential and can be developed in a manner compatible with adjacent land uses.
- Create a more definitive separation of land uses through the use of transitional development procedures.
- Require more extensive use of landscaped open space in all residential areas, as well as overall better site development standards.
- Encourage the rapid rehabilitation of deteriorating housing throughout South Miami, and especially in the low-income Lee Park area.

COMMERCIAL

Goal:

- Creation of a more identifiable and attractive commercial area that accommodates local as well as area needs in the most convenient and efficient manner.

Objectives:

- Establish effective standards for site development, architectural design and landscaping for all future development and encourage the same standards for existing uses.
- Create a more identifiable and accessible commercial area along South Dixie Highway south of Sunset Drive.
- Provide for a more orderly and safe movement of both people and cars within the commercial area.
- Develop an organized program to promote a more extensive use of local shopping facilities by South Miami residents.

CIRCULATION

Goal:

- Establish a safe and efficient circulation system within the City, related to both local and metropolitan needs.

Objectives:

- Improve traffic movement between the northern and southern sections of South Miami through better signalization and redesigned traffic patterns.
- Support improvements relating to public transit service to and within South Miami.
- Coordinate the efforts of all governmental agencies and departments involved in the location and design of the South Dixie Expressway so that the ultimate facility will be in the best interests of the City.
- Identify those portions of downtown South Miami which need additional off-street parking and encourage the provision of such needs.

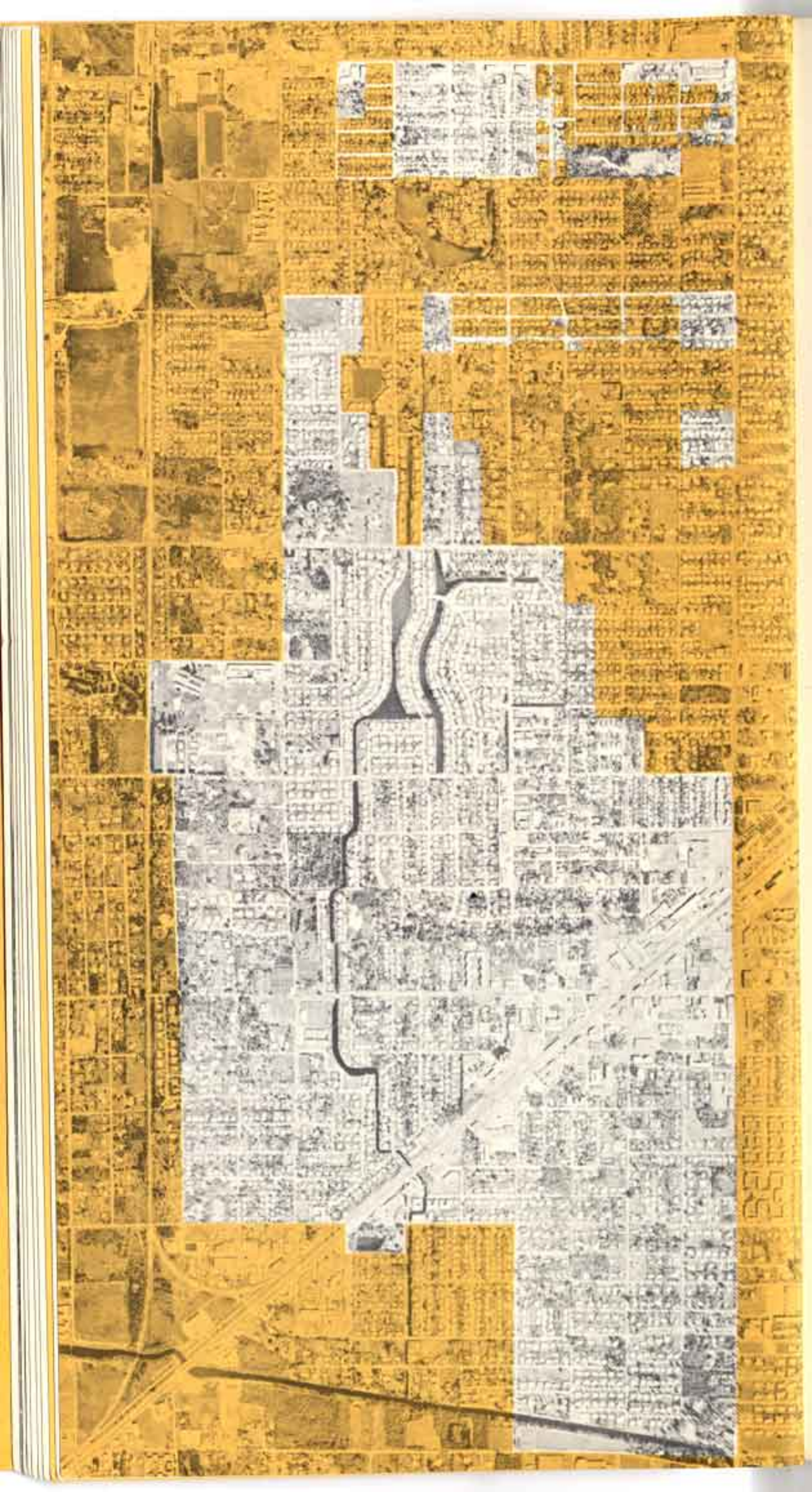
SERVICES

Goal:

- Provide adequate municipal facilities and services to meet existing and future needs without duplicating those that could be provided more efficiently and economically by other governmental or private sources.

Objectives:

- Encourage the systematic extension of major utilities to all portions of South Miami.
- Expand those community facilities such as the park system to better accommodate future demands.



current land use

Land uses that exist today are one of the most influential determinants of what will exist tomorrow. The established presence of a pattern of uses and the economic values that they have assumed play a significant role in the shaping of future land use policy. It is, therefore, necessary to understand fully the current manner in which land is used and the implications of such usage.

A comparison between South Miami and the average suburban American community of similar size as to the manner in which their developed land is utilized indicates several significant similarities and differences.

The most revealing difference between South Miami and the national average occurs when comparing the percentages of land employed for commercial, public and semi-public purposes. South Miami, has twice as much commercially used property, but only one-third as much land used for public and semi-public purposes as does the average suburban city of similar size. The percent of South Miami's land used for parks and open space is also slightly less than the national average.

COMPARATIVE ANALYSIS OF DEVELOPED LAND

USE CATEGORY	AVERAGE SUBURBAN COMMUNITY	SOUTH MIAMI
Residential	51.3%	54.0%
Commercial	3.7	7.5
Rights-of-way	27.7	30.4
Public and Semi-public	12.8	4.6
Parks and Open Spaces	4.5	3.5
Total Developed Land	100.0%	100.0%

*Source: Harland Bartholemew,
Land Uses in American Cities*

These comparisons, revealing distinct variations between South Miami and the national pattern, are understandable, however, due to the interdependence of South Miami with other surrounding metropolitan communities. Just as does South Miami furnish substantial commercial services to its neighboring communities, so do outlying areas provide many of the public, semi-public and recreational facilities used by South Miami residents.

The two most dominant uses of land in both South Miami and the average suburban city are for residential and right-of-way purposes. South Miami and the average city are very similar in these categories with South Miami having slightly higher percentages of both.



CURRENT LAND USE

Summer, 1971

RESIDENTIAL

- Single-family
- Duplex
- Multi-family

COMMERCIAL

- Office
- Retail and Service
- Intensive

PUBLIC AND SEMI-PUBLIC

-

PARKS

Scale: One inch equals 1500 feet.

RECENT TRENDS

Since 1960, changing land use patterns in South Miami have reflected several significant trends which substantially changed the character of the City. Among the most obvious of these are:

- The amount of land used for multi-family residential purposes within South Miami increased by 162 percent.
- The amount of land occupied by duplexes throughout the community increased by 50 percent.
- Commercially used land increased by 23 percent.
- The amount of land devoted to single family residential purposes declined slightly from 44.9 to 44.1 percent of the total City.
- Almost one-fourth of the City's 1960 supply of vacant land was consumed by development.

The most significant effect of these trends on South Miami was that in the brief span of ten years, the City changed from an almost exclusively single family residential community to one with considerable multi-family resources.

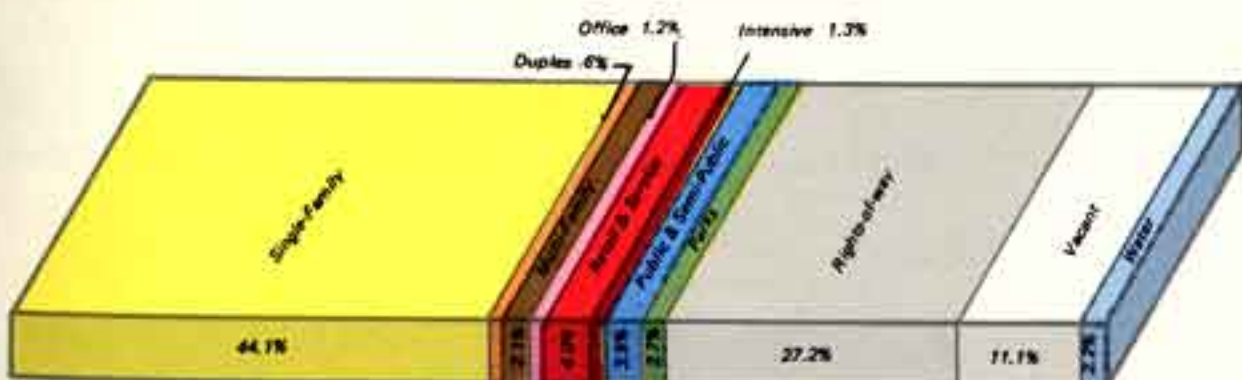
Another notable trend accompanied the continuing decline of available vacant land. As the City's vacant land continued to diminish, more and more emphasis was placed upon the redevelopment, rather than the development, process.

DISTRIBUTION

As mentioned previously, there is little undeveloped land remaining in South Miami. Only 165 acres, or about eleven percent of the total community, is currently vacant and potentially developable. Most of this vacant land is located in the western portion of the City and in the Lee Park area. The latter is the result of a renewal effort which has cleared several blocks for new housing. The City also has 33 acres of water area, which extends through the community in the form of drainage canals.

A more detailed look at the distribution of developed land use in South Miami reveals that most of its residential land is occupied by single family homes. Of the total 704 acres in this category, 664 are used for single family purposes, 31 for multi-family structures, and only nine for duplexes.

CURRENT LAND USE DISTRIBUTION





CURRENT LAND USE
Summer, 1971

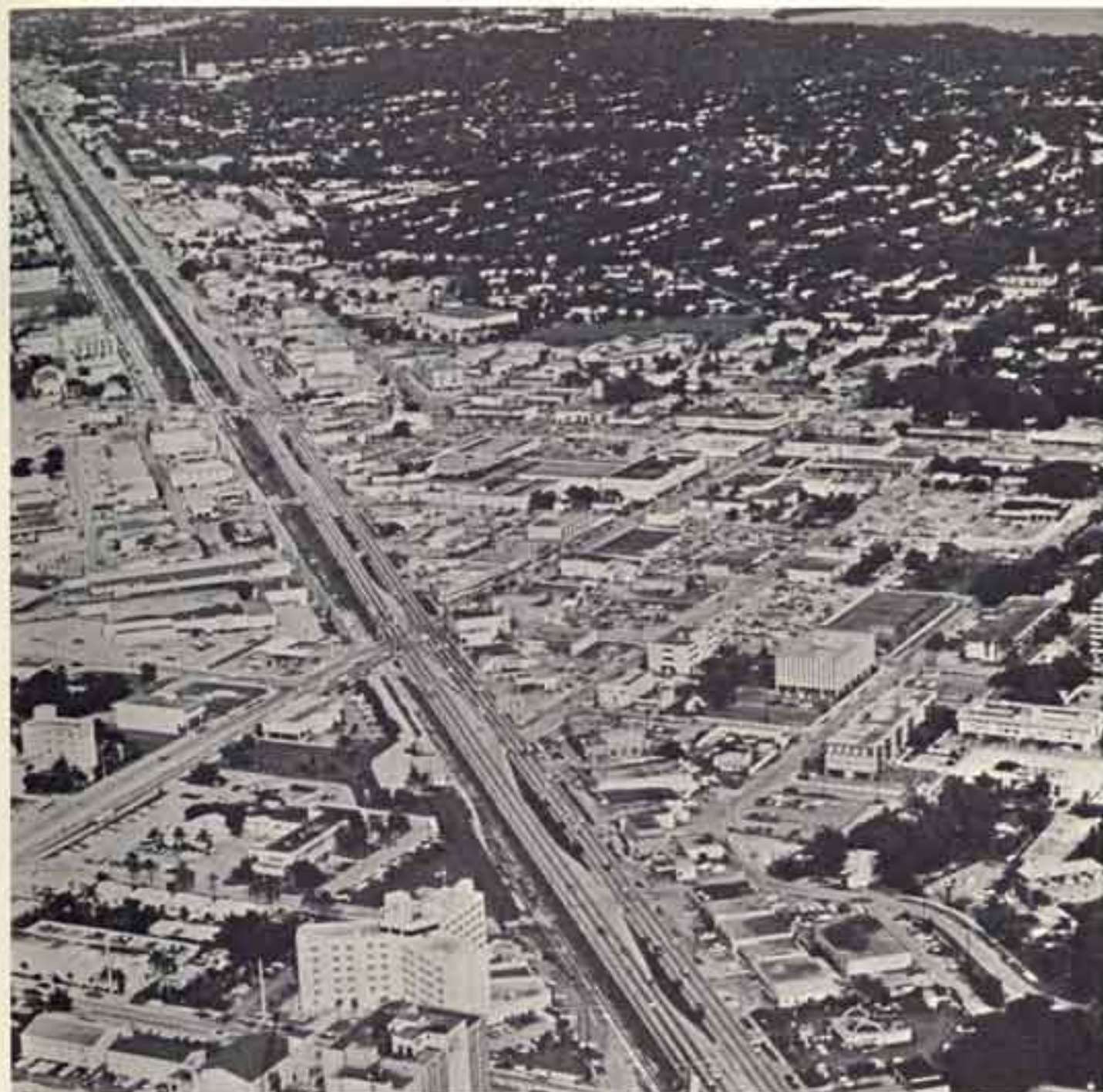
Lee Park Downtown Area

RESIDENTIAL
 [Yellow Box] Single Family
 [Orange Box] Duplex
 [Brown Box] Apartment
 (44) Number of Units

COMMERCIAL
 [Pink Box] Office
 [Red Box] Retail & Service
 [Purple Box] Amusement
 [Dark Purple Box] Auto-Related
 [Dark Red Box] Intensive

PUBLIC & SEMI-PUBLIC
 [Blue Box] Public
 [Light Blue Box] Semi-Public
 [Dark Blue Box] Utility
 [Green Box] Park

Scale: One inch equals 650 feet



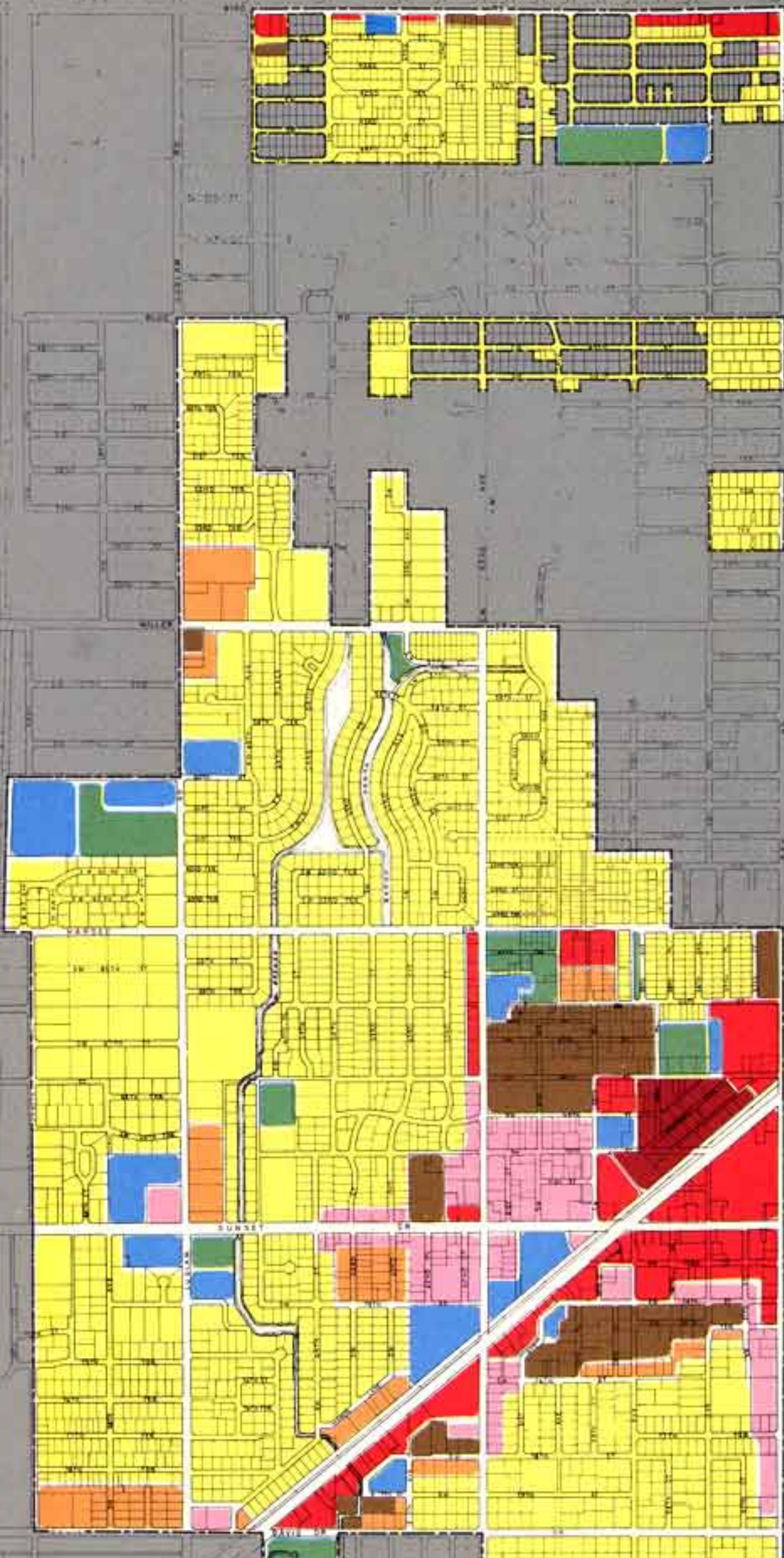
Single family areas are primarily in the western, northern and southern portions of the community, while duplexes are located only in the Lee Park area and south of Sunset immediately west of the City Hall. Multi-family uses have developed in proximity to U. S. 1 and the commercial areas, but reflect somewhat of a scattered pattern.

Commercial uses, which currently occupy a total of about 97 acres, are heavily oriented to operations of a retail and service nature. About 60 acres of commercial property are currently used for the retail and service purpose, while 18 acres are occupied by office buildings and 20 acres are used for more intensive uses, such as wholesaling and warehouse activities.

Retail and service uses are generally located within the downtown area and along U. S. 1, while office uses have developed in the vicinity of the City Hall and hospitals and along Red Road. Intensive commercial development has occurred primarily near the railroad north of S. W. 70th Street.

Of the 408 acres which have been dedicated as rights-of-way in South Miami, 396 acres are used for streets and twelve acres for a railroad which runs diagonally through the community.

Public and semi-public uses occupy a total land area of about 53 acres in South Miami. The City Hall, post office, and four schools account for most publicly owned property, while semi-public land is primarily occupied by two hospitals and two large churches. Most of South Miami's 40 acres of parks and open space are scattered around the periphery of the community with little available open space in or near the central area.



LAND USE PLAN

RESIDENTIAL	COMMERCIAL
Low Density	Office
Medium Density	Retail & Service
High Density	Intensive
PUBLIC & SEMI-PUBLIC	
PARKS	

Scale: One inch equals 1500 feet

land use policy

South Miami's new land use policy reflects foremost the desire of its citizenry to acknowledge and accommodate the pressures of urban growth without sacrificing the social economic, and esthetic integrity of their community. In essence, the policy is structured so as to stabilize, supplement, and reorient, where necessary, established land use patterns so that they bear a more orderly and compatible relationship with one another.

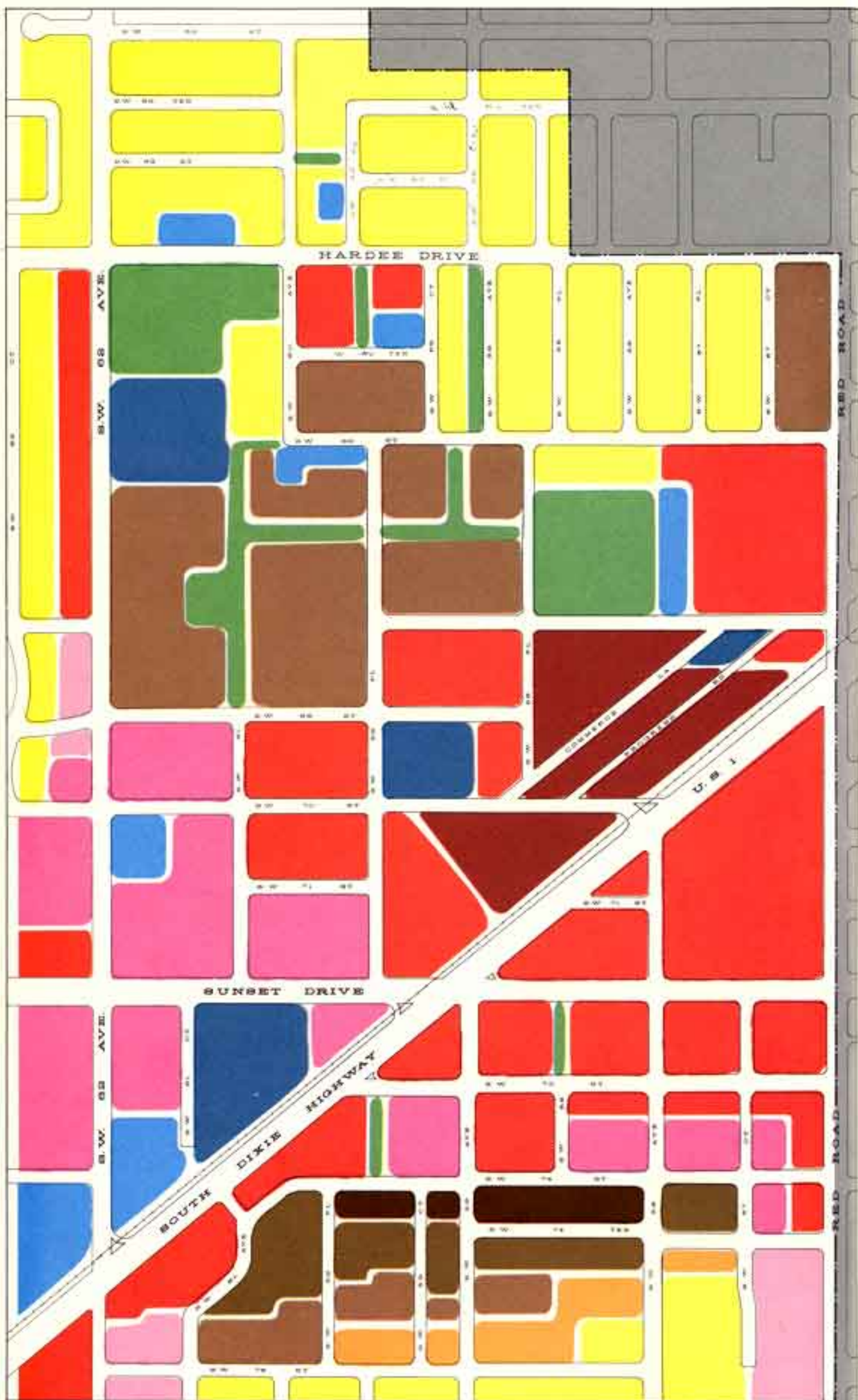
Seven generalized categories of land use are set forth and addressed as to their character and allocation by the following policy statement and accompanying policy plan.

Low Density Residential. This category, which includes all individual detached single-family homes, is the most restrictive of the land use categories. The total amount of land allocated for this use in the plan constitutes almost half of all land within the community and represents an increase of ten percent over the amount currently being used for such purposes. Residential densities permitted within this category range from one to 7.3 units per net acre.

Medium Density Residential. This use group, which includes all duplexes, townhouses and cluster homes, accommodates those small lot residential uses of a single-family attached character which are a popular element in the contemporary housing market. Residential densities permitted within this category are of an intermediate nature, ranging from 6 to 14 units per net acre. Areas designated for these uses in the plan are applied in a transitional manner between low and high density uses and comprise about three percent of the total community, or five times that amount currently being used for similar purposes.

PLANNED LAND USE DISTRIBUTION





LAND USE PLAN

**Lee Park
Downtown
Area**

RESIDENTIAL

- Single Family
- Duplex-Townhouse
- Low Density Apts.
- Med. Density Apts.
- High Density Apts.

COMMERCIAL

- Residential Office
- Commercial Office
- Retail & Service
- Intensive

PUBLIC & SEMI-PUBLIC

- Public
- Semi-Public
- Park

Scale: One inch equals 550 feet.

High Density Residential. This category, which includes all multi-family residential uses, is structured into three density levels to provide for a greater transitional effect within apartment areas. Densities permitted within the three levels range up to 24, 36 and 50 units per acre, respectively, and are applied with the most intensive uses nearer the core of the community and the less intensive on the periphery adjacent to low and medium density residential uses. The amount of land allocated in the plan for multi-family purposes constitutes only 3.3 percent of the total community but represents a 50 percent increase over that amount now being used for apartments.

Office Commercial. This use category, which includes all development of an office-oriented nature, is created to accommodate the increasing suburban space needs of the professional and institutional commercial elements and to enhance the esthetic quality of commercial development located in proximity to residential and public areas. Two levels of office development intensity constitute this use category. The most restrictive level is intended to create areas for less intensive office usage which are characterized by somewhat of a residential physical appearance and can be used effectively as an arterial buffer for single family areas. The less restrictive level, however, would permit more intensively developed office uses on properties nearer the downtown areas. Almost three percent of all land within the City is allocated to the office category.

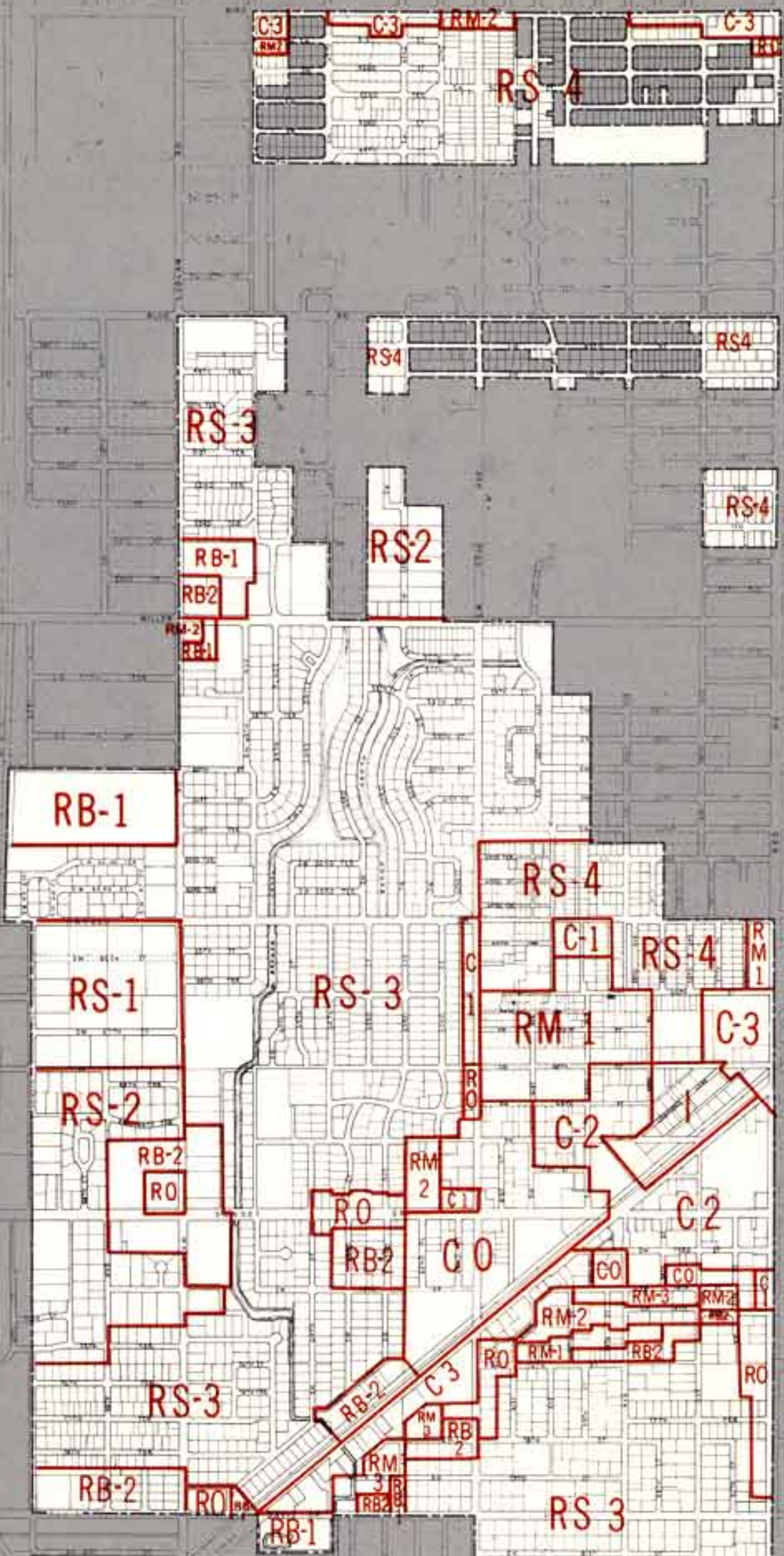
General Commercial. This use group, which includes all of those commercial activities of a retail and service character, is divided into three levels of activity; one for the less intensive convenience-oriented neighborhood uses, one for the more intensive pedestrian-oriented downtown uses, and one for the space-consuming automobile-oriented arterial uses. Neighborhood commercial areas permit a limited number of uses and are situated near residential areas, while downtown commercial uses are of a more inclusive nature and encourage a concentration of activities in a centralized manner. Arterial uses are permitted along major thoroughfares where their accessibility to the automobile is maximized. All three of these general retail and service activities occupy slightly over five percent of all City property in the plan.

Intensive Commercial. This category, which includes all of the more intensive commercial activities such as those of a warehousing, wholesaling and manufacturing nature, has a supportive relationship to other commercial categories. Intensive uses are applied in areas having good rail and truck access and are somewhat insulated from other uses of a restrictive character. Areas set aside for this category in the plan comprise less than one percent of the total city and constitute only half the amount of land now being used for such purposes.

Public and Semi-public. This use group, which includes all activities of a non-private nature, plays a supportive role in its relationship to all residential and commercial categories. The greatest amount of land devoted to a use in this category is for public rights-of-way, which comprise over 27 percent of the entire city. The only significant change in land planned for a public or semi-public use is for recreation and open space.

While the above use categories have been assigned to the land in a manner cognizant of current use patterns and established economic values, their application reflects an even greater respect for sound planning and development principles.

The boundaries of specific use districts were determined only after a thorough examination revealed that the delimited area could coexist in a compatible manner with adjacent uses and that it had the capability to support such uses in regard to adequate services and proper access.



ZONING DISTRICT MAP

SINGLE FAMILY	COMMERCIAL
RS-1 Estate	C-1 Neighborhood
RS-2 Semi-Estate	C-2 Downtown
RS-3 Low Density	C-3 Arterial
RS-4 Single-Family	I Intensive
BUFFER	OFFICE
RB-1 Duplex-Cluster	RO Residential
RB-2 Townhouse	CO Commercial
MULTI-FAMILY	
RM-1 Low Density	
RM-2 Medium Density	
RM-3 High Density	

Scale: One inch equals 1500 feet.

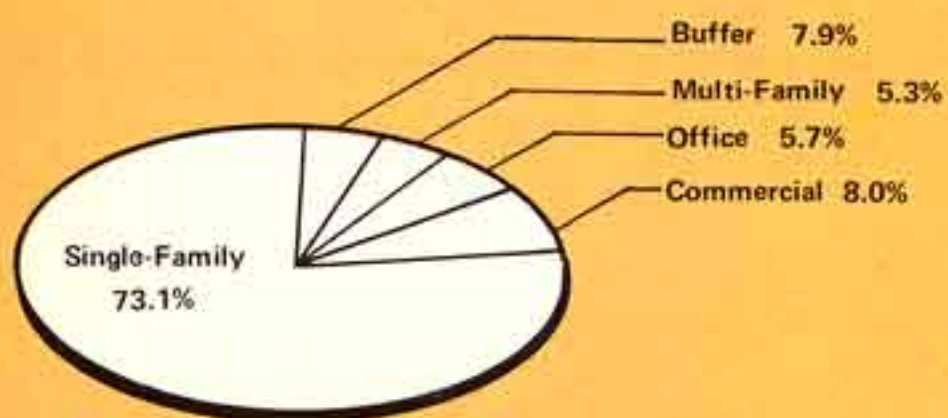
land use control

Once a comprehensive land use policy for "controlled growth" has been established, it is then necessary to create an effective device for implementing its prescribed development objectives. This is where land use controls, such as zoning, are employed in the "controlled growth" process.

A local land use policy is made legally effective through zoning, which has as its primary function the allocation of land uses throughout a community, but which also regulates such matters as building heights and setbacks.

Just as does the land use policy require a map to reflect its application to the community, so does the zoning code. However, where the land use policy map is a generalized indication of future land uses and densities, the zoning map is a detailed indication of legally permitted uses on individual properties.

South Miami's new zoning ordinance, which was adopted on June 8, 1971, is based upon the intent and objectives of the City's "controlled growth" policy as reflected in its comprehensive land use plan. However, in addition to having been based on a local land use policy, South Miami's new code is an altogether more contemporary and relevant document than was its predecessor. The summary on the following page relates several changes that have been embodied in the new ordinance in order to make it more effective in achieving a quality environment for South Miami.



ZONING DISTRIBUTION
By Major Use Districts

General

- Reduction in the total number of use districts from 18 to 15.
- Standardization of use district symbols.
- Clarification of definitions.
- Prohibition of "use variances".
- Inclusion of site plan requirements, including an area relationship map, landscape plan, elevation drawing and statistical summary of proposed projects.
- Elimination of cumulative use references among major use groups.
- Application of use districts in a transitional, or step-down manner.
- Creation of an Environmental Review Board to evaluate the environmental impact and implications of all proposed projects.

Residential

- Reduction of the number of multi-family districts from five to three and the number of single family districts from five to four.
- Reduction of the maximum multi-family density permitted from 72 to 50 units per acre.
- Reduction of the maximum height of multi-family structures permitted from 12 to 8 floors.
- Inclusion of landscaped open space requirement amounting to 25 percent of total lot area in all multi-family districts.
- Increase of off-street parking requirements for single-family homes and two bedroom apartments from 1½ to two spaces per unit.
- Inclusion of provisions to encourage the location of multi-family off-street parking areas under buildings rather than in yards.
- Creation of two new use districts to accommodate contemporary housing trends toward townhouse and cluster development.
- Increase in minimum single-family lot size requirement from 5,000 to 6,000 square feet.

Commercial

- Creation of two new use districts to permit the development of areas exclusively for office-oriented commercial uses.
- Prohibition of auto-related uses, such as service stations and drive-in restaurants, in the downtown commercial area.
- Inclusion of extensive site development controls for service stations.
- Greater restrictions placed on signs and advertising devices.
- Reduction of the number of intensive use districts from three to one.



implications of
controlled
growth



introduction

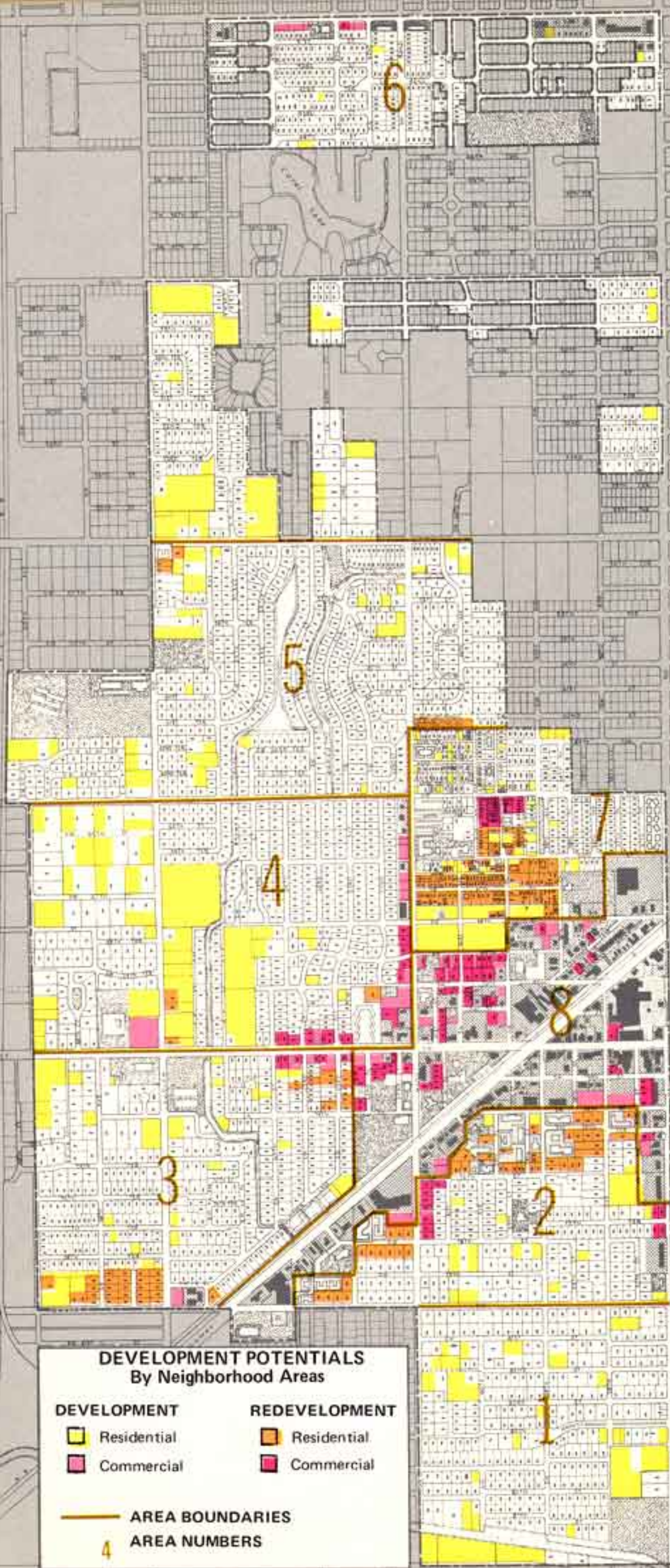
The importance of a comprehensive land use policy lies not only in its effectiveness as a guide for controlling growth, but also in how well it is used as a tool in anticipating growth needs.

In other words, as South Miami develops in accordance with its land use policy, certain additional urban services of both a public and private nature will be necessary to accommodate the increased needs of new residents and businesses. By utilizing this guide effectively, it will be possible for local decision-makers to anticipate these needs before they occur and provide new services concurrently with new development.

Assuming that a serious effort is made to adhere to the land use policy, a reasonable idea of South Miami's ultimate character can be predicted. In other words, it is possible to translate potential land use into potential housing and commerce by relating available land to permitted densities and floor areas. Population potentials can also be predicted by multiplying potential housing units by an assumed number of people per unit.

On the following page are reflected all properties in South Miami which are considered to have significant development or redevelopment potential. These properties have been determined by comparing their current use with their maximum potential usage, as permitted by the City's new zoning code. If a significant difference existed between the two uses, it was assumed that the most intensive would ultimately prevail.

As will also be noted on the following page, the City has been divided into neighborhood areas in order to reflect the distribution of growth potentials and permit a more localized analysis of its effect. The delineation of area boundaries was made with an attempt to maintain some degree of neighborhood homogeneity.



**DEVELOPMENT POTENTIALS
By Neighborhood Areas**

DEVELOPMENT

- Residential
- Commercial

REDEVELOPMENT

- Residential
- Commercial

AREA BOUNDARIES

AREA NUMBERS

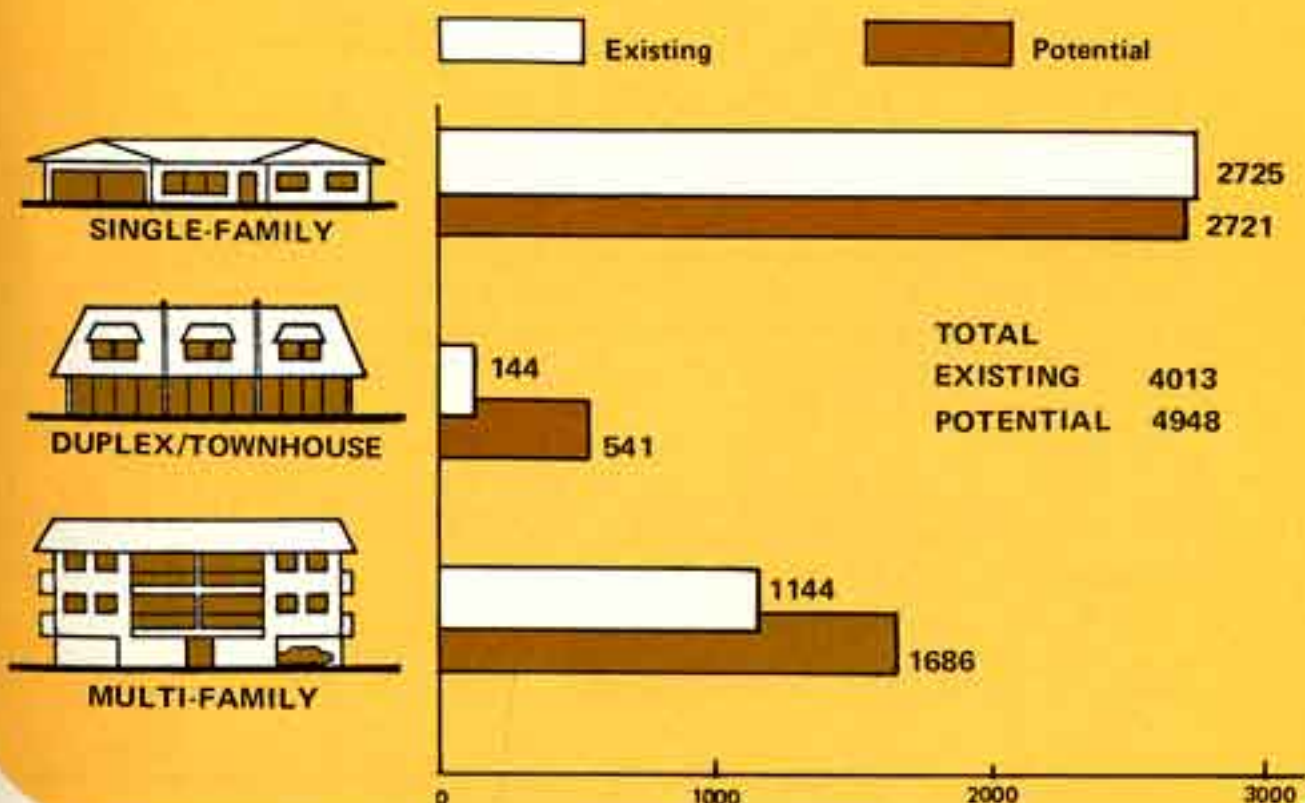
housing implications

South Miami's new land use policy, if properly applied in guiding future development, will have four major effects upon the community's ultimate total housing supply. These effects, which would be in conformance with local goals and objectives, include:

- A potential net increase of 25 percent in the total number of housing units. This amount of increase would enable South Miami to accommodate a reasonable share of Dade County's future residential needs without oversaturating its land resources or straining its ability to provide adequate services.
- A stabilization of the number of single family units in order to counter displacement pressures on such resources and insure that the community's basic image of a single family residential community will be retained.
- A potential increase of 50 percent in the number of multi-family residential units that may be developed in order to reasonably satisfy area needs for such housing and to fill in existing gaps in multi-family development patterns.
- A potential increase of 300 percent in the number of duplexes, townhouses and cluster homes that may be constructed in order to accommodate a contemporary housing trend and to provide for intermediate density residential resources that may be used as a transitional land use element.

Potential housing implications within each of the eight neighborhood areas are reflected on the following two pages. In each area, both the current and potential status of housing are defined in terms of unit type, density and change.

HOUSING GROWTH POTENTIALS By Type of Unit



SNAPPER CREEK AREA (1)

Located in the most southerly portion of the community, this 164 acre neighborhood is entirely single-family residential in character. With full development of several remaining vacant parcels of land, an additional 79 single family homes could be added to the area. Full development would permit an overall gross density of 2.2 units per acre, up from a current 1.7 units per acre.

Housing Units	Existing	Remove	Remain	New	Potential
Single-Family	277	-	277	79	356
Duplex/Townhouse	-	-	-	-	-
Multi-Family	-	-	-	-	-
Total	277	-	277	79	356

SOUTHEAST AREA (2)

This 131 acre neighborhood, located immediately south of the downtown area, contains half of the City's entire supply of multi-family housing as well as a substantial number of single-family homes. New development will occur primarily in the form of multi-family and townhouse units, with the latter becoming a transitional buffer between single-family and multi-family uses. The gross residential density of the area, upon full development, can potentially increase to a maximum of 8.4 units per acre, up from a present 6 units per acre.

Housing Units	Existing	Remove	Remain	New	Potential
Single-Family	229	60	169	26	195
Duplex/Townhouse	-	-	-	113	113
Multi-Family	571	-	571	185	756
Total	800	60	740	324	1064

SOUTHWEST AREA (3)

This 188 acre residential area, located south of Sunset and west of U. S. 1, is currently 90 percent single family and eight percent duplex in housing composition. This neighborhood's greatest development potential is in the duplex-townhouse category which could occur in the northeastern portion of the area adjacent to office uses. The maximum gross density that could be reached in this area is 3.1 units per acre, up from a current 2.2 units per acre.

Housing Units	Existing	Remove	Remain	New	Potential
Single-Family	372	50	322	30	352
Duplex/Townhouse	36	2	34	199	233
Multi-Family	9	-	9	-	9
Total	417	52	365	229	594

WEST CENTRAL AREA (4)

Located west of 62nd Avenue between Sunset and Hardee, this 243 acre residential area has substantial development potentials in both the single-family and duplex-townhouse categories. While the number of multi-family units is expected to increase by over 20 percent. The overall density of the area, however, would only increase from 2.1 to 2.9 units per acre.

Housing Units	Existing	Remove	Remain	New	Potential
Single-Family	397	20	377	109	486
Duplex/Townhouse	-	-	-	91	91
Multi-Family	126	-	126	18	144
Total	523	20	503	218	721

TWIN LAKES AREA (5)

Containing 261 acres and over 500 single family homes, this area is South Miami's largest single family residential neighborhood. Although the area has the potential to increase its single family inventory by about ten percent, it must be considered South Miami's most fully developed and stable area. The gross residential density of this area could increase from a current 2.1 units per acre to a maximum 2.2 units per acre.

Housing Units	Existing	Remove	Remain	New	Potential
Single-Family	539	3	536	62	598
Duplex/Townhouse	-	-	-	12	12
Multi-Family	20	-	20	-	20
Total	559	3	556	74	630

MILLER-BIRD AREA (6)

This fragmented area comprises a total of 222 acres and includes all of the detached portions of the City north of Miller Road. Although there can be a potential 15 percent increase in the number of single family homes in this area, the most significant potential is in the development of duplexes and townhouses. Overall density is currently 2.5 units per acre and could increase to 3.2 units per acre.

Housing Units	Existing	Remove	Remain	New	Potential
Single-Family	471	5	466	66	532
Duplex/Townhouse	-	-	-	84	84
Multi-Family	98	-	98	-	98
Total	569	5	564	150	714

LEE PARK AREA (7)

Currently the object of an intensive urban redevelopment effort, this 100 acre low-income area is projected to have a major redistribution of housing types, but little change in gross density. Multi-family units and open space will replace most of the overcrowded single-family units that currently characterize the area, but the overall gross density will only increase by slightly more than ten percent, from 7.4 to 8.4 units per acre.

Housing Units	Existing	Remove	Remain	New	Potential
Single-Family	389	262	127	75	202
Duplex/Townhouse	108	100	8	-	8
Multi-Family	248	200	48	594	642
Total	745	562	183	669	852

COMMERCIAL AREA (8)

This 190 acre area, containing most all of the City's commercial development, includes those properties in the Downtown area and along the South Dixie Highway. Development and redevelopment potentials for this area are oriented to commercial, rather than residential activities. In fact, this area is expected to have a decrease in its total residential inventory due to the ultimate commercial replacement of most of its existing housing units.

Housing Units	Existing	Remove	Remain	New	Potential
Single Family	51	51	-	-	-
Duplex/Townhouse	-	-	-	-	-
Multi-Family	72	55	17	-	17
Total	123	106	17	-	17

population implications

Since land use controls are directly related to housing density rather than population density, and since the relationship between the two is not constant due to changing household and family sizes, population is exceedingly difficult to forecast with any degree of accuracy.

For the purpose of this report, however, the assumption will be made that South Miami's future household size will remain essentially the same as it is today. By adhering to this assumption and by also assuming full occupancy of all potential housing units, a maximum potential population of slightly over 15,000 residents is possible for South Miami.

This future population growth would constitute a 25 percent increase over South Miami's current estimated population of 12,000 persons and be distributed fairly equally throughout the community.

Neighborhoods which will experience the greatest population increases are those which have a substantial amount of developable or redevelopable land that will be used for medium and high density residential purposes.

An interesting exception to this rule, however, is the Lee Park area which will have the second lowest percentage increase in population even though it will witness a substantial increase in new medium density housing units.

POPULATION GROWTH POTENTIALS by Neighborhood Areas

AREA	CURRENT		POTENTIAL			
	^a Population	Percent of City	^b Population	Percent of City	Net Gain (Loss)	Percent Increase (Decrease)
(1) Snapper Creek	830	6.9	1086	7.3	256	30.8
(2) Southeast	2395	19.9	3244	21.5	849	35.4
(3) Southwest	1250	10.4	1812	12.0	562	45.0
(4) West-Central	1567	13.0	2199	14.6	632	40.3
(5) Twin Lakes	1677	13.9	1921	12.7	244	14.5
(6) Miller-Bird	1705	14.2	2178	14.4	473	27.8
(7) Lee Park	2232	18.6	2599	17.2	367	16.4
(8) Commercial	366	3.1	52	.3	(314)	(85.8)
Total City	12,022	100.0	15,091	100.0	3069	25.2

^a Assumes 98.4% Occupancy of Current Housing Times 3.05 persons per household

^b Assumes Full Occupancy of Potential Housing Times 3.05 persons per household

commercial implications

South Miami's traditional, but recently lagging, role as a significant South Dade commercial center should become revitalized as the community attains its "controlled growth" objectives. In the completion of this role, however, a change is likely to be evident.

Properties comprising a total of 145 acres are allocated through zoning for commercial usage in South Miami. Of this total, which constitutes about ten percent of all land within the City, at least 36 acres are considered to have definitive development or redevelopment potentials.

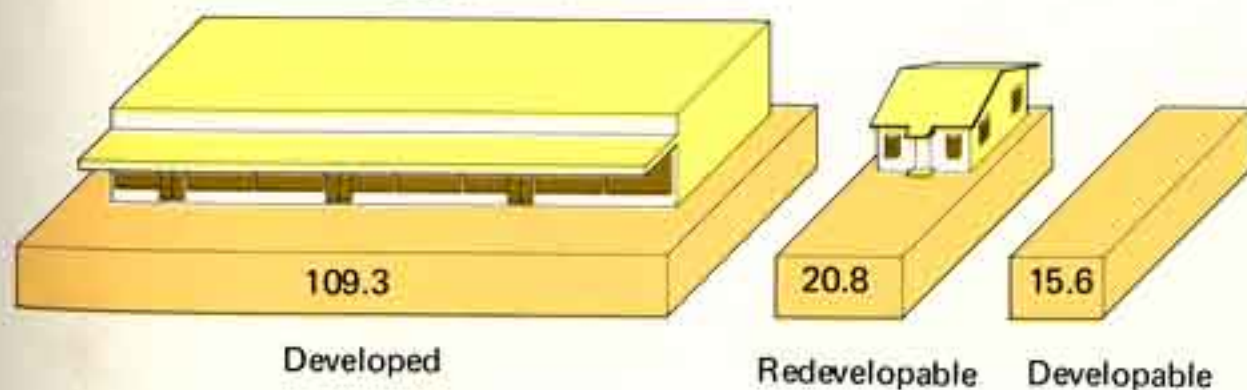
Properties which are currently vacant and identified for commercial usage by the land use policy and zoning code are considered to have development potentials, while commercially-zoned properties which are now used for low-density residential purposes are identified as having redevelopment potentials.

The remaining 109 acres includes properties which are being utilized for either commercial, multi-family residential, public or semi-public activities and, for the purposes of this report, are not considered to have definable redevelopment potentials due to their already more intensively used nature.

On the following two pages is a discussion of the potential implications of South Miami's new commercial land use policy and the relationship of these implications with overall community goals and objectives. It should be emphasized that proper utilization of South Miami's remaining available commercial land resources is one of the most critical issues facing the City since the stability, vitality and appearance of the commercial area affects the entire physical, economic and social structure of the community.

COMMERCIAL ZONED PROPERTY

145.7 Acres



COMMERCIAL GROWTH POTENTIALS
By Use Districts

USE DISTRICT	ZONED ACREAGE	DEVELOPED ACREAGE	POTENTIAL ACREAGE		Total
			Developable	Redevelopable	
"RO" Residential Office	21.4	9.7	4.4	7.3	11.7
"CO" Commercial Office	39.5	25.4*	6.9	7.2	14.1
"C-1" Neighborhood Retail/Service	7.0	4.0	1.3	1.7	3.0
"C-2" Downtown Retail/Service	37.8	32.4	1.6	3.8	5.4
"C-3" Arterial Retail/Service	30.5	29.0	1.0	.5	1.5
"I" Intensive	9.5	8.8	.4	.3	.7
Total	145.7	109.3	15.6	20.8	36.4

*Includes substantial amount of public and semi-public usage (hospitals, City Hall, etc.)

OFFICE POTENTIALS

South Miami has now acknowledged a new commercial challenge by orienting its commercial land use policy to accommodate the increasing demand of the professional and institutional services for office facilities in attractive, accessible, and identifiable suburban locations. It is expected that new office areas will help to balance and support the community's retail and service-oriented commercial base and play a significant role in reestablishing South Miami as a viable and stable commercial center.

Two separate zoning district categories have been created to accommodate office needs. Development in the "RO" category will assume somewhat of a residential appearance characterized by low-rise buildings and considerable open space, while structures built in the "CO" district will be of a more intensive commercial character with greater land coverages and building heights.

Of the 36 acres considered potentially developable or redevelopable for commercial purposes within the City, over three-fourths, or 25.8 acres, are designated for office use. In order to translate office potentials from land area to floor area (a more meaningful expression of commercial potentials), it is necessary to consider the intensity of development permitted in the two zoning districts. Since the "RO" district, for example, permits structures to cover up to 25 percent of the property and limits building heights to two stories, the maximum potential ratio of gross floor area to total land area will be about 50 percent. This would indicate, therefore, that from the 11.7 acres allocated for "RO" type of development, about 5.8 acres, or almost 250,000 square feet, of gross office space is obtainable.

Full development of all "CO" zoned properties, which are considered developable or redevelopable, could generate almost three times the amount of office space possible in the "RO" areas. This difference is due not so much to the amount of land available, but to the more intensive nature of development permitted. In the "CO" district, for example, it is possible for structures to rise up to six stories while covering 20 percent of the property. With a floor area ratio of 120 percent in this district, this would mean that about 16.9 acres, or 740,000 square feet, of floor space is potentially obtainable from the 14.1 acres of "CO" land area.

RETAIL SERVICE POTENTIALS

While the growth potentials for office development in South Miami are far more obvious than those for the retail or service type of commercial use, it is by no means implied that the latter is unimportant in the City's planned commercial character. In fact, an objective of the City's new land use policy, which is equally as important as introducing offices to create a more balanced commercial character, is to upgrade and reinforce existing retail and service activities in the downtown area.

The accomplishment of this objective is being primarily sought, however, not by expanding, but by containing existing retail and service areas so that new uses seeking to locate in the City will be forced to consider the conversion or demolition of existing core area uses of a deteriorating and less desirable nature, rather than vacant or less intensely developed peripheral sites.

This policy conforms with community objectives which seek to create an identifiable compact pedestrian-oriented commercial core area, rather than one which lacks cohesion and spreads loosely into surrounding residential areas.

The potential extent of retail and service commercial growth in South Miami is somewhat difficult to accurately predetermine since it will depend upon which existing commercial properties are selected for conversion or redevelopment by future developers in the real estate market. A limited number of vacant or residentially used commercial properties are available, but they in no way represent the total potential growth possible.

The most vivid example of an existing commercial use that has major redevelopment potentials is the 7.6 acre Holsum Bakery property. Since this site is the single largest commercial property in South Miami, its redevelopment would have significant impact upon the entire area. When and if submitted, a redevelopment plan for this property should be considered by the City under the "planned unit concept" and evaluated as to its conformance with overall community goals and objectives.



renewal implications

Recognizing that land use controls alone were not enough to create a quality environment for the entire community, the City of South Miami has employed the renewal process to insure that the Lee Park neighborhood is given the opportunity to have the overall quality of life projected for the rest of the community.

In 1968 the City joined forces with Dade County to initiate a federally subsidized Neighborhood Development Program (NDP) that would address itself to the comprehensive redevelopment of the Lee Park area. The need for this effort was evident in that within the delineated project area, live almost 25 percent of the City's population in only 20 percent of the City's housing and on only nine percent of the City's land. The neighborhood, which also contains over 90 percent of South Miami's substandard housing, is of a predominantly black, low-income character.



In order to insure that the program addressed itself to the real needs of the Lee Park neighborhood, a resident committee was organized to give local input and direction. The 20-member committee was selected by the residents of Lee Park and included representation from all sectors of the neighborhood. During the past three years, the committee has met regularly on a bi-weekly basis.

The citizens group, known as the Project Area Committee (PAC), worked with professional advisors to evaluate existing conditions and pinpoint specific area problems and developed a program which was directed at the specific needs of their neighborhood. These efforts by the PAC established an overall redevelopment goal for the area which was, "The creation of a more livable environment for all residents of Lee Park." The committee followed this effort by developing specific goals for particular neighborhood needs that include citizen participation, physical environment, housing, public facilities and services. These are as follows:

PROBLEM	GOAL
<p>People Involvement</p> <ul style="list-style-type: none"> -Area residents not involved in planning the future of their neighborhood. -Lack of community involvement. -Absence of a vehicle to effectively express resident concerns. 	<p>The improvement of socio-economic conditions, including effective community participation in the planning and implementation of the NDP program.</p>
<p>Physical Environment</p> <ul style="list-style-type: none"> -Structural blight and deterioration. -Illogical land use patterns. -Absence of good site design. -Overcrowded structures. -Ineffective circulation system. 	<p>The physical environment of the area should be redesigned and improved in order to remove blighting influences and properly interrelate the neighborhood with the rest of South Miami and Dade County.</p>
<p>Public Facilities and Services</p> <ul style="list-style-type: none"> -Lack of sanitary sewers. -Insufficient parks and open space. -Poor street conditions. -Lack of sidewalks and other pedestrian considerations. 	<p>Public facilities and services, including water and sewer service, safer and more efficient streets and sidewalks and more parks and open space should be provided "as soon as possible."</p>
<p>Housing</p> <ul style="list-style-type: none"> -Almost 95 percent of all housing units are deteriorating or dilapidated. -Lack of standard housing for low-and-moderate income families. -Only 21 percent of all units are owner occupied. -Many homes on undersized lots. 	<p>Adequate housing should be available to all families living in the neighborhood. Housing should also afford a variety of types.</p>

The three-year history of the NDP has shown a significant step forward in correcting the problems and fulfilling the goals established by the residents. The community now has a voice in its future and has provided the direction for NDP activities. The \$2.4 million spent thus far has brought new housing, street improvements, sanitary sewers and a plan to guide future development.

The plan establishes land use patterns, provides for a variety of residential types, identifies commercial areas, identifies all public and semi-public facilities, and establishes specific standards for future development. Thus, the plan will help insure that future growth and redevelopment provide the livable environment and amenities that have been previously lacking.

Housing is the number one priority in Lee Park. In order to upgrade the housing inventory, two specific approaches have been utilized. The major approach is the acquisition of improperly used land for redevelopment. Approximately 20 acres have been purchased to date at a price of over \$1.8 million. The land will be channeled to developers to construct housing under the FHA 235 or 236 Programs for the areas low-and-moderate income families. This process will produce a total of 134 new housing units by 1973 on only half of the land already acquired. This includes 17 single family homes and 117 townhouse co-op apartments.

The second program aimed at housing is the rehabilitation of existing homes. Grants and low interest loans have been made available to area homeowners to upgrade their homes to a standard condition. Sixteen homes have been rehabilitated thus far.

Two other major activities of NDP in Lee Park have been the upgrading of sanitary sewer service and streets. The NDP has provided \$230,000 to install approximately 2 miles of sewer lines. These sewers will also permit the development of land previously acquired. Sewer and water improvements will continue as the programs advance to provide service to the entire area. The street improvement program includes resurfacing of streets and the installation of curbs, gutters, storm drainage and sidewalks. Over three miles of improvements have thus far been undertaken at a cost of over \$500,000. These activities along with further circulation improvement are in conjunction with the new street patterns which were redesigned to reduce the through traffic movement and insure adequate right-of-way with sidewalks for pedestrian convenience and safety.



The Lee Park area is on its way to becoming the "livable urban environment" envisioned by neighborhood residents at the beginning of the program. This objective, of course, can only be realized through the continuing efforts of both the residents and local government. Efforts thus far constitute only the beginning of a 10 to 15 year program and these efforts must remain as intense in the future as they have for these first three years.

accommodating
controlled
growth

introduction

Understanding and controlling urban growth and its diverse implications is only half the challenge facing local communities today. An equally important measure of how well local government is performing is by its responsiveness and effectiveness in providing for, or insuring the provision of, certain facilities and services that are necessary to create and maintain an optimum quality of life for all its citizens.

South Miami has established itself as a premier example for municipalities which wish to obtain optimum efficiency by participating in shared service programs that are available in Dade County through the metropolitan form of government.

In an effort to provide its citizens with the best services available at the most reasonable cost possible, the City of South Miami has consistently explored the alternative merits and demerits of sharing the established resources and programs of other governmental agencies in lieu of duplicating them on the local level.

By following this course of action, South Miami has been able to channel its own financial resources towards improving those services which are considered more of a local nature, while maintaining a relatively low municipal tax levy. During the 1971 - 72 fiscal year, for example, South Miami's tax levy of 5.5 mills was the lowest among the ten largest municipalities in Dade County and the tenth lowest among all the 27 cities.

This tax status, combined with the City's limited bonding commitments and overall contemporary record of fiscal solvency, places South Miami in a very positive position to consider the provision of needed community improvements that are indicated on the following several pages.

public safety

The safety and protection of its citizenry is a major concern of City government. Police protection must be provided to discourage and combat crime, homes and businesses must be protected against the ravages of fire and storm, courts must be provided to insure the dispensation of justice, and inspection facilities and services must be provided to maintain certain standards of building construction and vehicle operating conditions.

In recent years, major effort has been concentrated toward improving South Miami's police protection. The City now has three police officers for every 1,000 residents, which is twice the national average for cities of comparable size. This progress is further emphasized when comparing South Miami's police/resident ratio to Dade County or Coral Gables which are 1.4 and 2.8 respectively.

In late 1971, South Miami's police force consisted of 36 sworn policemen and had established operations and programs dealing with community relations, drug control and detective investigation, as well as standard patrol activities. Present police protection in South Miami is also supplemented by the County's Department of Public Safety for certain services and facilities. The County Jail, for example, is utilized for all confinements which require any degree of security. The County also provides assistance in capital cases, traffic fatalities, riot control and investigation, crime lab facilities and fingerprinting investigations.

Another component of the public safety system provided by the City of South Miami, is its Municipal Court. The Court, which administers all local laws and ordinances, has two part-time judges and has recently instituted a public defender and probation systems for the City.

Building and automobile inspection services are provided on a continuing basis by the City. The South Florida Building Code, which is applicable throughout the entire County is enforced by City inspectors. All new construction or remodeling occurring within South Miami is inspected for structural, electrical, plumbing and fire protection requirements. This effort by the City insures that all development within the community will be of a high standard. South Miami has also requested the County's Housing Code Enforcement Agency to provide inspection services throughout the entire City to upgrade the existing housing conditions.

The present auto inspection station site, which is owned and operated by the City, has been sold to the County for low-income housing and a new station is now under construction just east of the Post Office. The new facility will be one of the most modern inspection facilities in the State.

Another major public safety service which the residents of South Miami receive is fire protection. This function, however, is not provided by the City, but is handled by the County Fire Department. At the request of the City, the County assumed this responsibility in 1966. The station is presently manned by one lieutenant and five firemen per shift with a four truck complement. The station is located adjacent to the City Hall and responds to all requests within the City.

health protection

The health of urban residents must be protected in many ways. Water must be provided for both consumption and hygiene purposes, garbage and trash must be disposed of so that disease is not spread, sewage facilities must be provided so that human wastes can be drained out of the city, and hospitals and clinics must be provided to aid the sick and injured.

Water is provided South Miamians by the Consumers Water Company, which owns the local distribution system and purchases water from the City of Miami. Although water needs are relatively well provided, a future increase in the number of lines may be necessary in order to provide a better system for fire protection purposes. Refuse collection is provided by the City. Residential garbage is collected twice a week and trash pickup is once weekly. Commercial garbage pickup is available six times a week. All trash is delivered to the County dump, while garbage is disposed of in the Coral Gables and County incinerators.

Although primarily of a non-public nature, extensive medical services are available to City residents. Two of Dade County's 34 hospitals are located within South Miami and one of these, South Miami Hospital, is among the largest with 320 beds. The other, Larkin General Hospital, has 112 beds. Public health services are provided by the South Miami Health Center. Over 3000 area residents received aid from this facility in 1970.

SANITARY SEWER SERVICE 1971



In a major move toward protecting the health of its citizenry, South Miami initiated in 1968 an ambitious \$4.3 million program to install sanitary sewers throughout the community. As 1971 ended, about \$1.5 million had been expended on the program and almost one-third of the City, or 473 acres, had access to sewers. Service to another 91 acres was under engineering design.

Programmed to provide service to more intensively developed areas first, South Miami's system is now available to over 90 percent of all commercial property and will soon be available to almost half of all residential dwellings in the City.

As of December 1971, sanitary sewer lines were installed and available to provide service to 1,758 dwellings, or 44 percent of all units within the City. Another 236 homes, or six percent of all City units, were in an area which was under engineering design for service. Almost all of South Miami's multi-family housing units are currently being served.



EDUCATION & RECREATION

Preschool		Existing Park	
Elementary		Potential Park	
Junior High		Library	
Senior High			

Scale One inch equals 1500 feet

education and recreation

Education and recreation are two basic services that must be provided urban residents. While the County is responsible for accommodating the educational, library, and regional recreational needs of South Miamians, the City is responsible for creating and maintaining adequate neighborhood parks which serve local needs.

The public educational needs of South Miami are relatively well served by four elementary schools, one junior high, one high school, and one special resources center. Elementary school service areas are generally distributed in the following manner. Fairchild Elementary serves those children in the northern portion of the community, South Miami serves those in the central, Ludlam serves those in the southwest, and Sunset serves those in the southeast. The recently completed South Miami High School accommodates the secondary educational needs of the entire community, as does South Miami Junior High serve its intermediate needs.

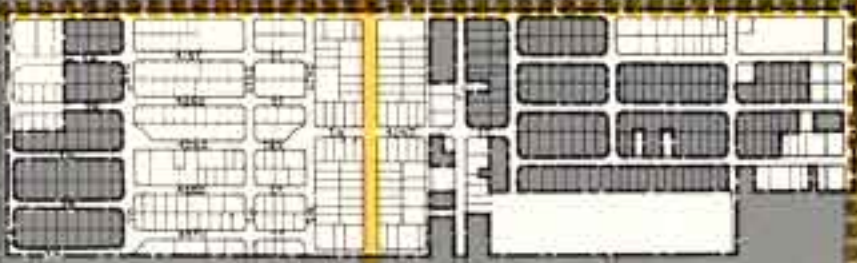
A redistribution of local elementary students initiated in 1969, essentially deactivated the J. R. E. Lee Elementary School. In 1971, however, this facility was converted to a Special Resources Center which accommodates such activities as the Head Start program and the Southwest Clinical School.

Since 1965, South Miami's library has been maintained and operated by the County. The present facility, which contains 2500 square feet of floor space and about 14,000 volumes, has been identified in the County's **Public Library Facilities Master Plan** as having only one-fourth the space and one-half the volumes that are required to serve South Miami's library needs. A new library, having 10,000 square feet of floor space and containing 25,000 volumes, is recommended for the area.

Expanding South Miami's supply of parks and recreational facilities should be a priority objective. There is a noticeable deficit in the number of recreational opportunities of a locally oriented nature and the need for these facilities will become even greater as South Miami's population increases and as leisure time becomes more and more available due to increasing life spans, shorter work weeks, and longer paid vacations.

According to spatial standards recommended by the **Metropolitan Dade County Open Space Plan**, there should be at least 4.5 acres of community-oriented recreational area for every 1,000 local residents. South Miamians, therefore, should currently have available at least 54 acres of recreational area, with a planned expansion program for almost 70 acres upon full development of the City. At present, the City has only 40 acres of parks and open space, including school playgrounds. It is also recommended that future park sites be located nearer the center of the community where the demand is greater due to the concentration of population and the presence of most of the City's low-income families.

ENCLOSURE
MAP 10



CIRCULATION FACILITIES		
FACILITY	Existing	Proposed
MINOR COLLECTOR		
MAJOR COLLECTOR		
ARTERIAL		
EXPRESSWAY		
RAPID TRANSIT		

Scale: One inch equals 1500 feet.

circulation

As an integral part of the Greater Miami area, South Miami's concern for accommodating the automobile must extend far beyond its own boundaries. Since South Miami lies astride South Dixie Highway, one of South Dade's most heavily trafficked transportation arteries, the safety, convenience and health of its residents are affected as much by the mobility habits of all South Dade residents as their own.

In 1970, the average daily traffic on South Dixie Highway through South Miami reached almost 50,000 cars, considerably above its design capacity of 39,000. A high priority for transportation improvements has been established for this corridor by the **Miami Urban Area Transportation Study**. Both an expressway and rapid transit system have been programmed to accommodate future needs.

While the responsibility for development of these facilities rests primarily with the County and State, South Miamians should assume a vanguard role in encouraging an early initiation of needed improvements and assure that such improvements are located and designed in a manner that is optimally beneficial to the local community.

Two intensively used arterial streets within or adjacent to South Miami include Bird Road and Sunset Drive. In 1970, Bird Road carried an average daily traffic of 31,000 vehicles, while Sunset Drive accommodated 22,300 cars. The current and proposed status of all arterial streets within or adjacent to South Miami are indicated in the following table.

ARTERIAL STREET IMPROVEMENTS

FACILITY	CURRENT		PROPOSED	
	R.O.W.	Lanes	R.O.W.	Lanes
Bird Road (40th St.)	80'	4	100'	4
Miller Road (56th St.)	85'	2	100'	4
Sunset Drive (72nd St.)	100'	4	100'	4
Kendall Drive (88th St.)	70'	2	108'	4
Red Road (57th Ave.)	50-100'	2	100'	4
Ludlam Road (67th Ave.)	70'	2	80'	4

Collector streets within the City include Davis Drive, Hardee Drive, Blue Road and 62nd Avenue. Only two of these facilities, however, need significant improvement. Hardee will remain two lanes, but become a landscaped parkway through the Lee Park area, while 62nd Avenue should be improved to a major collector status with four lanes between South Dixie and Miller Road.

While facilities to accommodate vehicle movement in South Miami are primarily the responsibility of the County and State, the local community must assume the responsibility for providing adequate off-street parking areas to accommodate vehicle storage. In the downtown area, where this need is particularly critical, two publicly-owned, centrally-located surface parking lots on 58th Avenue would make ideal sites for future multi-level parking structures. These sites, which are located both north and south of Sunset, are well situated to intercept vehicles as they enter the downtown area, thereby alleviating unnecessary traffic pressures on Sunset.

division of responsibility

The following table summarizes the division of responsibility that currently exists in the disposition of services that benefit South Miami. Aside from the City's extensive participation in the shared-services programs available from Metropolitan Dade County, it will be noted that South Miami also benefits substantially from services and facilities provided by the cities of Miami and Coral Gables, the Dade County School Board, the State of Florida, the federal government, and several private agencies.

SERVICES PROVIDED SOUTH MIAMIANS Division of Responsibility

	SERVICE	RESPONSIBLE AGENCY		
		CITY	COUNTY	OTHER
ENVIRONMENT	PLANNING	"Controlled Growth" Policy	Metro Development Policy Technical Assistance	Grant Assistance (Federal)
	LAND USE CONTROL	Zoning Code and Enforcement Subdivision Code Enforcement Building Code Enforcement Landscape Code Enforcement	Subdivision Code Building Code Landscape Code	
	REDEVELOPMENT		NDP Administration	Grant Assistance (Federal)
	HOUSING		Minimum Housing Code and Enforcement Rehabilitation Program	Grant Assistance (Federal)
	POLLUTION CONTROL		Code and Enforcement Abandoned Car Removal	Reclamation Center (Private)
PROTECTION	POLICE	Facility, Operations, Equipment and Short-Term Detention	Communications, Jail, Training and Technical Services	
	FIRE	Facility	Training, Operations and Equipment	
	JUSTICE	Municipal Court	Criminal, Civil and Traffic Courts	
	AUTO INSPECTION	Facility, Operations and Equipment		Minimum Standards (State)
HEALTH	SOLID WASTE DISPOSAL	Collection	Land Fill and Incineration	Incineration (Coral Gables)
	SEWAGE DISPOSAL	Collection		Grant Assistance (Federal) Transmission (Coral Gables) Treatment (Miami)
	WATER			Supply (Miami) Distribution (Private)
	MEDICAL		Public Health Clinic	Hospitals (Private)
EDUCATION & RECREATION	EDUCATION			Public Schools and Special Resources Center (School Board)
	PARKS	Neighborhood	Regional	
	LIBRARY	Facility	Operation	
TRANS- PORTATION	STREETS AND HIGHWAYS	Collectors and Residential Streets	Arterial Streets and Traffic Engineering	Expressways (State and Fed.)
	PUBLIC TRANSIT		Bus System (MTA)	Bus System (Coral Gables)
	AIR AND SEA PORTS		Facilities and Operations	
TAXATION	PROPERTY TAX	Local Millage Levy	Property Assessment and Collection County Millage Levy	School Millage Levy (School Board)
	CIGARETTE TAX			Levy and Collection (State)
	UTILITY TAX	Local Levy		Collection (Utility Co.)
	LICENSES AND PERMITS	Levy and Collection		

community appearance

The quest for environmental quality does not cease with the implementation of a local land use policy and the provision of necessary supportive services. Attention must also be given to the creation and maintenance of an attractive visual image for the community.

In almost every instance, those factors which elevate the image of one community above another are embodied in the existence of attitudes and actions which emanate from "concern" rather than "control" and spark that subtle extra effort on the part of the entire citizenry in achieving environmental excellence. To those communities which are concerned enough to make that "extra effort", the tools of "urban cosmetology" are available.

Just as women can depend upon various forms of cosmetic treatment to further enhance their physical appearance, so can cities. While the procedures involved in human and urban cosmetology obviously differ, their basic objective is the same - to create a more attractive image by highlighting good features and diminishing bad ones.

Urban cosmetology can address itself to the visual problems of a city in several ways. Improvements can be of either a removal, renovative or camouflage nature. For example, utility poles, billboards, litter, and nonconforming business signs can be eliminated from the urban scene, while store fronts, street identification signs, road surfaces and sidewalks can be upgraded in appearance. Less attractive, but necessary, activities such as utility substations, warehouses, and off-street parking areas can be camouflaged from view or blended into their surroundings.

On the following four pages are several specific suggestions of a cosmetic nature which would substantially improve two of South Miami's most visually apparent and esthetically deficient areas - the South Dixie Highway and the downtown area. The financing and implementation of any or all of these recommendations should be through the joint efforts of both the City and those commercial interests who would benefit directly.



SOUTH DIXIE HIGHWAY To the motorist approaching from the south, the initial impression of South Miami does little to support its desire to be identified as an attractive, pleasant, suburban residential community. In fact, the visual chaos that has occurred along South Dixie

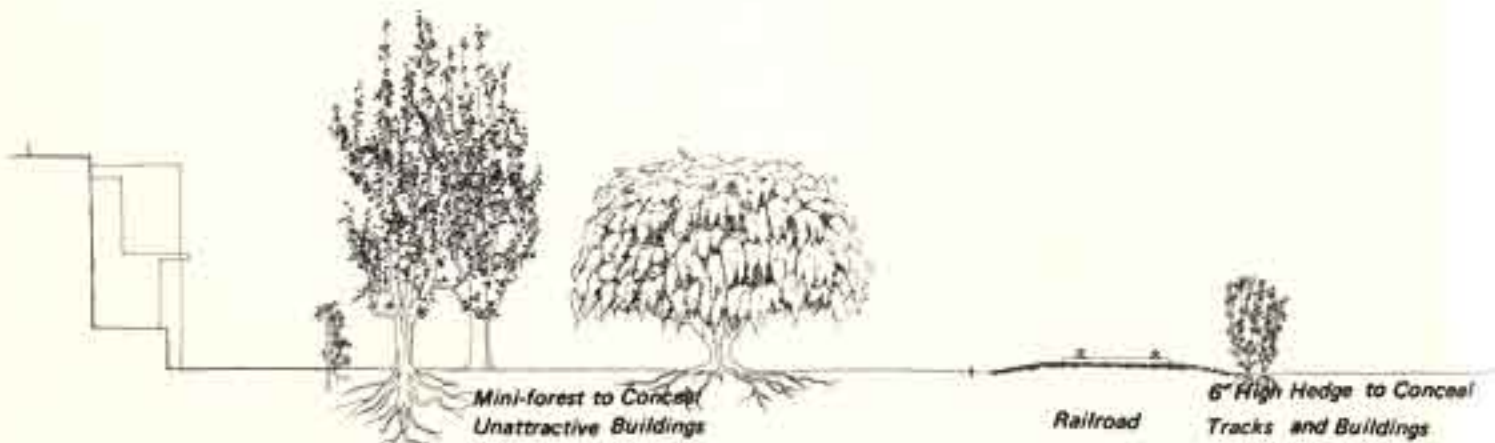
Although the arguments against strip commercial are well documented, South Miami has recorded little success in the curtailment of such development. The uninterrupted existence of stores, signs, curb cuts and asphalted front yards along South Dixie does little to enhance the overall image of the community.



While the westerly side of South Dixie is fortunately not characterized by strip commercial development, due to the presence of the railroad, it does constitute somewhat of an unattractive show window thru which many of the City's more intensive uses are vividly revealed.



Special concern should be given to key areas, such as near major intersections, where the motorists attention is most frequently diverted to the community about him. The character of structures and uses in these areas is often the single most important determinant of a city's overall image.





within the City has done little more than place it in the same perspective as any of a thousand other American cities plagued by strip commercial development. Several techniques to improve properties along South Dixie are suggested below.



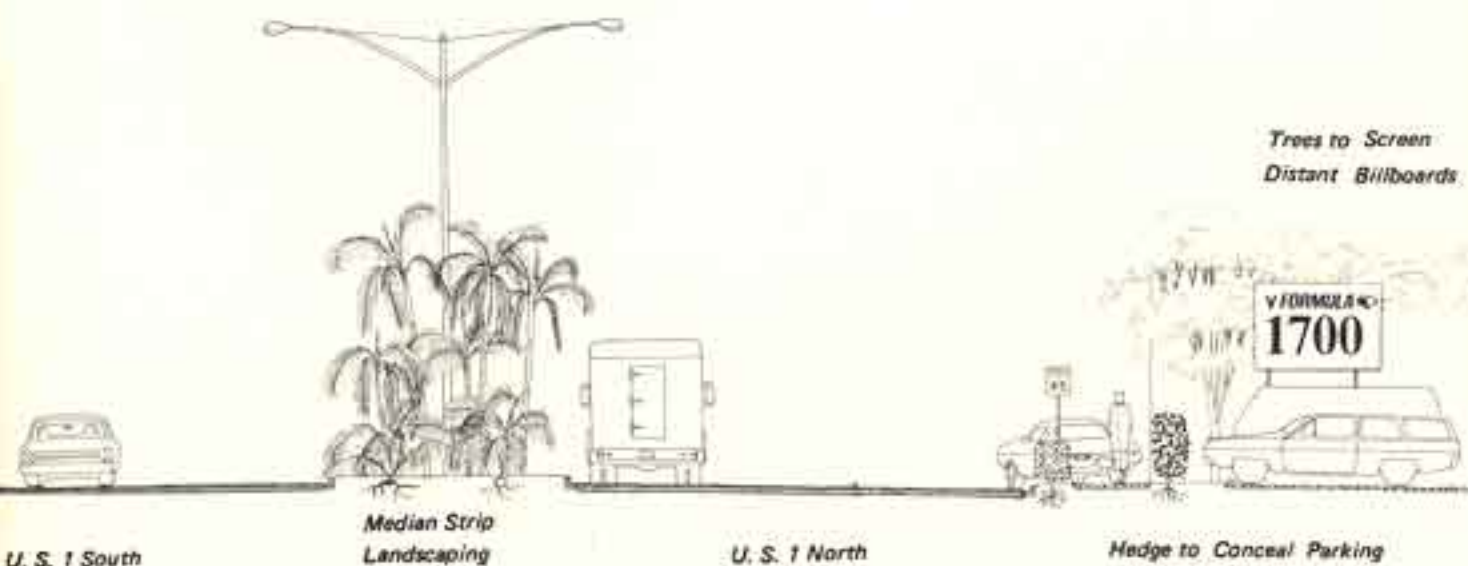
Several techniques could be employed to renew the image of highway-oriented commercial uses. More extensive use of hedges, trees and grass would subdue the prevailing asphalt and concrete image, and create identifiable, safe and convenient pedestrian linkages between uses.



The creation of a mini-forest along the entire westerly side of the highway adjacent to the tracks would conceal not only the more intensive uses in the north, but would also further insulate residential uses in the south. Utility poles could also be removed, further contributing to a non-urban appearance.



At the intersection of Sunset Drive and South Dixie, one of South Miami's most visible areas to over 50,000 motorists each day, the facelifting of several older structures and the planting of a few trees and hedges would do much to create a more inviting and attractive image for the community.



U. S. 1 South

Median Strip Landscaping

U. S. 1 North

Hedge to Conceal Parking

DOWNTOWN SOUTH MIAMI

Throughout downtown South Miami, improvements should be initiated which will make the area a more inviting, safe, comfortable and convenient place in which to visit, stroll, and above all, shop. An organized and continuing revitalization effort, led by both the business community and City government, will be necessary to insure the area's future competitive relationship with other newer and more organized commercial centers in South Dade.

An emphasis on landscaping, rather than on structural renovations, is recommended for upgrading the visual image of downtown South Miami. This is because landscaping is the least expensive and easiest beautification device to implement and very effective as a buffer and visual linkage element. Vegetation improves with time and the local availability of a wide variety of plant species permits a feasible solution for many environmental problems.

On the following page are depicted several specific improvements which, if implemented in an effective manner, would contribute greatly toward upgrading the overall image of Downtown South Miami. These improvements basically involve a more intensive use of landscaping elements, such as trees, grass and hedges, but also include the creation of pedestrian peninsulas at street crossings and the facelifting of several structures.

Perhaps the most critical need in the downtown area is to more definitively separate pedestrian paths from those areas allocated to the movement and storage of vehicles. Situations should be created which will encourage the free and easy movement of shoppers along well defined, attractive and protected paths.

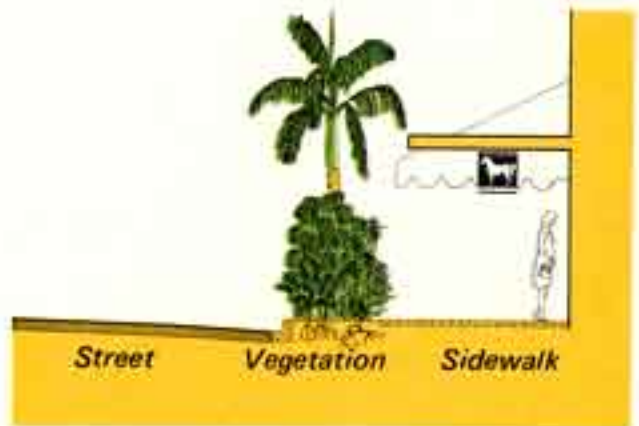
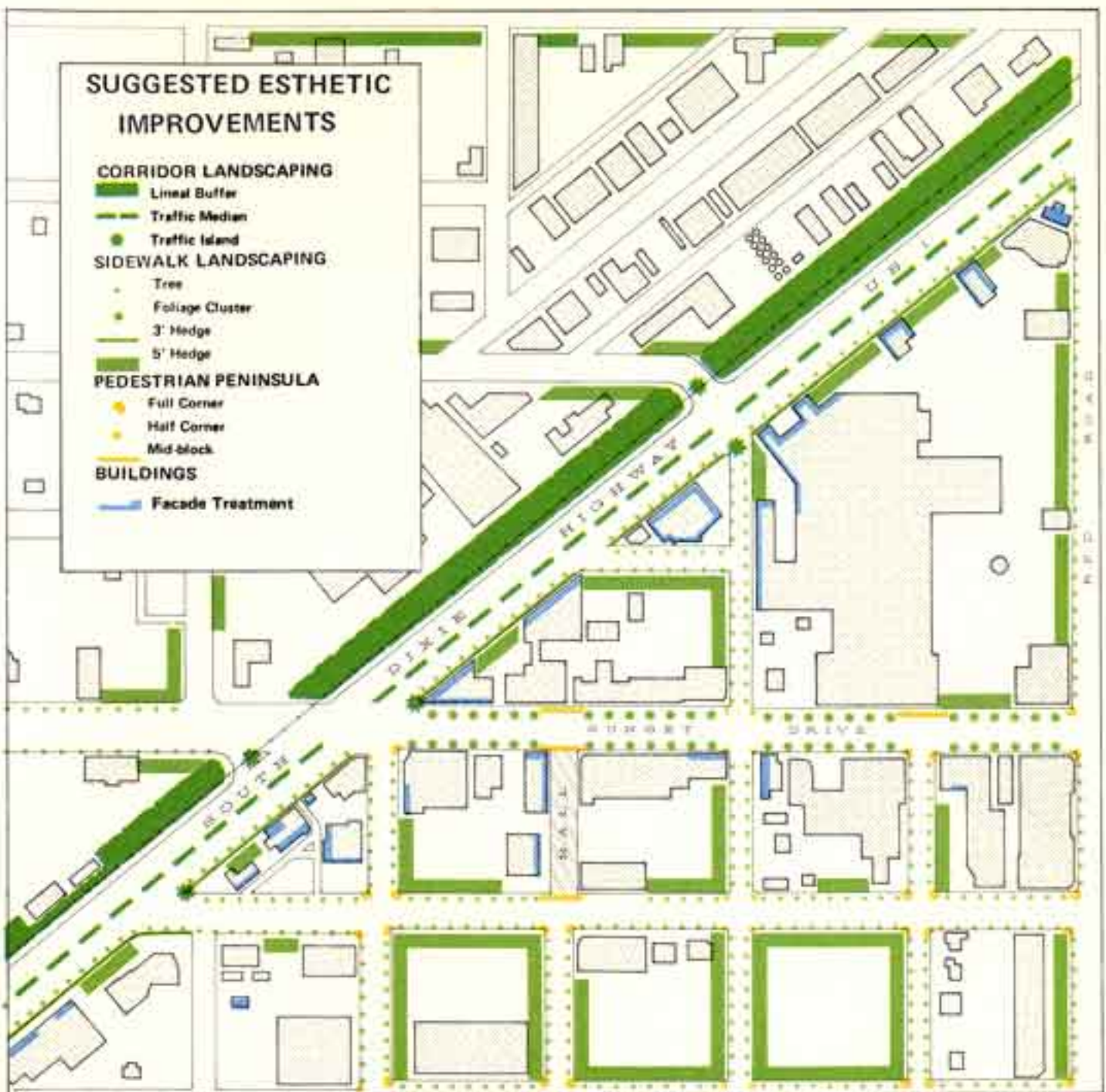


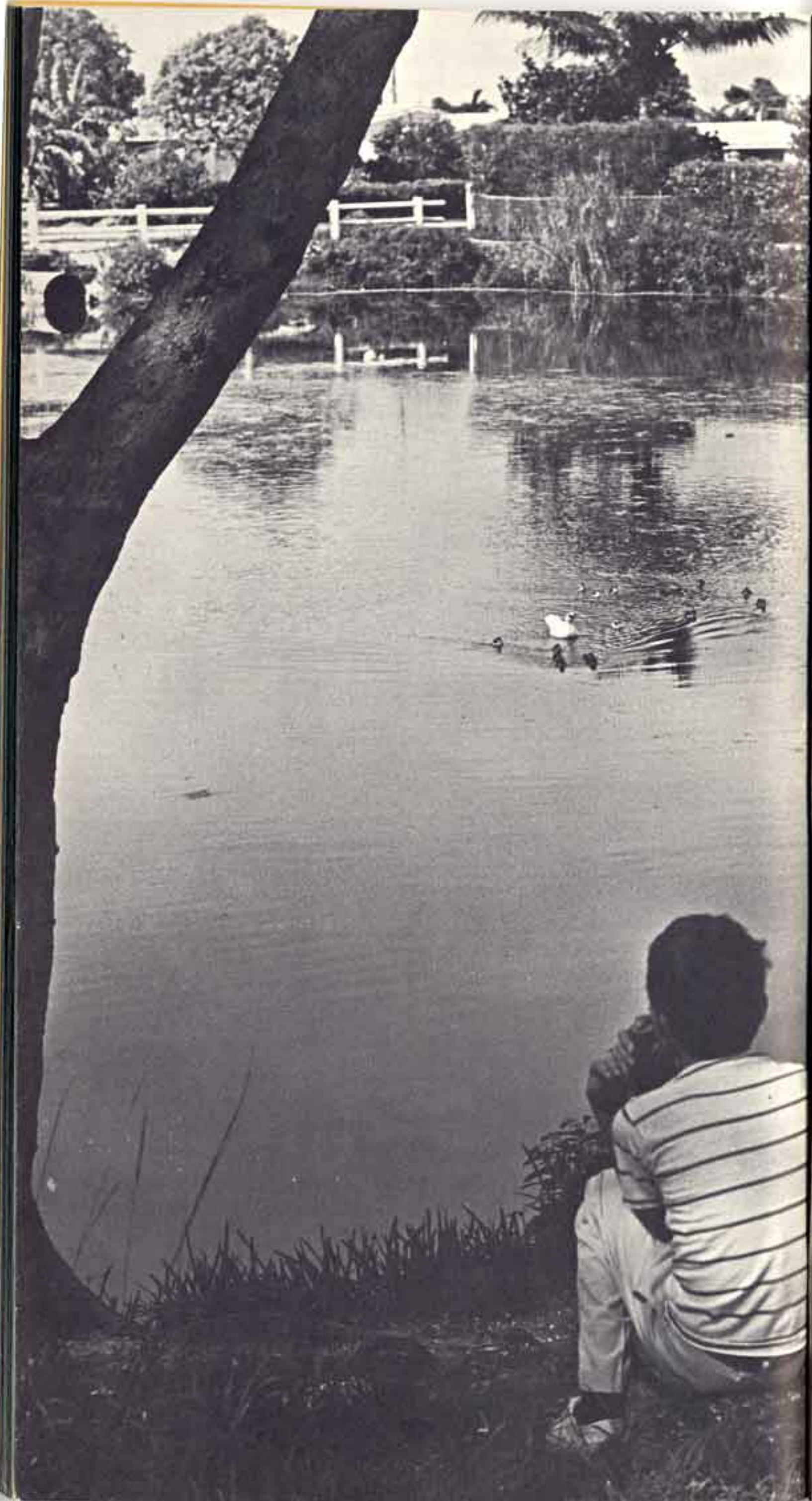
Better use of hedges and trees, for example, should be employed to screen off-street parking areas from sidewalks. Proper markings would still permit easy identification of and access to parking areas, but they would no longer constitute as disturbing a visual element in the overall scene.



Both pedestrian safety and area beautification can be served by the creation of landscaped pedestrian peninsulas which extend into the streets at busy downtown intersections. These peninsulas would provide enlarged waiting areas, shorten street crossing distances, and create areas for extensive landscaping.







comment

"These are dynamic days when nothing is static and a community which prides itself on possessing any degree of vision must continually reevaluate its goals and the processes by which it reaches these goals."

*Editorial Excerpt
MIAMI NEWS
December 17, 1970*

South Miamians are not the first, nor will they be the last, to seek a better quality of life within an urban environment. For over 5000 years, Man has pursued this same objective and it is not likely that he will stop now. While history reveals that there have been almost as many solutions suggested as there have been problems identified, one common requirement has emerged as totally indispensable to any valid improvement effort: Before any community can effectively address its problems and potentials, it must first have a thorough comprehension of its characteristics and capabilities. In other words, a community must know itself to improve itself.

History has also shown, that for any improvement policy to be effective over an extended period of time, it must be reviewed and updated periodically so that a community might continue to maintain this self-awareness. This review process is necessary in order to detect changing conditions which might significantly affect a community's growth pattern. Changes can be of a *resource* nature, such as the acquisition of new territory or the redistribution of residential age groups. They can be of a *technological* nature, such as the introduction of new transportation modes or the development of advanced construction methods. Or they can even be of an *attitudinal* nature, such as a spreading concern for environmental quality or the increasing desire for more leisure-time opportunities. An effective plan, therefore, would be one which acknowledges these ongoing processes of community change and makes provisions to update policies accordingly.

While no plan or policy can realistically anticipate or expect to influence all of the changing conditions which affect community development, it can be structured so as to serve as a more effective barometer for recording continuing growth activities and trends. South Miami's "controlled growth" policy is such an instrument in that it is designed to facilitate the measurement, as well as the control, of development activities.

As land is developed, homes and businesses are built, and services are installed, these actions can be easily recorded and assimilated with the basic data reflected in this document. The resulting information should then be summarized periodically in "controlled growth" progress reports.

South Miamians will then be able to maintain a continuing awareness of where their community stands in relationship to where they have previously determined it should go. If a significant variation is detected between the two, then further investigations should be made to determine whether a more rigid enforcement of established policies and controls is in order or whether community goals and objectives should be reevaluated and updated to reflect changing conditions.

Technical assistance in the preparation of this study has been provided under contractual agreement by the Local Planning Services Division of the Metropolitan Dade County Planning Department.

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This study was financed in part through an Urban Planning Assistance Grant from the United States Department of Housing and Urban Development, under the provisions of the Housing Act of 1954, as amended.