

A PLAN FOR SOUTH MIAMI

Before the Pilgrim landing at Plymouth Rock, before any major colonization of the continent had begun, the white man had ventured into southern Florida. Established in 1567, the Jesuit Mission of Tequesta was located on the site of what is now the City of Miami. Here the Indians of the Calusa nation were native inhabitants and the territory was an immensely wild one. The presence of the Mission however, fostered no colonization and present Dade County, Florida remained in its primeval stages until nearly three centuries later. The first active settlement in the County began in Coconut Grove along the bay and the move inland was a slow process.

At the beginning of the twentieth century, South Miami was still a wilderness though a few homesteaders were then established on the land where panther, deer and wildcat roamed freely. Clustering settlement extended sparsely along the bay from Coconut Grove - - then Little Hunting Ground - - to Cutler, known as Big Hunting Ground. A wagon trail which later became a part of Ingraham Highway was their sole communication line.

Whether a city has a background of three hundred years or, as is the case of South Miami, is a product of this century, the problems superimposed upon the city pattern by today's mechanized society are essentially the same. The American city today is facing serious problems accumulated since its earliest beginning but particularly created in the post-war period when the full impact of the automobile has been demonstrated. Each city must recog-

nize that a sounder pattern is needed. Each city knows that neglect in the past has only served to intensify the problems of a more and more mobile population and it is known too that each succeeding year of neglect will make each problem more and more acute. Today's city must recognize that change is constant.

Today's city must recognize that change without plan offers only a more and more perilous course.

South Miami in meeting its problems has an inherent advantage in its youthfulness. Conceived in the twenties, it has not inherited the problems of an eighteenth century city which must be redesigned to meet the demands of today's urban pattern. It does not have to correct the errors of too many past generations.

The South Miami citizen should recognize however that the mistakes he may make now in city development will be his heritage to the future which succeeds him.

South Miami's position as it formulates its Master Plan is unique in one sense however. As a unit of the broad Dade County metropolitan area it is engaging in an experiment which will be watched closely wherever interest is centered upon the future of metropolitan areas. It has a rare opportunity to demonstrate that the logic of proper planning is equally applicable to the individual city or to an overall metropolitan pattern. It can demonstrate that the sound planning program is no different whether the City retains its individual identity or dissolves into the overall structure. In either case each unit of a larger area must be

soundly related to the entire area if it is to remain sound.

South Miami is at a crossroads situation. It can choose the right direction or the wrong direction. The only totally wrong course would be to do nothing to insure the development of a sound future. What the right course is must be determined by what the City and the citizens want to be.

Do we want to encourage a highly concentrated growth or do we want to function as a suburban residential community? Here local sentiment and convictions are of utmost importance, for it is not the intention of the City Planner to dictate on such matters. Rather it is the intention and the responsibility of the plan to outline the best of all possible ways to

become and remain economically sound, to grow logically, and to provide for the needs of this community today and in the future.

South Miami will shape its future within the framework of the Dade County metropolitan area but, whatever its desires, its plans must relate logically to all neighboring city and county areas.

There are three alternate ways to operate today's conglomerate metropolitan areas. The Dade County metropolitan government as it now functions is based upon the general principles of the Toronto Plan, where each political unit retains its individuality and a basic minimum of services and protections are provided by the overall government. California metropolitan areas must plan and build in an environment in which State law prohibits County areas from providing city-type services of any kind, thus requiring that any city-type development be annexed to the nearest organized community.

The proposed Nashville, Tennessee program establishes a joint City and County governmental unit, but within this area delineates an Urban Service Area and an Agricultural Service Area with general services provided to all portions but with city-type services limited to the Urban Service area. There is a workable tax differential between properties within the Service Area and outside the Service Area because of the differing degree and intensity of services which are given.

In order to plan soundly for any portion of the Dade Metropolitan area, we must consider the alternate ways in which Dade Metro may eventually evolve. The word evolve is used advisedly since it is obvious that the County population outside the incorporated cities which has grown from 11,687 in 1930 to 297,820 in 1958 and 347,843 in the 1960 Census is largely city-type development without central city services. Whether we plan for it or not this tremendous city-type population requiring city-type services cannot continue to increase without requiring a

heavier and heavier subsidy from every incorporated portion of Dade County.

Assuming a continuation of the Toronto Plan concept, Dade Metro could furnish basic minimum services to all portions of the metropolitan area but eventually it would either have to create new incorporated areas which would become city service centers, or it would have to encourage annexation of present urbanized County areas to the nearest adjacent cities.

Following the California program, a policy of no intensive services to city-type development in unincorporated areas would re-

quire annexation of urbanized growth to the nearest incorporated communities. Following the Nashville type of metropolitan government a single unit of government would carefully plan for logical Urban Service Areas and logical Agricultural Service Areas and administer all services depending upon the type of development to be served.

In all three cases the same basic problems and the same basic premises arise . . . that city-type development which will require city-type services must become part of a logical city-type service area and share proportionately the taxes for services which will be required. In all cases, we know that before any workable program can be arrived at, there would have to be a detailed exacting study of each of the twenty-six municipalities and their adjacent unincorporated city-type areas. We would have to know the exact land use pattern of each, the present and future physical picture of each, we would need to know past history and development patterns and what motivated that development. Moreover, we would need to know the communal needs of the citizenry and its objectives.

We would want to analyze the factors which inspire its citizens to prefer identification with their respective city.

In a mobile society such as ours there is a constant shifting of population because the choice of location is broader than ever before. We realize that the family which remains permanently located in one city has found some compelling reason for remaining there or that it offers him accommodations and conditions which he prefers over all of the alternates. It becomes the city's responsibility then to protect not only his economic investment but

his reasons for his preference.

Certainly in examining the feasibility of an over-all Dade County government we realize that each existing city should be protected and planned soundly in relation to its existing pattern. We cannot afford economic blight or decay in any segment without ultimately involving all others. Such a decline would be felt in very real terms of increased taxes and subsidies. It would also involve damaging indirect costs.

Any area becomes less and less attractive to private investment of any kind when the signs of blight are spreading.

If we consider South Miami as an individual entity the objectives of planning would be no different whether we planned for an individual city or for a community which is part of a larger over-all community.

Any sound plan for South Miami would be the same in either case.

AREA FACTORS

In its position in the southwest quadrant of Dade County, South Miami must recognize many important over-all County-wide development factors.

South Miami would be an entirely different community with entirely different assets and problems if it were not so directly affected by its position within the larger metropolitan area.

Because of this position, South Miami has the services of two railroads, nine commercial truck lines with connections to all of the continent and complete air travel and air freight and seaport facilities. This results in an entirely different situation than the usual city of less than 10,000 population, and has great advantages. Adequate electric and telephone service is more readily available for the same reasons.

The introduction of a natural gas pipe line is expected to reduce power costs, a significant advantage over present conditions. The demands created by the influx of area population establishes a ready market for small manufacturers and Dade County led in the number of new industries developed in any metropolitan area in the United States. Most of these new industries were small establishments averaging about 20 employees per industry.

The growth of manufacturing in Dade County has been remarkable.

In 1939 there were only 310 manufacturing establishments employing 3,472 workers and creating a value added by manufacture of some \$13,000,000. By 1947 this had increased to 534 establishments which hired 6,951 employees and added a value of over \$45,000,000. The latest figures available in 1958 showed 1,694 establishments hiring 37,006 people and adding a value of over \$260,000,000.

The 1948 Census of Business showed that Dade County's 6,804 retail establishments with sales of \$581,000,000 had increased to 9,839 business establishments with sales of \$1,369,315,000 by 1958. The purchasing power of the individual had increased from a 1949 per capita of \$1,336 to \$2,002 in 1957 and the family purchasing power

increased from \$4,185 in 1949 to \$6,509 in 1957.

All of this increase of course was spurred by a phenomenal population growth. Dade County has grown from 142,955 in 1930 and 267,739 in 1940 to 495,084 in 1950 and 917,865 in 1960. The most significant factor in this population increase is that the total of all municipalities in the County, 12 in 1930 having a population of 131,268, increased by 1960 to 26 with a population of 570,022, while the unincorporated County area, which only had 11,687 residents in 1930 and 41,550 in 1940 has jumped to 347,843, a population which in itself would

constitute one of the major cities of the country in any other location.

The public school system is operated on the County level. The 1938-39 school population of 42,454 has increased to a total of 152,184 in the 1957-58 school year paralleling a State increase from 383,000 in 1938-39 to 871,245 in 1958.

These school enrollments were broken down into what is commonly called the 6-3-3 system of First through Sixth grade elementary, 7 through 9 Junior High and 10 through 12 Senior High categories. The 1949-50 total of 67,968 children was distributed 41,853 in the 1-6 elementary grades, 15,232 in Junior High School and 10,883 in Senior High School. This had increased by the 1957-58 school year to enrollments of 92,924 in the elementary grades,

35,964 in Junior High School
and 23,296 in Senior High
School.

One of the unique problems which may well be a unique asset to the

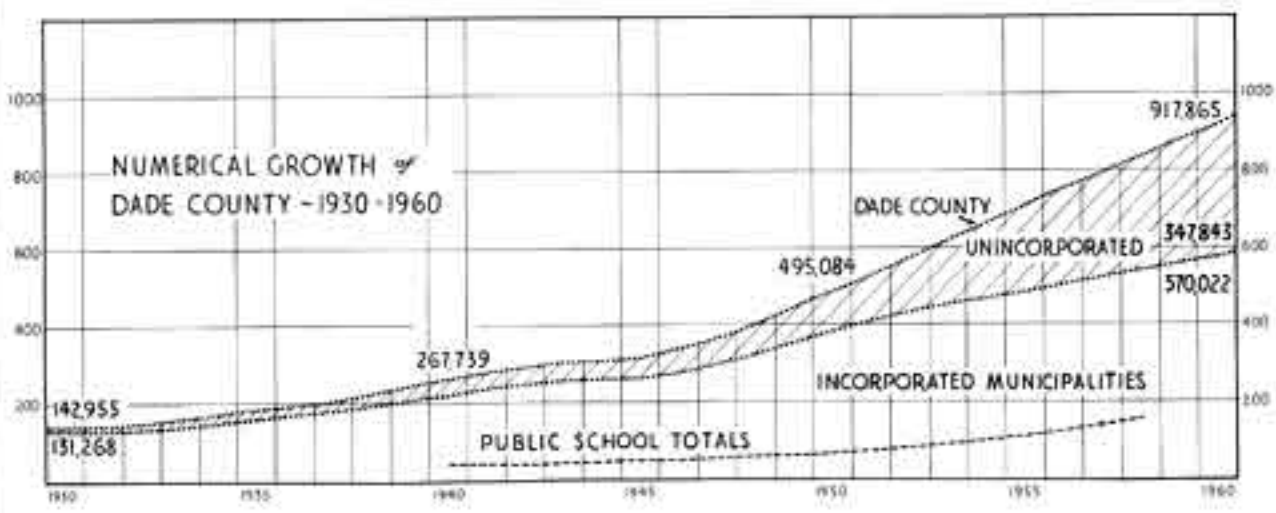
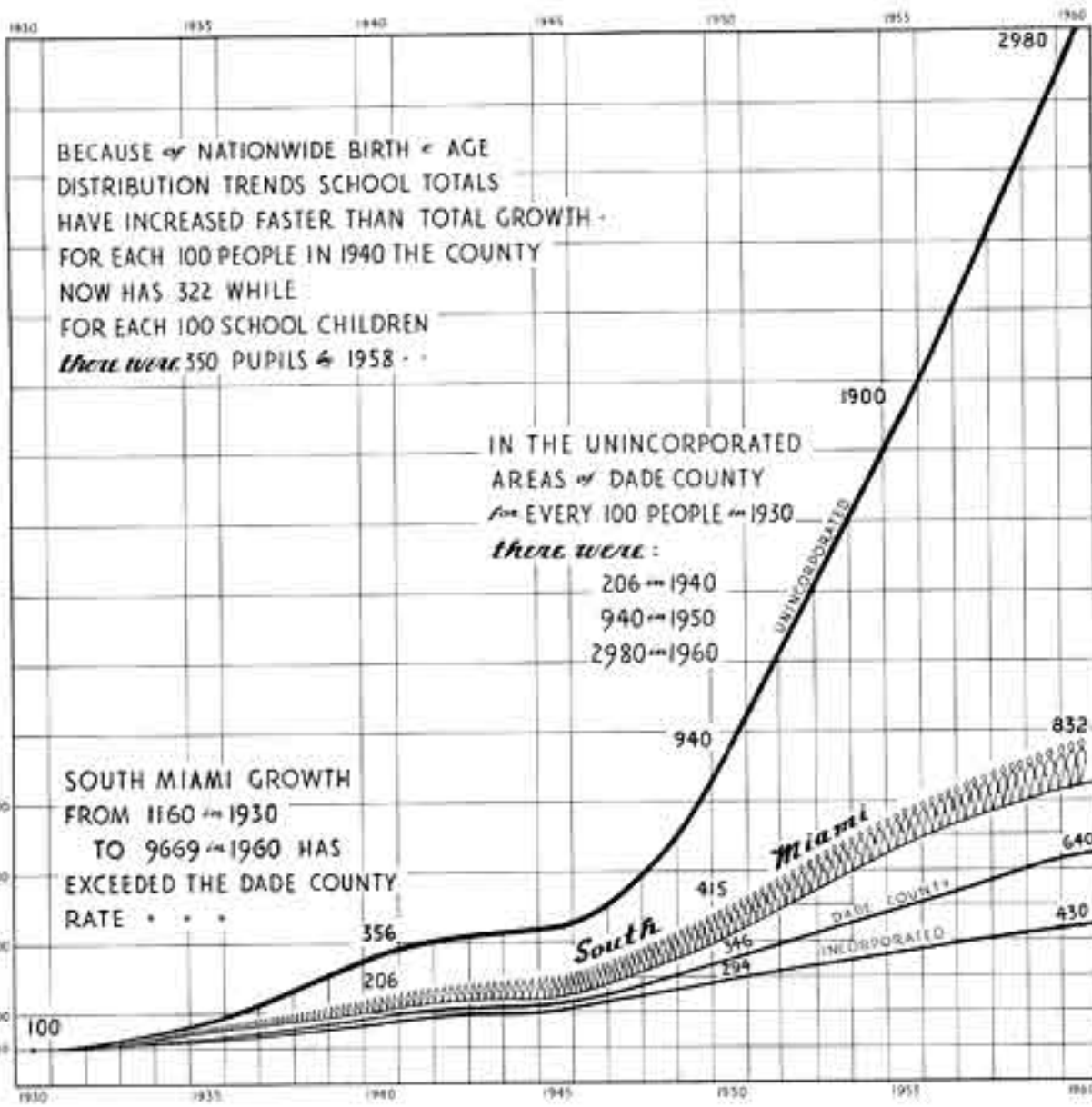
Dade County area is the fact that large numbers of elder citizens receiving old age and survivors benefits have settled here. In 1951, 17,586 people, or seventeen and nine tenths per cent of the Florida residents receiving such benefits resided in Dade County. This has increased steadily to the latest reported figure of 60,128 and eighteen per cent of the Florida total in 1957. This compares with six and three tenths per cent of the 1957 State total in Broward County and five per cent in Palm Beach County.

The County has had a tremendous increase in dwelling units. The 1940 Census showed 64,369 one and two family dwelling units and 26,103 apartment dwelling units for a total of 90,472. This had increased by 1959 to 245,934 one and two family units and 85,909 apartment units for a grand total of 331,843. Non-exempt County tax valuations of \$651,000,000 in 1950 have increased to \$1,379,000,000 in 1958. In addition to this

the \$286,000,000 dollars of exempt valuations has increased to \$716,000,000 in 1959.

COMMON GOALS

In considering the overall effect of the larger metropolitan area on South Miami, we must now review the overall planning efforts which are currently being made to try to correlate and coordinate the effects of this tremendous County growth. The Dade Metro Planning Commission has presented excellent reports pointing out that there will be an overall increase in population requiring an increase in governmental functions both on a Federal and local level. It points out that there will be increasing competition for land,



COMPARATIVE POPULATION GROWTH

water and resources and that there will be an increasing concentration of urban growth within the metropolitan area. These reports outline specific planning objectives and policies with which no thinking person could disagree. Of primary importance to South Miami are these suggested goals.

1. The development of planned residential areas in a manner that will enhance their physical and social identity.
2. Adequate open space in and between planned residential areas.
3. Decent and sanitary housing for every individual in Dade County.
4. Control the layout of streets and highways in residential areas to provide maximum safety to drivers and pedestrians.
5. The proper level of services adequate for the potential needs of planned residential areas.
6. Development of residential areas into functional units of a size which may efficiently provide a full complement of services and facilities required by the residents.
7. Development of well-defined industrial parks with proper landscaping and architecturally pleasing site arrangement.
8. Reallocate land for commercial activities sufficient to support and serve the projected population as against the present situation where land far in excess of present projected needs is currently zoned for business which can never occur.
9. Eliminate strip zoning, which fosters the conflict of street use for commerce and traffic movement.

10. Allocate sufficient land for both active and passive recreational activities as well as civic and cultural activities.
11. Protect and preserve parks and public open spaces in advance of urban development to insure economy of site acquisition.
12. Reserve sites for public education facilities well in advance of urban development to insure economy of site acquisition.
13. Minimize unnecessary duplication of facilities through coordinated development of schools and other related activity centers, particularly in the provision of school and park facilities and utilization of schools increasingly as adult evening community centers.

The second Dade Metro Planning Report deals with the alternate possibilities of various types of continued urban growth. This report points out that Dade County contains three hundred and thirty square miles of primary building land, the remainder of its 2,109 square miles being swamp land everglades area. At the present time only 139 square miles is urbanized. In 1955, including the Dade, Brower and Palm Beach population as a whole, the center of population was near downtown Miami, but is now shifting northward and is estimated that by 1985, the center should be about fifteen miles north of the 1955 point. This will result in

shifts of important distribution activities northward and industrial locations may be affected as well.

It points out that South Florida will continue to develop to its full potential its advantages of climate, although density require-

ments will necessitate some apartment development. The vast majority will be seeking private homes on comparatively larger lots than is typical of most cities, but that flat topography and water control problems will determine the distribution of permanent population and will to a great degree determine industrial locations.

This excellent report offers three alternates which might be explored. It reviews the past growth of the Miami area from its early beginnings, when Coconut Grove was the most southerly urban development and Little River was a separate city to the north, through all its phases up to the present time. This report shows that in the 1950 to 1960 period, South Miami has been engulfed by the tide of metropolitan development and

that the first separate community to the south is the Ferrine area.

The first picture of what could happen in Dade County with a projected growth to 2,500,000 persons during the coming fifteen to twenty five years is not particularly attractive from any standpoint. This would be a continuation of present trends. It would involve a slow decline of the central Miami influence and central Miami character and value. This growth would require a metropolitan area covering an additional 260 square miles, which would be much too wide spread to ever expect reasonable or economical provision of the city-type services which would be required.

It depends to a great degree upon prosperity in one area at the cost of severe depreciation in existing built-up sections.

A second alternate is based upon a complete reversal of present

trends and an increase of the central Miami influence. It pictures a heavy concentration of what is termed "Super Urban Density" in the Miami and Miami Beach core and its control to probably the most economical service area involving 130 additional square miles. The third alternate is a reinforcement of present trends. A rapid decline of the Miami central influence and a rise of the Homestead and Broward County influences would picture a community of an additional 260 square miles, again dependent upon

major decline in the existing central core to the slight advantage of the entire outlying area.

The report wisely concludes that none of these three alternates will be best for any of the units of Dade County. It is suggested that there perhaps should be three clusters of urban type development, each one separated by low density green-belt areas. These would center roughly around Fort Lauderdale, around Miami and in a south Dade cluster around Homestead. This would offer a containment of the fast spreading suburban sprawl moving in all directions from the Miami cluster; it would provide a new focus inward toward the Miami core, substantially accentuating the central influence and encouraging more activities and higher densities within this core. A new focus in South Dade would develop as an extension of the Homestead core or as a new core on the bay encouraging development of the off-shore Keys.

Probably one of the most important factors affecting the economy of the Dade County area and each of its component cities is the fact that an ocean lies to the east and a hitherto undevelopable everglades area lies to the west. This produces a situation somewhat similar to a San Francisco or a Manhattan Island, each surrounded

on three sides by water. Actually were it not for the Everglades to the west, the Dade County pattern today would most probably be

two or three times less economical than it is at present because even further flung city-type sprawl development would most probably have occurred.




The fact that Metropolitan Miami is not so tightly enclosed as these other two areas has permitted a widespread city-type growth over a larger area and has not produced any inducement for private capital to rebuild within the central area as has occurred in San Francisco and New York where it is a vital necessity.

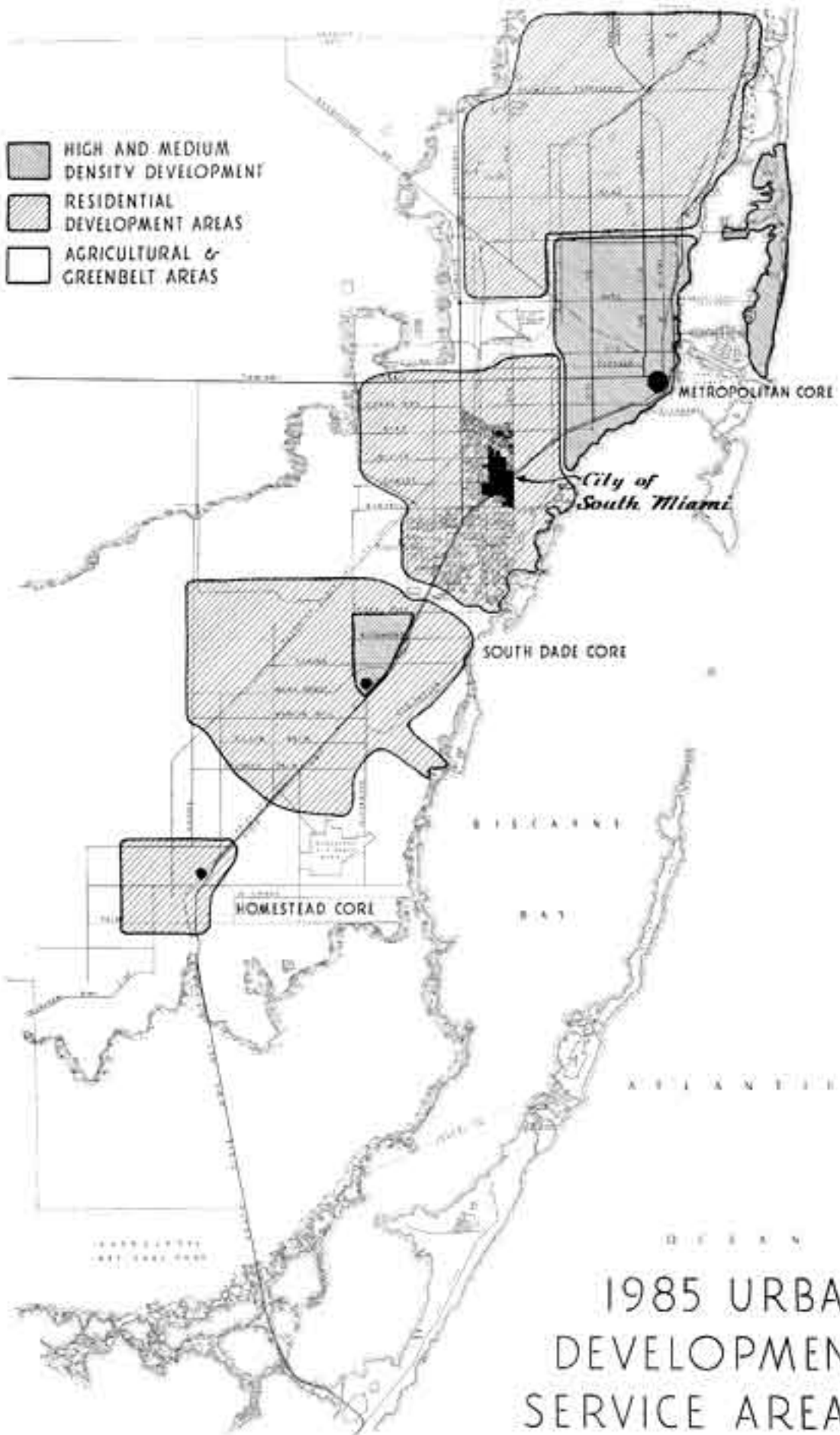
This pressure for internal rebuilding would bring about the best possible results for everyone in Dade County.

The built-up area has large land areas which are either vacant or semi-vacant or occupied by a very poor type of development. It would be much better and to everyone's best interest to insure that these areas build and rebuild before we continue to scatter growth out into far flung suburbs.

Any sound plan for the future of the Dade County area must provide a program for rebuilding presently served but less desirable areas within the present pattern of development. It must aim to prevent a too wide extension of city-type development before it is economical to plan for full services to new development in new areas.

South Miami will profit greatly to the extent these sound goals are reached.

-  HIGH AND MEDIUM DENSITY DEVELOPMENT
-  RESIDENTIAL DEVELOPMENT AREAS
-  AGRICULTURAL & GREENBELT AREAS



1985 URBAN
DEVELOPMENT
SERVICE AREAS

SOUTH MIAMI - A REVIEW

It is obvious from any study of the Metropolitan area that South Miami is no longer a separate self-contained community, but is a part of the larger area and will be increasingly affected by its outward movement. This will be equally true of the present unincorporated area to the west and south of South Miami.

All of this total community will
require city-type services.

But first we must review some of the past history and available information on the City itself.

Wilson Larkins and family of Tennessee came to the site of South Miami in 1897 and established the first home here in the present Coco Plum Terrace subdivision. A wagon trail from the sparsely settled Coconut Grove area extended south to that point. One year later, Mr. Larkins established a post office in his name at the easterly end of today's Sunset Drive at Ingraham Highway and opened a trading post. The first stone house in the South Miami area was built by W. A. Hobbs in 1899. Through an agency known as the Model Land Company, land in South Miami and its vicinity was sold at prices ranging from 25 to 50 dollars an acre.

Growth was a very slow process and it was not until after the extension of the Florida East Coast Railroad from Miami to Homestead in 1904 that any acceleration was felt. Shortly after this date the post office function was moved to a new location and the settlement came to be known as Larkins. Mr. Larkins then established a general store on the site of the present Dorn-Martin Drug Store.

Only one train in each direction passed through Larkins daily. This was a through pullman from Jacksonville to Miami and it stopped at Larkins only when the flag was up. Weekly freight service was initiated in 1904.

The Dorn family came to Larkins in 1910 and became actively engaged in grove development and packing. Mr. Dorn recalls that the population of Larkins when he arrived was a little over 50 persons, and that in 1913 his family brought the first automobile to the scene. The first trucks appeared in 1914 and until that time mules and wagons were used for hauling produce. A team track paralleled the Railway line.

Between 1897 and 1917 the population total grew to 350 persons. It was in 1917 that telephone service was initiated in South Miami by a private company operating out of Coconut Grove. There were eight connections on a party line and Miami calls were long distance. Land developers began to exhibit an active interest in Larkins. A black road with ciled surface was extended from Miami to Homestead, by way of Coconut Grove along the waterfront and west to the tracks at Larkins. Later part of this became Sunset Drive. South Miami shared in the real estate boom of 1925 which swept over Southern Florida and land values here

reached a peak when a 10 acre tract was sold for \$100,000.

Much sentiment for incorporation had developed and on March 2, 1926 sixty-nine of the eighty-five qualified electors met to achieve this purpose. Their first move was to change the name from Larkins to South Miami. Judge W. A. Foster was elected the town's first

mayor and seven aldermen were installed. The incorporated area comprised 6 square miles. It extended from Bird Road south along Red Road for 4 miles and westward to what is now Palmetto Road. Ludlam Road then extended only from Sunset Drive to Miller Road. The two westerly square miles had fewer than twenty residents at the time of incorporation. A town code was formulated, a health officer appointed and a store building served as a town hall.

The great hurricane of 1926 struck hard at South Miami. Ten days after this blow the Railway station burned to the ground. This natural disaster did not deter the early South Miamians from their steady progress and they rebuilt and replaced with remarkable speed and an admirable courage. Power lines were extended to the homes west of Sunset Drive and a street lighting program began in 1927.

Within that year, on June 24th, the citizens accepted in a referendum election the Charter granted by the State Legislature.

This Charter abolished the town
of South Miami and established
it as a City.

During 1931, as city operations began to mature, a great deal of friction grew between two opposing groups. One faction sought to surrender the Charter while the other was equally intent upon keeping it. It is said that fist fights during City Council meetings were not uncommon. After one unsuccessful attempt to dissolve the City the City opponents temporarily won the battle and in August, 1931, the Charter was surrendered. However, the change was of short duration for in April 1932, a Court decree was issued ordering the resumption of business for no provision had been made to

discharge the debts incurred during the City's operation. The creditor was the La France Fire Engine Company. Two later attempts were made to again surrender the Charter but both proved unsuccessful.

In March 1933, by action of the State Legislature, which had been instigated by a resolution submitted to that body, the City limits were contracted to the present City boundaries, approximately 3 square miles. It was felt by one faction that the almost unpopulated westerly portion had little relationship to the City itself.

South Miami had a total population of 1,500 in 1933 and 32 businesses were in operation. The lowest ebb in the City's development occurred in 1936. At the time there was an outstanding debt of \$19,000 with only \$500 in funds available. A major share of these debts had been contracted before the separation and no provision had been made for a proportionate sharing of the cost after the separation. That year with forthright action, taxes were raised drastically and within

two years the debt was entirely paid off and the City's fiscal picture has been excellent ever since.

The years of the Second World War curtailed development and the building boom which once again had begun to occur in the City. However, the post-war period brought years of incredibly fast growth. In 1945, the population was 2,739. By 1950 it had increased to 4,809.

By 1952, as the City tried to cope with its rapid expansion, many

inadequacies were found to exist in the original Charter and a Committee was appointed to study remedial measures. It recommended the drafting of an entirely new Charter providing a City Manager form of government. This was accomplished in 1953 when the new Charter was passed by the State Legislature and adopted by the citizens by referendum on July 31, 1953.

The years since have been ones of continued growth and development which perhaps even the most ardent of the early dreamers could not have visualized. South Miami has grown rapidly since 1930, from 1,168 people to 9,669 in 1960. This growth is only exceeded by four of the 26 Dade County communities and by the unincorporated area of the County, which grew from 11,687 in 1930 to 347,843 in 1960.

The number of new dwelling units since 1940 presents a graphic picture of the rapid growth of South Miami, though most of this did not occur until after 1946. The number of new units began to increase by the hundreds rather than by the tens in 1947 when 98 new one and two family units and 11 apartment units were erected. This increased in 1948 to 139 one and two family units and 49 apartment units. This marked the first regular apartment units erected in South Miami since 1940. In 1950, 200 one and two family units, 32 apartment units and 50 motel units

were erected for one of the peak building years in the City.

In 1951, 228 new one and two family units were erected and 151 more were added in 1952. In 1953, there were 105 one and two family units and 23 apartment units followed by 93 and 22 respectively in

1954. The years of 1955 and 1956 saw 145 and 225 one and two family units and in 1957 there were 154 more of these plus 13 apartment units. Building dropped off slightly in 1958 and 1959 to 82 and 93 home units and 24 and 6 apartment units.

This increased building was reflected in total assessed valuations which increased from \$11,181,000 in 1955 to \$17,835,000 in 1959.

The 1950 Census provided some interesting data on South Miami as it relates to the entire area. It showed a median family income of \$2,257 which compared with \$2,228 in Coral Gables and a high of \$4,145 in Miami Springs.

This Census showed that 52 per cent of South Miami's 1950 dwelling units were built after 1940 and that 62 per cent of all dwelling units were owner-occupied.

It showed a total of 1,501 dwelling units of which 1,382 were occupied. Of these 857 were owner-occupied and 525 were renter occupied and there were 119 vacant units.

Condition of the buildings was generally reported as good, with forty nine dilapidated buildings in the owner-occupied group and 16 dilapidated in the tenant occupied group. There were 1,231 single family dwelling units and 102 two family dwelling units. Median occupancy was 3.2 persons per occupied unit, and

the predominant type of structure was a five room dwelling unit.

The land use studies in which every property in South Miami was field inspected, show that growth has continued and gives an accu-

rate picture of South Miami as it is today.

The plate shows the use of all land within the present City limits, and emphasizes the unusual City boundary lines with isolated City area completely surrounded by County area, and

isolated County areas surrounded
by City property.

There have been 25 new dwelling units erected since the Census, so this study shows 3,045 dwelling units in which approximately 9,750 people reside at mid-1960. This study also showed the condition of buildings. South Miami is fortunate that only 167 buildings appeared to be in poor condition. Of these, 36 were listed for demolition.

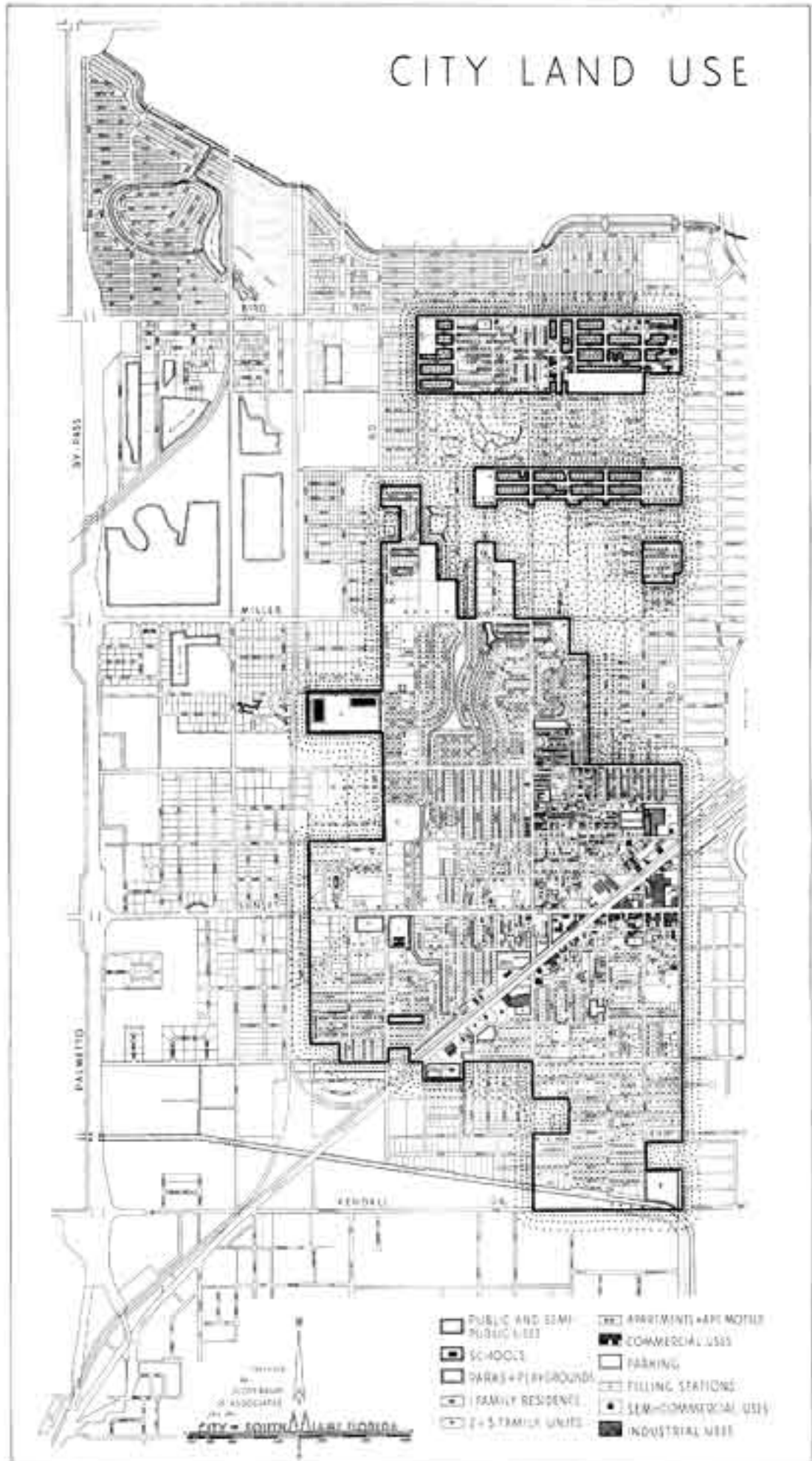
Today's South Miami is a healthy community with an attractive City Hall, a recently established Library, adequate fire and police protection, excellent administrative and house-keeping services, and well located schools. The City is too built-up to continue without sewer facilities, and a public water supply will be a major asset.

Generally the City is in excellent position to direct and guide its future development.

THE LOGICAL SOUTH MIAMI PLANNING AREA

With a good foundation of factual information about where we are and how we reached that point, it is now possible to begin to plan for sound future growth and development. The location of existing cities in Dade County, and logical natural boundaries in relation to existing development must determine economical urban service units

CITY LAND USE



in the metropolitan area.

There are sizable urbanized County areas immediately adjacent to the cities of South Miami and Coral Gables which must someday have full city services. It will not only be unwieldy, but much more expensive, to provide the services which will be required on a County level, and logical urban service areas should be selected so that services could be provided from present established cities rather than from the County.

It will be logical as well as mutually agreeable to both South Miami and to Coral Gables to establish Red Road as a division line between the two cities from the Coral Gables Canal north of Bird Road to Snapper Creek Canal. To the west the large open land uses of Tropical Park Race Track, a lake and a cemetery, plus the right-of-way of the Palmetto Expressway constitute a service barrier and logical boundary. The Expressway interchanges south of Snapper Creek constitute a more important service barrier than the Canal,

and the east interchange and the railroad are suggested as the planning boundary in the southwest corner.

Careful studies were made of the area south of Snapper Creek to determine if this should be serviced by South Miami, but the absence of any natural boundary for several miles indicates that the entire area from Snapper Creek to present lowland areas to the south and west must be considered as a unit, either providing its own service center, or being served from South Miami.

The most practical way to plan for South Miami as it is today,

within the framework of Dade Metro as it is today, is to plan as a unit the area from Red Road to the Palmetto Expressway between the two canals. Only in this way can a related portion of the metropolitan area plan soundly regardless of the now unknown factor of whether there will be 26 or 10 or a single government during the coming years.

There are no logical or distinguishable natural boundaries within this planning area to warrant separate service from separate governmental units. All property in this area

should be paying the same level
of taxes for the same level of
services.

Every property in this area is mutually interdependent. Every property in this area can be better served and more economically served from a single service center, and every property in this area will benefit from nearby, responsive local administration geared to a higher standard of services and protection than the minimum standard which the County as a whole requires.

More adequate police and fire protection and much stronger zoning, building inspection, engineering and administrative services can be given from the established South Miami service center.

Careful land use studies of this logical area show that there are now 6,965 dwelling units with a population of 22,192, of which 3,045 dwellings containing 9,750 people are within the present boundaries of South Miami.

For the purpose of this plan any further reference to South Miami as a City refers to present City limits and any reference to the

South Miami Community or Service Center refers to the Red Road to Palmetto area shown on the plate.

DEVELOPMENT FACTORS

Naturally in such a fast growing portion of the United States there will be continued growth in this South Miami area. For planning purposes, we must decide what kind of growth we want to encourage and where it should locate.

In order to do this wisely, we must understand some basic development factors and some basic development misconceptions which are affecting all American cities.

The key factor in development is location. Two or three hundred homes in a logical area already provided with city services will be a major tax asset, with each new home sharing the cost of services which must be provided and paid for in any event. Two or three hundred homes in a new area can force the provision of city-type services which will cost much more than these properties can ever pay in taxes, thus requiring a

subsidy in increased taxes from
all existing homes.

Apartments in logical locations can utilize land which would not be desirable for home development, provide needed diversity of living accommodations and add to the tax base, but apartments in the wrong location can destroy home values, shake confidence in zoning, force premature costly services and result in a net loss rather than a gain.

Business in the right location can be a most valuable tax asset, adding not only its value as new business, but adding value to existing businesses. However, business in the wrong location will add its value to the tax base, but at the same time

decrease existing business values more than the new value added.

Industry in proper locations, and properly screened and buffered from any adjacent residential property, can be a most important growth and development and tax factor, but, in the wrong location industry can very easily cause a much greater loss than gain by damaging adjacent residential property values.

Always the key factor to sound development is not what type of development, but rather where it is located.

There are many misconceptions about development. All over this country mistakes in zoning are being made, following the persuasive argument that every home has two children and it costs \$300 or \$400 to educate a child. Therefore, it is reasoned that all new homes are tax liabilities. Actually, public education is only possible through the fact that the average home must pay for its proper proportion of school children, and

there is no community in the country which averages one elementary school child for one dwelling unit.

In Dade County in the 1957-58 school year, there were 84,504 public elementary pupils and 514,551 dwelling units, an average of less than 38 pupils for each 100 dwelling units. If we take the

total school enrollment through high school, we find there is a remarkable low average of less than one child for each two dwelling units, probably the lowest in the United States.

The average home in the South Miami area is a tax asset, but each below average home is requiring a tax subsidy from every good business, industry and home. It is of utmost importance

that strict enforcement of a strict minimum standards housing ordinance and strict enforcement of a new modern zoning ordinance keep to a minimum the number of substandard homes requiring this tax subsidy.

Too few people recognize the costly nation-wide problem of scattered suburban development, which is requiring an even greater subsidy than substandard housing. Outlying suburban property developed at less than acre lot sizes can never pay in taxes the costs of the urban services it will someday require.

The American Society of Planning Officials made a statement which is becoming more pertinent every day. This statement is to the effect that Realism is taking a practical, objective look at the present Idealism is taking a practical, objective look at the future. This is the basic purpose of planning. It certainly is not the idealist, but the so-called "practical people" who would not take a practical look at the future,

who are responsible for the lack of adequate parks, schools, play areas, parking space, and traffic capacity of our present communities.

POPULATION TARGET

It has been emphasized and reemphasized that location of development is more important to a sound economy than type of development. The two basic location policies are the establishment of logical Urban Service Areas and adoption of a modern, flexible Zoning Ordinance and Map. City Hall and City Planners do not build communities, but people who do need the firm purpose and direction of municipally established goals with the proper tools to implement them.

A careful study of the logical South Miami area shows that in the area between Red Road and the Palmetto Expressway, and between the two canals, there are 6,965 dwelling units and that at a reasonable and logical density pattern there will most probably be 1,760 more dwelling units plus 240 replacement dwelling units, a total of 2,000 new units.

Assuming an average of only \$15,000 per dwelling unit, we can reasonably expect a new, additional private investment of \$30,000,000 in new homes and apartments, \$6,000,000 in new business to serve these homes, \$8,000,000 in new industrial development and \$1,000,000 in new semi-public uses such as churches, private schools and other such uses. Such a \$45,000,000 private investment will require a public investment in schools, sewers, waterlines and municipal services of at least \$4,500,000, a grand total of almost \$50,000,000.

The basic purpose of planning is to insure that this public investment produces the 85 to 90 per cent of private investment it should. Actually, an unplanned South Miami community growing without pat-

tern can easily be forced to spend more than 4 million dollars in the coming years without attracting any private investment,

while present taxes are doubled
or tripled even though present
services are reduced severely.

Of these 2,000 new dwelling units most probably 480 new homes, 200 new apartment units and 240 replacement dwelling units will be located within the present City and

1,080 new dwelling units in the
remainder of the logical South
Miami Community.

Necessary services for any established number of dwelling units can be accurately calculated if we know where they will be.

Such a conservative total produces a positive planning "Target" for estimating future needs. We assume at this time that such growth will occur in a 20 to 30 year period, and can plan soundly on that basis.

THE PLANNING POLICIES

Planning involves policies, ordinances, physical improvements and expenditures.

Based upon the study of existing land use and the intensity of this land use, it is obvious that someday in the future a portion of the logical South Miami Area must be served with complete water, sewer, electric and gas utility services and must be served with schools

within walking distance of every home. The outer portion of the South Miami Area, which is sufficiently open in character, and which should be encouraged to grow in similarly open development, can reasonably expect to be adequately served without the use of public sewer but will require

public water, gas and electricity and because of lower densities a lesser amount of public school services.

It is recommended that the City of South Miami and Dade County adopt as a policy by joint ordinances the suggested Service Area Map and the accompanying Subdivision regulations which together can accomplish a great deal in guiding the direction and type of growth in the entire South Miami area. It will be noticed that there are three types of Service Areas. The first of these is the Primary, or Complete Utility Service Area which is in effect putting people on notice that sometime in the future it is the intent of the government of the area to provide complete utilities and that it will therefore be feasible to develop on urban or city-type lot sizes.

A second service area is the Partial Utility Service Area, in which the governing bodies are putting everyone on notice that they do not intend to be forced into sewer services and will therefore require in its platting and zoning regulations, larger lot sizes than will be required in the Primary Service Area.

A third type of service area is the Industrial Service Area. Industrial sites need just as much protection from home intrusion as home sites need from industrial intrusion and it will be required that no subdivision for residential type use shall be approved with-

in the Industrial Service Area. Since industry will require adequate truck access and most of the expensive utility services,

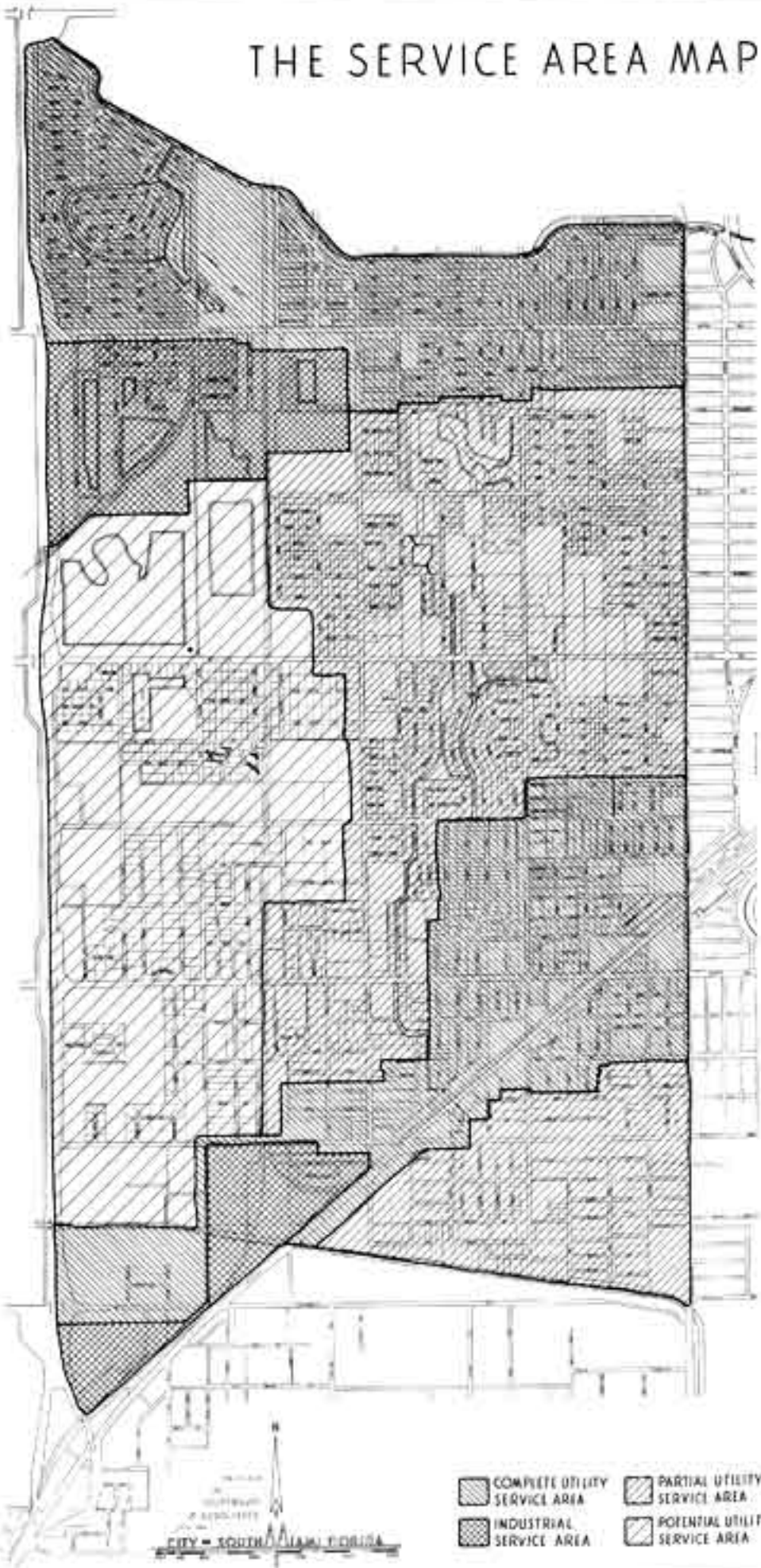
full improvements will be required in the Industrial Service Area.

Beyond the logical South Miami area to the south, a fourth type of Service Area should be incorporated into the County's planning for the area. In areas in which a large proportion of present and potential development is and should be in acreage lots, it will not be necessary to contemplate either water or sewer utility service and schools can be more widely spaced than is the case in city-type development. The basic minimum requirements recommended in these Agricultural and Estate Service Areas are 35,000 square feet of lot area and a minimum lot width of 165 feet at the building line. This does not mean that it is generally desirable among home owners to prefer to mow and maintain such a large lot.

It is merely saying that anyone may live anywhere he chooses but if he chooses to live in an area in which water and sewer services are not contemplated he must protect himself and his community with sufficient lot area to dispose of sewage safely and provide his own water supply safely.

Naturally, when we face the problem of asking the private land developer for larger lot sizes because of the planned absence or presence of utilities, uniform subdivision rules would work a hardship on the provision of larger lots in the areas which will require larger lots. A new type of subdivision regulations has been successfully worked out which encourages the developer to plat the

THE SERVICE AREA MAP



- | | |
|---|--|
|  COMPLETE UTILITY SERVICE AREA |  PARTIAL UTILITY SERVICE AREA |
|  INDUSTRIAL SERVICE AREA |  POTENTIAL UTILITY SERVICE AREA |

CITY - SOUTH MIAMI, FLORIDA

larger lot sizes by reducing the total cost of his land improvement. Actually the larger the lot, the smaller will be the demand for heavy traffic streets, for sidewalks, and for expensive city services of any kind. Conversely the smaller the lot the heavier will be such demands. The suggested subdivision regulations which are a part of this plan have been worked out

to balance the cost of development in relation to the type of service area in which the property is located.

In the Primary Service Areas a minimum lot size of 7,500 square feet and a 75 foot frontage is required for single family homes though some areas will be available for more intensive development in two and three family homes and apartments in accordance with the suggested Zoning Ordinance. Within the same Primary or Full Utility Service Area, there will also be, through zoning, locations determined by the character of present development which will require 10,000 square feet and 13,500 square feet, even though full utility services are contemplated.

In the Partial Utility Service Area, larger lot sizes will be required because as a practical fact the community cannot afford to be forced into providing sewer services because excessive small lot development has been permitted to occur. In these areas, larger lot sizes are required, both in relation to the utility services and in relation to the character of existing development. For example, in some parts of the Partial Utility Service Area half-acre lots will be required while in other parts smaller lots will be permitted. It is suggested that the City adopt a policy of offering any services or utilities it has or develops in the future to outer

portions of the logical area on a fee basis, such fee to be 50 per cent more than the City rate. It is obvious that such a Service Area is an essential first step, particularly in the planning of sewers, to determine the location and size of sewer lines.

One of the first official actions in accomplishing and carrying out a sound planning program must be the adoption of the suggested Service Area and Subdivision regulations.

ZONING

The second basic policy which is also adopted by ordinance is a modern, positive Zoning Ordinance. Such an ordinance has been prepared and is ready for adoption. This ordinance parallels the County Zoning Ordinance in so far as the terminology and the general intent of zone districts are concerned. The South Miami area is divided into twelve zone districts as shown on the proposed Zoning Map.

Zoning is a very complex and technical matter and must be done with a firm, factual foundation of exact existing conditions and character of development. Zoning must recognize that the city of the next twenty years cannot be penalized by the mistakes of the past twenty years and we can achieve through our zoning the type of community we wish to develop rather than be

forced to make additional mistakes because we have made mistakes in the past.

Since the Zoning Ordinance deliberately establishes zone districts

for the new uses we wish to have in the area in the locations in which these areas can receive the maximum service and produce the maximum benefits, certain existing uses will not be zoned for their present use. These uses then become non-conforming uses. They are protected under the Zoning Ordinance, and will be permitted not only to continue, but to be sold for the same or similar type purposes. The importance of classifying a property as non-conforming is that we express a community policy by which we recognize that this use exists, but demonstrate that

we do not intend other similar uses to locate adjacent to it and eventually hope to restore the area to its proper use.

The proposed Zoning Ordinance calls for off-street parking with all buildings erected in the future, either provided by the owner and builder at the time of erection, or provided through community off-street parking facilities. In order to meet the large space demands which adequate parking will require, a uniform band 150 feet in width in residential zones adjacent to all commercial and industrial zone districts permits off-street parking with the provision that it must be effectively screened, and that the adjacent residential area must be adequately protected. Larger business and industrial uses and all uses which generate truck traffic will be required to provide not only off-street parking but off-street loading and unloading space in relation to the size of the building and the demands of the type of business or industry.

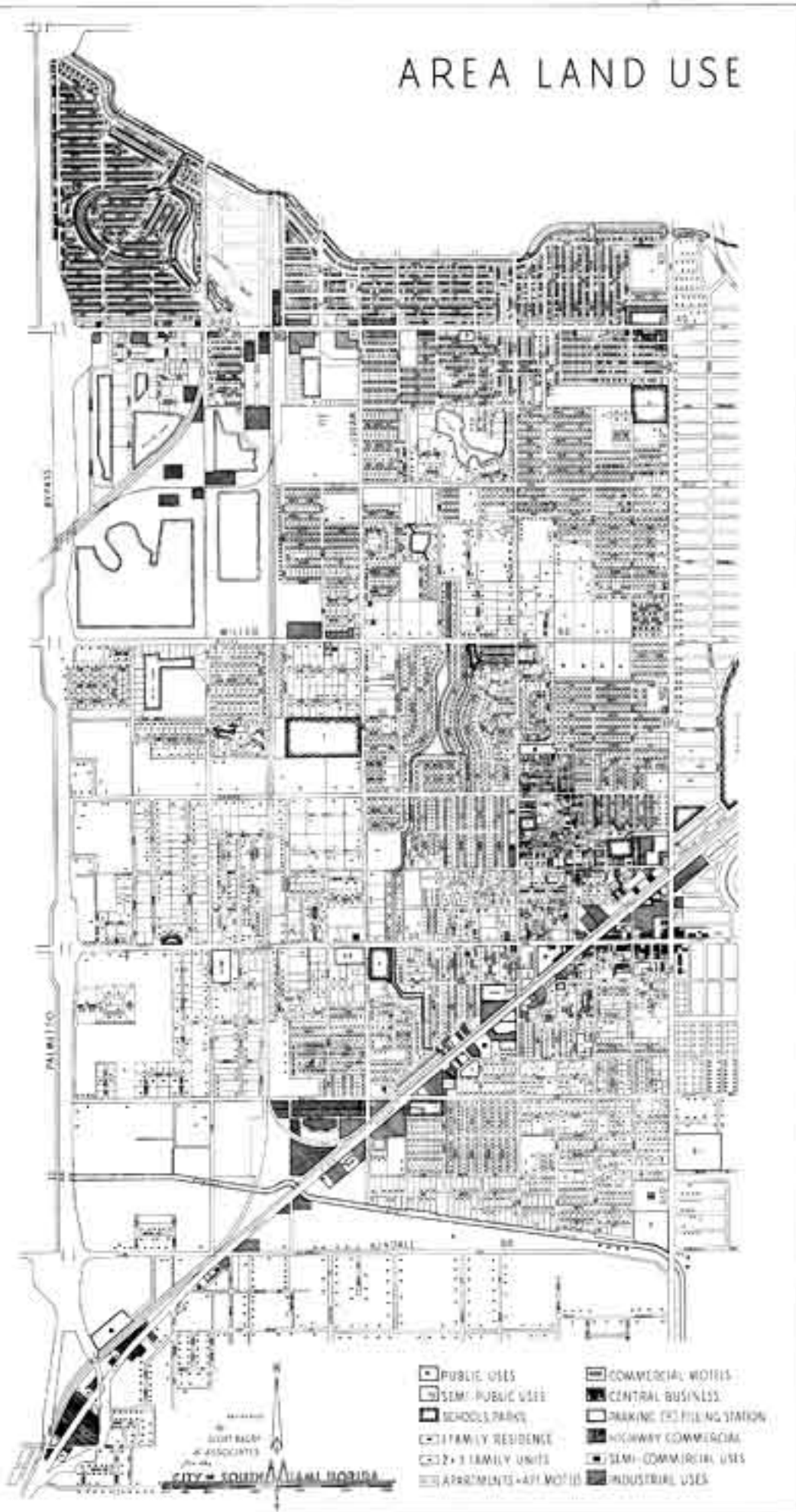
A special section regulates the use of property for filling stations and public garages and establishes standards for such uses.

The Zoning Ordinance then proceeds to describe the type of use and the regulations for such use for all of the various zone districts. For example, the IU-1 Light Industrial District is designed, because of the character of the South Miami area, for a very high type of light industrial use. All new industries will be required to meet very strict performance standards before they will be permitted to locate. They must be able to guarantee that they will not create fire or explosion hazards, that they will not be of detriment because of smoke, fumes, gases, dust or odors, that they will not cause pollution of any water stream and that vibration, noise and glare will be carefully controlled.

Three business districts are suggested. The first of these is the BU-3 General Business District which will be used along the Dixie Highway. This is the only zone district which permits auto sales, amusement establishments, cleaning and dyeing establishments, such uses as publishing houses, and certain types of wholesale businesses and produce markets. Also this district will permit motels, which are generally prohibited in most other zone districts. In this zone, a companion suggested Sign Ordinance provides that overhanging signs will be permitted, subject to careful regulation sufficient to protect the sight angle of adjacent signs.

The BU-2 Central Business District is a zone specifically designed for the existing Central Business Area. The primary purpose of this zone is to insure that each new building which is erected or which may replace existing buildings adds value to all other established existing business uses. This is primarily a retail and service business center and does not permit industrial or wholesale types of uses. In this zone, it is suggested that the existing business cen-

AREA LAND USE



ter will best meet the competition of new planned business areas by improving its appearance, and in the sign requirements

suggests that all signs be flat signs rather than over-hanging signs.

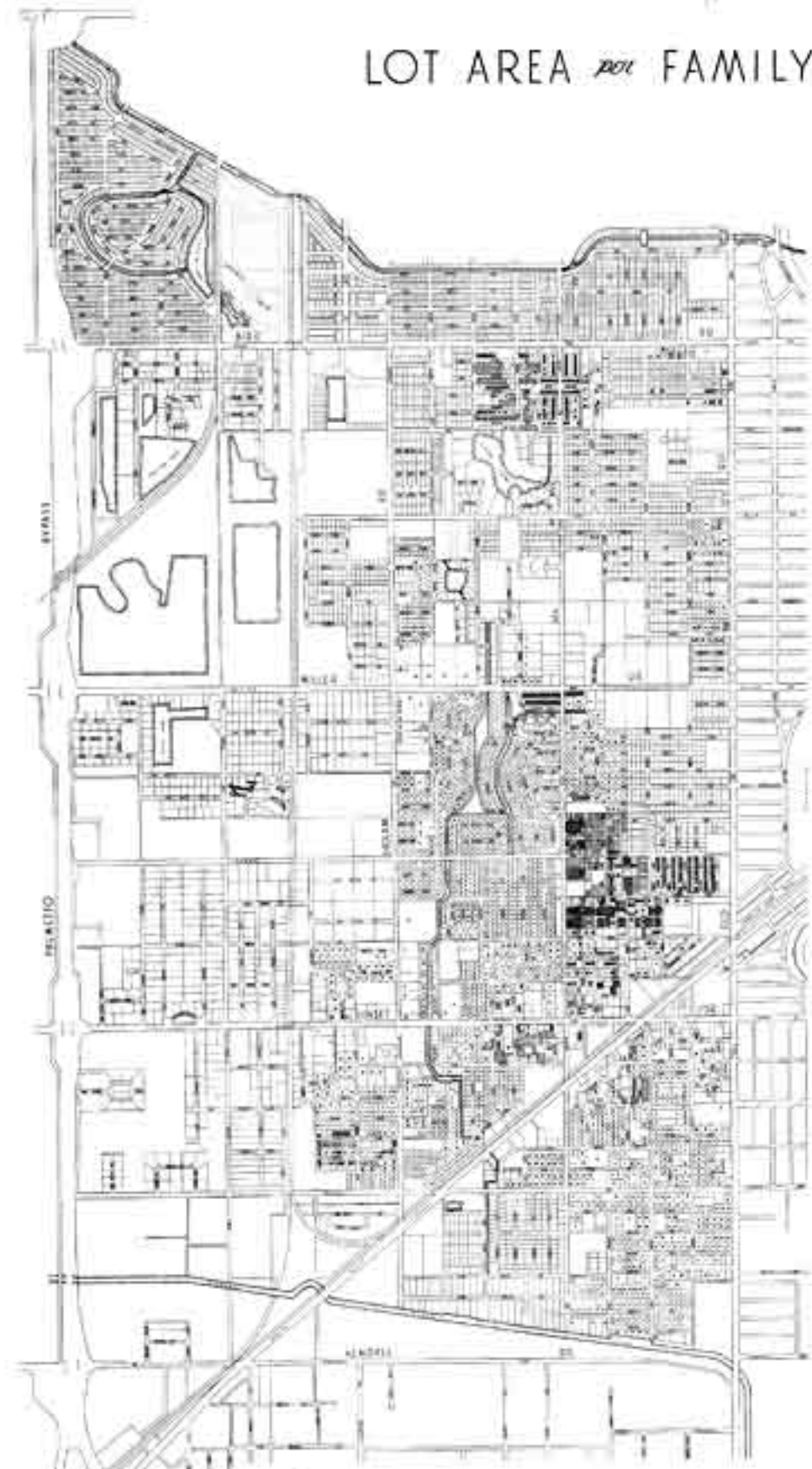
A third type of business zone is the BU-1 Neighborhood Business District, which is primarily designed to serve and preserve the value of established or potential home neighborhoods. This zone is strictly limited to retail sales and services and prohibits any manufacturing, wholesale business, service stations, signboards and billboards, motels or hotels and

any use which would in any way be detrimental to adjacent residential properties.

The remainder of the area is allocated for residential use of various types. Rather than repeat in each zone district many things which apply in all zoning districts, the Zoning Ordinance has a section on General Provisions for all residential areas which regulates the conversion of dwellings and prohibits rear dwellings. This section also provides for transitional zoning of properties adjacent to business or industrial areas in order to insure that these properties be maintained for the protection of the properties further away from but in the vicinity of business or industrial uses. This section regulates and distinguishes between business and home occupation, and has provisions for private swimming pools and for the regulation of multiple family housing.

The most restricted residential area is the EU-1 Estate Residential District. This is strictly limited to single family residences,

LOT AREA *DOT* FAMILY



PREPARED BY
 GEORGE
 & ASSOCIATES
 CITY OF TOULSA, OKLAHOMA

- | | |
|---------------|-----------------|
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| ■ 2000 - 5999 | ■ 12000 - 20000 |
| ● 6000 - 1999 | □ 30000 - 40000 |
| ⊗ 2000 - 5999 | □ CIVIL 80000 |

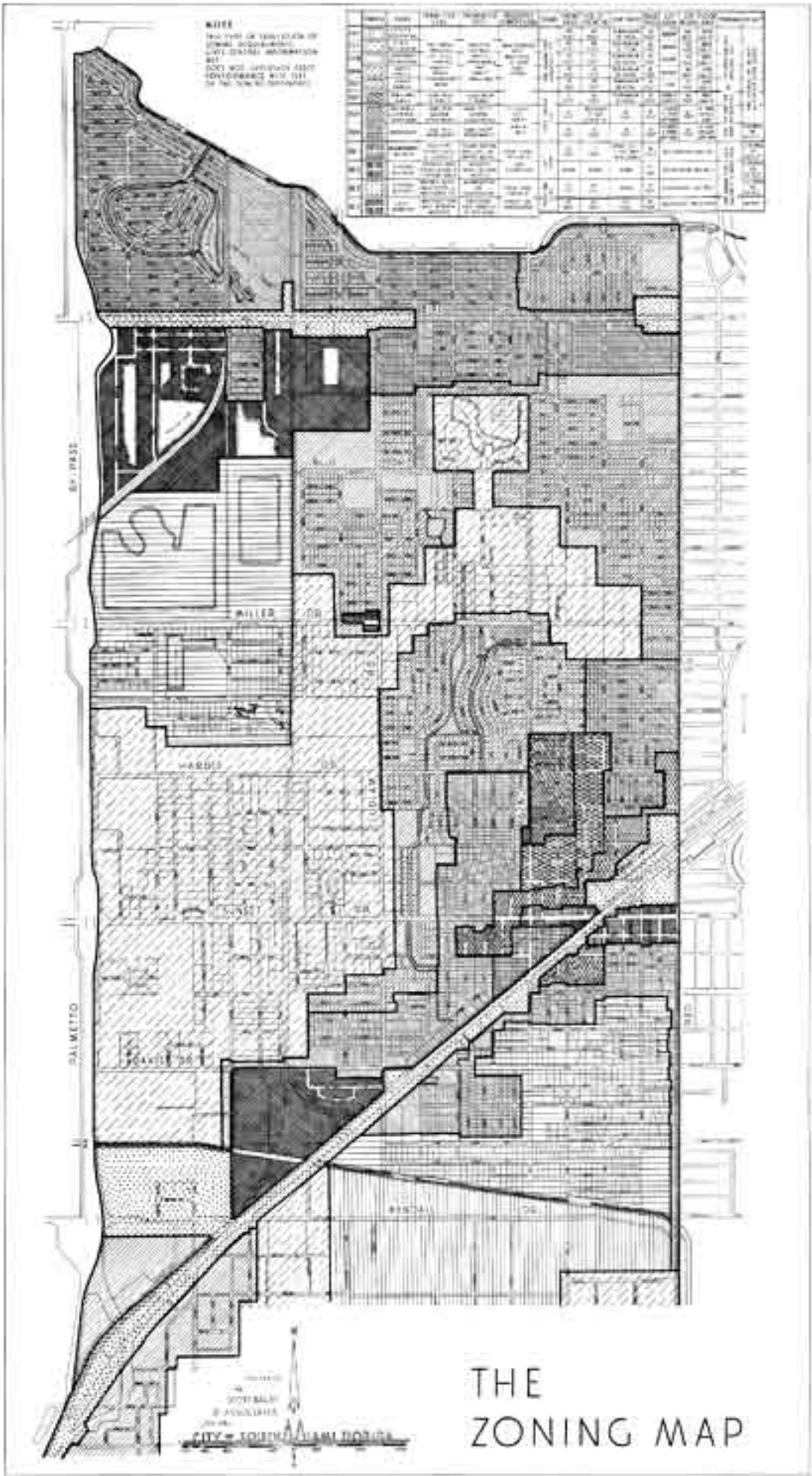
though such uses as churches and schools and governmental offices and parks are permitted. This zone district requires a lot area of 35,000 square feet, and a minimum width at the front set-back line of 165 feet.

The EUS Residential District is similar in all respects to the EU-1 except that a lot area of 18,000 square feet is required and the minimum width of the lot at the building line is 125 feet.

In both cases, these estate zones require a minimum floor area of 1,800 square feet in the building itself.

The EU 1-A Suburban Residential District is also a strictly single family zone. It requires a lot width of 110 feet with a lot area of 13,500 square feet. The RU 1-A District, still a single family district, reduces these requirements to 90 foot lot widths and 10,000 square feet of area and the RU-1 Zone further reduces these to 75 foot frontage and 7,500 square feet of lot area. In each case, the requirements for side yard is reduced to conform with the character of existing development in which these zone districts are applied on the map.

In addition to the single family residential districts, the RU-2 One and Two Family District, permits single family homes and either new or converted two family residences. In this case, a lot area of 6,000 square feet and a minimum width at the front set-back line of 60 feet are required. The RU-3 Apartment District permits three family dwellings and group dwellings and in addition such uses as hospitals are permitted in addition to the customary schools, churches and public buildings. For each single family dwelling or



NOTES:
 1. THE CITY OF TAMPA HAS THE HONOR OF THE
 CITY ENGINEER'S APPROVAL.
 2. THIS MAP IS NOT TO BE USED FOR THE
 PURPOSES OF A ZONING MAP.
 3. THE CITY ENGINEER'S OFFICE IS NOT RESPONSIBLE FOR THE
 ACCURACY OF THE DATA SHOWN ON THIS MAP.

Code	Description	Area	Population	Income	Education	Home Ownership	Family Size	Age	Marital Status	Occupation	Transportation	Health	Other
1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20

THE
 ZONING MAP

CITY OF TAMPA
 CITY ENGINEER
 CITY OF TAMPA, FLORIDA

two family dwelling in this zone, the same 6,000 square feet of lot area is required, but 7,000 feet is required for a three family dwelling and group dwellings are permitted at a lot area of 2,000 square feet per family. The RU-4 Apartment Zone requires a lot area of 1,500 square feet per family, but provides that single family homes will have to be erected in accordance to the RU-2 regulations. A special provision for Exceptional Uses permits more intensive use of the RU-1, RU-2, RU-3 and RU-4 Zones on major thoroughfares for such things as motels or office use of the premises, provided such use is properly done architecturally and properly landscaped, and that a sufficient side yard adjacent to residential areas is part of the overall development plan. The remainder of the Zoning Ordinance, deals with the administration and enforcement.

The future width of all major streets should be protected from encroachment when any new building is erected. This can be done either as a Mapped Street Line Ordinance or through the Zoning Ordinance. Since the County controls such right-of-way widths by zoning, it is recommended that the Zoning Ordinance include a section calling for a 100 foot clear building line on Red Road, Bird Road and on Sunset from the Dixie Highway west, and for a clear right-of-way of 156 feet from the northwest line of the F.E.C. Railroad to the southeasterly side of the Dixie Highway. It is proposed that there be an 78 foot right-of-way on Sunset from the Dixie Highway west to Red Road, 50 foot on the south side and 28 feet on the north, that 73rd Street be 60 feet in width from the Dixie Highway to Red Road and that all remaining major streets have a 70 foot right-of-way.

Every property in the South Miami area will better maintain and pro-

fect its value through the use of such a positive modern Zoning Ordinance. At the present time, no property in the area is adequately protected and this is particularly true

of the County area just outside of the present City boundaries. South Miami is increasingly affected by this inadequacy.

THE PLANNING PROGRAM

All other phases of community development are based upon these two planning policies. The planning of any community naturally involves the physical planning of streets, schools, parks and also concerns itself with the development of incentives towards the maintenance and protection of existing home neighborhoods as well as the creation of desirable additional home areas. Good planning also involves incentives to encourage additional business development in locations which will insure that each new business is an asset to each existing business. Planned industrial development and the

proper community incentives to encourage this are a basic part of planning.

Since no one of these features is more important than the other, but since traffic needs will determine many other phases of a sound plan, these will be discussed first.

THE STREET SYSTEM

South Miami is sharing the traffic of its part of the entire metro-

politan area rather than the traffic normally carried by a community of this size. The two primary traffic movements in the area will be handled on the new Palmetto By-Pass Expressway and on the present Dixie Highway. The second most important traffic volumes will be carried on Red Road and Bird Road. The remaining streets within this framework will function primarily as local service streets rather than through traffic streets.

The Palmetto By-Pass will drastically change all present driving patterns in this area. The Major Street plate shows the proposed alignment and interchanges at the western boundary of the South Miami area. The interchanges are at Coral Way, at Bird Road, at Miller Road, at Sunset and at Kendall. South of Kendall, the Expressway will spread out with the north bound lane swinging over the Dixie Highway at a point almost half a mile south of Kendall Road. This Expressway, which will soon be completed and ready for traffic, will be a major benefit to the South Miami area

in relieving local streets of much damaging and unprofitable through traffic which now is forced through the community.

Future plans also call for the development of the Dixie Highway as a limited access road, but it will be many years before this is done and it is entirely probable that when further cost studies are made, a new expressway will be located to the east, leaving the Dixie Highway to serve as a major traffic street rather than as a freeway. In any event, sound planning will call for the development of any expressway on the alignment of present Highway 1 to include acquisition of the railroad right-of-way in order to develop a limited access road with a center strip for railroad or rapid

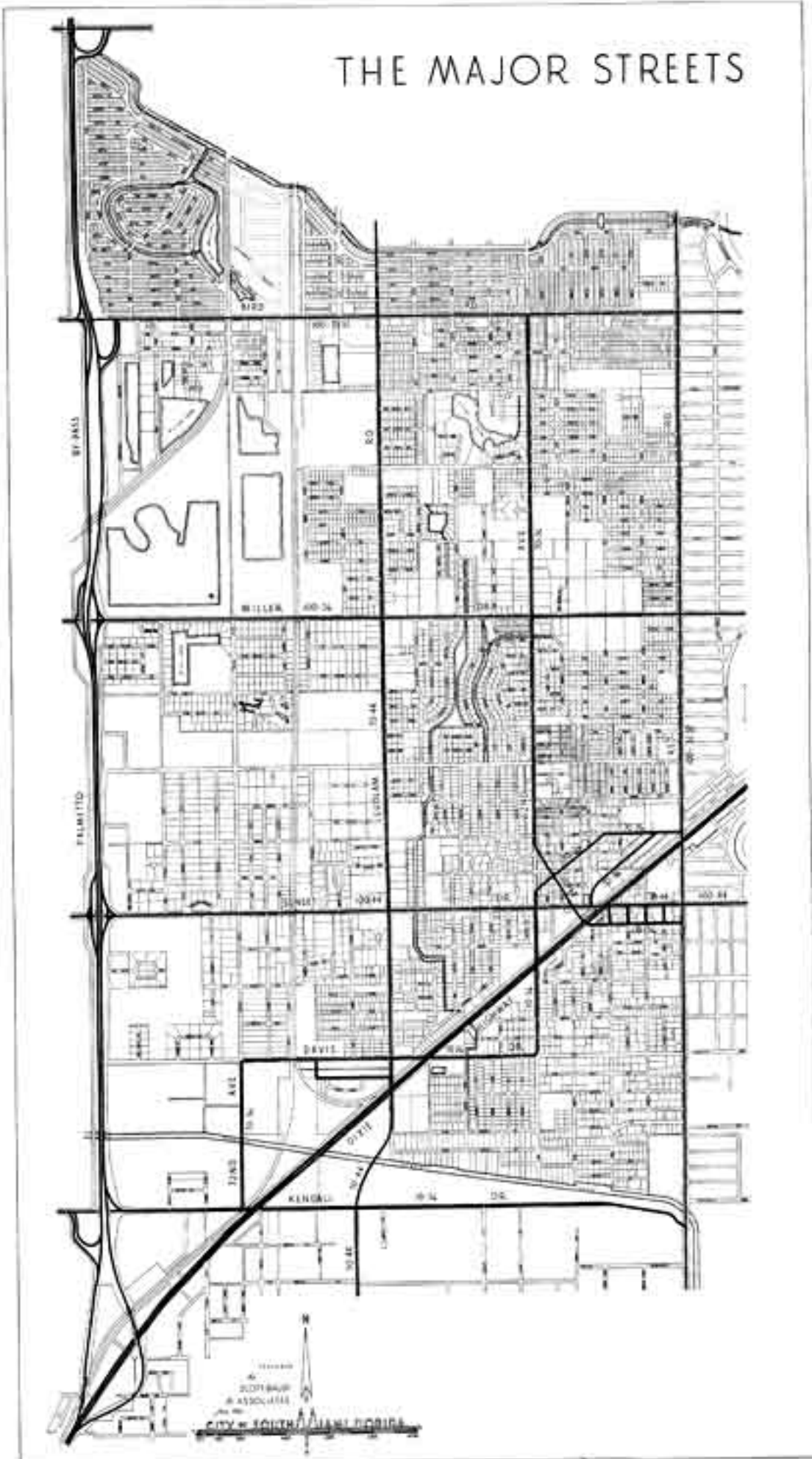
transit. Sound plans will also call for leaving the present surface road on the east side of the highway to serve existing established business. There will have to be adequate over-passes or under-passes of such a limited access road at Red Road and in the vicinity of Sunset, 73rd Street, 62nd Avenue, Ludlam Road and Kendall Road. In the interim period, the Dixie Highway will continue to operate as at present and it is proposed that turning movements and traffic congestion be eliminated

by crossing the Highway on Sunset in a one-way west direction and crossing the Highway to the east with a new connection from 62nd Avenue to 73rd Street.

Red Road should eventually be widened to 100 feet. Both City and County ordinances require dedications upon issuance of building permits to a point 50 feet from the center of this road. The same is true on Bird Road and Sunset from the Dixie Highway west and these arteries at 100 feet will be adequate to carry not only today's traffic but the traffic of the coming twenty years. The remaining major streets in the South Miami community should be widened to 70 feet. It is proposed that these future widths shown on the Street Plan be protected through zoning regulations as new building permits are issued.

Of next importance will be the development of Ludlam Road from Bird Road to the Dixie Highway and beyond it with a new bridge over Snapper Creek Canal to Ludlam south of Kendall Road. It is suggested, when Bird Road and Red Road right-of-way have all been acquired, that these roads eventually be repaved with an 8 foot center strip and two thirty-two foot traffic lanes, leaving fourteen foot side-

THE MAJOR STREETS



walks on each side of the right-of-way. Ludlam Road, with a 70 foot right-of-way and Sunset Drive should have full 44 foot pavements.

Miller Road and 62nd Avenue also will eventually have 70 foot right-of-ways but will need only 36 foot pavements as they will serve a more secondary traffic role. It is suggested that since 62nd Avenue does not presently cross Snapper Creek Canal and the more logical crossing is at Ludlam Road, that 62nd Avenue traffic be diverted to help feed the South Miami business center and that through traffic south of the Dixie Highway on 62nd Avenue

be actively discouraged by the development of a street divertor at 62nd and Davis Road.

Such a street network will serve all traffic functions in the South Miami area, both regional and local traffic needs. The development of adequate major streets is of extreme importance, not only in carrying traffic but in keeping traffic off the remaining local streets. This is a major economic factor in street paving and maintenance. Since through sound planning we know where heavy traffic movements will be, we do not have to build as wide or as heavy pavement on the remaining neighborhood streets. The importance of this feature will be much more fully discussed in the section dealing with the protection of home neighborhoods.

SCHOOLS, PARKS AND PUBLIC PROPERTY

The truly metropolitan public agency in the entire Miami area is the school system. No one community will have to develop its own

school program, since the schools are on a most logical basis, serving the children wherever they are located. However, since well over half of the Dade County tax dollars will be going into the provision of adequate schools and school administration during the coming twenty years, schools must be considered a very basic part of any planning.

Before we can really appreciate what is happening in the way of school enrollments, we must understand a very important age trend factor. From 1919 to 1928, this country had the largest number of births in its history. From 1929 through 1939, these births dropped off severely. A low point was reached in 1934 and only slightly improved in percentage of births from then until 1939. One of the little considered facts of population trends is that these 1919 to 1928 babies were the 20 to 32 year old group responsible for over 90 per cent of the new marriages, new family formations and new births from 1946 through 1956. We would have had the nationwide wave of school children whether there had been a war or not. Because of local population characteristics, the resort population and the elderly retired population,

Dade County has not maintained
the same percentage of school
children to total population
as most parts of the country.

However, in 1940, 13.7 per cent of the total Dade County population was in the public school system. This had reduced by 1950 to 11.9 per cent but it must be remembered that this was accompanied by a total population increase from 267,000 to 495,000 in the County and the new babies of the 1940 period had not really begun to over-populate the school system as severely as was to occur later. By

1957, 15.8 per cent of the Dade County population was in the public school system.

Based upon the fast growth of the Dade County area and a conservative estimate of future growth, a peak will be reached in 1967 in the percentage of children in the elementary schools. At this time Dade County can expect 176,000 First through Sixth grade pupils and at the same time it can expect a swelling increase in the 7-12 grade students to reach 119,000. By 1973, when the upper grade peak of 190,000 will be reached, there will most probably be 190,000 First through Sixth grade pupils due to population increase even though the percentage of First through Sixth grade pupils will be on the downward path. By 1980, the upper grade totals will have reached their peak and receded to 176,000.

It is recommended that the public be made aware of the need for facilities for at least 175,000 Junior-Senior High School pupils and that these facilities be in operation and ready for students by 1966 or 1967. The peak period of 190,000 in 1973 should be accommodated by a ten per cent overcrowding of classrooms rather than build for the expected 190,000 upper grade pupils. The extreme of the elementary peak will be past by 1967 and

only a continuation of a normal building program as population increases will be needed to provide facilities for 220,000 First through Sixth grade pupils by 1985.

In the South Miami area, the school system will be able to plan soundly for the expected number of school children if the service area and zoning pattern suggested in this report are adopted and

followed. In this logical South Miami area which now contains 2,280 First through Sixth grade pupils and 1,187 Junior-Senior High School pupils, we can expect 3,000 elementary school children in 1966-67 at the elementary peak and 2,010 Junior-Senior High School pupils. By 1973, in the upper grade peak period, we can expect 2,600 elementary children and 2,600 Junior-Senior High School pupils, and by 1980, when the high school totals are receding

we will probably have 3,000 elementary pupils and 2,400 Junior-Senior High School pupils.

It is suggested that the County Board of Education carefully study the needs of this area and prepare in advance to meet them. The School and Park plate shows the expansion of the Lee School playground to approach an adequate size school-play area. It shows that the Fairchild, Ludlam and South Miami Schools are on adequate sites and that attention should be given toward acquiring additional sites now in the vicinity of Sunset and 74th and at 71st north of Bird Road be acquired as parks at present but reserved to accommodate future elementary school needs. These sites could be extremely valuable for 3 grade elementary schools and expanded later if needed. The upper grade expansions will be taken care of by

expansion of existing facilities at the Ludlam Junior High site and at the Coral Gables and West Miami High School sites.

One of the most important new developments in community building throughout the country has been the adoption and carrying out of the so-called "School-Park Program". In this program, the schools are increasingly becoming the neighborhood community center for all age groups. The school playground is available to all children in

the area throughout the full year for play purposes. The development of adequate school-parks also insures that there is plenty of play space around the schools for adequate recreational facilities during the school hours. In the School-Park policies being adopted all over the country, existing or new schools are designed with a

community room which is available during the day for school use but is available also in the evenings for adult use.

The community room should be designed to permit its lighting and heating when necessary independent of the remainder of the school building so that the entire building does not have to be opened at night. The increasing importance of making the school the center of all age group activities is one of the most powerful community building forces in existence today. It is strongly urged that the County, the City and the Board of Education work together toward the development and establishment of a uniform School-Park policy which will clearly spell out the duties and responsibilities of each. The development and maintenance of the community School-Park will be a school and community asset of the greatest importance. It is suggested that the new school-park sites be jointly acquired and developed originally as needed neighborhood play areas.

These sites will be extremely valuable whether there is ever a need for a school building upon them or not.

In addition to the School-Park areas several other types of parks are important. In the section north of Miller Drive, and west of Ludlam Road to the south of the gravel bank area are two large man-made lakes. It is suggested and strongly urged that these lakes be

acquired by the County as part of the County Park system and developed to serve the ever increasing need for fresh-water recreational activities. These lakes are ideally suited for the purpose and it is quite unlikely that they could ever be developed for anything else which could be of such great value to the community at large. The present island in the westerly lake might be developed as a picnic area for boaters. The County Park system needs areas such as this to develop a complete and workable park system which serves all the needs of Dade County.

A new type of park is becoming increasingly important to American communities. This is the Buffer Park which is used to separate living areas from working areas. It is suggested that Buffer Parks be developed adjacent to the northwest industrial and gravel bank area and that additional Buffer Parks be developed in connection with the redevelopment of the central area. Additional Buffer Parks are suggested south of the central business district to separate the business area from the excellent residential area south of 74th Street. A further Buffer Park is shown on Davis Drive west of Ludlow Road, separating the existing industrial area there from the residential area to the north.

Fuchs Park and Brewer Park will continue to be community assets. The development of an attractive Civic Center is strongly recommended in the vicinity of the present City Hall. It is suggested that 61st Court just west of the City Hall be vacated, the property in the remainder of the block be acquired, and

that this be developed for expansion of municipal buildings and for a Recreation Center.

SCHOOL & PUBLIC AREA PROPOSALS



Every city is faced with its own house-keeping needs. Automobile inspection facilities should be located off 62nd Avenue in the vicinity of 64th Street. The present facilities for the storing of street maintenance supplies and for the storing of trucks and maintenance equipment is completely inadequate. A new site and new buildings for this purpose are needed. It is suggested that the City acquire property south of Davis Drive and in the vicinity of 72nd Avenue to meet this purpose. It is proposed that a tract adjacent to the railroad be acquired, that a part of this site with railroad siding be sold off as an industrial site, and the remainder of the property be developed as a city maintenance center.

NEIGHBORHOOD DEVELOPMENT AND PROTECTION

The history of practically every American neighborhood has involved its decline from its original state to less and less desirability and value. The pattern has been accompanied by a moving away of the original home owners and the sale of homes to people who are willing to accept less desirable neighborhood standards.

This decline of home areas is so common that most appraisal and tax assessment practices are based upon a depreciation factor for age of the property. The point that few have realized is

home values decline with lack
of protection and services.

This lack of protection and services has been so widespread in the past that age of homes has been accepted as the cause of depreciation while its real cause goes unrecognized. Actually, all over America, protected and well served home areas have not declined in

value but have increased.

In a high type community such as the South Miami area, the present high standard and high value of the typical home is in a fiercely competitive position with new homes and new neighborhoods which will continue to be built in all portions of Dade County. Increasingly, these new homes in new subdivisions will be designed to provide the services and protections that all homes need. The existing home area which fails to provide proper services and adequate protection will inevitably decline in character and value.

To the extent that South Miami recognizes this competitive factor and meets it, it can preserve or increase its home values.

The better new subdivision is designed with adequate water and sewage disposal facilities, as well as other adequate utilities, plus well paved streets and good street lighting.

The better new subdivision will provide zoning protections through deed restrictions and because of the fact that most of these homes are built at the same time.

The good subdivider is most alert to see that adequate schools and parks are nearby, that his area is served with neighborhood shopping facilities and that there are nearby church and church school facilities.

Naturally, each new subdivision should be located where it can receive garbage and trash collection, street maintenance, adequate

police and fire protection and economical community administrative services.

The better new subdivisions are designed in locations which can be reached easily by automobile from all parts of the metropolitan area, but through traffic is actually discouraged within the neighborhood by the design of the new streets.

The better new subdivider selects his location carefully to insure that existing run-down homes do not detract from the value of the new homes he hopes to develop.

The key factor in the preservation of existing South Miami home values will be, increasingly

how many of these services and protections do we have and how many which we do not have can be provided.

The South Miami community can insure adequate and economical utility services through the establishment and carrying out of the Service Area Policy.

Zoning protection can be given through the proposed new Zoning Ordinance, soundly and consistently administered.

Adequate schools and parks can be provided for existing as well as new neighborhoods, though it may be more costly to provide these in a built-up area where existing buildings have to be removed to provide adequate space. Good zoning will help direct the development of adequate neighborhood business service to the right loca-

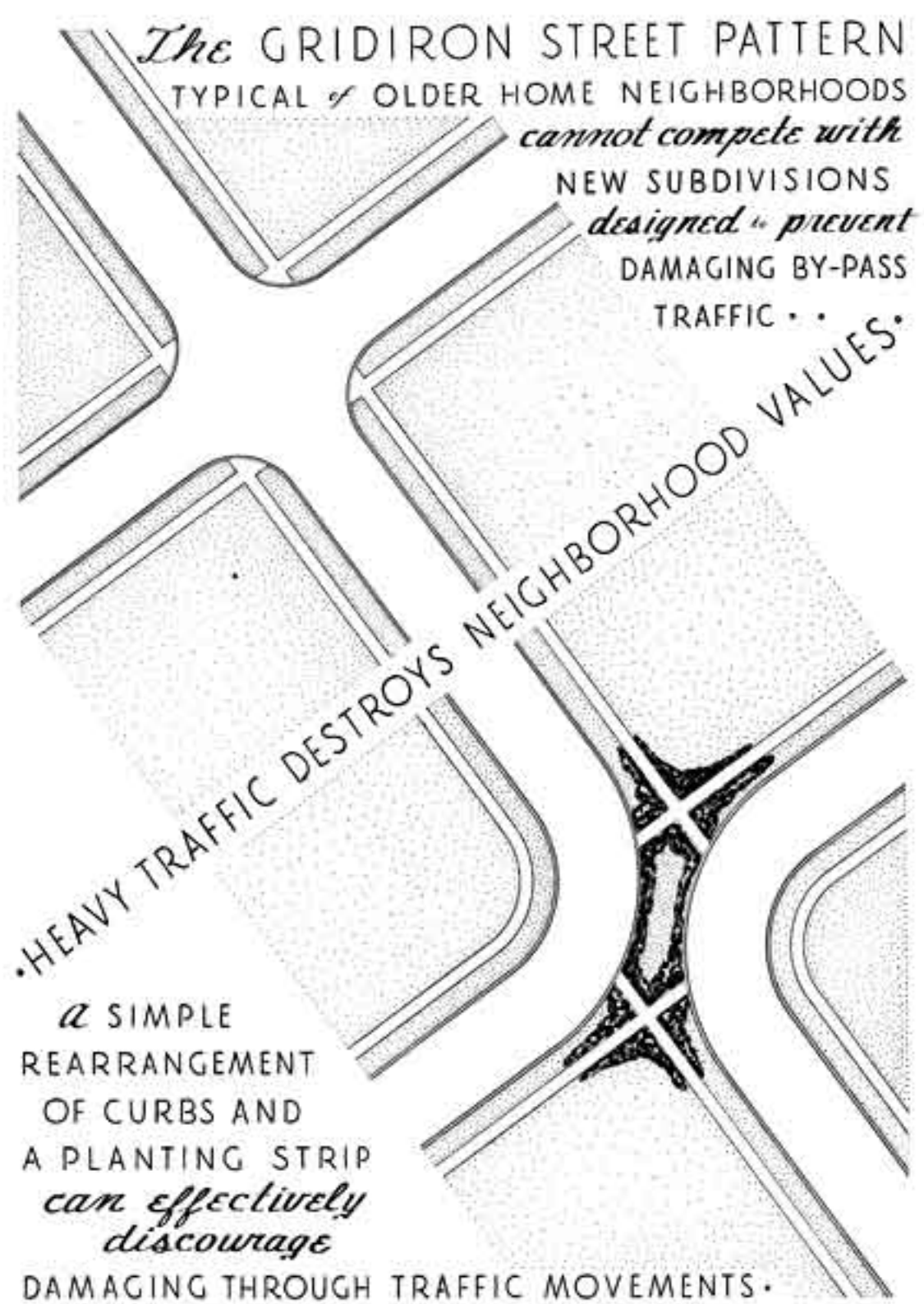
tions to serve each home area.

Adequate traffic access to each South Miami area neighborhood can be furnished through the proposed street network, and within each neighborhood local streets can be redesigned to give protection from through traffic and by-pass or short-cut traffic. The plate shows a simple but effective redesign of a typical grid-iron street intersection which has helped rejuvenate entire neighborhoods.

In one case where these Street Divertors have been used, a declining neighborhood of 700 homes has been changed to a thriving, more livable and more valuable neighborhood. The owners, who were resigned to the belief that it would not do any good to paint or repair their homes, and that they would sell at a loss and move away, have now repainted, repaired and refurbished their homes. The Street Divertors have changed the attitude of the entire neighborhood, mortgage values have increased, and actual values are \$2,000 to \$3,000 higher on each home.

This, of course, has been of tremendous value to each home owner and to the entire City.

The mechanics of such an installation are simple. The city cannot superimpose such a change on any neighborhood, but it can plan, engineer, and help finance the project. The neighborhood could not individually make such a change. A partnership between the city and the neighborhood, however, can accomplish the needed redesign of any area. In this partnership, the neighborhood petitions for the change. The city plans, contracts and finances the changes, and assesses the costs uniformly and fairly to the benefitted area.



The GRIDIRON STREET PATTERN
TYPICAL *of* OLDER HOME NEIGHBORHOODS

cannot compete with
NEW SUBDIVISIONS
designed to prevent
DAMAGING BY-PASS
TRAFFIC . . .

• HEAVY TRAFFIC DESTROYS NEIGHBORHOOD VALUES •

a SIMPLE
REARRANGEMENT
OF CURBS AND
A PLANTING STRIP
can effectively
discourage
DAMAGING THROUGH TRAFFIC MOVEMENTS •

a TRAFFIC DIVERTOR *for* HOME AREAS

Individual assessments are small, but even these can be spread over a 5 year period. It is suggested that the City

adopt a policy of paying 20 per cent of the cost of such changes and assess the neighborhood for the remaining 80 per cent.

A similar policy on the development of the Buffer Parks which provide attractive protection against industrial or business encroachment, or separate high value home areas from damagingly lower value areas is also suggested. The plate shows locations where Street Divertors and Buffer Parks can be of maximum value to each home area. This plate should be attentively studied by each neighborhood. The neighborhood can then petition the City to help protect and maintain the area through these new methods which maintain and enhance all individual and community values.

Complementing this entire approach to neighborhood protection are the basic factors of competent community police and fire protection, competent, responsive local-level administrative services and economical community taxes.

These are compelling reasons for the logical South Miami area to become a single service unit.

BUSINESS DEVELOPMENT

Healthy business development is of major importance to every taxpayer in the community. It shares the service costs to each home in addition to paying for all the services it requires. But business development and business values are also highly competitive.

Existing business areas, developed as they were without benefit of much planning, are now not able without help to provide the factors which are being designed into new planned shopping centers. Skillful designers of the planned shopping centers have made careful studies of the factors which will

1. attract the most customers, and
2. induce them to return for all future shopping needs.

The foremost requisite of shopping center design is the proper diversity of business uses. The right combination of businesses will attract many more customers than any one business alone could hope to attract. Accessibility by automobile is the second key factor. Adequate parking within easy walking distance is carefully planned, and this insures the compactness so vital to success. In contrast, a sprawling business area will lose value in its center as new buildings are added at its distant edges.

In the better new shopping centers, 6,000 cars can park in locations where no one must walk more than 600 feet to a compact central cluster of stores and shops. The better new shopping center is attractively designed. A sizable sum is invested in planting, landscaping, statuary and attractive walks and benches, and a continuous budget provides for careful maintenance of these attractions. The design of stores and store signs is carefully regulated.

The existing South Miami business center is already competing with new planned shopping centers. Further development of this kind will provide more and more competition. It is suggested that South Miami actively compete by capitalizing on its present assets and

quickly provide the things it now lacks.

Such steps will prove to be of lasting value to every business and property owner and to every other property owner in the South Miami area.

The Census of Business, taken every five years provides some interesting data on changes in business patterns. The 1948 Census of Business showed that South Miami had 52 establishments with total sales of \$3,979,000. By 1954, South Miami had 105 establishments and a gross sales total of \$7,194,000 and the 1958 Census showed 147 establishments with a volume of \$17,799,000. The greatest increase in type of business has come in apparel and furniture and home appliance outlets.

The present central area has a sound diversity of business uses. It is reasonably accessible, but its access can be improved upon. The following plate shows that by using Sunset Road and 73rd Street as a pair of one way streets with 73rd Street extended across the Dixie Highway, all present left turn congestion can be eliminated and the shopping area can be more easily reached from any direction. Additional parking can be provided, and there is sufficient available area in the district to more than double the present amount of business floor space.

One of the most important results of remodelling the business area will be the much needed positive encouragement to replace some of the older existing business buildings. The bus terminal area is far too valuable for business purposes to continue its usage as a storage yard for buses.

The present business area can be made much more attractive. It is suggested that all open areas and all parking areas be attractively landscaped and that all signs, by owner agreement,
be changed to attractive flat signs of a somewhat similar style and character.

As in the case of neighborhood protection, business conservation action is suggested on a partnership basis between the business area and the City. It is possible to work out a benefit assessment district and accomplish things together which could never be done as well individually. This is of such importance to the community as a whole that a policy of 40 per cent City participation and 60 per cent assessment financing is strongly recommended.

Other kinds of business development will not suffer from this concentration upon the central area. The General Business area along the highway is needed for types of businesses which should not be located in the central business district. Neighborhood business areas are needed for service to home areas, and the potential shopping center on Kendall Drive, west of the Dixie Highway, will be carefully and capably planned without the need for City help or participation.

REDEVELOPMENT

It was pointed out that below average home areas will create an increasing financial drain upon every sound property in South Miami. The problem of blight, serious as it is in its present stage, has a far more serious implication to the South Miami resident.

Blight cannot be contained and its effect on adjacent areas will inevitably be felt. Each enlargement of depreciating influences affects a wider and wider ring of presently sound properties. The National Association of Real Estate Boards, in a publication on this problem, points out that more dollar damage is being done to American cities by this spreading devaluation than the dollar damage done to all European cities by all of the bombs dropped in World War II.

South Miami has a problem area which extends roughly in an oval shape from 62nd Avenue and 62 Street to the Dixie Highway. Within this area are the poorest homes and apartments and stores, plus a very considerable amount of vacant land, with industrial areas along the railroad and the highway.

The key to a sound future for South Miami lies in the proper development and redevelopment of this area.

The plates show the suggested redevelopment of these key areas.

In the area, south of 66th and 68th Streets to the Dixie Highway, it is suggested that the Urban Renewal process be utilized to acquire the land not presently occupied by industry, the streets be redesigned, new railroad spurs be extended as shown, and that the cleared and replanned sites be carefully deed restricted and sold as a modern planned industrial park, limited to attractive, clean industries with landscaped lawns, adequate off-street parking and loading areas and carefully regulated signs.

This entire area only paid \$6,682 in taxes in 1959, and at least \$2,800 of this was from buildings which will still remain after re-

development. It is obvious that this area could be a tremendous asset if properly and soundly developed.

As the plate shows, key street redesign is contemplated by bringing 62nd Avenue into 73rd Street and by redesigning new street connections parallel to the Dixie Highway from Red Road and 68th Street to 62nd Avenue above Sunset and extending Commerce Street to 59th Avenue.

Existing industries and the new bowling alley will remain as they are without any property acquisition.

The consummation of this redevelopment will probably be the most important and vital step the City of South Miami will ever take, and its early accomplishment is strongly recommended.

Actually, the resale value of the land for a planned light industrial area should be very close to the cost of making the land available but the difference should in no case exceed \$300,000, and under Renewal legislation \$200,000 of this would be shared by the Federal government.

It must be a primary goal of South Miami to provide decent, safe, properly served housing for every present and future resident of the City.

In the residential area to the north of the illustrated industrial development it was felt that there is a practical chance to attract private capital in its rebuilding without the help of Urban Renewal

The SOUTH MIAMI CENTRAL AREA WILL NOT REMAIN STATIC -
IT WILL CHANGE - FOR BETTER OR WORSE -

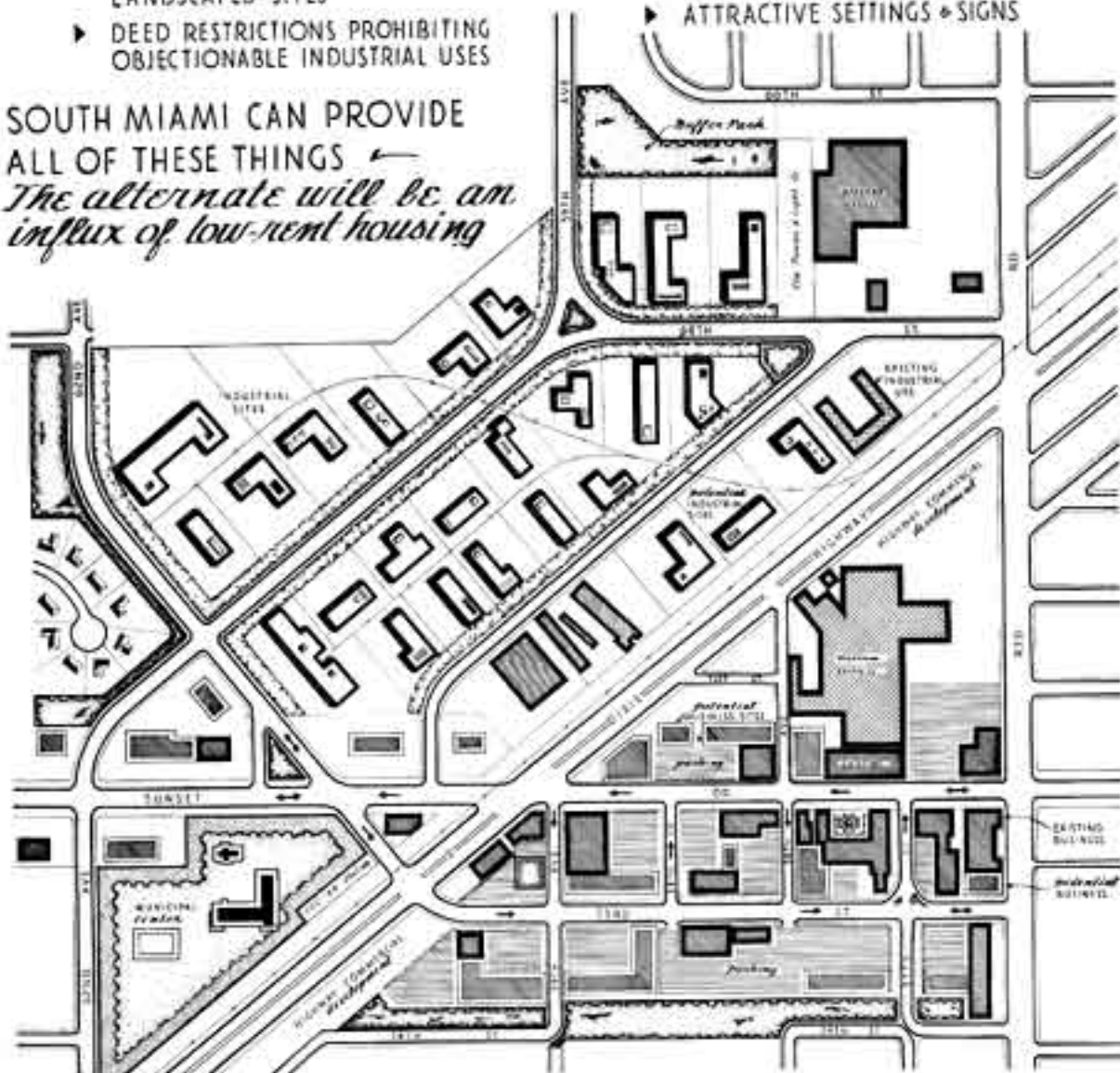
PHARMACEUTICAL AND ELECTRONIC
LABORATORIES & OTHER DESIRABLE
USES WILL BE ATTRACTED TO THE
planned area which provides:

- ▶ HIGHWAY & RAIL ACCESS
- ▶ SPACIOUS, ATTRACTIVELY
LANDSCAPED SITES
- ▶ DEED RESTRICTIONS PROHIBITING
OBJECTIONABLE INDUSTRIAL USES

PROPERLY REDESIGNED, *the business
area can provide the things the
COMPETITIVE NEW SHOPPING CENTER GIVES*

- ▶ ADEQUATE DIVERSITY OF GOODS
- ▶ ADEQUATE HIGHWAY ACCESS
- ▶ ADEQUATE *free* PARKING
- ▶ SAFE PEDESTRIAN MOVEMENT
- ▶ ATTRACTIVE SETTINGS & SIGNS

SOUTH MIAMI CAN PROVIDE
ALL OF THESE THINGS
*The alternate will be an
influx of low-rent housing*



BUSINESS & INDUSTRIAL REDEVELOPMENT

legislation if a plan for reuse could be worked out in advance. As each substandard building or group of buildings is removed, new buildings can be designed to fit into the eventual redevelopment pattern. It will be noted that an enlargement of the Lee School play area and its development into a School-Park and community center is suggested. It will be noted also that the development plan calls for the adequate rehousing of all present residents of the area, and for expansion of all existing church sites.

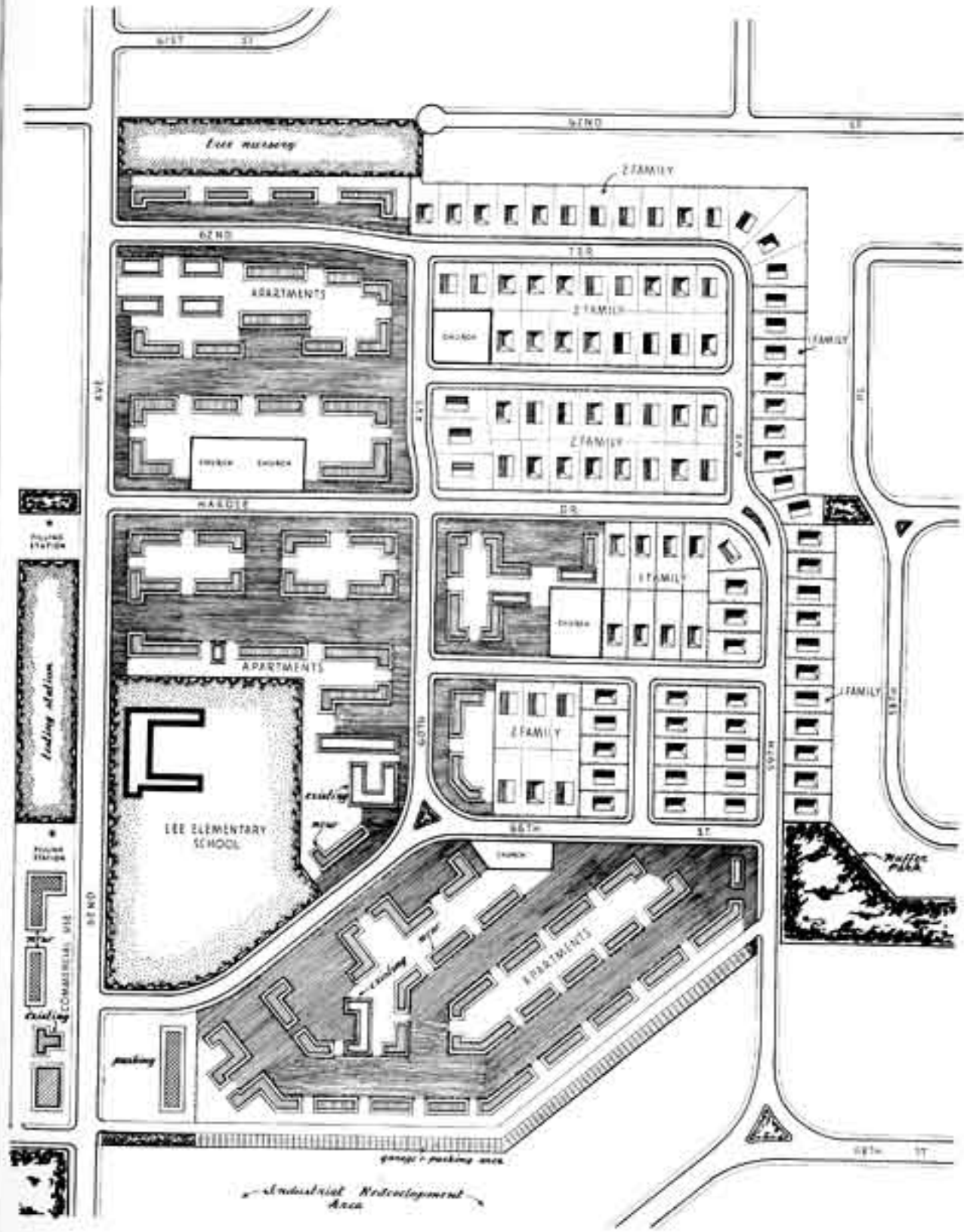
Areas for apartments, two family homes, and single family homes have been outlined, and a planned neighborhood shopping center is recommended to replace present scattered business buildings.

THE LONG RANGE PLAN

All of these policies and physical changes are incorporated in the Long Range Plan. The plate shows the location of major streets, schools and parks, an expanded civic center, a revitalized business center, the suggested industrial redevelopment and completely served, completely protected home neighborhoods.

These proposals are shown for the entire logical South Miami area, and will be needed whether the area remains City or County or joins together in a logical single local government. The present County area would be much better off in every way protected by a local responsive city administration pledged to provide

the maximum of protection and service for the minimum tax dollars needed to provide such protection and service.



RESIDENTIAL REDEVELOPMENT AREA

FINANCIAL PLANNING

Compared to cities in other parts of the country, Florida cities raise less of their operation funds from property taxes than is possible anywhere else. The property tax produces less than one fourth of total City income. The largest indirect revenue comes from the Cigarette Tax and from Waste Collection fees. The next largest amount comes from the Utility Tax, and sizable amounts are derived from Franchise Taxes, Auto Inspection and Fines.

Of the total budget of \$856,286.32
only \$178,884.19 is to be raised
from property taxes in 1960.

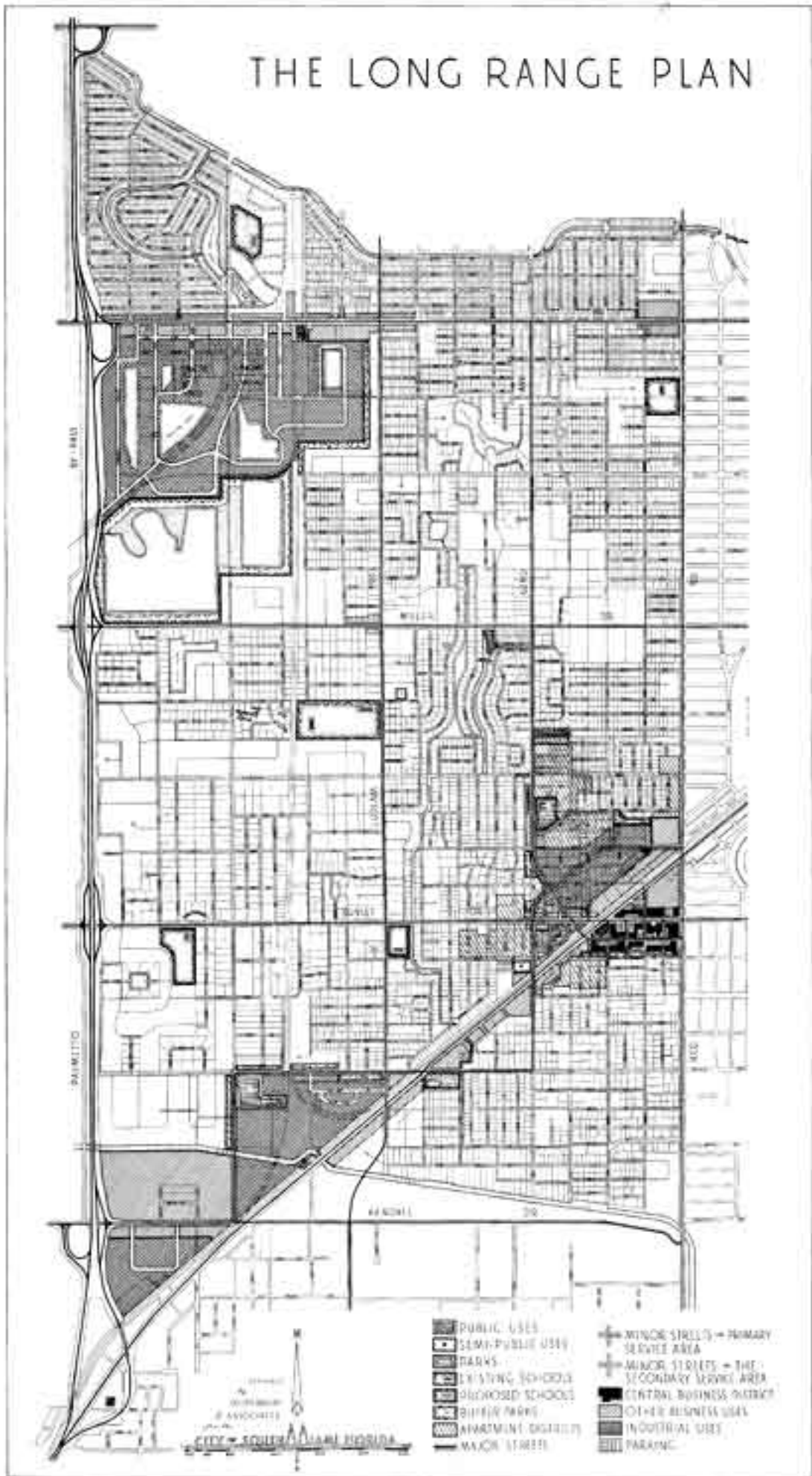
The total 1960 assessments on property are \$16,017,110 for Real Estate and \$3,593,000 in Personal Property. The City tax rate to raise this amount is \$9.50 per \$1,000 of assessed valuation.

The County Tax, which includes School taxes, will remain at approximately \$40.15 per \$1,000 of assessed value in 1960. The key financial factor in the South Miami area lies in the fact that City property will be paying its 9.5 mills plus the County and School tax, while County properties will be paying only the County taxes.

Naturally the property owners within the delineated "South Miami Area" who are not now within the City will want to know what they would receive for the additional taxes if they chose to join the City of South Miami. The answer to this is not just a simple addition of 9.5 mills for better zoning protection, better fire and police protection and better and more responsive local administration.

If the entire area were one single city, all costs would not go up

THE LONG RANGE PLAN



- PUBLIC USES
- ▣ SEMI-PUBLIC USES
- ▨ PARKS
- ▧ EXISTING SCHOOLS
- ▩ PROPOSED SCHOOLS
- ▦ BUFFER PARKS
- ▧ APARTMENT DISTRICTS
- MAJOR STREETS
- MINOR STREETS - PRIMARY SERVICE AREA
- MINOR STREETS - SECONDARY SERVICE AREA
- CENTRAL BUSINESS DISTRICT
- ▨ OTHER BUSINESS USES
- ▩ INDUSTRIAL USES
- ▧ PARKING

CITY OF SIQUEM
 MIAMI, FLORIDA

proportionately. There would be an additional increase of approximately \$620,000 in indirect taxes, balanced by additional costs of approximately \$388,000, a real gain of \$232,000, which is more than either the incorporated or the unincorporated area pays in taxes now. This means that as a single community, property taxes would only have to raise \$62,442 which could be done with a one and one half mill tax instead of the present 9.5 mill tax.

At this stage it is necessary to take a long range look at all of the probable needs and their costs. These are tabulated separately for the present City and for the County portion of the logical South Miami area, since sound planning

does not depend upon consolidation or annexation, but must allow for such if it occurs.

It was pointed out that as the community area grows healthily toward its population target, there will be a large amount of private investment if this is properly encouraged by sound public policies and a small percentage of public investment.

This long range look shows that in addition to the private investment which will be made in new homes, stores and factories, there will be major additional investments made by the County, the State and the Federal government, and additional amounts will be raised by assessment districts, so that we can expect a total expenditure of over 83 million dollars during the coming 20 years in the South Miami community, of which less than 7 per cent will be public tax money for both City and School services.

When it is recognized that this long range look includes local par-

ESTIMATES ON CONSOLIDATION
income

	CITY	OUTER AREA
Property Tax	\$178,844	\$210,000
Utility Tax	96,000	115,000
Cigarette Tax	125,000	150,000
Franchise Tax	45,000	55,000
Waste Collection Fees	105,000	130,000
Occupational License	52,000	65,000
Auto Inspection	35,000	-
Fines	45,000	55,000
Parking Meters	20,000	-
Building Permits	17,000	30,000
Court Rental	11,000	-
Miscellaneous	10,000	20,000
<hr/>		
Totals	\$739,944	\$830,000
Totals Without Taxes	\$561,844	\$620,000

costs

Legislative	\$111,355	\$ 40,000
Records	4,030	2,000
Law	8,200	4,000
Court	2,100	1,000
Administrative	19,120	10,000
Taxing	4,245	2,000
Office Services	20,500	10,000
Auditing	10,518	5,000
Debt Service	12,140	-
Public Works	25,680	12,000
Waste Disposal	94,050	70,000
Streets-Parks	112,251	50,000
Central Garage	33,670	15,000
Service Department	27,450	14,000
Planning	350	2,000
Police and Fire	214,345	105,000
Parking	7,300	3,000
Municipal Building	9,250	3,000
Recreation	21,430	10,000
Unclassified	117,751	30,000
<hr/>		
Totals	\$856,286	\$388,000
<hr/>		
Combined Costs		\$1,244,286
Combined Income Without Taxes		\$1,181,844
<hr/>		
Necessary From Taxation		\$62,442

ticipation in a School-Park program, it is apparent that a most reasonable capital budget can be developed.

The next step in financial planning is to establish a program based upon a uniform annual tax charge needed to raise the community share as growth occurs. The plate shows that as the expected conservative population total increases and private investment occurs, the tax base will increase and that a one mill tax levy applied each year will increase proportionately.

This one mill tax would raise \$19,610 in the City and approximately \$38,000 in the total community area today. By 1980, the same one mill tax, which will be levied on existing property plus all new private development and redevelopment, should be expected to raise \$29,000 in the City and \$58,000 in the larger area.

About half of the City needs will be required at an early date, and the best way to meet these needs is through a combined bond and cash capital program designed to maintain a level annual tax cost. It is suggested that the City fully explain these needs and ask for a vote in early 1961 for a 3.5 mill tax levy for a \$500,000 bond issue to be guaranteed from anticipated Cigarette and Franchise taxes which would include:

1. \$10,000 for participation in the City share of new streets in new subdivisions.
2. \$60,000 for participation in acquisition and development of the School-Park program.
3. \$400,000 for participation in the redesign of the Central Business Area, of which \$160,000 would be in City bonds and \$240,000 in assessment bonds.

LONG RANGE COMMUNITY DEVELOPMENT
(in thousands of dollars)

PROJECT	PRESENT CITY			OUTER AREA			TOTAL COMMUNITY		
	City	Schools	Other	City	Schools	Other	City	Schools	Other
MAJOR STREETS									
Bird Road	-	-	70	-	-	140	-	-	210
Red Road	-	-	50	-	-	120	-	-	170
Sunset	-	-	50	-	-	50	-	-	100
Ludlam	-	-	60	-	-	60	-	-	120
Ludlam Extension	-	-	-	-	-	200	-	-	200
62nd Avenue	-	-	25	-	-	50	-	-	75
Miller Road	-	-	50	-	-	50	-	-	100
Davis	-	-	25	-	-	25	-	-	50
Kendall	-	-	-	-	-	125	-	-	125
72nd Avenue Industrial	-	-	-	-	-	25	-	-	25
Palmetto By-Pass	-	-	-	-	-	8,000	-	-	8,000
Dixie Highway	-	-	6,000	-	-	4,000	-	-	10,000
NEIGHBORHOOD DEVELOPMENT									
Fairchild School-Park	-	-	-	10	160	-	10	160	-
Ludlam School-Park	10	160	-	-	-	-	10	160	-
South Miami School-Park	10	160	-	-	-	-	10	160	-
Lee School-Park	40	190	-	-	-	-	40	190	-
74th Avenue School-Park	-	-	-	20	220	-	20	220	-
71st Avenue School-Park	-	-	-	20	220	-	20	220	-
Junior-Senior High School Needs	-	-	-	-	1,000	-	-	1,000	-
New Minor Streets	10	-	40	60	-	240	70	-	280
Street Divertors	4	-	16	8	-	32	12	-	48
Sidewalks	20	-	80	10	-	40	30	-	120
Buffer Parks	20	-	80	40	-	160	60	-	240
County Lake Park	-	-	-	-	-	700	-	-	700
New Homes	-	-	7,500	-	-	20,000	-	-	27,500
New Apartments	-	-	2,000	-	-	500	-	-	2,500
BUSINESS DEVELOPMENT									
62nd-73rd Connection	40	-	60	-	-	-	40	-	60
Central Avenue Parking	120	-	180	-	-	-	120	-	180
New Central Area Business	-	-	3,000	-	-	-	-	-	3,000
Neighborhood Business	-	-	500	-	-	1,000	-	-	1,500
Roadside Business	-	-	500	-	-	500	-	-	1,000
Kendall Shopping Center	-	-	-	-	-	6,000	-	-	6,000
OTHER DEVELOPMENT									
68th Street Redevelopment Land	100	-	200	-	-	-	100	-	200
68th Street Industrial Development	-	-	3,000	-	-	-	-	-	3,000
66th Street Redevelopment	100	-	3,000	-	-	-	100	-	3,000
Davis Industrial Area	-	-	-	-	-	2,000	-	-	2,000
Palmetto-Bird Industrial Area	-	-	-	200	-	2,800	200	-	2,800
PUBLIC BUILDINGS									
Civic Center Expansion	100	-	-	100	-	-	200	-	-
Recreation Center	120	-	-	50	-	-	170	-	-
Library	120	-	-	50	-	-	170	-	-
UTILITIES									
Auto Inspection Station on 62nd Avenue	100	-	-	-	-	-	100	-	-
City Maintenance Center	220	-	-	180	-	-	400	-	-
Sewer Service Area	200	-	000	200	-	800	400	-	1,600
Water Service Area	-	-	500	-	-	1,000	-	-	1,500
Gas Service Area	100	-	400	200	-	800	300	-	1,200
Street Lighting	50	-	200	100	-	400	150	-	600
CITY TOTALS	1,484			1,248			2,732		
SCHOOL TOTALS		510			1,600			2,110	
OTHER TOTALS			28,386			49,817			78,203

GRAND TOTAL - - \$83,045

4. \$220,000 for expansion of the Civic Center Area and development of a Recreation Center.
5. \$220,000 for development of a new City Maintenance Center on Davis Drive.

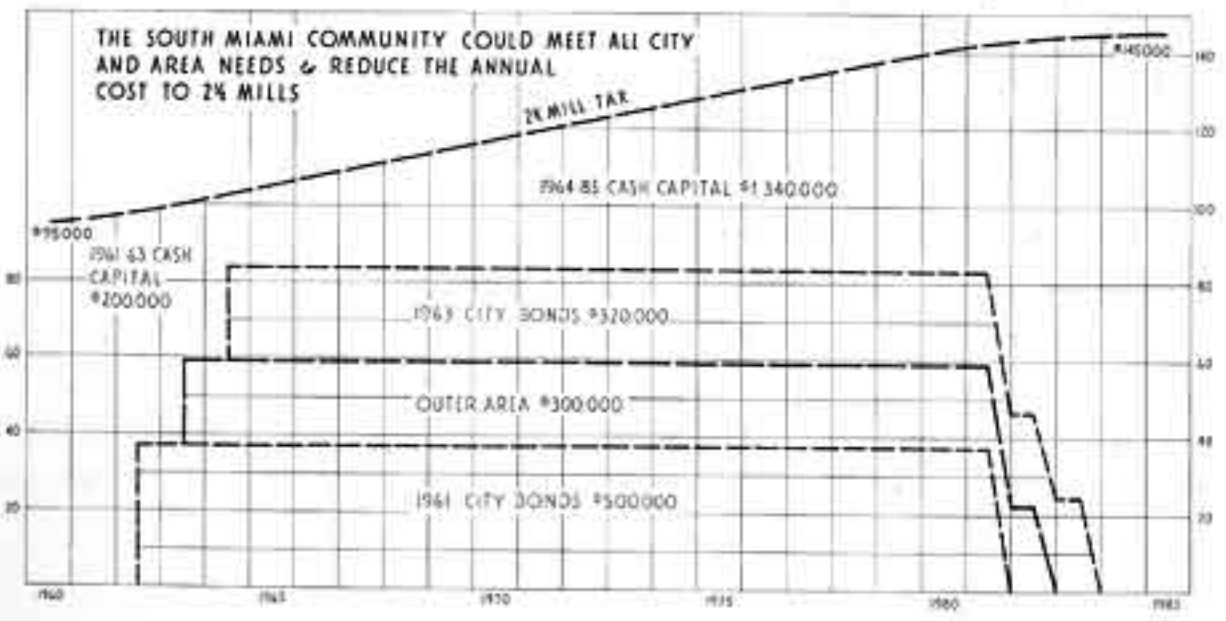
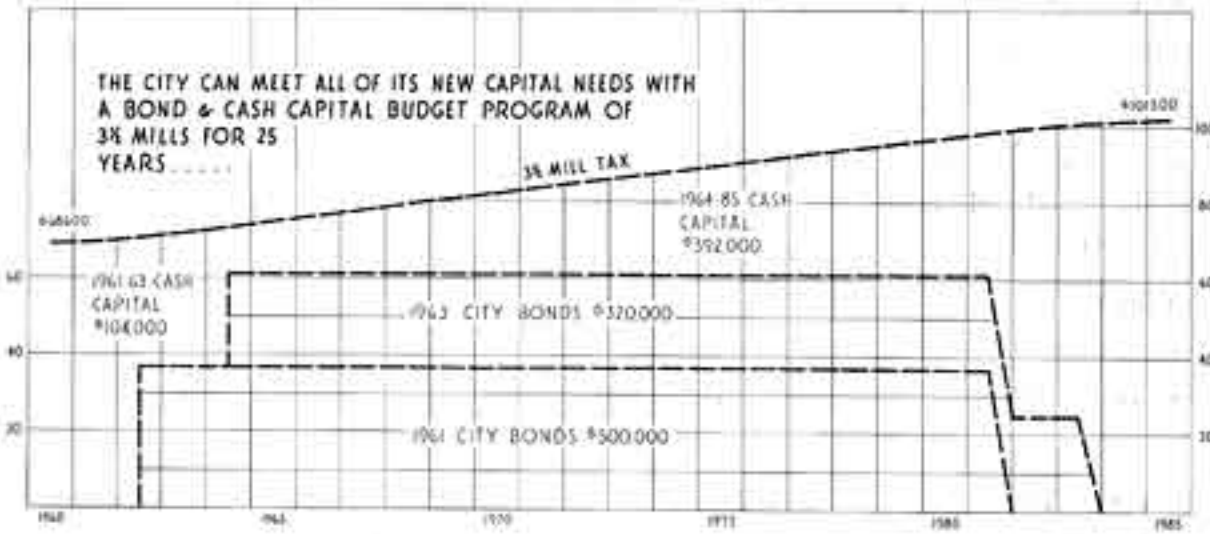
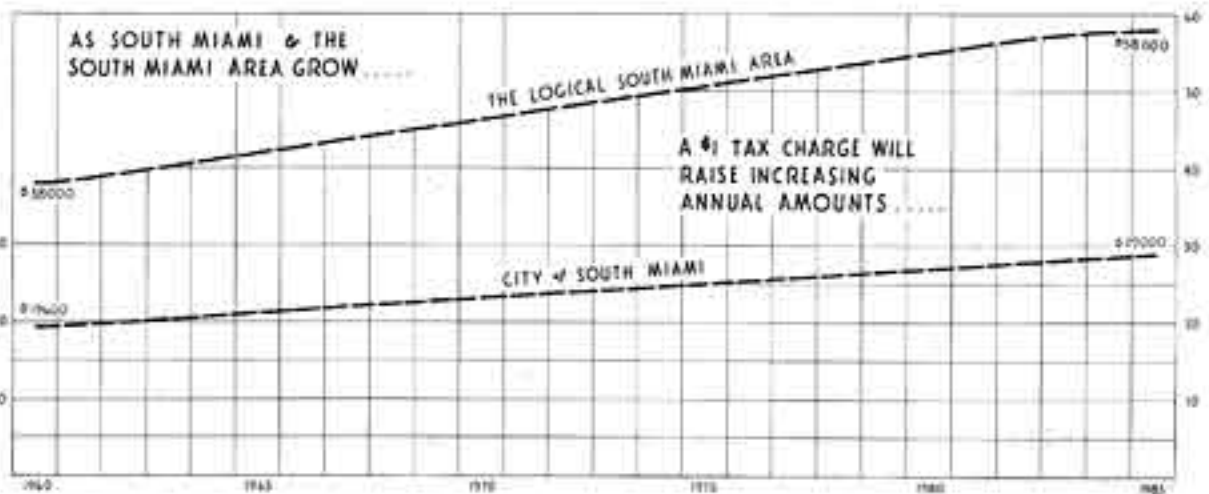
From this should be deducted \$100,000 held in the current budget for capital improvements and \$68,000 which would be raised as cash capital from the first year's tax levy. Principal and interest will require \$37,000 a year for \$500,000 in 20 year bonds at 4 per cent interest.

By 1963, when the two redevelopment areas are ready for action, an additional \$424,000 will be required. At this point, the 3.5 mill tax will have raised an additional \$104,000, so only \$320,000 will be required. This can be done for \$24,000 a year for 20 year 4 per cent bonds. Of this total \$100,000 would be for a new Auto Inspection Station on 62nd Avenue which would be self-supporting.

Between 1965 and 1980, this cash capital budget will raise an additional \$1,500,000, which is more than is called for in the total budget, but will provide a backlog for unexpected additional capital improvements in the future.

While a 3.5 mill levy for capital improvements sounds high, the current budget item of over \$100,000 requires over 5 mills, and a continuation of unplanned capital improvements will cost at least this much and will probably require a City tax of over 15 mills.

The outer community now in the County will not require as much in capital improvements as the present City, since it would not be in-



FINANCIAL PLANNING

volved at the present time in redevelopment and Central Business Area improvements. However, if it should decide to consolidate with the City a net 2.5 mill tax will provide City needs plus capital funds to meet all additional needs. The same thing is true of the area to the south of Snapper Creek, if Metro prefers a larger Service Center than the primary community area shown in this plan.

In any case, a change to a planned capital budget program for the area could be made without increasing taxes, and consolidation of the logical area would reduce the tax rate for both portions of the area to \$4.00 per \$1,000 including the capital improvements program.

The home owner or business property owner in the unincorporated portion of the South Miami area must recognize that as this area increases to an additional 1,080 homes, public services will have to be provided and will have to be paid for. There will be thousands of new homes in the rest of the unincorporated area, and the above average portion of the County will have to pay for those new services plus much more for the services which will be required in below average County areas. This will require a heavy increase in either taxes or service charges just to maintain minimum services.

The taxpayer in the unincorporated portion of the South Miami area who is willing to study this problem will see that

the \$4.00 a year for insurance to protect and increase his equity in each \$1,000 of his assessed valuation through joining in with a completely served, completely protected local government in which he will have a voice will be a real bargain.

The Service Area and Zoning policies of this plan would be worth much more than this compared to present standards in the unincorporated area, and there would be great advantage in a high standard of local administration in which everyone will have a chance to be heard.

The importance of developing an equal annual levy to meet our needs for the next 20 years is evident. The most important point, is that once we have established the needed annual levy, we have developed a program which will meet our needs

by the time our population reaches
the population target.

Faster growth will mean a faster increase in the annual amount raised by a 3.5 mill levy, and the Capital Budget program can be speeded up without increasing taxes. Slower growth will mean a lower annual tax income for capital needs, but many things will not be needed as soon and the Capital Budget can be slowed down. The only unknown factor of just when the population "Target" will be reached becomes a minor factor.

In such a way, the City and the South Miami community will be able to meet all present and future needs at a predetermined annual tax charge rather than be forced by unplanned action into much bigger annual costs as one emergency after another is met with unplanned programs.

The Planning and Zoning Board should handle the job of the annual presentation of a continuous, flexible 5 Year Capital Budget, each year reviewing and revising a new 5 Year Program in the light of

changing conditions and actual rate of growth. A sample 5 Year Capital Budget is presented as the type of budget which should be prepared each year.

South Miami and its logical adjacent area can meet all needs at an economical tax charge through such sound, modern physical and financial planning.

CONCLUSION

This Plan is a collection of ideas. People can pretend there are no problems and forget these ideas, or people can study them, work on them and put them into action.

This city plan is based upon a sound foundation of fact and planning principles, but it is designed for continuous, careful adjustment as each succeeding month or year goes by.

South Miami must not make the mistake of expecting plans to happen immediately. In fact many phases of this plan should not be done for 5, 10 or 15 years, since

the basic purpose of planning is to insure that each step taken leads to a sounder community.

The delineation of the logical South Miami area on a series of maps is not going to cause immediate consolidation of the area. County officials will most probably agree at an early date on the logic of squaring off the South Miami boundaries to the north at approximately Red Road, Bird Road and Ludlam Road.

PRELIMINARY 5 YEAR CAPITAL BUDGET
(in thousands of dollars)

ITEM	1961	1962	1963	1964	1965	CITY	SCHOOL	OTHER
Ludlam Avenue Widening	100	-	-	-	-	-	-	100
Ludlam Avenue Extension	-	160	60	-	-	-	-	220
Sunset Widening	-	-	100	-	-	-	-	100
Red Road Widening	-	-	-	-	120	-	-	120
New Minor Streets	10	10	10	10	10	10	-	40
Street Divertors	2	2	2	2	2	2	-	8
Ludlam School-Park	-	-	20	-	-	10	10	-
South Miami School-Park	-	-	20	-	-	10	10	-
Lee School-Park	40	40	-	-	-	40	40	-
Central Business Area	100	100	200	-	-	160	-	240
Civic and Recreational Center	120	100	-	-	-	220	-	-
City Maintenance Center	100	120	-	-	-	220	-	-
Sidewalks	10	10	10	10	10	10	-	40
Buffer Parks	-	10	10	15	15	10	-	40
Auto Inspection	-	-	-	100	-	100	-	-
Redevelopment Costs	-	-	-	200	200	200	-	200
Utility Development	-	-	-	500	500	100	-	900
Elementary School Expansion	250	260	-	-	-	-	510	-
Junior-High School Expansion	-	-	400	-	-	-	400	-
Totals	732	812	832	837	857	1,092	970	2,008

1961 Bond Issue	\$500,000	requiring annual charges of \$57,000
1961 Business Area Assess- ment Bonds	240,000	self supporting
1963 Bond Issue	320,000	requiring annual charges of \$24,000
1961 Cash Capital	68,000	
Current Capital Reserve . . .	100,000	
1962-64 Cash Capital	104,000	
Total	\$1,332,000	
Self Supporting Assess- ment Bonds	240,000	
Net Total	\$1,092,000	

This would require a 3.5 mill levy for a 25 year period
to finance present and future needs.

Even if County officials immediately agree to larger scale consolidation, the remaining area cannot be expected to consolidate with South Miami until a large majority of its residents wish to join the City, and this wish will be expedited by a sound City government following a sound plan and illustrating the advantages of superior services and protections.

The large area south of Snapper Creek Canal and west of Red Road can best receive adequate services and good administration from the South Miami Service Center, and it is entirely possible that if the residents of this area join in with the rest of the logical South Miami area that no local taxes would be needed to run the enlarged City and finance the necessary capital program.

In any of the above cases, the same planning principles apply whether there is any annexation or consolidation or not. The same type of planning and zoning protections are needed - - - the park and school and service needs will be the same.

This is a sound plan for the entire area as well as for the exact present City Limits whether any change is made or not.

The carrying out of any plan can only come from people working together. This is a continuous and important job. The City Council and the Planning and Zoning Board must expect many hours of discussion with official and unofficial groups before any plans can be changed to positive action.

Of the official group, cooperation of the County government will be of probably the greatest importance. It is suggested that the City

invite Metro planners and officials to joint meetings where the reasoning behind each phase of this plan can be discussed. It will be increasingly important to know Metro policies as they are worked out, and this plan showing how a logical portion of the area should be planned and zoned regardless of political boundaries could well help formulate basic Metro policies.

Redevelopment will be handled through the Metro Planning Department, and early conferences leading to early application for planning funds for detailed redevelopment studies are urged. The South Miami redevelopment can establish an important precedent in land clearance and in providing rehousing of all displaced families without Public Housing. It can illustrate the value of investing a small amount of local funds to

create a new tax base which will
repay the local investment many
times over.

Schools are operated as an area-wide County function without regard to City boundaries. School officials will be interested in sound planning for any logical portion of the area, and it is hoped that a City policy of participation in a School-Park program to develop the schools as the neighborhood community center can establish a most important key policy for the School Board.

At the local administration level, every City policy must be coordinated to accomplish practical results. The City must demonstrate its intention to adopt and follow a sound, continuous planning program. All City officials must agree on a program and present a united front in adopting and enforcing the ordinances and policies

of the plan. The benefits of the best zoning ordinance can be wrecked over a period of time by variations and by lack of enforcement. Housing standards must be maintained and housing laws enforced. The City must demonstrate its belief in

adequate municipal services and buildings,
adequate parks and school-parks,
adequate recreational facilities,
adequate business redevelopment,
adequate neighborhood protections, and
careful, flexible financial planning.

With such a background of official action at various levels, the seeds will have successfully been planted to attract the 90 per cent of private investment which will help make the South Miami area increasingly livable, attractive and prosperous.

The suggested partnership between the Business Area and City action can develop a revitalized, replanned business center which not only can compete with new areas, but literally could double its existing business floor area. Each new business will add to present business values, and be a major factor in attracting additional customers to the area.

The suggested partnership between Neighborhoods and City action can preserve or revitalize all existing neighborhoods. The key policy of establishing assessment districts to provide Street Divertors and Buffer Parks can be a positive step toward preventing an otherwise inevitable decline in home values.

The City, working with private investors, can see that the most run-

down residential area of the City is rebuilt as existing properties are removed, and at the same time insure that all existing families in the area are rehoused in various types of safe, sanitary dwelling units.

Obviously all of these steps require that the City work closely with people. People throughout the entire nation will have to be contacted on industrial redevelopment. People from the South Florida area will have to be contacted in the residential redevelopment. Present and potential business owners will have to be contacted in the replanning of the Business Area. People in each home neighborhood in the South Miami area will have to be

informed of the new possibilities available to them through the planning program.

This will mean that an officially appointed group representing the City government must be in position to make these contacts with the complete support of the City. This plan was prepared, with the assistance of professional help, by a working committee representing the Council and the Planning and Zoning Board. The Council can decide whether such a committee should remain as its official Contact Group, whether this vital job should be delegated to the Planning and Zoning Board or whether it should be handled by the Council itself.

It must be remembered at all times that all planning encompasses a period of years. During this period new officials will be elected or appointed at all levels of government. No plan can commit future officials, who will quite properly be free to make their own

policies. Planning, therefore, must depend upon its logic to maintain continuity, and this logic must be widely understood and widely supported by the entire community.

It is recommended that the help of all area newspapers be enlisted in generating interest in the plan and that these planning reports be widely distributed to neighborhood groups in all portions of the present and future South Miami area. The Contact Group should meet with all such groups, to explain the plan and the reasons behind each facet of the plan, to receive constructive suggestions and criticism, and eventually hold public hearings and adopt a Master Plan.

It is generally the function of a Planning Commission, rather than the City Council, to adopt a Master Plan. The Council adopts all necessary ordinances and authorizes all necessary expenditures.

With the adoption of the Master Plan, action should be begin on all fronts. The Zoning Ordinance should be adopted and the financial planning should be activated at once. One accomplished Street Divertor or Buffer-Park will be a demonstration worth more than any words describing their advantage.

There may very well be portions of the plan which cannot be done by City action and which perhaps will not readily attract private investment. Yet these portions of the plan still need to be accomplished. If such a situation develops, it is suggested that a private South Miami Foundation might be established with tax free contributions to create a fund which could be used to invest in needed improvements and changes. Such a Foundation could acquire a problem

property, remodel or remove the building to another location, then sell it.

It is entirely possible that such a project would result in a profit, and a revolving fund could accomplish many things which might otherwise be impossible. For example, the City cannot acquire property for new business development. A Foundation could acquire a house blocking a new business development, move it and resell the now vacant business property and replace the resale price in the revolving fund to tackle the next needed job.

The accomplishment of planned action, while encouraged by official City administration, must depend upon city-wide and area-wide citizen understanding and support.

One of the basic principles of planning is that a sound community following a sound plan and financing its needs at a reasonable annual tax charge will be an increasingly desirable and attractive target for new growth of all kinds. This does not mean that social and racial and aesthetic problems are not considered. The bankrupt community can offer no social amenities. The sound community with adequate safe housing for all of its present and potential residents will provide the only practical framework in which social problems can be solved, racial differences can be resolved, the niceties of community life can be provided and the

maximum of new business and residential and industrial growth can be encouraged.

In conclusion, it would be well to review the planning process.

We start with South Miami as it began, as it grew to its present state of development and as it is today. We study all adjacent development which will affect South Miami or be affected by the City. We study the relation of the South Miami area to the Dade Metro area, and recognize the relationship of this portion to the entire area.

Working within the framework of County-wide influences and policies, we establish desirable goals for the South Miami community as it grows to a reasonable population total or "Target". This Target shows us the relation between the private investment and public investment which will be made as growth occurs. This Target also establishes the needs of the area as growth occurs.

With these needs established, the plan develops policies designed to encourage the right kind of development in the right locations, and discourage the location of any development in unsound locations. If we know how many people and buildings must be served and where they will be, and follow a goal of complete services and protections to all people in the area, we can then develop a financing program designed to meet these needs in what now looks like a 20 to 30 year time period. The key factor here is to establish a level annual tax charge which will purchase all needs and avoid fluctuations in annual charges as needs are met.

Once such a program is developed, however, we find that it will make no difference whether anticipated growth occurs in 25 years or in 10 years. The same annual tax charge for capital needs

will meet all needs regardless of
exactly when growth occurs.

A continuous annual review of a Five Year Capital Budget program can adjust the financial planning to faster or slower rates of growth. The capital program can be slowed down for slower growth, or accelerated for faster growth, and the same annual levy will meet all needs.

The logical South Miami area can remain one of the finest portions of Dade County if it will work together to provide the services and protections such a choice area must have to retain its attractiveness and livability. The City of South Miami can protect its own future through sound planned action and offer the same advantages to adjacent areas as they desire to share them.

This plan was prepared to be sufficiently flexible to meet the needs of the City, the needs of any adjacent portion, or the needs of all of the logical South Miami Area.