

Community Redevelopment Agency

Redevelopment Master Plan Update



Florida City





City of Florida City
Community Redevelopment Agency
**Redevelopment Master
Plan Update**

CITY OF FLORIDA CITY



Acknowledgements

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I. Executive Summary



In the aftermath of Hurricane Andrew, the City of Florida City created a Community Redevelopment Agency (hereinafter referred to as the CRA) and adopted a Finding of Necessity for a 490 acre Community Redevelopment Area (CR Area). Since the CRA was established, the CR Board has made significant infrastructure investments in the current CR Area which has increased the tax base by over 600%.

Building upon the success and foundation of the past revitalization effort, the CRA is proposing to add a 320 acre Expansion Area to the existing CRA in order to address redevelopment in the City's most blighted residential areas and to create a better balance of residential/commercial property. With this new expansion, the CRA has embarked on the creation of an updated Community Redevelopment Plan (hereinafter referred to as the CR Plan) to guide development in the upcoming years.

Like the City's Comprehensive Plan, the CR Plan is an evolving document which must be evaluated and amended periodically in order to respond to changing economic conditions and community goals. Furthermore, the Plan will identify opportunities for economic, social and aesthetic improvements through both public and private investments that can be realized in the upcoming 15 years. The Plan is written in accordance with Chapter 163, Part III of the Florida Statutes, "The Community Redevelopment Act." The Plan is also in conformance with the City's Comprehensive Development Master Plan, the CRA/County Interlocal Agreement and the CRA bylaws.

The CR Plan outlines the guiding goals, objectives and policies which will steer redevelopment and decision making within the CR Area. The Plan is designed to be flexible and provide a holistic program of financial and technical tools. Each program is intended to be part of a "tool box of programs" that the CRA may utilize to meet its goal to develop the tax base, create jobs, and enhance the health and vitality of the neighborhoods and businesses. There are target areas and corridors within the CRA that have unique constraints and opportunities that must be immediately addressed. To that end, the Plan outlines preliminary implementation action items for those areas that demonstrate the greatest need for revitalization and require aggressive implementation of specific programs and projects.

Almost 15 years after the CRA was established, the circumstances under which the CRA were created are dramatically different and the CRA has entered its second phase of redevelopment. The CRA now has sufficient funds to expand and support new revitalization efforts. Florida City, no longer recovering from a post-disaster environment, is positioned to strategically focus on other CRA activities such as neighborhood revitalization, urban infill, planning and design, clearance of slum and blight, and job creation. This CR Plan presents a new vision, new strategies and a reaffirmed commitment to the rejuvenation of the expanded CR Area.



Building upon the success of previous revitalization efforts, the CRA has embarked on an updated Community Redevelopment Plan.



II. BACKGROUND



A. General Description of the Community Redevelopment Area (CR Area)

The City of Florida City CR Area consists of approximately 810 acres, including the existing 490 CRA and the four 2008 Expansion Areas (320 acres). The CR Area is in the central core of the City and generally encompasses the City's primary commercial and industrial corridors as well as the northwest residential neighborhood. Figure II-1 illustrates the boundary lines of the CR Area, and Figure II-2 provides a legal description of the entire area.

The CR Area was recently expanded and now consists of approximately 810 acres.

B. History of the Community Redevelopment Area

Florida City suffered horrific physical damage following Hurricane Andrew in August of 1992. As a direct result of the storm, the City's property tax base dropped in 1993 to an estimated 60% of its pre-storm level. In response to the catastrophic damage, the City engaged in a tremendous rebuilding effort; and planners, architects, and engineers volunteered their time to create *The Master Plan for Florida City*. The Master Plan focused primarily on physical reconstruction concepts and specific projects encompassing housing, infrastructure, public service and commercial areas. In mid-1993, the City prepared a Strategic Plan entitled *Vision 21* in order to provide a planned approach to obtaining and spending grant monies for housing, infrastructure and economic development. The strategic plan foresaw the need for a CRA to guide and promote the redevelopment of specific areas of Florida City. Following the recommendation of the strategic plan, the City, with approval from the County, established a CRA and in the spirit and teamwork required to recover from the storm, the City labeled the redevelopment effort FEAT "Florida City Economic Action Team".

In 1995, the CRA created the first "FEAT Community Redevelopment Plan" to provide a framework for redevelopment in the Area, and set forth implementation steps and specific projects intended to leverage and stimulate the type of public interest and private investment necessary to achieve revitalization. The CRA proved to be a vital resource not only for the recovery of the physical building stock after the hurricane, but also enabled Florida City to attract economic generators such as Walmart, Home Depot, Office Depot, Best Buy, Cracker Barrel and Largo Honda. The investments made in the CR Area expanded the tax base allowing the CRA to make substantial investments in infrastructure and alternative water supply. The CRA tax base has increased over 660% since the CRA was first established in 1995.



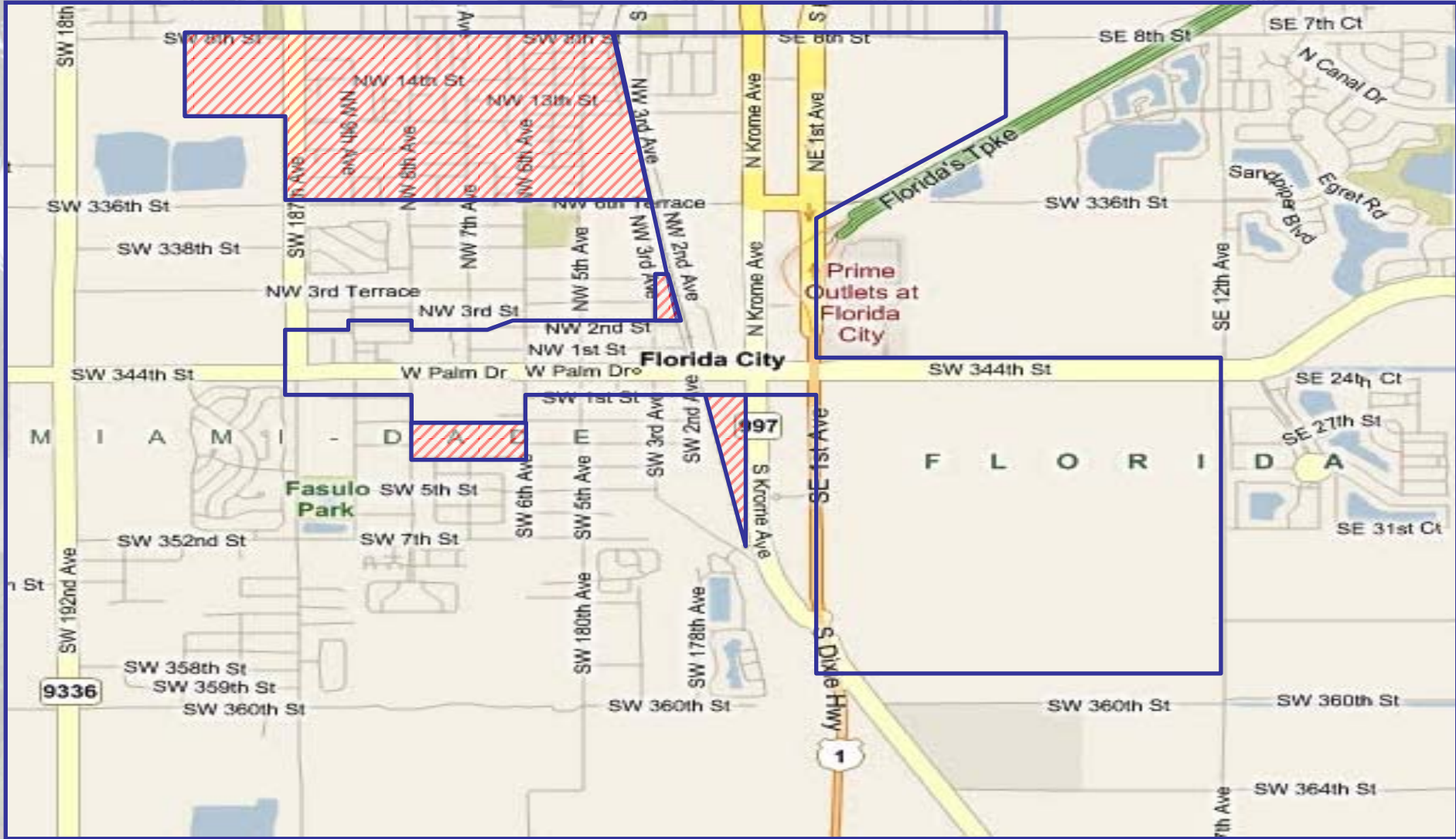


Figure II-1 City of Florida City Community Redevelopment Area

Figure II-2. Legal Description

EXISTING CRA*

Begin at the intersection of Redland Road (S.W. 187th Avenue) and N.W. 2nd Street; proceed east along the northern right-of-way of NW 2nd Street to the F.E.C. rail right-of-way; turn north and proceed along the centerline of the rail right-of-way to Lucy Street (S.W. 328th Street); turn east and proceed along Lucy Street to the Florida City municipal limits; turn south and proceed along the Florida City municipal limits to the intersection with the west right-of-way boundary of the Homestead Extension of the Florida Turnpike (H.E.F.T.); continue south along west right-of-way boundary of the H.E.F.T. to the intersection with Palm Drive (S.W. 344th Street); turn east and proceed along the northern right-of-way of East Palm Drive to the Florida City municipal limits; turn south and proceed along the Florida City municipal limits; at the southeast corner of the Florida City municipal limits, turn west and proceed to U.S. 1; turn north along the eastern right-of-way of U.S. 1; at the intersection of U.S. 1 with the theoretical extension of S.W. 1st Street turn west and proceed along the southern right-of-way of the theoretical extension of S.W. 1st Street until S.W. 2nd Avenue is reached; at S.W. 2nd Avenue continue west along the southern right-of-way of S.W. 1st Street until S.W. 6th Avenue is reached; turn south along the eastern right-of-way of S.W. 6th Avenue until S.W. 2nd Street is reached; at S.W. 2nd Street turn west along the southern right-of-way of the theoretical extension of S.W. 2nd Street until S.W. 8th Avenue is reached; at that point turn north along the western right-of-way of S.W. 8th Avenue and proceed until S.W. 1st Street is reached; at that point turn west along the southern right-of-way of S.W. 1st Street to the east boundary of the Brookers Subdivision; at the east boundary of the Brookers Subdivision continue west along the southern right-of-way of the theoretical extension of S.W. 1st Street until the intersection with Redland Road; turn north along the eastern right-of-way of Redland Road to the intersection with N.W. 2nd Street, the point of beginning. Approximately 490 acres.

* This legal description has been changed from the original CRA legal description to avoid centerlines.

PROPOSED CRA

The proposed Expansion Areas are generally described as follows:

Northwest Neighborhood

Begin at the intersection of the former F.E.C. right-of-way and the centerline of Lucy Street a.k.a. NW 328th Street (point of beginning) and proceed west along the centerline of Lucy Street a.k.a. NW 328th Street to the western city limits, a.k.a. the western limits of the NE1/4 of the NE1/4 of Section 23 Township 57 Range 38; turn south and proceed to the southwest corner of the NE1/4 of the NE1/4 of Section 23 Township 57 Range 38; turn east and proceed along the southern limits of the NE1/4 of the NE1/4 of Section 23 Township 57 Range 38; turn south and proceed along the western right-of-way line of Redland Road until the theoretical extension southern right-of-way line of Arthur Vining Davis Parkway, a.k.a. S.W. 336th Street; turn east and proceed along the southern right-of-way line of Arthur Vining Davis Parkway, a.k.a. S.W. 336th Street until the western limits of the former FEC right-of-way; turn north and proceed along the western edge of the former FEC right-of-way to the point of beginning. Approximately 279 acres.

Pineland Park

Begin at the NE corner of SW 2nd Street and Parcel A as described below; proceed west along the theoretical extension of SW 2nd Street to its intersection with western edge of SW 8th Avenue; proceed south along the western right-of-way of SW 8th Avenue to its point of intersection with the southern right-of-way of SW 3rd Terrace;



proceed east along the southern right-of-way of SW 3rd Terrace to the theoretical extension of the eastern limits of Parcel A; proceed north to the point of beginning.

Parcel A – as mentioned in the Pineland Park legal description

Section 25 Township 57 Range 38 Begin 801.9375 feet east of the NW corner of NE1/4 of the NW1/4, south 1318.37 feet, east 197.7425 feet, north 318.37 feet, west 197.7425 feet to the point of beginning.

Closed Packing Plant

Industrial Addition to Florida City, Plat Book 5-6, Lots 1 through 91 and the portion of 12th Street closed between lots 50&51 and the 50 foot strip lying southwesterly and adjacent to lots 21 through 91, closed per Resolution 90-03; and

Section 25 Township 57 Range 38, .34 acre parcel, adjacent right-of-way on east is the station grounds Florida City. Official Records 17535-1374 0996 2; and

Industrial Addition to Florida City, Plat Book 5-6, Canal and 30 foot Basin Road, on either side of canal as shown on Plat. Official Records 25500-2559 0307 5; and

Industrial Addition to Florida City, Plat Book 5-6, Lots 92 through 129. Official Record 20540-4574 0602 5(156).

Also included is the surrounding right-of-way, measured to the outermost edge of the right-of-way.

Combined area, approximately 21.5 acres

Busway Infill Area

Florida City Proper, Plat Book 2-74, Lots 6-10 & 7, Block 13; and

Town of Florida City, Plat Book 1-74, Lots 4-11, Block 18

Also included is the surrounding right-of-way, measured to the outermost edge of the right-of-way.

Combined area, approximately five (5) acres



C. The Need to Amend the CR Plan

Sixteen years after Hurricane Andrew, the CRA faces a new set of challenges and opportunities. Florida City, no longer recovering from a post-disaster environment, is positioned to strategically focus on other CRA activities such as economic development, urban infill, neighborhood revitalization, planning and design, downtown development, job creation, and enhancements to the housing stock and the public realm. Building upon the success and foundation of the previous revitalization effort, the CRA retained Iler Planning Group (IPG) to update the CRA plan with an enhanced vision, updated strategies and firm commitment to the new direction of the CRA.

This plan outlines goals and objectives for redevelopment, and develops projects and programs intended to help the CRA achieve its mission to optimize the tax base, create jobs, and enhance the health and vitality of the neighborhoods and businesses within the CR Area.

This CR Plan was accomplished through the considerable assistance and vision and guidance of the CRA Executive Director and the CR Board.

D. Authority to Undertake Redevelopment

The revised City of Florida City CRA Master Plan has been prepared in accordance with the Community Redevelopment Act of 1969, Florida Statutes 163, Part III. In recognition of the need to prevent and eliminate slum and blighted conditions within the community, the Community Redevelopment Act confers upon counties and municipalities the authority and powers to carry out community redevelopment. In Miami-Dade County, these powers must be delegated to municipalities by the Board of County Commissioners. The adoption of this CR Plan and any subsequent modifications or amendments, shall follow the procedures as required by State Statutes. For purposes of the plan, the following definition as provided in Chapter 163, Part III, Florida Statutes, shall apply:

"Community redevelopment" or "redevelopment" means undertakings, activities, or projects of a county, municipality, or community redevelopment agency in a community redevelopment area for the elimination and prevention of the development or spread of slum and blight, or for the reduction or prevention of crime, or for the provision of affordable housing, whether for rent or for sale, to residents of low or moderate income, including the elderly, and may include slum clearance and redevelopment in a community redevelopment area or rehabilitation and revitalization of coastal resort and tourist areas that are deteriorating and economically distressed, or rehabilitation or conservation in a community redevelopment area, or any combination or part thereof, in accordance with a community redevelopment plan and may include the preparation of such a plan."

Pursuant to State Statutes, the authority of a county or municipality to utilize the powers granted under the Act is predicated upon the adoption of a "Finding of Necessity" by the governing body that slum and blighted conditions exist in the municipality, and that redevelopment is both necessary and in the public interest. Miami-Dade County approved the Finding of Necessity for the original CR Area, and subsequently the required Interlocal Agreement between the City and County

A Finding of Necessity for Redevelopment recently concluded that four areas of the City contain slum and blight and should be added as part of the Redevelopment Area.



was executed on April 16, 1996. The Interlocal Agreement was later amended in 1997 and 2002.

On December 9, 2008, the City Commission adopted Resolution 08-64 which contained a "Finding of Necessity" for an expanded CR Area as previously discussed and shown in Figure II-3.

E. Public Participation

The first meeting to discuss the Finding of Necessity and the 2008 CRA Master Plan occurred on August 12, 2008 at the City Hall. Suggestions from that public meeting have been incorporated into the Plan. Future hearings before the CRA Board and City Commission will involve presentations of the plan recommendations and review by the subject public bodies.



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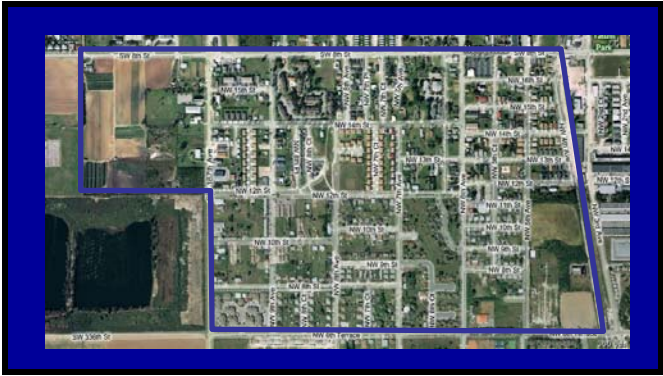
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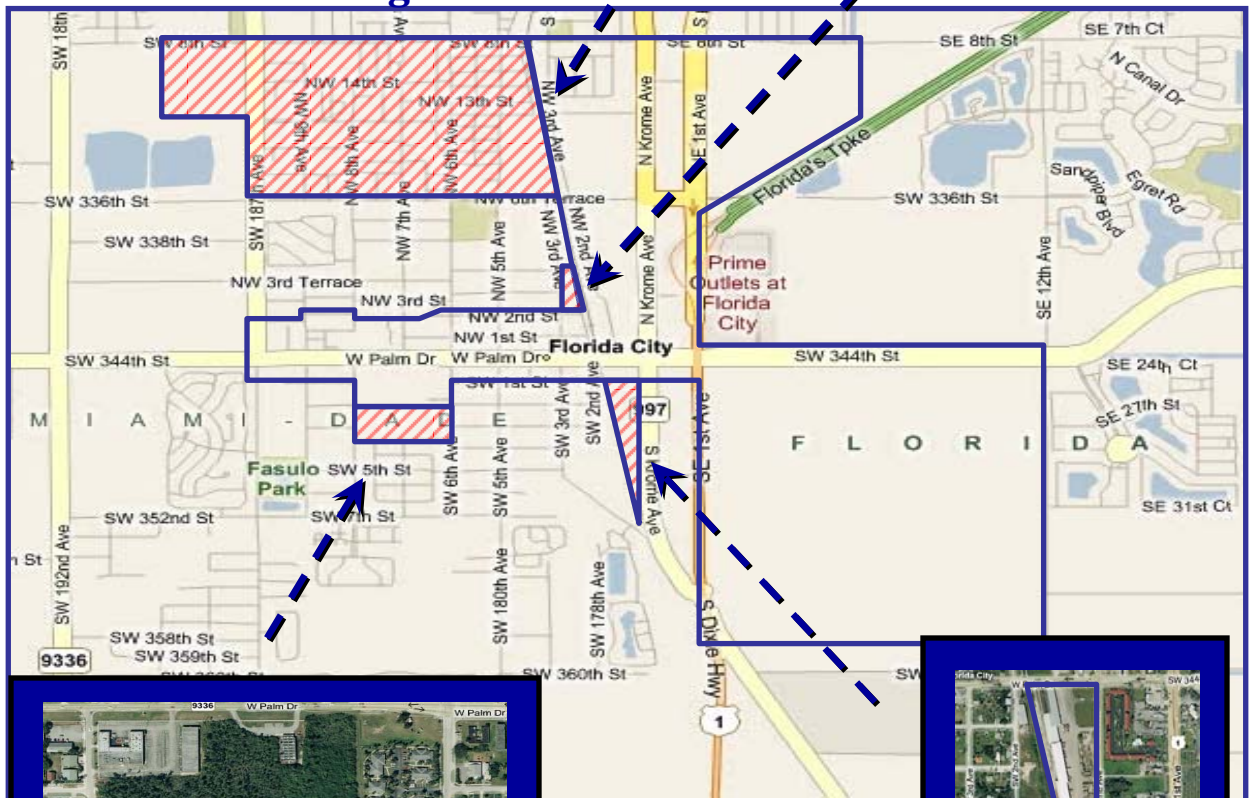




Northwest Neighborhood





Busway Infill



**Pineland Park
NTS**



**Closed
Packaging
Plant**

-  Existing CRA
-  Expansion Area

**Figure II-3
Proposed Expansion Areas**



III. CRA Powers and Administration



A. Creation of the CRA

Upon a Finding of Necessity in 1995 and the subsequent adoption of the appropriate resolutions, the Commission determined that there was a need for redevelopment, and created the CRA. In 2008, the CRA's boundaries are proposed for expansion to include four additional areas previously not part of the CRA. The CRA is a public body, and is deemed and held to be an essential public function. The composition of the Board shall adhere to the requirements established in Sections 163.356 and 163.357 of the Florida Statutes.

The CRA was originally created in 1995 and is will be expanded in 2008.

B. Severability

Should any provision, section, subsection, sentence, clause or phrase of this Plan be declared by a court of competence jurisdiction to be invalid or unconstitutional, such declaration shall not affect the validity of the remaining portion or portions of this Plan.

C. Powers of the CRA

The powers of the CR Board are in compliance with Chapter 163, Part III, *Florida Statutes* and the Interlocal Agreement between the City of Florida City and Miami-Dade County. All powers provided by the governing statute shall be granted to the CRA unless specifically prohibited by the existing Interlocal Agreement. These powers shall govern the implementation of all redevelopment initiatives. In addition, the Board also operates under a set of adopted by-laws which articulate the composition and meetings of the CR Board.

D. Relationship to the City of Florida City

The CRA was created in 1995 as a special district of the City. The CRA operates under the authority of the City Commission and approval of Miami-Dade County. The CR Plan is consistent with the Florida City Comprehensive Development Master Plan.

E. Safeguards

1. Safeguards to Ensure Redevelopment Follows the Redevelopment Plan

The CRA is subject to Florida Statutes and will meet all requirements necessary to carry out the authorized business of the CRA. The CRA has



publicly adopted by-laws to govern its activities and ratify its administrative policies.

The CRA files an annual report with Miami-Dade County and the Florida City Clerk's Office. It contains a summary of the yearly activities of the CRA as allowed by the CR Plan.

2. Safeguards to Ensure Financial Accountability

- a. The City maintains the CRA Fund, as required by applicable law.
- b. The City has developed and promulgated rules, regulations and criteria whereby the Fund may be promptly and effectively administered.
- c. The CRA maintains adequate records to provide for an annual audit. The report includes a complete financial statement setting forth its assets, liabilities, income, and operating expenses as of the end of such fiscal year. The findings of the audit are presented at a public meeting of the CRA Board and such findings are forwarded to the State Auditor General's Office by March 31 of each year for the preceding fiscal year, which shall run from October 1 through September 30.
- d. The annual Audit Report is provided to the Board of County Commissioners and the City Clerk's Office for public review and availability. Legal notice in a newspaper of general circulation is provided to inform the public of the availability for review of the Annual Audit and Annual Report.
- e. The CR Board files all reports necessary to comply with the "Special Districts" requirement of the state of Florida.
- f. All CRA tax increment financing funds are held in a Redevelopment Trust Fund accounted for separately from other City funds as required by State law.

3. Safeguards to Ensure Proper Implementation and Project/ Program Accountability

- a. Measurable objectives for each CRA activity are established upon approval by the CRA Board. This is done on an annual basis at the time the Annual budget and report is adopted.
- b. The CRA holds periodic informational public workshops to:
 1. Report on the status and progress of programs and projects;
 2. Gather input from property owners, citizens and interested parties regarding redevelopment activities; and
 3. Discuss strategies relating to local redevelopment issues.

F. Providing for a Time Certain and Severability

All redevelopment activities of a contractual, financial and programmatic nature shall have a maximum duration, or commitment of up to, but not exceeding, thirty (30) years from the date of initial adoption by the Board of County Commissioners of Miami-Dade County. The start date for the thirty-year timeframe was set by the adoption and approval date of the original CR Plan by the Board of County Commissioners in 1995. Thereby, the CRA, including both the original and expanded areas, will terminate in 2024.

The County/City Interlocal Agreement established a set of safeguards to ensure proper implementation of the Redevelopment Plan.



G. Retention of Certain Powers by the City or County

Powers retained by the City and those retained by the Miami-Dade County are provided in the Interlocal Agreement between the City and the County. The Powers retained through the City and County are listed below.

1. Powers Retained by the City

- a.) Make and execute contracts and other instruments.
- b.) Disseminate slum clearance and redevelopment information.
- c.) Undertake and carry out community redevelopment and related activities including acquisition, demolition, and instillation of public improvements.
- d.) Dispose of any property in the CRA at its fair market value.
- e.) Carry out plans for a program of repair and rehabilitation of buildings, in accordance with the Plan.
- f.) Acquire any real property in the CRA under the Plan.
- g.) Acquire any real property when necessary to eliminate unhealthy, unsanitary, or unsafe conditions, lessen density, eliminate obsolete uses detrimental to the public welfare; or otherwise remove or prevent the spread of blight or to provide land for needed public facilities.
- h.) Acquire air rights in an area consisting principally of land in highways, railway or subway tracks, bridge or tunnel entrances, or other similar facilities which have a blighting influence on the surrounding area and over which air rights are to be developed for the elimination of such blighting influences and for the provision of housing for low and moderate income housing.
- i.) Construct foundations and platforms for the provision of housing for low and moderate income housing.
- j.) Provide, arrange or contract for public improvements, and to agree to conditions for prevailing wages and labor standards.
- k.) Within the CRA:
 1. Enter into buildings and obtain an order from a court of competent jurisdiction;
 2. Acquire property; the CRA may not exercise the power of eminent domain unless specifically approved by City Commission;
 3. Hold, improve, clear, or prepare for redevelopment;
 4. Mortgage or otherwise encumber or dispose of real property;
 5. Insure or provide for insurance;
 6. Enter into contracts, necessary for the purposes of Chapter 163, Part II; and
 7. Solicit requests for proposals for redevelopment and for the disposition prior to acquisition.
- l.) Invest and borrow funds.
- m.) Within its area of operation, the power to make surveys and plans, which may include plans for carrying out a program of repair and rehabilitation, plans for the enforcement of state and local laws, codes and regulations, and appraisals, title searches, surveys and other studies needed to prepare for community redevelopment activities.
- n.) Develop, test and report methods and techniques, and carry out demonstrations and other activities for the prevention and elimination of slum and blight.
- o.) Apply for, accept and utilize grants of funds.
- p.) Prepare plans for and assist in the relocation of persons displaced from the CRA.
- q.) Appropriate such funds and make expenditures to carry out purposes of Chapter 163, Part III, *Florida Statutes*; to zone or rezone or make



- exceptions from buildings regulations and to enter into agreements with a housing authority.
- r.) Close, vacate, plan, or replan streets, roads, sidewalks, ways, or other places and to plan or replan any part of the City.
 - s.) Within its area of operation, the power to organize, coordinate and direct the administration of provisions of Chapter 163, Part III, *Florida Statutes*; and to establish such new office to carry out such purpose most effectively.
 - t.) Exercise all or any part or combination of powers herein granted or to elect to have such powers exercised by the CRA, except that the power of eminent domain may not be exercised by the CRA unless the City Commission has specifically approved same.

2. 1997 Amendment

The 1997 Amendment identified seven potential land acquisition parcels for which the CRA and City of Florida City may authorize the use of voluntary acquisition and/or eminent domain, as necessary. The City shall advise the Project Coordinator whenever the City requires eminent domain to acquire any land.

3. 2002 Amendment

The CRA shall have the power to implement special community policing and other public safety policies, programs and projects within the CR Area in accordance with the amended CR Plan.

The amendment also increases the administrative expense cap to 20% to enhance the effectiveness and capabilities of the CRA.

H. Implementation of the Plan

Redevelopment powers may be exercised only with respect to the CRA and only with respect to the Plan as accepted by the City Commission and approved by the CRA Board, together with any supplements or amendments to the Plan, provided that any amendments and supplements to the Plan must also be approved by the Board.

No more than twenty percent (20%) of the funds contemplated to be expended under the Plan shall be used for total administrative expenses. Indirect and overhead expenses may not exceed six percent (6%) of such funds contemplated to be spent under the plan.

I. CRA Responsibilities

1. Land Disposition

- a.) The CRA prepares land disposition guidelines and procedures for voluntary purchases in accordance with the CR Plan. The CRA shall receive County approval whenever the CRA requires the use of eminent domain to acquire land; no prior County approval is required to proceed with other methods of land acquisition or disposition. Pursuant to the 1997 amendment, seven potential land acquisition parcels which are graphically depicted on page 18, were identified as properties which the CRA and City of Florida City may authorize the use of voluntary acquisition and/or eminent domain, as necessary. The

The Interlocal Agreement was amended in 1997 and 2002 to manage new challenges.

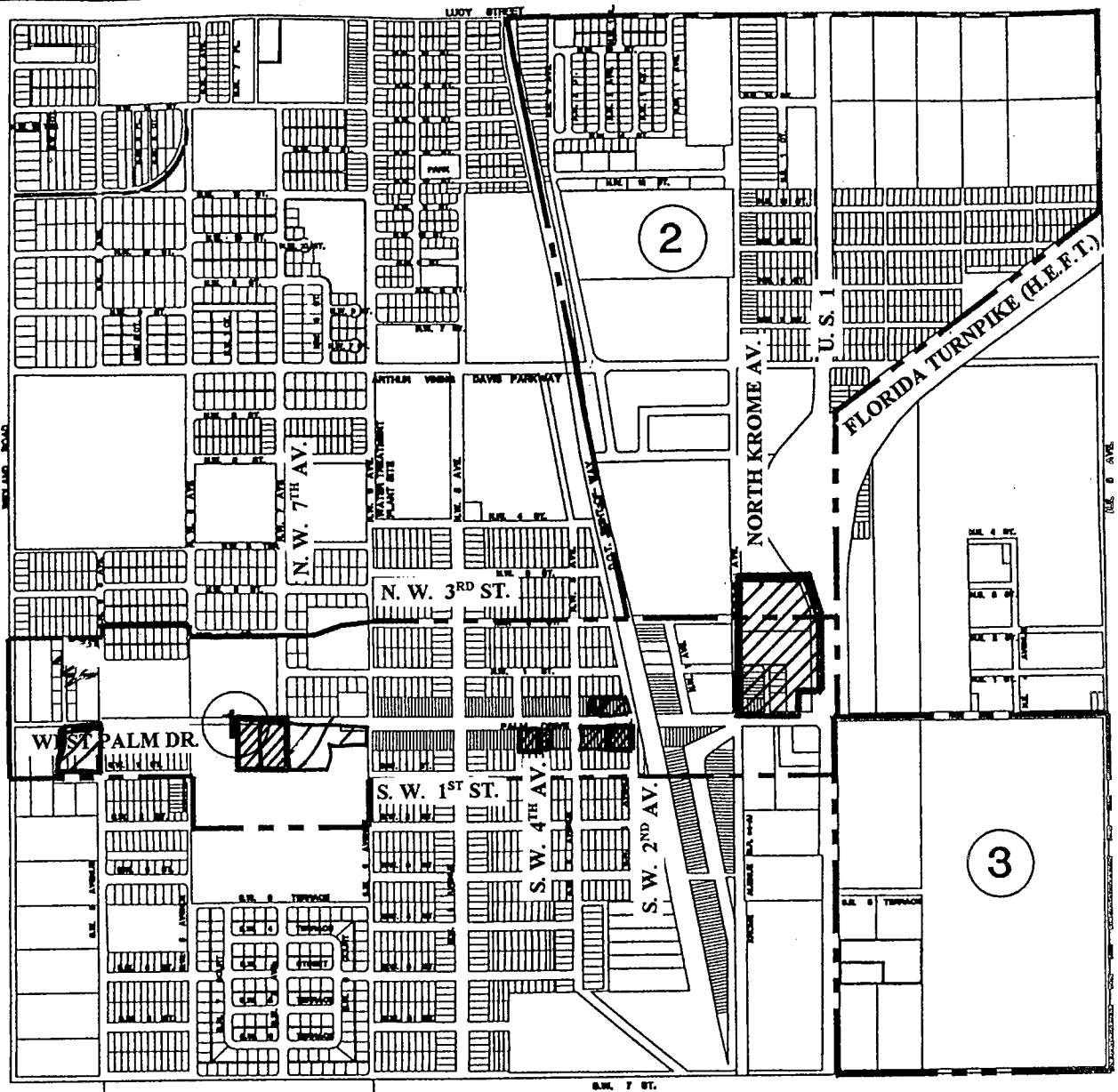


CRA will advise the Project Coordinator whenever the City requires eminent domain to acquire any land.


- b.) The CRA prepares marketing materials and advertisements to solicit proposals for specific development and redevelopment projects. The Executive Director shall select a Review Committee to evaluate and recommend actions on proposals.
- c.) The CRA Board and City Commission approves the selection of one or more developers whose proposal complies with any requirements set forth in the CR Plan and the requirements associated with an RFP for targeted development.

The CRA maintains a Tax Increment Financing Fund that both the City and County deposit into.





CITY MAP
SCALE 1:5000

— CRA BOUNDARY
 - POTENTIAL SITES

- SUBAREAS:**
- 1. 'MAIN STREET FLORIDA CITY'
 - 2. 'COMMUNITY COMMERCIAL CENTER'
 - 3. 'TOURIST SERVICES CORRIDOR'

P012.00A1

CITY OF FLORIDA CITY
CRA

FIGURE 4a
POTENTIAL LAND ACQUISITION SITES

2. Other CRA Activities

- a.) When the CRA uses federal funds to acquire, improve or demolish housing or business structures, CRA is responsible for the administration and the funding of relocation activities according the procedures set forth in Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, 84 Stat 1984 (1971), 42 United States Code, Section 4601, et seq.
- b.) The CRA designs and constructs public improvements when necessary to support the redevelopment in the CRA and such activities shall comply with applicable laws regulating affirmative action. The CRA will prepare CR Plans and policies for specific areas.
- c.) All redevelopment activities conducted with respect to the CRA shall be in conformance with the CR Plan as the same may be amended.

3. Project Financing

- a.) The City shall establish and maintain the Tax Increment Funds with both the City and County depositing annually into the Fund an amount calculated pursuant to Section 163.387, *Florida Statutes*, and other provisions of applicable law.
- b.) The City shall develop and promulgate rules, regulations and criteria to promptly and effectively utilize funds in accordance with the approved budget.
- c.) The City shall prepare and submit the CRA budget and annual report for County approval at the beginning of each fiscal year.
- d.) The City shall select planning, financial and legal consultants as necessary to prepare tax increment financing plans.
- e.) The City may sell bonds and execute notes and other forms of indebtedness to finance capital improvements deemed necessary, with County approval, prior to issuance of any such bond, note or form of indebtedness.

4. Citizen Participation

The City shall utilize community groups, seek community input and conduct workshops in the development of CRA activities.

5. Project Management

The City shall consider any reasonable request of the County with respect to implementing any plan of action related to the Plan. The City shall develop and monitor implementation schedules and timetables for all activities, and submit annual progress reports, as well as interim reports, to the County upon request.

J. Affirmative Action

The CRA will follow all applicable laws and regulations concerning affirmative action and race/ ethnic/ gender conscious concerns.

The CR Board will seek input from the community in the development of CRA activities.



IV. Finding of Necessity for Redevelopment



A. Current Redevelopment Area (CR Area)

The existing 490 acre CRA was found to meet the criteria of slum and blight as defined in Chapter 163, Florida Statutes. The original Finding of Necessity is included as Appendix I. Building and site deterioration, open debris piles, advanced age and overcrowding of structures, vacant buildings and land, numerous building and property code violations, prevalence of unsanitary and unsafe conditions, infrastructure deficiencies, declining property values and land use incompatibilities were evident throughout the CR Area.

B. Expansion Areas

Based on initial field surveys and other relevant information, the CRA has determined that the original CR Area boundary should be expanded to include four Expansion Areas totaling 320 acres. The Finding of Necessity, adopted by City Commission Resolution 08-64 and included as Appendix II, finds that the proposed Expansion Areas meet the criteria set forth by the State of Florida for slum and blight, and concludes that the original CR Area should be expanded to include additional areas based on the following criteria:

Socio-Economic Distress

- High poverty rates;
- Low income;
- Low numbers of homeowners;
- Shortage of quality affordable housing;
- High crime rate;
- Excessive unemployment;
- High rental rates; and
- Overcrowding.

Deteriorating Site and Building Conditions

- High percentage vacant housing units;
- High percentage of vacant land;
- Unsafe and unkempt structures and sites;
- Faulty lot layout;
- Defective or inadequate street layout; and
- Diversity of ownership;

There exists substantial economic distress, and deteriorating building and site conditions that could endanger the life and safety of the residents if left unabated. Inclusion of the additional areas into the CRA will increase the redevelopment potential of the CRA, and contribute to the rejuvenation of the Expansion Areas as well as to the overall health and vitality of the CRA.

The 2008 Finding of Necessity concluded that there were four additional areas of the City that were suffering from socio-economic distress and/or deteriorating site and building conditions.



V. Existing Conditions



A. Regional and Citywide Conditions

Florida City, incorporated in 1914, is located in southern Miami-Dade County (see Figure V-1 Regional Location Map), approximately 30 miles south of Miami and is comprised of approximately 5.36 square miles. It is bordered to the north by the City of Homestead and by unincorporated Miami-Dade County on its remaining sides. The Homestead Air Force Base is situated about five (5) miles northeast of the City.

The City's economic tradition is grounded in agriculture. Farmers in the Florida City vicinity grow a plethora of winter vegetables for national and international markets, including corn, potatoes, beans, tomatoes and numerous other tropical crops. The Farmers' Market, located near the center of the City, and was once one of the largest fruit and vegetable processing and shipping points in the country. The permanent and migrant workers employed in the agricultural industry utilize local services and facilities forming a significant base of support for the economy but also exacting a public cost in terms of social service needs. However, the future of agriculture in south Miami-Dade and throughout Florida is highly uncertain due to global competition and environmental requirements.

According to the 2006 Bureau of Economic and Business Research (BEBR) estimates, the Florida City population is 9,195. The following tables provide information on key population and economic factors for Florida City, the Florida City/Homestead market area, Miami-Dade County, and the State of Florida. The Florida City/Homestead market area is comprised of eight (8) census tracts that include both these municipalities and surrounding incorporated areas.

Table V-1. Population and Median Age

Permanent Resident Population		
Area	1990	2000
Florida City	5,806	7,843
Miami-Dade County	1,937,094	2,253,362
State of Florida	12,937,926	15,982,378

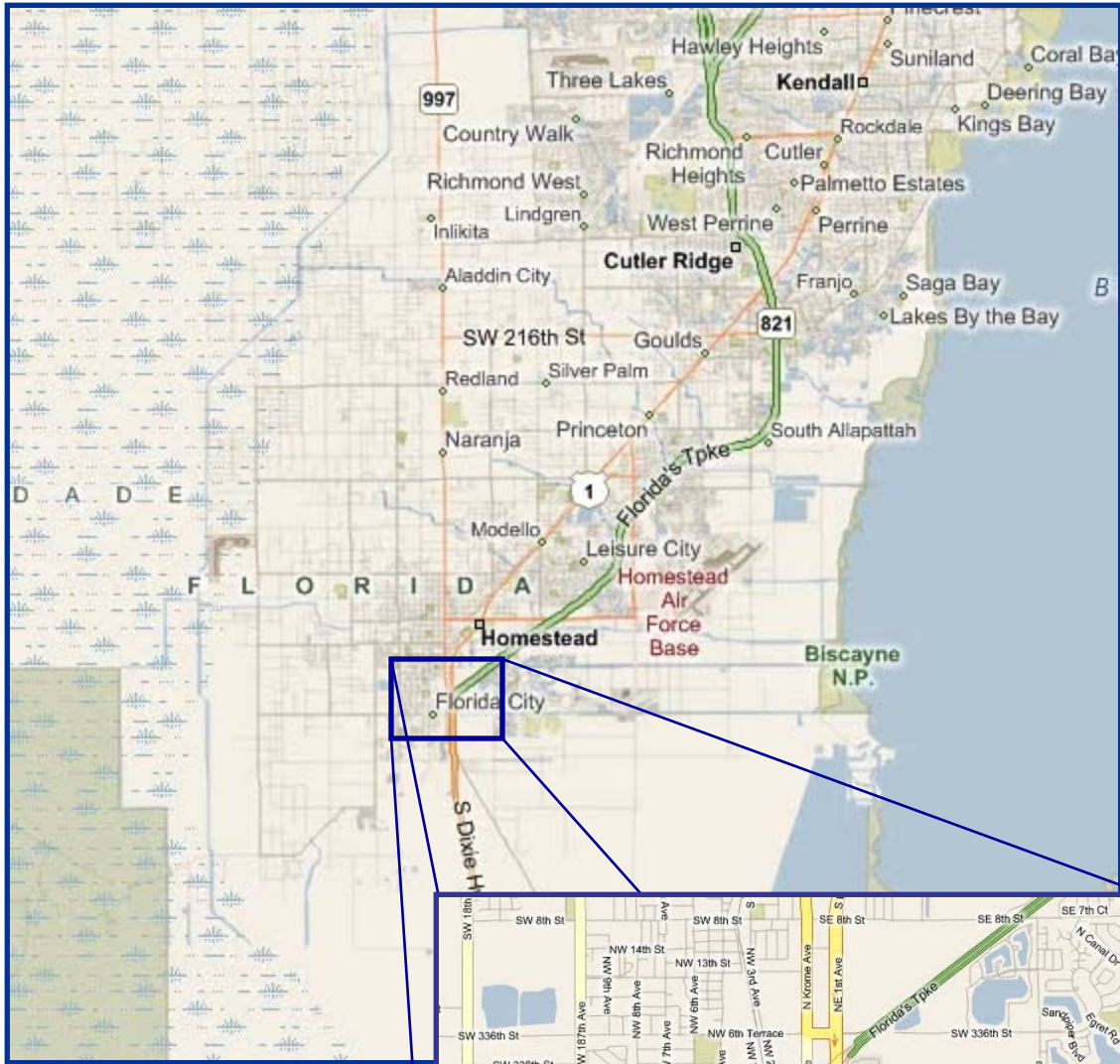
Source: U.S. Census

Median Age		
Area	1990	2000
Florida City	26.5	24.5
Miami-Dade County	34.2	35.6
State of Florida	36.3	38.7

Source: U.S. Census

Florida City's economic tradition is founded in agriculture.





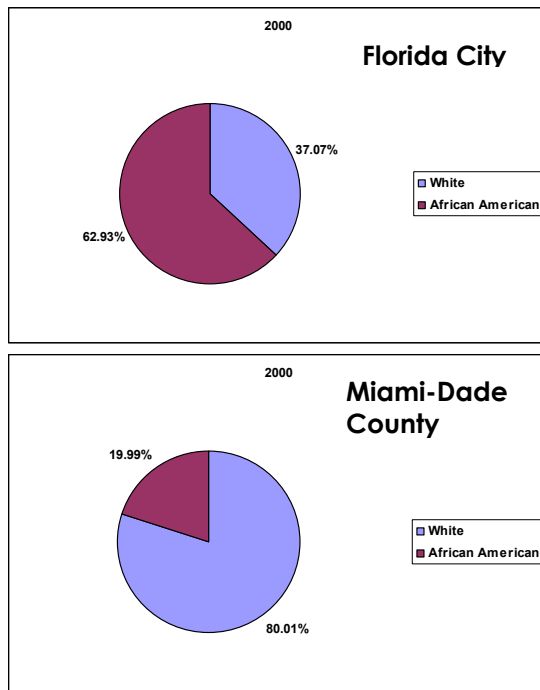
NTS

Figure V-1

Regional Location Map



Table V-2. Population by Race



Florida City is the gateway to the unique Florida Keys.

Table V-3. Household Income

Area	1990	2000
	Median	Median
Florida City	\$15,907	\$18,777
Miami-Dade County	\$26,909	\$35,966
State of Florida	\$27,843	\$38,819

Source: U.S. Census

Florida City is the gateway to three unique environmental areas: the Florida Keys, Biscayne National Park and the Everglades National Park. In 2007, approximately ten (10) million visitors passed through Florida City on their way to the Keys and these nearby National Parks. This competitive advantage provides the other component of the Florida City economy, roadside commercial uses catering to tourist traffic, which gives the City solid opportunities for rebuilding.

The primary commercial activity in the City occurs along Palm Drive, U.S. 1, Krome Avenue and Lucy Street. In the northwest sector of the City, strips of commercial uses, including convenience stores, laundromats, bars, restaurants and service stations, are prevalent intermixed with scattered pockets of residential areas. Commercial uses along Palm Drive and U.S. 1 are generally tourist oriented. Through a variety of state and federal economic development programs, the City has been successful at attracting new businesses to the area including Best Western Motel and Suites, Prime Outlets at Florida City, Wal-Mart Superstore, Home Depot, Office Depot and Travelodge. The majority of these developments have occurred on U.S. Highway 1 and are designed to attract some of the visitors that pass through Florida City on their way to the Florida Keys and the national parks and to service a rapidly growing residential sector. In addition, many residents from the north and central Keys shop in Florida City.



Next door to Florida City, the City of Homestead has constructed two sports oriented facilities that attract national attention to the area. The Homestead Sports Complex hosts national athletic meets like junior soccer and baseball tournaments. The Homestead Motorsports Park is home to national auto and truck racing series.

The Florida Pioneer Museum, built in 1906, is a designated historic site located on Krome Avenue, north of Arthur Vining Davis Parkway. It is comprised of two buildings, the Museum and the Depot. Florida City Elementary School is located in the northwest area of the City. Florida City has six parks: Fasulo Park; Loren Roberts Park; Washington Park; Florida City Community Center and Pool; Pine Tree Lake Park; and the County Environmental Pineland Site. The City owns the public potable water system and the sanitary sewer collection system. The water plant and production wells are located in the northwest area of the City, south of Davis Parkway.

B. CR Area Description

1. Geographic Areas

For descriptive purposes, the CR Area has been divided into four sub-areas that share similar land uses, functions and geographic proximity. The areas are graphically depicted in Figure V-2 and summarized below:

- b. Northwest Neighborhood. The northwest neighborhood is bounded on the north by Lucy Street and on the south by Arthur Vining Davis Parkway. It is located between the Miami-Dade Busway and Redland Road. The northwest neighborhood also includes an area extending along Redland Road for approximately ¼ mile along the south side of Lucy Street.
- c. Main Street Florida City. Main Street Florida City encompasses Palm Drive from U.S. 1 to Redland Road.
- d. Community Commercial Center. The “Community Commercial Center” is bounded by Lucy Street to the north and extends to the south to the point where the FEC right-of-way and Krome Avenue are temporarily aligned just north of SW 7th Street.
- e. Tourist Corridor. The tourist corridor contains the southeastern portion of the CRA, east of U.S. 1 and south of East Palm Drive.

The Redevelopment Area consists of four sub-areas that share similar functions and geographic proximity.



Figure V-2. CRA Sub-Areas



2. Land Use and Zoning

The CR Area generally encompasses the major commercial and industrial areas of the City as well as the northwest residential neighborhood. Figure V-3 shows the future land use designation for the CR Area, while Figure V-4 depicts the current zoning categories within the CR Area. The total area of each land use and zoning category is described in Tables V-4 and V-5.

As demonstrated by the CRA Land Use Table, the primary land use within the expanded CRA is commercial (41%). Following commercial, residential land uses are the predominant land use category. There is a slight difference in the zoning distribution. Residential zoning districts are the most ubiquitous categories and hold 39% of the total area. Commercial zoning districts cover 32% of the total area.



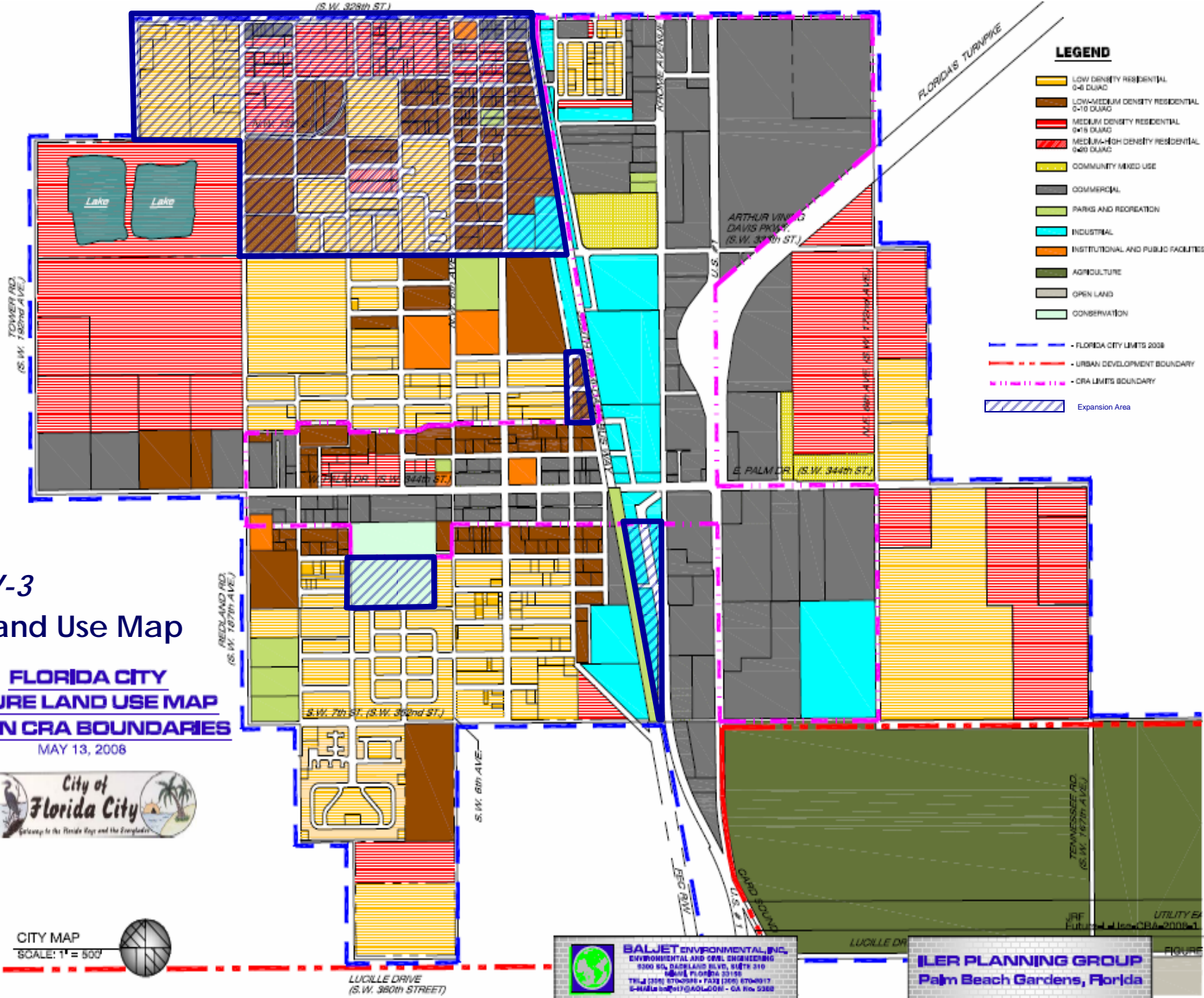
Figure V-3
Future Land Use Map

**FLORIDA CITY
FUTURE LAND USE MAP
WITHIN CRA BOUNDARIES**

MAY 13, 2008



CITY MAP
SCALE: 1" = 500'



LEGEND

- LOW DENSITY RESIDENTIAL
0-6 DU/AC
- LOW-MEDIUM DENSITY RESIDENTIAL
0-10 DU/AC
- MEDIUM DENSITY RESIDENTIAL
0-18 DU/AC
- MEDIUM-HIGH DENSITY RESIDENTIAL
0-40 DU/AC
- COMMUNITY MIXED USE
- COMMERCIAL
- PARKS AND RECREATION
- INDUSTRIAL
- INSTITUTIONAL AND PUBLIC FACILITIES
- AGRICULTURE
- OPEN LAND
- CONSERVATION
- FLORIDA CITY LIMITS 2008
- URBAN DEVELOPMENT BOUNDARY
- CRA LIMITS BOUNDARY
- Expansion Area

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PLANNING GROUP
Palm Beach Gardens, Florida



ILER PLANNING GROUP

— CRA Boundary

..... CRA Expansion Areas

CITY MAP

SCALE: 1" = 2000'

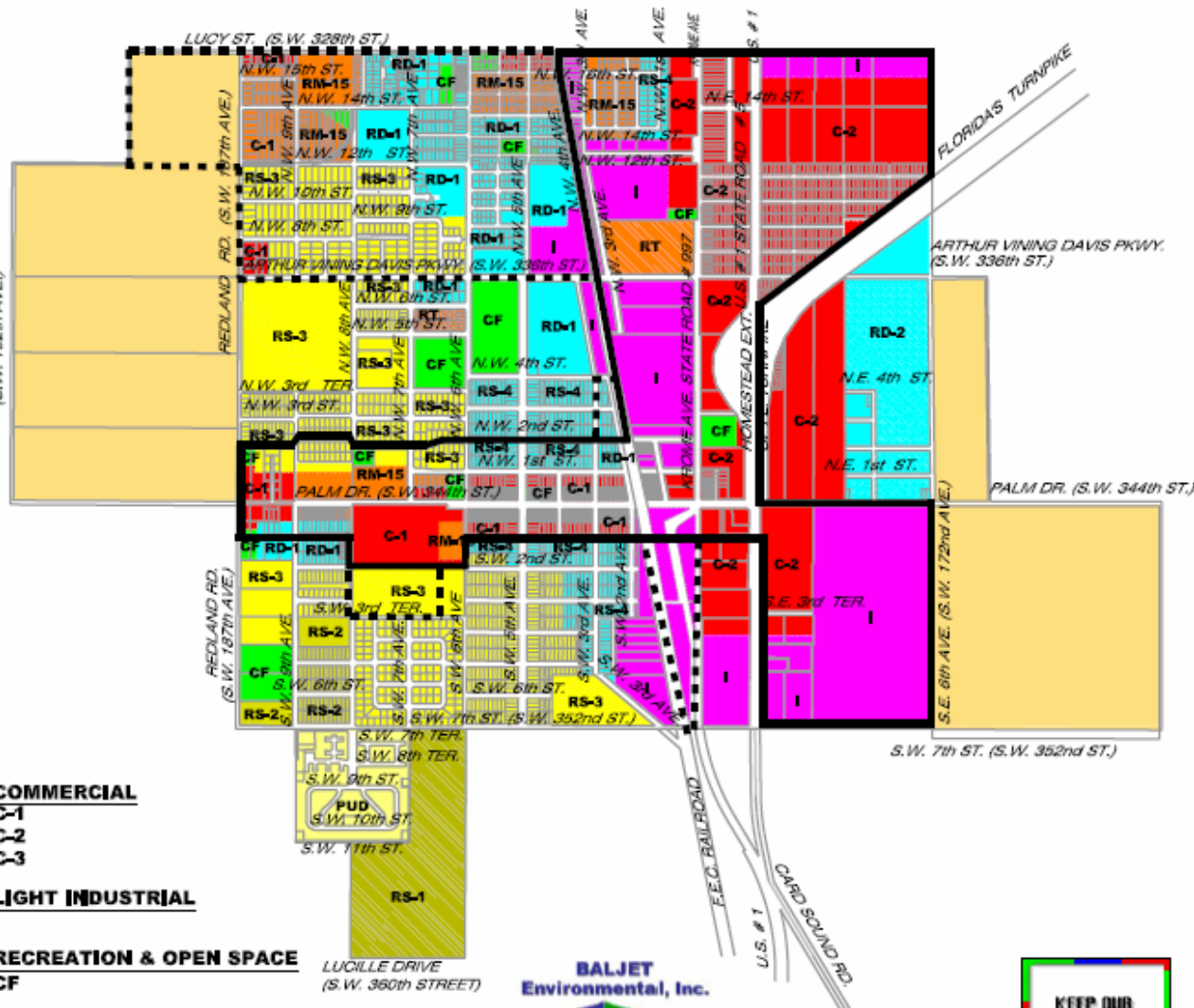


Figure V-4 Zoning Map

FLORIDA CITY ZONING LEGEND

- LOW DENSITY RESIDENTIAL**
 - PUD
 - RS-1
 - RS-2
 - RS-3
 - RS-4
 - RD-1
 - RD-2
- HIGH DENSITY RESIDENTIAL**
 - RT
 - RM-15

- COMMERCIAL**
 - C-1
 - C-2
 - C-3
- LIGHT INDUSTRIAL**
 - I
- RECREATION & OPEN SPACE**
 - CF
- PUBLIC & SEMI-PUBLIC**
 - CF



JRF
PB-F1z499rev2003-Area-A-B-1

2003 ZONING MAP



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FIGURE

Table V-4. CRA Future Land Use

Land Use Category	Total Acreage	Total (%)
Low Density Residential 0-6 DU/AC	93.84	13%
Low Medium Density Residential 0-10 DU/AC	103.55	15%
Medium Density Residential 0-15 DU/AC	56.53	8%
Medium-High Density Residential 0-20 DU/AC	3.52	1%
Community Mixed Use	14.66	2%
Commercial	287.35	41%
Parks and Recreation	12.85	2%
Industrial	101.50	14%
Institutional and Public Facilities	5.37	1%
Conservation	24.36	3%
	703.53	100%

Source: Baljet Environmental, Inc., IPG 2008



TableV-5. CRA Zoning

Zoning Category	Total Acreage	Total (%)
Residential Single Family (RS-3)	77.37	11%
Residential Single Family (RS-4)	14.13	2%
Residential Duplex (RD-1)	73.79	10%
Res. Mobile Home/Recreation Vehicle (RT)	14.29	2%
Residential Multi-Family (RM-15)	62.90	9%
Neighborhood Commercial (C-1)	57.17	8%
General Commercial (C-2)	167.86	24%
Light Industrial (I)	185.43	26%
Community Facility District (CF)	13.57	2%
Estate Modified District (EU-M) (County zoning)	37.02	5%
	703.53	100%

Source: Baljet Environmental, Inc., IPG 2008

* The future land use acreage is slightly different than the zoning acreage due to a slight variation in the base maps. The total acreage for zoning has been slightly modified to reflect the land use totals.

It is estimated that currently there are approximately 200 dwelling units within the CR Area. Of those developed lots, roughly 20%-30% of the area is open space.

The three zoning designations that are most represented in the CR Area are I Light Industrial, RS-3 Residential Single Family, and C-1 Neighborhood Commercial. The following table describes the general limitations for these zoning districts.

Table V-6. Zoning Standards

Zoning District	Purpose	Minimum Lot size	Height
RS-3	Single-family homes and conditional uses	7,500 sq. ft.	25 feet
C-1	Retail and service establishments	5,000 sq. ft.	30 feet
I	Light industrial uses of a manufacturing, wholesaling or service nature.	10,000 sq. ft.	30 feet

Source: City of Florida City Code of Ordinances

All of the roadways in the CRA meet the standards established by the City's Comprehensive Plan.



3. Traffic Circulation and Parking

Traffic circulation characteristics in the CR Area differ greatly between areas. The level-of-service on all major roadways is within the “D” range mandated by the Florida City Comprehensive Plan.

- a. **Main Street Florida City** – West Palm Drive, providing good east-west access, is a 4-lane highway between U.S. 1 and 6th Avenue, and operates at LOS “B”. The roadway narrows to two lanes between 6th Avenue and Redland Road, and operates at LOS “C” in this area. There are currently plans to add two lanes to this segment of West Palm Drive. East Palm Drive, east of U.S. 1, is characterized by four lanes of traffic and operates at LOS “C”. Due to Palm Drive’s strategic location, the traffic volume in this area is significantly higher than that of the remainder of the City.
- b. **Community Commercial Center** – Krome Avenue and U.S. 1 provide good north-south access in this area. However, east-west travel is impeded by the FEC rail right-of-way and the Florida Turnpike on the eastern boundary of the CR Area. The rail corridor is no longer used for commercial rail service. Only Arthur Vining Parkway (SW 336th Street) provides access across the former rail right-of-way and it dead-ends at U.S. 1.
- c. **Northwest Neighborhood** - Lucy Street and Arthur Vining Davis Parkway provide east-west access for the northwest neighborhood. Both roadways operate at LOS “D,” indicating unstable traffic flow. Lucy Street is a two-lane road from the western boundary of the City to Krome Avenue. At the intersection of Krome Avenue and Lucy Street, the roadway increases to four lanes. Arthur Vining Davis Parkway is two lanes throughout the City.
- d. **Tourist Corridor** – Traffic circulation is very restricted. Access is only available to parcels fronting on either U.S. 1 or East Palm Drive. No roads currently exist to provide access to the interior of this sub-area.

4. Economic Conditions.

Economic data from the 2000 Census was collected and analyzed. Data gathered showed that Florida City is a city whose population is economically challenged and falls behind Miami-Dade County in most measures of economic health. As Table V-7 illustrates, only 50.5% of the population 16 years and over is part of the labor force. The median family income is \$18,777 and 41.7% of families fall below the poverty level. The housing data demonstrates a vacancy rate that is only slightly higher (11.6%) than the County. In addition, the majority of Florida City’s residents (59.10%) are renting their homes.

While the 2000 Census data does seem bleak, there are signs that Florida City’s economic indicators are improving. In 2006, the City’s Building Department records indicated that 138 permits were issued for new residential construction, and in 2007, 158 new residential permits were issued. In addition, Florida City’s commercial sector has seen significant growth and is estimated to have gained over 30% in value. Several other cities within the south Miami-Dade County have also seen rises in commercial property values, showing that growth is occurring in the south part of Miami-Dade County. As stated above, the City has experienced significant redevelopment over the past several years and actively encourages redevelopment.



Table V-7. Florida City, Economic Indicators

Economic Characteristics	Florida City	County
In Labor Force (population 16 years and over)	50.50%	57.80%
Mean Travel Time to Work in Minutes (workers 16 years and over)	32.7	30.1
Median household Income	\$14,923	\$35,966
Median Family Income in 1999 (dollars)	\$18,777	\$40,260
Per Capita Income in 1999 (dollars)	\$8,270	\$18,497
Families Below Poverty Level	41.7%	14.50%
Individuals Below Poverty Level	43.30%	18%

Source: 2000 U.S. Census, IPG 2008



VI. Constraints and Opportunities

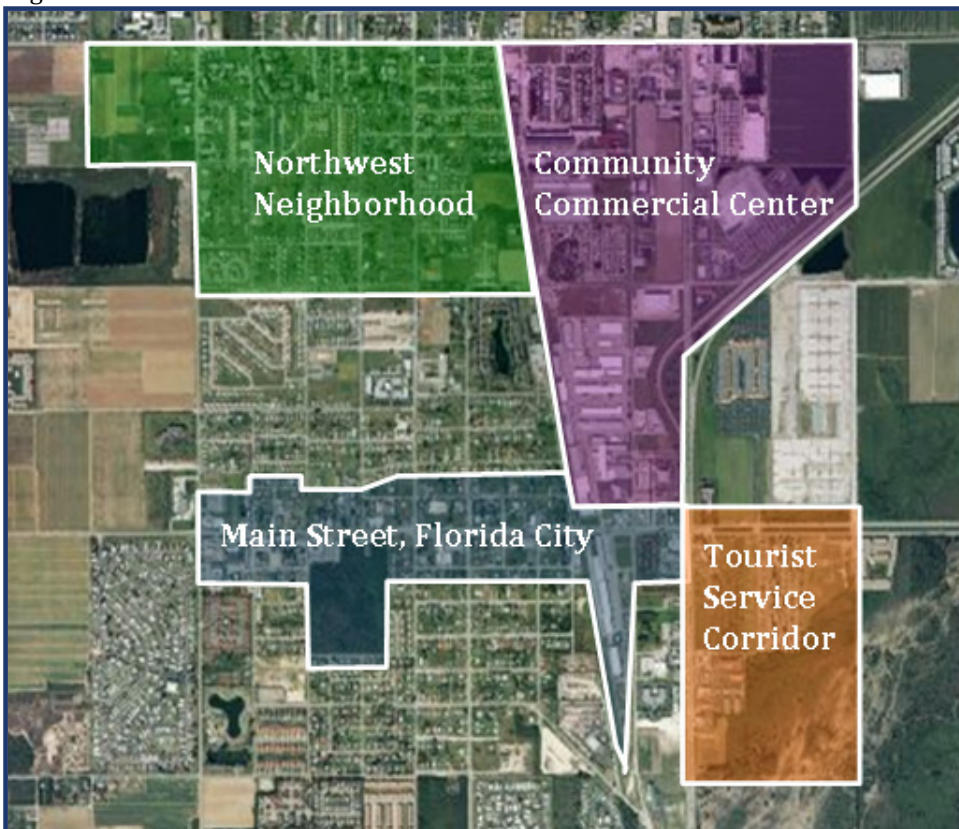


The purpose of this section is to provide a description and summary of the primary constraints and opportunities of each geographic area, including the Northwest Neighborhood, Main Street, Florida City, Community Commercial Center and Tourist Corridor. For descriptive purposes, the CR Area has been divided into four sub-areas that share similar land uses, functions and physical proximity. The constraints and opportunities of each area are addressed within the CR Plan through the implementation of specific projects and programs.



The recently added Northwest Neighborhood is the area of the City that has seen the least investment since Hurricane Andrew.

Figure VI-1. CRA Sub-Areas



A. Northwest Neighborhood

The Northwest Neighborhood is bound on the north and south by Lucy Street and Arthur Vining Davis Parkway respectively, and is located generally between the Miami-Dade County Busway and Redland Road. There is an additional small area of land that extends west of Redland Road as illustrated in Figure II-3. Zoning classifications in the area are primarily a combination of Residential Single Family RS-3 and Residential Duplex RD-1. However, additional areas with Commercial, Multi-Family and Community Facilities zoning classifications are also present. The Northwest Neighborhood is the portion of the City that has seen the least investment since Hurricane Andrew. The concentration of deteriorating buildings and sites indicate that it is an area in substantial need of redevelopment. The neighborhood does not contain an abundance of vacant land, and therefore infill development is most appropriate.

CONSTRAINTS

- Deteriorating and dilapidated structures
- Rampant poverty in the neighborhood
- Low income level
- Sub-standard size lots & diversity of ownership
- Lack of education and workforce skills

OPPORTUNITIES

- A townhouse development has been proposed on the north side of Lucy Street near Redland Road in Homestead. The large tract of vacant land across the street in this neighborhood offers a prime location for future high density- residential development.
- Infill redevelopment

B. Main Street, Florida City

Since the City's founding, Palm Drive has served as the City's main street. Situated along U.S. 1 at the southernmost Turnpike exit leading to the Keys, Palm Drive is strategically positioned as a gateway to Everglades and Biscayne National Parks. The roadway is home to the new City Hall, which includes a large clock tower and ornamental topiaries on the lawn. The building provides a significant aesthetic upgrade and character for the corridor. Palm Drive has also been selected as one of the primary roadways along the 26 mile bicycle trail that connects the Everglades National Park to the Biscayne National Park.

A coffee shop is located at the intersection of Palm and U.S. 1, providing a stopping point for travelers going to and from the Keys and the national parks. Palm Drive is also home to the currently unutilized protected Pineland Park.

CONSTRAINTS

- Unoccupied and underutilized buildings
- No major retail anchor on West Palm Drive
- No unifying theme to the architecture or signage
- Interrupted and poorly constructed sidewalks
- Current zoning regulations do not encourage infill development
- Small lots are not conducive to "big box" retail

OPPORTUNITIES

- City Hall
- Proximity to the Busway, and bicycle and pedestrian routes
- High level of tourist traffic to and from the Everglades
- Large and underutilized preservation park

Florida City's main street, West Palm Drive, has been selected as one of the primary roadways on the 26 mile Park-to-Park bicycle trail.



C. Community Commercial Center

The area running along Krome Avenue is identified as the “Community Commercial Center,” and is the City’s main commercial and industrial corridor. The “Community Commercial Center” is bound by Lucy Street to the north and extends to the south to the point where the FEC right-of-way and Krome Avenue are temporarily aligned. This area contains a large amount of vacant land. Residential units are located in the northwest portion of the corridor as well as in a small pocket between NW 2nd Street and NW 4th Street. The non-residential portion is a combination of General Commercial (C-2) and Light Industrial (I-1) zoning. The City’s two largest retail anchors and employers, Home Depot and Wal-Mart Super Store are located in the Community Commercial Center. The Pioneer Museum, located along Krome Avenue, is a historic structure registered with the National Register of Historic Places.

CONSTRAINTS

- Several large tracts of vacant land within this area.
- Many portions of the farmers’ market have closed down and it may be approaching obsolescence
- Many of the buildings located in this corridor are dilapidated or in poor condition
- Roadside signage is generally unattractive and difficult to read

OPPORTUNITIES

- Krome Avenue provides a connection to south Homestead
- Development in Homestead may lead to a new turnpike interchange providing turnpike access to the northern part of the City
- Development has recently occurred along Krome Avenue and NW 12th Street
- Property owners in select concentrated areas have expressed interest in upgrading their properties through façade renovations

D. Tourist Corridor

The area located east of U.S. 1 and south of East Palm Drive makes up the tourist corridor. The Florida Turnpike ends just north of this sub-area and the traffic flows on U.S. 1 have generated a number of successful businesses serving passerby tourist traffic between Miami and the Florida Keys. These include a motel, gas/ convenience station, restaurant and fast-food establishments. The Southern Comfort RV Park, containing 350 spaces, is located on East Palm Drive. Zoning in this sub-area is combination of General Commercial (C-2) along U.S. 1 and Industrial (I) to the east of the corridor. There are no permanent residential uses in this area. The interior of the area is undeveloped due largely to the presence of jurisdictional wetlands.

CONSTRAINTS

- Non-conforming land uses and zoning are prevalent
- Large parcels of vacant property
- Poor access to interior parcels
- Roadside signage is unattractive and uncoordinated
- Environmental resources in the interior may hinder development

OPPORTUNITIES

- East Palm Drive provides access to the Prime Outlets Mall
- Close proximity to the Homestead Air Reserve Base and Motorsports Park
- High level of tourist traffic to and from Florida Keys and Biscayne National Park offers lucrative market to merchants.

Several businesses in the “Tourist Corridor” serve the passerby tourist traffic.



VII. CRA Affordable Housing Policy Statement



A. Affordable Housing Policies

The transformation of slum and blighted conditions in residential areas must occur as part of the CRA's redevelopment. Florida City's Comprehensive Plan indicates that there are a substantial number of cost-burdened households (households of moderate-income or less that spend more than 30% of their income for housing) as well as severely cost-burdened households (those households that spend more than 50% of their income for housing). The Shimberg Center for Affordable Housing at the University of Florida projects an increasing trend of cost-burdened and severely cost-burdened households in the City from 2005 to 2020. The Shimberg Center's data shows that Florida City has 978 cost-burdened or severely cost burdened households as of 2005. According to the 2000 Census, 18% of the housing units in Florida City's northwest neighborhood (Tract 113, Block Groups 4 & 5) are vacant, compared to 8.9% at the County level. Of those occupied housing units in the northwest residential neighborhood, 29% were owner-occupied and 71% were rentals. This is a substantially different ownership pattern than that of the County as whole, where 61% of occupied housing units were owner-occupied and 39% were rentals.

As required by statute, all CR Plans must be in conformance with the comprehensive plan of the governmental entity which creates the CRA. With regard to affordable housing policies for the CRA, the CRA will adopt and assist with implementation of the applicable goals, objectives and policies of the Housing Element of the City of Florida City Comprehensive Plan pertaining to affordable housing.

HE Policy 3c: The City shall advocate for a regional fair-share approach to provision of affordable housing.

HE Policy 3d: When approving development regulations and new development, the City shall consider the potential impacts of homeowners associations and related fees on the affordability of housing.

HE Policy 3e: When making land use decisions, including comprehensive planning and development approvals, the City shall consider the proximity and other accessibility factors between housing and employment centers and public transportation.

HE Policy 3f: The City shall establish an expedited review process for residential projects in which a significant portion of

The CRA will adopt and assist with implementation of the applicable goals, objectives and policies of the Comprehensive Plan pertaining to affordable housing.



- units will be guaranteed to be affordable to extremely low, low and moderate income households.
- HE Policy 3g:* The City shall recognize affordable housing as an economic development issue, and consider the current and future availability of affordable housing in all economic development initiatives.
- HE Policy 3h:* The City shall pursue grants to provide subsidies and down payment assistance for first-time homebuyers, particularly for those who have resided in the City for at least one year prior to first home purchase.
- HE Policy 3i:* When considering proposed land use amendments to increase residential density, the City shall consider the appropriateness of conditioning the amendment (if approved) to set aside a percentage of the units attributable to the increased density for affordable housing. The appropriateness of this requirements shall be based on the property's proximity to transit facilities and employment centers.
- HE Policy 3j:* The City shall encourage the creation of non-profit organizations to develop affordable housing, as well as encourage the creation of community land trusts.
- HE Policy 3k:* The City shall establish an awards program to City residents, businesspeople and organizations that advocate or make significant accomplishments in creation or preservation of quality, affordable housing in Florida City.
- HE Policy 3l:* Cooperate with Miami-Dade County efforts to provide adequate and affordable housing by donating (hours of staff time, use of City offices, dollar amount, etc.) annually to the Miami-Dade County Housing Authority.
- HE Policy 3m:* The City's land development regulations shall encourage affordable housing by allowing the following: smaller lot sizes; smaller minimum house size and floor space; cluster development and zero lot-line development.
- HE Policy 3n:* The City shall permit the placement of mobile homes within its RT - residential mobile home/recreation vehicle districts, provided they are anchored or attached to permanent foundations, meet safety codes and all other requirements of the City's land development regulations.

The Redevelopment Plan establishes several programs aimed to stimulate neighborhood reinvestment.



B. Strategy

The impetus for the creation and expansion of a CRA is to re-energize the commercial and residential districts, revitalize deteriorated neighborhoods, create jobs, reduce crime, improve the appearance of the area, and enhance the quality of life for those who live in and around the CR Area. Programs

can also be developed to create additional housing, both affordable and market rate. Most elements of the Comprehensive Plan address development programs that are primarily public sector responsibilities – the street and highway system, mass transit, parks, playgrounds, water, waste disposal, and other utilities and capital improvements. Housing however is primarily met by the private sector. Local governments today build little or no new housing. Instead local governments provide plans, programs and development regulations (zoning, building codes, etc.) to guide the private sector in the development of new housing, and maintenance of fair housing ordinances and housing and health codes.

Public investment can facilitate the development of affordable housing by the private sector. Therefore the CRA will take the lead for the public side in developing affordable housing in the CR Area. This may take the form of acting as a developer or providing subsidies where deemed necessary. The CRA will be opportunistic where possible and engage in land assembly for affordable housing development.

C. Relocation Policy

In the event that residents or businesses are displaced due to the activities of the CRA, the CR Board shall be responsible for the administration and funding of relocation activities according to the procedures established by the CR Board. If federal funding is used, the CRA will follow the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, 84 Stat 1984 (1971), 42 United States Code, Section 4601, et seq. Community benefit agreements may also be pursued when necessary to address community needs, especially when proposed development necessitates the relocation of households. If utilizing a community benefits agreement, provisions will be outlined that benefit the remaining neighborhoods and the relocated families.

D. Community Redevelopment Tools

The CRA cannot achieve revitalization alone. The CRA can however make strategic investments in targeted areas that will enhance market conditions, present options to attract private investment and serve as a catalyst to leverage private funding in the area. All projects funded by the CRA must possess the potential to increase the tax base of the CRA through increases in marketability and the likelihood of private investment.

Chapters IX and X outline the programs and projects that are planned in order to achieve the redevelopment goals of the CRA. Programs specifically designed to stimulate residential reinvestment include:

- Housing Infill;
- Housing Rehabilitation/Replacement;
- Sewer Line Hookup;
- Paint Up/ Fix Up;
- Community Policing; and
- Code Enforcement.

Residential revitalization may also occur as a result of investment in businesses and infrastructure. Specific details and criteria will be established and approved by the CRA Board in accordance with the procedures described in Chapters IX and X.

The CRA will make strategic investments in targeted areas to enhance market conditions.



VIII. Goal, Objectives and Policies



The following objectives and policies were developed based on input provided from the Florida City community, CRA Board and staff. These are the framework for decision-making by the CR Board and staff, and provide specific direction for redevelopment action. The objectives and policies establish public policy and CRA priorities and should be reviewed every five years as conditions change.

CRA Goal

The goal of the CRA is to optimize the property tax base, create jobs, and enhance the health and vitality of the neighborhoods and businesses within the CR Area, by supporting strategic private and public projects that will stimulate and leverage quality investment in the area.

A. Slum and Blight

- Objective 1:** Support the infill of vacant properties and the upgrade of low-value properties in order to facilitate the transition of neighborhoods and businesses characterized by value-growth properties.
- Policy 1.1:* Acquire and demolish dilapidated and unsafe structures while providing relocation programs for displaced families, if necessary.
- Policy 1.2:* Encourage the rehabilitation and upgrade of existing housing and businesses.
- Policy 1.3:* Encourage property owners to consolidate small lots in order to create parcels of adequate size for new construction.
- Policy 1.4:* Develop and enhance vacant and unutilized lots through voluntary programs and code enforcement.
- Policy 1.5:* Initiate infill housing projects that emphasize homeownership, where possible.
- Policy 1.6:* Create programs for land development and property rehabilitation, using incentives and private sector coordination to facilitate investment.

The CRA supports private and public projects that will stimulate and leverage quality investment in the area.



B. Economic Development

- Objective 2:** Implement economic development strategies that will assist existing businesses, attract quality development and increase job growth.
- Policy 2.1:* Work closely with the Vision Council, local merchants and other agencies to address the needs of existing and potential businesses.
- Policy 2.2:* Coordinate assistance for existing small businesses, including grants and loans for façade programs, and provide other innovative financial incentives.
- Policy 2.3:* Use CRA funds as an incentive and leveraging factor in non-profit and private sector development opportunities.
- Policy 2.4:* Seek opportunities for commercial and industrial land assembly in order to consolidate small parcels of property into larger developable sites.
- Policy 2.5:* Seek the assistance of regional, County, and State economic development agencies to enhance the job creation potential of the CR Area.
- Policy 2.6:* Promote opportunities along the Miami-Dade Busway that promote both higher density residential and retail/commercial development, around the Busway and its terminal station on West Palm Drive.
- Policy 2.7:* Ensure that new businesses in the CRA give first opportunities for jobs to area residents.
- Policy 2.8:* Support provision of high-speed Internet service to commercial and industrial areas.
- Policy 2.9:* Develop concepts for market redevelopment of the State Farmers' Market into a mixed use area, should the opportunity arise.

C. Land Use

- Objective 3:** Encouragement of innovative land uses and design techniques that enhance the development potential of each primary road corridor and neighborhood within the CR Area.
- Policy 3.1:* Develop architectural, landscape and streetscape design guidelines for the primary commercial and industrial corridors. First priority will be West Palm Drive and Lucy Street.
- Policy 3.2:* Formulate future land use strategies on the basis of sound planning, market conditions and demographic research.
- Policy 3.3:* Work with City staff, the P&Z Board and the City Commission to revise the City land development code to

The CRA will actively seek opportunities to attract and retain businesses.



ensure that the zoning districts within the CR Area are in compliance with the CDMP future land use map and the CR Plan.

- Policy 3.4:* Analyze the potential re-use of sites where functionally obsolete structures and non-conforming uses exist in order to determine the highest and best use of properties.
- Policy 3.5:* Examine and encourage the formation of higher density, mixed use, transit oriented development at select locations where deemed appropriate and marketable, including the Palm Drive Busway station.
- Policy 3.6:* Design an integrated system of pedestrian/bicycle circulation, and parks and open space with an emphasis on providing safe and easy access to and between commercial, residential and institutional uses. Require private developments to connect their projects to the open space and circulation systems.

D. Neighborhood Reinvestment

- Objective 4:** Improvement of the CR Area neighborhoods and the lives of its residents through infill development, home ownership, job training and education.
- Policy 4.1:* Work with private development and non-profit agencies to assist in building affordable housing units with an emphasis on increasing homeownership.
- Policy 4.2:* Ensure that energy efficient and affordable housing is available in the CR Area by assisting in the upgrade the existing housing stock.
- Policy 4.3:* Give priority to residents of the CR Area to purchase homes developed with CRA funding to the maximum extent possible.
- Policy 4.4:* Encourage the redevelopment and expansion of employment and housing opportunities for low, very low and moderate income residents within the CR Area.
- Policy 4.5:* Coordinate with new businesses and job training programs in order to prepare residents for jobs created within the CR Area.
- Policy 4.6:* Promote parks, open space and pedestrian/bicycle connections within neighborhoods.
- Policy 4.7:* Access programs to provide low-cost computers to neighborhood children.

The CRA strives to create homeownership opportunities for the City's residents.



E. Environmental and Aesthetic Enhancement

- Objective 5:** Promotion of a clean, green and attractive community environment.
- Policy 5.1:* Increase the overall attractiveness and economic viability of the CR Area through special projects and programs such as streetscape improvements, façade renovations and increased public open space.
- Policy 5.2:* Provide landscaping, street furniture, signage, and lighting that enhance the attractiveness of the CR Area, that encourage cleanliness and that are easily maintained.
- Policy 5.3:* Seek to rehabilitate and preserve significant historical, and cultural elements and buildings.
- Policy 5.4:* Give priority to projects and businesses that use “green” principles in design, construction and operation.
- Policy 5.5:* Coordinate with Miami-Dade Solid Waste Authority to ensure recycling is provided to all residents and businesses within the CR Area.
- Policy 5.6:* Work with City Code Enforcement to remove illegal signage and correct other code violations.
- Policy 5.7:* Focus special visual enhancement programs on Palm Drive and Lucy Street in the near future.

The CRA will prioritize projects that incorporate green principles in design, construction and operation.

F. Public

- Objective 6:** Improvement of public safety and the perception of crime in the CR Area.
- Policy 6.1:* Continue to fund the Florida City Police Department’s Community Policing Program. The assigned police officers will continue to serve as catalysts for enhanced safety in the neighborhoods and commercial areas.
- Policy 6.2:* In conjunction with Florida City Code Enforcement, support deployment of additional officers to the CR Area.

G. Public Facilities

- Objective 7:** Provision of necessary public facilities at adopted levels of service to meet the existing and future population and business needs.
- Policy 7.1:* Work with all appropriate government agencies and utility companies to ensure the provision of adequate services including potable water, stormwater, sewer, gas, solid waste, television and electricity.



- Policy 7.2:* Work with applicable agencies and organizations to establish appropriate priorities for capital improvements.
- Policy 7.3:* Help provide upgraded parks, open space and pedestrian/bicycle facilities throughout the area.
- Policy 7.4:* Assist the County and other government entities to promote alternative modes of transportation and maximize transit facilities.
- Policy 7.5:* Work with telecommunication companies to provide free Internet service to CRA residents and businesses.

H. Administration

- Objective 8:** Establishment of the administration and financial mechanisms to achieve the goal, objectives and policies of the Florida City CR Plan.
- Policy 8.1:* Provide funding for additional staff to advocate and implement CRA activities.
- Policy 8.2:* Work with area residents, property owners and business owners to foster ownership and support redevelopment initiatives in the CR Area.
- Policy 8.3:* Pursue all opportunities to maximize funding sources available to community redevelopment agencies (grants, loans, bonds, tax credits, subsidies, etc.) that benefit the CRA.
- Policy 8.4:* Actively pursue “Quick Victory” projects to increase public awareness and support.
- Policy 8.5:* Ensure that administrative initiatives are consistent with City’s comprehensive planning and economic development strategies.
- Policy 8.6:* Create strong partnerships with area non-profits, the real estate industry, the financial community and businesses, to facilitate the development and redevelopment of new and existing residential, commercial and industrial uses.
- Policy 8.7:* Respond quickly and flexibly to provide redevelopment proposals that are generally consistent with the CR Plan.

The CRA will continuously seek opportunities to maximize funding available to community redevelopment agencies.



IX. Redevelopment Projects



The following projects have been identified with community input and the assistance of the Florida City CRA Board and staff. They represent the preliminary implementation action items necessary to rejuvenate the CR Area.

A. Target Areas

“Target Areas” are those areas that are in most need of revitalization and require aggressive implementation of specific programs and projects. In addition to the improvements listed in the description, storefronts in these areas will also receive priority for façade renovation funding described in Chapter X. The Target Areas are described below and are graphically depicted in Figure IX-1.

1. Closed Packing Plant

This triangular shaped parcel is occupied by an agriculture facility on the southwest corner of Krome Avenue and Palm Drive that was formerly used as a packing plant. With the decline of the row crop industry in South Miami-Dade, this plant is no longer operating and the facilities are used for company offices and storage only. There have been several offers for the property, but the owner has not been motivated to sell. The CRA is positioned to incentivize the acquisition and redevelopment of the property by assisting with the infrastructure that will be needed for the rehabilitation of the property. There may also be environmental remediation issues at the site based on its proximity to the old Florida East Coast Railroad right-of-way. The parcel has substantial visual frontage along Palm Drive. Redevelopment of this property will create jobs and substantially improve the visual integrity of Palm Drive, thereby enhancing a critical gateway into Florida City and the CRA.

2. Northern Commercial Gateways

The commercial area between the Krome Avenue and U.S. 1 corridor is a key gateway area into Florida City’s CRA. The streets within the area are heavily-used. Though an important gateway for the City, the area is marked by buildings that are in poor condition, with outdoor truck storage, unpaved interior roadways, interrupted sidewalks and few, if any, street trees. To upgrade the appearance of the corridor and to provide an incentive for private property owners to improve the appearance of their properties and sites, the CRA will consider new streetscapes on NE 14th Street between U.S. 1 and Krome Avenue, and on NE 1st Court between NE 14th Street and Lucy Street.



“Target Areas” are the areas of the City with the greatest need for redevelopment.



3. Lucy Street and 7th Avenue

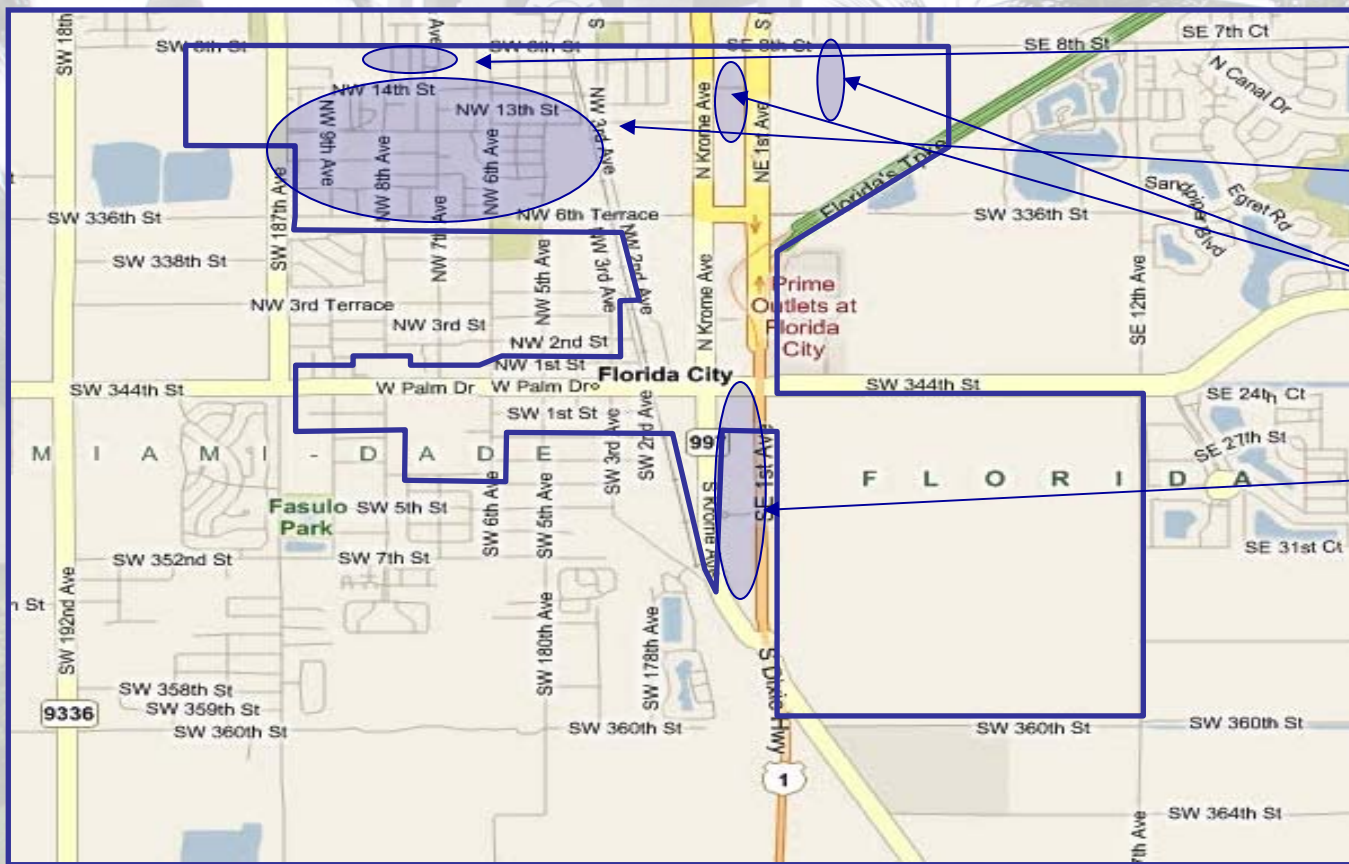
This area, known historically as the “snake pit,” represents the residential part of the CRA with the most immediate need for redevelopment. The area is located along the south side of Lucy Street between 7th and 8th Avenues. In this relatively small area most of the buildings are partly or completely dilapidated. The lots are scattered with trash and debris, and many of the buildings have been spray painted with graffiti and gang symbols. The conditions in this area are both unsafe and visually unattractive. If left unaddressed, the area will continue to deter investment along Lucy Street and throughout the northwest neighborhood. The CRA will begin to acquire property and demolish dilapidated buildings in this neighborhood. This project will immediately eliminate blighted conditions and prepare properties for redevelopment.

4. Northwest Neighborhood

The CR Area was expanded to include this neighborhood in the northwest part of the City which is in significant need of redevelopment. The addition of this neighborhood will significantly expand the number of residential properties in the CRA. For the comprehensive revitalization of this northwest area, the CRA should undertake a Northwest Neighborhood Master Plan. The neighborhood plan will be completed in 2009 and will include recommended land use changes, infill alternative strategies, streetscape designs, a specified design code, pedestrian and bicycle circulation system and other revitalization strategies.



Target Areas



Lucy Street and 7th Avenue

NW Neighborhood

N. Commercial Gateways

South Krome Industrial Wedge

Figure IX-1

Target Areas

Florida City

B. Target Corridors

This section identifies the corridors in the CRA that have a high concentration of deteriorating infrastructure, building conditions, and streetscapes. These corridors also have underutilized properties that if left unaddressed, will continue to deter investment in the area. Improvements to these corridors will enhance the economic potential of the corridor and improve the overall perception of the City. Also, storefronts will receive priority for façade funding. The Target Corridors are described below and are graphically depicted in Figure IX-2.

1. Palm Drive

Palm Drive was once the heart of Florida City, and it is still the City's downtown and main street. Approximately ten (10) million visitors pass through Florida City on their way to the Keys and these nearby National Parks. Following the damage from Hurricane Andrew in 1992, many of the existing structures could not be, or were not, rebuilt. In addition, commercial development has shifted away from Palm Drive to the City's new commercial center along U.S. 1. Though there has been some new construction on Palm Drive in the past ten years, most notably the unique and attractive City Hall, there has been no overriding concept or theme identifying the corridor. The CRA will work with the community and City staff to develop a common vision for the redevelopment of the corridor. The Palm Drive Improvement Plan, now underway, will address land use, streetscape design, lighting, drainage, landscaping and design standards. The Plan will also recommend reuse options of vacant properties. The Improvement Plan has been funded in the 2008 budget and it is anticipated to be completed by April 2009. Streetscape and other improvements recommended by the Palm Drive Improvement Plan will be funded through a variety of funding tools outlined in Chapter IX.

2. Lucy Street (Busway – Redland)

The portion of Lucy Street between the South Miami-Dade Busway and Redland Road contains many dilapidated structures, and has a fragmented mixture of existing businesses and residential rental uses that do not match the existing zoning or future land use designations. Part of the revitalization effort in this area will be to create a common design theme for Lucy Street that will improve the visual quality and land use mix in order to enhance the economic viability of the corridor. Since the centerline of Lucy Street is the boundary with Homestead, it will be necessary to work closely with the City of Homestead for the joint redevelopment of the street.

3. Lucy Street (U.S. 1 to Krome)

As noted above, Lucy Street is the northern border of Florida City. The area of Lucy Street between the South Miami-Dade Busway and Krome Avenue is the portion of the street with the greatest need for redevelopment. This predominantly residential area is characterized by dilapidated structures and a lack of investment. There are currently no CRA streetscape activities proposed or planned for Lucy Street west of U.S. 1. The Florida City CRA must work with the City of Homestead, to undertake consistent and complimentary streetscape improvements.

Palm Drive is the heart of Florida City and is the City's downtown and main street.



4. 12th Street Industrial Corridor

The oldest industrial area in the City is NW 12th Street between Krome Avenue and the Busway. This industrial street has only a few stand-alone industrial businesses. Most of the buildings are row warehouses/storefronts averaging about 1,000 square feet per unit. Many of the storage units have been rented or leased by businesses which utilize the units like a wholesale business, thereby creating unsightly parking congestion on NW 12th Street. The street asphalt is in poor condition and should be repaired, and provided with proper drainage. Upgrading the area is essential, so that it does not detrimentally impact the new commercial construction that is less than a block away on Krome Avenue and to provide job opportunities for residents. The CRA has approved funding for streetscape improvements along NW 12th Street and it is anticipated the project will commence in 2008–2009. The project will include parking, sidewalks, drainage, landscaping, curb and gutters and repaving.

5. NW 3rd Avenue

NW 3rd Avenue is a deteriorating industrial corridor that requires investment. Flex office space, self-storage and rock-cutting businesses are the predominant uses in the area. The area is adjacent to the NW 12th Street industrial corridor and should be considered for similar upgrades as those planned for NW 12th Street. Necessary improvements include parking, sidewalks, drainage, landscaping, curb and gutters and repaving. The planning area will extend from Lucy Street on the north to Davis Parkway on the south. Project planning will in the 2009–2010 timeframe.

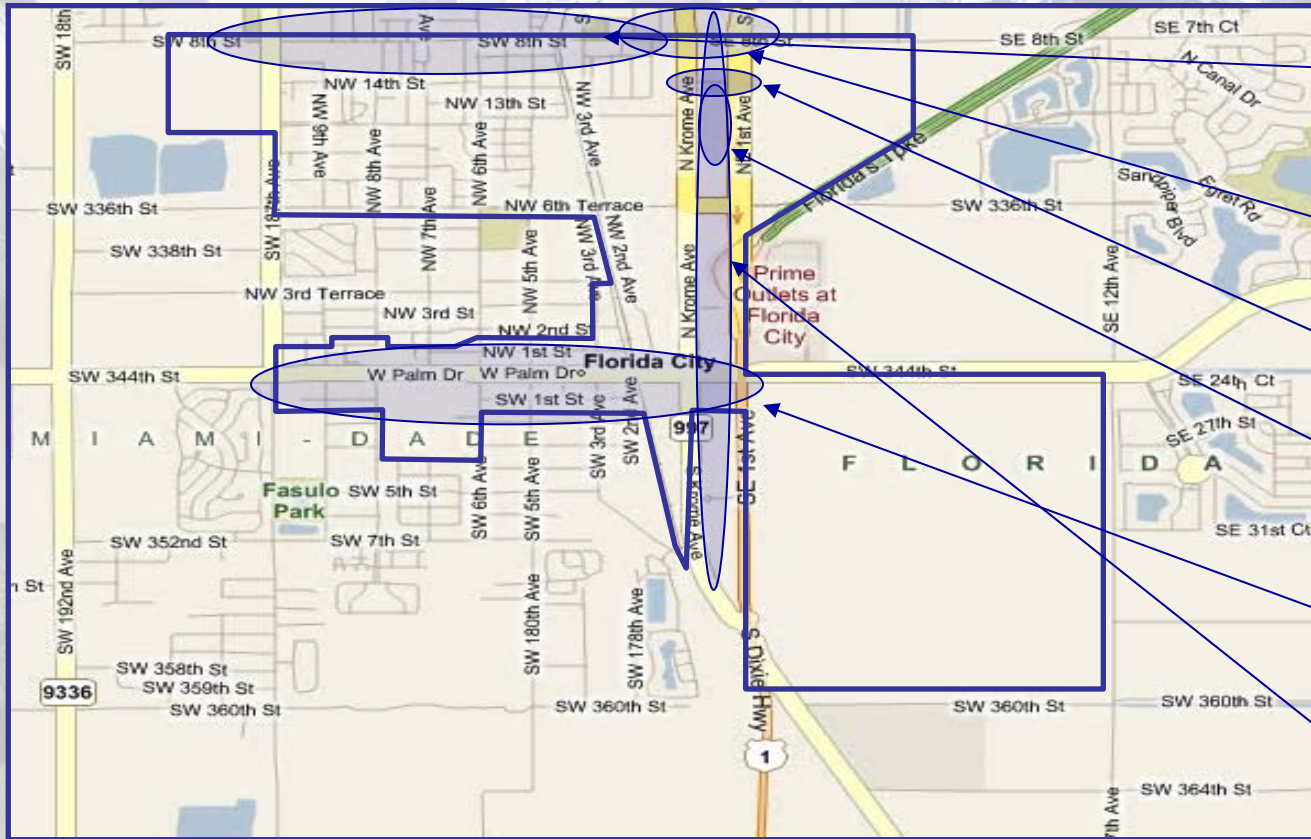
6. Krome Avenue

The Florida Department of Transportation has design plans ready to expand Krome Avenue from two to four lanes between Lucy Street south 1.5 miles to the point where Krome and U.S. 1 merge. Over half of the linear construction will occur within the CR Area. CRA staff is actively coordinating with FDOT officials to ensure the design is attractive, functional and does not negatively impact businesses. This includes ensuring lighting, landscaping, sidewalk and bicycle paths are adequate to serve the corridor's needs.

CRA staff will work with FDOT to ensure that the expansion of Krome Avenue will be functional and attractive.



Target Corridors



Lucy Street (U.S. 1 to Krome)

Lucy Street (Busway - Redland)

Northwest 12th Street

NW 3rd Avenue/
Flagler Street

Palm Drive

Krome Avenue

Figure IX-2
Target Corridors

Florida City

C. Demonstration Projects

“Demonstration Projects” are those projects that showcase the CRA’s unique character. The promotion of these assets display the individuality of the CRA, foster community pride and create an atmosphere that is inviting for residents and customers. The Demonstration Projects are described below and are graphically depicted in Figure IX-3.

1. Pioneer Museum

One of the most underutilized assets in Florida City is the Pioneer Museum, a site recognized by the National Register of Historic Sites. The Pioneer Museum has the potential to become a major component for the revitalization of Krome Avenue. An initial market study will be conducted to determine the economic viability of the Pioneer Museum. The museum building requires a new roof as well as repairs and painting, both inside and out. The alarm system in the building needs to be upgraded for security. Additionally, site work should be completed to the grounds, including a circular driveway to provide access to the rear of the property. Hard surface parking should be created that is well lit, drained and enhanced with attractive landscaping. The caboose in the Pioneer Museum needs to be remodeled. Consideration should be given to expanding the building if deemed feasible and cost-effective. The CRA provides modest funding to the Museum each year to assist with operating expenses. The Museum owns much more historical material than can currently be displayed, and part of the operating fund may be used to work with a museum specialist to enhance the museum’s displays

2. Farmers’ Market Reuse

The State Farmers’ Market has existed on Krome Avenue for years and has well served the agriculture community in South Miami-Dade. The Farmer’s Market is comprised of approximately 86 acres, and is owned by four private entities and the State of Florida. Over the last 10 years, the row crop farms that have used the Farmers’ Market have begun to dwindle both in the number of farms and the acreage planted. Residential and commercial development has removed thousands of acres from food crop production. In addition, many farmers have converted their operations to raise ornamental plants. Furthermore, some families that have farmed for generations are finding that the youngest generation in the family has no desire to continue the family farming tradition and endure the risks associated with the farming profession.

While the Farmers’ Market may not close for years to come, there is development and family pressure to down-size some of the operations. It is also possible that the State may decide to modify use of the state-owned portion of the Farmers Market in an austerity move. In preparation for the time that the Farmers Market may close or reduce the scope of its operations, the CRA will consult with the local management and the State Department of Agriculture to plan future strategies for the facility. The CRA will then be positioned to present positive and innovative ideas if discussion of reuse commences.

The deed to the Farmers’ Market property owned by that State contains a “reverter” clause. Should the property cease to be used as a State farmers’ market, it will revert to the City of Florida City.

The Pioneer Museum is one of the CiRA's most underutilized assets.



3. Transit Facility/Bike Trailhead Project

Florida City is the site of the south terminal station of the Miami-Dade County Metro-rail and Busway System. The South Miami-Dade Busway links to the Metro-rail system at the Dadeland South Station.

When the South Miami-Dade Busway was under development, it was the intent of the Metro-Dade Transit Authority to create a transit facility with parking at the Busway's final station on Palm Drive. Due to cost overruns during construction, development of this facility was delayed. The County remains committed to an expanded transit facility at this location and should complete the environmental assessments in 2009 for a park-n-ride lot with 300+ spaces and a driver comfort station. The County plans to construct a facility with a small footprint. The CRA will coordinate with the County in designing the project and building the Palm Drive Station.

The Palm Drive Station is at a unique and strategic location. The area is a multi-modal node that connects the Busway with planned bicycle and pedestrian trails. Specifically, there is currently a County "Park to Park" bicycle trail planned to run 26 miles, connecting Everglades National Park to Biscayne National Park. The projected route in Florida City will run from the northern border of the City, south along the Busway to Palm Drive. At that location, the bicycle trail will turn west toward the Redlands and Everglades National Park. Since both the transit facility and the park to park bicycle trail have a common juncture at the Busway and Palm Drive, the CRA will act as a facilitator between the two plans. The transit facility provides a strategic location to house a trailhead for bikers on the Park to Park Trail. If the bike-trailhead cannot be included near the transit facility, an attractive alternative location could be the Palm Drive Pineland Park.

4. Palm Drive Pineland Park

This State/County environmental site is located on the south side of West Palm Drive, west of SW 6th Avenue. The property is owned by the State and leased to the County, and is set aside for mitigation purposes. Miami-Dade County is currently preparing an environmental management plan for it. It contains one of the last large strands of unique "Dade County Pine." The CRA will work with the County to secure permission to develop the area as a passive "central" park. Possible improvements to the park may include nature trails with signage and kiosks, non-paved parking, bicycle racks, restrooms, water fountains, and picnic tables. The design will honor the County's preservation purpose, yet allow the property to be available to the residents and Everglades National Park visitors, for quiet enjoyment by adding features such as an observatory with park trails and parking.

The Palm Drive Station is a strategic location to house a trailhead for bicyclists on their way to the Everglades and Biscayne national parks.



Demonstration Projects

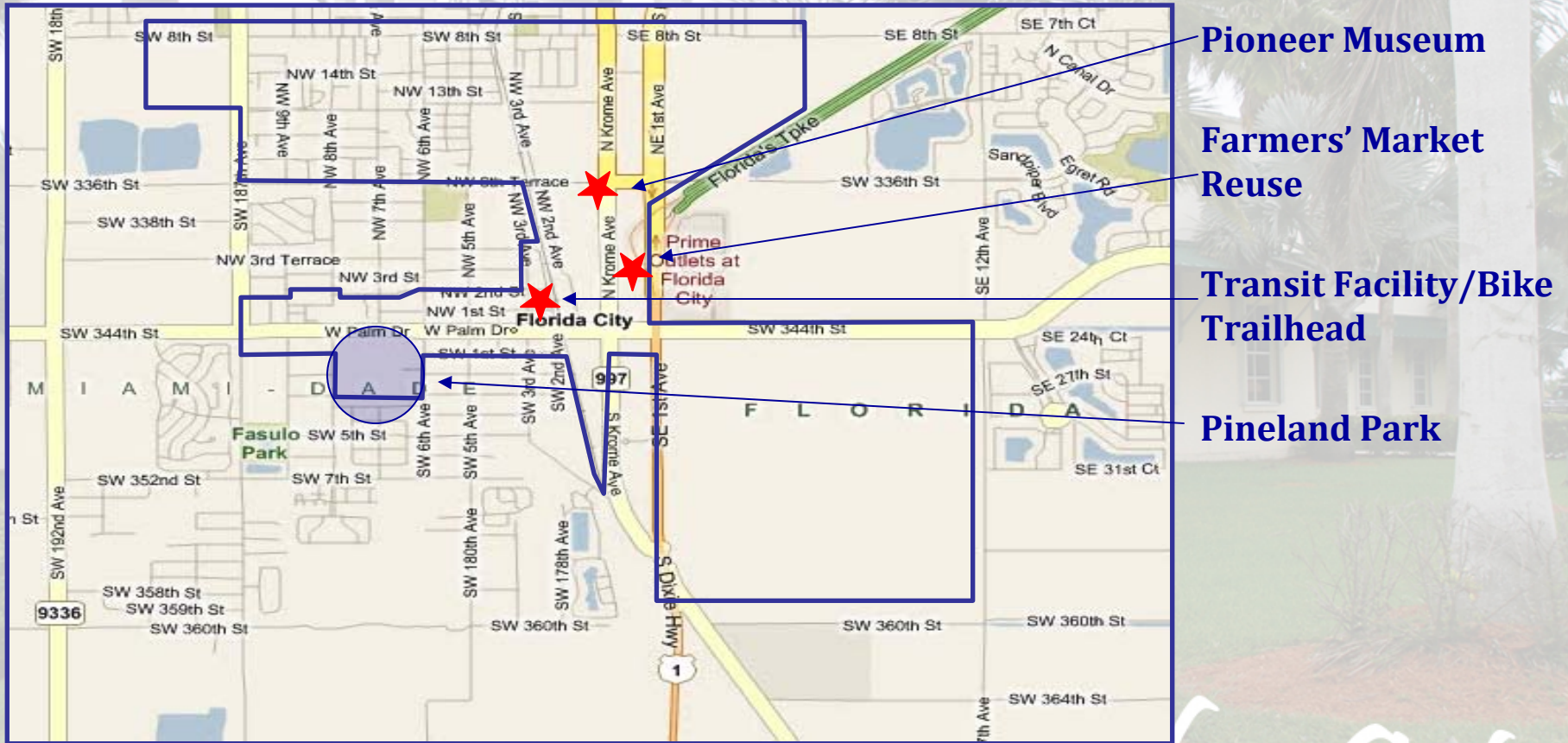


Figure IX-3
Demonstration Projects

Florida City

X. PROGRAMS



This CR Plan is designed to be flexible and provide a holistic program of financial and technical tools. Each program is intended to be part of a “tool box of programs” that the CRA may utilize to meet the CRA’s goal to develop the tax base, create jobs, and enhance the health and vitality of the neighborhoods and businesses. These programs are intended to encourage reinvestment, guide redevelopment activities and assist private sector development projects. The CR Plan is an evolving document and it is anticipated that both the programs and related elements will be updated every five years to ensure that the assistance the CRA is providing, continues to meet the redevelopment needs of the area.

A. Business Assistance

The CRA has a number of available incentives designed to foster business and developer investment. These programs are aimed at successful business expansion, relocation and start-up opportunities in the CR Area. The following planning tools will encourage business development and job creation in the CR Area.

1. Commercial and Industrial Façade Program

The CRA has created a Commercial and Industrial Building Façade Program to serve as the building block for the ongoing revival of the commercial and industrial corridors. The Façade Program is a powerful tool to make building restoration financially feasible for property owners. Restored storefronts can improve the vitality of neighborhoods which in turn attracts investors, tenants and shoppers.

The Façade Program may be utilized by any property owner, however the NW 12th Street and NW 3rd Ave industrial corridors are initial priorities. The owners of the industrial buildings in this area have expressed eagerness to update the appearance of their buildings.

The goal of the program is to upgrade the CRA corridors by improving a number of buildings and investing money in a way that will create an inviting and exciting commercial and industrial district.

2. Signage Assistance Program

Signage can significantly impact the perception of business corridors. As noted in the Existing Conditions section, signage throughout the various corridors of the CRA is uncoordinated, unattractive and difficult to read, thereby contributing to significant negative visual impact in the CRA. There is also a substantial amount of illegal signage. Well-designed signage is essential in defining the presence, quality and type of businesses. In order



Each program is designed to enhance the CRA's "toolbox" that can be utilized to meet the CRA's goals.



to reduce “sign clutter” and help defray the costs associated with creating clear, attractive and consistent signage, the CRA may provide small matching grants to business owners wishing to invest in new signage for businesses that front a public right-of-way. Priority funding will be given to businesses located along major corridors such as Palm Drive, Lucy Street, U.S. 1 and Krome Avenue. All signage must conform to the City’s Sign Ordinance.

3. Small Business Capital

The City is already aware of a significant number of existing businesses and entrepreneurs that desire to pursue enterprises in the Florida CRA. These businesses will require capital resources in order to start-up and/or expand. These resources may not normally be available to small businesses through the traditional commercial lending institutions, and the CRA may therefore, act as a clearinghouse for potential clients needing business capital. The CRA may actively partner with agencies such as the Beacon Council, Vision Council, Miami Dade Office of Community and Economic Development (OCED), Homestead/Florida City Chamber of Commerce and the U.S. Small Business Administration. The CRA staff may help business to access available resources. The CRA may also assist businesses to market unique products and services that promote the area as a whole, in addition to specific businesses.

The median income in the Northwest Neighborhood is approximately \$17,000.

B. Neighborhood Reinvestment

Although the City’s housing stock has been upgraded significantly in recent years, there are still areas in need of rehabilitation. Deteriorating housing conditions have been noted by the Building Department’s analysis of the housing stock. Additionally, Census data indicates that the Northwest Neighborhood is dominated by a rental market and 22% of the housing is occupied by more than one person per room, a common indicator of overcrowding. The 2000 median household income of residents of the two block groups in the Northwest Neighborhood was \$15,592 and \$20,054, much lower than the median income for Miami-Dade County. Almost 50% of the population within this neighborhood is living below the poverty level. The CRA has a number of programs intended to address the immediate housing needs.

1. Neighborhood Infill

This program will target feasible infill housing projects to enhance affordable housing and homeownership in the CRA’s neighborhoods. The CRA may identify vacant lots and units within the CR Area for this program, and recruit local builders to construct new homes. The CRA may assist with the infill of neighborhoods by assembling properties that are too small for new construction. The combined non-conforming lots will create a buildable lot that has sufficient room for development. New housing is to be energy-efficient, affordable and compatible with the existing neighborhood. Many CRA residential areas are in close proximity to commercial and industrial areas, and adequate buffering and traffic control must be provided to protect the tranquility of the neighborhoods.

There are many lots within the Northwest Neighborhood that have remained vacant since the structures on those lots were destroyed by Hurricane Andrew in 1992. The infill program will primarily focus on acquisition of property and construction of new homes in this critical area.



2. Housing Rehabilitation

The CRA has adopted the City's Housing Assistance Plan which allows public funds to be used towards the rehabilitation of privately-owned homes. The appearance and integrity of residential neighborhoods within the CR Area is critical to the program's success. Accordingly, the CRA may provide a combination of grants and loans to residential property owners for the rehabilitation of their homes. The CRA will annually fund a Housing Rehabilitation Program to begin addressing substandard housing. Funds will also be used as a match for any housing rehabilitation grant funding secured from County, State and/or Federal funding sources. The Housing Rehabilitation Program may also pay for sewer hookups and laterals for qualifying low-income families.

3. Sewer Line Hookup

Over the past decade, the City has completed a sewer line replacement program in most of the oldest neighborhoods in the City. During this process, a number of homes were identified that were not connected to the wastewater collection system. Some of these homes are within the CR Area and, are occupied by low and moderate income residents. The CRA may undertake a program to assist in funding the connection of these low-income households to the wastewater treatment system and abandoning the on-site septic systems.

4. Paint Up/Fix Up

A number of single-family and multi-family units are in poor physical condition. A Paint Up/Fix Up Program may be implemented to enable residents and property owners to secure small grants and loans to paint and repair the exteriors and grounds of residential buildings.

C. Land Acquisition

The CRA will consider acquisition of properties for the purpose of land assembly when it is perceived to be the best redevelopment option and an advantageous development opportunity. CRA funding may be used to acquire residential, commercial or industrial properties. Sites with high redevelopment potential could be considered for acquisition and preparation of Requests for Proposals (RFPs) to stimulate redevelopment interest. In addition, the CRA may acquire any real property when it is deemed necessary to eliminate unsanitary and/or unsafe conditions, or as otherwise needed to remove or to prevent the spread of blight.

There are several areas within the CR Area where revitalization may require acquisition and demolition of all structures. The CRA will develop a property acquisition strategy for these areas and with County approval, begin to acquire and demolish properties as needed. The CRA may also pay for related costs, including but not limited to, site clearance, demolition and repairs.

Several of the CRA's neighborhood programs are designed to provide special assistance to low-income families.



D. Public Improvements

The CRA may continue to support development in the area by funding public improvements when necessary. The public improvement program will entail new construction and/or rehabilitation of deteriorated/dilapidated public infrastructure, facilities and related amenities, and beautification efforts. The CRA public improvement programs are detailed in this section below:

1. Public Infrastructure Assistance Program

The CRA may continue to fund infrastructure upgrades when needed to assist new and expanding businesses within the CR Area. Previous CRA infrastructure improvements have driven the substantial growth of the commercial tax base and tax revenues generated that are available to fund additional projects, especially in the Expansion Areas. The CRA may continue to help fund infrastructure such as water, sewer and drainage for qualifying private development projects as they occur. In addition, public utility needs identified in the Palm Drive, Lucy Street and Northwest Neighborhood Plans will also be addressed.

2. Streetscape Improvements

The CRA may provide streetscape improvements to create welcoming and attractive commercial and residential corridors. These amenities could include, but are not limited to pavers, benches, shade trees, landscaping, bicycle racks, gazebos, lighting, signage, trash receptacles and other aesthetic improvements. These improvements will be identified in the Palm Drive, Lucy Street and Northwest Neighborhood Plans.

3. Public Art

Integrating public art into development areas improves the image of Florida City, contributes to the interest and “walkability” of an area, and enhances the visual landscape of neighborhoods and commercial corridors. The CRA may work with the public and private sectors to integrate public art into the community that reflects a range of disciplines, media and thinking. Emphasis shall be placed on utilizing local artists to create local themes. The CRA may provide small grants and other administrative support to local artists wishing to create outdoor art that will enhance the community’s sense of place and overall vitality.

4. Parks and Recreation

Though there are few tracts of land in the northwest neighborhood that are large enough for creation of a major park, the CRA may endeavor to acquire and construct one or more pocket parks in the neighborhood. The parks may be active or passive, depending on community need. With consideration for the health, safety and welfare of those residing in the general vicinity, the parks will provide a valuable amenity to the neighborhood and improve the appearance of the area. Pocket parks may also be considered in the commercial areas where appropriate.

A primary function of the CRA is to fund public improvements such as infrastructure repairs and beautification.



E. Community Safety and Appearance

To combat negative perceptions and ameliorate any safety concerns, the CRA will engage in a number of programs aimed at enhancing the real and perceived image of the area. With special consideration for the health, safety and welfare of the children residing in the area, the CRA shall promote a safe, clean and inviting area for shoppers, residents and investors through investment in the following programs:

1. Community Policing

Public safety has been a chief concern among residents and business owners of the CR Area. The CRA's Community Policing Program was added as a 2002 amendment to the original CRA Master Redevelopment Plan and it has since proved invaluable. Adequate law enforcement is required to protect property values, commercial activity levels and the quality of life of the residents within the CR Area. The known presence of law enforcement is also important to attract new investment, development, businesses and residents. The CRA may continue to pay for the cost of utilizing community policing strategies designed to reduce crime within the CR Area. This is done by providing one full time officer dedicated solely to the CR Area. This program does not supplant existing or planned resources the City may have to carry out City-wide law enforcement. This program may need to be expanded in the future to accommodate the new CRA Expansion Areas.

2. Code Enforcement

Adequate code enforcement is required to protect property values, commercial activity levels and the quality of life of the residents within the CR Area. Code enforcement is also important to attract new investment, development, businesses and residents.

Current code enforcement levels in the CRA are not adequate to address the CRA's problems. A Code Enforcement officer dedicated solely to the CRA is needed to improve the appearance and safety of the area, and reinforce the perception of the area as a safe and clean location to live and conduct business. In addition, the CRA may pay for support vehicles and equipment.

The northwest neighborhood has a large number of dilapidated houses and it is difficult for the existing code enforcement staff to concentrate on anything but the worst of the housing violations. This additional officer could concentrate on the dilapidated housing issues and bring the citation/compliance process to a quicker resolution. They would also cover the commercial and industrial areas of the CRA.

3. Trash Clean-Up

CRA may fund monthly trash clean-ups throughout the entire CR Area.

With new and existing programs, the CRA will fund programs that enhance the health and safety of the CR Area.



F. Implementation

The CRA is currently comprised of a seven member board, a full time Executive Director, three part-time staff members, the Community Development Director, Secretary and Treasurer. This Plan presents programs and projects which will require a more aggressive management and implementation approach to the revitalization of the CR Area than has been taken in the past. It is anticipated that expanded management capacity will be needed in areas such as marketing, grant writing and business partnering, in order to carry out the objectives and policies of the CRA. The CRA will fund costs associated with current and expanded management and administration of the CRA, including but not limited to, salaries and benefits for staff, operating supplies, vehicles, software and equipment.

The CRA has on occasion a need for expert and temporary services. The CRA will fund these services as needed to facilitate implementation of the CR Plan including, but not limited to, urban planners, grant writers, grant administrators, financial advisors, redevelopment consultants, housing rehabilitation specialists, auditors, architects, surveyors, civil engineers and attorneys.

This Redevelopment Plan requires aggressive management and implementation.



XI. Regulations and External Improvements



Several land use and zoning revisions are recommended for areas within the CRA in order to promote opportunities for redevelopment. Areas for new land use and zoning designations are graphically shown in Figures XI-1 and XI-2.

A. Transit Oriented Development (TOD)

The recently constructed South Miami-Dade Busway has its south terminal station on Palm Drive. This station is adjacent to a bicycle path and is on the County's Park-to-Park Bicycle system, and consequently is a good location for the creation of a transit oriented development (TOD) zoning district. TOD refers to development activity located near transit routes that mixes higher density residential uses with uses such as retail, office, and public uses in order to create highly walkable areas that can be easily accessed by feeder transit, bicycles and pedestrians. TODs decrease reliance on personal vehicles to access employment, goods and services by promoting alternative modes of transportation, and are well suited for where a significant portion of the population does not own a personal vehicle.

Both the City Comprehensive Development Master Plan and Zoning Code would have to be amended to facilitate this type of development. A TOD category may be created in both the Land Development Code and the Comprehensive Plan. According to the Metro-Dade County Transit/Land Use Relationship Report, a residential density of 20-25 units per acre is needed to support high capacity transit such as an express bus and rail service. Promoting higher density residential development nearby the Busway and inter-modal transportation sites will foster the success of each.

B. Pineland Environmental Park

The State/County owned Pineland Park on West Palm Drive and NW 6th Ave is currently zoned RS-3 Single Family Residential and C-1 Neighborhood Commercial District. The underlying Future Land Use designation is Conservation and Commercial. It is recommended that the zoning district be changed to Community Facilities with an Environmentally-Protected Parks (EPP) overlay for this parcel. This designation would also be appropriate for any other existing land in the CRA that is environmentally sensitive and/or exhibits unique archeological features. The Commercial portion of the Pineland Park site should also be converted to Conservation

C. Commercial Rezoning

The Future Land Use Map was amended on May 22, 2007 as a result of EAR based amendments. Part of the amendment included a substantial conversion of lands containing an Industrial Land Use to a Commercial Land Use designation. Mixed-



The CRA will pursue land use innovations that will enhance the market potential of the Redevelopment Area.



use areas were also created. The City's Zoning Map does not reflect the changes. The Zoning Map must be amended per State law in several areas along and near East Palm Drive, in order to be consistent with the Future Land Use Map.

D. Redland Road and Lucy Street

The northeast corner of Redland Road and Lucy Street (in the City of Homestead) will soon be the site of a mixed use project. This development will create momentum for the vacant land in the CRA on Lucy Street to the west and east of Redland Road to be converted to commercial or mixed use. This area was recently added to the CR Area and will enable the CRA to influence the development that will occur at this location. The CRA can work with developers to create a land use/zoning mix that will optimize the development potential of the area. In addition, Lucy Street has a significant number of dilapidated and abandoned properties east of Redland Road. The CRA may also address these parcels in the Lucy Street Improvement Plan.

E. Florida Turnpike Interchange

A large proposed development in Homestead has led to discussion of constructing a Florida Turnpike interchange in Homestead, at the northeast corner of the Florida City CRA on East Lucy Street. The CRA should work with Homestead to encourage the construction of this interchange as it will provide valuable and convenient access to the northern commercial and industrial areas of the CRA.

F. Closed Packing Plant

This triangular-shaped area, recently added to the CRA along Krome Avenue and south of West Palm Drive, is referred to as the Closed Packing Plant. The area houses an agriculture facility that was formerly used as a packing plant and has been closed for some time. The area is heavily influenced by the conditions of slum and blight present in the existing CR Area directly to the north. With the decline of the row crop industry in South Miami-Dade, this plant is no longer operating and the facilities are used for company offices and storage only. The warehouses are largely vacant and are an eye-sore to Palm Drive to the north. Although the property is conveniently located along Palm Drive and at the last turnpike exit before the Keys, the property is used almost exclusively for un-screened outdoor storage. The CRA should evaluate the market potential of the parcel and amend the land use and zoning categories to a Mixed-use or Commercial category.

G. Brownfield Redevelopment

There are several known Brownfield sites within the City, and it is suspected that several of those sites are located within the CR Area. When the Busway was constructed, the County found significant arsenic contamination along the South Dade portion of the Busway. As the properties along the Busway develop or redevelop, it is anticipated that the property owners will have to address contamination from arsenic that was used by the railroad along the former rail corridor. The CRA may consider requesting that the City designate the entire CR Area as a Brownfield Redevelopment Zone and subsequently seek funding from the Environmental Protection Agency for assessment and remediation programs.

Several large scale developments in the neighboring City of Homestead have the potential to increase the value of some properties in the Redevelopment Area.



High-density Residential

TOD

Conservation

Mixed-use/Commercial

Figure XI-1
Recommended Changes

LEGEND

- LOW DENSITY RESIDENTIAL 0-6 DUAG
- LOW-MEDIUM DENSITY RESIDENTIAL 0-10 DUAG
- MEDIUM DENSITY RESIDENTIAL 0-15 DUAG
- MEDIUM-HIGH DENSITY RESIDENTIAL 0-20 DUAG
- COMMUNITY MIXED USE
- COMMERCIAL
- PARKS AND RECREATION
- INDUSTRIAL
- INSTITUTIONAL AND PUBLIC FACILITIES
- AGRICULTURE
- OPEN LAND
- CONSERVATION

- FLORIDA CITY LIMITS 2008
- URBAN DEVELOPMENT BOUNDARY
- CRA LIMITS BOUNDARY
- Expansion Area

**FLORIDA CITY
FUTURE LAND USE MAP
WITHIN CRA BOUNDARIES**
MAY 13, 2008



CITY MAP
SCALE: 1" = 500'



LUCILLE DRIVE
(S.W. 380th STREET)

BALJET ENVIRONMENTAL, INC.
ENVIRONMENTAL AND GEOTECHNICAL ENGINEERING
9300 SO. DAZELAND BLVD. SUITE 310
MIRAGE, FLORIDA 33180
TEL: (305) 570-0858 • FAX: (305) 870-0317
E-MAIL: info@BALJET.COM • CA No. 5282

PLANNER PLANNING GROUP
Palm Beach Gardens, Florida

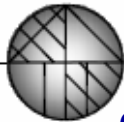
UTILITY BOUNDARY
JRF
Future Land Use Map, CRA 2008-1
FIGURE



— CRA Boundary
 - - - - CRA Expansion Areas

CITY MAP

SCALE: 1" = 2000'



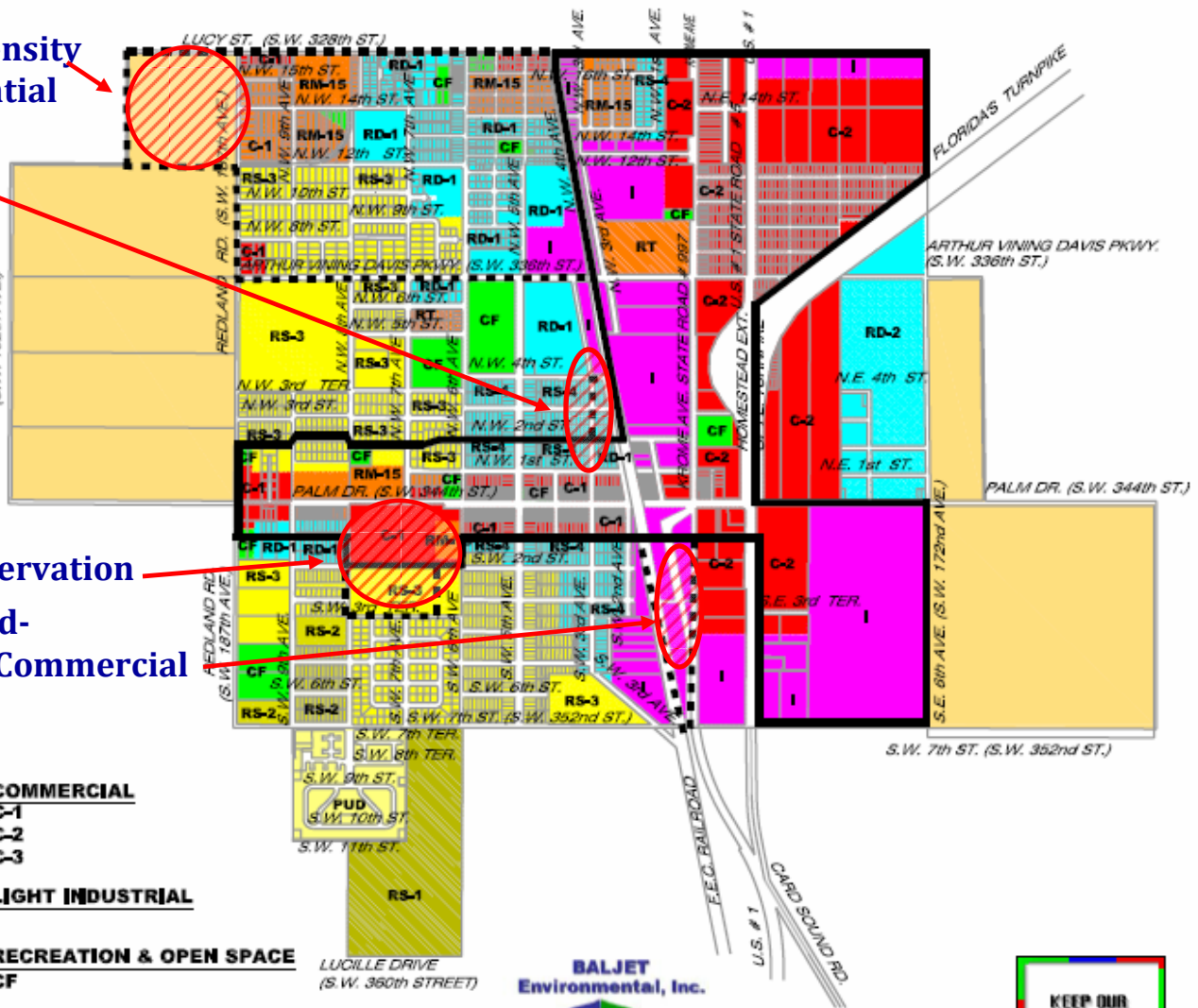
High-density Residential

TOD

Conservation Mixed-use/Commercial

FLORIDA CITY ZONING LEGEND

LOW DENSITY RESIDENTIAL	COMMERCIAL
PUD	C-1
RS-1	C-2
RS-2	C-3
RS-3	LIGHT INDUSTRIAL
RS-4	I
RD-1	RECREATION & OPEN SPACE
RD-2	CF
HIGH DENSITY RESIDENTIAL	PUBLIC & SEMI-PUBLIC
RT	CF
RM-15	



JRF
 PB-Fz499rev2003-Area-A-B-1

2003 ZONING MAP

Figure XI-2
Recommended Changes



BALJET Environmental, Inc.
 ENVIRONMENTAL AND CIVIL ENGINEERING
 9300 SOUTH DADELAND BLVD., SUITE 310
 MIAMI, FLORIDA 33156
 Tel: (305) 670-3986 - Fax: (305) 670-8017
 E-MAIL: BALJET7@AOL.COM - CA No. 5388



FIGURE

XII. Financial Program



The CRA's primary revenue source is generated through the Tax Increment Financing (TIF) as defined in §163.387 F.S. Tax Increment Financing is a tool that is frequently utilized to fund redevelopment activities. When using TIF, property values are capped or frozen at their assessed value for the base year. In the case of Florida City, the base year for original CRA is 1994. When redevelopment, new private projects and planned public improvements are constructed, the value of the surrounding properties will rise. Any tax revenue increases resulting from higher property values beyond the initial base year are then put into a TIF fund and can be used to pay for redevelopment expenditures within the CR Area. The City and County contribute tax increment revenues annually based on the property value of the current compared to the base year.

In addition to TIF, the CRA has the authority to pursue public funding through grants and loans, and private revenue through loans, contributions, disposal of real property and other sources. To successfully implement the redevelopment strategy herein, it is imperative to have a fully funded (95% limit per Statute) TIF fund for the 30-year life of the CRA as established by the 1995 CR Plan adopted by the City and Miami-Dade County. This has occurred since 1995. The City and County have cooperated well in providing full TIF funding.

A. Projecting TIF Revenues: How TIF Works

Annual Tax-Increment Financing (TIF) revenue contributions from both the County and City are determined utilizing the formula delineated by Florida Statutes, as shown below. Creating an algorithm and inserting variables can project future TIF revenue growth.

TAX INCREMENT FINANCING FORMULA

$$\begin{array}{r}
 \text{Current} \\
 \text{Year} \\
 \text{Total} \\
 \text{Taxable} \\
 \text{Value 2008}
 \end{array}
 -
 \begin{array}{r}
 \text{Base Year} \\
 \text{Total} \\
 \text{Taxable} \\
 \text{Value} \\
 \text{(1995)}
 \end{array}
 \times
 \begin{array}{r}
 \text{(County} \\
 \text{UMSA \&} \\
 \text{City Tax} \\
 \text{Millage)}
 \end{array}
 \times (95\%) =
 \begin{array}{r}
 \text{Annual} \\
 \text{Florida} \\
 \text{City TIF} \\
 \text{Revenue}
 \end{array}$$

The City is authorized to borrow up to 80% of the increment revenue for the current fiscal year for a period not to exceed five years or for a period that does not extend beyond the FY 2024 budget, whichever is shorter. Financial flexibility is critical and will allow the CRA to be opportunistic when a grant is unexpectedly received and/or proposals "walk in the door," but do not exactly fit the policy and implementation elements of the CR Plan. This flexibility may also be used for activities such as acquisition of property when it is



Tax Increment Financing (TIF) is a financial tool utilized to fund redevelopment activities.



unexpectedly put on the market and poses the potential to further the CR Plan or to incentivize an advantageous development opportunity.

Table XII-1. Projected CRA Revenues from TIF

Fiscal Year	Expanded Area Increment	Existing Area Increment	TOTAL TIF
2009*	\$0	\$3,031,501	\$3,031,501
2010	\$12,432	\$6,164,456	\$6,176,888
2011	\$37,545	\$9,479,651	\$9,517,196
2012	\$107,181	\$12,986,200	\$13,093,382
2013	\$198,306	\$16,573,118	\$16,771,424
2014	\$311,350	\$20,242,011	\$20,553,361
2015	\$446,752	\$23,994,520	\$24,441,271
2016	\$604,957	\$27,832,316	\$28,437,273
2017	\$786,423	\$31,757,105	\$32,543,528
2018	\$991,615	\$35,770,628	\$36,762,243
2019	\$1,221,007	\$39,874,658	\$41,095,665
	\$4,168,000 carryover and interest		\$4,168,000
		TOTAL	\$45,263,665

*2009 Base Year

**Above figures were generated based on calculations in Table XII-2 and XII-3. All assumptions are described below those tables.



Table XII-2 Projected Revenues from Existing CRA

	Taxable value	Tax Base Increment	City Millage	County Millage	Statutory Limit	City Increment	County Increment	Total Increment	TOTAL TIF
1994*	\$42,803,875								
2009	\$290,275,564	\$247,471,689	0.00775	0.0048379	0.95	\$1,822,010	\$1,137,381	\$3031501**	\$3,031,501
2010	\$304,789,342	\$261,985,467	0.00775	0.0048379	0.95	\$1,928,868	\$1,204,087	\$3,132,955	\$6,164,456
2011	\$320,028,809	\$277,224,934	0.00775	0.0048379	0.95	\$2,041,069	\$1,274,127	\$3,315,196	\$9,479,651
2012	\$336,030,250	\$293,226,375	0.00775	0.0048379	0.95	\$2,158,879	\$1,347,670	\$3,506,549	\$12,986,200
2013	\$342,750,855	\$299,946,980	0.00775	0.0048379	0.95	\$2,208,360	\$1,378,558	\$3,586,917	\$16,573,118
2014	\$349,605,872	\$306,801,997	0.00775	0.0048379	0.95	\$2,258,830	\$1,410,064	\$3,668,893	\$20,242,011
2015	\$356,597,989	\$313,794,114	0.00775	0.0048379	0.95	\$2,310,309	\$1,442,199	\$3,752,508	\$23,994,520
2016	\$363,729,949	\$320,926,074	0.00775	0.0048379	0.95	\$2,362,818	\$1,474,978	\$3,837,796	\$27,832,316
2017	\$371,004,548	\$328,200,673	0.00775	0.0048379	0.95	\$2,416,377	\$1,508,412	\$3,924,789	\$31,757,105
2018	\$378,424,639	\$335,620,764	0.00775	0.0048379	0.95	\$2,471,008	\$1,542,515	\$4,013,523	\$35,770,628
2019	\$385,993,132	\$343,189,257	0.00775	0.0048379	0.95	\$2,526,731	\$1,577,300	\$4,104,030	\$39,874,658

*1994 is the base year

**Adjusted due to increase in 2006 taxroll

Assuming a 5% increase in property values through 2012

Assuming a 2% increase in property values from 2012 through 2019



Table XII-3 Projected Revenues from Expansion Areas

	Taxable value	Tax Base Increment	City Millage	County Millage	Statutory Limit	City Increment	County Increment	Total Increment	TOTAL TIF
2008*	\$82,773,300	0	0.00775	0.0000000	0.95				
2009**	\$84,428,766	0	0.00775	0.0000000	0.95	\$0.00	0	\$0	\$0
2010	\$86,117,341	\$1,688,575	0.00775	0.0000000	0.95	\$12,432.14	0	\$12,432	\$12,432
2011***	\$87,839,688	\$3,410,922	0.00775	0.0048733	0.95	\$25,112.91	0	\$25,113	\$37,545
2012	\$89,596,482	\$5,167,716	0.00775	0.0048733	0.95	\$38,047.31	\$31,589	\$69,636	\$107,181
2013	\$91,388,412	\$6,959,646	0.00775	0.0048733	0.95	\$51,240.39	\$39,885	\$91,125	\$198,306
2014	\$93,216,180	\$8,787,414	0.00775	0.0048733	0.95	\$64,697.33	\$48,347	\$113,044	\$311,350
2015	\$95,080,503	\$10,651,737	0.00775	0.0048733	0.95	\$78,423.42	\$56,978	\$135,401	\$446,752
2016	\$96,982,113	\$12,553,347	0.00775	0.0048733	0.95	\$92,424.02	\$65,782	\$158,206	\$604,957
2017	\$98,921,756	\$14,492,990	0.00775	0.0048733	0.95	\$106,704.64	\$74,761	\$181,466	\$786,423
2018	\$100,900,191	\$16,471,425	0.00775	0.0048733	0.95	\$121,270.87	\$83,921	\$205,192	\$991,615
2019	\$102,918,195	\$18,489,429	0.00775	0.0048733	0.95	\$136,128.42	\$93,264	\$229,392	\$1,221,007

*2008 preliminary figures

**2009 is the base year for City

***2011 is the base year for County

Assuming 2% increase in property values



Table XII-4. Master CRA Ten Year Improvement Plan

Project	FY '09	FY'10	FY '11	FY '12	FY '13	FY '14- '18	TOTAL COST
Special Target Areas							
Closed Packing Plant				\$800,000			\$800,000
Northern Commercial Gateways					\$500,000		\$500,000
Lucy Street and 7 th Avenue		\$1,900,000					\$1,900,000
Northwest Neighborhood		\$75,000	\$500,000	\$500,000			\$1,075,000
Target Corridors							
Palm Drive		\$750,000					\$750,000
Lucy Street (Busway – Redland)			\$750,000				\$750,000
Lucy Street (U.S. 1 to Krome)					\$250,000		\$250,000
12 th Street Industrial Corridor	\$500,000						\$500,000
NW 3 rd Avenue	\$500,000						\$500,000
Krome Avenue							
Demonstration Projects							
Pioneer Museum	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000	\$250,000	\$750,000
Farmers’ Market Reuse Study		\$20,000					\$20,000
Transit Facility/Bike Trailhead			\$10,000				\$10,000
Pineland Park			\$40,000	\$750,000	\$30,000	\$150,000	\$970,000
Business Assistance							
Commercial and Industrial Façade Program		\$200,000	\$200,000	\$200,000	\$200,000	\$600,000	\$1,400,000
Signage Assistance Program		\$12,000	\$4,000	\$4,000	\$4,000	\$16,000	\$40,000
Small Business Capital	\$10,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000	\$190,000
Neighborhood Reinvestment							
Neighborhood Infill		\$90,000	\$90,000	\$90,000	\$90,000	\$450,000	\$810,000



Housing Rehabilitation	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$2,500,000
Sewer Line Hookup		\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	\$900,000
Paint Up/Fix Up		\$10,000	\$20,000	\$6,000	\$6,000	\$20,000	\$62,000
Land Acquisition	\$2,200,000	\$700,000	\$700,000	\$700,000	\$700,000	\$3,500,000	\$8,500,000
Public Improvements							
Public Infrastructure Assistance Program	\$2,400,000	\$700,000	\$700,000	\$700,000	\$700,000	\$3,000,000	\$8,200,000
Streetscape Improvements		\$700,000	\$700,000	\$700,000	\$700,000	\$3,500,000	\$6,300,000
Clean and Green Vacant Lot Program							
Public Art		\$25,000	\$25,000	\$25,000	\$25,000	\$125,000	\$225,000
Parks and Recreation		\$100,000			\$100,000	\$200,000	\$400,000
Community Safety and Appearance							
Community Policing	\$100,000	\$102,000	\$104,040	\$106,121	\$108,243	\$552,040	\$1,072,444
Code Enforcement	\$187,000	\$190,740	\$196,462	\$202,356	\$208,427	\$1,073,398	\$2,058,383
Implementation	\$588,000	\$599,760	\$611,755	\$623,990	\$636,470	\$649,200	\$3,709,175
TOTAL EXPENDITURES	\$6,785,000	\$6,594,500	\$5,071,257	\$5,827,467	\$4,928,140	\$15,935,638	\$45,142,002



XIII. Exit Strategy



The Florida City CRA will terminate in 2024. This section will detail the “exit strategy” for termination of the CRA.

A. Progress Review & Future Action Plan

The CR Plan is a “living document” that should be reviewed and updated every five years (or other times when conditions warrant). As part of the five-year update, a Progress Review and Future Action Plan should also be prepared. The Project Review is to include a progress report that indicates the success of the CRA in attaining its stated goals. Programs, policies and projects must also be reviewed to determine their continued viability and cost effectiveness in addressing the needs of the community. Each five-year Future Action Plan should set new goals that take into account changes in outside forces. The Future Action Plan should also contain revisions to the TIF projections based on actual changes to taxable values of property.

The Progress Review and Future Action Plan will also be the documents utilized for new amends the CR Plan as outlined in Florida State Statutes Chapter 163 Part III.

If upon completion of the Progress Review and Future Action Plan, it is determined that the projects and programs have met the criteria for completion of the CRA’s assigned tasks or that (as outlined above) there exists other sources of available and dedicated funds for outstanding projects, then the review should conclude that the CRA has been successful and is ready to be dissolved in an orderly fashion. This is expected to occur in 2024.

The Progress Review should study the potential for the CRA to complete its tasks in the coming five years, given performance over the past five-year period (and prior five-year periods). If it is determined that the CRA has not and will be unable to substantially affect conditions in the CR Area, then the review should conclude that the CRA is not an effective method for continued redevelopment of the CR Area and it should be dissolved.

The five-year review should in no way however, inhibit or prevent the CR Plan from being amended or new programs or projects from being created and implemented at any other time as long as such plan amendments or new project/programs are in conformance with the Interlocal agreement and Florida State Statute Chapter 163 Part III.



A Progress Review and Future Action Plan will be created every five years to gauge previous redevelopment efforts and to plan for new initiatives.



B. Termination of Tax Increment Programs

The Future Action Plan should also include a projection of tax increment collections during the next five years. If the review shows that the amount of funds needed in those five years would be less than anticipated revenues, the review should address earlier initiation of later year activities or prepayment of debt and an early termination of the CRA. While the tax increment would still be needed in the last years to fund a few on-going programs and staffing, all of the increment might not be needed to complete these programs.

If at any point the implementation of this CR Plan is accelerated to a point that it appears TIF collections will regularly exceed funding necessary for on-going projects, staffing and debt service, a review should be undertaken to determine if the programs/projects outstanding still require funding from the CRA, or if there might be other potential sources of funding that could be dedicated to the completion of those programs and projects. Upon completion of this periodic review, a determination should be made by the City as to whether to continue tax increment collections at full levels, reduce the percentage of the tax increment collected, or whether the goals and objectives of the CRA have been met and it is time to “sunset” the CRA.

C. Continuation

The completion of the CRA’s work and the subsequent end or “sunset” of the CRA will either be based on the end of its 30 year life cycle or the completion of all anticipated projects, the substantial advancement of goals, meeting the objectives of the described programs, and the repayment of any and all debt.

If prior to the end of initial 30 year contemplated life, the County and the City agree on the necessity for the extension of the life of the CRA for some pre-determined period, the CRA should continue to exist at some level. This extension may be agreed upon to provide for certainty of bonding repayment, the need for continuation or modification because of natural disasters, or other unforeseen circumstances. Funding and operational considerations would be addressed through negotiated changes to the Interlocal Agreement.

It is estimated that the CRA will sunset in FY 2025.



XIV. Neighborhood Impacts



Pursuant to Florida Statutes, an analysis of the impacts of the redevelopment program upon the area’s residents is required. This analysis is provided in the following section.

A. Relocation Impacts

As currently proposed, the CR Plan does not provide for any specific purchase of housing units. Thus, no displacement of residents should occur. It is possible, however, that the area revitalization programs and techniques of the CR Plan will create displacement. The City of Florida City and the CRA will monitor this situation on an annual basis. If due to CRA action, displacement of residents in the CR Area does occur using federal funds, the CRA will comply with all applicable federal, state and local guidelines and regulations regarding the provision of replacement housing. The City of Florida City and the CRA will continue to assist in the creation of affordable housing opportunities in and around the CR Area to minimize loss of such housing.

B. Traffic Circulation

It is the intent of the CRA to promote and improve safe, efficient and convenient traffic circulation throughout and within the CR Area. The CR Plan does not propose any major modification in traffic circulation. No streets are proposed for closure or rerouting. The CRA shall also serve as an advocate for aggressive grant and state funding for roadway and traffic circulation improvements.

Traffic level of service (LOS) standards in the Comprehensive Plan will be maintained. Improvements to streets, sidewalks, public transit and pedestrian/bicycle facilities are proposed for construction in the CR Area and should enhance the mobility of area residents.

C. Community Facilities and Services

The programs and projects outlined in this plan will provide better water, sewer, stormwater management, and sidewalks to the CR Area residents, as well as significantly upgrade area streetscapes. Existing community facilities such as the Florida Pioneer Museum and Florida City’s parks, within the boundary of the CR Area should benefit from the economic improvement of the area by the implementation of the redevelopment initiatives, and the physical improvements of the surrounding area that will create economic revitalization. Community services such as police and code enforcement can be expanded utilizing the programs included in the CR Plan. Water, sewer and drainage facilities have been significantly upgraded by the CRA over the past 12 years.

The level of service (LOS) standards established by the Comprehensive Plan will be maintained over the planning period.



This will continue, especially in the Northwest Neighborhood. The Comprehensive Plan level of service (LOS) standards will be maintained over the planning period.

D. Effect on School Properties

Some new housing units may be built in the CR Area as a result of the CRA programs. Depending on the type and nature of housing, the potential exists for a small number of school children to be added to the enrollment of Florida City Elementary School, Homestead Middle School and Homestead High School, with minimal impact on these facilities. The CRA will work with the School Board to ensure education level of service (LOS) standards are maintained.

E. Other

With the completion of the redevelopment projects and improvements proposed by this plan, residents will have a more stable and physically improved neighborhood to live in. Residents will also have greater economic opportunities resulting from the commercial and industrial redevelopment. Higher incomes will permit greater investment by residents in neighborhood properties.

The completion of the Redevelopment Plan will enhance the stability and appearance of the City's neighborhoods.



XV. Plan Amendment Process



The CR Plan shall be in effect for a maximum of thirty years from the date of the adoption of the initial CR Plan. Given that the City and Miami-Dade County approved the Florida City CRA in June of 1995, the 30 year effective time period of the CRA will be to June 2025.

The CR Plan may need to be amended in order to maintain its relevance; to respond to priorities and changed market conditions as they emerge; to serve new CR Areas; and to add needed specificity as projects, tax increment revenues and expenditures are defined in more detail over time.

Amendments to the CR Plan can only be made by the CR Board with approval of the City Council and the Miami-Dade Board of County Commissioners. The CR Board will initiate any amendment action by approving a Resolution and recommending that the City Council and the Miami-Dade Board of County Commissioners also approve the amendment. Any amendment action also requires pre-notification of the affected taxing authorities by registered mail.

The governing State Statute does not specifically require that Plan amendments be reviewed by the Local Planning Agency for conformity with the Comprehensive Plan, but this may be advisable if there is any question relative to an amendment's conformance with the City of Florida City's Comprehensive Plan. Also, at the time of amendment approval, the original "findings" made at the time of Plan adoption [F.S. 163.360(6)(a-d)] should be reaffirmed with regard to the proposed amendment or modification.

In accordance with the Interlocal Agreement between the City of Florida City and Miami-Dade County, CR Plan amendments must be approved by the Miami-Dade Board of County Commissioners, "which approval will not be unreasonably withheld or delayed."

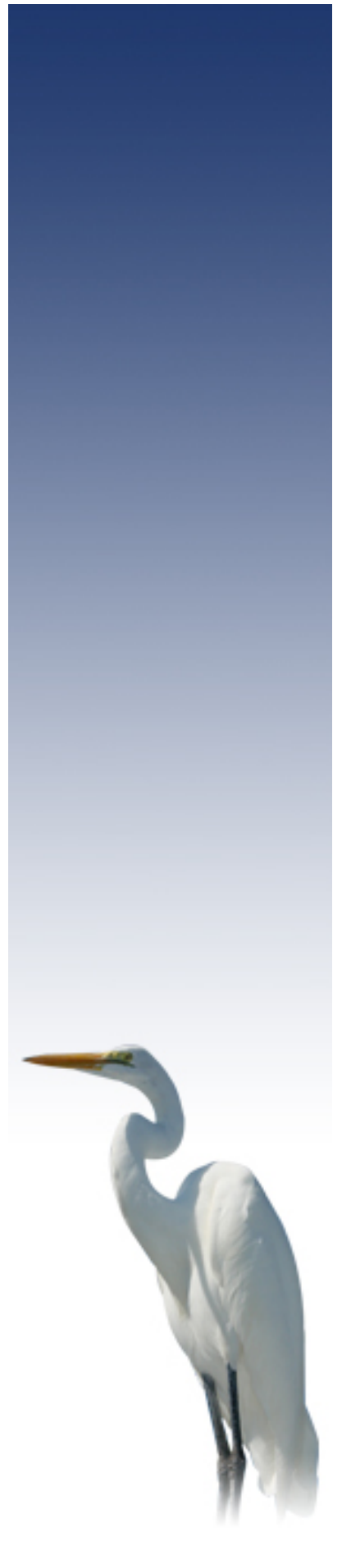
If any provision of this CR Plan or subsequent amendments shall be found to be invalid, unconstitutional or otherwise legally invalid, such provision shall not affect the remaining portions of the CR Plan.



The Redevelopment Plan may need to be amended in the future in order to maintain it responds to new conditions.



Appendix I. 1995 Finding of Necessity



Appendix II. 2008 Finding of Necessity

