

community  
redevelopment  
plan

Florida City  
Economic  
Action  
Team

and associates  
james duncan

May, 1995

# Contents

Page #

<b>Introduction</b> .....	2
<b>I. Background</b> .....	3
A. Authority to Undertake Redevelopment .....	3
B. Creation of the Community Redevelopment Agency .....	3
C. The Community Redevelopment Area .....	4
D. The Community Redevelopment Plan .....	5
E. Public Participation .....	5
<b>II. Existing Conditions</b> .....	6
A. Regional and Citywide Conditions .....	6
B. General FEAT Area Description .....	9
<b>III. Problems, Needs and Opportunities</b> .....	21
A. Areawide .....	21
B. Sub-Areas .....	24
<b>IV. Community Redevelopment Program</b> .....	27
A. Guiding Redevelopment Principles .....	27
B. Areawide FEAT Programs .....	28
C. Sub-Area 1: "Mainstreet Florida City" .....	35
D. Sub-Area 2: "Community Commercial Center" .....	42
E. Sub-Area 3: "Tourist Services Corridor" .....	48
F. Development Standards .....	51
G. Neighborhood Impacts of Redevelopment Efforts .....	54
H. Relationship to the City's Comprehensive Plan .....	56
I. Relationship to the Dade County Comprehensive Development Master Plan .....	57
<b>V. Program Revenue/Cost Summary</b> .....	58
A. Funding Sources .....	58
B. Ten-Year Improvement Program .....	63
C. Retention of Controls and Covenants .....	67
D. Amendment of the Plan .....	67
<b>Appendix A: General CR Area Boundary Description</b>	
<b>Appendix B: Finding of Necessity for Redevelopment</b>	
<b>Appendix C: Infrastructure Specifications and Costs</b>	

# Introduction

Florida City experienced horrific physical damage at the hands of Hurricane Andrew in August, 1992. As a direct result of the storm, the city's property tax base dropped in 1993 to 60% of its pre-storm level. Even more shattering was the physical and emotional toll on the citizens of the city. The large majority have remained following that devastating experience and are spearheading a tremendous rebuilding effort within the framework of several important city planning programs.

In late 1992 following the hurricane, *The Master Plan for Florida City* was prepared by a team of volunteer architectural, planning, engineering and planning professionals working hand-in-hand with the residents and elected officials. The Master Plan focused primarily on physical reconstruction concepts and specific projects encompassing housing, infrastructure, public services and commercial areas, including a "Pioneer Village" concept for the downtown district. In mid-1993, the City prepared a Strategic Plan, entitled *Vision 21*, to provide a planned and considered approach to the expenditure of grant monies for housing, infrastructure and economic development. A number of the recommendations from the Master Plan were included. In the Strategic Plan, the city foresaw the need for specialized tools, such as a Community Redevelopment Agency (CRA) to guide and promote the redevelopment of specific areas of Florida City.

The City has officially designated a CRA area within its boundaries and adopted a Finding of Necessity for Redevelopment (see Appendix B) consistent with the criteria specified in the Florida Community Redevelopment Act, Chapter 163.355, F.S. It is proposed that the Agency be entitled the "FloridaCity Economic Action Team" or F.E.A.T. This acronym symbolizes the positive spirit and teamwork which will be necessary between the CRA, public sector, business community and city residents if the "feat" of effective, long-term community redevelopment is to be achieved in Florida City. This document, "The FEAT Community Redevelopment Plan," represents the next step in the planned rebuilding of the city, providing the framework for programming redevelopment activities within the CR Area. Since it is not possible or practical for FEAT to fund and implement all redevelopment projects, the Plan sets forth a series of implementation steps and specific projects intended to leverage and stimulate the type of public interest and private investment necessary to achieve revitalization.

# **I. Background**

## **A. Authority to Undertake Redevelopment**

This document has been prepared in accordance with the Community Redevelopment Act of 1969, F.S. 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 Dade County, these powers must be delegated to municipalities by the Board of County Commissioners. For the purposes of this Community Redevelopment Plan, the following definition, derived from 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 slums and blight 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 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."

The ability of a county or municipality to utilize the authority granted under the Act is predicted 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 necessary in the public interest. The Florida City Commission adopted a Finding of Necessity for the proposed CRA area on January 24, 1995.

## **B. Creation of the Community Redevelopment Agency**

Upon a Finding of Necessity by the Florida City Commission and delegation of the

appropriate community redevelopment powers by the Dade County Board of County Commissioners, the City may, pursuant to State Statutes - Chapter 163, create a public body corporate and politic known as a Community Redevelopment Agency. This Agency may have powers as provided under State Statute, and delegated by the Dade County Board of County Commissioners and Florida City Commission such as:

- \* Power to determine an area to be slum or blighted and to designate such an area as appropriate for community redevelopment;
- \* Power to grant final approval to community redevelopment plans;
- \* Power to issue revenue bonds;
- \* Power to acquire property deemed necessary for redevelopment;
- \* Power to dispose of property within the community redevelopment area;
- \* Power to construct improvements;
- \* Power to receive and utilize tax increment revenues; and
- \* Power to condemn property for community redevelopment purposes.

The decision as to whether these and/or other powers will be delegated to the Florida City CRA will be made by the City Commission when this Plan is considered for adoption.

### **C. The Community Redevelopment Area**

Pursuant to State Statutes, a community redevelopment area must be a slum or blighted area. On January 24, 1995, the Florida City Commission adopted Resolution No. 95-02 which

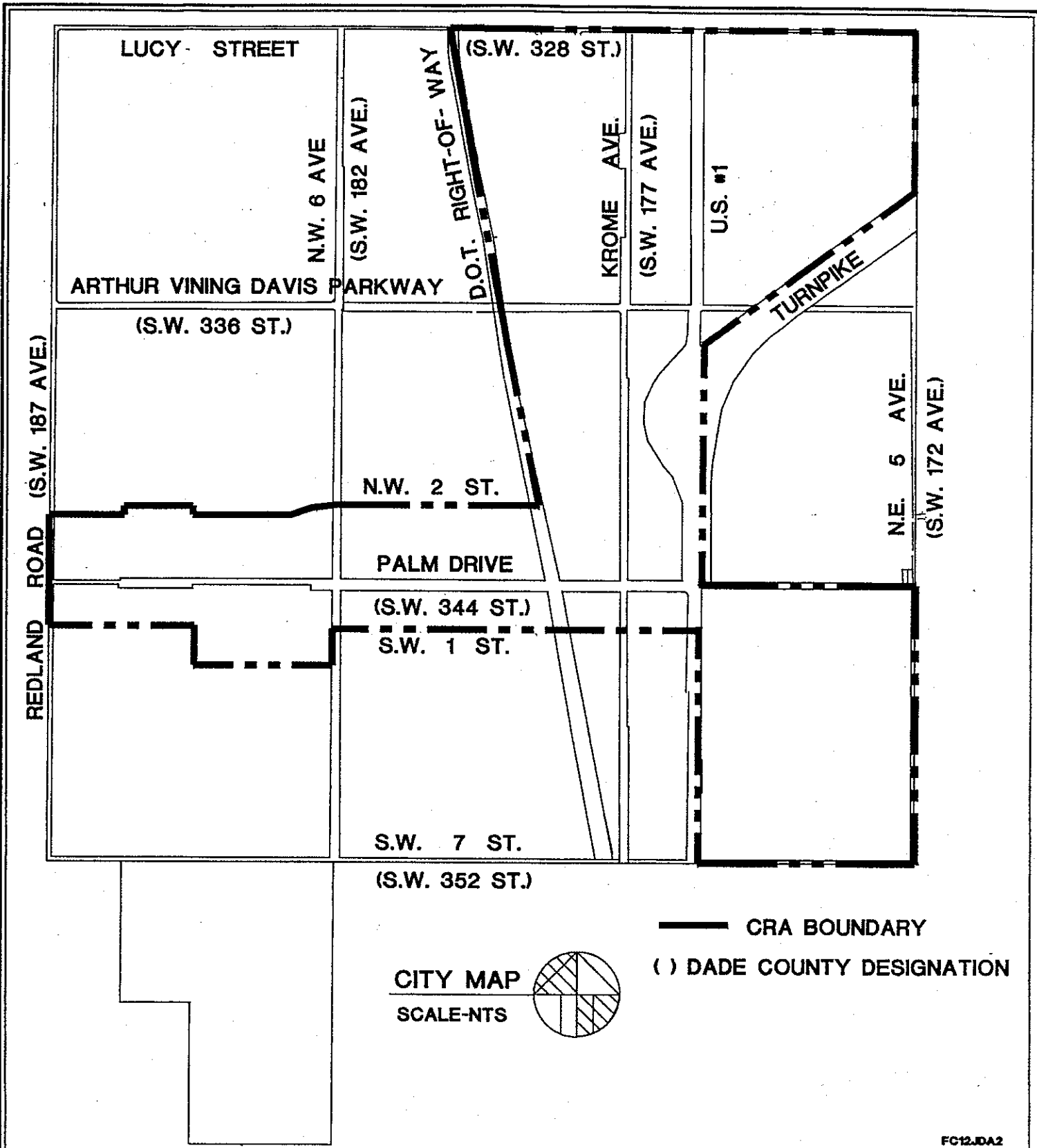
contained a "Finding of Necessity" for the 490 acre area shown in Figure 1. Appendix A contains a general boundary description of the proposed CRA Area. The Finding of Necessity is presented in Appendix B and clearly shows that the proposed CRA Area exhibits significant "slum and blighted conditions" as defined under State law.

## **D. The Community Redevelopment Plan**

All public redevelopment activities expressly authorized by the Community Redevelopment Act and funded by tax increment financing must be in accordance with a redevelopment plan which has been approved by the City Commission. Like the City's Comprehensive Plan, the Community Redevelopment Plan (CRP) is an evolving document which must be evaluated and amended on a regular basis in order to accurately reflect changing conditions and community goals.

## **E. Public Participation**

The City has held numerous public workshops relating to redevelopment issues since the hurricane. Many of these meetings addressed the 1992 Florida City Master Plan for redevelopment. The latest public meeting concerning the Community Redevelopment Plan occurred on March 13, 1995 at the City Hall. At that meeting, the CR Area and redevelopment options were discussed. Suggestions from the 3-13 meeting have been incorporated into this draft Plan. Future hearings before the City Local Planning Agency and City Commission will involve presentations of Plan recommendations and review by the subject public bodies.



FC12.JDA2

CITY OF FLORIDA CITY  
CRA AREA

Figure 1

## **II. Existing Conditions**

### **A. Regional and Citywide Conditions**

Florida City, incorporated in 1914, is located in the Dade County approximately 35 miles south of Miami and comprises 1,633 acres. The City of Homestead is located adjacent to the northern boundary of Florida City and Homestead Air Force Base is situated about five miles northeast of the city.

The City's economic tradition is grounded in agriculture. Florida City area farmers grow a plethora of winter vegetables for national and international markets, including corn, potatoes, beans, tomatoes, and numerous other crops. The Farmer's Market, located near the center of the city, is 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. The future of agriculture in south Dade and throughout Florida is highly uncertain, according to many experts, due to expected negative impacts from the North American Free Trade Agreement (NAFTA) and the potential for future open agricultural trade with Cuba.

According to City officials, the total population in 1992 prior to the hurricane was approximately 10,100, comprised of about 7,000 permanent residents and 3,100 seasonal residents. The seasonal population is made up of primarily migrant workers and retirees. Table 1 shows population, housing, income, poverty and assessed tax base prior to Andrew, in addition to post-storm estimates and projections. In 1990, 92.2% of the area's households earned less than \$25,000 a year, a much higher percentage than the county average. The major employment categories in Florida City, according to the Census, were agriculture, construction, retail trade, educational services, entertainment services, and utilities/communications. In 1977, the northwest section of Florida City was identified as a Community Development Target Area as part of the larger Dade County Community Development Program. In 1980, the northeast section became an independent target area and a number of public improvements have occurred since that time including:

- \* Carver Park Sewer System and other wastewater system improvements;
- \* Expansion of Florida City Neighborhood Services Center;
- \* Senior Citizen's Park improvements; and
- \* Residential rehabilitation loan program - 13 units improved.

Florida City is situated at a major tourist crossroads in south Dade County. It is at the southern end of the Florida Turnpike which merges with U.S. 1, extending through the city south into the Florida Keys carrying over 6 million visitors annually to and from the Keys. In addition, the primary east-west artery through the city, Palm Drive, carries over 1.3 million annual travelers visiting Everglades National Park on the west and 0.5 million visitors accessing Biscayne National Park on the east. This excellent transportation advantage provides the other major component of the Florida City economy, roadside commercial uses catering to tourist traffic, and affords the city tremendous opportunities in 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.

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, which are scheduled for restoration work in the near future. One elementary school is located in the northwest area of the city as well as two public parks, Loren Roberts Park and Washington Park. 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.

**Table 1. Key Socio-Economic Variables**

<i>Factor \ Year</i>	<i>1990*</i>	<i>1992*</i>	<i>1993*</i>	<i>1995</i>	<i>2000</i>
Resident Pop.**	5,806	7,000	4,000	5,018	7,373
Seasonal Pop.**	3,737	3,100	2,900	3,638	5,345
Total Population **	9,543	10,100	6,900	8,656	12,718
S-F Housing Units	----	1,100	715	----	----
M-F Housing Units	----	800	512	----	----
Total Housing Units (HUs) **	2,045	1,900	1,227	1,539	2,261
Owned-Occ. HUs	794	650 (34%)	NK	----	----
Rental HUs	988	1,250 (66%)	NK	----	----
Vacancy Rate	13%	1%	4%	4%	4%
Households (HH)	1,793	NK	NK	----	----
HH Income****	\$20,567	\$15,907	NK	----	----
Poverty Rate (Persons)	36.8%	NK	NK	----	----
Assessed Property Value	----	\$100,875,327	\$62,856,524	----	----

**Table Notes:**

- 1.) \* - 1992/1993 estimates for population and housing units were developed based on information supplied by City officials. No attempt has been made to reconcile the large disparities between 1990 Census data and the 1992 figures. There is a strong local perception that the Census significantly undercounted local population.
- 2.) \*\* - Year 1995 population and housing unit projections assume 12% annual growth in 1993 estimates, based on residential rebuilding activity during Nov. 1992 - July, 1993 period, and the year 2000 population and unit projections assume an annual growth rate of 8% from 1995.
- 3.) \*\*\* - 1990 figure is average household income from Census and 1992 number is median household income from FEMA estimate.
- 4.) NK - Not Known

**Sources:** 1990 U.S. Census; FEMA; Florida City Comprehensive Plan; Florida City officials; Miami Herald based on information supplied by Dade County Property Appraiser.

## **B. General FEAT Area Description**

### **1. Geographic Sub-Areas**

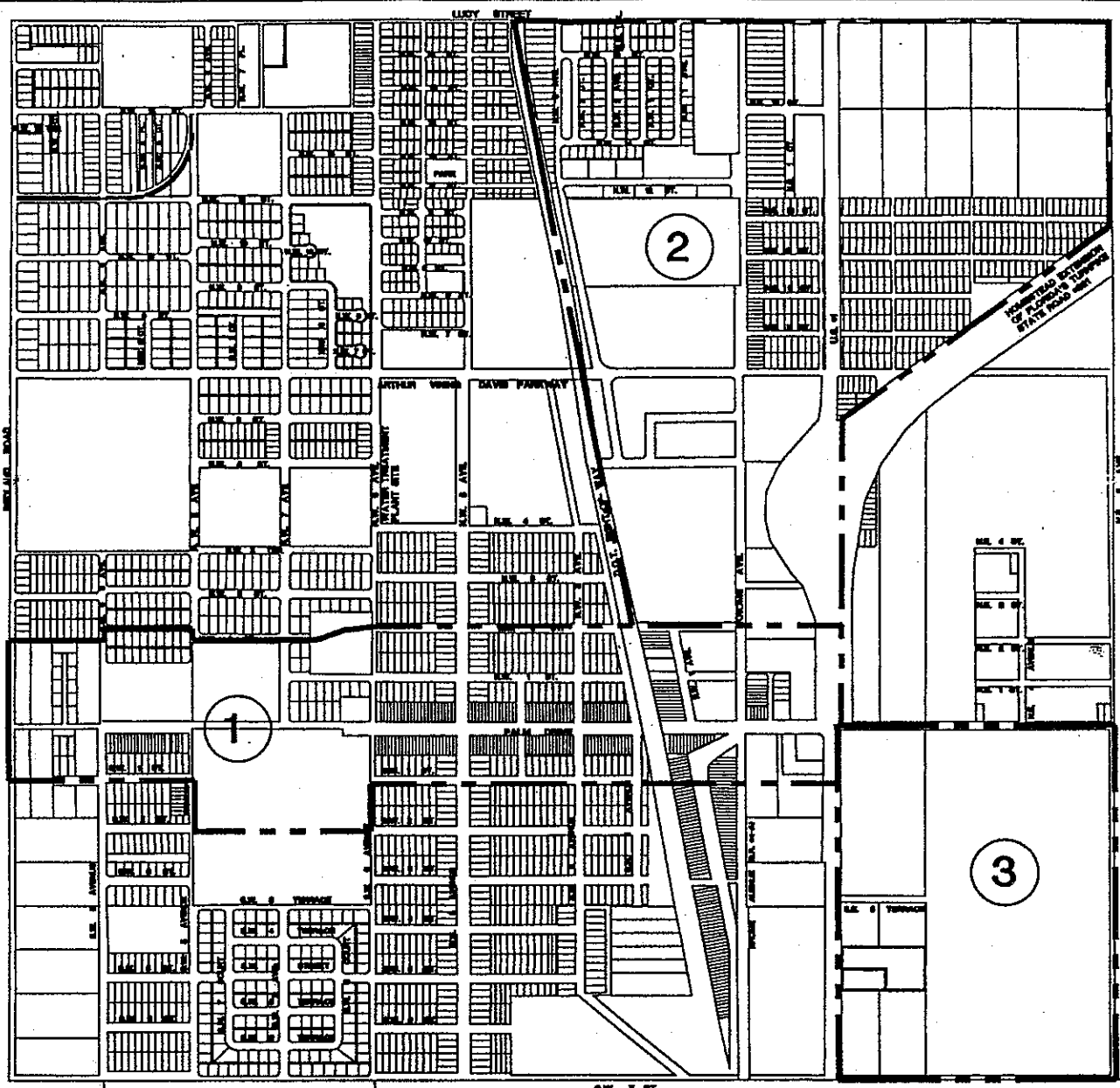
The shape of the proposed FEAT Area lends itself to the creation of geographic sub-areas which will facilitate presentation and analysis in this Plan. Figure 2 depicts the sub-areas as described below:

- \* Sub-Area 1 - encompasses the "mainstreet" of the city, West Palm Drive;
- \* Sub-Area 2 - includes the northern "leg" along Krome Avenue and U.S. 1;
- \* Sub-Area 3 - contains the southeastern portion, east of U.S. 1 and south of East Palm Drive.

These sub-areas each exhibit distinctive characteristics which will become evident throughout the remaining parts of this Plan.

### **2. Land Use and Zoning**

In late 1992 following the hurricane, *The Master Plan for Florida City* was prepared by a team of volunteer architectural, planning, engineering and planning professionals working hand-in-hand with the residents and elected officials. A number of public meetings in the community were held during the formulation of the Master Plan. It focuses primarily on physical reconstruction concepts and specific projects encompassing housing, infrastructure, public services and commercial areas, including a "Pioneer Village" concept for the downtown district. The Master Plan can serve as a cornerstone for the development of the FEAT Plan.



CITY MAP  
 SCALES

— CRA BOUNDARY

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

FO12JDA1

CITY OF FLORIDA CITY  
 CRA SUBAREAS

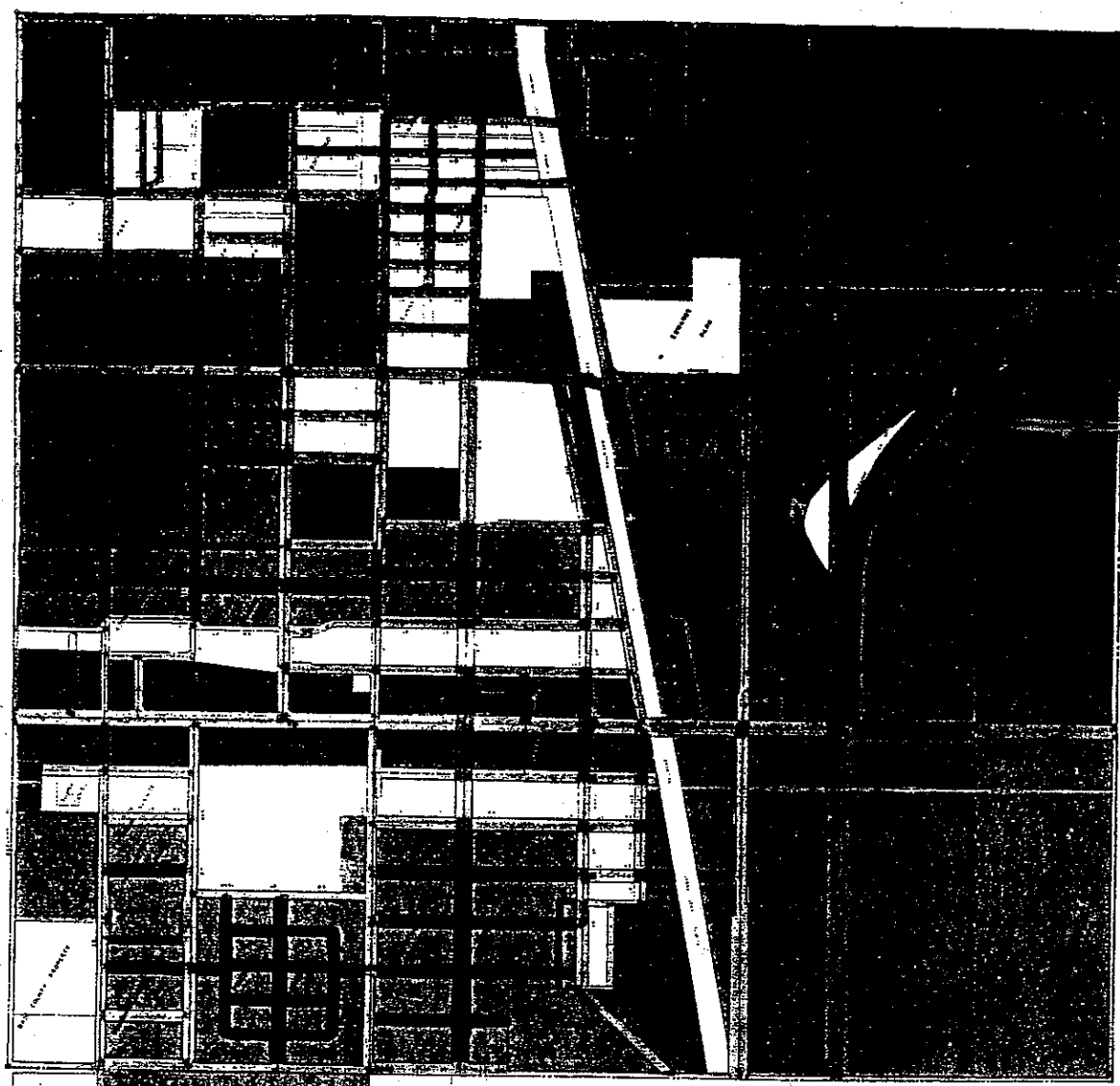
Figure 2

The Community Redevelopment (CR) Area essentially encompasses the major commercial and industrial areas of the city. While some residential uses exist north and south of West Palm Drive in Sub-Area 1, and west of Krome Avenue near Lucy Street in Sub-Area 2, the FEAT Area is predominantly commercial and industrial in character. Large portions of the Area are vacant, particularly in Sub-Areas 2 and 3. Figure 3 shows the current future land use designations for the Area on the adopted Future Land Use Map from the City's Comprehensive Plan, while Figure 4 depicts the current zoning categories applicable in the CR Area.

**Sub-Area 1** encompasses the downtown business district of the city. West Palm Drive is the major east-west roadway in this sub-area. The sub-area contains 111 multi-family housing units, mostly located south of West Palm Drive, and 83 single-family homes, primarily situated north of West Palm Drive. Near the intersection of 6th Avenue and West Palm Drive, two (2) multi-family projects destroyed by Hurricane Andrew are being reconstructed by Centro Campesino. One project, Palm Way North, is planned for 55 units and the other, Palm Way South, is scheduled to contain 37 units. Also, R.H. Design Inc. is constructing 11 modular townhomes on NW 9th Avenue with assistance from the Florida City HOME Program. A number of the multi-family units in the sub-area are in poor condition. Two (2) day-care centers and two (2) churches are situated in this sub-area. City Hall and the main Police Station are located on West Palm Drive. Parcels fronting on West Palm Drive are generally zoned for neighborhood commercial use (C-1) thus this "mainstreet" is the focus of commercial uses, including a medical center, two (2) gas station/convenience stores, post office, two (2) restaurants, a bakery, hardware store, beauty/barber shop, a Health and Rehabilitative Services (HRS) service center, a branch bank, thrift shop, auto parts store, hotel, accounting service and a laundromat. The LaBodega project, containing restaurants and offices, is nearing completion on the southside of Palm Drive across from City Hall. A large cluster of agricultural distribution warehouses are situated along the former rail right-of way which traverses the east side of this sub-area in a north-south direction.

**Sub-Area 2** extends north of downtown along two (2) major roadways, Krome Avenue and U.S. 1, to Lucy Street (SW 328 Street) which forms the Florida City boundary with the City

Figure 3



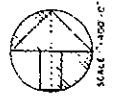
**LEGEND**

RESIDENTIAL

- LOW: UP TO 6 UNITS/ACRE
- MED: UP TO 10 UNITS/ACRE
- HIGH: UP TO 15 UNITS/ACRE

COMMERCIAL AND INSTITUTIONAL

- COMMERCIAL
- RECREATIONAL/HISTORICAL
- INDUSTRIAL
- INSTITUTIONAL: CHURCHES, PRIVATE SCHOOLS, DAY CARE, PRIVATE CIVIC FACILITIES
- PUBLIC: GOVERNMENT FACILITIES, SCHOOLS

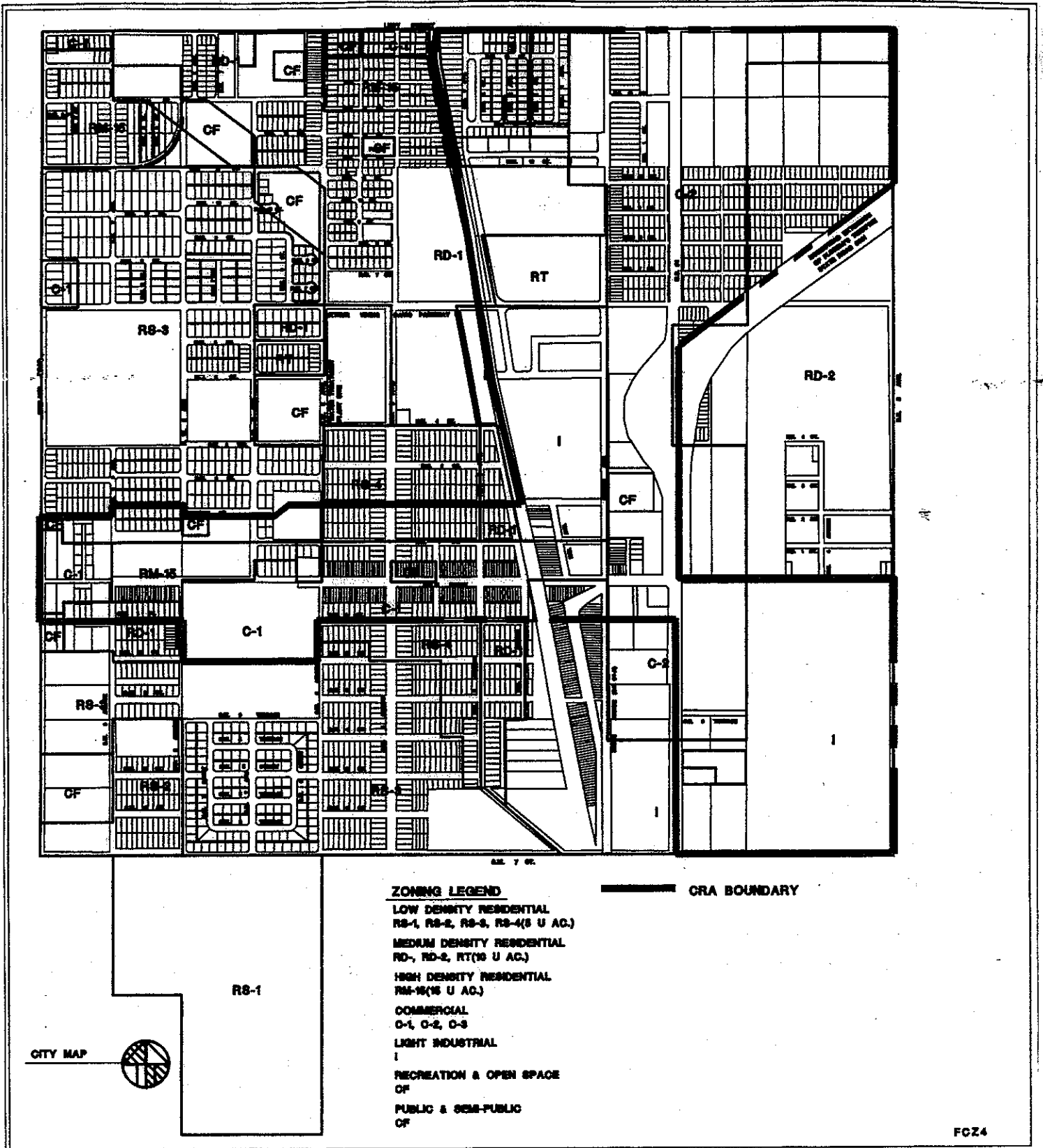


**AB<sub>2</sub> MT CONSULTANTS, INC.**  
 ENGINEERING SURVEY PHOTOGRAPHY GEODESICS  
 112 W. HERRING AVENUE CORAL GABLES FLORIDA 33134

CITY OF FLORIDA CITY  
 DADE COUNTY, FLORIDA

# CITY OF FLORIDA CITY FUTURE LAND USE MAP

DATE	11/11/88
BY	AB2 MT CONSULTANTS, INC.
FOR	CITY OF FLORIDA CITY
PROJECT	FUTURE LAND USE MAP
SCALE	1" = 400'



ZONING MAP  
CITY OF FLORIDA CITY

Figure 4

of Homestead. This sub-area contains a large amount of vacant land some of which is in active agricultural use. Residential units are located in the northwest portion of Sub-Area 2, and consist of 47 single-family homes and 155 multi-family apartment units. The majority of the apartments are contained in two (2) projects of 60 and 56 units. The Florida City RV/Camper Site, containing 280 spaces, is also situated on the west side of Krome Avenue in this sub-area and serves long- and short-term seasonal visitors. The non-residential zoning in Sub-Area 2 is a combination of general commercial (C-2) and industrial (I). On the south, the Florida City State Farmers Market occupies a large area on the west side of Krome Avenue. The existing commercial land uses along Krome Avenue, U.S. 1 and Lucy Street consist of a rock/stone company, funeral home, tool company, electrical supply business, roofing supply company, bait and tackle shop, boat and marine sales, six (6) small motels, oil supply business, auto parts store, two (2) restaurants, auto body shop, glass company, furniture store, food (Frito-Lay) distribution business, paper supplies, plumbing services and four (4) gas/convenience stations. Five (5) retail/warehouse developments are located on NW 14th Street, Krome Avenue and Lucy Street with a total of 102 bays. Approximately 50% of the available retail/warehouse bays are empty at this time. Key West Aloe is located in one such building on NW 14th Street. The Pioneer Museum (currently closed) is located on Krome Avenue in this sub-area.

**Sub-Area 3** is located east of U.S. 1 and south of East Palm Drive. 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 establishment. Zoning in this sub-area is a combination of general commercial along U.S. 1 and industrial to the east in the sub-area. There are no permanent residential uses in this sub-area. The Southern Comfort RV Park, containing 350 spaces, is located on East Palm Drive. The interior of Sub-Area 3 is undeveloped due largely to the presence of wetlands. The recently-completed Florida Keys Factory Shops outlet mall is located across East Palm Drive from this sub-area.

**3. Population and Housing**

The resident population within the CR Area is estimated to be approximately 1,260 persons. The location of residential uses in each sub-area was discussed previously. A survey of housing conditions was performed and Table 2 summarizes the results. Generally, the single-family housing units in Sub-Area 1 are in acceptable condition owing primarily to hurricane rebuilding programs, however, many multi-family units south of West Palm Drive are in poor and even dilapidated condition in some cases. In Sub-Area 2, the residential uses are located in the northwest corner of the sub-area, west of Krome Avenue, and consist of a mixture of single-family, duplex and multi-family buildings. This sub-area contains a number of dilapidated units which are in need of rehabilitation. There are no permanent residential uses in Sub-Area 3.

**Table 2 - CRA Area Housing Conditions**

<b>Sub-Area</b>	<b>Good Condition</b>	<b>Fair Condition</b>	<b>Poor Condition</b>	<b>Dilapidated</b>	<b>Total Units</b>
1	57	72	53	12	194
2	42	53	80	27	202
3	-0-	-0-	-0-	-0-	-0-
<b>Total</b>	<b>99</b>	<b>125</b>	<b>133</b>	<b>39</b>	<b>396</b>

#### **4. Traffic Circulation and Parking**

Traffic circulation characteristics in the CR Area differ greatly between sub-areas. Level-of-service on major roadways is well within the "D" range mandated by the Florida City Comprehensive Plan.

In Sub-Area 1, West Palm Drive provides good east-west access with 4-lanes divided between U.S. 1 and 6th Avenue, however it narrows to two (2) lanes from 6th Avenue to the west sub-area boundary. Adequate parking is also plentiful in this sub-area partially due to the fact that parallel on-street parking is allowed in many sections of West Palm Drive.

North-south access is very good in Sub-Area 2 due to the presence of both Krome Avenue and U.S. 1. However, east-west travel is severely hindered by the FEC rail right-of-way (r-o-w) which forms the western boundary of the Sub-Area and the Florida Turnpike on the east boundary. The rail corridor is no longer used for commercial rail service, however the only access roads across the rail r-o-w for the entire length of western boundary of Sub-Area 2 are two-lane Arthur Vining Parkway (SW 336 Street) which dead-ends at the Turnpike and NW 14th Street. Parking availability in this sub-area is very good with all commercial establishments providing off-street parking.

Traffic circulation in Sub-Area 3 is very restricted. Essentially, 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 Sub-Area 3. Parking availability in this sub-area is very good with all commercial establishments along the perimeter roadways providing off-street parking.

#### **5. Economic and Business Conditions**

Local sources estimate that 30-40% of the pre-storm businesses in Florida City have not reopened. Commercial structures were especially hard hit and a number are still closed. The

opening of the Florida Keys Factory Shops in October, 1994 has provided employment for some residents. A wide array of economic development strategies are needed both to build the entrepreneurial skills and access-to-capital of local residents, and attract new businesses to the city.

In Sub-Area 1, the primary employment opportunities are in the governmental, food service and office categories. It is estimated that approximately 112 people are employed in this sub-area. A building permit has recently been issued for a 12,000 square foot medical center on West Palm Drive in this sub-area which will significantly diversify the job mix. City Hall and the main Police Station were destroyed by the hurricane. Construction is planned to begin on the new City Hall and police Station in August, 1995. Businesses along West Palm Drive in this sub-area provide services to local residents as well as tourists bound to and from Everglades National Park.

In Sub-Area 2, current employers are primarily in the agricultural, restaurant, hotel/motel and building supply sectors. It is estimated that approximately 195 people are employed in this sub-area. Businesses in this sub-area provide products and services for residents and visitors in Florida City and south Homestead. While some existing commercial establishments have good visibility for southbound traffic on the Florida Turnpike, few tourist-oriented goods and services are marketed in Sub-Area 2. Several commercial structures severely-damaged by Hurricane Andrew have not been rebuilt, however most businesses in this sub-area have been repaired.

Businesses in Subarea 3 are strongly tourism-related, serving traffic mainly in route to and from the Florida Keys and Biscayne National Park. Primary employers are in the hotel/motel, food service and automobile service sectors. It is estimated that approximately 63 people are employed in this sub-area. Establishments damaged by the hurricane have rebuilt for the most part. The only exception is the site of the former Knights Inn which remains vacant.

## **6. Current Projects and Programs**

Currently, the City has access to two major sources of public monies for rebuilding purposes. These are \$1.2 million from the HOME program which must be dedicated to housing, and \$1.42 million from the State Sales Tax Trust Fund which can be used for a variety of purposes including housing, economic development and infrastructure. The following is an inventory of current projects and programs:

### **\* Federal Government**

The federal government responded to Hurricanes Andrew and Iniki with a supplemental appropriation of \$10.1 billion for disaster relief in the form of direct grants to individuals, mortgage assistance, low-cost housing, job training, loans to small businesses, grants for economic redevelopment, minority business development and tourism promotion grants. The Federal Emergency Management Agency (FEMA) initially had \$1.2 billion earmarked to provide assistance to Florida. As of April 30, \$121 million had been reimbursed to the County. Florida City has a HOME Program allocation of \$1.2 million.

### **\* State of Florida**

In response to the storm, the state established a \$500 million insurance program to cover insurance companies failures, and the Hurricane Andrew Recovery and Rebuilding Trust Fund with another \$500 million. The Trust Fund has as its source of revenue increased hurricane-related sales tax accruing over a 3-year period. The Trust Fund is providing \$2.9 million for the rebuilding of the Florida City Hall. In addition, \$1.42 million from the Fund is currently available to Florida City for housing and other rebuilding needs.

***\* Dade County***

Since initial response to health and safety needs immediately following the hurricane, Dade County has initiated Project C.H.A.R.T. to coordinate and accelerate the long-term recovery process of cleaning up and rebuilding in south Dade. The Dade County Community Development Block Grant program has targeted \$893,000 for the Florida City area. The County also has \$22.2 million in funds countywide for restoration and rehabilitation of damaged homes.

The County's Office of Community Development is currently working on the Phase II/South Dade Regional Development Plan (SDRDP) which is intended to provide a comprehensive framework for regional strategies aimed at the long-term revitalization of south Dade. Under this planning framework, a Phase I Neighborhood Development Concept Plan was prepared earlier this year for the northwest area of Florida City by a planning team headed by Bermello, Ajamil and Partners, Inc. Selected project recommendations from that NW Neighborhood Concept Plan have been included in this Redevelopment Plan.

***\* Beacon Council***

The Beacon Council has been heavily involved in business rebuilding efforts. The Council implemented a Small Business "Bridge Loan" Program with state funds to help damaged businesses recover. The program was terminated in January, 1993 year after assisting a number of businesses in south Dade. The Council has also been the planning/coordinating agency for the development of the Homestead AFB Economic Re-Use Plan.

***\* We Will Rebuild (WWR)***

This countywide organization was formed specifically by the business sector to raise private funds to be used in the rebuilding effort. To date, WWR has raised millions of dollars for rebuilding projects, and its considerable financial support and technical assistance initiatives

have helped many south Dade communities recover and rebuild for the future. The organization has provided a grant totaling \$185,000 to Covenant CDC and Florida City.

**\* *City of Homestead***

Homestead, Florida City's neighbor to the north, was also heavily-damaged by Hurricane Andrew and rebuilding efforts are occurring in earnest. The City has played a major role in the development of the Homestead AFB Re-Use Plan. It also has purchased the sizeable Park of Commerce in the Villages of Homestead development near the base for future growth. In addition, the City is now assisting Miami Grand Prix, Inc. in the construction of a major Motorsports Park in the southeast portion of the Villages tract (east of Florida City) which would host the annual Miami Grand Prix race, among other events. Dade County has committed \$20 million toward the development of that project. Housing and economic redevelopment have also been a high priority. Shortly after the hurricane, the Homestead/Enterprise Action Team was organized by the Enterprise Foundation and funded by State monies to assist in redevelopment efforts. The Homestead Economic Revitalization Organization (HERO) has been designated as Homestead's community redevelopment agency to implement proposed redevelopment plans in and around downtown.

**\* *Homestead AFB Re-Use and Economic Development Plan***

This important plan was recently completed and transmitted to President Clinton for approval. The Department of Defense has stated that it will make Homestead its first model (re-use) base. Last October, \$76 million was appropriated by the federal government for reconstruction of critical facilities at the base, and approximately \$13 million has been spent to date on clean-up and emergency repairs. Demolition is currently underway at the facility.

The Plan proposes to make the air base an international transportation and communications hub. The key development concept elements include:

- \* Homestead International Technical Research and Aviation Center (HITRAC);
- \* Perishables Exchange of the Americas;
- \* World Teleconference Center;
- \* Office Park / "Back Office" Operations;
- \* Upward Mobility Training and Education;
- \* Parks and Recreation; and
- \* Housing.

Several additional development concepts will be pursued including an industrial/manufacturing park with a small business incubator, an outlet mall or other retail center, a TV/film studio and backlot, and a concentrated, themed tourism center. The base will also have military operations including the 482nd Fighter Wing Reserves, Florida Air National Guard and the 301st Air Rescue Squadron. Other base tenants, such the U.S. Customs Service, have indicated they would like to return when facilities are available.

***\* Centro Campesino Farmworker Center***

Centro Campesino is a very active and visible nonprofit entity in Florida City. While their offices are located just outside the city, they serve approximately 500 city residents per year in some capacity. They have the following projects/programs:

- + Community Repair Program: repair/rebuilding of 10 homes per year over next three years.
- + Centro Villas: construction and sale of 33 single family homes.
- + Day Care Center: construction and operation of certified center for 70 children of low-income families.
- + Community Center: expand existing building to 8,000 community center with playground to house organization's operations and programs.
- + Rental Project: renovate/build 20-60 low-income apartment units.

**\* *Greater Miami Neighborhoods (GMN)***

GMN is a nonprofit organization which implements housing programs countywide and can also provide technical assistance to other local nonprofits with housing projects. Currently, GMN is working with Covenant CDC to develop 161 affordable single-family homes in northwest Florida City.

**\* *Covenant Community Development Corporation (CDC)***

Covenant is an established nonprofit entity in Florida City. They are currently planning to initiate a construction trades job training program in early 1994. They recently received a \$185,000 in partnership with Florida City from We Will Rebuild. They are also partners with Greater Miami Neighborhoods to build 161 single-family homes in northwest Florida City.

**\* *Homes For South Florida***

Homes For South Florida is associated the nationwide LISC organization and specializes in financing mechanisms for low-income housing.

**\* *The Master Plan for Florida City of 1992***

This master plan was prepared after the hurricane last fall by a team of volunteer architectural, planning, engineering and legal professionals in consultation with the elected and appointed officials of the city. The plan was coordinated by Andres Duany & Elizabeth Plater-Zyberk, architects and town planners; Sam Poole, Attorney, Holland and Knight; and Jaime Correa & Raul Lastra, Atelier for Architecture & Urbanism. The stated intent of the plan is "to provide a designed environment that supports the residents of Florida City in their pursuit of happiness." The master plan contains a number of recommended rebuilding projects many of which are included as infrastructure initiatives in this Strategic Plan and

proposed a "Pioneer Village" concept for the downtown area to attract tourists. The plan also recommends that "the nature of development be highly predictable" and "be combined with a quick and easy permitting process." The specific public and private project ideas contained in the 1992 Master Plan can be an invaluable tool for the city to use as it begins to implement this Redevelopment Plan.

# **III. Problems, Needs and Opportunities**

## **A. Areawide**

A number of problems, needs and opportunities apply throughout the FEAT Area. While unique aspects of these areawide issues may tailor the implementation of resulting programs in each Sub-Area, the common threads remain. This section will discuss the primary areawide issues.

### **1. Economic Development**

Inadequate historical economic development lies at the base of this CR Plan. This problem has at least two (2) primary components. One component is the lack of competitive workplace skills which enable residents to obtain and maintain productive employment, and local entrepreneurs to start and expand businesses. The other major component involves the lack of new business attractiveness of the CR Area. This latter component has improved recently just the opening of the Florida Keys Factory Shops outlet mall in the city, however the underlying problems remain.

The following economic development needs have been identified areawide:

- \* Basic literacy adult education;
- \* Job training;
- \* New business incubation and technical assistance;
- \* Startup business capital; and
- \* New business attraction marketing program.

Opportunities exist to augment existing programs and create new initiatives addressing these basic economic development needs. The South Dade Adult Education Center provides a number of literacy and technical skill courses in Homestead. The South Dade Employment and Training Consortium (SDETC), with an office in Homestead, offers job training and

placement services. The Job Service of Florida also offers job openings notices and placement services in the Homestead area. Centro Campesino operates a job training program in the Florida City area. In addition, Miami-Dade Community College provides occupational programs at its Homestead Campus. All of these programs offer valuable services which are the basis for long-term economic development in the CR Area. However, historically they are greatly under-utilized by CR Area residents for reasons including inadequate advertisement of programs and services, child care constraints, work commitments, lack of transportation and even indifference. In addition, some programs and services are not focused properly on the literacy and job training needs of the target population.

Current efforts at attracting new businesses to the Florida City area are sporadic and inadequate. The South Dade Vision Council, Homestead\Florida City Chamber of Commerce, Metro-Dade County Beacon Council and Florida City government all engage in occasional business attraction efforts in the CR Area. Greater coordination and additional resources are needed in this area.

## **2. Affordable Housing**

Although the proposed CR Area is commercial and industrial in nature, housing problems and needs must be addressed in several areas. Housing characteristics and conditions have been discussed previously in this Plan. Transformation of slum and blight conditions in residential areas will need to occur as part of Plan implementation. Citywide housing affordability is currently being addressed by Florida City and Dade County through HOME and other housing programs. In addition, local non-profit and for-profit entities are also assisting in this area including Centro Campesino, Greater Miami Neighborhoods and The Cornerstone Group. In Homestead, the Homestead Economic and Rebuilding Organization (HERO), the City of Homestead and Habitat for Humanity are operating significant housing programs for very low, low and moderate income residents. The CR Plan will focus on increasing the income of residents through business and job growth as well as reduced housing costs in addressing affordability in the CR Area.

### **3. Infrastructure**

Although significant improvements in the City's water and sewer systems have occurred since Hurricane Andrew, a large number of parcels in the CR Area remain unserved by water and sewer lines. In addition, street and drainage problems persist in a number of areas. An assessment of water, sewer, street and drainage improvement needs has been prepared for the CR Area and the estimated costs are summarized below:

- \* Water System Improvements - \$438,000
- \* Sewer System Improvements - \$335,500
- \* Streets and Drainage - \$2,296,300

Specific improvements will be detailed later in the Plan. The purpose of these improvements is to improve health and safety conditions in the CR Area and serve as an incentive to the development of vacant land by local and relocating businesses.

### **4. Recreational Facilities**

The proposed CR Area contains no recreational facilities however, two (2) large City parks are located in close proximity. Loren Roberts Park is situated immediately west of Sub-Area 2 bordering the southside of Arthur Vining Davis Parkway (SW 336 Street). This park currently has playground equipment and other facilities, and is programmed for \$100,000 in additional facilities and equipment in 1995-96. Fasullo Park is located south of Sub-Area 1 along Redland Road and offers passive recreation activities including lakeside recreation and picnicing. Opportunities exist to provide new parks in several parts of the CR Area,, however these needs will be prioritized along with other programs in subsequent sections of this Plan.

## **B. Sub-Areas**

The purpose of this section is to summarize the problems, needs and opportunities identified within each of the geographic sub-areas of the FEAT Area. These items are then addressed within the Community Redevelopment Program through sub-area strategies which include the implementation of specific programs and projects of FEAT.

### **Sub-Area 1: "Mainstreet Florida City"**

#### **Problems**

- \* A number of unoccupied or under-utilized commercial buildings exist.
- \* Existing commercial uses do not attract large volume passerby tourist traffic.
- \* Vacant parcels are prevalent.
- \* Dilapidated-to-poor condition structures front on West Palm Drive.
- \* Roadside signage is unattractive, uncoordinated and difficult to read.
- \* Visual impact is generally negative in many areas.
- \* Non-conforming residential uses exist on West Palm Drive.
- \* Governmental complex is in temporary quarters.

#### **Needs**

- \* Increased potential for new commercial development focused on local crafts.
- \* Strategy to attract businesses to downtown.
- \* Enhancement and expansion of retail core area.
- \* Expand professional offices ancillary to governmental uses.
- \* Marketing plan to "capture" passerby tourist traffic with attractors such as Pioneer Museum and retail farmers market.
- \* Nighttime social activity.
- \* Increased economic stimulation through private investment.

- \* Enhance overall visual attractiveness of "mainstreet."

**Opportunities**

- \* High level of tourist traffic to and from Everglades National Park offer lucrative market to downtown merchants.
- \* The City is motivated to pursue redevelopment options.
- \* New City Hall complex will significantly upgrade area.
- \* Completion of LaBodega can "anchor" surrounding redevelopment.

**Sub-Area 2: "Community Commercial Center"**

**Problems**

- \* Vacant parcels are prevalent.
- \* Many dilapidated-to-poor condition multi-family residential structures exist in northwest area.
- \* Roadside signage is generally unattractive, uncoordinated and difficult to read.
- \* Restricted market area in terms of population and income.

**Needs**

- \* Increased potential for new commercial development along Krome Avenue focused on local services.
- \* Strategy to attract regional-scale retail and hotel uses on U.S. 1.
- \* Increased economic stimulation through private investment.
- \* Enhance overall visual attractiveness with streetscaping and other options.

**Opportunities**

- \* High visibility of U.S. 1 parcels from Florida Turnpike offer large market potential.

- \* The City is motivated to pursue redevelopment options.
- \* Central location in Florida City and near south Homestead is a plus for service industries.
- \* Farmers Market can attract ancillary industries.

### **Sub-Area 3: "Tourist Services Corridor"**

#### **Problems**

- \* Vacant parcels are prevalent.
- \* Non-conforming use exists on East Palm Drive.
- \* Roadside signage is unattractive and uncoordinated.
- \* Environmental resources in interior may hinder development.
- \* Access to interior parcels is poorly planned.

#### **Needs**

- \* Increased potential for new commercial development.
- \* Increased economic stimulation through private investment.
- \* Enhance overall visual attractiveness of signage and facades.
- \* Long-term development plan for interior parcels addressing environmental requirements and infrastructure provision.

#### **Opportunities**

- \* High level of tourist traffic to and from Florida Keys and Biscayne National Park offer lucrative market to merchants.
- \* The City is motivated to pursue redevelopment options.
- \* Success of current commercial uses can attract new uses.
- \* Close proximity to Homestead Air Force Base, the Motorsports Park and other regional employment and activity centers are a plus.

# **IV. Community Redevelopment Program**

## **A. Guiding Redevelopment Principles**

The FEAT Community Redevelopment Plan is based on the following guiding principles:

- 1.) Create strong partnerships with area non-profits, the real estate industry, the financial community and potential businesses in successfully developing existing and new commercial and industrial uses.
- 2.) Coordinate with area programs in order to help prepare area residents for jobs created within the CR Area.
- 3.) Assist Area landowners in transforming slum and blighted conditions into value-stable and value-growth properties.
- 4.) Use CRA funds as an incentive and leveraging factor in non-profit and private sector development opportunities.
- 5.) Ensure that decent, affordable housing is available in the CR Area by assisting in the upgrading of the housing stock.
- 6.) Attract relocating businesses to the CR Area through an aggressive marketing program coordinated with the South Dade Vision Council and the Beacon Council.
- 7.) Assist local businesses and start-up entrepreneurs in relocating to the CR Area.
- 8.) Increase the overall attractiveness of the Area through strict Code enforcement and special projects and programs such as streetscaping and facade improvements.
- 9.) Attract public and other institutional uses which will enhance the redevelopment potential of the CR Area.

- 10.) Provide cost-effective infrastructure improvements necessary to ensure the redevelopment of the CR Area.

In order to implement these guiding principles, the FEAT Community Redevelopment Program consists of areawide programs and projects tailored to the three (3) sub-areas.

## **B. Areawide FEAT Programs**

### **1. Commercial Facade Improvements**

#### **Program Description**

A number of existing commercial and industrial buildings throughout the CR Area have building facades which are in disrepair and/or are unattractive. There is a significant need for a facade improvement program which will enable building owners to upgrade the exteriors of their buildings. The program will provide loans and/or grants up to \$20,000 to commercial owners. Sub-Area 1 has the greatest number of such buildings and thus should receive the highest priority for initial funding under this program.

#### **Cost and Funding**

It is estimated that this program will require \$265,000 in funding. This cost was determined based on a facade improvement need for 20 businesses in the CRA Area with an average grant or loan of \$13,250 each. Several funding sources are available for this program. The CRA plans to provide initial funding until other sources can be secured. One alternative which the Agency will investigate is State disaster relief funds administered through Dade County. These monies have been used in the past by non-profit agencies for facade improvements.

#### **Implementation Schedule**

This program will be initiated by July, 1996 and extend through July, 2001. Annual program reviews will be conducted to ensure program funds have been cost-effectively spent and that future revenues are available to fund the program.

## **2. Paint Up/Fix Up Residential Program**

### **Program Description**

A number of single-family and multi-family units in Sub-Areas 1 and 2 are in poor condition. A Paint Up/Fix Up Program will 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.

### **Cost and Funding**

It is estimated that this program will require \$187,500 in funding over the CR Program period. This cost was determined based on an average grant or loan amount of \$2,500 per home and assistance to 75 homeowners over the 10-year period. Several funding sources are available for this program. The CRA plans to provide initial funding until other sources can be secured. One alternative which the Agency will investigate is State disaster relief funds administered through Dade County. These monies have been used in the past by non-profit agencies for similar programs.

### **Implementation Schedule**

This program will be initiated by July, 1996 and extend through July, 2001. Annual program reviews will be conducted to ensure program funds have been cost-effectively spent and that future revenues are available to fund the program.

## **3. Signage Study and Improvements**

### **Program Description**

On-premise business signs and billboards along the commercial corridors of the CR Area are

visually unattractive and negatively impact the Area. This is particularly true in Sub-Areas 1 and 3. The CRA plans to conduct a study of the existing signage in the Area and propose new sign regulations which provide for attractive, informative and coordinated signage. FEAT Area entrance signage features are to be designed and erected at the following locations:

- \* West Palm Drive and Redland Road;
- \* Krome Avenue and U.S. 1 at Lucy Street;
- \* Florida Turnpike termination near Palm Drive;
- \* East Palm Drive at the eastern City limits; and
- \* U.S. 1 at the southern City limits.

#### **Cost and Funding**

It is estimated that this project will cost approximately \$117,000 and will be funded through FEAT revenues. The signage study is estimated to cost \$25,000, based on industry consulting standards and fees. The signage improvements will consist of four (4) landscaped signage features at the primary entry points of the FEAT Area costing approximately \$23,000 each. The Agency will consider a special loan or grant program to help existing businesses pay the cost to meeting the new sign regulations. The loan/grant program will be funded only if approved by the CRA Board and sufficient monies are available.

#### **Implementation Schedule**

The consultant study will be completed by December, 1996. The new sign regulations will be enacted by July, 1997.

### **4. Streetscape Improvements**

#### **Program Description**

Large amounts of vegetation and canopy trees were destroyed by Hurricane Andrew. Since 1992, the median of West Palm Drive has been landscaped. However, many areas remain devoid of natural vegetation and are thus not as attractive and inviting as they could be. The

CR Agency will conduct a study of streetscaping needs throughout the Area and establish priorities for the application of landscape improvement monies. Individual streetscape projects in specific areas will then be implemented.

**Cost and Funding**

It is estimated that \$149,100 will be needed to conduct the study and implement approved streetscape projects over the first five (5) years within the CR Area. The initial streetscape needs study of the FEAT Area is estimated to cost \$34,500, based on industry consulting standards and fees. The streetscape improvements are dependent on the study results. For programming purposes, the improvements are estimated to cost \$114,600. Grant programs will be utilized to the maximum extent possible for this activity. The U.S. Forestry Service and the Florida Department of Natural Resources will be contacted in reviewing grant opportunities. CRA revenues will be used to fund the streetscape program until grants become available.

**Implementation Schedule**

The streetscape study will be completed by December, 1996. Individual projects will be implemented over the period January, 1997 to December, 2002.

**5. Business Marketing****Program Description**

One key component in successful community redevelopment is the growth and attraction of businesses to the subject Area. In order to fulfill this need, the CRA will conduct a business marketing study of the FEAT Area and develop a Business Growth Strategy focusing on helping existing firms in the Area which are considering expansion and attracting new industries. The Strategy will detail a continuing marketing effort by the CRA concentrating on target industries in which the Area has comparative advantage based on existing industrial base, labor force and other factors as well as opportunities generated by tourist traffic to regional attractions such as Everglades National Park, Biscayne National Park and the Florida Keys. In addition, attraction of community retail and commercial services will be a

continuing focus. The Strategy will also target business attraction opportunities arising from the implementation of the Homestead Air Force Base Re-Use Plan. The Agency will include the management and administration of the Business Growth Strategy in the job requirements of the CRA Executive Director. Coordination of efforts with the Beacon Council and South Dade Vision Council will be high priority.

**Cost and Funding**

It is estimated that the business marketing study, Growth Strategy preparation, and direction of the business marketing program will cost approximately 193,100. This function will require 1/3 time of a marketing professional. Based on an average full-time salary of \$45,000 and 1.3 benefits add-on rate, the yearly cost is estimated to be \$19,300. The full 10-year program cost is projected to be \$193,100. Funding for the program will come from CRA revenues as well as potential sources such as the Beacon Council, Florida Department of Commerce and U.S. EDA.

**Implementation Schedule**

The Business Marketing Strategy is planned to be completed by July, 1996 and implemented on a continuing basis from 1996 through 2004.

**6. Public Transit Study and Improvements****Program Description**

Dade County MetroBus operates service between the Dadeland South Transit Station and the Florida City area. This route consists of seven (7) morning and afternoon trips. In addition, several MetroBus jitneys circulate in the Homestead/Florida City area. An exclusive Busway line from the Dadeland South Transit station to Florida City is currently programmed for construction in the Metro-Dade County Transportation Improvement Program (TIP) by 1999. The first leg of that transit line is now under construction to Cutler Ridge. It is anticipated that the terminal station for the South Dade Busway will be near Krome Avenue and West Palm Drive in Sub-Area 1.

Effective and convenient local transit service is essential to the success of the Community Redevelopment Plan. Not only providing critically needed service for Area residents to access job and shopping opportunities, but also for tourists who want to park and tour the sites in and around Florida City. Under this program, FEAT, in partnership with the Metro-Dade Transportation Administration (MDTA), plans to conduct a study of the resident, business and tourist transit needs in the CR Area and surrounding environs. Recommendations will be implemented which cost-effectively enhance transit service in and around the FEAT Area.

**Cost and Funding**

The cost of the local transit study and approved improvements will be shared with MDTA. A 50/50 cost-sharing arrangement will be recommended. The estimated cost of this project is approximately \$96,200. The local transit needs study is estimated to cost approximately \$18,500, based on industry consulting standards and fees. The transit improvements are dependent on the study results. For programming purposes, the improvements are estimated to cost \$77,700. FEAT revenues will be used to fund the local cost share.

**Implementation Schedule**

The transit study will be initiated in 1998 and completed in 1999. Recommended and approved service improvements will be implemented beginning in 1999.

**7. Code Enforcement****Program Description**

Numerous building and zoning code violations exist in the CR Area, especially in Sub-Areas 1 and 2. These violations degrade property values and stunt future value growth. To address this problem, the CRA will implement an aggressive code enforcement program. The Agency will consider utilization of a full-time code enforcement officer. The officer will work closely with the Florida City Community Development and Building Department to correct code violations in the CR Area. Initial enforcement priority areas will be West Palm Drive in Sub-Area 1 and the northwest residential area in Sub-Area 2.

**Cost and Funding**

The code enforcement program cost is based on usage of one (1) code enforcement officer at a 1/2 time level over a six (6) year period. Using the average City salary (including fringe benefits) for code enforcement officers of \$32,600, the cost of this program is estimated to be \$97,800. It will be funded from CRA revenues and other sources.

**Implementation Schedule**

The code enforcement program will be initiated by July, 1996 and continued on an annual basis through 2001.

**8. Coordination with Existing Programs****Small Business Loans**

A significant number of existing businesses and entrepreneurs desiring to start new enterprises in the Florida City CRA require capital resources in order to start-up and expand. These resources are normally not available to small businesses through the traditional commercial lending institutions. Dade County has initiated several small business loan programs in the South Dade area since Hurricane Andrew. One is called "Working Capital" and specializes in modest-size loans to small businesses. The CRA plans to coordinate with this and other programs, and act as a clearinghouse for potential clients needing business capital.

**Affordable Housing**

Affordable housing is a significant need in several sub-areas of the CRA. Florida City currently has a successful HOME affordable housing program which has been operational for approximately two (2) years. Dade County and the State of Florida also offer a diverse array of housing programs geared to very low, low and moderate income persons. The CRA will coordinate fully with these public housing programs in assisting residents needing housing loans or subsidies.

## **C. Sub-Area 1: "Mainstreet Florida City"**

### **Redevelopment Theme**

This sub-area is the "heart and soul" of Florida City. It is the center of government, and Palm Drive is a principal corridor for the over 1.7 million tourists visiting Everglades and Biscayne National Parks each year. For this reason, the 1992 Florida City Master Plan concentrated heavily on this sub-area in public workshops and eventual recommendations.

The theme for Sub-Area 1, Mainstreet Florida City, focuses on the unique pioneer heritage of the city. This entails the creation of low-key historical and commercial attractions, and visually-friendly streetside environments which entice passersby to stop, relax, walk, eat and shop. The new city governmental complex, scheduled for completion in 1996, can provide a centerpiece for the creation of the Pioneer Village and other redevelopment projects proposed below.

### **1. Pioneer Village Development**

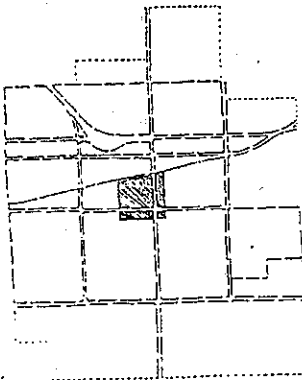
#### **Project Description**

This project envisions the development of a "Pioneer Village" in the eastern half of Sub-Area 1 as depicted in Figure 5. At buildout, the Village will consist of:

- \* New City Hall/Main Police Station;
- \* Community Shopping Center;
- \* Local Crafts Shops;
- \* 15-Room Bed and Breakfast Inn;
- \* Pioneer Museum (relocated); and
- \* Restaurants.

In the development of the private uses listed above, FEAT plans to act in partnership with private sector developers, providing land and/or infrastructure improvements as necessary to facilitate individual components of the overall development. The Pioneer Museum building is

# SPECIAL PROJECT PIONEER VILLAGE



## PIONEER VILLAGE

The Pioneer Village is a special project designed to intercept tourists travelling west to Everglades National Park. It will be a re-creation of old Palm Drive, as seen in historic photographs. Its area includes two and a half blocks to the north and two and a half blocks to the south.

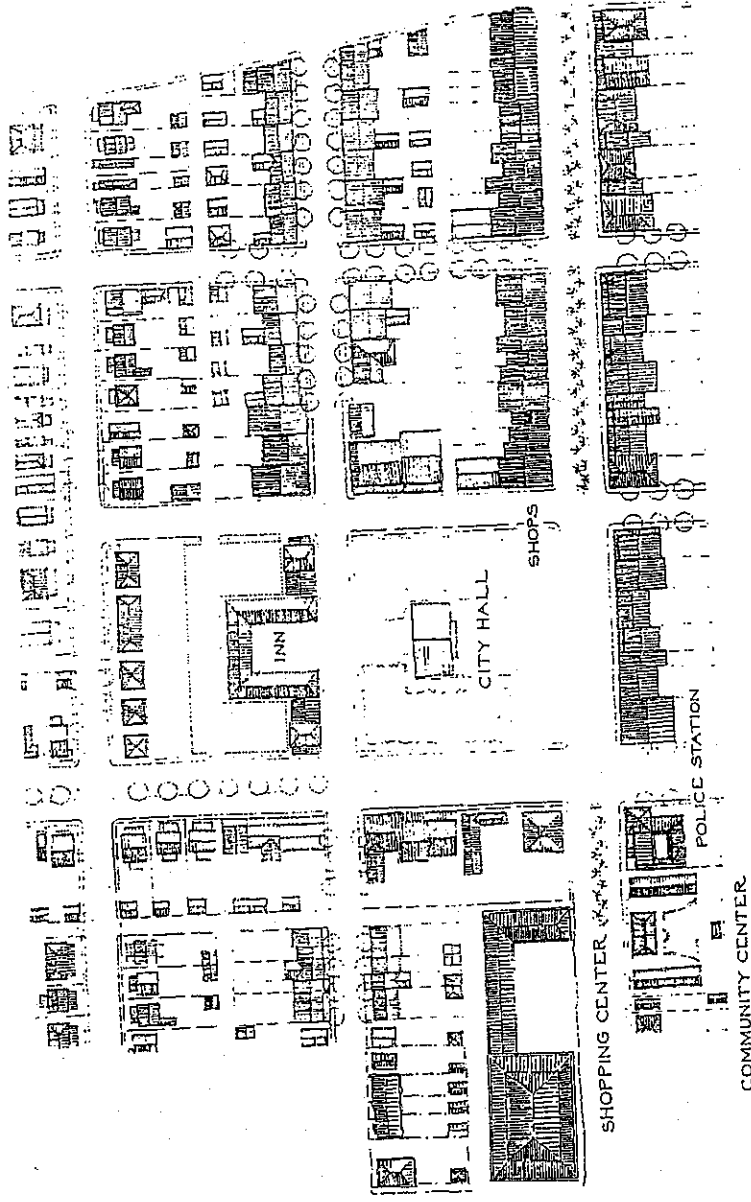
Pioneer Village is many things. It is the setting for the new City Hall and a new Police Station. The new City Hall will be on a green, a much more dignified site than the roadside location of the current one. It is also an extension of the existing commercial buildings and includes stores useful to the residents of the City. All its shops will be coherently organized as a shopping center.

Off of Palm Drive, the area will consist of townhouses and single-family houses in a modest, yet interesting, early Cracker style. The Pioneer Museum will be moved to the edge of the Square to serve as the model for this architectural vernacular.

North of City Hall there is a site reserved for a 30 room hotel, which an experienced hotelier has already shown interest in pursuing.

Palm Drive will be restored to its original design, with fewer lanes and a double row of palms along the median. During a Charrette meeting, a Department of Transportation official admitted that this road, even after the removal of two lanes, would still have twice the capacity of its current use. This reduction in the number of lanes is essential to the retail quality and pedestrian appeal of Palm Drive.

Pioneer Village is not intended to compete with the City of Homestead. Rather, Palm Drive will be positioned as the earlier pioneer community, more modest in its architecture and devoid of the ornamental landscaping that can only be sustained by the greater financial resources of Homestead.



With relatively low land values, the area of Pioneer Village can be transformed, either by partnership or condemnation, into a very attractive investment opportunity.

currently located on Krome Avenue. This building and ancillary structures would be moved to a site west of City Hall provided by FEAT. A private developer is to be solicited to construct and offer leasable space on Palm Drive to local artisans and craftspersons from the Florida City area. FEAT will work with the artisans and craftspersons to assist them in securing small business loans and in other ways, as needed. It is the intent of FEAT to provide opportunities for the construction of residential uses over ground-level shops in the Village area. Of particular note is the need for a major grocery store and other daily neighborhood services. The FEAT Agency plans to make the attraction of a major grocery store a top priority in this sub-area. In addition, the Agency will examine pedestrian and bicycle circulation needs in and around the Village, and make improvements as necessary. If land is acquired or leased in implementing this project, the Agency will retain appropriate controls and covenants running with the land to be sold or leased to private or non-profit developers.

**Cost and Funding**

The cost of the Pioneer Village project will depend on which components of the development require FEAT participation. For the purpose of cost estimation, it is assumed that FEAT will acquire property in order to implement this project although many other options are also available to the Agency. Approximately seven (7) acres of land on or near Palm Drive will be needed to accommodate the project. Based on recent market studies in the area, commercial land on Palm Drive is valued between \$1.75 to \$2.50 per square foot depending on location such as Palm Drive frontage and other factors. Using an average value of \$2.10/square foot, it is estimated that the necessary land will cost approximately \$640,400. The Agency may also choose to provide certain infrastructure on a case-by-case basis. Infrastructure costs are included in a separate section below. All project construction costs are expected to be paid for by private developers and non-profit agencies. The large majority of costs associated with this project will be paid out of FEAT revenues. The redevelopment of the Pioneer Museum may be eligible for local, state, and federal grants and loans which will be sought by the Agency.

**Implementation Schedule**

The Pioneer Village is a long-term real estate development project. It will be initiated with

the relocation of the Pioneer Museum in 1997 and completed by 2004.

## **2. Other Commercial Land Development**

### **Project Description**

Other parts of Sub-Area 1 are suitable for private commercial uses which will support the Pioneer Village development while providing community services and goods, and capture of tourist traffic. These uses include:

- \* Tourist Retail;
- \* Small Hotels;
- \* Restaurants;
- \* Community Goods and Services;
- \* Health and Medical Products/Services; and
- \* Banking and Professional Offices.

FEAT plans to facilitate the development of these uses throughout the Palm Drive frontage by marketing, infrastructure provision, and real estate partnerships with private interests and non-profits. These activities will be evaluated on a case-by-case basis. If land is acquired or leased in implementing this project, the Agency will retain appropriate controls and covenants running with the land to be sold or leased to private or non-profit developers.

### **Cost and Funding**

The cost of private Palm Drive development outside of Pioneer Village depends on which components of the development require FEAT participation. For the purpose of cost estimation, it is assumed that FEAT will acquire property in order to implement this project although many other options are also available to the Agency. Approximately three (3) acres of land on or near Palm Drive will be needed for this project. Based on recent market studies in the area, commercial land on Palm Drive is valued between \$1.75 to \$2.50 per square foot depending on location such as Palm Drive frontage and other factors. Using an average value of \$2.10/square foot, it is estimated that the necessary land will cost approximately \$274,500.

The Agency may also choose to provide certain infrastructure on a case-by-case basis. Infrastructure costs are included in a separate section below. All project construction costs are expected to be paid for by private developers and non-profit agencies. The large majority of costs associated with this project will be paid out of FEAT revenues. Some aspects of the development projects may be eligible for local, state, and federal grants and loans which will be sought by the Agency.

**Implementation Schedule**

The development of commercial uses along Palm Drive is a long-term real estate development project. It is to be initiated in 1996 and completed by 2004.

**3. Visitors Center****Project Description**

The current Visitors Center is located on U.S. 1 and is only partly successful. The appearance and location of the center are negative factors which must be corrected in order to provide a convenient and inviting information source to tourists. Figure 6 shows a potential design concept for the relocated Visitors Center. If land is acquired or leased in implementing this project, the Agency will retain appropriate controls and covenants running with the land to be sold or leased to private or non-profit developers.

**Cost and Funding**

A 2,000 square foot visitors center facility is needed along West Palm Drive. Based on an average square foot price of \$2.10 and construction costs of \$45 per square foot, the estimated cost of the new facility is \$181,500. A portion of the costs associated with this project are to be paid out of FEAT revenues. However, some aspects of the activity may be eligible for local, state, and federal grants and loans which will be sought by the Agency.

**Implementation Schedule**

The site acquisition for the new Visitors Center is planned for completion in 1998 with the construction of the new center by 2000.

# SPECIAL PROJECT VISITOR'S CENTER

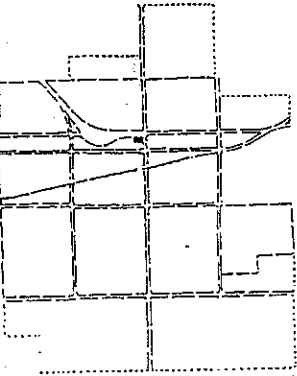
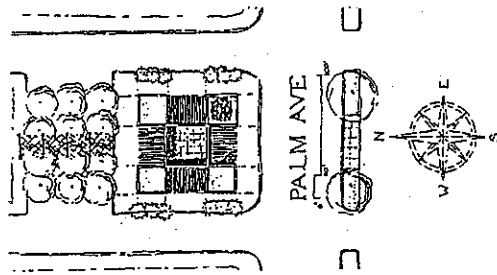


Figure 6

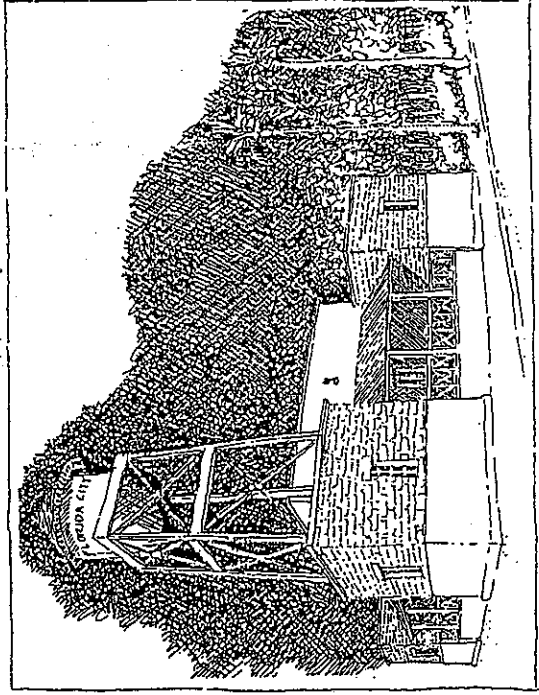
## THE VISITORS CENTER

### DESCRIPTION

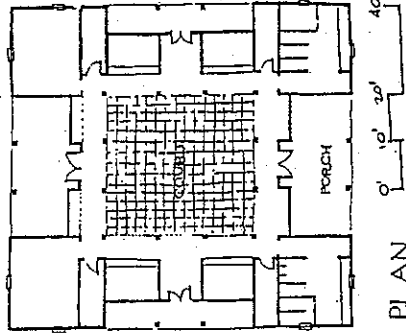
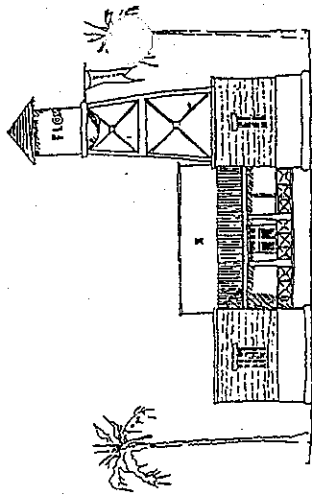
The current Visitors Center is located on Route 1 and is only partly successful. Managed by the Chamber of Commerce, an extraordinary good impression of Florida City is given by its volunteers but not by its location and appearance. For the new Florida City, a better site and architecture are needed. The most appropriate site is on the corner of Route 1 and Palm Drive because traffic would be drawn down Palm Drive into the proposed Plover Village. The architectural expression of the new Visitors Center is suitably unusual: the old water tower acts as a sign to motorists and as a symbol of an agricultural community.



SITE PLAN



SKETCH



PLAN

## **4. Residential Development**

### **Project Description**

FEAT plans to assist in the rehabilitation and/or construction of up to 100 residential units over the 10-year program period. Any construction of new single- or multi-family housing units is to be done by private sector or non-profit developers using the public bidding process. Selected vacant single- and multi-family sites north and south of Palm Drive will be reviewed on an annual basis for the development of new housing. After a 5-year period, this program will be re-evaluated to adjust initial objectives based on past performance and existing conditions. If land is acquired or leased in implementing this project, the Agency will retain appropriate controls and covenants running with the land to be sold or leased to private or non-profit developers.

### **Cost and Funding**

This project envisions the construction or rehabilitation of 50 units over the 10-year period. Based on an average public assistance cost of \$16,000 per unit, the total cost of this project is estimated to be \$800,000. Approximately one-quarter of the project costs are to be paid out of FEAT revenues. Some aspects of the development projects may be eligible for local, state, and federal grants and loans which will be sought by the Agency.

### **Implementation Schedule**

This project will be started in 1997 and completed by 2003.

## **5. Architectural Design Standards**

### **Project Description**

A very important aspect of the Pioneer Village concept and other development along Palm Drive is the creation of a visually-pleasing environment. One way to help achieve this is through coordinated design standards where rehabilitated and new buildings are encouraged and/or required to incorporate similar architectural design themes. The traditional architecture in Florida City is comprised of six major styles: Frame Vernacular, Masonry Vernacular,

Bungalow, Mission Style, Mediterranean Revival and Colonial Revival. These styles are typical of other sites in South Florida and reflect the built environment of the area from the turn of the century to World War II. Several of these styles are incorporated in the sketch present in Figure 7 which was included in the 1992 Florida City Master Plan. This sketch can serve as a beginning point for the preparation of design standards for the Pioneer Village and adjacent parts of Palm Drive.

**Cost and Funding**

The cost of preparing and implementing the design standards is estimated to be \$25,000. This cost is based on local consulting industry standards and fees. The costs associated with this project are planned to be funded from a number of revenue sources. Some aspects of the regulation preparation may be eligible for local, state, and federal grants which will be sought by the Agency.

**Implementation Schedule**

The standards are scheduled for completion by 1998 and to be effective by 1999.

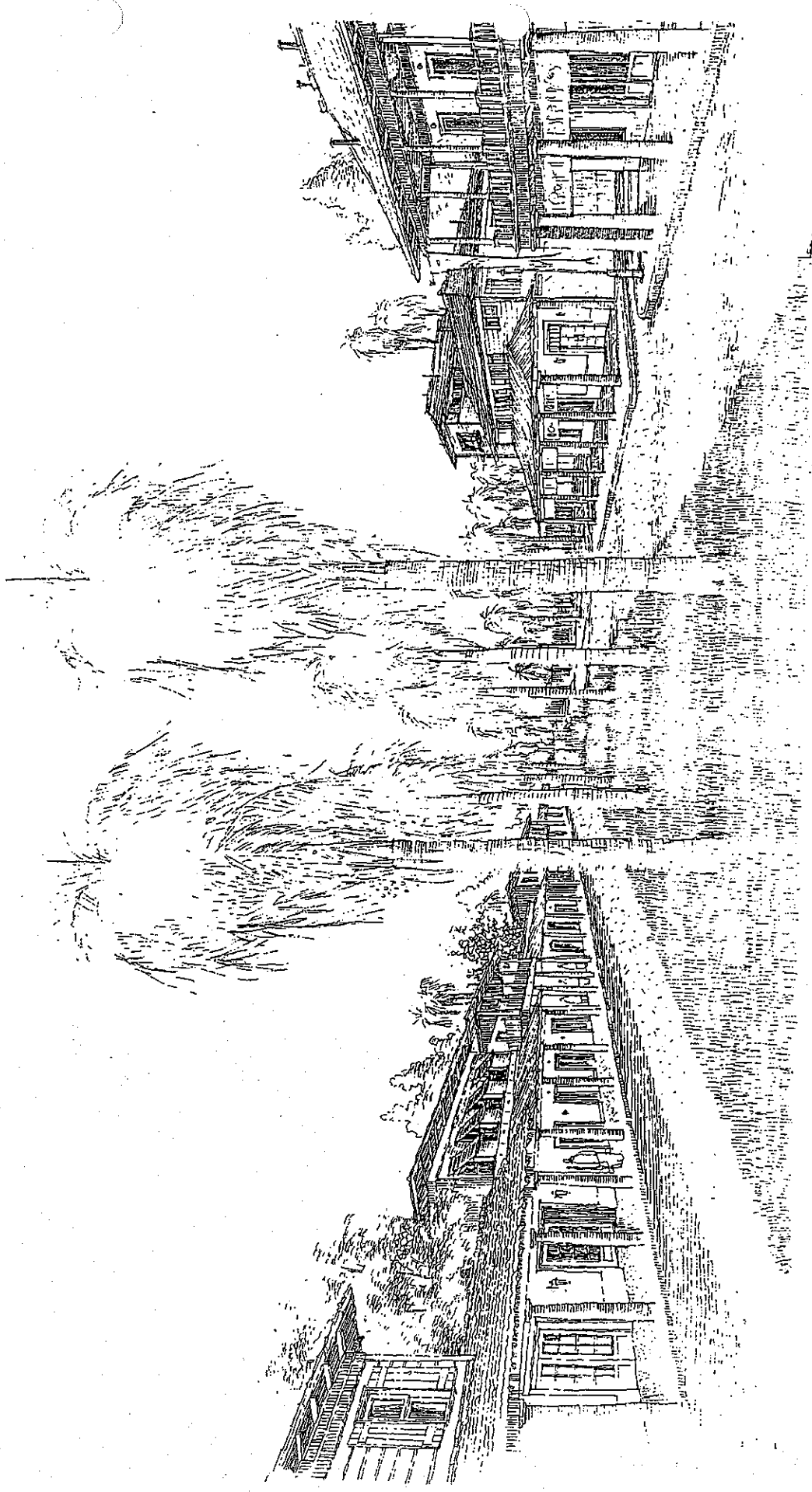
**6. Infrastructure Improvements****Project Description**

The water, sewer, street, sidewalk and drainage improvements and costs necessary to correct existing deficiencies and provide services to all parts of Sub-Area 1 have been analyzed. The proposed water line improvements include an 8" line in NW 2nd Street between NW 9th Avenue and NW 6th Avenue, and an 8" line in SW 1st Street between SW 6th Avenue and SW 2nd Avenue. Sewer system improvements consist of line and manhole installations in SW 1st Street, Palm Drive, NW 3rd Avenue and several additional streets.

Street and drainage improvements encompass Palm Drive between Redland Road and 6th Avenue, new pavement on NW 8th and 9th Avenues and asphalt overlay of a number of streets/avenues near Palm Drive. The analysis also showed the need for 30,000 linear feet of 5-foot wide concrete sidewalks throughout the area.

SPECIAL PROJECT  
PIONEER VILLAGE  
1995

Figure 7



**Cost and Funding**

The estimated total cost for this Sub-Area 1 project is \$943,800 over the 10-year program period. The specifications and cost breakdown by individual project are provided in Appendix C. Generally, the costs associated with these improvements will be paid out of special assessment and CDBG funds.

**Implementation Schedule**

The infrastructure improvements will be initiated in 1997 and completed by 2001.

**7. Zoning Study****Project Description**

The zoning districts in Sub-Area 1 are generally consistent with the proposed projects and programs outlined above. However, some modifications may be necessary. FEAT plans to conduct a zoning study of the entire sub-area to determine where changes to existing zoning parameters can remove impediments to, and facilitate implementation of, the CR Plan.

**Cost and Funding**

The zoning study is estimated to cost approximately \$35,000. This cost is based on local consulting industry standards and fees. The costs associated with this study can be paid out of FEAT revenues and other available sources.

**Implementation Schedule**

The zoning study will be conducted during 1997-98. Implementation of recommended and approved modifications are to be completed by 1999.

## **D. Sub-Area 2: "Community Commercial Center"**

### **Redevelopment Theme**

This sub-area has the potential to become the community commercial and light industrial center for the greater Florida City market area. The current businesses in Sub-Area 2 already provide commercial services and industrial flex-space for residents and companies, including agricultural products at the Farmer's Market on the south end. The excellent visibility from the Florida Turnpike also generates real opportunities for regional retail enterprises, particularly along U.S. 1. A large amount of existing commercial and industrial zoned land only enhances this potential. Residential uses in the northwest portion of the sub-area are in need of rehabilitation and redevelopment, and can provide the labor resources for the sub-area commercial and industrial growth. The Community Redevelopment Program for this sub-area is geared to provide the infrastructure and incentives necessary to initiate new value-added businesses, enhance retail trade at the Farmer's Market, and assist in the redevelopment of residential uses.

### **1. Industrial/Commercial Land Development**

#### **Project Description**

Sub-Area 2 is suitable for a number of different private commercial and light industrial uses which can both serve the community-wide market area and attract tourist traffic on the Florida Turnpike. These uses include:

- \* Bed and Breakfast Inns;
- \* Hotels and Motels;
- \* Restaurants;
- \* Community/Regional Retail Enterprises;
- \* Commercial Agricultural Businesses;
- \* Convenience Retail;
- \* Professional Offices;
- \* Community/Neighborhood Services; and