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CLERK OF THE BOARD
OF COUNTY COMMISSIONERS
MIAMI-DADE COUNTY, FLORIDA

Memorandum

MIAMI-DADE COUNTY

Date: June 2, 2009

Agenda Item No. 5(F)

To: Honorable Chairman Dennis C. Moss
and Members, Board of County Commissioners

From: George M. Burgess
County Manager

Resolution No. R-645-09

Subject: Resolution Approving the Finding of Necessity for Expanding the Boundaries of the Florida City Community Redevelopment Area and the Redevelopment Plan

Recommendation

It is recommended that the Board of County Commissioners (BCC) accept the Finding of Necessity study (FON) to declare four geographic areas within the City of Florida City (City) described in more detail in Exhibit A, to be slum or blighted areas, pursuant to Chapter 163, Part III, Florida State Statutes (the "Act") and that these areas be added to the existing boundaries of the City of Florida City Community Redevelopment Area (the "CRA"). The rehabilitation, conservation, or redevelopment, or a combination thereof, of the Redevelopment Area is necessary in the interest of the public health, safety, morals or welfare of the residents of the City and the County. It is also recommended that the BCC approve the Redevelopment Plan for the CRA (Exhibit B).

Scope of Agenda Item

This resolution approves the expansion of the CRA boundaries and the CRA's Redevelopment Plan. This item adds approximately 320 acres to the 490 existing CRA acres. The Area lies within Commission District 9.

Fiscal Impact / Funding Source

The CRA's revenue source is generated through the incremental growth of ad valorem revenues beyond an established base year, Tax Increment Financing (TIF), as defined in Section 163.387 of the Florida State Statutes. The County's FY 2008-09 payment to the CRA was $1,164,404. The duration of the remaining County's obligation to contribute TIF revenues to the City is 17 years. The County tax increment revenue contribution from these four areas is estimated to generate approximately $2.7 million within the next 17 years, based on an annual average growth rate in taxable values of 3.5 percent. However, the Third Amendment to the Interlocal Cooperation Agreement, which is a seperate item on this same agenda, will allow for the County to be reimbursed for 20 percent of its tax increment revenues over the 17 year life of the CRA for the expansion area.

Track Record / Monitor

This resolution amends the boundaries of the CRA and approves the CRA's Redevelopment Plan.

Background

On June 6, 1995, the BCC approved the CRA's original Redevelopment Plan (the "Plan") pursuant to Resolution R-795-95 and funding of the Plan when it enacted Ordinance No. 95-108 (Trust Fund). An Interlocal Agreement between Miami-Dade County and the CRA was approved by the BCC on April 16, 1996. Subsequently, the Plan and the Interlocal Agreement were amended on July 8, 1997 (Ordinance No. 97-132) and on September 23, 2003 (Resolution R-1010-03) to provide for a land acquisition element and to create a Community Policing Program respectively.

The CRA was created to address the massive devastation caused by Hurricane Andrew on August 24, 1992. Since the creation of the CRA and the implementation of the Redevelopment Plan the CRA's main focus has been the physical reconstruction of the Area. The post-hurricane recovery effort has been completed with significant CRA investments. The current CRA boundaries consist mostly of commercial and industrial areas with very little residential property. During the last 15 years the CRA

has experienced significant investment in its commercial corridor creating sufficient funds to support new revitalization efforts in neighborhoods and areas that show evidence of slum and blight. In an effort to meet new challenges of neighborhood revitalization, urban infill, and job growth, the FON has identified a total of 320 acres from four areas to expand the current CRA boundaries: a) the Northwest residential neighborhood, b) an industrial area south of Palm Drive (Closed Packing Plant), c) a state-owned environmental site on Palm Drive (Pineland Park), and d) a small residential infill area adjacent to the Miami-Dade Busway (Busway Infill).

The FON Report (Exhibit A) prepared by Iler Planning Group examined the conditions in the proposed four CRA expansion areas and concluded that slum and blight, as defined in the Act, exists. The FON has identified socio-economic distress conditions among these four geographic areas including, high poverty rates, low numbers of homeowners, shortage of quality affordable housing, high crime rate, excessive unemployment and overcrowding. Additionally, some of the deteriorating conditions found include a high percentage of vacant housing units and land, unsafe and/or unkept structures, and faulty lot layouts. By including these four areas into the CRA boundaries, the CRA aims to optimize the property tax base to create jobs and enhance the health and vitality of the neighborhoods and businesses within the CRA by supporting strategic public and private projects that will stimulate and leverage quality investment in the area.

The original CRA Redevelopment Plan was adopted by the BCC on June 6, 1995, the new Redevelopment Plan (Exhibit B) includes new redevelopment strategies for the expanded and existing CRA boundaries. Some of the targeted activities the CRA will undertake through the implementation of the new Redevelopment Plan include infrastructure, streetscapes and gateway improvements, property acquisition, master plan improvements, business assistance, and community safety and appearance. A sample of future projects may include a Pioneer Museum economic viability study and site improvements, a Farmers Market reuse study, a Transit Facility/Bike Trailhead for the 26 mile "Park-to-Park" bicycle route and parking, nature trails, picnic tables and recreational activities at Palm Drive Pineland Park. The Redevelopment Plan also contains a foreclosure avoidance and remediation program.

On December 9, 2008, the City of Florida City Council adopted resolutions declaring the proposed redevelopment area to be a "slum and blighted" area and approving the Redevelopment Master Plan Update (Exhibit C). On February 24, 2009, the Florida City CRA adopted resolutions approving the FON and the Plan with the addition of the foreclosure avoidance and remediation program, which was also adopted by the City Council (Exhibit D). The Miami-Dade County Tax Increment Financing and Coordinating Committee (TIFCC) reviewed the City's FON on February 2, 2009 and unanimously recommended it for approval. On March 2, 2009, the TIFCC reviewed the Redevelopment Plan and unanimously recommended it for approval.

On March 3, 2009, the BCC approved the CRA FY 2008-09 budget by adopting Resolution R-180-09. The operating budget includes $2,200,000 for Land and Building Acquisition, Demolition and Relocation of which $1,800,000 is for acquisition of dilapidated housing and vacant lots in the "Snake Pit" area and on NW 14th Street (Northwest Neighborhood) and $400,000 is to pay for demolition of the dilapidated structures and relocation of tenants where necessary. The budget approved by the BCC was contingent upon the approval of the FON Study for the boundary modification and the Plan being adopted by the BCC. This item would approve the FON and Plan modification, thereby allowing $2.2 million in budgeted expenditures for the new areas to be spent.

A separate item on this same agenda for BCC consideration is a resolution to approve the Third Amendment to the Interlocal Cooperation Agreement between Miami-Dade County, the City, and the Florida City Community Redevelopment Agency (the "Agency"). The Third Amendment to the Interlocal Cooperation Agreement provides that: a) the County will delegate to the City the necessary power to implement the redevelopment plan within the newly expanded boundaries of the CRA b) the CRA will make a payment to the County in an amount equal to twenty percent (20 percent) of the tax increment from ad valorem taxes collected within the four new areas added to the existing boundaries of the CRA, and c) the County reserves the right to audit the CRA's Trust Fund.

FOR

Cynthia W. Curry
Senior Advisor to the County Manager

Attachments

cmo08209

MEMORANDUM

(Revised)

TO: Honorable Chairman Dennis C. Moss and Members, Board of County Commissioners

DATE: June 2, 2009

FROM: R. A. Cuevas, Jr. County Attorney

SUBJECT: Agenda Item No. 5(F)

Please note any items checked.

_____ **"4-Day Rule" ("3-Day Rule" for committees) applicable if raised**

_____ **6 weeks required between first reading and public hearing**

_____ **4 weeks notification to municipal officials required prior to public hearing**

_____ **Decreases revenues or increases expenditures without balancing budget**

_____ **Budget required**

_____ **Statement of fiscal impact required**

_____ **Bid waiver requiring County Mayor's written recommendation**

_____ **Ordinance creating a new board requires detailed County Manager's report for public hearing**

_____ **Housekeeping item (no policy decision required)**

_____ **No committee review**

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 5(F)
6-2-09

RESOLUTION NO. **R-645-09**

RESOLUTION DECLARING FOUR GEOGRAPHIC AREAS OF MIAMI-DADE COUNTY, FLORIDA LOCATED IN THE CITY OF FLORIDA CITY; GEOGRAPHIC AREA ONE GENERALLY BOUNDED BY SW 328 ST TO THE NORTH, SW 187 AVENUE TO THE WEST, ON THE EAST BY NW 4 AVENUE AND ON THE SOUTH BY 336 STREET; GEOGRAPHIC AREA TWO GENERALLY BOUNDED BY PALM DRIVE TO THE NORTH, SW 8 AVENUE TO THE WEST, SW 6 AVENUE TO THE EAST AND SW 3 TERRACE TO THE SOUTH (PINELAND PARK); GEOGRAPHIC AREA THREE GENERALLY BOUNDED BY PALM DRIVE TO THE NORTH, SW 2 AVENUE TO THE WEST, KROME AVENUE TO THE EAST AND SW 352 STREET TO THE SOUTH (CLOSED PACKING PLANT); GEOGRAPHIC AREA FOUR GENERALLY BOUNDED BY NW 4 STREET TO THE NORTH, SW 3 AVENUE TO THE WEST, THE SOUTH DADE BUSWAY TO THE EAST AND NW 2 STREET TO THE SOUTH (BUSWAY INFILL) TO BE A SLUM OR BLIGHTED AREAS; DECLARING REHABILITATION, CONSERVATION OR REDEVELOPMENT, OR COMBINATION THEREOF, OF AREAS TO BE NECESSARY IN THE INTEREST OF PUBLIC HEALTH, SAFETY, MORALS OR WELFARE OF RESIDENTS OF MIAMI-DADE COUNTY, FLORIDA; AND APPROVING AMENDMENT TO AND RESTATEMENT OF REDEVELOPMENT PLAN FOR THE FLORIDA CITY COMMUNITY REDEVELOPMENT AGENCY

WHEREAS, the Legislature of the State of Florida enacted the Community Redevelopment Act 1969 during its 1969 Legislative Session, which enactment is presently codified in the Florida Statutes as Part III of Chapter 163, Sections 163.330 through 163.450 (the "Act"); and

WHEREAS, pursuant to Chapter 163, Florida Statutes, a finding of necessity study must be prepared in order to initiate the redevelopment process for the areas aforementioned; and

WHEREAS, all powers arising through the Act are conferred upon counties with home rule charters; and

WHEREAS, on June 6, 1995, the Board of County Commissioners of Miami-Dade County, Florida (the "Board") adopted Resolution No. R-795-95 (the "Resolution"), and enacted Ordinance No. 95-108 (the "Ordinance"), which Resolution approved the City of Florida City Redevelopment Plan (the "Plan") and Ordinance created a funding mechanism for implementing the Plan (Trust Fund); and

WHEREAS, the City of Florida City Community Redevelopment Area (the "CRA") was created to address the massive devastation caused by Hurricane Andrew on August 24, 1992; and

WHEREAS, the City of Florida City CRA has completed the post-hurricane recovery effort and has identified that adjacent CRA residential and other neighborhoods show evidence of slum and blight; and

WHEREAS, the City of Florida City retained the Iler Planning Group to prepare a finding of necessity study with respect to four geographic areas within the City of Florida City, which finding of necessity for those areas, dated February 10, 2009, is attached as Exhibit A to this resolution and is incorporated herein by this reference (the "Finding of Necessity Report"); and

WHEREAS, the Board considered the Finding of Necessity Report concerning the existence of slum or blighted areas within the Northwest Neighborhood, the Pineland Park, the Closed Packing Plant, and the Busway Infill; and

WHEREAS, the Board hereby concurs with the Finding of Necessity Report and finds that one or more slum or blighted areas, as defined in Section 163.340, Florida Statutes, exist in Northwest Neighborhood, the Pineland Park, the Closed Packing Plant, and the Busway Infill; and

WHEREAS, the Board hereby finds that the rehabilitation, conservation, or redevelopment, or a combination thereof, of said slum or blighted area is necessary in the interest of the public health, safety, morals, or welfare of the residents of the City of Florida City Community Redevelopment Area of the County; and

WHEREAS, the Board hereby finds that said slum or blighted area is appropriate for redevelopment; and

WHEREAS, the City of Florida City retained the Iler Planning Group to prepare an amended and restated redevelopment plan for the Area attached as Exhibit B to this resolution and is incorporated herein by this reference (the "Redevelopment Master Plan"); and

WHEREAS, the Board hereby finds that the Redevelopment Master Plan will provide the necessary framework to redevelop and revitalize the Area; and

WHEREAS, the Board hereby finds that there is a need for an amended and restated Community Redevelopment Plan for the City of Florida City Community Redevelopment Area to carry out the community redevelopment purposes of the Act,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that:

Section 1. The foregoing recitations are incorporated as a part of this resolution by reference.

Section 2. The boundaries of the Florida City Community Redevelopment Agency are hereby changed, extended and enlarged, to include the following areas:

Northwest Neighborhood Area Legal Description

A portion of Sections 23 and 24 of Township 57 South, Range 38 East Miami-Dade County Florida, being more particularly described as follows;

BEGIN at the intersection of the North line of said Section 24 with the West right-of-way line of the former Florida East Coast Rail Road as shown on the F.E.C. RAILROAD ACQUISITION MAP, prepared by the Florida Department of Transportation and recorded in Plat Book 127, Page 77 of the Public Records of said Miami-Dade County; **THENCE** Westerly along said North line of Section 24 and along the North line of the Northeast 1/4 of the Northeast 1/4 of said Section 23 (the centerline of SW 328 Street, Lucy Street) to the West line of said Northeast 1/4 of the Northeast 1/4 of Section 23; **THENCE** Southerly along the West line of the said Northeast 1/4 of the Northeast 1/4 of Section 23 to the South line of the said Northeast 1/4 of the Northeast 1/4 of Section 23 (theoretical NW 12 Street); **THENCE** Easterly along the South line of the said Northeast 1/4 of the Northeast 1/4 of Section 23(theoretical NW 12 Street) to the West right-of-way line of SW 187 Avenue (Redland Road) also being a line being 35 feet West of and parallel with the East line of said Section 23; **THENCE** Southerly along said line 35 feet West of and parallel with the East line of said Section 23 (the West right-of-way line of SW 187 Avenue), to the intersection with the Westerly extension of a line 35 feet South of and parallel with the North line of the Southwest 1/4 of the above mentioned Section 24 (the South right-of-way line of SW 336 Street, NW 7 Street); **THENCE** Easterly along said Westerly extension and along a line 35 feet south of and parallel with the North line of the Southwest 1/4 of the said Section 24 (the South right-of-way line of SW 336 Street, NW 7 Street) to the East line of the Southwest 1/4 of the said Section 24; **THENCE** Southerly along the East line of the Southwest 1/4 of said Section 24 to the intersection with a line 50 feet South of and parallel with the North line of the Southeast 1/4 of said Section 24 (the South right-of-way line of SW 336 Street, NW 7 Street); **THENCE** Easterly along said line 50 feet South of and parallel with the North line of the Southeast 1/4 of said Section 24(the South right-of-way line of SW 336 Street, NW 7 Street) to the Westerly right-of-way line of former Florida East Coast Railroad as shown on the above mentioned F.E.C. RAILROAD ACQUISITION MAP; **THENCE** Northerly along said Westerly right-of-way line of former Florida East Coast Rail Road to the North line of said Section 24 and the **POINT OF BEGINNING.**

Pineland Park Area Legal Description

A portion Northwest 1/4 of Section 25, Township 57 South, Range 38 East Miami-Dade County, Florida, more particularly described as follows;

BEGIN at the intersection of the Westerly extension of the North right-of-way line of SW 2 Street (formerly known as 11 Street) as shown on the plat DETROIT FLORIDA according to the plat thereof as recorded in Plat Book 2, Page 74 of the Public Records of said Miami-Dade County, with the East line of the parcel of land described in the COUNTY DEED recorded in Official Record Book 20702, Pages 4612 and 4613 of the Public Records of said Miami-Dade County; **THENCE** Westerly along said Westerly extension of the North right-of-way line of SW 2 Street to the intersection with the Northerly and Southerly extensions of the West right-of-way line of SW 8 Avenue as shown on PALM AVENUE HEIGHTS according to the plat thereof as recorded in Plat Book 29, Page 23 of the Public Records of said Miami-Dade County; **THENCE** Southerly along said Northerly and Southerly extensions West right-of-way line of SW 8 Avenue and along the West right-of-way line of SW 8 Avenue, as shown on said PALM AVENUE HEIGHTS, PROSPERITY PARK according to the plat thereof as recorded in Plat Book 61, Page 77 and GALICIA GARDENS according to the plat thereof as recorded in Plat Book 167, Page

36 of the Public Records of said Miami-Dade County, to the intersection with the Westerly extension of the South right-of-way line of SW 3 Terrace as shown on FRIEDLAND MANOR according to the plat thereof as recorded in Plat Book 62, Page 52 of the Public Records of said Miami-Dade County; **THENCE** Easterly along said Westerly extension and along the South right-of-way line of said SW 3 Terrace to the intersection with the Southerly extension of the above mentioned East line of the parcel of land described in the COUNTY DEED recorded in Official Record Book 20702, Pages 4612 and 4613; **THENCE** Northerly along said Southerly extension and along the East line of the parcel of land described in the COUNTY DEED recorded in Official Record Book 20702, Pages 4612 and 4613 to the **POINT OF BEGINNING.**

Packing Plant Area Legal Description

A portion East 1/2 of Section 25, Township 57 South, Range 38 East Miami-Dade County, Florida, more particularly described as follows;

BEGIN at the intersection of the South line of the North 50 feet of said Section 25, also being the South right-of-way line of SW 344 Street (Palm Drive), with the West line of Parcel 1 described in the Special Warranty Deed Recorded in Official Record Book 17535, Pages 1374 thru 1377 of the Public Records of said Miami-Dade County also being the East right-of-way line of the transportation corridor shown on F.E.C RAILROAD ACQUISITION MAP, prepared by the Florida Department of Transportation, according to the plat thereof as recorded in Plat Book 124, Page 77 of the Public Records of said Miami-Dade County; **THENCE** Easterly along the South line of the North 50 feet of said Section 25 to the West right-of-way line of SW 177 Avenue (Krome Avenue) as shown on the Miami-Dade County Public Works Department Right-of-Way map of SW 177 Avenue (Krome Avenue) dated June 1982; **THENCE** Southerly along said West right-of-way line of SW 177 Avenue (Krome Avenue) to the intersection with the East line of said Section 25; **THENCE** Southerly along the East line of said Section 25 to the Northerly right-of-way line of SW 177 Court (SW 3 Avenue) also being a line 35 feet North of and parallel with the centerline of SW 177 Court (SW 3 Avenue) as described in the Quit Claim and Conveyance recorded in Official Record Book 23988, Pages 1576 thru 1579 of the Public Records of said Miami-Dade County; **THENCE** Northwesterly along said Northerly right-of-way line of SW 177 Court (SW 3 Avenue) to the Easterly line of Parcel 2 described in the Special Warranty Deed Recorded in Official Record Book 17535, Pages 1374 thru 1377 of the Public Records of said Miami-Dade County; **THENCE** Northwesterly along the Easterly line of said Parcel 2 to the South line of the Northeast 1/4 of said Section 25; **THENCE** Westerly along the South line of the Northeast 1/4 of said Section 25 to the above mentioned East right-of-way line of the transportation corridor shown on F.E.C RAILROAD ACQUISITION MAP; **THENCE** Northwesterly along the said East right-of-way line of the transportation corridor shown on F.E.C RAILROAD ACQUISITION MAP to the **POINT OF BEGINNING.**

Busway Infill Area Legal Description

A portion of DETROIT FLORIDA according to the plat thereof as recorded in Plat Book 2, Page 74 of the Public Records of Miami-Dade County Florida in the Southeast 1/4 of Section 24,

Township 57 South, Range 38 East, in the city limits of Florida City, Miami-Dade County Florida, more particularly described as follows;

BEGIN at the intersection of the North right-of-way line of NW 4 Street (formerly known as Fifth Street) as shown on said DETROIT FLORIDA and the West right-of-way line of NW 3 Avenue (formerly Avenue B) as shown on said DETROIT FLORIDA; **THENCE** Easterly along said North right-of-way line of NW 4 Street and it's Easterly and Westerly extensions to the West right-of-way line of the former Florida East Coast Railroad as shown on F.E.C RAILROAD ACQUISITION MAP, prepared by the Florida Department of Transportation, according to the plat thereof as recorded in Plat Book 124, Page 77 of the Public Records of said Miami-Dade County; **THENCE** Southerly along said West right-of-way line of the former Florida East Coast Railroad to the intersection with the Easterly extension of the South right-of-line of NW 2 Street (formerly known as Seventh Street) as shown on said DETROIT FLORIDA; **THENCE** Westerly along the South right-of-way line of NW 2 Street and it's Easterly and Westerly extensions to the intersection with the Southerly extension of the above mentioned West right-of-way line of NW 3 Avenue as shown on said DETROIT FLORIDA; **THENCE** Northerly along the said West right-of-way line of NW 3 Avenue and it's Northerly and Southerly extensions to the North right-of-way line of said NW 4 Street and the **POINT OF BEGINNING.**

Section 3. As evidenced by the findings contained in Exhibit A, and as defined in Section 163.340, Florida Statutes, a blighted or slum area exists in the Redevelopment Area, which is specifically described in Exhibit A attached hereto.

Section 4. The redevelopment, rehabilitation, conservation and redevelopment of the Redevelopment Area is necessary in the interest of the public health, safety, morals, and welfare of the residents of the Redevelopment Area and of the County, said finding of necessity being made within the meaning of the Act.

Section 5. The Redevelopment Area is hereby found and declared to be a slum or blighted area as defined in Section 163.340, Florida Statutes.

Section 6. The Board hereby finds that the Redevelopment Master Plan is necessary in the interest of public health, safety, morals and welfare of the residents of the County and will effectuate the purposes of the Act by revitalizing the Redevelopment Area economically and socially, thereby increasing the tax base, promoting sound growth, improving housing conditions

and eliminating the conditions which the Florida Legislature in the Act found constituted a menace which was injurious to the public health, safety, welfare and morals of the residents.

The foregoing resolution was offered by Commissioner **Dennis C. Moss**, who moved its adoption. The motion was seconded by Commissioner **Katy Sorenson** and upon being put to a vote, the vote was as follows:

Dennis C. Moss, Chairman	**aye**		
Jose "Pepe" Diaz, Vice-Chairman	**aye**		
Bruno A. Barreiro	**aye**	Audrey M. Edmonson	**aye**
Carlos A. Gimenez	**aye**	Sally A. Heyman	**aye**
Barbara J. Jordan	**aye**	Joe A. Martinez	**nay**
Dorrin D. Rolle	**aye**	Natacha Seijas	**absent**
Katy Sorenson	**aye**	Rebeca Sosa	**absent**
Sen. Javier D. Souto	**aye**		

The Chairperson thereupon declared the resolution duly passed and adopted this 2nd day of June, 2009. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

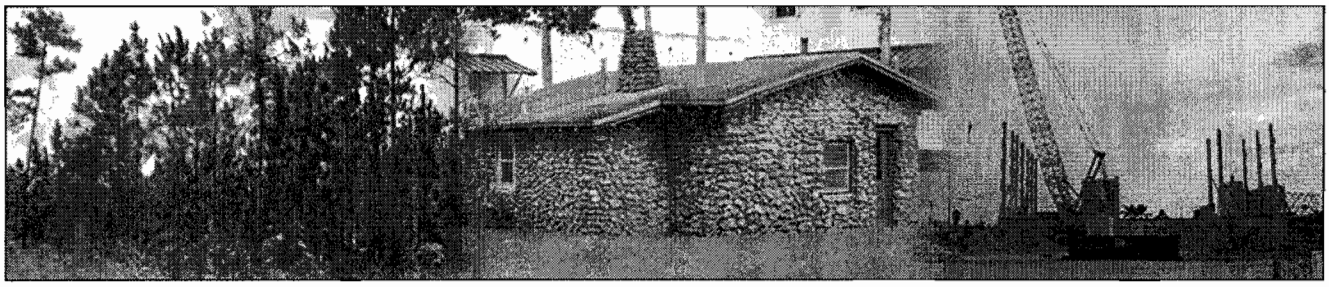
HARVEY RUVIN, CLERK

By: **DIANE COLLINS**
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

Martin W. Sybblis

EXHIBIT A

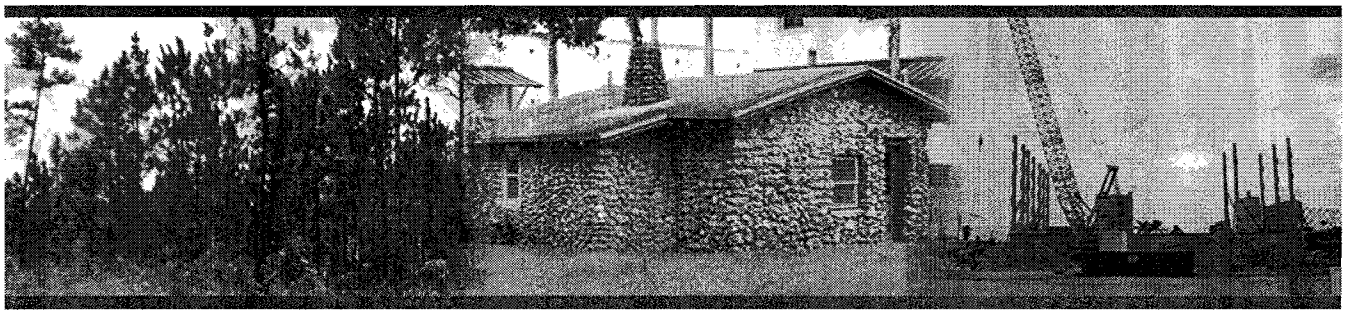


City of Florida City
Community Redevelopment Agency
Finding of Necessity for Redevelopment
(Four CRA Expansion Areas)

ILER PLANNING GROUP

February 10, 2009

CITY OF FLORIDA CITY



Community Redevelopment Agency and City Commission

Mayor Otis T. Wallace
Vice Mayor Daurell Dorsett
Commissioner R.S. Shiver
Commissioner Eugene D Berry
Commissioner Sharon Butler

Rick Stauts
Executive Director
Community Redevelopment Agency
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Florida City, FL 33034

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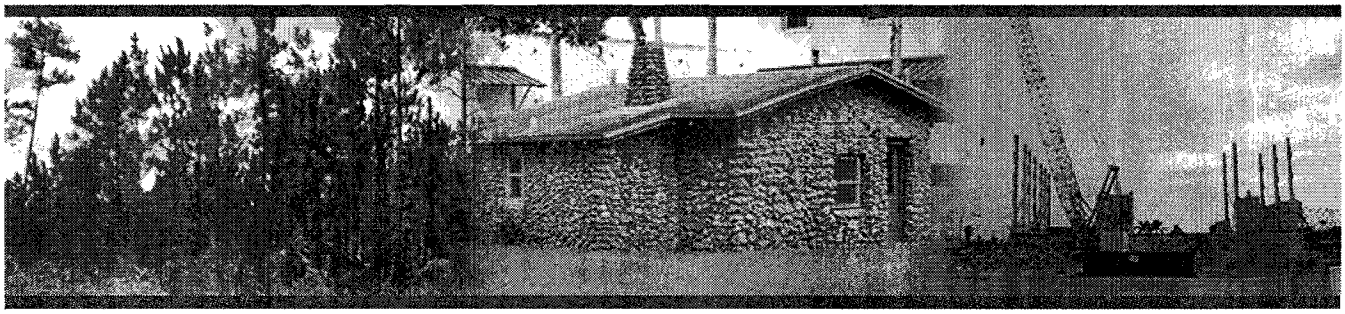

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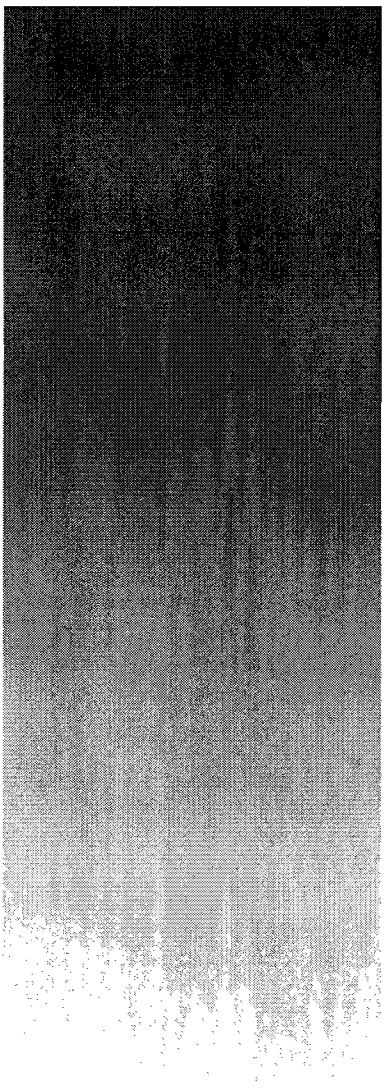
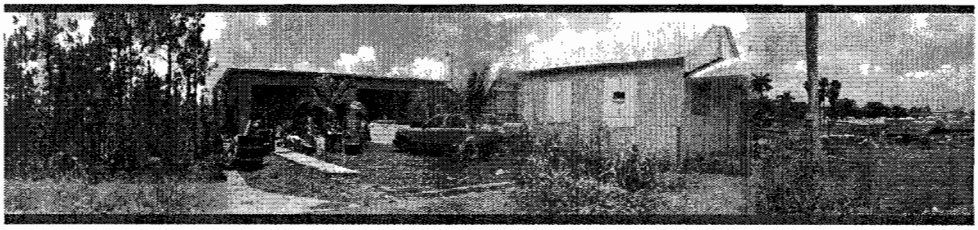
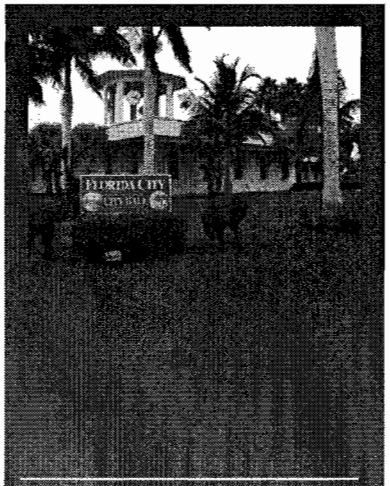


Executive Summary

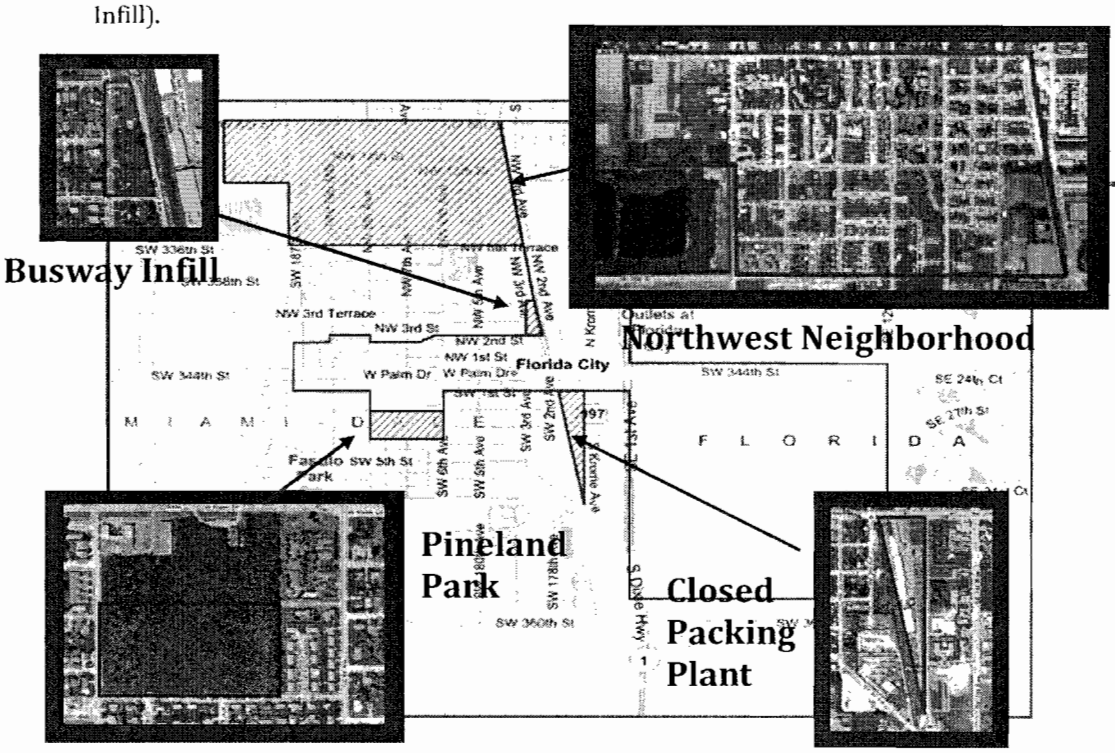




A Finding of Necessity for Redevelopment is a summary assessment of the socio-economic and living conditions of an area.

Short on the heels of Hurricane Andrew's devastation, the Florida City Community Redevelopment Agency (CRA) was created in 1995 and dedicated to the rejuvenation of Florida City's residential neighborhoods and commercial corridors. In the last 12 years, the Community Redevelopment Board (hereinafter referred to as the CR Board) has been very successful in redeveloping the City's major commercial corridors. At the time the original Community Redevelopment Agency Plan (CR Plan) was created, it was assumed that market forces would impact the low income, deteriorated neighborhoods adjoining the Community Redevelopment Area (CR Area), but this has failed to occur. To this end, the CR Board has commissioned a redevelopment study to determine if conditions of slum and blight exist in four areas of Florida City and to assess whether those conditions warrant the expansion of the existing CR Area. If so, these areas would become the major focus of redevelopment over the next ten years.

This Finding of Necessity is a summary assessment of the Expansion Areas and provides evidence of slum and blight, and the need for redevelopment. The proposed CR Expansion Areas include the northwest residential neighborhood (Northwest Neighborhood), a small industrial area south of Palm Drive (Closed Packing Plant), the state-owned conservation site on Palm Drive (Pineland Park), and a small residential infill area adjacent to the Miami-Dade Busway (Busway Infill).



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The purpose of a CRA is to bolster the economy and property values in a qualified area which has been selected based on its need for redevelopment and its ability to meet the State criteria. The primary benefits of expanding a CR Area are:

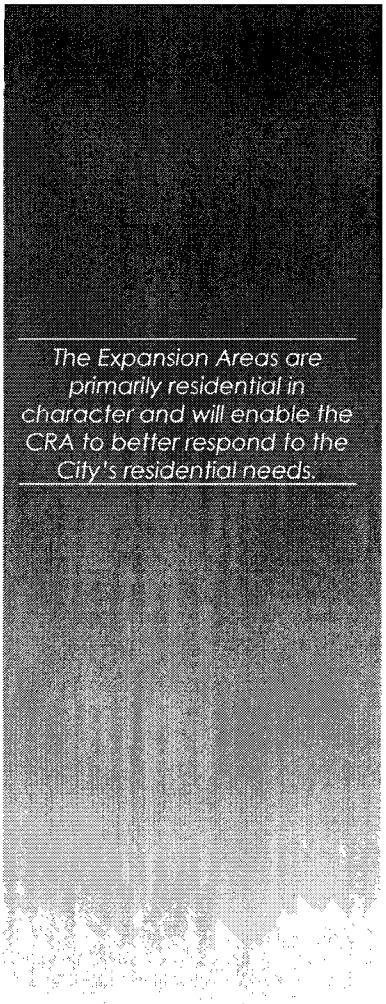
1. A master planning approach and implementation strategy for the area.
2. Increased eligibility for federal and state grants that can be used for infrastructure improvements, business development and property acquisition within the expanded area; and
3. Increased future tax increment funds for redevelopment projects.

The existing CR Area is approximately 490 acres in size and is primarily commercial and industrial in character. Residential land uses currently encompass only 11% of the CR Area. By contrast, the future land use of the four proposed Expansion Areas are primarily residential (83%), with 6% industrial, 6% conservation, 4% parks and recreation, 2% commercial and 1% institutional. The total area of the properties included in the Finding of Necessity is approximately 250 net acres or 320 gross acres.

Section 163.340 of the Florida Statutes defines a "blighted area" as an area in which there are a substantial number of deteriorated or deteriorating structures, and in which conditions, as indicated by government-maintained statistics or other studies, are leading to economic distress or endanger life or property. This finding demonstrates that the proposed Expansion Areas exhibit a high level of blighted conditions, including the following:

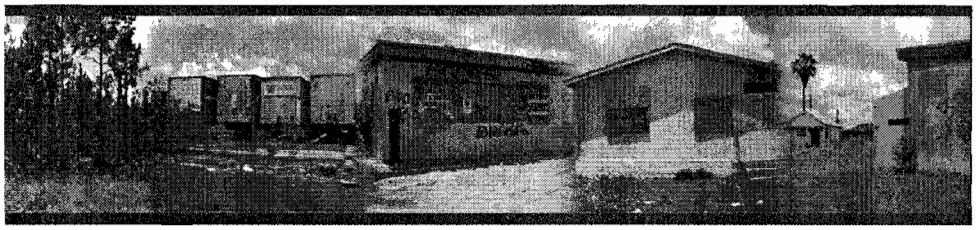
- High poverty rate
- Low income
- Shortage of quality affordable housing
- Low numbers of homeowners
- Overcrowding
- The existence of conditions that endanger life or property
- Faulty lot layout in relation to size, adequacy, accessibility, or usefulness
- Unsanitary or unsafe conditions
- Deterioration of site or other improvements
- High vacancy rates
- High incidences of crime
- Numerous Florida Building Code violations
- Diversity of ownership or defective or unusual conditions of title
- Governmentally owned property with adverse environmental conditions caused by a public or private entity
- No increases in the aggregate assessed values of real property for over 5 years
- Inadequate provision for ventilation, light, air, sanitation, or open space
- Defective or inadequate street layout, or other transportation facilities
-

The Finding concludes that the proposed Expansion Areas meet the criteria set forth by Chapter 163, Florida Statutes and that the CR Area should be expanded to include these four areas. The deteriorating site, building and socio-economic conditions detailed in this report support this recommendation. With the addition of these areas, the CR Board is better able to respond to the City's residential needs and is empowered to spark reinvestment in specified areas. Healthier neighborhoods will also bolster nearby businesses in the existing CR Area. If the City adopts these findings and Miami-Dade County concurs, the CR Area will be updated to include the proposed Expansion Areas. The CR Plan will then be updated with new redevelopment projects and an implementation schedule that is intended to revitalize the CR Area and enhance the overall vitality of Florida City.



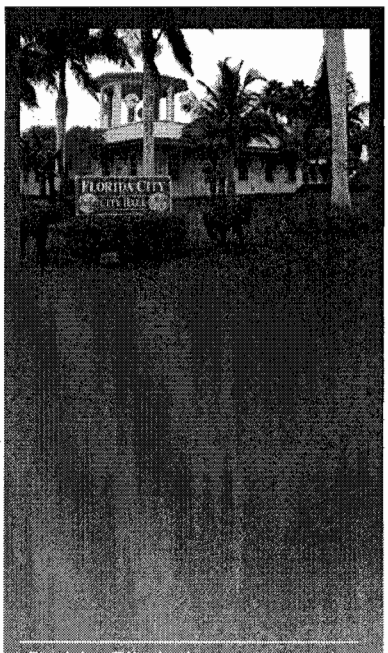
The Expansion Areas are primarily residential in character and will enable the CRA to better respond to the City's residential needs.

I. Background

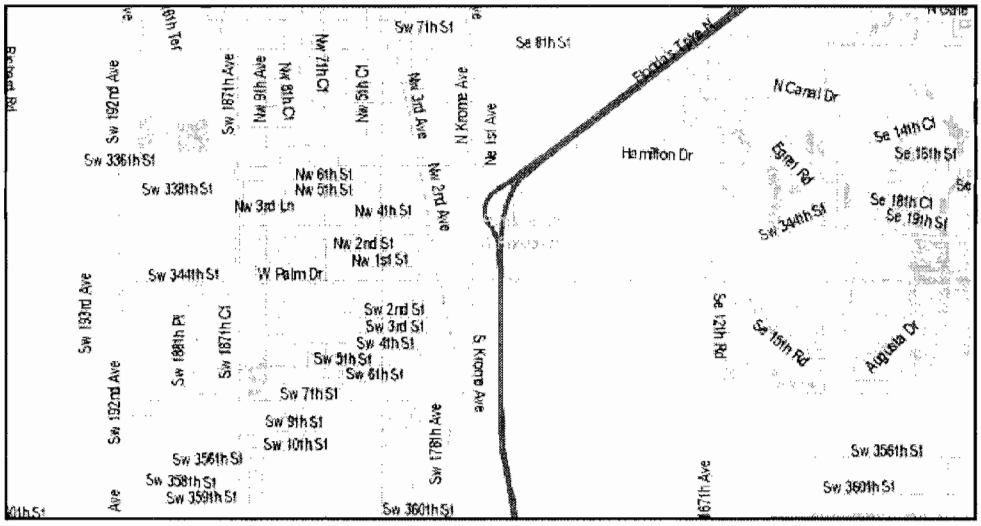


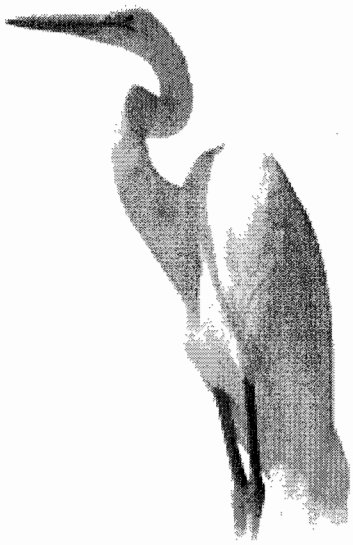
Florida City is located in southern Miami-Dade County (see Figure 1 Regional Location Map) and is comprised of approximately 8.5 square miles. The City is bordered to the north by the City of Homestead and by unincorporated Miami-Dade County on its remaining sides. The nearest metropolitan area is the City of Miami, located approximately 30 miles to the northeast. The former Homestead Air Force Base is situated approximately five (5) miles northeast of the City.

Three State principal arterials traverse the City: The Homestead Extension of the Florida Turnpike (HEFT), U.S. Highway 1 (Dixie Highway), and Krome Avenue (State Road 997). Redland Road and NW 6th Avenue provide important north-south access through the City. Lucy Street (SE 8th Street), Arthur Vining Davis Parkway (SW 336th Street), Palm Drive and SW 352nd Street provide east-west collector access for residential and commercial areas of the City. The Palm Drive and U.S. 1 intersection is considered the City's "gateway" as it provides access to both national parks and the Florida Keys. In 2007, approximately ten (10) million visitors passed through Florida City when traveling to the Keys and the nearby national parks.



Florida City is the gateway to the unique Florida Keys, as well as to the Everglades and Biscayne National Parks.





Following the devastating impacts of Hurricane Andrew in 1992, the City's tax base dropped in 1993 to 60% of its pre-storm level. In the aftermath of the storm, the City designated a CRA and adopted a Finding of Necessity for a 490 acre Redevelopment Area (see Appendix A). At the time the CRA was established, the CR Area made up approximately 30% of the City. Over the years, the City annexed new areas and the original 490 acre CR Area is now approximately 13% of the City.

Since the CRA was originally established, the CR Board has made significant infrastructure investments in the current CR Area which has paid off well, as shown by the 600+% growth in the tax base. The CRA is now ready to expand and support new revitalization efforts. The CRA could also benefit from a better balance of residential/commercial property. Almost 15 years after the CRA was established, the circumstances under which the agency was created are dramatically different. 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 and job creation.

The purpose of this document is to provide an analysis of the four Expansion Areas and to determine whether conditions of slum and blight exist in those areas sufficiently to merit expansion of the existing 490 acre CRA. The study areas include:

- Northwest Neighborhood
- Busway Infill
- Pineland Park
- Closed Packing Plant

Expanding the CR Area boundary will allow the expenditure of CRA funds in these areas, and will increase areas eligible to receive funding from a variety of state and federal grants. In addition, the expansion will enable the City to focus redevelopment in some of the City's poorest residential neighborhoods. If the Finding of Necessity is approved, the proposed Expansion Areas will be included as part of the CR Area and a master redevelopment plan (CR Plan) will be adopted to establish a vision and implementation schedule for the CRA.

The Finding of Necessity will determine if conditions of slum and blight exist that merit the expansion of the existing 490 acre CRA.

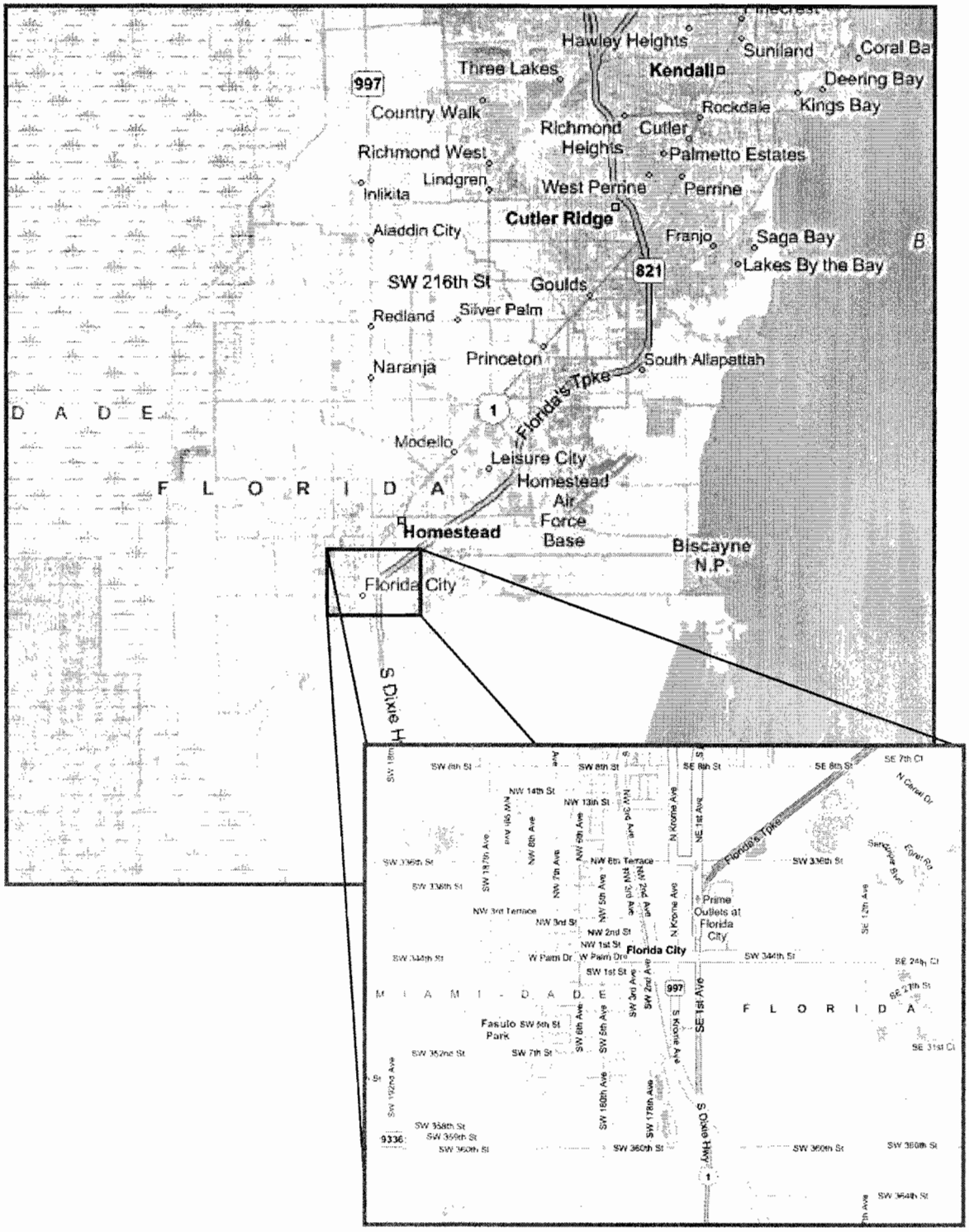
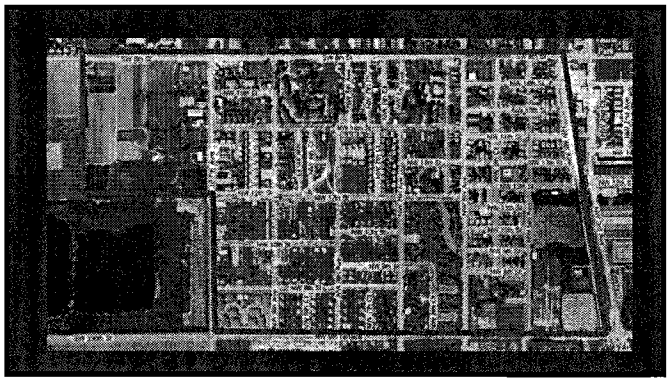
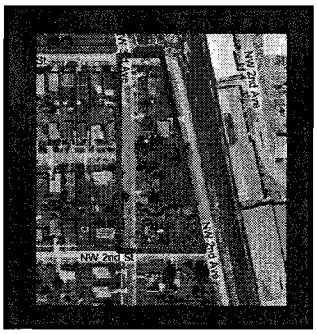


Figure 1

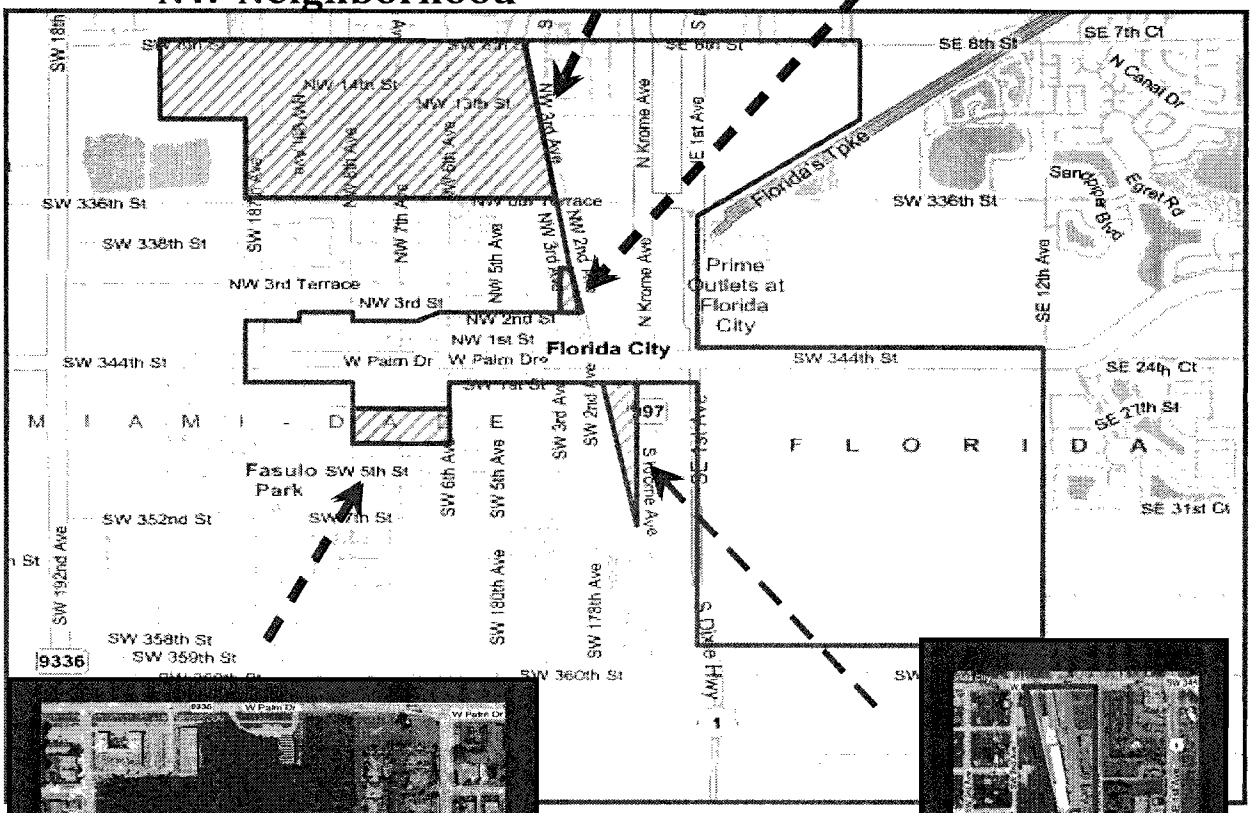
Regional Location Map

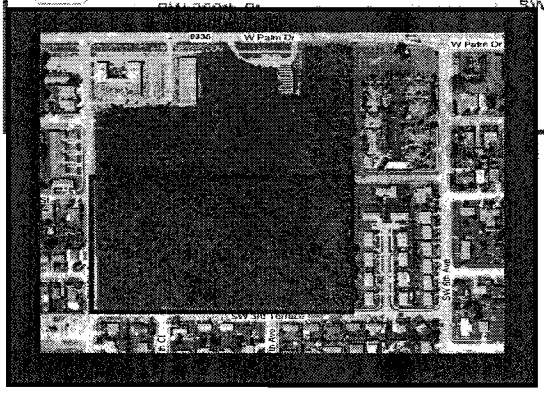




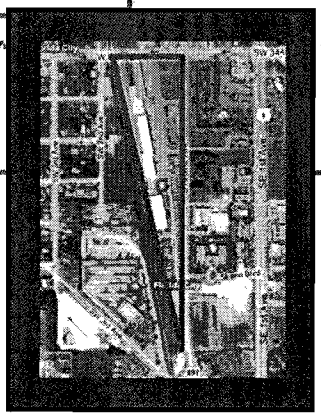
Busway Infill

NW Neighborhood





Pineland Park



Closed Packing Plant

Existing CRA

Expansion Area

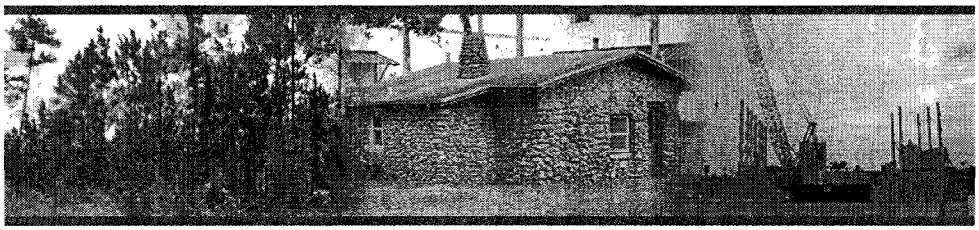
Figure 2

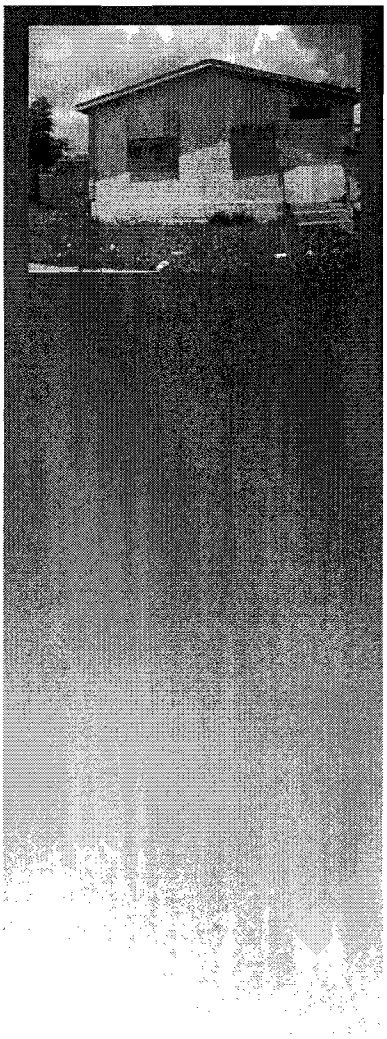
Proposed Expansion Areas

FLORIDA CITY CITY HALL

IPG ILER PLANNING GROUP

II. Criteria:





A. State Requirements:

Chapter 163, Part III, Florida Statutes, allows municipalities to designate a Community Redevelopment Area (CRA) as a special district where future County and City tax increment revenues can be used to fund infrastructure improvements and development, as well as new redevelopment initiatives. The first step to designate a CRA or to incorporate new CR areas is to create a "finding of necessity for redevelopment." In accordance with State Statutes, the Finding of Necessity must prove the following in order to establish or expand a CRA:

1. One or more slum or blighted areas, or one or more areas in which there is a shortage of housing affordable to residents of low or moderate income; including the elderly, exist in such county or municipality; and
2. The rehabilitation, conservation, or redevelopment or a combination thereof, of such area or areas, including, if appropriate, the development of housing which residents of low or moderate income, including the elderly, can afford, is necessary in the interest of public health, safety, morals or welfare of the residents of such county of municipality.

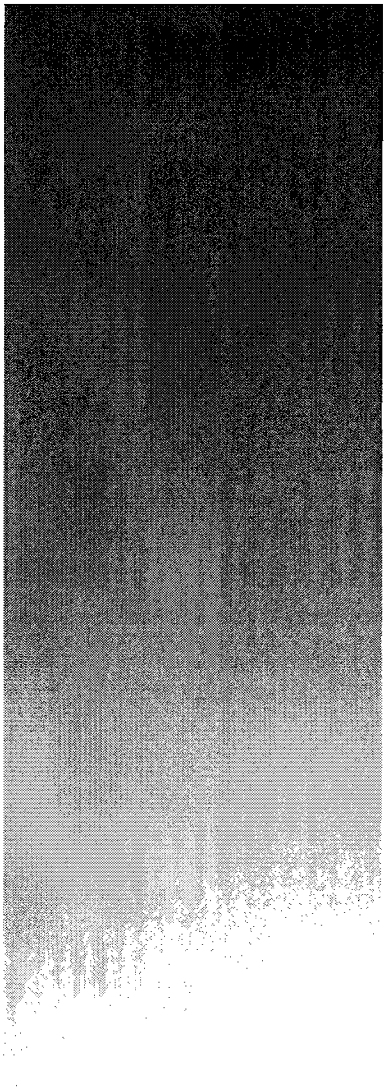
The Finding of Necessity determines whether the identified geographic areas meet the criteria of slum and blight set forth in Chapter 163, Part III, Florida Statutes. These criterions are described below:

"Slum area" means an area having physical or economic conditions conducive to disease, infant mortality, juvenile delinquency, poverty, or crime because there is a predominance of buildings or improvements, whether residential or nonresidential, which are impaired by reason of dilapidation, deterioration, age, or obsolescence, and exhibiting one or more of the following factors:

- Inadequate provision for ventilation, light, air, sanitation, or open spaces;
- High density of population and overcrowding; or
- The existence of conditions that endanger life or property.

A **"blighted area"** is an area in which there are a substantial number of deteriorated, or deteriorating structures, in which conditions, as indicated by government-maintained statistics or other studies, are leading to economic distress or endanger life or property, and in which two or more of the following factors are present:

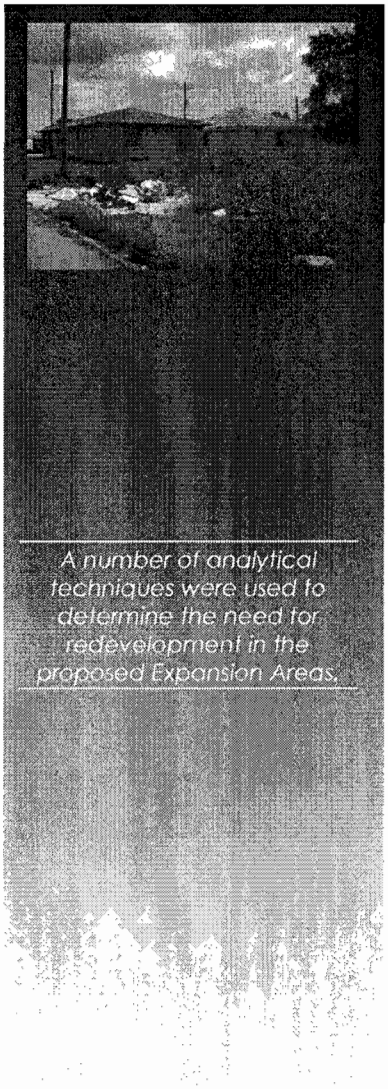
- Defective or inadequate street layout, or other transportation facilities;



- No increases in the aggregate assessed values of real property for over the 5 years;
- Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
- Unsanitary or unsafe conditions;
- Deterioration of site or other improvements;
- Inadequate and outdated building density patterns;
- Falling lease rates;
- Tax or special assessment delinquency exceeding the fair value of the land;
- High vacancy rates;
- High incidences of crime;
- High number of fire and emergency medical service calls;
- Numerous Florida Building Code violations;
- Diversity of ownership or defective or unusual conditions of title;
- Governmentally owned property with adverse environmental conditions caused by a public or private entity.

The City's 1995 Finding of Necessity concluded that the current CR Area exhibited the above criterions (see Appendix "A"). The purpose of this study is to show that the expanded CR Area as a whole, including the expansion sites, fully meets the state standard for a slum and blighted area. The State criteria applies to the entire CR Area, not any one individual parcel. Thus, the relationship of the expansion sites to the existing CR Area, in addition to any blighted conditions on each site, are the key factors in the determination of necessity for redevelopment.

III. Methodology



A number of analytical techniques were used to determine the need for redevelopment in the proposed Expansion Areas.

A number of information sources and analytical techniques were used in the determination of the need for redevelopment. Field surveys were conducted in May of 2008 to provide accurate assessments of physical conditions in and around the proposed Expansion Areas. Initial field work focused on the appropriate boundary of the Community Redevelopment Area. Field data gathered included visual surveys of the condition of existing infrastructure, vacant lots, debris piles, and building structures.

City and County records and staff analyses were used for background information on code enforcement trends, private development plans, property tax values, land ownership, crime, code enforcement violations, and other factors.

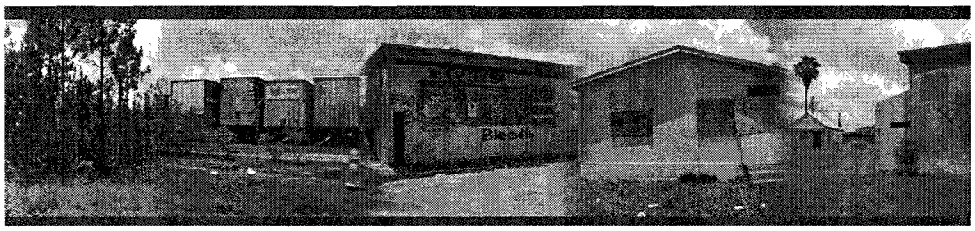
Various Florida City planning documents were reviewed in order to obtain information on previous findings and planning strategies. Planning documents reviewed include the City of Florida City Comprehensive Plan, the CRA Florida City Economic Action Team (FEAT) Redevelopment Plan, the City/County Interlocal Agreement, and the Florida City Empowerment Zone Plan.

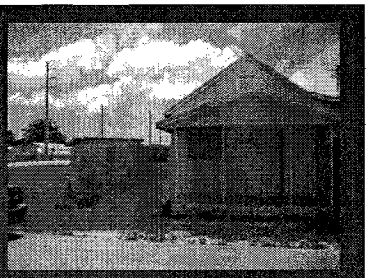
Data from the 2000 U.S. Census was utilized in order to provide socio-economic data for the area including race, education, tenure, vacancy, income and poverty.

The Northwest Neighborhood is part of the Miami Dade Tract 113, Block Groups 4 & 5. The Census block groups do not precisely match the proposed Expansion Areas. Therefore, Block Groups 4 & 5 include several parcels extending outside of the proposed northwest residential area, and exclude a small number of parcels that are part of the northwest residential neighborhood. However, the block groups do match the northwest neighborhood closely enough to provide a valid illustration of the conditions in the area.

The Busway Infill area is part of Miami Dade Tract 114.02, Block Group 1, Block 1001. Since Census information is not always available at the block level, Census information for this area has been provided at the block group level.

IV. Proposed CRA Expansion Areas





The proposed Expansion Areas are predominantly residential in character.

A. Overall Composition

The total area of the proposed Expansion Areas is 320 gross acres, including the roadways. Currently, approximately 13% of the City is located within the CR Area. If the Finding of Necessity is approved, the new CR Area will be approximately 810 acres, which constitutes 22% of the City.

The proposed Expansion Areas are primarily residential in character, with small pockets of commercial, industrial, parks and recreation, and institutional and public facilities. The Expansion Areas are comprised of approximately 803 parcels which are summarized and categorized according to the current land use in Table 1.

Table 1. Expansion Area Composition

Use	Acres	No. of Parcels	Average Lot Size (sq. ft.)	No. of Owners	Taxable Value
Commercial	10	12	35,534	12	$3,369,892
Duplex	12	76	6,903	55	$10,297,095
Government	13	31	18,486	2	$0
Industrial	9	1	396,167	1	$3,116,334
Institutional	1	1	38,332	1	$0
Multi Family	23	29	34,512	21	$12,558,419
Other	6	10	25,332	9	$2,057,903
parking	6	3	87,517	3	$549,735
Religious	3	7	18,123	7	$0
School Board	1	1	57,853	1	$0
Single Family	70	415	7,382	364	$34,514,685
Townhouse	1	10	2,703	7	$576,665
Utility	1	1	57,586	1	$380,226
Vacant Government	42	22	83,751	3	$0
Vacant Land	69	184	16,437	117	$11,476,313

Source: Miami-Dade Property Appraiser (2007); IPG, 2008

Note: The land acreage shown in the Property Appraiser's data is slightly different than the land acreage shown on the City's land use and zoning maps. This is because the Property Appraiser's information is based on net area, while the City's calculations are primarily based on gross area. In other words, the 320 acre estimate includes the City's streets and rights-of-way. The difference is also partially due to slight variations in base maps.

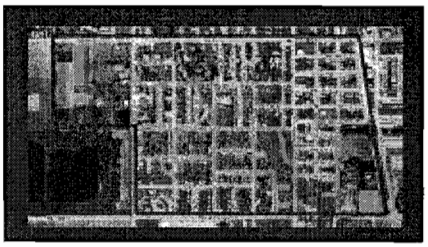
The Northwest Neighborhood is the part of the City that has seen the least investment since Hurricane Andrew.

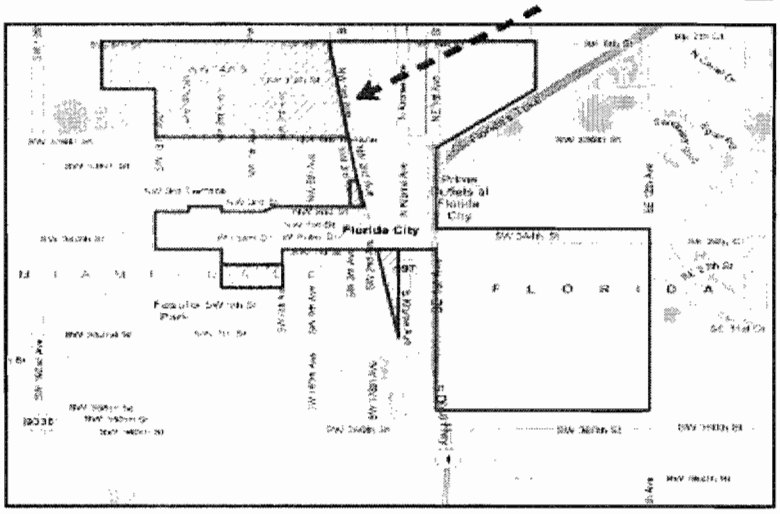
B. Expansion Area Descriptions

The Finding of Necessity includes an analysis of the four proposed Expansion Areas, which are geographically located throughout the City. Although each area has unique constraints and needs, three of the four have seen a general decline in investment. The four proposed areas included in the study are graphically depicted in Figure 2 and are described below.

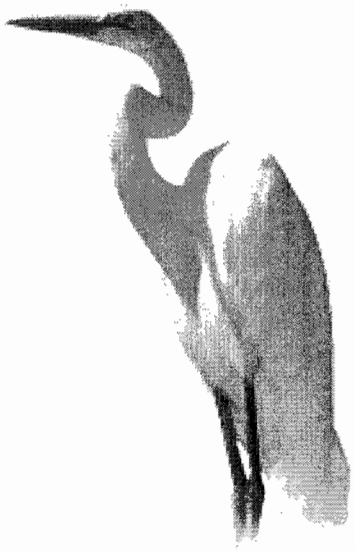
1. Northwest Neighborhood

The Northwest Neighborhood is generally located south of Lucy Street (SW 328th Street), north of Arthur Vining Davis Parkway (SW 336th Street), east of Redland Road (SW 187th Avenue), and west of NW 4th Avenue and the South Miami-Dade Busway. The Northwest Neighborhood also includes an area extending along Redland Road for approximately ¼ mile along the south side of Lucy Street. The area is approximately 279 acres and is the largest area to be added, makes up 87% of the total area proposed for expansion.





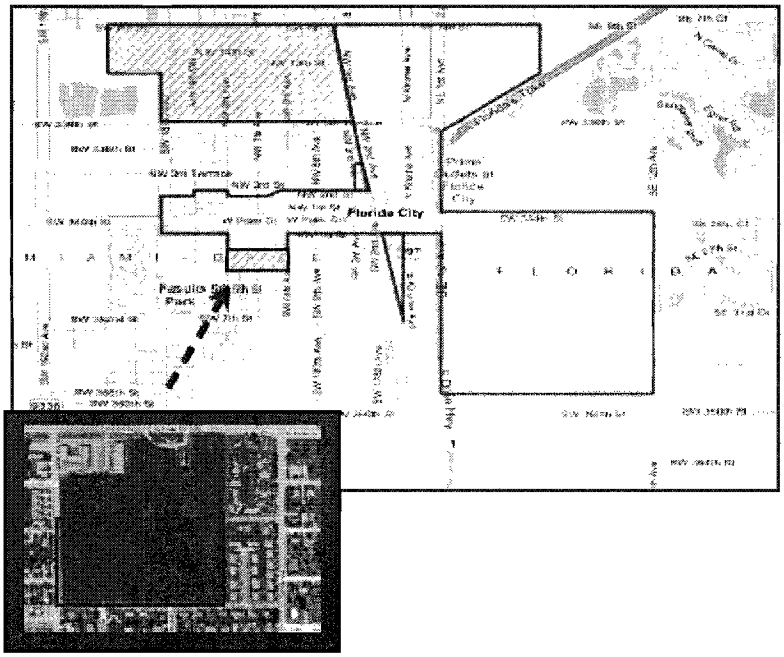
The Northwest Neighborhood is the area of the City that has seen the least investment since Hurricane Andrew. Almost 50% of the residents in this area live below the poverty line and 58% do not have a high school degree. The median household income in this neighborhood is approximately $17,000, making affordable housing almost completely unattainable. The concentration of deteriorating and dilapidated buildings and sites show physical evidence of the dire need for redevelopment. The slum and blight present in the adjacent CR Area and in the City of Homestead to the north

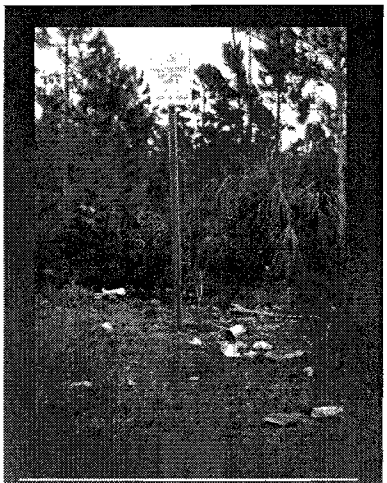


heavily impact this area. The neighborhood does not contain an abundance of vacant land, and therefore, infill development is most appropriate.

2. Pineland Park

The Pineland Park is a conservation area located south of West Palm Drive and is bound by SW 8th Avenue to the west, SW 3rd Terrace to the south, and a row of single family homes to the east. The site is owned by the State and leased to the County for 99 years. It is regulated by the Miami Dade County Department of Environmental Resources (DERM). The northern portion of the conservation area fronts on Palm Drive and is already part of the CR Area. The conservation area has thereby previously been found to have and/or be influenced by conditions of slum and blight. This Finding of Necessity fully supports the same findings for the south half of the same parcel that is under the same ownership. The conservation area consists of approximately 14 acres and makes up 4% of the combined Expansion Areas.



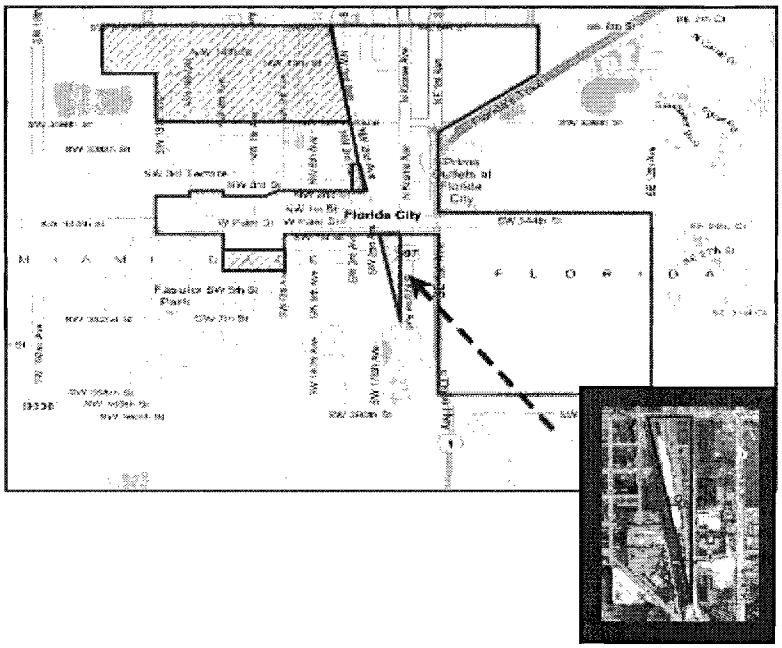


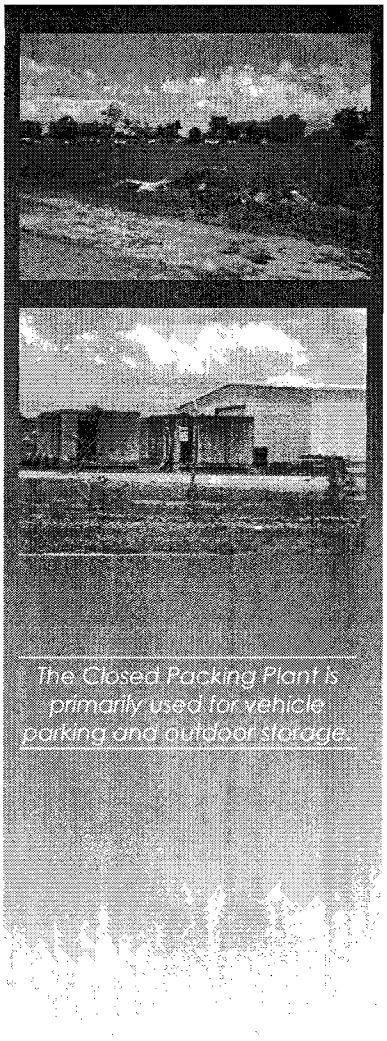
Although the environmental park provides the City with much needed green space, it currently cannot be accessed or enjoyed by the public.

Pineland Park holds one of the last large stands of "Dade County Pine" in the region. Though the conservation area provides the City with much needed green space, it is currently fenced off and closed to the public. The trees in the area suffered significant hurricane damage and the forest is in need of maintenance. Due to the lack of upkeep, the property has accumulated trash and has attracted vermin, which can pose a public health threat to the adjacent houses and neighborhoods. The conservation area is intricately linked to the City's redevelopment as it is located along Palm Drive, the City's "main street". The sensitive development of this property could help revitalize some of the City's commercial properties. If developed as a passive environmental park, the park has the potential to offer an environmental experience to travelers going to the Everglades National Park.

3. Closed Packing Plant

The area referred to as the "Closed Packing Plant" is located south of Palm Drive, and is bounded by Krome Avenue on the east and by the Florida East Coast (FEC) railroad right-of-way to the west. The property is approximately 21.5 acres and makes up 7% of the combined Expansion Areas. The area houses an agriculture facility that was formerly used as a packing plant. This property should have been included in the 1995 Redevelopment Area because it is part of the State Farmers' facility which extends ½ mile to the north. The Closed Packing Plant is heavily influenced by the conditions of slum and blight present in the existing Redevelopment 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. The outdoor of the property is used primarily for parking and for un-screened outdoor storage. The northern portion of the Closed Packing Plant is already part of the CR Area. This expansion would place the entire site within the CR Area.





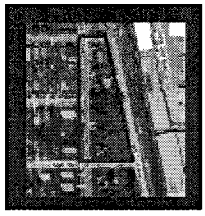
The Closed Packing Plant is primarily used for vehicle parking and outdoor storage.

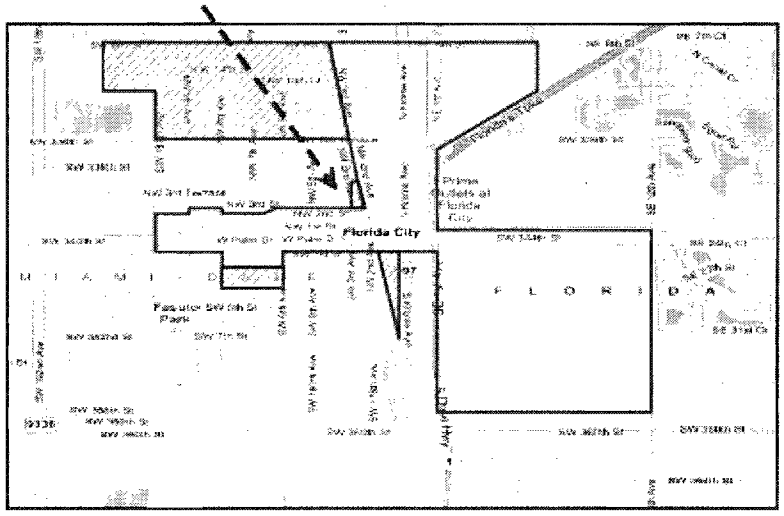
When the Busway was constructed, the County found significant arsenic contamination along the South Dade portion of the Busway, which was previously the old Florida East Coast Railroad right-of-way. It is anticipated that the land around the Closed Packing Plant is a Brownfield with arsenic contamination. In addition, when the site was operating as a packaging house, fruit and vegetables were cleaned here prior to packing. It is likely that some of that wash water ran into the ground during the process.

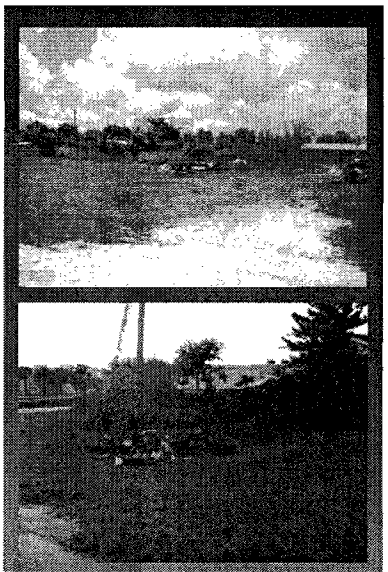
As the properties along the Busway develop or redevelop, it is anticipated that the property owners will have to address contamination from arsenic that was used by the railroad along the former rail corridor.

4. Busway Infill

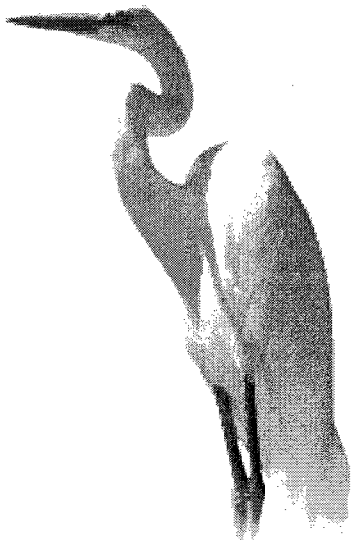
The second residential area, referred to as the Busway Infill is bounded by NW 4th Street to the north, NW 2nd Street to the south, Miami-Dade Busway to the east and SW 3rd Avenue to the west. The Busway Infill area is approximately five (5) acres and makes up 2% of the combined Expansion Areas. This enclave parcel is negatively affected by the slum and blight existing in the current Redevelopment Area. The irregular shape of the property and the limited vehicular access make the property difficult to develop. The proposed Expansion Area is sprinkled with vacant lots. The vacant land which is immediately adjacent to the Miami-Dade Busway is often littered with trash and junk. Piles of debris and overgrown grass are common in this area. The parcel is located adjacent to the planned Miami-Dade County Park-n-Ride facility. This property could be assembled and serve as an expansion area for the Park-n- Ride facility. The property could also be developed as a mixed-use transit-oriented development in conjunction with the Park-n-Ride. If developed, this could make public transportation accessible to underserved residents.

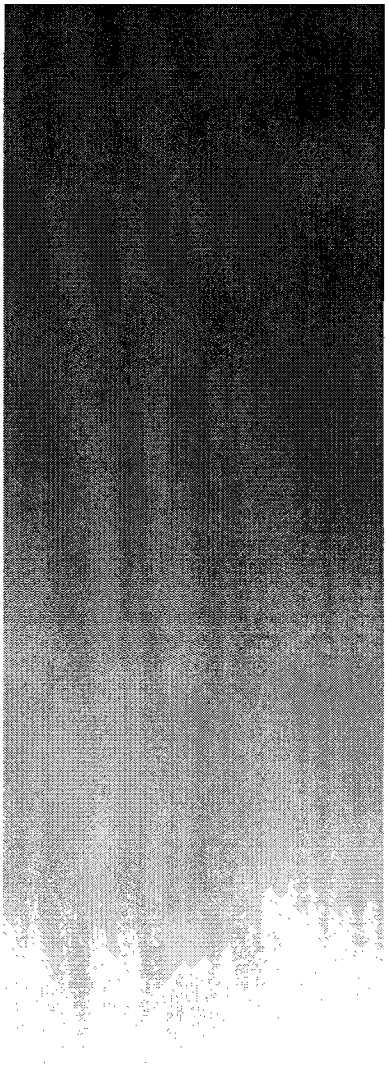






The Busway Infill area is immediately north of the proposed Park and Ride site for the Miami-Dade Busway.





C. Existing Uses

Table 2 summarizes the existing uses in the Expansion Areas according to data provided by the Miami-Dade County Property Appraiser. As demonstrated by Table 2, the proposed Expansion Areas are predominantly residential in character.

Table 2. Existing Use in the Expansion Areas

Use	Areas measured in acres	Percentage of the areas
Single Family	70	26%
Duplex	12	4%
Townhouse	1	0%
Multi-Family	23	9%
Commercial	10	4%
Government	13	5%
Industrial	9	3%
Institutional	1	0%
Parking	6	2%
Religious	3	1%
School Board	1	0%
Utility	1	0%
Other	6	2%
Vacant Government	42	16%
Vacant Land	69	26%

Source: Miami-Dade County Property Appraiser (2007), IPG 2008

D. Land Use / Zoning

This sub-section provides an overview of the future land use categories and zoning districts within the proposed Expansion Areas. The land use will first be analyzed as it is the controlling factor in land development. Table 3 shows a breakdown of the future land use designations within the proposed Expansion Areas. Figure 3 graphically depicts these designations.

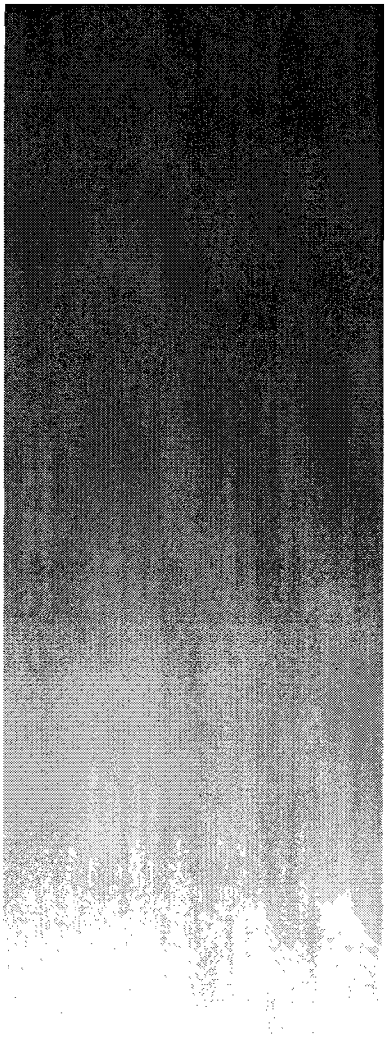
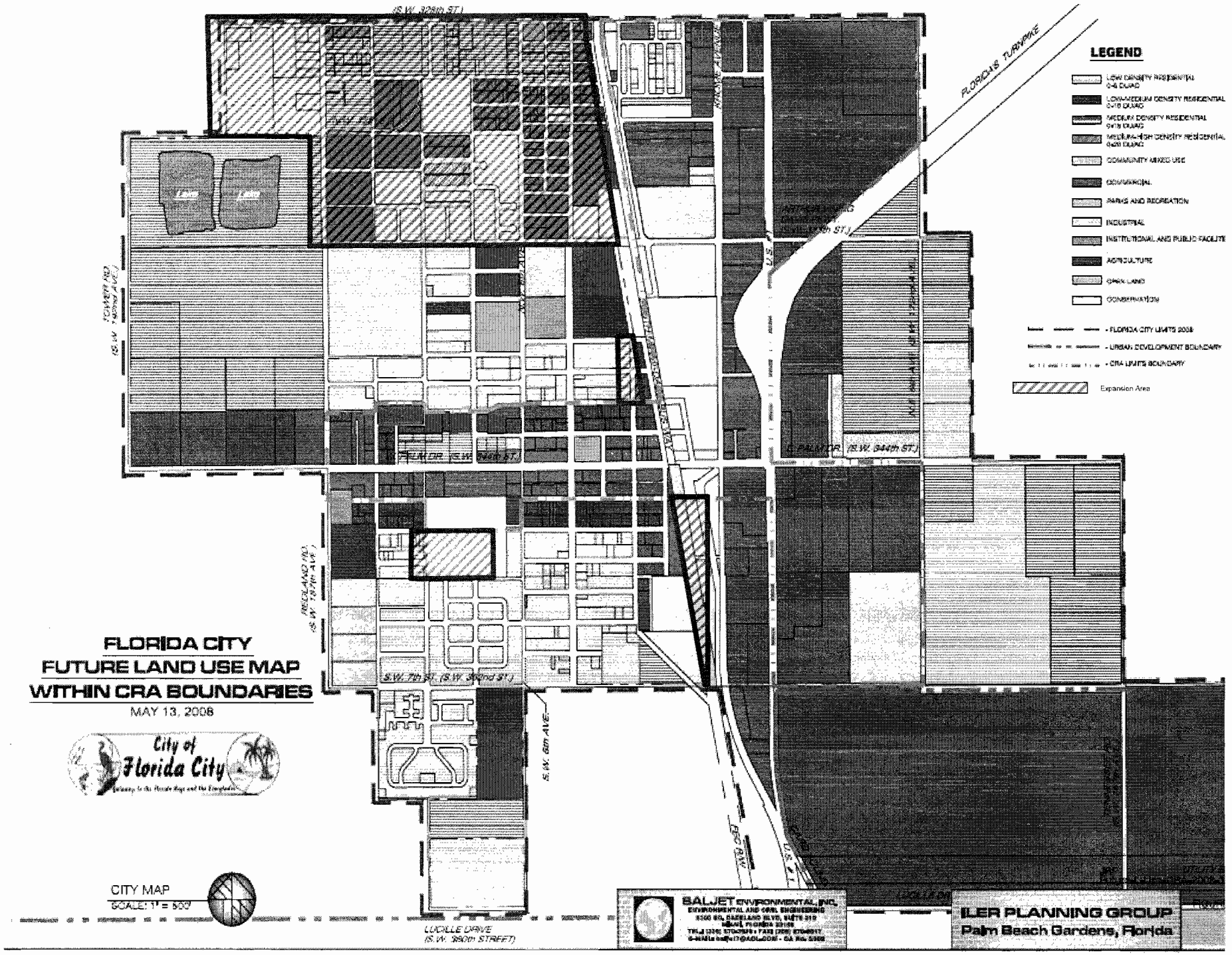


Table 3. Land Use

Land Use Category	Expansion Areas (Acres)	Expansion Areas (%)
Low Density Residential 0-6 DU/AC	79.71	33%
Low Medium Density Residential 0-10 DU/AC	78.31	31%
Medium Density Residential 0-15 DU/AC	44.54	18%
Medium-High Density Residential 0-20 DU/AC	3.52	1%
Commercial	4.45	2%
Parks and Recreation	8.93	4%
Industrial	15.33	6%
Institutional and Public Facilities	1.32	1%
Agriculture	0.00	0%
Open Land	0.00	0%
Conservation	14.21	6%
TOTAL EXPANSION AREAS	**250.3**	**100%**

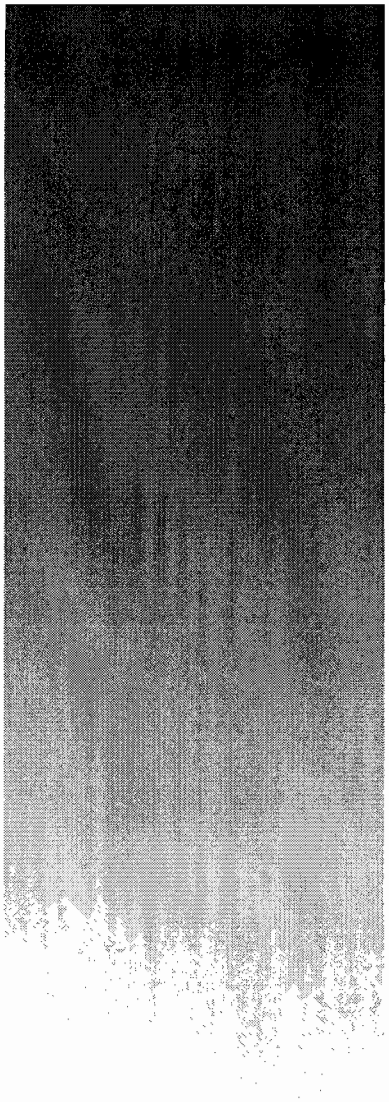
Source: Baljet Environmental, Inc., JPG 2008



FLORIDA CITY
FUTURE LAND USE MAP
WITHIN CRA BOUNDARIES

MAY 13, 2008

City of Florida City



As indicated in Table 3, the majority (83%) of the properties within the proposed Expansion Areas have a residential future land use. As shown in Figure 3, the residential properties are concentrated in the Northwest Neighborhood, between Lucy Street and Authur Vining Davis Parkway and in the Busway Infill area. Industrial and Conservation Future Land Use categories represent the two second most common land use categories in the Expansion Areas, each consisting of approximately 6% of the proposed expansion. The remaining 15 acres of land is divided between Commercial, Parks and Recreation and Institutional and Public Facilities.

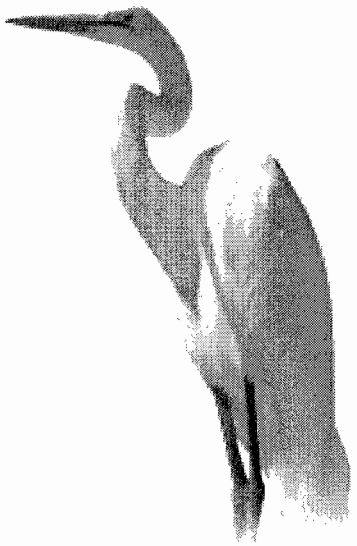
The distribution of zoning throughout the proposed Expansion Areas is depicted in Figure 4 and summarized in Table 4 below.

Table 4. Zoning*

Zoning Category	Expansion Areas (Acres)	Expansion Areas (%)
Residential Single Family (RS-3)	66.41	27%
Residential Single Family (RS-4)	0.00	0%
Residential Duplex (RD-1)	72.92	29%
Residential Multi-family (RM-15)	39.58	16%
Neighborhood Commercial (C-1)	7.14	3%
Light Industrial (I)	19.04	8%
Community Facility District (CF)	5.48	2%
Estate Modified District EU-M (County zoning)	39.74	16%
TOTAL EXPANSION AREAS	250.3	100%

Source: Baljet Environmental, Inc., IPG 2008

* The 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.



Similar to the future land use distribution, approximately 88% of the proposed Expansion Areas has a residential zoning designation. The residential zoning primarily consists of single family zoning districts, followed by duplex and high density zoning districts. Commercial and industrially zoned properties combined comprise only 11% of the Expansion Areas.

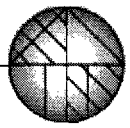
ILER PLANNING GROUP

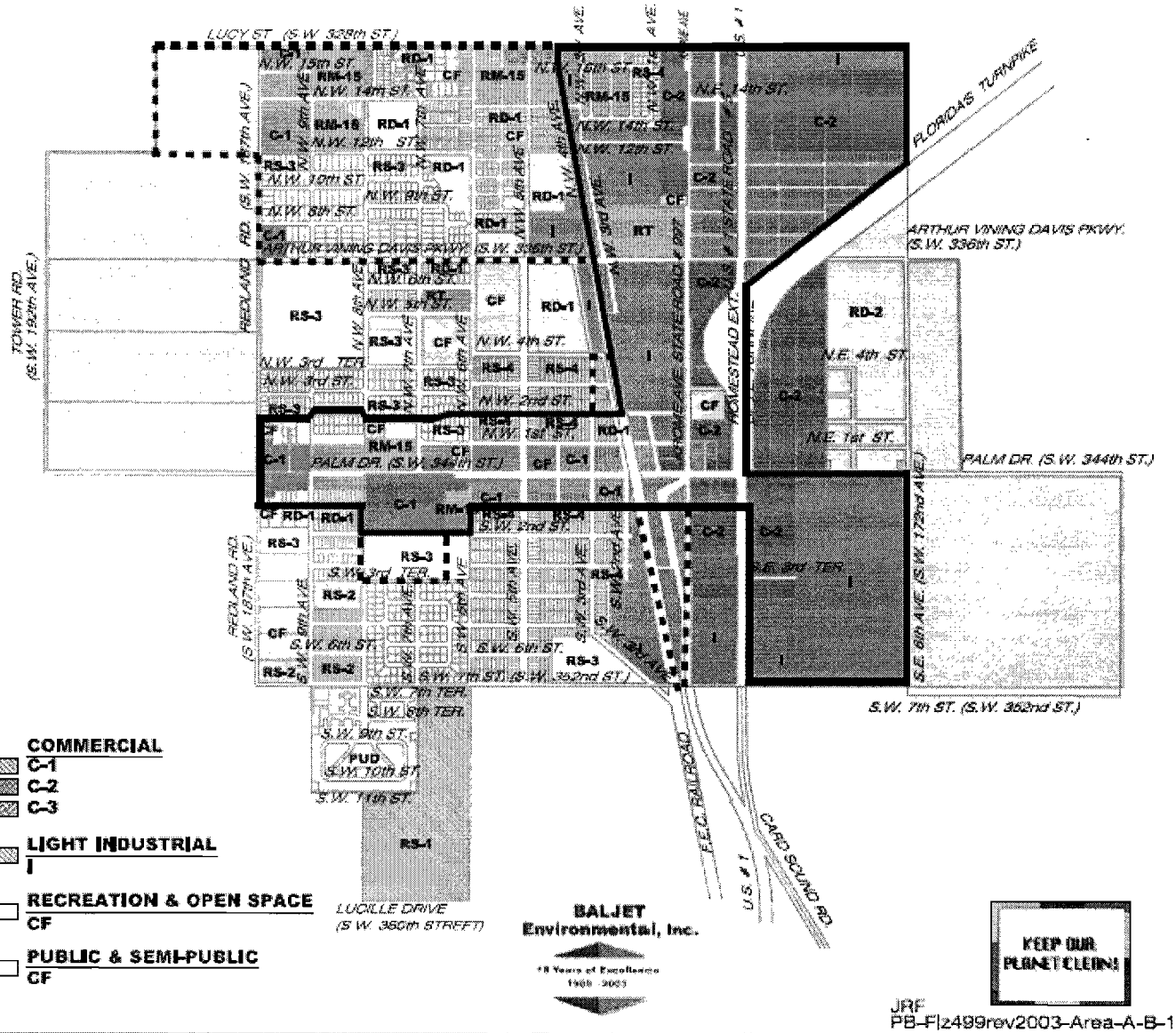
CRA Boundary

CRA Expansion Areas

CITY MAP

SCALE: 1" = 2000'





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

BALJET Environmental, Inc.

18 Years of Excellence 1988 - 2006

KEEP OUR PLANET CLEAN!

JRF
PB-F\2499rev2003-Area-A-B-1

2003 ZONING MAP

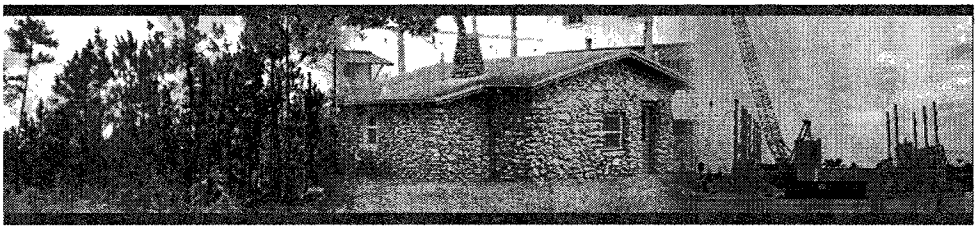
City of Florida City

Gateway to the Florida Keys and the Everglades

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

V. Assessment



The proposed Redevelopment Expansion sub-areas are each very different in character and geographic location. To meet the state definition of slum and blight, a redevelopment area must meet two or more of the criteria established by the State Statutes. The existing CR Area has already met that standard and these four expansion sites should be viewed as extensions of that slum and blight. This Finding of Necessity will also demonstrate two or more factors of slum and blight in all four areas.

This Finding demonstrates two or more factors of slum and blight in all four Expansion Areas.

A. Socio-Economic Conditions

The 2000 US Census has been used to determine the socio-economic conditions of the area. Since only the Northwest Neighborhood and the Busway Infill area have residential populations, it is only possible to provide Census information for two of the areas.

The Northwest Neighborhood is part of the Miami Dade Tract 113, Block Groups 4 & 5. The Census block groups do not precisely match the proposed Expansion Areas. Therefore, Block Groups 4 & 5 include several parcels extending outside of the proposed Northwest Neighborhood, and exclude a small number of parcels that are part of the this expansion area. However, the block groups do match the northwest neighborhood closely enough to provide a valid illustration of the conditions in the area.

The Busway Infill area is part of Miami Dade Tract 114.02, Block Group 1, Block 1001. Since Census information is not always available at the block level, Census information for this area has been provided at the block group level.

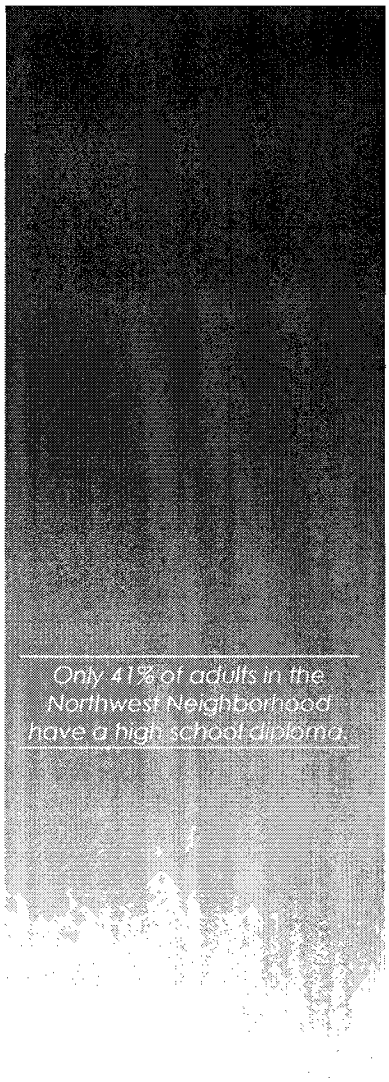
1. Race

Table 5. Population by Race

	Florida	Miami-Dade County, Florida	NW Neigh-borhood	Busway Infill
White alone	78%	70%	7%	34%
Black or African American alone	14%	20%	88%	54%
American Indian and Alaska Native alone	0%	0%	0%	0%
Asian alone	2%	1%	1%	0%
Native Hawaiian and other Pacific Islander alone	0%	0%	0%	0%
Some other race alone	3%	5%	1%	1%
Two or more races	3%	4%	4%	11%

Source: 2000 US Census; IPG 2008

According to the Census, the proposed Northwest Neighborhood is predominately (87.6%) comprised of African Americans residents. The population residing in the Busway Infill area is also predominantly (54%) African American. By contrast, African Americans comprise 20.07% and 14.47% of the population at the County and State level, respectively.



2. Education

Table 6. Educational Attainment

	Florida	Miami-Dade County	NW Neigh-borhood	Busway Infill
No high school diploma	20%	32%	58%	43%

Source: 2000 US Census; IPG 2008

A striking socio-economic characteristic is the educational attainment of Florida City's residents in the proposed Expansion Areas. Approximately 58% of adults (25 years in age or older) in the Northwest Neighborhood and 43% of residents in the Busway Infill area do not have a high school diploma.

Low educational attainment affects the type, quality and longevity of obtainable employment, and is therefore implicitly linked to high rates of poverty and unemployment. Since a primary focus of a CRA is to ensure affordable housing to the residents within the CR Area, the CR Board should when possible coordinate with other non-profits and agencies to provide education and job skills to the residents in the CR Area. With developed education and work skills in place, the CR Board can address some of the underlying causes of slum and blight.

3. Poverty Level

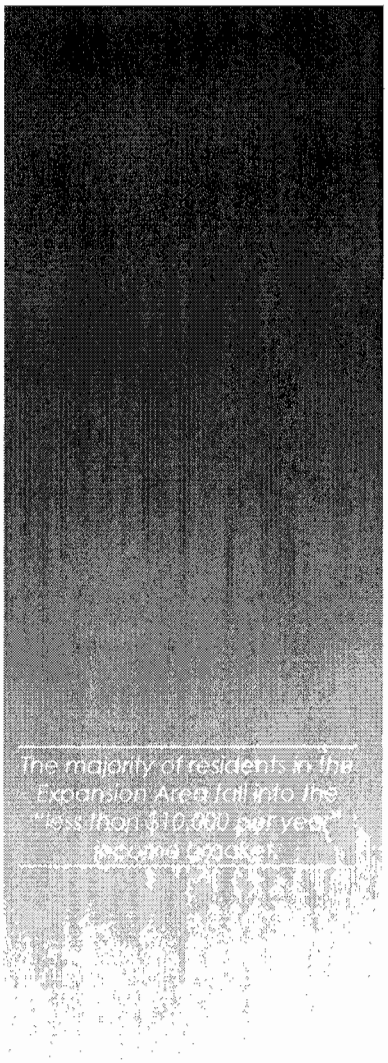
Table 7. Poverty Level

	Florida	Miami-Dade County, Florida	NW Neighborhood	Busway Infill
Income in 1999 below poverty level:	13%	18%	48%	45%

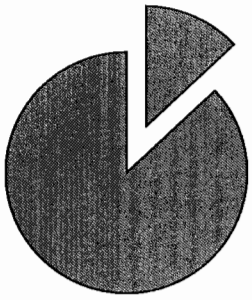
Source: 2000 US Census; IPG 2008

The residents in the proposed Expansion Areas are some of the poorest residents in the City, with almost half of the population living below the poverty level. The economic distress in this neighborhood is even more apparent when compared to the County and State level.

At the time the previous CR Plan was adopted, the poverty rate for the City of Florida City was 36.8%, according to the 1990 US Census. Census data a decade later shows a negative trend with a significantly higher percent of residents living in poverty. Above all other factors, the poverty in this area is the strongest indicator of slum and blight and the need for redevelopment.

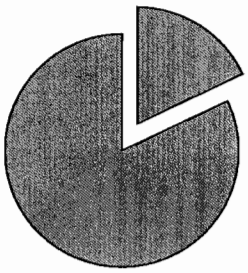


Poverty Level - Florida



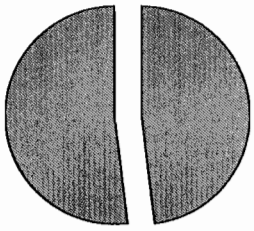
- Income in 1999 below poverty level:
- Income in 1999 at or above poverty level:

Poverty Level - Miami-Dade County



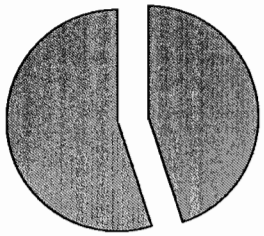
- Income in 1999 below poverty level:
- Income in 1999 at or above poverty level:

Poverty Level -Northwest Neighborhood

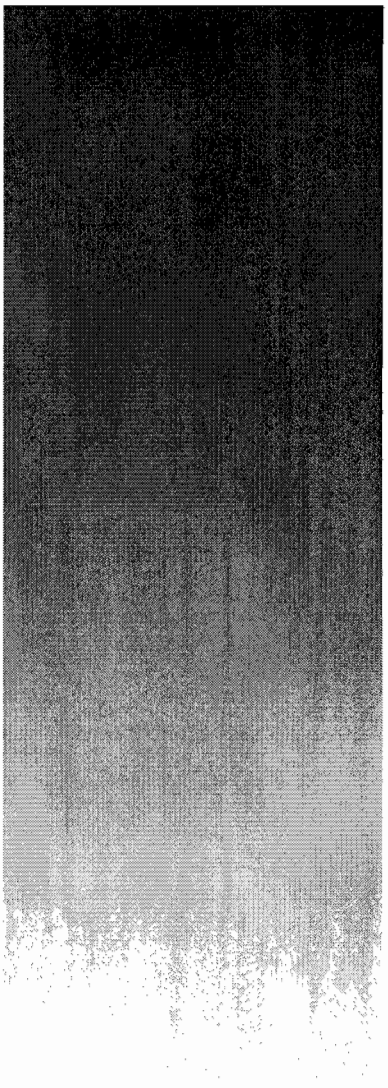


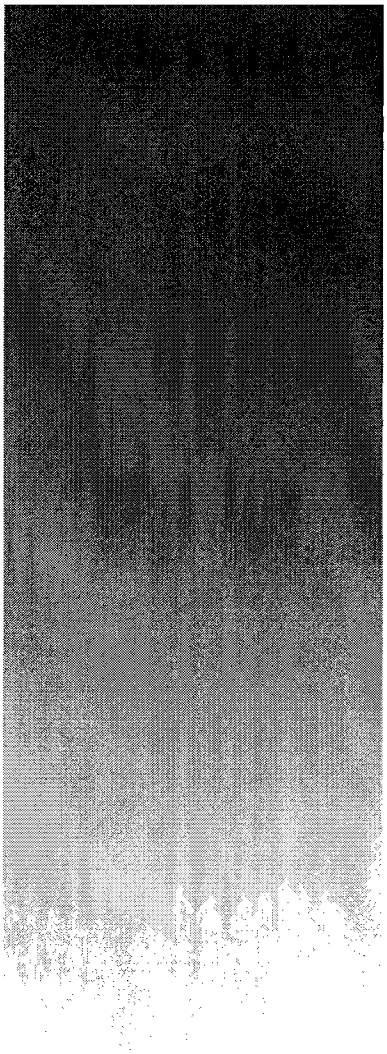
- Income in 1999 below poverty level:
- Income in 1999 at or above poverty level:

Poverty Level - Busway Infill



- Income in 1999 below poverty level:
- Income in 1999 at or above poverty level:





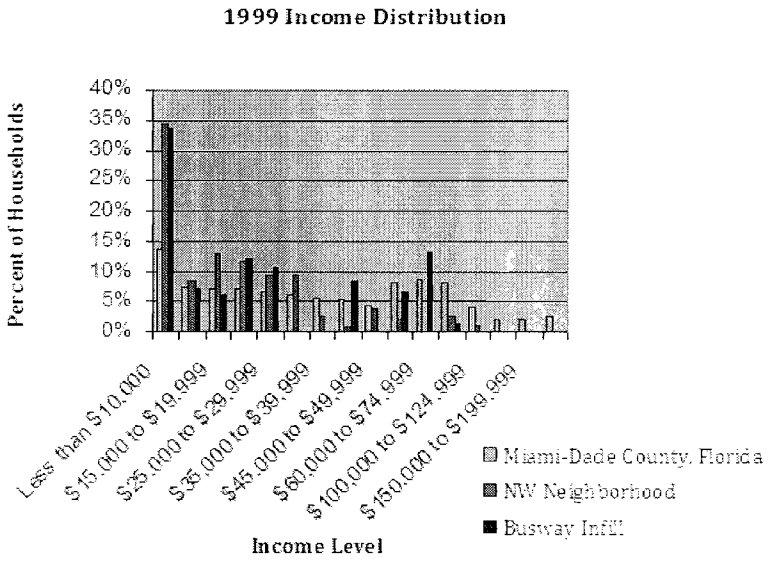
4. Income Level

Table 8. Median Household Income

	Florida	Miami-Dade County	NW Neigh-borhood	Busway Infill
Median Household Income in 1999	$38,819	$35,966	$17,133	$21,932

Source: 2000 US Census; IPG 2008

Table 9. Income Distribution



Source: 2000 US Census; IPG 2008

Economic distress in the proposed Expansion Areas is evident when comparing the median income to that of the nearby area. The median income in the proposed Expansion Areas is as low as 43% of the County median income. In addition, the majority of households within the Expansion Areas fall into the "less than $10,000" income bracket, a strong indicator of slum and blight. In 1990, the median household income for the City of Florida City was $20,567. A decade later, the Census shows that despite regional growth, the median income of the residents in the Northwest Neighborhood and the Busway Infill are either approximately the same or less than they were in 1990.

5. Tenure

Table 10. Occupancy by Tenure

	Florida	Miami-Dade County	NW Neighborhood	Busway Infill
Owner-occupied Units	71%	61%	26%	23%
Renter-occupied Units	29%	39%	74%	77%

Source: 2000 US Census; IPG 2008

Comparing the number of renters to homeowners can provide insight into the ability of the average person to acquire sufficient capital to purchase a home. The two residential expansion areas lack normal neighborhood housing investment. The income levels of the residents in the Expansion Areas make homeownership extremely difficult, contributing to the fact that 74% of the residents in the Northwest Neighborhood and 77% of residents in the Busway Infill area are renting their home. With such high rates of renters, housing values that rise faster than wages could put many residents at risk of displacement. In addition, the high rental rate may be disrupting neighborhood/community development due to the instability that occurs as a result of renters regularly coming into and leaving the neighborhood.

Approximately three quarters of residents in the Expansion Area are renting their homes.

6. Affordable Housing

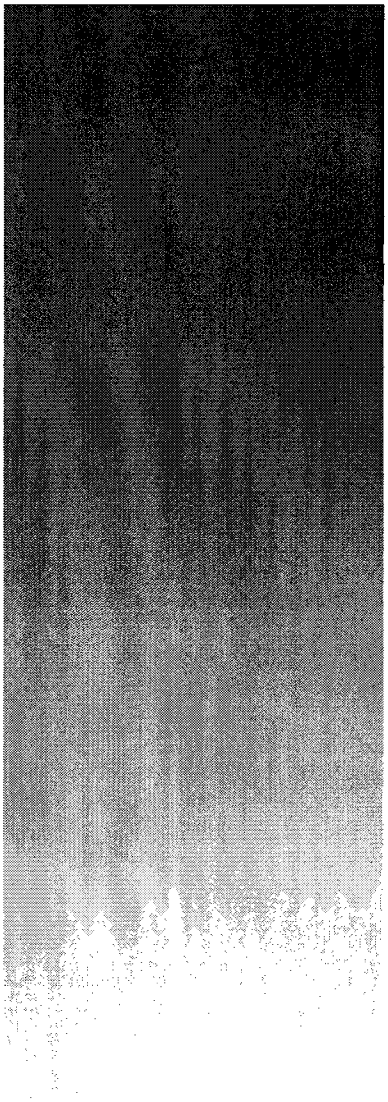
Florida City's Comprehensive Plan indicates that affordable housing is a major issue for the City. This is demonstrated by the substantial number of cost burdened households (households of moderate-income or less that spend more than 30% of their income for housing) as well as severely cost-burdened 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 a rising trend of cost-burdened and severely cost-burdened households in the City from 2005 to 2020.

Table 11. Cumulative Deficit of Affordable Occupied Units

Income Group	2005	2010	2015	2020
Extremely Low	263	334	401	477
Low	530	675	785	969
Moderate	186	244	293	342
Total	**979**	**1,253**	**1,479**	**1,788**

Source: Shimberg Affordable Housing Institute, University of Florida; IPG 3/07; IPG 8/08

The Shimberg Center's data shows that Florida City has 979 cost-burdened or severely cost burdened households, as of 2005. The cumulative deficit of affordable housing units for the City is projected to increase to 1,788 by 2020. While this statistic is not available at a neighborhood level, the residential neighborhoods included in the proposed CR Area expansion, generally house the City's most economically distressed residents. With the high percentage of incomes that are under $10,000, it is reasonable to state that the residents in these neighborhoods are greatly affected by the lack of affordable housing.



7. Overcrowding

Table 12. Occupants Per Room

	Florida	Miami-Dade County, Florida	NW Neighborhood	Busway Infill
1.00 or less	93.50%	80%	77.87%	70%
1.01 to 1.50	3.40%	8.70%	12.19%	4%
1.51 or more	3.10%	11.30%	9.94%	26%

Source: 2000 US Census; IPG 2008

Other housing statistics such as overcrowding are useful for demonstrating an area's depressed conditions. Table 12 indicates that in 2000, the number of overcrowded households (households having more than one person per room) in the proposed Expansion Areas, exceeded those of the County and the State.

B. Site and Structure Deterioration

An analysis of the existing site and structure conditions has been conducted. The analysis is based on field inspections, information from the Miami-Dade County Property Appraiser, 2000 US Census Data, and reports from the City's Code Enforcement and Police Departments. The indicators of deteriorating structures and sites include the high vacancy rate, faulty lot lay out, diversity of ownership, extensive code enforcement violations and high rates of crime. These conditions all constitute the prerequisites for establishing and expanding a CR Area. Photos of the deteriorating site conditions are graphically shown in Figures 6 & 7.

Eighteen percent of the housing stock in the Northwest Neighborhood is vacant.

1. Vacancy

Vacant land attracts dumping, criminal activity, and commonly contains overgrowth, contamination, vermin, and toxic chemicals. The appearance of these conditions can both decrease property values and increase health risks. High vacancy rates and abandoned lots lie in the midst of most economically depressed neighborhoods and pose a barrier to the redevelopment of land. Decreasing the levels of vacancy will increase the tax base of the area and contribute to economic vitality and better quality of life for City residents. The Expansion Areas have been highlighted on the Vacant Land Map (Figure 7) from the City's Comprehensive Plan. While there are some large vacant areas that may be utilized for large developments, the majority of the vacancies in the Expansion Areas are small lots that are scattered throughout the area.

The Miami-Dade Appraiser's Office reveals that approximately 42% of the total area and 26% of the parcels within the proposed Expansion Areas are classified as vacant. The 2000 US Census data indicates that of the 1,034 housing units within the Northwest Neighborhood, 18% of those units are vacant. This rate of vacancy is much higher than that of the County and State, which have an 8.8% vacancy rate and a 13% vacancy rate respectively, as shown in Table 13. The vacancy rate of the Northwest Neighborhood is also much higher than the City-wide vacancy rate of 11.6%.

Table 13. Vacant Housing Units

	Florida	Miami-Dade County, Florida	NW Neigh-borhood	Busway Infill*
Total:	7,302,947	852,278	1,034	8
Occupied	6,337,929	776,774	845	8
Vacant	965,018	75,504	189	0
Percent Vacant	13%	8.8%	18%	0%

Source: 2000 US Census; IPG 2008
* Source: Site visit February 3, 2009

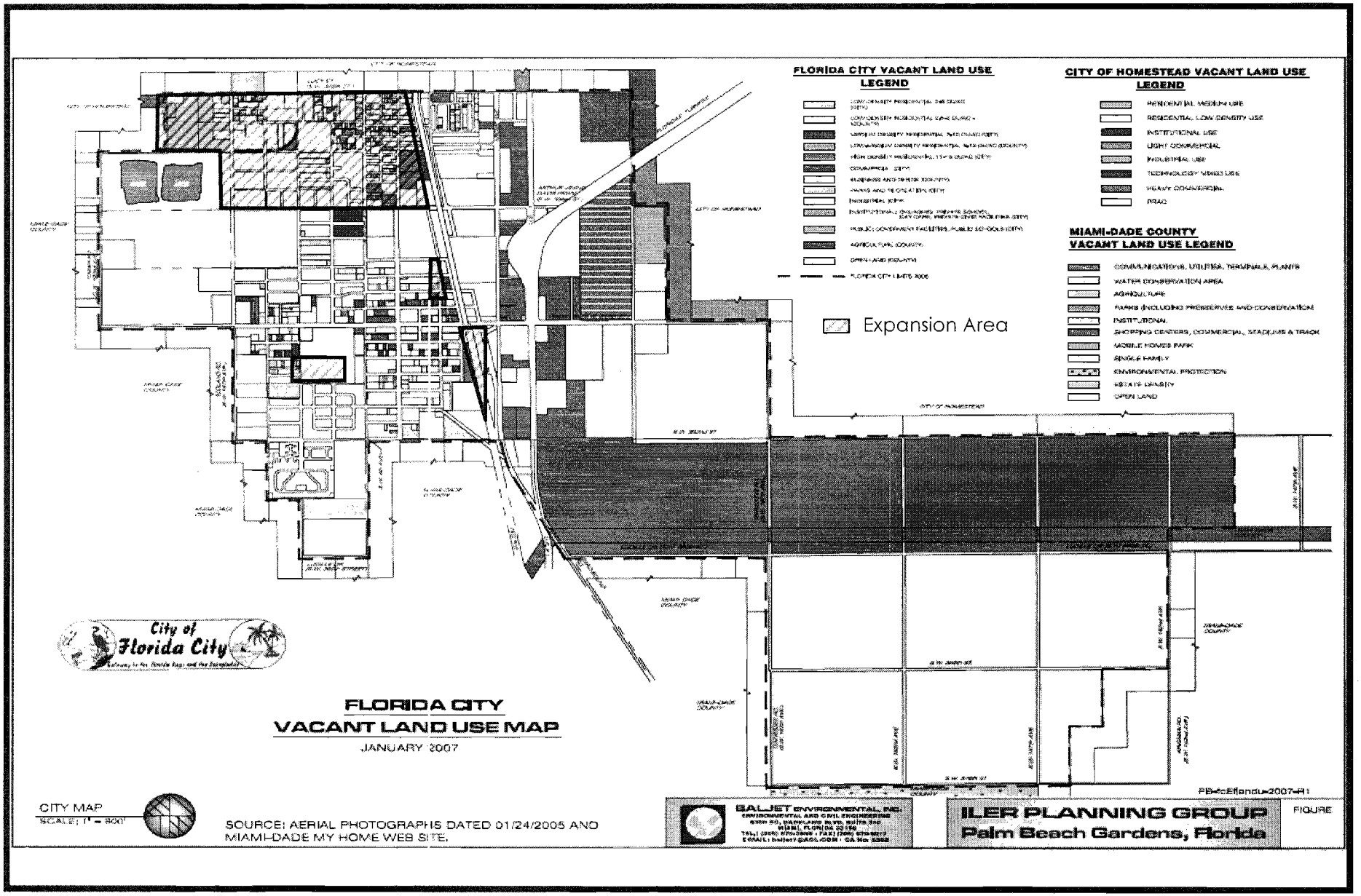


Figure 5
Vacant Land – Expansion Area

FLORIDA CITY CITY HALL

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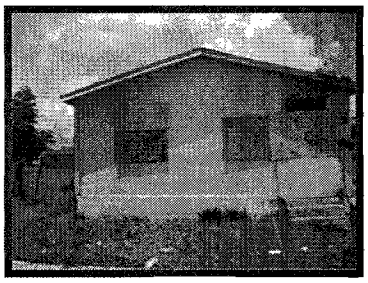

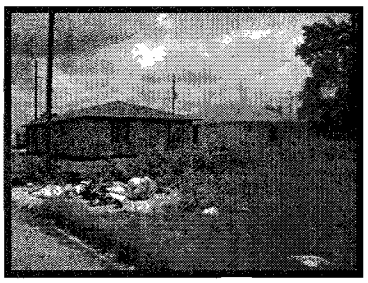

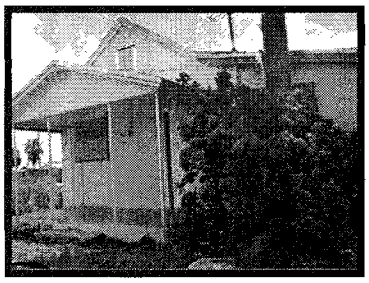

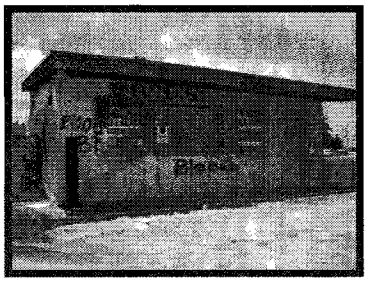

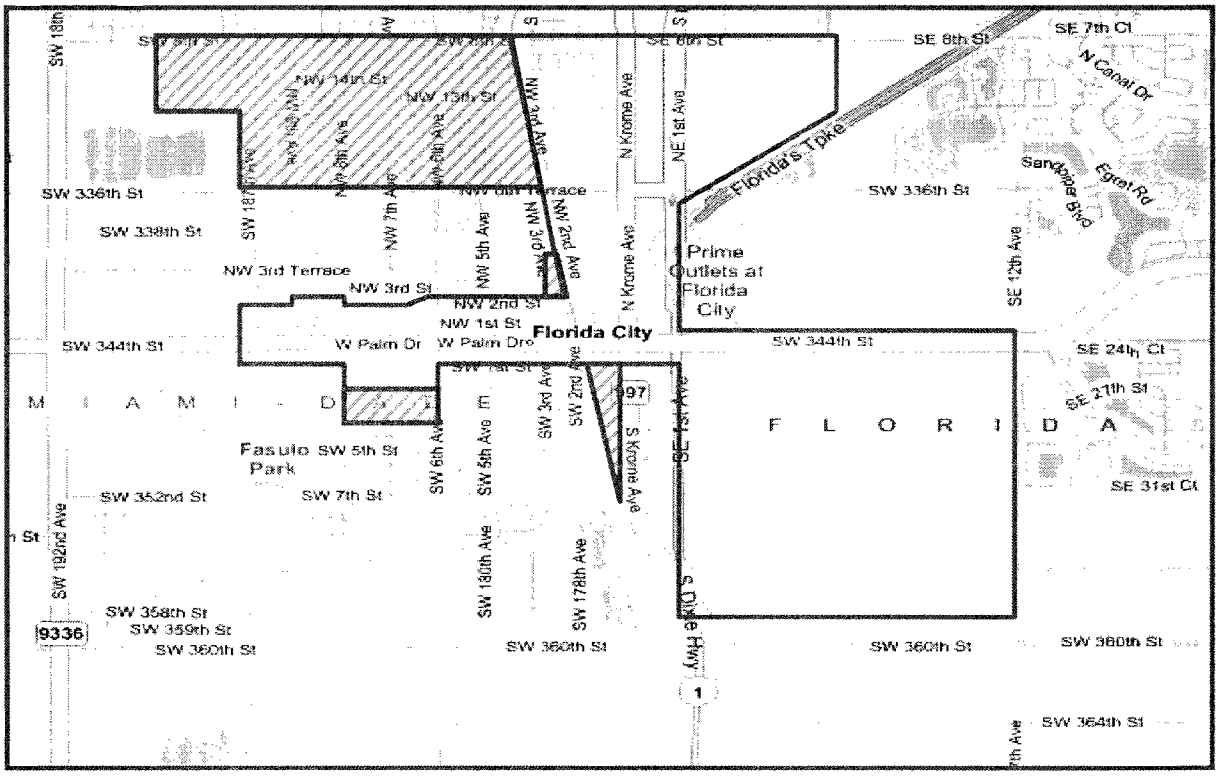

Figure 6

Existing CRA

Expansion Area

Deteriorating Building Conditions

FLORIDA CITY CITY HALL

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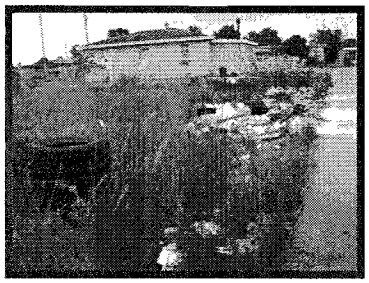

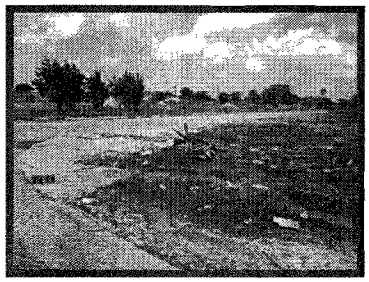

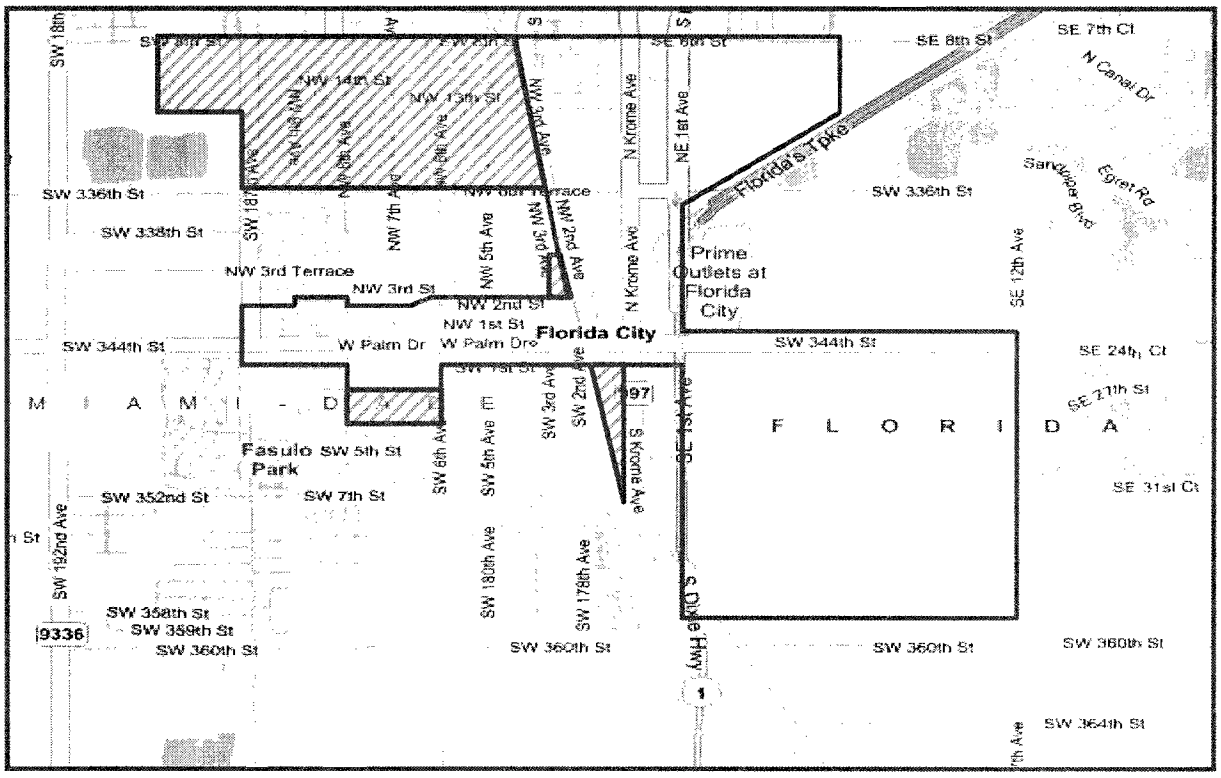

Figure 7

Existing CRA

Expansion Area

Deteriorating Site Conditions

FLORIDA CITY CITY HALL

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2. Code Enforcement Violations

Code enforcement violations provide further evidence of the physical and visual deterioration of the area. Data from the City's Code Enforcement Department, indicates that there have been 74 violations on properties in the proposed Northwest Neighborhood between January of 2007 and May of 2008. Of those 74 violations, 40 cases or 54% of the cases are still open and continue to present a nuisance to nearby properties. A summary of the Code Enforcement Violations for the proposed Northwest Neighborhood is provided in Table 14 below.

Table 14. Code Enforcement Violations (Northwest Neighborhood, January 2007-May 2008)

Type of Violation	Total Violations
Overgrown Lot	49
Unsafe Structure	9*
Disabled/Abandoned Vehicle	5
Garbage/Trash/ Junk & Debris	6
Housing Violation	5
Non Secured Vacant Building	3
Ilegal Fowl	1
Littering	4
Operating a Business w/o an Occupational License	1
TOTAL	**74**

Source: City of Florida City; IPG 2008

* 6 of the unsafe structure violations were issued in 2005-2006

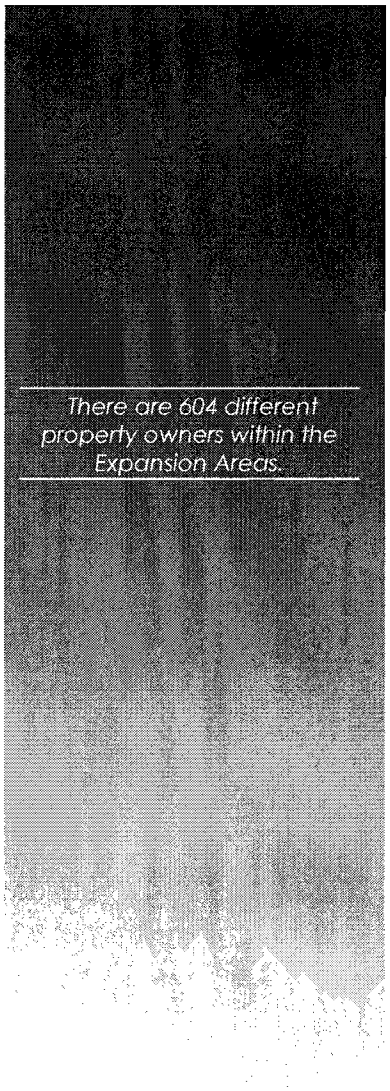
Sixty three percent of Code Enforcement violations are for overgrown lots.

Sixty-three (63%) percent of the Code Enforcement violations were issued for overgrown lots, which demonstrates a lack of maintenance in the area. In addition, 20% of Code Enforcement violations were issued for the dumping and abandonment of vehicles, garbage, trash, junk and debris. This accumulation of liter and debris decreases the health and safety of an area. In addition to the Code Enforcement violations, a visual survey of the area clearly points to an abundance of junk, trash and debris in the area. Figure 7 graphically illustrates the conditions of the lots in the proposed Expansion Areas.

3. Faulty Lot Lay-Out

Properties with an RS-3 (Single Family) or RD-1 (Duplex) zoning category, make up the majority of the residential parcels in the Expansion Areas. The Land Development Code requires a minimum lot size of 7,500 square feet in both the RS-3 and RD-1 zoning districts. Of the 489 occupied single family homes and duplexes within the Expansion Areas, the Property Appraiser's data reveals that only 156 (approximately 32%) of those homes are on lots that meet the minimum size required by the Land Development Code. Lots that do not meet the minimum lot size are considered non-conforming, thereby making the development of those lots difficult.

The City's land development code only requires a minimum lot size of 5,000 square feet for properties in commercial zoning districts. While most of the commercial properties in the Expansion Areas do meet the required lot size, it should be noted that a 5,000 square foot lot is a considered a small lot for development purposes. It is difficult to develop a lot of that size and still meet the required site improvements standards such as landscaping and parking. In other words, even if a property meets the required minimum lot size, a developer may have to combine multiple parcels to develop even a modern retail store. By comparison, a 10,000 square foot lot would be more conducive to commercial development. Of the commercial lots in the Expansion Areas, only 42% are greater than 10,000 square feet.

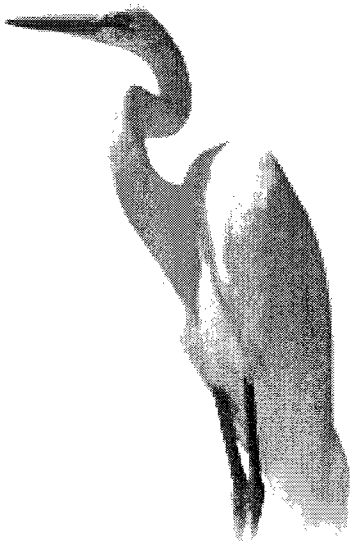


4. Diversity of Ownership

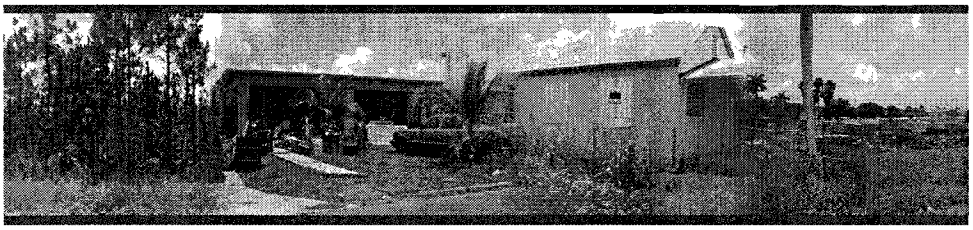
A high variation, or diversity of property owners makes it difficult to assemble properties, thus posing an additional barrier to redevelopment. The Miami-Dade Property Appraiser's Office reveals that out of the 803 parcels located in the proposed Expansion Areas, there are a total of 604 different owners. In addition, the average parcel size within the area is approximately .25 acres. The area is furthermore characterized by small lots owned by a wide array of owners. Diversity in ownership, coupled with small lot size, poses an impediment to redevelopment and is a factor contributing to the lack of investment throughout the Expansion Areas.

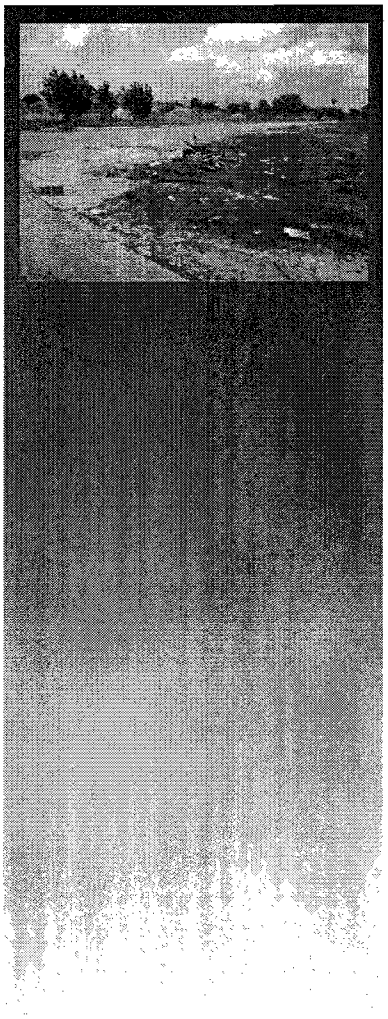
5. Crime Statistics

The Florida City Police Department has provided crime information for Florida City and the Expansion Areas dating back to January 1st 2006. Between January of 2006 and mid-July of 2008, there have been over 3,000 incidents of crime in the proposed Expansion Areas. This translates to an average of 1,200 incidents per year, 3.3 incidents per day, or 9.3 incidents per acre. By comparison, there have been 32,161 incidents of crime in the same period for the entirety of Florida City, which translates into 8.66 incidents per acre. Of the crimes in the proposed Expansion Areas, the majority were either crimes of opportunity, such as burglary or theft; violent crimes such as battery and assault; or drug related activity. A focus of the redevelopment strategy for this area will be to ameliorate safety concerns by combating crime within the Expansion Areas. With special consideration to the health, safety and welfare of the children residing in Florida City, adding the Expansion Areas to the CR Area will allow additional residents to benefit from the existing community policing programs that help to promote a safe, clean and inviting area for shoppers, residents and investors.



IV. Summary of Expansion Areas





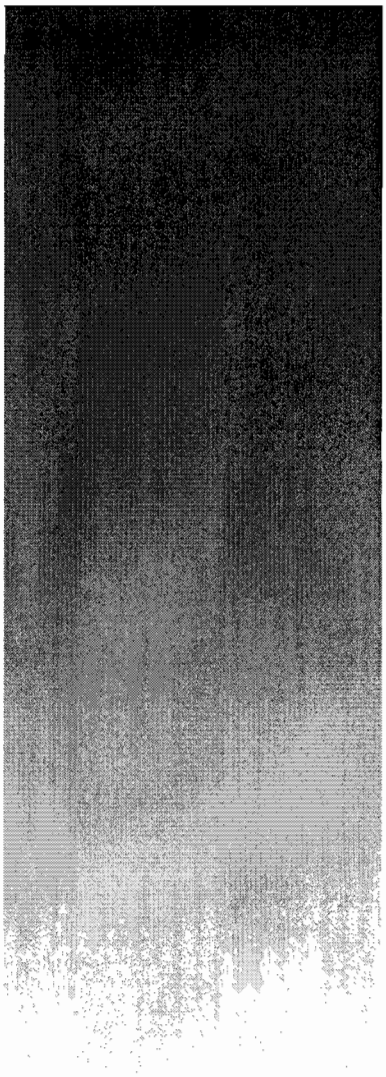
The previous chapter described in detail the various factors generally present throughout the Expansion Areas that contribute to slum and blight. As discussed in early chapters, each sub-area has its own individual character and unique constraints, which are contributing to the deterioration of the properties. This chapter will briefly summarize how each sub-area meets the definition of slum and blight.

A. Northwest Neighborhood

The Northwest Neighborhood is the portion of the City that has seen the least investment since Hurricane Andrew. Almost 50% of the residents in this area live below the poverty line and 58% do not have a high school degree. The median household income in this area is approximately $17,000, making affordable housing almost completely unattainable. The concentration of deteriorating and dilapidated buildings and sites show physical evidence of the dire need for redevelopment. In addition, the small lot size and large diversity of property ownership deters private development.

The Northwest Neighborhood is determined to meet the definition of slum and blight due to the presence of the following factors:

- High poverty rate
- Low income
- Shortage of quality affordable housing
- Low numbers of homeowners
- Overcrowding
- The existence of conditions that endanger life or property
- No increases in the aggregate assessed values of real property for over 5 years
- Faulty lot layout in relation to size, adequacy, accessibility, or usefulness
- Excessive unemployment
- Unsanitary or unsafe conditions
- Deterioration of site or other improvements
- High vacancy rates
- High incidences of crime
- Numerous Florida Building Code violations
- Diversity of ownership or defective or unusual conditions of title
- Inadequate provision for ventilation, light, air, sanitation, or open space



B. Pineland Park

Although the Pineland Park provides much needed green space to the City, the conservation area is fenced off and closed to the public. The vacant unutilized land attracts dumping, contamination and vermin. The trees in the conservation area have suffered significant hurricane damage and the forest is in need of maintenance. In addition, the large parcel disrupts the street grid of the area, forcing cars to increase travel inside the residential streets. The northern half of the conservation area is already in the CR Area and has thus been found to have and/or be influenced by conditions of slum and blight. This Finding of Necessity fully supports the same findings for the south half of the same parcel that is under the same ownership.

The conservation area is intricately linked to the City's redevelopment as it is located along Palm Drive, the City's "main street". The sensitive development of this park could help revitalize some of the City's commercial properties. By including the park into the CR Area, the City may use TIF Funding to assist DERM in developing the area a passive "central" park with features such as an observatory and park trails. Thereby, the State's purpose in owning the land will be preserved, yet the park will be converted into a safe and clean place that will be available to the residents for quiet enjoyment.

The Pineland Park is determined to meet the definition of slum and blight due to the presence of the following factors.

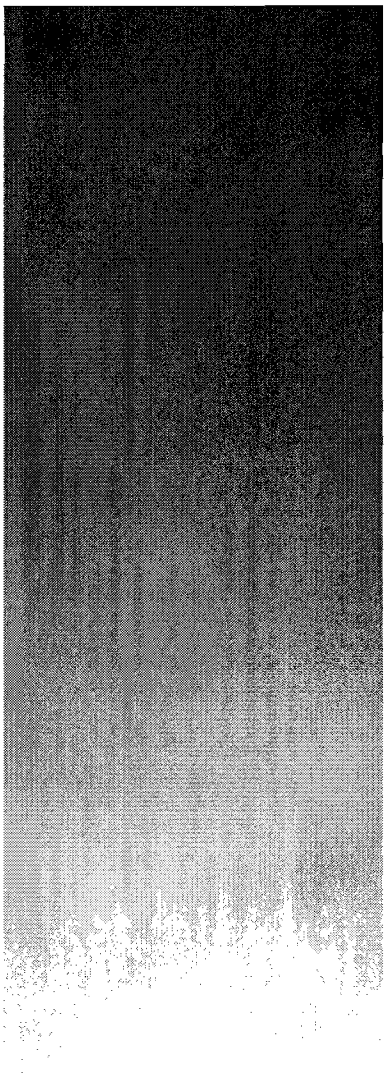
- No increases in the aggregate assessed values of real property for over 5 years
- Faulty lot layout in relation to size, adequacy, accessibility, or usefulness
- Unsanitary or unsafe conditions
- Deterioration of site or other improvements
- Governmentally owned property with adverse environmental conditions caused by a public or private entity

C. "Closed Packing Plant"

The area referred to as the "Closed Packing Plant" is an agriculture facility 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. The unutilized building fronts Palm Drive and is highly visible from U.S. 1, thereby deteriorating the visual landscape of Palm Drive. The outdoor area is used for outdoor storage and vehicle storage. The warehouses are largely vacant and are an eye-sore to Palm Drive to the north. The exterior of the property is used primarily for parking and for un-screened outdoor storage. 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 Closed Packing Plant is determined to meet the definition of slum and blight due to the presence of the following factors:

- Faulty lot layout in relation to size, adequacy, accessibility, or usefulness
- Inadequate provision for ventilation, light, air, sanitation, or open space
- Deterioration of site or other improvements
- High vacancy rates



D. Busway Infill

Though the "Busway Infill" is the smallest piece of the proposed Expansion, the Census data for this area shows many indicators of economic distress. This enclave parcel is negatively affected by the slum and blight existing in the current CR Area. The proposed Expansion Area is sprinkled with vacant lots. The vacant land which is immediately adjacent to the Miami-Dade Busway is often littered with trash and junk. Piles and debris and overgrown grass are common in this area. In addition, the irregular shape of the property and the limited vehicular access make the property difficult to develop. The Miami-Dade Busway runs north and south along the eastern property line and the roadway separating the two blocks in the area is not paved.

The parcel is located adjacent to the planned Miami-Dade County Park-n-Ride facility. This property could be assembled and serve as an expansion area for the Park-n- Ride facility. The property could also be developed as a mixed-use transit-oriented development in conjunction with the Park-n-Ride that could make public transportation accessible to underserved residents.

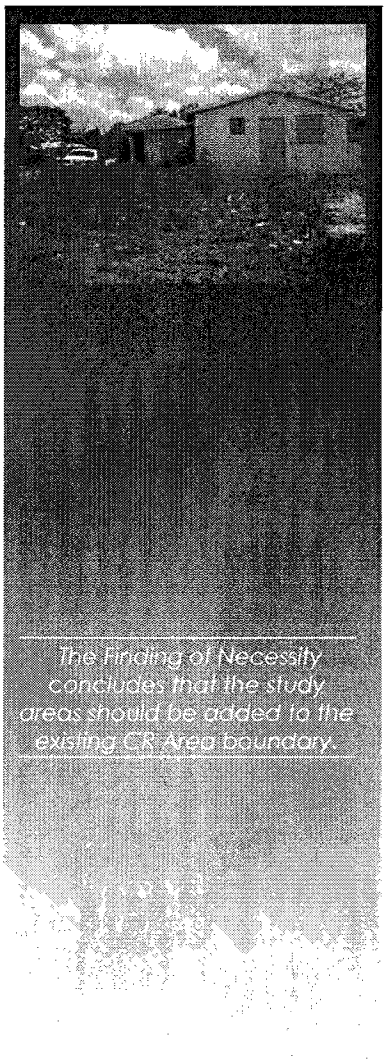
The Busway Infill area is determined to meet the definition of slum and blight due to the presence of the following factors:

- High poverty rate
- Low income
- Defective or inadequate street layout, or other transportation facilities
- Faulty lot layout in relation to size, adequacy, accessibility, or usefulness
- Deterioration of site or other improvements

E. Expanded CRA Area

All four Expansion Areas are connected to the existing CR Area. Though the CRA has been able to make improvements to the existing redevelopment area, many of the conditions of slum and blight outlined in the 1995 Finding of Necessity are still present and are detrimentally impacting the surrounding areas. The CR Area as a whole, including the expansion sites, fully meets the state standard for a slum and blighted area. The State criteria applies to the entire CR Area, not any one individual parcel. Thus, the relationship of the expansion sites to the existing CR Area, in addition to any blighted conditions on each site, are the key considerations in the determination of the necessity for redevelopment.

VI. Conclusion



The Finding of Necessity concludes that the study areas should be added to the existing CR Area boundary.

Through an assessment of the socio-economic data, site and housing conditions in the proposed Expansion Areas, this Finding of Necessity concludes that the proposed area is economically distressed and has not been keeping pace with the surrounding areas. It is therefore determined that the four proposed Expansion Areas are to be included into Florida City's CR Area based on the following criteria:

- High poverty rate
- Low income
- Shortage of quality affordable housing
- Low numbers of homeowners
- Overcrowding
- The existence of conditions that endanger life or property
- Faulty lot layout in relation to size, adequacy, accessibility, or usefulness
- Unsanitary or unsafe conditions
- Deterioration of site or other improvements
- High vacancy rates
- High incidences of crime
- Numerous Florida Building Code violations
- Diversity of ownership or defective or unusual conditions of title
- Governmentally owned property with adverse environmental conditions caused by a public or private entity
- No increases in the aggregate assessed values of real property for over 5 years
- Inadequate provision for ventilation, light, air, sanitation, or open space
- Defective or inadequate street layout, or other transportation facilities

It is in the interest of the public health, safety and welfare of Florida City's residents to add the proposed Expansion to the existing CR Area. Inclusion of these areas and the subsequent access to funding sources will provide a struggling area with a chance for revitalization. This in turn will contribute to the rejuvenation of the entire CR Area and restore the overall health and vitality of Florida City.

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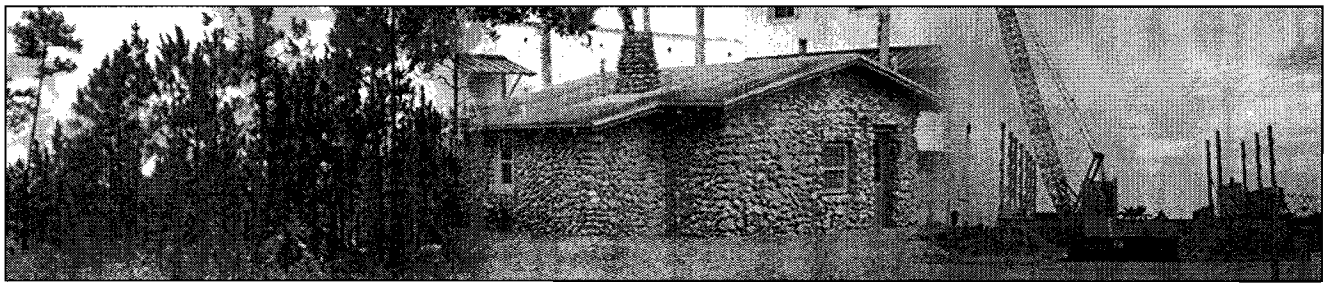
EXHIBIT B

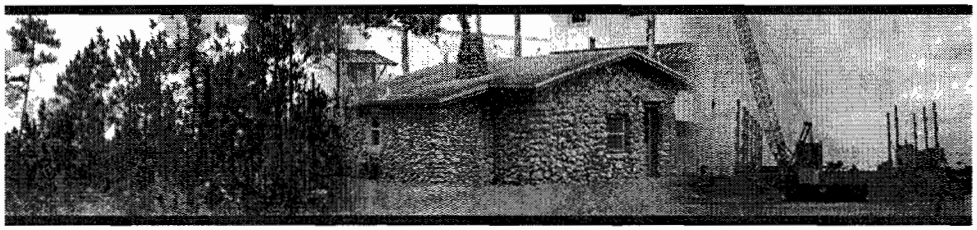


City of Florida City
Community Redevelopment Agency
Redevelopment Master Plan Update

ILER PLANNING GROUP

February 19, 2009

CITY OF FLORIDA CITY



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Community Redevelopment Agency and City Commission

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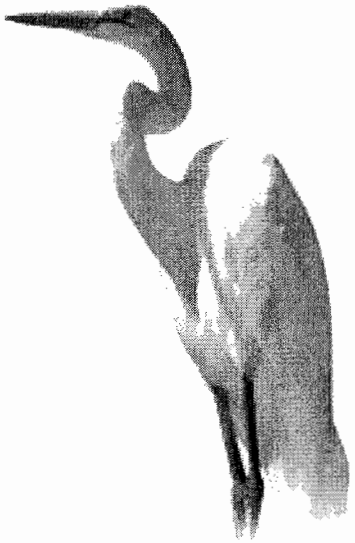

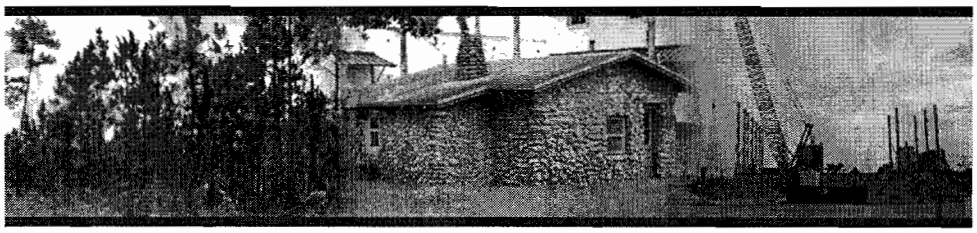

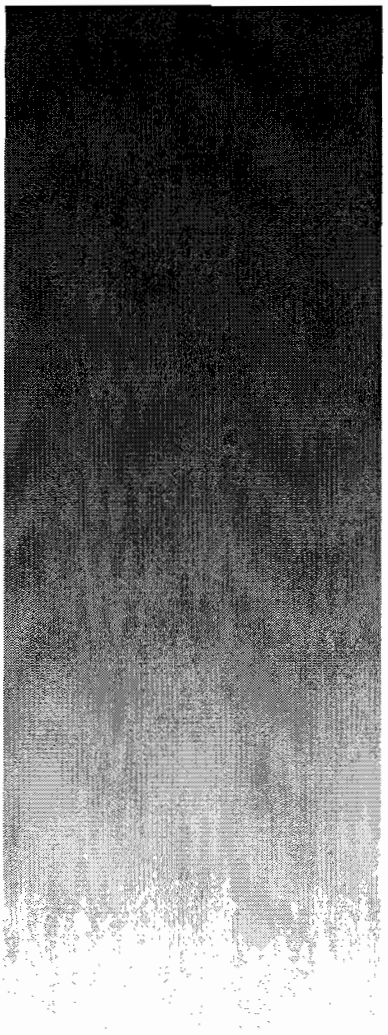

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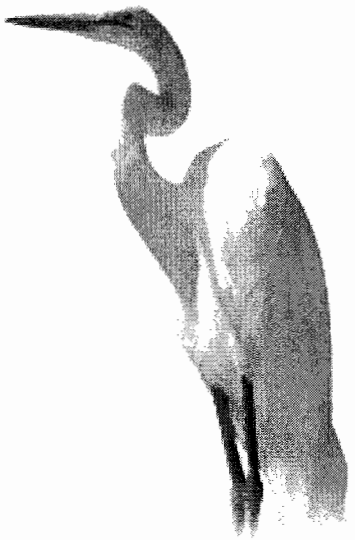

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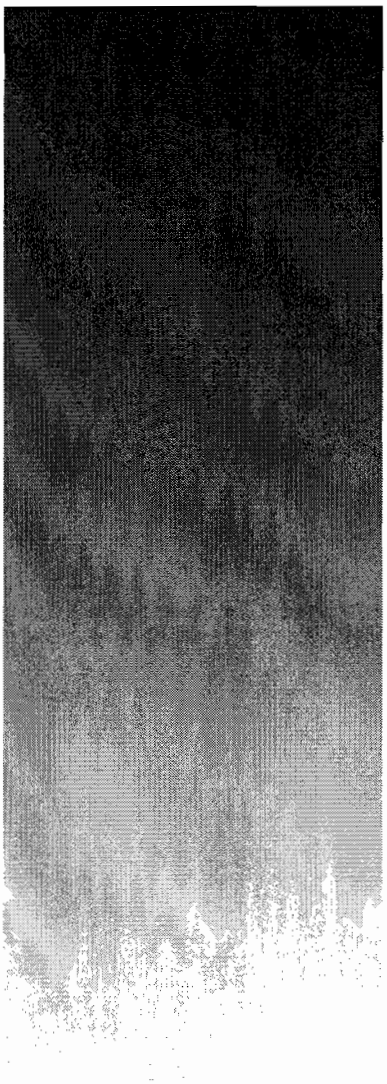

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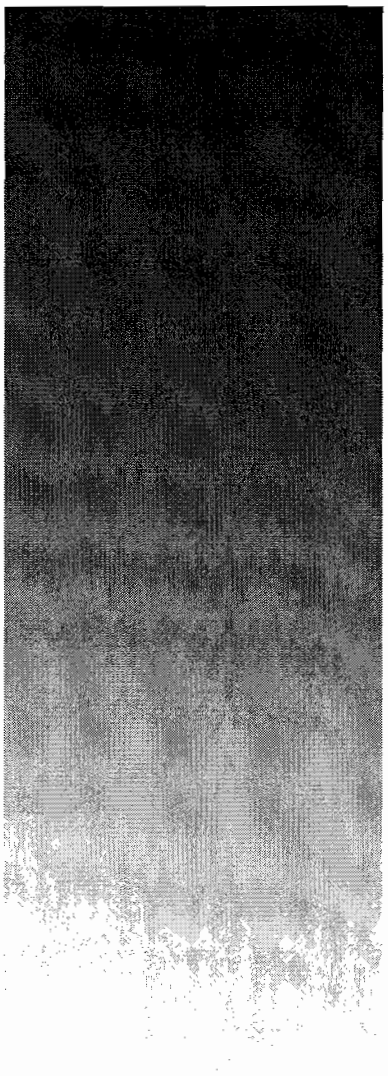
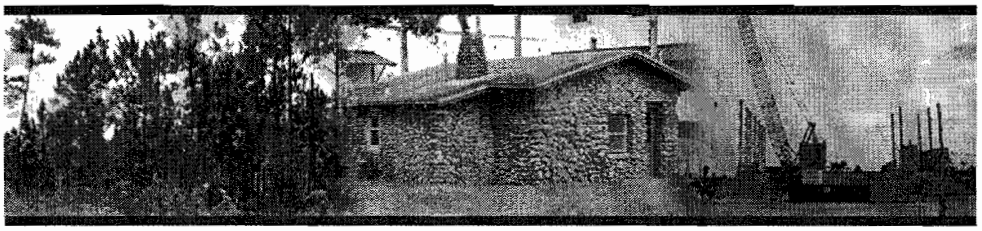
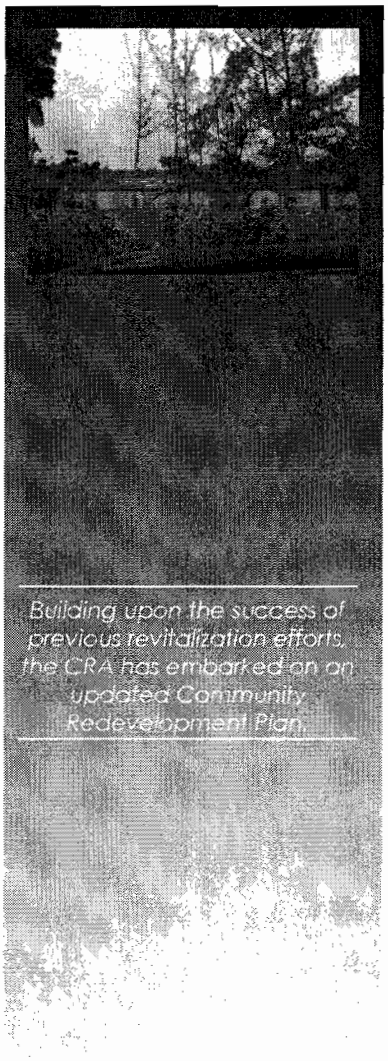


I. Executive Summary





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

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%.

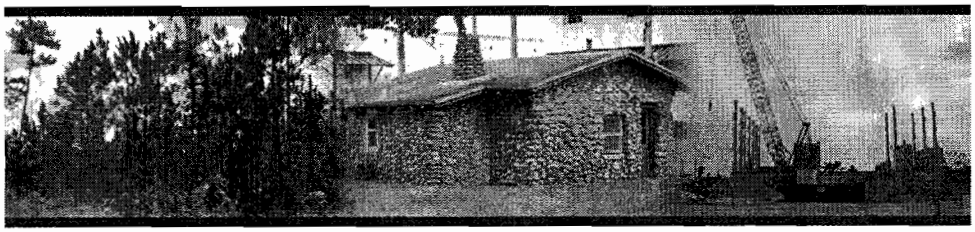
Building upon the success and foundation of the past revitalization effort, the CRA is proposing to add a 320 acre Expansion Area to the existing CRA in order to address redevelopment in the City's most blighted residential areas and to create a better balance of residential/commercial property. With 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.

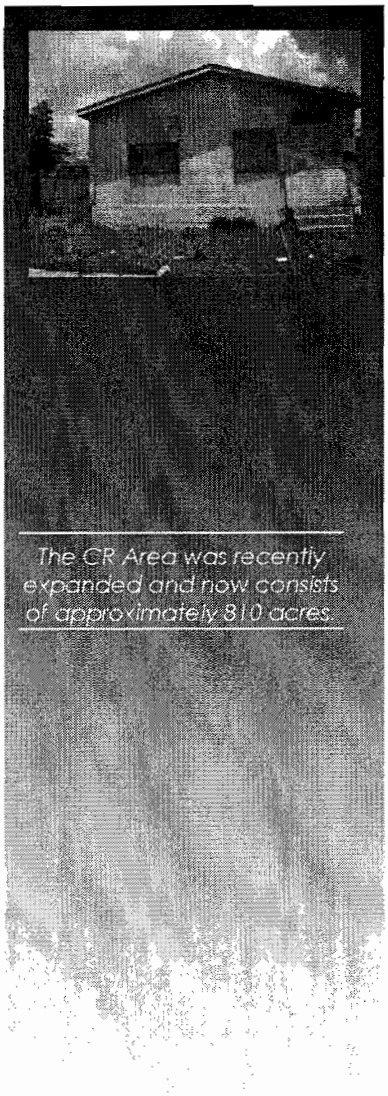
Like the City's Comprehensive Plan, the CR Plan is an evolving document which must be evaluated and amended periodically in order to respond to changing economic conditions and community goals. Furthermore, the Plan will identify opportunities for economic, social and aesthetic improvements through both 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.

II. BACKGROUND





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

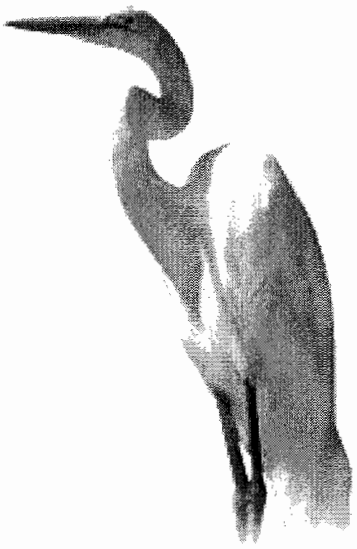
A. General Description of the Community Redevelopment Area (CR Area)

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.

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.



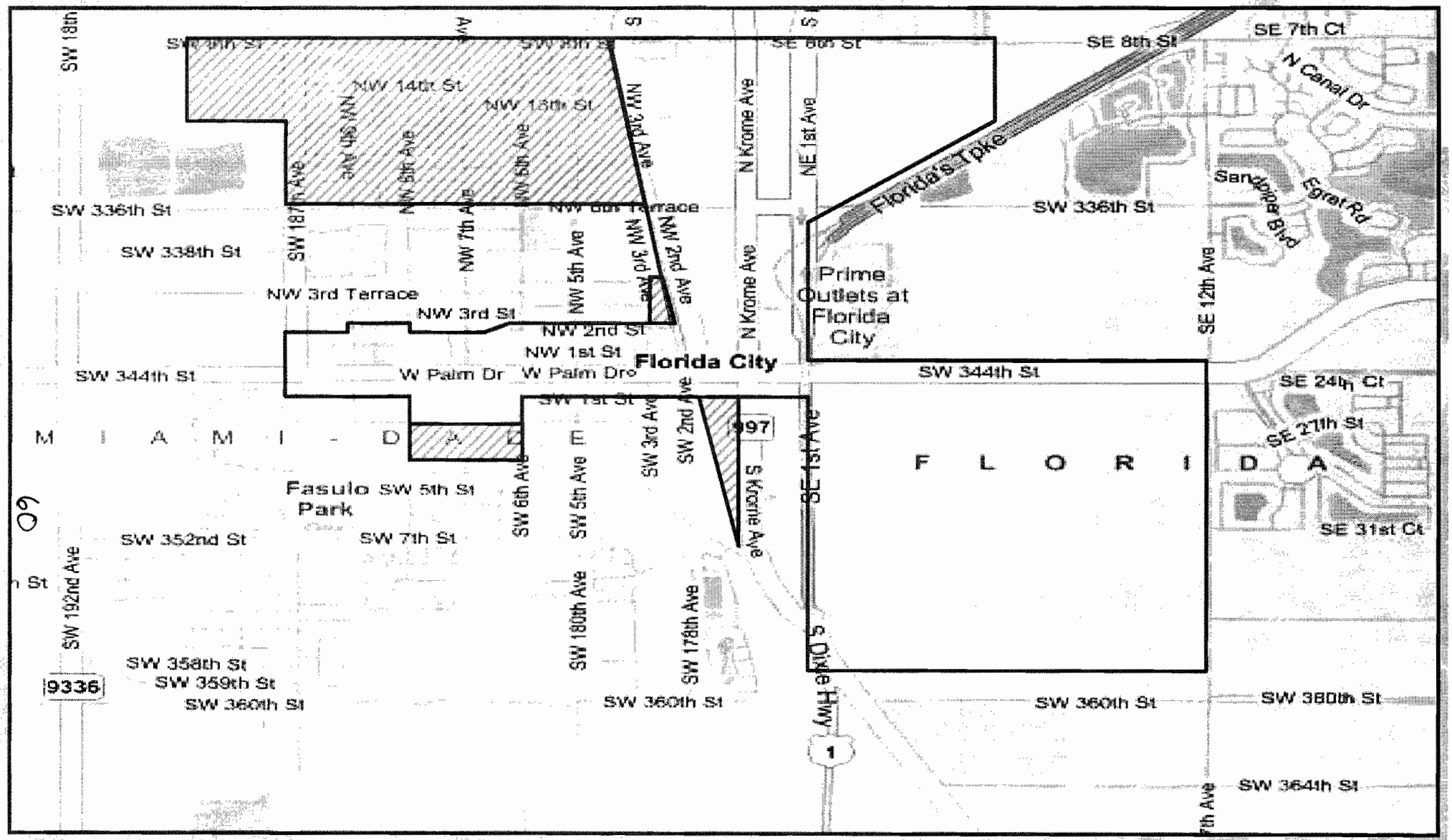


Figure II-1 **City of Florida City Community Redevelopment Area**

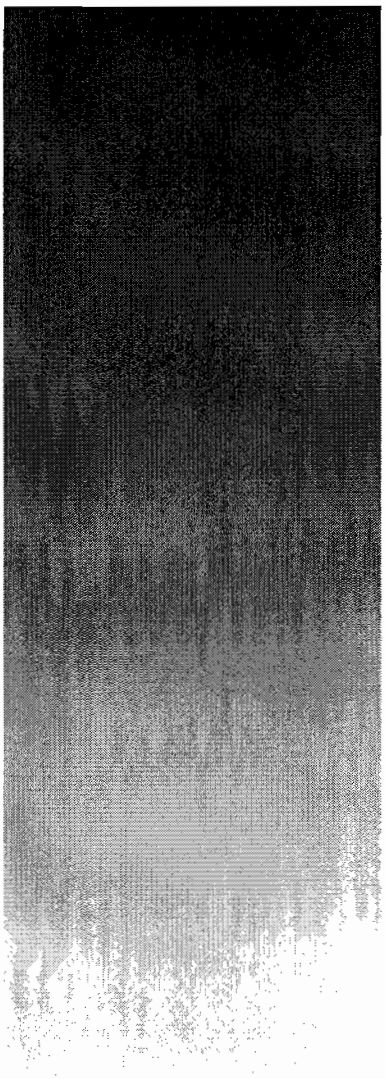


Figure II-2. Legal Description

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 ahs been changed from the original CRA legal description to avoid centerlines.

PROPOSED CRA

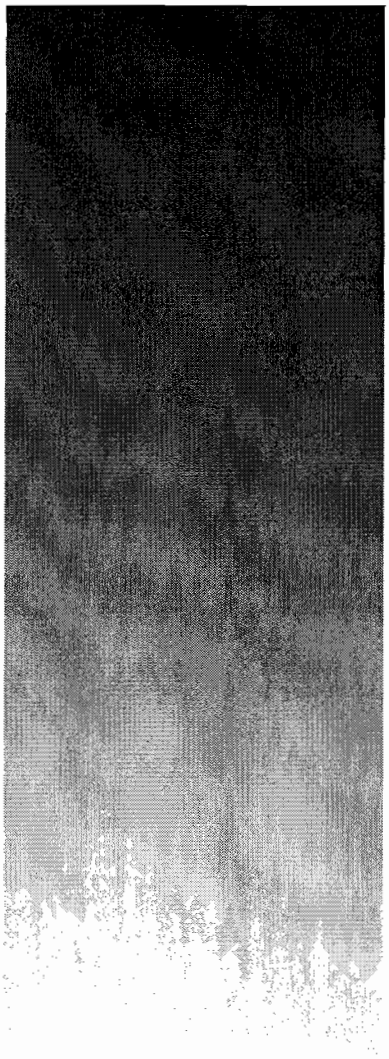
The proposed Expansion Areas are generally described as follows:

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

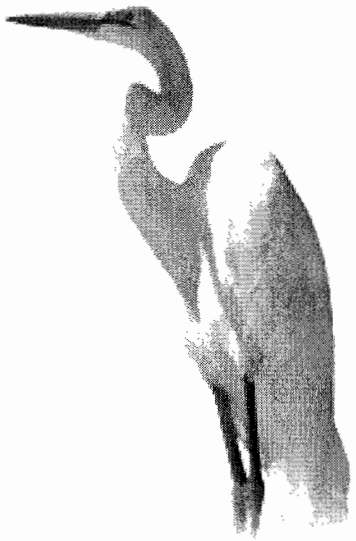
Busway Infill Area

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

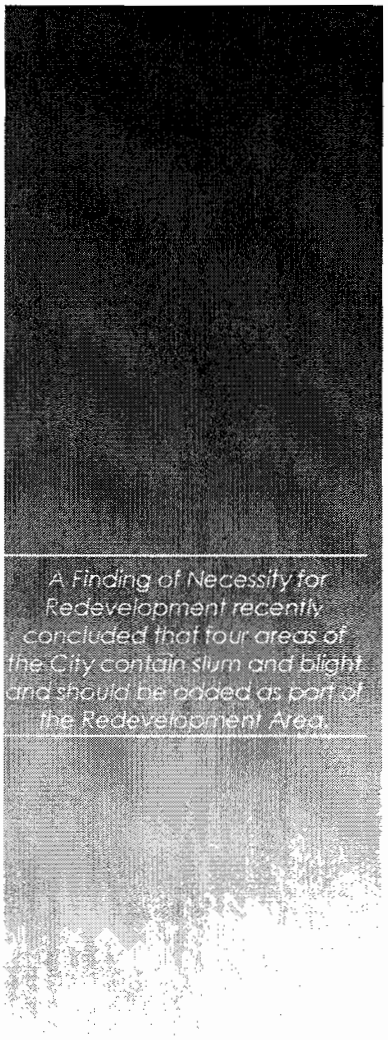


C. The Need to Amend the CR Plan

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.



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.

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."

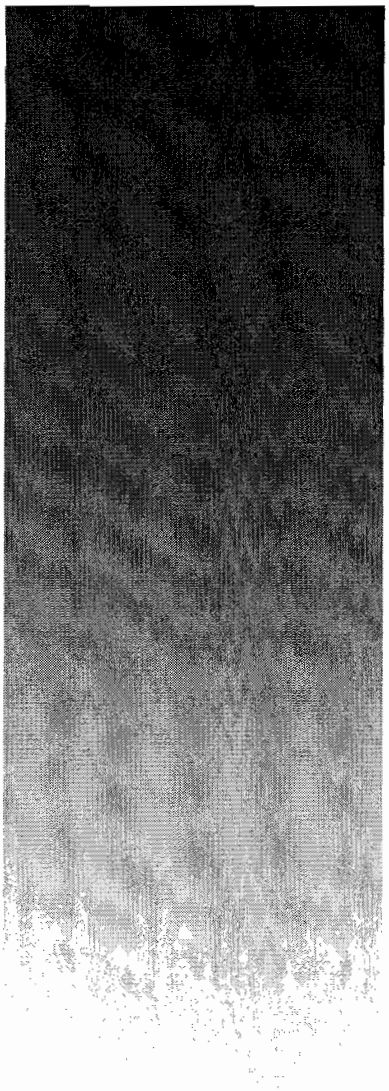
Pursuant to State Statutes, the authority of a county or municipality to utilize the powers granted under the Act is predicated upon the adoption of a "Finding of Necessity" by the governing body that slum and blighted conditions exist in the municipality, and that redevelopment is both necessary and 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

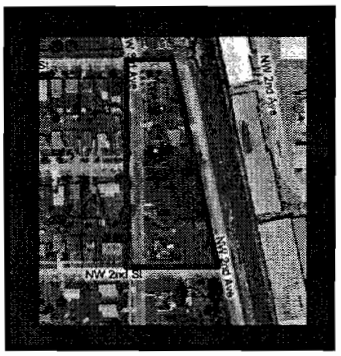
was executed on April 16, 1996. The Interlocal Agreement was later amended in 1997 and 2002.

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

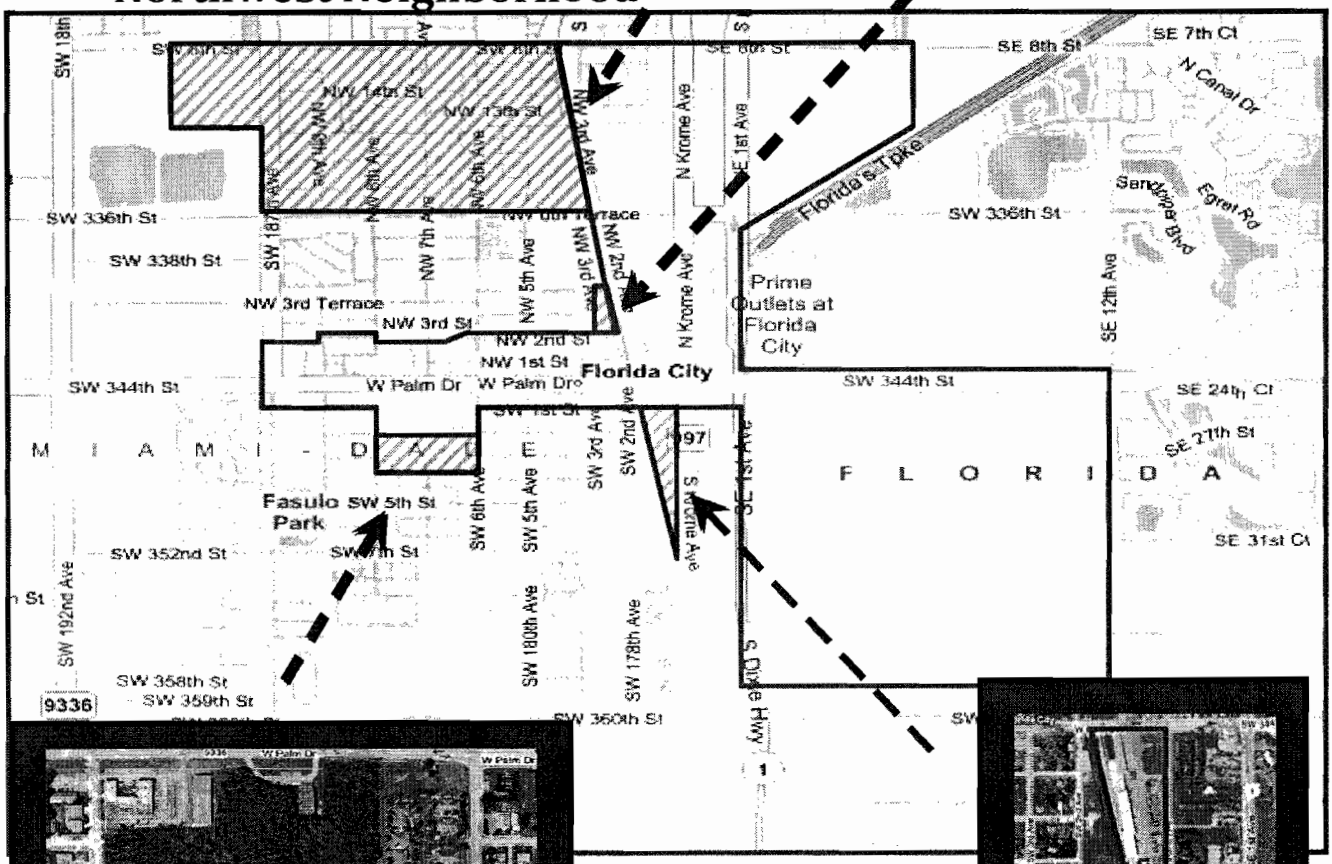
The first meeting to discuss the Finding of Necessity and the 2008 CRA Master Plan occurred on August 12, 2008 at the City Hall. Suggestions from that public meeting have been incorporated into the Plan. Future hearings before the CRA Board and City Commission will involve presentations of the plan recommendations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

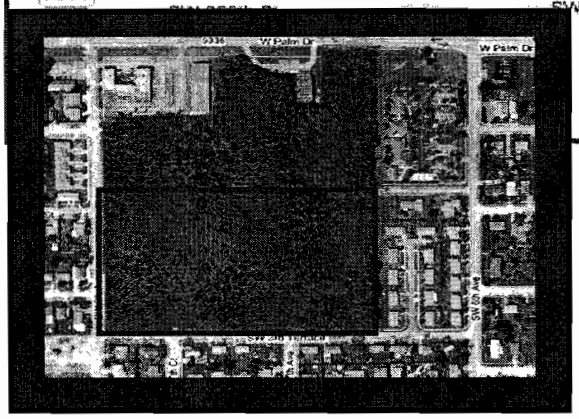




Busway Infill

Northwest Neighborhood





Pineland Park

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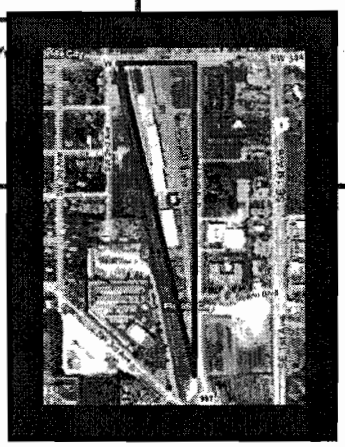

Closed Packaging Plant

Existing CRA

Expansion Area

Figure II-3

Proposed Expansion Areas

FLORIDA CITY CITY HALL

IPG ILER PLANNING GROUP

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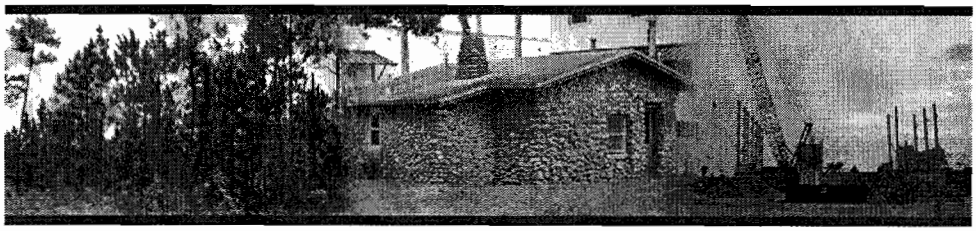
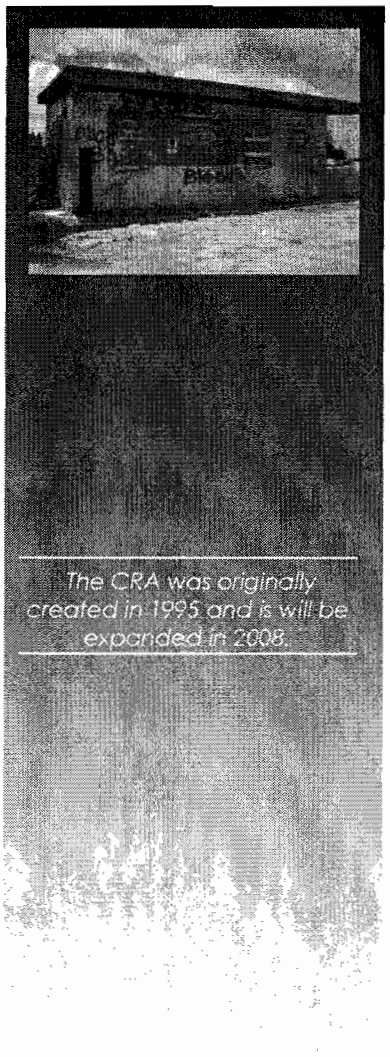
III. CRA Powers and Administration





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

A. Creation of the CRA

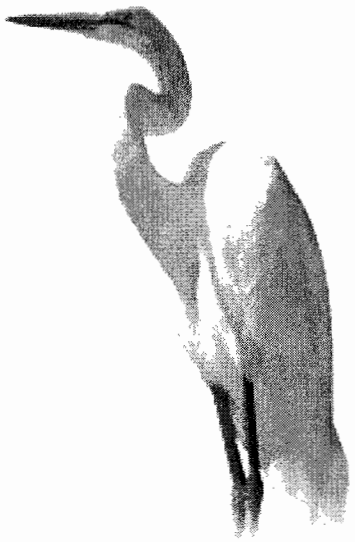
Upon a Finding of Necessity in 1995 and the subsequent adoption of the appropriate resolutions, the Commission determined that there was a need for redevelopment, and created the CRA. In 2008, the CRA's boundaries are proposed for expansion to include four additional areas previously not part of the 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 Statues.

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 Mimai-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.

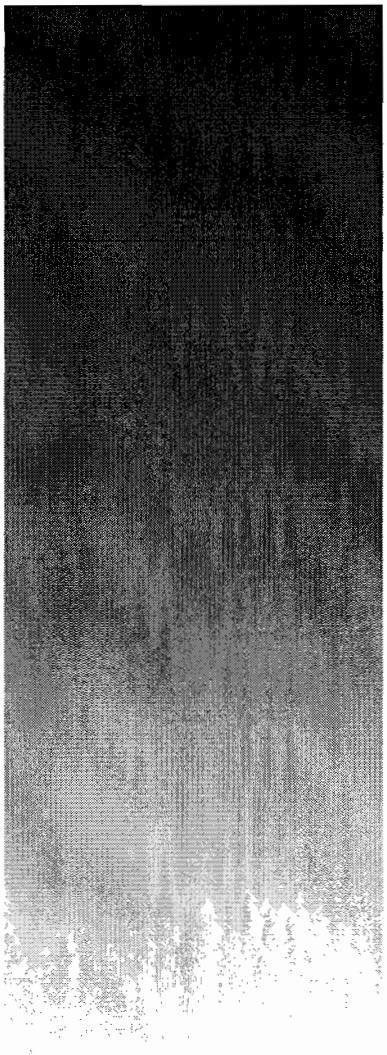
The County/City Interlocal Agreement established a set of safeguards to ensure proper implementation of the Redevelopment Plan.

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.

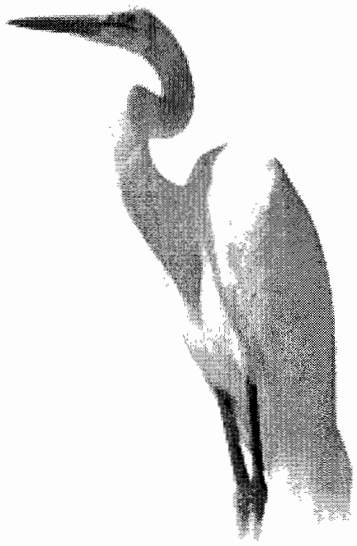


G. Retention of Certain Powers by the City or County

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.

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

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

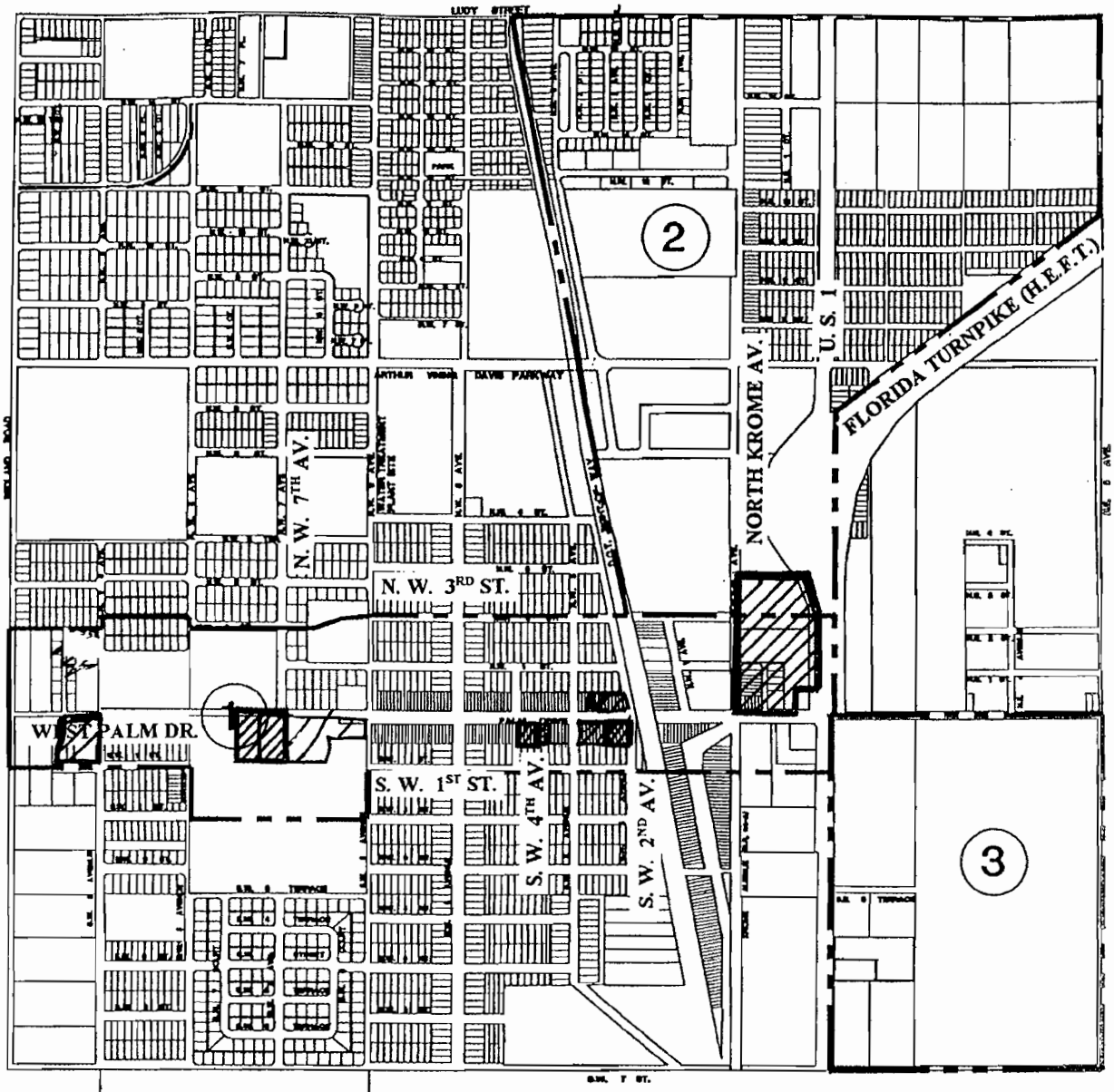
a.) The CRA prepares land disposition guidelines and procedures for voluntary purchases in accordance with the CR Plan. The CRA shall receive County approval whenever the CRA requires the use of eminent domain to acquire land; no prior County approval is required to proceed with other methods of land 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

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 OF FLORIDA CITY
CRA

FIGURE 4a

POTENTIAL LAND ACQUISITION SITES

2. Other CRA Activities

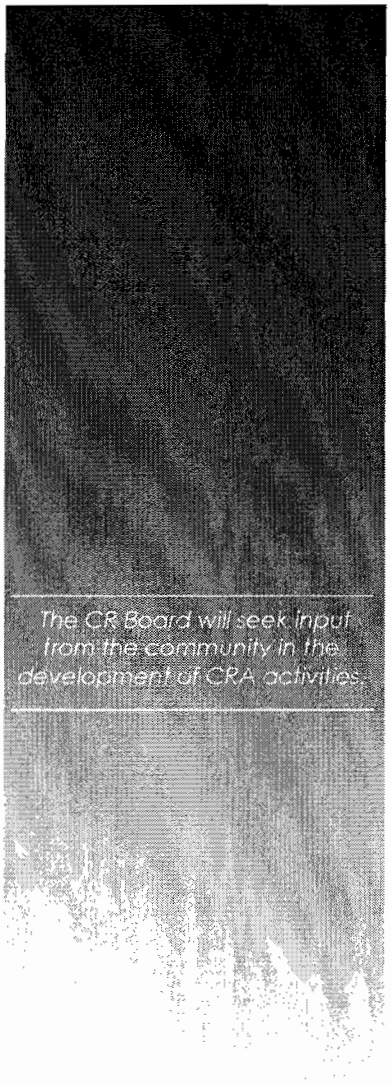
a.) When the CRA uses federal funds to acquire, improve or demolish housing or business structures, CRA is responsible for the administration and the funding of relocation activities according the procedures set forth in Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, 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.



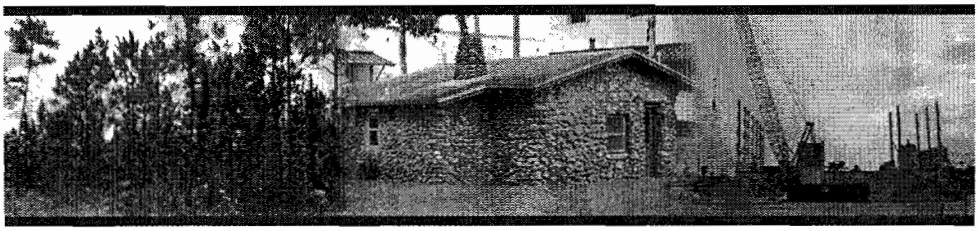
5. Project Management

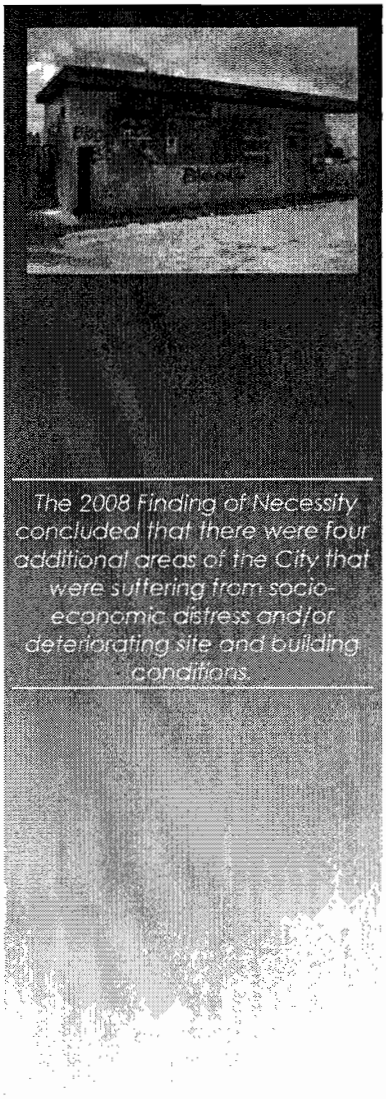
The City shall consider any reasonable request of the County with respect to implementing any plan of action related to the Plan. The City shall develop and monitor implementation schedules and timetables for all activities, and submit annual progress reports, as well as interim reports, to the County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

J. Affirmative Action

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

IV. Finding of Necessity for Redevelopment





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.

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.

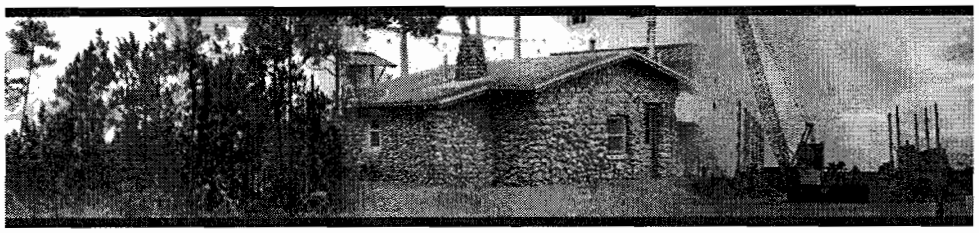
B. Expansion Areas

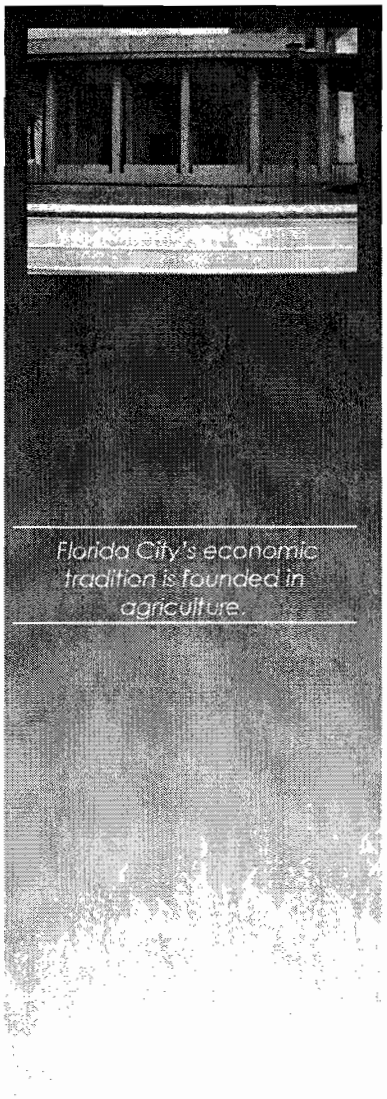
Based on initial field surveys and other relevant information, the CRA has determined that the original CR Area boundary should be expanded to include four Expansion Areas totaling 320 acres. The Finding of Necessity, adopted by City Commission Resolution 08-64 and included as Appendix II, finds that 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:

- High poverty rate
- Low income
- Shortage of quality affordable housing
- Low numbers of homeowners
- Overcrowding
- The existence of conditions that endanger life or property
- Faulty lot layout in relation to size, adequacy, accessibility, or usefulness
- Unsanitary or unsafe conditions
- Deterioration of site or other improvements
- High vacancy rates
- High incidences of crime
- Numerous Florida Building Code violations
- Diversity of ownership or defective or unusual conditions of title
- Governmentally owned property with adverse environmental conditions caused by a public or private entity
- No increases in the aggregate assessed values of real property for over 5 years
- Inadequate provision for ventilation, light, air, sanitation, or open space
- Defective or inadequate street layout, or other transportation facilities

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.

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

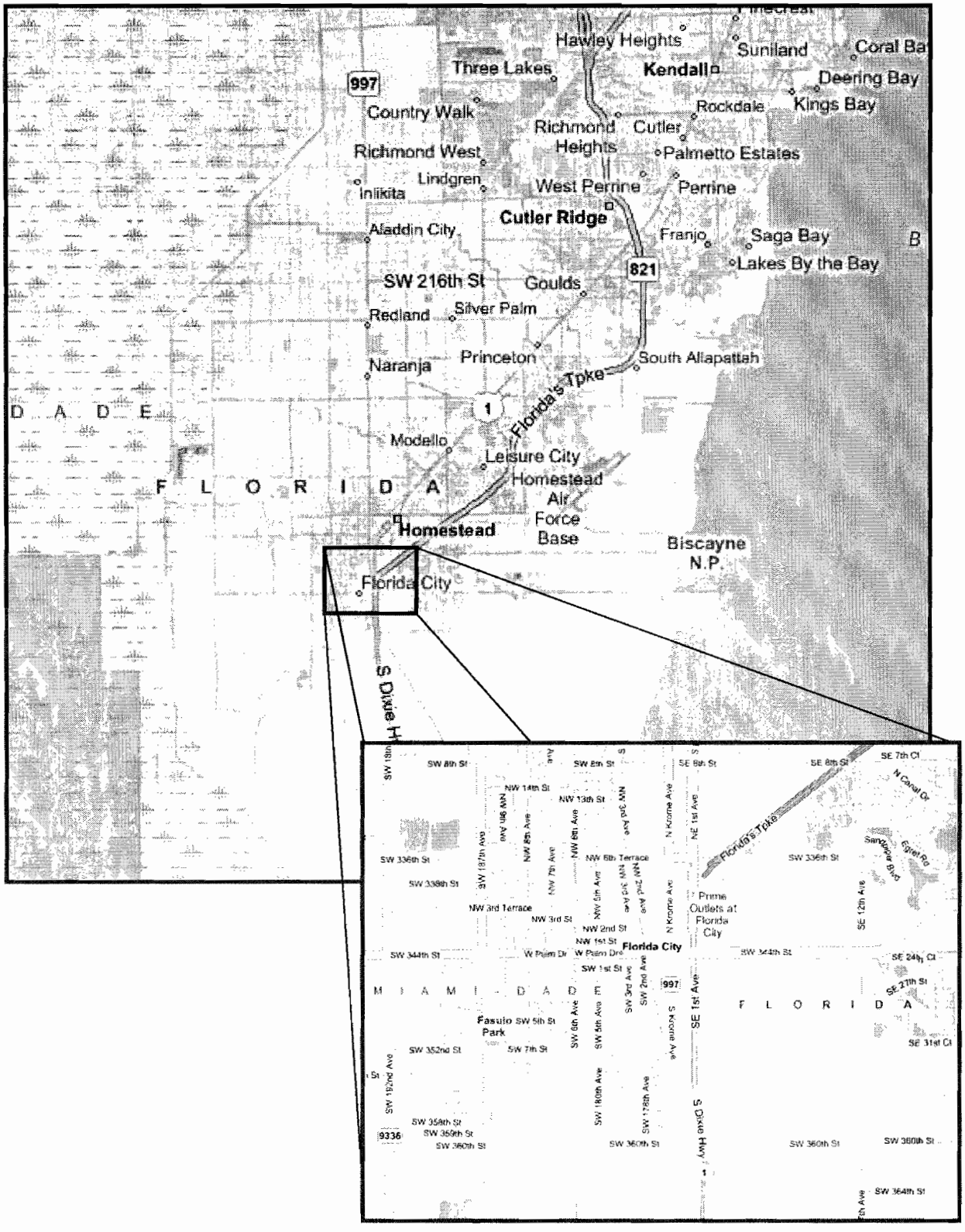


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Figure V-1

Regional Location Map

FLORIDA CITY CITY HALL

IPG ILER PLANNING GROUP

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Table V-2. Population by Race

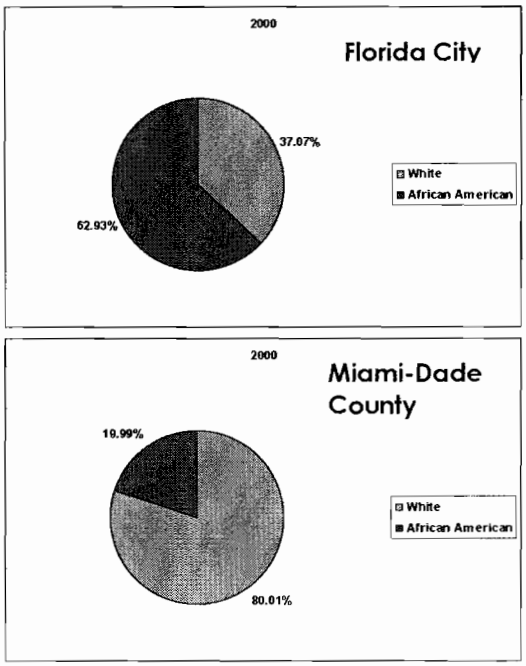
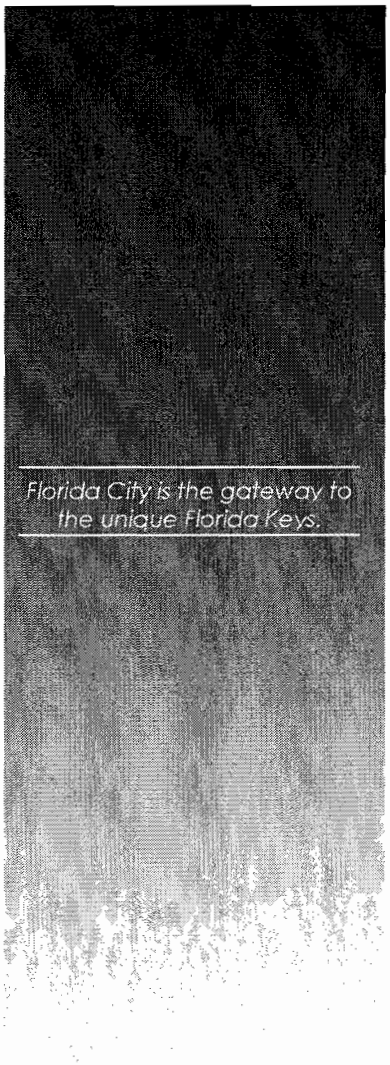


Table V-3. Household Income

Area	1990 Median	2000 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.

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

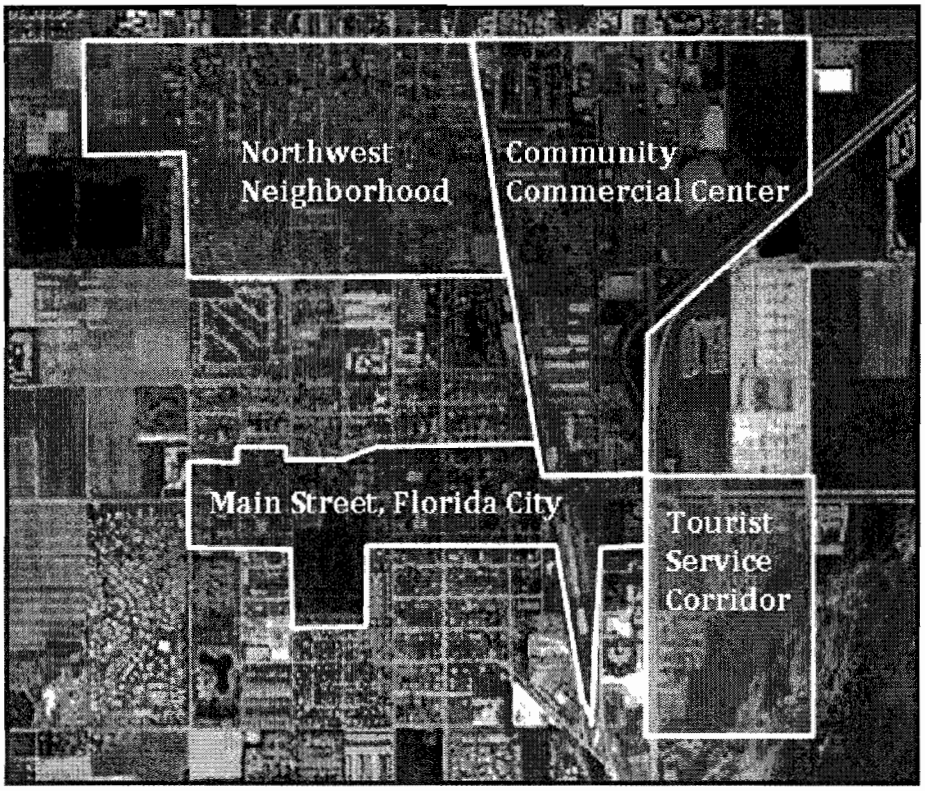
B. CR Area Description

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.

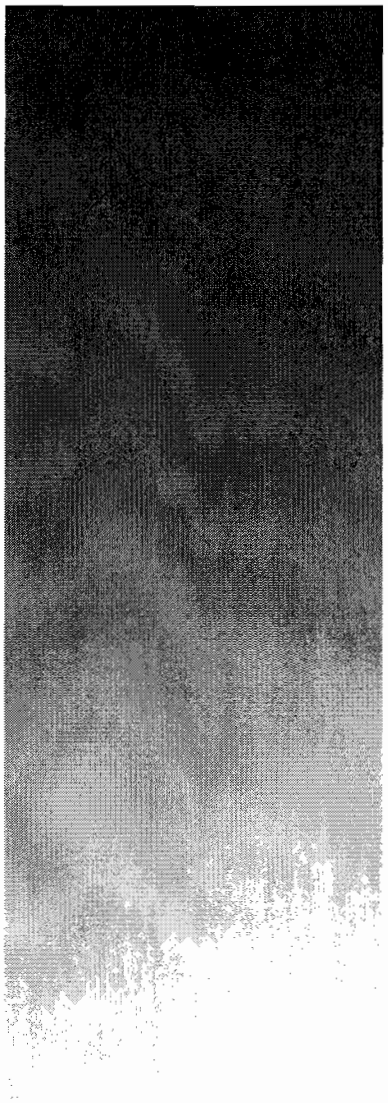
Figure V-2. CRA Sub-Areas



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.



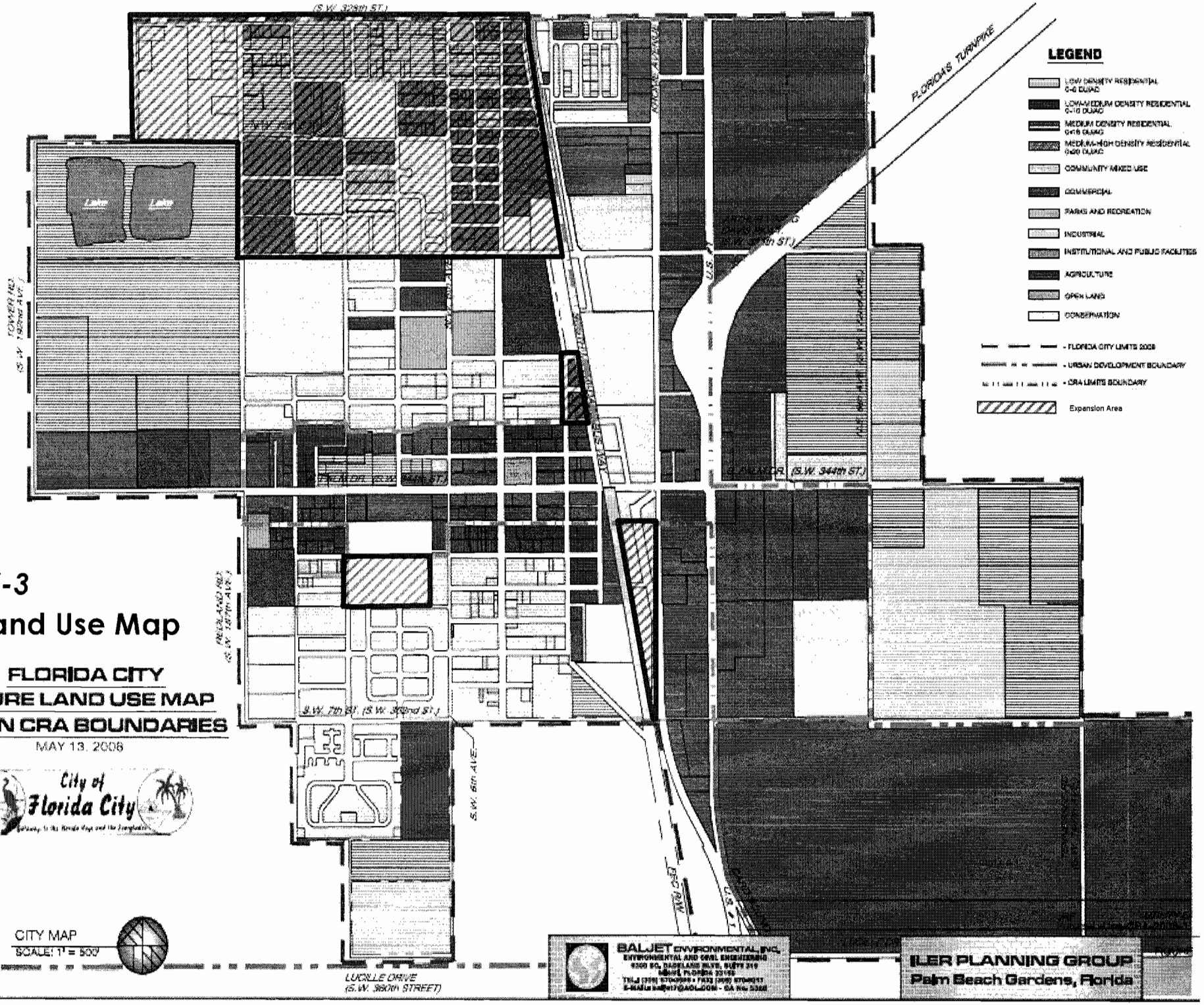


Figure V-3

Future Land Use Map

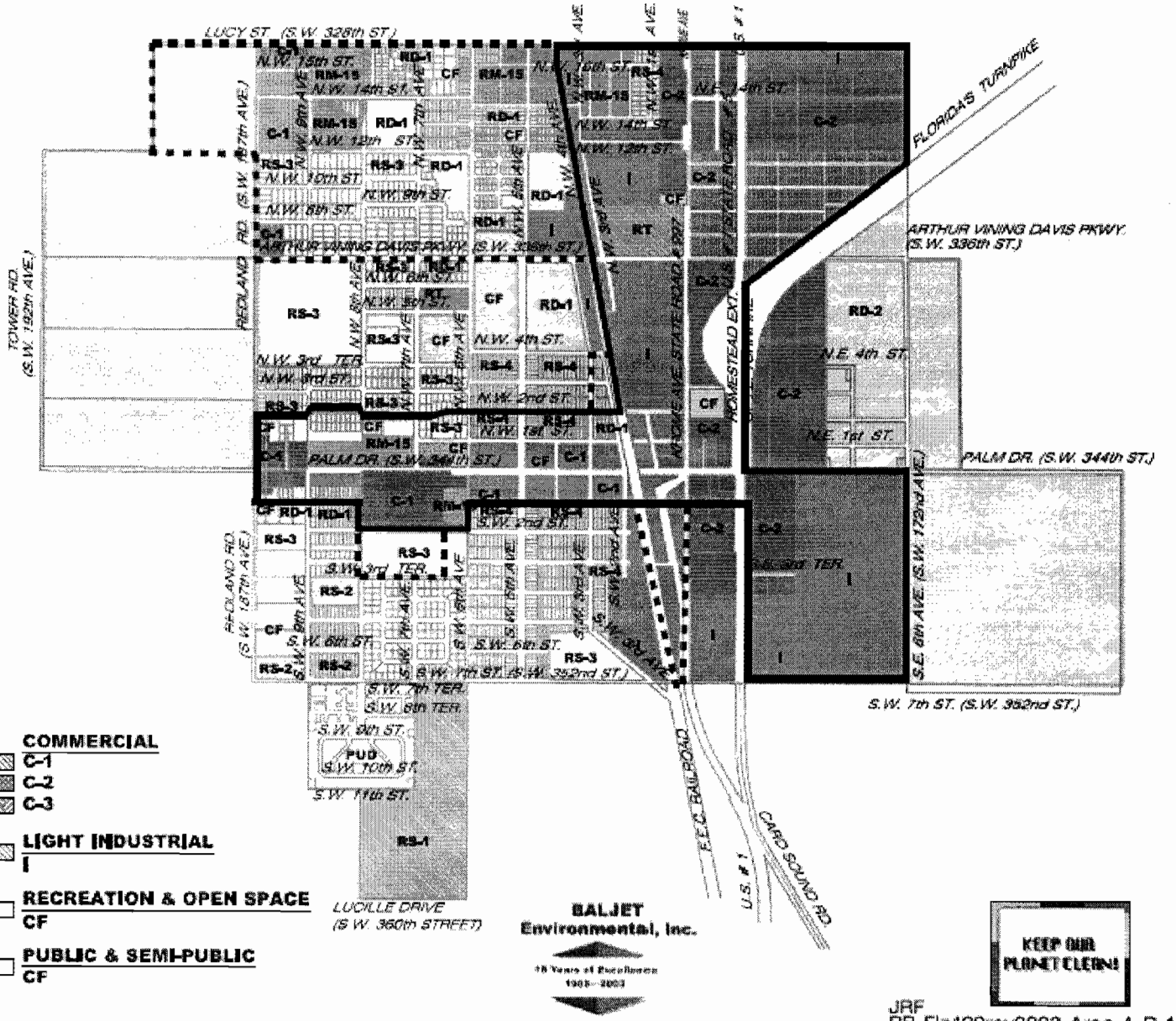
FLORIDA CITY
FUTURE LAND USE MAP
WITHIN CRA BOUNDARIES
MAY 13, 2008

City of Florida City

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

BALJET Environmental, Inc.

18 Years of Excellence 1985–2003

KEEP OUR PLANET CLEAN!

JRF
PB-Fl2499rev2003-Area-A-B-1

2003 ZONING MAP

City of Florida City
Gateway to the Florida Keys and the Everglades

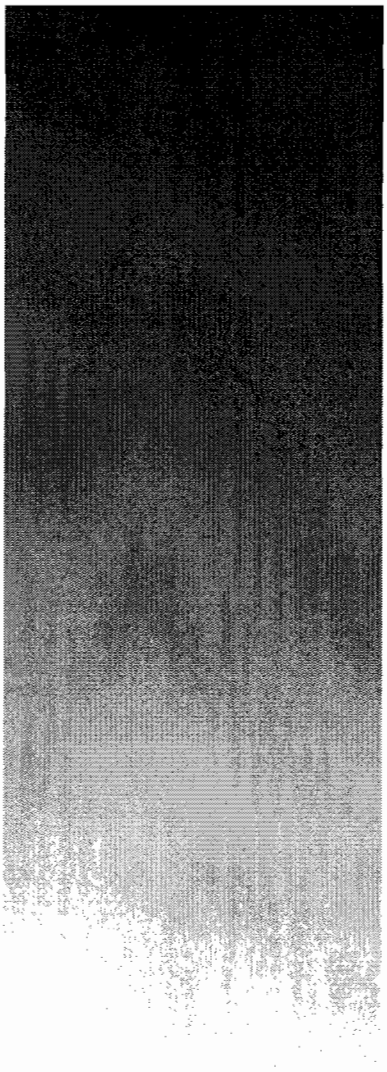
BALJET Environmental, Inc.
ENVIRONMENTAL AND CIVIL ENGINEERING
9300 SOUTH DADELAND BLVD., SUITE 310
MIAMI, FLORIDA 33156
Tel: (305) 670-3986 - Fax: (305) 670-8017
E-MAIL: BALJET7@AOL.COM - **CA No. 5388**

FIGURE

Table V-4. CRA Future Land Use

Land Use Category	Total Acreage	Total (%)
Low Density Residential0-6 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.

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

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.

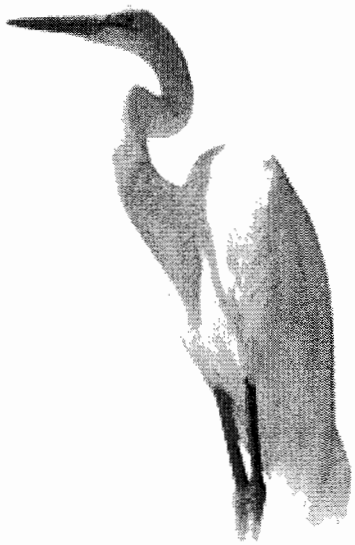
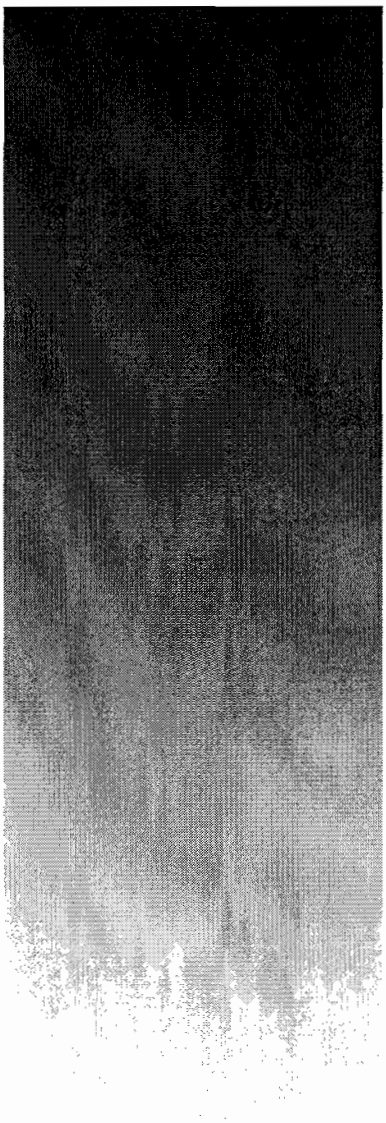


Table V-6. Zoning Standards

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

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.

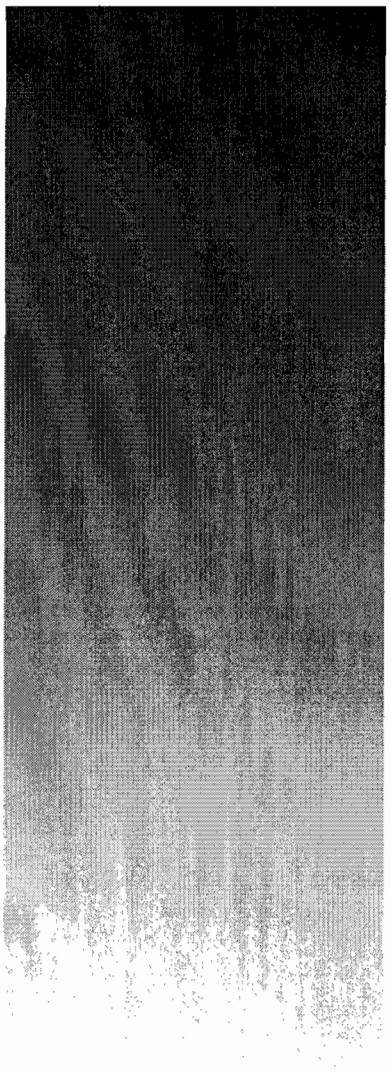
Economic data from the 2000 Census was collected and analyzed. Data gathered showed that Florida City is a city whose population is economically challenged and falls behind Miami-Dade County in most measures of economic health. As Table V-7 illustrates, only 50.5% of the population 16 years and over 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.

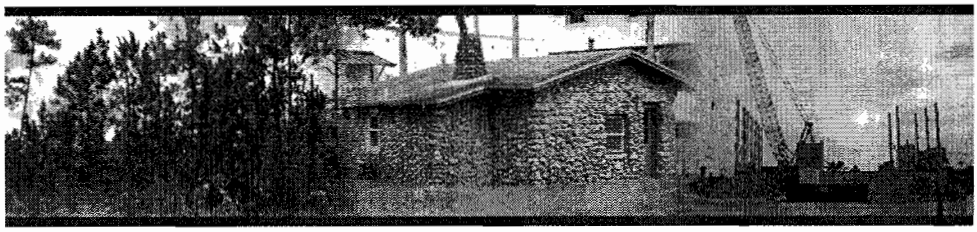
Table V-7. Florida City, Economic Indicators

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



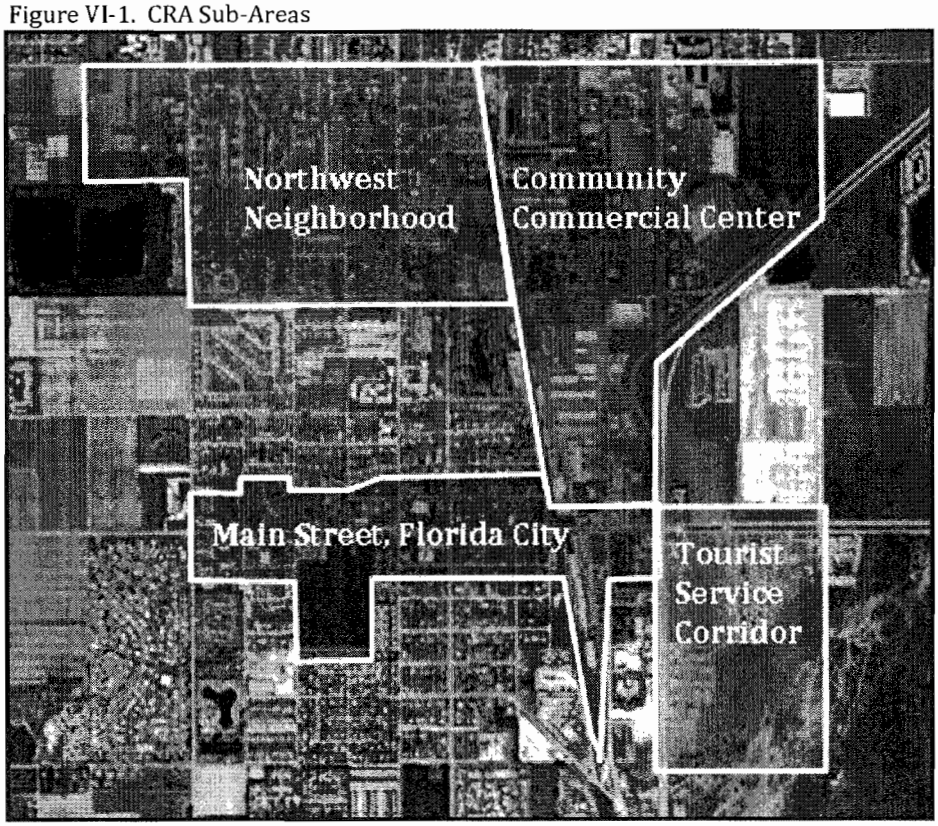
VI. Constraints and Opportunities



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

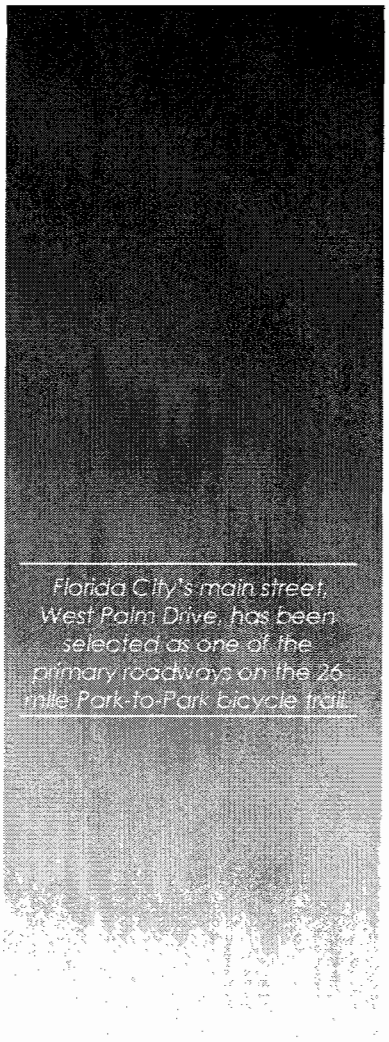
The Northwest Neighborhood is bound on the north and south by Lucy Street and Arthur Vining Davis Parkway respectively, and is located generally between the Miami-Dade County Busway and Redland Road. There is an additional small area of land that extends west of Redland Road as illustrated in Figure 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

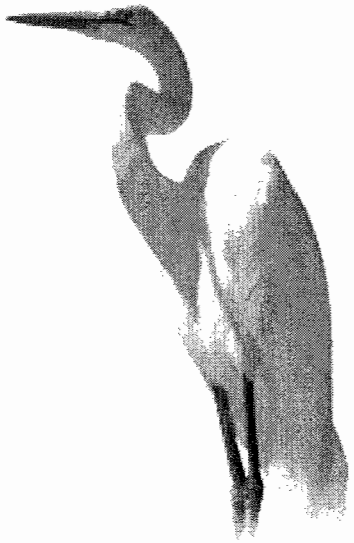


Florida City's main street, West Palm Drive, has been selected as one of the primary roadways on the 26 mile Park-to-Park bicycle trail.

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

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.

Several businesses in the "Tourist Corridor" serve the passerby tourist traffic.

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.

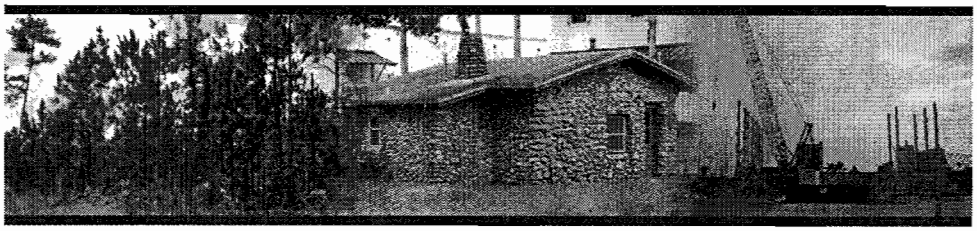
CONSTRAINTS

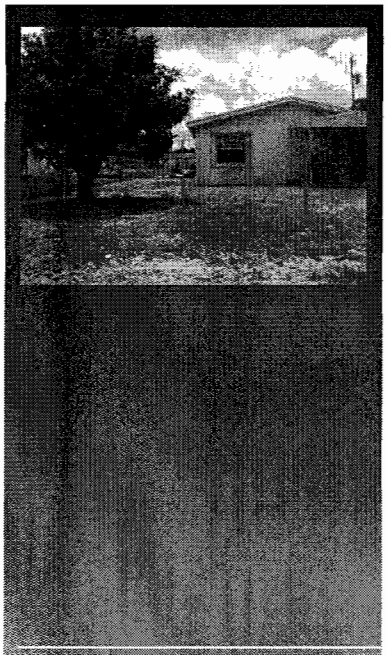
- Non-conforming land uses and zoning are prevalent
- Large parcels of vacant property
- Poor access to interior parcels
- Roadside signage is unattractive and uncoordinated
- Environmental resources in the interior may hinder development

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.

VII. CRA Affordable Housing Policy Statement





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

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

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.

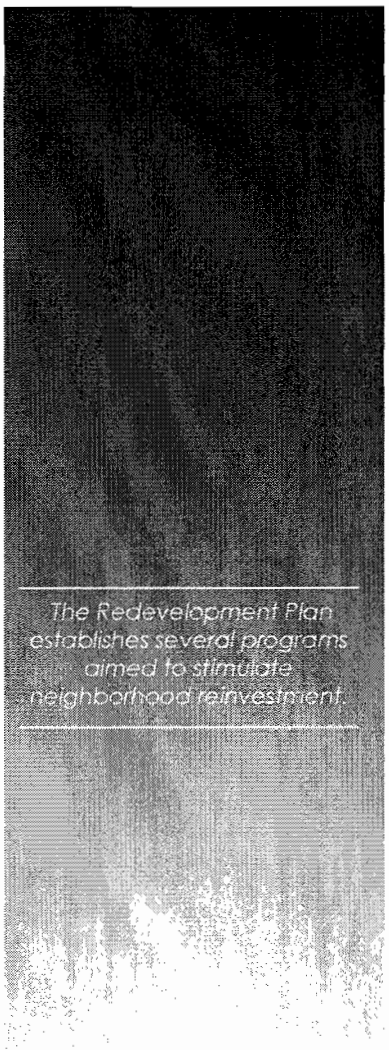
HE Policy 3j: The City shall encourage the creation of non-profit organizations to develop affordable housing, as well as encourage the creation of community land trusts.

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.



B. Strategy

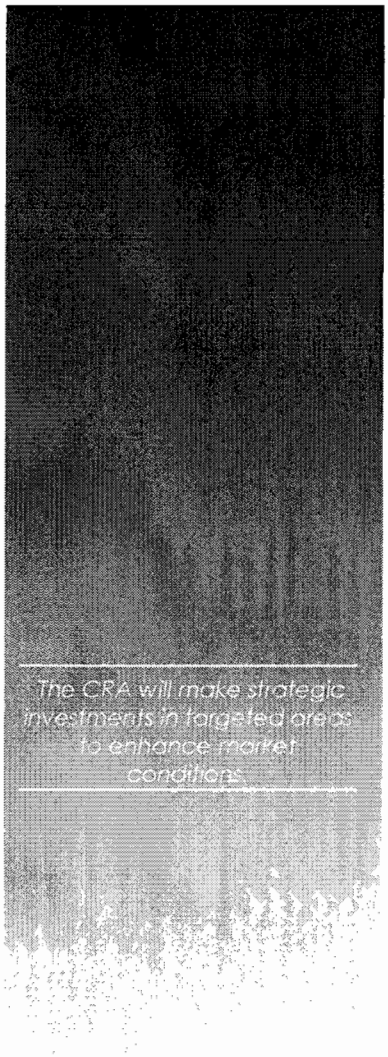
The impetus for the creation and expansion of a CRA is to re-energize the commercial and residential districts, revitalize deteriorated neighborhoods, create jobs, reduce crime, improve the appearance of the area, and enhance the quality of life for those who live in and around the CR Area. Programs

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

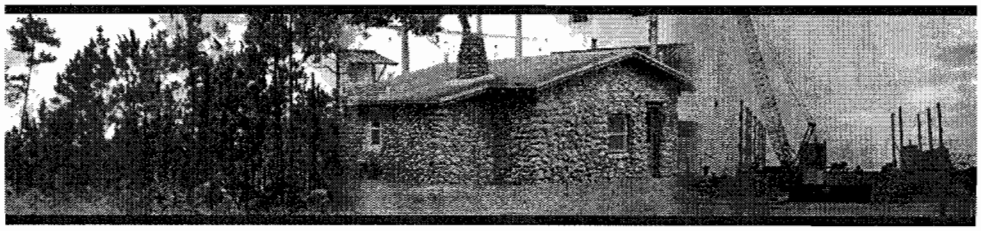
The CRA cannot achieve revitalization alone. The CRA can however make strategic investments in targeted areas that will enhance market conditions, present options to attract private investment and serve as a catalyst to leverage private funding in the area. All projects funded by the CRA must possess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

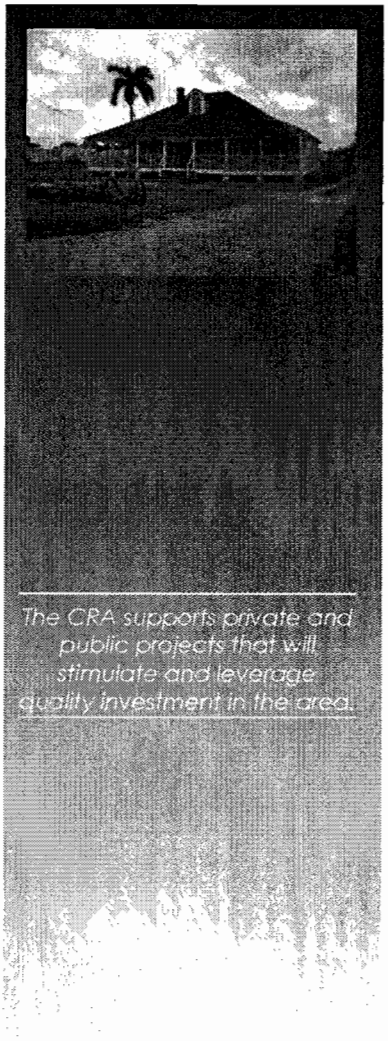
This redevelopment plan offers many policies, programs and projects that are planned in order to achieve the redevelopment goals of the CRA including:

- Housing Infill;
- Housing Rehabilitation/Replacement;
- Sewer Line Hookup;
- Paint Up/ Fix Up;
- Community Policing;
- Foreclosure Avoidance and Remediation; 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.

VIII. Goal, Objectives and Policies





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

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

Objective1: 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.

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.

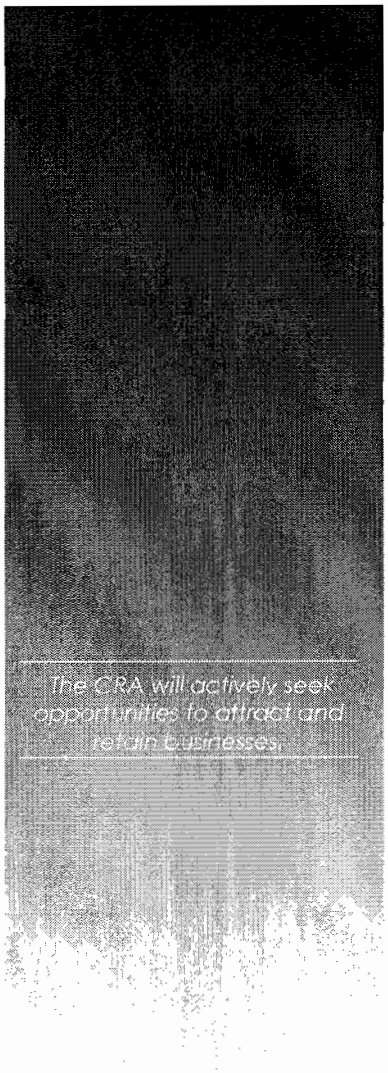
Policy 2.5: Seek the assistance of regional, County, and State economic development agencies to enhance the job creation potential of the CR Area.

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

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.

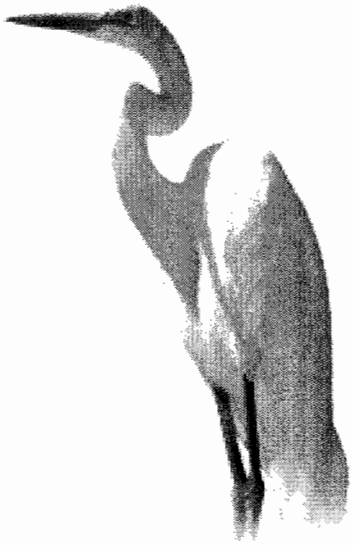
Policy 4.4: Encourage the redevelopment and expansion of employment and housing opportunities for low, very low and moderate income residents within the CR Area.

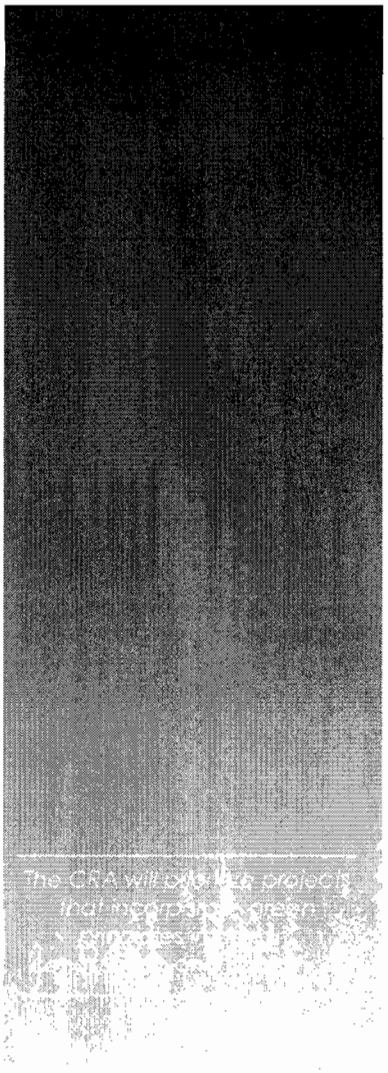
Policy 4.5: Coordinate with new businesses and job training programs in order to prepare residents for jobs created within the CR Area.

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.

Policy 4.8: Participate in foreclosure avoidance assistance and be involved in remediation involving structures that have been the subject of foreclosure actions and have been abandoned or allowed to deteriorate by their owner/mortgage holder





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.

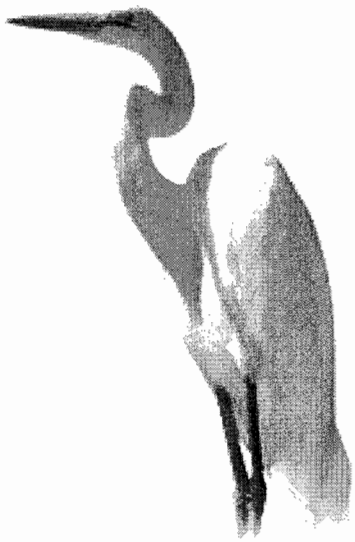
Policy 5.5: Coordinate with Miami-Dade Solid Waste Authority to ensure recycling is provided to all residents and businesses within the CR Area.

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.

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.

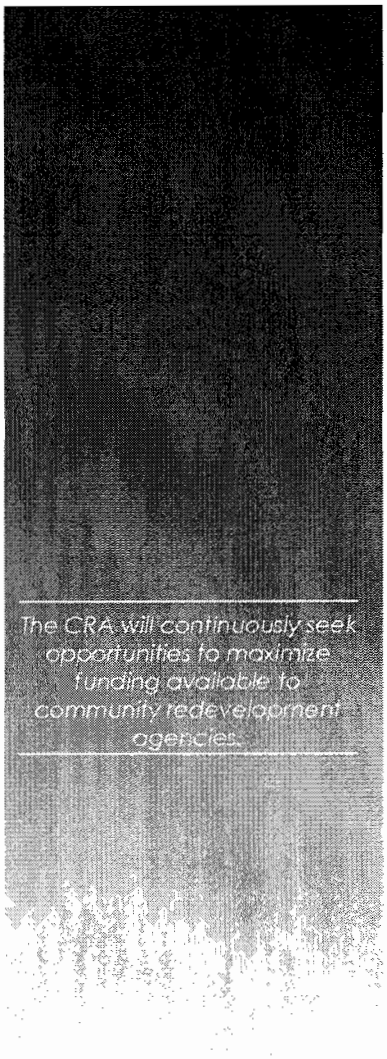
Policy 8.3: Pursue all opportunities to maximize funding sources available to community redevelopment agencies (grants, loans, bonds, tax credits, subsidies, etc.) that benefit the CRA.

Policy 8.4: Actively pursue "Quick Victory" projects to increase public awareness and support.

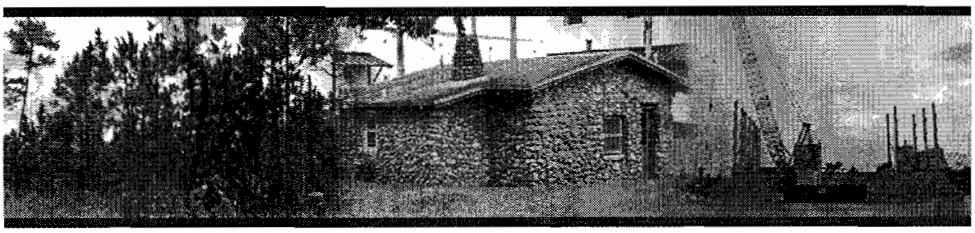
Policy 8.5: Ensure that administrative initiatives are consistent with City's comprehensive planning and economic development strategies.

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.



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

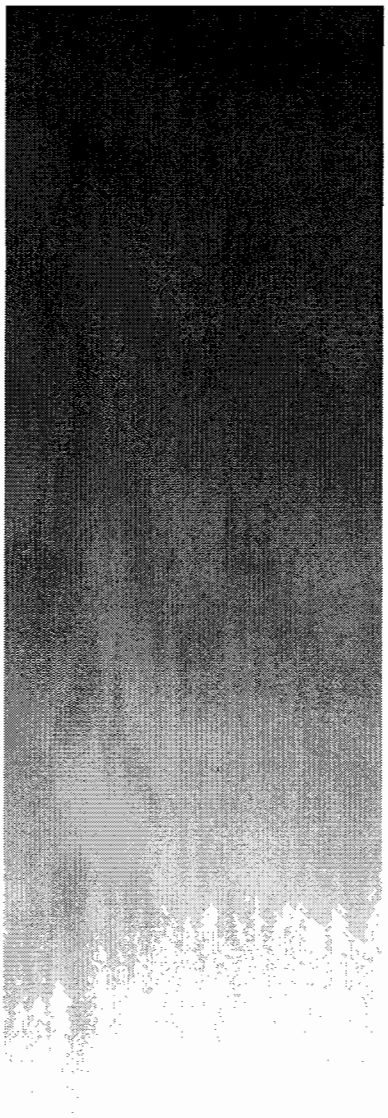
"Target Areas" are those areas that are in most need of revitalization and require aggressive implementation of specific programs and projects. In addition to the improvements listed in the description, storefronts in these areas will also receive priority for façade renovation funding described in Chapter 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.

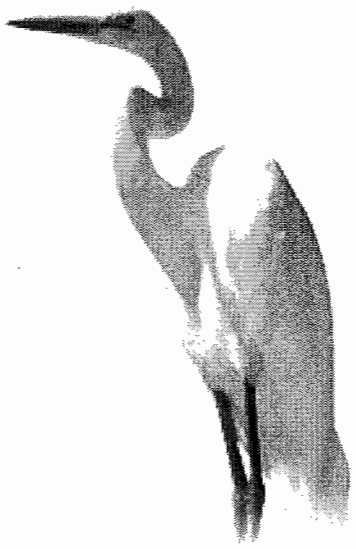


3. Lucy Street and 7th Avenue

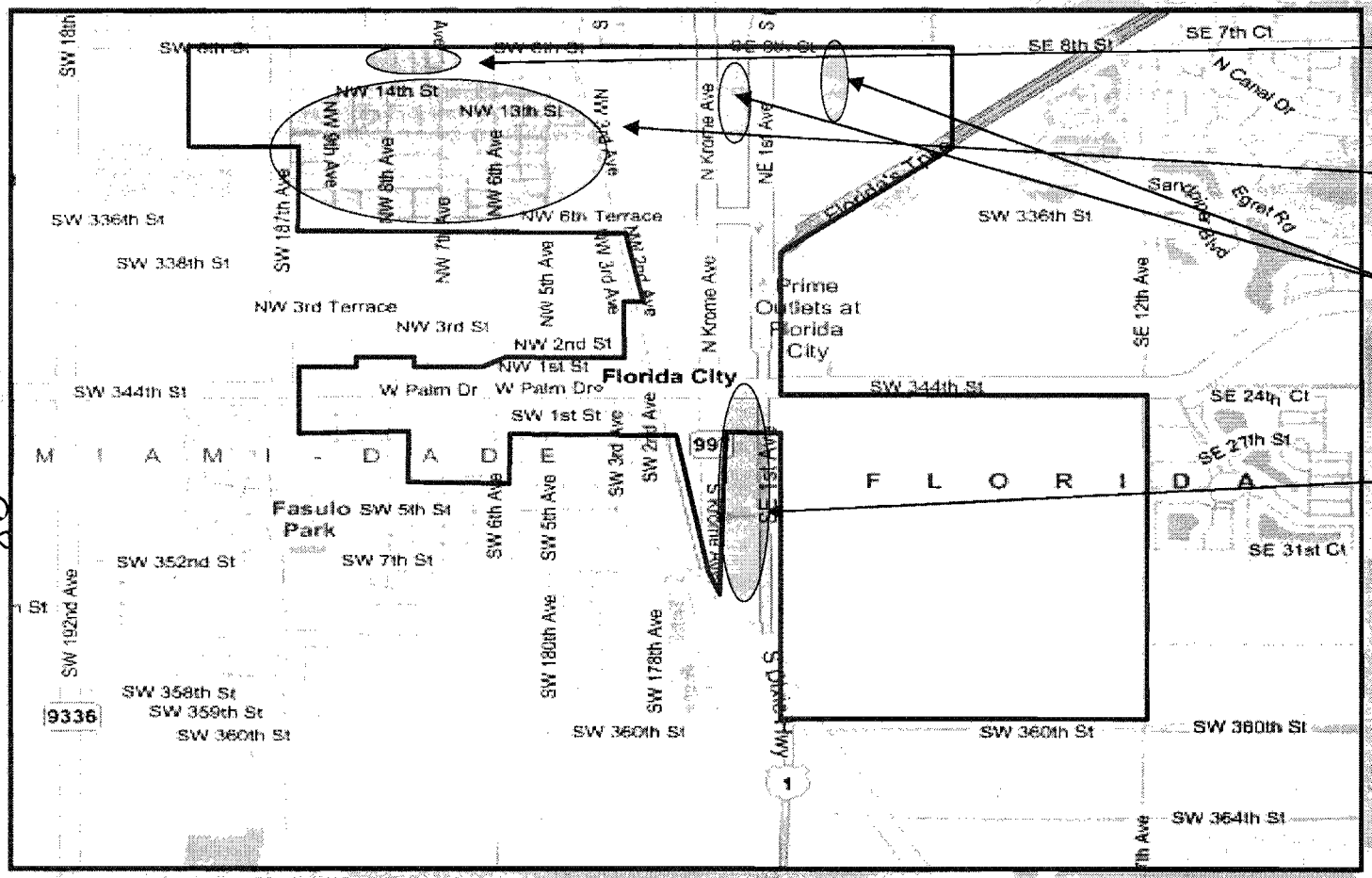
This area, known historically as the "snake pit," represents the residential part of the CRA with the most immediate need for redevelopment. The area is located along the south side of Lucy Street between 7th and 8th Avenues. In this relatively small area most of the buildings are partly or completely 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

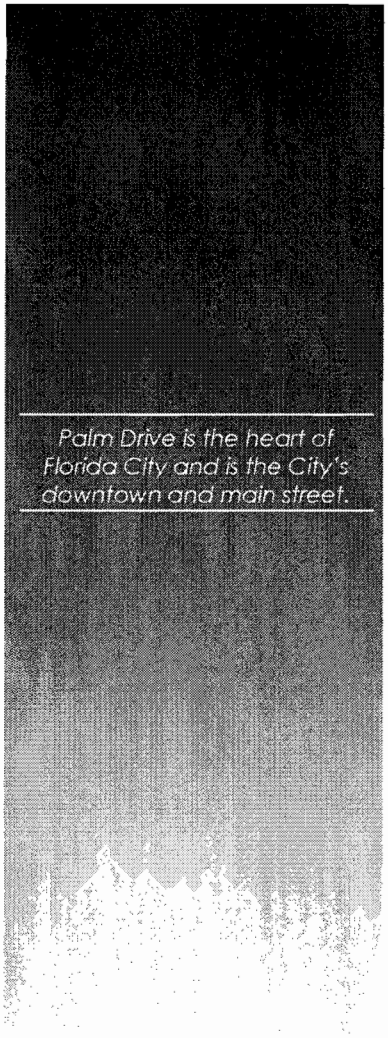
N. Commercial Gateways

South Krome Industrial Wedge

Figure IX-1

Target Areas

Florida City



B. Target Corridors

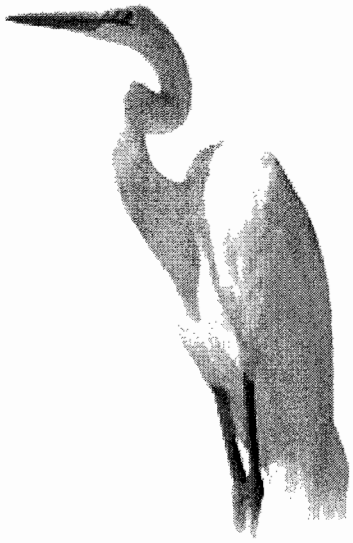
This section identifies the corridors in the CRA that have a high concentration of deteriorating infrastructure, building conditions, and streetscapes. These corridors also have underutilized properties that if left unaddressed, will continue to deter investment in the area. Improvements to these corridors 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.

4. 12th Street Industrial Corridor

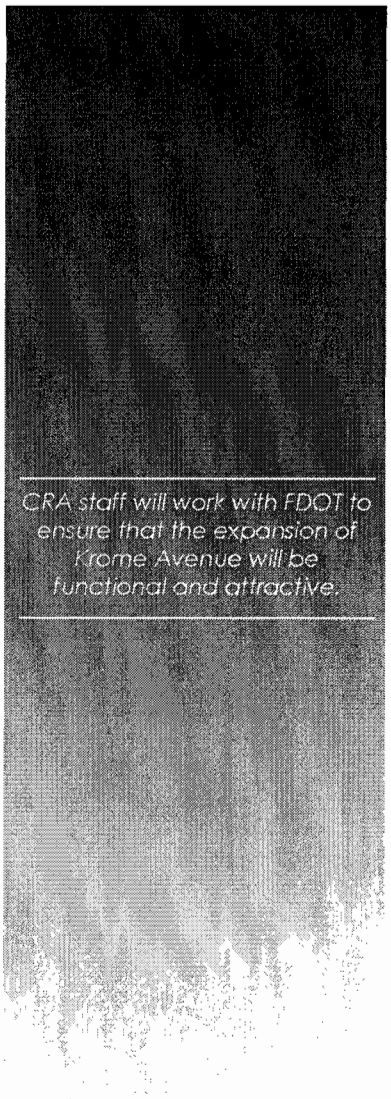
The oldest industrial area in the City is NW 12th Street between Krome Avenue and the Busway. This industrial street has only a few stand-alone industrial businesses. Most of the buildings are row warehouses/storefronts averaging about 1,000 square feet per unit. Many of the storage units have been rented 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

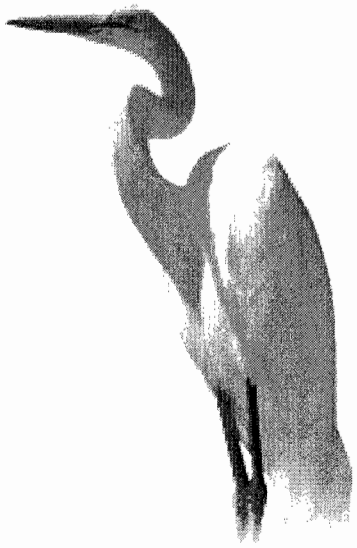
NW 3rd Avenue is a deteriorating industrial corridor that requires investment. Flex office space, self-storage and rock-cutting businesses are the predominant uses in the area. The area is adjacent to the NW 12th Street industrial corridor and should be considered for similar upgrades as those planned 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

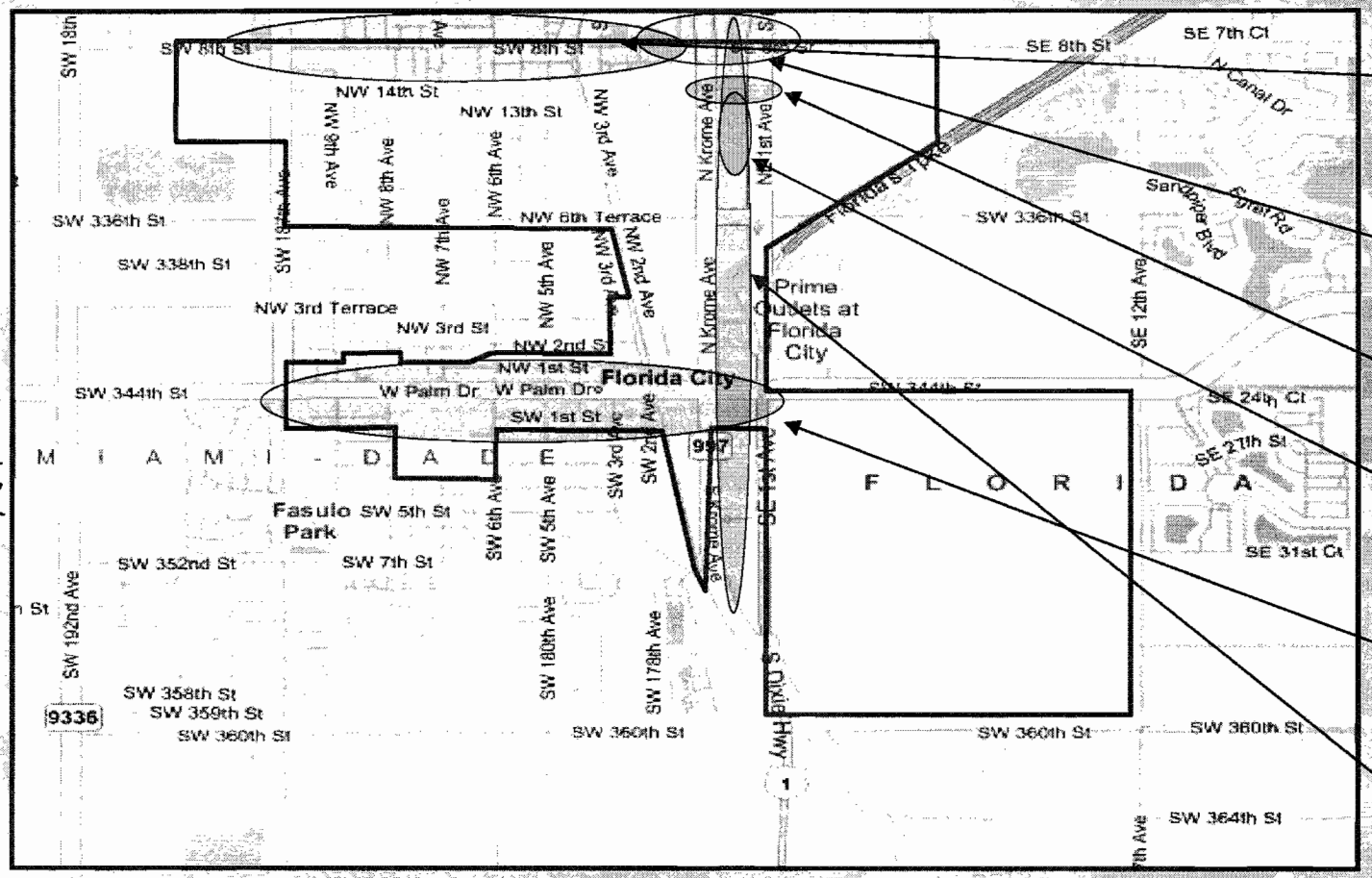
The Florida Department of Transportation has design plans ready to expand Krome Avenue from two to four lanes between Lucy Street south 1.5 miles to the point where Krome and U.S. 1 merge. Over half of the linear construction will occur within the CR Area. CRA staff is actively coordinating with FDOT 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

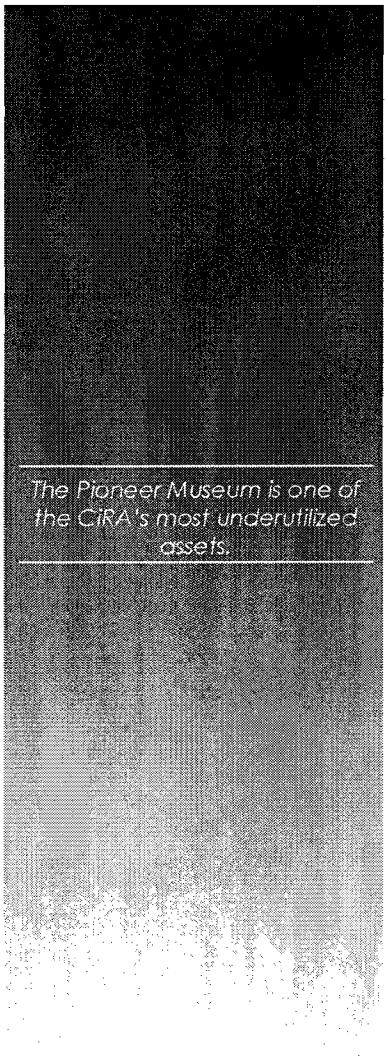
Target Corridors

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



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

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.

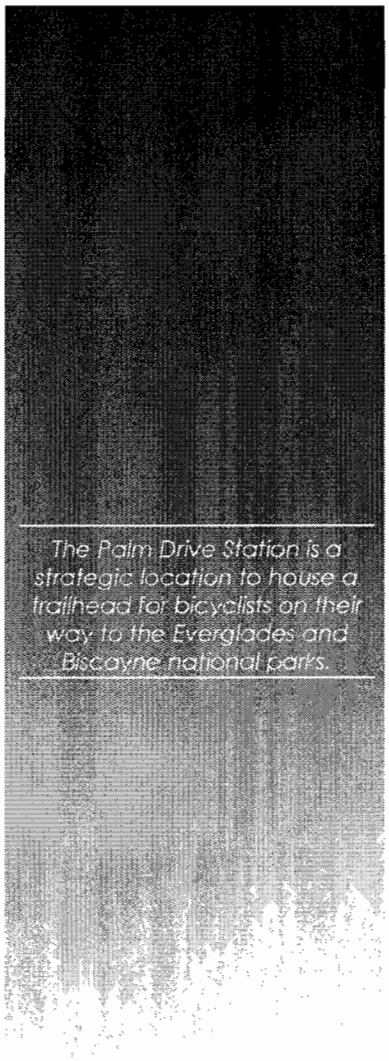
The deed to the Farmers' Market property owned by that State contains a "reverter" clause. Should the property cease to be used as a State farmers' market, it will revert to the City of Florida City.

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.



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

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.

Demonstration Projects

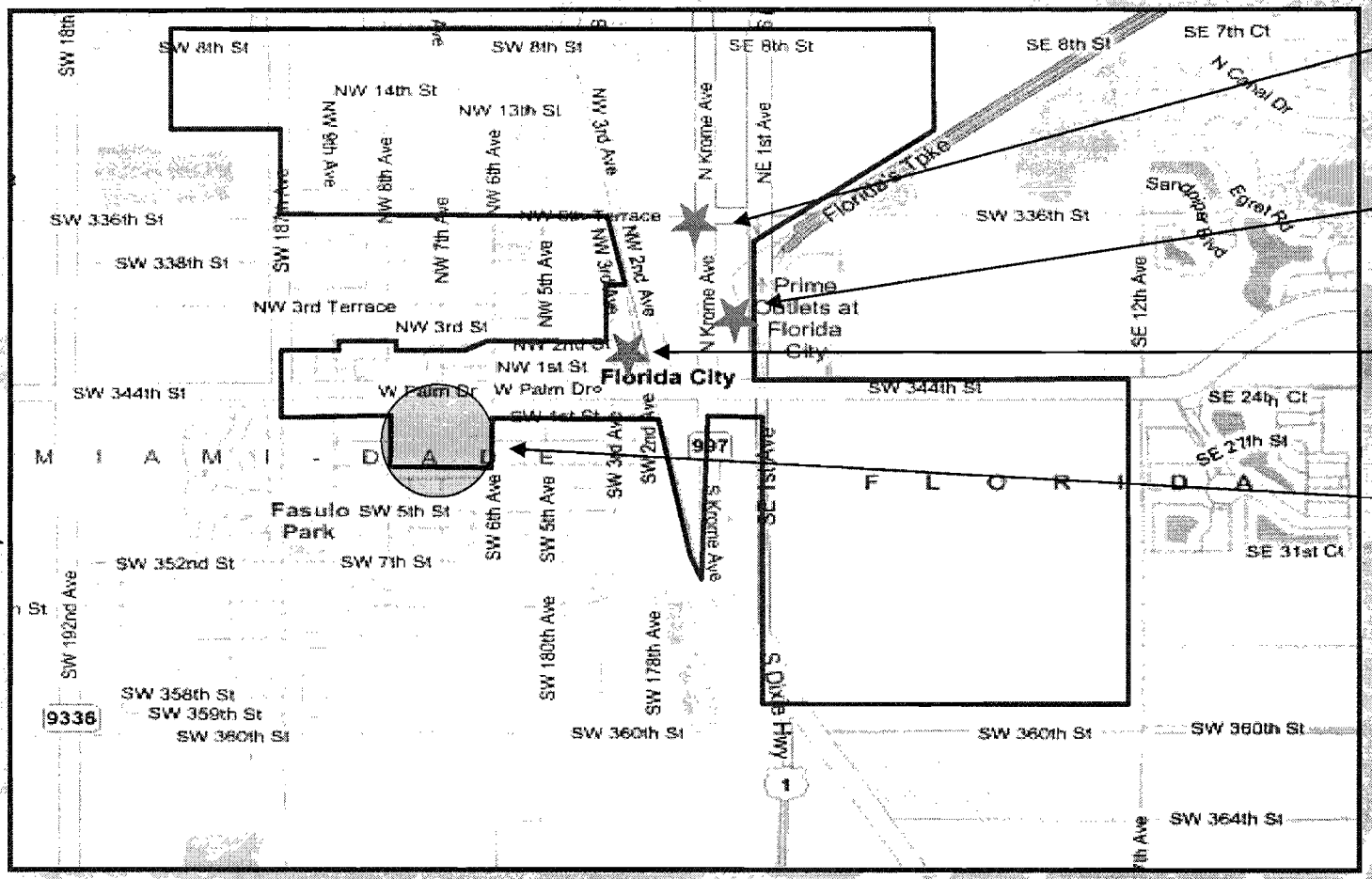
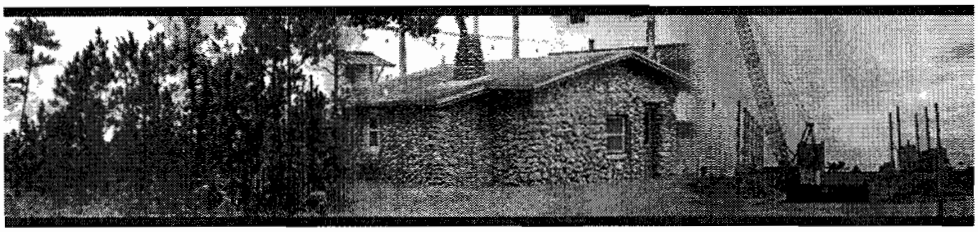
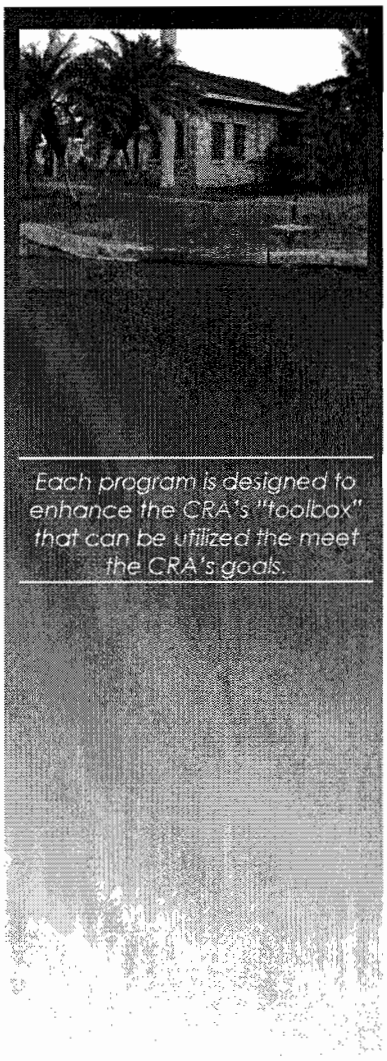


Figure IX-3
Demonstration Projects

X. PROGRAMS





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

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

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.

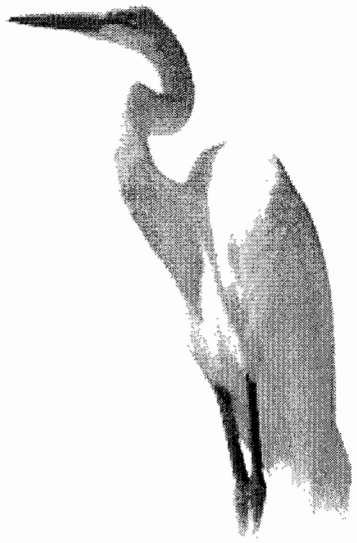
3. Small Business Capital

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.

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

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.

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

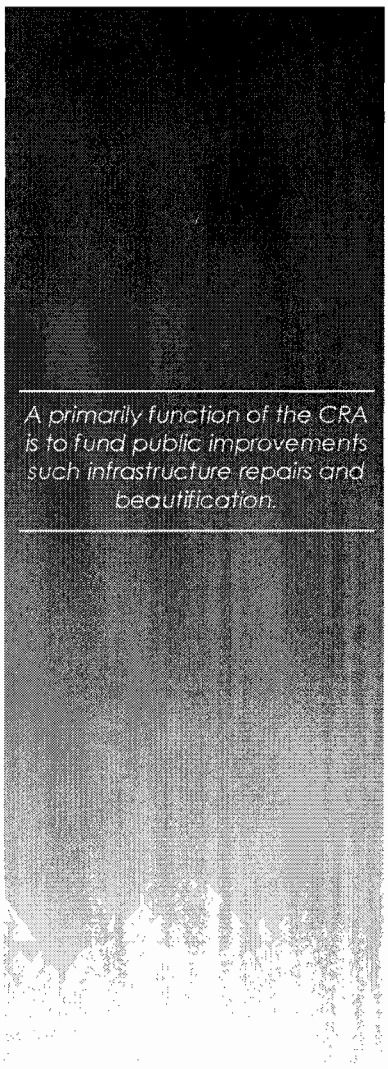
The CRA may provide streetscape improvements to create welcoming and attractive commercial and residential corridors. These amenities could include, but are not limited to pavers, benches, shade trees, landscaping, bicycle racks, gazebos, lighting, signage, trash receptacles and other aesthetic improvements.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

3. Public Art

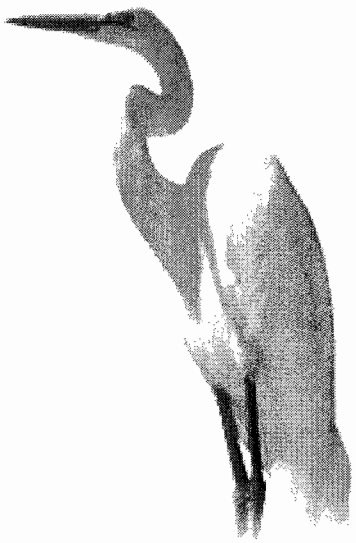
Integrating public art into development areas improves the image of Florida City, contributes to the interest and "walkability" of an area, and enhances the visual landscape of neighborhoods and commercial corridors. The CRA may work with the public and private sectors to integrate public art into the 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 primarily function of the CRA is to fund public improvements such 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:

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

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.

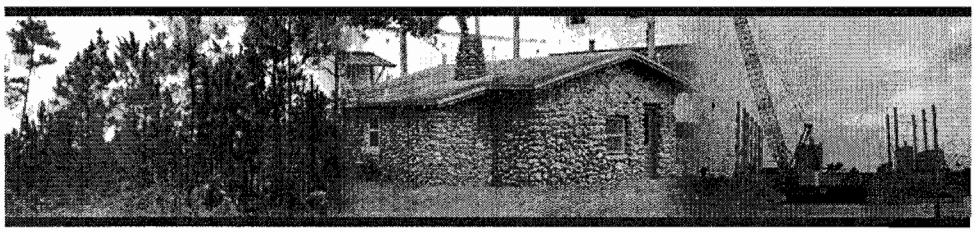
F. Implementation

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



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

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-

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.

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

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.

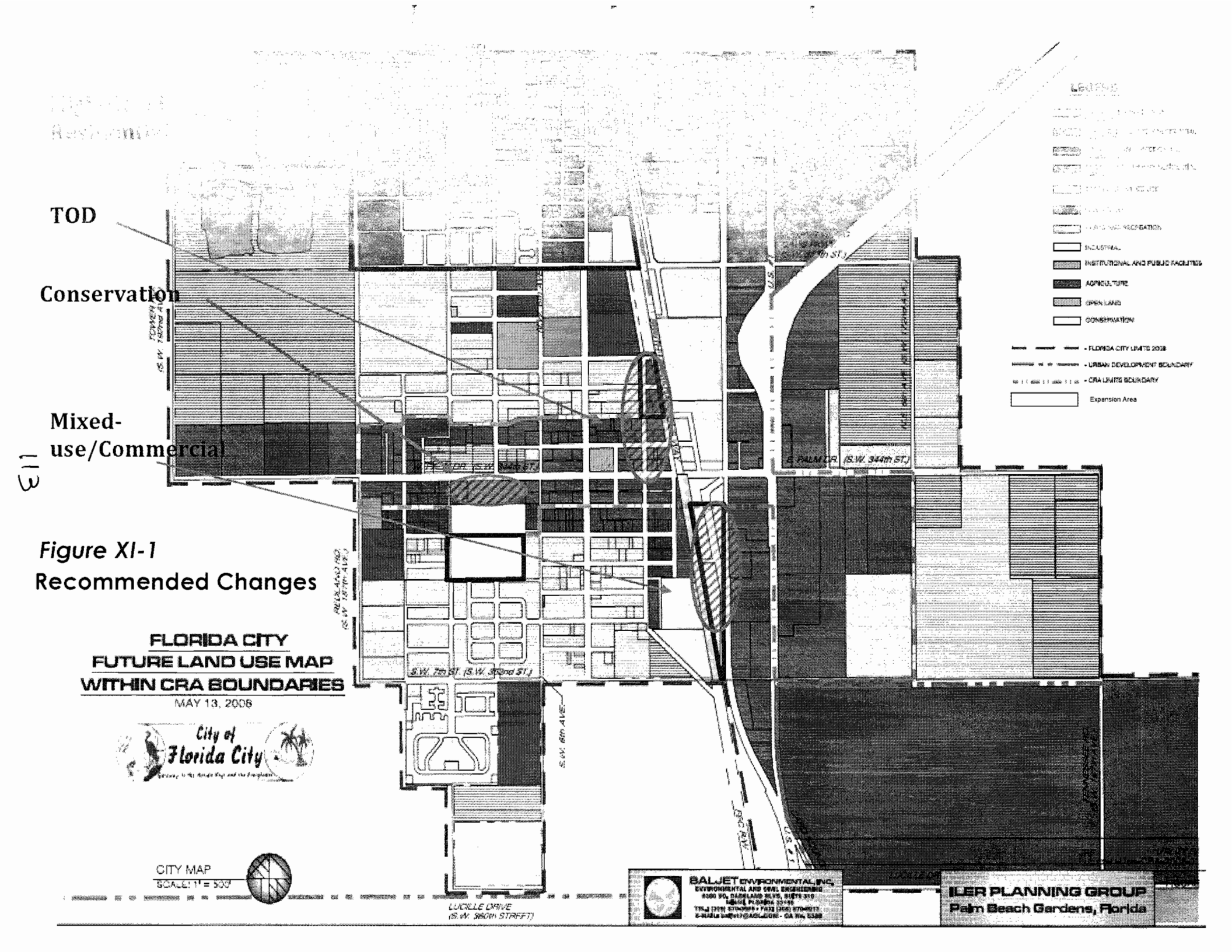


Figure XI-1
Recommended Changes

IPG ILER PLANNING GROUP

CRA Boundary

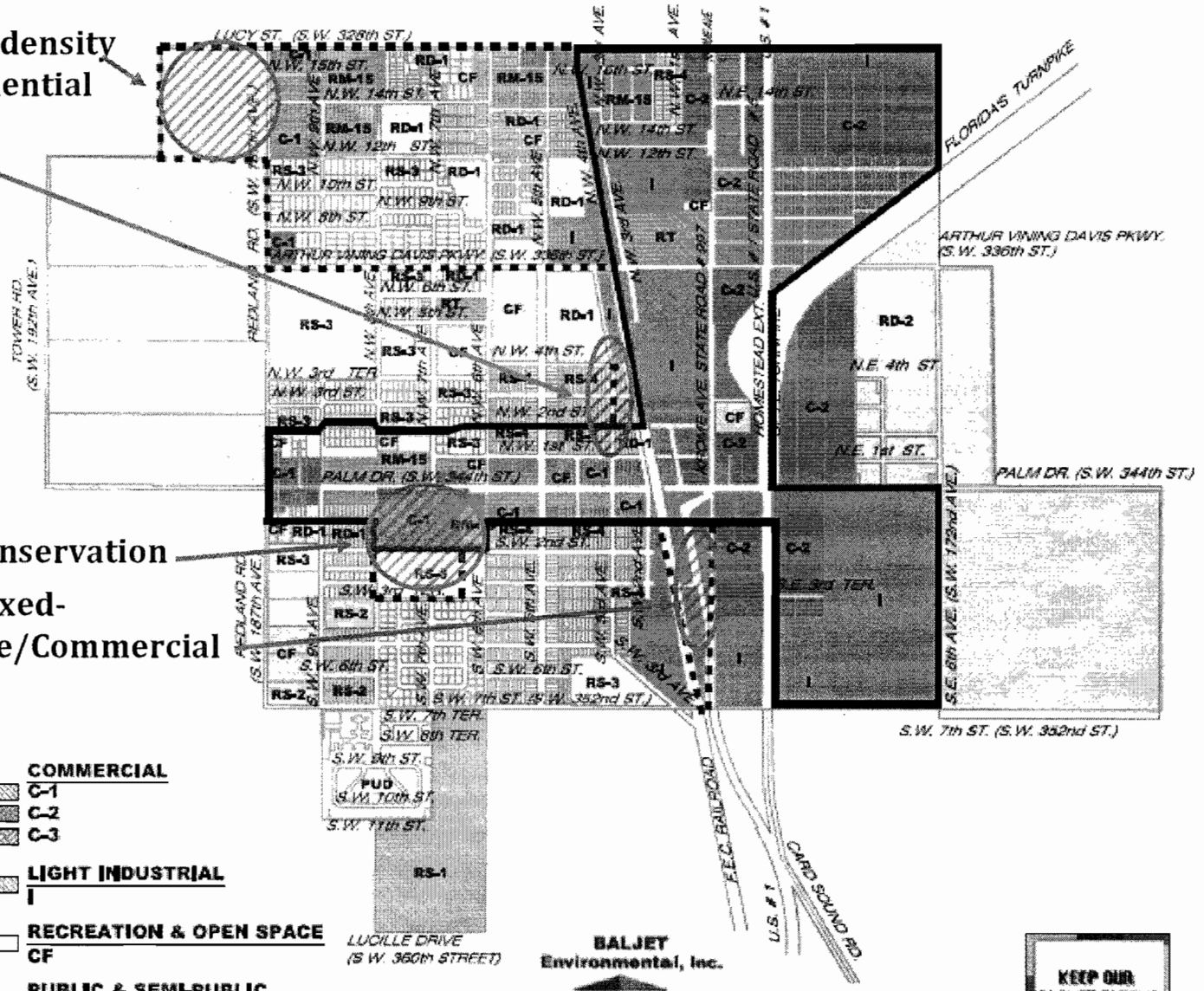
CRA Expansion Areas

High-density Residential

TOD

Conservation

Mixed-use/Commercial



CITY MAP

SCALE: 1" = 2000'

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

BALJET Environmental, Inc.
18 Years of Excellence
1985 - 2003

KEEP OUR PLANET CLEAN!

JRF
PB-F|z499rev2003-Area-A-B-1

2003 ZONING MAP

Figure XI-2
Recommended Changes

City of Florida City
Gateway to the Florida Keys and the Everglades

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ENVIRONMENTAL AND CIVIL ENGINEERING
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E-MAIL: BALJET7@AOL.COM - **CA No. 5388**

FIGURE

XI. Financial Program

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

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 typically 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 values over the 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 outlined, 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 performed well in providing full TIF funding.

Projecting TIF Revenues: How TIF Works

Current 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

Current Year Total Taxable Value 2008	-	Base Year Total Taxable Value (1995)	X	(County UMSA & City Tax Millage)	X (95%)	=	Annual Florida City TIF Revenue

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 meet 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

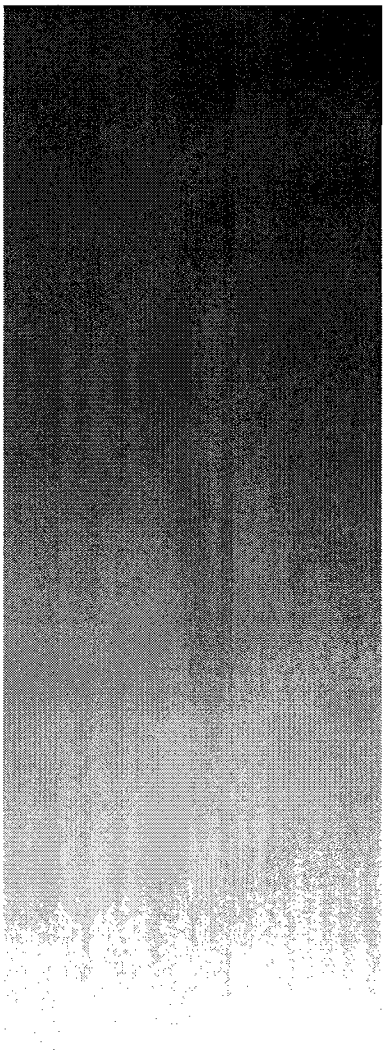
unexpectedly put on the market and poses the potential to further the CR Plan or to incentivize an advantageous development opportunity.

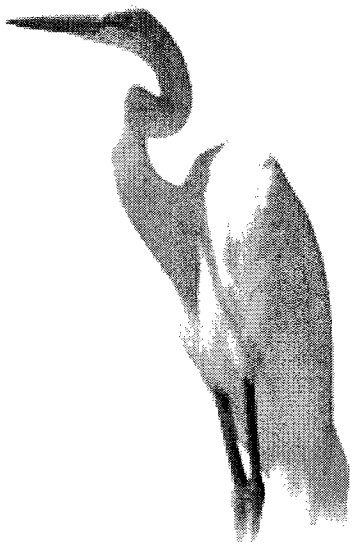
Table XII-1. Projected CRA Revenues from TIF

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.





	Taxable value	Tax Roll 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 Milliage	County Milliage	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

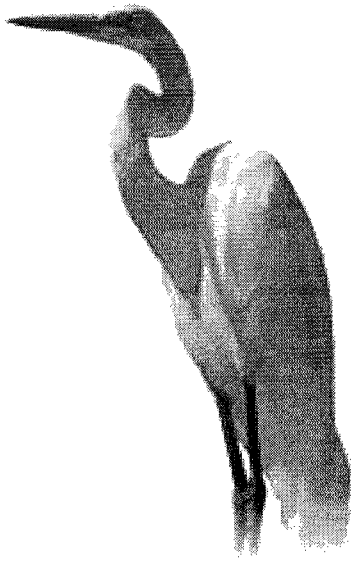
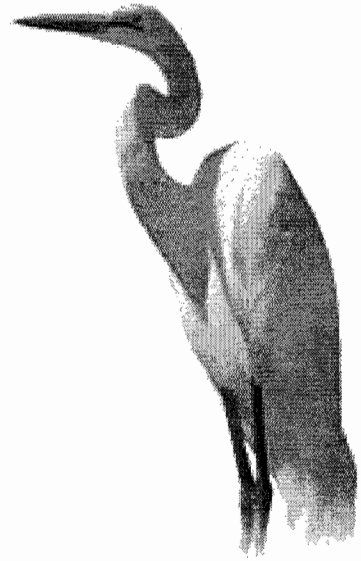


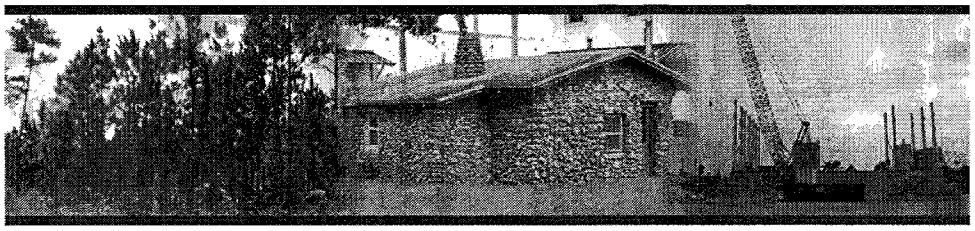
Table XII-4. Master CRA Ten Year Improvement Plan

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 7th 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
12th Street Industrial Corridor	$500,000						$500,000
NW 3rd 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



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

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.

B. Termination of Tax Increment Programs

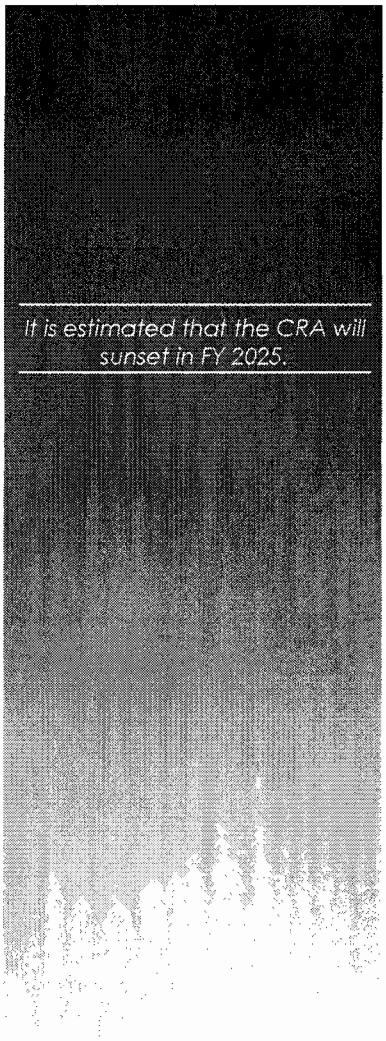
The Future Action Plan should also include a projection of tax increment collections during the next five years. If the review shows that the amount of funds needed in those five years would be less than anticipated revenues, the review should address earlier initiation of later year activities or prepayment 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.

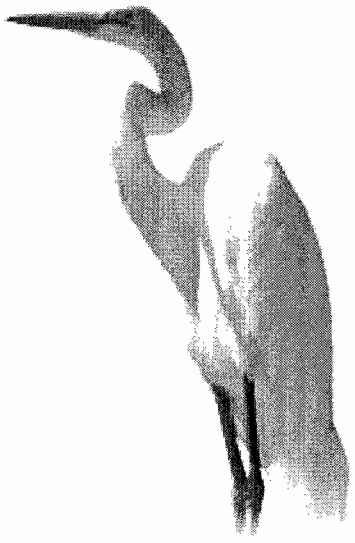
If at any point the implementation of this CR Plan is accelerated to a point that it appears TIF collections will regularly exceed funding necessary for on-going projects, staffing and debt service, a review should be undertaken to determine if the programs/projects outstanding still require funding 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

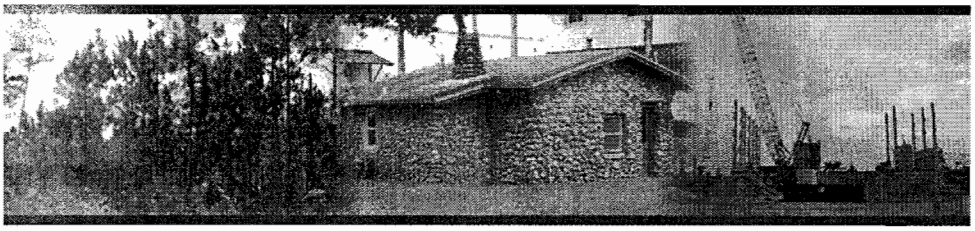
The completion of the CRA's work and the subsequent end or "sunset" of the CRA will either be based on the end of its 30 year life cycle or the completion of all anticipated projects, the substantial advancement of goals, meeting the objectives of the described programs, and the repayment of any and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

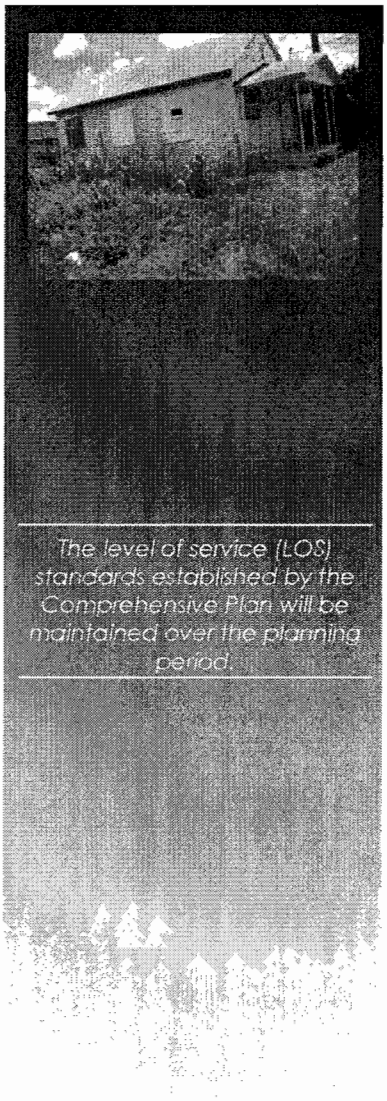
If prior to the end of initial 30 year contemplated life, the County and the City agree on the necessity for the extension of the life of the CRA for some pre-determined period, the CRA should continue to exist at some level. This extension may be agreed upon to provide for certainty of bonding repayment, 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.





XIV. Neighborhood Impacts





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

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.

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

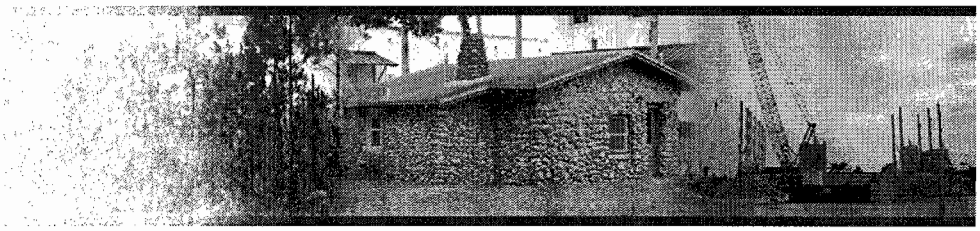
Some new housing units may be built in the CR Area as a result of the CRA programs. Depending on the type and nature of housing, the potential exists for a small number of school children to be added to the enrollment of Florida City Elementary School, Homestead Middle School and Homestead High School, 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 CR Plan is to June 2025.

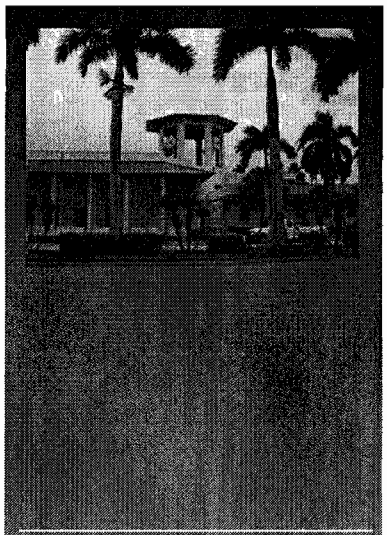
The CR Plan may need to be amended in order to maintain its relevance; to respond to new opportunities and changed market conditions as they emerge; to serve new CR Areas; and to provide additional specificity as projects, tax increment revenues and expenditures are identified in more detail over time.

Amendments to the CR Plan can only be made by the CR Board with approval of the governing body of 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 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 may be advisable if there is any question relative to an amendment's consistency with the City of Florida City's Comprehensive Plan. Also, at the time of any amendment approval, the original "findings" made at the time of Plan adoption [F.S. 163.361(1)] 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 provisions 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

EXHIBIT C

CITY OF FLORIDA CITY
RESOLUTION NUMBER 08-64

A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF FLORIDA CITY, FLORIDA, ACCEPTING A "FINDING OF NECESSITY" REPORT FOR THE EXPANSION OF THE COMMUNITY REDEVELOPMENT AREA IN THE CITY OF FLORIDA CITY; DECLARING THAT ADDITIONAL AREAS OF THE CITY OF FLORIDA CITY, FLORIDA ARE SLUM OR BLIGHTED AREAS AS DEFINED IN SECTION 163.340, FLORIDA STATUTES; DECLARING THE REHABILITATION AND REDEVELOPMENT OF THESE AREAS AS NECESSARY FOR THE PUBLIC HEALTH, SAFETY AND WELFARE OF THE RESIDENTS OF THE CITY AND DIRECTING THE EXECUTIVE DIRECTOR OF THE COMMUNITY REDEVELOPMENT AGENCY TO PRESENT A PLAN FOR REDEVELOPMENT FOR ADOPTION IN ACCORD WITH CHAPTER 163, FLORIDA STATUTES.

WHEREAS, the City of Florida City, Florida has retained Iler Planning Group to prepare a report concerning a "Finding of Necessity" with respect to community redevelopment; and

WHEREAS, Iler Planning Group has prepared a "Finding of Necessity" report for expansion of the Florida City Community Redevelopment Area, dated December 2, 2008; and

WHEREAS, the Mayor and City Commission has considered expert testimony by Iler Planning Group concerning the existence of additional slum and blighted areas within the City in accord with the "Finding of Necessity" report; and

WHEREAS, the Mayor and City Commission find that one or more additional slum or blighted areas, as defined in Section 163.340 Florida Statutes, exists within the City's boundaries; and

WHEREAS, the Mayor and City Commission find that rebuilding, rehabilitation, conservation and. redevelopment of the additional slum and blighted areas is necessary and in the interest of the public health, safety, and welfare of the residents of the City of Florida City pursuant to the provisions of Chapter 163; and

WHEREAS, the Mayor and City Commission find the additional slum and blighted areas are appropriate for redevelopment, and find the need to expand the Community Redevelopment Area in the City of Florida City.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COMMISSION OF THE CITY OF FLORIDA CITY, FLORIDA:

Section 1. That the Mayor and City Commission of the City of Florida City accept the "Finding of Necessity" report for the expansion of the Community Redevelopment Area in the City of Florida City, dated October 20, 2008 and attached as "Exhibit I," conditioned upon any necessary finding by Miami-Dade County that the additions to the Florida City Redevelopment Area are blighted areas within the meaning of Chapter 163, Florida Statutes, and further conditioned upon the eventual delegation of authority by Miami-Dade County to the Mayor and City Commission of the City of Florida City.

Section 2. That, as evidenced by the expert testimony of Iler Planning Group, additional blighted or slum areas, as defined in Section 163.340, Florida Statutes, exist and are specifically delineated in the report attached as Exhibit 1, with the areas described in the report referred to as the "Florida City Redevelopment Area."

Section 3. That the rebuilding, rehabilitation, conservation and redevelopment of the additions to the Florida City Community Redevelopment Area as provided in Chapter 163, Florida Statutes is necessary and in the interest of the public health, safety, and welfare of the residents of the City of Florida City,

Section 4. That the additions to Florida City Community Redevelopment Area are found and declared to be a slum or blighted area as defined in Section 163.340, Florida Statutes.

Section 5. That the Executive Director of the Community Redevelopment Agency is authorized to present a plan for redevelopment to the City Commission for adoption in accordance with Chapter 163, Florida Statutes.

Section 6. That the Miami-Dade County Commission is requested to delegate all statutory powers under Chapter 163, Florida Statutes to the City for expanding the Community Redevelopment Area in the City.

Section 7. That the Executive Director of the Community Redevelopment Agency is hereby authorized to take any and all action that is necessary to implement the purposes of this Resolution.

Section 8: This Resolution shall take effect immediately upon adoption.

RESOLUTION NO: 08-64

PASSED AND ADOPTED by the Mayor and Commission of the City of Florida City on the*9th* day of December,******, 2008.

OTIS T. WALLACE, MAYOR

ATTEST:

JENNIFER A. EVELYN, CITY CLERK

Approved as to form and legal sufficiency:

REGINE MONESTIME, CITY ATTORNEY

Offered By: Mayor
Motion to adopt by Comm. Berry seconded by Comm., Butler

FINAL VOTE AT ADOPTION

Mayor Otis T. Wallace	Yes
Vice Mayor Daurell Dorsett	Yes
Commissioner Eugene D. Berry	Yes
Commissioner Sharon Butler	Yes
Commissioner R. S. Shiver	Absent

STATE OF FLORIDA
COUNTY OF MIAMI-DADE

I Jennifer A. Evelyn
City Clerk
Of the City of Florida City, Florida do hereby certify that the above and foregoing is a true and correct copy of the original thereof on file in this office.
WITNESS, my hand and the seal of said City
this 18th day of Dec AD 08

CITY OF FLORIDA CITY
RESOLUTION NUMBER - 08-65

A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF FLORIDA CITY, FLORIDA, RELATING TO COMMUNITY REDEVELOPMENT; IDENTIFYING THE ADDITIONS TO THE COMMUNITY REDEVELOPMENT AREA AS THOSE CONTAINED IN EXHIBIT 1, ADOPTING AN AMENDED COMMUNITY REDEVELOPMENT PLAN THAT IS ATTACHED AS EXHIBIT 2; PROVIDING FOR TRANSMITTING THE PLAN TO THE MIAMI-DADE COUNTY BOARD OF COUNTY COMMISSIONERS, AND PROVIDING FOR FURTHER ACTIONS TO IMPLEMENT THE PLAN; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the Florida Legislature enacted the Community Redevelopment Act of 1969, which is codified as Chapter 163, Part III, Florida Statutes, as amended; and

WHEREAS, all powers arising under the Community Redevelopment Act are conferred on counties with Home Rule charters, which counties, in turn, are authorized by Section 163.410, Florida Statutes; to delegate powers to municipalities within their boundaries; and

WHEREAS, the Community Redevelopment Agency of the City of Florida City (the "CRA"), duly created by the City of Florida City under Chapter 163, Florida Statutes, has effectively implemented the Community Redevelopment Plan adopted in 1995; and

WHEREAS, the Community Redevelopment Area has continued to experience substantial growth in property tax value; and

WHEREAS, the CRA has determined that there are other areas of the City that are facing continuing issues with slum and blight and that during the most recent period of economic growth in housing values, these areas saw little redevelopment; and

WHEREAS, the CRA believes that market forces alone will not drive the changes that are needed in these deteriorated areas; and

WHEREAS, the CRA desires to expand its boundaries to include these additional areas and invest increment revenue to spur economic growth and better living conditions in these areas; and

WHEREAS, the CRA has reviewed and approved the amended Community Redevelopment Plan; and

WHEREAS, pursuant to the requirements of Section 163.360, Florida Statutes, the Florida City Community Redevelopment Plan was transmitted by the CRA to the Mayor and City Commission of the City of Florida City; and

WHEREAS, pursuant to Section 163.346, Florida Statutes, notice of this proposed action has been given, by registered mail, to each taxing authority which levies ad valorem taxes on taxable real property within the boundaries of the Community Redevelopment Area; and

WHEREAS, the Mayor and City Commission of the City of Florida City has determined that it is in the public interest to expand the Community Redevelopment Area as shown on Exhibit 1 and to adopt the amended Florida City Community Redevelopment Plan, attached as Exhibit 2.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COMMISSION OF THE CITY OF FLORIDA CITY, FLORIDA, AS FOLLOWS:

Section 1. That each of the above-stated recitals are hereby adopted and confirmed.

Section 2. The Mayor and City Commission accept the delivery of the Florida City Community Redevelopment Plan from the CRA.

Section 3. The Mayor and City Commission find that:

1. Redevelopment of the proposed expansion areas of the Community Redevelopment Area is in the public interest of the residents of the City of Florida City and Miami-Dade County. This expansion necessary to revitalize an area that exhibits blighted conditions, including building deterioration, site deterioration and deficiencies, unsanitary conditions, drainage deficiencies, diversity of ownership, age of structures, property maintenance code violations, non-conforming structures, closed buildings, vacant lots, inadequate street layout and unacceptable crime rates.

2. The Community Redevelopment Plan is consistent with, and conforms to, the City of Florida City Comprehensive Plan.

3. It is the CRA's goal and intent to increase the affordable housing stock in the Community Redevelopment Area, and not to reduce the current housing stock, or replace existing affordable housing with non-residential uses.

4. The Community Redevelopment Plan will afford maximum opportunity, consistent with the needs of the City of Florida City and the Miami-Dade County as a whole, for the rehabilitation or redevelopment of the Community Redevelopment Area by private enterprise.

5. The expansion of the boundaries of the Community Redevelopment Area as shown on Exhibit 1, based on the Finding of Necessity, complies with the requirements of Section 163.355, Florida Statutes.

6. The Florida City Community Redevelopment Plan complies with the requirements of Section 163.360, Florida Statutes, furthers the purposes of the Community Redevelopment Act, and that the Community Redevelopment Plan attached as Exhibit 2 be amended as proposed.

7. That the Finding of Necessity and the Community Redevelopment Plan be transmitted to Miami-Dade County Board of County Commissioners for their concurrence;

Section 4. That the Mayor and the Executive Director of the CRA are hereby authorized to take any and all action that is necessary to implement the purposes of this Resolution. The Mayor and Executive Director are directed to deliver the Community Redevelopment Plan to the County Commission and to other responsible county officials and to diligently seek approval of the Community Redevelopment Plan by the County Commission. The Mayor and the Executive Director are also directed to take all appropriate actions to implement the Community Redevelopment Plan, and any amendments to the Community Redevelopment Plan including, without limitation, entering into negotiating for an amendment to the interlocal agreement between the City of Florida City and Miami-Dade County, Florida, relating to tax increment financing and implementing the Community Redevelopment Plan.

Section 5. This resolution shall take effect immediately upon adoption. The Florida City Community Redevelopment Plan shall be in full force and effect upon approval by the Board of County Commissioners of Miami-Dade County.

PASSED AND ADOPTED THIS ***9th*** day of **December********* 2008.

OTIS T. WALLACE, MAYOR

ATTEST:

JENNIFER A. EVELYN, CITY CLERK

STATE OF FLORIDA
COUNTY OF MIAMI-DADE
I Jennifer A. Evelyn City Clerk of the City of Florida City, Florida do hereby certify that the above and foregoing is a true and correct copy of the original thereof on file in this office. WITNESS, my hand and the seal of said City this 15th day of Dec AD 20 08
By:

Approved as to form and legal sufficiency:

REGINE MONESTIME, CITY ATTORNEY

Offered By: Mayor

Motion to adopt by **Comm. Berry** seconded by **Comm. Butler**

FINAL VOTE AT ADOPTION

Mayor Otis T. Wallace	**Yes**
Vice Mayor Daurell Dorsett	**Yes**
Commissioner Eugene D. Berry	**Yes**
Commissioner Sharon Butler	**Yes**
Commissioner R. S. Shiver	**Absent**

EXHIBIT D

CITY OF FLORIDA CITY
COMMUNITY REDEVELOPMENT AGENCY
RESOLUTION NUMBER 09-05

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE COMMUNITY REDEVELOPMENT AGENCY (THE "CRA") OF THE CITY OF FLORIDA CITY, APPROVING A FINDING OF NECESSITY FOR THE FOUR EXPANSION AREAS, APPROVING AN AMENDMENT TO THE COMMUNITY REDEVELOPMENT PLAN, REQUESTING THE CITY AND MIAMI-DADE COUNTY ADOPT THE FINDING OF NECESSITY, AND APPROVE THE BOUNDARY CHANGES TO THE COMMUNITY REDEVELOPMENT AREA; PROVIDING FOR EFFECTIVE DATE.

WHEREAS, the Community Redevelopment Agency of the City of Florida City (the "CRA"), duly created by the City of Florida City under Chapter 163, Florida Statutes, has effectively implemented the Community Redevelopment Plan adopted in 1995; and

WHEREAS, the Community Redevelopment Area has continued to experience substantial growth in property tax value; and

WHEREAS, the CRA has determined that there are other areas of the City that are facing continuing issues with slum and blight and that during the most recent period of economic growth in housing values, these areas saw little redevelopment; and

WHEREAS, these four areas are described in the Community Redevelopment Plan along with a legal description, are attached to this Resolution, and are maintained on record in the City Clerk's Office; and

WHEREAS, the CRA believes that market forces alone will not drive the changes that are needed in these deteriorated areas; and

WHEREAS, the CRA desires to expand it boundaries to include these additional areas and invest increment revenue to spur economic growth in these areas; and

WHEREAS, the CRA has reviewed the Finding of Necessity and the amended Community Redevelopment Plan.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF FLORIDA CITY, FLORIDA, AS FOLLOWS:

Section 1. Recitals Adopted. That each of the above-stated recitals are hereby adopted and confirmed.

Section 2. Recommendation of the Board of Directors: That the boundaries of the Community Redevelopment Area be expanded based on the Finding of Necessity and that the Community Redevelopment Plan be amended as proposed.

Section 3. Transmission of Finding of Necessity and the amended Community Redevelopment Plan: That the Finding of Necessity and the Community Redevelopment Plan be transmitted to the Florida City Commission for their concurrence at a public hearing.

Section 4. Concurrence of Miami-Dade County: That following the approval of the Community Redevelopment Plan and the Finding of necessity by the City Commission, it is requested that the Finding of Necessity and the Community Redevelopment Plan be dispatched to Miami-Dade County for its approval.

Section 5. Implementation. That the Executive Director of the CRA is hereby authorized to take any and all action that is necessary to implement the purposes of this Resolution.

Section 6. Effective Date. That this Resolution shall be effective immediately upon adoption.

PASSED AND ADOPTED THIS 24th day of February******, 2009.

Otis T. Wallace

OTIS T. WALLACE, CHAIRMAN

ATTEST:

JENNIFER A. EVELYN, CITY CLERK

Approved as to form and legal sufficiency:

REGINE MONESTIME, CITY ATTORNEY

Motion to adopt by Director Berry seconded by Director Butler

FINAL VOTE AT ADOPTION

Chairman Otis T. Wallace	Yes
Vice Chairman Daurell Dorsett	Yes
Board Member Eugene D. Berry	Yes
Board Member Sharon Butler	Yes
Board Member R. S. Shiver	Yes

STATE OF FLORIDA
COUNTY OF MIAMI-DADE

I Jennifer A. Evelyn
City Clerk
Of the City of Florida City, Florida do hereby certify that the above and foregoing is a true and correct copy of the original thereof on file in this office. WITNESS, my hand and the seal of said City this 11th day of March AD 2009.

Notary Public State of Florida
Jennifer A Evelyn
My Commission DD721994
Expires 11/28/2011

CITY OF FLORIDA CITY
COMMUNITY REDEVELOPMENT AGENCY
RESOLUTION NUMBER 09-06

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE COMMUNITY REDEVELOPMENT AGENCY (THE "CRA") OF THE CITY OF FLORIDA CITY, ADDING FORCLOSURE AVOIDANCE AND REMEDIATION TO THE COMMUNITY REDEVELOPMENT PLAN, REQUESTING THAT THE CITY COMMISSION APPROVE THE ADDITIONS AND TRANSMIT THE MODIFICATIONS TO THE COUNTY COMMISSION FOR ITS APPROVAL; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the Community Redevelopment Agency of the City of Florida City (the "CRA"), duly created by the City of Florida City under Chapter 163, Florida Statutes, has effectively implemented the Community Redevelopment Plan adopted in 1995; and

WHEREAS, the Community Redevelopment Agency (CRA) has previously approved a new Community Redevelopment Plan and transmitted the Plan to Miami-Dade County for review and approval; and

WHEREAS, the CRA has determined that foreclosure avoidance and remediation are activities that should be added to the adopted Plan before it is approved Miami-Dade County.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF FLORIDA CITY, FLORIDA, AS FOLLOWS:

Section 1. **Recitals Adopted.** That each of the above-stated recitals are hereby adopted and confirmed.

Section 2. **Recommendation of the Board of Directors:** That "Foreclosure Avoidance and Remediation" as a Community Redevelopment Tool be added to Section VII (D), and that Policy 4.8 in Section VIII (D) be added to implement a foreclosure avoidance and remediation program as funds become available. The Community Redevelopment Plan replacement pages for the additions are attached to this Resolution as Exhibits A and B.

Section 3. Transmission of additions to the Community Redevelopment Plan: That the additions to the Community Redevelopment Plan be transmitted to the Florida City Commission for their concurrence.

Section 4. Concurrence of Miami-Dade County: That following the approval of the additions to the Community Redevelopment Plan by the City Commission, it is requested that the additions to the Community Redevelopment Plan be dispatched to Miami-Dade County for its approval.

Section 5. Implementation. That the Executive Director of the CRA is hereby authorized to take any and all action that is necessary to implement the purposes of this Resolution.

Section 6. Effective Date. That this Resolution shall be effective immediately upon adoption.

PASSED AND ADOPTED THIS 24th day of February******, 2009.

OTIS T. WALLACE, CHAIRMAN

ATTEST:

JENNIFER A. EVELYN, CITY CLERK

STATE OF FLORIDA
COUNTY OF MIAMI-DADE
I Jennifer A. Evelyn
City Clerk
Of the City of Florida City, Florida do hereby certify that the above and foregoing is a true and correct copy of the original thereof on file in this office.
WITNESS, my hand and the seal of said City
this 11th day of March AD 20 09
By:

Notary Public State of Florida
Jennifer A Evelyn
My Commission DD721994
Expires 11/26/2011

Approved as to form and legal sufficiency:

REGINE MONESTIME, CITY ATTORNEY

Motion to adopt by Director Butler seconded by Vice Chairman Dorsett

FINAL VOTE AT ADOPTION

Chairman Otis T. Wallace	Yes
Vice Chairman Daurell Dorsett	Yes
Board Member Eugene D. Berry	Yes
Board Member Sharon Butler	Yes
Board Member R. S. Shiver	Yes

CITY OF FLORIDA CITY
RESOLUTION NUMBER 09-07

A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF FLORIDA CITY, FLORIDA, RELATING TO COMMUNITY REDEVELOPMENT; ADDING FORECLOSURE AVOIDANCE AND REMEDIATION TO THE NEWLY ADOPTED COMMUNITY REDEVELOPMENT PLAN, REQUESTING THAT MIAMI-DADE COUNTY APPROVE THE ADDITIONS, AND MODIFICATIONS BE TRANSMITTED TO MIAMI-DADE COUNTY FOR ITS APPROVAL; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the Florida Legislature enacted the Community Redevelopment Act of 1969, which is codified as Chapter 163, Part III, Florida Statutes, as amended; and

WHEREAS, all powers arising under the Community Redevelopment Act are conferred on counties with Home Rule charters, which counties, in turn, are authorized by Section 163.410, Florida Statutes; to delegate powers to municipalities within their boundaries; and

WHEREAS, the Community Redevelopment Agency of the City of Florida City (the "CRA"), duly created by the City of Florida City under Chapter 163, Florida Statutes, has effectively implemented the Community Redevelopment Plan adopted in 1995; and

WHEREAS, the Community Redevelopment Agency and the City have reviewed and adopted a new Community Redevelopment Plan and transmitted the newly adopted Plan to Miami-Dade County; and

WHEREAS, the Community Redevelopment Agency has determined that foreclosure avoidance and remed ation are activities that should be added to the newly adopted Plan before it is approved Miami-Dade County.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COMMISSION OF THE CITY OF FLORIDA CITY, FLORIDA, AS FOLLOWS:

Section 1. That each of the above-stated recitals are hereby adopted and confirmed.

Section 2. That "Foreclosure Avoidance and Remediation" as a Community Redevelopment Tool be added to Section VII (D), and that Policy 4.8 in Section VIII (D) be added to the newly adopted Community Redevelopment Plan to implement a foreclosure avoidance and remediation program as funds become available. The Community Redevelopment Plan replacement pages for the additions are attached to this Resolution as Exhibits A and B.

Section 3. That following the approval of the additions to the newly adopted Community Redevelopment Plan by the City Commission, it is requested that the additions to the Community Redevelopment Plan be dispatched to Miami-Dade County for its approval.

Section 4. That the Executive Director of the CRA is hereby authorized to take any and all action that is necessary to implement the purposes of this Resolution.

Section 5. This resolution shall take effect immediately upon adoption. The Florida City Community Redevelopment Plan shall be in full force and effect upon approval by the Board of County Commissioners of Miami-Dade County.

PASSED AND ADOPTED THIS 24th day of February******, 2009.

OTIS T. WALLACE, MAYOR

ATTEST:

JENNIFER A. EVELYN, CITY CLERK

Approved as to form and legal sufficiency:

REGINE MONESTIME, CITY ATTORNEY

Motion to adopt by Comm. Butler seconded by Vice Mayor Dorsett

FINAL VOTE AT ADOPTION

Mayor Otis T. Wallace	Yes
Vice Mayor Daurell Dorsett	Yes
Commissioner Eugene D. Berry	Yes
Commissioner Sharon Butler	Yes
Commissioner R. S. Shiver	Yes

STATE OF FLORIDA
COUNTY OF MIAMI-DADE

I Jennifer A. Evelyn
City Clerk
of the City of Florida City, Florida do hereby certify that the above and foregoing is a true and correct copy of the original thereof on file in this office.
WITNESS, my hand and the seal of said City
this 11th day of March AD 2009

By:

Notary Public State of Florida
Jennifer A Evelyn
My Commission DD721994
Expires 11/26/2011

MIAMI-DADE COUNTY
BOARD OF COUNTY COMMISSIONERS
OFFICE OF THE COMMISSION AUDITOR

Legislative Notes

Agenda Item: 5(F)

File Number: 091412

Committee(s) of Reference: Housing & Community Development

Date of Analysis: May 18, 2009

Type of Item: Finding of Necessity for Expanding the Boundaries of the a Community Redevelopment Area

Commission District: 9

Background and Relevant Legislation
This resolution declares the following:

- Declares four additional geographic areas as a slum or blighted area within the City of Florida;
- Accepts the Finding of Necessity (FON) that recommends adding the four geographic areas to the existing boundaries of the City of Florida City Community Redevelopment Area (CRA); and
- Approves the preparation of a Community Redevelopment Plan.

The current CRA boundaries consists mainly of commercial and industrial areas and the expansion of the boundaries will used to incorporate affordable housing component within that area. The BCC approved budget for Florida City CRA FY2008-2009 includes $2.2 million for Land and Building Acquisition, Demolition and Relocaton.

Approved CRA's include:

- 7th Avenue Corridor
- City of Homestead
- City of Miami Beach-City Center/Convention Center
- City of Miami-SE Overtown /Park West and Omni Districts
- City of Miami-Midtown and district
- City of North Miami
- City of North Miami Beach
- City of South Miami and district
- Florida City and district
- Naranja lakes and district

- West Perrine and district

Proposed CRA's include:

- 79th Street Corridor
- Goulds/Cutler Ridge and district

The CRA process includes:

- Adopting the FON;
- Establish a CRA Board;
- CRA Board to develop Community Redevelopment Plan (CRD);
- CRA along with the local planning advisory boards approve CRP;
- Public Hearing;
- County approval; and
- Creation of Redevelopment Trust Fund (CRATF) to facilitate the increase in real property tax revenues back into the targeted area.

The CRA term is limited to thirty (17) years. Once the CRA term is expired all the tax revenues deposited in the CRATF remaining will be returned to each taxing authority on a pro-rata basis.

Policy Change and Implication
Approval of this resolution will expand the current boundaries of the City of Florida City CRA.

Prepared by:
Mia B. Marin