

community
redevelopment
plan

Florida **C**ity
Economic
Action
Team

and associates
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Introduction

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

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

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

I. Background

A. Authority to Undertake Redevelopment

This document has been prepared in accordance with the Community Redevelopment Act of 1969, F.S. 163, Part III. In recognition of the need to prevent and eliminate slum and blighted conditions within the community, the Community Redevelopment Act confers upon counties and municipalities the authority and powers to carry out community redevelopment. In Dade County, these powers must be delegated to municipalities by the Board of County Commissioners. For the purposes of this Community Redevelopment Plan, the following definition, derived from Florida Statutes, shall apply:

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

The ability of a county or municipality to utilize the authority granted under the Act is predicted upon the adoption of a "Finding of Necessity" by the governing body that slum and blighted conditions exist in the municipality and that redevelopment is necessary in the public interest. The Florida City Commission adopted a Finding of Necessity for the proposed CRA area on January 24, 1995.

B. Creation of the Community Redevelopment Agency

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

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

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

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

C. The Community Redevelopment Area

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

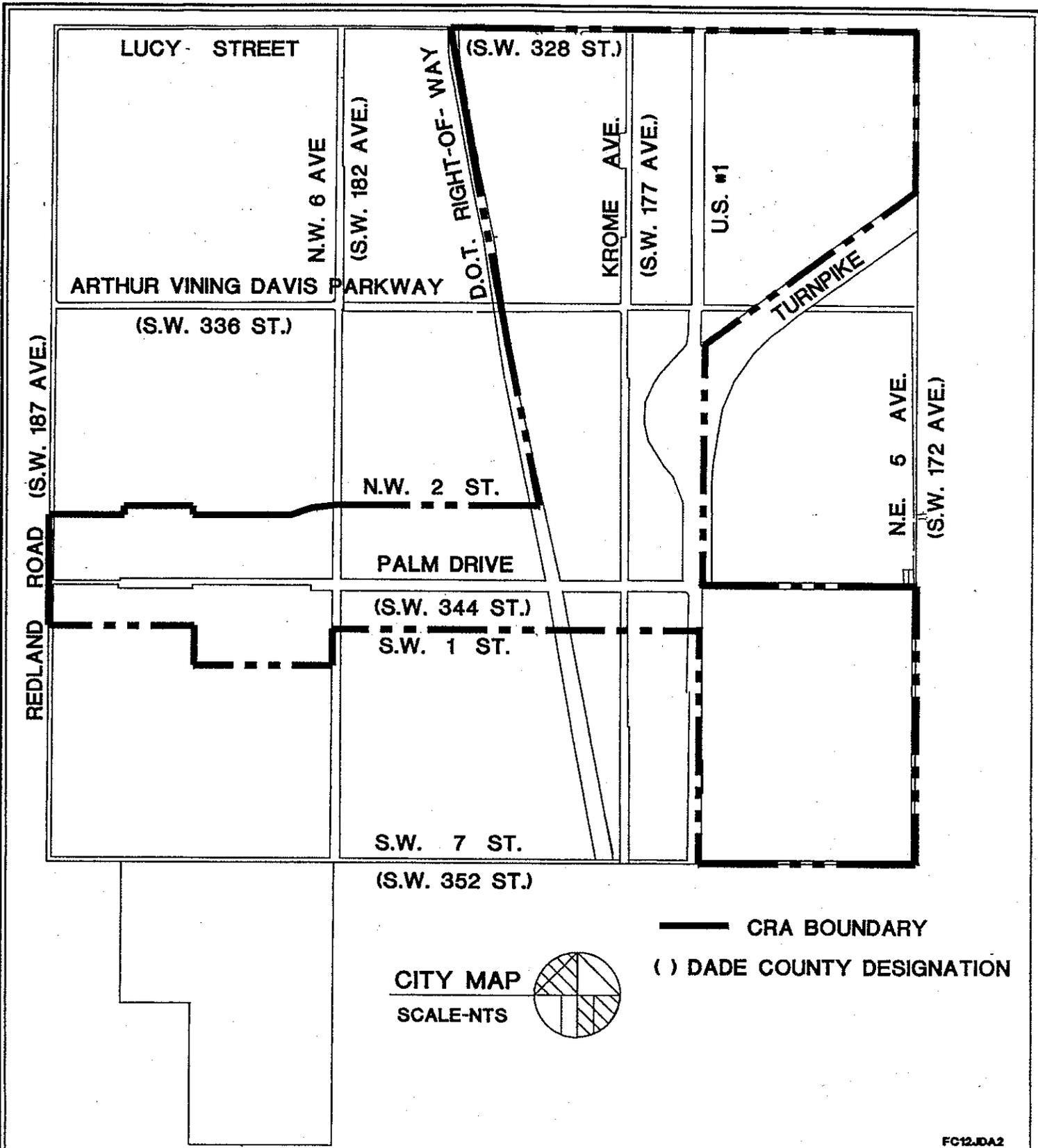
contained a "Finding of Necessity" for the 490 acre area shown in Figure 1. Appendix A contains a general boundary description of the proposed CRA Area. The Finding of Necessity is presented in Appendix B and clearly shows that the proposed CRA Area exhibits significant "slum and blighted conditions"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

D. The Community Redevelopment Plan

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

E. Public Participation

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



CITY OF FLORIDA CITY
CRA AREA

Figure 1

II. Existing Conditions

A. Regional and Citywide Conditions

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

The City's economic tradition is grounded in agriculture. Florida City area farmers grow a plethora of winter vegetables for national and international markets, including corn, potatoes, beans, tomatoes, and numerous other crops. The Farmer's Market, located near the center of the city, is one of the largest fruit and vegetable processing, and shipping points in the country. The permanent and migrant workers employed in the agricultural industry utilize local services and facilities forming a significant base of support for the economy but also exacting a public cost in terms of social service needs. The future of agriculture in south Dade and throughout Florida is highly uncertain, according to many experts, due to expected negative impacts from the North American Free Trade Agreement (NAFTA) and the potential for future open agricultural trade with Cuba.

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

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

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

The primary commercial activity in the city occurs along Palm Drive, U.S. 1, Krome Avenue and Lucy Street. In the northwest sector of the city, strips of commercial uses, including convenience stores, laundromats, bars, restaurants and service stations, are prevalent intermixed with scattered pockets of residential areas. Commercial uses along Palm Drive and U. S. 1 are generally tourist-oriented.

The Florida Pioneer Museum, built in 1906, is a designated historic site located on Krome Avenue north of Arthur Vining Davis Parkway. It is comprised of two buildings, the Museum and the Depot, which are scheduled for restoration work in the near future. One elementary school is located in the northwest area of the city as well as two public parks, Loren Roberts Park and Washington Park. The City owns the public potable water system and the sanitary sewer collection system. The water plant and production wells are located in the northwest area of the city.

Table 1. Key Socio-Economic Variables

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

Table Notes:

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

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

B. General FEAT Area Description

1. Geographic Sub-Areas

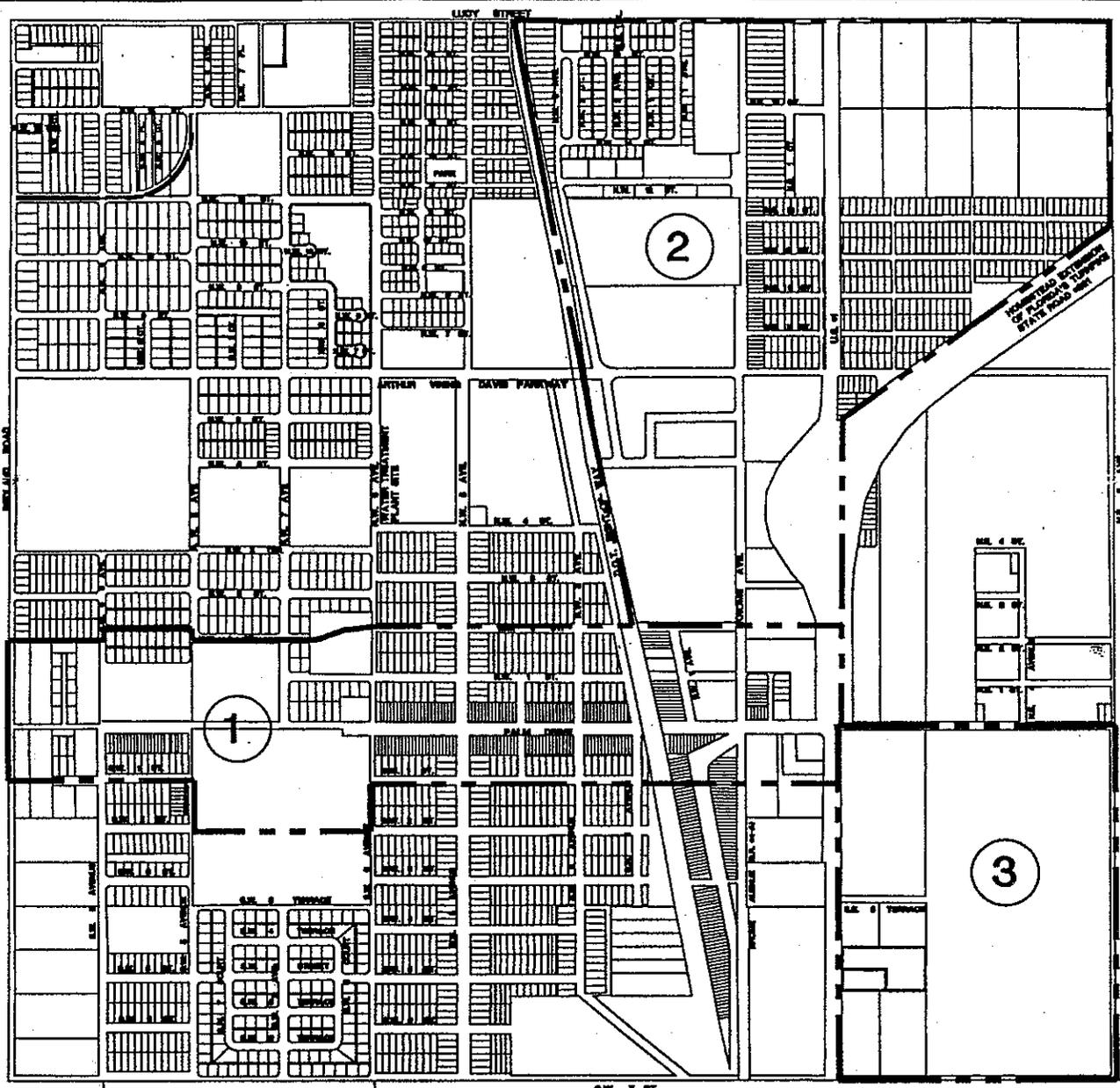
The shape of the proposed FEAT Area lends itself to the creation of geographic sub-areas which will facilitate presentation and analysis in this Plan. Figure 2 depicts the sub-areas as described below:

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

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

2. Land Use and Zoning

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



CITY MAP
SCALENTS

— CRA BOUNDARY

SUBAREAS:

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

FO12JDA1

CITY OF FLORIDA CITY
CRA SUBAREAS

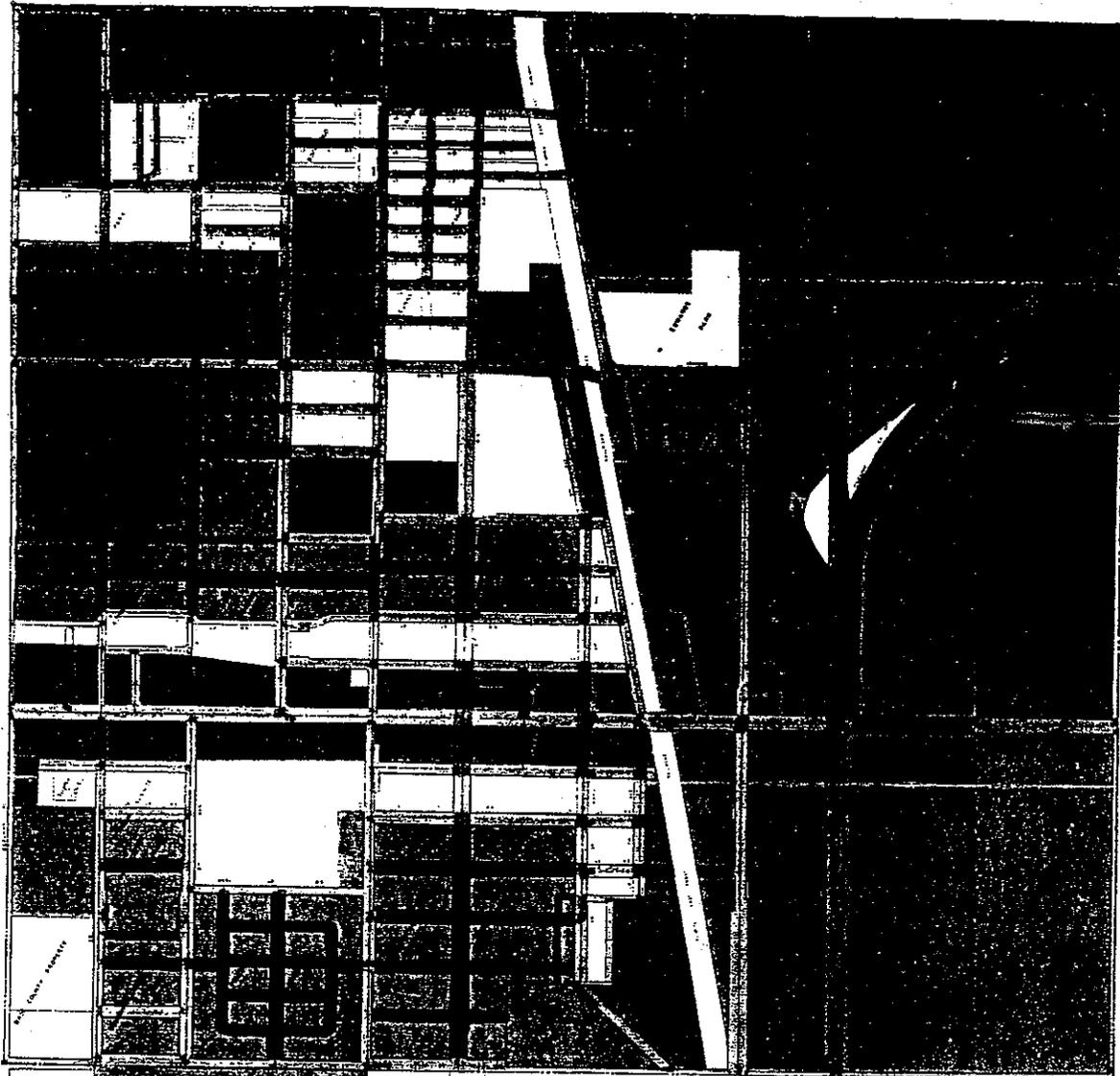
Figure 2

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

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

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

Figure 3



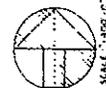
LEGEND

RESIDENTIAL

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

COMMERCIAL AND INSTITUTIONAL

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

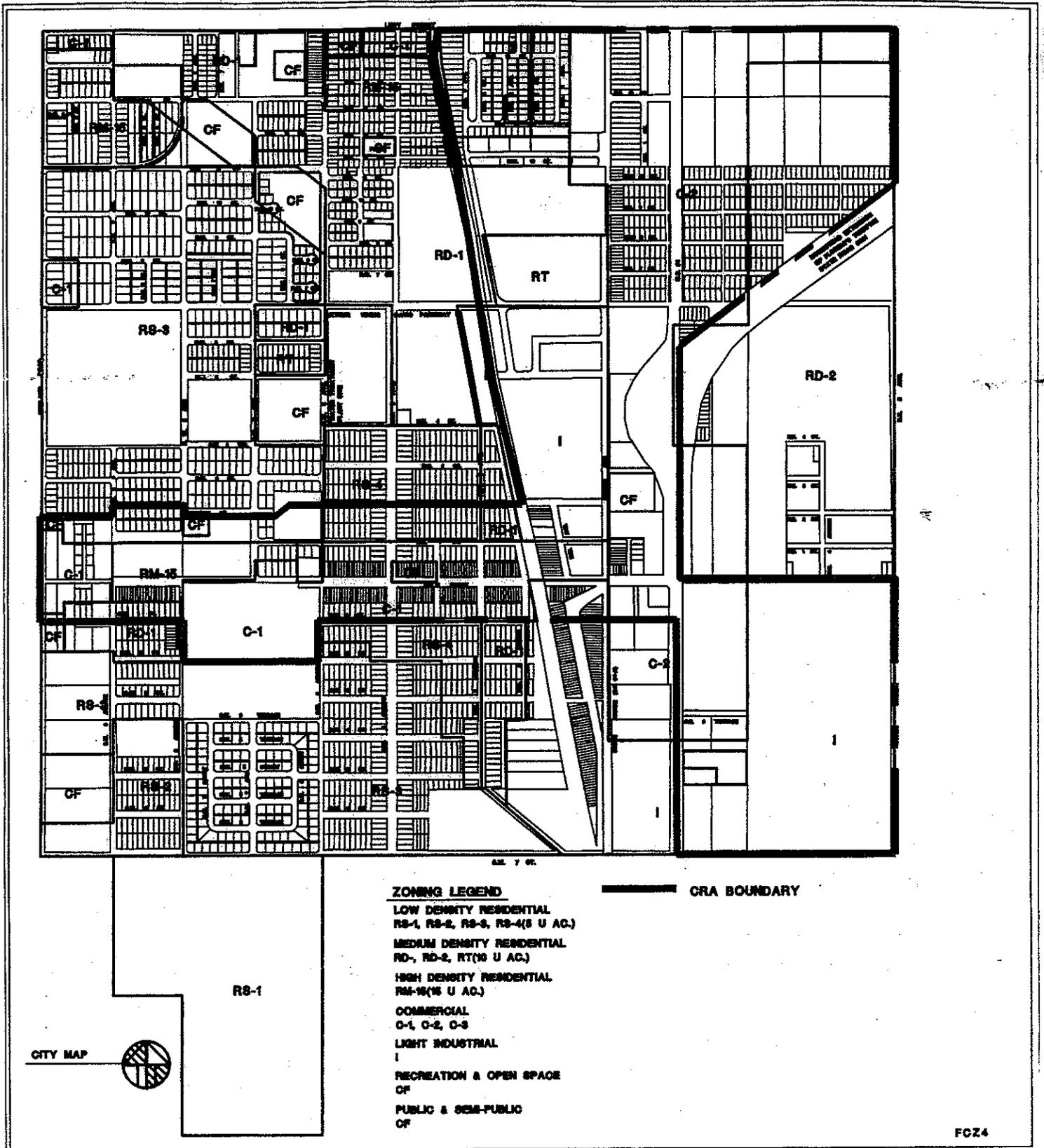


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CITY OF FLORIDA CITY
 DADE COUNTY, FLORIDA

CITY OF FLORIDA CITY FUTURE LAND USE MAP

DATE	11/11/88
BY	...
CHECKED BY	...
APPROVED BY	...
TITLE	...
PROJECT NO.	...
DRAWING NO.	...
SCALE	...
DATE PLOTTED	...
PLotted BY	...



ZONING MAP
CITY OF FLORIDA CITY

Figure 4

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

Sub-Area 3 is located east of U.S. 1 and south of East Palm Drive. The Florida Turnpike ends just north of this sub-area and the traffic flows on U.S. 1 have generated a number of successful businesses serving passerby tourist traffic between Miami and the Florida Keys. These include a motel, gas/convenience station, restaurant and fast-food establishment. Zoning in this sub-area is a combination of general commercial along U.S. 1 and industrial to the east in the sub-area. There are no permanent residential uses in this sub-area. The Southern Comfort RV Park, containing 350 spaces, is located on East Palm Drive. The interior of Sub-Area 3 is undeveloped due largely to the presence of wetlands. The recently-completed Florida Keys Factory Shops outlet mall is located across East Palm Drive from this sub-area.

3. Population and Housing

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

Table 2 - CRA Area Housing Conditions

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

4. Traffic Circulation and Parking

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

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

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

Traffic circulation in Sub-Area 3 is very restricted. Essentially, access is only available to parcels fronting on either U.S. 1 or East Palm Drive. No roads currently exist to provide access to the interior of Sub-Area 3. Parking availability in this sub-area is very good with all commercial establishments along the perimeter roadways providing off-street parking.

5. Economic and Business Conditions

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

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

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

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

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

6. Current Projects and Programs

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

*** Federal Government**

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

*** State of Florida**

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

*** Dade County**

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

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

*** Beacon Council**

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

*** We Will Rebuild (WWR)**

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

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

*** *City of Homestead***

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

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

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

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

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

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

**** Centro Campesino Farmworker Center***

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

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

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

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

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

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

*** *Homes For South Florida***

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

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

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

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

III. Problems, Needs and Opportunities

A. Areawide

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

1. Economic Development

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

The following economic development needs have been identified areawide:

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

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

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

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

2. Affordable Housing

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

3. Infrastructure

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

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

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

4. Recreational Facilities

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

B. Sub-Areas

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

Sub-Area 1: "Mainstreet Florida City"

Problems

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

Needs

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

- * Enhance overall visual attractiveness of "mainstreet."

Opportunities

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

Sub-Area 2: "Community Commercial Center"

Problems

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

Needs

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

Opportunities

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

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

Sub-Area 3: "Tourist Services Corridor"

Problems

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

Needs

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

Opportunities

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

IV. Community Redevelopment Program

A. Guiding Redevelopment Principles

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

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

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

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

B. Areawide FEAT Programs

1. Commercial Facade Improvements

Program Description

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

Cost and Funding

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

Implementation Schedule

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

2. Paint Up/Fix Up Residential Program

Program Description

A number of single-family and multi-family units in Sub-Areas 1 and 2 are in poor condition. A Paint Up/Fix Up Program will be implemented to enable residents and property owners to secure small grants and loans to paint and repair the exteriors and grounds of residential buildings.

Cost and Funding

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

Implementation Schedule

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

3. Signage Study and Improvements

Program Description

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

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

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

Cost and Funding

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

Implementation Schedule

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

4. Streetscape Improvements

Program Description

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

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

Cost and Funding

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

Implementation Schedule

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

5. Business Marketing**Program Description**

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

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

Cost and Funding

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

Implementation Schedule

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

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

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

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

Cost and Funding

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

Implementation Schedule

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

7. Code Enforcement

Program Description

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

Cost and Funding

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

Implementation Schedule

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

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

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

Affordable Housing

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

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

Redevelopment Theme

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

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

1. Pioneer Village Development

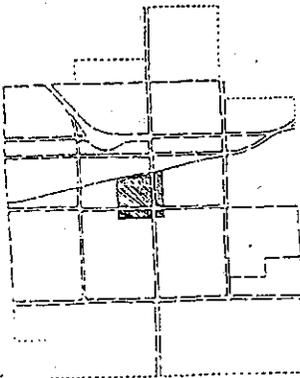
Project Description

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

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

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

SPECIAL PROJECT PIONEER VILLAGE



PIONEER VILLAGE

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

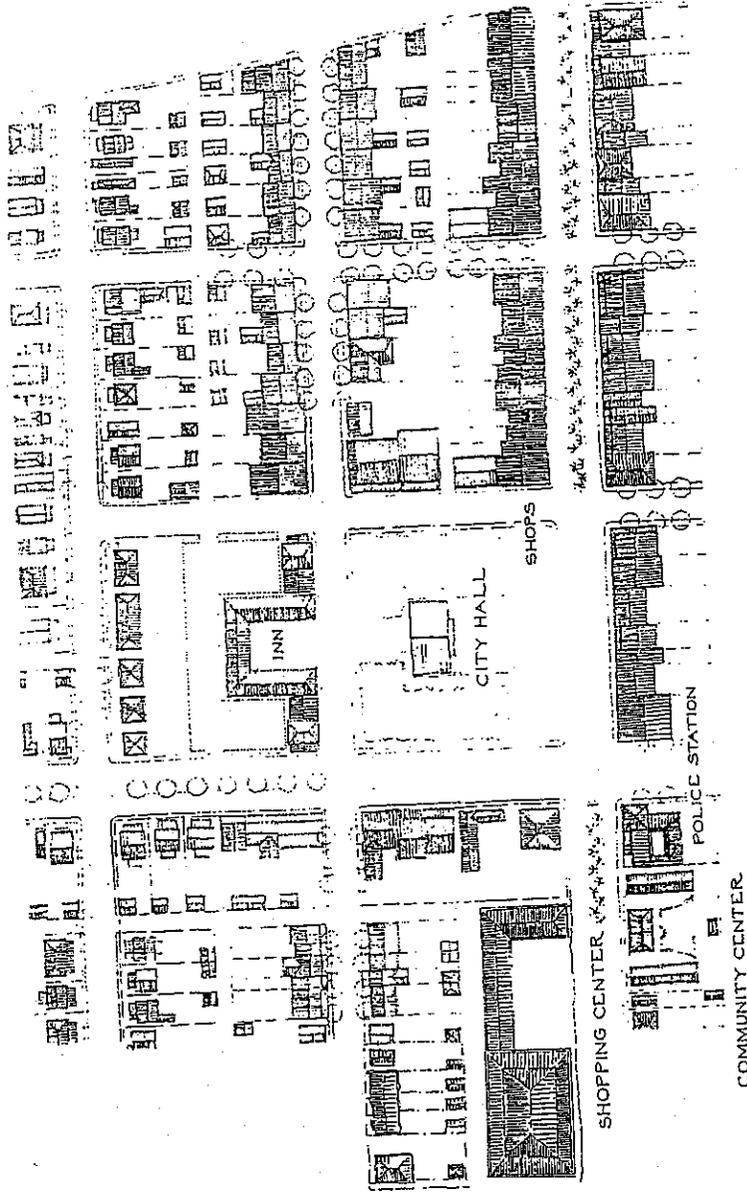
Pioneer Village is many things. It is the setting for the new City Hall and a new Police Station. The new City Hall will be on a green, a much more dignified site than the roadside location of the current one. It is also an extension of the existing commercial buildings and includes stores useful to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

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

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

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

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



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

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

Cost and Funding

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

Implementation Schedule

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

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

2. Other Commercial Land Development

Project Description

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

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

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

Cost and Funding

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

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

Implementation Schedule

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

3. Visitors Center**Project Description**

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

Cost and Funding

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

Implementation Schedule

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

SPECIAL PROJECT VISITOR'S CENTER

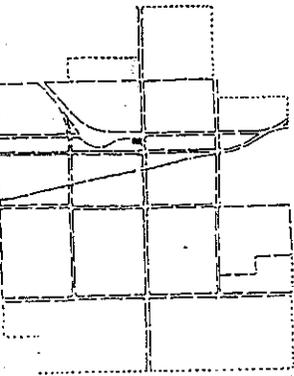
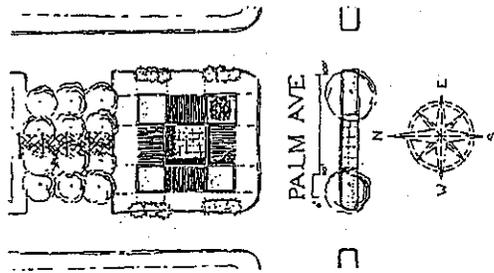


Figure 6

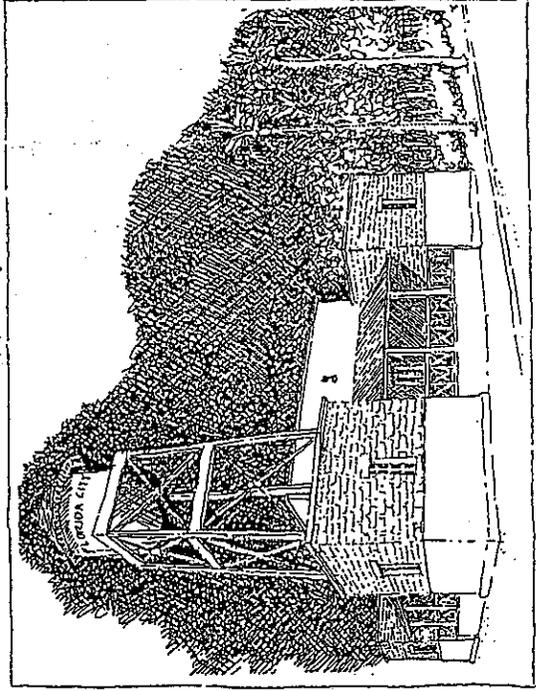
THE VISITORS CENTER

DESCRIPTION

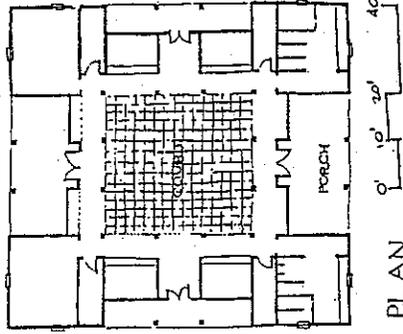
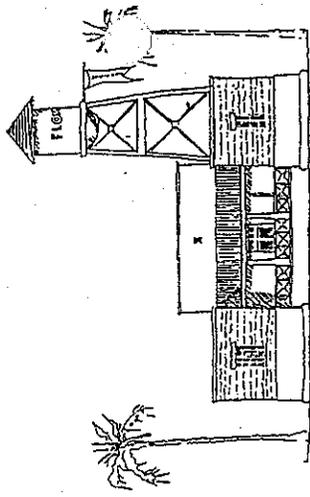
The current Visitors Center is located on Route 1 and is only partly successful. Managed by the Chamber of Commerce, an extraordinary good impression of Florida City is given by its volunteers but not by its location and appearance. For the new Florida City, a better site and architecture are needed.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



SITE PLAN



SKETCH



PLAN

4. Residential Development

Project Description

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

Cost and Funding

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

Implementation Schedule

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

5. Architectural Design Standards

Project Description

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

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

Cost and Funding

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

Implementation Schedule

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

6. Infrastructure Improvements

Project Description

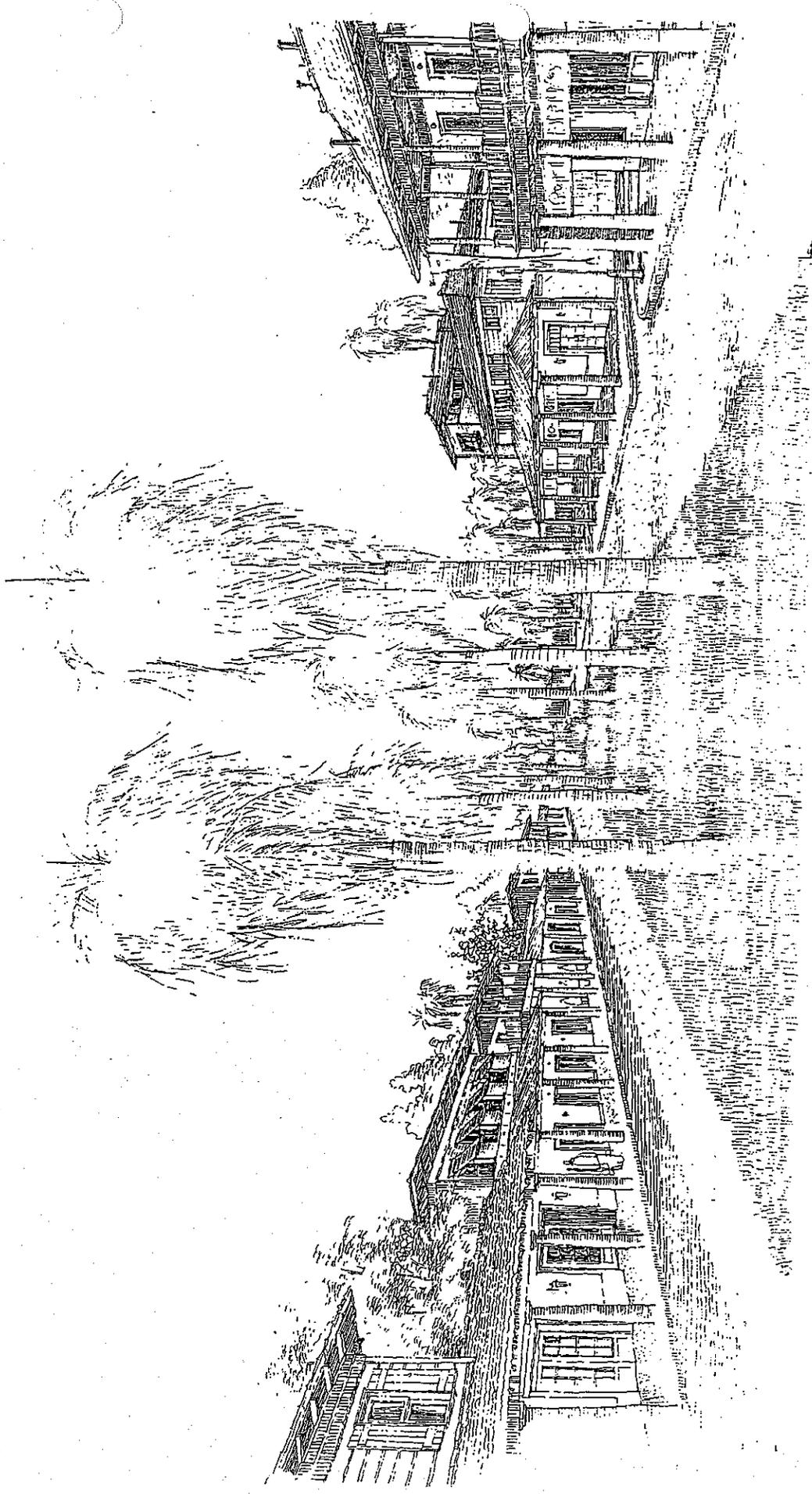
The water, sewer, street, sidewalk and drainage improvements and costs necessary to correct existing deficiencies and provide services to all parts of Sub-Area 1 have been analyzed. The proposed water line improvements include an 8" line in NW 2nd Street between NW 9th Avenue and NW 6th Avenue, and an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

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

SPECIAL PROJECT
PIONEER VILLAGE

1995

Figure 7



Cost and Funding

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

Implementation Schedule

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

7. Zoning Study**Project Description**

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

Cost and Funding

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

Implementation Schedule

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

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

Redevelopment Theme

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

1. Industrial/Commercial Land Development

Project Description

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

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

- * Light Industrial/Flex-Space.

FEAT plans to facilitate the development of these uses throughout the sub-area by marketing, infrastructure provision, and real estate partnerships with private interests and non-profits. These activities will be evaluated on a case-by-case basis. Of particular note is the need for a major grocery store and other daily neighborhood services. The FEAT Agency will make the attraction of a major grocery store a top priority in Sub-Area 2. If land is acquired in implementing this project, the Agency will retain appropriate controls and covenants running with the land to be sold or leased to private or non-profit developers.

Cost and Funding

The Agency cost in private development depends on which components of the development require FEAT participation. For the purpose of cost estimation, it is assumed that FEAT will acquire property in order to implement this project although many other options are also available to the Agency. Approximately four (4) acres of land on or near Palm Drive will be needed for this project. Based on recent market studies in the area, commercial and industrial land in this sub-area is valued between \$1.50 to \$2.50 per square foot depending location and other factors. Using an average value of \$2.00/square foot, it is estimated that the necessary land will cost approximately \$348,500. The Agency may also choose to provide certain infrastructure on a case-by-case basis. Infrastructure costs are included in a separate section below. All project construction costs are expected to be paid for by private developers and/or non-profit agencies. At least 50% of the costs associated with this project is to be paid out of FEAT revenues. Some aspects of the development projects may be eligible for local, state, and federal grants and loans which will be sought by the Agency.

Implementation Schedule

The development of commercial and industrial uses on primary thoroughfares of Sub-Area 2 is a long-term real estate development project. It is planned for initiation in 1996 and completion by 2010.

2. Small Business Incubator

Project Description

FEAT will establish a Small Business Incubator in Sub-Area 2 providing business training and other incubator services to selected small businesses, and an outreach program of technical assistance to non-tenant firms. The programs are to be tailored to the educational and cultural needs of city entrepreneurs. The Agency plans to acquire or lease an existing building (minimum size - 6,000 square feet) as a business incubator with the following services and characteristics:

- * Incubator space for 6-8 tenant firms.
- * Technical assistance capability to serve minimum of 20 non-tenant firms.
- * Onsite management, specific entry criteria and careful evaluation.
- * Aggressive monitoring of business plan progress.
- * Mandatory business training and technical assistance.
- * Below-market rent structure and shared services
- * Job training information broker.
- * Access to capital resources - micro/revolving loan and grant programs.
- * Linkage to countywide business buyer/supplier needs information.
- * Maximum time in incubator - 3 years.
- * Seek sponsorship by major area businesses.

Partnerships and support services will be sought Miami-Dade Community College - Homestead Branch, Tools for Change Entrepreneurial Program, Beacon Council, South Dade Vision Council, SCORE and the Dade County Department of Business and Economic Development. If land is acquired in implementing this project, the Agency will retain appropriate controls and covenants running with the land to be sold or leased to private or non-profit developers.

Cost and Funding

The funding for land, building and support services is estimated to cost approximately \$231,100. This cost was determined based on the startup and continuing service costs

experienced by existing incubator projects in Palm Beach County and Dade County. Minor adjustments were made for rent and land price differentials. Potential funding sources include U. S. Economic Development Administration and other revenue mechanisms.

Implementation Schedule

The incubator is scheduled to be open by 1998.

3. Farmers Market Improvements**Project Description**

The Florida City State Farmers Market is located primarily in Sub-Area 2. The packing houses located just north of downtown provide the first image of Florida City from the Florida Turnpike. Though dignified industrial structures, they are not interesting enough to encourage tourists to stop nor is their pedestrian environment comfortable enough to attract the retail trade of a Farmers Market. The project involves a variety of signage additions and architectural modifications in and around the Farmers Market including adding distinctive structures to the fronts of the shipping houses, making Krome Avenue aesthetically appealing from the highway, and installing attractive signage advertising and directing traffic to the Market.

Cost and Funding

The estimated cost of these improvements is approximately \$85,000. This cost is based on local industry price standards for the improvements described above. Up to one-quarter of the costs associated with these improvements are to be paid out of FEAT revenues. However, some significant aspects of the projects may be eligible for local, state, and federal grants which will be sought by the Agency.

Implementation Schedule

The Farmers Market improvements are scheduled for completion in 1999.

4. Residential Development

Project Description

A number of multi-family apartment complexes and single-family homes located immediately south of Lucy Street (SW 328 Street) between NW 1st and 3rd Avenues are in very poor condition. FEAT plans to assist in the rehabilitation of these units, and the construction of new multi-family housing by private sector or non-profit developers. Up to 10 units per year are to be rehabilitated and/or constructed with Agency assistance over the 10-year program period. Any construction of new single- or multi-family housing units will be done by private sector or non-profit developers using the public bidding process. Selected vacant single- and multi-family sites south of Lucy Street and West of Krome Avenue are planned for review on an annual basis for the development of new housing. After a 5-year period, this program will be re-evaluated to adjust initial objectives based on past performance and existing conditions. If land is acquired in implementing this project, the Agency will retain appropriate controls and covenants running with the land to be sold or leased to private or non-profit developers.

Cost and Funding

This project envisions the construction or rehabilitation of 50 units over the 10-year period. Based on an average public assistance cost of \$13,000 per unit, the total cost of this project is estimated to be \$650,000. The difference in assistance costs between this sub-area and Sub-Area 1 is due to the higher land costs in Sub-Area 1. Up to one-half of the costs associated with this project will be paid out of FEAT revenues. Some aspects of the development projects may be eligible for local, state, and federal grants and loans which will be sought by the Agency.

Implementation Schedule

If approval by the Board, this project will be started in 1999 and completed by 2003.

5. Infrastructure Improvements

Project Description

The water, sewer, street, sidewalk and drainage improvements and costs necessary to correct existing deficiencies and provide services to all parts of Sub-Area 2 have been analyzed. The proposed water line improvements include an 16" line in North Krome Avenue between Lucy Street and West Palm Drive. Sewer system improvements consist of line and manhole installations in Davis Parkway (SW 336 Street), U.S. 1, Lucy Street and several additional roads.

Street and drainage improvements encompass Davis Parkway between NW 2nd Avenue and U.S. 1, NW 2nd Avenue between Davis Parkway and NW 12th Street, new pavement on NE 6th Avenue and on Davis Parkway, and 30 storm drainage manholes throughout the sub-area. The analysis also showed the need for 17,150 linear feet of 5-foot wide concrete sidewalks in Sub-Area 2. It is also important to note that private owners near Davis Parkway and the Turnpike are planning to construct a southbound off-ramp from the Turnpike onto Davis Parkway terminating at U.S. 1. This vital improvement is currently under permit review by the Florida Turnpike. If constructed, the ramp will provide tremendous opportunities for redevelopment in the sub-area.

Cost and Funding

The revised estimated total cost for this overall Sub-Area 2 project is \$995,150 over the 10-year program period. The specifications and cost breakdown by individual project are given in Appendix C. It is also estimated that the privately-funded Turnpike off-ramp will cost approximately \$300,000 to construct. Up to one-half of the costs associated with these improvements may be paid out of special assessment district revenues. In addition, some significant aspects of the projects may be eligible for local, state, and federal grants which will be sought by the Agency.

Implementation Schedule

The infrastructure improvements will be initiated in 1998 and completed by 2001.

E. Sub-Area 3: "Tourist Services Corridor"

Redevelopment Theme

This sub-area is a study in contrasts. The border roadways, U.S. 1 and East Palm Drive, are prime locations for attraction of the passerby tourist trade. While the interior parcels are largely undeveloped and inaccessible. The redevelopment theme for Sub-Area 3 will focus initially on greater penetration of the retail trade and services market on the periphery, while environmental studies and land use analyses are conducted for the interior land.

1. Potential Uses

Project Description

The peripheral parcels in Sub-Area 3 are suitable for a number of different private commercial uses which thrive on the attraction tourist traffic on U.S. 1, traveling to and from the Florida Keys, and East Palm Drive, accessing Biscayne National Park. and. These uses include:

- * Large Hotels and Motels;
- * Fast-food and Full-service Restaurants;
- * Convenience Retail;
- * Tourist Attractions and Services; and
- * Institutional Facilities.

FEAT plans to facilitate the development of these uses throughout the sub-area by marketing and infrastructure provision. These activities will be evaluated on a case-by-case basis. Given the overall market attractiveness of properties located on the boundary, the Agency does not anticipate the need for involvement in land acquisition and other real estate partnership strategies in the near term in Sub-Area 3.

Cost and Funding

The Agency cost in private development depends on which components of the development

require FEAT participation. No direct costs are anticipated at this time. The Agency may also choose to provide certain infrastructure on a case-by-case basis. Infrastructure costs are included in a separate section below.

Implementation Schedule

The development of commercial uses on the peripheral thoroughfares of Sub-Area 3 is a long-term real estate development project. It will be initiated in 1996 and completed by 2010.

2. Environmental Land Use Study**Project Description**

In general, Sub-Area 3 exhibits low ground elevations, between 2-4 feet above mean sea level. Wetland areas are present in the interior of the sub-area. Under this project, FEAT plans to conduct an environmental land use study, in coordination with the Dade County Department of Environmental Resources Management (DERM) and the South Florida Water Management District (SFWMD), to determine the upland and wetland areas which should be preserved, and appropriate future land uses in the remaining developable lands. Following adoption of the study results, the Board will request that Florida City initiate a Comprehensive Plan amendment to incorporate the future land use recommendations for the sub-area into the Florida City Future Land Use Map and the associated zoning changes into the City Zoning Map. The environmental land use study will conform to all goals, objectives and policies of the Florida City Comprehensive Plan and the Dade County Comprehensive Development Master Plan (CDMP). Specifically, the study will be consistent with Future Land Use Element Policy 4a and Conservation Element Objective 1 in the City's Comprehensive Plan. With specific regard to the CDMP, the study will be consistent with Future Land Use Policy 2B, Traffic Circulation Policies 6B, 6C and 6D, and Conservation Policies 4A and 7A.

Cost and Funding

The estimated cost of this study is \$85,000. The cost is based on local consulting industry standards and fees. Up to one-half of the costs associated with this project is planned to be

paid out of FEAT revenues. Some aspects of the project may be eligible for local, state, and federal grants which will be sought by the Agency.

Implementation Schedule

The Environmental Land Use Study will be initiated in 1997 and completed within 12 months.

3. Infrastructure Improvements**Project Description**

The water, sewer, street and sidewalk improvements and associated costs necessary to provide a "backbone" service system to Sub-Area 3 have been analyzed. The proposed water line improvements include 12" lines in SE 6th Avenue between East Palm Drive and SE 7th Street, and in SE 7th Street between US 1 and SE 6th Avenue. These water system improvements will essentially provide central water service around the border of the sub-area. Sewer system improvements consist of line and manhole installations in SE 3rd Terrace between U.S. 1 and SE 6th Avenue.

Street improvements encompass SE 6th Avenue between East Palm Drive and SE 7th Street, SE 7th Street between US 1 and SE 6th Avenue, and SE 3rd Terrace between US 1 and SE 6th Avenue. The analysis also showed the need for 13,200 linear feet of 5-foot wide concrete sidewalks in Sub-Area 3. Stormwater management needs will be reviewed after completion of the Sub-Area 3 Environmental Land Use Study.

Cost and Funding

The revised estimated total cost for this overall Sub-Area 2 project is \$531,400 over the 10-year program period. The specifications and cost breakdown by individual project are given in Appendix C. Generally, the costs associated with these improvements will be paid out of FEAT revenues and a special assessment district. However, some significant aspects of the projects may be eligible for local, state, and federal grants which will be sought by the Agency.

Implementation Schedule

The infrastructure improvements will be initiated in 1999 and completed by 2002.

F. Development Standards

It is very important in any redevelopment activity to have strong development standards which preserve the human scale of the built environment and contribute to visual attractiveness. The key development standards which will be applied to the FEAT Area are discussed below.

1. Open Space

Open space in the FEAT Area will be provided in accordance with the requirements of the Florida City Zoning Code. The zoning districts applicable to the FEAT Area are shown in Figure 4. In commercial zoning districts C-1 and C-2 which cover large portions of all sub-areas, the open space (pervious) requirement is 20% of the total lot area. In the Industrial ("I") district which is prevalent in Sub-Areas 2 and 3, the open space standard is 15% of lot area.

For the relatively small acreage of residential districts in the Area, the following open space standards apply:

- * RM-15 (Residential Multi-Family District) - 50%.
- * RT (Residential Mobile Home/Recreation Vehicle District) - no standard.
- * RD-1 (Residential Duplex District) - 45%.
- * RS-4 (Residential Single-Family District) - no standard.

There are also six (6) parcels in public ownership and designated CF (Community Facilities). The open space standard for these parcels is 25%.

Based on the current zoning requirements on FEAT Area parcels, it is estimated that 98 acres will be provided as open space when the Area is fully developed.

2. Building Limitations

Limitations on building type, size, height, number and proposed use will be consistent with the Florida City Zoning Code, as amended. The zoning districts applicable to the FEAT Area are shown in Figure 4. Building type will also be governed by the South Florida Building Code and in Sub-Area 1 by any architectural standards adopted by the FEAT Board and the City of Florida City. Building size is limited in the City Zoning Code by required setbacks, parking spaces, open space and height. Open space was addressed in the previous section (#1). Table 3 below shows the remaining applicable building limitation standards for each zoning district present in the FEAT Area.

Table 3 - Building Limitation Standards

Zoning District	Max. Height (in feet)	Min. Setbacks (in feet)	Required Parking Spaces
C-1	30	Front - 10 Rear - 5 Side - 5	1 per 250 square feet of gross floor area
C-2	50	Front - 10 Rear - 5 Side - 5	1 per 250 square feet of gross floor area
I	30	Front - 10/40 Rear - 5 Side - 5	1 per 1,000 square feet of gross floor area
RM-15	35	Front - 25 Rear - 25 Side - 15	1.5 - 2 per unit
RT	25	Front - 25 Rear - 25 Side - 25	2 per unit
RS-4	25	Front - 25 Rear - 25 Side - 7.5	2 per unit
RD-1	25	Front - 25 Rear - 25 Side - 7.5	2 per unit
CF	30	Front - 40 Rear - 25 Side - 15	1 per 300 square feet of gross floor area

3. Landscaping

Landscaping standards in the FEAT Area will also be governed by the Florida City Zoning Code, as amended. This standard is currently 20 trees per acre with a minimum installation

height of five (5) feet.

G. Neighborhood Impacts of Redevelopment Efforts

Although heavily commercial and industrial in nature, the FEAT Area does contain 396 very low, low and moderate income residential units. Pursuant to Florida Statutes, an analysis of the impacts of the redevelopment program upon Area residents is required. This analysis is provided in the following section.

1. Relocation Impacts

As currently proposed, the FEAT Plan does not provide for the purchase of any very low, low or moderate income housing units. Thus, no displacement of residents should occur. It is possible, however, that area revitalization under the FEAT Plan will increase property values and rents. This economic change may force some low and moderate income property owners and tenants to relocate. The City of Florida City and the FEAT Agency will monitor this situation on an annual basis. If due to unforeseen circumstances or through a Plan modification, displacement of Area residents does occur, the Agency will comply with all applicable federal, state and local guidelines and regulations regarding the provision of replacement housing.

Using the Community Block Grant Program and the HOME Program, the City has directly assisted in the rehabilitation and/or construction of over 200 affordable housing units. In addition, the Cornerstone Group is currently constructing 283 affordable multi-family housing units in close proximity to the FEAT Area. The City of Florida City and the FEAT Agency will continue to assist in the creation of affordable housing opportunities in and around the CR Area to minimize loss of such housing.

2. Traffic Circulation

The FEAT Program does not propose any major modifications in traffic circulation. No streets are proposed for closure or rerouting. Some new streets are proposed for Sub-Area 3, however they will have no impact on existing residential neighborhoods.

Improvements to streets, sidewalks, public transit and pedestrian/bicycle facilities proposed for construction in the FEAT Program should enhance the mobility of area residents.

3. Environmental Quality

Through proposed improvements to public transportation, streetscapes, infrastructure, signage, pedestrian/bicycle facilities, the Program will enhance the human and natural environmental quality of the FEAT Area for residents and visitors. The environmental land use study proposed for Sub-Area 3 should ensure the environmentally-sensitive development of that sub-area.

4. Availability of Community Facilities and Services

FEAT proposes an aggressive program of infrastructure improvements by sub-area. These improvements are planned to provide much better water, sewer and stormwater management services to CR Area residents, as well as significantly upgrade the street system. The study of improvements to public transit and the pedestrian/bicycle circulation systems will increase the accessibility of community facilities and services to residents. The FEAT Area and all of Florida City sorely needs a major grocery store and other neighborhood needs. The Program makes these critical needs a high priority in Sub-Areas 1 and 2.

5. Effect on School Population

The Program does not provide for the relocation of Area residents. Some new housing units may be built in the FEAT area as a result of the Agency program. Depending on the type and nature of the 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.

6. Other Matters Affecting Physical and Social Neighborhood Quality

With the completion of the redevelopment projects and improvements proposed by FEAT, residents will have a more viable 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.

H. Relationship to the City's Comprehensive Plan

During implementation, the FEAT Agency will ensure that the Community Redevelopment Plan specifically addresses, and is consistent with, Future Land Use Element Policy 4a, Utilities Element Policy 3a, Transportation Element Policies 2a and 2b, and Conservation Element Objective 1, as well as all other applicable goals, objectives and policies of the Florida City Comprehensive Plan.

With the above commitment, the proposed FEAT Plan is consistent with the goals, objectives and policies of the Florida City Comprehensive Plan. In addition, the projects proposed are consistent with the Future Land Use Map. It is possible that the environmental land use study proposed for Sub-Area 3 will produce recommended changes to the City's Future Land Use

Map. If that occurs, all appropriate State procedures and rules will be followed in the consideration of the Plan amendment application.

I. Relationship to the Dade County Comprehensive Development Master Plan

During implementation, the FEAT Agency will ensure that the Community Redevelopment Plan specifically addresses, and is consistent with, Future Land Use Policy 2B, Traffic Circulation Policies 6B, 6C, 6D, 7A and 7C, and Conservation Policies 2F, 4A and 7A, as well as all other applicable goals, objective and policies contained in the Dade County Comprehensive Development Master Plan (CDMP).

With the above commitment, the proposed FEAT Plan is consistent with the goals, objectives and policies of the County's CDMP. In addition, the projects proposed are consistent with the CDMP Adopted 2000 and 2010 Land Use Plan which generally shows business, office and industrial uses along West Palm Drive (Sub-Area 1) and along Krome Avenue and U.S. 1 in Sub-Area 2 and all of Sub-Area 3. In addition, the County Land Use Plan designates the residential area in the northwest corner of Sub-Area 2 as Low-Medium Residential (up to 13 units per gross acre).

V. Program Revenue/Cost Summary

A. Funding Sources

A diverse spectrum of financing sources will be utilized to fund the projects contained in the FEAT Program. Adjacent and nearby road improvements necessary to address the impacts generated by commercial, industrial and residential development may be paid for by private developers either through direct contributions, impact fee payments, or assessment district payments. Developers will also be responsible for the private financing of all on-site development including buildings, parking, and landscaped areas. Other development costs may be partially funded through tax increment financing.

The City of Florida City and the Agency will enter into a Cooperation Agreement by March, 1995, which details the working relationship between the two (2) entities with respect to shared services, financial arrangements and other applicable matters. The Agreement will also address the expenditure or advance of monies by the City in connection with the implementation of the FEAT Redevelopment Program. If such monies are advanced or expended by the City, the Agency may reimburse the City from proceeds of tax increment financing or any other source permitted by law.

FEAT may enter into an agreement with the City, Dade County or other governmental entity for the purpose of establishing a Joint Powers Authority to carry out any aspect of the Program. The Agency may also provide financial contributions as authorized by Section 163.387, Florida Statutes. Additional financial sources include:

1. Tax Increment Revenues

Tax increment revenue is typically the major source of funding for redevelopment projects under the State Community Redevelopment Act. This increment, determined annually, is equal to 95% of the difference between: the amount of ad valorem taxes levied each year by each applicable taxing authority on taxable real property within the FEAT Area; and, the amount of ad valorem taxes that have been produced by the current millage rates prior to

establishment of the Redevelopment Trust Fund. Both of these amounts are exclusive of debt service millage of the taxing authorities. A 10-year projection of the estimated tax increment revenues which may be available to the FEAT agency is presented below in Table 4. The table figures are based on 1994 millages (non-debt):

Table 4: Projected FEAT Revenues from TIF

Year	Taxable Assessment Base (in \$ millions)	County TIF Contribution (\$)	City TIF Contribution (\$)	Total TIF Contribution (\$)
1994 (base)	41.9*	---	---	---
1995	42.1*	1,378	1,355	2,733
1996	47.0	35,141	34,560	69,701
1997	50.4	58,568	57,599	116,167
1998	60.5	128,161	126,040	254,201
1999	63.5	148,832	146,369	295,201
2000	66.7	170,881	168,053	338,934
2001	70.0	193,619	190,415	384,034
2002	73.5	217,735	214,133	431,868
2003	77.2	243,229	239,205	482,434
2004	81.6	273,547	269,021	542,568
Total	---	1,471,091	1,446,750	2,917,841

* Figures provided by Dade County Property Appraiser's Office. 1995 figure is preliminary.

Table Assumptions:

- 1.) Base will grow 1% annually through 1997. Also building cost of 10 major permitted and planned projects are added (see discussion next page) .
- 2.) Base will grow at 5% annually from 1998 to 2004; no major projects are added.
- 3.) Current millages apply through 2004. These are: FL City- 7.133 mills; Dade County- 7.253 mills; total- 14.386 mills.

Major Development Projects in FEAT Area - 1995-97 Period

	<u>Estimated Completion</u>
1. Palm Way North Apartments (under const.)	1995
2. Palm Way South Apartments (under const.)	1995
3. LaBodega (under const.)	1995
4. Las Palmas Townhomes (under const.)	1995
5. Florida City Medical Center (under const.)	1996
6. Florida City Country Club (in building permit)	1996
7. Econolodge Motel (in building permit)	1996
8. Denny's Restaurant (in plan review)	1996
9. Gas/Retail Station - US 1 south (in plan review)	1996
10. Shopping Center - U.S. 1 north of Palm Drive (planned)	1997

The estimated construction costs of the above-listed projects are included in the CRA tax base for the years 1995-97. Building costs are calculated using the area industry cost standard, provided by the Florida City Building Official, of \$45 per square foot of building space. For the first four (4) projects shown for completion in 1995, the estimated total construction cost is \$4.48 million. For projects 5-9 with projected completion in 1996, the approximate total building cost is \$2.94 million. Project 10 is a 225,000 square foot shopping mall planned to open in 1997 in Sub-Area 2 adjacent to the Florida Turnpike in 1997. A southbound Turnpike off-ramp to the mall is currently in the permitting stage with the Florida Department of Transportation. The estimated construction cost for the mall is \$10.1 million.

Tax Base Growth from Year 1998 to Year 2004

Hurricane Andrew and the resulting strong redevelopment initiatives have dramatically changed the planning environment in Florida City. Projects now under construction, permitted or planned in the FEAT Area are expected to push the tax base 45% beyond the pre-hurricane level by 1998. The changed conditions of the past three (3) years make historical figures of little value in determining long-term tax base growth. Growth beyond 1998 is expected to remain at a moderate-to-high level due to the FEAT Agency investment program and the fact that south Dade is rapidly becoming a focal point of future development for Dade County. The redevelopment of Homestead Air Force Base, construction of the

Homestead Motorsports Park and the opening of the Florida Keys Factory Shops Mall in the Florida City area will also support and enhance the long-term future growth rate. In addition, over 3 million cars traverse Florida City annually providing tremendous opportunities to tap the tourism market. Based on these positive factors, a tax base growth rate of 5% is assumed for the year 1997 to 2004 period. This figure is consistent with the long-term growth rate projected in the approved Homestead (HERO) Community Redevelopment Plan.

2. Redevelopment Revenue Bonds

State law allows FEAT, once established, to issue revenue bonds to finance redevelopment projects and programs. The security for such bonds is based on the "anticipated assessed valuation of the completed community redevelopment," as stated in F.S. 163.385. In this way the "tax increment" is used to finance the long term bond debt. Prior to the issuance of long term revenue bonds, the Agency may issue bond anticipation notes to provide up-front funding for redevelopment activities until sufficient tax increments are available to amortize a bond issue.

FEAT may issue bonds, notes, interim certificates, debentures or other obligations for any of its corporate purposes authorized by law in order to fund other project costs incurred to implement the Program proposals. The Agency may also issue refunding bonds in order to pay or retire outstanding bonds. However, FEAT will not issue any bonds unless it expressly determines that there are sufficient monies available to repay the principal and interest when due and payable.

3. Special Assessment Districts

Special assessment districts (SADs) will be utilized on a selected basis and in combination with other revenue sources, to provide funding for sub-area specific infrastructure improvements including street improvements, water lines, sewer mains, drainage structures and street lighting. In addition, special assessment districts may be used to fund other

identified community needs such as additional police patrols and streetscaping. Typically, SAD costs are assessed on a "front foot" basis to all property owners in the benefiting district. The special districts will be implemented pursuant to the applicable State of Florida and Dade County laws and regulations in effect at the time. It is anticipated that the districts will require approval of the City of Florida City and Metropolitan Dade County. The funding level for the SADs was determined based on projected infrastructure needs by sub-area, assessed (taxable) property values and estimated infrastructure cost sharing from CDBG and other revenue sources.

4. Land Sales/Leases

Acquisition of property, and its preparation for development are powers available to FEAT under provisions of F.S. 163. The resale or leasing of such land to private developers can provide another source of income within the Community Redevelopment Area.

5. Contributions and Grants

Voluntary contributions by private companies, foundations and individuals is a potential source of income to FEAT. In addition, a number of grant programs are available to the Agency. Primary among these is the Community Development Block Grant Program which is currently utilized by Florida City. Other grant programs include those administered by U.S. HUD, U.S. EDA, the State of Florida and Dade County.

6. Direct Commercial Borrowing

FEAT will also be authorized to fund redevelopment projects and programs through direct borrowing of funds. Depending on the particular project(s) funding requirements, the Agency may utilize both short and long term borrowing.

B. Ten-Year Improvement Program

Table 5 on the following page provides summary of the projected revenues and costs associated with the implementation of the FEAT 10-Year Improvement Program. Table 6 gives an estimate of the projected annual revenues and expenditures of the Agency. The projected funding sources and 10-year revenue estimates used in the Improvement Program are provided below

Funding By Source

* Tax Increment (TI)	\$ 2,912,875
* Community Development Block Grant (CDBG)	\$ 1,289,675
* HOME	\$ 925,000
* Special Assessment District (SAD)	\$ 1,235,175
* Economic Development Administration (EDA)	\$ 115,550
* State Sales Tax Trust Fund (SSTTF)	\$ 132,500
* Florida Department of Commerce (FDOC)	\$ 96,550
* Florida Department of Agriculture (FDA)	\$ 63,750
* Metro-Dade County Transportation Administration (MDTA)	\$ 48,100
* Other (OR)	<u>\$ 762,825</u>
Total - Revenue Sources	\$ 7,582,000

For the purposes of this Program, it is anticipated that no more than 50% of the total improvement costs for this capital program will be financed from tax increment funds, either directly or through bonds. The funding is structured under the assumption that tax increment revenues will be generated slowly at first. As public improvements spur additional private investment, increments will increase.

Bonding

The FEAT Agency is not planning any specific bonding activities at this time. It will consider bonding proposals on a case-by-case basis as the need arises. Any bonding proposal

approved by the FEAT Board in the future must also be approved by the City of Florida City and Metropolitan Dade County. Bonds shall be marketed in accordance with statutory requirements. If bonds are issued, the FEAT Agency will utilize a secondary revenue pledge consistent with Florida Statutes and all other applicable laws and regulatory requirements. Any commitment or use of these funds would require the approval of the City of Florida City. In addition, all bonds proposed by FEAT would also require separate approval from Florida City and Metropolitan Dade County.

Administration

FEAT will initially utilize City staff on a part-time basis to administer the Agency until revenues grow to the point where full-time paid staff can be hired. When revenue levels are sufficient, the Agency may consider the hiring of an Executive Director, administrative secretary and/or other necessary staff. Based on this staffing scenario and current industry pay scales, the projected administrative cost over the 10-year program period is estimated to be \$649,950. It is anticipated that no more than 10% of tax increment revenues will be used to fund administrative costs over the 10-year program period.

Table 5: FEAT Ten-Year Improvement Program

Areawide/ Sub-Area	Project	Estimated Cost	Funding Sources
Areawide	1. Commercial Facade Improvements	\$ 265,000	50% TI, 50% SSTTF
Areawide	2. Residential Paint/Fix Up	\$ 187,500	100% TI
Areawide	3. Signage Study/Improvements	\$ 117,000	100% TI
Areawide	4. Streetscape Improvements	\$ 149,100	50% TI; 50% OR
Areawide	5. Business Marketing	\$ 193,100	50% FDOC, 50% TI
Areawide	6. Public Transit Study/Improvements	\$ 96,200	50% TI, 50% MDTA
Areawide	7. Code Enforcement	\$ 97,800	50% TI, 50% OR
Areawide	8. Administration (AD)	\$ 649,950	40% TI, 60% OR
Sub-Area 1	9. Pioneer Village Development	\$640,400	50% TI; 50% CDBG
Sub-Area 1	10. Commercial Land Development	\$ 274,500	50% TI, 50% OR
Sub-Area 1	11. New Visitors Center	\$ 181,500	25% TI, 75% OR
Sub-Area 1	12. Residential Development	\$ 800,000	25% TI, 75% HOME
Sub-Area 1	13. Architectural Design Standards	\$ 25,000	67% TI, 33% OR
Sub-Area 1	14. Infrastructure Improvements	\$ 943,800	50% CDBG,50% SAD
Sub-Area 1	15. Zoning Study	\$ 35,000	75% TI, 25% OR
Sub-Area 2	16. Ind./Comm. Land Development	\$ 348,500	100% TI
Sub-Area 2	17. Small Business Incubator	\$ 231,100	50% EDA, 50% OR
Sub-Area 2	18. Farmers Market Improvements	\$ 85,000	25% TI, 75% FDA
Sub-Area 2	19. Residential Development	\$ 650,000	50% HOME, 50% TI
Sub-Area 2	20. Infrastructure Improvements	\$ 995,150	50% CDBG,50% SAD
Sub-Area 3	21. Environmental Land Use Study	\$ 85,000	50% TI, 50% OR
Sub-Area 3	22. Infrastructure Improvements	\$ 531,400	50% TI, 50% SAD
	TOTAL COST	\$7,582,000	

Table 6: Estimated Annual Revenues and Expenditures

Year	Revenues	Rev. Sources*	Expenditures	Projects**
1995	\$ 248,000	TI, CDBG, SSTTF, FDOC	\$ 236,000	1, 5, 13, AD
1996	477,000	TI, CDBG, SSTTF, FDOC, OR	453,000	1, 2, 4, 5, 7, 8, 13, 20, AD
1997	627,000	TI, CDBG, FDOC, HOME, SAD, OR	595,000	1, 2, 3, 4, 5, 7, 8, 11, 12, 13, 14, AD
1998	695,000	TI, CDBG, FDOC, HOME, SAD, OR	660,000	1, 2, 3, 4, 5, 7, 8, 11, 12, 13, 14, 15, AD
1999	774,000	TI, CDBG, MDTA, HOME, EDA, SAD, OR	809,000	2, 5, 6, 7, 8, 11, 15, 16, 18, 19 AD
2000	803,000	TI, CDBG, OR HOME, EDA, MDTA, FDA,	815,000	5, 6, 7, 8, 9, 11, 15, 16, 17, 18, 19, AD
2001	867,000	TI, CDBG, HOME, EDA, FDA, SAD, OR	845,000	5, 7, 8, 9, 10, 11, 15, 16, 17, 18, 19, AD
2002	914,000	TI, CDBG, HOME, SAD, OR	914,000	5, 7, 8, 9, 10, 11, 15, 18, 19, AD
2003	1,041,000	TI, CDBG, HOME, SAD, OR	1,038,000	5, 7, 8, 9, 10, 11, 15, 18, 21, AD
2004	1,136,000	TI, CDBG, HOME, SAD, OR	1,217,000	5, 7, 8, 9, 10, 11, 15, 18, 21, AD
Totals	\$7,582,000	---	\$7,582,000	---

* See "Funding By Source" section for key to abbreviations.

** The project name associated with each number is located in Table 5.

C. Retention of Controls and Covenants

If any land is acquired in implementing any projects contained in the 10-Year Program, the FEAT Agency will retain the appropriate controls and covenants running with the land to be sold or leased to private or non-profit developers.

D. Amendment of the Plan

The Community Redevelopment Plan may be amended from time to time by the FEAT Agency Board as provided by the applicable State Statutes and the Dade County Charter in effect at the time. Comprehensive updating of the Plan will occur every five (5) years through the amendment process. Periodic amendment to the Plan will be required whenever new programs are proposed to be added or existing programs deleted.

APPENDIX A

General Boundary Description for Florida City CR Area

Florida City CRA Area - General Boundary Description

Revised 1-12-95

The proposed Florida City CRA area is generally described as follows:

Begin at the intersection of Redland Road (S.W. 187 Avenue) and N.W. 2nd Street; proceed east along the centerline of N.W. 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. 328 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 the west right-of-way boundary of the H.E.F.T. to the intersection with Palm Drive (S.W. 344 Street); turn east and proceed along the centerline 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 centerline 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 centerline 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 centerline of S.W. 1st Street until S.W. 6th Avenue is reached; turn south along the centerline of S.W. 6th Avenue until S.W. 2nd Street is reached; at S.W. 2nd Street turn west along the centerline of the theoretical extension of S.W. 2nd Street until S.W. 8th Avenue is reached; at that point turn north along the centerline of S.W. 8th Avenue and proceed until S.W. 1st Street is reached; at that point turn west along the centerline 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 centerline of the theoretical extension of S.W. 1st Street until the intersection with Redland Road; turn north along the centerline of Redland Road to the intersection with N.W. 2nd Street, the point of beginning.

APPENDIX B

Finding of Necessity for Redevelopment

Kiriloff
42-2178



MAYOR OTIS T. WALLACE
VICE MAYOR R. S. SHIVER

COMMISSIONER EUGENE D. BERRY
COMMISSIONER TOMMY DORSETT
COMMISSIONER JUANITA SMITH

May 18, 1995

Mr. Dean Taylor, Director
Assistant County Manager
Metro Dade County
29th Floor
111 NW 1st Street
Miami, Florida 33130

Dear Mr. Taylor:

On behalf of the City of Florida City, I am pleased to submit the final Florida City CRA Community Redevelopment Plan. The Plan has been revised to reflect the comments and suggestions of the Tax Increment Finance Committee. In addition, revisions have been made to fully address the comments of the County Planning Department contained in the May 17th memorandum from Guillermo Olmedillo, Planning Director.

Please call me if you have any questions or comments concerning this document.

Very Truly Yours,

Henry B. Iler, AICP
City Planner

HBI:mtd

cc. Bill Kiriloff, Assistant City Manager
Harold Brijbasi, Dade County OCD
George Knox, Adorno & Zeder