

City of Florida City Community Redevelopment Agency Redevelopment Master Plan Update



CITY OF FLORIDA CITY



COMMUNITY REDEVELOPMENT AGENCY

Redevelopment Master Plan Update

June 19, 2019

Acknowledgements

Community Redevelopment Agency and City Commission

Mayor Otis T. Wallace
Vice Mayor R. S. Shiver
Commissioner Avis Brown
Commissioner Eugene D. Berry
Commissioner Sharon Butler

Rick Stauts
Executive Director
Community Redevelopment Agency
404 West Palm Drive
Florida City, FL 33034

Iler Planning

Henry Iler, AICP
President/Principal
200 South Biscayne Blvd.
Suite 2790
Miami, FL





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I. Executive Summary



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

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

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

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

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



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



II. BACKGROUND



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

A. General Description of the Community Redevelopment Area

The City of Florida City CRA Area consists of approximately 810 acres, including the original CRA Area (490 acres) and the four (4) Expansion Areas (320 acres) added in 2009. The CR Area is in the central core of the City and generally encompasses the City's primary commercial and industrial corridors as well as the northwest residential neighborhood. A new expansion area, called the North Central Neighborhood, is being added in this Plan and the Finding of Necessity for Redevelopment Report for this new area is currently under review by Miami-Dade County. Figure II-1 shows the boundary of the original CRA, the 2009 expansion areas and the proposed 2019 expansion area. Figure II-2 provides a legal description of these areas.

B. History of the Community Redevelopment Area

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

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



Figure II-1: Florida City CRA and Proposed Expansion Area

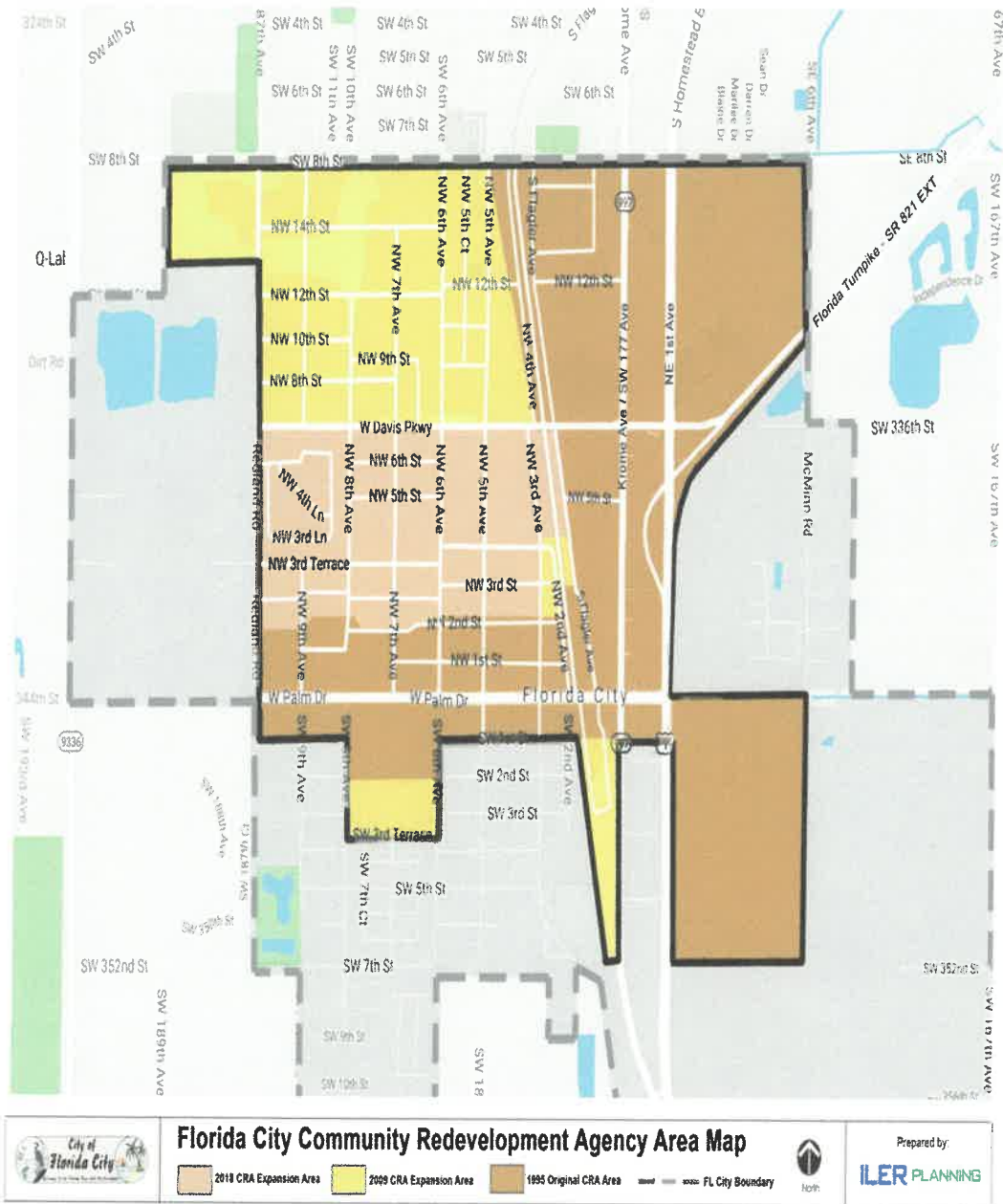


Figure II-2. Legal Description

Original Area

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

2009 Expansion Areas

Northwest Neighborhood

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

Pineland Park

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



Closed Packing Plant

Industrial Addition to Florida City, Plat Book 5-6, Lots 1 through 91 and the portion of 12th Street closed between lots 50&51 and the 50 foot strip lying southwesterly and adjacent to lots 21 through 91, closed per Resolution 90-03; and Section 25 Township 57 Range 38, .34 acre parcel, adjacent right-of-way on east is the station grounds Florida City. Official Records 17535-1374 0996 2; and Industrial Addition to Florida City, Plat Book 5-6, Canal and 30 foot Basin Road, on either side of canal as shown on Plat. Official Records 25500-2559 0307 5; and Industrial Addition to Florida City, Plat Book 5-6, Lots 92 through 129. Official Record 20540-4574 0602 5(156).

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

Busway Infill Area

Florida City Proper, Plat Book 2-74, Lots 6-10 & 7, Block 13; and Town of Florida City, Plat Book 1-74, Lots 4-11, Block 18

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

2019 Expansion Area “North Central Neighborhood”

North boundary: NW 336th Street (Arthur Vining Davis Parkway)

West boundary: SW 187th Avenue (Redland Road)

South boundary: SW 2nd Street

East boundary: NW 3rd Avenue and Miami-Dade County Busway.

The CRA was expanded in 2009 with County approval to add 4 separate areas totaling 320 acres. This CRA area increase occurred during the “Great Recession” of 2007-2008 after which the CRA tax base dropped significantly. The total taxable value of property in the CRA, including the original 1994 area and the 2009 expansion area, is shown below. Between 2009-10 and 2017-18, CRA property value dropped by 18% and the largest decrease occurred in 2010-13.

CRA Total Taxable Value

2009-10: \$340,081,549

2010-11: \$283,297,845

2011-12: \$243,483,522

2012-13: \$242,470,365

2013-14: \$224,885,207

2014-15: \$220,156,768

2015-16: \$231,302,550

2016-17: \$253,027,568

2017-18: \$278,583,694

As would be expected based on the downward trend in taxable value, CRA tax increment revenue has also decreased significantly. In 2009-10, the Agency received \$1,049,095 from Miami-Dade County and in 2017-18, the CRA was allocated \$794,181.

Despite the reduced annual revenue, the CRA stuck to its plan and invested heavily in the northwest and north neighborhoods with infill housing, upgraded infrastructure including street landscaping of entire neighborhoods. The CRA has also continued to invest in its commercial and industrial areas along US 1, Krome Avenue and Palm Drive. Since 2009, the Agency has spent \$11.0 million on



infrastructure improvements in the CRA areas. Streetscape and right-of-way acquisitions over the same period have totaled \$11.9 million and include the following projects:

- * NW 16th Street / 1st Court
- * NW 14th Street / 1st Court
- * NW 3rd Avenue / NW 12th Street
- * NW 1st Court / 2nd Avenue
- * SW 2nd Court / 2nd Avenue
- * NW 7th Street / NW 8th Street
- * NW 14th Street / NW 1st Avenue
- * WNW Phase 1 / NW 12th Street
- * NW Sidewalks
- * WNW Streetscape Phases 2-3
- * Lucy Street right-of-way acquisitions
- * SW Streetscape Phase 1
- * NW 1st Street / NW 2nd Street

The CRA also invested in non-street hardscape projects spending \$3.3 million between 2008 and 2018. These projects included water and sewer improvements, building façade program, structure demolition, and commercial interior buildout program. The Agency has demolished 44 buildings since 2008.

C. The Need to Amend the CR Plan

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

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

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

D. Authority to Undertake Redevelopment

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

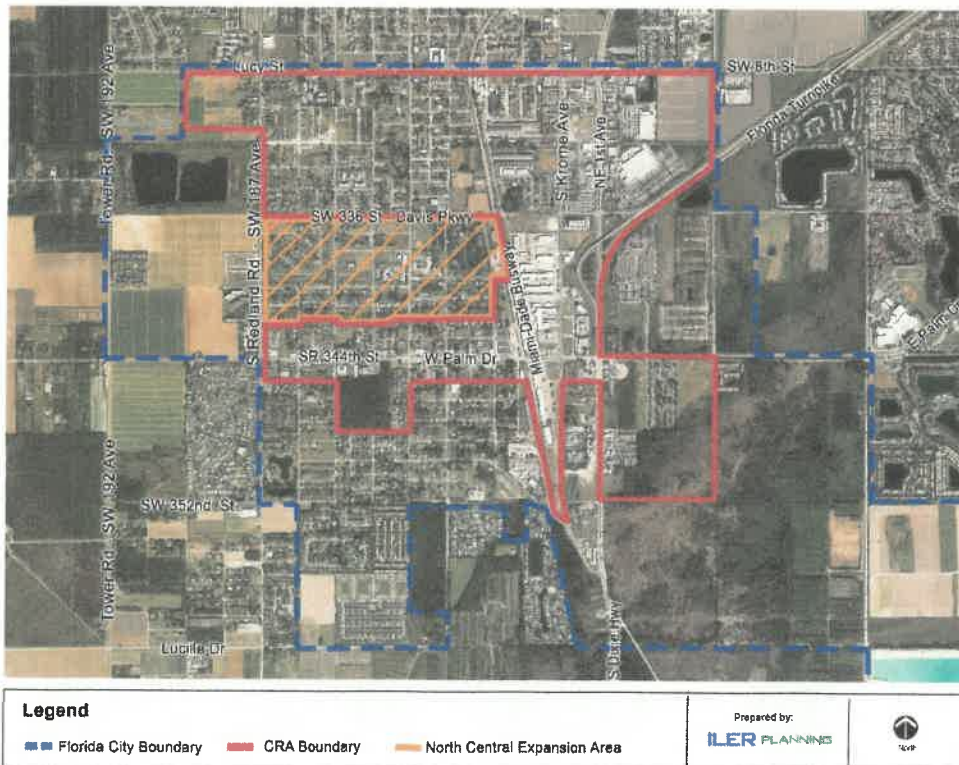


"Community redevelopment" or "redevelopment" means undertakings, activities, or projects of a county, municipality, or community redevelopment agency in a community redevelopment area for the elimination and prevention of the development or spread of slum and blight, or for the reduction or prevention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

Pursuant to State Statutes, the authority of a county or municipality to utilize the powers granted under the Act is predicated upon the adoption of a "Finding of Necessity" by the governing body that slum and blighted conditions exist in the municipality, and that redevelopment is both necessary and in the public interest. Miami-Dade County approved the Finding of Necessity for the original CR Area, and subsequently the required Interlocal Agreement between the City and County was executed on April 16, 1996. The Interlocal Agreement was later amended in 1997, 2002 and 2009.

On September 11, 2018, the City Commission adopted Resolution 18-48 which contained a "Finding of Necessity" for an expanded CR Area known as the "North Central Area" as previously discussed and shown in Figure II-3.

Figure II-3. North Central Expansion Area



E. Public Participation

The first meeting to discuss the Finding of Necessity and the 2018 CRA Master Plan Update occurred on September 11, 2018 at Florida City Hall. Suggestions from that public meeting have been incorporated into the Plan. Future hearings before the CRA Board and City Commission will involve presentations of the plan recommendations and review by the appropriate public entities.



III. CRA Powers and Administration



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

A. Creation of the CRA

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

B. Severability

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

C. Powers of the CRA

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

D. Relationship to the City of Florida City

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

E. Safeguards

1. Safeguards to Ensure Redevelopment Follows the Redevelopment Plan

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



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

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

2. Safeguards to Ensure Financial Accountability

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

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

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

F. Providing for a Time Certain and Severability

All redevelopment activities of a contractual, financial and programmatic nature shall have a maximum duration, or commitment of up to, but not exceeding, thirty (30) years from the date of initial adoption by the Board of County Commissioners of Miami-Dade County. The start date for the thirty-year timeframe was set by the adoption and approval date of the original CR Plan by the Board of County Commissioners in 1995. Thereby, the CRA, including both the original and expanded areas, will terminate in 2025.

As part of this CRA Plan Update, the Agency is asking that the CRA termination date be extend to 2055 in order the allow time the address the redevelopment

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



issues in the new North Central Expansion Area, and complete on-going infill housing and infrastructure projects within in the current CRA area.

G. Retention of Certain Powers by the City or County

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

1. Powers Retained by the City

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



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

2. 1997 Interlocal Agreement Amendment

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

3. 2003 Interlocal Agreement Amendment

The 2nd amendment established that the CRA shall have the power to implement special community policing and other public safety policies, programs and projects within the CR Area in accordance with the amended CR Plan. The amendment also increases the administrative expense cap to 20% to enhance the effectiveness and capabilities of the CRA.

4. 2009 Interlocal Agreement Amendment

This 3rd amendment included the four (4) expansion areas. It also provided that 20% of the annual TIF revenues for the expansion areas would not be expended by the Agency and would be returned to the County. In addition, an independent audit of the Trust Fund would be conducted by the Agency each year and a copy provided to each taxing authority.

H. Implementation of the Plan

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

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

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



I. CRA Responsibilities

1. Land Disposition

- a.) The CRA prepares land disposition guidelines and procedures for voluntary purchases in accordance with the CR Plan. The CRA shall receive County approval whenever the CRA requires the use of eminent domain to acquire land; no prior County approval is required to proceed with other methods of land acquisition or disposition. The CRA will advise the Project Coordinator whenever the City requires eminent domain to acquire any land.
- b.) The CRA prepares marketing materials and advertisements to solicit proposals for specific development and redevelopment projects. The Executive Director shall select a Review Committee to evaluate and recommend actions on proposals.
- c.) The CRA Board and City Commission approves the selection of one or more developers whose proposal complies with any requirements set forth in the CR Plan and the requirements associated with an RFP for targeted development.

2. Other CRA Activities

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

3. Project Financing

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

4. Citizen Participation

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

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



5. Project Management

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

J. Affirmative Action

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



IV. Finding of Necessity for Redevelopment



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

A. Current Redevelopment Area (CR Area)

The original 490 acre CRA area was found to meet the criteria of slum and blight as defined in Chapter 163, Florida Statutes in 1995. In 2009, four (4) expansion areas were found to meet the State slum and blight criteria and thus were added to the original CRA area bringing the total size of the current CR Area today to 810 acres. Building and site deterioration, open debris piles, advanced age and overcrowding of structures, vacant buildings and land, numerous building and property code violations, prevalence of unsanitary and unsafe conditions, infrastructure deficiencies, declining property values and land use incompatibilities were evident throughout the CR Area in 1995 and the 2009 expansion areas.

B. Proposed North Central Expansion Area

Based on initial field surveys and other relevant information, the CRA has determined that the current CR Area boundary should be expanded to include the North Central Expansion Area which is 190 acres in size. Figure II-3, presented previously, provides an aerial photograph of the area. The Finding of Necessity, adopted by City Commission Resolution 18-48 and included as Appendix A, finds that the proposed Expansion Area meets the criteria set forth by the State of Florida for slum and blight, and concludes that the current CR Area should be expanded to include additional North Central Area based on the following criteria:

- Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
- Unsanitary or unsafe conditions;
- Deterioration of site or other improvements;
- Inadequate and outdated building density patterns;
- High vacancy rates of buildings and high amounts of vacant land;
- High incidences of crime;
- Numerous City and County Code violations; and
- High diversity of property ownership.

There exists substantial economic distress, and deteriorating building and site conditions that could endanger the life and safety of the residents if left unabated. Inclusion of the North Central Area into the CRA will increase the redevelopment potential of the CRA, and contribute to the rejuvenation of that important area as well as to the overall health and vitality of the CRA. The Finding of Necessity for Redevelopment is currently under review by Miami-Dade County.



V. Existing Conditions



A. Regional and Citywide Conditions

Florida City, incorporated in 1914, is located in southern Miami-Dade County (see Figure V-1 Regional Location Map), approximately 30 miles south of Miami and is comprised of approximately 5.4 square miles. It is bordered to the north by the City of Homestead and by unincorporated Miami-Dade County on its remaining sides. The Homestead Air Force Base is situated about five (5) miles northeast of the City.

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

According to the 2018 Bureau of Economic and Business Research (BEBR) estimates, the Florida City population is estimated to be 13,076. The following tables provide information on key population and economic factors for Florida City, the Florida City/Homestead market area, Miami-Dade County, and the State of Florida. The Florida City/Homestead market area is comprised of eight (8) census tracts that include both these municipalities and surrounding unincorporated areas.

Table V-1. Permanent Resident Population

Area	2000	2010
Florida City	7,843	11,252
Miami-Dade County	2,253,362	2,498,013
State of Florida	15,982,378	18,804,580

Source: U.S. Census

Florida City's economic tradition is founded in agriculture.



Figure V-1. Regional Location Map

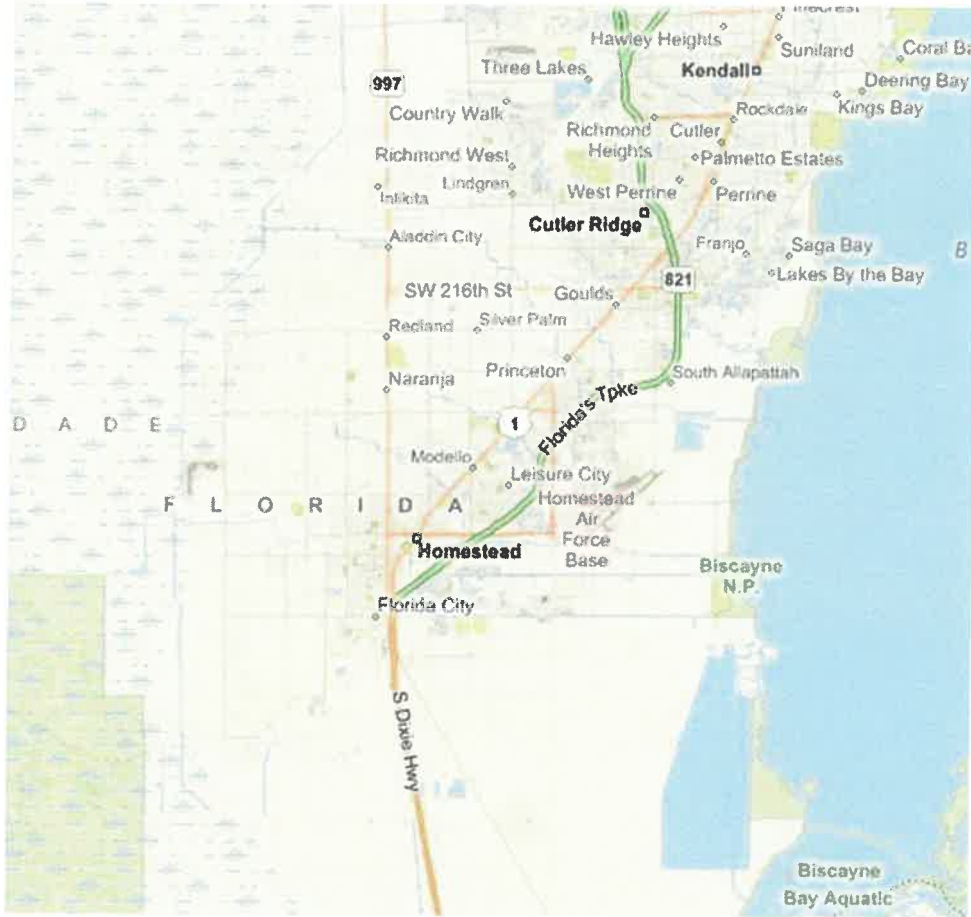


Table V-2. Florida City Population by Race

Race or Ethnicity	2000	2010
White	37%	52%
Black or African American	63%	45%
Hispanic or Latino	----	51%



Table V-3. Household Income

Area	2000	2010
	Median	Median
Florida City	\$18,777	\$34,545
Miami-Dade County	\$35,966	\$46,338
State of Florida	\$38,819	\$50,883

Source: U.S. Census

Florida City is the gateway to three (3) unique environmental areas: the Florida Keys, Biscayne National Park and the Everglades National Park. In 2017, an estimated 12 million visitors passed through Florida City on their way to the Keys and these nearby National Parks. This competitive advantage provides the other component of the Florida City economy, roadside commercial uses catering to tourist traffic, which gives the City solid opportunities for development.

The primary commercial activity in the City occurs along Palm Drive, U.S. 1, Krome Avenue and Lucy Street. In the northwest sector of the City, strips of commercial uses, including convenience stores, laundromats, bars, restaurants and service stations, are prevalent intermixed with scattered pockets of residential areas. Commercial uses along Palm Drive and U.S. 1 are generally tourist oriented. Through a variety of state and federal economic development programs, the City has been successful at attracting new businesses to the area including Best Western Motel and Suites, Florida Keys Outlet Mall, Wal-Mart Superstore, Home Depot, Hilton Home2 Suites and Holiday Inn. The majority of these developments have occurred on U.S. Highway 1 and are designed to attract some of the visitors that pass through Florida City on their way to the Florida Keys and the national parks and to service a rapidly growing residential sector. In addition, many residents from the north and central Keys shop in Florida City.

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

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

Florida City is the gateway to the unique Florida Keys.



development
four sub-areas
similar functions or
geographic proximity.

B. Community Redevelopment Area Description

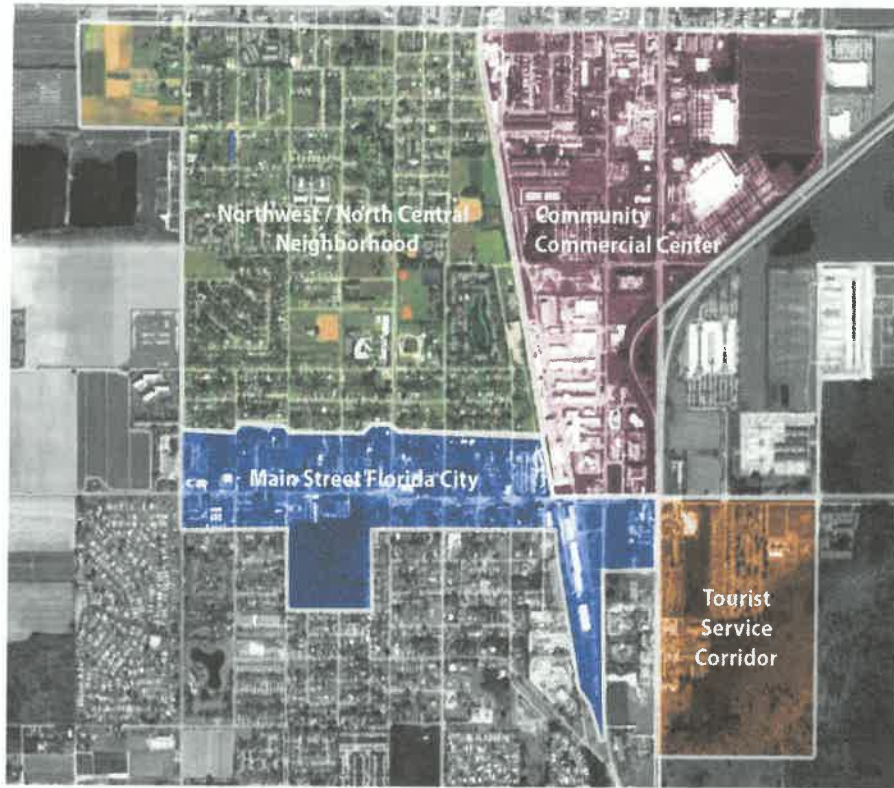
1. Geographic Areas

For planning purposes, the CR Area is divided into five (5) sub-areas that share similar land uses, functions and geographic proximity. Due to common land use and other features and close proximity, the new North Central Expansion Area has been combined with the current Northwest Neighborhood. The subareas are described below and shown in Figure V-2:

- a. Northwest and North Central Neighborhoods. The northwest and north central neighborhoods are bounded on the north by Lucy Street and on the south by NW 2nd Street. These neighborhoods are generally located between the Miami-Dade Busway and Redland Road.
- b. Main Street Florida City. Main Street Florida City encompasses Palm Drive from U.S. 1 to Redland Road.
- c. Community Commercial Center. The “Community Commercial Center” is bounded by Lucy Street to the north and extends to the south to the point where the FEC right-of-way and Krome Avenue are temporarily aligned just north of SW 7th Street.
- d. Tourist Corridor. The tourist corridor contains the southeastern portion of the CRA, east of U.S. 1 and south of East Palm Drive.



Figure V-2. CRA Sub-Areas



2. Land Use and Zoning

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

As demonstrated by the CRA Land Use Table, the primary land use within the expanded CRA is commercial (33%). Following commercial, residential land uses are the predominant land use category. There is a slight difference in the zoning distribution. Single family residential and light industrial zoning predominates in the area with each comprising 22% of the area; commercial is also prevalent covering 19% of the CRA.

Figure V-3. Future Land Use Map

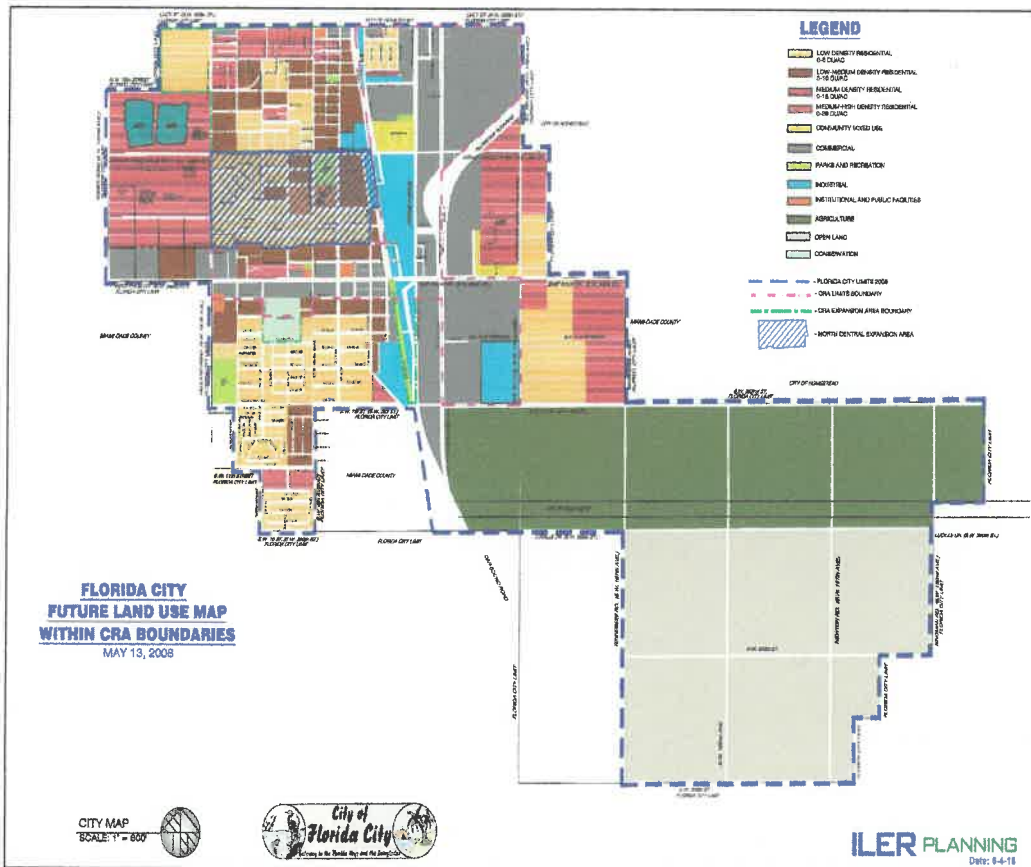


Figure V-4. Zoning Map

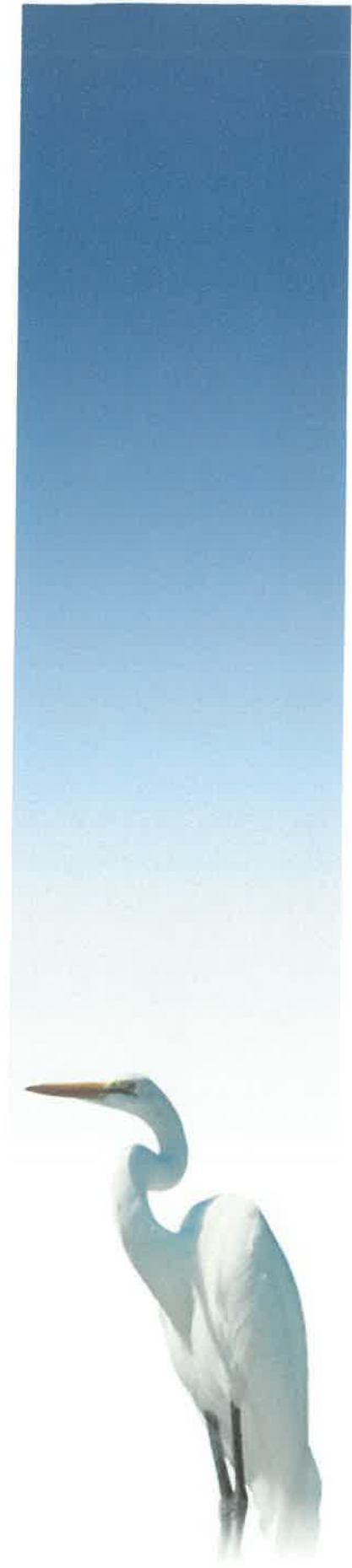
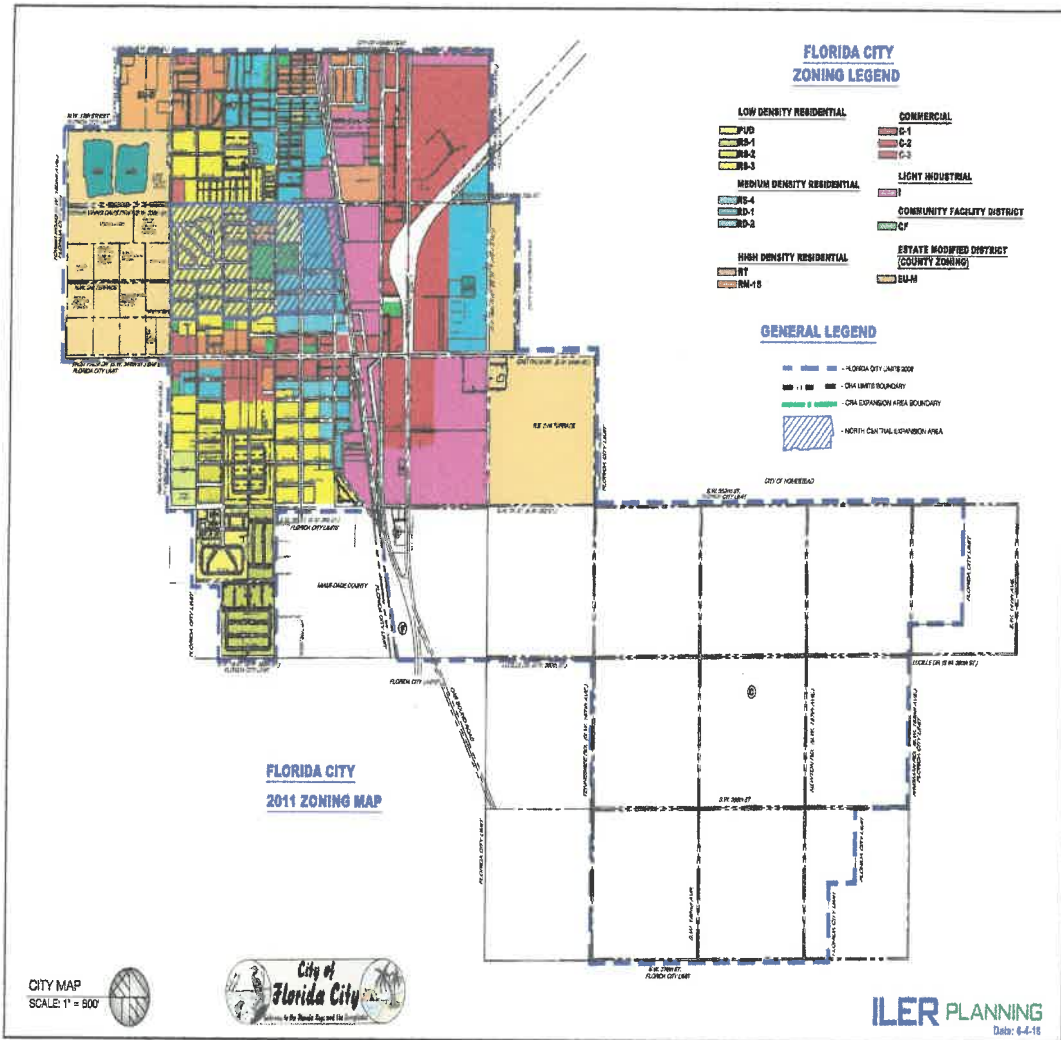


Table V-4. CRA Future Land Use

Land Use Category	Total Acreage	Total (%)
Low Density Residential 0-6 DU/AC	235	24%
Low Medium Density Residential 0-10 DU/AC	147	15%
Medium Density Residential 0-15 DU/AC	65	6%
Medium-High Density Residential 0-20 DU/AC	4	1%
Community Mixed Use	17	2%
Commercial	331	33%
Parks and Recreation	25	2%
Industrial	125	12%
Institutional and Public Facilities	23	2%
Conservation	28	3%
	1,000	100%

Source: Iler Planning, October, 2018.



Table V-5. CRA Zoning

Zoning Category	Total Acreage	Total (%)
Residential Single Family (RS-3)	219	22%
Residential Single Family (RS-4)	16	2%
Residential Duplex (RD-1)	110	11%
Res. Mobile Home/Recreation Vehicle (RT)	16	2%
Residential Multi-Family (RM-15)	73	7%
Neighborhood Commercial (C-1)	66	7%
General Commercial (C-2)	193	19%
Light Industrial (I)	222	22%
Community Facility District (CF)	42	4%
Estate Modified District (EU-M) (County zoning)	43	4%
	1,000	100%

Source: Iler Planning, October, 2018.

With the addition of the North Central Expansion Area, it is estimated that the CRA will have approximately 1,065 dwelling units within the CR Area. Of those developed lots, roughly 20%-30% of the area is open space.

The three zoning designations that are most represented in the CR Area are I Light Industrial, RS-3 Residential Single Family, and C-1 Neighborhood Commercial. Table V-6 below describes the general limitations for these zoning districts.

Table V-6. Zoning Standards

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

Source: City of Florida City Code of Ordinances

3. Traffic Circulation and Parking

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

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



- a. **Main Street Florida City** – West Palm Drive is a State 4-lane roadway, providing good east-west access, between U.S. 1 and 6th Avenue and operates at LOS “B”. The road narrows to two (2) lanes between 6th Avenue and Redland Road, and operates at LOS “C” in this area. The Florida Department of Transportation currently plans to add two lanes to this 2-lane segment of West Palm Drive. East Palm Drive, east of U.S. 1, is characterized by four lanes of traffic and operates at LOS “C”. Due to Palm Drive’s strategic location, the traffic volume in this area is significantly higher than that of the remainder of the City.
- b. **Community Commercial Center** – Krome Avenue and U.S. 1 provide good north-south access in this area. However, east-west travel is impeded by the FEC rail right-of-way and the Florida Turnpike on the eastern boundary of the CR Area. The rail corridor is no longer used for commercial rail service and has been converted into the Miami-Dade County Busway. Only Arthur Vining Parkway (SW 336th Street) provides access across the former rail right-of-way and it dead-ends at U.S. 1.
- c. **Northwest and North Central Neighborhoods** - Lucy Street and Arthur Vining Davis Parkway provide east-west access for the northwest and north central neighborhoods. Both roadways operate at LOS “D,” indicating somewhat congested traffic flow. Lucy Street is a two-lane road from the western boundary of the City to Krome Avenue. At the intersection of Krome Avenue and Lucy Street, the roadway increases to four lanes. Arthur Vining Davis Parkway is two lanes throughout the City.
- d. **Tourist Corridor** – Traffic circulation is very restricted. Access is only available to parcels fronting on either U.S. 1 or East Palm Drive. No roads currently exist to provide access to the interior of this sub-area.

4. Economic and Education Conditions.

Economic and education data from the U. S. Census for 2018 was collected and analyzed comparing Florida City and Miami-Dade County. Information gathered showed that Florida City is a city whose population is economically challenged and falls behind Miami-Dade County in most measures of economic health. As Table V-7 illustrates, only 5.8% of the Florida City population 16 years and over has a college bachelor’s degree or higher. The median household income is \$34,545 and 41.2% of individuals fall below the poverty level. In addition, only 26,2% of Florida City’s residents own their homes, compared to 52.2% in Miami-Dade County.



Table V-7. Economic and Education Indicators

Economic / Education Characteristics	Florida City	Miami-Dade County
Population	12,077	2,761,581
Population with Bachelor's Degree or Higher	5.8%	27.8%
Adult Population In Labor Force	63.3%	62.1%
Mean Travel Time to Work in Minutes	37.7	31.3
Owner-occupied housing	26.2%	52.2%
Median household Income	\$34,545	\$46,338
Per Capita Income	\$9,778	\$25,481
Persons in Poverty	41.2%	16.7%

Source: U.S. Census, American Community Survey of Population and Housing, 2018.



VI. Constraints and Opportunities

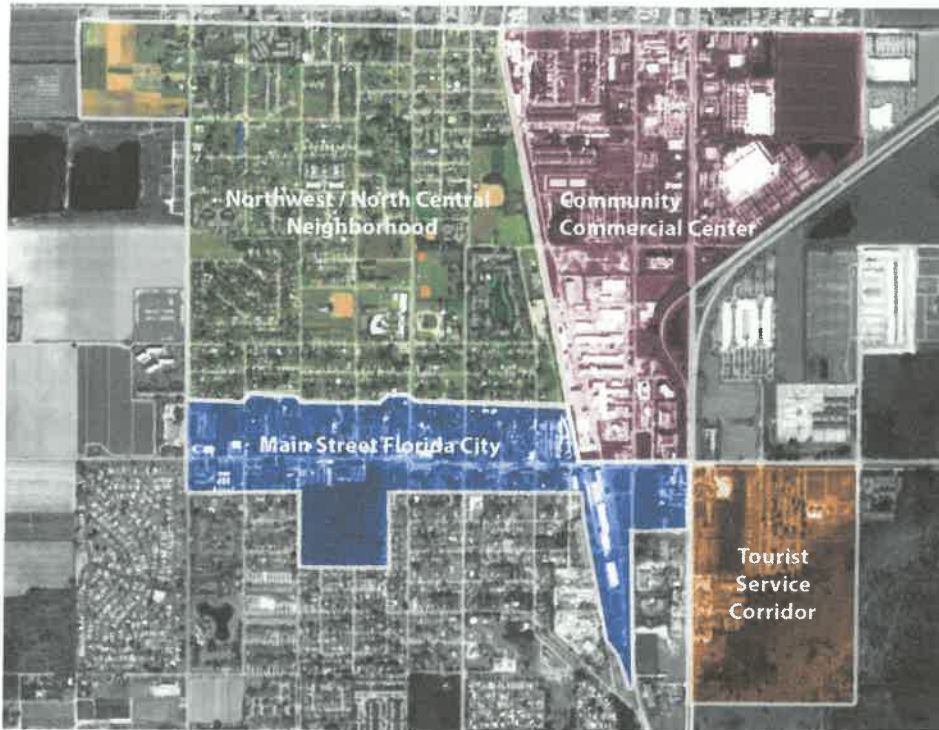


The purpose of this section is to provide a description and summary of the primary constraints and opportunities of each geographic area, including the Northwest and North Central Neighborhoods, Main Street, Florida City, Community Commercial Center and Tourist Corridor. For descriptive purposes, the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

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



Figure VI-1. CRA Sub-Areas



A. Northwest and North Central Neighborhood Sub-Area

The Northwest and North Central Neighborhood Sub-Area is bounded on the north by Lucy Street and on the south by NW 2nd Street. The western boundary is generally Redland Road and the County Busway forms the east boundary. Arthur Vining Davis Parkway traverses the middle of the sub-area running east-west. There is an additional small area of land that extends west of Redland Road, south of Lucy Street as illustrated in Figure II-1 presented previously. Zoning classifications in the area are primarily a combination of Residential Single Family RS-3 and Residential Duplex RD-1. However, additional areas with Commercial, Multi-Family and Community Facilities zoning classifications are also present. Since 2009, the CRA has invested heavily in the north half of this sub-area, north of Davis Parkway, and would now like to extend similar initiatives and programs to the north central area, south of Davis Parkway. The concentration of deteriorating buildings and sites indicate that it is an area in substantial need of redevelopment. The neighborhood does not contain an abundance of vacant land, and therefore infill development is most appropriate.

CONSTRAINTS

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

OPPORTUNITIES

- “Snake Pit” area redevelopment
- Redevelop “shotgun houses”
- NW 15th Street
- Lucy Street, east of NW 3rd Avenue
- Arthur Vining Davis Parkway (SW 336th Street)

B. Main Street Florida City Sub-Area

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

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

CONSTRAINTS

- Underutilized buildings
- Lack of restaurants
- Poor visual quality along portions of Palm Drive Mainstreet
- Illegal parking in the public right-of-way
- Small lots not conducive to modern retail standards
- 2-lane section of Palm Drive creates traffic congestion
- Excessive trash on vacant lots and road rights-of-way

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



- Intermittent sidewalks on Palm Drive west of 6th Avenue.

OPPORTUNITIES

- City Hall
- Proximity to the Busway, and bicycle and pedestrian routes
- High level of tourist traffic to and from Everglades National Park
- Inaccessible pineland environmental site on Palm Drive
- Façade renovation

C. Community Commercial Center Sub-Area

The area running along Krome Avenue is identified as the “Community Commercial Center,” and is the City’s main commercial and industrial corridor. The “Community Commercial Center” is bound by Lucy Street to the north and extends to the south to the point where the FEC right-of-way and Krome Avenue are temporarily aligned. This area contains a large amount of vacant land. Residential units are located in the northwest portion of the corridor as well as in a small pocket between NW 2nd Street and NW 4th Street. The non-residential portion is a combination of General Commercial (C-2) and Light Industrial (I-1) zoning. Two (2) of the City’s largest retail anchors and employers, Home Depot and Wal-Mart Super Store, are located in this sub-area. The Pioneer Museum, located along Krome Avenue, is a historic structure registered with the National Register of Historic Places. The City’s Camper Site is located on a 14-acre site at the northwest corner of Krome Avenue and Davis Parkway.

CONSTRAINTS

- Large Farmers’ Market site is significantly underutilized
- Some buildings are dilapidated and/or in poor condition
- Lack of sidewalks on east Davis Parkway and Krome Avenue
- Illegal signage
- Excessive trash on vacant lots and road rights-of-way

OPPORTUNITIES

- Krome Avenue and U.S. 1 provide regional and state-wide connections
- High traffic volumes
- Extensive vacant land on Krome Avenue
- High level of commercial development interest
- Façade renovation
- Redevelopment of the City’s Camper site
- Krome Avenue is popular motorcycle travel route

D. Tourist Corridor Sub-Area

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

CONSTRAINTS

- Large parcels of vacant property
- Poor access to interior parcels
- Illegal signage

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



- Wetland areas in the interior may hinder development
- Excessive trash on vacant lots and road rights-of-way
- Excessive interest in development of gas/convenience stores and storage

OPPORTUNITIES

- Easy access to the nearby Florida Keys Outlet Center.
- Florida Turnpike brings very high tourist-oriented traffic
- High level of commercial development interest
- Close proximity to the Homestead Air Reserve Base and Motorsports Park
- U. S. 1 is only route to the Florida Keys



VII. CRA Affordable Housing Policy Statement



A. Affordable Housing Policies

The transformation of slum and blighted conditions in residential areas must occur as part of the CRA's redevelopment. Florida City's Comprehensive Plan indicates that there are a substantial number of cost-burdened households (households of moderate-income or less that spend more than 30% of their income for housing) as well as severely cost-burdened households (those households that spend more than 50% of their income for housing).

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

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

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

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

HE Policy 3f: The City shall establish an expedited review process for residential projects in which a significant portion of units will be guaranteed to be affordable to extremely low, low and moderate income households.

HE Policy 3g: The City shall recognize affordable housing as an economic development issue, and consider the current and future availability of affordable housing in all economic development initiatives.

HE Policy 3h: The City shall pursue grants to provide subsidies and down payment assistance for first-time homebuyers, particularly for those who have resided in the City for at least one year prior to first home purchase.

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



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

B. Strategy

The impetus for the creation and expansion of a CRA is to re-energize the commercial and residential districts, revitalize deteriorated neighborhoods, create jobs, reduce crime, improve the appearance of the area, and enhance the quality of life for those who live in and around the CR Area. Programs can also be developed to create additional housing, both affordable and market rate. Most elements of the Comprehensive Plan address development programs that are primarily public sector responsibilities – the street and highway system, mass transit, parks, playgrounds, water, waste disposal, and other utilities and capital improvements. Housing however is primarily met by the private sector. Local governments today build little or no new housing. Instead local governments provide plans, programs and development regulations (zoning, building codes, etc.) to guide the private sector in the development of new housing, and maintenance of fair housing ordinances and housing and health codes.

Public investment can facilitate the development of affordable housing by the private sector. Therefore the CRA will take the lead for the public side in developing affordable housing in the CR Area. This may take the form of acting

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



as a developer or providing subsidies where deemed necessary. The CRA will be opportunistic where possible and engage in land assembly for affordable housing development.

C. Relocation Policy

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

D. Community Redevelopment Tools

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

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

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

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

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



VIII. Goals, Objectives and Policies

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

CRA Goal

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

A. Slum and Blight

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

B. Economic Development

- Objective 2:** Implement economic development strategies that will assist existing businesses, attract quality development and increase job growth.
- Policy 2.1:* Coordinate assistance for existing small businesses, including grants and loans for façade programs, and provide other innovative financial incentives.
- Policy 2.2:* Use CRA funds as an incentive and leveraging factor in private sector development opportunities.

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



- Policy 2.3:* Seek opportunities for commercial and industrial land assembly in order to consolidate small parcels of property into larger developable sites.
- Policy 2.4:* Seek the assistance of regional, County, and State economic development agencies to enhance the job creation potential of the CR Area.
- Policy 2.5:* Promote opportunities along the Miami-Dade Busway that promote both higher density residential and retail/commercial development, around the Busway and its terminal station on West Palm Drive.
- Policy 2.6:* Support provision of high-speed Internet service to commercial and industrial areas.
- Policy 2.7:* Develop concepts for market redevelopment of the State Farmers' Market into a mixed use area, should the opportunity arise.

C. Land Use

- Objective 3:** Encouragement of innovative land uses and design techniques that enhance the development potential of each primary road corridor and neighborhood within the CR Area.
- Policy 3.1:* Formulate future land use strategies on the basis of sound planning, market conditions and demographic research.
- Policy 3.2:* Work with City staff, the P&Z Board and the City Commission to revise the City land development code to ensure that the zoning districts within the CR Area are in compliance with the CDMP future land use map and the CR Plan.
- Policy 3.3:* Analyze the potential re-use of sites where functionally obsolete structures and non-conforming uses exist in order to determine the highest and best use of properties.
- Policy 3.4:* Examine and encourage the formation of higher density, mixed use, transit oriented development at select locations where deemed appropriate and marketable, including the Palm Drive Busway station.

D. Neighborhood Reinvestment

- Objective 4:** Improvement of the CR Area neighborhoods and the lives of its residents through infill development, home ownership, job training and education.
- Policy 4.1:* Work with private development and non-profit agencies to assist in building affordable housing units with an emphasis on increasing homeownership.

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



- Policy 4.2:* Ensure that energy efficient and affordable housing is available in the CR Area by assisting in the upgrade the existing housing stock.
- Policy 4.3:* Encourage the redevelopment and expansion of employment and housing opportunities for low, very low and moderate income residents within the CR Area.
- Policy 4.4:* Promote parks, open space and pedestrian/bicycle connections within neighborhoods.

E. Environmental and Aesthetic Enhancement

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

F. Public Safety

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

G. Public Facilities

- Objective 7:** Provision of necessary public facilities at adopted levels of service to meet the existing and future population and business needs.



- Policy 7.1:* Work with all appropriate government agencies and utility companies to ensure the provision of adequate services including potable water, stormwater, sewer, gas, solid waste, television and electricity.
- Policy 7.2:* Work with applicable agencies and organizations to establish appropriate priorities for capital improvements.
- Policy 7.3:* Help provide upgraded parks, open space and pedestrian/bicycle facilities throughout the area.
- Policy 7.4:* Assist the County and other government entities to promote alternative modes of transportation and maximize transit facilities.

H. Administration

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

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



IX. Redevelopment Projects



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

A. Target Areas

“Target Areas” are those areas that are in most need of revitalization and require aggressive implementation of specific programs and projects. The 2009 Plan identified four (4) Target Areas: Closed Packing Plant; Northern Commercial Gateways; Lucy Street and 7th Avenue (aka, Snake Pit) ; and the Northwest Neighborhood. In this Plan update, three (3) of these Target Areas have been retained for further implementation. In addition to the improvements listed in the descriptions below, storefronts in these areas will also receive priority for façade renovation funding described in Chapter X where applicable.

The updated Target Areas are described below and are graphically depicted in Figure IX-1.

1. Palm Drive Packing Plant Site

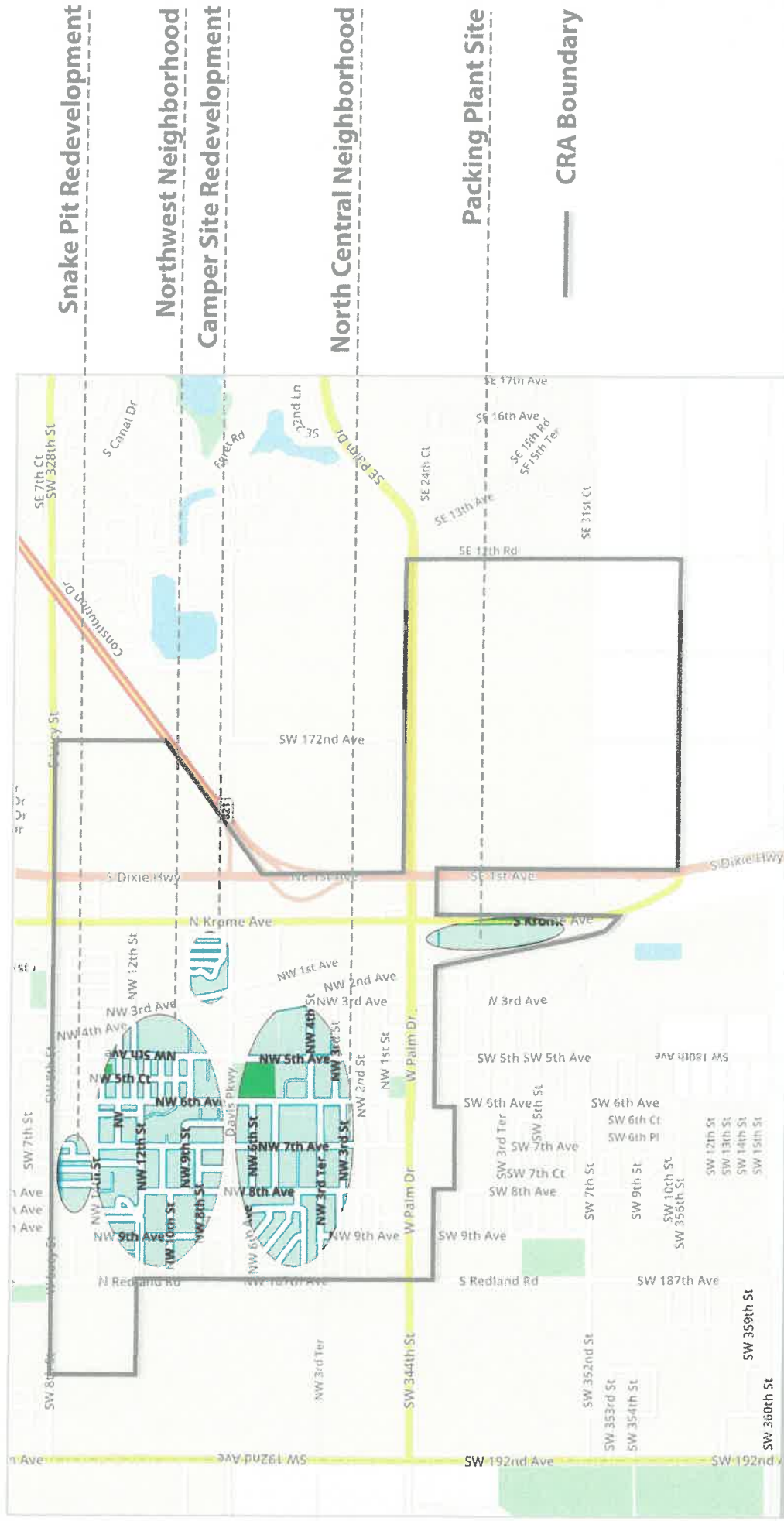
This triangular-shaped parcel was added to the original CRA area in 2009 and is occupied by an agriculture facility on the southwest corner of Krome Avenue and Palm Drive that was formerly used as a packing plant. With the decline of the row crop industry in South Miami-Dade, this plant is no longer operating and the facilities are used for company offices and storage only. The CRA is positioned to incentivize the acquisition and redevelopment of the property by assisting with the infrastructure that will be needed for the rehabilitation of the property. The City can also consider mixed use zoning appropriate for this important parcel located on its Mainstreet Street. The parcel has substantial visual frontage along Palm Drive. Redevelopment of this property would create jobs and substantially improve the visual integrity of Palm Drive, thereby enhancing a critical gateway into Florida City and the CRA. A contract for sale of the property has recently been signed thus future redevelopment of this property could be forthcoming.

2. Camper Site Redevelopment

This 14-acre site at the northwest corner of North Krome Avenue and A. V. Davis Parkway (SW 336th St.) is owned by the City and has been operated as a recreational vehicle camping facility for many years. The parcel is in the CRA and designated for Community Mixed Use land use. During FY 2017-18, the City marketed the site and received two offers, both above the appraised value of \$6,705,000. The City selected one of the offers and has

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





CRA Target Areas

Figure IX-1

entered into a contract with the successful developer to redevelop the property into a mixed-use center. The CRA is playing a significant role in the Planning details for the development and providing assistance with infrastructure improvements as needed. A successful mixed-use project in this central location would be a significant boost to the tax base and provide an important transition use between the neighborhoods to the west and the Krome Avenue commercial area. This medium-high density development would also locate future residents near the Busway and bolster the potential for a transit stop on the Busway at A.V. Davis Parkway. The City and CRA are lobbying the Miami-Dade Transit Agency for a future stop in this location.

3. "Snake Pit" Redevelopment

This area is located along the south side of Lucy Street between 7th and 8th Avenues. Known historically as the "Snake Pit," it represents the residential part of the CRA with the most immediate need for redevelopment. Prior to aggressive CRA and City action in this area in recent years most of the buildings were partly or completely dilapidated. The lots were scattered with trash and debris, and many of the buildings had been spray painted with graffiti and gang symbols. The conditions in this area were both unsafe and visually unattractive. If left unaddressed, the area would have continued to deter investment along Lucy Street and throughout the northwest neighborhood. Since 2009, the CRA has acquired 32 residential lots and demolished dilapidated buildings in this neighborhood. The Agency has signed a contract with a developer who has a strong interest in redeveloping the property using density and infrastructure incentives provided by the City and CRA.

4. Northwest Neighborhood

The CR Area was expanded in 2009 to include this neighborhood in the northwest part of the City which is in significant need of redevelopment. Since then, the City and the CRA have worked in concert with small area developers to build infill single-family homes, duplexes and townhouses on scattered private parcels and publicly-owned sites. The City has granted zoning density increases and administrative site variances to provide incentives for this new development. Serious interest has recently been expressed by an established affordable housing developer to build workforce housing on a 10-acre site located north of A.V. Davis Parkway and west of the County Busway using State housing funds. The City approved a zoning density increase to 20 units per acre to facilitate the project. This medium-high density development would also locate future residents near the Busway and bolster the potential for a transit stop on the Busway at A.V. Davis Parkway. The City and CRA are lobbying the Miami-Dade Transit Agency for a future stop in this location. The Agency budgeted \$210,000 for acquisition of undeveloped parcels in 2018 and approximately \$50,000 was spent to acquire property. The CRA also budgeted \$10,000 to demolish dilapidated houses in this neighborhood and relocate tenants, however no structures were demolished last year.

5. North Central Neighborhood

This neighborhood is being added to the CRA area in 2019. It has similar redevelopment constraints and opportunities as the Northwest Neighborhood located to the north. Private developers have expressed serious interest in developing market rate housing south of A. V. Davis Parkway, on the west side of NW 6th Avenue. Modest density increases and

The area known as the "snake pit" represents the part of the CRA that requires immediate action.



zoning variances may be needed in the future to spur infill development and redevelopment in this newly-added neighborhood.

B. Target Corridors

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

1. Palm Drive

Palm Drive was once the heart of Florida City, and it is still the City's downtown and main street. Approximately 12 million visitors pass through Florida City each year on their way to the Keys, Everglades National Park and Biscayne National Park. However primary commercial development in the city is focused in the U. S. 1 corridor which has much greater traffic flows. Palm Drive can and does serve local retail and service needs, and a significant portion of traffic is going to and from Everglades National Park. It is lacking in retail directed toward this tourist market including restaurants, souvenir shops and nature attractions. The City Hall site is very attractive with a landscaped animal topiary in front and the County Busway Terminal is well-landscaped. The Pineland Preserve area on the south side of Palm Drive, west of 6th Avenue, is owned by the County but is fenced off and not open to the public. Beyond these sites, the visual quality of the City's Mainstreet needs significant improvement. On a number of days the corridor has excessive trash strewn on vacant lots and in rights-of-way, and too much unsightly commercial signage in front of older stores and in windows. Illegal parking in the right-of-way is prevalent along the 2-lane section west of 6th Avenue. The lots along Palm Drive are shallow by modern commercial standards, and thus inhibit "larger box" retailers and allow little building and parking setback from the corridor. The City rezoned the entire block on the north and south sides of Palm Drive to commercial use many years ago and thus the potential exists to expand the frontage lots to create much more lot depth. The CRA and City should work together to have illegal signage and parking removed and institute regular trash pick-up along the corridor. They should also approach the County to open up the Pineland Preserve to limited use for educational purposes. The Agency is planning to prepare a Master Landscape Plan for Palm Drive in the next 2-3 years to guide private development and public landscape projects in the corridor.

The CRA is coordinating the culverting of the Palm Drive Canal east of US 1. Florida City is currently working with developers on both sides of East Palm Drive in order to bring commercial developments in the area. East Palm Drive is currently a four (4) lane roadway divided by an open canal. There is concern about the traffic access and flow that is limited by the canal in the middle of East Palm Drive. Therefore, the City is proposing to culvert the existing canal from US 1 to NW 172nd Avenue in order to add additional lanes and provide better access to the area. The cost of the total project was expected to be approximately \$6,300,000 The City will be paying the engineering cost, though the CRA will be coordinating all the activities of

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



the engineering firm. The permitting was completed earlier this year and the low bid came in at \$5,776,768. The City has entered into a Joint Participation Agreement with the County for funding in the amount of \$3,100,000. The City is paying the remainder. The roadway is within the CRA and the development along the south side of East Palm Drive will be within the Community Redevelopment Area. Construction began recently. On West Palm Drive, the CRA and City are working closely with area developers to fund the expansion of the roadway from 2 to 4 lanes from NW 6th Avenue to Tower Road (SW 192nd Avenue).

2. Lucy Street

Lucy Street between the South Miami-Dade Busway and Redland Road contains many dilapidated structures, and has a fragmented mixture of existing businesses and residential uses that do not match the existing zoning or future land use designations. Part of the revitalization effort in this area will be to create a common design theme for Lucy Street that will improve the visual quality and land use mix in order to enhance the economic viability of the corridor. Since the centerline of Lucy Street is the boundary with Homestead, it will be necessary to work closely with the City of Homestead for the joint redevelopment of the street. Miami-Dade County is in process of expanding Lucy Street between SW 167th Avenue to SW 187th Avenue.

The CRA is coordinating the Miami-Dade County, City of Homestead, and Florida City collaboration on the widening of East and West Lucy Street. The County has agreed to fund the cost of expanding East and West Lucy Street to three lanes with curb and gutter, drainage, landscaping and sidewalks between NW 167 Avenue and US 1. The City convinced the five property owners on the Florida City side of Lucy Street to donate 10 additional ten feet of right of way for the project. One of the commercial buildings had substantial on-site private infrastructure within the ten feet that the City requested that the property owner donate to the City for widening the street. As part of the donation agreement, the CRA paid to have the on-site infrastructure relocated. In FY 2015-16, the CRA contracted with American Pipeline to do the infrastructure relocation at a total cost of approximately \$230,000. The relocation of infrastructure was done in 2016-17 and the County began construction on the East Lucy Street part of the project in October of 2017. Construction should be complete in late 2019. Construction plans for the West Lucy Street part of the project are nearly complete and it is hoped that construction will begin in late 2019 or early 2020. The City has obtained verbal agreement with several property owners to donate needed right of way, but five other locations will have to be taken by eminent domain.

3. Arthur Vining Davis Parkway

This east-west corridor is a critical local transportation link in the north half of Florida City. It connects the Northwest and North Central Neighborhoods to the City's prime commercial areas on Krome Avenue and U.S. 1. The roadway also crosses the County's Busway and is a prime location for a future transit stop. The corridor has significant sidewalk connections but is lacking in some areas most importantly the segment between the Busway and Krome Avenue. Davis Parkway also links 2-3 significant future redevelopment sites in the CRA including parcels near NW 6th Avenue and NW 5th Avenue, and the City's Camper Site at the intersection with Krome Avenue.



4. Krome Avenue

For years, FDOT has raised the possibility of expansion of Krome Avenue to 4-lanes, however the improvement has not occurred. Notwithstanding the improvement, the road is in dire need of sidewalks on both sides. A lot of people walk in the road or in the drainage swale along side it on a daily basis, creating unsafe situations. A number of bicycles also utilize Krome regularly. The portion of Krome Avenue north of West Palm Drive up to Lucy Street is in the CRA. The Agency will coordinate with the FDOT in the near future to assess the status of the 4-lane improvement and provisions for sidewalks and bike lanes. The roadway also experiences extensive littering from vehicles and periodic waste removal along the road is becoming necessary. To address this, the CRA plans to initiate a waste removal program for several major corridors in the CRA including Krome Avenue.

C. Demonstration Projects

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

1. Pioneer Museum and Depot

One of the most underutilized assets in Florida City is the Pioneer Museum and Train Depot, a site recognized by the National Register of Historic Sites. The Pioneer Museum and Depot have the potential to become a major component for the revitalization of Krome Avenue. The CRA budgeted \$10,000 for building repairs and improvements at the Pioneer Museum in 2018. Because the historic Museum building is old and may need repairs from time to time, the CRA normally budgets \$10,000 every year. Current plans call for the museum building to be elevated, and paved parking areas and drainage facilities installed on the site. The CRA also plans to build a storage building between the Museum and Depot for use by the Museum because the Museum owns much more historical material than can currently be displayed and needs quality storage space on-site.

2. Palm Drive Pineland Park

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

3. Farmers’ Market Reuse

The State Farmers’ Market has existed on Krome Avenue for years and has well served the agriculture community in South Miami-Dade. The Farmers’

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



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

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

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



X. PROGRAMS



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

Each program is designed to enhance the CRA’s “toolbox” that can be utilized the meet the CRA’s goals.

A. Business Assistance

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

1. Commercial and Industrial Façade Program

The CRA adopted a Commercial and Industrial Building Façade Program in FY 2007-08 to assist building owners within the CR Area to upgrade the appearance of their buildings, and serve as the building block for the ongoing revival of the commercial and industrial corridors. The Façade Program is a powerful tool to make building restoration financially feasible for property owners. Restored storefronts can improve the vitality of neighborhoods which in turn attracts investors, tenants and shoppers. The Program may be utilized by any property owner, however major commercial corridors such as Lucy Street, Krome Avenue and Palm Drive are high priorities. The goal of the program is to upgrade the CRA corridors by improving a number of buildings and investing money in a way that will create an inviting and exciting commercial and industrial district.

The first area addressed was the industrial area around NW 12th Street and NW 3rd Avenue. The owners of the industrial buildings in this area have been anxious to rework the appearance of their structures. Several new industrial buildings have been constructed in the City outside the CR Area in the past several years and the owners of the older buildings in the CR Area are at a competitive disadvantage. The building owners near NW 12th Street realized that they must improve the appearance of their buildings, or the best tenants will seek quarters elsewhere. Combining the façade improvements with the streetscape improvements on NW 12th Street and NW 3rd Avenue has changed the face of the whole area. Of the sixteen industrial buildings in the



industrial area, fourteen owners have upgraded the appearance of their buildings through the façade program in the past ten years. The façade rehabilitation project was originally budgeted for \$30,000 in FY 2017-18. No industrial buildings were addressed with CRA funds in FY 2017-18.

2. Signage Assistance Program

Signage can significantly impact the perception of business corridors. As noted in the Existing Conditions section, signage throughout the various corridors of the CRA is uncoordinated, unattractive and difficult to read, thereby contributing to significant negative visual impact in the CRA. There is also a substantial amount of illegal signage. Well-designed signage is essential in defining the presence, quality and type of businesses. In order to reduce “sign clutter” and help defray the costs associated with creating clear, attractive and consistent signage, the CRA may provide small matching grants to business owners wishing to invest in new signage for businesses that front a public right-of-way. Priority funding will be given to businesses located along major corridors such as Palm Drive, Lucy Street, U.S. 1 and Krome Avenue. All signage must conform to the City’s Sign Ordinance.

3. Small Business Capital

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

4. Commercial Building Improvement Grant Program

Many small businesses fail each year and many outgrow their current location. Both of these situations create vacancies in commercial and retail buildings for other business to inhabit. The problem many of these potential tenants have is the inability to fund the remodeling cost of the space they would prefer to occupy. To assist in filling some of these vacant spaces and the business’ desire to inhabit those spaces,, the CRA developed this program in FY 2009-2010 to help potential tenants be able to afford to build out the shopping center and other commercial spaces and make them ready for occupancy. The CRA budgeted \$30,000 for this activity in FY 2017-18. Under this program, the CRA will pay for up to 50% of the cost with a maximum expenditure of \$10,000. The building owner is also required to contribute. The budget was amended to \$10,000. During FY 2017-18, one business was able to take advantage of the program.

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



B. Neighborhood Reinvestment

Although the City’s housing stock has been upgraded significantly in recent years, there are still areas in need of rehabilitation. Deteriorating housing conditions have been noted by the Building Department’s analysis of the housing stock.

Additionally, Census data indicates that the Northwest and North Central Neighborhoods are dominated by a rental market and a large percentage of the housing is occupied by more than one person per room, a common indicator of overcrowding. Almost 50% of the population within this neighborhood is living below the poverty level. The CRA has a number of programs intended to address the immediate housing needs.

1. Neighborhood Infill

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

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

During FY 2017-18, the CRA sold eleven of its infill lots for affordable housing and the City sold two infill parcels all within the CR Area. The infill builders are going to build multi-family housing on each lot.

2. Housing Rehabilitation

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

In recent years, the CRA and City have partnered with Rebuilding Together Miami-Dade, Inc, a non-profit that is part of AmeriCorps. In 2016, the non-profit, with City and CRA financial assistance, rehabilitated 20 owned by seniors, older veterans, and low income families. It was a very successful project. The CRA/City and Rebuilding Together Miami-Dade are working together again in 2019. The non-profit will secure commitments from vendors and merchants for donated materials and use local volunteers, including students, to do most of the non-licensed work (painting, landscaping, clean up, minor carpentry, etc.) This work would be done under the supervision of a licensed general contractor who works for Rebuild America. They use licensed professionals for such work as roofing, electrical, and plumbing. For the 2019 project, they anticipate that the value of donated material and labor will be between \$250,000 and \$300,000 and have requested a financial pledge of \$100,000 to help pay for the things that they



cannot get 100% donated. The CRA will fund repairs for those homes within the CR Area and the City funds for those outside the CR Area would come from the past repayment of HOME loans. The CRA budgeted \$100,000 for this anticipated project.

3. Sewer Line Hookup

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

The CRA will continue coordinating with the City's consultant for a Revolving Loan application to the Florida Department of Environmental Protection. The loan will pay for repairs and upgrades to the sanitary sewer system required by Miami Dade County as part of its settlement with USDEP. Many of the repairs will be within the Community Redevelopment Area. The amount sought from FDEP is \$7,585,189. The City has been approved for the engineering portion of the project as well as construction on several projects for which the City has already completed the engineering with its own funds.

4. Paint Up/Fix Up

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

C. Land Acquisition

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

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

D. Public Improvements

The CRA may continue to support development in the area by funding public improvements when necessary. The public improvement program will entail



new construction and/or rehabilitation of deteriorated/dilapidated public infrastructure, facilities and related amenities, and beautification efforts. The CRA public improvement programs are detailed in this section below:

1. Public Infrastructure Assistance Program

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

2. Streetscape Improvements

The CRA provides streetscape improvements to create welcoming and attractive commercial and residential corridors. These amenities could include, but are not limited to pavers, benches, shade trees, landscaping, bicycle racks, gazebos, lighting, signage, trash receptacles and other aesthetic improvements. The CRA has made a substantial number of streetscape improvements, especially in neighborhoods south of Lucy Street and east of Krome Avenue, and will continue this program.

The CRA is currently involved with a streetscape project in the southwest section of the City. It is a continuation of the on-going streetscape projects throughout the CRA begun in 2010 and is the first to be done in the SW Neighborhood. The project bid out in January of 2016. The streetscape includes new street paving, sidewalks, curb and gutters, drainage, and landscaping. The project was finished in early 2018, and the cost for FY 2017-18 is projected to be \$315,000. The City participated in the project with CITT funds in the amount of \$729,645.

The CRA is also implementing streetscape improvements along NW 1st and 2nd Streets. The project was bid out in September of 2017. The streetscape includes new street paving, sidewalks, curb and gutters, drainage, and landscaping on NW 1st and 2nd Streets between NW 3rd Avenue and NW 7th Avenue. The project will be finished in FY 2018-19, and the cost for FY 2018-19 is projected to be \$574,000.

Planned streetscape projects include the following:

1. Davis Parkway/NW 6th Avenue/Lucy Street/ NW 4th Avenue
2. Davis Parkway from the Busway to NW 6th Avenue
3. NW 3rd Avenue from NW 2nd Street to Davis Parkway
4. NW 3rd Street from NW 2nd Avenue to Redland Road plus NW 2nd Avenue
5. NW 4th Street from NW 2nd Avenue to NW 6th Avenue
6. NW 5th Avenue from NW 2nd Street to Davis Parkway
7. NW 6th Avenue from NW 2nd Street to Davis Parkway
8. NW 3rd Terrace from NW 6th Avenue to Redland Road
9. NW 7th Avenue from NW 2nd Street to Davis Parkway
10. NW 8th Avenue from NW 2nd Street to Davis Parkway
11. NW 9th Avenue from NW 2nd Street to NW 3rd Terrace
12. NW 5th Street and NW 6th Street from NW 6th Avenue to NW 8th Avenue
13. Walker's Cove
14. Davis Parkway between the Busway and Redland Road



3. Parks and Recreation

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

The CRA coordinated the submission of a \$750,000 State of Florida Small Cities CDBG Neighborhood Revitalization grant application part of which will be used for improved parking for Loren Roberts Park. The application ranked high enough to be fundable and the contract has been completed. Though project will likely be bid out before the end of FY 2018-19, most of the grant funds will be expended in FY 2019-20.

The CRA has begun the process of developing a linear park on NW 3rd Avenue. In FY 2016-17, the County donated a small sliver of the site to the City. The City now owns a little over half of the property and the CRA will acquire the remaining one parcel over the next several years. The CRA is asking the owner to donate the parcel. The CRA has been spreading excess fill from streetscape projects on the property and will continue to do so in the next several streetscape phases. This action will ultimately reduce the cost of development. Though this strip of land is narrow, it could contain a walking track around the perimeter and other amenities in the center. Planned parks projects include:

1. Washington Park Rehabilitation
2. Linear Park on NW 3rd Avenue

4. Stormwater Management

The CRA is coordinating the City's Hazard Mitigation Grant application for a drainage project between NW 7th Avenue, Redland Road, NW 2nd Street, and Palm Drive. The application was for \$899,000 and the CRA will be matching the grant with \$300,000 in CRA funds. This will provide flood relief in one of the lowest areas of the Community Redevelopment Area.

E. Community Safety and Appearance

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

1. Community Policing

Public safety has been a chief concern among residents and business owners of the CR Area. The CRA's Community Policing Program was added as a 2002 amendment to the original CRA Master Redevelopment Plan and it has since



proved invaluable. Adequate law enforcement is required to protect property values, commercial activity levels and the quality of life of the residents within the CR Area. The known presence of law enforcement is also important to attract new investment, development, businesses and residents. The CRA may continue to pay for the cost of utilizing community policing strategies designed to reduce crime within the CR Area. This is done by providing one full time officer dedicated solely to the CR Area. This program does not supplant existing or planned resources the City may have to carry out City-wide law enforcement. This program may need to be expanded in the future to accommodate the new CRA areas.

2. Code Enforcement

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

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

The northwest and north central neighborhoods have a significant number of dilapidated houses and it is difficult for the existing code enforcement staff to concentrate on anything but the worst of the housing violations. An additional officer is able to concentrate on the dilapidated housing issues and bring the citation/compliance process to a quicker resolution. They would also cover the commercial and industrial areas of the CRA.

3. Trash Clean-Up

CRA funds monthly trash clean-ups throughout the entire CR Area. A special trash clean-up program is needed for the major commercial corridors including U.S. 1, Krome Avenue, Palm Drive, Lucy Street and Davis Parkway.

4. Landscape Maintenance

The CRA has been designing and installing streetscape projects in many areas of the redevelopment area especially the neighborhoods south of Lucy Street and west of North Krome Avenue. A number of streetscape projects are planned in other areas including the North Central expansion area. It is important for the CRA to continue to maintain the newly-landscaped streets and those planned in the future. Landscaping along major corridors also needs to be trimmed and debris cleaned-up on a regular basis, as well as, dead trees replaced. Funding is allocated in the 10-Year Plan for this activity.

F. Opportunity Zone

The portions of the CRA lying west of Krome Avenue, including the Northwest and North Central Neighborhoods, are located in the middle of the Florida City Opportunity Zone established in 2018. The Zone encompasses U. S. Census Tracts 113 and 114.03. The purpose of the federal creating opportunity zones legislation is to attract equity capital to



the Zone through various investment vehicles. The City and CRA are not a party to the investment process, but can become a facilitator to help the process along by bringing projects and investors together. The most prevalent use of investment in Opportunity Zone projects is anticipated to be:

1. Workforce Housing
2. Small retail development
3. Acquisition and rehabilitation of existing retail
4. Acquisition and rehabilitation of deteriorated shopping centers
5. Acquisition of vacant land and development of new commercial, services sector, and industrial facilities.

The CRA can financially help facilitate new investment into projects in the CR Area. CRA funds can also be used to incentivize projects within the Opportunity Zone. Because projects can vary so much in scope and size, most incentives will be individually negotiated based on what is needed to bring a specific project to fruition. The forms of assistance could include:

- * Subsidizing land acquisition
- * Creating job growth incentives
- * Devising tax subsidy programs (time limited)
- * Creating build-out programs for tenants
- * Partial funding of impact fees (City portion)
- * Funding construction of new public infrastructure or upgrade existing public infrastructure

G. Implementation

The CRA is currently comprised of a 7-member board, a full-time Executive Director, 3 part-time staff members, the Assistant Community Development Director, Secretary and Treasurer. This Plan presents programs and projects which will require a more aggressive management and implementation approach to the revitalization of the CR Area than has been taken in the past. It is anticipated that expanded management capacity will be needed in areas such as marketing, grant writing and business partnering, in order to carry out the objectives and policies of the CRA. The CRA will fund costs associated with current and expanded management and administration of the CRA, including but not limited to, salaries and benefits for staff, operating supplies, vehicles, software and equipment.

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



XI. Regulations and External Improvements



Several land use and zoning revisions are recommended for areas within the CRA in order to promote opportunities for redevelopment.

A. Transit Oriented Development (TOD)

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

The Busway also crosses Arthur Vining Davis Parkway, a major roadway running east-west through the middle of the CRA. This location also has a good characteristics for the development of a TOD zone being adjacent to the City's Camper Site which is under redevelopment now on the east and near several multi-family workforce housing projects to the west on Davis Parkway.

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

B. Pineland Environmental Park

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



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



C. Brownfield Redevelopment

There are several known Brownfield sites within the City, and it is suspected that several of those sites are located within the CR Area. When the Busway was constructed, the County found significant arsenic contamination along the South Dade portion of the Busway. As the properties along the Busway develop or redevelop, it is anticipated that the property owners will have to address contamination from arsenic that was used by the railroad along the former rail corridor. The CRA may consider requesting that the City designate the entire CR Area as a Brownfield Redevelopment Zone and subsequently seek funding from the Environmental Protection Agency for assessment and remediation programs. The Cornerstone Group is developing a workforce housing project in the CRA called Solimar on NW 5th Avenue, north of Davis Parkway, and they are currently in the process of preparing a Brownfield application for the site based primarily on the negative environmental impact of past agricultural use of the property.



XII. Financial Program



The CRA’s primary revenue source is generated through the Tax Increment Financing (TIF) as defined in §163.387 F.S. Tax Increment Financing is a tool that is frequently utilized to fund redevelopment activities. When using TIF, property values are capped or frozen at their assessed value for the base year. In the case of Florida City, the base year for the original CRA is 1994, and for the expansion areas approved 10 years ago, the base year is 2009. When redevelopment, new private projects and planned public improvements are constructed, the value of the surrounding properties will rise. Any tax revenue increases resulting from higher property values beyond the initial base year are then put into a TIF fund and can be used to pay for redevelopment expenditures within the CR Area. The City and County contribute tax increment revenues annually based on the property value of the current compared to the base year.

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

A. Projecting TIF Revenues: How TIF Works

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

TAX INCREMENT FINANCING FORMULA

Current Year Total Taxable Value 2008	-	Base Year Total Taxable Value (1995)	X	(County UMSA & City Tax Millage)	X	(95%)	=	Annual Florida City TIF Revenue
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The City is authorized to borrow up to 80% of the increment revenue for the current fiscal year for a period not to exceed five years or for a period that does not extend beyond the FY 2024 budget, whichever is shorter. Financial flexibility is critical and will allow the CRA to be opportunistic when a grant is unexpectedly received and/or proposals “walk in the door,” but do not exactly fit the policy and implementation elements of the CR Plan. This flexibility may also be used for



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



activities such as acquisition of property when it is unexpectedly put on the market and poses the potential to further the CR Plan or to incentivize an advantageous development opportunity.

Table XII-1 below provides the total TIF revenues projected to be available in the 2019-2028 period. The 2009 Expansion Areas are not projected to contribute any TIF revenues during the period through 2028.

Table XII-1. Projected Total CRA Revenues from TIF

Fiscal Year	Expansion Areas Increment (in \$s)	Original Area Increment (in \$s)	TOTAL TIF* (in \$s)
2019	0	2,218,158	2,218,158
2020	5,310	2,272,161	2,277,471
2021	10,726	2,327,244	2,337,970
2022	16,250	2,383,429	2,399,679
2023	21,885	2,440,736	2,462,621
2024	27,632	2,499,190	2,526,822
2025	33,494	2,558,814	2,592,308
2026	39,475	2,619,630	2,659,105
2027	45,575	2,681,662	2,727,237
2028	51,795	2,744,935	2,796,730
Totals	252,142	24,745,959	24,998,101

*Above figures were generated based on calculations in Tables XII-2, XII-3 and XII-4 herein . All assumptions are described below those tables.



Table XII-2 Projected Revenue from Original CRA Area

Fiscal Year	Taxable Value*** (in \$s)	Tax Base Increment (in \$s)	City Millage	County Millage	Statutory Limit	City Increment (in \$s)	County Increment (in \$s)	Total TIF (in \$s)
1994**	42,803,875							
2018**	235,095,370	192,291,495	.0071858	.0046669	0.95	1,312,680	794,181	2,106,861
2019	239,797,277	196,993,402	.0071858	.0046669	0.95	1,344,777	873,381	2,218,158
2020	244,593,223	201,789,348	.0071858	.0046669	0.95	1,377,517	894,644	2,272,161
2021	249,485,087	206,681,212	.0071858	.0046669	0.95	1,410,911	916,333	2,327,244
2022	254,474,789	211,670,914	.0071858	.0046669	0.95	1,444,974	938,455	2,383,429
2023	259,564,285	216,760,410	.0071858	.0046669	0.95	1,479,717	961,019	2,440,736
2024	264,755,570	221,951,695	.0071858	.0046669	0.95	1,515,155	984,035	2,499,190
2025	270,050,682	227,246,807	.0071858	.0046669	0.95	1,551,303	1,007,511	2,558,814
2026	275,451,695	232,647,820	.0071858	.0046669	0.95	1,588,173	1,031,457	2,619,630
2027	280,960,729	238,156,854	.0071858	.0046669	0.95	1,625,780	1,055,882	2,681,662
2028	286,579,944	243,776,069	.0071858	.0046669	0.95	1,664,140	1,080,795	2,744,935
Total Increment 2018-2028	----	----	----	----	----	16,315,127	10,534,693	26,849,820

* Base year.

** Actual figures. County increment includes adjustment based on 2016 recalculation.

*** Table assumes a 2% increase in taxable value per year through 2028.



Table XII-3 Projected Revenue from 2009 Expansion Areas

Fiscal Year	Taxable value*** (in \$)	Tax Base Increment (in \$)	City Millage	County Millage	Statutory Limit	City Increment	County Increment	Total TIF
2009*	61,182,050							
2018**	43,488,324	0	.0071858	.0046669	0.95	0	0	0
2019	44,358,090	0	.0071858	.0046669	0.95	0	0	0
2020	45,245,252	0	.0071858	.0046669	0.95	0	0	0
2021	46,150,157	0	.0071858	.0046669	0.95	0	0	0
2022	47,073,160	0	.0071858	.0046669	0.95	0	0	0
2023	48,014,624	0	.0071858	.0046669	0.95	0	0	0
2024	48,974,916	0	.0071858	.0046669	0.95	0	0	0
2025	49,954,415	0	.0071858	.0046669	0.95	0	0	0
2026	50,953,503	0	.0071858	.0046669	0.95	0	0	0
2027	51,972,573	0	.0071858	.0046669	0.95	0	0	0
2028	53,012,025	0	.0071858	.0046669	0.95	0	0	0

* Base year

** Actual tax base figure.

*** 2% increase in property values per year assumed.



Table XII-4 Projected Revenue from Proposed 2019 North Central Expansion Area

Fiscal Year	Taxable Value** (in \$s)	Tax Base Increment (in \$s)	City Millage	County Millage	Statutory Limit	City Increment (in \$s)	County Increment (in \$s)	Total TIF (in \$s)
2019*	23,578,459							
2020	24,050,028	471,569	.0071858	.0046669	0.95	3,219	2,091	5,310
2021	24,531,029	952,570	.0071858	.0046669	0.95	6,503	4,223	10,726
2022	25,021,649	1,443,190	.0071858	.0046669	0.95	9,852	6,398	16,250
2023	25,522,082	1,943,623	.0071858	.0046669	0.95	13,268	8,617	21,885
2024	26,032,523	2,454,064	.0071858	.0046669	0.95	16,752	10,880	27,632
2025	26,553,174	2,974,715	.0071858	.0046669	0.95	20,306	13,188	33,494
2026	27,084,238	3,505,779	.0071858	.0046669	0.95	23,932	15,543	39,475
2027	27,625,923	4,047,464	.0071858	.0046669	0.95	27,630	17,945	45,575
2028	28,178,441	4,599,982	.0071858	.0046669	0.95	31,401	20,394	51,795
Total Increment 2020-2028	----	----	----	----	----	152,863	99,279	252,142

* Base year. Taxable value determined by increasing actual 2018 taxable value by 13.2% comparable to increase in Northwest area over past 3 years.

** 2% increase in property values per year assumed.



Table XII-5. Master CRA Ten-Year Improvement Plan

Project	FY 2020 (in \$s)	FY 2021 (in \$s)	FY 2022 (in \$s)	FY2023 (in \$s)	FY2024 (in \$s)	FY 2025- 2029 (in \$s)	TOTAL COST (in \$s)
Special Target Areas							
North Central Neighborhood	500,000	500,000	250,000	150,000	100,000	500,000	2,000,000
Snake Pit Redevelopment	200,000	100,000	100,000				400,000
Northwest Neighborhood	200,000	200,000	200,000	100,000	100,000	100,000	900,000
Camper Site Redevelopment	100,000	50,000	50,000	50,000			250,000
Packing Plant Site	50,000	50,000	50,000	50,000	50,000		250,000
Target Corridors							
Arthur Vining Davis Parkway	100,000	100,000	100,000	50,000	50,000	100,000	500,000
Palm Drive	100,000	100,000	50,000	50,000	50,000	150,000	500,000
Lucy Street	50,000	50,000	50,000	50,000	50,000	250,000	500,000
Krome Avenue	100,000	100,000	100,000	100,000	100,000	250,000	750,000
Demonstration Projects							
Pioneer Museum / Depot	250,000	150,000	100,000	100,000	100,000	300,000	1,000,000
Pineland Park			50,000	50,000	50,000		150,000
Farmer' Market Reuse		50,000	50,000	50,000	50,000	50,000	250,000
Business Assistance							
Commercial and Industrial Façade Program	100,000	100,000	100,000	100,000	100,000	900,000	1,400,000
Signnage Assistance	10,000	10,000	10,000	10,000	10,000		50,000
Small Business Capital	25,000	25,000	25,000	25,000	25,000	75,000	200,000
Commercial Building Improvement Grant Program	10,000	10,000	5,000	5,000	5,000	15,000	50,000



Project	FY 2020 (in \$s)	FY 2021 (in \$s)	FY 2022 (in \$s)	FY 2023 (in \$s)	FY 2024 (in \$s)	FY 2025- 2029 (in \$s)	TOTAL COST (in \$s)
Neighborhood Reinvestment							
Neighborhood Infill	100,000	100,000	100,000	100,000	100,000	400,000	900,000
Housing Rehabilitation	250,000	250,000	100,000	100,000	100,000	600,000	1,400,000
Sewer Line Hook-up	75,000	75,000	75,000	75,000	50,000	450,000	800,000
Paint Up/Fix Up	20,000	20,000	20,000	20,000	20,000	100,000	200,000
Land Acquisition	250,000	250,000	200,000	150,000	100,000	450,000	1,400,000
Public Improvements							
Public Infrastructure Assistance Program	250,000	250,000	250,000	250,000	250,000	750,000	2,000,000
Streetscape Improvements	500,000	500,000	500,000	250,000	250,000	1,000,000	3,000,000
Parks and Recreation	100,000	50,000	50,000	25,000	25,000	150,000	400,000
Stormwater Management	150,000	150,000					300,000
Community Safety and Appearance							
Community Policing	100,000	100,000	100,000	100,000	100,000	900,000	1,400,000
Code Enforcement	125,000	125,000	125,000	125,000	125,000	775,000	1,400,000
Trash Clean-up	50,000	50,000	50,000	50,000	50,000	250,000	500,000
Landscape Maintenance	50,000	50,000	50,000	50,000	50,000	250,000	500,000
Opportunity Zone	10,000	10,000	10,000	10,000	10,000		50,000
Implementation	150,000	150,000	150,000	150,000	150,000	750,000	1,500,000
TOTAL EXPENDITURES	3,975,000	3,725,000	3,070,000	2,395,000	2,220,000	9,515,000	24,900,000



XIII. Exit Strategy



As now established, the Florida City CRA will terminate in 2025. However, with this Plan Update, the City is requesting an extension of this date for 20 additional years to 2045 in order to complete the work initiated previously and planned in the future. This section will detail the “exit strategy” for termination of the CRA.

A. Progress Review & Plan Updates

The CR Plan is a “living document” that should be reviewed and updated on a regular basis. The update report should evaluate the success of the CRA in attaining its stated goals. Programs, policies and projects must also be reviewed to determine their continued viability and cost effectiveness in addressing the needs of the community. The Update should also contain revisions to the TIF projections based on actual changes to taxable values of property.

When it is determined that the CRA projects and programs have met the criteria for completion of the CRA’s assigned tasks or that there exists other sources of available and dedicated funds for outstanding projects, then the review should conclude that the CRA has been successful and is ready to be dissolved in an orderly fashion. In the case of the Florida City CRA, this is expected to occur in 2045. Thus, the Agency is requesting a 20-year extension of its original 2025 termination date, in order to properly complete the projects and programs now on-going or planned in the near future.

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

B. Termination of Tax Increment Programs

The update and review should also include a projection of tax increment collections for at least five (5) years. If the review shows that the amount of funds needed in those years would be less than anticipated revenues, the review should address earlier initiation of later year activities or prepayment of debt and an early termination of the CRA. While the tax increment would still be needed in the last years to fund a few on-going programs and staffing, all of the increment might not be needed to complete these programs.

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



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



the CRA will terminate in 2025.

there might be other potential sources of funding that could be dedicated to the completion of those programs and projects. Upon completion of this periodic review, a determination should be made by the City as to whether to continue tax increment collections at full levels, reduce the percentage of the tax increment collected, or whether the goals and objectives of the CRA have been met and it is time to “sunset” the CRA.

C. Continuation

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

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



XIV. Neighborhood Impacts



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

A. Relocation Impacts

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

B. Traffic Circulation

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

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

C. Community Facilities and Services

The programs and projects outlined in this plan will provide better water, sewer, stormwater management, and sidewalks to the CR Area residents, as well as significantly upgrade area streetscapes. Existing community facilities such as the Florida Pioneer Museum and Florida City's parks, within the boundary of the CR Area should benefit from the economic improvement of the area by the implementation of the redevelopment initiatives, and the physical improvements of the surrounding area that will create economic revitalization. Community services such as police and code enforcement can be expanded utilizing the programs included in the CR Plan. Water, sewer and drainage facilities have been significantly upgraded by the CRA over the past 25 years. This will continue,



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



especially in the Northwest and North Central Neighborhoods. The Comprehensive Plan level of service (LOS) standards will be maintained over the planning period.

D. Effect on School Properties

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

E. Other

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

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



XV. Plan Amendment Process



The CR Plan shall be in effect for a maximum of thirty years from the date of the adoption of the initial CR Plan if not extended with the approval of Miami-Dade County. Given that the City and Miami-Dade County approved the Florida City CRA in June of 1995, the 30-year effective time period of the CRA will be to June 2025 unless extended

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

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

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

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

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



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



Appendix A

2018 Finding of Necessity for the North Central Neighborhood

