

THE PLAN  
FOR THE  
COMMUNITY REDEVELOPMENT AREA

PREPARED FOR  
HERO  
(THE HOMESTEAD ECONOMIC AND REBUILDING ORGANIZATION)

BY  
THE ENTERPRISE/HOMESTEAD PLANNING/ACTION TEAM  
AND  
THE CITY OF HOMESTEAD

JULY 1993

**TABLE OF CONTENTS**

	<u>PAGE</u>
INTRODUCTION .....	1
I GENERAL DESCRIPTION OF THE REDEVELOPMENT AREA .....	2
II FINDING OF NECESSITY .....	11
III REDEVELOPMENT PROGRAMS, PROJECTS AND STRATEGIES .....	17
IV NEIGHBORHOOD IMPACTS OF REDEVELOPMENT ACTIVITIES .....	31
V CREATION AND POWERS OF HERO .....	35
VI AUTHORITY TO UNDERTAKE REDEVELOPMENT .....	37
VII GENERAL STATEMENTS RELATING TO HERO .....	38
VIII HERO REDEVELOPMENT FINANCES .....	40
IX AMENDMENT PROCESS .....	43

## LIST OF MAPS

<u>Map No.</u>		<u>Page</u>
1.	HERO Redevelopment Area and Street Layout .....	6
2.	Public Facilities and Public Owned Lands .....	7
3.	Public Utilities Services - Electrical System .....	8
4.	Public Utilities Services - Water System .....	9
5.	Public Utilities Services - Sewer System .....	10
6.	Redevelopment Project Areas .....	19

## INTRODUCTION

On August 24, 1992, Hurricane Andrew caused destruction of catastrophic proportions that affected all aspects of life in the City of Homestead. Thousands of people were rendered homeless; hundreds of businesses were destroyed or damaged. The local economy plunged to a halt and people's livelihoods were wrecked, as was much of the public revenue sources that the City of Homestead depends upon to provide public services and facilities for its citizens.

As a result of this destruction, the Governor of Florida issued an Executive Order declaring Dade County, including the City of Homestead, a disaster area eligible for special assistance. The President of the United States issued a similar declaration. In addition, the Dade County Board of County Commissioners demonstrated their support for the rebuilding of Homestead by passing Resolution No. 288-93 which approved the undertaking of community redevelopment and the creation of a community redevelopment agency by the City.

These actions make apparent the urgent need for the City of Homestead to expand beyond its current resources and abilities in order to fully address the task of rebuilding. The most effective tool with which the City can arm itself is a community redevelopment agency, with full redevelopment powers, as provided under Florida Law. This agency shall be called the Homestead Economic and Rebuilding Organization and shall be commonly referred to as HERO.

The powers to be granted to HERO, as well as the programs, strategies, funding sources and necessary administrative procedures for redevelopment are presented in this Plan for Community Redevelopment and Rebuilding which shall be referred to as the HERO Community Redevelopment Plan.

## SECTION I

### **GENERAL DESCRIPTION OF THE REDEVELOPMENT AREA**

The older sections of the City of Homestead were laid out and developed in the early 1900s. The gridiron pattern of streets, running north-south and east-west, conflicted with the diagonal U.S. 1 and later also with the diagonal Florida Turnpike. This geometric accident created dangerous and confusing intersections, odd-shaped land parcels and the infusion of heavy traffic dividing what was once a small rural town.

After the open fields of what is now Homestead were subdivided, most homes and stores were built a few at a time by small builders and merchants. This resulted in random development with no overall plan or responsibility for common area maintenance except for properties deeded to the City for parks. The City's code enforcement powers were relied upon to remedy a lack of upkeep, conflicting uses of land and the invasion of residential areas by businesses and industrial uses. By the time zoning was implemented in 1939, it was generally too late to remedy the negative impacts of the unplanned mixed uses, traffic problems and parking shortages.

In the post-World War II era, area shopping centers, which clustered many stores around adequate parking lots and attracted merchants from traditional commercial areas, forever changed shopping habits within the community and contributed to the gradual diminishing of economic activity within the old Downtown on Krome Avenue. Obsolete older buildings, inadequate parking and an absence of unified management led to a gradual deterioration of Downtown.

Homestead's development has been greatly influenced by the booming agribusiness, the economic activities of the Homestead Air Force Base, and, to a lesser extent, the tourism generated by traffic to the Keys, the Everglades and the nearby waterfront parks. When Hurricane Andrew nearly demolished the Homestead Air Force Base, it dealt a heavy blow to the Homestead economy. The 8,000 persons employed at the Base contributed over \$200 million annually to the area's economy. This drastic reduction, occurring literally overnight, made it difficult, if not impossible, for hundreds of small businesses to recover from the storm. Many commercial tenants were either forced to operate in buildings in various states of disrepair or have left the area all together, adding further to the downhill slide of the economy

of Homestead.

Over the last few decades, the population of the older areas of the City have experienced substantial change. Since about 1904, single family homes were built and occupied by farm-oriented families who settled primarily in the area situated west of the Downtown core.

From the 1940s to 1950s, the agricultural labor force was supplemented with African Americans attracted from Georgia and the Carolinas. Many of these workers and their families settled in the Southwest area of Homestead. As the area's agribusiness grew and required additional workers, an influx of Mexican laborers arrived in the area around the 1970s. Those who were not provided housing by their employers gravitated to the least expensive available accommodations. Many who came to work in the surrounding fields eked out a living and remained in the community as renters in physically substandard and overcrowded dwellings.

Prompted by the heightened political unrest in Haiti, there has been a recent influx of Haitian immigrants who have chosen to live in Homestead. Many Haitians have moved to the neighborhood to the west of the Downtown core, the area originally settled by Homestead's founding families.

Some African-American, Haitian and Mexican-Americans have taken their place as home-owners in the Homestead community. Since the 1980s and 1990s, the latest flood of immigrant labor has been migrant farm workers from Central America. These residents have gravitated to the least expensive, older housing, much of which is owned by absentee landlords. The City has seen a proliferation of substandard residential buildings typified by uncontrolled occupancy and marginal maintenance. Evidence of the pattern of substandard housing conditions is scattered throughout the Community Redevelopment Area. Yards are without grass; planting is unkempt; cars are randomly parked in yards, on sidewalks, and in some cases, in public alleys and roadways.

The creation of Homestead Air Force Base in 1942 brought about a demand for apartments for Base employees and their dependents. In response to this demand, the rate of apartment building construction rose dramatically. Construction of these apartments was rapid with little thought to site planning or aesthetics. These apartment units have not efficiently weathered normal wear-and-tear of the past five decades and these units tend to be the substandard apartment buildings of today which house some of the City's poorest residents.

Homestead is an unusual city in that it owns and operates the water, waste water treatment, and electric utility systems. However, limited financial ability has left significant parts of the older City without sanitary sewers. Therefore, some overcrowded residential buildings are still on septic tanks. While no outbreaks of disease have occurred, modern public health standards require that small lot subdivisions be served by a public sewer.

The two areas most in need of residential redevelopment are the neighborhoods adjoining the old Downtown. These neighborhoods are plagued by inappropriate mixed uses, obsolete buildings, unkempt vacant parcels, inadequate community and social services and public apathy.

Very little new housing has been built in these areas in recent years except for some larger subsidized apartment projects. Most of these have been badly damaged by the hurricane and many are not expected to be rebuilt.

An older business area, located between Flagler Avenue and US 1, south of the municipal complex, contains a few modern buildings, many poorly maintained businesses, a few older dwellings, semi-industrial uses, storage yards, and acres of vacant land. Its location in relation to U.S. 1 is excellent, but its conditions do more to drive businesses away rather than attract them. This area is in need of redevelopment assistance to become a major employment center.

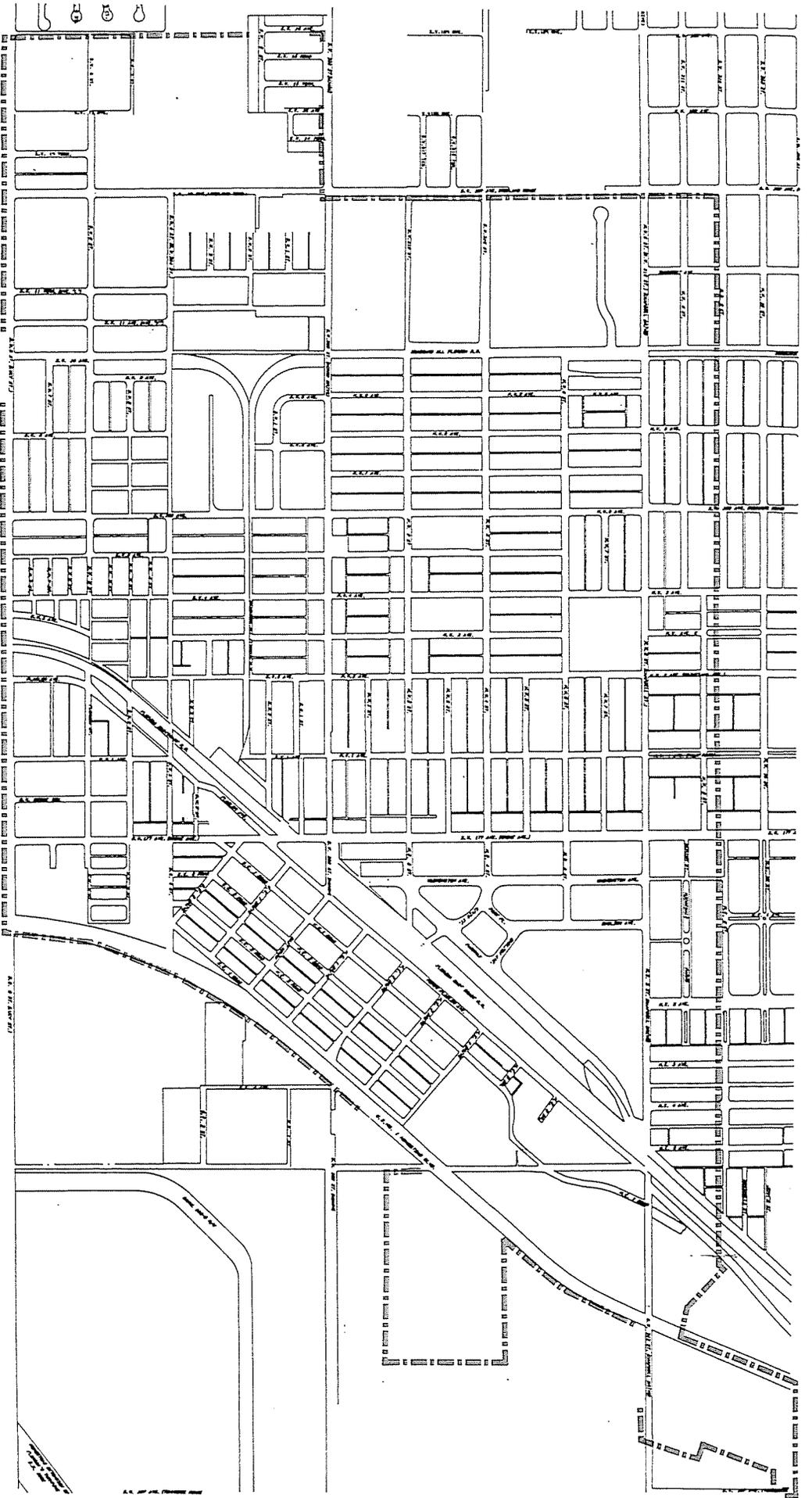
The Miami-Dade Community College branch in Homestead has recently started construction on a building complex to enhance the quality of advanced public education in the community. It has future needs for additional land and facilities as well as housing for students. Because it represents such an important part of the community's academic and cultural life, every assistance must be made available to make it a growing success.

The intersection of US 1 and Campbell Drive is the centerpoint of the City. On the southwest and southeast corners are City Hall, other public buildings, and Harris Field, an important recreation and social services center for the community. On the northeast and northwest corners are sites which were previously vital strip commercial centers serving the City and environs which were demolished by the hurricane. The sites have been cleared and the City has been working closely with the owners toward the rebuilding of these important community assets.

One 15 acre site on the east side of U.S. 1 adjacent to the first rebuilding project is the last large piece of vacant land on the highway. Its future uses will substantially affect

rebuilding efforts and HERO should concern itself with the development of that parcel.

A combination of changing times, new social and economic pressures, and the lack of a central redevelopment agency has resulted in declining property values, a sense of hopelessness among many, a reduction of middle-class families, an increase in demand for public services, coupled with a reduced tax base and the powerful need for the City to rebuild itself.

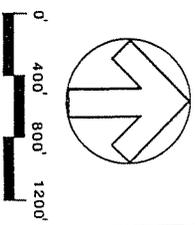


H.E.R.O. REDEVELOPMENT AREA

STREET LAYOUT


**THE ENTERPRISE FOUNDATION**  
 HOMESTEAD AREA PLANNING/ACTION TEAM

JUNE 28, 1963

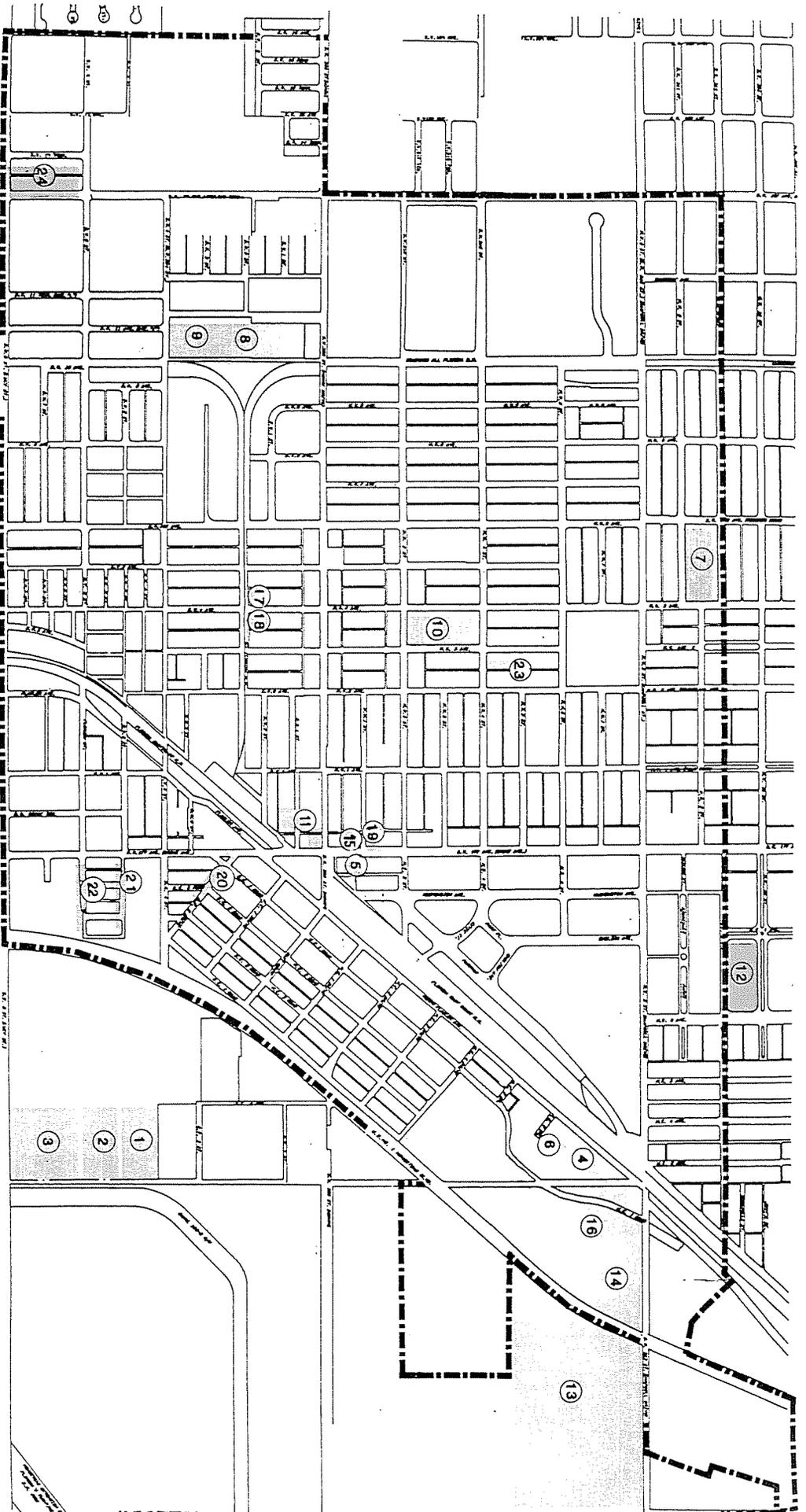


## LEGAL DESCRIPTION

H.E.R.O. Redevelopment Area  
City of Homestead

A parcel of land lying in sections 12 and 13, township 57 south, range 38 east, and sections 7 and 18, township 57 south, range 39 east, Dade County, Florida, more particularly described as follows:

Begin at the intersection of the centerline of South Krome Avenue and the centerline of Southwest Eighth Street; thence westerly, along said centerline of Southwest Eighth Street, to an intersection with the west right-of-way line of Southwest Eighteenth Avenue; thence northerly, along said west right-of-way line and a northerly prolongation thereof, to an intersection with the centerline of West Mowry Street; thence easterly, along said centerline, to an intersection with the centerline of Redland Road; thence northerly, along said centerline, to an intersection with the north right-of-way line of Northwest Ninth Court; thence easterly, along said north right-of-way line and an easterly prolongation thereof, to an intersection with the centerline of North Krome Avenue; thence continue easterly, along the north right-of-way line of Northeast Ninth Court and an easterly prolongation thereof, to an intersection with the easterly right-of-way line of North Flagler Avenue; thence easterly, along the northerly line of Campbell Square Shopping Center, to an intersection with the westerly right-of-way line of U.S. Highway 1; thence northerly, along said westerly right-of-way line, to an intersection with the centerline of Northeast Eleventh Street; thence easterly, along said centerline to an intersection with the northerly prolongation of the east line of The South Dade Shopping Center (Homestead Town Center); thence southerly, along said east line of The South Dade Shopping Center (Homestead Town Center) to an intersection with the south right-of-way line of Campbell Drive; thence westerly, along said south right-of-way line, to an intersection with the easterly right-of-way line of U.S. Highway 1; thence southerly, along said easterly right-of-way, to an intersection with the north line of lot 9, block 1, as shown on "The Plat of Lands Belonging to the Miami Land and Development Company", as recorded in Plat Book 5 at page 10, of the public records of Dade County, Florida; thence easterly, along said north line of said lot 9 and the north line of lot 10, to the northeast corner of said lot 10; thence southerly, along the east line of said lot 10, to the southeast corner of said lot 10; thence westerly, along the south line of said lot 10 and the south line of said lot 9, to an intersection with the east right-of-way line of Northeast Sixth Avenue; thence northerly, along said east right-of-way line, to an intersection with the easterly right-of-way line of U.S. Highway 1; thence southerly, along said easterly right-of-way line, to an intersection with the centerline of Southeast Eighth Street; thence westerly, along said centerline, to the point of beginning; containing approximately 1188 acres, more or less.



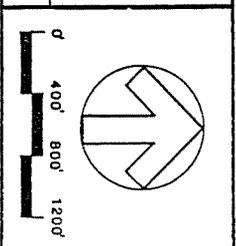
- LEGEND**
1. Purchasing Bldg.
  2. Motor Pool
  3. Public Works
  4. Utilities
  5. Old City Hall
  6. Power Plant
  7. Park & Pool
  8. Park
  9. Ruby George Park
  10. City Park & Fire Station
  11. Police Station
  12. Park
  13. Harris Field
  14. City Hall
  15. Solihole Theatres
  16. County Courthouse
  17. Unimproved land
  18. Unimproved land
  19. Unimproved land
  20. Vacated right of Way
  21. Vacated right of Way
  22. Vacated right of Way
  23. Park
  24. Park

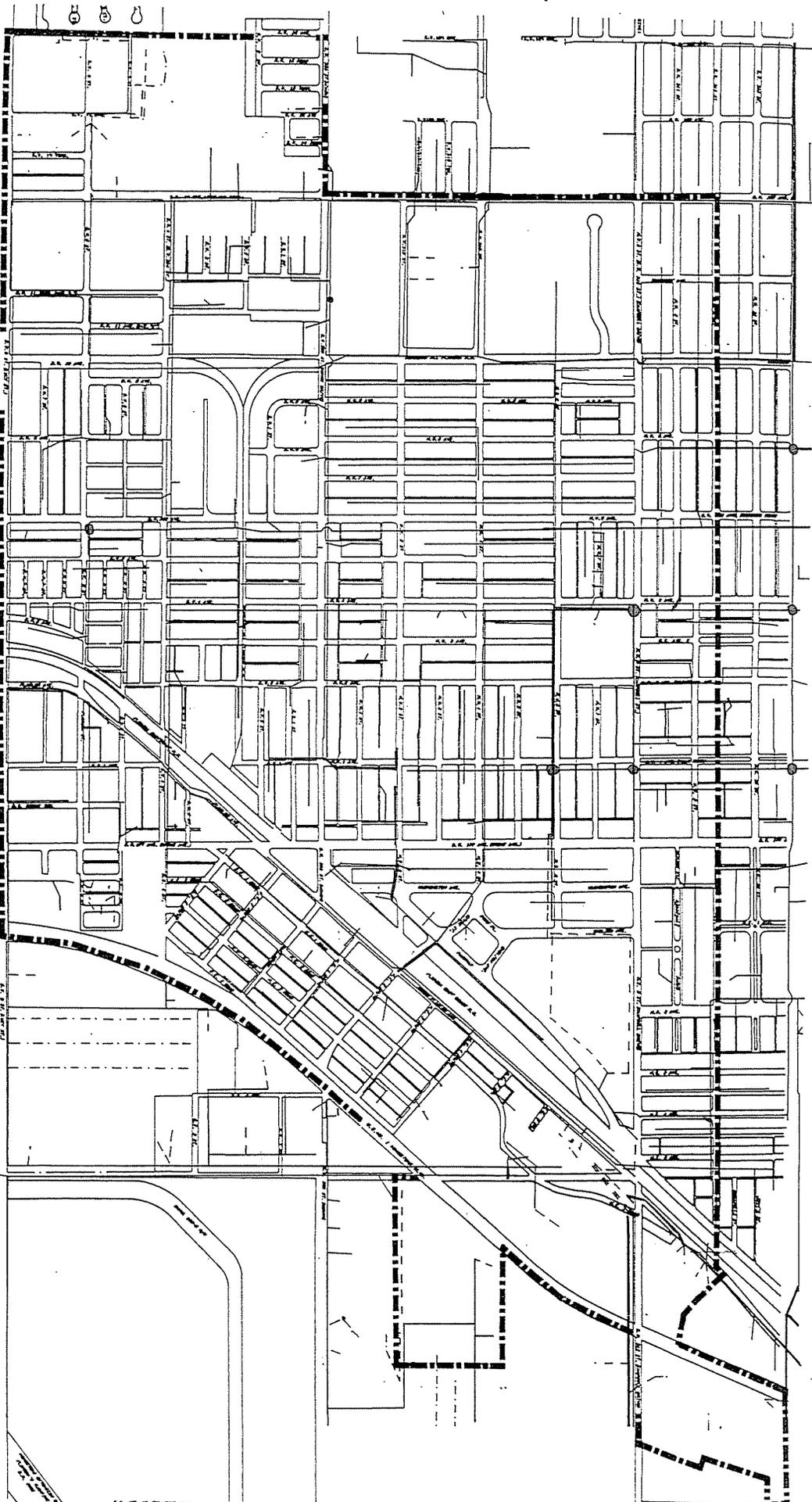
**H.E.R.O. REDEVELOPMENT AREA**

**PUBLIC FACILITIES  
AND  
PUBLIC OWNED LAND**

  
**THE ENTERPRISE FOUNDATION**  
 HOMESTEAD AREA PLANNING/ACTION TEAM

JUNE 26, 1983

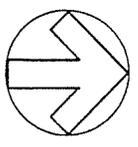


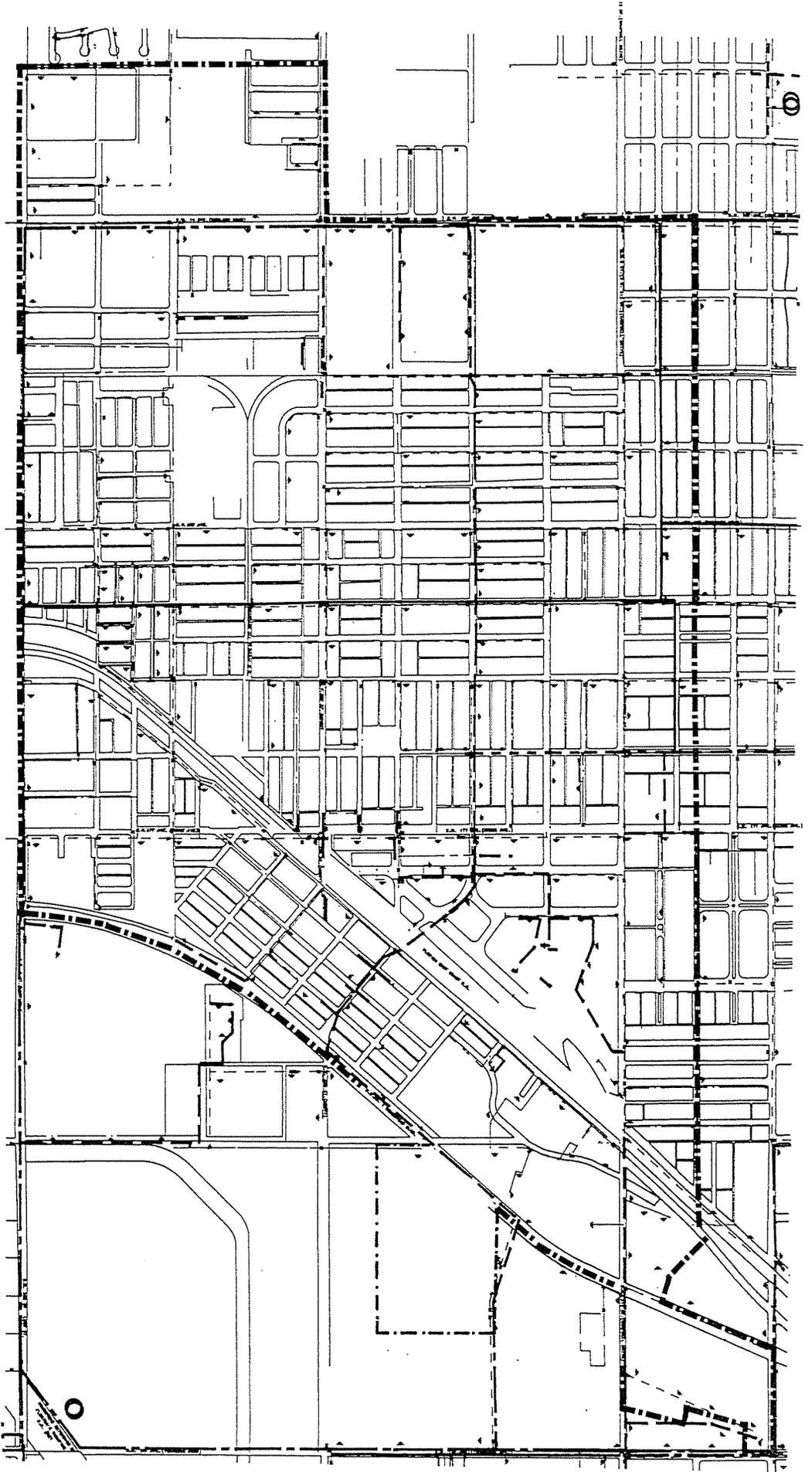


H.E.R.O. REDEVELOPMENT AREA  
 PUBLIC UTILITIES SERVICES  
 ELECTRIC SYSTEM

 THE ENTERPRISE FOUNDATION  
 HOMESTEAD AREA PLANNING/ACTION TEAM

JUNE 28, 1993

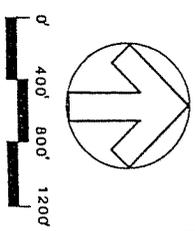


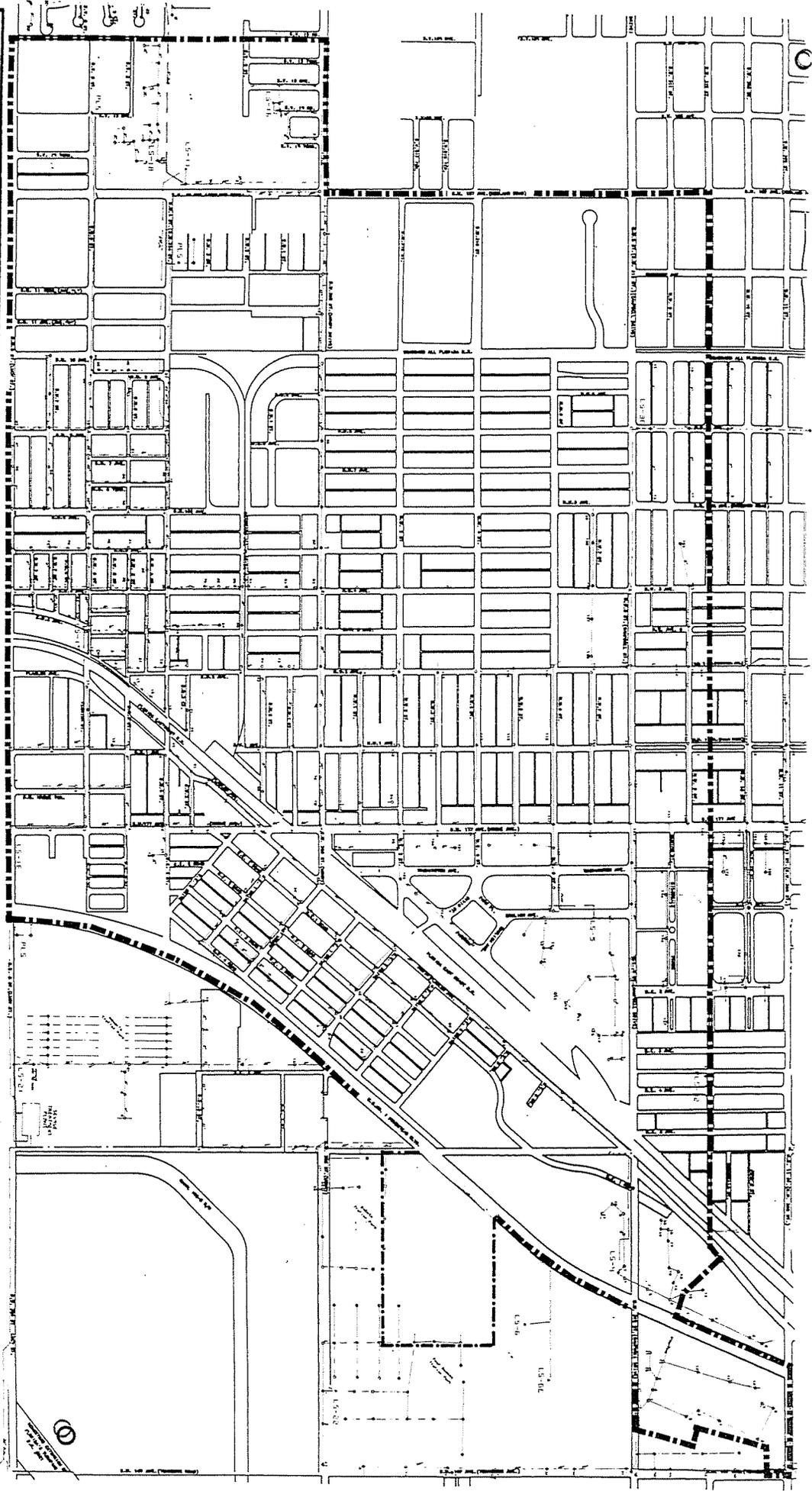


H.E.R.O. REDEVELOPMENT AREA  
 PUBLIC UTILITIES SERVICES  
 WATER SYSTEM

 THE ENTERPRISE FOUNDATION  
 HOMESTEAD AREA PLANNING/ACTION TEAM

JUNE 28, 1983

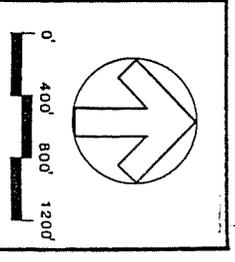




H.E.R.O. REDEVELOPMENT AREA  
 PUBLIC UTILITIES SERVICES  
 SANITARY SEWER SYSTEM

**THE ENTERPRISE FOUNDATION**  
 HOMESTEAD AREA PLANNING/ACTION TEAM

JUNE 28, 1993



## SECTION II

### FINDING OF NECESSITY

#### Introduction

The establishment of a Community Redevelopment Area and the exercise of redevelopment powers must be supported with an official finding of necessity for redevelopment. The finding of necessity for redevelopment in the proposed Area is based on criteria outlined in the Florida Community Redevelopment Act, Chapter 163.355 F.S.

The following conditions were found to exist within Homestead's proposed Community Redevelopment Area. These findings are based upon a six month analysis of the Community Redevelopment Area.

- *Building deterioration.* Many buildings throughout the Community Redevelopment Area show signs of moderate to heavy deterioration and a large number of hurricane damaged buildings have not been repaired.
- *Site deterioration and deficiencies.* Broken and unpaved sidewalks and street pavements, deteriorating fences, deteriorating parking lots, abandoned foundations from demolished and hurricane damaged buildings provided evidence of site deterioration.
- *Unsanitary and unsafe conditions.* Unsafe conditions including accumulations of discarded appliances, furniture and trash visible from the street or discarded on unpaved sidewalks were identified throughout the Area.
- *Diversity of ownership.* Excessive diversity of ownership was found to exist in many blocks. Such diversity makes it difficult to assemble land for redevelopment.
- *Age of structures.* The age of buildings was identified throughout the Community Redevelopment Area where more than half of the buildings were over 40 years old.
- *Vacant buildings.* Closed buildings indicate economic disuse and obsolescence and are located throughout the Community Redevelopment Area.
- *Vacant lots.* Vacant lots within the Community Renewal Area limit tax revenues, and many have become locations for the accumulation of trash constituting a blighting influence on adjacent property and the surrounding neighborhoods.
- *Property maintenance and code violations.* Violations of property maintenance standards indicate substandard and blighted conditions that discourage investment and the

creation of sound economic development of the area.

## **METHODOLOGY TO DETERMINE THE NEED FOR REDEVELOPMENT ASSISTANCE**

**Field Surveys:** Surveys were conducted between January and July of 1993 within the Community Redevelopment Area to determine existing physical conditions and to identify areas containing slum and blight as defined in the Community Redevelopment Act. Buildings were examined to assess physical condition. The Community Redevelopment Area was observed for unsanitary conditions, such as the presence of garbage, broken glass, poorly maintained yards and fences and conflicting uses. Locations of vacant or undeveloped lots, vacant buildings and abandoned foundations of demolished buildings were also identified and recorded.

**Public Records:** Dade County Property records from the Dade County Property Appraiser's Office were used as a source of information to determine age of buildings, zoning, and current use.

**Mapping:** Maps were prepared to provide a visual understanding of patterns, extent and severity of slum and blight conditions within the Community Redevelopment Area.

**Evaluation Criteria:** The information collected was examined for the existence of any of the following criteria as defined in Florida Statutes Chapter 163.340 in the determination of the existence of slum and blight.

1. Building deterioration.
2. Site deterioration or site deficiencies.
3. Unsanitary and unsafe conditions and incompatible uses.
4. Six or more ownership parcels per block.
5. Buildings greater than 40 years of age.
6. Presence of closed/vacant buildings.
7. Presence of vacant lots.
8. Buildings in violation of property maintenance code violations.
9. Presence of buildings scheduled for demolition.

## **DETERMINATION OF NEED FOR REDEVELOPMENT**

### **Buildings In Need of Redevelopment Assistance**

A survey was conducted classifying buildings into four categories of condition:

1. Good to Fair Condition
2. Poor Condition
3. Heavy damage
4. Buildings under reconstruction- conditions indeterminate.

Buildings classified in category 2 have defects in windows, doors, walls or roofs. Buildings in category 3 have major damage to roofs, missing windows and/or doors or partially collapsed walls. Buildings classified as condition two or three were determined to be deteriorated and in need of redevelopment assistance.

Seven hundred and seventy four buildings were surveyed within the Community Renewal Area. Of these, 443 or 57% were found to be in need of redevelopment assistance.

### **Site Deterioration**

A survey was conducted to examine site conditions. Site deterioration was defined as areas with broken or unpaved sidewalks, deteriorated parking lots, abandoned foundations from demolished and/or hurricane damaged buildings and deteriorating site improvements such as fences.

Ninety-nine percent of the areas surveyed exhibited conditions of site deterioration and were determined to be in need of redevelopment assistance to eliminate blighting conditions.

### **Diversity of Ownership**

Chapter 163.340 F.S. lists excessive diversity of ownership as a condition which complicates the assembly of land for redevelopment. Redevelopment powers are necessary to facilitate the assembly of adequately-sized land parcels in order to encourage private sector investment in the area. For the purposes of this analysis, blocks having six or more parcels in different ownership were considered to represent an excessive diversity of ownership. Forty

percent of the blocks surveyed had excessive diversity of ownership.

### **Age of Buildings**

A criterion to determine the need for rehabilitation was the presence of buildings that were constructed over forty years ago. Over 50% of buildings surveyed were more than 40 years old. The Downtown area had the highest proportion (72%) of buildings constructed more than 40 years ago.

### **Presence of Vacant Buildings**

Vacant buildings indicate economic disuse and obsolescence and constitute a blighting influence on adjacent property and the surrounding neighborhood. Field surveys indicated that 148 of the buildings surveyed were vacant.

### **Presence of Vacant Lots**

The presence of vacant platted building lots is an indication of unproductive land use. Vacant lots, most of which are served by public sewer, water and streets, limit tax revenues and often become dumping grounds for trash and unsightly and unsafe debris. Surveys indicated the presence of approximately 730 vacant lots within the Community Redevelopment Area.

### **Building and Property Maintenance Code Violations**

City records were examined for the period January 1, 1993 - June 19, 1993 to determine the presence of building and property code violations which would constitute a blighting influence. The violations included conditions such as: the presence of raw sewage; unsecured vacant buildings; the presence of materials contrary to the zoning code; abandoned vehicles; the presence of garbage, trash, debris and junk, and maintaining properties unsuitable for human habitation. During that period of time, 134 properties within the Community Redevelopment Area were cited for having blighting conditions, such as those described above.

### **Demolition Orders**

The presence of buildings scheduled for demolition by the City of Homestead was identified as a blighting influence on adjacent property and the surrounding neighborhood. City demolition records were examined for the period January 1, 1993 - June 19, 1993. A total

of 188 structures were identified for emergency demolition throughout the City, of which 132 (70%) were found to be within the Community Redevelopment Area.

### **Need for Redevelopment of Housing Stock**

A total of 1,337 dwelling units were surveyed within the Community Redevelopment Area. Of these, 62% (829) were found to be in need of redevelopment assistance. Fifteen percent (194) of the housing units surveyed were found to be vacant.

The 1990 Census of Population and Housing shows a total of 3,887 dwelling units within the Community Redevelopment Area. Of these, 24% (915) were identified as being overcrowded.

### **Proposed Boundary of the Community Redevelopment Area**

The Community Redevelopment Area consists of approximately 1,167 acres, as described in the Figure entitled Community Redevelopment Area: Boundary Map. The Area is generally bounded by Route 1 on the east, Lucy Drive on the South, Redland Road on the west and Ninth Court on the north. This area was identified after six months of analysis as having the greatest need for redevelopment assistance.

The boundaries of the Community Redevelopment Area were drawn to take into account the need for physical redevelopment as well as the need to protect neighborhood areas from the presence of blighting influences. Properties located within the Community Redevelopment Area, which are not presently in need of redevelopment assistance, are threatened by the nearby presence of slum and blighting conditions and are therefore included to preserve their long term viability. As a general standard the boundary of a proposed redevelopment area includes areas which clearly meet slum and blight criteria, as well as areas that may not be considered blighted individually, but which are otherwise necessary to the objective of eliminating blight and preventing the spread of slums and blight. Additionally, some physically sound areas were included in the Area based on the existence of functional relationships that produce a sense of neighborhood or place.

Boundaries were drawn in recognition of mutually supportive relationships among sections of the city i.e., a pedestrian-oriented, shopping and entertainment district in the Downtown will not thrive if adjacent areas remain blighted. Inclusion of these blocks into a

whole will help to establish a sense of public safety and security in a broader geographic area and foster the establishment of a vibrant area for residents and visitors.

### **Conclusions**

The Community Redevelopment Area in the City of Homestead meets the criteria of slum and blight as defined by Chapter 163 F.S. Building deterioration, drainage problems, lack of sidewalks, lack of adequate public sewer service, deterioration of roads and other public facilities, inadequate street lighting, and land use conflicts are evident throughout the Community Redevelopment Area. Community Redevelopment assistance is necessary within the area to remove slum and blighting conditions, enhance the tax base, improve living conditions for residents of the area, promote recovery from hurricane ravaged conditions and to upgrade and preserve areas of low- and moderate-cost housing.

Use of Community Redevelopment powers found in the Community Redevelopment Act will enable the City Council and HERO to make public improvements which will encourage private investment and facilitate neighborhood renewal and stability, prevent continuation of inefficient and incompatible land use patterns and assist the revitalization and rehabilitation of older commercial and residential areas.

### SECTION III

#### **REDEVELOPMENT PROGRAMS, PROJECTS AND STRATEGIES OF HERO**

**(The Homestead Economic and Rebuilding Organization)**

A community redevelopment agency, such as HERO, is the one organization envisioned in State law and activated by local government, which has the encompassing task of correcting the errors of the past, remodeling the structure of the community and assuring the wise investment of revenues captured by Tax Increment Financing to help produce a better community in which to live, work and raise a family. The creation of HERO is a prerequisite to providing the scope of redevelopment assistance required to address the magnitude and complexity of the problems described above in the Findings of Necessity section above.

It is the function of HERO to be pro-active in community redevelopment and rebuilding toward enhancing the quality of life in the Homestead community. Its programs will include the improvement of social institutions, the expansion of economic activities, the physical functioning of the City and a concern for the aesthetic aspects of all its actions.

A Community Redevelopment Agency is an agent for change and has the tools and flexibility not given City government in the normal course of its activities. As an arm of local government, it must live by the City's rules and can perform functions not ordinarily workable for private enterprise. In addition, it must operate as part business and part government. It will be guided by prudent fiscal practices and a keen sense of public responsibility.

HERO will keep a sensitive balance between the housing, business, industrial and public needs of the community. It will focus on job creation as well as the availability of housing for families and individuals of all incomes. It has a special responsibility to work to create and facilitate affordable housing for families of lower incomes through the bringing of subsidies and other assistance to fill financial gaps created by the market economy. It will be keenly aware of the critical importance of institutions in education, social services, recreation and job training in the fabric of the community.

HERO will be a community developer in the public interest. That task implies the ability to acquire property through purchase or eminent domain, hold it, improve it and market it, consistent with the long-range goals of the City.

It will have the flexibility to dispose of land and buildings without strict regard to the

current economic value of the property. As long as it operates in the public interest, it may transfer property without immediate compensation, on terms favorable to redevelopment and subsidize building activities.

It has the ability to manage, demolish, repair, assist in rehabilitation, maintain, lease, rent, allow free occupancy and improve property it owns or other's property where the improvement of which will enhance the rebuilding program.

It has the responsibility to take into consideration the relocation aspects of rebuilding relating to families and individuals, businesses, institutions, public agencies and others affected by its activities. It has no inherent financial responsibility to pay for such relocation except in those cases in which it is required by State law or City or HERO official policies or actions.

HERO may make loans, grants or other forms of technical or financial assistance to persons, businesses or institutions affected by the rebuilding program.

It has the responsibility to be sensitive to environmental factors concerned with or resulting from its plans and actions.

As a public agency, HERO will cooperate closely with the City of Homestead, Dade County and the State of Florida and Federal agencies in order to maximize the public contribution to the rebuilding process.

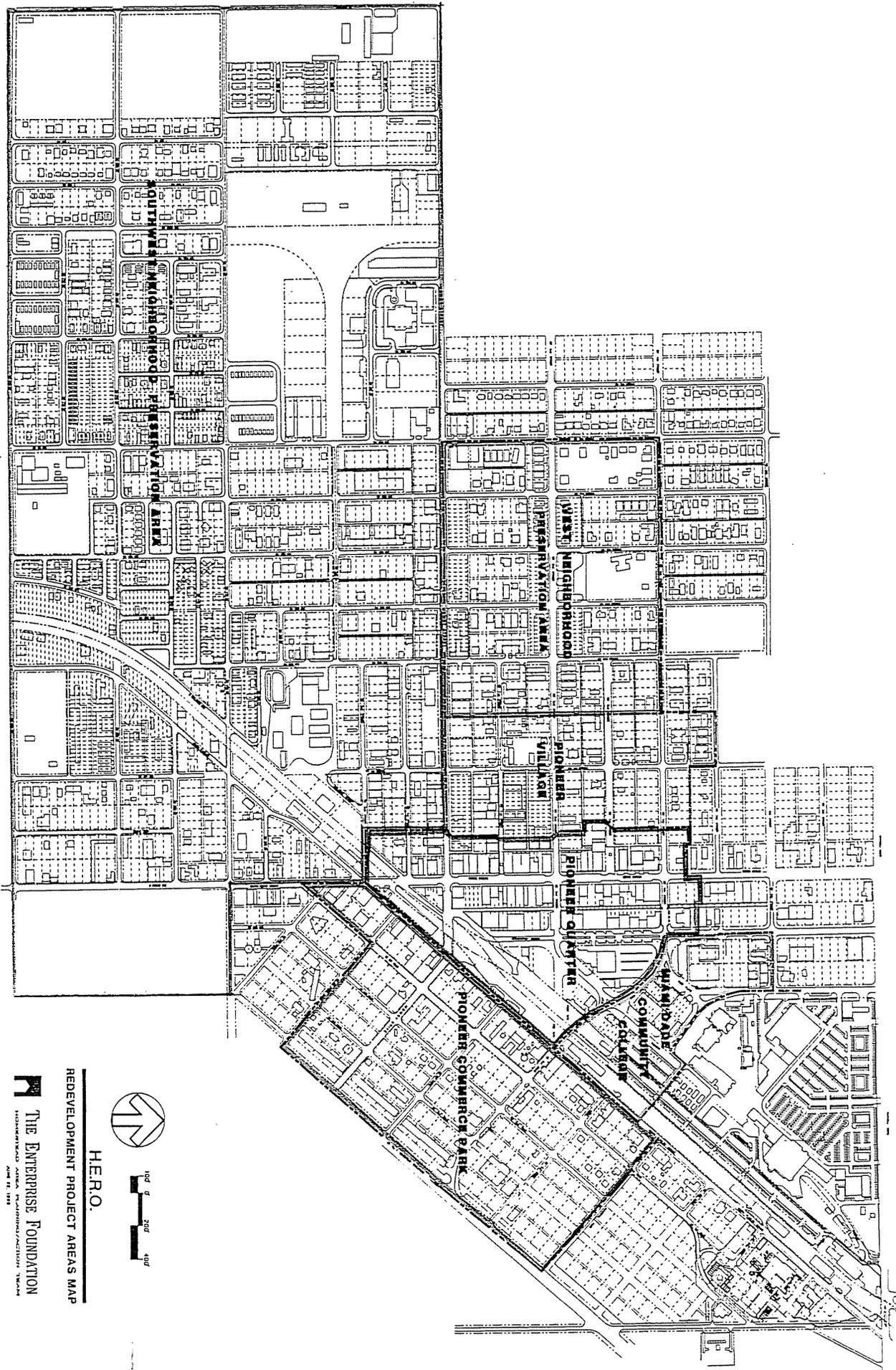
It may employ a wide range of consultants, staff, appraisers, architects, engineers, advisors and citizen groups and may utilize and pay for equipment, vehicles and any other machinery or products necessary to carry out its public purposes.

HERO may provide landscaping, street furniture, lighting, public art, gateways, entry markers, signs and other related improvements on public or private property.

HERO has the obligation to keep the public informed of its activities through the use of media such as publications, audio-video material and marketing programs including advertising, promotion and public relations.

It may borrow, lend, use public and private funds, utilize Tax Increment Financing, obtain grants, bear losses and conduct itself as a community developer in the public interest.

In the course of its activities, HERO may find it necessary to perform functions not listed here, but consistent with its stated goals and responsibilities. In such a case, HERO will inform the City Council of its intentions and report the results of such actions.



  
**HERO.**  
 REDEVELOPMENT PROJECT AREAS MAP  
  
**THE ENTERPRISE FOUNDATION**  
MEMBERSHIP AREA PLANNING/ACTIVITY TEAM  
 APRIL 19, 1991

## **HERO'S REDEVELOPMENT PROJECTS**

This organization will focus its activities on the larger "downtown" area and the adjacent C-Town and Southwest Neighborhoods. (See Map on preceding page.) These areas are critical to the long-term health of the larger Homestead community, but must be approached in different ways. The following is a description of proposed redevelopment activities.

### **PIONEER QUARTER**

#### **Introduction**

The Pioneer Quarter encompasses Downtown and is the corner stone of the City's renewal efforts. Once the primary business center of the City, the Downtown area experienced a period of decline in business activity which manifested itself in the gradual economic and physical deterioration of the condition of many of the buildings within the area. Downtown experienced severe storm related damage and is in great need of assistance to recover from its current state of disrepair and inactivity. **The revitalization of Downtown will create jobs, reinforce the City's tax base and symbolize Homestead's commitment to rebuild.**

#### **Current Conditions**

Current conditions within this project area are visually unattractive, physically dysfunctional and inhibit the creation of a vibrant downtown. The Pioneer Quarter contains over 100,000 square feet of vacant building space and an estimated 75,800 square feet of vacant platted lots. Approximately 125,000 square feet of the building space in Downtown needs rehabilitation to recover from storm related damage.

#### **Goals for Guiding Redevelopment Activities**

The goals which will guide the efforts to revitalize the Pioneer Quarter are:

- To recreate and rebuild an old-fashioned downtown consistent with modern business needs and economic realities.
- To use the combined talents and resources of the public and private sectors to rebuild and market the area to both residents and visitors.
- To design and build a unique business and community environment to serve as the heart of the City and be complementary to shopping centers.

- To provide a public framework consisting of an attractive streetscape and adequate free parking to encourage private investment and entrepreneurial activities.

### **Proposals for Redevelopment**

The Pioneer Quarter is envisioned as a retail, entertainment and recreational shopping district, which will identify strongly with the historic South Florida pioneer theme. This redevelopment concept is based on the belief that the rebuilding of the Downtown area into a vibrant center will require the support of both the local resident market and the very substantial South Dade visitor market. The redevelopment plan calls for conservation of the area's historic buildings and stresses the need for an quick, comprehensive start to make a strong impression in the market place and convince landlords and business owners that investing in the future of Downtown is a wise choice.

This renewal concept does not advocate the forced relocation of existing viable businesses. It proposes to build upon the current business foundation of Downtown and expand into new retailing and entertainment areas. The combination of existing and new merchants, more restaurants, new buildings on vacant lots, creative interim use of vacant properties, adequate parking and an ongoing program of festivals and celebrations will power the Pioneer Quarter into becoming a very special place for residents and visitors alike. Proposed redevelopment activities within the Pioneer Quarter include the following:

**Pioneer Quarter Building Rehabilitation Program:** HERO will assist property owners within the Pioneer Quarter to rehabilitate damaged buildings. HERO will focus on the renovation of Pioneer Quarter properties to code standards and provide preliminary design assistance to ensure that investment within the area will lead to the creation of an attractive and functional Downtown.

**Pioneer Quarter Merchandising Plan:** HERO will develop a merchandising plan to be used as a guide for the marketing of the Pioneer Quarter. The merchandising plan will identify the desired mix of tenants necessary to produce a rejuvenated Downtown.

**Pioneer Quarter Marketing and Promotion Program:** HERO will work with local merchants to develop a comprehensive marketing plan and year-round promotional events program designed to assist the growth of existing businesses and to attract new customers into the Pioneer Quarter.

**Pioneer Quarter Parking Program:** HERO will acquire or lease vacant land within the

Pioneer Quarter to support the development of free parking, in support of Downtown revitalization.

**Pioneer Festival Arts Plaza:** HERO will develop the Festival Arts Plaza, a dramatic focal point which will draw local, regional and national attention to the City's rebuilding activities. This public plaza will be designed as a multiple use area, providing a space for the hosting of special Downtown entertainment and promotional events, including arts and crafts shows and cultural festivals.

**Pioneer Quarter Vacant Land Re-Marketing Program:** HERO will acquire key parcels of vacant land, as they become available, to be remarketed or developed for temporary or permanent uses appropriate to the Pioneer Quarter's renewal program.

**Krome Avenue Improvement Activities:** HERO will continue efforts to reroute truck traffic out of the pedestrian oriented Pioneer Quarter and work with the Florida Department of Transportation to permit better local control and fuller merchant use of the Krome Avenue right-of-way.

**Pioneer Quarter Landscaping Program:** A landscaping program will be established to improve the Downtown streetscape appearance and provide property owners with information on suggested landscaping practices.

**Pioneer Quarter Management Program:** HERO will establish a program to manage the Pioneer Quarter area in a manner similar to that of shopping malls. This program will address hours of operation, common marketing and advertising, promotion of special events, leasing of vacant space according to an established merchandising plan and maintenance of parking, landscaping, lighting, signage, and other supportive activities.

## **PIONEER COMMERCE PARK**

### **Introduction**

The Pioneer Commerce Park is the area located between Route 1 and the Pioneer Quarter. This area is considered to be the entrance to Downtown and as such its condition and appearance are keys to the success of the efforts to revitalize Downtown. In addition, it is believed that this area can be redeveloped into an important asset of the City's economic base.

### Current Conditions

Pioneer Commerce Park contains a collection of mixed and often conflicting uses in generally poor condition. Forty-five percent of the lots within the Pioneer Commerce Park area are vacant. Landscaping is minimal to non-existent throughout most of the area. Curbs, gutters and sidewalks are minimal.

### Goals for the Pioneer Commerce Park

- To create jobs for Homestead residents at acceptable wage rates.
- To eliminate land use conflicts and replace substandard buildings with a sound, attractive facilities, thereby creating an environment which promotes existing businesses, attracts new successful business and wide customer use.
- To create larger, more economically desirable building parcels to facilitate more substantial business activity.
- To upgrade the access and appearance of the Commerce Park to be competitive in the larger real estate market.
- To protect and enhance investments in the area by assuring a protected and restricted range of activities compatible with the location and its neighbors.
- To broaden the City's tax base.

### Proposals for Redevelopment

The combination of being in a good physical location for satellite technology needs, the presence of several successful information technology businesses, the availability of fiber optic and digital switching equipment and the presence of a modern information technology training center (Miami-Dade Community College Information Technology Center currently under construction) are the keys for promoting this area as a high tech Information Technology Commerce Park. Such a facility could become a valuable employment center and an important addition to the City's badly damaged tax base.

**Marketing Plan and Program for the Commerce Park:** A marketing plan and program should be developed and implemented to inform and attract businesses searching for new facility locations. The plan would identify a development/marketing theme, prepare a "target industry" marketing strategy, prepare marketing literature, create a logo, and describe a two year marketing program.

**Commerce Park Site Plan:** HERO will prepare a site development plan for the Pioneer Commerce Park which recommends acquisitions, demolitions, relocations, access improvements, landscaping, and development standards suitable for the creation of a quality business park.

**Building Renovation:** HERO will assist property owners within the Pioneer Quarter to rehabilitate damaged buildings. HERO will focus on the renovation of properties to code standards and provide preliminary design assistance to ensure that investment within the area will lead to the creation of an attractive and functional commerce park.

**Vacant Land Assembly:** Vacant land throughout the area of the proposed Pioneer Commerce Park will be assembled by acquisition, option, swapping, etc., into parcels large enough to be attractive to businesses seeking locations for the development of new facilities compatible with the theme of the commerce park.

## **PIONEER VILLAGE**

### **Introduction**

The Pioneer Village lies immediately to the west of the Pioneer Quarter. As the neighborhoods which surround the Pioneer Quarter are upgraded and maintained, they will become part of the elements that will make the City of Homestead a vibrant community that is a composite of diverse and mutually supportive parts.

### **Current Conditions**

Approximately 67% of the buildings in this area have substantial damage and approximately half of the area is vacant land.

### **Goals for the Pioneer Village**

- To bring back a supporting middle income population to the center of the City in order to bolster both a presence and purchasing power necessary for the Pioneer Quarter.
- To provide a sufficiently attractive, safe and practical residential environment—by building new free-standing homes desirable enough to interest middle income families and individuals.

- To include an amenity package to support the residential component of the neighborhood.
- To build homes of adequate space and quality to compete with similarly priced homes in outlying areas. The accomplishment of this goal may require a subsidy to middle income purchasers to make up for the cost of land assembly and infrastructure development.

### **Proposals for Redevelopment**

The Pioneer Village project area will be redeveloped into a moderate-income owner-occupied residential community. A renovated and redesigned Rainbow Market (formerly the C-Town Market) and an adjacent vacant site, will be combined into an approximately two-acre Market Area within the Pioneer Village neighborhood.

**Pioneer Village Site Plan:** HERO will prepare a detailed site plan for the Pioneer Village that will identify the location, type and number of dwelling units to be built, the project amenities to be constructed and architectural guidelines for the project.

**Land Acquisition:** HERO will acquire land within the Pioneer Village to facilitate the development of the new residential community. HERO will prepare the housing site for development.

**Choosing a Builder:** Once the land acquisition program is started, a Request for Qualifications would be advertised for a builder to implement the residential development. The RFP process will be followed by a negotiated agreement which would contain the goals and parameters agreed to by the builder and HERO.

## **WEST NEIGHBORHOOD PRESERVATION AREA**

### **Introduction**

The West Neighborhood project area is located to the west of the Pioneer Quarter and Pioneer Village. It is crucial that the living environments of all areas adjoining Downtown be upgraded in every respect. If the Pioneer Quarter is expected to serve as a major driving force for Homestead's rebirth of intensified economic activity, renewal and conservation of the West Neighborhood and the Pioneer Quarter must occur simultaneously. It is for these collective

reasons that attention will be focused on the redevelopment and ongoing maintenance of buildings and facilities within this neighborhood.

### Current Conditions

Approximately 91% of the buildings within the West Neighborhood are in residential use. Slightly more than half (56%) of the residential buildings within this project area are single family detached. The remainder consists of duplexes and small apartment buildings. Approximately 50% of the estimated 373 residential units within the neighborhood are in need of rehabilitation assistance. Approximately 62 percent of the multi-family buildings in the West Neighborhood are owned by absentee landlords. There are over 70 vacant building lots within the West Neighborhood. Sanitary sewer service is only available to approximately 30% of this project area.

### Goals for the West Neighborhood

The identification of the West Neighborhood is a response to the needs of this community as a strategy to safeguard and promote the positive aspects of the area and address the issues of housing and community services to make the neighborhood whole. The goals for the West Neighborhood Preservation Area are:

- To create a public-private venture that will act as a neighborhood **Management, Occupancy and Maintenance (MOM)** organization whose operations will be crucial in the creation of a model neighborhood. The West Neighborhood presents an opportunity for neighborhood preservation. It is primarily a residential area with approximately 30 percent of dwellings in fair to good condition and another 22 percent undergoing major repair.
- To upgrade a substandard area that is occupied by families and individuals not currently in the mainstream of the community. Nearly half of the dwellings in the West Neighborhood are judged to be in poor condition.
- To promote neighborhood services aimed at building a sense of belonging and community pride as well as to help the residents become more successfully integrated into their adopted community.

## Proposals for Redevelopment

**Management, Occupancy and Maintenance (MOM) Program:** The revitalization of the West Neighborhood will focus on both rebuilding and property management and maintenance. MOM's first efforts will be in the form of a paint-up fix-up program for small apartment buildings. This program will provide a significant push forward for those properties where renovation work is progressing too slowly to make a significant difference in the overall immediate upgrading of the West Neighborhood.

HERO will also exercise its powers to purchase residential properties that remain in poor physical condition in violation of building codes and on which the MOM group has been unable to effect repairs through the owners. HERO will then facilitate building repair. Improved properties will be resold with stipulations which insure that this housing stock remains affordable and maintained.

**Vacant Land Acquisition/Development Program:** The vacant residential lots located within the West Neighborhood are often poorly maintained and strewn with trash and debris, representing a blighting influence on the surrounding neighborhood. HERO will contact the owners of these vacant lots to determine their interests in participating in the revitalization of this area. HERO may acquire/assemble vacant lots. Acquired properties will be made available to non-profit housing groups or builders for the construction of affordable, owner occupied housing.

**Neighborhood Services and Recreation Center:** High priority will be placed on the development of a Neighborhood Services and Recreation Center for the West Neighborhood. Recreation, language and skills training and other activities identified by neighborhood residents will be provided by the community center. Existing social service agencies and church service organizations will be incorporated into the community center to provide services for this community.

**Extending Public Sewer Service:** Approximately 30% of the West Neighborhood is served by public sanitary sewer service. The balance of this residential neighborhood is dependent on septic systems. It is proposed that public sewer service be extended throughout the entire West Neighborhood.

**Neighborhood Landscaping Program:** The combination of the storm, substandard development and years of neglect have left the West Neighborhood with little attractive landscaping features. A landscaping program is proposed to improve the visual streetscape

appearance of the neighborhood and to provide property owners with information on suggested landscaping practices.

## **SOUTHWEST NEIGHBORHOOD PRESERVATION AREA**

### **Introduction**

This large residential neighborhood is located in southwest Homestead. It is crucial that the living environments of all areas adjoining Downtown be upgraded in every respect and participate in the renewal of the City. If the Pioneer Quarter is expected to serve as a major driving force for Homestead's rebirth of intensified economic activity, renewal and conservation of the Southwest Neighborhood must occur simultaneously to that of the Downtown area. Attention will be focused on the redevelopment and ongoing maintenance of buildings and the development of neighborhood facilities within this area.

### **Current Conditions**

Approximately 288 buildings within this neighborhood are in need of rehabilitation assistance. An estimated 66% of the households living in this neighborhood are living in housing in need of redevelopment assistance. There are over 400 vacant building lots within the Southwest Neighborhood. Sanitary sewer service is unavailable to a portion of this neighborhood, storm drainage needs improvement and sidewalks, curbs and gutters need to be constructed or replaced.

### **Goals for the Southwest Neighborhood**

The identification of the Southwest Neighborhood is a response to the needs of this community as a strategy to safeguard and promote the positive aspects of the area and address the issues of housing and community services to make the neighborhood whole. The goals for the Southwest Neighborhood Preservation Area are:

- To upgrade a substandard area that is occupied by families and individuals not currently participating in the mainstream of the community.
- To promote neighborhood services aimed at building a sense of hope, belonging and community pride.

## Proposals for Redevelopment

**Building Rehabilitation:** The revitalization of the Southwest Neighborhood will focus on both rebuilding and redevelopment. The first efforts will be in the form of a paint-up fix-up program for the area. This program will provide a significant push forward for those properties where renovation work is progressing too slowly to make a significant difference in the overall immediate upgrading of the neighborhood.

HERO will also exercise its powers to purchase residential properties that remain in poor physical condition in violation of building codes and on which the City has been unable to effect repairs through the owners. HERO will then facilitate building repair. Improved properties will be resold with stipulations which insure that this housing stock remains affordable and maintained.

**Vacant Land Acquisition/Development Program:** The vacant residential lots located within the Southwest Neighborhood are often poorly maintained and strewn with trash and debris, representing a blighting influence on the surrounding neighborhood. HERO will contact the owners of these vacant lots to determine their interests in participating in the revitalization of this area. HERO may acquire/assemble vacant lots. Acquired properties will be made available to non-profit housing groups or builders for the construction of affordable, owner occupied housing.

**Neighborhood Services and Recreation Center:** High priority will be placed on the development of a Neighborhood Services and Recreation Center for the Southwest Neighborhood. Recreation, language and skills training and other activities identified by neighborhood residents will be provided by the community center. Existing social service agencies and church service organizations will be incorporated into the community center to provide services for this community.

**Extending Public Sewer Service:** It is proposed that public sewer service be extended throughout the entire Southwest Neighborhood.

**Neighborhood Landscaping Program:** The combination of the storm, substandard development and years of neglect have left the Southwest Neighborhood with little attractive landscaping features. A landscaping program is proposed to improve the visual streetscape appearance of the neighborhood and to provide property owners with information on suggested landscaping practices.

Activities in the Southwest include the preparation of site plans and building sketches

for the eastern end of SW 4th Street for area merchants and the proposal that the City retain an architect to work with the Alliance on two other important neighborhood projects. These are the programming and preliminary design of a Southwest Community Recreation and Neighborhood Services Center and possible housing solutions for the former Single Migrant Workers Housing site. These community-based activities will assist in formulation of a Rebuilding Plan for the Southwest neighborhood late in 1993.

HERO may promote multi-cultural activities and participate in programs created to enhance the design aspects of community development. Such activities may include cooperating with the Dade County Art-In-Public Places program and other similar public-private arts oriented efforts. In considering public art proposals, HERO will seek a balance between the cultural values and artistic portrayals of minorities, including African Americans, Hispanics, and other ethnic groups.

#### **FUTURE REDEVELOPMENT PROJECTS**

While HERO will concentrate on the above described projects, other opportunities for HERO involvement may emerge in the future. All project proposals will require the approval of HERO's Board prior to their undertaking. HERO will utilize the power granted by this Plan to carry out approved projects in the public interest. HERO will only operate in the Community Redevelopment Area as set forth in this Plan. All citizens and community interests are invited to participate in this important work.

## SECTION IV

### **NEIGHBORHOOD IMPACTS OF REDEVELOPMENT ACTIVITIES**

#### Introduction

The Community Redevelopment Area contains a number of residential units occupied by low and moderate income households. This section provides an analysis of potential impacts to residents within the residential neighborhoods of the Community Redevelopment Area. Many of the projects recommended in this plan are in early stages of planning. Some impacts resulting from the implementation of redevelopment actions may as yet be undetermined. As site specific projects are identified and approved by HERO's Board, additional neighborhood impacts will be addressed.

#### Land Use and Zoning

At the time of adoption of this Plan, it is the intent of the Community Redevelopment Agency to conform all of its proposed projects and activities to the pertinent plans and ordinances of the City of Homestead.

#### Traffic Circulation

The Community Redevelopment Area possesses an existing roadway network that provides adequate levels of service to most areas. The planned activities of the CRA will have minimal impacts on the existing roadway network within the Community Redevelopment Area. Proposed road and traffic improvements within the Community Redevelopment Area will be designed to provide safe and convenient movement of pedestrians and vehicles. The major redevelopment projects contained within this Plan are generally adjacent to major transportation corridors and are not anticipated to degrade traffic circulation within the residential neighborhoods of the Community Redevelopment Area.

The damaged streetscape improvements within the Downtown area that benefitted motorists and pedestrians alike before the hurricane are proposed to be restored to their pre-storm condition. The Plan proposes the rerouting of truck traffic around the pedestrian oriented Downtown area, without going through residential neighborhoods. Final determination of the alternative route will be contingent upon approval of the Florida

Department of Transportation and other pertinent agencies.

An important component of the Plan is the provision of new and rehabilitated housing opportunities within the Downtown area for families, individuals and students. The redevelopment of the Downtown neighborhood will encourage alternative means of transportation, particularly where housing is within walking distance of employment, shopping, neighborhood services and recreational facilities. Many existing and future residents will therefore be afforded the opportunities to walk or bicycle to these activities. Architectural and site specific design solutions will be considered to mitigate potential traffic and parking impacts of specific projects on adjacent residential neighborhoods.

Other redevelopment activities located outside of the Downtown area are aimed at increasing the economic vitality of the City through the addition of employment opportunities. The close proximity of residential neighborhoods to these employment opportunities will provide residents with the opportunity to walk or bicycle to work.

The proposed redevelopment activities take into consideration the most efficient utilization of the public transportation system currently serving the Community Redevelopment Area. The Plan also provides for the future utilization of proposed public transportation improvements within the former right-of-way of the Florida East Coast Railway. This public transit system will link the City of Homestead to the Dade County MetroRail system.

### **Community Services and Facilities**

HERO's activities are anticipated to have a positive impact on existing community services and facilities within the Community Redevelopment Area. The Plan proposes to retain, improve and expand community services and facilities within the residential neighborhoods in the Community Redevelopment Area. New neighborhood services and recreation centers are proposed to be constructed within the Southwest and West Neighborhoods of the Community Redevelopment Area. These neighborhood centers will house social service, health care, educational and recreational services and facilities. No neighborhood centers currently exist within these neighborhoods areas.

Recreational facilities are proposed to be developed and improved within the residential neighborhoods in the Community Redevelopment Area. These will include the construction of new play grounds and the enhancement of existing parks. In addition, public rights-of-way throughout the residential neighborhoods will be improved through a

neighborhood landscaping program.

Municipal sanitary sewer and water service will be extended to all residential neighborhood areas. Municipal storm sewer service will also be improved to eliminate current drainage problems.

### **Effect on School Population**

Currently, there are four public schools within the Community Redevelopment Area: A.L. Lewis Elementary, West Homestead Elementary, the Homestead Middle School and the Neva King Cooper School. The A.L. Lewis Elementary School is scheduled to be replaced by a new school on the location. A fifth public school, Redondo Elementary School, is located outside the northern fringe of the Community Redevelopment Area. The student age population of the Area is served by the Homestead High School, which is located outside of the Redevelopment Area. In addition, the Community Redevelopment Area is served by the Sacred Heart Elementary and Middle School, a private school and the expanding Homestead Campus of the Miami-Dade Community College.

The residential development programs proposed for the Community Redevelopment Area are expected to produce only a small increase in the student age population of the Area. Existing public school facilities serving the Community Redevelopment Area are adequate for the anticipated school age population.

### **Relocation Impacts**

It is not the intent of the Plan for the Community Redevelopment Area to undertake activities which would cause large-scale dislocation of existing residents. Some relocation activities are anticipated as a result of redevelopment activities. A Relocation Program will be developed for each redevelopment project activity and submitted as a component of the project package prior to official action on the project. It is important to note that combined activities of HERO, the City and the private development community will include the rehabilitation of the area's existing housing stock and the development of new housing, thereby providing opportunities for displaced residents to be relocated within the Community Redevelopment Area.

The Plan for the Community Redevelopment Area includes the rehabilitation of properties which are in a state of disrepair due to storm damage and/or economic decline. The displacement of some existing businesses may occur as a result of redevelopment activities.

To protect the residents and businesses within the Community Redevelopment Area, HERO will adopt a Relocation Policy containing procedures for implementing the Relocation Programs for redevelopment project activities.

### **Environmental Quality**

The actions proposed in the Plan for the Community Redevelopment Area are intended to improve the area's environmental quality. These actions include expansion of municipal sanitary sewer and public water systems, improvements to storm sewer systems, streetscape and landscaping improvements, development of neighborhood service centers, construction of playgrounds, improvements to existing parks and open space and extensive building rehabilitation activities. When completed, these improvements will significantly upgrade the appearance and livability of the affected neighborhoods.

## SECTION V

### CREATION AND POWERS OF HERO

#### CREATION

Upon a Finding of Necessity, and subsequent to the adoption of the required resolutions and ordinances, the City Council of Homestead may create the Homestead Economic and Rebuilding Organization, hereinafter referred to as HERO. Through this process it shall be determined that there is a need for HERO to carry out community redevelopment as defined by statute and set forth in this Plan. HERO shall be a public body corporate and politic and shall be constituted as a public instrumentality.

The City Council of Homestead established HERO on \_\_\_\_\_, 1993 through the adoption of Ordinance # \_\_\_\_\_. The organizational structure of HERO was also established at that time. The Board of HERO shall further adopt by-laws to govern the operation of the Agency.

#### POWERS

The City Council has empowered HERO under Ordinance # \_\_\_\_\_ to:

- (a) Acquire property deemed necessary for community redevelopment, except that the use of eminent domain shall require specific approval from the City Council;
- (b) Hold, improve, clear, or prepare any acquired property for redevelopment;
- (c) Dispose of property acquired within the community redevelopment area for uses in accordance with the Plan;
- (d) Construct improvements necessary to carry out community redevelopment objectives;
- (e) Carry out programs of repair and rehabilitation;
- (f) Plan for and assist in the relocation of persons and businesses displaced by redevelopment activities;
- (g) Receive and utilize tax increment revenues to fund redevelopment activities;
- (h) Appropriate such funds and make such expenditures as are necessary to carry out the purposes of the Community Redevelopment Act of 1969;
- (i) Carry out all redevelopment programs as adopted by this plan;
- (j) HERO may recommend and adopt an architectural review and approval process

to assure that public and private development in the redevelopment area is consistent and compatible with projects being financed by HERO or other public funds.

## SECTION VI

### AUTHORITY TO UNDERTAKE REDEVELOPMENT

The HERO Redevelopment Plan has been prepared in accordance with the State's Community Redevelopment Act, Chapter 163 Florida Statutes, Part III. The adoption of this plan, and any subsequent modifications or amendments, shall follow the procedures as required by public hearings and the adoption of the necessary regulations and ordinances.

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." For purposes of HERO's Plan, the following definition, as provided in Chapter 163 Florida Statutes, Part III shall apply:

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

The ability of a county or municipality to utilize the authority granted under the Act is predicated upon the adoption of a "Finding of Necessity" by the governing body, which is incorporated into this plan as **Section II**. This finding must demonstrate that:

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

## SECTION VII

### GENERAL STATEMENTS RELATING TO HERO

**A. Relationship to City's Comprehensive Plan**

Florida Statutes require that the Community Redevelopment Plan be consistent with the City's Comprehensive Plan. In order to remain current and allow for the flexibility required for HERO to avail itself of development opportunities, the Community Redevelopment Plan will have to be amended when programs are changed or as new programs are added. This Plan, at the time of its adoption, is consistent and not in conflict with the City's Comprehensive Plan.

The first step in the Redevelopment Plan Amendment process is an administrative determination by the City Manager, as to whether the proposed amendments to the Redevelopment Plan is procedural/technical (e.g., changes to dates, amounts of project funding, updates, etc.) or substantive (e.g., adoption of a new program or granting of a new power). Under a procedural/technical amendment, the amendment would go directly to the City Council with a staff finding and recommendation. Under a substantive amendment, the amendment would first be reviewed by the Local Planning Authority (Planning & Zoning Board) for determination of consistency with the City's Comprehensive Plan and then forwarded to the City Council with recommendations.

**B. Safeguards to Ensure Redevelopment Activities Follow the Redevelopment Plan**

- (1) HERO shall file an annual report with the State's Attorney General's Office, the City Council, and the City Clerk's Office. This report shall contain a programmatic overview of the activities of HERO as allowed by the redevelopment plan.
- (2) HERO's Board shall be fully subject to the Florida Sunshine Law and will meet at least on a monthly basis in a public forum.
- (3) HERO shall provide adequate safeguards to ensure that all leases, deeds, contracts, agreements, and declarations of restrictions relative to any real property conveyed shall contain restrictions, covenants, running with the land

and its uses, or other such provisions necessary to carry out the goals and objectives of the Plan.

**C. Safeguards to Ensure Financial Accountability**

- (1) HERO shall maintain adequate records to provide for an annual audit which shall be conducted by an independent auditor selected by the Board. The findings of the audit shall be presented at a meeting of the Board of HERO and such findings shall be 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.

The annual Audit Report shall be accompanied by HERO's Annual Report and shall be provided to the City Council and the City Clerk's Office for public review and availability. Legal notice in a newspaper of general circulation shall be provided to inform the public of the availability for review of the Annual Audit and Annual Report.

**D. 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 adoption by the City Council of Homestead and the Board of County Commissioners of Dade County. The start date for the thirty year clock shall be from the adoption and approval date of the Dade County Commission.

## SECTION VIII

### **HERO REDEVELOPMENT FINANCES**

#### **Introduction**

The activities proposed by the Plan for the Community Redevelopment Area will be financed by a combination of public sources and by private sector investment. HERO shall invest in the upgrading and improvement of public infrastructure, facilities and other public purpose improvements so as to encourage investment by the private sector within the Community Redevelopment Area, in a manner consistent with the Plan.

Public sources of funds will include tax increment financing (TIF) revenues, loans and grants from State, federal, City and other sources.

#### **Tax Increment Financing**

It is anticipated that a principal source of public expenditure requirements will be tax increment financing. Using this mechanism, the assessed valuation of real property within the Redevelopment Area is based on the most recent assessment roll certified prior to adoption of the ordinance creating the Redevelopment Trust Fund. From that point on that assessed value serves as a reference point from which to determine the tax increment. As redevelopment proceeds, the actual assessed valuation within the Redevelopment Area will begin to rise. The ad valorem taxes generated by this increase in assessed valuation over the reference valuation, are known as the tax increment. The City and County tax increments are set aside in a special Redevelopment Trust Fund for use by HERO to finance the projects, improvements, and activities identified in the Plan.

#### **Estimated Budget Needs for Redevelopment**

The following is an estimated five year budget of capital projects proposed by the Plan for the Community Redevelopment Area. Potential funding sources have been identified for each improvement activity. An initial task of HERO will be the preparation of a detailed five year budget for adoption. The budget will reflect the priorities for HERO action and the

availability of funding. It is important to note that HERO's annual budget will be subject to the approval of the Board prior to its adoption. In addition all potential projects listed in the budget estimates will be undertaken only if approved by the Board of HERO and additional projects can be added or substituted based upon the Board's decision.

# FIVE YEAR ESTIMATES FOR HERO PLAN IMPLEMENTATION

CAPITAL / OPERATING / MANAGEMENT COSTS	1993*	1994	1995	1996	1997	TOTALS	POTENTIAL FUNDING RESOURCES (NON TIF)
<b>1. Establishment of HERO</b>	\$50,000	\$0	\$0	\$0	\$0	\$50,000	City/Enterprise
<b>2. HERO Planning and Project Administration</b>	\$300,000	\$600,000	\$500,000	\$300,000	\$200,000	\$1,900,000	State Sales Tax Revenues Various loans or grants, public or private
<b>3. Pioneer Quarter **</b>							EDA- Technical Assistance/Planning Grant EDA- Technical Assistance/Planning Grant EDA- Loan/Develop. Grant, Private, CDBG-Facade Grants, Historic Grant EDA- Development Grant Florida Department of Transportation (FDOT)- Reimbursement Grant EDA- Development Grant EDA- Development Grant EDA- Development Grant EDA- Development Grant EDA- Technical Assistance
A. Downtown Merchandising Plan	\$50,000	\$0	\$0	\$0	\$0	\$50,000	
B. Marketing and Promotion Program	25,000	50,000	50,000	50,000	50,000	225,000	
C. Building Rehabilitation	500,000	2,400,000	2,400,000	2,400,000	0	7,700,000	
D. Parking Program	0	360,000	375,000	25,000	25,000	785,000	
E. Streetscape Improvements	600,000	600,000	0	0	0	1,200,000	
F. Lighting Program	0	50,000	50,000	0	0	100,000	
G. Landscaping Program	50,000	100,000	50,000	25,000	0	225,000	
H. Vacant Land/Building Remarketing	25,000	50,000	15,000	10,000	0	100,000	
I. Pioneer Festival Arts Plaza	120,000	140,000	0	0	0	260,000	
J. Management Program	0	50,000	50,000	50,000	50,000	200,000	
<b>Pioneer Quarter Subtotals</b>	<b>\$1,370,000</b>	<b>\$3,800,000</b>	<b>\$2,990,000</b>	<b>\$2,560,000</b>	<b>\$125,000</b>	<b>\$10,845,000</b>	
<b>4. Pioneer Commerce Park **</b>							EDA- Technical Assistance/Planning Grant EDA- Technical Assistance/Planning Grant EDA- Technical Assistance Grant EDA- Development Grant EDA- Revolving Loan Fund/Development Grant, Private Financing EDA- Development Grant, FDOT- Grant, CDBG-Facilities Grant EDA- Development Grant EDA- Development Grant, CDBG-Removal of Slum and Blight Grant. FDOT Grants, Partial City Match (Use Other Funding Sources For Match)
A. Commerce Park Site Plan	\$20,000	\$0	\$0	\$0	\$0	\$20,000	
B. Marketing Plan	50,000	0	0	0	0	50,000	
C. Marketing Program	0	50,000	40,000	30,000	25,000	145,000	
D. Land Acquisition/Assembly	0	500,000	500,000	0	0	1,000,000	
E. Building Rehabilitation	50,000	250,000	250,000	0	0	550,000	
F. Project Access & Street Improvements	0	400,000	200,000	0	0	600,000	
G. Landscaping Program	10,000	30,000	30,000	10,000	10,000	90,000	
H. Demolition Program	25,000	100,000	92,000	0	0	217,000	
I. Route 1 Corridor Improvements	153,000	2,350,000	0	0	0	2,503,000	
<b>Pioneer Commerce Park Subtotals</b>	<b>\$308,000</b>	<b>\$3,680,000</b>	<b>\$1,112,000</b>	<b>\$40,000</b>	<b>\$35,000</b>	<b>\$5,175,000</b>	
<b>5. Pioneer Village **</b>							State Sale Tax Revenues State Sale Tax Revenues State Sale Tax Revenues State Sale Tax Revenues
A. Pioneer Village Site Plan	\$25,000	\$0	\$0	\$0	\$0	\$25,000	
B. Land Acquisition/Assembly	0	2,125,000	0	0	0	2,125,000	
C. Site Improvements/Engineering	10,000	690,000	0	0	0	700,000	
D. Relocation Program	75,000	75,000	0	0	0	150,000	
<b>Pioneer Village Subtotals</b>	<b>\$110,000</b>	<b>\$2,890,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,000,000</b>	
<b>6. West Neighborhood Preservation Area **</b>							State Sale Tax Revenues HOME, CDBG HOME, CDBG State Sale Tax Revenues State Sale Tax Revenues CDBG CDBG
A. Residential Rehabilitation/Management (MOM)	\$0	\$760,000	\$800,000	\$150,000	\$150,000	\$1,860,000	Private, CDBG- Rehab Grant, HOME
B. Temporary Relocation Assistance Program	0	75,000	75,000	0	0	150,000	
C. Land Acquisition/Assembly- Homeownership	0	80,000	80,000	0	0	160,000	
D. Neighborhood Services and Recreation Center	30,000	670,000	0	0	0	700,000	
E. Sewer Service Expansion	25,000	225,000	200,000	0	0	450,000	
F. Storm Drainage Improvements	0	25,000	25,000	0	0	50,000	
G. Landscaping Program	5,000	30,000	25,000	0	0	60,000	
<b>West Neighborhood Subtotals</b>	<b>\$60,000</b>	<b>\$1,865,000</b>	<b>\$1,205,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$3,430,000</b>	
<b>7. Southwest Neighborhood Preservation Area **</b>							State Sale Tax Revenues HOME, CDBG HOME, CDBG State Sale Tax Revenues State Sale Tax Revenues CDBG CDBG
A. Residential Rehabilitation/Management	\$50,000	\$750,000	\$750,000	\$0	\$0	\$1,550,000	Private, CDBG- Rehab Grant, HOME
B. Temporary Relocation Assistance Program	0	75,000	75,000	0	0	150,000	
C. Land Acquisition/Assembly- Homeownership	0	100,000	100,000	0	0	200,000	
D. Neighborhood Services and Recreation Center	25,000	775,000	0	0	0	800,000	
E. Sewer Service Expansion	25,000	225,000	200,000	0	0	450,000	
F. Storm Drainage Improvements	0	50,000	50,000	0	0	100,000	
G. Landscaping Program	10,000	30,000	30,000	0	0	70,000	
<b>South Neighborhood Subtotals</b>	<b>\$110,000</b>	<b>\$2,005,000</b>	<b>\$1,205,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,320,000</b>	
<b>8. Total Capital/Operating/Management Costs</b>	<b>\$2,308,000</b>	<b>\$14,840,000</b>	<b>\$7,012,000</b>	<b>\$3,050,000</b>	<b>\$510,000</b>	<b>\$27,720,000</b>	

\* July 1 - December 31, 1993  
 \*\*See map for potential project areas

## SECTION IX

### AMENDMENT PROCESS

On \_\_\_\_\_, 1993 the City of Homestead Planning and Zoning Board found this Community Redevelopment Plan to be in conformance with the City's Comprehensive Plan. The Redevelopment Plan shall be in effect for a maximum of thirty years from the date of its adoption. It may be terminated earlier if the redevelopment projects outlined are completed, or if the City determines it is no longer appropriate, or there is no longer a need for HERO to exist.

The Plan may need to be amended in order for it to maintain its relevance and currency; to respond to priorities as they emerge, and to add needed specificity as projects, tax increment revenues, and expenditures are defined in more detail over time.

It will be especially important to consider Plan amendments prior to any land acquisition or implementation of public improvements funded by tax increment revenues. The properties to be acquired and the type, location, and cost of public improvements should be delineated in the Plan as specifically as practicable.

Amendments to the Plan can only be made by the City Council upon recommendations of HERO's Board. HERO will initiate any amendment action by adopting a Resolution recommending that the City Council amend the Plan in a specified manner. HERO may then hold an advertised public hearing on the proposed modification or amendment and approve the modification by passage of an appropriate Resolution. Any amendment action also requires pre-notification of the affected taxing authorities by registered mail.

The governing State Statute does not require that Plan amendments be reviewed by the P&Z Board 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 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.

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