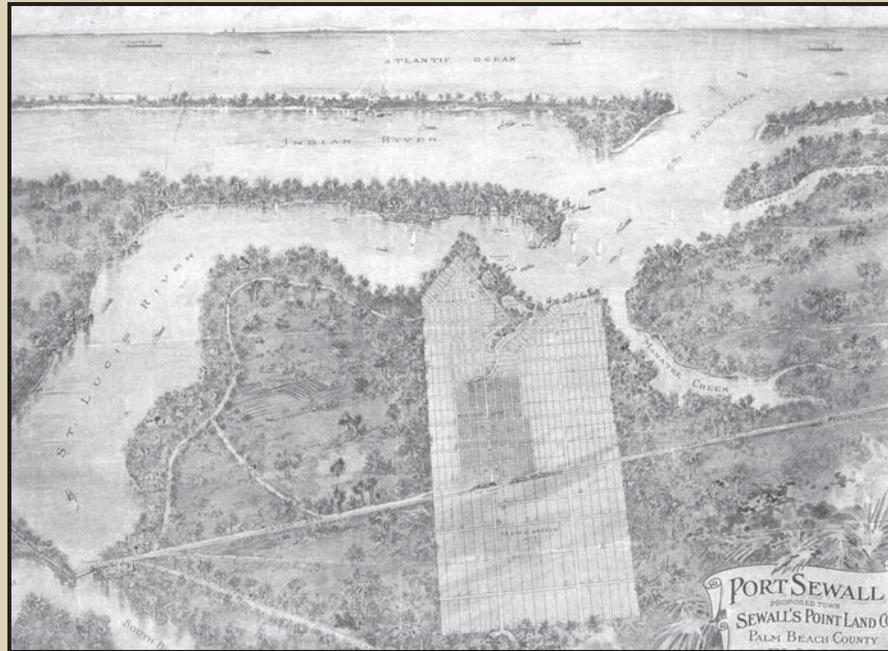


Golden Gate Community Redevelopment Plan



Prepared for: The Martin County Community Redevelopment Agency
The Golden Gate Neighborhood Advisory Committee
Martin County, Florida

Adopted September 24, 2002

(772) 288-5495

Revised October 2009



Civic Design Associates

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Golden Gate Community Redevelopment Plan



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Section I Introduction



Civic Design Associates

A. Introduction to the Plan

Martin County is a coastal community located in the southeastern part of Florida and its current population amounts to approximately 126,731 persons in 2000, compared to 100,900 persons in 1990. Situated within Martin County is the historic community of Golden Gate, two and a half miles south of the city of Stuart. It was originally part of the land holding of the Sewall family, which Henry Sewall platted and called Port Sewall in 1911. In 1925, during the “boom” years of Florida real estate, a newly formed Golden Gate Development Company bought the land to develop a subdivision, called Golden Gate. The developers, led by the company’s president, G.W. Bingham, platted 200 blocks for residences and businesses, and began an intensive marketing campaign to lure investors to the area.

Golden Gate was intended to become a fashionable resort area offering the best natural amenities of Florida. Its position on the St. Lucie River, which leads to the St. Lucie Inlet and the Atlantic Ocean, made it an ideal location for a port city. The developers placed advertisements in the local papers heralding that Golden Gate could become the biggest port city between Miami and Jacksonville. Its attributes, such as a warm climate, beautiful scenery, and residential and commercial investment opportunities were hailed. Photographs of housing types (including apartments over stores and garages) were shown, ongoing sidewalk construction and street grading improvements were noted, and price restrictions were set between \$3,000 and \$10,000 (in 1926 dollars). With this potential, it seemed Golden Gate was destined to flourish both economically and culturally.

In 1925, the Golden Gate Building (still standing on the corner of Dixie Highway and Delmar Street), was constructed in the Mission style, to be used as a sales office for the subdivision. It was never used for this purpose, and a year later, it became the Port Sewall Post Office.

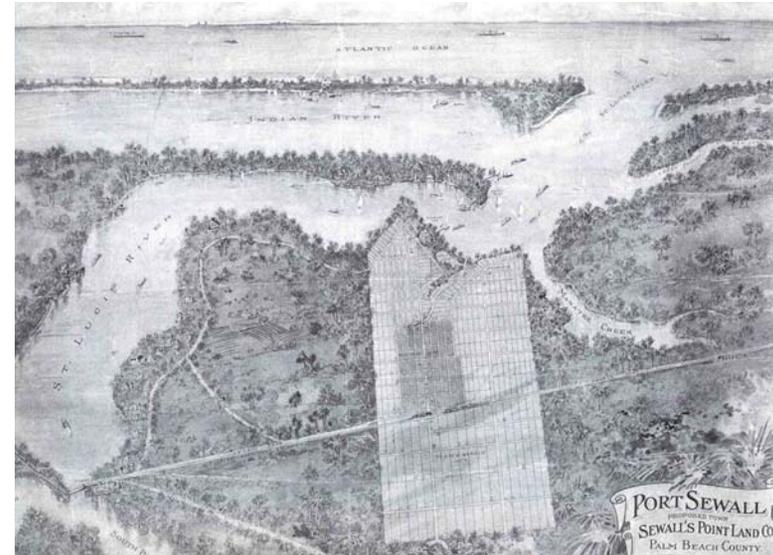


Fig. 1.1 Historical Port Sewall map

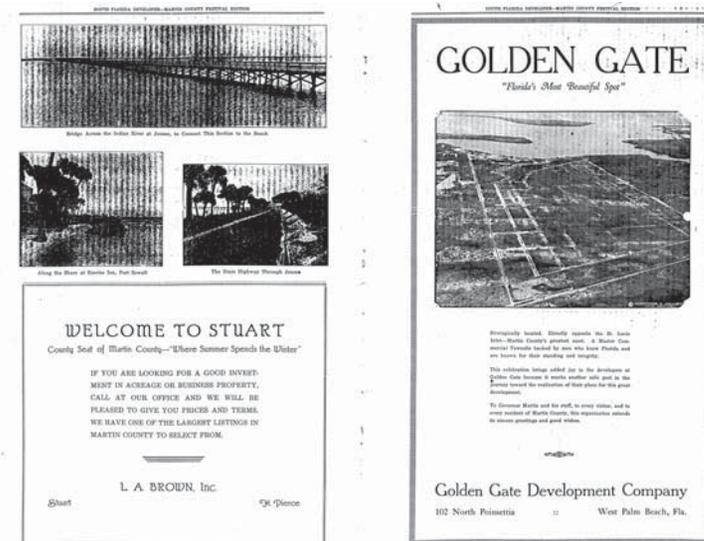


Fig. 1.2 Historical Golden Gate Newsletters

In 1926, many houses were built in Golden Gate in the then popular Mediterranean Revival and Spanish Mission styles. Fourteen of these houses remain in the neighborhood today, contributing a colorful, historic flavor to Golden Gate and offering clues to its originally intended character.

Soon after the promising beginning of Golden Gate, investment and building came to a halt with the Florida real estate “bust” of 1926. Later that year, the Miami Hurricane hit the region, further scaring away investors. A second hurricane, in 1928, hit Lake Okeechobee, and continued to worsen the prospects for development. And from the crash of the stock market in 1929, through the ensuing Depression, and World War II, only a few houses were constructed in Golden Gate.

Finally in the 1950’s, building in Golden Gate resumed, and the 60’s and 70’s brought swift construction in the form of simple duplexes and triplexes. These housing types now dominate the landscape of the neighborhood. Today approximately 1,000 households exist in this unique community.

The community today is in need of basic improvements, in particular, adequate sewer and other infrastructure. The community lacks central sewer and drainage and some roads remain unpaved. The community was originally conceived as a single family residential subdivision and several of the original residences constructed in the 1930’s still stand today. But after years of economic decline in the area, particularly during and after the Depression and the Second World War, residential building types turned away from single family and moved toward duplexes and triplexes.

In 1996 Martin County prepared a Finding of Necessity for the Golden Gate area (as well as other areas in the County) and determined that it qualified for redevelopment as defined by Chapter 163, Part III of the Florida Statutes. On June 24, 1997 Board of Commissioners adopted Resolution #97-6.11, entitled “Regarding a Finding of Necessity for a Martin County Redevelopment Agency.” Furthermore on June 24,

1997, The Board of County Commissioners adopted Ordinance #517 to establish the Martin County Community Redevelopment Agency (CRA). On May 8, 2001, the County formed several Neighborhood Planning Areas, one of which was the Golden Gate Neighborhood Planning Area. Following the action to create the Golden Gate Neighborhood Planning Area, on July 2, 2001, the County formed and appointed citizens to the Golden Gate Neighborhood Advisory Committee (NAC). Following a training program for members of all of the County’s Neighborhood Advisory Committees (there are seven committees), the Golden Gate NAC had its first meeting on October 16, 2001. The Committee meets monthly, the first Monday of every month. The Committee consists of residents, business owners and property owners in Golden Gate appointed by the County Commission. The Committee comprises nine members.



Fig. 1.3 Golden Gate NAC Committee Members - Daniel A. Cowan, Chair, Frances Criss, Co-chair, Anthony Amendola, Aaron Felder, Ronald John Lenard, Robert B. Love, Mariann Moore, Judith Pierson, and Saadia Tsafiarides. Picture is missing newly appointed members.

The Golden Gate NAC along with property owners, business owners and residents has over the last several months held several community meetings to discuss the conditions of the community and its future. Much of the discussions have centered on improving the quality of the infrastructure, improving the appearance of the community, and dealing with code enforcement issues.

In the latter part of 2001, the County took action to prepare a Community Redevelopment Plan for Golden Gate. The purpose of the CRA Plan would be to assist in the redevelopment of the community and to insure that new infrastructure would be constructed. The Commission contracted with the firm of Civic Design Associates, Urban Planners, to conduct community workshops and to complete the CRA Redevelopment Plan for approval by the Golden Gate NAC, the CRA and the Board of County Commissioners.

On April 12-17, 2002, a multi-day neighborhood workshop was held at the Lamar Howard Community Center to develop the community's concept for a master plan for the area. The plan presented in this document is a synthesis of the many ideas created at the three-day workshop. Prior to the workshop, several interviews were conducted with residents, business owners, and public servants and government leaders to identify issues and solutions to problems in Golden Gate.

As part of the neighborhood workshop, a children's workshop was also conducted, involving children from the neighborhood. The children presented their own ideas on neighborhood improvements, which is the first time children have actively participated in neighborhood planning activities in Martin County (Figure 1.5).

On May 6 and on June 3, 2002, the Golden Gate NAC discussed the results of the community workshop with the consultants and provided comments on ideas presented by the planners.



Fig. 1.4 Neighborhood Workshop



Fig. 1.5 Children's Workshop

The 2002 document, “The Golden Gate Community Redevelopment Plan,” provides the framework for programming redevelopment activities within the Golden Gate CRA. Since it is not practical for the CRA to fund and implement all redevelopment projects within the community, the plan sets forth a series of implementation steps and specific projects intended to leverage or stimulate the type of public interest and private investment necessary to achieve the revitalization. The County Commission by Resolution No. 02-09.02 formally adopted the current version of the Plan on September 24, 2002.

B. Authority to Undertake Community Redevelopment

This document has been prepared under the direction of the Golden Gate Neighborhood Advisory Committee and the Martin County CRA in accordance with the Community Redevelopment Act of 1969, F. S. 163, Part III. In recognition of the need to prevent and eliminate slum and blighted conditions within the community, the Act confers upon counties and municipalities the authority and powers to carry out “Community Redevelopment.”

The County Commission adopted a “Finding of Necessity” on June 24, 1997 by Resolution No. 97-6.11 and determined that several areas were in need of redevelopment throughout the County.



Fig. 1.6 Martin County Map

C. The Community Redevelopment Area

Pursuant to Statutes, a community redevelopment area must be a slum area, a blighted area, or an area in which there is a shortage of housing that is affordable to residents of low or moderate income, including the elderly. The Golden Gate Community, (See Figure 1.6) a targeted or designated area of the Martin County Community Redevelopment Agency, generally consists of an older community of the County, which has become deteriorated due to age, obsolescence, and the lack of investment. Unfortunately, a deteriorating area is self-propagating, and as conditions worsen, residents and private businesses become less willing to put their financial resources into the area.



Fig. 1.7 Golden Gate Community Redevelopment Area Map

- Extensive system of parks, greenways and open spaces;
- Strong development standards, re: density, height, aesthetics.

In order to further the goal of creating livable communities, Martin County has initiated a community redevelopment planning process for targeted communities within the County, including Golden Gate.

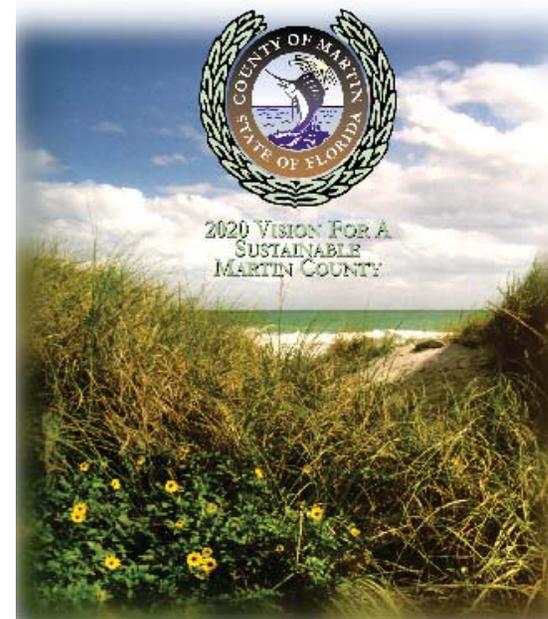


Fig. 1.8 Vision For a Sustainable Martin County

D. Vision for a Sustainable Martin County

The Golden Gate Redevelopment Plan is an extension of the “2020 Vision for a sustainable Martin County.” The following describe the elements of the Vision.

- Preserve wetlands and critical uplands;
- Contain development through the Urban Services Boundary (USB)
- Create livable communities (within the USB):
 - Vibrant city, town and village centers that serve surrounding neighborhoods;
 - Extensive system of local streets, sidewalks and bikeways;
 - Strategically located, high-quality schools, libraries, post offices and other public buildings;
 - Functional and attractive infrastructure;

E. Martin County’s Countywide Community Redevelopment Plan

The Countywide Community Redevelopment Plan was adopted on March 20, 2001, by the County Commission. The Golden Gate Redevelopment Plan, a component plan, is consistent with the Countywide Plan as described in chapter 163, Part III, Florida Statutes, specifically 163.365, concerning neighborhood and community wide plans. As stated in the Countywide Plan the component plan will address the following items.

1. Legal Description is found in the appendix of this Plan;
2. Diagrams, maps, sketches and words describe in this Plan the elements of open space, street layout, building types and descriptions, dwelling unit descriptions, parks and recreation areas, utilities and other public infrastructure;
3. Neighborhood impact is found in Section I, Paragraph F of this Plan;
4. Capital projects are listed in Section V of this Plan;
5. The Plan contains provisions for implementation as described in Section VI of this Plan;
6. Provision of controls of land purchased, if any, is stated in the Countywide Plan, Section 4.2;
7. Relocation policy is set specifically in the Countywide Plan in Section 4.2;
8. Housing for the low or moderate income including the elderly is contemplated in the redevelopment of Golden Gate. Section 4.3 of the Countywide Plan describes the County’s policy of affordable housing for the redevelopment areas. In addition refer to Section V of this Plan, the “Housing” Program;
9. Costs of redevelopment and the projections of tax increment are found in Section V of this Plan; and
10. Provision of time for project completions is made in Section V of this Plan.

F. Consistency with Martin County Comprehensive Growth Management Plan

Florida Statutes require that the Community Redevelopment Plan be consistent with the County’s Comprehensive Plan. In order to remain current in the fast-paced actions of the County and CRA, the Community Redevelopment Plan may have to be amended when programs are changed or as new programs and projects that were not included in the original plan are proposed. To maintain consistency with the County’s Comprehensive Plan a two-tiered approach may be used during the amendment process.

The first step in the process is an administrative determination by the County Redevelopment Planner, or his designee, as to whether the proposed amendment, the first amendment to the proposed Community Redevelopment Amendment, is procedural/technical (e.g. changes to dates, amount of project funding, updating the program, etc.) or substantive (e.g. adoption of a new program). Under the former determination, the amendment would go directly to the County Commission accompanied by a written staff “finding.” Under the latter, the amendment would first be reviewed by the Local Planning Agency (LPA) for determination of consistency with the County’s Comprehensive Plan and then forwarded to the County Commission with recommendations.

In summary, the Golden Gate Redevelopment Plan meets the criteria for conformity with the Comprehensive Growth Management Plan and as a component plan is consistent with the Countywide Community Redevelopment Plan. The County’s Countywide Redevelopment Plan, Section 3.3, describes in detail the rationale for consistency.

G. Neighborhood Impacts of Redevelopment Efforts

The following section describes the potential impacts of redevelopment efforts on the residential neighborhood of the Golden Gate Community Redevelopment Area. While neighborhood impacts have been considered for the specific redevelopment actions recommended in the Plan, it should be noted that many of these projects are in the early stages of planning. Therefore, some impacts resulting from their implementation may be determined at a later date, particularly as projects become more clearly defined.

1. Relocation of Displaced Residents and Businesses

Few, if any, residential relocations are contemplated by this plan in connection with projects. While very limited relocations may occur, it is important to note that changing conditions and modifications to planned projects may result in some additional residential and/or business displacement. In the event that existing or future CRA projects do require the relocation of residents or businesses, a relocation plan will be submitted as a component of the project as part of the official action by the Board of Commissioners on the project. The guidelines for relocation are provided by the Countywide Redevelopment Plan (Section 4.2) of which this Plan is a component.

It is also important to note that through the combined efforts of the CRA, the County and private development, the neighborhood housing stock will be expanded and thereby provide opportunities for the relocation of residents within the neighborhood.

When required by redevelopment actions, the relocation of residents and businesses within the Community Redevelopment Area will follow the officially adopted CRA procedures. Any financial assistance required by these procedures will become the responsibility of the CRA.

2. Traffic

Although redevelopment actions will inevitably increase overall traffic, the Golden Gate Community Redevelopment Area is blessed with an existing roadway network that services the community. Additionally the County and State have made improvements to roadways, including US 1, near Golden Gate that has enhanced the circulation of the area. Impacts of the CRA's redevelopment efforts on the existing neighborhood roadway network will occur through its efforts to revitalize and redevelop the community. Although implementation of individual redevelopment projects may require improvements or modifications to the existing roadway network, these localized impacts will be reviewed when specific project designs are undertaken. It is also recommended that architectural and site-specific design solutions be considered to mitigate potential traffic and parking impacts of specific projects on adjacent residential neighborhoods.

The neighborhood design workshop as described in Section III of this Plan describes changes to the existing road network. First, CR A1A is recommended to be narrowed from four lanes to two. However on-street parking will be introduced, as well as bike lanes and wider pedestrian sidewalks. These features will provide some relief to the short term impacts of narrowing the right of way. Eventually, the pass-through commuters will find the route too burdensome and will switch to the more regional roadway to the west, US 1. Current improvements to US 1 should accommodate the additional traffic switching over from CR A1A. In addition at the intersection of CR A1A the urban design plan illustrates a change in the direction of Indian Street as it approaches CR A1A from the West. Instead of being able to cross CR A1A, Indian Street will continue and merge into CR A1A towards Monterey Road north of the intersection. This redesign of the intersection will allow those vehicles whose destination is East Ocean Boulevard and Hutchinson Island (the beach area) to have an easier passage onto CR A1A. For those vehicles seeking to continue on Indian Street, east of CR A1A, a stop sign or signalized intersection will be available.

Other traffic improvements have been suggested in the urban design plan. These include improvements to Indian Street, Evergreen Avenue and other local streets. The improvements suggested include roundabouts, landscaping, alley improvements, sidewalk installation, street lighting installation, and “traffic tables.” These potential improvements will enhance the quality of the community’s public streets and will not increase traffic. They will, however, act a traffic calming devices.

3. Environmental Quality

The redevelopment actions proposed in the Plan are intended to improve the environmental quality within the Golden Gate Community Redevelopment Area. Several programs, such as the Residential and Commercial Grant Program, allow residents and businesses in the area to make exterior improvements to their properties which they could not otherwise afford. It is expected that improvements associated with these programs will foster a new sense of community pride and spur additional revitalization efforts throughout the area, thus reducing slum and blighted conditions.

Streetscape and landscape improvements associated with many of the redevelopment projects will, when completed, upgrade the overall appearance of the area. Several projects, involving removal of existing uses, followed by redevelopment, will improve the appearance of several blocks within the area.

In addition the County is currently improving the drainage facilities for the community by providing several large areas for retention. These dry and wet areas can be used for recreation areas as well. Projects to convert these lands to serve recreational purposes are underway.

4. Demand for Community Facilities and Services

Since the Community Redevelopment Area contains some of the oldest sections of the County, it lacks the availability of a full range of

community services and facilities, such as central sewer services, usually associated with urban areas. Therefore implementation of individual redevelopment projects and streetscape beautification projects may require improvements or modifications to existing systems.

Recreational projects have been funded and will continue to be funded principally by the County with the exception of some recreational trails and fields in the storm water areas.

The Martin County School Board plans no major actions affecting school facilities within the Redevelopment Area at this time. The residential programs identified within the Plan will likely represent only a small percentage of overall County population growth and therefore will not have an effect on school population.

The CRA programs in this Plan will supplement those infrastructure projects of the County, which it feels is important to fund in order to encourage private development in the area.

H. The Community Redevelopment Plan

All public redevelopment activities expressly authorized by the Community Redevelopment Act and funded by tax increment financing must be in accordance with a redevelopment plan approved by the County Commission. Like the County’s Comprehensive Growth Management Plan, the Community Redevelopment Plans are evolving documents, which are evaluated and amended on a regular basis in order to accurately reflect changing conditions and community objectives. County Resolution No. 02-09.02 adopted the current Plan for the Golden Gate Community Redevelopment Area on September 24, 2002. Furthermore the Commission established the tax increment by adopting Resolution No.02-09.03 setting the base tear as 2003.

Golden Gate Community Redevelopment Plan



Section II Background and Existing Conditions



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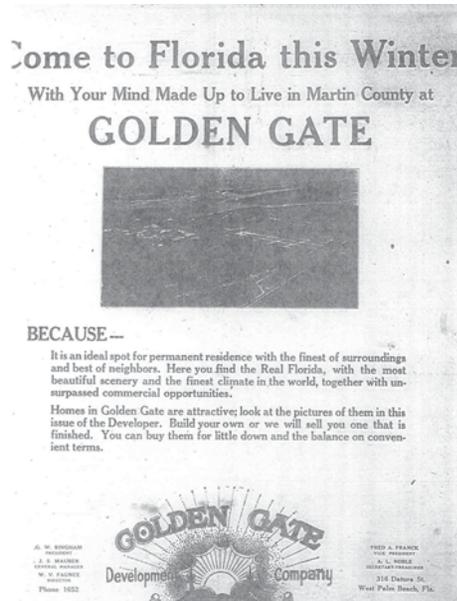


Fig. 2.1 Historic Golden Gate Advertisement

A. Introduction

Golden Gate was originally platted in 1911 by Henry Sewell and replatted in 1925. The current area in the Neighborhood Planning Area contains approximately 370 acres of land. The community is generally situated between the FEC railroad tracks on the west, a tributary of the St. Lucie River on the east, the Martin County Golf and Country Club on the north and the subdivision known as Stuart Yacht & Country Club on the south.

The area was originally platted into lots and sold in the 1920's as a promotional subdivision. The sales office of the development was planned to be located in the historic Golden Gate Building on SR A1A. Several houses were built in the period leading up the real estate "bust"

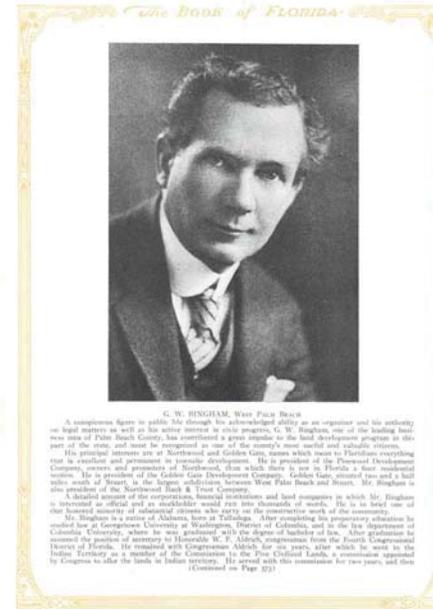


Fig. 2.2 G.W Bingham, Developer of Golden Gate

of 1929. After the recovery from the Great Depression in the early 1930's, a few houses were constructed until the Second World War. Ultimately, the project was a real estate failure and the original developer went bankrupt by the end of the 1920's. The area never developed until after World War II, and it was developed into both a single family and duplex community.

In the early stages of the subdivision's development only a few streets were constructed. The area never had potable water, a sewer system or a comprehensive drainage system. Evergreen Avenue was one of the principal streets and today it contains some of the best examples of historic homes in the community. Other streets followed but the platted alleys were never constructed; nor were several of the north-south streets.



Fig. 2.3 Typical Duplex

Most of the street right-of-ways are quite narrow by contemporary standards. Jefferson Street, however, which is one of the most important east-west streets, has a 75' right of way. Indian Street, a major corridor of Golden Gate, has an 80-foot right-of-way. Dixie Highway has an 80' right of way. Many of the north-south streets leading from it have only 32-foot right-of-ways. Usually, the pavement width is considerably narrower, rarely exceeding 20 feet. A few of the north-south streets leading from Indian Street were never paved, which contributes to the undeveloped character of the area.

Golden Gate has the appearance of being poorly developed, in contrast to the booming development activity in the newer subdivisions to the west. Some of this is due to the change in building type, from single family to duplex, but much of this is due to the fact that the lack of public utilities made it an undesirable area for more expensive homes.

It was only recently that the community received a central water distribution system. The Community was also stunted by its poor drainage systems. Many streets would flood after a heavy rain and water would remain in the ditches along many of the streets for several days.

Despite the lack of utilities, there is evidence that Golden Gate is experiencing renewed interest in the real estate market. The value of the duplexes and single family homes have risen over the last three years, which is an early sign that rents will rise and better economic times may be around the corner.



Fig. 2.4 Typical Strip Center on Dixie Highway

B. Existing Conditions

The following discussion describes some of the existing conditions of the neighborhood including land use and building conditions.

- 1. Population:** Golden Gate is situated within United States Census Tract 13.01, and more specifically, within Block Group 1, 2 and 3. The total population of these three block groups in 2000 amounts to 4,497 persons. Please note that Blocks 1 and 3 do overlap into other areas so the exact population is very approximate.

Other interesting data from the 2000 Census describes the community as evenly divided between male and female persons. Twenty five percent of the population is under 17 years of age.

- 2. Income:** Golden Gate's median household income for the block groups amounts to \$25,537 annually. However, 13.8% of the households fall below the poverty level. In addition the median rent in the area amounts to \$525 monthly.
- 3. Land Use:** a survey of all the structures and parcels of land in the community was conducted over a period of several weeks in April 2002. Within the residential section of the community, approximately 573 structures were surveyed. The following is a summary of the breakdown between single family structures and multi-family structures.

Single Family – 256 structures or 44.6%

Duplex – 253 structures or 44.1%

Triplex – 50 structures or 8.7%

Fourplex and More – 14 structures or 2.4%

There are approximately 1,000 households in Golden Gate today.



Fig. 2.5 Multi-Family Project



Figure 2.6 Industrial Property on Dixie Highway

Recently the County purchased several large parcels of vacant land on the eastern edges of the community in order to solve the drainage issues. The County commenced construction in April 2002 of several retention ponds to collect the excess water flowing across roadways and through ditches.

Golden Gate Vacant Lots

(for areas zoned multi-family - basically East of Birch)

Streets	50'	75'	100'	100+'	TOTAL
Normand	1	1	5	3	10
Indian	9	0	7	1	17
Amherst	5	1	5	1	12
Bonita	3	0	3	2	8
Clayton	6	3	2	3	14
Delmar	4	5	2	4	15
Ellendale	3	1	7	0	11
Fairmont	3	2	5	1	11
Garden	5	0	4	4	13
Hawthorne	3	1	3	3	10
Iris	6	5	3	1	15
Jefferson	8	1	2	2	13
Kensington	2				2
TOTAL	58	20	48	25	151

4. Presence of Vacant Lots: Golden Gate has a number of vacant, undeveloped lots. The presence of vacant, platted building lots is an indication of unproductive land use, and furthermore, it limits tax revenues. Vacant lots often become dumping grounds for trash and debris and also become maintenance problems with respect to overgrowth. In the planning area, there are currently 146 vacant residential lots (50' – 100' wide) and 25 vacant commercial parcels, which represent approximately 20 % of the total number of lots.

One damaging existing condition that inhibits the development of the vacant lots is that there is no central sewer collection system. The installation of a central sewer system would greatly enhance the development potential of the vacant lots.

5. Inadequate Infrastructure:

Streets: Currently within the study area there exists several streets in poor condition including inadequate paving and paving width, lack of sidewalks, lack of streetlights, and lack of drainage. The following is a list of unpaved streets: Alanio Avenue between Indian and Normand Streets, Birch Avenue between Indian and Normand Streets, Durant Avenue between Indian and Normand Streets, Birch Avenue between Delmar and Clayton Streets, Camino Avenue between Iris and Clayton Streets, Durant Avenue between Iris and Delmar Streets, and Ferndale Avenue between Garden and Delmar Streets.

Water: Central water system is present in the community today. However the community existed from its inception without central water until 1996 at which time the County installed a central system. The lack of water for the early years of the community contributed to its slow pace of growth.

Sewer: Currently only a part of the study area is served by a central sewer collection system, principally the commercial areas fronting on SR A1A. No growth will occur without an adequate and safe sewer collection system. Simply, the market will not respond without such a system. One of the priorities of the County and the CRA should be the installation of a central system.

Drainage: Certain areas within the CRA study area there exists have inadequate drainage collection systems. There is a lack of lines and the potentially poor condition of gravity flow in ditches and swales. The County recently completed a master drainage plan, which provided a long-term strategy for dealing with drainage. Furthermore the County purchased several tracts of land within the Golden Gate area to provide retention areas to receive and store storm water. This will encourage redevelopment.

Sidewalks: Golden Gate has very few sidewalks. Only three east-west roadways have sidewalks (on one side of the street); Indian, Amherst, Jefferson and Fairmont Streets. Evergreen and Golden Gate Avenues, two north-south streets, have sidewalks on one side and two sides of the street respectively. Dixie Highway has sidewalks on both sides of its right of way. The amount of sidewalks represents approximately 25% of the total right of way.

C. Existing Zoning Regulations

Golden Gate is currently regulated by five zoning districts, including RM-6 or RM-8 (medium density residential), R-3B, B-1, M-1, M-2. The following is a brief summary of each district's regulations. The information is derived from Article 3 of the County's newly consolidated zoning code. Martin County is continuing to work towards attaining greater consistency with the land uses designated in the Comprehensive Growth Management Plan and the zoning code. Please refer to Section VI, "Implementation" for further discussion on overlay zoning.

1. RM-6 and RM-8 Medium Density Multiple-Family Residential District. The districts permit multiple family dwellings, single family dwellings, duplex dwellings, town house dwellings, zero lot line single family dwellings, bed and breakfast inns, commercial day care, family day care, public parks, community centers, and educational institutions. The minimum lot size for a single family is 50 feet in width and 7,500 square feet in area for RM-6 and 50 feet in width and 5,500 square feet in area for RM-8. Front yard setbacks are 25 feet for a one to four story. Rear setbacks vary according to the number of stories; for one, 10 feet; for two, 20 feet; for three, 30 feet and for four, 40 feet.

Side setbacks vary according to the number of stories; for one, 10 feet, for two, 10 feet; for three, 20 feet; for four, 30 feet. All corner lots must have a set back of 25 feet on each side. Building height is four

stories or 40 feet. Density for RM-6 is 6 units per acre and for RM-8 8 units per acre. Open space requirements are 50% of the lot area.

2. R-3B Multiple Family Residential District. The district permits multiple family dwellings, including single family, multiple dwellings, apartments, motels, hotels, and garage apartments. The minimum lot size for a single family is 60 feet in width and 7,500 square feet in area. The minimum lot size for a two-family dwelling is 75 feet in width and 7,500 square feet in area. The minimum lot size for a triplex structure is 88 feet in lot width and 11,250 square feet in area. Apartment buildings have a density ceiling of 15 units per acre. Front yard set backs range from 20 feet for a single story to 25 feet for a two story. Building height is four stories or 40 feet. Site coverage is restricted to no more than 30% of the lot.

3. B-1 Business District. This district has a long list of the typical retail and office uses permitted (those permitted in HB-1 as well as others). The minimum lot width is 60 feet and the minimum lot area is 7,500 square feet. Height is limited to 35 feet. Front yard setback is 20 feet; rear, 20 feet.

4. M-1 Industrial District. The district allows light manufacturing uses. The minimum lot width is 100 feet and the minimum lot area is 15,000 square feet. Buildings are limited to 30 feet in height.

Structures cannot occupy more than 40% of the lot area. The front setback is 50 feet, unless it is an office building which can be set back 20 feet. Rear and side set backs are 15 feet.

4. M-2 Industrial District. The district allows general manufacturing, a use more intense than that which is permitted in M-1. The minimum lot width is 100 feet and the minimum lot area is 30,000 square feet. Buildings are limited to 50 feet in height. Structures cannot occupy more than 50% of the lot area. The front set back is 60 feet except for an office building which may be setback 20 feet. Rear and side setback

are 25 feet for a one and two- story building and 35 feet for a three-story building.

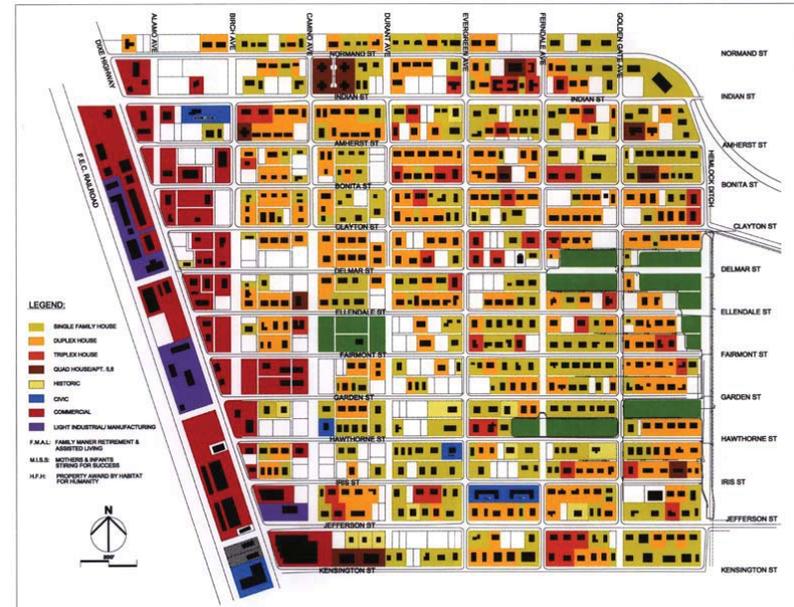


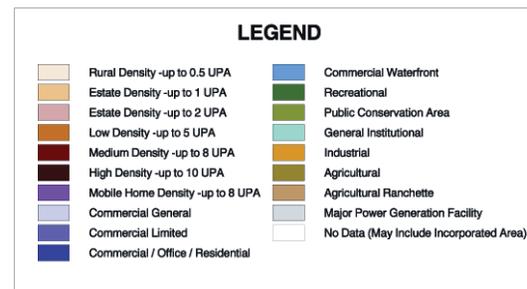
Fig. 2.7 Golden Gate Neighborhood Planning Area

D. Future Land Use Map

Figure 2.7 illustrates the future land uses for Golden Gate Redevelopment Area. The designations include Medium Density Residential (up to 8 units per acre), which dominates the community and is located where the single family and multi-family structures are found, Commercial General along Dixie Highway, and Industrial along Dixie Highway.



Fig. 2.8 Future Land Use Map



■ ■ ■ ■ Golden Gate CRA Redevelopment Area

E. Existing Traffic and Street Profiles

The County provided traffic count information and indicated that there are approximately 20,500 daily trips (ADT) on A1A between Jefferson Street and Indian Street. The following is a discussion of the cross-section of the roadways within the community.

1. **A1A (Dixie Highway).** The current profile for the 80 feet of right-of-way is four lanes and a fifth center “suicide” turning lane. Sidewalks are located on each side of the roadway. There are numerous curb cuts used for access to the numerous businesses fronting the roadway.



Fig. 2.9 Dixie Highway

2. **Indian Street.** Indian Street has an 100 foot right-of-way and contains two lanes, except for the section west of A1A connecting to US1. The roadway is an important local street providing access to Golden Gate to the south and other subdivisions to the east. There is a sidewalk on one side of Indian Street and the collection of storm water is by a system of swales. Residential driveways cross the swales, utilizing culvert crossings.



Fig. 2.10 Indian Street

3. **Jefferson Street.** Jefferson Street has a 80 foot right-of-way, running east-west from Dixie Highway, and is an important, two lane, local street providing access to Golden Gate and other subdivisions to the east. There is a sidewalk on one side of Jefferson Street and the collection of storm water is by a system of swales and ditches. Residential driveways cross the swales, utilizing culvert crossings.



Fig. 2.11 Jefferson Street

4. **Evergreen Avenue.** Evergreen Avenue has a 50 foot right-of-way and is an important, two lane, north-south, local street for Golden Gate. It was one of the original streets built in the 1920's and is the only street with sidewalks on both sides of the street. The swales on Evergreen are for the most part filled in for portions of the right of way.



Fig. 2.12 Evergreen Avenue (note the historic home on the corner)

5. **Golden Gate Avenue.** Golden Gate Avenue is an important two-lane, north-south local street and has a 50 foot right-of-way. It is one of the two streets that is continuous from Indian Street to Jefferson Street.



Fig. 2.13 Golden Gate Avenue

6. **Fairmont Street.** Fairmont Street is important since the Lamar Howard Park fronts on the street. It is a 50 foot right-of-way and is continuous from Dixie Highway to the Hemlock Ditch. Sidewalks are located on both sides of the street for a portion of the street.



Fig. 2.14 Fairmont Street

7. **Clayton Street.** Clayton Street is an important street since it connects to St. Lucie Boulevard, another important local street that extends through the area east of Golden Gate. It is a 50 foot right-of-way.



Fig. 2.15 Clayton Street

Golden Gate Community Redevelopment Plan



Section III The Public Planning Process



Civic Design Associates

A. Background of the Planning Process

The Martin County CRA and the Golden Gate Neighborhood Advisory Committee (“GGNAC”), acting as the sponsors of the Community Redevelopment Plan for Golden Gate Neighborhood Planning Area, initiated the planning process with a series of public meetings. Recognizing the importance of public input and involvement in the planning process, the County, the GGNAC and its consultants sought to maximize the amount of public comment particularly during the initial stages of the process. This was accomplished through resident and business interviews and workshops.



Fig. 3.1 Commissioner Armstrong

During April 12-17, 2002, the County and the GGNAC held a community workshop at the Lamar Howard Community Center in Golden Gate, to discuss and formulate a master plan for the community. Prior to the April Neighborhood Design Workshop, the

County and its consultants conducted a series of “stakeholder” interviews to discuss the most important issues facing Golden Gate. The results of the interviews are summarized in Section B, below.

On April 12-17, 2002, a multi-day community workshop was held in Golden Gate to develop the community’s concept for a master plan for the area. The plan presented in this document is a synthesis of the many ideas created at the workshop and the plan will be used to formulate the redevelopment programs described in Section V of the CRA Redevelopment Plan.

On May 6, 2002, the Golden Gate Neighborhood Advisory Committee discussed the April workshops and provided valuable comments to the consultants. On June 3, 2002, and June 24, 2002, the GGNAC held further discussions with County staff and its consultant concerning the draft CRA Redevelopment Plan.

On August 27, 2002, the County staff and the consultants presented the draft CRA Redevelopment Plan to the CRA Board of Commissioners for preliminary approval and transmitted the plan to the Local Planning Agency (LPA) for their consistency review.

On **Month, Day**, 2002, the County’s LPA will review the CRA Redevelopment Plan for consistency with the County’s Comprehensive Growth Management Plan.

On September 24, 2002, the CRA Board will review the final CRA Redevelopment Plan and transmit it to the county Commission pending any changes.

On September 24, 2002, the County Commission will review the CRA Redevelopment Plan.

B. Stakeholder Interviews

Two weeks prior to the Saturday workshop, urban designers from Civic Design Associates, and staff from the Martin County Growth Management Department conducted “stakeholder” interviews. Each interview consisted of seventeen prepared questions and each interview lasted approximately one hour. The eleven interviews were very important in helping the planners discover the key issues and in giving the stakeholders an understanding of the planning assignment. The results of each interview are available for review. Those interviewed included the following:

1. Commissioner Dennis Armstrong
2. Dan Cowan, Chairman of the GGNAC
3. Ronald Lenard, Member of the GGNAC
4. Anthony Amendola, Member of the GGNAC
5. Aaron Felder, Member of the GGNAC
6. Marianne Moore, Member of the GGNAC
7. Frances Criss, Co-Chair of the GGNAC
8. Officer Dennis Hanner, Martin County Sheriff’s Department
9. Officer Brooks Groton, Martin County Sheriff’s Department
10. Annette “Cookie” Jones, Park Director of Lamar Howard Park
11. Gordon McDonald, Resident
12. Edna Decker and Alan Decker, Residents
13. Christos and Saadia Tsaftarides, Residents
14. Brad Love, Property Owner



Fig. 3.2 Stakeholder Interview



Fig. 3.3 Stakeholder Interview

The results of the interviews revealed several key issues. These are summarized as follows (not in order of preference):

- Trash collection is poor, and residents contribute to the unsightly condition of the streets, strewn with trash and discarded furniture;
- No central sewer system serves the residential area;
- An abundance of rental properties in Golden Gate owned by landlords who do not spend adequate funds to keep the properties in good condition;
- Drugs are sold openly in the neighborhood;
- Teenagers need more activities to occupy their time;
- Sidewalks are needed;
- Streetlights are needed;
- Traffic calming is needed;
- The Golden Gate historic building should be a public use such as a Sheriff Athletic League function;
- Pedestrian and bike paths are needed;
- A better community center is needed;
- More control over rental properties;
- Traffic on Dixie Highway is difficult;
- Better neighborhood shopping; and
- Landscaping on Dixie Highway needs improving.

C. The Neighborhood Workshop

A seven-day community design workshop, known as a “neighborhood workshop” during which the public was invited to three public meetings to express their views and to react to the urban design consultant’s recommendations. Martin County posted fliers announcing the workshop at prominent locations throughout the area and distributed them door-to-door in the community in order to reach tenants living or working within the Community Redevelopment Area (CRA). Also, the local newspapers announced the planning events, and citizens seen walking around the neighborhood were encouraged to attend. The Workshop began on April 12, 2002 and ran through April 17.



Fig. 3.4 Team Design



Fig. 3.5 Urban Design Lecture

The first public meeting was held on the evening of Friday, April 12, 2002, at the Cassidy Center in Lamar Howard Park. Jim Hill, of Civic Design Associates, the urban design consulting firm, delivered a presentation, and outlined the process for the all-day Saturday planning session. A question and answer period followed. Approximately 25 citizens attended the Friday evening session.

The second public meeting took place on Saturday, April 13, 2002, at the Cassidy Center. Two programs were held: one for the children of Golden Gate, and one for the adults. At the adult session, the urban design consultants organized the citizens into design teams of 5-8 people and each team was given a table, maps, and drawing tools. A facilitator was assigned to each table. Three teams were formed and each team presented its ideas for a redevelopment plan for the neighborhood (in both drawn and written forms) to the entire group. Approximately 20 adult citizens participated in the Saturday planning

session. Each of the teams exhibited a great deal of consensus on the broad issues. The goals and objectives are summarized later in the Plan.

The workshop also included children as “Planners,” a first for Martin County. The children were led by Martin County planning and library staff, and were given modeling clay, paint, and popsicle sticks to construct their visions for the neighborhood. Each child was also given a small camera to take photos of their favorite things about the community and the things they would like to see changes. Approximately 10 children participated in the activity.



Fig. 3.6 Participants on the Children Design Team

From Sunday April 14, 2002, through Wednesday, April 17, 2002, the planners and designers worked on synthesizing the ideas of the citizens into a common plan. The design studio was set up in the Bible Study

room at Grace Community Church and the community was invited to visit the studio during the week to contribute further ideas and look over the work-in-progress. Happily, several community members visited frequently, and members of the staff at Grace Community Church were on hand to offer their comments. The design team continued to refine the Workshop concepts throughout the week. The result of the studio effort was a preliminary urban design plan for the community.



Fig. 3.7 Team Presentation

On the evening of Wednesday, April 17, 2002, Chris Brown and Jim Hill of Civic Design Associates presented the urban design drawings and conducted a PowerPoint presentation displaying the design concepts and recommended programs to the community. The citizens were quite pleased to find almost all of their suggestions from Saturday's session addressed in the drawings and programs. The

community was aware that this was a plan in progress and that their continued input is desired as the planning process continues.

Following the workshop in April, the consultants continued to meet with the community at the Golden Gate Neighborhood Advisory Committee meetings, held on the first Monday of every month at Lamar Howard Park at 6:00 p.m. At the May 5, 2002, meeting resident Carol Gregoire submitted an essay on the community; the essay celebrated the virtues of Golden Gate. The essay is attached in the Appendix.

D. Goals and Objectives of the Workshop

The workshop period and pre-workshop interviews allowed the citizens to express their visions for a new Golden Gate. Their plans and ideas revealed many similarities and consensus was reached on many issues. These visions coalesced into the Goals and Objectives of the CRA plan.

Improved Infrastructure

The residents of Golden Gate would like to modernize their infrastructure with the following improvements:

1. Central Sewer System;
2. Curb and gutter drainage system to allow sidewalks on more neighborhood streets; and
3. Street lighting.

Pedestrian-Friendly Environment

The creation of a pedestrian-friendly environment in Golden Gate was important to the residents. Pleasant and relaxed connections through the neighborhood and to the shopping on Dixie Highway are needed to encourage walking and biking as an alternative to driving. Their suggestions include:

1. Sidewalks on more neighborhood streets;
2. Street lighting;
3. Focal points and plazas to create defined beginnings and endings to pedestrian walkways; and
4. Bike path connections to public open spaces and parks throughout the neighborhood and to recreational and commercial activities.

Traffic Calming

Golden Gate residents expressed a need to slow traffic in the neighborhood, and encourage disciplined automobiles usage:

1. Divert through traffic from the neighborhood by realignment of the Dixie Highway/Indian Street intersection;
2. Reduce Dixie Highway to two lanes, thus limiting of traffic;
3. Landscaped medians on Dixie Highway and Indian Street;
4. Traffic Tables at intersections;
5. Roundabouts on Indian Street at Evergreen Avenue and several other intersections; and
6. Four-way stops at selected intersections.

Mixed Use Commercial and Residential Areas

Residents of Golden Gate felt that the goal of creating a pedestrian friendly environment could be reinforced by promoting mixed-use in certain areas where commercial activity is desirable on the street level. Mixed-use buildings must be sensitive to maintaining compatible uses, but certain combinations were determined to be desirable:

1. Residential or office space over ground floor retail and restaurant uses on Dixie Highway; and
2. Live-work residential units that incorporate ground floor space that could be used as an office, a studio, or a small shop.

Additional Recreational Opportunities

Residents agree that Golden Gate needs more open and park space for active and passive recreation. Ideas include:

1. Expand Lamar Howard Park to include a new community center, a water feature and additional basketball courts;
2. Use the stormwater drainage areas for passive recreation by creating picnic spots, and trails for walking, jogging, and biking; and
3. Initiate activities and places for teenagers (and other ages) to play and exercise, such as sports leagues and a gymnasium.



Fig. 3.8 Cassidy Center at Lamar Howard Park

Code Regulations/Code Enforcement

The residents would like to see more regulations and better enforcement of them to maintain the physical environment of Golden Gate. To this end, they suggest the following:

1. Housing Inventory;
2. Duplex Improvement Program;
3. Duplex Conversion to Single Family Housing;
4. Landlord Education;
5. Limitation on the number of vehicles at each residence;
6. Zoning Overlay for mixed use;
7. Rental Registration; and
8. Code enforcement citation (fine) program.



Fig. 3.9 Trash Accumulation

Reuse of the Golden Gate Building

The Historic Golden Gate building on Dixie Highway and Delmar Street is an important resource that connects the neighborhood to its past. Built in 1925, it housed the Port Sewall Post Office in 1926. Residents want to bring it back to life with the following suggested uses:

1. Neighborhood Library;
2. Police Substation;
3. Resource Center for the community;
4. Teen Center; and
5. Entertainment Venue.

Design Guidelines

The CRA should develop and adopt design standards that will support the above goals. Where possible, these standards should provide incentives for compliance rather than being prescriptive and punitive. The design standards should address the following:

1. Appropriate building types, in terms of use, massing, and street level occupancy;
2. Architectural and stylistic guidelines for materials, detailing, and architectural character;
3. Streetscape elements, such as lighting, street furniture, paving, and landscaping; and
4. Signage, both on and off premises, as well as a clear and legible wayfinding system.

E. Constraints and Opportunities in the Study Area

The citizens of Golden Gate determined that Golden Gate is facing a number of issues that currently prevent it from reaching its full potential as a thriving and growing community. These constraints must be addressed so that the many opportunities that do exist in Golden Gate can be reinforced and strengthened.



Fig. 3.10 Parking in the Swale

Constraints

1. Lack of a central sewer system;
2. Flooding/Drainage;
3. Insufficient open and civic spaces, and recreation areas;
4. Insufficient activities for children, especially teenagers;
5. Lack of sufficient lighting and sidewalks on many streets, and thus become environments for potential injury and crime;
6. Auto traffic and hostile pedestrian environment on Dixie Highway (A1A)
7. Lack of pedestrian connections between residential and commercial areas;
8. Lack of pedestrian connections between residential areas and Lamar Howard Park;
9. Speeding cars on the neighborhood streets;

10. Poor architectural quality of much of the residential and the commercial buildings;
11. Lack of design guidelines;
12. Lack of a variety of shopping and retail stores;
13. Negligence in home and property maintenance by absentee and uninterested landlords;
14. Lack of enforcement of parking regulations and proper trash disposal; and
15. Transient nature of the community; lack of “feeling of community.”



Fig. 3.11 Unpaved Street

Opportunities

1. Location on the St. Lucie Inlet
2. Original 1925 street grid with many historic houses and lush vegetation;
3. Lamar Howard Park is in the center of the community and could be expanded and enlivened;
4. Potential to construct infill housing and rehabilitate existing buildings;
5. Potential to redesign Dixie Highway as a mixed use, landscaped boulevard with shopping, living, and civic activities;
6. Potential to reuse Golden Gate Building as neighborhood library, or community center, and create related uses around it;
7. Potential for recreational activities on stormwater drainage areas; and
8. Diversity of nationalities of residents in Golden Gate.

Golden Gate Community Redevelopment Plan



Section IV The Neighborhood Workshop Plan



Civic Design Associates

A. Introduction to the Plan

The Concept Plan derived from the charrette process responds to the goals and objectives identified by the community. The specific improvements are discussed below in order of their priority. The improvements are organized into four main groups according to the type of improvements. The four groups are as follows:

1. Infrastructure;
2. Community Amenities;
3. Development Opportunities and Proposals; and
4. Design Standards.

While the design team responded to the community’s priorities, as described in Section III, Public Planning Process, the team also explored additional possibilities for the community to consider. These included significant redevelopment sites, potential street improvements to enhance circulation and civic amenities, re-programming existing commercial development, and the development of a set of land development regulations that suggest certain defined building types.

The overall Concept Plan is presented diagrammatically in Figure 4.1 and discussed below. The Concept Plan illustrates the major emphases of the plan:

1. A subdivision of the community to reflect the different nature of various sub-areas, for example, the commercial area, the residential area east of the commercial area, and the internal residential areas;
2. The recognition of the important role of Lamar Howard Park as the community’s “village park.” The Park would be expanded and would increase its facilities to include a “dancing” water fountain and a new community building. Other additions may be a charter school on its campus;
3. Dixie Highway would become a community, local street of two lanes, and would include two lanes of on-street parking, a bike lane and ample (10’-12’ wide) lighted and landscaped sidewalks;

4. Indian Street will become an important two-lane local road that serves not only Golden Gate but the communities to the east and would be richly landscaped because of its prominence as a “gateway” road;
5. Indian Street, west of the FEC Railroad would be rerouted to blend into Dixie Highway north of Indian Street in order to route the commuter and beach traffic to Monterey Road, approximately one mile north.
6. Delmar Street would be curbed and guttered and landscaped as a principal east-west road. Delmar would lead the residents to its terminus at the drainage fields;
7. The drainage fields would be expanded in its use and would become recreational areas. They also become part of a larger network of pedestrian and bicycle paths for the community;
8. Evergreen Avenue would become a curb and guttered street, as would Jefferson Street, due to their importance as principal streets; and
9. Various parcels, both vacant land and underutilized properties, have been identified for redevelopment.

The four major categories of improvements represented in the Concept Plan are discussed below.

B. Infrastructure

The first category of improvements is the infrastructure improvements necessary to stimulate redevelopment and set a foundation for quality development.

Sewer Services. The most fundamental need in Golden Gate is to provide a central sewer collection system and to rid the community of its septic systems. Septic systems as a sanitary sewer is a method that does not encourage quality development and should be eliminated. Lack of this service is a great impediment for attracting new capital into the community. The principal issue is infill development and without a central sewer system new infill development may not occur due to the State regulations for septic field sizes relative to building sizes (number of bathroom fixtures).

Roadway Improvements. The existing road network in Golden Gate is fundamentally sound in terms of its basic layout, however, there are several changes that would greatly enhance the circulation and cohesion of the community.

Indian to Dixie transition. West of the FEC Railroad, Indian Street is a four-lane highway that carries a significant volume of through traffic, particularly traffic that turns north on Dixie, headed for Stuart and the beaches. The Plan proposes that this pattern be formalized by re-aligning the intersection of Indian Street and Dixie Highway as shown in Figure 4.2. This allows the prevailing traffic flow to continue smoothly around a new curved transition, while de-emphasizing the connections southward along Dixie and eastward along Indian. This will reduce through traffic on Indian, as well as slowing traffic through the study area.



Figure 4.2 Intersection of Dixie Highway and Indian Street

Dixie Highway (CR A1A). In its current form as a four-lane thoroughfare with a central turn lane, Dixie Highway encourages rapid through traffic and attracts a mix of highway-oriented commercial and light industrial uses. Yet, just to the south of Golden Gate, Dixie transitions to a two-lane section as it traverses a more upscale residential area. The traffic volume within the study area suggests that a two-lane section should be considered. The proposed section is illustrated in Figure 4.3.

The Plan proposes a divided, two-lane section with a central median and parallel parking on either side. This street section, besides slowing traffic, would encourage a more urban, pedestrian-friendly type of development to occur along either side. An illustrative view of what this section of Dixie Highway might look like in the future is shown in Figure 4.4. The redevelopment shown on both sides, and how it might be accomplished, are discussed further in this section.

Dixie Highway will require turning lanes (southbound left turn) in order to access the east-west streets of the community. The County engineering department has suggested that a left turn be available every other intersection in order to provide meaningful medians and to provide stacking area for the left turn.

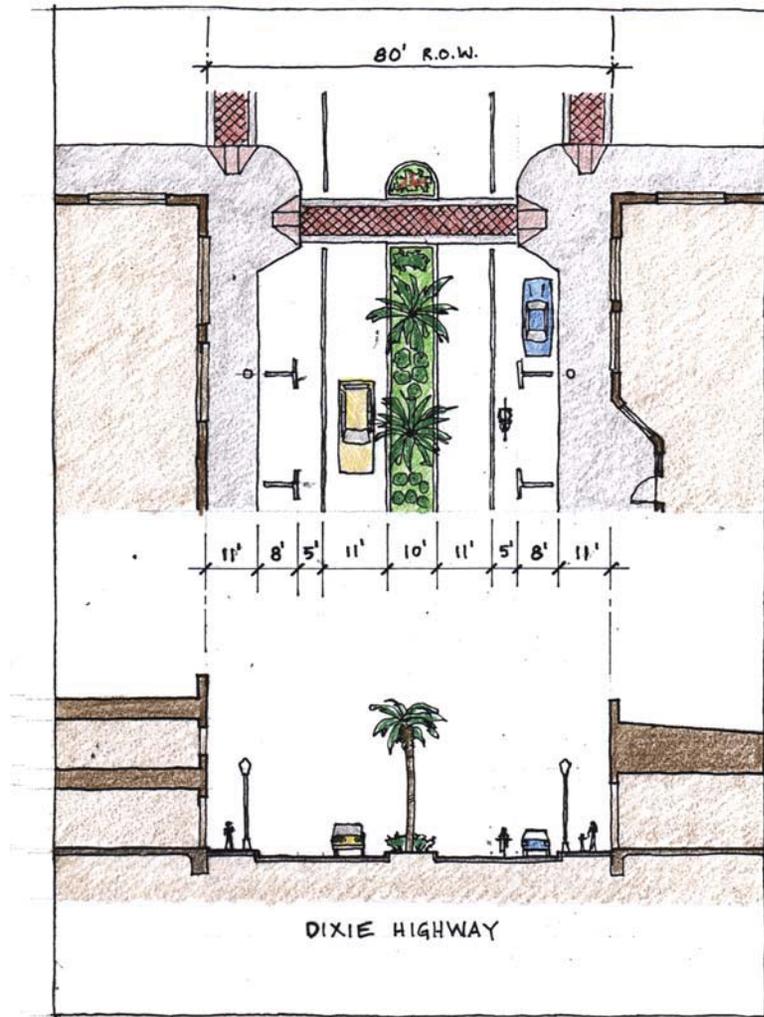


Figure 4.3 Plan and Section of Dixie Highway



Figure 4.4 Proposed Redevelopment along Dixie Highway

Other streets in Golden Gate should also be improved. The Plan proposes that certain more prominent streets such as Evergreen, Clayton, and Delmar be re-paved to become curb and gutter sections with underground drainage. This would allow for generous sidewalks to be placed on either side, and for these streets to function as the main pedestrian spines for the neighborhood. The pavement width is sufficient for two lanes of traffic, as well as for curbside parking, although it might occasionally require “queuing” for two moving vehicles to pass a parked car. This street type is illustrated in Figure 4.5.

Many of the residential streets could also be improved by eliminating the drainage swale on one side. By re-grading of the street right of way, the swale could be consolidated on one side, allowing a sidewalk to be placed on the other side, as shown in Figure 4.6.

Indian Street. With the removal of a significant portion of the through traffic on Indian Street, it can become more of a local street. The Plan proposes a section similar to Figure 4.7, with a dedicated curbside parking lane on one side and a bicycle lane on the other. Since Indian has a wider right-of-way than most of the other local streets, it would also be possible to introduce a divided section. One possibility would be to transition to such a section between Durant and Ferndale. These two blocks flank Evergreen, the principal north-south neighborhood street, and would act as a gateway feature into the community. This idea is illustrated in Figure 4.8. Ideally, this special esplanaded section of Indian would be an appropriate location for infill redevelopment of townhouse units.

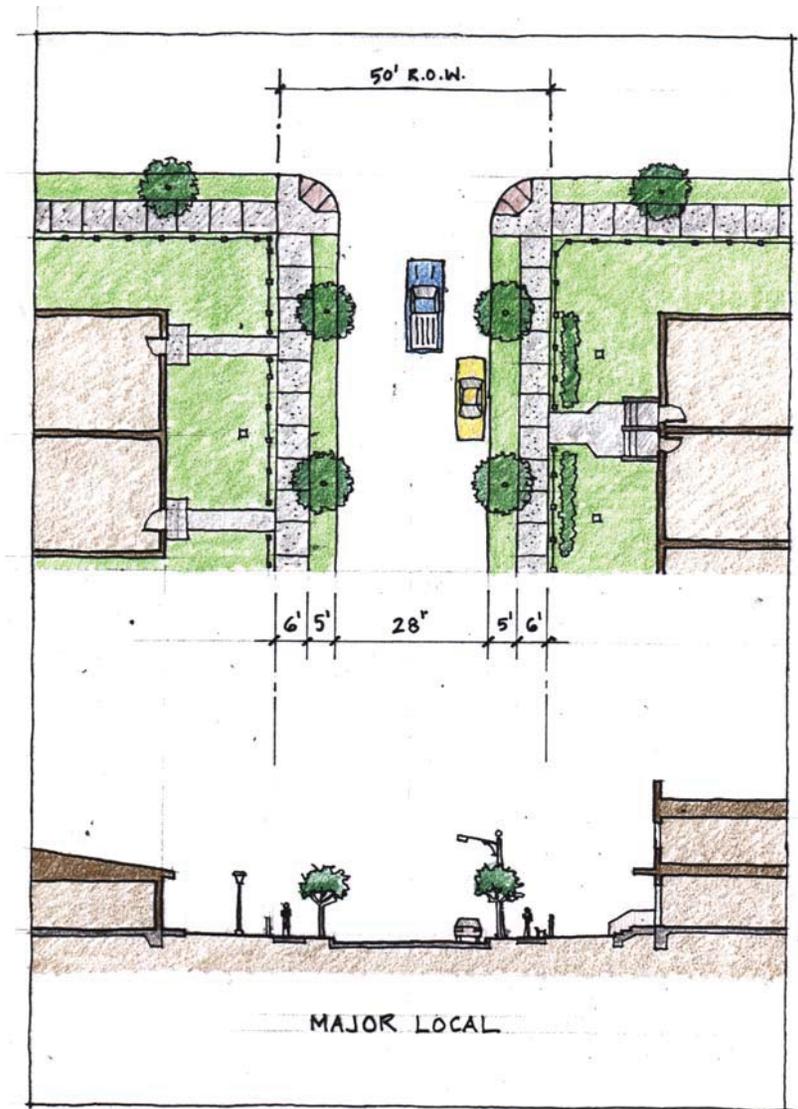


Figure 4.5 Plan and Section of a Typical Major Local Street

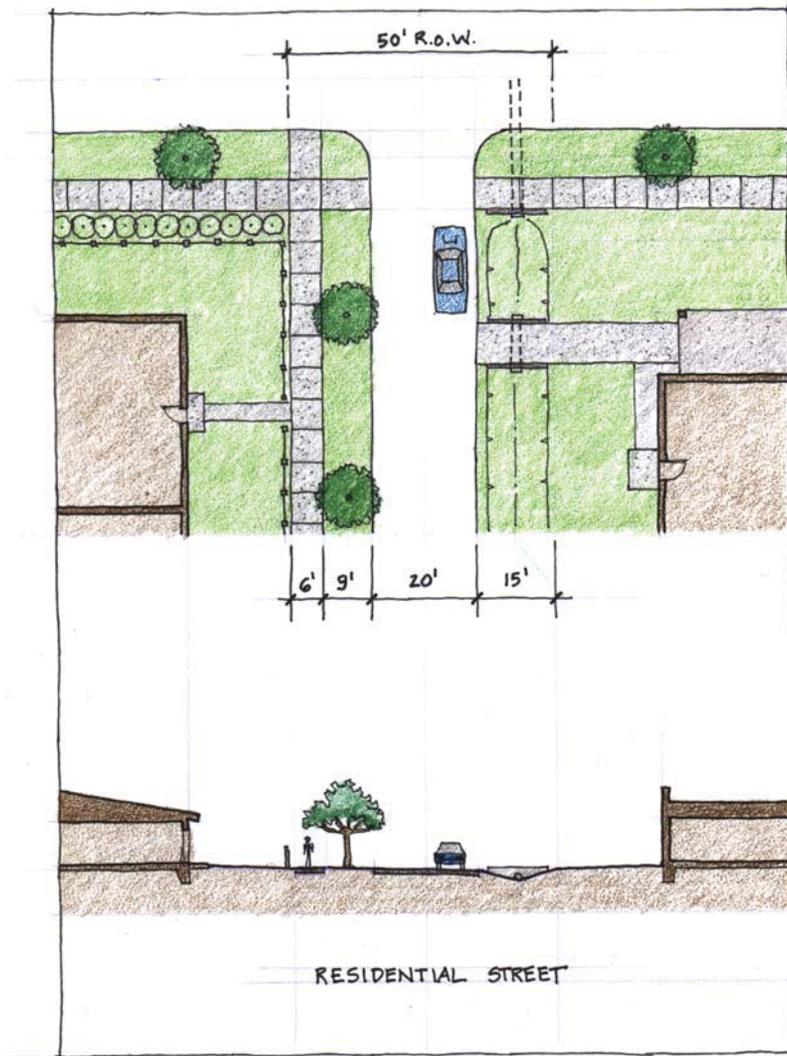


Figure 4.6 Plan and Section of a Typical Neighborhood Street

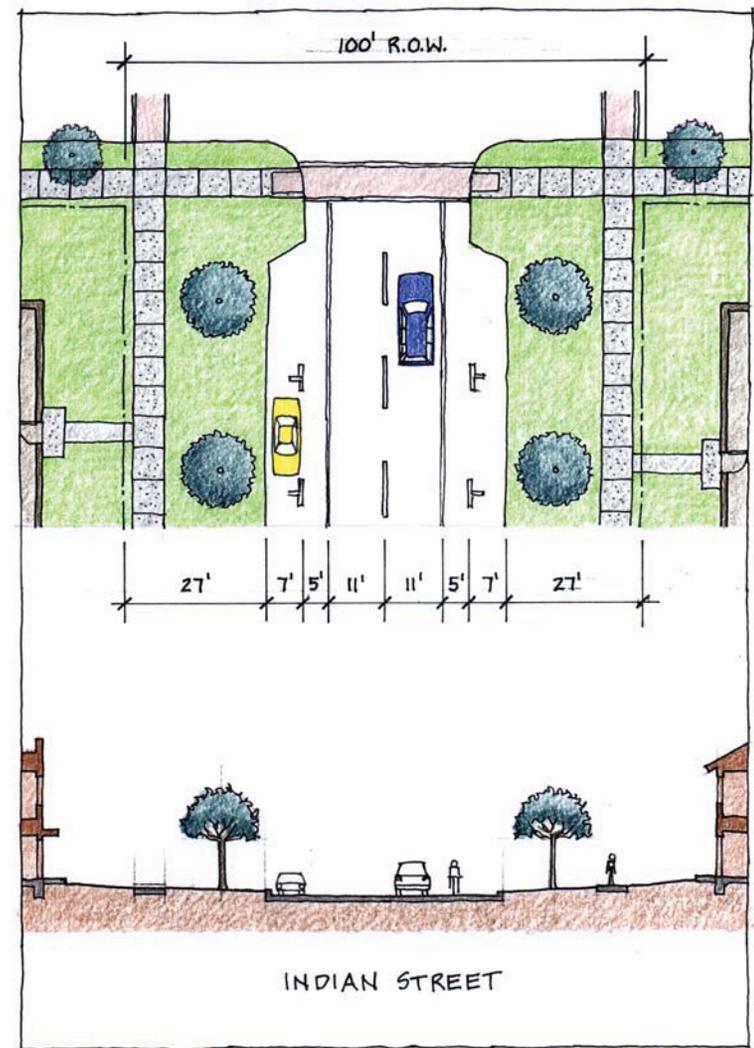


Figure 4.7 Plan and Section of Indian Street

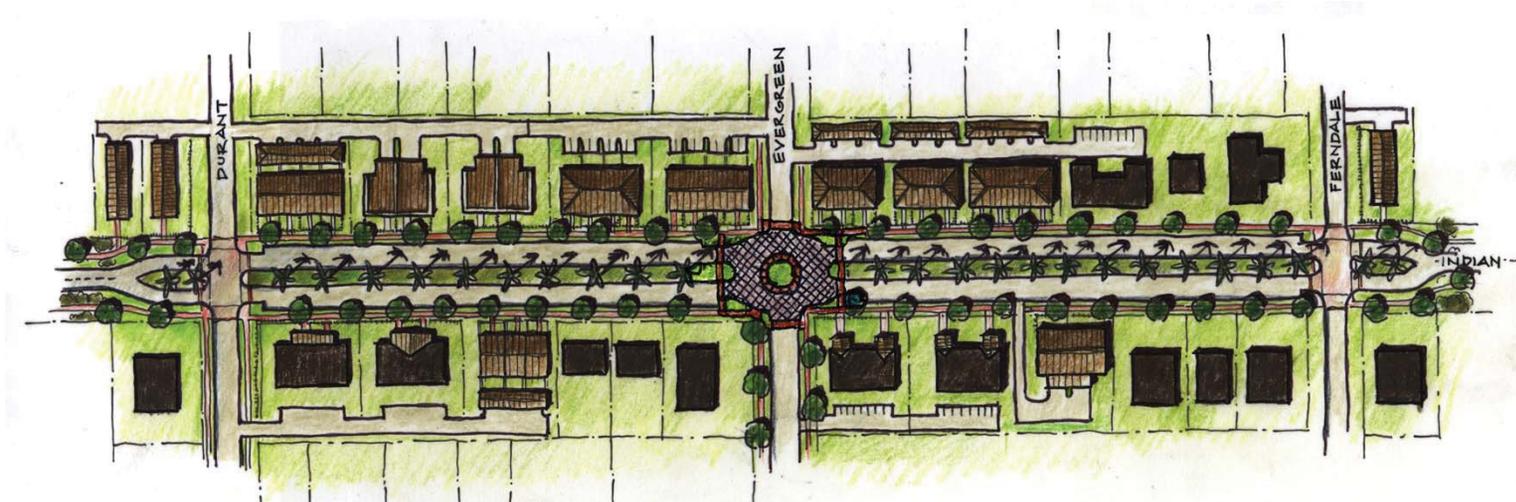


Figure 4.8 Plan of Indian Street Improvements at Evergreen

Railroad Service Road. The plan calls for establishing a service road at the rear of the properties facing Dixie Highway. The service road, adjacent to the FEC Railroad would serve as rear access to the Dixie properties for both servicing purposes and for parking. The service road would tie into Indian Street and to various points of Dixie Highway.

Alley Improvements. Many of the blocks in Golden Gate were originally platted with alleys, but they were never built. Some of them are used for drainage ditches, and overhead power was routed along the alleys in many places. Some of the alleys have been fenced in as part of the adjacent properties, and an occasional storage shed or minor structure can be seen to encroach on the alley. In most cases, the alleys could be re-claimed without great difficulty.

The Plan proposes that alleys could be reinstated wherever one side of the block abuts an improved, curb-and-gutter street. In such situations, the close proximity to underground storm drain lines would make it feasible to convert any alley ditches to underground drainage.

Having alleys available would allow greater flexibility in the location of driveways and garages. Wherever alleys are reinstated, the design standards should require rear access to parking, thereby removing many driveways and cars from the street frontage. This alone will make a significant improvement to the curb appeal and general aesthetic.

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Sidewalks. Sidewalks are an important component of fostering a more pedestrian-friendly environment. Currently, there are only limited sidewalks in the community. Some of this is due to the open swale drainage system, which uses up the available right-of-way width on the typical 50-foot street. By making the street and drainage improvements discussed previously, it becomes possible to introduce sidewalks on all streets, at least on one side. This should be a general objective throughout the neighborhood. Sidewalks should be a minimum of six feet wide, and will connect to clearly delineated crossings at all street intersections.

Lighting. Adequate and attractive street lighting is important to project a sense of security. Priority should be given to providing lighting along the principal pedestrian streets, although all streets should have a minimal level of lighting. One way of accomplishing this with limited resources would be with a yard lighting program, whereby the cost of the light would be shared with the homeowner.

Landscaping. Much of the existing charm of Golden Gate is due to the lush landscaping in the area. The proposed improvements for the public rights-of-way will incorporate landscaping that is compatible with the native vegetation, while balancing ease of maintenance with safe sightlines. In addition, exotic vegetation such as Brazilian peppers and Mala lenen trees should be removed on both public and private property in order to insure the health of native species.

Underground Utilities. Currently, Golden Gate is served by overhead power, which runs along the alley easements in the middle of the blocks. Relocating these lines underground will be an expensive proposition, and should probably be less of a priority than other improvements. However, in certain areas that may experience significant redevelopment, this could be done as part of a more involved infrastructure improvement project. The most likely candidate for such improvements would be the first few blocks east of Dixie Highway.

Pedestrian and Bicycle Pathways. A fundamental objective of this Plan is to improve pedestrian connectivity, and to de-emphasize vehicular mobility in favor of alternative modes of transport. The proposals for the street network and for the type of new development all help to reinforce this objective. Specific elements of the pedestrian system were discussed above, for example, sidewalks, lighting, etc. The Plan for Golden Gate also calls for substantial mixed-use redevelopment, particularly around Dixie Highway. This will introduce more destinations convenient for both pedestrian and bicycle access. The proposed street modifications will also serve to calm traffic flows in the neighborhood, and enhance the safety of both pedestrians and cyclists. It should be noted that the pedestrian/cyclist network is not strictly utilitarian, but will also serve to link the many green spaces in the community, particularly along some of the currently unpaved right-of-ways, as shown in Figures 4.9 and 4.10.



Figure 4.9 A Pedestrian/Bikeway Link

Gateway Markers. The NAC suggested that the entrances of each street from Dixie Highway and from Indian Street be marked with a decorative street marker, designating the importance of entering the historic community.

Historic Plaques. The NAC suggested that each historic home in Golden Gate receive a commemorative plaque from the County recognizing the significance of the structure.



Figure 4.10 A Neighborhood "Passage" Street

C. Community Amenities

The principal amenity proposed for Golden Gate is that intangible combination of elements that, taken together, reinforces a “sense of community.” Many of these elements are already in place, or exist as untapped potential. Foremost among these is a clear neighborhood structure in the sense of a defined commercial center as well as a neighborhood activity center. The Plan suggests that Dixie Highway is the logical location for the commercial center, while the area around the existing Lamar Howard Park should be the natural focus for community amenities. These two areas are loosely linked in the east-west direction along Fairmont and Ellendale Street. Delmar Street, another link to the community from the commercial center, features the additional advantage that it will terminate at its east end in a new stormwater management basin, which the Plan proposes to enhance as a passive recreation area.

Neighborhood Commercial Center. The Plan proposes a redeveloped commercial area along Dixie Highway, with a focal point in the form of a major civic plaza located between Delmar and Ellendale Streets.

The plaza spans across both sides of Dixie Highway, and is defined by arcaded, mixed-use buildings on all sides. Similar to the development proposed elsewhere on Dixie Highway, these buildings front the streets and feature active, pedestrian-oriented uses at the street level. The buildings around the plaza are intended for use by a broad mix of neighborhood-oriented retail. The upper floors could be used as small office suites or even residential apartments.

Also included among the buildings fronting the plaza is the historic Golden Gate Building, which occupies a prominent location at the intersection of Delmar and Dixie Highway. The plaza and its surrounding buildings serve to frame and highlight this building. It should be restored, and could be used as a community resource, such as a library.

The plaza itself is intended to be a major neighborhood amenity and gathering space. Proposed improvements include landscaping, a fountain, benches and café seating, as well several small concession pavilions and a band/performance platform. With convenient, on-street parking and a fairly dense mix of surrounding buildings, this plaza is well-located to be an active and vibrant commercial center. A view of this plaza is illustrated in Figure 4.11.

Lamar Howard Park. By following Ellendale Street from the south side of the plaza eastward, one arrives at Lamar Howard Park, located near the geographic center of Golden Gate. This existing park features several playfields and courts, a playground, and a small community center facility. The plan proposes to expand and improve the Park, transforming it into a true neighborhood center.

A plan for the proposed park improvements is shown in Figure 4.13. The plan formalizes the layout of the various fields and courts, and adds a water feature in the center. The plan also suggests that additional property be acquired for two other facilities that are complementary in function, and would enhance the identity of the park area as the heart of Golden Gate. These two facilities are a new Community Center, located across Ellendale to the north, and a charter school, located to the east of the park along Evergreen Avenue.

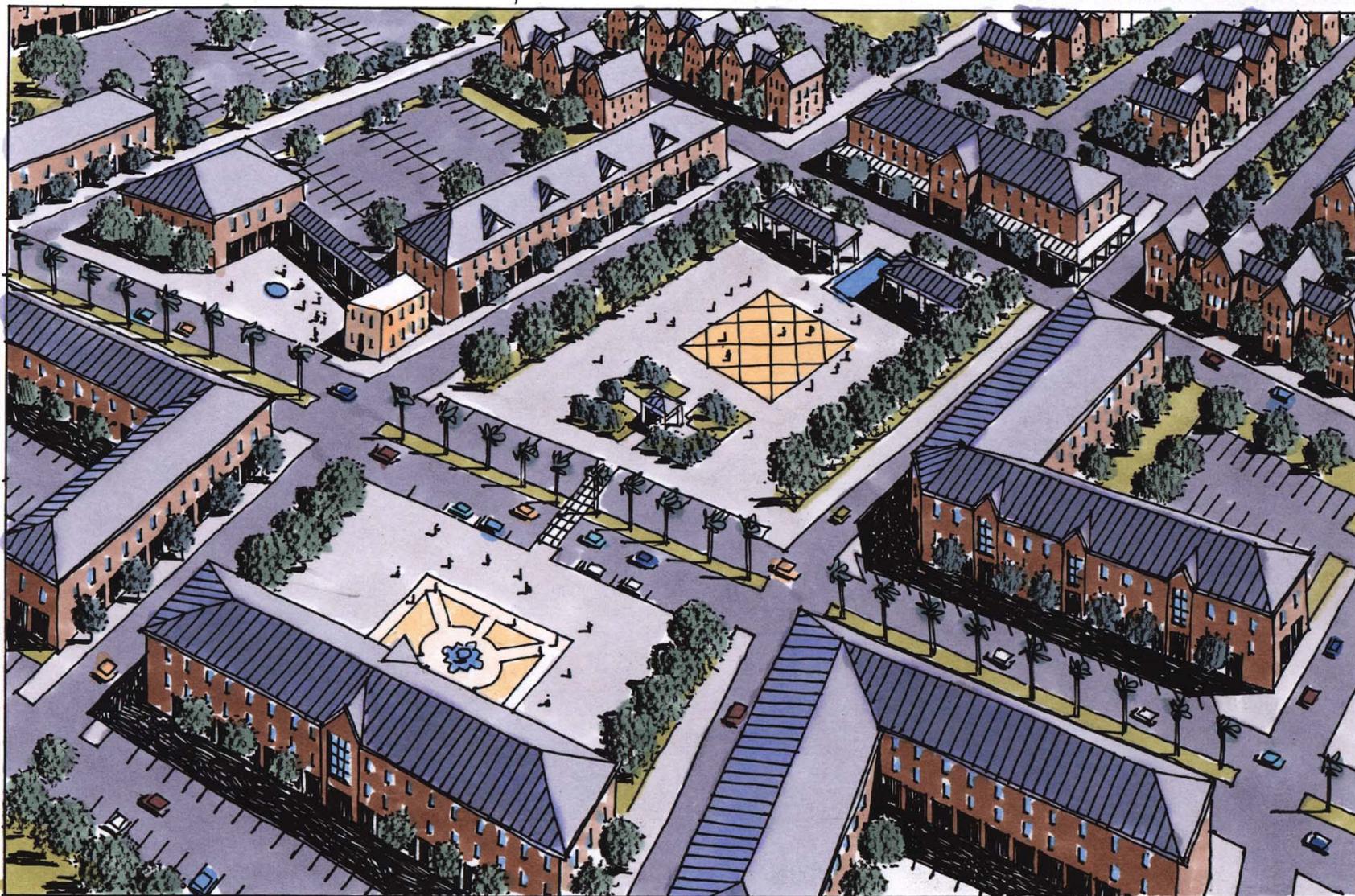


Figure 4.11 Aerial View of the Plaza along Dixie Highway



Figure 4.12 Golden Gate Historic Building

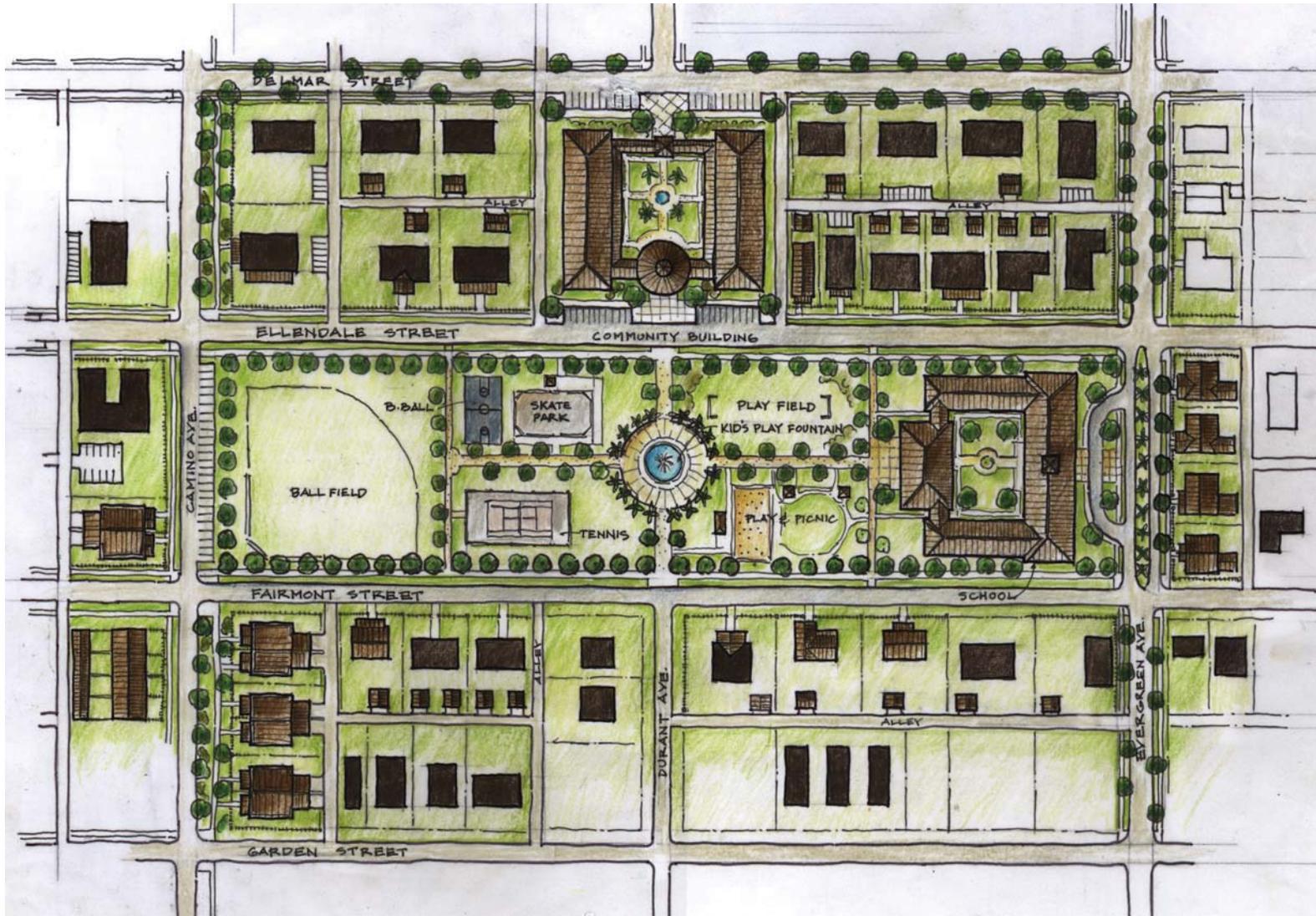


Figure 4.13 Plan of Lamar Howard Park

Community Center. The new Community Center replaces the small existing facility located on the park grounds, and gives it a location of prominence, on axis with the park, and spanning the block between Delmar and Ellendale Streets. Besides a community meeting room, the facility could incorporate several other amenities, ranging from a day-care center to a variety of after school programs. One prevailing concern expressed during the public design workshop is the lack of activities and programs for adolescent and teen-age children. It was suggested that a gym and weight room would be a popular activity for this age group, one that might divert them from less productive pastimes. The proposed community center is shown in Figure 4.14, as seen from Lamar Howard Park.

Charter School. There is currently no public school within the Golden Gate community, although there is a fairly high population of young children living there. While it is unlikely that a public school will be located in the area, it is conceivable that a small charter school could be. The Plan reserves a location that is central and within convenient walking distance from any point in the neighborhood. The school shown on the plan is quite small, in the range of 300 students, and would most likely be best suited for a primary school. The small, non-institutional scale of this school would be very compatible with the surrounding neighborhood, as well as offering an important amenity for many of the young families living there.

Parks at the Drainage Fields. Several large tracts on the eastern side of Golden Gate are scheduled to be re-graded as improvements to the existing stormwater runoff and treatment system. This work is currently underway and will result in several large, depressed green areas that will serve as stormwater detention basins. The Plan proposes to make additional enhancements to these areas so that they can be used as passive recreation area. Proposed enhancements include picnic pavilions, play fields, and a jogging trail. The trail, and the open spaces, will be linked to the pedestrian passage network that will run throughout the neighborhood, so that these areas become part of one linked open space network. A view of these proposed improvements is shown in Figure 4.15.

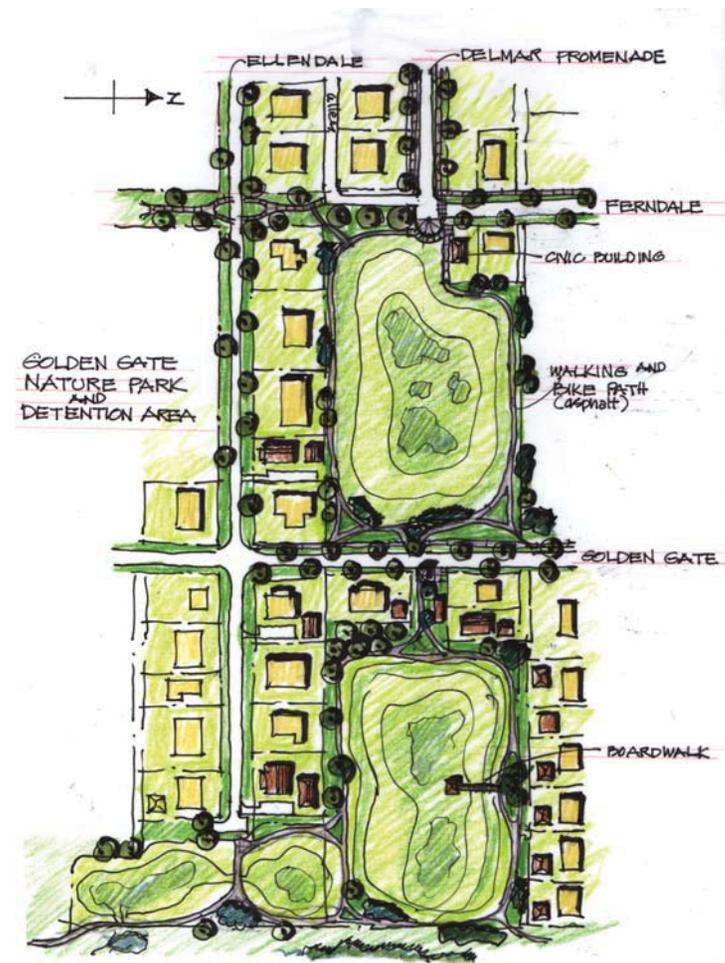


Figure 4.14 *Passive Parkland*



Figure 4.15 The Community Center

D. Redevelopment and Development Opportunities

Golden Gate offers several significant redevelopment opportunities for privately owned property. The first of these is the area on either side of Dixie Highway, which offers the most potential for larger scale redevelopment. Many of the existing uses here are older, light industrial properties that could become redevelopment sites if the current businesses elect to expand in more modern quarters. The proposed re-development for these properties would be a somewhat denser, mixed-use fabric, with a significant number of new residential units.

Several building types are suggested for the Dixie Highway area. The first, a mixed use building fronting the street, with ground floor commercial space, is suited to the more intensive areas such as the areas immediately surrounding the “plaza,” and the area to the west of Dixie Highway. This latter area is also suited to new office uses, primarily small office suites, or the combination office/warehouse structures similar to some that already exist there. Residential uses above commercial is likely to occur on the east side of Dixie Highway, particularly if the commercial ground floor becomes more neighborhood retail oriented.

Several types of townhouse development could also be used in the areas between the more intensive, mixed-use buildings and the prevailing medium density fabric that characterizes the bulk of the neighborhood. This type of building would mediate the differing scales of development of the commercial and residential areas, and help to provide a smooth and harmonious transition between the two. Townhouses are a very flexible building type that can fill a variety of roles within the urban fabric, from a continuous street wall of the row house to a smaller scaled building that contains two to four units. They might front directly on the street with a small stoop area, or be set back behind small, fenced courtyards. In any case, the garages should be accessed from the rear, which minimizes the impact of the automobile on the front of the unit, and makes the street more conducive to

pedestrian activity. Figure 4.16 shows a typical four-unit townhouse building, and demonstrates how the scale of such a building is compatible with the existing neighborhood, while also providing a transition to the more intensive development in the commercial center.

A variation of the townhouse type is the live/work unit that incorporates a small office space at the ground level, with internal stair access to a living unit above. This type of unit is ideally suited to a small professional practice or a small, home-based office. It provides some diversity and choice in the housing stock, eliminates vehicle trips, and provides some interest and variety to the pedestrian experience.



Figure 4.16 New Townhouse Development.

Duplex Housing Redevelopment. Multi-family units, predominantly duplexes, make up over half of the residential structures in Golden Gate. While this provides much-needed affordable housing in the neighborhood, there are some detrimental esthetic effects to the large number of multi-family units. The major complaint seems to be the large number of vehicles parked in front of the units, in many cases on the lawn as well as the driveways. The large number of driveways is also unsightly, and tends to discourage pedestrian activity.

The Plan proposes several strategies of the duplex housing that will help to mitigate the negative effects of the duplex housing while still maintaining a good variety of housing options.

First, the Plan seeks to organize the land-use pattern to respond more clearly to the commercial concentration along Dixie Highway. More rental units will be added in this area in a more urban pattern. As one moves eastward, the density would gradually decrease, so that the area east of Golden Gate Avenue would eventually become predominantly single-family housing.

This can be accomplished with an incentive system for converting duplex units into single-family.

Another possibility is a fairly modest renovation that would add elements, such as a front porch, to an existing duplex unit in a manner that would give it the scale and appearance of a single-family unit, while retaining a functional duplex. Other inexpensive elements, such as a picket fence, could also be used to discipline the front yard area, create a clear distinction between the public and private realms, and foster a sense of ownership and, hopefully, civic pride in maintaining the outward appearance of the unit. Some of these possibilities are illustrated in Figure 4.17.

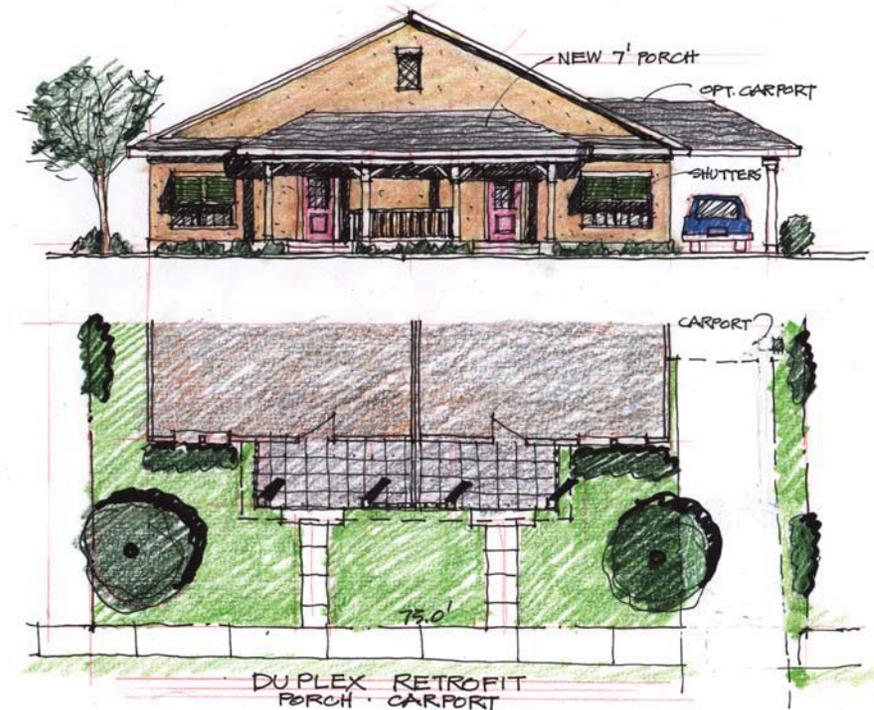


Figure 4.17 *A Duplex Retrofit.*

With the possibility of reinstating alleys on many blocks, several other options for parking cars become available. For all blocks with alleys, the design standards should stipulate that garages and driveways be moved to the rear of the lot, thereby removing many unsightly cars from the street. Parallel parking should still be permitted on the street, but by removing front-loaded driveways, and disciplining the street edge with sidewalks, fencing and appropriate landscaping, the visual appeal and the quality of the pedestrian experience can be greatly enhanced. Figure 4.18 shows the effect of these improvements on a typical neighborhood street.

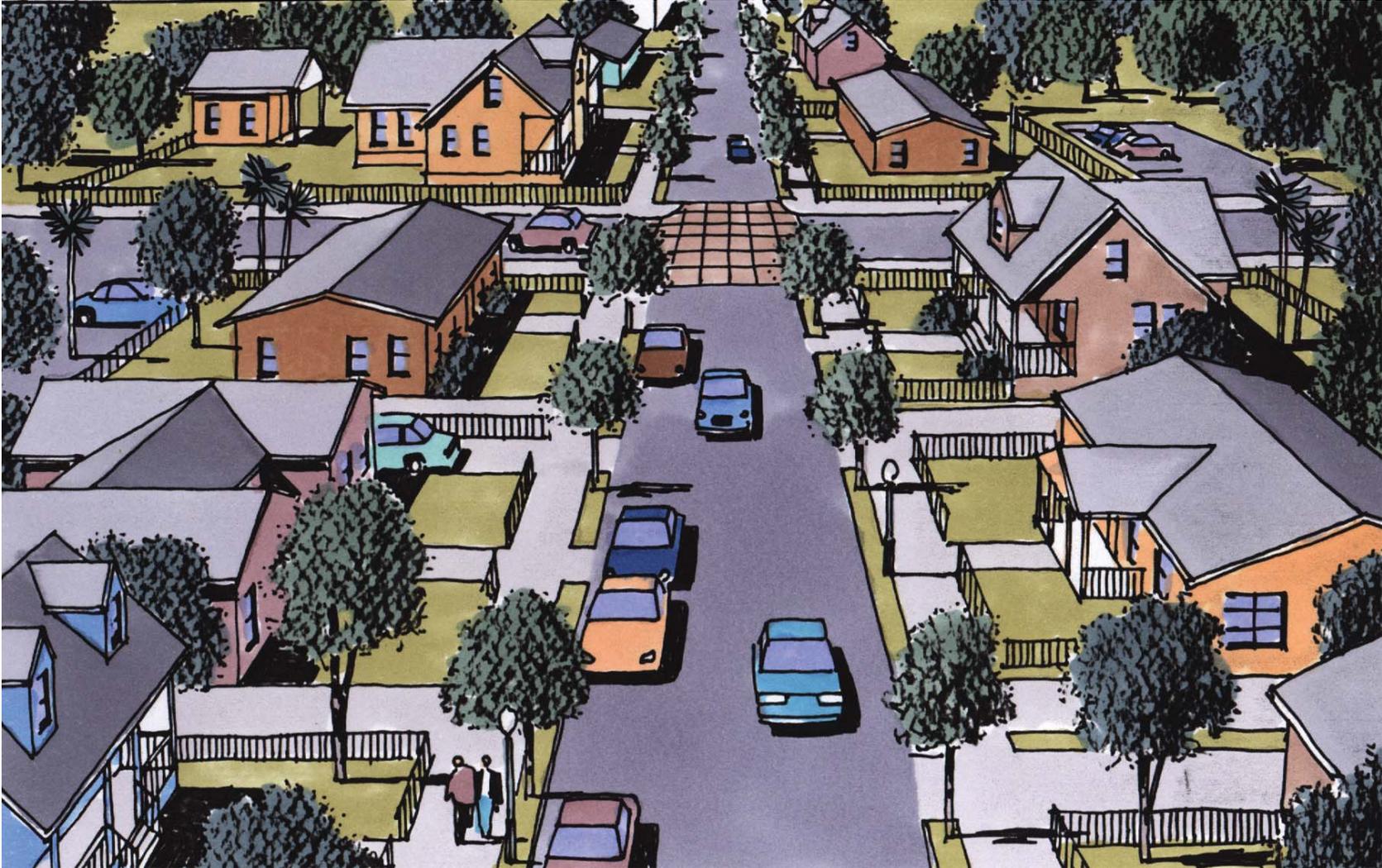


Figure 4.18 A Typical Neighborhood Street.

E. Design Standards

An integral part of the implementation of the Redevelopment Plan for Golden Gate will be the establishment of Design Standards that will guide future development in a manner consistent with the objectives of the Plan. The following is a brief summary of the key point that should be addressed in the Design Standards.

Zoning Overlays. Currently, Golden Gate is zoned into four different zoning categories, as discussed in Chapter II – Background and Existing Conditions. Although it allows many of the same uses proposed in the Plan, the new overlay should allow for more of a transition between commercial and residential areas, as well as some variation in the residential areas to reflect a gradient in density moving west to east. A preliminary diagram of the proposed zoning overlay is shown in Figure 4.19.

The proposed zoning overlay reflects the current pattern of commercial uses along Dixie Highway, except that this area would now be zoned to encourage more mixed-use building types, with residential incorporated on the upper floors.

A transitional zone is proposed between the commercial center and the residential areas, which would include denser, townhouse types of residential units, and some office and live-work units.

The residential areas are subdivided to favor lower densities at the edges of the neighborhood, where they would abut similar, lower densities in the adjacent neighborhoods. This area would be zoned primarily for single-family units, although multi-family units would be permitted on larger lots. Additional units would be favored in the form of accessory buildings at the back of the lot – the so-called “granny flat” – as opposed to the undifferentiated duplex or more-plex units currently found in the neighborhood. This area would also be the priority area for the duplex conversion program.

The in-between area, located at the geographic center of Golden Gate and zoned for medium density residential, would be most similar to the existing zoning, except that other provisions in the Design Standards would seek to improve the general curb appeal, street frontage, and the quality of the pedestrian experience.

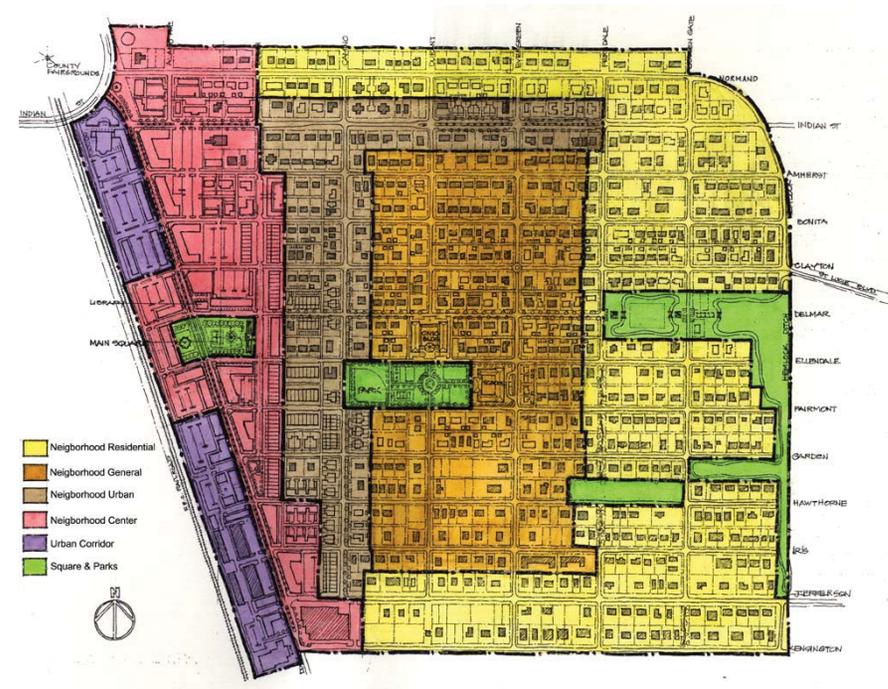


Figure 4.19 Overlay Zoning Diagram

Subdivision of Land. The existing street and block pattern of Golden Gate is fundamentally sound, as previously discussed. The large majority of the blocks were originally platted with a depth of 125 feet, which includes half of the alley. The lot widths were platted in increments of 25 feet, with lots of 50', 75' (the most common,) 100', and occasionally wider. This has provided for a diverse mix of units, and has proven to be quite flexible. The Plan does not propose any major changes to this system, although it will establish a more deliberate relationship between lot width and the number of units. This relationship will be scaled to correspond to the zoning classification for the area. For example, on a 100-foot wide lot, more units would be permitted in the commercial and mixed-use areas than in the lower density areas.

Building Placement. The Design Standards will stipulate required or minimum setback dimensions at the front, sides, and rear of the property. Consistency in building placement is a key ingredient in achieving a visually harmonious environment. Again, this will vary with zoning classification, so that in the commercial center, for instance, the Standards will require a zero front setback in order to support an active, pedestrian-friendly street. Building placement has a consequences for other major site elements such as parking, landscaping, and outbuildings, and is probably the single most important determinant of urban form.

Building Height. Similar to building placement, consistency in building height is a key to a visually appealing urban environment. The basic guiding principle here will be that greater building height will be permitted in the higher density areas of the commercial center, and lower building heights in the lower density residential areas.

Martin County currently has a four-story limit on any construction anywhere in the County. The Design Standards should propose a three-story limit in the urban core area, with a fourth story permitted only under certain circumstances. This would allow for incentives to create mixed-use buildings in the commercial center. For residential areas, a two-story limit would be appropriate.

Parking. The standards for parking should regulate both the required minimum parking as well as its location. Generally, where pedestrian-friendly streets are desirable, it is preferable to locate on-site parking behind the principal building, so that the parking can be screened, and the building can actively engage the street and the pedestrian. Also, the Plan calls for on-street parallel parking in many areas, which helps to offset the on-site parking requirement and provides convenient parking for visitors.

In mixed-use buildings, it may also be possible to share parking among the uses, so that the total parking would be less than that needed for the separate uses individually. This, again, is an incentive for mixed-use development; some type of reduction ratio for mixed-uses should be incorporated into the Standards.

In residential areas, parking should be located behind the buildings where alleys are available, and at least behind the principal building façade where they aren't. This requirement must be coordinated with the lot width/number of units requirements, because many units currently do not have sufficient lot width to permit a driveway of carport along the side of the unit.

Architectural Elements. The purpose of regulating architectural elements is to reinforce the overall vision for the community by ensuring that the elements of the building help to support the overall objectives of the Plan. For example, the following elements should be addressed:

1. Porches should be encouraged for residential properties; this may be done by allowing the porches to project into the front setback by some distance, say five feet.
2. Arcades are required for the buildings around the main plaza; this requirement can be offset by incentives to relax parking requirements or allowing additional height.
3. Elements such as towers and belvederes can help add visual interest to the neighborhood. They should be permitted, but

must have limitations such as floor area, height, etc., so that they remain in scale with the surrounding buildings.

4. Elements that relate to architectural style, for example, roof pitch, overhangs, brackets, balconies, etc. The permitted architectural styles should be limited to a few that are compatible with the existing neighborhood, and the regional vernacular. Specifically, the community has expressed a preference for a Mediterranean style that is fairly common among the historical construction in this part of Florida.

Construction Materials. Similar to architectural elements, the regulation of construction materials ensures that the details help to support the broader goals of the Plan. Major materials such as exterior wall finish, roofing materials, doors and windows, garden walls, fences, and colors. Should be addressed here.

Outbuildings. These smaller, accessory buildings are useful in providing additional affordable housing options, as well as helping to subdivide a principal building into several buildings. Generally, outbuildings should be located on the rear of the property. They will have many of the same regulations as principal buildings, including their own requirements for placement, size, height, materials, etc.

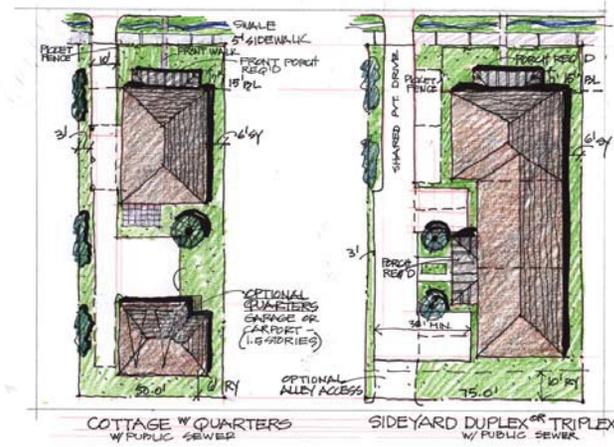
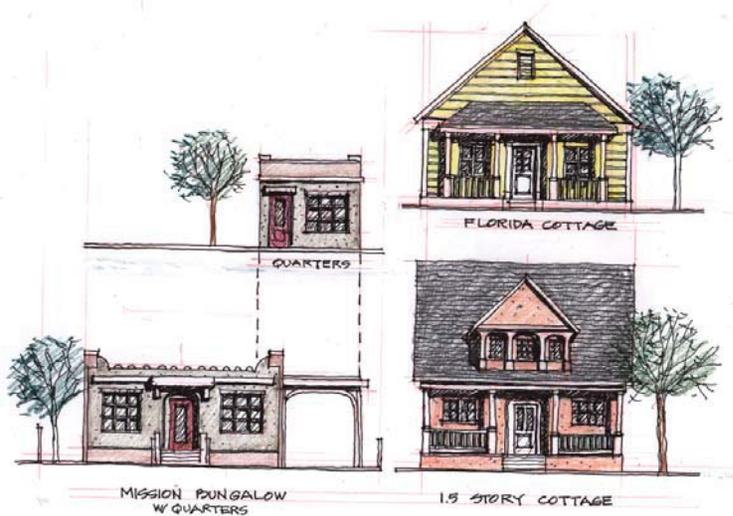
Signage. Commercial buildings must have signage in order to be identifiable and to help merchandise their products. Standards for sign placement, size, materials, and colors should be included to ensure a harmonious and visually appealing streetscape.

Landscaping. Besides helping to break up the hardscape of the urban street and providing shade and seasonal color, landscaping can also be useful to screen certain unsightly elements such as parking lots, mechanical equipment, and loading docks.

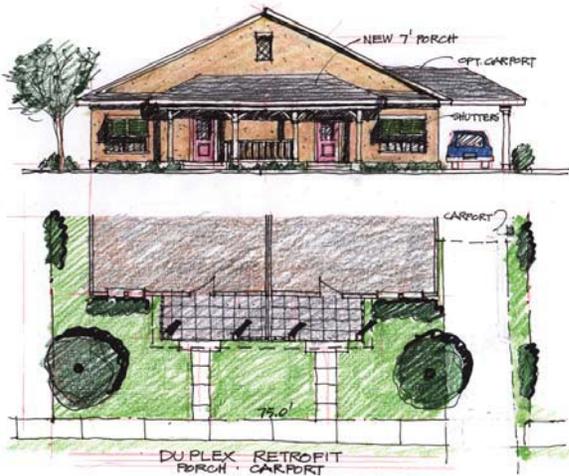
The Standards should address amount, location, appropriate species, and maintenance. The emphasis should be on providing native plants that are hardy, require minimal maintenance, and are compatible with existing conditions.

Other Provisions. These may include any number of miscellaneous regulations that may be appropriate for the neighborhood, for example, prohibited uses in the front yards, clotheslines, non-running automobiles, screening of trash receptacles and other unsightly elements, and on-premises lighting.

F. Building Types

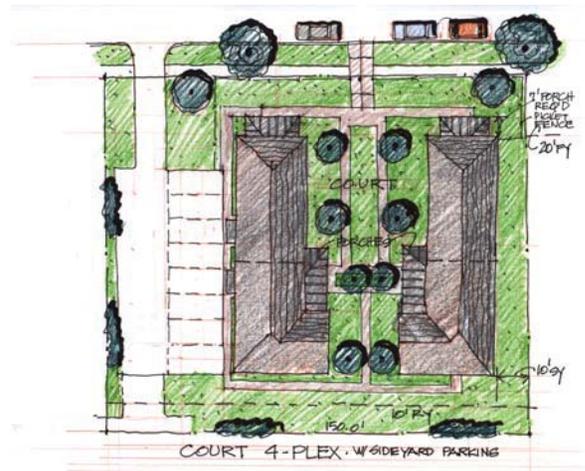


Single Family Residential

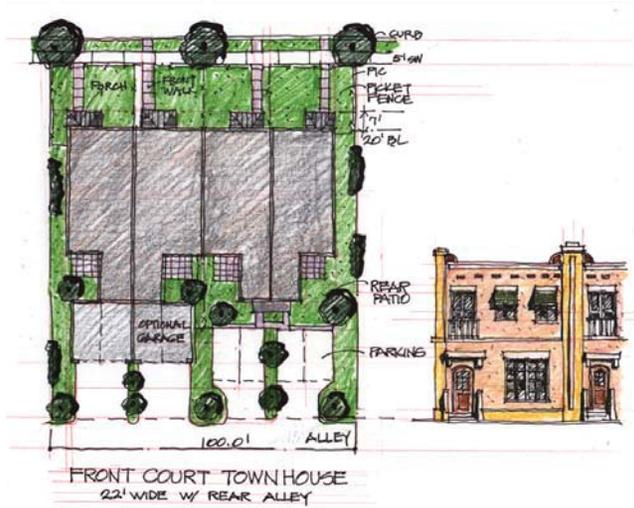


Duplex Conversion to Single Family Residential

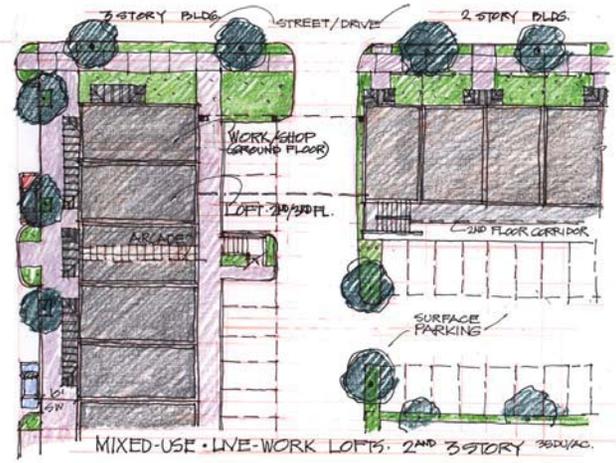
Duplex or Triplex Unit



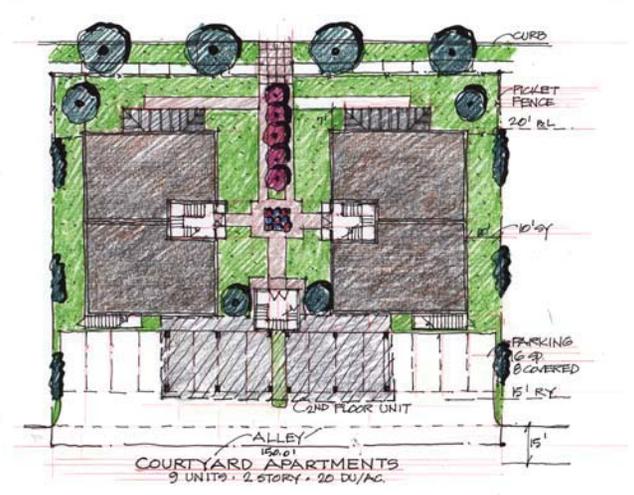
Multi-Family – 4 Plex



Front Court Townhouse



Neighborhood Commercial/Mixed-Use



Courtyard Apartments

Golden Gate Community Redevelopment Plan



Section V Programs of the CRA



Civic Design Associates

A. Community Redevelopment Agency Projects and Programs

The projects and programs of the Community Redevelopment Agency are designed to solve underlying problems which have a blighting influence on the Community Redevelopment Area, satisfy basic needs of the populace or take advantage of opportunities for economic, social or aesthetic improvement. Overall redevelopment strategies of both the CRA and the County are embodied within these projects and programs undertaken by the CRA.

The following sections provide a detailed description of all current and proposed projects and programs for which funding is provided or will be provided in the future, by the Community Redevelopment Agency. For organizational purposes, these projects and programs have been divided into three groups: Group "1": Planning; Group "2": Redevelopment; and Group "3": Community Improvement. This organizational structure is not, however, meant to be mutually exclusive, since many projects contain components, which fit into more than one category.

Group "1": Planning

1.1: "Planning for the Golden Gate CRA"

Background

The Golden Gate Neighborhood Advisory Committee, Martin County, businesses and individuals have recently completed a series of workshops ("charrette") to discuss redevelopment issues. The charrette produced a set of recommendations, which are summarized in the earlier section of this plan, and have laid the groundwork for the following redevelopment programs. The general planning program

discussed below intends to provide the framework for future studies and evaluations of specific issues in the Golden Gate Community Redevelopment Area (CRA).

Project Objectives

- Update the Golden Gate Redevelopment Plan as necessary to incorporate new information and changed conditions;
- Study the infrastructure needs of the community;
- Continue the planning process to improve long range strategies;
- Support the County's planning efforts;
- Provide a basis for new ideas and research for grants;
- Identify new issues which may arise which meet the objectives of the CRA;
- Encourage both affordable housing and market rate housing in the CRA;
- Study the opportunities for the creation of and the improvement of existing public open space;
- Encourage the construction of parking, both public and private, to meet the current and future demand;
- Promote historic preservation;
- Increase employment and business opportunities in the area;
- Improve street appearance by beautification;
- Provide implementation plans for the urban design principals established in the 2002 charrette;
- Assure safety and discourage crime in the neighborhood through adequate street lighting, safe pedestrian walkways and other measures to meet these goals; and
- Promote a sense of community among residents.

Project Description

- Study the infrastructure needs, issues and requirements for the community, including retaining engineering consultants;
- Review long-range infrastructure needs;
- Study the parking needs, issues, and requirements in each sub-area, including retaining parking consultants ;
- Evaluate automobile and pedestrian traffic patterns and make recommendations for improving roadways and walkways;
- Create a program for encouraging the preservation of historic structures, including utilizing adaptive reuse;
- Study building codes, zoning regulations and land development regulations, including design guidelines, in order to improve the redevelopment process and implementation, particularly housing and the commercial areas on SR A1A;
- Identify important structures and properties for acquisition and redevelopment;
- Study the feasibility of establishing assessment districts or business improvement districts with the CRA Redevelopment Area in order to accelerate improvements;
- Study the drainage areas and other open space to determine greater public access;
- Increase housing opportunities in the neighborhoods;
- Study and plan all issues which relate to meeting the objectives of the CRA; and
- Work cooperatively with non-profit groups and public entities to complete a “community needs assessment” to develop programs to meet social needs for the residents of the community.

Project Participants and Administration

- The Community Redevelopment Agency and Martin County will administer the planning. The County will provide the staff support for planning services; and
- Other participants in the program may include, but are not limited to, Golden Gate Neighborhood Advisory Committee, Treasure Coast Regional Planning Council, Stuart/Martin County Chamber of Commerce, merchants, home owners, businesses, citizens and elected officials

Funding Sources

- The CRA, the County and others, as appropriate, will provide funding for staff support and professional consultants.

Project Schedule

- The first Design Charrette was completed in 2002;
- Completion and adoption of the CRA Plan in FY 2002; and
- Future revisions to the CRA Plan will be made as required and planning for specific issues will be made as required.

Group "2": Redevelopment

2.1: "Infrastructure Development Program"

Background

One of the primary reasons for the establishment of the CRA was to assist in providing infrastructure improvements including sewer, drainage, street improvements, sidewalks, and other improvements for the community. The program may in the early years of the CRA dominate the agenda of the Board. Since many parts of the CRA are not served by sewer, it will be an important program to initiate to encourage economic revival of the community.

Project Objectives

- Elimination of blighting influences;
- Physical and economic revitalization of the neighborhoods and commercial areas;
- Improve the appearance of the area;
- Improve health conditions for residents;
- Encourage redevelopment of vacant lots;
- Encourage the renovation of existing structures; and
- Raise the property values of the existing homes in the area.

Project Description

- Assist the County in studying the cost, engineering, and financial feasibility of installing sewer services in the un-served areas;
- Assist the County in studying the cost, engineering, and financial feasibility of improving the roadway, street

lighting, sidewalk, and storm drainage systems throughout the community;

- Assist the County in taking clear title to any right of ways, particularly those that are not paved in the community, dedicated to the "public" and making improvements in the rights of way including paving, creating a pedestrian pathway and bicycle trail;
- Provide grants and loans to existing property owners for the payment of sewer connection fees and for the cost of removal of septic tank systems; and
- Provide funds for the payment of the capital costs of the infrastructure.

Project Participants and Administration

- The project will be administered by the County. The CRA will assist with the program; and
- Other participants may include, but are not limited to, the State of Florida, federal government and others as required.

Funding Sources

- Potential funding sources include, but are not limited to, the County, State and Federal Governments; and
- The CRA contribution shall largely be to assist the existing property owners with the payment of connection fees

Project Schedule

- The program should be initiated in the early years of the Golden Gate CRA.

2.2: “Façade Improvement Grant Program”

Background

The program provides matching funds for exterior design and improvements to both commercial and residential properties in the CRA. The funding levels will be set by the Board of County Commissioners as tax increment revenue becomes available.

Project Objectives

- Elimination of blighting influences;
- Physical and economic revitalization of the neighborhoods and commercial areas;
- Promote historic preservation and maintain the historic character of both neighborhood and commercial areas;
- Improve the appearance of the area;
- Improve safety for residents, shoppers and tourists; and
- Improve visual appearance of existing structures.

Project Description

- Establish a program with the County and the Golden Gate Neighborhood Advisory Committee to carry out the objectives of the program and participation in the program;
- Provide grants and loans for correcting code issues in buildings;
- Provide grants and loans to property owners or their tenants for rehabilitating commercial and residential structures; and

- Provide architectural, landscape architectural and engineering design technical assistance for residential and commercial structures.

Project Participants and Administration

- The project will be administered and coordinated by the CRA; and
- Other participants may include, but are not limited to Martin County, the Golden Gate Neighborhood Advisory Committee, the Golden Gate Residents Association, developers and builders, residents, homebuyers, lending institutions, and property owners.

Funding Sources

- The CRA will provide funding of the program elements; and
- Other potential funding sources include, but are not limited to the County, State and Federal Governments, businesses, banks, builders, homebuyers, and private contributions.

Project Schedule

- The program will be initiated in 2004 or as funds are available.

2.3: “Neighborhood Improvement Program”

Background

The Golden Gate community contains valuable consumers that could contribute to the shopping success of the neighborhood commercial on SR A1A in the District. The neighborhood represents the first band of housing adjacent to the SR A1A commercial, and it should be preserved, revitalized and enhanced. For this reason the CRA’s program will aide in the revitalization process.

Project Objectives

- Elimination of blighting influences;
- Physical and economic revitalization of the neighborhood;
- Increase resident participation in the revitalization process;
- Redevelopment of the commercial areas;
- Promote historic preservation and maintain the historic character of the neighborhood;
- Provide sites for historic houses displaced by redevelopment;
- Improve the appearance of the area, particularly the cleanliness of the area;
- Improve safety for residents and their guests;
- Improve visual appearance of existing structures;
- Improve the livability of the neighborhood; and
- Promote home ownership.

Project Description

- Establish an alliance with the Golden Gate Residents Association to assist in carrying out the objectives of the CRA programs including community improvement

projects, cultural events and assistance with code enforcement;

- Acquire problems properties, rehabilitate and resell to homebuyers and/or users;
- Establish a maintenance and clean-up program to eliminate trash, unsightly structures, and other blighting influences;
- Establish added security for the community with the sheriff’s department;
- Provide grants and loans for correcting code issues in historic buildings;
- Acquire single family and multi-family structures for conversion to single-family home ownership;
- Provide grants and loans to homebuyers for rehabilitating blighted and/or historic residential structures for home ownership;
- Establish a special incentive program for County service employees including but not limited to public servants, teachers, police officers, fire fighters, and others, to acquire residential structures in the neighborhoods for home ownership. The incentives include, but not limited to, low interest loans for acquisition and rehabilitation, grants and loans for conversion of multi-family structures to single family, down payment assistance, and architectural, engineering and planning assistance;
- Provide home improvement grants for correcting code deficiencies; and
- Provide architectural and engineering design technical assistance for residential and commercial structures in need of rehabilitation;

Project Participants and Administration

- The project will be administered and coordinated by the County and the CRA jointly; and
- Other participants may include, but are not limited to, Golden Gate Neighborhood Advisory Committee, Golden Gate Residents Association, developers and builders, residents, tenants, homebuyers, lending institutions, and property owners.

Funding Sources

- The CRA and the County will provide funding of the program elements, for which the CRA and/or the County are responsible; and
- Other potential funding sources include, but are not limited to, State and Federal Governments, businesses, banks, builders, homebuyers, and private contributions.

Project Schedule

The program will commence in 2004, or as funding is available

2.4 “Historic Preservation Program”

Background

Many property owners of Golden Gate have been strong proponents of historic preservation, and with good reason. Historic commercial areas and neighborhoods possess those elements that create livable, viable communities. The benefits of historic preservation are numerous. Historic neighborhoods and historic commercial areas feature buildings and homes built close to the

street. Ample sidewalks and the proliferation of front porches create a pedestrian friendly environment. This creates social interaction that not only is good for creating a sense of community but also increases the “eyes on the street,” which in turn results in a reduction of crime. Historic preservation makes good economic sense as well. Historic neighborhoods have traditionally proved themselves to stabilize and increase property values. There are environmental benefits as well. Having shops and offices located near homes encourages the use of other means of transit. Becoming less dependent on automobiles helps to reduce the amount of air pollution they create. Historic preservation has proven to be most effective in fostering civic pride among neighbors and encouraging the revitalization of slum areas. There is also an educational benefit to historic preservation. Having the buildings and homes of our past with us today bring history lessons “alive”, serve as physical evidence, and are tangible tools that people can associate historic moments with.

Martin County has several examples of both private and public successful historic preservation projects that are benefits to the character of the community, including the buildings in the community areas of Jensen Beach, Port Salerno, Hobe Sound and Stuart. For both residents and visitors, the preservation of these historic structures sends a strong signal that the community is proud of its heritage and wishes to build upon that strength.

This program’s intent is to educate the general public as to the benefits of historic preservation so they will support the CRA’s preservation activities, and to encourage preservation both in the neighborhoods as well as in the commercial areas. The tools in this program can be utilized with other programs in the Plan.

In a meeting of the Golden Gate NAC on June 24, 2002, the Committee suggested that every historical home in Golden Gate be given a plaque denoting the home locally historical.

Project Objectives

- Preserve the heritage of Golden Gate;
- Use historic preservation as a tool for economic revitalization;
- Utilize historic preservation to combat and eliminate blight;
- Encourage residential restoration of historic buildings;
- Maintain and restore the Golden Gate historic building;
- Encourage the compatibility of historic structures and new structures in residential and commercial areas by encouraging traditional architecture for new or renovated structures;
- Utilize the historical architectural styles of Golden Gate and the surrounding area as a reference for new construction styles; and
- Provide sites for historic buildings displaced by redevelopment.

Project Description

- Establish an historic museum depicting the unique history of Golden Gate;
- Establish an historic education component in the future Golden Gate Library;
- Financially assist the Golden Gate historic structure on SR A1A with renovation and repair, parking development, or other such improvements to enhance the longevity of the historic community institution;
- Support historic building renovation standards that meet both the Department of Interior Standards and the County's building codes;
- Provide grants and loans for historic façade restoration, including the taking of façade easements in return for such incentives. Any structure receiving assistance by the CRA and/or County must be listed on the local historic preservation register;

- Provide grants and loans for parking facilities for commercial historic structures, which are in need of assistance;
- Review and recommend changes to the building codes, zoning codes and other land development regulations for adaptive reuse and renovation of existing historic structures;
- Provide architectural, engineering and planning assistance to the private and public sector for historic preservation projects;
- Acquire historic buildings, which are threatened by decay and/or demolition and provide, if required, structural and façade improvements in order to maintain the historic integrity of a structure and resell to the private or public sector for redevelopment;
- Acquire historic buildings, which are underutilized and are suitable for redevelopment. The CRA may provide if required, structural and façade improvements in order to maintain the historic integrity of a structure and resell to the private or public sector for redevelopment;
- Acquire land for purposes of adding property to a historic redevelopment project for parking and open space;
- Acquire land for purposes of providing a site for any historic structure threatened by demolition. The program will include the acquisition of the threatened structure, the moving of the structure to a new site and the construction of adequate foundation for the structure. The CRA may provide if required, structural and façade improvements in order to maintain the historic integrity of a structure and resell to the private or public sector for redevelopment; and
- Provide incentives to businesses located in historic structures.

Project Participants and Administration

- The project will be administered and coordinated by both the County and the CRA; and
- Other participants may include, but are not limited to, the Golden Gate Neighborhood Advisory Committee, the local Martin County Historical Society, the State of Florida, preservation organizations, developers, residents, retail and business tenants, lending institutions, and the state and federal government.

Funding Sources

- The CRA and the County will provide funding of the program elements, for which the CRA and/or the County are responsible, respectively; and
- Other potential funding sources include, but are not limited to, the County, State and Federal Governments, businesses, banks, builders, homebuyers, foundations and private contributions.

Project Schedule

- Elements of the program will commence in 2004, or as funding becomes available.

2.5: "Housing"

Background

The County and the CRA have a goal of improving the CRA Redevelopment Area, particularly the older, deteriorated housing. The area has many positive attributes including historic structures and affordable homes, but the area is also blighted, interspersed by

rental housing and disinvestment. If a prospective homebuyer were to evaluate the area as a potential site for a home, it would be clear that the cost of rehabilitating an older home together with the purchase price may exceed the fair market value of the home after renovations.

The overall objective is to invigorate the neighborhood with new homebuyers and establish the area as a viable home ownership community. Currently over 50% of the homes in Golden Gate are renter occupied. Furthermore an additional objective is to assure that current residents do not lose their ability to live in the community as property values increase.

Project Objectives

- Provide decent, affordable housing for residents who are of low to moderate-income level;
- Encourage a range of housing types and costs in order to establish a cross-section of income groups;
- Stabilize and preserve the neighborhoods through redevelopment and the elimination of slum and blight;
- Encourage fee simple home ownership;
- Reduce the number of multi-family structures in the neighborhood; and
- Assist Martin County Sheriff's Department with a rental registration system.

Project Description

- The details of the program may be set forth in program guidelines adopted by the CRA. However, components of the program may include, but are not limited to the following:

- Home Buyer Assistance (subsidies secured by CRA soft second mortgages);
- Credit Enhancement for Builders through loan guarantees for a portion of construction loans for speculative homes;
- Permanent Loan Assistance with interest subsidies or direct low-interest loans;
- Homebuyer's marketing program;
- Referral of prospective homebuyers to other agencies, which provide education on home ownership and credit repair;
- Architectural and engineering design assistance to builders, homebuyers, and non-profits at minimal cost;
- CRA acquisition of vacant residential lots and residences for resale and development or redevelopment;
- Provide grants to homebuyers converting multi-family structures to single-family home ownership;
- Provide additional incentives for all service employees of the County who purchase structures for single-family home ownership;
- Technical and financial assistance to Community Development Corporations and home owner's associations;
- Apply for grants and other aid to enhance the program including economic development, credit repair, beautification projects and administration;
- Provide additional incentives to historic structures; and
- Support the local homeowner's association with housing redevelopment.

- The CRA may also provide the above services as part of a joint program between other public and private sector participants;
- To supplement the program, the CRA may assist the County Sheriff's Department to improve security in the area through the purchase or lease and rehabilitation or construction of one or more housing units or commercial structures within the community for use as a sheriff's substation;
- Assist the Sheriff's department with implementing a program to register all renters in the community in order to provide greater public service to residents;
- The CRA may also provide, on a temporary basis, vacant lots leased to the County or the neighborhood association for use as community gardens, open space, or neighborhood parks; and
- Provide architectural and engineering design for sample affordable housing structures, including the issuance of a design competition.

Project Participants and Administration

- Participants may include, but are not limited to, the CRA, the County, Golden Gate Neighborhood Advisory Committee, Golden Gate Residents Association, a future local Golden Gate historical society, other community groups and organizations, public bodies and private not-for-profit corporations, private developers/homebuilders, non-profit housing sponsors, homebuyers, lending institutions, and other foundations, the State of Florida Housing Finance Agency, and public/private sponsors; and
- The roles and the various participants will be set forth in the program guidelines adopted by the CRA and County.

Funding Sources

- Funding of the program elements, for which the CRA is responsible, will be provided by the CRA; and
- Other potential funding sources include, but are not limited to, Local, State and Federal Governmental Grants, including the State Housing Initiative Partnership Program (SHIP) and private contributions.

Project Schedule

- Program will be implemented in 2004, or as funding becomes available.

2.6: “Mixed-Use Commercial and Residential Infill Redevelopment”

Background

The CRA, as part of their long range strategy for redevelopment, wishes to encourage private development on infill sites in certain areas of the Golden Gate Community Redevelopment Area. The area is ripe for the private sector to invest their capital in response to the public investment in infrastructure that is expected to be made. Infill sites may be as small as a single lot for a new home or larger. More typical will be infill sites for residential and for mixed-use with residential being the predominant use.

Project Objectives

- Provide economic stimulation and private investment in the community;

- Assemble a site large enough for a small and medium scale projects;
- Improve marketability and demand of the retail in the community;
- Provide additional neighborhood shopping opportunities and services for area residents;
- Increase nighttime activity in the commercial areas;
- Provide housing opportunities in the community, both affordable and market-rate;
- Eliminate blighting influences; and
- Create jobs.

Project Description

- Development of mixed-use redevelopment projects, housing projects and commercial revitalization projects;
- The CRA may offer incentives to attract major tenant(s) including but not limited to financial assistance for parking, architectural design, off-site infrastructure, construction, and others;
- The CRA may offer incentives to developers to encourage mixed-use projects including but not limited to financial assistance for parking, architectural design, off-site infrastructure and others. Refer to other incentive programs in the Plan for a description of other potential incentives;
- The CRA, the Golden Gate Neighborhood Advisory Committee, and County will study building, zoning and other land development regulations for infill buildings and make recommendations to the County Commission for changes to the respective codes, in the form of a zoning overly district and design guidelines in order to encourage infill development; and

- The CRA may acquire infill sites for the purpose of reselling to the private sector. The sites may require multiple acquisitions, demolition of structures, environmental clean-up, site planning analysis, market research and other investigation by the CRA in order to enhance the sale of sites.

Project Participants and Administration

- The project will be administered and coordinated by the CRA in cooperation with the County; and
- Other Participants may include, but are not limited to: the Golden Gate Neighborhood Advisory Committee, Golden Gate Residents Association, the proposed Golden Gate historical society, other community groups and organizations, public bodies and private, not-for-profit corporations, private developers/homebuilders, non-profit housing sponsors, homebuyers, lending institutions, the Co, and other foundations, and public/private sponsors.

Funding Sources

- With respect to public investments in the CRA, the County and others, as appropriate, will provide the funding for incentives, technical assistance, land acquisition and other resources; and
- With respect to private investments funding sources for redevelopment will be provided by the developer, tenants, and property owners as appropriate.

Project Schedule

Program will be implemented in 2004, or as funding becomes available.

2.7: “Land Acquisition Program”

Background

The programs established in this plan authorize the CRA to acquire property for redevelopment purposes. Although the CRA has the broad authority to acquire any property in its district, this program lists specific properties which the plan targets for acquisition. Nothing however in this program is meant to restrain the CRA from acquiring any property within its district.

Project Objectives

- To acquire properties for the purpose of fulfilling the objectives of the CRA;
- To accelerate the redevelopment process by assembling land for redevelopment. Property may be resold or leased to the private or public sector;
- To assist in seeding an area, which may need the CRA as a catalyst to commence redevelopment; and
- To encourage infill redevelopment, both public and private development.

Project Description

- Acquire land for any CRA program established in the CRA Redevelopment Plan;
- Dispose of land in any manner that supports the goals of redevelopment;
- Hold property for a period of time sufficient to accomplish redevelopment purposes;

- The CRA may sell or lease, as defined in the State Statutes, property for less than, equal to or greater than the fair market value;
- The CRA may transfer property to the County equal to or less than or greater than its basis;
- The CRA may donate property for a public purpose; and
- The CRA may purchase property from the County.

Project Participants and Administration

- The CRA and the County will participate individually or jointly in land acquisition as required.

Funding Sources

- The CRA and the County will provide funding of the program elements, for which the CRA and/or the County are responsible, respectively;
- Other potential funding sources include, but are not limited to, the County, State and Federal Governments, FDOT, businesses, banks, builders, homebuyers, foundations and private contributions; and
- The CRA will provide the funding for the program but may borrow funds from the County as required and approved by the County.

Project Schedule

The Program will be implemented in 2004, or as funding becomes available.

Group "3": Community Improvement Programs

3.1: "Community Activities Sponsorship Program"

Background

The Community Redevelopment Agency may wish to participate in funding a number of community events and projects. Since the programs and projects of the CRA have a direct impact on the residents of the district, the CRA must consider the problems, needs and desires of the people in its decision-making process. Therefore, it is important to maintain an open line of communication between the agency and the residents. Expenditures for community projects and events, which further the goals of the CRA, are necessary from time to time in order to maintain and promote the CRA's role in community redevelopment.

Program Objectives

- Maintain a positive and involved role within the community; and
- Further the goals of the CRA through participation of community events.

Program Description

- Promote and sponsor community events, projects and programs which will lead to stabilization and expansion of the economic environment within commercial and residential areas, revitalization and rehabilitation of the existing housing supply or further other basic goals of the CRA.

Program Participants and Administration

- The project will be administered by the CRA; and
- Other participants may include, but are not limited to, the County, Golden Gate Neighborhood Advisory Committee, Golden Gate Residents Association, the proposed Golden Gate historical society, other community groups and organizations, public bodies and private, not-for-profit corporations.

Funding Sources

- The CRA will provide the funding for the program. The CRA may accept funds from other organizations including the County; and
- Program allocations shall be determined annually during the budget process or at the discretion of the CRA but shall not exceed a limit determined by the CRA Commission in each annual budget.

Program Schedule

- The program will be initiated as funds are available.

3.2: “Public Property Improvement Program”

Background

The County and the CRA as partners wish to encourage the development of public open space, parks, trails, civic buildings, street beautification, and other infrastructure improvements. This program is designed to enhance the public spaces created on public property and to improve public streets and infrastructure, but also

it is designed to encourage private developers to create public spaces on their projects as well.

Project Objectives

- Enlarge the public open space for residents of Golden Gate;
- Improve the quality of life and health of the residents;
- Provide greater pedestrian and bicycle pathways;
- Provide more public access to the drainage areas; and
- Provide improved public facilities for the residents.

Project Description

- Provide grants and loans for public space improvement on both public land and private land. These improvements may include but are not limited to design, parking, lighting, landscaping, signage, access road improvements, art in public spaces, utilities, restroom facilities, plazas, bicycle pathways, and park furniture;
- Provide funds and planning for public access to the drainage areas of Golden Gate;
- Acquire land for public open space for use as recreation and environmental preserves;
- Enhance communication within public spaces with signage, lighting, markers, and sound systems;
- Plan and implement a street lighting program;
- Plan and implement a series of entrances (“gateways”) for the community, including the intersections of Indian Street and Evergreen Street, Indian Street and CR A1A, Jefferson Street and CR A1A, Delmar Street and CR A1A, and any other intersections;

- Plan and implement a sidewalk and street improvement program;
- Plan and implement an open space, bicycle pathway and walking pathway system for the community;
- Coordinate with the County to improve the drainage areas, including landscaping, pathways, gazebos, and other recreational facilities.
- Assist the County in providing civic buildings in the community that serve the community and/or the County residents, particularly a community center at Lamar Howard Park or other suitable location;
- Assist the County in redeveloping the historical Golden Gate building on CR A1A into a public purpose facility; and
- Assist in creating a community garden program in which public property is utilized to grow produce; residents of the community could “farm” a small plot of ground to produce vegetables and other produce for their own person consumption.

Project Participants and Administration

- The project will be supported by the CRA but the County will play the lead role in the program; and
- Other participants may include, but are not limited to, the Chamber of Commerce, developers, residents, retail and business tenants, lending institutions, and the state and federal government.

Funding Sources

- The CRA and the County will provide funding of the program elements, for which the CRA and/or the County are responsible, respectively; and
- Other potential funding sources include, but are not limited to, the County, State and Federal Governments, FDOT, developers, businesses, banks, builders, homebuyers, foundations and private contributions.

Project Schedule

- Elements of the program have been underway for many years, and new elements will follow in 2003, or as funding becomes available.

3.3: “Brownfields Program”

Background

The County and the CRA as partners wish to encourage the redevelopment of privately and publicly owned lands within the area, particularly those lands which may have been contaminated over the years from industrial waste. This program is designed to assist in funding the clean up of any private or public lands within the area in order for the land to be redeveloped and useful.

Project Objectives

- Improve the environmental quality of land within the area; and
- Provide useful land for redevelopment;

Project Description

- Provide grants and loans for use to clean up an environmentally contaminated site;
- Provide funds for environmental studies of public and private land;
- Acquire contaminated land in order to address a clean up operation;
- Seek grants for environmental clean-up for contaminated lands; and
- Assist property owners and business tenants with clean-up of contaminated property.

Project Participants and Administration

- The project will be supported by the CRA, but the County will play the lead role in the program; and
- Other participants may include, but are not limited to, the State of Florida, the Federal Environmental Protection Agency (EPA), developers, residents, retail and business tenants, and lending institutions.

Funding Sources

- The CRA and the County will provide funding of the program elements, for which the CRA and/or the County are responsible, respectively; and
- Other potential funding sources include, but are not limited to, the County, State and Federal Governments, FDOT, developers, businesses, banks, builders, homebuyers, foundations and private contributions.

Project Schedule

Elements of the program have been underway for many years, and new elements will follow in 2004, or as funding becomes available.

3.4: “Community Marketing and Promotion”

Background

Golden Gate is blessed with several worthy organizations including the Golden Gate Neighborhood Advisory Committee and the Golden Gate Residents Association. The former has been focused on establishing a CRA and the latter is focused on events for the community. The CRA or other organizations could in the future take on the role of promoting the community, particularly its commercial area, much like a “Main Street” organization. Main Street is a particular type of organization, founded by the National Trust for Historic Preservation, and its strategies include a program for design standards for the community and programs for promotion of the community through holding events and advertising. Main Street has been an effective organization in many parts of Florida. The CRA would assist in developing the organization to carry out a Main Street program.

Project Objectives

- Physical and economic revitalization of the community;
- Enhance the pedestrian nature of community streets;
- Assist in promoting the community as a destination;
- Recruit businesses to relocate to the community; and
- Market the unique qualities of the historic community;
- Revitalize the neighborhood retail.

Project Description

- Support the creation and administration of a Main Street type program
- Provide grants and loans for the marketing of the community including events, advertising, and other media;
- Support business recruitment for the community;
- Provide grants and loans for the village center murals and art works;
- Provide matching grants and loans for redevelopment; and
- Provide incentives for businesses and property owners.

Project Participants and Administration

- The CRA shall generally administer and coordinate the program;
- The CRA may participate through the utilization of its unique powers and financial resources as appropriate for selected elements of the Program; and
- Other participants may include, but are not limited to, Golden Gate Neighborhood Advisory Committee, the Golden Gate Residents Association, the County, the Chamber of Commerce, business owners, and property owners.

Funding Sources

- Funding of the program elements, for which the CRA is responsible, will be provided by the CRA;
- Funding of the program elements, for which the County or the State is responsible, will be provided by the County and the State; and

- Other potential funding sources include, but are not limited to State and Federal Governments, members, businesses and private contributions.

Project Schedule

- The program will begin its organization in 2004, or as funding becomes available.

#3.5: “Grant Administration Program”

Background

To facilitate additional investment within the Community Redevelopment area, the CRA will administer grants, which complement the redevelopment efforts of the CRA and the goals of the Community Redevelopment Plan. It is anticipated that this additional investment within the CRA district will result in increased opportunities for residents and have positive impacts on employment, housing, the tax base, and the physical environment, all of which are positive steps toward the elimination of slum and blighted conditions.

Program Objectives

- Provide economic stimulation to the area;
- Increase business opportunities;
- Increase employment opportunities; and
- Increase housing opportunities.

Program Description

- The CRA may apply for, accept, and administer grants from Federal, State, and local governmental entities, charitable foundations and entities, and such other organizations as may offer grant funds for the planning and carrying out of redevelopment efforts in pursuit of the purposes of the Community Redevelopment Plan.

Program Participants and Administration

- The program will be administered and coordinated by the CRA with the County as a joint venture partner, as required; and
- Other participants include, but are not limited to Golden Gate Neighborhood Advisory Committee, Golden Gate Residents Association, the proposed Golden Gate historical society, and State and local governmental entities, charitable foundations and entities, and such other organizations as may offer grant funds, and organizations, businesses or individuals who may participate in the program to receive such grant funds.

Funding Sources

- Federal, State, and local governmental entities, charitable foundations and entities, and such other organizations as may offer grant funds.

Program Schedule

- The Program will commence as soon as practicable.

B. Revenue and Expenditure Projections

The following discussion concerns the projected revenues estimated over the next fifteen years and the projected expenditures over the same period. Revenues include tax increment revenue, revenue from the sale of bonds, rental income, interest income, land sales, grants and others. Expenditures include expenses for infrastructure, historic museum, affordable housing, street beautification, administrative and planning expenses, debt service on revenue bonds, and others.

Twenty Year Projection of Tax Increment Revenues

Table 5.1 provides a twenty-year projection of tax increment revenues. The projected annual assessed values were estimated by making several important assumptions. The prior year increases in taxable value were not considered to be significant and do not indicate what would occur in the future. The primary funding source for CRA activities is the Redevelopment Trust Fund. This Fund is the depository for all TIF revenues generated within the Community Redevelopment Area. The following assumptions were made in the financial projections:

- Sewer infrastructure will be installed by 2005;
- Streetscaping and community enhancements will be installed between 2007 and 2014; and
- The County will revise the land development regulations to allow for mixed-use and establish design guidelines.

Twenty Year Projection of Revenues and Expenses

Starting with just a few projects in the early years of the CRA, the CRA will increase its activities to include more projects and programs as the tax increment increases. In addition, the CRA's overall program and the need to plan and fund multi-year, large-scale capital projects will outgrow the limited funding provided by TIF revenues. To continue

its redevelopment effort and provide adequate funding for its various projects and programs, the agency may turn to long-term borrowing. Since property values will inevitably increase as a result of its activities, this method of financing the CRA redevelopment effort can also be looked upon as an investment in future TIF revenue. However, Table 5.2 does not consider the CRA issuing a bond issue.

Table 5.2 is for planning purposes only and is not a guarantee of revenues or expenditures of funds on a given project. Actual project allocations will be determined annually through the budget process. As priorities change, or as projects are amended, or as new projects or programs are created, these projections will be amended from time-to-time. It is intended that this process occur at least once annually, after adoption of the budget.

Priority Projects

The Charrette in April 2002 set forth as detailed in Section III the important issues for the community. A list is described below together with those agreed upon by the GGNAC in subsequent meetings. The priorities are described below but also described in Table 5.2 and in Section VI, “Implementation.”

- Zoning and design guidelines;
- Sewer infrastructure;
- Storm water infrastructure;
- Dixie Highway beautification and traffic calming;
- Indian Street beautification and traffic calming;
- Indian Street Loop road with Dixie Highway;
- Streetscaping, including paving, lighting, sidewalks, corner improvements and landscaping for local streets including Jefferson Street, Evergreen Avenue, and Delmar Street;
- New Community Center building at Lamar Howard Park and additional land;
- Lamar Howard Park improvements, particularly the “water play” area;
- Golden Gate Historical Building and parking, including a neighborhood library;
- Pedestrian and bike trails in the community and in the retention spaces; and
- Duplex Conversion Program;
- Façade Grant Program;
- Land Acquisition;
- Brownfields Funding

Table 5.1 – 20 Year Tax Increment Revenue Projection (\$)

Golden Gate CRA Revenue Projection <i>Revised: September, 2002</i>							
Calendar Year	Year	Assessed Value	Taxable Value	Taxable Change	Cumulative Taxable Change	Total Millage Rate	Total Yearly Tax Increment @ 95%
2002	Base Year	58,076,290	49,520,004				
2003	Year 1	60,399,342	51,500,804	1,980,800			
2004	Year 2	62,815,315	53,560,836	2,060,032	1,980,800	8.133	15,304
2005	Year 3	67,212,387	57,310,095	3,749,259	4,040,832	8.133	31,221
2006	Year 4	71,917,254	61,321,802	4,011,707	7,790,091	8.133	60,189
2007	Year 5	76,951,462	65,614,328	4,292,526	11,801,798	8.133	91,185
2008	Year 6	84,646,608	72,175,760	6,561,433	16,094,324	8.133	124,350
2009	Year 7	93,111,269	79,393,336	7,217,576	22,655,756	8.133	175,046
2010	Year 8	102,422,396	87,332,670	7,939,334	29,873,332	8.133	230,812
2011	Year 9	112,664,636	96,065,937	8,733,267	37,812,666	8.133	292,154
2012	Year 10	123,931,099	105,672,531	9,606,594	46,545,933	8.133	359,630
2013	Year 11	136,324,209	116,239,784	10,567,253	56,152,527	8.133	433,854
2014	Year 12	149,956,630	127,863,762	11,623,978	66,719,780	8.133	515,500
2015	Year 13	164,952,293	140,650,138	12,786,376	78,343,758	8.133	605,311
2016	Year 14	181,447,523	154,715,152	14,065,014	91,130,134	8.133	704,103
2017	Year 15	199,592,275	170,186,668	15,471,515	105,195,148	8.133	812,775
2018	Year 16	215,559,657	183,801,601	13,614,933	120,666,664	8.133	932,313
2019	Year 17	232,804,430	198,505,729	14,704,128	134,281,597	8.133	1,037,507
2020	Year 18	251,428,784	214,386,187	15,880,458	148,985,725	8.133	1,151,116
2021	Year 19	271,543,087	231,537,082	17,150,895	164,866,183	8.133	1,273,814
2022	Year 20	293,266,534	250,060,049	18,522,967	182,017,078	8.133	1,406,328

Table 5.2 – 20 Year Revenue and Expenses Projections (\$)

Revenues: FY 2003 -2013

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
A. Revenues:											
1. Tax Increment Revenue	15,304	31,221	60,189	91,185	124,350	175,046	230,812	292,154	359,630	433,854	515,500
2. Revenue Bond No. 1 (tax exempt) Funding					5,000,000						
3. Revenue Bond No. 2 (tax exempt) Funding											0
4. Revenue Bond No. 3 (tax exempt) Funding											
5. Interest Income	354	356	1,101	2,659	105,109	90,871	97,956	92,694	89,031	87,178	66,861
6. Duplex Conversion Revenue											
a. Loan from County	75,000										
b. Sale of Duplex		75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
7. Funds from Utilities											
a. Sewer Fund (Special Assessment)			1,000,000	750,000							
8. Funds from County Roadway Impact Fees/Other											
a. Dixie Highway					1,000,000	800,000					
b. Indian Street											
c. Indian Street Loop								600,000			
d. Jefferson Street											
e. Delmar Street											
f. Evergreen Avenue											
9. State Grant for the Golden Gate Historic Building			150,000								
10. Funds from CDBG/Park Impact Fees/Other											
a. 2007-Community Center Building							1,500,000				
b. 2003-Trails at Retention Areas	50,000										
c. 2004-Ferndale Avenue Trail				250,000							
d. 2005-Howard Park Land			250,000								
e. 2006-Howard Park Water Feature					150,000						
f. 2007-Howard Park Other Facilities					250,000						
11. Federal Grants (TEA 21, Other)											
a. Indian Street Loop							600,000				
Subtotal Revenues	140,658	1,506,577	1,136,290	318,844	8,054,459	1,140,917	1,603,767	459,848	523,661	596,032	1,457,361

Table 5.2 – 20 Year Revenue and Expenses Projections (\$)
Revenues: FY 2014 - 2022

Year	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
A. Revenues:										
1. Tax Increment Revenue	605,311	704,103	812,775	932,313	1,037,507	1,151,116	1,273,814	1,406,328	1,549,443	11,801,955
2. Revenue Bond No. 1 (tax exempt) Funding										5,000,000
3. Revenue Bond No. 2 (tax exempt) Funding										-
4. Revenue Bond No. 3 (tax exempt) Funding						0				-
5. Interest Income	59,352	50,852	51,330	61,294	74,720	84,989	98,658	109,655	129,717	1,354,736
6. Duplex Conversion Revenue										-
a. Loan from County										75,000
b. Sale of Duplex	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	1,425,000
7. Funds from Utilities										-
a. Sewer Fund (Special Assessment)										-
8. Funds from County Roadway Impact Fees/Other										-
a. Dixie Highway										1,800,000
b. Indian Street		370,000								
c. Indian Street Loop										
d. Jefferson Street			500,000	250,000						
e. Delmar Street							250,000	250,000		
f. Evergreen Avenue									500,000	250,000
9. State Grant for the Golden Gate Historic Building										
10. Funds from CDBG/Park Impact Fees/Other										-
a. 2007-Community Center Building										
b. 2003-Trails at Retention Areas										50,000
c. 2004-Ferndale Avenue Trail										
d. 2005-Howard Park Land										250,000
e. 2006-Howard Park Water Feature										
f. 2007-Howard Park Other Facilities										250,000
11. Federal Grants (TEA 21, Other)										-
a. Indian Street Loop										600,000
Subtotal Revenues	1,109,664	1,329,955	1,189,105	1,068,607	1,187,227	1,561,104	1,697,472	2,090,983	2,004,160	30,176,691

Table 5.2 – 20 Year Revenue and Expenses Projections (\$)

Expenditures: FY 2003 - 2013

Year	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
B. Expenditures:										
1. Administration/Planning Expenses										
a. Planning <i>(TIF Funds)</i>	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	95,000
b. Miscellaneous <i>(TIF Funds)</i>	500	500	500	500	500	500	500	500	500	10,000
2. Marketing and Promotions										
3. Duplex Conversion										
a. Building Acquisition <i>(TIF Funds)</i>	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	1,500,000
b. Subsidy <i>(County, Sales)</i>	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	285,000
4. Façade Improvement <i>(TIF Funds)</i>										
5. Historic Preservation										
a. Golden Gate Building <i>(State Grant Funds)</i>										-
6. Infrastructure Improvements										
a. Central Sewer System <i>(Utility Funds)</i>										1,750,000
b. Dixie Highway <i>(Road Impact, Bond Funds)</i>										
c. Indian Street <i>(Road Impact, Bond Funds)</i>		740,000								
d. Indian Street Loop <i>(Road Impact, FDOT)</i>										
e. Jefferson Street <i>(Road Impact, Bond Funds)</i>			1,000,000	500,000						
f. Delmar Street <i>(Road Impact, Bond Funds)</i>							500,000	500,000		
g. Evergreen Avenue <i>(Road Impact, Bond Funds)</i>									1,000,000	500,000
7. Community Improvements										
a. Community Center Building <i>(County Park Funds)</i>										
b. Trails <i>(County Park Impact Fees)</i>										300,000
c. Lamar Howard Park Expansion <i>(Park Impact Fees, TIF Funds, Grants)</i>										
8. Land Acquisition										
a. Redevelopment Properties <i>(TIF Funds)</i>										50,000

Table 5.2 – 20 Year Revenue and Expenses Projections (\$)

Expenditures: FY 2014 - 2022

Year	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
B. Expenditures:											
1. Administration/Planning Expenses											
a. Planning <i>(TIF Funds)</i>	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
b. Miscellaneous <i>(TIF Funds)</i>	500	500	500	500	500	500	500	500	500	500	500
2. Marketing and Promotions											
3. Duplex Conversion											
a. Building Acquisition <i>(TIF Funds)</i>	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
b. Subsidy <i>(County, Sales)</i>		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
4. Façade Improvement <i>(TIF Funds)</i>											
5. Historic Preservation											
a. Golden Gate Building <i>(State Grant Funds)</i>			150,000								
6. Infrastructure Improvements											
a. Central Sewer System <i>(Utility Funds)</i>		1,000,000	750,000								
b. Dixie Highway <i>(Road Impact, Bond Funds)</i>						2,000,000	1,600,000				
c. Indian Street <i>(Road Impact, Bond Funds)</i>											
d. Indian Street Loop <i>(Road Impact, FDOT)</i>								1,200,000			
e. Jefferson Street <i>(Road Impact, Bond Funds)</i>											
f. Delmar Street <i>(Road Impact, Bond Funds)</i>											
g. Evergreen Avenue <i>(Road Impact, Bond Funds)</i>											
7. Community Improvements											
a. Community Center Building <i>(County Park Funds)</i>							1,500,000				
b. Trails <i>(County Park Impact Fees)</i>	50,000	250,000									
c. Lamar Howard Park Expansion <i>(Park Impact Fees, TIF Funds, Grants)</i>					250,000	150,000	250,000				
8. Land Acquisition											
a. Redevelopment Properties <i>(TIF Funds)</i>											

Table 5.2 – 20 Year Revenue and Expenses Projections (\$)

Expenditures: FY 2003-2013

Continued

Year	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
B. Expenditures (Continued):											
9. Bond Issue Fees											
a. Bond Issue No. 1 <i>(Bond Funds Funds)</i>					100,000						
Subtotal Expenditures	126,500	1,506,500	1,106,500	256,500	3,956,500	1,710,500	1,320,500	120,500	120,500	120,500	1,720,500
Annual Fund Balance (Subtotal)	14,158	77	29,790	62,344	4,097,959	-569,583	283,267	339,348	403,161	475,532	-263,139
Debt Service											
Debt Service from Bond Issue No. 1 (\$5,000,000)	@4.5%							550,000	550,000	550,000	550,000
Subtotal Debt Service	0	0	0	0	0	0	0	550,000	550,000	550,000	550,000
Total Annual Revenues	140,658	1,506,577	1,136,290	318,844	8,054,459	1,140,917	1,603,767	459,848	523,661	596,032	1,457,361
Total Annual Expenditures	126,500	1,506,500	1,106,500	256,500	3,956,500	1,710,500	1,320,500	670,500	670,500	670,500	2,270,500
Total Annual Fund Balance	14,158	77	29,790	62,344	4,097,959	-569,583	283,267	-210,652	-146,839	-74,468	-813,139
Cumulative Fund Balance	14,158	14,235	44,025	106,369	4,204,328	3,634,745	3,918,012	3,707,361	3,560,521	3,486,053	2,672,915

Table 5.2 – 20 Year Revenue and Expenses Projections (\$)

Expenditures: FY 2014-2022

Continued

Year	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
B. Expenditures:										
9. Bond Issue Fees										-
a. Bond Issue No. 1 <i>(Bond Funds Funds)</i>										100,000
										-
										-
Subtotal Expenditures	860,500	1,120,500	620,500	120,500	100,500	600,500	600,500	1,100,500	650,500	17,840,000
Annual Fund Balance (Subtotal)	249,164	209,455	568,605	948,107	1,086,727	960,604	1,096,972	990,483	1,353,660	12,336,691
Debt Service										
Debt Service from Bond Issue No. 1 (\$5,000,000)	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	7,150,000
										-
Subtotal Debt Service	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	7,150,000
Total Annual Revenues	1,109,664	1,329,955	1,189,105	1,068,607	1,187,227	1,561,104	1,697,472	2,090,983	2,004,160	30,176,691
Total Annual Expenditures	1,410,500	1,670,500	1,170,500	670,500	650,500	1,150,500	1,150,500	1,650,500	1,200,500	24,990,000
Total Annual Fund Balance	-300,836	-340,545	18,605	398,107	536,727	410,604	546,972	440,483	803,660	

Golden Gate Community Redevelopment Plan



Section VI Implementation



Civic Design Associates

VI. Implementation

A. Economic Development Strategies

Whether or not identified as a funding source elsewhere in this plan, TIF and/or any other combination of legally available funds may be used to pay for any project contained in this plan.

An important part of the CRA Redevelopment Plan is the formulation of a series of strategies to implement the goals and objectives set forth in the Plan. In summary the Workshop and the subsequent CRA Plan set forth several key strategies. These are summarized as follows:

Zoning, Codes, Enforcement:

- Create a new set of zoning regulations and urban codes for design and development in order to control the quality of development in the community. Create an “overlay zoning district” for the community; down-zone parts of the community to single family;
- Work with the County to enforce codes, particularly trash collection and trash deposit habits of residents;
- Meet with the County Sheriff’s Department to commence working on a rental registration system.

Infrastructure:

- Install sewer services in the unserved areas of the community as a first priority;
- Install storm water collection system in order to tie into the new retention areas;
- Make other infrastructure improvements such as installing paving, sidewalks, street lighting, and landscaping in the community as a second priority;
- Establish a long term street beautification program for the roadways;
- Establish a long term alley pavement program.

Community Facilities

- Work with the County to utilize the drainage retention fields for recreation;

- Initiate a historic preservation program as soon as practicable including the preserving of the Golden Gate historic structure on A1A;
- Develop pedestrian pathway and bicycle system in the Redevelopment Area;
- Prepare with the County a long-range program for replacing the Cassidy Center with a new community center.

Housing

- Establish a program for conversion of duplexes to single family residences, accompanied by renovation grants, as soon as practicable;
- Commence the building rehabilitation programs as soon as the CRA can afford the expenditures in order to assist property owners with improving their property, especially historic structures.

Other Funding Sources

- Commence a program of grant writing as soon as the CRA Redevelopment Plan is adopted

Maintenance of Plan Projects

Whether or not identified as a funding source elsewhere in this plan and under the provisions of State Statute 163.370, Tax Increment Financing and/or any other combination of legally available funds may be used to fund projects and the future maintenance of projects which are in compliance with the Community Redevelopment Plan.

B. Land Development Regulations

The County is receptive to amending the land development regulations for Golden Gate, as has it has done in other CRA Planning Areas, in order to encourage redevelopment. The following changes are recommended.

1. Zoning Overlay District and Design Guidelines

Project Description: The entire Golden Gate Planning Area could be rezoned into one general zoning district called, “Redevelopment District.” Within the single district there could be sub-areas overlaid upon the district. The sub-areas are described below. Please note that further study must be taken to refine the recommendations.

- a. **NR – Neighborhood Residential.** Generally includes the streets closest to St. Lucie Boulevard and the length of Jefferson and Kensington Streets.

Permitted building types: Single Family Detached (SFD), cottages and bungalows on 75 foot wide lots or 50 foot lots with public water and sewer; Minimum livable area: 900 square feet; “Flats” on SFD lots or garage apartments with a minimum livable area of 300 square feet; Duplex and Triplex Conversions require front porches and driveways.

- b. **NG - Neighborhood General.** Generally includes the central area of Golden Gate, surrounding Lamar Howard Park.

Permitted building types: Single Family Detached (SFD), cottages and bungalows on 75 foot wide lots or 50 foot lots with public water and sewer; Minimum livable area is 900 square feet; Quarters on SFD lots or garage apartments with a

minimum livable area of 300 square feet. Duplex or Triplex on 75 foot lot; Four-Plex on 100 foot lot.

- c. **NU - Neighborhood Urban.** Generally includes both sides of Indian Street and the north–south zone. Separates the NG area from the NC (Neighborhood Center).

Permitted building types: Duplex, Triplex, Townhouses, and Mixed use live/work lofts, apartment buildings (maximum of 10 units per building).

- d. **NC – Neighborhood Center.** Generally includes the area from Dixie Highway east to Birch Street (north of Delmar Street) and east to Camino Street (south of Delmar Street).

Permitted building types: Four-plex, townhouses, Mixed-use live/work lofts, apartments (maximum of 20 units per building, (30 units per acre density); Mixed use retail/office/residential (minimum of 2 stories).

- e. **UC – Urban Corridor.** Includes the area between Dixie Highway and the F.E.C. Railroad ROW.

Permitted building types: Mixed use retail/office/residential, Office “flex” space, live/work lofts, one story buildings not fronting on Dixie Highway are permitted.

- f. **Other Regulations-Flats.** Flats are permitted on all lots where an alley is provided.

- g. **Single Family Residential (cottages, bungalows and other) Additional Regulations.** Front porch required; front porch may encroach into the 15 ft. setback by 5 feet; side

driveways and parking required; no on-street, head-in parking permitted; front yard picket fences required.

- h. **Townhouses, Apartments, Mixed-Use, Live/Work Lofts Additional Regulations.** Minimum of 2 stories required; minimum lot width of 100 feet, maximum building setback of zero if 12 feet of sidewalk is available; otherwise setback shall be the amount in order to create a 12 foot wide sidewalk.
- i. **Retail, Office Mixed-Use Additional Regulations.** Minimum of 2 stories required; minimum lot width of 100 feet, maximum building setback of zero if 12 feet of sidewalk is available; otherwise setback shall be the amount in order to create a 12 foot wide sidewalk.

Cost: \$25,000

Funding Source: County

Time Frame: Planning: 1 year; Implementation: 1 year

Actions: commence immediately after adoption of the CRA Plan with overlay zoning district amendments and design guidelines.

2. Code Enforcement and Regulations

Program Description: in order to create a more effective code enforcement program for Golden Gate for issues such as trash placement, parking on the swales, unsightly structures, inadequate landscaping, inadequate parking, and many others, the Golden Gate NAC should ask the County to bring in an outside consultant, experienced in code enforcement to make a recommendation for a code enforcement program. Golden Gate may be a community

which could be the pilot program for an intensive enforcement program and one that new rules could be adopted by the County Commission in order to be more effective in enforcement. For example, the Commission may wish to consider establishing a citation system for offenders.

Cost: \$25,000 consulting contract for code enforcement program;

Funding Source: County.

Time Frame: Planning: 1/2year; Implementation: 1 year.

Actions: commence discussions with the County to engage a professional code enforcement consultant to recommend a program, using Golden Gate as a pilot program, including adopting new ordinances and new procedures for enforcement.

3. Rental Registration Program

Program Description: the Neighborhood Workshop strongly suggested that a system be established by the appropriate county agency to require by ordinance that renters register with the appropriate agency. The actual procedure would be part of signing a lease for an apartment or house. The purpose of the registration would be to prevent criminals from renting in Martin County, and as important the purpose is to assist renters during emergency situations, such as hurricane evacuation. With an accurate renter role, the county agency would be able to contact by telephone and by mail all renters in order to offer assistance and notice of an emergency.

Cost (initial study): \$25,000

Funding Source: County.

Time Frame: Planning: 1-2 years; Implementation: 1– 2 years.

Actions: commence discussions with the County Sheriff’s Office, the County Attorney, and the County Manager to test the feasibility of the program. If found the intent of the program to be feasible from a legal and operational point of view, the County could contract with a consultant experience with such a program to devise a system, using Golden Gate as a pilot project.

C. Infrastructure

Public Improvements are an important part of the redevelopment strategy since it includes an investment of capital in the redevelopment area. It is expected that private investment will follow the public investment.

1. Sewer Facilities

Project Description: The GGNAC foresees the provision of a central sewer system as a major element in encouraging private development in Golden Gate. A rough estimate of the length of the system indicates a need to provide approximately 45,000 linear feet of lines. The County estimates that the assessment for sewer would be approximately \$5,500 per unit, which would be paid over a twenty year period. In addition for new infill, a sewer connection fee would be approximately \$1,500 per unit. The cost of removing a septic tank would run approximately \$700 to \$1,500 per tank.

Cost: \$1,750,000

Funding Source: CDBG, CRA Revenue Bonds, utility fees, user fees, special assessments.

Time Frame: Planning: 1-2 years; Implementation: 1– 4 years.

Actions: commence discussions with the County Utilities Department to prioritize sewer installation in Golden Gate.

2. Drainage Facilities

Project Description: The GGNAC foresees the provision of a completed central drainage system as a major element in encouraging private development in Golden Gate. The County is in the process of installing storm water retention and detention areas in the eastern part of Golden Gate. However, a complete system would require an underground system that would be connected to the retention and detention area. Since storm sewer collection system is an expensive proposition, it is recommended that the system be constructed on a phased basis as individual streets are reconstructed. As described in the later paragraphs of this section, streets under consideration are Indian Street, Delmar Street, Jefferson Street, and Evergreen Avenue. As these streets are rebuilt, then its storm water system can be constructed. However, it would be important that a master storm water system be designed for the entire community so that individual street design can conform to the master plan.

Cost: \$50,000

Funding Source: County, utility fees and CDBG.

Time Frame: Planning: 1-2 years;

Actions: commence discussions with the County Office of Water Quality department to prioritize designing a storm water master plan.

3. Dixie Highway Improvements

Project Description: The improvements to Dixie Highway will entail a dramatic change to the corridor. These include the narrowing of the corridor from four lanes to two lanes and replacing the “suicide” lane with a median in the center of the street. On-street parking will return to the county road and should assist in reviving the retail. Decorative street lighting, underground utilities and wide sidewalks with street trees will be installed. The estimate is based upon a length of approximately 3,600 linear feet and a cost of \$1,000 per linear foot. Access to the east-west streets would be limited to every other intersection in order to provide a reasonable median length and stacking lane for left turns.

Cost of Feasibility Study: \$50,000

Cost: \$3,600,000

Funding Source: CRA Revenue Bonds, tax increment, CDBG, user fees, special assessments and other.

Time Frame: Planning: 1-2 years; Implementation: 3– 4 years.

Actions: commence discussions with the County Engineering Department to commence traffic studies and preliminary engineering to test the feasibility of the project.

4. Indian Street Improvements

Project Description: Indian Street is one of the principal streets in Golden Gate and one that provides access to the communities east of Golden Gate. The beautification of Indian Street entails providing a landscaped median for one block east and west of Evergreen Avenue and constructing a round-about at the intersection. In addition a median will be established east of the intersection with Dixie Highway. Curb and gutter with storm sewer will be constructed as well. Sidewalks, street lights, and trees would be located on each side of the street. The cost estimate is based upon a linear foot cost of \$600 for a length of 3,900 linear feet. Retention ponds will be required to carry the storm water runoff from the road and the cost estimate includes either constructing an exfiltration system or a series of ponds on nearby vacant lots.

Cost: \$2,340,000

Funding Source: CDBG, impact fees, user fees, special assessments

Time Frame: Planning: 2-3 years; Implementation: 4– 6 years

Actions: commence discussions with the County Engineering Department to prioritize Indian Street beautification.

5. Indian Street Loop

Project Description: Indian Street west of US 1 provides access from Kanner Highway (SR 76), a thoroughfare with an interchange on Interstate 95, to the eastern part of the community. In addition Indian Street will become even more important once FDOT constructs a new bridge across the river connecting Palm City with the east side of the South Fork of the St. Lucie River. Traffic seeking an easterly route over the bridge to the barrier island will use Indian Street to make a connection with Monterey Road. The purpose of the “Loop” is to direct traffic on Indian Street to make a direct connection with Dixie Highway and eventually to Monterey Road (to the North). The Loop discourages traffic from running through the residential communities east of Dixie Highway by taking Indian Street and winding their way through the communities to finally connect with the bridge on East Ocean Boulevard (which leads to the beach). If the Loop were constructed, then the eastern communities, including Golden Gate would receive little impact from the new bridge crossing. The Loop also could incorporate a significant gateway feature at the old intersection of Indian Street and Dixie Highway. The cost estimate is based upon improving 800 linear feet at a cost of \$1,500 per linear foot.

Cost: \$1,200,000

Funding Source: FDOT, CDBG, user fees, special assessments

Time Frame: Planning: 2-4 years; Implementation: 4– 6 years

Actions: commence discussions with the County engineering department to prioritize the planning of the Loop. A traffic study would be required to verify the feasibility of the recommendation.

6. Jefferson Street Improvements

Project Description: Jefferson Street is a principal street in Golden Gate providing access to the communities east of Golden Gate. The beautification of Jefferson Street entails constructing curb and gutter with storm sewer and enhancing the edges with bicycle lane, sidewalks, trees and street lights. Sidewalks and trees would be located on each side of the street. A round-about would be constructed at the intersection of Evergreen Avenue. The cost estimate is based upon improving approximately 3,300 linear feet at a cost of \$450 per linear foot. Retention ponds will be required to carry the storm water runoff from the road and the cost estimate includes either constructing an exfiltration system or a series of ponds on nearby vacant lots.

Cost: \$1,500,000

Funding Source: CDBG, CRA Revenue Bonds, user fees, special assessments

Time Frame: Planning: 3-5 years; Implementation: 6– 8years

Actions: commence discussions with the County Engineering Department to prioritize Jefferson Street beautification.

7. Delmar Street Improvements

Project Description: Delmar Street is an important street in Golden Gate because it provides direct access to the retention parks on the east side of the community from A1A. The beautification of Delmar Street entails providing curb and gutter with storm sewer (in the street and sidewalks) street lights, and trees enhancing each side of the street. The cost estimate is based

upon improving approximately 2,700 linear feet at a cost of \$400 per linear foot. Retention ponds will be required to carry the storm water runoff from the road and the cost estimate includes either constructing an exfiltration system or a series of ponds on nearby vacant lots.

Cost: \$1,000,000

Funding Source: CDBG, tax increment, user fees, special assessments.

Time Frame: Planning: 1-2 years; Implementation: 2– 4 years

Actions: commence discussions with the County engineering department to prioritize Delmar Street beautification.

8. Evergreen Avenue Improvements

Project Description: Evergreen Avenue is an important street in Golden Gate because it was historically the first street paved in the community and the most important north-south street. The beautification of Evergreen Avenue entails providing curb and gutter with storm sewer (in the street and sidewalks) street lights, and trees enhancing each side of the street. In addition a “speed table” utilized for traffic calming would be placed at the intersection with Clayton Street. The cost estimate is based upon improving approximately 3,700 linear feet at a cost of \$400 per linear foot. Retention ponds will be required to carry the storm water runoff from the road and the cost estimate includes either constructing an exfiltration system or a series of ponds on nearby vacant lots.

Cost: \$1,500,000

Funding Source: CDBG, CRA Revenue Bonds, tax increment, impact fees, user fees, and special assessments.

Time Frame: Planning: 1-2 years; Implementation: 2– 4 years

Actions: commence discussions with the County engineering department to prioritize Evergreen Avenue beautification.

9. Dixie Highway/FEC Railroad Service Road

As part of improving the traffic flow to the area particularly since the Plan suggest narrowing Dixie Highway to 2 lanes, not including turn lanes, and connecting Indian Street with Dixie Highway as it heads north of Indian Street, a service road behind the Dixie Highway properties would provide excellent access for trucks and parking. The cost estimate is based upon improving approximately 2,500 linear feet at a cost of \$200 per linear foot. Retention ponds will be required to carry the storm water runoff from the road and the cost estimate includes either constructing an exfiltration system or a series of ponds on nearby vacant lots.

Cost: \$500,000

Funding Source: CDBG, CRA Revenue Bonds, tax increment, user fees, and special assessments.

Time Frame: Planning: 2-4 years; Implementation: 4– 8 years

Actions: commence discussions with the County engineering department to prioritize FEC Railroad Service Road beautification.

10. Cul-de-sacs on Dead –End Streets

Project Description: Five east-west streets (Ellendale, Fairmont, Garden, Hawthorne, and Iris streets) dead end at their eastern most extension. Residents at the ends of the streets are disturbed by the inability of vehicles to make quiet and safe directional reversals. The N.A.C. strongly recommended that the County construct cu-de-sacs at the ends of each of these streets in order to improve the traffic flow and safety of the neighborhood. It is assumed that each cu-de-sac would cost approximately \$30,000 each, including engineering and surveying fees.

Cost: \$150,000

Funding Source: CDBC, tax increment, user fees, and special assessments.

Time Frame: Planning: 1-2 years; Implementation: 2– 4 years

Actions: commence discussions with the County engineering department to prioritize cul-de-sacs.

D. Community Facilities

As part of the redevelopment strategy, Golden Gate would invest in its public institutions. These investments and the improvements in the institutions will assist in making a better community.

1. Community Center Building

Project Description: Currently a set of portable buildings serve as a community center at Lamar Howard Park. The facility is

inadequate and more space is needed to serve the community. As described in the public participation process, the community needs more programs for children, adults and the elderly. Education and recreation would be the two major activities at the center. The urban design plan depicts constructing a new center on land north of the Lamar Howard Park in a building approximating 10,000 to 20,000 square feet. The building will become an important facility in bringing the diverse community together.

Cost: \$1,500,000

Funding Source: County, CRA Revenue Bonds, Tax Increment, CDBG, and grants.

Time Frame: Planning: 2-3 years; Implementation: 2– 4 years

Actions: commence discussions with the County to prioritize the planning of the new community center.

2. Golden Gate Historic Building

Project Description: the Golden Gate Historic Building, located on the corner of Dixie Highway and Delmar Street, is a prominent structure which the community wishes to preserve. Although the structure is in poor condition, the County has committed to saving the structure. The Board of County Commissioners recently voted in June to purchase the building. A long range proposal is to utilize the building as a neighborhood library. The site development will incorporate parking for the facility.

Purchase Cost: \$125,000

Renovation and Development Cost: \$750,000

Funding Source: County and grants.

Time Frame: Planning: 1-2 years; Implementation: 2– 3 years

Actions: commence discussions with the County to prioritize the planning of the new library.

3. Walking and Bicycle Trails

Project Description: the community plan described a network of trails and paths, including bicycle lanes on A1A and Indian Street, which the citizens could enjoy as their major amenity for their community. The centerpiece of the trails would be the use of the retention/detention areas as part of the trail system. In the case of a wet retention area, the edges of the ponds could incorporate pathways. Dry areas could allow the pathways to penetrate the areas. The project could be phased and the retention/detention areas would be Phase I. Phase II would incorporate the use of some of the unpaved streets for pathways. As Indian Street and Jefferson Streets are improved, then the system would connect to these streets. The final phase would be the completion of A1A and its bikepaths.

Cost Phase I (Retention Areas): \$50,000;

Cost Phase II (Ferndale Avenue): \$250,000;

Cost Phase III (Indian Street): part of the Indian Street improvements;

Cost Phase IV (Dixie Highway): part of the Dixie Highway improvements.

Funding Source: County, CRA Revenue Bonds, Tax Increment, Impact Fees, CDBG, and grants.

Time Frame: Planning: 2-3 years; Implementation: 1– 8 years

Actions: complete the pathways at the retention/detention areas by 2002-2003. Planning should commence with the County to create pathways in the unpaved sections of Ferndale Avenue and make a connection with Jefferson Street. Note that one block of Ferndale Avenue is suggested to be a paved section. Long range planning for Indian, Jefferson and Dixie Highway should begin as stated in the paragraphs above.

4. Lamar Howard Park Improvements

Project Description: Lamar Howard Park is a well-used facility and the centerpiece of the Golden Gate community. It currently contains a small community building and offices in portable double-wide trailers, a soccer field, one basketball court, one tennis court, and a children’s playground. Future improvements in 2002-2003 will include a skate board park. Land was acquired by the County for the expansion in 2002. Future expansion may include the acquisition of additional land and the construction of a water play area and an additional basketball court.

Cost (land): \$250,000;

Cost (water feature): \$150,000

Cost (other features in expanded area): \$250,000

Funding Source: County, CRA Revenue Bonds, Tax Increment, Impact fees, CDBG, and grants.

Time Frame: Planning: 1-3 years; Implementation: 4–6 years.

Actions: commence discussions with the County Parks and Recreation Department to prioritize the planning of the park expansion.

5. Gateway Markers

Project Description: Gateway markers are proposed to be placed at each intersection into the community from Dixie Highway, Indian Street and Jefferson Street. The markers would indicate the name of the Community, the name of the street, and the year of community. A logo could be placed on the marker. It is estimated that approximately 30 markers would be required. The cost is estimated, including installation, to amount to \$500 per marker.

Cost: \$15,000;

Funding Source: County, Tax Increment, CDBG, and grants.

Time Frame: Planning: 1 year; Implementation: 2-3 years.

Actions: commence discussions with the County parks department or other appropriate agency of the County to implement the program.

6. Historic Plaques

Project Description: Historic plaques are proposed to be placed on each historic home in the community. The plaque would indicate the name of the house (the original owner), the name of the County, and the year of home. It is estimated that approximately 12 plaques would be required. The cost is estimated, including installation, to amount to \$500 per plaque.

Cost: \$6,000;

Funding Source: County, CRA Revenue Bonds, Tax Increment, CDBG, and grants.

Time Frame: Planning: 1 year; Implementation: 2-3 years.

Actions: commence discussions with the County parks department or other appropriate agency of the County to implement the program.

E. Housing

The most significant issue for the community is the condition of its housing and the high percentage of renters. The Neighborhood Workshop strongly indicated that several programs to improve the housing must be implemented as soon as possible.

1. Duplex Conversion Program

Project Description: In order to reduce the number of renters in the community and to increase the number of home owners, Golden Gate will need to reduce the actual number of duplexes over a long period of time. The program will entail the CRA acquiring a duplex for approximately \$75,000 or less, making any emergency repairs to the building, relocating any tenants and placing the unit on the market for resale with the stipulation that it must be converted to a single family residence. The CRA would provide design services to the home buyer for the conversion in order to facilitate the process and to assure that the exterior design meets the NAC’s criteria. The CRA and County would assist the home buyer in finding a suitable contractor for the conversion and a bank for financing. The CRA would provide a \$15,000 construction subsidy for the conversion of the duplex. The subsidy would be a ten year, “soft” second mortgage. No payments would

be required for the subsidy unless the unit is sold or transferred prior to ten years.

Cost per Duplex for acquisition: \$85,000;

Cost per Duplex for design: \$2,500

Resale per Duplex: \$85,000

Subsidy per Conversion: \$15,000

Funding Source: CDBG, CRA Revenue Bonds, tax increment, loans, and sale of housing.

Time Frame: Planning: 1 year; Implementation: 2 years

Actions: commence discussions with the County to borrow funds for a demonstration duplex conversion. After the test case, proceed in the second year to acquire two additional duplexes for resale. Following a success of two years, continue to acquire at least two homes a year. Concentrate in the area where zoning dictates that the area shall be single family only.

2. Façade Rehabilitation Grants

Project Description: the program would encourage owners of structures in the community to invest in rehabilitating the properties. The program should be a matching grant in which the property owner invests 50% of the cost of rehabilitation and the CRA the other 50%. The CRA could assist in setting up a loan program with local banks to loan a portion or part of the property owner's share. The program would not provide funds for non-conforming uses. The maximum grant amount could range between \$5,000 and \$10,000. The use of the funds would be limited to exterior building improvements but would include landscaping, yard lighting, walkways, irrigation, fencing, and driveways.

Cost: \$10,000 to \$40,000 annually.

Funding Source: CDBG and tax increment.

Time Frame: Planning: 1year; Implementation: 2– 3 years

Actions: Utilize existing façade Rehabilitation Program guidelines, as outlined in the Countywide Community Redevelopment Plan, and allocate funds.

F. Other Funding Sources

1. Grants

Project Description: in order for the Golden Gate CRA to accelerate its programs, it will be necessary to seek funds beyond those available through tax increment, particularly since the amount of tax increment in the early years will be limited. Therefore, the CRA should aggressively seek other grant funds, including historic preservation grants, infrastructure grants, economic development grants and others. The strategy should be one that applies to all of the planning areas of the CRA and therefore it is recommended that the County and its CRA retain the services of a grant consultant to seek grants for all of the areas.

Cost: \$60,000 to \$70,000 annually.

Funding Source: tax increment and County general funds.

Time Frame: Planning: 1year; Implementation: 2 years.

Actions: commence discussions with the County to retain the services of a grant consultant that would seek grants for all of the CRA areas. Have the consultant in place by 2003.

G. Private Redevelopment and Development

The most important activity outside of the public investment by the CRA and the County is the attraction of private capital to Golden Gate for redevelopment and development. If an investor has the confidence that his or her investment will pay a decent return, then an investment will be made in the property. Even an owner of a duplex has the same strategy. If the duplex owner's investment in its structure will result in higher rents to justify the investment, then the investment will be made. The CRA should market the area as an opportunity for investment. The following is a brief overview of the private sector market.

1. Residential

The residential market in the community can be categorized by several building types. The first is the traditional single family home situated on a minimum 75' lot. The sizes and values of the home vary within the community, from approximately \$100,000 to over \$200,000. The higher value homes are found on Jefferson Street.

A second building type and one that dominates the community is the duplex. Usually sited on a 75' lot and sometimes on 100' as well, the majority of the duplexes within the community are owned for investment and renter-occupied. The majority of the homes are rented and the rents for 2 or 3 bedroom residences vary from \$600 to \$900 per month. The community does contain 50 triplexes and 14 buildings with multiple units (four or more units).

The large number of rental properties and the lack of maintenance on the properties have produced a negative image of the community. The

CRA's programs are good tools to change the image and encourage redevelopment of the blighted properties.

In the future, there may be other residential types including townhouses and apartments as described in Section IV, "The Workshop Plan." These will include, as described in Section IV, the Urban Design Plan, town homes and apartments over retail (mixed-use).

In summary, residential is a very critical land use for the community, for it is this use that will generate the majority of the tax increment in the early years. In addition the residential will generate a need for more and better retail.

2. Retail

Retail currently in the CRA is found principally on Dixie Highway. It is a mixture of light industrial, neighborhood services, automobile, printing, and churches. There exist several sites which could be redeveloped. Retail can be an important use in the future particularly if CR A1A is redeveloped as a community street, one that links several communities together. The future retail will not compete with the US 1 highway corridor retail, which is a corridor with regional draw. Instead the retail could serve the communities to the east and south of Golden Gate.

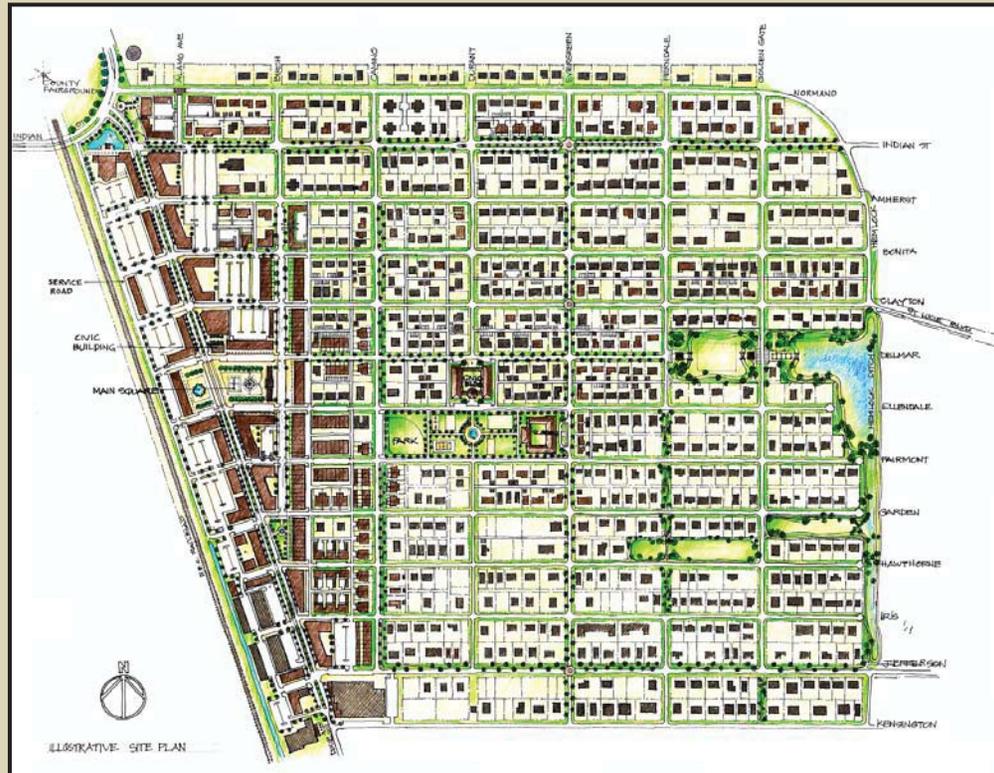
3. Office

The office market in the CRA Redevelopment Area contains a few smaller, service oriented, office-users. The market appears to be stable in Martin County, without a great deal of vacancy. This space type appears, as experienced in other communities under redevelopment, to be an opportunity for the CRA area to attract, albeit very limited.

4. **Hotel**

The Golden Gate community may wish to consider the development of small, boutique bed and breakfast establishments to serve both the resident and business community visitors and the island's tourists. The hotels could take the form of a bed and breakfast, similar to the one in existence in Stuart, or it could be on the upper floors of a mixed-use building.

Golden Gate Community Redevelopment Plan



Section VII Appendix



Civic Design Associates

Appendices:

Legal Description

Design Team

Charrette Invitation

Picnic Invitation

Charrette Participant Book

Stakeholder Interview Questionnaire

Essay by Carol Gregoire, “The Edge of the Ditch”

Golden Gate Children’s Workshop

GOLDEN GATE CRA

DESCRIPTION OF CRA BOUNDARY

A Portion of Land Lying in that Part of the following Plats, Golden Gate Park as Recorded in Plat Book 1, Page 50, 50A, 50B and 50C, Public Records of Martin County, Florida, Golden Gate as Recorded in Plat Book 11, Page 41 Public Records of Palm Beach (Now Martin) County, Florida and the Plat of Port Sewall Land Company Revised as Recorded in Plat Book 3, Page 8, Public Records of Martin County, Florida, said Portions being more Particularly Described as follows:

Commence at the Northeasterly Corner of Block 225 according to said Plat of Golden Gate Park; Thence Southwesterly along the Northerly Line of said Block 225 (said Line also being the Southerly Un-open Right-of-Way of Daniels Ave (a 50 foot wide Right-of-Way) and its Southwesterly Projection to the Easterly Right-of-Way Line of the (F.E.C.) Florida East Coast Railroad (a 100 foot wide Right-of-Way); Thence Southeasterly along said F.E.C. Railroad Right-of-Way to the Intersection with the Northerly Right-of-Way Line of SE Indian Street (a 100 foot wide Right-of-Way) according to the Plat of Golden Gate; Thence Southwesterly Across the F.E.C. Railroad Right-of-Way to the Northeasterly Corner of Lot 65 according to the Plat of Port Sewall Revised Map of Sewall's Point Land Company as Recorded in Plat Book 3, Page 7, Public Records of Martin County, Florida and the Westerly Right-of-Way Line of said F.E.C. Railroad; Thence Southeasterly along said Westerly Right-of-Way Line of the F.E.C. Railroad to the Intersection with the Southwesterly Projected Southerly Line of Lot 52, Block 5 according to the Plat of Golden Gate; Thence Northeasterly along said Projected Line and the Southerly Line of said Lot 52, Block 5 to the Southeasterly Corner of said lot 52, Block 5; Thence Northwesterly along the Easterly Line of said Lot 52, Block 5 to the Southwesterly Corner of Lot 148, Block 5: Thence Northeasterly along the Southerly Line of said Lot 148, Block 5 to the Westerly Right-of-Way Line of SE Dixie Highway (C.R.- A-1-A) (a 80 foot wide Right-of Way); Thence Northeasterly Across said SE Dixie Highway to the Northwesterly Corner of Block 230, said Corner also being the Easterly Right-of-Way Line of said SE Dixie Highway and the Southerly Right-of-Way Line of SE Kensington Street (a 50 foot wide Right-of-Way); Thence Easterly along the Southerly Right-of-Way Line of said SE Kensington Street to the Easterly Right-of-Way Line of the Un-opened Right-of-Way Line of 8th Street (a 67 foot wide Right-of-Way) according to the Plat of Golden Gate; Thence Northerly along the Easterly Right-of-Way Line of said 8th Street to the Intersection with the Southerly Right-of-Way Line of SE St Lucie Blvd (a 60 foot wide Right-of-Way); Thence Continue on the Projected Easterly Right-of-Way Line of said 8th Street to the Intersection with the Northerly Right-of-Way Line of said SE St Lucie Blvd; Thence Northerly along the Easterly Right-of-Way Line of SE St Lucie Blvd (a 67 foot wide Right-of-Way Platted as 8th Street) to the Intersection with the Westerly Mean High Water Line of Willoughby Creek; Thence Northwesterly along said Mean High Water Line of Willoughby Creek and the Easterly Right-of-Way Line of Said SE St Lucie Blvd to the Southerly Right-of-way

Line of SE Indian Street (a 100 foot wide Right-of-Way) according to the Plat of Golden Gate Park; Thence Continue along said Westerly Mean High Water Line of Willoughby Creek Across said SE Indian Street to the Northerly Right-of-Way Line of said SE Indian Street; Thence Continue Northerly along said Mean High Water Line of said Willoughby Creek and the Easterly Line of Block 15 According to the Plat of Port Sewall's Land Company Revised to the Intersection with the Southerly Right-of-Way Line of the Un-opened SE Normand Street (a 50 foot wide Right-of-Way); Thence Westerly along said Southerly Right-of-Way Line and the Northerly Line of said Block 15 to the Intersection with the Easterly Right-of-Way Line of SE Golden Gate Ave (a 50 foot wide Right-of-Way); Thence Northerly on the Northerly Projection of said easterly Right-of-Way line of SE Golden Gate Ave a Distance of 50.00 feet to the Northerly Right-of-Way Line of said SE Normand Street; Thence Continue Northerly on said Projected Easterly Right-of-Way Line a Distance 64.00 feet said point being on the Original Westerly Line of Block 43 according to said Plat of Port Sewall's Land Company Revised; Thence Westerly on a Line that is 64.00 feet Northerly of and Parallel to the Northerly Right-of-way Line of said SE Normand Street to the Westerly Line of Block 45 according to said Plat of Port Sewall's Land Company Revised; Thence Northerly along said Westerly Line of Block 45 a Distance of 61.00 feet; Thence Westerly along a Line that is 125.00 feet Northerly of and Parallel to the Northerly Right-of-Way Line of said SE Normand Street Through Blocks 47A, 47, 49, 51, 53 to the Northwest Corner of Lot 10, Block 55 according to the Plat of Golden Gate Park; Thence Northerly along the Westerly Line of Lot 9, Block 55 Across the Un-opened Taylor Ave (a 50 foot wide Right-of-way) and the Westerly Line of Lot 10, Block 61 to the Northwest Corner of said Lot 10, Block 61; Thence Westerly along the Northerly Line of Lots 8, 6, 4 and 2 of said Block 61 to the Westerly Right-of-Way Line of the Un-opened 1st street (a 60 foot wide Right-of-Way); Thence Southwesterly Across said Right-of-Way to the Westerly Right-of-Way Line of said 1st Street and the Southeast Corner of Lot 24, Block 59; Thence Westerly along the Southerly Line of Lots 24 Through 11 of said Block 59 and its Westerly Projection Across a 15.00 foot wide alley to the Easterly Line of Lot 5, Block 59; Thence Northwesterly along the Easterly Line of said Lot 5, Block 59 to the Northeast Corner of said Lot 5, Block 59; Thence Westerly along the Northerly Line of said Lot 5, Block 59 to the Easterly Right-of-Way Line of SE Dixie Highway (C.R.-A-1-A) (a 80 foot wide Right-of-Way); Thence Northwesterly along said Easterly Right-of-Way Line of said SE Dixie Highway to the Northwesterly Corner of said Block 59; Thence Southwesterly Across SE Dixie Highway to the Northeasterly Corner of said Block 225 according to the Plat of Golden Gate Park and the Point of Beginning.

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Charrette Contacts

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Lecture Hall and Charrette Location

Cassidy Center at Lamar Howard Park
2824 Ellendale Street
Stuart, FL 34996

Studio

Grace Community Church
3620 SE Dixie Highway
Stuart, FL 34997
561-781-7769

Purpose of the Charrette

Background

Martin County contemplates creating a community redevelopment agency (“CRA”) for the area known as Golden Gate. A map is included in this program of the study area. The area comprises approximately 200 acres and is trapezoidal in form. In order to create a CRA the County must follow the precise steps dictated in the Florida Statutes, Chapter 163, Part IV. These steps include determining the area blighted, followed by the preparation of a community redevelopment plan. The final steps include approval by the County of the redevelopment plan and the setting up of the CRA Board of Commissioners.

The County commissioned a “Finding of Necessity” study and on **Month, Day, Year**, and approved designating the area as a “slum and blighted” area. The next task is for the County to prepare a CRA Redevelopment Plan for the County Commission. In April 2002, the County Commission retained the services of Civic Design Associates (“CDA”), a professional planning firm, to prepare the CRA Redevelopment Plan.

Part of the process of preparing a redevelopment plan includes holding a series of community meetings in order to obtain ideas and concepts from Golden Gate residents and businesses about what they would like to see change in the study area. CDA will hold a community design workshop commencing on April 12, 2002. The community design workshop is sometimes called a “Charrette.”

The Charrette

The Charrette is an open-door, open-minded, visioning session. Everyone is invited and everyone is encouraged to speak and present his or her concepts for the area. The charrette is designed to let everyone speak and should not be dominated by any one person or group. Everyone’s ideas are good ideas. It is the job of the design consultants to try to find consensus among all the ideas. Sometimes there are conflicts, and it is the job of the consultant to weigh the merits of ideas and at the same time be fair. Ultimately the final arbitrator will be the County Commission. A successful charrette is where some of everyone’s ideas are considered. The process can be very invigorating and exciting. It can lay the framework for the future of the County.

The Charrette commences on a Friday night, April 12, 2002, for a two hour period. The design consultants, CDA, will explain the purpose of the Charrette and discuss typical urban problems that other communities experience. A slide show will be given to the participants and a stimulating lecture by a prominent urbanist will call the citizens to action. The presentation will be followed by a question and answer period.

Saturday is the intense public participation day. Commencing at 9:00 a.m. the public, already having been briefed the night before, will be divided into design teams. Each design team will consist of a diverse group of people and each will have their own design table and drawing and writing materials. A design professional or a county staff member will be assigned to each table. Friends will be divided evenly on all teams. The teams will have through lunchtime (lunch served free) to develop designs for the study area. At 1:00 pm each team will begin presenting their schemes. After all the presentations have been made, CDA will provide a wrap-up discussion, looking for consensus and for conflicts in ideas.

On the following Sunday the design professionals will be working all day to synthesize the design concepts and will begin producing the first draft of a conceptual plan. Several designers will be working on sketches of proposed development projects and others will be working on sketches of street beautification, park and open space, and other concepts.

On Monday CDA will continue to interview, one-on-one, the following list of stakeholders in the community. Many of these stakeholders will have been interviewed prior to the charrette. The purpose of the interviews is to discover in depth the community’s vision.

Elected officials
County staff
Homeowners
Residents
Business owners
Property owners

Tuesday through Wednesday will be devoted to completing the urban design for the study area. Citizens are invited at the end of each day at 5:00 p.m. to review the work in progress. However, the studio will be closed on Wednesday.

Wednesday night, CDA will present in an open forum the results of the charrette. The audience will be those that attended the charrette and anyone else that may wish to see the results. Feedback by all stakeholders will be important. Wednesday night will also be the opportunity for the County Commission to comment on the conceptual plan.

Charrette Ground Rules

A charrette workshop attracts many diverse people and so ground rules are important in order to accomplish the purpose of the charrette, which is to discover everyone's ideas.

The following outlines the rules of the charrette.

1. **Clear Mission and Clear Constituency**

Principal topics of successful charrettes include development, redevelopment and design guidelines. Charrettes should be held for the benefit of both the entire county and the residents, businesses and property owners of the study area. The community issues usually consist of traffic, crime, open space, pedestrian quality, parking, building style and quality, land uses, and many other issues.

2. **Brevity and Intensity**

Charrettes are carried out over a short period of time in order to encourage the public to succinctly offer their suggestions. However, the experience can be intense and invigorating. The process is designed to be very democratic.

3. **Public Participation**

Public participation is the key to a successful charrette. Let your neighbor speak and respect his or her point of view regardless if you disagree with it. A democratic process will lead to consensus. Everyone will become an urban planner by the end of the planning day.

4. **Open Discussion**

The process encourages brainstorming. Therefore, the rules that limit discussion should be few and no topic should be off limits. However each citizen should respect the opinions of every other citizen not matter how different.

5. **Design Products**

The end result should be a detailed plan in both text and graphic form, which resolves issues identified in the charrette study area. The charrette report should lend itself to a strong redevelopment plan for the area and successful implementation of the ideas.

Schedule of Events

Night Lecture open	Friday, April 12
Public Design Workshop	Saturday, April 13
Charrette Studio Opens	Sunday, April 14
Studio	Monday, April 15
Studio	Tuesday, April 16
Close Studio / Charrette Presentation	Wednesday, April 17

Agenda for Saturday, April 13, 2002, Workshop

8:30 am.	Cassidy Center doors open;
9:00 am	Registration and coffee and donuts;
9:30 am.	Introduction by County Commissioner Dennis Armstrong; Briefing by Chris J. Brown of Civic Design Associates;
9:45 am.	Teams assemble at tables and identify issues and opportunities;
10:00 am.	Design the Vision for Golden Gate;
12:30 am.	Lunch at the team tables;
1:00 pm.	Team presentations (elect a spokesperson)
2:30 pm.	Presentation by the Children
2:45 pm.	Wrap-up by Chris Brown
3:00 pm.	Adjourn

Frequently Asked Questions

What is a Community Redevelopment Agency ("CRA")?

A CRA is a dependent taxing district set up by the County (called the "governing body") for the purpose of eliminating slum and blight, enhancing the tax base and encouraging both public and private improvements in the CRA Area. The CRA is governed by State Statutes, Chapter 163, Part III. The CRA's source of revenue with which it can deploy to make public improvements is derived from tax increment.

CRA's have been used by many cities and counties in Florida to revitalize urban areas such as the one being considered in Golden Gate. An important part of creating a CRA is the preparation and adoption of a CRA Master Redevelopment Plan, which set forth the programs for improvement for the redevelopment area.

What is a CRA Redevelopment Plan?

The Redevelopment Plan is a legal document that is required by State law to be approved by the County. The plan sets forth the goals and objectives of the plan, generally to eliminate blight and to improve the economic conditions. Most importantly it sets forth the many programs for improvement. These programs may include street improvements, park improvements, marketing programs, housing programs, retail assistance and many others. Currently a redevelopment plan is being completed for the Golden Gate Neighborhood Planning Area, with the public input received during the charrette serving as the base for the development of the plan.

What is a "Neighborhood Design Workshop or Charrette?"

A Charrette is a public planning process in which the County invites as many citizens as possible to participate in developing a plan for the area being considered for redevelopment. In a Charrette everyone's opinion is considered important and no idea is a bad idea. It is a very democratic process in which every citizen is encouraged to participate. A Charrette usually takes place over a short period of time and urban design professionals act as facilitators. After a day-long public planning meeting in which the public creates design teams and forwards their ideas for the future of the area, the consultants synthesize the ideas into a common plan. The citizens are asked to plan without constraints of existing codes and plan for what they want their area to become in twenty years. It is a long-range planning endeavor.

What is the purpose of the Golden Gate Neighborhood Advisory Committee?

In 2001, the Martin County Board of County Commissioners (BCC) and Community Redevelopment Agency (CRA) established three new neighborhood planning areas: Golden Gate, Indiantown, and Palm City. Shortly thereafter, the Board of County Commissioners appointed members to the Golden Gate Neighborhood Advisory Committee to develop a Community Redevelopment Plan. To serve on the NAC, applicants must meet the following criteria: live, own a business, or be a senior manager of a business within the boundaries of the CRA or NPA. The role of the NAC is critical in the development of a Community Redevelopment Plan. The NAC members have the responsibility of making decisions and recommendations based on input from the community. Along with the consultants and county staff, the NAC members will decide what is contained in the Community Redevelopment Plan. They implement the plan by helping to develop zoning overlays and design guidelines. After the plans and guidelines have been adopted by the CRA and BCC, the NAC recommends amendments when necessary. Another critical component of the role of the NAC is the review of development proposals within the boundaries of the CRA. This role will help ensure that future development is consistent with the vision of the community.

Currently there are two vacancies on the Golden Gate Neighborhood Advisory Committee. To be considered for appointment to the committee by the Martin County Community Redevelopment Agency, please call 288-5495 for an application.

What is tax increment and tax increment financing?

Tax increment is the property taxes contributed by the County (and any other contributing taxing districts) to the CRA Trust Fund. The contribution is based upon only new values of real estate created within the CRA Area after its creation. For example, if a vacant piece of land is valued at \$100,000 and a new building is constructed on the land and the result is that the new building including the land value is valued at \$1,100,000 then the incremental difference in value is \$1,000,000. Taxes collected by the County (and the other contributing authorities) will be distributed to the CRA according to the difference between the new taxable value and the base year value of the CRA. The value is discounted by 5%. Typically in the early years of a CRA the tax increment is small but as new projects are built and as existing properties make improvements, then the tax increment rises.

Why create a CRA?

A CRA is a very useful tool for a County to use in order to make changes in an economically dysfunctional area such as Golden Gate. While it is not the only tool the County has, it has proven to be a successful method to upgrade a depressed area. Many other cities and counties have utilized their CRA to make significant improvements in their older urban areas, both commercial and residential. Examples of cities include Delray Beach and West Palm Beach.

Because the CRA receives contributions from the County, the funds can be concentrated on a small area for projects that positively impact the area over a short period of time. In addition the CRA projects can also have great impact in attracting new private capital and new building projects to the area. By creating a CRA, the County sends an important message to Golden Gate current property owners and residents, that it will invest both time and money in improving the area.

Who governs a CRA?

The Martin County Board of County Commissioners also serve as the Martin County Community Redevelopment Agency Board. The County Commission must approve the annual budget and approve any financial activities, such as the issuance of revenue bonds for public improvements. The financial books of the CRA are merged with the books of the County each fiscal year.

What are the CRA funds used for?

CRA funds can be used for only those programs written into the Redevelopment Plan, which is why your input is crucial in the development of the Golden Gate Community Redevelopment Plan. Typically these programs include street improvements, land acquisition, park improvements, parking, lighting, marketing, housing, and many others which qualify under the plan.

If the purpose of a CRA is to encourage the redevelopment of its area, does redevelopment cause any adverse conditions such as traffic?

If a CRA is successful by its redevelopment efforts, traffic is unlikely to increase. However increased traffic should not always be considered to be only negative. A successful CRA area will concurrently provide better pedestrian walkways, transit and even parks. And a successful CRA area will provide higher access to shopping and entertainment, relieving the local residents of having to drive to another part of the County to shop, dine and entertain themselves. Traffic trips can actually be reduced for the local residents who chose to walk or ride some form of transit instead of driving.

Does redevelopment increase crime?

No, quite the contrary. Redevelopment reduces crime since there are many more people on the street walking and socializing in a successful urban environment. Criminals do not like to carry on their activities

when a lot of people are around. Every pedestrian becomes a citizen on patrol, watching out for his or her neighbors.

Will my taxes rise as a result of creating a CRA?

No. A CRA does not levy taxes; it only receives contributions from existing taxing authorities such as the County and County. The tax millage rates set by the taxing authorities are not affected by the existence of a CRA.

Will property values be affected as a result of creating a CRA?

Historically it has been shown that property values have risen in successful CRA districts. In very successful cities, such as Delray Beach, values doubled over a ten year period. Residential property owners were exuberant since their homes increased in value but their taxes rose at a maximum of 3% annually.

Will the CRA be acquiring new property?

The CRA has the legislative authority to acquire property. It is an option that may be part of the redevelopment plan.

Will the CRA Redevelopment Plan encourage residential development in the area?

It is a possibility and certainly one that has been encouraged by many successful CRA's in Florida. Residential development is important since it will bring new consumers to the area that will help, along with the existing residents, to support new retail and new employment. In addition the residential does not impact traffic as significantly as other uses such as retail and office. Residential also produces more people to utilize the wider urban sidewalks associated with a dynamic urban village.

Will the CRA Redevelopment Plan encourage retail development especially that which will serve the existing residents?

Many CRA plans of other cities attempt to encourage retail such as grocery stores, books, restaurants, art, music, apparel, antiques, home accessories, and many other varieties to serve the local residents. Much of the retail may be tucked into mixed-use buildings. The development of quality retail depends upon the ability to encourage people of all ages to live in the area.

How will the plan deal with parking?

Many CRA plans of other cities discourage large areas of asphalt parking and encourage small parking lots hidden behind buildings. In addition good planning encourages parking on the street so that a shopper or visitor can have easy access to a shop for a short period of time. The on-street parking also provides a buffer between the pedestrian and the moving vehicles in the street.

Will redevelopment increase the demand for more school classrooms?

Historically urban residential does not contain many families with school-age children. Urban residents tend to be childless but range in age groups from the young professional and downtown workers to middle-aged professionals to retirees and second home residents.

However, Golden Gate is a neighborhood with a large population of families. It is anticipated that the redevelopment plan will address the needs of urban families in Golden Gate, including the need for adequate educational facilities.

When will the plan be completed?

The County expects to adopt the plan by the Fall of 2002.

How can I become involved in the future of Golden Gate?

Martin County encourages all of its citizens to participate in this unique process. The starting point is to participate in the Charrette to be held on April 12-17, 2002. However, many other public meetings will occur during the process and a list will be made available at the Charrette. These meetings include approvals of the plan by various boards of the County including the Planning and Zoning Board. The County Commission will hear the final plan in the Fall of 2002.

In addition, you may attend the monthly meetings of the Golden Gate Neighborhood Advisory Committee (GG-NAC). The GG-NAC meets the 1st Monday of every month at 6:00 PM at the Cassidy Center in Lamar Howard Park, located at 2824 SE Ellendale Street (Entrance on Fairmont Street).

You are also invited to visit Martin County's Community Development Division website to view maps of Golden Gate, agendas and minutes of the Golden Gate Neighborhood Advisory Committee, photos, contact information, and an on-line edition of Neighborhood Matters, the newsletter of the Martin County Community Redevelopment Agency. Please visit www.martin.fl.us/GOVT/depts/gmd/cdd/ and click on "Golden Gate."

Stakeholders

GOLDEN GATE STAKEHOLDERS



Neighborhood Advisory Committee Members

Daniel Cowan, Chair
Frances Criss, Co-Chair
Anthony Amendola
Aaron Felder
Ronald John Lenard
Mariann Moore

Elected Officials

Honorable Commissioner Dennis H. Armstrong, District 2

Martin County Community Redevelopment Agency

Commission Chairperson Elmira R. Gainey, District 4
Commission Vice-Chair Michael DiTerlizzi, District 5
Commissioner Lee Weberman, District 3
Commissioner Dennis H. Armstrong, District 2
Commissioner Doug Smith, District 1

Public Servants

Officer Dennis Hanner, Golden Gate Community Police Officer
Annette Jones, Golden Gate Parks and Recreation Coordinator

Golden Gate Community Development Division Staff

Robert P. Franke, AICP, Community Development Administrator
Kate A. Parmelee, Planner II
Pam Sutton, Code Enforcement Officer III, Golden Gate



GOLDEN GATE CHILDREN'S WORKSHOP ACTIVITIES



- 9:30 AM – 9:45 AM – Welcome and Introductions** – with everyone, leave for separate building afterwards
- 9:45 AM – 10:00 AM – Story time**
Listen to stories about the things that give each town or community its own unique feel.
- 10:00 AM – 10:30 AM - Planning for People and Wildlife**
Travel back through history to a wild and Un-inhabited Martin County to plan your own Golden Gate community using model clay, construction paper, and tempura paint
- 10:30 AM – 10:45 Am - Snack Break**
- 10:45 AM – 11:30 AM Planning Activity Continued**
- 11:30 AM – 12:30 PM What I Love About My Community and What I Would Change About My Community**
Find out what gives your community its own uniqueness and then capture it in a photograph (children will be given disposable cameras and go on a short field trip)
- 12:30 PM – 1:00 PM Lunch with everyone**
- 1:00 PM – 2:30 PM What Would you Change about Your Community**
Use your plan of the community to make changes and enhance the already existing Golden Gate community using transparencies and current maps
- 2:30 PM Presentations to the Entire Workshop of the Ideas of the Children**



Stakeholder Interview Questionnaire

Name of Stakeholder: _____

Organization: _____

Address: _____

Telephone Number: _____

Stakeholder Status: Resident Property Owner Business Owner Government

1. If you looked 20 years into the future, what would you like the CRA area to be? What is your vision for the area?

2. Please list the most important issues facing the area today?

3. Please list at least five improvements that the area needs today?

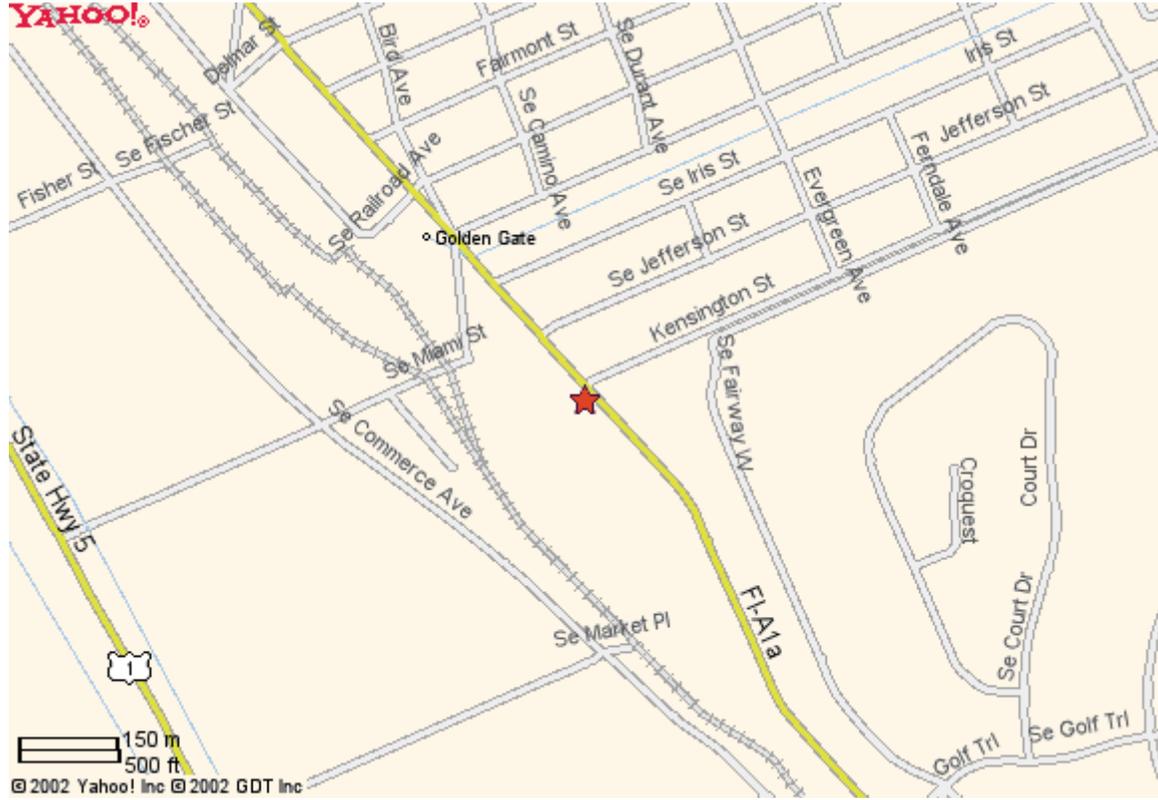
4. Do you think Lamar Howard Park is adequate to serve the area's residents? If so, Why? If not, why?

16. Are there sufficient facilities for children in the neighborhood? Name some that are missing.

17. Other comments.

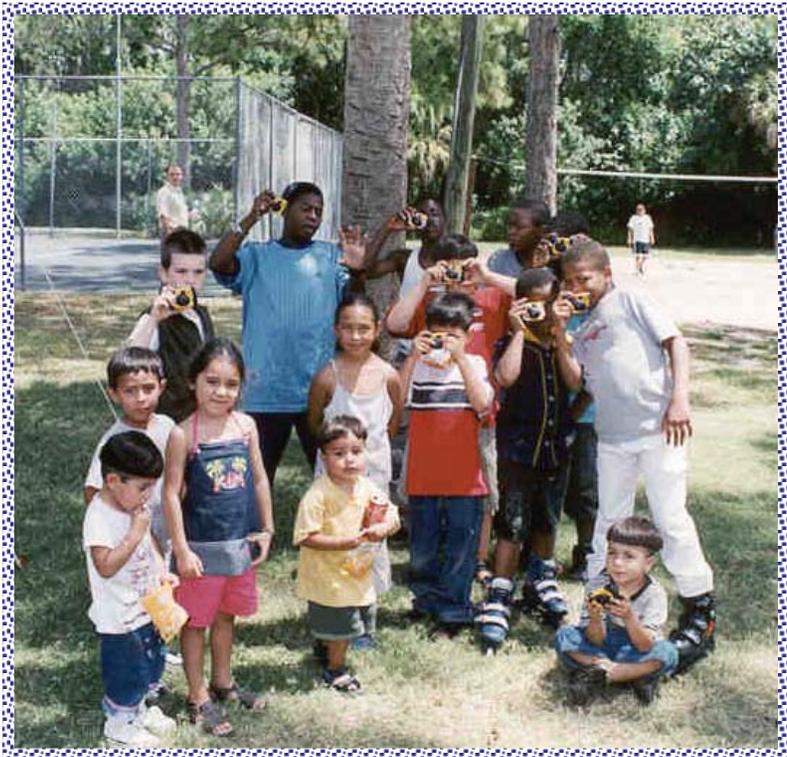
Studio Location

Grace Community Church
3620 SE Dixie Highway
Stuart, FL 34997
561-781-7769



Map of Study Area





GOLDEN GATE CHILDREN'S WORKSHOP

The Golden Gate Community Redevelopment Plan represents the first time in Martin County that the children of the community have been asked to provide their input on how to redevelop their neighborhood. The Martin County Community Development Division and the Blake Children's Library staff created a unique partnership to involve the children in planning for the future of their neighborhood. Staff created a program that educated the children on the importance of evaluating the needs of the neighborhood and involved them in planning using similar methods to the adult version of the workshop – with a few fun twists. In Golden Gate, children toured the neighborhood on a “Photo Safari,” documenting (with photos they took themselves) what they love about Golden Gate, and what they would like to see changed. Viewing the neighborhood through the eyes of a child brings a new perspective to redevelopment, one that encompasses more of the needs and wishes of the entire community. Golden Gate children also constructed 3D models of their ideal community, as outlined in the following pages. The models were presented to “the adults” at the end of the Golden Gate Neighborhood Workshop. Many of their ideas were incorporated into the Golden Gate Community Redevelopment Plan, and highlight the similarity of the issues that all members of the community, of all ages, encounter.

Golden Gate children, age 2-16, pose for a group photo after touring the neighborhood and capturing what they love, and would like to change, about their neighborhood.



GOLDEN GATE CHILDREN'S WORKSHOP PHOTO SAFARI



What Golden Gate Children Want to Change about their Community:



The outdoor bathrooms at Lamar Howard Park. Indoor restrooms are already in the plans for improvements that the Parks and Recreation department has planned for the park.



Unpaved roadways. The draft Golden Gate CRA Plan calls for replacing unpaved right-of-ways throughout with landscaped pedestrian "passage streets."



More sidewalks. Sidewalks have been identified as a priority for several streets in the Golden Gate CRA Plan.



TRASH. The abundance of trash alongside roads, in swales, and in vacant lots was seen as a major problem by the children. The draft Golden Gate CRA Plan outlines programs that will help the community address the trash problem.



Improvements to the Community Center. Kids suggested a better building and more programs on weekends. A new Community Center is an important component of the draft Golden Gate CRA Plan.



What Golden Gate Children Love about their Community:



Flowers and Trees.



Cassidy Center, Lamar Howard Park.



Playground, Lamar Howard Park.



Sidewalks to bicycle on.



THE CHILDREN
OF
GOLDEN GATE –
THEIR VISION

A duck pond with small bridge crossing over for viewing turtles and rabbits

Forested areas for wildlife, nature trail

Swimming Pool with fountain

Small pond surrounded by scrubby vegetation

Community center would offer television programs/movies to the children of the neighborhood without TVs

Superstore

Muddy drainage ditches would be converted to sidewalks

Tree-house/Fort

More wastebaskets would be available in the streets for trash

Less trash, broken beer bottles, and glass

Skateboard ramps and pipes

More flowers

More trees

Amusement park ride with swings spinning around

Chunk E. Cheese Restaurant

Bigger playground



Alex suggested a swimming pool with a fountain for Lamar Howard Park. A water play fountain is included in the Draft Golden Gate CRA Plan.



Pedro created a pond with "scrubby vegetation." The storm water retention areas can serve a dual purpose as passive recreation areas, as outlined in the draft Golden Gate CRA Plan.



Many children created trees in their model of an ideal community.



Keely sculpts a duck pond with a bridge to stand on and watch the wildlife. The draft Golden Gate CRA Plan includes several projects to highlight the natural beauty of Golden Gate.