



COMMUNITY WORKSHOP

Caroline Street Corridor Redevelopment Area

May 12, 2010

Summary of Community Comments

On Wednesday, May 12, 2010, Commissioner Weekley held a Community Workshop for the Caroline Street Corridor Redevelopment Area to discuss the process for the upcoming 2011 TIF Community Redevelopment Area application cycle. Along with the Commissioner and members of the public, members of the Key West Bight Board and staff from Port Operations, General Services, Property Management, Planning the City Manager's Office were in attendance at the workshop. Staff explained eligible project types and timelines and answered questions from the public. Staff from Property Management and the General Services Department discussed planned changes to the the Key West Bight Management District and planned stormwater improvement projects.

The following is a summary of issues raised by the public at the meeting.

- When will the revised application be available?
- When will funds be available for the Caroline Street Corridor?
- Is there a plan to set up an advisory committee for the Caroline Street Corridor?
- Is there a proposed Master Plan for the Caroline Street Corridor?
- How does one apply for right-of-way projects or projects on City property? Is coordination with the City appropriate?
- How much longer does the City of Key West have to pay the bonds that were used to secure the Bight?
- Is the Bight Board going to have to enter into the same application process?
- How does the public become aware of the applications that have been submitted, especially the City applications?
- What is the best way to apply for improvements to public lands/ City property?
- This process appears to have taken a long time already, is there anything that can be done now to address concerns?
- Is City Staff available for consultation?

Planned Common Area Improvements Study at Key West Bight:

- Is there a plan to renovate the shelter on Caroline and Margaret Streets?
- Will the planned improvements be for both north and south sides of Caroline Street?

Stormwater Issues:

- How does City plan to address stormwater and flooding problems?
- Can the traffic barricade at Elizabeth and Caroline Streets be removed?

General Questions:

- How is the Jabor's property to be used in the interim? Has anyone purchased the property?
- What is the most recent news concerning the Waterfront Market ?

Materials distributed at the community workshop as well as written comments provided by the public during the meeting are attached.

The Planning Department strives to summarize comments accurately and noted these comments during the meeting on a large scale flip chart. If anyone believes that this comment summary does not accurately reflect their comments at the meeting please contact the Planning Department and we will correct the document.

K:\Community Redevelopment Area Plans\Public Workshops and Follow Up Information\Caroline Street Corridor Public Meeting May 12, 2010\2010.05.12 CSC Community Meeting Summary.doc

Agenda



AGENDA
Commissioner Jimmy Weekley
District 1 Meeting –
Caroline Street Corridor (Including Key West Bight) TIF

- 1. Welcome and Introductions**
- 2. Caroline Street Corridor Community Redevelopment Area and Tax Increment Finance (TIF) Funding -**
 - a. Process for Application**
 - b. Eligible Project Types**
- 3. Key West Bight Planning Initiatives**
- 4. Other Issues and Concerns**
- 5. Next Step**

Attendance Sign In

Caroline Corridor Community Meeting

Please Sign In!

5/12/10

- | | <u>Name</u> | <u>Ph #</u> | <u>email</u> | <u>address</u> |
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Public Comment

5/12/10
Bill O'Connor

CAROLINE STREET CORRIDOR ...

Is the gateway to the city for most people using the ferry from Ft. Myers. Their 1st impression will be a lasting impression. Many of those walking into town are abused by pan handlers both coming and going to the ferry. What are their last memories of Key West?

- Better landscaping by city parking lot. No new plant colors in 4-years. More or improved streetscape plantings
- More trash cans. People will use them if they are there. Only 1 by the parking lot.
- Better, improved signs for new pay parking program. Signs face away from customers. Improve education for pay parking. Almost if we want people to get parking tickets. Machines will remain broken for days.
- Slow down traffic speed. From Grinnell to Simonton is a drag strip. William & Caroline intersection needs a caution light.
- Limited scooter and bicycle parking along Caroline Street. Improve education for scooter drivers as to where to park. Most are not aware of open parking at designated areas. No bike racks from William Street to Margaret Street.
- Neighborhood ID signs "Caroline Street District". Also, 'you are here' type signs, so people can orientate themselves.
- Seasonal signs/banners on light post identifying events and programs.
- Improved street lighting to encourage evening walks and activities.
- Improve communications between businesses, code compliance, community service, planning and city licensing departments.

Distributed Materials



COMMUNITY REDEVELOPMENT AREA

Update on Stormwater Management Issues

The City's CRA includes two distinct subareas: the Bahama Village Community Redevelopment Area and the Caroline Street Corridor Community Redevelopment Area.

The City's General Services Department is responsible for stormwater improvements in both subareas. The City has been installing stormwater gravity wells in numerous intersections around the City to improve nearshore water quality and to help mitigate local flooding. These have been installed throughout town, and many more are in the design phase.

In the Bahama Village sub-area, gravity wells have already been installed in the following intersections:

- Thomas and Truman
- Olivia and Emma
- Howe and Virginia
- Amelia and Whitehead

Additionally, a well at the Emma and Truman intersection is being constructed.

In the Caroline St. Corridor sub-area, gravity wells have already been installed in the following intersections:

- Caroline and Simonton
- Frances and Eaton
- Frances and James
- White and Eaton

Additionally, wells at the Caroline and Elizabeth St. intersection and on Eaton/Caroline (mid block) are being constructed.

It is also important to note that several gravity wells have been installed, or are being designed, in areas a few blocks outside the boundaries of the CRA sub-areas. Since water flows downhill, some rainwater can be intercepted into these adjacent gravity wells before it reaches the CRA areas. Therefore these wells also help improve water quality in the waters adjacent to the CRA, and also help mitigate flooding in the CRA neighborhoods.

The City is using federal stimulus funds to expedite design and construction of the stormwater improvements identified above. The projected schedule is for completion at the beginning of July.

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Community Redevelopment Area Application for Tax Increment Appropriation

Applications for funding are accepted on an annual basis between July 1st and September 30th. By law funding for the Community Redevelopment Agency occurs after January 1. By making this application, Applicant certifies that he or she has read Section 163.340(9), Florida Statutes (the definition of "community redevelopment") and the City's Community Redevelopment Plan (including any amendment or restatement thereof, and understands that any funding pursuant to application must be consistent with the City's community redevelopment policy objectives. The attached Community Redevelopment Agency Use of Tax Increment Funding Guidelines include additional information to assist in the application process. Applicants should be especially aware of the Objective Criteria included in those Guidelines as they respond to questions in this application.

Section 163.340(9), Florida Statutes (the definition of "community redevelopment for blighted areas") "Community redevelopment" or "redevelopment" means undertakings, activities, or projects of a . . . municipality, or community redevelopment agency in a community redevelopment area for the elimination and prevention of the development or spread of . . . blight, or for the reduction or prevention of crime, or for the provision of affordable housing, whether for rent or for sale, to residents of low or moderate income, including the elderly, and may include. . . redevelopment within a community redevelopment area . . . that [is] deteriorating and economically distressed, or rehabilitation or conservation in a community redevelopment area, or any combination or part thereof, in accordance with a community redevelopment plan and may include the preparation of such a plan.

A. APPLICANT

1. Name _____
- Address _____
- Telephone Number _____
- Facsimile Number _____
- E-Mail Address _____

2. If you are an entity provide a description of your business or organization. Attach supporting information and materials if available.

B. PROJECT INFORMATION

1. For: (circle one)

(a) Bahama Village Subarea (b) Caroline Street Corridor Subarea – *Note: Applications for this subarea will begin in 2010 for 2011 Appropriations*

For: (circle one)

(a) New Development (b) Redevelopment (c) Rehabilitation
(d) Infrastructure (e) Programs

2. Project Title

Provide a project title for your community redevelopment financing request project or program.

3. Summary Project Description

Provide a brief description and background information on your community redevelopment project:

4. Evaluation Criteria

Identify which Objectives and Implementing Policies from the Plan the proposal complies with and why.

5. Location and Project Boundaries

Provide information that fully describes and illustrates the location and boundaries of the proposed project. Include map(s), legal description(s) and boundary survey, if available, property tax identification numbers, address, and area (in sq. ft. or acres). Provide photographs of the site where work is proposed. You may attach additional information.

6. Ownership and Legal Structure

Provide the full name(s) of the person(s) or entity(s) expected to own the project, if the project will not be owned by the City, and fully describe their legal structure (i.e. principals, ownership interests, liability, relationship to parent organization, subsidiaries, etc.). Before any funding each applicant will be required to provide federal and state tax identification numbers (or a social security number if the applicant is an individual without a tax I.D. number). Please note that a restrictive covenant may be required by the City of Key West for your project.

7. Detailed Project Description

Provide a complete description of the proposed community redevelopment project. If funding is required in phases, then provide information for cost and funding requests for each phase as well as the total project. Please address each applicable category below.

- a. Describe who has ownership and/or control of the project site.
- b. Describe the type of project (retail, office, rental housing, home ownership, infrastructure, program, etc.)
- c. Indicate whether the project is new construction or rehabilitation/renovation.
- d. Description of structures which will need to be demolished.
- e. Description of owners/tenants who will need to be relocated.

_____ HARC Planner

- b. Zoning District: Please indicate project zoning district(s) and identified planning approvals necessary for the project

- c. HARC Issues: Please identify HARC issues and required approvals necessary for the project

9. Project Funding Budget

Provide an overall budget for project construction or program operation. Information should be provided as an attachment to the application. Include the following:

- a. Funding Sources – During Construction Period: Provide a general budget for construction of the project. This budget should include a listing of all sources of funds, including total project cost, amount requested, amount provided by applicant and the source of funds provided by applicant.

- b. Funding Uses - Order of magnitude cost estimate: Submit an order of magnitude cost estimate for use of funds. A cost estimate prepared by a Florida architect or engineer is preferred for construction-related projects. Cost estimates for programs should include a breakdown between labor and materials. If project is phased, please specify annual allocation needed.

For each “source” of funds (debt, equity, public assistance, etc.) detail the status of the funding source and the applicable construction or program financing terms/details.

Source	Uses (Cost)
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

10. Project Schedule

Schedule for approvals, construction and implementation of proposal, including multiyear phasing if relevant. The schedule should address the applicable procedural requirements as included in the Use of Tax Increment Guidelines.

11. Although not specifically required by Chapter 163, part 3, Florida Statutes of the Community Redevelopment Act, it is important to encourage the concept of going green within the context of implementation of a community redevelopment. Going green in this instance means conscious attempts to reduce overall negative environmental impacts by individuals, businesses and government. Community redevelopment activities including the appropriation and use of tax increment when reasonably feasible should consider a focus on conserving the earth's resources, energy efficient activities, production of consumption of energy, use of sustainable materials, elimination of waste, compliance with environmental regulations and the use of environmentally friendly products, equipment and services. In this context green services are earth friendly, ethically produced and made energy efficient and employ the use recyclable materials. Please indicate how this application will promote green services.

C. CERTIFICATION

The undersigned has read this form, authorized its preparation and, under penalty of perjury, hereby certifies that, to the best of his or her knowledge and belief that the information provided is true, accurate and complete. Applicant understands that any appropriation is subject to available funds and if requested agrees to provide any and all additional information in a timely fashion as requested by the CRA or City.

Chapter 837.06 Florida Statutes – False Official Statements – Whoever knowingly makes a false statement in writing with the intent to mislead a public servant in the performance of his or her official duty shall be guilty of a misdemeanor of the second degree punishable as provided for in S. 775.082 or S. 775.083.

Applicant: _____ Date: _____

Subscribed and sworn to (or affirmed) before me on _____ (date) by

Please Print Name of Affiant

He/She is personally known to me or has presented _____ as identification.

Notary's Signature and Seal

_____ Name of Acknowledger printed or stamped

_____ Title or Rank

_____ Commission Number, if any

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Community Redevelopment Agency Use of Tax Increment Funding Guidelines

I. Purpose

The purpose of these guidelines is to:

- A. Guide Community Redevelopment Agency (CRA), the Bahama Village Redevelopment Advisory Committee (BVRAC), City staff and other advisory groups in preparing analysis and recommendations regarding the appropriation and use of tax increment funds for the CRA, including:
 - Private Sector funding requests
 - Non-Profit funding requests
 - Public Funding requests
 - Program Funding request
- B. Provide a framework within which the CRA can evaluate and compare proposed appropriation and uses of tax increment funds;
- C. Inform the community of the City's positions on the use of tax increment funding and the process through which decisions regarding the use of this tool are made; and
- D. Inform applicants regarding anticipated procedures and expectation funding is awarded.

II. Redevelopment Plan Implementation

- A. Implement community redevelopment that meets and furthers the objectives of, and are consistent with the principles and goals in the amended and restated Community Redevelopment Plan (the Plan) adopted by the City Commission. For projects within the Bahama Village Community Redevelopment Area, the applicable plans are the Bahama Village Redevelopment Plan dated July 1995, and the Bahama Village Redevelopment Plan 1998 Update. For projects within the Caroline Street Corridor Redevelopment Area the applicable plan is the Caroline Street Corridor Redevelopment Plan dated November 1996 [Note: The

application cycle for Caroline Street Corridor will not be initiated until 2010 for funding in 2011]. These plans are located on the City of Key West website in the Community Redevelopment Area section of the Planning Department webpage at www.keywestcity.com or at the [CRA](#) link.

III. Objective Criteria

Applications will be considered and ranked, based on the following factors **totaling 100 possible points** for rating and ranking the projects:

- A. Compliance with the amended and restated Community Redevelopment Plan (25 possible points) - An applicant seeking project financial assistance must demonstrate that the recommended community redevelopment project or program is consistent with the objectives and strategies in the applicable Community Redevelopment Plan.
- B. Need for Public Contribution of Tax Increment (20 possible points) - The need for a tax increment appropriation must be demonstrated to the satisfaction of advisory committee (if in Bahama Village), CRA and staff, and the CRA. Documentation, including development budgets, cash flow projections, market studies and other financial and market information are encouraged to be submitted by the applicant.
- C. Amount of Tax Increment Contribution versus Private Investment (20 possible points) - A redevelopment proposal requesting tax increment funding assistance should, to the greatest extent possible, maximize the ratio of private investment to public contribution.
- D. Term of Appropriation (20 possible points) - The length of the term of the tax increment funding assistance shall be kept to the minimum necessary to achieve the desired result. The proposed term of any tax increment funding assistance shall be fully documented and presented to the CRA. If this appropriation is for a reoccurring program, at what point does program become self sustaining and meet measurements of success?
- E. Development Benefits and Costs (15 possible points) - The direct and indirect benefits of any proposed community redevelopment project (including rehabilitation, infrastructure, redevelopment, development and programs) should, where possible, be determined and quantified based upon advancing the Primary Objectives of the Plan and provision of green services.

IV. Review Process

Application review is expected to follow the following steps:

1. Staff will review the applications to determine if they are complete and notify the applicant of any deficiencies in the application and provide a timeframe within which deficiencies can be resolved. Timeframe: Approximately 45 days.
2. CRA Advisory Board (if applicable) will allow applicants to make short presentations and evaluate each project based on the established criteria and rank projects based on scores. (Within 30 days of step 1)
3. After January 1 the CRA Advisory Board will evaluate allocations for the top ranked projects based on funding availability. Not all top ranked requests will necessarily be fully funded. (By February 1)
4. Recommended awards will be forwarded to the CRA and City Commission for review and approval by March 1.

V. Procedures

The following is an outline of procedures required to be followed by an Owner (defined as any group, organization, person etc.) once awarded an appropriation of Tax Increment Funding by the CRA. Please note that the applicant is responsible for paying all permit application and issuance fees, including impact and licensing fees, associated with the proposed development.

The applicant is expected to follow and meet the schedule submitted with the project application for each of the applicable steps described below. Failure to adhere to the schedule may jeopardize funding, and staff reserves the right to bring projects which do not meet the schedule back to the CRA for reconsideration.

1. General Conditions

- City Staff briefs Owner on process and procedures.
- Owner briefs City Staff on project scope, schedule and other critical aspects.
- All capital projects should involve an Architect/Engineer – City Staff to determine exceptions, when applicable.
- All payments to Architect/Engineer, General Contractor and Others will be direct and made by City.
- City and Owner execute agreement regarding use of funds which contain acknowledgement of process and potential for reversion of funds.

2. Owner Selects Architect/Engineer if Applicable

- All capital projects will require engagement of Architect/Engineer.
 - Florida Licensed

- Local Architect/Engineer with restoration experience preferred.
- Owner and Architect/Engineer develop fee structure. Fee(s) shall be in accordance with the Fee Guide Calculator, as published by the State of Florida Department of Management Services.
- Written Agreement required.
- City will review selection of Architect/Engineer and resulting Agreement for reasonableness and completeness.
- Owner and Architect/Engineer enter into Agreement.
- Owner will review and recommend to City for payment all Requests for Payment from Architect/Engineer.

3. Architect/Engineer Responsibilities if Applicable

- Develop plans and/or specifications.
 - Based on Desires of Owner and Consistent with approved project.
- Determines if estimated cost is within appropriation approved by City Commission - if not inform City Staff.
- Secures all necessary local, state and federal approvals and permits.
- Contractor Selection.
 - Encourage competition to the maximum extent possible.
 - Develop solicitation and bidding documents, if necessary.
 - Encourage General Contractors to use Bahama Village resources to the maximum extent possible.
 - Collects bids and makes award recommendation to Owner and City Staff.
- Owner and General Contractor will enter into written Agreement – assistance provided by Architect/Engineer.
 - City will review selection of General Contractor and resulting Agreement for reasonableness and completeness
- Prior to issuance of a Notice to Proceed, Architect/Engineer shall confirm Contractor/Vendor is in good standing and a General Liability Insurance certificate should be received from each contractor/subcontractor naming the City as additional insured as well as the Owner
- Issue Notice to Proceed
- Monitor Progress of Work until Completion.
- Review and approve all Contractor and “Others” Payment Requests.
- Architect/Engineer shall ensure partial and final releases are secured from all contractors and subcontractors.

3. Other Actions

- City Staff to report on project progress to Commission or Committee

**AMENDED AND RESTATED
COMMUNITY REDEVELOPMENT PLAN**

Prepared by and in Collaboration with the
Bahama Village Redevelopment Advisory Committee,
Key West Bight District Management Board,
City officials, staff, counsel and advisors

Approved January 5, 2010

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APPENDICES

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APPENDIX B	UPDATED FINDING OF NECESSITY REVIEW
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APPENDIX D	RESOLUTION FINDING COMMUNITY REDEVELOPMENT PLAN IN CONFORM WITH COMPREHENSIVE PLAN

AMENDED AND RESTATED COMMUNITY REDEVELOPMENT PLAN

THIS AMENDED AND RESTATED COMMUNITY REDEVELOPMENT PLAN has been prepared upon the recommendation of and at the direction of the City Commission of the City of Key West, Florida, and its community redevelopment agency.

Executive Summary

This Amended and Restated Community Redevelopment Plan should be reviewed as the consolidated procedural document to serve as a guide to the community and the Caroline Street Corridor and Bahama Village Community Redevelopment Agency. This Plan consolidates and updates, with an eye toward statutory compliance, redevelopment plans for the two separate subareas administered by the City's redevelopment agency.

The City's redevelopment agency is charged with focusing on two distinct subareas; (1) the Bahama Village subarea and (2) the Caroline Street Corridor subarea. These subareas were identified and community redevelopment activities have been progressing since the mid-1990s. Additional background and historical information is contained in Section 2.01 of this Plan. Figure 1 shows the location of both subareas within the City; Figures 2 and 3 provide a more detailed map of the Bahama Village subarea; and Figures 4 and 5 provide a more detailed map of the Caroline Street Corridor subarea.

In using this Amended and Restated Community Redevelopment Plan, it is important to focus on the distinctions in terms of redevelopment objectives and non-exclusive strategies for addressing or implementing those objectives contained in Section 4.03 (Caroline Street Corridor) and Section 4.04 (Bahama Village) of this Plan. The objectives provide overarching guidance for redevelopment strategies. The redevelopment strategies included are non-exclusive. In other words, within the context of the broader objectives, the community, its redevelopment agency, and the City Commission can identify and implement alternative redevelopment strategies and activities over time without necessity of further amendment to this plan.

Also of import in the amended and restated approach is that this Plan offers a better defined and transparent annual budget and appropriation process which each year will invite input and recommendations from advisory committees, individual citizens or citizen groups. The annual budget and appropriation process, more specifically described in Section 6.05 hereof, provides transparency and clarity on how to employ and use tax increment dollars for community redevelopment.

This amended and restated plan has been drafted with an eye toward better standing the test of time. The overall goal of amending and restating the City's Community Redevelopment Plan is to create a clearer, more standardized process which will provide for citizen input and focus the community's efforts over the remaining duration of the Plan's effectiveness.

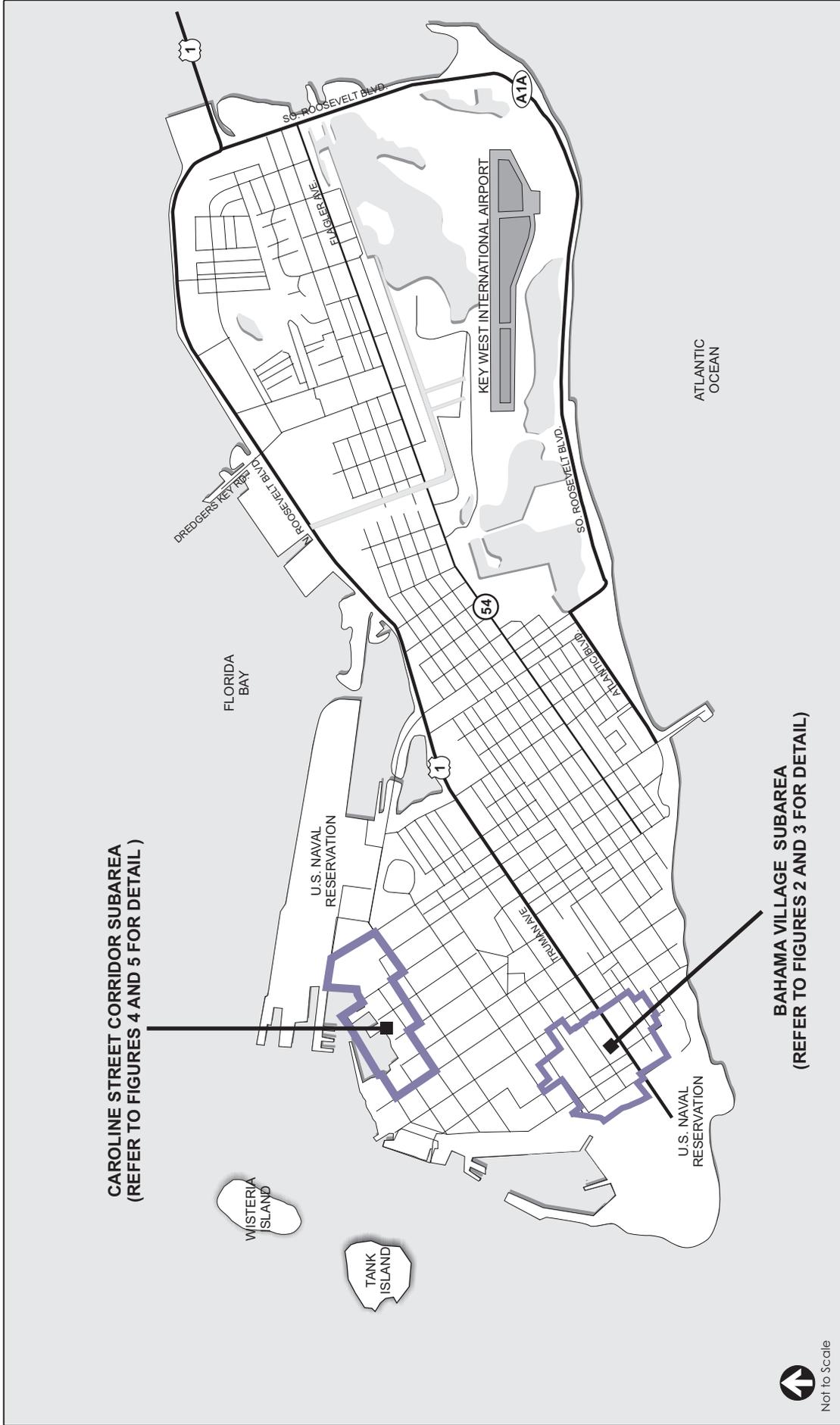


Figure 1
Location Map
Community Redevelopment Area
Caroline Street Corridor and Bahama Village Community Redevelopment Agency



NOTE: CRA BOUNDARIES ARE A GRAPHIC DEPICTION ONLY;
PLEASE REFER TO LEGAL DESCRIPTION FOR AN EXACT
DETERMINATION OF BOUNDARY LOCATIONS



LEGEND
 — Approximate Boundaries of Subarea

Figure 2
 Detail Location Map
 Bahama Village Subarea
 Community Redevelopment Area
 Caroline Street Corridor and Bahama Village Community Redevelopment Agency



Figure 3
 Aerial Detail Location Map
 Bahama Village Subarea
 Community Redevelopment Area

LEGEND
 — Approximate Boundaries of Subarea

Caroline Street Corridor and Bahama Village Community Redevelopment Agency



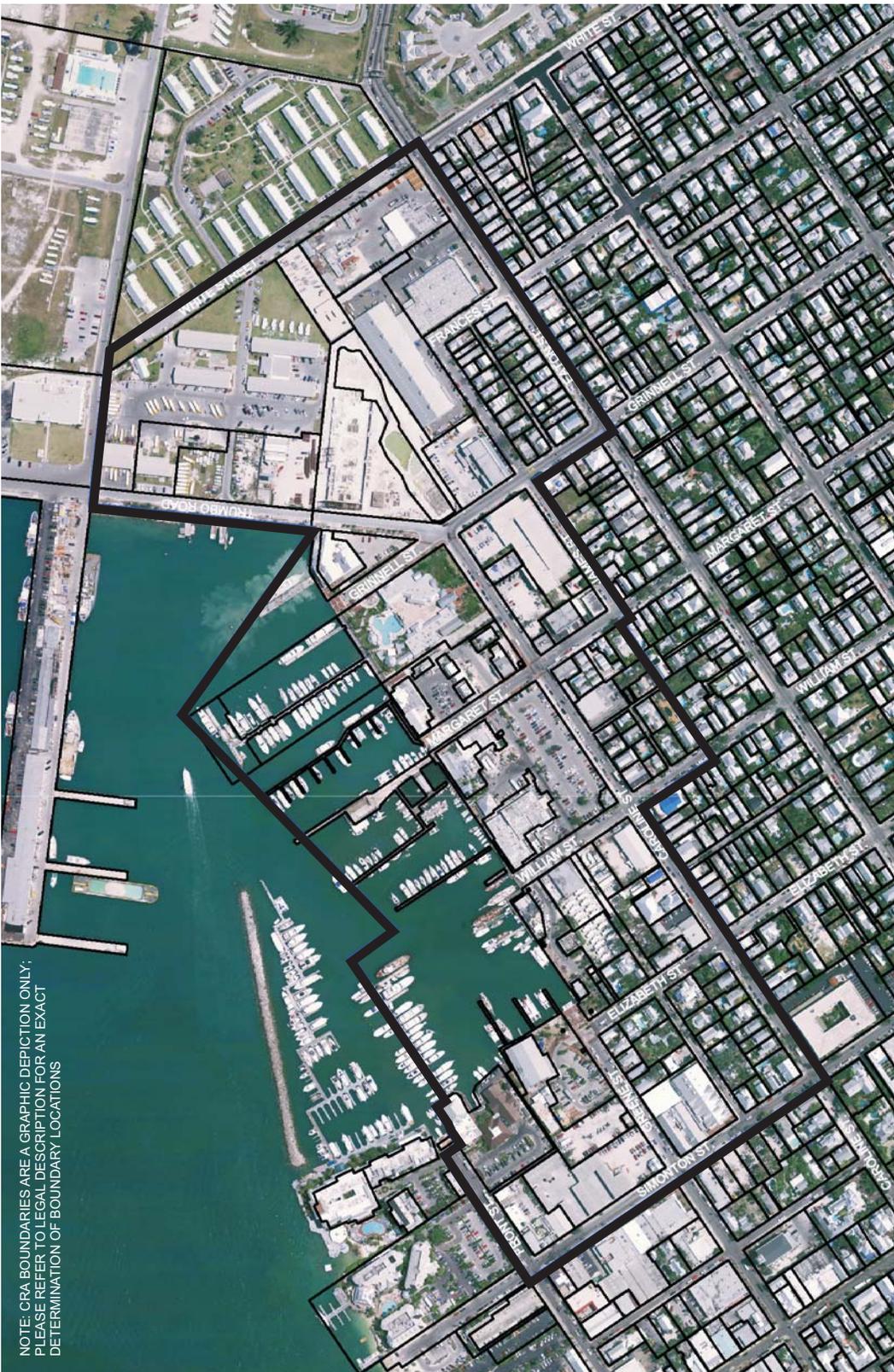
NOTE: CRA BOUNDARIES ARE A GRAPHIC DEPICTION ONLY;
PLEASE REFER TO LEGAL DESCRIPTION FOR AN EXACT
DETERMINATION OF BOUNDARY LOCATIONS



Figure 4
Detail Location Map
Caroline Street Corridor Subarea
Community Redevelopment Area
Caroline Street Corridor and Bahama Village Community Redevelopment Agency



LEGEND
 — Approximate Boundaries of Subarea
 ■ Approximate Boundaries of Key West Eight District Lands



NOTE: CRA BOUNDARIES ARE A GRAPHIC DEPICTION ONLY; PLEASE REFER TO LEGAL DESCRIPTION FOR AN EXACT DETERMINATION OF BOUNDARY LOCATIONS



LEGEND
 — Approximate Boundaries of Subarea

Figure 5
 Aerial Detail Location Map
 Caroline Street Corridor Subarea
 Community Redevelopment Area
 Bahama Village Community Redevelopment Agency

**ARTICLE I
INTRODUCTION**

SECTION 1.01. DEFINITIONS. As used in this Amended and Restated Community Redevelopment Plan, the following terms shall have the meanings as defined herein unless the context requires otherwise:

"**City**" means the City of Key West, Florida.

"**Commission**" means the City Commission of the City of Key West, Florida.

"**Comprehensive Plan**" means the City of Key West Comprehensive Plan, adopted August 10, 1993 by Ordinance 93-36, and as amended on August 1, 1995 by Ordinance 95-27; on September 1, 1995 by Ordinance 95-31; on November 6, 1996 by Ordinance 96-27; on September 9, 1999 by Ordinance 99-17; on July 6, 2000 by Ordinance 00-15; and on January 7, 2003 by Ordinance 03-03.

"**Community Redevelopment Act**" means Part III of Chapter 163, Florida Statutes.

"**Community Redevelopment Agency**" or "**CRA**" means the Caroline Street Corridor and Bahama Village Community Redevelopment Agency (formerly known as the "Key West Bight and Bahama Village Community Redevelopment Agency"), a public body corporate and politic under the laws of the State of Florida established pursuant to the Community Redevelopment Act.

“Community Redevelopment Area” means either or both, as the context may require, the Bahama Village subarea and the Caroline Street Corridor subarea located entirely within a portion of the incorporated area of the City of Key West, Florida, and being more particularly identified and described in composite Appendix A.

“Community Redevelopment Plan” means this Amended and Restated Community Redevelopment Plan, including any revisions or supplements hereto.

“Community Redevelopment Trust Fund” means the trust fund, established by City Ordinance No. 92-8 and Ordinance No. 96-31 and any amendments thereto, adopted pursuant to the Community Redevelopment Act for the deposit of the tax increment revenue attributable to the Community Redevelopment Area.

“County” means Monroe County, Florida, or its governing body, the Commission of County Commissioners, as the context requires.

“Finding of Necessity Report” collectively means the report initially prepared by Casella & Associates et al, dated December 1991, which documented blighted area conditions within the Community Redevelopment Area and was used, in part, as a basis for the adoption of Resolution No. 92-36, Resolution No. 92-60, and together with the Updated Finding of Necessity Review prepared by City staff, dated **[to come]**, which substantiates the continued presence of blighted area conditions in the

Community Redevelopment Area. A copy of the Finding of Necessity Review is attached hereto in Appendix B.

SECTION 1.02. CONSTRUCTION.

(A) Words importing the singular number shall include the plural in each case and vice versa, and words importing persons shall include firms and corporations. Words that reference only one gender shall include all genders.

(B) This Community Redevelopment Plan and all predecessor determinations, documents, ordinances, resolutions, and actions shall be liberally construed whenever possible to have fully complied with and fulfilled all requirements, conditions, elements and other matters provided for in the Community Redevelopment Act.

SECTION 1.03. INCORPORATION. The appendices hereto and each of the documents referred to therein are incorporated and made a part hereof in their entirety by reference.

SECTION 1.04. SECTION HEADINGS. Any headings preceding the texts of the several Articles, Sections, Appendices, or Exhibits in this Community Redevelopment Plan and any table of contents or marginal notes appended to copies hereof, shall be solely for the convenience of reference.

ARTICLE II
INITIATING REDEVELOPMENT

SECTION 2.01. BACKGROUND.

(A) The Community Redevelopment Act was created to assist communities and local governments in eliminating and preventing slum and/or blighted areas that are detrimental to the health, safety and moral welfare of state residents.

(B) In the early 1990's, the City recognized blighted area conditions within the City and began to consider redevelopment options. The task of documenting and then implementing a redevelopment initiative for the Community Redevelopment Area is complex and numerous variables inevitably were and continue to be addressed. From the outset, the City's policy has been to structure an approach which focuses upon fostering redevelopment while encouraging reasonable opportunities to use the expertise and abilities of private enterprise in conformance with the policy urgings of the Florida Legislature in the Community Redevelopment Act.

(C) The Commission authorized the investigation of the need for redevelopment in two, non-contiguous blighted areas, commonly known as Bahama Village and Key West Bight (subsequently renamed or referred to as the "Caroline Street Corridor"). The City retained planning consultants to document existing conditions in the Bahama Village and Key West Bight sections of the City in order to

determine whether these areas met the criteria for designation as a Community Redevelopment Area.

(D) On January 21, 1992, the Commission, after considering the determinations of the consultants, adopted findings of necessity required by the Community Redevelopment Act pursuant to Section 163.355, Florida Statutes (1992), determining that the Community Redevelopment Area was a blighted area within the meaning of the Community Redevelopment Act and designated the Community Redevelopment Area as appropriate for community redevelopment in Resolution No. 92-36.

(E) On February 14, 1992, the Commission adopted further findings of necessity required by the Community Redevelopment Act at Section 163.355, Florida Statutes (1992), determining that the Community Redevelopment Area was a blighted area within the meaning of the Community Redevelopment Act and designated the Community Redevelopment Area as appropriate for community redevelopment in Resolution No. 92-60.

(F) On February 14, 1992, the Commission enacted Ordinance No. 92-7 which created the Community Redevelopment Agency and declared that the Commission shall also sit ex-officio as the governing body of the CRA. Notwithstanding that the members of the Commission serve as the governing body of the CRA, the CRA is a

separate public body corporate and politic under Florida law. The CRA was established to carry out redevelopment activities for the Community Redevelopment Area.

(G) On February 14, 1992, the Commission enacted Ordinance No. 92-8 which created the Community Redevelopment Trust Fund for use within the Community Redevelopment Area to assist in the financing or refinancing of redevelopment. On June 7, 1994, the Commission enacted Ordinance No. 94-33 which cured a typographical error in Ordinance No. 92-8.

(H) On February 14, 1992, the Community Redevelopment Agency adopted Resolution No. 92-61 which submitted a redevelopment plan for the Bahama Village subarea to the Commission and recommended the Commission adopt such redevelopment plan.

(I) On February 14, 1992, the Commission adopted Resolution No. 92-62 which approved the initial redevelopment plan for the Bahama Village subarea.

(J) On February 15, 1994, the Commission adopted Resolution No. 94-72 which amended Resolution No. 92-36 to rename the Key West Bight and Bahama Village Redevelopment Agency to the Caroline Street Corridor and Bahama Village Community Redevelopment Agency.

(K) On March 23, 1995, the Commission adopted Resolution No. 95-104 which directed staff to prepare an amendment to Ordinance No. 92-8 establishing the 1995 tax

year as the base year for the Bahama Village subarea in accordance with Chapter 163, Florida Statutes (1995), and to prepare the necessary notifications.

(L) On July 2, 1996, the Commission adopted Resolution No. 96-250 which approved a revised redevelopment plan for the Bahama Village Redevelopment subarea and a Strategic Action Memorandum No. 1.

(M) On December 4, 1996, the Community Redevelopment Agency adopted Resolution No. 96-443 which approved the initial redevelopment plan for the Caroline Street Corridor subarea.

(N) On December 4, 1996, the Commission adopted Resolution No. 96-444 which approved the Redevelopment Plan for the Caroline Street Corridor subarea.

(O) On December 20, 1996, the Commission enacted Ordinance No. 96-31 which amended Chapter 19 of the Code of Ordinances to implement the Community Redevelopment Trust Fund by providing for tax increment funding in the Caroline Street Corridor and Bahama Village Community Redevelopment Agency.

(P) On September 15, 1998, the Commission adopted Resolution 98-346 which adopted the Bahama Village Redevelopment Plan 1998 Update for the Bahama Village subarea.

(Q) On November 5, 2008, the Commission enacted Ordinance No. 08-18 which amended Chapter 2 of the Code of Ordinances in order to establish the Bahama Village Redevelopment Advisory Committee.

(R) On January 6, 2009, the Commission adopted Resolution No. 09-016 which appointed members to the Bahama Village Redevelopment Advisory Committee.

(S) The City and the County are the only taxing authorities subject to the provisions of Section 163.387(2), Florida Statutes.

(T) In considering the record before them and their knowledge of the City as a predicate to making, ratifying and confirming the legislative determinations in the resolution approving and adopting this plan (Resolution No. 10-015), the Commission determined that the following factors identified in Section 163.340(8), Florida Statutes, existed and/or still exist within the Community Redevelopment Area:

(1) A substantial number of structures, which include, but are not limited to, site improvements, subdivision infrastructure, roadways, buildings and other improvements arranged, built or constructed within the Community Redevelopment Area, are physically and functionally deteriorated or are deteriorating in a manner which is leading to economic, physical and social distress; and the foregoing described structures, in their current condition, present a threat to and

endanger both life and property if not substantially repaired, retro-fitted, modified, rebuilt, or redeveloped, Section 163.340(8), Florida Statutes (2009);

(2) A predominance of defective or inadequate street layout, parking facilities, roadways, or public transportation facilities, Section 163.340(8)(a), Florida Statutes (2009);

(3) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness, Section 163.340(8)(c), Florida Statutes (2009);

(4) Unsanitary or unsafe conditions, Section 163.340(8)(d), Florida Statutes (2009);

(5) Deterioration of site or other improvements, Section 163.340(8)(e), Florida Statutes (2009);

(6) Inadequate and outdated building density patterns, Section 163.340(8)(f), Florida Statutes (2009);

(7) Incidence of crime in the area higher than in the remainder of the county or municipality, Section 163.340(8)(j), Florida Statutes (2009); and

(8) Governmentally owned property with adverse environmental conditions caused by a public or private entities, Section 163.340(8)(n), Florida Statutes (2009).

(U) In the preparation and adoption of this Community Redevelopment Plan, the CRA and City requested citizen input, including the assistance of the Bahama Village Redevelopment Advisory Committee and the Caroline Street Corridor community. In addition, in accordance with Section 2-554(a)(8) of the Code of Ordinances of the City, the City has also afforded the Key West Bight District Management Board the opportunity to review and comment on the Community Redevelopment Plan. These citizens contributed input, direction in drafting the diagrams, exhibits, text and/or graphics incorporated into this Community Redevelopment Plan and will serve as the foundation for future redevelopment planning initiatives and for preparing future redevelopment capital plans. This Community Redevelopment Plan is anticipated to provide a guide to the community for the ongoing development and redevelopment of the Community Redevelopment Area within the requirements of the Comprehensive Plan, this Community Redevelopment Plan, applicable resolutions, ordinances, statutes, and other similar regulations.

(V) Concurrent with the preparation and adoption of this Community Redevelopment Plan, the CRA with the assistance of citizen input, the Bahama Village Redevelopment Advisory Committee, the Key West Bight District Management Board, City staff, consultants and advisors have further refined the broad redevelopment

objectives and listed suggested non-exclusive strategies in a manner that clarifies the community vision, and the need to address opportunities to meet market requirements and the unique challenges of an island community.

SECTION 2.02. FINDING OF NECESSITY OVERVIEW.

(A) Fundamental to the broad redevelopment objectives and initiative embodied by this Community Redevelopment Plan is the finding of necessity required by the Community Redevelopment Act at Section 163.355, Florida Statutes. This legislative finding was first made by the Commission after the public hearings in early 1992 and was ratified and confirmed by Resolution No. 10-015 in the process of adopting this amended and restated Community Redevelopment Plan. In doing so, the Commission relied upon government maintained statistics, studies, expert reports, witness testimony, and personal knowledge of the Community Redevelopment Area by members of the Commission including, but not limited to, documentation on the extent of the blighted area conditions referred to herein, in part, as the Finding of Necessity Report.

(B) In the process of amending and restating the Community Redevelopment Plan, City staff also developed an Updated Finding of Necessity Review which marshaled and reviewed prior materials, government maintained statistics, studies,

expert reports and other relevant information; and, additionally presented that information to the Commission.

(C) The Finding of Necessity Report collectively documents certain physical, economic and regulatory conditions within the Community Redevelopment Area. A substantial amount of data concerning the Community Redevelopment Area has been assembled, considered, inspected and analyzed for collective incorporation into the Finding of Necessity Report.

(D) The Finding of Necessity Report further substantiated and continues to substantiate the conditions within the Community Redevelopment Area that substantially impair sound growth and have led to symptomatic economic distress in the Community Redevelopment Area.

(E) By approval of this Community Redevelopment Plan, the Commission, and ex-officio as the CRA, hereby ratifies and reconfirms the findings and determinations herein and in Resolution No. 10-015, that blighted area conditions, as such term is defined in the Community Redevelopment Act at Section 163.340(8), Florida Statutes, continue to exist within the Community Redevelopment Area and that the rehabilitation, conservation, or redevelopment, or a combination thereof, of the Community Redevelopment Area is and continues to be necessary in the interest of the public health, safety, morals, or welfare of the residents of the City.

SECTION 2.03. GENERAL DESCRIPTION OF REDEVELOPMENT AREA.

(A) The Community Redevelopment Area is comprised of two subareas: (1) the Bahama Village subarea and (2) Caroline Street Corridor subarea encompassing a total of approximately 127 acres, and should properly include adjacent road rights-of-way. The Community Redevelopment Area is located entirely within the jurisdiction and control of the City and lies within the Description of the Community Redevelopment Area and the Sketch of Legal Description attached hereto and referenced herein as composite Appendix A and Appendix C.

(B) The Caroline Street Corridor subarea of the Community Redevelopment Area is located along the Key West Bight, the City's historic seaport. The area is generally characterized by water-dependent and water-related commercial uses along its northern, waterfront boundary, lower intensity commercial uses along the Caroline Street area, and transient and residential uses south of Caroline Street. The past and current focus of activity has been on the waterfront, and marinas, a ferry terminal and commercial docks abut a continuous pedestrian walkway. Restaurants, bars and shops are focused on the landward (southern) side of the walkway and flow onto Caroline Street, which serves as the neighborhood commercial spine of the subarea. Caroline Street is characterized by small retail shops, most of which are located in historic homes or older commercial structures, and many of which sell artwork, clothing, and home

furnishings. This part of the subarea retains some tourism-orientation, but also serves a local market. The area south of Caroline Street is predominantly residential with small lots and a preponderance of historically significant structures. Streets and lanes are narrow in the residential areas, and parking is typically limited to on-street spaces. The subarea is adjacent to a limited access U.S. Coast Guard facility to the northeast and a large, underutilized area owned by the Monroe County School Board for a variety of industrial and office uses to the east. These uses, along with the street layout, limit connectivity to the east end of the subarea. A highly visible, large redevelopment project is located on Caroline Street and stretches to the waterfront; the development began two years ago, but construction has stopped and the majority of land remains vacant. The conditions within the Caroline Street Corridor subarea vary significantly. Evidence of redevelopment efforts can be found throughout the Bight area, which has been the focus of most redevelopment dollars since the creation of the Community Redevelopment Area. Because the Bight serves as an important visitor attraction, the investment has helped further initial redevelopment goals. However, other portions of the area continue to demonstrate blighted conditions and infrastructure for the entire subarea is generally deteriorated and in need of redevelopment. An updated Finding of Necessity is found in Appendix B which provides a more detailed assessment of neighborhood conditions.

(C) The Bahama Village subarea of the Community Redevelopment Area is located west of Duval Street, the City's most intense commercial street. This area has a rich physical and cultural history and many families have lived in the neighborhood for multiple generations. Much of the area is residential in character, with small corner stores interspersed throughout the subarea. Petronia Street and a portion of Emma Street are the main commercial corridors in the area and have been the focus of small-scale commercial redevelopment efforts. However, Whitehead Street also contains a variety of commercial and office uses, as well as the Hemingway House, a historic tourist attraction. The Bahama Village subarea is bounded, and to some extent isolated, by the Naval Air Station to the east. This facility is limited access and not integrated with the street network of the subarea. A portion of the Naval Air Station was surplus to the City of Key West in 2002, including a portion of land (commonly known as the Truman Waterfront) which was incorporated into the Bahama Village subarea in anticipation of the City's base reuse planning activity. Because this addition to the redevelopment area occurred prior to the actual conveyance of the land from the Navy to the City, a portion of the CRA boundaries extend onto Navy land. Substantial redevelopment activities are not expected to occur within that portion of the subarea remaining in Navy control. The portions of the subarea which are not historically commercial, or the focus of commercial redevelopment plans, are predominantly

residential in nature. Residential development is generally either contained in relatively large, homogenous housing projects (most of which are controlled by the Housing Authority of Key West) or small scale lots, most of which have evolved from lot-by-lot subdivisions intended to reflect patterns of development which began over a hundred years ago. These historic areas are characterized by many small lots, many with historic structures, and some of which have limited access along small lanes and alleys which penetrate most blocks. The area contains an important community recreational resource at Dr. Martin Luther King Community Park (which includes Nelson English and Willie Ward Parks, the community pool and other recreational facilities), which is located at the south end of the redevelopment area. The area also contains some of the City's most important civic structures, particularly in the form of its important historic churches and community gathering places. Several of these structures have been the subject of redevelopment efforts and examples of historic and cultural preservation within the Bahama Village subarea. The subarea has experienced a number of small scale redevelopment successes, but several redevelopment projects have also failed. Further, the subarea continues to demonstrate blighted area conditions. A more detailed documentation of redevelopment needs is included in Appendix B.

(D) Although distinct in many ways, both subareas are characterized by the historic patterns of development dating to the mid and late nineteenth century. Streets tend to be narrow, sidewalks irregular, parking limited, and parcels are generally small. Both areas draw significant pedestrian and bicycle traffic; however, neither area has consistently developed or marked pathways for these important modes of transportation. Further, these areas were developed well before today's standards for stormwater treatment and control were devised, and significant improvements are needed to bring infrastructure up to standard. Both areas contain antiquated small plats or resulting small subdivided parcels, diverse ownership, and deteriorated and aging infrastructure. The general plats or parcel subdivisions of properties in the Community Redevelopment Area were initially created in the 1800's, and then in many cases further subdivided to reflect existing residential development; which in many cases do not meet current specified lot sizes required in the City's land development regulations.

(E) Both subareas have designated land uses and associated zoning which reflect existing uses and the historic nature of the areas. The Caroline Street Corridor subarea is presently comprised of several historic or zoning designations: Historic High Density Residential/Commercial Core (HRCC), Historic High Density Residential/Commercial Core: Bay Side (HRCC-1), Historic High Density

Residential/Commercial Core: Key West Bight (HRCC-2), Historic Neighborhood Commercial: Old Town Northeast and Southeast (HNC-2), and Historic Medium Density Residential (HMDR) zoning designations. The Bahama Village subarea is presently comprised of several historic or zoning designations: Historic High Density Residential (HHDR), Historic Medium Density Residential (HMDR), Historic High Density Residential/Commercial Core: Bay Side (HRCC-1), Historic High Density Residential/Commercial Core: Atlantic Side (HRCC-3), Historic Neighborhood Commercial: Old Town Northeast and Southeast (HNC-2), Historic Neighborhood Commercial: Bahama Village (HNC-3), Historic Limited Commercial (HCL), Historic Residential/Office (HRO), and Historic Public Service, including recreation and open space (HPS) zoning designations. Land use and zoning maps along with a summary of uses associated with each district can be reviewed at the Planning Department of the City.

(F) The entire City of Key West is located within an area of critical state concern. An area of critical state concern is designated by the State Legislature as an area containing, or having a significant impact upon, environmental or natural resources of regional or statewide importance. As such, the City is the subject of intense growth management regulation, with particular focus on improving environmental conditions and assuring public health, safety and welfare associated with hurricane

evacuation times. Due to the area of critical state concern designation any development within the City that will necessitate the issuance of a development order (including a building permit) by the City may be reviewed by the Florida Department of Community Affairs (DCA) for consistency with the City's comprehensive plan, land development regulations and Principals for Guiding Development within an area of critical state concern. Thus, in addition to the typical burdens facing development activity, the Community Redevelopment Area is subject to an unusual set of regulatory restrictions, including a cap on new residential and transient building permits (commonly known as the Building Permit Allocation System or BPAS) which manages a limited pool of new units for future development.

SECTION 2.04. BOUNDARY JUSTIFICATION.

(A) The Community Redevelopment Area was selected for redevelopment for a number of reasons, primarily due to blighted area conditions that existed and continue to exist throughout the two subareas. The blighted area conditions are more particularly described herein and in the Finding of Necessity Report.

(B) Within the context of the Redevelopment Act there is an opportunity within the Community Redevelopment Area to address, among other things:

(1) Vacant lots, improved parcels, or other areas within the Community Redevelopment Area being used as locations to illegally dump trash or

accumulate debris. Dumping or accumulating debris is more than criminal mischief; such illegal activity creates not only visual blight, but it suggests health and safety risks for children or others exposed to the discarded items and vermin that the dump site may breed, and raises safety issues in the event of a hurricane.

(2) A road grid that has deteriorated, is outdated and requires more innovative traffic flow attention, refurbishment and resurfacing.

(3) Sidewalks which are too often inadequate and unsafe as many contain broken concrete, abruptly end and are too narrow.

(4) A general lack of adequate residential and visitor parking.

(5) The continued existence of localized flooding which is in need of attention and correction.

(6) The existing neighborhoods within the Community Redevelopment Area are not consistently well connected within themselves or to the rest of the City, and suffer from internal traffic constraints and limited pedestrian and bicycle pathways.

(7) The public realm, including the design and implementation of streetscaping, does not consistently support commercial corridors or connect commercial areas with the rest of the Community Redevelopment Area and City.

(8) Historic structures are deteriorating and the unique historic and cultural heritage of the Community Redevelopment Area could be lost.

(C) The Sketch of Legal Description of the Community Redevelopment Area, attached hereto as Appendix C, graphically depicts boundaries and lands contained within the Community Redevelopment Area.

SECTION 2.05. LEGAL DESCRIPTION. The Community Redevelopment Act at Section 163.362, Florida Statutes, requires that this Community Redevelopment Plan contain a legal description of the Community Redevelopment Area. The legal description of the Community Redevelopment Area is more particularly described in Appendix C.

SECTION 2.06. REDEVELOPMENT POWERS. Resolution No. 92-7 created and established the CRA, pursuant to the Community Redevelopment Act. The CRA is constituted as a public instrumentality and the exercise by the CRA of the powers conferred by the Community Redevelopment Act shall be deemed and held to be the performance of an essential public function. The CRA is authorized to exercise all of the powers conferred by the Community Redevelopment Act which are necessary and convenient to carry out and effectuate the purposes of community redevelopment and related activities within the Community Redevelopment Area.

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ARTICLE III
COMMUNITY REDEVELOPMENT PLAN ADOPTION

SECTION 3.01. PREPARATION OF COMMUNITY REDEVELOPMENT

PLAN. The Community Redevelopment Act at Section 163.360(4), Florida Statutes, provides that the City or CRA may itself prepare or cause to be prepared a community redevelopment plan. This amended and restated Community Redevelopment Plan has been prepared at the direction of the CRA and City and represents a collaborative effort among the Bahama Village Redevelopment Advisory Committee, the Key West Bight District Management Board, City staff, County staff, various consultants and advisors. Upon adoption, this amended and restated Community Redevelopment Plan shall supplement and in the event of conflict supersede all prior community redevelopment plans; provided, however, that all such prior plans shall be incorporated herein by reference solely for interlocal, informational and reference purposes.

SECTION 3.02. USING PRIVATE ENTERPRISE AS A REDEVELOPMENT TOOL.

(A) The Florida Legislature has encouraged the CRA and City, to the extent determined to be feasible in carrying out the Community Redevelopment Act, to afford reasonable opportunities, consistent with the sound needs of the community as a whole,

to include and use private enterprise in the redevelopment of the Community Redevelopment Area. This Community Redevelopment Plan lays a predicate to further implement such policy direction to use the skill and expertise of capable and cooperative private enterprise participants, landowners and redevelopment partners to implement the broad redevelopment initiatives contemplated by this Community Redevelopment Plan.

(B) In order to secure the involvement and participation of capable and qualified private enterprise participants or redevelopment partners, the City or CRA may invite, receive, consider and/or implement strategies or proposals from potential redevelopment partners to develop out reach programs, create public-private partnership opportunities for housing, or redevelopment of specific parcels, or delivery of improvements, or provide for the provision of extraordinary essential services, or any such other actions generally consistent with this Community Redevelopment Plan.

SECTION 3.03. PROCEDURE FOR CONSIDERING AND ADOPTING THE AMENDED AND RESTATED PLAN.

(A) The Community Redevelopment Act at Sections 163.360 and 163.361, Florida Statutes, generally outlines the procedure for considering and adopting this Amended and Restated Community Redevelopment Plan.

(B) The Amended and Restated Community Redevelopment Plan, once prepared, is required by the Community Redevelopment Act to be forwarded to the City Planning Board for review and recommendation as to its conformity within the Comprehensive Plan. Upon reviewing the Community Redevelopment Plan, the City of Key West Planning Board may then submit written recommendations to the City and the CRA with respect to the conformity of the proposed Community Redevelopment Plan with the Comprehensive Plan.

(C) Prior to adoption, this Community Redevelopment Plan was submitted to the City of Key West Planning Board for review and recommendations as to its conformity with the Comprehensive Plan for the development of the City as a whole. A copy of the resolution of the City of Key West Planning Board finding the Community Redevelopment Plan to be in conformity with the Comprehensive Plan is attached hereto and incorporated herein as Appendix D.

(D) Upon receipt of any comment from the local planning agency, the CRA is then required by the Community Redevelopment Act to submit the updated Community Redevelopment Plan recommended for approval, together with any written recommendations, to the governing body of each taxing authority that levies ad valorem taxes on real estate contained within the Community Redevelopment Area. The City and the County are distinguished from all other local taxing authorities as the

only taxing authorities subject to the provisions of Section 163.387(2), Florida Statutes. In other words, the City and County are the only taxing authorities subject to paying over tax increment funds, derived solely from the Community Redevelopment Area, for redevelopment purposes.

(E) The Community Redevelopment Act requires that notice of adoption of this amended and restated Community Redevelopment Plan be provided to each of the governing bodies having the ability to impose taxes within the Community Redevelopment Area (even if those taxing authorities are not otherwise obligated to ever pay over any tax increment funds). After the CRA has provided notice to each of the governing bodies having the ability to impose taxes within the Community Redevelopment Area and published the notice as prescribed by statute, the City is then able to consider and approve this amended and restated Community Redevelopment Plan at a public hearing.

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ARTICLE IV
SIMPLIFIED REDEVELOPMENT VISION, OBJECTIVES, AND STRATEGIES

SECTION 4.01. APPROACH.

(A) This Article presents a refined and simplified vision for the Community Redevelopment Area and in addition identifies potential objectives, strategies, and lays a foundation for the programs and projects to be considered by the City, the CRA, private enterprise and affected landowners and constituents in implementing this vision. Although the objectives and strategies for the Caroline Street Corridor subarea and the Bahama Village subarea are in many respects similar, the two subareas have many distinct and diverse attributes. Accordingly, Section 4.03 focuses on the community redevelopment objectives and strategies for Caroline Street Corridor subarea and Section 4.04 focuses on the community redevelopment objectives and strategies for the Bahama Village subarea. Each of these sections was developed with the respective input from the Bahama Village Redevelopment Advisory Committee as to the Bahama Village subarea; and, the Key West Bight District Management Board, as to significant portions of the Caroline Street Corridor subarea.

(B) Costs or budgets provided or considered in this Community Redevelopment Plan, from a practical standpoint, are or can only be estimated, and are also expected to be refined as additional research, plans, and documents are prepared to

implement the particular objectives, strategies, and resulting programs and projects. Any costs or cost estimates are or can only be provided for budgeting purposes and, in part, establish the framework for financial planning analysis.

(C) Costs or budgets should not be construed as exclusively the burden of the public sector. They are intended as estimated total costs with potential allocations to the public and private sectors assigned on the basis of the encouragement of private enterprise as a potential tool to participate in carrying out significant portions of this amended and restated Community Redevelopment Plan and apparent benefit, value, revenues or other relevant factors.

SECTION 4.02. VISION FOR COMMUNITY REDEVELOPMENT AREA.

(A) From both an historical and current perspective, the vision for the Community Redevelopment Area focuses on creating a sustainable, more energy-efficient and environmentally-friendly community located in a densely populated area of an historical island community, steeped in traditions, and subjected to extensive local, state and federal regulatory, economic and physical influences which embodies several fundamental concepts. These fundamental concepts include development and provision of vibrant and attractive gathering places for the entire community, better access to open spaces, facilities and services, a pedestrian friendly street and access network, increasing and refurbishing affordable housing stock, addressing vehicular

flow, parking and intermodal transportation needs, seeking opportunities to conserve water resources while creating urban landscaping opportunities, implementing crime prevention measures and developing linkages that better integrate the Community Redevelopment Area with existing City, County and community resources.

(B) The vision encompasses both residential and non-residential redevelopment. The Community Redevelopment Area will contain varying price ranges of housing stock. Overall quality of life is expected to increase in the Community Redevelopment Area not only through revitalization and redevelopment of housing and delivery or refurbishment of infrastructure, but by new and coordinated transportation improvements as well. The transportation component of the vision must focus both on vehicular and pedestrian traffic. A combination of safety-conscious bicycle and pedestrian features can significantly reduce vehicular traffic. The greatest positive impact on transportation will be increasing the pedestrian and bicycle-friendly orientation of the area. Rather than having to use a vehicle for shopping, work, recreation, or visits to friends; walking, bicycling and use of intermodal or multi-model transportation will become a more favorable option. The village concept embodied in this Community Redevelopment Plan should offer to accommodate the potential for shuttles and various forms of transit service which further reduce the vehicular demand on the roadway network.

(C) The Community Redevelopment Area contains two distinct neighborhoods or subareas (1) the Caroline Street Corridor subarea and (2) the Bahama Village subarea.

(1) The Caroline Street Corridor subarea consists of the Key West Bight, the historical working waterfront for fishermen, shrimpers, and sponge harvesters of Key West; and the commercial, industrial and residential area immediately adjacent to the Bight. The Bight has experienced significant redevelopment over the years as the economy of Key West has become heavily dependent upon tourism. Most of the working waterfront has been replaced with tourist-related facilities, as well as commercial marinas and a ferry terminal. Along with some smaller portions of the Bight, the remainder of the Caroline Street Corridor continues to present opportunities for revitalization and redevelopment. The area is envisioned to consist of a mix of larger and smaller stores, such as markets, grocery stores and pharmacies, which will anchor specialty stores, restaurants, art galleries and hotels, offices and government facilities, along refurbished pedestrian promenades. Although the Key West Bight will continue to anchor the redevelopment area, Caroline Street is becoming an increasingly important neighborhood commercial area in its own right. Public spaces are envisioned to be integrated into the neighborhood providing opportunities for community gatherings and special events through active and passive

recreation venues. Continued redevelopment should allow residential and non residential uses.

(2) The Bahama Village subarea consists of approximately 22 blocks at the west end of the City, with its history and development frustrated to some degree as a result of the Naval Station's need for security relating to the nearby waterfront and the fencing of the western and southern boundaries of the area. The area is the historical, cultural and spiritual center for many of Key West's oldest families, some of whom have lived and worked in Bahama Village for many generations. The area is envisioned to be revitalized and redeveloped in a manner particularly sensitive to the needs and desires of the Bahama Village community and its residents and business proprietors.

(D) In addition to the residential, retail, entertainment, institutional and commercial employment opportunities resulting from this Community Redevelopment Plan, it is envisioned there will be an emphasis on parks, open spaces and designated civic areas for special events. In addition, general public access and multimodal connectivity within the subareas and to other areas in the City should also be considered.

(E) The intent of this Community Redevelopment Plan is to serve as a framework for guiding development and redevelopment of the Community Redevelopment Area. This Community Redevelopment Plan identifies redevelopment

objectives, and lays the foundation for future programs and future capital projects to be undertaken which will continue to reverse and remove the blighting trends within the Community Redevelopment Area. This Community Redevelopment Plan also generally addresses financing and implementation strategies as well as management and administrative opportunities. These programs, projects, funding and financing strategies and management and administration opportunities will continue to be refined as they are implemented. Special assessments, grants and other revenues may need to be used to compliment or in conjunction with available tax increment to achieve stated goals. While based on the data readily available, the various strategies and costs identified in this Community Redevelopment Plan may require additional study as specific programs and projects are initiated, refined and implemented.

(F) The focus of this Community Redevelopment Plan is upon mitigation or correction of the various blighted area conditions documented in the Finding of Necessity Report which continue to be present and determined to exist, and by adoption hereof are determined to continue to exist by the Commission in its legislative capacity. The objective of this Community Redevelopment Plan is not only to clarify the community's approach through amendment and restatement, but to provide a flexible and lasting policy and procedural guide for the implementation of future community redevelopment projects and initiatives. Changing social, physical and

economic conditions, however, may warrant further modification of this Community Redevelopment Plan.

(G) In partnership with affected landowners and constituents, private enterprise and other governmental entities, the redevelopment initiative embodied in this Community Redevelopment Plan will address, reverse and remove the observed blighted area conditions within the Community Redevelopment Area by leveraging public assets (e.g., tax increment, the powers of the CRA, City and County to improve the overall economic condition and the physical condition of the Community Redevelopment Area). Addressing blighted area conditions by furthering a vibrant community within the boundaries of the Community Redevelopment Area will not only greatly enhance the quality of life within the Community Redevelopment Area, but is anticipated to reduce traffic congestion, parking concerns and effectively manage uses and densities allowed by local and state regulations.

(H) Strategic initiatives are to be identified and placed into action to address, reverse and remove the blighted area conditions that have substantially impaired the quality of life and redevelopment of the Community Redevelopment Area and would most certainly forestall the achievement of the City's and CRA's redevelopment objectives. Ultimately, the Community Redevelopment Area is anticipated to be revitalized and redeveloped as a community focal point to the benefit of residents,

businesses, property owners and visitors through implementation of this Community Redevelopment Plan.

(I) In Sections 4.03 and 4.04 broad over-arching objectives have been respectively identified for the Caroline Street Corridor subarea and the Bahama Village subarea in that they are deemed the most important in addressing, removing, or mitigating blighted area conditions within the Community Redevelopment Area identified and addressed in the Finding of Necessity Report. Immediately following the stated objectives in Sections 4.03 and 4.04, the plan begins the process of addressing each broad objective through the articulation of a series of nonexclusive suggested strategies. Each year the CRA will consider and match available revenues with proposed and selected strategies to accomplish activities consistent with the following objectives. This Community Redevelopment Plan is intended to pave the way for the community redevelopment over the remaining life of this initiative. All of the objectives in Sections 4.03 and 4.04 can, when appropriate, additionally embrace the use of private enterprise. All of the objectives are important; and, will be addressed and revisited each year as revenues permit.

(J) The sections and articles herein describe the Community Redevelopment Area, suggest a clearer vision, identify over-arching primary objectives for redevelopment for each subarea, then begins to provide strategies to address the

objectives in order to mitigate or correct the blighted area factors identified by the CRA and City and concludes with a demonstration of how this Community Redevelopment Plan conforms to the Comprehensive Plan.

SECTION 4.03. CAROLINE STREET CORRIDOR; REDEVELOPMENT OBJECTIVES AND STRATEGIES FOR ADDRESSING OBJECTIVES.

(A) **Primary Objective 1: Recognition of Unique Community Characteristics.** Maintain support and improve the unique and dynamic character of the Caroline Street Corridor subarea by recognizing the historical, architectural, and cultural character of the community fabric, the neighborhoods and businesses which comprise the subarea, the importance of the existing and historic seaport area along the Key West Bight (including the ferry terminal) and the evolving Caroline Street commercial corridor, and the pedestrian-oriented connections which link the subarea to the larger environment of the City. The following are a series of non-exclusive strategies to achieve the objective:

(1) Continue to support the revitalization of the Key West Bight, including improvement and expansion of the continuous harborwalk and related public realm along the waterfront and support water-dependent and water-related uses, including ferry operations.

(2) Improve the physical design and operation of roads and walkways connecting to the Key West Bight area, with a particular focus on the terminus of Williams Street, Margaret Street.

(3) Recognize the growing importance of Caroline Street as both a neighborhood-serving and tourist-serving commercial area with distinct characteristics which support residential and mixed use redevelopment throughout the entire subarea, including quieter residential districts.

(4) Ensure that redevelopment respects and incorporates the historic pattern of land uses and scale while improving vehicular and pedestrian connectivity, improving infrastructure, facilitating public access (visual and physical) and responding to community concerns.

(5) Support multi-modal transportation options, including the ferry terminal and other water-based transportation options.

(B) **Primary Objective 2: Innovative Use of Transportation, Pedestrian and Open View Corridors.** Preserve, emphasize and expand public waterfront access and connectivity, advance open view corridors to the water, and encourage pedestrian opportunities to access and/or walk along the waterfront. The following are a series of non-exclusive strategies to achieve the objective:

(1) Encourage bicycle and pedestrian access to and through the Caroline Street Corridor subarea using attractive and positive landscape architecture, including landscaping, sidewalks, and way-finding techniques.

(2) Support initiatives to identify the subarea and important corridors within the subarea with signage, characteristic design approaches, and other techniques to indicate arrival into the subarea and support a sense of place.

(3) Develop and invest in transportation, power, utility, pedestrian and communications infrastructure corridors within the Community Redevelopment Area.

(4) Recognize the importance of the Key West Bight area as well as the Caroline Street corridor in shaping redevelopment efforts.

(C) **Primary Objective 3: Advance Housing Stocks.** Reinvest in, refurbish or replace housing stocks; address and encourage incorporation of affordable and work-force housing into the fabric of the Community Redevelopment Area; preserve and empower homeownership and long-term rentals for City residents. The following are a series of non-exclusive strategies to achieve the objective:

(1) Encourage reinvestment in new, and redevelopment of existing, affordable and work-force housing units. Provided, however, that such activities should be mindful not to unduly displace residents or alter neighborhoods.

(2) Identify and/or create a variety of appropriate programs to assist in the development, renovation and redevelopment of housing stock.

(3) Ensure that the historic and cultural values of new and existing structures are supported and maintained through application of existing HARC guidelines and through loan and funding programs.

(4) Encourage redevelopment within the Caroline Street Corridor subarea in a manner that avoids a net reduction of affordable or work-force housing below what is existing within the Caroline Street Corridor prior to redevelopment.

(D) **Primary Objective 4: Improve Infrastructure.** Consider existing infrastructure and or infrastructure needs in a manner that addresses the consequences of blighted area conditions. The following are a series of non-exclusive strategies to achieve this.

(1) Support correction of flooding and improvement of stormwater management throughout the subarea.

(2) Support repair and replacement of sidewalks, and construction of new sidewalks, as well as bicycle lanes, throughout the subarea.

(E) **Primary Objective 5: Stimulate Public and Private Participation.** Stimulate real and substantial public/private interest and participation in the

redevelopment of the Community Redevelopment Area as a vibrant community. The following are a series of non-exclusive strategies to achieve the objective:

(1) Identify incentive programs, grants and funding options, applicable to CRA objectives.

(2) Consider public/private partnerships on a case by case basis when such partnerships further redevelopment objectives.

(F) **Primary Objective 6: Address Parking and Traffic Congestion.**

Employ innovative transportation strategies to address traffic circulation, reduce congestion, protect pedestrians and provide for diverse and creative parking solutions, intermodal transportation and pedestrian opportunities to within and throughout the Community Redevelopment Area; enhance connection with other areas of the City; and, improve emergency evacuation. The following are a series of non-exclusive strategies to achieve the objective:

(1) Continue to encourage the development and maintenance of joint use parking areas to support development and redevelopment as well as parking priority programs.

(2) Support parking programs to address peak period usage of area while supporting community character.

(G) **Primary Objective 7: Innovative Development and Use of Open Space.**

Encourage the provision, maintenance and policing of the public realm, including open public space improvements, in a manner that enhances the Community Redevelopment Area as a vibrant community. The following are a series of non-exclusive strategies to achieve the objective:

(1) Support development and redevelopment which enhances the public realm through physical connectivity and open space improvements.

(2) Support the advancement of the arts, street art, and encourage the design and use of the public realm in a manner that nurtures and embraces the arts.

(H) **Primary Objective 8: Promote Sustainable Community Redevelopment.**

Identify, seek and promote a workable means to fund, finance and deliver infrastructure improvements and program expenditures needed to promote sustainable redevelopment within the Community Redevelopment Area. The following are a series of non-exclusive strategies to achieve the objective:

(1) Promote an open dialogue with residents, landowners, business interests and other stakeholders.

(2) Employ a transparent annual process to estimate, allocate, and manage available funds to achieve the community redevelopment activities envisioned by this plan.

(3) Employ a transparent annual process that evaluates the success and effectiveness of prior years' allocations of funds for community redevelopment.

(I) **Primary Objective 9: Support Community Redevelopment.** Ensure that revitalization, redevelopment and new projects within the Community Redevelopment Area comply with planning review, the Historical Architecture Review Commission ("HARC"), the Tree Commission and any other applicable local, state or federal regulatory provisions. The following is an initial non-exclusive strategy to achieve the objective:

(1) Ensure that projects or programs proposed for funding undergo pre-application review by City staff to identify regulatory procedures, issues and concerns.

(J) **Primary Objective 10: Emphasize a Safe and Clean Environment.** Ensure that the Community Redevelopment Area is safe and clean over a period of time; identify and implement extraordinary maintenance and community policy innovation activities. The following are a series of non-exclusive strategies to achieve the objective:

(1) The Community Redevelopment Act encourages "community policing innovations." This concept is defined as policing techniques or strategies designed to reduce crime by reducing opportunities for, and increasing the perceived

risks of engaging in, criminal activity through visible presence of law enforcement in the community, including, but not limited to, community mobilization, neighborhood block watch, citizen patrol, foot patrol, storefront police stations or intensified motorized patrol. The intent of these programs will be to improve the actual and perceived security, building safety and appearance of the Community Redevelopment Area. The following principles, based upon the experience within the City and of other communities, shall be established to guide these programs, they include: addressing socioeconomic or environmental/urban design problems which cause, encourage or facilitate criminal activity; involve local citizens in the campaign against crime; make the local law enforcement or security force approachable and trusted in order to foster an image of the community as a safe place to live, work and do business. To realize the full intent of the community policing, the following initiatives may be undertaken:

(a) Law enforcement officers and security personnel will be able to circulate throughout the Community Redevelopment Area on a regular basis to meet visitors, residents and business owners, listen to their security concerns and ask for their ideas to solve crime problems. Whenever possible, officers will attend community meetings and special events.

(b) Periodically analyze the crime "blotter" to assess the numbers and types of law enforcement responses within the Community

Redevelopment Area. This analysis can be used to identify problems and trends.

(c) Create a special patrol or “beat” for the Community Redevelopment Area to provide a stronger law enforcement presence, additional door checks, bicycle patrols and like alternatives.

(d) Develop innovative techniques to address special needs of visitors.

(e) Implement crime prevention through environmental/urban design standards to correct any security problems related to site improvements such as site design, lighting and landscaping. These standards may be integrated into information posted on the City's website or printed materials distributed throughout the Community Redevelopment Area.

(f) The CRA and City may identify, execute, and coordinate special maintenance standards and programs for public facilities or areas such as streetscape, landscape and other embellishments within the public right-of-ways, roadways, open space areas and active and passive recreation areas.

APPENDIX "A"
COMMUNITY REDEVELOPMENT AREA

DESCRIPTION OF CAROLINE STREET CORRIDOR SUBAREA

Beginning

In the City of Key West, County of Monroe and State of Florida, commencing at the intersection of the SW'ly right-of-way line of Simonton Street with the SE'ly right-of-way line of Caroline Street;

Leg 1

thence NW'ly along the SW'ly right-of-way line of Simonton Street to a point of intersection with the NW'ly right-of-way line of Front Street;

Leg 2

thence NE'ly along the NW'ly right-of-way line of Front street to the point of intersection with the line marking the NE'ly terminus of the Front Street right-of-way;

Leg 3

thence SE'ly 50' along the line of terminus of the Front Street right-of-way to a point of intersection with the SE'ly right-of-way line of Front Street;

Leg 4

thence NE'ly along a line extending the SE'ly right-of-way line to a point of intersection with a line marking the NE'ly face of the waterfront bulkhead of the A&B Lobster House property, also known as Real Estate Parcel No. 21;

Leg 5

thence SE'ly along said waterfront bulkhead to a point of intersection with a line marking the NW'ly edge of a 15' x 300' dock extending NE'ly into Key West Bight;

Leg 6

thence NE'ly along the NW'ly edge of said dock to a point of intersection with a line marking a 25' southerly setback from a line demarcating the Key West Bight channel and turning basin;

Leg 7

thence SE'ly along said setback line for a distance of 142 feet, more or less;

Leg 8

thence NE'ly along said setback line for a distance of 818 feet, more or less;

Leg 9

thence Easterly along said setback line for a distance of 622 feet, more or less, to a point of intersection with the Westerly right-of-way line of Trumbo Road;

Leg 10

thence Northerly along the Westerly right-of-way line of Trumbo Road to a point of intersection with the Southerly boundary line of the U.S. Naval Air Station Annex Trumbo Point;

DATE: 11.04.09 SCALE: 1"=200'

REVISIONS: _____

SHEET: _____ 1 OF 5

Leg 11

thence Easterly along said boundary line to a point of intersection with the NE'ly right-of-way line of White Street;

Leg 12

thence SE'ly along the NE'ly right-of-way line of White Street to a point of intersection with the SE'ly right-of-way line of Eaton Street;

Leg 13

thence SW'ly along the SE'ly right-of-way line of Eaton Street to a point of intersection with the SW'ly right-of-way line of Grinnell Street;

Leg 14

thence NW'ly along the SW'ly right-of-way line of Grinnell Street to a point of intersection with the SE'ly right-of-way line of James Street;

Leg 15

thence SW'ly along the SE'ly right-of-way line of James Street to a point of intersection with SW'ly right-of-way line of Margaret Street;

Leg 16

thence NW'ly along the SW'ly right-of-way line of Margaret Street for a distance of 29 feet, more or less, to a point of intersection with the SE'ly property line of Real Estate Parcel No. 309;

Leg 17

thence SW'ly along a line parallel to Caroline Street and generally coinciding with the SE'ly property lines of Real Estate Parcels No. 309, 311, 314 and 319 extended to a point of intersection with the SW'ly right-of-way line of William Street;

Leg 18

thence NW'ly along the SW'ly right-of-way line of William Street to a point of intersection with the SE'ly right-of-way line of Caroline Street;

Leg 19

thence SW'ly along the SE'ly right-of-way line of Caroline Street to the point of beginning at the point of intersection with the SW'ly right-of-way line of Simonton Street.