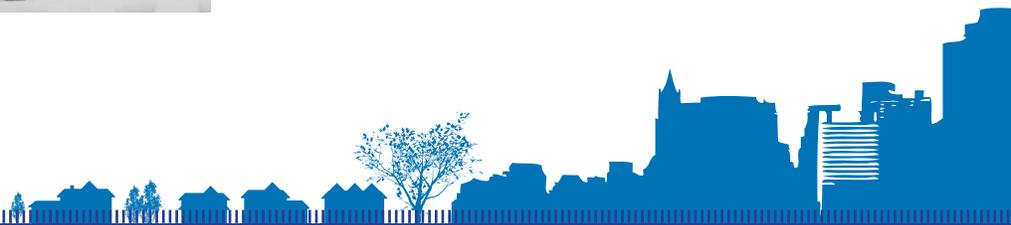


A Model Housing Transportation Plan

Coordinating Housing and Transportation



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A Model Housing Transportation Plan

Coordinating Housing
and Transportation

Prepared for
U.S. Department of Housing and Urban Development
Affordable Housing Research and Technology Division
Office of Policy Development and Research

Prepared by
Newport Partners, LLC.
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June 2012

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Disclaimer

The contents of this report are the views of the authors and do not necessarily reflect the views or policies of the U.S. Department of Housing and Urban Development or the U.S. Government.

Executive Summary

The purpose of this study was to bring transit-oriented development planning together with affordable housing planning through the development of an implementable Model Housing Transportation Plan. The plan, with input from local, regional and federal planning, housing and transit agencies and other stakeholders, is unique to the site for which it was developed; however, it is intended to serve as an illustrative model for planning professionals, community advocates and community-based organizations in other jurisdictions with similar contexts. It endeavors to advance the nation's understanding of the need for affordable housing near transit and to promote strategies and tools to empower stakeholders to implement housing transportation station area plans that benefit the entire region. And finally, it seeks to demonstrate how federal agencies, such as the U.S. Department of Housing (HUD) and the Federal Transit Administration (FTA) can work together to support local and regional efforts to develop coordinated housing and transportation plans.

The study city for this planning effort is Miami, Florida. The station area chosen for the plan is a ¼-mile radius around the Overtown Metrorail Station. This station area encompasses a once thriving African-American neighborhood blighted by the construction of highways and resulting Urban Renewal of the late 1950s and early 1960s. Unlike many transit-oriented development studies, this station already exists, and was designed for a much higher volume of traffic than it currently serves. The station area includes a fair amount of vacant land and parking lots. It is located next to

downtown Miami and near employment centers including the medical district, the port of Miami, the entertainment district and city and county government buildings. Currently, most people traveling to the employment centers come by car from Miami-Dade and Broward counties. A recent article cited Miami as one of the worst cities in the nation for renters (Brennan, Morgan. "The Best and Worst Cities for Renters," 6/8/11, Forbes.com). As a result of all of these factors, this station area presents an opportunity for quality urban growth in the City of Miami that fits within the regional context.

Through collaborative discussions during a planning workshop and following the Mixed-Income Transit-Oriented Development (MITOD) Action Guide (Reconnecting America and the Center for Transit Oriented Development), the team identified the needs of the community and designed a plan to serve as a catalyst for continued development and revitalization of the area. The plan envisions mixed-use development throughout the station area with the highest densities closest to the Overtown station. An interconnected network of pedestrian- and bicycle-friendly streetscapes, green and open spaces, and appropriate ground floor uses would create an environment that is engaging and supportive of restoration of the neighborhood.

At the request of stakeholders, plans that incorporated affordable housing were more fully developed for two blocks within the station area. The first was a "maximum zoning plan" to test how much affordable housing the newly adopted Miami-21 zoning ordinance would allow. The other

is a “market plan” based on feedback from local stakeholders. The market plan reflects densities that stakeholders felt were realistic and marketable given the context of the community. Both plans show infill development that would bring people back to the neighborhood and could be implemented with different housing options to suit the needs of different populations – all the while having convenient access to many of the city’s and region’s major employment centers and service destinations.

The real challenge presented in this study is how to build affordable housing in an underdeveloped inner-city neighborhood within walking distance of an underutilized public rail station. The challenge for transit-oriented development during a booming housing market is to keep the long-term rental and ownership costs affordable, but in a time of high unemployment and a depressed housing market, the greatest challenge is financing to construct the buildings.

To address this challenge, our recommended strategy is to create a coordinated public/private – national/local partnership for an affordable housing trust fund to attract local private development. The creation of an affordable housing trust fund leveraging Transportation Infrastructure Finance and Innovation Act (TIFIA) funds, Transportation Investment Generating Economic Recovery (TIGER) funds, Community Development Block Grants (CDBG) and HUD HOME funds would reflect the goals of HUD and FTA to support coordinated housing-transportation efforts, while providing the seed money needed to attract private local investment.

Under this strategy, local public/private partnerships would apply to the federal partnership for funding to capitalize a rotating loan fund and then a consortium of lenders would agree to participate in partially funded projects. The Southeast Overtown/Park West (SEOPW) Community Redevelopment Agency (CRA) could serve as a pilot to test the effectiveness of this approach and to ensure that the Housing Transit Market Plan can be implemented. To enhance the possibility of successful implementation, the city and CRA should also use Tax Increment Financing (TIF), the bonus density available through provisions in Miami 21 to increase site yield, and Low Income Housing Tax Credits (LIHTC).

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Study Context

As Americans begin to realize the high economic and social costs of housing and commuting and the importance of safe, stable communities, there is a growing trend toward maximizing existing resources while promoting a high quality of life, not only natural resources like water, but also existing transportation assets. Places like Seattle, San Francisco, Denver, Chicago, Arlington, and Portland—just to name a few—have and are expanding the number of work, living, and entertainment opportunities around high quality transit. These places are actively preparing plans and implementing policies to reduce the number of vehicles on their streets, reduce traffic congestion, increase walking and bicycling, and the improve the quality of

community environments. This chapter overviews a people-focused way of thinking about planning and introduces the goal of this study effort.

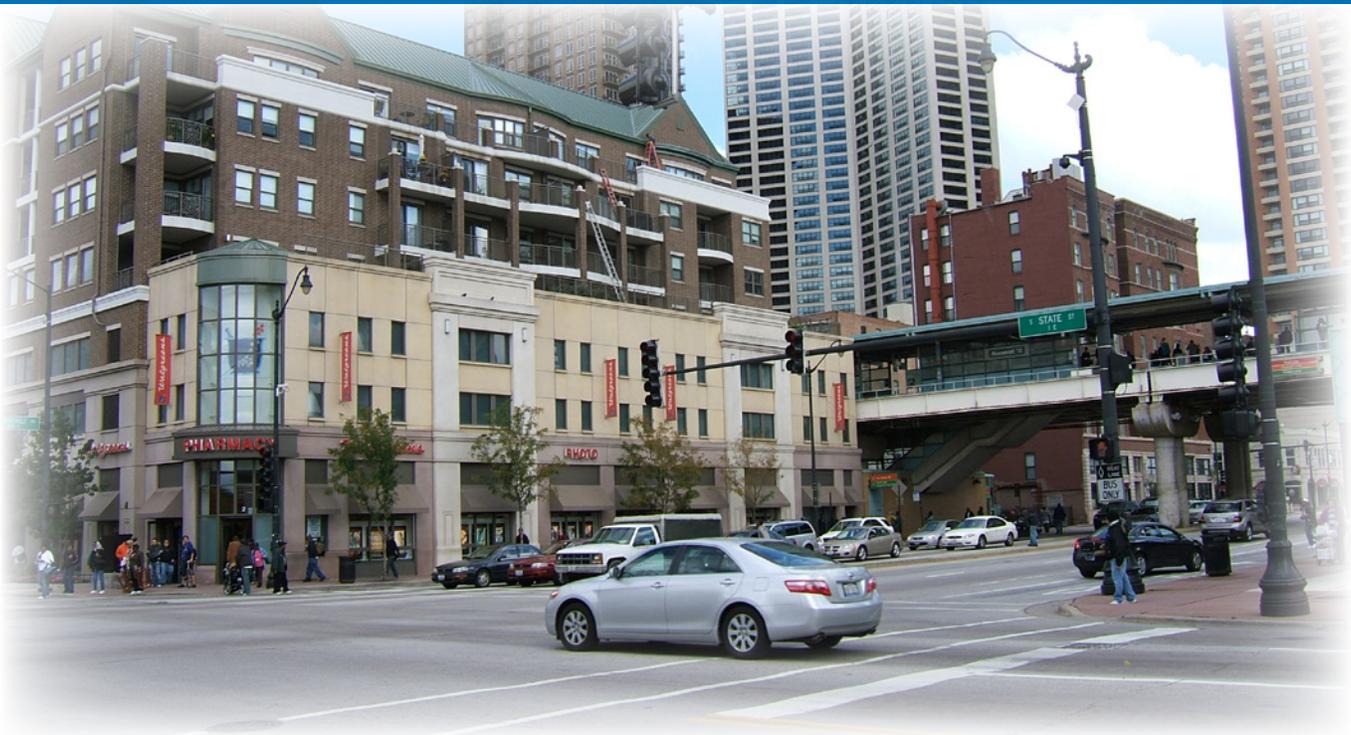
Mixed Income Transit-Oriented Development and How it Relates to Affordable Housing

Transit-oriented development (TOD) can generally be described as walkable, dense,

compact, mixed—use development in close proximity to high-quality transit. According to TransitOrientedDevelopment.org, the predominant aspects of TOD are the following:

- Compact walkable design with the pedestrian as the highest priority
- Transit station as prominent feature of the development
- Regional node containing a mixture of uses in close proximity including office, residential, retail, and civic uses
- High-density, high-quality development within a 10-minute walking radius surrounding a transit station
- Good access to high-quality transit services
- Designed to encourage nonmotorized travel (walking, bicycling, etc.)
- Reduced and managed parking within the 10-minute walk radius around the transit station

Transit-Oriented Development in Chicago, IL.



The Center for Transit Oriented Development (www.ctod.org) defines TOD as projects that accomplish the following:

- Increase “location efficiency” so that people can walk, bicycle, and take transit
- Boost transit ridership and minimize traffic
- Provide a rich mix of housing, shopping, and transportation choices
- Generate revenue for the public and private sectors and provide value for both new and existing residents
- Create a sense of place

Mixed-income housing is an important aspect of TOD. It helps eliminate income segregation and allows low-income households the opportunity to benefit from having easy access to public transit. Without mixed-income housing, low-income households are forced to retreat to lower cost housing further from employment, shopping, and social activities. As a result, any savings in housing is offset by higher transportation costs. Without a concerted effort to include affordable housing near

transit stations, the demand for such housing will price lower-income households out of the market for this type of housing. Furthermore, with low-income households more dependent on public transit than other higher income categories, an increase in ridership is often the result of locating affordable housing near transit.

Another critical aspect of mixed income transit-oriented development is to maintain the affordability of housing over the long term. Since these multiuse developments frequently improve the quality of life for residents with nearby retail, employment, transportation, recreation, and walkable environments, they become very desirable and the cost of housing increases.

Finally, the term mixed income is a clarification suggesting that people of different incomes should live within the community to make it vibrant. When we started this project, we used the term affordable housing and although the goal



Adaptation of large scale retail uses in an urban environment (Whole Foods, Chicago, IL).



is to ensure that low-income residents can benefit, stay or move to the community, the term, according to the project stakeholders, carries misleading connotations.

Station Area Planning

Reconnecting America and the Center for Transit Oriented Development produced a series of guidebooks on TOD and station area planning. The first is *Mixed-Income Housing Near Transit: Increasing Affordability with Location Efficiency*. The second is *Station Area Planning: How to Make Great Transit-Oriented Places*. This guide defines eight typologies or types

of station areas along with development guidelines and planning principles. The planning principles identified in the guide include:

- Maximize Ridership Through Appropriate Development
- Generate Meaningful Community Involvement
- Design Streets For All Users
- Create Opportunities for Affordable and Accessible Living
- Make Great Public Spaces
- Manage Parking Effectively
- Capture The Value Of Transit
- Maximize Neighborhood and Station Connectivity
- Implement The Plan And Evaluate Its Success

As the consulting team began this project with HUD, the Center for Transit Oriented Development launched their Mixed-Income Transit-Oriented Development (MITOD) Action Guide, an online tool to support the planning of mixed income TOD at station areas. In Chapter 3, the methodology suggested by this guide is referenced as a process for creating a model housing transportation plan.

Infill development next to transit in Chicago, IL.



Project Goals

Implement a Coordinated Approach

A coordinated approach was undertaken to develop the affordable housing and transportation plan. Joint participation from housing and transportation stakeholders from federal, regional, and local jurisdictions was coordinated during the planning and plan development process. The two-day planning workshop held in Miami, FL, in September 2010, brought a diverse group of stakeholders together to achieve the aforementioned coordination.

Formulate an Actionable Plan

The model affordable housing transportation plan is more than an abstract analysis of a specific site and its potential for locating affordable housing near transit. Instead, the plan is implementable within city planning and zoning regulations in terms of density and general urban form for the selected site. The plan respects local context and demographics as well as local codes and ordinances, such as Miami-21, the city's new comprehensive zoning code. The site plan is tailored to the chosen city and site; however, the general guidance provided is more universal and intended to serve as a reference for other locations considering affordable housing proximate to transit.

Create a Site-Specific Plan that Fits Within a Regional Context

While the housing transportation model plan is site specific, its design carefully considers regional demands and the site's location and role within the larger city and regional context. Considerations such as the locations where low- and moderate-income populations work, shop, and recreate were important in the planning process. Providing affordable housing is important and noble; however, equally important is providing affordable housing in the right location.

In cities and regions across the United States, there are locations well served by high-capacity transit systems where there is highly underutilized land and low transit use. Cities and regions are weighing the cost of extending transit systems to increase the number of people that are served with encouraging infill development around existing transit lines and in station areas to increase transit ridership. The model plan follows the second approach to increasing transit ridership by locating traditionally transit-dependent populations proximate to transit at an underutilized station.

Develop a Strategy to Locate Affordable Housing Near Transit

The model plan outlines a strategy for how mixed-income or affordable housing can be developed around transit, understanding factors such as the cost of land, market conditions, and local codes and ordinances. Traditionally, the development demand that accompanies high-quality rail transit has driven up land cost to a point where it becomes economically infeasible to develop any other type of housing than market rate or market rate with a minimum affordable housing provision. In an era where financing is increasingly challenging for many market rate types of development, there continue to be subsidies available for affordable and nonmarket rate type developments. With an understanding of local codes and ordinances, available sources of financing, and market needs, affordable housing can be developed proximate to transit and in such a way that it meets market rate housing and affordable housing demand.

Purpose of this Model Station Area Plan

The purpose of this effort was to bring transit-sensitive planning together with affordable housing through the development of a Model Housing Transportation Plan (the Plan). The Plan, with input from local and regional planning, housing and transit agencies, and other stakeholders, is unique to a specific site, yet serves as an illustrative model for jurisdictions with similar typologies.

This project is in response to a 2008 report by the U.S. Department of Housing and Urban Development (HUD) and the Federal Transit Administration (FTA) that served to outline strategies for how the two groups could work together to better coordinate housing and transportation programs to promote affordable housing near transit. The report entitled, *Better Transportation and Housing Programs to Promote Affordable Housing Near Transit*, was in

response to the Joint Explanatory Statement issued by the House-Senate Conference Committee with the fiscal year (FY) 2008 Consolidated Appropriations Act.

This Act urged HUD and FTA to continue their efforts to promote the inclusion of affordable housing near transit. This project is a direct result of a statement contained in the HUD and FTA report where both agencies resolved to help support the development of a model affordable housing transportation plan that could serve as a template for other jurisdictions.

The Plan focuses on a single site so that it is implementable while also serving as a model for other communities with similar traits or typologies. This represents the first effort from HUD and demonstrates incremental improvements to the process. The plan itself is intended to be catalytic and impact the future of the chosen community.

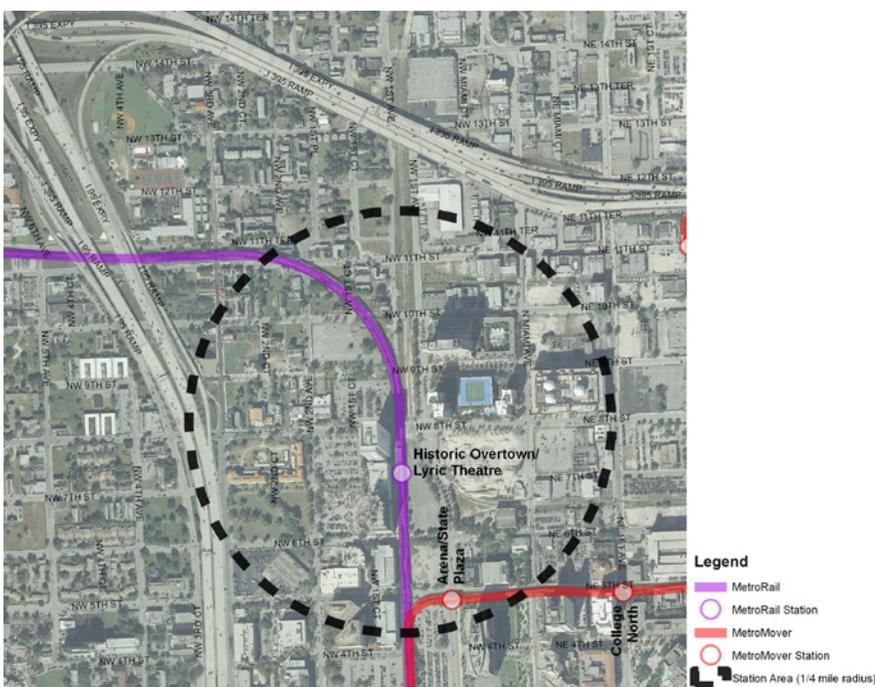
Communities interested in creating their own station area plans will be able to see what data was gathered, where it was found, and how it was analyzed to determine the

best strategy for increasing the supply of affordable housing as applied to the Overtown station in the City of Miami.

The Plan considers land availability, affordable housing options, existing and proposed development incentives, financing options and ridership, and travel trends. These are presented through a series of layers—a master plan, a conceptual plan, open space plan, vehicular access plan, and a pedestrian and bicycle access plan. It also includes two options for implementation; a site maximum plan whose design is reflective of the maximum amount of density and building height under current zoning requirements, and a market plan that incorporates a design that is more reflective of current market conditions.

The Plan explores a number of tools, that local jurisdictions can use to help encourage the development of affordable housing near transit in their own communities and makes suggestions for implementation.

Figure 1.1: Site Location



Process

To find the model location for this study, the team went through a series of steps. The team began with a broad list of cities and pared that down based on transit-oriented development criteria. After choosing the city of Miami, representatives from Miami's planning and housing departments took the team on a site visit to choose a specific station. The team visited the Brickell Avenue Metrorail station area, School Board Metromover station area, and Overtown station area.

During a workshop with local, regional, and federal representatives from housing and transportation agencies to coordinate efforts, local stakeholders identified Overtown as their priority for mixed income TOD. More specifically, they identified properties near the Overtown station that

are currently owned and controlled by the Southeast Overtown Park West (SEOPW) Community Redevelopment Agency (CRA) that are in need of mixed-income housing to catalyze redevelopment and revitalization in this very low-income, inner city location.

In the CRA's redevelopment plan (*Southeast Overtown/Park West Community Redevelopment Plan*; November 2004 Dover Kohl & Partners; May 2009, City of Miami Planning Department¹), the goal is to create "a thriving mixed-use neighborhood and commercial hub in the heart of downtown." The residents and stakeholders are concerned with "affordable housing for existing residents" and "support for small businesses and the creation of new jobs for current residents."

The redevelopment plan includes vibrant streetscapes and is guided by 6 goals and 14 principles (Table 2.1) that are broader than, but still similar to, the goals of the Model Housing Transportation Plan (the Plan). Our effort brings the transportation asset to the forefront of the Plan and focuses on mixed-income housing within a walkable distance to the Overtown station. This chapter provides the context for the region and the neighborhood to inform the design of the Plan.

¹ http://www.miamicra.com/docs/2009_SEOPW_Redevelopment_Plan.pdf

Metrorail Greenway, Overtown (Miami)



Table 2.1: Summary of Goals and Guiding Principles for SEOPW Community Redevelopment Plan

	Goal 1: Preserving Historic Buildings & Community Heritage	Goal 2: Expanding the Tax Base using Smart Growth Principles	Goal 3: Housing: Infill, Diversity & Retaining Affordability	Goal 4: Creating Jobs within the Community	Goal 5: Promotion & Marketing of the Community	Goal 6: Improving the Quality of Life for Residents
Principle 1: Livable Community	✓	✓	✓	✓		✓
Principle 2: Affordable Housing	✓		✓			
Principle 3: Housing Variety	✓	✓	✓	✓		✓
Principle 4: Job Variety	✓	✓		✓		✓
Principle 5: Walkable Streets	✓	✓				✓
Principle 6: Promotion	✓	✓		✓	✓	✓
Principle 7: Green & Open Space	✓					✓
Principle 8: Historic Preservation	✓	✓			✓	✓
Principle 9: Appropriate Architecture	✓	✓			✓	✓
Principle 10: Attractive Streets	✓	✓				✓
Principle 11: 24-Hour Environment	✓	✓		✓		✓
Principle 12: Neighborhood Centers	✓	✓				✓
Principle 13: Revise Zoning Regulations	✓	✓				✓
Principle 14: Restore Community	✓				✓	✓

Note: The names of the Guiding Principles above have been reduced to a few key words for purposes of brevity. Check marks in the boxes above indicate where a principle is supported by a goal of the plan.

Source: Southwest Overtown/Park West Community Redevelopment Plan, City of Miami, May 2009.

Regional Context

Community and Economics

Miami-Dade County experienced steady and rapid population growth in the 1960s and 1970s. Population doubled from 1960 to 1990. Population then increased again between 2000 and 2010, rising to 2,496,435 in 2010 according to the 2010 U.S. Census. Projected growth through 2025 is expected to follow a similar trend, albeit at a somewhat slower rate. The principal driver of population growth has been and will continue to be immigration, historically from Latin American, South American, and nations within the Caribbean basin.

In 2005, Miami-Dade County boasted a nearly \$106 billion economy. Miami-Dade County experienced real economic growth dating back 30 to 35 years from 2005. From 2001 to 2005 the county estimated that

the economy grew at an approximately 3.5 percent annual rate. The County's economy is led by the following group of four sectors that provide more than 50 percent of employment:

- Professional and business services
- Government
- Education and health services
- Retail trade

The two significant external generators of economic activity in Miami-Dade County are international trade and tourism. Wholesale trade and transportation (which are linked to international trade) provide approximately 11 percent of the County's employment base, while the leisure and hospitality industry provides more than 140,000 jobs (roughly 9 percent of total employment).

The County's role as a transshipment hub has increased in terms of volume and origins and destinations of goods. Cargo tonnage increased nonlinearly by more than 10 times at the Port of Miami and slightly more

than sixfold at Miami International Airport since 1970. The region's cargo economics remain largely tied to Latin America as has been demonstrated by significant declines in air and sea cargo volume during Latin American economic declines in the 1980s.

Tourism in the Greater Miami area (Miami Beach and City of Miami) remains an important component of the overall Miami-Dade County economy. Since 1980 tourism, as measured by overnight visitors, grew steadily from more than 6.7 million in 1980 to 11.3 million total visitors in 2005. In 2010, a survey by the Greater Miami Convention and Visitors Bureau indicated that greater Miami and the beaches had hosted more than 12.6 million annual visitors. These visitors contributed more than \$18.8 billion to the region's economy.

Despite economic growth and relative diversity among population, there is a large divergence between the low end and the high end of the region's economy. There is a widening gap in wage income between

Overtown Transit Village in Overtown (Miami)



those who work in positions requiring high levels of education and training and those who do not. As a result, while the economy as a whole has done well, there are many communities in the County that have been bypassed by the benefits of economic growth.

Current income figures for Miami-Dade County are low by national standards. Median household and median family income are approximately 80 percent of the corresponding figures for the nation. Upper income ranges of Miami-Dade households essentially mirror national figures; however, lower income ranges are over-represented relative to the nation. More than 20 percent of households in Miami-Dade have an income below \$15,000. Current income and income distribution patterns are partly a result of massive immigration in the late 1970s and early 1980s followed by a steady inflow thereafter. Continued low educational attainment and other factors common to lower income groups throughout the country

appear to be common among the County's lower income populations.

Transportation Access and Facilities

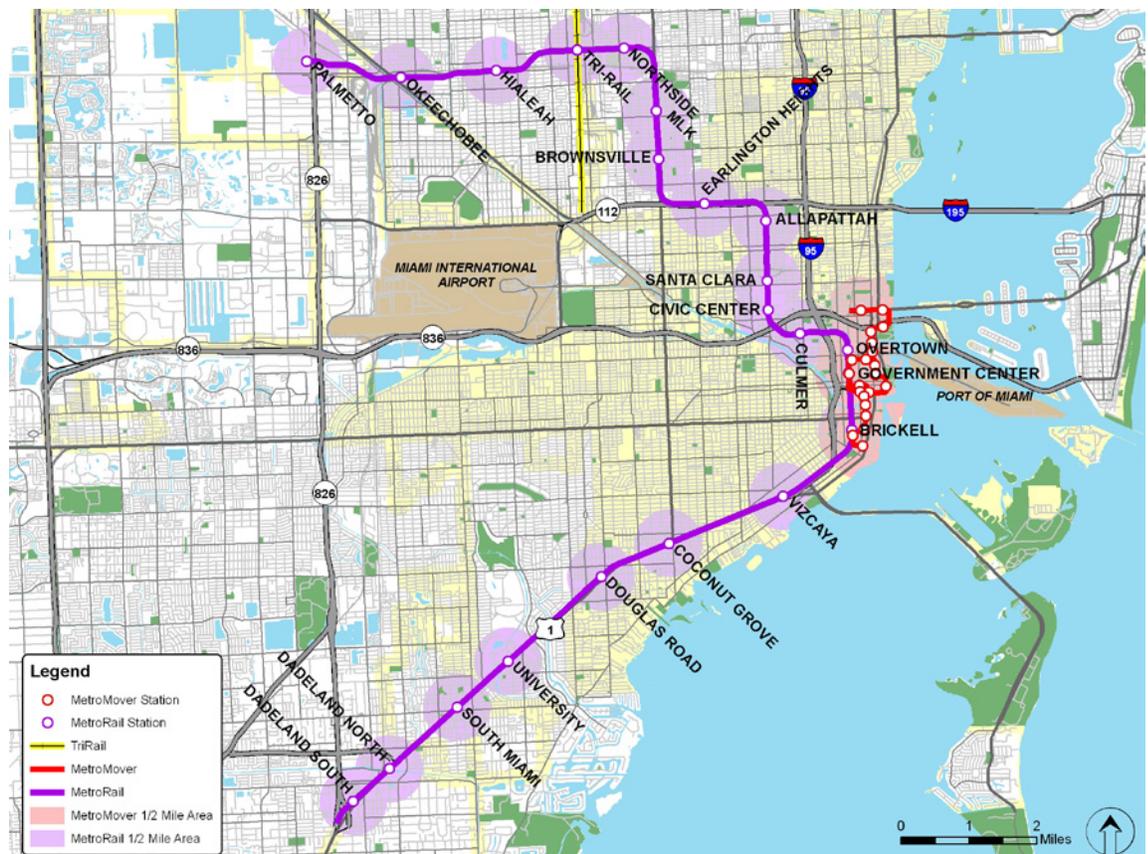
Miami and the surrounding metropolitan area are well-located at the intersection of North and South America. With exceptional air and sea transportation access, Miami is a significant international trading center and has been an entry point for people into the United States from Caribbean and South American nations for decades. The region's airports (including those outside of Miami-Dade County) move millions of passengers and tons of freight annually. Meanwhile, the region's ports handle goods from across the globe and transfer them to rail and truck for distribution across the country. The region is a significant cruise port with most cruise lines servicing the United States having terminal access. Millions of people travel through the region annually, destined for the many cruise lines serving the port. Figure 2.1 shows the general layout of

transportation infrastructure in eastern Miami-Dade County.

In addition to the region's air and sea access, the metropolitan area has a well-developed interstate and major highway system. Interstate 95 runs north from Miami and is closely paralleled by Florida's Turnpike and historic US Route 1. East/west are I-195 (Airport Turnpike), I-395 (Dolphin Expressway), and State Route 826 (Palmetto Expressway). These major highways are important routes to support the region's economy by moving people and goods efficiently by road in South Florida.

Three major fixed guideway transit systems operate within the metropolitan area. The South Florida Regional Transportation Authority (SFRTA) operates the Tri-Rail Commuter Rail Service. This service operates along a railroad alignment parallel to the I-95 corridor from Miami to West Palm Beach. The service spans Palm Beach, Broward, and Miami Dade Counties and has 22 stations.

Figure 2.1: Miami-Dade County Metrorail and Metromover Systems



Miami-Dade County's 22-mile, elevated rapid transit system runs from Kendall through South Miami, Coral Gables, and downtown Miami; to the Civic Center/Jackson Memorial Hospital area; and to Brownsville, Liberty City, Hialeah, and Medley in northwest Miami-Dade. It has connections to Broward and Palm Beach Counties at the Tri-Rail/Metrorail transfer station. An extension of the system is currently under construction and will bring service directly to Miami International Airport.

The third system that operates solely in the City of Miami is the Metromover (Figure 2.2) automated people mover (APM), circulator. This 20-station APM system runs elevated throughout Miami's downtown and also serves the Omni and Brickell neighborhoods. It serves as the downtown core's transit circulator and operates fare free. Numerous connections are provided with Metrorail and local bus services in downtown Miami.

General Character of the Station Area

History, Cultural Heritage, and Identity

The study area is within the Southeast Overtown/Park West Community Redevelopment Agency's (SEOPW CRA) area. The quarter-mile area surrounding the Overtown station (Figure 2.3) is located within the historic boundaries of Overtown, which is one of the oldest residential and commercial areas of Miami. The neighborhood was originally settled by African Americans late in the 19th century (1890s). During the time of its settlement, African Americans were not allowed to live in the other developing areas of Miami and as a result, settled just beyond the developed city boundary, which was near to the many citrus and other fruit farms that originally

bordered Miami. Literally located on the "other side of the tracks" of Henry Flagler's Florida East Coast (FEC) railroad, the name Overtown was derived from neighborhood residents' references on how they traveled "over town" to this neighborhood.

Once a vibrant community, time and the impacts of haphazard city-building policies and growth of the past have taken their toll on Overtown. Like many historically African American and predominant minority neighborhoods in cities across the United States, the construction of the region's major highway system, and resulting "urban renewal" in the late 1950s and 1960s disproportionately impacted Overtown. Significant population displacements and dislocations occurred as a part of the accommodation of I-95 and I-395 in the area. The construction of these freeways fractured once vibrant African American neighborhoods and left disconnected urban places in their wake. Geographically fractured, Overtown experienced substantial

Figure 2.2: Selected Sites Vicinity

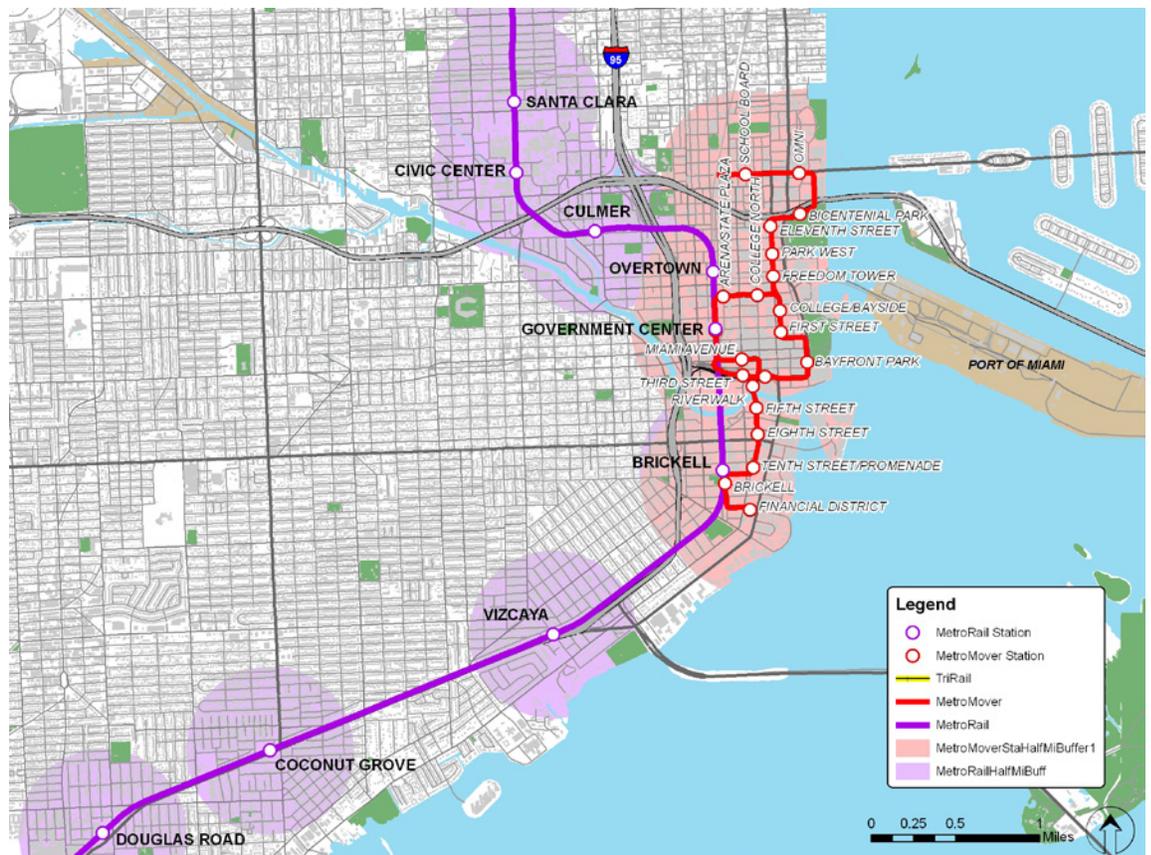
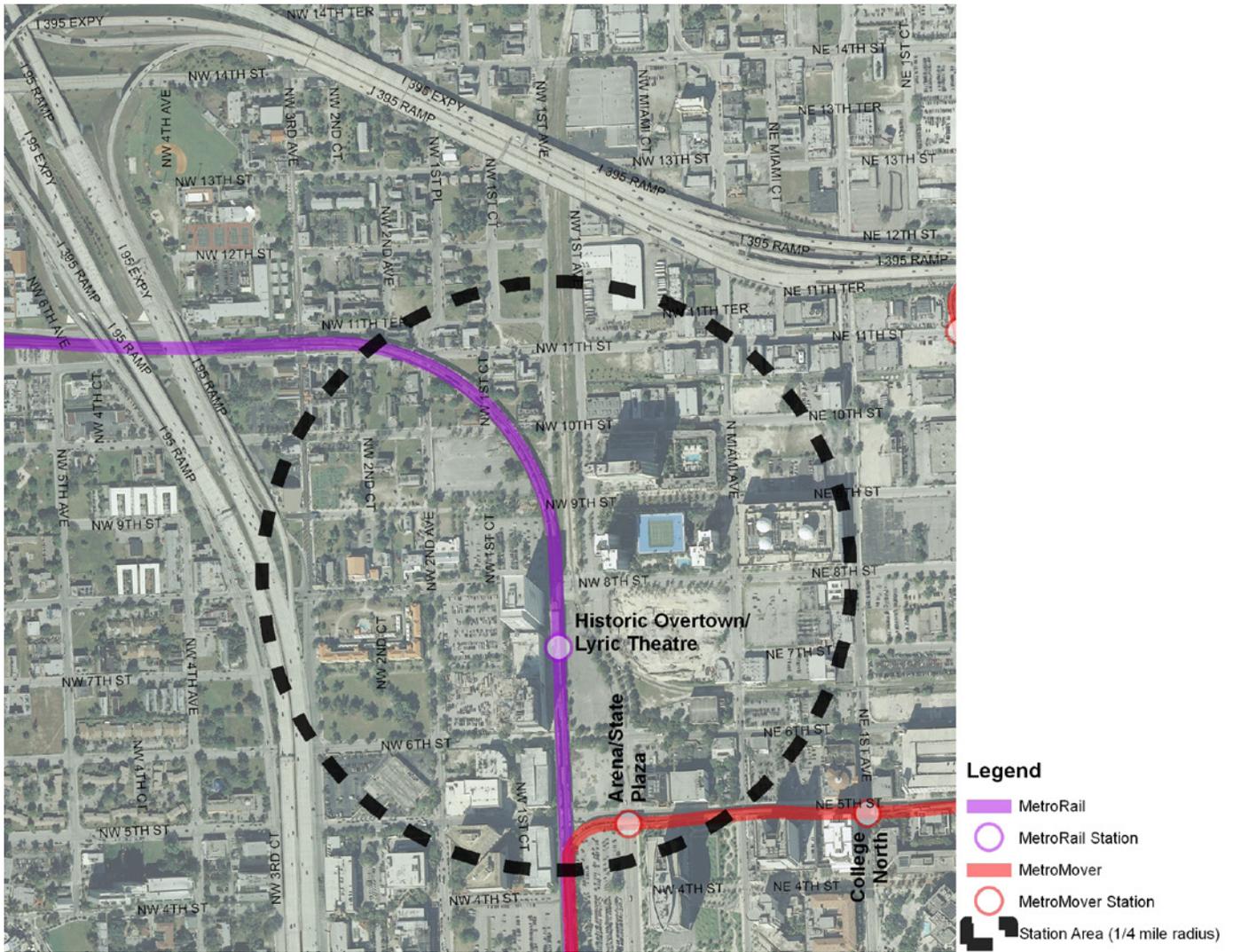


Figure 2.3: Overtown Station Area



disinvestment and degradation. Today, few significant structures of historic or cultural significance remain in the neighborhood.

Historically, jobs available to Overtown residents were a combination of those associated with Henry Flagler's Florida East Coast (FEC) Railroad Company, the tourist service industry, and agriculture. As the community matured (prior to its decline), African Americans enjoyed increasing success within the neighborhood and became business owners and leaders of important community institutions. They created a viable economic community by building important community and commercial institutions such as schools, homes, churches, hotels, apartments, theaters (including the Lyric Theatre, which still stands and is in active use), night clubs, and neighborhood markets. N W 2nd Avenue, which is at the core of the study area, was referred to as Avenue G in the 1920s and 1930s. It was a center for entertainment, retail stores, and hotels.

Community Character, Urban Form, and Quality

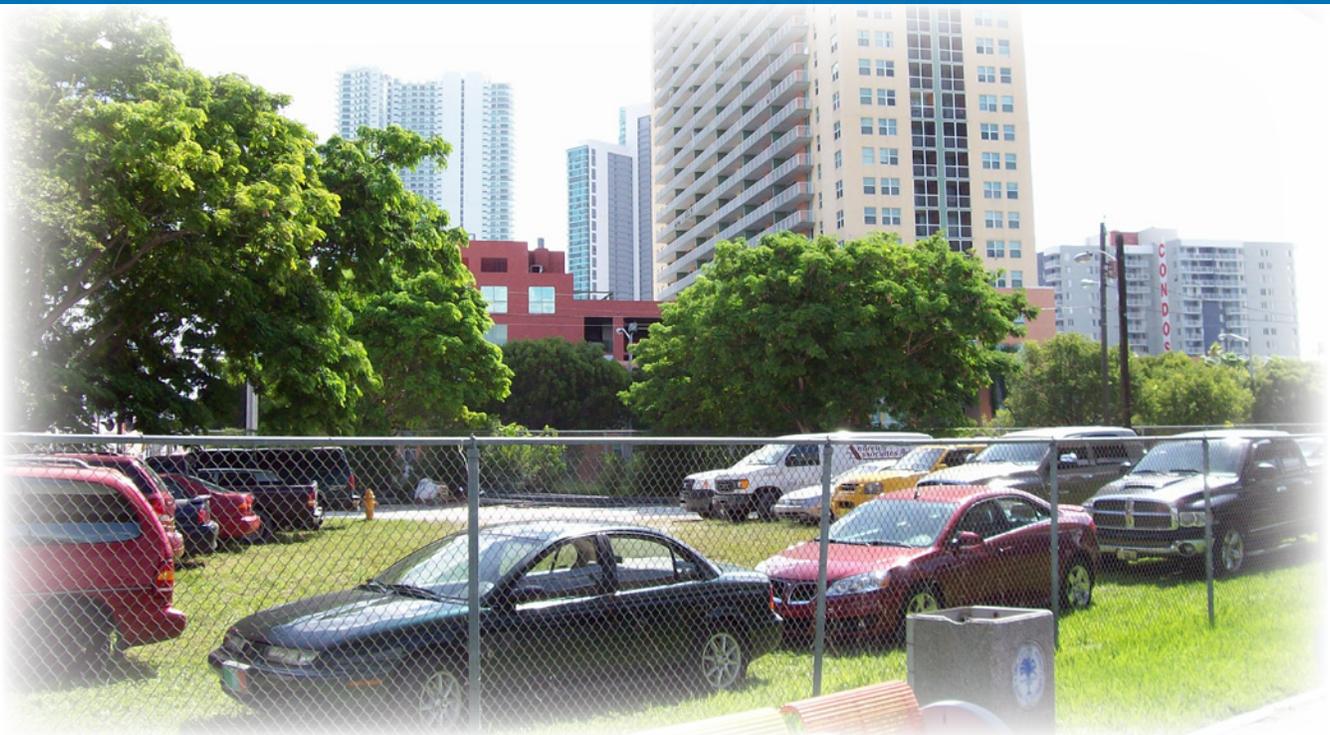
Overtown lies just northwest of Miami's downtown, divided by I-95, I-396, and the FEC railroad. A once vibrant community, until the late 1950s, Overtown was filled with a mixture of shops, community institutions, and residences. The neighborhood was traditionally comprised of buildings in the one- to three-story height range of a mixture of architectural characters and building types. Many of the best examples of the community's historic architecture have long been demolished; however, a few significant structures remain. The restored historic Lyric Theatre is among the few architecturally-significant buildings that remain in the neighborhood. Other culturally significant landmarks in Overtown include the Greater Bethel AME Church, Mt. Zion Baptist Church, and St. Agnes Episcopal Church. Other places of interest in the neighborhood include the reconstructed Dorsey House, the Old Black Police Precinct Museum, the Overtown Public Library (its exterior walls

are adorned with paintings by Overtown's famous urban expressionist painter, Purvis Young), and L. E. Thomas Building.

Today, the study area as well as much of Overtown is in transition. Countless vacant lots, empty buildings, and parking lots are located throughout the area. By virtue of its convenient location to Miami's downtown, major transportation facilities and services, and relatively easy access to Miami Beach, there is renewed development interest in the area. At the height of the real estate market in 2007 and 2008, several substantial development projects were planned within easy walking distance of the Metrorail station at Overtown. Little development has occurred in the neighborhood since the start of the current national economic recession.

What change did occur in the neighborhood amid the national economic slowdown included significant renovation to the Lyric Theatre and a major public development project called Overtown Transit Village. In

Parking on a vacant lot in the study area



Neighborhood Development Zone (NDZ)

Overtown is one of eight Neighborhood Development Zones (NDZs). Within the City of Miami, NDZs are distressed areas in need of assistance with their efforts toward revitalization. The identification of NDZs is part of the City of Miami's two-tiered approach to community development. Within these zones, Model Blocks are identified to serve as catalysts for future development within the NDZ.

the last decade, some businesses have returned to NW 2nd Avenue; however, work remains to revitalize the community's historic commercial street. The SEOPW CRA continues to expend time, energy, and money to encourage and support quality initiatives that enhance the neighborhood's quality, livability, and safety.

A challenge to any future neighborhood enhancement and change will be overcoming significant physical barriers—many of which were those that sent the neighborhood into decline in the 1960s. Overtown and parts of the study area are defined by substantial transportation features such as I-95 (elevated), I-395 (elevated), Metrorail and Metromover alignments (both elevated), and the Florida East Coast Railroad. Each of these transportation facilities are physical barriers for neighborhood connectivity and continuity, but also are visually obtrusive and psychologically difficult to cross. Numerous local plans have proposed

extensive modifications to several of these transportation facilities to lessen their neighborhood impact; however, without substantial funding, they are unlikely to be pursued.

Many of the neighborhood's streets terminate at major transportation facilities or are at least partially blocked (visually or physically) by them. Corresponding with the decline in the neighborhood, many of the area's streets have incomplete tree canopies and sidewalks that are in need of repair. Where redevelopment has occurred, streetscapes have been redesigned and are of good quality; however, there are countless blocks that will need investment in streetscapes in the future. As redevelopment continues, special attention will need to be paid to creating safe, walkable, and attractive streetscapes throughout the neighborhood.

Overtown Transit Village along Metrorail



General Circulation and Transportation Character

Pedestrian Access and Safety

The local (noninterstate and highway) street network throughout Overtown is largely pedestrian scale. Most local streets are two to four lanes, have low posted speeds, and allow on-street parking. A preponderance of stop signs at intersections and striped crosswalks make traversing streets relatively safe and easy.

From a landscape perspective, the tree canopy on many streets is fractured and incomplete; however, where redevelopment has occurred, new trees have been planted and are steadily restoring portions of the urban tree canopy. While the street network is largely walkable from a

facilities perspective, numerous barriers to walkability exist. Among the most notable of these are concern for people's safety and security, a lack of nearby and desirable destinations, and physical barriers such as major transportation facilities. Based on limited data available from the city's police department, crime of many different types appears to be a continuing issue throughout Overtown. Creating a truly walkable (and bikeable) network of streets within Overtown will require physical improvements to streets, but also a change in the developed realm to make the neighborhood safer, more secure, and more desirable for walking.

Bicycle Access

Currently, there are few bicycle facilities within the City of Miami and no contiguous dedicated lane facilities (bike lanes, cycle tracks, or off-street trails) in the study area. Miami is working to implement extensive bicycle facility recommendations from the Miami Bicycle Master Plan (September 2009), which will create an extensive

network of bicycle facilities citywide. With Overtown's largely interconnected network and many wide streets, there are many opportunities (as identified in the Miami Bicycle Master Plan) for bike facilities in Overtown.

Transit Facilities and Services

Overtown is served by numerous bus services, the Overtown station, and stations along the Metromover system at Government Center and Arena/State Plaza. The Overtown station receives Metrorail service at the following intervals:

- 10-minute headways during weekday rush hours
- 15-minute headways at midday
- 30-minute headways approximately between 7:30 p.m. and system closure
- Weekend service at 30-minute headways

The Metrorail system runs in a generally north/south direction, arcing toward the west at its northern and southern termini.

NW 9th Street "Safewalk"



Figure 2.4 shows the organization of Metrorail and its stations. Many of the Metrorail stations outside Miami's downtown core provide park-and-ride facilities to increase the reach of the transit system. The total parking provided by the 16 stations with park-and-ride facilities is more than 9,300 parking spaces. May 2011 data provided by Miami-Dade County indicates that the parking is approximately 67 percent occupied on average weekdays.

Generally, heavy rail transit stations have walk sheds of approximately ¼ to ½ mile, depending on the quality of the urban environment surrounding the transit station. The bike shed for similar systems tends to be in the 2 to 3 mile range, more dependent on the presence of suitable bicycle routes and facilities to potential transit users. The provision of interconnected bus service to stations further increases the reach of the fixed guideway transit lines, dependent on the quality of the service and its geographic orientation.

Urban conditions vary throughout the Metrorail system. Within the downtown area, pedestrian conditions are generally good and the walk shed of Metrorail is likely to be in the ¼ to ½ mile range. Extending into transitional and suburban areas of the city and county, conditions for many different reasons are less supportive of walking and the walk shed for stations is likely to be in the ¼ mile or less range. Bicycle facilities throughout the metropolitan area are limited and it is unlikely that a significant portion of the transit system's ridership is generated from people bicycling to transit.

The Overtown station is situated in the relative middle of the Metrorail line and has good access to stations on north and south legs of the line. In fiscal year 2010, the Metrorail system experienced more than 17 million boardings. This was a decrease of approximately 1.5 percent from fiscal year 2009, when the system experienced more than 18.2 million boardings. Based on data provided by Miami-Dade County, the Overtown station experienced 36,283 boardings in May 2011. The Overtown station is the 14th busiest station in the Metrorail system. The Government Center station, one station to the south, is the busiest station and experienced more than 270,000 boardings in May 2011. The following summarizes average weekday, weekend, and holiday boardings at the Overtown station for May 2011:

- Weekday (average): 1,540 boardings
- Saturday (average): 434 boardings
- Sunday (average): 374 boardings
- Memorial Day: 330 boardings

Based on monthly origin-destination data provided by Miami-Dade County for Metrorail, many of the trips to and from the station appear to originate at the Dadeland South and North stations. Nearly 30 percent of all weekday trips destined for the Overtown station originate at the Dadeland South and North stations, where there is considerable parking available to transit patrons. More than 3,300 parking spaces are available at the two Dadeland stations. Data provided from Miami-Dade County indicated that the park-and-ride lots at the Dadeland stations were more than 90 percent full during average weekdays.

Figure 2.4: Metrorail System Schematic



The Overtown station also seems to have some link to the adjacent Government Center Station and Civic Center Station. Approximately 1,500 daily trips destined for the Overtown station originate at the Government Center and Civic Center stations, both of which are served by Metromover services.

The Metromover system operates its inner and outer loops (Omni and Brickell) from 5:00 a.m. to midnight seven days a week. Trains arrive at frequent intervals, but not based on specific headways. Bus service (Metrobus) to the Overtown Metrorail station varies by line. Metrobus service to the station includes Routes 2, 7, 95 Golden Glades, 95 Dade-Broward Express, 211 Overtown Circulator, and the 243 Seaport Connection.



NW 2nd Avenue



Introduction to Mixed-Income Transit-Oriented Development Guide

Part of the process for preparing and developing the Plan was to gather information on the Overtown station area. Much of the general information was gathered through the charrette workshop held in September 2010 and by reviewing the 2009 SEOPW Redevelopment Plan (City of Miami) and the City's Consolidated Plan. In addition, the team followed the newly released Mixed-Income Transit-Oriented Development (MITOD) Action Guide¹ to test its guidance in developing a plan. Experts at HUD added additional questions to help clarify and address the housing and transportation needs of the community.

Summary of the Mixed-Income Transit-Oriented Development Guide

The MITOD Action Guide developed by the Center for Transit-Oriented Development² is intended to be a “how to” tool for local planners and other stakeholders to follow to create successful communities around planned transit stations. Using the MITOD Action Guide involves adhering to the following three-part process (shown in Figure 3.1):

- Existing Conditions
- MITOD Opportunities
- MITOD Strategies

The process calls for the collection of a wide range of data including demographic, real estate, development capacity, and neighborhood stability. The planning

Figure 3.1: MITOD Process



process used for the purpose of this project parallels the one outlined in the MITOD Guide.

How Mixed-Income Transit-Oriented Development was Applied in this Study

The Action Guide serves as a template for asking the questions needed to create the Plan. Part of the process in answering the questions was to review the ease of gathering MITOD required information and then assessing the usefulness of this information in developing a plan. In addition to the resources outlined above, much of the information was gathered from the National TOD Database (NTD) and the U.S. Census Bureau (Census)³.

Existing Conditions Analysis

Station Area Population Characteristics

Overtown is within a Neighborhood Development Zone (NDZ) with just over 10,000 residents living in 3,646 households with a median household income of \$13,211. The population is 75 percent African American and 20 percent Hispanic. The bounds of the Overtown community are more expansive than the studied Overtown station area. The station area itself (1/4 mile radius surrounding the station) has relatively few housing units and the median income is slightly lower than the overall community.

¹ Available at <http://www.mitod.org>

² Available at <http://www.toddata.cnt.org>

³ www.census.gov

As a result of the many vacant properties within the station area, its overall population density (people per square mile) is low (less than 2,000 people per square mile). Several blocks within the station area are higher density individually. Figure 3.2 shows study area population density by block group.

Median Household Income

Based on data from the National TOD Database (NTD), the station area's median income is approximately \$11,300. This is less than 30 percent of the median income for the Miami transit region. The U.S. Department of Housing and Urban Development (HUD) defines an area whose median income is less than 30 percent of area median income to be extremely low income. Table 3.1 shows a distribution of household income in the station area from data provided by the National TOD Database. Figure 3.3 shows household income in the study area. As shown in the figure, a significant portion of the station area, area between Metrorail and I-95/395

has incomes between \$10,000 and \$15,000.

Distribution of Household Income

More than 80 percent of households within the Overtown station area earn less than \$25,000 annually. The specific blocks identified for this project, show a median household income between \$10,000 and \$15,000, which is consistent with the NTD median income figure of \$11,300.

Percentage of Income Spent on Housing

To determine the percentage of household income spent on housing, data from the Center for Neighborhood Technology's Housing & Transportation Affordability Index was used.⁴ This index tool uses color gradations on interactive maps to depict the cost of housing relative to household income. Figure 3.4 shows the affordability index for the station area. Housing is considered affordable when housing costs are no more than 30

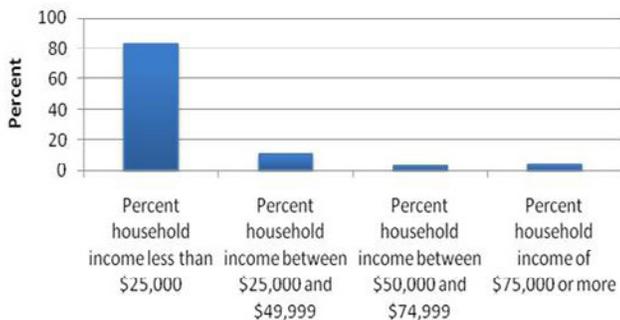
percent of household income. Areas shaded in yellow represent locations where the housing is less than 30 percent of household income. Areas shaded in turquoise are those whose housing costs exceed the 30 percent threshold. Areas shaded in white contain no housing units. Based on the data from the Center for Neighborhood Technology, with the exception of northern and southern shores of Biscayne Bay, the housing near and within the study area appears to be affordable by definition.

Household Composition

The Overtown station area is composed largely of single, nonfamily households. Based on data from the NTD, nearly 70 percent of all households are single, nonfamily (Table 3.2). Interestingly, the most dense areas have the lowest occupancy rate, as shown in Figure 3.5. The blocks to the west of the station have moderate unit occupancy and the Northeast corner of the station area has the highest occupancy.

Table 3.1: Household Income Distribution

Source: National TOD Database



⁴ Center for Neighboring Technology's Housing & Affordability Index measures the true affordability of housing based on its location. It does this by measuring the transportation costs associated with a housing unit.

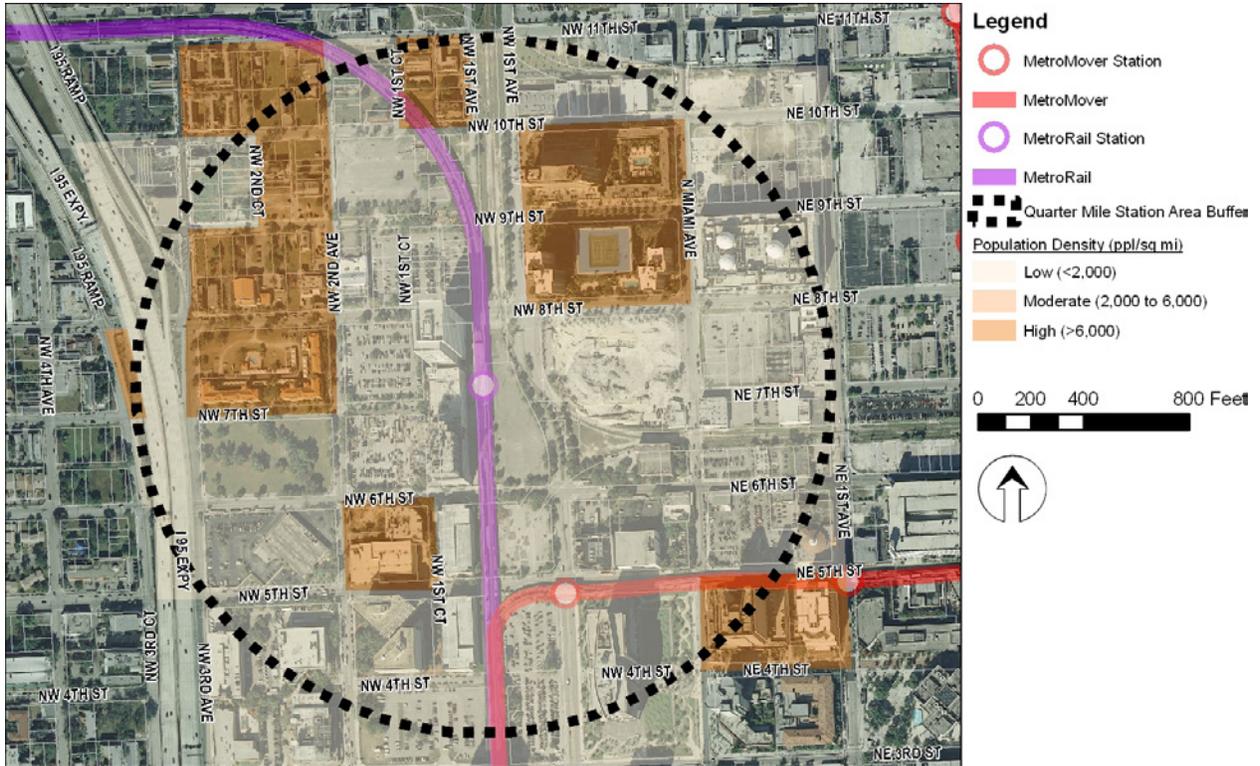


Figure 3.2: Population Density by Block Group

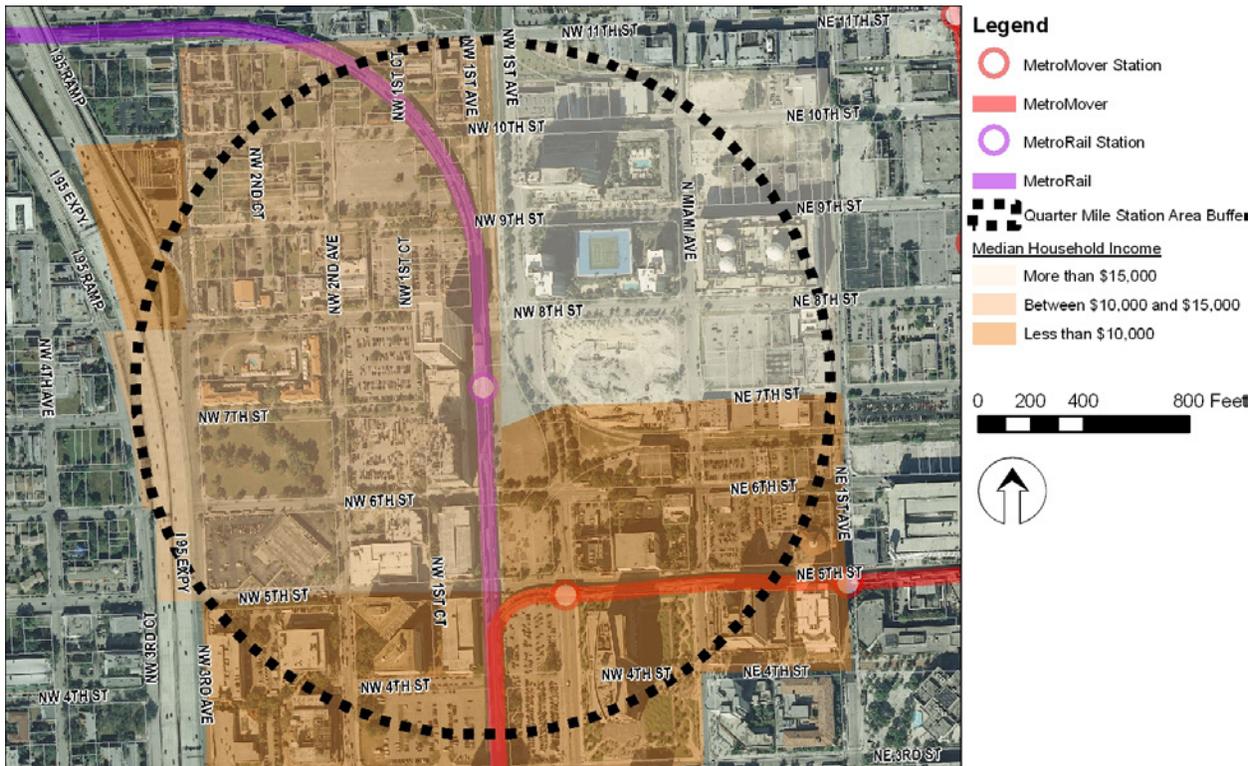


Figure 3.3: Median Household Income by Block Group



Figure 3.4: Affordability Index
 Source: Center for Neighborhood Technology H+T Affordability Index.

Distribution of Ages

The median age in the station area is approximately 34 years old. Slightly more than 30 percent of the households in the study area are between the ages of 35 and 54. Approximately 30 percent are aged 65 and over. An age distribution summary for the study area is shown in Table 3.3.

Composition of Local Employment

Participants at the workshop noted that the major employment areas within the City of Miami were the Port of Miami, the Miami International Airport, the Civic Center area, downtown, and the Medical Center. Metrorail connects directly or has interconnecting bus or rapid transit services to each of these areas.

Change in Population and Housing Characteristics Over Time

Prior to the late 1950s and early 1960s, Overtown's population was significantly higher and the neighborhood was arguably more stable and successful. The construction of I-95, I-395, Metrorail, and urban renewal that followed decimated the neighborhood. The area's housing stock was significantly affected and the once contiguous neighborhood was divided by transportation infrastructure, helping send it into rapid decline. When asked about current changes, officials from the SEOPW CRA noted that two large residential developments within the neighborhood have resulted in the housing of a diverse and educated group of newcomers and a significant number of students.

Existing Housing

Percentage Share of Multi- and Single-Family Housing Units

According to the city's latest Consolidated Plan, there are about 4,800 housing units in the Overtown NDZ. More than 80 percent of these housing units are multifamily units. Thirty-three percent of the multifamily unit buildings/complexes contain 10 to 19 units and 37 percent contain 20 or more units. Table 3.4 summarizes housing unit types within the study area.

Mix of Housing Unit Size

Data on housing unit size was not readily available. Understanding the area's context and the significant percentage of single person households, the units are likely to be comparatively (to the region) small.

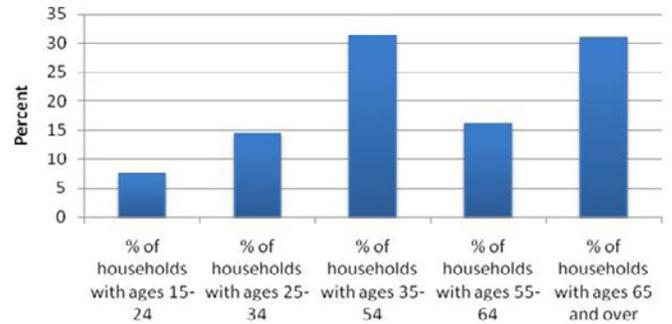
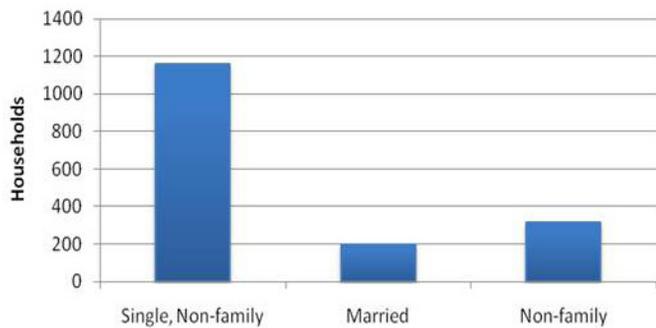


Table 3.2: Household Composition

Source: National TOD Database

Table 3.3: Age Distribution

Source: National TOD Database

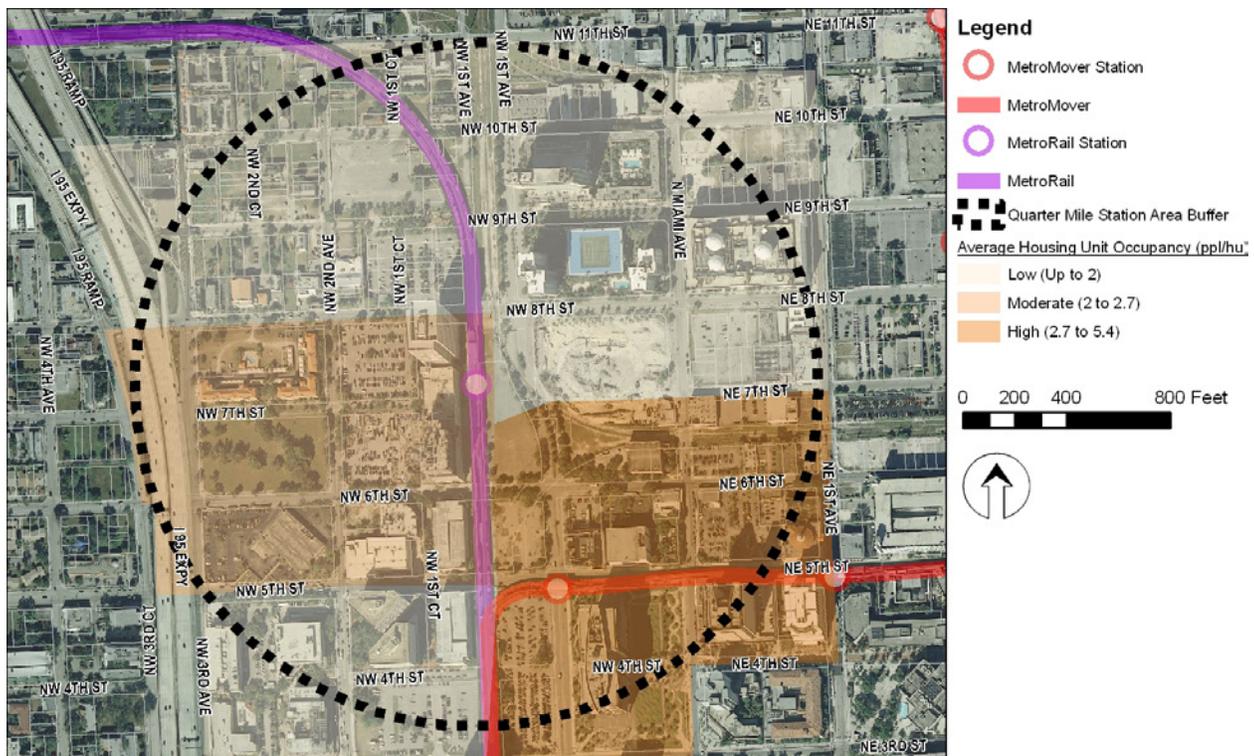


Figure 3.5: Housing Unit Occupancy by Block Group

Percentage Share of Renters and Homeowners

The city's 2009-2013 Consolidated Plan noted that about 87 percent of residents in the Overtown NDZ are classified as renters.

Age of the Housing Stock

Approximately 25 percent of the total housing units in the Overtown NDZ were built before 1949.

Quality and Condition of the Housing Stock

According to Miami's latest Consolidated Plan, the condition of housing within the Overtown neighborhood is poor. The Plan stated that the Overtown community is in a deteriorated state with substandard housing and many abandoned and boarded-up buildings. Furthermore, the Plan found that within the City of Miami, most of the housing

stock is more than 30 years old. The Plan further stated that more than half of Miami-Dade County's oldest housing stock is located within Miami.

Subsidized Affordable Housing Near the Transit Region

HUD's Multifamily Assistance and Section 8 Contracts Database was used to identify subsidized affordable housing within the transit region. Two properties were noted to be in the Overtown neighborhood. According to the database, the Section 8 contract for a property that contained 30 units had expired in April 2011. The contract for another property containing 70 units is set to expire in July 2013.

To get a better understanding on the amount of subsidized housing near transit in the City of Miami, the team referenced

a report from the American Association of Retired Persons Public Policy Institute. This report—*Preserving Affordability and Access in Livable Communities: Subsidized Housing Opportunities Near Transit and the 50 + Population*—provided the quantity of affordable units near transit and noted the number of units under contract set to expire by 2014. The City of Miami has approximately 6,800 units within a half-mile of a rail station or frequent bus service. Approximately 5,700 of these units will expire by 2014. Within the station area, 75 percent of the census blocks have up to 7.5 percent of households receiving public assistance as shown in Figure 3.6.

Populations Served by the Subsidized Housing

Understanding the demographics of the station area, it is very likely that the primary

Unit Type	Overtown	% of Total
Single-Family	885	
1-unit, detached	429	48.5%
1-unit, attached	456	51.5%
Multifamily	3,922	
2 units	90	2.3%
3 or 4 units	189	4.8%
5 to 9 units	905	23.1%
10 to 19 units	1,279	32.6%
20 or more	1,459	37.2%

Table 3.4: Summary of Housing Unit Types

Source: National TOD Database

and in terms of affordability and noted that it has challenges. The high rate of condo conversions over the past few years has reduced the supply of rental units. Combined with an increase in demand for rental units due to the economic downturn, this has led to the city experiencing a very low rental market vacancy rate. It appears that much of the low-income population is not being served by the current housing stock.

Mixed Income Transit-Oriented Development Opportunities Analysis

Preservation Opportunities

There are not many preservation opportunities within the station area given that most of the housing was razed during urban renewal. Culturally significant and community important buildings have been retained and many are undergoing or have already undergone some form of renovation.

Development Site Capacity

Based on numerous urban design studies prepared for the City of Miami as well as assessments completed by speculative and proposing developers within the study area, there appears to be considerable development capacity. Setting aside the existing development market and the area's ability to absorb more residential and commercial development, Miami 21 provides considerable capacity for development within the study area. The City's zoning code includes several different mixed-use and mid-to high-density zoning classifications within the study area. With or without bonuses and other special conditions, existing zoning provides the ability for thousands of dwelling units and parking spaces and nonresidential

square footage to be developed within the study area.

Demonstrating the relatively favorable market conditions in the study area, The Gatehouse Companies submitted a detailed development proposal for Blocks 25 and 36 in 2007 and have continued to pursue development plans for these same blocks since that time. The proposal submitted by The Gatehouse Companies contained the following development totals:

- Residential rental units (affordable): 200 to 220 units
- Residential for sale units (workforce targeted): 65 to 75 units
- Parking garage (public): 300 spaces
- Retail space: 40,000 to 45,000 square feet (including a 30,000 to 35,000 grocery store)

The Gatehouse Companies development proposal was a public-private venture, working with the SEOPW CRA. Their proposal indicated that the specific type and tenants to inhabit the retail component of the development would be determined by the market, but that there had been considerable interest from specific tenants at the time of their development plan submittal.

Recent and Planned Development in the Area

There have been two large housing projects in the area and another 2,000 housing units are planned within the area. Numerous buildings along the NW 3rd Avenue corridor have received façade improvements and the street was designated "The Historic Overtown Business Corridor."

Predominant Land Uses in the Transit District

The majority of the land uses in the study area are currently residential uses. Some small-scale commercial exists along NW 2nd Avenue and NW 3rd Avenue and Overtown Transit Village contains government and institutional office space. Zoning varies throughout the area, but generally allows for significant density and a mixture of uses.

Quantity and Character of Vacant Land or Underutilized Land within the Transit District

There are a number of vacant parcels within the study area. The majority of the parcels are entirely vacant—buildings and access infrastructure removed—with security fencing surrounding them to discourage illegal and undesirable activities, uses, and trespassing. A few of the vacant parcels, particularly those along NW 2nd Avenue, are being temporarily used for parking for area organizations through an agreement with the underlying property owners.

The vacancy of some properties within the station area is a result of the relatively recent demolition of the Miami arena, which is now located at the waterfront. Many of the now vacant properties served as parking lots for the arena and several were the site of the arena itself.

Compatibility of Existing Policies and Mixed Income Transit-Oriented Development

Miami recently adopted Miami 21, a landmark form-based zoning code for the city. This ordinance promotes TOD and the creation of mixed-income communities through the encouragement of a mixture of uses in projects, appropriate density, context sensitivity, appropriate parking ratios, high quality design, and the creation of quality streetscapes and public open spaces.

Presence of Inclusionary Zoning

Miami's zoning ordinance (Miami 21) is not explicitly inclusionary; however, it offers developers many incentives to provide affordable housing within development projects. The incentives identified in the zoning ordinance include height and density increases for providing affordable housing. They also include reduction in parking requirements. By providing the maximum amount of affordable housing, in some zoning classifications, density and height are permitted to be increased by as much as 100 percent of by-right density and height.

Protections for Current Renters

Miami uses Community Development Block Grant (CDBG) funds to maintain affordable multifamily rental housing.

Designated Redevelopment Area

With some of the highest concentrations of poverty, segregation, low educational attainment, homelessness, and HIV/AIDS in the nation, the city of Miami is one of the most difficult redevelopment areas in the country. Given the scope and severity of these problems, a concentrated neighborhood level approach to community development was developed by the city. As such, the 2004-2009 Consolidated Plan identified a two-tiered approach to community development. Under this system, the city targets distressed neighborhoods within the city that are in most need of assistance. These areas are referred to as NDZs. Overtown is one of eight NDZs.

The NDZ concept is a comprehensive long-term approach to neighborhood revitalization that focuses on community assets as a means of stimulating market driven redevelopment. It calls for sustained, multiyear commitments from local governments, the private sector, foundations, and community-based organizations. The following is a list of the principles that guide the NDZ model:

- Community-based leadership and collaboration
- Community decision support infrastructure
- An inventory of built, economic, and social assets
- A neighborhood plan/vision for the future
- Sustainable development plan

Adding to being within an NDZ, Overtown also is covered by a CRA, as described in previous sections.

Station Area Zoning

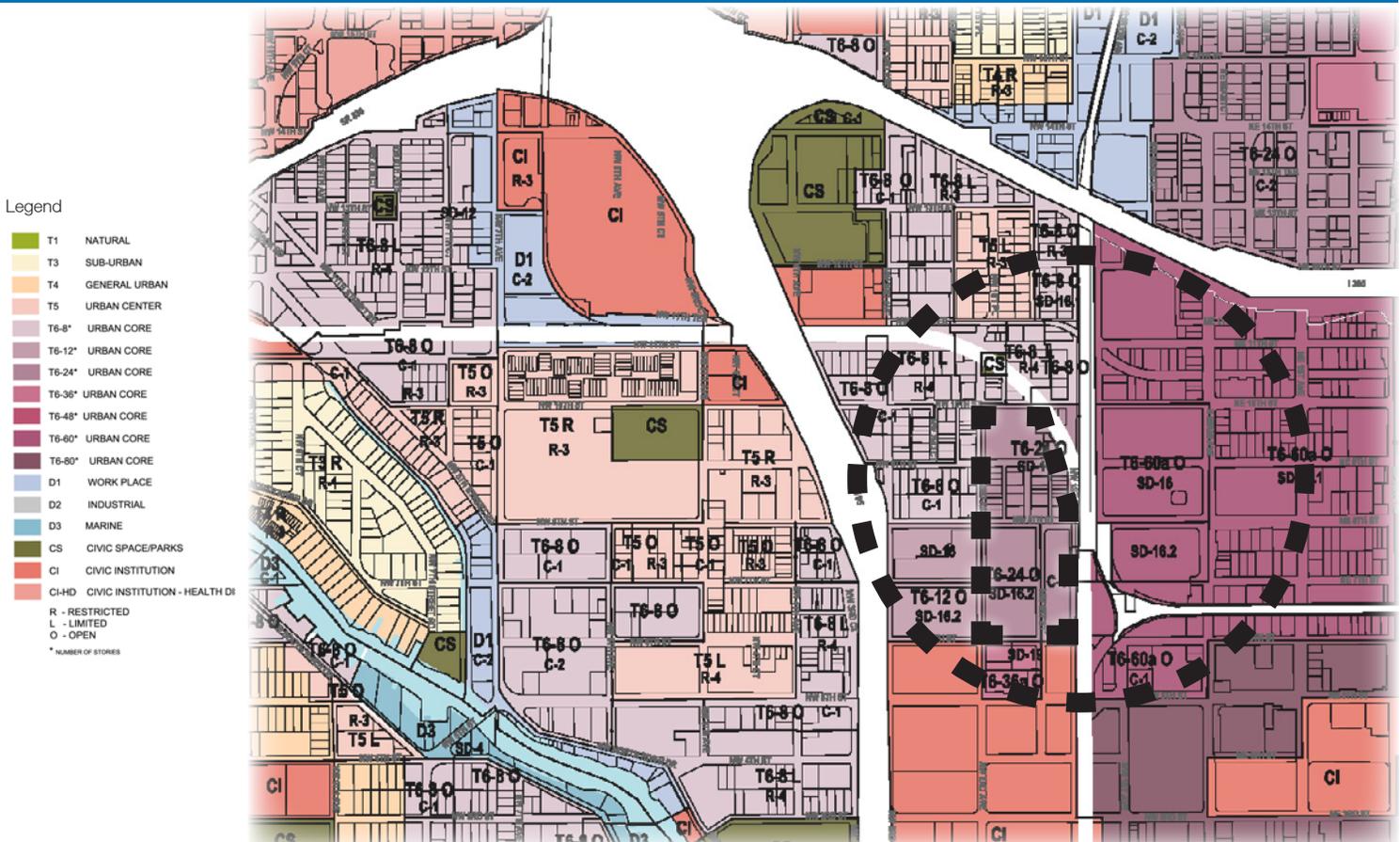
The station area (1/4 mile radius) is within the City of Miami and is subject to the city's newly adopted zoning code, Miami 21. Zoning limitations vary throughout the study area and the city's specific zoning classifications for land within the study area is shown in Figure 3.7. The city's new zoning code is a largely form-based code and provides flexibility in nearly all aspects of built form. Figure 3.8 shows the permitting processes for development, which includes various processes for applicants to use to request and receive approval for exceptions to the zoning code. The bonus and exception process is not uncommon to development proposals and has been successfully undertaken by many approved and completed development projects. The following summarizes zoning requirements for Blocks 25 and 36:

- Existing Zoning: T6-24
- Height
 - By Right Maximum Height (without bonuses): 24 stories
 - Bonus Height: 24 stories
 - Total Maximum Height: 48 stories
- Density
 - By Right Maximum Density: 150 dwelling units/acre
 - Bonus Density: 150 dwelling units/acre
 - Total Maximum Density: 300 dwelling units/acre
- Parking Requirements
 - Residential: 1.5 spaces per unit and 1 visitor space per 10 units
 - Retail: 3 spaces per 1,000 square feet
 - Affordable housing: 50% reduction for affordable units
 - Transit: 30% for transit adjacency



Figure 3.7: Area Zoning

Source: Miami 21 Atlas, City of Miami, November 2009



Mixed Income Transit-Oriented Development Strategies Analysis

Stability of Station Area Population

The station area's population appears to be increasing. Recent development projects and continued efforts by private developers and local organizations have brought new housing units and people to the area. Surrounding neighborhoods also appear to have slowly rising populations and relatively low rates of foreclosure.

Potential Post-Transit Housing Market Conditions

The Overtown station already exists, but is underutilized. The overall housing market is slow in South Florida, but given the appreciation of land values in the station area, mechanisms need to be put in place to retain the affordability of units. Some market appreciation could be beneficial for the community and attract more professionals who work in the government and downtown and can build ridership at the station.

Site Classification

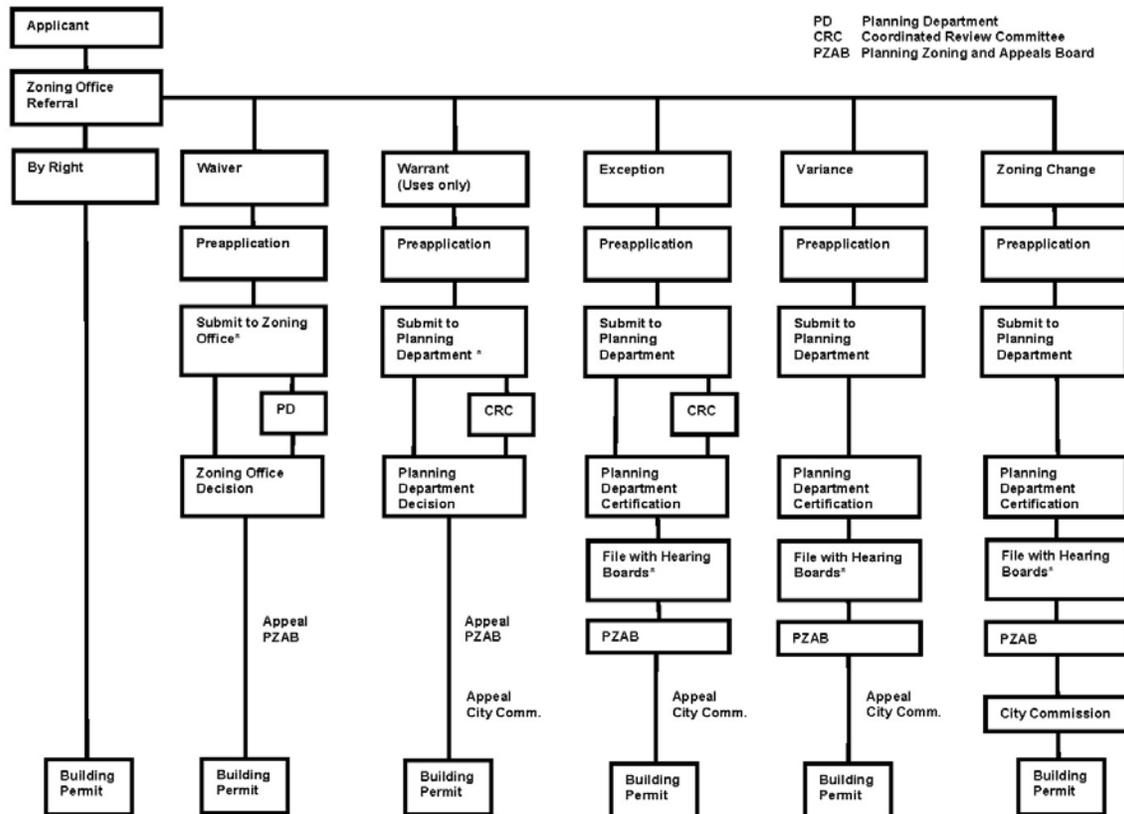
With a relatively stable population, a regionally stagnant real estate market, and significant capacity for future development, the MITOD Guide classifies this station area as one whose primary strategies are to promote affordable housing development

and reduce the cost of housing production. The tools to implement these strategies are identified at the end of this report. The Overtown station area is best described as an urban neighborhood by *Reconnecting America and CTOD's Station Area Planning: How to Make Great Transit-Oriented Places*.



Figure 3.8: Miami 21 Permit Process Summary

Source: Miami 21



Conceptual Station Area Plan

Completed in 2004, the Southeast Overtown/Park West (SEOPW) Community Development Plan outlines a long-term strategy for the enhancement of portions of the Overtown and Park West neighborhoods. This document covers a much broader geographic area and subject matter than that included in this planning effort. The document was prepared consistent with the Community Redevelopment Act of 1969 for eliminating and preventing slum or blight conditions by rehabilitation, conservation or redevelopment, or a combination thereof. The community development plan provides

useful information for station area planning efforts as a part of this study.

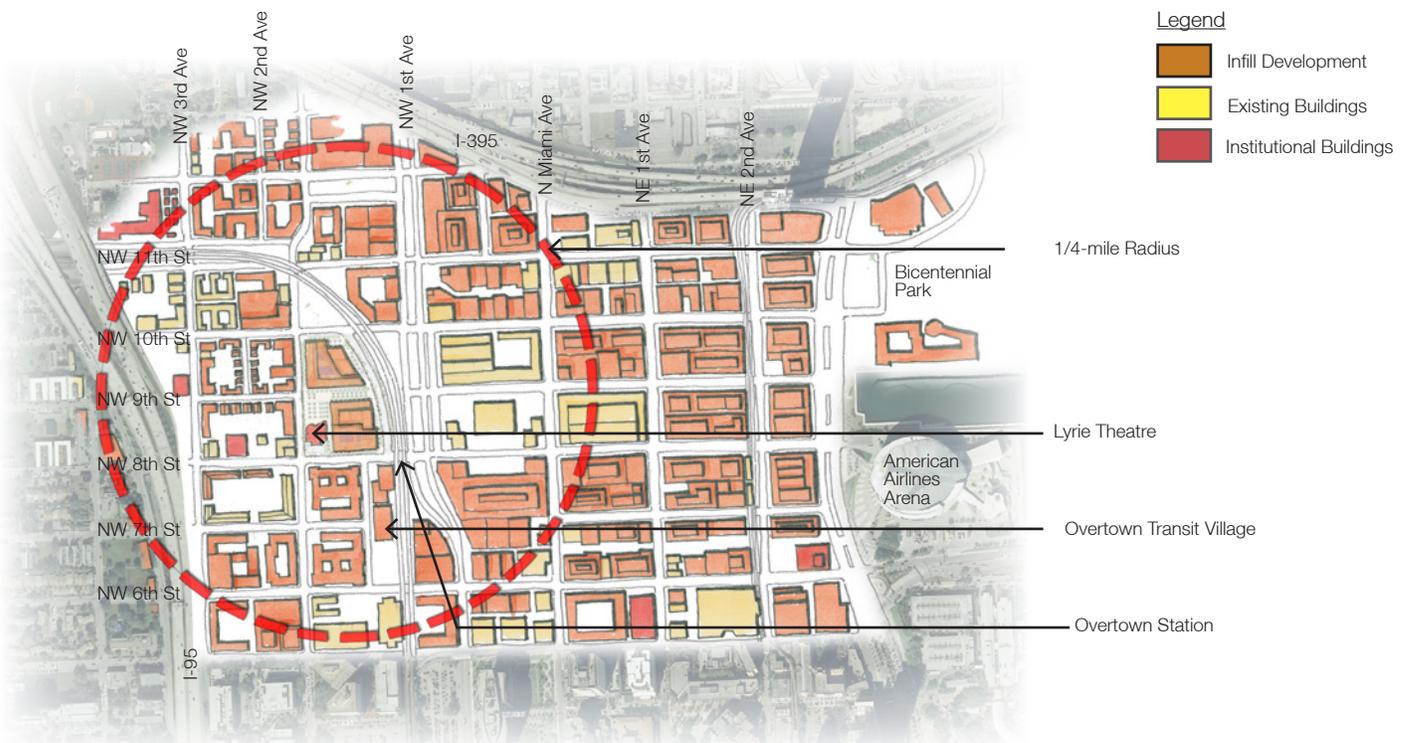
The study area for this project is shown in Figure 4.1 and is a 1/4 mile radius surrounding the Overtown station. This figure also shows the envisioned built form, street network, and network of interconnected open spaces envisioned for the station area.

The general station area plan is intended to include a mixture of uses, architectural characters of buildings, parks, open spaces, enhanced streetscapes, new pedestrian and bicycle facilities, and a mixture of incomes and housing types. The station area plan shown is only one possible buildout plan for the area and is intended to be illustrative, not prescriptive. Based on other, more detailed studies that have been performed,



Figure 4.1: Station Area Study Area

The figure shows the 1/4 mile radius surrounding the Overtown Station



to achieve the vision generally illustrated in Figure 4.1 will require a long list of actions and partnership from many different agencies and organizations. A number of the guiding principles of the SEOPW Community Development Plan are relevant to this study, relating specifically to a desire of the community to have a mixed income neighborhood. Guiding principles relating to mixed income include:

- The neighborhood has to retain access to affordable housing even as the neighborhood becomes more desirable to households with greater means
- There must be variety in housing options
- Restore a sense of community and unify the area culturally

The station area plan shown in Figure 4.1 shows a conceptual framework of buildings, parks and open spaces, and street modifications. It suggests that development densities should be consistent with Miami 21 zoning, which essentially encourages the largest buildings and tallest development heights east of NW 2nd Avenue along the

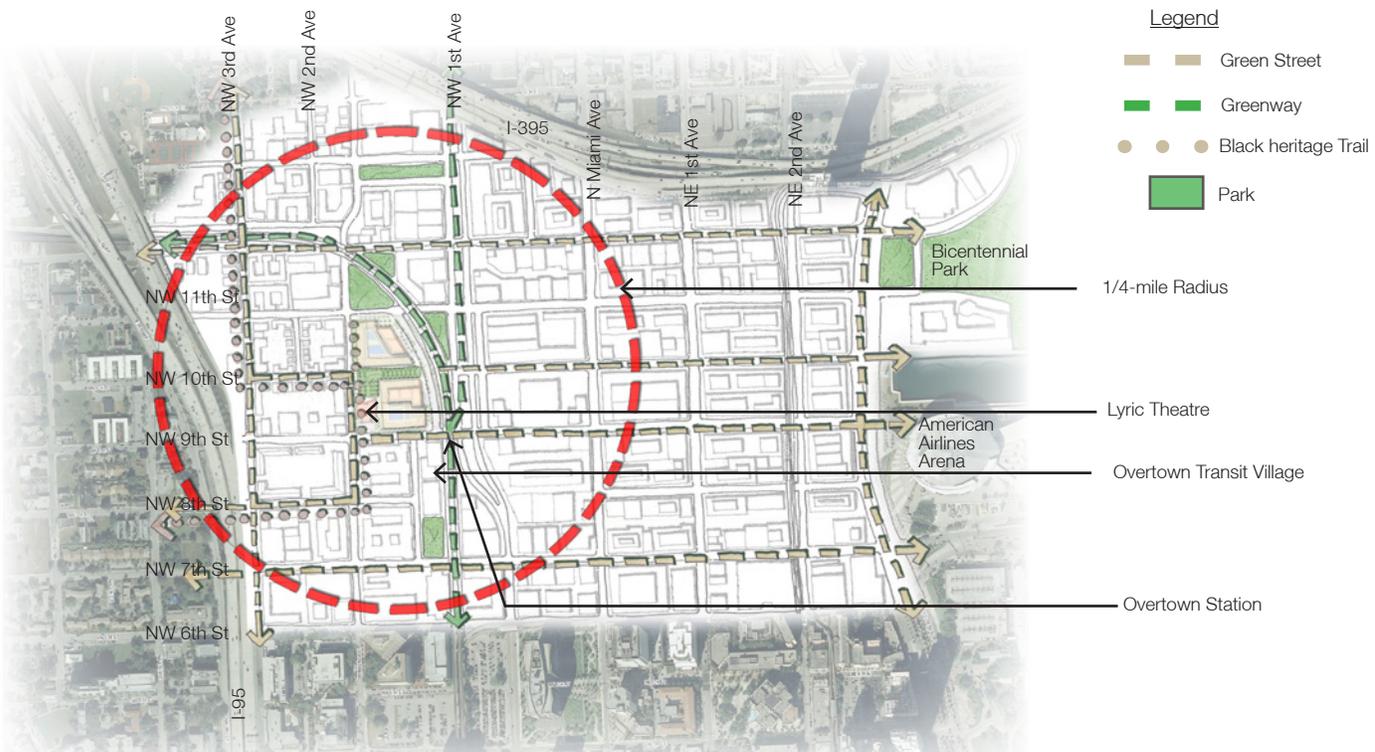
Metrorail and extending from the Metrorail to Biscayne Bay. West of NW 2nd Avenue, built form and building height should conform more closely to the scale of the existing neighborhood and should remain within previously adopted plan limits—especially the Historic Overtown Folklife Village plan.

The overall plan suggests that bicycle and pedestrian enhancements should be made to streets throughout the area and that greenways and trails from adopted local plans should be accommodated. Public open spaces of different configurations and uses should be provided at locations throughout the area and connected with one another through high-quality streetscapes and special green streets corridors, such as are planned along portions of NW 9th Street, NW 2nd Avenue, NW 3rd Avenue, NW 8th Street, and NW 11th Street. The following sections briefly describe open space, and vehicular, pedestrian, and bicycle elements of the station area plan.

Open Space

There are a number of parks and enhanced public spaces (including heritage trails, greenways, and streetscapes) within the station area. These include the FEC and Metrorail greenways, the Black Heritage Trail, and green streets along several street corridors. In addition, new and enhanced open spaces are shown at several locations, taking advantage of underutilized land and irregularly shaped properties. Figure 4.2 shows the open space plan for the station area.

Figure 4.2: Parks, Open Spaces, Trails, and Green Streets



Vehicular Access

Within the station area, there are a number of long-term plans for enhancements to the vehicular transportation network. These include modifications to streets to improve vehicular circulation as well as pedestrian, bicycle, and transit accommodation.

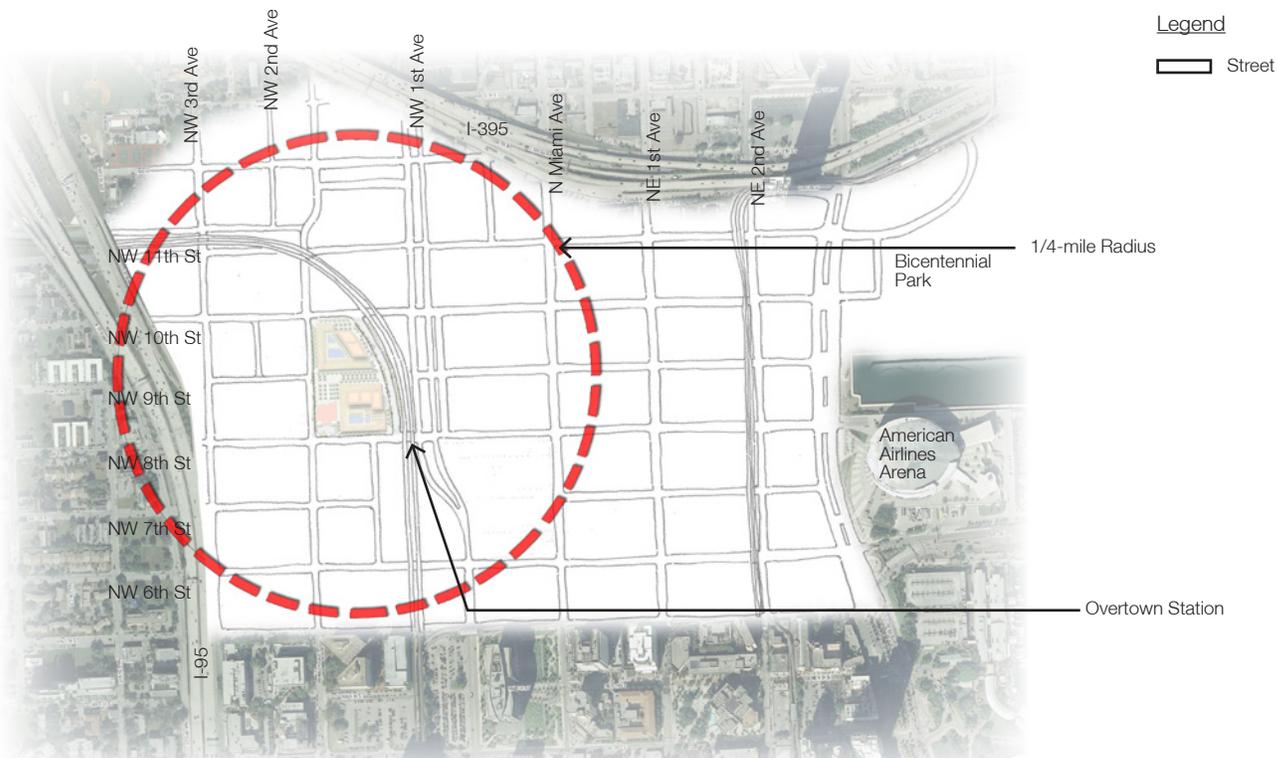
Figure 4.3 shows the city-envisioned street network for the station area. This figure shows several significant changes to the existing street network including:

- Streetscape enhancements along all street corridors where redevelopment has not already occurred
- Reconfiguration of NW 1st Avenue to improve pedestrian and vehicular conditions related to the FEC Railroad
- New street between NW 10th Street and NW 8th Street
- Possible reconfiguration of a section of I-395 (possible “trench configuration of the roadway” to reduce its impact on the neighborhood)

- Possible reorganization of existing one-way streets in the study area and downtown Miami (not shown)



Figure 4.3: Street Network



Pedestrian and Bicycle Access

Currently, most streets within the study area have sidewalks. As mentioned in previous sections of this document, despite the presence of sidewalks, the street network is largely not conducive to walking and bicycling. Figure 4.4 shows proposed enhancements to the pedestrian and bicycle network (including greenways) based on adopted local plans and studies as well as planning a part of this study. Notable facilities include:

- Extension of the 9th Street safe walk to Biscayne Bay through a green street project
- FEC greenway
- Metrorail greenway
- Bicycle facilities on many streets within the station area

Site-Specific Plans

The planning and coordination efforts of the Model Housing Transportation Plan project culminated in the development of site-specific master plans. To help identify the specific sites to develop the site-specific plans, extensive coordination was undertaken with City of Miami staff and stakeholders identified by city staff. At the core of the site selection process was a two-day planning workshop, facilitated in Miami. At this workshop, local stakeholders had the opportunity to provide input and guidance on their respective visions for redevelopment locations and opportunity sites, affordable and market rate housing, nonresidential uses, and public open spaces proximate to transit in the selected area. The planning workshop brought together individuals with backgrounds in development, government, housing, finance,

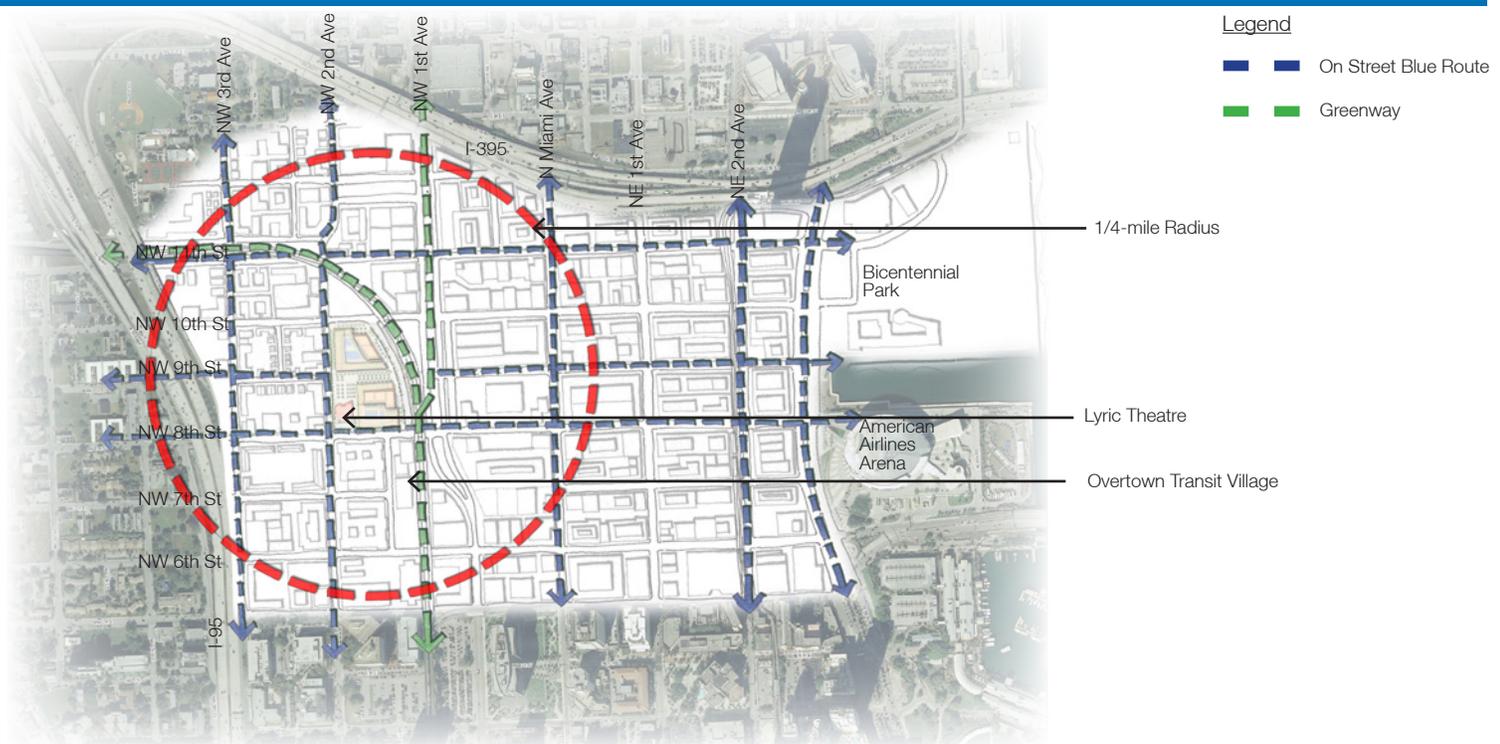
and transportation from local, regional, and federal agencies and groups.

During the workshop, the stakeholders and planning team worked cooperatively to review and evaluate selected sites within the city and discuss key considerations of site selection. Items such as area demographics, travel patterns, local plans, development activity, transportation access, locations of services, and employment all were discussed. The general outline of the workshop was the following:

- Introductions and stakeholder representation
- Orientation to the sites under consideration
- Site selection discussion—strengths, weaknesses, opportunities, and threats
- Selection of the site
- Establishment of site priorities, needs, desires, and vision
- Site concept development
- Model plan development
- Review of model plan concepts
- Comments and discussion

Figure 4.4: Major Bicycle and Pedestrian Facilities

Source: Miami Bicycle Master Plan Sept. 2009 and City of Miami proposed bicycle network.



During site selection and evaluation discussions, stakeholders noted that the role of the city's two fixed guideway transit systems was important to consider. Metromover is downtown Miami's circulator service. It is fare free; however, it operates only within downtown. It connects to Metrorail at a number of locations. Metrorail is the region's heavy rail transit service. It extends from downtown and the city into neighboring Miami-Dade County. A major extension of Metrorail is under construction and will extend its reach to Miami International Airport, a major employment center of the region. Other major employment areas in the city were noted as the Port of Miami, Civic Center area, and Medical Center area.

Approaching site selection, stakeholders offered specific ideas on the ways in which the supply of affordable housing near transit in Miami could, understanding market conditions and practical limitations, be increased. Workshop participants



Workshop: September 23 and 24, 2010

Stakeholders, including developers, housing, community development and transportation planners, and regional and national representatives from HUD and FTA, met on September 23 and 24, 2010 in Miami to develop a conceptual Model Housing Transportation Plan. The participants at this Planning Workshop were instrumental in helping to provide a local perspective on the area as it related to helping define the site selection criteria, major employment centers for low-income residents, and important aspects of the city's transit network. In addition, this group highlighted policies used by the City of Miami to encourage affordable housing while bringing forth innovative ideas for project financing. The following people attended the workshop:

- Barbour, Christine—Newport Partners
- Bockweg, Pieter—City of Miami CRA
- Borray, Luis—U.S. Dept of HUD
- Duran, Alfredo—City of Miami-Dept of Community Development
- Fernandez, Wilson—Miami-Dade MPO
- Gay, Gregory—City of Miami-Planning Dept
- Gonzalez, Bert—Omni CRA
- Gonzalez, Jose—City of Miami-Office of the City Manager/Transportation
- Gray, Regina—U.S. Dept of HUD
- Hernandez, Albert—Miami-Dade County Transit
- Inamdar, Nick—The Gatehouse Companies
- Lefton, Steve—Kimley-Horn
- Madsen, Michael—Kimley-Horn
- Melton, Keith—Federal Transit Administration
- Patterson, Don—Mt. Zion Development Corporation
- Pons, Jose—Housing Finance Authority of Miami-Dade County
- Quade, John—U.S. Dept of HUD Atlanta Regional Office
- Sapone, Phil—Newport Partners
- Snow, David—City of Miami-Planning Dept
- Spanioli, Mark—Southeast Overtown/Park West CRA
- Thorne, Eric—Miami-Dade County

were highly supportive of the sites selected for the development of the site-specific plans. A group of conceptual site selection considerations were developed during the workshop to aid in selection of the sites within the station area. These considerations (and a summary of comments related to the selected sites) included:

- **Site control.** Site is owned by the SEOPW CRA who has issued requests for proposals for development of affordable housing.
- **Access to rail and circulation.** Site is adjacent to the Overtown station and Overtown Transit Village.
- **Community need.** Site is located in an area where affordable housing has been successful and is needed.
- **Population served.** Appropriate demographics exist within the area to support the creation of affordable housing.
- **Neighborhood compatibility.** Surrounding neighborhood is of a compatible context.
- **Connection to employment.** Metrorail and local bus services connect the area conveniently to major employment centers.
- **Appropriate zoning.** Zoning provides

significant advantages to the development of affordable housing.

- **Local government buy-in.** City, county, and local organizations are supportive of the proposed development type.
- **Connection to adjacent neighborhoods.** Neighborhood demographics are supportive of affordable housing.
- **Addresses community priorities.** Economic development is a priority within the area.
- **Flexibility toward parking ratios.** Zoning code provides reductions for affordable housing, which improves development economics.

The site-specific master plans that were developed show specific physical forms and organization of uses. They illustrate elements important to creating diverse, attractive, functional, and desirable urban places.

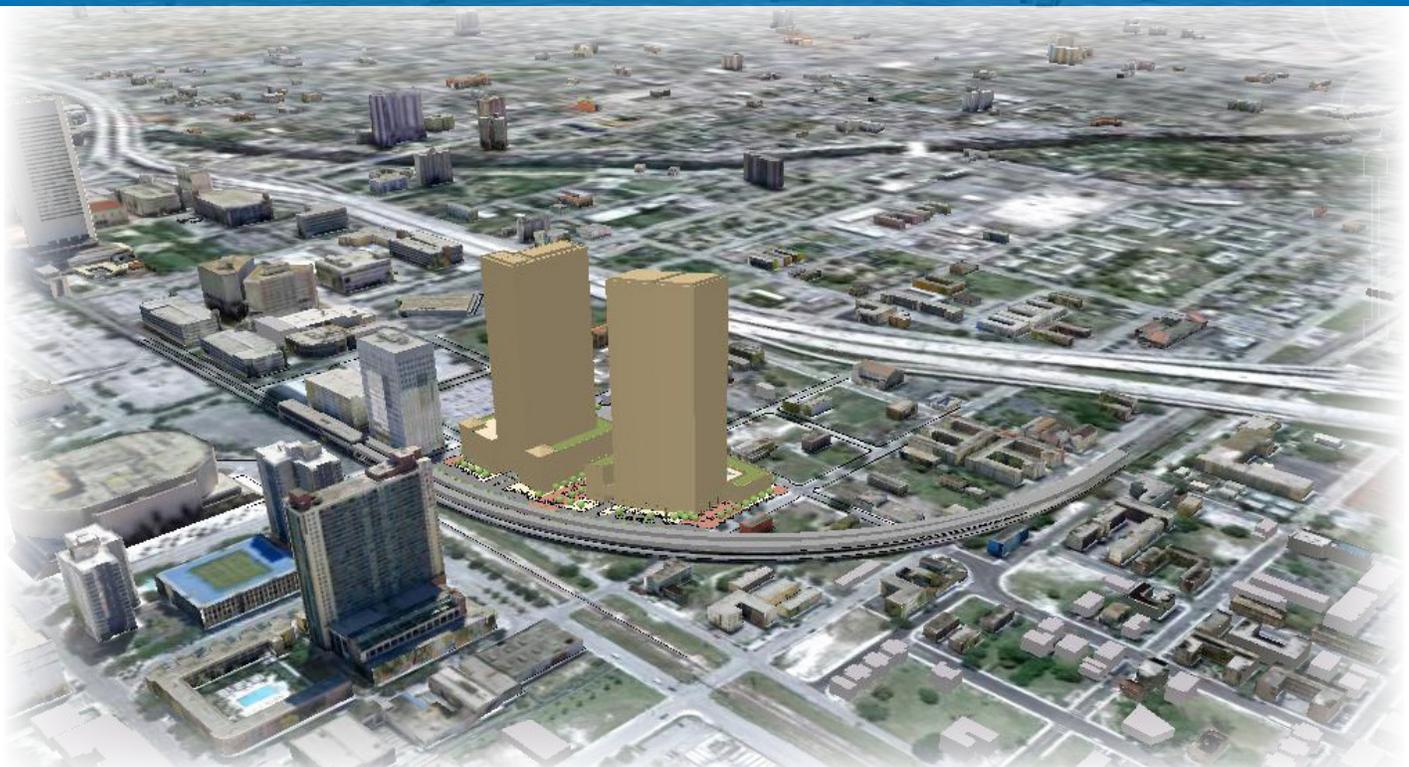
Master Site Plan

Site-specific plans were developed for two blocks within the ¼ mile station area of the Overtown station. Understanding site



Figure 4.5: Maximum Zoning Plan

This view of the project is in a generally Southwest direction.



conditions and local context, two site layouts were prepared. One layout focused on the maximum allowable building height based on existing zoning and requirements of Miami 21, the city's comprehensive zoning ordinance. Miami 21 provides significant advantages to residential and mixed-use developments considering inclusionary affordable housing. It provides bonus density and height as well as reduced parking ratios depending upon the level of affordable housing proposed.

The second plan put more emphasis on assumed anecdotal market conditions and existing neighborhood context. It also benefited from flexibility contained in Miami 21 to reduce parking ratios and increase density; however, it did not maximize size density and height. Each plan presents a planning-level application of good urban design principles and maximizes affordable housing opportunities on-site.

A plan maximizing affordable housing opportunities within the limits of Miami

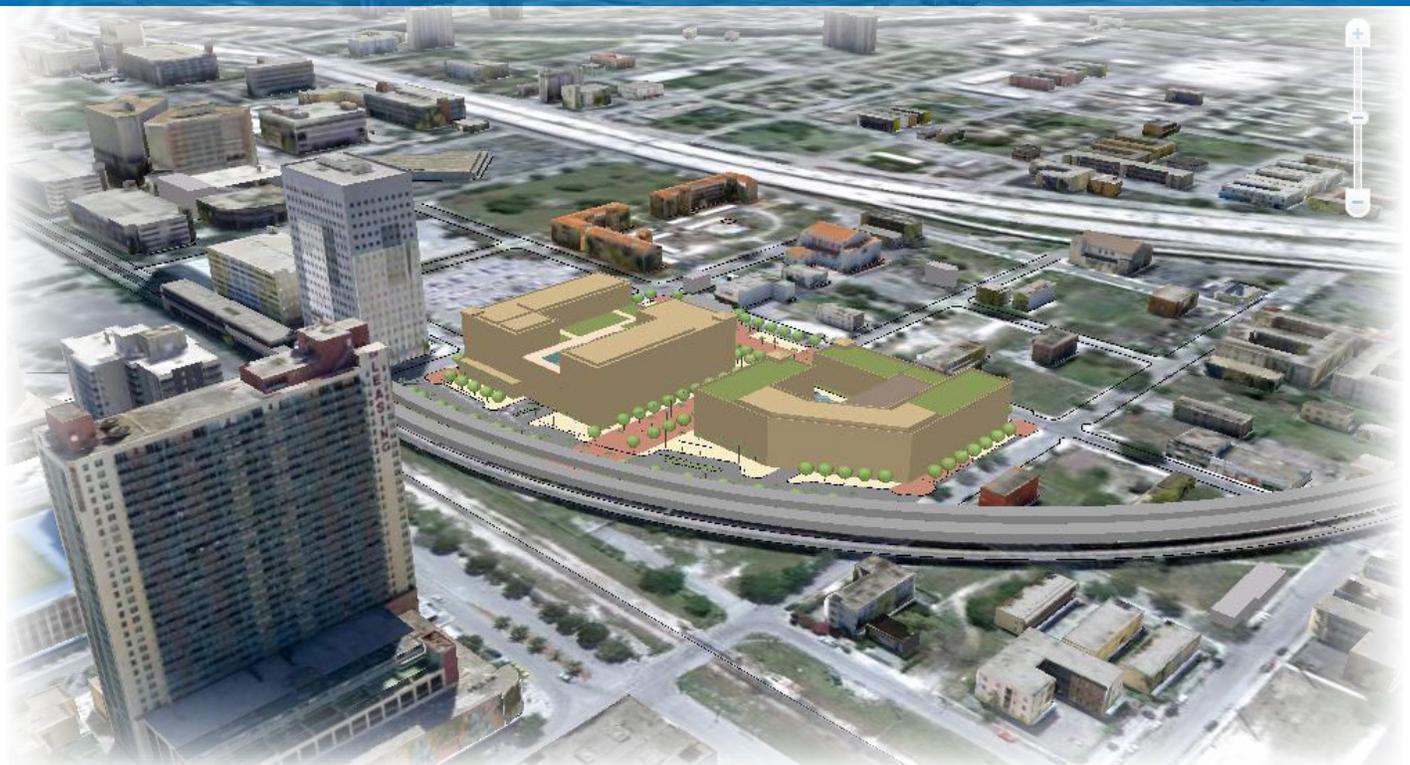
Table 4.1: Master Plan Summary

Description	Maximum Zoning Plan		Market Plan	
	Block 25	Block 36	Block 25	Block 36
Maximum Height	48 stories	48 stories	6 stories	8 stories
Residential Units				
Market Rate	312 units	312 units	None	None
Affordable	287 units	230 units	212 units	202 units
Total	599 units	542 units	212 units	202 units
Commercial Uses				
Retail	None	40,000 square feet	None	40,000 square feet
Parking				
Residential	603 spaces	555 spaces	180 spaces	172 spaces
Retail	None	84 spaces	None	84 spaces

Source: Kimley-Horn and Associates, Inc., 2010

Figure 4.6: Market Plan

This view of the project is in a generally Southwest direction.



21 is shown in Figure 4.5. For simplicity, this plan is referred to throughout this document as the Maximum Plan. The second plan, reflecting a general market reality as presented by a local developer who participated in the planning workshop, is shown in Figure 4.6. For simplicity, this plan is referred to throughout this document as the market plan. Each plan reflects the following:

- Community goals and objectives
- Local social and physical context
- Local regulatory context
- Transportation services and access
- General market conditions

Master Plan Totals

Based on site constraints and opportunities as well as adopted zoning for the area, Table 4.1 shows a summary of development totals for the market and zoning maximum plans.

Focus Site Maximum Plan

Shown in Figures 4.7 through 4.9, the maximum plan assumes that the maximum density or height is achieved for each of the two blocks under the current T6-24 zoning. The maximum plan assumes that each block—Block 25 (north block) and Block 36—is developed in a single phase. Significant concepts incorporated into the Maximum Plan include:

- Significant density and height
- Significant proportion of affordable housing
- Mixture of uses
- Structured shared parking
- Off-street loading
- Rooftop (of base building) amenities
- Extensive network of plazas and high-quality streetscapes
- Active transparent building facades at the ground floor

The building on each block is comprised of a base unit and tower unit. Each base unit contains a parking core surrounded by a

residential or commercial wrap. Each tower unit is comprised of residential units and amenities. Key plan elements include:

- **Density.** The plan creates considerable density proximate to the Overtown station.
- **Appropriate setbacks.** Buildings have adequate setbacks from adjacent public streets, Metrorail, and existing uses.
- **Street network integration.** The site master plan shows the development enhancing the 9th Street Pedestrian Mall and creating a new north/south street between NW 1st Avenue and NW 2nd Avenue.

Figure 4.7: Looking Northeast

This view of the maximum plan is in a generally Northeast direction toward I-395.



Figure 4.8: Looking Southeast

This view of the maximum plan is in a generally Southeast direction toward downtown.



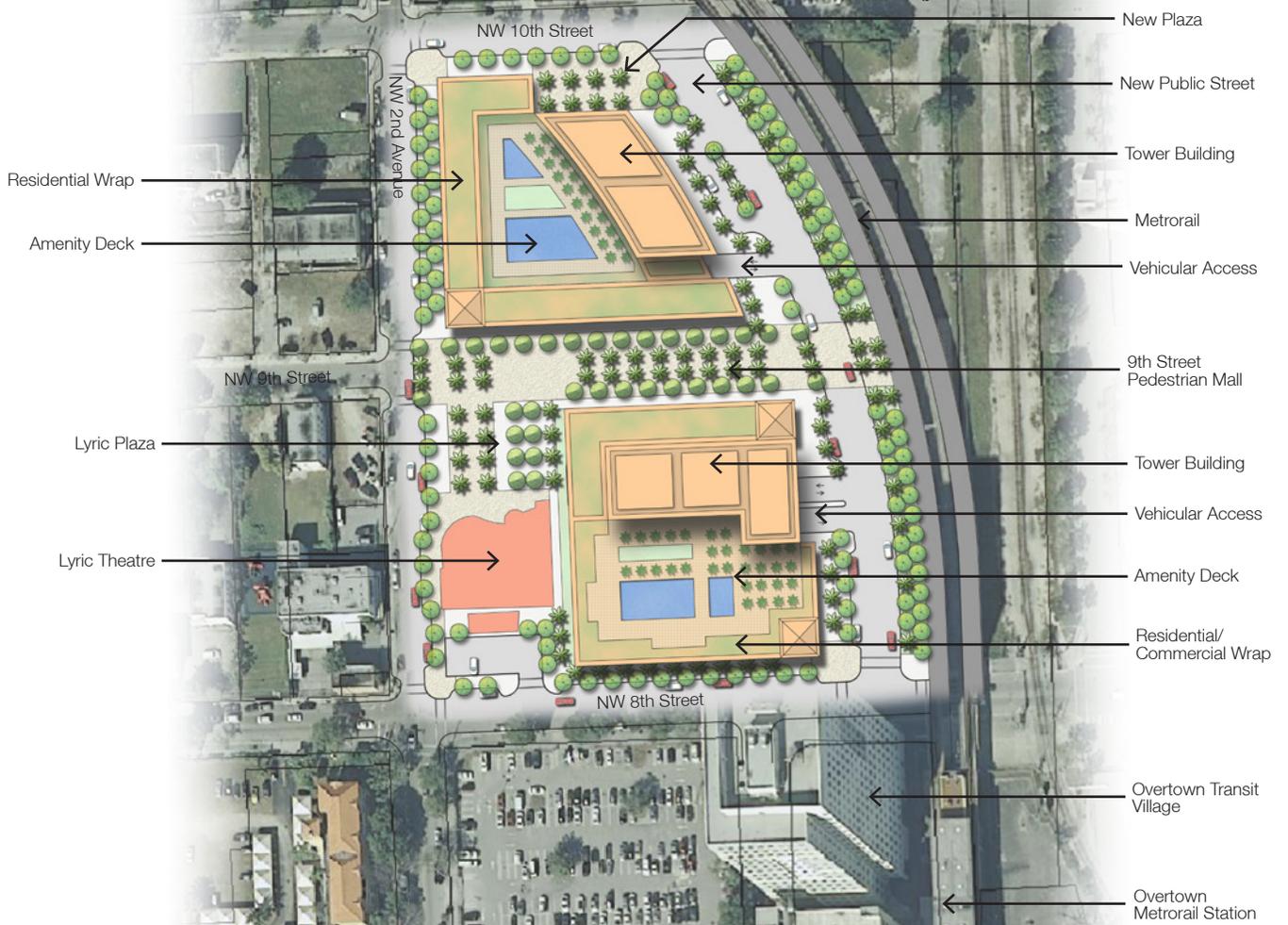


Figure 4.9: Maximum Master Plan

This figure shows a roof level plan view of Blocks 25 and 36.

- **Pedestrian-friendly streets.** The master plan shows the creation of high-quality streetscapes along all site frontages.
- **Open space integration.** The master plan shows an expansion and enhancement of existing open spaces and plazas.
- **Building amenities.** Residential amenities such as private outdoor common spaces are planned for the roof level of the base unit of each building.
- **Appropriate parking treatment and supply.** Parking is fully screened by residential or commercial uses or an architectural treatment. An appropriate supply of parking is provided in the base of each building with access from the development created street.
- **Loading accommodation.** All major commercial loading and service functions are accommodated internally.

The following sections and figures briefly describe the ground floor and upper floor plans for the maximum plan.

Generalized Ground Floor Plan

Figure 4.10 shows the ground floor plan of Blocks 25 and 36. The following are key elements for each block:

- Dedicated parking, loading, and drop-off access from the new street
- No new driveways along NW 8th and 10th Streets or NW 1st and 2nd Avenues
- Ground-level retail along NW 8th Street
- First floor (stoop level) residential uses along NW 2nd Avenue, NW 9th Street Pedestrian Mall, NW 10th Street, and the new street
- Suitably articulated pedestrian-scale building facades along all public streets

- Enhanced streetscapes along all development frontages
- Consistent street walls along all public streets
- Opportunity for up to 40,000-square-foot retail space on Block 36
- Expanded and enhanced plazas and streetscapes
- Building courtyards

Generalized Upper Floor Plan

Figure 4.11 shows the upper floor plan of Blocks 25 and 36. The upper floors of the buildings are proposed to include structured parking, service spaces, residential amenities, and residential units. The following are key elements of the plan for each block:

- Structured parking (generally floors 2 through 6 or 7)
- Residential amenities above structured parking
- Dedicated second and third floor entries to retail space in Block 36
- Green roof systems
- Suitably articulated building facades (and setbacks) to manage building mass and height along public frontages
- Reduction of structure bulk above the 4th floor through tapering



Figure 4.10: Ground Floor Plan
(Maximum Plan)



Figure 4.11: Upper Floor Plan
(Maximum Plan)



Vehicular Circulation and Parking Systems

The plan includes a new street that is planned to run parallel to the Metrorail track structure along with consolidated vehicular access along the same street. No new driveways or points of vehicular access are proposed along existing public streets. Key elements of proposed vehicular circulation and parking systems for Blocks 25 and 36 are shown in Figure 4.12 and summarized below:

Vehicular Circulation

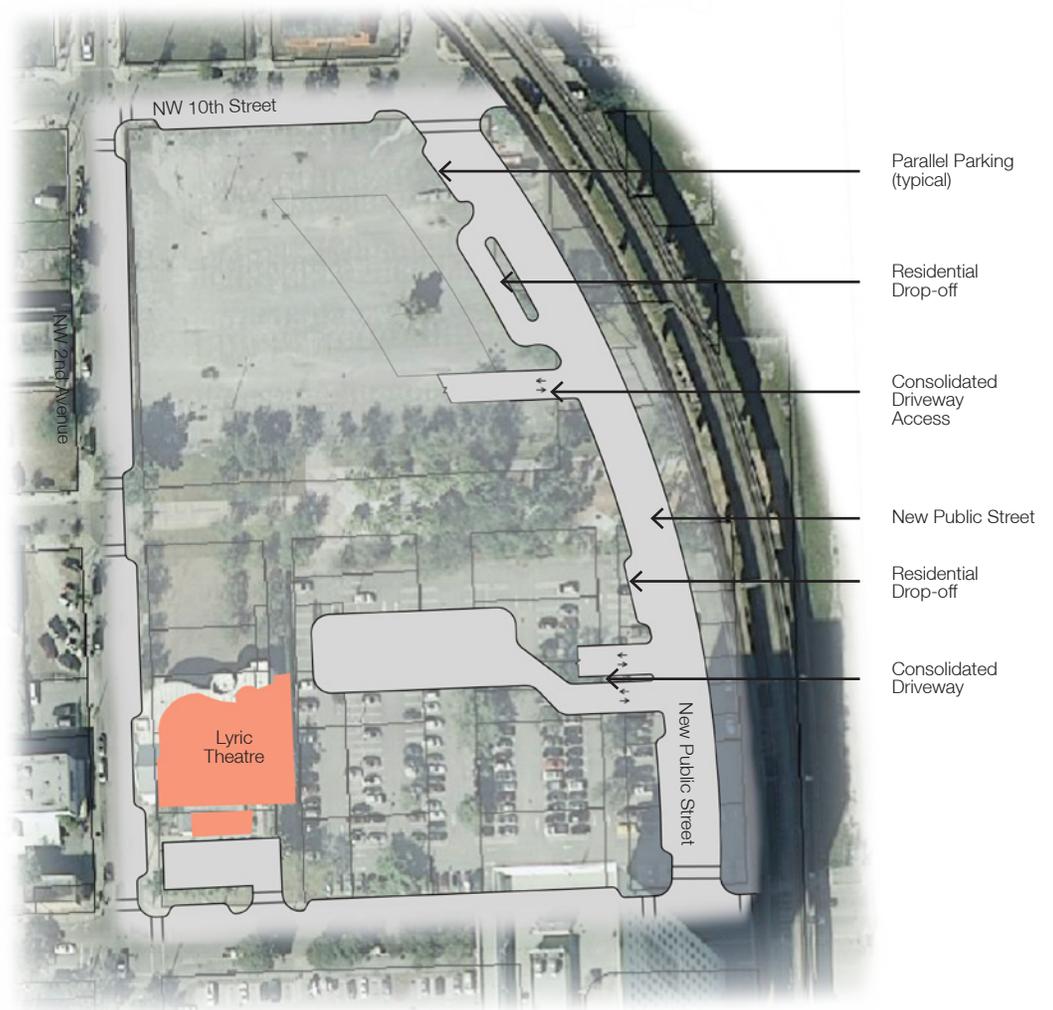
- Construction of a new north/south street
- Consolidation of vehicular access to the new street for development

- Provision of consolidated commercial loading and service areas in each block
- Maintenance of existing two-way street pattern throughout the area
- Provision of residential drop-off areas for each primary residential entrance along the new street

Parking Systems

- Structured parking in the interior of each block
- Parallel parking along public street frontages where cross-sectional width is adequate
- Some sharing of parking between residential, commercial, and entertainment uses (Lyric Theatre)

Figure 4.12: Vehicular Circulation and Parking

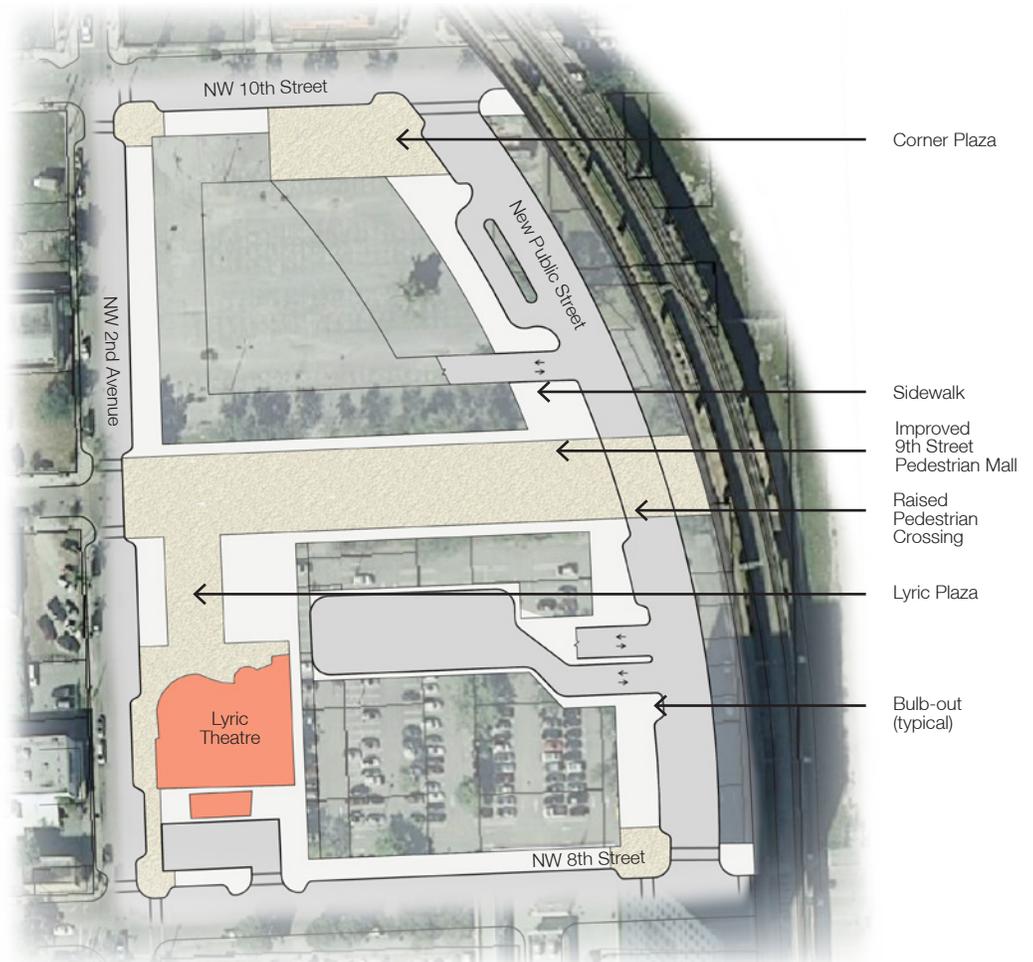


Pedestrian and Bicycle Circulation and Accommodation

The maximum plan provides space for the planned Overtown and FEC Greenway connections. The plan also proposes significant enhancements to the existing 9th Street pedestrian mall. Sidewalks and pedestrian-friendly streetscapes are proposed along the public faces of Blocks 25 and 36. Key elements of the proposed pedestrian and bicycle circulation and accommodation plans for Blocks 25 and 36 are shown in Figure 4.13 and summarized as follows:

- Continuous sidewalks
- Intersection and midblock bulb-outs
- Improvement to streetscapes along all public frontage of Blocks 25 and 36
- Improvement to the 9th Street pedestrian mall
- Construction of a raised pedestrian crossing between the future Overtown Greenway/FEC Greenway and the 9th Street pedestrian mall
- Integration of Lyric Plaza into the 9th Street pedestrian mall

Figure 4.13: Pedestrian and Bicycle Accommodation



Buildings

The plan proposes considerable density on Blocks 25 and 36 as shown in Figure 4.14. The zoning maximum plan shows two towers rising up to 48 stories. The plan shows tapering of building mass as height increases. The plan also shows setbacks from the Lyric Theatre. The buildings on each block contain a vertical mix of uses—residential, parking, community space, and parking.

Ground Level Open Space Elements

Figure 4.15 shows key open space elements associated with the proposed plan. The plan proposes improved streetscapes along all public street frontages, an improvement to the 9th Street pedestrian mall, plazas at significant building entries and potential gathering areas, and a linear green space running parallel to the Metrorail track structure. The plan also proposes a priority pedestrian treatment—raised pedestrian crosswalk with special paving—at the intersection of the 9th Street

pedestrian mall and the proposed new public street. This treatment is intended to strengthen the connection between the 9th Street pedestrian mall and the Overtown Greenway and proposed FEC Greenway. The following describes key open space elements:

- Pedestrian-focused streetscape enhancements to all public street frontages
- Curb extensions at public street intersections and development driveways
- Entry plazas for significant building entrances
- Enhancement to the 9th Street pedestrian mall
- Priority pedestrian treatment between the 9th Street pedestrian mall and the Overtown Greenway
- Creation of a plaza for Lyric Theatre to connect its entrance to the 9th Street pedestrian mall and provide a gathering space for the theatre
- Linear green space along the Metrorail track structure

Upper Floor Open Space Elements

Figure 4.16 shows key upper floor open space elements associated with the proposed plan. The plan shows private building amenities for residents. The plan shows upper floor amenity areas for both buildings. If possible, green roof elements should be incorporated into buildings. Green roofs have demonstrated their ability to manage stormwater, reduce climate-control related energy costs for buildings, and reduce negative heat island effects. The following describes upper floor open space and green building elements:

- Private (owner/renter) amenity areas for each building
- Green roof systems on some buildings

Figure 4.14: Zoning Maximum Plan Massing

(Looking Southeast from NW 2nd Avenue/NW 10th Street Intersection)



Figure 4.15: Ground Level Open Space Plan



Figure 4.16: Upper Floor Open Space Elements



Organization

Figures 4.17 through 4.20 show a cross-sectional organization of the plan. Along public street and open space frontages (exterior of the block) at the ground floor are active community, residential, or commercial uses. Above the ground floor are residential uses, again facing public streets and rights-of-way. At the core of each block are the parking and loading areas. The parking for each building is fully screened from public view using a residential or commercial space or an architectural treatment. There are a number of reasons that development on each block was organized in the aforementioned manner. The combination of desire for efficiency, physical configuration of the two blocks, and zoning requirements, among other things, contributed to the proposed layout.

Miami 21 requires that all facades of parking structures fronting public streets are screened with active uses or a suitable architectural treatment. Blocks 25 and 36

are relatively large (wide/long). Optimally, residential buildings have a relatively narrow floorplate to provide the opportunity for adequate natural light and ventilation into each residential unit. Placing parking at the core of the block made more efficient use of the block depth.



Figure 4.17: Cross-Section Legend for Figures 4.18 to 4.20



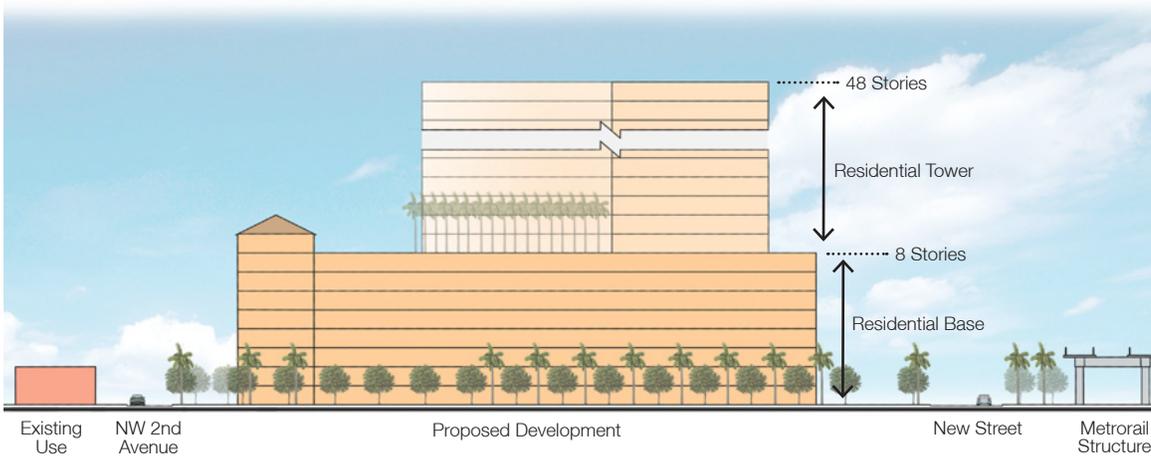


Figure 4.18: Cross Section (A) along the 9th Street Pedestrian Mall, Looking North



Figure 4.19: Cross Section (B) along NW 8th Street, Looking North

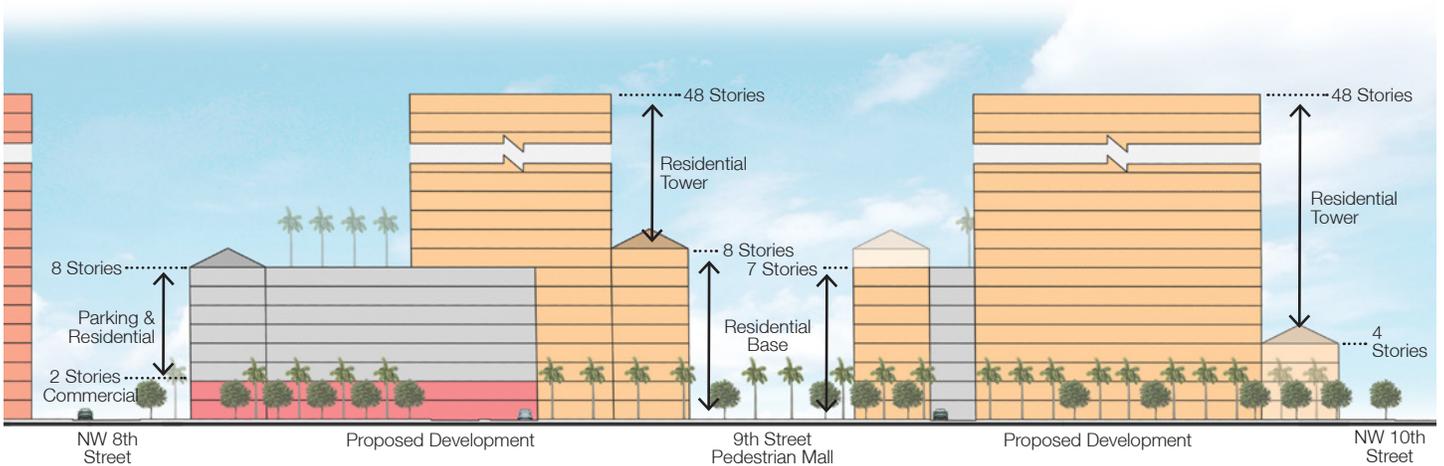


Figure 4.20: Cross Section (C) along the Metrorail Alignment, Looking West

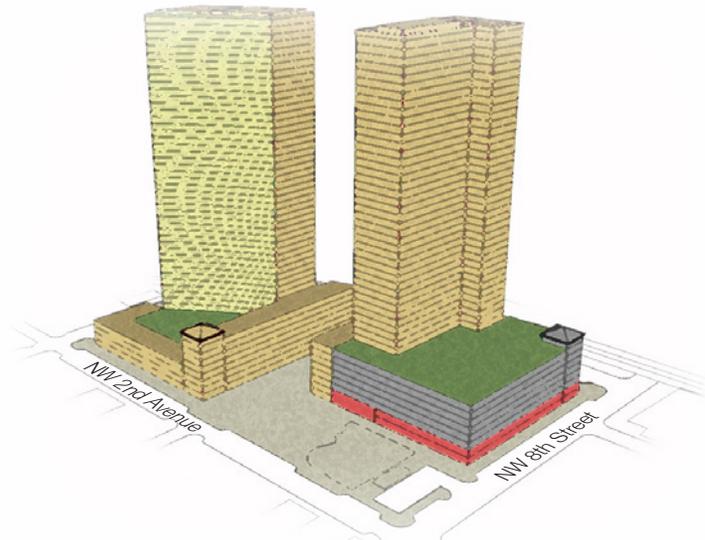


Figure 4.21: Zoning Maximum Plan Massing

(Looking Northeast from NW 2nd Avenue/NW 8th Street Intersection)

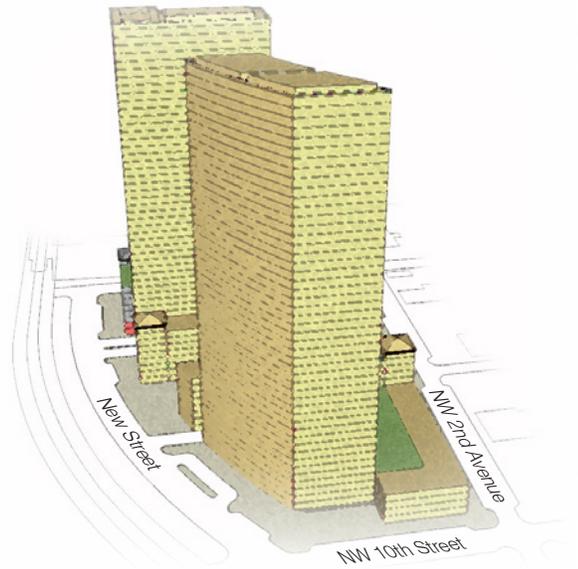


Figure 4.22: Zoning Maximum Plan Massing

(Looking South from NW 10th Street)

Legend

- Parking Structure
- Residential Use
- Commercial Use
- Potential Green Roof

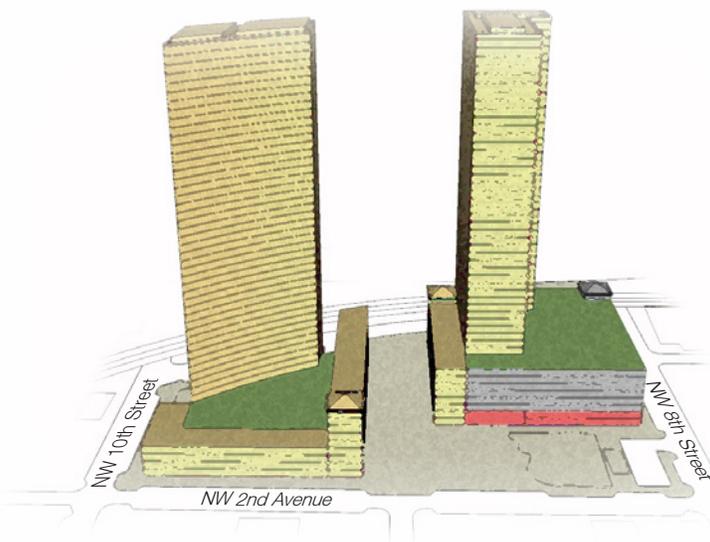


Figure 4.23: Zoning Maximum Plan Massing

(Looking East from NW 2nd Avenue)

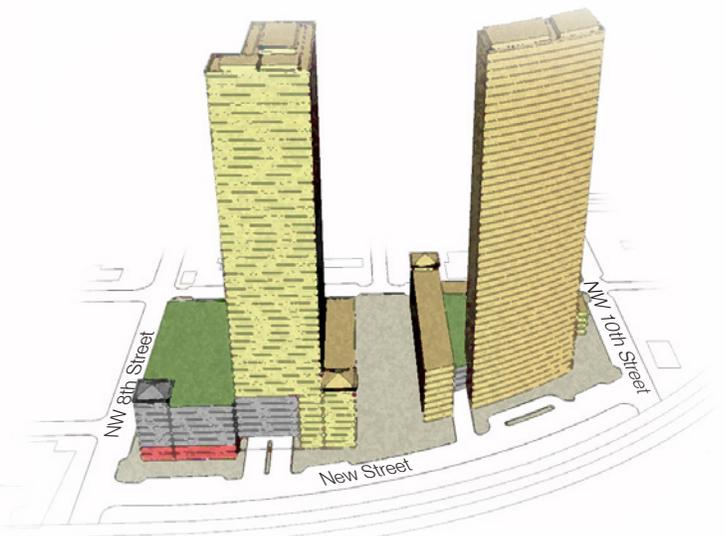


Figure 4.24: Zoning Maximum Plan Massing

(Looking West from the Metrorail)

The plan proposes considerable height, as shown in Figures 4.21 through 4.24. The plan uses an approximately eight-story base building at the maximum lot coverage permissible by zoning in combination with a slender 40-story tower to minimize the effect of the development's height.

The combination of a reduction in size of the tower floorplate and additional setback above the 8th floor seeks to manage the bulk of the development relative to the surrounding neighborhood. To manage the development's height, the location of the towers also is staggered. They are positioned to minimize any wall effect attributed to their height and scale. Figures 4.20 through 4.23 diagrammatically illustrate proposed mass and scale of the zoning maximum plan from different view angles.

Focus Site Market Plan

Shown in Figures 4.25 through 4.27, the market plan is less dense than the maximum plan. Densities proposed for the market plan are within the by-right limits

of the existing T6-24 zoning. The market plan assumes that each block—Block 25 (north block) and Block 36—is developed in a single phase. Significant concepts incorporated into the market plan include:

- Density and height similar to areas west of the study area
- No market rate housing units
- Mixture of uses
- Structured shared parking
- Off-street loading
- Amenities for residential units in a courtyard or on the roof
- Enhancement of the 9th Street pedestrian mall
- Active transparent building facades at the ground floor

Each building contains a parking core surrounded by a residential or commercial wrap. Key plan elements include:

- **Neighborhood scale.** The market plan has maximum building heights of between six and eight stories.

- **Less costly structures.** The market plan is comprised of low-rise structures, which are generally less costly to construct than high rises.
- **High degree of lot coverage.** Overall lot coverage is higher in this scenario due to lower building heights.
- **Street network integration.** The master plan shows an enhancement of the 9th Street pedestrian mall and a new north/south street between NW 1st Avenue and NW 2nd Avenue.
- **Pedestrian-friendly streets.** The master plan shows the creation of high-quality streetscapes along all site frontages.
- **Open space integration.** The master plan shows an expansion and enhancement of existing open spaces and plazas.
- **Building amenities.** Private outdoor common spaces are planned for the roof or ground level of each building.
- **Appropriate parking treatment and supply.** Parking is fully screened by residential or commercial uses or an architectural treatment. An appropriate supply of parking is provided in each building.

Figure 4.25: Looking Northeast

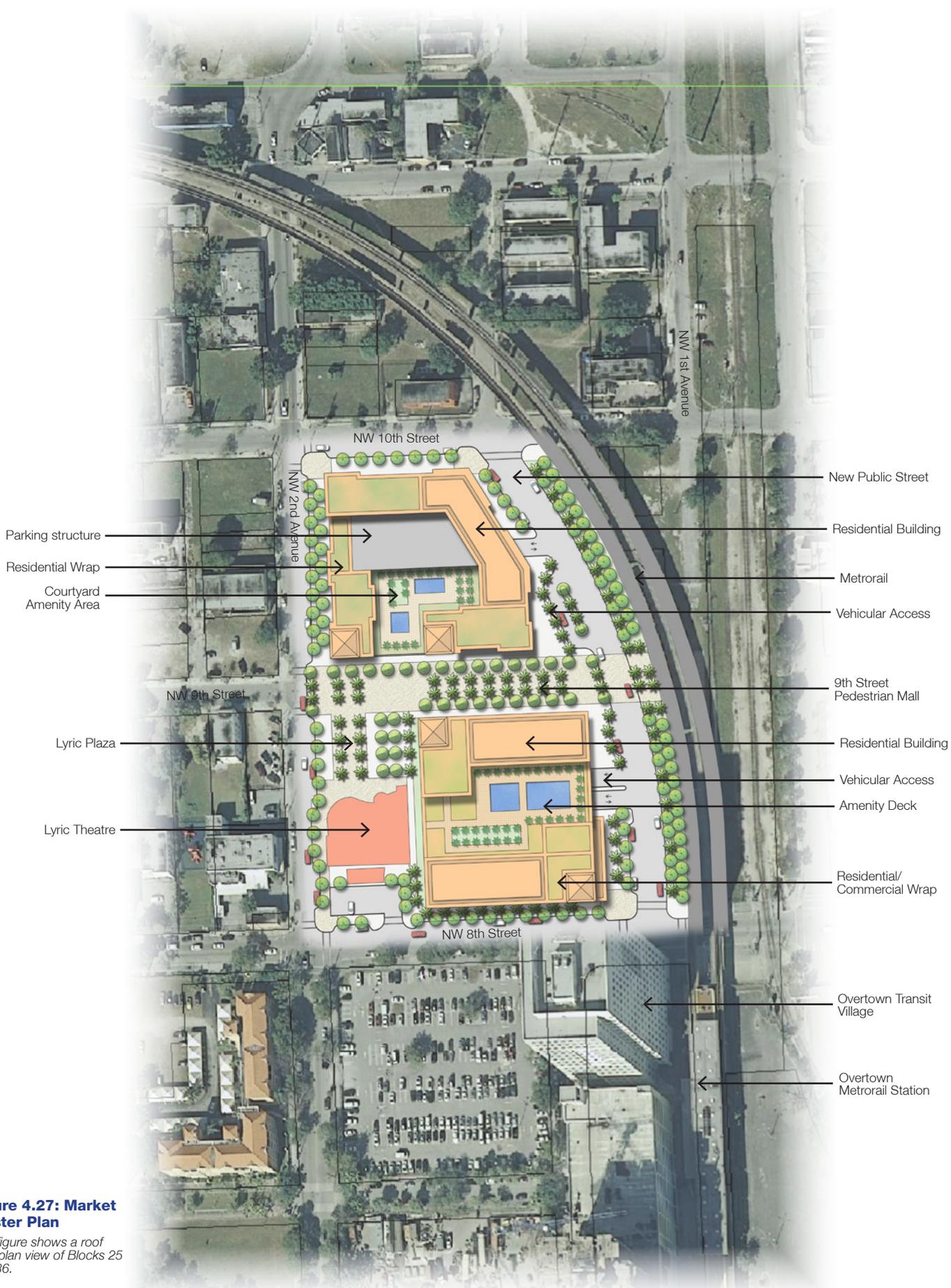
This view of the market plan is in a generally Northeast direction toward I-395.



Figure 4.26: Looking Southeast

This view of the market plan is in a generally Southeast direction toward downtown.





Parking structure
Residential Wrap
Courtyard
Amenity Area

New Public Street
Residential Building
Metrorail
Vehicular Access
9th Street
Pedestrian Mall
Residential Building
Vehicular Access
Amenity Deck
Residential/
Commercial Wrap
Overtown Transit
Village
Overtown
Metrorail Station

Figure 4.27: Market Master Plan
This figure shows a roof level plan view of Blocks 25 and 36.

Ground Floor and Upper Floor Plans

The ground floor and upper floor plan is similar in layout (not density or intensity) to the zoning maximum plan in the previous section with regard to the following:

- Generalized ground floor plan
- Generalized upper floor plan
- Vehicular circulation and parking
- Pedestrian and bicycle circulation and accommodation
- Ground level open space elements
- Upper floor open space elements

Figure 4.28 shows the generalized ground floor plan of Blocks 25 and 36. Figure 4.29 shows the upper floor plan of Blocks 25 and 36. Key elements of proposed vehicular circulation and parking systems, open space systems, and pedestrian and bicycle systems are shown in the aforementioned figures.



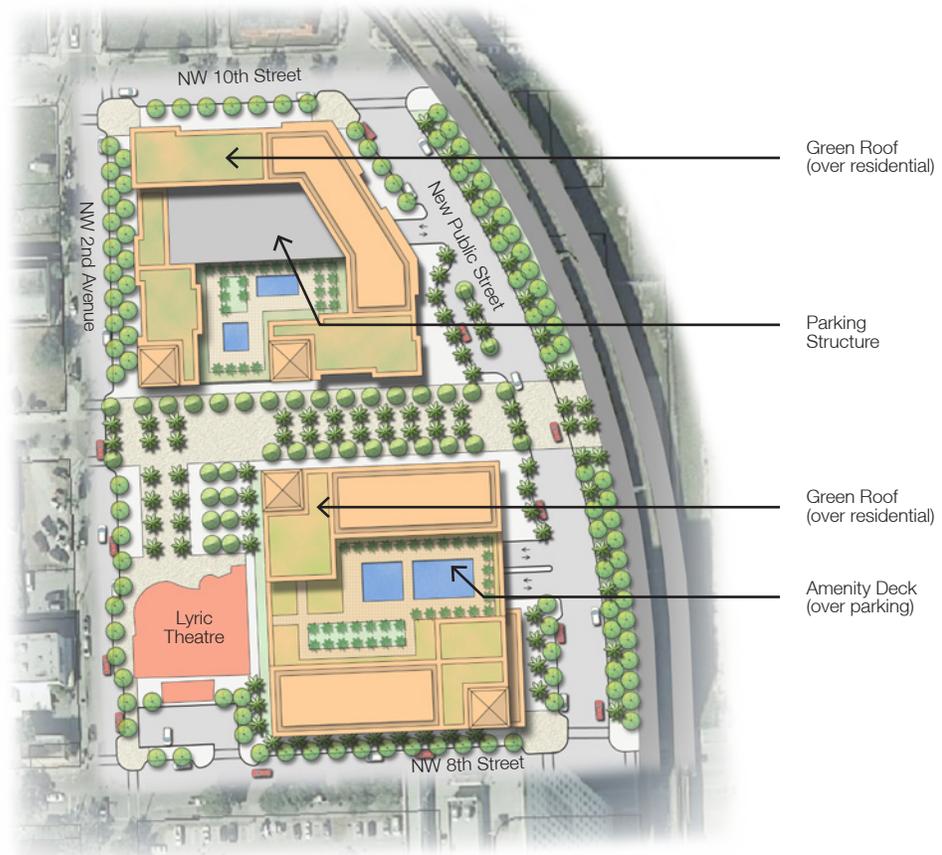
Midtown Miami



Figure 4.28: Ground Floor Plan
(Market Plan)



Figure 4.29: Upper Floor Plan
(Market Plan)



Buildings

Where the market and maximum plans primarily differ is with regard to the buildings themselves. The density of the two plans is dramatically different. Each of the two plans generally organizes the development in the same manner with ground floor community, residential, or commercial uses and upper floor residential uses. The market plan configures parking at the core of each block along with loading areas. Parking for each building is fully screened from public view.

The market plan proposes considerably less density and height than the maximum zoning plan. The mass and scale of the market plan are shown in Figures 4.30 through 4.34. The market plan is four to eight stories and relies on significant lot coverage to achieve its density. The mass of the buildings in the market plan is managed through variation in height of the buildings and setbacks at property lines.

Similar to the maximum zoning plan, the market plan incorporates parking structures in the interior of each block, screened by residential and commercial uses. Figures 4.30 through 4.34 diagrammatically illustrate proposed mass and scale of the zoning maximum plan from different view angles.



Figure 4.30: Market Plan Massing

(Looking Southeast from NW 2nd Avenue/NW 10th Street Intersection)



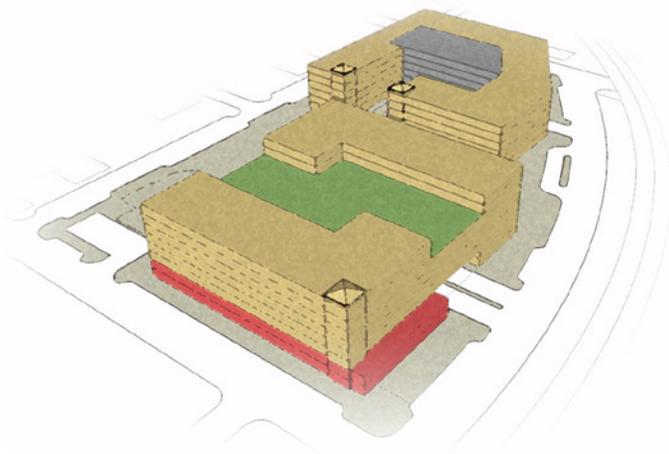


Figure 4.31: Market Plan Massing

(Looking Northwest from the proposed New Street/NW 8th Street Intersection)

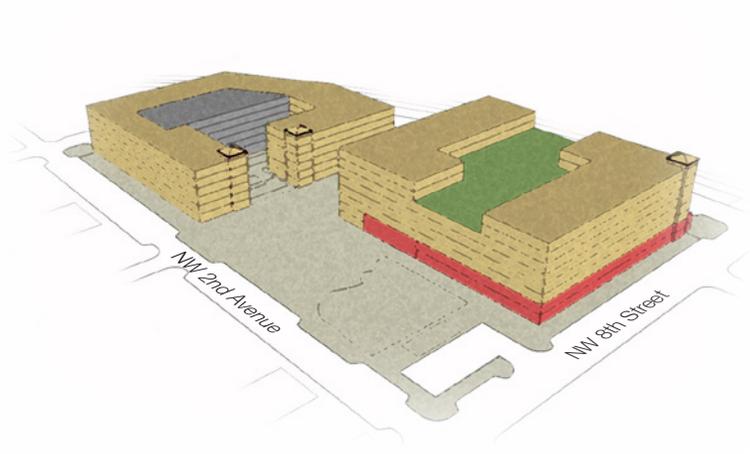


Figure 4.32: Market Plan Massing

(Looking Northeast from NW 2nd Avenue/NW 8th Street Intersection)

Legend

- Parking Structure
- Residential Use
- Commercial Use
- Potential Green Roof

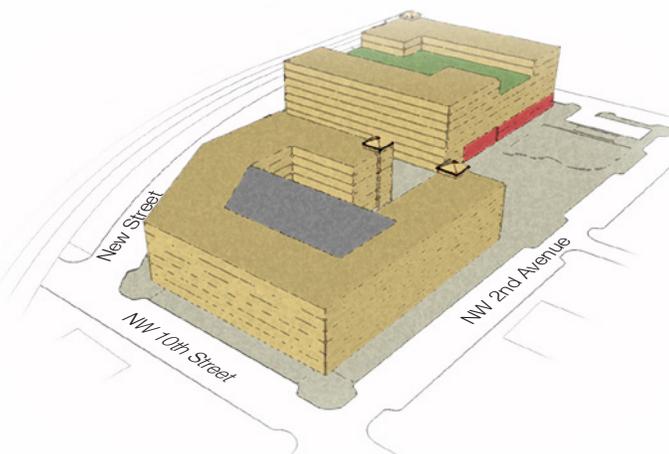


Figure 4.33: Market Plan Massing

(Looking Southeast from NW 2nd Avenue/NW 10th Street Intersection)

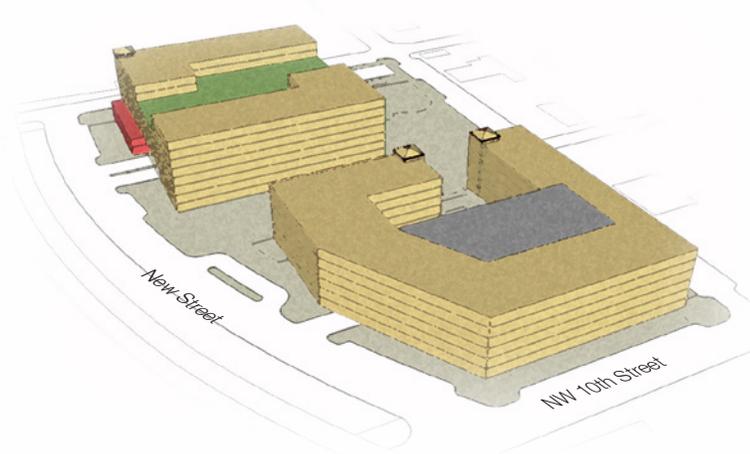


Figure 4.34: Market Plan Massing

(Looking Southwest from the proposed New Street/NW 10th Street Intersection)

Potential Strategies

After gathering and analyzing necessary information, the Mixed-Income Transit-Oriented Development (MITOD) Action Guide suggests choosing among the following nine strategies:

1. Prevent displacement via regulation
2. Preserve transit-oriented development (TOD)-appropriate affordable housing
3. Increase affordable homeownership opportunities
4. Promote affordable housing development
5. Preserve affordable housing development opportunities
6. Reduce the cost of housing production
7. Leverage market-rate development
8. Promote transit amongst low-income populations
9. Site public facility investments in station area

The most important strategies for inner city sites with underutilized stations include:

- Preserve existing project-based Section 8 and other subsidized housing
- Prevent displacement via regulation
- Reduce the cost of developing mixed-income housing

Preserve Existing Project-based Section 8 and Other Subsidized Housing

The strategies for increasing the supply of affordable housing fall under one of two categories—preservation or development. While preservation can include the preservation of land for future development of affordable housing near proposed transit stations, it is more applicable to the preservation of privately-owned, subsidized

affordable rental housing. These projects have received subsidies in the form of loans with below-market interest rates, grants, or even rent payments. In return, the owner of the property agrees to restrict rent to eligible low-income households and charge them a reduced rent. However, the agreements for property owners to restrict occupancy to eligible low-income households are of limited duration. In fact, a recent study noted that a significant amount of subsidized affordable housing units near transit are set to expire before the end of 2014.¹

Owners of these units are likely to convert the units to higher-rent unassisted housing or to nonresidential use in appreciating markets (i.e., those near frequently used transit stations). For instance, a property owner might decide it's more profitable to convert the now expired affordable units to condominiums and sell them at prices above those that current low-income tenants can afford. The process of eviction, conversion, and sale happens at a faster rate than these units can be replaced through development. Thus, a significant shortage of affordable housing units near transit can take place in a relatively short period of time.

There are tactics that local government can employ to reduce the effect of condominium conversions and better manage the supply of affordable housing near transit. These include restricting the conditions under which affordable units can be converted to condos, imposing permit limits, or administering fees on converted units. Meanwhile, state and local governments can maintain restrictions on the occupancy of affordable units through the use of low-income housing tax credit (LIHTC) allocations.

¹ Preserving Affordability and Access in Livable Communities: Subsidized Housing Opportunities Near Transit and the 50+ Population, 2009

Prevent Displacement Through Regulation

Local government also can preserve the supply of affordable housing near transit through regulation. Rent controls, transfer taxes, or a first right of refusal law all can be employed to prevent displacement. Rent controls might be used to limit the amount that rent can be increased on existing tenants, or such a tool could be used to stipulate the maximum rent that can be charged to new tenants. Rent controls help market rents remain affordable to a larger portion of income levels.

Transfer taxes are levied when the sale of property occurs and a change of title takes place. These taxes help to deter rampant property speculation and short-term real estate investment. In an appreciating real estate market, the proceeds from the tax can be used to fund affordable housing that will be necessary in light of rising property values.

Right of first refusal laws allow nonprofit affordable housing developers the first opportunity to purchase multifamily buildings put up for sale. In addition, right of first refusal laws might also allow tenants the first right to purchase their building through a limited equity cooperative.

Reduce the Cost of Developing Mixed-Income Housing

One of the main challenges to expanding the supply of affordable housing near transit is the high cost of land surrounding transit stations. What can communities do to lift this burden? Local governments and organizations can partner with non- and for-profit developers alike to create joint public/private development opportunities and utilize tools to reduce and manage development costs to reduce the cost of units delivered to the market with the intent that they will be made affordable.



New construction in Overtown



Tools to Implement Strategies

The following is a summary of tools that can be used to help communities increase the supply of affordable housing near transit through development.

Options for Financing Affordable Housing Near Transit-Oriented Development

There are several options for financing affordable housing near transit that local governments can use. Funds received from HUD under the HOME and the Community Development Block Grant program can be used for a range of activities that could help support affordable housing near transit. Depending on the legislation in place, local governments also can set aside funds received from tax increment financing to fund affordable housing. Linkage fees,

transfer taxes, in-lieu fees, and condo conversion fees are all financing options that can be implemented by local governments as well. In addition, low-income housing tax credits, tax-exempt bonds, FHA mortgage insurance programs, and the affordable housing programs of the individual Federal Home Loan Banks are other financing options as well.

Public Land Disposition Plan

In situations where developable land near transit is owned by the local government, the creation of a public land disposition plan can ensure that these sites are home to affordable housing units. Local governments who control land near transit can sell the land at discounted prices to help facilitate the development of affordable units. They also can lease the land to developers and stipulate that affordable housing be included to some degree on the site. The sale of the land also can be conducted competitively with the inclusion of affordable housing on the site being the

main criterion of evaluation. While not part of a formal public land disposition plan, the City of Miami is able to provide city-owned land to developers at no cost, in return for developing affordable housing on the site.

Land Banking Funds

Land banking funds serve to acquire, hold, and facilitate development on undeveloped property. The land is then transferred to a developer with the agreement that a certain number of affordable housing be included on the property. While being held by a land bank, a property might have title encumbrances cleared, tax liens forgiven, or environmental contamination remediated. The land bank also can work to assemble small individual parcels into a larger and more usable single parcel of land.

Parking Regulations

The impact of high land costs near transit can be minimized by relaxing the amount of parking required for residential projects in locations proximate to transit. However,

Vacant property within the Study Area



resident demand may still lead developers to over-supply parking for their project. Thus, municipalities can enact parking maximums to guard against this. Another option is to employ a shared parking approach. With shared parking, an apartment building might share parking space with an office building. Residents of the apartment building use the parking space during the evenings and nights and on the weekends when demand for parking from the office building is at a minimum.

Fast Track Permitting

Projects that increase the supply of affordable housing near transit can be expedited through the permitting and approval process. This reduces the amount of time that land has to be ‘held’ during the development process and can reduce financing costs. Projects can be expedited by prioritizing their review, establishing set time periods for decisions on their applications, or even assigning an individual

within local government to be responsible for expediting the project through the review and approval process. The City of Miami currently uses this tool for projects that are certified by the Department of Community Development.

Fee Waivers

Reducing or eliminating impact fees for projects providing affordable housing near transit can provide a meaningful reduction to the overall project cost. Cities can choose to use a sliding scale where projects near transit that contain more affordable housing units can have their impact fees reduced to a greater extent. Where budgets are tight, local governments can choose to use impact fee deferrals. In this way, the payment is delayed until later in the development process. The City of Miami is currently utilizing this tool. The Zoning Department will defer payment on impact fees for projects that are certified by the Department of Community Development.

Inclusionary Zoning

Another way to encourage the development of affordable housing near transit would be through inclusionary zoning. This is a tool that works best in a housing market that is expecting a considerable amount of new supply. Inclusionary zoning requires private developers to include a certain number of affordable housing units in projects that are otherwise market rate developments. The percentage of units required to be affordable and the level of affordability for these units can be determined at the discretion of the municipality. In some places where inclusionary zoning is used, developers can meet the requirement for affordable units at an offsite location. This would undermine the effort of trying to locate more affordable housing units within projects being developed near transit. Thus, it’s recommended that the city stipulate that the affordable units be included onsite.

Historic Lyric Theatre undergoing renovations



Linkage Fees

Linkage fees can be used to help reduce the cost of developing affordable housing near transit. For instance, jobs are usually created when there is new commercial development in an area. However, some of these jobs might not be high-paying enough to allow workers to live nearby or near transit that would allow them access to the location. Collecting linkage fees allows local governments to use the funds to facilitate the development of affordable housing near transit, so that lower-earning workers still have reasonable access to employment centers.

Incentives for Proactive Station Area Planning and Zoning

This is a tool that can be used by state or regional agencies to help communities think about their housing affordability and mobility needs before development occurs around a transit station. The benefit is that the community can establish a vision for a particular area and consensus is reached for what type of development an area is best suited for. This can help local governments evaluate project proposals quicker and more effectively, which reduces overall development costs. States or regional agencies can help encourage such planning by offering grants based on planning and zoning that encourages affordable housing near transit or by giving preferential treatment to the municipality for other discretionary funding, such as water, sewer, or environmental cleanup.

Joint Public/Private Development

Public agencies that control land near transit stations can work with a private developer to help put excess or underused property to use as a site for affordable housing. In situations where developable land near transit is in low supply, this can be a particularly effective tool. While the Federal Transit Administration has traditionally guided joint development activities of transit agencies to maximize revenue through land sales or lease agreements to support operations, it currently supports land sales or leases at less than market value if the transaction will promote increased transit ridership. Facilitating the development of affordable housing near transit is understood to promote ridership.

Infill Development or Redevelopment in Transit Zones

TOD can serve as a tool to revitalize communities. The positive impact of TOD extends out to the area surrounding the station where people are able to walk to the station from where they live. Good opportunities for infill development include brownfields and underutilized commercial and industrial sites.

Facilitate Use of Value Capture to Fund Affordable Housing

This tool is most effectively employed on areas where new transit stations are being built. The real estate around planned transit stations is sure to see its value increase. In addition, the area is likely to attract more people as a result of the new transit access.

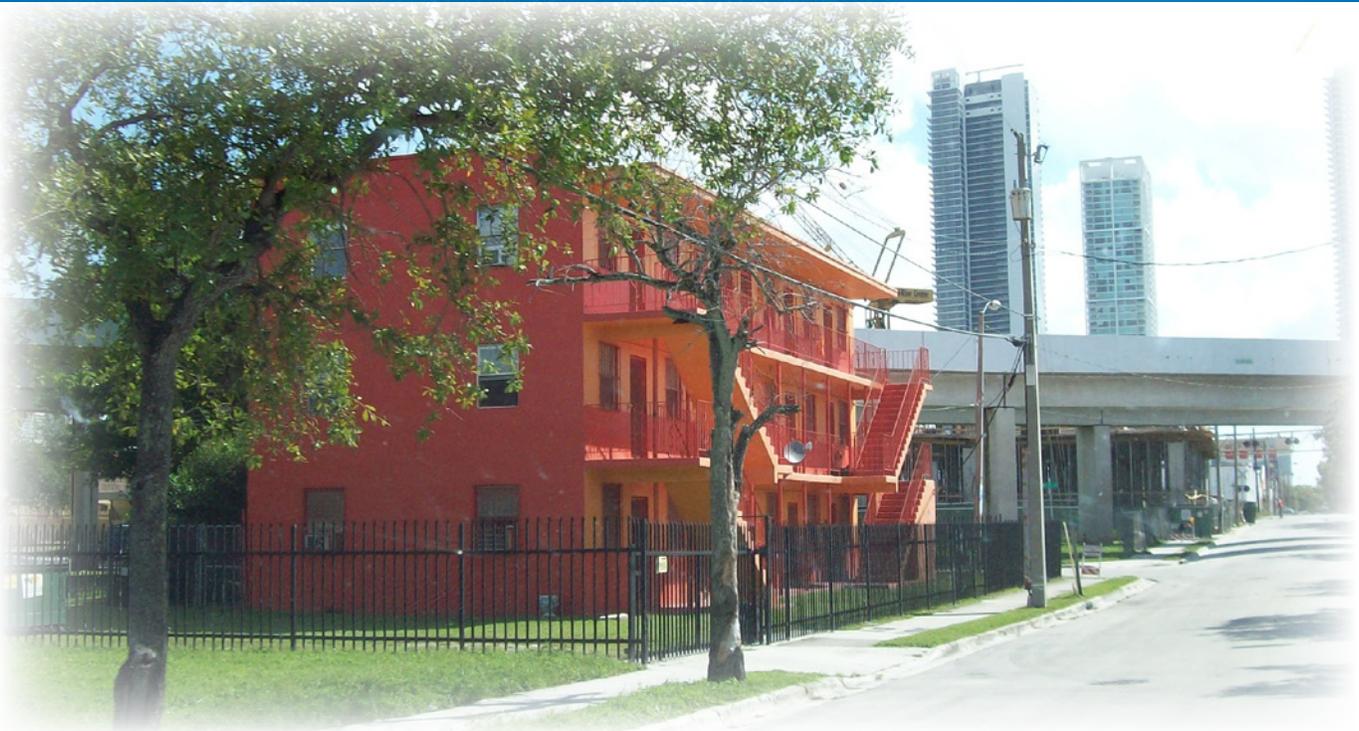
The value of all this can be captured in several different ways. It can be realized through increased parking fees or business license fees for locations near transit or it might be seen as increased sales revenue on locations near transit or more likely, higher property taxes collected on real estate around transit as a result of property appreciation.

Tax Increment Financing

Funds obtained through tax increment financing (TIF) can be used to offset the higher land costs associated with developing affordable housing near transit. With tax increment financing, bonds are issued and the proceeds are used to finance projects within a localized area. The incremental future tax revenue of a specially designated area that contains the area being redeveloped backs payments on the outstanding bonds. The selected site in Overtown was noted to be in a TIF district.



Existing residential building in Overtown adjacent to metrorail.



Strategies, Actions, Policies, and Capital Investments Recommended to Support Implementation

The conclusion of the Mixed-Income Transit-Oriented Development Guide asks the user to evaluate the station area based on its population stability, real estate market, and land capacity. Based on the information gathered, the Overtown Station area was found to have a stable population,

a stagnant real estate market, and relatively high development capacity. This combination of findings led to a strategy that seeks to promote the development of affordable housing at a reasonable volume and reduce the cost of housing production. Tools to help facilitate these strategies are those that can be implemented by the local government and those that leverage the support of partners.

Tools suggested by the MITOD Guide to promote affordable housing development that are locally controlled include:

- First-right-of-refusal laws for tenants and nonprofits
- Development agreements
- Public land dedication and write-downs
- Tax forgiveness for back taxes on affordable housing sites

Tools that would require the support of partners include:

- Joint public/private development
- Transit-Oriented Development (TOD)-targeted housing financing
- TOD-targeted homeownership assistance

To reduce the cost of housing and help facilitate the development of affordable housing near transit, the MITOD Guide suggests the following locally-controlled tools:

- TOD-targeted parking regulations
- Fast-track permitting
- Fee waivers, reductions, and deferrals
- Regulatory accommodation for small sites
- Tax forgiveness for back taxes on affordable housing sites

The only tool to reduce the cost of housing production that requires the support of



partners was to encourage the remediation of brownfield sites. While all of these strategies and the suggested tools are appropriate, Overtown Station area is unique and already has many of these strategies in place as a result of the CRA, TIF, and NDZ designations. The site is under the control of the SEOPW CRA and they have a local nonprofit affordable housing developer interested in developing the site. Many of the tools suggested by the MITOD Guide are a part of Miami 21. What remains is the need for innovative financing to reduce the cost of development.

During the workshop, stakeholders had a number of suggestions for reducing the cost of development. Pieter Bockweg, the Executive Director of the SEOPW CRA, said that they can use TIF money to help incentivize the creation of mixed-income housing. The city can allow density bonuses and he suggested additional FAR Bonuses.

Keith Melton with Federal Transit Administration suggested broadening

the scope of TIFIA to help finance TOD projects. He said, “TIFIA is flexible, but has focused on transit. The Federal government is on board to broaden this and create pilot programs for affordable housing near transit.”

The strategy would be to create a public/private—national/local partnership for an Affordable Housing Trust Fund (AHTF) to attract private development. The CRA would apply to the Federal government to capitalize a rotating loan fund and then a consortium of lenders would agree to participate in projects partially funded through the loan fund. Local control of the studied site, the use of TIF, increased density bonus from the city, plus the use of the AHTF would increase the chances of success for development to occur on the site.

The innovative use of an AHTF would be joint HUD/FTA funded with TIFIA, TIGER, CDBG, and HOME funds. The Federal partnership would choose local

administrators such as the CRA. The CRA would fund projects based on a point system where points are awarded for appropriate site control; compatible zoning; proximity to transit, and other factors. Another tool that could be used is merit-based LIHTC.

Lessons Learned from the Mixed Income Transit-Oriented Development Process

Using the MITOD Guide helped to maintain a structured approach to gathering and analyzing the information needed to formulate the station area plan. While the

Definitions:

(TIFIA) **Transportation Infrastructure Finance and Innovation Act**

TIFIA provides credit assistance to surface transportation projects including those relating to transit. Eligible entities include state and local governments, transit agencies, and private entities. Based on a review of the program’s eligibility requirements, it doesn’t appear that these funds could be used directly fund affordable housing near transit. However, it was noted during the Planning Meeting that the scope of the program could be broadened to do so.

(TIGER) **Transportation Investment Generating Economic Recovery**

TIGER stands for Transportation Investment Generating Economic Recovery. Funding under this program is awarded on a competitive basis for road, rail, transit, or port projects. A general review of the program yielded no direct connection between this program and the funding of affordable housing near transit. In the future, based on the competitive basis by which funds are provided, projects with plans to include affordable housing proximate to future rail or transit projects could receive an advantage.

(FAR) **Floor Area Ratio**

FAR represents floor-area-ratio, which refers to the amount of floor space a project contains relative to the size of the land the building has been constructed upon. Higher FARs on a collection of sites will result in development that is more dense than in areas with lower FARs. It also allows developers to lower certain per-unit costs. This type of bonus could be provided in return for a developer including an agreed-upon number of affordable units.

MITOD Guide is comprehensive in scope, it is relatively easy to transform the information gathered into actionable strategies, which are accompanied by specific tools.

MITOD Guide users should consider the value of stakeholder interaction through collaborative meetings involving local government officials, business leaders, and other members of the community. During these meetings, the primary topic of discussion should relate to how the group can work together to increase the supply of affordable housing in the area under study. Consensus as to the appropriate approach for an affordable inclusive development should be achieved by the working group. This consensus has the potential to be helpful in creating and maintaining project momentum, leading to a situation where the overall goal of creating additional mixed-income TODs can be more readily realized. The direction provided by the MITOD Guide is useful in helping stakeholders become better oriented on general strategies, with

the understanding that many will need to be altered to suit local conditions.

Users of the MITOD Guide should be prepared to consult a variety of sources as they gather information. Some data is easily accessible through online tools like the Center for Transit Oriented Development's National TOD Database or the Center for Neighborhood Technology's Housing and Transportation Affordability Index. Other data especially that which requires a more local perspective is best obtained through discussions with officials from the local housing authority planning department, community redevelopment agency, or transit agency. Relationships with these individuals can be established during initial stakeholder meetings.

partnership approach identified in this study. Follow-up activities will need to include:

- Determining the ways FTA and HUD can partner to use TIFIA, TIGER, CDBG, and HOPE funds to create a Federal loan fund that can be administered by the local partners as an AHTF to attract local developers and help them obtain construction funding from local banks.
- Creating a pilot project with the SEOPW CRA to test the implementation of the AHTF through a point system and evaluate its effectiveness in creating mixed-income TOD.
- Explore the possibility of having proximity to transit taken into account in the allocation of LIHTCs.
- Determining the scope of similar locations or station area typologies where this model housing transit plan may apply.

Next Steps

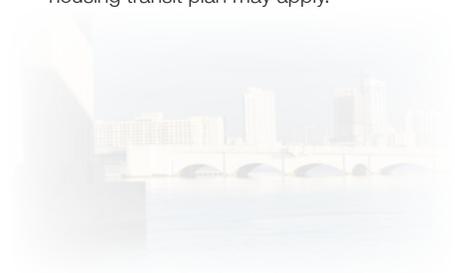
The next step in this process is for HUD and other government partners to assess the possibility of the public/private—local/federal

(CDBG) Community Development Block Grant

This stands for Community Development Block Grant. This formula-based program provides funding to communities to help them address a wide range of issues related to community development. The program lists one of its eligible activities as any that benefit low and moderate-income persons.

HUD HOME Program

The main purpose of the HOME program is to create affordable housing for low-income individuals. Formula-based grants are provided to states or local municipalities that can be used in partnership with local non-profit groups to acquire, build, or rehabilitate affordable housing.



City Selection

The process to select a city for which to develop a model plan was undertaken in three distinct phases—identification, solicitation, and evaluation and selection. The evaluation and selection phase required a number of iterations to identify and confirm the specific site within the selected city.

Identification of Candidate Cities

In the first phase, the following list of cities were considered for the model housing transportation plan:

- Arlington, VA
- Atlanta, GA
- Austin, TX
- Baltimore, MD
- Boise, ID
- Boston, MA
- Charlotte, NC
- Chicago, IL
- Dallas, TX
- Denver, CO
- Houston, TX
- Los Angeles, CA
- Memphis, TN
- Minneapolis, MN
- New Orleans, LA
- New York City, NY
- Orlando, FL
- Philadelphia, PA
- Pittsburgh, PA
- Phoenix, AZ
- Portland, OR
- Salt Lake City, UT
- San Diego, CA
- San Francisco, CA
- San Jose, CA
- Sacramento, CA
- Seattle, WA

Early in the planning process the list was reviewed to reduce the number for solicitation through a discussion of the following:

- Availability of land for residential development
- Extent of the rail transit system
- Usage and ridership of the public transit system
- Need/ability to locate affordable housing near transit
- Presence of community organizations involved in advocating/locating affordable housing near transit
- Presence of community groups supporting affordable housing



Cities that were known to have undertaken, at least some effort, toward transit-oriented development were discussed as prospective candidates for a number of reasons including:

- Presence of social, commercial, and governmental infrastructure to implement non-traditional development projects
- History of success to incent future investments in transit-oriented development
- Availability of local codes, plans, and ordinances supporting transit-oriented development

Through a series of discussions with HUD and the Center for Transit Oriented Development, Miami, FL was added to the list of candidate cities as a result of their efforts to locate affordable housing near transit. The following shortlist of cities was identified for solicitation of statements of interest in participating in the model plan development effort:

- Atlanta, GA
- Baltimore, MD

- Boise, ID
- Houston, TX
- Miami, FL
- Orlando, FL
- Phoenix, AZ

Statements of Interest from Cities

The second phase of the site selection process involved contacting the seven candidate cities and asking each one to submit a statement of interest (SOI) in participating in the project. The primary purpose of the SOI was to provide the planning team with an understanding of the following:

- Each city's approach to addressing affordable housing needs
- Philosophy toward mixed use and infill development
- Approach and philosophy on the movement of people throughout their city
- Commitment and capabilities related to implementing the model plan

Each candidate was asked to provide answers to the following questions to address the three topics listed above:

- Current approach and interest in providing affordable housing
- Vision for community growth and/or change
- Vision and goals for transportation
- Overview of substantive future transit investments
- Presence of local advocacy or support organizations for affordable housing along with a summary of the role of each organization
- Overview of local policies and goals related to growth management, linking land use and transportation, promoting compact mixed use development, and creating high-quality urban places
- Brief description of areas of focus or interest for infill and transit-oriented development

Evaluation and Selection

The third phase of the site selection process involved selecting the final location based on an evaluation of the SOIs. SOIs were



received from six out of the seven candidate cities. Each city was considered against a specific set of evaluation criteria and scored accordingly based on an evaluation matrix. The principles included in the matrix are described below along with a brief description of their intended meaning.

Affordable Housing

Question: What is the location's current approach and interest in providing affordable housing or their demonstrated need to implement affordable housing policies or plans?

Purpose: To determine the location's commitment and approach to providing affordable housing. In certain circumstances, it accommodates for a lack of commitment (where there is a lack of resources, perhaps) by allowing the location to express its desire to address a proven need for affordable housing. Commitment was determined by a review of the types of programs or policies that exist in the

community, the perceived effectiveness of policies and programs, and the local effort dedicated to evaluating the success of the programs and policies.

Community Growth and/or Change

Question: What are the community's vision and goals for area growth and/or change?

Purpose: To understand the location's strategies, vision, and goals to guide and accommodate future growth and community change.

Partnerships and Local Support

Question: Are there strong advocacy or support organizations for affordable housing in the community?

Purpose: To evaluate the level of interest and commitment to HUD's housing and transit initiative. The location needed to solicit input from and ask for the support of local organizations as this project's initiatives are advanced and implemented. It is understood that localities and governmental

organizations and agencies cannot always successfully implement projects without outside support.

Policies Encouraging Transit-Oriented Development

Purpose: To evaluate whether the location has in-place policies, programs, and plans related to linking land use and transportation decision making and promoting compact mixed-use development proximate to high-quality transportation assets. Communities with a history of successfully implementing transit-oriented development and those that have policies, programs, and strong community interest in implementing this type of development may be better early candidates for housing transportation plan implementation.

Intangibles

Question: Are there any intangible aspects of a particular location that make it an especially strong or weak candidate for the model planning project?



Purpose: To understand whether there are aspects of the land use and transportation linkage that are not easily rated or described, but are of significance in terms of how to successfully create high-quality transit-oriented development projects. Factors such as the marketability of a location, the market for a particular development project, the ability to provide a good location (or locations) for development, the perceived acceptability of infill development, and other conditions can influence the viability or outcome of plans. Some communities genuinely need planning and policy assistance. Others already have the appropriate mechanisms in place and may simply need a plan from another community from which to refer.

Based on these principles of evaluation, the City of Miami was selected as the final location while it was decided that Atlanta, GA would serve as the alternate.

Miami stood out as a result of their demonstrated need for affordable, work force and HIV/AIDS housing; their vision for the specific locations identified as needing housing proximate to transit; the potential their transit systems provide for station area development; and their transit-oriented development (TOD) policies which may result in more immediate implementation. In addition, several important relationships with city staff and leadership were identified that would prove to be beneficial as part of the planning process.

The city also had recently adopted Miami 21, a new form-based zoning code. Miami 21 promotes urban infill, mixed-use development, pedestrianism, and multimodalism while allowing for reduced parking requirements in mixed-use and other transit-oriented development type projects. Furthermore, the Code's intent is guided by specific principles aimed at fostering growth around transit nodes, planning transportation corridors in

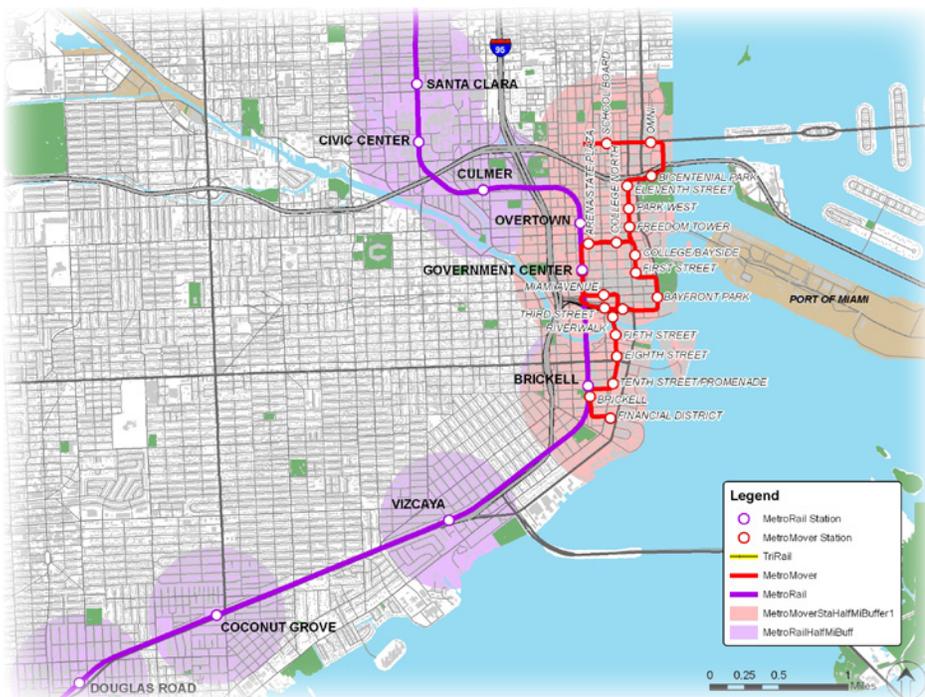
coordination with land use, implementing alternatives to automobile use, and locating affordable and workforce housing in areas that match job opportunities.

Sites Considered

Within the city, several sites were considered for selection. They included the Coconut Grove, Brickell Avenue, School Board, and Overtown sites. The sites were spread along the Metrorail and Metromover systems, as shown in Figure A.1.

The Coconut Grove Metrorail (Figure A.2) site is located along the Dixie Highway (US 1), a major regional commercial corridor. The station area is characterized by mostly low density single-family uses, limited commercial uses, and a few industrial sites. The area is served by the region's Metrorail system and has a station and park and ride facility. Properties throughout the area are generally small in size and there is little assemblage that would support a larger-scale development.

Figure A.1: Selected Sites Vicinity



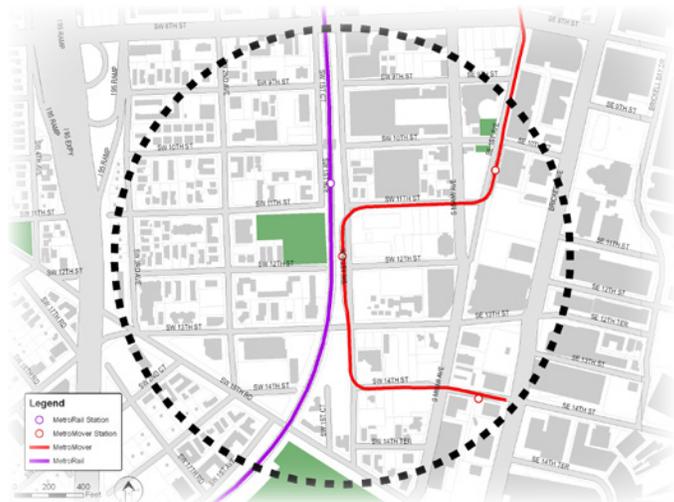
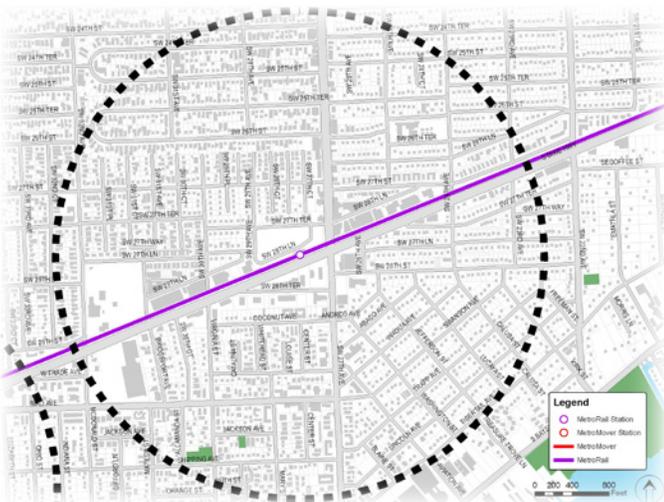
The Brickell Avenue (Figure A.3) site is located in Miami's downtown core, within a mixed-use neighborhood of the central business district. It is served by both Metrorail and Metromover. While there is some available property in the area, considerable market rate development has already occurred and a local developer was identified to already be pursuing affordable housing within the area.

The School Board (Figure A.4) site is located north of Miami's central business district within the Omni Community Redevelopment Agency (CRA) area. Many contiguous vacant properties exist adjacent to the station; however, the vision for the area is not residential. The area is planned to continue to evolve as a media and production (for movies) neighborhood. Further, the area is not served by the region's Metrorail service and only receives service by the downtown circulator, Metromover.



Figure A.2: Coconut Grove Metrorail Station Area Vicinity

Figure A.3: Brickell Avenue Metrorail Station Area Vicinity



The final site considered is located in Overtown (Figure A.5) adjacent to Overtown Transit Village. Referred to by local developers as Lyric Place, in recognition of the adjacent historic and culturally significant Lyric Theatre, the area is well-served by the region’s Metrorail system at the adjacent Overtown station. The site proposed has long been discussed by the city and Overtown CRA as a preferred location for affordable housing due to local demographics, transportation access, and long-term community plans.

During the site selection process, the advantages and disadvantages of each of the four sites were weighed. At the conclusion of the site evaluation, the decision was made to select the Overtown site at Lyric Place for model plan development.

Planning Workshop

As previously mentioned, a two-day planning workshop was facilitated in Miami where local stakeholders had the opportunity to provide input and guidance on their respective visions for affordable and market rate housing, non-residential uses, and public open spaces proximate to transit in the selected area. The planning workshop brought together individuals with backgrounds in development, government, housing, finance, and transportation from local, regional, and federal agencies and groups.

During the workshop, the stakeholders and planning team worked cooperatively to review and evaluate the selected sites within the city and discuss key considerations of site selection. Items such as area demographics, travel patterns, local plans, development activity, transportation access, locations of services, and employment all

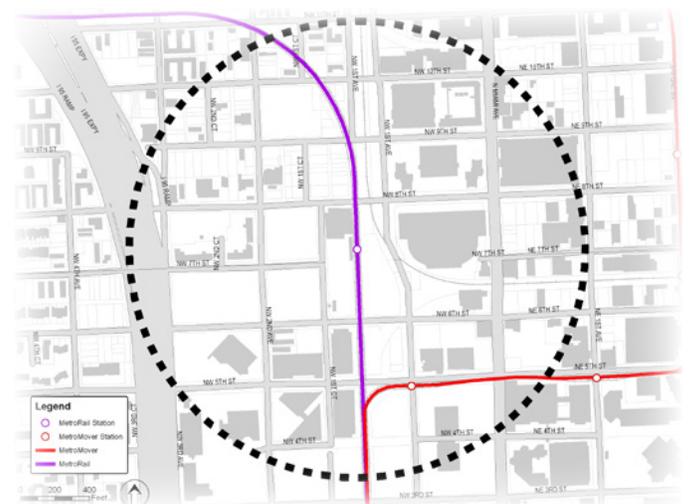
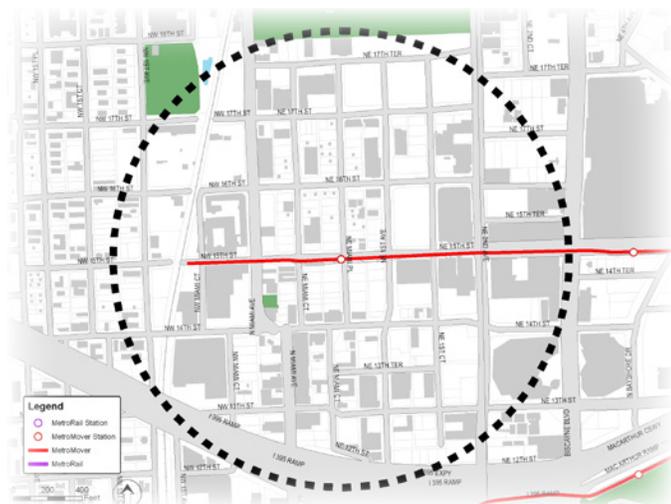
were discussed. The general outline of the workshop was the following:

- Introductions and stakeholder representation
- Orientation to the sites under consideration
- Site selection discussion – strengths, weaknesses, opportunities, and threats
- Selection of the site
- Establishment of site priorities, needs, desires, and vision
- Site concept development
- Model plan development
- Review of model plan concepts
- Comments and discussion

During site selection and evaluation discussions, stakeholders noted that the role of the city’s two fixed guideway transit systems was important to consider. Metromover is downtown Miami’s circulator service. It is fare free; however it operates only within downtown. It connects to Metrorail at a number of locations. Metrorail is the region’s heavy rail transit service. It extends from downtown and the city into neighboring Miami-Dade County.

Figure A.4: School Board Metromover Station Area Vicinity

Figure A.5: Overtown Metrorail Station Area Vicinity



A major extension of Metrorail is under construction and will extend its reach to Miami International Airport, a major employment center of the region. Other major employment areas in the city were noted as the Port of Miami, Civic Center area, and Medical Center area.

Approaching site selection, stakeholders offered specific ideas on the ways in which the supply of affordable housing near transit in Miami could, understanding market conditions and practical limitations, be increased. Workshop participants were highly supportive of the site at Lyric Place for the model plan. A group of site selection criteria were developed to aid in selection and are listed below along with the advantages the Lyric Place site provided:

- **Site control.** Site is owned by the Overtown CRA whom has issued requests for proposals for development of affordable housing.
- **Access to rail and circulation.** Site is adjacent to the Overtown Metrorail station and Overtown Transit Village.

- **Community need.** Site is located in an area where affordable housing has been successful and is needed.
- **Population served.** Appropriate demographics exist within the area to support the creation of affordable housing.
- **Neighborhood compatibility.** Surrounding neighborhood is of a compatible context.
- **Connection to employment.** Metrorail and local bus services connect the area conveniently to major employment centers.
- **Appropriate zoning.** Zoning provides significant advantages to the development of affordable housing.
- **Local government buy-in.** City, county, and local organizations are supportive of the proposed development type.
- **Connection to adjacent neighborhoods.** Neighborhood demographics are supportive of affordable housing.
- **Addresses community priorities.** Economic development is a priority within the area.
- **Flexibility toward parking ratios.** Zoning code provides reductions for affordable housing, which improves development economics.

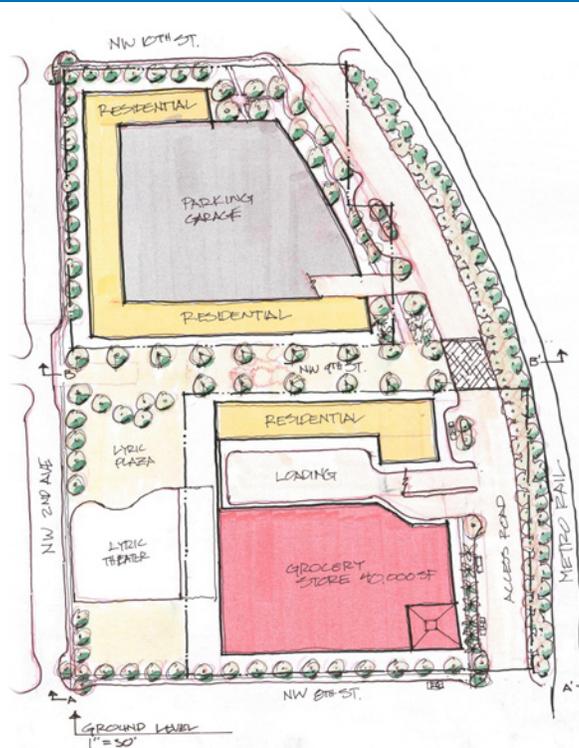
With the selection of the Overtown site, a model plan was developed under the guise

of zoning and planning documents and expressed vision from the stakeholders. During the workshop, a zoning maximum plan was developed and achieved the following level of intensity and mix of uses:

- **Height:** 48 stories
- **Residential:** approximately 1,100 units (500 affordable and 600 market)
- **Commercial:** 40,000 square feet

Stakeholder participants were generally supportive of the plan; however, it was universally acknowledged that any site development would not be a zoning maximum. The general sentiment was that development on the selected site would serve as a catalyst for area redevelopment. Stakeholders were interested in formalizing a public/private (local and national) partnership to develop a revolving loan fund for development and leverage HUD/FTA grant opportunities to assist with development costs.

Figure A.6: Concept Developed During the Workshop



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