



MIAMI MISSING MIDDLE - BUENA VISTA



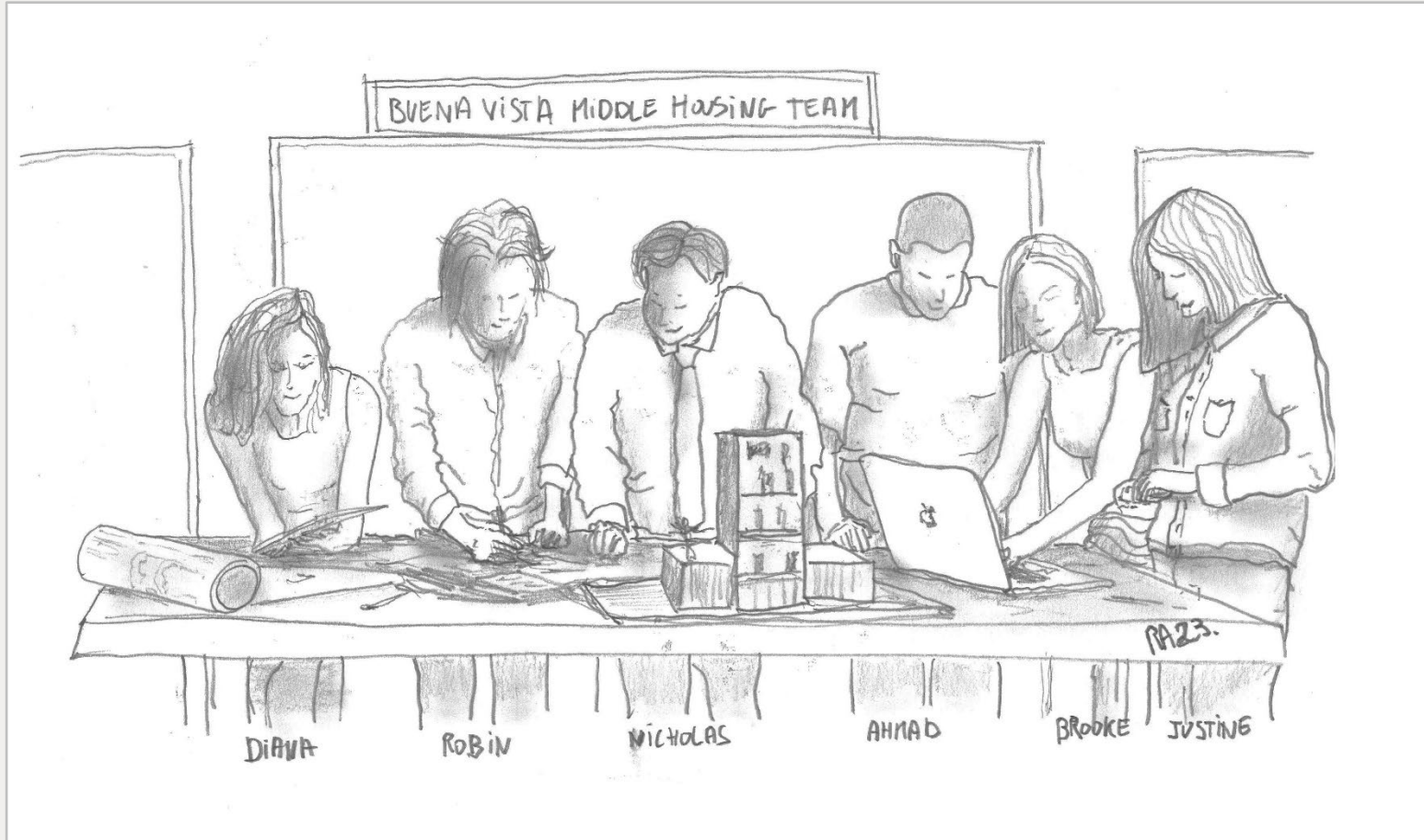
ULI LEADERSHIP PROGRAM 2023

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MIAMI MISSING MIDDLE - BUENA VISTA

MEET THE TEAM



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Sketch by Robin Anezin 2023

MIAMI MISSING MIDDLE - BUENA VISTA

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Buena Vista Poster by Karel Dupre, 1986
Miami Herald Picture

MIAMI MISSING MIDDLE - BUENA VISTA

PREFACE

Our client is the City of Miami Planning Department. The City of Miami is facing both an affordability and housing availability crisis. While tens of thousands of units are currently under construction, most are homogenous in housing type and location: luxury or market rate multifamily and condominiums within the Greater Downtown Miami area. The lack of diversity in housing stock and location of housing is exacerbating Miami's housing woes.

The City of Miami is exploring options to increase development in less dense areas that are further away from Miami's urban core. This is in order to increase variety in housing stock and location, which in turn results in more naturally affordable prices due as a result of lower construction costs and more affordable land values. To this end, the Planning Department has asked our Leadership Project Team to:

1. Analyze the City's definition of Missing Middle Housing;
2. Identify barriers to entry in the City's existing Missing Middle Zoning Transects (T3-O, T4-R, T4-L and T4,
3. Provide recommendations for land development regulations that attract/incentivize the development of Missing Middle Housing in the Missing Middle Transects;
4. Provide recommendations on other solutions or incentives the City can offer to compliment the land development regulations;
5. Recommend innovative strategies that can encourage strong public engagement.



Historic Buena Vista Town Hall, Build in 1921
Miami Herald Picture 1991



CONTEXT - BUENA VISTA



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CONTEXT - BUENA VISTA

HISTORIC BRIEF

The historic district of Buena Vista started as a pineapple plantation that became a town with its own town hall and post office. It once was home to ambassadors, business magnates and doctors, and frequented by novelists and Miami's elite. In the 1920s, wealthy residents built estates of mosaic tile, coral rock and Dade County pine that featured ornate Mediterranean courtyards surrounded by mango and avocado groves and royal poincianas.

Just 10 minutes from downtown and a few blocks from Biscayne Bay, between Northeast 42nd and 49th Streets and Northeast Second and Miami Avenues, Buena Vista East used to be a busy stop for the Florida East Coast Railway. Most Buena Vista homes were built with care and flair, each with a singular style: Mediterranean Revival, Mission, Pueblo, Bungalow, Masonry Vernacular, or Art Deco.

Its decline began in the late '60s, instigated by the building of I-95, white flight and poor immigration. With the help of a small, active group of homeowners and the recent success of surrounding commercial districts, particularly the Design District and Midtown, the area has experienced a resurgence.



Aerial View of Buena Vista, 1928
Wikipedia

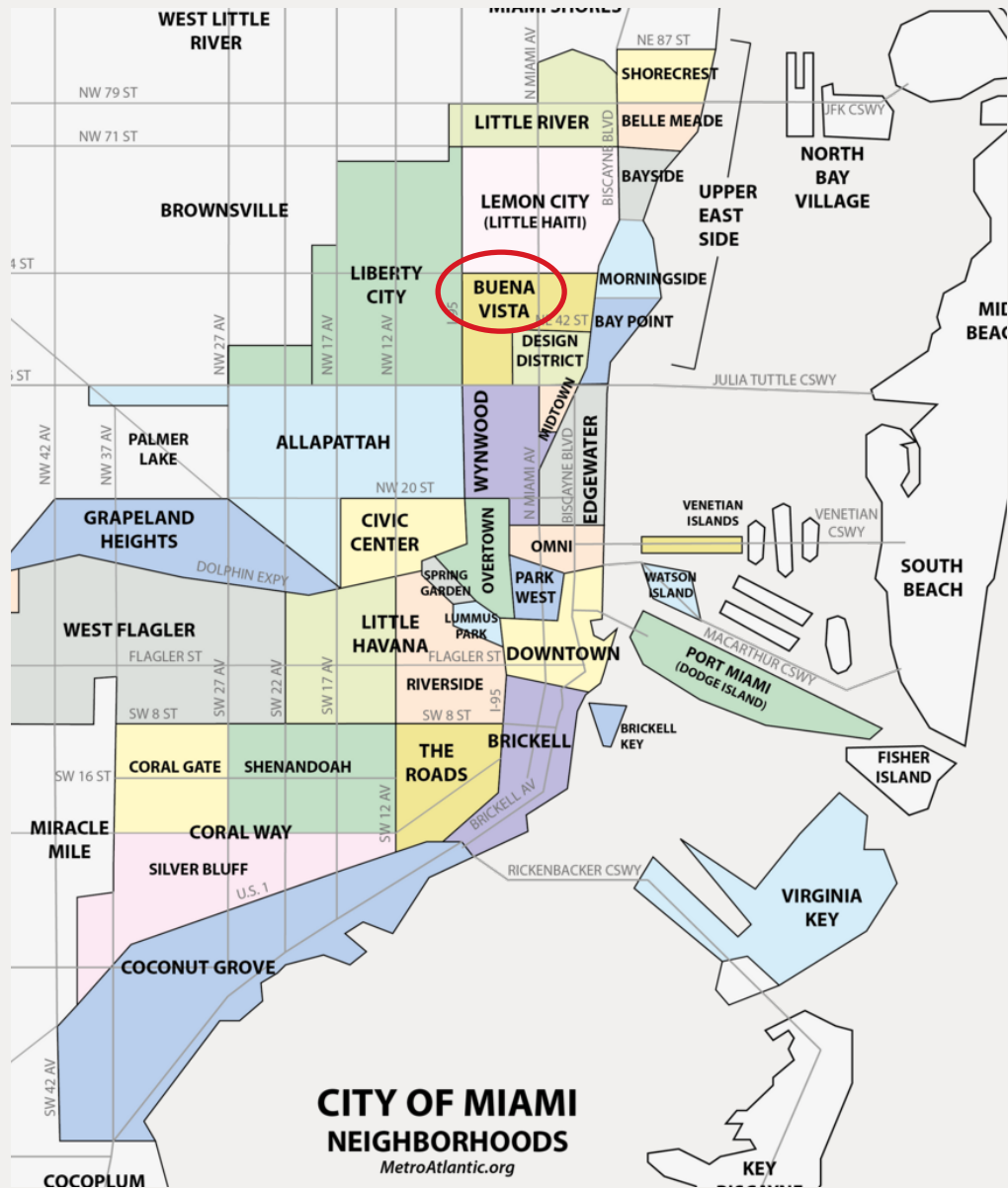


Historic Homes of Buena Vista, Miami Herald Picture

CONTEXT - BUENA VISTA

LOCALIZATION, CITY NEIGHBORHOODS MAP

The Buena Vista neighborhood is bordered by the Miami Design District to the south, the Upper Buena Vista Shopping District and the Miami Jewish Center to the north. Once a completely residential area, the Buena Vista neighborhood has seen a resurgence in vibrancy and commerce with the recent additions of retail and dining developments such as the Miami Design District, and the Upper Buena Vista Shopping District. In fact, the Miami metro area experienced the largest inbound gains from movers compared with pre-pandemic levels, with moves increasing by nearly 60 percent in 2022 compared with 2019.



CONTEXT - BUENA VISTA

NEIGHBORHOOD EXISTING CONDITIONS (T3 DISTRICT)

Due to the aforementioned retail and dining developments, as well as the influx of out-of-state residents moving to Florida in unprecedented rates during the pandemic, the Buena Vista neighborhood has seen a boom in gentrification and redevelopment of single family and duplex homes. Average lots in the Buena Vista neighborhood, which range approximately 5,000 - 11,000 square feet in size (single family and duplexes) and historically ranged from \$200,000 - \$400,000 in value from 2020-2022 are now on the market for \$500,000 - \$1,000,000 and over, particularly for homes that have been recently redeveloped.

(See https://www.miamidade.gov/pa/property_search.asp)
When driving around the neighborhood, one can observe a stark contrast between the size and architecture of older homes and the ultra-modern redeveloped homes as well as the quantity of tear-down and new construction occurring.



CONTEXT - BUENA VISTA

EXISTING CORRIDOR VIEWS

(T4 DISTRICT)

Our project area consists of several main-road corridors in the Buena Vista area, mainly lots abutting NW 2nd Avenue, N Miami Avenue, and NE 2nd Avenue, bordered by NW 54th Street/NE 54th Street to the north, and NW 38th Street and the Miami Design District to the south. The project area corridors consist of a mix of undeveloped lots, under-utilized and/or abandoned 1-3 story commercial structures, and existing homes.

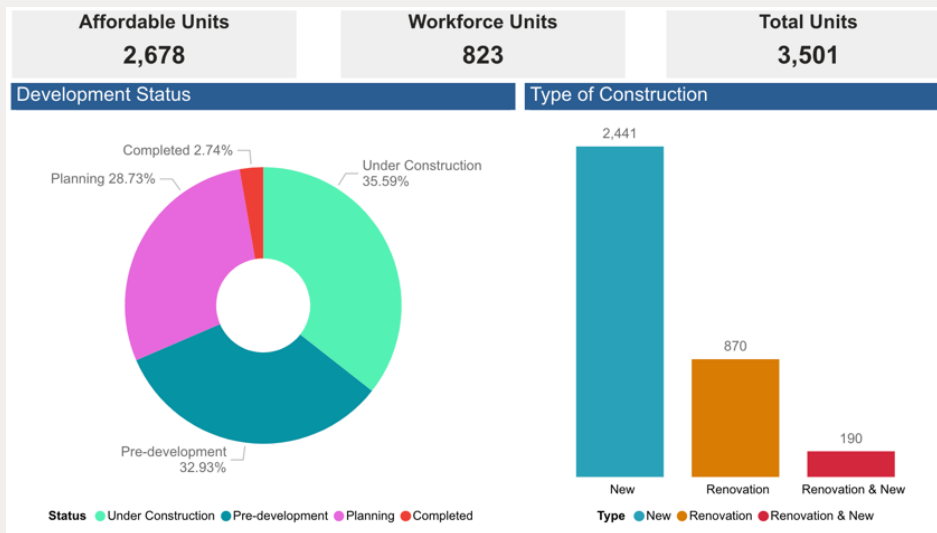


AFFORDABLE HOUSING CRISIS

The Affordability Housing Crisis is a national issue and very present here in the City of Miami, Miami-Dade County. The department of Housing and Urban Development (HUD) determines if a household is “Cost-Burdened” based on if the household allocates more than 30% of their household income on rent. By this standard, Miami has experienced an increasing number of its rental and homeowner population fall into this classification.

In 2019, a study by Florida International University showed that a staggering 53% of renters paid 35% or more of their income on housing, and nearly 40% of homeowners were also considered Cost-Burdened¹. With a population of over 400,000 people, resulting in approximately 181,597 households, the current workforce and affordable housing stock does not meet the current demand to decreased Cost Burdened Households.

HOUSING AFFORDABILITY TRACKER, CITY OF MIAMI



The graph above provides a snapshot of the latest housing affordability tracker for the City of Miami.

CONTEXT - BUENA VISTA

BUENA VISTA COMMUNITY SURVEY

- Title – our community matters neighborhood survey
- Completed by Buena Vista Stakeholders (Buena Vista Stakeholders is an organization created to facilitate better communication between our area residents, business owners and neighborhood associations to enhance our quality of life.)
- # of ppl surveyed- 51 households residing in the Buena vista community with 90% of respondents owning their home in Buena Vista
- When – 2017
- Collection method – online via survey monkey, phone calls and door to door
- Conducted in English , Spanish and creole

Which of the following types of developments would you like to see more of in your neighborhood??
(Please rank in order of importance)

From 12 options, respondents ranked grocery stores/supermarkets as their top choice. Entertainment focused development such as restaurants and movie theater ranked in the top 5 as well as mixed use development. Office buildings and Parking facilities tied to cap the top development choices neighbors would like to see.

Voices:

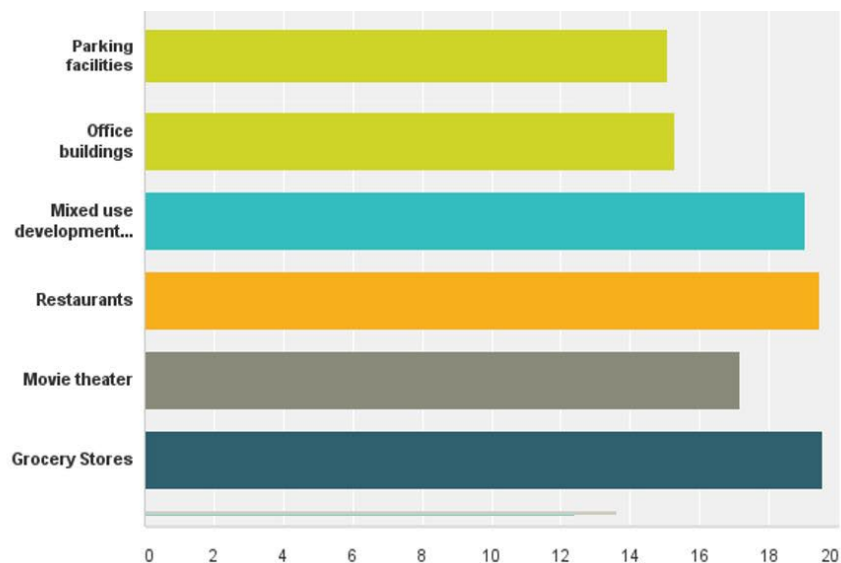
"Bring-Whole-Foods"

"Mixed-use-development-NW2AVE"

*"More-cafes-where-we-can-hang-out"
I envision 42 to 44 - small attractive businesses. With people living at the top . Have the neighborhood own the business and live above their business."*

"People who don't live here parking in our residential neighborhood. They need another place to park and not in our spaces / homes."

Top 5 Responses:



• Answered: 49 Skipped: 2

SURVEY OUTCOME

- Majority of residents have resided in the area between four to five years, followed by six to ten years and 31-40 years (at time of survey).
- 90% of respondents own their homes indicated a vested interest in the community and tax generation.
- Main reasons for moving to Buena Vista include proximity to key locations, great neighbors, tranquility and diversity of area.
- Respondents shared they are unhappy with the dilapidated properties and the trash that accumulates on those lots along with the rate of traffic (speeding) on main and side streets and crime.
- Mixed-use developments were ranked third behind parking facilities and office buildings when asked what types of developments residents would like to see in their community.

Stand-out quotes from the survey include:

- “Many times, we are forgotten. We do not get the attention we deserve -- to beautify the neighborhood. More attention to crime, to noise to trash. Empty lots that are filled with trash from people visiting the evening establishments.”
- “Dilapidated buildings –Some areas look like ghetto.”
- “Vehicles speeding and derelict properties.”
- “There is not enough lighting. I feel leery walking at night - though I love walking. I would like it more beautified. Flowers and trees. Traffic on 40th turning south to the expressway. Traffic 36 to 40th street north and south. traffic on NW 2nd Ave! Speeding cars all over.”

Buena Vista Neighbors Survey

- What surveyed neighbors like best:
 - Friendly, caring neighbors, multi-cultural, location to adjacent neighborhoods, architecture, affordability, new park, walkability, rising property values, long-term potential. – Buena Vista Neighbors Survey
- What surveyed neighbors like least:
 - “Many times, we are forgotten. We do not get the attention we deserve -- to beautify the neighborhood. More attention to crime, to noise to trash. Empty lots that are filled with trash from people visiting the evening establishments.” – Buena Vista Neighbors Survey
- What surveyed neighbors would like to see:
 - “Mixed-use-development-NW2AVE” – Buena Vista Neighbors Survey
 - “More-cafes-where-we-can-hang-out” – Buena Vista Neighbors Survey
 - “I envision 42 to 44 - small attractive businesses. With people living at the top. Have the neighborhood own the business and live above their business.” – Buena Vista Neighbors Survey

MIAMI 21 TASK FORCE RECOMMENDATIONS

- A.3 Decrease parking requirements overall to support the general provision of affordable housing.
- A.4 Provide parking reductions for small affordable housing projects, as the smaller the project the more burdensome the parking requirements.
- A.5 Allow parking reductions as of right for Affordable Housing projects.
- A.11 Allow centralized parking that affordable housing projects can utilize as “offsite” parking.
- A.12 Increase square footage threshold for small building parking exemption, e.g. from 10,000 to 20,000 sf habitable space.
- A.17 Allow microunits (under 400 sf) within Affordable Housing projects and other potential development incentives outside of TOD areas, i.e., throughout T4, T5, and T6.
- A.25 Establish reasonable, enforceable permit review timelines in Article 7. e.g. Miami-Dade County has a 21-day review timeline. City regulations, deliverables and processes should be streamlined to allow for reasonable timelines.
- A.34 Allow Development to utilize public parking garages and on street parking permits in lieu of required parking.
- A.65 Allow ADUs in all Transect Zones.
- A.73 Provide dedicated City reviewers for Affordable Housing projects, to consolidate and expedite documentation required and minimize length of process.



QUOTES

Urban Land Magazine, Spring 2023 issue

Article titled "Developments" T.J. McElroy, SVP, Capital Markets, Dominum

"There's a lot going on right now around the country, where people are talking about rent caps and other restrictions that make it difficult to develop housing in those markets. We think of the affordability crisis as a supply issue and want to build in markets that support that view."

Article- Resharing the City: Zoning for a More Equitable, Resilient, and Sustainable Future

Matt Norris, Senior Director at ULI's Randall Lewis Center for Sustainability, same issue as above

"Among the most central considerations in addressing these challenges- and meeting the demand for more livable spaces-is zoning. As they may stand today, many zoning policies can make it difficult and costly to complete development projects that would support resilience, sustainability, health and equity goals. Updating zoning can lessen these barriers."

"Alongside other policies like building codes, zoning updates can increase the likelihood that development will reflect locally defined priorities that address today's pressing challenges and meet market demand."

"Real estate developers are essential constituents and partners in efforts to enact zoning reform. Some experienced, well-sourced developers may be adept at navigating complex local bureaucracies and may see zoning regulations as fixed frameworks. But reform can make development easier and can broaden the spectrum of those that participate in the development market, such as small-scale developers and people from underserved communities."

"The nature of proposed solutions to create more equitable cities may be perceived as unwelcome changes to 'neighborhood character.'"



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OVERVIEW - BUENA VISTA

SUBJECT AREA



OVERVIEW - BUENA VISTA

EXISTING CORRIDOR VIEWS (T4 District)



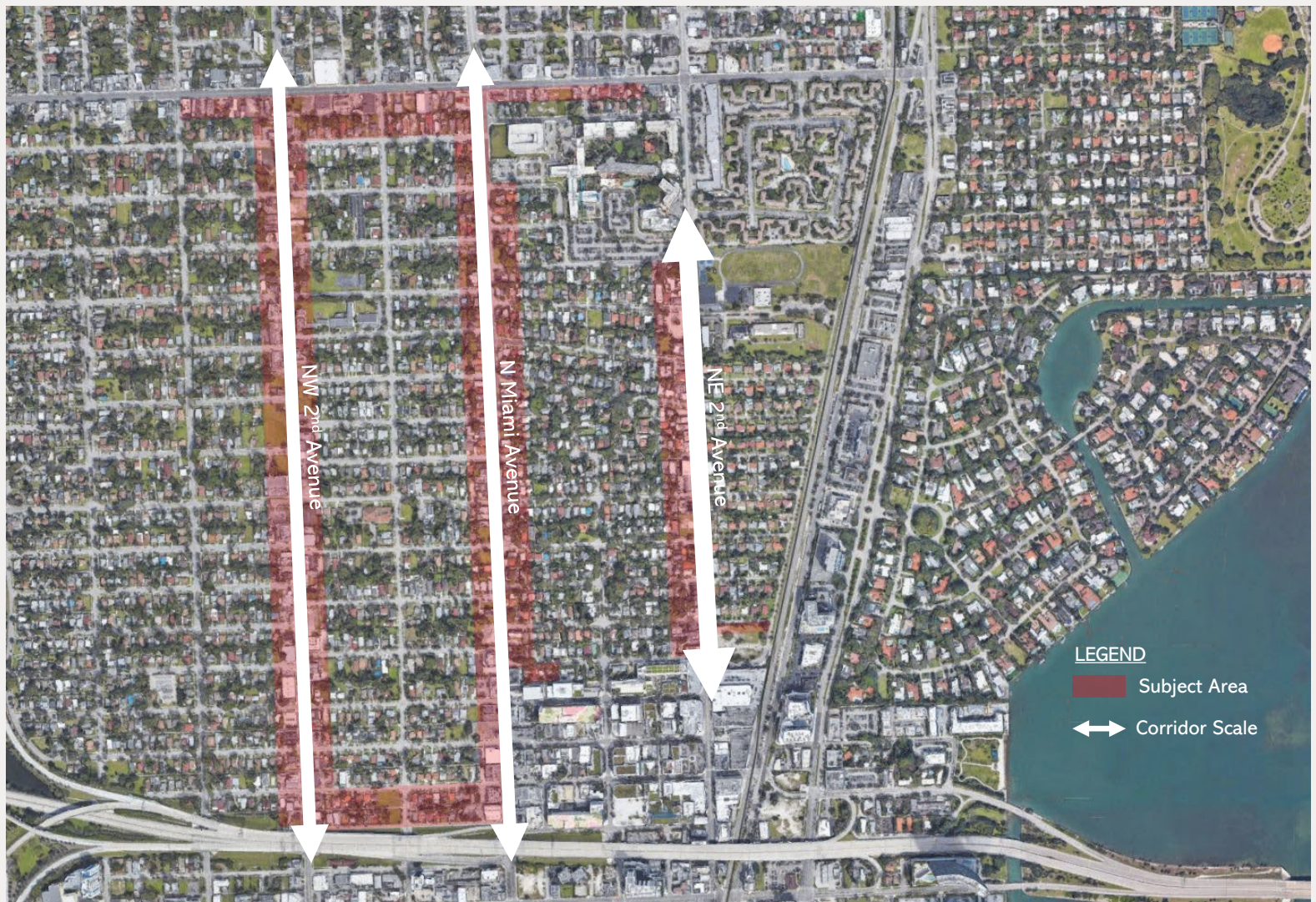
OVERVIEW - BUENA VISTA

EXISTING FUTURE LAND USE MAP



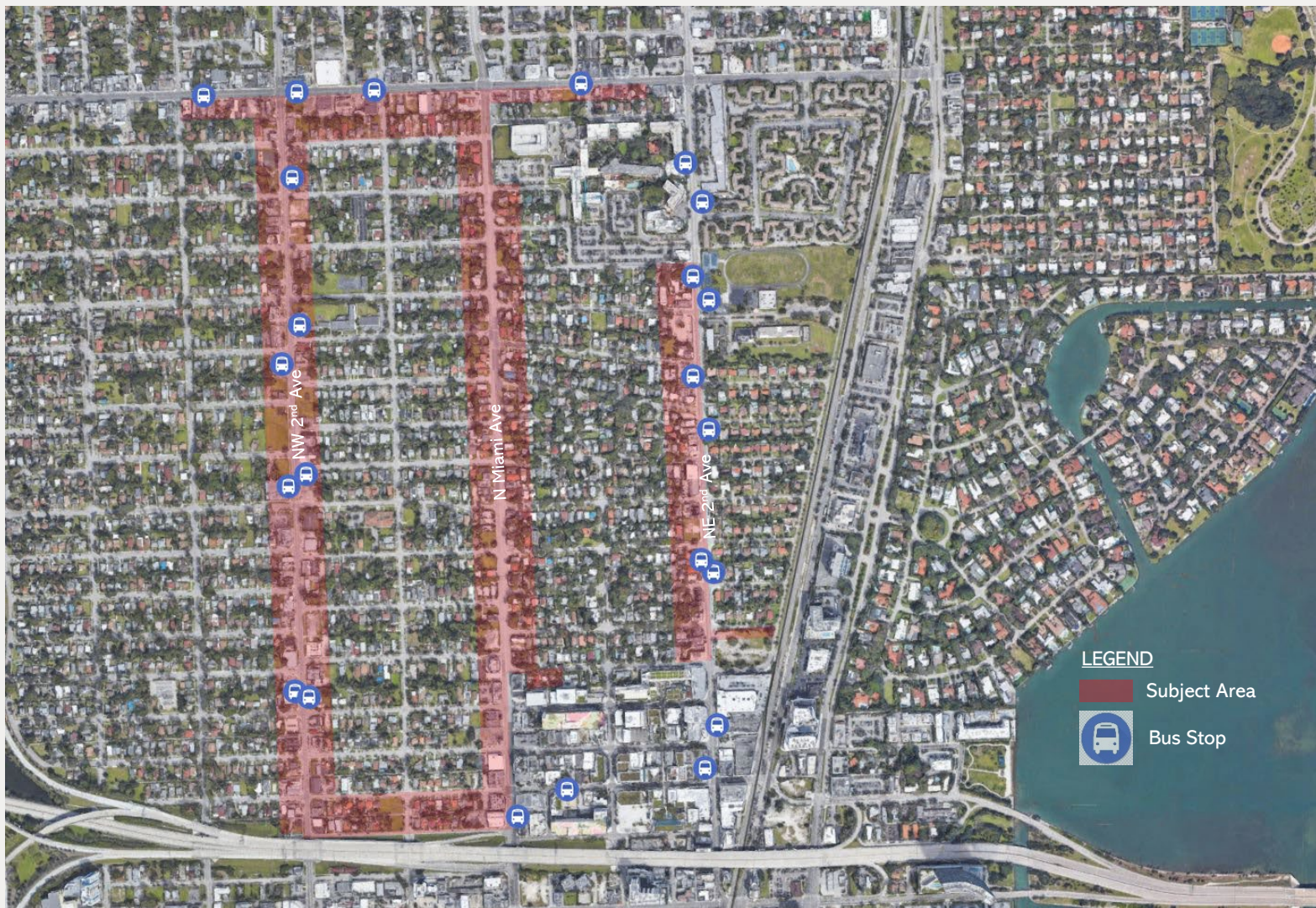
OVERVIEW - BUENA VISTA

EXISTING CORRIDOR STREET SCALE



OVERVIEW - BUENA VISTA

PUBLIC TRANSPORTATION





MISSING MIDDLE - BUENA VISTA

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- Identifying Barriers to Entry

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MISSING MIDDLE - BUENA VISTA

DEFINING THE MISSING MIDDLE

Missing Middle is defined as duplexes, triplexes, quadplexes, and other small scale multifamily buildings not more than 4 or 5 stories.

We believe the current definition is sufficient for the desired product type. However, our recommendation is that the City consider expanding the definition to include an affordability component.

Alternative(s):

Missing Middle is defined as duplexes, triplexes, quadplexes, and other small-scale multifamily buildings not more than 4 or 5 stories which developments receive additional incentives that allow for the creation of Affordable / Workforce Housing units.



MISSING MIDDLE - BUENA VISTA

IDENTIFYING BARRIERS TO ENTRY

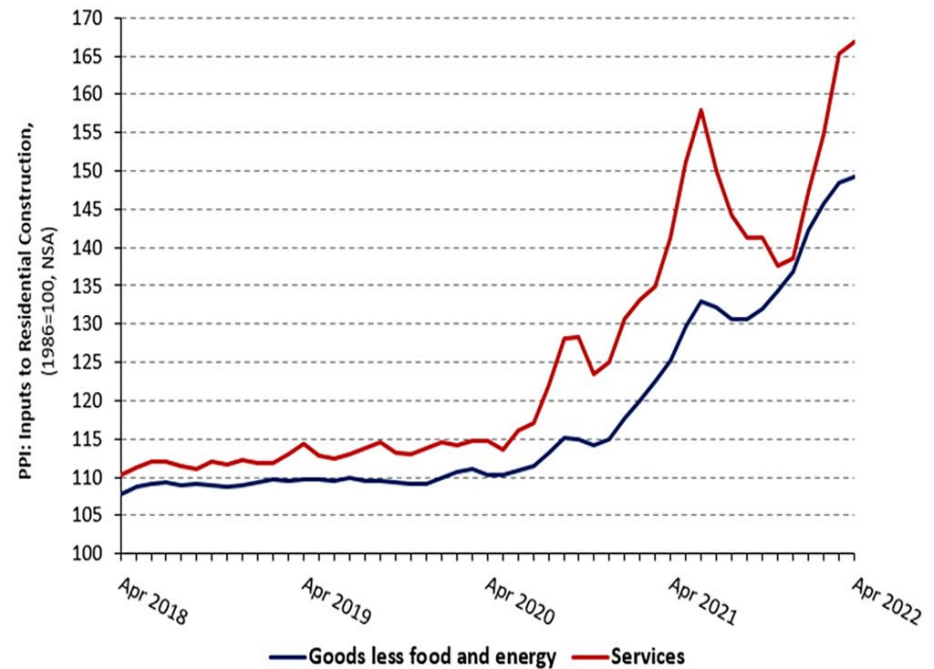
Increased Cost of Land, Labor and Materials- Inflation is being experienced throughout the construction markets resulting in high construction costs. As a result, the developer pool decreases due to the cost of entry and the price of rent/ for sale units will increase for the units that are built.

Maximum lot size- Increasing lot size would help promote Missing Middle Housing and density within the corridor. T4 has an existing maximum lot size of 20,000 square feet (SF).

Parking requirements- Parking requirements can be a barrier to entry for by limiting developer's ability to maximize their unit count. In the T4 Zoning Transect a minimum of 1.5 parking spaces is required per principal Dwelling Unit and Micro Units, which do not have a minimum parking requirement are not permitted.

Approval Process- Delays for entitlement and permit approvals can have negative impact on project financing and projected construction schedule.

Price of Inputs to Residential Construction
April 2018 - April 2022



*Building Materials shows an increase of approximately 35% since 2020.

RECOMMENDATIONS - BUENA VISTA

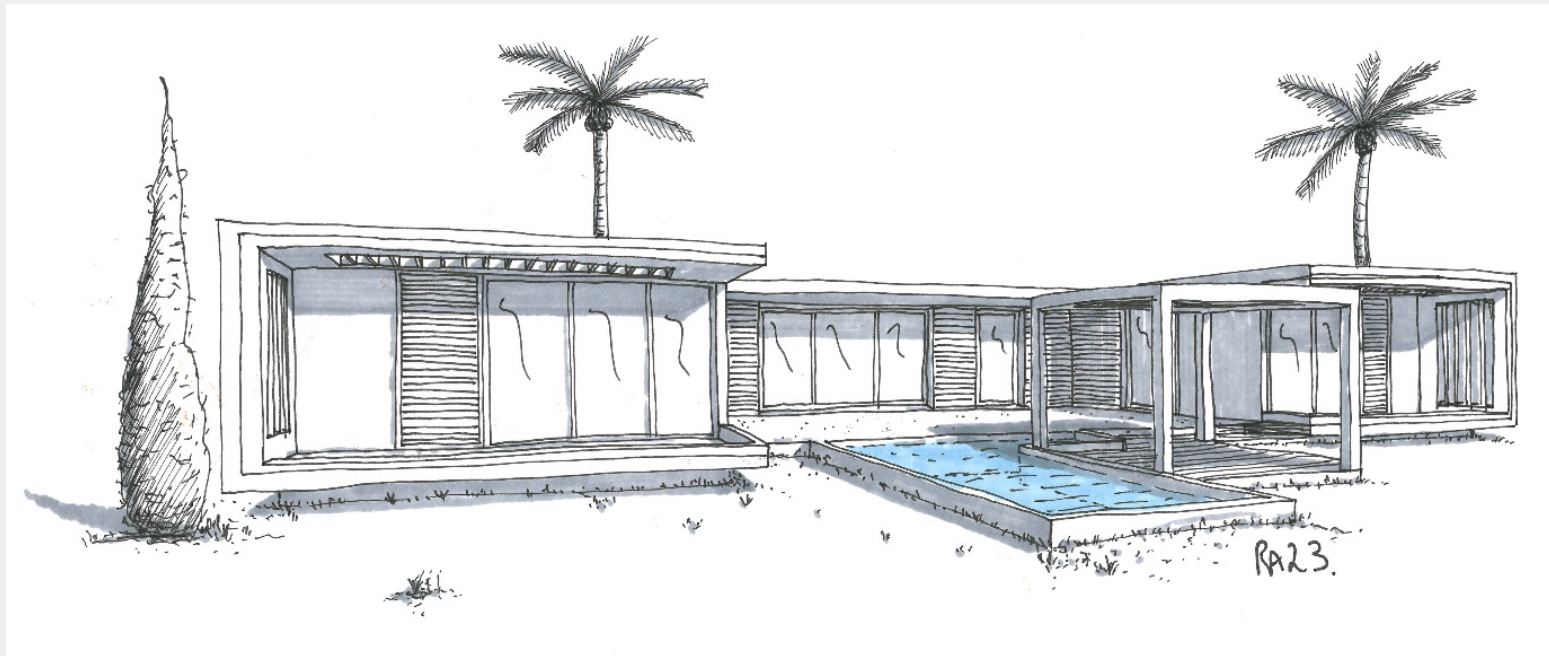
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RECOMMENDATIONS - BUENA VISTA

RECOMMENDATION OVERVIEW

- Widen the subject corridor to capture full lots and avoid parcels with mixed future land uses and zoning designations.
- Rezone the subject corridor to the T4-L Zoning Transect.
- Amend the City's Future Land Use Map to designate the subject corridor as Restricted Commercial.
- Create Middle Housing Activity Overlay over the subject corridor.
- Adopt other solutions or incentives the City can offer to compliment the land development regulations both inside and around the subject corridor.



Artistic Illustration of a Single-Story Duplex Building
Sketch by Robin Anezin 2023

RECOMMENDATIONS - BUENA VISTA

GLOBAL CONSIDERATIONS

- Existing Land Values
 - High existing land costs limit ability to require fully Affordable / Workforce Housing or mostly Affordable / Workforce Housing; therefore, development benefits need to be provided even when providing a small portion of the project as Affordable / Workforce Housing (this includes housing priced up to 100% of the area median income as certified by the City's Housing and Community Development Department).
- Existing Lot Sizes
 - Existing subdivision within subject corridors resulted in several small lots < 7,500 SF; As such, we needed to create programming that allowed for development of missing middle housing both on the existing lots, but also incentivize the combination of 2 or more lots within the corridor.
- More Density = More Housing
- Administrative Approvals and Expedited Review Times
 - Need to minimize time from application to shovel to minimize developer's holding costs and incentivize the development of missing middle housing projects.
- Incentivize development of not just more housing, but more Affordable / Workforce Housing
- Compatibility with surrounding T3 neighborhood



Artistic Massing Illustration of a 3 Stories Four Plex Building
Sketch by Robin Anezin 2023

RECOMMENDATIONS - BUENA VISTA

REZONING AND CHANGING THE FUTURE LAND USE OF THE MIDDLE HOUSING CORRIDOR

Rezoning the Corridor to Promote the Development of Middle Housing with Supporting Neighborhood Commercial Uses

○ Issue

- The existing study area contains a myriad of zoning transects including T4-O, T4-L, T4-R, and T3-O.
- The existing study area contains a myriad of future land use categories, including low density restricted commercial and low density multifamily residential which limit development to 36 dwelling units (“du”) per acre (“ac”).
- Need to rezone and change the future land use of the corridors to support and encourage the development of middle housing.

○ Recommendation

- Subject corridor should all be rezoned to T4-L.
- Sections of the existing corridor with a future land use of low density restricted commercial or low density multifamily residential should be changed to a future land use designation of restricted commercial (permitting 150 du/ac).
- Target corridor area needs to be expanded to incorporate current split-zoned lots.



Proposed Zoning Map Adjustment (Left)
Current Zoning Map (Right)

RECOMMENDATIONS - BUENA VISTA

REZONING AND CHANGING THE FUTURE LAND USE OF THE MIDDLE HOUSING CORRIDOR

○ Rationale

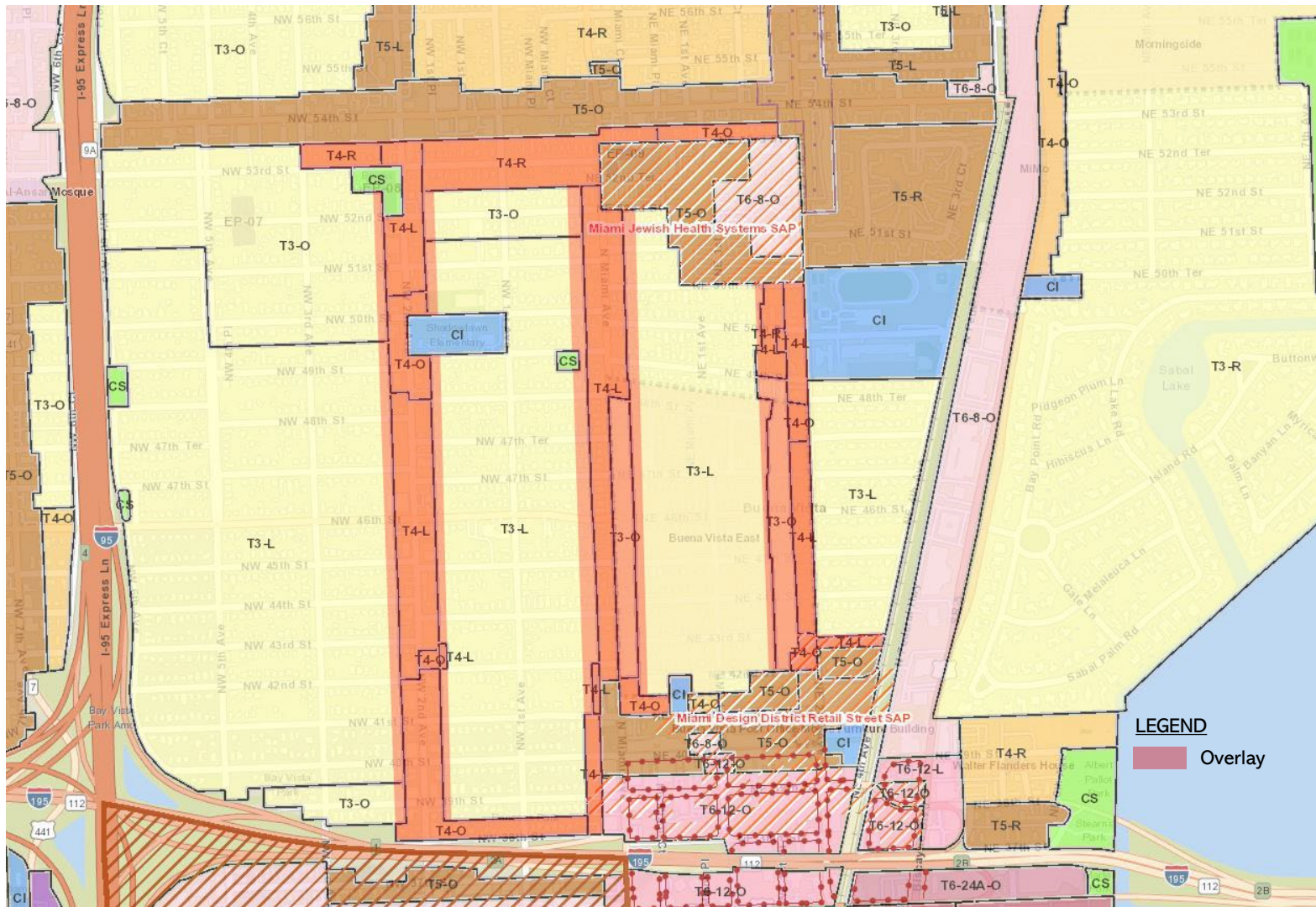
- T3-O does not allow greater than two-family housing which does not support development of middle housing.
- T4-O allows purely commercial, or office uses which does not support the development of middle housing.
- T4-L allows for commercial and office, but limited to the first Story of the Principal Building or Accessory Structure and Office and Commercial Uses shall be less than 50% Building floor area total. Thus, all development will include new housing.
- T4 allows up to 36 du/ac and multi-family housing by right.
- T4-L will allow the development of mixed-use projects to create 15-minute city synergies allowing neighborhood commercial uses.
- T4-L only allows food establishments with a maximum seating capacity of 40 patrons, which will promote café style food and beverage options to the surrounding neighborhood improving walkability while also limiting need for on-site parking.
- Therefore, to encourage development of multifamily and middle housing all of the subject corridor parcels should be rezoned to T4-L with the Middle Housing Overlay discussed in more detail below.



Artistic Massing Illustration of a 26 Units Corner Building, 5 Stories
Sketch by Robin Anezin 2023

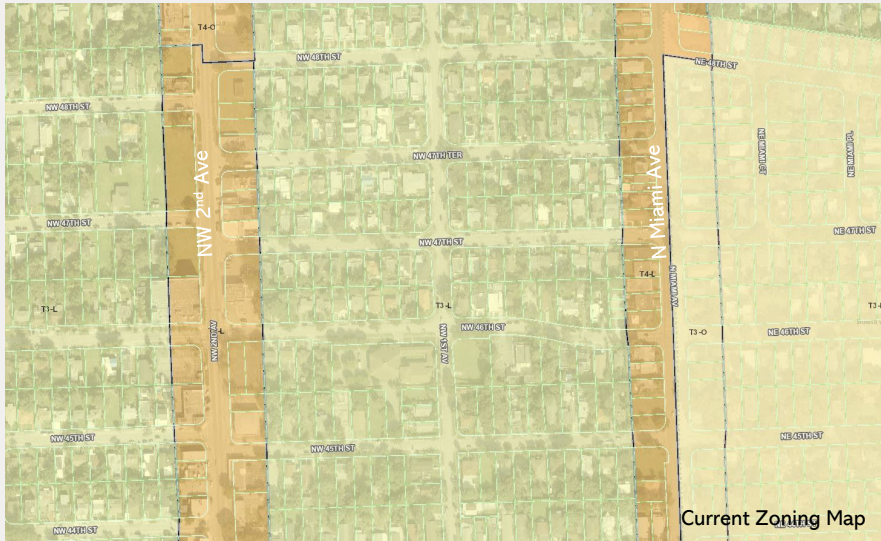
RECOMMENDATIONS - BUENA VISTA

PROPOSED CORRIDOR OVERLAY MAP

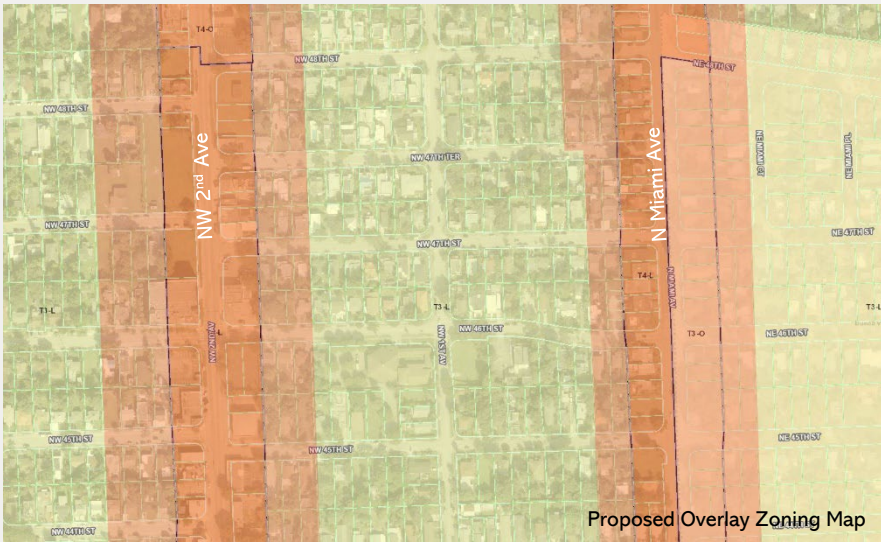


RECOMMENDATIONS - BUENA VISTA

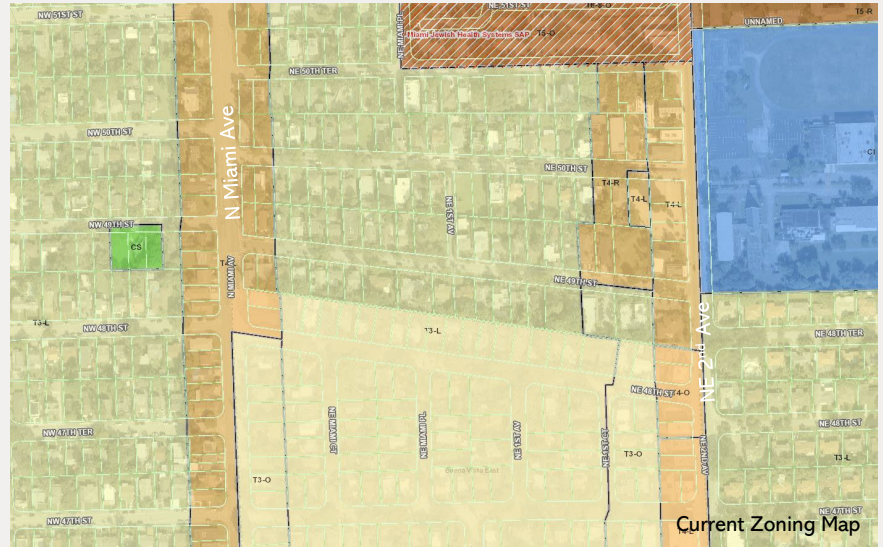
PROPOSED CORRIDOR OVERLAY MAP : Partial Zoom



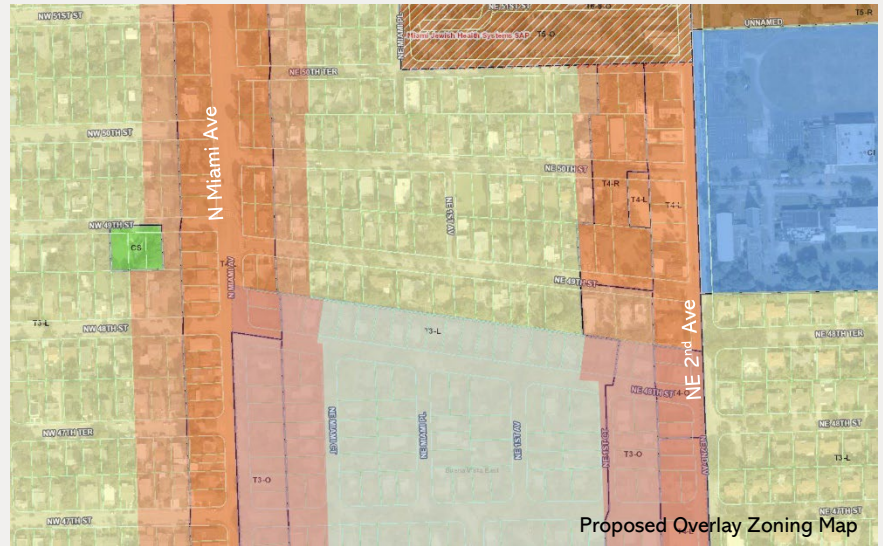
WEST OVERLAY



Proposed Overlay Zoning Map



EAST OVERLAY



Proposed Overlay Zoning Map

RECOMMENDATIONS - BUENA VISTA

PROPOSED MIDDLE HOUSING CORRIDOR OVERLAY

- Issue
 - Rezoning to T4-L in and of itself does not promote the development of the missing middle housing.
- Recommendation
 - Along the subject corridors, we recommend the creation of a Middle Housing Activity Overlay which incentivizes the development of middle housing projects.
 - The Middle Housing Overlay, can be used as a base corridor overlay, modified on a neighborhood to neighborhood basis should there be a desire to replicate conceptual zoning plan in other areas of the City; i.e. here, the Buena Vista Middle Housing Activity Overlay.
- Middle Housing Activity Overlay – Zoning Recommendations Overview
 - Middle Housing Activity Overlay Density
 - Within the Middle Housing Activity Overlay density shall be increased to 65 du/ac.
 - Minimum Dwelling Unit Density
 - Within the middle housing overlay single family homes are not a permitted use unless the applicant demonstrates that such a development is the only feasible use of the subject property due to unique site restraints and limitations.
 - Recommend further implementing minimum of dwelling units to be developed on site depending on lot size; i.e. < 5,000 SF minimum of 2 dwelling units; 5k – 10k SF minimum of 4 dwelling units.
 - Permitted development of micro units
 - Micro units are a permitted use within the Middle Housing Activity Overlay.
 - Micro units do not require parking thus allowing for more units and more generally affordable units even if not rent restricted.
 - Bonus Height for Ground Floor Activation
 - The provision of ground floor commercial uses compatible with the surrounding neighborhood allows for a bonus floor up to 4 stories or 40 feet



Artistic Massing Illustration of a Three Plex 3 Stories Building
Sketch by Robin Anezin 2023

RECOMMENDATIONS - BUENA VISTA

Middle Housing Activity Overlay – Zoning Recommendations Overview Continued

- Affordable / Workforce Housing Bonuses - Generally
 - Market rate development permitted
 - Projects that include a minimum of 10% of the total units as Affordable / Workforce Housing units get additional bonuses.
- Affordable / Workforce Housing Bonus Height
 - The provision of minimum of 10% of Affordable / Workforce Housing units shall permit up to two bonus floors up to a max of 5 stories to accommodate additional density.
 - In consideration of surrounding single family residences, 5 stories is max height in overlay district; i.e. even with ground floor activation and Affordable / Workforce Housing units, the project would include first floor commercial with 4 floors of residential above.
- Affordable / Workforce Housing Concierge Program
 - Expedited Affordable / Workforce Housing entitlement and permit processing.
 - This could include dedicating certain staff to qualifying applications; or
 - Qualifying applications moving to the front of the line for review and approval ahead of purely market-rate residential/ commercial/ office applications.
- Bonus Affordable / Workforce Housing unit Density
 - Any Affordable / Workforce Housing units included in a project shall not be counted as a dwelling unit for purposes of determining the maximum density permitted to be developed on site.
 - The total amount of Affordable / Workforce Housing units permitted on site will be limited by required compliance with all other zoning regulations of the underlying zoning transect and overlay.



Artistic Massing Illustration of a Duplex 2 Stories Building
Sketch by Robin Anezin 2023

RECOMMENDATIONS - BUENA VISTA

Middle Housing Activity Overlay – Zoning Recommendations Overview Continued

- Setback Modifications
 - Up to 3 stories – T4 setbacks
 - Taking advantage of bonus height – minimum setback from adjacent T3 shall be increased to 30 ft.
 - Within setback area encourage linear parks and community garden buffer along adjacent T3 development.
- Affordable / Workforce Housing Lot Area/Coverage Increase
 - The provision of minimum of 10% of Affordable / Workforce Housing units shall permit increase of maximum Lot Area to 40,000 SF and maximum Lot Coverage to 80%.
- Overlay Parking Generally
 - Parking for all uses may be provided by ownership or lease offsite (similar to T5) or through agreement with City to utilize public parking garages and on-street parking permits in lieu of required parking.
- Affordable / Workforce Housing Parking Reduction
 - The provision of minimum of 10% of the units as Affordable / Workforce Housing units shall permit reduced parking requirement to .75 parking spaces per dwelling unit – 50% reduction
- Administrative Approvals
 - All Middle Housing Activity Overlay projects that meet the underlying zoning regulations shall be approved administratively by warrant, in addition to receiving expedited review if the project includes the minimum 10% Affordable / Workforce Housing units.



Artistic Massing Illustration of an 18 Units Corner Building, 5 Stories
Sketch by Robin Anezin 2023

RECOMMENDATIONS - BUENA VISTA

OTHER GOALS RECOMMENDATIONS

Other Global Recommendations to Increase Likelihood of Success and Incentivize Missing Middle Housing Both Inside and Outside the Overlay

1. Increase Attainable/Workforce housing definition from a maximum of 100% AMI to 120% AMI for consistency with state law definition and to incentivize development of more workforce units.
2. Create a permit fee relaxation (discount) program for projects which incorporate the provision of Affordable / Workforce Housing units.
3. Create impact fee waivers for Affordable / Workforce Housing units incorporated in new development.
4. In surrounding T3-O and T3-R allow ADUs to be added to existing and new Single-Family Residences. Since most T3 already requires a minimum of 2 off-street parking spaces consider removing the 1 space minimum for ADUs to incentivize their development.

MORE HOUSING OPTIONS

In addition to a house, the following other housing types may be eligible on a particular property in the R2.5, R5, R7, R10 and R20 zones. Note: combinations of different types are not allowed (e.g. a triplex with a house, two duplexes instead of a fourplex, or an ADU as part of a cottage cluster).

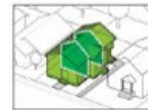
1 to 6 units in a single building



House



Duplex*



Triplex*



Fourplex*



Affordable four*, five- or sixplex

Accessory Dwelling Unit (ADU) options



House + 1 ADU
(attached or detached)

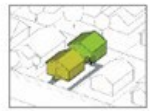


House + 2 ADUs
(only 1 ADU may be attached to the house. Both ADUs may be detached)



Duplex + 1 ADU
(the ADU must be detached from duplex. Duplex may not be a detached duplex)

Detached unit options



Detached Duplex*
(only allowed on site with existing house)

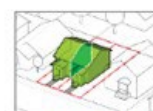


Cottage Cluster*
(3-16 detached units)
Not allowed in R20

Fee-simple ownership options



Attached Houses
(on regular sized lots)



Attached Houses
(on higher density land division lots)



Middle Housing Land Division
(for options with "**")

RECOMMENDATIONS - BUENA VISTA

COMPLIMENTARY SOLUTIONS & INCENTIVES

Complimentary Solutions / Incentives

- Waive the waiver process for small scale development
- Sell unused density as a market rate benefits if the site cannot achieve allowable density or wishes to not pursue full density
- Allow a single covenant to cover all required commitments for an affordable housing project to coordinate zoning, planning and housing department requirements.
- Reduced impact fees for units that serve missing middle

Land Acquisition Strategies

- Public Private Land Exchange Program- To our knowledge and based on project focused phone calls, the City is not in a position to purchase market-rate land in this community. However, there may be an opportunity for the City to offer City owned land in other parts of their district in exchange for privately owned or acquired land in the Buena Vista corridor. This would provide the City will control over Buena Vista land which they may then offer to smaller developers or nonprofits to focus on Missing Middle housing through. The 1031 exchange may incentive developers to purchase smaller parcels of land in Buena Vista in exchange for large parcels of land in more desirable areas for a lower cost.
- City to waive percentage of outstanding property liens on land developers are purchasing based on number of missing middle units they plan to construct.

Funding Opportunities

- Contract with consultant for federal funding and private grants that may not be utilized such as Neighborhood stabilization program
- City staff can research local and national Community Financial Development Institutions for funding specific to affordable housing or work in conjunction with a nonprofit builder to fund and develop their own projects.
- Launch capital improvement program to improve curb appeal along major corridors such as new street lighting, repairing disjointed sidewalks or fresh landscaping. Funding can be requested from local funders, partnership with Miami Foundation, Greater Miami Jewish Federation or by forming a “Friends Of” nonprofit to fundraise from the community.
- Create collaboration between the Planning and Housing Departments to prioritize targeted entitlement funds within the subject area and allocate CDBG, CDHO, SHIP funds to Buena Vista.

RECOMMENDATIONS - BUENA VISTA

CONCEPTUAL MAXIMUM MASSING

Maximum Massing Possible within the Proposed Overlay:



RECOMMENDATIONS - BUENA VISTA

PROPOSED STREET SCALE

Conceptual Possible Street Scale and Scape:



RECOMMENDATIONS - BUENA VISTA

ENGAGING RESIDENTS & SECURING SUPPORT

Traditional and Innovative Ways to Garner Strong Public Support

It's critical that strong community engagement and outreach to the Buena Vista community be included with the above recommendations. The City should view education to and involvement with the existing residents as a main component of their plan to address Missing Middle Housing in the Buena Vista corridor. The City should also encourage developers to engage the community and existing residents as part of their project submission process. The expectation should be that community engagement is everyone's job and not left solely to the City or the developer. Recommendations for garnering strong public support include, but are not limited to, the following:

Townhalls & neighborhood meetings

- City-held townhalls or neighborhood meetings where residents are invited early and often to learn about the City's intentions and share feedback; Contact information should be collected so the City can follow up with certain resident's post-event.
- Developers should know early on in the project submittal process that townhalls and neighborhood meetings are encouraged, and city staff should attend.
- Should be hosted at central community locations such as Buena Vista Park as opposed to City buildings.

Resident Surveys

- Surveys provided to residents who attend community events such as townhalls and neighborhood meetings are helpful in understanding the concerns of residents and allows them a voice to be heard. It may help the City or developers craft future messaging which may result in limited opposition if resident's concerns are addressed upfront.
- Given the demographics of the community and the makeup of residents, surveys to better understand the community should be provided in different forms including paper surveys that are mailed, surveys posted on social media such as a Facebook page dedicated to the Buena Vista corridor, and door to door surveying by city staff.
- Incentives such as gift cards to local restaurants or parking passes could be provided to encourage returned surveys. Incentives can be provided to any resident that physically hands in their survey to provide an opportunity for city staff to meet a resident and engage in conversation.

RECOMMENDATIONS - BUENA VISTA

ENGAGING RESIDENTS & SECURING SUPPORT

Engage with community focused groups

- City staff can attend, participate or present to the various community led groups below as a way to meet residents and share updates or listen to feedback.

Community Engagement Partners

- Buena Vista Stakeholders
- Buena Vista West Neighborhood Association
- Buena Vista Biltmore Lions Club

Faith Based Organizations

- Temple Israel
- Corpus Christi Catholic Church
- Bayshore Lutheran
- Vous Church
- Unity on the Bay

Local Businesses/Organizations

- Institute of Contemporary Art
- Miami Jewish Health
- Miami Vintage Prop Cars
- Miami Larder
- Shadowlawn Elementary

Historical

- Buena Vista East Historic Neighborhood Association

Invest in the Community Prior to Changes

A 2017 survey conducted by the Buena Vista Stakeholders titled Our Community Matters Neighborhood Survey details the demographics and general census of existing residents. 51 residents responded to the survey and key takeaways are below. The City could proactively work with this neighborhood association to implement some of the updates, investments and improvements they have called attention to.

By proactively investing in the community, the City will demonstrate that it is not solely focused on new development, but still committed to the long-term residents and the community as a whole. Suggested improvements include street lighting for safety, improving dilapidated properties, utilize traffic calming treatments like speed tables, curb extensions, and raised crosswalks or intersections.



RECOMMENDATIONS - BUENA VISTA

ENGAGING RESIDENTS & SECURING SUPPORT

Celebratory or Good-Will Events

- Host and personally invite residents to attend City organized and funded events. City staff can use these as opportunities to introduce staff of City or developers and share information about future public meetings or contact information for follow up with questions.
- Create custom events that speak to the residents or partner with the local community groups listed above to fund their initiatives. Example events include:
 - Food truck event featuring food trucks that offer culturally curated food to match the demographics.
 - Music and art festivals with local artists.
 - Celebrate culturally specific holidays like Haiti's Independence Day on January 1st
 - Create a Buena Vista 5k where proceeds can benefit local nonprofit or school
 - Movie in the Buena Vista Park
 - Honor Cultural Heritage months by hosting events and displaying flags or banners recognizing the significance of that month

Re-Build with Buena

- The City can create a new, community-wide initiative that focuses on repairs and updates to the older homes and facilities in the community. Although City organized and funded, this could be a once-a-month event where residents participate alongside city staff. Everyone comes together to give some extra TLC to certain streets, corners, homes or other areas by cleaning, painting, conducting minor repairs, planting flowers and landscaping, lay new sod on vacant lots.

Placemaking

- Asking through survey and in conversation with residents, the City can identify and implement placemaking landmarks that speak to Buena Vista community culture. Compliment the placemaking initiative with capital improvements that enhance the overall appearance of the corridor such canopy trees and benches. Better curb appeal will improve the pedestrian experience.
- Commission a local artist to create murals in which the residents can participate in the painting of and selecting of images
- Build "Selfie Spots" that identify this area and draws attention to its unique characteristics

RECOMMENDATIONS - BUENA VISTA

ENGAGING RESIDENTS & SECURING SUPPORT

Meet the Neighbors

- Given the size of the corridor focus area and number of homes that are occupied, it would not take long for City staff or future developers to canvas the neighborhood in an effort to meet residents face to face. By visiting neighbor's door to door, the City or developer demonstrates their willingness and desire to engage the community. Within our technology age, the art of face-to-face conversations, shaking hands and taking the time to meet residents will make a much deeper impact than emails, texts and group events.

Consistent Information Sharing

- Information sharing and feedback gathering should not be limited to the start of a project or significant changes to the community. Information should be shared on a consistent basis such as monthly or quarterly with invitation to provide feedback. It can include messaging on the overall community and area as well as project specific updates.
- Include contact information for City staff to be reached directly should be included. Updates should include project progress, visuals, renderings, timelines and materials events that may impact residents such as road closures, dust or debris or noise. If there are delays with projects or progress that is not necessarily visual, those are important to share as well given residents will want to be in the loop (i.e., development team working towards financial closing for next phases).
- Text alert systems can be activated so those who did not read flyers or newsletters will still be aware of transit changes or other updates that may impact their day to day.
- All information shared should be distributed in English, Spanish and Creole.

Developer Specific Recommendation

- Developers should be prepared and encouraged to identify what they will contribute to the community and existing residents when they set out to build. The City can offer suggestions based on information they have uncovered so developers have a genuine and impactful way to invest in the community and build rapport prior to construction. Ideas include financially supporting the “Re-Build with Buena” program, funding for murals or events mentioned above as well as tangible items like streetscaping and lighting.



FINANCIAL ANALYSIS - BUENA VISTA

- Product and Return Thresholds 44
- Scenarios Analysis 45



FINANCIAL ANALYSIS - BUENA VISTA

PRODUCT

The appropriate product for the Buena Vista Corridor will be both welcomed by the residents of the community and financially attractive for developers. The likely product will be on 2 parcel, ~15,000 sf assemblages in the form of 3-, 4-, and 5-story mixed-used (retail and residential) developments consisting of between 20 and 40 units, located on vacant parcels along the main thoroughfares of the corridor. Given that the nature of the neighborhood primarily consists of single-family homes, the mixed-use developments will take into account both height limits and setbacks from the single-family homes in order to be welcomed by the residents of the community and create a cohesive environment.

RETURN TRESHOLDS

One of the key metrics that developers, equity investors, and lenders take into consideration is return on cost (ROC). ROC is the annual net operating income (NOI) of a project divided by the total development cost (TDC).

These parties typically look for a ROC of 6.5% for projects of a similar nature. Calculating the ROC requires understanding the total cost to construct the project (land, hard costs and soft costs) as well as the operating income and expenses. ROC thresholds are determined in part by a spread over the market exit capitalization rate (cap rate). A cap rate is calculated as the NOI of a project divided by the sale price. The market current cap rate for similar projects is approximately 5.25%, which implies a 125-bps spread between the ROC and the exit cap.

In the “As Is” scenario below, the ROC of 5.65% under the current zoning is not attractive without any bonuses or incentives. The primary driver for this is due to the fact that a single, 6,000 sf parcel, which is typical in Buena Vista, under the current zoning of 36 units per acre, will allow for only 5 units. Assuming a \$1,000,000 land purchase price (with the median price being \$1,200,000 in the area), the land price per unit is \$200,000. In Miami-Dade County, developers typically pay between \$35,000-\$100,000 per unit for land. The land cost per unit significantly decreases as density increases. Given the median price of \$1,200,000 for a parcel of land in the Buena Vista Corridor, we have proposed multiple opportunities for developers to both unlock additional density to spur new development and increase the amount of affordable/workforce housing in the area.

	As Is
Product	3-Story Market Rate Residential
Parcels	1 Parcel (6,000 sf)
Number of Units	5
Breakout of Unit Type	5 Market
Density Bonus	None; 36 u/acre
Parking	1.5 per market unit
Height Bonus	None
<u>Pro Forma</u>	
Annual Net Operating Income (A)	124,320
<u>Development Budget</u>	
Hard Costs Per Unit	200,000
Soft Costs Per Unit	40,000
Land Cost Per Unit	200,000
Total Development Cost Per Unit	440,000
Total Development Cost (B)	2,200,000
Return on Cost (A/B)	5.65%

FINANCIAL ANALYSIS - BUENA VISTA

SCENARIO 1

This scenario assumes a 2 parcel assemblage of 15,000 sf. The product type is 3-story residential, of which 31% of units are affordable/workforce. The units are micro units, assumed to be 500 sf per unit, and no parking is included, as residents are presumed to take advantage of a live-work-play environment coupled with use of public transportation. By building micro units and taking advantage of our recommendation to allow 65 units per acre plus the ability to unlock additional workforce units by having a minimum of 10% affordable/workforce units, there are 32 units in this development (22 market units + 10 workforce units), which results in a more favorable land price per unit of \$78,125. The resulting ROC is 6.56%, which meets the developer, equity, and lender minimums of 6.50%. A summary of the assumptions and returns are below.

SCENARIO 2

This scenario assumes a 2 parcel assemblage of 15,000 sf. The product type is 5-story residential, of which 39% of units are affordable/workforce. The units are assumed to be 800 sf. Parking is assumed to be 1.5 spaces per market unit paired with our recommendation of 0.75 spaces per unit for affordable/workforce units. By taking advantage of our recommendation to allow 65 units per acre plus the ability to unlock additional workforce units by having a minimum of 10% affordable/workforce units, paired with the ability to build 5-story product by having a minimum of 10% affordable/workforce units, there are 36 units in this development (22 market units + 14 workforce units), which results in a more favorable land price per unit of \$69,444. The resulting ROC is 6.55%, which meets the developer, equity, and lender minimums of 6.50%. A summary of the assumptions and returns are below.

Scenario #1	Scenario #2
3-Story Residential with Affordable/Workforce Micro Units 2 Parcel Assemblage (15,000 sf) 32 22 Market (69%), 10 Affordable/Workforce (31%) 65 u/acre + workforce housing units Micro units do not require parking None	5-Story Residential with Affordable/Workforce Units 2 Parcel Assemblage (15,000 sf) 36 22 Market (61%), 14 Affordable/Workforce (39%) 65 u/acre + workforce housing units 1.5 per market unit, .75 per unit for Affordable/Workforce 5 stories for inclusion of Affordable/Workforce Housing
478,800	776,832
125,000	220,000
25,000	40,000
78,125	69,444
228,125	329,444
7,300,000	11,860,000
6.56%	6.55%

Q & A, REFERENCES - BUENA VISTA

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CITY QUESTION & ANSWERS

In our conversations with the City of Miami Planning Department over the course of this Leadership Project, the City asked several questions for our Leadership Project Team to consider. Those questions are answered in turn below:

- Have you looked into Accessory Dwelling Units (ADUs) as a potential solution?
 - *Yes, while we don't think ADUs in and of themselves are the best solution to providing the missing middle housing and additional density along the subject corridors, we do recommend ADUs be permitted within all of the surrounding T3 zoning transects. We also recommend the City consider reducing or eliminating the additional parking requirement for the ADU to incentivize their development.*
- Seeing the allowed uses in Article 4, Table 3 of Miami 21, would you recommend potentially creating an overlay zone for Missing Middle Housing that prohibits Lodging uses in T4?
 - *As noted above, we are recommending a Missing Middle Activity Overlay. While we did not recommend prohibiting all lodging, we recommended that the subject corridor be rezoned to T4-L which only permits bed and breakfasts as lodging uses. While we do not suspect the bed and breakfast use will substantially take away from residential and mixed-use projects within the overlay, we would not object all lodging uses being prohibited within the overlay.*
- See Article 4, Table 4 for T3 and T4. Are any of the Density, Intensity, or Parking requirements too cost-prohibitive for the feasibility of Middle Housing?
 - *We are recommending several provision of the typical T4 requirement be amended by the Middle Housing Activity Overlay; including, but not limited to, parking and density.*
- All projects that come in for Planning Permits are subject to Article 4, Table 12, Design Review Criteria. Do you have any thoughts or feedback on Article 4, Table 12 as it relates to Middle Housing feasibility?
 - *We do think the design review criteria are aligned with the Middle Housing developments.*
- See Article 5, Section 5.3 and Section 5.4 for Transect-Specific Regulations. Both have Illustrations to demonstrate Building Disposition and Building Placement. Do you think any of the standards are too cost-prohibitive for developers to build Middle Housing? Are the setbacks, lot coverage, frontage types, heights, etc. too limiting? Do any of the existing standards for T3-O and T4 hinder pro forma?
 - *We are recommending the subject corridor be rezoned to T4-L with a new Middle Housing Activity Overlay. The overlay provides for modifications to several of the barriers we identified in the standard T4 zoning regulations, including lot area, lot coverage, and building height.*
- See Chapter 62, Sec. 62-22 of City Code for schedule of Planning and Zoning Fees. Do you have any feedback or questions from a developer/supplier perspective on the existing fees?
 - *We did not receive any direct feedback or questions in reference to Zoning and Planning fees. However, as it relates to Chapter 62, Sec. 62-25 (Waiver and Refund of Fees), we recommend expanding the eligibility to include private entities that incorporate to workforce/affordable housing units within their projects.*

CITY QUESTION & ANSWERS

- Your presentation said “slow approval process”, could you please elaborate on which process is the biggest pain point? Is it Planning or Zoning Permits (Warrants, Waivers, Exceptions, Variances, etc.) or is it Building Permits?
 - *In our research and conversations, holding costs were a clear roadblock to development. To promote development, we are recommending focusing on ways to shorten the time from acquisition to building permit approval. As such, the answer is all of the above. First and foremost, we recommend developments be allowed to be fully entitled administratively (no public hearings). Once a project is able to be designed in such a manner to be approved administratively, we recommend establishing review milestones to provide developers (and City staff) with an expectation on turn-around time. We also recommend that projects which incorporate Affordable / Workforce Housing units, whether globally or just within the proposed Middle Housing Activity Overlay, receive expedited processing. This expedited processing should apply to both Planning or Zoning Permits and Building Permits.*
- The presentation suggested increasing density in T4 by increasing capped height and maximum lot size. The current density allowed in T4 is 36 dwelling units per acre. The next transect, T5, allows for 65 dwelling units per acre. Do you suggest increasing the density of T4 to that of T5 or somewhere between 36 and 65 dwelling units per acre? It's important to note most of the study area has an existing Future Land Use Designation of either Low Density Restricted Commercial (LDRC) or Restricted Commercial (RC). LDRC has a maximum density of 36 dwelling units per acre, and RC has a maximum density of 150 dwelling units per acre. Depending on the underlying Future Land Use Designation, there may already be existing capacity to increase the density of the zoning transect. A screengrab of the existing FLU and a link to the Comprehensive Plan can be found at the end. If you have questions about Future Land Use and its relationship to Zoning, please don't hesitate to contact me.
 - *Due to existing lot sizes within the corridor and in an effort to maximize compatibility with the surrounding single-family residences, we are recommending that the entire corridor be rezoned to T4-L for the reasons discussed above. To provide for density increases over the traditional T4, 36 du/ac, and also to incentivize not just the development of more housing, but more Affordable/Workforce Housing units, we are recommending that the maximum density in the Middle Housing Activity Overlay be increased to 65 du/ac and only apply to market rate dwelling units included in the project. Any Affordable / Workforce Housing units will not apply towards the 65 du/ac maximum within the Middle Housing Activity Overlay. This will require a corresponding change in the future land use for those areas currently designated LDRC or LDMFR.*

REFERENCES - BUENA VISTA

REFERENCE RESOURCES & RESEARCH

- Buena Vista Neighborhood Traffic Calming Study
- Live Local / SB 102 generated: Encourage the City to implement the below as complimentary incentives:
 - Section 26 “Local government shall provide incentives to encourage the private sector to be the primary delivery vehicle for the development of affordable housing.” (lines 1927-1929),
 - Adopt the local option property tax exemptions for affordable housing developments which allow for property owner to be exempt from a percentage of the assessed value of each residential unit depending on the number of units restricted for affordable housing. (Up to 60% AMI)
- Bilzin Sumberg Redevelopment Conference - Developer Roundtable: Navigating a Changing Landscape – Password: bilzinlaw
- City of Portland Middle Housing Study
- “‘15-minute city’ planning is on the rise, experts say. Here’s what to know.” by Kelsey Ables, The Washington Post
- Buena Vista Neighborhood Traffic Ca | Buena Vista Stakeholders (web link)
- BVS Survey Results | Buena Vista Stakeholders (web link)
- 1Florida, Richard, et al. Miami’s Housing’s Affordability Crisis. Mar. 2019, carta.fiu.edu/mufi/wp-content/uploads/sites/32/2019/03/Miamis_Housing_Affordability_Crisis_FNL.pdf.
- 2Housing Affordability Tracker. www.miamidade.gov/global/housing/housing-affordability-tracker.page

THANK YOU

