

Wynwood

♥ NORTE

Community Vision Plan

*Prepared for the Wynwood Community
Enhancement Association (WCEA)*

WYNWOOD **NORTE**

“ a **COMMUNITY DRIVEN** vision to communicate the needs and wants of the residents to their elected officials, city and county staff. ”



PROJECT FOCUS

Faced with development pressure from Wynwood Business District to the south, Midtown to the east and Design District to the north, the Wynwood Norte Neighborhood is at risk of being re-developed without a clear holistic vision where the current identity and strengths of a historically cohesive community may be lost. This, in turn, may affect the future livability of its current neighbors and future residents.

This plan recognizes and addresses residents' fear to keep their homes by introducing measures to mitigate displacement and improve affordability.

Strategies are identified to help residents reinvest in existing homes and to provide residents with expanded and better-quality housing options within the neighborhood.

Calibration of both planning and zoning is paramount to maximize the neighborhood's assets and provide guidance for future development. This community-led Master Planning exercise provides a survey of the existing neighborhood, its character, existing conditions and presents a comprehensive Vision Plan integrating what residents, business owners, community leaders, and stakeholders of Wynwood Norte want to see in their community with best planning practices.

The study area is bound by the I-195 to the North and West, NW 29th street (Wynwood Business District) to the South and North Miami Avenue (Midtown) to the East.





PREPARED FOR

The Wynwood Community Enhancement Association and the Wynwood Norte Community.

WCEA

The Wynwood Norte Community Vision Plan is a guided effort by the community and stakeholders to create a unified plan that addresses the concerns of the neighborhood and suggests recommendations for the future in order to create a "coming home" moment for all.

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A special thanks to everyone who participated in the planning process.

WYNWOOD NORTE | COMMUNITY VISION PLAN

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CREATED BY



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COMMUNITY VISION PLAN

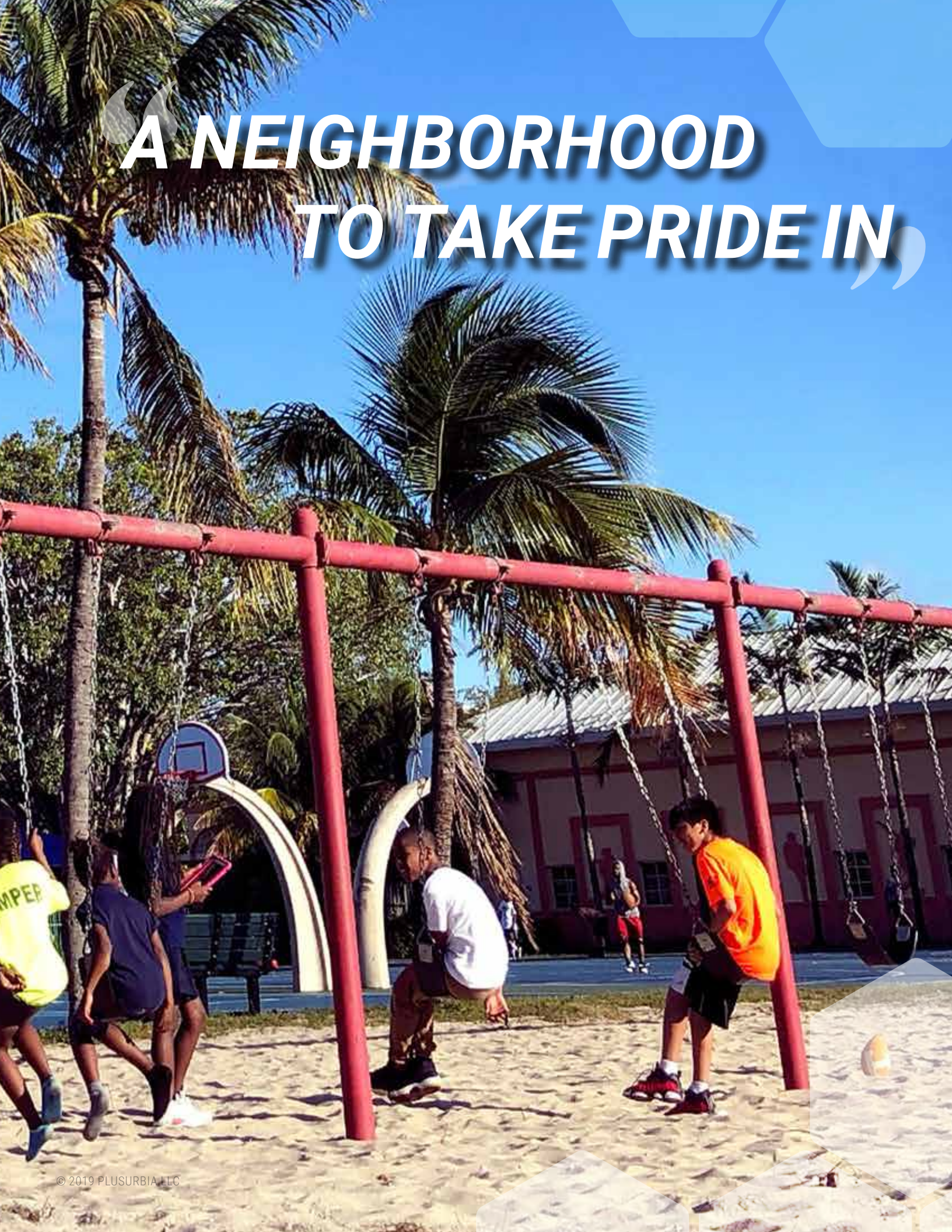
- 30 **■ Coming Home**
To protect the cultural identity, expand upon the network of local businesses, and recognize + respond to the needs of Wynwood Norte as a multi-generational community.
- 36 **■ Building Home**
To create context-sensitive development and compatible infill, diversify housing types + suggest resiliency and displacement mitigation strategies.
- 54 **■ Going Green**
To enhance the existing assets of civic + open space through access, maintenance and added amenities and propose new ways to incorporate more green amenities.
- 58 **■ Getting Around**
To connect to and provide opportunity for Wynwood Norte to become a multi-modal neighborhood in connection to its surrounding and improve street infrastructure.

NEXT STEPS

- 82 Implementation Checklist



“A NEIGHBORHOOD TO TAKE PRIDE IN”



WYNWOOD NORTE

A HUMAN-SCALED NEIGHBORHOOD IN THE URBAN CORE

The history of **Wynwood** (or “Wyndwood” as it was originally called) dates back to January 1917 when the area north of NW 30th Street was subdivided and sold by early Miami pioneers: Josiah Chaille and Hugh Anderson. The City of Miami built a park on the northern end of this newly platted area and dropped the “d” from the name, becoming “Wynwood Park”, which eventually became Roberto Clemente Park in 1974.

The area has gone through various cycles of cultural influence; most notably, starting in the 1950s through the 1970s, the Neighborhood was known as **Little San Juan** and many of the civic and institutional uses and facilities were given names of historic Puerto Ricans who contributed greatly to the community: Robert E. Lee Middle School, at NW 32nd Street and NW 5th Avenue, was closed and later expanded and reopened as Jose de Diego Middle School, the neighborhood service center on NW 2nd Avenue was named after Eugenio Maria de Hostos, a Puerto Rican patriot and writer, and the Catholic church on NW 2nd Avenue, Mission San Juan Bautista was named after the patron Saint of Puerto Rico.

Although the neighborhood's residents are no longer primarily of Puerto Rican descent, the island's legacy remains through the names of these parks and civic buildings, as does the heritage of those mid-century immigrants through a close knit community structure, largely due to the neighborhood scale and socioeconomic make up of its residents.

Today, there are about 4,152 residents living in the area. The neighborhood is highly multi-generational with 36.8% of all households occupied by children, 10% of residents 65 years or older, and the most represented age group being 25-29.¹

The essence of Wynwood Norte is most salient through its inclusivity and varied representation of ethnicities that create a unique melting-pot of cultural richness. It is an accessible, affordable and dense place that is home to young and old in a variety of building types.

ENHANCING AND PROTECTING THE EXISTING
NEIGHBORHOOD SOCIAL AND PHYSICAL CHARACTER, AND
ADAPTING IT FOR FUTURE GENERATIONS IS THE MAIN
GOAL OF THIS DOCUMENT.

The Wynwood Norte Community Vision Plan was guided by its residents and stakeholders in the hope to bring together a set of tools to achieve the goals and objectives transmitted to us by the community, creating a “coming home” moment for future generation.

1 Center Street Collaborative, Wynwood North Neighborhood Study (September 2018)

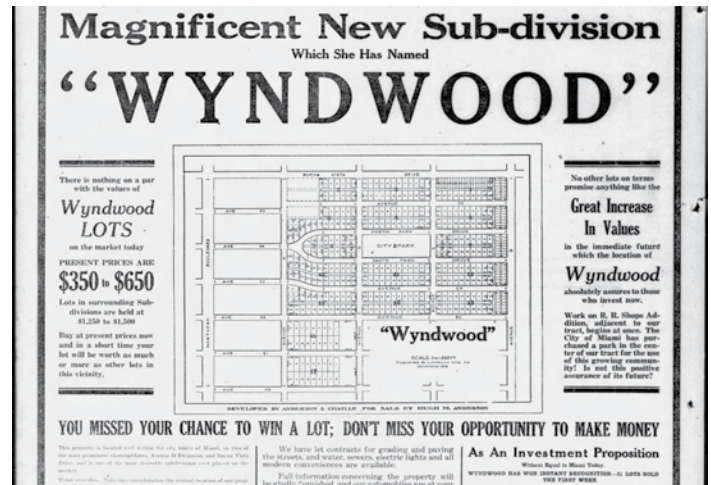


Image: 1917 ad for 'Wyndwood' in Miami newspaper. (Source: newspapers.com)



Image: De Hostos Center in the 1990s. (Source: Fernando Yovera via Miami Herald)



Image: Present-day Jose de Diego Middle School. (Source: Plusurbia Design)



Buena Vista

Design District

Midtown

WYNWOOD NORTE

Allapattah

Wynwood

Edgewater

Overtown

OMNI

Downtown

Wynwood Norte boundary

Urban Core boundary

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Points of Interest

WYNWOOD NORTE | 9

BISCAYNE BAY

FEC RAILROAD LINE

N Miami Ave

195

95

NW 29th St

CALIBRATING THE NEW CITY

THE EXPANSE OF MIAMI'S URBAN CORE

CITIES

Cities are one of the most complex systems humans have ever created. They are economic engines and knowledge generators. They harness population density and interconnectivity as a means to improve, grow, and evolve. They provide us with shelter, spaces for work, and entertain us. However, more than anything else, they establish a platform to share thoughts, ideas, and experiences through planned or chance encounters that generate innovation unlike any other place in the world. We can think of them as neural networks in our brain, continually creating and expanding nodes and making new and exciting connections.

The most successful cities have been able to balance growth with the retention of their identity and culture, which increase the sense of belonging and support healthy communities by strengthening social cohesion. Connectivity between nodes must be created and re-invested on at several scales, especially with the advent of new paradigms in mobility, from short-distance trips (e-bikes, scooters) to long-distance trips (high-speed rail). Connecting a variety of those nodes (mixing the uses and socioeconomic demographics) and their proximity will strengthen and enhance the city's ability to re-energize itself and provide upward mobility to its population.

As cities evolve, as technology is introduced, as people's lifestyles and jobs change, networks and nodes, buildings, densities and uses need to adapt to keep people active, productive, healthy, and connected. These are the most critical challenges cities face today. Urban centers that are unable to adapt with better housing options and transportation improvements, as well as the provision of open space and service-related uses will, as a result, fail to capture and retain the necessary talent to innovate and stay relevant in a globalized market.

THE CASE FOR RE-URBANIZATION

In cases like Miami-Dade, which has seen continuous growth for decades, the growth-rate has been on a steady decline. Over the last few years, it has decreased from nearly +3% in 2011 to +0.6% in 2018¹. Additionally, a large number of residents are moving out at a staggering pace. Many reasons may result in this decline and exodus, chief among them are housing affordability, comparatively low household median incomes and lack of mobility options². Public schools in Wynwood, for example, manifest these pressures through a majority of the student population located outside the district³.

As population, development, and infrastructure boom in surrounding neighborhoods like Midtown and Brickell and Wynwood Business District, largely due to appropriate connectivity and access to job centers, Wynwood Norte (north of 29th) has not seen much development or any real investment on infrastructure and resources.

WYNWOOD NORTE

The area north of 29th (dubbed by residents and stakeholders as *Wynwood Norte*) is a neighborhood rich with cultural, physical and geographic assets. It is also one of the last largely residential, small scale, dense areas within the urban core (East of I-95, South of the I-195 and north of the Downtown).

This lack of development and reinvestment is partly due to a mis-match between the existing land use, zoning requirements and market demand: current land uses show a mixed-income neighborhood with a variety of building types that provide a significant amount of affordable housing, commerce and civic uses; zoning designations, on the other hand, do not allow contextual infill (future development that is respectful of the existing scale and character of the neighborhood) and allow much lower density than exists there today. Additionally, parking requirements and building configurations permitted are sub-urban in nature, and don't take into account the neighborhood's central location in proximity to transit and job centers.

Wynwood Norte's central location as well as its well-connected infrastructure and appropriate transit service, makes it one of the last opportunities to provide the city with a truly integrated urban neighborhood.

In order to assure its character drives future interventions, this unique neighborhood, requires a set of guiding tools specifically adjusted to protect it and to maximize its potential as an evolving urban neighborhood that values the existing character and strives to improve itself without losing its identity. Calibration of these tools to encourage private sector reinvestment and improving streets, services and civic uses will allow the neighborhood to evolve competitively and nurture the sense of place and community that Wynwood Norte is known for.

...

To keep cities and neighborhoods like Wynwood Norte relevant and with strong sense of community, we must encourage growth models that provide a variety of housing, improved infrastructure, and public spaces as well as reliable and efficient connectivity for all. Re-urbanization of existing urban centers, like Wynwood Norte, provide opportunities for both private and public reinvestment. Neighborhoods such as this must retain their character while providing new housing options to encourage the retention of their current population as well as the attraction of new talent.

If Miami is to remain a global city, reinvestment on inner-city neighborhoods as well as a more resilient and efficient land-use strategies that allocates population on mobility nodes and corridors is the only solution viable in an increasingly more competitive global economy.

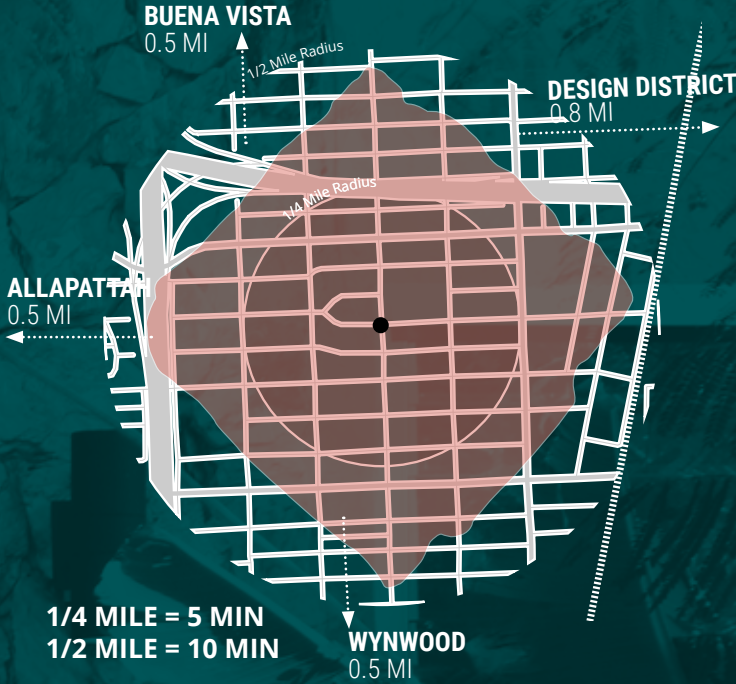
¹ Wile, Rob. "South Florida's Population Saw Huge Growth This Decade. That Could Soon Reverse." Miami Herald, Miami Herald, 18 Apr. 2019, www.miamiherald.com/news/business/article229321644.html.

² FIU Metropolitan Center

³ Heard at workshop from Dr. April Thompson-Williams, the principal of Jose de Diego Middle School

STATISTICS AND FACTS

PEDESTRIAN SHED HOW FAR COULD YOU GET IN A 5 OR 10 MINUTE WALK?



Source: Walk Score

25%
WYNWOOD NORTE



5%
CITY OF MIAMI

AFFORDABLE HOUSING

25% of the total units in the area are considered affordable while the City of Miami only has 5%.

Source: ArcGIS

TOP 4 PRIORITIES IN CALIBRATING NEIGHBORHOOD IMPROVEMENT

- 1) Variety of Housing
- 2) Improved Infrastructure
- 3) Better Public Spaces
- 4) Reliable + Efficient Transit Connectivity

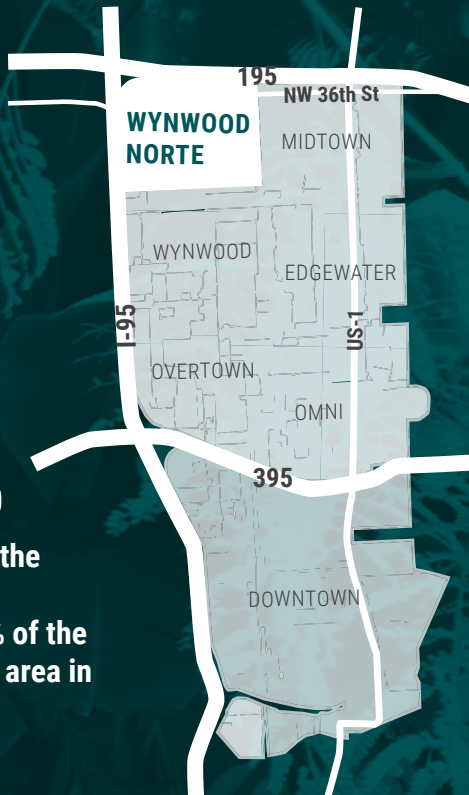
Source: Wynwood Norte Online Community Survey

URBAN CORE

10%

The area within the Wynwood Norte boundary is 10% of the total urban core area in Miami.

Source: ArcGIS



VACANT AND UNDERUTILIZED LAND

ADDITIONAL HOUSING OR ACTIVATED PUBLIC SPACE



Source: ArcGIS

ACCESS TO HOUSING + JOBS

CORRECTING SPATIAL MISMATCH

WHAT IS IT?

Spatial Mismatch a mismatch between where jobs are located and where job seekers live, which can cause high unemployment rates and lead to longer spells of joblessness.

During the community workshop and stakeholder meetings, we heard from teachers and former residents, how schools in the neighborhood are under-served with low student enrollment by nearly half the capacity. The cause of this is credited to the parents having to move further out to the suburbs in pursuit of better housing options and to be located closer to their employment, thus placing children in schools closer to home and work. The strain for families to find a place to live, educate children, and work, all within close proximity, is a spell of special mismatch for neighborhoods like Wynwood Norte that have the potential to provide working families with quality housing and connections to areas of employment.

Promoting economic opportunities and upward mobility for all residents underscores the importance of understanding how regional economic and demographic trends intersect at the local level to shape access to employment opportunities, particularly for disadvantaged populations and neighborhoods. And they point to the need for more integrated and collaborative regional strategies around economic development, housing, transportation, and workforce decisions that take job proximity into account.

Proximity to employment can influence a range of economic and social outcomes, from local fiscal health to the employment prospects of residents, disproportionately affecting low-income and minority workers. As the job density maps for 2010 and 2015 show¹, the employment growth boundary has been consistently expanding to the Wynwood neighborhood providing an opportunity for existing and new people to work and educate close to home.

The average job accessibility in Wynwood Norte is 98,897 jobs per sq. mile while the City of Miami only supports about a fourth of that supply, at 21,083 jobs per sq. mile,² ultimately building the argument that people who move to Wynwood Norte have **increased job accessibility** and need **expanded affordable housing options to remain both in the neighborhood and close to their work.**

Promoting economic opportunity and upward mobility for all residents highlights the importance of understanding how regional economic and demographic trends intersect at the local level to shape access to employment opportunities, particularly for disadvantaged populations and neighborhoods. And they point to the need for more

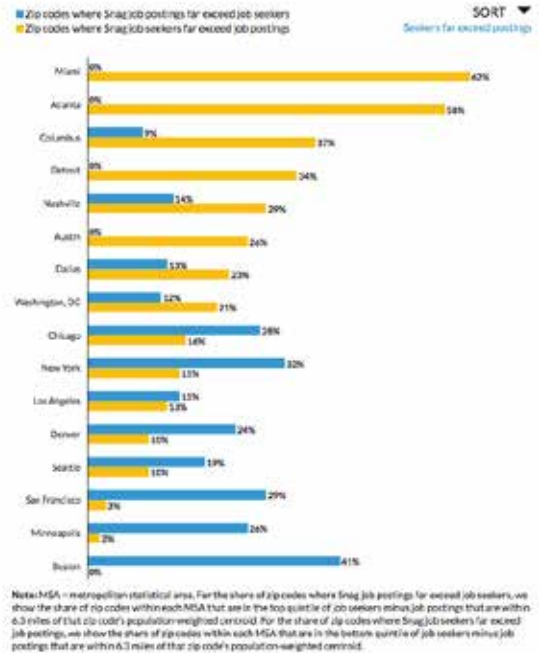


Diagram: A graphic comparison between cities revealing Miami as where the amount of seekers for Snag jobs, or hourly jobs is disproportionately lower than the amount of the actual jobs available. (Source: urban.org)

integrated and collaborative regional strategies around economic development, housing, transportation, and workforce decisions that take job proximity into account.

At its core, much of spatial mismatch stems from residential and land-use patterns. A long-term strategy for addressing these issues is to make intentional decisions about housing and land-use policy, specifically in coordination with the Strategic Miami Area Rapid Transit (SMART) Plan densify along the public transit networks. Wynwood Norte's strategic location within the downtown Miami boundary, close to employment, schools and various transit mobility options, make it a prime neighborhood to transform into a walkable transit oriented community.

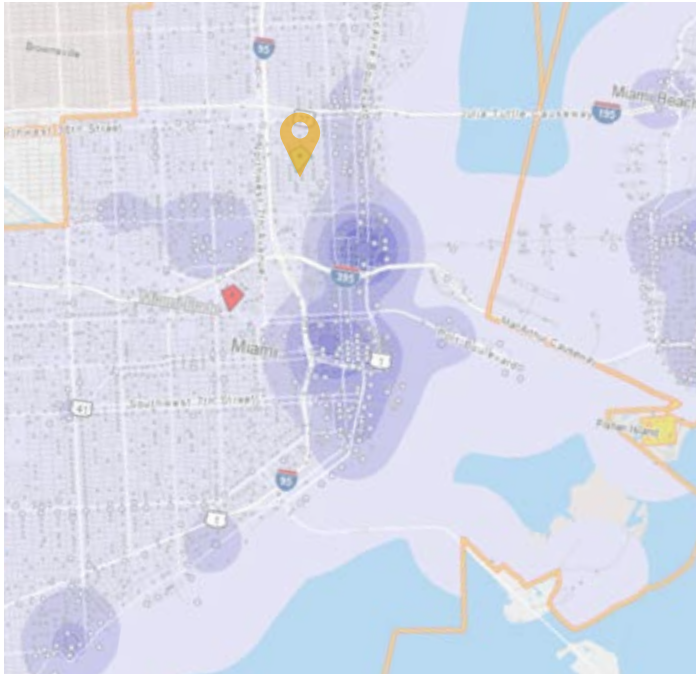
WHAT DO WE DO?

It is important for any urban neighborhood to retain a variety of housing options. A mix of residential typologies that fit within the existing fabric allows the infill of new projects that reduces the impact on displacement of existing neighbors.

Regulations that encourage small incremental infill development are preferred over those that allow and incentivize large scale development creating a market for large assemblages which tend to demolish existing homes and displace its residents.

1 ArcGIS
2 2014 Longitudinal Employer-Household Dynamics

2010



2015



Image: Creating a successful multi-modal neighborhood means providing a variety of ways to get around in and outside of the neighborhood. (Source: ArcGIS)

AS JOB CENTERS
 EXPAND NORTH AND
 WEST, **WYNWOOD NORTE**
 BECOMES CLOSER TO
 WHERE INDUSTRIES ARE
 MOVING.



Image: Miami commuters waiting for the bus. (Source: Miami Herald)

ARTS, CULTURE + EDUCATION

THE CULTURAL ANCHORS SERVING WYNWOOD NORTE



Image: F.A.M.E after school program at Eneida M. Hartner Elementary. (Source: Foundation 2 Fame)

WHAT IS IT?

A cultural anchor are organizations that play a vital role in their local communities and economies. The anchor mission is to align its institutional objective with place-based, economic, human, and intellectual resources to better the welfare of the community in which the anchor resides.

In continuing to strengthen Wynwood Norte's identity as a multi-generational neighborhood, investment must come in its continued support of its community anchors, especially in the arts and culture, that serve its people.

Many of the organizations that act as these anchors in the neighborhood are educational enrichment programs that service local neighborhood kids. **36.8%¹ of households in Wynwood Norte have school-aged children.** This proportion reveals the growing expansion of families in the area, who with investment in expanding affordable housing options and community resources, can continue raising their children here and paving a path of opportunity for them and for the generation after them to thrive.

Some of the community organizations working to provide this kind

of opportunity for kids and bridge the gap between the arts, culture, and education are **Foundation 2 Fame, Motivational Edge, Guitars Over Guns**, all of whose general mission is to empower youth and help them discover and exercise their artistic talents through a variety of artistic mediums.



Diagram: The connection and potential partnership between the neighborhood's schools and cultural centers is understood not only through its programmatic understanding but in its physical proximity to utilize both campuses. (Source: Plusurbia Design)

¹ Center Street Collaborative, Wynwood North Neighborhood Study (September 2018)

SPOTLIGHT: THE BAKEHOUSE ART COMPLEX

250+

artists living, working in and contributing to the greater community.

As one of the oldest stakeholders in Wynwood Norte, the Bakehouse Art Complex has worked consistently to provide artists affordable studios and facilities in which to work, fostered a greater culture and engagement around art, collaborated with local organizations to create relevant community programming within the neighborhood and greater Miami area (especially for youth) - **ultimately promoting the critical partnership between the arts, culture and education.**

In their strategic 5-year plan for a creating a Future Arts Campus, the Bakehouse is working towards solidifying that partnership between those three elements.

If the Bakehouse is successful in its Arts Campus Vision Plan, it will bring strong programming, classes, jobs, and other opportunities to the neighborhood as well as build on the diversity of the community's DNA.

Bakehouse Future Arts Campus 2024 Vision Plan

- Bring more affordable and workforce housing options
- Mitigate displacement by adding to the economics that allow people to remain and thrive in place
- Use of public sites and partnership with educational institutions to create community programming
- Create jobs within the neighborhood - bring talent and workforce to the neighborhood
- Ensure artists can remain in the neighborhood and have flexible, affordable live/work spaces

The city and county should support these efforts for creating the Bakehouse's Future Arts Campus as it will **create more affordable and workforce housing for the neighborhood, activate vacant land for public usage, strengthen the partnership between schools and the arts, and support a cultural anchor that enriches the community.**

The Bakehouse Art Complex has been serving the art community in Wynwood Norte since 1985.



Image: Locust Projects visit. (Source: Bakehouse Art Complex)



Image: Ceramics workshop. (Source: Bakehouse Art Complex)

There are more than
4 MAJOR SCHOOLS
within the 207-acre
neighborhood.

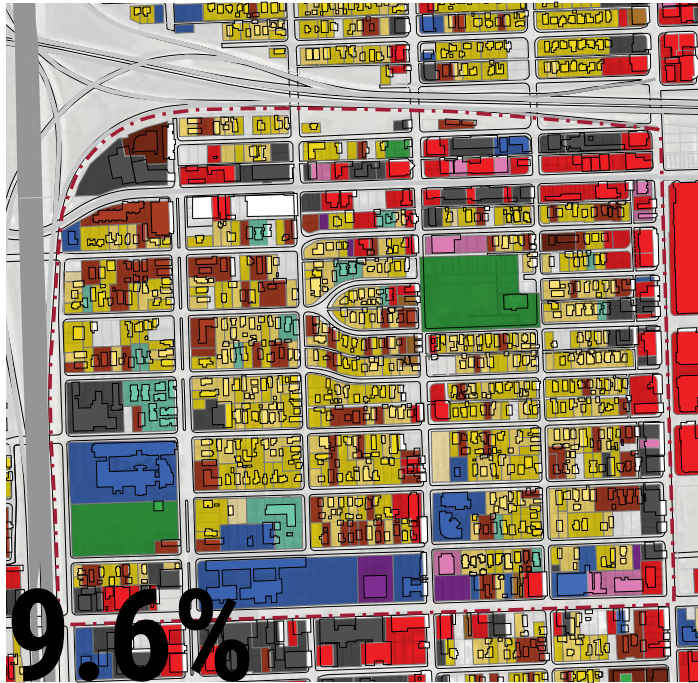


BAKEHOUSE ART COMPLEX

For additional information on the Bakehouse Art Complex, visit bacfl.org

EXISTING NEIGHBORHOOD COND

LAND USE



9.6% of area is vacant and underutilized land that has the potential to become **additional housing** and **activated public space**.

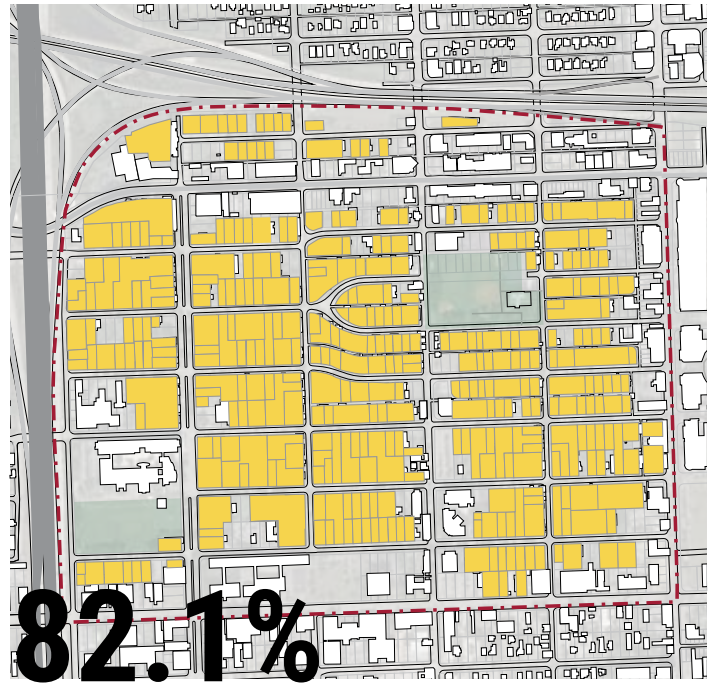
LEGEND:

- | | |
|--|---|
| ■ Single-Family | ■ Office |
| ■ Two-Family Duplexes | ■ Mixed Use |
| ■ Townhouses | ■ Institutional |
| ■ Low-Density Multi-Family | ■ Industrial |
| ■ High-Density Multi-Family | ■ Utilities |
| ■ Residential-Government | ■ Parks |
| ■ Transient-Residential | ■ Vacant Land |
| ■ Commercial | ■ Underutilized |



Image: Example of vacant lot in neighborhood. (Source: Google Maps)

HOUSING: RENTER V OWNER



Of all the households in the neighborhood, **82.1%** of them are rental properties while **40.5%** of all the households in the City of Miami are rental properties.

LEGEND:

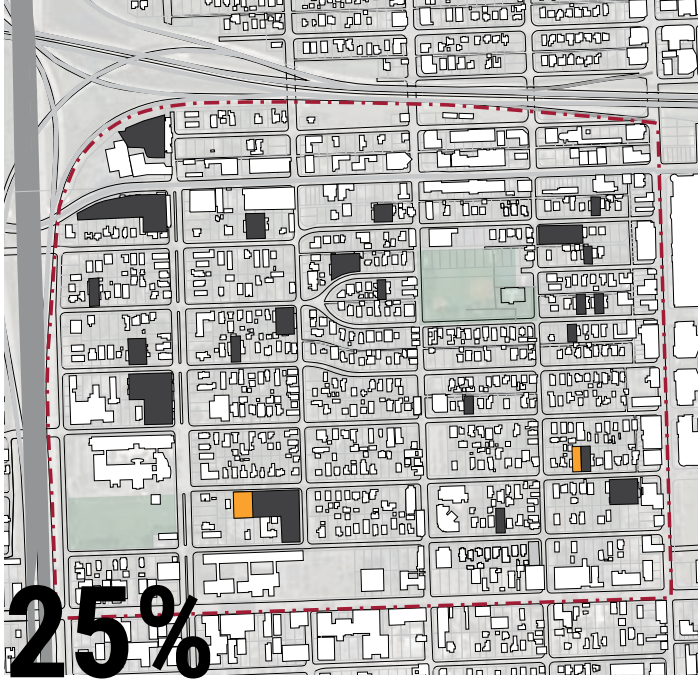
- | |
|---|
| ■ Residential Housing |
|---|



Image: Example of single-family home in neighborhood. (Source: Plusurbia Design)

DITIONS

AFFORDABLE HOUSING

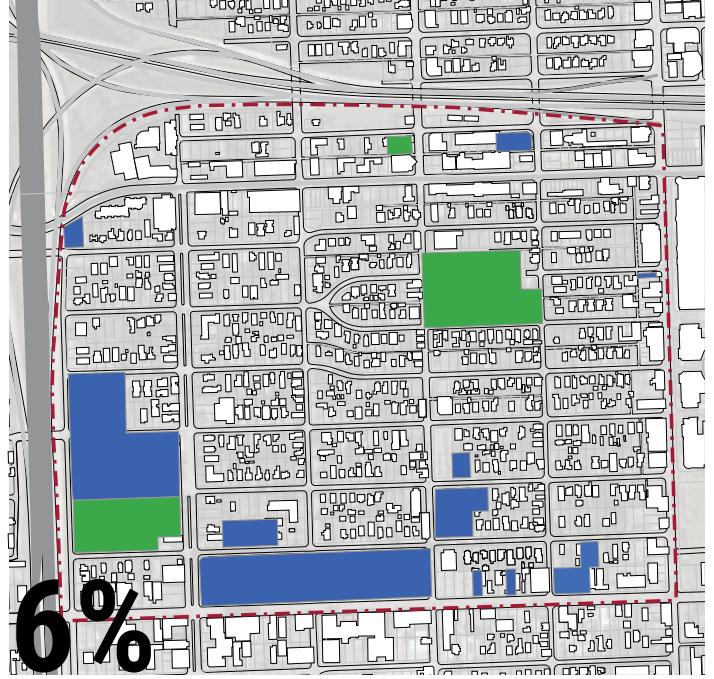


25% of the total units in the area are considered **affordable** while the City of Miami only has 5%.

LEGEND:

- Affordable Housing units
- Underutilized or Vacant Land

CIVIC INSTITUTIONS + OPEN SPACE



6% of the area is **open space**, not including the field at Jose de Diego Middle School that has not been actively open for public use for many years. The City of Miami has approximately 5.3% of land area as open space.

LEGEND:

- Civic Institutions
- Open Space



Image: Example of affordable housing in the neighborhood. (Source: Google Maps)



Image: Underutilized field at Jose de Diego. (Source: Google Maps)

"This is my neighborhood. My memories are here, my family's from here. It's all here."

- Arnold Melgar





AUG 2018

1st core group meeting among stakeholders to discuss challenges in neighborhood.

SEPT 2018

Formation of Wynwood Community Enhancement Association (WCEA).

NOV 2018

1st quarterly public meeting at Roberto Clemente Park.

DEC 2018

Presentation of C Street Collaborative Neighborhood Study to Mayor Suarez, Commissioner Hardemon and Francisco Garcia.

ENGAGING THE COMMUNITY

WCEA

JAN 2019

Presentation of Neighborhood Study to WCEA members.

FEB 2019

Adoption of collective vision statement by WCEA.

MAR 2019

2nd quarterly public meeting at Roberto Clemente Park.

MAY 2019

1ST PUBLIC VISIONING WORKSHOP
2ND PUBLIC VISIONING WORKSHOP

SEPT 2019

Final Submittal



COMMUNITY OUTREACH

With the understanding that creating a holistic neighborhood plan requires careful consideration and representation for the ideas of all community members, the Wynwood Norte planning process began by meeting with various neighborhood stakeholders and hosting two community workshops.

The interest to improve the neighborhood, spearheaded by the Wynwood Community Enhancement Association (WCEA) brought an invigorating energy to the workshops. We heard from many residents who came together to share their concerns and needs, their ideas and hopes to create a better future of their community - their vision for a better place to call home.

The invaluable information gathered from these sessions, together with the research conducted, provided a strong case for fueling the "why" and a process to create the "how" we can improve the neighborhood through actionable recommendations.

This report is the implementable, comprehensive collection of **feedback + precedent + analysis + history + planning + code** to create a plan that incorporates this vision.



Image: March 2019 WCEA public meeting of Wynwood stakeholders, residents, businesses, and community leaders. (Source: Adriana Oliva)

THURSDAY
MAY 9
JUEVES
9 DE MAYO

DESIGN YOUR NEIGHBORHOOD
DISEÑA TU VECINDARIO

KICK OFF MEETING
REUNIÓN INAUGURAL

6:00 PM - 8:00 PM

ROBERTO CLEMENTE PARK
101 NW 34th St, Miami, FL 33127

Opening Remarks
Introducción
Presentation + Interactive Activities
Presentación y Actividades Interactivas
Snacks/Refreshments Provided
Refrigerios y Aperitivos

ALL ARE WELCOME!
TODOS ESTÁN BIENVENIDOS!

Follow us on our Facebook page/Síguenos en nuestra página de Facebook
Wynwood Community Enhancement Association

Wynwood YOUR COMMUNITY. YOUR VOICE.
NORTE TU COMUNIDAD. TU VOZ.
#WynwoodNorte

Image: Front of flyer for the Wynwood Norte Community Workshops in May. (Source: Plusurbia Design)

SATURDAY
MAY 11
SÁBADO
11 DE MAYO

DESIGN YOUR NEIGHBORHOOD
DISEÑA TU VECINDARIO

COMMUNITY WORKSHOP
TALLER COMUNITARIO

8:00 AM - 12:00 PM

JOSE DE DIEGO MIDDLE SCHOOL
3100 NW 5 Ave, Miami, FL 33127

Neighborhood Walking Tour
Recorrido por el Vecindario
Presentation + Design Exercises + Kids Activities
Presentación, Ejercicios de Diseño y Juegos Infantiles
Breakfast + Coffee Provided
Desayuno y Café

ALL ARE WELCOME!
TODOS ESTÁN BIENVENIDOS!

Follow us on our Facebook page/Síguenos en nuestra página de Facebook
Wynwood Community Enhancement Association

YOUR COMMUNITY. YOUR VOICE.
TU COMUNIDAD. TU VOZ.
#WynwoodNorte

Wynwood NORTE

Image: Back of flyer for the Wynwood Norte Community Workshops in May. (Source: Plusurbia Design)

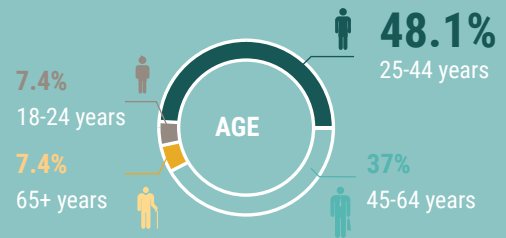
HOW MOST PEOPLE ANSWERED THE
ONLINE SURVEY

WHAT WOULD YOU LIKE TO SEE IN YOUR NEIGHBORHOOD?

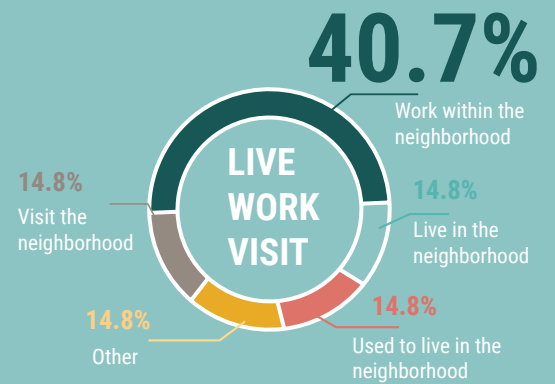
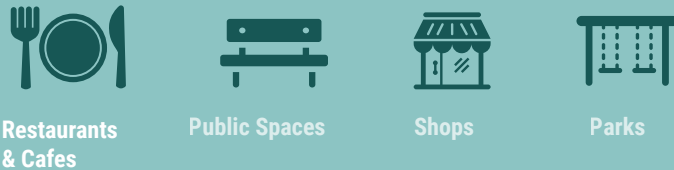
ON INFRASTRUCTURE IMPROVEMENTS



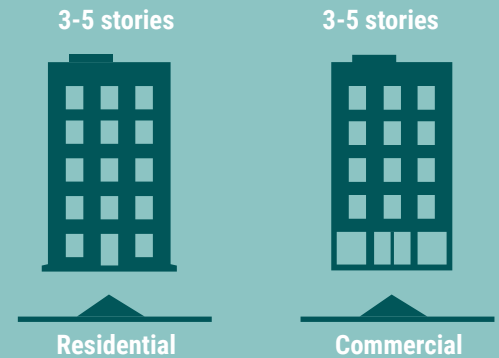
WHO ANSWERED



ON NEIGHBORHOOD AMENITIES



ON BUILDING HEIGHT



COMMUNITY COMMENTS

"SUPPORT THE CULTURE"
"make streets safer"

"give kids a place to play"

"more housing options"

"pedestrian-friendly streets"

"keep the neighborhood affordable"

"bring business back"

COMMUNITY WORKSHOPS

DATE: THURSDAY, MAY 9, 2019
TIME: 6 PM-8 PM
LOCATION: Roberto Clemente Park



Image: Juan Muller of Plusurbia presenting at workshop. (Source: Plusurbia Design)



Image: People completing visual preference exercise. (Source: Plusurbia Design)



Images: In-Workshop survey exercises. (Source: Plusurbia Design)

HANDS-ON ACTIVITIES

Over the course of two days, community workshops were held to generate conversation and provide an opportunity for feedback from residents, stakeholders, and community leaders on what they would like to see for the neighborhood.

Plusurbia Design presented "What Makes a Great Neighborhood" to discuss what density means in the context of urban growth, and in a place like Wynwood Norte: what that could mean for an area surrounded by tremendous development, yet largely untouched and unimproved.

Through visual preference exercises, people identified what kind of spaces they would like to see in their neighborhood. The Neighborhood Walking Tour provided the team with residents' insight about visual references, street conditions and landmarks. It also allowed team to identify challenges and opportunities through the eyes of the stakeholders. During the design sessions, children mapped their vision of the neighborhood with trees, bikes, houses and schools, and adults partook of inclusive, interactive meetings that sparked dialogue on how improvements and development should look and what the priorities were to the residents.

DATE: SATURDAY, MAY 11, 2019
TIME: 8 AM-12 PM
LOCATION: Jose De Diego Middle School



Image: Kids filling out planning activity worksheets. (Source: Plusurbia Design)



Image: Neighborhood walking tour through Bakehouse. (Source: Plusurbia Design)



Image: Walking in bike alleys. (Source: Plusurbia Design)



Image: Roundtable mapping exercise. (Source: Plusurbia Design)



- KEY POINTS FROM THE COMMUNITY**
- Make 2nd Ave a main street
 - Traffic and speed reduction measures
 - Create Cultural + Educational hub
 - Re-open Jose de Diego field
 - Improve bike alleys
 - Activate vacant and/or underutilized land
 - Better E-W/N-S connections
 - Housing opportunities

Image: Maps created during the community workshops over group discussions, revealing some of the concerns and assets of the neighborhood. Each table map is the compilation of 4-7 people's idea per table. The people who shared their thoughts were residents, community leaders, and stakeholders of Wynwood Norte. (Source: Plusurbia Design)

Based upon common themes expressed from the community dialogue, we came up with four main community discussion principles in which to focus on our recommendations: **Coming Home**, **Building Home**, **Going Green** and **Getting Around**.

THE COMMUNITY VISION

<p>COMING HOME</p> <p>To protect the cultural identity, expand upon the network of local businesses, and recognize + respond to the needs of Wynwood Norte as a multi-generational community.</p>	<p>To create context-sensitive development and compatible infill, diversify housing types + suggest resiliency and displacement mitigation strategies.</p>	<p>To enhance the existing assets of civic + open space through access, maintenance and added amenities and propose new ways to incorporate more green amenities.</p>	<p>To connect to and provide opportunity for Wynwood Norte to become a multi-modal neighborhood in connection to its surrounding and improve street infrastructure.</p>





COMMUNITY VISION PLAN

METHODOLOGY

Based on the feedback heard through the stakeholder interviews, community meetings, workshops and online survey results, a set of principles were established as a guiding framework to help identify, discuss and propose ways to build for the enhancement of and longevity for the neighborhood.

These community-guided principles of how to approach this vision plan, based on what we heard, is as follows:

- 1. Coming Home**
- 2. Building Home**
- 3. Going Green**
- 4. Getting Around**

Using these guiding principles, we hope to construct a plan that embraces and uplifts this unique, multi-generational neighborhood.

Because affordability and displacement are major issues of concern for the neighborhood, the recommendations that deal directly with these issues are marked using these icons:





COMING HOME

A LOOK INTO: **CULTURAL AND GENERATIONAL IDENTITY, PROTECTING EXISTING RESIDENTS, LOCAL OPPORTUNITIES FOR GROWTH**

1.1 ACTIVATING THE NEIGHBORHOOD

ACTIVATE EXISTING VACANT LAND AND BUILDINGS

Capitalize on the opportunities presented by existing vacant land and vacant or underutilized buildings to achieve additional population density without demolishing older and historic buildings. Some of these underutilized properties may present hazards to the community, attracting crime and illegal dumping. They also present a wide array of opportunities. City-owned properties can be more readily converted to affordable development homes, while private property may be activated through lease agreements.

- » Develop a database of vacant and abandoned properties. Encourage residents and volunteers to add their own data with on-the-ground observations and knowledge.
- » Create development yield scenarios for both current and potential new zone districts that illustrate the potential of growth through infill and rehabilitation.
- » For immediate temporary activation of the vacant land, consider creating community gardens, farmer's markets or holding community events there.
- » Consider an active 'temporary use permit' program for food trucks and "start-up" temporary structures to mitigate discontinuous frontages and provide low cost space for entrepreneurs.
- » Use ideas of tactical urbanism to activate underutilized streets to become vibrant, gathering spaces.



Image: Vacant land turned into community garden. (Source: nycfoodpolicy.com)



Image: The setting up of the *Taste of Avenue 3* event, where 3rd Avenue in Downtown Miami was transformed into a pedestrian-only, full outdoor dining space complete with performance and seating. (Source: Plusurbia Design)

REHABILITATE AND REUSE OLDER AND LOCALLY SIGNIFICANT BUILDINGS

Encourage the rehabilitation and reuse of older & historic buildings for affordable housing and locally owned small businesses. Rehabilitating older & historic buildings helps to preserve the architectural integrity of buildings, enhancing the character of the neighborhood and promoting the economic re-investment in its fabric.

- » Support City of Miami, District 5 improvement efforts to create small grants for older existing residents to improve HVAC, roofs, and preserve NOAHs on their homes.

1.2 PROTECTING EXISTING RESIDENTS

ESTABLISH REGULATIONS THAT PROTECT RESIDENTS AND THEIR HOMES

As seen in the *Existing Conditions Analysis* (Refer to pg. 16-17), 82.1% of residents in the neighborhood are renters, which through the community workshops, we heard a frequent echoing about their concern about displacement as a result of development pressures in the neighborhood.

The Master Plan includes several methods to protect residents' housing affordability. Among them are:

- The protection of older structures
- Establishment of a Land Trust
- Benefits to small incremental development
- Additional bonuses for new construction to create a Affordable Housing fund
- Use of community fund for infrastructure maintenance and improvements on existing housing stock
- Reduction of parking requirements
- Development of vacant or underutilized land to create additional affordable housing

COMMUNITY LAND TRUST/PATH TO OWNERSHIP

A Community Land Trust (CLT) is a nonprofit organization whose mission is to create a permanent stock of affordable housing for low- and moderate-income people. In the CLT model, ownership of the land is separated from ownership of the housing. This separation reduces the purchase price for buyers, allowing more families to afford a home, while providing the permanence and security of traditional homeownership.

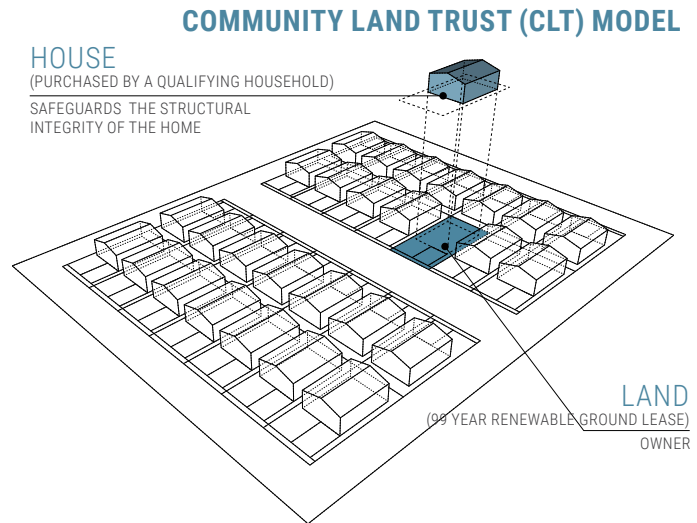
- » In creating a mix of housing types, use the CLT model to create a path to ownership for residents in Wynwood Norte who want to own their home or have the potential ability to own a home.
- » Partner with the Florida Housing Coalition or the South Florida Community Land Trust to assess and develop a Community Land Trust program that is designed to respond to the local market conditions, housing needs and available funding in the neighborhood.
- » Establish terms of resale provisions within the CLT that set the



Map: Age of existing building stock in Wynwood Norte. (Source: Plusurbia Design)



Image: La Guardia, a neighborhood produce market. (Source: Plant Based and Broke)



maximum prices of the home can be set as while maintaining an income-restricted rate from owner-to-owner.

1.3 LOCAL OPPORTUNITIES FOR GROWTH

SUPPORT CREATING OPPORTUNITIES FOR SMALL AND LEGACY BUSINESSES

Develop programs that recognize and support Wynwood Norte’s small businesses, cultural and civic nonprofits, not only emphasizing the existing small and “Legacy Businesses” that have contributed to neighborhood’s history and cultural identity but also providing new opportunities for others to become small business owners.

Creating micro-retail and pop-up shop opportunities for local businesses, vendors and entrepreneurs will spur economic development and help to activate/bring back the pedestrian retail character of 2nd Ave. These affordable and flexible setups will be able to accommodate all different types of sellers and provide them an opportunity to grow/maintain their business.

Micro-retail aims to maintain the kind of neighborhood-specific, local resource to the neighborhood and generate revenue that goes back into the community.

- » Pop-up store keeps retail street flexible and available for new kinds of activation.
- » Provide path from retail pop-up to permanent store.
- » Create a registry to honor legacy businesses and nonprofit community organizations -- Develop a definition, eligibility requirements and an application process for small, local, family and/or legacy businesses and nonprofits in the neighborhood.
- » Develop a financial assistance and incentives program to help support designated businesses and nonprofits, especially those at risk of displacement.
- » Explore the creation of a “Buy Your Building” program with City financing and a network of local partner banks to help legacy businesses purchase their property.
- » Enable legislation that incentivizes small storefronts. Large, continuous monotonous facades are contrary to the character of the neighborhood - furthermore, they promote large tenants that do not activate street frontages.
- » Consider requiring that a certain portion of ground-level retail space in new developments be set aside for locally owned businesses.

1.4 EMBRACING COMMUNITY ANCHORS

ENHANCE COMMUNITY ANCHORS AS CENTERS OF CULTURAL HERITAGE AND COMMUNITY RESILIENCE

Longstanding community anchors like cultural centers, churches, recreational spaces, bodegas or grocery stores, cafes, parks, libraries and barber shops play a vital role as holders of community



Image: Ground level mom-and-pop/small retail businesses. (Source: NY Curbed)



Image: Example of pop-up store for temporary mobile activation. (Source: storac.com)



Image: De Hostos Senior Center's Puerto Rican Parranda. (Source: Yoni Bornstein)

memories, incubators for vibrant cultural and economic activity, and promoters of community engagement in Wynwood Norte.

- » Create programs to encourage civic engagement in the neighborhood.
- » Some examples of community anchors in the neighborhood include the Bakehouse Art Complex, Wynwood Community Action Center, Wynwood NET Office, San Juan Batista, the De Hostos Senior Center, El Jibarito, and the multitude of schools like Jose de Diego, Eneida M. Hartner, and Young Men's Prep School.

SUPPORT GREATER INTEGRATION BETWEEN NEIGHBORHOOD COMMUNITY ORGANIZATIONS

After establishing a greater need for an organized neighborhood collective in Wynwood Norte, community members, leaders and stakeholders came together in September 2018 to form the Wynwood Community Enhancement Association. Since then, it has become the most active partner and liaison in coordinating the neighborhood's improvement efforts based on community input from these diverse stakeholders.

In the June monthly community meeting, the WCEA announced the creation of three specific association committees: Beautification, Marketing and Arts & Culture. The City of Miami Department of Solid Waste and the City of Miami Police Department also participated in the meeting to provide updates on the servicing and safety of the neighborhood. This kind of partnership between residents, community organizers, stakeholders and city agencies are the kind of efforts that encourage the possibility for tangible, sustainable change.

- » Continue to coordinate with inter-neighborhood and city agencies like the Wynwood BID, WCEA, Wynwood NET office for overall neighborhood improvements.
- » Support non-profit arts organizations like Foundation2Fame, Guitars over Guns, the Bakehouse Art Complex, who are working to promoting the arts within the future generation.

ESTABLISH 'URBAN MAIN' PROGRAM ON NW 2ND AVE

NW 2nd Ave is the central arterial that connects people within Wynwood Norte. It is where locals do their grocery shopping, how they get to their park, and where kids walk to their school. It is also where some of the greatest amount of vacant or underutilized land is seen in the neighborhood and where residents have expressed their frustration with its use effectively as a neighborhood highway.

There is an opportunity to commit to maintaining the recognizability and convenience of this street as the neighborhood's central arterial but with the rightful direction of resources and programming, become a street that values the livability, mobility and community amenities the neighborhood deserves. For these reasons, it would be ideal to turn 2nd Ave into an Urban Main Street.



Image: Guitars over Guns youth music program. (Source: Guitars over Guns)



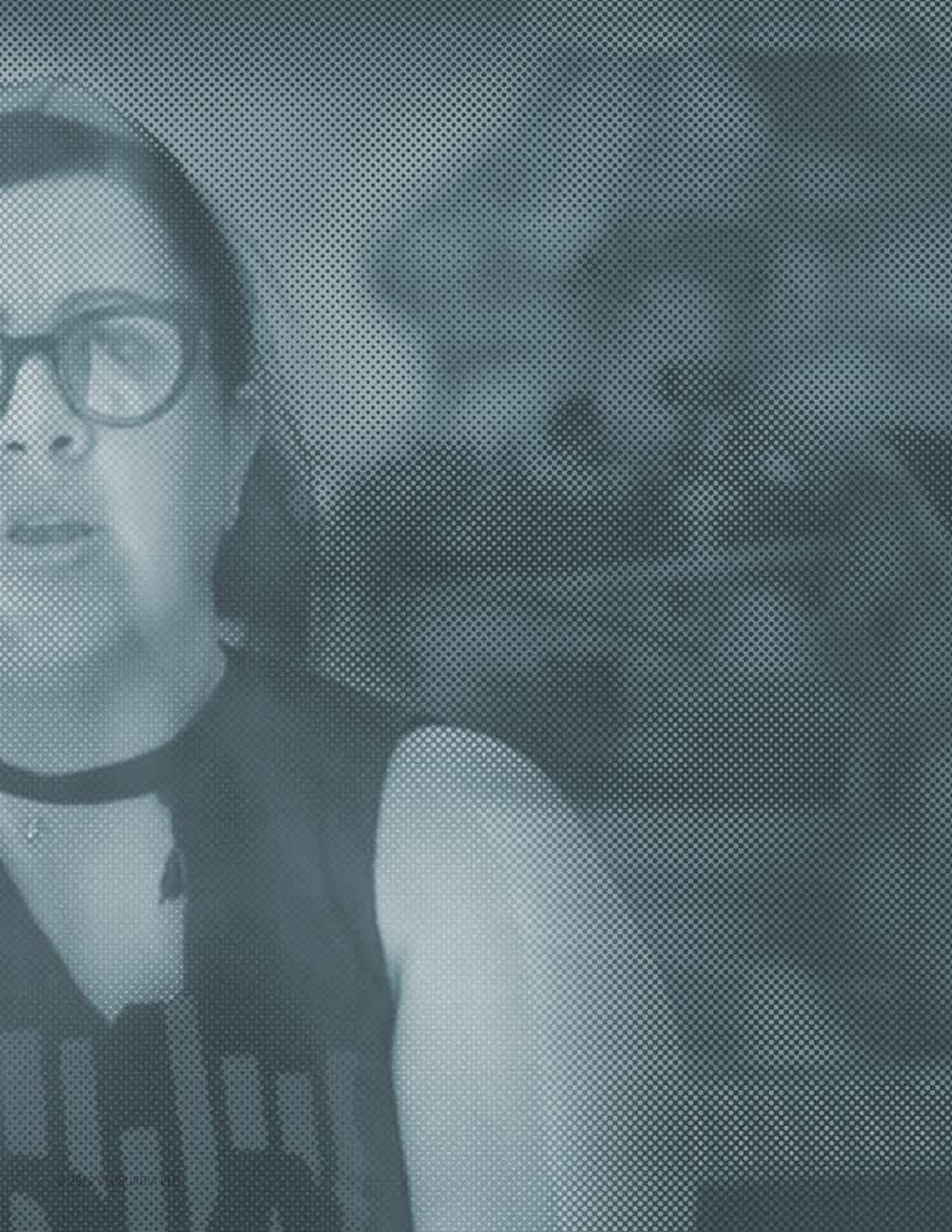
Image: Conceptual rendering NW 2nd Ave as a Main Street. (Source: Plusurbia Design)



Image: An example of a main street in Ann Arbor, Michigan. (Source: detroit.eater.com)

**"What this neighborhood symbolizes
to me is culture and tradition."**

- Mariselly Rivero





BUILDING HOME

A LOOK INTO: **BUILDING FORM, DISPLACEMENT MITIGATION STRATEGIES, ARCHITECTURAL GUIDELINES AND RESILIENCY PRACTICES**

2.1 BUILDING A RECOGNIZABLE NEIGHBORHOOD

PROVIDE MORE HOUSING CHOICES AND MIX OF USES

Housing choices and a mix of uses are both critical to accommodate for responding to the changing needs of the community. Providing housing alternatives helps to maintain affordability, accommodates for a range of abilities, ages, and makes the neighborhood overall more accessible.

- » Supporting a mix of uses (commercial, residential, recreational and civic) with the neighborhood that allow residents to meet all of their daily needs within a short walking distance. (See the Getting Around chapter for more information)
- » Encourage ground-level activity and uses along main streets and key intersections that help contribute to creating resilient, mixed-use, healthy, walkable neighborhoods.

Expand housing choices through implementation of the *Missing Middle Housing program*. (See pg. 50-51 for more information on Missing Middle)

GRADUAL AND CONTEXT-SENSITIVE DEVELOPMENT

Context-aware, gradual densification makes the more seamless transition between existing and new development in the neighborhood. It acts as tangible, people-first response to a wave of construction.

- » Create neighborhood-specific development standards as part of a new Neighborhood Conservation District - specifically for the existing T3, T4 and T5 areas, encouraging a range of context compatible typologies for T3 and three-story infill development that reflects the existing historic fabric of the neighborhood for T4 and more intense development of T5 at the edge of the



Image: An activated ground level street. (Source: CN Images)



Image: An example of context-sensitive development that promotes experiencing the neighborhood at a human-scale. (Source: CDN)

neighborhood.

- » Enhance the existing “Small Building Parking Exemption” ordinance to encourage development on small lots. Provide parking reductions and exemptions for all lots of less than 10,000 SF, regardless of proximity to transit – It is recommended that especially buildings under 3 stories developed in small lots be exempt of parking.
- » Reduce parking requirements to all T4 and T5 zoning districts within the neighborhood. Allow a buy down option to zero (0) for lots less than 15,000 SF. Remove parking minimums to all new construction on lots smaller than 7,500 SF. Reducing or removing unnecessary parking requirements reduces the cost of housing making it more affordable.

AFFORDABLE HOUSING: CREATING MORE HOUSING FOR THE WORKFORCE

As one of the most unaffordable urban housing markets in the country, Miami suffers from a significantly uneven distribution between the stock of affordable housing units and increasing demand for them. While Wynwood Norte currently boasts a higher stock of these units in comparison with the city, it is vital to put programs in place and calibrate new development properly in order to keep the neighborhood affordable. (Refer to pg. 46-47 for more information on Affordable Housing)

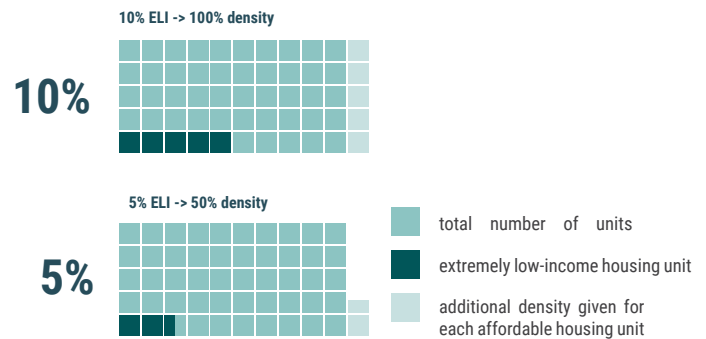
- » Redevelop County-owned vacant land, especially those that already abut existing affordable housing, to create more affordable housing.
- » Consider implementing Purpose-Built Communities (PBCs), a program designed to create mixed-income housing in tandem with creation of and support to community facilities, support services, ensuring ability to create a cradle-to-college education pipeline. (See purposebuiltcommunities.org for more information)
- » Provide bonus incentives in exchange for public benefits, such as: providing permanently affordable units, contributing funds for investments in transit improvements, historic rehabilitation projects, streetscape improvements, pedestrian, bicycle infrastructure, planting and maintenance of street trees, parks and playgrounds, etc.

LEGALIZE AND ALLOW NEW CONSTRUCTION OF SAFE HABITABLE ANCILLARY DWELLING UNITS TO BE BUILT BY RIGHT WITHIN THE OVERLAY DISTRICT

- » Preserve existing ADUs and encourage new ones as an immediate short-term solution for maintaining affordability.
- » Allow for accessory dwelling units (ADU) that can be attached or separate from the primary structure, or located in re-purposed existing space.
- » Modify the Zoning Code to allow the construction of an ADU on all T3 properties. Consider the following conditions to successfully implement a successful neighborhood wide program:



Image: Example of existing infill along 2nd Ave. (Source: Plusurbia Design)



DENSITY BONUSES GIVEN FOR PROVIDING ELI HOUSING

According to today's Miami 21 code, new Attainable Mixed-Income Housing developments that reserve a certain portion of the total units for Extremely Low-Income residents can be eligible for a density bonus. If 10% of the total units is ELI, they can receive a 100% density bonus so for every 1 ELI unit provided, 1 additional unit is given. If 5% of the total units is ELI, they can receive a 50% density bonus and for every 1/2 ELI unit provided, 1/2 additional unit is given.



Image: Home with an ADU in back. (Source: Plusurbia Design)

- » ADUs should not count toward the density calculations.
- » Ancillary units should not incur additional parking requirements.
- » Lot Coverage should remain <50% with a minimum 25% permeability.
- » ADUs should always be placed behind the Principal Building Frontage.
- » Setbacks should be kept at 5 feet.
- » New ADUs should be no more than 25% of the Principal Building Habitable Area or a maximum of 500 square feet, whichever is more restrictive.



Image: ADUs in the back of single-family lots. (Source: Plusurbia Design)

FORGO INCREASES OF AD-VALOREM TAXES TO HOMES THAT RENT ANCILLARY DWELLING UNITS

Florida property tax homestead exemption reduces the value of a resident’s primary home for assessment of property taxes by \$50,000. Additionally, the Florida homestead exemption caps the rate at which property assessments may be increased annually.

All legal Florida residents are eligible for a Homestead Exemption on their homes, condominiums, co-op apartments, and certain mobile home lots if they qualify. The Florida Constitution provides this tax-saving exemption through the “Save Our Homes” Amendment contending that it will allow long-term residents with a fixed income to be able to afford to stay in their homes without being driven out by tax increases as their property value increases.

- » Residents who rent a portion of their home or an ADU should not be penalized through the forfeit or reduction of their homestead exemption as a percentage of the Primary Building.

2.2 DISPLACEMENT MITIGATION STRATEGIES

CALIBRATE EXISTING ZONING MAP TO MATCH FUTURE LAND USE MAP WHICH SUPPORTS OPPORTUNITY TO EXPAND HOUSING OPTIONS

The future land use map addresses some of the biggest concerns about the current zoning restrictions that as it stands, does not allow the kind of development that needs to happen in order to maintain affordability in the neighborhood.

Maintaining the current zoning map artificially restricts housing types and density may result in widespread displacement as it could encourage the same redevelopment pattern as Village West in Coconut Grove, with large expansive duplexes that are at odds with the housing needs of current residents of Wynwood Norte.

ENACT POLICY AND ESTABLISH INCENTIVES FOR NEW SMALL INCREMENTAL INFILL

Miami’s rapid development is notably apparent in areas where market and zoning conditions have created a high ROI (return on investment). In Wynwood Norte, low-density zoning and poor infrastructure coupled with recent unprecedented land value



Image: Multi-family housing next to single-family house. (Source: Google Street Views)



Image: Future Land Use Map of Wynwood Norte. (Source: Miami21)

increases, have made many development projects unfeasible.

In order to promote redevelopment in the neighborhood, several policies and tools can be considered:

- » Establish a time-limited impact fee reduction or elimination to spark new development that is context sensitive for both County and City.
- » Create a time-limited tax-deferral or abatement program for new construction that provides Attainable Housing per the Miami21 Zoning Code.
- » Wave permit fees for new small incremental development for buildings constructed on 7,500 SF lots or smaller.
- » Expedite building permits for new small incremental development for buildings constructed on 7,500 SF lots or smaller.
- » Enhance the existing "Small Building Parking Exemption" ordinance to encourage development on small lots. It is recommended that parking exemptions be applied for all properties (including new construction under 3 stories on lots 10,000 SF or 100 FT less frontage, whichever is greater, regardless of proximity to transit. In the interest of retaining historic properties, this recommendation does not apply if a demolition of a pre-1940 building has occurred in the property within the last 20 years.
- » Support creation of a Development Opportunity Overlay District (DOOD) which provides a density bonus to "smaller projects" that propose more than five but less than one hundred residential dwelling units and "larger projects" that propose one hundred or more residential dwelling units.¹

2.3 CREATE ARCHITECTURAL GUIDELINES

CREATE GUIDE FOR MAIN STREET DEVELOPMENT

NW 2nd Ave, as the active commercial street for Wynwood Norte, has the characteristics and potential to become the neighborhood Main Street for its residents. Maintain "village" or familiar neighborhood feel.

- » Create a *Main Street Design Guidelines* that will serve as the standard for design for building owners who wish to rehabilitate their buildings and sites, as well as for new projects along the commercial street.
- » Create pedestrian circulation zone that includes a continuous tree canopy, has a buffer from vehicular travel and on-street parking, provides a public realm including space for sidewalk cafes or other amenities.

ESTABLISH SUITABLE BUILDING FRONTAGES

The frontage of a building is as important as its form. The frontage reinforces the public realm and enhances the pedestrian experience. The facade provides comfort and security for pedestrians.



Image: Incremental development in the neighborhood. (Source: Plusurbia Design)



Image: Sidewalk cafes create an engaging street. (Source: South Beach Magazine)

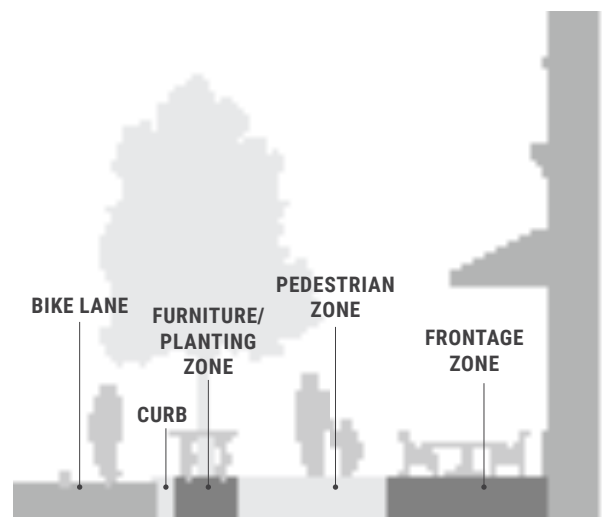


Diagram: Elements that create an active building frontage. (Source: Plusurbia Design)

¹ FIU Metropolitan Center, City of Miami Affordable Housing Master Plan, draft June 2019





Conceptual Rendering: Conceptual aerial rendering of Wynwood North. (Source: Plusurbia-Design)

- » In establishing suitable building frontages, we must strengthen facades - especially on the ground floor - to connect the pedestrian both to the street and to the building.
- » Features that can expand upon the interactive exchange between building, street and person can include *awnings* for commercial frontages that provide a comfortable space for pedestrians, *balconies* that promote safety and social exchange, and *arcades* to increase sidewalk widths and provide protection from sun or rain.

ENCOURAGE OFF SITE AND CENTRALIZED GARAGE OPTIONS FOR NEW INCREMENTAL INFILL DEVELOPMENT

- » Allow temporary use permits for parking on vacant lots in lieu of parking provision on incremental development projects.
- » Establish a long range parking abatement program that calibrates market needs with required parking provisions.

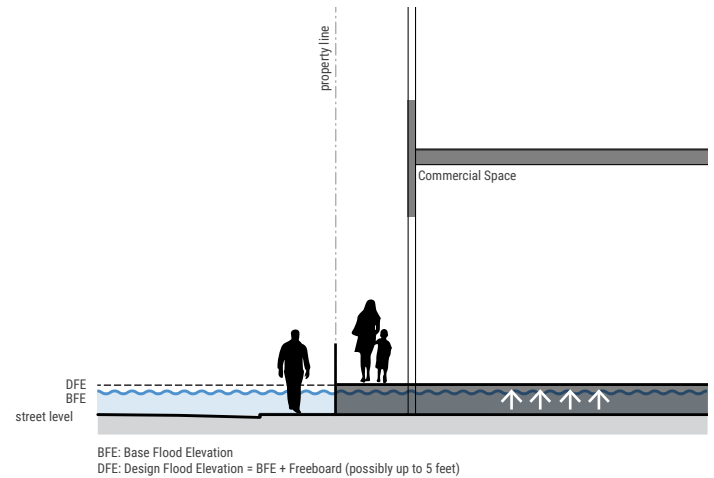
STORM WATER AND FLOOD MITIGATION

While adhering to new flood regulations can present obstacles to maintaining active ground floors, there are a number of ways property owners can still provide transparency and activity at the ground level.

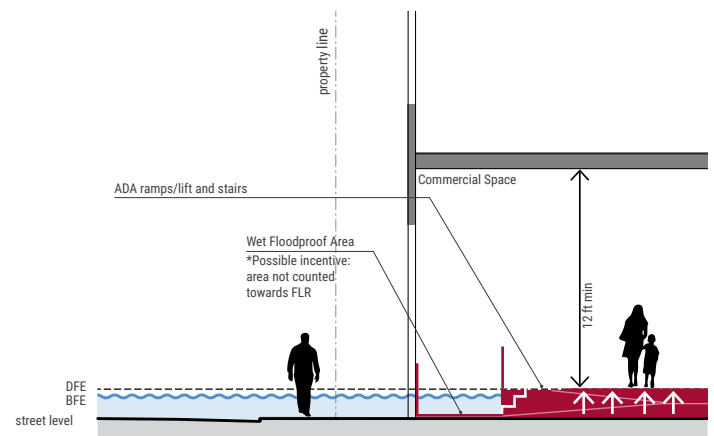
- » Where floor plan allows it, access should be solved inside the building envelope to preserve street-wall alignment, ensuring a visual connection to the sidewalk. Hybrid strategies are possible involving elevation of interior space with wet flood proofing of entrances and a shallow area near windows that can serve as display space.
- » Consider changes to zoning maximums reflecting flexible ground floor heights to address flood elevation changes.
- » Establish a storm-water utility fee equivalent to property's off-site storm-water runoff coefficient. In consideration of storms/hurricanes, sea level rise and high tides that storm-water systems cannot handle, owners should be responsible for runoff from their properties. A utility fee should be used to improve the aging system.
- » Require property owners to increase lot permeability to minimum standards by code.



Image: Centralized parking garage in Vision Plan. (Source: Plusurbia Design)



Ground floor retail built up to BFE - grade separated sidewalks.



Access elements inside the building envelope to preserve streetwall alignment.

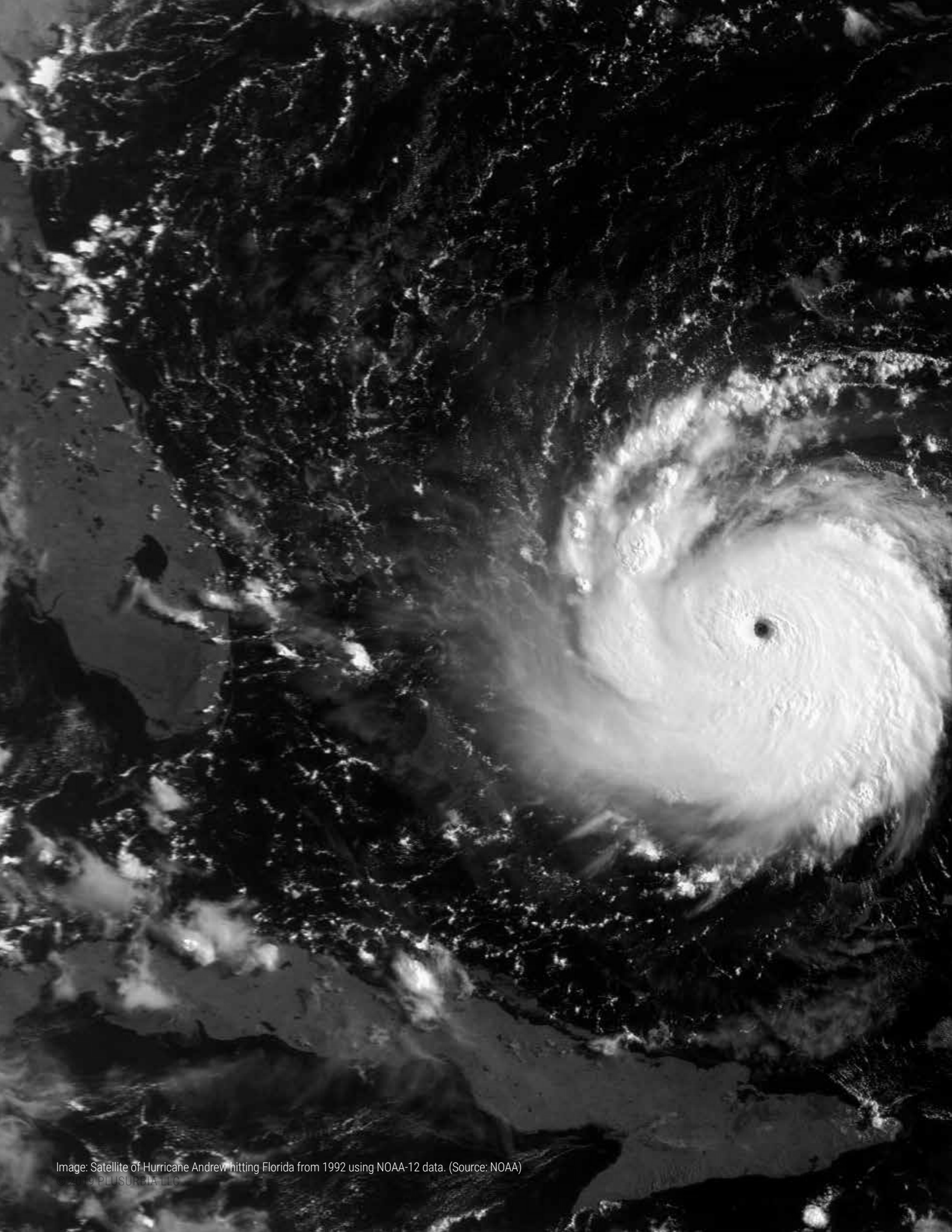
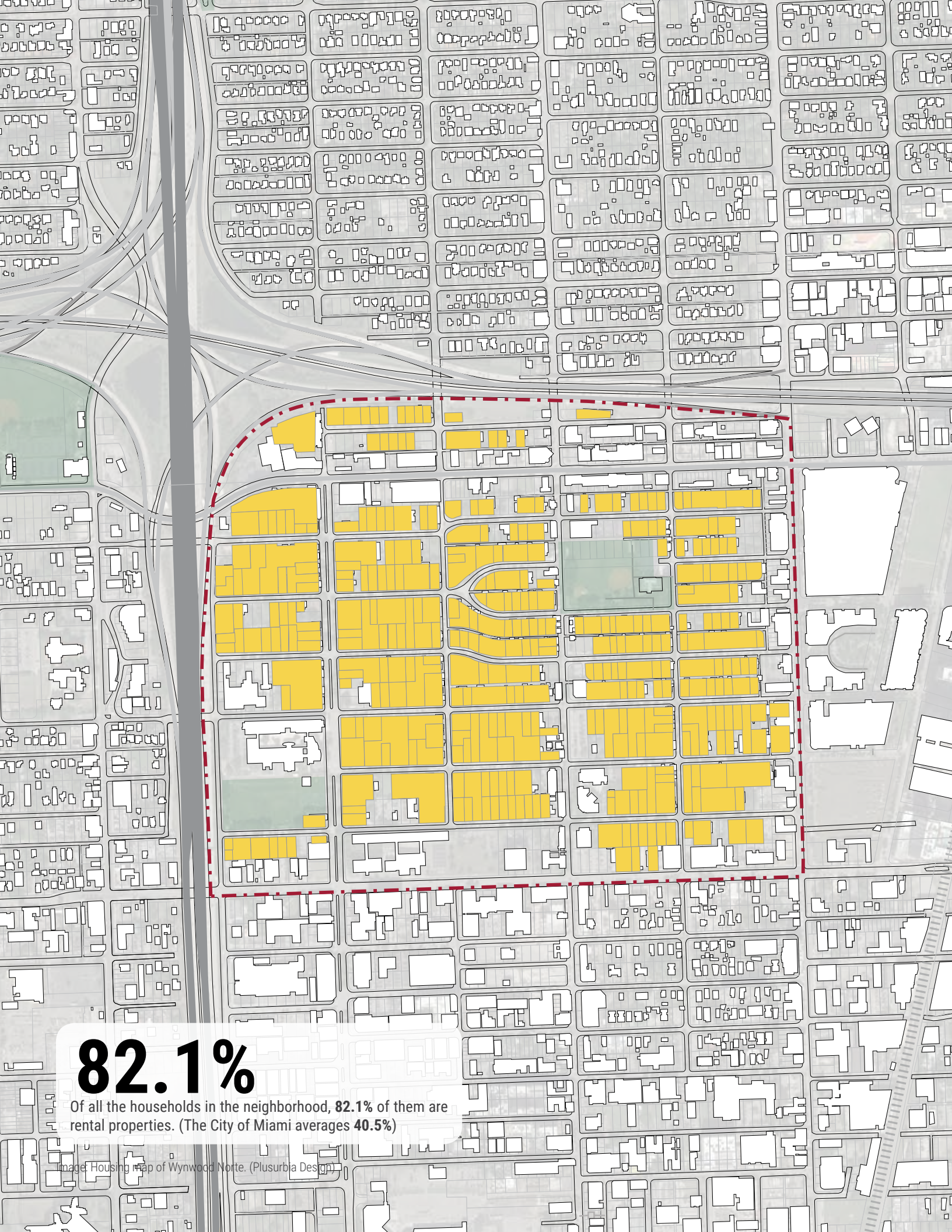


Image: Satellite of Hurricane Andrew hitting Florida from 1992 using NOAA-12 data. (Source: NOAA)
© 2019 PLUSURBIA LLC



82.1%

Of all the households in the neighborhood, **82.1%** of them are rental properties. (The City of Miami averages **40.5%**)

AN INTRO TO: AFFORDABLE HOUSING IN MIAMI

WHAT IS IT?

Affordable housing is defined by the Miami 21 code as a dwelling unit, owner-occupied or rental housing with a purchase cost, value, or monthly rental equal to or less than the residents' individual income at or below 60 percent of Area Median Income (AMI). The AMI is calculated as the household income for the median – or middle – household in a region.

MIAMI'S HOUSING MISMATCH



MIAMI HOUSING IS EXPENSIVE:

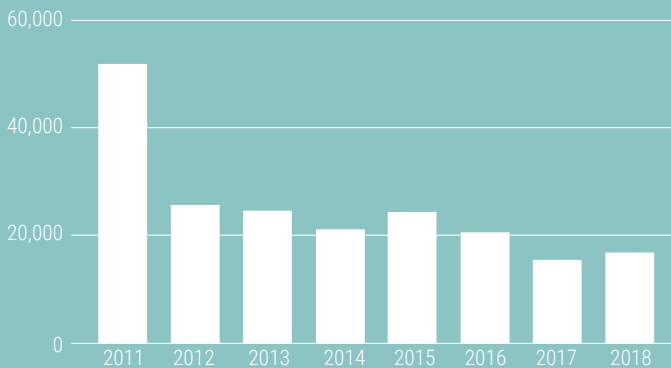
In Metro Miami the median home value was more than \$400,000 (October, 2018). Ranking Miami as one of the highest median housing metros in the country.

Source: Trulia Housing Report - October 2018

SLOWING POPULATION GROWTH DUE TO UNAFFORDABILITY IN MIAMI-DADE

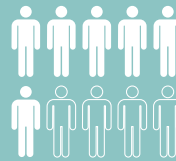


Miami-Dade County has seen a population decline since 2011 due to increasing housing prices and stagnate earnings.



Source: FIU Metropolitan Center of Miami-Dade

6 in 10



Six in 10 employed adult residents of Greater Miami are housing cost-burdened, meaning they spend more than 30 percent of their incomes on housing—the highest rate of any large metro in the nation.

Source: Richard Florida and Steven Pedigo, Miami's Housing Affordability Crisis

FLAT COST-BURDENED RATIOS:



In order to reduce the percentage of cost-burdened households to the national average (32%), the county would have to produce over **93,000** of affordable housing in the next 10 years.

Source: FIU Metropolitan Center of Miami-Dade

LOOKING AT THE STATE OF AFFORDABILITY IN **MIAMI** AND **WYNWOOD NORTE** TODAY

HOUSING AFFORDABILITY

MIAMI AND WYNWOOD NORTE



Image: Single-story public housing in the neighborhood. (Source: Google Maps)

CITY OF MIAMI

As it stands today, the City of Miami, struggles with an ever-growing demand for affordable housing, with 49% of *all* households considered as **cost-burdened**, spending more than 30% of their income on housing costs, and an even higher proportion of *renters* who are cost-burdened -- 62%, spending more than 50% of their income on rent.¹

By **2024**, the City of Miami has a goal of creating and/or preserving a total of **12,000** units of affordable housing. To create and preserve 12,000 homes, the environment must foster a significant increase in home production and rehabilitation. Using some of the recommendations laid out through The City of Miami's currently-in-process Affordable Housing Master Plan², the following components³ are some of the combined strategy plan to help remedy Miami's affordable housing crisis:

- » **Use public land for the benefit of the community**
- » **Adjust the zoning code**
- » **No net loss of existing affordable housing**
- » **Create new NRD that encourages inclusionary zoning**
- » **Identify new + modify existing funding streams**
- » **Coordinate public funding + permit**
- » **Reduce property taxes**
- » **Provide 50-100% density bonus if portion of new development is for residents who qualify as Extremely Low-Income**
- » **Build developer capacity**
- » **Adopt Little Havana Me Importa Inverse proposed Zoning standards throughout the T-6, T-5 and T-4 Districts of the City**
- » **Enact housing surtax to encourage pathway for homeowner**

¹ FIU Metropolitan Center, The Dynamics of Miami-Dade's Housing Crisis, 2018.

² FIU Metropolitan Center, City of Miami Affordable Housing Master Plan, draft June 2019

³ Adapted from FIU Metropolitan Center, City of Miami, Affordable Housing Master Plan, draft June 2019

REDEFINING DEVELOPMENT REQUIREMENTS

Small multifamily buildings represent a large proportion of the City's current housing inventory. This stock can be among the most challenging to build and rehabilitate. However, addressing several small idiosyncrasies in the zoning code can help to protect and create more of this supply. One such "fix" is to:

Legalize older properties with densities that do not conform to current code but sustain keeping affordability.

The City should allow increases in the number of units permitted in T3, T4 and T5 zones, especially along corridors and next to compatible scales. Where these buildings have access to mass transit, parking requirements should be reduced. This can often be done in harmony with the neighborhood's character and without drastically increasing height.

Larger increases in allowable density for **Attainable Mixed-Income Housing** should also be considered in certain neighborhoods with the option to pay into an affordable housing trust fund.

THE STATE OF AFFORDABLE HOUSING IN WYNWOOD NORTE

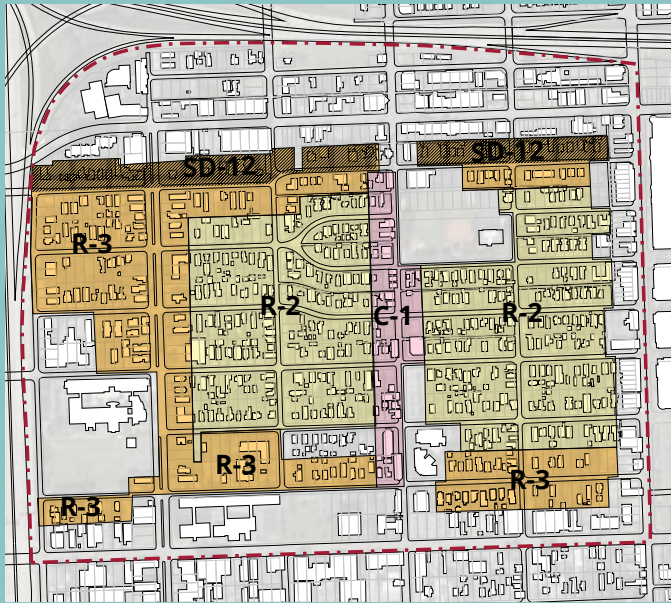
Wynwood Norte has some of the most affordable housing in Miami. Of the existing stock, 409 units or 25% are considered affordable. 82% of the neighborhood are renters, the most cost burdened demographic and in the greatest need for a mix of housing types to encourage housing sustainability and promote neighborhood investment.

Most of the affordable housing is limited to 1-2 stories and targeted for extremely low-income, excluding the greater workforce population currently in and looking to move in. When looking at three of the major schools in the neighborhood like Eneida M. Hartner, Jose de Diego and Young Men's Prep, daytime capacity only exists at 50-80% because families cannot afford to live in the neighborhood their kids go to school in, making the case to build in favor of more **MULTI-GENERATIONAL, MIXED INCOME** housing in Wynwood Norte.

WHY T4 + T5 DON'T CUT IT

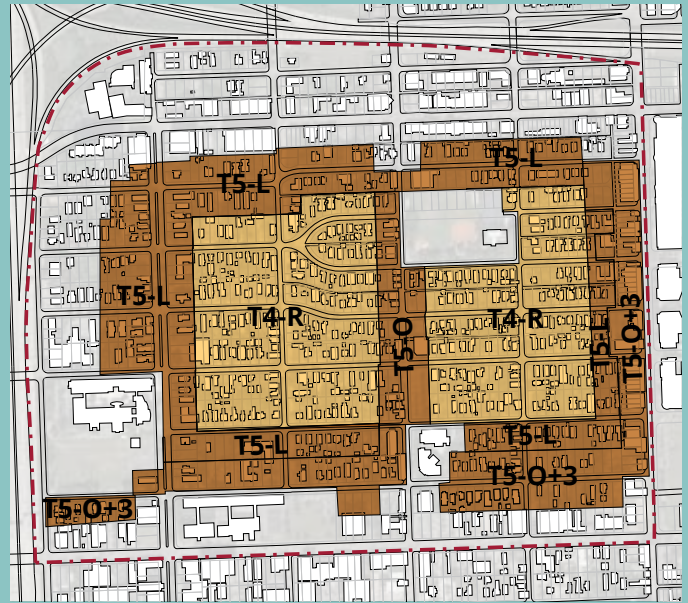
COMPATIBLE ZONING WITHIN EXISTING NEIGHBORHOODS

ORDINANCE 11000, pre-Miami 21 (1990-2010)



The area around NW 2nd Ave, under **ORDINANCE 11000** was zoned as **C-1**, Restricted Commercial, which allowed 150 DUA and was downzoned to 65 DUA under the **M21**. **R-3**, Multi-family Medium Density Residential, allowed 65 DUA and today under the M21 in some areas, have been downzoned to 36 DUA.

MIAMI 21 WITH PROPOSED ADJUSTMENTS (POTENTIAL FUTURE)



The proposal aligns with the kind of density originally allowed under **ORDINANCE 11000**, supporting higher density within the neighborhood in acknowledging its proximity to the urban core.

The City of Miami's Miami21 Form Based Zoning Code is a parametric zoning system that establishes Transect designations (zones) in a proportional manner of increasing factors: height, volume, FAR, coverage, density and intensity.

Although it was able to organize the city in a comprehensive way, prioritizing development along corridors and nodes, it also limited development to fit within arguably restrained zoning conditions - often in contradiction with existing land uses and the varied neighborhood characters found in Miami.

Before the Miami21, Miami utilized Ordinance 11000 as its zoning system, which designated much of Wynwood Norte - especially along NW 2nd Ave and the neighborhood's central core - to be higher density, with the potential to support the kind of development needed to keep housing quality and affordable. When the Miami 21 was introduced, much of the neighborhood was downzoned, which prevented the necessary improvements and if maintained will cause displacement. Ordinance 11000 and the Future Land Use Map are both evidence that higher density is appropriate for the area.

Most of the development since the adoption of the new code in 2010 has been high-rises (T6) and single family (T3) projects. In fact, under 5% have been build under T5 faithfully following parking, coverage and density requirements. These conditions seldom lead to new construction, since the required elements for both T4 and T5, specially parking (at 1.5 spaces per unit) which requires at between 1-2 levels leaves room, within 3 and 5 floors, for leasable real estate.

This situation promotes larger buildings that can fit ramps to access

the 2nd parking level - more challenging still when commercial uses are added to the development, further limiting the amount of ground floor area for parking, driveways, and ramps.

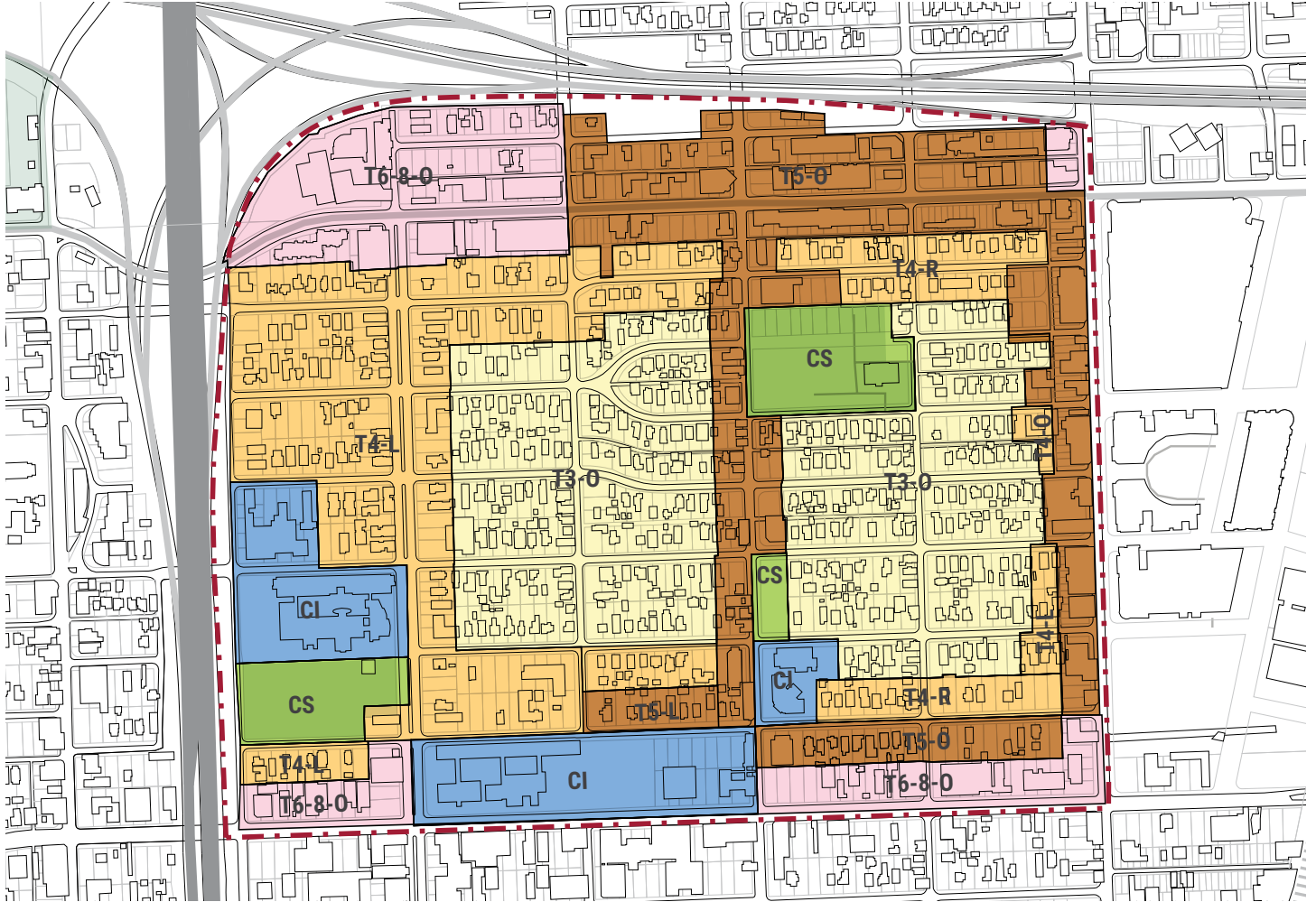
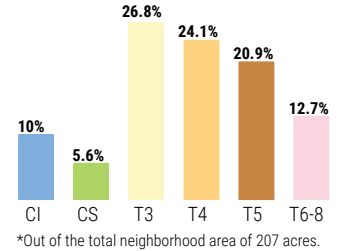
In addition, 36 and 65 Dwelling Units per Acre (DUAs), on T4 and T5 respectively, do not result in enough units to warrant an economically successful project, often resulting on developers selecting other strategies for development such as temporary commercial only buildings that are inexpensive and become placeholders until either the code changes or the market corrects itself.

Neighborhoods that were largely identified to have historically a mid-rise development pattern such as Little Havana, Overtown, some sections of Allapattah and Wynwood Norte have faced unsurmountable challenges to maintain that development pattern. They often experience increasing land vacancy rates or up-zoning applications to reach a more favorable density to height ratio, which in turn erodes the character of those neighborhoods as projects tend to be larger than the existing context.

In order to assure character and scale sensitive zoning designations, the scale of new development needs to be compatible with the neighborhood's context, density needs to increase to encourage affordability and economically viable projects, and parking ratios need to be significantly reduced to improve frontages and commercial uses. Other tools can also be explored to encourage small incremental development rather than large assembled mega projects that tend to be monotonous and ruin that fine grained development patterns that make our neighborhoods unique.

ZONING

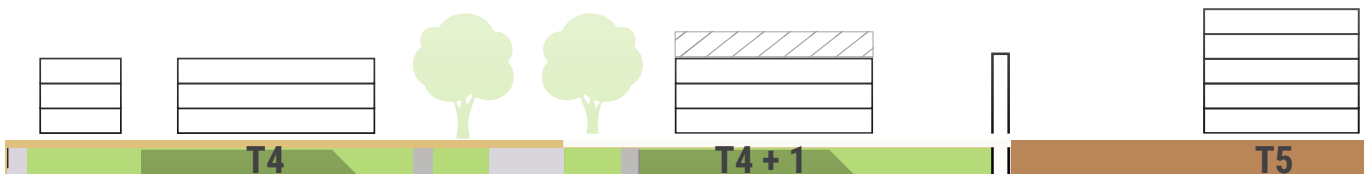
CURRENT



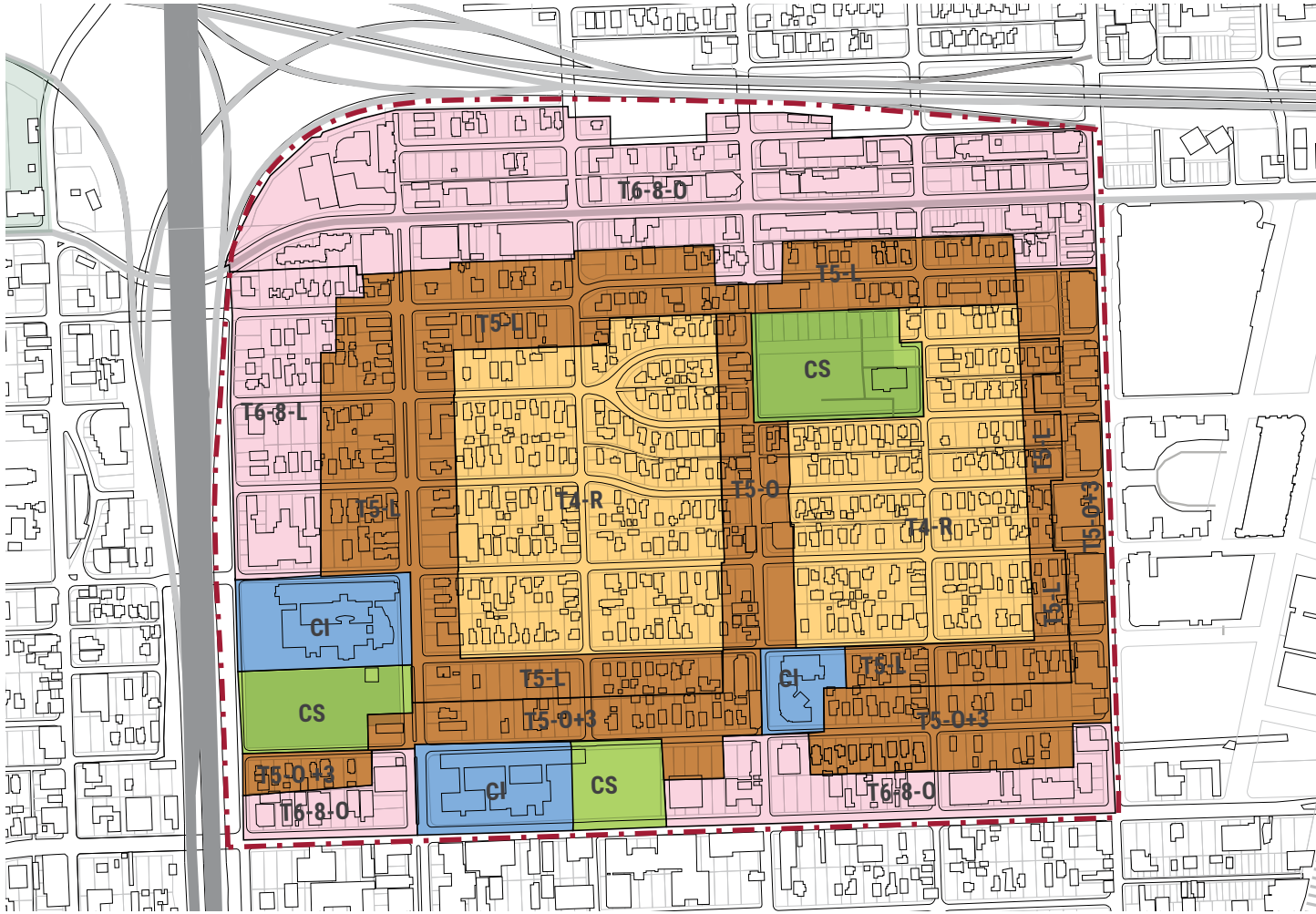
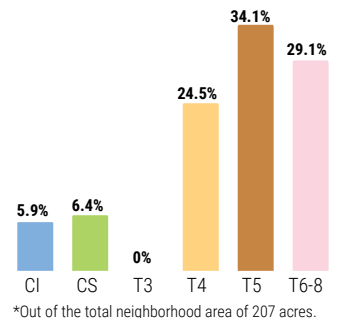
- T6-8 Urban Core
- T4 General Urban
- CI Civic Institutional
- T5 Urban Core
- T3 Sub-Urban
- CS Civic Space / Parks

The Miami 21 establishes a Public Benefit bonus system that utilizes an option for additional development area. This system provides funds for open space, affordable housing among other things. The Wynwood Norte Master Plan proposes to expand this system by including additional floor area for T4 and T5 to create additional funding for the neighborhood. This calibrated fund, specific to Wynwood Norte will help support improvements such as housing and other public infrastructure improvements.

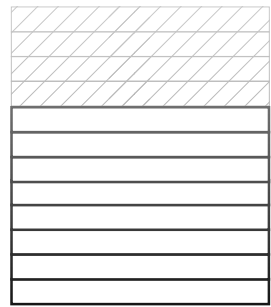
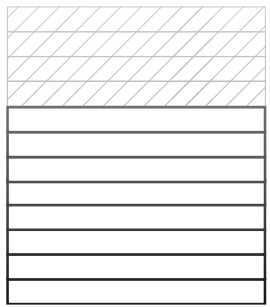
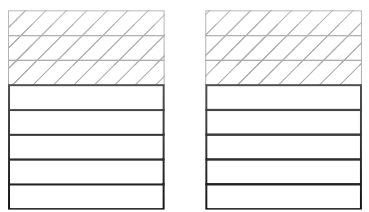
GRADUAL ZONING INCREMENTS



PROPOSED



- T6-8 Urban Core
 O: Ground level Commercial
 L: Limited commercial
- T5 Urban Core (150 DUA)
 O: Ground level Commercial only
 L: Limited commercial max 50% ground
- T4 General Urban (65 DUA)
 R: Residential only
- CI Civic Institutional
■ CS Civic Space / Parks



T5-0 + 3

T6-8

MISSING MIDDLE HOUSING

THE SOLUTION TO CREATE MORE HOUSING OPTIONS

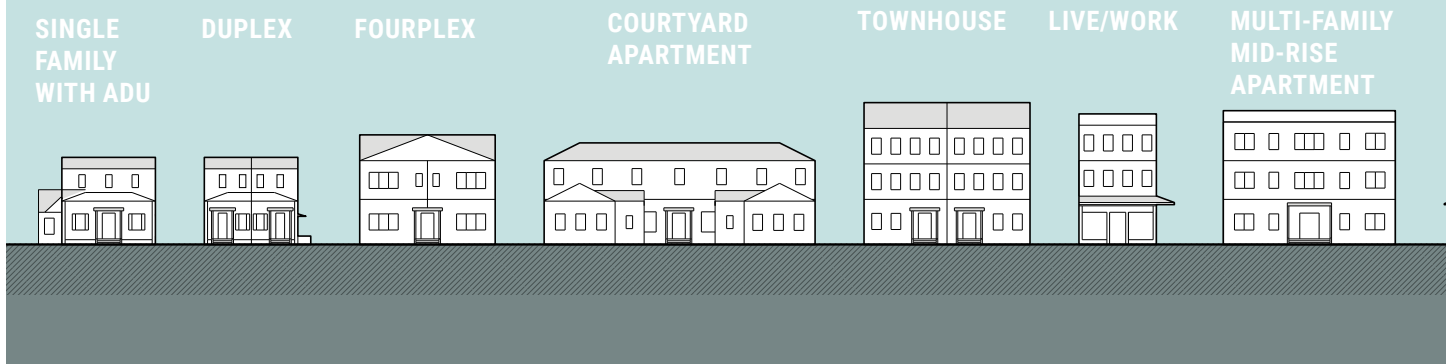
WHAT IS IT?

Missing Middle Housing helps solve the mismatch between the available housing stock and shifting demographics combined with the growing demand for walkability. It is primarily about the form and scale of these buildings, designed to provide more housing choices in low-rise walkable neighborhoods.



Image: Existing middle missing housing in the neighborhood. (Source: Google Maps)

MISSING MIDDLE HOUSING TYPOLOGIES



WYNWOOD NORTE TODAY

Planning for future neighborhood development must begin by understanding the existing building types, apartments, houses, stores, and institutions that exist today.

Housing in the neighborhood can be classified into two main categories: *single-family housing* that makes up about 30% of the neighborhood and *multi-family housing* (duplexes, multiplexes, and mixed-use buildings) making up about 40%. Among these housing types, very little new, quality development has occurred.

High density buildings with affordable units exist in Wynwood Norte but are limited in option and most are in poor condition.

WHAT HAPPENS IF NOTHING CHANGES?

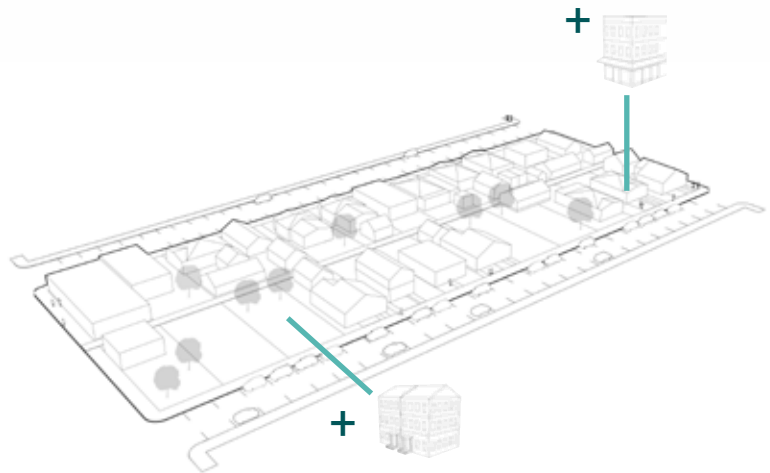
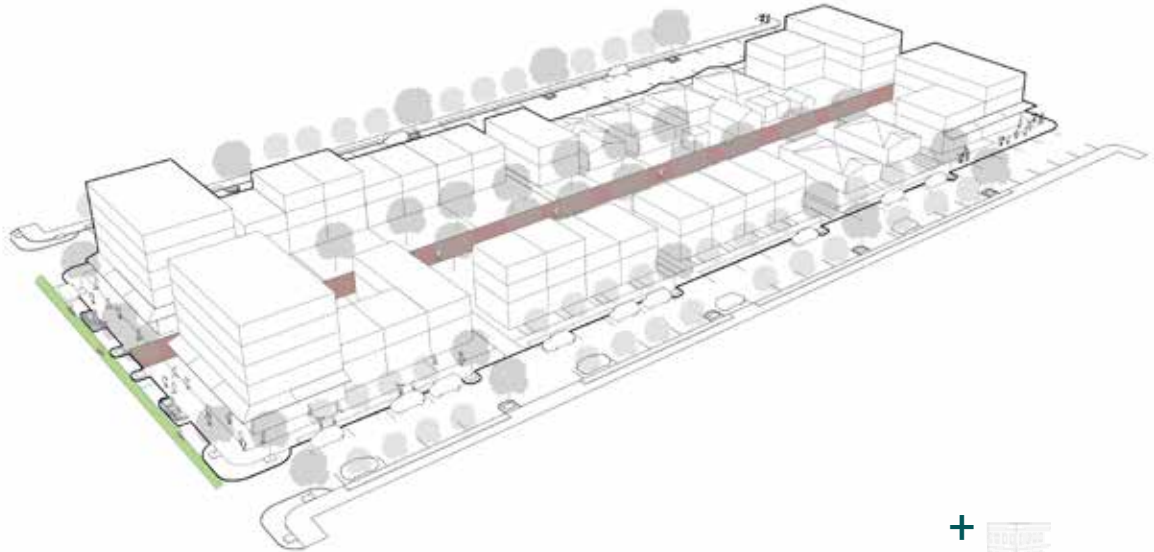
If land development regulations remain the same, new development will only happen on large assemblages that are not compatible to its existing context. Maximum density allowed only yields large units making them less affordable.

Vacant land that has the potential to increase our affordable housing goals will remain vacant or will be re-zoned to house more units, creating larger towers that are incompatible with the neighborhood's character.

Expanding the housing supply through appropriate zoning and development is a core part of the solution to avoid effects of displacement and gentrification.

LOOKING AT THE NEIGHBORHOOD BLOCK

PROPOSED FUTURE BLOCK



EXISTING BLOCK

EXAMPLES OF TYPOLOGIES



Live/Work



Multiplex



Townhouse



Courtyard Apartment



ADU

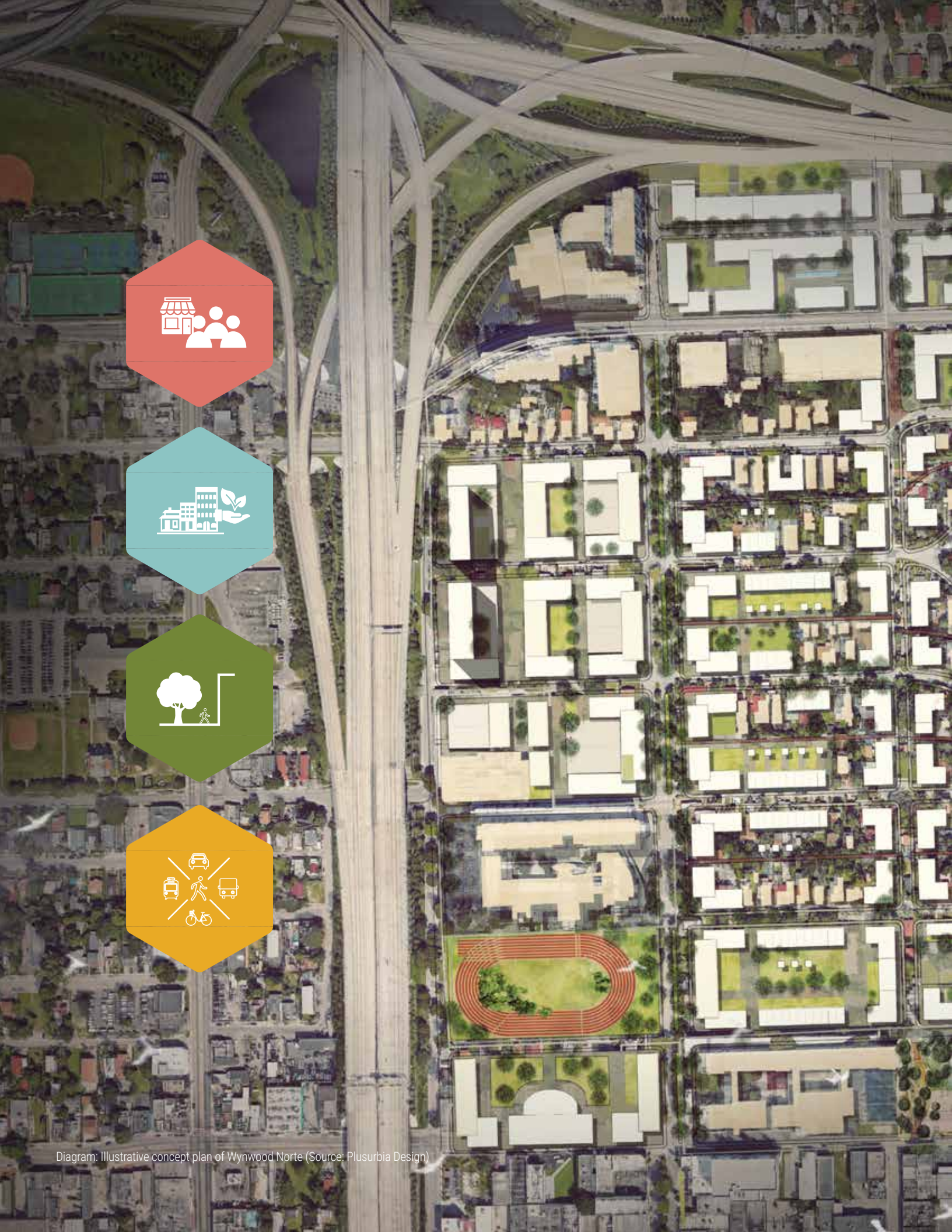
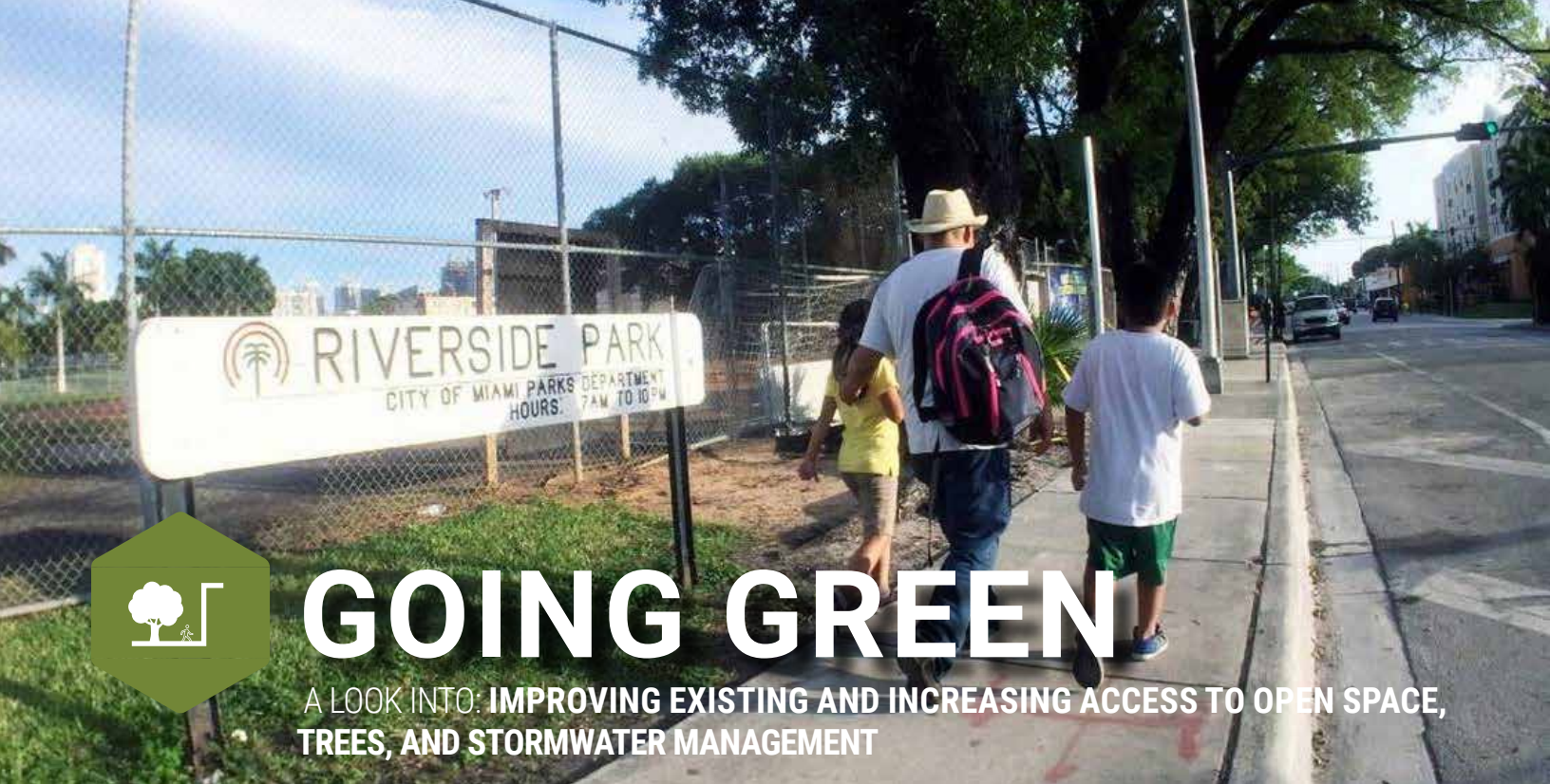


Diagram: Illustrative concept plan of Wynwood Norte (Source: Plusurbia Design)





GOING GREEN

A LOOK INTO: IMPROVING EXISTING AND INCREASING ACCESS TO OPEN SPACE, TREES, AND STORMWATER MANAGEMENT

3.1 GIVING KIDS A PLACE TO PLAY

USING SCHOOL LAND FOR THE PUBLIC

Joint Use Land Agreements are a way to utilize school land for public use after hours. Opening schools' amenities for the community increases recreational opportunities for children and works to strengthen the connection between the community and its residents.

- » Create a Cultural + Educational Hub between Jose de Diego and Bakehouse Art Complex that promotes the mutual exchange between artists and students by allowing usage of school facilities for artists and educational programming for the students at the Bakehouse.
- » Joint Use Agreement with the Miami-Dade Public School System for use of school playing fields. Specifically with the underutilized field at Jose de Diego. Once a public park for the neighborhood, now a private field exclusively for the school. Re-open and improve green space for use by the entire neighborhood again.

IMPROVE EXISTING OPEN SPACE

One of Wynwood Norte's greatest assets is its abundance of open space. While abundant, Roberto Clemente Park is the only actual public park usable by the community. The field at Jose de Diego, while technically considered an open space, is really a private field with no sports facilities for kids to play. Both are highly underutilized and overused. Many kids in the neighborhood have to leave the neighborhood to go to Gibson Park or Moore Park if they want to use various sports facilities.

- » Respond to the long-standing community request to improve



Image: At the Shenandoah Library, the field is also used for kids sports. (Source: Miami-Dade Libraries via Twitter)



Image: The baseball field at Roberto Clemente Park. (Source: Adriana Oliva)

the baseball field at Roberto Clemente Park by creating a community fund to help finance the improvements.

- » Create additional sports facilities that can serve the large population of school-aged children in the neighborhood.

3.2 ACCESS TO GREEN SPACE

IMPROVE ACCESSIBILITY TO OPEN SPACE

Create safe routes to open spaces in the community by adding elements to reduce vehicular traffic, incorporating parallel parking as safety barriers, providing adequate lighting and well-maintained infrastructure.

- » Street improvements that focus on non-vehicular mobility can have a significant effect on open space accessibility. Providing safe and comfortable streets can potentially reduce both the physical and perceived proximity to parks. A maximum of a quarter mile radius (5 minute walk) is the recommended distance between open space and where people live.
- » Encourage people to ride their bikes by adding bike racks at key locations and converting streets into shared streets.

CREATE WOONERFS

Woonerfs are streets that prioritize non-motorized vehicles and pedestrians, thereby increasing safety and reducing speeds and encouraging activity and thoughtful play into the everyday lives of the kids living in the neighborhood. (Refer to pg. 76-77 for more information on Woonerfs)

3.3 A PLAN TO BRING GREEN BACK

INCREASE THE URBAN TREE CANOPY

Street trees are an integral element to a healthy urban environment. There are many benefits to trees within neighborhoods and on the right-of-ways such as: shade, aesthetic value, identity, environmental, ecological, walkability as well as increased property values by 5-15%.

Many studies have also shown a positive correlation between trees, social benefits and quality of life indicators, including the reduction of reports of physical violence in public housing that had trees outside the buildings and significantly better relations and stronger ties between neighbors.

According to the 2016 Urban Tree Canopy Assessment, the recommended tree canopy coverage for a healthy urban forest is 30-40%. Wynwood Norte ranks at about a 12% tree canopy coverage, meaning it would need to at least triple to meet the coverage target.

- » Commit to being apart of the Million Trees program that is working to plan 300,000 trees (30% of one million) in the city of Miami by 2020.



Image: PlayFamilies, encouraging the creation of woonerfs in Little Havana developed by Urban Impact Lab and ConnectFamilias to help activate neighborhood streets for kids to play. (Source: Urban Impact Lab)



Diagram: Existing tree canopy map of the neighborhood. (Source: Plusurbia Design)



Image: A healthy urban tree canopy. (Source: Alliance for Community Trees)

- » Create a Tree Succession and Maintenance Plan. Plant new trees throughout the neighborhood over the next few years. Address tree maintenance as part of the plan to clear up sidewalks of tree bracing and soil watering rings, as well as watering and maintenance of the trees after planting.

REDEFINE OPEN SPACE IN M21 TO BE 'ACTIVE' OPEN SPACE

As it stands now in the Miami 21 code, open space is defined as any parcel or area of land or water without permanent buildings and open to the sky, like parks and courtyards, but does not necessarily mandate the open space to be activated for recreational or designed for frequent community usage.

- » By amending the code and declaring open space to meet 'active' status, Jose de Diego can be re-opened once again as a functional amenity for the neighborhood.

MANAGE STORMWATER THROUGH LANDSCAPE DESIGN

Create on-site stormwater management through landscape design that works to directly respond in filtering stormwater as it reaches the surface.

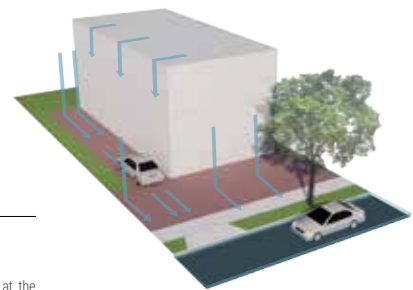
- » Wider sidewalks will give space for swales and storm-water management. Reducing on-street parking and the width of the street allows for the reduction of impervious cover in the neighborhood. This space can be used to expand swales and planters and allow for the implementation of rain gardens and bioswales, which help to filtrate water and reduce additional storm-water runoff.



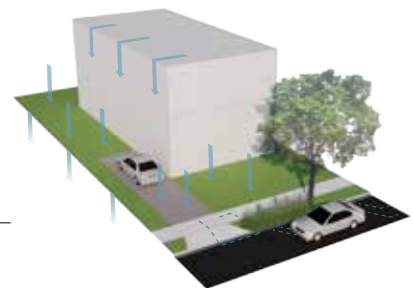
Image: Activated open space at Kennedy Park. (Source: Greater Miami and the Beaches)



Image: Example of neighborhood bioswale. (Source: Plusurbia Design)



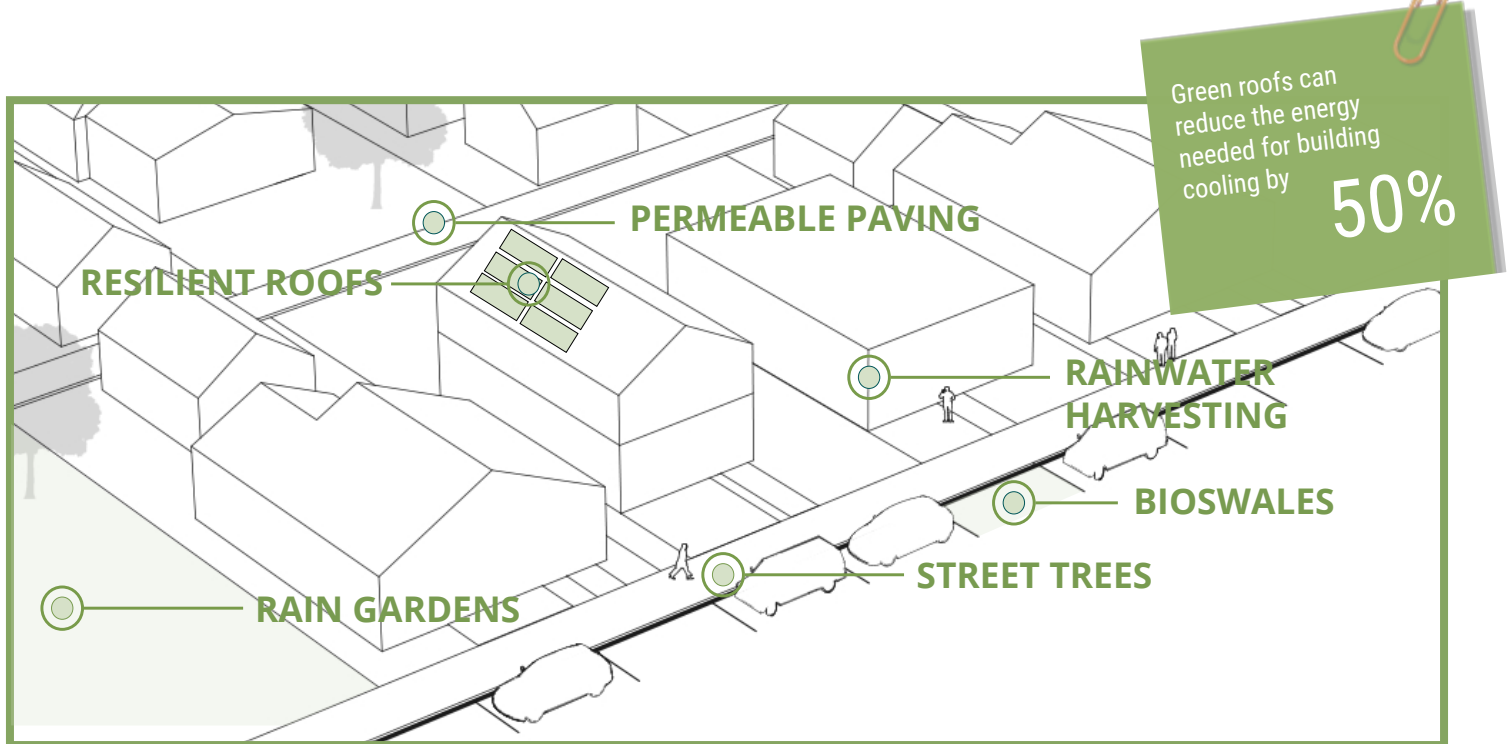
(75'x100') lot
7,500 sq ft
 With a 80% building footprint and
 >10% Site Impermeability
 Storm water Run-off is handled at the
 street



(75'x100') lot
7,500 sq ft
 With a 80% building footprint and
 <5% Site Impermeability
 Storm water Run-off is handled
 on-site

Image: Example of how to improve filtered permeability. (Source: Plusurbia Design)

RETROFITTING THE NEIGHBORHOOD FOR SUSTAINABILITY & RESILIENCE



The scale of environmental challenges that Miami is set to face in the future will be determined by how fast we acknowledge, respond and implement strategies for proper infrastructure in order to make the city more resilient and sustainable.

Residents of Wynwood Norte can do their part in taking urgent action to combat climate change by implementing sustainability and resiliency measures to their homes and landscape. Private properties that make the bulk of the land area in the neighborhood must be part of the solution, not the problem. Property owners can opt to use renewable energy sources to power their homes and disconnect water runoff from their properties that are loading the City's infrastructure.

Incentives need to be considered to make properties as permeable as possible to reduce street runoff.

- » A special assessment of properties permeability index needs to be conducted throughout the neighborhood.
- » Properties should be made responsible for the amount of stormwater runoff onto the street.
- » A proportional charge, through the Stormwater Utility Fee, should be made to their permeability index, over a set threshold.



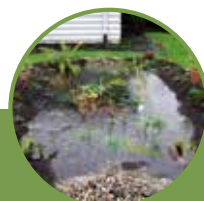
STREET TREES

streetscape character
provides shade
improves air quality



BIOSWALES

provides filtration
improves water quality



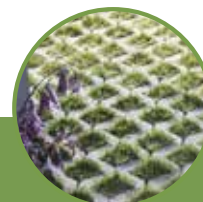
RAIN GARDENS

planted depressions that absorb runoff



RAINWATER HARVESTING

capturing, diverting and storing of rainwater for later use



PERMEABLE PAVING

filters and recharges runoff into the paving



RESILIENT ROOF

roofs with solar panels that help with cooling



GETTING AROUND

A LOOK INTO: STREET ACCESSIBILITY AND SAFETY, MOBILITY OPTIONS, AND THE NEIGHBORHOOD STREET NETWORK

4.1 STREETS FOR ALL ABILITIES + AGES

STREETS FOR PEOPLE

Streets are the most prominent public space, oftentimes considered solely for mobility purposes. In reality, most of our daily public activity happens in streets: they are spaces where most often chance encounters occur. In order to improve the public realm, a Complete Districts framework should be applied.

Complete Districts expand on the complete street approach to consider the overall needs of the neighborhood by:

- » Serving people in an equitable way.
- » Improving the safety of all users.
- » Supporting local businesses.
- » Achieving sustainable environments.

Individual streets are assessed taking into consideration their functional classification in the road network, presence of transit service, and contiguous land use (i.e. presence of schools and commercial or residential needs). The result of this analysis is a mobility plan that will promote safe and vibrant streets for the community.

IMPLEMENT COMPLETE DISTRICTS

- » Prioritize different modes of transportation as a function of how they serve land uses.
- » Establish a set of measurement tools to periodically assess whether goals and objectives are being met and if modifications to the plan need to be made.

RE-BALANCE STREET RIGHT-OF-WAYS



Image: Transit options for the older generation. (Source: AP Photo via CityLab)



Image: Neighborhood Street with traffic calming devices. (Source: NACTO)

- » Re-balance the streets by re-allocating space currently used for parking or travel lanes to other uses.
- » Traveler parking lanes that are too wide can simply be narrowed, slowing traffic down and creating more space for other uses, such as wider sidewalks with space for trees, seating and other amenities, high-quality protected bike lanes, or transit priority lanes that improve bus operations.
- » Improve safety and accessibility to pedestrians and cyclists by reducing the space on the street dedicated to personal vehicles.

SAFETY AND COMFORT

- » Provide more shade on all streets - including shade trees, transit stop shelters and more seating areas.
- » Implement traffic calming measures.
- » Increase and improve existing lighting for safety and to aid at-night navigation. Require frontages to be transparent and lit at night.
- » In coordination with new development patterns, encourage "eyes on the street" to provide informal surveillance of the urban environment.

4.2 ALTERNATIVE MOBILITY OPTIONS

WITHIN THE NEIGHBORHOOD

Because of the multi-generational demographic of the neighborhood, there is a considerable need to have infrastructure and services in place that support the well-being and street safety of families with children, the older generation, and those with disabilities.

- » Set short, mid, and long-term goals to implement the design changes to the streets of the neighborhood.
- » Implement mobility-on-demand options such as paratransit to service aging populations.
- » For general additional shared mobility options, implement bike-share and scooter-share program in the community.
- » Apply traffic calming measures to induce more people to walk and bike and reduce barriers to crossing major thoroughfares thereby enhancing connectivity to nearby districts (Wynwood Arts District).
- » Introduce jitneys and freebees as alternative modes of transportation. These options work inner-nodally, or within the neighborhood and are a free, convenient way to move around. Jitneys are for-hire vehicles managed by the Department of Transportation and Public Works. Freebees are free, electric cars that host a marketing campaign for a variety of clients every time they provide a ride, which funds the program.

OUTSIDE OF THE NEIGHBORHOOD

- » Create a Wynwood Circulator service that connects Wynwood Norte to the rest of Wynwood south of 29th, the Allapattah



Image: Creating a successful multi-modal neighborhood means providing a variety of ways to get around in and outside of the neighborhood. (Source: Plusurbia Design)

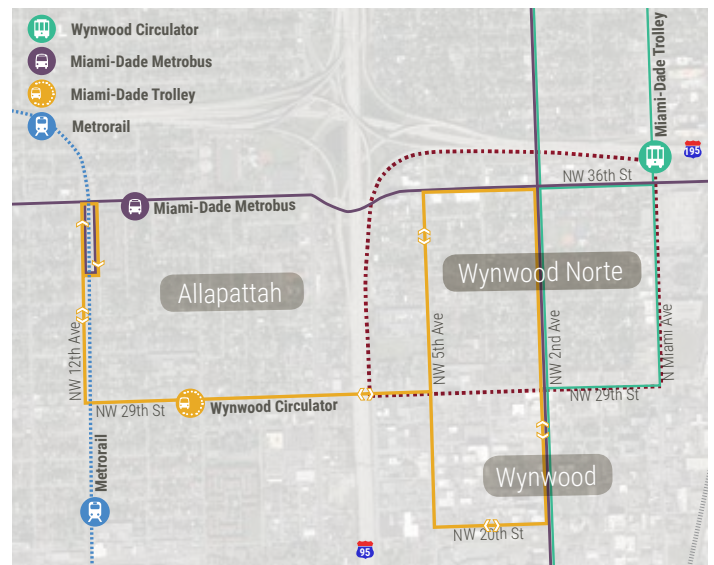


Image: Proposed public transportation network with service extended into Allapattah. (Source: Plusurbia Design)



Image: Paratransit, an accessible mobility option. (Source: newtransitplan.vta.org)

Metrorail station. Potential application for autonomous transit feeder service.

- » Establish dedicated transit on lanes, specially on Commuter Streets like North Miami Avenue and NW 29th Street to improve service times and predictability.

4.3 WYNWOOD NORTE STREET NETWORK

TYPES OF TRAFFIC CALMING MEASURES

Among the concerns mentioned among community members, speed was one of the most talked about. Poor street design allows motorists to drive at dangerous speeds that are incompatible with a safe walkable neighborhood. Wide lane widths allow cars to treat the inner-neighborhood streets like a highway. Many intersections lack proper signage or do not have the appropriate infrastructure to encourage safe pedestrian traffic.

- » **Narrower Streets, Wider Sidewalks** Redesign streets to prioritize the movement of pedestrians and cyclists. By narrowing street lanes, cars will instinctively drive slower to adjust from wider streets.
- » **Protected Bike Lanes** Protected bicycle infrastructure keep cyclists safe from oncoming traffic on commuter streets and make riding a bike a pleasant and practical way to move around.
- » **Shaded Trees** Planting shade trees along streets create the perception that the street is narrower and provide greater pedestrian comfort.
- » **Crosswalk Lighting** Add crosswalk lighting at night to illuminate path for pedestrians to improve visibility.
- » **Speed Tables/Raised Crosswalks** Speed tables, often more effective as a calming measure on neighborhood streets than commuter streets, can help reduce vehicle speeds and when fitted as a raised crosswalk can double as a speed reduction or pedestrian passageway.
- » **Curb Extensions** Curb extensions visually and physically narrow the roadway, creating safer and shorter crossing for pedestrians while increasing the available space for street furniture, benches, plantings and street trees.

IMPROVE SIDEWALKS

Although most streets have sidewalks, many are narrow, broken, uneven and/or obstructed by poorly installed signage. In addition, many lack curb cuts creating accessibility problems for people with disabilities and failing to provide adequate space for street trees, seating, or bus shelters. Multiple curb-cuts for service and parking create uneven conditions that make walkability a challenge.

The following action steps should be implemented to improve sidewalk conditions:

- » Bring all sidewalks into a good state of repair.
- » Increase urban tree canopy by planting native shade trees to provide comfort by reducing the temperature from direct



Image: Example a widening of sidewalk, providing curb extensions and bike lanes to create a safer neighborhood street. (Source: Visit Charlottesville)

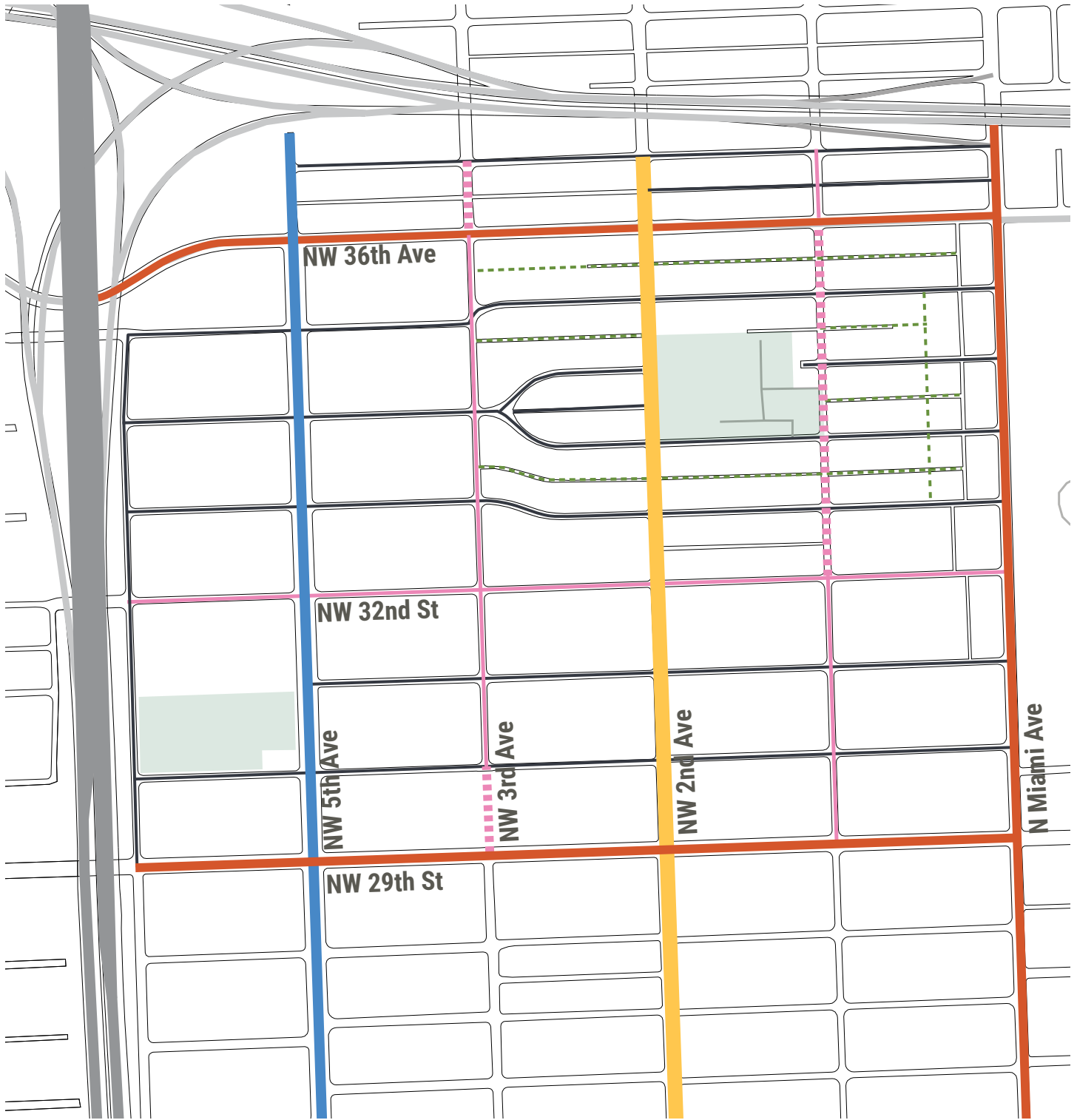


Image: Neighborhood bike lane. (Source: South Beach Magazine)



Image: LED-illuminated pedestrian crossing. (Source: Howard Industries)

WYNWOOD NORTE STREET NETWORK



LEGEND:

- Highway
- Boulevard
- Major Thoroughfare
- Main Street
- Play Street
- Woonerf
- Bike Alley
- Existing Neighborhood Street

sunlight.

- » Remove poorly installed signage to increase usable sidewalk space and add curb cuts at locations where they are missing.
- » Require sidewalk tapering closer to the curb edge. New standards need to be adopted in order to reduce turning speeds into sidewalks. Tighter curb tapering and edges slow traffic down and provides safer and more comfortable walkable conditions.
- » Ensure ADA compliance by repairing ADA ramps and ensuring there is enough space on sidewalks for wheelchairs and other mobility aids; as well as, strollers.

Increase pedestrian comfort on commercial streets by providing additional sidewalk width.

- » Stripe crosswalks at unsignalized crossings where vehicular traffic speeds are moderate or low. Periodically evaluate whether pedestrians may benefit from enhanced crossing treatments, such as curb radii reductions or raised crosswalks at critical intersections.
 - » Major intersections like NW 29th and NW 36th Ave should have half signals or rectangular rapid flashing beacons to provide a secure crossing for people.
 - » Install artistic crosswalks at gateway locations with the participation of neighborhood groups and residents to give the neighborhood a sense of identity made possible in the short-term through tactical urbanism
- » Increase pedestrian safety by providing more frequent and wider crosswalks across all streets, with particular focus on Commuter Streets, used more frequently by motorists.

IMPLEMENT A LOCAL TRANSPORTATION ALTERNATIVE FOR SHORT TRIPS

Jitneys and Freebees are additional modes of transportation that have been implemented throughout other neighborhoods in the City of Miami. These options would provide residents and visitors with another free and convenient way to move around the neighborhood. Jitneys are for-hire vehicles managed by the Department of Transportation and Public Works. Freebees are free, electric cars that host a marketing campaign for a variety of clients every time they provide a ride helping fund the program.

- » Implement Jitney or Freebee programs throughout the neighborhood to provide residents and visitors with free transportation options to key destinations. Specially to main transportation routes and stops.

INCREASE CITY OF MIAMI TROLLEY SERVICE AND IMPROVE METROBUS SERVICE

Trolley routes are very popular and widely used by the area residents with ridership increasing by 31,000 users over a three-month span alone since its implementation.

- » Expand trolley service routes and increase frequency to connect to major employment centers and other bus/metro services.



Image: Curb cuts that are ADA compliant. (Source: Unit Boston)



Image: School crosswalk for kids. (Source: Parisi Associates)



Image: City of Miami trolley. (Source: Schwartz-Media)

Increase the frequency of trolleys to every 10 to 15 minutes. This will benefit the community greatly and boost ridership.

- » Consider adding additional trolley stops if there is demand from the community.
- » Consider dedicated Public Transit lanes on Commuter Streets to improve service times and predictability.
- » Conduct a ridership study to determine new trolley routes that connect directly to and from job centers like Downtown, Brickell and the Hospital District.

SPECIFIC STREET ENHANCEMENTS IN THE NEIGHBORHOOD

Enhancing the neighborhood streets requires improving the conditions and improving the experience of its users. The recommended street enhancements are categorized by road type and in Wynwood Norte, as follows: *the main street, play streets, boulevards, bike alleys, and intersections.*

The Main Street or the commercial street in the neighborhood refers to NW 2nd Avenue. The following enhancements should be made:

- » Design and install wayfinding strategies (i.e. gateway signs at intersections with 29th and 36th)
- » Install a street shops director and street lamp banners
- » Install colored bike Lanes and bike symbol unique to the neighborhood (i.e. Roberto Clemente Park bike stamp)
- » Install lighting for safety and aesthetics
- » Plant street trees and landscaping
- » Use parklets to enhance the retail experience
- » Establish a parking strategy to define parking enhancements to maximize existing parallel parking to its full potential

The Play Street or the street equally shared by people and automobiles refer to interior residential streets like NW 3rd Ave and NW 32nd St. The following enhancements should be made:

- » Install wayfinding signs to nearby points of interest (i.e. schools, parks, cultural institutions)
- » Install speed humps to reduce vehicle speeds
- » Install shared lane markings
- » Improve streets with stamped asphalt in brick pattern
- » Plant street trees and landscaping to provide shade and enhance the pedestrian experience
- » Support efforts of the *Wynwood Streetscape Master Plan* project in works to transforming NW 29th St and NW 3rd Ave into a woonerf.

The Boulevard in the neighborhood refers to the wide tree lined street of NW 5th Ave. The following enhancements should be made:

- » Install wayfinding signage at intersections with 29th and 36th (i.e. Gateway sign at intersections with 29th and 36th, street lamp banners).
- » Install separated bike lanes (aka Cycle Tracks) with unique bike



Image: Parklet on Neighborhood Main Street. (Source: phillymotu.wordpress.com)



Image: Woonerf prioritizes non-motorized vehicles and pedestrians. (Source: Wikimedia)



Image: A neighborhood boulevard with bike lane and pedestrian path. (Source: NACTO)

symbol for the neighborhood (i.e. Roberto Clemente Park bike stamp).

- » Provide lighting and plant street trees along the sidewalks and landscaping to enhance the pedestrian experience.

The Bike Alleys in the neighborhood are an asset and provide a secure way for residents to move about in the community. Nonetheless, the alleys are currently seen as unsafe areas to walk or cycle by residents. Therefore, the following enhancements should be made:

- » Improve safety with lighting and Neighborhood Watch Program
- » Provide weekly maintenance
- » Bridge the gaps in the alley network (i.e. alley between 36th and 35th connect to 3rd)
- » Provide secure raised street crossings, especially on NW 2nd Avenue
- » Emphasize termination of alleys at N Miami Avenue with open spaces (i.e. plazas, open space, hanging lights, seating areas, bike parking)

Intersections in the neighborhood should be properly marked with crosswalks and the installation of pedestrian and bike signals is recommended for the safety of the pedestrians and cyclists.

- » Provide raised crosswalks where vehicle traffic is high to help accentuate pedestrian priority, making intersections safer. Raised crosswalks increase visibility and the potential for a vehicle to yield to a crossing pedestrian.

Sidewalks are essential elements of urban street design. They are unique because they serve all residents, whether they bike, drive a car, or get around on foot. The following enhancements are recommended:

- » Context-sensitive buffers between traveled way and the walking areas
- » Increase in street trees, plan for tree-friendly sidewalk design and allocate funding for proper maintenance to both of these
- » Use of pavement treatments to highlight crossing points including ADA tactile strips and bricks
- » Incorporation of street furniture along commercial streets to allow people to stick around storefront spaces
- » Increase opportunities for shade coverage along sidewalks including collaborating with businesses and building owners where viable
- » Most consequentially, relocate barriers along sidewalks, including utility poles



Image: Bike Wayfinding in Wynwood Norte. (Source: Plusurbia Design)



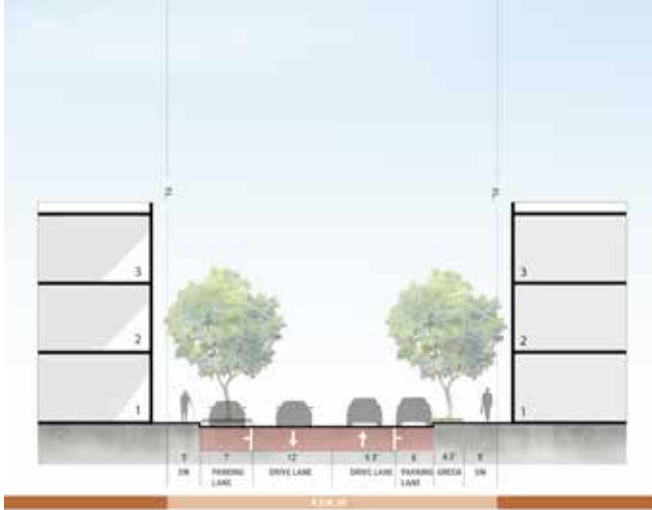
Image: Neighborhood bike alley in Philadelphia. (Source: visitphilly.com)



Image: Raised crosswalk that doubles as an opportunity to promote visual interest. (Source: Reconnect Rochester)



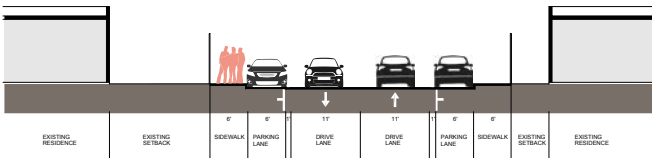
Image: Conceptual rendering of a residential street in the neighborhood. (Source: Plusurbia Design)



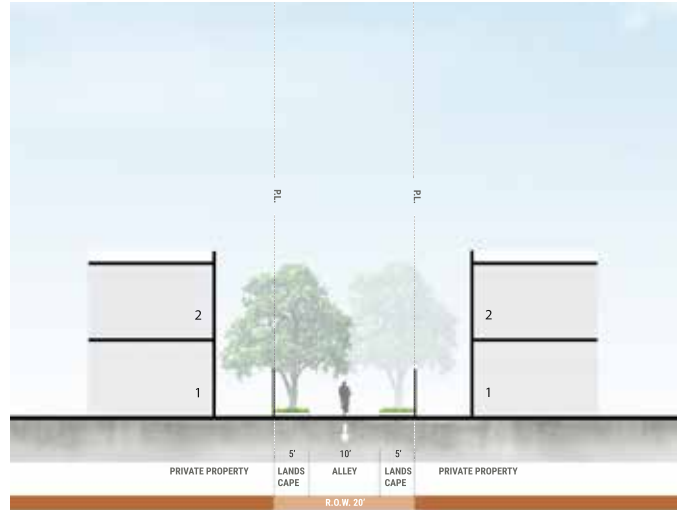
The Play Street with Woonerf: NW 3rd Ave

Play Streets refer to the quiet, low-volume corridors that promote safe conditions for people walking and biking by reducing vehicular-through traffic. The Play Street typology is proposed along NW 1st Ave, NW 3rd Ave and NE 32nd Ave. These streets can become places where people meet, where children play, and a way to comfortably access community amenities. Typically these type of streets contain chicanes, speed humps, landscaping that help to calm traffic and incorporate filtered permeability to reduce the volumes of heavy traffic.

Woonerfs emphasize community gateways and emblematic public spaces that prioritize the pedestrian activity by removing curbs and enhancing the offer of amenities. An ideal place to locate this type of street in the neighborhood is to connect NW 3rd Ave to NW 29th St, which would provide a much necessary secure drop-off and open space for the school.

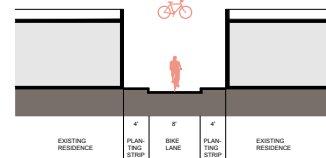


NW 3rd Ave



Bike Alleys: NW 34th Terr

The original platted area of Wynwood Norte provided an interconnected alley network that should be extended to other blocks in the neighborhood. The alleys are an existing asset to the community because they provide a secure option for residents to move throughout the neighborhood. These shall be improved with adequate landscape for shade and comfort, improved with lighting for safety, and future development must be required to provide this connection at the rear of the lot.



NW 34th Terrace

BOULEVARD: 5TH AVE

in reference to Recommendation 4.3

EXISTING CONDITIONS

EXISTING STREET VIEWS



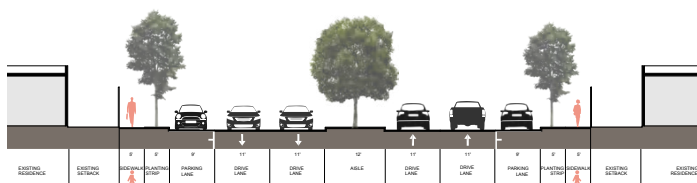
Images: Street view of 5th Ave. (Source: Google Maps)

Fifth Avenue is one of the most unique streets in Wynwood. Both the Wynwood Business District and Wynwood Norte have similar sections with a Boulevard configuration (tree-lined median).

This Boulevard has the potential to improve drastically by developing the frontages with active uses. The widening of streets and replenishing its canopy will make it one of the most desirable places in Wynwood Norte.

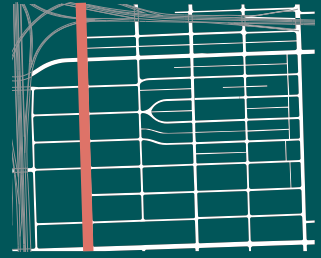
The Street also can become a transitional space between the high intensity development to the west and the neighborhood character to the east.

EXISTING STREET SECTION



LEGEND:

- Vacant or Underutilized Parcels
- Points of Interest



PROPOSED SOLUTIONS



Image: Sidewalk cafes activating the boulevard. (Source: Wikimedia)

- Parking-protected cycle track provides safe facilities for people of all ages and abilities
- Travel lane reduction in Northbound direction encourages lower speeds



Image: Parklet providing additional public space. (Source: Wikimedia)



PROPOSED STREET SECTION



Image: Conceptual rendering of NW 5th Ave. (Source: Plusurbia Design)



MAIN STREET: 2ND AVE

in reference to Recommendation 1.4, 4.3

EXISTING CONDITIONS

EXISTING STREET VIEWS



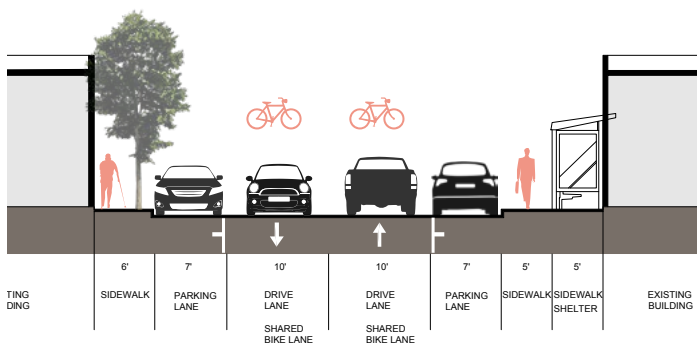
Images: Street view of 2nd Ave. (Source: Google Maps)

Well connected to the north and south, NW 2nd Avenue has taken the role of the neighborhood's main street. This historically commercial thoroughfare is well traveled by vehicles, transit and pedestrians.

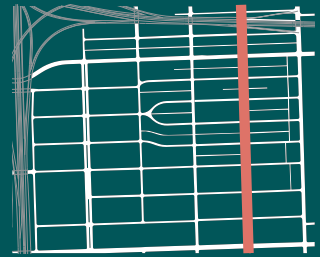
Its geographical central location makes it accessible to the entire neighborhood. It is the ideal street for local businesses to serve the community.

Allocating additional space for sidewalks and a dedicated bike lane will encourage resident's use of this street and improve visibility to businesses.

EXISTING STREET SECTION



- LEGEND:
- Vacant or Underutilized Parcels
 - Points of Interest



PROPOSED SOLUTIONS



Image: Example of urban main street. (Source: Pinterest)

- Improved bus transit operations with parallel parking removal and in-lane boarding
- Improved visibility for pedestrians and cyclists while retaining parking on one side of the street
- Lane width reduction encourages slower speeds through this neighborhood transit street



Image: Mexico City sidewalk cafe. (Source: On the Grid)

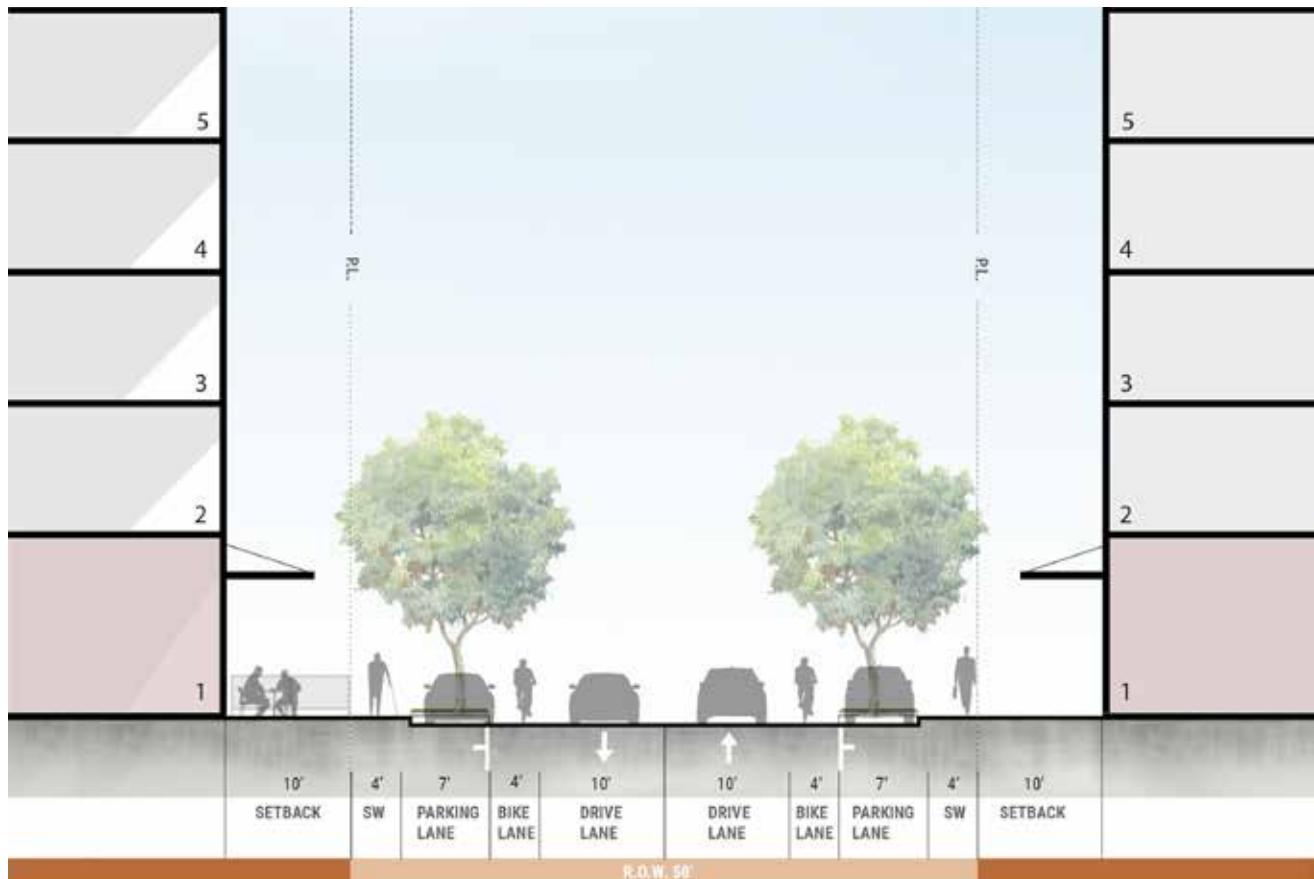




Image: Conceptual rendering of what NW 2nd Ave could become. (Source: Plusurbia Design)

Mural shown in rendering: Untitled by Ache Mar





Image: Existing street view of NW 2nd Ave. (Source: Plusurbia Design)

NW 2ND AVE

IMPLEMENTING THE URBAN-MAIN PROGRAM

UrbanMain, a program under the National Main Street Center, works to offer a set of community-driven economic development services to help under-resourced older and historic neighborhood commercial districts restore economic vitality and promote quality of life. The program addresses some of the biggest challenges relevant to revitalization in urban commercial corridors like transit, safety, and displacement.

NW 2nd Ave in Wynwood Norte is the perfect candidate for the kind of revitalization the UrbanMain program works to cultivate. Regarded as a familial main street but currently facing great disinvestment in resources, there is a chance to re-imagine NW 2nd Ave as maximizing its full potential.



Images: Neighborhoods in UrbanMain program. (Source: National Main Street Center)



BEFORE 2nd Ave: existing conditions.



Design of 2nd Ave **AFTER** implementation of Urban Main Street program.

PLAY STREET: 3RD AVE

in reference to Recommendation 4.3

EXISTING CONDITIONS

EXISTING STREET VIEWS



Images: Street view of 3rd Ave looking south on 29th st. (Source: Google Maps)

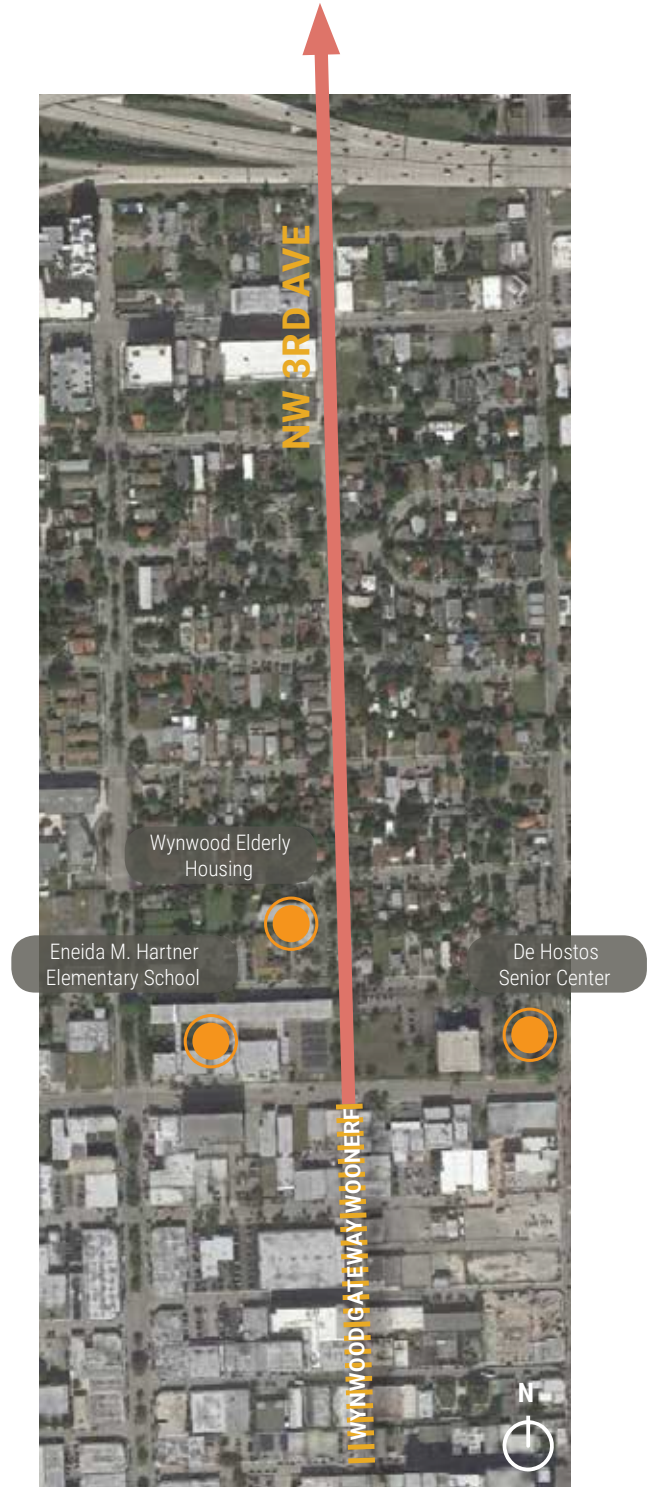
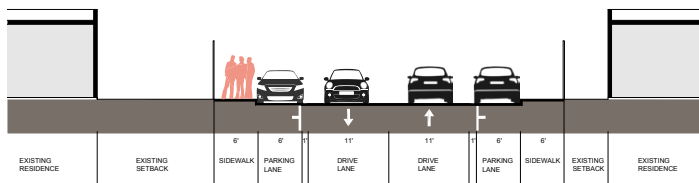


Images: Street view of 3rd Ave north of 29th st looking south. (Source: Google Maps)

Play Streets refer to the quiet, low-volume corridors that promote safe conditions for people walking and biking by reducing vehicular-through traffic. The Play Street typology is proposed along NW 1st Ave, NW 3rd Ave and NE 32nd Ave. These streets can become places where people meet, where children play, and a way to comfortably access community amenities. Typically these type of streets contain chicanes, speed humps, landscaping that help to calm traffic and incorporate filtered permeability to reduce the volumes of heavy traffic.

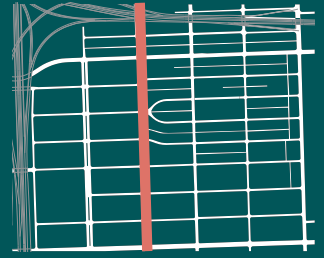
Woonerfs emphasize community gateways and emblematic public spaces that prioritize the pedestrian activity by removing curbs and enhancing the offer of amenities. An ideal place to locate this type of street in the neighborhood is to connect NW 3rd Ave to NW 29th St, which would provide a much necessary secure drop-off and open space for the school.

EXISTING STREET SECTION



LEGEND:

- Proposed Wynwood Gateway Woonerf
- Points of Interest



PROPOSED SOLUTIONS

EXTENSION OF WYNWOOD GATEWAY WOONERF

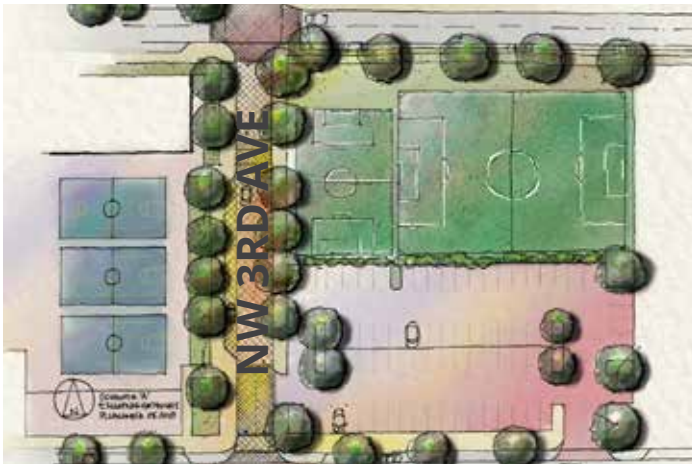
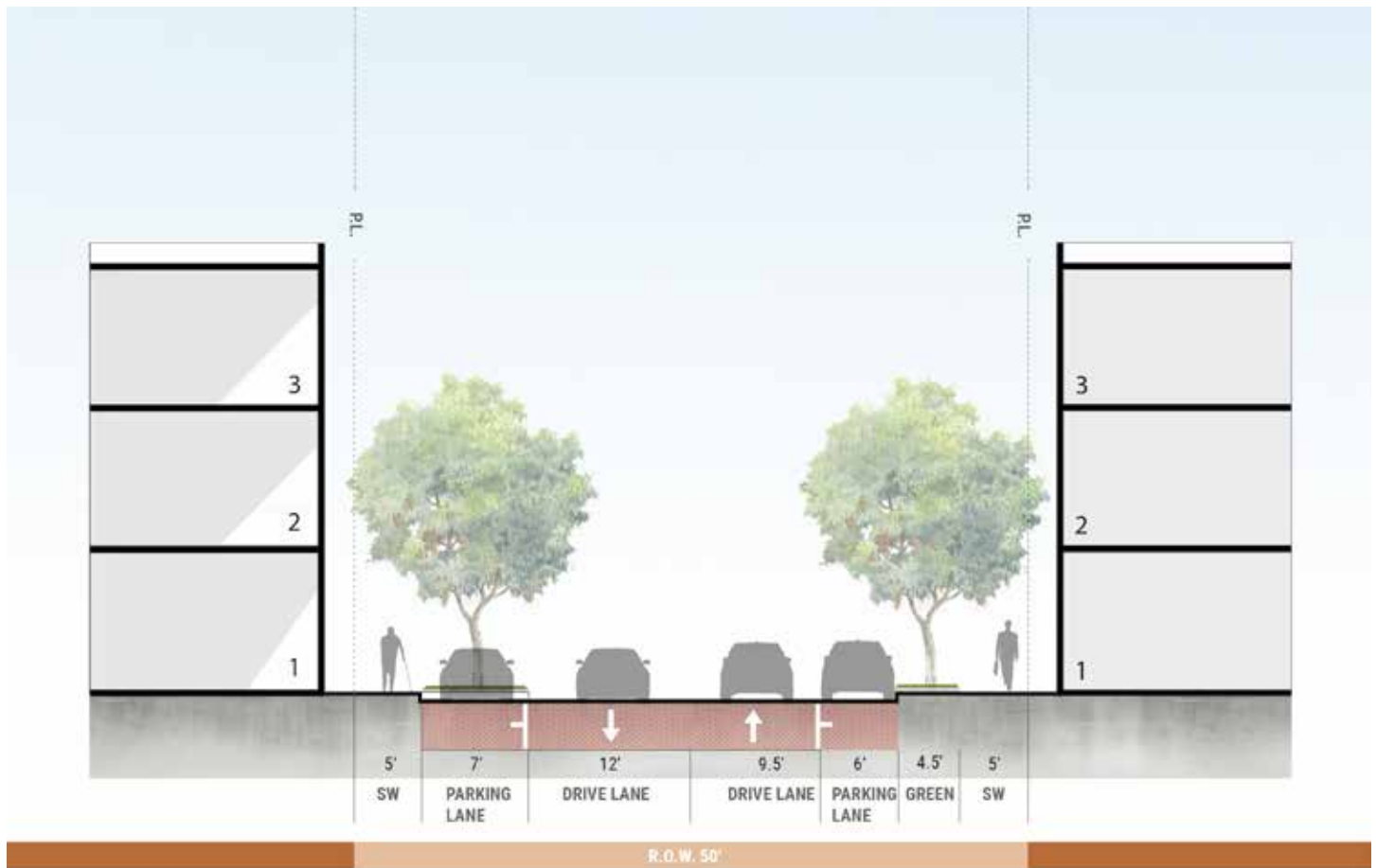


Image: Conceptual design for Wynwood Gateway Woonerf. (Source: Plusurbia Design)



Image: Example of a woonerf. (Source: Pinterest)



PROPOSED STREET SECTION

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Image: Workshop participants working over a map (Image: Plusurbia Design)

NEXT STEPS

IMPLEMENTATION CHECKLIST

MATRIX OF RECOMMENDATIONS + ACTION STEPS

The following matrix organizes all of the recommendations and implementation plan's action steps. It also helps to identify responsible and supporting agencies and refers to related sections.

ACTION STEP

Each action item is categorized under one of the main Community Vision Themes and it refers back to the main document.

PRIORITY

The priority column is intentionally left blank for the Community and the City of Miami to identify priorities together.

LEAD AGENCY / SUPPORTING AGENCY

Each action item will most likely fall under the responsibility of a civic or government agency. This agency would ultimately be responsible for carrying the action step through. This does not preclude the need for other agencies, stakeholder or Civic Organization support, which is why a Supporting Agency or body is also identified.

AGENCIES LEGEND

BD: Building Department

CC: Code Compliance

CIP: Capital Improvements Program

DREAM: Dept. of Real Estate & Asset Mgmt.

EO: Elected Officials + City Commission

FDOT: Florida Department of Transportation

MDC: Miami-Dade County (RER)

MPA: Miami Parking Authority

ORS: Office of Resiliency and Sustainability

PR: Parks and Recreation Department

RPW: Resilience and Public Works Dept.

PZ: Planning and Zoning Departments

WB: Wynwood BID

WCEA: Wynwood Community Enhancement Assoc.

IMPLEMENTATION MATRIX

01. COMING HOME



To **protect** the cultural identity, **expand** upon the network of local businesses, and recognize + respond to the needs of Wynwood Norte as a multi-generational community.

	ACTION STEPS	PRIORITY	SHORT TERM SOLUTIONS
1.1 ACTIVATING THE NEIGHBORHOOD			
<input type="checkbox"/>	Activate Existing Vacant Land and Buildings		
<input type="checkbox"/>	Rehabilitate and Reuse Older and Locally Significant Buildings		<ul style="list-style-type: none"> • District 5 Neighborhood Improvement program funded by Westdale
1.2 PROTECTING EXISTING RESIDENTS			
<input type="checkbox"/>	Establish Regulations that Protect Residents and Their Homes		
<input type="checkbox"/>	Community Land Trust/ Path to Ownership		
1.3 LOCAL OPPORTUNITIES FOR GROWTH			
<input type="checkbox"/>	Support Creating Opportunities for Small and Legacy Businesses		
1.4 EMBRACING COMMUNITY ANCHORS			
<input type="checkbox"/>	Enhance Community Anchors as Centers of Cultural Heritage and Community Resilience		
<input type="checkbox"/>	Support Greater Integration Between Neighborhood Community Organizations		
<input type="checkbox"/>	Establish 'Urban Main' Program on 2nd Ave		

IMPLEMENTATION MATRIX

02. BUILDING HOME



To **create** context-sensitive development and compatible infill, **diversify** housing types + suggest resiliency and displacement mitigation strategies.

	ACTION STEPS	PRIORITY	SHORT TERM SOLUTIONS
2.1 BUILDING A RECOGNIZABLE NEIGHBORHOOD			
<input type="checkbox"/>	Provide More Housing Choices and Mix of Uses		
<input type="checkbox"/>	Gradual and Context-Sensitive Development		
<input type="checkbox"/>	Affordable Housing: Creating More Housing for the Workforce		
<input type="checkbox"/>	Legalize and Allow New Construction of Safe Habitable Ancillary Dwelling Units to be Built by Right within the Overlay District		
<input type="checkbox"/>	Forgo increases of ad-valorem taxes to homes that rent Ancillary Dwelling Units		
2.2 DISPLACEMENT MITIGATION STRATEGIES			
<input type="checkbox"/>	Calibrate Existing Zoning Map to Match Future Land Use Map which Supports Opportunity to Expand Housing Options		
<input type="checkbox"/>	Enact Policy and Establish Incentives for New Small Incremental Infill		
2.3 CREATE ARCHITECTURAL GUIDELINES			
<input type="checkbox"/>	Create Guide for Main Street Development		
<input type="checkbox"/>	Establish Suitable Building Frontages		
<input type="checkbox"/>	Encourage Off Site and Centralized Garage Options for New Incremental Infill		
<input type="checkbox"/>	Stormwater and Flood Mitigation		

IMPLEMENTATION MATRIX

03. GOING GREEN



To **enhance** the existing assets of civic + open space through access, maintenance and added amenities and **propose** new ways to incorporate more green amenities.

	ACTION STEPS	PRIORITY	SHORT TERM SOLUTIONS
3.1 GIVING KIDS A PLACE TO PLAY			
<input type="checkbox"/>	Using School Land for the Public		
<input type="checkbox"/>	Improve Existing Open Space		
3.2 ACCESS TO GREEN SPACE			
<input type="checkbox"/>	Improve Aecessibility to Open Space		
<input type="checkbox"/>	Create Woonerfs		
3.3 A PLAN TO BRING GREEN BACK			
<input type="checkbox"/>	Increase the Urban Tree Canopy		
<input type="checkbox"/>	Redefine Open Space in M21 to be 'Active' Open Space		
<input type="checkbox"/>	Manage Stormwater Through Landscape Design		

IMPLEMENTATION MATRIX

04. GETTING AROUND



To **connect** to and provide opportunity for Wynwood Norte to become a multi-modal neighborhood in connection to its surrounding and **improve** street infrastructure.

	ACTION STEPS	PRIORITY	SHORT TERM SOLUTIONS
	4.1 STREETS FOR ALL ABILITIES + AGES		
<input type="checkbox"/>	Streets for People		<ul style="list-style-type: none"> • Install more trash cans to reduce amount of trash off of the streets
<input type="checkbox"/>	Implement Complete Districts		
<input type="checkbox"/>	Re-Balance Street Right-of-Ways		
<input type="checkbox"/>	Safety and Comfort		<ul style="list-style-type: none"> • Replace/modernize lighting on higher volume streets
	4.2 ALTERNATIVE MOBILITY OPTIONS		
<input type="checkbox"/>	Within the Neighborhood		
<input type="checkbox"/>	Outside of the Neighborhood		
	4.3 WYNWOOD NORTE STREET NETWORK		
<input type="checkbox"/>	Types of Traffic Calming Measures		
<input type="checkbox"/>	Improve Sidewalks		
<input type="checkbox"/>	Implement a Local Transportation Alternative for Short Trips		
<input type="checkbox"/>	Increase City of Miami Trolley Service and Improve Metrobus Service		
<input type="checkbox"/>	Specific Street Enhancements in the Neighborhood		

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 PZ: Planning and Zoning Departments
 WB: Wynwood BID
 WCEA: Wynwood Community Enhancement Assoc.

LEAD AGENCY	SUPPORTING AGENCY	NOTES

REFERENCE MATERIAL

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**"There is no power for change
greater than a community
discovering what it cares about."**

- Margaret J. Wheatley



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