LITTLE HAVANA

ME IMPORTA

REVITALIZATION MASTER PLAN

BUILDING A HEALTHY, EQUITABLE, AND RESILIENT COMMUNITY

Published June 2019 Miami, Florida

PREPARED FOR
The Residents of the Little Havana Neighborhood.

The Little Havana Revitalization Master Plan is a road-map for the future health and vitality of the neighborhood, laid out in collaboration with residents and stakeholders. The Master Plan defines what Little Havana can become over the next decades, and provides clear, simple guidance for how to get there. The goal of the Plan is to define manageable, incremental steps that all stakeholders in Little Havana can implement in a coordinated way that accomplishes the community's own vision for its future.

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Citrus Grove Elementary
Robert King High Towers Community
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PROJECT PARTNERS:

HEALTH FOUNDATION of south florida
live healthy little havana
UHP Urban Health Partnerships
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LITTLE HAVANA

ME IMPORTA

REVITALIZATION MASTER PLAN

BUILDING A HEALTHY COMMUNITY

Little Havana, though imperfect, **embodies an authentic, healthy community** because it is thick with human interactions - on the sidewalk, the way to school or work, at the *ventanita* waiting for a *café con leche*, or in the courtyards of the Old Spanish style apartment buildings. **This neighborhood of immigrants represents a disappearing way of living in a community** that invokes the nostalgia of Miamians and captures the imagination of the Country. There is much to be learned from Little Havana; we all have a responsibility to protect this unique place and its people.

- MEGAN MCLAUGHLIN
PRINCIPAL AT PLUSURBIA DESIGN

what why how

*for the **people** + their **place***

Image. Saving Places,Little Havana, Marisol. (Cyn Lagos).

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A LETTER FROM THE HEALTH FOUNDATION OF SOUTH FLORIDA

Health Foundation of South Florida's philanthropy is guided by its mission to invest in and be a catalyst for collaborations, policy and systems change that improves the health of South Florida communities, with a focus on vulnerable, low to moderate-income populations. Although significant strides have been made, we know that even greater impact will be achieved by focusing more on the broader environment which affects health, often referred to as the social determinants of health.

We are on track for what we can accomplish, but know activating solutions to social and economic problems also requires the power of collaborative actions. In Little Havana for example, the Foundation partnered with like-minded organizations in the development of the Little Havana Master Plan. Championed by our former colleague Peter Wood, a roadmap for the future health and vitality of this historic neighborhood was developed.

While city planning is increasingly integrating physical activity, food access and environmental considerations into its work, there is more to be done. This will necessitate increased collaboration among planning departments, transportation agencies, housing departments, school districts, public health agencies, residents and others to ensure that our homes, workplaces, schools and streets facilitate health and well-being.

With hard work and breaking out of our organizational silos, these changes are happening. Communities are transforming in ways that put better health within everyone's reach. At Health Foundation of South Florida, we believe that each person -- in every neighborhood in South Florida -- deserves the opportunity for the healthiest life possible.

La filantropía del Health Foundation of South Florida se guía por su misión de invertir y ser un catalizador de colaboraciones, políticas y cambios en los sistemas que mejoran la salud de las comunidades del sur de la Florida, con un enfoque en las poblaciones vulnerables de bajos recursos. Aunque se han logrado avances importantes, sabemos que se logrará un impacto aún mayor al centrarse más en el entorno más amplio que afecta a la salud, a menudo denominado determinantes sociales de la salud.

Estamos encaminados a cumplir lo que podemos lograr, pero sabemos que crear soluciones a los problemas sociales y económicos también requiere el poder de las acciones colaborativas. En La Pequeña Habana, por ejemplo, la Fundación se asoció con organizaciones que comparten sus principios al desarrollar el Plan Maestro de Little Havana. Dirigido por nuestro antiguo colega Peter Wood, se desarrolló una dirección para la salud y la vitalidad futuras de este vecindario histórico.

Si bien la planificación de la ciudad está integrando cada vez más la actividad física, el acceso a los alimentos y las consideraciones ambientales a su trabajo, hay más por hacer. Esto requerirá una mayor colaboración entre los departamentos de planificación, agencias de transporte, departamentos de vivienda, distritos escolares, agencias de salud pública, residentes y otros para asegurar que nuestros hogares, lugares de trabajo, escuelas y calles faciliten la salud y el bienestar.

Con arduo trabajo y rompiendo nuestra mentalidad compartimentada, estos cambios están ocurriendo. Las comunidades se están transformando de manera que ofrecen una mejor salud al alcance de todos. En el Health Foundation of South Florida, creemos que cada persona, en cada vecindario del sur de la Florida, merece la oportunidad de tener la vida más saludable posible.

- STEVEN E. MARCUS, ED. D.
President and CEO, Health Foundation of South Florida

Under the leadership of Health Foundation of South Florida President & CEO Steven Marcus, Ed.D., the Foundation is launching strategies to drive social change and become more collaborative in achieving the shared community goals. This includes resource deployment based on social determinants of health, with a primary focus on community development, housing and economic prosperity programs

Dr. Marcus, who has been with the Foundation for nearly two decades, is the recipient of numerous awards including the Robert Wood Johnson Foundation/National Recreation and Park Association Award for Health Equity. He is Past Chairman of the Board of the Florida Philanthropic Network, member of Miami Foundation Advisory Board and an active participant in Leadership Florida.

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DEAR HONORABLE MAYOR AND CITY COMMISSIONERS:

Miami is a great American city that is changing fast. Little Havana, the city's "heart and soul," is a National Treasure. In drafting this document, our goal has been to promote the revitalization of Little Havana for its existing and future residents, many of whom have emigrated from Central and South America, and the Caribbean.

Working in the public interest, PlusUrbia Design and the National Trust for Historic Preservation wrote this revitalization plan, with support of our partners, the Health Foundation of South Florida, Live Healthy Little Havana, Urban Health Partnerships, and Dade Heritage Trust, to help ensure that Little Havana is a healthy, equitable, and resilient place. All of us are dedicated to the City of Miami and Little Havana.

With our partners, we have listened and learned from Little Havana residents and stakeholders to better understand their needs and vision for this unique neighborhood's future. Then, PlusUrbia Design and National Trust used our professional expertise to craft recommendations rooted in national best practices. For the authors of this plan, "healthy" means that residents can enjoy a good quality of life in Little Havana that promotes their physical and emotional well-being. "Equitable" means that opportunities are available here, and barriers lowered, to positive social mobility and economic advancement. And, "resilient" means strengthening community networks and an abiding sense of cultural heritage identity that can help neighbors to transcend hardship and handle stress of change.

Who should implement our recommendations? We believe Little Havana's future depends upon collaboration amongst public agencies, non-profit groups, private corporations, and Miami's philanthropic community. At every step, collaboration with Little Havana's residents is essential, and the leadership of the City of Miami is critical.

Today, we deliver to you our Little Havana Me Importa Revitalization Plan in the hope that it will guide and contribute to the public discourse and support informed decision-making for Little Havana's residents.

Miami es una gran ciudad estadounidense que está cambiando rápidamente. La pequeña Habana, el "corazón y alma" de la ciudad, es un tesoro nacional. Al redactar este documento, nuestro objetivo ha sido promover la revitalización de la Pequeña Habana para sus residentes actuales y futuros, muchos de los cuales han emigrado de Centroamérica, Sudamérica y el Caribe.

Trabajando en beneficio del interés público, PlusUrbia Design y el National Trust for Historic Preservation escribieron este plan de revitalización, con el apoyo de nuestros socios, the Health Foundation of South Florida, Live Healthy Little Havana, Urban Health Partnerships y Dade Heritage Trust, para ayudar a garantizar que la Pequeña Habana sea un lugar saludable, equitativo y resiliente. Todos nosotros estamos dedicados a la Ciudad de Miami y a la Pequeña Habana.

Con nuestros socios, hemos escuchado y aprendido de los residentes y partes interesadas de la Pequeña Habana para comprender mejor sus necesidades y la visión para el futuro de este vecindario único. PlusUrbia Design y el National Trust utilizaron entonces su experiencia profesional para elaborar recomendaciones enfocadas en las mejores prácticas a nivel nacional. Para los autores de este plan, "saludable" significa que los residentes puedan disfrutar de una buena calidad de vida en la Pequeña Habana que promueva su bienestar físico y emocional. "Equitativo" significa que las oportunidades están disponibles aquí, y que se reduzcan las barreras, a la movilidad social positiva y al progreso económico. Y, "Resiliente" significa fortalecer las redes comunitarias y un sentido permanente de la identidad del patrimonio cultural que pueda ayudar a los vecinos a trascender sus dificultades y manejar el estrés del cambio.

¿Quién debería implementar nuestras recomendaciones? Creemos que el futuro de la Pequeña Habana depende de la colaboración entre agencias públicas, grupos sin fines de lucro, corporaciones privadas y la comunidad filantrópica de Miami. A cada paso, la colaboración con los residentes de la Pequeña Habana es esencial, y el liderazgo de la Ciudad de Miami es fundamental.

Hoy, le entregamos nuestro Plan de revitalización Little Havana Me Importa con la esperanza que guíe y contribuya al discurso público y apoye la toma de decisiones fundamentada para los residentes de la Pequeña Habana.

- JUAN MULLERAT
Principal, PlusUrbia Design LLC

- ROB NIEWEG
Senior Field Director, National Trust for Historic Preservation

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LITTLE HAVANA ME IMPORTA:

THE FACES AND PLACES THAT DEFINE A NEIGHBORHOOD

Always moving to its own rhythm, Little Havana is the beating heart of Miami and a cherished symbol of the American melting pot.

From its initial role as a haven for Cuban-Americans to its more recent reincarnation as a home for immigrants from Central America and the Caribbean, these streets have been shaped by generations of people seeking community and making new lives for themselves. And along the way, they have created a place so beautiful and so complex that Little Havana has become one of the most iconic neighborhoods in the country.

The photos on the right were taken from an exhibit that invited people to step into the daily lives of ten local residents whose passion, creativity, and penchant for history is ensuring that future generations will experience the Little Havana we know today. The event was held in the alleyway next door to Futurama (1637 SE 8th Street), from February to June 2018.

Whether you are exploring Little Havana's historic buildings or savoring its mesmerizing mix of customs, you are in a place that is unlike anywhere else in the world. Through these stories, we know you will see why.

To meet the Little Havana residents profiled in the photo exhibit and to see more of the beautiful images, visit the National Trust for Historic Preservation's website at savingplaces.org/stories/little-havana-me-importa-the-places-and-faces-that-define-a-neighborhood.

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A NATIONAL TREASURE

LITTLE HAVANA IS A VERY SPECIAL PLACE

Little Havana is the heart and soul of Miami. This landing place and first home of generations of immigrants, historic Little Havana is integral to a full understanding of Miami, of Florida, and of the Nation. The United States has always been invigorated and renewed by the contributions of immigrants. Continuing this quintessential American story, today the residents of Little Havana – immigrants and exiles alike – are an essential and welcome part of American life, past, present, and future.

Today Little Havana is home to more than 60,110[1] people, 70 percent of whom were born abroad. It is one of Miami's most densely populated neighborhoods.

More than 5,820 buildings stand in Little Havana, 73% of which are 50 years or older -- many colorful, stylish, and useful! Little Havana is distinguished by its character and social life. The streets are its public spaces and its community, the soul of Miami. A testament to inclusiveness, immediately adjacent and walkable to downtown Miami. It is a unique and irreplaceable neighborhood of Miami. Little Havana acts as the cultural "DNA" of this major American city.

"This historic designation enshrines the diverse culture and history of Little Havana. Little Havana has been the destination for hundreds of thousands of Latin American immigrants since the 1960s seeking the promise of a new life in America. This national recognition confirms the neighborhood's cultural significance in the immigrant experience."

Mayor Tomas Regalado, January 27, 2017, Announcement of Little Havana's designation as a National Treasure.

1 Data from Urban Footprint database (2019).

Image: Saving Places - Little Havana, Guillermina. (Source: Cyn Lagos)

A SYMBOL OF INCLUSIVENESS, a testament to the immigrant spirit that built our nation, and an affordable neighborhood that thousands of Miamians continue to call home, Little Havana is integral both to Miami and to the nation as a whole.

Stephanie Meeks (2017)
President of the National Trust for Historic Preservation

Why we created a revitalization plan for Little Havana

For PlusUrbia Design and our local partners, this is our neighborhood. For all Miamians, Little Havana is one of the special places that adds character to the City. For Little Havana's residents, the neighborhood is our home. We live here. We raise our families here. We worship here. We operate businesses here. Indeed, many Floridians are rooted here. Although their families may have moved elsewhere, Little Havana remains a strong connection to their ancestors and to their country of origin. Importantly, Little Havana also is a popular destination for tourists. Visitors from around the nation and globe come here to immerse themselves in an authentic cultural enclave. Cultural heritage tourism in Little Havana creates and sustains small businesses and jobs.

For lovers of culture and history, Little Havana is a gem, worthy of careful stewardship to manage change. It was an enclave for generations of immigrants and is an essential part of the larger American story of immigration. However, despite Little Havana's significant place in the life of Miami and our national story, the neighborhood faces a range of serious challenges, including high poverty rates, low homeownership, vacant lots and buildings, demolition and neglect of older and historic buildings, out-of-scale new development, sub-standard housing, rising rents and displacement of existing residents, insufficient open space and parkland, poor transportation options, and potential zoning changes that could impact its affordability, cultural richness, and character.

That is why in January 2017, Little Havana – one of America's most culturally rich urban neighborhoods – was named a "National Treasure" by the National Trust for Historic Preservation. Little Havana stands with other National Treasures on the National Trust's list, from the historic neighborhoods of Philadelphia to the classic small towns along Route 66, and from Shenandoah National Park to our own Miami Marine Stadium!

Some of the threats to Little Havana's livability and character come from unexpected directions. Some well-intentioned public works projects and real estate developments have unintentionally disrupted the unique character of Little Havana, rather than reinforcing it. The reality is that all parties working in the neighborhood, whether for public benefit or private profit, can benefit from a coordinated neighborhood vision and a comprehensive revitalization plan, to work together to achieve prosperity and equity for the Little Havana community.

How we made a revitalization plan

In 2015 there was a proposal to "upzone" an area of East Little Havana which was strongly opposed by community members in fear of towering development that would overwhelm the neighborhood and force them to move out. Over the last several years, a team of urban planners, architects, preservationists, and civic activists, has been listening, learning, and drafting guidelines for healthy, equitable, and resilient solutions that respect Little Havana's human-scale, culturally rich, and densely populated community. The team has created a revitalization plan that protects Little Havana's residents and their neighborhood's character.

Under the banner of "Little Havana Me Importa," more than 2,700 residents and stakeholders have provided their input and helped drive the vision and objectives for the future of Little Havana, Miami's most uniquely diverse and historically significant neighborhood.

The Revitalization Master Plan is about what type of neighborhood the residents and stakeholders of Little Havana see today and want in the future. Based upon ideas generated by the community, this plan proposes four major areas for community revitalization:

- IDENTITY & SENSE OF PLACE, to manage growth and reinforce neighborhood's identity through preservation and contextual infill.
- MOBILITY, to support Little Havana as a multi-modal complete neighborhood.
- NATURE, to bring nature back into the lives of Little Havana residents.
- COMMUNITY BUILDING, to make Little Havana more livable through community building.

This master plan will be presented to the City of Miami as a public-spirited effort to guide future change and to help ensure that Little Havana is healthy, equitable, and resilient.

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COMMUNITY ENGAGEMENT

VOICES OF LITTLE HAVANA

2,700+
COMMUNITY MEMBERS HELPED TO AUTHOR THIS ACTION PLAN
(1,500+ AT WORKSHOPS & 1,200+ BY SURVEY)

To understand Little Havana, our team sought out and listened to and learned from residents and stakeholders of the neighborhood. We engaged the community. We heard the voices of Little Havana. Over **1,500 LITTLE HAVANA RESIDENTS AND STAKEHOLDERS** participated in the creation of the Little Havana Me Importa Revitalization Master Plan. Eight bilingual workshops and community events were conducted throughout the neighborhood, ranging from open community workshops and an open house at Viernes Culturales, to tailored meetings for interest groups, such as elderly residents, high school students, and parents of elementary students. A bilingual community survey, conducted online and circulated throughout the neighborhood by specially-trained community liaisons, had over 1,200 respondents. In addition, the project has been communicated through a website, Facebook® page, and through a diverse group of advisors who are civic leaders representing a broad range of interests throughout the neighborhood.

PROFESSIONAL COLLABORATION: The Master Plan has been conducted through a unique partnership of health, urban planning, and preservation professionals. The authors of this action plan are the National Trust for Historic Preservation, the country's premier voice for the protection of cultural heritage, and PlusUrbia Design, a Miami-based urban design and planning firm. Additional collaborators for the plan are Live Healthy Little Havana, Urban Health Partnerships, and Dade Heritage Trust. The major funder of the project was the Health Foundation of South Florida, which has funded dozens of projects throughout Little Havana over the years with the aim of improving the health and livability of its residents.

GOALS TO ACHIEVE COMMUNITY BENEFITS

Little Havana has an enviable set of assets and opportunities. The community also faces many of the challenges that impact similar urban communities across the nation. Why should local people strive to capitalize on these opportunities and cooperate to address these challenges? Around the country in many cities and towns, we see residents, civic leaders, local government officials and staff, property owners, and other stakeholders working together to achieve important community benefits. No single entity or interest group should be made responsible for a project of this magnitude, a collaboration between public, private and non-profit organizations is the most egalitarian way to achieve a comprehensive REVITALIZATION MASTER PLAN that assures everyone's voices are heard and the plan be representative of the needs of the community.

CHALLENGES: Despite Little Havana's significant place in our national story, the neighborhood currently faces a range of challenges and threats, including development pressure, demolition of historic buildings, displacement of existing residents, and zoning changes. All of these challenges impact its affordability, cultural richness, and character.

OPPORTUNITY: With appropriate master planning, informed by community engagement and lessons learned from cities across the country, Little Havana can remain a thriving, healthy, and livable community that embraces its past while planning for a bright future. A team focused on solutions is needed to ensure that Little Havana remains a dynamic, culturally rich neighborhood that can continue to welcome future generations of Americans.

THE COMMUNITY IDENTIFIED THE IMPORTANCE OF:

IDENTITY & SENSE OF PLACE
MOBILITY
NATURE
COMMUNITY BUILDING

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BY THE NUMBERS

- 1500+ participants
- 15 advisors
- 8 workshops
- 1200+ surveyed
- Countless coladas

HANDS-ON PARTICIPATION & OUTREACH

Presented graphically, here is the **HOW**, **WHERE**, and **WHEN** we spoke with residents and stakeholders in the neighborhood via workshops, focus groups, charrettes, social media, and surveys.

MIAMI DADE COLLEGE

1. WORKSHOP

Where:
Miami Dade College,
Interamerican Campus
627 SW 27th Ave

When:
March 9, 2017
5:00 pm

Who:
Miami Dade College Students

MIAMI SENIOR HIGH SCHOOL

2. WORKSHOP

Where:
Miami Senior High School
2450 SW 1st St

When:
March 11, 2017
10am-12pm

Who:
Open to All

LEADERSHIP LEARNING CENTER

3. WORKSHOP

Where:
Leadership Learning Center,
St. John Bosco
1366 NW 1st St

When:
April 24, 2017
4:30pm-6:30pm

Who:
High School students enrolled in the after school program

BRISAS DEL MAR COMMUNITY

4. PRESENTATION + FEEDBACK

Where:
Brisas Del Mar
556 W Flagler St

When:
April 27, 2017
2pm-4pm

Who:
Miami Dade College Honors Program students

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Image: Aerial map highlighting the community outreach event locations around Little Havana. (Source: Google Maps Images)

CITRUS GROVE ELEMENTARY

5. WORKSHOP

Where:
Citrus Grove Elementary
2121 NW 5th St

When:
April 27, 2017
2am-4pm

Who:
Citrus Grove Elementary
Mothers

VIERNES CULTURALES

6. OPEN HOUSE

Where:
Domino Park
801 SW 15th Ave

When:
April 28, 2017
6pm-11pm

Who:
Open to All

ROBERT KING HIGH COMMUNITY

7. WORKSHOP

Where:
Robert King High Towers
1405 NW 7th St

When:
May 18, 2017
3pm-4pm

Who:
Robert King High Residents

LIVE HEALTHY LITTLE HAVANA

8. BIKE RIDE

Where:
Riverside Park
799 SW 4th St

When:
May 21, 2017
9am-12pm

Who:
Open to All

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COMMUNITY SURVEY

People voiced their concerns and opinions on the current state of Little Havana and how they would like to see their neighborhood improve.

KEEPING THE COMMUNITY INFORMED AND INVOLVED

As part of the community outreach process, our team developed a community survey, an essential tool to be able to receive input from those who were not able to attend other workshops or events. Both in English and Spanish, online and paper-based, we were able to reach close to 1,200 people and use their opinions to identify the needs and wants of residents and visitors to the area and to help shape the recommendations for Little Havana. The questions were directed mostly toward mobility in the neighborhood and the physical environment. Social media updates were published across all platforms in both English and Spanish, which was essential because a majority of residents within the study area are Spanish-dominant speakers.

The online survey was the key to getting broader input from a more diverse audience. Respondents were provided with the opportunity to voice their opinion anonymously. It was easy to access through a variety of methods -- shared via email, embedded in a website and displayed with clarity on all models of smart phones.

The results of the multilingual online survey collected a great deal of data that helped inform this plan – ensuring that its recommendations addressed the needs of the diverse people of Little Havana. The survey acknowledged pressing community issues, like transportation and mobility. Simple, straightforward questions encouraged respondents to detail how they travel in the area and which streets needed improvements. Other prompts gathered input on bicycling, connectivity, housing, park space, safety and other community needs.

LITTLE HAVANA RESIDENTS: ON LIVING IN THE HISTORIC NEIGHBORHOOD

To deepen our understanding of the community, the team met with residents of Little Havana. The goal of our discussion was to learn from the experiences of the residents and understand their perspectives and relationships to the historic community of Little Havana.

Best of Living in Little Havana

An overwhelming majority of the residents expressed their foremost satisfaction with Little Havana and noted it is ultimately their preferred Miami neighborhood. Residents we spoke with, many of whom have lived in Little Havana for an average of 12 years, shared that they enjoyed the location because of the:

- Diverse Latino community
- Spanish-speaking neighborhood
- Walkability and access to transportation
- Community and educational services

Challenges of Living in Little Havana

The rapid pace of change for the neighborhood was the major issue of concern for the residents. Most stressed that Little Havana is becoming a desired community for more affluent Miamians, and residents voiced concerns about rising rents. The most common grievances, by far, expressed by residents were:

- Lack of affordable housing options
- Low quality and unkept apartment conditions
- Financial concerns
- New development pressure
- Lack of support by the local government
- Overall safety for community residents

Future of Living in Little Havana

Despite the concerns voiced by residents, it was clear that their problems are not being resolved. The residents envisioned a future for Little Havana that included:

- Affordable housing for low-income households
- Quality, safe, and well-maintained housing
- Fewer demolitions of existing buildings

Residents' hesitation about the future of the area did not transcend their strong desire to stay in the neighborhood. Most significantly, they explained that they feel most comfortable living in a Latin corridor and found the sense of community and belonging an invaluable feature.

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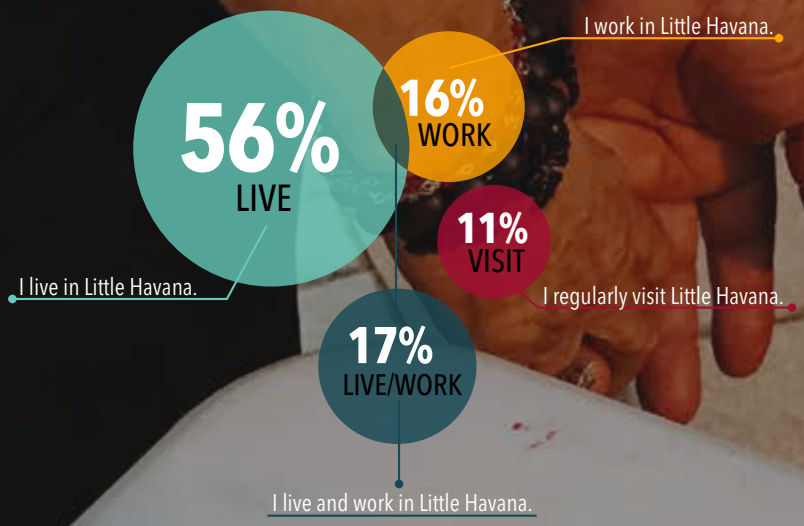
70% OF PEOPLE WOULD LIKE MORE PARK SPACE

>> GEOGRAPHICAL CONNECTION

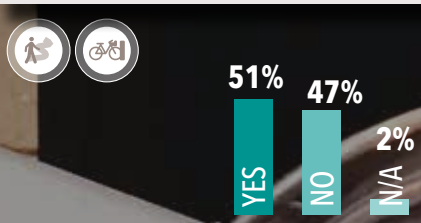
*Which describes your everyday **connection** to Little Havana?*



>> ACCESSIBILITY

*Do you access local businesses by **walking and/or bicycling?***

*Would you visit more local businesses if sidewalks and bike facilities were **safer and more reliable**?*



>> PHYSICAL ENVIRONMENT

*What elements are **missing**?*

+50% SAID A TYPE OF COMMUNITY SPACE AND/OR PEDESTRIAN INFRASTRUCTURE

Parks	70%
Pedestrian-friendly streets	65%
Public open spaces	53%
Pedestrian-only streets	51%
Community centers	50%

*What elements could be **maintained and improved**?*

+50% SAID AN ARCHITECTURE-RELATED ELEMENT

Historic buildings	63%
Landmarks	60%
Parks	56%
Architecture	56%
Unique shops	52%
Businesses	51%
2 or 3 story buildings	50%

Image: Viernes Culturales - Art and Culture Festival- at Calle Ocho, Little Havana. (Source: Plusurbia Design)

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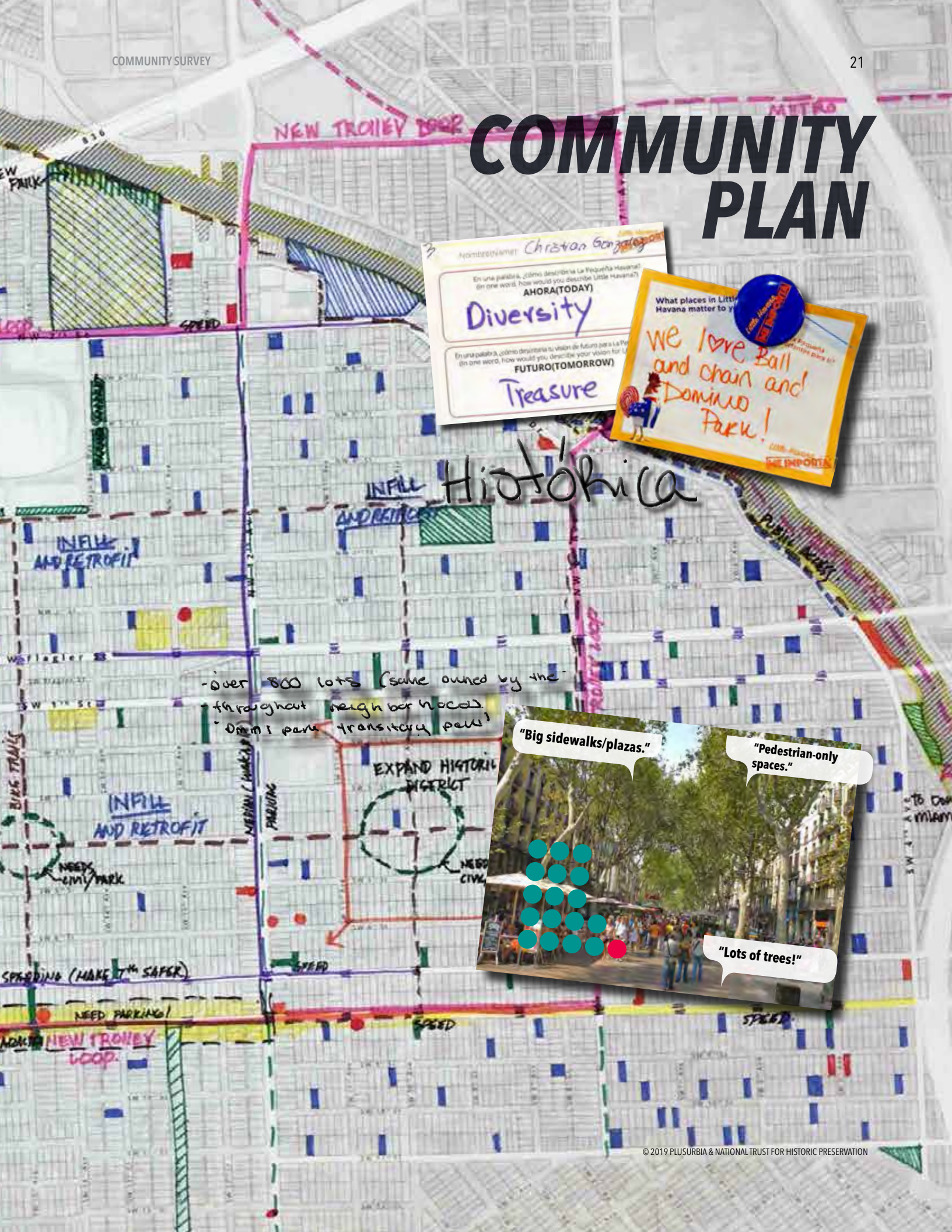
COMMUNITY PLAN



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HEALTHY COMMUNITIES

WHAT IS A HEALTHY COMMUNITY?

Health - as defined by the World Health Organization in 1994 - is a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity. A **HEALTHY COMMUNITY** is a **MULTI-SECTORAL COLLABORATION THAT SUSTAINABLY INTEGRATES SOCIAL, ECONOMIC AND ENVIRONMENTAL GOALS** to benefit the community and strengthen its capacity to promote and support health.

> "A healthy city is one that is continually creating and improving those physical and social environments and expanding those community resources that enable people to mutually support each other in performing all the functions of life and in developing to their maximum potential" (Hancock and Duhl, 1986).

The health of a community is dependent not only on the residents' individual medical condition, but also upon the context and social environment within which those individuals live (Wolff, 2003). A person's health is a product of his/her environment. As such, a healthy community is one in which all residents are entitled to have access to: adequate nutrition; quality healthcare; affordable and decent housing; quality education; suitable employment and supportive workplace; multi-modal transportation; open spaces and natural environments; places for physical activity and recreation; and, strong local cultural and spiritual heritage.

A healthy community continually creates and improves upon its environment and expands its resources (Ottawa, 1986).

Little Havana is in great need to meet the minimum standards for a healthy community. This Master Plan sets forth recommendations to help the community reach those goals.

HEALTHY COMMUNITIES ARE BASED ON THE FOLLOWING[1]:

- Health is a state of complete physical, mental and social well-being.
- Social, environmental and economic factors are important determinants of human health and are inter-related.
- People cannot achieve their fullest potential unless they are able to take control of those things which determine their well-being.
- All sectors of the community are inter-related; sectors need to share their knowledge, expertise and perspectives and work together to create a healthy community.

A HEALTHY COMMUNITY'S PROCESS INVOLVES:

- Equitable community engagement
- Inter-sectoral partnerships
- Political commitment
- Healthy public policy
- Asset-based community development

QUALITIES OF A HEALTHY COMMUNITY INCLUDE [2]:

- Clean and safe physical environment
- Peace, equity and social justice
- Adequate access to health care services, to food, water, shelter, income, work and recreation
- Learning opportunities and skill development
- Supportive workplaces
- Community participation in decision-making
- Support for a strong local cultural and spiritual heritage
- Diverse and vital economy
- Open spaces and preserved natural environment
- Sustainability and responsible use of resources

1 These principles are an adaptation from Trevor Hancock and Leonard Duhl work. They are discussed in more detail in Dr. Hancock report, prepared for the Senate Subcommittee on Population Health in March 2009, entitled Act Locally: Community-based population health promotion.

2 For more information on this refer to The World Health Organization's Global Network of Age-Friendly Cities and Communities and the AARP Network of Age-Friendly Communities.

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WHY IS CREATING A HEALTHY COMMUNITY IMPORTANT?

HEALTH SERVICES COSTS TOTAL **NEARLY 17%** OF THE ANNUAL U.S. GROSS DOMESTIC PRODUCT -- PROGRAMS THAT PROVIDE ACCESS TO NATURE AND ACTIVE SOCIAL CONTACT IN THE CITY CAN HELP REDUCE HEALTH COSTS AT AND IMPROVE THE LIVES OF OUR COMMUNITIES.

DIABETES

About **1 out of 5** Little Havana **residents have been diagnosed with diabetes**.

OBESITY

The **rate of obesity** among Little Havana residents **(35%) is higher than the national average (29%)**.

PHYSICAL ACTIVITY

In Little Havana, **40% of residents don't get any exercise** or physical activity outside their regular job.

Image. **Historic Apartment Building in Little Havana.** *State Archives of Florida.*
Sources. **Center for Disease Control and Prevention.** *500 Cities: Local Data for Better Health, 2018 release*
American Community Survey (ACS) and U.S. Census Data *2010 and 2018*
Physical Activity Survey, Connect Familias *2015*

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VEMENT,
EASE/ENRICH NATURE,
MMUNITY BUILDING.

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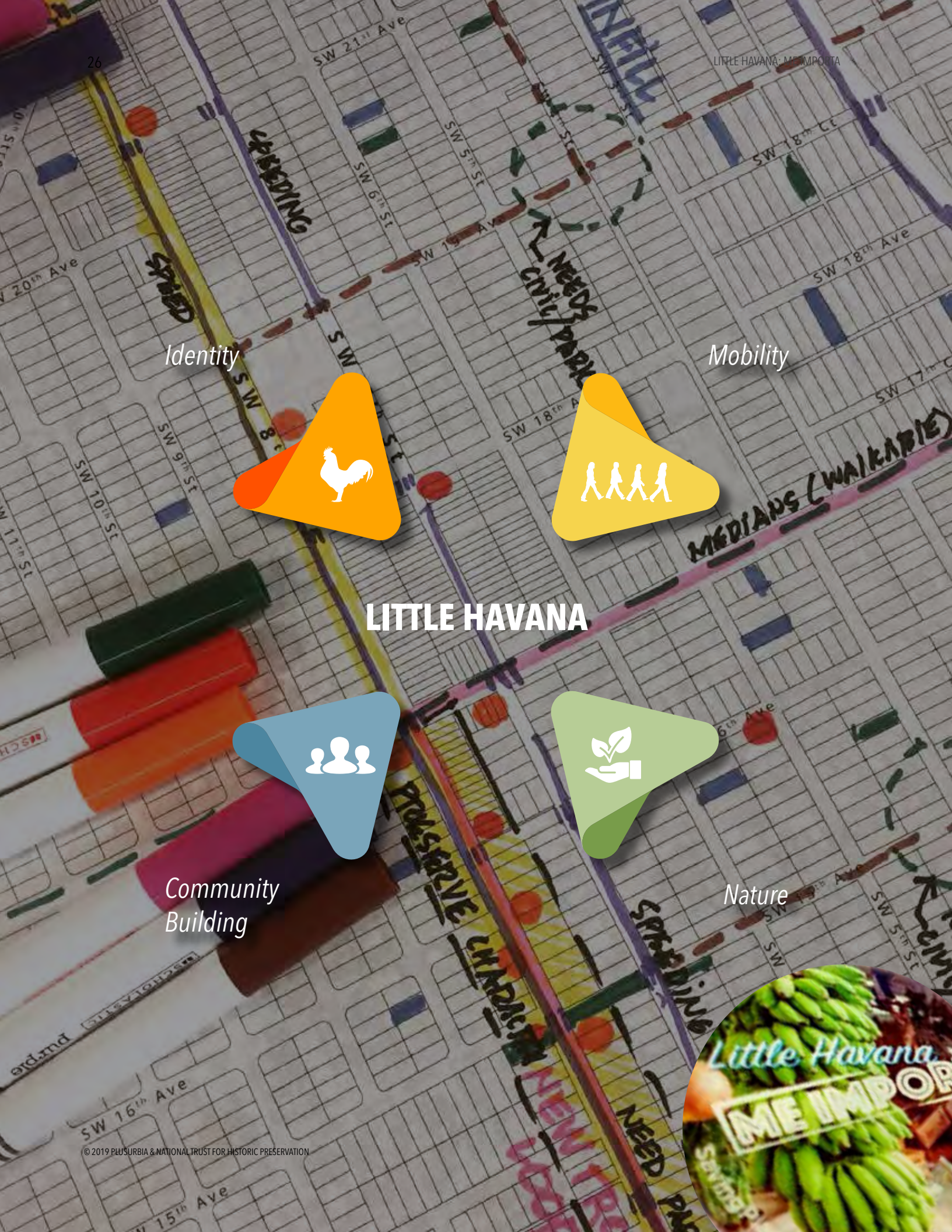

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RECOMMENDATIONS

Honor cultural identity through preservation and contextual fill.

IDENTITY & SENSE OF PLACE

|1| Build compatible infill.
- *Inverse Density*
- *Vacancy to Vitality*

|2| Rehabilitate and reuse older and historic buildings.

|3| Allow safe habitable ancillary dwelling units.

Support Little Havana as a multi-modal complete neighborhood.

MOBILITY

|1| Create an efficient and convenient multi-modal transportation network.
- *Complete Districts*

|2| Increase pedestrian and bicycle safety.

|3| Improve public transportation and increase transit ridership.

|4| Create a water taxi transit loop.

|5| Complete the Miami River Greenway.

Bring nature back into the lives of Little Havana residents.

NATURE

|1| Green Streets
- *Play Familias*

|2| Increase open space.

|3| Increase urban tree canopy.
- *Retrofitting Streets*

|4| Joint park uses.

|5| Riverwalk: improve riverfront access and quality.

Make Little Havana more livable by empowering the community.

COMMUNITY BUILDING

|1| Document and designate historic properties and cultural heritage assets in Little Havana.

|2| Civic centers: enhance community anchors as centers of cultural heritage and community resilience.
- *UrbanMain*

|3| Local businesses: celebrate and support viable small and legacy businesses.

|4| Preserve and develop quality housing for all Little Havana residents.

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LITTLE HAVANA
REVITALIZATION MASTER PLAN

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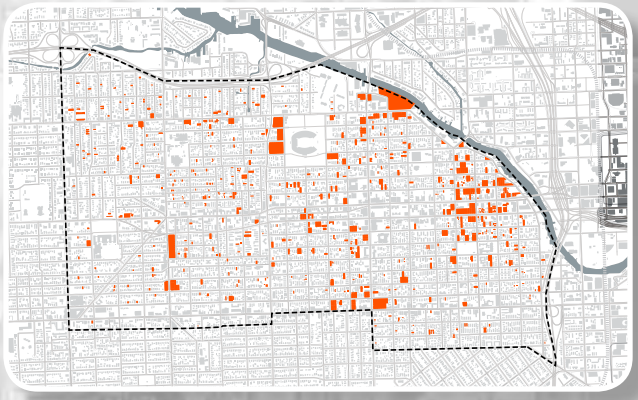
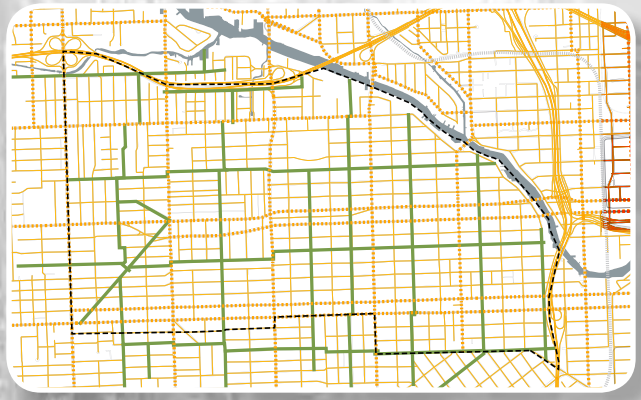
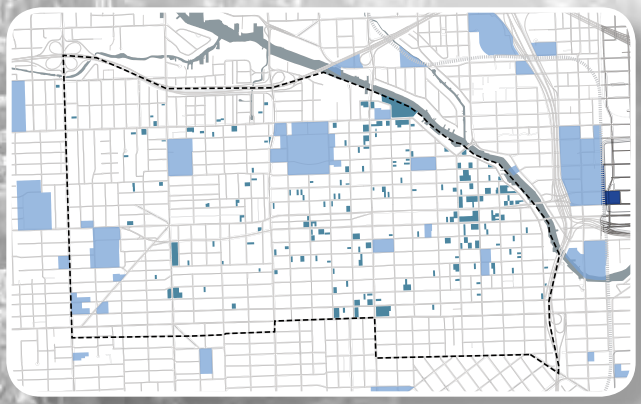


IDENTITY: VACANT LAND - INFILL POTENTIAL



MOBILITY: RECONNECTING - MULTI-MODAL APPROACH

NATURE: OPEN SPACE DEFICIENCIES



COMMUNITY BUILDING: OUTREACH AND SERVICE

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MANAGE GROWTH AND REINFORCE THE NEIGHBORHOOD'S IDENTITY THROUGH PRESERVATION AND CONTEXTUAL INFILL.

IDENTITY & SENSE OF PLACE

|1| Build compatible infill.

- *Inverse Density*
- *Vacancy to Vitality*

|2| Rehabilitate and reuse older and historic buildings.

|3| Allow safe habitable ancillary dwelling units.

WHY CONSERVE LITTLE HAVANA'S IDENTITY AND SENSE OF PLACE?

The layered histories, the rich cultural expression, and the colorful architecture of Little Havana underscore the importance of protecting this unique neighborhood for the well-being of its residents. Old and historic places are HEALTHY, THRIVING, and LIVABLE as WELL as EQUITABLE, and RESILIENT:

- **Old and historic places are inherently healthy. In a world that is constantly changing, old places provide people with a sense of belonging.** Residents are part of a continuum (past, present, and future) – being rooted in a place and having a sense of civic responsibility toward their community is necessary to being psychologically and emotionally healthy. Places with history, with layers of cultural infusion, provide tangible support for our individual and collective sense of identity. Author Maria Lewicka reviewed studies on "place attachment" and found that "people generally prefer historical places to modern architecture. Historical sites create a sense of continuity with the past, embody the group traditions, and facilitate place attachment…." (2008).
- **Old and historic places provide the distinctiveness and character that engender economic health[1] and success.** Old places give cities a sense of identity, history, and authenticity – which are fundamentally, the most important competitive advantage cities can have in today's economy. Places built incrementally over-time provide a range of spaces that can accommodate diverse uses and enterprises.
- **Older neighborhoods are economic engines for healthier communities.** Research shows that neighborhoods with a mix of older and newer buildings perform better along a number of social, economic, cultural, and environmental metrics than areas with only new buildings. In contrast to areas dominated by monolithic, single-use structures, neighborhoods with a mix of building types are more resilient and better able to adapt to changing economic conditions (McMahon, 2014).

DIAGNOSIS

Little Havana's diverse culture and strong community identity are linked to the distinctive physical character of the neighborhood. There are 5,820 individual buildings in Little Havana, including small bungalows, modest apartment blocks, corner stores, churches, and schools. The heart of the neighborhood is the bustling Calle Ocho corridor, where small commercial buildings house locally-owned businesses that serve area residents and attract visitors from around the world.

The presence of structures from the 1900s through to present day indicate how the neighborhood has changed incrementally, lot by lot. More than 70 percent of the buildings in Little Havana are at least 50 years old. Most properties are small and narrow, with up to a dozen structures per block, providing opportunity for diverse ownership as well as visual interest for pedestrians.

- Little Havana's identity faces threats such as land development regulations that reward large-scale land assemblages, leading to the demolition of existing small-scale urban fabric and construction of large, out-of-context "super-block" development that causes displacement for residents and businesses.
- The neighborhood is being re-developed without a community-generated vision. This puts the neighborhood at risk of losing its identity – individual and/or collective – because residents no longer feel a sense of place.
- Little Havana has aging public infrastructure that has suffered from a lack of consistent, coordinated development responsive to a common vision.

Looking towards the future, how can Little Havana's physical character – its distinctive mix of building types and uses – evolve in a way that continues to provide space for the neighborhood's cultural heritage, diverse residents, and unique businesses? How can new investment complement and add to this distinctive mix?

This chapter describes a range of policy and tools that can help guide and manage change in the neighborhood. All are informed by discussion with a broad range of community stakeholders who care deeply about this special place.

1 For an in depth discussion, see Guido Licciardi, and Rana Amirtahmasebi (2012) Ch. 4,5

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IN DEPTH

WHAT DOES LITTLE HAVANA LOOK LIKE TODAY?

With Calle Ocho attracting over 3 million tourists per year, Little Havana is increasingly recognized as a major tourist destination for the City of Miami. It is important to acknowledge, however, that Little Havana is also a VIBRANT RESIDENTIAL NEIGHBORHOOD, with an estimated **60,110** people living in the study area alone, it is the most populated neighborhood in the City. An estimated 16% of the City's total population lives here, and yet, its buildings' average height do not surpass 3 stories.

LITTLE HAVANA'S RESIDENTIAL MAKEUP

- **predominantly renter-occupied** (80% renter-occupied vs 20% owner-occupied housing)
- home to almost **20% of the City of Miami's rental housing stock**
- **one of the city's most affordable places to live,** with more than 87% of its rental properties available for less than $1,000 per month (U.S. Census Data)

IDENTITY AT RISK

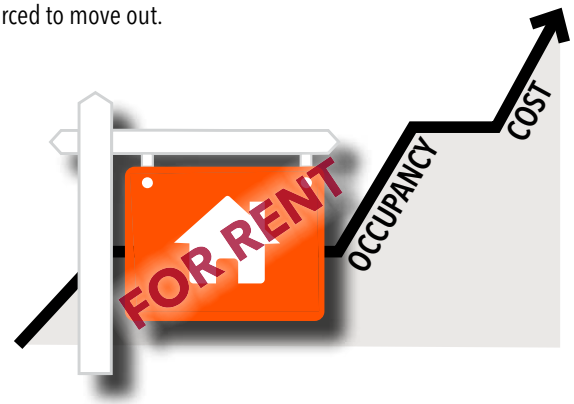
While still recognized as a place with Cuban-American identity and politics, Little Havana is home to a diverse immigrant community representing Latin America and the Caribbean. According to the 2014 American Community Survey, Little Havana has more than 40,000 foreign-born residents, with the average block in Little Havana housing more than 200 residents born abroad, nearly three times the City of Miami's average.

The social infrastructure of Little Havana provides residents, as well as visitors, with a vibrant culture and sense of place.

In addition to concerns over the quantity of rental housing, residents also expressed concerns about the inadequate quality of affordable rental housing in general.

Focus groups gave examples of poor building management, concerns around deferred maintenance, and **unsanitary and unsafe living conditions**, such as properties with exposed mold, asbestos, bed bug and rat infestations, as well as sub-par utilities. However, residents also expressed hesitation to report these conditions, with many voicing their concern that any improvements to units would result in increased rental prices, further limiting the availability of affordable housing. Several focus groups expressed resignation at poor housing conditions as a price of living in an affordable neighborhood, and emphasized their desire to stay in the area due to its sense of community and diverse culture.

However, Little Havana's proximity to Brickell, Miami's towering business district, and rapid development prospects have become a major cause for concern for local residents. Residents overwhelmingly voiced their desire to stay in the neighborhood, but spoke of their concerns about **perceived rising rental costs and decreasing options in affordable housing**. In interviews, several spoke of developers pressuring their landlords and building owners to sell their properties. In many cases, this process leads to **demolition and replacement of the existing buildings** into buildings that offer larger, less affordable units targeted to outside buyers who are slowly displacing local families. Many residents spoke of their fear that this process coupled with rising rents will soon result in them being unable to live in Little Havana and being forced to move out.



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73% OF BUILDINGS IN LITTLE HAVANA ARE 50 YEARS OR OLDER.

HOUSING IN LITTLE HAVANA

DEEP ROOTS

From our 2017 Little Havana Matters General Survey, we found that...

548/764

respondents have lived in Little Havana for 6 years or more.

My whole life	21%
11-20+ years	24%
6-10 years	26%
2-5 years	14%
0-1 years	1%
Other	14%

Residents share their main concerns about... **the future of Little Havana**

DEMOLITION OF EXISTING BUILDINGS
UNAFFORDABILITY
RISING RENTAL COSTS
OLD INFRASTRUCTURE
LOSS OF CHARACTER/IDENTITY
DISPLACEMENT
UNSAFE LIVING CONDITIONS

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|1|

BUILD COMPATIBLE INFILL.

Enable and incentivize the construction of new buildings in Little Havana that fit the historic development patterns and contemporary needs of the neighborhood. As part of a new, Neighborhood Revitalization Overlay District (NRD), include development standards that encourage small-scale, new housing on vacant and underused parcels. Reduce parking requirements and allow higher unit counts and FAR to encourage this new development.

- Low-rise, human-scale development refers to buildings that are not overwhelming to those standing at ground level. They are buildings that provide a visual reference from the street. Often, this classification is typically measured by one's ability to recognize a face on the street from the top floor.
- Small-scale development is consistent with the existing fabric of Little Havana. They provide a safer alternative with "eyes on the street" compared with usual high-rise development whose lower levels are often devoted to parking garages.

♡ HEALTH BENEFITS

Improve economic health by encouraging incremental, more **affordable small-scale development** and **preserving** older and historic buildings.

Improve physical and mental health of its residents by preserving the **identity** and reinforcing the **sense of place** of the neighborhood.

1.1 Facilitate smaller-scale infill development as part of new Neighborhood Revitalization Overlay District.

- Create neighborhood-specific development standards as part of new, Little Havana Neighborhood Revitalization Overlay District for the existing T4 and T5 areas of Little Havana, encouraging three-story infill development that reflects the existing historic fabric of the neighborhood -- The City of Miami's Zoning Code has several planning tools that can be used to provide specifically calibrated development standards. The most useful of them in this case is the Neighborhood Revitalization District (NRD). Its main goal is to combine (i) construction of compatible infill buildings and (ii) rehab & reuse of older and historic buildings.
- 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 Little Havana. 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. (see page 44)
- Use an inverse density concept to encourage infill on small lots. For example: allow greater density and higher Floor Area Ratio (FAR) on 5,000 SF lots than on 10,000 SF lots; allow greater density on 10,000 SF lots than a 15,000 SF lots, and so on. These density and FAR thresholds should be calibrated to align with densities found in Little Havana's 1920s and 30s era buildings (see inverse density insert). (see page 44)
- 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.

1.2 Facilitate compatible larger-scale infill development in selected areas of Little Havana.

- Create neighborhood-specific design standards for larger-scale new construction in, T5, and T6 transect areas (lots of more than 20,000 SF). Require design elements such as publicly-accessible paseos, arcades and courtyards. Require designated percentages of publicly-accessible green space. Locate curb cuts on secondary streets.

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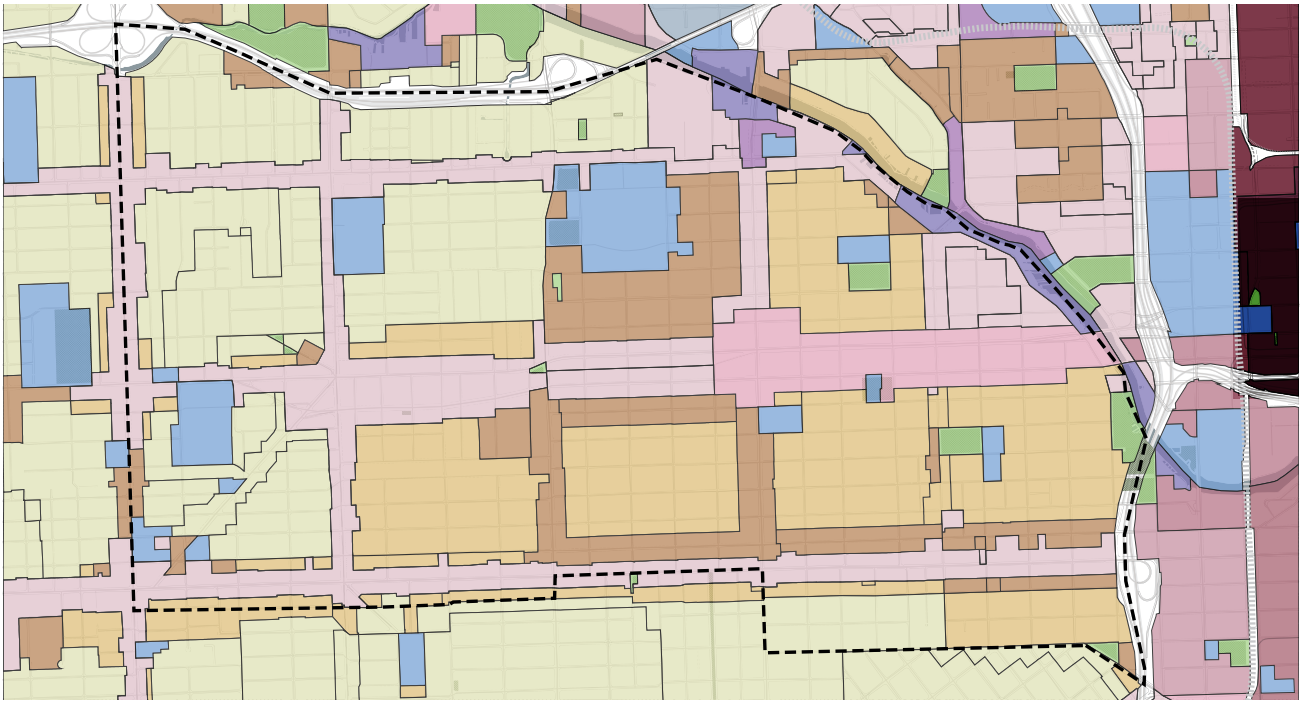
EXISTING ZONING MAP



Map: Little Havana Study Area zoning map. (Source: Plusurbia Design)

MIAMI 21 Zoning

- T3 SUB-URBAN
- T4 GENERAL URBAN
- T5 URBAN CENTER
- T6-8 URBAN CENTER
- T6-12 URBAN CORE
- T6-24 URBAN CORE
- T6-36 URBAN CORE
- T6-48 URBAN CORE
- T6-60 URBAN CORE
- T6-80 URBAN CORE
- D1 WORK PLACE
- D2 INDUSTRIAL
- D3 MARINE
- CS CIVIC SPACE/PARKS
- CI CIVIC INSTITUTIONAL
- CI-HD HEALTH DISTRICT

Transfer of Development Rights (TDR)

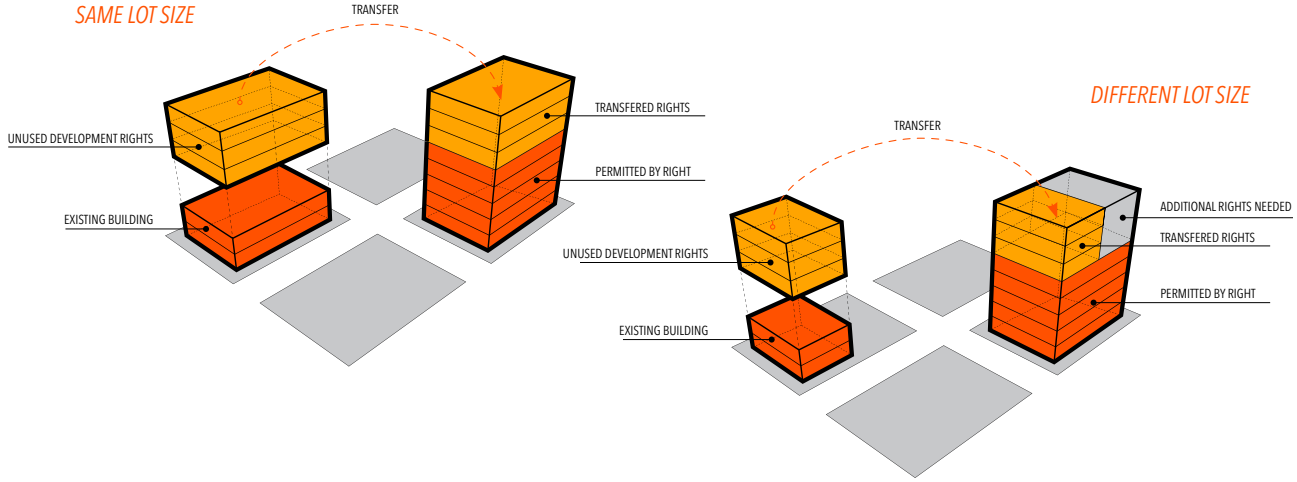


Diagram: Example of how Transfer of Development Rights (TDR) work. (Source: Plusurbia Design)

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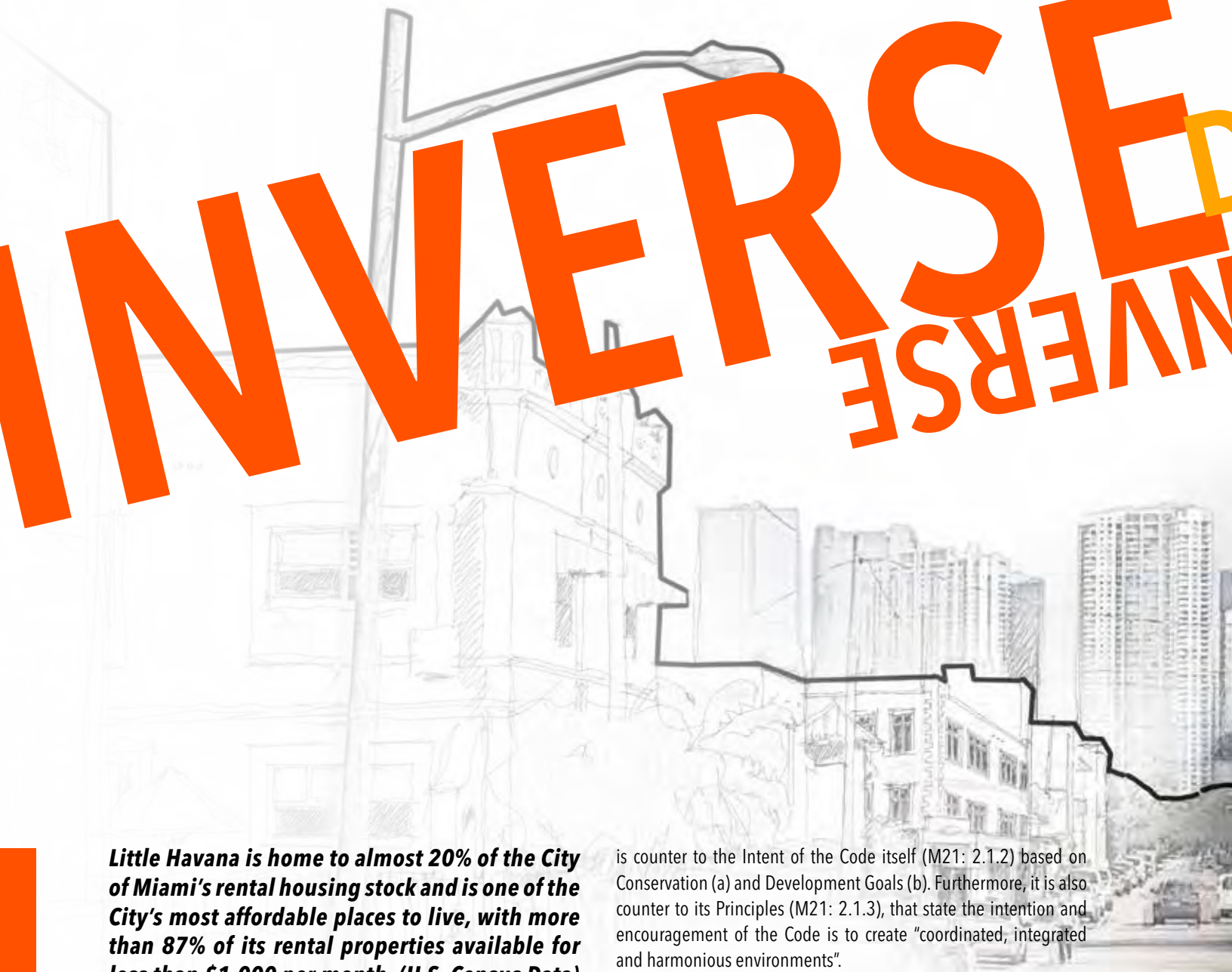
INVERSE



Little Havana is home to almost 20% of the City of Miami's rental housing stock and is one of the City's most affordable places to live, with more than 87% of its rental properties available for less than $1,000 per month. (U.S. Census Data)

Today, land development regulations reward large-scale land assemblages, as evidenced by the percentage of large-scale construction, since the Miami21 Zoning Code was adopted in 2010, compared to mid-scale projects (less than 8 stories) built in the same period. This leads to a systematic demolition of existing urban fabric, specially noticeable in Little Havana largely composed by 3 story buildings. This replacement of smaller, compact buildings with large-scale "super-block" developments, out of context in our traditional neighborhoods, are causing the displacement of residents and businesses.

As stated in the Code, construction of out-of-scale development is counter to the Intent of the Code itself (M21: 2.1.2) based on Conservation (a) and Development Goals (b). Furthermore, it is also counter to its Principles (M21: 2.1.3), that state the intention and encouragement of the Code is to create "coordinated, integrated and harmonious environments".

In order to find alternatives to development that provide a harmonious contextual development pattern, an extensive study was conducted to codify the existing fabric. The study looked at how this fabric was created and how it would be codified as part of the Miami 21.

This section exhibits those results and proposes alternatives to incentivize a development pattern that meets the "coordinated, integrated and harmonious environments" intent and goals of the Miami 21. These recommendations are also in concert with the neighborhood stakeholders who voiced their concern during our workshops and interviews regarding the loss of character and what some have called the Brickellization of Little Havana.

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DENSITY

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INVERSE DENSITY

Inverse Density Development Pattern proposes that density be applied inversely proportional to the size of the properties where it is allocated.

This study shows that given the economics of development that compute land value, development and construction costs, parking requirements and low density allocation, hinder on the development of small multi-family and mixed-use buildings.

The result is that almost all T-4 and T-5 properties in the City are re-zoned, remain undeveloped (vacant) and waiting to be sold or assembled into larger land areas to make zoning requirements feasible. What's worse, this speculative "wait and sell" stance by property owners, especially in Little Havana, does not promote repair and upkeep on existing properties. This has a significant negative impact on residents' living conditions and the overall health of the neighborhood. These rental buildings that have historically housed a large population of Miamians are not reinvested on and, in most cases, in deplorable disrepair.

The study compares the current Miami21's allowed capacity and parking requirements for T4 and T5 transect zones with compatible zoning variations on smaller lots. These variations are based on existing examples in the neighborhood and serve as solutions to affordability through small-scale infill.

Image: An existing high-density building on a 5,800 SF lot in Little Havana. (Source: Plusurbia Design)

Inverse Density is proposed to create the conditions for small, compatible, resilient, economic new development in the neighborhood. It allows for small property owners to become their own developers and it encourages incremental development that is in conscious accordance with the character of Little Havana.

WHERE ARE WE NOW?

- High density buildings with affordable units exist in Little Havana but many are in poor conditions.
- Current land development regulations do not include incentives for context compatible small-scale development. New development is feasible only on large assemblages and does not allow smaller development to happen due to parking requirements.
- Minimum parking requirements of 1.5 spaces per dwelling unit are not up to date with demand, especially in East Little Havana. According to the Center by Neighborhood Technology residents in East Little Havana own less than 1 vehicle per household. (www.cnt.org)
- There's vacant land (4.4% within the sample study area) that is unimproved, harming the urban fabric. Systematic demolition of apartment buildings is degrading the fabric.
- 81% of the lots in the sample study area are smaller than 7,500 SF. (see page 42)

WHERE ARE WE GOING?

- 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 will sit unimproved waiting to be assembled.
- There will be a loss of small affordable units causing displacement and gentrification.
- Existing affordable units will be demolished or will keep deteriorating making livability a health hazard.

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Image: An existing high-density building on a 11,000 SF lot in Little Havana. (Source: Steven Brooke)

Image: An existing high-density building on a 11,000 SF lot in Little Havana. (Source: Plusurbia Design)

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BUILD COMPATIBLE INFILL

LOT SIZE STUDY (SAMPLE STUDY AREA)

This sample study area, that includes Riverview Historic District, is one of the most unique parts of Little Havana's. Its 500'x300' blocks are walkable and their lot disposition show a large number of small, largely 5,000 SF lots usually on the corners, and 7,500 SF lots making up most of the mid-block lots.

High lot coverage (80%-90%) makes land utilization very efficient while building proximity to neighboring structures is usually 10'.

Although assemblages have occurred over time, most of the building fabric remains single lot with some densities reaching 250 Dwelling Units per Acre (DUA) at 2-3 stories high.

81%

of the lots within the study area are less than 7,500 SF.

Source: Center by Neighborhood Technology (www.cnt.org)

LEGEND

34% ≤5,000 SF | **47%** ≤7,500 SF | **4.8%** ≤10,000 SF | **7.4%** ≤15,000 SF | **6.4%** >15,000 SF

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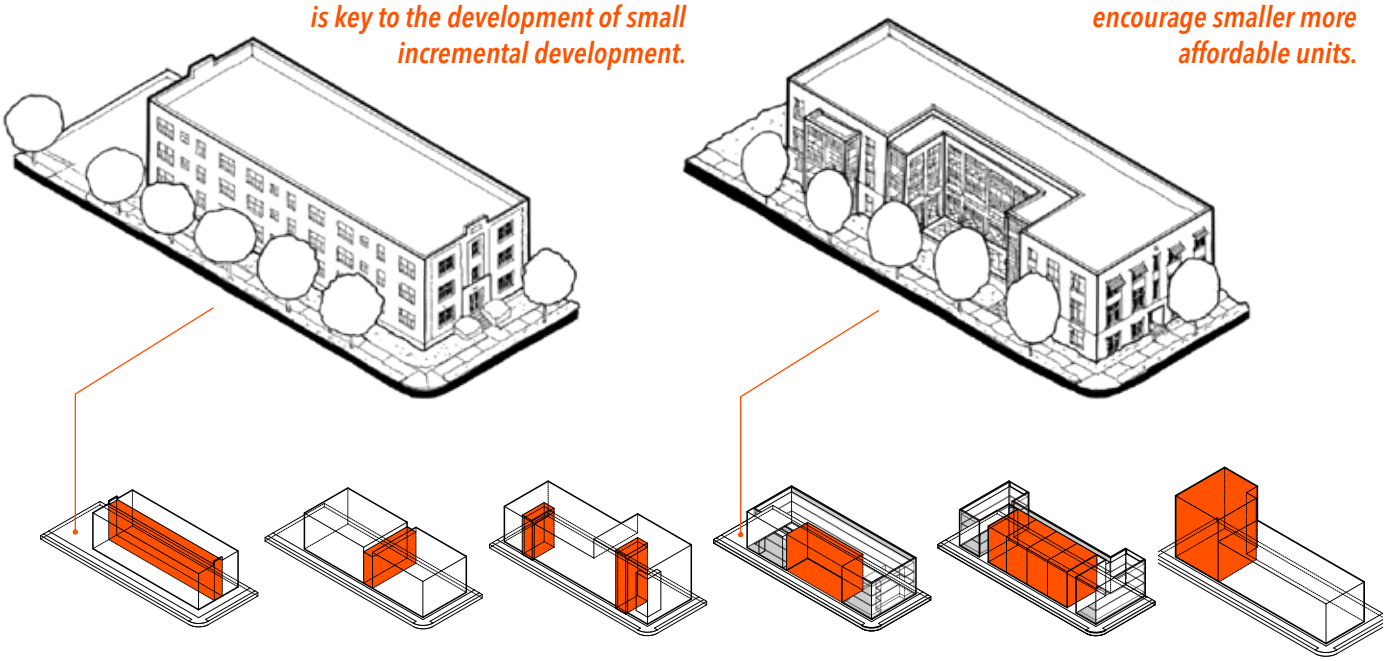
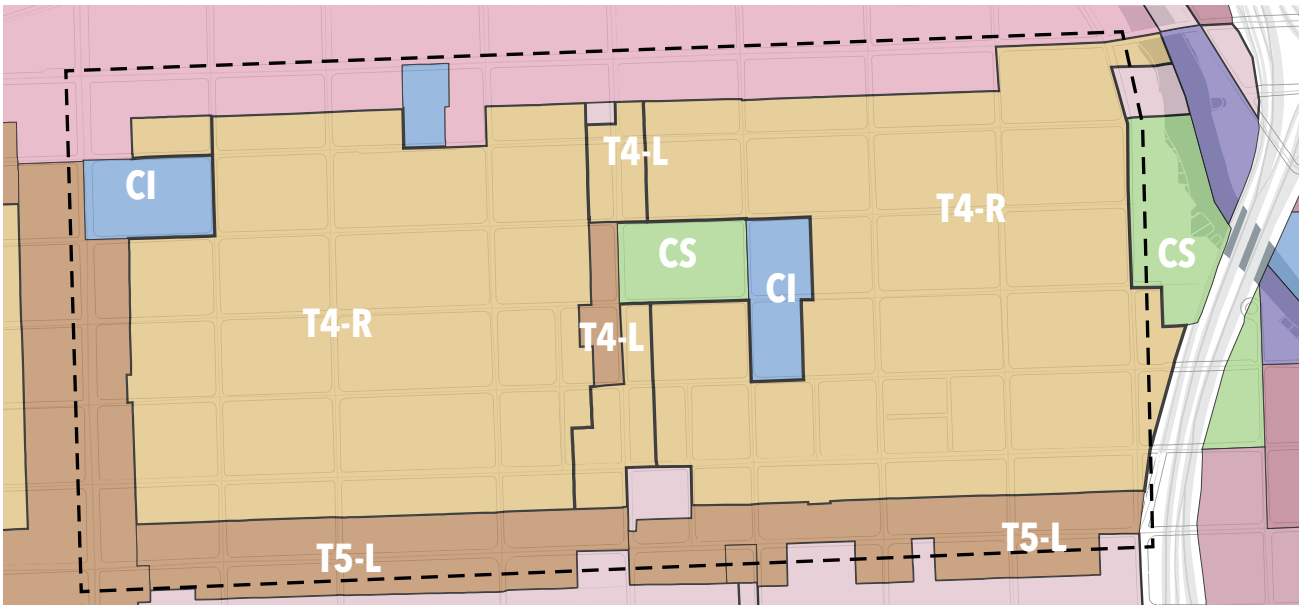
reducing and removing parking requirements provides habitable space opportunities on the ground floor and is key to the development of small incremental development.

small 3 story buildings don't require elevators - the costs savings associated with it encourage smaller more affordable units.





Map: East Little Havana Study Area Zoning Map. (Source: Plusurbia Design).

MIAMI 21 Zoning

- T4 GENERAL URBAN
- T5 URBAN CENTER
- T6-8 URBAN CENTER
- T6-12 URBAN CORE
- D3 MARINE
- CS CIVIC SPACE/PARKS
- CI CIVIC INSTITUTIONAL

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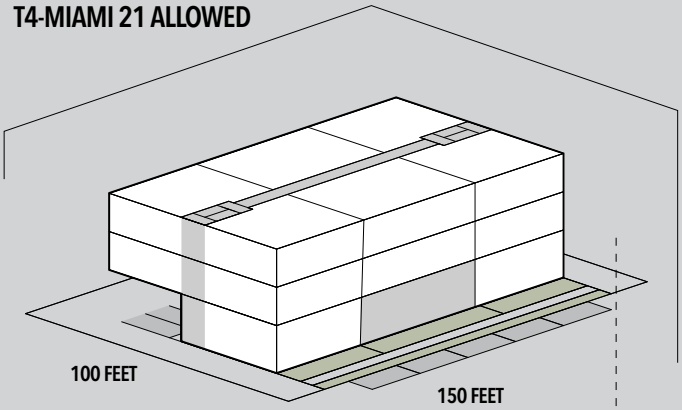
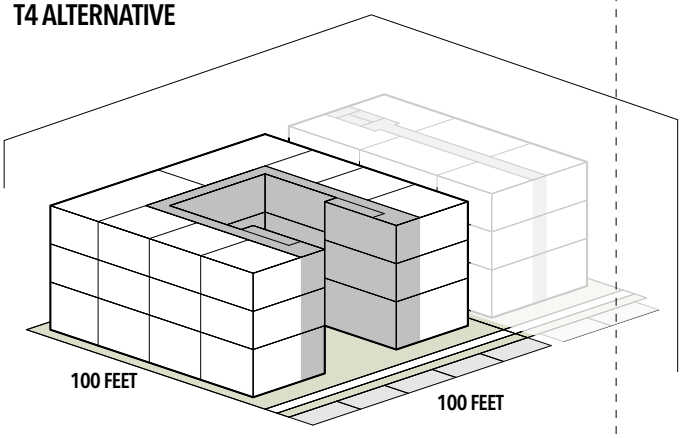
T4 THE GENERAL URBAN ZONE

EXISTING

T4-MIAMI 21 ALLOWED

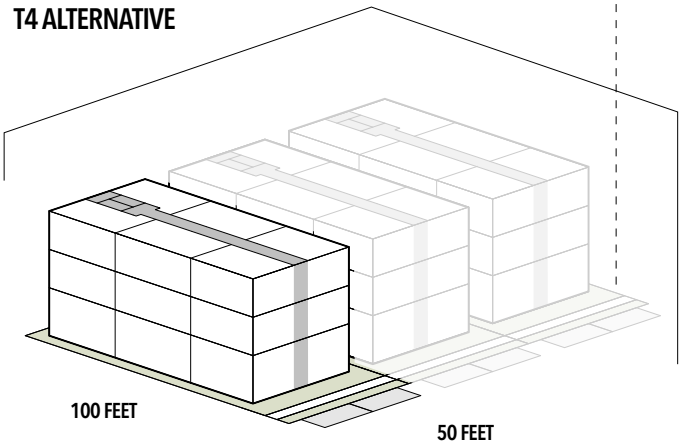


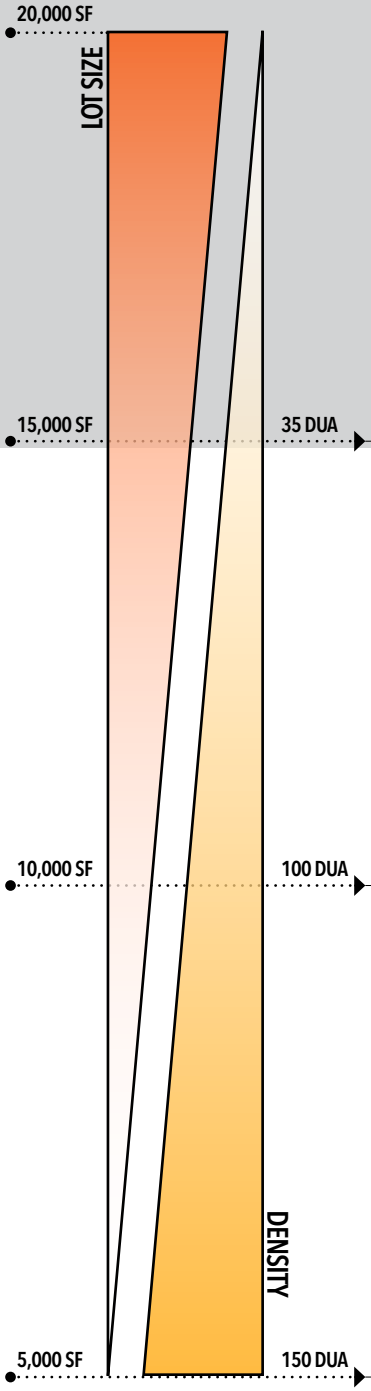
T4 ALTERNATIVE



PROPOSED

T4 ALTERNATIVE





EXISTING

LOT SIZE 15,000 SF

UNITS: 12
MAX. # OF FLOORS: 3
DENSITY: 35 DUA *(36 DUA allowed)*
AVG. UNIT SIZE: 1,438 SF
EFFICIENCY: 68%
PARKING PROVIDED: 17
(1.5 per DU)

ALTERNATIVE

LOT SIZE 10,000 SF

UNITS: 23
MAX. # OF FLOORS: 3
DENSITY: 100 DUA
AVG. UNIT SIZE: 587 SF
EFFICIENCY: 81%
PARKING PROVIDED: 5
(assuming buy down option)

ALTERNATIVE

LOT SIZE 5,000 SF

UNITS: 17
MAX. # OF FLOORS: 3
DENSITY: 150 DUA
AVG. UNIT SIZE: 495 SF
EFFICIENCY: 83%
PARKING PROVIDED: 2
(assuming buy down option or removing parking requirements).

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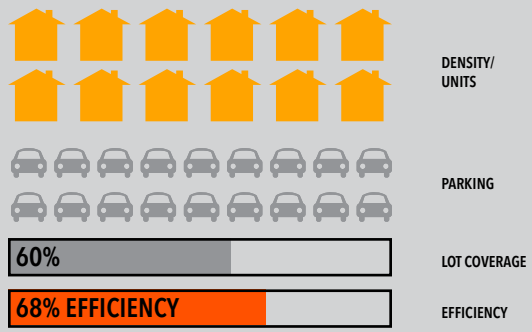
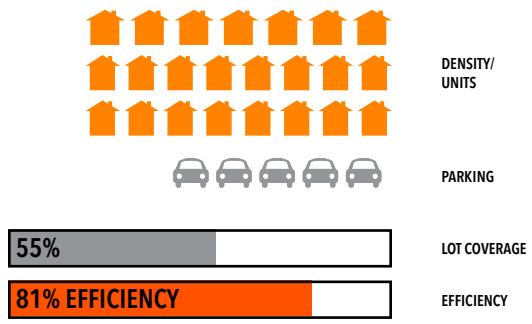
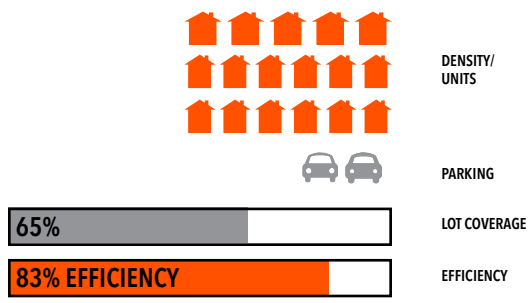
81% of East Little Havana's lots are 7,500 SF or less (Miami-Dade GIS DATA)







This section exhibits proposes alternatives for the T-4 transect zone to incentivize small scale development on smaller lots compatible to the existing urban fabric of Little Havana. The goal is to produce more diverse housing choices and generate enough density to support transit and locally serving commercial amenities.

The proposed solution DOES NOT prevent development on larger assemblies, but creates incentives for development on smaller lots by eliminating parking requirements and increasing allowable lot coverage and density.

Main ***inverse-density*** elements proposed for T-4 zones:

1. **In the interest of protecting the existing fabric of the District**, no incentives are to be provided for contributing properties demolished within 15 years of new permit applications. (See 2.1)

2. **The smaller the lot, the more density allowed.** This could minimize displacement and create financial benefits to developers by reducing development risks and costs. It would also increase building efficiencies, making them more affordable. Proposed density increase on compatible development, will promote a healthy walkable/bikeable urban environment. Small-scale, multi-unit or clustered housing types are more compatible in scale with single-family homes allowing for a transition in scale and neighborhood evolution.

3. **The smaller the lot, the more lot coverage allowed.** In keeping with the existing fabric, lot coverage is at 70% in dense small properties. Minimum setbacks - for light and air - consistent with the context, could increase building efficiencies and produce unit that are smaller and more affordable.

4. **Smaller lots allow parking reductions and parking buy downs.** Allowing developers to decide how many spaces to provide on-site - based on market demand - reduces costs and increases building efficiencies. It is also important to improve transit in order to justify the reduction of parking (*as mentioned in the Mobility chapter, residents in Little Havana already account for the largest concentration of transit riders in the City*).

5. **Keep height allowed at 3 stories,** making buildings more context appropriate and efficient by avoiding the need for elevators - in turn, making the buildings more resilient.

*Analysis is based on maximum build outs assuming flexible parking requirements and micro units are allowed outside TOD areas.

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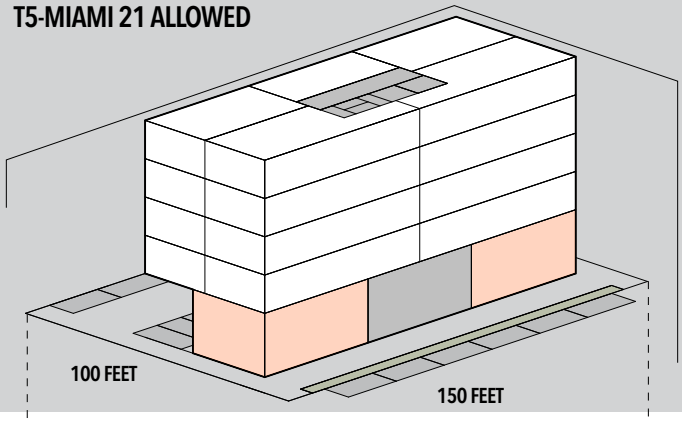
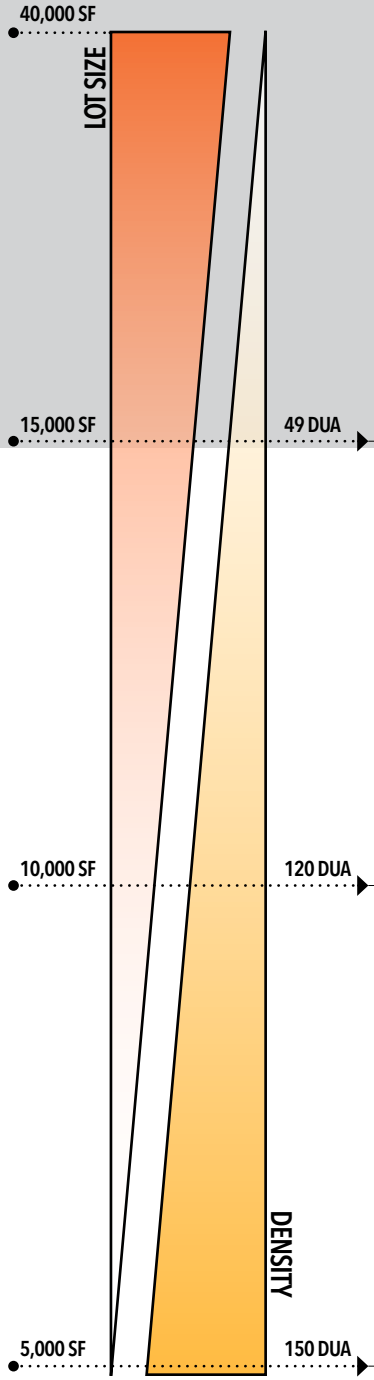
T5 THE URBAN CENTER ZONE

EXISTING

T5-MIAMI 21 ALLOWED



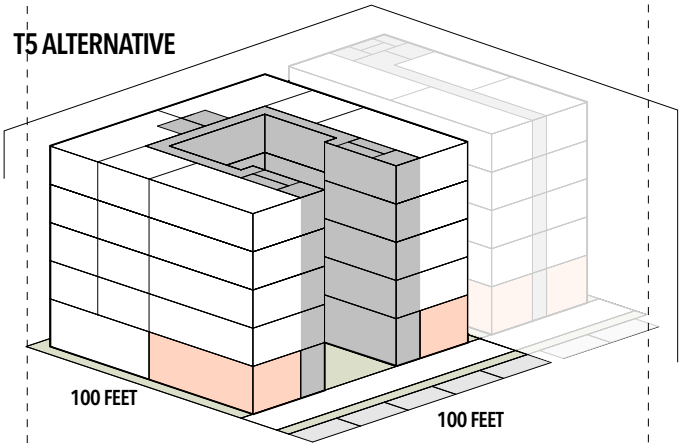


EXISTING

LOT SIZE 15,000 SF

UNITS: 17
MAX. # OF FLOORS: 5
COMMERCIAL AREA: 3,000 SF
DENSITY: 49 DUA *(65 DUA allowed)*
AVG. UNIT SIZE: 1,219 SF
EFFICIENCY: 79%
PARKING PROVIDED: 25 *(1.5 per DU)*

T5 ALTERNATIVE



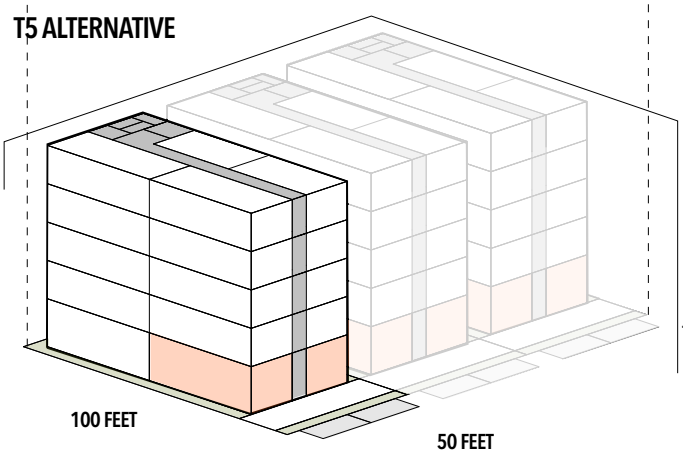
ALTERNATIVE

LOT SIZE 10,000 SF

UNITS: 28
MAX. # OF FLOORS: 5
COMMERCIAL AREA: 1,740 SF
DENSITY: 120 DUA
AVG. UNIT SIZE: 716 SF
EFFICIENCY: 81%
PARKING PROVIDED: 5
(assuming buy down option)

PROPOSED

T5 ALTERNATIVE



ALTERNATIVE

LOT SIZE 5,000 SF

UNITS: 18
MAX. # OF FLOORS: 5
COMMERCIAL AREA: 1,445 SF
DENSITY: 150 DUA
AVG. UNIT SIZE: 660 SF
EFFICIENCY: 79%
PARKING PROVIDED: 2
(assuming buy down option or removing parking requirements).

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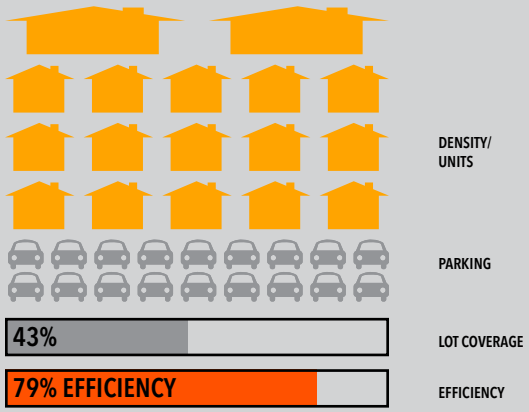

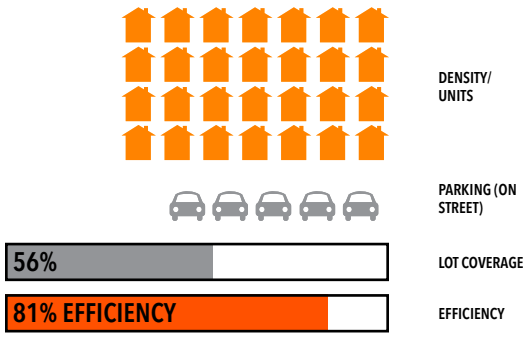

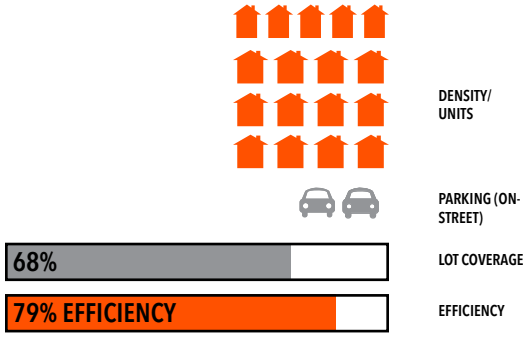

This section proposes alternatives for the T-5 transect zone to incentivize small scale development on smaller lots compatible to the existing urban fabric of Little Havana. The goal is to create incentives for development providing a better transition from the small scale T-4 zoning to the T-6 transect zones. This will produce more diverse housing choices and generate enough density to support transit and commercial uses.

The proposed solution DOES NOT prevent development on larger assemblies as currently codified in the Miami21 for 5 stories, but creates incentives for development on smaller lots by reducing parking requirements and increasing allowable lot coverage and density. All alternatives include commercial areas on the first floor to support the commercial corridors zoned T-5.

Main ***inverse-density*** elements proposed for T-5 zones:

1. I**n the interest of protecting the existing fabric of the District**, no incentives are to be provided for contributing properties demolished within 15 years of new permit applications. (See 2.1)

2. **The smaller the lot the more density allowed.** This could minimize displacement and create financial benefits to developers by reducing development risks and costs. It would also increase building efficiencies making them more affordable. Proposed density increase on compatible development will promote a healthy walkable/bikeable urban environment. Small-scale, multi-unit or clustered housing types are more compatible in scale with single-family homes allowing for a transition in scale and neighborhood evolution.

3. **The smaller the lot the more lot coverage allowed.** In keeping with the existing fabric, lot coverage is at 70% in dense small properties. Minimum setbacks, for light and air, consistent with the context, could increase building efficiencies and produce units that are smaller and more affordable.

4. **Smaller lots allow parking reductions and parking buy downs.** Allowing developers to decide how many spaces to provide on-site based on market demand reduces costs and increases building efficiencies. It is important to also improve transit in order to justify the reduction of parking (as mentioned in the *Mobility chapter*, residents in Little Havana already account for the largest concentration of transit riders in the City).

5. **Allow maximum height to 5 stories.**

*Analysis based on maximum build outs assuming micro units are allowed outside TOD areas and flexible parking requirements.

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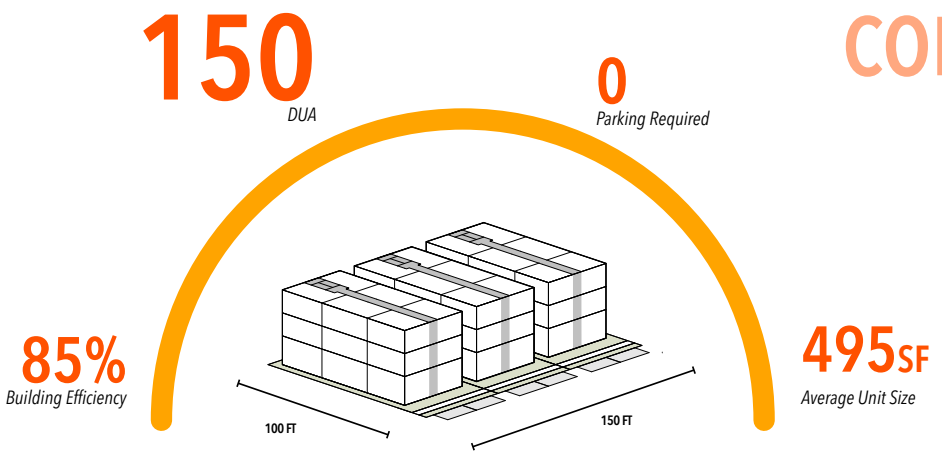
"Historic districts need good new construction to promote economic vitality, improve urban density, and to generate the activity that spurs investment in the rehabilitation of the existing historic fabric".[1]

WHERE DO WE WANT TO BE?

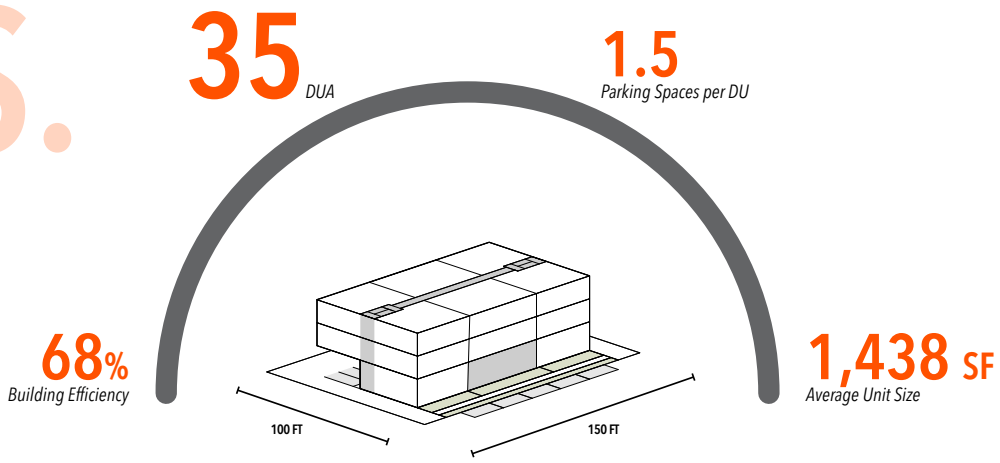
- Context sensitive development that maintains and enhances the character of the District.
- Small, incremental, compatible scale development.
- Smaller affordable units (mitigating displacement).
- Existing property owners becoming small developers.
- Less land dedicated for parking.
- A healthier environment that is safe for walking and biking.

1. Restore Oregon Special Report. Compatible Infill Design: Principles for New Construction in Oregon's Historic District. 2011. Pg 3

T4 - BUILDING COMPARISON



VS.



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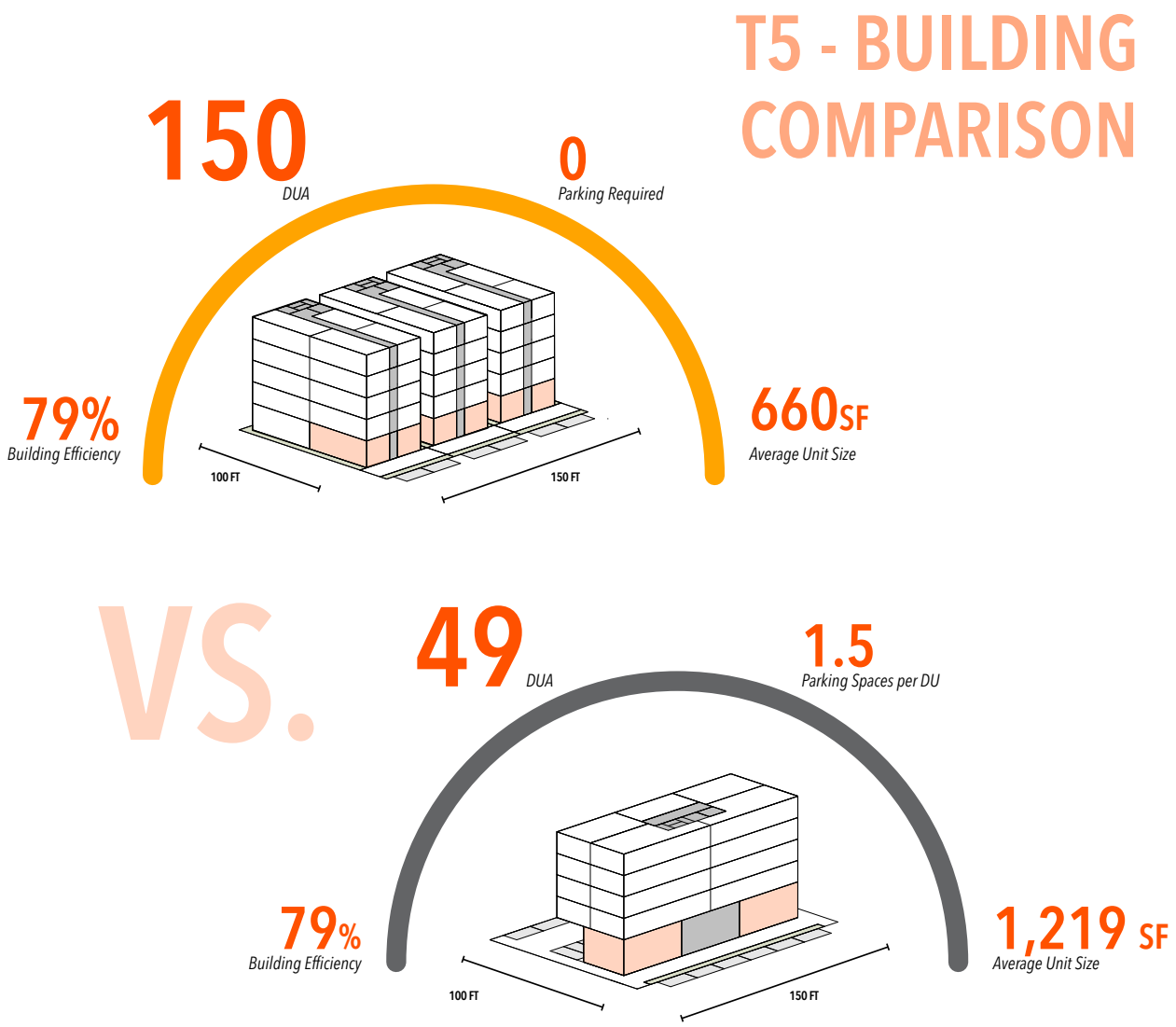
HOW DO WE GET THERE?

- Development standards in Little Havana must encourage new small-scale development on vacant and underused parcels that fits within the neighborhood and builds upon its contextual character creating incentives for developers.
- Encourage smaller, more affordable units and buildings by allowing higher densities on smaller lots to make better use of the land and create a better urban walkable environment.
- Reduce parking requirements to all T-4 and T-5 zoning districts within Little Havana - 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.

As a way to make sure goals and objectives are being met measurement tools need to be set in place. To do this make sure to assess whether small development is happening by reviewing permits for the area periodically.



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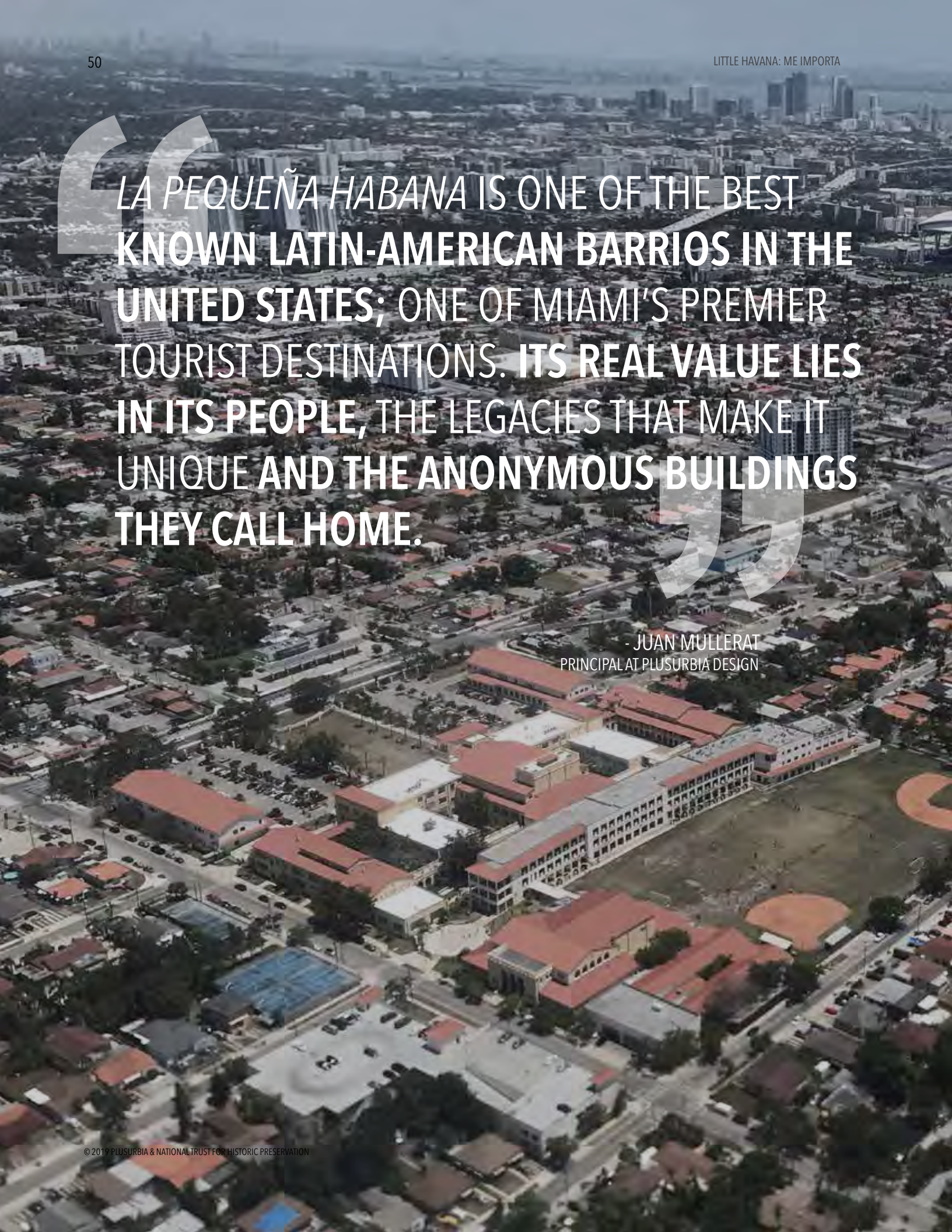

"*LA PEQUEÑA HABANA* IS ONE OF THE BEST **KNOWN LATIN-AMERICAN BARRIOS IN THE UNITED STATES;** ONE OF MIAMI'S PREMIER TOURIST DESTINATIONS. **ITS REAL VALUE LIES IN ITS PEOPLE,** THE LEGACIES THAT MAKE IT UNIQUE **AND THE ANONYMOUS BUILDINGS THEY CALL HOME.**"

- JUAN MULLERAT
PRINCIPAL AT PLUSURBIA DESIGN

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BUILD COMPATIBLE INFILL (CONTINUED).

- Identify areas of potential higher density development for Transfer of Development (TDR) receiving sites from historic or flood-vulnerable/green space sending sites that are also within Little Havana.

1.3 Engage the design community and neighborhood residents to define and illustrate principles for new development that is compatible with the human-scaled, pedestrian-oriented, and climate-sensitive traditions of older buildings in the neighborhood.

- Engage community residents with a design competition that brings attention *to* and comes up *with* creative solutions for infill responsive and sensitive to historic patterns while incorporating modern aesthetics.
- Develop a pattern book of design principles, guidelines, and examples. Engage the local AIA chapter and other related partners in creating this resource.

1.4 Zone for resilience in Little Havana.

- Identify the most resilient sites for development in Little Havana – those which are on high ground (define threshold above sea level), outside Coastal High Hazard areas, and connected by pedestrian, bike, or transit infrastructure.
- Encourage more intensive and contextual development in resilient areas.
- Identify properties most vulnerable to flooding, assess risks, and develop flood mitigation strategies, such as raising utilities.

1.5 Establish a storm-water mitigation program.

- 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.
- See "Establishing on-site Storm Water Management:" on page 126 for in depth recommendations.

♡ HEALTH BENEFITS

Improve health of residents by creating a more **walkable, pedestrian-oriented**, **climate-sensitive** urban environment.

Improve the overall **health** of the neighborhood by encouraging **resilient development** and implementing **flood mitigation strategies**.

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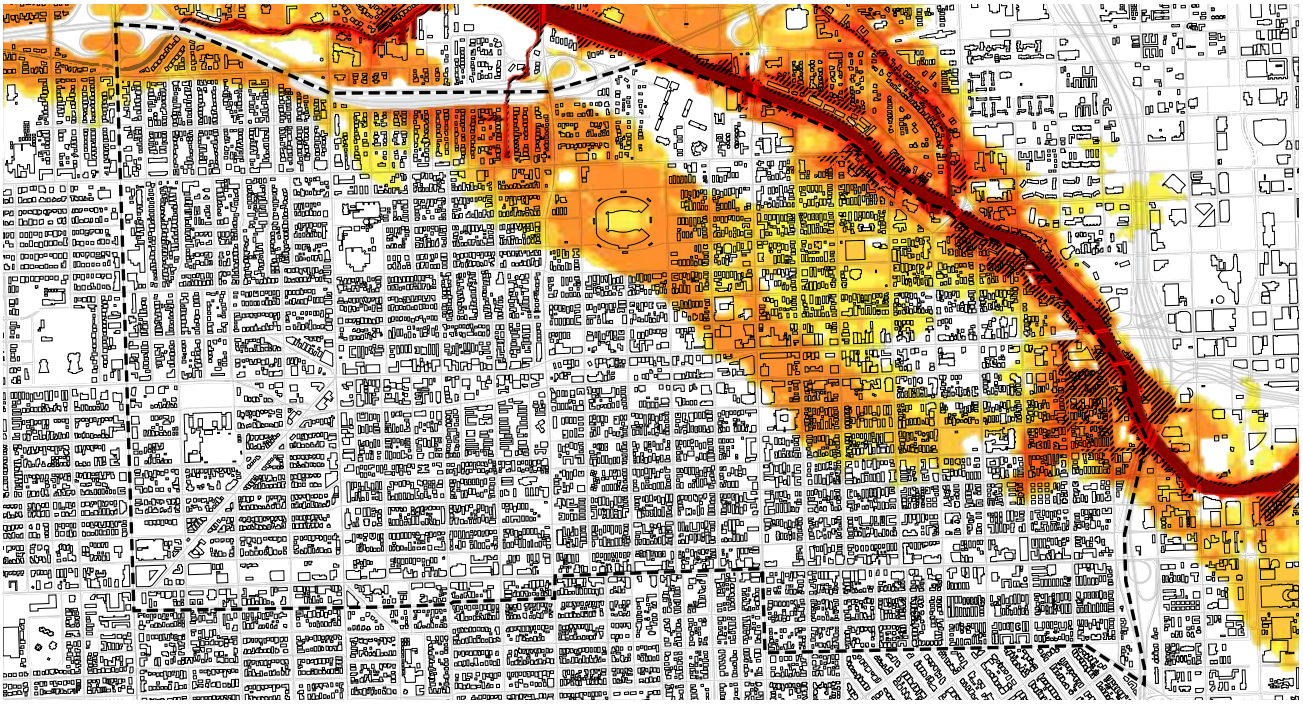
EXISTING FLOOD HAZARD MAP



Map: FEMA Flood Hazard Map. (Source: coast.noaa.gov)

Image: Flooding in Little Havana. (Source: Miami Herald)

About 30% of the study area in Little Havana is in a High Risk Flood Zone

Image: Flooding on Miami Beach. (Source: Weather Channel)

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BUILD COMPATIBLE INFILL (CONTINUED).

♡ HEALTH BENEFITS

Improve the health of the community by filling in the gaps in rehabilitating the community, fostering social engagement, and both maintaining and enhancing a **sense of place.**

Improve the health of the community by providing a better **walkable and bikeable environment** and encouraging people to lead an active lifestyle.

Improve economic health by encouraging incremental, more **affordable small-scale development** and **preserving** older and historic buildings.

1.6 Assess the development potential of underused assets in the Little Havana study area.

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 development sites or parks, 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, while minimizing demolitions.

1.7 Enact policy and establish incentives for new small incremental infill in the study area.

Miami's rapid development is notably apparent in areas where market and zoning conditions have created a high ROI (return on investment). In Little Havana, low-density zoning, poor infrastructure, and lack of amenities, coupled with recent unprecedented land value increases, have made many development projects unfeasible.

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

- Establish a time-limited impact fee reduction or elimination to spark new development that is context sensitive. 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.

1.8 Encourage centralized garage options to new development along Commuter Streets. *(see page 80)*

- Establish an optional parking reduction program proportional with height reductions on major corridors to reduce height in keep with existing scale - specifically on Calle 8.

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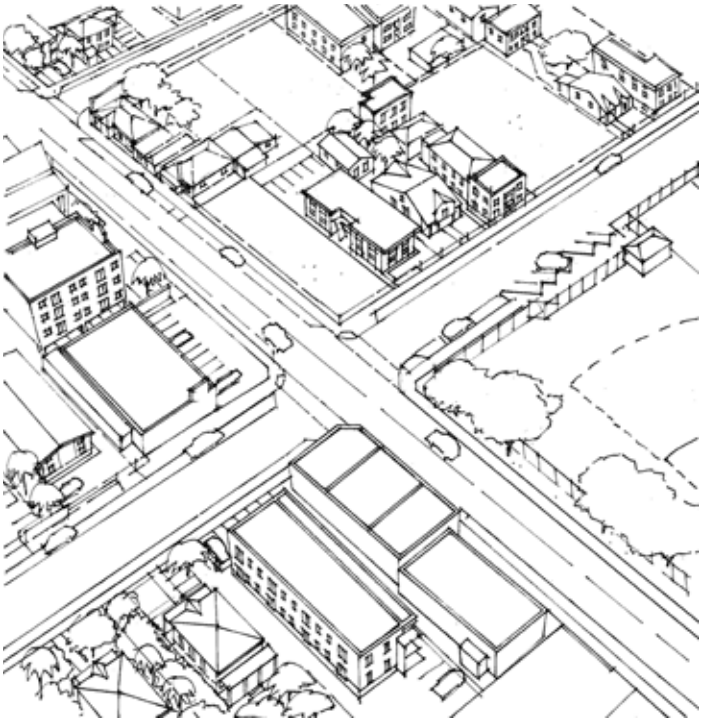

Diagram: Assessing the potential for incremental development. (Source: Plusurbia Design)

Diagram: Vacant land parcels in Little Havana. (Source: Plusurbia Design)

Diagram: The proposed incremental development in Little Havana. (Source: Plusurbia Design)

Image: Empty parcel on NW 7th St. (Source: Google Maps)

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FROM vacancy TO VITALITY

Little Havana can add more residents, more jobs, and more businesses without demolishing a single building. How? By incorporating new infill development on vacant land and surface parking lots, Little Havana can be home to new residents and promote greater economic opportunity without sacrificing its character. Instead of proposing to radically change the neighborhood with disruptive demolitions and massive new structures, the neighborhood can incorporate new, human-scaled development that fit in conjunction *with* beloved older buildings. This will help bring members of the community together - residents and local businesses alike - and promote current economic opportunities with new vitality and even more bustling streets and sidewalks.

4,600,000
square feet of **vacant space**

6% of total **land area**

Little Havana's total vacant land area* = 7 MARLINS PARKS.

* National Trust's Preservation Green Lab

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To determine the amount of vacant space within Little Havana, the team compared information taken from County property and City vacant property records, next to recent imagery of the neighborhood. The **total** quantity of **space includes vacant lots, parcels used exclusively as surface parking lots, and buildings that were reported vacant in 2016 and 2017** (National Trust's Preservation Green Lab), and **excludes public parks and parking spaces** that share lots with existing structures. The research team assessed the current zoning code with a map of the vacant buildings and lots to calculate the total amount of vacant space and determine its potential for infill and redevelopment. *(For a closer look into these calculations and analyses, please see "Appendix" on page 166).*

Little Havana's vacant parcels and buildings could welcome...

+10,000 New Residents
(equivalent to about ⅕ of the current population)

+2,500 New Jobs
(equivalent to ¼ of current jobs)

+550 New Businesses
(equivalent to ⅕ of current businesses)

NOTE: Numbers reflect an estimate based on compatible height and scale.

By building human-scale development on vacant parcels and activating vacant buildings, Little Havana can maintain its irreplaceable cultural heritage while accommodating growth. This will require new policy that incentivizes infill and eases restrictions around building reuse. Little Havana can retain its familiar character and characteristics, its diversity and affordability, its unique way of life and still make room for new neighbors and new neighborhood establishments–turning VACANT SPACE into MAXIMUM VITALITY.

Diagrams: Gradual infill development add vitality, without sacrificing neighborhood character. (Source: Plusurbia Design)

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REHABILITATE AND REUSE OLDER AND HISTORIC BUILDINGS.

Incentivize and enable the rehabilitation and reuse of older & historic buildings for affordable housing and for locally owned small businesses.

"Rehabilitation" is a practical and cost-effective approach to repair existing buildings while retaining their character in ways that will provide for an efficient contemporary use. Chapter 23 of Miami's City Code defines rehabilitation as "the act or process of returning a property to a state of utility through repair or alteration which makes possible an efficient contemporary use while preserving those portions or features of the property which are significant to its historical, architectural, and cultural values." [Chapter 23-2.]

Little Havana's older and historic buildings – center hall apartments, bungalows, mom-and-pop stores, and religious and civic landmarks – have ably served generations of residents who have adapted the buildings to fit their current-day needs. These character-rich historic structures will play an essential role in the future growth of Little Havana. With care and planning, these buildings can be engines of economic reinvestment, revitalization, and sustainability.

♡ HEALTH BENEFITS

Improve the economic health of the community creating **new jobs, stimulating the local economy and increasing property values.**

Minimize displacement by rehabilitating structures providing opportunities to **retain the existing residents**

2.1 Increase opportunities for rehabilitation of vacant and unsafe structures and reduce demolitions.

- Create a Master List of "Character-Based Contributing Properties" in the District.
- Request Code Compliance/Enforcement and the Planning Department to create a public list of unsafe structures that are at risk of demolition and vet them with the Preservation staff to determined which should be prioritized for rehabilitation.
- Evaluate a receivership model to facilitate the transfer of abandoned, neglected, and/or distressed property to local or state entities or a qualified community development entity.
- Create a demolition review process that requires assessment of historic significance by historic and environmental preservation staff for structures over 50 years of age.

2.2 Remove regulatory barriers and streamline the process for review and approval of rehabilitation projects.

- Streamline permit review and approval process for building rehabilitation and affordable housing projects. Assist developers through technical services, sharing of code compliance solutions, and provision of permit fee waivers for rehabilitation projects and projects that provide affordable, workforce housing.
- Provide flexibility in setback and lot coverage requirements for additions to properties designated at the local, state, or national level and for projects that provide affordable workforce housing.
- Expand the number of permitted and conditional uses for properties designated at the local, state, or national level.
- Eliminate application fees for rehabilitating and reusing older and historic buildings within the Little Havana's proposed NRD.

2.3 Maximize the use of existing incentives for the rehabilitation and reuse of older and historic buildings.

- Encourage the use of federal historic tax credit incentive, which provides a 20% credit for rehabilitation of income-producing properties listed on the National Register of Historic Places.
- Strengthen the Transfer of Development Rights (TDR) program to incentivize retention and reuse of smaller-scale, designated historic properties by adding provisions for transfer of density (number of units) as well as development rights. TDR receiving sites should be in Transit Oriented Districts outside Coastal High Hazard zones in the T-4, T-5, and T-6 transects.

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Image: Hispanic Cultural Arts Center as an iconic example of a successful historic building rehabilitation in Little Havana. (Source: Wikimedia)

Image: Another successful example of a historic building rehabilitation in Little Havana. (Source: Plusurbia Design)

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REHABILITATE AND REUSE OLDER AND HISTORIC BUILDINGS (CONTINUED).

♡ HEALTH BENEFITS

Improve physical and mental health of its residents by preserving the **identity** and reinforcing the **sense of place** of the neighborhood.

Improves environmental health by **reusing** older historic structures **reducing the environmental impacts** of new construction.

2.3 Maximize the use of existing incentives for the rehabilitation and reuse of older and historic buildings (CONTINUED).

- Promote the local property tax incentive program for designated historic properties in Little Havana.
- Promote the use of other funding sources, such as the Art in Public Places funds, Community Development Block Grant Funds (CDBG), and local foundation grants, to support rehabilitation and reuse projects in the neighborhood.

2.4 Create new incentives for the rehabilitation and reuse of older and historic buildings.

- Support efforts to establish a Florida rehabilitation tax credit in the next legislative session. Look to successful examples in Texas and Tennessee for ways to structure a credit in a state without an income tax.
- Establish a revolving fund to provide no-interest loans for rehabilitation of designated properties.
- Provide training for contractors and skilled trades to create employment opportunities to neighborhood residents.

2.5 Eliminate application fees for the rehabilitation and reuse of older and historic buildings.

- In coordination with the Historic Preservation Department for eligibility and recording, wave all permit fees for all those older buildings to be rehabilitated and/or reused -- and subsequently designate them for protection.

2.6 Reduce impact fees for new contextual infill construction of buildings.

- In coordination with the Historic Preservation Department for eligibility and recording, wave all impact fees (City and County) for all older buildings to be rehabilitated and/or reused -- and subsequently designated for protection.

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Image: Old warehouse rehabilitated into an Apple Store. (Source: Dezeen)

Image: The Fillmore as a local example of successful rehabilitation. (Source: Bill Hansen)

Diagrams: Illustrations showing the process of rehabilitation. (Source: Plusurbia Design)

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|3|

ALLOW SAFE HABITABLE ANCILLARY DWELLING UNITS.

Accessory dwelling units (ADUs) – also referred to as accessory apartments, second units, or granny flats – are additional living quarters on single-family lots that are independent of the primary dwelling unit. The separate living spaces are equipped with kitchen and bathroom facilities, and can be either attached or detached from the main residence.[1]

Little Havana was originally built with a great number of these units. The ADUs or "casitas" located in the back of the lot were intended to house seasonal visitors, workers or visiting family. These flexible additional units have thrived for over a century in Little Havana.

In many cities like Miami, they provided multi-generational housing that also helped tackle the critical urban issue of affordable housing many struggle with today. Often, the tenant used the additional revenue earned to supplement the family income for the owner -- oftentimes covering a mortgage, or the expense of home improvement and maintenance.

Miami needs to preserve and expand its range of neighborhood housing options. ADUs provide a not only beneficial, but time-tested housing arrangement of main dwelling and smaller "granny flat"/short-term affordable rental property in one lot.

Reasonable rental restrictions include the owner to live on-site, limiting rentals to a percentage of the home's area.

1 Municipal Research and Services Center of Washington, Accessory Dwelling Units, October 1995, http://www.mrsc.org/Publications/textadu.aspx#tenant.

♡ HEALTH BENEFITS

Increase the economic well-being of the community by adding to the **affordable housing stock** and allowing an **income supplement** for property owners living in the neighborhood.

3.1 Legalize and allow new construction of safe habitable ancillary dwelling units to be build by right within the Overlay District.

- 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:
    - 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.

3.2 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.

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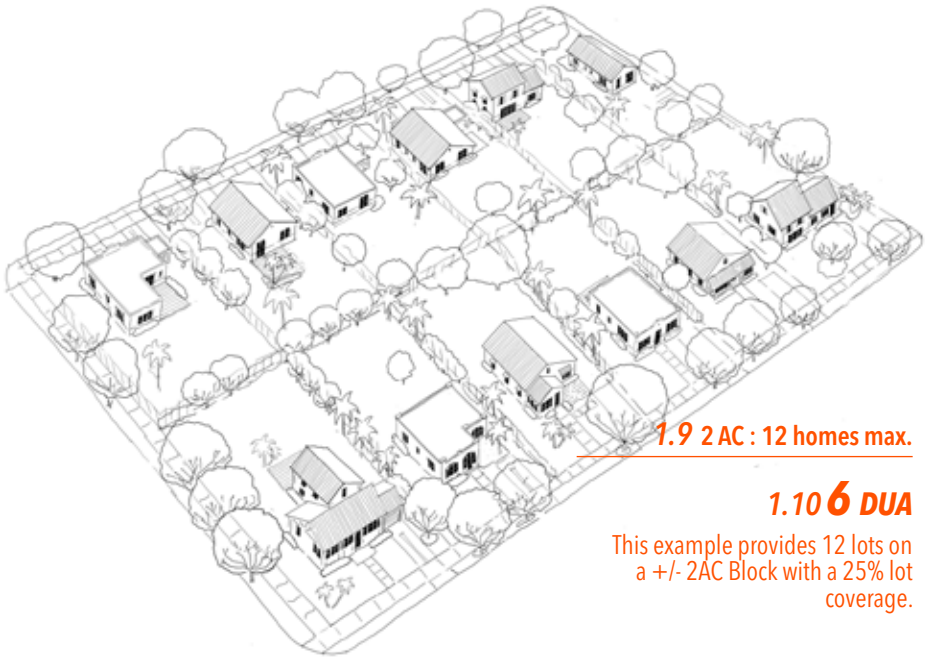
single family T3 ZONING



1.9 2 AC : 12 homes max.

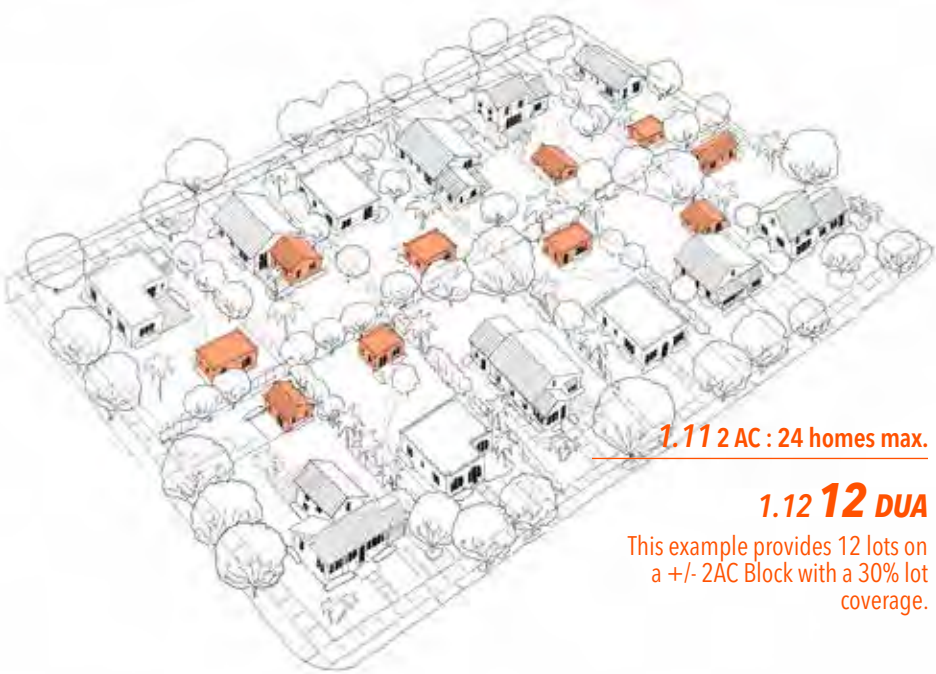
1.10 6 DUA

This example provides 12 lots on a +/- 2AC Block with a 25% lot coverage.

Typical Blocks in Little Havana are 7,500 SQ FT (75' x 100') and 5,000 SQ FT (50' x 100') lots.

Current Code allows for:

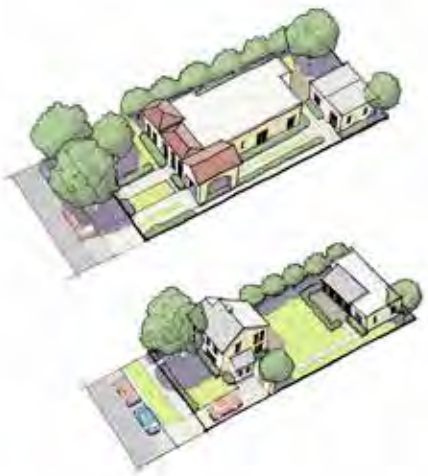
- Density: ..... 9-18 DUA
- Lot Coverage: 50%
- Green Space: 25%
- ADUs: ..... only on T3-L



1.11 2 AC : 24 homes max.

1.12 12 DUA

This example provides 12 lots on a +/- 2AC Block with a 30% lot coverage.



Diagrams: Examples of homes in Little Havana with ADUs. (Source: Plusurbia Design)

Diagram: Comparison of a block with and without Ancillary Dwelling Units (ADUs). Assumptions based on a 1,800 SF Main Building and a 500 SF ADU. (Source: Plusurbia Design)

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SUPPORT LITTLE HAVANA AS A MULTI-MODAL COMPLETE NEIGHBORHOOD.

MOBILITY

|1| Create an efficient and convenient multi-modal transportation network.

- *Complete Districts*

|2| Increase pedestrian and bicycle safety.

|3| Improve public transportation and increase transit ridership.

|4| Create a water taxi transit loop.

|5| Complete the Miami River Greenway.

There are 553 Acres of Right of Way in East Little Havana making 23% of its total area.

OVERVIEW

Despite Little Havana's central location, it is difficult for residents to move within the neighborhood and to reach major destinations outside of it. The lack of coordinated mobility options, coupled with an unsafe and inconvenient walkable environment, produce sub-standard transportation conditions.

Even though Little Havana has a higher percentage of residents who walk and bike to work compared to the State average, the rate of obesity among its residents (35%) is still higher than the national average (29%) (U.S. Census Data). This could be due to the unsafe and inconvenient conditions which limit residents' ability to walk around the neighborhood easily. High traffic speeds and lack of safe and convenient infrastructure/services also worsen the issue.

Not only does Little Havana have few transit options, but they are often unreliable and inconvenient. Metrobus ridership data shows higher than average ridership and lower vehicle ownership per household (Kimley, 2016). However, according to Miami-Dade County Transportation and Public Works 2018 Ridership Technical Report, there has been a 5.4% decrease in monthly metrobus boardings in Little Havana this past year (*see Miami Dade County Transportation and Public Works, page 17*). The trolley service on the other hand, is very popular among residents and has doubled its ridership within the neighborhood, becoming "the largest growth in Little Havana (Flechas, 2018)." It is clear that working towards increased ridership means addressing how service can be improved in its reliability, consistency, and frequency for all.

Little Havana has approximately 1.6 miles of land along the Miami River, abutted by Sewell Park and Jose Martí Park at each end, which can be revitalized, reinforcing the bicycle/pedestrian infrastructure network and giving residents alternative commuter services such as limited area neighborhood transportation options like jitneys, smaller short trip internal buses, small electric vehicles (freebees), and water-taxis, just to name a few.

Looking to the future - how can movement in Little Havana continue to expand and improve to truly become a multi-modal neighborhood that provides equal access to all?

In order to take advantage of Little Havana's location, fast, affordable, and reliable transportation must be provided so residents can move within the neighborhood and also have convenient access to major employment centers. To achieve ideal conditions the solution needs to be based on a user centric approach (see *Complete Districts, page 66*).

This chapter describes a range of policy and programmatic tools that can help guide and manage change in the neighborhood. All are informed by discussion with a broad range of community stakeholders who care deeply about this special place.

WHY?

A key foundation for a **HEALTHY, EQUITABLE, AND RESILIENT COMMUNITY** is the availability of an accessible, reliable, and efficient multi-modal transportation system that provides mobility options to its residents. Ideal systems integrate different modes of transportation with a range of street types and land uses, creating what we call Complete Districts. Little Havana's proximity to downtown and major job centers makes it an excellent candidate for the implementation of Complete Districts.

Multi-Modal Transportation and Complete Districts:

- **are conducive to incorporating exercise into the daily routine, making the community physically and mentally HEALTHY.** Safe and comfortable connectivity in a neighborhood is crucial to improve people's health by encouraging residents to walk to their destinations, to reach a transportation stop, or go for a walk for leisure, all of which inherently increase their levels of physical activity. Walking also provides opportunities for residents to gather outside or run into each other during their walks and foster social interactions in the community, which have proven to increase longevity (Berkman and Syme, 1979).
- **are a more affordable option than car ownership, making the community equitable and economically HEALTHY.** Equity in terms of movement within the neighborhood refers to everyone having equal access to transportation networks and options that facilitate mobility. Providing a safe and complete network for people walking, cycling, and using public transport without having to depend on a personal vehicle ensures everyone an equally feasible and pleasant experience of travel between one place to another within the neighborhood.
- **provide a more environmentally-conscious mobility alternative, making the community more resilient and environmentally HEALTHY.** A resilient community must be able to address the natural and man-made threats it faces. It is important to consider how streets can withstand large amounts of rainwater and flooding through proper stormwater management and filtration (Little Havana's streets are constantly threatened by flooding from strong storms and high tides). A healthy tree canopy and landscaping areas serve as the building blocks for the neighborhood's streetscape, since they not only beautify the neighborhood, but they also serve as an essential way to promote resiliency. Street trees provide shade, which reduces the cost of cooling and makes walking and biking more comfortable, and they also protect pedestrians and bicyclists from speeding vehicles.

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IN DEPTH

MULTI-MODAL OPTIONS AND SAFETY AT RISK

Little Havana's close proximity to Downtown and major employment centers such as Brickell, the Health District and the Airport make the neighborhood an ideal location for residents. But unfortunately, the convenience of the location is minimized by the limited mobility options available - which have proved to often be disconnected, unsafe and unreliable.

The 2010 US Census data shows that the Little Havana study area has areas of high population density exceeding **100 residents per acre** and vehicle ownership is generally less than 1 per household (Kimley, 2016).

The 2016 Little Havana Bicycle/Pedestrian Mobility Plan shows that **transit ridership** represents **nearly 15% percent of all trips made by residents of Little Havana**. Metrobus ridership data shows that the average daily ridership is highest along NW 27th Avenue, the West Flagler Street/SW 1st Street one-way pair, and the SW 8th Street/ SW 7th Street one-way pair (Kimley, 2016). This shows that there is a high demand and existing usage for public transit in Little Havana.

The 2010-2014 American Community Survey 5-Year Estimate for Little Havana demonstrate that residents are more likely to make work trips on foot or by bicycle compared to rest of the County, State, and Country as a whole. The percentage of work trips made by bicycle is approximately **twice (2X) as high** in Little Havana than in Miami-Dade County as a whole, and the percentage of work trips made on foot is **one-third (1/3X) higher** in Little Havana than the County as a whole, and **twice (2X) as high** as in the State of Florida as a whole. Transit and bicycles are used approximately **33% more** in Little Havana than in the rest of the City of Miami. This demonstrates that residents of Little Havana walk and bike more than the average for the County and the State.

Despite the higher number of pedestrians and bicyclists, streets are still unsafe and inconvenient for bicyclists and pedestrians. Between 2008 and 2013, there were approximately **500 reported crashes** involving **pedestrians**. Of these, approximately 135 involved an elderly pedestrian. The crashes were concentrated between SW 8th Street and NW 7th Street. This coincides with the higher density residential areas. Crashes involving elderly pedestrians tend to occur more on major roadways, particularly those with high Metrobus ridership. This may be because elderly residents in Little Havana are regular transit users, and must cross major roadways to reach their final destination (Kimley, 2016).

Approximately **210 crashes involving bicyclists** were reported in the [study area] between 2008 and 2013. The crashes were concentrated along West Flagler Street, SW 1st Street, SW 7th Street, SW 8th Street, and SW 27th Avenue.

"The average travel time to work in the United States is 25.4 minutes. **The average travel time to work in Little Havana study area is 28.85 minutes** (US Census Bureau)"

For most of recorded history, cities have been considered to be very unhealthy (Freeman, 1985). This belief led to a new approach in urban planning during the public health movement in the mid-19th century in the understanding that the built environment had a strict relationship to health (Oberlander, 1985), especially concerning safer and cleaner modes of transportation. However, this was quickly outlived by people's desire and ability to own a car. This had a profound effect on the construction of infrastructure in the built environment, prioritizing car travel above all other modes of transportation and sacrificing space to motorized mobility.

In more recent times a new balance in mobility infrastructure is sought; a range of mobility choices has been found to improve our urban habitats. New mobility solutions that are safe and adapt to the needs of the residents propose to change the public realm in a yet new and profound way. Studies show that multi-modal cities are more equitable, reduce income inequality, and increase affordable housing (Frederick, Talmage, 2017). Bicycle and pedestrian facilities further increase desirability and home values and create an increase in spending at local businesses, spurring local economic development in communities.

The Florida Department of Transportation (FDOT) states that its mission is "to provide a safe transportation system that ensures the mobility of people and goods, enhances economic prosperity, and preserves the quality of Florida's environment and communities."

While jurisdiction on streets may differ - this mission statement should drive any improvements to all streets in Little Havana.

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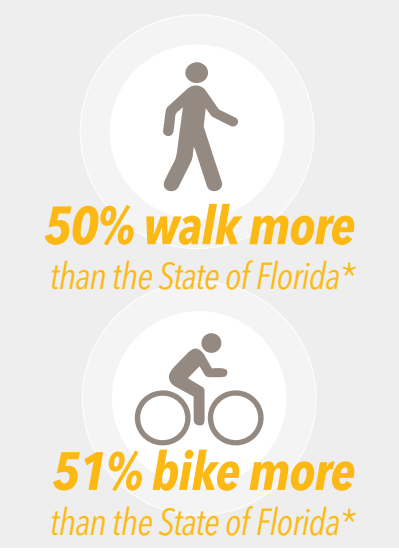
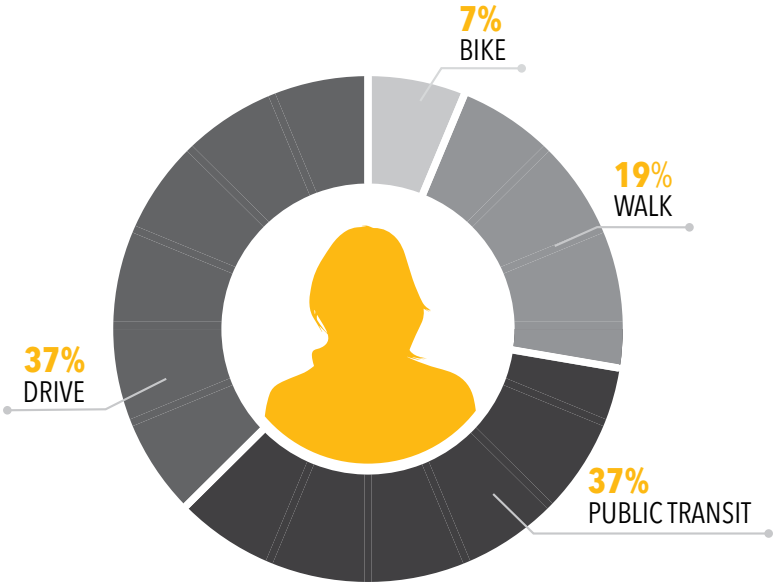
65% OF PEOPLE ASKED FOR MORE PEDESTRIAN-FRIENDLY STREETS

According to the Dangerous by Design 2016 report, Florida leads the way among the twenty most dangerous metropolitan communities to walk around in the country, ranking at number eleven by the Pedestrian Danger Index (PDI). *(Smart Growth America)*

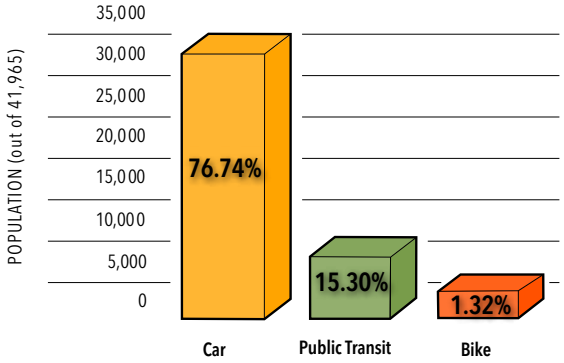


*average

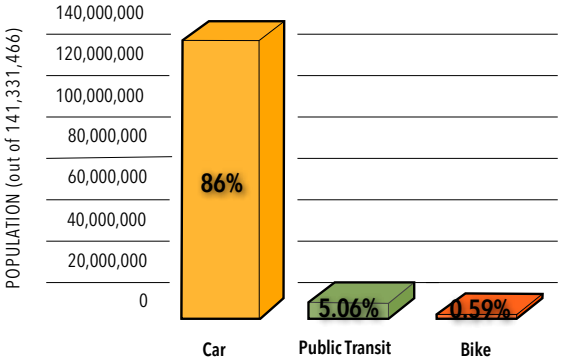
HOW PEOPLE MOVE IN LITTLE HAVANA



Little Havana Study Area



United States



Graph: Data taken from Journey to Work Data. *The Trust for Public Land, 2016.*

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|1|

CREATE AN EFFICIENT AND CONVENIENT MULTI-MODAL TRANSPORTATION NETWORK.

The concept of Complete Districts creates a balanced equation of streets as public spaces by taking a holistic approach that couples the public with the private realms. They are a city's greatest social justice tool because they provide the most number of citizens access to commerce, society, and culture.

By reorienting transportation priorities towards people over cars, Complete Districts offers more options for travel modes that in turn improve people's quality of life. Its streets are designed to provide connections to all destinations for all users - pedestrians, bicycle riders, transit riders, and motorists - while acknowledging that not all modes are proper for all streets.

Complete Districts propose a direct correlation between different street types, land uses, and the users they serve, offering a multi-modal network that helps make the built environment efficient by ensuring that every member of the community can complete a journey safely - from origin to destination - and in an enjoyable way.

The following recommendations intend to create a well-connected network throughout Little Havana. They acknowledge the relationship between land use and transportation by considering context-sensitive street design. They also address how to balance the needs for space on the streets including safety, mobility, creating vibrant frontages and attractive public spaces.

♡ HEALTH BENEFITS

Improve the health of the community by focusing on the direct correlation of the streets, their land uses and users to **improve overall mobility, safety and comfort.**

1.1 Implement Complete Districts concepts.

- Plan a series of workshops to involve the community in the design of a holistic street network in Little Havana. Use the residents' knowledge to understand what is working well and understand the challenges presented on a daily basis regarding mobility throughout the neighborhood.
- Identify design elements that can be incorporated to different streets to convert them into safe and enjoyable spaces for all users in the community.
- Prioritize different modes of transportation as a function of how they serve land uses.
- Establish dedicated transit on lanes, specially on Commuter Streets to improve service times and predictability.
- Set short, mid, and long-term goals to implement the design changes to the streets of the neighborhood.
- 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.

1.2 Re-balance street right-of-ways.

- 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.

1.3 Safety and comfort.

- Provide more shade on all streets - including shade trees, transit stop shelters and more seating areas.
- Build arcades and awnings as effective ways to create shade and shelter to protect people from the elements as they walk on the sidewalks to get from place to place.
- 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.
- Encourage "eyes on the street" to provide informal surveillance of the urban environment.

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COMPLETE DISTRICTS

what are Complete Districts?

- Balance of Private and Public Realm
- Multi-Modal Transportation Network
- Context-Sensitive and Careful Distinctions on Each Street

why Complete Districts?

- Provide safe and efficient built environments that balance the needs of all its users

how to implement Complete Districts

- Street Design Features
- Hierarchy of Street Design for Users

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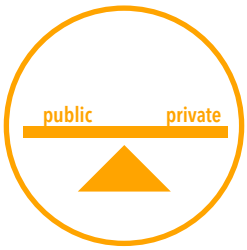
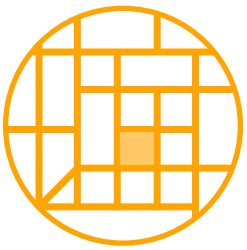
what ARE COMPLETE DISTRICTS?



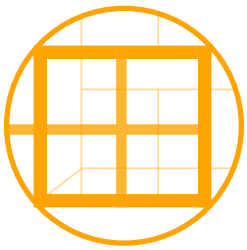
01

Complete Districts are a **BALANCE** of the **PRIVATE** and **PUBLIC** realm



02

Complete Districts are a **MULTI-MODAL** transportation network



03

Complete Districts are **CONTEXT SENSITIVE**

Image: La Rambla in Barcelona, a textbook example of how a pedestrian plaza can transform public space. (Source: Planetizen)

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BALANCE OF PRIVATE AND PUBLIC REALM

PUBLIC REALM **PRIVATE REALM**

COMPLETE DISTRICTS

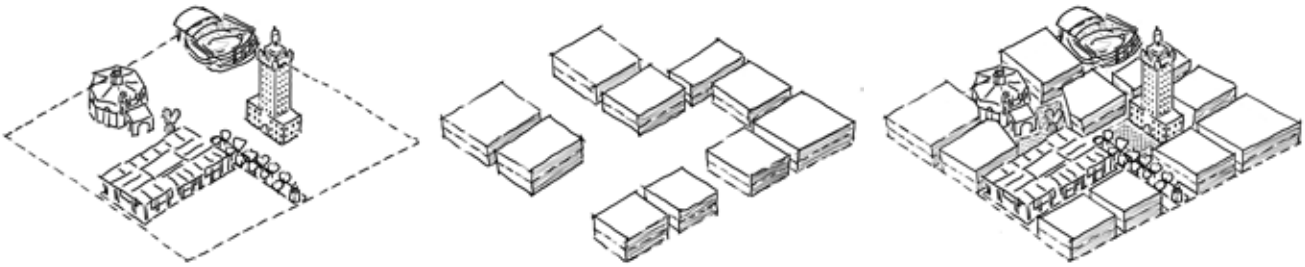
The concept of Complete Districts takes a holistic approach that balances a city's public and private realms. The private realm includes our homes and indoor life, the spaces where only the invited can go. The public realm includes city streets, sidewalks, parks and plazas - civic spaces and places that everyone has the right to visit.

The public realm and civic buildings are fundamental features of a true city. Before the majority of Americans commuted by car, the public realm was the center of city life. Now that people demand a more expansive variety of travel modes, they are turning away from the traditionally automobile-centric city and demand to take back their streets and sidewalks as public spaces.

In "Civitas- A True City," Léon Krier reconfirms this idea of the public realm and civic buildings being critical to a true city and addresses the street as the connector between public spaces. In the midst of today's increasing problems, people's constant interactions within their society is what will change civilizations for the better, and designing these public spaces will be the necessary positive catalyst.

In Complete Districts, civic buildings, streets, plazas and parks are public; private buildings abutting the public realm with their facades are private. Both need to work together.

"The architecture of the city and public space is a matter of common concern to the same degree as laws and language. They are the foundation of civility and civilization." -Leon Krier



Diagrams: Illustrative example of a Complete District's components in Miami, Florida. (Source: Adapted from Leon Kier's "Civitas - A True City")

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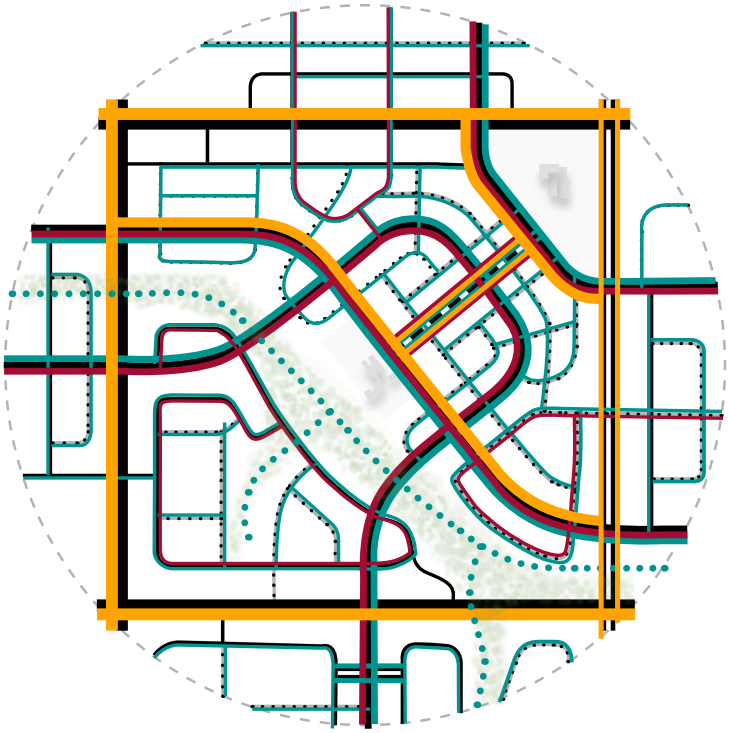
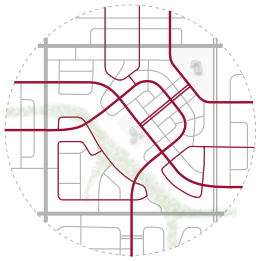
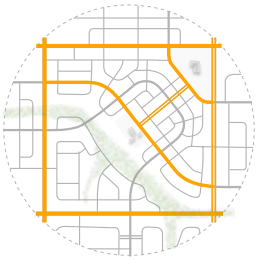
MULTI-MODAL TRANSPORTATION NETWORK



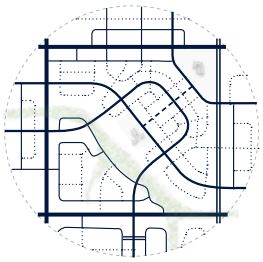
PEDESTRIANS



CYCLISTS



TRANSIT RIDERS



MOTORISTS

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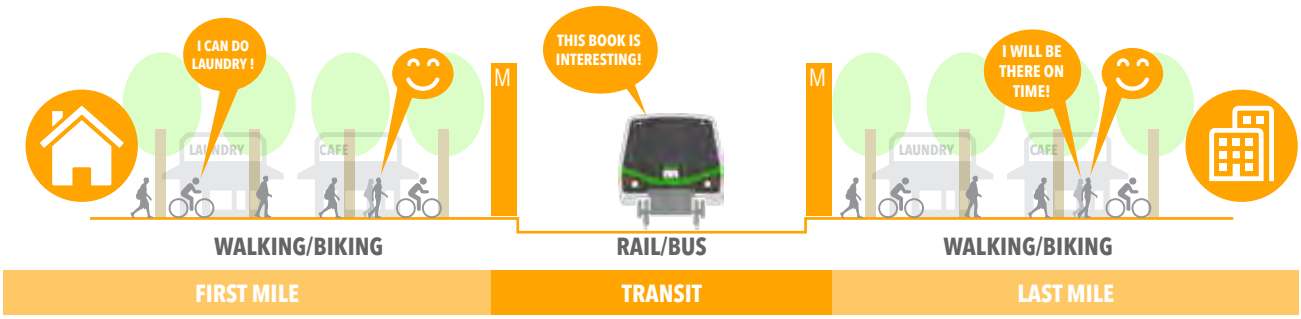
Image: Cyclists in Downtown Toronto, Canada. (Source: Momentum Mag)

Many cities are reorienting their transportation priorities to people instead of cars. Though cars are still dominant, the era of auto-dependent mobility seems to have peaked. Re-branding streets as "complete" or "shared" reflects a turn away from auto-centric mobility options. Local transportation officials and planners today place a larger focus on offering more options for travel modes to improve quality-of-life, and continued reductions in driving require true multi-modal solutions. No single mode of transportation, or the expectation that all drivers will use public transportation, is realistic. People need to be able to choose from a range of options: walking, biking, public transit and automobiles - including ride sharing and autonomous vehicles.

The promise of multi-modal streets hides the fact that such a dramatic shift away from the traditional American form of auto-oriented transportation is much more difficult than simply balancing cars with other modes of mobility. Supporting many modes requires multiple actors in the planning process, all with different priorities and preferences. More travel choices means private entrepreneurs will take the lead on services normally offered by the public sector, such as taxis, rapid transit, parking management, and movement of goods services. The benefits of redefining street space in a multi-modal system also creates new political challenges as the various providers and users fight over their use of the re-purposed streets.

Complete Districts provide connections to all destinations for all users, through a variety of travel modes. They not only accommodate all users, but they also acknowledge that not all modes are proper for all streets: pedestrians do not belong on a highway; transit does not belong on a low-density single-family street; alleys service buildings; avenues are grand and connect civic buildings. Through a hierarchy of streets, modes, and land/building uses, the district is more efficient and accessible, providing a better living environment.

TRANSIT'S FIRST MILE - LAST MILE



The first and last mile concept, originally developed by the Los Angeles County Metropolitan Transportation Authority (Metro), considers a user's entire journey using public transit from origin to destination. While most of the journey will take place using rail or bus, the first and last portions are completed through other forms of mobility. The concept considers that the transit experience extends beyond the station and is heavily influenced by the quality of the built environment that leads to it. The experience to reach the station, the time spent at the station, and the transit ride, are elements to be considered to ultimately improve people's complete experience. This is why the first and last mile is crucial to increase transit ridership, while also promoting sustainable development.

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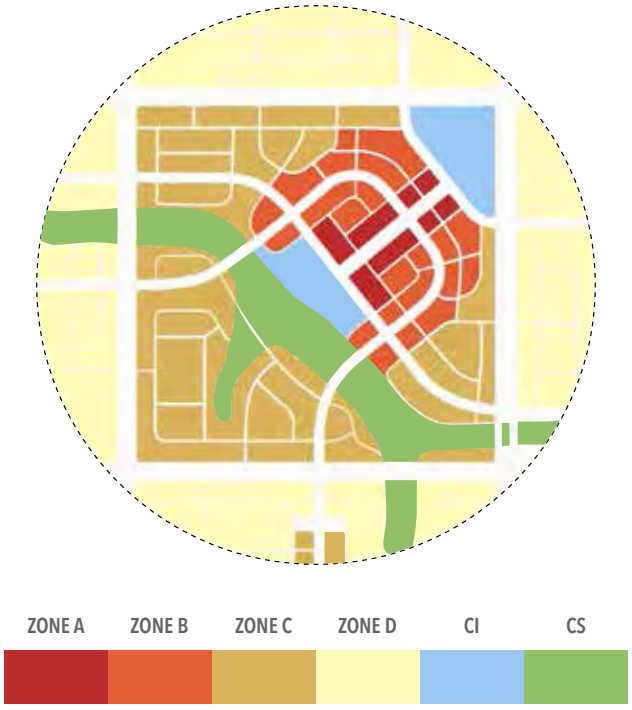
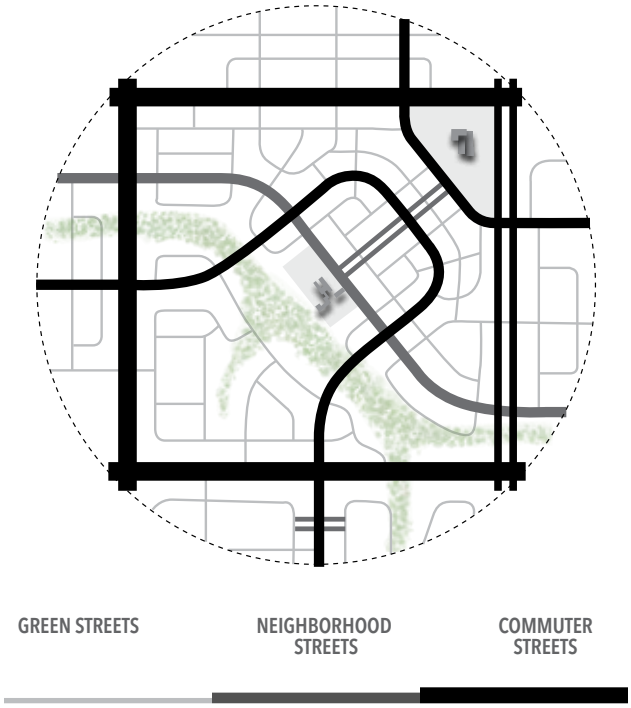
CONTEXT SENSITIVE AND CAREFUL DISTINCTIONS FOR EACH STREET

ZONING MAP



Left Map: Complete Streets by zoning. (Source: Plusurbia Design)

STREET ZONING MAP



Right Map: Complete Streets by street type. (Source: Plusurbia Design)

Complete Districts stems from the need to provide a holistic approach to the environments we design. They propose a direct correlation between different street types, the land uses, and the users they serve. This balance between access and uses creates a multi-modal network that helps to make the built environment efficient by ensuring that every member of the community can complete a journey safely, from origin to destination, and in an enjoyable way, regardless of the mobility option they choose.

Street types are used to establish a citywide classification system, similar to zoning and land use processes. A neighborhood street classification system requires a careful holistic survey of the buildings, uses and the streets that service them. The planning process requires collaboration with all government regulatory agencies. Such a process should look beyond existing conditions to articulate a plan for future conditions.

Streets that are designed based on the uses, densities and intensities they serve vary in their configuration accordingly. Because a street's context may change over time, they must be designed to adapt to changes in land use as the city evolves.

Cities must be built for people; they exist as a result of the desire people have to coexist with one another. The places we create must be as varied as the people that inhabit them. Even though we all think of cities as a collection of buildings, streets, and the systems that make them function (like transportation) - they most notably have their own culture, social environments, trade, and some argue their souls (Morris, 1985). All of them inform and are dependent on one another - the success of any place is conditional to an equitable balance between the elements that make them so. Servicing its people is paramount to a city's success and should be the benchmark to evaluate any intervention.

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Diagram: Summary of the relationship between the urban form, its uses, and the streets that serve them. (Source: Plusurbia Design)

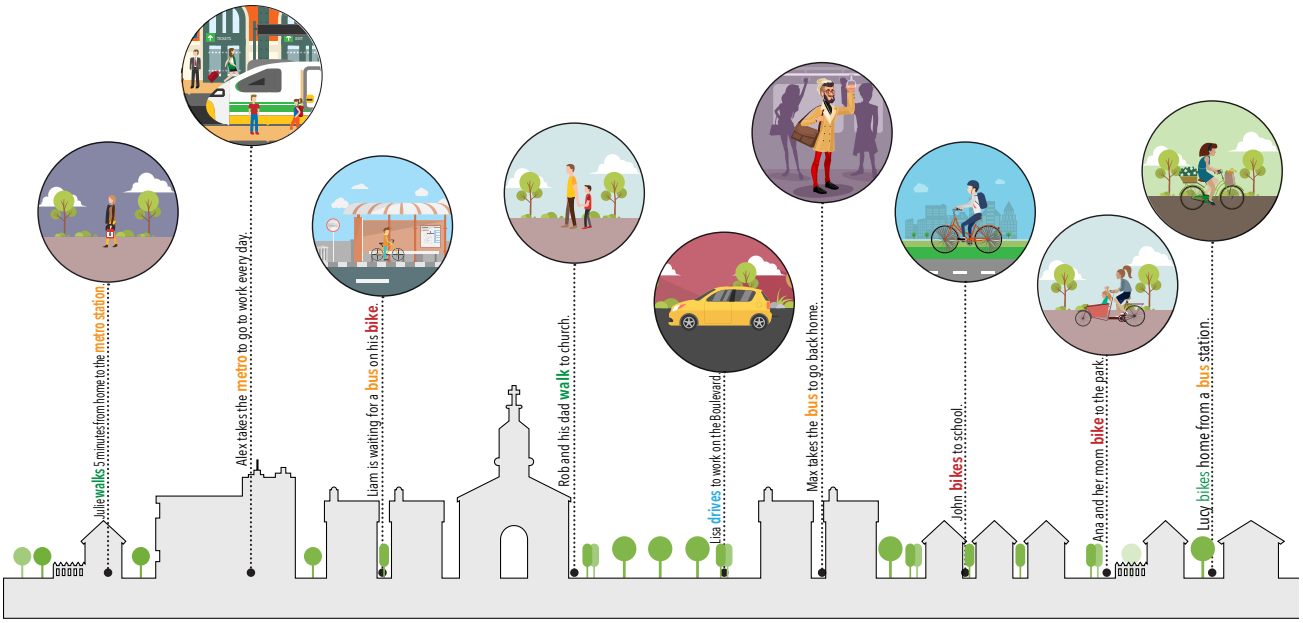

Diagram: Illustration depicting users utilizing various forms of transportation to get to and from their destination. (Source: Plusurbia Design)

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why DO WE NEED COMPLETE DISTRICTS ?

→ TO PROVIDE A SAFE AND EFFICIENT BUILT ENVIRONMENT THAT BALANCES THE NEEDS OF ALL ITS USERS.

to **serve people** in an equitable way

to improve the **safety** levels for all users

to support **local businesses**

to achieve **sustainable environments**

FOR PEOPLE + THEIR PLACE

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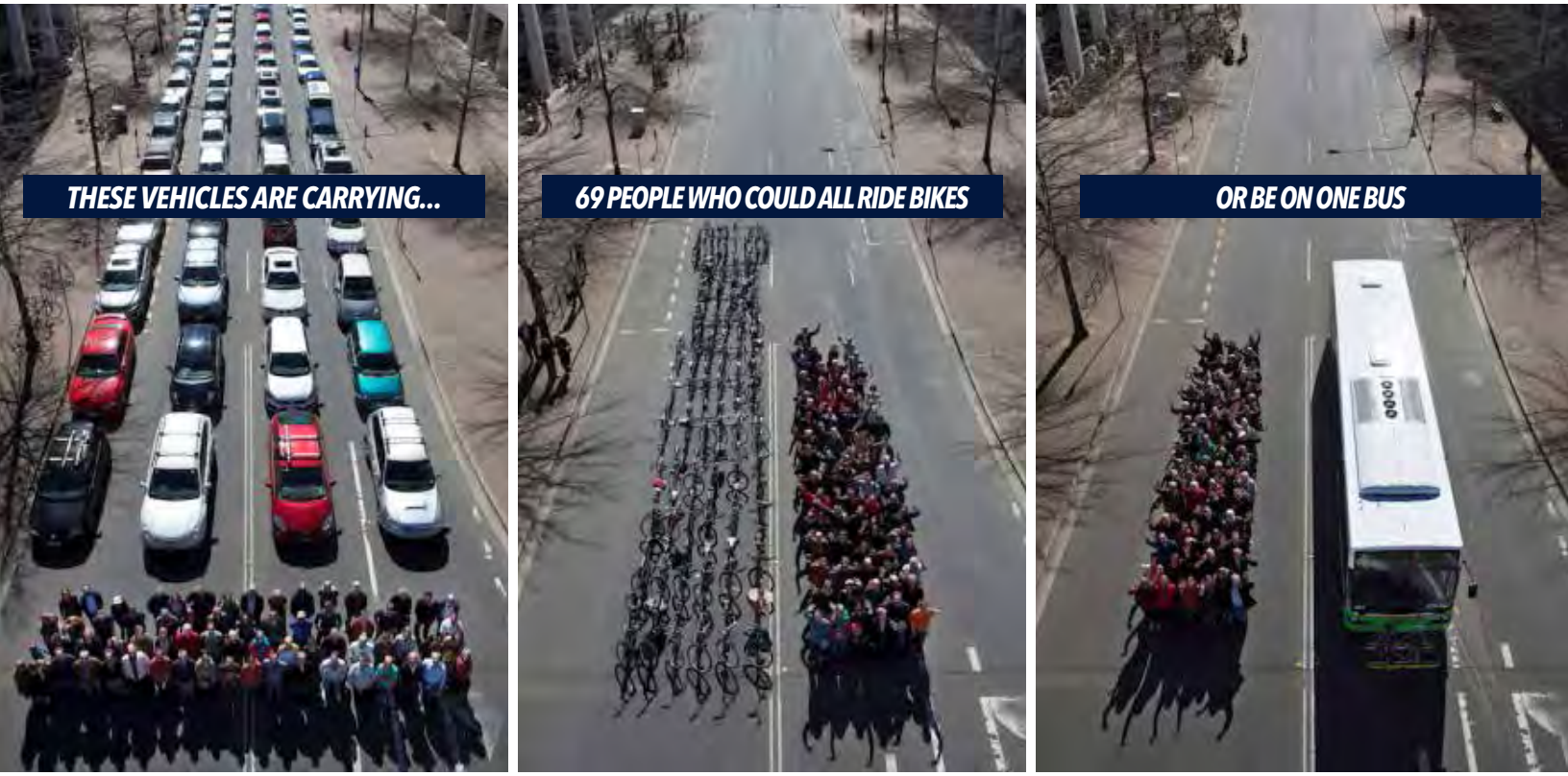
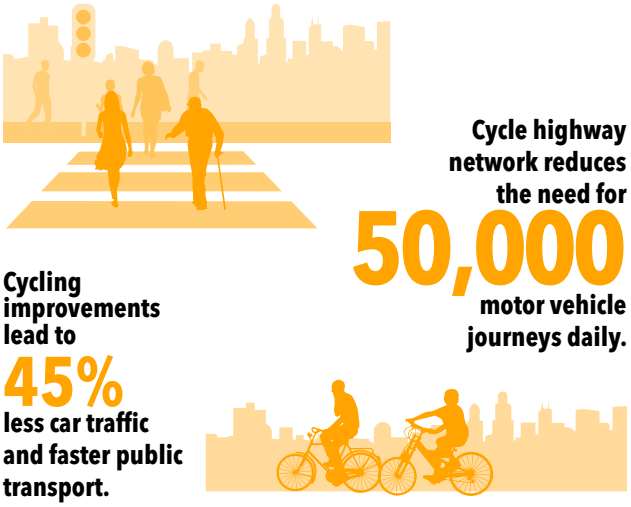


Diagram: Complete Districts prioritize modes of mobility based on the corridor and neighborhood they serve. Levels of services are based on moving PEOPLE, not VEHICLES. (Source: Cycling Promotion Fund)

Every year, millions of people die from preventable causes related to the environment they live in; these include traffic fatalities and chronic diseases directly related to lack of physical activity or poor air quality. A better designed built environment promotes healthier lifestyles and helps save lives by offering transportation options such as walking, cycling, and using public transit.

Complete Districts proposes a multi-modal network that makes cities more livable and efficient. Appropriately designed streets improve access to healthy food options, mitigate noise levels, and provide landscaping and trees that improve air and water quality. In addition, reducing the number of cars on streets reduces levels of pollutants in the environment.

Redesigning streets to focus on people over cars increases space for commerce and public use, promotes diverse economic growth, and creates a better quality of life.



(Source: CIVITAS FLOW Project Quick Facts, http://h2020-flow.eu, 2018)

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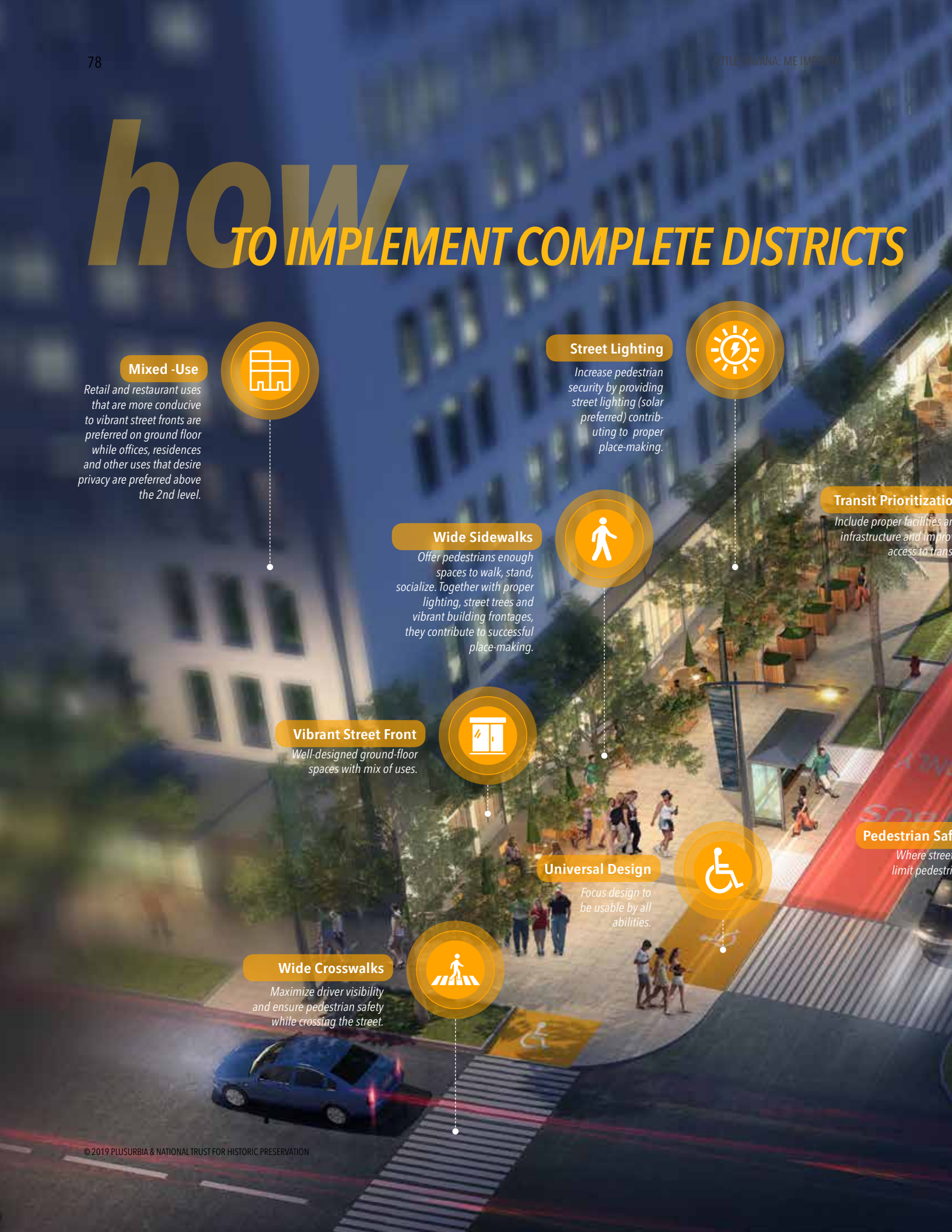
how TO IMPLEMENT COMPLETE DISTRICTS



Mixed -Use

Retail and restaurant uses that are more conducive to vibrant street fronts are preferred on ground floor while offices, residences and other uses that desire privacy are preferred above the 2nd level.

Street Lighting

Increase pedestrian security by providing street lighting (solar preferred) contrib-uting to proper place-making.

Transit Prioritizatio

Include proper facilities ar infrastructure and improv access to trans

Wide Sidewalks

Offer pedestrians enough spaces to walk, stand, socialize. Together with proper lighting, street trees and vibrant building frontages, they contribute to successful place-making.

Vibrant Street Front

Well-designed ground-floor spaces with mix of uses.

Pedestrian Saf

Where stree limit pedestri

Universal Design

Focus design to be usable by all abilities.

Wide Crosswalks

Maximize driver visibility and ensure pedestrian safety while crossing the street.

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HIERARCHY OF STREET DESIGN FOR USERS

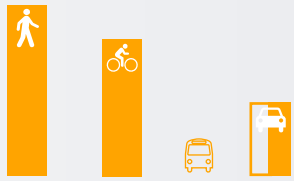
STREETS

(Source: www.streets-book.com)

LOW CAPACITY

PRIORITY:

COVERAGE:



Green Streets prioritize pedestrians and cyclists, do not allow public transit, and limit the speed for vehicles by incorporating design elements such as raised crosswalks, extended sidewalks, and in some cases, bollards. Green Streets are slow, usually shared streets, in which cyclists share the travel lane with motorists. These streets can also become play streets as they sometimes limit vehicular transit only to those who reside on the street.

Typical Land Uses: Residential

(Source: Wikimedia)

MEDIUM CAPACITY

PRIORITY:

COVERAGE:

Neighborhood Streets serve all users equally, connecting them to different streets and destinations in the city. A neighborhood street might connect a Green Street to a Commuter Street, ensuring that every user has a network to get around the entire district. Public transportation is limited to local service only.

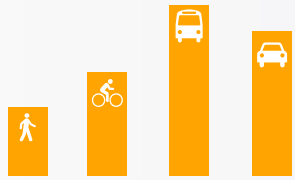
Typical Land Uses: Residential, Limited Commercial (Mixed-Use)

(Source: Wired)

HIGH CAPACITY

PRIORITY:

COVERAGE:



Commuter Streets prioritize public transportation and motorists, diverting cut-through traffic from Neighborhood Streets and leaving Green Streets free from pass through traffic. They're usually located at the perimeter of the commercial/residential core of a city, they support higher vehicular speeds and heavier use of public transportation.

Typical Land Uses: Residential, Limited Commercial (Mixed-Use)

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USERS

PASEO	(Source: ArchDaily)	✓	✓		
SHARED STREET	(Source: 2030 Palette)	✓	✓		✓
NEIGHBORHOOD RESIDENTIAL STREET	(Source: Planetizen)	✓	✓		✓
LIMITED COMMERCIAL STREET	(Source: MNN)	✓	✓	✓	✓
MAIN STREET	(Source: nacto.org)	✓	✓	✓	✓
BOULEVARD	(Source: Wikimedia)	✓	✓	✓	✓

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> **A UNIVERSAL APPROACH TO MOBILITY** IS NECESSARY TO ENSURE OUR NEIGHBORHOODS ARE **ACCESSIBLE TO ALL**; PROVIDING A LAYERED STRATEGY TO HOW PEOPLE MOVE, WILL **ENCOURAGE HEALTHIER LIFESTYLES**, AND **MAKE THE DISTRICT MORE ADAPTABLE** TO NEW TECHNOLOGIES.

- CRISTINA PARRILLA - PROJECT DIRECTOR
LITTLE HAVANA REVITALIZATION MASTER PLAN

Image: Little Havana residents in the neighborhood. (Source: Cyn Lagos)

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|1|

CREATE AN EFFICIENT AND CONVENIENT MULTI-MODAL TRANSPORTATION NETWORK (CONTINUED).

Little Havana has, for decades, been a "pass-through neighborhood." Most of the investment on mobility and improvements to roadways has been made on those streets and avenues that provide passage to commuters to and from Downtown and to the Brickell Business District (Flagler Street, Calle Ocho, SW 27th, 22nd and 17th Avenues) - while the larger lineal percentage of roadways have been neglected.

In order to provide a safe, healthy, accessible and connected neighborhood, close attention needs to be paid to how people move within the neighborhood. Improvements to the local mobility network for the benefit of its residents is imperative.

In order to invest wisely in Little Havana's mobility network - thoroughfare hierarchy needs to be completely turned up-side-down. The neighborhood are the "local streets" that connect the inner blocks - not just the main thoroughfares that commuters drive through. For this reason, this plan considers **GREEN STREETS** and **NEIGHBORHOOD STREETS** - those most used by residents - priority right-of-ways. These are the streets that have the most potential to improve the neighborhood's overall health and positively impact the everyday lives of residents.

Most local streets in Little Havana are in great disrepair. Not only is the area's maintenance plan in need of major revision, but many streets need to be completely overhauled. Matching the needs of the residents' mobility with designated street types will provide a balanced and accessible network. Little Havana's streets need to consider today's high pedestrian traffic as they are redesigned to expand non-motorized networks (sidewalks and bike-lanes) and improve connectivity.

♡ HEALTH BENEFITS

Improve the **overall health** of the community focusing on **multi-modal streets** by type, focusing on safety and increasing **physical activity and social interactions** on the streets, designed for people of all ages and abilities.

1.4 Identify streets by the users and uses they serve.

- Create a Master Thoroughfare (Mobility) Plan identifying Green Streets, Neighborhood Streets and Commuter Streets (*as defined in the Complete Districts Manual (See page 80)*). Identify the level of priority for each user on each of the streets and the typological elements that each street should include.
- Make conscious changes to mobility based on the number of PEOPLE, not vehicles, served. Volume should ALWAYS be considered as the number of people using the City's streets to move around, rather than the number of vehicles transporting only a fraction of the community. This will allow for more conscientious improvements to the City's infrastructure that considers all of its residents using all different kinds of mobility options: pedestrians, cyclists, transit riders, and motorists.
- Prioritize the implementation of thoroughfare improvements incrementally to provide continuous access instead of leaving isolated improvements that do not connect to the larger network.

1.5 Conduct a mobility study specific to Calle 8.

Calle 8 is a unique corridor that requires special consideration and to improve the relationship between accessibility, mobility and safety with existing land uses and future development.

- Create a City lead Master Plan for SW 8th Street following Complete Streets approach.

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"If you're starting to think about building places that function in more holistic ways, then street networks are the platform through which you're going to do that."

- Congress for New Urbanism (CNU)

Map: Little Havana understood through its designation by street type. (Source: Plusurbia Design)

STUDY AREA

GREEN STREETS NEIGHBORHOOD STREETS COMMUTER STREETS

Complete Districts acknowledge that streets must be a function of the users, land uses, and functions they serve and how they serve them. As such, not every street is suitable for all uses and users – careful distinctions must be made to match certain modes of mobility contextually to provide safe, reliable and convenient service.

Complete Districts establish the proper design hierarchy to deliver complete and contextual connectivity, recognizing that there are three different kinds of streets in every neighborhood: **GREEN STREETS, NEIGHBORHOOD STREETS, AND COMMUTER STREETS.**

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LITTLE HAVANA'S COMPLETE STREETS

SAMPLE AREA - CONNECTING PARKS

Diagram: Identifying street types in given sample area. (Source: Plusurbia Design)

GREEN STREET
NEIGHBORHOOD STREET
COMMUTER STREET

STREET TYPES need to be laid out considering the overall network. The most important element of a good street network is seamless connectivity for all modes of transportation. It needs this connection to work hand-in-hand with the land uses and destinations it serves.

This Master Plan overlays a **pedestrian and bicycle priority network** that connects civic buildings (schools, places of worship, government and cultural buildings) through a grid of **GREEN STREETS** that provide safe and comfortable movement for non-motorized vehicles and pedestrians. Local access for automobiles and parking is permitted but at slower speeds.

This network also serves to improve the failing and limited provision of open space in the neighborhood by proposing a street design that acts as a linear park, with large swales and porous pavement.

NEIGHBORHOOD STREETS are re-designed to become one-way only, when the right-of-way width permits, with parking on either side. This new configuration provides a larger pedestrian area with permeable swales and plenty of tree canopy to provide shade.

Single lane, one-way streets are a better alternative for residential streets, with slow traffic that can share the lane with bicycles. The one-car width with parking on both sides creates a much safer environment for cyclists sharing the road as they can ride in full confidence knowing their space is protected and properly insulated from speeding traffic passing by. Intersections will be appropriately marked and pedestrian crossing distances reduced by extending the sidewalks and decreasing the curb radii.

COMMUTER STREETS are to be improved following the City's Complete Streets Guidelines. These streets will continue to support commuters through movement. Priority needs to be made to moving people and not vehicles. For this reason, public transit and its movement is prioritized - wherever possible, dedicated transit lanes need to be provided to improve the reliability and efficiency of the transit system - encouraging its use over the automobile.

Protected bike lanes need to be installed in a continuous manner. Their network needs to be greatly improved to become as safe and useful as other modes.

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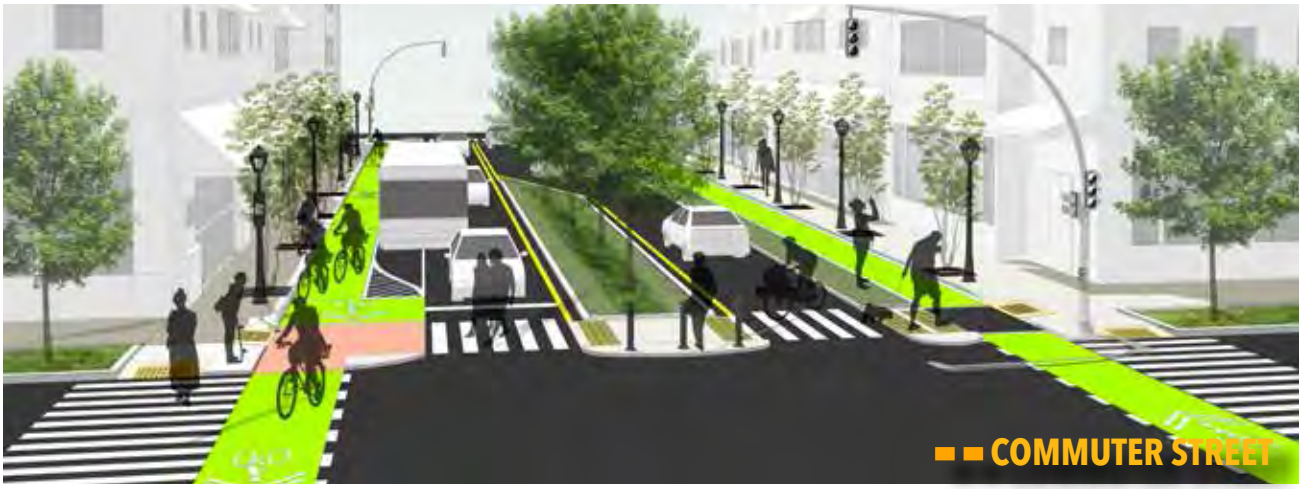

Graphics: Conceptual renderings of transformed streets that prioritize pedestrian/bicycle safety. (Source: Plusurbia Design)

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|2|

INCREASE PEDESTRIAN AND BICYCLE SAFETY.

Walking and bicycling are not only good for physical and mental health, but are also more affordable forms of transportation (Motavalli, 2009). Car ownership is expensive and accounts for a major portion of most people's income (almost $10,000 per year according to the most recent AAA report). When safe facilities are provided for pedestrians and bicyclists, people are encouraged to walk and ride more, thereby reducing their car usage and allowing people to save or spend their money on other necessities.

Integrating more supportive pedestrian infrastructure like frequent crosswalks and wider sidewalks in the neighborhood, would significantly improve pedestrian safety and encourage people to walk more. Dedicating protected, accessible bicycle lanes and adding secure bicycle facilities would increase bicycle safety and allow people to rely on their bicycle as an efficient and safe means of transportation.

The shifting prioritization towards pedestrian and bicycle safety through proper infrastructure will ultimately reduce vehicular transportation as the only option for mobility.

♡ HEALTH BENEFITS

Bicycle and pedestrian improvements **increase the economic health** of the community by providing more **affordable mobility options.**

2.1 Re-balance the Right-of-Ways.

- Retrofitting parking or travel lanes to other uses giving priority to pedestrians and bicyclists. Alternatively, travel or parking lanes that are too wide can simply be narrowed, slowing traffic down and creating more space for other uses. These can include wider sidewalks with space for trees, seating and other amenities, high quality protected bike lanes, transit priority or dedicated lanes that improve the quality and reliability of bus operations. Reducing the space dedicated to vehicles also makes crossing the street safer and easier.

2.2 Enhance sharrows (shared lanes) design on Green Streets and Neighborhood Streets.

- Include route planning when converting streets into shared streets to secure a connected and direct access to key destinations.
- Integrate signs and pavement markings to designated shared streets for cyclists and drivers alike.
- Slow motor vehicle speeds on shared streets through the use of design elements to guarantee the safety of cyclists when sharing the streets with motorists.
- Encourage lower or reduced motor vehicle volumes and prioritize the use of shared streets for cyclists and pedestrians.
- Design safe and convenient crossings on minor streets to minimize cyclist delays.
- Enhance the environment on shared streets by increasing the green infrastructure, providing a cooler, shaded, and overall more comfortable experience for pedestrians and cyclists as well as beautifying and increasing the tree canopy in the neighborhood.

2.3 Provide dedicated bicycle lanes on Commuter Streets.

- Create a comprehensive bicycle master plan, providing a bicycle network that is safe and accessible to all.
- Increase bicycle safety by incorporating two-way protected bike lanes where appropriate. Mark pavement with paint and proper signage for easy navigation.
- Provide a buffer to separate dedicated bike lanes from travel lanes.
- Design intersections where protected bike lanes cross in order to manage conflicts with turning vehicles and increase all users visibility.
- Provide bicycle signal heads and a minimum bicycle clearance interval to accommodate cyclists at their normal travel speed at major intersections.

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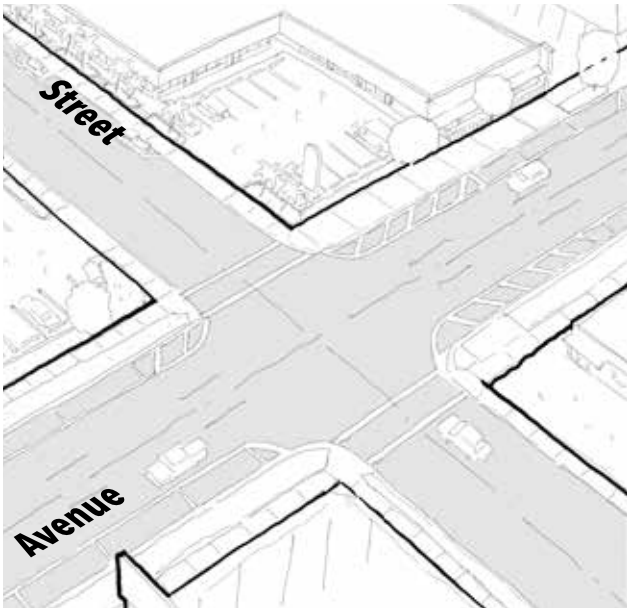
BEFORE



Diagrams: Existing and proposed solution for intersection at Flagler St and 19th Ave.

Image: Wide street in Hialeah. (Source: Realtor)

Image: Wide street in Miami. (Source: Shutterstock)

AFTER

(Source: Plusurbia Design)

Image: Complete street example. (Source: City of Tampa)

Image: Protected bike lane in Chicago. (Source: Pinterest)

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|2|

INCREASE PEDESTRIAN AND BICYCLE SAFETY (CONTINUED).

Little Havana's unmatched location and proximity to destinations (Downtown Miami, Downtown Coral Gables, Brickell and the Hospital District) around it makes it one of the areas in the city with the highest probability of bike and pedestrian mobility growth. If these networks are improved, Little Havana could reduce its automobile dependency greatly, in turn mitigating traffic and improving the health of the city and its residents.

♡ HEALTH BENEFITS

Improve overall health of the community by promoting bicycle safety and increasing **physical activity and social interactions** on the streets.

Improving sidewalks and intersections encourage walkability and safety increasing the likelihood of **active lifestyles**.

2.4 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 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.
- Increase pedestrian comfort on commercial streets by providing additional sidewalk width.

2.5 Enhance crosswalks at major intersections.

- 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.
- Increase pedestrian safety by providing more frequent and wider crosswalks across all streets in Little Havana, with particular focus on Commuter Streets, used more frequently by motorists.
- Incorporate pedestrian crosswalk lights at mid-street crossings to increase awareness of pedestrians crossings and provide alternate routes especially on long blocks.
- 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.
- 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.

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BICYCLE NETWORK DIAGRAM

Diagram: Proposed Bicycle Network in Little Havana. (Source: Plusurbia Design)

LEGEND

- DEDICATED BIKE LANES ON COMMUTER STREETS
- SHARED BIKE LANES ON GREEN STREETS
- SHARED BIKE LANES ON NEIGHBORHOOD STREETS
- EXISTING BIKE LANES
- BIKE FRIENDLY NEIGHBORHOOD SIGNS
- BIKE INTERSECTION SIGNALS
- BIKE RACKS
- BIKE RENTAL
- BIKE REPAIR STATION

Image: Cyclists using bike lane. (Source: Human Streets)

Image: Secure bike rack. (Source: www.bart.gov)

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|2|

INCREASE PEDESTRIAN AND BICYCLE SAFETY (CONTINUED).

With 7% of surveyed residents in Little Havana reporting using a bicycle as a primary mode of transportation, residents in Little Havana would benefit from a bike sharing program to encourage more ridership. The usage of private bicycles is often discouraged for risk of theft and vandalism. But by establishing an official safe bike sharing program, risk to personal property could be greatly reduced and ridership increased.

HEALTH BENEFITS

Bicycle and pedestrian improvements **increase the economic health** of the community by **increasing home values and spurring economic development.**

Clear signage for non-motorized mobility options **encourage pedestrian and bike usage** within neighborhoods reducing vehicular trips **improving air quality.**

2.6 Add more crosswalks - especially on Commercial Streets.

Many streets in the District are long and have few safe crossing zones. Quiet and narrow residential streets provide short crossing distances that can be crossed. Two or more lanes on Commuter streets such as Calle 8 or Flagler are a challenge to cross.

- Provide additional crossing options when distances are greater than 650'.
- Consider end and mid-block crossing options to cross commercial streets whose land uses depend on pedestrian traffic for optimal patronage.

2.7 Build curb extensions at intersections.

- Build curb extensions and reduce curb radii where vehicle traffic and speeds are high. Curb extensions extend the sidewalk or curb line out into the parking lane, which reduces the effective street width. Curb extensions significantly improve pedestrian crossings by reducing the crossing distance, visually and physically narrowing the roadway. They improve the ability of pedestrians and motorists to see each other, reducing the time that pedestrians are on the street.

2.8 Shorten signal cycles.

- If signals are used, shorten cycle lengths and coordinate signal timing to ensure routine gaps in traffic reducing pedestrian and bicyclist waiting times.

2.9 Cycling Infrastructure

- Install bicycle racks and repair stations throughout the neighborhood to encourage people to ride their bikes to and from their destinations by providing safe places to store them and to improve the reliability of cycling as a mode of transport or recreational activity.
- Maximize driver visibility and ensure bicycle safety while crossing streets especially at the main arteries.
- Include bicycle repair stations closer to the stations to improve the reliability of cycling as a mode of transport or recreational activity.
- Implement bike sharing programs to bridge the gap between destinations and rapid transit.
- Given the rise in popularity of dock-less bike-share programs, provide bike rental facilities along Green Streets.

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All Images: City of Adelaide Wayfinding design. (Source: Studio Binocular)

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|2|

INCREASE PEDESTRIAN AND BICYCLE SAFETY (CONTINUED).

2.10 Establish a bike sharing program in the neighborhood.

- Promote bike rental/bike sharing programs in Little Havana by installing bike share stations throughout the neighborhood, especially near parks and attractions.
- Establish a local resident discount program for these services to encourage usage and support more vulnerable populations who may rely on these more.
- Provide facilities throughout the neighborhood in locations that are visible and easily accessible.
- Dock-less bike share programs could be an alternative to the higher cost of bike share stations program, consider a comprehensive planning approach set in place from the beginning to avoid hurdles for the parties involved.

2.11 Promote events and programs that educate residents and visitors on bicycle and pedestrian safety.

- Promote bike tours and inform participants about bike and pedestrian safety while also focusing on Little Havana's rich history.
- Consider a program to educate people on bicycle and pedestrian safety that includes public outreach and training.
- Consider targeted programming in areas where most crashes are happening in the neighborhood.

2.12 Improve bicycle route wayfinding signage and marking system.

- Build upon "Vamonos", a wayfinding, context and language inclusive signage campaign already implemented in the neighborhood.
- Incorporate wayfinding signage at intersections to inform cyclists of the bike routes to key destinations.
- Incorporate and improve signage locations to help indicate where a bikeway turns from one street onto another.
- Provide signage to indicate to cyclists that they are inside a bike-friendly neighborhood and to make motorists aware too.
- Create identification wayfinding signage that reminds people they are in Little Havana.

♡ HEALTH BENEFITS

Bicycle and pedestrian improvements **increase the economic health** of the community by **increasing home values and spurring economic development.**

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Image: Bike and pedestrian paths. (Source: www.6sqft.com)

Image: Urban bike network. (Source: www.pinmg.com)

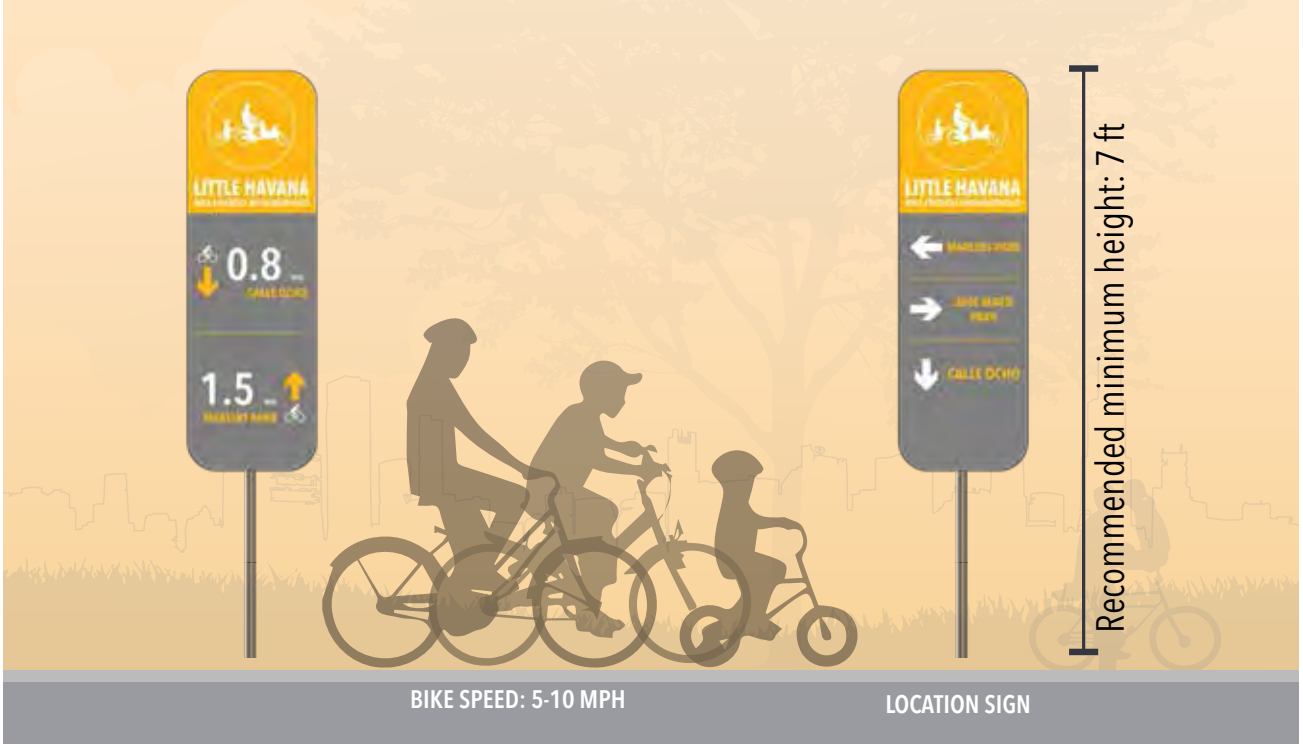

Diagram: Little Havana Mobility Wayfinding route. (Source: Plusurbia Design)

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|3|

IMPROVE PUBLIC TRANSPORTATION AND INCREASE TRANSIT RIDERSHIP.

Improve public transportation connections and provide convenient passenger amenities to increase ridership. The following strategies encourage multi-modal connectivity and access to high-quality transit service to boost ridership and decrease automobile dependency. These recommendations also address the reconfigurations of streets to balance the competing needs for space of all modes of transportation in a safe, comfortable and accessible manner.

♡ HEALTH BENEFITS

Improve health of the community by **increasing public transportation** options.

Improve the economic health of the community by providing equity in terms of mobility so that every user has **equal access and equal opportunity to the transportation network.**

3.1 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 in Little Havana 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 Little Havana to provide residents and visitors with free transportation options to key destinations.

3.2 Increase City of Miami trolley service and improve Metrobus service.

The Little Havana trolley route is 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. Nonetheless, residents noted during the workshops that transportation service (bus and trolley) is mostly directed on an East-West route and not servicing North-South routes to other important areas where they need to go for their daily needs. Residents, especially to the north of Flagler Street expressed discontent on service infrequency and their difficulty to move from high density areas to the north, south to Calle Ocho and parks.

- Expand trolley service routes and increase frequency to connect to major employment centers and other bus/metro services and Calle Ocho. 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.
- Add a trolley route that connects North/South. This will improve the mobility in the community and make community spaces more accessible.
- Add a new trolley route that connects directly to and from Miami International Airport.

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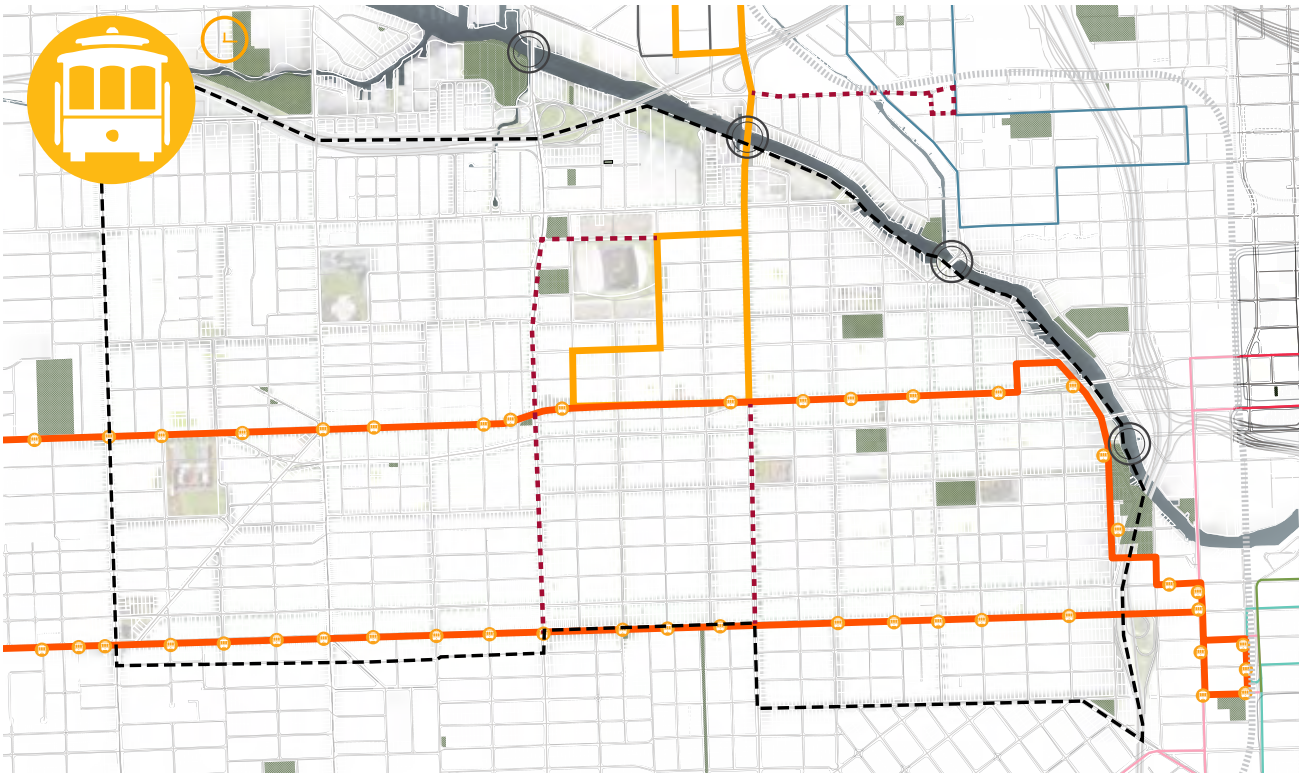

Diagram: Existing bus/trolley map and proposed trolley expansion. (Source: Plusurbia Design)

LEGEND

- METRORAIL
- TROLLEY [LITTLE HAVANA LOOP]
- TROLLEY [STADIUM LOOP]
- TROLLEY [CORAL WAY LOOP]
- TROLLEY [BISCAYNE LOOP]
- TROLLEY [BRICKELL LOOP]
- TROLLEY [HEALTH DISTRICT LOOP]
- TROLLEY [OVERTOWN LOOP]
- PROPOSED EXPANSION OF TROLLEY ROUTES
- STUDY AREA BOUNDARY
- PROPOSED WATER TAXI STOPS
- TROLLEY STOPS

Image: Cyclists using public transit. (Source: University Parent)

Image: Miami residents boarding public bus. (Source: Miami Today News)

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|3|

IMPROVE PUBLIC TRANSPORTATION AND INCREASE TRANSIT RIDERSHIP (CONTINUED).

3.3 Connect public transportation in Little Havana to the wider public transportation network in the City of Miami.

- Provide access for residents and visitors to Little Havana by overlapping bus and trolley routes to those in other neighborhoods.
- Increase and improve rapid and direct access to the Metrorail from centralized key locations within the neighborhood.

3.4 Provide additional public transportation amenities.

The bus lines in Little Havana are among the highest ridership routes in Miami-Dade County and therefore must be well-equipped with amenities that provide protection to its users and encourage ridership. In many cases, we found that bus stops did not have shelters or seating. Although a shelter is preferred, location-sensitive solutions can also be provided. UHP recently installed 12 unprotected simme-seat benches near transit stops. These seats are smaller and can be installed in areas where there is not enough ROW for covered seating -- greatly improving riders' comfort.

Some of these amenities are:

- Improve bus stops throughout the neighborhood by providing shelter from the sun and rain, seating and easy access.
- Incorporate electronic bus arrival information at bus stops.
- Incorporate lighting for safety during night hours and install solar powered lighting at all stops to reduce operational costs.
- Incorporate limited-time marketing promotions for local businesses that include special fares by showing a valid monthly transit pass.
- Guarantee that integrated mobile applications are reliable and accessible to all.
- Provide Wi-Fi access in all vehicles and at bus stops. A public-private (P3) partnership can be secured to provide this service at no cost to the City.
- Provide charging stations for mobile devices at bus stops.

♡ HEALTH BENEFITS

Improve health of the community by **increasing public transportation** ridership.

Improve the economic health of the community by providing equity in terms of mobility so that every user has **equal access and equal opportunity to the transportation network.**

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Image: Typical bus stop bench. (Source: Vera Arias)

Image: Lincoln Road bus stop designed by Arquitectonica. (Source: Pinterest)

Image: Solar-powered bus stop. (Source: metrotransit.org)

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|4|

EXPLORE WATER TAXI TRANSIT LOOPS.

Creating a water taxi transit loop along the Miami River will provide greater access to Little Havana by adding several water taxi stops along the waterfront in the neighborhood. This can have many positive ramifications for those living in Little Havana and also help attract more visitors to the neighborhood. Perhaps most importantly, water taxis could reduce vehicular congestion during peak hours by providing an alternative means of transportation for residents commuting to and from work or generally getting around the city.

HEALTH BENEFITS

Improve the health of the community by providing **additional transit alternatives** that **encourages walking** and giving the community **access to the waterfront.**

4.1 Create additional water taxi stops along the Miami River.

Water Taxi Miami already provides several routes, including a requested green route that includes a stop at the Hyatt Regency along the Miami River. Incorporating the following stops into that same route will give people alternatives, expanded access in and out of Little Havana and, in conjunction with improvements to the Miami River, increase access to the river front and its future active green spaces. (See page 130).

Stop at José Martí Park

- This stop would attract more visitors by providing another access point to Little Havana and would connect the residents in the neighborhood to other top destinations in and around Miami, such as Miami Beach, Virginia Key, Sea Isle Marina, and more.

Stop at 12th Avenue – link to Trolley Route/ Miami River Greenway / Parks

- This stop would give users access to Little Havana by linking to the Stadium Trolley Route (which connects to the Little Havana Trolley Route) and the Miami River Greenway.

Stop at Robert King High / Sewell Park

- This stop would not only increase access to visitors outside the neighborhood to Little Havana, Sewell Park and the Marlins Park, but more importantly provide a mobility option for Robert King High's large elderly population who rely on public transit.

Consider Stop at 8th Avenue

- There are empty lots sitting on either side of NW 5th Street fronting the Miami River that connect to NW 8th Avenue. This area is a perfect opportunity to add another stop to the Water Taxi along the Riverfront to provide more frequent stops and provide opportunities for access to and from different areas of Little Havana.

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Image: Miami water taxi. (Source: Wikipedia)

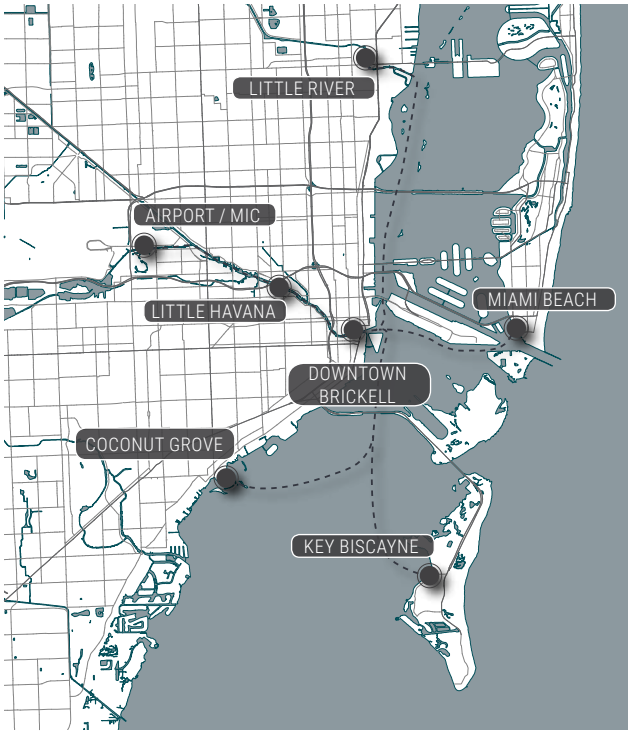

Diagram: Main destinations of Miami Water Transportation. (Source: Plusurbia Design)

Diagram: Proposed water taxi stops in Little Havana. (Source: Plusurbia Design)

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|5|

COMPLETE THE MIAMI RIVER GREENWAY.

Creating new parks and green space are critical components to improving quality of life and the natural environment. Expanding the parks and green-ways along the Miami River provide an opportunity for the City of Miami to create a single integrated "Central Park" system. The Miami River Greenway will become a destination landscape for tourists and residents alike, connecting the River's multi-cultural neighborhoods, parks, and providing public access to the riverfront by a combination of on-road and off-road trails.

The 2001 Miami River Commission's (MRC) adopted strategic plan known as the Miami River Corridor Urban Infill Plan, recommends providing additional green space where feasible, increasing tree canopy, beautifying beneath bridges, and creating the Miami River Greenway.

♡ HEALTH BENEFITS

Improve the health of the community by providing **access to the waterfront** creating an uninterrupted **riverwalk** where people can **walk and bike safely**.

5.1 Find funding sources to complete the on-street Greenway west of 12th Avenue.

- Apply for federal funds to continue the Greenway west of 12th Avenue, connecting to the Robert King High Towers open space by way of a combination of on-road and off-road trails.
- Support and connect to existing waterfront revitalization projects.
- Use value added techniques such as impact fees and other mechanisms to fund the completion of the river walk.

5.2 Complete Riverwalk. (See page 135)

The Riverwalk should not only be seen as an opportunity to expand the natural assets in Little Havana, but also as a mobility asset connecting the River's multi-cultural neighborhoods. The primary purpose of the riverside trail system will be to encourage and facilitate non-motorized travel between key destination that include parks, residential neighborhoods, shopping centers, medical facilities and area businesses.

Some sections of the Riverside Trail System will be capable of being developed as a side-path trail system, parallel to the roadway. Such could be the case in the Spring Garden Neighborhood, where space is sufficient to develop such a greenway facility.

Upon completion of the Riverwalk trail in Little Havana, The Underline underneath Miami's Metrorail a 10-mile linear park and the Ludlam Trail on 6.2 miles of abandoned train track, the City of Miami will be connected by a 20 mile scenic route referred as The MIAMI LOOP.

- Complete the missing links in the Miami River Greenway to promote bike and pedestrian usage and take advantage of the underutilized waterfront.
- Identify public and private sites to complete a continuous riverwalk that all residents of Little Havana can access and enjoy. (*For specific locations and more information, please see Nature Chapter Recommendation 1 - Riverwalk on page 130*).

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Diagram: The proposed Miami Loop route. (Source: Plusurbia Design)

Image: Along the Miami Riverwalk. (Source: Wikipedia)

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BRING NATURE BACK INTO THE LIVES OF LITTLE HAVANA RESIDENTS

NATURE

|1| Green Streets
- *Play Familias*

|2| Increase open space.

|3| Increase urban tree canopy.
- *Retrofitting Streets*

|4| Joint park uses

|5| Riverwalk: : improve riverfront access and quality.

WHY?

Access to nature and open space is one of the key factors that would help transform Little Havana into a HEALTHY, EQUITABLE, and RESILIENT community.

- **Increased access to nature has proven physical and mental health benefits and helps to maintain a general well-being.**

It is particularly important to improve access to green spaces in urban neighborhoods. Where access to recreational areas are limited, incorporating nature in people's daily lives is important to ensure all members of the community receive its benefits. Creating access to vegetated areas such as parks, open spaces, and playgrounds has been associated with better perceived general health, reduced stress levels, reduced depression and more. According to the World Health Organization, physical inactivity is a major public health risk. One study found that people who use public open spaces are three times more likely to achieve recommended levels of physical activity than those who do not use the spaces (Giles-Corti, 2005). Users and potential users prefer nearby, attractive, and larger parks and open spaces (Wolf, 2008). More research has shown that the rise in obesity and chronic disease cases is not only linked to poor nutrition but to the built environment. Cities must encourage people to participate in daily physical activities and engage in good nutrition by providing proper access to open spaces, destinations, and adequate food. Moreover, parks must be maintained in good conditions and provide the right facilities for people of all ages and abilities to enjoy.

- **Natural open space provides city-wide health and economic benefits.**

Research has increasingly shown that urban forests add to cities' health and wealth[1]. Trees improve the quality of the air and living conditions in urbanized areas. The tree-lined streets and shaded parks and gardens improve property values (Getz, Karow, & Kielbasso, 1982). Natural areas in cities improve air and water quality and save energy. The tree coverage in a city has direct positive impacts by removing pollution from the air, saving energy, and providing food. According to a study in Ecological Modeling, planting "20 percent more trees in mega-cities would mean cleaner air and water, lower carbon and energy use."[2]

- **Exposure to or just views of green space are believed to relieve stress, strengthen social interactions, and improve mental health.[3]**

Contact with urban nature has been linked to greater ability to cope with life stressors, improved work productivity and reduced job-related frustration, increased self-esteem, enhanced capacity to pay attention, and greater life satisfaction[4]. Mental health is significantly related to residential distance from parks, with best mental health among residents within a quarter-mile walk from the park, and decreasing significantly over further distances.[5]

- **Public open space has the potential to reduce healthcare costs.** (Rosenberger, 2005)

With the improved quality of life and longterm health and by building stronger families and communities, the cost of social intervention is reduced as well. Additionally, crime and social dysfunction are another benefit that give people more peace of mind.[6]

- **Natural open space is a lower-cost mitigation solution for urban drainage and flooding.**

Open space, parks and an introduction of nature in the public realm can play an integral role in planning for sea level rise and flood management (Tollefson, 2012). Trees, vegetation, and permeable spaces in parks, along waterfronts (Tollefson, 2012), and incorporated into rights-of-way provides a lower-cost natural solution to storm-water runoff, flooding and sea level rise.[7] Reducing the amount of paved areas in neighborhoods and replacing them with green areas that allow water to permeate and return to the ground decreases the potential for high flooding and also redirects water pollution from returning to large bodies of water.

1 Urban forests add to cities' health and wealth, http://www.eco-business.com/news.

2 20 percent more trees in megacities would mean cleaner air and water, lower carbon and energy use, https://phys.org/news

3 Proximity to Urban Parks and Mental Health, https://www.ncbi.nlm.nih.gov

4 Proximity to Urban Parks and Mental Health, https://www.ncbi.nlm.nih.gov

5 Proximity to Urban Parks and Mental Health, https://www.ncbi.nlm.nih.gov

6 https://www.healthyplaces.org.au/site/parks_and_open_space_full_text.php

7 https://www.epa.gov/green-infrastructure/what-green-infrastructure

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DIAGNOSIS

Little Havana residents do not have the recommended access to open space and parks, mostly due to the fact that Miami does not offer enough green open spaces for its residents as a whole (The Trust for Public Land, 2017). The rapid growth and over development in and around the City has led to dense and crowded neighborhoods with little green space land use dedicated for its residents.

- **Park Land in Miami, Florida**

Land Acres	22,957 AC
Population	435,622
Acres of Park Space within City Limits	1,500 AC

- **Overall, Miami has fewer park acres per capita than other large, high-density cities in the United States.**

  Out of Miami's 22,957 acres of land, only 6.5% is dedicated to parkland. This is not enough to serve all of its residents adequately (The Trust for Public Land, 2017). With **only 3.4 AC of open space per 1,000 residents** compared to the RECOMMENDED 10 AC, Miami has one of the worst levels of service among high-density cities in the United States.[1]

- In Miami, 79% (345,570 people) of the population has walkable park access, meaning, the number of residents that are within 1/2 mile of a park. This means that more than 20% (90,052 people) of the population is beyond 1/2 mile of a park, and left without the myriad of benefits that come from living near green spaces.

- **Little Havana does not have enough parks.**

  Little Havana residents are "park-starved" by 35%. Based on the Trust for Public Land recommendations, Little Havana has a significant deficit of open space per resident.

Little Havana Study Area	1,725 AC
Little Havana Population	60,110
Recommended Parks Acres (at 1000 residents[2])	60.1 AC
Park Area provided	28.3 AC

- **Little Havana does not have sufficient distribution of park space.**

  The majority of Little Havana residents do not live within a quarter-mile walk of traditional park or open space, a maximum distance that is considered even more important than the amount of actual parkland in a city.[3]

- **Open Spaces in Little Havana are in most cases small and not designed to promote physical activity.**

  Mapping of the study area shows a disparity between walkable catchment areas and the size of the open space. The study shows that the density within walking distance far surpasses the area of open space provided.

- **Little Havana is in need of more and better parks, which are critically important for a healthy neighborhood.**

  "In many suburban areas, the size of residential lots and living areas is such that there is little need for a neighborhood play lot. On the other hand, in a low-income, high-population density neighborhood where living space is at a premium [such as Little Havana], play lots become extremely important.[4]

- **Little Havana residents are cut off from the Miami River waterfront.**

  Despite having approximately **1.6 miles of waterfront**, residents are physically and visually cut off from the Miami River with **only 10% of the waterfront accessible to the public.**

SCARCE AND UNDERUTILIZED OPEN/GREEN SPACES

Overall, Miami has fewer park acres per capita than other large, high-density cities in the United States. With only **3.4 AC of open space per 1,000 residents compared to the recommended 10 AC**, Miami has one of the worst levels of service among high-density cities in the United States (The Trust for Public Land, 2017).

Little Havana residents are "park-starved" by 35%. Based on the Trust for Public Land recommendations, Little Havana has a significant deficit of open space per resident.

In the community survey 75% of all residents agreed that they would like to see more parks and recreational areas.

Existing parks and plazas are underutilized in Little Havana mainly because of poor accessibility and design.

TREE CANOPY

According to the 2016 Urban Tree Canopy Assessment[5], **Miami-Dade County's 19.9% tree canopy ranks well below the 30-40% recommended coverage for a healthy urban forest.** The assessment shows that the County's Commission District 5 (which includes Little Havana) has the lowest Urban Tree Canopy in all of Miami-Dade County. This contributes to unhealthy conditions for pedestrians with higher temperatures and higher cooling costs overall.

1 The Trust for Public Land, 2017 City Park Facts, 2017.

2 The Trust for Public Land, 2017 ParkScore, http://parkscore.tpl.org.

3 Proximity to Urban Parks and Mental Health, https://www.ncbi.nlm.nih.gov.

4 Standards for Outdoor Recreational Areas, https://planning.org

5 Conducted by the University of Florida and Florida International University - 2016

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LITTLE HAVANA

NEEDS AT LEAST 79% (60 AC)

MORE OPEN SPACE AS A RECOMMENDED MINIMUM.

Image: Sewell Park. (Source: Yelp)

Image: Jose Marti Park. (Source: On The Grid)

Image: Cuban Memorial Boulevard. (Source: Expedia)

Image: Riverside Park. (Source: Miami Herald)

Image: Plaza de la Cubanidad. (Source: www.miami.reel-scout.com)

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EXISTING PARK

MAPPING EXISTING OPEN SPACE

Policy PR-1.1.2: The City will focus on park land acquisition (...), in underserved areas of the City identified in Citywide and NET-area maps in the 2007 Parks Master Plan (...) to expand destination and community parks; land for expansion or creation of linear park segments. (...). Ideally, new parks should be at least one-half acre in size, but smaller areas may be suitable, depending on the surroundings and proposed uses.

Policy PR-1.1.4: The City of Miami's Level of Service for Parks, Recreation and Open Space is to provide a municipally-owned park within a ten-minute barrier-free walk to park entrances by 72% of the city's (...). A ten-minute walk will be defined as a one-half mile, barrier-free distance on a safe pedestrian route. (...). Safe pedestrian routes include those that may include crossing of streets with speed limits of up to 40 mph.

Policy PR-1.1.5: The City will review and enact provisions and create a plan to remedy deficiencies for residents who do not have access to a park within a ten minute, barrier-free walk, including financing for acquisition to remedy deficiencies.

Policy PR-1.1.6: The City of Miami will work towards providing a park of approximately one acre or more within a ten-minute, barrier-free walk to park entrances for 66% of the city's population. *

1.6% Little Havana's total land dedicated to open space.

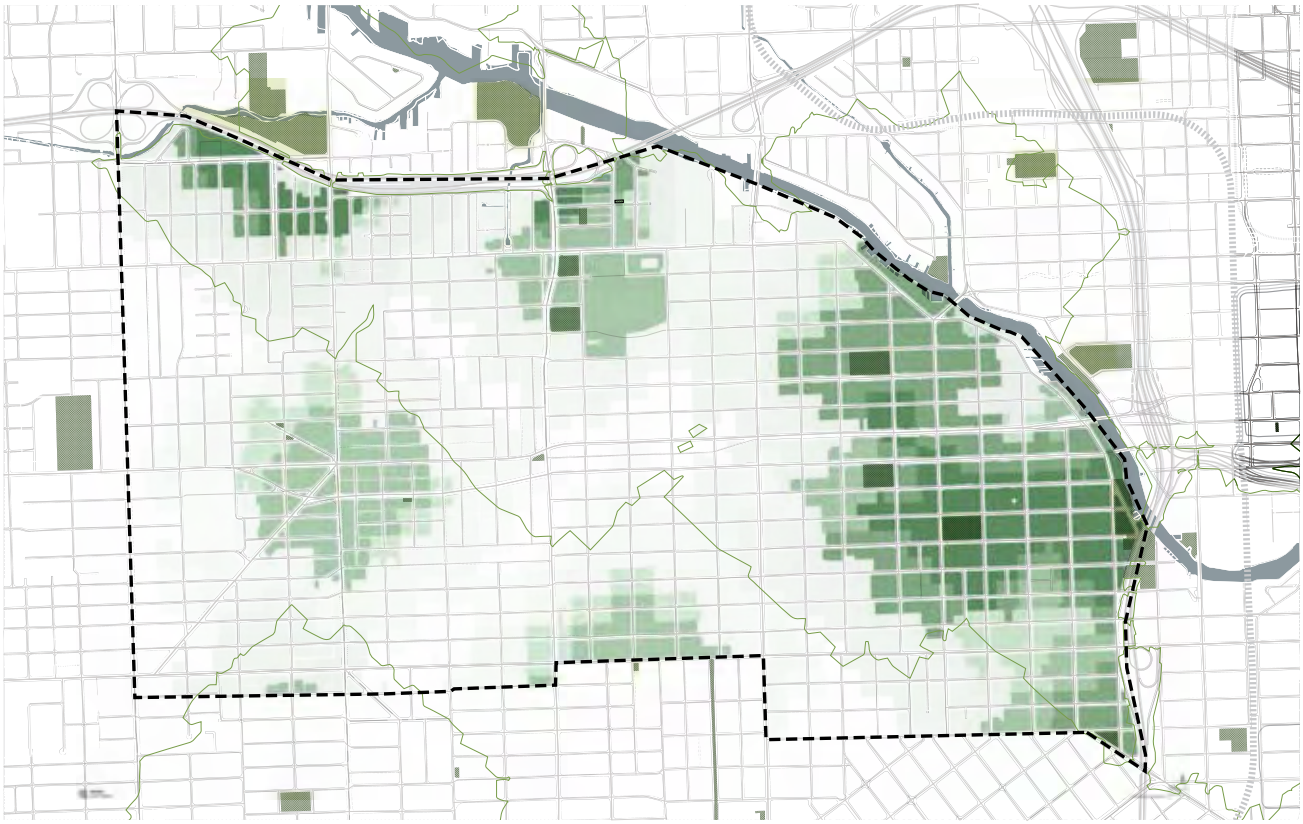

Diagram: Map illustrating areas of designated green space. Data collected from ParkScore® 2017 by The Trust for Public Land. (Source: Plusurbia Design)
Text above: City of Miami's Comprehensive Neighborhood Plan - Goals Objectives Policies - May 14, 2018.

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AREAS

The standard park area in the City is **10 acres** for every **1000 people.**

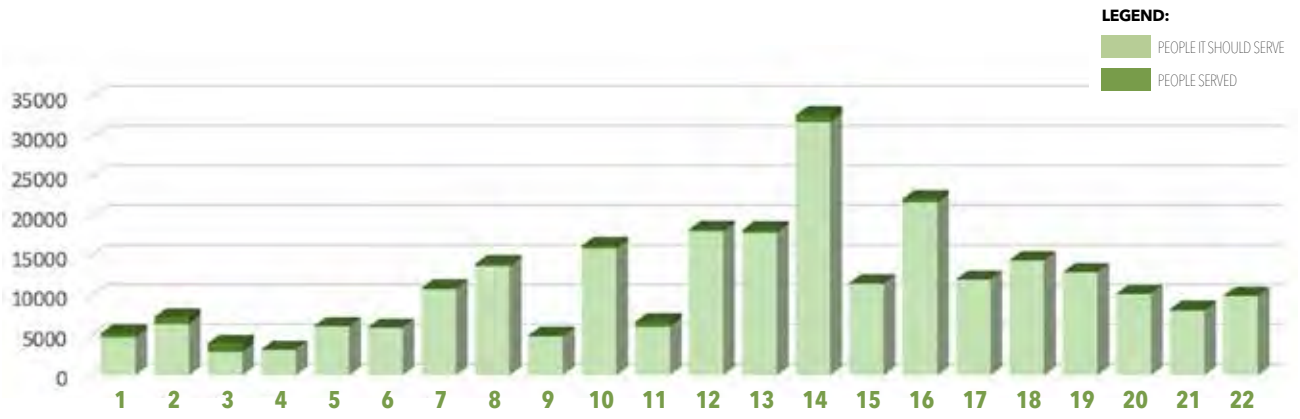
PARKS USE:

1. PBA*
   area: 5.8 acres
   people served: 4,762
   should serve: 508
2. FERN ISLE SOUTH FORK PARK*
   area:8.7 acres
   people served: 6,445
   should serve: 870
3. E.G. SEWELL PARK*
   area: 10.6 acres
   people served: 2,923
   should serve: 1,060
4. GROVE PARK (MEDIAN STRIP)*
   area: 0.2 acres
   people served: 3,242
   should serve: 20
5. GROVE PARK
   area: 0.5 acres
   people served: 6,179
   should serve: 50
6. GROVE MINI PARK
   area: 0.1 acres
   people served: 6,007
   should serve: 10
7. UNNAMED PARK (NW 16TH AVE)
   area: 1.5 acres
   people served: 10,841
   should serve: 150
8. ORANGE BOWL PLAYGROUND
   area: 2.6 acres
   people served: 13,738
   should serve: 260
9. SPRING GARDEN POINT PARK*
   area: 1.2 acres
   people served: 4,913
   should serve: 120
10. HENDERSON PARK
    area: 3.4 acres
    people served: 15,963
    should serve: 340
11. LUMMUS PARK*
    area: 6.1 acres
    people served: 6,110
    should serve: 610
12. ERNESTO LECUONA PARK
    area: 2.1 acres
    people served: 18,125
    should serve: 210
13. RIVERSIDE PARK
    area: 3.4 acres
    people served: 17,938
    should serve: 340
14. JOSE MARTI PARK
    area: 9.0 acres
    people served: 31,843
    should serve: 900
15. TRIANGLE PARK
    area: 0.7 acres
    people served: 11,525
    should serve: 70
16. CUBAN MEMORIAL BLVD
    area: 4.7 acres
    people served: 21,732
    should serve: 470
17. DOMINO PARK
    area: 0.1 acres
    people served: 12,065
    should serve: 10
18. PLAZA DE LA CUBANIDAD
    area: 0.2 acres
    people served: 14,483
    should serve: 20
19. IDLEWILD PARK*
    area: 0.1 acres
    people served: 12,982
    should serve: 10
20. GLENN ROYAL PARK*
    area: 0.1 acres
    people served: 10,257
    should serve: 20
21. BRYAN PARK*
    area: 2.1 acres
    people served: 8,108
    should serve: 210
22. SOUTH SHENANDOAH PARK*
    area: 0.1 acres
    people served: 10,003
    should serve: 10

*Parks outside of study area serve Little Havana residents, but have been excluded for calculation purposes.

TOTAL OPEN SPACE:

28.3 ACRES



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|1|

GREEN STREETS: CREATE NEW GREENWAYS AND SHARED STREETS THAT WILL IMPROVE ACCESS TO AND FROM EXISTING PARKS

Little Havana has a shortage of open space - to add to this deficit, its existing parks and plazas are underutilized mainly because of poor accessibility and design. Improving accessibility to existing parks will benefit the neighborhood greatly. Miami Dade's former Director of Parks and Recreation (MDPROS) Jack Kardys pointed out that "complete streets with generous sidewalks, which connect to convenient transit access points, are the essential ingredients of a truly accessible system of parks and open spaces" (Lombard, 2016).

Ensuring proper access to parks and open spaces will incentivize people to increase their physical activity by choosing to walk or ride their bike, rather than drive to a larger park that is farther away.

Additional smaller parks and open spaces will increase access to the large areas currently not within walking distance. When citizens have the resources to safely walk to parks, every trip taken by foot is an opportunity to engage in physical activity.

It is well established that interconnected open spaces increase the use of recreational facilities. Defining and establishing a green network that connects open spaces in Little Havana is key to the success of any open space program - both from a human and ecological perspective, interconnected systems have a larger chance of success than fragmented ones (Coutts, 2012 and Bennett, 2003).

♡ HEALTH BENEFITS

Exposure to nature increases **opportunities for walking**, socializing,or **stress reduction**– which may occur through **increased greenness** or vegetation–this is important for maintaining populations' **health**.

1.1 Improve access to existing parks from the neighborhood.

- 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.
- Make walking to parks inviting to residents by increasing tree-lined streets for shade and for a visually appealing and clean environment. (See page 85)
- Increase the number of parks and open spaces so that they are not longer than a quarter mile radius (5 minute walk) to where people live.
- Encourage people to ride their bikes by adding bike racks at key locations and converting streets into shared streets.
- Incorporate various levels of mobility improvements by making all walkways at intersections ADA compliant, providing an effective wayfinding system (landmarks, signage, interest points, etc) at multiple access points to parks and open spaces when possible.
- Consider the implementation of CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED) authored by the Justice & Security Strategies in 2017 as a guide for safer access to open spaces.

1.2 Make parks more inviting and accessible.

- Make basic improvements to all parks making them more accessible and enjoyable for the community, including but not limited to:
  - » Reducing all fence heights to four (4) feet.
  - » Increasing the number of entry points minimizing concealed and isolated routes.
  - » Making routes to the parks direct, safe and easier to find.
  - » Allowing for clear sight lines.
  - » Providing adequate lighting.
  - » Creating a sense of community ownership through maintenance, management and community involvement.
  - » Providing adequate signage.
  - » Improving the overall design to incentivize physical activity.
- Have an interconnected park system in place by making open space improvements site specific depending on its condition, its contextual relationship to the neighborhood, its programming, and the different needs of the community.

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LITTLE HAVANA'S RIGHT OF WAY TODAY

01% of Little Havana's developed land is dedicated to open space.

There are 553 acres of Right-of-Way in Little Havana: **23% of its total area.**

This is a significant amount of public land that, if designed property, could become part of the open space network needed to reach minimum standards.

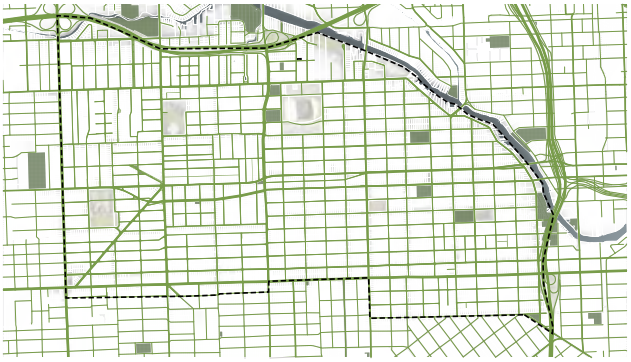

Diagram: Little Havana Right-of-Ways. (Source: Plusurbia Design)

Having access to open spaces make people **3X more likely** to engage in recommended levels of daily physical activity. (Giles-Corti, 2015)

Diagram: Conceptual rendering of proposed Shared Street. (Source: Plusurbia Design)

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|1|

GREEN STREETS: CREATE NEW GREENWAYS AND SHARED STREETS THAT WILL IMPROVE ACCESS TO AND FROM EXISTING PARKS (CONTINUED)

♡ HEALTH BENEFITS

People tend to walk more on shaded and calmer streets, which **improves the health of the community** and encourages interaction with neighbors and improves the sense of community.

1.3 Create a green infrastructure network by connecting parks. *(See page 86)*

Green Streets become a part of the parks network and expand the parkland area strengthening the ecology in the neighborhood and aiding to the restoration of natural habitats (Bennett, 2003). Along with parks, streets that become greenways in the neighborhood also serve as places where people can gather for recreation, shade, and enjoy being outside - providing a multitude of opportunities for social and physical activity.

Green Streets provide equal access to different modes of transportation and are restricted to local traffic. Bollards may be placed at intersections to close access during specific periods of time such as weekends, when such closures should have minimum impact on through traffic, and the residents can make use of the open space for recreational purposes.

- Connect parks though Green Streets to increase and promote access to the park network and extend nature into the streets.
- Make pedestrian and bicycle mobility safer by connecting parks clearly defining routes, ensuring a closed loop network of wide sidewalks and bike lanes between open spaces. Design these connections with increased tree canopy to shade the sidewalks and provide a more comfortable connected walking environment.
- As a potential pilot project, connect Riverside Park to Jose Martí Park by converting the portion of SW 3rd Street into a Green Street or shared street, creating a safer and more enjoyable space for all to use to get from one place to another. The pedestrian experience is enhanced by planting more trees for shade, expanding the sidewalks for a seamless and safe walking experience removed from cars. The cyclist's experience is enhanced by using speed management techniques such as different pavement texture, trees, narrow lanes, etc.
- Expand the "Play Streets Initiatives" from Urban Impact Lab to create support and expand and connect the park network. *(See Identity: CASE STUDY: Play Familias on page 114).*

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Image: Hidden green pocket park in Paris. (Source: Spontaneouslyvivi.com)

Diagram: Example of proposed pilot design for greenways. (Source: Plusurbia Design)

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PLAY FAMILIAS

BRINGING PLAY OUT INTO THE STREET

A SUCCESSFUL PLAY STREET INITIATIVE IN LITTLE HAVANA BY THE URBAN IMPACT LAB

PlayFamilias is a play streets initiative in Little Havana developed by Urban Impact Lab (UI Lab) in partnership with *ConnectFamilias* and funded by the The Children's Trust from January 2017 to March 2018.

One of Miami-Dade County's most problematic issues is the lack of safety for pedestrians and cyclists. In communities such as Little Havana, a family's inability to safely walk or ride bike is made worse by the lack of green spaces/parks. Families in neighborhoods with limited access to safe park/play space have little choice for where to engage in healthy recreation, develop stronger relationships, and become more active members of their community.

Urban Impact Lab introduced the concept of play streets to a group of actively engaged Little Havana residents who immediately took the lead to implement the initiative. the UI Lab team worked with these families to design, prototype, and implement *PlayFamilias. PlayFamilias* provides a simple, innovative process so residents can temporarily transform their neighborhoods streets into centers of health activity, engagement, and community connection.

Once the initiative was solidly underway, Urban Impact Lab brought these residents together for a Civics 101 course to further empower them with an understanding of the municipal structure. As part of the course, residents learned how to contact their elected representatives, practiced writing a letter to their representative, and role-played a mock meeting with a city official. Following the training, a group of these resident leaders (along with the UI Lab and *Connect Familias* team) met with an official from their staff, described the *PlayFamilias* initiative and confidently advocated for expanding the program citywide. **As a result of this initiative there were a total of 8 community/ street activations, 25 community meetings, 15+ families consistently engaged, and the creation of a PlayStreet Guide that can be used for further activations.**

URBAN IMPACT LAB

For additional information: www.urbanimpactlab.com

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All images: PlayFamilias, a case study on implementing Play Streets in Little Havana. (Source: Urban Impact Lab)

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GREEN STREETS: CREATE NEW GREENWAYS AND SHARED STREETS THAT WILL IMPROVE ACCESS TO AND FROM EXISTING PARKS (CONTINUED)

♡ HEALTH BENEFITS

People tend to walk more on shaded and calmer streets, which **improves the health of the community** and encourages interaction with neighbors and improves the sense of community.

1.4 Re-balance the design on the existing Right of Ways to increase open space.

- Retrofit key streets into play-streets through expansion of the sidewalks and swales and lowering vehicular speeds through design.
- **Street space** - Promote temporary street transformations into closed plazas and street parks, incorporate shared streets, create street end parks, introduce traffic calming design to lower vehicular speeds.
- **Parking spaces** - Where appropriate convert parking spaces into parklets, especially on commercial streets to extend spaces for pedestrian uses.
- **Bike lanes** - Incorporate bike lanes where appropriate to promote and encourage safe and convenient riding as an alternative mode of transportation.
- **Sidewalk spaces** - Extend the sidewalk widths where possible and reduce curb radii to improve the pedestrian experience. Where possible include space for planting trees to provide shade on sidewalks.

1.5 Convene community bike rides at parks to activate and promote park use.

- Develop a program for community bike rides to local parks and open spaces.
- Promote these events and potentially include local businesses as part of the program, to pick up supplies to use upon arrival to the parks, such as picnic food or items for recreational activities.

1.6 Include pedestrian signage through temporary sidewalk stickers.

- Create a plan to identify locations and specific messaging to improve access to parks.
- Install in phases, potentially starting at locations where there is existing foot traffic such as near schools.
- Coordinate with adjacent property owners and local businesses to secure funding for the program.
- Build upon and improve the already implemented "Vamonos" signage program.
- Campaign and notify to get information out to the community.

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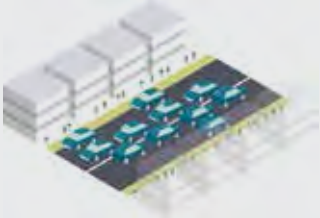
RETROFITTING STREETS
OPEN SPACE TYPES



Street before Redesign

Shared Street

Image: Pedestrian-Only Street (Source: ITDP)

End-of-Street Park

Median Park

Image: Neighborhood Park (Source: www.helloadventureco.com)

Annexed Street Park

Pedestrian-Only Street

Image: Annexed Street Park. (Source: www.savannah.com)

Triangular Park

Neighborhood Park

Image: School Grounds as Park (Source: www.cbaland.com)

School Grounds as Parks

All diagrams: Different ways of integrating parks into the urban landscape. (Source: Plusurbia Design)

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INCREASE OPEN SPACE

As a result of over building, the City of Miami has a shortage of open space. The lack of large open spaces and the difficulty to assemble and purchase land for new parks, leaves no other option than to rely on the existing infrastructure and smaller urban pockets of open space to fill the need for more open spaces.

Pocket parks promote moderate-to-vigorous physical activity by encouraging people to walk to them, since, on average, visitors walked 0.25 miles to get to a park (Helena Nordh, Kjersti Østby 2012). Pocket parks also help foster mental health benefits by making communities safer and more sociable (NRPA, 2018).

Parklets offer the same benefits as parks, but are easier to implement than community parks and can be spread out to serve a greater number of residents.

♡ HEALTH BENEFITS

Access to vegetated areas such as parks, open spaces, and playgrounds has been associated with **better perceived general health,** reduced stress levels, reduced depression as well as other health benefits.

2.1 New development - open space provision.

- Incorporate publicly accessible open space requirements for large scale new development in Little Havana (Special Area Plans, or any new development on parcels greater than 40,000 SF for example).
    - Make sure new required open spaces (courtyards, plazas, pocket parks, etc.) are accessible and open from the streets.
    - Require developers building within Little Havana to either create park space or pay a fee into a park fund.
    - Capitalize on revenue from Marlins Park.
    - Pass a soda tax (or similar products that have proven unhealthy) to raise money to develop new pocket parks and bolster efforts to improve public health.
    - Public-private partnerships - private entity raises endowments for parks and buys City bonds to pay for capital improvements, the City can then pay them back with interest over a period of time from existing taxes and park revenues.

2.1 Identify new open space opportunities.

- Identify publicly owned vacant properties and evaluate if they can be used as open space.
- When possible acquire new properties close to areas where open spaces are needed. Consider both new area of service and location to increase the open space system catchment area, and maximize the benefits of these spaces, especially in under-served sections of the neighborhood.
- Prioritize new open space assets in places outside the existing catchment areas - those areas that are furthest away from existing open spaces.
- Sample intervention: The intersection of W Flagler Street and SW 12th Avenue is currently underutilized and poses an opportunity to create a new triangular plaza. Closing off SW Flagler Terrace would increase the space for pedestrians and would make it more accessible and attracting benefiting the businesses around it.
- Inform business owners of the benefits of parklets, one of which is that they increase foot traffic and the number of people that stop and engage at the locations they are built around (NACTO, 2011).

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Plan: Sample Intervention on W Flagler St & SW 12th Ave Intersection.

Image: Bryant Park in New York City, New York. (Source: www.bryantpark.org)

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|2|

INCREASE OPEN SPACE (CONTINUED).

♡ HEALTH BENEFITS

Studies show that urban vegetation slows heartbeats, lowers blood pressure, and relaxes brain wave patterns - **small vacant, unimproved land can be easily re-purposed to provide much needed open space.**

2.2 Create pocket parks.

Pocket parks are small public spaces that could serve people who do not live within a comfortable walk to an existing city park. Pocket parks should be accessible by a short walk (5 minutes). They increase social interaction by breaking the pattern of having blocks on end with no public spaces.

Additions to the open space network should be considered as proximity to areas that are not within a comfortable walk to a park, rather than their area contributions. Large sections of Little Havana's population are well beyond 1/2 mile distance from the nearest open space, but these small additions to the network would make a great difference to residents who, in some cases have to cross large intersections to reach a park.

Adding small parcels (typical parcels of 5,000 SF - 7,500 SF) as pocket parks in increments over time could help reach the minimum open space area recommended for the population in Little Havana (currently +26 AC deficit).

- Identify opportunities to convert empty lots into pocket parks.
- Identify publicly own parcels and, if feasible, convert them into parks to extend and expand where needed and appropriate.
- Acquire new properties throughout the neighborhood to convert into pocket parks.
- Involve the community in the decision-making process to design and build the pocket parks. This will give a sense of ownership and empower the community in the process.
- Secure funding for pocket parks from grants, sponsorships, or fund contributions making sure to include infrastructure, maintenance, and insurance for pocket parks.
- Identify partners to fund and maintain pocket parks, such as local businesses, nonprofits, or other organizations.

2.3 Create parklets.

Parklets, as opposed to pocket parks occur in the public ROW. They are parking spaces that are transformed into habitable spaces, improving the pedestrian experience on the sidewalks and providing additional space for retailers to attract patrons.

- Where appropriate re-purpose parking spaces into a small parklet to increase economic activity on retail streets. Parklets offer inexpensive infrastructure improvements by expanding the areas used by pedestrians and converting it into an attractive gathering spots.
- Involve the community in the design and process to create, utilize and maintain the parklets throughout the neighborhood.

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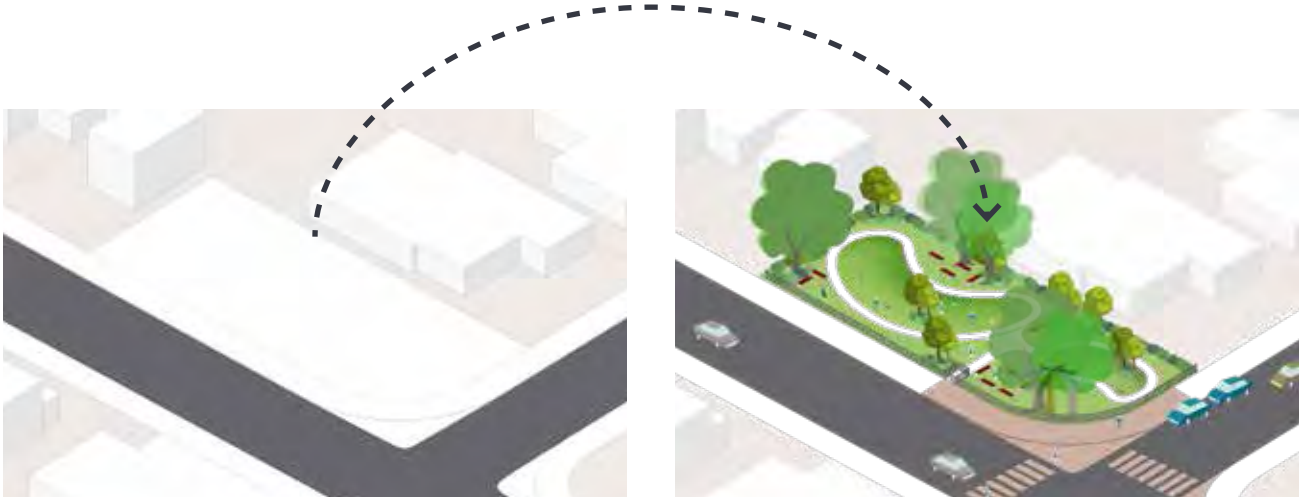

Diagram: Pocket park retrofit before and after.

Image: Paley Park. (Source: Project for Public Spaces)

Image: Greenacre Park. (Source: Reston Pedestrian, via Flickr)

Image: Example of successful parklet. (Source: City of Vancouver)

Image: People enjoying parklet. (Source: www.kirstenthoft.com)

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|3|

INCREASE URBAN TREE CANOPY

According to the 2016 Urban Tree Canopy Assessment[1], Miami-Dade County's 19.9% tree canopy ranks well below the 30-40% recommended coverage for a healthy urban forest[2]. The assessment shows that the County's Commission District 5 (which includes Little Havana) has the lowest Urban Tree Canopy in all of Miami-Dade County.

Million Trees Miami, states that a "healthy and sustainable urban forest provides significant social, economic, and environmental benefits that fosters a high quality, livable, vibrant, and beautiful community."[3]

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, among others.

Studies find that:

- Streets with more canopy encourage children to walk to school (Larsen et al., 2009).
- Greenways also motivate people to walk and bicycle (Coutts, 2008).
- Neighborhood values improve with trees (Getz et al. 1982)
- Trees produce oxygen and reduce smog, enhancing a community's respiratory health (Canopy, 2018).
- Urban landscaping and trees help lower crime rates (Canopy, 2018).

1 Conducted by the University of Florida and Florida International University - 2016

2 According to a national analysis by U.S. Forest Service researchers David Nowak (also on our Science Advisory Board) and Eric Greenfield, a 40-60 percent urban tree canopy is attainable under ideal conditions in forested states. Twenty percent in grassland cities and 15 percent in desert cities are realistic baseline targets, with higher percentages possible through greater investment and prioritization." Ian Leahy, American Forests, Director of Urban Forest Program, January 2017

3 http://milliontrees.miamidade.gov/about-us.asp

♡ HEALTH BENEFITS

Urban forests reduce a variety of health issues, such as respiratory diseases and skin cancer, and **promote an active lifestyle**.

3.1 Educate the community on the benefits of trees and permeable surfaces.

Organize community events to involve the community in the initiative to increase the tree canopy in the City.

- Take the opportunity to inform residents about the importance of trees and permeable surfaces and raise awareness on climate change and its effects.

3.2 Create pocket forests.

American Forests is an organization that protects and restores forests around the world. According to American Forests, forest elements can be incorporated into the urban environment through pocket forests, a smaller area within the City's landscape is available to plant native trees and restore plant life in the neighborhood. Pocket forests offer benefits of native forests on a smaller scale.

- Identify opportunities to convert empty lots within the urban fabric into pocket forests.
- Reforest existing parks. Specially those close to the river with native planting to prevent erosion and provide shade.
- Improve publicly owned vacant properties to provide additional open space and plant more trees to increase the canopy in the neighborhood.

3.3 Support Million Trees Miami in effort to increase tree canopy by 30 % by 2020.

- Million Trees Miami is a campaign initiative by Miami-Dade County with a mission of "growing a healthy urban forest that provides a minimum of 30 percent tree canopy coverage and the maximum social, economic, and environmental benefits to [Miami-Dade County]1." The campaign encourages residents to participate in order to achieve this and the ultimate goal.
- Encourage residents in Little Havana to participate in the community events to help plant trees in the neighborhood and City.

1 Million Trees Miami, http://milliontrees.miamidade.gov

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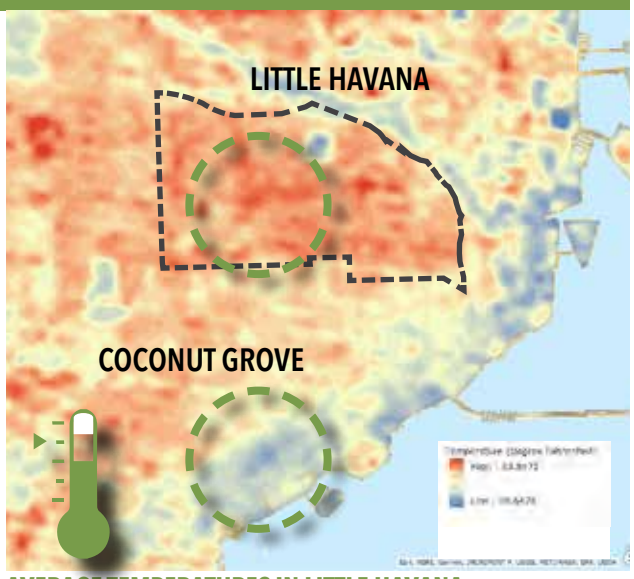
LITTLE HAVANA'S TREES TODAY

AVERAGE URBAN TREE CANOPY LITTLE HAVANA

*Note the clear canopy cover difference between Coconut Grove and Little Havana.

Diagram: Urban Tree Canopy % Heat Map. (Source: FIU GIS)



AVERAGE TEMPERATURES IN LITTLE HAVANA

*Note the clear temperature difference between Coconut Grove and Little Havana.

An Urban Tree Canopy Analysis by Miami-Dade County shows how Little Havana has a low percentage of Urban Tree Canopy compared to other areas in the greater Miami area. Having a large tree canopy can help to cool down temperatures in the area. According to the United States Environmental Protection Agency (EPA), trees and vegetation lower surface and air temperatures by providing shade and through the process by which water is transferred from the land to the atmosphere. By these two factors combined alone, temperature in the City could lower by as much as 10 degrees Fahrenheit.

Image: 8th St in Little Havana with limited to no tree coverage. (Source: Google Maps)

Image: Tree-lined street in Coconut Grove. (Source: www.ytravelblog.com)

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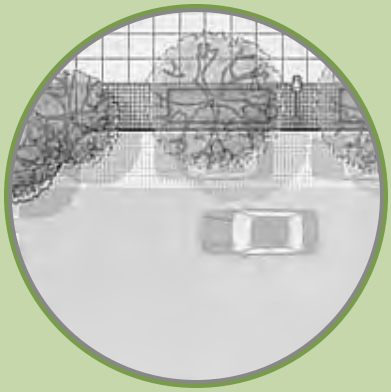
RETROFITTING

GREEN INFRASTRUCTURE



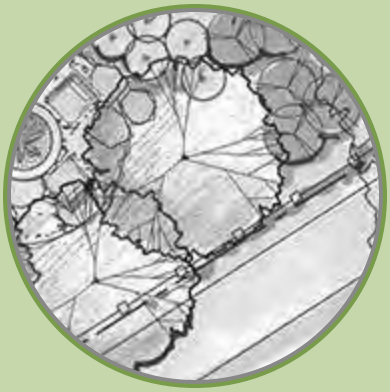
1. STREET TREES

Street trees are one the most important element of the street environment. They should always be included in the design of complete streets.

Appropriate tree species selection and location and design of the planting site ensures the healthy growth and longevity of trees, enhances streetscape character, and maximizes the City's and property owner's investment.

Street trees not only provide shade, but they improve air quality, and add beauty and visual interest.

(Source: www.theimagen.eu)



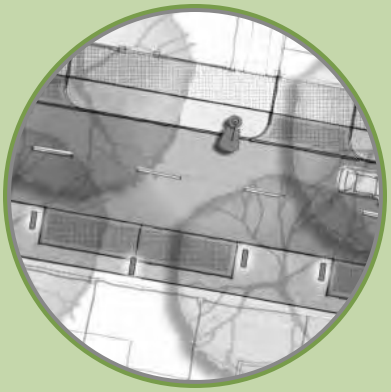
2. SIDEWALK LANDSCAPING

Landscaped sidewalks look beautiful, reduce stormwater runoff, improve neighborhood livability and increase property values.

Sidewalk landscaping is a simple and inexpensive street improvement that individual residents and property owners can make on their own.

Moreover, sidewalk planters help with storm water runoff, permeability and drainage from flood events.

(Source: Vicente Landscaping)



3. PARKING LANE PLANTERS

Parking lane planters are landscaped sidewalk extensions placed between parking spaces at regular intervals or at specific locations.

Parking lane planters provide space for street trees and landscaping on streets with narrow sidewalks, where tree planting is limited or where it conflicts with utilities or driveways, or where there is a desire to visually narrow the roadway.

(Source: www.pembridge.net)

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G STREETS ESSENTIAL DESIGN ELEMENTS

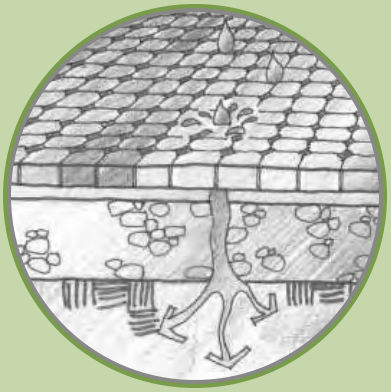
STORMWATER MANAGEMENT

4. BIOSWALES

A bioswale refers to a broad, shallow channel with dense vegetation covering the side slopes and bottom. The vegetation in the channel provides filtration and solids removal and reduces stormwater flow velocities as the flow is conveyed through the system.

Bioswales improve water quality by removing sediment, particulate matter, and trace metals. They also have low installation costs and low maintenance requirements.

(Source: Mackay Regional Council)

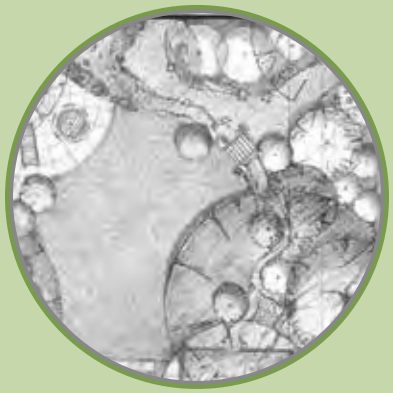


5. PERMEABLE PAVING

Permeable paving refers to street and sidewalk paving materials that allow stormwater to filter through to the soil below.

Permeable paving materials like porous concrete or unit pavers may look similar to traditional paving materials but allow air and water to pass through the paving material, providing the opportunity for temporary storage of stormwater runoff and/or groundwater recharge into the soils below.

(Source: City of Dubuque)



6. RAIN GARDENS

Rain gardens are planted depressions designed to collect and absorb stormwater runoff from nearby paved surfaces like streets and sidewalks.

(Source: www.pembridge.net)

For additional information on Storm Management see Identity: 1.5 Establish a storm-water mitigation program. on page 52)

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STORM WATER MITIGATION

Resilience speaks to the capacity of individuals, communities, institutions and systems within a city to survive, adapt and grow, no matter the chronic stresses or acute shocks they face. Resilience cannot be built by focusing on one aspect of a city's risks, but rather by establishing a holistic viewpoint on how issues interconnect. By improving the green footprint through storm water and resilient strategies, Miami can continue to be a leader in resiliency.

The environmental challenges that Miami is set to face will be determined by the success of the implementation strategies of proper infrastructure in order to make the city more resilient and sustainable.

Given that streets account for 23% of the total area in Little Havana, permeability within rights-of-way would make a significant contribution to stormwater management and reduce the over-stressed system.

EFFICIENCY OF PERMEABLE PAVEMENTS

Image: Stormwater Median. (Source: www.nacto.org)

Image: Porous pavement and rain garden to filter stormwater. (Source: Pinterest)

The City of Miami is one of the most vulnerable to flooding. It is everyone's responsibility to maintain and improve our resiliency measures to prevent flooding throughout the city. (See page 53)

Little Havana has one of the lowest permeability indexes in the City and requires constant infrastructure maintenance and improvements to prevent property damage from water runoff.

Private properties that make the bulk of the land area in the neighborhood must be part of the solution, not the problem. Many of them are fully paved relying and loading the City's infrastructure with 100% of their water runoff.

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.

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Impervious surfaces generate large amounts of runoff that cause flash flooding. They pick up pollutants as water flows into storm drains contaminating the water which generates biodiversity and public health problems.

Due to the heat-absorbing quality of impervious surfaces, areas that use these have an increase in air temperatures and require more energy for cooling.

Pervious/Porous surfaces allow water to freely pass through the surface, thereby eliminating or reducing runoff compared to impervious paving. These surfaces typically include a type of storage media beneath the permeable surface that provides structural support as well as temporary storage of storm water.

Establishing on-site Storm Water Management:

- Reduces quantity and challenges to flood control
- Improves water quality
- Recharges groundwater to aquifer
- Allows for reduction of storm water infrastructure
- Intercepts storm water
- Infiltrate portion into ground
- Evaporates portion into air
- Releases portion back into sewer collection system
- Introduces vegetation into paved landscapes
- Slows down flow for opportunities of infiltration + evaporation, restoring the natural hydrological cycle
- Introduced vegetation filters runoff improving water quality

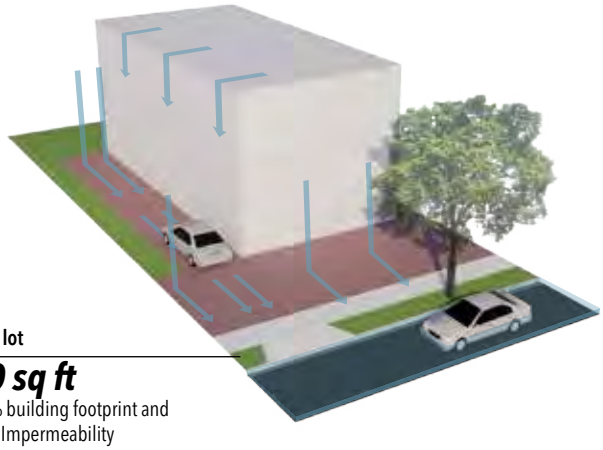
Image: House without proper features for permeability. (Source: Google Maps)

- Infiltration reduces the volume of runoff that enters sewer collection system for treatment, reducing operational cost of sewage treatment
- Improves air quality, habitat and reduces urban heat island effect

In Little Havana:

- Environmental challenges that Little Havana faces today:
- Lack of permeability
- Water run-off

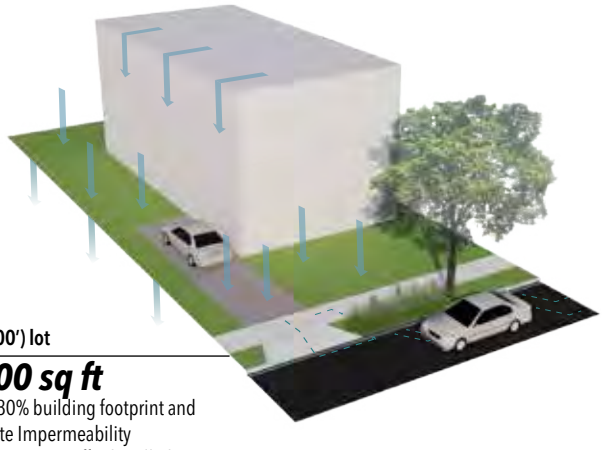
By improving the green footprint through storm water and resilient strategies, Miami can reduce storm water costs and continue to be a leader in resiliency.



(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

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|4|

JOINT PARK USES: ACCESS TO EXISTING OPEN PUBLIC SPACES FOR THE COMMUNITY

Opening schools' amenities for the community to enjoy is one of the easiest approaches to increase open space in the neighborhood.

In general, schools throughout the neighborhood should also offer their amenities for social events and gatherings and therefore creating stronger bonds within the community.

♡ HEALTH BENEFITS

Improving access to public open space has the potential to **increase levels of physical activity**, and to have mental health benefits and reduce healthcare and other costs.

4.1 Use School Playing Fields.

- Joint Use Agreement with the Miami-Dade Public School System for use of school playing fields (State Legislation is being drafted; The City Parks and Recreation Department should establish these agreements with the Miami-Dade Public School System to facilitate and speed up the process once the legislation is passed.)
- In the case of Ada Merritt Center, a school that routinely uses adjacent Riverside Park, a reciprocal agreement could be put in place to allow the community to access the school's playground.
- Miami Senior High School boasts ample green space and amenities that can be used after school hours by the community.
- Additional schools in the neighborhood that can contribute to a shared community space program: Lincoln-Marti Charter Schools campuses throughout the neighborhood offer sports courts and playgrounds adjacent to the street that can encourage residents in the neighborhood to play, work out, and be active.
- Riverside Elementary School boasts a running track and basketball courts that can serve the community.
- Miami-Dade College and Mater Academy East High School campuses do not have outdoor courtyards, but the community can also benefit from interior facilities to encourage physical activity or community gatherings.

4.2 Open Marlins Park grounds.

- Open of the Marlins Stadium grounds for active use by the community. Marlins Park can function as an attraction in the City during the off-season. The areas surrounding the ball park can become open spaces that the community can benefit from.
- Outdoor gym equipment and "fitness stops" could be placed around the perimeter of the stadium to encourage physical activity for the neighborhood residents free of charge.
- Schedule community events such as fitness classes at the plaza and the streets around the perimeter of the stadium to foster social interactions and encourage a healthier and more active lifestyle within the community.

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Diagram: Miami-Dade College. SW 7th St between 27th Ave and Beacon Blvd has the potential to become a pedestrian-only area, providing much needed open space around the college campus and for the neighborhood. (Source: Plusurbia Design)

Image: MDC plaza proposal. (Source: Plusurbia Design)

Diagram: Miami Senior High School shows a successful example of well-integrated green space in a school campus. (Source: Plusurbia Design)

Image: Miami Senior High School green plaza. (Source: southwestmiamieagles.net)

Diagram: Marlins Park. Proposal to utilize their open green space on the off-season to provide facilities for the public like outdoor gym equipment, fitness classes and events to foster community engagement. (Source: Plusurbia Design)

Image: Marlins Park. (Source: Tripadvisor)

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5.2

Fern Isle Park
- Take out fence at the water's edge.
- Get rid of invasive species (Include nature trail).
- Continue Greenway to connect to Sewell Park.

5.3

Improve on-road portions of Miami River Greenway to provide seamless access and better continuity.

5.2

Sewell Park
- Assign a conservation specialist for the care and maintenance of the park.
- Interpret and present the history of the Miami River in the park.
- Create programming to educate students and parents about he unique habitat in the park and the effects of Sea Level Rise.
- Seawall to address flooding (Consider a Boardwalk).
- Improve Kayak/canoe launch. Add Kayak/Canoe Rental.
- Add water bus stop.

5.2

Grove Park
Address flooding and close off street to allow only local traffic.

5.7

Under I-836
Remove chain link fences and gates that interrupt the Riverwalk.

5.6

Robert King High
- New design should have public Riverwalk. Connect new Robert King High Riverwalk to NW 13th Ave and remove gate. Connect Riverwalk to NW S River drive to the West (under 836).
- 8 Continue Greenway to connect new Riverwalk to Robert King High.

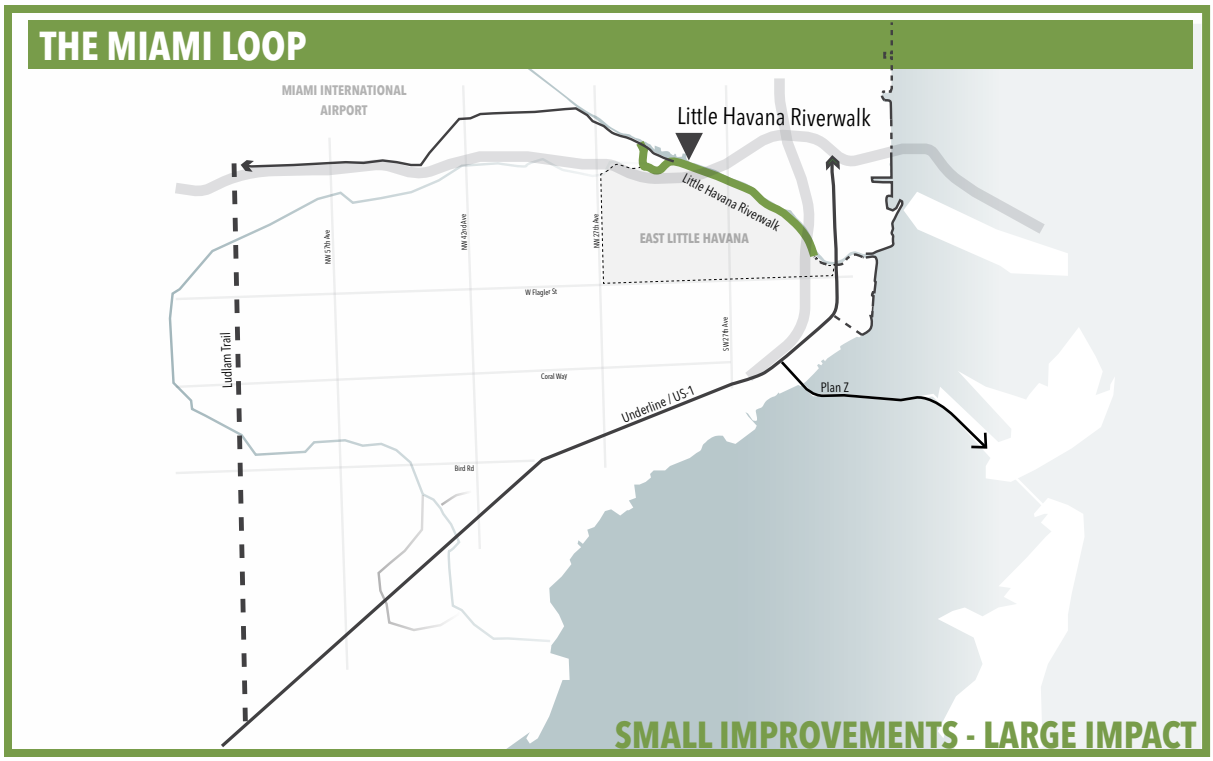

Diagram: The proposed Miami Loop route. (Source: Plusurbia Design)

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LITTLE HAVANA RIVERWALK

5.1

Connect Riverwalk through parking lot easement on 789 NW 13th Ave.

5.5

Large Redevelopment Parcel

- Propose to continue new development Riverwalk to retrofitted building.
- Connect new developments to waterfront to NW 7th St and NW 11th Ave.

5.1

Pocket park at 169 NW S River Dr. Needs a walkway to rivers edge.

5.1

Reopen So Bell Tel property (101 NW S River Dr.) as a park with waterfront access. Address crime issues.

5.13

FDOT properties to extend Jose Martí Park.

5.2

Jose Martí Park

- Improve design of Jose Martí Park to engage waterfront. Promote continuation of riverwalk to the North (FDOT properties).
- Seawall to address flooding.
- Add water bus stop.
- Outdoor gym equipment under I-95.
- Add Kayak/Canoe rental.

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|5|

RIVERWALK: IMPROVE RIVERFRONT ACCESS AND QUALITY

Uncover the potential of the Miami River and the waterfront as Little Havana's premier open space asset.

The Miami Riverwalk provides unparalleled potential for a large, continuous open space. The Miami River Front Commission and the City of Miami should make the development of this premier open space a priority to provide the additional open space required to reach minimum standards in Little Havana, and provide all Miamians waterfront access.

Access to the riverfront from the neighborhood, both physical and perceived, is paramount to its usage, increasing the potential for physical activity and providing a SIGNATURE AMENITY currently inexistent in Little Havana, and a potential major attraction for the City and South Florida.

♡ HEALTH BENEFITS

Improve physical health by providing a better walkable environment.

Access to the Miami River will **improve social and economic health** to the City at large creating a destination for active and passive physical activity.

5.1 Create and implement the Miami Riverwalk.

Connecting and completing the 3.3 mile long Riverwalk is a major priority to increase open space in Little Havana.

- Connect and complete the Miami River Greenway along with the proposed trail at the shoreline of the Miami River.
- Identify publicly owned parcels and convert them into parks where needed and appropriate.
- Acquire necessary parcels to complete the waterfront trail.
- Improve South River Drive to accommodate pedestrian and bicycle traffic where a connection is not readily available.
- Provide access to the Riverwalk as often as possible. New projects should be required to provide an access easements to the waterfront and design them in such a way that they are visible, inviting, and safe. Where no development is projected, easement agreements should be negotiated with the property owners so at least 1 access to the waterfront is provided for every 1000 feet.

5.2 Improve riverfront parks.

José Martí Park

- Enhance the design of the park by improving the existing programming such as playground facilities and outdoor gym equipment, and finding additional places to add more equipment such as under the I-95 bridge.
- Engage the waterfront by accommodating water activities such as canoe and kayak rentals; propose an extension of the dock for water taxis.
- Promote the continuation of the Riverwalk by connecting the park to the FDOT properties to the north of the park.
- Extend the seawall to help prevent flooding into the park during strong storms and high tides.

Fern Isle Park

- Remove the fence at the waterfront to engage with water activities and enjoy views of the river.
- Eliminate invasive species in the park.
- Connect the park to Sewell Park through a Greenway.

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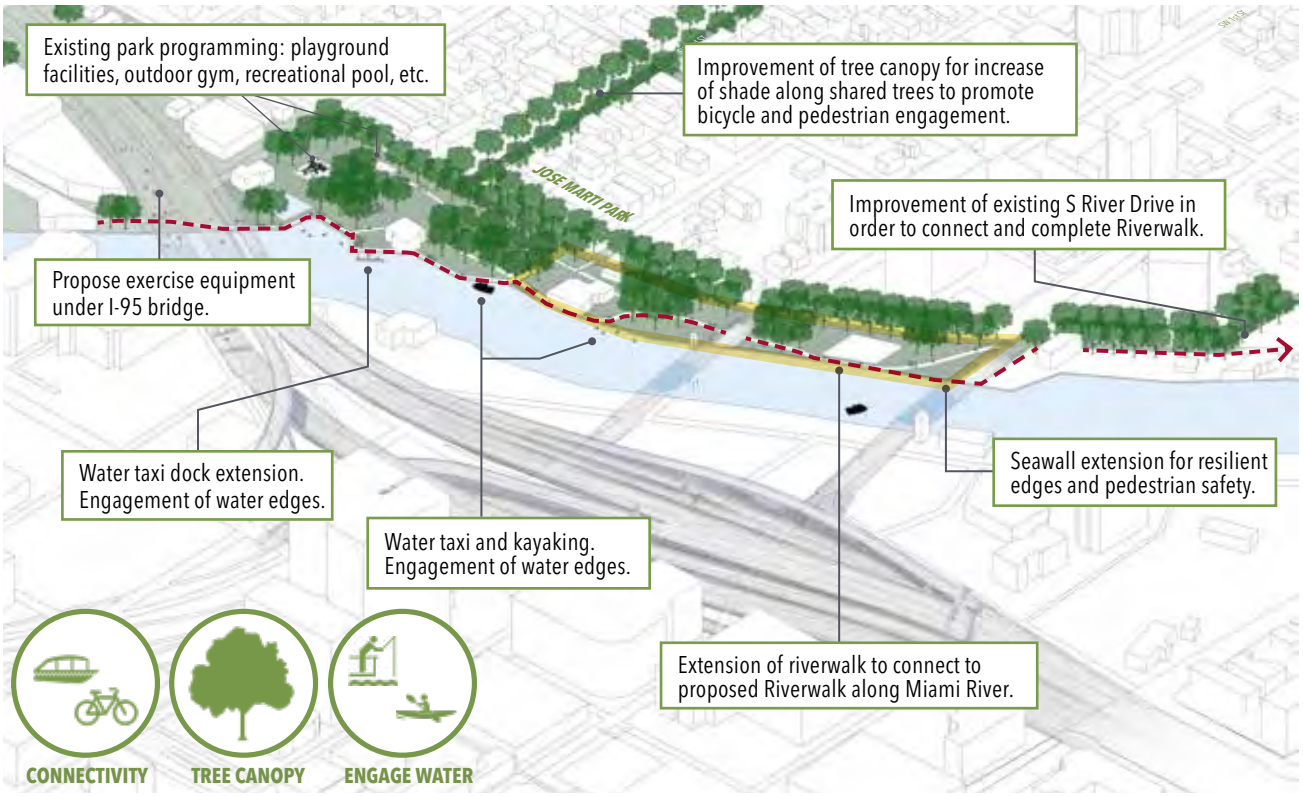

Diagram: Action steps to improve the waterfront at José Martí Park. (Source: Plusurbia Design)

DISCONTINUED RIVER DRIVE

FLOODING

GATES

NO PUBLIC WATERFRONT ACCESS

All images: Showing existing conditions of the area around José Martí Park. (Source: Google Maps)

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RIVERWALK: IMPROVE RIVERFRONT ACCESS AND QUALITY (CONTINUED)

♡ HEALTH BENEFITS

Park space, particularly with waterfront access is especially desirable and attractive. It provides the potential for outdoor **recreational opportunities that promote social interaction and physical activity.**

Publicly accessible open space provides places for interactivity **strengthening the social fabric**.

Sewell Park

- Assign a conservation specialist for the care and maintenance of the park.
- Interpret and present the history of the Miami River in the park.
- Create programming to educate students and parents about the unique habitat in the park and the effects of Sea Level Rise.
- Engage with water activities at the park edges like canoe and kayak rentals; propose an extension of the dock for water taxis.
- Extend the seawall to help prevent flooding into the park during strong storms and high tides.

Grove Park

- Allow only local traffic on the streets bordering the park to create a safer environment for visitors to the park and improve pedestrian and cyclists' access to the park. (See page 80)

5.3 Improve on-street portions of the Miami River Greenway.

- Improve multi-modal connections along the on-street portions of the Miami River Greenway. Convert streets along the Greenway into shared streets for a more enjoyable experience for pedestrians and cyclists.

5.4 Commercial sites with public access to waterfront.

- By recovering the Miami River and opening the waterfront to the public, Little Havana can capitalize on the economic and recreational benefits. Propose to continue new development of sites along the waterfront for destination retail such as restaurants and retail space.
- Link commercial uses and public spaces along the Riverwalk with a continuous walkway and allow easier access between them and the waterfront.
- Provide public amenities like seating and shade along the Riverwalk to attract residents and visitors.

5.5 Improve and provide access to Robert King High.

- The new design for Robert King High Towers should include a public riverwalk connected to NW 13th Ave. Remove the gate that blocks access and connect the proposed riverwalk to NW S River drive to the west (under 836 expressway).

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WATERFRONT ACCESS TODAY

Diagram: Map of existing barriers for waterfront access in Little Havana today. (Source: Plusurbia Design)

Diagram: Sewell Park aerial. (Source: Plusurbia Design)

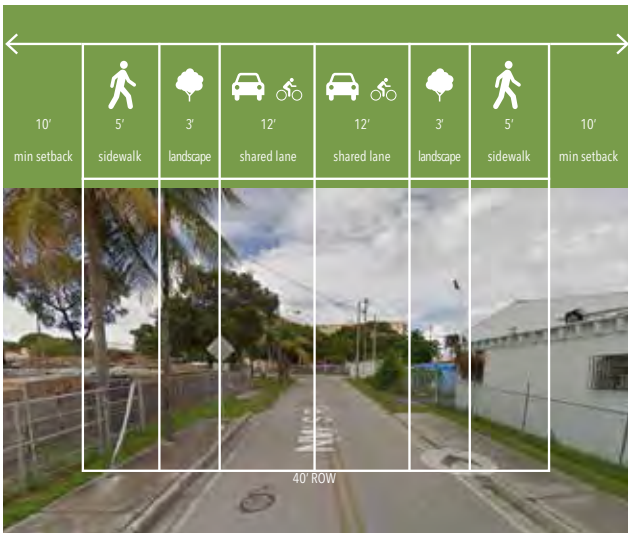

Diagram: Proposed improvements for SW 8th St. (Source: Plusurbia Design)

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RIVERWALK: IMPROVE RIVERFRONT ACCESS AND QUALITY (CONTINUED)

♡ HEALTH BENEFITS

Improvement of existing open space is the easiest and **affordable way to encourage active lifestyles**. There are plenty of opportunities for improvement on existing underutilized spaces.

Urban waterfronts are attractive destinations that **improve the District's economic health.**

5.6 Convert land under the 836 Expressway into a waterfront park.

- Remove chain-link fences and gates that interrupt the Riverwalk underneath the highway to ensure a seamless continuation of the trails along the waterfront.

5.7 Convert vacant Bell South property into a park.

- Reopen Bell South property (101 NW S River Drive) as a park with waterfront access.
- Address crime issues to revitalize the property as a public park and attract residents from the neighborhood and visitors.

5.8 Reopen county-owned park under Flagler Bridge.

- Reopen the park under the bridge for the continuation of the Riverwalk and partner up with local property owners to maintain and provide surveillance to ensure the safety of the visitors to the park.

5.9 Create a pocket park at 169 NW S River Drive.

- Convert the vacant property at 169 NW S River Drive (owned by Miami-Dade County Water and Sewer) into a pocket park and create a walkway to connect the street to the waterfront.

5.10 Incorporate FDOT property north of Jose Martí Park.

- Increase parkland and the number of residents in their neighborhood served by expanding José Marti Park and incorporating the FDOT properties to the north of the park with addresses 109, 129, and 135 SW S River Drive.

5.11 Find funding sources for the creating and maintaining waterfront parks.

- Seek federal grants to state and local governments for the creation and maintenance of waterfront parks. ie: National Park Service, Groundwork USA, Rivers, trails, and Conservation Assistance Program (RTCA).
- Consider extending the Florida Inland Navigation District (FIND) to improve the riverfront, seawalls, and make the land bordering the river more resilient to flooding.

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RIVERWALK PROPOSED IMPROVEMENTS
Identify publicly owned parcels and convert them into parks.

RIVERWALK PROPOSED IMPROVEMENTS
Connect and complete Miami River Greenway along trails.

RIVERWALK PROPOSED IMPROVEMENTS
Link commercial uses and public spaces along the Riverwalk.

RIVERWALK PROPOSED IMPROVEMENTS
Provide access to the Riverwalk as often as possible.

RIVERWALK PROPOSED IMPROVEMENTS
Maintain parks along the waterfront clean and accessible.

RIVERWALK PROPOSED IMPROVEMENTS
Convert land under 836 Expressway into a waterfront park.

All images: Taken at various parks around Miami to show existing conditions. (Source: Plusurbia Design)

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MAKE LITTLE HAVANA MORE LIVABLE THROUGH COMMUNITY BUILDING

COMMUNITY BUILDING

|1| Document and designate historic properties and cultural heritage assets in Little Havana.

|2| Civic centers: enhance community anchors as centers of cultural heritage and community resilience.

- *UrbanMain*

|3| Local businesses: celebrate and support viable small and legacy businesses.

|4| Preserve and develop quality housing for all Little Havana residents.

WHY

Little Havana's history, location, physical character, culture, and residents set it apart from other Miami neighborhoods, and have earned it its status as a National Treasure. While distinctive, Little Havana is not an "island," so to speak, and the neighborhood's future well-being is inextricably tied to the future of the City of Miami and its metropolitan area of over six million residents.

THE KEY TO SUCCESSFUL COMMUNITY BUILDING FOR LITTLE HAVANA LIES IN FOSTERING CONNECTIONS AND COOPERATION AMONGST LOCAL RESIDENTS, COMMUNITY LEADERS, OWNERS OF PROPERTY AND LOCAL BUSINESSES, AND DOWNTOWN DECISION MAKERS AND INSTITUTIONS -- ALL WORKING TOGETHER TO IDENTIFY AND ADDRESS ISSUES AFFECTING THE COMMUNITY, TO MAKE IT STRONGER AND MORE RESILIENT.

Bringing together a broad spectrum of Little Havana's stakeholders is essential to develop a better understanding of the neighborhood's challenges and to tap into community-based capacity for convening, analysis, and planning - Live Healthy Little Havana, a collaboration between the City of Miami, the Health Foundation of South Florida and local stakeholders, has been doing this in recent years. Strengthening coalitions such as this, with a shared vision for the future, can result in sustainable solutions that are fact-based, community-driven, and built upon neighborhood assets.

Across the nation, local governments and community leaders have increasingly recognized that to flourish, communities need to be resilient to natural and human-caused stressors and disasters. Broadly speaking, resilience is defined as the ability to survive disruption and to anticipate, adapt, and flourish in the face of change. There is strong evidence that strong social networks and connections of the type that occur in engaged, tolerant communities like Little Havana are prerequisites to individual and community resilience. Resilience must be built on the people, places, and institutions that foster cohesion and support.

A resilient community is able to anticipate and bounce back from adverse situations. Developing community resilience benefits individual residents and enhances traditional disaster preparedness and response. Engaging in the cultural arts and historic preservation brings individuals together and fosters community, creating opportunities for community residents at all income levels to live, work, and play in a diverse and thriving environment.

DIAGNOSIS

In the course of our research and community engagement for the Little Havana Revitalization project, we observed:

- Historic places, familiar landmarks, and legacy businesses give a sense of shared history, identity, and memory, helping to foster a sense of social cohesion.
- Little Havana is served and represented by a wealth of community-based organizations active in social welfare, arts and culture, civic education, and related fields, all working to build a strong, healthy, vibrant, engaged, and resilient neighborhood.
- Areas with a mix of older and newer buildings tend to be more densely populated than new-only neighborhoods, and they achieve that density at a human scale.
- There is a strong community interest in ensuring that housing is affordable and accessible for the whole Little Havana community, including support for multicultural and multi-generational living that allows the younger generation in Little Havana to stay in the community.
- Little Havana's urban landscape is characterized by tree-lined streets and a distinctive combination of building types, including: walk-up center-hall apartments, bungalows, mom-and-pop stores, and civic & religious buildings. Little Havana has a strong Latino cultural identity that is valued by residents.
- Land development regulations reward large-scale land assemblages, leading to demolition of existing small-scale urban fabric and construction of large-scale "superblock" development that is out of context with the neighborhood, residents noted.
- Existing vacant land can be re-purposed for contextual new infill and open space and parks. Existing stock of older & historic structures can be rehabilitated and reused. New infill can enhance the community support if it is designed to reinforce Little Havana's unique character.
- Residents recognize that redevelopment of the neighborhood without a community-generated vision is a threat. Loss of identity – individual and/or collective – can result because of loss of sense of place.

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IN DEPTH

LITTLE HAVANA'S RESIDENTIAL COMMUNITY

The expansive draw, impact, and legacy of Little Havana could not exist without its residents. The residents of Little Havana tell a story that is not just limited to that of the Cuban-American identity and experience but one that offers a greater window into the representation for the rest of Latin America and the Caribbean.

According to the 2014 American Community Survey, Little Havana has more than 40,000 foreign-born residents (about 52% of the total population), with the average city block in Little Havana housing more than 200 residents born abroad, nearly three times the City average. **95% of Little Havana's population is Hispanic. 43% of residents are of Cuban origin, 41% of Central American origin, and 13% are from Puerto Rico, the Dominican Republic, Mexico, or South America.**

In community outreach sessions and interviews conducted by the Little Havana Revitalization Master Plan, residents spoke positively of Little Havana's rich and diverse Latino culture and immigrant heritage. An overwhelmingly Spanish-speaking community; 94% of residents speak a language other than English at home.

STRONG CIVIC INSTITUTIONS

Many residents we interviewed identified and spoke highly about the social services and cultural activities offered by local civic institutions such as Connect Familias and Viernes Culturales and Live Healthy Little Havana. The social infrastructure of Little Havana provides residents, as well as visitors, with a vibrant culture and sense of place. Little Havana is thus served by a small but critical wealth of organizations, dedicated residents and community groups, who have the trust of the local community.

LOCAL GOVERNMENT INVESTMENT

In contrast to positive impressions of neighborhood cultural and civic institutions, our focus groups frequently mentioned a perceived lack of investment and support by local government, with participants identifying issues such as insufficient trash pickup as evidence of a lack of city services to residents of Little Havana. Our interviews also revealed a lack of awareness among residents about how to access City resources for the neighborhood. Little Havana has one Neighborhood Enhancement Team office which is located south of the study area at 1300 SW 12th Avenue, a location that some residents consider to be outside of Little Havana. Residents specifically noted a need for more accessible community centers located throughout the neighborhood.

FEARS OF DISPLACEMENT?

Little Havana's residential units are predominantly renter-occupied, and the neighborhood is home to almost 20% of Miami's rental housing stock. It also offers some of the city's lowest-cost housing, with more than 87% of its rental properties available for less than $1,000 per month. Little Havana's low-cost housing, combined with its proximity to Brickell, make it a desirable area to live in for residents who work downtown and often commute by public transportation, foot or bike. However, Little Havana's proximity to Brickell and rapid development prospects have become a major cause for concern for residents of Little Havana. Residents overwhelmingly voiced their desire to stay in the neighborhood, but spoke of their concerns about rising rents and decreasing affordable housing options. In interviews, several residents spoke of developers pressuring their landlords and building owners to sell their properties. Many residents we interviewed spoke of their fear that rising rents will soon result in them being unable to live in Little Havana.

LACK OF QUALITY HOUSING

Importantly, in addition to concerns about the supply of affordable rental housing, residents also expressed deep concern about unsafe, unhealthy rental housing. Residents gave examples of poor building management, concerns about deferred maintenance, and unsanitary and unsafe living conditions -- including rental properties with exposed mold, asbestos, bed bug and rat infestations, as well as sub-par utilities. Distressingly, residents who spoke with us also expressed hesitation to report these conditions, with many voicing their concern that any improvements to units would result in increased rental prices. Several of our focus groups expressed resignation at poor housing conditions as a price of living in an affordable neighborhood, and emphasized their desire to stay in Little Havana due to its sense of community and diverse culture.

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COMMUNITY SURVEY:

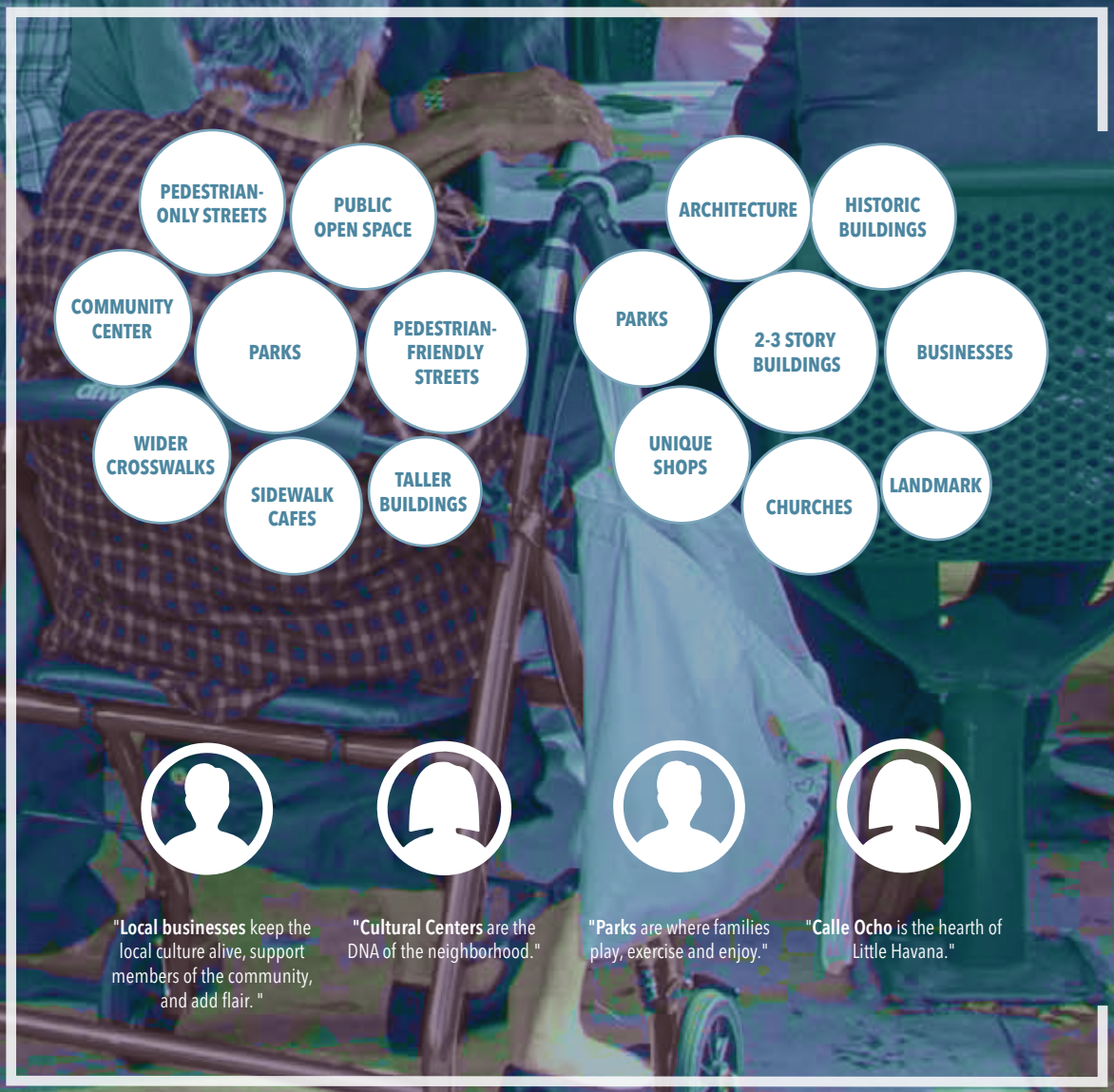

Diagram: Input from Community Survey. (Souce: Health Foundation of South Florida)

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DOCUMENT AND DESIGNATE HISTORIC PROPERTIES AND CULTURAL HERITAGE ASSETS IN LITTLE HAVANA

Sustain Little Havana's unique sense of place by documenting and conserving significant historic properties and cultural heritage assets in the neighborhood.

Develop a comprehensive survey and designation program of historic properties and cultural heritage assets to support the protection and enhancement of Little Havana's irreplaceable character.

In historic preservation, a "survey" is a property-by-property investigation of a defined geographic area, the purpose of which is to gather information about building types, architectural styles, physical condition of the buildings, and spatial relationships among the buildings within that area.

This is consistent with the goals of the Miami21 Code, which states that historic preservation is a "significant goal in the City's overall vision for its future." A guiding principle of the Miami Code is that "preservation and renewal of historic resources should be facilitated to affirm the continuity of the community." The code is intended to advance the interests of both conservation and development to meet the goals of "preserving neighborhoods, historical resources, and the natural environment."

A robust, inclusive, up-to-date inventory of historic properties and other cultural heritage assets is a fundamental tool in achieving the City's preservation goals.

♡ HEALTH BENEFITS

The power of culture is a leverage for boosting distinct areas of economic, social, political, and artistic life.

1.1 Conduct a comprehensive survey of historic resources and cultural heritage assets in Little Havana using innovative and cost-effective methods.

- Develop a Little Havana historic context statement to provide a framework for identifying and evaluating resources. Include specific themes relevant to Little Havana's unique history.
- Take full advantage of innovative technologies, including crowd-sourcing techniques and hand-held technology in the field linked to GIS data platforms. Use GIS analysis to identify large scale patterns and areas of focus.
- Follow national best practices developed by the Cultural Resource GIS unit of the National Park Service for storing data and making data accessible, creating opportunity to aggregate different datasets into a comprehensive one that can be shared with FEMA and other governmental agencies in the case of a natural disaster.
- Share survey results in a geospatial format, to allow for easy integration with other planning-related datasets.
- Explain the benefits of survey, including possibility of additional designations and access to tax credits and other financial incentives.
- Partner with universities and local organizations to engage student and community volunteers.

1.2 Expand the relevance of historic resources and cultural heritage assets by engaging the whole Little Havana community in the process.

- Promote multi-generational involvement by providing opportunities for participation in the survey by residents and visitors of all ages, incomes and backgrounds, particularly youth. Engage residents who are renters and residents who are home owners. Explore partnership or sponsorship opportunities with local secondary schools, colleges or universities.
- Collaborate with existing community organizations and initiatives to develop a project that celebrates the heritage of Little Havana for residents and visitors alike through public art and public history. Examples of successful community-based urban landscape projects include mural arts programs sponsoring local artists or artists with strong connections to the neighborhood.

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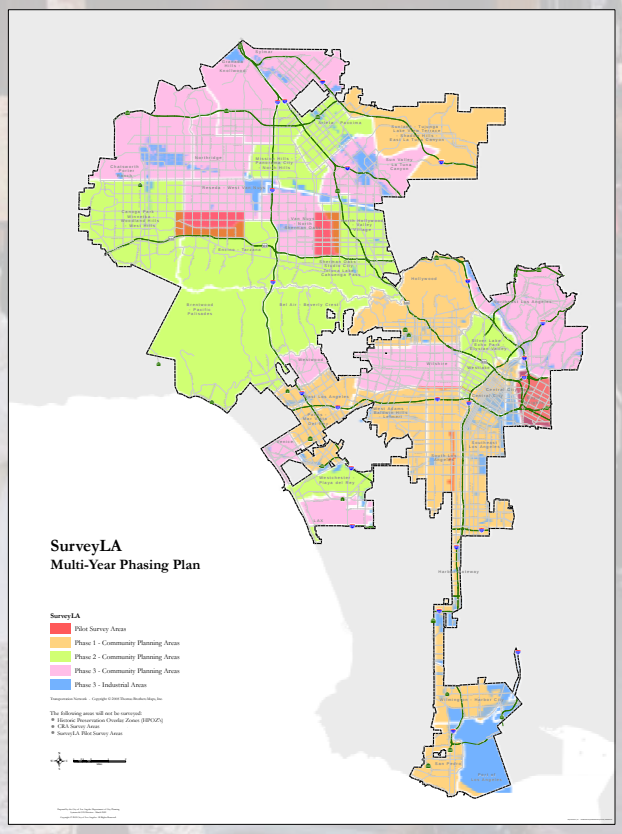
CASE STUDY: SurveyLA

A COMPREHENSIVE SURVEY OF HISTORIC PROPERTIES AND CULTURAL HERITAGE ASSETS

There is no single "right way" to conduct a historic or cultural resource survey, which should be customized to a city's unique goals and resources. However, if Miami seeks to develop a survey that can be used as a tool to improve city planning, to capture both architecturally and cultural significant places, and to grow popular support and appreciation for historic preservation and for older and historic places, Los Angeles' SurveyLA incorporates many best practices.



Map: The SurveyLA Phasing Plan Map. (Source: Los Angeles Historic Resources Inventory)

SurveyLA is the largest and most comprehensive historic resource survey ever completed by an American city, encompassing 80,000 land parcels and 500 square miles. While enormous in scope, the framework is scalable to the City of Miami and Little Havana:

- Prior to survey, a project advisory committee including diverse constituencies was established, including community leaders and leaders in the preservation community and the business community. A community engagement subcommittee was created that devised the citizen participation guidebook used throughout the SurveyLA process.
- One hallmark of SurveyLA is that non-preservation professionals made essential contributions to the initiative, acting as advocates, providing input in context statements, identifying cultural heritage assets while preservation professionals conducted the intensive architectural survey.
- SurveyLA incorporated extensive community outreach events prior to initiating actual field survey work. Community meetings were held in partnership with existing neighborhood organizations such as certified neighborhood councils and local historical societies.
- Community leaders, local historians, interested members of the public, and local experts assisted in identifying places of cultural, social and historical significance that would not have been recognized otherwise.
- Community members were asked to assist in drafting context statements for particular areas or ethnic groups in LA. Context statements are narratives, drafted for specific areas or ethnicities, that provide the framework for surveyors to identify potential historic and cultural resources and evaluate them according to established federal, state and local criteria for designation. These context statements were an essential component of the survey, providing a consistent, defensible framework for evaluating resources. Only after six months of community engagement were architectural surveys conducted by cultural resource professionals.

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DOCUMENT AND DESIGNATE HISTORIC PROPERTIES AND CULTURAL HERITAGE ASSETS IN LITTLE HAVANA (CONTINUED).

♡ HEALTH BENEFITS

Intangible **cultural heritage** provides communities with a sense of identity.

Unique places provide **social cohesion by creating a sense of belonging.**

1.3 Expand the scope of the survey of historic resources and cultural heritage assets by incorporating Little Havana's tangible and intangible cultural heritage assets.

- Assemble community workshops to identify important places and traditions that are valued by residents, like community anchors and legacy businesses, public art, and festivals. Encourage collaboration and knowledge-sharing by identifying existing institutions and programs engaged in living heritage, public art, public history, oral history, and interpretative projects in Little Havana and invite them to participate in these workshops.
- Little Havana's intangible cultural heritage assets include: traditional stories, music, dance, poetry, food-ways, crafts, skills, games, social practices and rituals.

1.4 Educate and assist property owners regarding historic preservation and caring for older and historic buildings.

- Prepare and share material using accessible language in English and Spanish about the benefits of building conservation and reuse, both for property owners and for the community.
- Provide accurate information to reduce misunderstandings about the impacts of local and/or national designation.
- Provide clear and actionable information about the financial incentives available for building rehabilitation projects.
- Provide training on maintenance and appropriate remodeling of older and historic buildings.
- Encourage public agencies and private non-profits to collaborate and provide accessible information, technical guidance, and free training to property owners.

1.5 Cultural Preservation Committee.

- Create a Cultural Preservation Committee that works closely with the Preservation Officer and the Grants Department to increase funding sources for infrastructure improvements: streets, signage and canopy among others.
- Create stronger preservation legislation to protect culturally sensitive assets such as Riverview District and other individual assets.
- Increase the Historic Preservation Department's autonomy from the Planning Department - as it finds itself oftentimes in conflict.

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Image: Iconic neighborhood bar Ball and Chain. (Source: Plusurbia Design)

Image: Community members playing dominoes at Domino Park. (Source: Plusurbia Design)

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DOCUMENT AND DESIGNATE HISTORIC PROPERTIES AND CULTURAL HERITAGE ASSETS IN LITTLE HAVANA (CONTINUED).

♡ HEALTH BENEFITS

Increase the economic well-being of the community by recognizing the historic character of Little Havana and preserving its historic properties.

Improve the health of the community **by preserving the neighborhood's sense of place.**

1.6 With the support of property owners and the community, designate historic properties in Little Havana.

- Designate groups of thematically linked types of buildings that are characteristic of historic Little Havana. These buildings do not need to be contiguous. Building types may include good examples of Little Havana's center-hall walk-up apartment buildings, bungalows, mom-and-pop commercial structures, civic buildings, and religious buildings. Other cities have used this approach for designation successfully; implementation in Miami may require changes to the preservation ordinance.
- Create discrete, local historic districts along selected blocks or areas, for instance: along of Calle Ocho or SW 13th Avenue.

1.7 Increase the capacity of the City's Preservation Office.

- Hire and retain additional professional staff, with a focus on increasing outreach and support for property owners and promoting and implementing rehabilitation incentive programs, such as tax credits.
- Leverage staff capacity through partnerships with local colleges and universities to expand survey and documentation efforts, which can inform planning and policy-making of all kinds.
- Consider designating specific Preservation Staff as liaisons to the district. This Officer should administer Historic Properties and the Riverside District, and work with the community to improve Historic Assets and the District as a whole through grant applications and other projects for the improvement of the District.

1.8 Educate and assist property owners regarding historic preservation.

- Prepare and share easily understood materials about the benefits of building conservation and reuse, both for property owners, people who rent their homes, and for interested members of the community. Provide accurate information to reduce misunderstandings about the impacts of local and/or national designation.
- Provide clear and actionable information about the financial incentives available for building rehabilitation projects.
- Empower resident renters to promote and help in the designation efforts.

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Image: Felice apartment building. (Source: Steven Brooke)

Conservation Districts, a National Best Practice

Neighborhood conservation districts (NCD) protect neighborhood character through regulatory review that is more flexible than is typical in traditional local historic districts. NCDs offer local communities the ability to tailor the management of community character to the needs of specific areas and the level of regulation desired by neighborhood residents.

Through the use of architectural design review or planning and zoning controls, NCDs can be used in tandem with historic preservation regulation, but usually are designed to operate apart from a preservation commission's jurisdiction. They can be effectively employed to prevent inappropriate demolition and to regulate neighborhood change by requiring architectural standards, square footage requirements, lot size, or tree conservation.

Although NCDs vary from community to community depending on a particular area's character and needs, NCDs tend to follow either a historic preservation-oriented approach or a neighborhood-planning approach. In each case, they are accomplished by using an overlay zone or zoning district.

The historic preservation-based approach focuses on protecting the physical features of a neighborhood by regulating exterior changes and demolition that could harm the neighborhood's historic architectural character. This approach is often employed when residents seek some level of preservation protection, but support is lacking for stricter regulation typically provided by a traditional historic district.

The neighborhood-planning approach is typically employed to prevent wholesale demolition of properties, to encourage specific types of use, or to maintain a certain scale of new construction. This approach can steer neighborhood change in the direction of desired outcomes, such as ensuring affordable housing or compatibility of uses when older areas are faced with intensive development pressures.

Indianapolis, for example, applies a hybrid model with binding review that employs historic preservation and neighborhood planning techniques, including review of demolitions. The broad scope of the Indianapolis model embraces not only preservation of the unique character of the built environment, but also the intangible qualities that contribute to the distinctive overall character of the area including culture, heritage, history, and community development.

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CIVIC CENTERS: ENHANCE COMMUNITY ANCHORS AS CENTERS OF CULTURAL HERITAGE AND COMMUNITY RESILIENCE.

Support and reinforce Little Havana's unique cultural identity and community resilience through the protection of community anchors and the creation of resilience hubs.

Longstanding community anchors like social clubs, churches, post offices, bodegas, cafes, parks, libraries and barber shops play a vital role as holders of community memories, incubators for vibrant cultural and economic activity, and promoters of community engagement in Little Havana. These places promote social equity, provide a setting for grassroots politics, and offer vital psychological support to individuals and communities.

Community anchors serve a critical role in enhancing community resilience. Residents who are regularly involved in each other's lives are better able to prepare themselves for, respond to, and bounce back after a disaster harms the community. Interpersonal ties between neighbors, families, and friends improve resilience to climate change at both the personal and community levels, acting as a safety net and facilitating preparedness, which in turn increases the probability of a full recovery.

In a disaster, there are many important and urgent needs that cannot be addressed by first responders, making it essential that community members be equipped to take the initiative to care for themselves and their neighbors. With appropriate government and institutional support, the inherent role that community anchors play as resilience hubs in connecting people can be magnified, strengthening the connections that are essential in growing the neighborhood's adaptive capacity.

Florida is considered one of the country's most vulnerable areas to natural disasters, and Southeast Florida is especially susceptible to rising sea levels. Protecting and enhancing Little Havana's community anchors and related cultural heritage assets will help to reinforce the neighborhood's unique character and allow it to continue to flourish in the face of future threats.

♡ HEALTH BENEFITS

A sense of belonging of a place begins with a shared identity and common goals. **A sense of community increases social activity and reduces risks of isolation.**

2.1 Convene community workshops to identify challenges and propose solutions to conserve and enhance community anchors as resilience hubs.

- The City should play a supporting role and workshops should be hands-on and driven by the community. Workshops should be convened in spaces trusted by the community and utilized daily by residents.

2.2 Make an inventory of Little Havana's community anchors and civic centers.

- An inventory of the neighborhood's community anchors and civic centers can be incorporated into the comprehensive survey of historic resources and cultural heritage assets.
- Community residents should be involved in the inventory through culturally-specific processes.

2.3 Identify community anchors and other properties that could serve as resilience hubs.

- Work with the community to identify and pilot resilience hubs to enhance Little Havana's adaptive capacity.
- Integrate with existing programs like the Miami Neighborhood Enhancement Team.

2.4 Explore opportunities to use resilience hubs as community and youth training centers.

- Structure the newly formed centers as service centers empowering the local community through low-cost or free training and technical assistance in areas such as:
    - Small-scale incremental development
    - Traditional building trades
    - Community land trust model
    - Homeownership
    - Small business support

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CASE STUDY: Baltimore City Resilience Hubs

EXISTING COMMUNITY ANCHORS AS CENTERS OF RESILIENCE

Baltimore City has launched a pilot project to develop "Resilience Hubs" in four vulnerable neighborhoods throughout Baltimore with the objective of increasing the adaptive capacity and resilience of neighborhoods most vulnerable to natural hazards, major emergencies, and the impacts of climate change. The Resilience Hubs consist of a building or set of buildings and neighboring outdoor space that provide shelter, backup electricity, access to fresh water, and access to resources such as food, ice, and charging stations in the event of an emergency, and can serve as meeting spaces for affected residents. The hubs are located in existing facilities that are trusted in the community, and are meant to be managed by people who live or work in the community. The city government provides Community Emergency Response Training to the hubs and community residents and funds to retrofit existing buildings and provide basic supplies to ensure that the hubs can withstand and stay online during any emergency event, support emergency response efforts, and enhance long-term community resilience.

Among the goals of Baltimore's Resilience Hubs are to:

- Ensure that all members of the community are educated about natural and man-made hazards that potentially threaten their community;
- Engage residents and business operators on steps they can take to respond before, during and after those events; and,
- Connect members of the community to the resources necessary to prepare for and withstand the impacts from any hazard event.

Baltimore's Resilience Hubs also offer the opportunity to serve as demonstrations for energy efficiency, weatherization, solar installation and battery backup systems with the goal of increasing the energy and water efficiency of neighborhood businesses and residences.

Image: Baltimore City Resilience Hubs. (Source: Baltimore Office of Sustainability)

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UrbanMain
A NATIONAL BEST PRACTICE

From the famed Calle Ocho to the small groceries found on corners of many residential blocks, Little Havana's local businesses are one of the neighborhood's greatest assets. These small shops, restaurants, bars, and coffee houses offer important services, serve as social gathering spaces, and contribute to Little Havana's rich cultural heritage.

For more than 40 years, the National Main Street Center has worked to support historic commercial districts across the country. The Center's new UrbanMain program focuses on traditional commercial districts in cities, seeking to ensure that growth and prosperity are evenly distributed and that communities understand and take advantage of the opportunities offered by historic commercial districts. With the overall goal of revitalization, UrbanMain employs a commercial district revitalization strategy that focuses on challenges relevant to urban commercial corridors, including transit, safety, and displacement.

UrbanMain's approach is based on the successful four-point model of the National Main Street Center, which rejuvenates underutilized commercial corridors through transformational strategies focused on economic vitality, design, promotion, and organization. Strategies are informed by community engagement and analysis of community-specific challenges, with the goal of developing a neighborhood's entrepreneurial ecosystem that helps residents launch and sustain local businesses. Through these strategies UrbanMain helps to create a supportive environment for small and local businesses to flourish.

The UrbanMain approach also supports "culturally-identified business districts" with a high percentage of locally-owned businesses and significant concentrations of particular socio-ethnic groups. UrbanMain helps communities understand how to engage local stakeholders and to leverage these cultural assets to grow and promote the commercial area.

To learn more about UrbanMain, visit [https://www.urbanmain.org/home].

Image: Northampton, Massachusetts. (Source: Getty Images)

Image: Telluride, Colorado. (Source: Getty Images)

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Image: Paducah, Kentucky. (Source: Paducah Life Magazine)

Image: Walla Walla, Washington. (Source: Alamy Stock Photo)

Image: Pacific Grove, California. (Source: Getty Images)

Image: Ashland, Oregon. (Source: Getty Images)

Image: "The 30 Most Beautiful Main Streets Across America." (Source: architecturaldigest.com)

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|3|

LOCAL BUSINESSES: CELEBRATE AND SUPPORT VIABLE SMALL AND LEGACY BUSINESSES.

Develop programs that recognize and support Little Havana's small businesses and cultural and civic nonprofits, with an emphasis on longstanding "Legacy Businesses" that have contributed to Little Havana's history and cultural identity.

Formally recognize the economic and cultural contributions made by small businesses, "mom-and-pop" shops, nonprofit community groups, and longstanding legacy businesses to help ensure that they are not displaced by formula retail and rapidly escalating rents.

Explore the establishment in Miami of an UrbanMain program, an initiative of the National Main Street Center. UrbanMain helps communities restore economic vitality and promote quality of life for residents in under-served, older and historic neighborhood commercial areas.

♡ HEALTH BENEFITS

As place-based entities that control vast economic, human, intellectual, and institutional resources, anchor institutions have the potential to bring crucial, and measurable, **benefits to local children, families, and communities**.

Neighborhoods with strong ties and high levels of **trust among residents may also strengthen health.**

3.1 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 Little Havana. (*See the Mom-and-Pop Shops Project on page 154 as an example of what can be conducted and expanded upon.*)

3.2 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 in certain districts. Large, continuous monotonous facades are contrary to the character of Little Havana - 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.

3.3 Cultivate an appreciation of and support for Little Havana's place-based cultural heritage by fostering stronger linkages among existing cultural, arts, and heritage groups and the wider community.

- Organize an "umbrella" program to facilitate collaborations and partnerships.

3.4 Launch a public marketing campaign with unique branding that celebrates iconic establishments that contribute to the history, culture, character, and lore of Little Havana.

- Coordinate campaign with efforts to promote other cultural and arts projects and activities that cultivate an appreciation and awareness of Little Havana's cultural heritage.

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CASE STUDY: San Francisco's Legacy Business Program

RECOGNITION AND SUPPORT FOR LEGACY BUSINESSES AND NONPROFITS

San Francisco's Legacy Business Program recognizes small businesses and nonprofits as historic and cultural assets – not just the buildings that house them. The program consists of two elements: a Legacy Business Registry and a Historic Preservation Fund.

Legacy Business Registry

In March 2015, the City of San Francisco established a Legacy Business Registry to recognize longstanding, community-serving businesses and nonprofits as valuable cultural assets to the City, and to provide educational and promotional assistance to Legacy Businesses to encourage their continued viability and success. The program was the first in the nation to recognize notable small businesses and nonprofits as historic assets and incentivize their preservation.

The registry is open to businesses that have operated in San Francisco for 30 or more years and have contributed to a neighborhood's history and/or the identity of a particular community. Eligible businesses include retailers, service providers, manufacturers, as well as non-profit organizations and community-based organizations. The Historic Preservation Commission provides an advisory recommendation as to whether the business meets this criterion. Businesses as young as 20 years may still qualify if they face a significant risk of displacement. The business must commit to maintaining the physical features or traditions that define the business, including craft, culinary, or art forms.

Legacy Business Historic Preservation Fund

In November 2015, Proposition J was passed by San Francisco voters by a 57% to 43% margin, establishing the Legacy Business Historic Preservation Fund to aid in the protection of the San Francisco's Legacy Businesses. The fund provides two types of grant: Business Assistance Grants and Rent Stabilization Grants.

- **Business Assistance Grants** Businesses on the Legacy Business registry may receive grants of $500 per full-time employee per year, up to a maximum of 100 full-time employees, or a maximum grant amount of $50,000. The grant must be used in ways that help to promote the long-term stability of the legacy business, and can be used for tenant and capital improvements, rent, relocation costs within the city, marketing, professional services, etc.
- **Rent Stabilization Grants** Landlords who lease to a registered Legacy Business for at least 10 years, or expand the terms of their lease to at least 10 years, are eligible for an annual grant of $4.50 per square foot, up to a maximum of 5,000 square feet, or $22,500. The grants are meant to offset the costs of keeping rental costs affordable, and to provide an incentive for a landlord to enter into a long-term lease with a Legacy Business.

While San Francisco's Legacy Business Historic Preservation Fund was conceived as a non-competitive grant fund for which all registered Legacy Businesses are eligible, it would be possible to design a competitive fund based on significance, risk of immediate displacement, capital improvement needs, or other criteria.

Other San Francisco incentive ideas that have been explored include eliminating transfer, recording and property tax fees for Legacy Businesses or nonprofits that purchase the property in which they have operated historically; property tax abatement for landlords, exempting property from reassessment after sale or major upgrade as long as the business or nonprofit occupies the building.

Legislation has been introduced in San Francisco that would establish a regulatory barrier to displacing registered Legacy Businesses in the Latino Cultural District. Responding to community concerns about loss of businesses that serve the needs of the neighborhood's residents, the proposed legislation would create a Special Use District (SUD) that will require commercial establishments to secure Conditional Use authorization when seeking to replace or occupy the space of a former Legacy Business or when seeking to merge two or more separate commercial storefronts in one that is greater than 799 gross square feet. The SUD would also prohibit new eating and drinking establishments in areas where more than 35% of the commercial frontage is already dedicated to this type of business.

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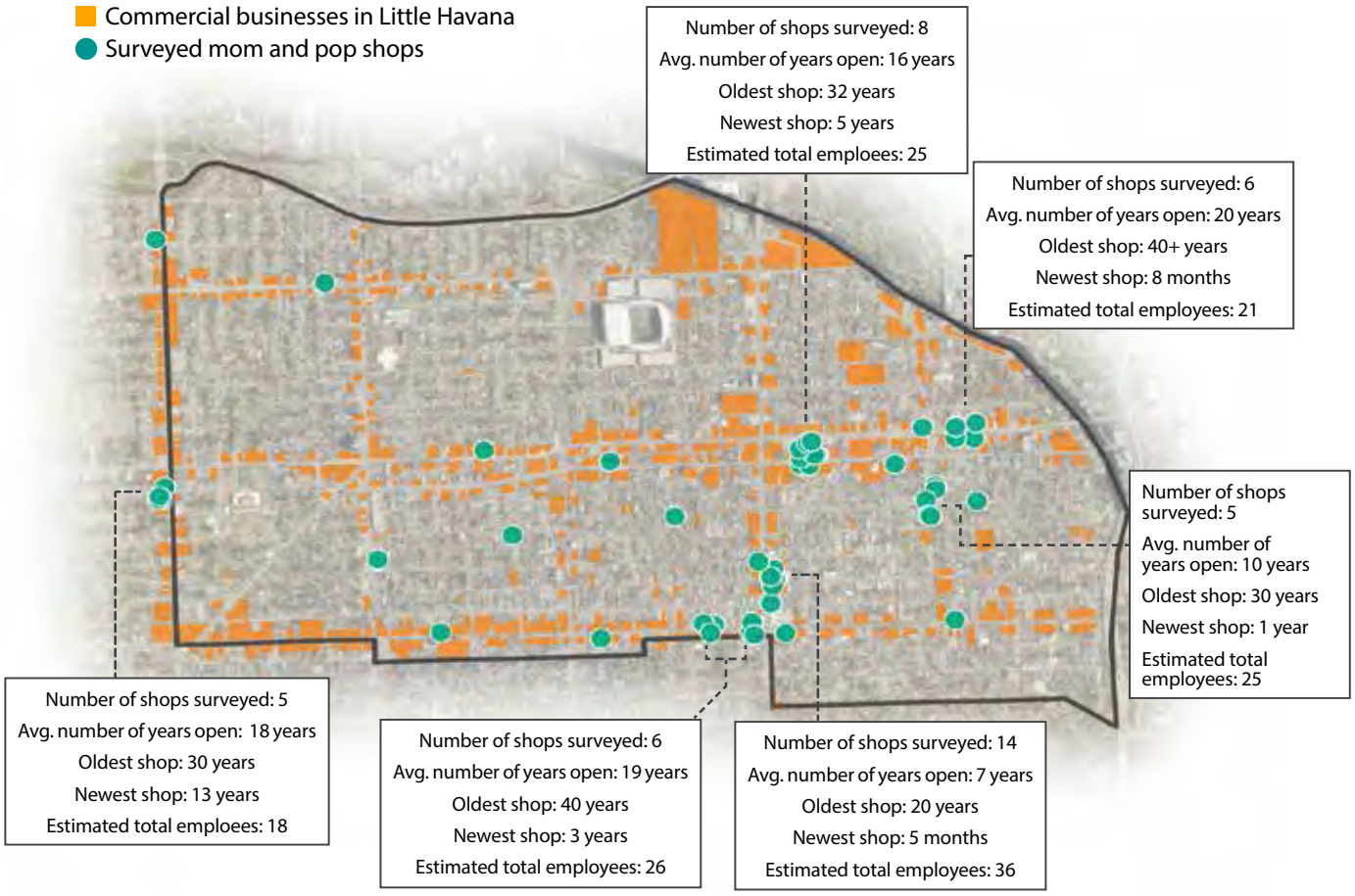
mom&pop SHOPS PROJECT

PROJECT SUMMARY

Consisting of a windshield survey and in-depth interviews with select owners, this project aims to identify, understand, and celebrate the mom-and-pop shops of Little Havana. Provided here is a brief summary of our findings and key recommendations.

Little Havana is home to scores of mom-and-pop small businesses, small, local and/or family-run stores, that serve the needs of the neighborhood, the larger Miami population, and visitors alike. These "Main Street" retail stores sit along commercial corridors like Calle Ocho and within shopping plazas, but also can be found nestled within Little Havana's residential streets.

From Nicaraguan "pupuserias" to Dominican barbershops, and to the Cuban cafeterias next to the corner-store bodega, **these mom-and-pop shops reflect the many cultures of the people who live and share community in this neighborhood, demonstrating why Little Havana is a National Treasure.**



Map: Identifying where the commercial businesses and mom and pop shops are and their role in Little Havana. (Source: NTHP)

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Many of these family-owned stores have been operating in Little Havana for decades. We also observed many new businesses established within the past 10 years with a demonstrated interest in investing locally to the community. **These businesses are steady and important contributors to the local economy**, creating entry-level jobs for newly arrived immigrants and providing opportunities for private enterprise for their owners. They have loyal customers that have come to depend on their reliable and attentive services.

Little Havana's shops help to maintain the authentic sense of place that is beloved by community members and admired by their visitors. Some businesses occupy colorful storefront buildings constructed in the 1920s. Others occupy older houses that have been converted for commercial use. Bringing along traditions from their countries, there are even businesses operating from food trucks and vegetable stands. **These stores express strong Latin and Caribbean cultural influences, both tangible and intangible.**

However, business owners in the area have significant concerns. Many shopkeepers struggle with rising rents and costs. Others have been hit hard by disruptions caused by road work, particularly along Flagler Street, where business owners reported losing up to 50% of their expected revenue due to prolonged street repairs. Almost all are troubled by the perception that redevelopment and the influx of new residents may irrevocably alter the local market, and expressed concerns regarding their ability to remain in the area. **Despite their vital contribution to Little Havana, among local business owners, there is a general sense of unease and feelings of helplessness about their future.**

RECOMMENDATIONS

As centers of commerce and community, the mom-and-pop shops shape Little Havana's identity and sense of place. To ensure the continued presence and success of local businesses, we make the following recommendations:

- Expand Calle Ocho's reach. Calle Ocho draws a significant number of visitors each year. However, visitors rarely leave this famous commercial corridor to explore other areas of Little Havana. Explore ways to expand visitor foot traffic from Calle Ocho to other commercial corridors and areas in Little Havana.
- Support legacy businesses. Develop a legacy business program to provide resources to help sustain longstanding businesses (*for information on legacy businesses programs, see page 154.*)
- Support local entrepreneurs. Provide support for the development of workshops and training resources to support local entrepreneurs interested in opening businesses in the area.
- Celebrate the stores' cultural and economic significance to the neighborhood and city. Support public history projects that celebrate and record the history of Little Havana's development over time.

GABRIELA ROSADO is an intern with the National Trust for Historic Preservation, a volunteer with the Dade Heritage Trust, and the lead on this project. A Little Havana native, Gabriela is a graduate of International Studies Charter High School, and she is currently a senior at Florida International University.

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|4|

PRESERVE AND DEVELOP QUALITY HOUSING FOR ALL LITTLE HAVANA RESIDENTS.

Ensure that Little Havana remains an affordable place to live for current and future residents by preserving and enhancing existing housing and constructing new compatible infill housing to serve a range of incomes, ages, and household sizes.

Little Havana has long served as a place where new immigrants have embarked on their dreams to build a better life for themselves and their families. A key factor in that traditional role has been the neighborhood's relative affordability, but there are indications that Little Havana residents could be vulnerable to displacement. A Miami Herald 2017 Miami-Dade real estate study asked one hundred of the area's top real estate brokers, agents and analysts: "If you were advising an investor looking to make a good return on investment five years down the road, where is the next emerging market, area, or neighborhood where you would advise them to buy today?" The number one response? "Little Havana."

♡ HEALTH BENEFITS

A community with a high density of **locally owned** and very small businesses has **lower** mortality, obesity, diabetes and other bad health indicators.

4.1 Encourage the implementation of a Community Land Trust in Little Havana.

- The City could take the lead in creating a new CLT, or provide support to a planning process led by neighborhood leaders. The City could play a critical role during the CLT's startup phase by helping to communicate the shared goals of the CLT, and making investments in its portfolio and operations. The City could donate or sell at a discount publicly owned land and buildings, make loans and grants for land acquisition and residential development, and waive requirements and fees that add to the cost of housing production.

4.2 Provide incentives to developers and landlords to build and sustain quality affordable housing units. As the Vacancy to Vitality demonstrates, Little Havana is full of untapped, potential density. *(See page 56)*

- Encourage the development of affordable ownership and rental housing through incentives such as expedited permitting, density bonuses, and property tax abatement programs. A density bonus program could offer housing developers increased density and height in return for building more permanently affordable homes into their projects.

4.3 Support multi-cultural and multi-generational living spaces. Multi-generational living is commonplace among many cultures and provides many financial, emotional, and health benefits, but most conventional housing discourages extended family living arrangements.

BOX CASE STUDY: Broadway Housing Communities' Sugar Hill, opened in Harlem, New York in 2015, is one of the first affordable housing complexes designed to house both single adults and families in the same complex. Formerly a brownfield site, it integrates affordable housing, a children's museum, art galleries supporting local artists, and a pre-school into one building. 13 funding sources were used to finance the project, including private lenders, philanthropy, low income housing credits, HOME funds, etc. The inclusion of a preschool and art galleries has turned the housing complex into a thriving community space.

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CASE STUDY: What is a Community Land Trust?

Promote and Implement a Community Land Trust Model

A Community Land Trust (CLT) is a membership-based, nonprofit organization whose mission is to create permanently 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.

CLTs have existed since the 1980s, and their numbers have increased rapidly over the last decade as local governments have contributed their support through the creation of public–private partnerships. Unlike most affordable housing models, the CLT model assures that affordability is permanently available. Permanently preserving affordable housing requires long-term monitoring and enforcement, a role that CLTs are well positioned to play.

Under the CLT model, homeownership becomes more affordable because the sales price is based on the value of the improvements, without the value of the land. Unlike traditional affordable housing strategies, the land is never resold, but is permanently held in trust. CLT ground leases include a resale formula providing a modest return, balancing the interests of the homeowner with the interest of the CLT to provide affordable housing for future homeowners. When the real estate market is booming, the CLT maintains affordability, and when the market falls it prevents homes from falling into disrepair or foreclosure. Because owners in CLTs receive financial counseling and are not overextended, foreclosure rates have been as much as 90 percent lower than conventional home mortgages.

While CLTs have traditionally focused on homeownership, they can also operate rental properties, assuring that the cost of housing is reduced and units are reserved as permanently affordable. CLTs often partner with other developers to use federal Low-Income Housing Tax Credits. CLTs can also stabilize affordable housing for current renters at risk of displacement or eviction. Working with renters, CLTs can negotiate the acquisition of an apartment building before it is sold on the open market. The CLT secures the financing for acquisition and conversion; then provides the education and technical assistance to residents throughout the process to ensure long-term sustainability of the resident association and the property.

A significant feature offered by the CLT model is that, although a household must be income-eligible to initially qualify, if the household income grows at a later time, the homeowner may remain in their home. The CLT aims to ensure permanently affordable housing, not permanently eligible residents. In addition, many CLTs target mid-size buildings that other affordable housing developers have traditionally avoided in favor of larger acquisitions.

The South Florida Community Land Trust is actively engaged in long-term affordable housing in Broward and Miami-Dade Counties.

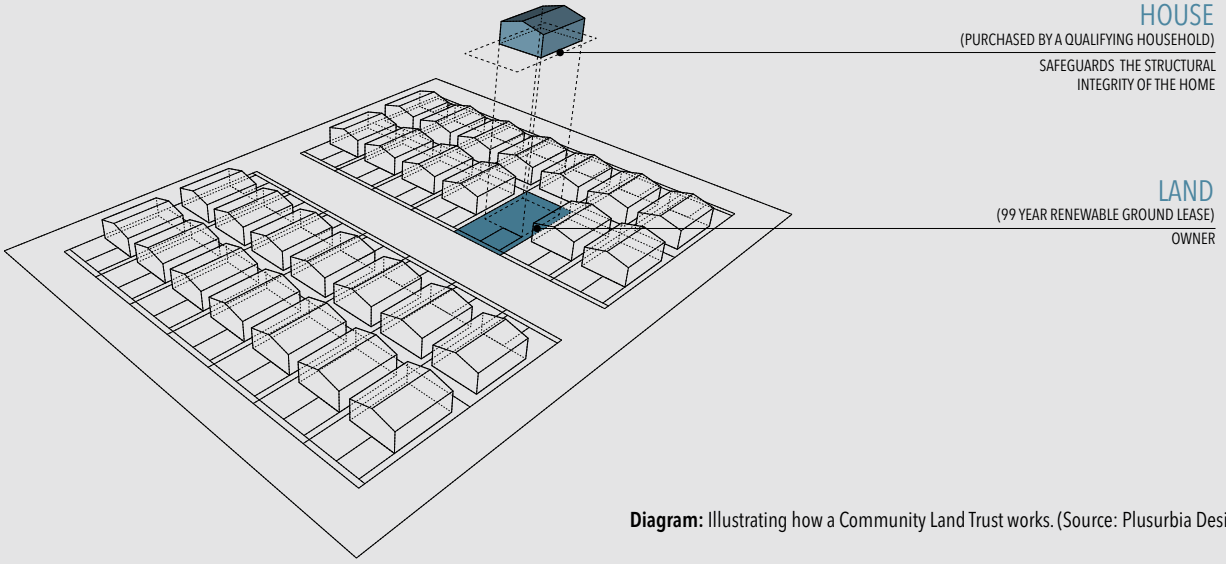

Diagram: Illustrating how a Community Land Trust works. (Source: Plusurbia Design)

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WHAT'S NEXT?

RECOMMENDATIONS AND ACTION STEPS MATRIX

The Recommendations and Action Steps Matrix is a parallel document that organizes the Revitalization Master Plan's action steps and identifies responsible and supporting agencies and refers to related sections.

Action Step

Each action item falls under one of the four general chapters: IDENTITY & SENSE OF PLACE, MOBILITY, NATURE, and COMMUNITY BUILDING.

Priority

The priority column is intentionally left blank for the leading municipal agency to identify priorities over the course of time.

Lead Agency / Supporting Agency

Each action item will most likely fall under the guidance of a civic or governmental body, such as the City of Miami's Planning Department, for example. This agency would ultimately be responsible for carrying the action step through. This does not preclude the need for broader agency and stakeholder support, which is why a Supporting Agency is also identified.

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LITTLE HAVANA ME IMPORTA

Authors + Partners */ Autores + Colegas*

PLUSURBIA DESIGN is a finely-tuned ensemble launched on the shared strength of more than 25 years of professional success in architectural design, planning, urban design, zoning, code creation, development and project management. The practice is rooted in collaboration that designs contextual cities, towns and neighborhoods that create lasting value. PlusUrbia's diverse team creates inspired design, collaborative approaches and innovative solutions to shape vibrant, efficient, adaptable and sustainable places of lasting cultural identity.

NATIONAL TRUST FOR HISTORIC PRESERVATION is a privately funded, nonprofit organization based in Washington, D.C., that works in the field of historic preservation in the United States. The member-supported organization was founded in 1949 by congressional charter to support the preservation of America's diverse historic buildings, neighborhoods, and heritage through its programs, resources, and advocacy.

DADE HERITAGE TRUST was founded in 1972, its mission is to preserve Miami-Dade County's architectural, environmental and cultural heritage through education and advocacy. Dade Heritage Trust furthers its mission through community and educational programming and partnerships with like-minded organizations and governmental entities throughout Miami-Dade County. From walking and bike tours to neighborhood studies and a K-12 educational program, Dade Heritage Trust engages an ever-evolving diverse community to learn about Miami-Dade's Places that Matter.

LIVE HEALTHY LITTLE HAVANA is a non-profit organization dedicated to increasing opportunities for Little Havana residents to live healthy lives and maintain a culture of health and well-being. Live Healthy Little Havana's guiding principles are ensuring civic participation, hiring from within the community, integrating a culture of health into all policies and projects, and connecting residents, property and business owners to resources. Live Healthy Little Havana's collaborative is currently focusing on housing, employment and education, and public realm. For more information, please visit www.livehealthylittlehavana.com.

HEALTH FOUNDATION OF SOUTH FLORIDA's mission is to be an investor and a catalyst for collaborations, policy and systems change that improves the health of South Florida communities, with a focus on vulnerable populations. Established in 1993, the nonprofit foundation has awarded over $125 million to nonprofits providing programs and services in Broward, Miami-Dade and Monroe Counties. For more information, visit www.hfsf.org or call 305.374.7200.

URBAN HEALTH PARTNERSHIPS is a non-profit organization founded in 2011 focused on promoting health and equity through policy, systems, and built and social environment changes (PSEs) through community-driven approaches. UHP brings a unique lens to place-based and community initiatives as its multidisciplinary team is able to integrate diverse perspectives in public and mental health, engineering and transportation, well-being, authentic community engagement as well as equity to implement change. Our mission is to invest in our communities by co-designing sustainable change and promoting equity and well-being across the lifespan. UHP had been proudly working with the Little Havana community since 2012. For more information, please visit www.urbanhp.org.

Collaborations */ Colaboraciones*

Little Havana Me Importa is continuously evolving document, that can and should keep expanding. To collaborate, you can write or send us your research, essays, photo essays, reviews or projects (with description) by writing to our addresses. All material will be evaluated by the editorial committee and no original material will be returned to the authors.

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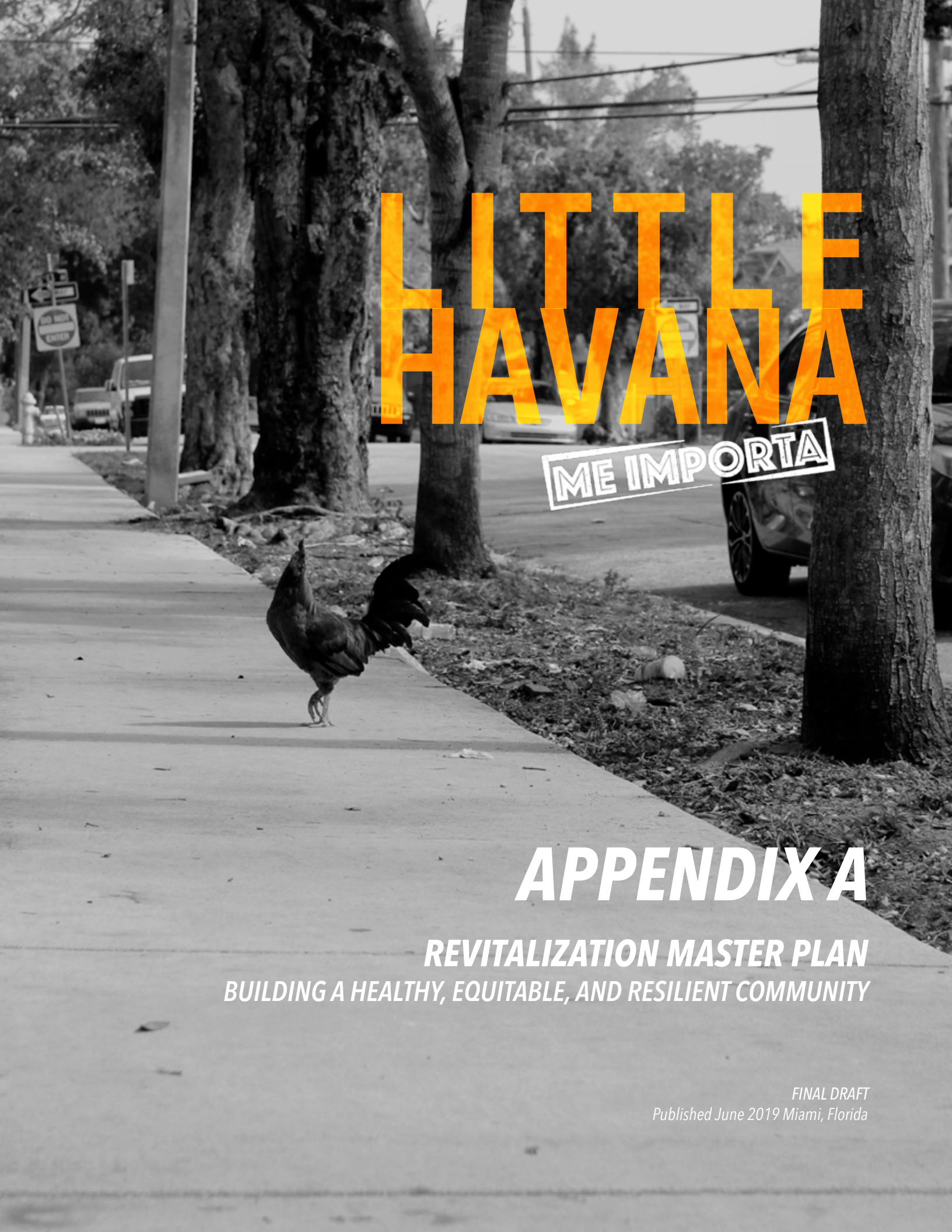

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APPENDIX A

REVITALIZATION MASTER PLAN

BUILDING A HEALTHY, EQUITABLE, AND RESILIENT COMMUNITY

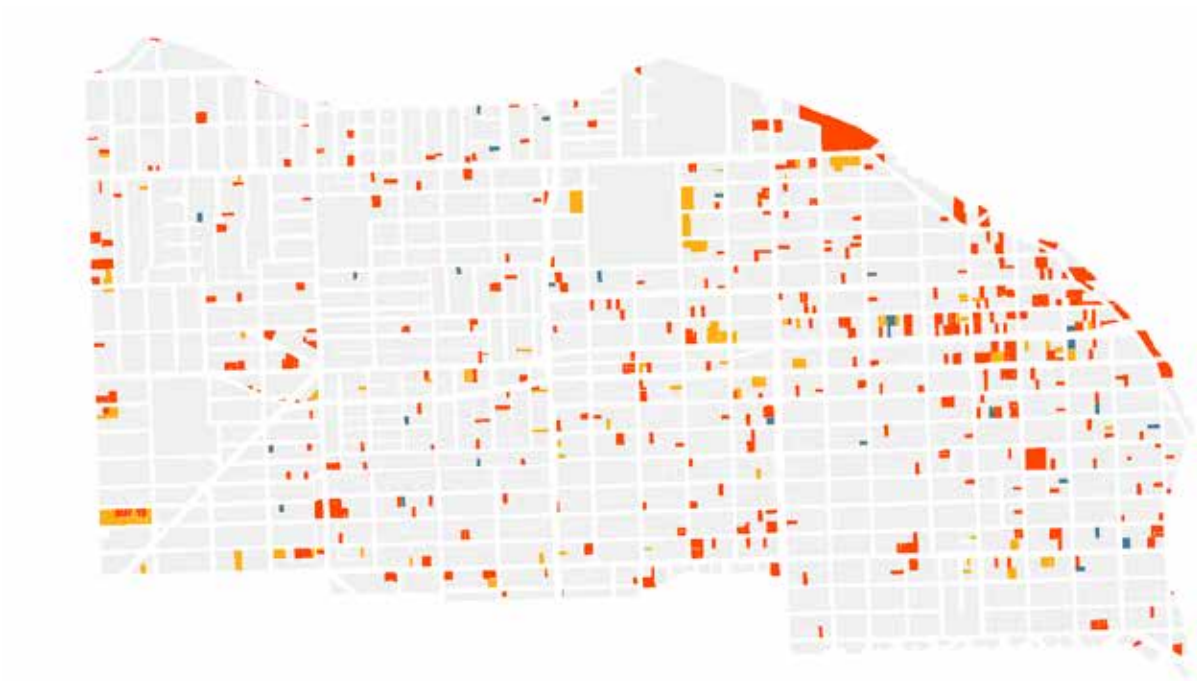
FINAL DRAFT

Published June 2019 Miami, Florida

Appendix A: From Vacancy to Vitality – Complete Findings and Methods

The National Trust's Preservation Green Lab strengthens communities by integrating historic preservation and sustainability. Founded in Seattle and now with staff across the country, the Preservation Green Lab conducts research, delivers policy innovations, and promotes adaptive reuse to ensure healthy, equitable, and resilient communities. In supporting the National Trust's work in Miami's Little Havana neighborhood, the Preservation Green Lab conducted analysis of the performance of Little Havana's blocks of older, smaller, mixed-age buildings and analysis of the vacant space within the neighborhood.

Our analysis shows that Little Havana has a significant amount of vacant land and a limited number of vacant buildings. We find a total of 544 vacant lots representing approximately 4.5 million square feet of vacant land. We also find 28 vacant buildings representing about 95,000 square feet of built space. To estimate the additional residents, jobs, and businesses that could occupy the vacant lots and buildings of Little Havana, we used the Miami 21 zoning code, data on the current height of buildings in Little Havana, and recent data from the U.S. Census Bureau. By building out vacant lots and utilizing vacant buildings, more than 16,000 new residents, 3,100 new jobs, and 700 new businesses could be housed in the already bustling neighborhood. Our methodology for understanding Little Havana's current vacancy and potential for additional vitality is described in detail below.



Using parcel data from the Florida Department of Revenue, vacant property data from the City of Miami Neighborhood Enhancement Team, and imagery from Google, the National Trust's Preservation Green Lab identified 448 vacant lots (red), 96 surface parking lots (orange), and 28 vacant buildings (blue), representing a total of more than 4.5 million square feet of vacant space in an already bustling neighborhood.

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Methodology for Estimating Vacancy

To come up with a count of vacant parcels and vacant buildings, the Preservation Green Lab team analyzed Miami parcel data from the Florida Department of Revenue and vacant lot and building data from the City of Miami Neighborhood Enhancement Team (NET). We began by isolating parcels where attribute data indicated either a zero value for the square footage of built space on the lot, a zero value for property valuation of improvements made to the lot, or a land use code indicating vacant land. From that initial query, we compared the lots to a recent satellite image to confirm or reject its vacancy status. We also selectively added lots that did not appear to have a building or a public park.

To confirm or reject the vacancy status of parcels of land, we used the most recent satellite imagery available on Google Maps, taking care to *include*:

- Vacant lots
- Lots used exclusively for surface parking
- Business enterprises that did not have a building

We *did not include* the following:

- Public parks
- Active construction sites
- Parking lots located on parcels that also had buildings (e.g., parking spaces outside a restaurant)

To confirm or reject the vacancy status of buildings and lots reported to the Miami NET office, we reviewed the most recent satellite imagery and Street View imagery available on Google Street View. We began by isolating only properties that were reported as vacant in 2016 or 2017. This left 43 possibly vacant commercial buildings or lots and 65 possibly vacant residential buildings or lots. As we analyzed the satellite and Street View imagery for these 108 properties, we counted as “confirmed vacant” only those properties that were clearly devoid of a building, clearly had boarded-up windows or doors, or clearly had posted signs on the building indicating that city staff had visited the property and officially flagged it as vacant. After reviewing the Miami NET data, we confirmed the presence of four vacant commercial buildings, ten newly-identified vacant commercial lots, one vacant mixed-use building, 23 vacant residential buildings, and 14 newly-identified vacant residential lots—a total of 52 vacant properties from the original 108 properties identified by the NET staff.

Methodology for Estimating Potential for New Residents, Jobs, and Businesses

We used the Miami 21 zoning code, data on the current height of buildings in Little Havana, and recent data from the U.S. Census Bureau to estimate the additional vitality that could be created if the vacant lots and buildings of Little Havana were occupied, in terms of additional residents, jobs, and businesses. In one scenario, we assessed the additional potential vitality if all vacant lots in the neighborhood were developed with new buildings to the maximum height, lot coverage, and density associated with its corresponding zone from the Miami 21 zoning code. Data from this scenario appears in the body of this report and in the paragraphs below. In a second scenario, we assessed the additional potential vitality if all vacant lots in the neighborhood were developed with new buildings no taller than the tallest nearby building within about two-blocks of the lot. The results of our complete analysis are included in this appendix.

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Scenario One – Maximum Height, Lot Coverage, and Density from Miami 21 Zoning Code

Based on our review of Miami's parcel data and the Miami 21 zoning code, we find 365 vacant residential-commercial mixed-use lots, 119 vacant residential multifamily lots, 63 vacant residential single-family lots, nine vacant industrial/commercial lots, eight civic institution lots, and four civic space lots, a total of 569 lots and partial lots. Note that some of these lots run across multiple specified zoning areas, so these figures include 25 lots that were split in two.

We assumed that lots on areas zoned only for industrial or commercial uses will only include jobs and businesses, that mixed-use residential/commercial lots will include commercial activity only on their first floor with residential activity on upper floors, and that residential lots will be occupied only by residential uses.

Working from the maximum allowed building heights, maximum allowed lot coverage, and maximum allowed dwelling units per acre, we find that about 18M square feet of residential space can be accommodated on the 91.3 acres of space zoned for residential activity. Working from the allowed dwelling units per acre, this amounts to potential for 6,488 additional dwelling units. When we include the 24 confirmed vacant residential and mixed-use buildings, we reach a total of 6,591 additional dwelling units. Based on a current average of approximately 2.5 residents per dwelling unit in Miami, that equates to 16,477 residents. In the 2010 Census, the blocks of Little Havana were home to 62,760 residents. Thus, additional development capacity exists to provide housing for about one new resident for every four current residents.

Turning to vacant buildings and lots zoned for mixed-use, commercial, and industrial uses, we find potential for 3,629,762 square feet for additional jobs and businesses. This may be a conservative estimate given that we're projecting commercial use only on the first floor of mixed-use buildings. Using 2014 Longitudinal Employer-Household Dynamics data from the Center for Economic Studies at the U.S. Census Bureau, we calculate a current average of about 4.6 jobs and 1.4 businesses per 5,000 commercial square feet. To ensure that our estimates are conservative, we rounded down to 4.5 jobs and one business per 5,000 commercial square feet. Using these conservative numbers, we find additional commercial capacity for 3,183 jobs and 707 businesses in vacant lots and buildings. For comparison, we calculate a current count of 7,851 jobs in Little Havana and 2,515 businesses, which indicates potential for a 41 percent increase in the number of jobs in the neighborhood and a 28 percent increase in the number of businesses in the neighborhood.

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Table 1. Scenario 1 Findings - Quantifying Vacant Space and Potential for Additional Vitality by Development Zone

Zone	Zoning Description	Count of Vacant Lots / Partial Lots	Total Lot Area (sq feet)	Max Allowed Height (Floors)	Max Allowed Lot Coverage	Max Allowed Dwelling Units / Acre	Projected Count of New Dwelling Units	Projected Count of New Residents	Projected New Commercial Sq Ft	Projected Count of New Jobs	Projected Count of New Businesses
CI	Civic Institutional	8	280,931	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CS	Civic Space	4	21,308	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
D1	Work Place	3	31,398	8	80%	36	23	57	25,118	23	5
D3	Waterfront Industrial	9	190,692	8	90%	0	0	0	1,372,983	1,236	275
T3	Sub-Urban	63	327,003	2	50%	9/18	51	128	0	0	0
T4	Urban General	125	863,993	3	60%	36	392	980	134,181	121	27
T5	Urban Center	75	503,657	5	80%	65	488	1,220	380,429	342	76
T6-8	Urban Core	211	1,696,802	8	80%	150	4,137	10,343	1,155,140	1,040	231
T6-12	Urban Core	70	553,047	12	80%	150	1,397	3,491	442,438	398	88
ALL VACANT LOTS		568	4,468,831				6,488	16,219	3,603,489	3,159	702
Vacant Residential Buildings		23					99	248	0	0	0
Vacant Mixed-Use Buildings		1					4	10	4,998	4	1
Vacant Commercial Buildings		4					0	0	21,275	19	4
TOTAL POTENTIAL		596					6,591	16,477	3,629,762	3,183	707

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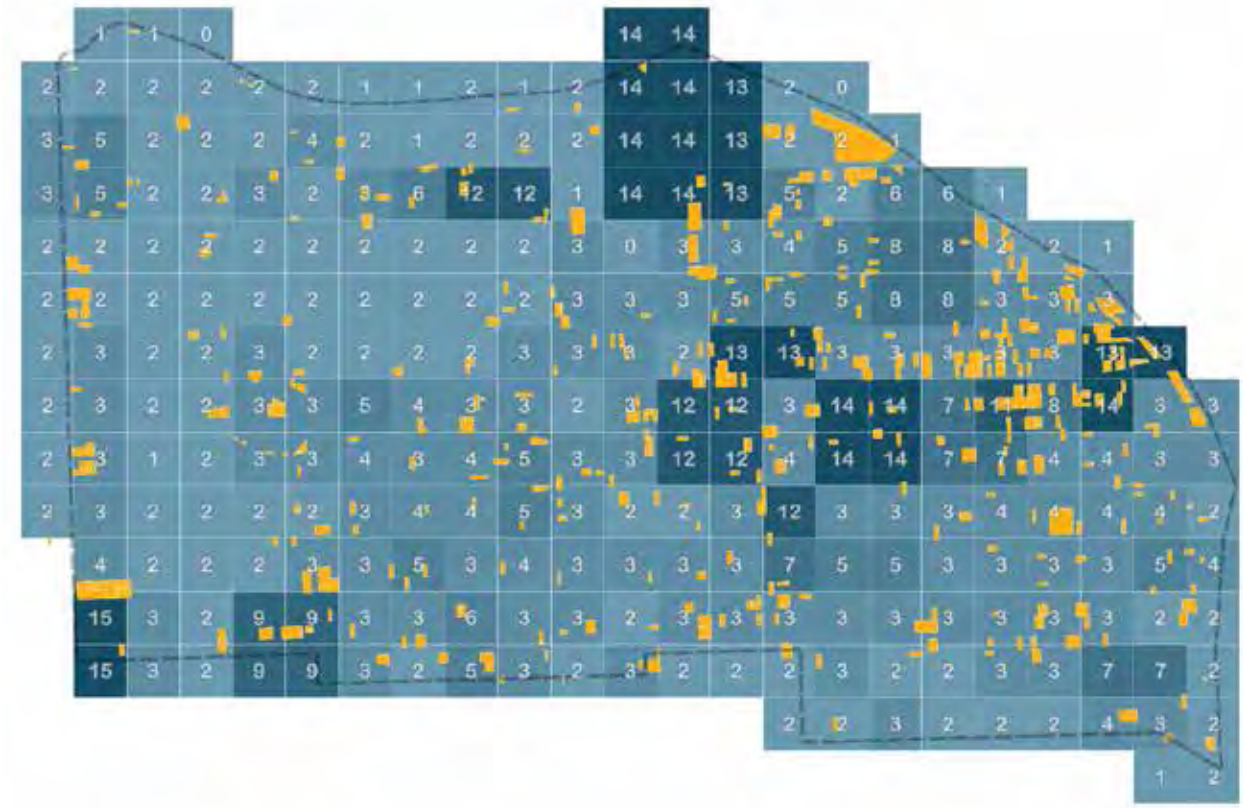
Scenario Two – Maximum Current Height of Nearby Buildings

Working from the current height of the tallest building located within about two blocks, we find that about 11.3 million square feet of residential space can be accommodated on the 91.3 acres of space zoned for residential activity. Working from the allowed dwelling units per acre and factoring in the 24 confirmed vacant residential and mixed-use buildings, this amounts to potential for 4,001 additional dwelling units. Based on a current average of approximately 2.5 residents per dwelling unit in Miami, that equates to 10,002 new residents. As Little Havana was home to 62,760 residents in the 2010 Census, the additional development capacity under this more modest development scenario could still house about one new resident for every six current residents.

Once again turning to vacant buildings and lots zoned for mixed-use, commercial, and industrial uses, we find potential for 2,256,783 square feet for additional jobs and businesses. Again, this may be a conservative estimate given that we're projecting commercial use only on the first floor of mixed-use buildings. Using our conservative estimates for current commercial activity in Little Havana of about 4.5 jobs and one business per 5,000 commercial square feet, we find additional commercial capacity of approximately 2,031 jobs and 451 businesses in developable space. For comparison, we calculate a current count of 7,851 jobs in Little Havana and 2,515 businesses, which indicates potential for a 26 percent increase in the number of jobs in the neighborhood and an 18 percent increase in the number of businesses in the neighborhood, even within a more modest buildout scenario.



In the second scenario, the Preservation Green Lab researched compared the locations of confirmed vacant parcels (orange) with the maximum heights of nearby buildings. Darker squares indicate taller structures and the number at the center of the square indicates the number of floors of the tallest building standing in that square. The Little Havana neighborhood boundaries are also displayed as a dotted gray line.

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Table 2. Summary of Analysis – Potential for Additional Vitality by Development Scenario

	Residential Space	*Housing Units*	*Population*	*Commercial Space*	*Count of Jobs*	*Count of Businesses*
Current Characteristics	*17.1M sq ft*	*26,965 (2010)*	*62,760 (2010)*	*9.2M sq ft*	*7,851 (2014)*	*2,858 (2016)*
Scenario 1: Vacant Lots Developed to Allowed Limits	*35.3M sq ft*	*33,556*	*79,237*	*12.9M sq ft*	*11,034*	*3,217*
Scenario 2: Vacant Lots Developed to Height of Nearby Current Structures	*28.4M sq ft*	*30,966*	*72,876*	*11.5M sq ft*	*9,882*	*2,966*

Implications and Limitations

This analysis suggests that while Little Havana is already a dense, thriving place, there exists further potential for additional residents, housing, businesses, and jobs within the neighborhood's empty lots and vacant buildings. Smart, human-scale infill development could complement Little Havana's character-rich buildings and blocks, bringing more foot traffic, patronage of local businesses, and tax revenue for the city. Whether new development takes full advantage of the allowed height and density in the city's current zoning code as in Scenario 1 or is built to more modest, familiar heights as in Scenario 2, it is clear that there is potential for millions of square feet of new space, which could house thousands of new residents and jobs and hundreds of new businesses.

To capitalize on this potential, city policies should be reviewed and revised to ensure that barriers to building reuse are removed and human-scale infill development is encouraged. Space that is currently used for parked cars could house incoming residents and businesses. To ensure that people from outside the neighborhood can still visit without major inconvenience, the full suite of multi-modal transportation options, including bicycling, walking, mass transit, and car/rideshare should be seen as fundamental to the future of the neighborhood and the city. To ease the transition to these alternative transportation options, some surface parking lots should be built up into parking garages. These are not insurmountable barriers, especially given the real potential for increased human activity, economic vitality, and tax revenue.

It should be stated that this analysis leaned on data from a variety of sources collected for a variety of purposes and published over the course of several years. As such, the numbers included here point to the general potential associated with building upon vacant lots and activating vacant buildings, not a specific and precise statistic or specific map of development opportunities. On any given day, one vacant lot may be purchased with a new development plan in the works while another lot that had a building undergoes demolition or vacation. The point of this analysis is to illuminate potential where it may have been hidden before, not to track each vacant lot, new development, demolition, or landmarking.

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