



MIAMI RIVER CORRIDOR URBAN INFILL PLAN

prepared for
Miami River Commission, City of Miami, and Miami-Dade County



**Kimley-Horn
and Associates, Inc.**

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EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

The Miami River from the mouth at Biscayne Bay to the Miami International Airport will get its own identity as a hub of new activity, if the Miami River Commission, the City of Miami, and Miami-Dade County succeed in implementing this Urban Infill Plan. These three entities along with the efforts of a group of stakeholders including home owners, commercial interests and marine industries along the river have set in motion an unprecedented planning effort built upon earlier plans for the Miami River including the Miami River Greenway Action Plan, Miami River Master Plan, Miami River Study Commission Report and Miami River Commission's Water Quality Improvement Plan—**The Miami River Corridor Urban Infill Plan**

The main objective of this Urban Infill Plan is to establish a unified vision for the future development of the Miami River Corridor. It is the Strategic Plan that will guide the Miami River Commission's efforts to promote the Miami River Corridor as a multi-modal transportation corridor, a \$4 billion a year economic engine and the home to many of Miami's oldest businesses and neighborhoods. The Miami River has been the subject of many plans and a wide variety of competing interests over the last 40 years. This Urban Infill Plan will provide One Voice for the future of the river—**The Miami River Corridor**.

Major Themes for the Urban Infill Plan are:

- ***Vision for the River***
- ***Investment Along the River***
- ***Transportation Along the River***
- ***Neighborhoods Along the River***
- ***The River Environment***
- ***Implementation Strategies***

Vision for the River: Arguably, for the first time there is a clear vision for the future of the Miami River. The Plan provides a 'virtual tour' up the river, neighborhood by neighborhood, richly describing the wealth of businesses, historic neighborhoods and industries that make the Miami River truly unique. In just 5.5 miles, a tour along the Miami River reveals so much—the 2000 year old Miami Circle, some of Miami's oldest neighborhoods, new riverfront development, the historic Miami River Inn, restaurants, marinas, old and new bridges, parks, recreational boats, marine shipping, and on a perfect 'Miami River Day' even a manatee with a pup.

Investment Along the River: The success of the Miami River Corridor will require substantial investment along the river by both the private and public sectors. A redevelopment stimulus package is proposed to provide financial incentives to spur private developments and investment in the public facilities including roads and greenways in the Miami River Corridor. The City of Miami and Miami-Dade County are already investigating the creation of one or more Tax Increment Finance Districts within the Miami River Corridor. Additionally, local governments will support catalytic redevelopment projects within the Miami River Corridor will further generate development activity along the River. The Miami River Commission will assist the private sector with permit facilitation and proper development practices by providing staff assistance and the creation of an 'urban design center'

Public investment associated with the design of public buildings and spaces will dramatically enhance the value of property within the Miami River Corridor and will 'set the bar' higher for private sector development through a heightened quality of design on all public projects. Public investment includes parks, greenways, civic buildings and facilities, bridges, streets and utilities. The \$80 million investment in the dredging of the Miami River's Federal Navigation Channel and the proposed protective zoning for water dependant and water related businesses sends a clear message to the river's water dependant businesses that they here to stay with the support of the local, state and federal governments.

Transportation Along the River: The Urban Infill Plan provides a vision for the multi-modal transportation future of the Miami River Corridor. In total, more than 27 miles of multi-modal transportation infrastructure exists or is planned for the Miami River, including 5.5 miles of waterway, 11 miles of roadway, and 11 miles of greenway. Combined with the existing metrorail, metromover, buslines and the future Miami-Intermodal Center, the Miami River Corridor needs to be recognized and designated by the City of Miami, Miami-Dade County and FDOT as the only multi-modal east-west connector from the airport to downtown. Once designated as multi-modal transportation corridor, improvement projects can be identified through the MPO process and funding can be sought through the Transportation Equity Act for the 21st Century (TEA-21) and its successor, currently known as TEA3. The Plan outlines specific recommendations to improve pedestrian mobility, provide traffic calming and study potential roadway realignments throughout the Miami River Corridor.

Tunnels should be analyzed as alternatives to bridges for future high-volume river crossings. Minimum clearance heights for bridges must be adopted and adhered to by all transportation agencies to protect the Federal Navigation Channel. The Plan also includes recommendation for improved transit service, watercraft transportation and comprehensive transportation planning along the Miami River Corridor.

Neighborhoods Along the River: The multicultural neighborhoods along the Miami River are in need of protective zoning to preserve structures and fabric that defines them. New Neighborhood Conservation District Designations for the Spring Garden, Lummus Park, Highland Park and East Little Havana Neighborhoods are proposed to protect the scale, character and quality of life in these neighborhoods along the river. The Plan recommends that the local governments encourage mixed income housing throughout the Miami River Corridor, provided that it does not conflict with or displace existing maritime businesses. Other recommendations in the Plan to improve the quality of life in the neighborhoods along the river include establishing Crime Prevention Through Environment Design (CPTED) regulations and review processes, continue funding Governor Bush's 'Operation Riverwalk' and support for the City of Miami Mayor Diaz's 'Clean up Miami Campaign.'

The River Environment: The Urban Infill Plan recognizes that the health of the Miami River is of paramount importance to the long-term sustainability of the Miami River Corridor. The 33 recommendations of the Water Quality Improvement Report should remain as the guideline for storm water and sanitary sewer system retrofitting. The Miami River Clean-up Vessel should be reactivated and derelict vessels should be removed. The Miami River Corridor is in need of additional greenspace—new parks should be created beneath all bridges within the Miami River Corridor. The Plan recommends the continued protection of Manatees in the Miami River through monitoring of the Miami-Dade County Manatee Protection Plan

Implementation Strategies: The sole measure of success for this plan is the ability of the local government to implement the recommendations within. This Urban Infill Plan provides recommendations for catalytic development projects, a list of urban infill sites and a specific list of implementation action steps. The Miami River Commission will adopt the Miami River Corridor Urban Infill Plan as their strategic plan and develop a five-year integrated financial plan based on the Plan. A new governance structure is proposed establishing a

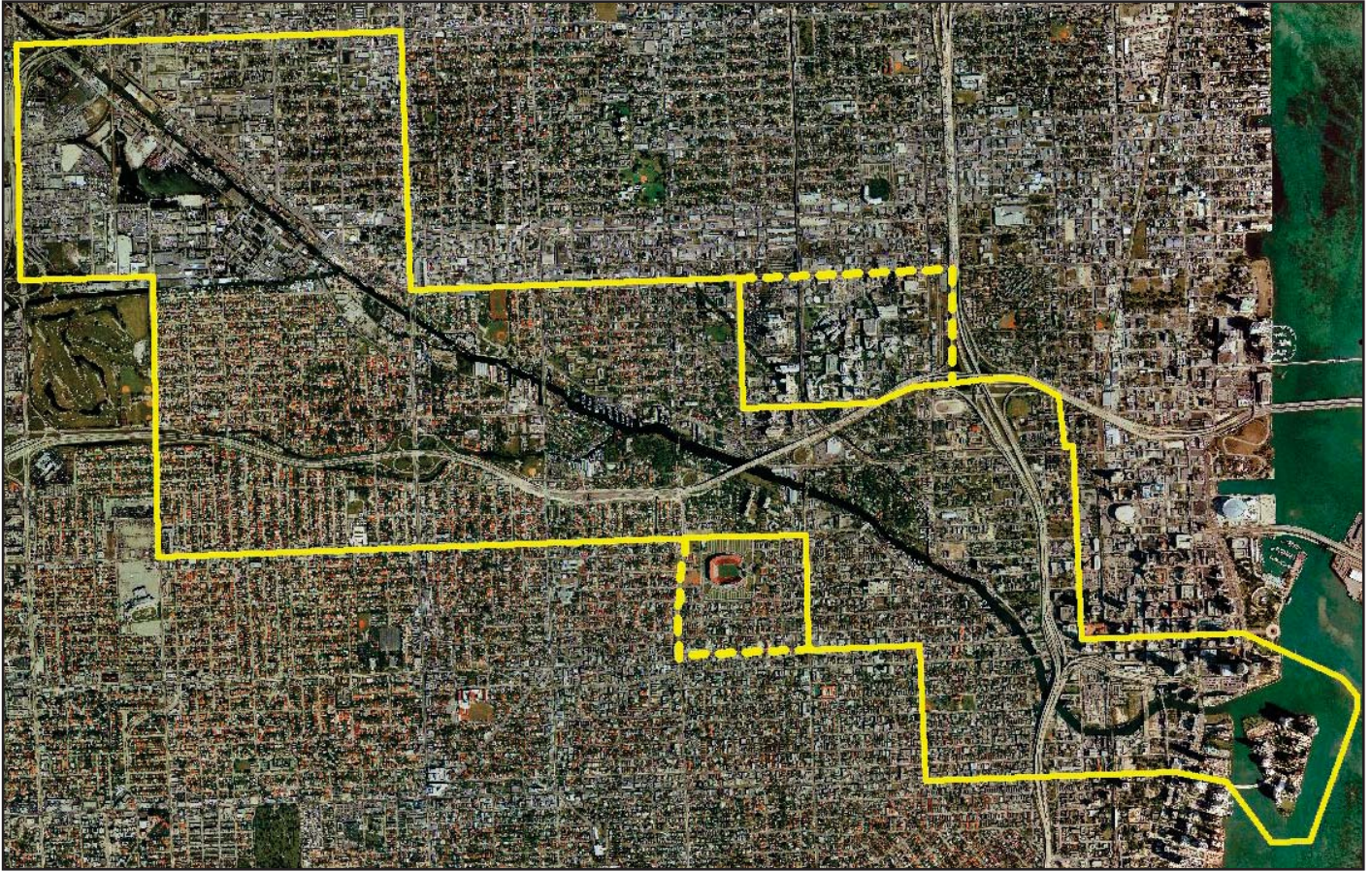
Riverfront Subcommittee and an Infrastructure Subcommittee, a Miami Riverfront Trust, and a Joint City/ County Miami River Improvement Board. Finally, in order to provide a long-term commitment for the implementation of the urban infill plan, including the integrated financial plan, and maintaining the required stakeholder participation, the MRC, the City of Miami and Miami-Dade County hereby request that the 2003 Session of the Florida Legislature remove the statutory language that sunsets the MRC.



BACKGROUND

- **Planning Study Area and Scope of Work**
- **History of the River**
- **Summary of Existing Conditions**





Miami River Corridor Urban Infill Plan Study Boundary Map

INTRODUCTION

The *Miami River Corridor Urban Infill Plan* is a collaborative effort of the City of Miami, Miami-Dade County and the Miami River Commission (MRC) to guide land use and change along this important regional waterway, which was made possible by the execution of a joint planning agreement between the three entities. Bringing together community input and the technical expertise of City, County, and the MRC, the plan addresses issues related to housing, transportation, economic development, crime prevention, neighborhood conservation and revitalization, open space and recreation, the protection and enhancement of the natural environment and maintaining the character of this working river. The plan was built on the foundation of existing studies and ongoing initiatives such as the Miami River Greenway Action Plan, Miami River Master Plan, Miami River Study Commission Report and Miami River Commission's Water Quality Improvement Plan for the purpose of providing a unifying implementation framework for these diverse efforts.

The boundary for the study area is the area outlined in the Planning Grant Application to the Florida Department of Community Affairs and is outlined in green in the map above. The areas shown with the dashed green line above were added to the study area as a result of public input and recommendations from the stakeholder groups. Collectively, the areas outlined above show the final study area boundary used for this plan. Recommendations and planning strategies developed as part of this plan are intended to address the needs of the entire study area. Specific areas along the river and one block off the river were studied with a greater level of intensity in this planning process for the purpose of identifying catalytic development opportunities. For consistency, the geographic division of the study areas follows the same format as defined in the Miami River Greenway Action Plan. The Lower River includes Biscayne Bay to the 5th Street Bridge. Middle River includes: 5th Street Bridge to the NW 22nd Avenue Bridge. Upper River includes 22nd Avenue Bridge to the Salinity Dam.

URBAN INFILL PLANNING PROCESS

The Miami River has been the subject of various local and state initiated plans, reports and studies over the last 25 years. For a number of years a Miami River Advisory Committee provided a forum for discussion and preparation of Reports on the status of the river. In 1992, the City of Miami prepared and adopted a Miami River Master Plan setting out a vision for the future redevelopment activities along the river. The Miami River Quality Action Team was convened in 1995 to coordinate marine safety and operation issues along the river.

The City of Miami and Miami-Dade County have both adopted specific language addressing future development of the Miami River in their respective local government comprehensive plans. Both local governments have also adopted land development regulations to implement their comprehensive plans along the river.

In 1997, the Florida Legislature created the Miami River Study Commission to assess the main issues along the river and to report back recommendations for improving the management of the river. In 1998, the Legislature created the Miami River Commission to coordinate state, regional and local activities impacting the Miami River. The legislature directed the Commission to adopt a strategic plan for the river.

In 1999, the Florida Legislature adopted the Urban Infill and Redevelopment Act to assist local governments in implementing their local comprehensive plans. In April, 2000, the Florida Legislature specifically authorized the Miami River Commission, the City of Miami and Miami-Dade County to use the urban infill statute as a means to prepare a single, multi jurisdictional plan for the entire Miami River corridor. Later in 2000, the City of Miami and Miami-Dade County executed a Joint Planning Agreement for the Miami River Corridor for the purposes of designating a urban infill and Redevelopment area for the entire river. The local governments agreed to seek the assistance of the Miami River Commission to prepare the plan and to insure broad community input and participation.

With the assistance of the MRC and Miami-Dade County, the City of Miami successfully applied to the Florida Department of Community Affairs for a planning grant to prepare the infill plan. Additional federal, county and Empowerment Zone funds were obtained to develop the plan and the City signed a Memorandum of Understanding with MRC authorizing the MRC to contract a consultant to assist in the preparation of the

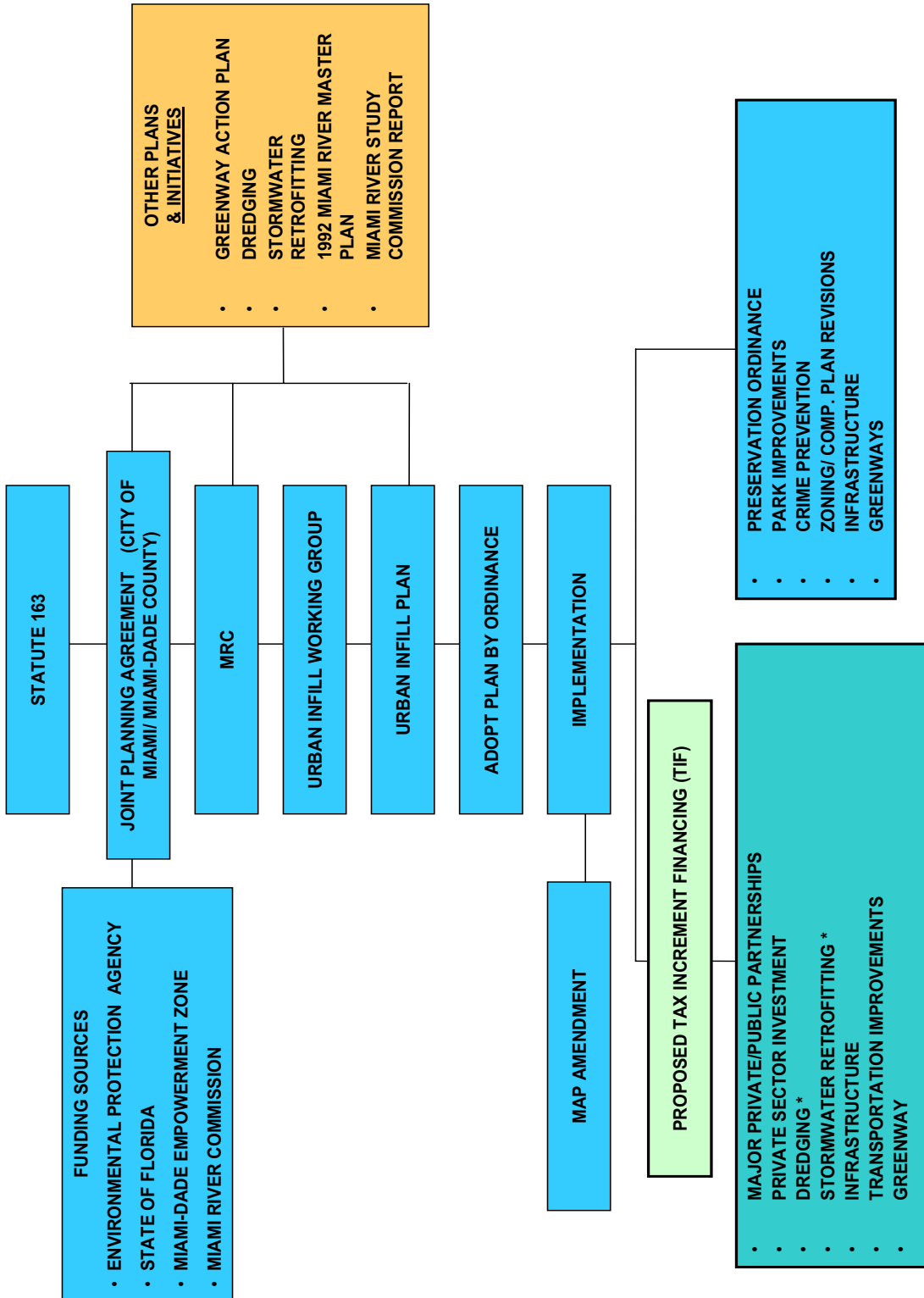
plan. Kimley-Horn and Associates, Inc., a national planning firm was hired by the MRC to assist in preparing the plan.

The final plan will be adopted by the MRC as their Strategic Plan and recommended by the MRC to the City of Miami and Miami-Dade County for adoption by ordinance as an urban infill and redevelopment plan for the Miami River Corridor as authorized by state law. Both local governments will amend their future land use maps in their comprehensive plans to indicate the geographic extent of the urban infill and redevelopment area along the Miami River Corridor.

Following adoption of the plan, the City and County can consider numerous actions to implement the plan such as changes to zoning and actions to create incentives and fund future public improvements including transportation, housing, parks and greenways, crime prevention and environmental protection within the Miami River Corridor. One of the financial mechanisms available for funding many of these improvements is Tax Increment Financing, which will be discussed later in this plan.

The chart on the following page is a graphic summary of the Urban Infill Plan process described above.

MIAMI RIVER URBAN INFILL PLAN



* WITHIN TIF BOUNDARY



Kimley-Horn
and Associates, Inc.

DATA COLLECTION

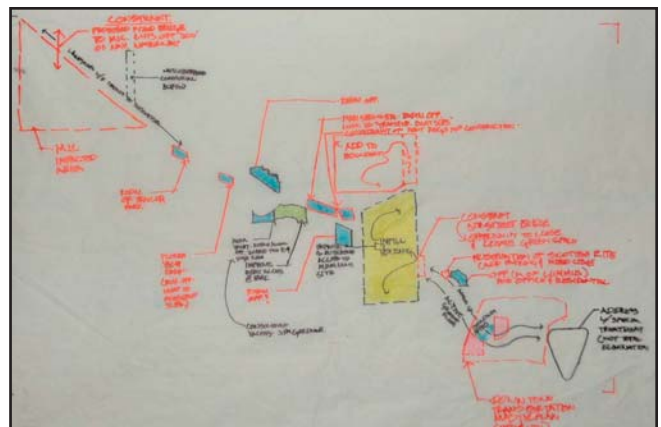
The Miami River Corridor Urban Infill planning process began in September 2000, with the successful application to the Florida Department of Community Affairs for an Urban Infill planning grant. Working together, the Miami River Commission, the City of Miami and Miami-Dade County secured additional funding through a variety of grants to embark on a comprehensive planning process.

In August of 2001 the planning effort officially began with the Data Collection phase of the process. Utilizing GIS base information from the City of Miami and Miami-Dade County, the foundation for the plan was established. Field information was gathered for all properties within one block of the Miami River and a comprehensive photographic database was established.

BRAINSTORMING SESSION

Upon completion of Data Collection phase a publicly noticed brainstorming session was held at the City of Miami Riverside Center on Friday September 21, 2001 with a diverse cross-section of stakeholders. Approximately 30 people attended, representing the marine industry, neighborhood groups, local government, the environment, the real estate community and the local N.E.T. offices. After a brief overview of the Miami River Corridor, the stakeholders spent the balance of the morning in breakout sessions. Each group focused on the opportunities and constraints in the lower, middle and upper river. The session closed with presentations by the each of the breakout groups about what they determined to be the opportunities and constraints within the Miami River Corridor.

The ideas generated during this brainstorming session serve as the foundation for this plan. From the concept sketches on this page a comprehensive mapping of the opportunities and constraints in the corridor was developed, as shown in the Vision for the River section of this plan. The recommendations of this plan seek to capitalize on the opportunities and resolve the constraints. Key stakeholders representing major river interests including the development community, the shipping industry, the environment and the residential communities, were all present. The outcome of this half-day working session was a comprehensive list of opportunities and constraints that the urban infill planning process would seek to address.



A sketch prepared by the stakeholders at the brainstorming session

PUBLIC WORKSHOPS- ROUND ONE

In late October of 2001 the first round of public workshops was held. In the course of three evenings workshops were held in the lower, middle and upper river to address specific concerns of all three geographic sections of the river. These workshops were designed to inform the community about the data collected to date and discuss the opportunities and constraints within the Miami River Corridor. Each of the communities were extremely vocal, and stressed many concerns about the future of the river. The issues of incompatible zoning, lack of parking, protection of the working river and threat of major transportation projects to the quality of life along the river were all voiced as priority concerns. Public comments were recorded in two ways. During the question and answer sessions a member of the planning team wrote the public comments on large boards, for the audience to review. At the end of end each workshop the participants were given 'sticky notes' and pens so that as they reviewed the exhibits around the room



Stakeholder participation at the brainstorming session in September of 2001



Round one workshop in the lower river

they could comment on any detail of the displays, simply by placing a note on the exhibit.

PUBLIC WORKSHOPS- ROUND TWO

In January of 2002 the second round of public workshops was held. The focus of the second round of workshops was to present the three overarching visions for the Miami River Corridor to the public. The intent of the second round of workshops was to gain consensus about the direction of the plan and confirm that the public supported the visions for the Miami River Corridor. The response from the participants in the second round of workshops was overwhelmingly supportive. Again public comments were solicited in two ways. A member of the planning team once again transcribed the public comments during the question and answer session and each participant was given a comment form.

PUBLIC WORKSHOPS- ROUND THREE

The third round of public workshops was held in May of 2002. A summary of the planning recommendations and case studies outlined in the plan were presented. The consensus of the public was that the recommendations in the plan address the issues and concerns raised throughout the planning process. Most of the discussion was about the implementation of the plan and the timeline associated with each recommendation. It was explained that the plan will need to be approved by the Miami River Commission, the Board of County Commissioners and the City Commission before implementation can commence. The keen interest in the implementation reinforces the need for an annual update to this plan, that is readily available to the public. A member of the planning team transcribed the

public comments during the question and answer session and each participant was given a comment form focusing on the content of the plan.



Sandra Goldstein presents breakout ground findings at the Brainstorming session

BRIEF HISTORY OF THE RIVER

This section of the plan provides a brief overview of the cultural, environmental, development industrial and governmental history of the Miami River Corridor. The Miami River evolved over thousands of years from a tidal channel into a freshwater stream that carried fresh water from the Everglades to Biscayne Bay. It is the oldest natural landmark in Southeast Florida. The word "Miami" is said to come from an Indian word meaning "sweet water."

The river ran clear and clean for four miles, fed by natural springs at its bottom and from tributaries, and from the waters of the Everglades. Juan Ponce de Leon was probably the first European to set eyes on the Miami River, when he discovered Biscayne Bay in July 1513. There, he noted the large Tequesta Indian village on the north bank.

From the time of the first Indian settlements, the community that became Miami formed on the banks of the Miami River. The earliest tribes lived, worshiped and traded by its waters, brimming with sea life. Missionaries, soldiers and settlers followed. The City of Miami was founded at the river's mouth by Indian burial mounds and grew up along the river.

Over time, the river became the lifeblood of Miami's trade. Today, the river remains an economically critical artery of commerce, running 5.5 miles from Miami International Airport to Biscayne Bay.

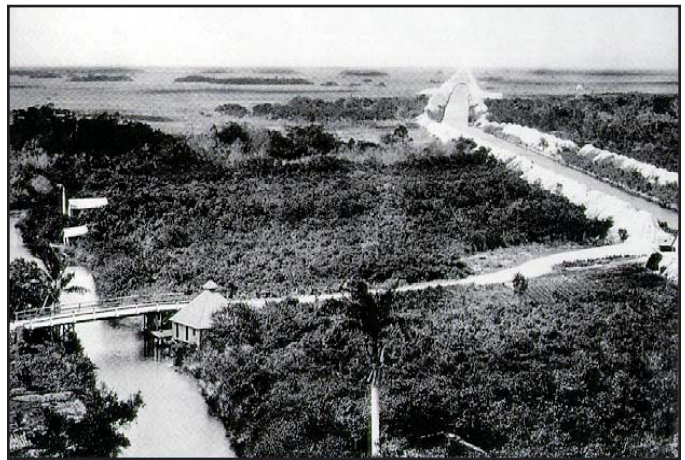
Settlement thereafter was rare and sporadic for more than three centuries. Spaniards, Englishmen, Bahamians and North Americans established missions, trading posts and settlements along the river's banks, but none lasted into permanence.

That changed in 1844 when, William English built a plantation at the mouth of the river on the north bank. During the second and third Seminole Wars, William English's plantation was occupied by the US Army, which used the buildings for its headquarters, naming it Fort Dallas. After the Civil War, settlers gradually streamed into the area, forming a community in Lemon City six miles to the north, and in Coconut Grove three miles to the south. Among these settlers was William Wagner, who established a homestead on the north bank of the Miami River in the mid 1850s.

Julia Tuttle moved to Florida from Ohio and bought the William English Plantation. She persuaded Henry Flagler to extend his railroad to the Miami River, which he did in 1896, the year the City of Miami was incorporated. The boom was on.



Miami River today near the 27th Avenue Bridge



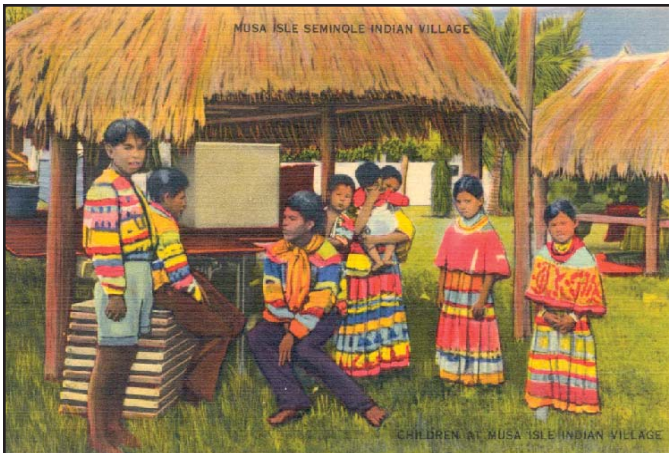
Miami River almost 100 years ago near present day 27th Avenue Bridge

The next year, Flagler built his magnificent Royal Palm Hotel at the mouth of the river. Residents and visitors soon enjoyed expeditions up the river to Musa Isle and Coppinger's Indian Village tourist attractions. Fifty-cent paddle wheel "jungle" cruises took tourists 4 1/2 miles to the rapids where the Miami River began. The rapids were created by a six-foot natural ridge bringing water from the Everglades. Today the dry rapids are preserved in Miami River Rapids Park. In addition the paddle boat stopped at one of the City's original tourist attractions, "Alligator Joe's", at the confluence of Wagner Creek and the Miami River in Spring Garden.

As the city grew at the beginning of the century, the river quickly became a working river. The Florida East Coast Railroad built warehouses and docks to serve the area's growing trade. Winter vegetables came in by water over Biscayne Bay and were loaded on freight cars for shipment north. Boat building and marine repair enterprises sprouted along the river.

Recreational activities were established along the river as well. In 1905 City Park (now Lummus Park) was created on the North Bank of the river. Today, Lummus Park is the home to the original Wagner House (1858) and Fort Dallas (1844) and is recognized as the City's oldest park.

From 1909 to 1933, the river was lengthened and widened. The rapids stopped in 1909 when the Miami Canal was built. When digging for the Miami Canal began, the water table dropped sharply, and Everglades muck slid into the river's once clear waters. The dredge fill was used to create Claughton Island, today known as Brickell Key. By the 1930s, the river was in its present configuration, as a 5.5-mile navigable channel and river at the end of the Miami Canal, extending from Lake Okeechobee to Biscayne Bay.



Historic Postcard of Musa Isle Seminole Indian Village

World War II sealed the river's cachet as a center of industrial and heavy marine use, when the river became a center of construction of PT boats, air rescue boats and coastal patrol boats, employing 1800 people.

Pollution has been a great concern for a century. Untreated sewage was the greatest culprit from the beginning. Local authorities planned and grappled with a comprehensive treatment system and unveiled a plan in 1925, but was immediately thwarted by the land speculation collapse of 1925-27, the great hurricane of 1926, the Great Depression, and World War II. By 1950, 41 sanitary sewers emptied into the bay and 29 into the river - a low point in Miami's history. Construction of the Virginia Key sanitary sewerage treatment plant fixed much of this problem.

But other problems remained. Salt water intrusion, disposal of

trash and unwanted items into the river, chemical and oil seepage from the 69 square mile drainage basin, urban stormwater runoff, and oil and chemical spills both accidental and deliberate took their tolls.

In the 1960s, a movement to restore the river took wing. In the early 1970s, state and local civic and political leaders undertook studies to document the neglect of the river and code enforcement sweeps cleaned up part of the river area. In 1972, the late Honorable Representative Claude Pepper initiated the legislative process of dredging the Miami River.

Through the 1980s, the Miami River Coordinating Committee took shape as a central clearinghouse for information on the river. Still, progress was too slow for many. In 1991 and again in 1998, two federal grand juries sharply criticized local leadership for not doing more to clean up the Miami River.

In January 1998, the Miami River Study Commission issued a "call to action" urging a forceful, community-wide effort to clean up the river and raise it to its potential. The Miami River Commission (MRC) was created in 1998 by the Florida Legislature under statute 163.05 and soon started to fulfill its mission. The MRC managed to united disparate and often conflicting voices along the river, to act with common cause, to restore the river, revive it as a public destination and attraction, and promote its destiny as a principal focus of trade and commerce with the Caribbean.

In 1998 County archaeologists conducting routine monitoring of a development site unearthed the remains of a village that existed at least 2,000 years ago on the river's south bank. Among the most remarkable finds was a 38-foot circular arrangement of holes or "basins" that have been cut into the site's limestone bedrock, which has become known as the "Miami Circle". This pre-historic structure on the south bank of the river's mouth was recently preserved with the financial assistance of the Trust for Public Land, The State of Florida, and Miami-Dade County. The property is now owned by Miami-Dade County.

This truly "working river" has evolved into an exotic, vital urban waterscape without parallel in America. It flows past boatyards, marinas, public parks, tugboats, shipping terminals, pleasure craft, houseboats, mangroves, historic homes, shippers, restaurants and loading docks through the heart of downtown Miami into Biscayne Bay. The Miami River is the home to Merrill-Stevens Dry Dock Company, the oldest business in Miami-Dade County. The Miami River's 32 private shipping terminals handle more than \$4 billion in cargo a year, making it Florida's fourth largest seaport.

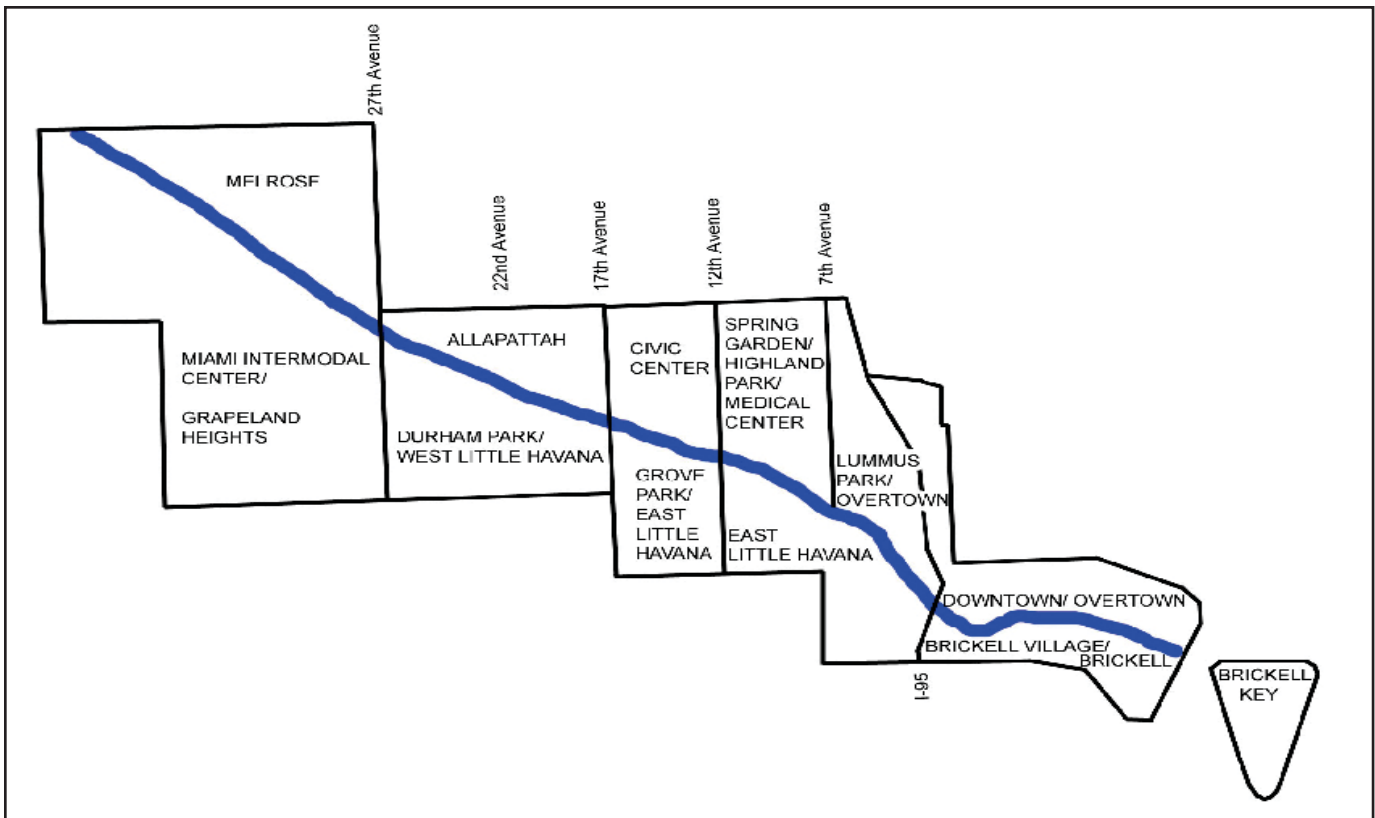
INTRODUCTION

This section of the plan provides a summary of the data collected about the existing conditions within the Miami River Corridor. A comprehensive understanding of the existing conditions provided the foundation for the planning elements described in the following section.

LAND USE AND ZONING

The Miami River Corridor Study area includes a wide variety of existing land uses including industrial, parks, single-family, and institutional just to name a few. The land use describes what the land is actually being used for and often differs from the comprehensive plan zoning designation which regulates the uses that are currently allowed. Both comprehensive plans for the City of Miami and Miami-Dade County contain special provisions addressing the Miami River. The County Comprehensive Development Master Plan (CDMP) contains provisions in the Port of Miami River Subelement. The goal of the CDMP subelement is to “Maintain and enhance the water quality, attractiveness, and economic vitality of the Port of Miami River.” The City of Miami’s Comprehensive Neighborhood

Plan also contains a Port of Miami subelement. The Miami River Study is composed of 33 different zoning designations, six of which are special zoning districts. It is also important to note that majority of the area west of 27th Avenue is governed by Miami-Dade County zoning, while the balance of the study area is within the City of Miami zoning jurisdiction. While the predominant zoning in the study area is broadly classified as residential, the allowable uses, heights and densities are often incompatible in scale. In the Melrose Neighborhood residential zoning is directly adjacent to industrial zoning throughout the neighborhood. Furthermore, the existing industrial zoning provides no projection for the water dependant businesses in the upper river. The neighborhoods of Spring Garden, East Little Havana, Lummus Park, and Highland Park have historically been low-density residential neighborhoods. Through the zoning analysis it has been determined that there are zoning designations within and adjacent to these neighborhoods that allow for development inconsistent with the historic character and scale of the neighborhood. Properties with Waterfront Industrial Park Special District Zoning adjacent to properties with Central Brickell Rapid Transit Commercial-Residential Zoning sends a mixed message to the development community



Neighborhood Map of the Miami River Corridor Study Area

as to the vision and expectations for the lower river. The lower river is also subject to the City of Miami Downtown Area-wide Development of Regional Impact.

NEIGHBORHOODS AND HOUSING

The Miami River Study Area is comprised of a variety of unique neighborhoods, representing a broad cross-section of socio-economic, cultural and ethnic backgrounds. The majority of the neighborhoods are predominately residential in character. Many of the neighborhoods contain historic structures and areas identified as archeological digs including East Little Havana, Spring Gardens, Lummus Park, Overtown, and the Highland Park neighborhoods. These neighborhoods are some of the oldest neighborhoods in the City of Miami as evidenced by the numerous structures built before 1926. Neighborhoods such as the Melrose neighborhood in the northwest corner of the study area suffer from incompatible zoning and lack of neighborhood identity. The Melrose neighborhood is divided by the industrial uses of the working river and the adjacent single family and duplex community to the north. At the other end of the river the Midtown and Government Center Neighborhoods are predominately of an urban downtown character providing mixed uses including residential, business and governmental.

PARKS AND OPEN SPACE

There are currently 13 parks located within the Miami River Corridor Study Area. Eight have frontage along the Miami River. The proposed Miami River Greenway will link all of the existing park facilities in the study and provide a continuous recreational corridor on both sides of the river. The Miami River Greenway will also connect into the larger network of county greenways including the North and South Dade Greenways. The greenway also links with the baywalk, connecting to Brickell Key and Bayfront Park. Design drawings are currently being prepared for the Miami River Greenway between I-95 and 12th Avenue and a portion of the funding is in place for the implementation of this portion of the greenway. Please see the Exhibits for more information about the parks within the Study Area.

TRANSPORTATION

The study area is currently served by a transportation network made up of streets, highways, bridges, metrorail, metromover, metrobus and the Miami River. The roadway network within the study area is comprised of local roads, arterials and highways.

The local road network services the neighborhoods effectively, but at peak travel times absorbs commuter cut-through traffic traveling at high speeds, attempting to avoid the arterial roads. This was observed in both Spring Garden and East Little Havana. Part of the problem in Spring Garden is that the portion of North River Drive between 10th and 12th Avenues should operate as a local street not an arterial. Clear route identification is needed to direct non-local traffic around Spring Garden. The north-south arterials include 27th, 22nd, 17th, 12th, 7th, 2nd and Miami Avenue. North and South River Drives serve as the major east-west arterials. Flagler and 1st Streets serve as major access and egress routes to downtown. One-way streets within the study area encourage high speed traffic and create physical barriers within neighborhoods inhibiting safe pedestrian movement from one community to another. North and South River Drives are used by many as east-west arterials. The highway system within the study area includes State Road 836 and Interstate 95. Both have interchanges in the study area that provide access to major employment centers including downtown, Jackson Medical Center and the Judicial Center. A negative by-product of the highway system is the physical barrier it creates within and between neighborhoods.

Metromover provides service to the lower river and connects to the Metrorail system at the Stephen P. Clark building, just north of the study area and at the Brickell Station, just south of the study area. Currently the only Metrorail station in the study area is the Culmer station. Metromover has seven stations within the study area, four on the northside of the river and three on the southside of the river. MDTA reported that during peak periods, service is provided every 6 minutes by Metrorail and every 2 minutes by Metromover.

Bus service within the study area is extensive. MDTA reported the following in September 2000: "The study area is serviced by bus routes that run east-west and north-south throughout the study area. There are approximately 17 bus routes operating inside the study area, during peak hours approximately 130 buses traverse the study area per hour. There are approximately 298 bus stops contained within the corridor. Additionally there are approximately 504 bus stops lying within a distance of .25 miles from the outer edges of the study area. More than 50% of the Miami River Corridor is located within .25 miles of existing transit stops."

Upon further analysis we identified the North Grapeland Heights Neighborhood in the southwest corner of the study area to be the least served neighborhood by public transportation, as shown in the existing mass transportation map in the exhibits section of this document.

COMMERCE

In 2001, the Miami River was Florida's fourth largest port in dollar volume, having experienced a doubling in trade over 1991. The \$4 billion in cargo shipped through the Miami River comprised nearly 20 percent of the nation's \$22.1 billion trade with the Caribbean Basin. In addition to cargo shipping and handling, maritime businesses along the river include marine outfitters, shipyards and boatyards, commercial fishing and recreational boating services and marinas. Overall the marine industry supports some 1,200 well-paying jobs with a \$35 million payroll. Marine-related river businesses responding to an MRC survey reported 2001 revenues of \$216 million.

PUBLIC SERVICES

The Miami River Corridor is currently served by twenty-one Miami-Dade County public schools. In addition, a groundbreaking for the construction of State School "B1" Elementary on the former Ada Merritt School site at 660 S.W. 3rd St., and the restoration of the historical building on the property was held on January 17, 2002. There are currently thirteen private schools located within the Miami River Corridor Study Area. A new kindergarten through 5th grade charter school is under construction. This facility proposed at 305 NW 3rd Avenue and will have a maximum enrollment of 600 students.

Initially there were no colleges or universities located in the study area. The Jackson Memorial Medical Center, which is a teaching facility, affiliated with the University of Miami is located just to the north and east of the current study area. Early in the planning process it was decided to incorporate Jackson into the study area to access the benefits of a major teaching institution such as University of Miami School of Medicine.

The Orange Bowl was also identified as a public facility that impacted the river community and was incorporated into the final urban infill study area.

There are two Municipal Police Stations within the Miami River Corridor Study Area, both of which are located in the lower river. There are also two Team Metro and four Neighborhood enhancement Team (N.E.T.) offices located in the Miami River Corridor Study area which provide neighborhood services such as code compliance and additional police details for high crime areas. During the public involvement process additional police sub-stations were requested in the upper river

There is one fire station within the Miami River Corridor Study Area, located on the south side of the river in the middle river. Fire service for the majority of the study area is provided by fire stations outside of the study area.

POTABLE WATER AND WASTE WATER SYSTEMS INFRASTRUCTURE

Potable water and sewer infrastructure is currently available within the proposed study area. Sewer collection service for the area is pumped through Pump Station #1 location on N. River Drive between NW 3rd and NW 4th Street. Miami-Dade Water and Sewer Department (MDWASD) is currently looking for a 2 acres site in the study area to locate a new pump station (CP-A) that would service as a backup to the existing system servicing the study area. It was explained by MDWASD in March, 2002 that transmission capacity issues could negatively affect future medium to high-density residential development in the study area if pump station CP-A is not implemented.

The Miami-Dade County Water and Sewer Department is installing grit chamber and odor abatement improvements at pump station #1 located at 390 N.W. North River Drive and proposing the following initiatives:

1. A sewer lateral pilot program to upgrade laterals in the area, where warranted
2. A dye flood study designed to supplement the smoke testing done to detect interconnections with storm sewers
3. A peak flow plan that includes the installation of a booster pump station in the area of the lower river
4. The relocation of pump station #8 located at 1109 Brickell Avenue due to planned upgrading of the station's pumping capacity.

Potable water service meets the needs for redevelopment of the study area under its existing zoning. However, existing 6" and 8" water service along South River Drive between SW. 5th Street and Flagler Street will require upgrading to service mixed-use and commercial development that may be encouraged as a result of this plan.

BROWN FIELDS

Brownfields Pilot Program: A major obstacle to development in inner city areas is the perceived or actual contamination of sites otherwise suited for redevelopment. This, on top of other barriers relating to land cost and regulatory issues, has limited inner city business revitalization, because “greenfields” outside of the city, are more economically attractive than the inner city “brownfields” sites. Following national programs, the City of Miami’s brownfields pilot program redresses the imbalance by providing funds to assist with environmental assessments and achieve productive re-use of formerly contaminated property for commercial and residential development and job creation, thereby stimulating private investment in distressed sectors. The initiative extends to the Miami River where there are many abandoned and underutilized riverfront properties.

SPECIAL JURISDICTIONS

In a effort to encourage economic development in various areas of the Miami River Corridor Study Area six different special jurisdictions have been designated, over the years, each covers a unique geographic area. The State of Florida **Enterprise Zone** provides the most comprehensive coverage of the study area but does not include all riverfront properties. State legislation passed in the spring of 2002 authorizes Miami-Dade County to apply for the approval of an expansion, by four square miles, to its existing enterprise zone including all properties within the urban infill study area. The Enterprise Zone is a designated area within Miami-Dade County offering fiscal incentives to businesses that locate or expand within the zone. It seeks to encourage investment and job creation in economically distressed areas. To qualify for these incentives, new jobs have to be created for enterprise zone residents.

The round II **Federal Empowerment Zone** was created along census tract lines and covers areas of Melrose, Allapattah, East Little Havana, Overtown and downtown. The Empowerment Zone and Enterprise Community (EZ/EC) Initiative’s goal is to create jobs and business opportunities in the most economically distressed areas of inner cities and the rural heartland. Not a typical Federal Program, it is designed to empower the people and communities to achieve these goals as a unified, community-wide effort.

A portion of Little Havana was recently designated a **Front Porch Community**. Managed by the Office of Urban Opportunity, Front Porch communities are intended to be specialized communities that will share power with all

key players that make a healthy community. This unique relationship of residents, government, and service providers will learn new ways to resolve community improvement issues and implement change.

The **Miami Downtown Development Authority (DDA)**, is empowered to engage in development, redevelopment and physical improvement activities for the benefit of the Downtown environment and the maintenance of its economic stability. Its primary area of focus is the area east of I-95, with a small portion of north bank of the river on the west side of I-95. **The Community Redevelopment Agency (CRA)** is a unique government entity that under state law is authorized to utilize property tax revenues generated within a target area for improving the public infrastructure and other activities through public and private redevelopment efforts. The CRA boundary extends into the Miami River Study area on the north side of the river in the lower river. The CRA does not include any riverfront properties.

Another recent designation within the Miami River Study Area is the **Historically Underutilized Business Zone (HUBZone)**. The HUBZone Empowerment Contracting program was enacted into law as part of the Small Business Reauthorization Act of 1997. The HUBZone Empowerment Contracting program provides federal contracting opportunities for qualified small businesses located in distressed areas. Fostering the growth of these federal contractors as viable businesses, for the long term, helps to empower communities, create jobs, and attract private investment.

After analyzing the various special jurisdictions within the Miami River Corridor Study two significant facts were brought to light. Despite the six various federal, state and local initiatives in place not all properties are included in even one of these programs. Some areas in the lower river are eligible for as many as four of the initiatives described above. However, portions of middle and Upper River are eligible for none of the initiatives. The second realization is that no single initiative in place focuses directly and solely on the Miami River. There is no special jurisdiction in place to comprehensively study the needs of the river community and provide benefits targeted specifically to the Miami River Corridor.

A detailed breakdown along with contact information for these special jurisdictions and a variety of other incentive and grant programs can be found in the exhibits section at the end of this document.



PLAN ELEMENTS

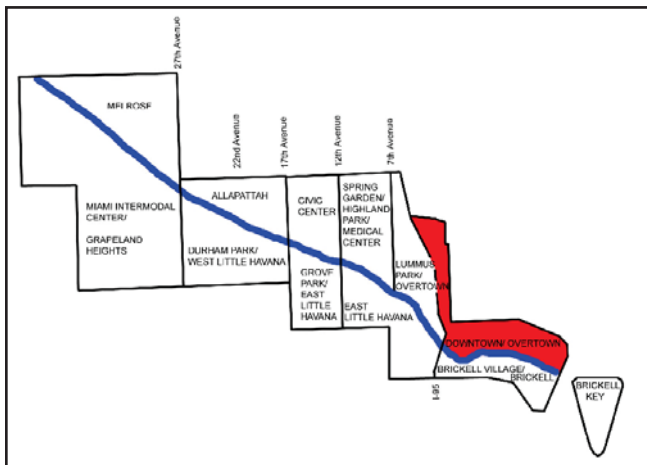
- **Private Investment**
- **Public Investment**
- **The River as a Multi-Modal Corridor**
- **Streets**
- **Bridges**
- **Greenway Network**
- **Public Transportation**
- **Watercraft Transportation**
- **Housing**
- **Crime Prevention**
- **Education**
- **Dredging**
- **Stormwater and Sanitary Sewer System Retrofitting**
- **Miami Cleanup Vessel**
- **Additional Greenspace**
- **Removal of Derelict Vessels**
- **Environmental Education**
- **Biscayne Bay and Everglades Restoration**
- **Governance Structure**
- **Partnerships**
- **Comprehensive Plan Map Amendment**
- **Funding the Infill Plan**
- **Urban Infill Implementation Steps**



INTRODUCTION

This section of the plan provides a neighborhood-by-neighborhood narrative vision for the Miami River corridor, from the mouth of the river to the Miami Intermodal Center. Discussion of existing land uses and zoning classifications is paired with recommendations for modification of land development regulations throughout the corridor. Other sections of this plan will recommend transportation enhancements, economic incentives for development, and neighborhood improvement and environmental restoration strategies, together they establish a guiding image of the river corridor and to provide a basis for the modification of development regulations, plans and incentives throughout the Miami River Corridor. Please refer to the maps on pages 40-42 to locate any of the numbered pictures and graphics in this section.

DOWNTOWN/OVERTOWN (Biscayne Bay to I-95, north bank)



Like downtowns across the nation, Downtown Miami bears the scars of sustained disinvestment and population flight spanning the latter half of the 20th Century. Downtown’s riverfront, in particular, has remained an underutilized asset for decades. The potential of this waterfront is greatly enhanced through a requirement that all new development and redevelopment provide active pedestrian uses oriented toward the river and a broad public “Riverwalk” along the water’s edge.

The Downtown waterfront is presently zoned for Central Business District (CBD), office, and utility uses. The CBD classification allows high-intensity mixed-use development appropriate to the downtown core. The appropriateness of



Public Riverwalk in front of the Hyatt Hotel and James L. Knight Convention Center

rezoning Downtown’s riverfront office districts to CBD should be investigated. While the City of Miami’s development guidelines require pedestrian-oriented uses and Riverwalk development along the waterfront, the potential exists for new development to rise directly from the Riverwalk to unlimited heights, creating an imposing wall along the Riverwalk and river’s edge. A more appropriate treatment of the riverfront would be for structures to be stepped back from the



Development site at the mouth of the river currently known as One Miami (1)

Riverwalk, establishing height limits for structures or portions of structures within a certain distance of the riverfront.

A large electrical substation occupies a segment of the Downtown waterfront; this is one of many utility uses along the Miami River. While these uses are likely to remain for years to come, it is essential that they be maintained immaculately,

that they present as an aesthetically pleasing face to the public as possible, and that their negative visual impact on the river is minimized through landscaping or other appropriate screening techniques. The owners of such facilities should be encouraged to relocate their facilities to non-riverfront sites if at all feasible.

The Downtown waterfront includes several development sites of great significance, including a site anchoring the mouth of the river's north bank. This site, with frontage along both Biscayne Bay and the Miami River, is a gateway to the river and to the city. A development proposal now under review seeks to bring residential and commercial uses (including restaurants and retail) to the site, activating this



One Riverview Square under construction (2)

relatively quiet sector of Downtown Miami and bringing a much-desired 24-hour population base to Downtown. Under construction nearby is One Riverview Square, an eight-story 165,000 square foot office building with a ground-floor restaurant and broad Riverwalk. With the completion of this and the above project, the Miami Riverwalk will be nearly complete from South Miami Avenue to Bayfront



Development opportunity on the north bank of the river (3)

Park, with adjacent uses including office, hotel, park, restaurant, and mixed-use residential. Sites as diverse as the historic Flagler Cottage (the sole remaining of scores of workers' cottages built by Henry Flagler to house employees of his railroad and real estate development company) the regional retail center Bayside Marketplace and the James L. Knight Convention will be joined by the Riverwalk. West of South Miami Avenue is another substantial development site. Formerly slated for the development of a baseball stadium for the Florida Marlins, this site was to have incorporated a new Metrorail station; the site still presents an opportunity to increase transit access to the Downtown riverfront.

A transportation master plan for Downtown Miami currently under development should provide solutions to the issue of limited north-south access between the riverfront and Downtown's core at Flagler Street. Highway ramps and one-way streets pair to complicate both pedestrian and vehicular access to Flagler from the Riverwalk. Ultimately, the waterfront must be clearly and readily accessible from the Downtown core if it is to meet its potential as an asset to the area's workers, visitors, and residents.



Rendering of the Charter School under construction (4)

Among many significant sites in this more northerly section of the river's Downtown neighborhood is the Downtown Development Authority Charter School now under construction. The school will serve up to six hundred kindergarten through fifth grade students and will contribute toward the expansion of education opportunities throughout the Miami River corridor, the lack of which is generally recognized as a barrier to residential development.

This school site is located at the southern terminus of the NW 3rd Avenue corridor, a State of Florida designated Main Street and the central business district of Miami's historic Overtown neighborhood. While relatively distant from the

Downtown riverfront, plans are underway to link NW 3rd Avenue to the Miami River via NW 11th Street and to Biscayne Bay via the NW 9th Street pedestrian mall. Historically alienated from Downtown Miami through urban renewal, and bifurcation of the community by the construction of I-95 and I-395, Overtown should be reconnected to Downtown – and ultimately the river – through reweaving of the eroded fabric along the Overtown-Downtown boundary and

report is under way. This designation will protect historically significant buildings while establishing their eligibility for restoration-related tax incentives. This mechanism – which served as a catalyst for the revitalization of Miami Beach in recent decades – has already provided financial benefits to some of Downtown’s 8 individually National Register-listed structures, and provides an excellent opportunity for continued economic and physical improvement in Downtown’s core.



Downtown proposed historic district (5)

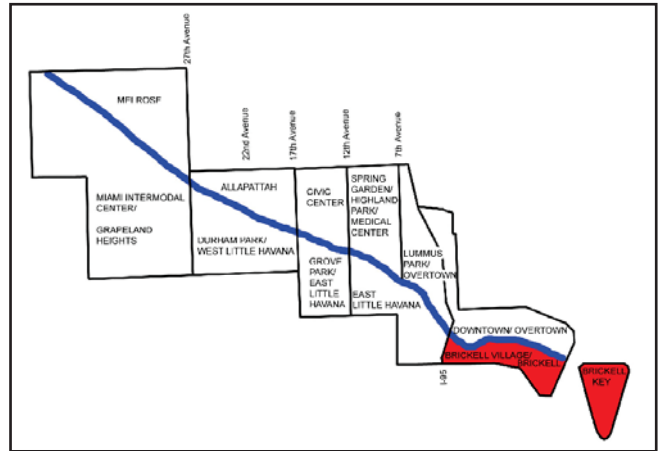


Flagler Street- two-way connection to the river (6)

improvement of the street network between the neighborhoods. Another Florida Main Street lies at the heart of Downtown Miami along the Flagler Street corridor. Many historic structures dating from the city’s early years remain, and several have been restored in recent years for commercial, civic, and residential use. A district including a portion of this Main Street and its surroundings is eligible for listing in the National Register of Historic Places and preparation of a designation

Meanwhile, improvements to the Flagler Street corridor are already under way, with a \$15 million effort moving forward to return Flagler to two-way traffic between Biscayne Boulevard and the Miami River. The project is providing sidewalk improvements, lighting, landscaping, and shuttle bus service.

BRICKELL / BRICKELL KEY/ BRICKELL VILLAGE



(Biscayne Bay to I-95, south bank)

Unlike Downtown Miami, Brickell has experienced revitalization for some three decades. Considered to be the “Wall Street of the South”, the financial district along Brickell Avenue is a major employment center unto itself. To the east of the avenue, significant infill development has occurred, including the mixed use community of Brickell Key. A man-made fill island, Brickell Key sits directly at the mouth of the Miami River and contains housing, hotel, retail and office space. Brickell Village; as defined by the City of Miami in the Brickell Village Streetscape, Urban and Architecture New Urban Standards, has been a hidden asset of the river corridor, featuring “landmark” barber shops, bars, and delis alongside landmark sites such as the 1920 Firehouse No. Four. Today, newly identified historic sites such as the Miami Circle archeological site and the Miami High “Bungalow”



El Centinela del Rio statue on Brickell Key (7)

(the 1905 annex to the original, no longer extant, Miami High School) have strengthened the Brickell/ Brickell Village's heritage as one of Miami's oldest quarters, while the continued expansion of the Brickell financial and residential districts have led to significant new investment in Brickell Village. Allowable uses along Brickell Village's waterfront include restricted commercial, waterfront industrial, industrial, and parks and recreation. A special district overlay (SD-7) of the

neighborhood's commercially-zoned waterfront encourages the type of high-intensity mixed use development now making its mark on the area. The expansion of this type of use westward to I-95 into the areas presently zoned for industrial and waterfront industrial uses offers opportunities for "rounding out" the growing mixed-use district and connecting it to Jose Marti Park, a riverside 10-acre park that would benefit from increased use. Revised development regulations for this portion of Brickell Village's waterfront should contain language, however,



Miami Circle and Brickell Park (9)

requiring the preservation of any existing marine dockage and mooring facilities and encouraging their public use; for example, commercial-residential developments incorporating water taxi stops, small passenger vessel terminals, mega-yacht facilities, or other similar marine amenities would be welcomed. This portion of the riverfront also should require active pedestrian uses oriented to the water through the Primary Pedestrian Pathway provision of Miami's Zoning Code. As in Downtown, Riverwalk development is required along the Brickell Village



Brickell Shipyards- An adaptive reuse/ redevelopment opportunity (8)



Downtown development site currently identified as Brickell on the River (10)



Future downtown riverfront development site connects to 5th Street Metromover station (11)

waterfront; a continuous Riverwalk including active boat slips, high-quality public amenities, retail, restaurants, rail and water taxi access, and easy connectivity to Jose Marti Park would greatly enhance this already valuable neighborhood. To ensure that the development of Brickell Village remains human-scaled and pedestrian-oriented, preparation of design standards for the neighborhood is under way. These standards will address scale, setback, pedestrian amenities, massing, and – very significantly – recommends that riverfront development be limited to 4-8 stories as it meets the river, maintaining the historic openness of the river corridor and allowing the maximum penetration of light and air into the waterway.

Perhaps the most significant site within the Brickell neighborhood is the Miami Circle. Located at the mouth of the Miami River within a 2.3 acre County-owned property, this archeological site associated with the Tequesta Indians was discovered in 1998 at the development site of a pair of luxury residential towers. Archeological evidence suggests the Miami Circle marks the footprint of a large prehistoric structure, possibly the foundation for a “Council House” or other ceremonial structure. The Miami Circle, estimated to be approximately 2000 years old, and the National Park Service is currently studying the feasibility of designating the site within the National Park System. It is highly desirable that the site be well-integrated into the planned greenway network so as to maximize its potential as an educational and cultural resource.

South of the Miami Circle is another park formerly slated for development. Brickell Park, together with the First Presbyterian Church to its south, form a unique natural and architectural resource to both Brickell Avenue and Biscayne Bay. These sites form an oasis within a high-intensity business district and an access point to the bay, and may



Miami Circle- discovered in 1998 (12)

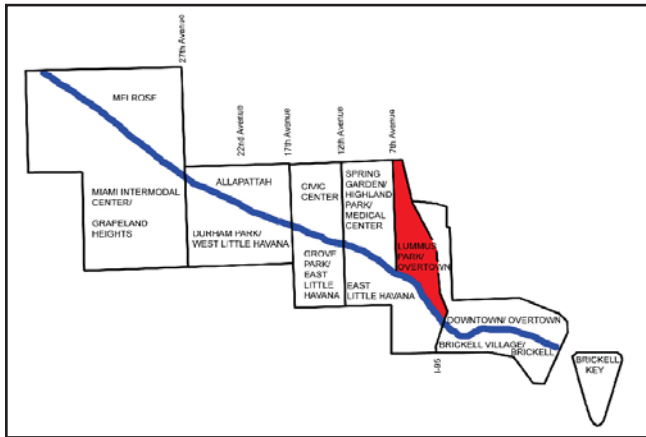
soon form the eastern terminus of the Miami River greenway.

Exemplifying the emerging character of Brickell Village are two mixed-use residential developments: Brickell on the River [8], slated bring more than 500 residential units to the riverfront, and the Mary Brickell Village, presently under construction, will bring 165,000 square feet of restaurants and shops to the area. These projects will bring a desired increase in the residential population within walking distance of Downtown Miami, and, with their proposed combined 400,000 square feet of retail and office space, will significantly enliven Brickell Village’s riverside streets. Located adjacent to the 5th Street Metromover station, Brickell on the River will have particularly strong accessibility to and from both Downtown and the region.

The Brickell Village New Urban Standards contain language encouraging retention of historic building types and development patterns; the expansion and scale of new development within the neighborhood is indeed impacting the historic character and human scale of the district. While the loss of some of Brickell Village’s historic structures is inevitable, it is important to continue to identify, designate, and restore landmark sites when feasible so as to retain in an authentic form the much-appreciated history, character, and scale of the neighborhood. The Tequesta settlement of two millennia ago, William Brickell’s trading post of the 19th century, the city’s

first high school, and one of the city's most distinctive shipping terminals all belong to Brickell Village, and – with the area's dozens of other historic sites – should be honored and celebrated.

LUMMUS PARK/OVERTOWN (I-95 to 7th Avenue, North Bank)



Lummus Park and Overtown are two of the City of Miami's oldest neighborhoods. Lummus Park was distinguished by its waterfront location, architecturally distinctive homes and apartment buildings, and "City Park" (Miami's first public park, dedicated in 1905 and located directly on the Miami River; now Lummus Park). Overtown, formerly "Colored Town", was home to Miami's black population.

Strategically located adjacent to downtown Miami, Lummus Park/ Overtown west of I-95 serve as a transitional zone bridging Downtown's high-intensity character and the lower-scaled, lower key Spring Garden Neighborhood to the west. However, as the interstate keeps Lummus Park and Overtown physically isolated from Downtown. Furthermore, these neighborhoods have experienced deterioration of their historic building stock and unraveling of their built fabric due to neglect, demolition, and inappropriately scaled new construction.

The area's waterfront is zoned for a mixture of waterfront industrial, liberal commercial, restricted commercial, office, government/institutional, and high-density residential uses. This wide range of zoning classifications along a relatively short stretch of riverfront allows for potential land use conflicts; additionally, many of these classifications allow for development of unlimited height, posing a potential threat to the low-scaled character of this waterfront district.



Lummus Park

Both neighborhoods are historically and architecturally significant; areas within these neighborhoods also contain significant environmental resources, including a mature tree canopy coverage and an oak hammock located near NW 4th Street and I-95 . In addition to the historic Lummus Park itself, the Lummus Park neighborhood is home to Fort Dallas, a former slave quarters and army barracks constructed in 1849; the Wagner house, a frame vernacular structure that was once home to area pioneer William Wagner; the 1924 Scottish Rite Temple, an architecturally distinctive civic building designed by Kiehnel and Elliott; and an excellent collection of masonry and wood frame vernacular residential structures.



Lummus Park Neighborhood Conservation District study zone (13)

A potential local and National Register historic district has been identified, consisting of an area immediately adjacent to Lummus Park; this district should be designated. For portions of the broader Lummus Park/Overtown neighborhood not meeting the criteria of historic designation, establishment of a neighborhood conservation district to regulate new construction and alterations to existing buildings through the establishment of criteria relating to siting, massing, articulation, and other characteristics to ensure compatibility with the area’s historic neighborhood character and scale. Throughout the district, height restrictions should be applied

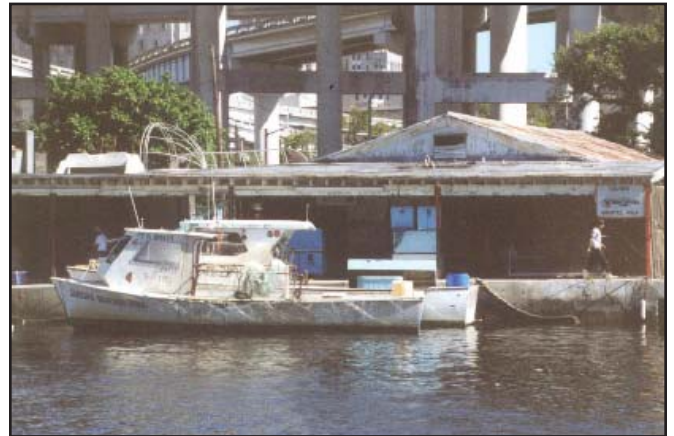


City of Miami’s future Lummus Landing development site (14)

to effect a stronger compatibility and visual connectivity between historic structures and new development and to ensure that the potential historic district, park, and riverfront are not overshadowed by high-rise development.

Across North River Drive from Lummus Park is a strip of deteriorated publicly-owned property targeted for improvement by the City of Miami. This “Lummus Landing” project will incorporate shoreline stabilization and greenway development and possibly low-intensity café, restaurant, and seafood market-type development, with the aims of improving Lummus Park’s connection to the river and providing public access to the waterfront between an existing hub of seafood restaurant uses to the west and downtown Miami to the east.

Though just blocks from downtown, the Lummus Park neighborhood is physically isolated from the City’s most important business – and increasingly residential – district. This isolation is particularly detrimental as Flagler Street, downtown’s main street, continues to improve under the direction of the Downtown Development Authority, the



Fishing boat returning to Garcia’s fish market with the fresh catch of the day

Downtown Miami Partnership, and the State of Florida-supported Downtown Miami Main Street Program which combines economic development and historic preservation activities for the revitalization of key commercial corridors [6]. A \$15 million streetscape improvement project targeted to Flagler seeks to re-connect these two neighborhoods through the re-opening of Flagler Street to two-way traffic, planned shuttle bus service and improving Flagler’s connection to North River Drive. Physical improvements will include new sidewalks, lighting, and landscaping; other proposed improvement include establishment of shuttle bus service from downtown to the Lummus Park riverfront.

Another key link between Lummus Park and downtown is the historic East Coast Fisheries site. High-intensity mixed-use development has been proposed for this currently defunct waterfront restaurant and market dating from the early 1920s. The development potential of this site is constrained, as are all



East Coast Fisheries (15)



Temple Court Apartment in the Lummus Park Neighborhood



A recently restored wood frame house in the Lummus Park Neighborhood

of those along the Lummus Park waterfront between the Miami River and North River Drive, by its narrowness and relatively shallow depth. Consideration should be given to relaxing roadside setbacks, and/or parking requirements for all of these waterfront sites in exchange for development that embraces the water's edge as a public amenity, provides active pedestrian-oriented uses along North River Drive, and respects the scale and character of the historic Lummus Park neighborhood.

Even without its significant link to downtown Miami via Flagler Street and North River Drive, the Lummus Park/Overtown neighborhood has strong potential for historic preservation-based economic revitalization. Federal tax credits for restoration of National Register-listed properties may provide financial opportunities once a Lummus Park National Register historic district is designated. The area's environmental attributes, riverfront setting, planned City-sponsored waterfront improvements, and planned greenway

further enhance the marketability of neighborhood. Structures such as Trinity Church, the Temple Court Apartments, and East Coast Fisheries define the area's character and offer an untapped resource for its revitalization.

Perhaps the single most recognizable structure in Lummus Park is the Scottish Rite Temple. Built in 1924, the Scottish Rite Temple represents a significant era in Miami's history and provides a unique architectural statement. The Scottish Rite Temple is, in many ways, the signature of Lummus Park – it defines the neighborhood by its visibility as one approaches from any direction, its distinctive ziggurat roofline, its location adjacent to the park, and its particularly strong presence from the water. Currently underutilized, the Temple presents an important investment opportunity. It is essential that reuse of the site be carefully approached. The Temple is a long-standing civic landmark for which public access and



A recently restored wood frame house in the Lummus Park neighborhood



Joe's Restaurant and Market- a popular riverfront seafood restaurant in the Lummus Park neighborhood

use are appropriate; potential reuses include theater, museum, and educational facility. This vision is consistent with City policy to increase mixed use development including small performing arts theaters. Vacant property immediately to the west of the Temple provides an opportunity for complimentary development; this site should be treated with close attention to the significance of its neighbor – its physical location and civic purpose – and in keeping with its own significant corner location should provide for well-designed public open space associated with the nearby park and greenway.

Overall, the Lummus Park/Overtown neighborhood contains a wealth of historic resources but also a diverse blend of publicly-oriented uses, including fish markets, churches, and parks. In order to both promote and protect these uses while increasing pedestrian traffic through the neighborhood and expanding its residential base, it is recommended that consideration be given to modifying the land use and development regulations for the entire Lummus Park riverfront to require water-dependent or water-related commercial uses and to encourage associated mixed-use development including residential, retail, gallery, or other uses likely to encourage an increase of visitors to and residents in the neighborhood. Special consideration should be given to the area’s parking needs, as many parcels along the waterfront are physically constrained; shared parking, allowance of off-site parking, and municipal garage development all should be investigated.

Consideration should be given to rezoning parcels within the neighborhood currently zoned for liberal commercial and industrial uses to allow for mixed-use commercial (particularly water-related), office, and residential development. Throughout the neighborhood, mixed-use development is envisioned as a means of providing for an increase in available housing units and neighborhood scale commercial development including restaurants, providing increased opportunities for pedestrian-oriented retail and office locations close to downtown Miami. Economic incentives for marine-related commercial uses should be identified for application throughout the district. Development of a commercial zoning district appropriate to historic, low- to mid-scale residential area should be considered, in which residential intensities would be limited and commercial uses would be required to have pedestrian orientation; such a district should be considered for replacement of areas currently zoned “restricted commercial.”

Finally, the Lummus Park and Overtown neighborhoods should be woven more closely together. This could be effected in part by an even-handed application of the

proposed development regulation modifications to both neighborhoods, and more directly by targeting the NW 5th Street commercial district for economic incentives and physical improvement. The network of one-way streets throughout the district should be studied for reconfiguration because of its potentially negative impact on pedestrian and vehicular traffic between Overtown and the Lummus Park riverfront.



Scottish Rite Temple (15)

The following page illustrates one of many development scenarios that could occur on the vacant property immediately to the west of the Scottish Rite Temple.

SCOTTISH RITE TEMPLE

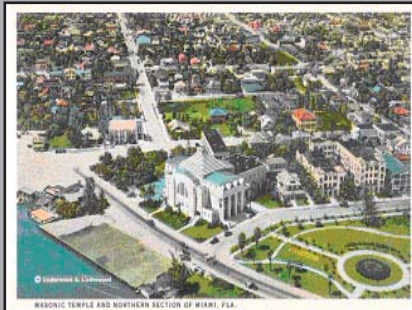
Redevelopment Case Study

This vacant site adjacent to the Scottish Rite Temple can accommodate retail and residential units with an internal parking structure. The parking is needed to support the surrounding waterfront business expansions that can't meet their onsite parking requirements. The retail component will animate North River Drive and the apartment units will add to the residential mix of the neighborhood. A sensitive architectural solution is needed to preserve the integrity of the Temple. An adaptive reuse of the Temple, such as a neighborhood theater could join the two projects together.

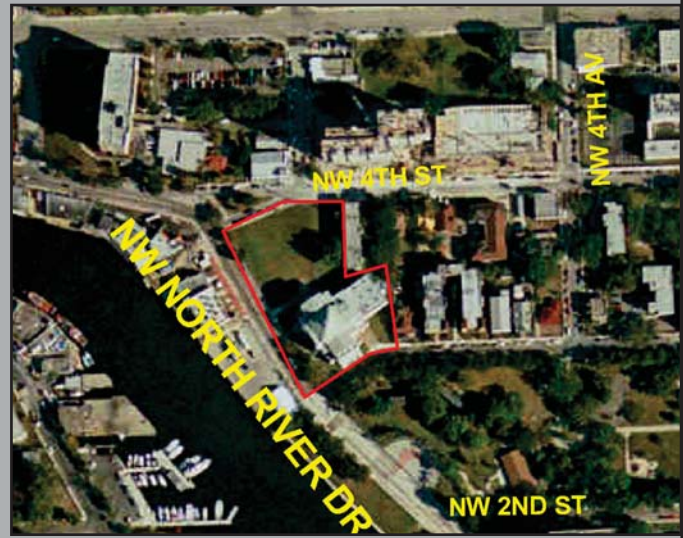
The conceptual program includes residential units, ground floor retail and an internal parking garage.



Historic photograph of the Scottish Rite Temple

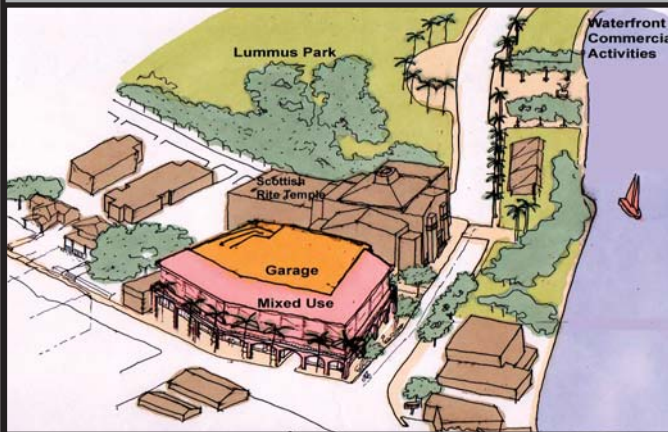


Historic postcard of the Scottish Rite Temple

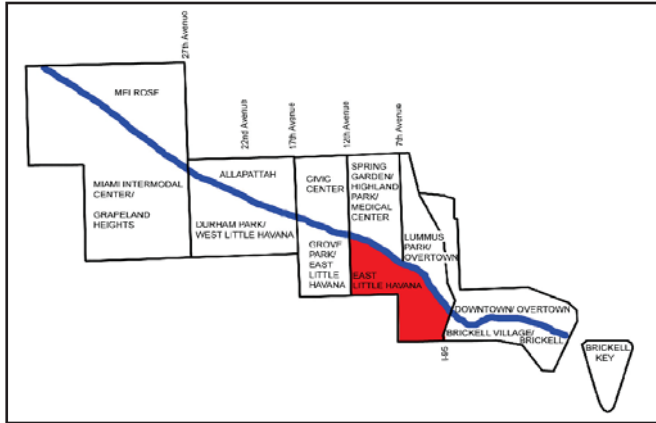


Site location map

REDEVELOPMENT CONCEPT



EAST LITTLE HAVANA (I-95 to 12th Avenue, south bank)



Much of the neighborhood now known as East Little Havana was once called Riverside – one of Miami’s earliest “suburbs”, with subdivisions dating from the early ‘teens following the construction of bridges connecting the south side of the Miami River with Downtown. Despite its present name, East Little Havana today is home primarily to immigrants not from Cuba but from Central America, with strong concentrations of Hondurans and Nicaraguans. Pedestrians abound on the sidewalks of its regular, tree-lined residential blocks, while its network of one-way streets (combined with the diagonal South River Drive) confounds drivers. Much of its historic housing stock remains, but has suffered intrusions of larger-scaled residential development and integrity-robbing alterations.

While predominantly a residential neighborhood, East Little Havana’s waterfront is predominantly industrial in nature. Anchored on the east by Jose Marti Park, with a small area



A wood frame house with coral rock piers in East Little Havana

zoned restricted commercial, the majority of the East Little Havana waterfront is zoned for waterfront industrial use. While this use is appropriate and desirable, an expansion of allowable uses to include limited office and commercial (restaurant or retail) as accessory uses only, maintaining the requirement for a primary water-dependent use – would serve to enliven the on-road greenway planned for this portion of South River Drive as well as increase the economic viability of the existing waterfront industrial sites. Similarly, consideration should be given to modifying the zoning of the multifamily residential parcels on the south side of South River Drive to allow limited restaurant, retail, or office use while maintaining the principal residential use requirement.



East Little Havana’s Jose Marti Park

East Little Havana’s residential density and human scale – thanks to its development in the 1920s and 1930s as a multifamily district featuring four-, eight-, sixteen-, and twenty-four-unit apartment buildings intermixed with frame vernacular and bungalow-style single family residences – are reinforced by two vital, pedestrian-oriented, neighborhood-serving commercial corridors, 8th Avenue and 12th Avenue.

However, the east-west counterparts of these avenues lack this vitality and safety. The restriction of NW 7th Street, which links the river to the Orange Bowl to the west, to office use should be reconsidered in light of the opportunity presented by the planned greenway to bring pedestrians west from the river to the historic Orange Bowl stadium. Restricted commercial uses focusing on mixed restaurant, retail, and residential uses should be considered. One-way Flagler, SW 8th, and SW 1st Streets all are less friendly to pedestrian shoppers; Flagler and SW 1st Streets in particular are difficult to cross and lack the intimacy



East Little Havana Neighborhood Conservation District study area, outlined in red (17)

of 8th and 12th Avenues. A study of SW 8th Street has been proposed to determine the appropriateness and feasibility of returning the street to two-way traffic; this investigation should be pursued. Also, consideration should be given to extending the Downtown Flagler streetscape improvement project west into East Little Havana (16). This potentially could both improve traffic flow and pedestrian safety and also encourage a beneficial synergy between the two neighborhoods. The 5th Street Bridge, plagued by problems since its construction in 1925 has been sited as an obstruction to navigation and is currently the subject of a PD&E study by FDOT. This bridge is heavily used by local residents.

Despite the erosion of its historic fabric and the compromised integrity of its historic structures, East Little Havana remains a significant historic resource associated with the early development of Miami. The neighborhood contains a rich sampling of wood frame and masonry vernacular houses, bungalows, and Mediterranean, Art Deco, and Streamline Moderne apartment buildings. Rusticated concrete block, cast stone columns, ornamental brackets, and native coral rock piers



5th Street Bridge (18)



A recently restored wood frame house in East Little Havana

and chimneys present themselves to observant viewers.

A survey of the neighborhood should be conducted with the intent to identify and designate historic sites and districts, giving particular attention to the identification of concentrations of sites eligible for listing in the National Register that might benefit from the tax incentives associated with National Register designation. For areas identified as significant due to their scale, history, architecture, or environmental characteristics but not meeting criteria for historic designation, consideration should be given to establishment of a neighborhood conservation district or districts to provide protection from incompatible new construction or alterations. Finally, throughout the neighborhood, consideration should be given to establishing height and FAR limits to help protect the scale and character of this neighborhood.

The re-opening of one of East Little Havana's most cherished historic sites, the Ada Merrit School, will provide not only a



Ada Merrit elementary school in East Little Havana (19)



Miami River Seafood and Lobster in East Little Havana

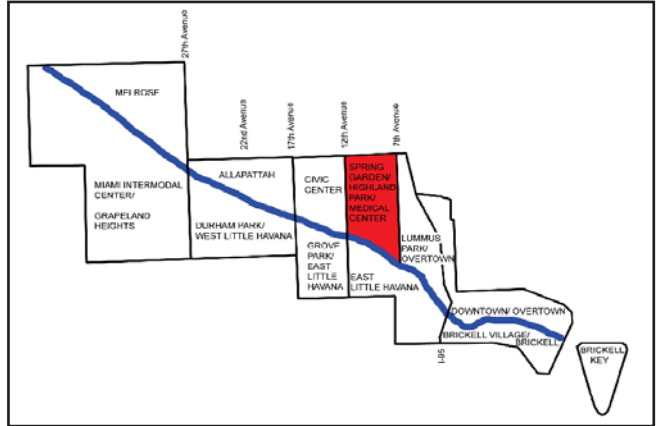
physical and cultural enhancement to the neighborhood but will provide improved educational opportunity as well.

A redevelopment site of particular interest in this district is the former Miami News site, a large riverfront parcel to the east of NW 12th Avenue. The successful redevelopment of this site is viewed by many as a critical to the success of the surrounding area. While its size and waterfront location are appealing, the site has limited access; the possibility of improving access to the site from NW 12th Avenue southbound should be investigated so as to improve the site's linkage to the medical and civic centers flanking 12th Avenue just across the river.



Redevelopment site- The former Miami News Site (20)

SPRING GARDEN/HIGHLAND PARK/MEDICAL CENTER (7th Avenue to 12th Avenue, north bank)



Like much of the Miami River corridor, these neighborhoods were once home to pioneer homesteaders, starch millers, and tourist-attraction operators. One early Miami settler, William Wagner, established a homestead in the 1850s in what is today called Highland Park; the house he built for his family remained in place until the 1970s and now stands, restored, in Lummus Park. Wagner's daughter sold his land in 1909; in 1911 the homestead was platted as a subdivision called Highland Park. The first lots had been sold and the neighborhood's first houses built when in 1913 the area was annexed into the City of Miami, the western boundary of which had previously been 7th Avenue.

Miami's third mayor, John Sewell, built a mansion northwest of Highland Park in 1916; Halissee Hall, as he named it, remains today in the midst of the Jackson/University of Miami Medical Center that grew up all around it.



Two-story masonry house in Spring Garden

This district's riverfront remained undeveloped until 1918; however, an entrepreneur known as Alligator Joe ran a successful attraction for tourists visiting by riverboat at the point formed by the intersection of the river and Wagner Creek. Spring Garden subdivision remains today as one of Miami's four historic districts and the active Spring Garden Civic Association.

Allowable uses along the Spring Garden riverfront are medium-density multifamily residential; allowable uses along Wagner Creek (known as the Seybold Canal south of NW 11th Street) are liberal commercial, restricted commercial, office, and both single-family and medium-density multifamily residential.

Liberal commercial zoning is inappropriate for the riverfront, and should be re-oriented toward water-dependent commercial or industrial use, possibly allowing associated mixed-use development for increased compatibility with the both the Spring Garden and Lummus Park neighborhoods and with the river itself. Similarly, residential development as allowed under the medium-density residential zoning classification is not appropriate to the riverfront; the establishment of stricter height, FAR, and parking limits for these parcels is recommended so as to maintain the scale and character of the Spring Garden waterfront.

As on the riverfront, liberal commercial uses should not be allowed on the Seybold Canal; water-dependent commercial or industrial uses, with associated mixed-use development, should be required where zoning presently allows for liberal commercial. Existing single-family zoning along the canal should be protected, while multifamily zoning should be treated as discussed in the previous paragraph so as to maintain



Spring Garden Neighborhood Conservation District study area, outlined in red (21)

the scale and character of the historic district.

Running from southeast to northwest through the Spring Garden/Highland Park/Medical Center neighborhood is Wagner Creek, a partly culverted, partly exposed tributary of the Miami River. South of NW 11th Street, in Spring Garden, this water body is navigable and is known as the Seybold Canal. Not long ago declared to be the state's most polluted waterway, efforts to improve Wagner Creek have been moving forward slowly; efforts to dredge contaminated sediment from the creek are moving forward and the Miami River Greenway Master Plan recommends improving the banks of the creek with



Looking north up the Seybold Canal. On the right is canal front property, that is well suited for water-dependant commercial or industrial uses.



One story masonry house with mediterranean details



Two-story masonry house in Spring Garden

walkways and passive green spaces to the extent possible.

North of NW 11th Street is Highland Park, a residential neighborhood distinguished by its significant concentration of frame vernacular single family homes dating from 1910s and 1920s. Few of its houses are elaborately ornamented, but its wood frame houses feature functional elements appropriate to the climate of the region, with porches, deep overhanging eaves, and layouts inviting cross-ventilation. The design of the neighborhood is of particular significance; Highland Park stretched long and narrow from NW 11th to 20th Streets, with blocks focusing on a series of centrally-located open spaces reminiscent of the neighborhood squares of Savannah, Georgia.

The neighborhood fell into decline as the decades wore on, and its original plan was interrupted with the construction in the late 1960s of an embanked highway severing the neighborhood at NW 14th Street. North of 14th the area was zoned Governmental/ Institutional to compliment the adjacent hospital-related uses, while the southern remnant was targeted for related high-density residential and office development. Construction of the Culmer Metrorail station at NW 11 Street reinforced this intent, but Highland Park failed to develop as anticipated. The area became one of speculative investment and deferred maintenance, with few homeowners and a transient renter population. Another result of the decline was the alteration of the characteristic features of many of its homes – porches enclosed, and floor plans subdivided by the creation of rental units. Preserved, however, were the neighborhood’s mature oak, banyan, and mahogany trees, as well as one of its original community greens – a mahogany-shaded circle at the



Spring Garden's tropical riverfront character

intersection of NW 13th Street and 8th Avenue.

The recent construction of new single family housing in the neighborhood has sparked interest in the preservation of Highland Park, and the Miami City Commission has issued a directive to rezone the neighborhood to lower density. A survey the neighborhood’s historic resources is under way; already a portion of the area has been found eligible for listing in the National Register of Historic Places. A neighborhood conservation district should be established to encourage restoration of the neighborhood’s historic housing and to ensure that alterations and new development in the neighborhood reflect the massing, siting, and articulation of existing structures.

Between the Spring Garden Historic District and Highland



Mature tree canopy in roundabout at NW 13th Street and NW 8th Avenue



Wood frame house with roof bracket details in Highland Park

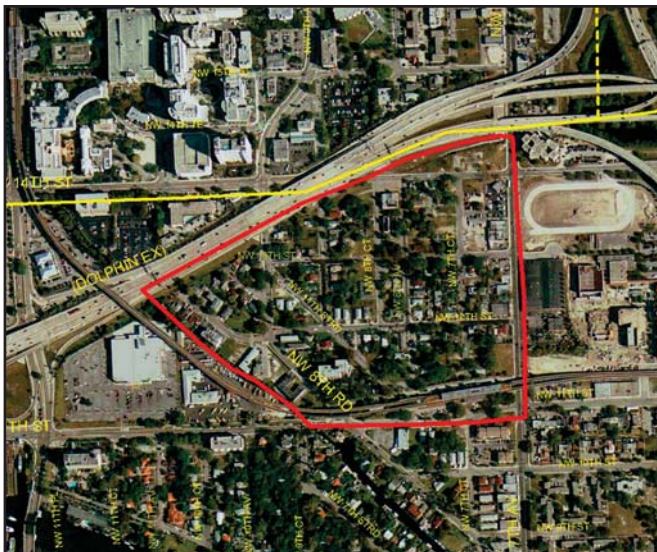


A potentially historic house in Highland Park that has been severely altered from its original layout

Park is a group of blocks forming a triangle; this area should be investigated for its potential to simultaneously 1) accommodate higher-density development taking advantage of the nearby Culmer Metrorail station and 2) compliment the adjacent historic neighborhoods of Spring Garden and Highland Park. Key factors in ensuring compatibility include location of parking, height and unit density of development, and treatment of project edges and entrances. In keeping with the open, eyes-on-the-street urbanism of Spring Garden and Highland Park, gates and high walls would be inappropriate, as would auto-oriented entry ways. All new development should respect the one- to two-story frame and masonry residential stock of these neighborhoods, with their rich and eclectic architectural character – including substantial concentrations of frame

vernacular, bungalow, and Mediterranean revival structures – and mature tree canopies, including oak hammocks and a generous assortment of gumbo limbo, mahoganies, royal poincianas, coconut palms and royal palms.

Central to this transitional area between the two neighborhoods is the Culmer Metrorail station. In keeping with Miami-Dade Transit’s policy of encouraging transit-oriented development at all Metrorail stations, it is anticipated that an RFP for public-private development will be released by the transit agency in the near future. Guidelines for development compatible in scale and character with the adjacent historic district should be developed prior to release of an RFP, and Miami-Dade transit should involve representatives of the City of Miami Planning Zoning Department, the Miami River Commission as well as residents of the Spring Garden and Highland Park neighborhoods in the project selection process.

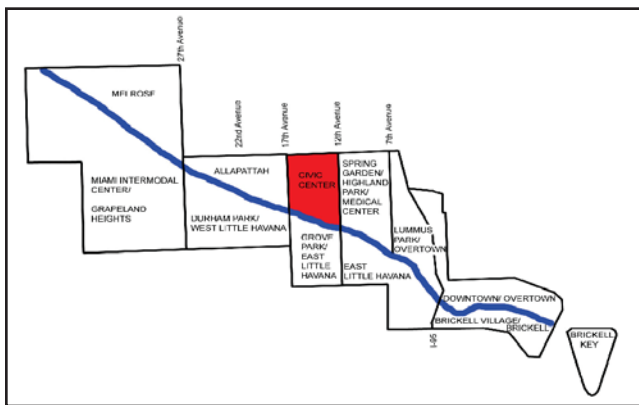


Highland Park Neighborhood Conservation District study area, outlined in red (22)

The Jackson Memorial and University of Miami Hospitals situated to the north of Highland Park, together with the Lindsay Hopkins Technical School, the Miami-Dade Community College Medical Campus, County Medical Examiner’s Office, and numerous other health-related institutions in the district, form a major employment center not only for the middle river but for the region. Secreting two historic structures that offer clues to the medical center’s past – Halissee Hall and the Alamo, the original Miami Hospital building – the complex is a labyrinthine warren of structures, streets, and pedestrian ways much in need of a master plan. Also in need of room to expand, the complex’s major institutions should partner to ensure that their growth does not negatively

impact the surrounding neighborhoods. The University of Miami has taken steps toward initiating such a partnership; its neighboring institutions should give the effort their full participation and carry it forward. Together, these entities could make strategic investments that would both improve their own environment – including access to and amenities for the Miami River, Wagner Creek, and the area’s parks – and the quality of life of their neighborhoods, including Highland Park, Spring Garden, Lummus Park, the Civic Center, and Allapattah.

CIVIC CENTER/ MEDICAL CENTER (12th Avenue to 17th Avenue, north bank)



This neighborhood was once home to the Miami Golf Links. The Miami Country Club, located at the river’s edge, lives on only in the subtlest of ways: a tiny residential subdivision called Golf View Park. Today, the Civic Center riverfront is zoned not for recreation but for an awkward trio of uses: mainly office, waterfront industrial, and a small section of medium-density multifamily residential.

Another significant chapter in the Civic Center neighborhood’s heritage is Merrill Stevens, the neighborhood’s sole industrial waterfront business – and Miami’s oldest such business. Merrill Stevens is a strong presence on the Civic Center waterfront and an important contributor to the region’s marine economy.

The remainder of the Civic Center’s waterfront, however, is less vital. An underutilized civic club on a substantial riverfront parcel lies adjacent to acres of surface parking lots, and a gated multifamily structure stands in the way of public access to the river. Consideration should be given to rezoning all non-waterfront industrial parcels along this segment of the Miami River for mixed use development encouraging water-dependent and related uses as well as restaurants, markets, and residential. Public access to the river should be maximized and amenities

provided so as to benefit the large employment and residential base of this district.

North of the riverfront, there are several distinct



Merrill Stevens- Miami’s oldest waterfront industrial business

“neighborhoods”: a cluster of government-owned court-related uses (including the State’s Attorney’s office and a County jail), a cluster of bail bondsmen’s offices (many located in converted single family homes, including several historic houses), a pair of hospitals (Cedars, a private hospital, and a Veteran’s Hospital and residential facility), and predominantly medium-density multifamily residential district distinguished by difficult circulation and lack of coherence and neighborhood identity. As in Spring Garden, Highland Park, and the Medical Center, Wagner Creek should be cleaned and made accessible to the public – both to neighborhood residents and to the neighborhood’s many workers – to the greatest extent possible.

A potentially significant redevelopment opportunity in the Civic Center neighborhood focuses on the Mahi Shrine site (24). Located on the riverfront with close proximity to the Civic Center’s court complex and public and private hospitals, this site also has excellent north-south transportation access via NW 12th and 17th Avenues. With the cooperation of Miami-Dade County, two County-owned surface parking lots located to the east of the Shrine site could be jointly developed in a public-private venture (25); such a partnership would result in creation of the Miami River’s largest waterfront development site. Commercial (including restaurants, cafes, bookstores, and shops), residential, office, and hotel uses could be linked to the water’s edge via a “Riverwalk”-type plaza and accessed both from the greenway as well as from the river itself.

The following page illustrates one of many development scenarios that could occur on the Mahi Shrine Site and the surface parking lots to the east.

MAHI SHRINE SITE

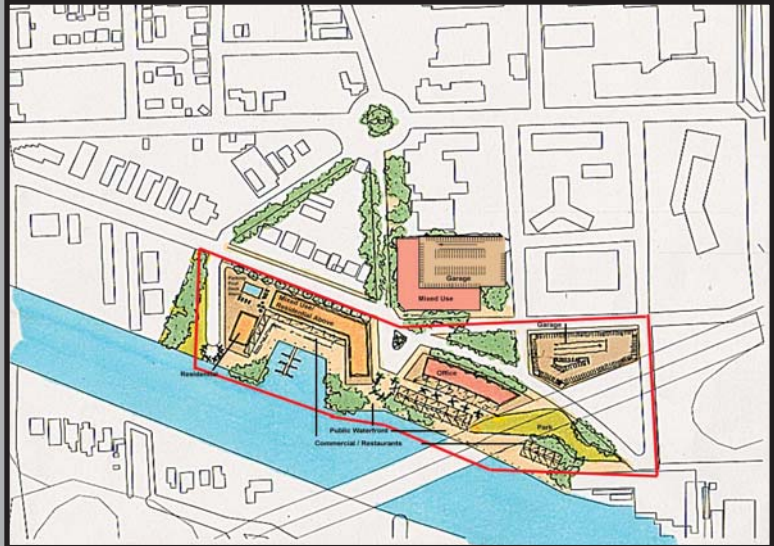
Redevelopment Case Study



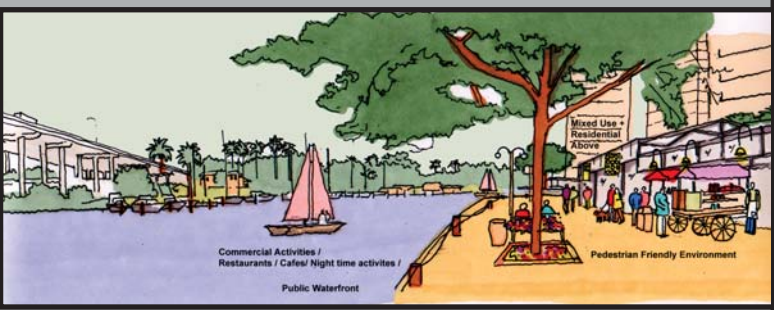
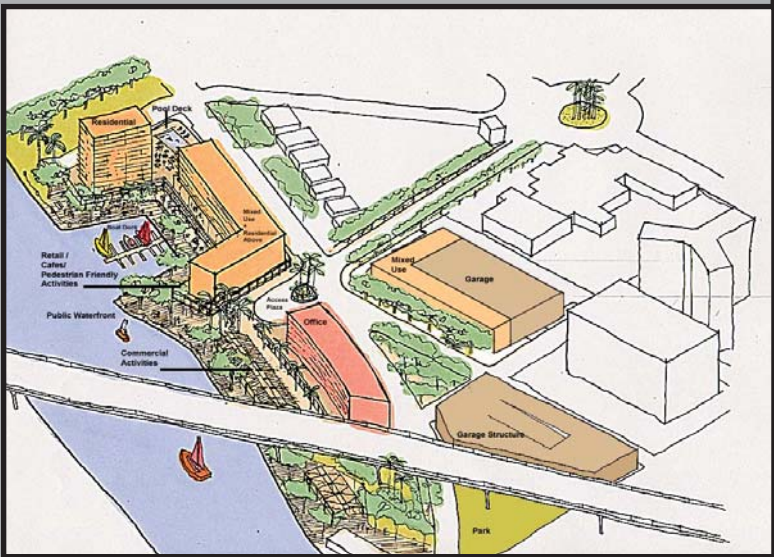
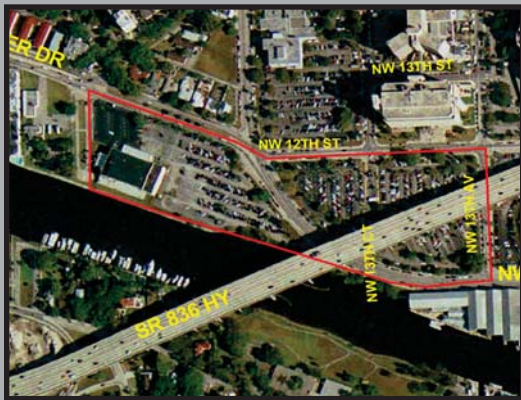
This Site was envisioned as the major mixed-use waterfront development in the middle river. Assembling the Mahi Shrine site with the publicly owned lands under then 836 overpass creates the single largest development opportunity on the Miami River. This site is within walking distance to the Judicial Center and University of Miami Jackson Memorial Medical Center.

The conceptual program includes residential units with a residential marina, ground floor retail, office space a parking garage off the river and a broad riverfront promenade incorporating cafes and vendors.

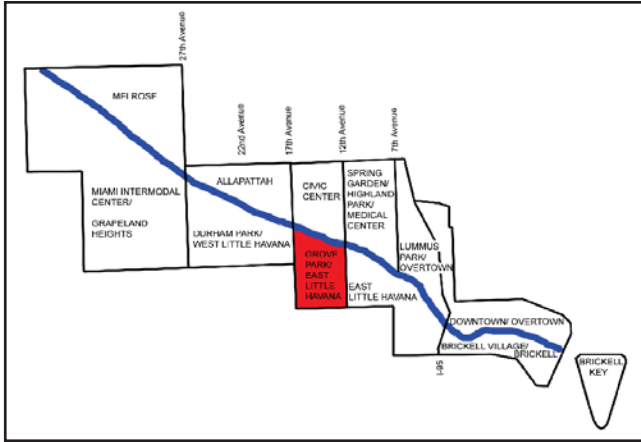
REDEVELOPMENT CONCEPT



EXISTING CONDITIONS



GROVE PARK/ EAST LITTLE HAVANA (12th Avenue to 17th Avenue, south bank)



Allowable waterfront uses in the Grove Park/East Little Havana neighborhood are waterfront industrial, single family residential, and high-density multifamily residential. Waterfront industrial comprises just a small portion of the neighborhood’s riverfront; as in the Civic Center/ Medical Center neighborhood the user is Merrill Stevens.

The area zoned for high-density residential is occupied by a high-rise public elderly housing facility with a beautiful but underutilized riverfront green space. With the sensitivity of this use in mind, creative means of increasing public access to this site – bringing the planned greenway to the river’s edge and perhaps ultimately incorporating a portion into the public park system – should be investigated. To the west of this site lies the Grove Park neighborhood, which has been determined eligible for listing in the National Register



Underutilized riverfront green space at the public elderly housing facility (23)



Orange Bowl (26)

of Historic Places. Consisting of one- and two-story single-family homes, Grove Park, like Spring Garden and Highland Park, has strong assets in its distinct neighborhood character, clear boundaries, and intimate scale. National Register listing should be pursued, along with local designation, so as to protect against inappropriate alternations (including demolition).

The remainder of the Grove Park/East Little Havana neighborhood has a residential character much in keeping with East Little Havana east of 12th Avenue – a blend of historic and non-historic housing, varied physical conditions and historic integrity, and active street life. This area is considerably larger than East Little Havana east of 12th Avenue, and lacks somewhat its intimate sense of enclosure, but this neighborhood is known to contain some of Miami’s finest bungalows. It, too, should be surveyed for potential historic resources and, where eligible sites are identified, designated. Dominating this portion of East Little Havana is a landmark known across the nation through its association with college



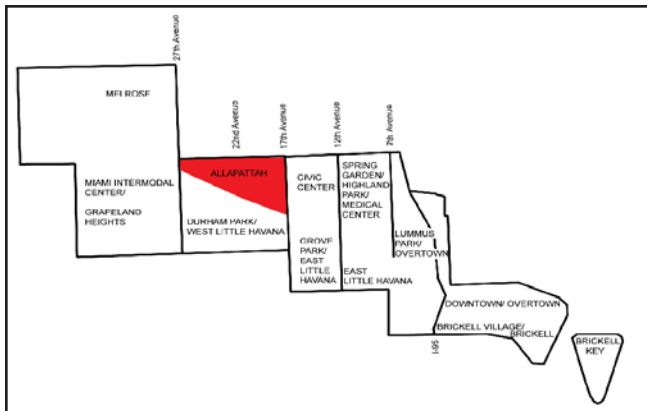
Grove Park Neighborhood eligible for the National Register of Historic Places (27)

football: the Orange Bowl. Scheduled for \$16 million of bond-funded improvements, the Orange Bowl is greatly underutilized. This site needs to be studied as a community resource and an asset to the river. Access to the stadium is good – and slated to improve, should the presently un-funded East-West Metrorail expansion bring a station directly into the site – and although the Orange Bowl is distant from other activity centers and surrounded by low- to medium-density residential uses, several avenues of potential improvement bear investigation.

NW 7th Street, presently zoned for office use, provides one link to the river that will be activated through construction of the planned greenway and could be enlivened further through a broadening of allowable uses. In particular, incorporating mixed use development into the Orange Bowl site itself should be considered as a means of generating activity on the approximately 330 days a year that the Orange Bowl is not in use. Another connector to the river is NW 17th Avenue. While residential on the south side of the river, this corridor hosts a vital neighborhood-oriented commercial district immediately north of the river and is adjacent to the Civic and Medical Centers. With trolley or other transit service, this link could allow for additional options for before- or after-game eating and entertainment.

Both pedestrian and transit access from the Orange Bowl to the river and Civic/Medical Centers should be explored. A park-and-ride facility at the Orange Bowl could help to relieve traffic congestion on the north side of the river and reduce the illegal parking in the residential neighborhoods of Spring Garden and Highland Park.

ALLAPATTAH (17th Avenue to 27th Avenue, north bank)



Allapattah is said to take its name from a Seminole Indian word meaning alligator; indeed, until Miami’s building boom of the 1920s Allapattah remained largely a place of floods and farms. Today, the neighborhood retains a strong link to its agricultural past, with numerous produce and flower markets flourishing along its main street, NW 17th Avenue. A thriving wholesale and retail clothing district on NW 20th Street brings thousands of shoppers to Allapattah daily, and the large and well-programmed Curtis Park (including the river’s only public boat ramp) and neighboring community



Curtis Park- the home of the only public boat ramp on the Miami River

center provide activities and social services for Allapattah’s young and elderly populations – and everybody in-between. The Allapattah neighborhood’s waterfront is zoned for waterfront industrial, park, and residential use, with residential intensities including from duplex, medium-density multifamily, and high-density multifamily and is the home to thriving marinas and two of the largest yacht basins on the river. The appropriateness of high density residential located directly on the river is



Hurricane Cove- a commercial marina in Allapattah

highly questionable and should be reconsidered. Likewise, lower density residential development may not be the most appropriate use of this neighborhood's Miami River frontage.

Waterfront development in Allapattah, particularly near the NW 17th Avenue commercial corridor and the potential Mahi Shrine redevelopment site east of 17th, should be oriented toward low- to medium-density mixed use (not exceeding the existing intensity of NW 17th Avenue), allowing the neighborhood flower and produce markets of NW 17th Avenue to be brought to the river. With a potential cross-river link to the Orange Bowl and to Sewell Park (see next section), riverfront development also should require public access to the water's edge. As throughout the river corridor west of I-95, Allapattah's waterfront industrial zoning should be maintained.

Residential Allapattah is predominantly low in density, with older single family homes and newer duplexes interspersed. Much of the neighborhood lacks curb and gutter improvements, which, combined with an abundance of cars has led to the deterioration of swale areas. A proliferation of overhead wires adds to the unsightliness of the public right-of-way, and low-hanging cross-street connections from utility pole to residence provide hazards. Housing



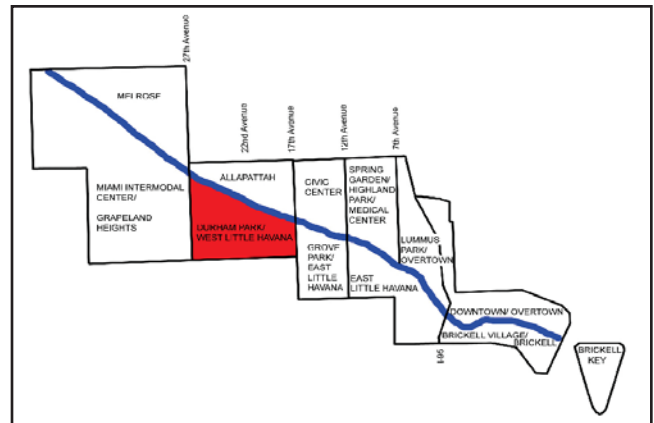
Existing 'superblock' housing development- An Infill housing opportunity (28)

conditions vary, with many homes quite well-maintained. One notable exception to Allapattah's generally solid residential fabric is a privately-owned affordable housing complex consisting of seven mid-rise buildings spread across fourteen acres – a typical example of the superblock approach to housing of earlier decades. Though well-maintained, this development is out of context with its surroundings and unnecessarily interrupts the neighborhood's urban street grid. In the event that the site is redeveloped, a more urbanistically

appropriate site plan should be developed. It should be possible to redevelop this site at a higher density while better preserving the character and context of the neighborhood.

NW 17th Avenue, in addition to being a vital business corridor, contains a number of potentially historic commercial structures dating from the 1930s through 1950s. A survey of historic resources should be conducted with the intent to identify and designate historic sites, giving particular attention to the identification of sites eligible for listing in the National Register that might benefit from the tax incentives associated with National Register designation.

DURHAM PARK/ WEST LITTLE HAVANA (17th Avenue to 27th Avenue, south bank)



Allowable uses along the Durham Park waterfront including the south fork of the river are conservation, restricted commercial, waterfront industrial, and residential, with intensities including single family, duplex, medium-density multifamily, and high-density multifamily. The neighborhood contains four direct conflicts* between residential and industrial zoning; as further evidence of its troubled land use situation, the future land use designations of one waterfront industrial parcel in the neighborhood have been changed to residential in response to property owner requests within the past two years, resulting in a net loss of waterfront industrial property.

Additional factors, including circulation impediments related to the south fork of the river and S.R. 836, unusually inaccessible parks, and a low level of neighborhood organization make this area difficult to plan for. Follow-up study and work with property owners and residents is strongly recommended.

Despite these difficulties, the Durham Park/West Little Havana



Need for improved boat access at Sewell Park (29)

neighborhood has several strong assets that should be central to any follow-up planning effort for this area. Among them is Sewell Park – one of the City of Miami’s most beautiful, historic, and environmentally significant parks. Presently inaccessible from the water (its one boat slip has become unusable) and nearly inaccessible by land. The potential exists to provide kayak and canoes available at the slip to view the unique geological ridge and caves. This park warrants careful attention. Another asset is the former Florida Yacht Basin site (30), a marine industrial site with deep-water slips and the potential to compliment the planned Watson Island mega-yacht marina as a mega-yacht servicing facility. This site is one of only a few with the physical infrastructure and geographic proximity to Watson Island to serve this purpose. This is consistent with the City of Miami Comprehensive plan which encourages the establishment and maintenance of water-dependent and water-related uses along the banks of the Miami River. Also of significance is the opportunity to develop educational facilities for the marine trades, of which there presently are none within the Miami River corridor. An incentive program targeting education and job creation should be explored, along with a potential affiliation between Miami-Dade Public Schools to provide maritime vocational training.

The following page illustrates one of many development scenarios that could occur on the Florida Yacht Basin Site.

FLORIDA YACHT BASIN

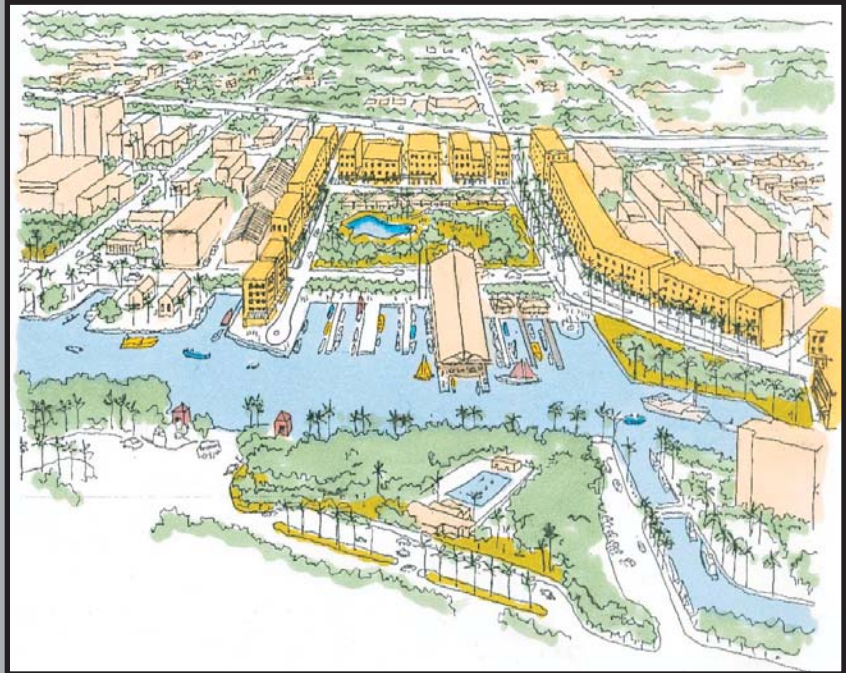
Redevelopment Case Study



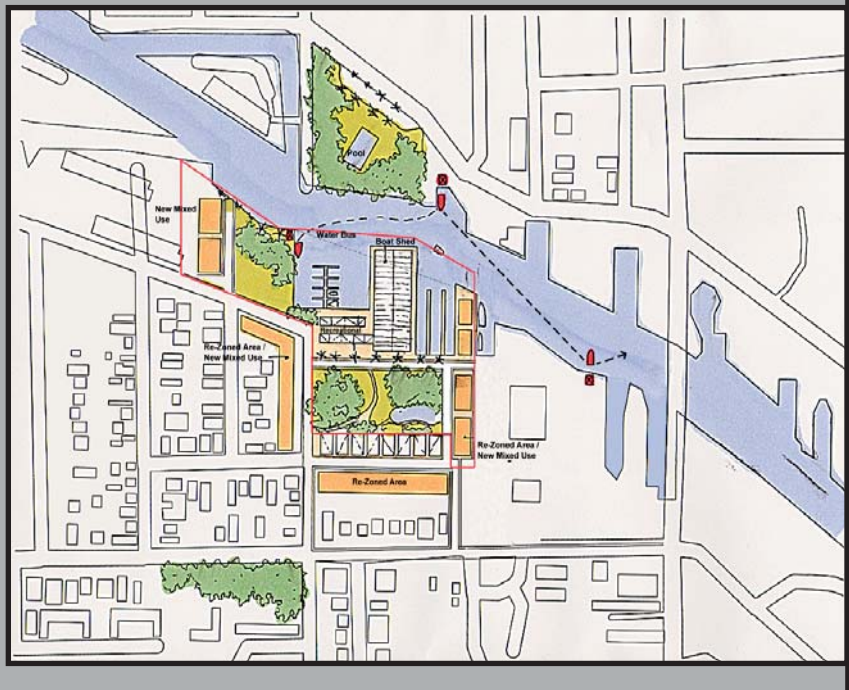
The concept for this site is a Mega-Yacht repair and mooring facility along the waterfront and residential community along southwest side of the site. A neighborhood park would serve as the buffer between the residential and the mega-yacht facility. This mixed income mid-rise community would have water views and access as well as a centrally located neighborhood park, and small retail and restaurants.

The conceptual program includes waterfront marine industrial buffered by a neighborhood greenspace and residential and neighborhood scale ground floor retail south.

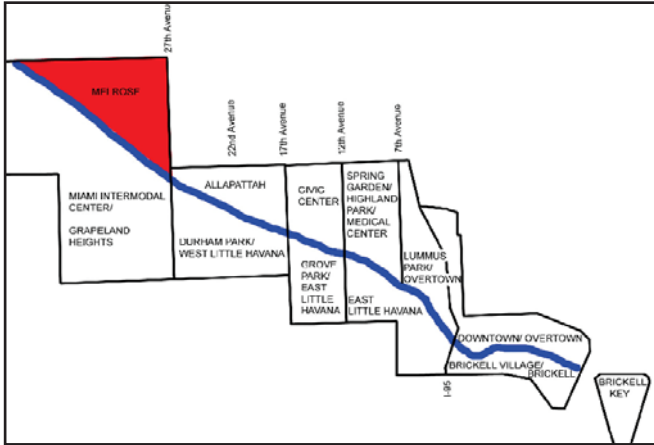
REDEVELOPMENT CONCEPT



EXISTING CONDITIONS



MELROSE (27th to 32nd Avenue, north bank)



Situated just west of the Miami city limits in unincorporated Miami-Dade County, wedge-shaped Melrose has a residential character similar to that of Allapattah and a sharply distinctive industrial waterfront. Framed by NW 36th Street, NW 27th Avenue, and the Miami River, Melrose’s commercial corridors feature auto-related businesses, hardware stores, and salvage warehouses while shipping terminals, and scrap-metal yards, line its industrial North River Drive.

Melrose is slated to be home to a temporary staging site for material dredged from the river for the duration of the upcoming dredging effort; the site presently is a parking lot opposite the area’s Jai-Alai arena (31). It has been proposed that the site be converted to park use following the dredging; consideration should also be given to reuse of the site as a mixed-use (residential, office, and retail)



An area of the Melrose Neighborhood that if rezoned commercial would provide a buffer between industrial and residential uses (32)



Pedestrian paths, lighting and landscaping along a light rail line in San Diego

complex. Another opportunity to expand neighborhood-oriented commercial and office uses while providing a buffer between incompatible residential and industrial uses would be the extension of commercial zoning along 32nd Avenue between NW 30th Street and North River Drive. It has been observed that Melrose’s North River Drive is not



Water-related industrial overlay district study zone, outlined in red (33)

aesthetically pleasing. Existing uses along North River Drive include industrial businesses, which are not water oriented. A potential solution to the former issue would be a combination of landscaping and decorative screening along North River Drive to soften the edge between the corridor’s shipping terminals and passers-by (34). Landscaping in this area would be subject to criteria to address the operational issues of the marine businesses such as sight line triangles for vehicles turning onto and from



Upper river waterfront industrial overlay district study zone, outlined in red (35)

North River Drive. We can look to communities such as San Diego, California which have claimed narrow easements along railroad corridors for landscaping and pedestrian facilities. Establishment of a landscape easement to allow use of a portion of the CSX railroad right-of-way should be pursued in addition to increased efforts to clean up and maintain the both the public right-of-way and the CSX right-of-way. The latter issue may be addressed by establishing a zoning district exclusively for marine industrial/water dependent and/or water related uses, such as cargo shipping terminals and boat repair yards. Such a “district” should incorporate design guidelines to insure that future development is compatible and of a scale appropriate to the surrounding neighborhood.

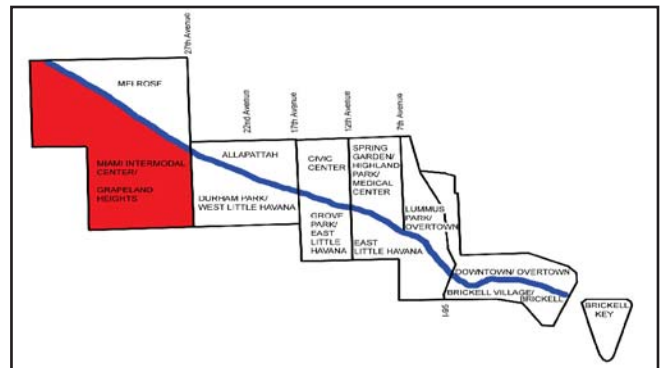
Unlike those of the City of Miami, Miami-Dade County’s zoning classifications do not include a district



The Upper river- the commercial and marine industrial hub of the Miami River

exclusively allowing marine industrial uses. The absence of such a designation creates a clear risk to the sustainability of the marine industry along the Miami River, the economic benefits of which are of special and substantial public interest. In view of the importance of the marine industry to the local economy and the limited area suitable and available for such activities, primary water-dependant uses should be maintained along Melrose’s riverfront and other uses including limited office and commercial should be allowed as accessory uses only. The effect of a marine industrial/water dependent and/or water related district would be to protect the working river from encroachment by non-water dependant industrial uses.

GRAPELAND HEIGHTS/ MIAMI INTERMODAL CENTER (27th to 32nd Avenue, south bank)



The Miami-Dade County Board of County Commissioners established the Melrose Task Force in 2001. The task force was charged with: identifying financial and support resources to address code enforcement violations; reviewing the community zoning and code enforcement regulations; developing recommendations and strategies to develop a homebuyer assistance program; and reviewing and making recommendations regarding the county’s Amnesty Ordinance on conditions and application for the Melrose area. The task force is in the final phase of completing its work, however, at this time, the Melrose Task Force Report is not final. The task force has identified and formulated recommendations to enhance a systematic approach to code enforcement, residential quality of life and business enhancement issues for the Melrose area

The Grapeland Heights/Miami Intermodal Center neighborhood straddles the Miami/Miami-Dade County boundary, with only a small portion of this district’s waterfront lying within the City of Miami. Zoned for liberal commercial use, this City-controlled portion of the riverfront may be more appropriate for mixed-use development oriented toward celebrating and enhancing the historic and archeological

Miami River Rapids Park site. The potential benefits and drawbacks of re-routing an existing roadway along the water's edge through this area also should be considered.

The unincorporated portion of the Grapeland Heights/MIC waterfront is presently zoned for industrial use; as with Melrose's waterfront, water-dependent industrial zoning should be implemented so as to restrict allowable uses to those requiring a riverfront location. The area's two greatest assets are its riverfront shipping businesses and its proximity to Miami International Airport and the planned intermodal center.



MIC core and car rental facility (36)

The MIC is to become the major regional transportation hub linking Metrorail, Metromover, Tri-Rail, Amtrak, buses, water buses, taxis, and private automobiles. Two proposed river crossings associated with the development of this hub – a rail connector between the Earlington Heights Metrorail station and the Miami Intermodal Center (MIC) and a bridge to the MIC – have generated strong opposition from the Miami River shipping industry, as these crossings could take as much as 2400 linear feet of riverfront property out of use. The Federal Navigable Channel requires fixed bridges to be at a height of 75 feet. Fixed bridges less than 75 feet high would effectively



Potential recreation activities around Palmer Lake (38)

shorten the Federal Navigable Channel, which is opposed by the maritime industry. Essential to this plan's vision of the Miami River are both a vital shipping industry and a functional, well-integrated multimodal transportation system. Every effort must be made to identify a mutually beneficial resolution of this conflict-in-the-making. Careful consideration must be given to both high-span and tunnel options, along with careful weighing of the relative benefits of improved transportation versus preservation of property associated with a major port facility. The triangular "MIC-associated development area" (37) located between the Miami River and the MIC core has tremendous potential to serve both the MIC and the river. In order to best realized this potential, a master plan for the area should be developed with the participation of County and City planners, the Miami River Commission, and the transportation agencies participating in the MIC development.

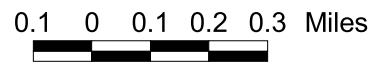
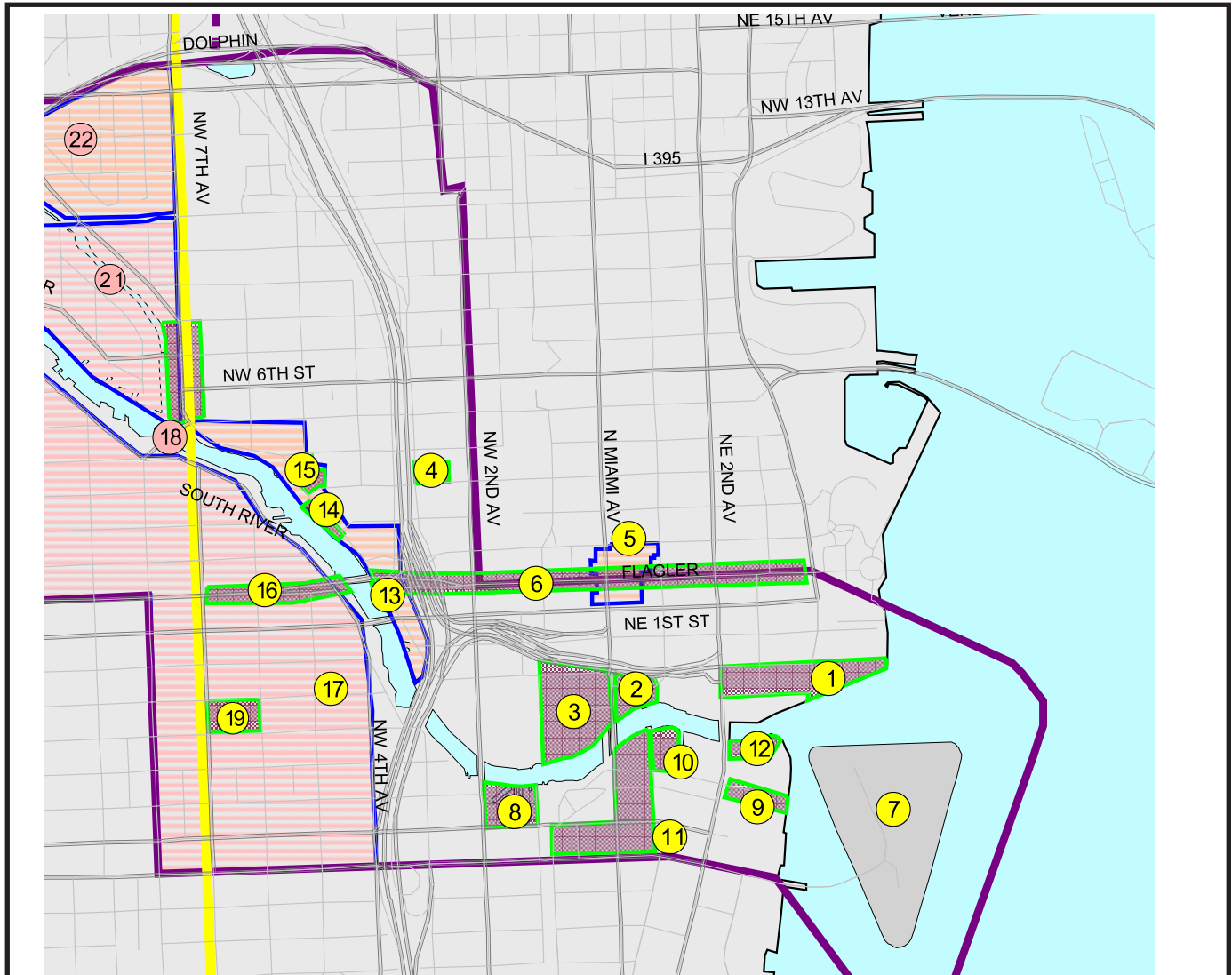
At the center of the MIC-associated development area along the Miami River is Palmer Lake, proposed by the Miami River Greenway Master Plan to serve as a focal point of the upper river greenway. Currently in private ownership, the property around the lake should be acquired and improved as outlined in the greenway plan. The lake and greenway would provide a significant public amenity to the MIC, upper river industrial district, and surrounding residential neighborhoods, providing a natural place of repose for visitors and area employees and residents. Uses in the surrounding area could include river-related commercial activities, as well as transportation-related uses, office, commercial, hotel, retail, and restaurants. A master plan reflecting the consensus of all potential users of the district is essential to the orderly development of the area.



The Rio Miami in tow along the Miami River





The maps on the following three pages refer to the numbered sections throughout the Vision for the River text and numbered picture captions.

MIDDLE RIVER/ LOWER RIVER



URBAN INFILL SITES

LEGEND

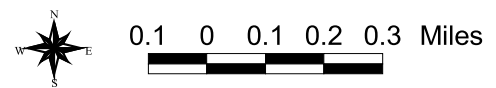
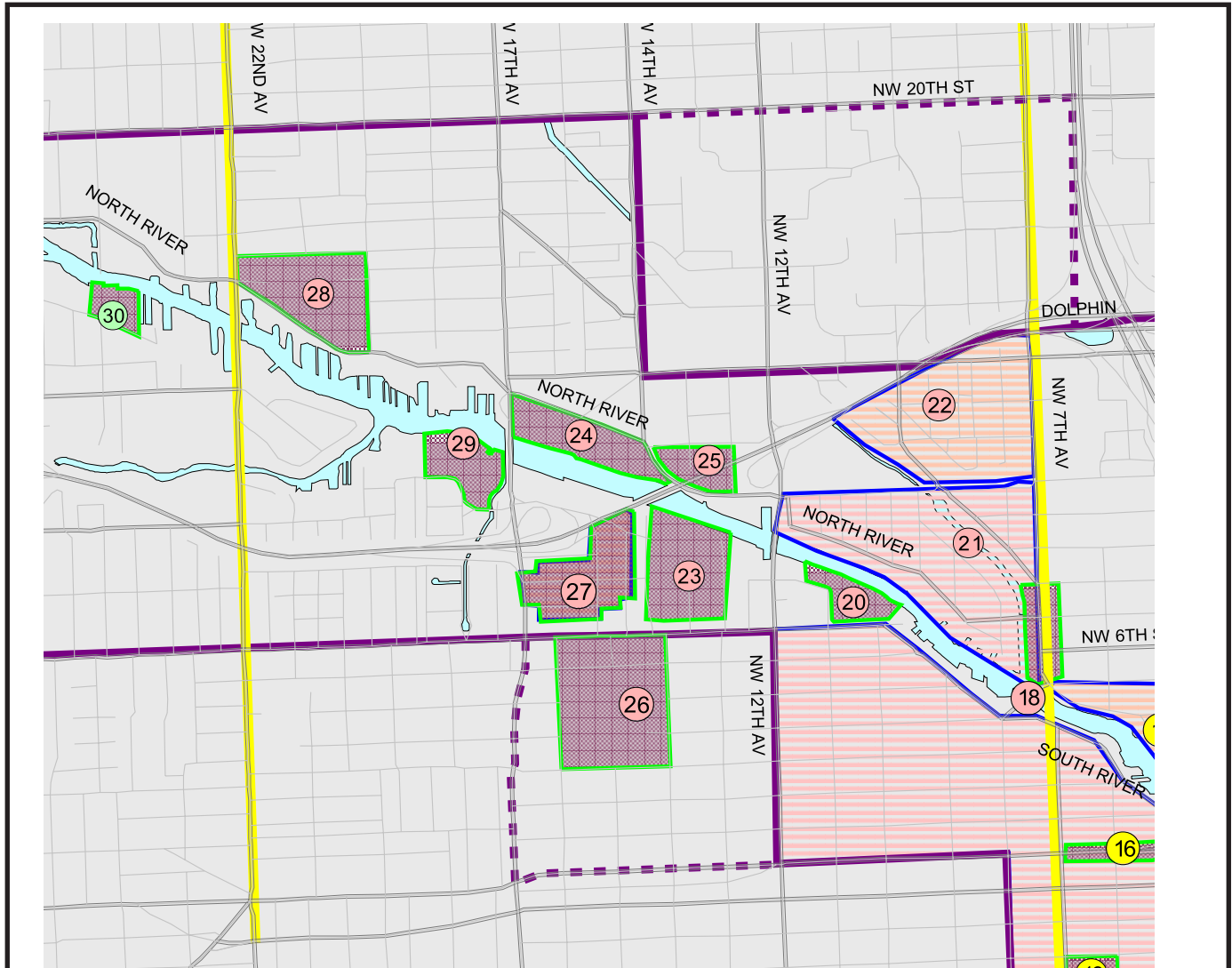
-  Urban Infill Sites
-  Proposed Conservation Districts
-  Proposed Urban Infill Plan Geographic Boundary
-  Major Streets and Highways

LOWER RIVER

- 1. Miami One
- 2. One Riverview Square
- 3. Development Opportunity
- 4. Charter School
- 5. Downtown-Proposed Historic District
- 6. Flagler Street-Two way
- 7. Brickell Key
- 8. Brickell Shipyards
- 9. Brickell Park
- 10. Brickell on the River
- 11. Mary Brickell Village
- 12. Miami Circle-Greenway Connection
- 13. Lummus Park-Proposed Conservation District
- 14. Lummus Landing
- 15. Scottish Rite Temple-Adaptive Reuse Case Study
- 16. Flagler Streetscape Extension into East Little Havana
- 17. East Little Havana Proposed Conservation District
- 18. 5th Street Bridge
- 19. Ada Merrit School

UPPER RIVER/ MIDDLE RIVER

MIDDLE RIVER/ LOWER RIVER





URBAN INFILL SITES

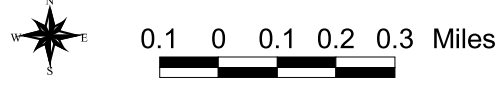
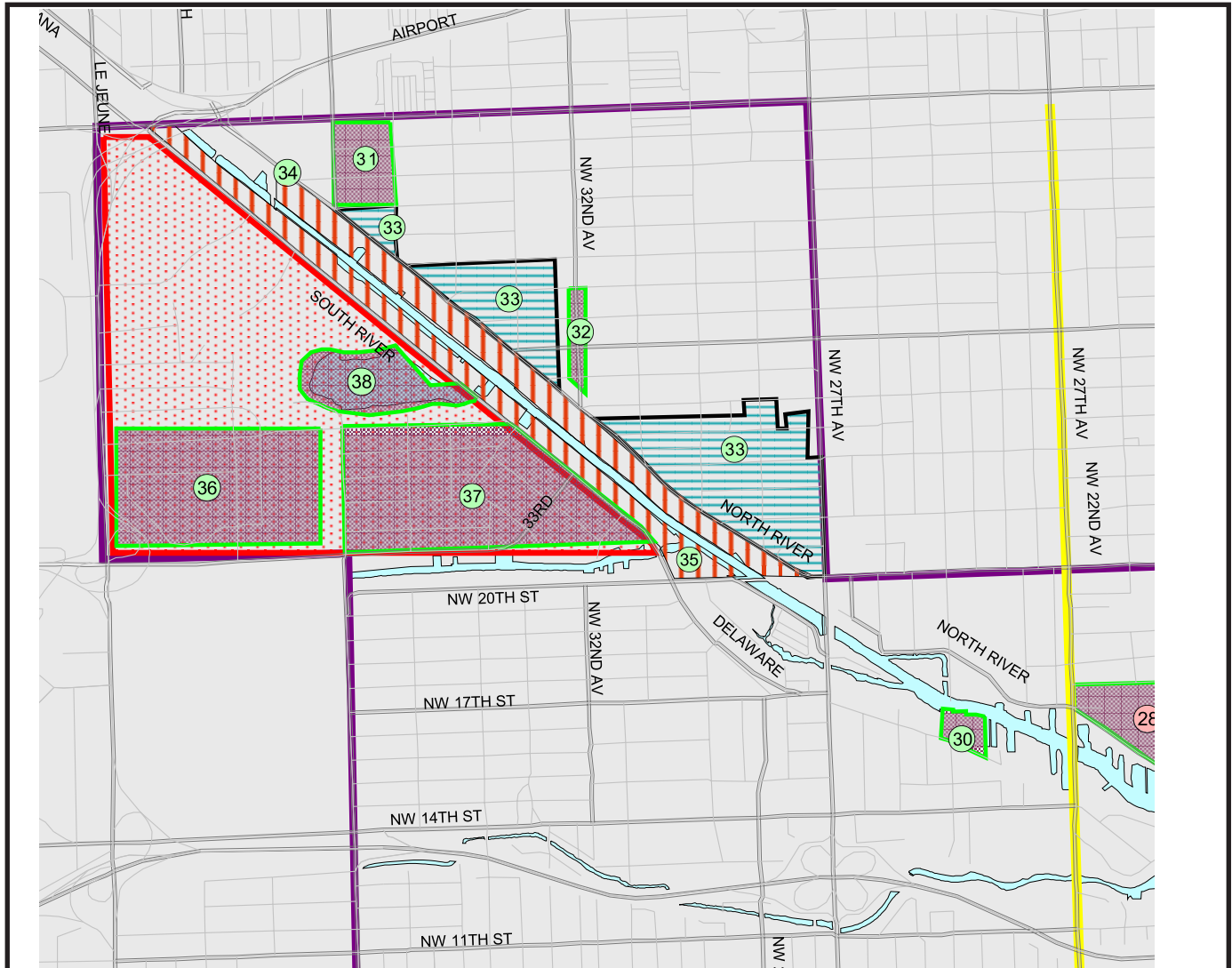
MIDDLE RIVER

- 20. Miami News
- 21. Spring Garden Proposed Conservation District
- 22. Highland Park-Potential Conservation District
- 23. River Front Access Opportunity/Park
- 24. Mahi Shrine Site
- 25. Redevelopment Opportunity
- 26. Orange Bowl
- 27. Grove Park-Potential Conservation District
- 28. Infill Housing Opportunity
- 29. Improved Boat Access and Land Access at Sewell Park








LEGEND

-  Urban Infill Sites
-  Proposed Conservation Districts
-  Proposed Urban Infill Plan Geographic Boundary
-  Major Streets and Highways

UPPER RIVER/ MIDDLE RIVER



LEGEND

-  Urban Infill Sites
-  Overall MIC Boundary
-  Proposed Water Front Overlay District
-  Proposed Water Related Industrial District
-  Proposed Urban Infill Plan Geographic Boundary
-  Aesthetic Improvements
-  Major Streets and Highways

URBAN INFILL SITES

- UPPER RIVER**
- 30. Florida Yacht Basin**
 - 31. Temporary Dredge Drying Site**
 - 32. Extend Commercial Zoning**
 - 33. Proposed Water Related Industrial Overlay District**
 - 34. Aesthetic Improvements**
 - 35. Proposed Upper River Water Front Industrial Overlay District**
 - 36. MIC Core and Car Rental Facility**
 - 37. Potential Associated MIC Development**
 - 38. Recreation Around Lake**

INTRODUCTION

This section of the plan provides recommendations for stimulating private sector investment in the Miami River Corridor. In order for the tremendous untapped value of the Miami River corridor to be realized, both the public and private sectors must demonstrate civic leadership, a cooperative spirit, and a willingness to invest financially in standard-setting developments and infrastructure improvements. While no two rivers and no two cities are alike, it is still useful to remember that in dozens of cities around the nation this combination of leadership, cooperation, and confidence in the economic value of a river to its community has produced notable results in cities such as: Chattanooga Tennessee, Chicago Illinois, and Providence Rhode Island.

These key ingredients appear to be falling into place today in the Miami River corridor. In particular, the creation and adoption of the Miami River Greenway Master Plan, the funding of the dredging of the Miami River, Operation Riverwalk and the development of the State's Miami Intermodal Center at the head of the river indicate that the residents and leaders of Miami and Miami-Dade County and the State of Florida believe the time is right for bold steps toward improvement. Together, these actions represent a significant public investment.

Many challenges lie ahead. The once strong position of the Miami River's marine industries has eroded through competition from other land uses. The river's neighborhoods show signs of having suffered sustained disinvestment and physical deterioration. Circulation throughout the Miami River corridor is difficult for pedestrians and drivers alike, and mass transit options are limited. The built fabric of the river corridor has in many locations been disturbed by way of inappropriately-scaled and poorly integrated new development. Overall, the level of design quality of public spaces and buildings is very poor.

MARITIME COMMERCE

While the full impact of the greenway, dredging, and intermodal center will take years to be realized, these investments are already beginning to become apparent – and will become dramatically more so within the next year, by which time dredging will be well under way and greenway construction moving forward as well.

While the scope of this Urban Infill & Redevelopment Plan does not include a detailed economic analysis, several economic factors and trends – with distinct physical and social implications – have been observed during the planning process. As property values have increased, smaller commercial enterprises and marine businesses have sold to higher value high density residential

developers, especially in proximity to Downtown Miami. With the decline of some of the river's marine industries, particularly its fishing-related operations, the character of the river has begun to become increasingly "generic." Still not fully known are the potential security-related impacts that the 9/11 bombings will have on the river's shipping industry and marine traffic. On June 21st, the Miami River Marine Group, the shipping industry's private port cooperative, was awarded a federal Port Security grant to conduct a risk assessment of the river's marine terminals. Security consultants have been contracted to complete the scope of work by the first week in August of 2002. The completed risk assessment will qualify the Miami River for an additional round of federal funding to construct recommended security devices and to implement plans that come forward in the final report.

Other factors and trends appear more promising, but also may bring unwanted consequences. The river today serves twice the number of Caribbean ports as it did in 1990, while cargo tonnage has doubled and employment has tripled. The Caribbean Basin Trade Initiative may bring further benefits to the river's shippers. The establishment of a mega-yacht marina facility on Watson Island will provide an increased need for marine service facilities and the existing river businesses will expand. As Miami Beach and the city's bayfront have become saturated with development, the river is emerging as desirable address; however, ensuring the orderly development of the river and limiting the negative impacts of gentrification remain very real challenges.

In many respects, the opportunities and challenges of the Miami River corridor are the same as those of any City or County district experiencing revitalization. New development is bringing new residents and workers to the river corridor, often resulting in increased civic activity, but sometimes also arousing the displeasure of the area's more long-standing businesses and residents. The assembly of large development parcels is changing the fabric of the corridor.

The key distinction between other revitalization districts and the Miami River corridor is the river itself – as stated in the Miami River Commission's 2001 Economic Report's Executive Summary. Both as an amenity and as an economic resource, the river defines its territory, providing lovely views and cooling breezes but also the marine industry provided \$30 million in local government taxes and \$35 million in annual payroll, with an average salary of \$30,000 per job. The Miami River is Florida's fourth largest port, producing \$4 billion in annual cargo volume as of 2001. And as the region's only shallow draft

port, trade is projected to increase as markets expand within the Caribbean basin and Latin America.

In light of the marine industry's positive economic impacts to our community strengthening support of the Miami River's marine industries is necessary. Planned projects such as dredging the river and replacing traffic-impeding bridges will allow greater ease of navigation resulting in increased volume of shipping and cargo handling business. Consideration should be given to supporting these investments by promoting the establishment of a state-of-the-art riverside facility to provide centralized customs. Additional means of providing marine industry support could include assisting in the establishment of a centralized freight warehouse and consolidation facility as well as marine training and educational facilities on the river.

Because the Miami River is not only a working river but also a river of residential neighborhoods, conflicts between uses periodically arise. Marine commercial and industrial uses are protected within the boundaries of the City of Miami by way of a special zoning classification requiring water-dependent primary use. However, many of the areas zoned for "waterfront industrial" use are located adjacent to or proximate to residential districts; some can be accessed only by way of residential streets. Meanwhile, a strong residential market combined with deep subsidies for affordable housing development have tipped the economic scales against marine uses. It is essential that both the public and private sectors seek to preserve the working river through diligent and creative efforts. Local government must make every effort to maintain the limited supply of waterfront industrial-zoned land, even giving consideration to rezoning adjacent residential parcels for water-related or other more compatible use. Simultaneously, the marine industry must be proactive in acquiring and "banking" waterfront industrial-zoned land, in attracting new marine businesses to the river, in seeking subsidies for establishing and expanding marine businesses, and in working in partnership with the city and county administrations and residential neighborhoods to develop mutually acceptable solutions to land use conflicts.

Playing a smaller but still critical role in the river economy are the marine repair, service, and equipment businesses that support both the shipping and recreational boating markets. The direct economic impact of the mega yachts repair and maintenance at boatyards in the tri-county areas in 1998 was \$199 million. The development of a mega-yacht facility on Watson Island should increase demand for such services. The development of additional mega yacht marinas should be supported so as to encourage the expansion of the recreational

boat services market, thereby capturing a greater portion of this major industry.

REDEVELOPMENT TOOLS

Ultimately, additional detailed analysis will be required before a comprehensive program of economic development strategies can be established for the Miami River corridor. However several tools appear to be particularly appropriate for closer investigation. The economic development tools shown here are designed to encourage investment in the river corridor by providing financial incentives directly to private developments and by providing investment in the public facilities including roads and greenways that surround the potential redevelopment opportunities.

Brownfields Pilot Program: A major obstacle to development in inner city areas is the perceived or actual contamination of sites otherwise suited for redevelopment. This, on top of other barriers relating to land cost and regulatory issues, has limited inner city business revitalization, because "greenfields" outside of the city, are more economically attractive than the inner city "brownfields" sites. Following national programs, the City of Miami's brownfields pilot program redresses the imbalance by providing funds to assist with environmental assessments and achieve productive re-use of formerly contaminated property for commercial and residential development and job creation, thereby stimulating private investment in distressed sectors. The initiative extends to the Miami River where there are many abandoned and underutilized riverfront properties.

Brownfields Tax Incentive: Within such designated areas along the River, the federal government allows businesses to deduct the cost of environmental clean up of contaminated or hazardous materials.

Business and Private Property Improvement Programs: Provided a funding source is identified, possibly through the creation of a TIF District or an allocation from local community development block grants, local governments could provide low cost loans or matching grants to property owners for a variety of improvements, particularly façade improvements, storm water retrofitting and shoreline stabilization.

Developmental Impact Fee Exemptions: Both the City of Miami and Miami-Dade County provide exemptions from Developmental Impact Fees to certain developments. In the City, exemptions apply for all new single family residential

construction, duplex and multi-family housing for low and/or moderate income residents or those located within a designated community development target area.

Empowerment Zone Tax Exempt Bond Financing: Within that portion of the federally designated Empowerment Zone that adjoins the River in the Allapattah and East Little Havana neighborhoods, special tax exempt financing, outside the state volume cap, is available at below market interest rates for large-scale business expansion and job creation projects.

Empowerment Zone Revolving Loans: This program provides easier access to capital and affordable financing to small and minority-owned businesses that do not qualify for standard credit criteria. Loans range from \$10,000 to \$250,000 and must be used for general business purposes, excluding real estate.

Enterprise Zone Property Tax Abatement and Exemptions: This mechanism would allow qualifying businesses that move into or expand within the state designated Enterprise Zone along the river to seek an exemption or abatement of property taxes. Exemptions granted by the City would be of limited duration, up to 10 years, and would be based on the number of jobs created and other factors. The City of Miami is finalizing the enabling legislation for the grant of exemptions and the criteria for award. In Miami-Dade County, up to 100% of County property taxes may be abated for up to 5 years for a company moving into or expanding within the Zone, provided it creates 5 or more jobs.

Historic Rehabilitation Tax Credit: Any income-producing property listed in the National Register of Historic Places could qualify for this tax credit, which provides a financial incentive for restoration and adaptive reuse of historic structures in accordance with the Secretary of Interior's Standards for Rehabilitation. There are National Register-listed properties within the Miami River corridor, and designation of National Register Historic Districts encompassing portions of Downtown and Lummus Park is under way.

Jobs Training: The City, County and State are all involved in various types of job training programs. An incoming development near downtown Miami has promised to establish a permanent training center for marine trades. Further analysis should be given to identify additional training opportunities and incentives to shore up marine-related industries on the River.

Land-Use and Zoning Regulations: As discussed in greater detail elsewhere in this Plan, the creation, application, and/or enforcement of appropriate zoning and land use regulations are excellent tools to help protect or stabilize struggling business corridors and neighborhoods,

Permit Facilitation: The complex regulatory framework that exists within the Miami River Corridor is generally recognized as an obstacle to private development. With multiple Federal, State, City and County agencies responsible for issuing different permits, the neophyte developer or business owner is faced with an unfamiliar and uncoordinated process. While every agency with jurisdiction over the Miami River plays a vital role, a single point of contact is needed to assist in expediting the process. A new staff position at the Miami River Commission is envisioned to assist the private sector with permitting by providing contact information, arranging meetings with the appropriate agencies and generally assisting in the permitting phase of development and redevelopment. The creation of an "urban design center," initially for the river corridor will greatly facilitate sound and proper development practices along the river.

Public-Private Partnerships: This tool seeks to combine the resources of the public-private sectors in creating real estate development projects of greater positive impact on the surrounding area than might otherwise occur, and that will serve as a catalyst to spur other private investment. These partnerships are particularly important for projects targeting new or untested markets where risk may be distributed. In such projects, the local governments may encourage a private sector developer to take on desirable projects through the use of incentives, such as public funding for infrastructure improvements or a ground lease of public land, signally the public commitment to the success of the project. The public sector benefits from a well-designed infill development that will enhance the tax base and potentially yield an income stream in the form of lease payments and shared profits.

Tax Increment Financing: Section 163.2520 of the Florida Statute states: "A Local government with an adopted Urban Infill and Redevelopment Plan or plan employed in lieu thereof may issue revenue bonds under s 163.385 and employ tax increment financing under s. 163.387 for the purpose of financing the implementation of the plan, except that in a charter county such incentives shall be employed consistent with the provisions of s 163.410"

Preliminary investigation has been made regarding potential boundaries for one or more (TIF) districts within the Miami River corridor. TIF financing has primarily been discussed as a means of funding greenway construction and dredging of the tributaries of the river, which presently focuses on the Federal Navigable Channel. Final boundaries, percentage of increment to be captured, the duration and the administration or governance for the TIF must be determined by the City of Miami and Miami-Dade County.

The use of Tax Increment Financing would freeze the tax rate at the current rate (base rate) for an agreed upon period of time. As development occurs, taxes are collected and the increment between the agreed upon base rate prior to development and the built-out value of the property. The increment is then dedicated for improvements within the Infill boundary. The specific yield of the TIF is a product of several variables including: the boundary of the TIF District, the percentage of the increment that is pledged to the district (50-95%), how many years the TIF is established for (10-40 years) and the development activity within the TIF District during its existence. Please see the Funding the Infill Plan section of this document in the Implementation Strategies Section for the current TIF boundaries and projections.

Many additional financial incentives are available to projects within the Miami River corridor; a compendium of these programs can be found in the table in the Funding the Infill Plan section of this report. In order reap the maximum benefit of these programs for the river, increased knowledge of the corridor's existing economic resources and potential markets is required. This analysis should seek to identify undervalued assets – such as under-marketed business clusters, potential business linkages, and National Register-eligible historic structures and districts – while exploring potential markets for new and expanded marine commercial and industrial businesses, market-rate and affordable housing, heritage and eco-tourism destinations, and other such uses as are envisioned by this plan.

INTRODUCTION

This section of the plan provides a framework by which the public sector can begin to make positive physical changes and investments in the Miami River Corridor. In addition to providing and facilitating the provision of financial incentives to Miami River investors, the public sector can build value throughout the corridor in many ways. As previously noted, constructing the greenway, dredging the river, and developing the intermodal center are major public initiatives that will enhance the value of the river corridor overall. Additionally, public investment associated with the design of public buildings and spaces not only will dramatically enhance the value of property within the Miami River corridor but will greatly enhance quality of life. The corridor will become not only more beautiful but safer and more functional as well. The public sector must 'set the bar' higher for private sector development through a heightened quality of design on all public projects.

Often, the design of public facilities has been predicated upon the doctrine that form follows function. A few examples highlighting deficiencies in the design of the public realm are as follows: Pump station No. 1, for example, was constructed using principles of engineering economy in scale and form as a block type structure that encapsulates industrial pumping equipment and electrical controls. The station's utilitarian design called for no landscaping and a chain link fence in order to maintain lines of sight to the river and restrict access to the site for safety considerations. Miami-Dade County facilities on the south side of the river have pickup trucks parked along the river and dilapidated wood docks collapsing into the river. The City of Miami's Sewell Park has little to no public access from the river and is virtually impossible to locate from the roadway due to the lack of signage.

PARKS AND GREENWAYS

Improved design of public green space can be achieved by sequentially addressing the following hierarchy:

1. **ACCESS** - "Getting There"
2. **PROGRAM** - "Meeting Needs"
3. **AESTHETICS** - "Visual Appearance"
4. **MAINTENANCE** - "Protecting the Investment"

1. Access: Access for parks and greenways should include physical and visual access. Waterfront parks should be physically accessible from both the river and landside. Views

to the parks should be preserved from the water and adjacent residential and commercial properties. A comprehensive way-finding program must be developed that guides the user to the parks and greenway system from the river, the roadway network and the greenway itself. The City of Miami Charter under, Section 3, Powers, (mm) Building and Zoning, (ii)" states:

"In order to preserve the city's natural scenic beauty, to guarantee open spaces, and to protect the waterfront, anything in this Charter or the ordinances of the city to the contrary notwithstanding, neither the city nor any of its agencies shall issue building permits for any surface parking or enclosed structures located on Biscayne Bay or the Miami River from its mouth to the N.W. 5th Street Bridge, which are not set back at least 50 feet from the seawall (where the depth of the lot is less than 200 feet, the setback shall be at least 25 percent of the lot depth), and which do not have average side yards equal in aggregate to at least 25 percent of the water frontage of each lot based on average lot width."



An example of way-finding signage

2. Program: The needs of the neighborhood residents and other park users must be addressed to inform the programmatic needs of each park, and in turn the collective body of park facilities that serve the river community. A needs assessment should be prepared to evaluate the existing park facilities against the needs of the community. Then funds earmarked for the parks can then be allocated for specific park improvements based on the outcome of the needs this assessment. This process will outline a program for the parks that serves the Miami River neighborhood residents.

A critical part of meeting the needs of neighborhoods is transforming the residual spaces such as areas under bridges and elevated highways into community assets. In Overtown, beneath the I-95 and SR 836 intersection, there is a wide pond and vacant overgrown lands. The Allapatah NET Office is planning to make this area into "Action Sports Park". This area is directly across the street from Booker T. Washington High School. Action Sports Park is proposed to include a Greenway path around the pond, canoeing and fishing in the pond, a BMX/mountain bike course and a full skate park facility. The image of East Little Havana Riverside Garden below the transformation of the area under Flagler Bridge.

3. Aesthetics: The aesthetic qualities of the parks and greenways in the Miami River Corridor should address two important concepts. The first concept is that the Miami River

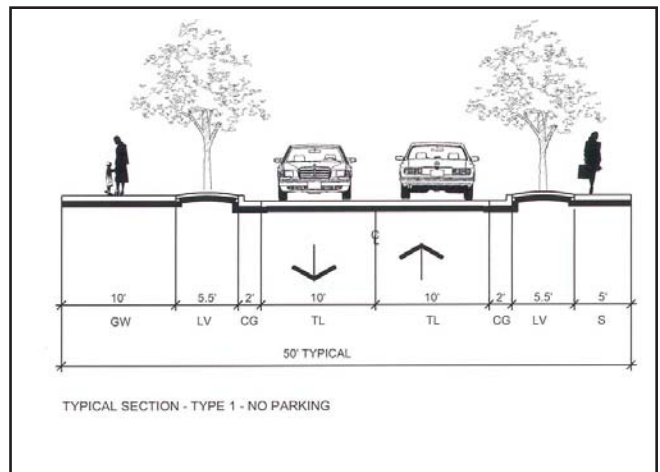
Corridor including its greenspace is unique. Selection of plant material should consistently reflect the natural ecology of the Miami River and the park structures should reflect the vernacular architecture of the surrounding neighborhood. The second concept is one of connectivity; the parks and greenways in the Miami River Corridor should incorporate way-finding signage that link them to the regional and community parks and greenway systems. This way-finding system needs to extend beyond the parks and greenways boundaries and into the adjacent neighborhoods and commercial centers. Well-designed directional signage will be the first impression of the park and should reflect a high quality of design.

The Miami River Greenway Action Plan serves as design guidelines for the implementation of the Miami River Greenway, but no such tool exists for the park systems. Design guidelines needs to be developed for the Parks Systems. If developed through a comprehensive public process, Park Design Guidelines would speed up the implementation of a multiyear capital improvement process by establishing the guidelines up front. Therefore, over many years various designers can prepare plans for construction utilizing the approved design guidelines. This will result in a cohesive design and aesthetic package for all the parks.

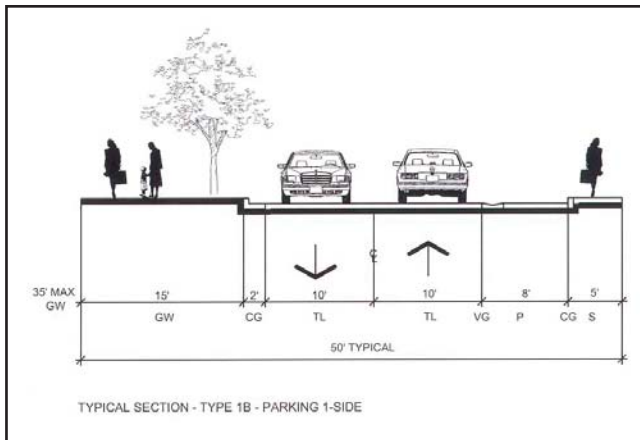
4. Maintenance: The integrity of good design can only remain intact through properly funded maintenance. Capital park and greenway projects should not be implemented until a dedicated funding source for ongoing maintenance is established and a



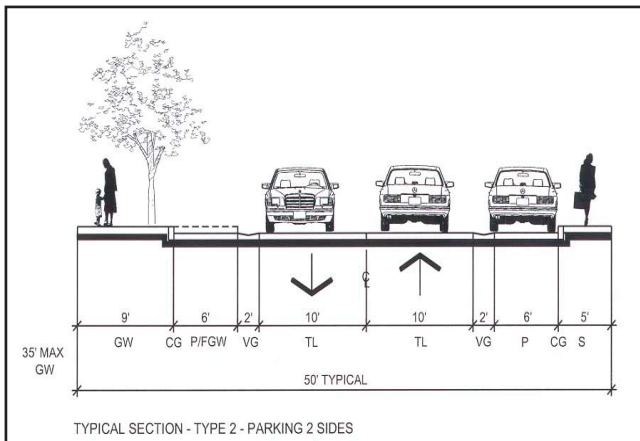
East Little Havana Riverside Garden- the newest park along the river. Impeccable maintenance by the local community is a result of civic pride



Approved cross section for North River Drive though Spring Garden



Approved Cross Section for North and South River Drives-Middle River



Approved Cross Section for North and South River Drives-Middle River

department or outside entity is tasked with implementing the maintenance program. Well-maintained parks invoke a sense of ownership by the users and surrounding residents and often result in an ad-hoc self-policing policy.

CIVIC BUILDINGS AND FACILITIES

Bridges: Bridges across the Miami River should be celebrated as architectural expressions, rather than utilitarian mechanisms for conveying vehicles across a body of water. With a life span of often over 80 years, new bridges must incorporate high quality architectural design. One mechanism to improve the quality of design of bridges along the Miami River is for the local government to require that bridge designs go through a design review process. In the City of Miami, this would require an approval by UDRB and the county approval by the TARC. Miami-Dade County staff should also review all proposed bridges and renovations for conformance with the general

principles of the Urban Design Manual. A second layer of review should include the Miami River Commission. This process is similar to the existing process for private developments in the lower river that must include a greenway.

General Street Observations: A fundamental change needs to occur in the way the streets are designed within the Miami River Corridor. Streets, like buildings first need to be designed for the multiple uses that occur within a street right-of-way, including vehicular use, pedestrian and bicycle use and the landscape. Too often streets are “engineered,” rather than designed to provide maximum level of service for vehicular traffic and conveyance of storm water.

Neighborhood Streets: As neighborhood streets within the Miami River Corridor need repair or reconstruction the following approach should be taken. The Planning Department should initiate street improvement projects, utilizing a community driven design process to identify the needs of the neighborhood, including parking, sidewalks, greenways, landscaping and lights. A design concept plan should then be implemented by public works, which will include the engineering of the utilities and infrastructure. Neighborhood streets should have 10 foot wide travel lanes and 8 foot wide parking lanes. These narrow lane widths will have a traffic calming effect and increase the pedestrian and green space areas.

Arterials: Arterial roadways traverse the Miami River from downtown to the airports. These roadways serve the vital commuter function of linking the neighborhood streets with the highway systems. However, just as there is mandated Level-of-service (LOS) for vehicular traffic on these roadways, a LOS requirement for pedestrians would be beneficial. This Pedestrian LOS needs to be a policy that both the City and County agree to enforce. Arterials are historically the worst offenders toward creating walkable communities, with two to three lanes in either direction moving upwards of 35 to 45 mph. Following the Urban Streets Policy developed by the City of Miami, this plan recommends that North and South River Drive be adopted as ‘Urban Streets’ within the City of Miami.

Overhead Utilities: All new public projects should incorporate undergrounding of overhead utilities. When this is not financially feasible, overhead utilities should be consolidated on concrete poles. New wood poles should not be allowed in the Miami River Corridor and existing wood poles should be converted to concrete poles when undergrounding is not feasible. The only location for utility poles should be at the back of the public right-of-way to minimize conflicts with street

trees and accessible sidewalks. Utility ‘swags’ crossing streets, particularly at intersections should be buried as part of future streetscape and roadway improvements.

Infrastructure: There will continue to be a need for facilities such as Pump Station No. 1 within the Miami River Corridor. However, these facilities need not be architectural eyesores along the river. Even a pump station should be required to have architectural and landscape treatments that respect the surrounding neighborhood. Recognizing the need for these facilities to exist as a practical reality of providing water, sewer and other services to the neighborhoods there are three major changes that need to be made in how these facilities develop.

1. No new infrastructure facilities should be allowed along either side of North and South River Drive.
2. Existing facilities should be renovated to be architecturally compatible with the neighborhood.
3. New infrastructure facilities should be required to have setbacks on all sides to include a minimum of a 15’ wide landscape buffer.

Public Buildings- Civic buildings should be the pride of the community. Historically, it has been the iconic and timeless architecture of municipal buildings that has set the precedent for great buildings throughout American cities. This attitude should carryover even to the smallest public buildings in residential neighborhoods. Public Buildings must lead by example, employing an architectural vocabulary that is compatible with the surrounding community. Civic architecture should heighten the design standards that the community is willing to accept. The Miami-Dade Water and Sewer Department (MDWASD) should review the illustrative concept and implement some facade and landscape improvements on at Pump Station No. 1 as a pilot project for the improvement of public buildings.



Pump Station No. 1 today



Pump Station No. 1 with facade improvements, roof line articulation and landscaping

This section of plan provides an overview of the Maintenance Dredging program scheduled to commence in late 2002. The Miami River flows through the heart of the City of Miami. Over the last 5 decades the River has experienced severe pollution problems primarily from the 69 square mile urban area that drains into the River, sewage overflows and poor environmental stewardship of foreign flag freighters trading on the River. The River's shipping industry is unable to grow due to heavy build up of contaminated sediments in the River, which makes the federal channel shallower and narrower. This restricts navigation and many ships are only able to transit during high tide or require the shipper to reduce the amount of cargo the ship can carry.

The result of this build up of contaminated sediments is that the River is polluted and dirty, which has hindered its development as an area for marine businesses and residential living. The River is a Federal Navigation Channel and the United States Army Corps of Engineers (USACE) has completed studies that show the River needs to be dredged in order to maintain the federal navigation channel. Local government agrees the River needs to be dredged to maintain the channel, but also removal of the contaminated sediments will improve the marine environment of the River and Biscayne Bay.

The USACE is planning to conduct Maintenance Dredging of the Federal Navigation Channel for the entire 5.5 mile length of the river up to the salinity dam. The river has not been dredged since the creation of the federal channel in 1933. Maintenance dredging will restore the federal channel to its proper depth of 15 feet (at low tide) and between 150 feet wide at the mouth of the river to 90 feet wide in the upper section. This will greatly improve maritime commerce on the river. As of the date of this plan, the dredging project is expected to commence in November/December 2002.

The USACE is the federal project officer and Miami-Dade County is the non-federal "local sponsor". The local sponsor is responsible for providing necessary lands and right-of-ways to support the project and the local funding share. The County and the USACE must sign a Project Cooperation Agreement before the project can be put out for bid and this is required for all federal dredging projects. The Corps is responsible for selecting the contractor with local sponsor input.

This project is a significant environmental improvement project, because it will remove contaminated sediments from the marine environment of the River and prevent further degradation of Biscayne Bay. Extensive testing of the sediments by federal, state

and local environmental agencies has revealed the sediments to be contaminated, but not considered hazardous material. These sediments have been contaminated over many decades with pesticides, hydrocarbons and heavy metals including: lead, copper, arsenic and aluminum. Sediments must be disposed upland in either an approved landfill or treated and cleaned of contaminants for other upland disposal opportunities.

The Army Corps has estimated the dredging project to cost \$73 million and Miami-Dade County, the local sponsor, has estimated the cost of acquiring necessary lands and right-of-ways for the project to be \$7 million. Land costs are the responsibility of the State, City and County. Recent decisions of the USACE have amended the projects cost share ratio to approximately 80% federal and 20% local making the project financially feasible for the local sponsor. The Miami River Dredging Project funding plan involves a financial partnership as follows:

Army Corp of Engineers -	80 %
State of Florida -	10 %
* Florida Inland Navigation District-	5 %
Miami-Dade County -	2 ½ %
City of Miami-	2 ½ %

*FIND Commissioners approved a 50% match for County & City Funding.

Prompt Action: The local sponsor and the USACE should move forward with this project promptly to help generate jobs in the River's marine industry and to remove the harmful contaminated sediments from further degrading the River and Biscayne Bay. The USACE sediment studies have found that approximately 40,000 tons of contaminated sediments have flowed from the river into Biscayne Bay over the last 10 years. Therefore, every year we delay the dredging project another 4,000 tons of contaminated sediment flows into the Bay.

Public and Political Support: It is recommended that the Miami River Commission and others continue to coordinate and maintain the strong public and political support for the project and provide the necessary funding and leadership for a project of this magnitude. Funding appropriations at all levels of government are necessary to make this project a reality, most notably at the federal level.

Financial Partnership: The above federal, state and local funding partnership is most appropriate and meets all levels of government expectations and funding ability. This partnership

must be maintained and encouraged as fair and practical.

Utility Crossings: Many utilities such as electrical cables, bridge control cables and certain piping systems that cross the River must be relocated. USACE requires all utilities crossing the River to be a minimum of 6 feet below the bottom of the River in soft material and 3 feet below the bottom in hard rock. This is necessary to prevent utility damage during dredging and marine operations. Unfortunately, many River utility crossings do not meet the USACE requirements and must be relocated before dredging can commence. It is recommended that owners of utilities that require relocation prioritize utility relocation. Also, it is recommended that governmental agencies charged with issuing environmental or construction permits, prioritize review of these utility permit applications to prevent excessive costs or delays to the dredging project.

Water Quality Certification: The State of Florida Department of Environmental Protection (FDEP) must issue a Water Quality Permit to allow dredging in state waters. The Department has already issued a "Conceptual Water Quality Permit" for the Miami River. The final construction water quality permit will require environmentally sound practices to minimize turbidity and should the dredging process involve returning water to the River, the return water must meet water quality standards higher than currently existing in the River. Strict environmental requirements for return water will cause excessive costs or could make the project financially unfeasible. It is recommended that fair and practical standards be utilized by the FDEP when evaluating the final construction water quality permit.

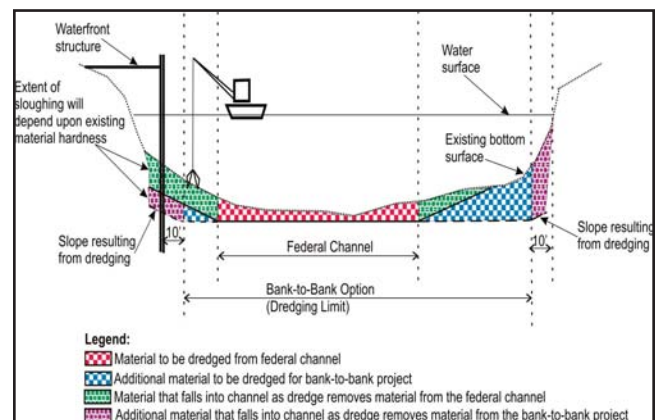
Agency Cooperation and Assistance: Many agencies will need to coordinate activities while River dredging is ongoing. The United States Coast Guard (USCG) can greatly assist by issuing temporary marine safety navigation regulations for the River that will allow time for the dredge to work in the River, but also to allow commercial and recreational vessel traffic to transit, specifically at high tide. Cooperation between the dredging operator, marine industry and the USCG is essential to make this project a success.

Riverfront Property Bulkheads and Docks: Many waterfront structures along the River are in less than satisfactory condition and it is recommended that property owners inspect their waterfront bulkheads and docks for structural adequacy. If structures are found inadequate, then owners should take appropriate action to repair or replace them, in order to prevent failure of their property. Property owners are responsible

for ensuring their property is in satisfactory condition. The dredging project will only remove loose mud and sediment and no blasting or removal of virgin rock is included. If docks or bulkheads are in unsatisfactory condition the removal of sediments may cause failure of the waterfront structure.

Bank to Bank and Tributary Optional Dredging: Miami-Dade County is attempting to include bank-to-bank dredging of the River to remove as much contaminated sediment as possible and to dredge the River's tributaries for improved water conveyance and flood relief. Federal channel maintenance dredging provides federal cost sharing; however, bank-to-bank and tributary dredging may require 100% local funding. It is recommended that additional local funds be appropriated to provide for the optimum project, that includes bank-to-bank and tributary dredging. The optional dredging projects should under no circumstances jeopardize the major portion of River dredging under the federal channel dredging. The proposed optional dredging projects could be completed at a latter date under a separate contract.

Community Issues: It is recommended that the Miami River Commission and others maintain close communications with businesses and neighborhoods along the River to minimize any negative impact the project. The USACE is sensitive to community needs and has already modified the original plans and specifications of the project to address concerns of potential odor and bird attraction problems. The modification specifically prohibits open air drying of the dredged sediments, preventing odor and bird problems. Other issues may develop during the dredging project that can best be solved by clear communications between all parties.



An illustration showing the Federal Channel dredging and the bank-to-bank option

INTRODUCTION

This section of the plan provides a vision for the multimodal transportation future of the Miami River Corridor. Detailed analysis will be required by the transportation agencies with jurisdiction along the river to make these visions into reality. In its early years, transportation along the Miami River was solely by boat – Indian traders by canoe, pioneer starch millers by _____, and curious visitors by tour boat. Over time, additional modes of transportation evolved, but in haphazard order: a street network, including North and South River Drive; passenger and cargo railways; and airplanes served by regional and international airports, including Miami International Airport located at the western most end of the Miami River corridor. These additions overwhelmed transportation by water as a viable mode for all but the river’s cargo operations and fisheries; travelers by car, train, and airplane get only a glimpse of the river as they pass by – and few easy links to its amenities.

Improving public access to and along the Miami River by all modes of transportation requires both challenging coordination and substantial financial investment. However, the potential benefits are enormous. A riverfront that can be readily accessed by foot, vessel, auto, bicycle, train, bus, and even by airplane is a waterfront likely to be well used. Combined with quality housing, lively entertainment, and good jobs, an effective multimodal transportation system along the river will vastly improve quality of life in the corridor.

In total, more than 27 miles of multi-modal transportation infrastructure exists or is planned for the Miami River, including 5.5 miles of waterway, 11 miles of roadway, and

11 miles of greenway. Combined with the existing metrorail, metromover, buslines and the future Miami-Intermodal Center, the Miami River Corridor needs to be recognized and designated by the City of Miami, Miami-Dade County and FDOT as the only multi-modal east-west connector from the airport to downtown. Once designated as multimodal transportation corridor, improvement projects can be identified through the MPO process and funding can be sought through the Transportation Equity Act for the 21st Century (TEA-21) and its successor, currently known as TEA3.

Development within the Miami River Corridor will continue to be defined by the envelope created by the river, the greenway and North and South River Drives. The land use development patterns proposed in this plan are respectful of the existing character of each geographic region of the river. The ties that bind together each region of the river are the transportation elements within the corridor. A description of the typical development patterns and transportation links for lower, middle and upper are found on the following pages along with a “Conceptual Multi-Modal Corridor Phototype for lower, middle and upper river.



A pleasure craft going up river



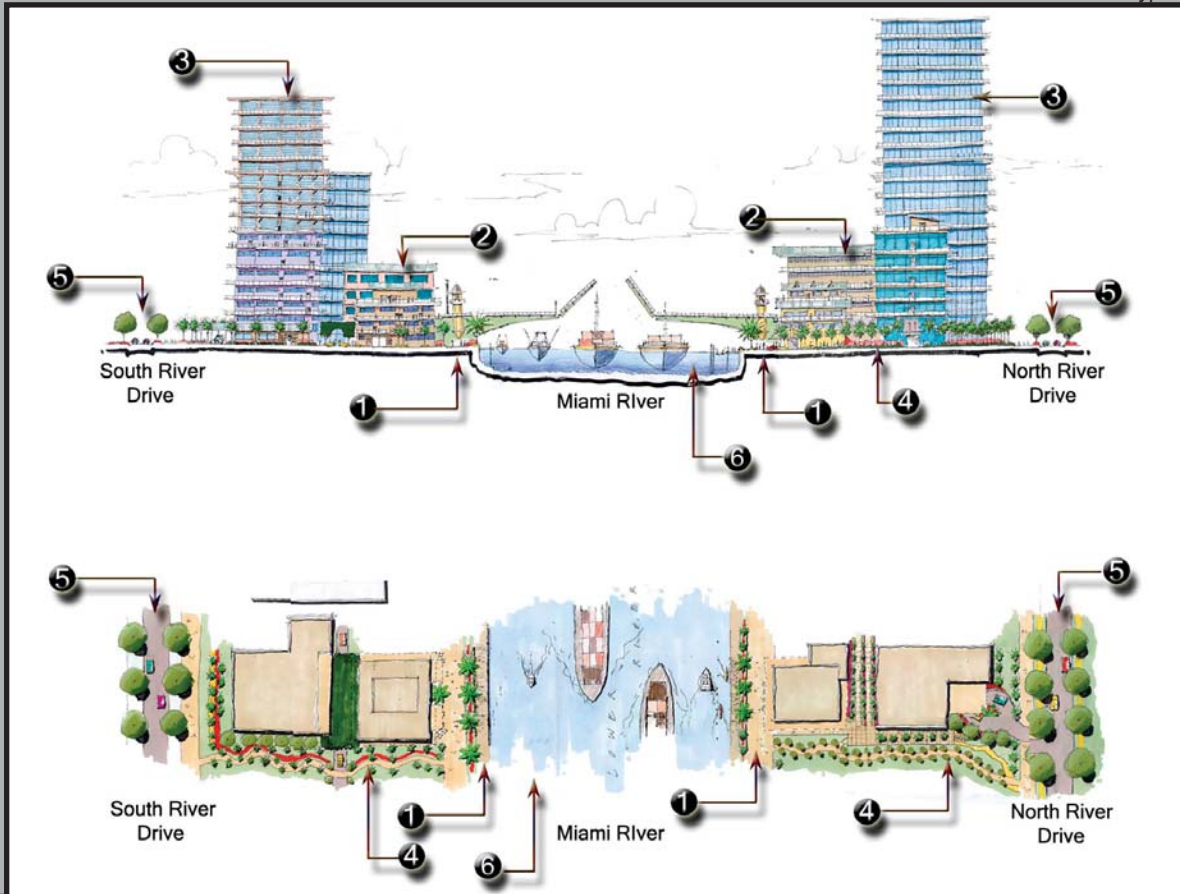
The working river- a tug boat maneuvering a shipping vessel up river

LOWER RIVER PROTOTYPE

In the lower river the riverfront development sites are bound by the future greenway and North or South River Drive. It is envisioned the building frontage along the Greenway would be “mid-rise” in scale with residential and office towers set back from the river to allow light & air to penetrate the river corridor. This will allow for continuous public riverfront access throughout the lower river. Improved vehicular and pedestrian access along North and South River Drives will be important to the viability of these projects. Cross-connections from North and South River Drives to the Greenway will need to be created in both public rights-of-way and easements within sideyard setbacks negotiated with private developers. Development in the lower river is envisioned as medium to high-density mixed-use development. Along the river’s edge a 50 foot setback is required for the development of a continuous waterfront greenway in lower river. Developers will be encouraged to stepback building heights from the greenway to create a terraced effect to the building envelope. This will reduce the “canyon” effect of high-rise development preserving natural light to the greenway and the river.

1. **Greenway**- The Greenway along the river shore, consisting of a minimum 16 foot wide clear path and 4 foot passive zones with landscaping, seating, lighting, and other amenities and requiring a 50’ setback for enclosed structures. The first floor of new developments should incorporate businesses which interact with the Greenway, such as restaurants, cafes, fresh fish markets, etc.
2. **Mid-rise development**
3. **High-rise development**
4. **Greenway access links**- Public rights-of-ways and building side yard set backs should be used for Greenways access between North and South River Drive and the waterfront Greenway.
5. **North & South River Drive**- In the lower river, North & South River Drive will need canopy tree planting, improved signage for motorists & greenway users, new concrete sidewalks and pedestrian level lighting.
6. **Miami River**: The home to commercial shipping and fishing vessels, and kayaks and canoes.

Lower River Multi-Modal Corridor Prototype

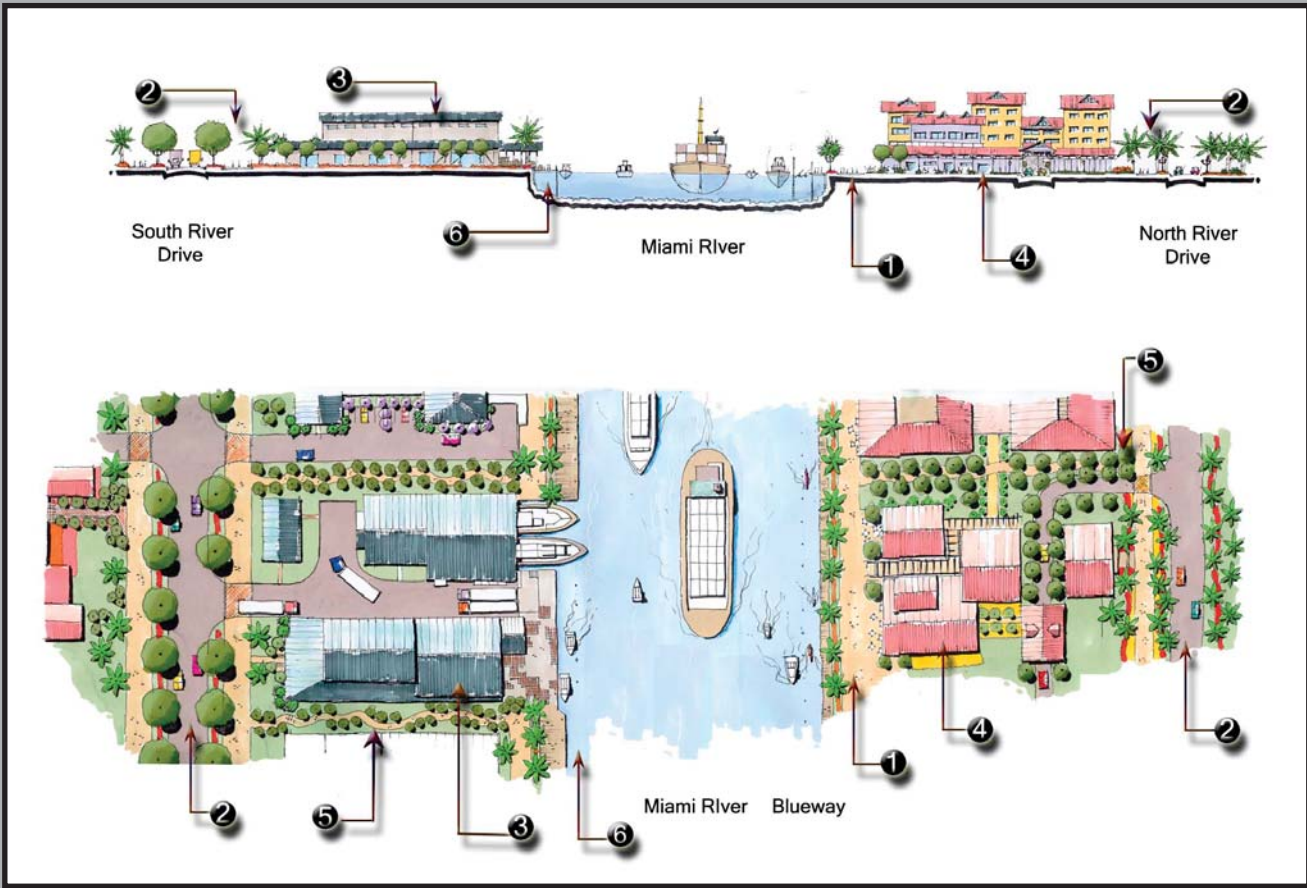


MIDDLE RIVER PROTOTYPE

In the middle river many of the riverfront development sites are bound by the river and North and South River Drive. Under these conditions, the greenway will be an on-road facility incorporated into River Drive as illustrated in the Parks and Greenways section of this plan. As a practical matter this will occur in locations where there are existing water dependant industrial businesses and in historic neighborhoods such as Spring Garden. Given the eclectic nature of middle river there are also redevelopment opportunities for mid-rise mixed-use developments that can incorporate the same 50 foot riverfront Greenway as required in the lower river. These sites will need 'cross connectors' to link the "on road" greenway with the waterfront portion. Both of these conditions are depicted in the typical cross section of the middle river. There are locations in the Middle River that can support mid-rise and mixed-use development, that serve the needs of Middle River neighborhoods and greenway users.

1. **Greenway (waterfront)-** Currently, the City of Miami does not require a building setback to allow for a waterfront greenway on properties west of the 5th Street bridge. This image suggests that new projects in the Middle River, that are not industrial, should incorporate a waterfront Greenway segment that provides a "waterfront" loop off of the primary Greenway route on River Drive.
2. **Greenway-** Through most of the Middle River, the Greenway will be an "on road" facility within the right-of-way of both North and South River Drives.
3. **Water-dependant industrial businesses**
4. **Mixed-use development**
5. **Greenway access link-** Public rights-of-way and building side yard set backs should be used for Greenway access between North and South River Drive and the waterfront Greenway.
6. **Miami River:** The home to commercial shipping and fishing vessels, and kayaks and canoes.

Middle River Multi-Modal Corridor Prototype

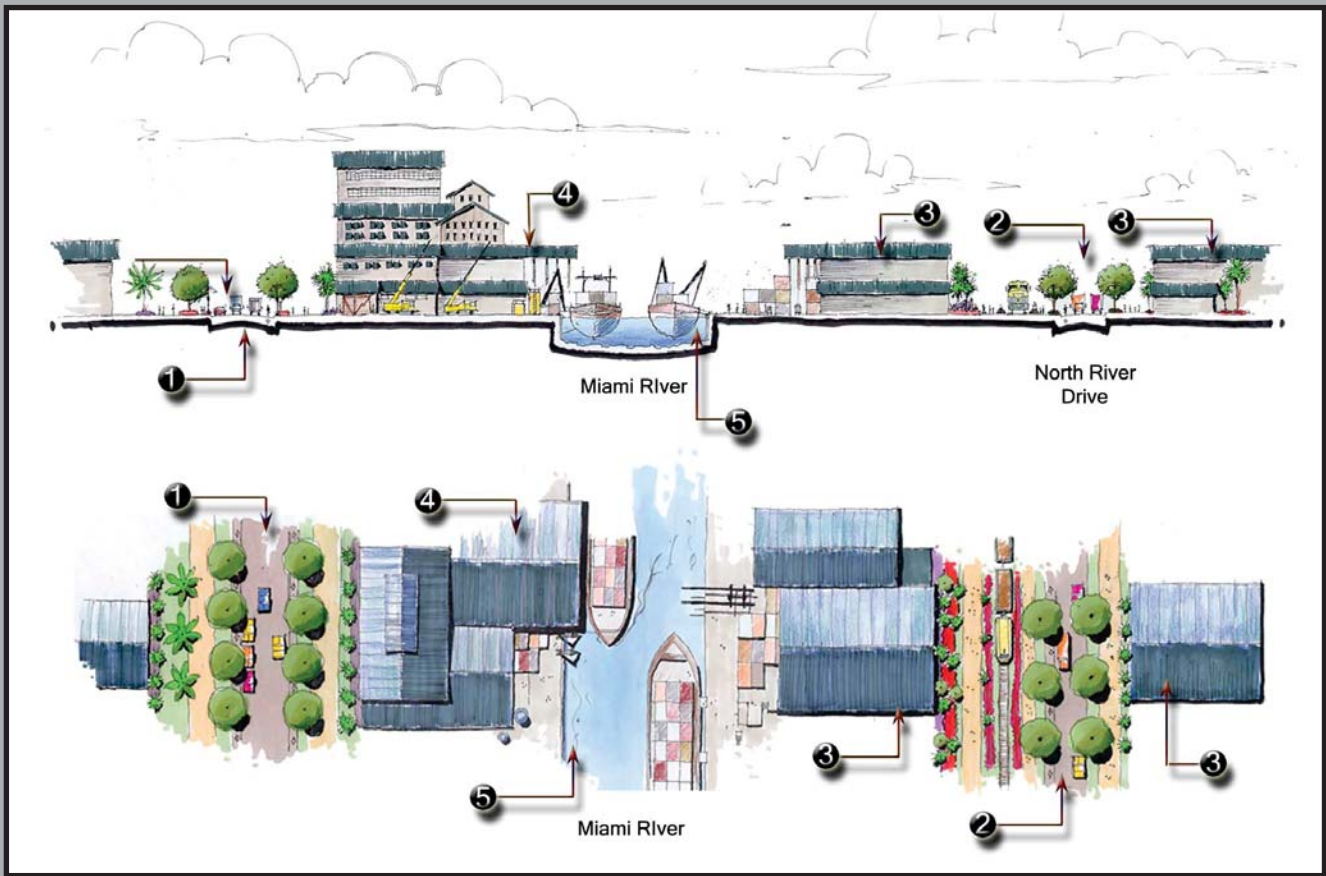


UPPER RIVER PROTOTYPE

The Miami River is the fourth largest port in the State of Florida. The preservation and growth of the shipping industry will require that the greenway be a continuous on road facility on South River Drive. The river and adjacent roadway will dictate the development sites in the upper river. North and South River Drive will need to handle the vehicular traffic of the shipping business, the MIC, the surrounding neighborhood and the addition of the on road greenway facility. Significant roadway modifications will be required along North and South River Drives to support this multi-modal mix. The recommended zoning overlay for this area would allow for

1. **Greenway: South River Drive-** In the upper river, the Greenway will be an entirely “on road” facility within the right-of-way of South River Drive.
2. **North River Drive-** This narrow right-of-way will continue to serve the marine industry and residential neighborhoods. Canopy tree planting, pedestrian lighting and concrete sidewalks are needed to establish a buffer zone and more pedestrians oriented and neighborhood roadway.
3. **Water-Dependant Industrial Businesses**
4. **Industrial use with secondary uses above**
5. **Miami River:** The home to commercial shipping and fishing vessels, and kayaks and canoes.

Upper River Multi-Modal Corridor Prototype



A transportation network made up of streets, highways, bridges, Metrorail, Metromover, Metrobus and the Miami River currently serves the study area. The roadway network within the study area is comprised of local roads, arterials and highways. As it relates to the vehicular transportation system within the Miami River Corridor, this plan seeks to address the issues of neighborhood, park and river access, wayfinding, traffic calming, and roadway modifications to support targeted redevelopment. Pedestrian mobility and safety are inherently a part of the local road network. With the implementation of the greenway this will bring an increased number of pedestrians and in turn the potential for a significant increase in pedestrian accidents with vehicles.

Both Spring Garden and East Little Havana have high commuter traffic volumes utilizing the local roadway network. Part of the problem in Spring Garden is that the portion of North River Drive between 10th and 12th Avenues is a local street that gets used as an arterial. Clear route identification is needed to direct non-local traffic around Spring Garden. North and South River Drives serve as the major east-west arterials and Flagler and 1st Streets serve as major access and egress routes to downtown. The one-way configuration of 1st Street in East Little Havana encourages high speed traffic and creates a physical barrier inhibiting safe pedestrian movement to the Flagler commercial corridor from the residential community to the south.

Speed is a major factor in whether a pedestrian accident proves to be fatal. A ten-mile per hour increase in speed, from 20 mph to 30 mph, increases the risk of death for a pedestrian in a collision nine-fold. If a car going 20 mph hits a person, there is a 95 percent chance that the person will survive. If that same car is traveling 30 mph, the person has slightly better than a 50/50 chance of survival. At 40 mph, the picture is bleaker still – only fifteen percent of people struck at this speed can be expected to survive. Recommendations are as follows:

Urban Street Designations: The City of Miami Planning Department should request that the City Commission designate the entire length of North and South River Drives within the City of Miami as Urban Streets. Applying this designation will elevate the ability to introduce traffic calming measures and an on-road greenway facility.

Access and Wayfinding: In conjunction with the construction of the greenway, on road signage needs to serve two primary purposes.

- Provide directional signage from the arterial roads to North and South River Drive.
- Provide directional signage along North and South Drive identifying the 'local routes' and the 'bypass routes'. Local routes should indicate 'traffic calmed area'.

Rank	Metro Area	Number of Ped Fatalities (1997)*	Number of Ped Fatalities (1998)	Percent of Traffic Deaths that Were Pedestrians
1	New-York-No. New Jersey-Long Island, NY-NJ-CT-PA	447	422	29%
2	San Diego, CA	62	72	28%
3	San Francisco-Oakland-San Jose, CA	137	131	27%
4	Miami-Fort Lauderdale, FL	136	138	27%
5	Los Angeles-Riverside-Orange County, CA	401	336	25%
6	Salt Lake City-Ogden, UT	30	30	25%
7	Orlando, FL	62	77	25%
8	Tampa-St. Petersburg-Clearwater, FL	106	86	24%
9	San Antonio, TX	39	42	22%
10	New Orleans, LA	47	41	21%
11	Jacksonville, FL	28	43	21%
12	Chicago-Gary-Kenosha, IL-IN-WI	176	157	20%
13	Phoenix, AZ	95	95	20%
	Nationwide	5,406	5,293	13%

In some communities, pedestrian deaths represent a high portion of all traffic deaths and deserve proportional public safety attention. Above is a listing of large metropolitan areas where 20 percent or more of traffic fatalities are pedestrian

Roadway Modifications: In multiple locations along North and South River Drive roadway realignments should be studied to determine if realigning the roadway would create improved opportunities for sustainable development incorporating a greenway along the water's edge. Below are the areas that have been identified that merit further analysis study to determine the viability of the concept.

1. **North River Drive: I-95 to 1st Street Bridge-** Realign NRD to the northeast to create a deeper contiguous site for development along the river that could incorporate a waterfront greenway. Currently the waterfront parcels are too narrow to redevelop with a waterfront greenway.
2. **North River Drive: NW 5th Avenue to NW 7th Avenue-** Modify or possibly abandon North River Drive for vehicular use from NW 5th to NW 7th Street, in lieu of an expanded greenway or new development. Westbound traffic on North River Drive would go north on 5th Avenue and then west on 5th Street to reach 7th Avenue and the 5th Street Bridge.
3. **South River Drive: 5th Street Bridge Intersection-** Currently this location is a 5-way intersection of River drive, 5th street, 8th Avenue, and 4th Street. This complex intersection needs to be studied to develop a roadway configuration that addresses the needs of the shipping industry and the local neighborhoods. The study of devices such as roundabouts is suggested to replace this 5-point intersection and should be discussed as part of the

FDOT planning process for the 5th Street Bridge currently under way. Right-of-way requirements as well as the potential impact on historic structures need to be assessed as part of this study. The 5th Street Bridge should be replaced or a tunnel built in it's place. See the section on bridges for more details. A permit will be required from FDOT for any modification affecting the 5th Street Bridge or NW 8th Avenue



Upper River Roadway alignment recommendations.

4. **NW 12th Avenue: NW 7th Street to the Miami River-** An improved access plan is needed for southbound traffic travelling on SW 12th Avenue to enter properties fronting 12th Avenue between NW 7th Street and the Miami River. The inability to make this turning movement was documented as an obstacle to the redevelopment of this property. NW 12 Avenue is a state maintained road and proposed roadway modifications will require FDOT approval.
5. **South River Drive: 27th Avenue to 20th Street-** Realign South River Drive to the south to allow for a waterfront greenway and associated development. The current location of roadway directly adjacent to the Miami River is not compatible with the greenway or development visions for the Miami River Corridor. Carefully considerations should be given to maintaining the operations of the bridge and bridge approaches.



Lower and Middle River Roadway alignment recommendations

Traffic Calming: North and South River Drive are used by many as east-west arterials. In many areas they are local streets and traffic calming measures are needed to reinforce this. With the proposed construction of the greenway, which will be located within the right-of-way of North and South River Drives, traffic calming measures should be implemented to minimize cut-through traffic and provide a safer pedestrian environment. Below is list of traffic calming measures that should form the foundation for a comprehensive traffic-calming plan for the Miami River Corridor:

- **Slow Zones:** North and South River Drives should be reduced to a 20 mph posted speed limit from I-95 to the 5th Street Bridges. Local streets in East Little Havana, Lummus Park, Highland Park and Spring Garden should also be considered for slow zones.
- **Crosswalks:** Textured crosswalk at all pedestrian street crossings should be installed. This is particularly important along the access routes to the greenway from the adjacent neighborhoods.
- **Retrofitting Streets:** Traffic calming in the Miami River Corridor should include a variety of changes that slow or divert vehicle traffic and separate pedestrian pathways from vehicle traffic. Traffic calming devices that would be appropriate for the Miami River Corridor include landscaped roundabouts, narrow roadways, and mid-block and intersection landscape bulbouts.

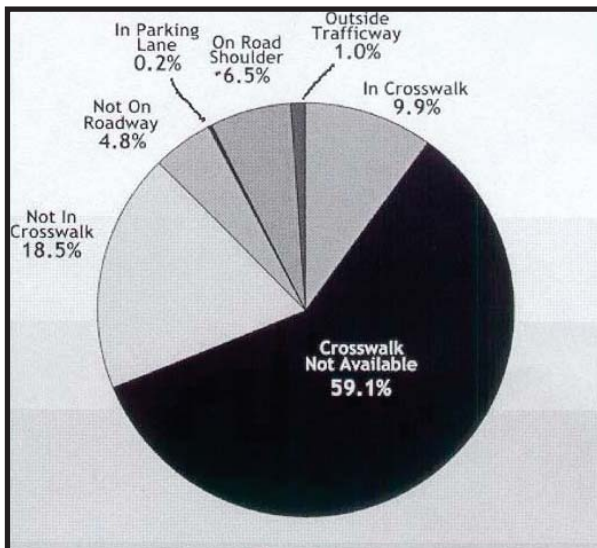


Illustration depicting where pedestrians are killed

BRIDGES

There are ten bascule type opening bridges and four fixed bridges that cross the Miami River between the mouth of the river and the salinity dam. The U.S. Coast Guard requires a minimum of 75 feet of clearance over the River at high mean water in order to permit fixed bridges. They all serve as arterial roadways connecting the city roadway system across the river. From a vehicular mobility perspective the bridges keep the grid intact and improve traffic flows. From the marine industry perspective each bascule bridge reduces the efficiency of travel. An inverse relationship exists with marine traffic and vehicular traffic. As marine traffic increases the frequency of bridge openings increases, resulting in slow downs and delays in vehicle traffic. Additionally, the 5th Street bridge has repeatedly been identified as an 'obstruction to navigation', is an impediment to flood control, severely restricts navigation, degrades marine safety and is an antiquated bridge over 78 years old. See the Exhibits at the end of this document for a complete listing and description of all bridges crossing the Miami River.

There is clear need and purpose for river crossings to connect to roadway system. Understanding that high span bridges are not a viable option for bridges serving as arterials, three options remain for bridges in need of renovation and new bridges: no build, tunnel or bascule. Recommendations for bridges are as follows:

The approach to bridges across the river needs a fundamental shift in prioritization which includes significant analysis of the cost/ benefit ratio of a tunnel in place of a bridge for a high traffic volume river crossings.

- **No build/ Removal:** As vehicular traffic volumes warrant, the selective removal of bridges would improve the flow of marine traffic, potentially reduce spot congestion at the former bridge heads and reduce the 'visual clutter' within the river corridor. Factors such as emergency services and evacuation should be also be considered when evaluating bridge requirements.
- **Tunnel:** Historically tunnels have only received cursory attention as a means of crossing the Miami River. In the holistic context in which this plan was prepared there is strong evidence that the future development, the existing neighborhoods, vehicular and marine transportation would all benefit by the construction of tunnels to replace failing or proposed bridges. In the past tunnels have been classified as prohibitively expensive by transportation officials. However, the long term cost of traffic delays, impediments to area development and the average 75 year life span of Miami River

bridges suggests tunnels be considered at selected high traffic crossings and in the downtown.

- **Bascule Bridge:** New Bascule bridges with a minimum clearance of 23 feet from high mean water should only be considered after the no build and tunnel options have been deemed not feasible by the governing agency.
- **Fixed Bridges:** This plan concurs with the U.S. Coast Guard bridge permitting requirements that any fixed bridge must have 75 feet clearance from high mean water. It is important to note that any fixed bridge that is below 75 feet from the high mean water line would be a constraint to the navigable channel and have a negative impact on the commercial, recreational and marine industry.
- **Fifth Street Bridge:** This bridge is an obstruction to navigation per United States Coast Guard correspondence and is an antiquated bridge built in 1925. Problems with this bridge include:
 1. Bridge leafs extend into navigable channel and beyond fendering system.
 2. Bridge restricts the federal navigable channel from 150 wide to only 74 feet wide, and this 74 feet is further reduced because the bridge is built skewed to the River's channel, thereby decreasing the available opening for navigation.
 3. No spillways are provided making the bridge a partial dam to the River's natural flow. This is the most restrictive point in the River causing excessive currents through the bridge area that make commercial vessel navigation impossible during ebb tides and additionally, this restriction to water conveyance negatively impacts flood control.
 4. The bridge has been struck by freighters approximately 12 times in the last 10 years with some collisions causing significant damage that places the bridge out of service to vehicular and pedestrian transportation for upwards of 8 months.
 5. This is the most dangerous bridge on the River and is a constant threat to marine safety as well as pedestrian and vehicular safety.

It is recommended that the bridge owner, the Florida Department of Transportation, take prompt and effective action to immediately replace this unsafe bridge before additional casualties occur.

A NETWORK OF GREENWAYS

The proposed Miami River Greenway will link the existing park facilities in the study area and provide a continuous recreational corridor on both sides of the river. Multicultural neighborhoods within the study area will be connected to the river by the Greenway. The Greenway will connect to both the Baywalk which connects Brickell Key to Pace Park and to the north/south trail head on both sides of the river that provide bike and pedestrian facilities under the metrorail. The Miami River Greenway will also function as a critical urban link into the larger network of county greenway and bikeway systems including the North and South Dade Greenways.

The North Dade system will traverse the more-urbanized part of the county, linking diverse locations that include Bayside, Vizcaya, Hialeah Race Track, Port of Miami, Miami International Airport, Miami Beach, several shopping malls, Florida International University's two campuses and the six campuses of Miami-Dade Community College. It encompasses the area north of Kendall Drive, to the Broward County line, and Biscayne Bay on the east to Krome Avenue on the west. Plans for the North Dade system call for 26 trails covering more than 300 miles.

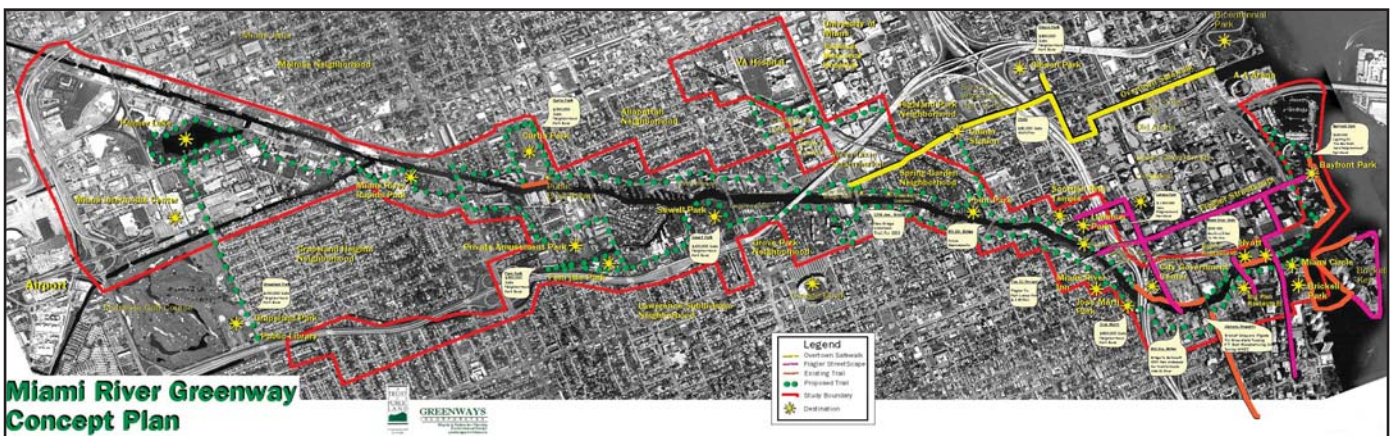
The South Dade system will connect our two national parks, as well several regional parks, retail areas, schools and residential communities, mainly through canals. The network will eventually include 10 interconnecting trails totaling 194 miles in length. It encompasses areas south of Kendall Drive to the Monroe County line, and from Biscayne Bay on the east to Everglades National Park on the west.

The Miami River Greenway has tremendous forward momentum right now. The adoption of the Miami River Greenway Action Plan in the spring of 2001 by the City of Miami and Miami-Dade County started a slow stream of funding for the Greenway. Design drawings are currently being prepared for the Miami River Greenway between I-95 and 12th Avenue and a portion funding is in place for the implementation of this portion of the greenway. Recommendations for greenways are as follows:

This plan recommends adhering to Miami River Greenway Action Plan as the guiding tool for the implementation of the greenway. As funding allows, construction documents should be prepared for the entire greenway in the public right-of-way. With complete construction drawings the greenway will be looked at more favorably by grant funding organizations and as a capital improvement project by the local governments.

Access: There are two levels of access that need to be addressed. Water access and greenway access. Where the greenway is an on-road facility along River Drive access to the water needs to be encouraged wherever possible. On private property this can occur in the sideyard setbacks. On public property these areas should include pocket parks and river overlooks. Pedestrian connections are needed between major developments along the river and activity centers. NW 13th Avenue on the south side of the river can serve as a pedestrian connector from the greenway to the river and even across the river to the Mahi Shrine development site in combination with the water bus service. (See the diagram on the following page)

Access to the greenway from the downtown, airport and surrounding neighborhoods will also be important. Greenway



The Miami River Greenway Concept Plan prepared by Greenways, Inc and the Trust for Public Land is the guiding document for the Miami River Greenway

spurs into these areas need to be identified, planned for and budgeted. These spurs should incorporate the traffic calming measures outlined in the Streets section of this plan.

Waterfront Segments: The City of Miami Charter requires a 50 foot setback along the river for the greenway from the mouth of the river to N.W. 5th Street. While not practical to 'require' a setback along the river for the greenway in the middle and upper river it should be strongly encouraged on properties that are not industrial. An incentive package should be reviewed as a means to increase the waterfront portions of the greenway. For example, onsite parking requirements could be reduced if the developer agreed to construct the greenway on the river.

Dedicated Revenue Source: Investigate establishing a dedicated revenue source to receive funds from private and public developments along the River on a pro rata basis as determined by the local government. These funds would then be available to fund portions of the greenway in the public right-of-way and fund the maintenance of the greenway.

Funding: For the majority of the middle river the greenway will be on North and South River Drive. The construction of the greenway will impact the roadway and storm water system. A meeting with City of Miami Public Works, Miami-Dade County Public Works and Miami-Dade Water and Sewer Department should be held in the Summer of 2002 to identify infrastructure funds that can be included in the FY2003 Capital Improvement Plans and earmarked for the greenway.



Pedestrian connector from the Orange Bowl to the Mahi Shrine (as described on page 61)

PUBLIC TRANSPORTATION

Metromover provides service to the lower river and connects to the Metrorail system at the Stephen P. Clark building, just north of the study area and at the Brickell Stations, just south of the study area. Currently the only Metrorail station in the study area is the Culmer station. Metromover has seven stations within the study area, four on the northside of the river and three on the southside of the river. There are several opportunities for increased Metrorail service to the study area. Bus service within the study area is extensive. There are approximately 17 bus routes operating inside the study area. Additionally there are approximately 504 bus stops lying within a distance of .25 miles from the outer edges of the study area. Recommendations for public transportation are as follows:

Extend Hours of Operation for Metro Mover Stations: Currently the only Metro Mover Stations that do not remain open until midnight are the stations within the Miami River Corridor. This plan recommends that the hours of operation for all stations extend until midnight, thereby encouraging pedestrian activity in the Miami River Corridor.

Transit connector from Orange Bowl to Jackson Memorial



Transit Connector from Orange Bowl to Metrorail

Medical Campus: A transit connection should be studied to link the Orange bowl to the Metrorail. This would not only provide public transportation for events at the Orange Bowl, but create a link between the Orange Bowl and the Jackson Memorial Medical Campus. With a transit link in place the Orange Bowl parking lots could serve the Jackson Campus during the majority of the year when there are no events taking place at the Orange Bowl.

New Metrorail Station at the River Renaissance Site: The metrorail system was designed with a flat portion of the rail in the line for the purpose of a future metrorail station on the northside of the river between the river and SW 3rd Street. 1,200 residential units are planned on the parcels directly east of this location. This development should be viewed as a transit oriented development and incorporate a new rail station through a partnership with MDTA.

Dedicated revenue source for mass transit: A designated revenue source for public transportation should be established to leverage federal funds to develop a comprehensive transit system that serves the river community. A critical mass transit link that should be developed is an east-west line.

Please see the Existing Mass Transit Map in the Exhibits section at the end of this document for information on existing Metromover and Metrorail lines and stations or go to www.co.miami-dade.fl.us/transit/ to find additional maps including detailed bus route maps.

INTRODUCTION

This section of the plan provides specific recommendations for protecting maritime uses along the Miami River as well as encouraging responsible expansion of recreational boating and water based transit. The Miami River is a transportation corridor for both the marine industry and recreational boats. The water-dependent activities along the River support a range of sailing and motor vessels of all types and sizes, contributing to the economy as well as the maritime character of the River. In order to provide continued service to these maritime users, the provision of a sustained and diverse boat slip inventory along the Miami River is necessary. The Miami-Dade Metropolitan Planning Organization has begun a waterways transportation study that will look at opportunities to establish commuter boat and water taxi service to relieve roadway congestion.

The direct economic impact of the mega yachts repair and maintenance at boatyards in the tri-county areas in 1998 was \$199 million. The marine shipping industry along the Miami River alone transports over \$4 billion of goods annually. There is clear justification to protect and enhance the industrial land uses and docking facilities for these types of crafts along the Miami River. Additionally, during the opportunities and constraints portion of this study, six planned residential and mixed-use development projects in the lower and middle river were identified. These projects will create demand for smaller scale recreational watercraft access and dock facilities. Existing slips may generally be rebuilt or renovated, but due to limitations associated with submerged land use, navigation, or environmental requirements, it is sometimes difficult to expand or build new marinas or docks. Recommendations for watercraft transportation are as follows:

Maintaining Existing Maritime Uses: Zoning regulations and procedures for seeking variances should require that water-dependent and water-related land uses be maintained on parcels with water access. Incentives, such as reduced fees or expedited review of applications, could be offered for development proposals that incorporate existing vessel docks and dry storage. A boat slip inventory should be conducted to determine the number and type of existing boat slips available along the Miami River. The purpose of this inventory would be to establish a target "level of service" for water transportation and vessel support. In the event that existing docking or vessel storage facilities are not retained during redevelopment, the inventory could also be used to track slips that might be available to reallocate to another suitable location.

Water Bus: The initial recommendation is to fund a water bus service to operate in the lower river. Such a vessel could stop

to pick up or drop off passengers at existing docks with public access, or at new courtesy docks as permitted. As development expands to the middle river service would expand to serve those areas. The long term vision for water bus service is to provide service for the entire river and link to other local destinations such as Coconut Grove, Miami Beach and the Port of Miami. In the future the water bus could provide service from the Miami Intermodal Center to the Port of Miami, allowing cruise passengers to arrive in Miami and enjoy the Miami River and its destinations on the way to the cruise terminal. The operation of a water bus service should not conflict with marine industrial activities.



A low profile water bus providing tours on River Day.

New Boat Slips: Opportunity for construction of new boats slips on the Miami River may be limited by submerged land ownership, navigation constraints or environmental issues. The state-approved Manatee Protection Plan for Miami-Dade County recommends new or expanded ship terminals or large (>100 feet) vessel facilities, as well as new slips for residential developments or courtesy docks, with limits on the density of motorboats. Currently, there is a general commitment from all parties that the existing baseline number of slips as described in the Manatee Projection Protection Plan shall remain. It may be possible to allow an even greater number of motorboat slips or density at a particular location without increasing overall impact to manatees in the River, if slips that were given up or were no longer used elsewhere could be "transferred" or reallocated. This approach could preserve the maritime character of the Miami River without sacrificing manatee protection or other environmental goals. The feasibility of such a procedure should be assessed, taking into consideration the inventory described above along with legal and regulatory requirements. It is implicit in this recommendation that manatee protection and boat dockage are to be maintained or enhanced.

INTRODUCTION

This section of the plan provides recommendations targeting the improvement in the quality of life for the residents and businesses in the neighborhoods along the river. Specific recommendations include support of the City of Miami Mayor's office, "Clean Up Miami" campaign, crime prevention measures and improving education within the Miami River Corridor. The neighborhoods along the Miami River Corridor, like urban neighborhoods across the country, experienced decline in the decades following World War II. Similarly, as with urban neighborhoods nationwide, many have experienced significant revitalization in recently years. However, there remains much room for improvement, with needs ranging from improved neighborhood organization, physical improvement of housing stock and infrastructure, increased availability of quality neighborhood retail and services, enhanced neighborhood policing and crime prevention efforts, and improved educational opportunities and facilities.

While overall characterized by a consistent fabric of residential structures dating predominantly from the 1930s through 1950s, the river corridor's neighborhoods exhibit fair to moderate deterioration (ranging from peeling paint to serious structure deficiencies). The streets of many of the river's neighborhoods lack curbs and gutters, with poorly landscaped swale areas that in some instances are dotted with persistent illegal dumping areas. An abundance of overhead utilities contributes to visual clutter, and cross-street connections of wires from poles to residences often hang dangerously low over public rights-of-way and private yards.

A new initiative of City of Miami mayor's office, the "Clean Up Miami" campaign, is designed to improve the visual environment of the streets, lots, and byways of the city through education, enforcement, and actual clean-up activities. The education component, featuring public meetings, publications, and radio and TV spots, will be coordinated by the City's Neighborhood Enhancement Teams (NETs). The Department of Solid Waste will oversee enforcement of local regulations that deal with all aspects of trash and debris, particularly illegal storage and dumping. Together, these departments will undertake an extensive physical clean-up of the specified areas. Crews will clean neighborhoods on a daily basis and will also participate in blitz programs addressing particular problems areas. The program will also feature "Litter Buster" and "Graffiti Buster" teams and a 24-hours complaint hotline.

This program, combined with strict building code enforcement

and financial and regulatory assistance for housing rehabilitation should lead to improved right-of-way and housing conditions. The establishment and strengthening of neighborhood associations should be encouraged and assisted. The installation curbs and gutters in deficient areas within the corridor should be prioritized, as should the upgrading and replacement of aging and/or potentially hazardous utility poles and overhead wires.

INFILL HOUSING & NEIGHBORHOOD COMMERCIAL DEVELOPMENT

In addition to the clear need for ongoing improvement of the Miami River Corridor's existing housing stock, there is both the need and the opportunity to increase the number of available housing units – both affordable and market rate – throughout the corridor. Few large, appropriately zoned vacant development sites are available, so infill housing development will likely require creative design and financing efforts. In view of the river corridor's historic scale and character and many identified historic sites and districts, housing development efforts would ideally join new construction with rehabilitation of existing structures. Such rehabilitation should include not only restoration of existing housing but also the adaptive reuse of non-residential structures.

In all cases the option of demolition and new construction should be carefully weighed against potential loss of community character. The need for an increasing number of residential units throughout the corridor and particularly in the near-downtown areas will necessitate the loss of some existing fabric; however, the compatibility and value of newly developed housing will be greatly enhanced if it responds naturally to its context, takes cues from neighboring historic structures, respects significant environmental features of the corridor (including the area's tree coverage, the tributaries of the river, and the river itself).

Critical to the development of the Miami River corridor into a celebrated community asset is the manner in which new and renovated housing interact with the public realm. Development of the greenway will greatly increase public access to the river and will significantly enhance circulation throughout the river corridor, but if development "turns its back" on the greenway and public rights-of-way linking to the river, the corridor will fail to realize its tremendous potential. Potential greenway users will be repelled by walls, fences, gated and guarded entries, and auto-oriented entrances will repel corridor visitors and limit greenway users just as surely as they will be encouraged by shopfronts, outdoor seating areas, and landscaped yards.

The same principal streets and avenues that channel pedestrians, bicyclists, and autos throughout the river corridor also tend to serve both as neighborhood boundaries and neighborhood commercial districts. While the zoning of these corridors typically allows for both commercial and high-density residential use, existing uses are generally low in scale and commercial in nature. Creation and application of a zoning classification requiring pedestrian-oriented mixed commercial-residential development of limited height would eliminate the awkward juxtaposition of one-story, parking-surrounded pharmacies with high-rise subsidized residential structures. Mixed-use development along the river's commercial corridors is rare, and its absence represents an untapped opportunity to increase housing availability, maintaining neighborhood retail and services, and preserve neighborhood scale and character.

Numerous locations along the Miami River feature "mega-block" housing developments dating from the 1960s and 1970s that represent significant breaches in the overall fabric of the corridor. While some of these are well-maintained and in good condition, others are in poor condition and may be ripe for redevelopment. Properly planned and executed, the redevelopment of these sites could result in an equal or greater number of housing units, a re-weaving of the corridor's torn fabric, a broader range of income and age levels, and improved edges – safer, less imposing to passers-by, better connected to their surroundings, and featuring newly created commercial opportunities.

CRIME PREVENTION

There is a perception by the general public that the Miami River Corridor is unsafe and is a high crime area. The issues of actually reducing crime and changing the perception of the public need to be addressed by a mechanism that goes beyond increased police presence. The police can not be in all places at all times to stop crime. However, changing the physical environment to deter criminal activity is something that can be done throughout the Miami River Corridor.

The concepts of Crime Prevention Through Environmental Design (CPTED) are an effective tool in reducing crime. Broward County has a CPTED ordinance, which has been in place for several years. CPTED concepts are a guide to designing the physical environment to reduce the likelihood of crimes against people and crime against property. If implemented correctly in the design process, the CPTED principles will result in natural access control, natural surveillance, and territorial reinforcement. The basic elements of CPTED design are:

1. Light - Increases reality and perception of security
2. Sound - Can be used to entice a desired behavior
3. Edges - can enhance territorial reinforcement
4. Texture - Can deter vandalism or unwanted gathering
5. Elevated positions - Increases visibility for natural surveillance
6. Color - Can be used as a communication tool
7. Asymmetrical relationships - disruption of balance, allows for various activities in one place, movable objects.
8. Quality of Appearance - deters vandalism, creates a sense of ownership of a place

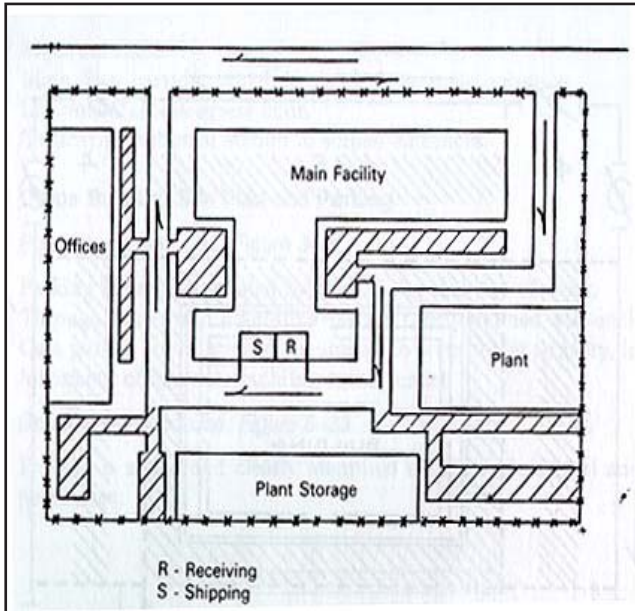
The recommendations for crime prevention are as follows:

Incorporate CPTED regulations into the land development codes of the City of Miami and Miami-Dade County for all properties (public and private) in the Miami River Corridor. The Miami-Dade County Urban Design Manual already contains many CPTED principles and concepts. The CPTED concepts discussed in this section are essential components to the success of the River Corridor. If used effectively, these concepts will serve as a tool by which to design streets, parks, greenways, and buildings to deter crime. There are two components to these ideas that are critical for CPTED to be effective:

Adopt local CPTED Regulations: CPTED principles need to be incorporated into the local development codes. These regu-

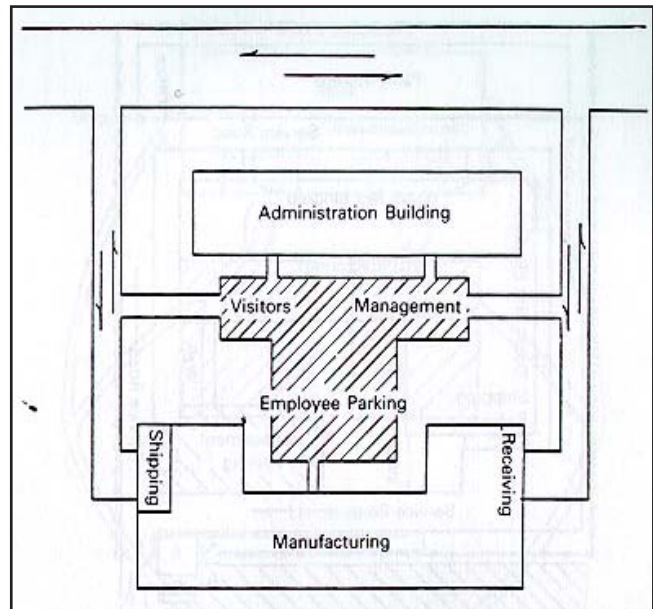
lations should address width of sidewalks, lighting requirements for streets and parking lots, shrub and wall height limitations to provide a clear line of sight, walls, fences, the placement of buildings along the corridor to increase natural surveillance and access control for private and public parking lots and buildings.

Develop CPTED Review Process: CPTED review procedures should be established for all public and private projects. All projects designed within the river should be reviewed by agencies with the purpose of safety in mind. These agencies should include Police, Fire, Planning and Zoning, Public Works and the Local N.E.T office or Team Metro.



Common condition found along the Miami River

1. Confused and deep internal access for external vehicles.
2. Easy mix of external vehicles with those of employees.
3. Shipping and receiving in same location legitimizes people coming and going with boxes.
4. Guard on full-time monitor required to screen access and packages.
5. Wide range of excuses for improper behavior, thus increasing pressure on guards or shipping/receiving vehicles.



A CPTED Application reorganizing the same facility

1. Parking segregated from external delivery.
2. All employee/visitor parking clearly visible from buildings.
3. Shipping and receiving separated by distance.
4. Legitimate behavior narrowly defined by location.
5. Transitional definition of movement is clear from opportunities for signage and rule enhancement in purchase/shipping and policies.

OPERATION RIVERWALK

History and Description: Governor Bush initiated Operation River Walk on February 16, 2001 as a comprehensive multi-agency, multi-year program to establish a secure environment for businesses and communities along the Miami River. Operation River Walk focused on the following four objectives:

Enhanced law enforcement efforts, specifically with drug trafficking

Improve code and environmental regulatory enforcement;

Spur economic development along the River corridor;

Establish strong drug prevention programs for the community.



Governor Bush leading "Operation Riverwalk" press conference
 What makes this operation truly unique is the involvement of 44 federal, state and local agencies that were successfully integrated to accomplish the four above listed efforts.

Operation/Results: The initial six-month "surge" phase of the operation began in February 2001 and extended until August 2001. This effort primarily augmented U.S. Customs and Coast Guard efforts to board and search vessels suspected of smuggling illegal drugs. Prior to Operation River Walk, there were only 6-8 full-time Customs agents working the River and the Coast Guard conducted offshore vessel boardings for only selected vessels. Operation River Walk provided over 240 additional law enforcement and investigative personnel



The sinking of a vessel seized during Operation Riverwalk

to supplement drug enforcement efforts. During this surge period, every vessel entering the Miami River was boarded by law enforcement personnel and searched either offshore or at the dock. Since the inception of Operation River Walk, 179 vessels were boarded and 1331 cargo containers were searched. The result of this effort was the seizure of 7 vessels by U.S. Customs for drug smuggling and the confiscation of 2604 pounds of cocaine, primarily discovered on vessels arriving from Haiti.

Prior to Operation River Walk, the U.S. Customs Service routinely sold seized property at auction after all legal issues were completed in the courts. Unfortunately, there was evidence that vessels previously sold at auction were being returned into the drug smuggling trade as some vessels had been seized more than once. Customs made a decision not to sell the seized vessels at auction, and allowed them to be sunk offshore as artificial reefs. This decision not only rid the River of substandard vessels, but also provided an opportunity for school children and drug prevention groups to adopt/sponsor seized vessels for creation of artificial reefs. These sponsoring groups witnessed the environmental cleaning of these vessels and then the sinking of the vessels offshore. This gave them a great feeling of accomplishment knowing these vessels will never smuggle cocaine into the United States again! This visible display by these groups and the entire Miami community sends a clear message to drug traffickers that they will not be tolerated.

The efforts of Operation River Walk have reduced crime and drug trafficking in the River area. The continuing efforts of economic development, drug prevention programs and regulatory enforcement are providing improved security and safety along the River, which allows businesses and neighborhoods to thrive.

The Miami River Urban Infill & Redevelopment Area is served by twenty-one public schools, including thirteen elementary schools, four middle schools, and four senior high schools. Of these, three elementary schools and one senior high school lie within the infill area boundary, with six elementary schools and one middle school lying just outside the infill boundary. The remaining eleven schools lie well beyond walking distance of the infill area.

Between one quarter and one third of the twenty-one public schools serving the infill area received “F” rankings this year under Governor Bush’s A+ Plan for Education. Two of these schools, Comstock Elementary in Allapattah and Frederick R. Douglass Elementary in Overtown, have received Fs twice in the past four years, qualifying their students for transfers or private school tuition vouchers. Overall, of the thirteen elementary schools serving the infill area, just two received “A” rankings this year; two received Bs, three received Cs, three received Ds, and three received Fs. Of the four middle schools serving the area, three received Cs and one received a D. Of the four senior high schools serving the area, one received a D and three received Fs.

The negative impact of the low quality of the Miami River corridor’s schools cannot be overestimated. Families with school-age children are inclined to move out of the area. Prospective home-buyers with children look to other locations where schools are better. Establishment of the Downtown Development Authority Charter School will help provide greater choice to residents of downtown Miami, but the tremendous task of improving school quality throughout the corridor lies ahead. City, County, and School Board planners will be obliged under new state regulations to coordinate their work to a greater extent than in the past, but without increased staff resources these efforts will likely fall short. The Draft Memorandum of Understanding located in the exhibits section of this plan represents a first step toward achieving this important goal. A working group comprised of representatives of the School Board, County, City and MRC will prepare a final draft of the MOU, which will be adopted by the City and County, concurrent with adoption of the urban infill and redevelopment area boundary by each of these jurisdictions.



Local school children join Governor Bush to witness the sinking of three vessels seized during Operation Riverwalk

INTRODUCTION

This section of the plan describes how the implementation of the Miami River Corridor Urban Infill Plan will lead to major improvements to the Miami River’s environment. A critical component to the success of the Miami River Corridor Urban Infill Plan is major improvements to the natural environment. The Miami River acts as a drain for a watershed area of 69 square miles. The Miami River is key link between the Everglades and Biscayne Bay , it plays a major role in the overall South Florida Ecosystem Restoration. The Miami River corridor will be vastly improved upon implementation of the following plans to improve the River’s natural environment including: Dredging, Stormwater and Sanitary Sewer system retrofitting, reinstating a Miami River “Clean-up” vessel servicing the River and its tributaries, the creation of additional greenspace, and improved Environmental Education.

DREDGING

Dredging to improve navigation on the Miami River was completed in 1933. Since 1933, the 15-foot deep Federal Navigable Channel never received comprehensive maintenance dredging, and sediments have accumulated, particularly along the channel margins. These sediments contain pollutants from sewage, stormwater and industrial discharges that have entered the River over many decades. Strong flow and vessel activity stir the contaminated sediments into the water column and downstream into Biscayne Bay. A maintenance-dredging project, designed to restore the intended 15-foot depth of the Miami River’s Federal Navigable Channel, will remove approximately 600,000 cubic yards of contaminated sediments from the Miami River. The dredging is scheduled to commence by the end of 2002. For further details of the Miami River Dredging project, please see the section of this plan entitled Investment in the River.

STORMWATER AND SANITARY SEWER SYSTEM RETROFITTING

Some of the main contributors of contamination to the Miami River is untreated runoff and improper discharges to the storm sewer systems, which flow into the River. The Miami River Commission’s (MRC) Stormwater subcommittee, consisting of representatives from the United States Environmental Protection Agency, Florida Department of Environmental Protection, Miami-Dade County Department of Environmental Resources Management, the South Florida Water Management District, the City of Miami’s Public Works Department, Miami-Dade

Water and Sewer Department and community stakeholders, produced the Miami River Basin Water Quality Improvement Report, which was approved by the MRC on February 4, 2002. The report identifies 33 specific recommendations which are estimated to cost \$18.4 million. The action plan for the Water Quality Improvement Report can be found in the exhibits section of this document.



A stormwater outfall directly into the Miami River

MIAMI RIVER CLEAN-UP VESSEL

A river clean up vessel was jointly funded by the City of Miami and Miami-Dade County for several years, yet was discontinued several years ago. The services of such a vessel are urgently needed along the Miami River. The vessel would primarily remove the floating solid waste, which enters the River from the stormwater system and illegal dumping. Additionally, the clean-up vessel could remove oil sheens from the water’s surface. The vessels crew can also act as the environmental eyes on the River, and report environmental problems to the appropriate



A cleanup vessel once operated by Miami-Dade County Public Works Department

agencies. These services would improve the River's water quality and result in a more aesthetically pleasing waterfront environment, critical to the successful re-development proposed by this Urban Infill Plan.

ADDITIONAL GREENSPACE

According to the 2001 Urban Parks study, authored by Peter Harnick, in conjunction by the Urban Land Institute and Trust for Public Land, the City of Miami has the least park space per resident of any large city in the Country. The Urban Infill Plan therefore recommends additional greenspace be provided where feasible. Since Greenspace is permeable surface, it is critical to replenish our water source, the Biscayne Bay Aquifer. In addition, the trees and landscaping found in Greenspace improve air quality. Therefore, additional Greenspace results in improving the natural environment. An example of creating new Greenspace is found at the new East Little Havana Riverside Garden, adjacent to and beneath the Flagler Bridge. This area was once a barren illegal dumping site, and is now providing a lush garden for the neighboring community. We recommend similar beautification projects beneath all bridges crossing the Miami River. The Trust for Public Lands have been directed by the Florida Legislature and the South Florida Water Management District to develop a Strategic Biscayne Bay Access Plan. The MRC, City and the County should work with TPL to include all existing access points that need improvements and to add new access points consistent with this Plan.

CONTINUED REMOVAL OF DERELICT VESSELS

The Miami River was once a haven for derelict vessels. Both Miami-Dade County and the City of Miami conduct removal of vessels designated as derelict by Florida Fish and Wildlife Conservation Commission (FFWCC) with funding for



A derelict vessel along the Miami River

contractual services provided through grants from FFWCC and Florida Inland Navigational District (FIND). Today only a few derelict vessels are in the River. Since Derelict Vessels damage the natural environment and may be a hazard to public health and boating safety, the Infill Plan recommends the continued removal of vessels determined to be derelict.

ENVIRONMENTAL EDUCATION

A fundamental component of improving the Miami River's natural environment is Environmental Education. The Florida Fish and Wildlife Conservation Commission Advisory Council on Environmental Education, the Florida Inland Navigation District, and Miami-Dade County have recurring grant programs for funding selected environmental education topics. In recent years, the South Florida Water Management District has also received special appropriations from the Florida Legislature for Biscayne Bay-related education projects. The MRC was awarded a grant from Miami-Dade County to fund environmental riverboat tours for students and Community Based Organizations. In addition, Environmental Education is a central component of public outreach in annual events such as Miami Riverday, Earth Day, Baynanza, and the Honorable Representative Ileana Ros-Lehtinen's Annual River Clean-Up.



Local children learning about the environment at Riverday

BISCAYNE BAY AND EVERGLADES RESTORATION

The Miami River was historically a fresh water tributary, connecting the inland Everglades to Biscayne Bay. Today it is primarily a water management canal, part of the Central and Southern Florida Flood Control Project. It moves excess stormwater from inland agricultural areas and coastal urban areas to tide, to prevent flooding. Salt water control gates prevent inland intrusion of salt water caused by the lowering of

the groundwater table from potable and industrial uses. Today it is officially known as the Miami River Canal.

In 2000, the United States Congress passed legislation to implement the Comprehensive Everglades Restoration Plan (CERP). The Congress also created the South Florida Ecosystem Restoration Task Force to oversee the CERP and related state and federal projects. In order to provide an ongoing focus for the importance of the Miami River and Biscayne Bay, the Task Force authorized a Biscayne Bay Regional Restoration Coordination Team. During the monthly meetings of the BBRRCT, the important issues facing the Miami River and Biscayne Bay undergo discussion and analysis.

Information on the project is available on the following website: www.discoverbiscaynebay.org. As the CERP program progresses, opportunities will avail themselves to request the Miami River gets equal treatment and investment to be sure it is restored from a canal to a river. For example, the Miami River should be included by the South Florida Water Management District as a First Tier of water improvement projects on the district-wide list, making it eligible for priority state and SFWMD funding on an annual basis.

MANATEE PROTECTION

Despite its urban character, the Miami River provides habitat for the endangered West Indian Manatee. Manatees use the River as a source of freshwater and as a travel corridor year round, but are most abundant in winter when they seek shelter from the cold in Palmer Lake and in upstream areas. Vessel speed limits in the Miami River originally adopted by Miami-Dade County for boating safety, were incorporated into State-designated manatee protection zones in 1991. The Miami-Dade County Manatee Protection Plan, which was approved by the County and the State of Florida in 1995, includes recommendations for reducing manatee mortality from water control and drainage structures, vessel collisions, and other human activities. For example, the leading cause of manatee deaths in the River area was crushing in the floodgates; this has been almost completely eliminated by retrofitting Miami and Tamiami canal gates with pressure-sensitive devices. Marine facility siting guidelines, which help reduce impacts to manatees from vessel traffic, recommend new or expanded ship terminals or large vessel facilities, as well as new slips for residential developments or courtesy docks with limits on motorboat density. All existing wet and dry vessel docking is encouraged to be maintained, repaired or rebuilt.

INTRODUCTION

This section of the plan provides an assessment of existing governmental responsibilities along the Miami River Corridor. It also recommends action steps to consolidate the existing structure and enhancements to insure implementation of the plan. These actions steps includes the expanded use of Partnerships between public, private and non-governmental organizations to further the implementation of the Plan. In order to specify the jurisdiction of this plan, the City and the County will adopt future land use plan map amendments for the Miami River Corridor Urban Infill Area. They will also consider appropriate text updates to their comprehensive plans. A major focus of this Plan is to coordinate the maximum amount of funding from existing and new sources needed to implement the Plan. These steps are covered in a Funding Table and an Implementation Action Steps contained in this section.

Section 163.2517 (3)(m), F.S. requires that local government(s) seeking to designate a geographic area within its jurisdiction as an urban infill and redevelopment area must "identify the governance structure the local government(s) will use to involve community representatives (stakeholders) in the plan." The City of Miami and Miami-Dade County, jointly and in cooperation with the Miami River Commission, propose to modify an existing governance framework to allow stakeholders to reach mutually acceptable decisions in implementing, monitoring and amending the urban infill plan for the Miami River Corridor.

For many, the issue of governance over the Miami River Corridor is one of the main reasons that significant revitalization has not occurred. The history of the Corridor is a classic example of multiple units of government being assigned limited jurisdiction over single issues and no one agency or combination of agencies having the responsibility and accountability to see that intergovernmental coordination happens and that progress is made on difficult issues.

The Florida legislature has addressed this issue by the recent creation of the Miami River Commission (MRC) and by authorizing the MRC, the City of Miami, and Miami-Dade County to enter into agreements to develop and adopt a urban infill plan for the Miami River Corridor (the Plan).

The governance structure proposed in and for the Plan is grounded on the principle that the primary responsibility for the health, safety and welfare of the citizens who reside and

work along the Corridor should continue with the two general purpose local governments, the City of Miami and Miami-Dade County, in their respective geographic areas of responsibility and pursuant to the constitutional charter powers granted to Miami-Dade County. For example, the power to prepare comprehensive plans and land development regulations, such as zoning for the private property in the Corridor will continue to reside with the appropriate local government.

In a similar fashion, the Plan's proposed governance structure acknowledges the federal government's supremacy over navigation, immigration and homeland security issues. The State of Florida will continue, through the agencies of jurisdiction, to enforce environmental laws and make decisions concerning state owned submerged lands along the Miami River Corridor.

The proposed governance structure for the urban infill and redevelopment of the Miami River Corridor builds on the successful coordination structure put in place by the Miami River Commission to create the plan. In addition, this plan recommends specific new responsibilities for monitoring the plan, assembling a five-year integrated financial program for infrastructure improvements and providing for the management of certain unique infrastructure improvements in the Corridor such as the Miami River Greenway.

Adoption of the plan and its governance structure will continue the vision that the Corridor continues to be seen as "One River, One Voice."

EXISTING AUTHORITIES FOR GOVERNANCE

In addition to the examples of existing authority mentioned above, the following is a description of existing state laws which form the basis for a comprehensive governance structure for the overall Miami River Corridor.

The authority for these two local governments and an agency of the state of Florida to develop and implement an urban infill and redevelopment plan is unique to the Miami River Corridor and specifically relies on enabling acts of the Miami River Commission passed by the 1998 and 2000 sessions of the Florida Legislature as well other controlling sections of Chapter 163, FS.

The 1998 legislation creating The Miami River Commission found in Section 163.06,F.S., establishes the Miami River

Commission as the official coordinating clearinghouse for all public policy and projects related to the Miami River to unite all governmental agencies, businesses and residents in the area to speak with one voice.”

The MRC is further granted specific powers and duties in the following areas;

1. Consolidate existing plans, programs and proposals into a consolidated strategic plan for improvements to the Miami River and surrounding area.
2. Prepare an integrated financial plan.
3. Provide technical assistance to implement the strategic and financial plans.
4. Accept any specifically defined coordinating authority or functions delegated to the MRC by any local government.
5. Seek grant funds.
6. Coordinate a joint planning agreement between the Florida Department of Community Affairs, the City and the County under provisions of Sec.163.3171,F.S.
7. Provide a forum for sharing of information and resolving conflicts.
8. Act as a clearinghouse for public information and conduct public education programs.

Pursuant to these powers the MRC continues to engage the City of Miami and Miami-Dade County in activities to improve the Miami River. For example, with financial assistance from federal and state government and regional agencies, the MRC, the City and the County (local sponsor), are cooperating with the United States Corps of Engineers to dredge and clean the polluted sentiments of the navigable portions of the Miami River. The MRC is cooperating with the Trust for Public Land in the implementation of the Miami River Greenway Action plan that has been adopted by the City and County. The City of Miami (Resolution No.00-320) and Miami-Dade County (Resolution No. 156.99) have both requested the advice of the MRC before considering any resolution or ordinance concerning environmental, economic, social recreational and aesthetic issues related to the Miami River and the surrounding area. These statutory authorities and the MOUs provide a framework for resolving disputes and giving consideration to

the needs and objectives of all stakeholders along the Miami River Corridor.

Building on this successful governance structure, the MRC and the local governments propose to rely on the planning and implementation opportunities provided for under Sec. 163.2511-163.2526, cited as the Growth Policy Act, to provide the essential tools to implement a consolidated strategic and financial plan to redevelop the Miami River Corridor. Confirmation for the legislative intent for this approach can be found in Section 26 of HB 2403, which creates the Miami River Improvement Act.” There the Legislature found that “successful revitalizing and sustaining the urban redevelopment of areas adjacent to the Miami River is dependent on addressing, through an integrated and coordinated intergovernmental plan, a range of varied components essential to a healthy urban environment, including cultural, recreational, economic and transportation components, “(s.163.065(2)(c),F.S.). To implement this finding the Legislature directs that all state and regional agencies shall provide all available assistance to the Miami River Commission in the conduct of its activities.”(s.163.065(3)F.S.)

The Legislature further directs the MRC, the City of Miami and Miami-Dade County to consider the merits of development and adoption of an urban infill and redevelopment plan under ss.163.2511-163.2526,F.S. and participating state and regional agencies shall review the proposed plan for consistency with applicable law. (s.163.065(4)(a),F.S.)

Based on this statutory authority, the City of Miami and Miami-Dade County have entered into a Joint Planning Agreement, and further directed the MRC to prepare an Infill and Redevelopment Plan for the Miami River Corridor. The plan has been adopted by the MRC as its strategic plan for the Miami River and is therefore transmitted to the City Commission of Miami and the Miami-Dade County Commission for adoption by ordinance, submission of the required comprehensive land use map amendments, and other actions deemed necessary to effectuate this plan.

PROPOSED GOVERNANCE STRUCTURE

The MRC will modify the MRC existing governance structure to comply with applicable laws and insure that neighborhoods within the urban infill area of the Miami River Corridor and all identified stakeholders will have the means to resolve conflicts arising from the implementation of the plan, receive consideration of their needs and objectives, and insure their

active involvement in implementing projects called for in the adopted plan.

The MRC is authorized by statute to create working groups of all Governmental agencies that have jurisdiction along the Miami River, as well as representatives of business and civic associations.” (s. 163.06(2)(c),F.S.) There is therefore created a Miami River Urban Infill Working Group (replacing the existing Quality of Life Working Group) to guide the implementation of the plan, including monitoring and making recommendations to further the plan to the Full Policy Committee of the Miami River Commission and the City of Miami and Miami-Dade County Commissions.

The duties of the Miami River Urban Infill Working Group will be specified in the adoption resolution of the full Policy Committee of the MRC and shall include, but not be limited to;

1. Monitoring the plan and preparing an Annual Report.
2. Conducting public workshops and other education opportunities to inform residents and businesses about the plan.
3. Monitor the memorandums of understanding, including one with the Miami-Dade County School District (s.163.2517(3)(d),F.S.), and with other agencies necessary to implement the plan.
4. Recommend and monitor the implementation of guidelines for the development of local land development regulations specific to the urban infill area, (s.163.2517(3)(h),F.S.)
5. Conduct studies of existing federal, state, regional and local regulatory programs that permit activities in and adjacent to the Miami River in order to recommend ways to educate the public and the regulated communities about the laws and to recommend best practices for complying with the laws in an efficient and effective manner.
6. Pursue the necessary steps to fully implement the Miami River Greenway Action Plan adopted by the City of Miami and Miami-Dade County.
7. Monitor the actual long-term management and maintenance of the Greenway that will be the undertaken by a Miami River Riverfront Trust jointly created by the City of Miami and Miami-Dade County.

8. Prepare an integrated five year financial plan to implement the plan, including the projects that shall be specified for funding by a tax increment financing program to be jointly created by the City of Miami and the Miami-Dade Commission.
9. Monitor the construction and maintenance of projects authorized and funded in the integrated financial plan.
10. Work with the MRC's Greenway subcommittee, Dredging and Economic Development Working Groups to insure their project are included in the integrated financial plan.

In addition, the MRC requests the City of Miami and Miami-Dade County to jointly create the following entities to further the implementation of the plan;

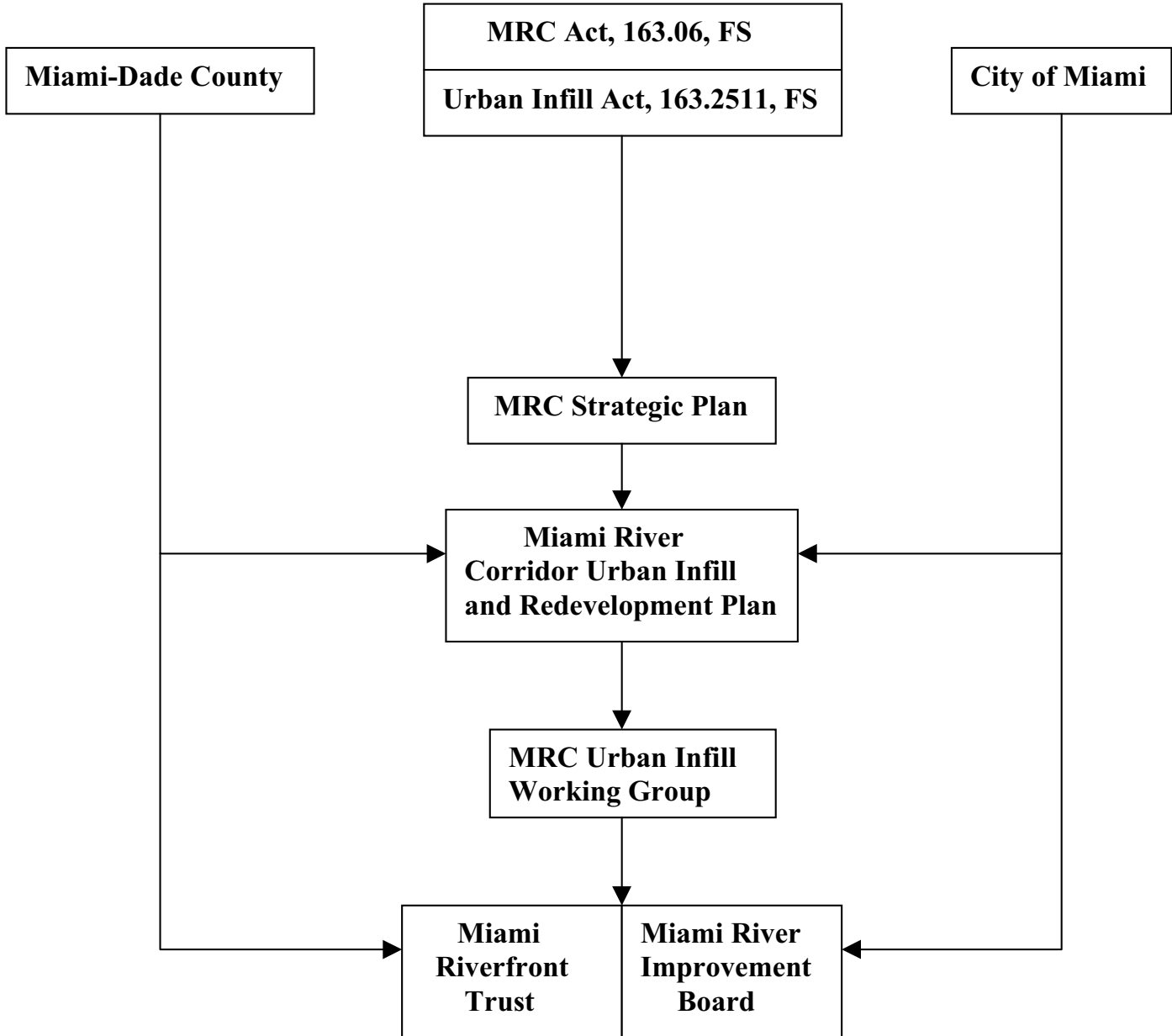
1. Miami Riverfront Trust shall be created as a business entity to accept the responsibilities for management and maintenance of the fully constructed segments of the Miami River Greenway, Riverwalk and ancillary facilities.
2. The Joint City/County Miami River Improvement Board, with Responsibility for reviewing and approving the initial Integrated Five Year Financial Plan, and subsequent annual updates of the five year plan, that are recommended for funding by the MRC with proceeds from the tax increment financing program and other funding sources identified in the Integrated Funding Plan.

The MRC, the City of Miami and Miami-Dade County hereby request that the 2003 Session of the Florida Legislature amend the MRC enabling act to remove the statutory language that sunsets the MRC and to consider other changes necessary to improve the Miami River.

Please see the following page for a diagram of the proposed Governance Structure.

GOVERNANCE

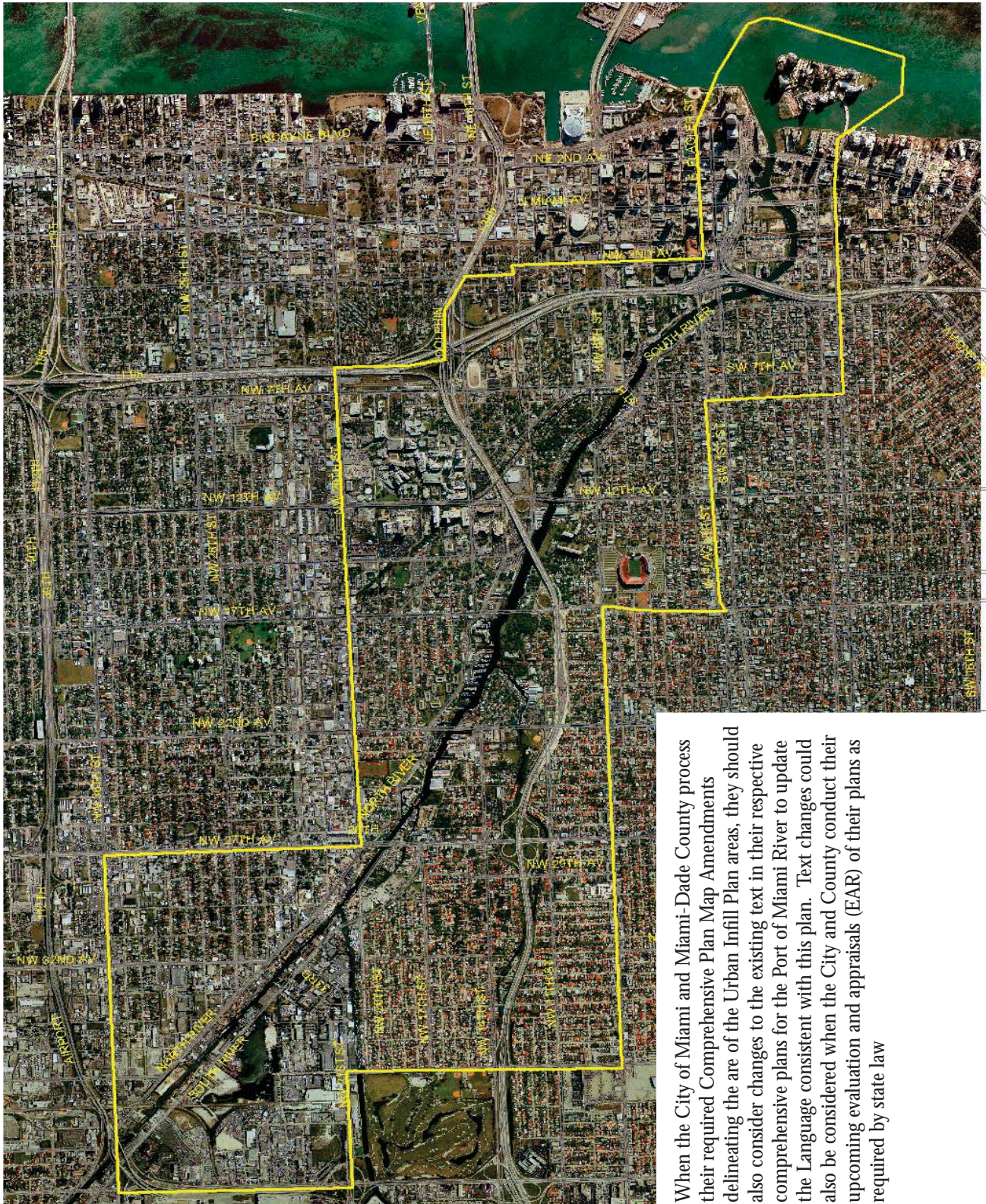
Chapter 163, FS



PARTNERSHIPS

This plan was the collaborative effort of many people, agencies and organizations, working together towards the common goal of improving the quality of life for the residents and businesses alike in the Miami River Corridor. The broad categories, of partners in this planning effort are listed below. The Miami River Commission will maintain a complete database of key personnel at the specific agencies and organizations for ongoing participation in the implementation phases.

Commercial Interests along the river
Home owners Associations along the river
Marine industries and associations along the river
Federal agencies
State agencies
Regional agencies
County agencies
Municipal agencies
Board of Realtors
Educational interests
University centers and institutes



When the City of Miami and Miami-Dade County process their required Comprehensive Plan Map Amendments delineating the are of the Urban Infill Plan areas, they should also consider changes to the existing text in their respective comprehensive plans for the Port of Miami River to update the Language consistent with this plan. Text changes could also be considered when the City and County conduct their upcoming evaluation and appraisals (EAR) of their plans as required by state law

TAX INCREMENT FINANCING

This section of the plan provides an overview of the investigation that has been completed to date for the creation of a Tax Increment Finance District along the Miami River Corridor. The Florida legislature, when it adopted the urban infill planning strategy to guide the State's growth management, provided certain economic incentives to local governments that adopt an urban infill plan. Two of the most important incentives, incorporated in Chapter 163 section 2520, are the ability to issue revenue bonds and employ tax increment financing to carry out the implementation of the urban infill plan. Older and highly urbanized areas often suffer from aging infrastructure and difficulties in land assembly that discourages their proper reinvestment and redevelopment. In Florida, and many states of the union, a tax increment financing (TIF) district is a mechanism for paying for infrastructure and land assembly costs.

Within a TIF district, a base year is designated when the district is created. Property tax revenue going to local governments for general municipal services are essentially "frozen" at the base year level. In subsequent years, the growth or "increment" in property tax revenue above base year collections may be set aside for use solely within the TIF district. The incremental or TIF revenue can be used to pay for specific improvements and/or issue bonds to facilitate new investment. Florida law allows local governments flexibility in creating a TIF district to meet the needs of the area: the increment captured in a TIF may range from 50% to 95% of the total tax growth and the duration of a TIF may range from 10 to 40 years.

City and County officials along with the MRC have been working since 1999 when this TIF strategy was first introduced. In periodic meetings since then, a tax increment investigation committee has determined that a TIF strategy could produce as much as \$1,104,000,000 in generated revenue over a 30 year time period. The revenue varied according to the assumptions behind the projections. For example, revenue was projected in one scenario at just half of the increment, while in another scenario the revenue was projected at 95 per cent of the total increment. The revenue also varies widely depending on the boundary of the TIF district. For the purpose of this study, the TIF boundary was drawn at about one block on either side of the proposed Miami River Greenway route, as approved by both the City and County governments in 2001, which generally follows the river edge or North and South River Drives from the mouth of the River to the salinity dam at approximately NW 36th Street.

The revenue also varies based on projected growth scenarios in the property tax base for that area. Currently, the area is appreciating in value at about 5.7% annually. The TIF Committee looked at two scenarios—a conservative growth rate of only 4.85%, a twenty year average, and a better case scenario of 10 percent annually.

Based on these preliminary discussions and further study, local governments would make the decisions on boundaries, proportion of increment, and length of years for the district's life span. The bond market would also greatly influence the total amount of bonds issued depending on the confidence in the plan and in the actual property values generated by the real estate market.

Some of the larger capital costs for the river area redevelopment could be properly funded from such a TIF fund. Plans continue to be made for Congressional appropriations and State funding for River dredging, stormwater improvements, bridge and transportation improvements, including the Greenway, but many of these funds require local match appropriations from the County and City, and many needs simply cannot be met because of the ongoing cutbacks occurring in national and state governments. Some of the items identified in this plan and that could be partially funded by a TIF fund are:

- To complete the local share for the dredging of the federal navigational channel, and to cover the local portion to complement the dredging from bank to bank outside of the federal channel, and to include the River's tributaries;
- To curtail future river pollution by retrofitting and modernizing the storm water drainage systems of the City and County, and to upgrade the older sanitary sewer systems adjacent to the River;
- To construct the Miami River Greenway on both sides of the Miami River, 11 miles of streets, linear pathways and bike trails with high amenity enhancements;
- To redevelop some of the identified "opportunity areas" in this plan where, with land assembly, infrastructure upgrades, relocation costs, and other TIF redevelopment incentives, major mixed-use, mixed-income sites could be appropriately developed to meet the future housing and economic needs of the City's inner core; and

- To assist the new governing structure ease the economic impact on City and County government for properly maintaining, policing, operating and promoting the Miami River Greenway.

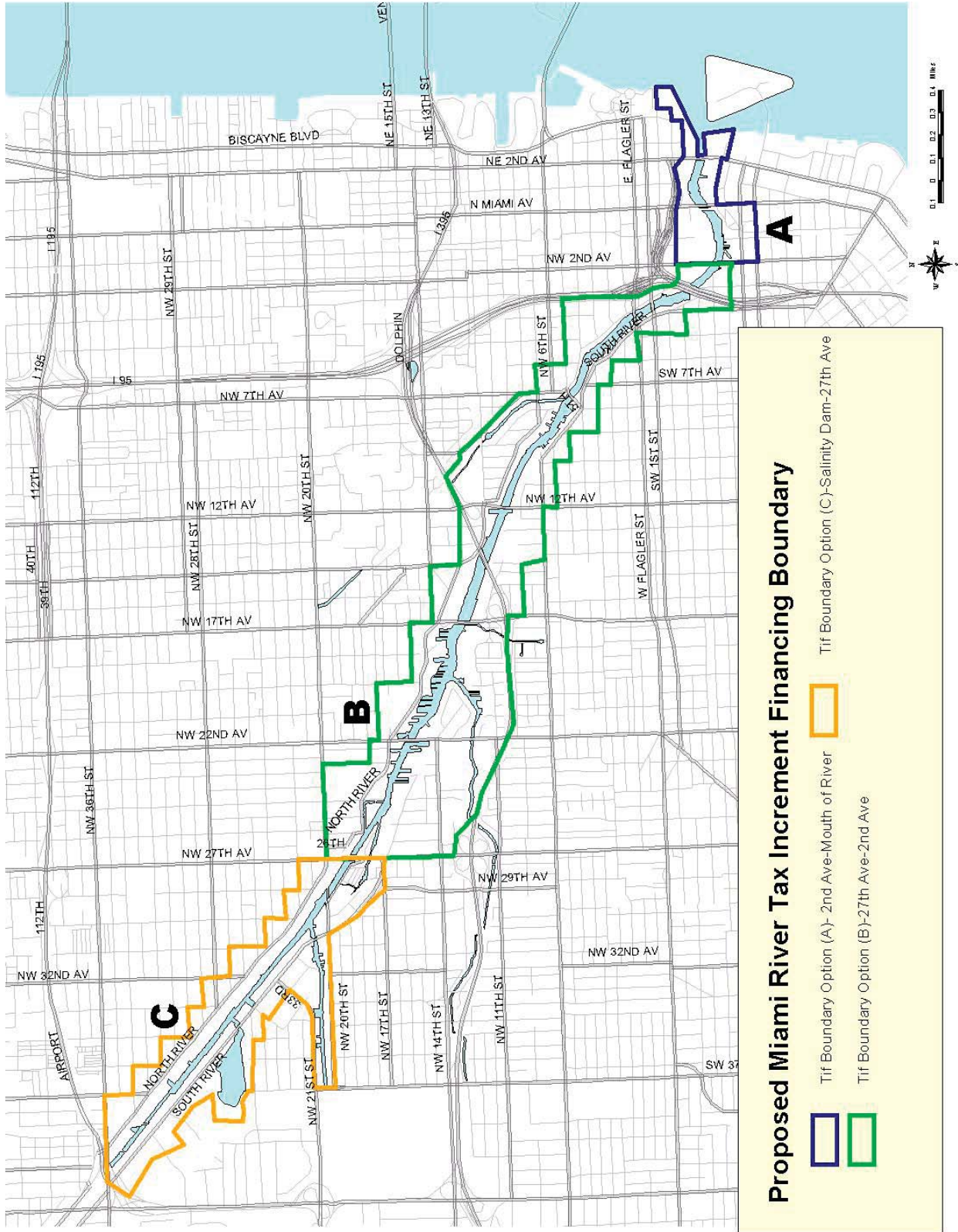
Bayfront and Riverfront Lands Acquisition Trust Fund: As part of the development of Bayside Marketplace, it was agreed that a percentage of the rent paid by all tenants would go into a fund to be used by the City of Miami to eventually purchase parkland adjacent to the Miami River or Biscayne Bay. This fund was created “to provide public access to and public enjoyment of those water bodies” and the agreement specifically states that money in the fund must be used to purchase waterfront property on Biscayne Bay and Miami River and for nothing else. As of January 31, 2001 the Bayfront and Riverfront Lands Acquisition Trust Fund had cash assets of \$881,542.76.

The follow page shows the preliminary revenue projections for the TIF prepared as a part of an ongoing collaboration between the City of Miami and Miami-Dade County.

A funding matrix that identifies various grants, loans and incentives available to fund the elements of the plan follows the TIF revenue projections.

PROPOSED MIAMI RIVER TAX INCREMENT FINANCING DISTRICT(S)
REVENUE PROJECTIONS

Tax Increment Contribution Level	UMSA Area only [A]	City of Miami, excluding Downtown [B]	SubTotal A + B	Downtown Miami [C]	TOTAL All Segments A + B + C
TWENTY (20) YEAR TIF - Assumed 4.85% Annual Growth					
50% TIF	\$ 5,731,331	\$ 26,770,921	\$ 32,502,252	\$ 19,264,478	\$ 51,766,730
At Net Present Value	\$ 2,847,643	\$ 13,301,280	\$ 16,148,924	\$ 9,571,662	\$ 25,720,586
75% TIF	\$ 8,596,996	\$ 40,156,382	\$ 48,753,378	\$ 28,896,717	\$ 77,650,095
At Net Present Value	\$ 4,271,465	\$ 19,951,920	\$ 24,223,385	\$ 14,357,493	\$ 38,580,879
95% TIF	\$ 10,889,528	\$ 50,864,751	\$ 61,754,279	\$ 36,602,508	\$ 98,356,786
At Net Present Value	\$ 5,410,522	\$ 25,272,433	\$ 30,682,955	\$ 18,186,158	\$ 48,869,113
THIRTY (30) YEAR TIF - Assumed 4.85% Annual Growth					
50% TIF	\$ 15,375,337	\$ 71,817,869	\$ 87,193,206	\$ 51,680,467	\$ 138,873,673
At Net Present Value	\$ 5,282,741	\$ 24,675,568	\$ 29,958,309	\$ 17,756,652	\$ 47,714,961
75% TIF	\$ 23,063,006	\$ 107,726,803	\$ 130,789,809	\$ 77,520,701	\$ 208,310,510
At Net Present Value	\$ 7,924,111	\$ 37,013,353	\$ 44,937,464	\$ 26,634,978	\$ 71,572,442
95% TIF	\$ 29,213,141	\$ 136,453,951	\$ 165,667,091	\$ 98,192,888	\$ 263,859,979
At Net Present Value	\$ 10,037,207	\$ 46,883,580	\$ 56,920,787	\$ 33,737,639	\$ 90,658,426
TWENTY (20) YEAR TIF - Assumed 10.0% Annual Growth					
50% TIF	\$ 18,305,522	\$ 85,504,699	\$ 103,810,221	\$ 61,529,573	\$ 165,339,794
At Net Present Value	\$ 8,753,698	\$ 29,423,434	\$ 38,177,132	\$ 29,423,434	\$ 67,600,566
75% TIF	\$ 27,458,283	\$ 128,257,049	\$ 155,715,332	\$ 92,294,360	\$ 248,009,692
At Net Present Value	\$ 13,130,547	\$ 61,332,504	\$ 74,463,051	\$ 44,135,151	\$ 118,598,202
95% TIF	\$ 34,780,492	\$ 162,458,928	\$ 197,239,420	\$ 116,906,189	\$ 314,145,609
At Net Present Value	\$ 16,632,027	\$ 77,687,838	\$ 94,319,865	\$ 55,904,524	\$ 150,224,389
THIRTY (30) YEAR TIF - Assumed 10.0% Annual Growth					
50% TIF	\$ 64,254,363	\$ 300,130,744	\$ 364,385,107	\$ 215,975,458	\$ 580,360,564
At Net Present Value	\$ 20,165,328	\$ 94,191,815	\$ 114,357,143	\$ 67,780,861	\$ 182,138,004
75% TIF	\$ 96,381,544	\$ 450,196,116	\$ 546,577,660	\$ 323,963,187	\$ 870,540,847
At Net Present Value	\$ 30,247,993	\$ 141,287,722	\$ 171,535,715	\$ 101,671,292	\$ 273,207,007
95% TIF	\$ 122,083,289	\$ 570,248,413	\$ 692,331,703	\$ 410,353,370	\$ 1,102,685,072
At Net Present Value	\$ 38,314,124	\$ 178,964,448	\$ 217,278,572	\$ 128,783,636	\$ 346,062,208
ASSUMPTIONS: Outside boundary equals the River Greenway plan boundary					
[A] = NW 36 St on West at salinity dam, and City of Miami limit, approx. NW 27 Ave, on east					
[B] = Approx. NW 27 Ave at City Limit on west, SW 2nd Ave on east					
[C] = SW 2nd Avenue on west, mouth of the Miami River on east					
Millages:	City of Miami	8.995			
	Miami Dade County	5.713			
Discount Rate/Net Present Value		5.70%			



FUNDING/ DEVELOPMENT INCENTIVES MATRIX		MIAMI RIVER URBAN INFILL PLAN			1-May-02
Program	Governing Agency	Amount of \$\$ Available	Eligible Projects	Application Dead-line	Application Timeline
FUNDING SOURCES					
Grants					
Brownfields Redevelopment Initiative Program	DEP	\$25 million per year (nation wide)	1,2,3,4,5,7	1-Jul	1 year
CDBG Entitlement Communities Program	USHUD	Varies by year and city	1,2,3,4,7,10	1-Jul	1 year
Section 319 Nonpoint Source Management Implementation Grant	DEP	\$9 million per year (Florida wide)	4,5,6,7	1-Jul	1 year
Economic Development transportation fund	FDOT	\$2 million per grant	1,2,3,4	ongoing, open cycle	1/2 year
Highway Beautification Grant	FDOT	\$3 million per grant	1,6,10	1-Feb	1/2 year
Public Works and Development Facilities Program	EDA (regional office)	FY 01 total available \$286,000,000	1,2,3,4	ongoing, open cycle	1/2 year
Florida Greenways and Trails Program	FDEP	\$4.5 mil available annually	6,7	dbt	dbt
Florida Recreation and Development Assistance	FDEP	\$200,000 per project	6,7	Oct	1/2 year
Florida Recreational Trails Program	FDEP	\$100,000 per project	6,7,10	Jan	1/2 year
Urban Park and Recreation Recovery Program	US Dept. of Interior	\$200,000 per project	6,7	June	1/2 year
Florida Boating Improvement Program	Florida Fish and Wildlife	\$100,000 per project	7,10	July	1/2 Year to 1 Year
Land and Water Conservation Fund	US Dept. of Interior	\$150,000 per project	6,7	March	1/2 year
Waterways Assistance Program	Florida Inland Navigation	usually between \$1,000,000 to \$1,200,000	6,7,10	March	1/2 Year to 1 Year
Florida Forever Program	Florida Community Trust	\$66 mil in gbond proceeds for fy 2000-	6,7	13-Aug	1/2 year
Loans					
Florida Municipal Loan Council- Fixed rate bond pool	Florida League of Cities	Total available in program \$500 Million	all	1-May	up to 1/2 year
Transportation Enhancement Program (TEP) -	FDOT	Varies by project	1	MPO- Process	Over 1 year
State Revolving Loan Program for Wastewater Management	DEP	FY 2001, \$350 million available	2,3	15-Dec	6 months to 1 year. The preconstruction loan can be approved in two to three months.
State Revolving Loan Program for Drinking Water Management	DEP	Approximately \$30 million annually; grants will be limited to approximately \$3.3 million annually and no more than \$750,000 per year for any project sponsor.	2	15-Apr	same as above
State Revolving Loan Program for Storm Water	DEP	FY 2001, \$350 million available	4,5	15-Dec	same as above
Bayfront and Riverfront Trust Fund	Local Governments	\$881,542 as of Jan. 31, 2001	6,7,10,11	Varies	Varies
CDBG- Section 108 Loan Fund	USHUD	5 x \$572,000 (\$2,860,000)	1,2,3,4,7,10	1-Jul	1/2 Year to 1 Year
INCENTIVES					
General obligation bond	Local Governments	Determined by Local Government	see G.O. bond map	N/A	N/A
Water and Sewer Bond	Local Governments	Determined by Local Government	2,3,4	N/A	N/A
Capital Improvement Plan (CIP)	Local Governments	To be determined by local governments	1,2,3,4,7,10	N/A	N/A
Impact Fee Credit Agreement	Local Governments	To be determined by local governments	1,2,3,4,10,11	N/A	N/A
Tax Increment Financing (TIF)	Local Governments	Varies by project	1,2,3,4,7,10,11	N/A	N/A
Community Redevelopment Agency (CRA)	Local Governments	Varies by project	1,2,3,4,7, 8,9,10,11	N/A	N/A
Downtown Development Authority	Local Governments	Varies by project	1,2,3,4,7, 8,9,10,11	N/A	N/A
Miami-Dade Empowerment Zone	Local Governments	Varies by project	1,2,3,4,7, 8,9,10,11	N/A	N/A
Enterprise Zone	Local Governments	Varies by project	1,2,3,4,7, 8,9,10,11	N/A	N/A
Front Porch Initiative	Local Governments	Varies by project	1,2,3,4,7, 8,9,10,11	N/A	N/A
Impact Fee Credit	Local Governments	Varies by project	1,2,3,4,10,11	N/A	N/A
Parking Trust	Local Governments	Varies by project	10,11	N/A	N/A
Private/ Public Partnerships	Local Governments	Varies by project	all	N/A	N/A
HUBzones Empowerment Contracting Programs	SBA	Varies by project	8,9,11	N/A	N/A
ELIGIBLE PROJECT TYPES LEGEND					
1. Roadway improvements					
2. Water distribution system					
3. Waste water system (sewer)					
4. Storm sewer system					
5. water quality					
6. Trails and Greeways					
7. Property acquisition					
8. Small business assistance					
9. Job training					
10. Transportation improvements					
11. Private development					

GOVERNANCE

- Request that the Miami River Commission adopt the Miami River Corridor Urban Infill Plan as their strategic plan
- Request that the City of Miami and Miami-Dade County update the text language of their comprehensive Plans that address the Port of Miami River, consistent with this Plan
- Request that the City of Miami and Miami-Dade County adopt the Miami River Corridor Urban Infill Plan and submit the required comprehensive land use map amendments pursuant to the State Statute.
- Establish a governance structure for the Miami River Corridor to insure the implementation of the Miami River Urban infill Plan including the creation of a five-year integrated financial plan
- Request State Legislation to remove MRC sunset clause and appropriate amendments to the MRC enabling legislation in the 2003 State Legislature session

PLANNING AND ZONING

- Request the City of Miami Planning Department to pursue Neighborhood Conservation Designations for the Spring Garden, Lummus Park, Highland Park and East Little Havana Neighborhoods as described in the Urban Infill Plan
- Request the City of Miami Planning Department to pursue Waterfront Industrial overlay districts maintaining the requirement for primary water dependant use, while allowing secondary uses to include limited office and commercial (restaurant or retail) as secondary uses only.
- Request the Miami-Dade County Department of Planning and Zoning pursue a Water Related Industrial overlay district in the Melrose Neighborhood as described in the Urban Infill Plan
- Request the Miami-Dade County Department of Planning and Zoning to pursue Waterfront Industrial overlay districts maintaining the requirement for primary water dependant use, while allowing secondary uses to include limited office and commercial (restaurant or retail) as secondary uses only.

- Request the City of Miami Planning Department to pursue an 'Urban Streets' designation for North and South River Drives

GREENWAY

- Establish a dedicated funding source for construction and ongoing maintenance of the Miami River Greenway
- Request that the City of Miami and Miami-Dade County continue to move forward with the implementation of the Miami River Greenway, as outlined in the adopted Miami River Greenway Action Plan
- Request that the City of Miami encourages private development to provide greenway segments west of NW 5th Street, preferably at the waterfront through modification of on-site parking and setback requirements and other means as appropriate.

INVESTMENT IN THE RIVER

- Request the City of Miami and Miami-Dade County to support catalytic redevelopment projects in the Miami River Corridor including, but not limited to the Scottish Rite Temple, Mahi Shrine, and Florida Yacht Basin
- Request the City of Miami and Miami-Dade County to create a Tax Increment Finance District within the Miami River Corridor to fund priority items.
- Request that the local governments and industry partner to create a state of the art riverfront Customs inspection station, centralized freight warehouse and consolidation facility in the upper river
- Request that the local governments and industry partner to create a marine training and education facility on or near the river
- Request the City of Miami, Miami-Dade County and the MRC to undertake a detailed Economic Analysis and Market Study to address appropriate redevelopment strategies and tools
- Request the City of Miami to utilize funds in the Bayfront and Riverfront Lands Acquisition Trust Fund for property acquisition along the Miami River

- Request that the Miami River Commission assist the private sector with permit facilitation and proper development practices by providing staff assistance and the creation of an ‘urban design center’
- Request the City of Miami, Miami-Dade County and TPL to prepare a comprehensive Greenways signage and wayfinding program
- Request that the City of Miami prepare a comprehensive Parks Master Plan for all City of Miami Parks including a detailed needs assessment, design guidelines and a signage and wayfinding program
- Request that FDOT and Miami-Dade County Public Works invite the participation of City of Miami Planning and Zoning Department, Miami-Dade County Planning and Zoning department and the public in the design of bridges relative to aesthetics and pedestrian amenities.
- Request that all public buildings in the Miami River Corridor be subject to the same design review(s) in place for private development
- Direct utility providers to incorporate undergrounding of utilities for new projects. When this is not financially feasible, utility poles should be consolidated and located at the back of the public right-of-way and ‘swags’ crossing streets and intersections should be buried.
- Request that Miami-Dade Water and Sewer Department develop façade and landscape improvements for Pump Station Number One
- Request Miami-Dade County to enter into discussions with CSX railroad to provide a landscape easement in Melrose between the railroad right-of-way and North River Drive

DREDGING

- Request the United States Army Corps of Engineers to expeditiously begin the Maintenance Dredging of the Miami River Federal Navigation Channel
- Establish public and political support for funding additional dredging needs including the tributaries and the portion of the Miami River outside the Federal Navigation

Channel

- Establish a project communication network for the Dredging of the Federal Navigation Channel to keep all stakeholders informed of the project progress

RIVER ENVIRONMENT

- Continue the implementation of the 33 recommendations of the Miami River Commission’s Water Quality Improvement Report
- Request that local governments and agencies reactivate the Miami River Clean-up Vessel
- Request that the Miami River Commission pursue additional funding for ongoing environmental education programs
- Request that the local and state governments continue programs that remove derelict vessels from the Miami River
- Request that local and state governments partner to create beautification projects beneath all bridges within the Miami River Corridor
- Seek continued protection of manatees in the Miami River through monitoring of the Miami-Dade County Manatee Protection Plan

TRANSPORTATION

- Request the City of Miami and Miami-Dade County and FDOT to pursue multi-modal transportation funding for the Miami River Corridor
- Request the City of Miami and Miami-Dade County to initiate roadway engineering analysis along North River Drive from I-95 to the 1st Street Bridge to create a deeper contiguous site for development along the river.
- Request the City of Miami and Miami-Dade County to initiate roadway engineering analysis along North River Drive from NW 5th Avenue to NW 7th Avenue to modify or possibly abandon this portion of North River drive for vehicular use, in lieu of an expanded greenway or new development

- Request the City of Miami, Miami-Dade County and FDOT to initiate roadway engineering analysis along South River Drive at the 5th Street Bridge to develop an intersection configuration that addresses the needs of the shipping industry and the local neighborhoods
- Request the City of Miami, Miami-Dade County and FDOT to initiate roadway engineering analysis along NW 12th Avenue from NW 7th Street to the Miami River to improve access to properties on the east side of NW 12th Avenue
- Request the City of Miami, Miami-Dade County and FDOT to initiate roadway engineering analysis along South River Drive from 27th Avenue to 20th Street to allow for a waterfront greenway and associated development
- Request the City of Miami to establish a level-of-service for pedestrians for streets within the Miami River Corridor to encourage a walkable community
- Request the City of Miami to develop a comprehensive traffic-calming plan for the Miami River Corridor
- Request that FDOT, Miami-Dade County and MPO analyze the viability of a tunnel as an alternative to a bridge for future high volume river crossings
- Request the all transportation agencies adopt the a minimum height of 23 feet clearance for bascule bridges and 75 feet for fixed bridges
- Request that the City and County to identify infrastructure, needs and available funding for the Miami River Corridor and incorporate them into the future Capital Improvement Plans.
- Request MPO and MDTA prepare a feasibility study for a transit connector from the Orange Bowl to the Jackson Memorial Medical Campus
- Request MPO and MDTA extend the hours of operation for all Metro Mover Stations in the Miami River Corridor until midnight
- Request MPO and MDTA partner with the property owner of the 'River Renaissance Site' to develop a new Metrorail Station between the river and SW 3rd Street.
- Request MPO and MDTA establish a dedicated revenue source to leverage federal funds to develop a comprehensive transit system that serves the river community
- Request local government cooperation to enhance watercraft transportation including the creation of water taxi and water bus service
- Request local government cooperation to enhance watercraft transportation by maintaining existing and providing for new boat slips
- Request Miami-Dade County, City of Miami, MRC and FDOT to partner and establish development guidelines and review procedures for the MIC associated development

NEIGHBORHOOD IMPROVEMENTS

- Request that the City of Miami and Miami Dade-County establish formal Crime Prevention Through Environment Design (CPTED) regulations and review process for all projects within the Miami River Corridor
- Request that the federal, state and local government provide continued funding for 'Operation Riverwalk'
- Request that the Miami-Dade County School Board and the City of Miami and Miami-Dade County to execute the Memorandum of Understanding as required by the state
- Request the Miami River Commission to support the City of Miami Mayor's Office 'Clean up Miami Campaign'
- Request the City of Miami, Miami-Dade County and private sector to develop mixed income housing throughout the Miami River Corridor
- Request the City of Miami and Miami-Dade County to require that new residential development not displace existing maritime industrial land uses, and should be suitably separated from marine industrial land uses



EXHIBITS

- **Economic Incentives, Grants, and Programs**
- **Bridges within the Urban Infill Boundary**
- **Parks within the Urban Infill Boundary**
- **Memorandum of Understanding**
- **Water Quality Improvement Plan Summary**
- **Zoning Map**
- **Landuse**
- **Miami-Dade Empowerment Zone Boundary Map**
- **Community Redevelopment Agency Boundary**
- **Downtown Development Authority Boundary**
- **Enterprise Zone Boundary**
- **Front Porch Initiative Boundary**
- **Historically Underutilized Business Zone Boundary**
- **Year Built**
- **Historic Sites**
- **Parks**
- **Brownfields**
- **Miami River Corridor Park Projects with Bond Funding**
- **Existing Mass Transit**



**FLORIDA DEPARTMENT OF TRANSPORTATION –
ECONOMIC DEVELOPMENT TRANSPORTATION FUND**

DESCRIPTION	The Economic Development Transportation Fund provides funding to local governments for transportation projects that serve as an inducement for business retention, location or expansion in the State of Florida.
ELIGIBLE APPLICANTS	Local governments that exercise maintenance jurisdiction over the proposed transportation project.
TYPE OF ASSISTANCE	Grants.
AVAILABLE FUNDING	Up to \$2 million per grant.
APPLICATION PROCESS/DEADLINES	The application cycle is open; grants are available on a first-come, first-serve basis.
MATCHING/ OTHER REQUIREMENTS	N/A
CONTACT	Alberta Simmons, manager Economic Development Transportation Fund Enterprise Florida, Inc. (850) 922-8737 <i>simmons@floridabusiness.com</i>

**FLORIDA DEPARTMENT OF TRANSPORTATION -
HIGHWAY BEAUTIFICATION GRANT**

DESCRIPTION	The Highway Beautification Council awards grant money to projects, which enhance the aesthetic quality of state owned systems.
ELIGIBLE APPLICANTS	Local governments
TYPE OF ASSISTANCE	Grant
AVAILABLE FUNDING	Varies per project, the Secretary of the Department of Transportation may award up to a total of \$3 million in matching grants to submitting city and county governments. Local process may require a draft due in October 100% construction plans required in grant application.
APPLICATION PROCESS/DEADLINE	Grant application due February 1, grants awarded by July 1
CONTACT	Craig James, Grant Coordinator – District 6 Florida Department of Transportation 305-470-5463

**UNITED STATES ECONOMIC DEVELOPMENT ADMINISTRATION –
PUBLIC WORKS AND DEVELOPMENT FACILITIES PROGRAM**

DESCRIPTION	Under the Public Works and Development Facilities Program, grants are provided to help distressed communities attract new industry, encourage business expansion, diversify their economies, and generate long-term, private sector jobs. Among the types of projects funded are water and sewer facilities primarily serving industry and commerce, access roads to industrial sites or parks, port improvements and business incubator buildings. Proposed projects must be located within an eligible area as determined by the Economic Development Administration (EDA). Projects must be consistent with an approved Comprehensive Economic Development Strategy (CEDS).
ELIGIBLE APPLICANTS	State governments, political subdivisions of a state, Indian tribes, special purpose units of government, public or private non-profit organizations, or associations representing the redevelopment area or part thereof.
TYPE OF ASSISTANCE	Grants.
AVAILABLE FUNDING	The nationwide funding level in federal fiscal year 2001 is \$286 million; the average funding level for a grant is \$900,000.
APPLICATION PROCESS/DEADLINES	EDA screens proposals before deciding whether to invite formal applications; complete program information appears annually in the <i>Federal Register</i> . There is no fee or deadline for the application. The process usually takes up to six months. Priority consideration will be given to projects that: (1) improve opportunities for the successful establishment or expansion of industrial or commercial plants or facilities, (2) assist in creating or retaining private sector jobs in the near-term, as well as additional long-term employment, provided that the jobs are not transferred from other areas and will result in a low cost per job in relation to cost, (3) benefit the long-term unemployed and members of low-income families residing in the area served by the project, (4) fulfill a pressing need of the area and can be started and completed in a timely manner, and (5) demonstrate adequate local funding support with evidence that such support is committed.
MATCHING/ OTHER REQUIREMENTS	Local matching funds are required dollar per dollar. These funds can be other loans or grants such as CDBG. The City of Miami will need to show significant private sector job creation in order to secure this grant due to the fact that the city does not meet the unemployment criteria of at least 5.1% or higher.
CONTACT	Willie Taylor, Economic Development Representative Economic Development Administration U.S. Department of Commerce (404) 730-3032 wtaylor5@eda.doc.gov http://www.doc.gov/eda/html/prgtitle.htm

**UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT –
COMMUNITY DEVELOPMENT BLOCK GRANT -ENTITLEMENT COMMUNITIES PROGRAM**

DESCRIPTION

The Community Development Block Grant (CDBG) Entitlement Communities Program provides annual grants on a formula basis to eligible metropolitan cities and urban counties (called “entitlement communities”). Since 1974, CDBG has awarded grants to these entitlement community grantees to carry out a wide range of community development activities directed toward revitalizing neighborhoods, economic development, and community facilities and services. Entitlement communities have the flexibility to develop their own programs and funding priorities. However, grantees must give maximum feasible priority to activities that benefit low- and moderate-income persons. A grantee may also carry out activities that aid in the prevention or elimination of slums or blight. Additionally, grantees may fund activities when the grantee certifies that the activities meet other community development needs having a particular urgency, because existing conditions pose a serious and immediate threat to the health or welfare of the community and other financial resources are not available to meet such needs. CDBG funds must be used for activities that meet one of more of these three broad national objectives. Funds may be used for activities that include, but are not limited to: (1) acquisition of real property, (2) relocation and demolition, (3) rehabilitation of residential and non-residential structures, (4) construction of public facilities and improvements, such as water and sewer facilities, streets, and neighborhood centers, and the conversion of school buildings for eligible purposes, (5) public services, within certain limits; activities relating to energy conservation and renewable energy resources, and (6) provision of assistance to profit-motivated businesses to carry out economic development and job creation/retention activities. Generally, the following types of activities are *ineligible*: (1) acquisition, construction or reconstruction of buildings for the general conduct of government, (2) political activities, (3) certain income payments; and (4) construction of new housing by units of general local government.

ELIGIBLE APPLICANTS

Central cities of Metropolitan Statistical Areas, other metropolitan cities with populations of at least 50,000 and qualified urban counties with populations of at least 200,000 (excluding the population of entitled cities) are entitled to receive annual grants; HUD determines the amount of each entitlement grant by a statutory dual formula that uses several objective measures of community needs, including the extent of poverty, population, housing overcrowding, age of housing and population growth lag in relationship to other metropolitan areas; non-entitlement municipalities that are located in an entitlement county have the option of participating with their county in the CDBG entitlement program through a signed agreement .

TYPE OF ASSISTANCE

Entitlement grants.

AVAILABLE FUNDING

In fiscal year 2000, \$2.965 billion was available, and \$12.5 million was entitled to the City of Miami for FY 2001

APPLICATION PROCESS/DEADLINES

To receive an annual CDBG entitlement grant, a grantee must develop and submit to HUD its Consolidated Plan (a jurisdiction’s comprehensive planning document and application for funding under the following Community Planning and Development formula grant programs: CDBG, HOME Investment Partnerships, Housing Opportunities for Persons with AIDS and Emergency Shelter Grants); in its Consolidated Plan, the jurisdiction must identify its goals for these programs as well as for housing programs; the goals will serve as the criteria against which HUD will evaluate a jurisdiction’s plan and its performance under the plan; also, the Consolidated Plan must include several required certifications,

including that **not less than 70 percent of the CDBG funds received (over a one-, two- or three-year period specified by the grantee) will be used for activities that benefit low- and moderate-income persons**, and that the grantee will affirmatively further fair housing; HUD will approve a Consolidated Plan submission unless the plan (or a portion of it) is inconsistent with the purposes of the National Affordable Housing Act or is substantially incomplete; Following approval, HUD will make a full grant award unless the Secretary has made a determination that the grantee: (1) has failed to carry out its CDBG-assisted activities in a timely manner, (2) has failed to carry out those activities and its certifications in accordance with the requirements and the primary objectives of Title I or the Housing and Community Development Act of 1974, as amended, and with other applicable laws, or (3) lacks a continuing capacity to carry out its CDBG-assisted activities in a timely manner.

MATCHING/OTHER REQUIREMENTS

A grantee must: (1) develop and follow a detailed plan that provides for, and encourages, citizen participation and which emphasizes participation by persons of low- or moderate-income, particularly residents of predominantly low- and moderate-income neighborhoods, slum or blighted areas, and areas in which the grantee proposes to use CDBG funds (the plan must provide citizens with reasonable and timely access to local meetings, information and records related to the grantee's proposed and actual use of funds), (2) provide public hearings to obtain citizen views and to respond to proposals and questions at all stages of the community development program, including at least the development of needs, the review of proposed activities and review of program performance, (3) provide for timely written answers to written complaints and grievances, and (4) identify how the needs of non-English speaking residents will be met in the case of public hearings where a significant number of non-English speaking residents can be reasonably expected to participate.

CONTACT

Community Planning and Development Division
Florida State Office, Southeast/ Caribbean
U.S. Department of Housing and Urban Development
(305) 536-4431

**FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION –
BROWNFIELDS REDEVELOPMENT INITIATIVE PROGRAM**

DESCRIPTION	In May 1997, Vice President Gore announced the Clinton Administration's Brownfields National Partnership, which brings together resources of more than 20 federal agencies to address brownfields cleanup and redevelopment with a coordinated approach. In 1998, the U.S. Department of Housing and Urban Development (HUD) initiated its Brownfields Redevelopment Initiative (BRI), which provides funds and loan guarantees to cleanup and redevelop environmentally contaminated industrial and commercial sites, commonly known as "brownfields." Under the BRI, HUD issues Brownfields Economic Development Initiative (BEDI) grants and Section 108 loans for property acquisition, environmental cleanup, economic development activities, public infrastructure and public facilities development. BEDI grants are awarded on a competitive basis to either entitlement communities (state or local governments receiving Community Development Block Grant/CDBG formula funding) or non-entitlement areas via their state's CDBG program office (Florida Small Cities CDBG Program). Grantees receive BEDI grants that are leveraged by Section 108 loan funds. BRI primarily benefits low-income residents in and around brownfields. Under guidelines for the programs comprising BRI, grantees must use at least 70 percent of funds for activities in which either the majority of the individuals who benefit, or the majority of the residents of the neighborhood that benefit, are primarily low-or moderate income individuals.
ELIGIBLE APPLICANTS	State and local governments.
TYPE OF ASSISTANCE	BRI brings together four different types of existing HUD assistance that communities can use to cleanup and revitalize potentially contaminated sites: (1) annual formula grants allocated to states and larger local jurisdictions through CDBG; (2) lower interest loan guarantee authority available through the Section 108 Loan Guarantee program; (3) accompanying competitive grants through the BEDI program
AVAILABLE FUNDING	Approximately \$25 million.
APPLICATION PROCESS/DEADLINES	To receive CDBG funds, states and qualified urban areas must develop and submit to HUD a Consolidated Plan that contains strategies and activities to redevelop brownfields; otherwise, interested state and local governments should follow the application procedures for the desired program—CDBG Entitlement program, the Florida Small Cities CDBG Program, the Section 108 Loan Guarantee Program, and BEDI
MATCHING/ OTHER REQUIREMENTS	Varies by program.
CONTACT	Community Planning and Development Division Florida State Office, Southeast/ Caribbean U.S. Department of Housing and Urban Development (305) 536-4431
	See the Brownfields map in this appendix for more information

**FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION –
SECTION 319 NONPOINT SOURCE MANAGEMENT
IMPLEMENTATION GRANT**

DESCRIPTION	The Section 319 Nonpoint Source Management Implementation Grant can be used for implementation of nonpoint source management controls.
ELIGIBLE APPLICANTS	State agencies, water management districts, local governments, non-profit corporations and universities; urban stormwater projects may not be eligible in the 15 counties and the respective municipalities that are getting National Pollutant Discharge Elimination Systems municipal stormwater permits if the project was specifically identified in the permit application or permit.
TYPE OF ASSISTANCE	Implemented via contract with the Florida Department of Environmental Protection (DEP).
AVAILABLE FUNDING	Funding is approximately \$9 million annually.
SOURCE OF FUNDS	Congressional appropriation through the U.S. Environmental Protection Agency; authorized under Section 319 of the federal Clean Water Act.
APPLICATION PROCESS/DEADLINES	Proposals must be sent to Florida DEP by July 1; funding starts after July 1 the following year.
MATCHING/ OTHER REQUIREMENTS	A minimum 40 percent non-federal match is required.
CONTACT	Greg Knecht, Environmental Administrator Nonpoint Source Management Section Florida Department of Environmental Protection (850) 921-2993 greg.knecht@dep.state.fl.us

**UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT –
COMMUNITY DEVELOPMENT BLOCK GRANT -
SECTION 108 LOAN GUARANTEE**

DESCRIPTION

Section 108 is the loan guarantee provision of the Community Development Block Grant (CDBG) program. It allows local governments to transform a small portion of their CDBG funds into federally guaranteed loans large enough to pursue physical and economic revitalization projects that can renew entire neighborhoods. Such public investment is often needed to inspire private economic activity, providing the initial resources or simply the confidence that private firms and individuals may need to invest in distressed areas. Section 108 loans are not risk-free, however. Local governments borrowing funds guaranteed by Section 108 must pledge their current and future CDBG allocations to cover the loan amount as security for the loan.

Loan commitments are often paired with Economic Development Initiative (EDI) or Brownfield Economic Development Initiative grants, which can be used to pay predevelopment costs of a Section 108-funded project. They can also be used as a loan loss reserve (in lieu of CDBG funds), to write-down interest rates or to establish a debt service reserve.

Activities eligible for Section 108 financing include: (1) economic development activities eligible under CDBG, (2) acquisition of real property, (3) rehabilitation of publicly owned real property, (4) housing rehabilitation eligible under CDBG, (5) construction, reconstruction or installation of public facilities (including street, sidewalk and other site improvements), (6) related relocation, clearance and site improvements, (7) payment of interest on the guaranteed loan and issuance costs of public offerings, (8) debt service reserves, and, in limited circumstances, and (9) housing construction as part of community economic development, Housing Development Grant or Nehemiah Housing Opportunity Grant programs. For purposes of determining eligibility, the CDBG rules and requirements apply. As with the CDBG program, all projects and activities must either principally benefit low- or moderate-income persons, aid in the elimination or prevention of slums and blight, or meet urgent needs of the community.

ELIGIBLE APPLICANTS

Metropolitan cities and urban counties (i.e., CDBG entitlement recipients) and non-entitlement communities that are assisted in the submission of applications by the state; the public entity may be the borrower or it may designate a public agency to be the borrower.

TYPE OF ASSISTANCE

HUD guarantees repayment of notes issued by local governments to raise capital for approved projects; the guarantee represents the full faith and credit of the U.S. government, providing private investors with enough security that the participating local governments can borrow funds at lower interest rates comparable to those that the government commands when borrowing through the U.S. Treasury; the guaranteed amount must not exceed five times the community's (or state's) most recent CDBG allocation; the maximum loan term is 20 years; loan guarantees generally require security beyond the pledge of CDBG funds, which HUD and the borrower negotiate.

AVAILABLE FUNDING APPLICATION

In Fiscal Year 2000, funding provided for \$1.261 billion in loan guarantee authority.

PROCESS/DEADLINES Eligible communities may apply for loan guarantees year round; public entitlement entities wishing to apply for Section 108 loan guarantee assistance are advised to contact HUD in advance for guidance in preparing an application; public entities may contact either the Community Planning and Development staff at the appropriate HUD field office or the Section 108 office in Washington, DC at (202) 708-1871; application guidance can also be found in the Section 108 regulations at 24 CFR 570.704, "Application Requirements"; non-entitlement communities may apply through their state (see Florida Small Cities Community Development Block Grant in this publication for contact); HUD makes preliminary commitments and then negotiates formal guarantee agreements with the selected local governments over the succeeding months, resolving issues such as the nature and amount of security to be required, the repayment schedule, and the specific permissible uses of the loan funds.

MATCHING/ OTHER REQUIREMENTS

The principal security for the loan guarantee is a pledge by the applicant public entity (or the state in the case of a nonentitlement public entity) of its current and future CDBG funds; additional security will also be required to assure repayment of the guaranteed obligations; the additional security requirements will be determined on a case-by-case basis, but could include assets financed by the guaranteed loan; the maximum repayment period for a Section 108 loan is 20 years.

CONTACT

Community Planning and Development Division
Florida State Office, Southeast/ Caribbean
U.S. Department of Housing and Urban Development
(305) 536-4431

**FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION –
STATE REVOLVING FUND LOAN PROGRAM
FOR DRINKING WATER TREATMENT**

DESCRIPTION	The Drinking Water State Revolving Fund Program provides financial assistance for improvements to drinking water facilities. Projects receiving the top priority are those that address public health risk problems. Compliance projects, those necessary to bring a system into compliance with the Safe Drinking Water Act, also receive a favorable priority score. Other projects are also eligible and are funded as funds are available.
ELIGIBLE APPLICANTS	Rate-based community water systems.
TYPE OF ASSISTANCE	Low-interest loans; disadvantaged communities may be eligible for grants to correct public health risk problems; communities may also receive pre-construction assistance, which provides grants or loans for planning, design and administrative costs.
AVAILABLE FUNDING	Approximately \$30 million annually; grants will be limited to approximately \$3.3 million annually and no more than \$750,000 per year for any project sponsor.
APPLICATION PROCESS/DEADLINES	Submit "Request for Inclusion on a Priority List" form to the contact listed below.
MATCHING/ OTHER REQUIREMENTS	Facilities plan required; project must be environmentally sound; plans and specifications are required; all necessary permits must be obtained.
CONTACT	Don Berryhill, P.E., Chief Bureau of Water Facilities Funding Florida Department of Environmental Protection 850) 488-8163 <i>don.berryhill@dep.state.fl.us</i>

**FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION –
STATE REVOLVING FUND LOAN PROGRAM
FOR WASTEWATER TREATMENT**

DESCRIPTION	The State Revolving Fund Loan Program for Wastewater Treatment provides funding to assist in the financing of publicly owned wastewater and stormwater treatment, collection, transmission, disposal and reclamation re-use facilities, as well as infiltration/inflow correction.
ELIGIBLE APPLICANTS	Municipalities, county governments, special districts, authorities or agencies thereof with jurisdiction over collection, transmission, treatment or disposal of wastewater, industrial wastes or other wastes; also included are districts or authorities with responsibility to provide airport, industrial or research park, or port facilities to the public.
TYPE OF ASSISTANCE	Project loans for up to 20 years at interest rates that are 60 percent of market rate. Pre-construction loans are available and provide up-front disbursements for project planning, administrative services and project design.
AVAILABLE FUNDING	In fiscal year 2001, \$350 million.
APPLICATION PROCESS/DEADLINES	Submit "Request for Inclusion on a Priority List" form to the contact listed below.
MATCHING/OTHER REQUIREMENTS	Facilities plan required; project must be environmentally sound; plans and specifications are required; all necessary permits must be obtained.
CONTACT	Don Berryhill, P.E., Chief Bureau of Water Facilities Funding Florida Department of Environmental Protection (850) 488-8163 <i>don.berryhill@dep.state.fl.us</i>

**FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION –
STATE REVOLVING FUND LOAN PROGRAM
FOR STORMWATER TREATMENT**

DESCRIPTION	The Stormwater State Revolving Fund (SRF) Program provides low-interest loans to Eligible Local Governments for planning, design and constructing stormwater facilities. The Department solicits project information (request for inclusion) each year. The information is used to establish project priorities for the following annual cycle. Projects with the highest priority are based on public health and water quality. The same annual priority list development and management procedures are used for stormwater loans as for wastewater SRF loans.
ELIGIBLE APPLICANTS	Municipalities, county governments, special districts, authorities or agencies thereof with jurisdiction over collection, transmission, treatment or disposal of wastewater, industrial wastes or other wastes; also included are districts or authorities with responsibility to provide airport, industrial or research park, or port facilities to the public.
TYPE OF ASSISTANCE	The loan terms include a 20-year amortization and low-interest rates. Preconstruction loans are available and provide up-front disbursements for project planning, administrative services and project design.
AVAILABLE FUNDING	In fiscal year 2001, \$360 million is expected, assuming continued Federal funding; up to 10 percent of these funds may be used for stormwater management systems.
APPLICATION PROCESS/DEADLINES	Submit "Request for Inclusion on a Priority List" form to the contact listed below.
MATCHING/OTHER REQUIREMENTS	Facilities plan required; project must be environmentally sound; plans and specifications are required; all necessary permits must be obtained.
CONTACT	Don Berryhill, P.E., Chief Bureau of Water Facilities Funding Florida Department of Environmental Protection (850) 488-8163 <i>don.berryhill@dep.state.fl.us</i>

**FLORIDA DEPARTMENT OF TRANSPORTATION –
TRANSPORTATION ENHANCEMENT PROGRAM (TEA-21)**

DESCRIPTION	The Transportation Enhancement Program provides funding and technical assistance for eligible activities, as specified in the federal act (TEA-21), including bicycle/pedestrian facilities, renovation of historical transportation facilities and other transportation enhancement activities.
ELIGIBLE APPLICANTS	Local governments, metropolitan planning organizations (MPOs), state agencies, and statewide or national interest groups.
TYPE OF ASSISTANCE	Funding, technical assistance and construction.
AVAILABLE FUNDING	Currently, an estimated \$35 million to \$40 million annually.
APPLICATION PROCESS/DEADLINES	See the Web site at http://www.dot.state.fl.us/emo for more details; application requirements set forth by Florida Department of Transportation's (FDOT) Office of Environmental Management; coordinated through FDOT district offices, with annual application deadlines tentatively set in late spring or early summer.
MATCHING/ OTHER REQUIREMENTS	All projects must be related to the transportation system; project examples include bicycle and pedestrian facilities, scenic or historic site acquisition, scenic or historic highway programs, landscaping and beautification projects, historic preservation, rehabilitation and operation of historic transportation facilities, preservation of abandoned railroad corridors, control and removal of outdoor advertising, planning and research, and mitigation of water pollution due to highway runoff.
CONTACT	FDOT District 6 David Korros, Enhancement Coordinator (305) 377-5894

LOCAL GOVERNMENT WATER AND SEWER REVENUE BONDS

DESCRIPTION	Water and sewer bonds floated by the City or County are used to fund water distribution and waste water systems within the limits of the municipality. The advantage of water and sewer bonds is that they are revenue bonds, meaning the revenue generated by the facilities can be used to retire the debt on the bonds.
MEMBERSHIP/ELIG. REQUIREMENTS/FEES	Only the local government, which issues the bonds, may utilize this capital.
OTHER PERTINENT INFORMATION	Partnering with the local government will be necessary to obtain this funding source.
CONTACT	Local Government Public Works Departments

**FLORIDA COMMUNITIES TRUST -
FLORIDA FOREVER PROGRAM**

DESCRIPTION	The Florida Communities Trust (FCT) provides state funding for the acquisition of community-based projects, urban open space, parks and greenways that implement local government comprehensive plans.
ELIGIBLE APPLICANTS	Florida municipalities, county governments and non-profit environmental organizations that are tax exempt under Section 501(c)(3) of the U.S. Internal Revenue Code.
TYPE OF ASSISTANCE	Matching and non-matching grants are awarded through a statewide competitive application process. Funds may only be used for land acquisition and related real estate closing costs as described and limited by the Florida Forever Act.
AVAILABLE FUNDING	Approximately \$66 million in bond proceeds are anticipated in fiscal year 2000-2001. Applicants are eligible to receive up to 10 percent of the advertised funds available.
APPLICATION PROCESS/DEADLINES	Eligible applicants must submit application form FF-1 with all parts completed by 5:00 p.m. Monday, Aug. 13, 2001 to be considered for 2001 grant cycle funding.
MATCHING/ OTHER REQUIREMENTS	County governments with populations larger than 75,000 and municipalities with populations larger than 10,000 are required to provide a minimum cash match of 25 percent of the total project cost. No match is required for small local governments or eligible non-profits.
CONTACT	Janice Browning, Executive Director Florida Communities Trust Florida Department of Community Affairs (850) 922-2207 http://www.dca.state.fl.us/ffct

**FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION –
FLORIDA GREENWAYS AND TRAILS PROGRAM**

DESCRIPTION	The purpose of the Florida Greenways and Trails Program, formerly known as the Florida Rails-to-Trails Program, is to acquire lands to facilitate the establishment of a statewide system of greenways and trails. A greenway is defined as (1) a linear open space established along either a natural corridor, such as a riverfront, stream valley, or ridge-line, or over land along a railroad right-of-way converted to recreational use, a canal, a scenic road or other route, (2) any natural or landscaped course for pedestrian or bicycle passage, (3) an open space connector linking parks, nature reserves, cultural features, or historic sites with each other and populated areas, or (4) a local strip or linear park designated as a parkway or greenbelt. Trails are linear corridors and any adjacent support parcels on land or water providing public access for recreation or authorized alternative modes of transportation.
ELIGIBLE APPLICANTS	Federal, state and local governments, non-profit organizations and individuals.
TYPE OF ASSISTANCE	Acquisition of property through fee simple title or less than fee; the Board of Trustees of the Internal Improvement Trust Fund (Governor and Cabinet) would hold title to the property.
AVAILABLE FUNDING	The program receives 1.5 percent of the allocations funded by the state under the Florida Forever Act (approximately \$4.5 million annually).
APPLICATION PROCESS/DEADLINES	Florida Greenways and Trails Program proposal applications must be submitted by the annual deadline published in the <i>Florida Administrative Weekly</i> .
MATCHING/OTHER REQUIREMENTS	Applications must include letters from property owners stating their willingness to sell; a managing entity must be identified in the application; this would preferably be a government agency.
CONTACT	Destiny Bryant, Planner III Office of Greenways and Trails Florida Department of Environmental Protection (850) 488-3701 destiny.bryant@dep.state.fl.us

**FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION –
FLORIDA RECREATION DEVELOPMENT ASSISTANCE PROGRAM**

DESCRIPTION	The Florida Recreation Development Assistance Program is a competitive grant program that funds acquisition or development of land for public outdoor recreation purposes.
ELIGIBLE APPLICANTS	Municipal and county governments of the State of Florida.
TYPE OF ASSISTANCE	Competitive grants.
AVAILABLE FUNDING	Available program funds for fiscal year 2002-2003 are contingent upon an appropriation by the Florida Legislature; the maximum individual grant amount for fiscal year 2001-2002 is \$200,000.
APPLICATION PROCESS/DEADLINES	Submission period to be announced; for fiscal year 2002-2003, applicants must submit a completed FRDAP grant application by the announced submission deadline; applicants may submit up to two applications during the submission period; each agency may only have a total of three active projects; applications must involve only one project site, except for acquisition or development of sandy beach access.
MATCHING/ OTHER REQUIREMENTS	Matching requirements vary according to the project; if the total project cost is \$50,000 or less, no local match is required; if the total project cost is \$50,001 - \$150,000, a local match of 25 percent is required; for projects that cost more than \$150,000, a 50 percent local match is required; the value of undeveloped land owned by the applicant (subject to conditions) or in-kind services may be used for the match.
CONTACT	Terri Messler Bureau of Design and Rec. Services Florida Department of Environmental Protection (850) 488-7896 <i>terri.messler@dep.state.fl.us</i>

**FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION –
RECREATIONAL TRAILS PROGRAM**

DESCRIPTION	The Recreational Trails Program (RTP) provides funds for projects that provide, renovate or maintain recreation trails. Project proposals may address motorized trails, non-motorized trails, mixed-use projects (motorized, non-motorized or both) and trail user education.
ELIGIBLE APPLICANTS	Municipal, county, state, or federal government agencies, and private organizations approved by the state; private individuals are only eligible to receive safety/education program grants.
TYPE OF ASSISTANCE	Funding of projects that provide, renovate or maintain recreational trails.
AVAILABLE FUNDING	\$100,000 maximum per project
APPLICATION PROCESS/DEADLINES	RTP grant applications must be submitted during an announced RTP application submission period, which ends in January; applicants may submit only one application during the submission period; applications must involve only one project site; Florida Department of Environmental Protection staff will conduct Grant Application Workshops to provide guidance and answer questions regarding the program.
MATCHING/ OTHER REQUIREMENTS	A 50/50, 60/40, or 80/20 match is required.
CONTACT	Alexandra Weiss, Community Assistance Consultant Office of Greenways and Trails Florida Department of Environmental Protection (850) 488-3701 alexandra.weiss@dep.state.fl.us http://www.dep.state.fl.us/gwt

**US DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE
URBAN PARK AND RECREATION RECOVERY PROGRAM**

DESCRIPTION	The purpose of this fund is to: 1. Construct, expand, rebuild, rehabilitate and/ or remodel existing neighborhood park and recreation areas and/ or facilities in economically depressed areas. 2. Develop recovery action program plans for systematic operation and maintenance of recreation programs, sites and facilities.
ELIGIBLE APPLICANTS	Local governments
TYPE OF ASSISTANCE	Grant
AVAILABLE FUNDING	\$200,000 maximum per project (varies annually)
APPLICATION PROCESS/DEADLINES	Application deadline is set for June
MATCHING/ OTHER REQUIREMENTS	85/15 matching requirement for State partnership projects. The grantor will match dollar for dollar State contributions to the Grantee share of rehabilitation projects p to 15% of the approved project budget. Higher priority is given to projects that involve private sector (for profit and/or non profit agencies and organizations) participation through cost sharing contributions, project planning assistance, operation and maintenance assistance for the project facilities, and/or "sweat equity".
CONTACT	National Park Service Chris Ashley (202) 565-1200

**FLORIDA INLAND NAVIGATION DISTRICT
WATERWAYS ASSISTANCE PROGRAM**

DESCRIPTION	<p>The waterways assistance program funds two general types of capital actions: acquisition and development of waterways. The goal is to plan, develop, construct, reconstruct, extend or improve public navigation, recreation, inlet management, environmental education, law enforcement, boating safety and beach renourishment projects directly related to the waterways.</p> <p>To plan and acquire dredge material management sites.</p> <p>To assist environmental mitigation projects associated with waterway improvement related activities and inlet mangement projects.</p>
ELIGIBLE APPLICANTS	Local governments
TYPE OF ASSISTANCE	Grants.
AVAILABLE FUNDING	No official maximum cap set per project, but usual range is between \$1,000,000 and \$1,200,000 per project
APPLICATION PROCESS/DEADLINES	Application deadline is set for March
MATCHING/ OTHER REQUIREMENTS	Varies
CONTACT	Mark Crosley, Assistant Executive Director Florida Inland Navigation District (561) 627- 3386

**FLORIDA FISH AND WILDLIFE CONSERVATION COMMISSION
FLORIDA BOATING IMPROVEMENT PROGRAM**

DESCRIPTION	The goal of this program is to physically improve an area, facility, resources, or site to increase its ability or capacity to serve the needs of recreational motorized boating in public waterways.
ELIGIBLE APPLICANTS	Local governments
TYPE OF ASSISTANCE	Grants.
AVAILABLE FUNDING	Maximum amount per project is \$100,000
APPLICATION PROCESS/DEADLINES	Application deadline is set for July
MATCHING/ OTHER REQUIREMENTS	100% funding in counties with population less than 100,000 50/50 matching required in counties with population greater than 100,00
CONTACT	Sandy Robertson Florida Fish and Wildlife Conservation Commission (850) 487-3755

**US DEPARTMENT OF THE INTERIOR -NATIONAL PARK SERVICE
(THROUGH FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION)
LAND AND WATER CONSERVATION FUND**

DESCRIPTION	The purpose of this fund is to acquire real property to serve public outdoor recreation purposes, and to construct, expand, renovate, repair, and/ or install physical improvements to an area, facility, resource or site to increase its ability or capacity to serve public outdoor recreation purposes.
ELIGIBLE APPLICANTS	Local governments
TYPE OF ASSISTANCE	Grants.
AVAILABLE FUNDING	Maximum amount per project is \$150,000 (varies annually)
APPLICATION PROCESS/DEADLINES	Application deadline is set for March
MATCHING/ OTHER REQUIREMENTS	50/50 matching required
CONTACT	Sandy Robertson Florida Fish and Wildlife Conservation Commission (850) 487-3755

ENTERPRISE ZONE

DESCRIPTION

The Enterprise Zone is a designated area within Miami-Dade County, offering opportunities for entrepreneurial initiatives and small business expansion that locate to the zone. Miami-Dade County's Enterprise Zone program combines state and local tax treatments, creating persuasive advantages to any business locating or expanding in the Zone. Miami-Dade has three areas which comprise the Enterprise Zone for new business location or business expansion. In July of 1995, the State of Florida officially designated a new Zone that included the three Zones previously in existence and added the recently designated Federal Enterprise Community within the boundary of the State Enterprise Zone.

Miami-Dade's Enterprise Zone is divided into three areas which are Miami Beach, Homestead/Florida City (including Perrine-Cutler Ridge) and an area in North-Central Miami-Dade that includes portions of the City of Hialeah, portions of the City of Miami (including Little Havana, Allapattah and portions of Liberty City). The combined population of residents living within Miami-Dade's Enterprise Zone is nearly 200,000.

The City of Miami has passed a first reading ordinance to provide enterprise zone benefits, including ad valorem tax exemptions. See the Enterprise zone map in this appendix for more information

ELIGIBLE APPLICANTS

Entrepreneurial initiatives and small businesses within the designated Enterprise Zone boundary.

TYPE OF ASSISTANCE

Specific incentives offered in an Enterprise Zone are:

- **Property Tax Abatement** - Up to 100% of local property taxes can be abated by Miami-Dade County for a company moving into a Zone and creating 5 or more new jobs. The abatement can be granted for a period of up to 5 years.
- **Refund of Impact Fees** - A refund of road, police, fire, emergency services and water and sewer impact fees (within a municipality, the city must also authorize the tax abatement).
- **Enterprise Zone Property Tax Credit** - 96% credit against corporate income tax on any ad valorem property taxes not abated by local government, for a period of up to 5 years.
- **Qualified Target Industry** - Doubles QTI Award.
- **Enterprise Zone Jobs Tax Credit** - 15% credit against corporate income tax or sales and use tax on wages paid to each employee who is a resident of an enterprise zone.
- **Sales Tax Refund** - 97% refund of sales tax in business property and on building materials purchased for use by the company.
- **Federal Job Training Tax Credits** - Residents of Miami Dade's Enterprise Zone are also eligible under these federal programs. A substantial subsidy is paid for training and hiring new employees.

AVAILABLE FUNDING

Varies per project

MATCHING/OTHER REQUIREMENTS

Working with the State of Florida Officials the City should be able to expand its current Enterprise Zone to incorporate the entire Miami River Urban Infill Boundary.

CONTACT

Ignacio de la Campa, Miami-Dade County Office of Commerce and Economic Development, Economic Development Division, 140 West Flagler Street, Suite 1000, Miami, FL 33130-1561, (305) 375-4535, fdc@miamidade.gov or the OCED Department Director, Bryan K. Finnie, (305) 375-343

MIAMI-DADE EMPOWERMENT ZONE

DESCRIPTION

The Empowerment Zone's purpose is to create jobs and business opportunities in the most economically distressed areas of inner cities and the rural heartland. Not a typical Federal Program, it is designed to empower the people and communities to achieve these goals as a unified, community-wide effort.

The Empowerment Zone of Miami-Dade County includes areas of Allapattah/Civic Center, Florida City, Homestead, Liberty City, Little Havana, Melrose, Overtown, Wynwood, Miami International Airport and areas of the Central Business District and Seaport. Developable sites of the Zone include Florida City, Homestead, Opa-Locka Airpark and Northside/Poinciana Industrial Center (79th Street Corridor)

ELIGIBLE APPLICANTS

Community programs, entrepreneurial initiatives, start up businesses, etc. that take place or are located within the designated Empowerment Zone boundaries.

TYPE OF ASSISTANCE

Specific incentives offered in the Empowerment Zone are:

- **Empowerment Zone Employment Credit** - The empowerment zone employment credit provides businesses with an incentive to hire individuals who both live and work in an Empowerment Zone. The credit is 20% of the qualified zone wages paid or incurred during a calendar year.
- **Increased Section 179 Deduction** - You may be able to claim an increased section 179 deduction if your business qualifies as an "enterprise zone business" The increase can be as much as \$20,000 (\$35,000 for 2002 and later years).
- **Rollover of Gain From a Sale of Empowerment Zone Assets** - You may qualify for a tax-free rollover of certain gains from the sale of qualified empowerment zone assets.
- **Increased Exclusion of Gain From Qualified Small Business Stock** - Taxpayers other than corporations generally can exclude from income 50% of their gain from the sale or trade of qualified small business stock held more than five years.
- **Tax-Exempt Bond Financing** - State or local governments can issue enterprise zone facility bonds to raise funds to provide an "enterprise zone business" with "qualified zone property."

AVAILABLE FUNDING

Varies per project

APPLICATION PROCESS/DEADLINE

Varies per project

CONTACT

Aundra Wallace, Director
 Miami-Dade Empowerment Trust, Inc.
 3050 Biscayne Boulevard, Suite 300
 Miami, FL 33137
 (305) 372-7620 ph
 www.ezonetrust.org

See the Empowerment Zone map in this appendix for more information

DOWNTOWN DEVELOPMENT AUTHORITY

DESCRIPTION

The Downtown Development Authority (DDA) is empowered to engage in development, redevelopment and physical improvement activities for the benefit of the downtown environment and the maintenance of its economic stability. The mission of the authority is to encourage, promote, initiate and assist in the implementation of public and private projects within the designated DDA boundary. The main focus of the DDA is to combine public and private commitments and investments that will ensure the continuing growth and development of downtown Miami. See the DDA map in this appendix for more information

Primary DDA duties include:

1. Monitor downtown development and redevelopment activities and assist the public and private sectors in the implementation of proposed development projects and potential investment.
2. Monitor downtown environmental conditions and initiate improvements as necessary to mitigate any problems that impact on the health, safety and welfare of the downtown community.
3. Encourage, initiate and provide technical assistance in the maintenance, improvement and development of all infrastructure serving downtown, including, but not limited to, the downtown transportation network (vehicular access, circulation and mass transit).
4. Promote and assist in the development of public/institutional facilities, amenities and programs within downtown to serve the local business and residential community; attractions that will benefit the greater Miami area and encourage public participation from the entire South Florida community.
5. Promote the recruitment and development of new businesses and encourage the improvement of the business environment within the downtown area.
6. Promote the continuing development of downtown Miami as the business center of South Florida and the State of Florida as a whole.
7. Promote and support any actions, planning efforts, physical improvements, development or redevelopment activities that will ensure continued growth, increase the tax base and improve the overall economic/business climate of downtown Miami.

ELIGIBLE APPLICANTS

Initiatives located within the designated DDA boundaries.

TYPE OF ASSISTANCE

Technical assistance, government facilitation and partnering in funding opportunities

AVAILABLE FUNDING

Varies per project

APPLICATION

PROCESS/DEADLINE

Varies per project

CONTACT

Interim Director, Alonzo Menendez, 200 South Biscayne Blvd, Suite 1818, Miami, FL 33131, (305) 579-6675, www.ddamiami.com

COMMUNITY REDEVELOPMENT AGENCY

DESCRIPTION	The core purpose of a Community Redevelopment Agency (CRA) is to facilitate the development of under-utilized property in a designated area. A CRA may enter into contracts for residential recreational, commercial, industrial, educational, or other uses in the property for individual properties in order to facilitate their redevelopment. The CRA can also utilize its powers of eminent domain (condemnation) to facilitate the reuse of vacant, tax-delinquent and blighted property throughout the designated CRA boundary. The CRA also administers a range of federal and state funds available to local governments for the purpose of preserving and expanding the local government's affordable housing supply. See the CRA map in this appendix for more information
ELIGIBLE APPLICANTS	A CRA can only be established by a local government resolution. Initiatives within established CRA boundaries can partner with a CRA.
TYPE OF ASSISTANCE	Technical assistance, government facilitation and partnering in funding opportunities
AVAILABLE FUNDING	Varies per project
APPLICATION PROCESS/DEADLINE	Varies per project
CONTACT	Chelsa Arscott, City of Miami CRA carscott@ci.miami.fl.us (305) 579-3324 300 Biscayne Blvd. Way, Suite 390 Miami, FL 33131 www.miami-cra.org

HUBZONES EMPOWERMENT CONTRACTING PROGRAMS

DESCRIPTION

The HUBZone Empowerment Contracting program provides federal contracting opportunities for qualified small businesses located in distressed areas. Fostering the growth of these federal contractors as viable businesses, for the long term, helps to empower communities, create jobs, and attract private investment.

The HUBZone Empowerment Contracting program was enacted into law as part of the Small Business Reauthorization Act of 1997. The program falls under the auspices of the US Small Business Administration. The program encourages economic development in historically underutilized business zones - "HUBZones" - through the establishment of preferences. SBA's HUBZone program is in line with the efforts of both the Administration and Congress to promote economic development and employment growth in distressed areas by providing access to more Federal contracting opportunities. See the HUBZone map in this appendix for more information

ELIGIBLE APPLICANTS

The US Small Business Administration (SBA) regulates and implements the program and determines which businesses are eligible to receive HUBZone contracts, maintains a listing of qualified HUBZone small businesses that Federal agencies can use to locate vendors, adjudicates protests of eligibility to receive HUBZone contracts, and reports to the Congress on the program's impact on employment and investment in HUBZone areas.

TYPE OF ASSISTANCE

Provides federal contracting opportunities for qualified small businesses located in distressed areas. There are four types of HUBZone contract opportunities:

Competitive: Contracts can be set-aside for HUBZone competition when the contracting officer has a reasonable expectation that at least two qualified HUBZone small business concerns (SBCs) will submit offers and that the contract will be awarded at a fair market price.

Sole-source: HUBZone contracts can be awarded if the contracting officer determines that:

- only one qualified HUBZone SBC is responsible to perform the contract,
- two or more qualified HUBZone SBCs are not likely to submit offers and
- the anticipated award price of the proposed contract, including options, will not exceed:
 - \$5 million for a requirement within the North American Industry Classification System (NAICS) code for manufacturing or
 - \$3 million for a requirement within all other NAICS codes

Full and open: Competitive contracts can be awarded with a price evaluation preference. The offer of the HUBZone small business must not be 10 percent higher than the offer of a non-small business.

Subcontracting: All subcontracting plans for large business Federal contractors must include a HUBZone subcontracting goal.

Other Specialized Assistance: Eligible HUBZone firms can qualify for higher SBA-guaranteed surety bond on construction and service contract bids. Firms in Federal Empowerment Zones and Enterprise Communities (EZ/EC) can also benefit from employer tax credits, tax-free facility bonds, and investment tax deductions.

AVAILABLE FUNDING Varies per project

CONTACT

Jack Geis
 U.S. Small Business Administration, South Florida District Office
 100 South Biscayne Blvd., 7th Floor, Miami, FL 33131-2011
 (305) 536-5521 www.sba.gov/hubzone

FRONT PORCH INITIATIVE

DESCRIPTION

Managed by the DCA's, Office of Urban Opportunity, the Front porch initiative creates specialized communities that will share a vision with all key players that make a healthy community. This unique relationship of residents, government, and service providers will learn new ways to resolve community improvement issues. The primary components of the Front Porch Initiative are:

- Manage Front Porch Florida funds necessary to supplement the implementation of the Community Action Plan.
- Develop a specialized and detailed Community Action Plan with each community that will serve as a blueprint to all key players on what the community needs are and how they would like to implement those changes.
- Connect the Front Porch communities with federal and state funding, other agencies and departments, and private and not-for-profit resources necessary to implement Community Action Plan.
- Simplify administration, create strategic alliances and networks of community collaboration, and develop and forge better relationships between Front Porch communities and other community, corporate and faith-based organizations.
- Front Porch Florida Revitalization Funds are used to provide match and leverage other grant opportunities applied for by the community. Front Porch Florida Communities will receive priority in state agency funding opportunities.

ELIGIBLE APPLICANTS

Neighborhoods receive designation as a Front Porch Florida community through a competitive process. Applications are submitted by a nominating entity on behalf of a community. The nominating entity must represent the diversity of the neighborhood residents and business owners in the neighborhood. The Front Porch Florida designation is awarded to the community, not to the nominating entity. All applications received prior to the deadline date are submitted to the Governor. The Governor makes the selection decision. Criteria for Selecting the Front Porch Florida Communities:

- History of community-based revitalization efforts
- Demonstrated ability to organize and activate community residents and business owners
- Partnership development
- Demonstration of commitment and support from the local community
- Demonstration of commitment and support by local government
- The degree of community participation in preparation of the Action Plan
- The degree to which the nominating entity adequately represents the diversity of the neighborhood residents and business owners (i.e., neighborhood associations, business associations, faith based institutions, health care providers, education representative, elderly representative, youth representative, certified public accountant, local government)

TYPE OF ASSISTANCE

Planning assistance, technical assistance, government facilitation and partnering in funding opportunities.

AVAILABLE FUNDING

Varies per project

APPLICATION

PROCESS/DEADLINE

Varies per project

CONTACT

Alison Hewitt, Executive Office of the Governor
 Office of Urban Opportunity
 (850) 487-9556
 See the Front Porch Initiative map in this appendix for more information

BRIDGES WITHIN THE URBAN INFILL BOUNDARY

The following is a list of bridges that cross over the Miami River starting from the mouth of the River and proceeding to the end of the federal navigable channel at the salinity dam. There are four fixed bridges, ten bascule type opening vehicular bridges and one bascule type opening railroad bridge. For specific recommendations on bridges see the Bridges section of this plan under the Transportation along the River Section.

Brickell Avenue Bridge:

Owner: Florida Department of Transportation
 Type of bridge: Bascule, double leaf
 Distance from the mouth of River to bridge: 0.1 miles
 Date of Build: 1995
 Bridge height above mean high water at the center of span: 27 feet

Metro-Mover

Owner: Miami-Dade County
 Type of Bridge: Fixed
 Distance from mouth of River: 0.25 miles
 Date of Build:
 Bridge height above mean high water at the center of the span: 75 feet

Miami Avenue Bridge:

Owner: Miami-Dade County
 Type of Bridge: Bascule, double leaf
 Distance from the mouth of the River: 0.3 miles
 Date of Build: 1986
 Bridge height above mean high water at center of span: 21 feet

Metrorail

Owner: Miami-Dade County
 Type of Bridge: fixed
 Distance from mouth of River: 0.4 miles
 Date of Build:
 Bridge height above mean high water at center of span: 75 feet

Second Avenue Bridge

Owner: Miami-Dade County
 Type of Bridge: Bascule, double leaf
 Distance from mouth of River: 0.5 miles
 Date of Build: Replacement of 1924 bridge currently underway; expected completion of new bridge: October 2003.
 Bridge height above mean high water at center of span: New Bridge -26 feet.

Intersate 95

Owner: Federal Highway Administration
 Type of Bridge: Fixed
 Distance from mouth of River: 0.7 miles
 Date of Build: 1968
 Bridge height above mean high water center of span: 75 feet

S.W. First Street Bridge

Owner: Florida Department of Transportation
 Type of Bridge: Bascule, double leaf
 Distance from mouth of River: 0.9 miles
 Date of Build: 1929
 Bridge height above mean high water: 18 feet

Flagler Street Bridge

Owner: Florida Department of Transportation
 Type of Bridge: Bascule, double leaf
 Distance from mouth of River: 1.0 mile
 Date of Build: 1967
 Bridge height above mean high water: 35 feet

Fifth Street Bridge

Owner: Florida Department of Transportation
 Type of Bridge: Bascule, double leaf
 Distance from mouth of River: 1.5 miles
 Date of Build: 1925
 Bridge Height above mean high water at center of span: 12 feet

12th Avenue Bridge

Owner: Florida Department of Transportation
 Type of Bridge: Bascule, double leaf
 Distance from mouth of River: 2.1 miles
 Date of Build: 1929
 Bridge Height above mean high water at center of span: 17 feet

SR 836 East West Expressway

Owner: Florida Department of Transportation
 Type of Bridge: Fixed
 Distance from mouth of River: 2.3 miles
 Date of Build: 1968
 Bridge height above mean high water at center of span: 75 feet

17th Avenue Bridge

Owner: Miami-Dade County
Type of Bridge: Bascule, double leaf
Distance from Mouth of River: 2.6 miles
Date of Build: 1929
Bridge height above mean high water at center of span: 17 feet

22nd Avenue Bridge

Owner: Miami-Dade County
Type of Bridge: Bascule, double leaf
Distance from mouth of River: 3.3 miles
Date of Build: 1966
Bridge height above mean high water at center of span: 25 feet

27th Avenue Bridge

Owner: Florida Department of Transportation
Type of Bridge: Bascule, double leaf
Distance from mouth of River: 3.7 miles
Date of build: 1995
Bridge height above mean high water at center of span: 27 feet

CSX Railroad Bridge

Owner: CSX in agreement with Florida Department of Transportation
Type of Bridge: Bascule, single leaf with counter weight
Distance from mouth of River: 5.3 miles
Date of Build: unavailable
Bridge height above mean high water at center of span: 8 feet

PARKS WITHIN THE URBAN INFILL BOUNDARY

The following are the existing facilities and recommended improvements by the Miami River Commission for the eleven public parks located within the Urban Infill Boundary:

BRICKELL PARK–

Facilities: Fitness stations, Biscayne Bay & Brickell Key view

Recommendations:

Use the approved City of Miami CIP Brickell Park \$43,600 line item

Link existing Miami River Greenway around Brickell Key, then heading north along the Bay, through Brickell Park, connect to existing Greenway in front of the Sheraton Biscayne Bay, then expand the Greenway along the “Miami Circle” site.

Regularly maintain the shoreline

MIAMI CIRCLE – On the River’s South shore at the confluence with Biscayne Bay

Facilities: 2000 year old Tequesta Indian site, Biscayne Bay and Miami River view

Recommendations: Provide public access to the historic site via the Miami River Greenway, with historical signage

JOSE MARTI PARK – 351 SW 4th Street – (305) 579-6958

Facilities: Heated swimming pool with low and high diving boards, 4 basketball courts, 4 racquetball courts, Baseball diamond, 2 riverfront gazebos, playground, Miami River Greenway, Jose Marti and Rep. Claude Pepper Memorials.

Recommendations: Utilize the approved Bond Issue Jose Marti park \$5,000,000 line item and the approved City CIP Jose Marti park \$1,202,148 line item

Expand Greenway and beautify beneath I-95

Install barbecues

Develop planned Community Center

Open gazebo on daily basis

Repair Congressman Claude Pepper Memorial

EAST LITTLE HAVANA RIVERSIDE GARDEN: On South River Drive beneath the Flagler Bridge

Facilities: Community gardening area, manatee mural, river view.

Recommendations; Install Environmental education and Plant identification signage

Provide recreational boat access along riverfront

Coordinate school and community group activities

LUMMUS PARK – 404 NW Third Street (305) 579-6935

Facilities: Fort Dallas (c. 1844), Wagner Homestead (oldest home in Miami-Dade c.1857), community center, outdoor dominos tables, playground

Recommendations: Provide public access to the large and currently closed riverfront section of the park via developing the Miami River Greenway, with waterfront recreational boat slips.

Coordinate student tours of historic Fort Dallas and Wagner Homestead

Coordinate use by students in new adjacent downtown

Charter school

POINT PARK– 601 NW 7 Street Road

Facilities: Waterfront tables at the confluence of the Miami River and Seybold Canal

Recommendations: Develop plans for Point Park including connecting to Miami River Greenway, renovating adjacent historic Seybold Home into an Environmental Educational Center,

Replant native fauna habitats in park

Provide recreational boat access along river front

SEWELL PARK– 1801 NW South River Drive – (305) 856-9551

Facilities – Gazebos, barbecues, playground, historic General Lawrence Home, Lawrence Creek, native habitat conservation area

Recommendations: Use the approved City CIP Sewell Park \$6,211 line item

Repair fence

Improve lighting

Renovate restroom facilities, and open them 7 days per week

Provide 1 maintenance worker 40 hours per week

Provide historical reference signs in park

Provide recreational boat use from the historic slip

Clean Lawrence canal and provide recreational kayak access to the historic caves

FERN ISLE PARK – 1100 NW 22nd Avenue (305) 579-6923

Facilities: Baseball diamond, tennis court
Basketball court, covered workout equipment, playground
barbecues, tables and benches, gazebo, restroom facilities

Recommendations: Utilize the Approved Homeland Defense and Neighborhood Improvement Bond Issue, “Fern Isle Clean-up and Renovation - \$9,000,000” line item and the approved City CIP Fern Isle Park - \$125,718 Line item budget to remove the 30 foot tall piles of debris in park and provide public access along waterfront by removing chainlink fences. Implement the Greenway through the park.

CURTIS PARK – 1901 NW 24th Ave (305) 634-4961

Facilities: Pool, greenway, 2 basketball courts, football / soccer field with stands and electronic scoreboard, baseball diamond, tennis court, playground, community center

Recommendations: Utilize the approved \$184,905 and \$6,463 City CIP Curtis Park line items
Open pool year round, such as Jose Marti, not only summers

MIAMI RIVER RAPIDS PARK

Facilities: Miami Bridge - children’s home.

Recommendations: Remove fence along historic rapids, develop Greenway along rapids, clean rapids, install historical reference signs along Greenway

GIBSON PARK – 401 NW 12th Street (305) 579-6843

Facilities: Amphitheater, library, 2 Tennis Courts, 2 Basketball courts, 2 tennis backboards, pool, new playground, new Fitness stations, full baseball diamond with lights, full football field with lights

Recommendations: Use the approved City of Miami CIP budget Gibson Park \$761,588 line item

Pressure Clean Tennis Court surface or repaint
Remove the cargo container, and turned over cement block

Fix broken water fountain

HENDERSON PARK - NW 9th ave and NW 2nd Street

Facilities: 2 full basketball courts, 1 new playground, 3 tennis courts, 2 new barbecues, several new tables, large greenspace

adjacent to Victoria hospital and elderly center

Recommendations: Repair broken water fountain, replace missing tennis court net, place sign on NW 2nd Street side of park

MEMORANDUM OF UNDERSTANDING BETWEEN THE SCHOOL BOARD OF MIAMI-DADE COUNTY, FLORIDA AND THE CITY OF MIAMI

This Memorandum of Understanding, made and entered into this _____ day of _____, 2002, by and between The School Board of Miami-Dade County, Florida, a body corporate and politic (School Board) and the City of Miami (City), a municipal corporation of the State of Florida.

Whereas, the City and Miami-Dade County, Florida (County), a charter county of the State of Florida, have designated a corridor along the Miami River as an infill and redevelopment area; and,

Whereas, the Miami River Commission, an interagency entity created by the Florida Legislature under Section 163.03, Florida Statutes, has recommended that a joint City and County planning effort be undertaken for the Miami River; and,

Whereas, the City and County have both approved a Joint Planning Agreement entitled Miami River Corridor Plan (Attachment A); and,

Whereas, the City as lead agency seeks to designate the portions of its inner city/ urban core as an Urban Infill and Redevelopment Area (Infill Area) for the purposes of targeting neighborhood revitalization and preservation, housing, crime prevention, economic development and land use incentives to encourage enhancement of the area (Attachments B, C and D); and,

Whereas, the School Board recognizes that strong educational programming and quality school facilities are important components of neighborhood revitalization and preservation as well as student success and,

Whereas, several Miami-Dade County Public Schools are located within the Infill Area (Attachment E); and,

WITNESSETH

FOR AND IN CONSIDERATION OF the mutual commitment to improve the quality of the urban core environment, including schools, the City and School Board agree as follows:

SECTION 1: That subject to the availability of funding, the School Board will continue to provide quality services at the facilities listed in Attachment E through programs such as the following offered beyond the regular school educational programs:

- 1. Before-school Care
2. After-school Care
3. Community Classes
4. Enrichment Classes
5. Academics
6. Vocational Classes

SECTION 2: That in the continued spirit of good partnership, staff of the School Board will participate with staff of the City and County in ongoing dialogue concerning methods for enhancing educational facilities and programs available with the Infill Area, subject to the availability of funding and School Board approvals.

SECTION 3: That the School Board and City pledge to coordinate efforts that aim at enhancing public schools within

the Infill Area to the extent practicable and subject to funding availability.

SECTION 4: This memorandum of understanding will become effective when approved by The School Board of Miami-Dade County, Florida and The City of Miami City Commission.

Signed, witnessed, executed and acknowledged this ____ day of, 2002.

The School Board of Miami-Dade County, Florida

Witnesses: Attest: _____ print

Sign _____ By: _____
Perla Tabares-Hantman, Chair

Print _____
Attest: _____ print

Sign _____ By: _____
Merrett R. Stierheim, Secretary

Print _____

STATE OF FLORIDA)
)
COUNTY OF DADE)

The foregoing instrument was acknowledged before me this ____ day of _____, 2002, by _____, Chair and _____, Secretary who are personally known to me or who have produced _____ as identification and who did take an oath.

NOTARY PUBLIC

Sign _____

Print _____

Action Plan

An action plan is proposed. The action plan is to be completed within a **five-year** time frame. Order does not denote level of importance. Where no cost estimate is given, costs are presumed to be included in existing agency requirements. [□]Costs are equal to 1x10³

Action Item	*Lead Agency	Total Cost [□]	Funding Source	Funding Status [□]				
				2002	2003	2004	2005	2006
1. Stormwater								
a. Retrofit drainage in remaining areas of Miami River starting with Pinehurst neighborhoods. TOTAL: \$1,500,000.	CoM(PW)	\$1,500	\$450 SFWMD/ \$1,050 CoM(SUF)	\$1,500	\$0	\$0	\$0	\$0
b. Little Havana Storm Sewer Rebuilding	CoM(PW)	\$54.2	CoM FY '02 Budget CIP Pr.# 352293	\$54.2	\$0	\$0	\$0	\$0
c. Allapattah Storm Sewers	CoM(PW)	\$93.4	CoM FY '02 Budget CIP Pr # 352214	\$93.4	\$0	\$0	\$0	\$0
d. Downtown Storm Sewer Rebuilding	CoM(PW)	\$1,152	CoM FY '02 Budget CIP Pr # 352291	\$1,152	\$0	\$0	\$0	\$0
e. Wagner Creek Dredging, Phase IV	CoM(PW)	\$366	CoM(SUF)	\$366	\$0	\$0	\$0	\$0
f. Wagner Creek Dredging, Phase V	CoM(PW)	\$416	CoM(SUF)	\$416	\$0	\$0	\$0	\$0
g. Install solid waste interceptors at all Miami River outfalls	CoM(PW)	\$8,000	Possibly CoM '02 CIP Budget, '02 Bond, or TIF	\$2,000	\$2,000	\$2,000	\$2,000	\$0
h. Collect, compile, analyze and report of solid waste data from catch basins	CoM(PW) MD(PW)	\$4,000	Possibly CoM(SUF) CoM FY '02 CIP Budget, '02 Bond, TIF	\$800	\$800	\$800	\$800	\$800
i. Report of on-site stormwater treatment alternatives and BMP's	CoM	-		In Kind Services of Lead Agency				
2. Wastewater								
a. Report on alternatives to find and eliminate leaking or improper laterals	WASD	-		In Kind Services of Lead Agency				
b. Eliminate septic tanks with the highest potential risk	* DoH DERM FDEP	-		In Kind Services of Lead Agency				
c. Conduct "dye flood" study	WASD CoM	\$900- \$1,050		In Kind Services of Lead Agency				
d. Maintain transmission capacity in Miami River Watershed	WASD	-		In Kind Services of Lead Agency				

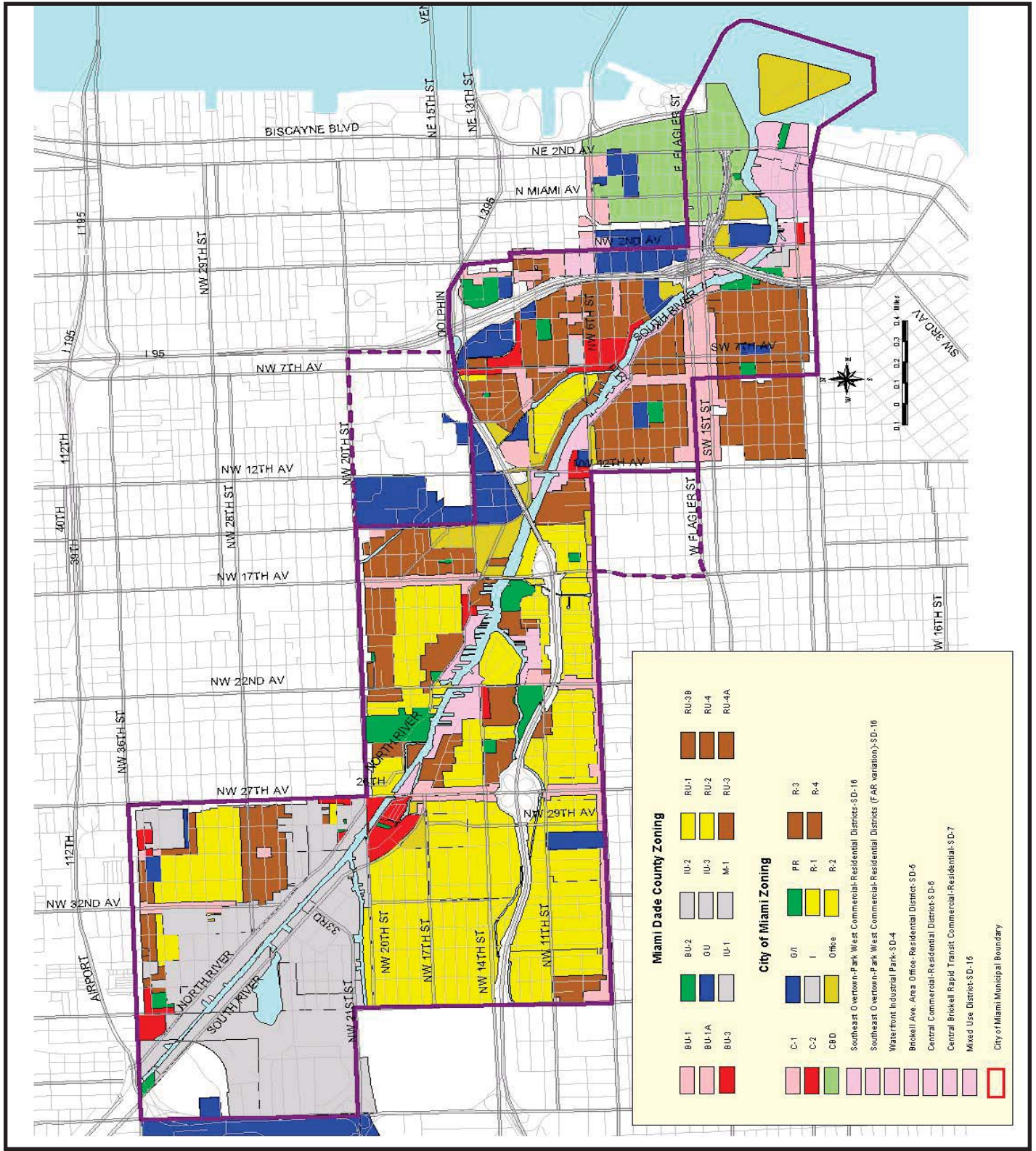
WATER QUALITY IMPROVEMENT PLAN-SUMMARY

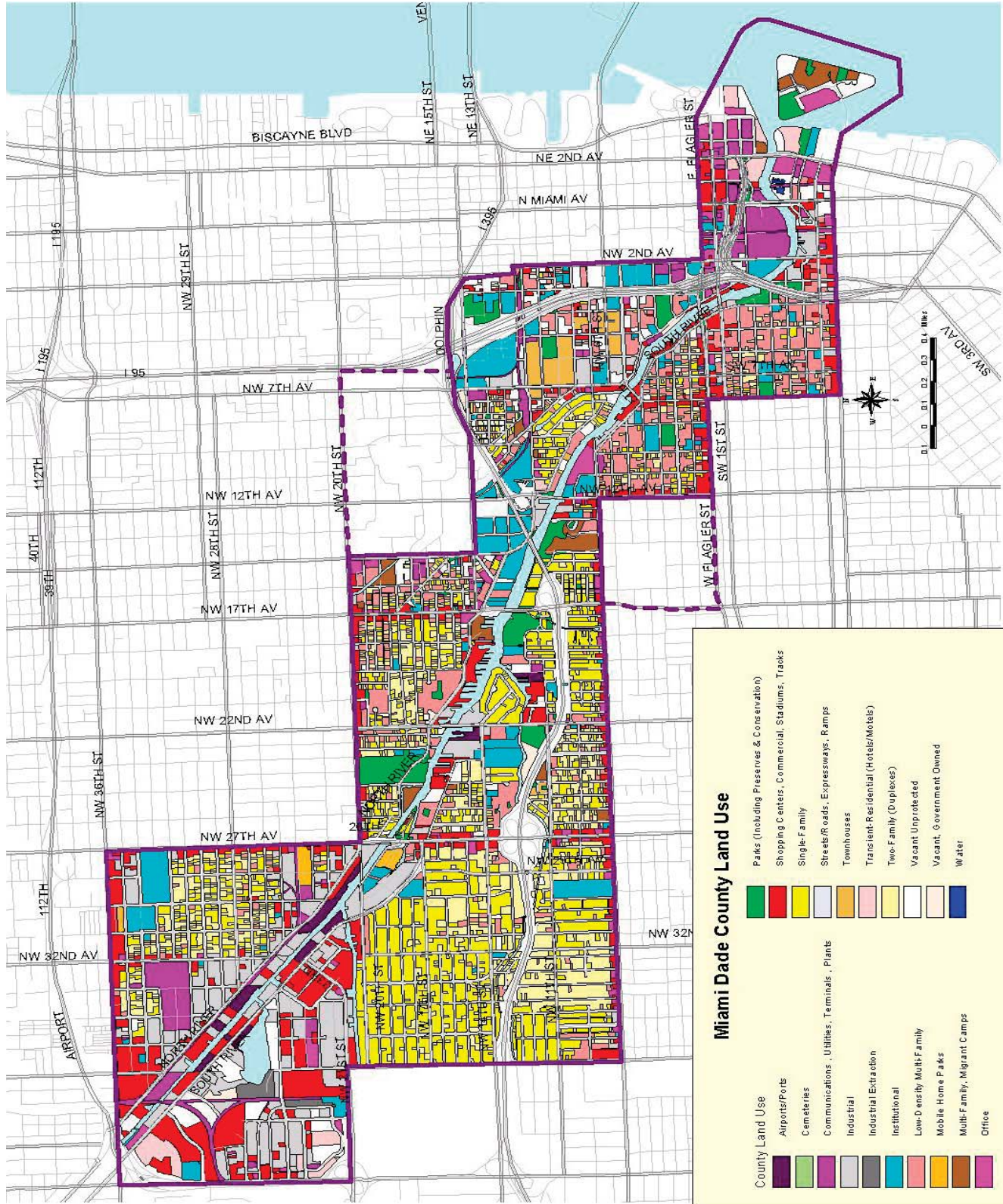
Action Item	*Lead Agency	Total Cost [□]	Funding Source	Funding Status [□]				
				2002	2003	2004	2005	2006
3. Enforcement, compliance and education								
a. Set priorities and monitor “high risk NPDES stormwater facilities”	*FDEP EPA MRC	-		In Kind Services of Agencies				
b. Conduct periodic NPDES permit compliance inspections to include public and private facilities	*FDEP EPA DERM	-		In Kind Services of Agencies				
c. Implement active inspection of sanitary sewer connections and stormwater drainage during construction	*CoM DERM WASD			In Kind Services of Agencies				
d. Achieve compliance with all permits that may affect water quality <ul style="list-style-type: none"> ▪ Hazardous Waste ▪ Underground Storage ▪ Sewage Overflows ▪ Solid Waste ▪ Industrial Waste ▪ Dumping and Littering ▪ NPDES Stormwater Permits 	*FDEP DERM EPA	-		In Kind Services of Agencies				
e. Continue surveillance and inspections	DERM	\$75	DERM	\$15	\$15	\$15	\$15	\$15
f. Provide Environmental Education	*SSC MRC,EEP SFWMD	\$50	MRC and FYN grant awards	\$10	\$10	\$10	\$10	\$10
g. Point Park Environmental Center	*SGCA CoM TPL MRC	\$1,329	MDC/ State of Florida/ CDBG	\$1,329	\$0	\$0	\$0	\$0
4. Monitoring and Research								
a. Continue monthly monitoring for water quality of Wagner Creek, Miami River, and adjoining Biscayne Bay	DERM	\$180	State of Florida	\$36	\$36	\$36	\$36	\$36
b. Complete special studies required under NPDES	CoM	-		In Kind Services of Lead Agency				
c. Extend the stormwater bacterial survey farther upstream	*DERM CoM WASD	\$35	CoM(SUF)	\$0	\$35	\$0	\$0	\$0
d. Research to determine the source of <i>Escherichia coli</i> bacteria in Wagner Creek	SFWMD DERM	\$35	FL Leg.	\$0	\$35	\$0	\$0	\$0
e. Generate “user-friendly” water quality reports for the Miami River and Wagner Creek	*SSC DERM	\$5	MRC (grant award)	\$0	\$5	\$0	\$0	\$0
f. Finalize water quality targets for key parameters	DERM SFWMD FDEP	-		In Kind Services of Agencies				

WATER QUALITY IMPROVEMENT PLAN-SUMMARY

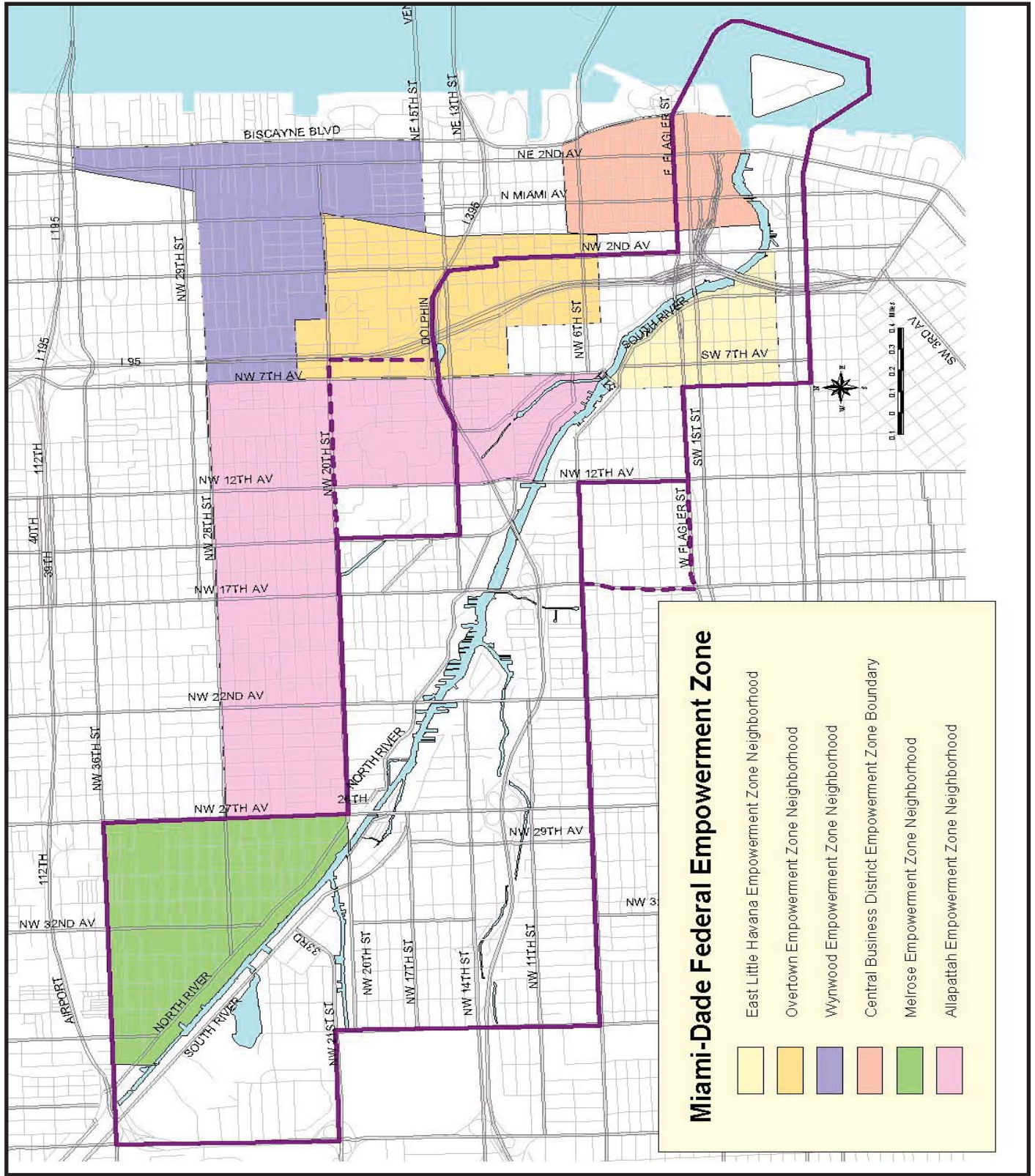
Action Item	*Lead Agency	Total Cost [□]	Funding Source	Funding Status [□]				
				2002	2003	2004	2005	2006
5. Management								
a. Enhance the authority and leadership role of the Stormwater Subcommittee	MRC	-		In Kind Services of Lead Agency				
b. Identify specific action tasks and responsible parties	SSC	-		In Kind Services of Lead Agency				
c. Integrate stormwater management goals and Upper Wagner Creek tasks and objectives into the activities of related Miami River committees	SSC	-		In Kind Services of Lead Agency				
d. Establish standardized water quality tracking for key characteristics	DERM	-		In Kind Services of Lead Agency				
e. Standardize reporting format and publish results regularly	SSC	\$10	MRC (grant awards)	\$2	\$2	\$2	\$2	\$2
f. Conduct an annual evaluation and "report card"	SSC	\$10	MRC (grant awards)	\$2	\$2	\$2	\$2	\$2
6. Land Planning								
a. Report on "green" overlay with current and expected level of commitment	MRC	\$155	DCA \$50/ MDC \$50/ EZ \$25/ EPA \$20/ MRC \$10	\$155	\$0	\$0	\$0	\$0
TOTAL	\$18,365							

- CFABSF Citizens for a Better South Florida
- CoM City of Miami
- CoM(PW) City of Miami Public Works
- CoM(SUF) City of Miami Stormwater Utility Fund
- DERM Miami Dade Department of Environmental Resources Management
- DCA Department of Community Affairs
- DoH Department of Health
- EEP Environmental Education Providers
- EPA Environmental Protection Agency
- EZ Empowerment Trust
- FDEP Florida Department of Environmental Protection
- MDC Miami-Dade County
- MD(PW) Miami Dade Public Works
- MRC Miami River Commission
- SFWMD South Florida Water Management District
- SGCA Spring Garden Civic Association
- SSC Stormwater Subcommittee
- TPL Trust for Public Land
- WASD Miami Dade Water and Sewer Department



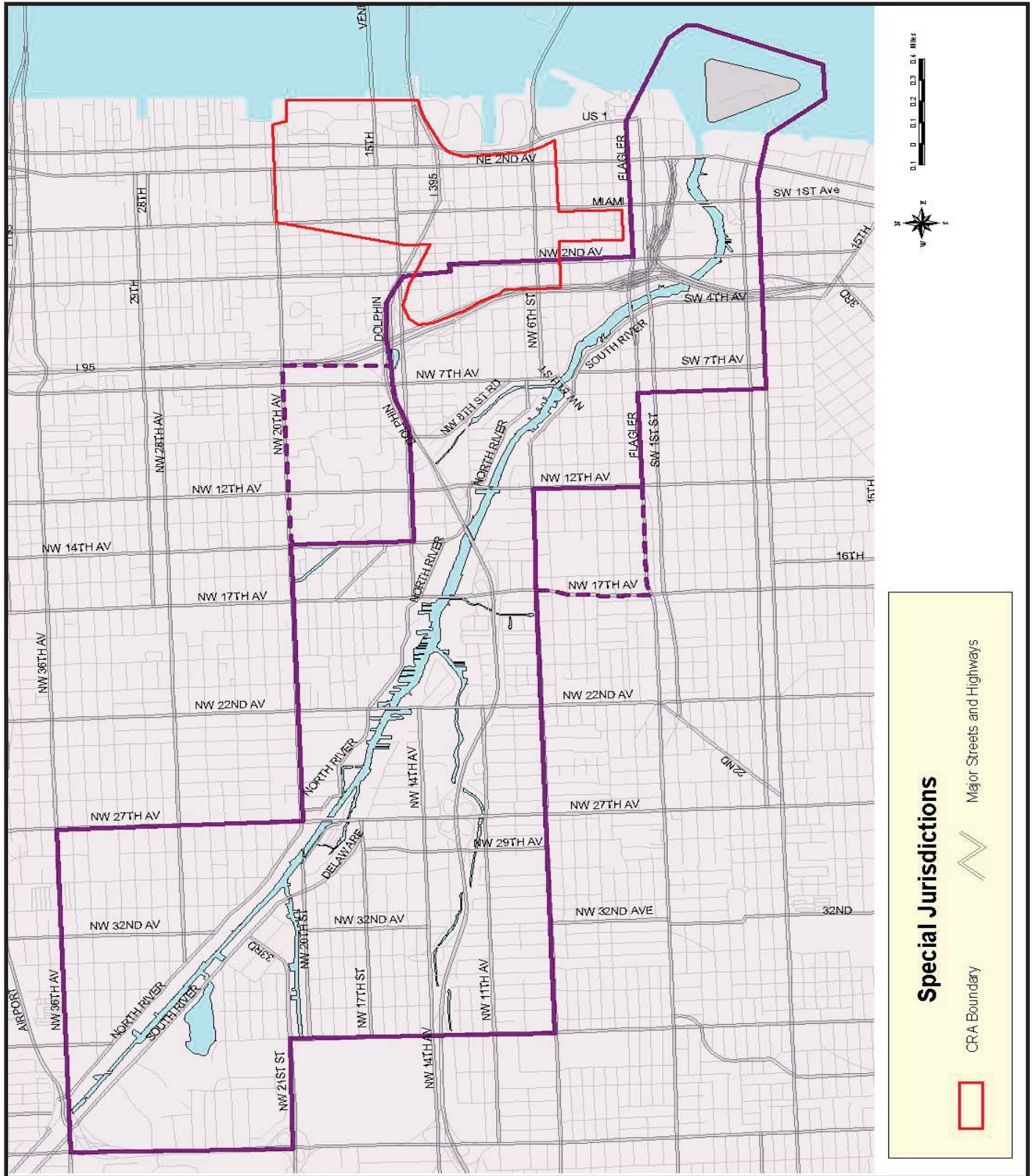


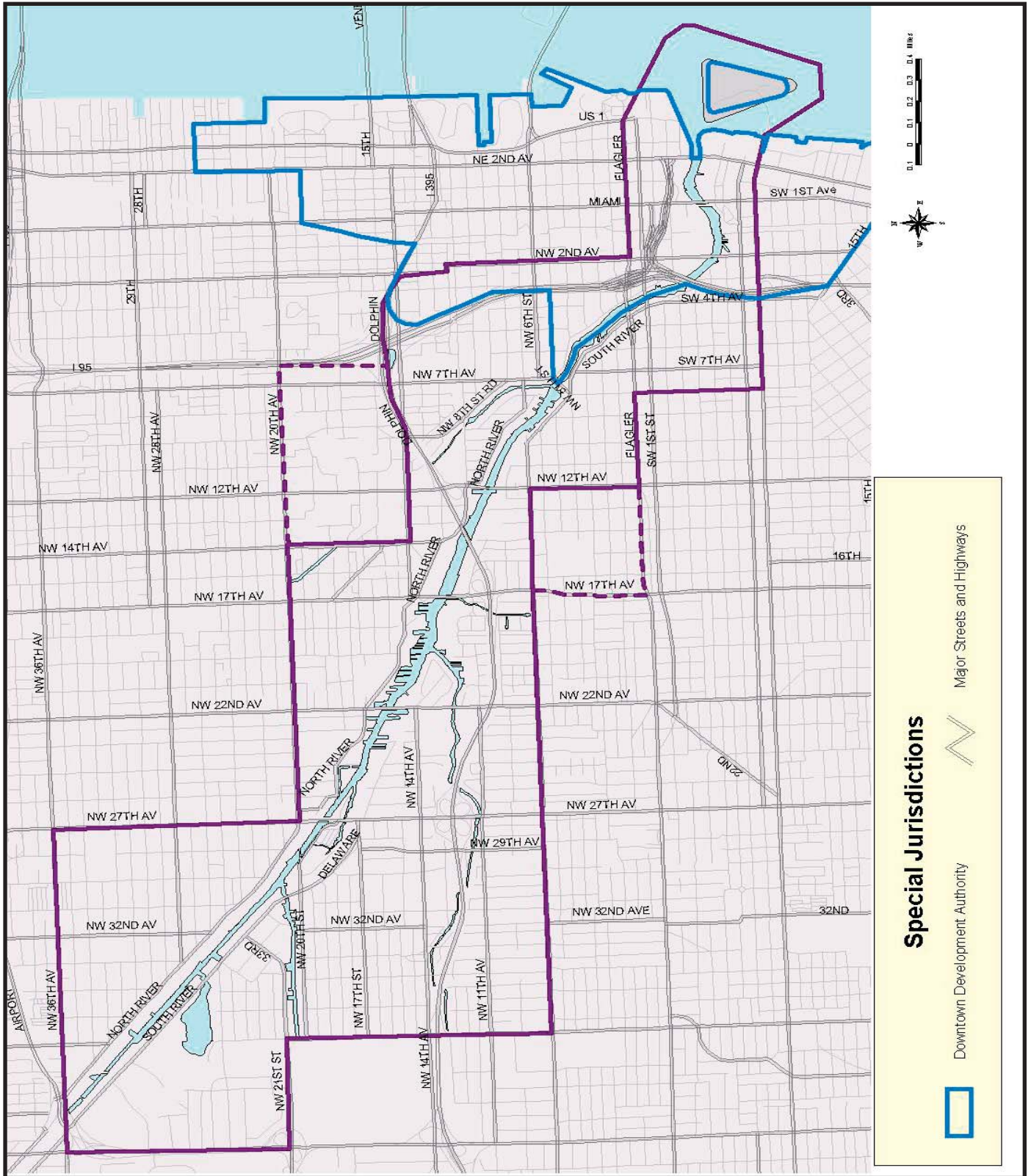
Note to Reader: Confirm Current Zoning With City and County Officials

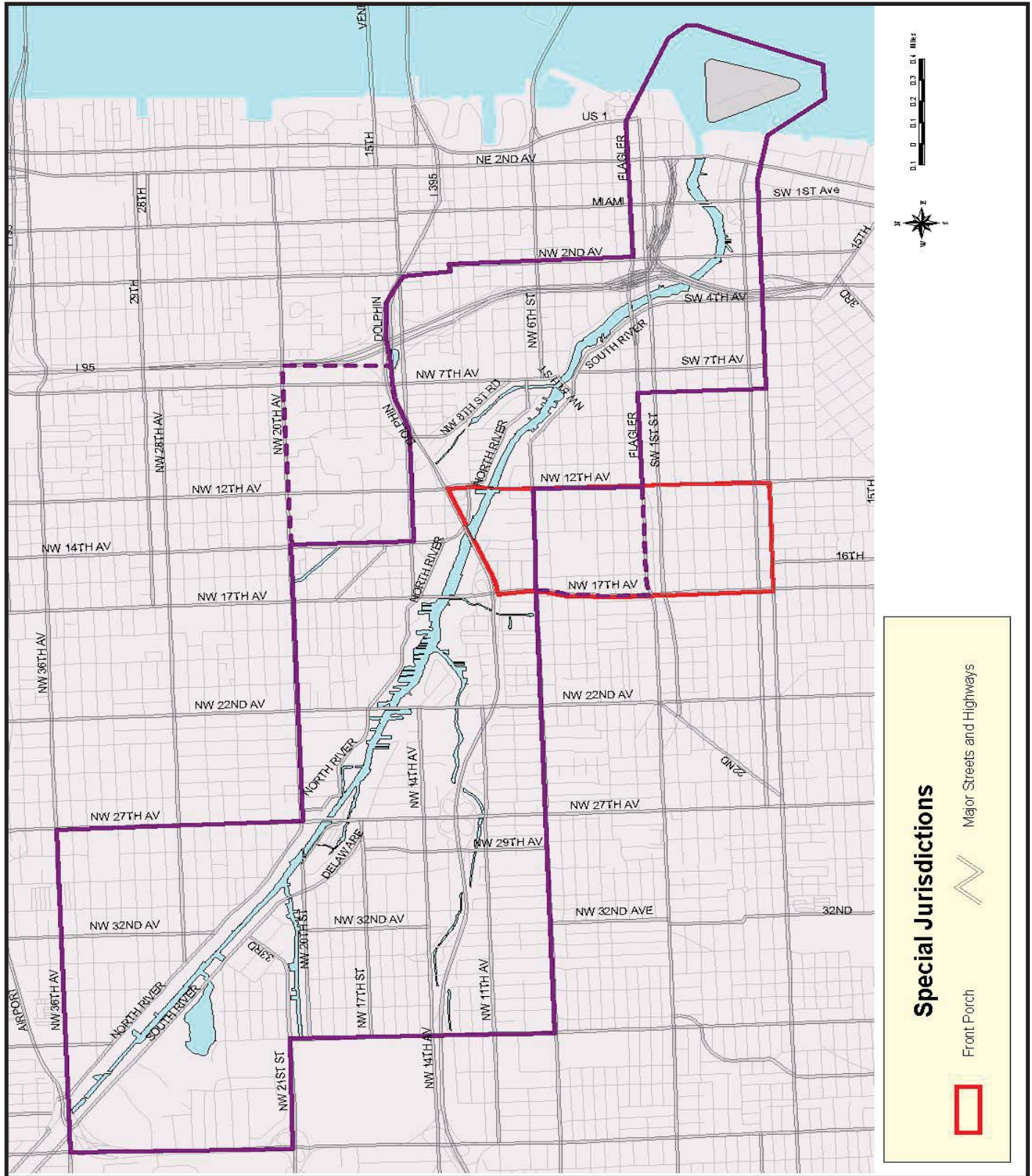


Miami-Dade Federal Empowerment Zone

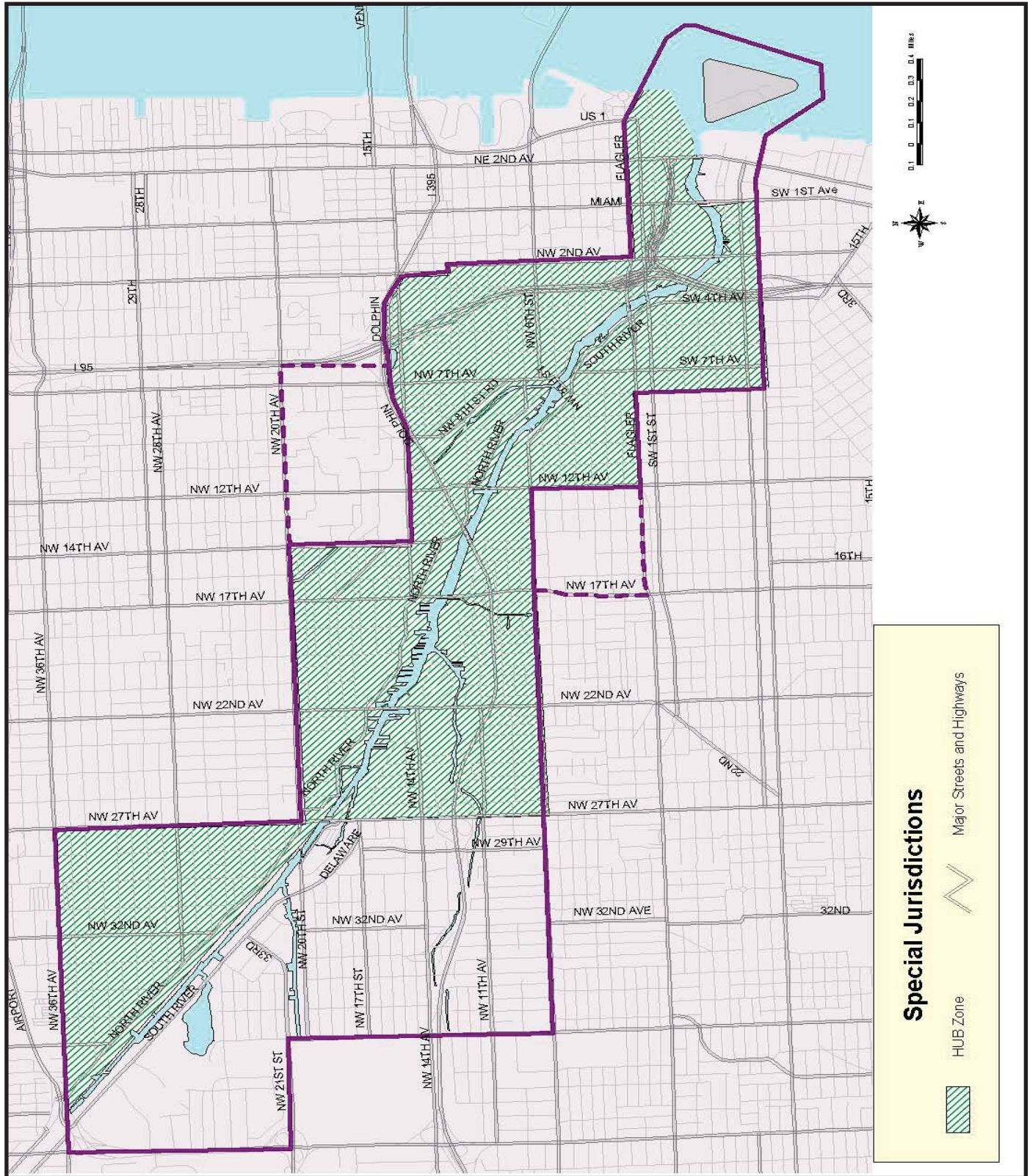
- East Little Havana Empowerment Zone Neighborhood
- Overtown Empowerment Zone Neighborhood
- Wynwood Empowerment Zone Neighborhood
- Central Business District Empowerment Zone Boundary
- Melrose Empowerment Zone Neighborhood
- Allapattah Empowerment Zone Neighborhood

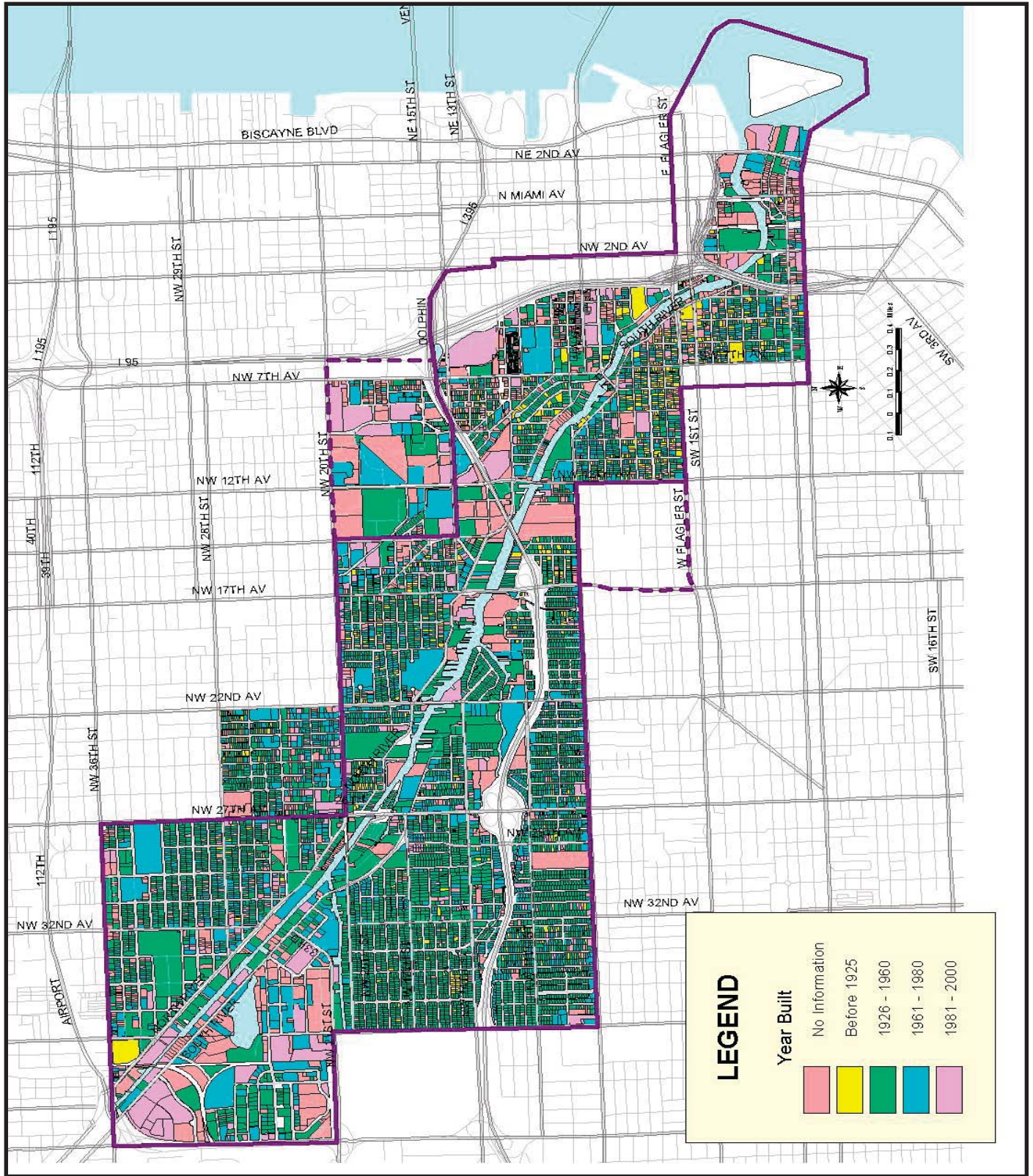


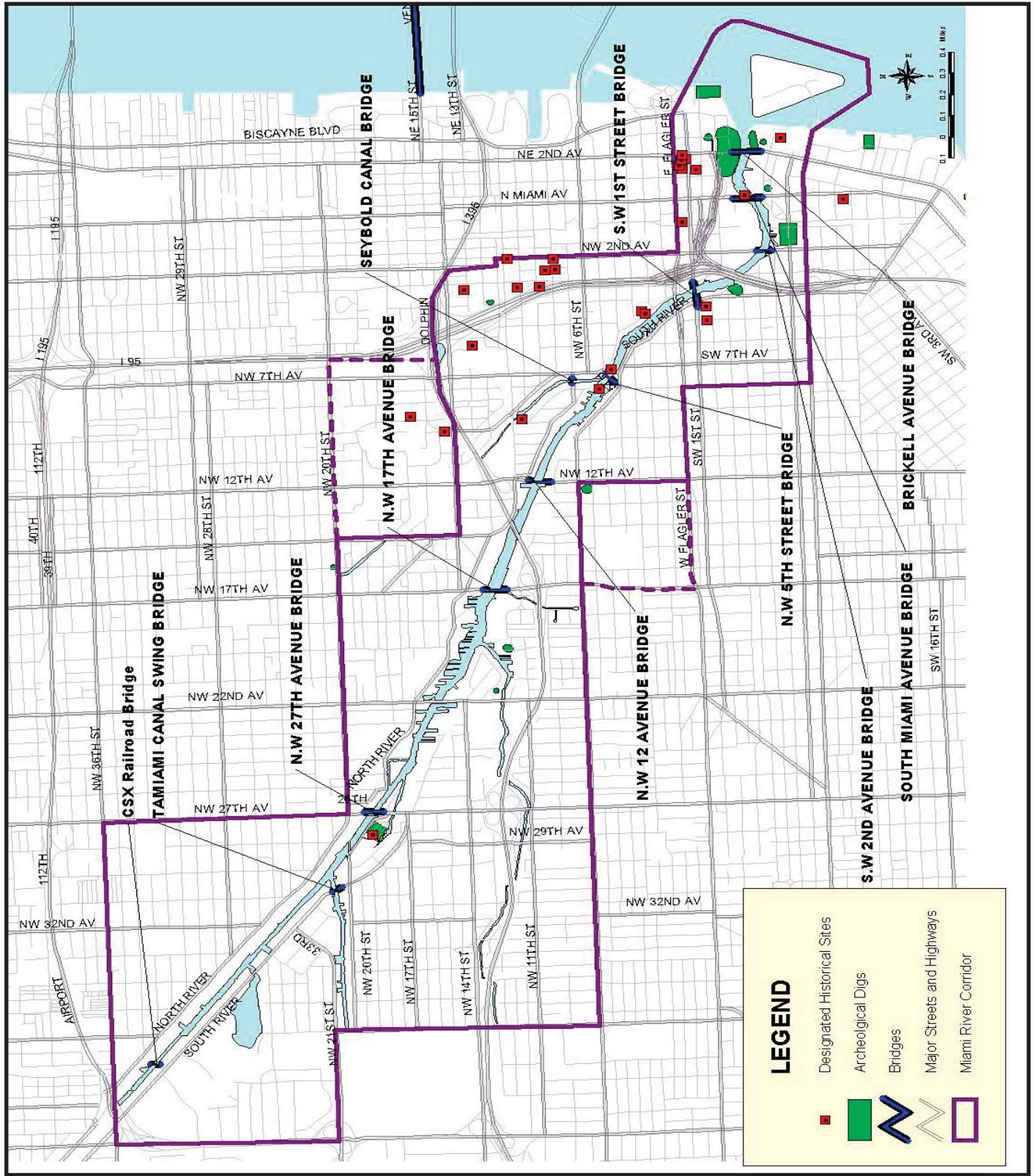


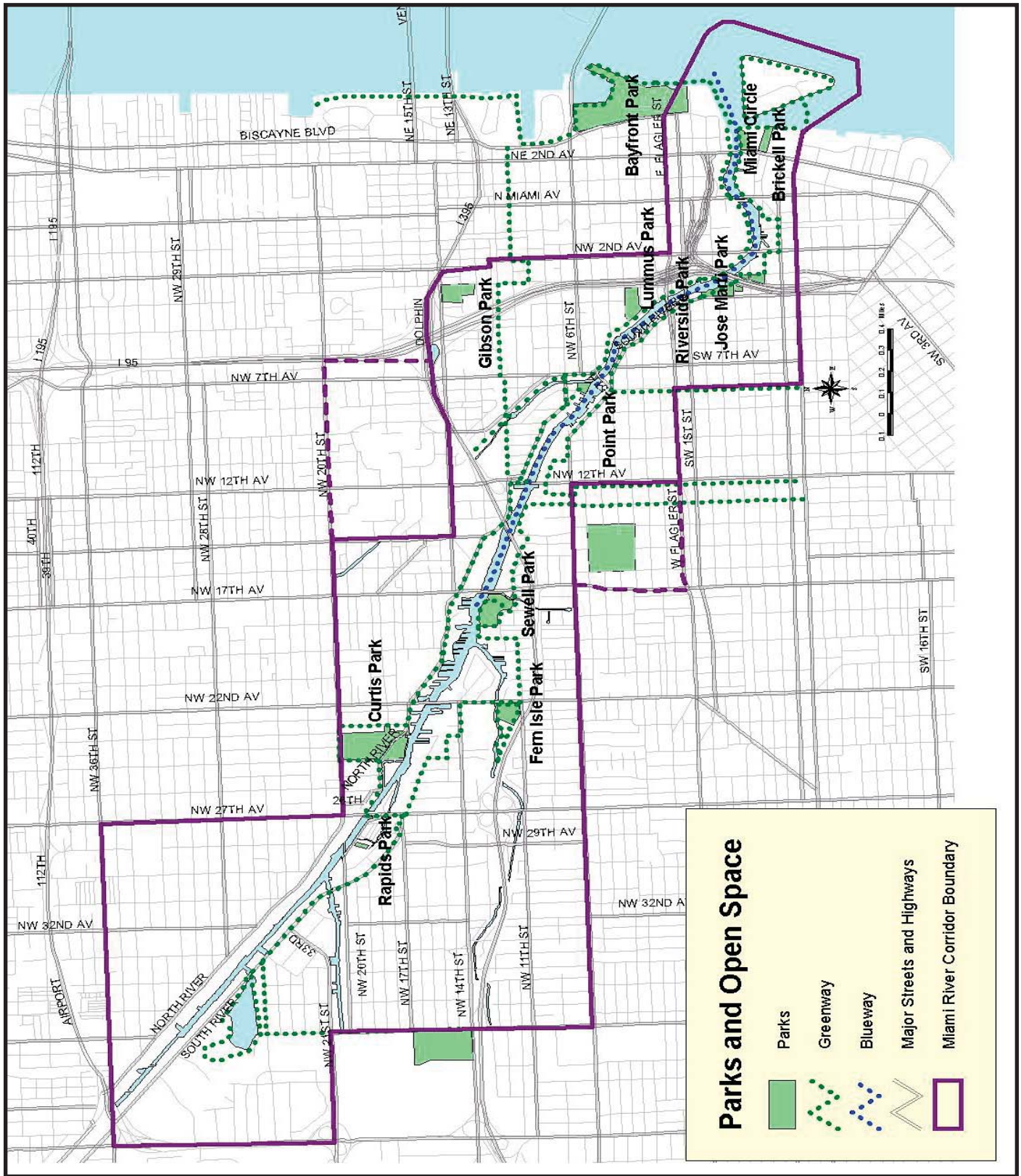


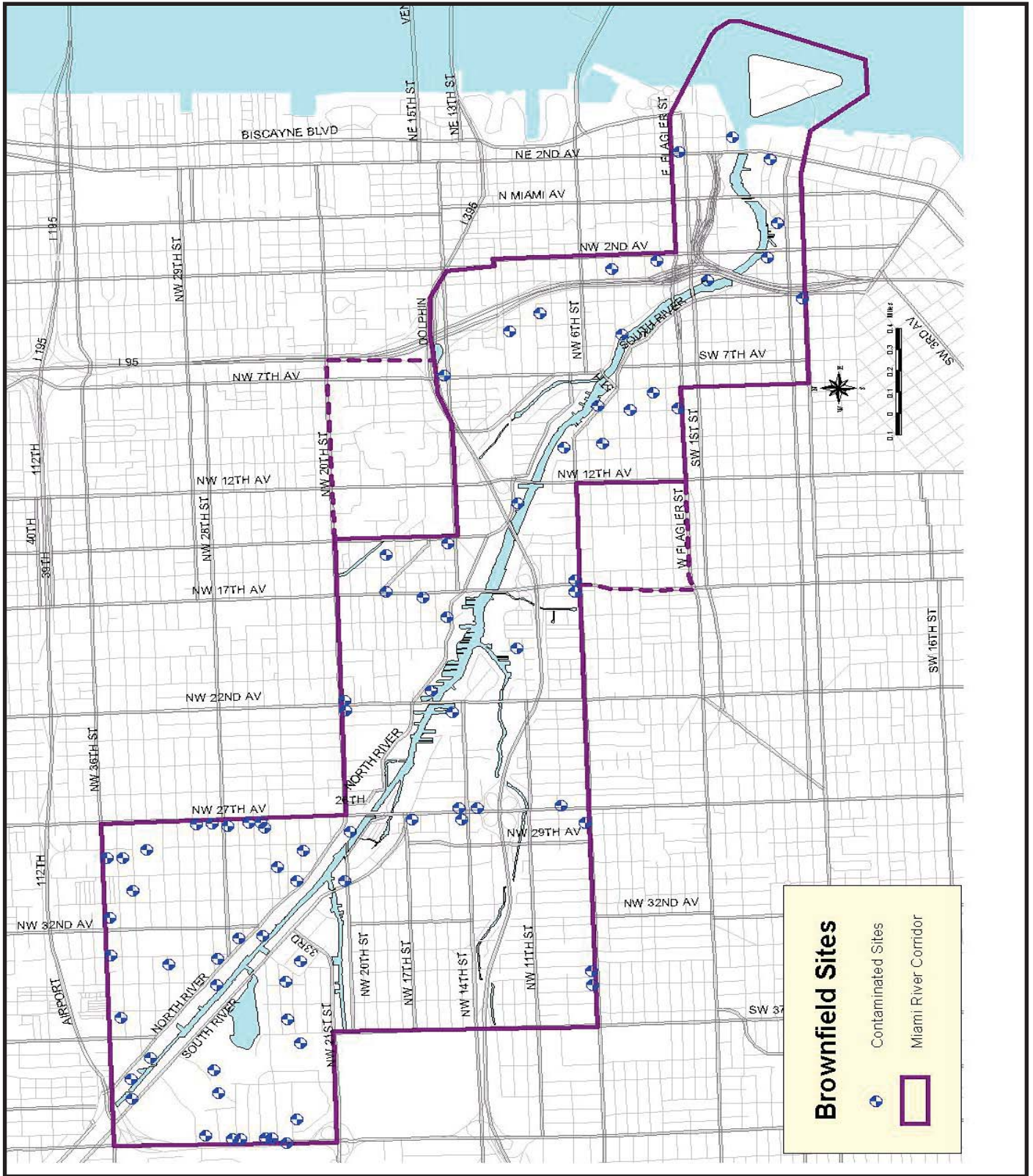
HISTORICALLY UNDERUTILIZED BUSINESS ZONE



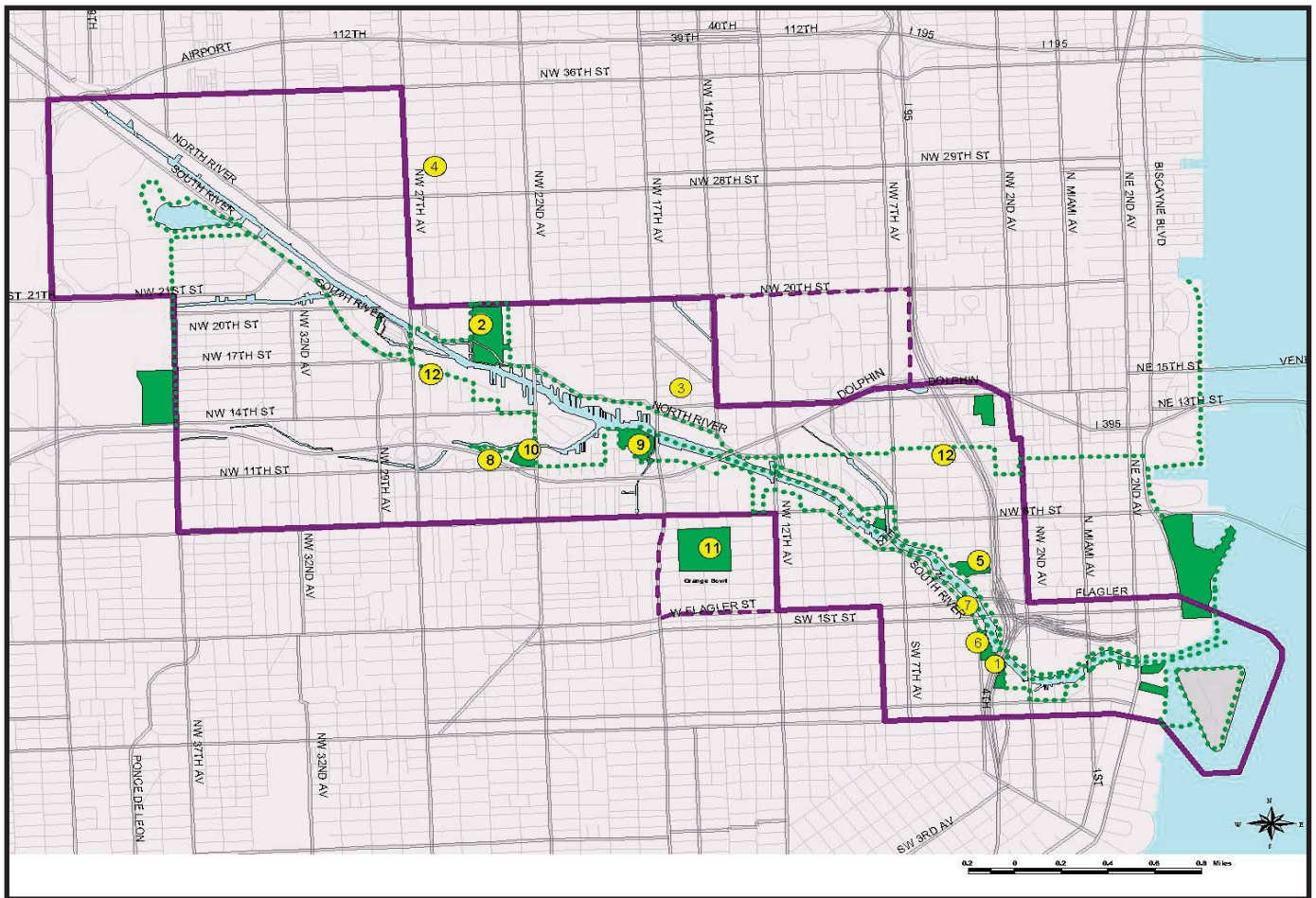








MIAMI RIVER CORRIDOR PARK PROJECTS WITH BOND FUNDING



Miami River Corridor Park Projects with Bond Financing		Proposed Bond Issued on Nov. 13, 2001 Amount
Project		
Jose Marti/East Little Havana Parks Expansion		\$ 5,000,000
Curtis Park		\$ 1,350,000
Allapattah Mini-Park		\$ 50,000
Melrose Park		\$ 45,000
Lummus Park		\$ 500,000
Jose Marti Park		\$ 1,350,000
Riverside Park		\$ 200,000
Fern Isle Park		\$ 300,000
Sewell Park		\$ 300,000
Fern Isle Clean-up and Renovation		\$ 9,000,000
Orange Bowl Renovation		\$ 16,000,000
Greenways		\$ 2,000,000
Total		\$ 36,095,000
Citywide Projects		
Citywide Waterfront Improvements		\$ 1,000,000
Downtown Infrastructure Improvements		\$ 10,000,000
Neighborhood Gateways (a part of the Greenway Concept)		\$ 1,000,000
Historic Preservation		\$ 1,000,000
Total		\$ 13,000,000
Miami River Corridor Urban Infill Boundary	Grand Total	\$ 49,095,000

1. Miami River Quality Action Team Annual Report. 1995-1996
2. Miami River Quality Action Team Annual Report. 1998-1999
3. Sanitary Sewer Contamination of the Miami River 1990
4. Miami River Basin Quality Improvement Report 2001
5. Miami River Greenway Action Plan 2001
6. City of Miami Consolidated Plan 1999
7. City of Miami GIS Data
8. Miami Dade County GIS Data
9. Florida Power and Light GIS Data
10. Miami Dade County Comprehensive Development Master Plan 2000
11. Miami Riverfront Redevelopment at Lummus Park-Comprehensive Development Program and Strategic Report- November 2000
12. Riverside/Lummus Park District Revitalization Plan
13. Miami River Dredging Project 1999
14. Miami River Master Plan 1992
15. City of Miami Housing Master Plan 1995
16. Chicago Riverfront Urban Design Guidelines 1990
17. Miami Comprehensive Neighborhood Plan 1999
18. Miami Dade County Revitalization Areas- The Task Force on Urban Economic Revitalization 1999
19. DERM-Dade County Manatee Protection Plan 1995
20. DERM- Miami River Stormwater Drainage Basin Prioritization 1988
21. DERM- Sanitary Sewer Contamination of the Miami River 1990
22. Eastward Ho! Financial Impediments and Solutions to Redevelopment 1998
23. Mean Streets - Pedestrian Safety, Health and Federal Transportation Spending 2000
24. Crime Prevention Through Environmental Design-Applications of Architectural Design and Space Management Concepts 1991
25. Recent Growth, Current Activity, and Economic Impacts of Mega Yachts in South Florida 1998
26. Marine Master Plan 2001
27. Financial And Technical Assistance for Florida Municipalities 2001-2002
28. Florida State Grant Programs 2001-2002
29. Florida Foundations 2001

Internet Sources

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City of Miami	www.ci.miami.fl.us
Brownsfields	www.dep.state.fl.us/dw/programs/brownsfields/default.htm
Miami River Commission	www.miamirivercommission.org
Hub Zone	https://eweb1.sba.gov/hubzone/internet
Miami Intermodal Center	www.micdot.com
City of Miami-Comprehensive Plan	www.ci.miami.fl.us/community_development/hud5yearplan.htm
Urban Land Institute	www.research.uli.org
Miami Dade Empowerment Zone	www.ezonetrust.org
DDA	www.ddamiami.com
CRA	http://miami-cra.org/CRA/index.htm
Miami Dade Transit	www.co.miami-dade.fl.us/transit/
Charter School	www.ddamiami.com/DDAWebSite/CharterSchool/ddaMain.html
Enterprise Zone	www.myflorida.com/myflorida/government/governorinitiatives/otted/pdfs/enterprise_zone.pdf
Front Porch	www.myflorida.com/myflorida/government/governorinitiatives/frontporch/

The Urban Infill Plan was developed under the partnership of the Urban Infill Working Group, specifically:

- City of Miami: Sarah Ingle and Clark Turner, City of Miami Planning and Zoning Department and Dianne Johnson, City of Miami Department of Real Estate and Economic Development
- Miami-Dade County: Helen Brown and Mark Woerner, Miami-Dade County Department of Planning and Zoning
- Miami River Commission staff: Brett Bibeau and David Miller

The Urban Infill Working Group thanks Secretary Jim Murley for his devoted volunteer efforts and exceptional chairmanship.

The Urban Infill Working Group acknowledges the input provided by the public throughout this planning process.

The Urban Infill Plan was prepared by Kimley-Horn and Associates, Inc.

- Principal Planner: Steven E. Lefton, ASLA, AICP
- Professional Staff: Jeremy Earle, Mike Bello, Bruno Carvalho, ASLA

Redevelopment case studies were prepared by Zyscovich, Inc.

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- Department of Community Affairs - \$50,000
- Miami-Dade County - \$50,000
- Empowerment Trust - \$25,000
- Environmental Protection Agency - \$20,000
- Miami River Commission - \$17,000