

# Memorandum



**Date:** January 10, 2008

**To:** Honorable Chairman Bruno A. Barreiro  
and Members, Board of County Commissioners

**From:** George M. Burgess  
County Manager

Agenda Item No. 12(B)4

**Subject:** Report on Implementation of a Multi-Family Housing Development Program utilizing Building Better Communities General Obligation Bond Affordable Housing funds

Attached please find a comprehensive plan for the implementation of a Multi-Family Housing Development Program utilizing Building Better Communities General Obligation Bond affordable housing funds. This Program was developed by the Housing Development Team (Team). The Team is led by Office of Community and Economic Development (OCED), with support from other County agencies such as the Department of Planning and Zoning (DPZ), General Services Administration (GSA), Miami-Dade Transit (MDT), and others. This is a report for discussion purposes only, and the authorization of any recommendation included would require Board action at a future date.

## Background

On November 2, 2004, Miami-Dade County voters approved the Building Better Communities General Obligation Bond Program (GOB Program) and, on March 1, 2005, the Miami-Dade County Board of County Commissioners (BCC) authorized the issuance of such bonds. Under the GOB Program, a total of \$137.7 million in bond proceeds is available for affordable housing development through Resolution R-918-04. However, \$5 million has already been allocated to the City of Hialeah for a 300-unit development presently under construction. There is \$132.7 million remaining for use.

In addition to implementing Resolution R-918-04, this Program addresses one of the four key housing strategies that I identified in a June 5, 2007 report in response to recent Miami-Dade County Community Affordable Housing Strategies Alliance (CAHSA) Task Force recommendations. This strategy is to generate additional affordable housing stock through utilization of County lands, low cost financing, and subsidies.

Based on the recommendations of the Community Affordable Housing Strategies Alliance (CAHSA) Task Force, the May 2006 report titled Affordable Housing in Miami-Dade County: Review of Data, Policies and Initiatives, and other identified challenges and barriers to the construction of affordable housing in Miami-Dade County, the Team prepared a plan for the implementation of the GOB Multi-Family Housing Development Program to address the development of affordable housing units and expansion of homeownership. Through this Program, the County will develop multi-family housing for rent or purchase on County-owned parcels. In the case of rental housing, development will be financed by combining GOB funds with multi-family rental housing bond financing, four percent low-income housing tax credits and other funds legally available for this use. Bond Counsel has been asked to review this financing model and we are awaiting their concurrence as to its adherence with all rules and statutes regarding the use of the bond proceeds in this fashion. Homeownership units will be developed with GOB proceeds. Bond Counsel has not ruled on whether the homeownership units must be perpetually subject to affordability restrictions under Bond rules, however, staff is recommending that the sale of each home be subject to restrictive covenants imposing a 20-year affordability control period, protections against "flipping" and equity sharing.

To date, the Team has done the following:

- Inventoried County-owned land parcels that are appropriate for multi-family and/or elderly housing development and identified 21 sites within Miami-Dade County, plus one site owned by the City of Hialeah;
- Prioritized the developable sites in categories representing potential readiness for development and identified 6 out of 22 sites for "fast track" development with a proposed development type and preliminary site plans (see Attachments I and II to the Program's implementation plan);
- Prepared a summary of the potential impediments to development of the remaining sites and a plan to address these impediments, such as the proposed land-use/rezoning ordinance designed to increase the building density on some parcels;
- Developed non-site-specific project pro-formas, to assess estimated County subsidy; and
- Established a framework for site-specific Requests for Application to developers.

#### **First Category - Fast Track Sites (6 Sites)**

Five parcels in Miami-Dade County's jurisdiction and one in the City of Hialeah were identified as meeting the minimum regulatory requirements to develop housing in feasible quantities and within a reasonable period of time when taking into consideration the site plan approval and building permitting processes currently in place. The six sites include:

- Okeechobee Metrorail Station, which is four acres in size and considered a Transit Oriented Development (TOD) because it lies in the Rapid Transit Zones, where the density thresholds established by the Miami-Dade County's Master Plan Land Use Element Urban Center now permits up to 125 units per acre;
- Northside Metrorail Station, which is three acres in size and also considered a TOD in the Rapid Transit Zone;
- Caribbean Boulevard/SW 211 Street, which is 2.5 acres and considered a TOD because of its direct access to the South Dade Busway;
- South Dade Government Center, which currently consists of a Police Station, Fire Station, Library and Government Offices and four acres at the southeast corner of the 25-acre will be dedicated to residential use in the form of apartment buildings;
- International Mall out-parcel, which has 1.3 acres available, faces the perimeter road and its placement and courtyard design allows for a significant and usable green space; and
- Hialeah Multi-Purpose Facility, which is under discussions by the County and the City of Hialeah to include a health care facility, a commercial retail strip-mall which would serve as a neighborhood service center and affordable housing building for the elderly.

A proposed site plan was prepared for each of the five sites under the County's jurisdiction that were considered for immediate development by the Team. Approximately 1,500 housing units can be generated on these five sites, offering a mix of unit sizes and targeting households with extremely low-, very low-, low- and moderate-incomes, including elderly and other persons living on fixed incomes. Workforce units, particularly those located in TODs, also will be designated within the developments.

The Team has developed parameters for the issuance of site-specific RFP's to developers for these sites. It is anticipated that the developers recommended for selection via the RFP process will be brought before the Board for consideration and approval by March of 2008. A list of the sites is included in Attachment 1 of the report. Site plans (Attachment 2) and social and economic characteristics of the area within one-mile of the sites (Attachment 3) are also part of the report.

**Second Category - Sites In Other Municipalities Requiring Further Discussions (6 sites)**

Six County-owned parcels within the City of Miami, City of North Miami, and the City of Miami Gardens, are potential sites for housing development. The Team is not recommending these sites for development at this time because further discussions between the County, the municipalities, and other entities need to occur to determine their development readiness and/or their feasibility.

However, some of the parcels within the City of Miami are in districts with high density zoning thresholds and are ideally situated near major roadways and transit. A list of the sites is included in Attachment 1 of the report.

**Third Category - Sites Requiring Amendment to the CDMP/Zoning Changes (10 sites)**

A total of ten parcels located throughout unincorporated Miami-Dade County were selected for their proximity to transit, adequate levels of service and their adjacency to major roadways. These sites, however, lack the optimum land use density thresholds designated by the Miami-Dade County Land Use Plan map needed to develop feasible affordable housing. To address this issue, the Team agreed to an Affordable Housing District concept, which will allow for intensity thresholds permitting efficient use of property and with density thresholds that ultimately produce higher housing unit yields. In order for this concept to be implemented, additional work is needed and will require a Comprehensive Development Master Plan (CDMP) amendment to allow for such a district. In addition, the amendment to the CDMP would require State approval. A list of the sites is included in Attachment 1 of the report.

**Ensuring Consistency**

As staff developed this report, a major focus was to remain consistent with the following County priorities and initiatives.

***CAHSA Findings***

The GOB Multi-Family Housing Development Program is consistent with and specifically responds to the following CAHSA recommendations: 1) Housing Objectives, 2) Design Standards, and 3) Incentives and Removal of Regulatory Barriers

***Master Affordable Housing Plan***

In response to the CAHSA recommendations, the Board of County Commissioners adopted Resolution R-161-07, which directs staff to produce a Master Housing Plan. The Master Housing Plan is currently in development. Four key strategies identified to address affordable housing needs in Miami-Dade County form the core of the Master Housing Plan.

Accordingly, the GOB Housing Development Program will be incorporated into the Master Housing Plan as one of the County's housing production strategies. Units produced under this Program will be counted towards the overall production goals set forth in the Master Housing Plan. The number of units that will be produced, along with the target populations to benefit from such housing, will be governed by the unique characteristics of each county-owned site such as build-able acreage, zoning restrictions and/or requirements relating in particular to building height, density, set-backs, and parking, neighborhood compatibility and need, and financial feasibility.

***FY 2008-2012 Consolidated Plan***

Miami-Dade County is submitting its Five-Year Consolidated Plan for FY 2008-2012 to US HUD in November of 2007. At this time, federal CDBG dollars are expected to be used for the acquisition of Miami-Dade Transit parcels for use under the GOB Multi-Family Housing Development Program.

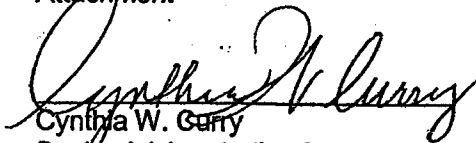
The Program will be included in the overall housing strategies that the County is employing to address the needs of extremely low-, very low-, low-, and moderate-income households.

**Additional Information**

It will be necessary to hold a public hearing in order to amend the language governing the use of that portion of the GOB funds dedicated to the creation of affordable housing units. Currently, the project name is the "Preservation of Affordable Housing Units and Expansion of Home Ownership" and it is described as the increase the number of affordable housing units in the County (375-450 units) and provide first and second mortgages to low to moderate income families as a means to expand home ownership opportunities (400-500 loans). The amendment would delete the use of the funds for first and second mortgages. This is required because County Bond Counsel has determined that such use would not be legal under State Law. Accordingly, a public hearing will be scheduled prior to calendaring any item at the BCC for the approval of developer selections procured for the purpose of implementing this housing program.

Attached to this cover memorandum is a copy of Resolution R-918-04 and the GOB Multi-Family Housing Development Program Implementation Plan with its corresponding attachments.

Attachment

  
Cynthia W. Garry  
Senior Advisor to the County Manager



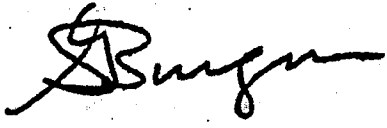
## MEMORANDUM

Amended  
Special Item No. 7

**TO:** Honorable Chairperson Barbara Carey Shuler, Ed. D.  
and Members, Board of County Commissioners

**DATE:** July 20, 2004

**FROM:** George M. Burgess  
County Manager



**SUBJECT:** Resolution Approving a  
Special Election for the  
*Building Better  
Communities* Bond  
Program – To Construct  
And Improve Housing  
For The Elderly And  
Families

R#918-04

### RECOMMENDATION

It is recommended that the Board of County Commissioners (Board) approve the attached resolution authorizing the placement of the *Building Better Communities* General Obligation Bond Program (Program) ballot question authorizing funding for projects to construct and improve housing for the elderly and working families on the November 2, 2004. This resolution will allow the County to issue General Obligation Bonds in an amount not to exceed \$194,997 million over a multi-year period to fund housing improvements in the County and address a number of quality of life issues in our community (see Appendix A). Legislation creating interlocal agreements with the municipalities and establishing a Program Advisory Committee will be forwarded to the Board upon approval of the program by the electorate. Individual debt issuances will also be subsequently forwarded for Board approval.

### BACKGROUND

The recommended Program will provide the County with the capability of providing additional resources to respond to the community's longstanding unfunded capital housing needs in a comprehensive manner. The attached recommended list of projects provides an approach which addresses the need for acquiring, constructing and renovating residential units for the elderly and low-income families as well as economic development concerns. Since our Community Small Business Enterprise and Community Workforce regulations will apply to the *Building Better Communities* projects, it is anticipated that the Program will contribute to our economy by generating a large number of jobs as well as many new and meaningful business development and training opportunities in our local community.

A comprehensive report detailing our efforts to assemble a balanced *Building Better Communities* Program is presented under separate cover. The attached resolution and corresponding project recommendations further refine the proposed Program by incorporating the Board's input from the June 24, 2004 General Obligation Bond Workshop as well as subsequent individual follow-up meetings with Board members.

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Honorable Chairperson Barbara Carey Shuler, Ed. D.  
and Members, Board of County Commissioners  
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We have a unique opportunity to move forward with this Program at this time. Existing debt from the Decade of Progress Bond Program, the Criminal Justice Bond Program and the Safe Neighborhood Parks Bond Program is being retired allowing capacity for future bond issuances while maintaining a flat millage rate for debt service. Finally, placement of the ballot question on an already scheduled General Election allows us to avoid incurring the considerable costs that would be associated with a separate election.

Therefore, it is respectfully requested that the Board approve the attached resolution and allow the electorate to vote on critical capital improvement issues impacting the future of Miami-Dade County.

  
Assistant County Manager

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Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Amended  
Special Item No. 7  
7-20-04

RESOLUTION NO. R-918-04

OFFICIAL FILE COPY  
CLERK OF THE BOARD  
OF COUNTY COMMISSIONERS  
DADE COUNTY, FLORIDA

RESOLUTION PROVIDING FOR HOLDING OF GENERAL OBLIGATION BOND SPECIAL ELECTION IN MIAMI-DADE COUNTY, FLORIDA, ON NOVEMBER 2, 2004 WITH RESPECT TO AUTHORIZATION OF NOT EXCEEDING \$194,997,000 GENERAL OBLIGATION BONDS OF SAID COUNTY TO CONSTRUCT AND IMPROVE HOUSING FOR THE ELDERLY AND FAMILIES

WHEREAS, the Board of County Commissioners of Miami-Dade County, Florida (the "Board") finds it necessary and appropriate and in the best interest of the County to hold a special election to authorize the issuance of General Obligation Bonds (the "Bonds") of Miami-Dade County in an amount not to exceed \$194,997,000, as needed, in series from time to time, which Bonds will be secured by the full faith and credit of the County; and

WHEREAS, proceeds from such Bonds will be used for various, unfunded capital projects that have been identified and delineated in Appendix A, attached to this Resolution; and

WHEREAS, issuing such Bonds will stimulate the County economy and provide employment; and

WHEREAS, upon approval by the electors of the County to issue the Bonds, the Board will enact Bond ordinances authorizing the issuance of the Bonds so approved; and

WHEREAS, the Board intends, to the extent possible, that the debt service millage required to pay the debt service on the Bonds shall not exceed the current debt service millage in any year while the Bonds are outstanding and the total principal amount of the Bonds has been fixed with that intention in mind,

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY  
COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA:**

**Section 1.** The preamble to this Resolution and the County Manager's memorandum accompanying this Resolution are approved and incorporated by reference in this Resolution.

**Section 2.** A General Bond Special Election will be held on Tuesday, November 2, 2004, for the purpose of submitting to the qualified electors of the County the questions stated in the Notice of General Bond Special Election set forth below in Section 3 of this Resolution.

**Section 3.** Notice of said General Obligation Bond Special Election shall be published in The Miami Herald, a newspaper of general circulation in Miami-Dade County, Florida, at least twice, once in the fifth week and once in the third week prior to the week in which the election is to be held, the date of first publication in said newspaper to be at least thirty days before said election, which notice shall be substantially in the following form:

**NOTICE OF GENERAL OBLIGATION BOND SPECIAL ELECTION  
BUILDING BETTER COMMUNITIES  
To be Held On  
TUESDAY, NOVEMBER 2, 2004  
MIAMI-DADE COUNTY, FLORIDA**

A General Obligation Bond Special Election will be held on Tuesday, November 2, 2004, for the purpose of submitting to the qualified electors of Miami-Dade County, Florida, the following question:



**BUILDING BETTER COMMUNITIES  
CONSTRUCT AND IMPROVE HOUSING FOR THE  
ELDERLY AND FAMILIES**

To construct and improve affordable housing for the elderly and families to encourage home ownership through the acquisition, construction and renovation of residential units, described in Resolution No. 918-04, adopted July 20, 2004, shall Miami-Dade County issue General Obligation Bonds to pay cost of such projects in a principal amount not exceeding \$194,997,000 bearing interest not exceeding maximum legal rate, payable from ad valorem taxes?

\_\_\_\_\_ FOR BONDS

\_\_\_\_\_ AGAINST BONDS

The polls at said election will be open from 7:00 o'clock A.M. until 7:00 P.M. of the same day. All qualified electors of the County shall be entitled to vote at said special election.

Said General Obligation Bond Special Election will be held at the established polling places in the several precincts, respectively, in the County as established for County-wide general elections.

Miami-Dade County shall be authorized to issue the bonds covered by the question hereinabove set forth if such issuance as to such question shall have been approved by vote of a majority of the qualified electors of Miami-Dade County voting thereon.

By order of the Board of County Commissioners of Miami-Dade County, Florida.

\_\_\_\_\_  
Clerk of the Board of County Commissioners of  
Miami-Dade County, Florida

**Section 4.** Touch Screen Voting Machines shall be used at such special election, and the ballot question shall appear in substantially the form set forth in the Notice of General Obligation Bond Special Election in Section 3 of this Resolution.

**Section 5.** The question shall appear on the touch screens ballot as a separate question. Those qualified electors desiring to approve the issuance of bonds shall be instructed to vote "FOR BONDS". Those qualified electors desiring to disapprove the issuance of bonds shall be instructed to vote "AGAINST BONDS".

**Section 6.** Absentee paper ballots may be used by qualified electors of the County for voting on the question at said election. The form of such absentee ballot shall be in accordance with the requirements prescribed by the general election laws, and shall have printed thereon the question hereinabove set forth, with proper place for voting either "FOR BONDS" or "AGAINST BONDS" following the statement of the question aforesaid.

**Section 7.** A sample ballot showing the manner in which the question aforesaid shall appear on the touch screen ballot at this special election shall be published and provided in accordance with the applicable provisions of the general election laws.

**Section 8.** This special election on the question aforesaid shall be held and conducted in accordance with the applicable provisions of the general laws relating to special elections and the provisions of the Miami-Dade County Home Rule Charter. The County Manager, the Finance Director, the Supervisor of Elections and the Clerk of the County Commission are hereby authorized and directed to take all appropriate actions necessary to carry into effect and accomplish the provisions of this Resolution. This special election shall be a nonpartisan election. Inspectors and clerks to serve as election officials in connection with this special election shall be appointed in accordance with the provisions of the general election laws.

**Section 9.** This special election shall be canvassed by the County Canvassing Board as provided under the election laws of this State, in accordance with the provisions of Section 2.07 of the Home Rule Charter.

**Section 10.** All proceeds of the sale of the Bonds shall be delivered to the Finance Director of the County who shall deposit those proceeds in appropriate construction fund trust accounts, not to be commingled with other funds of the County, to be disbursed solely for the purposes set forth in this Resolution. The County, itself or through independent auditors, shall have the right at all times to audit the books and records of all beneficiaries who receive proceeds from the sale of the Bonds.

Some projects listed in Appendix A of this Resolution may be the subject of contractual agreements between the County and the external agencies receiving the Bond proceeds to pay the cost of such projects. Such agreements shall provide the terms and conditions for the County to release Bond proceeds to the agency and such other requirements as the County shall deem appropriate. In the event that an agency fails, without adequate reason, to commence acquisition, planning, design or construction of a project within six (6) months of the receipt of County approval to proceed with such project, the County shall have the option of reallocating the Bond proceeds earmarked for such project to any other projects listed in Appendix A falling within the same ballot category.

All additions, deletions and significant modifications to individual projects or to Appendix A shall require a majority vote of the Board after public hearing.

**Section 11.** Bond proceeds in an amount not to exceed 3% of the principal amount of the Bonds shall be used to pay administrative expenses associated with managing the Bond program. The Finance Director will deposit these funds in a separate Bond Administrative Expense Fund.

**Section 12.** The Bonds are part of an overall Bond Program pursuant to which the County is proposing to issue up to \$2,925,750,000 in General Obligation Bonds ("Bond Program") upon voter approval. The intent of the County is to include a combined municipal and UMSA component

("Municipal Component") in the Bond Program totaling 10% of the Bond proceeds, net of issuance costs. The formula used for distribution of proceeds is based on a weighted formula 75% on population and 25% on contribution to the tax roll (based on June 1, 2004 figures) as compared to the total population and property tax roll figures for the entire County. The data for this distribution was based upon most recent Census figures as provided by the Miami-Dade County Planning Department and tax roll figures as provided by the Miami-Dade County Property Appraiser. Should a municipality incorporate after passage of this Bond program, it may petition the Board for a portion of any unallocated Bond proceeds that had been apportioned to local projects in the UMSA area then contained in such municipality. Not all of the individual components of the Bond Program will include a Municipal Component but in the aggregate, the overall Bond Program will include a Municipal Component that equals 10% of the Bond Program.

It is the intent of the County that the balance of the bond proceeds from the Bond Program net of cost of issuance (90%) shall be used for projects of countywide and/or regional significance.

The foregoing resolution was offered by Commissioner Bruno A. Barreiro, who moved its adoption. The motion was seconded by Commissioner Jose "Pepe" Diaz and upon being put to a vote, the vote was as follows:

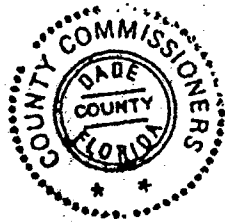
Dr. Barbara Carey-Shuler, Chairperson	ave		
Katy Sorenson, Vice-Chairperson	ave		
Bruno A. Barreiro	ave	Jose "Pepe" Diaz	ave
Betty T. Ferguson	ave	Sally A. Heyman	ave
Joe A. Martinez	absent	Jimmy L. Morales	ave
Dennis C. Moss	ave	Dorin D. Rolle	ave
Natacha Seijas	ave	Rebeca Sosa	absent
Sen. Javier D. Souto	absent		

The Chairperson thereupon declared the resolution duly passed and adopted this 20<sup>th</sup> day of July, 2004. This Resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA  
BY ITS BOARD OF  
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: **KAY SULLIVAN**  
Deputy Clerk



Approved by County Attorney as  
to form and legal sufficiency.

A handwritten signature in black ink, appearing to be "GTH", enclosed within a hand-drawn circle.

Gerald T. Heffernan

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2004 BUILDING BETTER COMMUNITIES BOND PROGRAM  
RECOMMENDED LIST OF PROJECTS

APPENDIX A

CONSTRUCT AND IMPROVE HOUSING FOR THE ELDERLY AND FAMILIES

PROJECT NUMBER	MUNICIPAL PROJECT LOCATION	BCC DISTRICT	PROJECT NAME	PROJECT DESCRIPTION	STREET ADDRESS	ALLOCATION (000's)
242	UMSA	5	New Elderly Units at Joe Moretti	Construct 100 units of new public and affordable elderly housing on existing County land.	SW 5 <sup>th</sup> Avenue and 6 <sup>th</sup> Street.	\$9,400
244	Miami	3	New Elderly Units at Dante Fascell	Construct 30 units of new public and affordable elderly housing on existing County land.	2929 NW 18 Avenue	\$3,000
245	Miami	3	New Elderly Units at Three Round Towers	Construct 100 units of new public and affordable elderly housing on adjacent existing County land.	1661 NW 28 Street	\$9,400
246	UMSA	3	New Family Units at Annie Coleman	Construct 24 units of new public and affordable family housing on existing County land.	NW 25 Avenue and 58 Terrace	\$2,500
247	UMSA	3	New Family Units at Lincoln Gardens	Construct 36 units of new public and affordable family housing on existing County land.	NW 46 St and NW 24 Avenue	\$3,400
248	Miami	5	New Elderly Units at Elizabeth Virrick I	Construct 51 units of new public and affordable elderly housing on existing County land.	1615 NW 26 Avenue	\$4,600
249	CW	CW	Preservation of Affordable Housing Units and Expansion of Home Ownership	Increase the number of affordable housing units in the County (375-450 units) and provide first and second mortgages to low to moderate income families as a means to expand home ownership opportunities (400 to 500 Loans).	Various	\$137,700
327	CW	CW	Homeless Programs - Capital Improvements	Provide capital improvements for homeless programs.	TBD	\$16,000
			Bond Issuance Cost To Construct and Improve Housing For The Elderly And Families	The costs to issue bonds to improve housing for the elderly and families.		\$9,997
			<b>TOTAL</b>			<b>\$194,997</b>

Note: Allocation shown in nominal value.

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## **GOB MULTI-FAMILY HOUSING DEVELOPMENT PROGRAM IMPLEMENTATION PLAN**

The following plan will govern the implementation of Project Number 249 under Resolution 918-04, authorizing the use of Building Better Communities General Obligation Bonds (GOB) housing funds in the amount of \$137.7 million, and Resolutions R-827-07 and R-828-07 relating to development of affordable homeownership and rental housing. More specifically, this plan addresses the implementation of the GOB Multi-Family Housing Development Program to address the development of affordable housing units and expansion of homeownership.

### **BACKGROUND**

On November 2, 2004, Miami-Dade County voters approved the Building Better Communities General Obligation Bond Program (GOB Program) and, on March 1, 2005, the Miami-Dade County Board of County Commissioners (BCC) authorized the issuance of such bonds. Under the GOB Program, a total of \$137.7 million in bond proceeds is available for affordable housing development.

In a June 5, 2007 report, the County Manager identified four key strategies by which to address affordable housing needs in Miami-Dade County, based on recent Miami-Dade County Community Affordable Housing Strategies Alliance (CAHSA) Task Force recommendations. This Program The GOB Multi-Family Housing Development Program specifically addresses one of these strategies, generating additional affordable housing stock through utilization of County lands, low cost financing, and subsidies. This Program is the vehicle through which the County will:

- Develop multi-family housing for rent or purchase on County-owned parcels. In the case of rental housing, development will be financed by combining GOB funds with multi-family rental housing bond financing, four percent low-income housing tax credits and other funds legally available for this use. Homeownership units will be developed with GOB proceeds. The sale of each home will be subject to restrictive covenants imposing a 20-year affordability control period, protections against "flipping" and equity sharing (subject to Bond Counsel review). Eligible homebuyers will be offered second mortgage assistance funded through the County's Surtax program.

### **PROGRAM OBJECTIVES**

#### **Current Status of Affordable Housing Demand and Supply**

In May 2006, the *Affordable Housing in Miami-Dade County: Review of Data, Policies and Initiatives* report was issued on affordable housing in Miami-Dade County that compiled existing information on the current housing inventory, projected housing need, and current and projected affordability gaps in the housing market. Since that report, housing market conditions have been quite dynamic. Miami-Dade County is currently in the process of updating our understanding of the affordable housing market and projected need as part of the Five-year Consolidated Plan information that is required by US HUD. However, the need for affordable housing as reported in May 2006 is so substantial, particularly for lower income households, that updated information will not impact our determination that development of County-owned lands for affordable housing is warranted.

Based on data collected for the May 2006 report, in order to keep up with the housing demand in Miami-Dade County, very low-income (household income of 50 percent or less of area median income, AMI, including extremely low-income households) and low-income (household income of 51-80 percent of AMI) households will require 39 percent of the units that will need to be built through 2015. These households will require 45 percent of the units that will need to be built between 2015 and 2025. As stated in the

report, focus on these households is key to meeting the needs of that segment of the market not adequately served by the private sector.

	Total Unit Production Needed Per Year	Unit Production Needed Per Year for VLI Households	Unit Production Needed Per Year for LI Households	% of Production Needed for VLI and LI Households
Through 2015	10,609	2,539	1,571	39%
2015-2025	11,018	3,213	1,759	45%

Source: Miami-Dade Department of Planning and Zoning, Research Division

The need for affordable housing is reflected in the housing costs borne by Miami-Dade residents, as captured in the latest U.S. Census Bureau's American Community Survey (2006). For instance, residents are considered burdened by housing costs if the household is expending more than 30 percent of their income on housing. Approximately 51 percent of Miami-Dade renters and 48 percent of mortgaged homeowners are spending more than 35 percent of household income on housing. Even homeowners without a mortgage are experiencing a degree of housing cost burden, as 23 percent are spending 35 percent of their household income on housing costs, because of property taxes and insurance payments.

The majority of households below 80 percent of area median income are housing-cost burdened. Extremely low and very low income households are experiencing severe housing burdens, with the majority spending 50% or more of household income on housing.

Households by Income and Cost Burden, Miami-Dade County, 2005

Households	Amount of Income Paid for Housing		
	30% or More	30-50%	50% or more
ELI (<=30% AMI)	69%	9%	60%
VLI (30.01-50% AMI)	82%	31%	51%
LI (50.01-80% AMI)	65%	43%	22%
MI (80.01+% AMI)	20%	17%	3%

Source: Shimborg Center at the University of Florida

Additional affordable housing, particularly units affordable to low-, very low- and extremely low-income households, is clearly needed in this community. Furthermore, the need is not limited to any particular area of the County. Historically, affordable housing has been concentrated in Central and North Central Miami-Dade County due in part to the proximity of employment centers and zoning regulations that encourage higher densities and maximization of land values. However, as employment centers evolve in western and southern areas of the County, affordable housing, specifically along transit corridors, is in demand.

#### Challenges to Development

Production of affordable housing is a matter of financial feasibility. In the case of affordable rental housing, the question is whether rental income generated from below-market rents can support the long-term financing and other operating costs once a project is developed. In the case of homeownership units, the issue is whether below market purchase prices cover the cost of development while offering the developer a reasonable profit. Cost of a development is driven by land costs, hard and soft costs, impact fees, infrastructure costs and time. The cost of development and subsequent long-term debt financing must be significantly reduced to allow for below-market rents or purchase prices.

As noted above, time is money in the field of development and this is especially true in the field of affordable development. Barriers impacting time, specifically in the area of permit review and issuance such barriers have been well documented, yet solutions have not been institutionalized. Time is especially critical when developers must meet financing requirements imposed in the development of tax credit



funded units. In Miami-Dade County, issues still remain with the amount of time that it takes to permit a development and the time required to reimburse impact fees.

In addition to permitting time, the cost of land in Miami-Dade County has had a detrimental impact on the ability to develop housing in all price ranges. The long range planning effort in Miami-Dade County must recognize that we must maximize the value of the land available if affordable housing is to be built throughout Miami-Dade County. The City of Miami has attracted a substantial percentage of the affordable housing in Miami-Dade County due to zoning regulations that permit up to 150 units per acre. While this magnitude of zoning may not be appropriate in all areas of Miami-Dade County, the current suburban zoning perspective will continue to impede the development of affordable housing and will minimize the County's resources available for such housing. As discussed in greater detail later in the report, the development that has resulted from the Downtown Dadeland Charrette demonstrates high density development in a manner that creates a livable urban environment.

#### **Proposed Approach to Addressing Challenges**

The GOB Multi-Family Housing Development Program will address challenges to economic feasibility by offering land, subsidy and reduction in development costs that are controlled by Miami-Dade regulations and processes (hereafter referred to as the "GOB Multi-Family Housing Development Program" or "Program"). Staff has identified 21 parcels of County-owned land that will support multi-family, mixed-income, and mixed use housing development. As described below, the County will provide site control of these lands to a competitively selected developer(s) under leases to facilitate development.

To further maximize the resources available to develop affordable housing on County-owned land, costs resulting from County-controlled regulation and administrative processes can and should be mitigated. These costs arise from zoning requirements that limit efficient use of available land, impact fees, delays in platting and permitting and infrastructure related to water and sewer and other municipal services. As further discussed below, staff is identifying solutions to overcome these regulatory barriers and impediments to production of affordable housing.

Even with land costs eliminated and other costs mitigated, affordable rental housing development requires significant government contribution. The cost of homeownership units will be covered with GOB proceeds. At this time, construction costs for multi-family homeownership units can range from \$175,000 to \$200,000 per unit. Once built, these units will require additional government assistance at time of sale. To sell these homes at prices below cost would be considered a GOB-funded subsidy to a private party, which is not permissible under the GOB program. Selling the units even at cost to income eligible households will require that the County offer direct assistance to the buyer in the form of second mortgages. Proceeds from the sale of the homes will be directed back to the Program for capital and other costs related to development of additional affordable housing.

GOB funds will be used to leverage other funding sources to cover the cost of rental housing development. Staff finds that Multi-Family Rental Housing Bond Financing ("Multi-Family Bond") available through the Housing Finance Authority (HFA) is being underutilized by the private sector as it limits the amount of equity that a project may receive under the Low Income Housing Tax Credit (LIHTC) Program. Privately financing the funding gap results in costs that preclude offering housing at below market rents. Economic feasibility can be achieved, however, by combining the use of Multi-Family Bond dollars with 4 percent tax credits and addressing the funding gap with a contribution of GOB funds. Furthermore, under the LIHTC rules, a project utilizing Multi-Family Bond dollars do not compete against the pool of funds available for 9 percent tax credits. Finally, this financing approach allows staff to direct Documentary Surtax (Surtax), State Housing Initiatives Partnership (SHIP), HOME and Community Development Block Grant (CDBG) funds to other rental housing development efforts under the Master Housing Plan.

Utilizing the various funding sources available, the Team prepared several pro formas that examined the amount of subsidy required by the County to develop multi-family rental housing. In one example, if rental housing developed under the Program is limited to occupancy by households at 60 percent of median income or less, the GOB contribution per rental housing unit is projected to range from \$48,388 to \$56,000 based on the number of units to be developed and the tenant mix. As the median income of the tenant mix increases to include households at 80 percent to 100 percent of median household income, the GOB contribution per unit increases to approximately \$79,200. The above projected per unit investment assumes the utilization of 4 percent low income housing tax credits, which is 32 percent of the total cost of construction in affordable housing building containing 100 units. Funding under the competitive State Apartment Incentive Loan (SAIL) Program also will be sought. If SAIL funds are awarded, the GOB contribution per unit will be substantially reduced.

## **DEVELOPMENT OF PROGRAM AND IMPLEMENTATION PLAN**

### **Multi-Disciplinary Cross-Agency Housing Development Team**

An interdisciplinary Housing Development Team (Team) comprising staff of the Office of Community and Economic Development (OCED), Department of Planning and Zoning (DPZ), General Services Administration (GSA), Miami-Dade Transit (MDT), Water and Sewer Department (WASD), and two housing consultants, was established to develop an action plan for the development of affordable housing. To date the Team has accomplished the following:

1. Inventoried County owned land parcels that are appropriate for multi-family and/or elderly housing development;
2. Prepared a summary of the potential impediments to development of each site and a plan to address these impediments;
3. Prioritized the developable sites in categories representing potential readiness for development,
4. Identified sites for "fast track" development, proposed a development type and prepared preliminary site plans;
5. Drafted a land-use/rezoning ordinance designed to increase the building density on some parcels;
6. Developed non-site-specific project pro formas, to assess estimated County subsidy; and
7. Established a framework for site-specific Requests for Application to developers.

### **Implementation Recommendation for Building Better Communities Project 249**

The Team recommends that Project Number 249 under the GOB Program be implemented in part through development of mixed-use, multi-family housing on County-owned lands, consistent with CAHSA recommendations and the County's affordable housing strategies.

Housing produced on these County-owned sites will be comprised of both rental and homeownership units and will be combined with commercial and other uses. Housing development on these sites will be financed with GOB funds, Multi-Family Rental Housing Bond Financing, and four percent Low-Income Housing Tax Credits. Eligible homebuyers will be offered second mortgage assistance funded through the Surtax program. GOB economic development funds can be used to cover the costs of the commercial portions of the projects.

It is anticipated that a minimum of 1,524 units will be produced on the first 6 sites immediately ready for development. These units will benefit extremely low-, very low-, low- and moderate-income households, including elderly and other persons living on fixed incomes. Projection of units that can be developed on the remaining 16 County-owned sites will be reported at a later date and will be dependent in large part on CDMP changes and zoning considerations.

### **Role of Private Sector**

The private sector, both profit and not-for-profit, is, and should remain, the primary vehicle for the production of affordable housing. The County has an important role as "facilitator" for affordable housing development projects by removing difficult barriers which hinder or impede such projects and by contributing to the production of housing through the allocation of financial resources, and providing incentives that encourage the building of affordable units and private sector participation in community revitalization. The County intends to partner with one or more housing developers selected through a competitive process to develop county-owned sites for affordable housing.

Since governmental entities cannot participate in the LIHTC Program, the County must look to the selected housing developer(s) to apply for tax credits. Under LIHTC rules, the applicant must demonstrate site control. However, the County wishes to ensure that housing developed on county lands remain affordable after expiration of the affordability period imposed under the LIHTC Program. Therefore, the County proposes to provide leases for a minimum of 55 years to its private sector partner(s) to satisfy LIHTC site control requirements, while maintaining County control over the sites' long-term use as affordable housing.

The County also will lease County-owned land to contractors/developers for a sufficient term to facilitate development of homeownership units on these sites. The lease(s) shall expire upon sale to eligible homebuyers. The Team is proposing that the sale of each home be subject to restrictive covenants that require the purchaser to reside in the home for no less than 20-years and if sold before such time period expires, the home can only be sold to another income-eligible household and the affordability period shall automatically renew for an additional 20-year affordability term. However, Bond Counsel has not yet ruled on the appropriate period of affordability for homes built through the Program, or whether the units must be perpetually subject to affordability restrictions to satisfy bond rules.

### **EVALUATION OF COUNTY-OWNED SITES FOR AFFORDABLE HOUSING**

The Team's activities were initiated through the review of information and documentation relating to County-owned properties. This was followed by tours of each location in an effort to determine if each property met a certain criteria, such as are the properties developable, the total number of units that could be built on the properties, their proximity to transportation, convenience stores, medical facilities and other social services needed for infrastructure, potential for mixed-use development and the possible impact on the community, including community revitalization. The Team continues to evaluate sites both County and privately owned to add to its current inventory of developable multi-family housing sites.

The Team identified 21 County owned properties located within and outside the urban infill area that are suitable for the development of affordable housing. The Team has determined that five of the 21 county-owned sites are immediately ready for development. Of the remaining 16 properties, six require input from municipalities in which the sites are located. The balance of sites cannot economically support viable affordable housing without amendment to the Comprehensive Development Master Plan ("CDMP") as it pertains to density, mixed-use and compatibility issues. The Team recommends, however, that measures be taken to allow affordable housing development on these 16 sites.

Additionally, one site owned by the City of Hialeah has been included among the properties that have been determined as available for immediate development and is therefore included among the Team's "fast track" sites.

Based upon its findings, the Team categorized the 22 sites under three categories as set forth below. For the convenience of the Board, a list of all sites as prioritized for affordable housing development is attached hereto as **Attachment 1**.

- **Fast Track Sites - Available for Immediate Development (6 sites)**

Of the 22 sites evaluated, five parcels in Miami-Dade County's jurisdiction and one in the City of Hialeah were identified as meeting the minimum regulatory requirements to develop housing in feasible quantities and within a reasonable period of time when taking into consideration the site plan approval and building permitting processes currently in place. Two of the five parcels are in Rapid Transit Zones, where the density thresholds established by the Miami-Dade County's Master Plan Land Use Element Urban Center text now permits up to 125 units per acre. These two Rapid Transit Zones are known as Okeechobee Metrorail Station and Northside Metrorail Station. Both stations are regulated by standards found in the Fixed-Guideway Rapid Transit System-Development Zone (Chapter 33-C) of the Miami-Dade Zoning Code. A third site, identified as Caribbean Boulevard/SW 211 Street parcel is zoned RU-4 (Apartments District), a district permitting up to 50 units per acre. The RU-4 district ordinance, found in Chapter 33 (Zoning Code) has standards allowing building heights and floor area ratios that produce developments accommodating close to the maximum density threshold permitted by the district. The fourth site, identified as South Dade Government Center, lies within the Cutler Ridge Metropolitan Urban Center District (CRMUCD), a zoning category with various high-density thresholds consistent with the Master Plan's Land Use Plan Element Urban Center criteria. The CRMUCD Ordinance would permit a maximum of 52 units per acre for the 25-acre South Dade Government site, require buildings close to property lines, and reduced parking numbers. The CRMUCD standards have the potential to create developments with a substantial number of residential units. The fifth site is located in the City of Doral's International Mall.

The Team has developed parameters for the issuance of site-specific RFP's to developers for these sites. It is anticipated that developers selected through the RFP will be brought before the Board for consideration and approval by February/March of 2008.

- **Sites Located in Other Municipalities (6 sites)**

Six Miami-Dade County-owned parcels, located in the City of Miami, City of North Miami and the City of Miami Gardens, are strong candidates for housing development. Some of the parcels, specifically the ones within the City of Miami, are in districts with high density zoning thresholds and are ideally situated near major roadways and transit. Team members opined not to prioritize the sites until negotiations and dialogue between Miami-Dade County and the jurisdictions have ascertained the development readiness of the parcels.

- **Sites Requiring New Land-Use/Zoning Ordinance or Zoning Changes, or Requiring Amendment to the CDMP (10 sites)**

A total of ten parcels located throughout unincorporated Miami-Dade County were selected for their proximity to transit, adequate levels of service and their adjacency to major roadways. These sites, however, lack the optimum land use density thresholds designated by the Miami-Dade County Land Use Plan map needed to develop feasible affordable housing. To address this issue, the Team agreed that a CDMP amendment allowing for an Affordable Housing District would have to be in place first before the adoption of any zoning approval providing for intensity thresholds permitting the efficient use of property and with density thresholds that ultimately produce higher housing unit yields.

### **Focus on Transit Oriented Development (TOD)**

Consistent with CAHSA recommendations, the Team sought linkage between mixed housing development and public transportation. Three of the six fast-track sites identified by the Team are Miami-Dade Transit sites and will be treated as Transit Oriented Developments (TODs). As these sites were initially purchased with federal transportation funds, federal regulations require that the County purchase these sites in order to develop them under the GOB Multi-Family Housing Development Program. Federal funds administered by OCED are expected to be used for acquisition of the Miami-Dade Transit parcels. An additional site, the

South Dade Government Center, while not a Miami-Dade Transit site, is also considered a TOD since the Center serves as a major transit hub for the County's bus system.

SITE	ACREAGE	COMMISSION DISTRICT	TRANSIT	Services Near By <sup>1</sup>
Okeechobee	4	13	Metrorail	Industrial, commercial, residential, employment
Northside	3	2	Metrorail	Commercial, retail, residential, employment
Caribbean	2.5	9	Busway	Retail, commercial, residential, employment
South Dade Government Center	S.E. corner of 25 acres site	8	Major Bus Hub	Government facilities and services, retail, residential

TODs focus mixed-use development around transit stations and is designed to create pedestrian-friendly communities with convenient access to transit. As a crucial part of solving our region's traffic congestion, a TOD provides a range of transportation options and reduces our reliance on cars.

In addition, TODs create communities that are places to shop, eat and run errands in addition to providing residential options for commuters and employment centers for the region. Pedestrian and bike access are also important for thriving TOD sites. All these elements work together to foster safe, convenient and viable transportation options and create vibrant neighborhoods. <sup>2</sup>

A TOD can be made of new construction, redevelopment of one or more buildings, or a combination of new and redevelopment of old buildings whose design and orientation facilitate transit use. TOD's in many instances have been the catalyst for economic development in areas which have not seen the same level of interest from the private sector as compared to other areas.

TOD's in Miami-Dade County thus far have shown to be very successful. For instance, Miami-Dade Transit's first TOD project, Dadeland South Station, has been in existence since 1984 and has become its most successful. This project consists of Three Class A office buildings totaling 600,000 square feet, including 35,000 square feet of retail space, a 305-room luxury Marriott Hotel, 3,500 parking spaces (of which 1,100 are designated for MDT patron usage). As a result of this project, more development has taken place consisting of residential, retail and more office space; all centered around the transit station. This area provides walkable pedestrian friendly streets, jobs for local residents, retail, and access to other major employment sectors as in downtown Miami. Dadeland South Station is one of the busiest transit stations in the system.

Santa Clara Apartments 1 & 2 was completed in 2006. It has approximately 400 affordable rental apartment units located at the Santa Clara Metrorail Station. This area is primarily an industrial area however upon opening it became 99 percent full. As a direct result of this development, Miami-Dade Transit ridership rose 87 percent at that location. Residents of Santa Clara are connected to major employment centers, retailers, and educational institution (Miami Dade College) without the use of a car.

The benefit to building on Transit property versus privately owned property is that the land costs are usually lower. Rising land costs is a major obstacle in building affordable housing. By using government land, the impact of land costs are substantially reduced, or in many cases eliminated, bringing down the cost of construction and the cost per residential unit lower. This is significant because it makes the units more

<sup>1</sup> Services Near By: takes into consideration all those services and employment opportunities within a ½-mile radius of the station site.

<sup>2</sup> Transit-Oriented Development In the United States: Experiences, Challenges, and Prospects, 2004, Transportation Research Board, Sponsored by FTA, Washington, D.C.

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affordable to a wider group of people as well as reduces the amount of government subsidy required in order to fund an affordable housing project. Moreover, the fewer subsidies used the more projects, which can be built servicing a greater number of people.

As MDT begins the expansion of the North Corridor, more transit stations could be identified as future affordable housing sites and provide an economic catalyst to under developed areas.

### **FAST TRACK DEVELOPMENT SITES**

The Team identified six sites having the potential for immediate development. These sites were examined from several perspectives. Recommendations were made about the various types of residential housing that would best fit the community, and the location. Demographic analyses were performed to determine the most appropriate development mix. The Team took into account that despite the fact that all communities have the same set of general components that make up a neighborhood and the quality of life therein (education level, economic opportunities, types of housing, occupation rate for commercial and residential properties, renter-to-owner ratios, income levels, crime rate, level of services provided, and the amount and type of private investment), communities are different in light of the concentration of each of the various components.

A proposed site plan was prepared for the five county-owned sites considered for immediate development by the Team (see **Attachment II**). As stated earlier, four of the six sites are along transit corridors and is consistent with the Team's focus of transit oriented development. The transit oriented design guidelines are intended to be used as an urban design framework for development and include proposed building massing and setbacks, identification of pedestrian-oriented corridors, and other streetscape guidelines.

Approximately 1,500 housing units can be generated on these six sites, offering a mix of unit sizes and targeting households with extremely low, very low, low and moderate incomes, including elderly and other persons living on fixed incomes. Workforce units, particularly those located in TODs, also will be designated within the developments. The demographic data which support the neighborhood analyses at the end of each project description, are contained in **Attachment III**.

While refinement of proposed development on these six fast-track sites should be expected, a description of the proposed projects as envisioned at this time is as follows:

#### **Okeechobee Metro Rail Station**

##### Project Description

This mixed-use development will produce 508 residential units with 44,900 square feet of retail space. The project is located in the Rapid Transit Zone (RTZ) and has direct access to the train station.

The existing Okeechobee Station parking garage would be redeveloped into three separate perimeter block structures, with parking in the center. This scenario illustrates the maximum development configuration of the site and will create a better network of streets and blocks. Within a building envelope of nine stories high, a total of 44,900 square feet of retail and a total of 508 units can be developed in the site.

The view of the Metrorail station is proposed to be maintained by creating a dignified civic plaza in front of the station entrance. The existing surface parking lot on the south portion of the site is proposed to be redeveloped into two perimeter building blocks with structured parking in the center. In this scenario the proposed density is approximately 42 units/acre and the Floor Area Ratio is 3.4. The proposed development pattern adequately provides for the required existing Miami Dade Transit parking (1172 spaces) and all required future residential and retail parking. On-street parking is proposed around the Metrorail plaza and along streets and is intended to count towards the required parking.

Open space is an important element that should be planned for carefully and not an afterthought in design. Due to the urban character of the site, private open space should take the form of roof terraces, common courtyards and balconies. In addition, these common areas should provide amenities such as pools and clubhouses. Public open space is equally as important and should be designed well to encourage people to use it by providing adequate landscaping, seating areas, and lighting.

Neighborhood

Within a one mile radius of the site, 59 percent of the housing stock is comprised of rental units. Median household income is \$28,438. Of persons residing in this immediate area, 21.7 percent were children aged 17 or younger with 5.4 percent under the age of five. Persons 65 years old or older comprised 19.3 percent of the residents.

**Northside Metrorail Station**

Project Description

This project is a mixed-use development, providing 348 residential units with 30,600 square feet of retail space. The project has direct access to the train station and is located in the Rapid Transit Zone (RTZ).

Northside Station is currently occupied by a surface parking lot located on the southern portion of the parcel and the busbays and metro station on the smaller north portion. This scenario illustrates two small retail buildings flanking a large plaza on the north side of the station.

The plaza acts as a focal point and social gathering space for pedestrians and transit users visiting the development. Uses such as restaurants located inside the retail space can utilize the plaza for outdoor dining or the plaza can become a destination easily accessible by train or buses, which directly serve the space. The retail area is separated from the residential component, consisting of two residential mid-rises fronting a linear park, by a one-way street fitted with busbays.

In this scenario, townhouses line the ground and second floors of the parking garages. Lining the garage with residential units visually buffers portions of the parking structure from adjacent uses. Above the second story, are two additional parking garage floors and above the fourth floor are six apartment floors housing one, two and three bedroom units.

An amenity area is provided on top of the garage, which includes a pool and seating area underneath a small tree canopy.

The train platform visually bisects the site and fosters a symmetrical composition of buildings and open space. Although both residential buildings are separated by a linear green, the parking structures are connected by a bridge located on the southerly portion of the site. The bridge also functions as a gateway to the development from NW 77 Street.

A total of 348 units are fitted in two, 10-story buildings including parking garages yielding a maximum of 50 units per acre. All of the parking spaces required for the retail, residential and transit components of the site are located within the parking structures. Additional spaces in the form of on-street parking are placed along NW 31 Avenue and NW 77 Street.

Neighborhood

Within a one mile radius of the site, 42 percent of the housing stock is comprised of rental units. Median household income is \$27,211. Of persons residing in this immediate area, nearly 28 percent were children aged 17 or younger with 6.5 percent under the age of five. Persons 65 years old or older comprised 12.7 percent of the residents.

### **Caribbean Boulevard**

#### Project Description

This project will result in a 143 units residential project with direct access to the busway. The Caribbean Boulevard/SW 211 Street site consists of a linear parcel and triangular parcel located on the intersection of the South Dade busway and SW 211 Street. The triangular shaped parcel allowed for the incorporation of a parking structure along a 5-story apartment building. Due to zoning requirements and the site's width, the linear parcel is able to also accommodate a series of 2-story apartment buildings. Parking for the 2-story building units is relegated to the rear and side of buildings.

All of the required open space is placed in front of the buildings and becomes part of the urban corridor. In this manner the public and residents can utilize the linear greens flanking the triangular building and the courtyard area defining the 2-story apartment buildings.

This scenario produced a total of 143 units in 5-story and 2-story buildings yielding a maximum of 43 units per acre. An amenity area consisting of a pool, cabana structure and gardens are provided above the parking garage.

#### Neighborhood

Within a one mile radius of the site, close to 61 percent of the housing stock is comprised of rental units. Median household income is \$30,481. Of persons residing in this immediate area, nearly 32 percent were children aged 17 or younger with 9.3 percent under the age of five. Persons 65 years old or older comprised 9.7 percent of the residents.

### **International Mall Out-parcel**

#### Project Description

This project will produce a four story, 100 unit housing project. A CAA Headstart Children's Daycare facility is planned on the site as well. The site has direct access to the mall.

The International Mall Out parcel is 1.3 acres. The building front faces the perimeter road and its placement and courtyard design allows for a significant and usable green space.

Parking is placed both to the side and rear of the building, and directly adjoins the day care or elderly housing use. Placing the required parking behind buildings and not in front of buildings as is done in conventional developments changes the character of the perimeter road.

The City of Doral has recommended this site for elderly housing, however, after careful review, the Team has determined that the amenities required for a successful elderly housing project are not present (i.e. grocery store, hospital and/or community medical services, and community centers, especially those with elderly services and programming). The lack of these amenities will have a detrimental impact on an application for 4 percent tax credits even under a non-competitive process limited to only to state review and underwriting. The Team recommends that this site be developed as workforce housing.

#### Neighborhood

Within a one mile radius of the site, 36% of the housing stock is comprised of rental units. Median household income is \$41,798. Of persons residing in this immediate area, nearly 23% were children aged 17 or younger with 9.3% under the age of 5. Persons 65 years old or older comprised 11.8% of the residents.

### **South Dade Government Center**

#### Project Description

This residential project will be comprised of 425 units. This project will sit on the southeast corner of the county's 25-acre site that contains the South Dade Government Center. The residential development project will include 611 parking spots for residential use and 341 for ancillary uses. The property is part of the Cutler Ridge Metropolitan Urban Center District (CRMUCD).

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The South Dade Government Center site currently consists of a Police Station, Fire Station, Library and Government Offices. Four acres at the southeast corner of the 25-acre site will be dedicated to residential use in the form of apartment buildings.

As a result of the Cutler Ridge Charrette the 25-acre site became part of the Cutler Ridge Metropolitan Urban Center District, requiring future site development to follow the urban principles of the Cutler Ridge Metropolitan Urban Center District Ordinance. The proposed design for the site maintains the existing government buildings and provides for future expansions of these as long as they respect the required urban block formation required by the ordinance. The ordinance requires connectivity of streets by creating a network of blocks.

The two six story residential buildings will offer 425 apartment units consisting of one to three bedroom units. One building wraps around a parking garage that provides all necessary parking for the apartment component of the development. The second building defines the perimeter of the block while providing an enclosed courtyard.

Parking for the government center is planned inside a parking garage that is lined by offices.

The site provides for open space as required by the Open Space Plan. The southern perimeter of the site includes the required four acres of open space in the form of a linear park adjoining the Black creek Canal. The site will also have a public school as well as a bus route allowing for access to the performing art center on the west portion of the site.

#### Neighborhood

Within a one mile radius of the site, close to 61 percent of the housing stock is comprised of rental units. Median household income is \$30,137. Of persons residing in this immediate area, nearly 33 percent were children aged 17 or younger with 9.6 percent under the age of five. Persons 65 years old or older comprised 9.5 percent of the residents.

#### **Hialeah Multi-Purpose Facility**

##### Project Description

The County and the City of Hialeah are in discussions regarding the construction, by the City, of a multi-use project that would include a health care facility, a commercial retail strip-mall which would serve as a neighborhood service center and a residential building offering affordable housing for the elderly. The land for the project is located at the corner of Palm Avenue and Okeechobee Road and is owned by the City of Hialeah. The area used for this multi-use project would be the existing surface parking lot. The City would construct a parking garage to make-up for the lost surface parking area. The County's contribution to this project is \$7.5 million from the County Commission District 6 Health Care Building Better Communities GOB line item and \$6.5 million from Commission District 6 multi-use Building Better Communities GOB funds.

#### **FINANCIAL FEASIBILITY**

The Team has considered and continues to evaluate the idea of acquiring already developed structures and units to help address the current need of affordable housing for a waiting population of Miami-Dade County residents.

The purchase of already developed housing units has the potential to significantly reduce the number of units that can be made available when compared to the construction of these units by the County. For example, the cost of land which is a significant component of construction cost is eliminated when County lands is contributed to the project. Additionally, the opportunity to leverage GOB funds with tax credit and bond funds which are available for construction projects is eliminated when the units are acquired only with GOB funds. As referenced earlier in this report, the County's investment can be leveraged between three

and four times when varying sources of tax credit and bond financing is used for construction. Furthermore the cost of dual closings, first upon purchase by the County and then upon sale of the units to the eventual homeowner, contributes to increase the transaction cost of purchasing completed units.

The success of any residential development is subject to the availability and cost of project financing. This is especially true for affordable housing developments, which heavily depend on government funding (grants and low-interest loans) to subsidize the cost not paid by the end-user, the future renter and/or homeowner. Often times, government resources are utilized to supply "gap financing" to make projects feasible. Moreover, in affordable housing developments it is difficult to build income reserves sufficient to support the on-going maintenance and upkeep of the building, or immediate surrounding area, as their profit margins are marginal

### **ASSESSMENT OF IMPEDIMENTS**

Removal of regulatory barriers and impediments to affordable housing development is a key strategic activity to promote development of affordable housing. This strategic activity was included in the CAHSA Task Force's recommendations and is being encouraged through law and policies governing both federal and state allocations of monies for affordable housing activities (see 24 CFR 91.210(e), 24 CFR 91.310(d), section 420.9076 F.S.; see also U.S. HUD's America's Affordable Communities Initiative: Bringing Homes within Reach through Regulatory Reform and online Regulatory Barriers Clearinghouse at <http://www.huduser.org/rbc/>).

To maximize the resources available to develop affordable housing on County-owned land, costs resulting from County-controlled regulation and administrative processes can and should be mitigated. These costs arise from zoning requirements that limit efficient use of available land, impact fees, delays in platting and permitting and infrastructure related to water and sewer and other municipal services.

Throughout the implementation of the GOB Multi-Family Housing Development Program, the Team will identify legislative and administrative solutions that promote expeditious and financially efficient housing development on County-owned sites. The Program also will serve as a piloting process to identify and test solutions that may be offered as incentives to housing developers to generate affordable housing on privately-owned land. The Team's efforts to remove regulatory barriers and impediments to affordable housing development, whether on County and non-County owned lands, will be coordinated with the Affordable Housing Advisory Board (AHAB) to assist AHAB in fulfilling its obligations under section 420.9076 of the Florida Statutes and Miami-Dade County Ordinance 07-122. Staff will seek the BCC's assistance in addressing barriers and impediments to affordable housing development when legislative, as opposed to administrative, action is required.

Recommended solutions at this time are:

#### **Impact Fees**

The cost of impact fees is a burden on providing affordable housing.

#### Solution

The County must explore all available options, including legislation, to mitigate impact fees.

#### **Permitting**

Due to the thin margins that are inherent in most, if not all, affordable housing development projects, any delays that cannot be immediately overcome by the developer add undue cost to the development project. Regulatory delays, such as delays in permitting, public work approvals, approvals for comprehensive master plan amendments, and zoning can render an otherwise viable development project unfeasible. These delays

can result in a project becoming fiscally unsound due to a number of different variables including an insurmountable increase in the cost of materials, or increase in labor costs, higher interests rates and/or various other factors outside of the control of the developer.

Solution

The Team recommends that all county departments with permitting responsibilities provide for expedited permitting for all affordable housing projects, whether on County or private lands. Expedited permitting should be institutionalized by ordinance.

The Team will be responsible for oversight and facilitation of affordable housing development on the County-owned sites. The Team will provide on-going troubleshooting between the selected housing developer(s) and County and other governmental agencies to minimize delay in the funding, development and construction of affordable housing. This activity will serve to identify and pilot administrative solutions to overcoming administrative barriers to affordable housing development.

**Infrastructure**

A significant cost to housing development is installation of infrastructure, particularly relating to water and sewer services. These costs should be mitigated to allow for economically feasible affordable housing.

Solution

The County should cover the cost of infrastructure needed to develop county-owned sites as affordable housing. Funding sources include GOB capital and economic development funds. The Team will continue to explore infrastructure-related incentives that could be offered to developers of private lands for affordable housing.

**Platting and Zoning Requirements**

Zoning requirements controlling building height, density, parking, set-backs and open space must be updated to maximize available land while ensuring neighborhood compatibility. Ten county-owned sites could be used for affordable housing development if these zoning matters are addressed.

Solution

The Team is proposing amendments to the CDMP's Land Use, Housing and Capital Improvement Elements to address these issues as well as a zoning ordinance. The proposed ordinance provides guidelines governing the use, site design, building mass, parking and circulation for all Miami-Dade County owned properties within and outside the urban infill area in the unincorporated areas with the intent of fulfilling the goals, objectives and policies of the CDMP.

**Amendments to CDMP**

The amendment to the Land Use Element, the Housing Element and the Capital Improvements Element are recommended as follows:

- A. Revise the Land Use Element to include a policy that authorizes the Miami-Dade County Planning and Zoning Department to consider Land Use Plan (LUP) map amendments to be expedited and to be exempt from the twice a year limit if the amendments propose affordable housing and is consistent with local housing incentive strategies and comply with other County requirements outlined in the policy.
- B. Revise the Housing Element to include the type of housing incentive strategies that Miami-Dade County may include in the local housing assistance plan required by the States Housing Initiative Partnership Program (SHIP). The revision shall include conditions for the types of housing developments to be considered for the housing incentives.
- C. Add a policy to the Capital Improvements Element providing an exemption from transportation concurrency and no reduction of trip-generation entitlements for developments of regional impact (DRIs) that provide affordable workforce housing.

### **Proposed Land-Use/Zoning Ordinance**

The purpose of the Affordable Housing District development standards is to provide guidelines governing the use, site design, building mass, parking, circulation, and signage for Miami-Dade County owned properties inside the Urban Development Boundary lying within and outside the urban infill area, with the intent of providing affordable housing that would fulfill the goals, objectives and policies of the Miami-Dade Comprehensive Development Master Plan (CDMP) Housing Element. The ordinance provides different density intensities for parcels located inside the urban infill area and for parcels outside the urban infill area. Densities are higher for parcels inside the urban infill area and range from a minimum of 60 units per acre if adjoining a minor roadway, 90 units if adjoining a half-section roadway and up to 125 units per acre if adjoining a major roadway regardless of land use intensity.

Outside the urban infill area, parcels adjoining a minor roadway are proposed with a developable intensity of 18 units per acre, 36 units per acre for parcels adjoining half-section roadway and up to 60 units per acre if a parcel adjoins a major roadway, once again, regardless of land use intensity. Most of the ten parcels evaluated by the Team, benefiting from this ordinance, are small and designated low intensity land uses. The decision to assign densities for high unit yields was necessary to produce feasible development. Increased intensity raised concerns for parcels near or adjacent to single-family development. Criteria were drafted in the Ordinance to ensure compatibility between single-family residential development and the high yielding unit type of development promoted by the ordinance. Under this District, affordable housing development is required to setback a minimum of 25 feet from single-family development.

The County's Land Use Plan map shows the majority of high residential density designated parcels inside the municipal boundaries of the City of Miami. Unincorporated Miami-Dade County is predominately designated for low intensity and low-density development. Most of the unincorporated apartment districts are indicated in the Master Plan near major roadway intersections and expressways or behind commercial corridors. Some of these areas contain high concentrations of apartment districts and land designated for apartment development but with intensities reaching 25 dwelling units per gross acre, a very low threshold for the development of feasible affordable housing. Increasing intensity thresholds for County-owned parcels with low-density designations located along major roadways will help establish affordable housing uniformly throughout Miami-Dade County, which is the goal of the Affordable Housing District ordinance.

The proposed ordinance would only apply to 10 and possibly a few more County-owned properties found within each Commission District. It is not the intent of the Team to have these regulations apply to privately owned land or open the district to private industry without fully analyzing and monitoring the impact the ordinance would produce on County services and the environment. Should the ordinance succeed in providing some relief to the critical housing shortage, with housing that is available to different income levels, housing that is visually compatible with surrounding uses, and not a strain on County services and the environment, then a careful consideration should be made to possibly allow this ordinance to apply to privately owned land and let the private market respond to the needs of affordable housing.

Adoption of the standards requires consistency with the Miami-Dade County Adopted Comprehensive Development Master Plan (CDMP) Land Use Element and/or Housing Element. At this time, no CDMP text would provide for the implementation of the ordinance's intended density thresholds on parcels designated with low densities. The Team realized the importance of this issue and is working with staff from DPZ to include language in the Master Plan providing for density thresholds promoted by the Affordable Housing District standard regulations. If the language were adopted, the next step is to address the issue of legally changing the intensity of a parcel without, possibly, the requirement of applying for a land use amendment for each of the affected parcels.

Any land use intensity change, residential or otherwise, is required by the State of Florida to apply for a land use amendment to the County's Master Plan. This regulatory process is lengthy and requires

exhaustive research by both the applicant and County staff to ensure, among other things, County concurrency levels for services such as water and sewer, solid waste, transit, roadways, schools, parks and other necessary services made available should a property request a change from a lower density to a higher density, in the case of residential development for example. The application is thoroughly reviewed by County staff, the State and Planning Advisory Board and a recommendation provided for adoption (or denial) from staff from DPZ is submitted to the BCC

Once the process for Master Plan amendments are completed, the applicant would proceed to the zoning process. A zoning hearing is needed to change a residential district with a low-density threshold to a higher density threshold now allowed if the land use reflects the desired higher density threshold approved by the BCC. If the Community Council Zoning Appeals Board grants the district boundary change, the applicant can proceed to the platting and permitting process. Faced with a housing crisis and the immediate need to provide affordable housing, the Team indicated that the process of amending the Master Plan in conjunction with the ensuing zoning hearing process hinders the fast-track development of the ten or more parcels guided by the Affordable Housing District. To address this problem, the Team discussed three solutions or options that may help expedite the development of the ten parcels:

- Option 1: Include text in the CDMP Land Use and Housing Elements with density thresholds consistent with the Affordable Housing District. Once the CDMP text is amended to include this provision, no land use amendments would be required for each specific site. The Director of Planning and Zoning proceeds with adoption of the Affordable Housing District and applies for the district boundary changes for all ten parcels from their current zoning designations to Affordable Housing District. Board of County Commission approval is required for district boundary changes.
- Option 2: Include text in the CDMP Land Use and Housing Elements with density thresholds consistent with the Affordable Housing District. The Director of Planning and Zoning proceeds with land use amendments for all ten parcels. After amendments are adopted, the Director of Planning and Zoning proceeds with adoption of the Affordable Housing District and applies for the district boundary changes for all ten parcels from their current zoning districts to Affordable Housing District. Board of County Commission approval required for district boundary changes.
- Option 3: Include text in the CDMP Land Use and Housing Elements with density thresholds consistent with the Affordable Housing District. Director of Planning and Zoning proceeds with land use amendments for all ten parcels. A 30-day land use amendment review process is created to expedite the land use amendments for all parcels. After approval of amendments the Director proceeds with adoption of the Affordable Housing District and applies for the district boundary changes for all ten parcels from their current zoning districts to Affordable Housing District. Board of County Commission approval is required for district boundary changes.

Option 1 is the only recommendation waiving the land use amendment process, which makes this option the quickest path to changing the intensity of the ten parcels for the development of affordable housing. The Team wants to consider this option for the ten County owned properties requiring rezoning to the Affordable Housing District provided these parcels are in conformance with all of the regulatory requirements and Miami-Dade's levels of service. Further, the Team is working with DPZ to come up with additional criteria useable in identifying other County-owned parcels with potential for affordable housing, in addition to have said parcels meet all of the regulatory requirements and Miami-Dade's levels of service.

DPZ, in cooperation with the County's housing agencies and other local governments, should or can identify sites suitable for affordable housing, based on the following five criteria:

1. Eligible sites shall consist of land designated for "Residential," "Office/Residential," and "Business and Office" use that are vacant or suitable for redevelopment; or publicly owned land that can be utilized for residential use; or land located in Urban Centers not rezoned as of February 4, 2007;
2. The sites shall be within 5 miles of at least one employment center, which are defined as Urban Centers, business districts, major centers of activity (such as tourist destinations and attractions),

- industrial complexes, airports and seaports, shopping centers, large institutions (such as universities, hospitals, and government facilities), large-scale office centers and other concentrations of significant employment within a structure or contiguous geographic area that employs at least 100 people, as well as facilities that provide essential services (such as schools and police departments);
3. The sites shall be located with ¼ mile of a Metrorail station or bust stop which has routes that provide 20 minute peak-hour headways during weekdays to major employment centers located within five miles of the sites;
  4. Existing and planned public services and facilities shall be adequate to serve the maximum development allowed on the identified sites as indicated by the minimum level of service standards; and
  5. Sites shall be located inside the Urban Development Boundary as designated in the Land Use Plan (LUP) map of the CDMP or sites where public services and facilities are currently or projected to be inadequate. If an eligible site meets all or some of the aforementioned criteria, as eventually decided, the land use amendment process may be excluded and as such, help to expedite the rezoning of low intensity residential parcels to the higher intensities provided by the Affordable Housing District.

The Team stressed the need for major changes to the development approval process. Although the need to provide affordable housing is a statewide concern, the need has proved to be particularly acute in Miami-Dade County. In the last seven years, Miami-Dade County has experienced some of the highest housing appreciation rates in the State, making the County one of the most expensive housing markets in the State of Florida and the nation. As the cost of housing has escalated, the ability of the workforce to find and maintain affordable housing has become more challenging, particularly since wages have not kept pace with the rising cost of housing. Due to the fact that housing costs have increased beyond what most families can reasonably afford, the business community of Miami-Dade County has expressed difficulty in attracting and retaining qualified workers. Concerns have also been raised over maintaining essential personnel, such as police, fire fighters, and teachers. Questions of how to address the housing needs of service workers, such as cashiers and waiters have also been posed, particularly since Miami-Dade is a tourist based service industry. In an attempt to address the issues discussed above, the Team along with other Miami-Dade County agencies have been working on measures to address the affordable housing crisis. The Affordable Housing District standard ordinance is a step into securing much needed housing for Miami-Dade County.

#### **OTHER USES OF GOB**

In the "Strategies for the Production of Affordable Housing" report on the June 5, 2007 agenda of the BCC, three other potential uses of GOB proceeds were identified, subject to Bond Counsel approval, that promote the County's affordable housing strategies. Those proposed uses are:

- (1) develop affordable single family homes on County-owned parcels qualified for single family residential development, subject to a 20-year affordability period, protections against "flipping" and equity-sharing tied to mortgage assistance funded by non-bond proceeds through a pre-qualification program administered by the Housing Finance Authority (HFA);
- (2) purchase existing housing units for use as affordable rental housing or for-sale, subject to housing affordability restrictions; and
- (3) preserve existing affordable housing units under expiring contracts through (a) rehabilitation loans in exchange for below market rents and long-term affordability period or (b) County purchase of housing under expiring contracts.

As for development of affordable single family homes on large County-owned parcels, the Team has reviewed this proposed use and has determined that it would be an inefficient use of county resources in

light of the great need for affordable housing and purchasing power of households at 140 percent or less of median income. In order to maximize resources available, the Team recommends that homeownership units should be in the form of townhomes and/or condominiums to maximize the land and funding sources available. The Infill Housing Program, administered by GSA, will continue to develop single-family homes on smaller county-owned lots deemed appropriate only for development of four or less housing units.

Staff is weighing programmatic concerns that may arise with acquiring private sector units for re-sale to eligible households. These concerns are:

- (1) GOB funds cannot be used to purchase units at market value and then sell those units at below market prices as this would result in a private subsidy in violation of bond rules; \
- (2) transaction costs would be incurred twice, first at purchase and then at resale (as these closing costs most likely would be subsidized by the County);
- (3) uncertainty as to whether criteria applied to select and purchase units would mirror desirability in the open marketplace; and
- (4) lack of funds to cover liability, maintenance and/or assessments during the period in which the County holds title to the unit.

A more efficient approach would be to offer mortgage subsidy to buyers interested in purchasing units available on the market. At this time, private developers may take advantage of the County's Affordable Housing Marketing Program, which was implemented in January 2007. Under this program, developers and other property sellers have the opportunity to market their for-sale properties (with a maximum sales price of \$400,000) to all Miami-Dade residents free of charge through the County's on-line Housing Central Listing and Locator Service (<http://miamidade.gov/wps/portal/housing>). The Housing Listing and Locator Service is marketed to loan applicants referred to the County's home buyer assistance programs by the County's lending partners. As of September 13, 2007, there are 746 affordable housing units listed for sale with prices starting at \$89,500 and comprised of single family homes, townhouses and condominiums.

To acquire and then operate existing housing stock for affordable rental housing will require not only acquisition funds, but on-going operating subsidy. At this time, the only viable source for such project-based subsidy is Section 8 program funds administered MDHA. Thus, this strategy is pending the future outcome of the department's relationship with U.S. HUD and the County.

Staff is seeking the assistance of Bond Counsel to determine whether and how GOB proceeds could be used to preserve existing affordable housing units that are subject to expiring contracts through rehabilitation loans.

#### **PROGRAM CONSISTENCY WITH CAHSA FINDINGS, MASTER HOUSING PLAN AND GOB FY 2008-2012 CONSOLIDATED PLAN**

##### **CAHSA Findings**

The GOB Multi-Family Housing Development Program is consistent with and specifically responds to the following CAHSA recommendations:

##### Housing Objectives

- Establish policies that promote US HUD's policy of de-concentration by integrating communities; mix/integrate/mainstream very poor, workforce housing, and higher-income families together, including special need populations, into mainstream community, combining market rate housing with deep-subsidy for the very poor.
- Incorporate "best practice" housing models in targeted areas to build deeply subsidized, low-cost mixed-income permanent rental housing in close proximity to transportation (Metrorail),

employment, and/or day care facilities, community-based medical and social services with the support of the government that maximizes density, involves the whole community in the process, and integrates families of various income levels and accessibility needs.

- Any County-owned and non-County owned land identified for housing development must incorporate affordable, accessible housing for extremely low and very low income households.
- Rental housing projects owned by for profit and non-profit developers with public funding must set-aside at least 15 percent of the units to families at or below 30 percent of average median income and must include rental assistance or deep capital subsidy to ensure affordability.
- Continue to promote Miami-Dade Transit Department's efforts to partner with housing developers to build affordable rental housing on County-owned land to maximize cost effectiveness of the development and increase Metrorail ridership.
- Build housing in southern Miami-Dade County near busways, provide incentives for workers to live south and extend Metrorail to Homestead.
- Promote housing for the extremely low income in areas near transportation facilities.

#### Design Standards

- Encourage design features that create units and amenities attractive to workforce and higher-income families, while incorporating units affordable to extremely low-, very low-, and low-income households.
- Require developers to incorporate Crime Prevention Through Environmental Design (CPTED) features.
- Housing programs must also require that developers apply universal design features in addition to required compliance with the ADA design standards to allow greater flexibility in housing stock. At a minimum, non-federal funding programs should adopt a minimum standard of requiring at least five percent of a project's units to be ADA-accessible.

#### Incentives and Removal of Regulatory Barriers

- Department heads for WASD, Public Works, DERM, Building, DPZ, Fire and other departments that impact affordable housing are held accountable for meeting goals for building affordable housing.
- Increase collaboration between the County and municipalities to maximize land use, reduce delays in housing development, effectuate changes to density codes and zoning requirements, and increase coordination of funding activities between the County and the municipalities.
- Incentives must be given to developers to build mixed-income and mixed-use developments, which incorporate affordable, accessible units for extremely low, very low income and special need populations (i.e. deep capital subsidies, density bonuses, impact and other fee waivers, bonus points under competitive processes for funding and government land awards).
- Density under Miami-Dade County's code should be compared to other municipalities and land use should be maximized with higher-density to allow financial feasibility of incorporating rental units affordable to ELI and VLI households and encourage housing development along transportation corridors.
- Waive all impact fees for affordable/workforce/rent housing as necessary to allow affordability.
- Platting as well as permit approvals by DERM, WASA, and DHS for projects containing affordable housing units should be concurrent and streamlined so that it takes no longer than three (3) months.
- Building permit and inspection process for projects containing affordable housing units needs to be expedited, consistent with CAHSA proposed timelines.
- Where possible, WASD should provide sewer lines to lots that to be used for affordable housing units without costs to the developers (use GOB funds for this purpose).



### **Master Affordable Housing Plan**

In response to the CAHSA recommendations, the Board of County Commissioners directed staff to produce a master housing plan (Resolution R-161-07). The Master Housing Plan is currently in development, with a draft plan anticipated for circulation in the last quarter of 2007. The Housing Plan will be comprised of five main components: (1) housing policies and objectives guiding the planning process and governing the implementation of strategies under the plan; (2) housing market analysis and projected need; (3) available financial resources and other tools; (4) housing strategies; and (5) an action plan that links strategies to resources and establishes goals and outcomes.

As stated above, four key strategies were identified by which to address affordable housing needs in Miami-Dade in response to the CAHSA recommendations. One of these strategies is to generate additional affordable housing stock through utilization of County lands, low cost financing and subsidies, and removal of barriers to housing development. Accordingly, the GOB Housing Development Program will be incorporated into the Master Housing Plan as one of the County's housing production strategies.

Units produced under this Program will be counted towards the overall production goals set forth in the Master Housing Plan. The number of units that will be produced, along with the target populations to benefit from such housing, will be governed by the unique characteristics of each county-owned site such as build-able acreage, zoning restrictions and/or requirements relating in particular to building height, density, set-backs, and parking, neighborhood compatibility and need, and financial feasibility.

### **FY 2008-2012 Consolidated Plan**

Miami-Dade County is submitting its 5-year Consolidated Plan for FY 2008-2012 to US HUD in November 2007. At this time, federal government dollars are expected to be used for the acquisition of Miami-Dade Transit parcels for use under the GOB Multi-Family Housing Development Program. The Program will be included in the overall housing strategies that the County is employing to address the needs of extremely low-, very low-, low-, and moderate-income households.

- Attachment I - Proposed Housing Development Sites
- Attachment II - Site Plans for "Fast Track" Development Sites
- Attachment III - Demographics for "Fast Track" Development Sites



Attachment 1  
**PROPOSED HOUSING DEVELOPMENT SITES**

**Available for Immediate Development (First Category)**

Site	Address	Folio Number	Comm. Dist	Development Information
Northside Station	3150 N.W. 79TH Street	30-4035-000-1052 (master folio for MDTA)	2	Rapid Transit Zone
				Water WASD-water mains on site to be relocated
				Sewer WASD line abuts site/Station is on septic
				Environmental. OK
				Traffic Conc. Immediately accessible to rapid and mass transit.
				Land use Community Urban Center standards approved
				Acreage 3 acres/7 acres total site
				# units allowed No max/based on 15 stories
				Trans
				Schools Broadmoor Elementary; West Little River Elementary; Madison Middle; Miami Springs Senior High
				Neigh parks Gladeview Park; 6815 NW 31ST AVE 33147 (0.68m)
				Hosp/ Med Hialeah Hospital 651 E 25th St, Hialeah, FL (1.27 miles away)

1. 293 parking spaces to be replaced
2. Tax Credits cannot pay for public spaces
3. Multi-family residential with ground floor retail and parking for residents and transit users.
4. Potential to acquire surrounding sites

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Attachment 1  
PROPOSED HOUSING DEVELOPMENT SITES

Available for Immediate Development (First Category)

Site	Address	Folio Number	Comm. Dist.	Development Information
International mall		35-3032-008-0015	12	Zoning: IU-1 and BU-2 Water: MDWASD-Needs extension Sewer: MDWASD-Needs extension Environmental: OK Land use: Metropolitan Urban Center Acreage: 4 acres # units allowed: 100 units per feasibility study Schools: Smith, John I. Elementary; Doral Middle; Miami Coral Park Senior High Neigh parks: The Womens Park (0.93m) Hosp/ Med: Jackson Memorial (11.8m); Palmetto General Hospital (4.08m); Miami Children's Hospital (5.16m)

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Attachment 1  
**PROPOSED HOUSING DEVELOPMENT SITES**

**Available for Immediate Development (First Category)**

Site	Address	Folio Number	Comm. Dist	Development Information
South Dade Gov't Center	10750 SW 211 Street	36-6007-000-551	8	Zoning: GCMCUD Water: WASD OK Sewer: WASD OK Environmental: Traffic Conc. Land use: Community Urban Center standards approved Acreage: 4 acres # units allowed: 52 units/acre Schools: 425 units Neigh parks: Goulds Elementary 11150 SW 236 Street 33032 Grades K-4 Hosp/ Med: Centennial Middle 8601 SW 212 St 33189 Grades 6-8 Miami Southridge Senior High 19355 SW 114 Ave 33157 Cutfel Ridge Skate Park (0.23m) SW 211TH ST Miami Children's Hospital Svc (2.61m); Jackson South Comm. Hospital (4.18m)

1. Consider use in conjunction with former State park
2. Talk to FDOT regarding release – Stephen (former skate park)
3. Income mix / tenant mix
4. Multi-family residential with ground floor retail and parking for residents and transit users.
5. GSA to talk to other current users regarding release of parking.

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Attachment 1  
**PROPOSED HOUSING DEVELOPMENT SITES**

**Available for Immediate Development (First Category)**

Site	Address	Folio Number	Comm. Dist	Development Information
Caribbean Blvd.	200 St./U.S. 1	30-6006-049-0020 81,022 SF 30-6006-049-0030 67,431 SF	9	Zoning: RU-4 Water: MDWASD-needs extension Sewer: MDWASD OK Environmental: Land use: Med. Density 25 units/acre Acreage: 81,022 sq. ft. # units allowed: 50 units/acre max 150 units Schools: Bel-Aire Elementary; Cutler Ridge Middle; Miami Southridge Senior High. Neigh parks: Southridge Park (0.35m-0.46m) Hosp/ Med: Jackson South Community Hospital, 9333 SW 152 Street (3.71m); Miami Children's Hospital Svc (2.20m)

1. Park and ride contract issued. NTP imminent.

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Attachment 1  
**PROPOSED HOUSING DEVELOPMENT SITES**

**Available for Immediate Development (First Category)**

Site	Address	Parcel Number	Comm. Dist	Development Information		
Hiialeah	501 Palm Avenue	04-3118-001-0010	6	Zoning	Central Business District	
				Water	Contact Hiialeah	
				Sewer		
				Hosp/ Med	Hiialeah Hospital (1.7m)	

Attachment 1  
PROPOSED HOUSING DEVELOPMENT SITES

**Sites Within Other Jurisdictions (Second Category)**

Site	Address	Folio Number	Comm. Dist	Development Information
Interama	15555 Biscayne Blvd.	06-2216-000-0030	4	Zoning Water Sewer Environmental.
				GU Contact North Miami MDWASD OK-

Site	Address	Folio Number	Comm. Dist	Development Information
CAA HQ	395 NW 1st. Parking Lot	01-0110-090-1120 01-0111-020-1080	5	Zoning Water Sewer Environmental.
				Office WASD OK WASD OK



Attachment 1  
PROPOSED HOUSING DEVELOPMENT SITES

**Sites Within Other Jurisdictions (Second Category)**

Site	Address	Folio Number	Comm. Dist	Development Information
Crosswinds	152 NW 8th Street	01-0104-050-1010 (90,000 S.F.)	3	Zoning
	160 NW 7th St	01-0105-060-1010 (90,000 S.F.)		Water
	919 NW 2nd Ave.	01-0102-050-1060 (97,150 S.F.)		Sewer
				Environmental.
				SD 16.2
				WASD OK
				WASD OK
				OK

Site	Address	Folio Number	Comm. Dist	Development Information
Parkway	2929 NW 17TH St.	01-3133-006-0900	5	Zoning
				Water
				Sewer
				Environmental.
				Office
				WASD OK
				WASD OK
				OK

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Attachment 1  
PROPOSED HOUSING DEVELOPMENT SITES

**Sites Within Other Jurisdictions (Second Category)**

Site	Address	Folio Number	Comm. Dist	Development Information	
Frankie Rolle Center.	3750 S. Dixie	01-4120-013-0010	7	Zoning	
				SD 16.2	
				Water	
				WASD OK	
Sewer	WASD OK				
				Environmental.	OK

Site	Address	Folio Number	Comm. Dist	Development Information	
Miami Gdns.	3600 NW 183rd St..	34-2108-01-0011	1	Zoning	
				Single family res.	
				Water	WASD OK
				Sewer	WASD OK
				Environmental.	OK

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Attachment 1  
PROPOSED HOUSING DEVELOPMENT SITES

Needs New Zoning Ordinance/Rezoning (Third Category)

Site	Address	Folio Number	Comm. Dist	Development Information	
Royal Colonial	SW 280 St./ 152 Ave.	30-7904-000-0013 10-acre housing site 30-7904-000-0010 26-acre park 30-7904-000-0012 5-acre housing site 30-7904-000-0011 2-acres library site	9	Zoning	RU-3 / 4 family apts.
				Water	WASD OK
				Sewer	WASD OK
				Environmental	OK
West Dade Library	9445 Coral Way	30-4009-000-0170	10	Zoning	RU-1/RU-2
				Water	WASD OK
				Sewer	WASD OK
				Environmental	OK
Gran Via	SW 127 Ave./ 8th Street	30-4902-000-0062	11	Zoning	Multi-Family / RU-4L
				Water	WASD need to connect across 8 <sup>th</sup> Street
				Sewer	WASD need to connect across 8 <sup>th</sup> Street
				Environmental	OK

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Attachment 1  
 PROPOSED HOUSING DEVELOPMENT SITES

Needs New Zoning Ordinance/Rezoning (Third Category)

Site	Address	Folio Number	Comm. Dist	Development Information	
Public Health Site.	21910 SW 102 <sup>nd</sup> Ave.	30-6017-003-0020	8	Zoning	Restricted Commercial/BU-1
				Water	WASD OK
				Sewer	WASD OK
				Environmental	NFC 5.15 acre
Senator Villas	SW 89 Ct./ SW 40th Street	30-4106-022-0010	10	Zoning	Multifamily res./ medium density / RU-4M (23 units/acre)
				Water	WASD OK
				Sewer	WASD OK
				Environmental	OK
Phil Smith	29600 S. Dixie 29650 S. Dixie	30-7908-005-0030 30,750 SF 30-7908-005-0040 112,500 SF 30-7908-005-0080 Credit Union site 45,995 SF	9	Zoning	Commercial /BU-3/ Quick zoning change
				Water	WASD OK
				Sewer	WASD requires force main extension in excess of 1/4 mile
				Environmental	OK
				Acreage	143,250 sq. ft

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Attachment 1  
**PROPOSED HOUSING DEVELOPMENT SITES**

**Needs New Zoning Ordinance/Rezoning (Third Category)**

Site	Address	Folio Number	Comm. Dist	Development Information	
Former Skate Park	SW 211 St./HEFT	30-6008-000-0012	9	Zoning	GU
				Water	MDWASD need to connect to 24" main on SW 207 Terr
				Sewer	MDWASD need to connect to 8" main on SW 207 Terr
				Environmental	OK
				Acreage	3 acres
				Land use	
				Zoning	AU
Landmark	20600 NW 47 Ave.	30-1131-001-0030	1	Water	need to connect to NW 55 Court
				Sewer	need to connect to PS 383 on Honey Hill Dr.
				Environmental	OK
				Land use	Institutional
				Acreage	180 acres
				No. units allowed	688 units based on Planning Dept' est.
				Schools	Skyway Elementary; Lake Stevens Middle; Miami Carol City Senior High
				Neigh parks	Vista Verde Park (0.8m); Acadia Park

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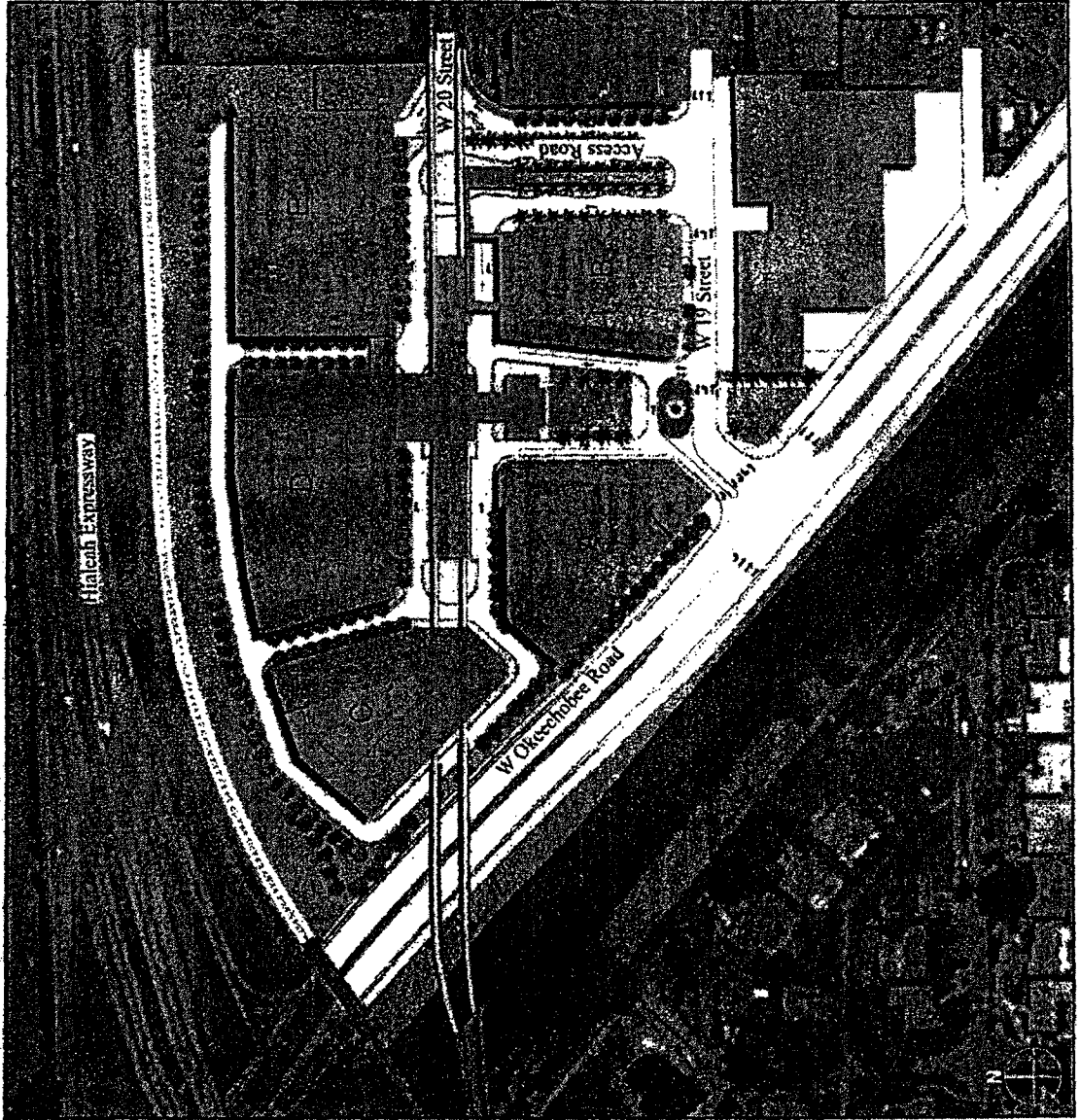
Attachment 1  
PROPOSED HOUSING DEVELOPMENT SITES

Needs New Zoning Ordinance/Rezoning (Third Category)

Site	Address	Folio Number	Comm. Dist	Development Information	
Family Resource Cntr.	2320 NW 62nd St.	30-3115-000-0170	3	Zoning	Business/Office BU-2 Med intensity
				Water	Yes
				Sewer	Yes
				Land use	low-med density residential
				Acreage	25,704 sq. ft.
				No. units allowed	Max. 90 units/acre when Charrette adopted
Schools	Olinda Elementary; Brownsville Middle; Miami Northwestern Senior High				
82 <sup>nd</sup> Street Site	8240 NW 7 Ave	30-3111-000-0191 (CAA) 2.5 acres 30-3111-000-0190 (Library) 2.5 acres 30-3111-000-0192 (Police) 5 acres	2	Neigh parks	Gwen Cherry Park (0.6m)
				Hosp/ Med	Jackson Memorial Hospital (4m)
				Zoning	
				Water	
				Sewer	
				Schools	Arcola Lake Elementary; Madison Middle; Miami Central Senior High
Neigh parks	Larchmont Park (0.47m)				

# Okeechobee Metro Rail Station

Hialeah, Florida

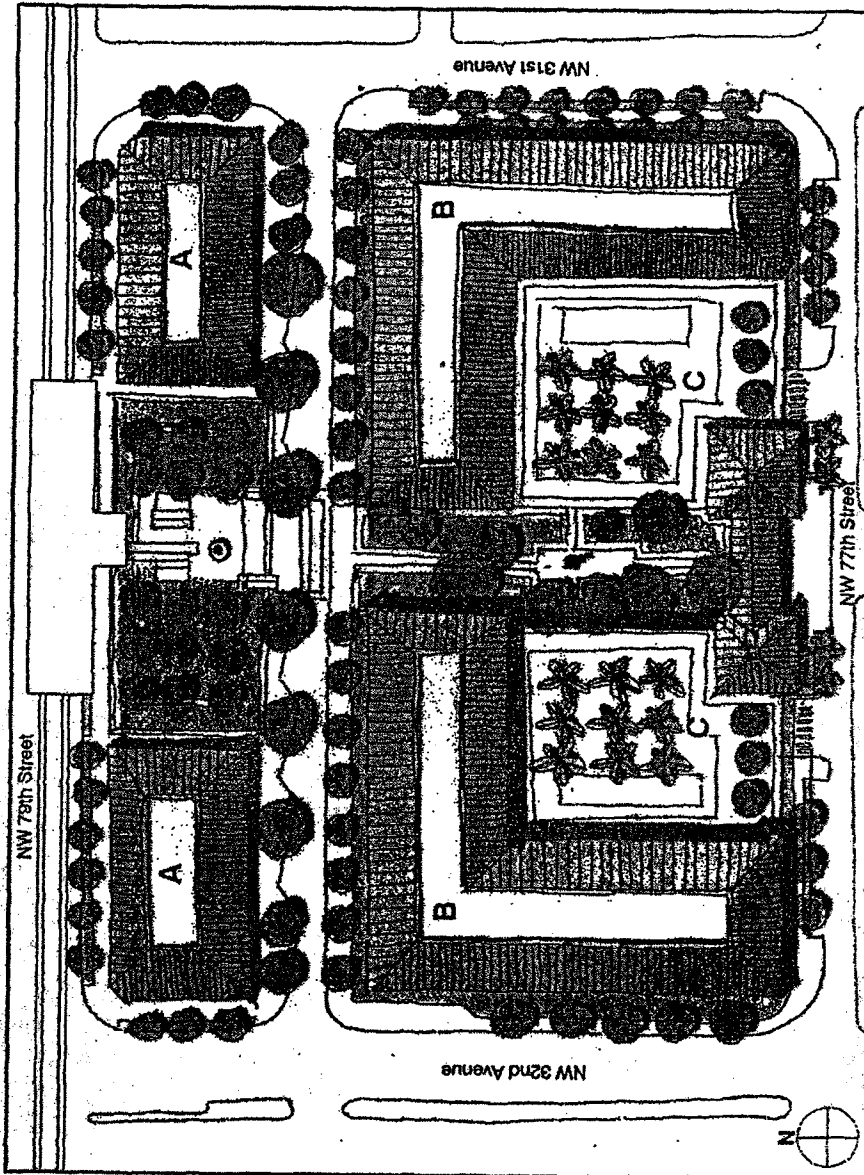


### Site Development:

Zoning District: Rapid Transit Zone (RTZ)  
 Lot Area: 10 acres  
 Proposed Retail Area: 44,900 sq. ft.  
 No. of Units Permitted: 1,200  
 No. of Units Proposed: 508  
 Density Permitted: 125 units per acre  
 Density Proposed: 50 units per acre  
 Landscape Open Space: 15% of area  
 Parking Required: 2,241 spaces  
 Parking Provided : 2,611 spaces\*  
 (includes transit parking)  
 Building Height: 5 stories  
 (Buildings A & B)  
 Building Height: 9 stories  
 (Buildings C, D & E)

\*all parking spaces inside garages

# Northside Metro Rail Station



**Site Development:**

Zoning District: Rapid Transit Zone (RTZ)

Lot Area: 7 acres

Proposed Retail: 30,600 sq. ft.

No. of Units Permitted: no limitation

No. of Units Proposed: 348

Density Permitted: no limitation

Density Proposed: 50 units per acre

Landscape Open Space Required: 25% of area

Landscape Open Space Proposed: 25% of area

Parking Required: 921 spaces (includes residential, retail and transit)

Parking Proposed: 936 spaces (includes residential, retail and transit)

Building Height Permitted: 15 stories

Building Height Proposed: 10 stories

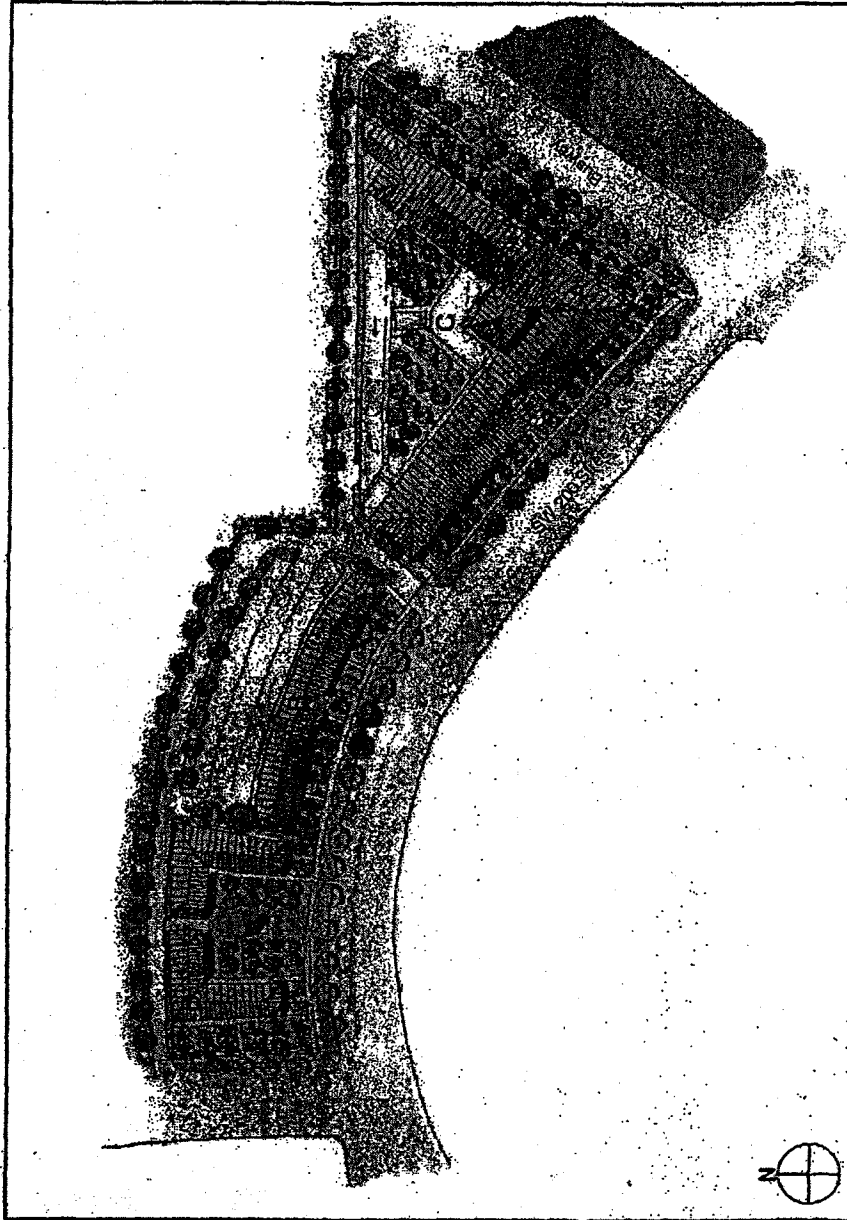
A: Retail

B: Residential

C: Parking Garage (shown: amenity area above parking structure)



**Caribbean Boulevard**  
200 Street U.S.1



**Site Development:**

Zoning District: RU-4  
 Lot Area: 3.3 acres  
 No. of Units Permitted: 165  
 No. of Units Proposed: 143  
 Density Permitted: 50 units per acre  
 Density Proposed: 43 units per acre  
 Open Space Required: 40% of net area  
 Open Space Proposed: 40% of net area (excluding amenity area above parking garage)  
 Parking Required: 220 spaces  
 Parking Proposed: 268 spaces  
 Building Height Permitted: 9 stories+  
 Building Height Proposed:  
 Building A: 5 stories;  
 Building B: 2 stories  
 A: Residential  
 B: Residential  
 C: Parking Garage (shown: amenities above parking structure)

**South Dade Government Center**  
Cutler Ridge

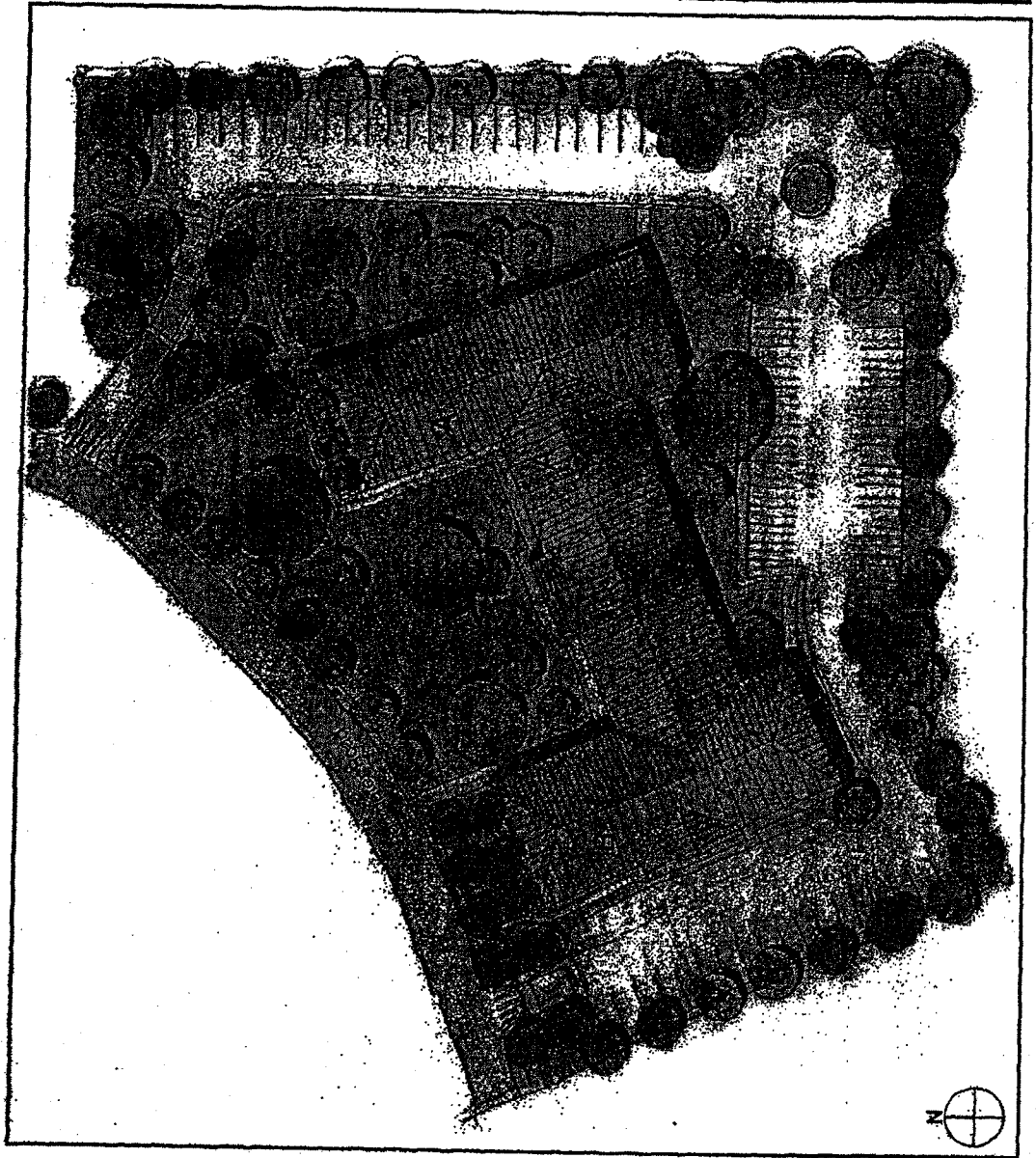


**Site Development:**

Zoning District: Cutler Ridge Metropolitan Urban Center District (CRMUCD)  
Lot Area: 25 acres  
Residential Lot Area: 4 acres  
No. of Units Permitted: 1,100  
No. of Units Proposed: 425  
Density Permitted: Min. 12 units per net acre; Max 52 units per net acre  
Density Proposed: 17 units per net acre  
Landscape Open Space: 10% of net area  
Parking Required: 611 spaces (for residential use only)  
Parking Proposed: 952 spaces (611 for residential use; 341 for ancillary uses)\*  
Building Height: 5 stories

\*all parking inside garages

**International Mall Outparcel  
Elderly Housing/Children's Daycare  
City of Doral**



**Site Development:**  
Zoning District: City of Doral  
Lot Area: 1.3 acres  
No. of Units Proposed: 100 (for the elderly)  
Density Proposed: 25 units per acre  
Landscape Open Space: 25% of area  
Parking Proposed: 70 spaces  
Building Height: 4 stories  
A: Elderly Housing  
B: Children's Daycare/Elderly Housing

**Social and Economic Characteristics**  
**Within a 1-mile Radius of Okeechobee Metrorail Station**  
**Miami-Dade County**

<u>Year</u>	<u>2006</u>
<u>Total Population</u>	21,075
<u>Population Characteristics</u>	
Percent White, Not Hispanic	9.7
Percent Black, Not Hispanic	2.8
Percent Other, Not Hispanic	0.5
Percent Hispanic Origin	87.0
<u>Age (Percent)</u>	
Under 5 years	5.4
5 to 14 years	12.6
15 to 17 years	3.7
18 to 24 years	7.2
25 to 44 years	28.6
45 to 64 years	23.2
65 years and over	19.3
75 years and over	8.1
<u>Income</u>	
Total Number of Households	7,013
Mean Household Income	\$43,809
Median Household Income	\$28,438
Total Number of Families	5,407
Mean Family Income	\$48,934
Median Family Income	\$33,421
<u>Housing Units</u>	
Number of Units	7,328
Number Homeowner Units	2,980
Number of Rental Units	4,349

Source: Miami-Dade County Department of Planning and Zoning, Planning Research Section, 2007.  
 Based on U.S. Census Bureau, Census 2000, Summary File 1 and 3,  
 U.S. Census Bureau, 2006 American Community Survey, 2007,  
 and Miami-Dade Real Property File, September

**Social and Economic Characteristics  
Within a 1-mile Radius of Northside Metrorail Station  
Miami-Dade County**

<u>Year</u>	2006
<u>Total Population</u>	16,584
<u>Population Characteristics.</u>	
Percent White, Not Hispanic	4.1
Percent Black, Not Hispanic	46.9
Percent Other, Not Hispanic	0.9
Percent Hispanic Origin	48.1
<u>Age (Percent)</u>	
Under 5 years	6.5
5 to 14 years	16.1
15 to 17 years	5.3
18 to 24 years	10.0
25 to 44 years	27.4
45 to 64 years	22.0
65 years and over	12.7
75 years and over	5.1
<u>Income</u>	
Total Number of Households	4,848
Mean Household Income	\$39,024
Median Household Income	\$27,211
Total Number of Families	3,852
Mean Family Income	\$41,648
Median Family Income	\$28,484
<u>Housing Units</u>	
Number of Units	5,248
Number Homeowner Units	3,054
Number of Rental Units	2,194

Source: Miami-Dade County Department of Planning  
and Zoning, Planning Research Section, 2007.

Based on U.S. Census Bureau, Census 2000, Summary File 1 and 3,  
U.S. Census Bureau, 2006 American Community Survey, 2007.  
and Miami-Dade Real Property File, September

**Social and Economic Characteristics**  
**Within a 1-mile Radius of Caribbean Blvd at 200th Street & US 1**  
**Miami-Dade County**

<u>Year</u>	<u>2006</u>
<b>Total Population</b>	<b>21,468</b>
<b><u>Population Characteristics</u></b>	
Percent White, Not Hispanic	14.5
Percent Black, Not Hispanic	37.5
Percent Other, Not Hispanic	4.3
Percent Hispanic Origin	43.7
<b><u>Age (Percent)</u></b>	
Under 5 years	9.3
5 to 14 years	18.1
15 to 17 years	4.5
18 to 24 years	10.5
25 to 44 years	30.1
45 to 64 years	17.8
65 years and over	9.7
75 years and over	3.8
<b><u>Income</u></b>	
Total Number of Households	7,405
Mean Household Income	\$39,231
Median Household Income	\$30,481
Total Number of Families	6,138
Mean Family Income	\$43,400
Median Family Income	\$34,583
<b><u>Housing Units</u></b>	
Number of Units	7,742
Number Homeowner Units	3,057
Number of Rental Units	4,685

Source: Miami-Dade County Department of Planning  
and Zoning, Planning Research Section, 2007.  
Based on U.S. Census Bureau, Census 2000, Summary File 1 and 3,  
U.S. Census Bureau, 2006 American Community Survey, 2007.  
and Miami-Dade Real Property File, September

**Social and Economic Characteristics**  
**Within a 1-mile Radius of the South Dade Government Center**  
**Miami-Dade County**

<u>Year</u>	<u>2006</u>
<u>Total Population</u>	23,611

Population Characteristics

Percent White, Not Hispanic	16.0
Percent Black, Not Hispanic	39.8
Percent Other, Not Hispanic	3.9
Percent Hispanic Origin	40.3

Age (Percent)

Under 5 years	9.6
5 to 14 years	18.5
15 to 17 years	4.6
18 to 24 years	10.3
25 to 44 years	30.6
45 to 64 years	16.9
65 years and over	9.5
75 years and over	3.7

Income

Total Number of Households	8,263
Mean Household Income	\$39,115
Median Household Income	\$30,137
Total Number of Families	6,320
Mean Family Income	\$43,312
Median Family Income	\$34,521

Housing Units

Number of Units	8,666
Number Homeowner Units	3,341
Number of Rental Units	5,325

Source: Miami-Dade County Department of Planning  
and Zoning, Planning Research Section, 2007.  
Based on U.S. Census Bureau, Census 2000, Summary File 1 and 3,  
U.S. Census Bureau, 2006 American Community Survey, 2007.  
and Miami-Dade Real Property File, September

**Social and Economic Characteristics  
Within a 1-mile Radius of International Mall (Doral)  
Miami-Dade County**

<u>Year</u>	2006
<b><u>Total Population</u></b>	<b>10,079</b>
<b><u>Population Characteristics</u></b>	
Percent White, Not Hispanic	8.7
Percent Black, Not Hispanic	1.1
Percent Other, Not Hispanic	1.9
Percent Hispanic Origin	88.3
<b><u>Age (Percent)</u></b>	
Under 5 years	5.9
5 to 14 years	12.8
15 to 17 years	4.3
18 to 24 years	10.3
25 to 44 years	33.1
45 to 64 years	21.8
65 years and over	11.8
75 years and over	4.7
<b><u>Income</u></b>	
Total Number of Households	3,447
Mean Household Income	\$47,879
Median Household Income	\$41,798
Total Number of Families	2,628
Mean Family Income	\$48,848
Median Family Income	\$43,450
<b><u>Housing Units</u></b>	
Number of Units	3,681
Number Homeowner Units	2,355
Number of Rental Units	1,326

Source: Miami-Dade County Department of Planning  
and Zoning, Planning Research Section, 2007.  
Based on U.S. Census Bureau, Census 2000, Summary File 1 and 3,  
U.S. Census Bureau, 2006 American Community Survey, 2007.  
and Miami-Dade Real Property File, September