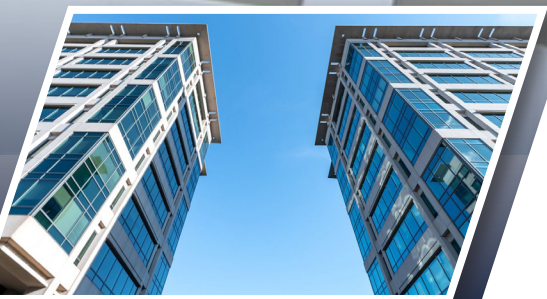


URBAN LAND INSTITUTE LEADERSHIP CLASS 2024

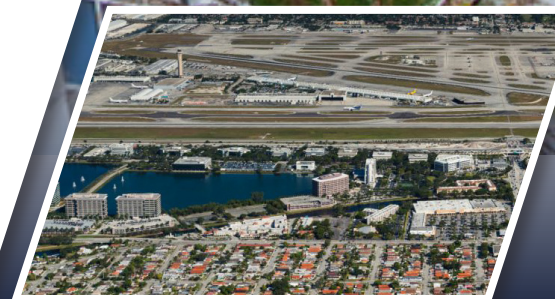
WATERFORD BUSINESS DISTRICT



Southeast Florida/
Caribbean



WATERFORD
BUSINESS DISTRICT



<u>TAB 01</u>		TEAM INTRO
<u>TAB 02</u>		SITE INFORMATION
<u>TAB 03</u>		CLIENT OBJECTIVES
<u>TAB 04</u>		TEAM SOLUTIONS
<u>TAB 05</u>		FINANCIAL & ZONING CONSIDERATIONS
<u>TAB 06</u>		CONCLUSION
<u>TAB 07</u>		APPENDIX



TEAM



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Ivonne Berrios is the COO and CFO for the Miami Downtown development Authority (Miami DDA), an autonomous governmental agency of the City of Miami. As the COO, provides the leadership, management, and vision necessary to ensure that the Miami DDA has the proper operational controls, administrative and reporting procedures, and people systems. As CFO, she is responsible for developing, monitoring, and evaluating overall Agency strategy emphasizing performance, and enhancing value.



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Jess Brancaccio, Director of Business Development for Pirtle Construction Company, where she spearheads the development and management of a dynamic sales culture. Her role involves achieving short- and long-term strategic sales milestones, fostering relationships, and driving accomplishments across all regions served by Pirtle. Beyond sales, she plays a pivotal role in steering corporate branding and marketing initiatives.



JOSENRIQUE CUETO P.E. LEED GREEN AP, UniCapital Assets, jcueto@unicapitalassets.com
Josenrique Cueto currently serves as Vice President of Real Estate Development at UniCapital Asset Management Group. Prior to joining UniCapital, Mr. Cueto served as Deputy Director and Chief Project Delivery Officer for the Miami-Dade Department of Transportation and Public Works (DTPW). Josenrique Cueto was responsible for overseeing the entirety of the DTPW's \$6.2 billion capital improvement program, including the SMART Program.

TEAM



BRIAN JAFFE, Atlantic Pacific Companies, bjaffe@apcompanies.com
Brian Jaffe is a Development Manager for Atlantic Pacific Companies. Mr. Jaffe's responsibilities encompass managing all phases of the development cycle including acquisition, predevelopment, sourcing financing, design, construction management, and stabilization. Currently overseeing the development of multifamily market rate, mixed income, affordable and mixed use developments in Florida, Texas, and the mid-Atlantic. Establish and maintain strong relationships with key stakeholders, including government agencies, non-profits, faith-based organizations, investors, and lenders.



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Aaron Mackey is a Project Manager and engineering consultant at Kimley-Horn with over a decade of civil engineering experience in land development for commercial and residential clients. He has extensive knowledge of infrastructure design and has worked on various projects along the East Coast, from Boston to southern Florida. His expertise includes residential subdivisions, multi-family developments, mixed-use projects, and commercial franchises. Aaron is a senior member of Kimley-Horn's South Florida land development team.



JEFFREY WYCKOFF, The Altman Companies, jwyckoff@altmancos.com
Jeffrey Wyckoff is the Development Manager for South Florida at Altman Development Company. Jeff currently specializes in the development of Multi-Family Apartment Homes and has an extensive background in Construction Project Management. Having knowledge of both sides of the industry, Jeff can visualize the project as a whole and focus on overall efficiencies and proactive problem solving for each development. He enjoys viewing each project as a puzzle, navigating land use, zoning and cost barriers to provide an exceptional living experience for residents, as well fees a profit for the company and its investors.



with special thanks to leadership project advisor, Margina Demmer



INTRODUCTION

Originally known as Waterford at Blue Lagoon, in 1968 the campus began with 250- acres and 300,00 sqft of office space. Today, known as Waterford Business District (WBD) is home to over 3 Million Square feet of corporate campuses in the heart of Miami, adjacent to Miami International Airport. The district is comprised of 3 million SF of office space, 9 hotels, residential rental units, and a retail shopping center. It is home to more than 250 companies and receives approximately 10,000 visitors and employees driving in daily. Additionally, there are 30 acres of fully entitled development parcels with opportunities to build nearly 1 million SF of office, 800 multi-family units, hotel rooms, retail, and a daycare. The Waterford Business District team, its POA and the majority ownership group, a JV between Nuveen Real

Estate and PIMCO, are partnering with the Miami-Dade Citizen's Transportation Trust to identify opportunities through its SMART Plan to expand local and regional transit into the WBD campus and its surrounding neighborhoods via the East- West Corridor.



By further developing the East-West corridor, WBD can effectively provide a vibrant corporate destination for local companies and companies relocating to the region, reduce traffic counts and commute times, and support the county's vision for transforming Miami's transportation infrastructure and connectivity.



EXISTING ZONING

The Waterford Development of Regional Impact (“Waterford DRI” or “Development Order”) was first approved by Miami-dade county in 1985 Pursuant to resolution No. Z-153-85. The initial DRI permitted 2.7 million square feet of offices, 58k sq. ft. of support commercial uses, two restaurants with a max of 500 seats, a health club of 5k sq. ft. and two hotels with a max of 800 rooms. Existing on the site at the time were 2 hotels and 267k sq. ft. of office space, on 407 acres. **As of 2022, Resolution No. Z-8-22 modified the DRI to: 4,266,500 sq. ft. of offices, 30k sq. ft. of support retail uses, restaurants with 500 seats, a health club of 10k sq. ft., a combined total of 1,400 hotel rooms and 800 residential dwelling units. Requires 10% of the units to be workforce housing.**

TENANTS

Airbus	IATA
Atkins	Marriott
Burger King	McCann
Cargill	Nicklaus
Caterpillar	Children’s
CareCloud	Hospital
Estée Lauder	NovartisPepsi
Fedex	Regus
First Bank	Sony
Gilead	State Farm
Hasbro	Swatch Group





CLIENT OBJECTIVE

Waterford Business District ultimate objective is to create a robust plan to expand transit within the east-west transit corridor to facilitate mobility across the region and alleviate traffic congestion in Miami's busiest expressways. Given Miami's continued global appeal, in-migration of companies and people, increase in tourism/travel and transportation infrastructure that doesn't support its rapid growth, the timing for this project could not be timelier. As new mixed-use projects, residential, office, and hotel developments are announced and delivered, it is imperative that we have a plan to mitigate additional issues with our transportation infrastructure.

“The LP could assist the client in identifying short-term and long-term solutions for expanding rapid transit into the district, provide guidance on financing options, and explore TOD zoning opportunities for two development parcels.”

The Leadership Project Team has compiled the following report outlining three distinct objectives for the client:

+ **OBJECTIVE 01: INTERCONNECTIVITY WITHIN WATERFORD BUSINESS DISTRICT**

+ Achieve short-term transportation solutions throughout the campus.

+ **OBJECTIVE 02: EXTERNAL CONNECTIVITY TO WATERFORD BUSINESS DISTRICT**

+ Achieve long-term rapid transit into the district, including an analysis of financial and zoning implications.

+ **OBJECTIVE 03: LAND DEVELOPMENT**

+ Explore further expansion options that are achievable and complementary to the other objectives.



TEAM SOLUTIONS

In the following sections we could further dive into the three main objectives ; Interconnectivity, External Connectivity and Land Development. To further guide you through the sections, here is a breakdown of areas:

+ OBJECTIVE 01: INTERCONNECTIVITY

+ CIRCULATORS

+ CAMPUS ENHANCEMENTS + BIKE LANES

+ OBJECTIVE 02: EXTERNAL CONNECTIVITY

+ SMART PLAN

+ WATER TAXI

+ MIAMI FREEDOM PARK

+ OBJECTIVE 03: LAND DEVELOPMENT

+ PHASES I, II, III

+ WATER TAXI



OBJECTIVE ONE:
INTERCONNECTIVITY

To enhance interconnectivity in the Waterford Business District, our team has developed three primary solutions. The following sections could detail these strategies. By implementing them, we believe WBD can achieve its goal of becoming a more integrated campus, improving connectivity for tenants and visitors, and transforming WBD into a premier destination.

+ **CIRCULATORS**

+ **CAMPUS ENHANCEMENTS**

+ **BIKE LANES**



OBJECTIVE ONE: INTERCONNECTIVITY

CIRCULATORS

To improve internal connectivity on an immediate basis, our team is recommending an increased offering of circulators. Building upon this option that WBD currently utilizes, we suggest increasing the on-demand services throughout the campus with the strategic addition of a fixed route shuttle that could fully integrate the system. This has the power to unlock seamless access to the campus' wealth of amenities and attractions. We also have identified the following benefits:

- + **Improved Mobility:** Providing additional means of transportation within a community, improving mobility for those without personal vehicles or preferences for mass transit.
- + **Accessibility:** Enhance accessibility to key destinations such as shopping centers, employment centers, especially in areas where public transportation options are limited.
- + **Reduced Traffic Congestion:** By providing alternative transportation options, circulators can help reduce the number of cars on the road, easing traffic congestion and potentially decreasing commute times for everyone.
- + **Environmental Benefits:** Public circulator options typically produce fewer emissions compared to individual car travel, contributing to improved air quality and reduced carbon footprint for the community.
- + **Cost Savings:** Using circulator services reduces overall transportation expenses for the community by promoting shared transportation resources.
- + **Community Cohesion:** Circulator options can facilitate social interaction and community engagement by connecting tenants to local events, services, and amenities.
- + **Support Local Economy:** By making it easier for tenants to access local businesses and services, circulator options can support the vitality of the local economy, promoting entrepreneurship and job creation within the community.

Our team is recommending the following immediate changes in service offerings:

- + **Garage Entry points**
- + **Lunch establishments**
- + **Retail Area(s)**
- + **Large Tenants**
- + **High Volume Times/Locations**

By implementing these increased service offerings throughout the campus as a innovative transportation solution, WFB proudly embraces its identity as a well-connected, vibrant, and dynamic center for commerce, entertainment, and community engagement.

To help offset the costs of a circulator service, WFB should explore the Florida Department of Transportation's Public Transit Service Development Program which funds up to 50% of a public transportation service.

Overall, increasing circulator options can contribute to a more sustainable, accessible, and connected community, benefiting residents, businesses, and the environment alike.

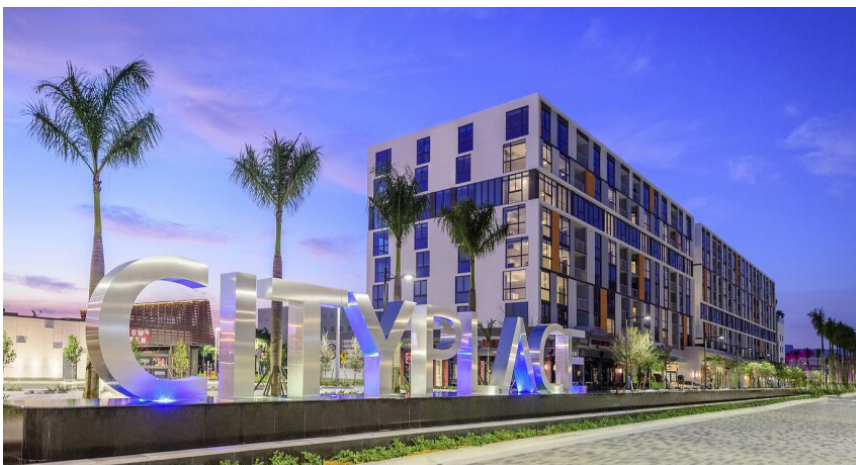
Additionally, the Downtown Development Authority of the City of Miami (Miami DDA) provided two presentations they reviewed to engage in a Circulator service. The presentations include costs per vehicle, route (s), marketing, and other information that can be used as a reference to explore available options. Ultimately, choosing Freebee as their vendor, they provided the updates of the services, including ridership comparisons and route information gathered, amongst others. These can be found in the appendix.

RECOMMENDATION

- + *Conduct a traffic analysis to identify additional stop locations, times, and frequencies.*
- + *Define the fixed route of service to enhance pedestrian connectivity throughout the site.*

OBJECTIVE ONE: INTERCONNECTIVITY

Waterford Business District is perfectly poised to undergo a transformation, creating an inviting and dynamic environment for businesses, employees, and visitors alike. This enhanced streetscape and entrance design aims to blend functionality with aesthetic appeal, fostering a vibrant community hub that encourages economic growth and social interaction. An enhanced streetscape and entrance design, like the image shown below, could help to foster a vibrant community hub that encourages economic growth and social interaction. Below we have provided various design elements that should be considered.



CAMPUS ENHANCEMENTS

- + **Innovative Entrances and Gateways:** Grand entranceways with distinctive architectural elements could serve as iconic landmarks, welcoming visitors to the district. Creating a sense of arrival and offer gathering spaces for social interaction.
- + **Green Spaces and Landscaping:** Lush, well-maintained green spaces with native plants and trees could line the streets, offering shade and improving air quality. Strategically placed seating areas and small parks could provide relaxing spots for visitors to enjoy their surroundings.

- + **Pedestrian-Friendly Design:** Wide, accessible sidewalks with could ensure a safe and comfortable walking experience. Pedestrian crossings could be clearly marked and equipped with signals for safety, enhancing the overall walkability of the district.
- + **Modern Lighting and Safety Features:** Energy-efficient LED streetlights could illuminate pathways, enhancing safety during evening hours while reducing energy consumption. Smart lighting systems with motion sensors could adjust brightness based on foot traffic, creating an adaptable and efficient lighting solution. Security cameras and emergency call stations could be strategically placed to ensure a safe environment for all district occupants.
- + **Art and Cultural Elements:** Public art installations, including sculptures, murals, and interactive art pieces, could reflect the cultural impacts of WBD. Dedicated spaces for local artists to showcase their work, creating a platform for artistic expression and engagement.
- + **Sustainable Practices:** Incorporation of rain gardens and permeable pavements could manage stormwater runoff and reduce the environmental impact.
- + **Enhanced Connectivity:** Improved public transportation access with modern bus stops and shelters designed for comfort and convenience. Clear signage and wayfinding systems could guide visitors and employees to their destinations with ease.

The enhanced streetscape and entrances of the Waterford Business District would create a harmonious blend of natural beauty, modern amenities, and cultural vibrancy. This transformation could not only attract businesses and visitors but also enhance the quality of life for everyone in the community, making Waterford a premier destination.

OBJECTIVE ONE: INTERCONNECTIVITY

BIKE LANES

The existing road along NW 62nd Ave, bordered by a picturesque waterway and lush greenery, presents an excellent opportunity to enhance the streetscape with a dedicated bike lane. This addition could promote eco-friendly transportation and provide a safer, more enjoyable route for cyclists.



- + **Dedicated Bike Lane:** A new, clearly marked bike lane could be added to the right side of the road (as viewed from the car's direction in the photo). The bike



lane could be approximately 5 feet wide, providing ample space for cyclists to ride safely alongside vehicular traffic.

- + **Lane Separation:** A physical buffer zone, such as a painted strip with reflective markers or small bollards, could separate the bike lane from the vehicular lane. This could enhance safety by providing a clear delineation between the two types of traffic. In areas with more space, a landscaped buffer with low plants or shrubs could be added for additional protection and aesthetic value.
- + **Signage and Road Markings:** Clear road markings, including bike symbols and directional arrows, could be painted within the bike lane to guide cyclists. Signage indicating "Bike Lane" could be installed at regular intervals to alert motorists to the presence of cyclists. Advanced stop lines at

intersections could be marked, giving cyclists a head start when traffic lights change.

+ **Enhanced Crossings:**

At intersections and pedestrian crosswalks, the bike lane could be highlighted with green paint to increase visibility and alert both drivers and pedestrians to the shared

space. Bike-friendly traffic signals or push-button crossing signals could be installed at busy intersections to improve cyclist safety.

- + **Additional Amenities:** Bike racks could be placed at regular intervals along the route, providing convenient parking options for cyclists visiting nearby businesses. Water stations and repair kiosks could be integrated at key points to support cyclists.

Incorporating a dedicated bike lane into the streetscape along NW 62nd Ave could transform the Waterford Business District into a more bicycle-friendly area. This improvement not only promotes sustainable transportation but also enhances the overall safety and aesthetic appeal of the district, making it a more attractive and functional space for all users.

By adding these elements, the street could cater to a broader range of transportation needs while maintaining the scenic beauty and functionality of the existing environment.

RECOMMENDATION

- + **Collaborate with a Master Plan consultant to incorporate enhancements for entryways, bike lanes, and landscaping with trees.**

OBJECTIVE 02:
EXTERNAL CONNECTIVITY

In identifying opportunities to enhance local and regional transit connections to the Waterford Business District, our team has explored the SMART plan, Water Taxi options, and future connections with nearby developments, such as Miami Freedom Park, in Objective 02.

+ SMART PLAN

+ WATER TAXI

+ MIAMI FREEDOM PARK



OBJECTIVE 02: EXTERNAL CONNECTIVITY

SMART PLAN

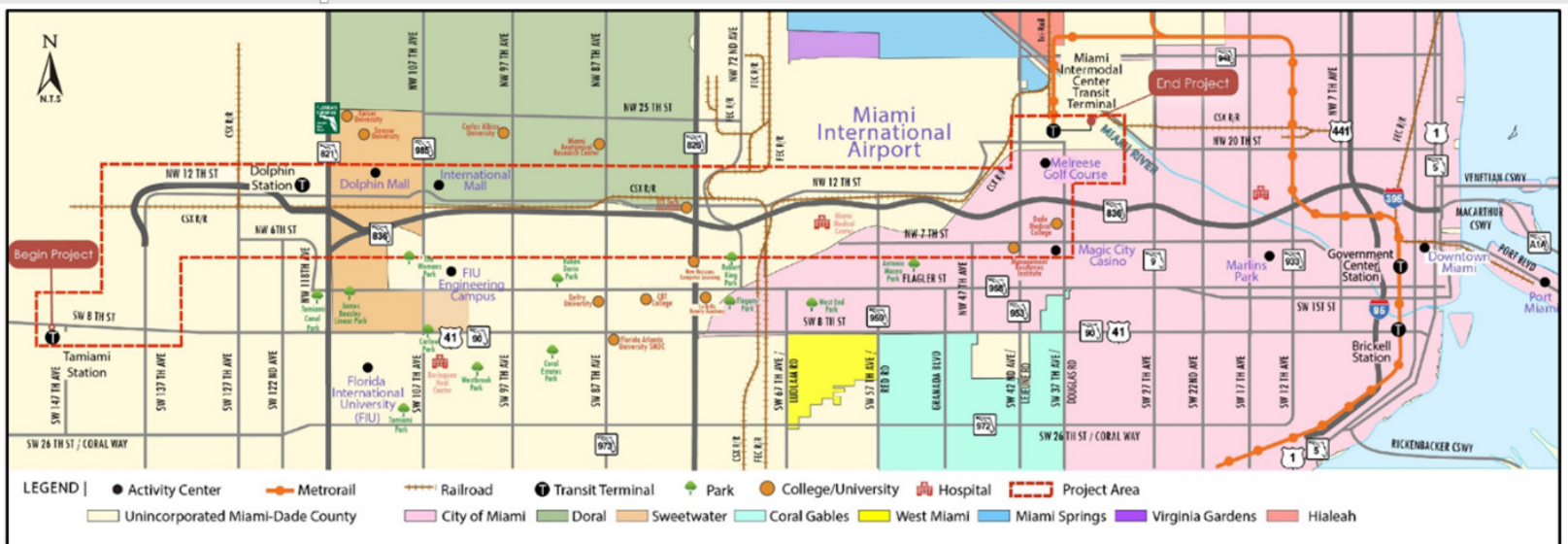
Waterford Business District has a tremendous opportunity to become a true mixed-use connected community as a result of its adjacency to the East-West Corridor of the Miami-Dade Strategic Miami Area Rapid Transit (SMART) Program. Integration with the eventual East-West corridor could allow for enhanced mobility and connectivity within the Waterford Business District as well as external connectivity to major regional destinations such as the Miami-Intermodal Center, Miami Freedom Park, Miami International Airport, and the urban core. This connectivity would serve to draw visitors/residents to Waterford and serve as a significant differentiator to attract major companies and other prospective tenants.

EAST-WEST CORRIDOR BACKGROUND:

The East-West Corridor is a crucial component of the Miami-Dade County SMART Plan, which aims to significantly enhance the county’s public transit infrastructure. The origins of the East-West Corridor can be traced back to the

late 20th century when Miami-Dade County recognized the need for improved transportation options to support its growing population and economic activity. Early proposals focused on connecting the western suburbs with the eastern urban core, providing an efficient and reliable alternative to the heavily congested roadways. Over the decades, various studies and plans were developed, but it wasn’t until the 21st century that the concept began to gain significant traction as part of a broader, more strategic vision for the county’s transit future.

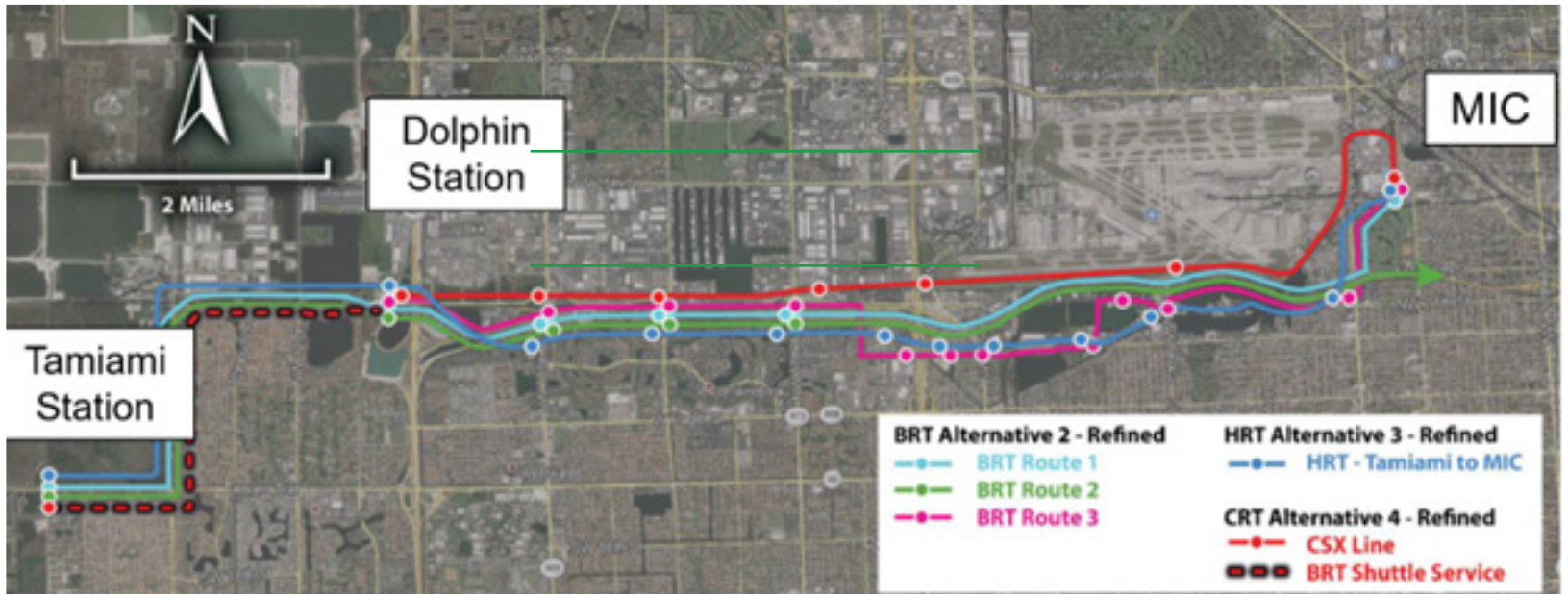
The Miami-Dade SMART Plan, adopted by the Miami-Dade Transportation Planning Organization (TPO) in 2016, reinvigorated the East-West Corridor concept by incorporating it into a comprehensive, long-term transit strategy. The SMART Plan includes six rapid transit corridors and aims to expand and improve transit options across the county. The East-West Corridor envisions a rapid transit line extending from Miami International Airport (MIA) to the western suburbs. This corridor is intended to alleviate traffic congestion on major thoroughfares such as State Road 836 and others proximate to the Waterford Business District.



OBJECTIVE 02: EXTERNAL CONNECTIVITY

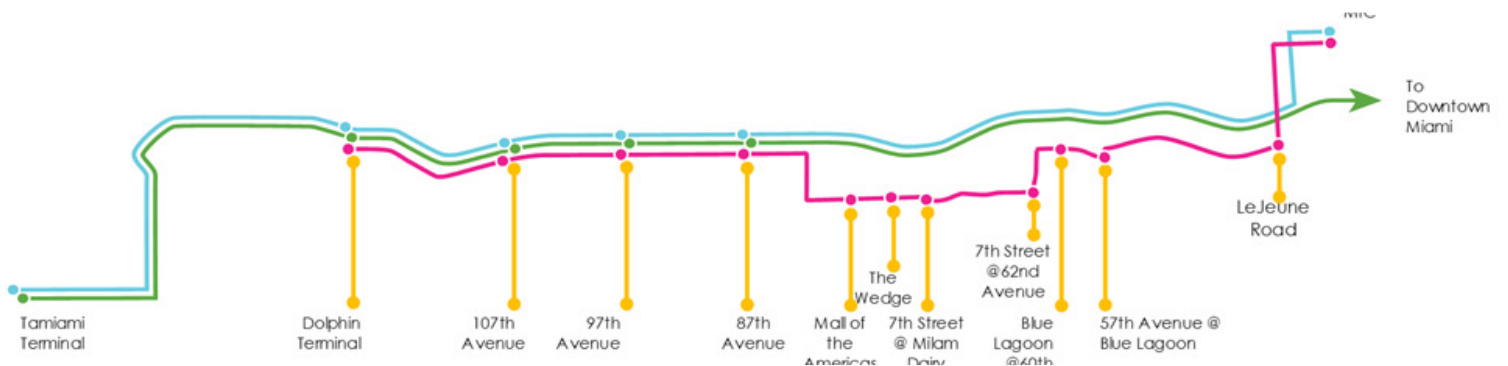
EAST-WEST CORRIDOR BACKGROUND (CONT):

In recent years, significant progress has been made in advancing the East-West Corridor project. The Miami-Dade TPO and the county’s Department of Transportation and Public Works (DTPW) have conducted numerous studies to determine the most feasible transit modes and alignments for the corridor. These studies have evaluated various options, including heavy rail, light rail, and bus rapid transit (BRT).



The various feasible transportation modes were screened comparing cost, travel times, ridership, and other factors. The outcome of the study was that BRT was found to be the most cost-effective alternative with relatively low environmental impacts. The BRT alternative was unanimously adopted by the TPO Governing Board as the Locally Preferred Alternative (LPA) for the corridor in October 2020.

In 2020, DTPW applied to the Federal Transit Administration (FTA) for entry into the project development phase for the East-West Corridor BRT. The project proposed several routes and stops in proximity to Waterford. The Project Development and Environmental Studies for the transit corridor were concluded and National Environmental Policy Act clearance obtained, marking significant milestones in the planning process and making the project eligible for federal funding. In total, the project was estimated to cost approximately \$400+ million.



OBJECTIVE 02: EXTERNAL CONNECTIVITY

Through 2023, the East-West Corridor BRT was advancing with detailed engineering and public engagement efforts were also underway to ensure community input and support for the project. Implementation was programmed to be completed in the year 2030 approximately. Recently, however, there have been several discussions at the TPO regarding updating the Locally Preferred Alternative for the project. The BRT concept is being revisited due to a number of feasibility challenges, notably, the need to locate stations on the 836 Expressway, requiring vertical circulation and long walks for patrons which would impede ridership.

Going forward, DTPW could explore the viability of commuter rail which could potentially lead to the updating of the LPA by the TPO and initiation of the project processes for the newly selected transit mode. If this were to happen, station locations would be determined for commuter rail which maximize ridership and the viability of the project for State and Federal funding.



OBJECTIVE 02: EXTERNAL CONNECTIVITY

RECOMMENDATION

To ensure adequate connectivity between the Waterford Business District and mass transit, it is important that a Transportation Master Plan be commissioned by ownership. This plan could serve as the basis for demonstrating that a mass transit station serving the property is warranted, independently of the transit mode selected by Miami-Dade County, and could articulate the first/last mile connections necessary to make the station viable from a demand/ridership perspective.

It is recommended that the Waterford Business District make all efforts necessary to ensure that the property is served by the eventual East-West Corridor transit solution. When undertaking an extension of a transit system, justifying the placement of a new station requires a comprehensive set of studies to ensure the chosen location maximizes benefits and minimizes costs. One critical input is an origin/destination study and demand analysis, which involves forecasting ridership levels at the proposed station. This study examines current and projected population densities, employment centers, and other factors influencing transit use, such as residential and commercial development patterns. By analyzing these elements, planners can estimate potential ridership and determine if it justifies the investment in a new station. Accurate demand analysis is essential to ensure that the station could be well-utilized and support the overall efficiency and effectiveness of the transit system.

WBD should also seek to support/supplement the County's work by providing accessibility/connectivity information that could be crucial in the station placement process. These studies evaluate how easily the proposed station can be accessed by pedestrians, cyclists, and connecting transit services. Factors such as proximity to major roads, existing public transportation routes, pedestrian infrastructure, and ability to convey land are considered. Ensuring that the station is easily accessible and well-connected to other modes of transport enhances its utility and convenience for users, thereby encouraging higher ridership. Additionally, these studies assess potential improvements to the surrounding infrastructure that may be needed to support the station and facilitate smooth and safe access for all users.

The above information, together with future development plans for WBD, could allow Miami-Dade County to perform its functions and prepare a cost-benefit analysis to evaluate the economic viability of the proposed station. This study compares the expected costs of construction, operation, and maintenance with the anticipated benefits, such as increased ridership revenue, reduced traffic congestion, and broader economic impact.

The Transportation Master Plan could assist WBD in identifying and implementing the accessibility/connectivity improvements required to place it in the best position possible to achieve integration with the Miami-Dade SMART Program. These shorter term improvements, whether bike lanes, scooters, on-demand ride services, or others could also aide WBD in providing better transportation to users and residents of the campus alike in the immediate term, and therefore are a worthwhile investment.

Finally, leveraging existing programs, such as the Miami-Dade MetroConnect ride-sharing service, may be of benefit to the WFB as it increases density, and creates more destinations through development. Proximity to the Miami Intermodal Center and other existing transit assets make the maximization and piloting of existing services at the campus of tremendous value both to Waterford Business District and Miami-Dade County.



OBJECTIVE 02: EXTERNAL CONNECTIVITY

WATER TAXI

POTENTIAL FOR EXTERNAL CONNECTIVITY

Implementing a water taxi service presents a promising opportunity for enhancing external connectivity. This transportation mode has been successfully adopted by the City of Fort Lauderdale, facilitating routes from the New River and Las Olas to the Intercoastal Beachfront development. A detailed map of these routes is included in the Appendix.



SITE VISIT AND CONSTRAINTS

During a recent site visit, it was observed that bridge height and clearances pose a significant constraint. Visual inspection suggests that the minimum clearance height is approximately 6 feet. To accurately determine the clearance requirements, it is recommended to conduct a land survey. Images of the bridges are provided below.



PERMITTING REQUIREMENTS

The installation of docks and the operation of the water taxi service could require various permits. It is advisable to consult with Environmental and Civil Engineering firms to understand the full extent of the required permits. This process may involve coordination with County Departments, the Army Corps of Engineers, and the South Florida Water Management District. Specific recommendations can be provided upon request.

RECOMMENDATION

- + *Given the observed bridge clearances, further evaluation by a professional land surveyor and consultation with boat manufacturers are necessary to identify suitable boats. Smaller water taxi boats with lower or no canopies, and appropriate seating arrangements while in motion, may be feasible.*

OBJECTIVE 02:
EXTERNAL CONNECTIVITY

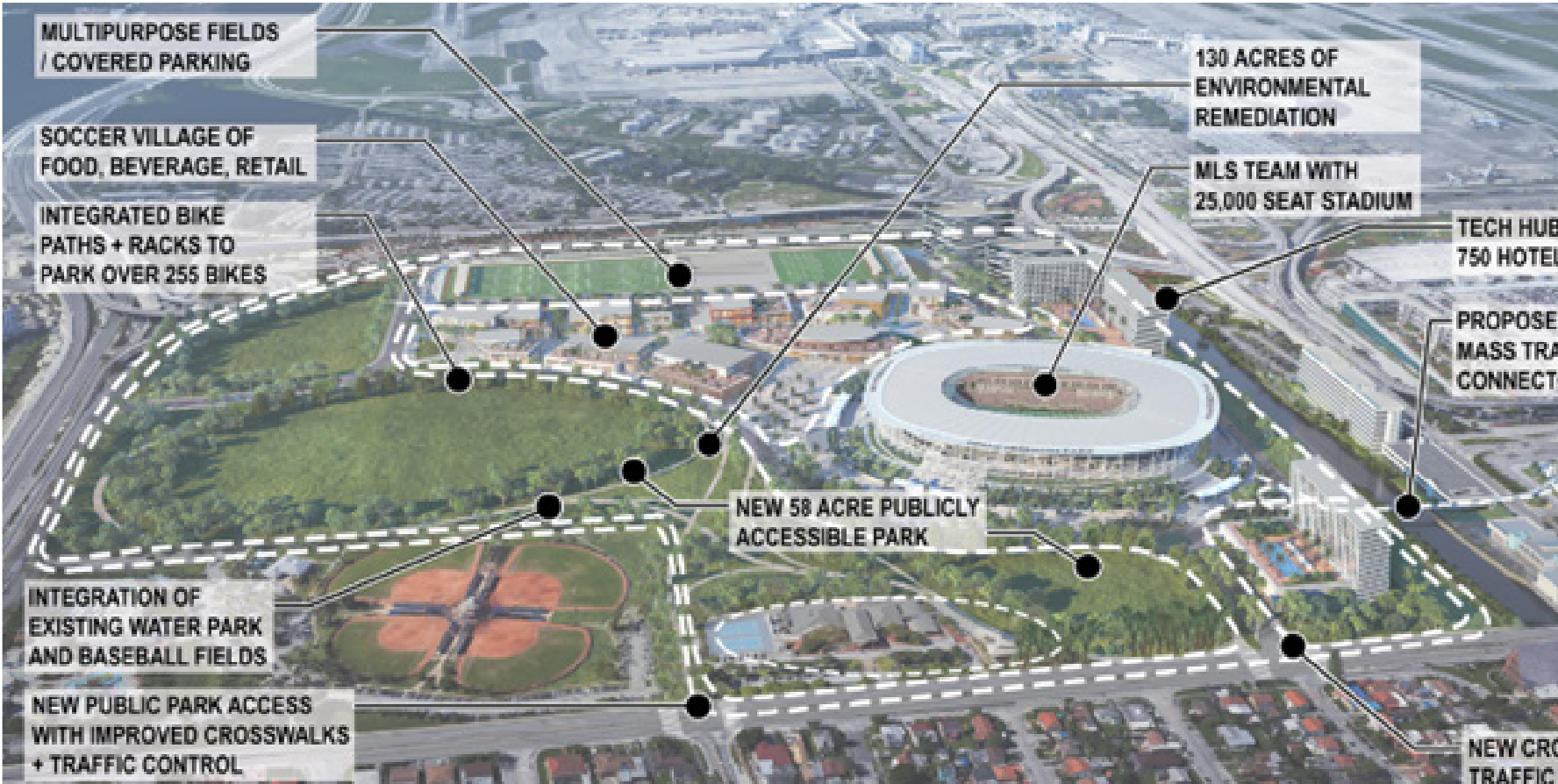
MIAMI FREEDOM PARK

Waterford Business District has an opportunity to enhance connectivity within the upcoming development at Miami Freedom Park. This development includes a pedestrian bridge linking to the Miami Intermodal Center (MIC), a crucial connection point for WFB. Illustrated below, the Freedom Park Development plan highlights key features and potential dock locations for Water Taxi services or other connection options. It outlines various amenities and infrastructure improvements aimed at boosting both recreational and transportation facilities in the area. Additionally, a proposed Mass Transit Connection could serve as a gateway for easy access to and from Waterford Business District. The

overarching goal of the Freedom Park Development plan is to create a versatile, accessible, and sustainable urban space that promotes community involvement, environmental responsibility, and economic prosperity. Integration with the Miami Intermodal Center could further solidify this development and connection to Waterford Business District as a central component of the region’s transportation network.

RECOMMENDATION

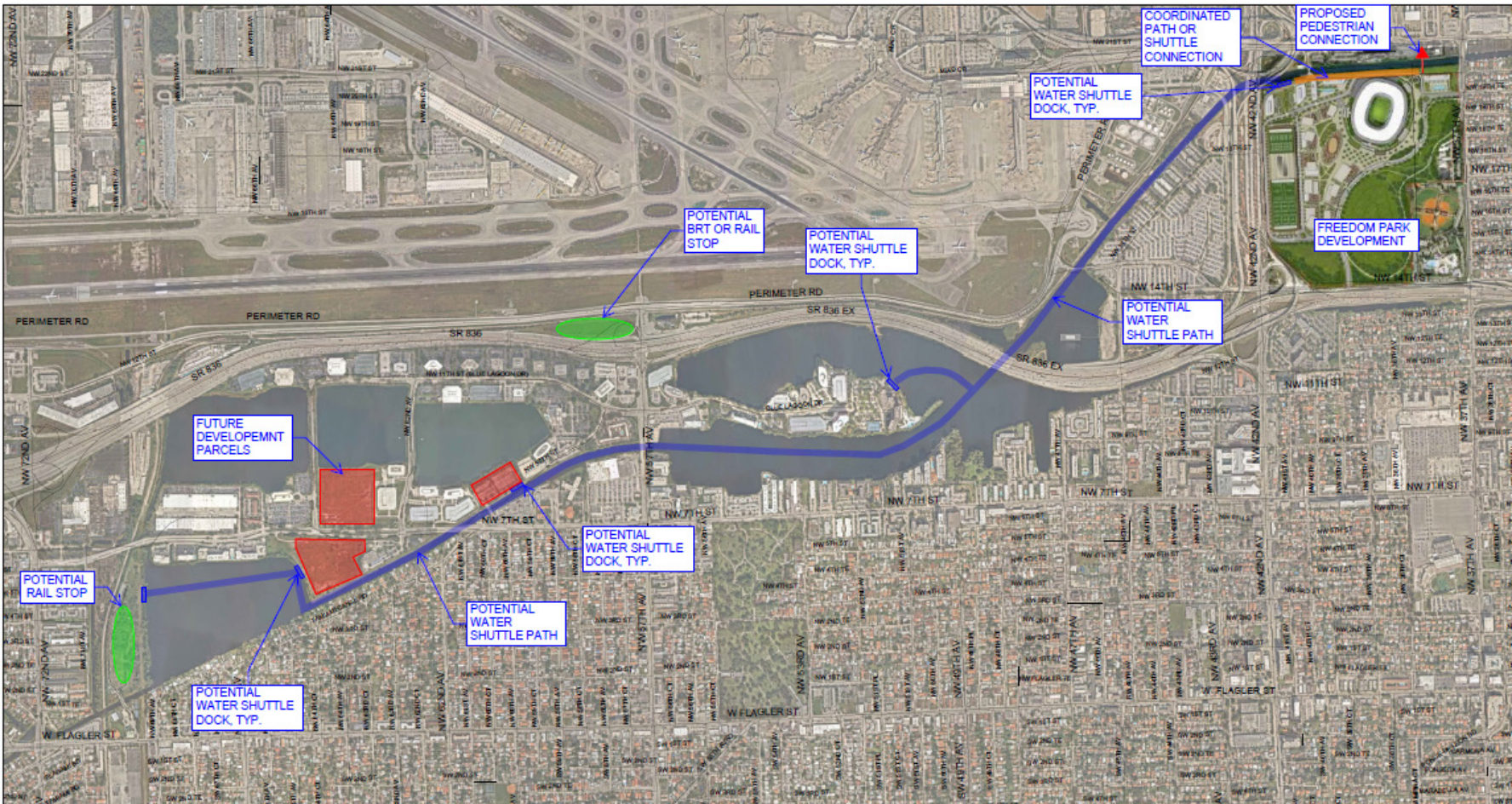
- + *Collaborate with Miami Freedom Park and the City of Miami to further investigate feasibility of shared connectivity.*



OBJECTIVE 02: EXTERNAL CONNECTIVITY

PROPOSED SITE PLAN

In conjunction with the Water Taxi service and the planned connection to Miami Freedom Park, our team has developed a comprehensive site plan that could integrate these options into the Waterford Business District campus. This plan aims to seamlessly incorporate new transit connections, enhance accessibility, and create a cohesive environment that supports both current and future development initiatives.



ENLARGED IMAGE CAN BE FOUND IN THE APPENDIX

OBJECTIVE 03: LAND DEVELOPMENT

In Objective 03, we explore zoning opportunities for the two vacant development parcels in the Waterford Business District, along with a third redevelopment opportunity. These developments aim to support and enhance the strategies outlined in Objectives 01 and 02. Additionally, we will cover short-term opportunities for the vacant parcels.

+ PHASE I

+ PHASE II

+ PHASE III



OBJECTIVE 03: LAND DEVELOPMENT

PHASE I

PLACEMAKING DEVELOPMENT

In the first phase of development, we propose a grand placemaking initiative that could introduce high-end retail, waterfront restaurants, and luxury multifamily apartments. This development, referred to as Waterford Business District's "New Front Door," should be located on the northern vacant parcel. The aim is to create a vibrant downtown area for Waterford Business District.



Key features of Phase I:

- + **Mixed-Use Development:** The new downtown could include a blend of high-end retail, coffee shops, and restaurants, encouraging patrons to spend more time within the district. This could also reduce residents' reliance on external transportation by providing a variety of amenities locally.
- + **Community Focus:** The development would foster a sense of community, benefiting not only the new residents but also the existing and potential office park tenants.
- + **Iconic Art Installation:** At the corner of NW 7th Street and NW 65th Avenue, an iconic piece of art, such as a sculpture, fountain, or entry arch, should be installed to welcome patrons to the new development.

This project aims to emulate successful urban developments such as Brickell City Centre, Grove Central, Miami City Centre, and Hudson Yards.



IMMEDIATE PLACEMAKING:

Utilize the vacant parcels for community enhancement and site placemaking by bringing in food trucks and vendors on weekends and week-nights. Set up a farmers market-type experience to benefit current tenants and the community. This approach can provide immediate feedback on traffic flow, required site improvements, and community engagement with the property. Vehicular parking could be staged on one vacant parcel, while food trucks and vendors could be situated on the other.



OBJECTIVE 03: LAND DEVELOPMENT

PHASE II

PHASE II EXTENSION

Phase II of development could take place on the vacant parcel directly south of Phase I. This phase would build on the initial development by adding another Class A multifamily project and additional retail space.



+ *Live/Work/Play Environment: By rounding out the offerings for residents and enhancing the amenities for existing office tenants, Phase II could solidify WBD as a comprehensive Live/Work/Play master plan within the Miami Metro Area.*



Key features of Phase II:

- + *Complementary Retail and Restaurant Uses: Retail and restaurant offerings in this phase could focus on daily needs, including quick-serve restaurants and convenience retail options such as dog daycare, hair/nail salons, barbershops, small grocers (e.g., Sprouts, Fresh Market), pharmacies, banking services, and coffee shops.*
- + *Enhanced Resident Experience: This phase could enhance the overall living experience for residents, ensuring that all necessary amenities are within easy reach.*

OBJECTIVE 03: LAND DEVELOPMENT

PHASE III



PHASE III: LIVE, WORK, PLAY

Our vision for Waterford’s Phase III is to establish a dynamic and inclusive community where residents can live, work, and play in close proximity, fostering a sense of connection to the larger development.

Key features of Phase III:

- + **Vibrant Mixed-Use Environment:** Integration of residential, commercial, and recreational components to create a lively community.
- + **Community Building:** Shared spaces, amenities, and social activities to foster a sense of community.
- + **Economic Viability:** A diverse and attractive destination for residents who run their own businesses, maximizing economic viability.

Phase III should be strategically located near a proposed water taxi station, providing residents and business guests easy access to public transportation. This connectivity could facilitate meetings and interactions within the business community.

- + **Unit Design:** Units could maximize space efficiency, natural light, and connectivity to outdoor amenities. Sustainable features such as energy-efficient appliances, green roofs, and rainwater harvesting systems could minimize environmental impact and reduce operating costs.
- + **Commercial and Workspace Options:** A variety of options for businesses, startups, and entrepreneurs, including flexible office spaces, coworking facilities, and retail spaces. Amenities such as high-speed internet, meeting rooms, and on-site support services could foster productivity and collaboration.
- + **Partnership Opportunities:** Unique opportunities for development partnerships with local businesses and unit renters to promote their brands and attract new business.

RECOMMENDATION

- + **Engage master plan and market study to determine use cases and financial opportunities.**



FINANCIAL & ZONING CONSIDERATIONS 05



FINANCIAL CONSIDERATIONS

TRANSIT ORIENTED DEVELOPMENT FUNDING

Financing opportunities for transit-oriented developments (TODs) are crucial for their successful implementation, and several federal and local programs offer robust support. Here's a detailed look at these funding opportunities:

FEDERAL PROGRAMS

Federal Transit Administration (FTA) Grants: FTA offers a variety of grants and funding mechanisms to enhance public transit infrastructure and promote TODs. Key programs include:

- + **Urbanized Area Formula Grants (Section 5307):**
 - + Purpose: Supports public transportation in urban areas
 - + Usage: Can be used for planning, engineering, design, and capital investments in public transportation facilities and equipment.
- + **Capital Investment Grants (Section 5309):**
 - + Purpose: Provides funding for major transit capital investments, including heavy rail, commuter rail, light rail, streetcars, and bus rapid transit.
 - + Usage: Ideal for new projects and substantial expansions.
- + **Transit-Oriented Development Planning Pilot Program (Section 20005(b)):**
 - + Purpose: Supports comprehensive planning efforts that improve access to public transportation and promote mixed-use, walkable communities.
 - + Usage: Funds can be used for planning activities that improve access to public transportation and encourage mixed-use development around transit stations.

Transportation Infrastructure Finance and Innovation Act (TIFIA)

The TIFIA program, administered by the U.S. Department of Transportation (USDOT), provides critical financial support for large-scale transportation projects, including those that are part of TOD initiatives. Key features include:

- + **Low-Interest Loans:** TIFIA loans can cover a substantial portion of project costs, offering favorable terms.
- + **Loan Guarantees:** Provides guarantees for project loans, reducing the risk for private investors.
- + **Standby Lines of Credit:** Offers flexible credit assistance to manage project cash flows.
- + **Leverage Private Investment:** Designed to attract private investment by closing funding gaps and accelerating project timelines.
- + **Enhance Transit Access and Connectivity:** Supports projects that improve transit access and facilitate the development of vibrant, mixed-use communities centered around transit hubs.



FINANCIAL CONSIDERATIONS

TRANSIT ORIENTED DEVELOPMENT FUNDING

LOCAL FUNDING MECHANISMS

Tax Increment Financing (TIF)

TIF is a public financing method that is used to subsidize redevelopment, infrastructure, and other community-improvement projects. The mechanism captures the future increase in property taxes generated by the improved area to fund current improvements.

- + *Purpose: TIF is used to encourage development in underdeveloped or blighted areas.*
- + *Usage: Funds generated through TIF can be used for a variety of development projects, including infrastructure improvements, land acquisition, and public facilities.*

Miami-Dade County Transportation Infrastructure Improvement District (TIID): Miami-Dade County has a local TIF mechanism in place, known as the Transportation Infrastructure Improvement District (TIID).

- + *Purpose: Established to facilitate funding and implementation of key transportation projects.*
- + *Mechanism: Leverages increases in ad valorem taxes over a set baseline to fund transportation and transit improvements.*
- + *Goal: Promotes transit-oriented development (TOD) and reduces traffic congestion by improving the area surrounding future transit corridors and stations.*
- + *Usage: Funds from the TIID can be utilized for enhancing connectivity and providing public infrastructure improvements around transit hubs.*

STRATEGIES FOR UTILIZING THESE FUNDING SOURCES

- + *Comprehensive Planning: Develop a detailed and strategic plan that aligns with federal and local funding criteria, focusing on enhancing transit connectivity and promoting mixed-use development.*
- + *Public-Private Partnerships (PPP): Engage in partnerships with private investors to leverage TIFIA loans and other funding mechanisms, sharing risks and benefits.*
- + *Phased Development: Structure the TOD project in phases to optimize funding availability and manage cash flows effectively.*
- + *Community Engagement: Involve local communities in planning to ensure the project meets their needs and gains local support, which can be crucial for securing funding.*
- + *Maximize Local Incentives: Take full advantage of local programs like TIID to supplement federal funding and enhance the financial viability of the project.*

By strategically integrating federal and local funding sources, TOD projects can achieve financial sustainability and create vibrant, transit-accessible communities.

FINANCIAL CONSIDERATIONS

TRANSIT ORIENTED DEVELOPMENT FUNDING

MIAMI-DADE COUNTY FUNDS FOR ON-DEMAND TRANSPORTATION

On June 4, 2024, agenda Item No. 3(B)(2) was presented to Miami Dade County. The item sought approval from the Board of County Commissioners to execute a Public Transportation Grant Agreement with the Florida Department of Transportation in the amount of \$345,600.00 supporting Waterford Business District On-Demand Transit Service project. The estimated total cost of the project is \$691,200.00, with Miami-Dade Department of Transportation and Public Works (DTPW) providing 50% matching funds in the amount of

\$345,600.00. The agreement commences upon full execution by both parties and continues through June 30, 2025. The service could connect the Waterford District with the Miami Intermodal Center and Flagler Corridor, as well as serve as a feeder service to major fixed routes operating in the surrounding transit network.

The Waterford District On-Demand Transit service could serve Commission District 6, represented by Commissioner Kevin Marino Cabrera. While these funds provide support for the Waterford District On-Demand Transit Service, the impact of the project benefits the riding public and is, therefore, countywide. See appendix for full agenda item.

MIXED-USE DEVELOPMENT FUNDING

It is recommended to work with a local developer and capital markets team to best structure the multi-phased mixed-use development capital stack.

Besides conventional debt and equity financing, there are other funding options available if there is a multifamily workforce component by setting aside a percentage of the units for individuals earning up to 140% Area Medium Income. Possible funding sources we recommend exploring include Community Development Block Grants, Miami-Dade County General Obligation Bonds, Freddie Mac products, Miami-Dade County Housing Finance Authority issued Tax Exempt Bonds, and HOME funds.

Memorandum MIAMI-DADE COUNTY

Date: June 4, 2023

To: Honorable Chairman Oliver G. Gilbert, III and Members, Board of County Commissioners

From: Daniella Levine Cava, Mayor *Daniella Levine Cava*

Subject: Resolution Authorizing the County Mayor to Execute a Public Transportation Grant Agreement with the Florida Department of Transportation for \$345,600 in Florida Department of Transportation Funding for the Waterford District On-Demand Transit Service

Agenda Item No. 3(B)(2)

Executive Summary
The purpose of this item is to request approval from the Board of County Commissioners (Board) to execute a Public Transportation Grant Agreement (Agreement) with the Florida Department of Transportation (FDOT) in the amount of \$345,600.00 in to support the Waterford District On-Demand Transit Service project. The estimated total cost of the project is \$691,200.00, with the Miami-Dade Department of Transportation and Public Works (DTPW) providing 50% matching funds in the amount of \$345,600.00. The agreement commences upon full execution by both parties and continues through June 30, 2025. The service will connect the Waterford District with the Miami Intermodal Center and Flagler Corridor, as well as serve as a feeder service to major fixed routes operating in the surrounding transit network.

Recommendation
It is recommended that the Board approve the terms and authorize the County Mayor or County Mayor's designee to execute the Agreement, in substantially the form attached hereto. It is further recommended that the Board authorize the receipt and expenditure of funds as specified in the Agreement.

Scope
The Waterford District On-Demand Transit service will serve Commission District 6, represented by Commissioner Kevin Marino Cabrera. While these funds provide support for the Waterford District On-Demand Transit Service, the impact of the project benefits the riding public and is, therefore, countywide.

Delegated Authority
In accordance with Section 2-8.3 of the Miami-Dade County Code related to identifying delegation of Board authority, there are no authorities beyond that specified in the resolution which includes authority for the Mayor or Mayor's designee to execute the agreement and receive and expend these and any additional funds should they become available.

MDC001

the County in the Program. The State match in the amount 200.00.

the administration of

velopment Program tive techniques to

on-demand transit gular demand. The rvice provider for uted, near door-to-rail or bus within s making essential es connecting with a ride in real-time, or a phone call. to see all available designed to ensure

a time to maximize the desired level of in 15 minutes each. maintain the desired vehicle.

600 rides across 11 e weekday, which Dade's fixed transit

on-demand transit ansit service would 42nd Avenue/NW et to the south, and tes (pick-up time),

three vehicles during

which may be inaccessible e connectivity with the rvice to major fixed routes

on-demand transit services fixed route is estimated at 0.00 for the purchase of 7

MDC002

ZONING CONSIDERATIONS

DEVELOPMENT ZONING

The Waterford Business District, modified under Resolution No. Z-8-22, allows for 4,266,500 square feet of office space, 30,000 square feet of support retail uses, restaurants with 500 seats, a 10,000 square foot health club, 1,400 hotel rooms, and 800 residential dwelling units, with a requirement that 10% of these units be designated as workforce housing. These zoning recommendations aim to maximize the potential of vacant parcels within the district to create a vibrant, integrated community.

ZONING RECOMMENDATIONS

Assigning a mixed-use zoning designation to the vacant parcels could facilitate the integration of residential, commercial, and recreational spaces, promoting a live-work-play environment that aligns with the district's development goals.

Specific zones for residential development within the mixed-use parcels should be allocated to balance the live-work aspect and cater to the growing demand for housing, including the mandated 10% workforce housing.

Designating ground-floor commercial and retail spaces within mixed-use buildings could activate street fronts, enhance pedestrian experiences, and provide essential services and amenities to residents and office workers. Mandating that 10% of the residential units be designated as workforce housing and distributed throughout the residential buildings could promote socioeconomic diversity and ensure that essential workers have access to affordable housing close to their workplaces at Waterford Business District.

Implementing flexible parking requirements, including shared parking facilities and reduced parking ratios for areas well-served by public transit, could optimize land use, reduce the need for extensive parking areas, and encourage the use of public transportation implemented by WFB.

Adopting green building standards and sustainable development practices, such as LEED certification for new buildings, could minimize the environmental impact of development, reduce energy costs, and promote a healthier living and working environment.

By adopting these zoning recommendations, the Waterford Business District can transform its vacant parcels into a dynamic mixed-use development that supports economic growth, enhances community livability, and meets the diverse needs of its residents and businesses.



ZONING CONSIDERATIONS

TRANSIT ORIENTED DEVELOPMENT

In addition to the Waterford DRI, the property can take advantage of being within the Miami-Dade Rapid Transit Zone (RTZ) East-West Corridor.

The RTZ land use and zoning framework offers significant benefits to real estate development projects by facilitating higher density and mixed-use developments near transit corridors. By concentrating development around public transit hubs, the RTZ aims to reduce traffic congestion, promote sustainable growth, and enhance the overall quality of life for residents.

For Waterford, leveraging the RTZ provides an opportunity to take benefits beyond what the current DRI provides for, to create vibrant, walkable communities that are attractive to both residents and businesses. The RTZ notably allows for reduced parking requirements, making it economically viable to undertake large-scale projects that integrate residential, commercial, and recreational spaces.

Additionally, projects within the RTZ are often eligible for various incentives, such as tax abatements or grants, which can significantly reduce the overall cost of development. These incentives are designed to encourage investment in areas that could benefit most from improved transit connectivity, thereby fostering economic growth and community revitalization. The RTZ framework not only supports the efficient use of land and resources but also drives the creation of dynamic, transit-oriented communities.

The Waterford Business District may wish to consider creating an RTZ sub-zone, with the support of the Miami-Dade Board of County Commissioners, to advance its development objectives and provide maximum flexibility.

Leveraging the RTZ framework could not only maximize land use efficiency but also create a vibrant, transit-oriented community that sets a benchmark for sustainable urban development.





CONCLUSION

Waterford Business District, is set to undergo a transformation aimed at creating a dynamic environment for businesses, employees, and visitors. The Leadership Project focused on three main client objectives: enhancing interconnectivity within the district, improving external connectivity, and exploring further land development opportunities. After through research and investigation our LP team recommendations, suggest the following in acheiving these objectives:



expand local and regional transit into the WBD campus and its surrounding neighborhoods via the East-West Corridor. This initiative aligns with the second objective and is expected to reduce commute times and support the county’s vision for transforming Miami’s transportation infrastructure and connectivity.

- + **WATER TAXI:** *The district also explores the potential for external connectivity through the implementation of a water taxi service, subject to further evaluation and necessary permits.*
- + **MIAMI FREEDOM PARK:** *Connecting with Miami Freedom Park and the City of Miami future developments to enhance connectivity to the Miami Intermodal Center*

OBJECTIVE 03

- + **LAND DEVELOPMENT PHASES:** *A grand placemaking initiative that could introduce high-end retail, waterfront restaurants, and luxury multifamily apartments, creating a vibrant downtown area for the district.*

The overarching goal is to create a harmonious blend of natural beauty, modern amenities, and cultural vibrancy, attracting businesses and visitors, and enhancing the quality of life for everyone in the community. The district aims to become a true mixed-use connected community, making Waterford Business District a premier destination.



OBJECTIVE 01

- + **CIRCULATORS:** *The proposed increase in circulator services is a significant step towards achieving the first objective. It promises improved mobility, accessibility, reduced traffic congestion, environmental benefits, cost savings, community cohesion, and support for the local economy*
- + **CAMPUS ENHANCEMENTS AND BIKE LANES:** *Distinctive architectural elements could serve as landmark, with lush greenery and dedicated bike lanes to promote eco-friendly transportation and provide a safer route for cyclists.*

OBJECTIVE 02

- + **SMART PLAN:** *The partnership with the Miami-Dade Citizen’s Transportation Trust aims to*



CONCLUSION

Financing opportunities for Transit-Oriented Developments (TODs) are essential for their success, supported by various federal and local programs. The Federal Transit Administration (FTA) offers grants such as Urbanized Area Formula Grants, Capital Investment Grants, and the Transit-Oriented Development Planning Pilot Program. These programs fund planning, design, and capital investments in public transit infrastructure. Additionally, the Transportation Infrastructure Finance and Innovation Act (TIFIA) provides low-interest loans, loan guarantees, and credit assistance to attract private investment and enhance transit connectivity.

At the local level, mechanisms like Tax Increment Financing (TIF) and specific county programs, such as Miami-Dade County's Transportation Infrastructure Improvement District (TIID), play crucial roles. These local funding sources support redevelopment projects, infrastructure improvements, and the development of vibrant, mixed-use communities around transit hubs.

Effective strategies for utilizing these funds include comprehensive planning, public-private partnerships, phased development, community engagement, and maximizing local incentives. An example of successful local funding application is the Waterford Business District's On-Demand Transit Service project, which secured substantial grants and matching funds to improve connectivity and transit services.

By integrating federal and local funding sources strategically, TOD projects can achieve financial sustainability, foster economic growth, and create dynamic, transit-accessible communities that enhance the quality of life for residents and businesses alike.

In conclusion, the WBD's strategic development plan, focusing on interconnectivity, external connectivity, and land development, positions it as a well-connected, vibrant, and dynamic center for commerce, entertainment, and community engagement.

THE DISTRICT'S EVOLUTION AND GROWTH ARE A TESTAMENT TO ITS ADAPTABILITY AND COMMITMENT TO CREATING A SUSTAINABLE, ACCESSIBLE, AND CONNECTED COMMUNITY. THE FUTURE OF WATERFORD BUSINESS DISTRICT LOOKS PROMISING WITH ITS CONTINUOUS EFFORTS TO IMPROVE AND EXPAND, MAKING IT AN IDEAL CORPORATE DESTINATION IN THE HEART OF MIAMI.





TEXT

APPENDIX

PROPOSED SITE PLAN: WATERFORD BUSINESS DISTRICT

MIAMI DOWNTOWN DEVELOPMENT AUTHORITY CIRCULATOR OPTIONS

PROVIDING SAFE MOBILITY OPTIONS FOR DOWNTOWN MIAMI

MIAMI DADE COUNTY AGENDA ITEM NO.3 (B) (2)

MIAMI FREEDOM PARK CONCEPT BOOK

MIAMI DADE COUNTY SMART PLAN

WATER-TAXI CASE STUDIES



PHOTO CREDIT

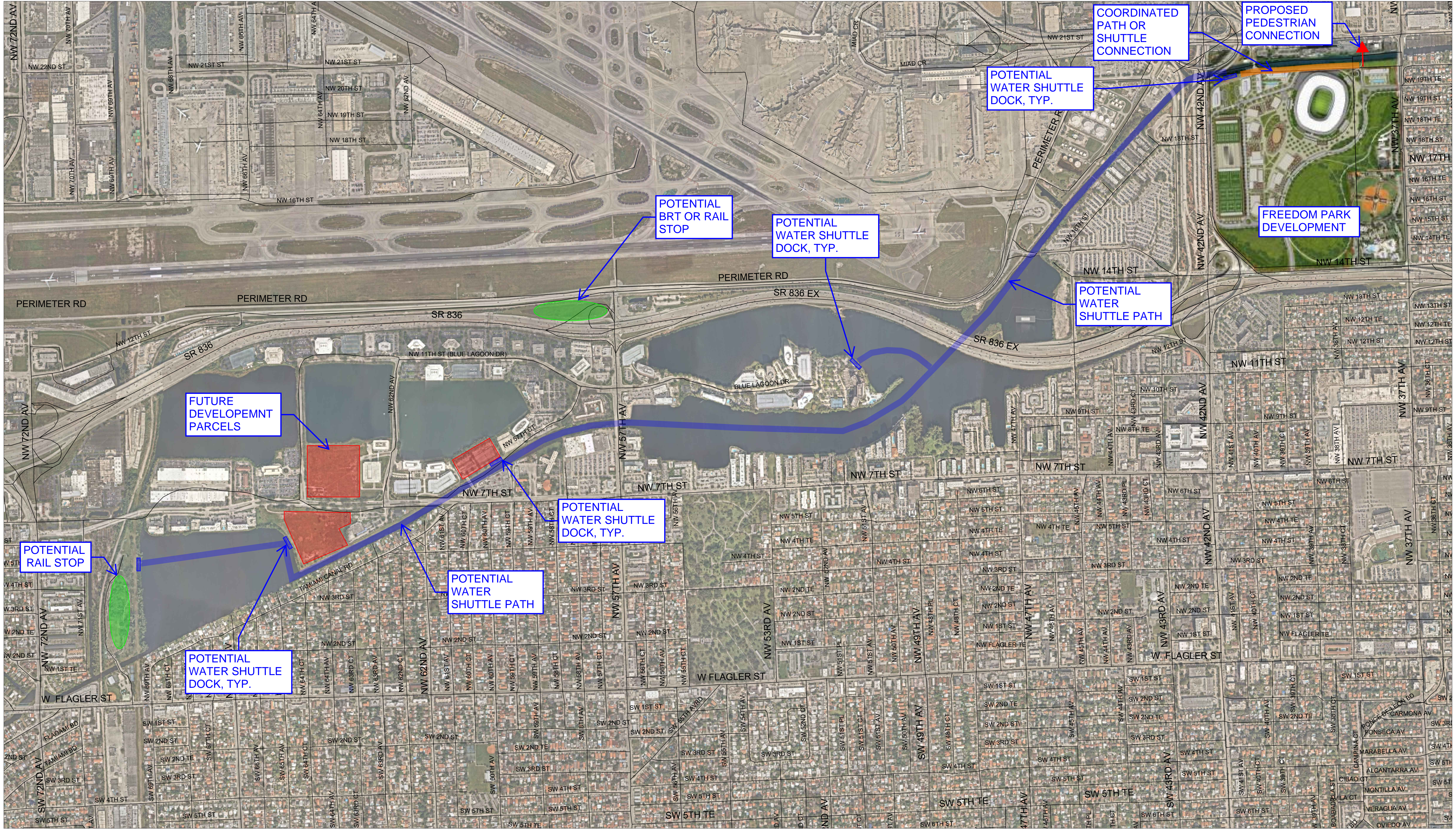
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<https://apiplus.com/portfolio/the-fresh-market/>

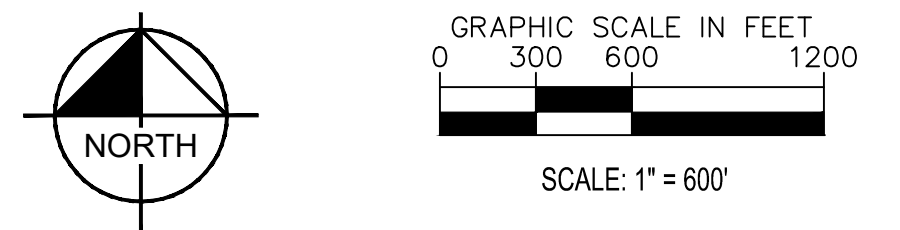
<https://www.grovecentralresidences.com/residential-amenities/>

<https://www.miamidade.gov/global/transportation/smart-plan-east-west-corridor.>

Plotted By: jones, Rajia. Sheet Set: KHA_Layout_01.dwg. Date: 2024-04-12. 09:08:54. User: jones. Title: Aerial Overlay. Project: Waterford Business District. Scale: 1"=600'.



NOTE:
AERIAL IMAGERY OBTAINED FROM NEARMAPS



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PHONE: 954-535-5100 FAX: 954-739-2247
WWW.KIMLEY-HORN.COM REGISTRY No. 35106

KHA PROJECT	
DATE	2024-04-12
SCALE	AS SHOWN
DESIGNED BY	KH
DRAWN BY	KH
CHECKED BY	AM

SITE PLAN
PREPARED FOR
WATERFORD BUSINESS DISTRICT

LICENSED PROFESSIONAL

FL DATE: _____

AERIAL OVERLAY

SHEET NUMBER
EX-1

No.	REVISIONS	DATE	BY



ELECTRIC MOBILITY SOLUTIONS

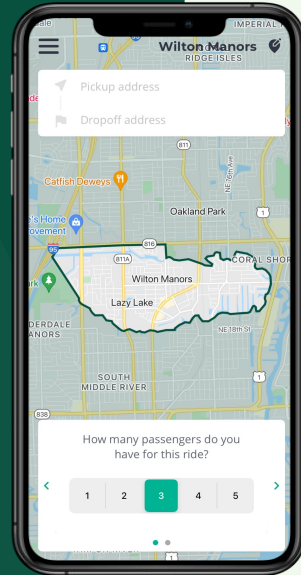
Prepared for:



CIRCUIT: A Turnkey, Electric & Shared Solution

We eliminate inefficiencies,
align with user-behavior,
and complement existing
infrastructure.

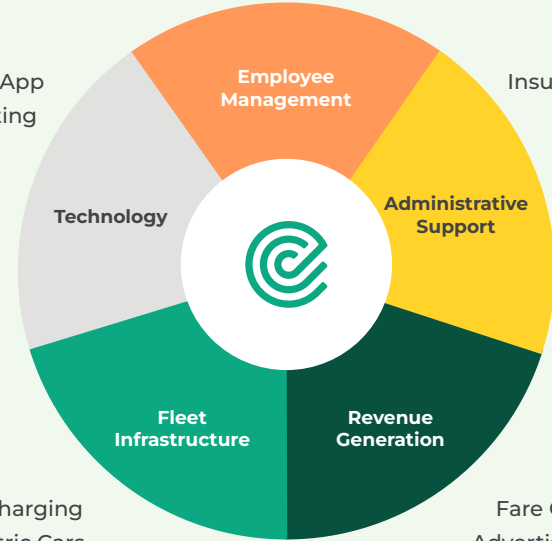
One Solution to Address Many Problems



Management
W2 Employee Drivers

On-Demand App
Ops & Reporting

Insurance/Permits
Grant Writing



Parking/Charging
100% Electric Cars

Fare Collection
Advertising Sales

Market Traction & Feedback

“ Over 1 million rides & may solve a problem that even Uber can't...

- Business Insider

“ How this electric vehicle ride-share company won the trust of cities without 'disrupting' them.

- Fast Company

“ One of the city's 'smartest' investments to date”

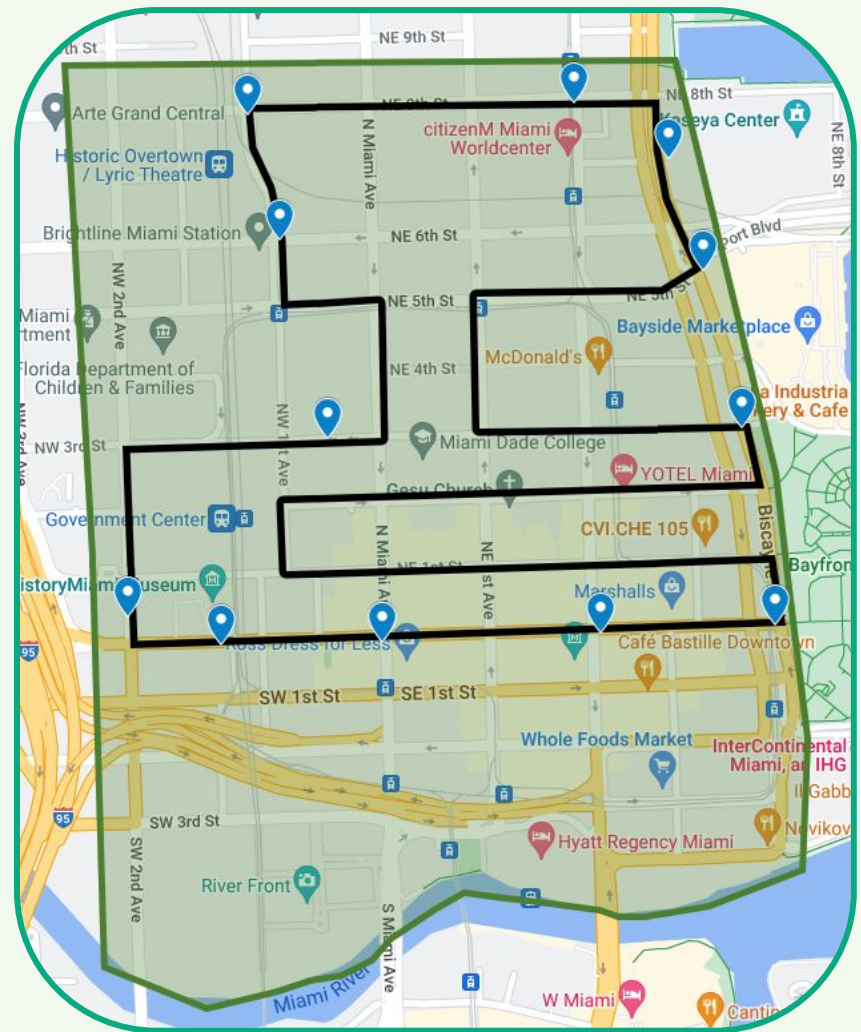
- Luiz Aragon for National League of Cities



Miami DDA Plan

Miami DDA Central Business District Fixed Route/ Fixed Stop Circulator (Phase 1)

- 3 GEM Neighborhood Electric Vehicles or EV Vans on a Fixed Route
- 1 ADA Accessible vehicle on standby to be used if/ when requested
- Option to have designated fixed smart stops available in app to request ONLY to and from the predetermined stops
- Option to scale vehicles and expand to additional service areas
- Fare and Ad Revenue to reduce net cost



Options & Costs - Miami DDA Dedicated Shuttles

	Option 1	Option 2	Notes
Cars	3 GEMs +1 ADA GEM (on Standby)	3 EV Vans	
Weekly Hours of Operation	67	67	Mon - Fri 9am - 8pm Sat 11am - 11pm
Cost/Car/Month	\$10,520 +\$4,380 ADA	\$14,323	Projected net costs assuming DDA or Brightline to provide vehicle storage and charging
Monthly Cost	\$35,940	\$42,969	
Total Costs	\$431,282	\$515,622	
Projected Advertising Revenue Share (Optional)	(\$46,800)	(\$58,500)	Optional feature to reduce costs. Example is based on a conservative estimate of 3rd party advertisers and a 50/50 revenue share
Projected Fare Revenue Share (Optional)	(\$51,368)	(\$60,984)	Optional feature to reduce costs. Example is based on a fare of \$2. All revenue less processing and admin fees are credited.
NET COSTS*	\$333,114	\$398,416	Projected net costs assuming cost savings estimates from Advertising and Fare Based Revenue Share

These options are adjustable and costs can be negotiated

- Costs include cars, drivers, app, insurance, maintenance, etc.

Circuit optimizes shift and driver schedules and may rotate vehicles on and offline to charge

The ROI of Fares

City of Hollywood

FARE IMPLEMENTATION RESULTS

- Avg Wait Time From 2019 (12:47) to 2023 (9:38)
- **25% DECREASE AFTER IMPLEMENTING FARES**
- **Cost of program to the City reduced by >15%**

ANNUAL RIDERSHIP



Orange = Total Rides
Green = Total Riders

***\$1 invested in
Public
Transportation
=
\$5 in economic
return.”***

-APTA

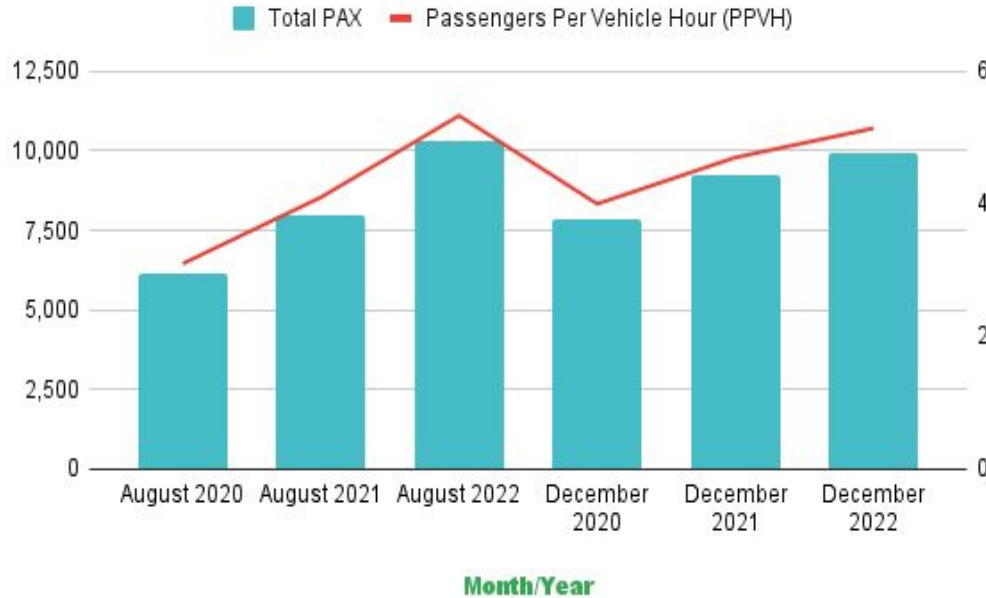
- **FREE (from launch April 2019 to April 2021)**
- **\$1 (started April 2021)**
- **\$2 (started April 2022 to Present)**
- **\$24k (returned/credit to City of Hollywood in March 2023)**

Passenger Per Vehicle Hour Optimization



HOLLYWOOD SERVICE EFFICIENCY & FEES: Passengers Per Vehicle Hour

Total PAX and Passengers Per Vehicle Hour (PPVH)



Month/Yr	Ride Fee	Total Monthly Ridership	Service Hours	PPVH
August 2020	FREE	6,145	1,935	3.1
August 2021	\$1	7,960	1,935	4.1
August 2022	\$2	10,316	1,935	5.33
December 2020	FREE	7,865	1,935	4
December 2021	\$1	9,253	1,935	4.7
December 2022	\$2	9,959	1,935	5.14

Each \$1 dollar Fee adds 20% Capacity to a Circuit Program

Using Fares to Improve Services

Low Cost Fares

- Uber/Lyft @ \$5-\$16 within coverage area

Discount Codes Available

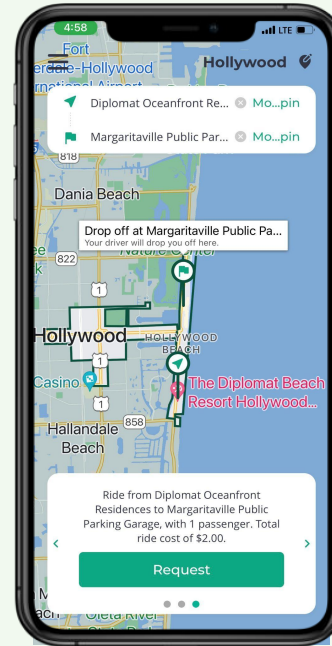
- Reduce Costs
- Encourage Businesses Buy Codes

Free Sometimes

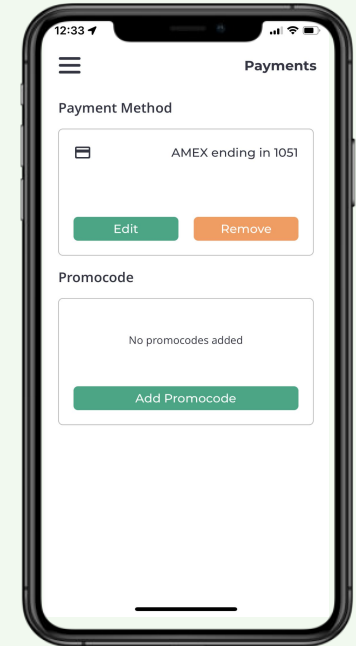
- With Discount Codes to Community Centers
- When Connecting to Transit
- Within Certain Zones or To/From Certain Zones

Increased Funding for Service

- Over \$24k returned to City of Hollywood in March



**Fare Based Service
\$2 Per Rider
In Hollywood**



**Add and Adjust Payment Methods
Dynamic Discount and Fare Codes**

Introducing Zones

Circuit Zones Overview

Locations vs Zones

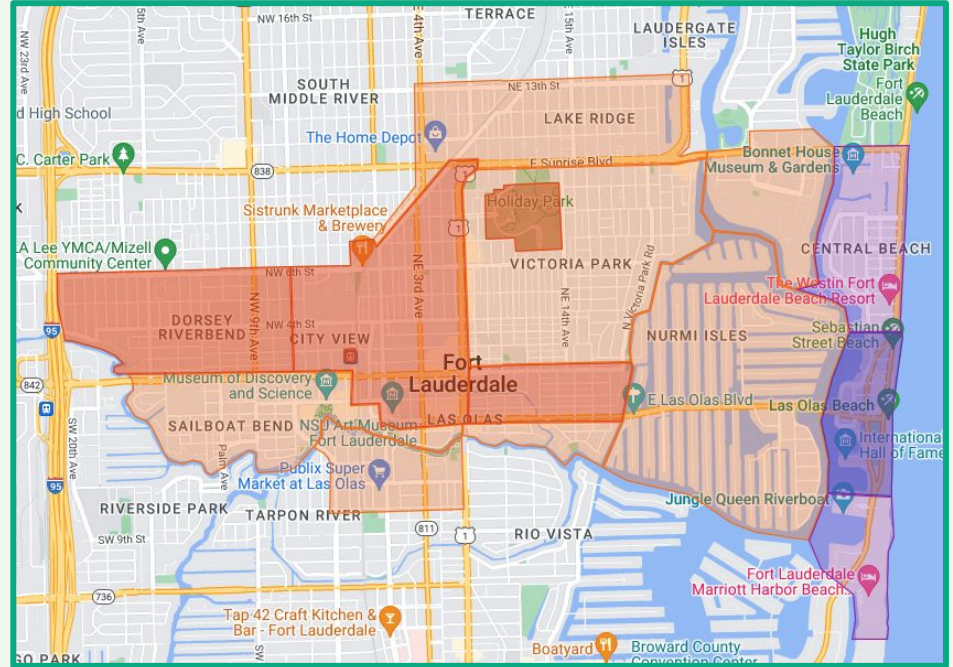
Zones are an expansion of the current location system, that is, a Location (parent) serves the same function as it does today but can also include a Zone (child) or multiple zones within it.

A Zone needs to have its own basic settings, request rules (door-to-door or fixed stop), and its own optional payment model.

Routing Policy Definitions

Routing policies help to direct requests to appropriate vehicles in order of assignments when searching for an available Driver.

- **Shared** - Available for all requests across all zones
- **Priority** - Designated for requests to or from specific Zone(s) but available for all requests if needed
- **Exclusive** - Only available for requests to or from specific Zone(s)
- **Locked** - Only available for requests beginning and ending inside specific Zone(s)



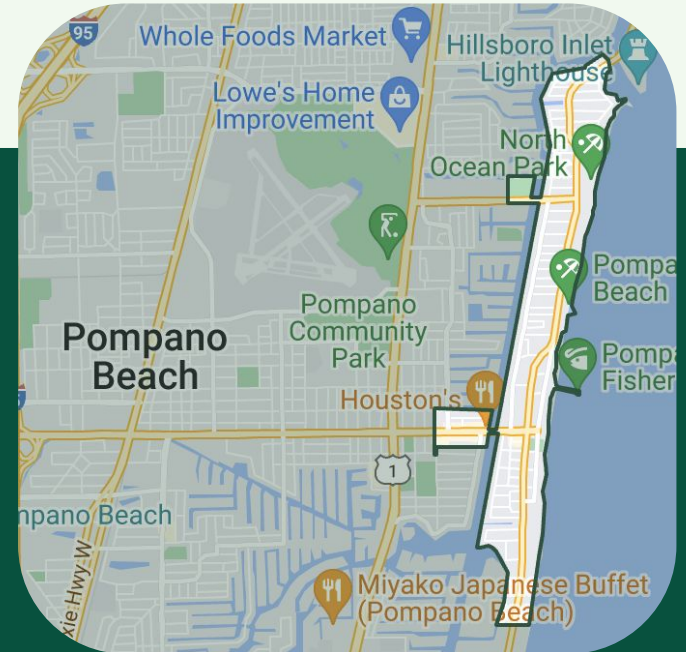
Proposed City of FTL Zones Solution

South Florida Market Highlights

City of Pompano Beach

MARKET HIGHLIGHTS

- Averaging over 10k riders a month with only 3 cars!
- FDOT Grant 50% Funding, 50% Match
- \$2.28 Cost Per Rider (all In)
- Lowest CPR of any known on-demand System in US



City of Wilton Manors

MARKET HIGHLIGHTS

- Citywide Service
- Average Wait Time < 7 Minutes!
- July was our busiest month in 2023 - 3,892 riders!
- \$2 Fare since launch



September 2023 Rider Survey Results

According to a Survey of 200 Past Riders *(so far, Survey sent on Aug 31, 2023)*



98% of riders would like to see **more Circuit cars** added to Fort Lauderdale. 100% of riders think Circuit is a good addition to the community.



75% use Circuit to **avoid driving their own personal vehicle.**



Favorite destinations include: Las Olas, Beach Barrier Island, Brightline, Publix, and other Downtown areas.



Most riders use Circuit to avoid looking for parking and because it is cheaper than other ride-share services.



100% of riders would pay \$2-\$3 to reduce wait times, and/or would be open to a fare structure depending on destination.

"I like the service that you provide very much, especially for people who don't drive or own a vehicle and need to take the Brightline home. Thank you!"

- Fort Lauderdale Rider

"This is a great service, the drivers are wonderful, and I hope Fort Lauderdale makes it permanent."

- Fort Lauderdale Rider

Cost Saving Levers

Optional Revenue Share Programs

Reduce costs with fares and advertising



Nominal fares balance service levels and offsets operating costs



Award winning OOH media campaigns



Support local businesses with local advertising

Mixed Electric Fleet Options

Electric Vehicle Options

ADA Options Available

Lithium Batteries

All-weather options available

Aftermarket improvements include build-outs, interior iPads, Photobooths, etc.



GEMs

(GEM E6 - 2021 and Newer - Made in USA)
5 passengers
80+ Miles per charge
ADA configurations
Branding opportunities



Sedans

(Tesla, Kia, Hyundai, etc.)
4 passengers
200+ Miles per charge
Branding opportunities



Vans

Van 8-15 passengers
150+ Miles per charge
ADA configurations
Branding opportunities

Thank you and Next Steps

Pick-up/
Drop-off



Providing Safe Mobility Options

For Downtown Miami



Which State Has The Most Pedestrian Accidents?

Florida has seen the most **pedestrian fatalities** of any state between the years 2010 to 2019 (*U.S. News & World Report*)

Which State Has The Most Bicycle Accidents?

Florida has the highest rate of **fatal bike accidents** per 100,000 people compared to all other states. (*Smart Growth America*)

Florida roads were never designed to be bicycle-friendly. Speed limits are fast across the Sunshine State and with insufficient accommodations for bicyclists, such as dedicated bike lanes, there is little room for safe biking.

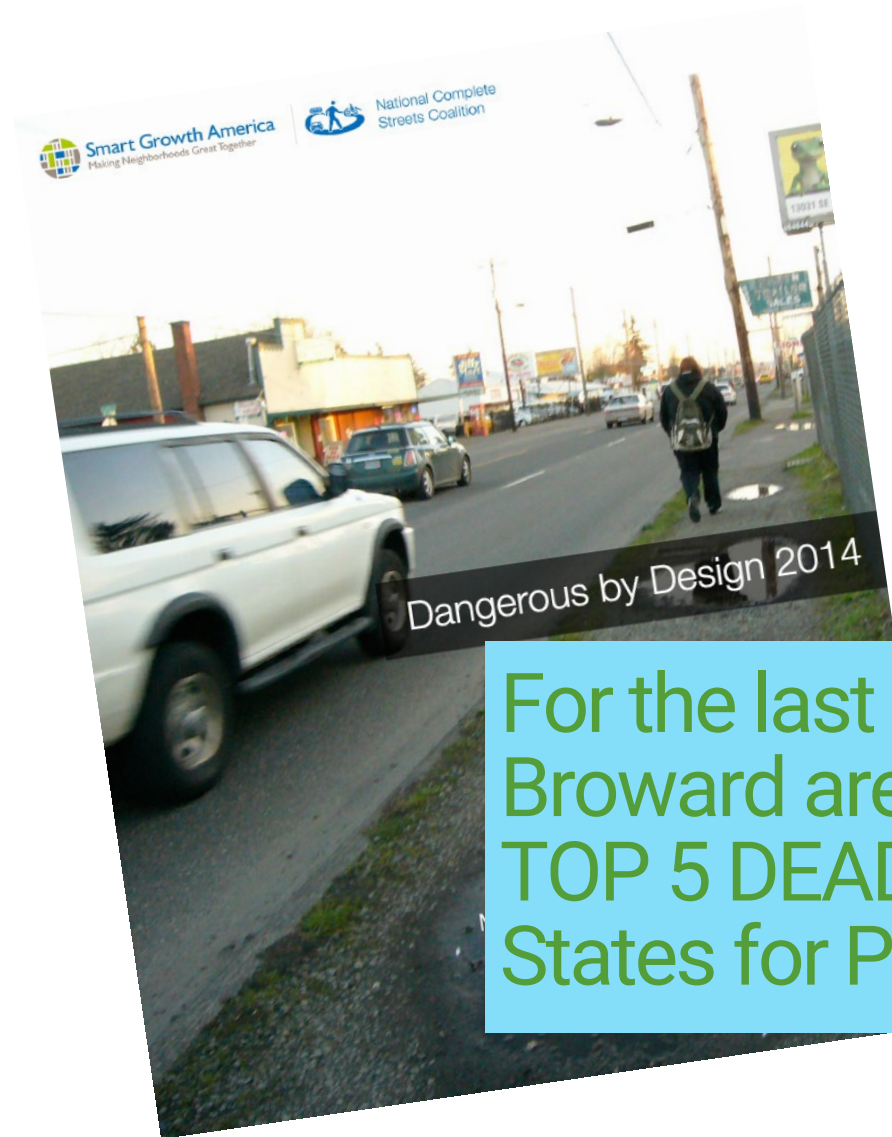
Florida Is the Deadliest State for Cyclists

Seven of the 10 U.S. counties with the highest cyclist fatality rates are located in Florida, new analysis shows.

2 Minute Read
February 20, 2024, 5:00 AM PST
By Mary Hammon [@maryhammon](#)



The Ugly Truth: Miami is a Dangerous Place for Pedestrians and Cyclists



For the last 10 years the Miami-Dade & Broward areas have ranked among the TOP 5 DEADLIEST CITIES in the United States for Pedestrians and Cyclists

TABLE 1
Large metro areas, ranked by Pedestrian Danger Index

Rank	Metropolitan area	Total pedestrian deaths (2003-2012)	Annual pedestrian deaths per 100,000 (2008-2012)	Percent of people commuting by foot (2008-2012)	Pedestrian Danger Index (2008-2012)
1	Orlando-Kissimmee, FL	583	2.75	1.1	244.28
2	Tampa-St. Petersburg-Clearwater, FL	874	2.97	1.6	190.13
3	Jacksonville, FL	359	2.48	1.4	131.26
4	Miami-Fort Lauderdale-Pompano Beach, FL	1,539	2.58	1.8	125.60
5	Memphis, TN-MS-AR	255	1.72	1.3	119.64
6	Birmingham-Hoover, AL*	148	1.33	1.1	119.35
7	Houston-Sugar Land-Baytown, TX	1,034	1.70	1.4	118.64
8	Atlanta-Sandy Springs-Marietta, GA	839	1.59	1.3	111.74
9	Phoenix-Mesa-Scottsdale, AZ	840	1.86	1.6	111.63
10	Charlotte-Gastonia-Concord, NC-SC	254	1.65	1.5	107.54
11	Detroit-Warren-Livonia, MI	713	1.55	1.4	102.67
12	Dallas-Fort Worth-Arlington, TX	900	1.31	1.2	102.17
13	San Antonio, TX	350	1.31	1.8	100.79
14	San Diego, CA	350	1.31	1.4	100.35
15	San Jose, CA	200	1.31	1.6	98.48
16	San Francisco, CA	150	1.31	1.9	96.87
17	San Jose, CA	200	1.31	1.4	94.98
18	San Jose, CA	200	1.31	1.6	87.16
19	San Jose, CA	200	1.31	1.3	85.74
20	San Jose, CA	200	1.31	2.5	84.90
21	San Jose, CA	200	1.31	2.0	81.27
24	Austin-Round Rock, TX	251	1.44	1.8	78.58

4. Miami

Miami-Dade Pedestrian and Bicyclist Factsheet

Source: FDOT District 6

Streets with fast-moving cars and poor pedestrian infrastructure are dangerous for everyone. People walk along these roads despite clear safety risks—a sign that streets are not adequately serving everyone in the community.



pedestrians



bicyclists

MIAMI-DADE

93 fatalities
1,440 injuries

18 fatalities
833 injuries



District 6 (Miami-Dade & Monroe County) pedestrian and bicycle fatalities accounted for an average of

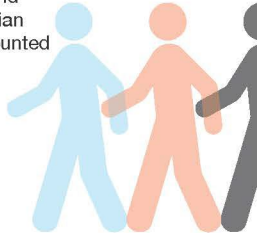
14.8%

of the total statewide pedestrian and bicycle fatalities.

District 6 (Miami-Dade and Monroe County) pedestrian and bicycle injuries accounted for an average of

16.9%

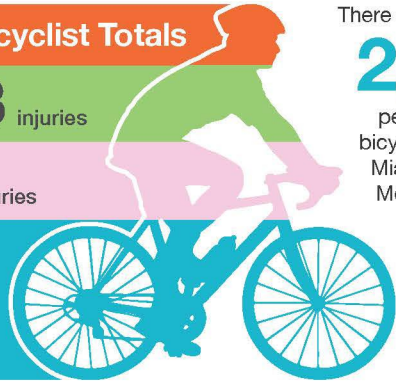
of the total statewide pedestrian and bicycle injuries.



2015 District 6 Pedestrian/Bicyclist Totals

97 fatalities **1,488** injuries

19 fatalities **982** injuries



There were a combined

2,710

pedestrian and bicyclist crashes in Miami-Dade and Monroe County (District 6) in 2015.

1

DHSMV 2015 Crash Facts

Source: DHSMV Traffic Crash Facts Annual Report 2015

786

Florida Pedestrian & Bicyclist Fatalities

14,561

Florida Pedestrian & Bicyclist Injuries

Florida is ranked the most dangerous state for walking and biking in the U.S.

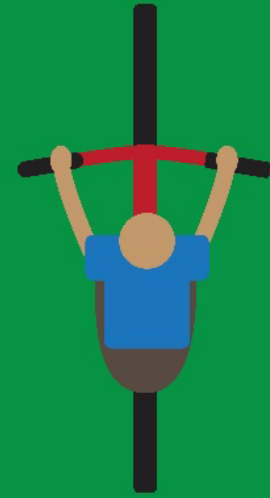
Source: Dangerous by Design, www.smartgrowthamerica.org

Streets with protected bike lanes have

89%

fewer injuries among bike riders.

Source: Kay Teschke, M. Anne Harris, et. al. *Route Infrastructure and the Risk of Injuries to Bicyclists: A Case-Crossover Study.*



www.miamistreetsforpeople.com

So... Why are our Streets so Dangerous?



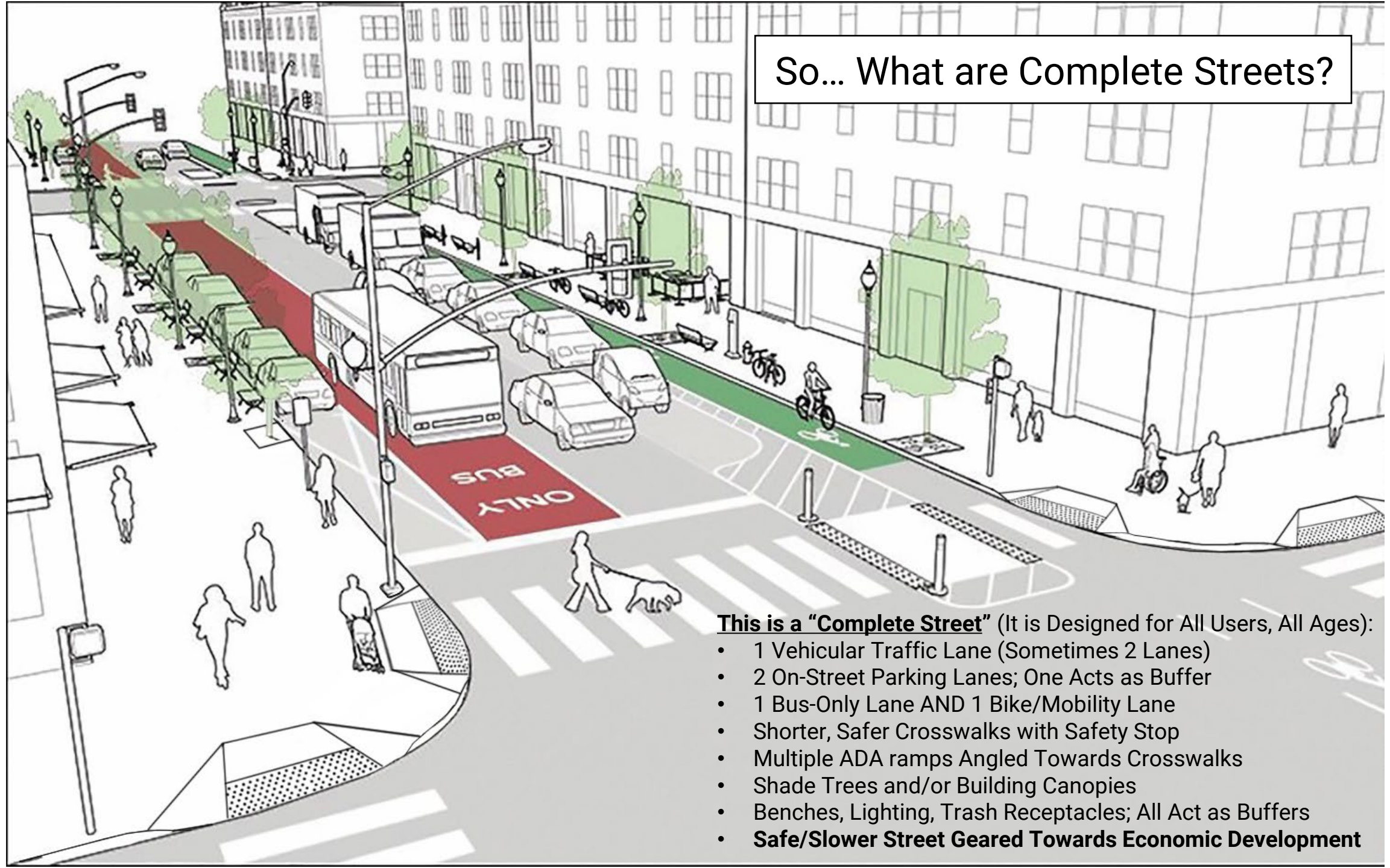
Answer: They are Designed that Way

This is a Typical One-Way Street in an Urban Core:

(Designed Primarily for Moving Vehicles at a High Rate of Speed)

- 3 Vehicular Traffic Lanes
- 1 On-Street Parking Lane
- No Bus-Only Lanes
- No Bike/Mobility Lanes
- Long, Unsafe Crosswalks
- ADA ramps Angled Towards Intersections
- No Shade Trees or Canopies
- No Benches or Any Pedestrian Amenities
- **Unsafe Street Not Geared Towards Economic Development**

So... What are Complete Streets?



This is a "Complete Street" (It is Designed for All Users, All Ages):

- 1 Vehicular Traffic Lane (Sometimes 2 Lanes)
- 2 On-Street Parking Lanes; One Acts as Buffer
- 1 Bus-Only Lane AND 1 Bike/Mobility Lane
- Shorter, Safer Crosswalks with Safety Stop
- Multiple ADA ramps Angled Towards Crosswalks
- Shade Trees and/or Building Canopies
- Benches, Lighting, Trash Receptacles; All Act as Buffers
- **Safe/Slower Street Geared Towards Economic Development**

COMPLETE STREETS

Expanding the choices of how we move



WHY COMPLETE STREETS ?

SAFETY ENVIRONMENT MOBILITY ECONOMY HEALTH

Well-designed bicycle and pedestrian friendly infrastructure tends to reduce injury and crash risk by about

50%

GOOD FOR SAFETY

89% fewer injuries among bike riders on streets with protected bike lanes. Bike- and pedestrian-friendly street design leads to less collisions, even when there are more people out!

Walking and biking are zero emission transportation modes. 1 commuter switching to transit reduces their carbon footprint by 20 lbs per day or 4800 lbs per year.



66% of Americans want more transportation options so they have the freedom to choose how to get where they need to go.

GOOD FOR EVERYONE

71% of Americans have expressed interest in riding a bike more often, but find it unsafe. Are you one of them?

2/3 merchants in San Francisco say new bike lanes have improved business and supported more traffic calming measures on the street.

A Portland study found bike riders will go out of their way to a street with good bike infrastructure. That's more business exposure.



Half a Mile of additional walking daily results in **5%** reduction in likelihood of obesity.

About

25%

of all trips are **1 mile** or less

STREETS for PEOPLE EXPANDING THE CHOICES OF HOW WE MOVE
A PILOT PROJECT ON SE / SW 1ST STREET IN DOWNTOWN MIAMI



www.miamistreetsforpeople.com

GOOD FOR SAFETY

Well-designed bicycle and pedestrian friendly infrastructure tends to reduce injury and crash risk by about **50%**.

Environmental Health, 2009

STREETS for PEOPLE EXPANDING THE CHOICES OF HOW WE MOVE
A PILOT PROJECT ON SE / SW 1ST STREET IN DOWNTOWN MIAMI



www.miamistreetsforpeople.com

GOOD FOR MOBILITY

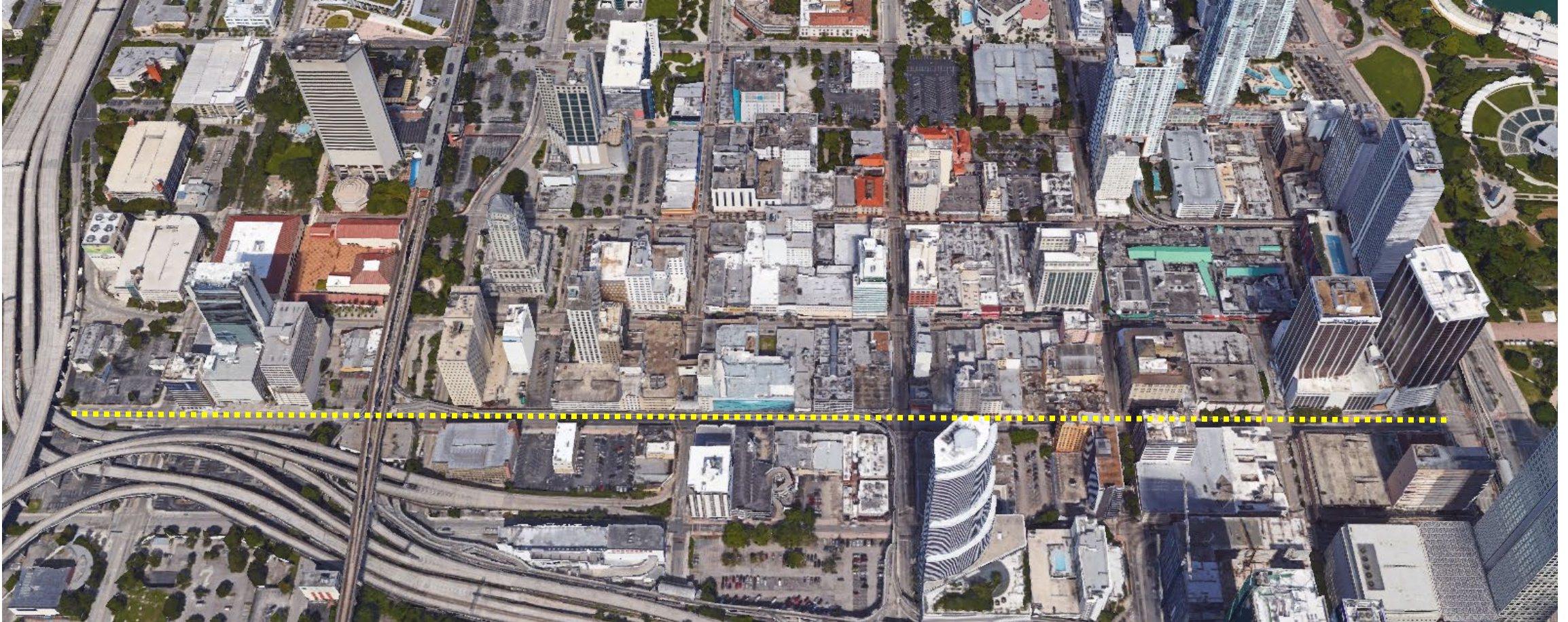
A new poll reflects that **83%** of respondents would like communities built so they can use their cars less.

National Association of Realtors

GOOD FOR EVERYONE



SE/SW 1st Street Complete Street



Back in 2017-18, the Miami DDA, the City of Miami and Miami-Dade County partnered on Downtown's first Complete Street. This was an initiative to repurpose a ½ mile of the SE/SW 1st Street corridor between SW 2nd Ave and Biscayne Blvd into a multimodal street that provides transit priority and better accommodates all street users, including cyclists and pedestrians, in a safe and comfortable manner.

SE / SW 1st Street



The above image demonstrates existing conditions in 2016: A one-way 3-lane vehicular “highway” right in the heart of Downtown Miami. We conducted a traffic study that year and found that the corridor was heavily under capacity from a vehicular level of service (LOS) rating. Moreover, from those same studies, we found that **some vehicles were traveling in excess of 70 miles an hour along this corridor.**

SE / SW 1st Street



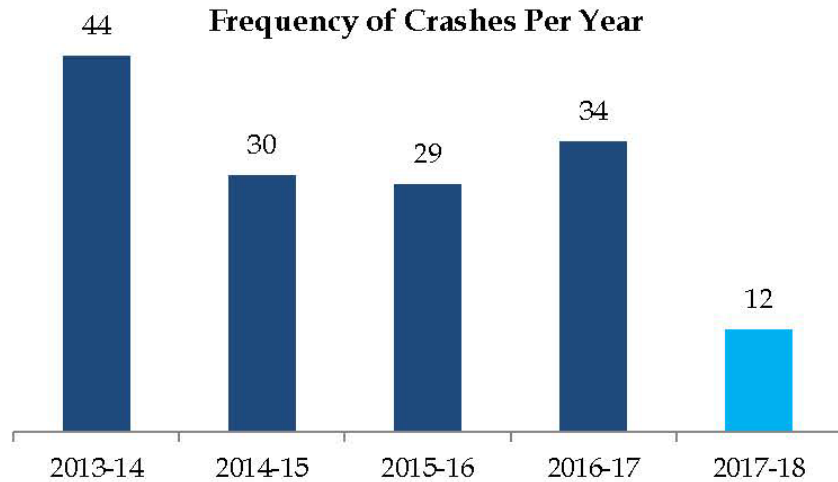
By 2017, the Miami DDA helped fund the design, permits and construction (**\$80K**), and repurposed this 3-lane “highway” into a complete street demonstration project: 1 vehicular lane, 1 Bus-Only lane, and 1 bicycle/mobility lane. What is not visible here are the vertical delineators that were installed in the buffer lane to keep vehicles out of the bicycle lane. They were quickly run over/destroyed and never replaced.



On August 17, 2017, elected Officials, Miami DDA, Miami-Dade County and City of Miami staff all celebrated the opening of the first Complete Street.



Safety Improvements-Draft

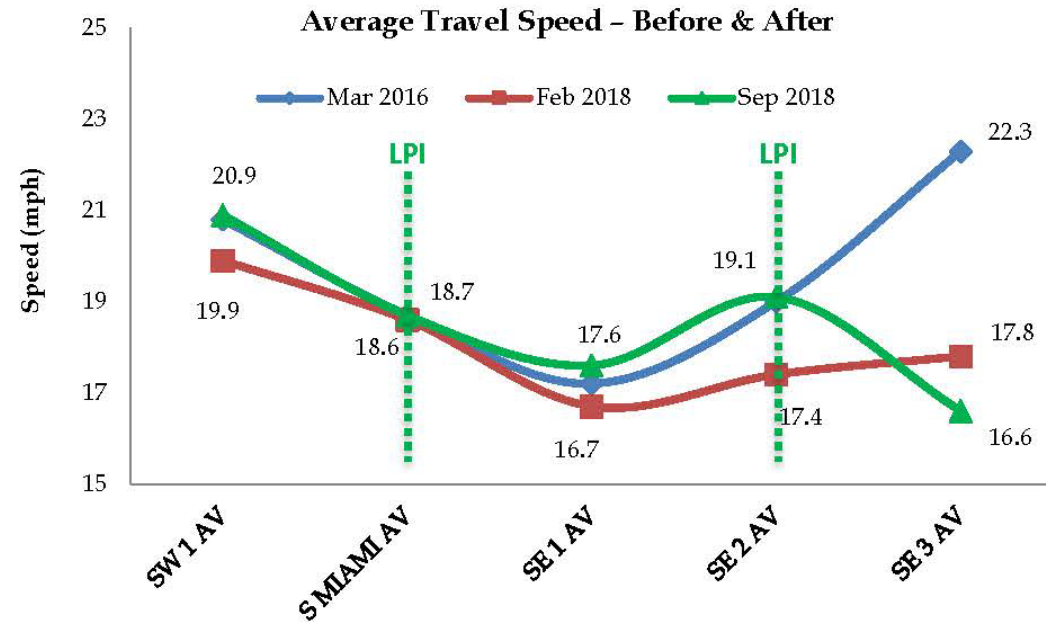


Average Travel Speed

Vehicle speeds along the corridor have been reduced marginally, with the most recent data including the LPI phase in September 2018. This outcome reflects the desired mitigation of speeding tendencies and correlates to **Increased Awareness** to pedestrian and bicyclist alike which **Reduced Potential Conflicts**.

Corridor Crash Frequency

Before; one out of four crashes along SE/SW 1st Street involving either pedestrians or bicyclists resulted in a fatality. Since the implementation of Complete Streets in August 2017, no reported fatalities have occurred along the corridor. **Crash Numbers were Reduced by 65%** between September 2017 to September 2018 in comparison to previous years.



Caltran performed a Post Implementation Evaluation Report in 2019 and discovered that compared to the years 2013 to 2017, after the implementation of the Complete Street pilot project, **crash numbers in 2018 had been reduced by**

65%



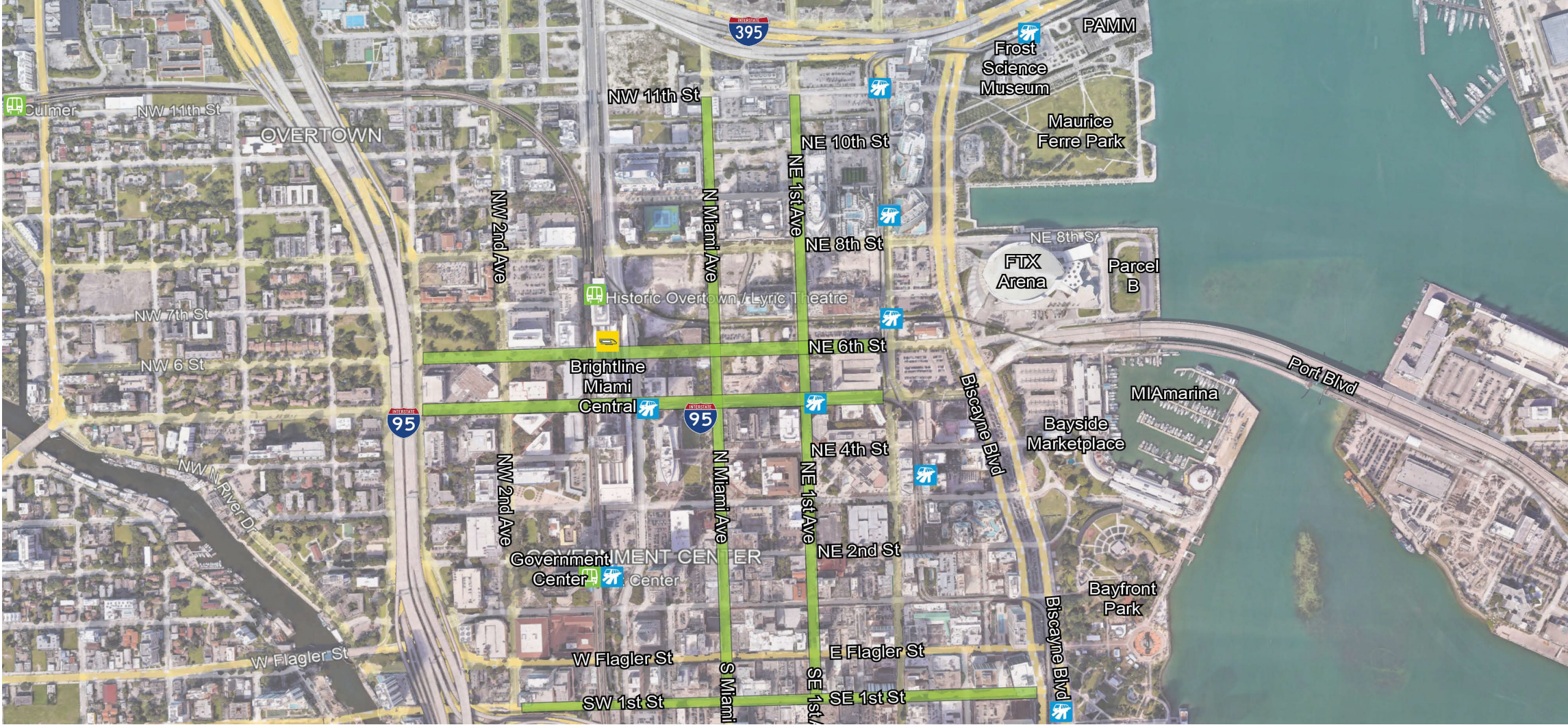
However, it did not take long for vehicles to drive over and destroy all of the vertical delineators/plastic poles. Without replacing the poles, without constant enforcement, and without some type of physical deterrent, the bike lane has become the loading zone for deliveries and illegally parked vehicles.

SE / SW 1st Street



Sometimes, even the agencies that are supposed to be enforcing the illegal parking are committing the illegal parking themselves.

Downtown Mobility Network



Fast Forward to 2020-21: The Downtown Mobility Network is a partnership between Miami-Dade County and the City of Miami. The County is managing the implementation of 2.5 miles of separated bike lanes in Downtown and adding to our “Demonstration Project” on SE/SW 1st St. The corridors are east-to-west: 5th St and 6th St, and north-to-south: E 1st Ave and Miami Ave.

Downtown Mobility Network



As of June 2022, 2.5 miles have been completed, with exception of a few sites that have buildings under construction and have taken up the bike Lane.

The Miami DDA contributed \$200,000 towards the total project budget of approximately \$2 million.

The bike lanes are functioning very well, particularly in those sections with either on-street parking protection (*left image*) or vertical delineators, parking bumpers and on-street parking (*right image*).

Downtown Mobility Network



However, the same thing that happened on SW/SE 1st Street, is already occurring on the new Downtown Bike Network. Without some type of vertical deterrents, the bike lanes became a loading zone/parking lane for Amazon, UPS, delivery trucks, Uber, Lyft and illegally parked cars.



Seattle



Toronto



Vancouver

Therefore, the Miami DDA, in partnership with the County, is looking to replicate what other cities have done and install landscape planters in the buffer zone. **The Miami DDA has contributed \$250,000** towards the purchase of 170 landscape planters that will protect cyclists/pedestrians and beautify Downtown.

Thanks to Brightline, SFRTA Tri-Rail, Miami-Dade County Metrorail and Metromover, there are more ways than ever to commute to and from Downtown Miami.

Now, what we need are safe connections to and from those rail stations.

Whether you are going to work, going home, going shopping/dining, or going to an event, you should be able to arrive alive.

Copenhagen, Denmark
September 2015

Back in 2015, the Knight Foundation collaborated with [8 80 Cities](#) to sponsor 27 civic innovators to travel to Copenhagen, Denmark and experience one of the world's best cities in terms of bicycle and pedestrian infrastructure and open space. **Through peer exchange**, the participants learned how various city agencies, nonprofits, and the private sector **have worked collaboratively to design and safely connect its streets, buildings, parks, and public spaces safely through bicycle infrastructure.**

Among those in attendance were Miami-Dade TPO Executive Director **Aileen Boucle**, Miami-Dade County's Director of Transportation & Public Works **Alice Bravo**, FDOT District 6 Secretary **James Wolfe**, Miami DDA Executive Director **Alyce Robertson**, Miami DDA Deputy Director **Javier Betancourt**, West Palm Beach DDA Executive Director **Raphael Clemente**, and FIU Professor of Urban Sciences **Malik Benjamin**.





Study Tour participants experienced firsthand how Copenhagen designs and programs its parks, public spaces, and bicycle infrastructure. They also learned from local experts and elected officials how these open space and mobility projects were **financed** and **maintained**.



Miami-Dade TPO Bike Immersion Program

The Hague, Rotterdam, Utrecht & Houten, The Netherlands
May 2024

The Miami-Dade Transportation Planning Organization (TPO) is now leading a similar regional Bicycle Immersion Program supported by the Netherlands Ministry of Infrastructure and Water Manager, in collaboration with the Embassy of the Kingdom of the Netherlands, and the Consulate General in Miami. This Program will be led by the Dutch Cycling Embassy, May 20-23, 2024, and will be open to Miami-Dade TPO regional agencies and industry partners. This Program will provide an immersive experience in bicycle and pedestrian-friendly infrastructure through a combination of sessions with political and industry leaders, as well as guided cycling, to learn the Dutch approach for the design and implementation of bicycle infrastructure.

The Program includes:

- Presentations on Dutch history of cycling, policy, budgets, multi-modality, network planning, cycle highways and infrastructure design; including The Hague's 2020 investment of €65 million (**US \$79 million**) into its cycling infrastructure over the next 5 years.
- Cycling network in-field review of bike & pedestrian infrastructure in the following cities: The Hague, Rotterdam, Utrecht and Houten.
- Peer exchanges with high-level policy makers, professionals and industry leaders.
- Technical & policy support for Bike & Pedestrian design.



Memorandum



Date: June 4, 2023

To: Honorable Chairman Oliver G. Gilbert, III
and Members, Board of County Commissioners

Agenda Item No. 3(B)(2)

From: Daniella Levine Cava
Mayor

A handwritten signature in blue ink that reads "Daniella Levine Cava".

Subject: Resolution Authorizing the County Mayor to Execute a Public Transportation Grant Agreement with the Florida Department of Transportation for \$345,600 in Florida Department of Transportation Funding for the Waterford District On-Demand Transit Service

Executive Summary

The purpose of this item is to request approval from the Board of County Commissioners (Board) to execute a Public Transportation Grant Agreement (Agreement) with the Florida Department of Transportation (FDOT) in the amount of \$345,600.00 in to support the Waterford District On-Demand Transit Service project. The estimated total cost of the project is \$691,200.00, with the Miami-Dade Department of Transportation and Public Works (DTPW) providing 50% matching funds in the amount of \$345,600.00. The agreement commences upon full execution by both parties and continues through June 30, 2025. The service will connect the Waterford District with the Miami Intermodal Center and Flagler Corridor, as well as serve as a feeder service to major fixed routes operating in the surrounding transit network.

Recommendation

It is recommended that the Board approve the terms and authorize the County Mayor or County Mayor's designee to execute the Agreement, in substantially the form attached hereto, It is further recommended that the Board authorize the receipt and expenditure of funds as specified in the Agreement.

Scope

The Waterford District On-Demand Transit service will serve Commission District 6, represented by Commissioner Kevin Marino Cabrera. While these funds provide support for the Waterford District On-Demand Transit Service, the impact of the project benefits the riding public and is, therefore, countywide.

Delegated Authority

In accordance with Section 2-8.3 of the Miami-Dade County Code related to identifying delegation of Board authority, there are no authorities beyond that specified in the resolution which includes authority for the Mayor or Mayor's designee to execute the agreement and receive and expend these and any additional funds should they become available.

Fiscal Impact/Funding Source

The Florida Department of Transportation is awarding grant funding to the County in the amount of \$345,600.00, through the Public Transit Service Development Program. The State of Florida's participation rate is 50%, therefore DTPW will provide a local match in the amount of \$345,600.00 from their operating budget, for a total project cost of \$691,200.00.

Track Record/Monitor

The DTPW Chief Innovation Officer, Carlos Cruz-Casas, will oversee the administration of the grant.

Background

Authorized by Chapter 341, Florida Statutes, the Public Transit Service Development Program provides funding for public transit projects that provide new or innovative techniques to improve system efficiencies, ridership, or revenues.

DTPW is currently operating a non-traditional service delivery model (on-demand transit service) to meet specific mobility needs in areas of relatively low or irregular demand. The proposed service will be provided by River North Transit LLC, the service provider for MetroConnect. The service provides shared, on-demand, dynamically routed, near door-to-door rides to and from transit facilities for customers connecting by rail or bus within designated service zones. Although the service provides rides to customers making essential and short trips within designated service zones, the service prioritizes rides connecting with transit corridors. This service provides customers with the ability to request a ride in real-time, pay, and track the ride via smartphone or mobile devices, a website, or a phone call. MetroConnect has a multimodal trip planning app that allows customers to see all available transit options directly in the mobile app, web portal, or by phone call. It is designed to ensure that riders are offered traditional transit options first.

The assignment of vehicles allows for the completion of one or more trips at a time to maximize vehicle occupancy and minimize vehicle miles traveled while maintaining the desired level of service (LOS), with an average wait time and in-vehicle time of no more than 15 minutes each. The number of deviations for pick-up and drop-off passengers is limited to maintain the desired LOS. Finally, customers have the ability to request a wheelchair-accessible vehicle.

Since launching on October 28, 2020, MetroConnect has served over 331,600 rides across 11 service zones. Currently, MetroConnect provides over 1,000 rides per weekday, which contributes to traffic reduction and serves as a feeder service for Miami-Dade's fixed transit system.

The requested state funding will provide DTPW operating funds for an on-demand transit service in the Waterford District of Miami-Dade County. The on-demand transit service would operate within a 5-square-mile area bounded by Dolphin Expressway/NW 42nd Avenue/NW S River Drive to the north, Northwest Drive to the west, West Flagler Street to the south, and NW 37 Avenue to the east. In order to maintain a desired LOS of 15 minutes (pick-up time),

the dynamically routed on-demand transit would require two to three vehicles during peak-hours and two vehicles during off-peak hours.

The use of minivans would improve access to the neighborhoods, which may be inaccessible to larger transit vehicles. The flexible route will provide connectivity with the Miami Intermodal Center and the Flagler Corridor and feeder service to major fixed routes operating in the surrounding transit network.

The annual operating cost for contracted, dynamically routed, on-demand transit services is estimated at \$691,200.00. The cost for the direct operation of a fixed route is estimated at about \$2,200,000.00, and an additional capital cost of \$513,000.00 for the purchase of 7 vehicles (24 passenger wheelchair-accessible minibuses).



Jimmy Morales
Chief Operations Officer



MEMORANDUM
(Revised)

TO: Honorable Chairman Oliver G. Gilbert, III
and Members, Board of County Commissioners

DATE: June 4, 2023

FROM: 
Gen Bonzon-Keenan
County Attorney

SUBJECT: Agenda Item No. 3(B)(2)

Please note any items checked.

- "3-Day Rule" for committees applicable if raised
- 6 weeks required between first reading and public hearing
- 4 weeks notification to municipal officials required prior to public hearing
- Decreases revenues or increases expenditures without balancing budget
- Budget required
- Statement of fiscal impact required
- Statement of social equity required
- Ordinance creating a new board requires detailed County Mayor's report for public hearing
- No committee review
- Applicable legislation requires more than a majority vote (i.e., 2/3's present ____, 2/3 membership ____, 3/5's ____, unanimous ____, CDMP 7 vote requirement per 2-116.1(3)(h) or (4)(c) ____, CDMP 2/3 vote requirement per 2-116.1(3)(h) or (4)(c) ____, or CDMP 9 vote requirement per 2-116.1(4)(c)(2) ____) to approve
- Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 3(B)(2)
6-4-24

RESOLUTION NO. _____

RESOLUTION APPROVING TERMS OF AND AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXECUTE A STATE FUNDED GRANT AGREEMENT BETWEEN MIAMI-DADE COUNTY AND THE FLORIDA DEPARTMENT OF TRANSPORTATION FOR \$345,600.00 IN TRANSIT SERVICE DEVELOPMENT PROGRAM FUNDS FOR THE WATERFORD DISTRICT ON DEMAND TRANSIT PROJECT; AUTHORIZING THE RECEIPT AND EXPENDITURE OF FUNDS AS SPECIFIED IN THE AGREEMENT; AND AUTHORIZING THE RECEIPT AND EXPENDITURE OF ANY ADDITIONAL FUNDS AS SPECIFIED IN THE AGREEMENT SHOULD THEY BECOME AVAILABLE FOR THIS PROJECT

WHEREAS, this Board desires to accomplish the purposes outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

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

Section 1. This Board approves the Public Transportation Grant Agreement ("Agreement") between Miami-Dade County and the State of Florida Department of Transportation ("FDOT"), in substantially the form attached hereto and made a part hereof, to provide \$345,600.00 in State Fiscal Year 2024 Transit Service Development Program funds for the Waterford District On-Demand Transit Project.

Section 2. This Board further authorizes the County Mayor or County Mayor's designee to execute this Agreement, any time extensions and to receive and expend the State Transit Service Development Program Funds as specified in this Agreement and any additional State Transit Service Development Program funds should they become available, so long as no additional County matching funds are required.

Section 3. The County staff is authorized to furnish such additional information as FDOT may require in connection with the application for this project.

The foregoing resolution was offered by Commissioner _____, who moved its adoption. The motion was seconded by Commissioner _____ and upon being put to a vote, the vote was as follows:

Oliver G. Gilbert, III, Chairman	
Anthony Rodríguez, Vice Chairman	
Marleine Bastien	Juan Carlos Bermudez
Kevin Marino Cabrera	Sen. René García
Roberto J. Gonzalez	Keon Hardemon
Danielle Cohen Higgins	Eileen Higgins
Kionne L. McGhee	Raquel A. Regalado
Micky Steinberg	

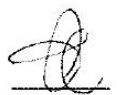
The Chairperson thereupon declared this resolution duly passed and adopted this 4th day of June, 2024. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this resolution and the filing of this approval with the Clerk of the Board.

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

JUAN FERNANDEZ-BARQUIN, CLERK

By: _____
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.



Annery Pulgar Alfonso

STATE OF FLORIDA DEPARTMENT OF TRANSPORTATION
**PUBLIC TRANSPORTATION
 GRANT AGREEMENT**

Form 725-600-01
 STRATEGIC
 DEVELOPMENT
 OGC 4/25/2023

Financial Project Number(s): <small>(Item-segment-phase-sequence)</small> 452130-1-84-01	Fund(s): Work Activity Code/Function: Federal Number/Federal Award Identification Number (FAIN) – Transit only:	DPTO 215 N/A N/A N/A	FLAIR Category: Object Code: Org. Code: Vendor Number:	088774 751000 55062020629 F596000573129
Contract Number: G2N32	Federal Award Date:	N/A		
CFDA Number: N/A	Agency SAM/UEI Number:	N/A		
CFDA Title: N/A				
CSFA Number: 55.012				
CSFA Title: Public Transit Service Development Program				

THIS PUBLIC TRANSPORTATION GRANT AGREEMENT ("Agreement") is entered into _____, by and between the State of Florida, Department of Transportation, ("Department"), and Miami-Dade Department of Transportation & Public Works, ("Agency"). The Department and the Agency are sometimes referred to in this Agreement as a "Party" and collectively as the "Parties."

NOW, THEREFORE, in consideration of the mutual benefits to be derived from joint participation on the Project, the Parties agree to the following:

1. **Authority.** The Agency, by Resolution or other form of official authorization, a copy of which is attached as Exhibit "D", **Agency Resolution** and made a part of this Agreement, has authorized its officers to execute this Agreement on its behalf. The Department has the authority pursuant to Section(s) 341.051, Florida Statutes, to enter into this Agreement.

2. **Purpose of Agreement.** The purpose of this Agreement is to provide for the Department's participation in Miami Dade DTPW will coordinate with a third-party provider to provide on demand transit service in the Waterford District area, as further described in Exhibit "A", **Project Description and Responsibilities**, attached and incorporated into this Agreement ("Project"), to provide Department financial assistance to the Agency, state the terms and conditions upon which Department funds will be provided, and to set forth the manner in which the Project will be undertaken and completed.

3. **Program Area.** For identification purposes only, this Agreement is implemented as part of the Department program area selected below (select all programs that apply):

- Aviation
- Seaports
- Transit
- Intermodal
- Rail Crossing Closure
- Match to Direct Federal Funding (Aviation or Transit)
- (Note: Section 15 and Exhibit G do not apply to federally matched funding)
- Other

4. **Exhibits.** The following Exhibits are attached and incorporated into this Agreement:

- Exhibit A: Project Description and Responsibilities
- Exhibit B: Schedule of Financial Assistance
- *Exhibit B1: Deferred Reimbursement Financial Provisions
- *Exhibit B2: Advance Payment Financial Provisions
- *Exhibit B3: Alternative Advanced Pay (Transit Bus Program)
- *Exhibit C: Terms and Conditions of Construction
- Exhibit D: Agency Resolution
- Exhibit E: Program Specific Terms and Conditions
- Exhibit F: Contract Payment Requirements
- *Exhibit G: Audit Requirements for Awards of State Financial Assistance

STATE OF FLORIDA DEPARTMENT OF TRANSPORTATION
**PUBLIC TRANSPORTATION
GRANT AGREEMENT**

Form 725-080-01
STRATEGIC
DEVELOPMENT
OGC 4/25/2023

- *Exhibit H: Audit Requirements for Awards of Federal Financial Assistance
- *Exhibit I: Certification of Disbursement of Payment to Vehicle and/or Equipment Vendor
- *Additional Exhibit(s):

*Indicates that the Exhibit is only attached and incorporated if applicable box is selected.

5. **Time.** Unless specified otherwise, all references to "days" within this Agreement refer to calendar days.
6. **Term of Agreement.** This Agreement shall commence upon full execution by both Parties ("Effective Date") and continue through June 30, 2025. If the Agency does not complete the Project within this time period, this Agreement will expire unless an extension of the time period is requested by the Agency and granted in writing by the Department prior to the expiration of this Agreement. Expiration of this Agreement will be considered termination of the Project. The cost of any work performed prior to the Effective Date or after the expiration date of this Agreement will not be reimbursed by the Department.
- a. If this box is checked the following provision applies:
- Unless terminated earlier, work on the Project shall commence no later than the day of , or within days of the issuance of the Notice to Proceed for the construction phase of the Project (if the Project involves construction), whichever date is earlier. The Department shall have the option to immediately terminate this Agreement should the Agency fail to meet the above-required dates.
7. **Amendments, Extensions, and Assignment.** This Agreement may be amended or extended upon mutual written agreement of the Parties. This Agreement shall not be renewed. This Agreement shall not be assigned, transferred, or otherwise encumbered by the Agency under any circumstances without the prior written consent of the Department.
8. **Termination or Suspension of Project.** The Department may, by written notice to the Agency, suspend any or all of the Department's obligations under this Agreement for the Agency's failure to comply with applicable law or the terms of this Agreement until such time as the event or condition resulting in such suspension has ceased or been corrected.
- a. Notwithstanding any other provision of this Agreement, if the Department intends to terminate the Agreement, the Department shall notify the Agency of such termination in writing at least thirty (30) days prior to the termination of the Agreement, with instructions to the effective date of termination or specify the stage of work at which the Agreement is to be terminated.
- b. The Parties to this Agreement may terminate this Agreement when its continuation would not produce beneficial results commensurate with the further expenditure of funds. In this event, the Parties shall agree upon the termination conditions.
- c. If the Agreement is terminated before performance is completed, the Agency shall be paid only for that work satisfactorily performed for which costs can be substantiated. Such payment, however, may not exceed the equivalent percentage of the Department's maximum financial assistance. If any portion of the Project is located on the Department's right-of-way, then all work in progress on the Department right-of-way will become the property of the Department and will be turned over promptly by the Agency.
- d. In the event the Agency fails to perform or honor the requirements and provisions of this Agreement, the Agency shall promptly refund in full to the Department within thirty (30) days of the termination of the Agreement any funds that were determined by the Department to have been expended in violation of the Agreement.
- e. The Department reserves the right to unilaterally cancel this Agreement for failure by the Agency to comply with the Public Records provisions of Chapter 119, Florida Statutes.

STATE OF FLORIDA DEPARTMENT OF TRANSPORTATION
**PUBLIC TRANSPORTATION
GRANT AGREEMENT**

Form 725-000-01
STRATEGIC
DEVELOPMENT
OGC 4/25/2023

9. Project Cost:

- a. The estimated total cost of the Project is \$691,200. This amount is based upon **Exhibit "B", Schedule of Financial Assistance**. The timeline for deliverables and distribution of estimated amounts between deliverables within a grant phase, as outlined in **Exhibit "B", Schedule of Financial Assistance**, may be modified by mutual written agreement of the Parties and does not require execution of an **Amendment to the Public Transportation Grant Agreement**. The timeline for deliverables and distribution of estimated amounts between grant phases requires an amendment executed by both Parties in the same form as this Agreement.
- b. The Department agrees to participate in the Project cost up to the maximum amount of \$345,600 and, the Department's participation in the Project shall not exceed 50.00% of the total eligible cost of the Project, and as more fully described in **Exhibit "B", Schedule of Financial Assistance**. The Agency agrees to bear all expenses in excess of the amount of the Department's participation and any cost overruns or deficits involved.

10. Compensation and Payment:

- a. **Eligible Cost.** The Department shall reimburse the Agency for allowable costs incurred as described in **Exhibit "A", Project Description and Responsibilities**, and as set forth in **Exhibit "B", Schedule of Financial Assistance**.
- b. **Deliverables.** The Agency shall provide quantifiable, measurable, and verifiable units of deliverables. Each deliverable must specify the required minimum level of service to be performed and the criteria for evaluating successful completion. The Project and the quantifiable, measurable, and verifiable units of deliverables are described more fully in **Exhibit "A", Project Description and Responsibilities**. Modifications to the deliverables in **Exhibit "A", Project Description and Responsibilities** requires a formal written amendment.
- c. **Invoicing.** Invoices shall be submitted no more often than monthly by the Agency in detail sufficient for a proper pre-audit and post-audit, based on the quantifiable, measurable, and verifiable deliverables as established in **Exhibit "A", Project Description and Responsibilities**. Deliverables and costs incurred must be received and approved by the Department prior to reimbursement. Requests for reimbursement by the Agency shall include an invoice, progress report, and supporting documentation for the deliverables being billed that are acceptable to the Department. The Agency shall use the format for the invoice and progress report that is approved by the Department.
- d. **Supporting Documentation.** Supporting documentation must establish that the deliverables were received and accepted in writing by the Agency and must also establish that the required minimum standards or level of service to be performed based on the criteria for evaluating successful completion as specified in **Exhibit "A", Project Description and Responsibilities** has been met. All costs invoiced shall be supported by properly executed payrolls, time records, invoices, contracts, or vouchers evidencing in proper detail the nature and propriety of charges as described in **Exhibit "F", Contract Payment Requirements**.
- e. **Travel Expenses.** The selected provision below is controlling regarding travel expenses:

Travel expenses are NOT eligible for reimbursement under this Agreement.

Travel expenses ARE eligible for reimbursement under this Agreement. Bills for travel expenses specifically authorized in this Agreement shall be submitted on the Department's Contractor Travel Form No. 300-000-06 and will be paid in accordance with Section 112.061,

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Florida Statutes, and the most current version of the Department's Disbursement Handbook for Employees and Managers.

- f. Financial Consequences.** Payment shall be made only after receipt and approval of deliverables and costs incurred unless advance payments are authorized by the Chief Financial Officer of the State of Florida under Chapters 215 and 216, Florida Statutes, or the Department's Comptroller under Section 334.044(29), Florida Statutes. If the Department determines that the performance of the Agency is unsatisfactory, the Department shall notify the Agency of the deficiency to be corrected, which correction shall be made within a time-frame to be specified by the Department. The Agency shall, within thirty (30) days after notice from the Department, provide the Department with a corrective action plan describing how the Agency will address all issues of contract non-performance, unacceptable performance, failure to meet the minimum performance levels, deliverable deficiencies, or contract non-compliance. If the corrective action plan is unacceptable to the Department, the Agency will not be reimbursed. If the deficiency is subsequently resolved, the Agency may bill the Department for the amount that was previously not reimbursed during the next billing period. If the Agency is unable to resolve the deficiency, the funds shall be forfeited at the end of the Agreement's term.
- g. Invoice Processing.** An Agency receiving financial assistance from the Department should be aware of the following time frames. Inspection or verification and approval of deliverables shall take no longer than 20 days from the Department's receipt of the invoice. The Department has 20 days to deliver a request for payment (voucher) to the Department of Financial Services. The 20 days are measured from the latter of the date the invoice is received or the deliverables are received, inspected or verified, and approved.
- If a payment is not available within 40 days, a separate interest penalty at a rate as established pursuant to Section 55.03(1), Florida Statutes, will be due and payable, in addition to the invoice amount, to the Agency. Interest penalties of less than one (1) dollar will not be enforced unless the Agency requests payment. Invoices that have to be returned to an Agency because of Agency preparation errors will result in a delay in the payment. The invoice payment requirements do not start until a properly completed invoice is provided to the Department.
- A Vendor Ombudsman has been established within the Department of Financial Services. The duties of this individual include acting as an advocate for Agency who may be experiencing problems in obtaining timely payment(s) from a state agency. The Vendor Ombudsman may be contacted at (850) 413-5516.
- h. Records Retention.** The Agency shall maintain an accounting system or separate accounts to ensure funds and projects are tracked separately. Records of costs incurred under the terms of this Agreement shall be maintained and made available upon request to the Department at all times during the period of this Agreement and for five years after final payment is made. Copies of these records shall be furnished to the Department upon request. Records of costs incurred include the Agency's general accounting records and the Project records, together with supporting documents and records, of the Contractor and all subcontractors performing work on the Project, and all other records of the Contractor and subcontractors considered necessary by the Department for a proper audit of costs.
- i. Progress Reports.** Upon request, the Agency agrees to provide progress reports to the Department in the standard format used by the Department and at intervals established by the Department. The Department will be entitled at all times to be advised, at its request, as to the status of the Project and of details thereof.
- j. Submission of Other Documents.** The Agency shall submit to the Department such data, reports, records, contracts, and other documents relating to the Project as the Department

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may require as listed in **Exhibit "E", Program Specific Terms and Conditions** attached to and incorporated into this Agreement.

- k. **Offsets for Claims.** If, after Project completion, any claim is made by the Department resulting from an audit or for work or services performed pursuant to this Agreement, the Department may offset such amount from payments due for work or services done under any agreement that it has with the Agency owing such amount if, upon written demand, payment of the amount is not made within 60 days to the Department. Offsetting any amount pursuant to this paragraph shall not be considered a breach of contract by the Department.
- l. **Final Invoice.** The Agency must submit the final invoice on the Project to the Department within 120 days after the completion of the Project. Invoices submitted after the 120-day time period may not be paid.
- m. **Department's Performance and Payment Contingent Upon Annual Appropriation by the Legislature.** The Department's performance and obligation to pay under this Agreement is contingent upon an annual appropriation by the Legislature. If the Department's funding for this Project is in multiple fiscal years, a notice of availability of funds from the Department's project manager must be received prior to costs being incurred by the Agency. See **Exhibit "B", Schedule of Financial Assistance** for funding levels by fiscal year. Project costs utilizing any fiscal year funds are not eligible for reimbursement if incurred prior to funds approval being received. The Department will notify the Agency, in writing, when funds are available.
- n. **Limits on Contracts Exceeding \$25,000 and Term more than 1 Year.** In the event this Agreement is in excess of \$25,000 and has a term for a period of more than one year, the provisions of Section 339.135(6)(a), Florida Statutes, are hereby incorporated:
- "The Department, during any fiscal year, shall not expend money, incur any liability, or enter into any contract which, by its terms, involves the expenditure of money in excess of the amounts budgeted as available for expenditure during such fiscal year. Any contract, verbal or written, made in violation of this subsection is null and void, and no money may be paid on such contract. The Department shall require a statement from the comptroller of the Department that funds are available prior to entering into any such contract or other binding commitment of funds. Nothing herein contained shall prevent the making of contracts for periods exceeding 1 year, but any contract so made shall be executory only for the value of the services to be rendered or agreed to be paid for in succeeding fiscal years; and this paragraph shall be incorporated verbatim in all contracts of the Department which are for an amount in excess of \$25,000 and which have a term for a period of more than 1 year."
- o. **Agency Obligation to Refund Department.** Any Project funds made available by the Department pursuant to this Agreement that are determined by the Department to have been expended by the Agency in violation of this Agreement or any other applicable law or regulation shall be promptly refunded in full to the Department. Acceptance by the Department of any documentation or certifications, mandatory or otherwise permitted, that the Agency files shall not constitute a waiver of the Department's rights as the funding agency to verify all information at a later date by audit or investigation.
- p. **Non-Eligible Costs.** In determining the amount of the payment, the Department will exclude all Project costs incurred by the Agency prior to the execution of this Agreement, costs incurred after the expiration of the Agreement, costs that are not provided for in **Exhibit "A", Project Description and Responsibilities**, and as set forth in **Exhibit "B", Schedule of Financial Assistance**, costs agreed to be borne by the Agency or its contractors and subcontractors for

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not meeting the Project commencement and final invoice time lines, and costs attributable to goods or services received under a contract or other arrangement that has not been approved in writing by the Department. Specific unallowable costs may be listed in Exhibit "A", **Project Description and Responsibilities**.

- 11. General Requirements.** The Agency shall complete the Project with all practical dispatch in a sound, economical, and efficient manner, and in accordance with the provisions in this Agreement and all applicable laws.
- a. **Necessary Permits Certification.** The Agency shall certify to the Department that the Agency's design consultant and/or construction contractor has secured the necessary permits.
 - b. **Right-of-Way Certification.** If the Project involves construction, then the Agency shall provide to the Department certification and a copy of appropriate documentation substantiating that all required right-of-way necessary for the Project has been obtained. Certification is required prior to authorization for advertisement for or solicitation of bids for construction of the Project, even if no right-of-way is required.
 - c. **Notification Requirements When Performing Construction on Department's Right-of-Way.** In the event the cost of the Project is greater than \$250,000.00, and the Project involves construction on the Department's right-of-way, the Agency shall provide the Department with written notification of either its intent to:
 - i. Require the construction work of the Project that is on the Department's right-of-way to be performed by a Department prequalified contractor, or
 - ii. Construct the Project utilizing existing Agency employees, if the Agency can complete said Project within the time frame set forth in this Agreement.
 - d. If this box is checked, then the Agency is permitted to utilize its own forces and the following provision applies: **Use of Agency Workforce.** In the event the Agency proceeds with any phase of the Project utilizing its own forces, the Agency will only be reimbursed for direct costs (this excludes general overhead).
 - e. If this box is checked, then the Agency is permitted to utilize **Indirect Costs: Reimbursement for Indirect Program Expenses** (select one):
 - i. Agency has selected to seek reimbursement from the Department for actual indirect expenses (no rate).
 - ii. Agency has selected to apply a de minimus rate of 10% to modified total direct costs. Note: The de minimus rate is available only to entities that have never had a negotiated indirect cost rate. When selected, the de minimus rate must be used consistently for all federal awards until such time the agency chooses to negotiate a rate. A cost policy statement and de minimis certification form must be submitted to the Department for review and approval.
 - iii. Agency has selected to apply a state or federally approved indirect cost rate. A federally approved rate agreement or indirect cost allocation plan (ICAP) must be submitted annually.
 - f. **Agency Compliance with Laws, Rules, and Regulations, Guidelines, and Standards.** The Agency shall comply and require its contractors and subcontractors to comply with all terms and conditions of this Agreement and all federal, state, and local laws and regulations applicable to this Project.

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- g. **Claims and Requests for Additional Work.** The Agency shall have the sole responsibility for resolving claims and requests for additional work for the Project. The Agency will make best efforts to obtain the Department's input in its decisions. The Department is not obligated to reimburse for claims or requests for additional work.

12. Contracts of the Agency:

- a. **Approval of Third Party Contracts.** The Department specifically reserves the right to review and approve any and all third party contracts with respect to the Project before the Agency executes or obligates itself in any manner requiring the disbursement of Department funds, including consultant and purchase of commodities contracts, or amendments thereto. If the Department chooses to review and approve third party contracts for this Project and the Agency fails to obtain such approval, that shall be sufficient cause for nonpayment by the Department. The Department specifically reserves unto itself the right to review the qualifications of any consultant or contractor and to approve or disapprove the employment of the same. If Federal Transit Administration (FTA) funds are used in the Project, the Department must exercise the right to third party contract review.
- b. **Procurement of Commodities or Contractual Services.** It is understood and agreed by the Parties hereto that participation by the Department in a project with the Agency, where said project involves the purchase of commodities or contractual services where purchases or costs exceed the Threshold Amount for CATEGORY TWO per Section 287.017, Florida Statutes, is contingent on the Agency complying in full with the provisions of Section 287.057, Florida Statutes. The Agency's Authorized Official shall certify to the Department that the Agency's purchase of commodities or contractual services has been accomplished in compliance with Section 287.057, Florida Statutes. It shall be the sole responsibility of the Agency to ensure that any obligations made in accordance with this Section comply with the current threshold limits. Contracts, purchase orders, task orders, construction change orders, or any other agreement that would result in exceeding the current budget contained in **Exhibit "B", Schedule of Financial Assistance**, or that is not consistent with the Project description and scope of services contained in **Exhibit "A", Project Description and Responsibilities** must be approved by the Department prior to Agency execution. Failure to obtain such approval, and subsequent execution of an amendment to the Agreement if required, shall be sufficient cause for nonpayment by the Department, in accordance with this Agreement.
- c. **Consultants' Competitive Negotiation Act.** It is understood and agreed by the Parties to this Agreement that participation by the Department in a project with the Agency, where said project involves a consultant contract for professional services, is contingent on the Agency's full compliance with provisions of Section 287.055, Florida Statutes, Consultants' Competitive Negotiation Act. In all cases, the Agency's Authorized Official shall certify to the Department that selection has been accomplished in compliance with the Consultants' Competitive Negotiation Act.
- d. **Disadvantaged Business Enterprise (DBE) Policy and Obligation.** It is the policy of the Department that DBEs, as defined in 49 C.F.R. Part 26, as amended, shall have the opportunity to participate in the performance of contracts financed in whole or in part with Department funds under this Agreement. The DBE requirements of applicable federal and state laws and regulations apply to this Agreement. The Agency and its contractors agree to ensure that DBEs have the opportunity to participate in the performance of this Agreement. In this regard, all recipients and contractors shall take all necessary and reasonable steps in accordance with applicable federal and state laws and regulations to ensure that the DBEs have the opportunity to compete for and perform contracts. The Agency and its contractors and subcontractors shall not discriminate on the basis of race, color, national origin or sex in the award and performance of contracts, entered pursuant to this Agreement.

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13. Maintenance Obligations. In the event the Project includes construction or the acquisition of commodities then the following provisions are incorporated into this Agreement:

- a. The Agency agrees to accept all future maintenance and other attendant costs occurring after completion of the Project for all improvements constructed or commodities acquired as part of the Project. The terms of this provision shall survive the termination of this Agreement.

14. Sale, Transfer, or Disposal of Department-funded Property:

- a. The Agency will not sell or otherwise transfer or dispose of any part of its title or other interests in real property, facilities, or equipment funded in any part by the Department under this Agreement without prior written approval by the Department.
- b. If a sale, transfer, or disposal by the Agency of all or a portion of Department-funded real property, facilities, or equipment is approved by the Department, the following provisions will apply:
 - i. The Agency shall reimburse the Department a proportional amount of the proceeds of the sale of any Department-funded property.
 - ii. The proportional amount shall be determined on the basis of the ratio of the Department funding of the development or acquisition of the property multiplied against the sale amount, and shall be remitted to the Department within ninety (90) days of closing of sale.
 - iii. Sale of property developed or acquired with Department funds shall be at market value as determined by appraisal or public bidding process, and the contract and process for sale must be approved in advance by the Department.
 - iv. If any portion of the proceeds from the sale to the Agency are non-cash considerations, reimbursement to the Department shall include a proportional amount based on the value of the non-cash considerations.
- c. The terms of provisions "a" and "b" above shall survive the termination of this Agreement.
 - i. The terms shall remain in full force and effect throughout the useful life of facilities developed, equipment acquired, or Project items installed within a facility, but shall not exceed twenty (20) years from the effective date of this Agreement.
 - ii. There shall be no limit on the duration of the terms with respect to real property acquired with Department funds.

15. Single Audit. The administration of Federal or State resources awarded through the Department to the Agency by this Agreement may be subject to audits and/or monitoring by the Department. The following requirements do not limit the authority of the Department to conduct or arrange for the conduct of additional audits or evaluations of Federal awards or State financial assistance or limit the authority of any state agency inspector general, the State of Florida Auditor General, or any other state official. The Agency shall comply with all audit and audit reporting requirements as specified below.

Federal Funded:

- a. In addition to reviews of audits conducted in accordance with 2 CFR Part 200, Subpart F – Audit Requirements, monitoring procedures may include but not be limited to on-site visits by Department staff and/or other procedures, including reviewing any required performance and financial reports, following up, ensuring corrective action, and issuing management decisions on weaknesses found through audits when those findings pertain to Federal awards provided

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through the Department by this Agreement. By entering into this Agreement, the Agency agrees to comply and cooperate fully with any monitoring procedures/processes deemed appropriate by the Department. The Agency further agrees to comply and cooperate with any inspections, reviews, investigations, or audits deemed necessary by the Department, State of Florida Chief Financial Officer (CFO), or State of Florida Auditor General.

- b. The Agency, a non-Federal entity as defined by 2 CFR Part 200, Subpart F – Audit Requirements, as a subrecipient of a Federal award awarded by the Department through this Agreement, is subject to the following requirements:
- i. In the event the Agency expends a total amount of Federal awards equal to or in excess of the threshold established by 2 CFR Part 200, Subpart F – Audit Requirements, the Agency must have a Federal single or program-specific audit conducted for such fiscal year in accordance with the provisions of 2 CFR Part 200, Subpart F – Audit Requirements. **Exhibit "H", Audit Requirements for Awards of Federal Financial Assistance**, to this Agreement provides the required Federal award identification information needed by the Agency to further comply with the requirements of 2 CFR Part 200, Subpart F – Audit Requirements. In determining Federal awards expended in a fiscal year, the Agency must consider all sources of Federal awards based on when the activity related to the Federal award occurs, including the Federal award provided through the Department by this Agreement. The determination of amounts of Federal awards expended should be in accordance with the guidelines established by 2 CFR Part 200, Subpart F – Audit Requirements. An audit conducted by the State of Florida Auditor General in accordance with the provisions of 2 CFR Part 200, Subpart F – Audit Requirements, will meet the requirements of this part.
 - ii. In connection with the audit requirements, the Agency shall fulfill the requirements relative to the auditee responsibilities as provided in 2 CFR Part 200, Subpart F – Audit Requirements.
 - iii. In the event the Agency expends less than the threshold established by 2 CFR Part 200, Subpart F – Audit Requirements, in Federal awards, the Agency is exempt from Federal audit requirements for that fiscal year. However, the Agency must provide a single audit exemption statement to the Department at FDOTSingleAudit@dot.state.fl.us no later than nine months after the end of the Agency's audit period for each applicable audit year. In the event the Agency expends less than the threshold established by 2 CFR Part 200, Subpart F – Audit Requirements, in Federal awards in a fiscal year and elects to have an audit conducted in accordance with the provisions of 2 CFR Part 200, Subpart F – Audit Requirements, the cost of the audit must be paid from non-Federal resources (*i.e.*, the cost of such an audit must be paid from the Agency's resources obtained from other than Federal entities).
 - iv. The Agency must electronically submit to the Federal Audit Clearinghouse (FAC) at <https://harvester.census.gov/facweb/> the audit reporting package as required by 2 CFR Part 200, Subpart F – Audit Requirements, within the earlier of 30 calendar days after receipt of the auditor's report(s) or nine months after the end of the audit period. The FAC is the repository of record for audits required by 2 CFR Part 200, Subpart F – Audit Requirements. However, the Department requires a copy of the audit reporting package also be submitted to FDOTSingleAudit@dot.state.fl.us within the earlier of 30 calendar days after receipt of the auditor's report(s) or nine months after the end of the audit period as required by 2 CFR Part 200, Subpart F – Audit Requirements.
 - v. Within six months of acceptance of the audit report by the FAC, the Department will review the Agency's audit reporting package, including corrective action plans and

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management letters, to the extent necessary to determine whether timely and appropriate action on all deficiencies has been taken pertaining to the Federal award provided through the Department by this Agreement. If the Agency fails to have an audit conducted in accordance with 2 CFR Part 200, Subpart F – Audit Requirements, the Department may impose additional conditions to remedy noncompliance. If the Department determines that noncompliance cannot be remedied by imposing additional conditions, the Department may take appropriate actions to enforce compliance, which actions may include but not be limited to the following:

1. Temporarily withhold cash payments pending correction of the deficiency by the Agency or more severe enforcement action by the Department;
 2. Disallow (deny both use of funds and any applicable matching credit for) all or part of the cost of the activity or action not in compliance;
 3. Wholly or partly suspend or terminate the Federal award;
 4. Initiate suspension or debarment proceedings as authorized under 2 C.F.R. Part 180 and Federal awarding agency regulations (or in the case of the Department, recommend such a proceeding be initiated by the Federal awarding agency);
 5. Withhold further Federal awards for the Project or program;
 6. Take other remedies that may be legally available.
- vi. As a condition of receiving this Federal award, the Agency shall permit the Department or its designee, the CFO, or State of Florida Auditor General access to the Agency's records, including financial statements, the independent auditor's working papers, and project records as necessary. Records related to unresolved audit findings, appeals, or litigation shall be retained until the action is complete or the dispute is resolved.
- vii. The Department's contact information for requirements under this part is as follows:

Office of Comptroller, MS 24
605 Suwannee Street
Tallahassee, Florida 32399-0450
FDOTSingleAudit@dot.state.fl.us

State Funded:

- a. In addition to reviews of audits conducted in accordance with Section 215.97, Florida Statutes, monitoring procedures to monitor the Agency's use of state financial assistance may include but not be limited to on-site visits by Department staff and/or other procedures, including reviewing any required performance and financial reports, following up, ensuring corrective action, and issuing management decisions on weaknesses found through audits when those findings pertain to state financial assistance awarded through the Department by this Agreement. By entering into this Agreement, the Agency agrees to comply and cooperate fully with any monitoring procedures/processes deemed appropriate by the Department. The Agency further agrees to comply and cooperate with any inspections, reviews, investigations, or audits deemed necessary by the Department, the Department of Financial Services (DFS), or State of Florida Auditor General.
- b. The Agency, a "nonstate entity" as defined by Section 215.97, Florida Statutes, as a recipient of state financial assistance awarded by the Department through this Agreement, is subject to the following requirements:
 - i. In the event the Agency meets the audit threshold requirements established by Section 215.97, Florida Statutes, the Agency must have a State single or project-specific audit conducted for such fiscal year in accordance with Section 215.97, Florida Statutes; applicable rules of the Department of Financial Services; and

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Chapters 10.550 (local governmental entities) or 10.650 (nonprofit and for-profit organizations), Rules of the Auditor General. **Exhibit "G", Audit Requirements for Awards of State Financial Assistance**, to this Agreement indicates state financial assistance awarded through the Department by this Agreement needed by the Agency to further comply with the requirements of Section 215.97, Florida Statutes. In determining the state financial assistance expended in a fiscal year, the Agency shall consider all sources of state financial assistance, including state financial assistance received from the Department by this Agreement, other state agencies, and other nonstate entities. State financial assistance does not include Federal direct or pass-through awards and resources received by a nonstate entity for Federal program matching requirements.

- ii. In connection with the audit requirements, the Agency shall ensure that the audit complies with the requirements of Section 215.97(8), Florida Statutes. This includes submission of a financial reporting package as defined by Section 215.97(2)(e), Florida Statutes, and Chapters 10.550 (local governmental entities) or 10.650 (nonprofit and for-profit organizations), Rules of the Auditor General.
- iii. In the event the Agency does not meet the audit threshold requirements established by Section 215.97, Florida Statutes, the Agency is exempt for such fiscal year from the state single audit requirements of Section 215.97, Florida Statutes. However, the Agency must provide a single audit exemption statement to the Department at FDOTSingleAudit@dot.state.fl.us no later than nine months after the end of the Agency's audit period for each applicable audit year. In the event the Agency does not meet the audit threshold requirements established by Section 215.97, Florida Statutes, in a fiscal year and elects to have an audit conducted in accordance with the provisions of Section 215.97, Florida Statutes, the cost of the audit must be paid from the Agency's resources (*i.e.*, the cost of such an audit must be paid from the Agency's resources obtained from other than State entities).
- iv. In accordance with Chapters 10.550 (local governmental entities) or 10.650 (nonprofit and for-profit organizations), Rules of the Auditor General, copies of financial reporting packages required by this Agreement shall be submitted to:

Florida Department of Transportation
Office of Comptroller, MS 24
605 Suwannee Street
Tallahassee, Florida 32399-0405
FDOTSingleAudit@dot.state.fl.us

And

State of Florida Auditor General
Local Government Audits/342
111 West Madison Street, Room 401
Tallahassee, FL 32399-1450
Email: flaudgen_localgovt@aud.state.fl.us

- v. Any copies of financial reporting packages, reports, or other information required to be submitted to the Department shall be submitted timely in accordance with Section 215.97, Florida Statutes, and Chapters 10.550 (local governmental entities) or 10.650 (nonprofit and for-profit organizations), Rules of the Auditor General, as applicable.
- vi. The Agency, when submitting financial reporting packages to the Department for audits done in accordance with Chapters 10.550 (local governmental entities) or

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- 10.650 (nonprofit and for-profit organizations), Rules of the Auditor General, should indicate the date the reporting package was delivered to the Agency in correspondence accompanying the reporting package.
- vii. Upon receipt, and within six months, the Department will review the Agency's financial reporting package, including corrective action plans and management letters, to the extent necessary to determine whether timely and appropriate corrective action on all deficiencies has been taken pertaining to the state financial assistance provided through the Department by this Agreement. If the Agency fails to have an audit conducted consistent with Section 215.97, Florida Statutes, the Department may take appropriate corrective action to enforce compliance.
 - viii. As a condition of receiving state financial assistance, the Agency shall permit the Department or its designee, DFS, or the Auditor General access to the Agency's records, including financial statements, the independent auditor's working papers, and project records as necessary. Records related to unresolved audit findings, appeals, or litigation shall be retained until the action is complete or the dispute is resolved.
- c. The Agency shall retain sufficient records demonstrating its compliance with the terms of this Agreement for a period of five years from the date the audit report is issued and shall allow the Department or its designee, DFS, or State of Florida Auditor General access to such records upon request. The Agency shall ensure that the audit working papers are made available to the Department or its designee, DFS, or State of Florida Auditor General upon request for a period of five years from the date the audit report is issued, unless extended in writing by the Department.

16. Notices and Approvals. Notices and approvals referenced in this Agreement must be obtained in writing from the Parties' respective Administrators or their designees.

17. Restrictions, Prohibitions, Controls and Labor Provisions:

- a. **Convicted Vendor List.** A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid on a contract to provide any goods or services to a public entity; may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work; may not submit bids on leases of real property to a public entity; may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, Florida Statutes, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list.
- b. **Discriminatory Vendor List.** In accordance with Section 287.134, Florida Statutes, an entity or affiliate who has been placed on the Discriminatory Vendor List, kept by the Florida Department of Management Services, may not submit a bid on a contract to provide goods or services to a public entity; may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work; may not submit bids on leases of real property to a public entity; may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity; and may not transact business with any public entity.
- c. **Non-Responsible Contractors.** An entity or affiliate who has had its Certificate of Qualification suspended, revoked, denied, or have further been determined by the Department to be a non-responsible contractor, may not submit a bid or perform work for the construction or repair of a public building or public work on a contract with the Agency.

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- d. **Prohibition on Using Funds for Lobbying.** No funds received pursuant to this Agreement may be expended for lobbying the Florida Legislature, judicial branch, or any state agency, in accordance with Section 216.347, Florida Statutes.
- e. **Unauthorized Aliens.** The Department shall consider the employment by any contractor of unauthorized aliens a violation of Section 274A(e) of the Immigration and Nationality Act. If the contractor knowingly employs unauthorized aliens, such violation will be cause for unilateral cancellation of this Agreement.
- f. **Procurement of Construction Services.** If the Project is procured pursuant to Chapter 255, Florida Statutes, for construction services and at the time of the competitive solicitation for the Project, 50 percent or more of the cost of the Project is to be paid from state-appropriated funds, then the Agency must comply with the requirements of Section 255.0991, Florida Statutes.
- g. **E-Verify.** The Agency shall:
 - i. Utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the Agency during the term of the contract; and
 - ii. Expressly require any subcontractors performing work or providing services pursuant to the state contract to likewise utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the subcontractor during the contract term.
- h. **Executive Order 20-44.** Pursuant to Governor's Executive Order 20-44, if the Agency is required by the Internal Revenue Code to file IRS Form 990 and is named in statute with which the Department must form a sole-source, public-private agreement; or through contract or other agreement with the State, annually receives 50% or more of its budget from the State or from a combination of State and Federal funds, Recipient shall submit an Annual Report to the Department, including the most recent IRS Form 990, detailing the total compensation for each member of the Agency executive leadership team. Total compensation shall include salary, bonuses, cashed-in leave, cash equivalents, severance pay, retirement benefits, deferred compensation, real-property gifts, and any other payout. The Agency shall inform the Department of any changes in total executive compensation during the period between the filing of Annual Reports within 60 days of any change taking effect. All compensation reports shall detail the percentage of executive leadership compensation received directly from all State and/or Federal allocations to the Agency. Annual Reports shall be in the form approved by the Department and shall be submitted to the Department at fdotsingleaudit@dot.state.fl.us within 180 days following the end of each tax year of the Agency receiving Department funding.
- i. **Design Services and Construction Engineering and Inspection Services.** If the Project is wholly or partially funded by the Department and administered by a local governmental entity, except for a seaport listed in Section 311.09, Florida Statutes, or an airport as defined in Section 332.004, Florida Statutes, the entity performing design and construction engineering and inspection services may not be the same entity.

18. Indemnification and Insurance:

- a. It is specifically agreed between the Parties executing this Agreement that it is not intended by any of the provisions of any part of this Agreement to create in the public or any member thereof, a third party beneficiary under this Agreement, or to authorize anyone not a party to this Agreement to maintain a suit for personal injuries or property damage pursuant to the terms or provisions of this Agreement. The Agency guarantees the payment of all just claims for materials, supplies, tools, or labor and other just claims against the Agency or any

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subcontractor, in connection with this Agreement. Additionally, the Agency shall indemnify, defend, and hold harmless the State of Florida, Department of Transportation, including the Department's officers and employees, from liabilities, damages, losses, and costs, including, but not limited to, reasonable attorney's fees, to the extent caused by the negligence, recklessness, or intentional wrongful misconduct of the Agency and persons employed or utilized by the Agency in the performance of this Agreement. This indemnification shall survive the termination of this Agreement. Additionally, the Agency agrees to include the following indemnification in all contracts with contractors/subcontractors and consultants/subconsultants who perform work in connection with this Agreement:

"To the fullest extent permitted by law, the Agency's contractor/consultant shall indemnify, defend, and hold harmless the Agency and the State of Florida, Department of Transportation, including the Department's officers and employees, from liabilities, damages, losses and costs, including, but not limited to, reasonable attorney's fees, to the extent caused by the negligence, recklessness or intentional wrongful misconduct of the contractor/consultant and persons employed or utilized by the contractor/consultant in the performance of this Agreement.

This indemnification shall survive the termination of this Agreement."

- b. The Agency shall provide Workers' Compensation Insurance in accordance with Florida's Workers' Compensation law for all employees. If subletting any of the work, ensure that the subcontractor(s) and subconsultant(s) have Workers' Compensation Insurance for their employees in accordance with Florida's Workers' Compensation law. If using "leased employees" or employees obtained through professional employer organizations ("PEO's"), ensure that such employees are covered by Workers' Compensation Insurance through the PEO's or other leasing entities. Ensure that any equipment rental agreements that include operators or other personnel who are employees of independent contractors, sole proprietorships, or partners are covered by insurance required under Florida's Workers' Compensation law.
- c. If the Agency elects to self-perform the Project, then the Agency may self-insure. If the Agency elects to hire a contractor or consultant to perform the Project, then the Agency shall carry, or cause its contractor or consultant to carry, Commercial General Liability insurance providing continuous coverage for all work or operations performed under this Agreement. Such insurance shall be no more restrictive than that provided by the latest occurrence form edition of the standard Commercial General Liability Coverage Form (ISO Form CG 00 01) as filed for use in the State of Florida. The Agency shall cause, or cause its contractor or consultant to cause, the Department to be made an Additional Insured as to such insurance. Such coverage shall be on an "occurrence" basis and shall include Products/Completed Operations coverage. The coverage afforded to the Department as an Additional Insured shall be primary as to any other available insurance and shall not be more restrictive than the coverage afforded to the Named Insured. The limits of coverage shall not be less than \$1,000,000 for each occurrence and not less than a \$5,000,000 annual general aggregate, inclusive of amounts provided by an umbrella or excess policy. The limits of coverage described herein shall apply fully to the work or operations performed under the Agreement, and may not be shared with or diminished by claims unrelated to the Agreement. The policy/ies and coverage described herein may be subject to a deductible and such deductibles shall be paid by the Named Insured. No policy/ies or coverage described herein may contain or be subject to a Retention or a Self-Insured Retention unless the Agency is a state agency or subdivision of the State of Florida that elects to self-perform the Project. Prior to the execution of the Agreement, and at all renewal periods which occur prior to final acceptance of the work, the Department shall be provided with an ACORD Certificate of Liability Insurance reflecting the coverage described herein. The Department shall be notified in writing within ten days of any cancellation, notice of cancellation, lapse, renewal, or proposed change to any policy or coverage described herein. The Department's approval or failure to disapprove any policy/ies,

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coverage, or ACORD Certificates shall not relieve or excuse any obligation to procure and maintain the insurance required herein, nor serve as a waiver of any rights or defenses the Department may have.

- d. When the Agreement includes the construction of a railroad grade crossing, railroad overpass or underpass structure, or any other work or operations within the limits of the railroad right-of-way, including any encroachments thereon from work or operations in the vicinity of the railroad right-of-way, the Agency shall, or cause its contractor to, in addition to the insurance coverage required above, procure and maintain Railroad Protective Liability Coverage (ISO Form CG 00 35) where the railroad is the Named Insured and where the limits are not less than \$2,000,000 combined single limit for bodily injury and/or property damage per occurrence, and with an annual aggregate limit of not less than \$6,000,000. The railroad shall also be added along with the Department as an Additional Insured on the policy/ies procured pursuant to the paragraph above. Prior to the execution of the Agreement, and at all renewal periods which occur prior to final acceptance of the work, both the Department and the railroad shall be provided with an ACORD Certificate of Liability Insurance reflecting the coverage described herein. The insurance described herein shall be maintained through final acceptance of the work. Both the Department and the railroad shall be notified in writing within ten days of any cancellation, notice of cancellation, renewal, or proposed change to any policy or coverage described herein. The Department's approval or failure to disapprove any policy/ies, coverage, or ACORD Certificates shall not relieve or excuse any obligation to procure and maintain the insurance required herein, nor serve as a waiver of any rights the Department may have.
- e. When the Agreement involves work on or in the vicinity of utility-owned property or facilities, the utility shall be added along with the Department as an Additional Insured on the Commercial General Liability policy/ies procured above.

19. Miscellaneous:

- a. **Environmental Regulations.** The Agency will be solely responsible for compliance with all applicable environmental regulations and for any liability arising from non-compliance with these regulations, and will reimburse the Department for any loss incurred in connection therewith.
- b. **Non-Admission of Liability.** In no event shall the making by the Department of any payment to the Agency constitute or be construed as a waiver by the Department of any breach of covenant or any default which may then exist on the part of the Agency and the making of such payment by the Department, while any such breach or default shall exist, shall in no way impair or prejudice any right or remedy available to the Department with respect to such breach or default.
- c. **Severability.** If any provision of this Agreement is held invalid, the remainder of this Agreement shall not be affected. In such an instance, the remainder would then continue to conform to the terms and requirements of applicable law.
- d. **Agency not an agent of Department.** The Agency and the Department agree that the Agency, its employees, contractors, subcontractors, consultants, and subconsultants are not agents of the Department as a result of this Agreement.
- e. **Bonus or Commission.** By execution of the Agreement, the Agency represents that it has not paid and, also agrees not to pay, any bonus or commission for the purpose of obtaining an approval of its application for the financing hereunder.
- f. **Non-Contravention of State Law.** Nothing in the Agreement shall require the Agency to observe or enforce compliance with any provision or perform any act or do any other thing in

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contravention of any applicable state law. If any of the provisions of the Agreement violate any applicable state law, the Agency will at once notify the Department in writing so that appropriate changes and modifications may be made by the Department and the Agency to the end that the Agency may proceed as soon as possible with the Project.

- g. Execution of Agreement.** This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which shall constitute the same Agreement. A facsimile or electronic transmission of this Agreement with a signature on behalf of a party will be legal and binding on such party.
- h. Federal Award Identification Number (FAIN).** If the FAIN is not available prior to execution of the Agreement, the Department may unilaterally add the FAIN to the Agreement without approval of the Agency and without an amendment to the Agreement. If this occurs, an updated Agreement that includes the FAIN will be provided to the Agency and uploaded to the Department of Financial Services' Florida Accountability Contract Tracking System (FACTS).
- i. Inspector General Cooperation.** The Agency agrees to comply with Section 20.055(5), Florida Statutes, and to incorporate in all subcontracts the obligation to comply with Section 20.055(5), Florida Statutes.
- j. Law, Forum, and Venue.** This Agreement shall be governed by and construed in accordance with the laws of the State of Florida. In the event of a conflict between any portion of the contract and Florida law, the laws of Florida shall prevail. The Agency agrees to waive forum and venue and that the Department shall determine the forum and venue in which any dispute under this Agreement is decided.

IN WITNESS WHEREOF, the Parties have executed this Agreement on the day and year written above.

AGENCY Miami-Dade Department of
Transportation & Public Works

By: _____

Name: _____

Title: _____

STATE OF FLORIDA, DEPARTMENT OF TRANSPORTATION

By: _____

Name: _____

Title: D6 - Director of Transportation Development

STATE OF FLORIDA, DEPARTMENT OF TRANSPORTATION
Legal Review:

To: Simon.Huang@dot.state.fl.us

**FLORIDA DEPARTMENT OF TRANSPORTATION
FUNDS APPROVAL**

G2N32

9/11/2023

CONTRACT INFORMATION

Contract:	G2N32
Contract Type:	GD - GRANT DISBURSEMENT (GRANT)
Method of Procurement:	G - GOVERNMENTAL AGENCY (287.057.F.S.)
Vendor Name:	MIAMI-DADE COUNTY
Vendor ID:	F596000573129
Beginning Date of This Agreement:	09/08/2023
Ending Date of This Agreement:	06/30/2025
Contract Total/Budgetary Ceiling:	ct = \$345,600.00
Description:	SFY24 - MIAMI DADE DTPW ON DEMAND SERVICE FOR WATERFORD DISTRICT

FUNDS APPROVAL INFORMATION

FUNDS APPROVED/REVIEWED FOR ROBIN M. NAITOVE, CPA, COMPTROLLER ON 9/11/2023

Action:	Original
Reviewed or Approved:	APPROVED
Organization Code:	55062020629
Expansion Option:	A1
Object Code:	751000
Amount:	\$345,600.00
Financial Project:	45213018401
Work Activity (FCT):	216
CFDA:	
Fiscal Year:	2024
Budget Entity:	55100100
Category/Category Year:	088774/24
Amendment ID:	0001
Sequence:	00
User Assigned ID:	
Enc Line (6s)/Status:	0001/04

Total Amount: \$345,600.00

EXHIBIT A

Project Description and Responsibilities

A. Project Description (description of Agency's project to provide context, description of project components funded via this Agreement (if not the entire project)): Miami Dade DTPW will coordinate with a third-party provider to provide on demand transit service in the Waterford District area as an initial step to better understand the demand for the area and how to meet customer needs. The use of small vehicles would improve access to the neighborhoods, which might be inaccessible to larger transit vehicles. This service will connect the Waterford District with the Miami Intermodal Center and Flagler Corridor. Additionally, the flexible route will provide feeder service to major fixed routes operating in the surrounding transit network.

The service plan will start at 6:00 AM and end 10:00 PM on weekdays. The service will operate within a 5 square mile radius bounded by Dolphin Expressway/ NW 42nd avenue/ NW S River Drive to the north, NW drive to the west, West Flagler Street to the south, and NW 37th avenue to the east.

B. Project Location (limits, city, county, map): Miami-Dade Department of Transportation & Public Works/Miami, FL/Miami-Dade

C. Project Scope (allowable costs: describe project components, improvement type/service type, approximate timeline, project schedule, project size): "Service Development Projects specifically include projects involving the use of new technologies, services, routes, or vehicle frequencies; the purchase of special transportation services, and other such techniques for increasing service to the riding public as are applicable to specific localities and transit user groups. Projects involving the application of new technologies or methods for improving operations, maintenance, and marketing in public transit systems can be funded through the Service Development program. Eligible capital costs are any costs that would be defined as capital costs by the Federal Transit Administration. Examples would include, but not be limited to: the acquisition of buses for fleet and service expansions; transfer facilities; intermodal terminals and park and ride facilities; and passenger amenities, such as passenger shelters and bus stop signs. Eligible net operating costs are all operating costs of a project; less any federal funds, fares, or other sources of income to the project."

D. Deliverable(s): Miami Dade DTPW will coordinate with a third-party provider to provide on demand transit service in the Waterford District area. The service plan will start at 6:00 AM and end 10:00 PM on weekdays. The service will operate within a 5 square mile radius bounded by Dolphin Expressway/ NW 42nd avenue/ NW S River Drive to the north, NW drive to the west, West Flagler Street to the south, and NW 37th avenue to the east.

The project scope identifies the ultimate project deliverables. Deliverables for requisition, payment and invoice purposes will be the incremental progress made toward completion of project scope elements. Supporting documentation will be quantifiable, measurable, and verifiable, to allow for a determination of the amount of incremental progress that has been made, and provide evidence that the payment requested is commensurate with the accomplished incremental progress and costs incurred by the Agency.

E. Unallowable Costs (including but not limited to): N/A

F. Transit Operating Grant Requirements (Transit Only):

Transit Operating Grants billed as an operational subsidy will require an expenditure detail report from the Agency that matches the invoice period. The expenditure detail, along with the progress report, will be the required deliverables for Transit Operating Grants. Operating grants may be issued for a term not to exceed three years from execution. The original grant agreement will include funding for year one. Funding for years two and three will be added by

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amendment as long as the grantee has submitted all invoices on schedule and the project deliverables for the year have been met.

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EXHIBIT B

**Schedule of Financial Assistance
 TRANSIT OPERATING ONLY**

FUNDS AWARDED TO THE AGENCY PURSUANT TO THIS AGREEMENT CONSIST OF THE FOLLOWING:

A. Fund Type and Fiscal Year:

Financial Project Number	Fund Type	FLAIR Category	State Fiscal Year	Object Code	CSFA/CFDA Number	CSFA/CFDA Title or Funding Source Description	Funding Amount
452130-1-84-01	DPTO	088774	2024	751000	55.012	Public Transit Service Development Program	\$345,600.00
Total Financial Assistance							\$345,600.00

B. Operations Phase - Estimate of Project Costs by Budget Category:

Budget Categories <i>Operations (Transit Only) *</i>	State	Local	Federal	Total
Salaries	\$0	\$0	\$0	\$0
Fringe Benefits	\$0	\$0	\$0	\$0
Contractual Services	\$345,600	\$345,600	\$0	\$691,200
Travel	\$0	\$0	\$0	\$0
Other Direct Costs	\$0	\$0	\$0	\$0
Indirect Costs	\$0	\$0	\$0	\$0
Totals	\$345,600	\$345,600	\$0	\$691,200

* Budget category amounts are estimates and can be shifted between items without amendment (because they are all within the Operations Phase).

C. Cost Reimbursement

The Agency will submit invoices for cost reimbursement on a:

- Monthly
 Quarterly
 Other:

basis upon the approval of the deliverables including the expenditure detail provided by the Agency.

Scope Code and/or Activity Line Item (ALI) (Transit Only)	30.09.01
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BUDGET/COST ANALYSIS CERTIFICATION AS REQUIRED BY SECTION 216.3475, FLORIDA STATUTES:

I certify that the cost for each line item budget category has been evaluated and determined to be allowable, reasonable, and necessary as required by Section 216.3475, Florida Statutes. Documentation is on file evidencing the methodology used and the conclusions reached.

Simon Huang

Department Grant Manager Name

Signature

Date

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EXHIBIT D

AGENCY RESOLUTION

PLEASE SEE ATTACHED

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**EXHIBIT E
PROGRAM SPECIFIC TERMS AND CONDITIONS – TRANSIT**

(Service Development)

- 1. Conformance with Enabling Legislation.** This Agreement is in conformance with Section 341.051, F.S.
- 2. Bus Transit System.** In accordance with Section 341.061, F.S., and Rule Chapter 14-90, Florida Administrative Code, the Agency shall submit and the Department shall have on file, an annual safety certification that the Agency has adopted and is complying with its adopted System Safety Program Plan pursuant to Rule Chapter 14-90, F.A.C., and has performed annual safety inspections of all buses operated.
- 3. Transit Vehicle Inventory Management.** The agency will follow the Department's Transit Vehicle Inventory Management Procedure (725-030-025), which outlines the requirements for continuing management control, inventory transfer and disposal actions. This procedure pertains ONLY to capital procurements of rolling stock using the FTA Section 5310, Section 5311, Section 5316, and Section 5317 programs as the funding source, or where the Department participates in 50% or more of the public transit vehicle's purchase price. This may include vehicles purchased under the State Transit Block Grant Program, State Transit Corridor Program, State Transit Service Development Program, or other applicable Department programs.
- 4. Progress Reports.** The Agency will submit Semi-Annual Progress Reports on monthly ridership data. Reports are due no later than January 30th for the period ending December 31st and July 30th for the period ending June 30th.
- 5. Project Goals and Service Data.** The Agency must report on work efforts and provide a detailed, side-by-side comparison of the project goals and actual service data.
- 6. Submittal of Proposed Timeline.** The Agency will submit a Proposed Time Line for Service Development Activities prior to the commencement of the project.
- 7. Final Report.** At any time when it becomes necessary to terminate the project or at the end of the two years, a Final Report will be submitted by the Agency. This report will accompany the Final Invoice for reimbursement. The Final Report will include the following:
 - a) An evaluation of the attainment of the goals and objectives.
 - b) The reasons any of the goals were not met.
 - c) The benefit accrued by the Agency.
 - d) A statement of the Agency's intent to continue with the service demonstrated.

-- End of Exhibit E --

EXHIBIT F

**Contract Payment Requirements
Florida Department of Financial Services, Reference Guide for State Expenditures
Cost Reimbursement Contracts**

Invoices for cost reimbursement contracts must be supported by an itemized listing of expenditures by category (salary, travel, expenses, etc.). Supporting documentation shall be submitted for each amount for which reimbursement is being claimed indicating that the item has been paid. Documentation for each amount for which reimbursement is being claimed must indicate that the item has been paid. Check numbers may be provided in lieu of copies of actual checks. Each piece of documentation should clearly reflect the dates of service. Only expenditures for categories in the approved agreement budget may be reimbursed. These expenditures must be allowable (pursuant to law) and directly related to the services being provided.

Listed below are types and examples of supporting documentation for cost reimbursement agreements:

(1) **Salaries:** A payroll register or similar documentation should be submitted. The payroll register should show gross salary charges, fringe benefits, other deductions and net pay. If an individual for whom reimbursement is being claimed is paid by the hour, a document reflecting the hours worked times the rate of pay will be acceptable.

(2) **Fringe Benefits:** Fringe Benefits should be supported by invoices showing the amount paid on behalf of the employee (e.g., insurance premiums paid). If the contract specifically states that fringe benefits will be based on a specified percentage rather than the actual cost of fringe benefits, then the calculation for the fringe benefits amount must be shown.

Exception: Governmental entities are not required to provide check numbers or copies of checks for fringe benefits.

(3) **Travel:** Reimbursement for travel must be in accordance with Section 112.061, Florida Statutes, which includes submission of the claim on the approved State travel voucher or electronic means.

(4) **Other direct costs:** Reimbursement will be made based on paid invoices/receipts. If nonexpendable property is purchased using State funds, the contract should include a provision for the transfer of the property to the State when services are terminated. Documentation must be provided to show compliance with Department of Management Services Rule 60A-1.017, Florida Administrative Code, regarding the requirements for contracts which include services and that provide for the contractor to purchase tangible personal property as defined in Section 273.02, Florida Statutes, for subsequent transfer to the State.

(5) **In-house charges:** Charges which may be of an internal nature (e.g., postage, copies, etc.) may be reimbursed on a usage log which shows the units times the rate being charged. The rates must be reasonable.

(6) **Indirect costs:** If the contract specifies that indirect costs will be paid based on a specified rate, then the calculation should be shown.

Contracts between state agencies, and/or contracts between universities may submit alternative documentation to substantiate the reimbursement request that may be in the form of FLAIR reports or other detailed reports.

The Florida Department of Financial Services, online Reference Guide for State Expenditures can be found at this web address <https://www.myfloridacfo.com/Division/AA/Manuals/documents/ReferenceGuideforStateExpenditures.pdf>

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EXHIBIT G

AUDIT REQUIREMENTS FOR AWARDS OF STATE FINANCIAL ASSISTANCE

THE STATE RESOURCES AWARDED PURSUANT TO THIS AGREEMENT CONSIST OF THE FOLLOWING:

SUBJECT TO SECTION 215.97, FLORIDA STATUTES:-

Awarding Agency: Florida Department of Transportation
State Project Title: Public Transit Service Development Program
CSFA Number: 55.012
***Award Amount:** \$345,600

*The award amount may change with amendments

Specific project information for CSFA Number 55.012 is provided at: <https://apps.fldfs.com/fsaa/searchCatalog.aspx>

COMPLIANCE REQUIREMENTS APPLICABLE TO STATE RESOURCES AWARDED PURSUANT TO THIS AGREEMENT:

State Project Compliance Requirements for CSFA Number 55.012 are provided at:
<https://apps.fldfs.com/fsaa/searchCompliance.aspx>

The State Projects Compliance Supplement is provided at: <https://apps.fldfs.com/fsaa/compliance.aspx>

MIAMI FREEDOM PARK

SPECIAL AREA PLAN CONCEPT BOOK

Submitted: June 12, 2020

Updated: May 07, 2021

Updated: May 16, 2022

Updated: June 01, 2022



THE CITY OF MIAMI

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CITY MANAGED AREA GUIDELINES

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- A-84 PROPOSED + EXISTING FUTURE LAND USE
- A-85 ZONING DATA
- A-86 PARKING + LOADING DATA
- A-87 CIVIC SPACE

ARQUITECTONICA

2900 OAK AVENUE MIAMI, FL 33133
305.372.1812 T 305.372.1175 F

SPECIAL AREA PLAN
06 / 01 / 2022

INDEX

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THE CENTER OF SOUTH FLORIDA
 Connecting North, South, East and West

The project site is conveniently located within minutes from Miami International Airport, and is situated along the Dolphin Expressway that connects South Florida in an East/West direction, making it easily accessed from the west coast of Florida. It is also located on a major North/South thoroughfare.

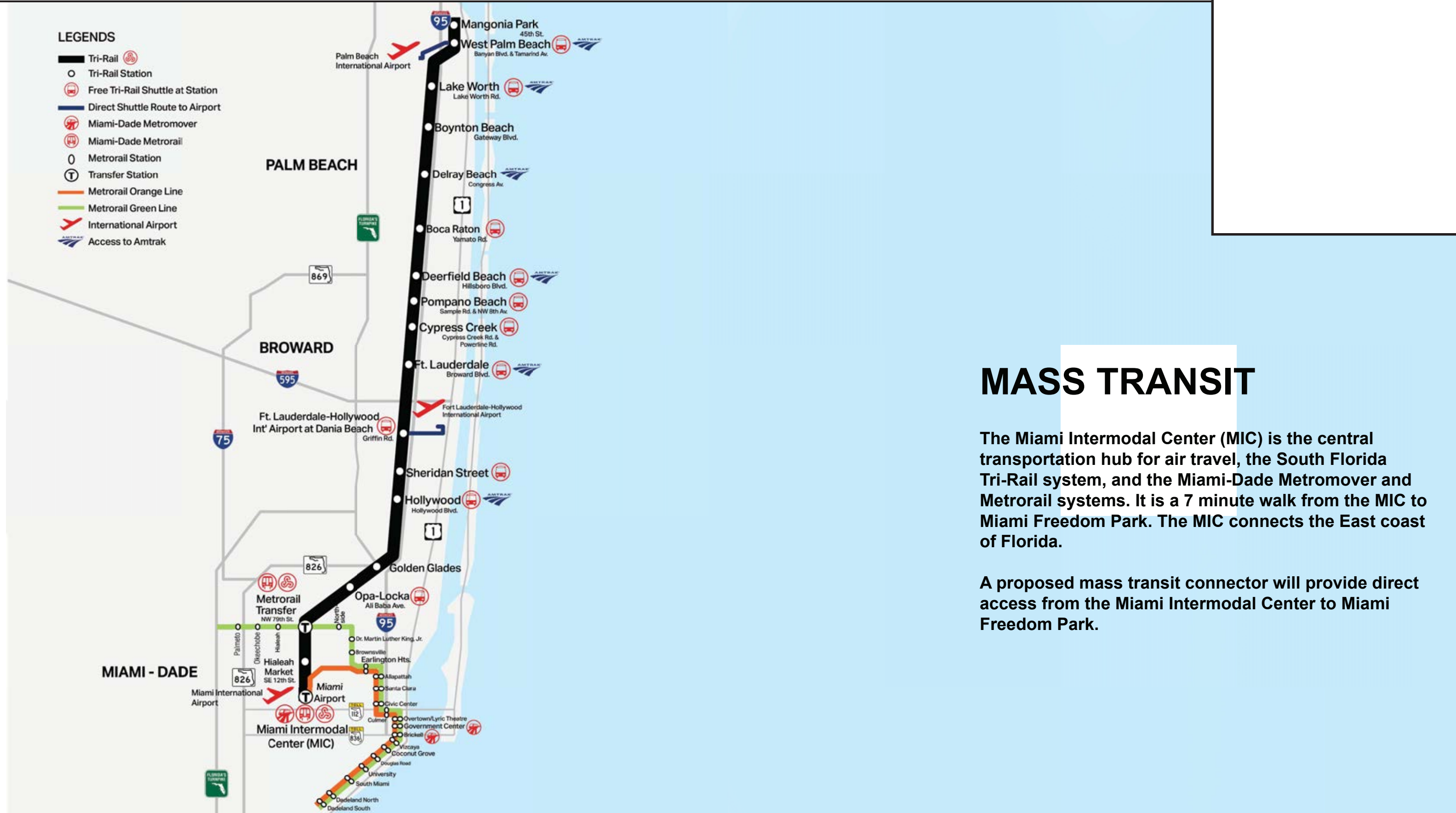
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CONNECTING SOUTH FLORIDA

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MASS TRANSIT

The Miami Intermodal Center (MIC) is the central transportation hub for air travel, the South Florida Tri-Rail system, and the Miami-Dade Metromover and Metrorail systems. It is a 7 minute walk from the MIC to Miami Freedom Park. The MIC connects the East coast of Florida.

A proposed mass transit connector will provide direct access from the Miami Intermodal Center to Miami Freedom Park.

NEW 58 ACRE PUBLIC PARK

- ENVIRONMENTALLY SAFE AND REMEDIATED PUBLICLY ACCESSIBLE PARK
- 1 MILE FITNESS LOOP WITH INTEGRATED LIGHTING
- FULLY INTEGRATED WITH EXISTING GRAPELAND PARK FOR A TOTAL OF 78 ACRES
- IMPROVED SIGNALIZED CROSSWALKS FOR NEIGHBORHOOD ACCESS



Image Courtesy of ARQUITECTONICA / ArquitectonicaGEO / MANICA

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NEW PUBLIC PARK

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COMMUNITY ACCESSIBLE SOCCER FIELDS AND COURTS

- SOCCER FIELDS, TENNIS, AND BASKETBALL COURTS OPEN TO CITY OF MIAMI RESIDENTS 16 AND UNDER FOR COMMUNITY AND RECREATIONAL USE
- BOARDWALK LOOP FOR EXERCISE AND TRAINING



Image Courtesy of ARQUITECTONICA / ArquitectonicaGEO

LOCAL MAJOR LEAGUE SOCCER TEAM INTER MIAMI CF

- A GLOBAL GAME MEETS A GLOBAL CITY
- BRINGING THE WORLD'S MOST POPULAR SPORT TO MIAMI
- SOUTH FLORIDA WAS THE NO. 1 TV MARKET IN THE 2018 FIFA WORLD CUP
- MORE THAN 250 INTER MIAMI CF FAN CLUBS THROUGHOUT THE WORLD
- HIGHEST SOCIAL MEDIA SPORTS CONTENT ENGAGEMENT RATE IN SOUTH FLORIDA



Image Courtesy of MANICA

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INTER MIAMI CF TEAM

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SOCCER VILLAGE

- THE SOCCER VILLAGE INTEGRATES SHOPPING, DINING, AND ENTERTAINMENT AS AN EXTENSION OF MIAMI FREEDOM PARK RECREATION AND INTER MIAMI CF



Image Courtesy of ARQUITECTONICA / ArquitectonicaGEO

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SOCCER VILLAGE

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TECH HUB AND HOSPITALITY

- THE TECH HUB INTEGRATES OFFICE AND HOSPITALITY USES TO COMPLEMENT MIAMI FREEDOM PARK AND CREATE A MORE SYNERGISTIC AND RESILIENT DEVELOPMENT
- ECONOMIC ENGINE FOR THE AREA + WELL CONNECTED TO INFRASTRUCTURE



Image Courtesy of ARQUITECTONICA / ArquitectonicaGEO / MANICA

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TECH HUB + HOSPITALITY

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MASTER PLAN DESIGN VISION

CREATE A PUBLIC PARK THAT FRONTS THE NEIGHBORHOOD AND WELCOMES PEDESTRIANS

PEDESTRIAN FLOW FROM THE NEIGHBORHOOD IS SEAMLESS INTO THE PARK

CREATE A WESTERN BUFFER WITH PARKING AGAINST THE HIGH TRAFFIC BOUNDARY AND ELEVATE RECREATIONAL FIELDS TO INCREASE THE ACTIVE GREEN AREA

INTEGRATE A VILLAGE OF RETAIL, DINING AND ENTERTAINMENT THAT FRAMES A PROMENADE

THE STADIUM DESIGN OPENS TO THE PARK AND THE SOCCER VILLAGE CREATING AN EXTENSION OF THE ACTIVITIES INTO THE DEVELOPMENT

INTEGRATE CONNECTIVITY TO THE MIAMI INTERMODAL CENTER TO PROMOTE MASS TRANSIT AND REDUCE VEHICLE RELIANCE AND TRAFFIC



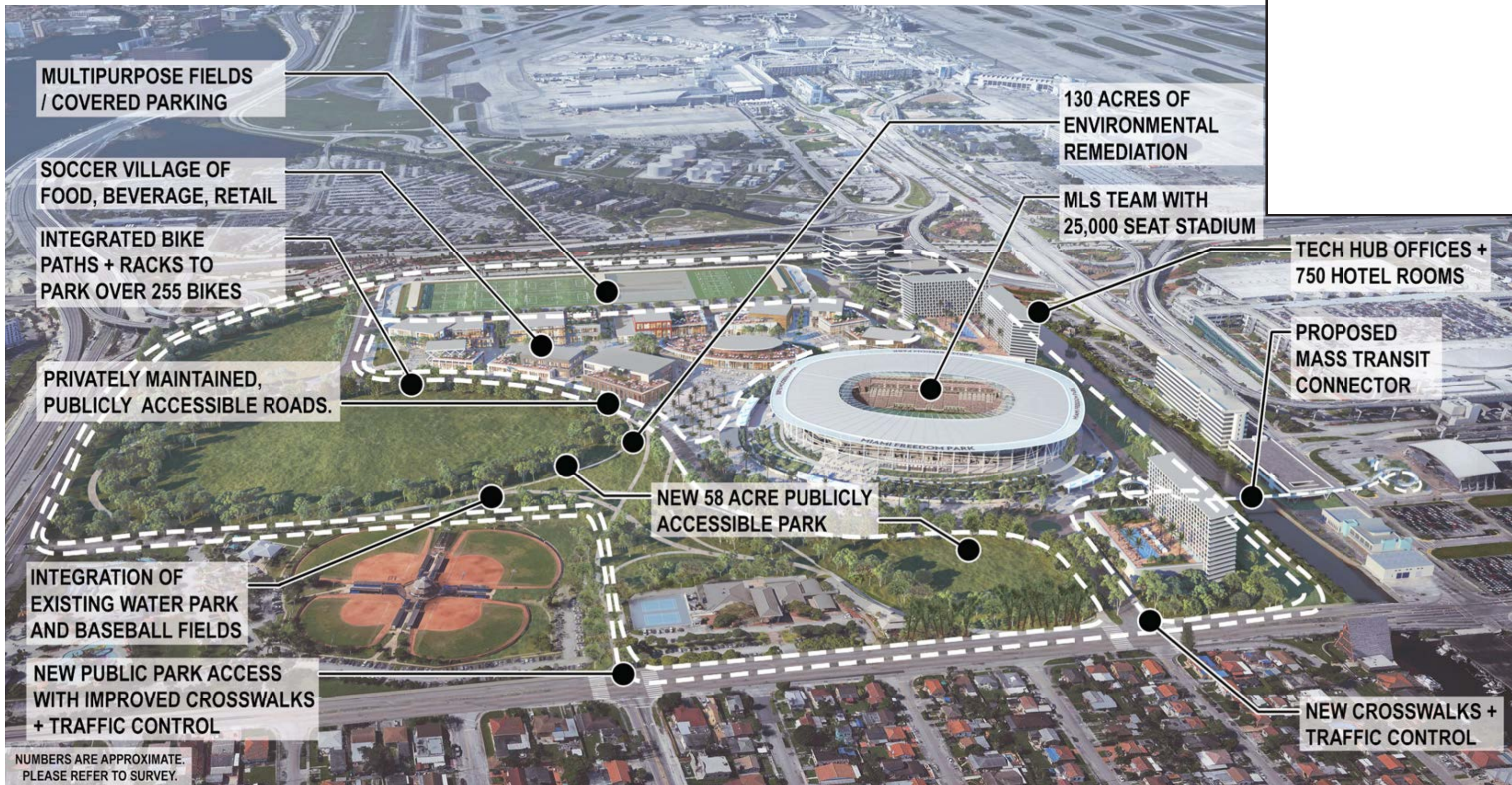
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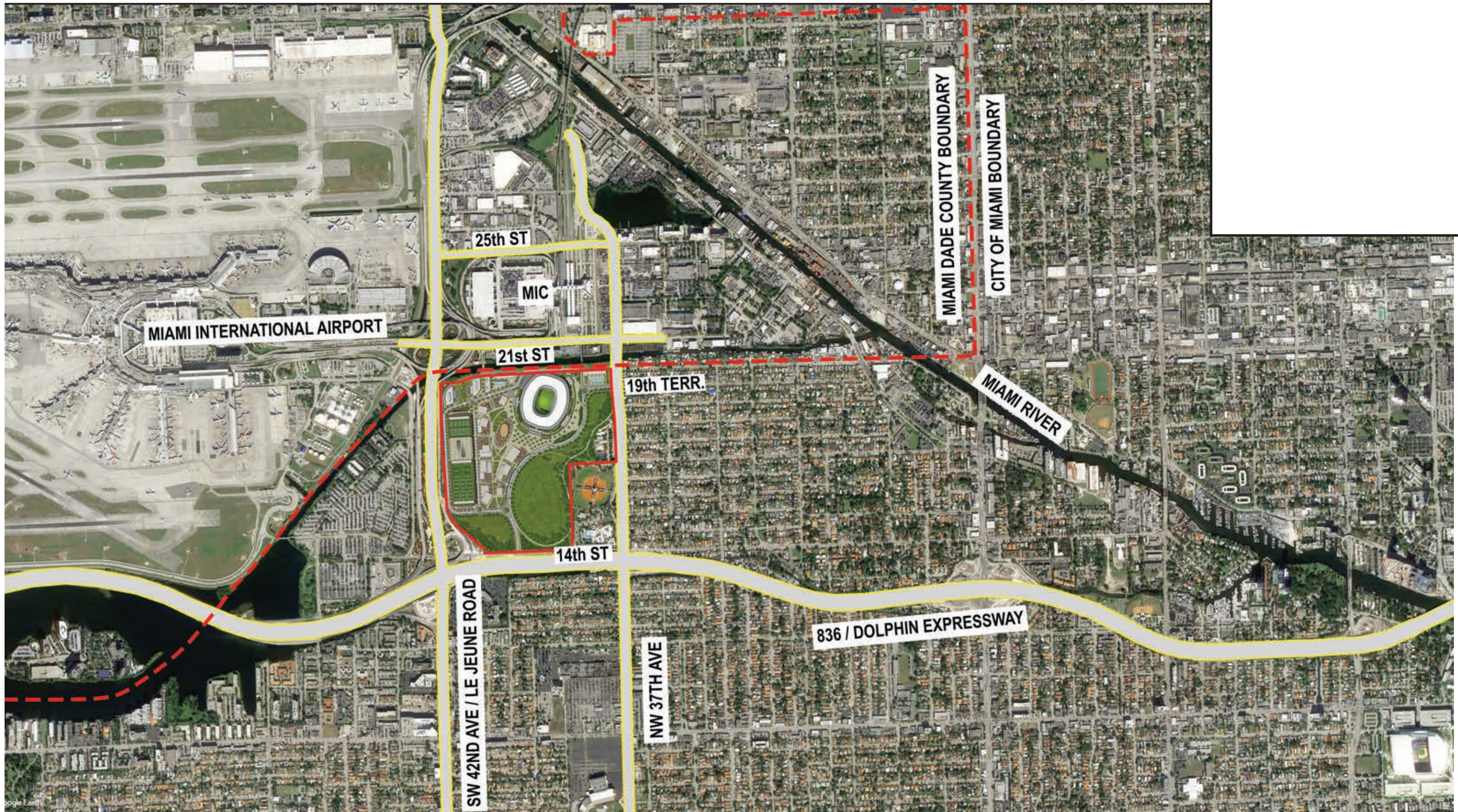
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DESIGN VISION

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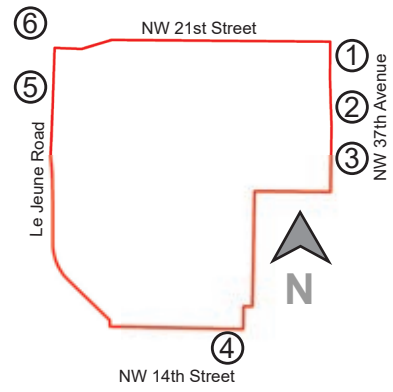
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SITE LOCATION / CONTEXT / CONNECTIVITY

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1. NW 37TH AVENUE



2. NW 37TH AVENUE



3. NW 37TH AVENUE



4. NW 14TH STREET



5. LE JEUNE ROAD



6. NW 12TH DRIVE



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SPECIAL AREA PLAN
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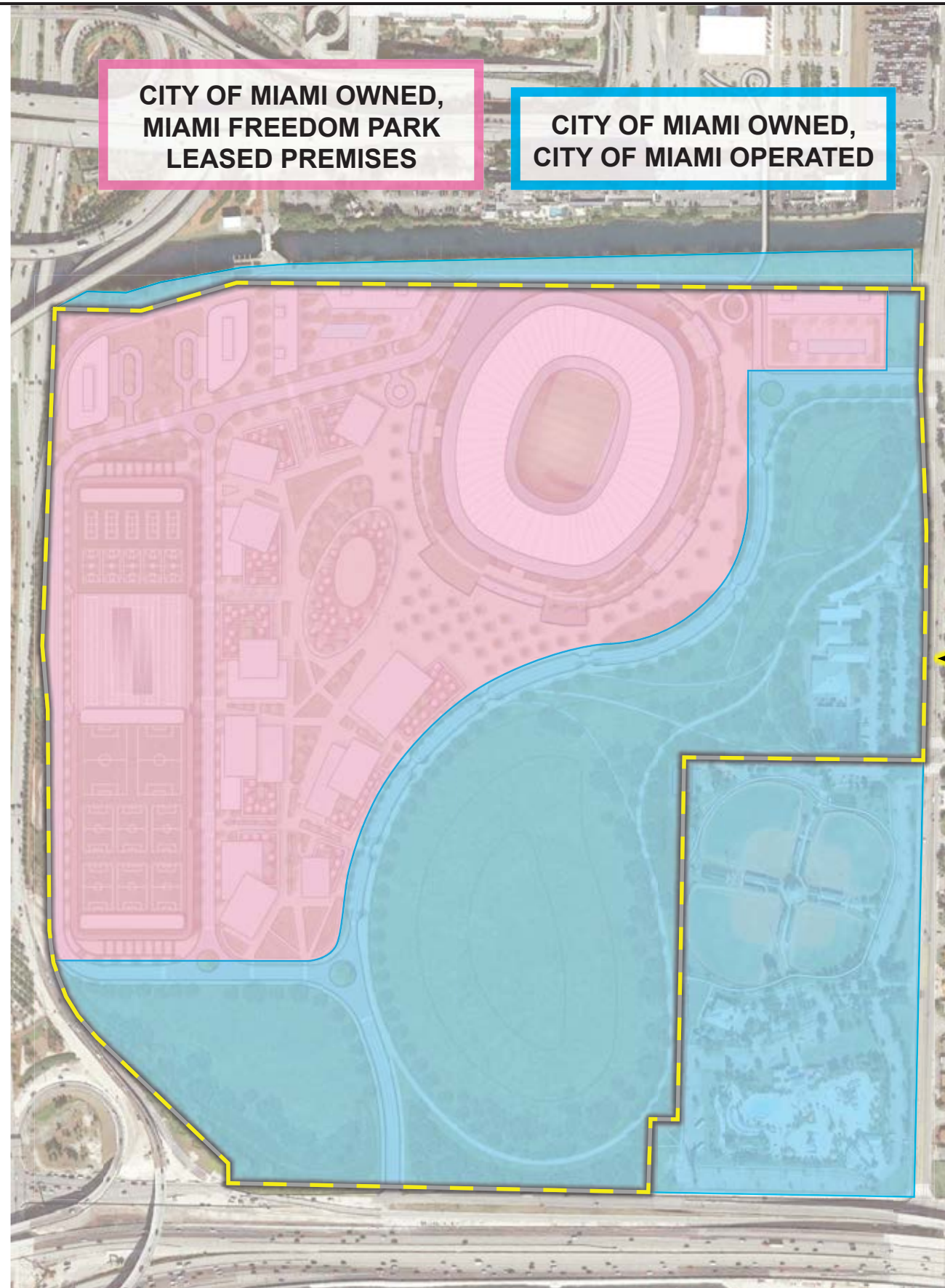
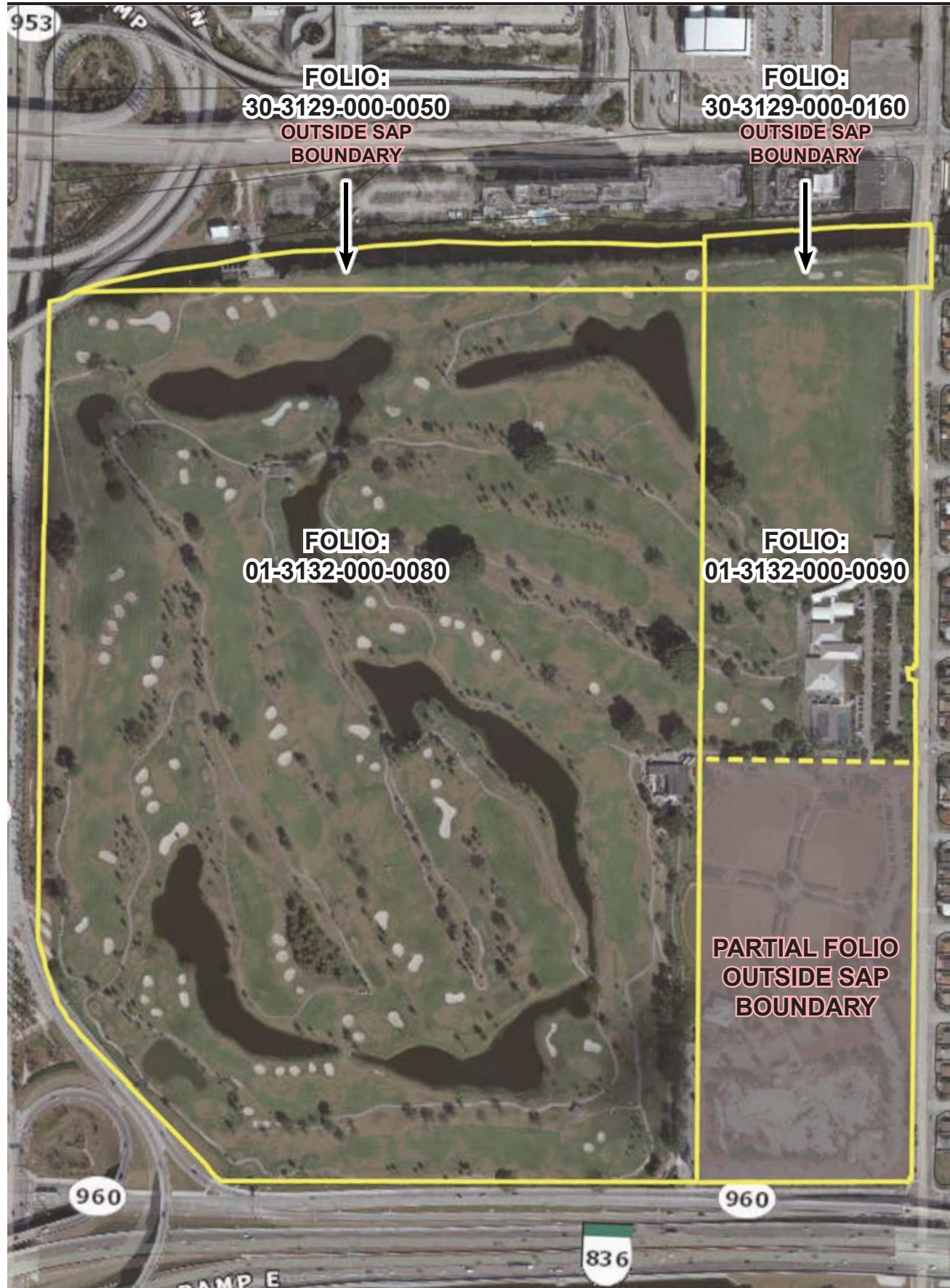
MASTERPLAN



0' 200' 400'

SCALE: 1" = 400'-0"

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← SAP BOUNDARY NON WATERFRONT

PLEASE REFER TO SURVEY.

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SPECIAL AREA PLAN
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KEY PLAN

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AS PER CHAPTER 33, ARTICLE XXXVII OF THE MIAMI-DADE COUNTY CODE.

HEIGHTS ARE IN AMSL

ALL BUILDING HEIGHTS WILL COMPLY WITH MDAD RESTRICTIONS

HOTEL / OFFICE
MAX HEIGHT:
+ / - 160'-0"

STADIUM
PERIMETER
ROOF HEIGHT:
+ / - 106'-0"

GARAGE
MAX HEIGHT:
+ / - 63'-6"

RETAIL
MAX HEIGHT:
+ / - 60'-0"

HOTEL
MAX HEIGHT:
+ / - 157'-0"

MDAD

HEIGHTS ARE IN AMSL

ALL BUILDING HEIGHTS WILL COMPLY WITH FAA RESTRICTIONS

LEGEND

Height - AMSL Feet
High: 169

Low: 119

HOTEL / OFFICE
MAX HEIGHT:
+ / - 160'-0"

STADIUM
PERIMETER
ROOF HEIGHT:
+ / - 106'-0"

GARAGE
MAX HEIGHT:
+ / - 63'-6"

RETAIL
MAX HEIGHT:
+ / - 60'-0"

HOTEL
MAX HEIGHT:
+ / - 157'-0"

161

159

167

125
130
135
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165

FAA

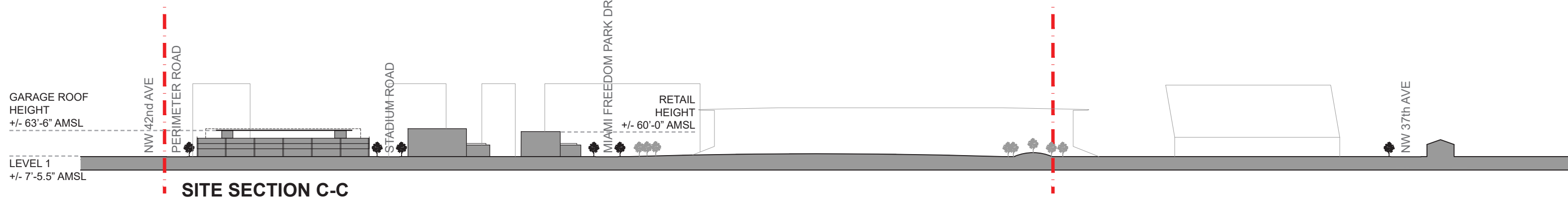
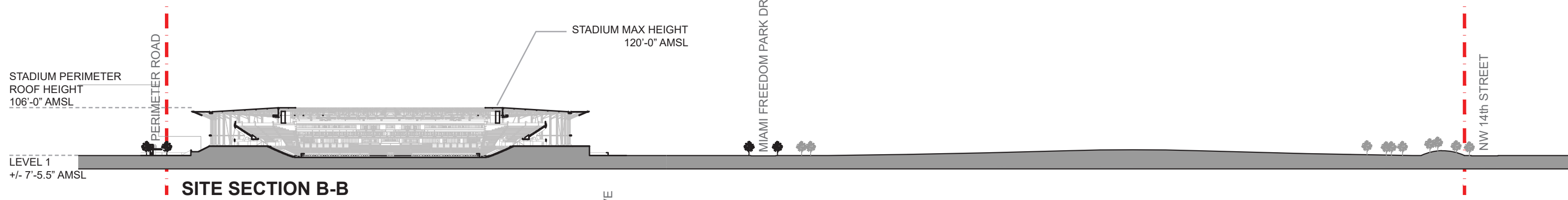
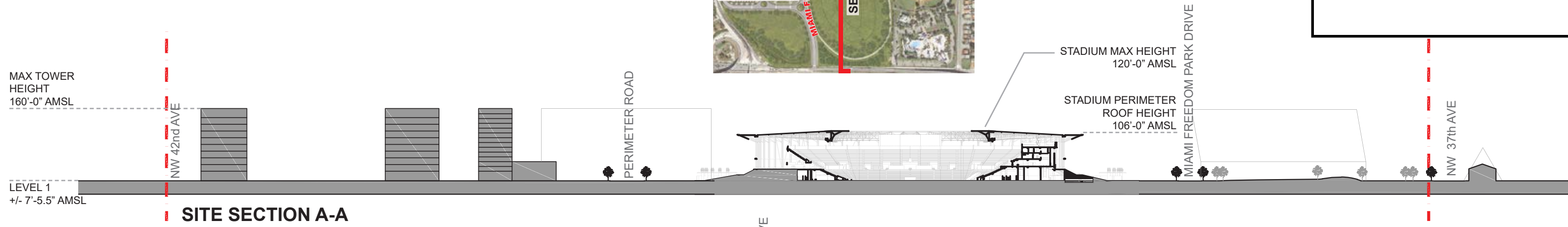
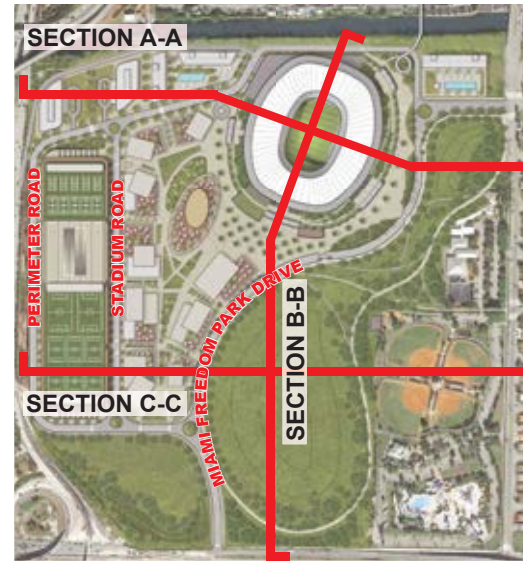
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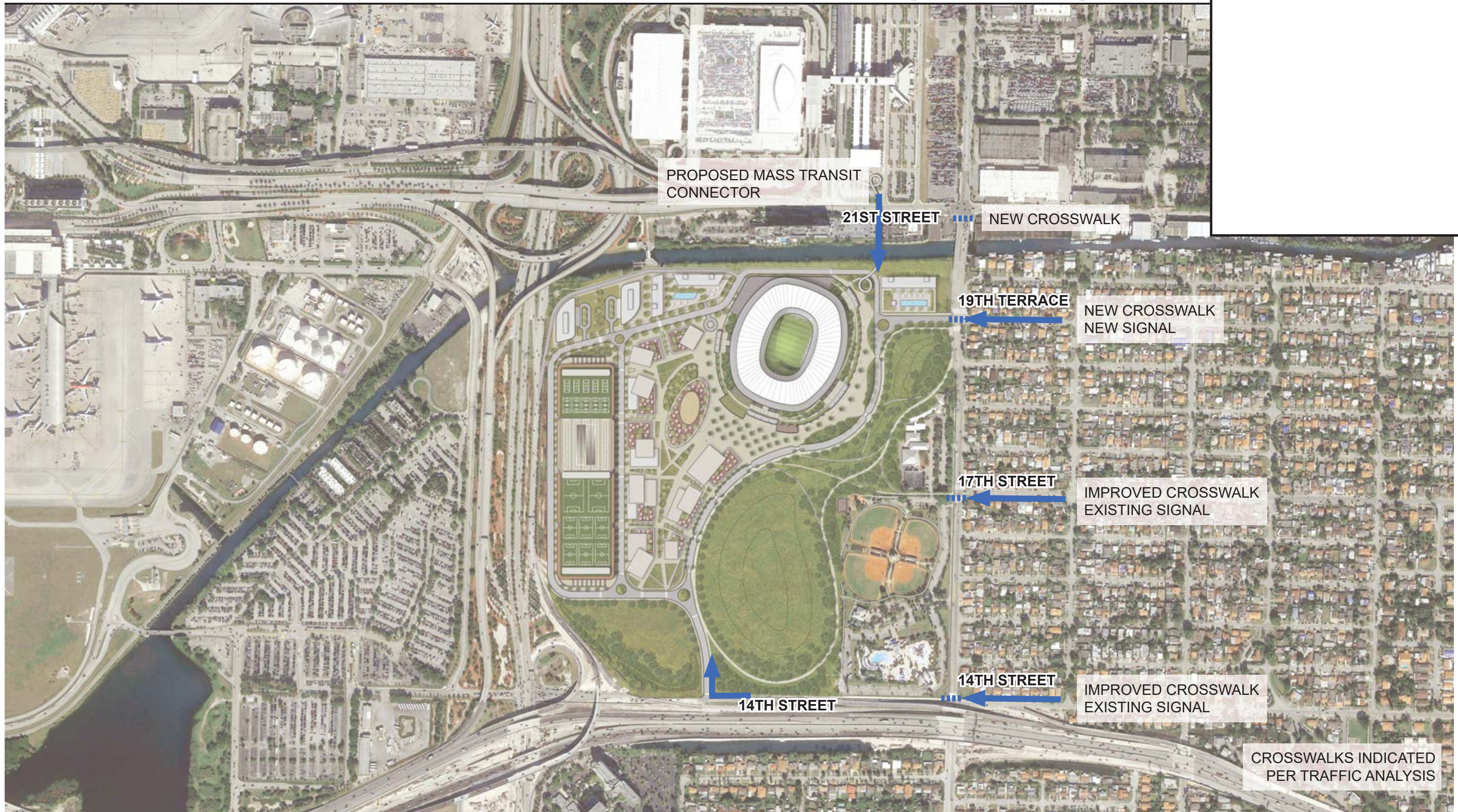
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HEIGHT LIMITATION

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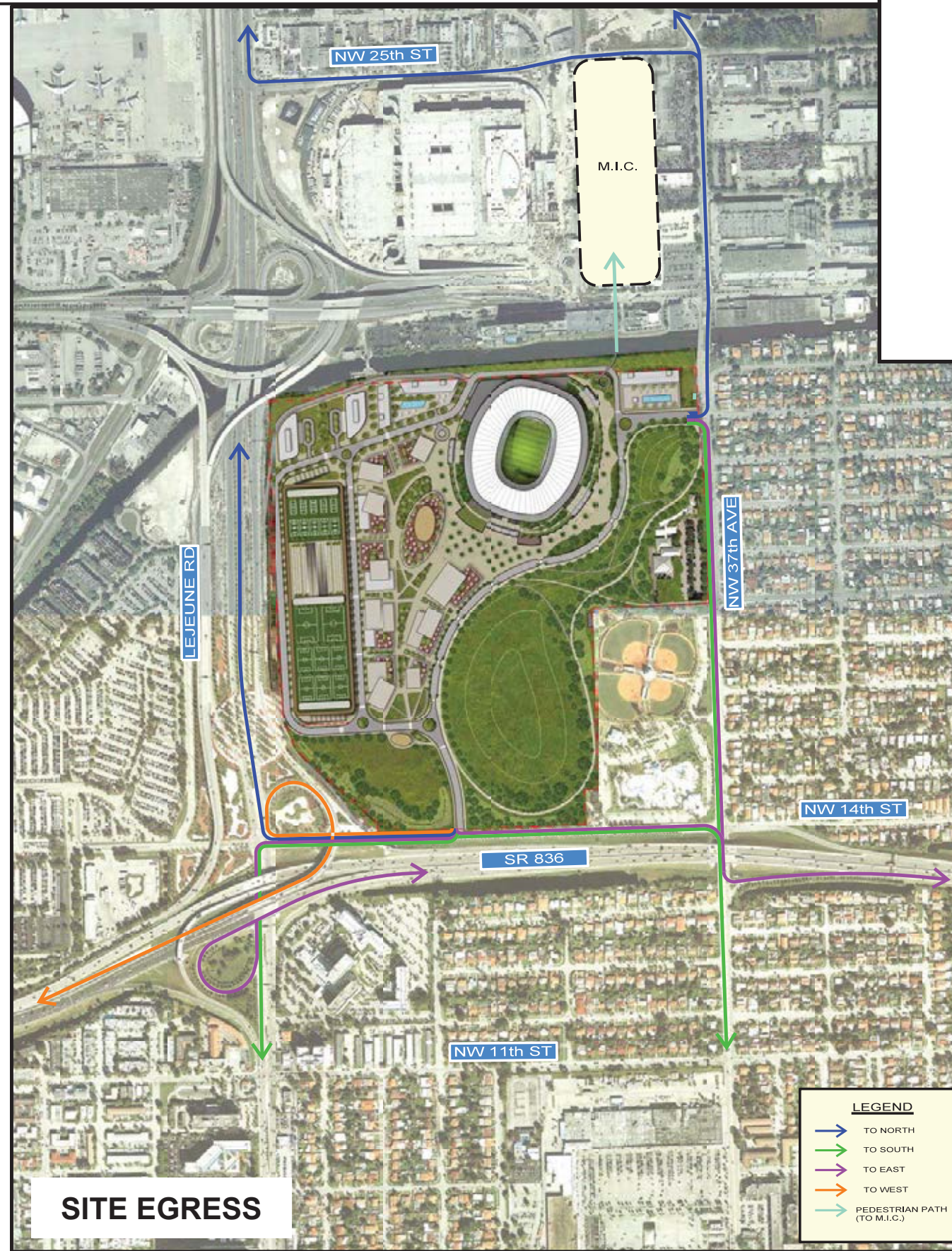
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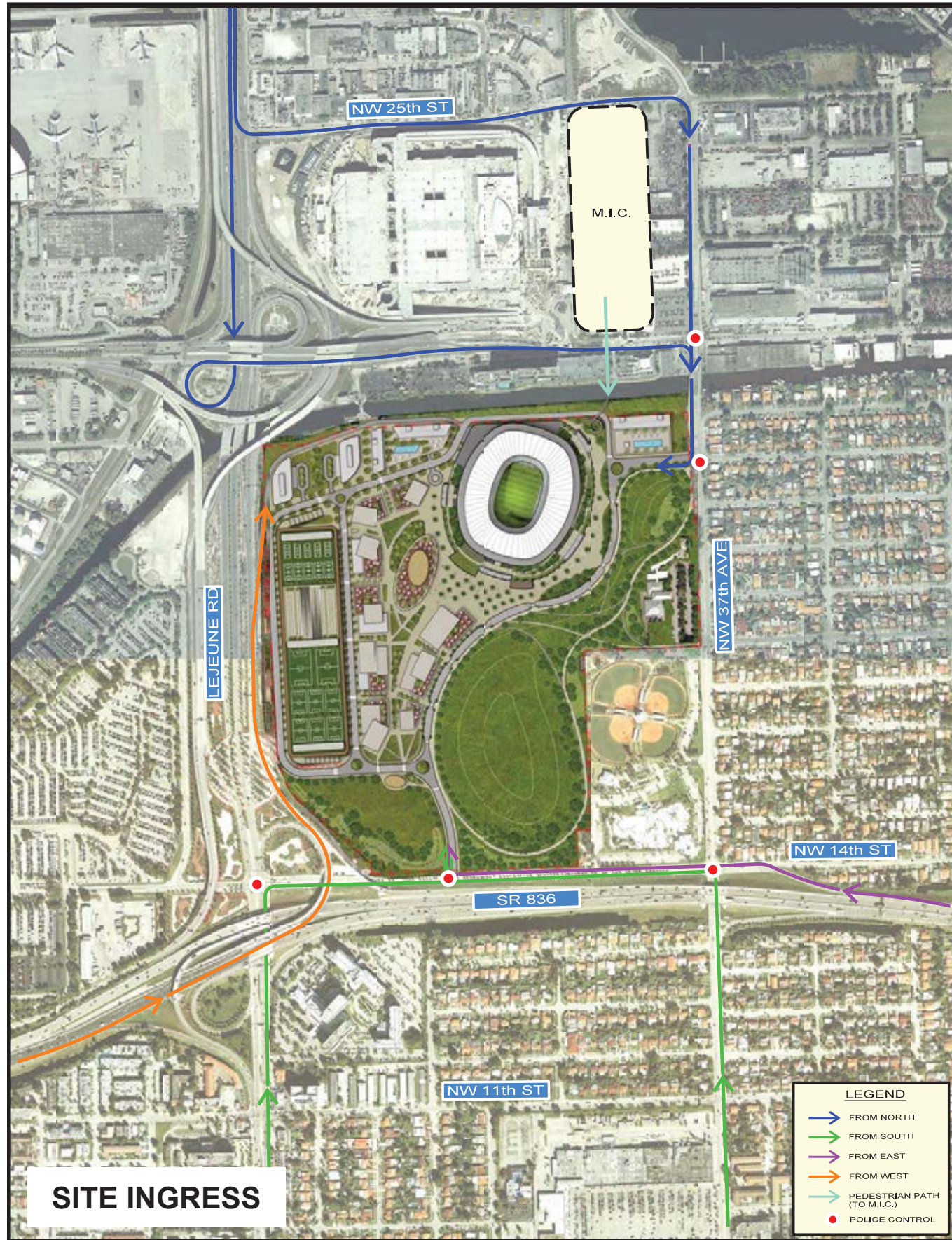
SPECIAL AREA PLAN
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CONNECTIVITY: PEDESTRIAN ACCESS TO PUBLIC PARK

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SITE INGRESS



SITE EGRESS

IMAGES DEPICT PROPOSED ACCESS AND CIRCULATION POINTS. FINAL ACCESS AND CIRCULATION MAY VARY, SUBJECT TO APPROVAL BY APPLICABLE AUTHORITIES.

METROBUS ROUTES

- EXISTING NORTH-SOUTH LOCAL-STOP SERVICE
- EXISTING EAST-WEST LOCAL-STOP SERVICE
- EXISTING **Miami TROLLEY**
- - - PROPOSED MIAMI TROLLEY ROUTE



MIAMI INTERNATIONAL AIRPORT

PROPOSED MASS TRANSIT CONNECTOR

- 37
- 238
- NW 37TH AVE & NW 18TH TER
- NW 37TH AVE & NW 17TH ST
- NW 37TH AVE & NW 16TH ST
- NW 37TH AVE & NW 14TH TER
- NW 37TH AVE & NW 14TH ST



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SPECIAL AREA PLAN
06 / 01 / 2022

FRONTAGES



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SPECIAL AREA PLAN
06 / 01 / 2022

PEDESTRIAN CIRCULATION



0' 200' 400'

SCALE: 1" = 400'-0"

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06 / 01 / 2022

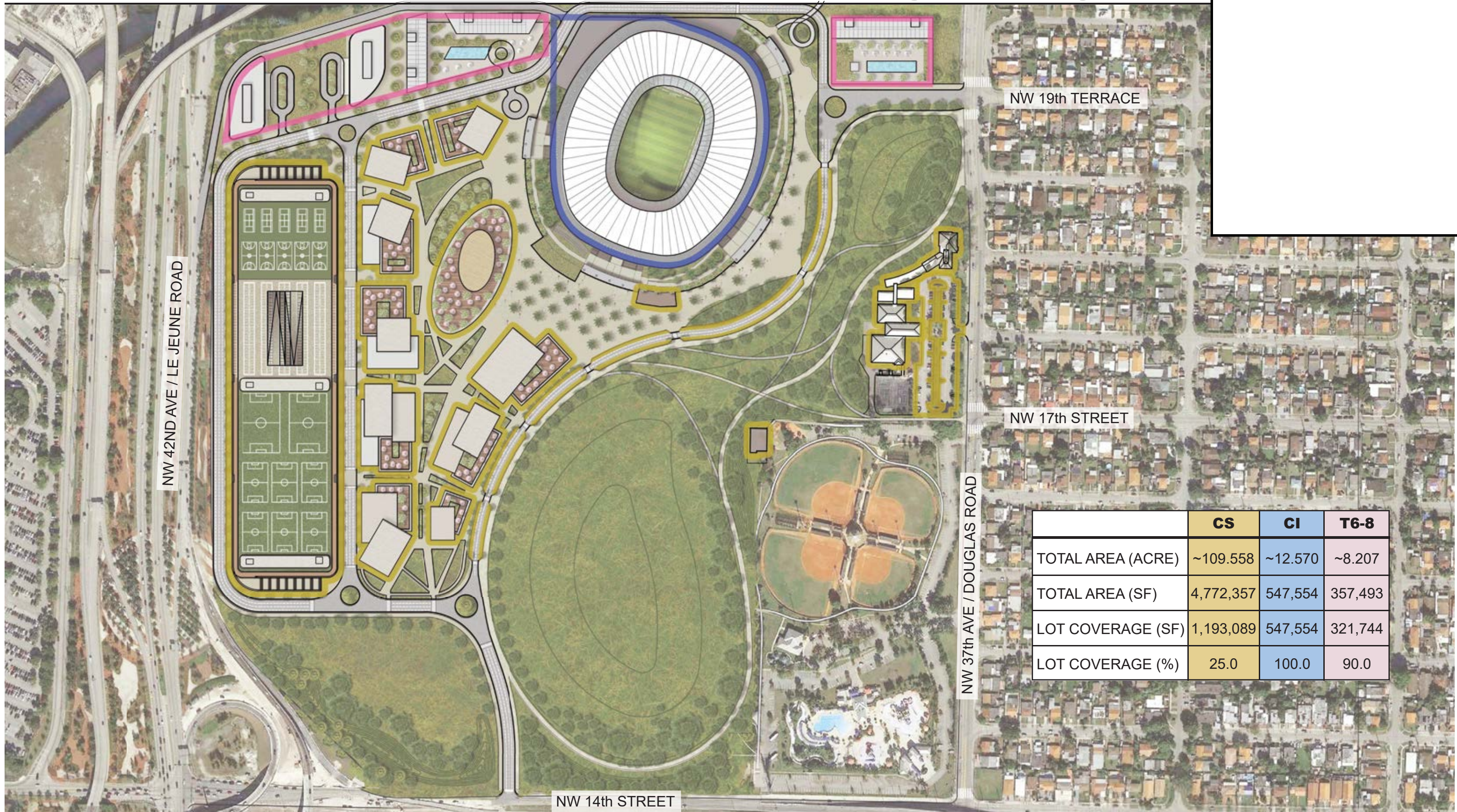
BICYCLE CIRCULATION



0' 200' 400'

SCALE: 1" = 400'-0"

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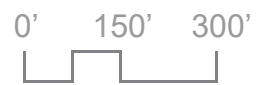
	CS	CI	T6-8
TOTAL AREA (ACRE)	~109.558	~12.570	~8.207
TOTAL AREA (SF)	4,772,357	547,554	357,493
LOT COVERAGE (SF)	1,193,089	547,554	321,744
LOT COVERAGE (%)	25.0	100.0	90.0

ARQUITECTONICA

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SPECIAL AREA PLAN
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LOT COVERAGE



SCALE: 1" = 300'-0"

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MASTERPLAN RENDERING

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NORTHWEST CORNER RENDERING

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SKYLINE RENDERING

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SOCCER VILLAGE RENDERING

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ROOFTOP FIELDS RENDERING

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PARK RENDERING

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PARK RENDERING

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PEDESTRIAN PATH RENDERING

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14TH STREET INTERSECTION
LOOKING NORTHWEST



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SOUTHEAST NEIGHBORHOOD VIEW

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17TH STREET INTERSECTION
LOOKING WEST



NEW PEDESTRIAN
ACCESS TO PUBLIC PARK.

NEWLY ENHANCED
CROSSWALKS



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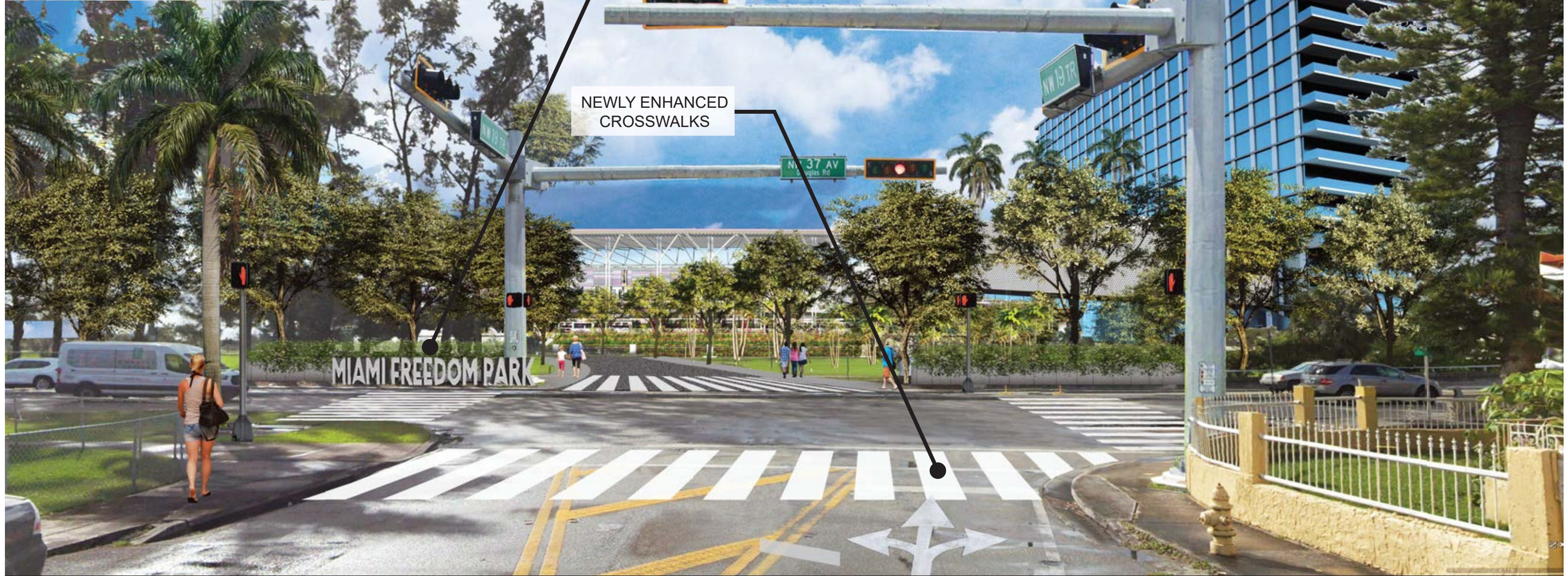
SPECIAL AREA PLAN
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EAST NEIGHBORHOOD VIEW

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19TH TERRACE INTERSECTION
LOOKING WEST



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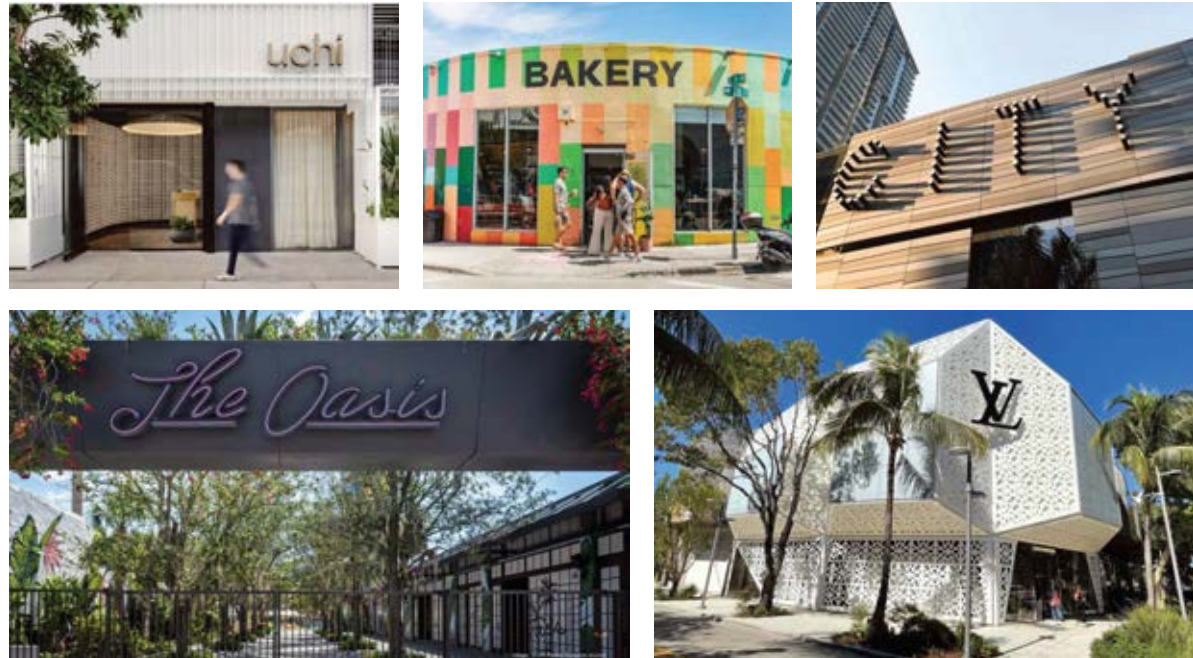
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NORTHEAST NEIGHBORHOOD VIEW

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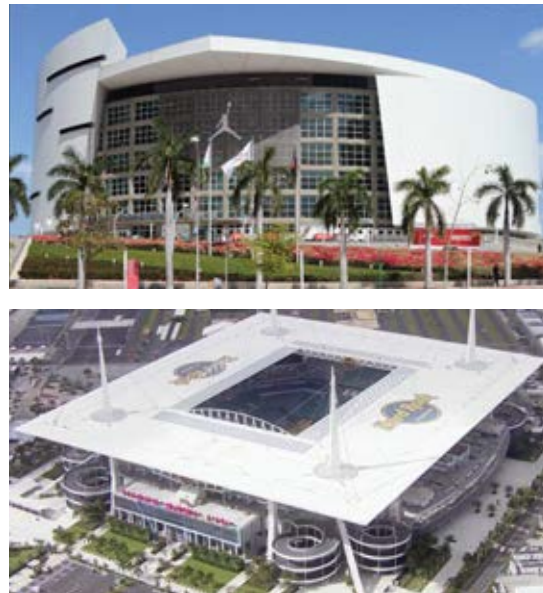
WALL



MONUMENT



STADIUM



DIRECTIONAL



DYNAMIC



DIGITAL KIOSK



PYLON





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SITE DESIGN MOOD

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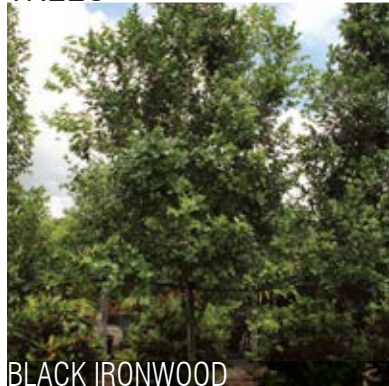
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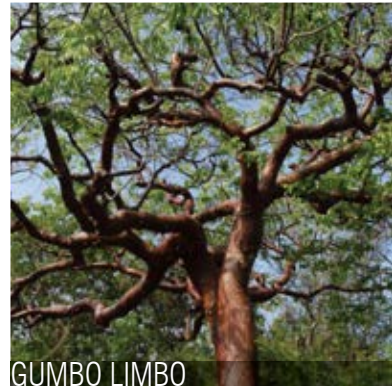
SITE FURNISHING DESIGN MOOD

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TREES



BLACK IRONWOOD



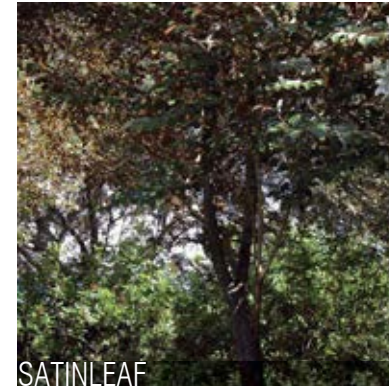
GUMBO LIMBO



PARADISE TREE



PIGEON PLUM



SATINLEAF



SLASH PINE

TREES/PALMS



SIMPSONS STOPPER



LIVE OAK



MASTIC



MAHOGANY



SABAL PALM



THATCH PALM



ROYAL PALM

SHRUBS



FIREBUSH



FLORIDA PRIVET



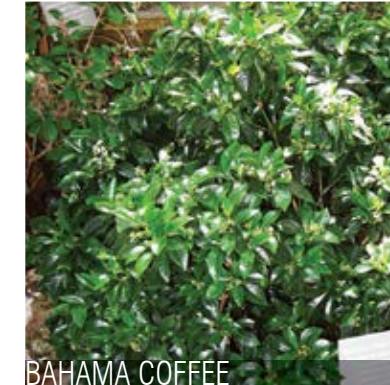
MARLBERRY



SAW PALMETTO



WILD COFFEE

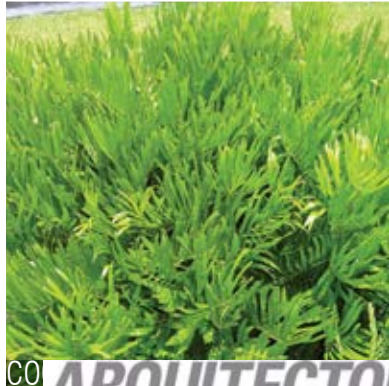


BAHAMA COFFEE



SMALL-LEAF CLUSIA

GROUNDCOVERS



CO RASS



GAMMA GRASS



SWORD FERN



BOSTON FERN



BABY RUBBER PLANT



NATAL PLUM

TREES/PALMS



GUMBO LIMBO



LIVE OAK



MAHOGANY



ROYAL PALM



SABAL PALM

SHRUB/GROUNDCOVERS



BAHAMA COFFEE



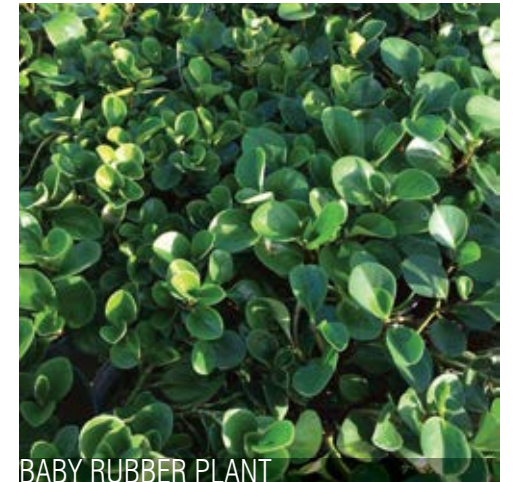
COONTIE



GAMMA GRASS



BOSTON FERN



BABY RUBBER PLANT

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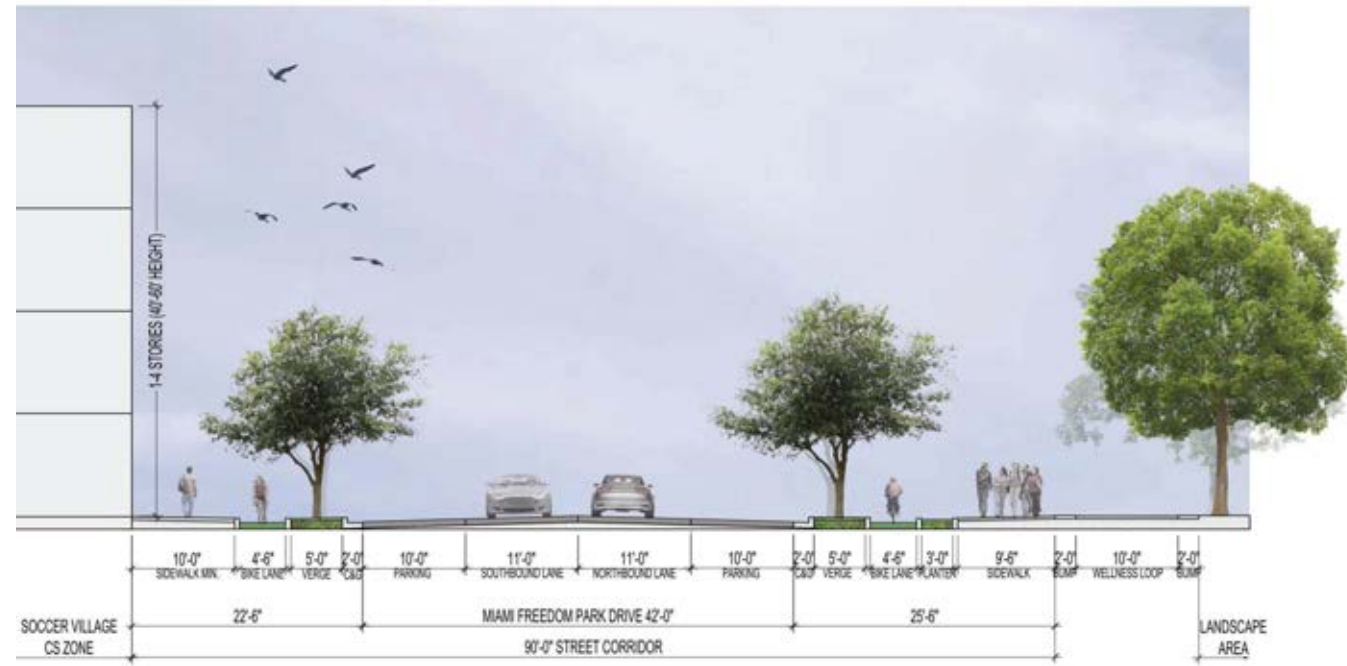
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SPECIAL AREA PLAN
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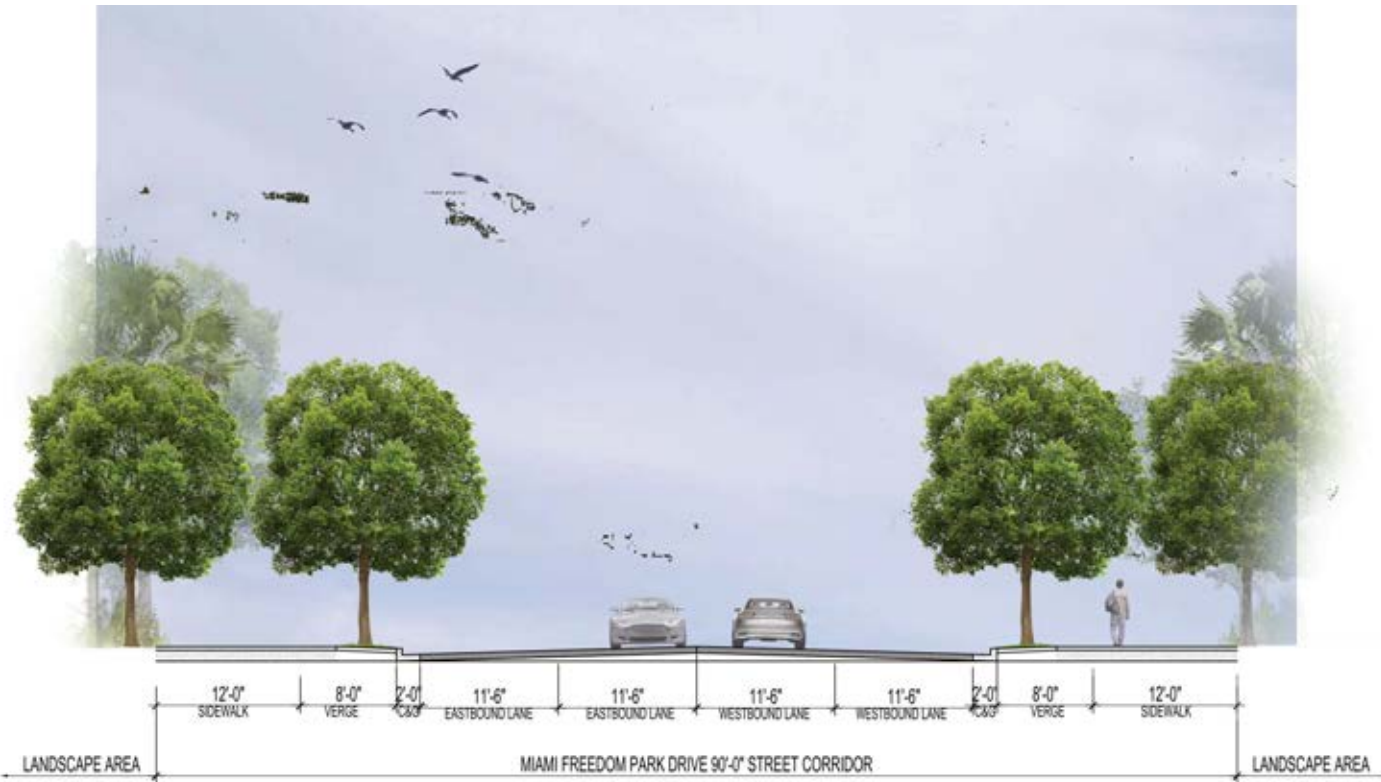
STREETSCAPE VEGETATION PALETTE

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MIAMI FREEDOM PARK DRIVE 1/16" = 1'-0"





MIAMI FREEDOM PARK DRIVE 1/16" = 1'-0"



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STREET CORRIDOR: MIAMI FREEDOM PARK DRIVE

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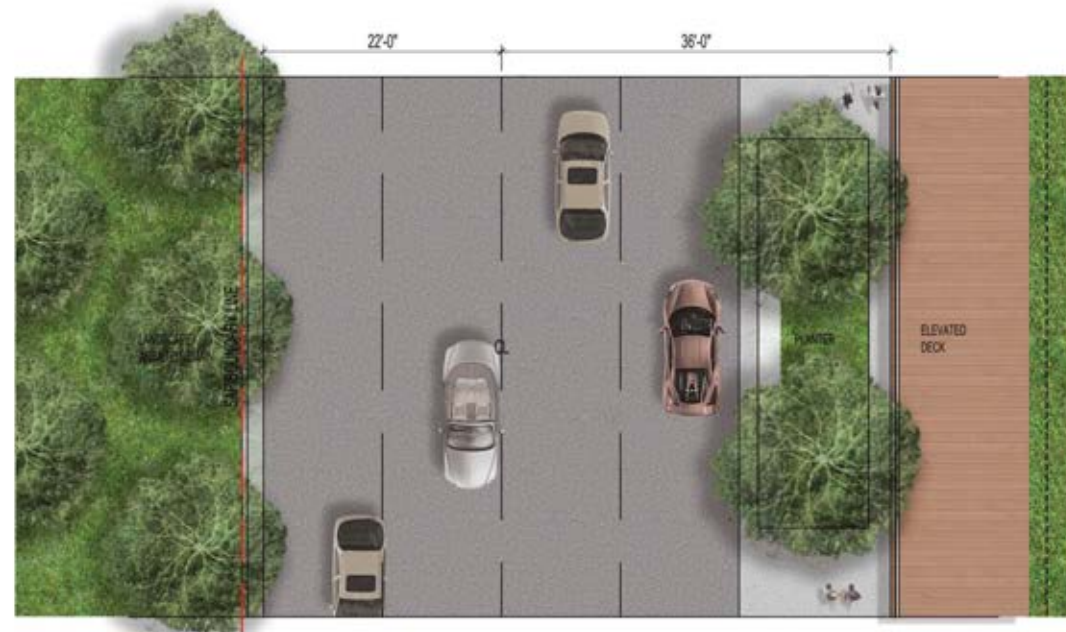
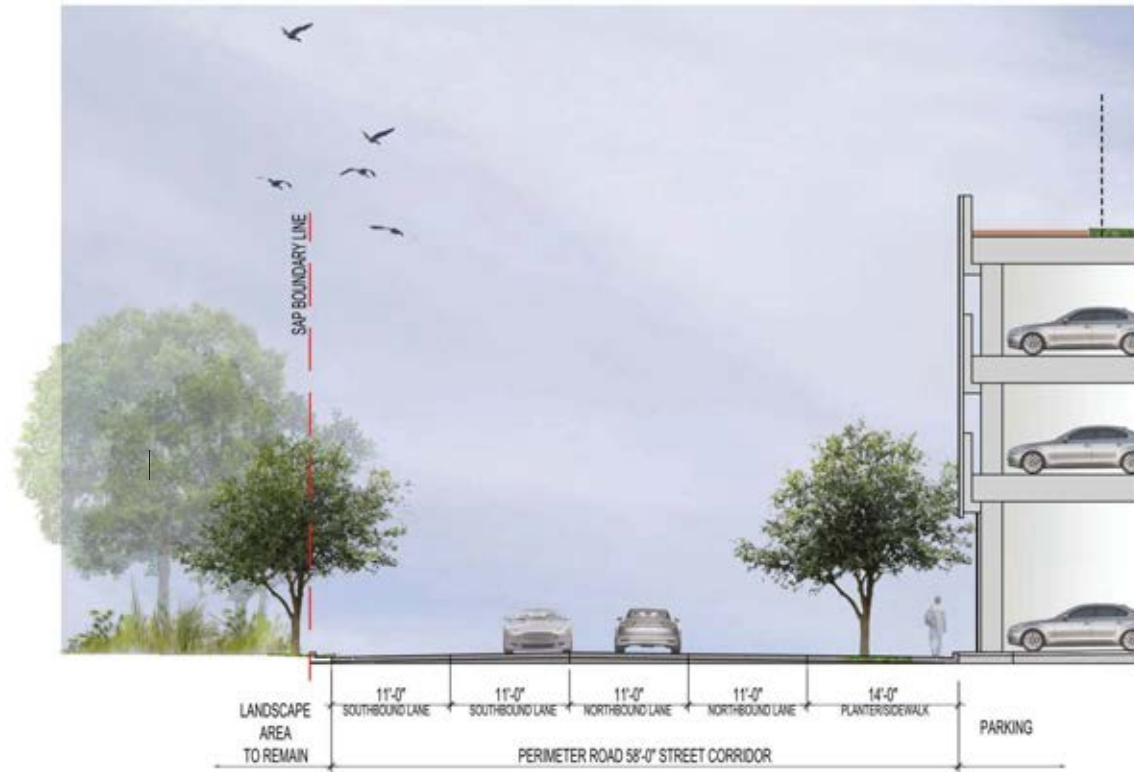
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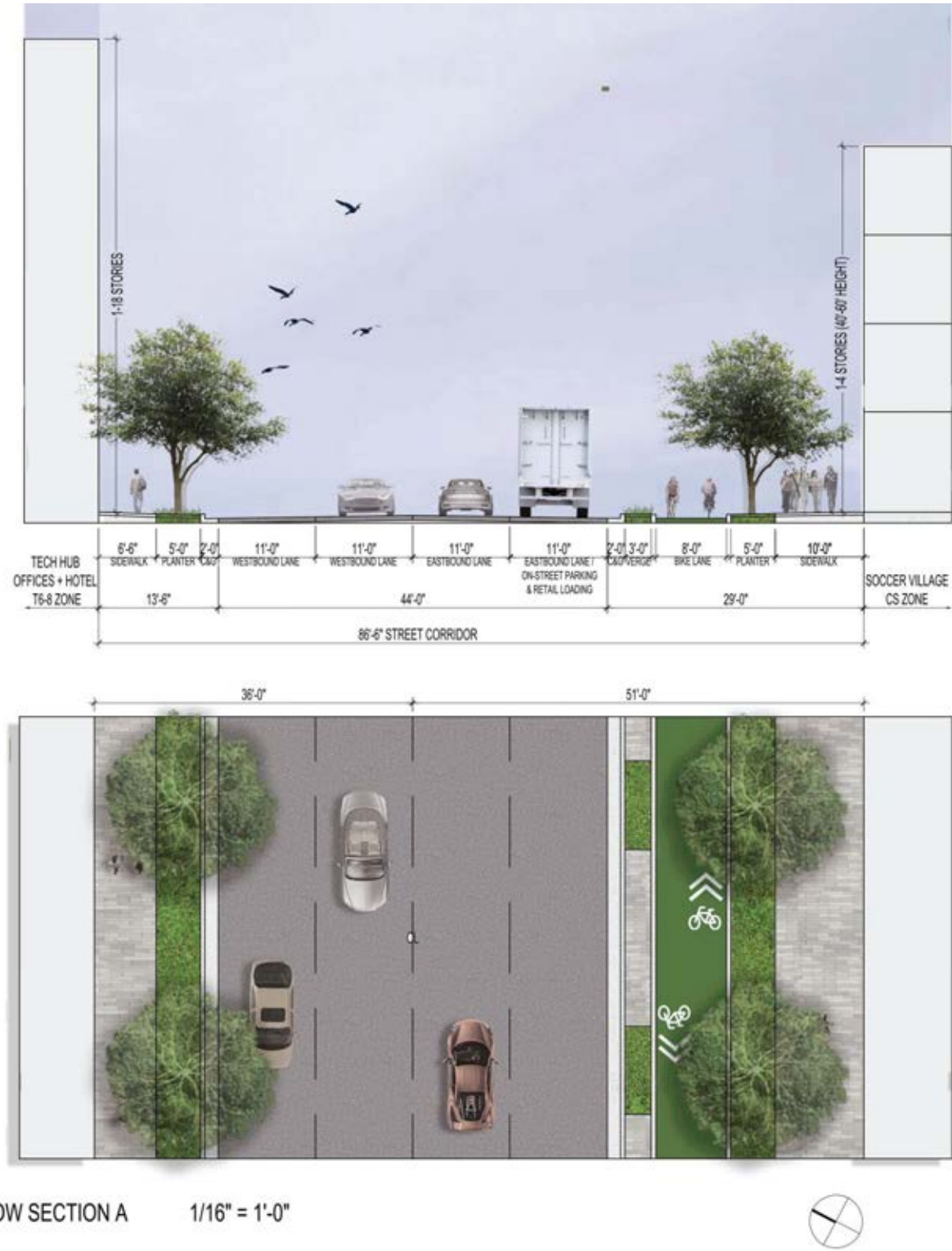
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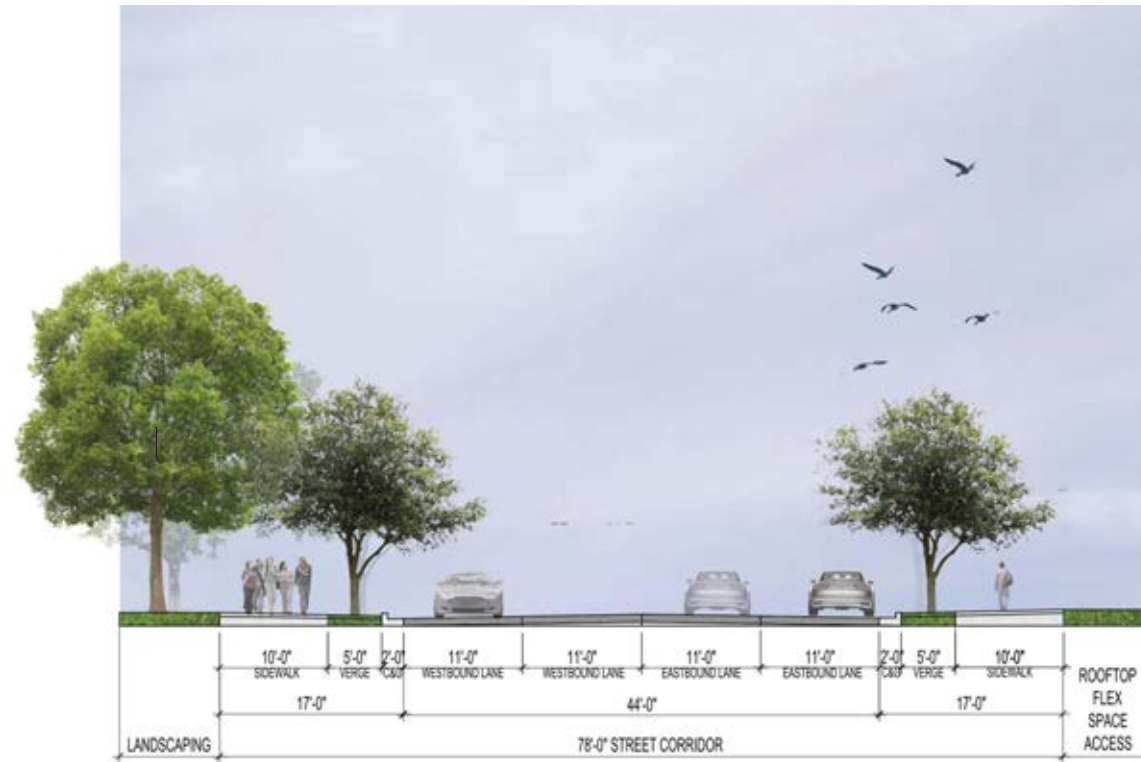
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STREET CORRIDOR: STADIUM ROAD

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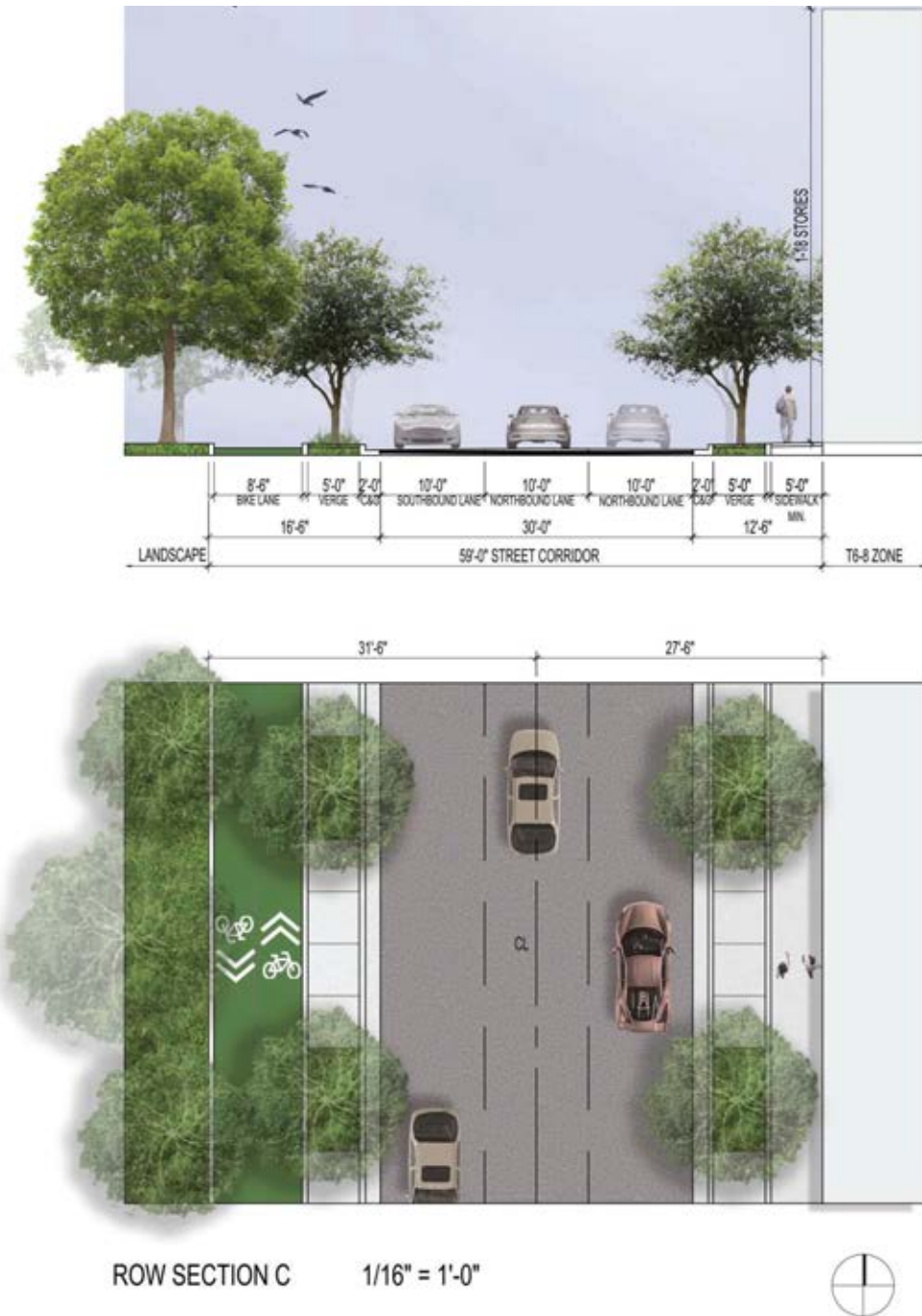




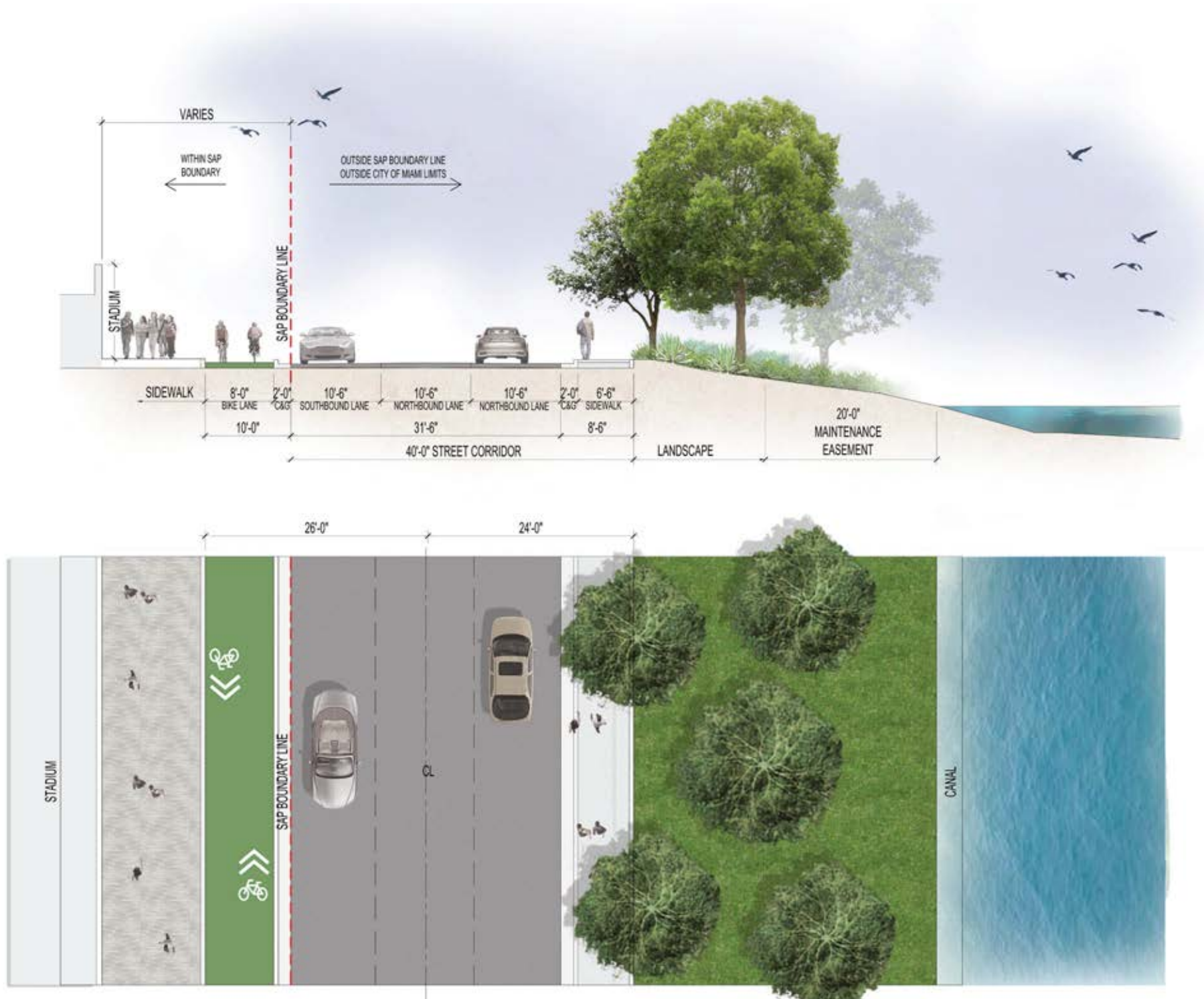


ROW SECTION B 1/16" = 1'-0"









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STREET CORRIDOR: SECTION E

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SOCCER VILLAGE RETAIL PROMENADE 1/16" = 1'-0"

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SPECIAL AREA PLAN
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SOCCER VILLAGE PROMENADE SECTION

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- City Boundary
- City Parcels
- Major Roads
- Streets
- ZoningMiami21
- Established Setbacks - Miami 21
- Area Specific Designation - Miami 21
 - Coral Gate (NCD-1)
 - Village West Island and Charles Avenue (NCD-2)
 - Coconut Grove (NCD-3)
 - Miami Worldcenter
 - Midtown Miami East Special District
 - Midtown Miami West Special District
- Special Area Plans - Miami 21
- Design Guidelines - Miami 21
 - Coral Way (Zone 1)
 - Coral Way (Zone 2)
 - Coral Way (Zone 3)
 - Coral Way (Zone 4)
 - Coral Way (Zone 5)
 - Coral Way (Zone 6)
 - Grand Ave
 - Little Haiti
 - MLK Blvd
 - Miami River Greenway
 - Omni CRA
 - Overtown Folkstyle Village
 - SEOPW
- Neighborhood Revitalization District
- Primary Zoning - Miami 21
 - T1 NATURAL
 - T3 SUB-URBAN
 - T4 GENERAL URBAN
 - T5 URBAN CENTER
 - T6-8 URBAN CENTER
 - T6-12 URBAN CORE
 - T6-24 URBAN CORE
 - T6-36 URBAN CORE
 - T6-48 URBAN CORE
 - T6-60 URBAN CORE
 - T6-80 URBAN CORE
 - D1 WORK PLACE
 - D2 INDUSTRIAL
 - D3 MARINE
 - CS CIVIC SPACE/PARKS
 - CI CIVIC INSTITUTIONAL
 - CI-HD HEALTH DISTRICT



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PROPOSED + EXISTING ZONING

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- City Boundary
- City Parcels
- Major Roads
 - Expressway
- Streets
- FutureLandUse
 - Coastal High Hazard Area
 - Residential Density Increase Areas
 - Little Havana - 200 Units/Acre
 - Southeast Overturn - 300 Units/Acre
 - Park West - 500 Units/Acre
 - Brickell - 500 Units/Acre
 - Omni - 500 Units/Acre
 - River Quadrant - 500 Units/Acre
 - Miami River - 400 Units/Acre
- Other Overlays
 - Buena Vista RAC
 - Edgewater
 - HD/HRAC
 - HDRAC
 - UCBD
- Future Land Use
 - Conservation
 - Public Parks and Recreation
 - Commercial Recreation*
 - Marine Facilities*
 - Single Family - Residential
 - Duplex - Residential
 - Low Density Multifamily Residential
 - Medium Density Multifamily Residential
 - High Density Multifamily Residential
 - Low Density Restricted Commercial
 - Medium Density Restricted Commercial
 - Restricted Commercial
 - Central Business District
 - General Commercial
 - Major Institutional, Public Facilities, Transportation and Utilities
 - Light Industrial
 - Industrial
- * Not designated on map



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SPECIAL AREA PLAN
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PROPOSED + EXISTING FUTURE LAND USE

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CITY OF MIAMI OWNED, MIAMI FREEDOM PARK LEASED AREA

T6-8	
BUILDING DISPOSITION	
LOT OCCUPATION	
Lot Area (SF)	357,493 SF
Lot Area (Acres)	~8.207 Acres
Lot Width (varies)	~1,130'-0"
Lot Coverage	90%
Floor Lot Ratio (FLR)	N/A
Frontage at Front Setback	50%
Open Space	0%
Density	N/A
BUILDING SETBACK	
Principal Front	0'-0"
Secondary Front	0'-0"
Side	0'-0"
Rear	0'-0"
BUILDING CONFIGURATION	
FRONTAGE	
Common Lawn	prohibited
Porch & Fence	prohibited
Terrace or L.C.	prohibited
Forecourt	permitted
Stoop	permitted
Shopfront	permitted
Gallery	permitted
Arcade	permitted
BUILDING HEIGHT	
Min. Height	1 story
Max. Height	18 stories

CI	
BUILDING DISPOSITION	
LOT OCCUPATION	
Lot Area (SF)	547,554 SF
Lot Area (Acres)	~12.570 Acres
Lot Width	~723'-0"
Lot Coverage	100%
FLR	5
BUILDING SETBACK	
Principal Front	0'-0"
Secondary Front	0'-0"
Side	0'-0"
Rear	0'-0"
BUILDING CONFIGURATION	
BUILDING HEIGHT	
Min. Height	1 Story
Max. Height	18 stories

CS	
BUILDING DISPOSITION	
LOT OCCUPATION	
Lot Area (SF)	2,242,089 SF
Lot Area (Acres)	~51.471 Acres
Lot Width (varies)	~1,110'-0"
Lot Coverage	25%
FLR	5
BUILDING SETBACK	
Principal Front	0'-0"
Secondary Front	0'-0"
Side	0'-0"
Rear	0'-0"
BUILDING CONFIGURATION	
BUILDING HEIGHT	
Min. Height	1 Story
Max. Height	4 Stories

Miami Freedom Park & Soccer Village

18180

Development Program	Minimum Units	Miami 21			Miami 21 Shared Parking ¹					Parking Provided
		Requirement		Total Parking	MLS Stadium	Soccer Village	Office	Hotel	TOTALS	
					3,571	1,800	1,200	425	6,996	
					1	2	2	2		
MLS Stadium	25,000 Seats	1 parking space / 7 seats	0.14	3,571	3,571	900	600	213	-1712	
						-900	-600	-212		
Soccer Village	600,000 SF	3 parking spaces / 1000 SF	3	1,800			1.2 600	1.3 213		
							500	164	-149	
							-100	-49		
Office	400,000 SF	3 parking spaces / 1000 SF	3	1,200			1.7 164	96		
							-68	-68		
Hotel	750 Rooms	1 parking space / 2 rooms + 1 visitor space / 15 rooms	0.5 + 1/15	425						
									-0	
									-1929	
Total Parking Spaces					3,571	900	500	96	5,067	5,100

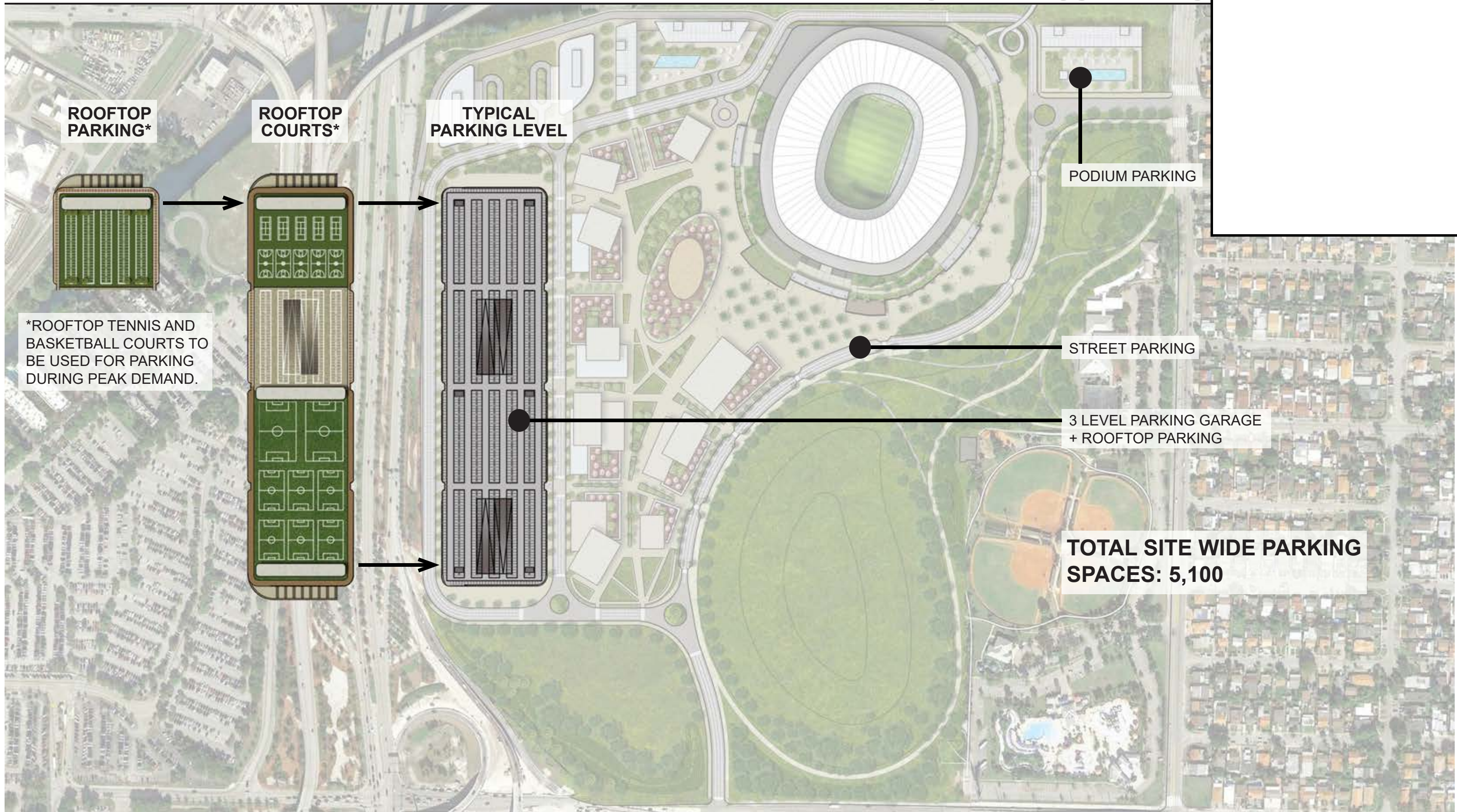
(1) Per Article 4, Table 5 of Miami Freedom Park SAP Regulating Plan, Shared Parking Standards with Proposed Shared Parking Factor for Stadium

LOADING					
Use	Gross	Net	Loading Ratio	Loading Required	Loading Provided
STADIUM	25,000 Seats	25,000 Seats	1 per 10,000 seats	3	≥3 Commercial
OFFICE	400,000 SF	360,000 SF	2 for 250k-500k	2	2 Commercial
HOTEL	750 Keys	750 Keys	1 Commercial per 1st 400 keys, 1 Residential per 200 keys thereafter	3	1 Commercial 2 Residential
COMMERCIAL	600,000 SF	540,000 SF	1 for 500k	2	1 Industrial 1 Commercial

BICYCLE PARKING				
Use	Units	Parking Ratio	Parking Required	Parking Provided
TOTAL SITE PARKING	5,100 Spaces	1/20 Spaces	255	255

ACCESSIBLE PARKING				
Use	Units	Parking Ratio (Car + Van)	Parking Required	Parking Provided
TOTAL SITE PARKING	5,100 Spaces	20 + 1 for each 100 over 1,000	61	61

EVSE READY PARKING				
Use	Units	Parking Ratio	Parking Required	Parking Provided
TOTAL SITE PARKING	5,100 Spaces	10%	510	510



MFP LEASED AREA GUIDELINES



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SPECIAL AREA PLAN
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CIVIC SPACE



0' 150' 300'



SCALE: 1" = 300'-0"

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- P PARKING ENTRANCE + EXIT
- S SERVICE TRUCK ACCESS
- ON-STREET LOADING

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SPECIAL AREA PLAN
 06 / 01 / 2022

PARKING + SERVICE ACCESS DIAGRAM

0' 150' 300'
 N
 SCALE: 1" = 300'-0"

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SPECIAL AREA PLAN
06 / 01 / 2022

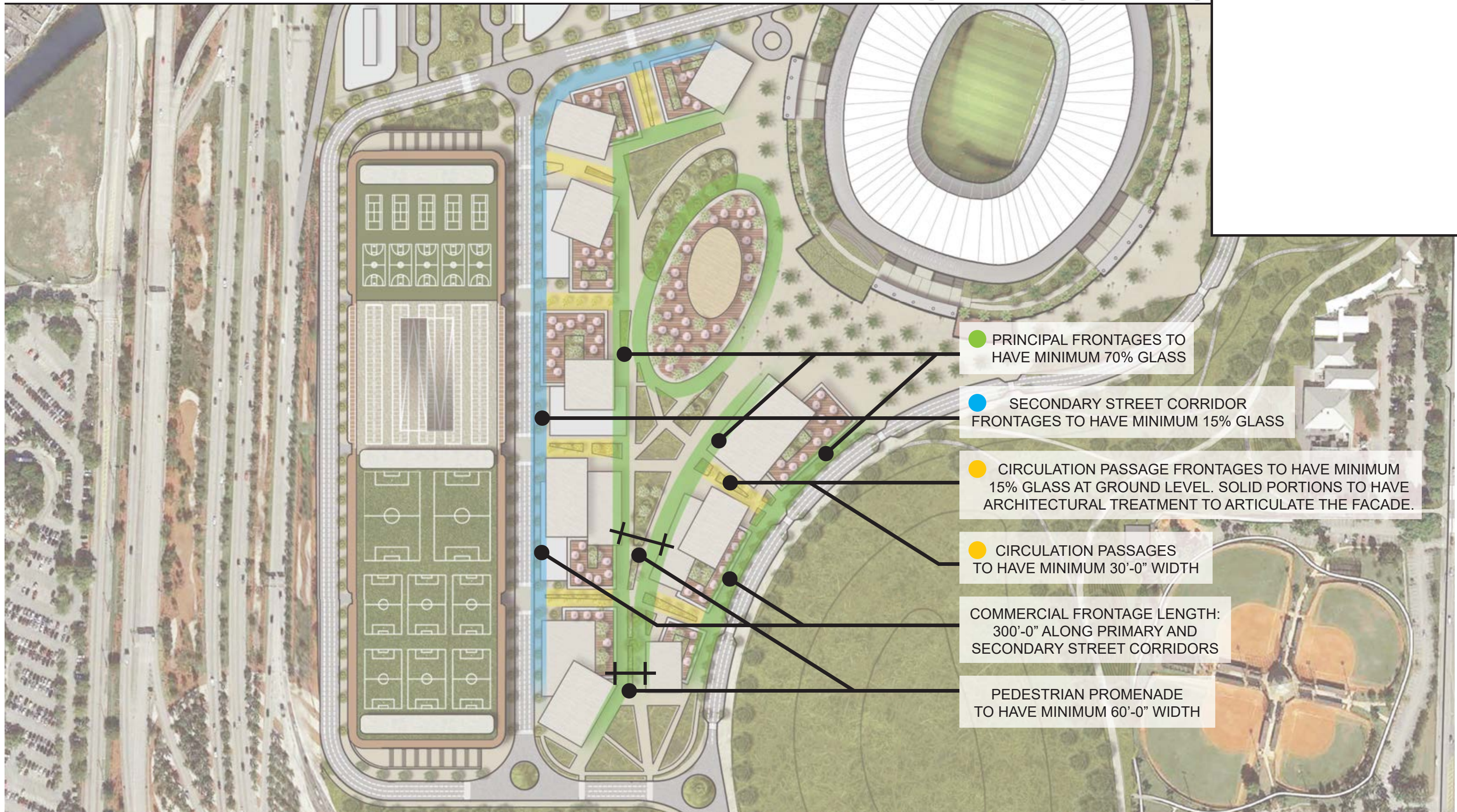
PERMISSIBLE OUTDOOR DINING AREAS



0' 150' 300'

SCALE: 1" = 300'-0"

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● PRINCIPAL FRONTAGES TO HAVE MINIMUM 70% GLASS

● SECONDARY STREET CORRIDOR FRONTAGES TO HAVE MINIMUM 15% GLASS

● CIRCULATION PASSAGE FRONTAGES TO HAVE MINIMUM 15% GLASS AT GROUND LEVEL. SOLID PORTIONS TO HAVE ARCHITECTURAL TREATMENT TO ARTICULATE THE FACADE.

● CIRCULATION PASSAGES TO HAVE MINIMUM 30'-0" WIDTH

COMMERCIAL FRONTAGE LENGTH: 300'-0" ALONG PRIMARY AND SECONDARY STREET CORRIDORS

PEDESTRIAN PROMENADE TO HAVE MINIMUM 60'-0" WIDTH



- RETAIL BUILDING DESIGN CRITERIA**
- TERRACES AND OUTDOOR DINING
 - PROMENADE
 - LOW RISE BUILDINGS
 - OUTDOOR PUBLIC SPACES WITH INTEGRATED LANDSCAPE AND HARDSCAPE
 - VARIETY OF SCALE AND MATERIALS TO PROMOTE VILLAGE CHARACTER
 - VISUAL CONNECTION BETWEEN INTERIOR AND EXTERIOR



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CS AREA DESIGN ELEMENTS

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OFFICE BUILDING DESIGN CRITERIA

- PROMOTE NATURAL DAYLIGHT
- HIGH RISE TOWERS



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T6-8 AREA DESIGN ELEMENTS

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ART IN PUBLIC PLACES OPPORTUNITIES

- ART PIECE INSTALLATION
- ARTISTIC WALL ART
- LANDSCAPING DESIGN AND MATERIALS
- HARDSCAPING DESIGN AND MATERIALS
- ARTISTIC LIGHTING ELEMENTS
- BUILDING FACADE AND SCREENING DESIGN



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SPECIAL AREA PLAN
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ART IN PUBLIC PLACES OPPORTUNITIES

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MFP STADIUM, GARAGE, and PARK SITE PLANS

GARAGE SITE PLANS
SHEETS A-68 TO A-77

STADIUM SITE PLANS
SHEETS A-53 TO A-67

PARK SITE PLANS
SHEETS A-78 TO A-80

NW 42ND AVE / LE JEUNE ROAD

NW 19th TERRACE

NW 17th STREET

NW 37th AVE / DOUGLAS ROAD

NW 14th STREET

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SPECIAL AREA PLAN
06 / 01 / 2022

KEY PLAN



0' 150' 300'

SCALE: 1" = 300'-0"

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MFP STADIUM, GARAGE, and PARK SITE PLANS

CI (STADIUM)			
Lot Occupation	Required	Applied	Provided
a. Lot Area	5,000 sf min	n/a	547,554 SF (~12.570 acres)
b. Lot Width	50 ft. min.	n/a	723 ft.
c. Lot Coverage	100% max.	547,554 SF (~12.570 acres)	547,554 SF (~12.570 acres)
d. Floor Lot Ratio	5	2,737,770 SF	312,420 SF of Floor Area
e. Frontage at Front Setback	n/a	n/a	n/a
f. Green / Open Space	0% lot area min.	0 SF	0 SF
g. Density	n/a	n/a	n/a
Building Setback			
	Required	Applied	Provided
a. Principal Front	0 ft. min.		0 ft.
c. Secondary Front	0 ft. min.		0 ft.
c. Side	0 ft. min.		0 ft.
d. Rear	0 ft. min.		0 ft.
Building Height (Stories)			
	Required	Applied	Provided
a. Min. Height	1 story	n/a	n/a
a. Max. Height	18 Stories* *As regulated and in compliance with MDAD and FAA	n/a	18 Stories* *As regulated and in compliance with MDAD and FAA. Proposed at 120'-0" AMSL

CS (GARAGE)			
Lot Occupation	Required	Applied	Provided
a. Lot Area	5,000 sf min	n/a	4,772,357 SF (~109.558 acres)
b. Lot Width	50 ft. min.	n/a	~1,110'-0"
c. Lot Coverage	25% max.	1,193,089 SF (~27.390 acres)	563,210 SF (~12.930 acres) = 11.8%
d. Floor Lot Ratio	5	23,861,785 SF (~547.791 acres)	1,553,772 SF (~35.669 acres)
e. Frontage at Front Setback	n/a	n/a	n/a
f. Green / Open Space	0% lot area min.	0 SF	0 SF
g. Density	n/a	n/a	n/a
Building Setback			
	Required	Applied	Provided
a. Principal Front	0 ft. min.		0 ft.
c. Secondary Front	0 ft. min.		0 ft.
c. Side	0 ft. min.		0 ft.
d. Rear	0 ft. min.		0 ft.
Building Height (Stories)			
	Required	Applied	Provided
a. Min. Height	1 story	n/a	n/a
a. Max. Height	4 Stories	n/a	3 Stories

CS (GARAGE)			
Lot Coverage		Floor Lot Ratio	
Existing Clubhouse:	31,250 SF	Existing Clubhouse:	31,250 SF
Existing Maintenance:	4,730 SF	Existing Maintenance:	4,730 SF
Proposed Retail:	6,580 SF	Proposed Retail:	6,580 SF
Proposed Parking Garage:	520,650 SF	Proposed Parking Garage:	1,511,162 SF
TOTAL	563,210 SF 12.930 ACRES	TOTAL	1,553,722 SF 35.669 ACRES

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SPECIAL AREA PLAN
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STADIUM + GARAGE ZONING DATA

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MFP STADIUM, GARAGE, and PARK SITE PLANS

PARKING							
Development Program	Units	MIAMI 21			MIAMI 21 SHARED PARKING*		
		Parking Ratio Requirement	Total Parking Required	MLS STADIUM	COMMERCIAL	Shared Parking Required	Parking Provided
				3,571	20	3,591	
MLS STADIUM	25,000 Seats	1 parking space for every 7 seats	1/7	3,571	1	2	
					3,571	20	
COMMERCIAL (TEAM STORE)	6,580 SF	3 parking spaces / 1,000 SF	3/1000	20		0	
TOTAL						3,581	3,650

THIS REPRESENTS THE STADIUM PHASE COMPONENTS, NOT THE FULL MASTERPLAN.

* Per Article 4, Table 5 of Miami Freedom Park SAP Regulating Plan, Shared Parking Standards with Proposed Shared Parking Factor for Stadium

LOADING				
Use	Units	Loading Ratio	Loading Required	Loading Provided
STADIUM	25,000 Seats	1 per 10,000 seats	3	≥ 3 Commercial
COMMERCIAL	6,580 SF	1 for 500k	1	1 Commercial

ACCESSIBLE PARKING				
Use	Units	Parking Ratio (Car + Van)	Parking Required	Parking Provided
TOTAL SITE PARKING	3,650 Spaces	20 + 1 for each 100 over 1,000	47	47

BICYCLE PARKING				
Use	Units	Parking Ratio	Parking Required	Parking Provided
TOTAL SITE PARKING	3,650 Spaces	1/20 Spaces	183	183

EVSE READY PARKING				
Use	Units	Parking Ratio	Parking Required	Parking Provided
TOTAL SITE PARKING	3,650 Spaces	10%	365	365

ARQUITECTONICA

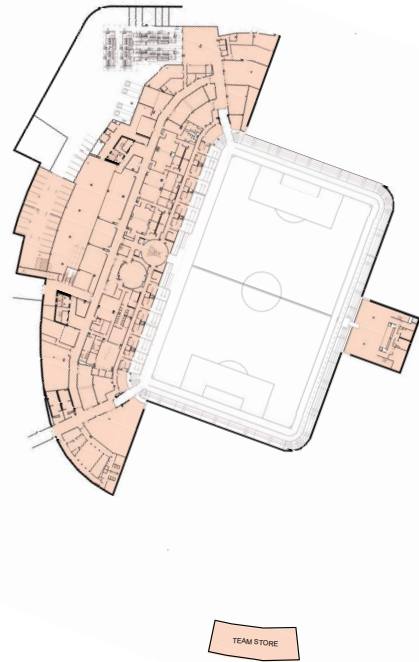
2900 OAK AVENUE MIAMI, FL 33133
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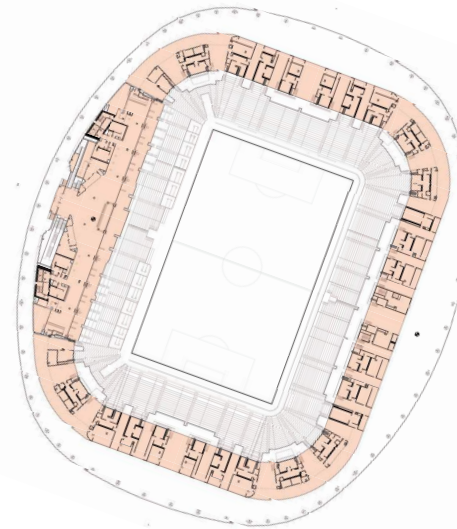
STADIUM + GARAGE PARKING + LOADING DATA

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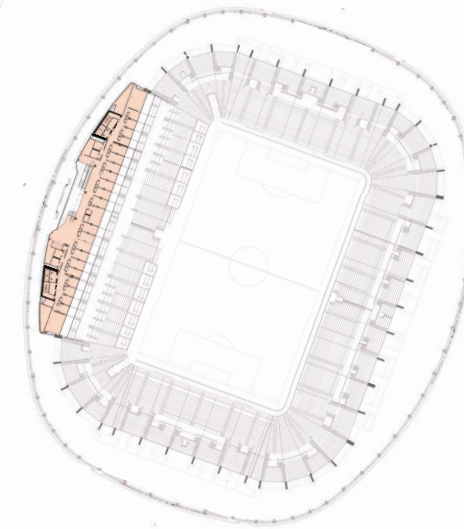
EVENT LEVEL



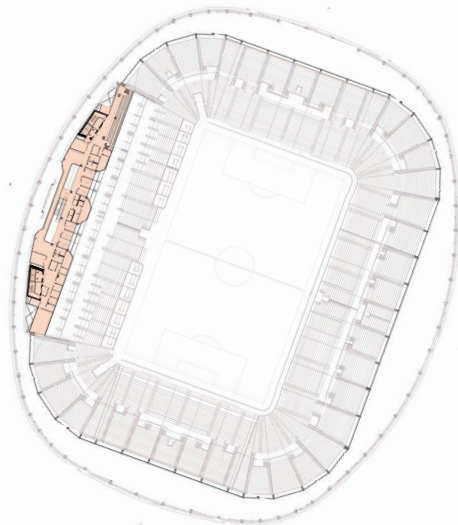
MAIN CONCOURSE



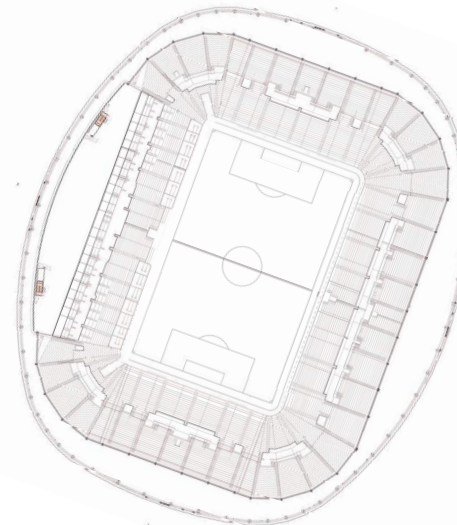
SUITE LEVEL



PRESS LEVEL



MECH & SEATING BOWL



BUILDING PROGRAM	APPROX. FLOOR AREAS
EVENT	~ 137,000 SF
MAIN CONCOURSE	~ 142,500 SF
SUITE LEVEL	~ 20,200 SF
PRESS LEVEL	~ 18,800 SF
MECHANICAL & SEATING BOWL	~ 500 SF
TOTAL	~ 319,000 SF

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FLR BUILDING AREAS

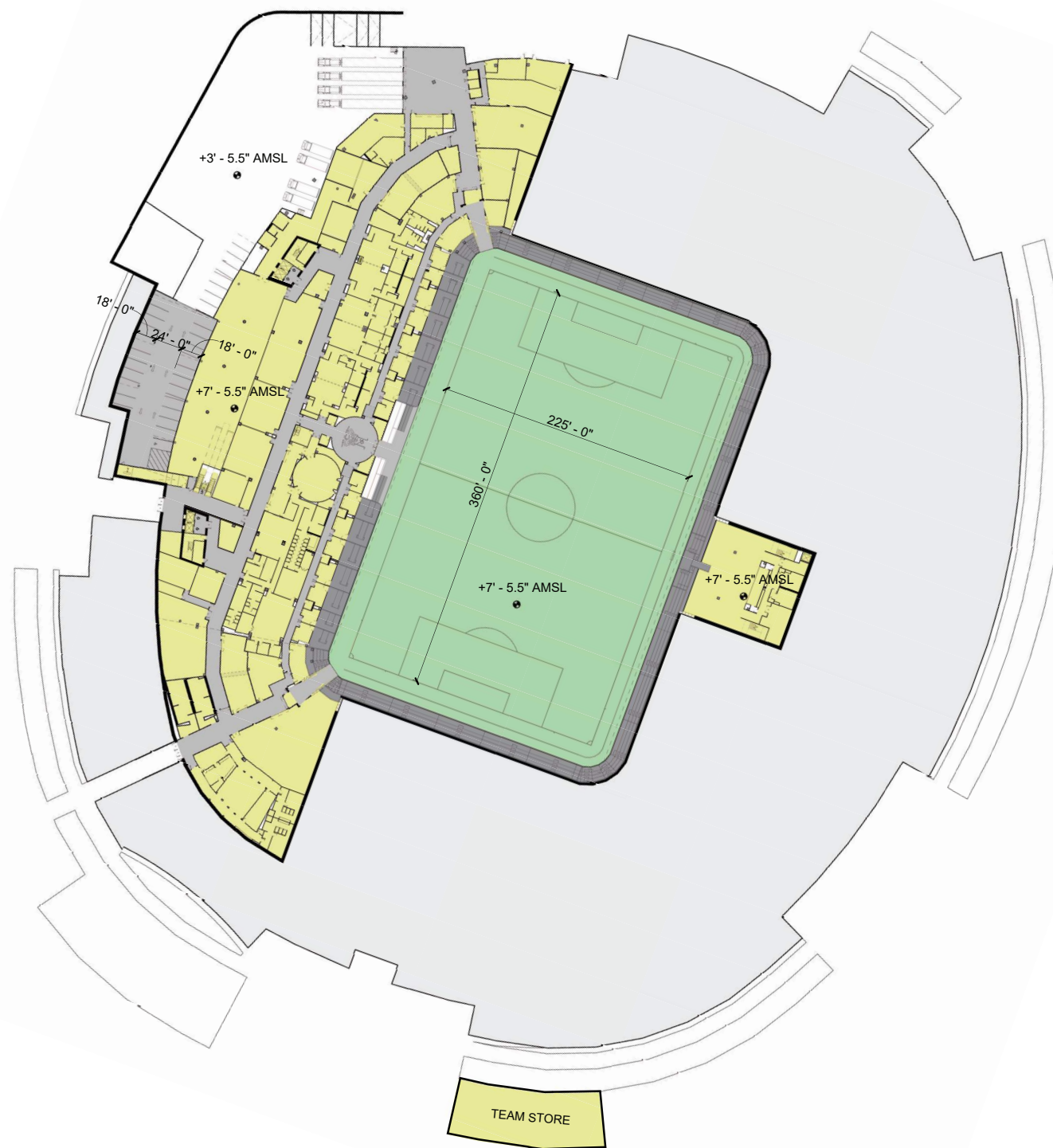
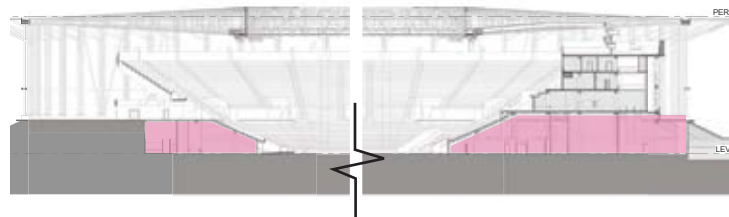


0' 50' 100'

SCALE: 3/4" = 100'-0"

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MFP STADIUM, GARAGE, and PARK SITE PLANS



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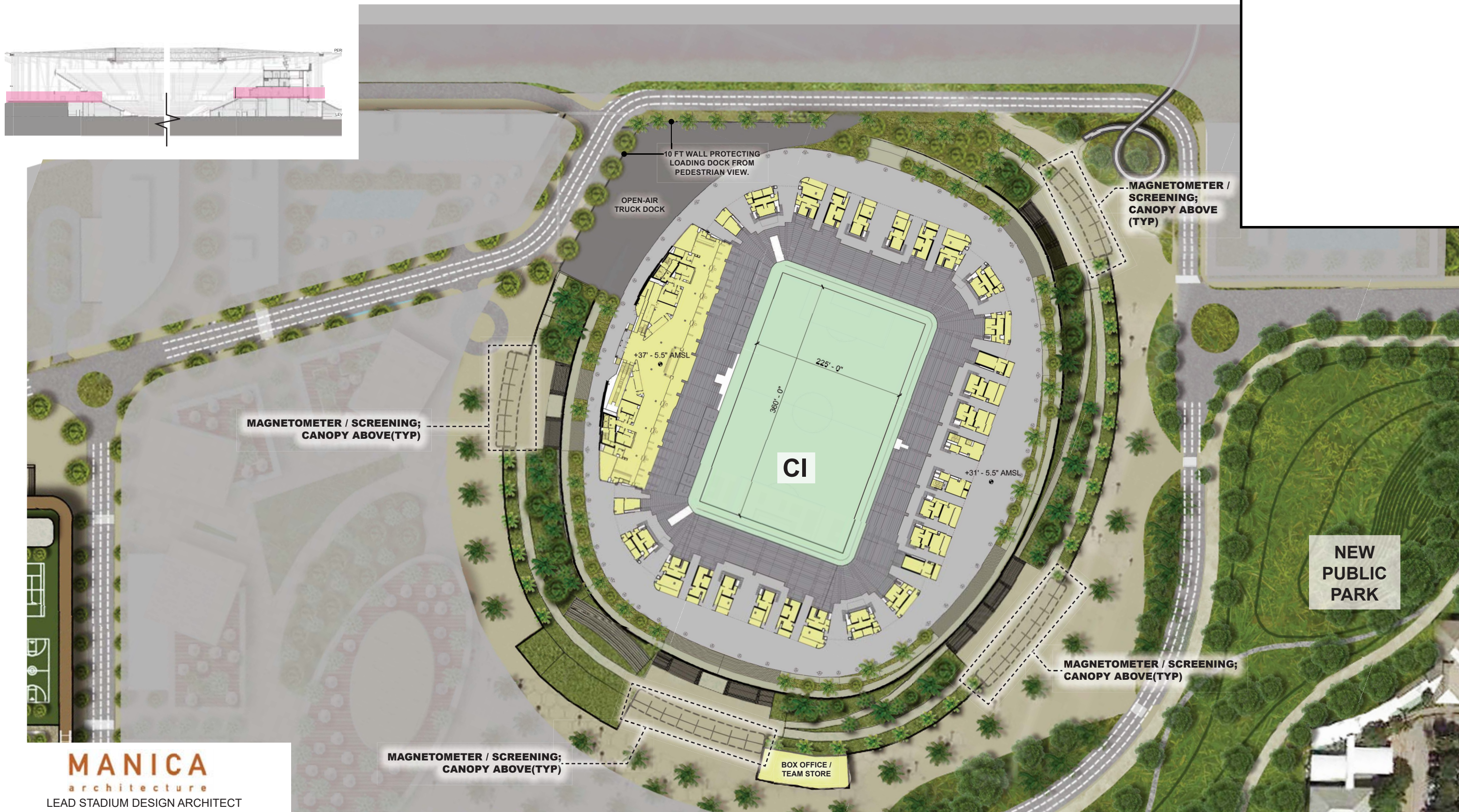
STADIUM PLANS - EVENT LEVEL



0' 50' 100'
SCALE: 3/4" = 100'-0"

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STADIUM PLANS - MAIN CONCOURSE LEVEL



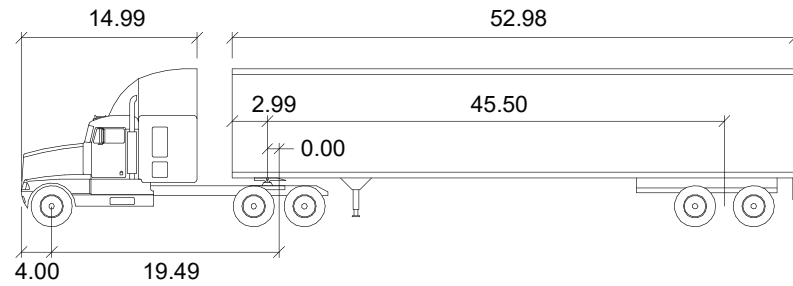
0' 50' 100'

SCALE: 3/4" = 100'-0"

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DIAGRAM(S) PROVIDED IN RESPONSE TO CITY COMMENTS ON SPECIAL AREA PLAN (SAP) SUBMITTAL

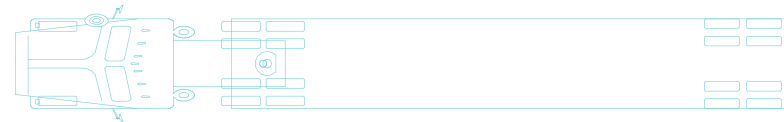


STANDARD 53ft SEMI TRUCK

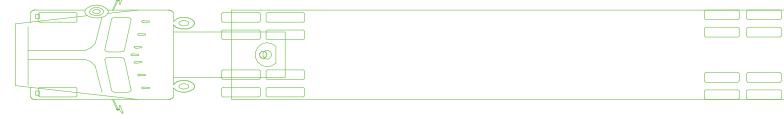
SEMI PATH 1 - DOCK ACCESS



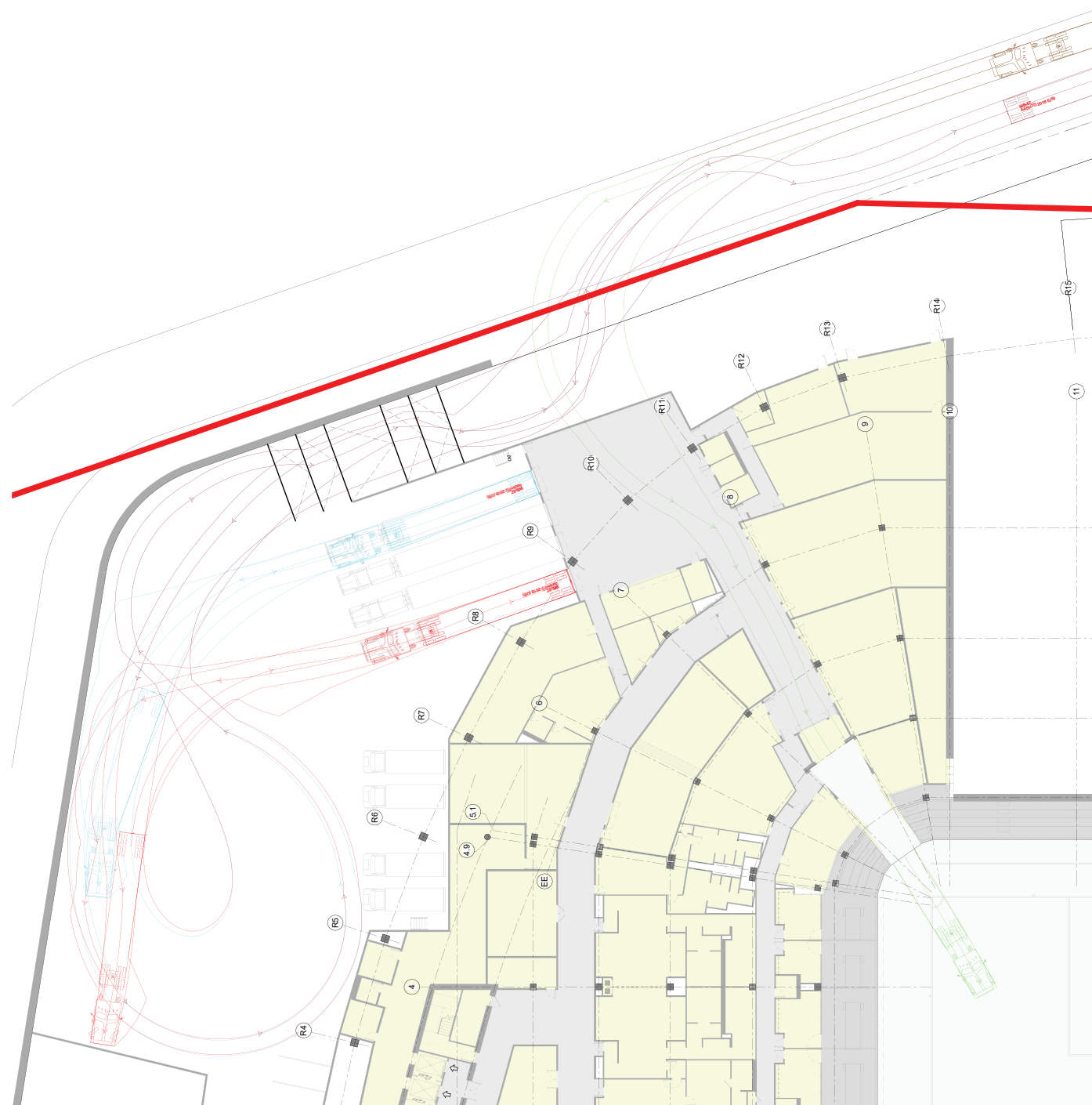
SEMI PATH 4 - DOCK ACCESS



SEMI PATH - PITCH ACCESS



TRUCK SPECIFICATIONS



ENLARGED EVENT LEVEL DRAWING
SCALE: NTS



EVENT LEVEL | KEY PLAN

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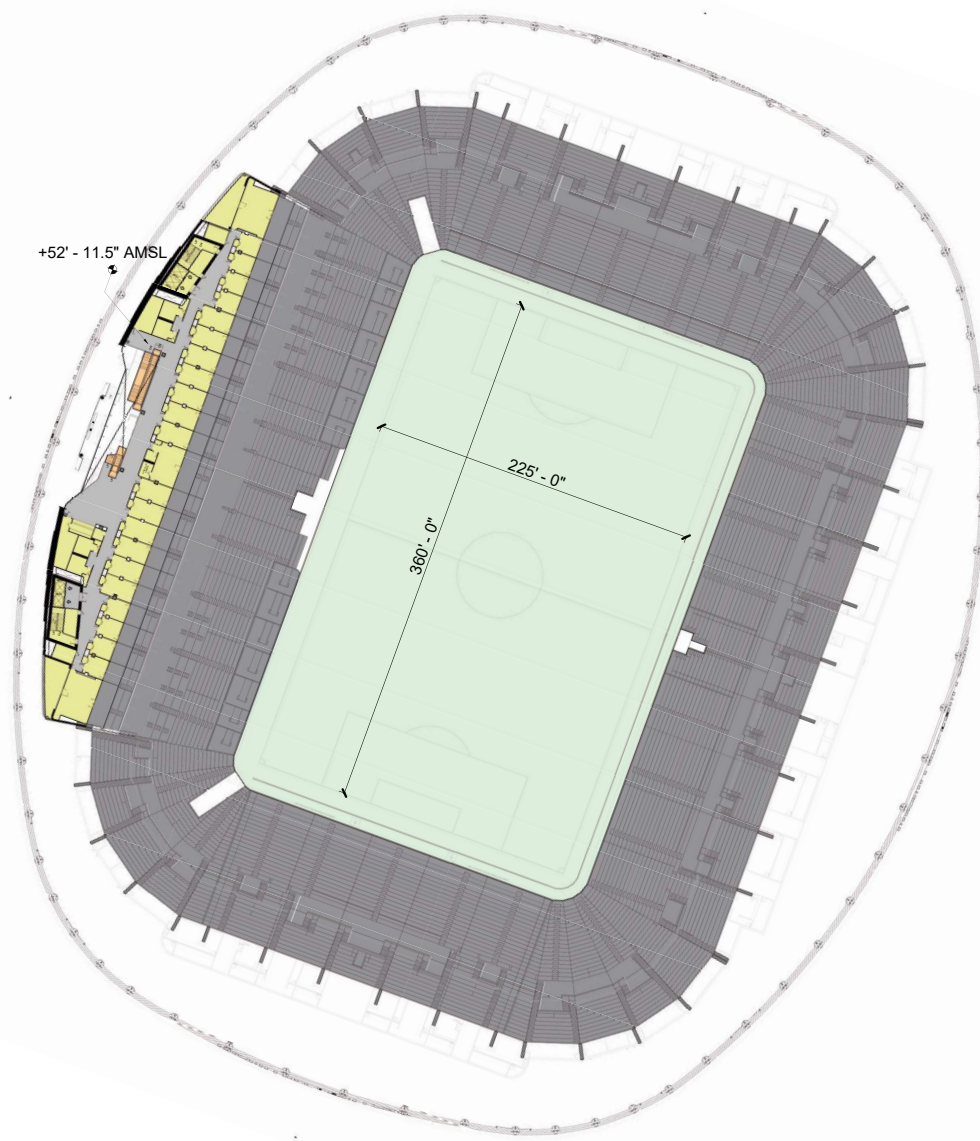
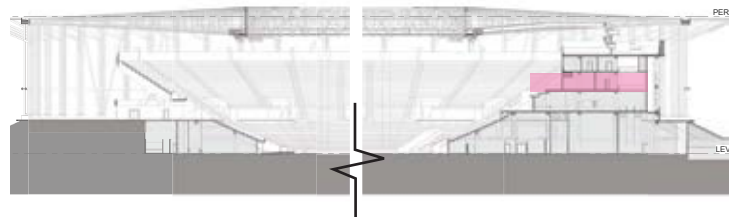
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STADIUM LOADING MANEUVERABILITY DIAGRAM

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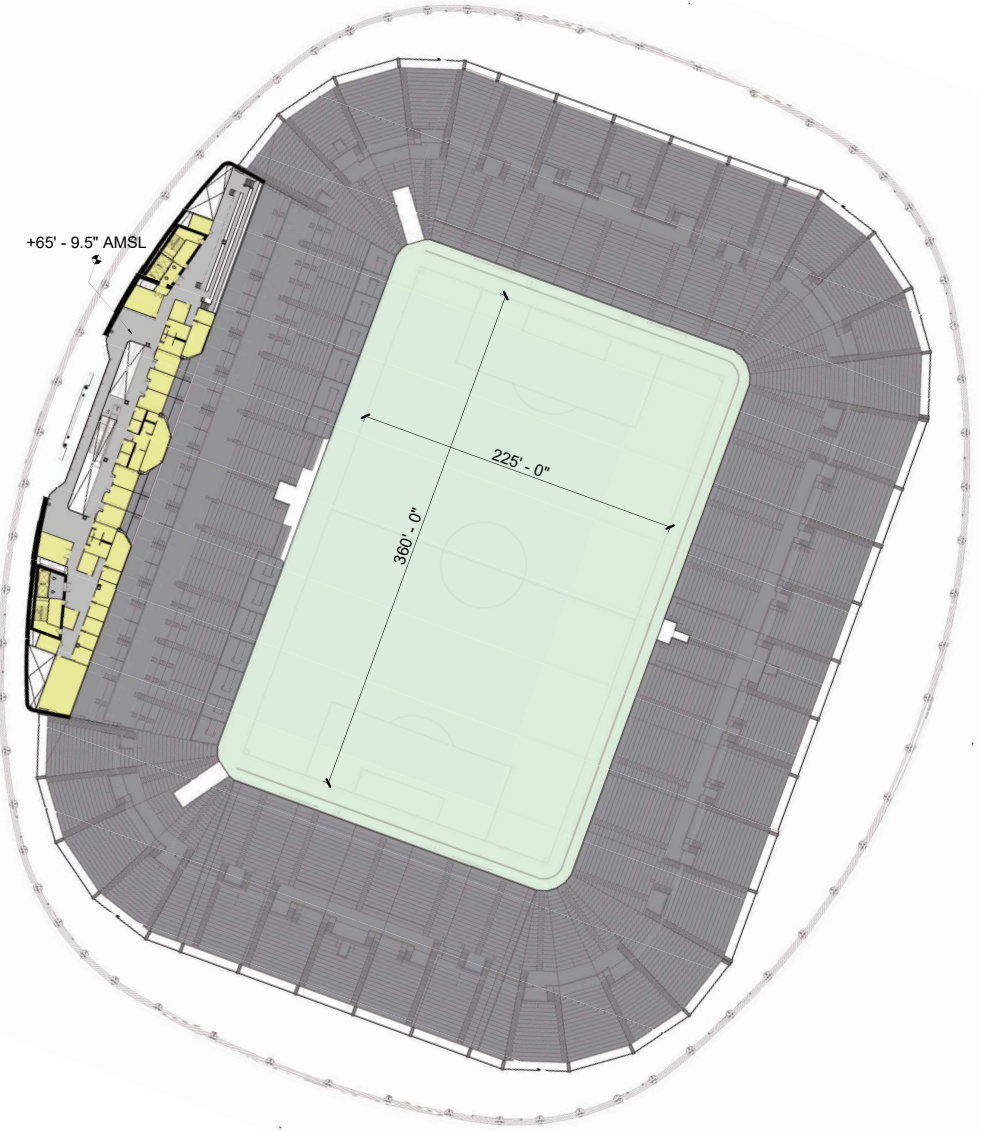
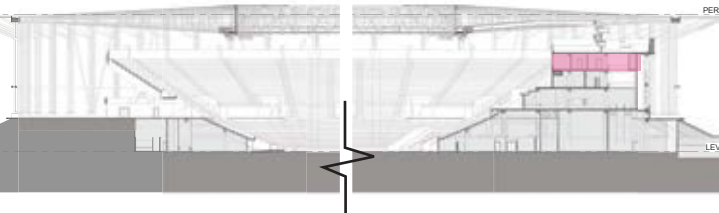
STADIUM PLANS - SUITE LEVEL



0' 50' 100'
SCALE: 3/4" = 100'-0"

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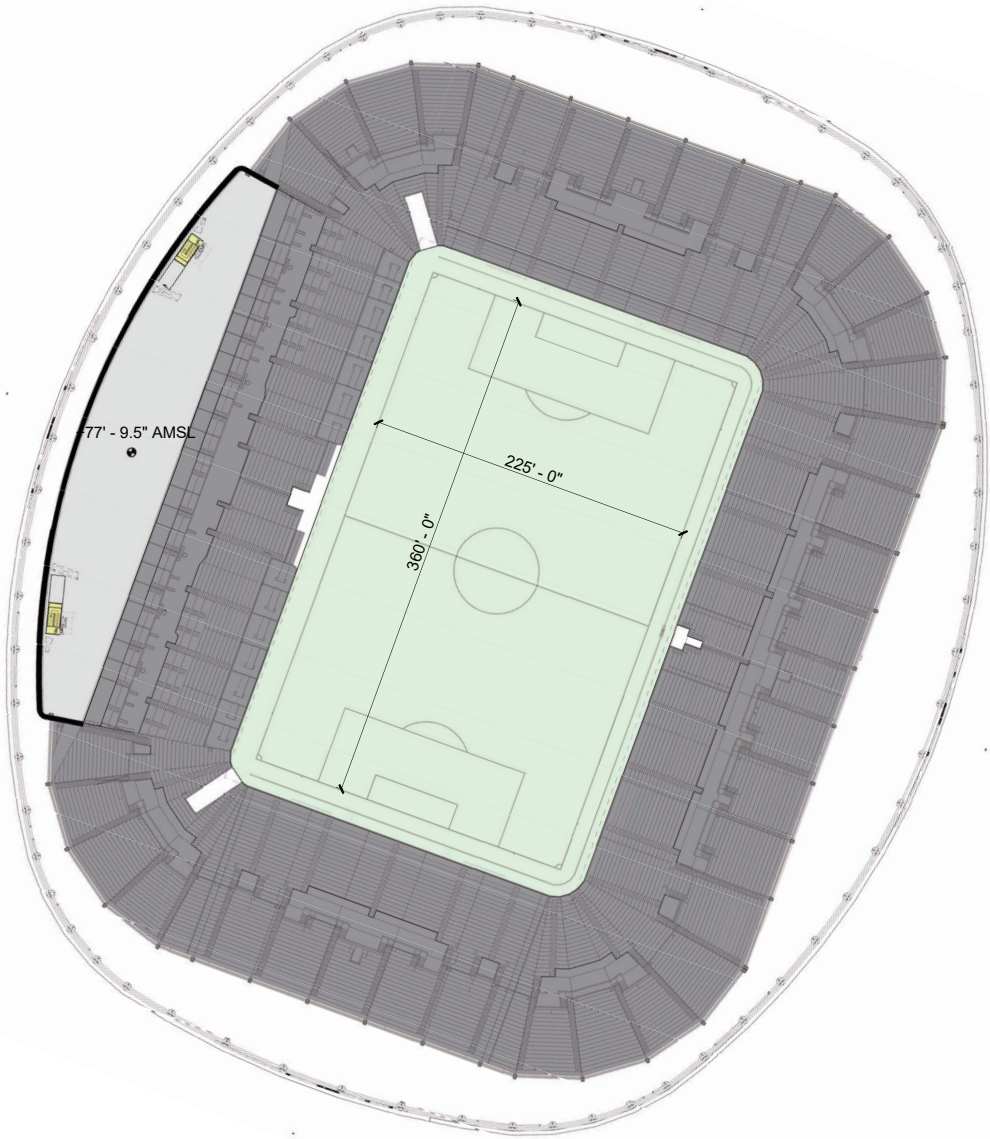
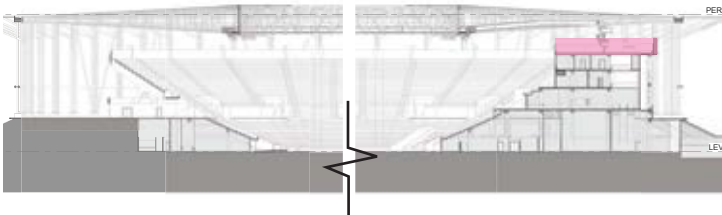
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STADIUM PLANS - PRESS LEVEL



0' 50' 100'
SCALE: 3/4" = 100'-0"

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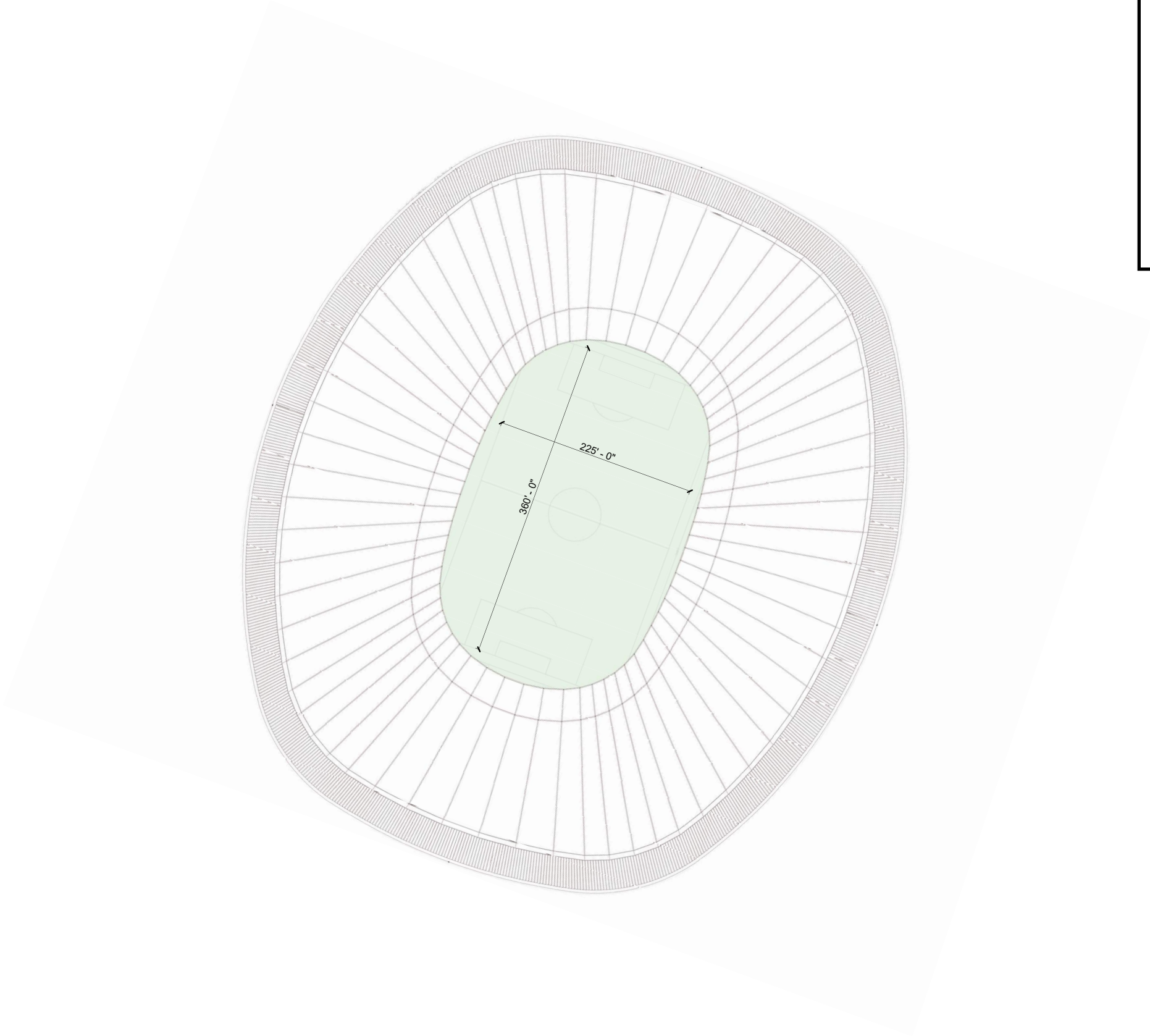
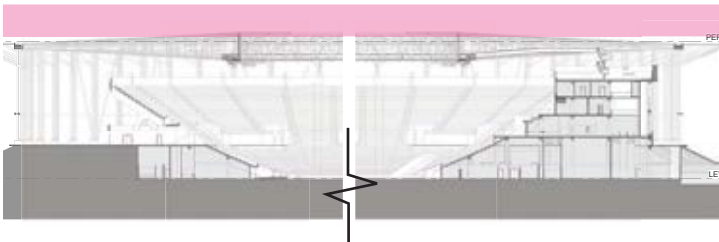
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STADIUM PLANS - MECHANICAL LEVEL



0' 50' 100'
SCALE: 3/4" = 100'-0"

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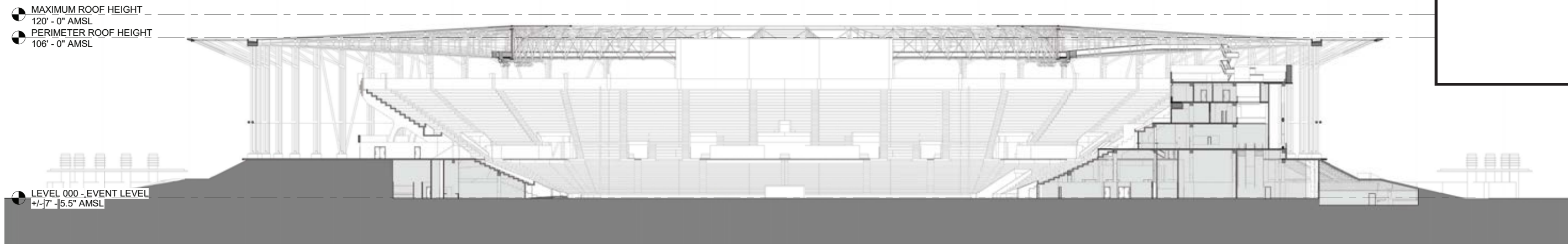
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STADIUM PLANS - ROOF PLAN



0' 50' 100'
SCALE: 3/4" = 100'-0"

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TRANSVERSE SECTION

** DESIGN IN COMPLIANCE WITH MDAD AND FAA HEIGHT RESTRICTIONS*



LONGITUDINAL SECTION

** DESIGN IN COMPLIANCE WITH MDAD AND FAA HEIGHT RESTRICTIONS*

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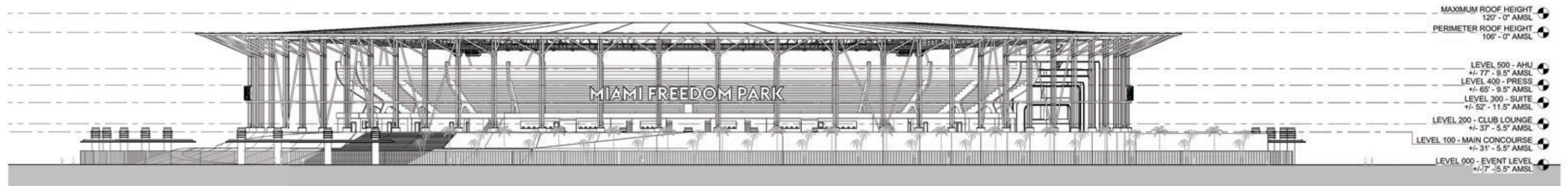
ARQUITECTONICA

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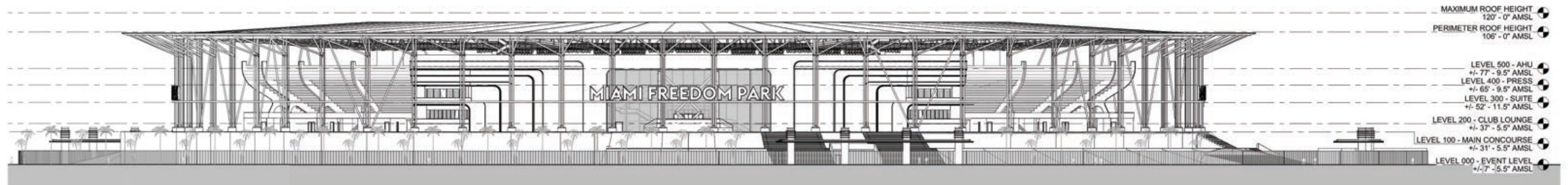
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STADIUM SECTIONS

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NORTH ELEVATION



WEST ELEVATION

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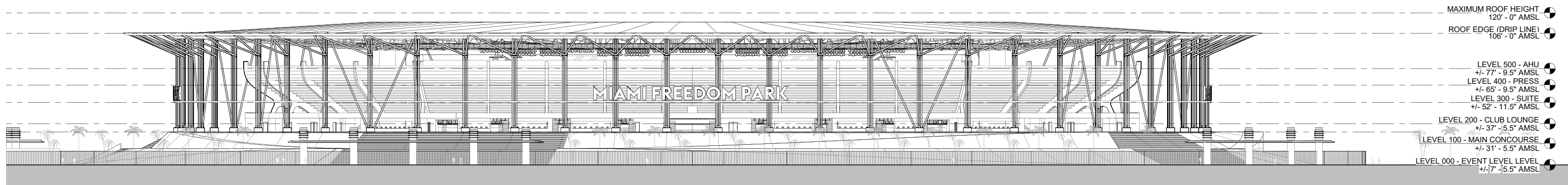
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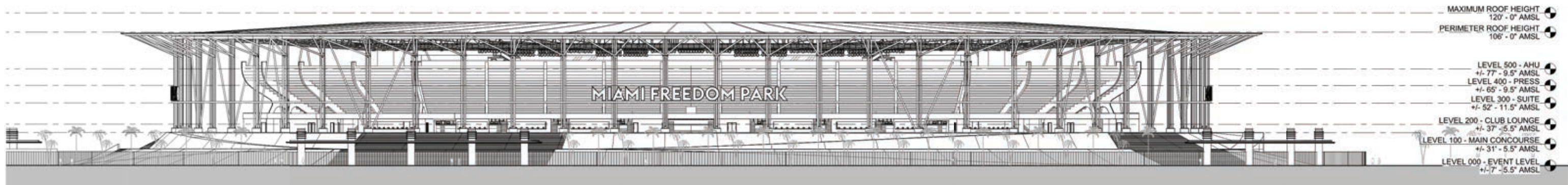
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STADIUM ELEVATIONS

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SOUTH ELEVATION



EAST ELEVATION

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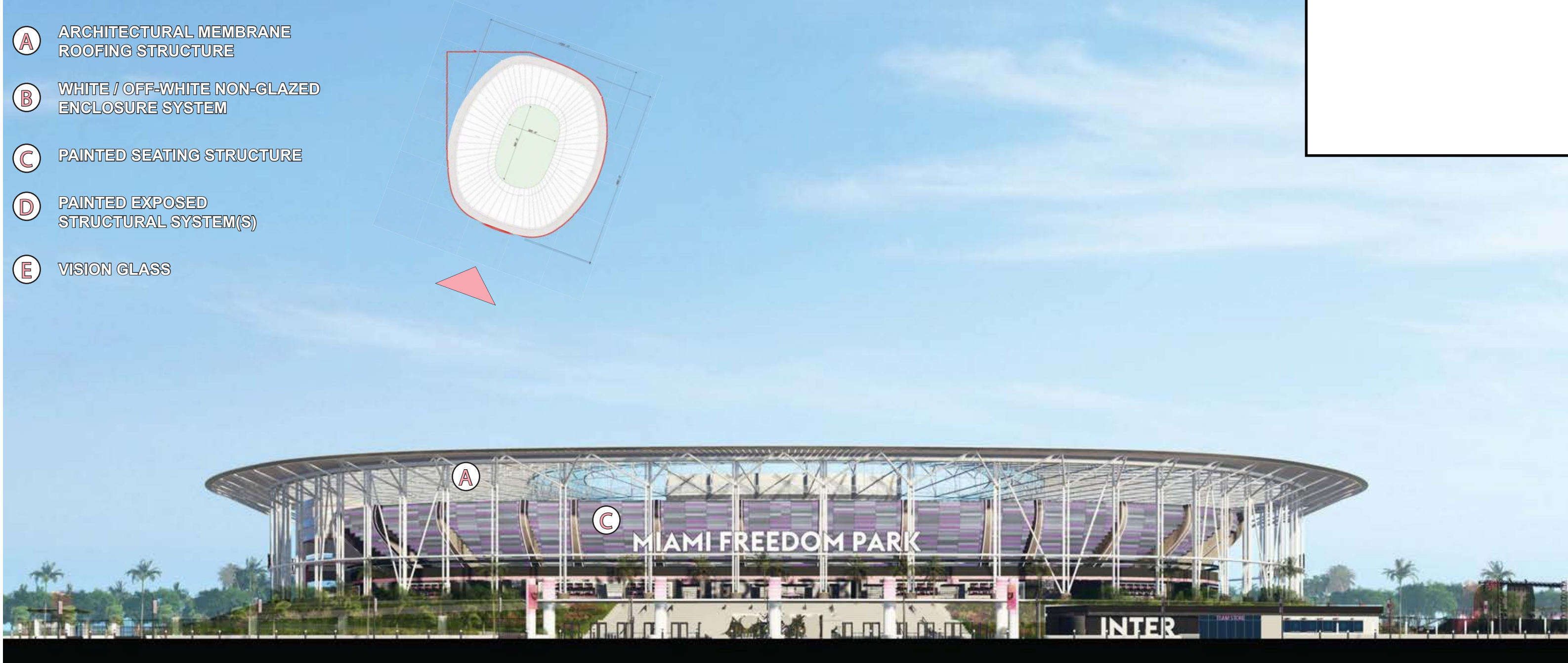
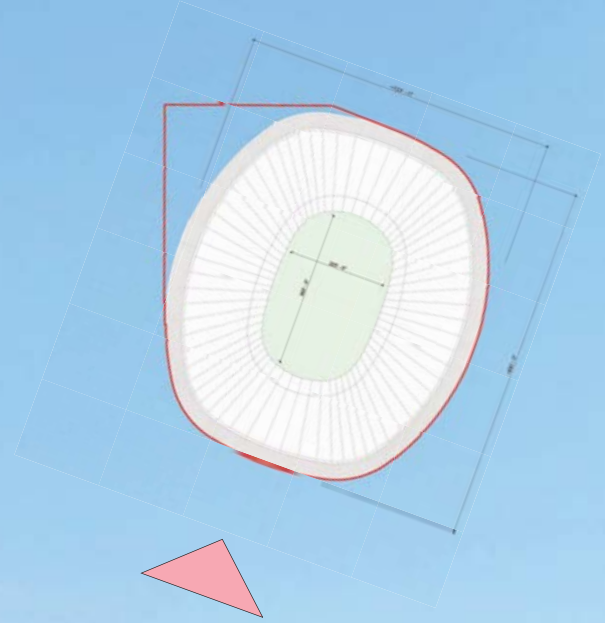
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STADIUM ELEVATIONS

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- A** ARCHITECTURAL MEMBRANE ROOFING STRUCTURE
- B** WHITE / OFF-WHITE NON-GLAZED ENCLOSURE SYSTEM
- C** PAINTED SEATING STRUCTURE
- D** PAINTED EXPOSED STRUCTURAL SYSTEM(S)
- E** VISION GLASS



¹DESIGN IN COMPLIANCE WITH MDAD AND FAA HEIGHT RESTRICTIONS

²BUILDING SIGNAGE SHOWN IS REPRESENTATIONAL ONLY

³BUILDING STRUCTURE AND SEATING BOWL TO RECEIVE ARCHITECTURAL LIGHTING TREATMENT

RENDERED ELEVATIONS ARE FOR ILLUSTRATIVE PURPOSES AND MATERIAL DEPICTION. PLEASE REFER TO SHEETS A-59 AND A-60 FOR BUILDING ELEVATIONS.

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RENDERED SOUTH ELEVATION

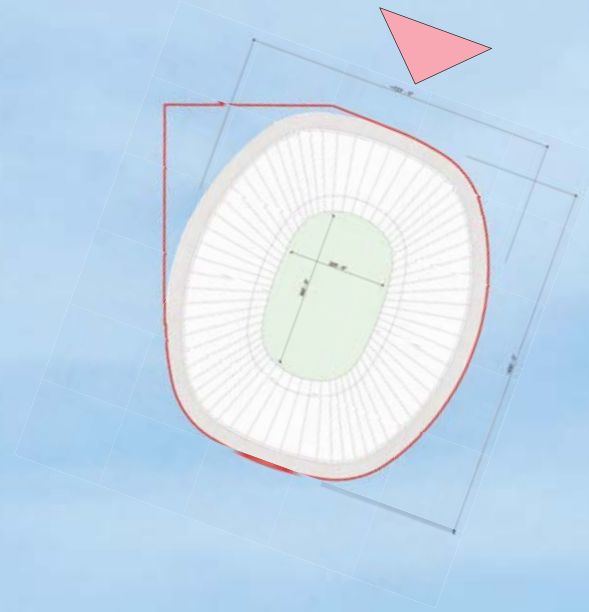


0' 50' 100'

SCALE: 3/4" = 100'-0"

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SPECIAL AREA PLAN
06 / 01 / 2022

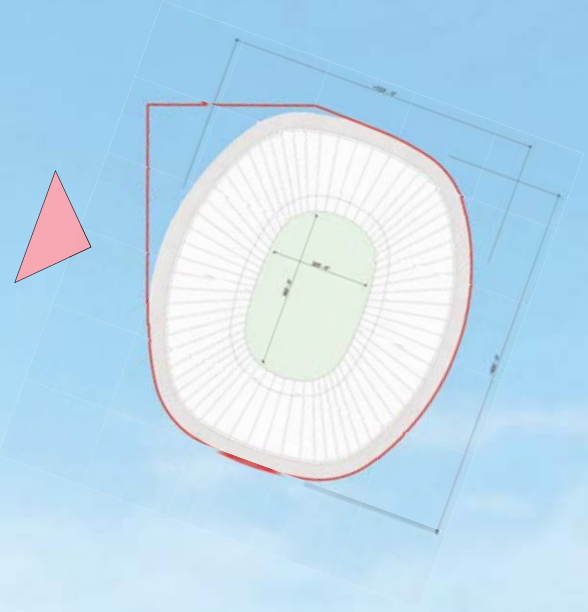
RENDERED NORTH ELEVATION



0' 50' 100'
SCALE: 3/4" = 100'-0"

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- A** ARCHITECTURAL MEMBRANE ROOFING STRUCTURE
- B** WHITE / OFF-WHITE NON-GLAZED ENCLOSURE SYSTEM
- C** PAINTED SEATING STRUCTURE
- D** PAINTED EXPOSED STRUCTURAL SYSTEM(S)
- E** VISION GLASS



¹DESIGN IN COMPLIANCE WITH MDAD AND FAA HEIGHT RESTRICTIONS

²BUILDING SIGNAGE SHOWN IS REPRESENTATIONAL ONLY

³BUILDING STRUCTURE AND SEATING BOWL TO RECEIVE ARCHITECTURAL LIGHTING TREATMENT

RENDERED ELEVATIONS ARE FOR ILLUSTRATIVE PURPOSES AND MATERIAL DEPICTION. PLEASE REFER TO SHEETS A-59 AND A-60 FOR BUILDING ELEVATIONS.

MANICA
architecture

LEAD STADIUM DESIGN ARCHITECT

ARQUITECTONICA

2900 OAK AVENUE MIAMI, FL 33133
305.372.1812 T 305.372.1175 F

SPECIAL AREA PLAN
06 / 01 / 2022

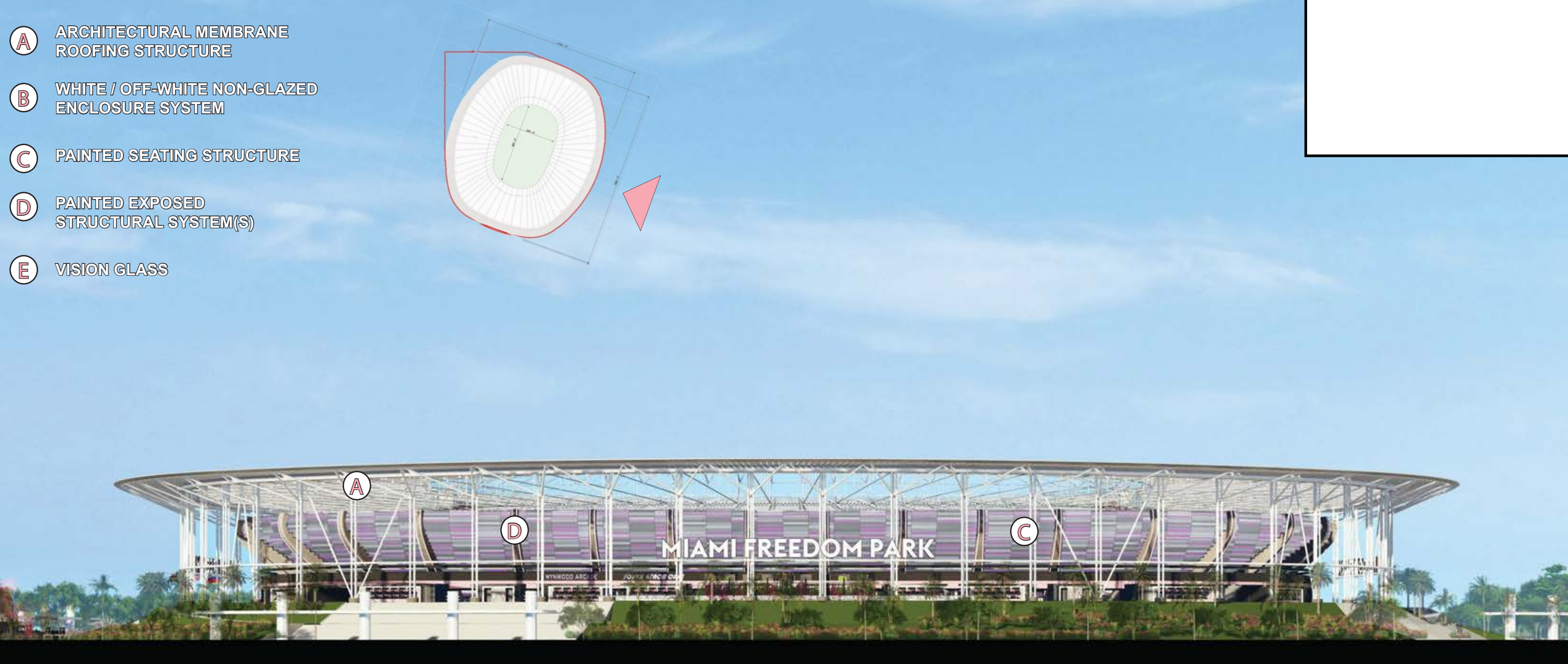
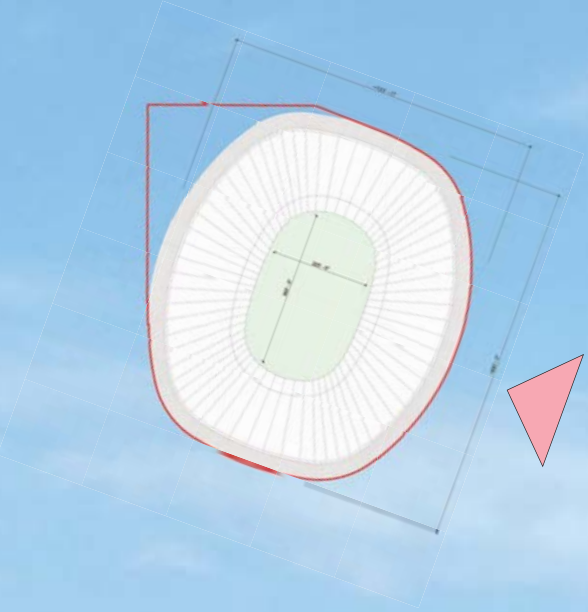
RENDERED WEST ELEVATION



0' 50' 100'
SCALE: 3/4" = 100'-0"

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- A** ARCHITECTURAL MEMBRANE ROOFING STRUCTURE
- B** WHITE / OFF-WHITE NON-GLAZED ENCLOSURE SYSTEM
- C** PAINTED SEATING STRUCTURE
- D** PAINTED EXPOSED STRUCTURAL SYSTEM(S)
- E** VISION GLASS



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MANICA
architecture

LEAD STADIUM DESIGN ARCHITECT

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SPECIAL AREA PLAN
06 / 01 / 2022

RENDERED EAST ELEVATION

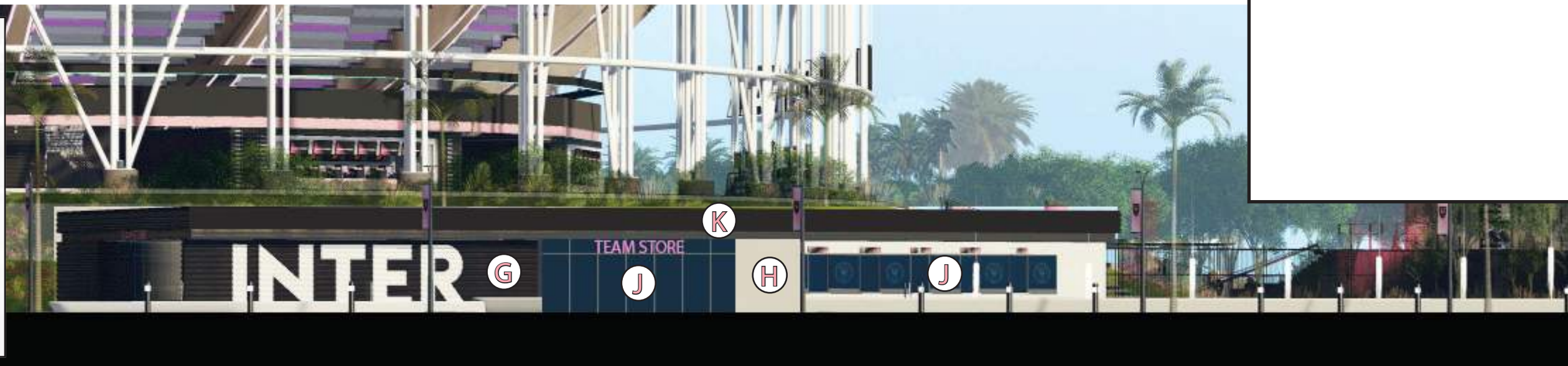


0' 50' 100'

SCALE: 3/4" = 100'-0"

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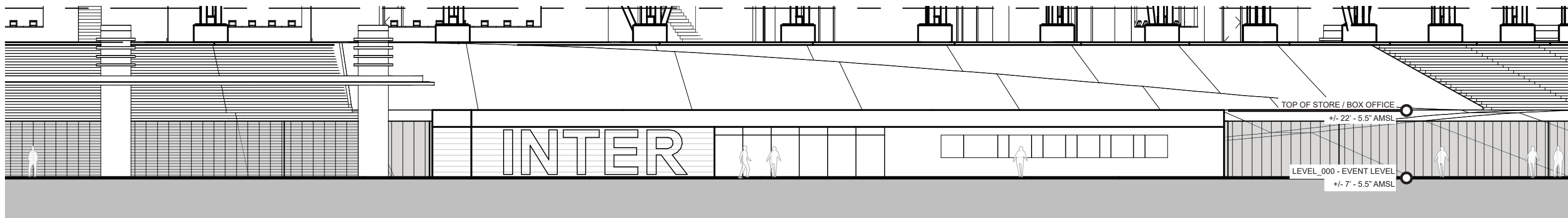
- G** METAL EXTERIOR CLADDING
- H** PAINTED BUILDING ENCLOSURE
- J** VISION GLASS
- K** LED VIDEO BOARD SIGNAGE



¹DESIGN IN COMPLIANCE WITH MDAD AND FAA HEIGHT RESTRICTIONS

²BUILDING SIGNAGE SHOWN IS REPRESENTATIONAL ONLY

³TEAM STORE / BOX OFFICE TO RECEIVE ARCHITECTURAL LIGHTING TREATMENT



SOUTH ELEVATION

MANICA
architecture

LEAD STADIUM DESIGN ARCHITECT



REFERENCE ELEVATION

ARQUITECTONICA

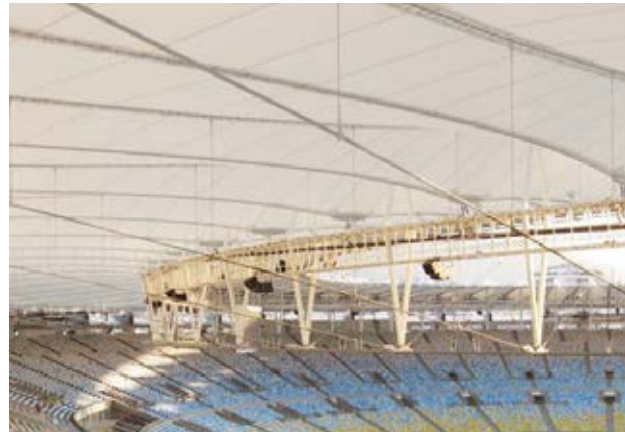
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SPECIAL AREA PLAN
06 / 01 / 2022

STADIUM TEAM STORE

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A ARCHITECTURAL MEMBRANE ROOFING SYSTEM



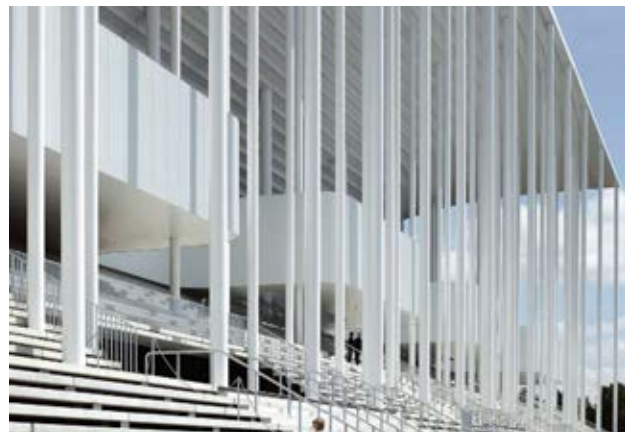
B WHITE / OFF-WHITE NON-GLAZED ENCLOSURE SYSTEM



C PAINTED SEATING STRUCTURE



D PAINTED EXPOSED STRUCTURAL SYSTEMS



E VISION GLASS



MANICA
architecture

LEAD STADIUM DESIGN ARCHITECT

ARQUITECTONICA

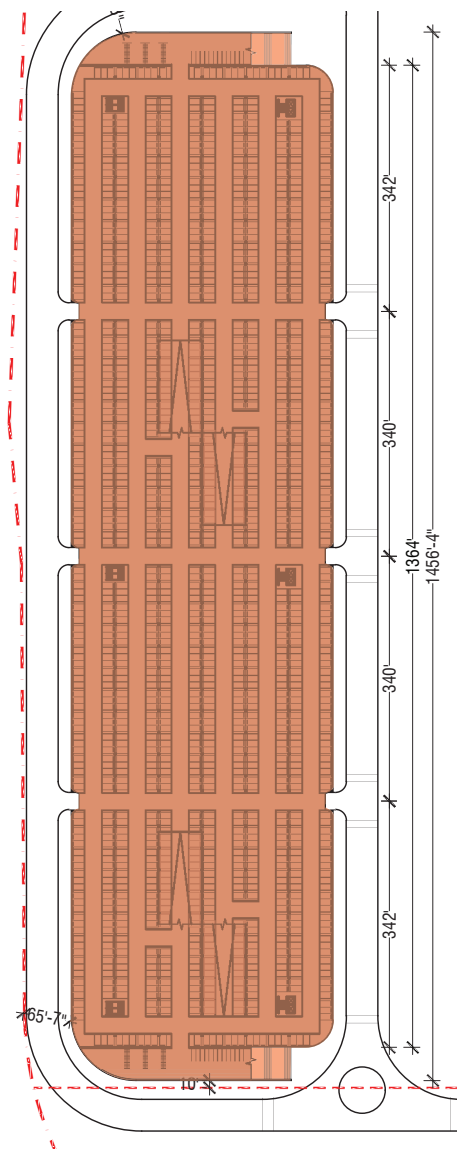
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SPECIAL AREA PLAN
06 / 01 / 2022

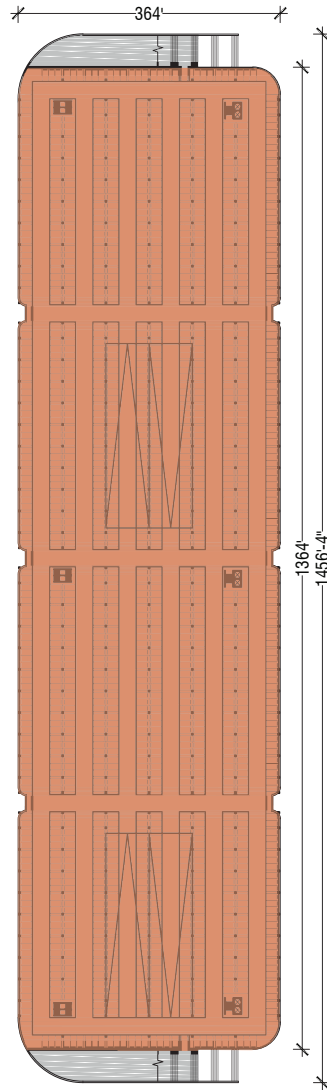
STADIUM BUILDING MATERIALS

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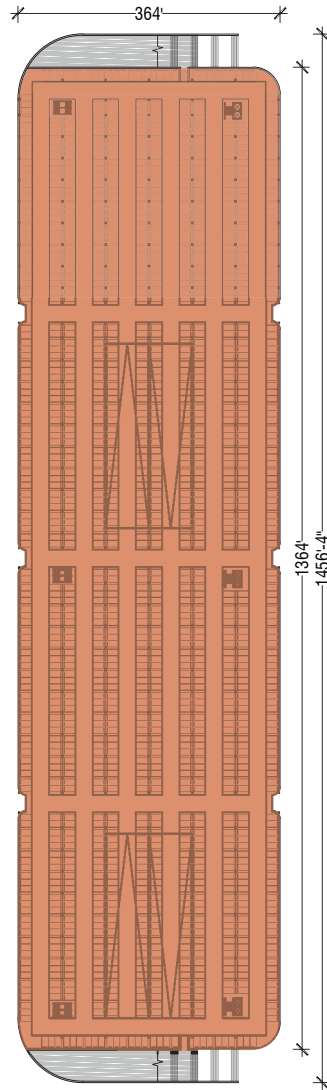
**PARKING
GROUND LEVEL**



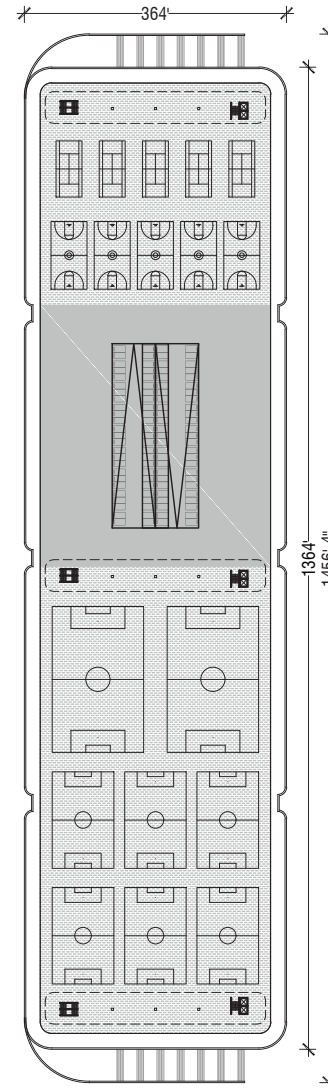
**PARKING
LEVEL 2**



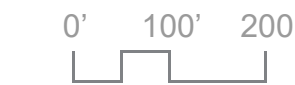
**PARKING
LEVEL 3**



**PARKING
ROOF LEVEL**

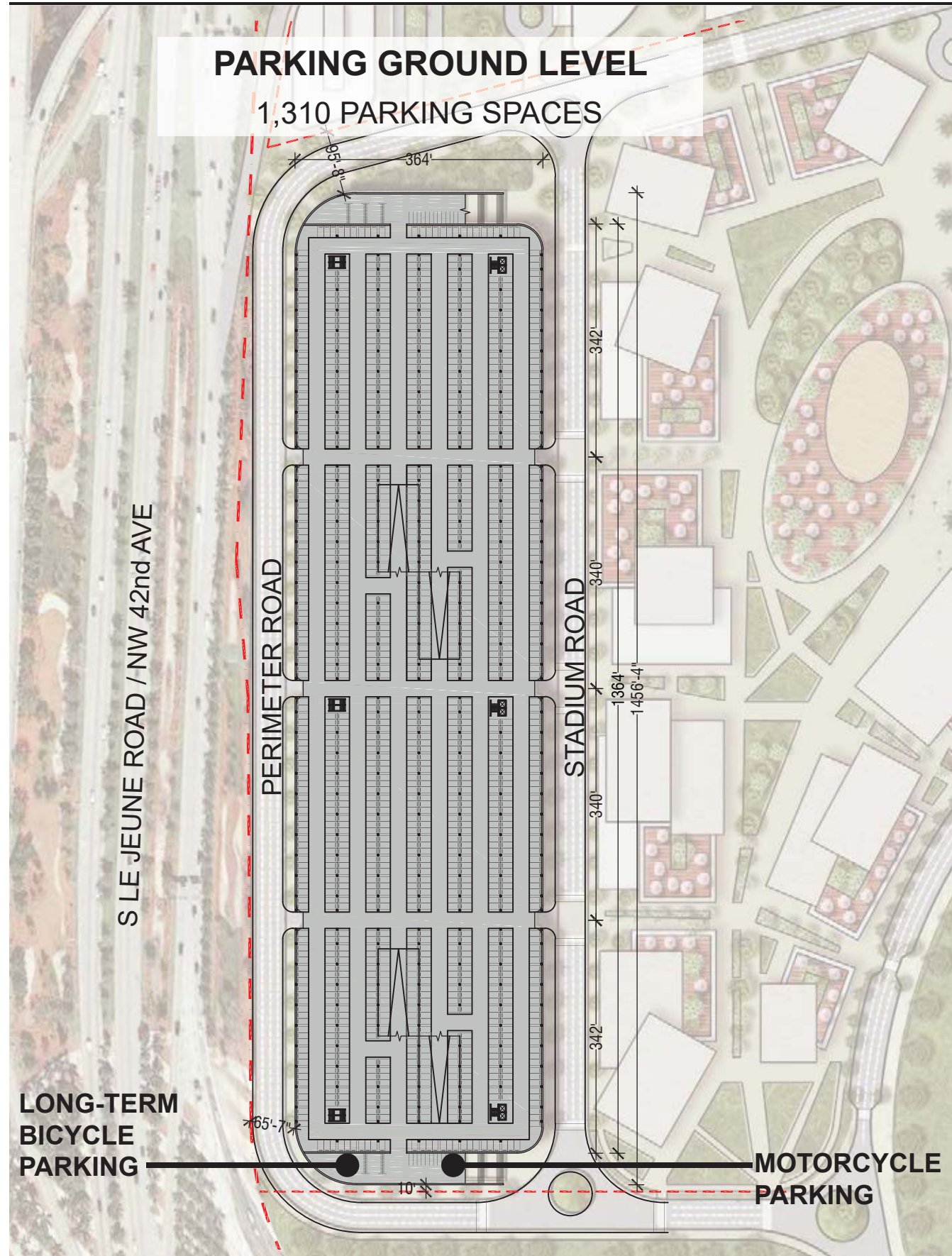


BUILDING PROGRAM	APPROX. FLOOR AREAS
GROUND	~ 520,650 SF
LEVEL 2	~ 495,256 SF
LEVEL 3	~ 495,256 SF
ROOF	0 SF
TOTAL	~ 1,511,162 SF



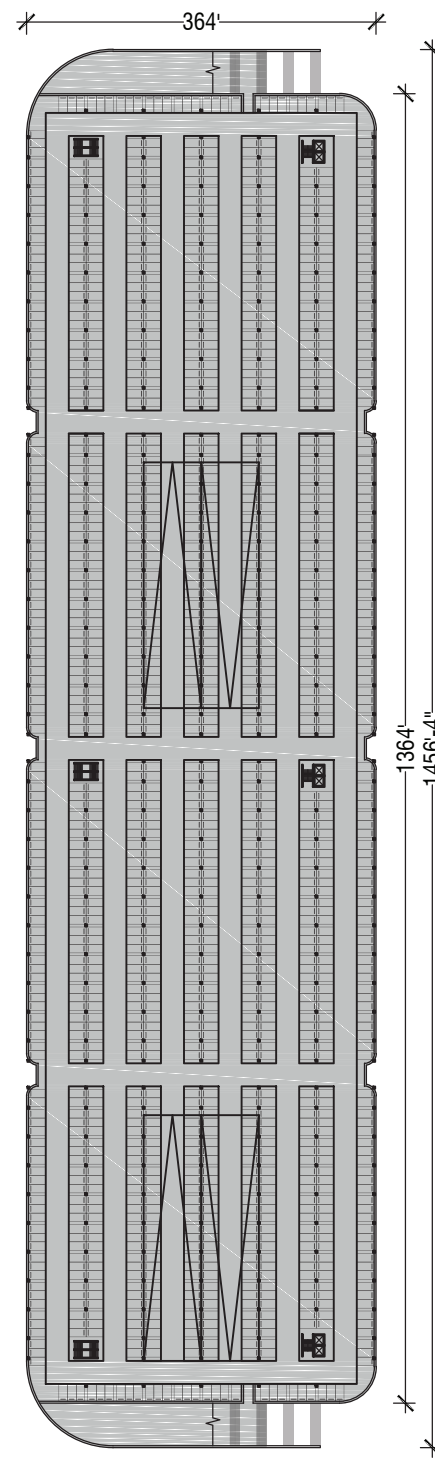
PARKING GROUND LEVEL

1,310 PARKING SPACES



PARKING LEVEL 2 + 3

1,460 PARKING SPACES PER LEVEL



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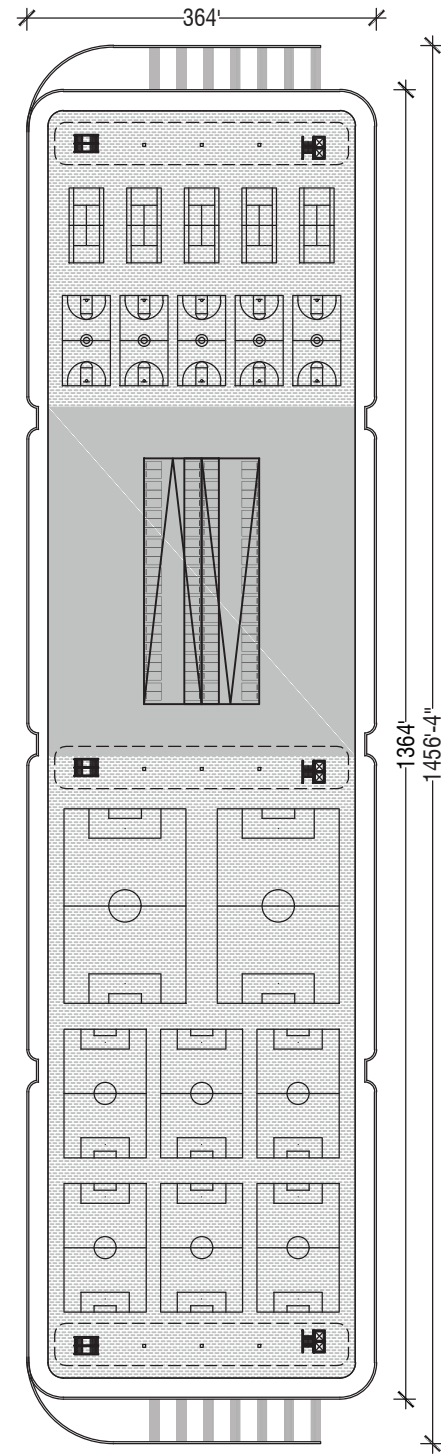
SPECIAL AREA PLAN
06 / 01 / 2022

PARKING GARAGE PLANS

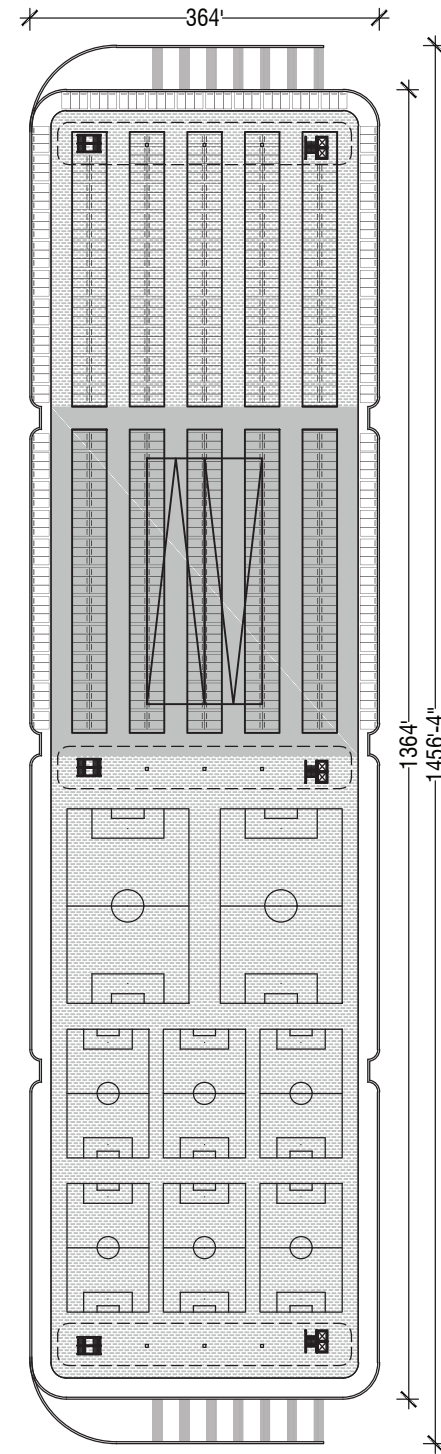


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**PARKING ROOF LEVEL:
TYPICAL USE**

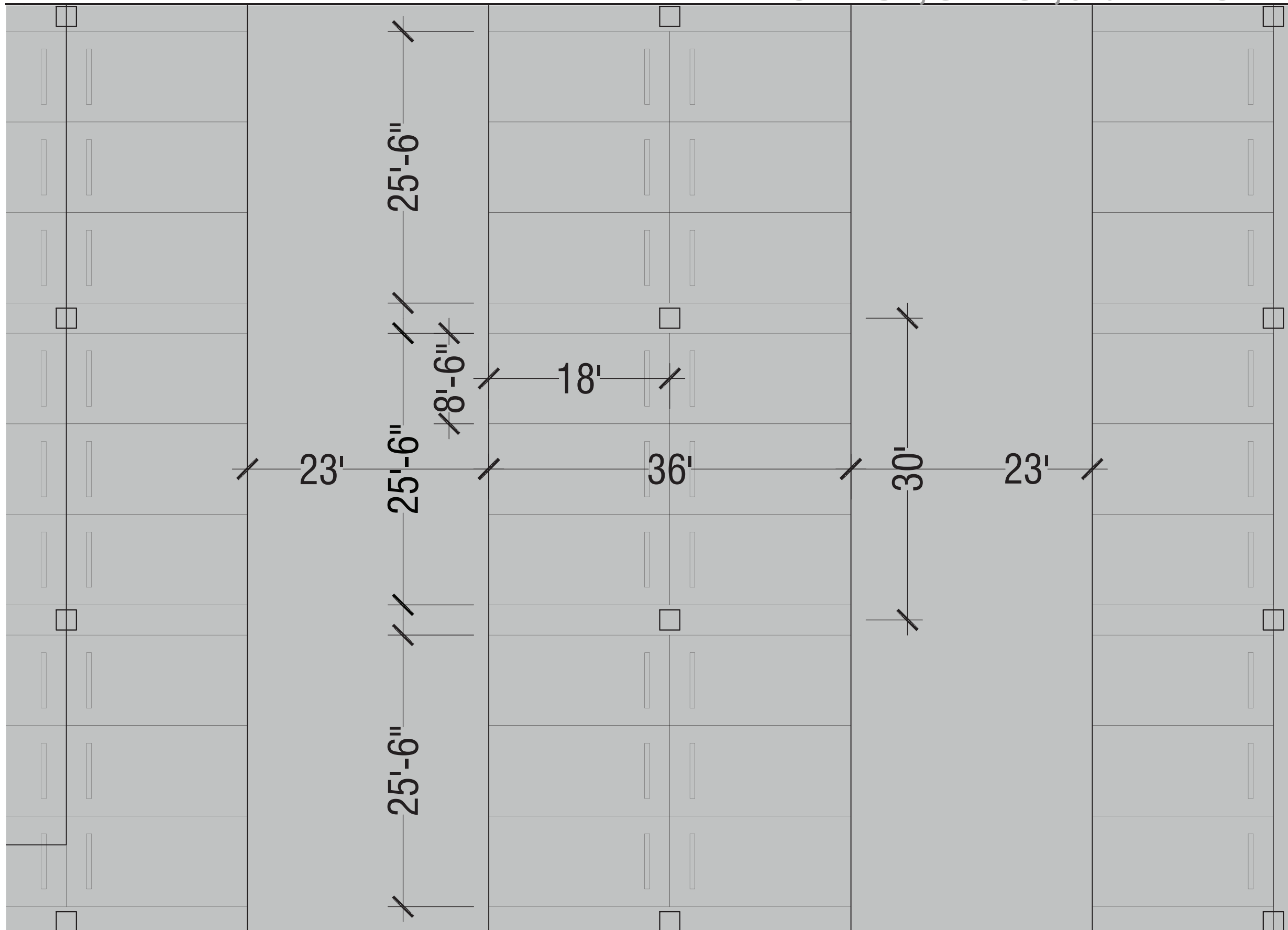


**PARKING ROOF LEVEL:
PARKING LAYOUT FOR EVENTS
730 PARKING SPACES**



LEVEL 1	1,310 PARKING SPACES
LEVEL 2	1,460 PARKING SPACES
LEVEL 3	1,460 PARKING SPACES
ROOF	730 PARKING SPACES
TOTAL	4,960 PARKING SPACES





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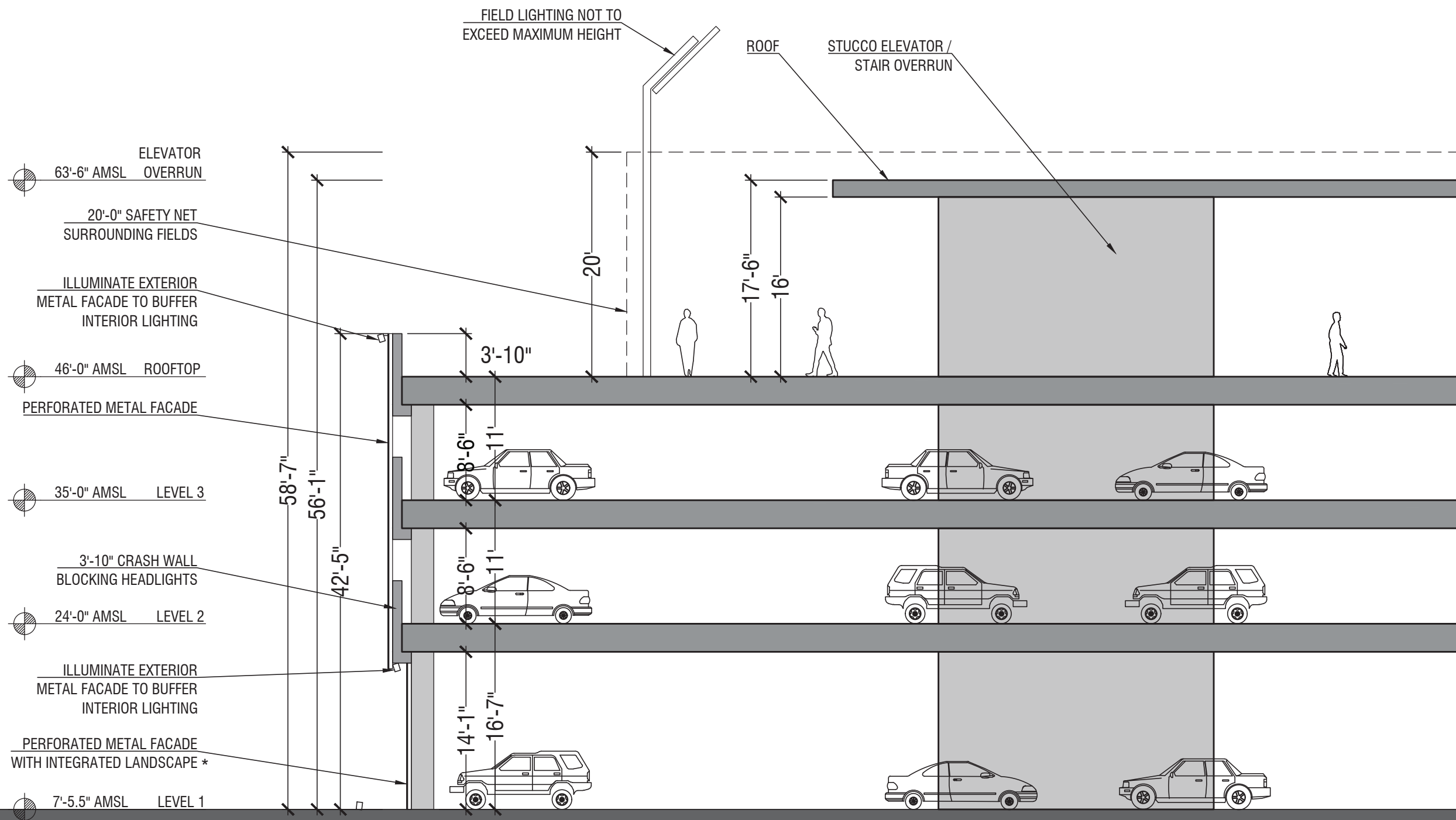
SPECIAL AREA PLAN
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TYPICAL PARKING BAY

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MFP STADIUM, GARAGE, and PARK SITE PLANS

MAX HEIGHT
83'-0" AMSL OF NET



* ALL INTERIOR AND EXTERIOR LIGHTING REQUIREMENTS UNDER ALL APPLICABLE CODES SHALL BE MET INCLUDING MDAD REQUIREMENTS

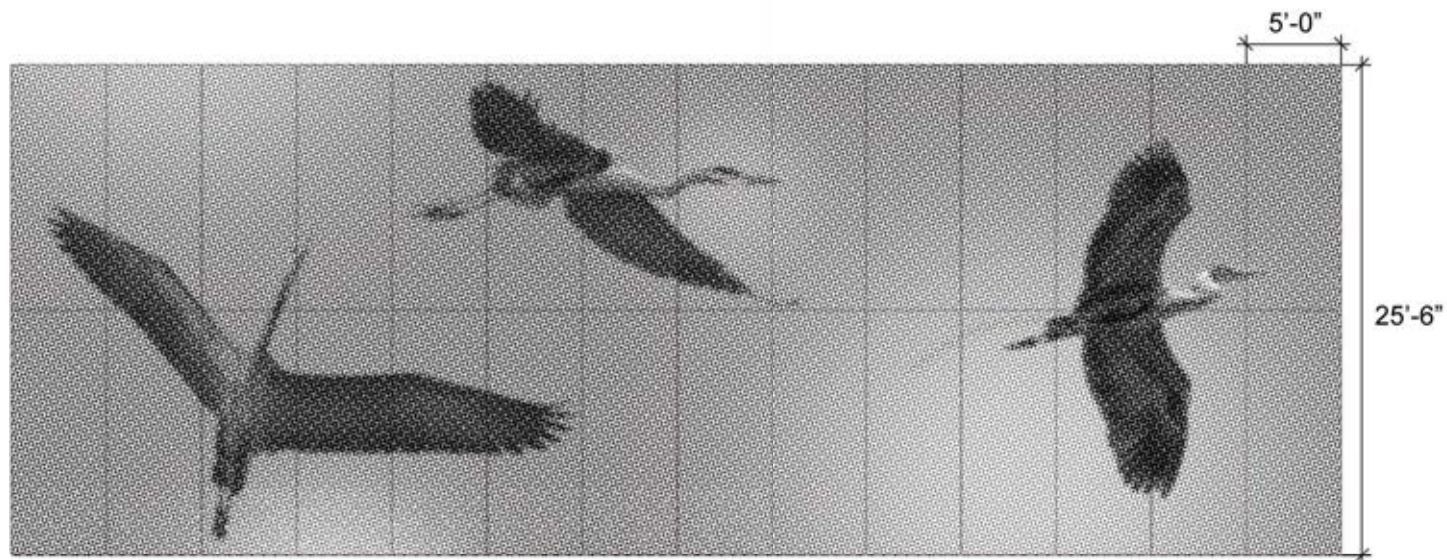
ARQUITECTONICA

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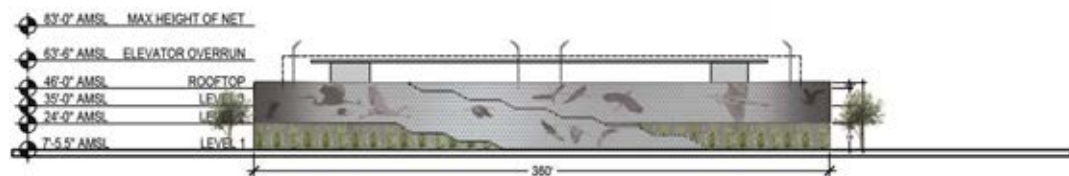
SPECIAL AREA PLAN
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PARKING GARAGE SECTION

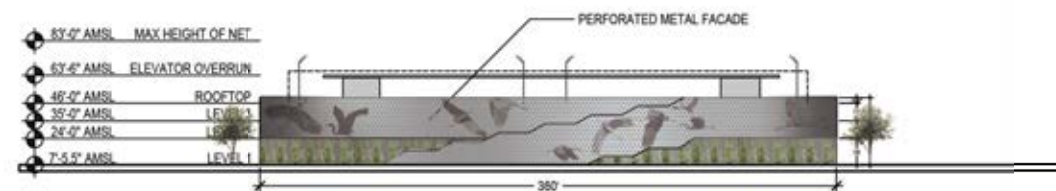
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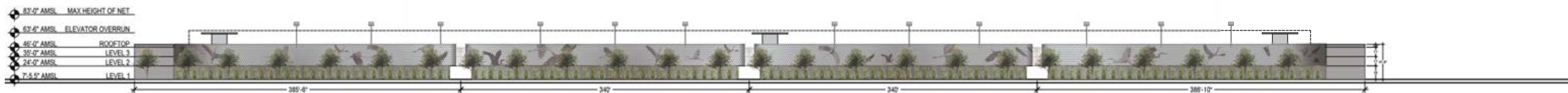
PERFORATED METAL FACADE BLOW UP



NORTH ELEVATION



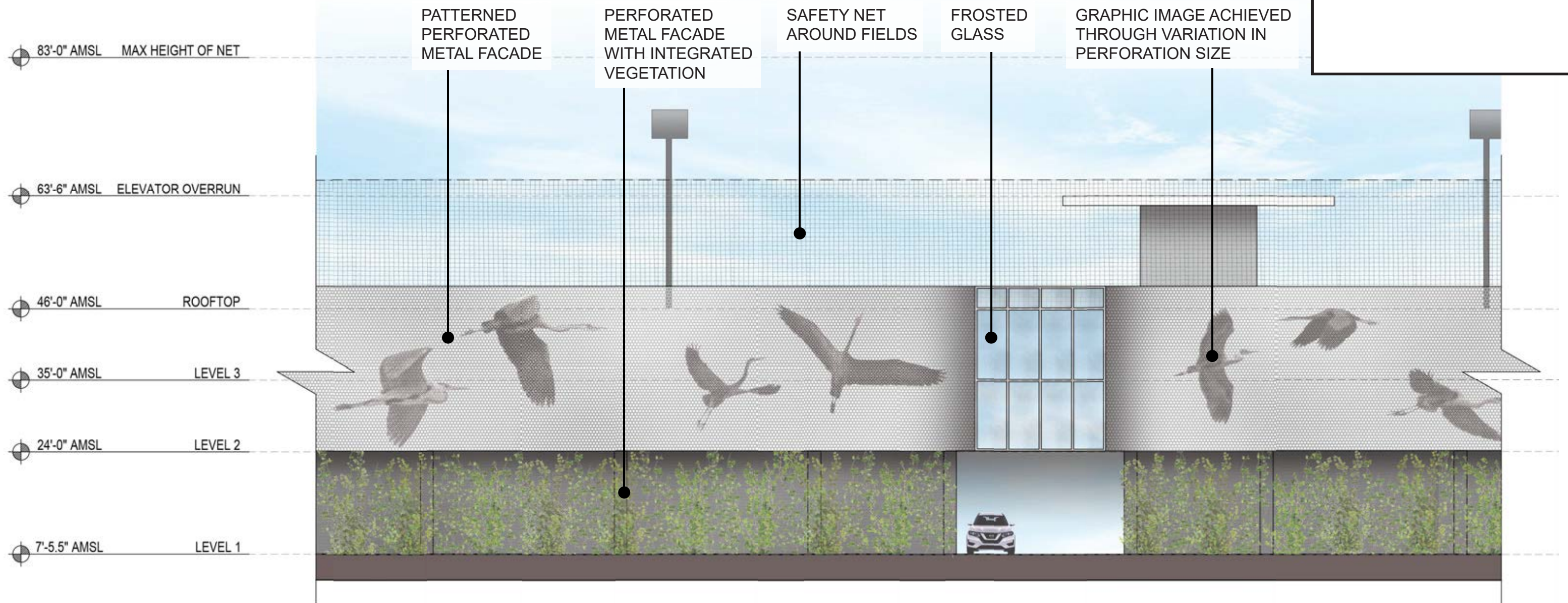
SOUTH ELEVATION



EAST ELEVATION



WEST ELEVATION

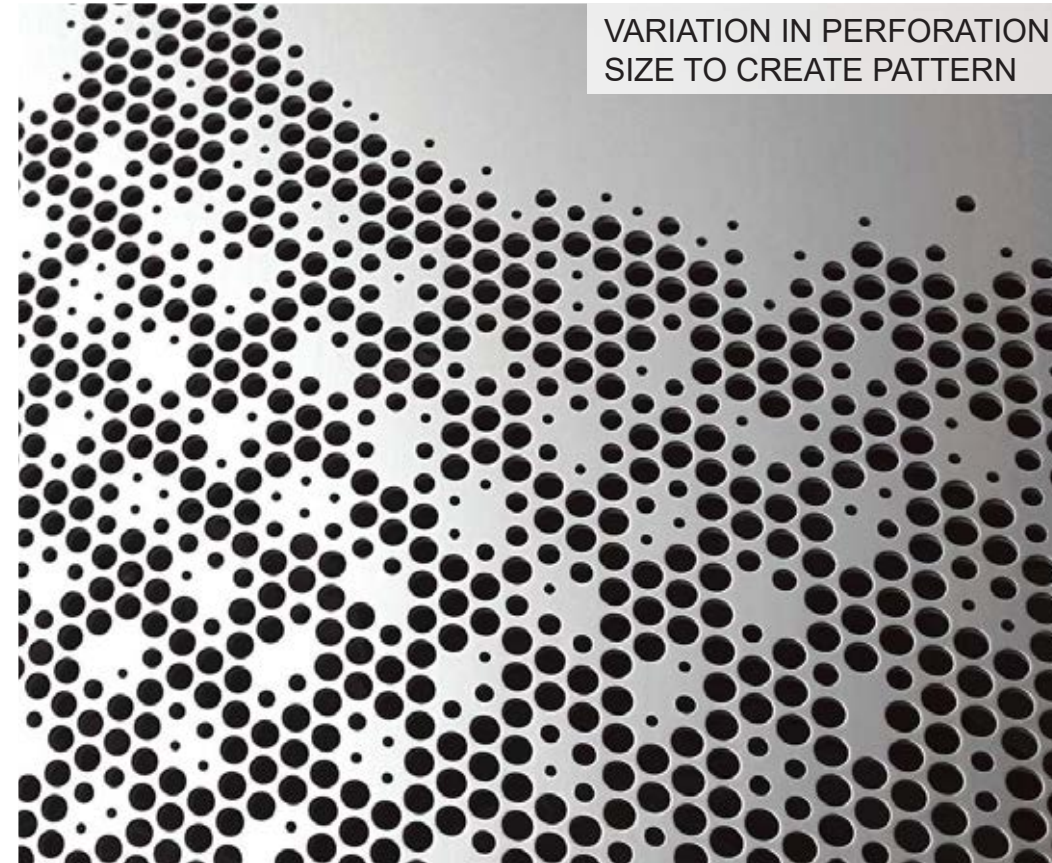


WEST FACADE BLOW UP

MFP STADIUM, GARAGE, and PARK SITE PLANS

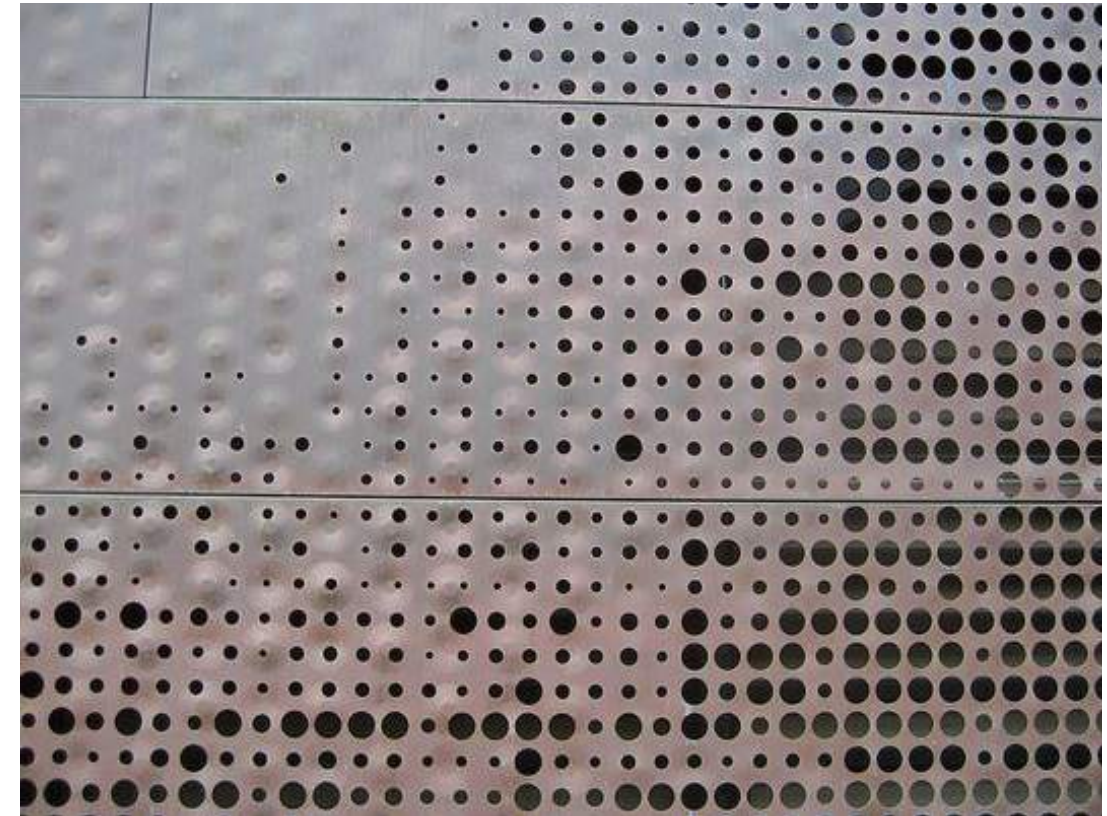
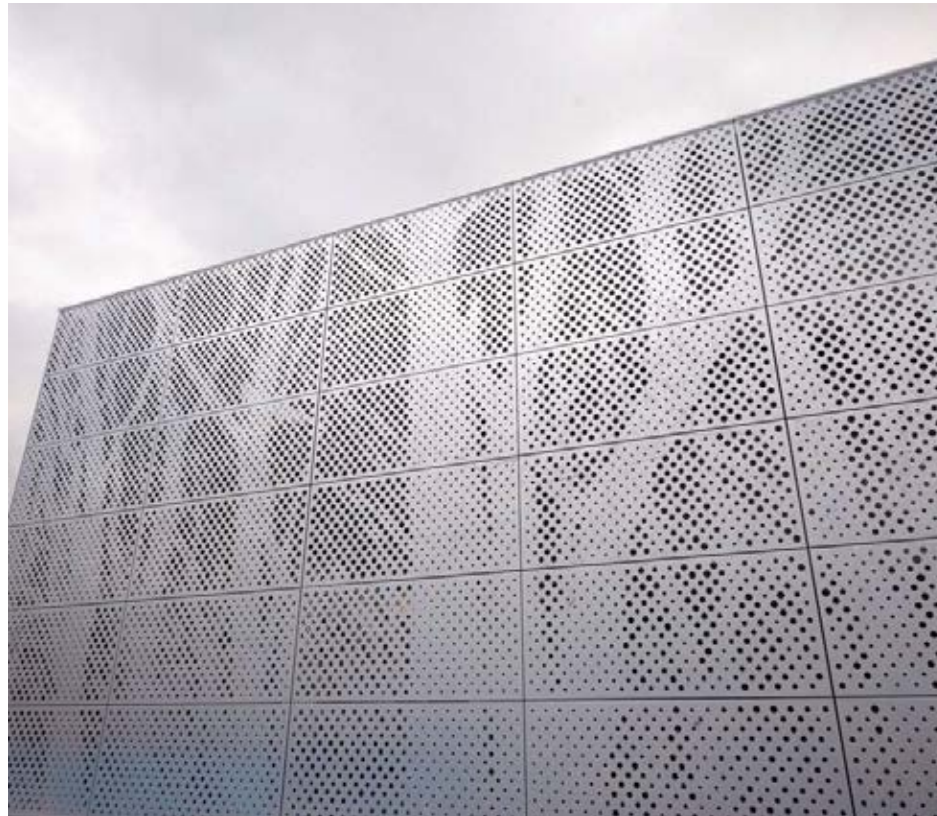


PATTERNED PERFORATED METAL FACADE EXAMPLES



VARIATION IN PERFORATION SIZE TO CREATE PATTERN

GARAGE FACADE ARTISTIC PATTERN CAN BE ART IN PUBLIC PLACES OPPORTUNITY.



ARQUITECTONICA

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SPECIAL AREA PLAN
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PARKING GARAGE FACADE

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SPECIAL AREA PLAN
06 / 01 / 2022

PARKING GARAGE RENDERING

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MFP STADIUM, GARAGE, and PARK SITE PLANS



NW 42ND AVE / LE JEUNE ROAD

NW 19th TERRACE

NW 17th STREET

NW 37th AVE / DOUGLAS ROAD

NW 14th STREET

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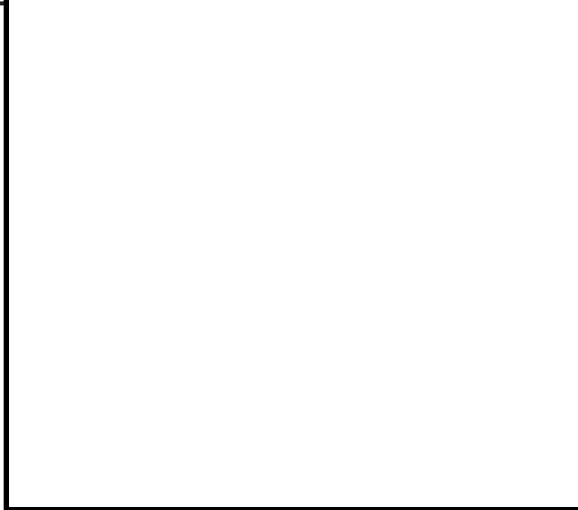
SPECIAL AREA PLAN
06 / 01 / 2022

PARK SITE PLAN



0' 150' 300'
SCALE: 1" = 300'-0"

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ARQUITECTONICA

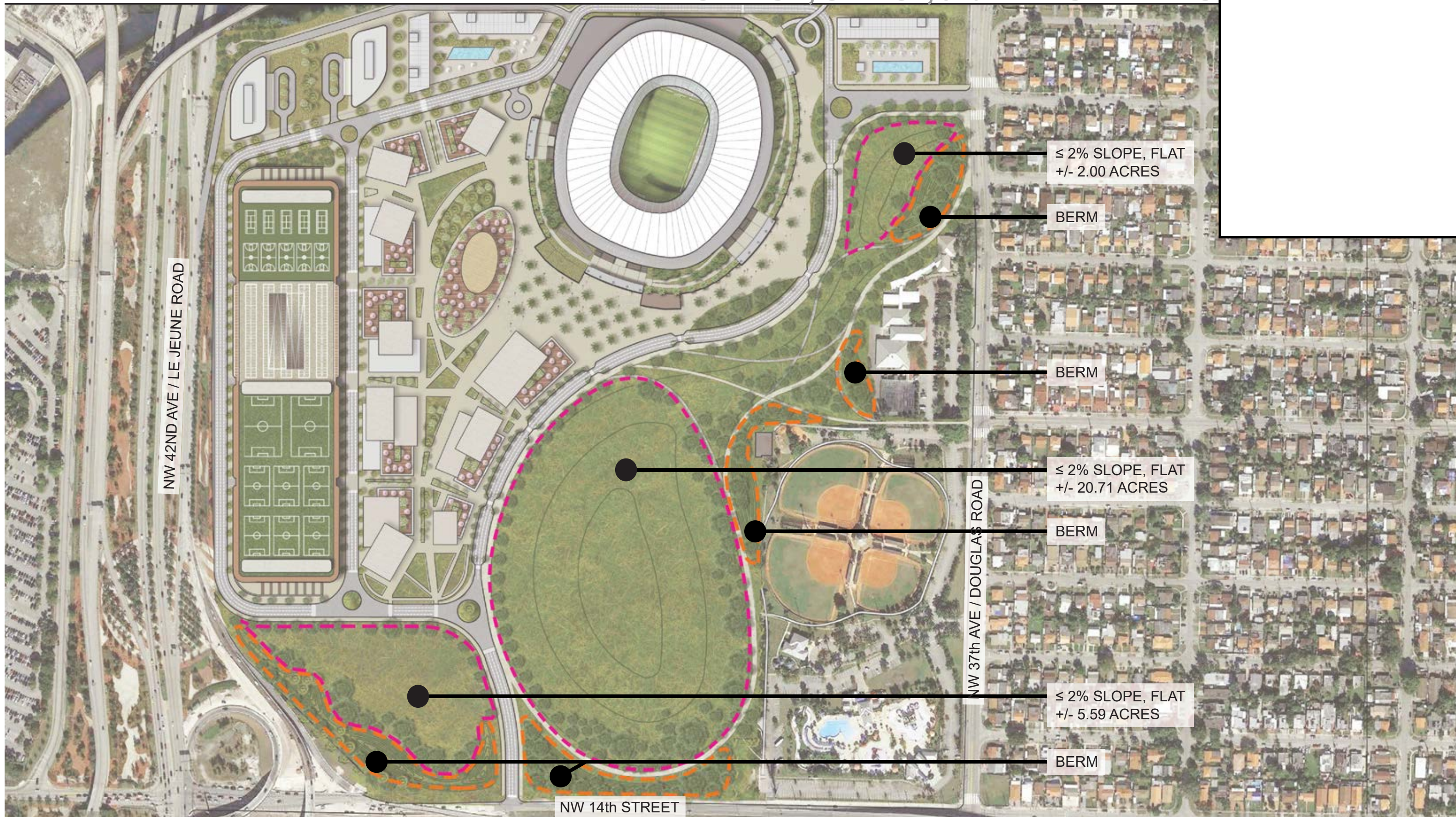
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SPECIAL AREA PLAN
06 / 01 / 2022

PARK DESIGN MOOD

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MFP STADIUM, GARAGE, and PARK SITE PLANS

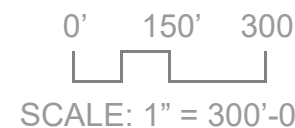


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SPECIAL AREA PLAN
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PARK GRADING + FEATURES



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- City Boundary
- City Parcels
- Major Roads
 - Expressway
- Streets
- ZoningMiami21
- Established Setbacks - Miami 21
- Area Specific Designation - Miami 21
 - Coral Gate (NCD-1)
 - Village West Island and Charles Avenue (NCD-2)
 - Coconut Grove (NCD-3)
 - Miami Worldcenter
 - Midtown Miami East Special District
 - Midtown Miami West Special District
- Special Area Plans - Miami 21
- Design Guidelines - Miami 21
 - Coral Way (Zone 1)
 - Coral Way (Zone 2)
 - Coral Way (Zone 3)
 - Coral Way (Zone 4)
 - Coral Way (Zone 5)
 - Coral Way (Zone 6)
 - Grand Ave
 - Little Haiti
 - MLK Blvd
 - Miami River Greenway
 - Omn CRA
 - Overtown Folkife Village
 - SEOPW
- Neighborhood_Revitalization_District
- Primary Zoning - Miami 21
 - T1 NATURAL
 - T3 SUB-URBAN
 - T4 GENERAL URBAN
 - T5 URBAN CENTER
 - T6-8 URBAN CENTER
 - T6-12 URBAN CORE
 - T6-24 URBAN CORE
 - T6-36 URBAN CORE
 - T6-48 URBAN CORE
 - T6-60 URBAN CORE
 - T6-80 URBAN CORE
 - D1 WORK PLACE
 - D2 INDUSTRIAL
 - D3 MARINE
 - CS CIVIC SPACE/PARKS
 - CI CIVIC INSTITUTIONAL
 - CI-HD HEALTH DISTRICT



- City Boundary
- City Parcels
- Major Roads
 - Expressway
- Streets
- Future Land Use
 - Coastal High Hazard Area
 - Residential Density Increase Areas
 - Little Havana - 200 Units/Acre
 - Southeast Overtown - 300 Units/Acre
 - Park West - 500 Units/Acre
 - Brickell - 500 Units/Acre
 - Omni - 500 Units/Acre
 - River Quadrant - 500 Units/Acre
 - Miami River - 400 Units/Acre
- Other Overlays
 - Buena Vista RAC
 - Edgewater
 - HD/HRAC
 - HDRAC
 - UCBD
- Future Land Use
 - Conservation
 - Public Parks and Recreation
 - Commercial Recreation*
 - Marine Facilities*
 - Single Family - Residential
 - Duplex - Residential
 - Low Density Multifamily Residential
 - Medium Density Multifamily Residential
 - High Density Multifamily Residential
 - Low Density Restricted Commercial
 - Medium Density Restricted Commercial
 - Restricted Commercial
 - Central Business District
 - General Commercial
 - Major Institutional, Public Facilities, Transportation and Utilities
 - Light Industrial
 - Industrial
- * Not designated on map



**CITY OF MIAMI OWNED,
CITY OF MIAMI OPERATED**

T6-8

BUILDING DISPOSITION

LOT OCCUPATION

Lot Area (SF)	92,811 SF
Lot Area (Acres)	~2.131 Acres
Lot Width (varies)	~238'-0"
Lot Coverage	90%
Floor Lot Ratio (FLR)	N/A
Frontage at Front Setback	50%
Open Space	0%
Density	N/A

BUILDING SETBACK

Principal Front	0'-0"
Secondary Front	0'-0"
Side	0'-0"
Rear	0'-0"

BUILDING CONFIGURATION

FRONTAGE

Common Lawn	prohibited
Porch & Fence	prohibited
Terrace or L.C.	prohibited
Forecourt	permitted
Stoop	permitted
Shopfront	permitted
Gallery	permitted
Arcade	permitted

BUILDING HEIGHT

Min. Height	1 story
Max. Height	18 stories

NEW PUBLIC PARK

BUILDING DISPOSITION

LOT OCCUPATION

Lot Area (SF) within the SAP	2,454,618 SF
Lot Area (Acres) within the SAP	~56.350 Acres
Lot Area (SF) total proposed	2,548,016 SF
Lot Area (Acres) total proposed	~58.494 Acres
Lot Width (varies)	~830'-0"
Lot Coverage	25%
FLR	25%

Miami Freedom Park & Soccer Village

18180

Development Program	Minimum Units	Miami 21			Miami 21 Shared Parking ¹					Parking Provided	
		Requirement		Total Parking	MLS Stadium	Soccer Village	Office	City Office	Hotel		TOTALS
					3,571	1,800	1,200	600	425	7,596	
					1	2	2	2	2		
MLS Stadium	25,000 Seats	1 parking space / 7 seats	0.14	3,571	3,571	900	600	300	213	-2,012	
						-900	-600	-300	-212		
Soccer Village	600,000 SF	3 parking spaces / 1000 SF	3	1,800			1.2	1.2	1.3		
							600	300	213		
							500	250	164	-199	
							-100	-50	-49		
Office	400,000 SF	3 parking spaces / 1000 SF	3	1,200					1.7		
									164		
									96	-68	
									-68		
City Office	200,000 SF	3 parking spaces / 1000 SF	3	600						-0	
Hotel	750 Rooms	1 parking space / 2 rooms + 1 visitor space / 15 rooms	0.5 + 1/15	425						-0	
										-2,279	
Total Parking Spaces					3,571	900	500	250	96	5,317	5,330

(1) Per Article 4, Table 5 of Miami Freedom Park SAP Regulating Plan, Shared Parking Standards with Proposed Shared Parking Factor for Stadium

LOADING					
Use	Gross	Net	Loading Ratio	Loading Required	Loading Provided
STADIUM	25,000 Seats	25,000 Seats	1 per 10,000 seats	3	≥3 Commercial
OFFICE	400,000 SF	360,000 SF	2 for 250k-500k	2	2 Commercial
CITY OFFICE	N/A	200,000 SF	1 for 100k-250k	1	1 Commercial
HOTEL	750 Keys	750 Keys	1 Commercial per 1st 400 keys, 1 Residential per 200 keys thereafter	3	1 Commercial 2 Residential
COMMERCIAL	600,000 SF	540,000 SF	1 for 500k	2	1 Industrial 1 Commercial

BICYCLE PARKING				
Use	Units	Parking Ratio	Parking Required	Parking Provided
TOTAL SITE PARKING	5,100 Spaces	1/20 Spaces	255	255

ACCESSIBLE PARKING				
Use	Units	Parking Ratio (Car + Van)	Parking Required	Parking Provided
TOTAL SITE PARKING	5,100 Spaces	20 + 1 for each 100 over 1,000	61	61

EVSE READY PARKING				
Use	Units	Parking Ratio	Parking Required	Parking Provided
TOTAL SITE PARKING	5,100 Spaces	10%	510	510



NW 19th TERRACE

NW 17th STREET

NW 37th AVE / DOUGLAS ROAD

NW 42ND AVE / LE JEUNE ROAD

NW 14th STREET

GREEN
+ / - 1,260,000 SF

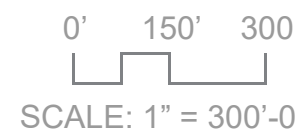
CITY OF MIAMI OWNED,
CITY OF MIAMI OPERATED =
2,530,269 SF
MIN. CIVIC SPACE REQUIRED:
5% = 126,513 SF

ARQUITECTONICA

2900 OAK AVENUE MIAMI, FL 33133
305.372.1812 T 305.372.1175 F

SPECIAL AREA PLAN
06 / 01 / 2022

CIVIC SPACE



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INTERNATIONAL MALL

EAST-WEST CORRIDOR

TRANSIT-ORIENTED DEVELOPMENT (TOD)
STATION AREA MASTER PLAN

FDOT
DISTRICT 6

PROJECT INFO PAGE

The East-West Transit-Oriented Development (TOD) Master Plan is supported by a grant from the Federal Transit Administration's (FTA) TOD Pilot Program and matching funds from the Miami-Dade County Citizens' Independent Trust (CITT) Half-Penny Transit Surtax.

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1 INTRODUCTION

1.1 PROJECT BACKGROUND

Funded by the Citizens Independent Transportation Trust (CITT) and Federal Transit Administration (FTA), this Transportation Oriented Development (TOD) Master Plan lays out a vision for the East-West Strategic Miami Area Rapid Transit (SMART) Plan Corridor (State Road 836/Dolphin Expressway) that seeks to spur equitable economic development and create more livable communities around a high-quality rapid transit corridor. Although transit is the focusing aspect of TOD, other elements are fundamental for it to be successful. Transit does not necessarily always spur development or re-development, but TOD can commence before transit improvements are implemented. The timing of this plan is critical: A locally preferred alternative (LPA) for the corridor was recently selected by the Miami-Dade County Transportation Planning Organization (TPO) Governing Board. Station concepts are being analyzed and the alignment further refined and being prepared for design. The development of a TOD master plan around station sites along the corridor will help maximize development close to the station sites to help sustain transit ridership that ensures the corridor is successful. This master plan ensures that the framework for development is ready for the inception of transit service.

The Case for TOD

Over the past two decades, planners and developers have reached a consensus that Transit-Oriented Development provides substantial value above traditional development and solves numerous urban problems beyond the concerns of transportation. TOD comes in many different forms, and the common attribute of concentrated development around rapid transit inherently provides benefits for residents, businesses, developers, and local governments. Well established benefits include:

- Improved public health due to physical activity and reduced stress
- Reduced travel time and cost for residents
- Enlarged labor pool for businesses
- Increased foot traffic for retail
- Reduced single occupant vehicle trips
- Increase transit ridership system-wide
- Reduced congestion
- Reduced air pollution

These benefits are understood by the public, and the desire to live in experience their combined benefit results in a consistent pattern of increased property value for properties nearby rapid transit, especially planned TODs.

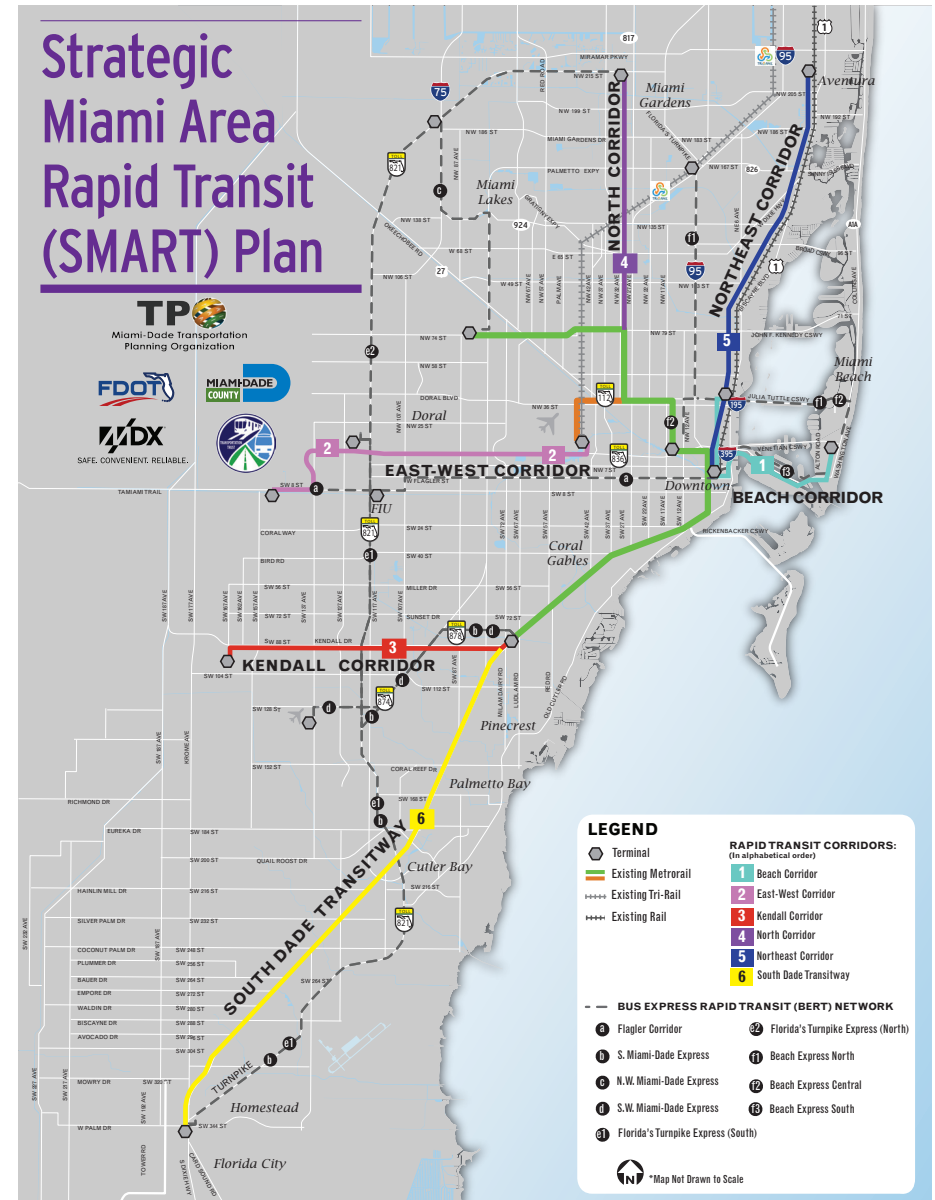
1.2 THE SMART PLAN

The East-West Corridor is one of six corridors that comprises the Miami-Dade County SMART Plan, which was conceived to expand the reach of rapid transit services throughout the County. Developed through a close collaboration between the County’s Department of Transportation and Public Works (DTPW) and the TPO, the SMART Plan serves as a strategic vision to advance these six corridors from the planning and conceptual stages through the construction and commencement of service.

The successful implementation of the SMART Plan relies on collaboration between the County, Municipalities, the State, and the Federal government. The Florida Department of Transportation (FDOT), the Miami-Dade Expressway Authority, and other local entities are vital partners in ensuring the SMART Plan develops from a series of plans into an executed reality.

The East-West Corridor connects three municipalities (Sweetwater, Doral, and the City of Miami) and large stretches of unincorporated Miami-Dade County. The corridor serves a mix of uses, including suburban residential communities, high density apartment districts, large shopping malls, the Airport, and Downtown Miami. The East-West Corridor's western terminus is at SW 147th Avenue and SW 8th Street, and extends eastward to the Miami Intermodal Center (MIC) and Downtown Miami.

Figure 1-1: THE SMART PLAN

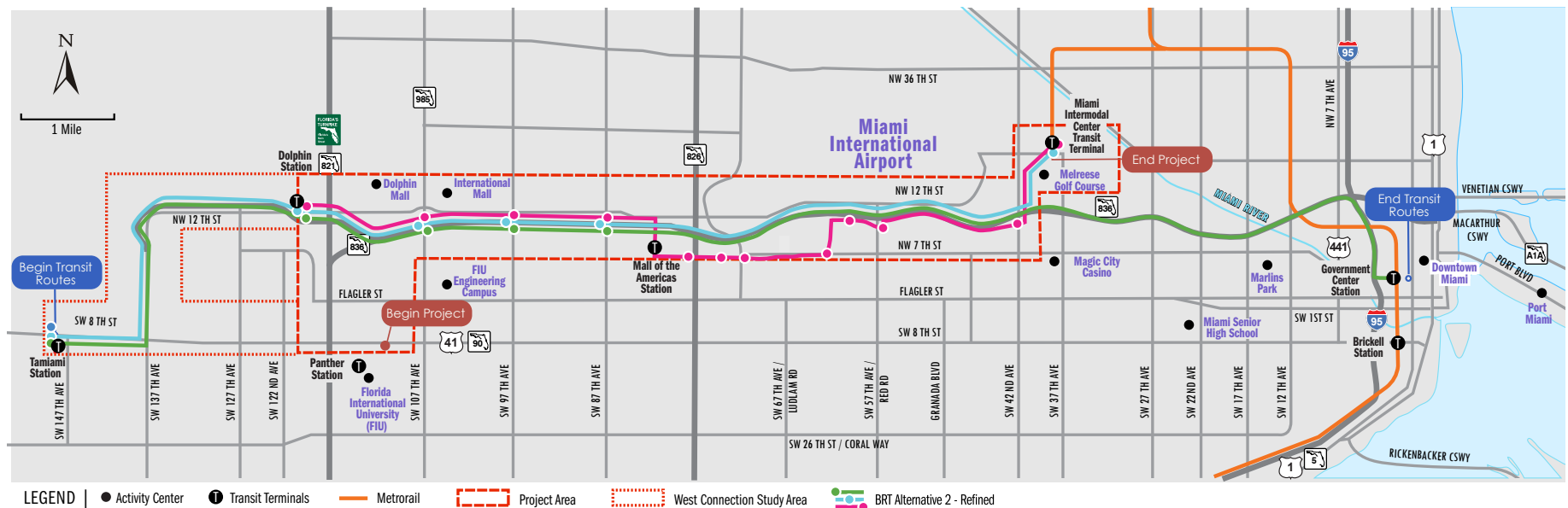


1.2.1 PREVIOUS PLANS AND STUDIES

East-West Corridor Project Development & Environmental (PD&E) Study

A PD&E study is under way to determine the East-West Corridor’s mode and alignment, which is being to further refined through preliminary engineering design and an environmental analysis to achieve eligibility for federal funding. Initially, the PD&E study evaluated different modes, including heavy rail, commuter rail, and combinations of bus and rail services. Different alignments were also considered, including routes along the north and south sides of the highway. Ultimately, the LPA was selected as BRT on the basis that it provides the best combination of speed, service frequency, and accessibility for all anticipated riders.

Figure 1-1: EAST-WEST CORRIDOR PD&E STUDY - BRT ALIGNMENT



The LPA consists of three Bus Rapid Transit (BRT) routes along exclusive busway lanes operating generally in the center median the Dolphin Expressway (SR-836) Corridor. Two routes will commence at Tamiami Station, while a third route will commence at Dolphin Station, located at 12065 NW 12th St. These BRT routes will extend eastward, with two routes terminating at the MIC, and one route in Downtown Miami. Stations located along the Dolphin Expressway are situated adjacent to the middle shoulder of the highway. Route 3 exits the highway and provides local service along NW 7th Street between NW 87th Avenue and NW 57th Avenue, before rejoining the Dolphin Expressway.

East-West CSX TOD Study

Miami-Dade County and the TPO have gone through extensive planning efforts to study the East-West Corridor. In 2017, the Miami-Dade TPO conducted a TOD visioning exercise for the CSX East-West railroad corridor. This study, which predated the conception of the SMART Plan, assumed commuter rail service would be operated on an underutilized railroad corridor that runs parallel to the Dolphin Expressway and provide occasional freight cargo service for the stone mining operations on the western boundary of the county.

The study developed TOD visions for four stations along this corridor - NW 137th Avenue, the Dolphin Park-and-Ride, NW 107th Avenue, and NW 82nd Avenue. The study identified development opportunities, looking at vacant land, socioeconomic characteristics and other factors to develop concepts for potential development near the station sites.



TPO East-West Corridor Land Use Visioning & Accessibility Study

This study involved extensive stakeholder coordination and public outreach. Two series of design charrettes were held to ascertain public input on the corridor's challenges, opportunities, liabilities, and assets (COLA). The public also provided input on what type of development is needed along the corridor and where it should be located. Following the initial charrette series, several land use scenarios were developed and evaluated, consistent with the East-West Corridor PD&E study conducted by DTPW. The scenarios included additional population and employment growth at various station areas, with travel demand forecasting conducted to estimate potential ridership. A preferred land use scenario was developed, consistent with the LPA identified in the PD&E Study. This scenario was presented to the public during the second charrette series, where additional input was provided regarding development intensity at existing and proposed stations. Visualizations at the corridor and station area were key features of the study.

The East-West Corridor Economic Mobility & Accessibility study

This study identified economic development potential and first-mile/last-mile connections for each station area, as well as transit hub components for the Corridor. An economic analysis was conducted to identify the potential market for additional residential, office, retail, industrial and other uses along the corridor. The market analysis generally supported the preferred land use scenario identified in the Land Use Visioning & Scenario Planning Study. Access Mobility recommendations were developed for various stations along the corridor. These recommendations were multi-modal, with a focus on bicycle and pedestrian improvements, along with wayfinding, safety, and amenity enhancements.

1.3 PROJECT GOALS

The ultimate goal of this study is to catalyze equitable development along the East-West corridor to increase future potential transit ridership. Increased development on the corridor is in turn anticipated to help increase revenues to support the operations of the transit service. TOD focuses on land use elements that create density and generate higher ridership. This forms communities that provide ridership demand, and supports the future transit system by giving riders attractive destinations through land use regulations, economic development incentives, and investments in affordable housing, and cycling & pedestrian infrastructure.

Transit-supportive land use planning at station areas also contributes to the project by scoring more competitively in the Federal New Starts process to make TOD a reality. This process, is typically how new transit corridors secure funding for implementation. The TOD Master Plan identifies specific policies and incentives to put in place around the stations to attract context-sensitive, private development. Conversations have been undertaken with numerous stakeholders along the corridor, which will help catalyze future private development around the stations over the coming decades.

There are several project objectives that inform the planning process:

- Conduct a Market Analysis to determine anticipated TOD demand at station sites
- Develop Bicycle and Pedestrian Plans, including capital cost estimates
- Develop Value Capture Strategies for capturing increased economic productivity at the station sites. This funding can in turn be used to fund and further expand the transit service.
- Develop Affordable Housing Strategies for the Corridor
- Identify capacity and demand for water and sewer services to support TOD.



1.4 TOD OVERVIEW

Transit-Oriented Development (TOD) is pattern of compact, pedestrian-oriented development that contains a mix of uses, centered around quality public transportation in the same way that traditional development has been centered around automobile transportation. TOD typically includes a diverse mix of residential, office, and retail uses acting as neighborhood amenities. A TOD is typically denser than its surrounding area, with the highest intensity adjacent to the transit station. Because TOD is pedestrian oriented, a 15 minute walk from the transit station is where this increased intensity typically returns to the level of the surroundings.

An equitable TOD also includes an emphasis on mixed-income housing, public space, providing freedom of mobility choice, planning at the pedestrian scale, and reduced/shared/removed parking requirements.

The form and function of an individual TOD is highly dependent on context. Density and mix of uses depend not only on the type of transit, but also on the surrounding land uses, input from the community, and the value of the land. The idea of TOD can be adapted to the look and feel of the existing community, and the desires of local residents to ensure a good fit, and avoid problematic displacement.

1.4.1 TOD TYPOLOGIES

While TOD can take many unique forms to adapt to local context and character, some basic typologies have emerged based on the intensity of development, scale of architecture, and land uses present. Some typologies relevant to the context of the East-West Corridor are shown in Figure 1-2 below, based on their land use types and relative intensities. This classification system differs from the FDOT TOD framework, which instead delineates TOD types based on transit mode, Urban/Suburban context, and level of regional importance.

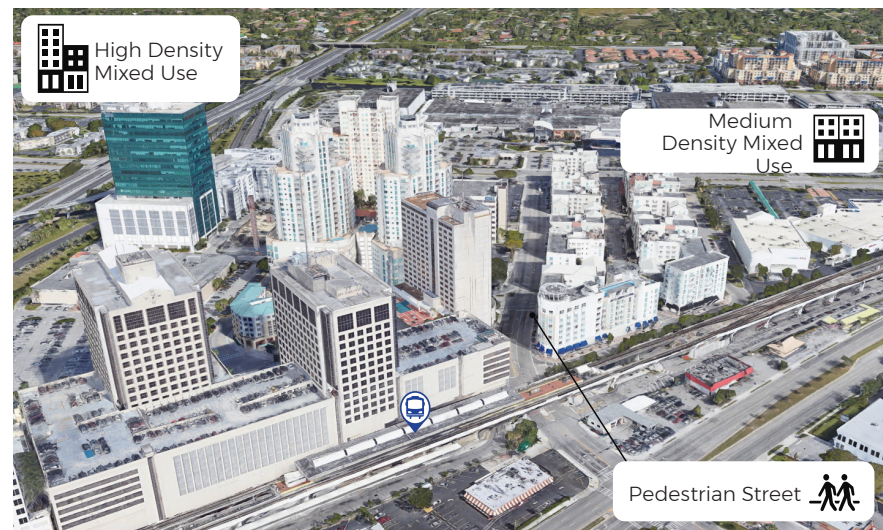
Figure 1-2: TOD TYPOLOGIES

TOD TYPOLOGY	TRANSECT	LAND USES	RESIDENTIAL SCALE	COMMERCIAL INTENSITY	HEIGHT
Community Neighborhood	T4	Residential, Dining, Neighborhood Retail & Entertainment	Single Family, Townhouse	Infill Retail	< 3 stories
Urban Neighborhood	T4 / T5	+ Small Office	Low Density Multi-Family & Townhouse	Small Businesses	3-5 stories
Urban Center	T5	+ Large Office, Major Retail & Entertainment	Multi-Family	Mixed	5-10 stories
Downtown	T6	+ Civic Uses	High Density Multi-Family	Unlimited	> 10 stories

1.4.2 SUCCESSFUL PRECEDENTS

Downtown Dadeland

One of the most illustrative examples of a typical TOD is located right here in Miami-Dade Florida, at the Dadeland South Metrorail Station. This terminal station features a major P3 project, the Datran Center, which includes a large park-and-ride facility for commuters from the south and west, as well as multiple large office buildings. This P3 TOD helped catalyze the private development to the north, Downtown Dadeland. This mixed-use TOD connects the transit station to the Dadeland Mall with street trees and covered arcades that front ground floor retail, with residential uses above.



Denver Flatiron Flyer

The Denver Flatiron Flyer BRT system links Denver to Boulder, Colorado. It is a system that operations in a similar environment to the Dolphin Corridor, with the majority of its service in High Occupancy Toll (HOT) lanes on US Route 36. Notably, development at Broomfield Station is a TOD success story. At this site, a TOD neighborhood was built adjacent to a BRT station within the highway right-of-way. It represents an opportunity to spur TOD in a suburban setting when station infrastructure and development master planning are in place and includes heavy developer participation. The development has 400 residential units with 450 more planned, the ability to deliver 2.6+ million square feet of commercial development, and a performing arts center that holds up to 7,500 people. All of these amenities are situated within a quarter-mile of the Broomfield BRT station. The development also includes an Aloft Hotel and a University of Colorado Health Hospital.

Cleveland Health Line

The Cleveland Health Line one of the most successful BRT systems in the country. It is credited with triggering nearly \$10 billion in private and institutional development within walking distance of the corridor. New projects adjacent to the Health Line include 8,800 new residential units, 1,800 new dorm rooms, and 1,300 new hotel rooms, totaling approximately 23 million square feet of new development. The line is also linked with the creation of 13,000 new jobs. Since its inception in 2008, the \$50 million Health Line has served more than 44 million customers. The cost-benefit ratio of the Health Line is almost 1:20 having leveraged \$190 dollars for every single dollar invested in the system. The economic impact of this route makes it one of the most successful BRT systems in the world.

1.4.3 CHALLENGES AND OPPORTUNITIES FOR TOD AROUND BRT

When planning for TOD around BRT stations, there are additional considerations that should be taken into account due to the perceptions of bus-based systems on market demand. To catalyze economic development around a BRT station, the proposed TOD must successfully overcome challenges and find opportunities to leverage the advantages of a flexible BRT system. These challenges and opportunities include:

1. **Perceptions of permanence and perceived risk.** When infrastructure and other private investment adjacent to BRT stations is not substantial enough, there is a risk that the TOD will lack the permanence to successfully catalyze long-term economic transformation. The opportunity is to build confidence in private investment through high-quality infrastructure that creates a sense of permanence.
2. **Perceptions of the corridor as new and fresh.** When BRT systems are implemented, they often replace existing bus services, creating a feeling of novelty and excitement within a corridor for both riders and potential developers. This motivates ridership and exploration, which are critical to overcome the typical perceptions of bus transit, catalyze TOD investment, and change the dynamics of market realities within the corridor. The opportunity is to integrate BRT and TOD, and brand the pair as an exciting lifestyle experience.
3. **Ridership profile and market differences.** Evidence suggests that the ridership profile for bus and rail are dramatically different, indicating that rail attracts riders with more disposable income, who are aligned with the return on investment needed for TOD. The opportunity is to create a high ridership corridor by capturing both groups through affordable housing combined with enhanced station areas and rider experiences that appeal to choice riders.
4. **Ridership impacts of park and ride facilities.** Park-and-ride facilities are proven to provide an advantage to fixed guideway systems; however, the impact on BRT systems is somewhat unclear. When park and rides are included in TODs, this removes valuable land from the development potential and curtails ridership associated with mode-shifting. The opportunity is to incorporate park-and-ride facilities with high density vertical developments to balance available parking, capacity, access, and future development.
5. **Industry and agency capacity for implementing TOD around BRT.** Unlike many transit agencies and local governments, DTPW has the staff and expertise to successfully execute TOD planning. The opportunity is to work with developers to ensure that developments provide a positive outcome for the local community and support the county transit system.
6. **High-quality, pedestrian access and street safety.** It is difficult to incorporate direct pedestrian access to TOD when high-frequency buses must make conflicting movements with other modes. Compared to typical buses, there can be some impacts on the built environment; but, when compared to other high-capacity transit, BRT has no greater impacts. The opportunity is to provide extreme care in managing movements to ensure that multi-modal access and pedestrian connections to TODs remain safe during operations.
7. **Urban development density and scale.** BRT TOD has a lesser impact on ridership increase and auto-trip reduction as other fixed guideway systems. Since BRT TOD has a smaller area of influence, planning efforts need to be tightly focused. The opportunity is to strategically locate TOD within areas that can capitalize on employment centers, commercial districts, and neighborhoods to ensure they are successful at inducing ridership.

1.5 THE MIAMI-DADE COUNTY APPROACH TO TOD

Through the years, DTPW has accumulated a strong track record of forming Public Private Partnerships (P3s) to deliver quality TOD adjacent to transit stations, particularly the Metrorail. Miami-Dade County has advanced several measures in recent years to help facilitate TOD development throughout the county, particularly along the SMART Corridors. These measures are intended to facilitate greater development concentration around transit sites to encourage more transit usage and intensify development where it is most sustainable for the community. DTPW has identified several goals for successful TODs at its stations. These are:

- Reduce the number of household drivers.
- Lower congestion, air pollution and greenhouse emissions.
- Create walkable communities to promote healthy lifestyles.
- Increase transit ridership and fare revenue.
- Expand mobility choices that reduce dependence on the automobile.
- Reduce transportation costs.

Figure 1-2: EXAMPLES OF TOD IN MIAMI-DADE COUNTY



1.5.1 BENEFITS TO MIAMI-DADE COUNTY, DORAL, SWEETWATER, AND THE CITY OF MIAMI

There are many direct benefits to county and city residents that will be derived from TOD development. With new access to transit, there is an opportunity to leverage that investment to transform communities along the corridor. TOD is a method to maximize the ridership potential of the new transit system and functional potential of the land around it.

Increase Transit Ridership

To secure FTA funding for transit system improvements, we must demonstrate that the new system is satisfying excess ridership demand. Implementing TOD along the East-West Corridor can provide an environment that attracts new residents, workers, high-quality jobs, and private investments to the station areas, thus increasing potential ridership for the new BRT system.

Supply Alternative Travel Methods

Currently, residents and workers on the East-West Corridor have limited mobility options, with vehicular ownership practically required. TOD allows people to live within walking distance of transit, presenting the opportunity for a car-free lifestyle outside of the urban core. Quality TOD also supports bicycling and walking by providing a more inclusive street network that connects to the transit corridor, making active transport a viable option for first and last mile transportation and mitigating traffic congestion in Miami-Dade County.

Generate New Economic Opportunities

The National Institute for Transportation and Communities (NITC)

Research by the NITC suggests that there are a variety of indirect benefits for economic development and job growth centered around BRT corridors, including:

1. Improved development patterns within and along BRT corridors, including an overall increase in both office and multi-family apartments;
2. Augmented economic development within BRT corridors that employ advanced information technologies and communication systems;
3. Increased employment within growth sectors along BRT corridors, specifically in manufacturing-related employment;
4. Correlation of premium office rents in BRT corridors within most metropolitan areas;
5. Indications that BRT corridors reduce overall housing and transportation cost within an 8-mile radius;
6. Association of BRT corridors with largest positive-shift in upper wage jobs during the economic recovery; and
7. Improved development and job location outcomes indirectly related to BRT corridors that employ higher-quality design and permanence in station infrastructure and technologies.

TOD along the East-West corridor can result in economic programs and policies that promote increased opportunity for Miami-Dade County residents and businesses. Existing retail in the corridor is generally homogeneous. TOD provides an environment that attracts an increased quantity and quality of retail to both improve quality of life for existing residents and potentially attract additional residential and commercial development.

Equitable TOD strategies should include a focus on land use programs that support the generation of jobs for the local workforce. Coordination with land owners, business owners, and prospective developers is essential to ensure that the visions laid out for the station areas in this document are successfully implemented. This document identifies opportunities to strengthen and complement existing businesses and industries and proposes land uses in the station areas to accommodate them. TOD creates new job opportunities which can benefit communities along the Dolphin corridor by reducing commuting time and transportation expenses while increasing household income.

Finally, TOD on the Dolphin Expressway can attract younger workers who seek housing where there are amenities like restaurants and cafes, entertainment options, and transit access. Moreover, TOD improves walkability and safety, enhances adjoining schools and parks, and facilitates affordable housing and key services such as childcare, all of which can attract both a younger and more experienced workforce.

Develop a Corridor-Wide Vision

The communities along the Dolphin corridor benefit from the planning process, which, in spite of COVID-19 pandemic restrictions and social distancing guidelines, united stakeholders from diverse backgrounds, including residents, business owners, and municipalities to help form a shared vision for the future of the East-West corridor. The process also helped educate local stakeholders to be better prepared for the implementation of the new BRT corridor. kick-starting momentum, interest, and investment in the corridor can be activated by establishing what are hopefully long-term partnerships between agencies, local businesses and private developers.

Provide Diversified Lifestyle Choices

TOD provides more options for residents who want to shop, work, and entertain themselves close to their homes. By placing a premium on cycling and pedestrian mobility, TOD design can also provide options for an active lifestyle and facilitate accessibility for residents of all ages and income levels living on the corridor. Improving amenities, creating more destinations, and making these transformed urban spaces into more livable spaces, TOD creates a sense of community and place that caters to all.

These TOD benefits can be transformative for the communities surrounding the Dolphin Corridor. The plan laid out in this document provides recommendations and presents a vision to help realize the benefits described here.

1.6 HOW TO USE THIS PLAN

The East-West SMART Corridor TOD Station Area Master Plan contains thorough analyses of existing conditions, a context-sensitive TOD vision for each of the four focused station areas, and implementation strategies to help achieve the vision. The Public Involvement chapter documents the essential component of the master plan. It details the engagement process and presents input collected during public charrettes, public design studios, and stakeholder meetings that were carried out throughout the entire project. The existing conditions are outlined in the following chapters, including Corridor Land Development Overview, Corridor Market Overview, and Affordable Housing Study, and Station Area existing conditions. These chapters outline the collected information, projected growth and demand, and conducted analyses to identify challenges and opportunities for TOD corridor-wide and at each station area, and set the stage for the TOD vision.

The Station Area Plans chapter builds on the research, data collection, analyses, and the input and feedback provided by communities and stakeholders to develop a TOD vision for the four selected stations. The plan establishes frameworks for connectivity, open space, and land use and provides recommendations for density and mix of uses that are unique for each station area. Following the vision, the Implementation Toolbox chapter outlines a toolkit of strategies that encompass regulations, affordable housing, multimodal connectivity, and development to leverage transit investment and funding to implement TOD.

2 PUBLIC INVOLVEMENT

In an effort to ensure that the TOD Master Plan reflects the preferences and concerns of the local community, DTPW has engaged members of the public, private sector stakeholders, and government officials through three different methods of outreach:

1. Public events (held virtually due to Covid-19)
2. Meetings with public and private stakeholders
3. Public online map-based commenting tool

In this chapter, we will explore the details of how each one of these outreach efforts was conducted, to show how feedback was collected to inform the Master Plan development process.

2.1 PUBLIC MEETINGS

Two major public events were held during the master plan process. Due to the Covid-19 pandemic, these events were held virtually. Both events were split into two days, focusing on different station areas each session. The first event was a charrette held in November of 2020, where the study team presented preliminary site planning concepts to the public to obtain feedback to shape the concepts and massing for each station area's urban design. These urban designs were then presented to the public at the second public outreach event - a design studio which took place in March 2021.

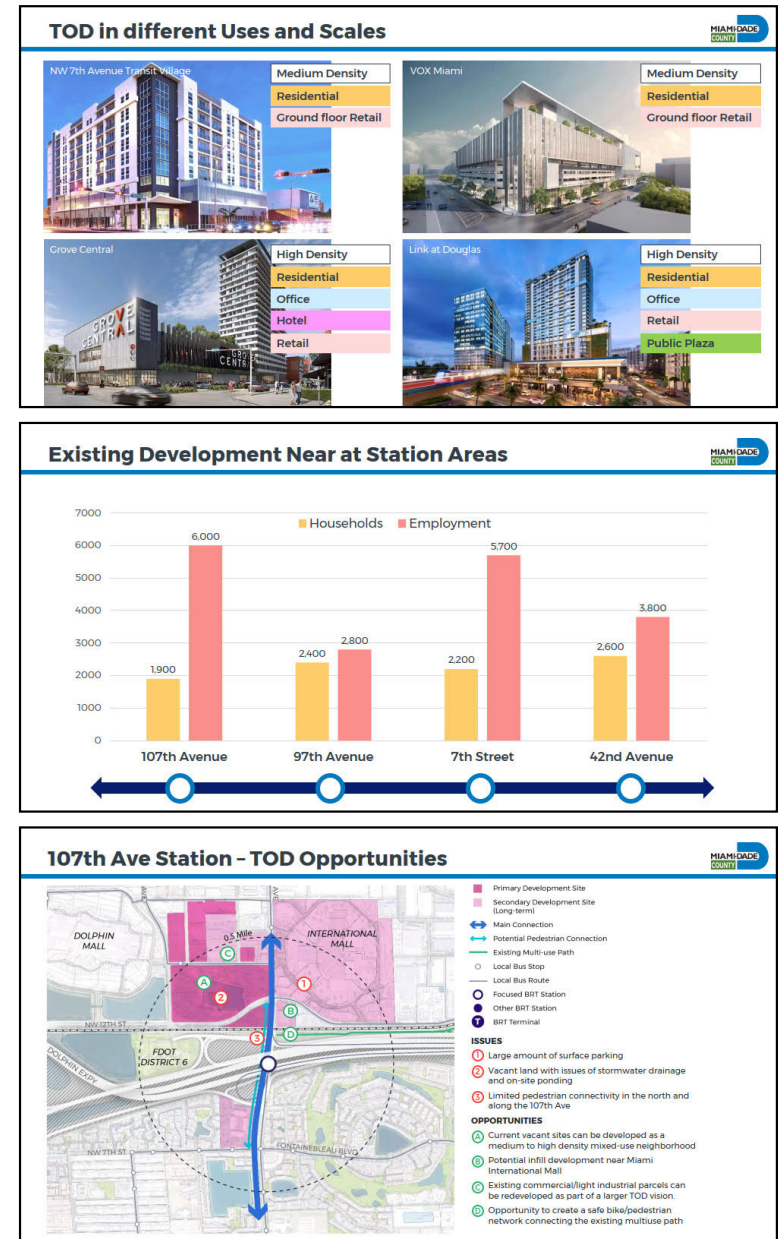
These meetings were promoted through public notices in the Miami Herald, social media posts on Miami-Dade County platforms including Twitter and Facebook, and through partner agency newsletters and social media. The meetings were included on the Miami-Dade County public calendar of events, and was further advertised on the East-West Corridor landing page on the Miami-Dade County website.

To adapt to the challenges presented by the Covid-19 pandemic, meetings were hosted on Zoom in addition to the Facebook Live stream typically provided for DTPW events.

2.1.1 CHARRETTE (NOVEMBER 18 & 19, 2020)

The charrette sessions began with a presentation by the project team summarizing the purpose of the project, existing conditions, and TOD opportunities within a half mile radius of the station sites. The crowdsource comment map was also introduced before the team held an extended Q&A addressing questions on the effect of the pandemic, changes to bus routes, impact to neighboring businesses, park & ride facilities, industrial land use, connection to FIU, affordable housing, municipal support, bike/ped access, and the timing of construction. The Facebook Live stream registered 697 views and 395 social media engagements over the course of the two November meetings.

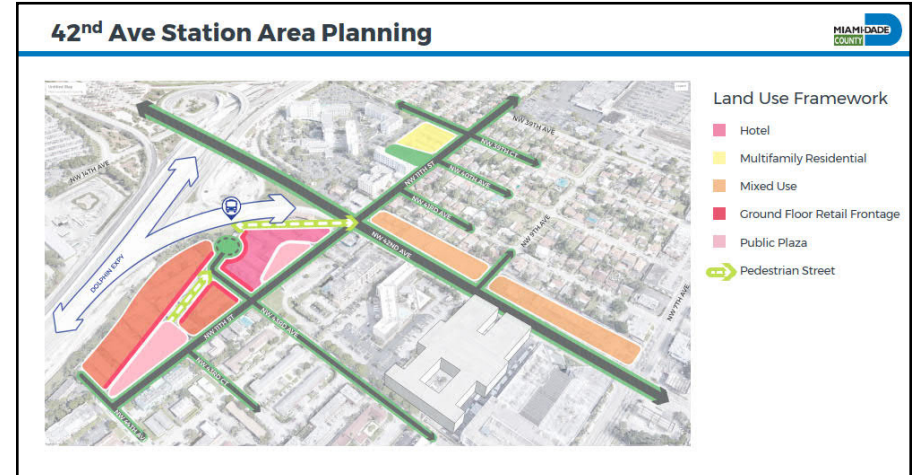
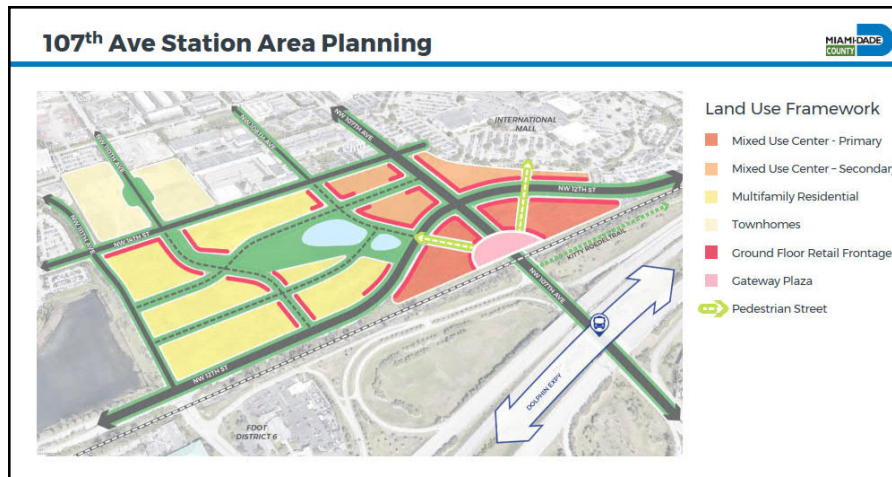
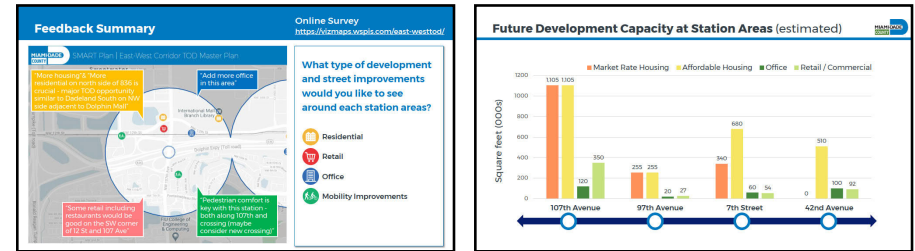
Figure 2-5: SLIDES FROM THE CHARRETTE



2.1.2 DESIGN STUDIO (MARCH 23 & 24, 2021)

The design studio sessions featured a presentation by the project team that included a review of the economic factors affecting the development forecast, and proposed station area concepts which each included an open space network, land use framework, archetypal TOD examples, and site massing vision.

Figure 2-6: SLIDES FROM THE DESIGN STUDIO



2.2 STAKEHOLDER MEETINGS

The study team engaged corridor stakeholders to ensure that proposed future developments would not produce a negative disruptive effect. The study team reached out to residents, businesses, property owners, neighborhood organizations, community-based groups, elected officials, and others to help identify challenges and solutions. Study Advisory Groups were also formed on the topics of Affordable Housing and Water & Wastewater Infrastructure.

2.2.1 COORDINATION WITH GOVERNMENT AGENCIES

To ensure that the TOD Master Plan is coordinated with other efforts throughout the county, the project team presented to the Citizens Independent Transportation Trust (CITT) as well as multiple Miami-Dade TPO Committees, including the Citizens' Transportation Advisory Committee (CTAC), Bicycle Pedestrian Advisory Committee (BPAC), and Transportation Planning Council (TPC). Comments from these committees were incorporated throughout the study.

2.2.2 AFFORDABLE HOUSING STUDY ADVISORY GROUP (SAG)

The affordable housing SAG was formed for the purpose of ensuring that the vision for this corridor includes a robust affordable housing strategy that is realistic and practical. Representatives from the following groups and agencies were invited to participate:

- Miami-Dade County Dept. of Public Housing and Community Development
- City of Miami Dept. of Housing and Community Development
- South Florida Community Development Coalition
- Miami Homes for All, Inc
- Miami-Dade County Housing Finance Authority
- Miami-Dade TPO
- Miami-Dade County RER

First Meeting (November 14, 2019)

This meeting was intended to help identify affordable housing initiatives that will assist housing partners to increase the supply of inclusive and attainable housing in the corridor, and reduce the combined burden of housing and transportation costs. After a brief presentation contextualizing the project, an extended dialogue was held about key issues, including: funding and financing strategies, parking needs, the relationship between government agencies and private developers, the effect of RTZ on affordable housing potential, and the relationship between affordable housing and circulator services. Another important point was the importance of coordinating the affordable housing vision with the water and wastewater advisory group, because water impediments can easily derail affordable housing projects by increasing development costs and disrupting the formulas used in complex project financing strategies.

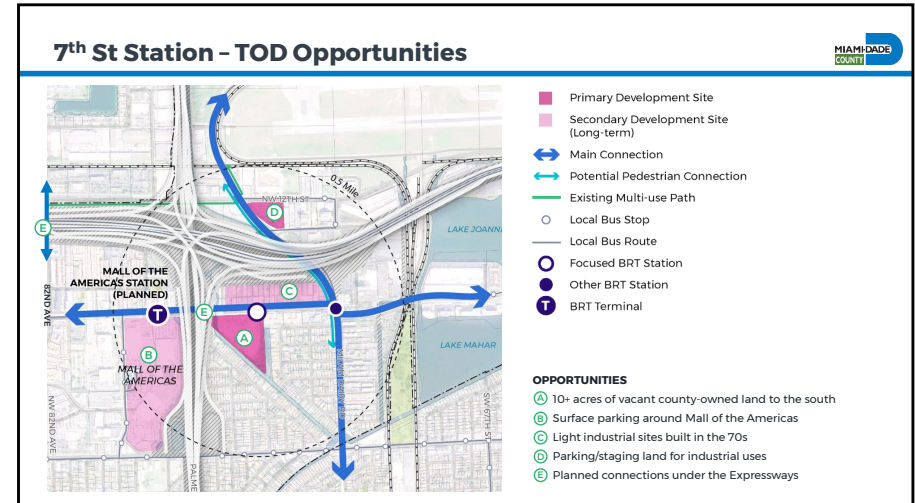
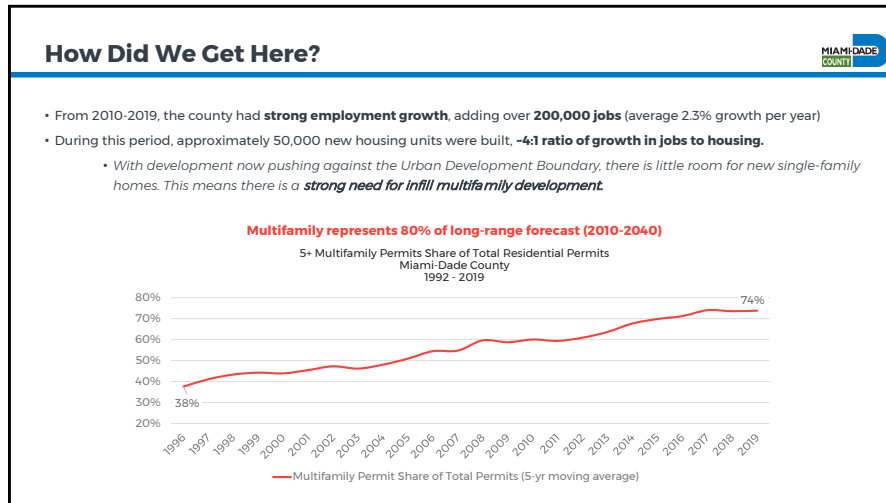
Second Meeting (February 9, 2021)

The project team presented the extensive work completed since the first meeting, including: economic profiles, distributions of existing residential development, potential funding and financing sources identified, potential TOD developer incentives, and the opportunity sites being designed. Conversation focused on the identification of the best strategies to pursue out of the many potentials identified.

Third Meeting (August 20, 2021)

At the third meeting of the Affordable Housing SAG, the project team presented a draft of the TOD Master Plan including station area plans to explore potential outcomes, assess flaws, and discuss potential revisions to improve and finalize the affordable housing recommendations.

Figure 2-7: SLIDES FROM AFFORDABLE HOUSING SAG MEETING 2



2.2.3 WATER AND WASTEWATER STUDY ADVISORY GROUP

The water and wastewater study advisory group was formed to support the development of an implementable vision and ensure that the proposed developments could operate with existing infrastructure, and if not, understand what upgrades would need to be made. To form this advisory group, the project team invited representatives from:

- Miami-Dade County Water and Sewer Department
- South Florida Water Management District
- Miami-Dade County RER - DERM
- Miami-Dade County RER - Planning
- Miami-Dade County Health Department
- City of Miami
- FDEP

First Meeting (November 14, 2019)

At the first meeting for the water group, the project team introduced the preliminary approach and goals for the study and water analysis task, obtained feedback, and developed a consensus regarding the approach and goals of the analysis. The project team presented the context of the corridor including the five transit modes and alternatives being considered in the PD&E, an overview of the stations being considered, and a presentation on the infrastructure and water & sewer service providers in the corridor.

Concerns were raised about the number of undersized mains along the corridor, and the scale of the planned developments since many areas are zoned for higher densities than existing infrastructure can support. A coordination strategy was established between the project team and WASD, including model runs once the proposed development plans were more advanced.

Second Meeting (February 9, 2021)

At the second meeting of the water group, the project team shared the vision for potential development capacities, the ratio of land uses in the station areas, and the overall vision which would need to be supported by the water and wastewater infrastructure. The project team also presented the work completed so far assessing the existing and in-progress WASD infrastructure and private water projects in the corridor. Next steps were discussed to ensure that the project team would be able to conduct a model run testing the capacity of the system to handle the proposed developments.

Third Meeting (August 20, 2021)

At the third meeting of the Water & Wastewater SAG, the project team presented a draft of the TOD Master Plan including station area plans to explore potential outcomes, assess flaws, and discuss potential revisions to improve and finalize the water & wastewater recommendations.

2.2.4 PUBLIC STAKEHOLDER INTERVIEWS

Interviews were held between the project team and the following municipalities and government agencies via teleconference.

City of Miami

The study team presented the preliminary proposed recommendations for the 42nd Avenue station area to the City of Miami in March 2021. Discussion of the new flight path restrictions on the residential land uses near the station area helped formulate a strategy to address this loss of development potential. Relocating the station was considered, in light of new development plans that have been announced since the beginning of this study, and re-zoning was explored to support a more robust walkable neighborhood. The study team was also apprised of details regarding upcoming trail projects near the Miami River and Miami International airport. The study team was notified of a new City of Miami land development policy in urban cores which incentivizes developers to install bicycle facilities within ½ mile of their property in exchange of a density bonus.

City of Doral

The study team presented the preliminary proposed recommendations for the 107th and 97th Avenue station areas to the City of Doral in January 2021. Doral communicated that while there is support for a TOD, there is no political appetite for some of the zoning changes that typically come with TOD, specifically the removal of industrial land uses to make way for residential or office space, which usually brings more traffic. Doral expressed enthusiasm about connecting their robust trolley system to the planned transit station and TOD.

Florida Department of Transportation Distric Six (FDOT D6)

The study team presented the preliminary proposed recommendations for the 107th Avenue station area to FDOT staff including Head of Modal Development Nilia Cartaya. The 107th Avenue station is relevant to FDOT because the FDOT D6 office campus is located within the station area. Discussion also touched on the 7th Street station, as the land is currently owned by FDOT and used to stage construction materials for the I-395 signature bridge. At 107th Avenue, FDOT suggested pedestrian improvements along 12th street, and indicated that there were no plans for any changes at the FDOT campus which is shared with law enforcement. FDOT also suggested that any new bicycle and pedestrian facilities should be connected on both ends to existing or planned facilities, to ensure that no new infrastructure gaps were created. The study team was also advised to suggest a direct connection from 107th Avenue to the expressway to reroute traffic from NW 12th Street thus reducing the traffic on that street and facilitating the implementation of a road diet to add in bicycle facilities.

Miami-Dade Expressway Authority (MDX)

The study team presented the preliminary proposed recommendations for the 97th Avenue station area to MDX staff in January 2021. MDX

indicated that they are agnostic to any proposal outside of their roadway. When the former toll plazas at 97th Avenue were proposed as a TOD opportunity site, MDX indicated that while they are not pursuing any non-roadway uses, they were not necessarily opposed to redeveloping the former toll plazas in concept. MDX would need to see more advanced visions before deciding if they could support it. Any development must not diminish capacity or impact the ability to widen the roadway or add an interchange. MDX also informed the project team that an interchange was planned for NW 97th Avenue as a part of their unfunded priorities list.

Miami International Airport (MIA)

The study team presented the preliminary proposed recommendations for the 42nd Avenue station area to Miami International Airport staff, who reinforced the teams understanding of the new land use restrictions under the airport flight path. MIA staff also indicated that the airport employee parking lot was not an opportunity site for this study.

Miami-Dade County Department of Parks, Recreation, and Open Spaces (PROS)

The study team presented the preliminary proposed recommendations for all four station areas to County PROS staff in January 2021. PROS staff indicated that they had no projects in these areas, but indicated that there was a DTPW trail project west of the turnpike, the Central West Basin, a linear park and trail. Conversation also touched upon the Ludlam Trail, which at its northern terminus comes near the 7th Street station area, but connecting over 72nd Avenue was identified as a major challenge.

Miami-Dade County Department of Regulatory and Economic Resources (RER)

Multiple meetings were held between the study team and RER staff, with a particular focus on the land use and zoning strategy best used to achieve the vision of the master plan. Recently, the county has enacted multiple changes to county regulations regarding Urban Centers and the Rapid Transit Zone (RTZ). RER provided direction regarding the procedural steps required to implement RTZ zoning, as well as the process of implementing a planned urban center through a small area plan on unincorporated land. RER also provided advice regarding the use of Transferrable Development Rights (TDRs) to address issues in the 42nd Avenue station area.

City of Sweetwater

The study team presented the preliminary proposed recommendations for the 107th Avenue station area to Sweetwater Director of Operations Robert Herrada in January 2021. Mr. Herrada expressed that an appetite exists for the development of a mixed-use entertainment district on the opportunity site identified in this study. Sweetwater recently adopted an ordinance to encourage workforce housing, and was happy to

support the TOD effort, including through the extension of trolley service. Mr. Herrada recommended numerous strategies to enhance integration with the community, such as freebee service and partnerships with the nearby Florida International University.

2.2.5 PRIVATE STAKEHOLDER INTERVIEWS

Dolphin Mall

The study team presented the preliminary proposed recommendations for the 107th Avenue station area to Dolphin Mall staff, including General Manager Pete Marrero, in January 2021. Dolphin mall was sold to Simon Property Group in 2020. Discussions on the accessibility of the mall revealed that Dolphin Mall was recently the #1 destination for Uber in all of Florida, so they see transportation connections as a driver of additional business, and a connection to the cruise ports would be ideal. The mall supports both the corridor and TOD master plan in principle, but recognize that currently more than 95% of customers and approximately 80% of employees arrive via private vehicle.

Doral Toyota

The study team presented the preliminary proposed recommendations for the 97th Avenue station area to Doral Toyota staff in February 2021. Part of this meeting involved an exploration of different possibilities for future redevelopment of the car dealerships fronting 12th street west of 97th avenue. This would require creative solutions to avoid negative impacts to the existing businesses, such as new mixed-use buildings, shared parking structures, and/or relocation to nearby land with superior visibility such as the nearby abandoned toll plazas. Doral Toyota staff shared some of the details of their operations, and the importance of their parking capacity to maintain the health of their business. While they were open to the idea of moving to a parking structure, the cost was a concern and the ability to share the cost would be ideal. Staff also shared that the pandemic had a positive effect on business, and that people still have a strong preference for buying cars in person as opposed to online or through a home test-drive process.

Doral View Apartments

The study team presented the preliminary proposed recommendations for the 97th Avenue station area to Doral View Apartments staff in February 2021. Staff indicated that the complex is closed to bicycle and pedestrian access, but still supports the East-West Corridor.

Figure 2-8: VIRTUAL INTERVIEW WITH CITY OF SWEETWATER STAFF



Esserman Automotive

The study team presented the preliminary proposed recommendations for the 97th and 107th Avenue station areas to Esserman Automotive staff in February 2021. The conversation explored many similar points to the meeting with Doral Toyota. Esserman indicated that with the majority of profits coming from the service department, it is important to consider in any relocation discussion that a dealership needs more than a parking garage and showroom. Staff also expressed concerns with relocation related to zoning and special approvals needed for a car dealership. Traffic on 12th street was indicated to be a major concern, especially during rush hour, impacting their ability to conduct business. While they support a TOD master plan, they feel it is important not to induce additional traffic.

International Mall

The study team presented the preliminary proposed recommendations for the 97th and 107th Avenue station areas to International Mall staff in February 2021. Simon Property Group now owns both malls in the area, and may be open to redevelopment since they see themselves as a real estate company that specializes in commercial, rather than simply a shopping mall operator. Staff informed the study team of the unique ownership structure of International Mall, where the anchor stores own their own land, which may complicate redevelopment despite the Mall ownership being amenable to it.

Planet Dodge

The study team presented the preliminary proposed recommendations for the 97th and 107th Avenue station areas to Esserman Automotive staff in February 2021. The conversation explored many similar points to the meeting with Doral Toyota and Esserman Automotive, as the dealerships in this area all have a positive relationship with each other. Planet Doge liked the idea of a land swap arrangement to relocate to the former toll plazas on SR-836, as direct highway access is seen as a major positive, and the traffic on 12th Street is problematic enough that they are interested in moving away from it.

2.3 PUBLIC CROWDSOURCE COMMENT MAP

There were a total of 15 comments from the public on the crowdsourcing comment map, with an overall focus on pedestrian experience and the type of functions most desired in each station area. A summary of the comments is organized by station area below.

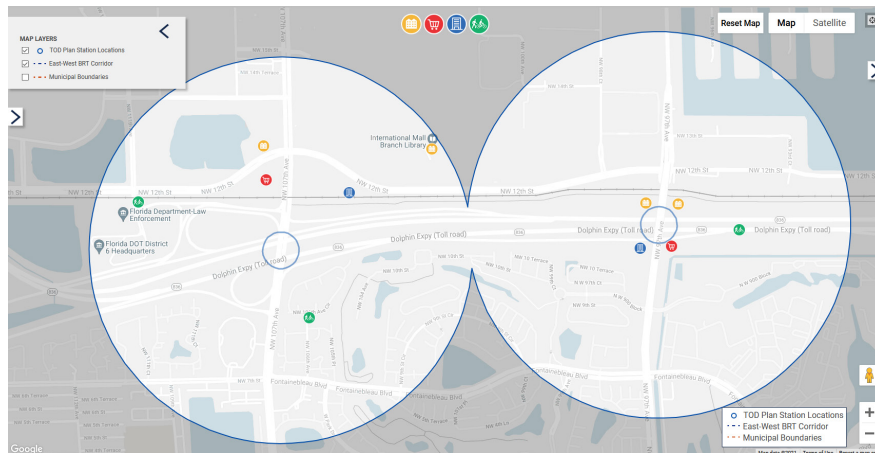
NW 107th Avenue

This station area had 6 comments, including the need to focus on the pedestrian experience, and expressing the need for a wide variety of functions (housing, office, retail, restaurants). Other comments drew attention to the FDOT HQ west of the station, and the potential similarities between this station area and the Dadeland South Metrorail station area.

NW 97th Avenue

This station area had 5 comments, indicating the need for housing on the north side, and office & retail on the south. One comment stated "the 97th Bridge is quite long - will need upgraded ped environment"

Figure 2-3: PUBLIC COMMENTS FOR 107TH AND 97TH AVENUE STATION AREAS



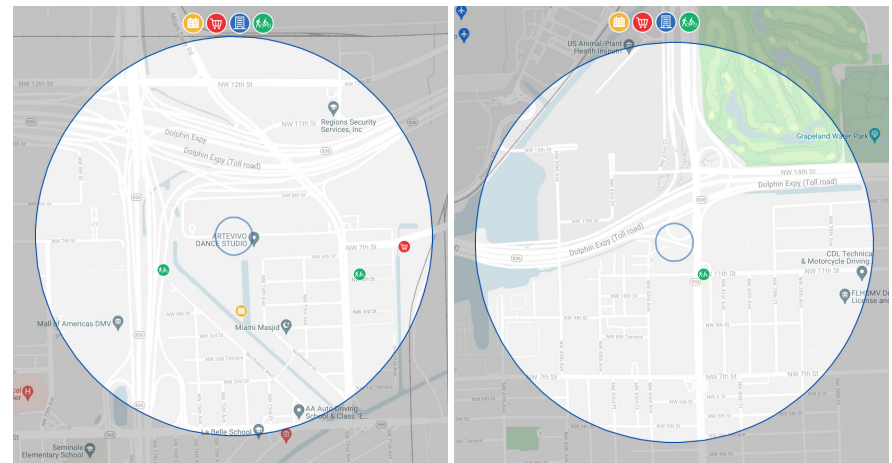
NW 7th Street

This station area had 4 comments, drawing attention to the pedestrian experience along the connection beneath SR826 as well as the potential and challenges associated with integrating this area with the area east of 72nd Avenue.

NW 42nd (LeJeune) Avenue

Just one comment, left by an anonymous member of the public, stated that "Mobility Enhancements are key here", because of the high traffic volumes on 42nd Avenue and the need to connect the transit station to hotels, and future developments east of 42nd.

Figure 2-4: PUBLIC COMMENTS FOR 7TH STREET AND 42ND AVENUE STATION AREAS



2.4 SUMMARY OF FEEDBACK

The feedback gathered from the public, private stakeholders, and government representatives collectively form an impression of what the local community wants from their local TOD. This impression has informed the design of this master plan, based on the following take-aways:

- The overall strategy should focus on cooperation with municipalities to achieve the desired regulatory environment which encourages TOD. If challenges facing the local process impede development, the RTZ and Planned Urban Center designation provide effective tools for the county to establish sufficient minimum development densities for TOD.
- Miami-Dade county needs affordable housing badly, but it must be produced in coordination with other infrastructure elements like water and wastewater, and executed in an efficient way that does not bring significant new traffic to already congested areas. With the current market rate housing development environment, incentivization may be necessary to ensure the density of affordable housing desired at many stations
- At 97th Avenue, some of the car dealerships are amenable to relocating to the former toll plazas, but only if it is a collaborative effort which is carefully executed to maintain continuity of business functions. Challenges are most likely to come from MDX and engineering a connection to the 97th avenue bridge.
- The 97th and 107th avenue TOD's need to be especially concerned with peak period traffic on NW 12th street, as it is already problematic.
- International Mall is open to the possibility of redevelopment, but is not looking to actively pursue it.
- Industrial land uses should not be reduced, and if they are they should be expanded nearby.
- The planned developments will push the existing water and wastewater system near it's capacity in some locations, so it is likely that an expansion to the system will be necessary for major developments catalyzed by the planned TODs.
- A Transfers of Development Rights (TDR) strategy is needed to address the residential area southwest of the 42nd Avenue station, due to new airport flight path restrictions, otherwise this area is likely to have a negative effect on the TOD planned for this station area.
- Both Doral and Sweetwater are supportive of their local TODs, and look forward to connecting their municipal transit systems to the stations.
- While the location selected for the 42nd Avenue station was a logical choice for the PD&E study, adding the consideration of TOD capacity has presented other options for the station location which may reap significantly more benefits while serving the same customers. Relocating the station to 11th street on the east side of 42nd avenue would require a change to the bus route, but this may improve travel times by avoiding highly congested intersections and problematic turning patterns. The benefits of this strategy will be highly dependent on other considerations such as the redevelopment of the large strip mall at 37th Avenue and 7th Street, and therefore may require additional steps.

3 CORRIDOR LAND DEVELOPMENT OVERVIEW

3.1 SOCIOECONOMIC CONDITIONS

3.1.1 INTRODUCTION

The East-West Corridor is so named because it is centered on the Dolphin Expressway (SR-836), the primary East-West thoroughfare for the county. The Dolphin, as it is locally known, connects residents from the western edge of Urban Development Boundary (UDB) to major destinations such as South Beach, Downtown Miami, and Miami International Airport, connecting with other major highways such as I-95, The Palmetto Expressway (SR-826), and Florida's Turnpike along the way. This tollway has improved the connectivity of Miami-Dade County, but the addition of rapid transit service will improve the equity of transportation options being delivered to county residents along this critical roadway.

The corridor area is primarily industrial and commercial to the north, and residential to the south, with a diverse economic base. Forecast models predict significant population and employment growth in Miami-Dade County, and with the geographic limitation of the UDB, this means densification and redevelopment of the existing urbanized area. This corridor is forecast to grow more than the county average, and to minimize roadway congestion impacts this development should be concentrated around a robust transit system that enables and empowers residents to choose a car-free lifestyle.

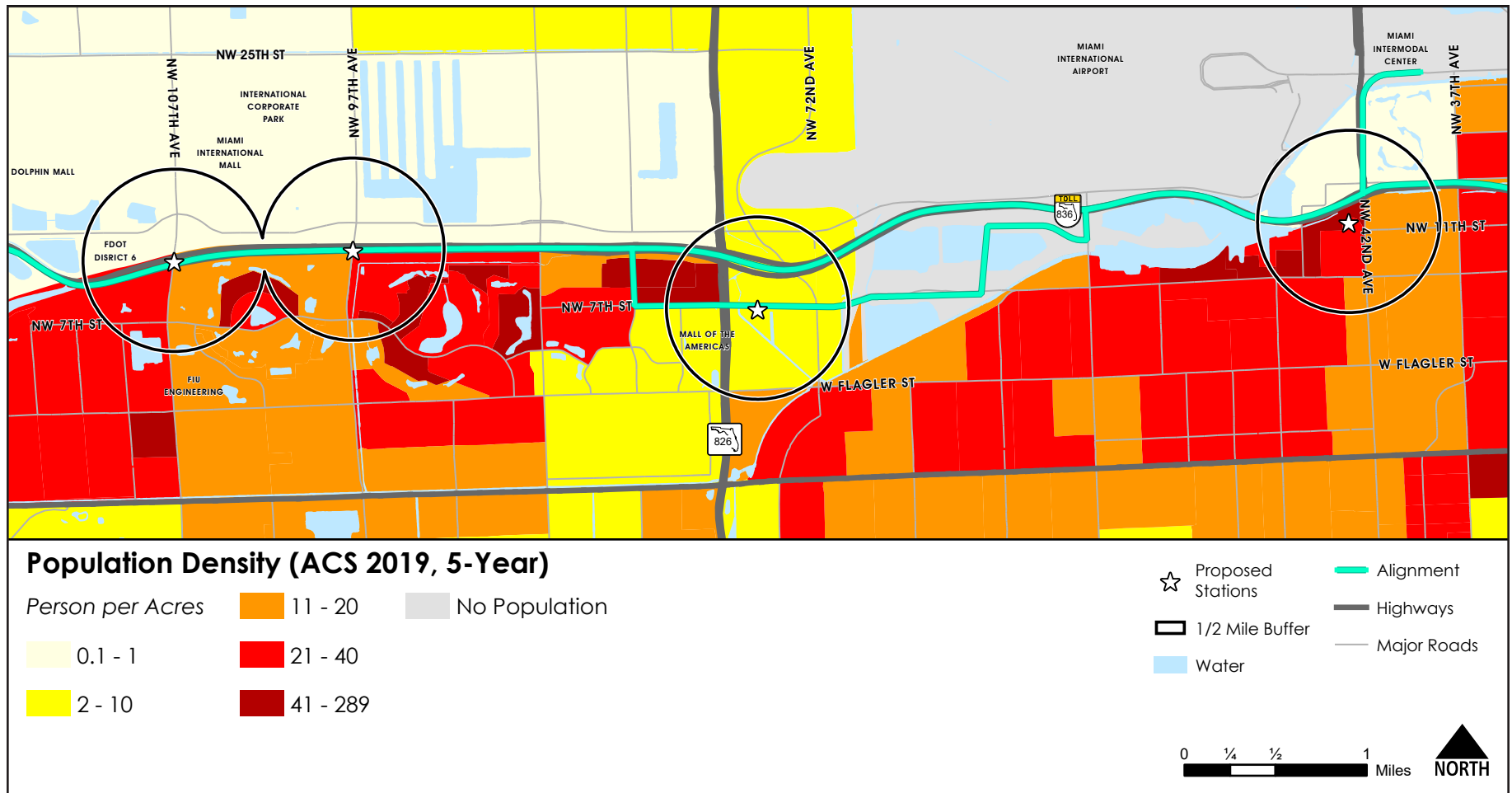
Population Density

Figure 3-1 shows the distribution of population density throughout the corridor. While there is virtually no population north of SR-836, the residential areas in the south side of the corridor are dominated by low-to-medium rise apartment complexes with a density of more than 10 people per acre. There are several areas over 40 people per acre, and a limited number of single-family homes as well. South of the half mile buffer area, single family housing is the dominant land use. Overall, a pattern can be seen of higher density near the corridor, with decreasing density as you move southward, showing that regardless of mode, people value living close to transportation.

7th street station hosts both the highest and lowest residential density in the study area. The station is located in an industrial pocket south of SR-836, which is itself surrounded by a single family residential neighborhood. However, to the northwest of this industrial area is one of the highest density residential areas in the corridor, an apartment district located north of the Mall of the Americas.

Population density near the 42nd Avenue station also appears high, but recent changes in airport flight path regulations have limited the possibility for residential redevelopment in the area, so over time this density is likely to be lost unless development rights can be transferred to other parcels within the station area.

Figure 3-1: POPULATION DENSITY



Median Household Income

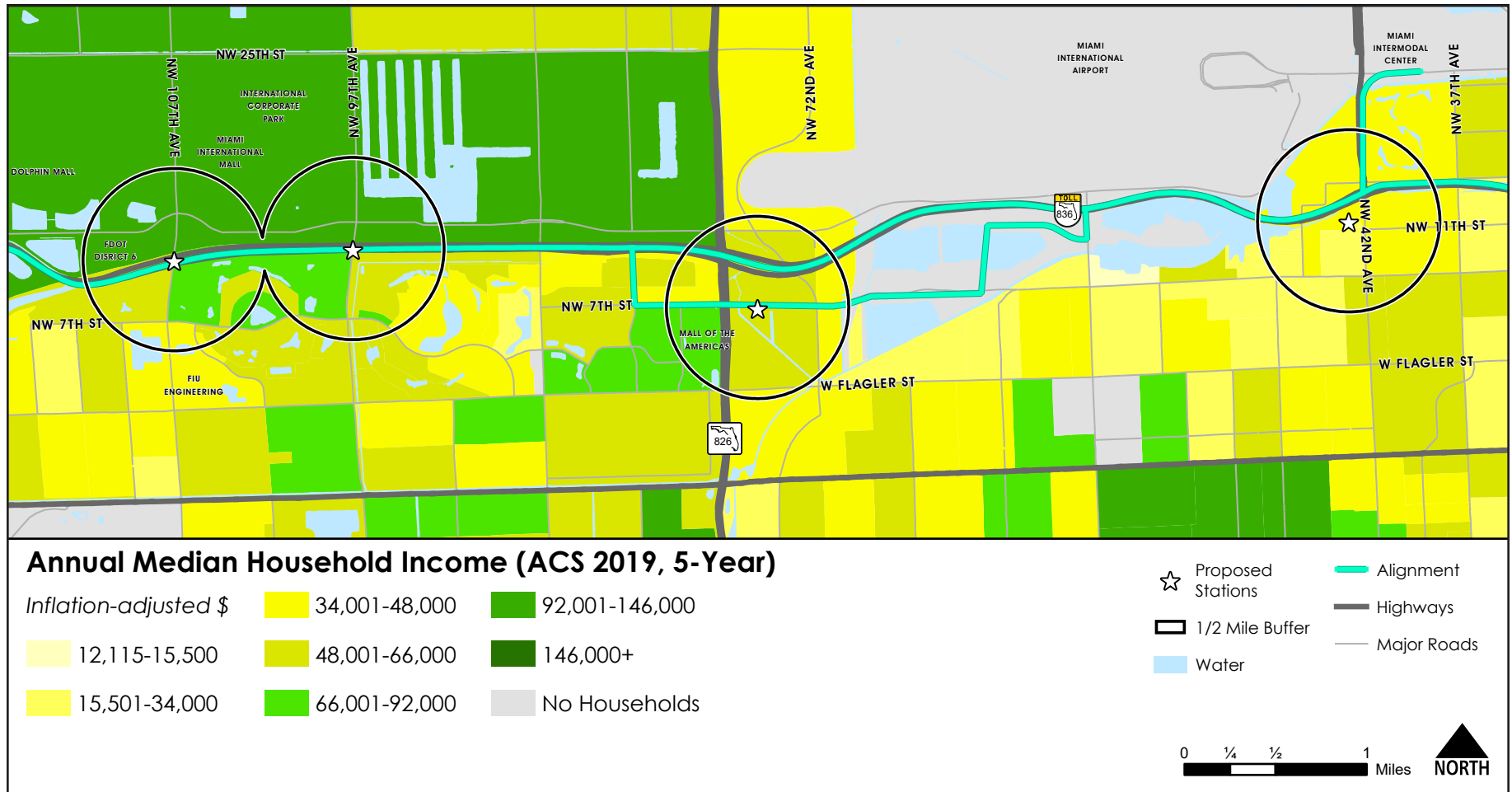
Figure 3-2 shows the distribution of household incomes throughout the corridor. Incomes along the corridor are diverse, with a trend towards higher income households to the west, away from the airport. Overall, the corridor has a lower median income than the average for Miami-Dade County, which was \$51,347 in 2019 according to US Census data.

While the western sites at 107th and 97th Avenues are higher income areas, Figure 3-2 is somewhat deceiving due to the lack of population north of the corridor to NW 25th Street. Regardless, the populated area south of the corridor generally consists of the households with the highest income along the corridor.

The area around the 7th Street station consists of single family households to the south and east with an average income between \$48,000 and \$66,000 per year, and a low-rise apartment district to the west with average incomes between \$34,000 and \$66,000 per year.

There is a high concentration of households earning less than \$48,000 per year around the 42nd Avenue station. This is most likely a result of the airport flight path directly overhead reducing the desirability of the land, rather than local social or economic forces.

Figure 3-2: MEDIAN HOUSEHOLD INCOME



Transit Propensity

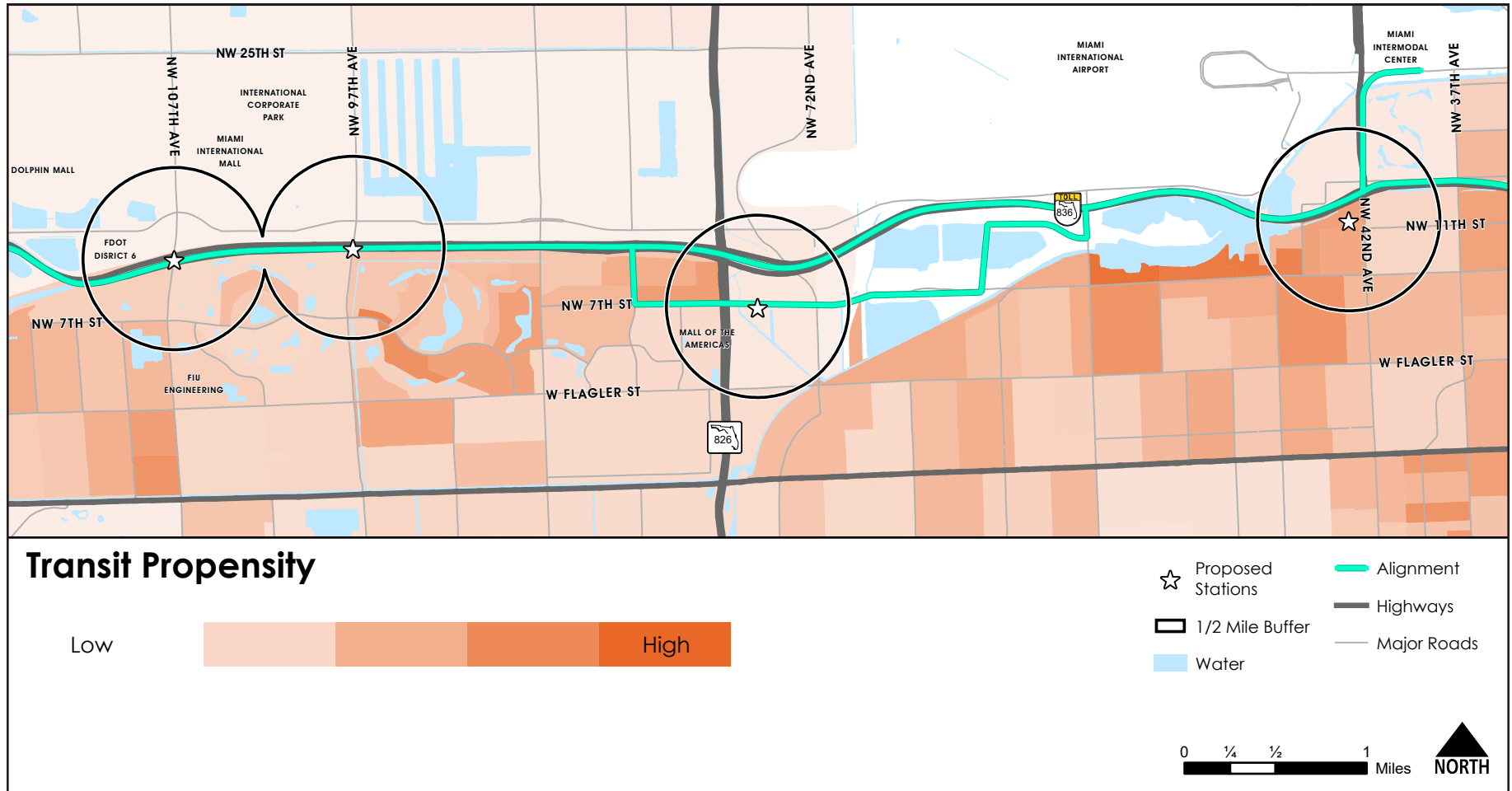
The transit propensity measure combines multiple individual categories which have been found to correspond with increased transit use, regardless of causation. These categories are:

- Population density
- Low-income Households (<\$25,000 Annual Income)
- Zero-vehicle households
- Minority percentage
- Disabled population
- Age distribution (those aged under 18 or over 65 both use transit more)
- Gender balance (women use transit more)

The concurrence of high scores in multiple categories from this list indicates an area which has a high propensity for transit use, meaning that it is likely to produce higher transit ridership than the county average. Many of these categories also indicate populations which would greatly benefit from an increase in TOD, particularly when it includes robust affordable housing.

In the residential area south of SR-836, the transit propensity ranges from medium to high, with the lowest propensity area being the residential neighborhood to the south and east of 7th Street station, and the highest propensity area being located west of the 7th Street station. Transit Propensity along the corridor is mapped in Figure 3-3.

Figure 3-3: TRANSIT PROPENSITY



Forecast Population Change

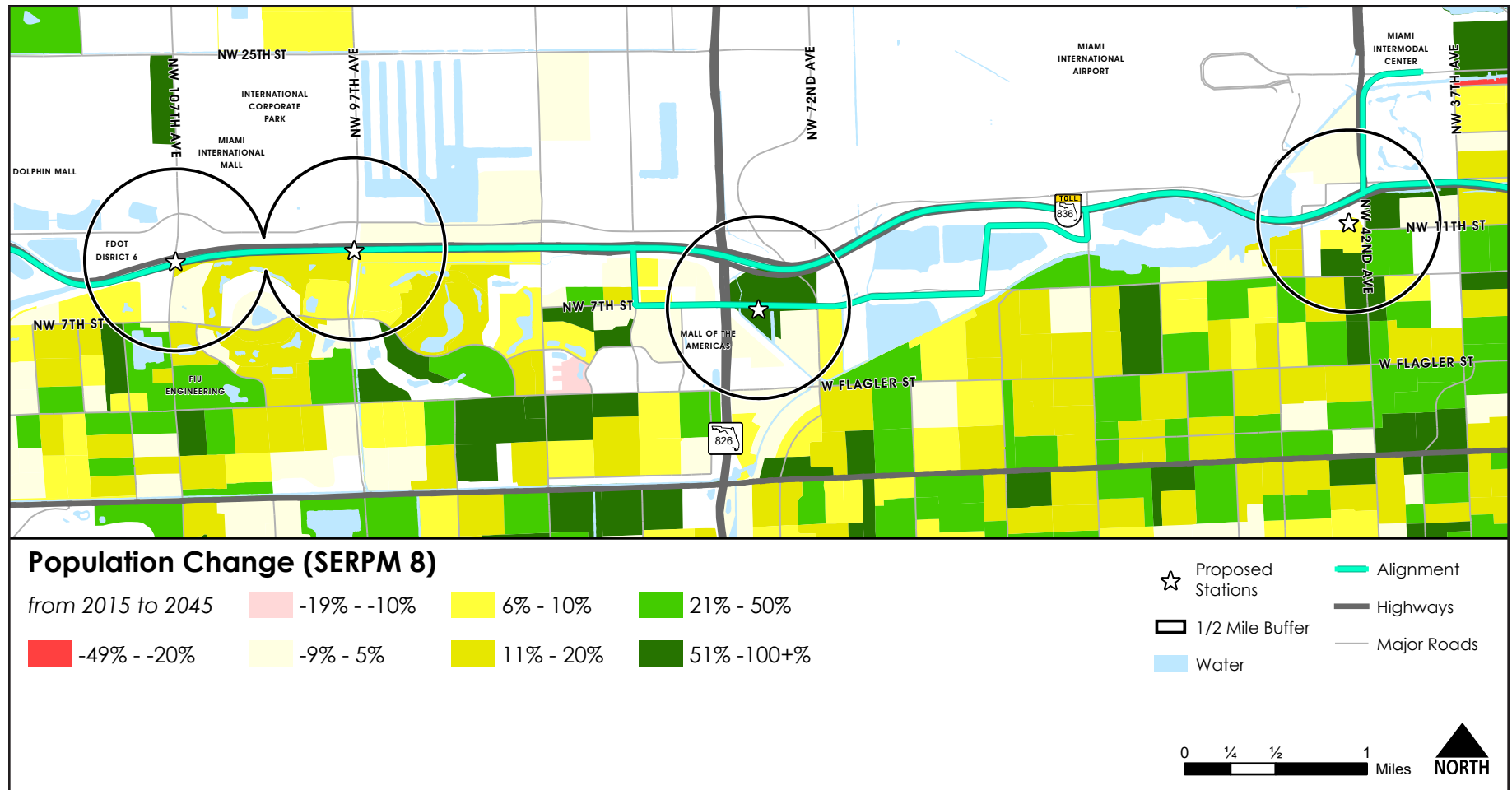
The population growth forecast is based on existing conditions including existing land use and zoning regulations. The algorithms used to develop this forecast can not take into account the recommendations which emerge from a study such as this, and create new nodes of population growth where land use regulations are changed to allow for modern mixed-use TOD.

The forecast predicts significant population growth throughout the southern half of the corridor, but an in-depth analysis of the results shows that this is fairly evenly distributed, with no new major centers of development.

The area south and west of 42nd Avenue station which shows population growth will be negated due to new airport flight path restrictions.

The area around the 7th Street station appears to show a large percentage of growth, but this is due to the low existing population of the relatively large area in question. Figure 3-4 Depicts the forecasted population changes along the corridor.

Figure 3-4: FORECAST POPULATION CHANGE



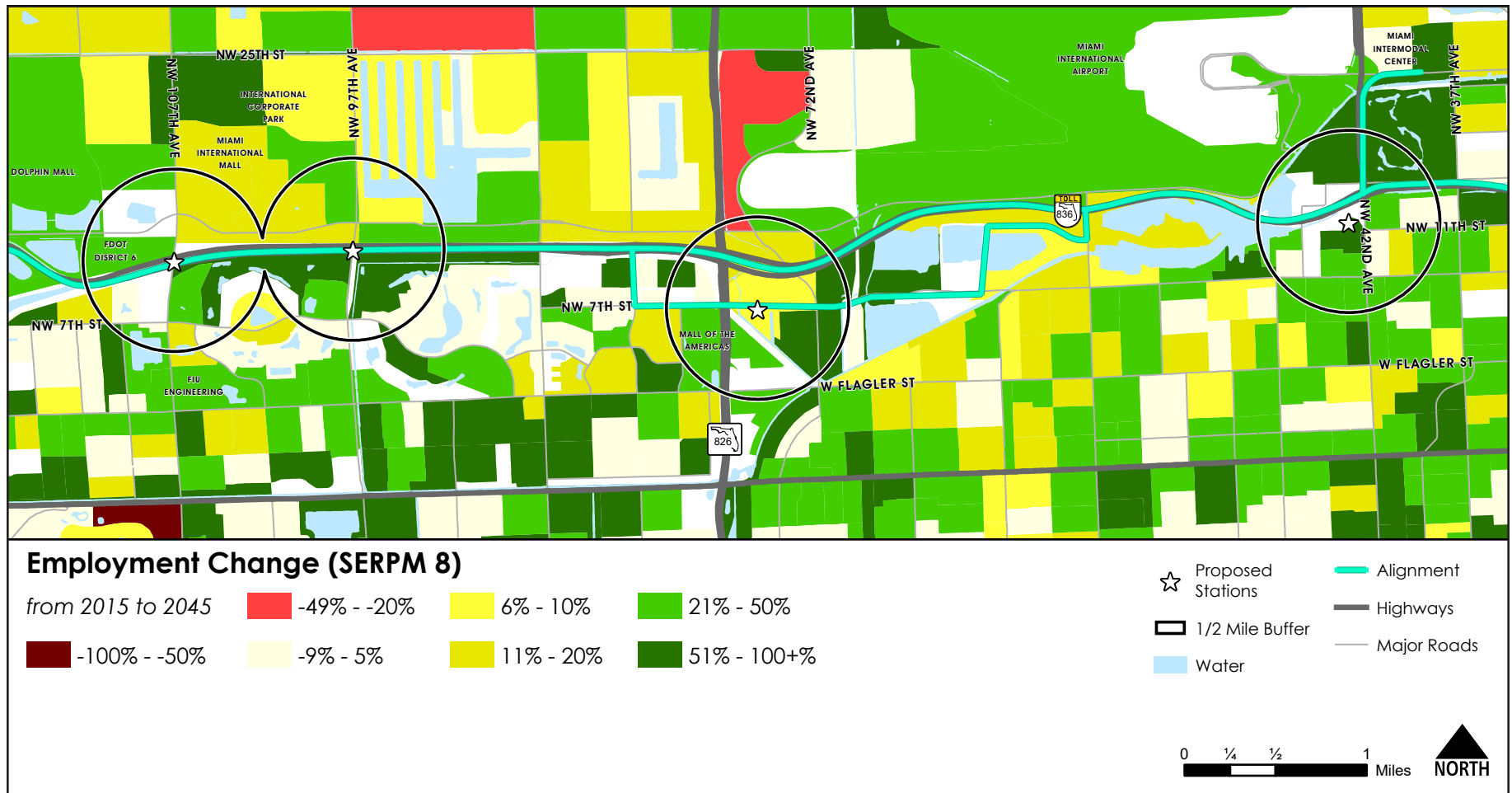
Forecast Employment Change

Significant employment growth is expected along the corridor, with major growth in all station areas, by 2045 (the forecast year).

The area north of the corridor in Doral is currently a high employment industrial area, and it is expected to grow by up to 25%. While we see similar growth percentages in the south, the lower existing employment rate means that this percentage indicates a smaller number of actual jobs.

The most significant employment growth is forecast near the 42nd Avenue station, based on redevelopment which was planned at the time this forecast model was created. While one of those projects has since been completed, multiple vacant surface parking lots along 42nd Avenue are now awaiting redevelopment which is expected to bring new employment opportunities. Figure 3-5 depicts the forecasted employment change along the corridor.

Figure 3-5: FORECAST EMPLOYMENT CHANGE



3.2 ZONING AND LAND USE

This section addresses land use and zoning regulations on the East-West Corridor. It evaluates comprehensive master plans and zoning codes, identifying impediments to TOD which need to be rectified, and existing opportunities for robust TOD.

3.2.1 UNINCORPORATED MIAMI-DADE COUNTY LAND USE AND ZONING

The current development patterns along the East-West Corridor are predominantly auto-centric. Buildings are generally low rise, infrequently taller than four (4) floors, and are served by street-facing surface parking lots. Land uses north of the Dolphin Expressway are overwhelmingly industrial and commercial, while land use on the south side of the corridor is primarily residential, with supporting businesses primarily located on Flagler Street and SW 8th Street.

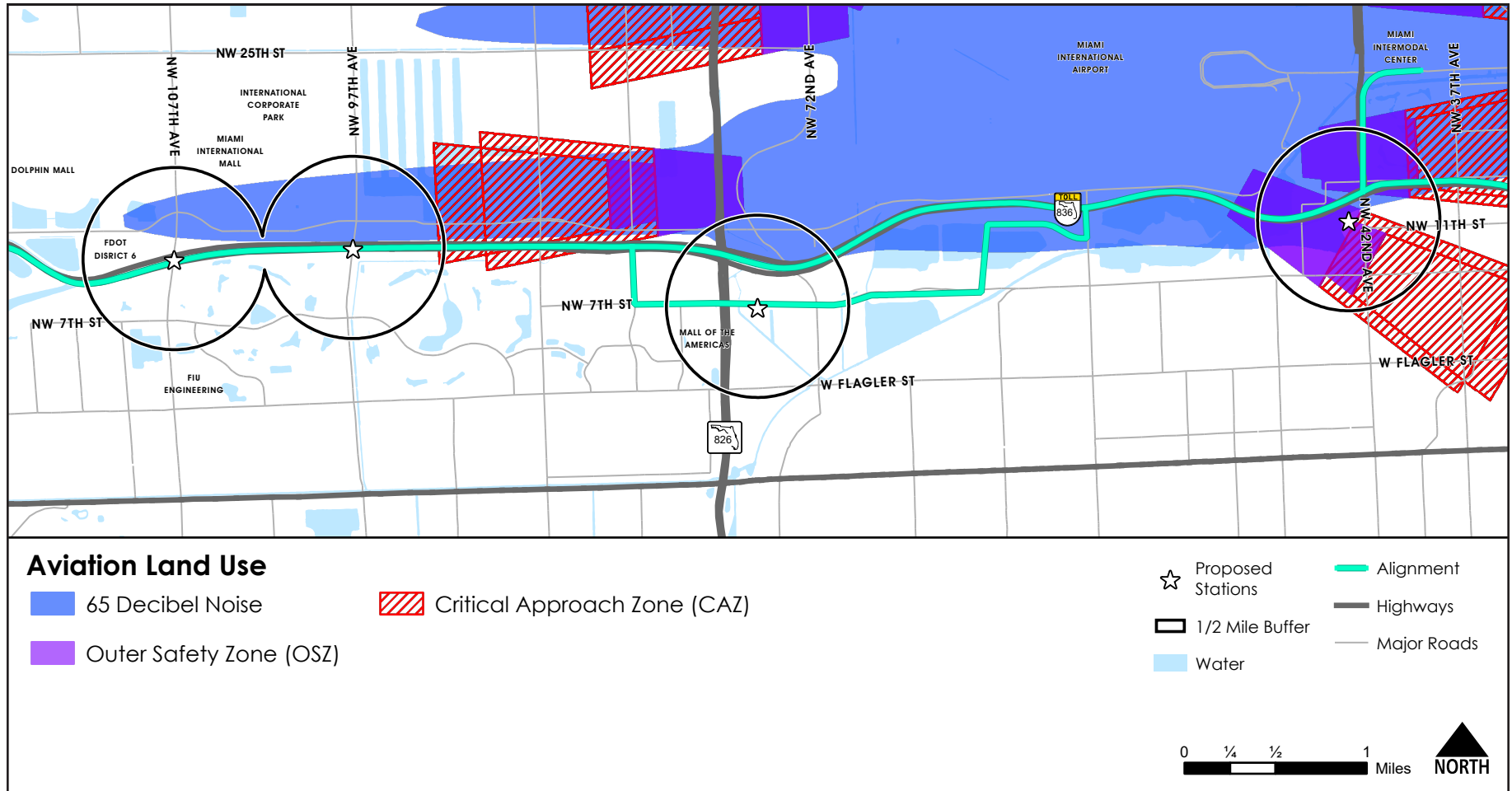
The residential area consists of single-family homes and low-rise multi-family complexes of medium-densities that adhere to suburban auto-dependent typologies. Many of the developments in the Fountainbleau area south of 97th Avenue Station were constructed around man-made lakes and golf courses, which disconnects them from the overall roadway network. This limits pedestrian accessibility and concentrates vehicular flows to major arterials.

Just as residential development is limited to the south side, the north side of the corridor is dominated by one of the County's largest industrial warehouse districts in the Doral industrial area, and two regional shopping malls. Combined with the Blue Lagoon office district east of 7th Street Station, and Miami International Airport north of 42nd Avenue station, this corridor provides access to some of the largest employment centers in the region. The proposed link to Metrorail at the MIC will provide links to two additional core employment centers in Downtown Miami, and the Health District.

Miami International Airport (MIA)

The East-West Corridor runs less than 500 feet South of the Miami International Airport. The Federal Aviation Administration (FAA) and the Miami-Dade Aviation Department (MDAD) provide land use regulation and zoning codes in the areas surrounding airports within Miami-Dade County. Airport zoning and land use objectives are to promote compatible uses, protect the airspace and economic benefits and capacity of aviation facilities as well as ensure the safeguarding of public health, safety and welfare. The airport zoning prohibits certain uses depending on their proximity to the airport, including residential uses, places of worship, public assembly, new educational facilities, uses that may attract wildlife, and uses that may impact airport safety, operations and communication.

Figure 3-6: REVISED AIRSPACE REVIEW AREA



On November 19, 2019, the Miami-Dade County Board of Commissioners adopted Ordinance 19-112, which modified Chapter 33 of the County Code and altered various airport restriction areas.

Section 33-334 delineates the approval process for permanent (cell towers, monopoles, building) and temporary structures (construction cranes), as well as temporary events and activities impacting airspace (tethered balloons, unmanned aircraft, laser & fireworks, kites).

Miami-Dade County Comprehensive Development Master Plan (CDMP)

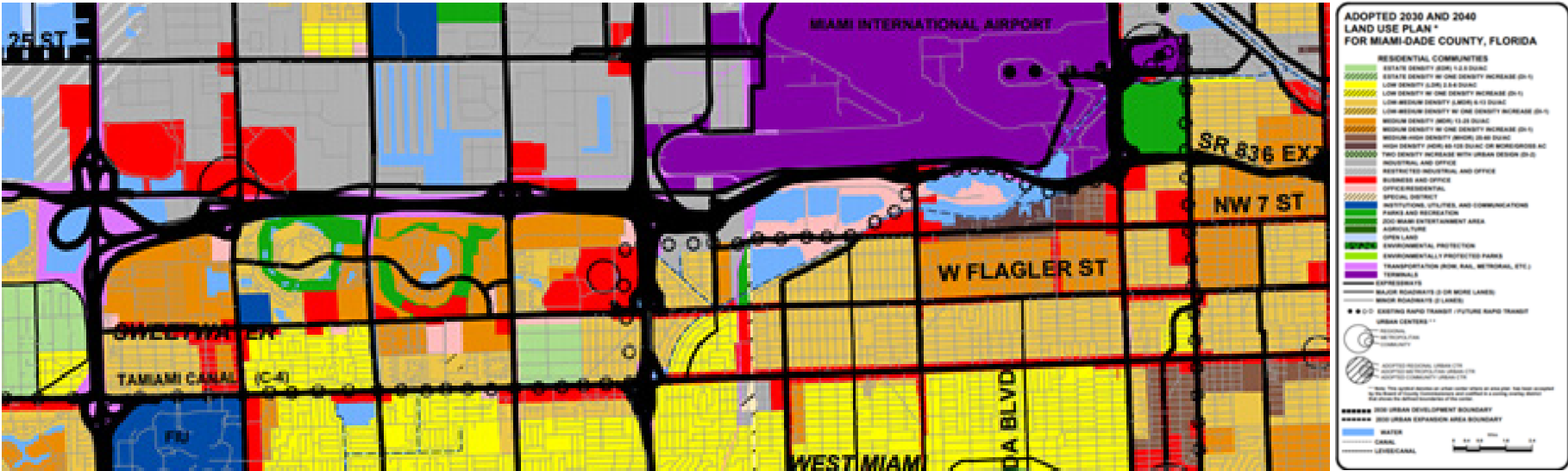
The Miami-Dade County CDMP regulates the future land use of the county. Required by state statutes, the CDMP lays out a vision for how the County intends to develop, which lands will be protected, and how it will make decisions pertaining to the environment, transportation, and other matters of county-wide interest. The adopting language in the County Code of Ordinances, states that the CDMP helps ensure that “development within a reasonable radius of rapid transit terminals should be considered as having Countywide impact and managed consistent with overall Countywide goals.” Moreover, transportation facilities, which include the SMART corridors, should “contribute to the enrichment of the physical environment of Miami-Dade County.”

Urban Centers

Urban Centers are a special land use designation intended to allow for enhanced development rights and unique localized zoning regulations in locations of special significance. They are regulated by the Standard Urban Centers Distric Regulations, Article XXXIII(K) of the Miami-Dade code of ordinances. Urban Centers are designated on the CDMP Land Use map, to be one of three sizes. From largest to smallest they are: Regional Urban Centers, Metropolitan Urban Centers, and Community Urban Centers.

After designation in the CDMP, these urban centers are eligible to develop their own small area plans, which include customized form-based zoning regulations that fit the unique challenges and opportunities of each location.

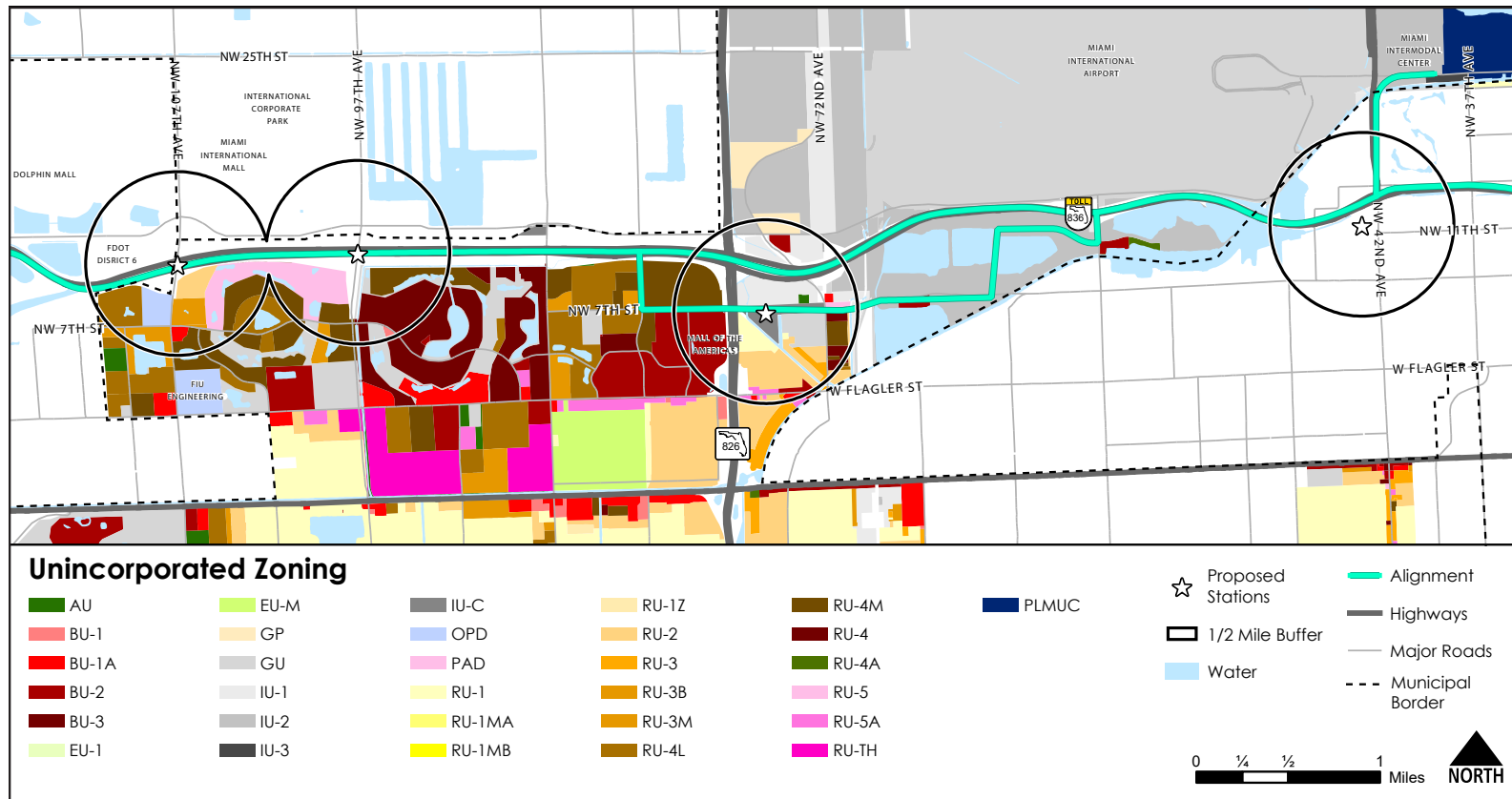
Figure 3-7: CDMP LAND USE AND URBAN CENTERS



Unincorporated County Zoning

The Miami-Dade County Zoning Code applies to the area around the 7th street station, as well as the southern half of the 107th and 97th avenue station areas. The western sites contain varying intensities of residential zones, but the area around the 7th street station contains a more diverse assortment of uses, including business, industrial, and residential zones. The zoning category most relevant to this corridor is the Rapid Transit Zone (RTZ), which can be applied to any parcel within a half mile of the rapid transit system. The RTZ allows for high intensity development of mixed uses, and grants additional density bonuses to Urban Centers. These Zones have special guidelines that govern the site design, building mass, permitted uses, parking, and circulation of development within their bounds. The County has also adopted new guidelines in the CDMF surrounding the SMART Plan Corridors that further support TOD.

Figure 3-8: UNINCORPORATED ZONING



3.2.2 MUNICIPAL LAND USE AND ZONING CODES

The East-West Corridor is governed by multiple entities - it primarily operates on SR-836, which is owned by the Miami-Dade Expressway Authority (MDX), crosses through four different municipalities - Unincorporated Miami-Dade County, the City of Doral, the City of Sweetwater and the City of Miami. All have different policies related to the type and intensity of development within their boundaries, and different levels of regulatory readiness for implementation of TOD. In this section, we will explore each municipalities individual land use regulations and zoning codes through the lense of TOD.

The NW 107th Avenue station area includes land within the Unincorporated County and the Cities of Doral and Sweetwater. The NW 97th Avenue station area is governed by Doral in the north, and unincorporated Miami-Dade County in the south. The Wedge station area lies entirely within unincorporated Miami-Dade County, but the station site itself is currently owned by FDOT and being used to stage construction of the 395 Signature Bridge. The NW 42nd Avenue/LeJeune Road station lies within the City of Miami, with part of the area owned by Miami International Airport falling within Unincorporated Miami-Dade County.

Figure 3-9 depicts the municipal jurisdiction limits on the East-West Corridor. Figure 3-10 shows the municipal zoning which will be explored in detail in the following sections.

Figure 3-9: MUNICIPALITIES ALONG THE EAST-WEST CORRIDOR

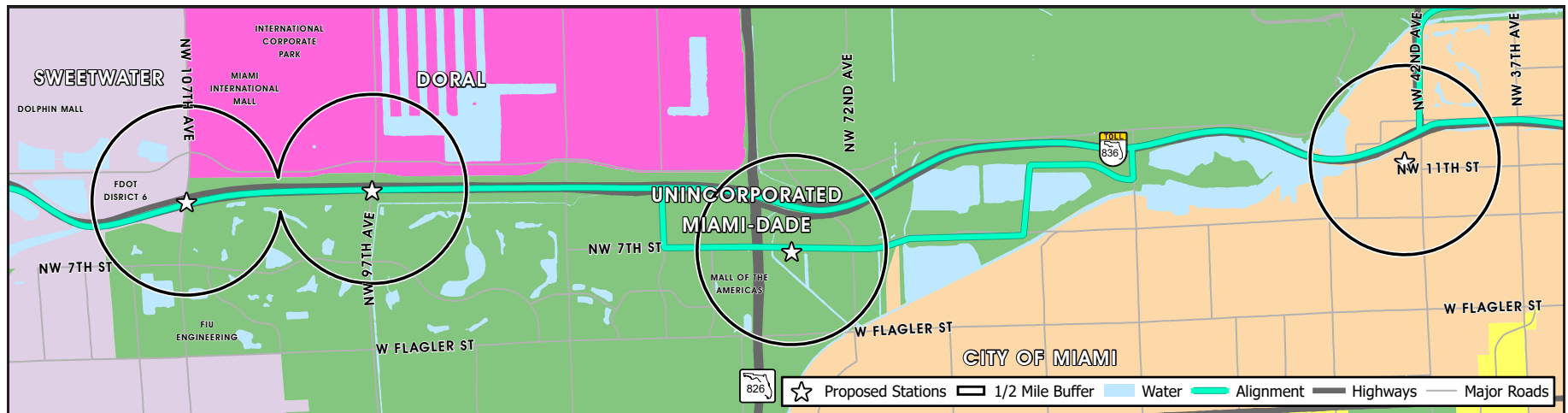
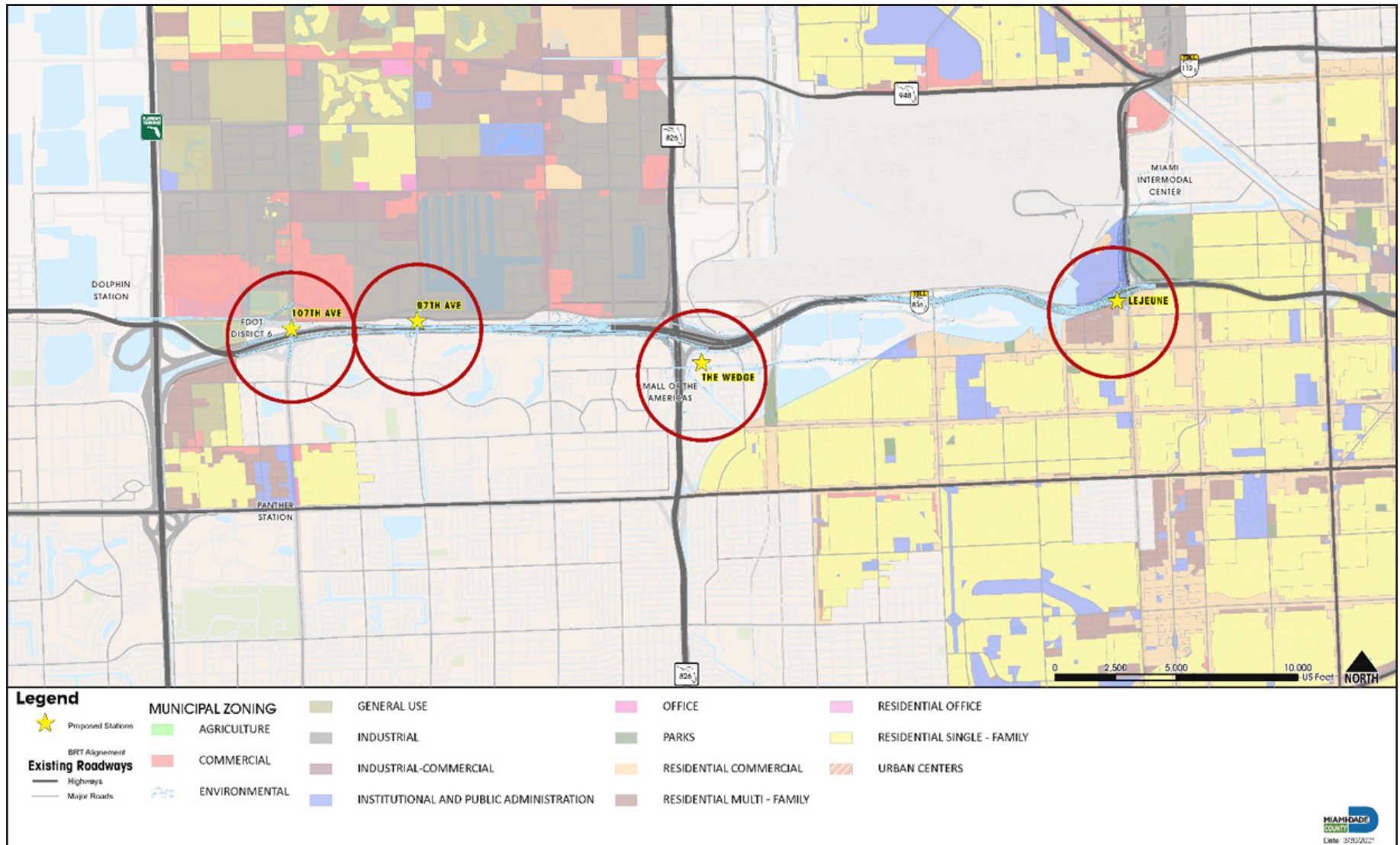


Figure 3-10: MUNICIPAL ZONING



City of Miami

The City of Miami operates a municipal transit system which will consist of citywide trolleys and the elevated Metromover which operates throughout Downtown. These services provide direct links to the major attractors in the city including the hospitals near NW 14th Street, the Miami International Airport, Bayside Marketplace/Bayfront Park, Government Center, Wynwood and more, as well as indirect links to major attractors outside of the city such as the University of Miami, Dadeland Mall, Fort Lauderdale and West Palm Beach.

City of Miami Land Use

The City of Miami future land use is guided by the Miami Comprehensive Neighborhood Plan (MCNP). The plan contains 14 elements: Future Land Use, Housing, Sanitary and Storm Sewers, Natural Groundwater Aquifer Recharge, Potable Water, Solid Waste Collection, Transportation, Ports, Aviation, and Related Facilities, Parks, Recreation and Open Space, Coastal Management, Natural Resource Conservation, Education, Capital Improvements, and Intergovernmental Coordination.

City of Miami Zoning - Miami 21

The City of Miami was one of the first major metropolitan areas in the country to adopt form-based zoning, with its landmark Miami21 zoning code and city atlas. Form-based zoning replaces traditional function-based zoning, which defines areas based on what function IS allowed to take place there, and separates residential areas from commercial, industrial, and other functions. Form-based zoning instead primarily focuses on regulating the shape of the built environment, with specific functions disallowed when necessary. The specific zones follow the pattern of the rural-to-urban transect, from T1 (rural) to T6 (urban core) as shown in Figure 3-11.

The area around the 42nd Avenue station is T5-Residential, and T6-8 Office, with a small area of T3-Residential to the southeast.

T5, the Urban Center Zone consists of higher density Mixed-Use building types that accommodate retail and office uses, rowhouses and apartments. T6, the Urban Core Zone consists of the highest density and greatest variety of Uses, including Civic Buildings of regional importance.

Figure 3-11: ARCHETYPAL RURAL TO URBAN TRANSECT AS SHOWN IN MIAMI 21 CODE



Doral

The East-West Corridor runs along the entire southern border of the City of Doral, one of the newest cities in Miami-Dade County. Doral has experienced 33% population growth since the 2010 census. Residential development has concentrated towards the northwest, while the southern and eastern edges of the city have retained its industrial character. Development is ongoing in the mixed-use Downtown Doral area.

Doral Land Use

Land Use in Doral is governed by Chapter the Land Development Code and the City of Doral Comprehensive plan, and the Future Land Use Map contained within. This document is intended to provide general goals and a vision for the ultimate development of the city.

The area around the NW 107th Avenue station within Doral is designated for Business land use. This category allows for retail, wholesale, personal and professional services, commercial and professional offices, hotels, motels, hospitals, theaters, medical buildings, nursing homes, entertainment and cultural facilities, amusement and commercial recreation establishments and university and college facilities.

The area around the NW 97th Avenue station within Doral is designated for Industrial land use. This category allows for industries, manufacturing operations, warehouses, mini-warehouses, office buildings, flex space showrooms, distribution centers, merchandise marts, public facilities, hospitals, medical buildings, hotels, convention facilities, restaurants, banks, university and college facilities and hotels.

The parcels east of NW 97th Avenue and abutting NW 13th Street have an addition Land Use overlay of Community Mixed Use (CMU) applied to them. The CMU Overlay seeks to provide flexible land use provisions to activate Doral's downtown and other locations. It allows for retail, service, office and residential uses as well as governmental and non-profit offices, park, public and recreational facilities.

Doral Zoning

The City of Doral has developed their own form-based zoning code, similar to Miami 21. This code is governed by three primary documents: the Land Development Code, Illustrative Zoning Guidebook, and the Official Zoning Map.

The section of the NW 107th Avenue station area within Doral is zoned as Industrial and as a Commercial Corridor. The Commercial Corridor District promotes medium to high-intensity business uses on major corridors. This zoning designation allows for retail developments, eating establishments, educational and training institutional, public schools, carwash places, and amusements. There are additional permitted uses with special development requirements, all other uses are prohibited.

The area around the NW 97th Avenue station is zoned as Industrial. This zoning designation allows for retail developments, eating establishments, educational and training institutional, public schools, carwash places, and amusements. There are additional permitted uses with special development requirements, all other uses are prohibited.

Sweetwater

Sweetwater was incorporated in 1941, and at the time of the 2010 Census, was home to over 13,000 residents. The City is generally bounded by SW 8th Street on the South, and NW 25th Street on the north. The Florida Turnpike makes up the western boundary, and the eastern boundary varies from NW 107th Avenue in the Dolphin Rail Corridor to SW 102nd Avenue along SW 8th Street.

Sweetwater annexed a large tract of land, including the area on the CSX East-West Corridor in 2010. This increased the population by an additional 7,000 residents and grew the City's economic base – Dolphin Mall and Ikea now fall within the City's limits, contributing to the City's tax rolls.

Sweetwater operates a municipal transit system which will be merged with Florida International University's (FIU) circulator services. The combined service will be referred to as the University City Transportation and Management Association of Sweetwater and will integrate the transit services to improve cost effectiveness and efficiency. This partnership between FIU and Sweetwater can provide a direct and convenient link from the Dolphin Rail Corridor to Sweetwater and the FIU Campus once rail operations commence.

Sweetwater Land Use

The Sweetwater Comprehensive Master Plan and Future Land Use Map identify the area near 107th station as a site of future urban development. Part of the station area is identified as the Dolphin Community Urban Center, while the rest is Commercial. The large parcel closest to the Dolphin Corridor station has an additional overlay applied, for the Metropolitan Urban Center.

Sweetwater Zoning

The Sweetwater Land Development Code and Zoning map identifies most of the land within the station area as industrial, with a small special commercial district, and the Dolphin Community Urban Center at the Northwest edge of the half mile station area buffer.

4 CORRIDOR MARKET OVERVIEW

4.1 THE CASE FOR TOD

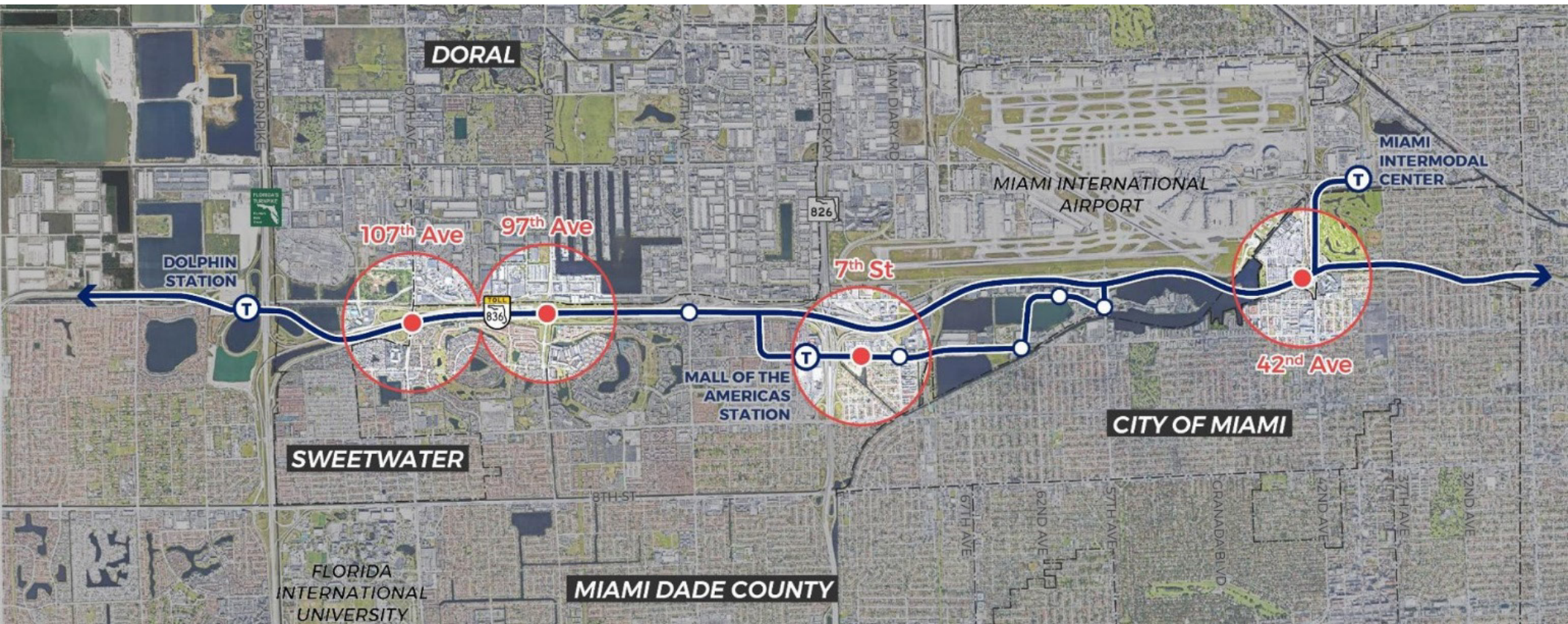
4.1.1 INTRODUCTION

Over the past two decades, planners and developers have reached a consensus that Transit-Oriented Development provides substantial economic value above traditional development and solves numerous urban problems beyond the concerns of transportation. TOD comes in many different forms, and the common attribute of concentrated development around rapid transit inherently provides benefits for residents, businesses, developers, and local governments. These benefits all factor in to a consistent pattern of increased property value for properties nearby rapid transit, especially planned TODs. Well established benefits include:

- Reduced travel time and cost for residents
- Reduced roadway congestion
- Enlarged labor pool for businesses
- Increased foot traffic for retail
- Improved public health due to physical activity and reduced stress
- Reduced Pollution

To ensure that successful TOD takes place around new transit investment requires foresight and planning. To determine if this effort is worthwhile at the station areas selected for this study (Figure 4-1), we must individually assess their merits. Once we have determined that TOD is appropriate, a more in-depth exploration of the existing economic environment around each site helps determine a recommended intensity of development for each station area.

Figure 4-1: Map of East-West Corridor and Half-Mile Radius Station Areas



4.1.2 STATION AREAS

NW 107 AVENUE

The NW 107 Avenue area is an excellent site for a BRT TOD due to the proximity of major attractors like FIU, Dolphin Mall, and International Mall. The large quantity of vacant land near the intersection with NW 12th Street presents the opportunity for cohesive multi-block TOD, which can provide a complete car-free lifestyle for residents, something which may be out of reach for smaller TOD projects.

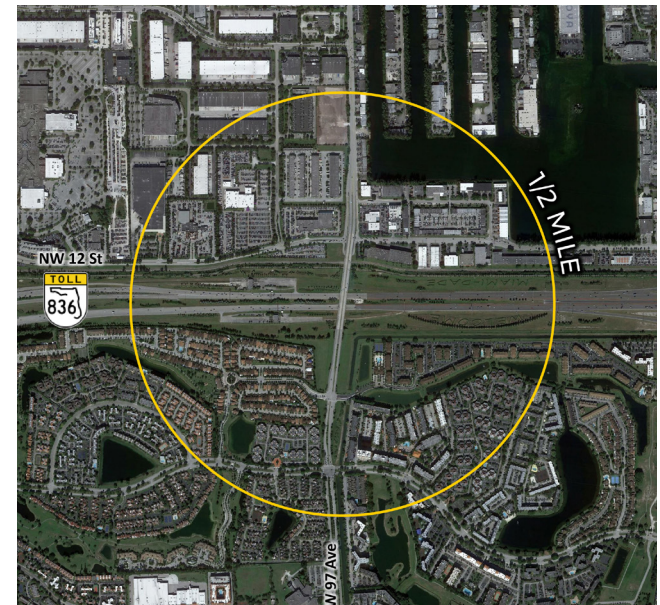
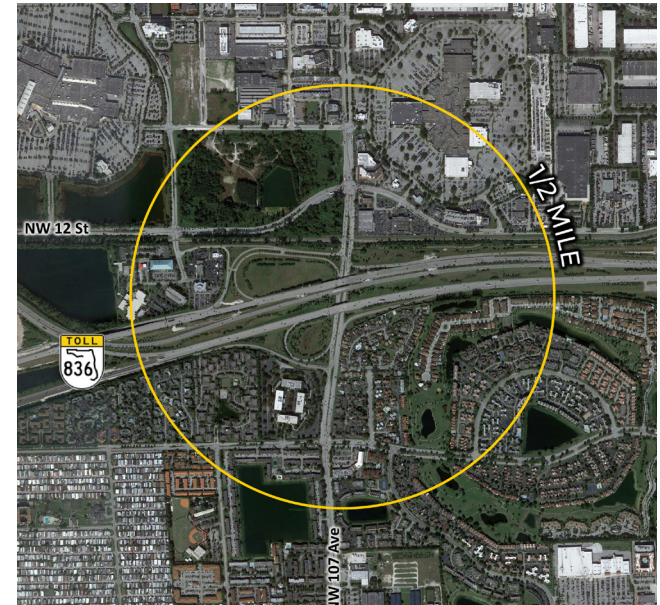
As the site positioned furthest to the west, commercial development here will encourage some level of reverse commuting both on the roads and via transit, alleviating peak period congestion and mitigating the inefficiency of "deadhead" return trips typically associated with commute focused transit.

Another factor that suggests TOD will be successful at this site is the demand for entertainment uses. Entertainment districts in Miami-Dade have traditionally been located to the east, closer to the coast, but the completion of Doral CityPlace as well as the progress of Downtown Doral indicate an emerging trend of entertainment venues in Western Miami-Dade. Transit connections to entertainment districts provides the added benefit of improving community safety and reducing road accidents as well.

NW 97 AVENUE

The NW 97th Avenue station will be located between the Doral industrial area and Fountainebleau, a multifamily residential neighborhood. Similar to NW 107 Ave, this site is located in the west and therefore will enjoy some of the same positive effects due to reverse commuting and reduced miles traveled by local employees.

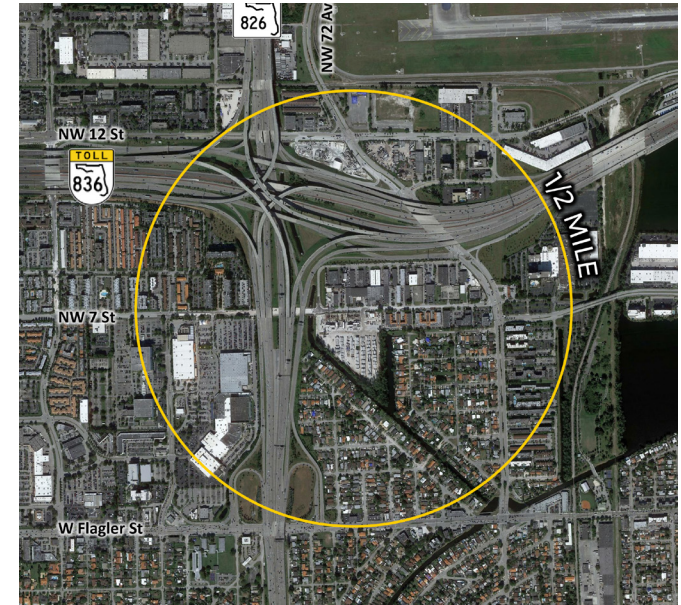
While the existing area contains almost exclusively light industrial uses, these structures typically do not go higher than 30 feet, presenting an opportunity for vertical mixed-uses, to improve the tax base without reducing the counties stock of industrial land. Because of the proximity to the 107th Avenue Station, development in this station area will be most successful if it has a unique character that capitalizes on the industrial land use and nearby water feature.



NW 7 STREET AT SR-826

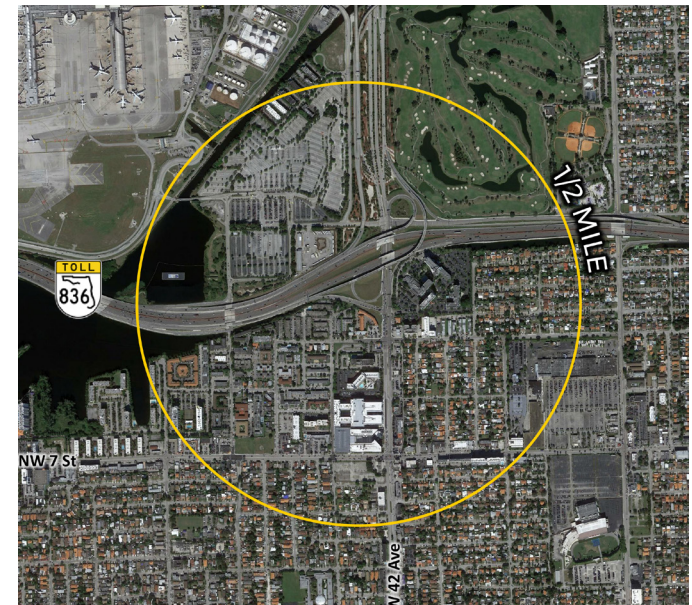
The NW 7 Street site provides the most mobility throughout the county of any site along this corridor due to its location at the intersection of the Dolphin (SR-836) and Palmetto (SR-826). For transit riders, this location will provide service via express bus routes running N-S along the Palmetto and connecting to the Metrorail system at Palmetto Station, in addition to the BRT service along the E-W Corridor which connects to the metrorail system at the MIC. This location also provides the most access to diverse employment opportunities, as it is located directly between the Doral industrial area and the Blue Lagoon office district. Mobility and access to jobs makes this a highly desirable site for mixed-income affordable housing.

The immediate surroundings of this site are light industrial buildings to the north, but apartment complexes to the west, single family homes to the south, and both homes and apartments to the east. The light industrial area is isolated and historic economic data suggests an opportunity for an evolution into more productive uses.



NW 42 AVENUE (LEJEUNE)

Located just south of the entrance to Miami International Airport, this site presents a unique set of opportunities and challenges for future development. Due to recently passed regulations related to airport flight paths, the existing housing stock in this area can not be re-built for residential use. However while the proximity to the airport restricts future land uses, it also provides an opportunity since Miami is a major international business center. With robust transit connections, this location could provide a convenient home base for business travelers since it is conveniently located between the Blue Lagoon office park, Downtown Miami, and Downtown Coral Gables.



4.2 AFFORDABLE HOUSING AND EQUITABLE TOD

Like many other major metro areas, Miami-Dade County is currently facing a housing affordability crisis. This problem is further exacerbated for people who struggle with transportation costs, since their housing options are restricted by the need to access their place of employment. By incentivizing and building affordable housing in TODs, the county can provide a two-for-one combo of reduced housing and transportation costs for residents in need.

Affordable housing refers to residences which are legally restricted to individuals and families living below a certain percentage of the area median income (AMI). The goal of affordable housing programs is to reduce the number of families who are cost burdened by housing (e.g. spending greater than 30% of their income on housing).

Both public housing and affordable housing are considered legally binding affordability restricted (LBAR) housing but are differentiated by the fact that public housing is owned and operated by a government entity and follows more stringent incomes requirements. In Miami, at least 40% of new public housing admissions must qualify as extremely low income (30% of AMI), with the remaining 60% of admissions meeting either the very low (50%) or low (80%) income limits. Examples of these income limits from 2019 are shown in Table 4-1. Affordable housing developments are frequently built for families and individuals with an income of 60% of AMI or less, but some affordable housing programs offer assistance up to 120% of AMI. Technically, the FTA defines LBAR as a unit with “a lien, deed of trust or other legal instrument attached to a property and/or housing structure that restricts the cost of housing units to be affordable to households at specified income levels for a defined period of time and requires that households at these income levels occupy these units.”

Table 4-1: MIAMI-DADE AMI

FAMILY SIZE	EXTREMELY LOW INCOME (30% OF AMI)	VERY LOW INCOME (50% OF AMI)	LOW INCOME (80% OF AMI)
1	\$17,800	\$29,650	\$47,450
4	\$25,750	\$42,350	\$67,750

Source: Source: Miami-Dade County. Effective April 24, 2019

Unlike public housing, affordable housing is often built using some type of Public Private Partnership (P3) with non-profit or private developers utilizing public grant funds or low-cost financing options to subsidize development costs, in exchange for an agreed upon number of income-restricted units. While some developments consist entirely of affordable housing, others are mixed with market-rate units. In a mixed-income development such as this, the subsidized units are intended to be largely indistinguishable from market rate units, averting the stigma that can discourage some individuals from pursuing government assisted housing they qualify for.

Mixed-Income Transit-Oriented Development (MITOD) helps to mitigate the effects of some of the biggest challenges facing our society today. The affordable housing aspect particularly addresses climate gentrification, in which low income people are displaced into areas more likely to suffer the negative effects of climate change. The legal protections of mixed-income development ensure that the residents will not be displaced by market forces, and locating these developments near major infrastructure, where investment in resiliency is more likely to occur, reduces the risk for all residents.

4.2.1 AFFORDABILITY AND TRANSIT

TOD presents a unique opportunity to reduce burdensome housing and transportation costs for low-income populations through the inclusion of affordable housing. Expanded transit systems increase access to opportunities through easier commutes to jobs, schools, and recreational activities for transit-dependent populations. Simultaneously, new transit can result in an increase in property values of up to 150 percent, subsequently increasing the housing cost burden for existing residents. One way to combat this outcome is to promote affordable housing within new TOD plans, this is referred to as Equitable Transit Oriented-Development (eTOD). eTOD supports mixed-use development that includes affordable housing in close proximity to transit, boosting transit ridership by providing easy access to transit-dependent residents and helping agencies meet its equity and social goals. This approach tackles housing and transportation cost burdens on low income populations at once, expanding access to jobs, educational opportunities, and healthy lifestyles. eTOD's focus on affordable housing ensures the public investment in transit will benefit the entirety of a region's residents. Additionally, the premiums associated with transit development surrounding new station areas can be captured to help pay for additional affordable units, making it imperative that municipalities and transit agencies include affordable housing goals and targets into TOD policies to ensure that revenues can be partially used for additional affordable housing.

4.2.2 APPLICABILITY TO FTA'S NEW STARTS AND SMALL STARTS RATINGS

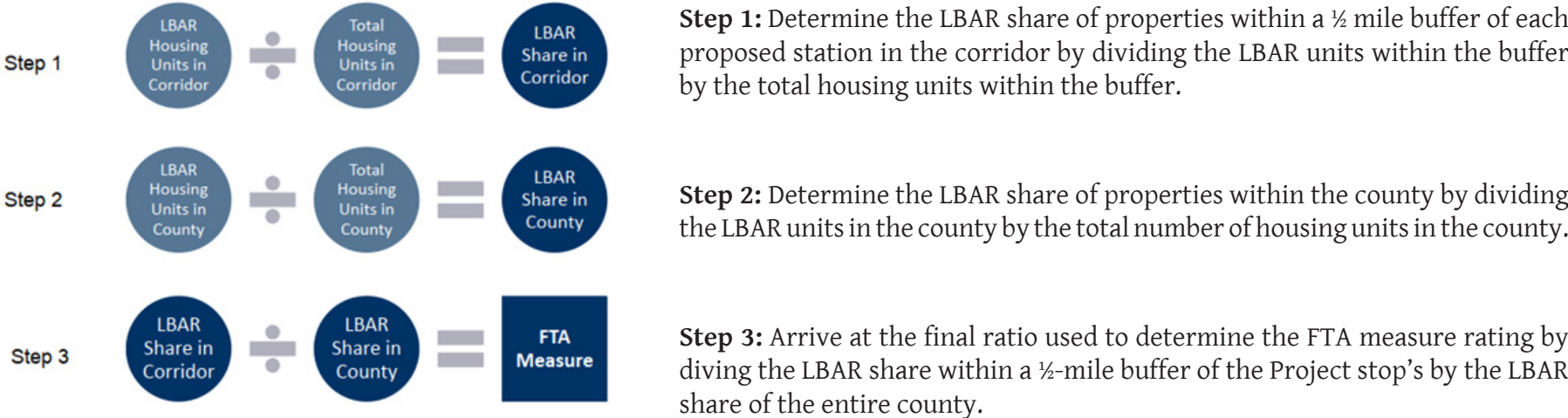
Since Miami-Dade is pursuing federal funding from the Federal Transit Administration's (FTA) New Starts or Small Starts program to complete transit along this corridor, both existing and planned affordable housing efforts will impact the project's rating in two Criteria: Existing Land Use and Economic Development.

LAND USE CRITERIA

For the Land Use Criteria section, FTA evaluates the ratio of LBAR units within a ½ mile of each proposed transit station which are designated for renters below 60% of the AMI. The more LBAR units in a corridor, the better rating.

To arrive at the FTA assessment rating found in Table 4-2, FTA completes a three-step calculation shown in Figure 4-2.

Figure 4-2: FTA AFFORDABLE HOUSING CALCULATIONS



Source: FTA

Table 4-2: FTA RATING OF EXISTING LEGALLY BINDING AFFORDABILITY

DECISION OR APPROVAL PHASE	CRITERIA	RATING
Engineering and FFGA or SSGA	Ratio greater than 2.5	HIGH
	Ratio between 2.25 and 2.49	MEDIUM-HIGH
	Ratio between 1.50 and 2.24	MEDIUM
	Ratio between 1.10 and 1.49	MEDIUM-LOW
	Ratio less than 1.10	LOW

ECONOMIC DEVELOPMENT EFFECTS CRITERIA

The Economic Development Effects criterion includes: 1) Transit Supportive Plans and Policies; 2) Performance of Impacts and Policies; and 3) Tools to Maintain or Increase Share of Affordable Housing. The third item includes:

- Evaluation of corridor-specific affordable housing needs and supply
- Plans and policies to preserve and increase affordable housing in region and/or corridor (including this study)
- Adopted financing tools and strategies targeted to preserving and increasing affordable housing in the region and/or corridor
- Evidence of developer activity to preserve and increase affordable housing in the corridor
- Extent which plans and policies account for long-term affordability and needs of very to extremely-low income households in the corridor

FTA will look to see how the applicant has met each of these items broadly in the county, and more specifically along the project corridor. This will include the availability of local affordable housing programs, funding options, and incentives.

4.2.3 EXISTING CORRIDOR CONDITIONS

For a comprehensive overview of LBAR housing units in Miami-Dade County, the team relied on data from the National Housing Preservation Database and the Miami Affordability Project. As shown in Table 4-3, there are only 57,651 LBAR units in Miami-Dade County, out of 1,008,908 total, for a county-wide ratio of 0.057.

Miami Dade County and the City of Miami are in the midst of an affordable housing crisis. The City of Miami Affordable Housing Master Plan indicates the current need for new affordable units is least 50,000 units, and more expected in the future. In the summer of 2019, Miami Dade County held a summit and ensured the construction of over 14,000 new workforce and affordable housing units.

Within a ½ mile of the proposed stations, there is also a shortage of affordable units. There is a relatively low percentage of Section 8 assisted units, and only a single income restricted development with a total of 174 units, as shown in Figure 4-3. With 3,071 total housing units within ½ mile of our four station areas, this gives a local affordability ratio of 0.057; the same as the county.

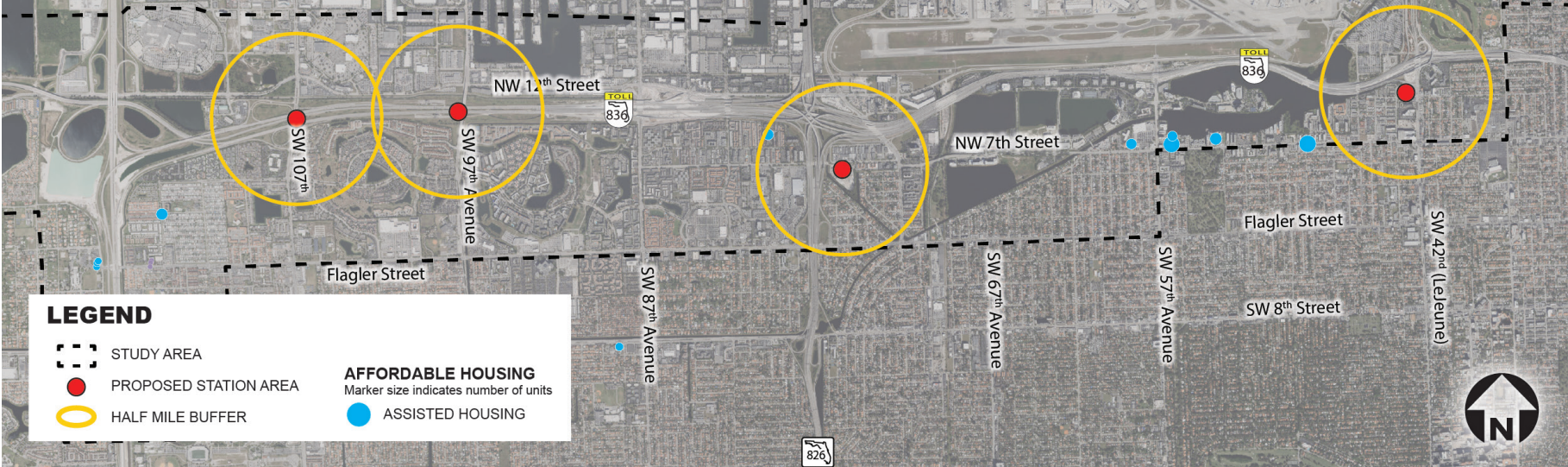
This results in a county to project area LBAR ratio of 1, which corresponds with a “Low” Small Starts rating (see Table 4-4). To achieve a “High” rating, the corridor would need to have a project area LBAR ratio of 0.143 ($(0.143/0.057 = 2.509)$), which requires an additional 310 LBAR units within the corridor buffer area.

Table 4-3: HOUSING AFFORDABILITY RATIO

	COUNTY	CORRIDOR
LBAR HOUSING UNITS	57,651	174
TOTAL HOUSING UNITS	1,008,908	3,071
RATIO	0.05714198	0.056659

The lack of affordable housing along the corridor is a concern for future FTA applications; however, this TOD master plan presents the opportunity to design affordable housing policies that can greatly enhance the overall project. The detailed affordability analysis and forecasting at the four stations to be completed as a part of this study will meet the FTA requirements of the “Evaluation of corridor-specific affordable housing needs and supply,” and the developer outreach undertaken during the TOD master plan effort will also speak to Miami-Dade’s commitment to furthering affordable housing in the corridor.

Figure 4-3: LBAR HOUSING ALONG THE PROJECT CORRIDOR



Source: Miami Affordability Project – University of Miami Office of Civic and Community Engagement

Table 4-4: EXISTING AFFORDABLE HOUSING

STATION	DEVELOPMENT NAME	ADDRESS	TENANT TYPE	UNITS
107TH AVENUE	-	-	-	-
97TH AVENUE	-	-	-	-
7TH STREET	Vizcaya Villas	8005 NW 8th Street	Family	174
42ND AVENUE	-	-	-	-

Source: National Housing Preservation Database, Miami Affordability Project – U. of Miami Office of Civic and Community Engagement

4.2.4 LOCAL AFFORDABLE HOUSING ORGANIZATIONS

Affordable housing plans, programs, and policies along the East-West Corridor are primarily overseen by three government agencies: the Miami-Dade County Department of Public Housing and Community Development (PHCD), the City of Miami Department of Housing and Community Development (HCD), and the Miami-Dade Housing Finance Authority (HFA).

MIAMI-DADE COUNTY DEPARTMENT OF PUBLIC HOUSING AND COMMUNITY DEVELOPMENT (PHCD)

PHCD owns and operates approximately 9,500 units of public housing in 113 family and elderly developments. PHCD also manages several mixed-income housing developments charging rent to low-income families. PHCD also helps oversee the Miami-Dade County Affordable Housing Trust Fund, which also works to alleviate the housing challenges in the county by serving as a permanent, renewable source of revenue for affordable housing programs through surtax funds, though guidelines are still being developed for the use of this trust fund. This includes the Documentary Stamp Surtax Program is also used to provide low-interest loans and gap financing for the development and preservation of affordable and workforce housing through the through a competitive application process administered by PHCD.

Miami-Dade has also embarked on transformative affordable housing efforts elsewhere in the county, with partnership models that can be replicated along the corridor. For example, PHCD and the for-profit developer Related recently announced a plan to transform a 22-acre low-density apartment complex in Little Havana into a new mixed-income community, increasing the existing number of affordable units on the site, while increasing densities and adding work-force housing and market rate units to the development as well.

THE CITY OF MIAMI DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

The City of Miami's Department of Housing and Community Development coordinates the programs funded through federal and state grants, such as Community Development Block Grants (CDBG), Home Investment Partnership Program funds, and the State Housing Initiative Program (SHIP). It creates cooperative partnerships with public and private sectors to oversee the decisions of Housing and Administrative services, which manages programs such a homelessness prevention/rapid rehousing, Section 8 vouchers, and other grants such as Short-term Rental, Mortgage, and Utility Assistance.

The Department is also responsible for the City of Miami Affordable /Housing Master Plan. In the Fall of 2018, the City of Miami signed an agreement with Florida International University's Metropolitan Center to commission the preparation and drafting of a comprehensive City of Miami Affordable Housing Master Plan. Since then, the Center's researchers have been analyzing the most recently issued U.S. Census data for all City census tracts as they work on this important document. The overarching goal of the Plan is to quantify the City's current housing landscape, and then outline specific, data-driven strategies that can help City leaders tackle the affordable housing shortage in the coming years. The Department will be working with the Connect Capital initiative to hold public meetings in different City neighborhoods in the Spring of 2019, to discuss the data findings and gather feedback from residents.

MIAMI-DADE HOUSING FINANCE AUTHORITY (HFA)

The HFA was created to address a housing shortage in the county by stimulating the construction and rehabilitation of housing by providing low-interest rate loans to produce new or rehabilitated housing for rent at low and moderate income ranges. It also operates educational and assistance programs for home buyers, renters, developers and the community.

CITY OF DORAL

The City of Doral completed its Housing Master Plan in 2018. The Plan summarizes the current housing situation in Doral and lays out the city's workforce housing strategies. The Master Plan recommends extending the workforce housing thresholds from 65-140% to 60-150% of AMI. Other primary recommendations include targeting multi-family housing, prioritizing long-term solutions, targeting opportunity areas, adopting a mandated inclusionary zoning program with a density bonus incentive, considering additional incentives such as reduced parking requirements, and designating a city staff member to overseeing the workforce housing program. However, with limited housing development opportunities in the Doral portion of the corridor, it is unlikely that this will be impactful.

4.2.5 POTENTIAL FUNDING & FINANCING SOURCES

This section reviews the different types of funding sources available to developers in Miami-Dade County at the federal, state, and local level that can be used to assist with the pre-development or capital costs associated with the creation of new affordable housing. This review does not focus on funding sources and tools to assist renters or potential buyers gain access to housing that is not protected as legally binding affordable housing, nor does it focus on creating additional public housing, which is managed by Miami-Dade's PHCD. Affordable housing financing is often very complex, using a multitude of sources to complete a project's capital stack, often with varying administering agencies or lenders and numerous reporting requirements.

GRANTS

Grant funding is available at the federal, regional, and local level to support the affordable housing within the planned TOD along the corridor. Grants are awarded on a competitive basis with specified project and applicant eligibility requirements. Specific sources of grant funds are detailed in Appendix 3. These programs include:

- **HOME INVESTMENTS PARTNERSHIPS PROGRAM**
- **COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)**
- **NATIONAL HOUSING TRUST FUND**

TAX CREDITS

Tax Credits are a powerful tool used to help close the financial gap experienced by many development projects. A tax credit is an amount of money that can be subtracted from a tax liability, or the amount of taxes due to the Internal Revenue Service. Unlike a tax deduction, which lowers taxable income, a tax credit of a certain dollar amount decreases taxes owed by that amount. Most tax credits are known as non-refundable tax credits. This means that the amount of excess credits expires in the year in which the tax credit is used. In other words, non-refundable tax credits cannot reduce a tax liability to below zero. There are also refundable tax credits, which are also subtracted from the amount of taxes owed. Unlike non-refundable tax credits, refundable tax credits can decrease a tax liability to below zero.

Developers either use the tax credits to partially finance the project, or more likely, exchange them with an investor for equity. In many cases, the exchange is structured as a limited partnership between the developer and investor. The developer has a small ownership percentage, but has the authority to build and run the project. The investor, on the other hand, has a large ownership percentage, but is not very involved in the day-to-day business of the project. Specific tax credit programs are detailed in Appendix 3. These programs include:

- **LOW INCOME HOUSING TAX CREDIT PROGRAM (9 PERCENT)**
- **LOW INCOME HOUSING TAX CREDIT PROGRAM (4 PERCENT)**
- **COMMUNITY CONTRIBUTION TAX CREDIT PROGRAM**

TOD POLICY AND DEVELOPER INCENTIVES

There are a number of policy tools and developer incentives local governments can employ to entice developers to invest in the East-West corridor. These can range from reductions in taxes owed to increased allowable building footprints and more. Specific development incentivization strategies are detailed in Appendix 3. These strategies include:

- **INFILL HOUSING INITIATIVES PROGRAM**
- **LAND BANKS**
- **PROPERTY TAX ABATEMENT**
- **DENSITY BONUSES**

FINANCING

Affordable housing projects require both debt and equity. Traditional commercial loans are an option for developers, however; there are other financing options with special terms that offer a public or private party lower interest rates and flexible terms to meet the often-complex mixed-use nature of affordable housing.

Developers of affordable housing within TOD should also consider different types of loan products. For example, mezzanine debt, an unsecured subordinated loan which may have equity-like characteristics, can fill a loan-to-value (LTV) ratio gap when resources to fund a large portion of a project aren't available in the financial market. One TOD study found that developers in strong TOD markets accepted a lower LTV in exchange for other favorable terms, like reduced level of recourse or lower loan fees.

Specific sources of project financing are detailed in Appendix 3. These programs include:

- **HUD SECTION 108 LOAN GUARANTEE PROGRAM**
- **HUD SECTION 202 SUPPORTIVE HOUSING FOR THE ELDERLY PROGRAM**
- **HUD SECTION 811 SUPPORTIVE HOUSING FOR PERSONS WITH DISABILITIES**
- **HUD MIXED-FINANCE PUBLIC HOUSING PROGRAM**
- **ENTERPRISE MULTIFAMILY OPPORTUNITY FUND**
- **FLORIDA MULTIFAMILY MORTGAGE REVENUE BOND (MMRB) PROGRAM**
- **FLORIDA STATE APARTMENT INCENTIVE LOAN PROGRAM (SAIL)**
- **FLORIDA STATE PREDEVELOPMENT LOAN PROGRAM**
- **MIAMI-DADE DOCUMENTARY STAMP SURTAX PROGRAM**
- **STRUCTURED LOAN FUNDS**

RECOMMENDED FUNDING AND FINANCING SOURCES

While there are many resources available to low-income persons both for rental and home buying assistance as discussed in the Existing Local Programs, Plan, and Policies Section, and a variety of grants, loans, tax credits and incentives available to developer to build additional affordable housing presented in the Potential Funding and Financing Section, Table 4-5 below presents an initial recommendation of most helpful sources to developers to complete the type of high-density mixed-use and mix-income development imagined through the East-West Corridor Master TOD Plan. As station designs are finalized, this list may change.

Table 4-5: RECOMMENDED FUNDING AND FINANCING SOURCES

OPPORTUNITY	ADMINISTERING AGENCY	OVERVIEW	ELIGIBLE ACTIVITIES
Grants			
Community Development Block Grants (CDBG)	PHCD	The Community Development Block Grants (CDBG) program is a source of flexible funding for projects that ensure communities have affordable housing, provide services to vulnerable populations, and create jobs through expansion and retention of business.	Property acquisition, rehabilitation, and soft costs to facilitate affordable housing development and public services
Tax Credits			
Low Income Housing Tax Credits (LIHTC) 9%	FHFC	The Low-Income Housing Tax Credit (9%) is a program that incentivizes the development and rehabilitation of affordable housing. The credits are awarded to developers in a competitive process, and can then be used to partially finance the project, or exchanged with an investor for equity. The tax credits are claimed over a period of 10 years.	New production and preservation of existing affordable rental housing.
LIHTC 4%	FHFC	4% LIHTCs are used for projects utilizing tax-exempt bonds, and may cover up to 30% of eligible costs. The 4% LIHTC awards allows the developer a 130% basis boost in high-cost areas. These bonds require at least 50% project equity.	New production and preservation of existing affordable rental housing.
Policy/Incentives			
Developer Bonuses (Zoning)	Miami-Dade County	Density Bonuses is a zoning tool that grants developers the ability to build at higher than allowable zoned densities, in exchange for providing an economic benefit the locality desires.	Increases allowable FAR and densities for developments
Property Tax Abatement	Miami-Dade County	Property tax abatements allow a property owner to either completely forgo or pay a reduced amount of property tax on improvement to a property over a defined period. Property Tax Abatement programs do not eliminate an owners' tax bill, as the owner is still responsible for paying taxes on the value of the property before improvements.	Real Property

OPPORTUNITY	ADMINISTERING AGENCY	OVERVIEW	ELIGIBLE ACTIVITIES
Financing			
HUD Section 108 Loans	PHCD	The Section 108 Loan Guarantee Program (Section 108) is the loan guarantee component of the CDBG program.	Economic development, housing rehabilitation, public facilities, and other physical development projects
Structured Loan Funds	TBD (does not yet exist in Miami)	A structured fund is a loan fund that pools money from different investors with varying risk and return profiles. Structured funds have a dedicated purpose, such as TOD, which is clearly defined before the fund is formed, and are managed by professionals with fund formation and loan underwriting experience. This is an emerging tool and has been successfully used in Denver. The fund may stipulate an affordability components to new TOD.	TOD construction
Florida Multifamily Mortgage Revenue Bond (MMRB)	FHFC	Funded by federal private activity bond volume allocated to states, this program is intended to finance the development and preservation of rental apartments through proceeds from taxable and tax exempt bonds issued to provide below market rate loans to developers who set aside a certain percentage of their apartments for low income families.	Affordable housing construction and preservation
Florida State Apartment Incentive Loan Program (SAIL)	FHFC	This program provides gap financing through non-amortizing, low-interest loans to developers to obtain the full financing needed to construct affordable rental units for very low income families.	Affordable housing construction costs.
Florida State Pre-development Loan Program	FHFC	The Predevelopment Loan Program (PLP) helps nonprofit and community based organizations, local governments, and public housing authorities plan, finance, and develop affordable housing. Eligible organizations may apply for a loan of up to \$750,000. These activities must be part of a nonprofit or governmental organization's efforts to develop housing for low income households. Specifically, rental developments must set aside 20 percent of its units for persons earning 50 percent or below of area median income (AMI).	Predevelopment activities such a rezoning, soil tests, engineering fees, title searches, appraisals, feasibility analysis, legal fees, audit fees, earnest money deposit, impact fees, insurance fees, commitment fees, administrative costs, marketing expenses and acquisition expenses

4.3 MARKET ANALYSIS

A careful real estate market analysis helps the planning team understand feasible, market-driven build-out scenarios, as well as the revenue-generating potential of various value capture strategies. In this section, historical and forecast market data on real estate supply and demand conditions are used to inform corridor and station-specific development programs. This section summarizes the market analysis findings, including the scale and mix of commercial and residential uses.

The market analysis effort evaluates the corridor and station areas through the lens of:

- Real Estate Market Conditions:
 - Historical and forecast market conditions for TOD land uses at regional, sub-market, and corridor level;
 - Demand indicators, including economic and demographic trends;
 - Supply conditions for multifamily, office, and retail land uses.
- Corridor / Station Area Context:
 - An inventory of station-specific locational strengths and weaknesses for new development, such as proximity to regional activity centers, employment concentrations, amenities/destinations
- Development Capacity:
 - Parcel utilization analysis, including an inventory of vacant and underutilized land area in each station area;
 - Overall development capacity and potential for new development opportunities.

The market analysis focuses on supply and demand conditions for new TOD land uses. Indicators and sources of demand are rooted in socioeconomic indicators, including historical and forecast trends in household growth, stratified by age, income, size, and other relevant demographic factors informing demand, and selected economic trends such as employment growth by sector. In terms of real estate market supply conditions, historical and forecast market data were analyzed, including historical and forecast average rents, net absorption, and vacancy of commercial and residential uses in the region and local sub-market. Findings and conclusions will inform other master plan tasks including the station-specific planning. Once proposed land uses at each station are finalized by the station area design team, preliminary value capture revenue estimates will be finalized based on these proposed build-outs.

4.3.1 SOCIOECONOMIC CONDITIONS

Drivers of TOD Demand

From a macroeconomic perspective, several market forces are contributing to an ongoing structural shift in supply and demand conditions favoring the type of multifamily product found in typical TOD development. These include the evolving preferences of the two largest demographic segments as well as shifting preferences and changing perceptions that were a result of the housing crisis and Great Recession. Although there will always be certain segments of the population, such as growing and mature families, that prefer the lower-density, suburban residential format, this segment is not nearly as prevalent as it was in the past. Demographic trends suggest that there is an increasing demand for urban living from two large and growing segments: Empty Nesters and Millennials.

As the Baby Boomer generation continues to age, the large segment of mature family households (those with older children) are transitioning into empty-nester households and no longer need the amount of space single family housing supplies. Those choosing to move are seeking smaller, low-maintenance residential options that offer better proximity to amenities and services, which are typically in more urban locations. They are, however, generally less willing to relocate to more pioneering or transitioning areas, and can typically afford more established locations.

Millennials represent the other key to the recent turnaround in many urban centers. This generation was born between 1981 and 1996, and are now rapidly taking over the real estate market as they purchase their first homes in their 30s. They are generally attracted to urban locations offering a broad range of activities, but because wages have stagnated against inflation during their lifetimes, they are typically financially constrained. Because of this constraint, millennials are more willing to consider pioneering locations, especially rental units with access to transit for transportation cost savings. Desired locations typically offer some combination of cultural amenities and affordability.

The boom and resulting bust in for-sale housing that culminated in the Great Recession has served to create a market opportunity for new rental apartments. From a demand perspective, household preferences have shifted from owner to renter for a variety of reasons. After a period of declining price trends, homeownership is now no longer perceived as the risk-free investment it was once thought to be. Furthermore, the transaction costs of buying and selling a home serve to limit housing options, thereby limiting the worker's pool of job opportunities. This flexibility became more of a priority during the weak economic conditions of the Great Recession when employees sought work wherever they could find it geographically. Lastly, numerous households found themselves in homes they eventually could not afford. This segment gradually shifted back to the rental demand pool.

During the housing boom, a higher proportion of for-sale units were developed and rental apartments were delivered at a far lower rate compared to historical trends. Now, as demand preferences have shifted back from owner to renter, the relatively low level of new rental construction that took place during the housing boom has resulted in tight rental markets throughout the county.

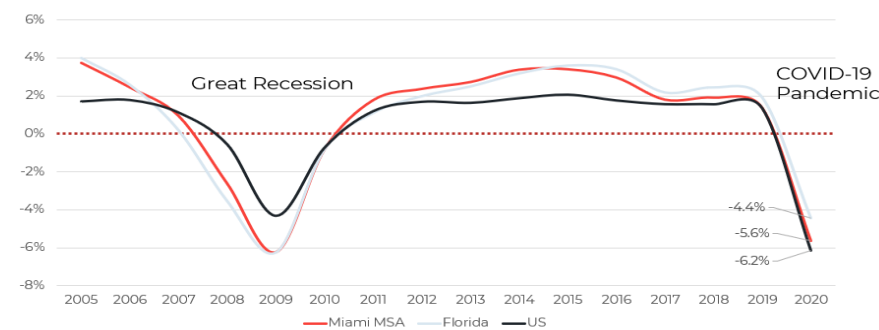
4.3.2 SOCIOECONOMIC TRENDS

Growth in employment indicates a growth in demand for commercial land uses and creates additional local demand for new residential units. As such, understanding historical and forecast employment trends in the region and for the corridor will inform the overall demand potential for new TOD. On the demographic side, trends in household growth stratified by age, income, size, tenure, and other factors were reviewed to better understand potential depth of demand for various residential product types in a TOD setting.

Miami-Dade County showed strong, steady job growth over the past decade following the Great Recession. This trend of consistent growth since 2011 was disrupted by COVID-19, which has had a dramatic economic effect on most major economies due to shutdowns of entire industry sectors such as travel and hospitality, which are a major part of the Miami Economy. The dramatic impacts of putting the economy into an “induced coma” are shown in 4-4. Thanks to the development of multiple vaccines, the economy is expected to recover in time, with some sectors benefiting from pent-up demand and others facing a long uphill recovery. For the purposes of this analysis a 20-year forecast period is used, and it is assumed that the economy and demand conditions will have long since recovered from today’s challenges.

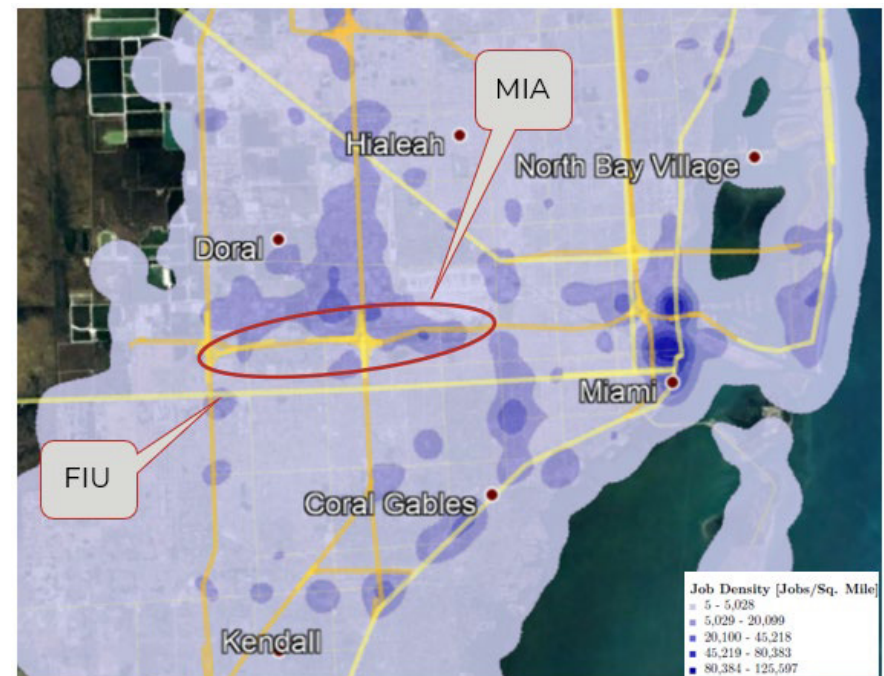
Figure 4-4 shows that in addition to downtown Miami, the corridor includes some of the county’s most significant employment concentrations. Locally, the East-West Corridor is bookended by two key regional activity centers: Miami International Airport (MIA) and Florida International University (FIU). The corridor also spans two major employment centers: the Doral industrial area is one of the largest concentrations of light industrial land uses in the region, and the Blue Lagoon office area which contains a major concentration of white-collar jobs.

ANNUAL EMPLOYMENT GROWTH



Source: WSP, U.S. BLS

Figure 4-4: MAP OF JOB DENSITY (JOBS / SQUARE MILE), MIAMI-DADE COUNTY, 2019



Source: WSP, U.S. Census Bureau

Residential Growth Trends

The rate of household growth in the corridor lagged that of the county from 2000 to 2010 (0.6% annually versus 1.1%) but is estimated to grow at a similar pace to the county from 2010 through 2020, as shown in Table 4-6.

Table 4-6: TOTAL HOUSEHOLDS, MIAMI-DADE COUNTY AND EAST-WEST CORRIDOR, 2000 - 2020

	2000	2010	2020 (FORECAST)
MIAMI-DADE COUNTY	776.8k	867.4k	962.3k
TOTAL GROWTH		90.5k	95.0k
ANNUAL GROWTH RATE		1.1%	1.0%
EAST-WEST CORRIDOR	62.3k	66.0k	71.4k
TOTAL GROWTH		3.8k	5.4k
ANNUAL GROWTH RATE		0.6%	1.0%

Source: WSP, U.S. Census Bureau, Miami-Dade TPO

This pattern is due in part to the corridor’s employment-driven character. The corridor has several large employment concentrations and the jobs-to-housing ratio is approximately 3 to 1. As such, it is not surprising that it has not kept pace with the county wide average household growth historically (from 2000-2010). However, growth has been stronger from 2010 to 2020, indicating that it is evolving into a more diverse mix of commercial and residential land uses.

4.3.3 CORRIDOR SOCIOECONOMIC FORECAST

The socioeconomic forecast for this corridor aims to predict the level of employment and household growth for a half mile radius around the corridor, between today and 2040. This forecast was performed with data from the Southeast Florida Regional Planning Model version 7 (SERPM7) developed by the Miami-Dade Transportation Planning Organization (TPO). From 2020 through 2040, this area is forecast to grow by 11,500 total households. Over the same forecast period, the forecast corridor employment growth rate is 1.5%, almost twice that of the region (0.9%). This constitutes an increase of 19,000 jobs from 2020-2040, including over 8,000 in office-using industry sectors such as information technology, financial services, and professional/business services. More details on the Socioeconomic Forecast are included in Appendix 3.

4.4 REAL ESTATE SUPPLY CONDITIONS

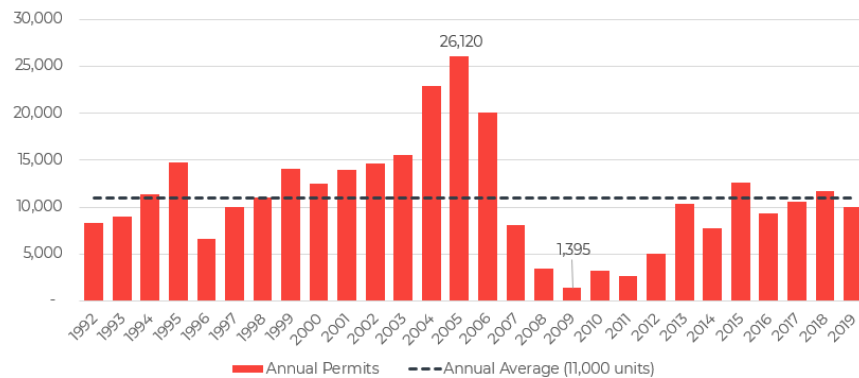
This section provides an evaluation of key real estate indicators for the core uses considered at the station areas, including multifamily residential, office space, and retail space. Depending on data availability, these indicators for various land uses are evaluated at the regional, county, and corridor level to help shed further light on the development potential for TOD along the corridor.

4.4.1 MULTIFAMILY RESIDENTIAL SUPPLY

Following the extreme peak and resulting valley of the housing bubble of the 2000s, new market-rate housing has been delivered at more sustainable, steady levels over the past decade. Figure 4-5 shows this historical trend in residential permit issuance in Miami-Dade County, with a peak of over 26,000 permits issued in 2005 followed by a low of 1,395 permits in 2009.

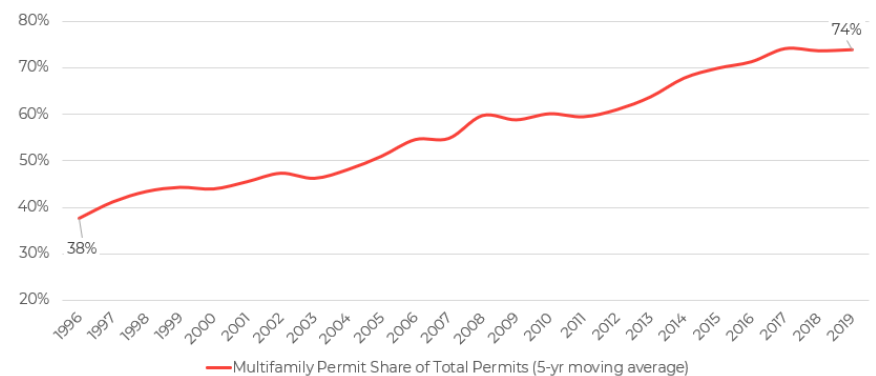
As developable land in the county becomes increasingly scarce, the profile of new construction has undergone a long-term shift from predominantly single family to multifamily, as shown in Figure 4-6. This dynamic suggests increasing potential for denser, infill redevelopment in strategic locations such as the East-West Corridor. Long-range forecast for the region estimates 80% of all new units will be multifamily.

Figure 4-5: ANNUAL RESIDENTIAL PERMIT ISSUANCE (UNITS), MIAMI-DADE COUNTY, 1992 - 2019



Source: WSP, U.S. Department of Housing and Urban Development

Figure 4-6: 5+ MULTIFAMILY PERMITS SHARE OF TOTAL RESIDENTIAL PERMITS, MIAMI-DADE COUNTY, 1992 - 2019



Source: WSP, U.S. Department of Housing and Urban Development

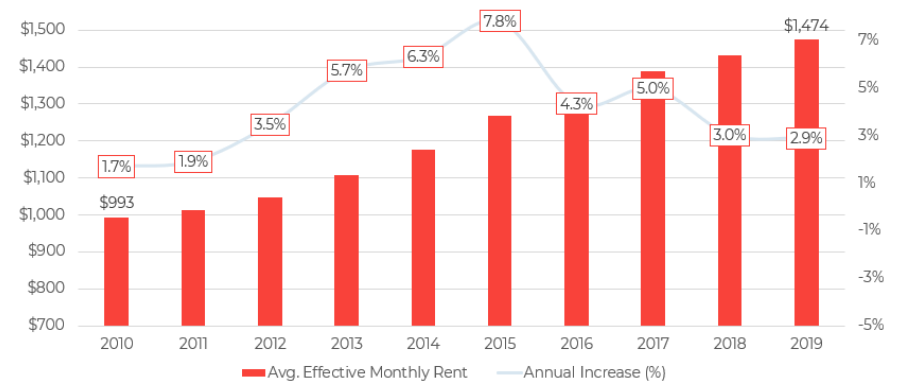
During the period of economic growth from 2010-2019, housing production did not keep pace with job growth and was outpaced at a ratio of 4:1, with approximately 50,000 new dwelling units delivered vs the 200,000 new jobs. This trend suggests a growing potential for infill multifamily development due to the constraint of the urban development boundary.

When housing production is outpaced by job growth, an increase in rent typically occurs. Over the last decade, average monthly rents in Miami-Dade County increased by 50%, from below \$1,000 in 2010 to almost \$1,500 in 2019, severely exacerbating the housing affordability crisis. Figure 4-7 shows how this growth has occurred, peaking in 2015 with 7.8% growth in average rents in a single year.

Although these rent increases are a sign of strength for market-rate development, it also reflective of a housing affordability crisis, as detailed in appendix 4. In Miami-Dade County, 59% of renters are classified as rent burdened.

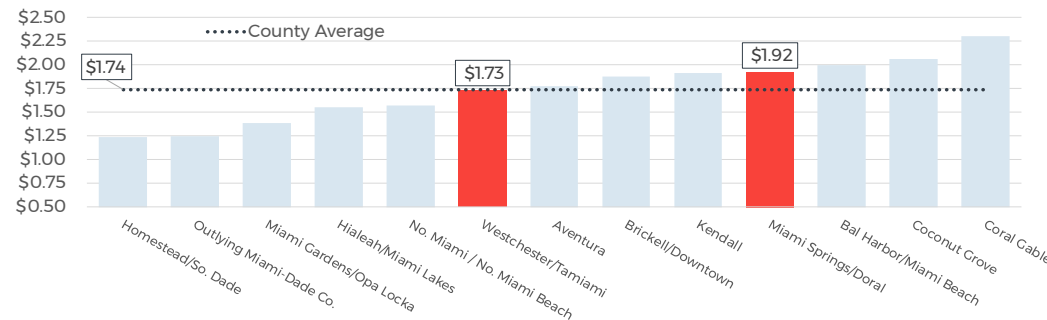
Figure 4-8 shows approximate multifamily residential rental value for various sub-markets within Miami-Dade County. The Westchester/Tamiami sub-market is located along the south side of the corridor, and achieves an average monthly rent of \$1.73 per square foot, which is on par with the county-wide average of \$1.74. However the Miami Springs/Doral sub-market reports a significantly higher an average monthly rent of \$1.92 per square foot, a difference of 10%.

Figure 4-7: AVERAGE EFFECTIVE MONTHLY RENT & ANNUAL GROWTH, MIAMI-DADE COUNTY



Source: WSP, Newmark Group, Inc.

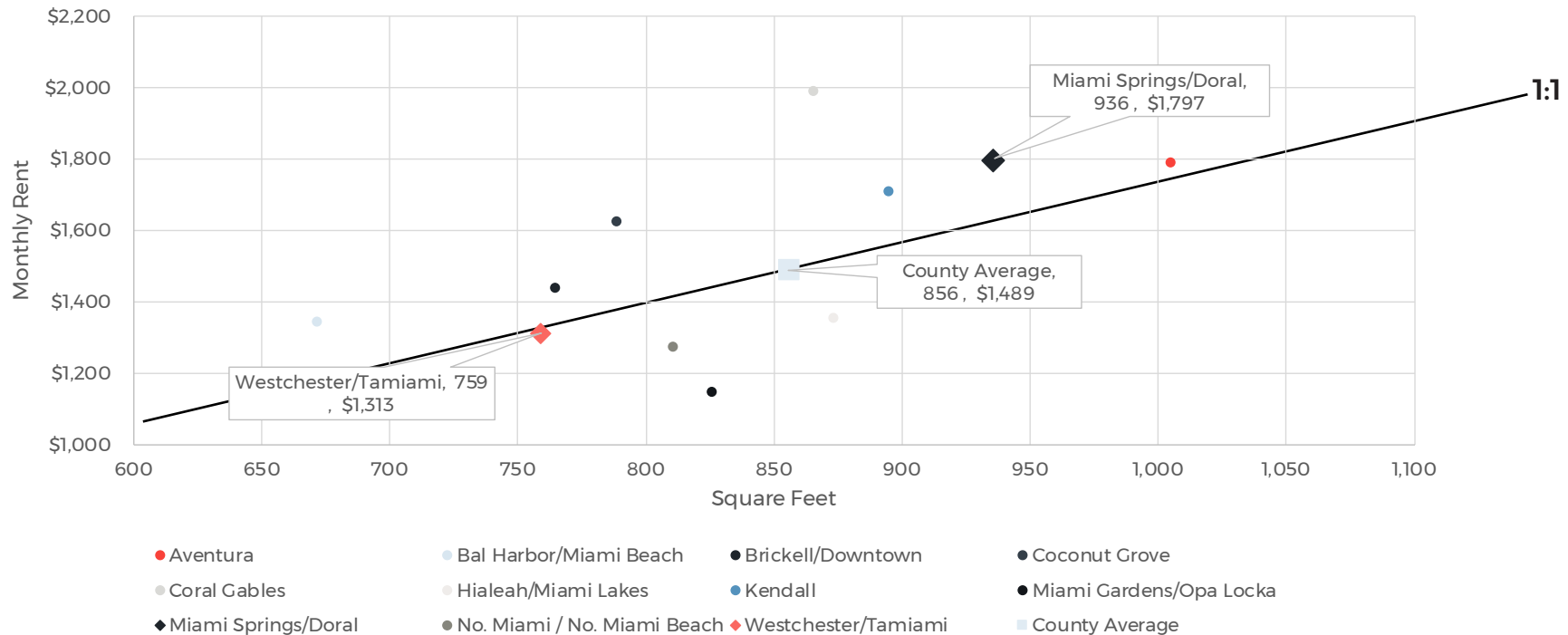
Figure 4-8: AVERAGE MONTHLY RENT PER SQUARE FOOT, MIAMI-DADE COUNTY SUB-MARKETS, 2019



Source: WSP, Newmark Group, Inc.

The typical measure of housing value is rent per square foot, but in some situations development is limited more severely by the maximum number of dwelling units than square footage. Figure 4-9 shows the relationship between the average price and square footage for different sub-markets in Miami-Dade County. The average apartment in the County is 856 square feet and rents for \$1,489 per month, or \$1.74 per square foot. Multifamily inventory south of the corridor in the Westchester/Tamiami sub-market is smaller, with an average unit size of 759 square feet, priced at \$1,313 per month, or \$1.73 per square foot. Units in the Miami Springs/Doral sub-market to the north of the corridor are larger, with an average size of 936 square feet, and a rent price of \$1,797 per month, or \$1.92 per square foot. These numbers indicate that while both sub-markets are above county average value, Westchester/Tamiami achieves this through smaller units, while the Miami Springs/Doral sub-market has larger units and ever more elevated price per square foot, indicating that market rate residential development will yield more capturable value in Miami Springs/Doral sub-market, while affordable housing will be more appropriate in the eastern Westchester/Tamiami sub-market.

Figure 4-9: AVERAGE APARTMENT MONTHLY RENT-TO-SIZE MATRIX, MIAMI-DADE COUNTY SUB-MARKETS, 2019



Source: WSP, Newmark Group, Inc.

4.4.2 COMMERCIAL SUPPLY

COVID-19 has had a dramatic impact on office market conditions. While temporary, opinions vary as to what extent, if any, these temporary issues may impact long-term demand for office space. As such, this is a critical topic in any discussion of local office development opportunities. The latest consensus is that the global pandemic will be a catalyst for trends that will serve to offset each other (some positive, some negative) and minimize reduction in long-term demand.

The following analysis of commercial supply begins at a macro level, evaluating the latest industry consensus on long-term office trends nationally. The analysis then narrows the focus to the more traditional metrics used to evaluate office market conditions at the local and corridor level, as well as the burgeoning market for less conventional, more flexible office. Lastly, the section touches on the overall market opportunity for retail space in the face of continued growth in online shopping.

Long Term Office Industry Trends

The global pandemic has disrupted travel patterns of residents and workers in the region. Driving, commuting, parking, and work habits have been and remain dramatically altered, and long-term behavior shifts are yet to be determined. While the overall economy and office market are assumed to have rebounded from the COVID-19 economic crisis over the period of this analysis, there may still be lasting impacts to the way we use office space in the future. These shifts have the potential to cause significant structural changes to overall office market supply and demand conditions nationally and regionally. A review of the latest industry reports covering the future of office market demand revealed the following key themes:

1. Acceleration of Work-From-Home - The existing trend towards teleworking has grown and caused a reduced demand for office space.
2. Increased Worker Distance Requirements – More social distance is causing an increased demand for office space.
3. Need for Hybrid/Flexible Office Space - Workspaces that "meet in the middle" between the extremes of work from home (WFH) and work in a central business district (CBD) – Smaller-scale, flexible office space in less conventional, locations.

THEME 1: ACCELERATION OF WFH

After the retail and hospitality sectors, the office sector is considered to be the most severely impacted land use in the short term, as the majority of office-using employees have converted to telecommuting. While this shift is a temporary result of efforts to minimize the spread of COVID-19, many employees are discovering that they can conduct the day-to-day requirements of their jobs just as effectively from home. As a result, some office-using employers are rethinking the physical real estate footprint needed going forward. On the other hand, many office-using industry sectors require activities that are more productive in an office environment, which can often facilitate better coordination, collaboration, knowledge transfer, and career guidance / interaction between junior level and senior level staff. Beyond

industry sector, employee preference varies on a case-by-case basis depending on factors such as: dependents, childcare demands, existing home office space or lack thereof, and other work-life balance considerations.

Although the landscape of employer and employee preferences continues to change rapidly, most industry experts agree that the propensity to work from home will increase permanently as a result of the pandemic, which could pose a risk to long-term office demand fundamentals. However, surveys from Gensler and PWC indicate that at least 72% of workers surveyed want the ability to conduct their work in an office for some amount of their work week.

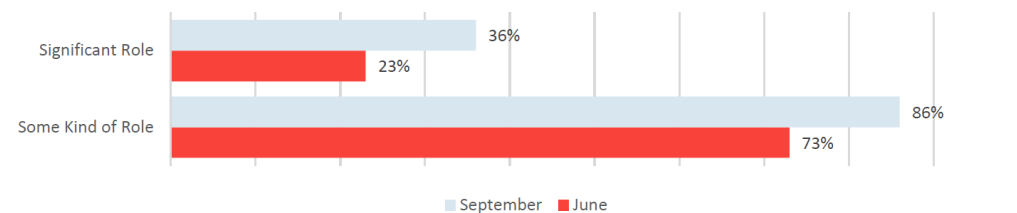
THEME 2: INCREASED WORKER DISTANCE REQUIREMENTS

Those employees and office tenants who do return to the office in larger-scale office settings are likely to require more space per employee than in the past to increase physical distance between employees. Now that the term “social distancing” has been added to our everyday vocabulary, most office development practitioners and office workers expect to return to workplaces that will foster greater physical distance amongst employees and carefully consider the amount of shared space versus dedicated space. Unlike the work-from-home trend which the pandemic has served as an accelerant for, implementing social distance measures into the office environment would be a reversal of the industry trend towards maximum space efficiency. While every tenant and employee has different situations and preferences, at a macro level this expectation of greater employee distance is likely to mostly offset the reduced office demand resulting from increased propensity to work from home. A recent office market demand analysis conducted by CBRE Econometric Advisors forecasts a net overall decline in office market demand of approximately 2% by 2030 as a result of both trends.

THEME 3: NEED FOR HYBRID / FLEXIBLE OFFICE SPACE

In addition to the above trends, there is also a strong possibility for much greater demand for suburban, flexible office options that “meet in the middle” between working from home and working in a conventional office destination. This will result in increased demand for smaller-scale, flexible office space in less conventional locations, or “urbanized suburban” settings. As the pandemic persists, flexible, shared space is increasingly being considered as a viable option for larger corporate office users. Companies are also exploring the idea of satellite offices offering workspaces within closer proximity to where workers live. A CBRE survey of office tenants taken in both June and September of 2020 reflects this evolving outlook on flexible office space, shown in Figure 4-10.

Figure 4-10: RESPONSES OVER TIME ON THE ANTICIPATED ROLE OF FLEXIBLE OFFICE SPACE

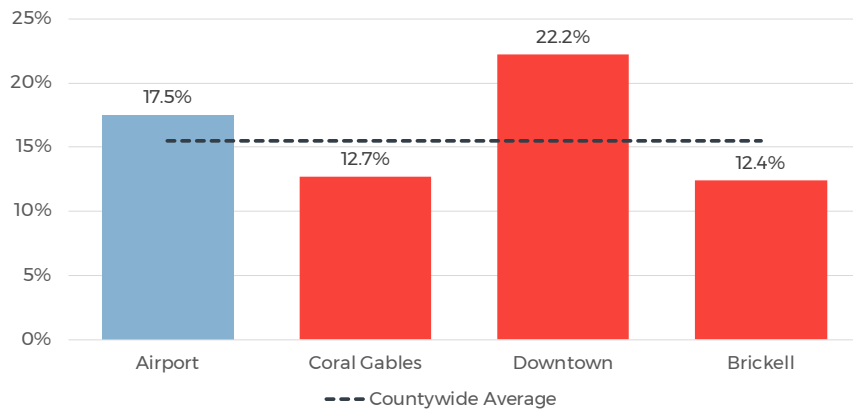


Source: WSP, 2020 Global Occupier Sentiment Survey, CBRE Research

Local Office Market Conditions

The corridor’s office inventory is characterized by lower-density, suburban formats, relative to the primary market office destinations of Downtown Miami, and Coral Gables. Figure 4-11 shows that the Airport sub-market's vacancy rate is relatively high compared to the market average. Figure 4-12 also shows that the Airport sub-market has an average asking rent of \$33.91, which is a discount to other office destinations and the county-wide average. Combined with the high vacancy rate, this indicates somewhat weak current market conditions for new office development.

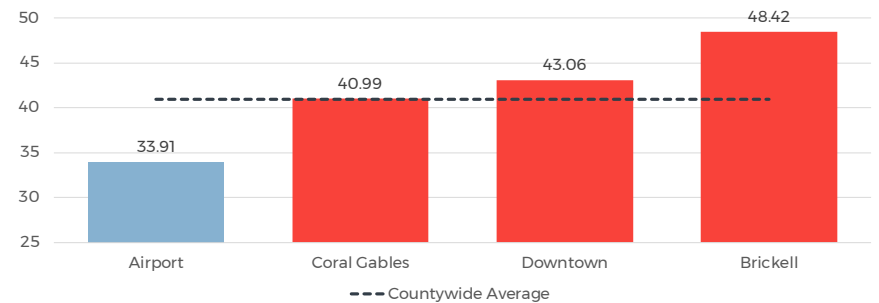
Figure 4-11: VACANCY RATE (%), MIAMI-DADE OFFICE SUB-MARKETS - ALL CLASSES, Q2 2020



Source: WSP, Newmark Group, Inc.

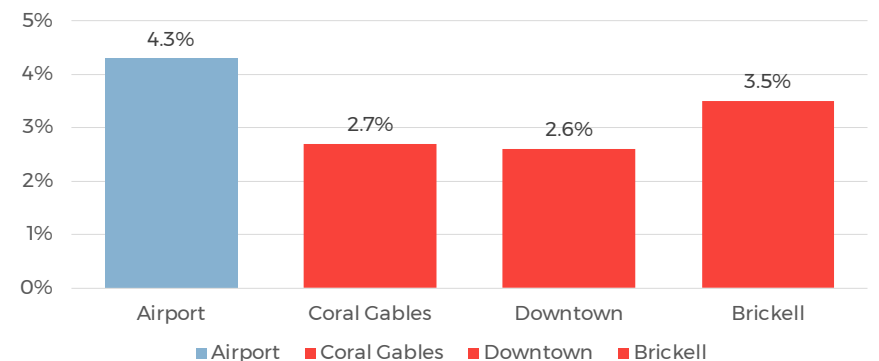
Although achievable rents in the Airport sub-market are at a significant discount to other core office areas, strong relative growth in Class A rents in recent years suggest that it is evolving as an office destination. From 2015 to 2019, average class A rents in the Airport sub-market increased by 4.3% annually, outpacing the Downtown (2.7%), Brickell (2.6%), and Coral Gables (3.5%) annual averages over the same period, as shown in Figure 4-13.

Figure 4-12: AVERAGE ASKING RENT / SF, MIAMI-DADE OFFICE SUB-MARKETS - Q2 2020



Source: WSP, Newmark Group, Inc.

Figure 4-13: AVERAGE ANNUAL GROWTH RATE OF CLASS A RENT / SF, 2015 - 2019



Source: WSP, Newmark Group, Inc.

Flexible Office Trends

Flexible office space is a growing niche that has the potential for accelerating demand growth as office tenants look for more agile solutions for workers. The Miami market currently houses just under 2 million square feet of flexible office space, as shown in Table 4-7. Although this represents just 4% of the total office market, it has grown rapidly from 500,000 square feet in 2014. Over the same period, the total inventory across the U.S. and Canada has increased from just over 20 million square feet in 2014 to approximately 90 million square feet in 2020.

About a quarter of this inventory is concentrated in the Brickell sub-market, and out of 39 total operators, WeWork is the largest in the market controlling about 30% of the flexible office inventory (589,000 SF) in 6 different locations. The largest office space operators are shown in Figure 4-14.

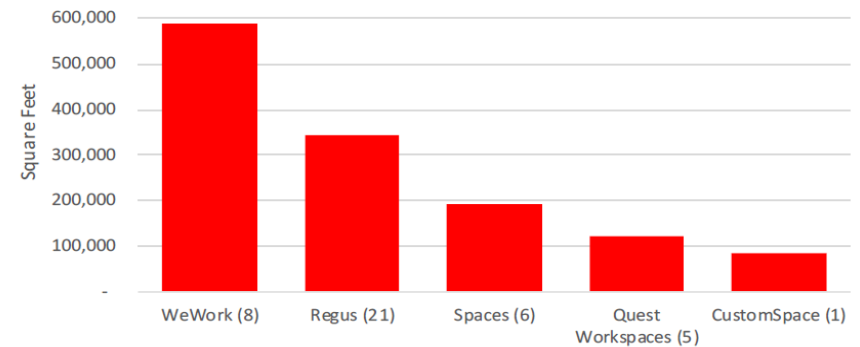
As this category continues to increase its market share of office inventory, and as tenants seek more flexibility and agility to support the rapidly evolving needs of the office-using workforce, it may be a viable format for offices along the corridor.

Table 4-7: SUMMARY OF MIAMI FLEXIBLE OFFICE MARKET INVENTORY

TOTAL FLEXIBLE OFFICE SPACE	1,956,000 SF
# OF OPERATORS	39
# OF LOCATIONS	90
AVERAGE SIZE OF LOCATION	21,700 SF
SINGLE OFFICE / SUITE RATES	\$380 - \$580

Source: WSP, CBRE

Figure 4-14: FLEXIBLE OFFICE SPACE OPERATORS BY SIZE (AND TOTAL LOCATIONS IN PARENTHESES), MIAMI, Q2 2020



Source: WSP, CBRE

Limited, “Experiential” Retail Opportunity

Both supply and demand conditions are weak for retail potential along the corridor and suggest that retail should be a complementary use relative to multifamily residential and commercial office use. The retail industry is rapidly evolving due to the increasing shift of spending online, which has forced major national retailers to close thousands of stores across the country. In this challenging market environment, the most successful retailers have adapted by shifting their in-store focus to “experiential” retail. Experiential retailing can take on several meanings, but in the most general sense it takes the customer experience beyond a simple purchase of goods by incorporating hands-on experiences. Some businesses, such as restaurants and art galleries, are already experiential by definition. Designing the station areas in a way that attract and support retail tenants who delight shoppers with a proven experiential plan will draw demand, increase success, reduce turnover, and reduce overall station area development risk.

Industrial Land Use

As the population of Miami-Dade County continues to increase, so does the total commercial activity, yet the total amount of industrial land available to support this commerce has lagged due to the typical development pattern of existing industrial land being converted to other land uses which produce more tax revenue. At the same time, the shift towards e-commerce caused by the Covid-19 pandemic has increased the need for warehouse and distribution space. These forces have put industrial land at a premium, and according to a CBRE market report, industrial land in the Airport sub-market has a vacancy rate of only 4% as of Q1 2021, even lower than the county average of 4.8% for industrial land. Additionally, this is the only sector which was not negatively effected by the Covid-19 pandemic, making it clear that there is a strong appetite for additional industrial square footage in the corridor. There is no need to determine an upper threshold for industrial square footage, as the land within the project area which would be suitable for industrial land use is highly limited.

4.5 STATION AREA LAND USE SCENARIOS: BASE CASE

Market-driven station area build-out scenarios include a Base Case and Build Case development forecast. The Base Case build-out scenario assumes no delivery of the BRT system and therefore no station area TOD opportunity. However, the proposed transit improvements in the Build Case would create an opportunity for infill TOD that would serve to catalyze redevelopment on vacant and/or underutilized parcels in the defined station areas. By comparing these two scenarios, the forecasted impact of the proposed development can be quantified, in an effort to maximize the capacity of potential stations for new jobs, housing, and commercial development.

The Base Case forecast of long-term household and employment growth, shown in table Table 4-8, assumes minimal development potential because the built-out nature of the corridor means that redevelopment of existing structures is unlikely without a catalyst. Using SERPM forecast data for the station areas, Base Case forecast household growth is approximately 50 units per year for all four station areas combined. Annual demand for new office and retail adds up to approximately 6,000 square feet per year for all four station areas combined as well.

SERPM forecast data shows little change in households and employment in the station areas and assumes that the majority of station area land is already built out and that growth will take place in other areas. The Base Case incorporates forecast data for transportation analysis zones (TAZs) within a quarter mile of the proposed station area locations.

Table 4-8: SUMMARY OF ANNUAL COMMERCIAL AND RESIDENTIAL DEMAND POTENTIAL - ALL STATIONS

	ANNUAL DEMAND (ALL FOUR STATION SITES)
Residential (Units)	50 units
Commercial (SF)	6,000 SF

Source: WSP, Miami-Dade TPO

4.6 STATION AREA LAND USE SCENARIOS: BUILD CASE

The Build Case assumes that the implementation of BRT will be a strong catalyst for TOD potential. In terms of station area development potential, the Build Case assumes the station areas capture more than their fair share of forecast growth. Unlike the Base Case, which uses forecast growth in the TAZs immediately surrounding each station area, the Build Case allows the station areas to capture a share of future growth that is forecast to take place within a half-mile buffer along the corridor. While there is a total amount of growth allocated to this broader area surrounding the corridor, the addition of BRT will make these station areas far more competitive with respect to capturing future demand.

4.6.1 RESIDENTIAL DEMAND

The methodology for determining residential demand is summarized in Table 4-9, and described as follows. SERPM forecast for new household growth along the corridor amounts to approximately 550 new households per year. Additionally, assuming multifamily developments actively marketing new units, some portion of demand from turnover of existing households (renters and/or owners relocating) can be expected as well. Census data on households by income, tenure, and turnover are used to further stratify this pool of demand to inform the mix and positioning of potential units, including market-rate versus income-qualified units and rental versus for-sale. This residential demand analysis suggests very strong depth of demand for TOD product along the corridor, as shown in Table 4-10.

Table 4-9: RESIDENTIAL DEMAND METHODOLOGY

CORRIDOR RESIDENTIAL ANALYSIS INPUTS	SOURCE	NOTES/RESULTS
Net new household growth	SERPM	550 new households per year; 2020 - 2040
Stratified by income bracket / housing cost	ACS	Yields approximate share of affordable vs. market rate
% Renter vs. owner propensity by income	ACS	Informs potential mix / positioning
+		
Demand from turnover of existing households	SERPM	70,000 existing households
Stratified by income, tenure, and turnover rate by tenure	ACS	Annual turnover of 32% of renter HHs and 10% of owner HHs
Conservative station area capture rates		~7% of rental demand and 5% of for-sale demand

WSP, Miami-Dade TPO, U.S. Census Bureau

As described above, the Build Case assumes that the implementation of BRT will be a strong catalyst for TOD potential. In terms of station area development potential, the Build Case assumes the station areas capture more than their fair share of forecast growth. Unlike the Base Case, which uses forecast growth in the TAZs immediately surrounding each station area, the Build Case allows the station areas to capture a share of future growth that is forecast to take place within a half-mile buffer along the corridor. While there is a total amount of growth allocated to this broader area surrounding the corridor, the addition of BRT will make these station areas far more competitive with respect to capturing future demand.

Table 4-10: BUILD CASE RESIDENTIAL DEMAND

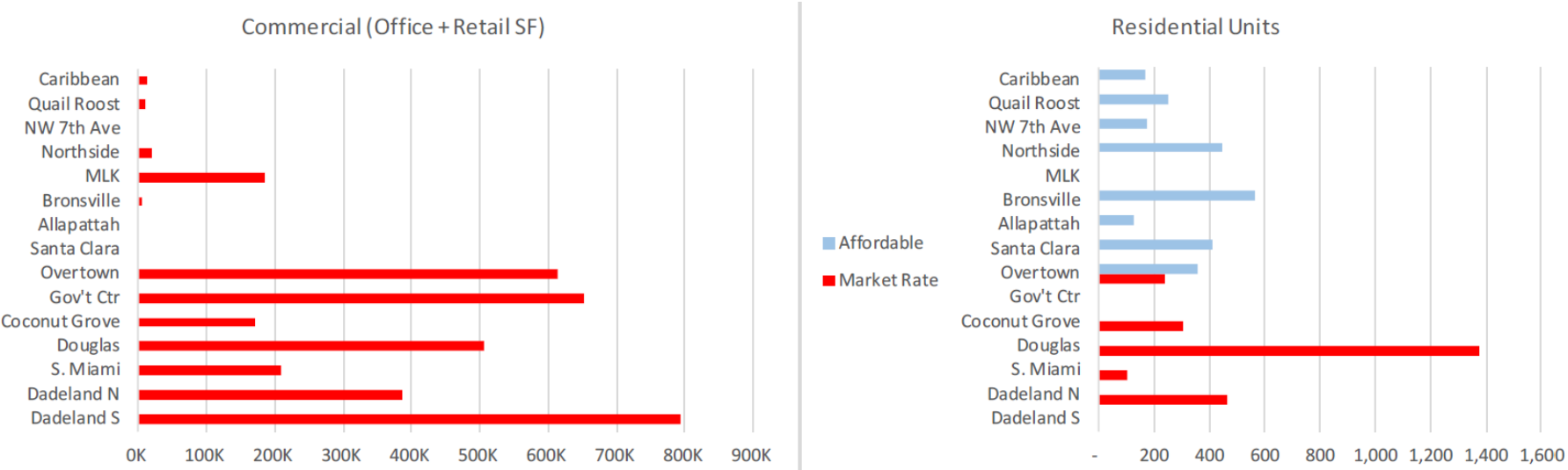
DEMAND	RESULTS
Corridor Annual Demand Potential	800 rental; 200 for-sale units
---Per Station Area (1/4)	200 rental; 50 for-sale units
10-year Cumulative Demand	8,000 rental; 2,000 for-sale
---Per Station Area (1/4)	2,000 rental, 500 for-sale
Affordable vs. Market Rate	60% affordable 40% market rate

MIX OF AFFORDABLE AND MARKET-RATE HOUSING

TOD station areas represent unique opportunities to deliver affordable housing paired with affordable transportation costs. Due to an ongoing lack of housing supply in the county, which elevates prices, a very large percentage of households are classified as rent burdened. The department of Public Housing and Community Development (PHCD) has a significant wait list for their housing program, and studies indicate that there is an unmet affordable housing need of 50,000 units in the City of Miami alone. There is strong depth of future demand for both market-rate and affordable residential units along the corridor, and the station areas are well positioned to capture this demand.

Miami-Dade County has a strong track record of delivering TOD. On the commercial side, there is currently 2.8 million square feet of TOD office and 800,000 square feet of retail space. There is also 5,000 residential units, about half of which are market-rate units, 1,900 are affordable units, and the balance comprised of senior housing and workforce housing. While this is a robust inventory and mix of commercial and residential TOD uses, the vast majority of commercial space and market-rate units have been delivered in the area south of the East-West Corridor (beginning with the Overtown Metrorail station), in areas with strong pre-existing real estate market conditions. Historically, residential TOD has consisted of either market-rate units delivered in strong market conditions to the south, or subsidized units delivered in weaker market conditions to the north, with very little diverging from this pattern, which is clearly illustrated in Figure 4-15. With the exception of the Overtown Transit Village & MiamiCentral development, no station area has a strong mix of both market-rate and affordable uses. The East-West Corridor represents a perfect opportunity to deliver a mix of both categories of uses.

Figure 4-15: COMMERCIAL AND RESIDENTIAL TOD INVENTORY BY STATION AREA, MIAMI-DADE COUNTY, 2020



4.6.2 COMMERCIAL DEMAND

The office demand forecast is based on employment growth in office-using employment categories. The average annual growth for this corridor is expected to be approximately 300 workers per year. This results in annual corridor office demand of about 50,000 square feet, or a cumulative 5-year demand of around 250,000 square feet in the corridor. The 5-year cumulative demand ranges from 200,000 to 300,000 square feet depending on employee density.

Retail growth in the corridor is expected to be limited, as retail continues to transform in reaction to the growth of online sales. With multiple malls already located along the corridor and retail shopping changing from a necessity to a choice, it is unlikely that unmet demand will drive new retail development. Rather, new retail construction is expected to take place primarily as a complimentary feature in mixed-use developments; therefore estimates for future retail demand are based on the estimates for residential and office development.

4.6.3 STATION ALLOCATION

The demand potential described above reflects TOD market potential at the corridor level. To arrive at appropriate station area build-out scenarios, this corridor-wide market potential was further allocated based on each station area's relative locational strengths, weaknesses, and opportunities for new commercial and residential development. The rationale for each station area market potential is described in the following sections.

NW 107 Avenue

This station area has the strongest real estate market, and therefore the greatest potential to attract high rents for market rate housing and commercial spaces. This is also the location with the most land available for a potential TOD vision, with a very large vacant parcel to the north-west of the transit station, and International Mall presenting the opportunity for adaptive re-use or complete redevelopment as it continues to age and face the challenges of a post-covid economy. The scale of these opportunities makes this station area a viable opportunity for major development in the form of walkable, mixed-use urbanism.

- **Residential:** This is the most attractive site for market-rate housing, but the scale of the site also presents a major opportunity for affordable housing due to the scale and proximity to blue-collar employment in the Doral industrial area. The recommended solution is to leverage expanded development rights in exchange for the inclusion of affordable housing.
- **Office:** To promote reverse-commuting patterns and take advantage of the expected future growth in hybrid/flexible office space illustrated in Figure 4-17, the recommendation for this site is to include a large quantity of office space.
- **Retail:** This is the primary location for retail along the corridor. Given the amount of existing nearby competition, this retail will have to leverage the walkable mixed-use character of the TOD, as opposed to indoor malls or drive-up retail which already exists in abundance in the immediately surrounding area.

NW 97 Avenue

This station area is similar to 107th Avenue, but smaller and with less retail affinity. The presence of the car dealerships along 12th Street, and the potential to develop within MDX right-of-way present unique opportunities and challenges.

- **Residential:** 97th Avenue represents an attractive station area for market-rate housing, although it is also adjacent to a major concentration of blue-collar employment. A mixed-income residential component would be suitable for this location with a potential 1:1 ratio of subsidized to unsubsidized housing.
- **Office:** To promote reverse-commuting patterns and take advantage of the expected future growth in hybrid/flexible office space illustrated in Figure 4-17, the recommendation for this site is to include a large quantity of office space.
- **Retail:** While Dolphin Mall has healthy occupancy, Miami International Mall is at risk of adaptive re-use. There is capacity for a different type of retail at this location, focused on entertainment similar to Doral Cityplace.

NW 7 Street

This location's positioning at the intersection of two highways makes it the most accessible station area to the rest of the county.

- **Residential:** The accessibility to diverse employment opportunities makes this site logical for both market-rate and affordable housing. Surrounding land uses do not make this site as attractive for market rate units compared to the 97th Avenue and 107th Avenue station areas. A mixed-income residential component is suitable for this location, with a roughly 2:1 ratio of subsidized to unsubsidized housing.
- **Office:** The strong accessibility and fast highway access also make this station area potentially compelling for office uses. The previously discussed shift from traditional office space to flexible or shared office spaces which employees would travel to less frequently, combined with the accessibility of this site make it a strong opportunity for this function. However competition from the Blue Lagoon office area means that office development here would likely be competing for tenants, reducing the forecast absorption rate and therefore shrinking the recommendation for office development at this site as well.
- **Retail:** Due to the lower-traffic / lower-visibility nature of this site, retail potential is limited and should primarily be used as an amenity geared towards supporting / complementing other uses.

NW 42 Avenue

- **Residential:** Due to somewhat weaker surrounding land uses, this site is not as attractive as the other sites for new market-rate housing. However, it does provide an opportunity for affordable housing that would benefit from close proximity to major employment concentrations.
- **Office:** Because this station area is conveniently located between the three largest business centers in the county, it is an attractive central location for meeting spaces or business travelers, indicating potential for a relatively large amount of office use.
- **Retail:** 42nd Avenue is a busy commercial corridor, and therefore any retail at this site should be full the frontage on 42nd Avenue.

Land Use Distribution

The qualitative analysis of land use distribution discussed in the previous section is quantified in Table 4-11, and visualized in Figure 4-16 and Figure 4-17.

Table 4-11: 5-YEAR CUMULATIVE DEMAND POTENTIAL BY STATION AREA AND LAND USE

	RESIDENTIAL (UNITS)	OFFICE (SF)	RETAIL (SF)	TOTAL AREA (SF, APPROXIMATE)
107th Avenue	2,600	120,000	350,000	2,680,000
97th Avenue	600	20,000	27,000	557,000
7th Street	1,200	60,000	54,000	1,134,000
42nd Avenue	600	100,000	92,000	702,000

Figure 4-16: 5-YEAR CUMULATIVE DEMAND POTENTIAL BY STATION AREA

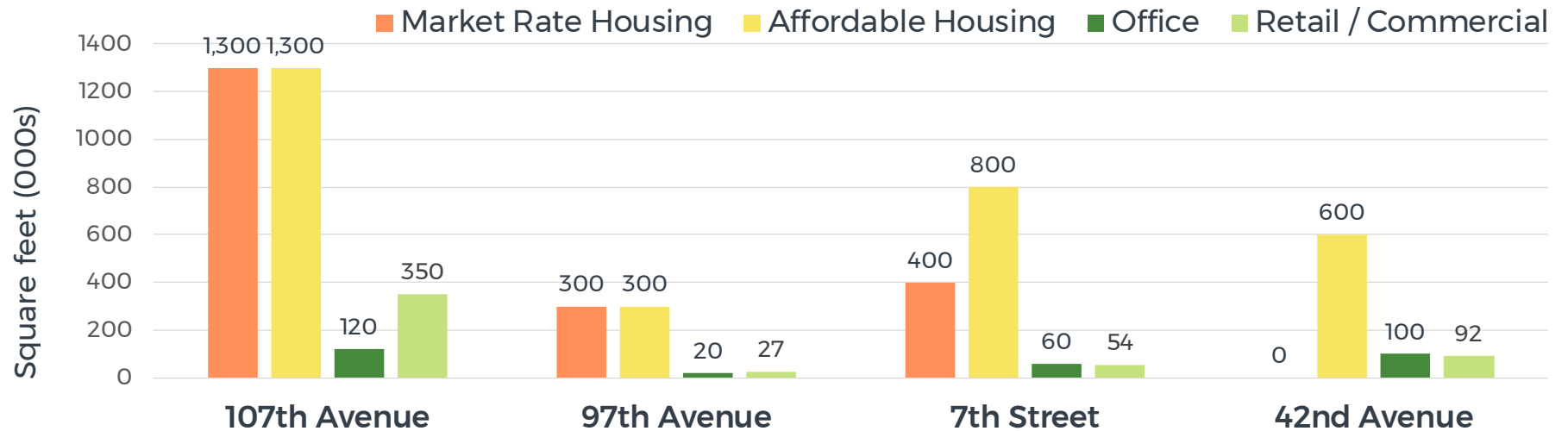
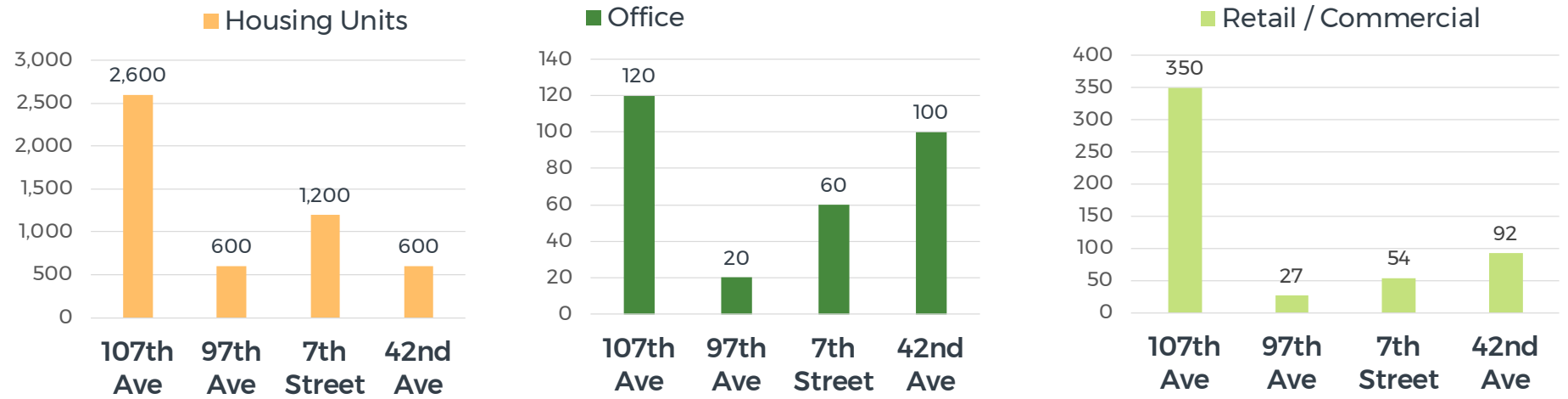


Figure 4-17: 5-YEAR CUMULATIVE DEMAND POTENTIAL BY LAND USE



5 STATION AREA EXISTING CONDITIONS

5.1 INTRODUCTION

The BRT station areas in the East-West Corridor are defined as the area within one half-mile of the station site. Four station areas were selected by the Miami-Dade County Department of Transportation and Public Works (DTPW) and the Department of Regulatory and Economic Resources (RER) for focused planning work.

This chapter introduces the existing conditions of the selected station areas, with analyses of physical and regulatory context, roadway access, pedestrian connectivity, and flood zones. The goal is to identify constraints and opportunities in the selected station areas and develop strategies to promote walkable, compact development with a mix of residential, office, and retail uses near transit stations to support ridership and spur economic growth. A thorough understanding of station area existing conditions is critical for shaping TOD design strategies and policies that can increase transit access, enhance multimodal connectivity, and encourage potential mixed-use development in each station area.

SR-836, also known as the Dolphin Expressway, forms a barrier that divides the East-West Corridor into halves. Industrial and commercial uses dominate the north half of most station areas along the expressway, whereas the southern neighborhoods are primarily residential, with corridors of commercial activity along major arterial roads such as NW 7th Street. The limited connection between the two halves poses a challenge across most of the station areas. The role of each station area is unique and varies based on the existing and planned development projects in adjacent neighborhoods. For example, the NW 107th station area serves regional retail and service markets. The NW 97th station area involves an employment center. The NW 7th Street station area provides a neighborhood mixed-use center and additional residential unit types. The NW 42nd Avenue station area presents an office and hospitality center. The four focused station area's existing conditions are detailed in the following pages.



5.2 NW 107TH AVENUE STATION

The NW 107th Avenue Station is proposed in the median of the Dolphin Expressway at the interchange with NW 107th Avenue, near Dolphin Mall and International Mall. This station area includes with two municipalities: Sweetwater to the west and Doral to the north and east.

The transit station neighbors two regional attractors. Dolphin Mall to the northwest opened in 2001 and gained popularity with local shoppers and international visitors. The International Mall at the northeast corner is currently exploring renovation and redevelopment opportunities as a commercial and entertainment attraction. On the other hand, the station area also presents an abundance of vacant or under-developed land that has recently drawn investment and redevelopment interest.

Connectivity is a challenge in this station area, especially for pedestrians and cyclists. Although the commercial centers are within walking distance from the proposed station, inadequate pedestrian facilities and the lack of pedestrian-scaled urbanism can reduce the desirability of walking in Miami's climate.

5.2.1 STATION AREA CONTEXT

Land Use

The highway, with its bridges and looping ramps takes up nearly a quarter of the land within this station area, dividing the area into two distinct districts. In the north, Dolphin Mall, International Mall, their outparcels, and surface parking areas occupy the majority of land. Florida Department of Transportation (FDOT) District 6 headquarters is situated to the west of the highway exit ramp,

and south of the CSX railroad. Large Vacant land parcels are also located the west of NW 107th Avenue, taking up about 20% of the total station area, including a 50-acre parcel that stretches between NW 111th Avenue, NW 107th Avenue, NW 12th Street, and NW 14th Street. The remaining north half of the station area includes smaller industrial and office uses like public storage and Adler Realty Services.

All residential uses within the station area are on the south side of Dolphin Expressway, consisting of medium-density multi-family communities with private green spaces, such as the Laguna Club Condominium, and low-density single-family houses like Fairway Lake Village. Enclosed by the residential neighborhoods, Lennar Corporation holds the most significant office property within half-mile from the station, fronting NW 107th Ave.

Figure 5-1: NW 107TH AVENUE STATION AREA ZONING MAP

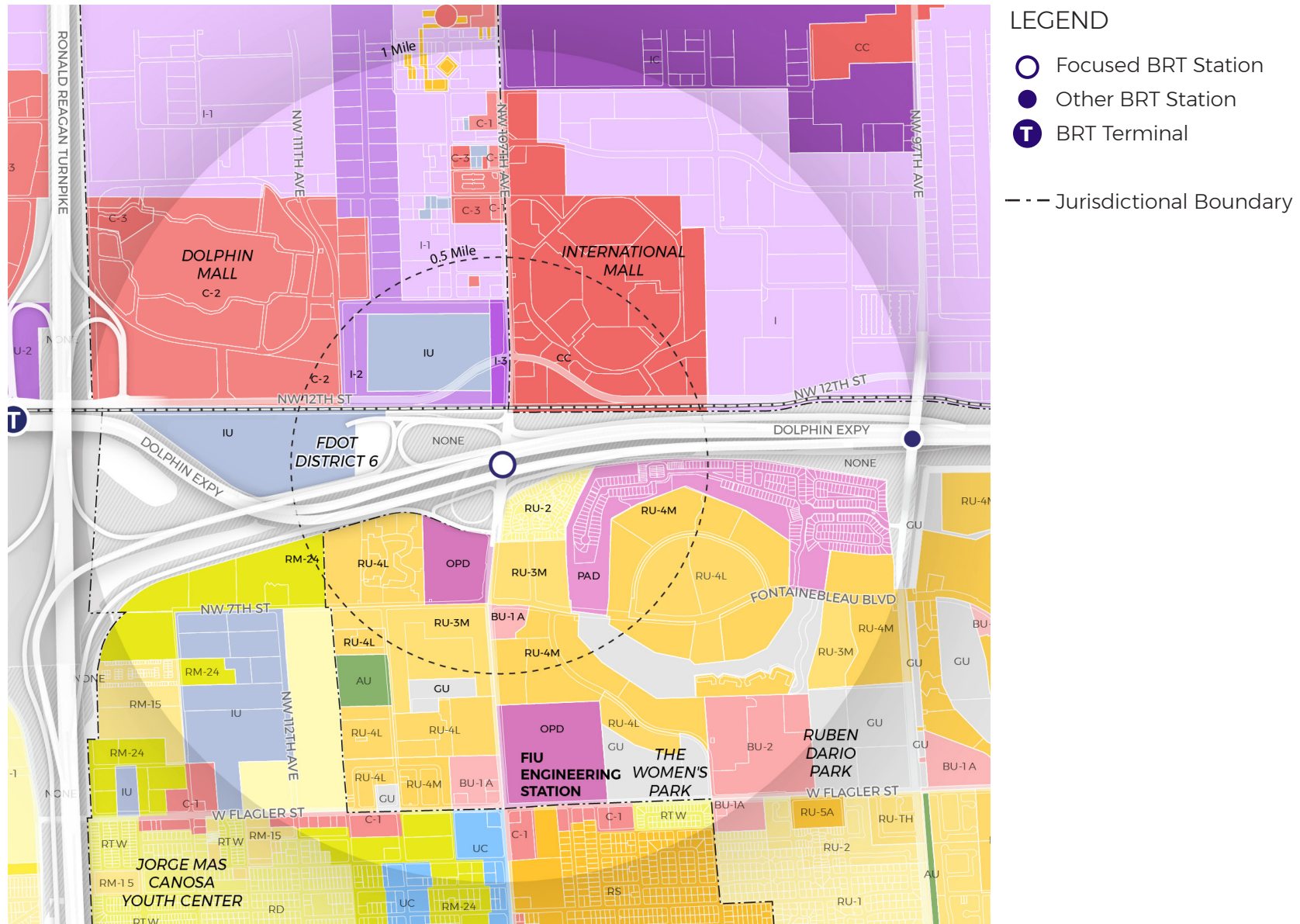


Table 5-1: NW 107TH AVENUE STATION AREA ZONING

Jurisdiction	Zoning	Description	Percentage Share within 1/2 Mile
Miami-Dade County	BU-1A	Business District, Limited	0.9%
	GU	Interim District-Uses	0.9%
	PAD	Planned Area Development	6.9%
	OPD	Office Park District	3.9%
	RU-2	Minimum Apartment House	3.2%
	RU-3M	High Density Apartment House District	8.4%
	RU-4L	Limited Apartment House District	8.1%
	RU-4M	Modified Apartment House District	7.9%
	NONE	Right of Way	8.6%
City of Doral	CC	Corridor Commercial District	16.3%
City of Sweetwater	C-2	Special Commercial District	1.3%
	I-1	Industrial Light Manufacturing District	2.7%
	I-2	Industrial Heavy Manufacturing District	4.5%
	I-3	Industrial Conditional District	1.5%
	IU	Interim Use District	10.6%
	RM-24	High Density Multifamily Residential District	0.3%
	NONE	Right of Way	14.0%

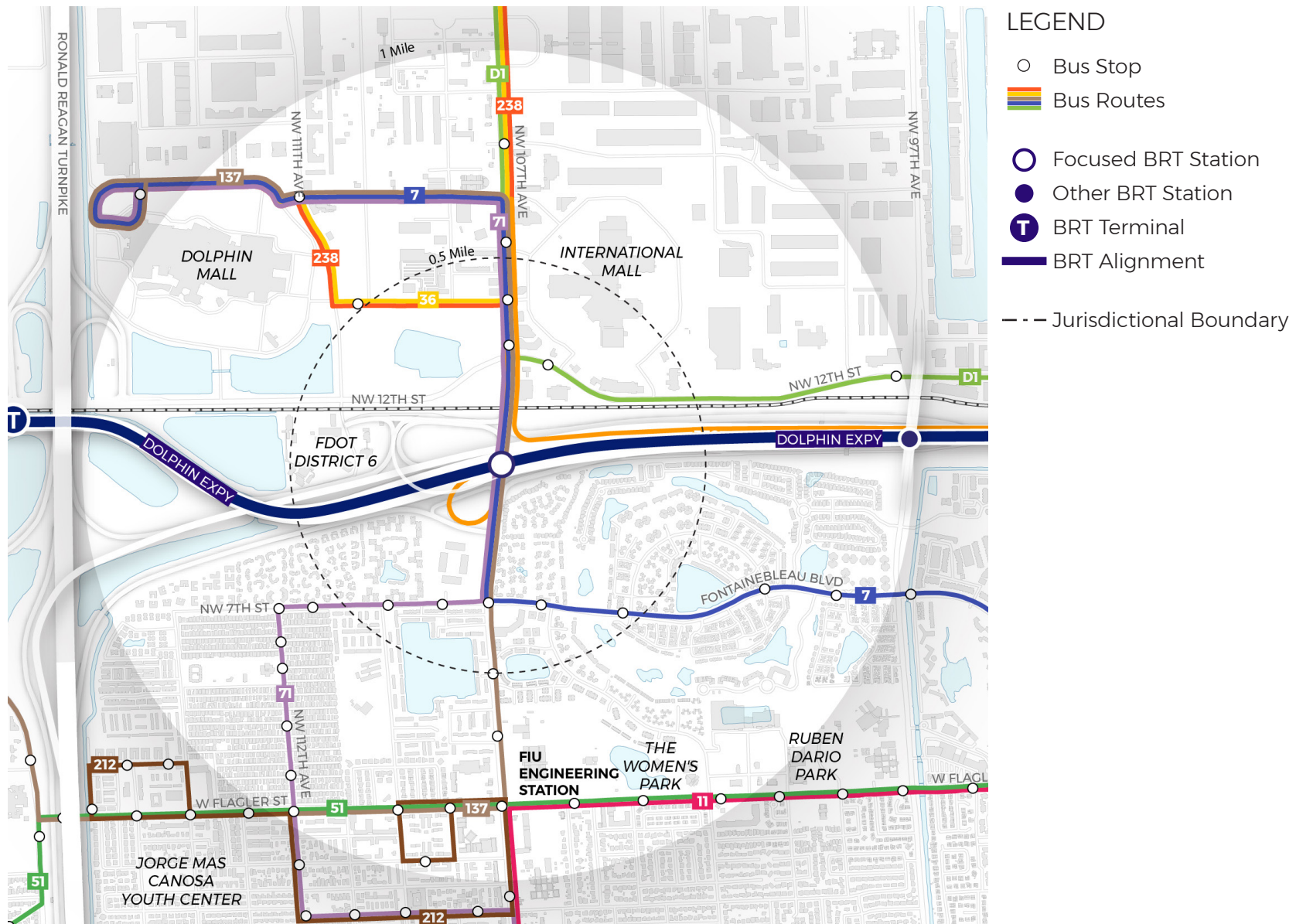
Zoning

The NW 107th Avenue station area zoning generally reflects the current and future land use. The detailed zoning categories vary among municipalities. Figure 5-1 and Table 5-1 on the left show the zoning map and zoning district descriptions in the station area grouped by municipalities. Corridor Commercial Districts are clustered in the northeast where the international mall and other strip malls sit. Residential districts are all zoned to the south of SR-836, including two-family residential (RU-2) and apartment houses with different requirements (RU-3M, RU-4M, RU-4L). The government property and the central part of the vacant land are zoned for Interim District-Uses in Sweetwater, the allowed uses of which mainly include single-family residential. The area on the periphery of the largest vacant parcel is zoned as heavy manufacturing and conditional industrial area. In order to utilize the vacant land for TOD, zoning amendments is recommended to allow denser development and mix of uses.

FEMA Flood Zone and Stormwater

About half of the station area falls in the 100-year floodplain delineated by FEMA in 2015. Most is along the Dolphin Expressway, to the west of NW 107th Avenue, or around existing retention ponds, including the vacant site next to the new transit station with the largest retention pond in the NW 107th station area. The rest is covered the 500-year flood zone. On-site ponding remains an issue with pools of water spread around the region. Green infrastructure with open space accommodating the existing retention ponds is key to enhancing resiliency in the area.

Figure 5-2: NW 107TH AVENUE STATION AREA TRANSIT ELEMENT MAP



5.2.2 CONNECTIVITY

NW 107th Avenue, an eight to ten lane wide arterial, serves as the only north-south connection within the station area. The avenue provides a significant link between the cities of Doral and Sweetwater in the north with the residential neighborhoods and Florida International University (FIU) in the south. The Dolphin Expressway crosses over 107th Avenue with three bridges and interchanges with NW 107th Avenue through a loop ramp on each side. This grade-separated highway junction keeps a distance of up to 1,600 feet between neighborhoods on either side, and poses a remarkable challenge to the accessibility of the proposed transit station. Additionally, the east-west CSX cargo railroad and the lack of pedestrian and bike infrastructure exacerbate connectivity issues and might further limit access to transit systems.

Transit Network

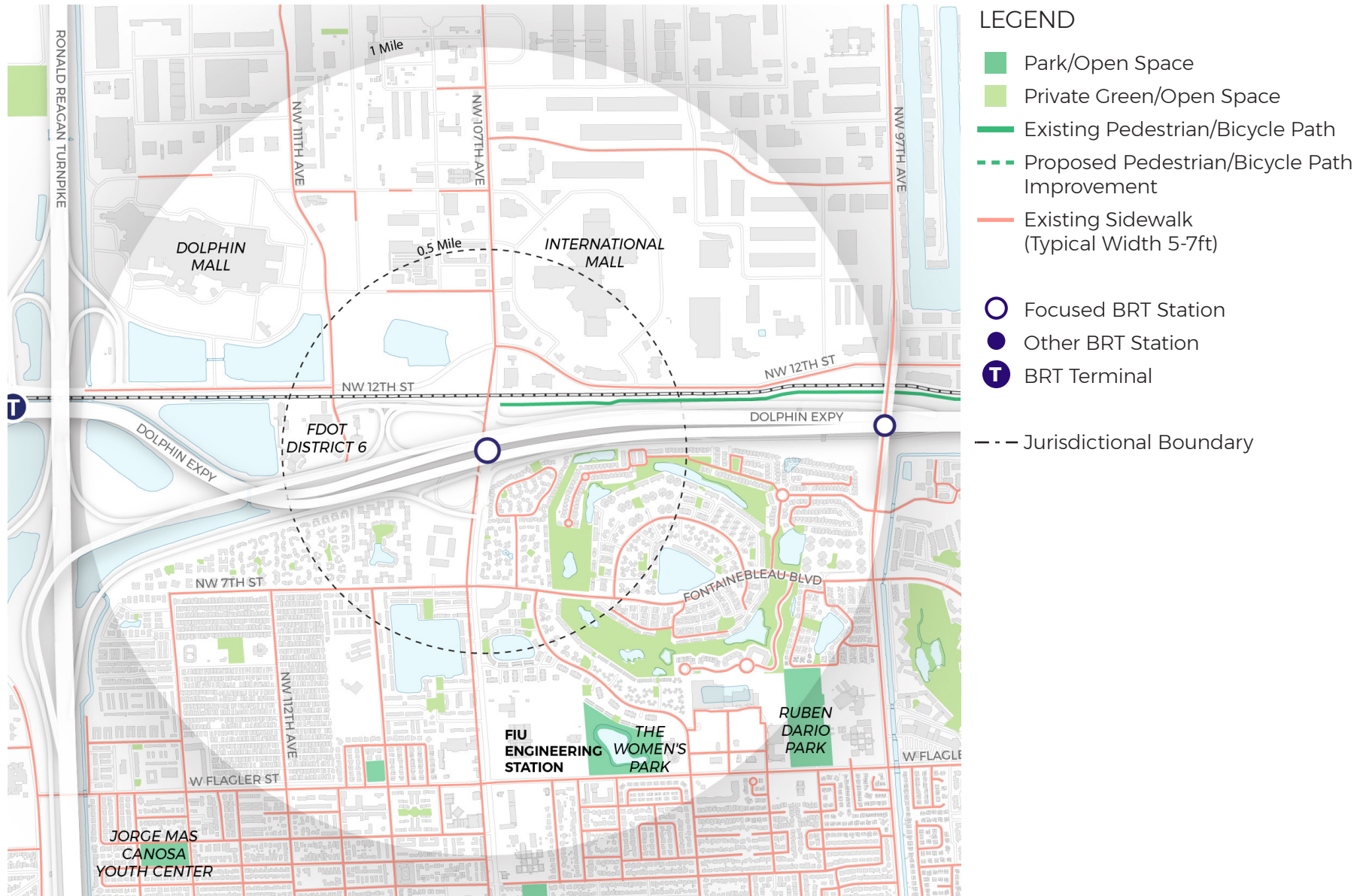
As shown in Figure 5-2, NW 107th Avenue station area contains the following transit routes:

- DTPW Metrobus Route 7 – stops at NW 12th Street, NW 14th Street and NW 107th Avenue. This route operates between Dolphin Mall station and NE 1st Avenue.
- DTPW Metrobus Route 36B Dolphin Mall – stops at NW 14th Street and NW 107th Avenue: This route operates from Dolphin Mall to NE 33 Street & Biscayne Boulevard.
- DTPW Metrobus Route 71 – stops at NW 107th Avenue and NW 12th Street, NW 7th Street and 108 Block, NW 7th Street and NW 109th Avenue: This route operates between Dolphin Mall station and Miami Dade College Kendall Campus.
- DTPW Metrobus Route 137 West Dade Connection – stops at NW 14th Street, NW 12th Street, Fontainebleau Boulevard along NW 107th Avenue. This Route operates between Dolphin Mall and

SW 211 Street and Southland Mall and serves Tamiami, Kendale Lakes, and Miami Executive Airport.

- Doral Trolley Route 1 – stops at NW 14th Street, NW 12th Street and NW 107th Avenue, TD Bank, Esserman Acura. This route operates between Autonation Chevrolet Doral (NW 89th Ct and 12th Street) and Ibis Villas Station (NW 88th Terrace in Medley).
- Doral Trolley Route 4 - stops on NW 107th Avenue at NW 14th Street and, NW 12th Street. This route operates between Midtown Doral (NW 90th Street and 107th Avenue) and Florida FIU.

Figure 5-3: NW 107TH AVENUE STATION AREA BICYCLE/PEDESTRIAN CONNECTIVITY MAP



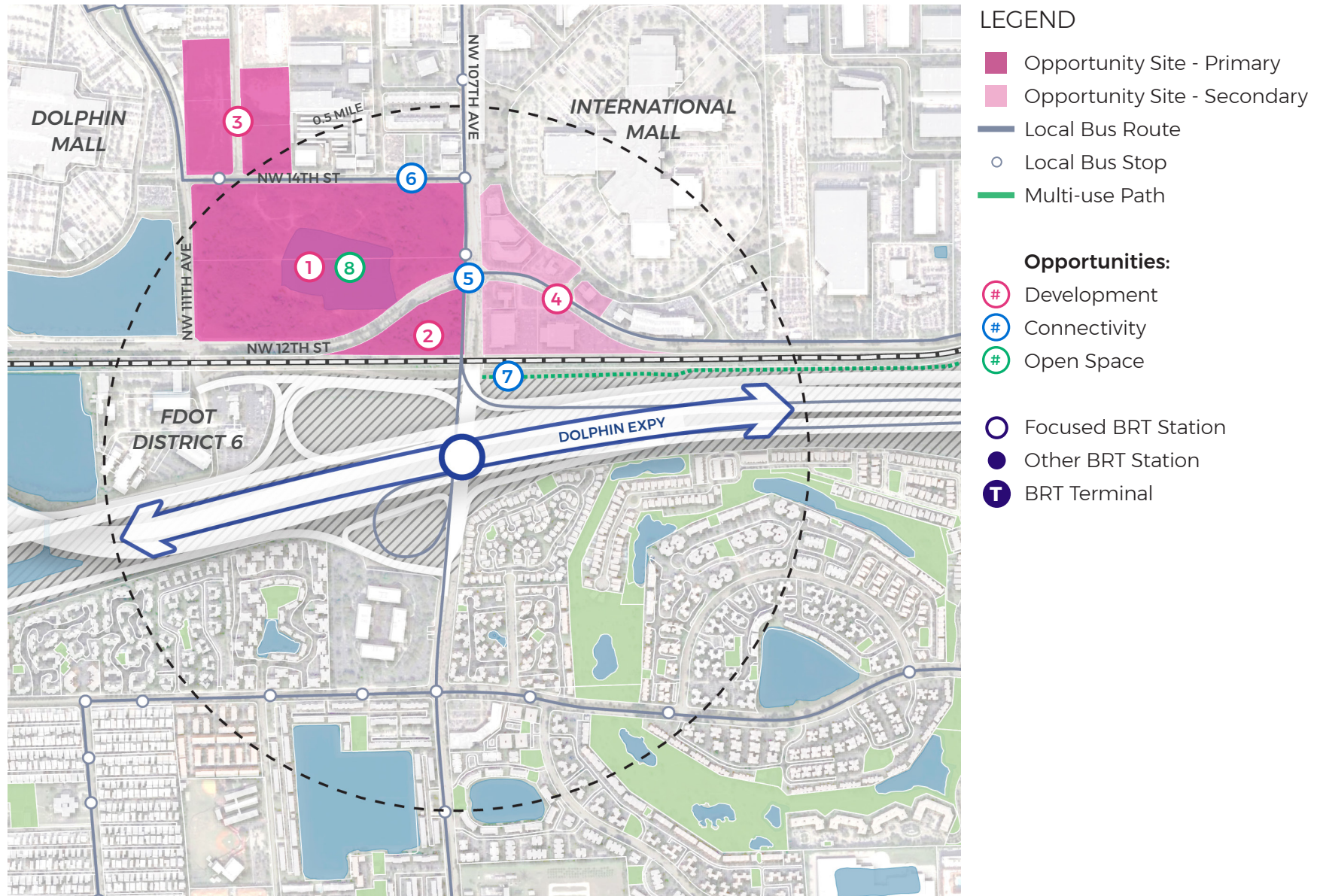
Pedestrian/Bicycle Connectivity

The new transit station location at the interchange of SR836 and NW 107th Avenue has a significant impact on the north-south pedestrian connectivity within the station area. There is about 3,000-foot distance between the two closest access roads to neighborhoods on either side of the highway, an approximately 10-minute walk along NW 107th Avenue and crosses the expressway under the bridges. NW 107th Avenue, the only north-south connection, merely has a 6-foot wide sidewalk on one side of the roadway. Similar sidewalk conditions can be found in other collector roads in the station area.

The distinctive characteristics of the north and south also lie in the roadway networks. The auto-centric northern neighborhoods have few and fragmented pedestrian walkways, leaving no east-west pedestrian connection across NW 107th Avenue. The Kitty Roedel trail, a 10-foot wide multi-use path runs in between the CSX rail and the highway and ends on the east side of the avenue. Likewise, the sidewalk along NW 12th Street does not extend west beyond the NW 107th Avenue intersection. To the south of SR836, while the single-family houses are linked by driveways with limited pedestrian connections, sidewalk connections are mostly continuous along collector roads and some of the residential roads.



Figure 5-4: NW 107TH AVENUE STATION AREA OPPORTUNITIES AND CONSTRAINTS



5.2.3 OPPORTUNITIES

The NW 107th Avenue station area is located adjacent to a future metropolitan urban center as defined in the County's Comprehensive Development Master Plan (CDMP). Along with the future transit line station, the area is planned to have access to mass transit, multimodal facilities, and well connected roadway networks. Several opportunities are identified in the station area, including but not limited to:

- ① The vacant site which stretches between NW 107th Avenue and NW 111th Avenue is about 50 acres large and is designated for business and office uses in the CDMP. This is identified as one of the primary development sites.
- ② The smaller land parcel bounded by NW 12th Street, NW 107th Avenue and the railroad is the closest vacant land to the new transit station, also designated for business and office uses in CDMP. With the future station, this site can be optimized and developed into the highest and best use.
- ③ The vacant parcels are clustered in the north and can be aggregated to a larger land property for additional development.
- ④ The northeast corner of the station is dominated by one-story retail buildings mostly from the 1980s and early 1990s. These sites have the potential to be redeveloped in the long term, and can form a transit gateway with the neighboring development site as a part of a larger TOD vision.
- ⑤ The identified development sites are situated by the intersection of two arterial roads, NW 107th Avenue and NW 12th Street, linking the station area to the nearby employment centers, residential neighborhoods, and the Dolphin station on the west.
- ⑥ The NW 14th Street runs in between the identified development sites and links straight to the Dolphin Mall on the west and International Mall on the east.
- ⑦ Kitty Roedel Bicycle Path starts at NW 107th Avenue and extends to the east providing the only off-street pedestrian/bike connection in the station area. The path could be connected and incorporated to establish a pedestrian priority network and enhance multimodal connectivity in the station area.
- ⑧ The abundance of vacant land within the station area not only supports potential development, but also provides a possibility to include a major, public green space, which is absent in the station area, and integrate the existing retention pond.



5.3 NW 97TH AVENUE STATION

The NW 97th Avenue Station is proposed on Dolphin Expressway under the NW 97th Avenue overpass, adjacent to an industrial and commercial employment center in Doral. This neighborhood in the north of the station area retains a strong industrial personality. It contains large lot car dealerships and surface parking lots for vehicle storage near the intersection of NW 107th Avenue and NW 12th Street, to name a few, Ocean Mazda, Doral Toyota, and CarMax. The neighborhood also provides low-intensity manufacturing jobs and services in the older industrial and retailing district in the northeast corner of the station area, situated next to a large retention pond with canals extending to manufacturing areas further north. Fontainebleau neighborhood borders the station in the south and contains predominantly residential with private green spaces and small, sporadic water bodies. The NW 97th Avenue bridge provides the only connection for both vehicles and pedestrians from the neighborhoods to the transit station.

5.3.1 STATION AREA CONTEXT

Land Use

The station area is separated into two contrasting neighborhoods by SR-836 with a right of way that accounts for about 21.5% of the half-mile buffer area around the station. The northern portion of the station area lies within the City of Doral, and is entirely industrial land use. The northeast corner of the station area is designated as a "Community Mixed-Use" opportunity area in the City of Doral Comprehensive Plan.

A large part of the existing light industrial district was built in the 1970s and 1980s. Tenants include freight services, wholesalers,

and equipment suppliers such as Bulbtronics, US Ophthalmic, and Rozen International Marine Supply. Car dealerships are the primary commercial use to the northwest of the station area, often with large surface parking lots fronting 12th street. Dealerships include Doral Toyota, CarMax, and Ocean Mazda, which built a new three-story parking garage in 2019. The vacant land along NW 97th Avenue in the north is already targeted for industrial development.

The area south of Dolphin Expressway is primarily multi-family residential apartment complexes like Doral View and Bleu Fontaine Community. A high-density development, Fontainebleau Milton Apartments, is located at the northeast corner of the intersection of 97th Avenue and Fontainebleau Boulevard. The majority of the development consists of 6-story apartment buildings, with one building reaching 19 floors. The remaining residential area is characterized by low-density, single-family houses and townhomes. While most apartment complexes and developments have their main entrances facing Fontainebleau Boulevard, Doral View and the single-family communities are accessed from 97th Avenue.

Figure 5-5: NW 97TH AVENUE STATION AREA ZONING MAP

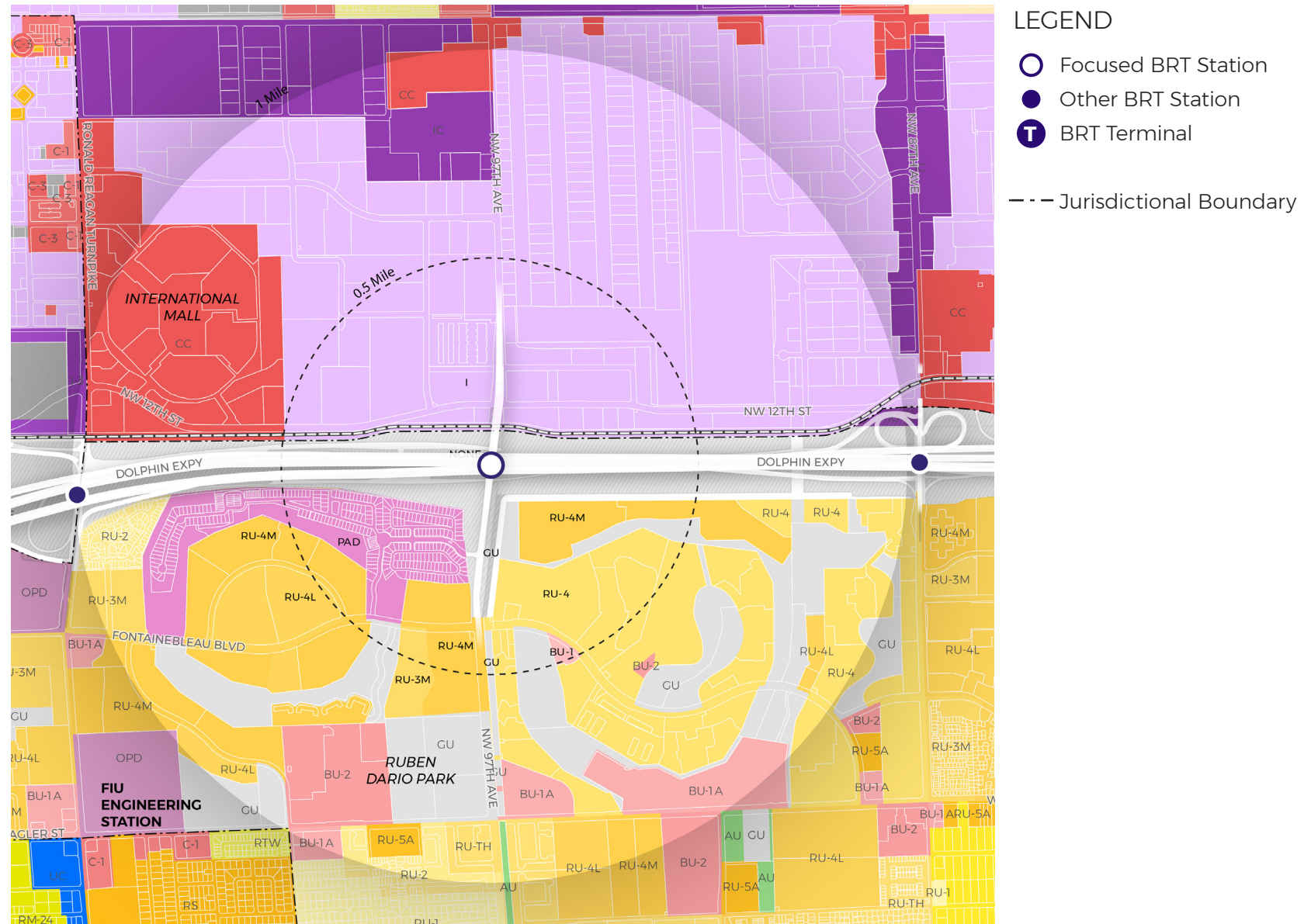


Table 5-2: NW 97TH AVENUE STATION AREA ZONING

Jurisdiction	Zoning	Description	Percentage Share within 1/2 Mile
Miami-Dade County	BU-1	Business District, Limited	0.3%
	GU	Interim District-Uses	4.3%
	PAD	Planned Area Development	10.2%
	RU-3M	Minimum Apartment House	0.6%
	RU-4	High Density Apartment House District	10.7%
	RU-4L	Limited Apartment House District	0.1%
	RU-4M	Modified Apartment House District	11.0%
	NONE	Right of Way	21.5%
City of Doral	I	Industrial District	41.2%

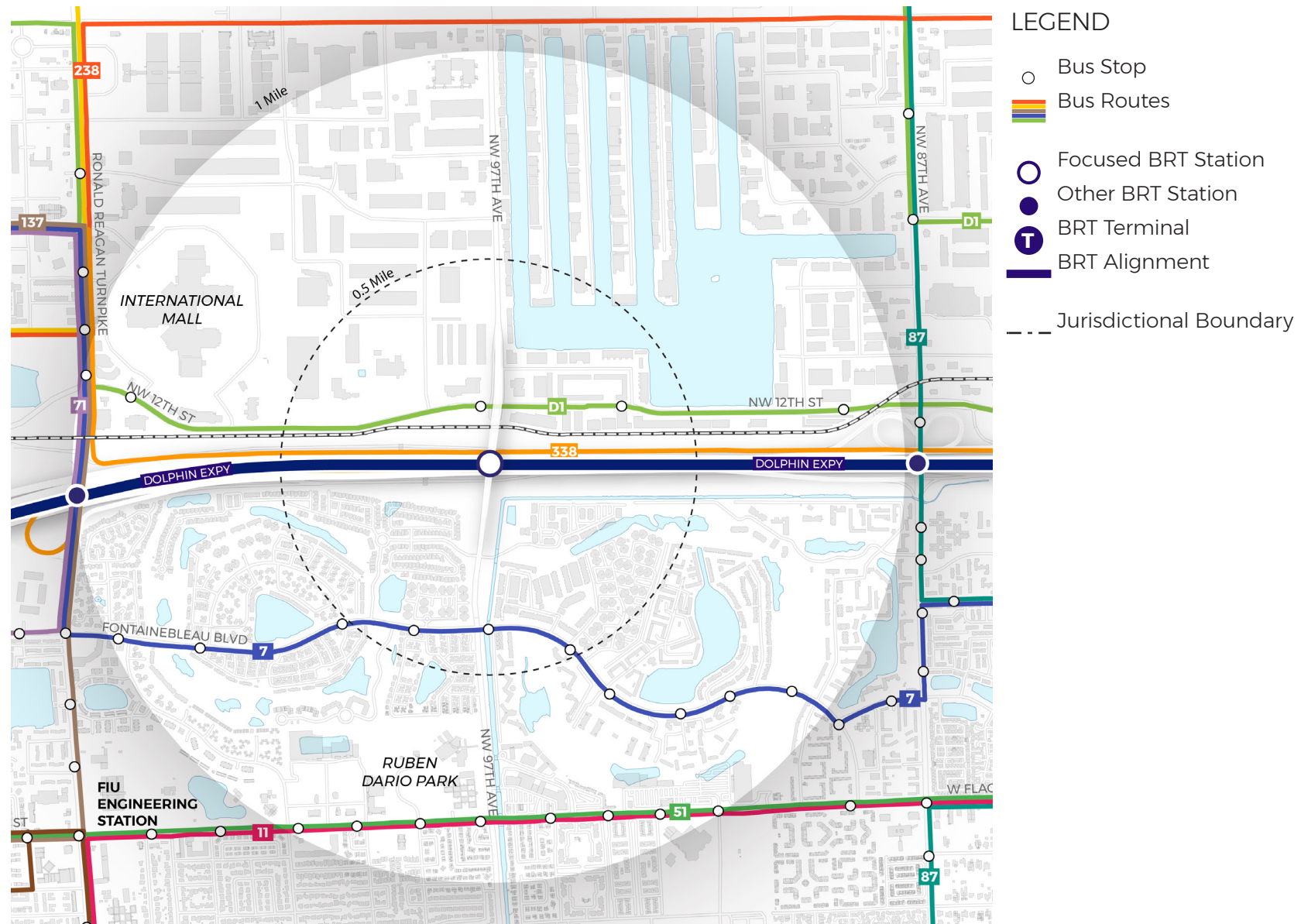
Zoning

Figure 5-5 and Table 5-2 on the left show the 97th station area zoning and percentage share for each zoning district. The land parcels in Doral within a half-mile to the station are all zoned as industrial, taking up about 41.2% of the entire station area. The zoning regulations in the Doral industrial district support and encourage a mix of uses. It allows residential uses, which may consist of live/work components. Other permitted uses include professional offices, warehouses, retail and services, restaurants, educational facilities, indoor farms, and recreational facilities with specified requirements. To the south of the highway, the low density, single-family community in the southwest quadrant is zoned as a Planned Area Development (PAD) with flexibility in planning, design, and development. The rest of the station area is in residential zones RU-3M, RU-4M, and RU-4.

FEMA Flood Zone and Stormwater

Most of the NW 97th Avenue station area falls in the flood zone with a 1 percent annual chance of flood events, especially the northern half. The rest of the station area is in the 0.2-percent-chance flood zone, identified by FEMA in 2015. Permeable open spaces with green infrastructure is essential to the resiliency of the entire station area, but particularly important for the industrial district that borders a large retention pond.

Figure 5-6: NW 97TH AVENUE STATION AREA TRANSIT ELEMENT MAP



5.3.2 CONNECTIVITY

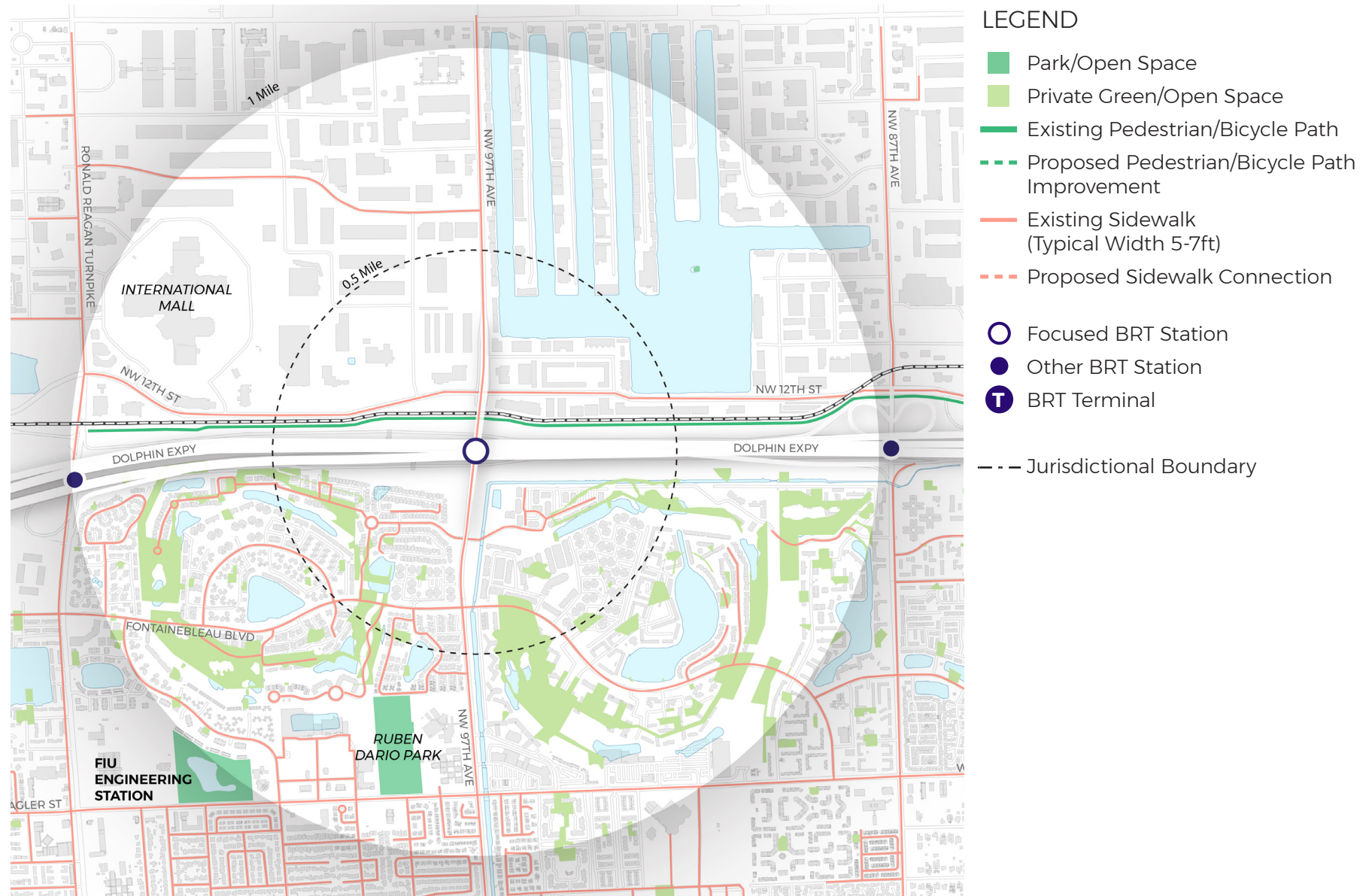
The NW 97th Avenue station area is served by two principal arterial roads: NW 12th Street, which runs east-west to the north of the highway, and NW 97th Avenue, which runs north-south and spans over the Dolphin Expressway, the CSX rail tracks, NW 12th Street, and lands at NW 13th Street. The NW 97th Avenue overpass, with a 10 feet wide sidewalk on one side, is the only north-south connection for vehicles or pedestrians within a mile, and will provide a vertical pedestrian connection to the new transit station located in the median of SR-836. The bridge links the industrial districts in Doral to Fontainebleau Boulevard, which serves as a collector roadway for the residential roads in the neighborhood of Fontainebleau. Meanwhile, NW 12th street and Fontainebleau Boulevard provide the primary east-west connections in the station area with continuous sidewalks and Metrobus lines. Existing and proposed pedestrian connections are illustrated in Figure 5-6.

Transit Network

Figure 5-6 shows the following transit routes, which currently make stops within the NW 97th Avenue station area:

- DTPW Metrobus Route 7 – makes four stops in the station area along Fontainebleau Boulevard: This route operates between Dolphin Mall station and NE 1th Avenue and NE 4th Street station.
- Doral Trolley Route 1 – stops at Toyota Of South Florida at 12th Street and 97th Avenue, and Cafe Lago at 12th Street and 93th Court: This route operates between Autonation Chevrolet Doral and Ibis Villas Station. It also serves International Mall to the west.

Figure 5-7: NW 97TH AVENUE STATION AREA BICYCLE/PEDESTRIAN CONNECTIVITY MAP



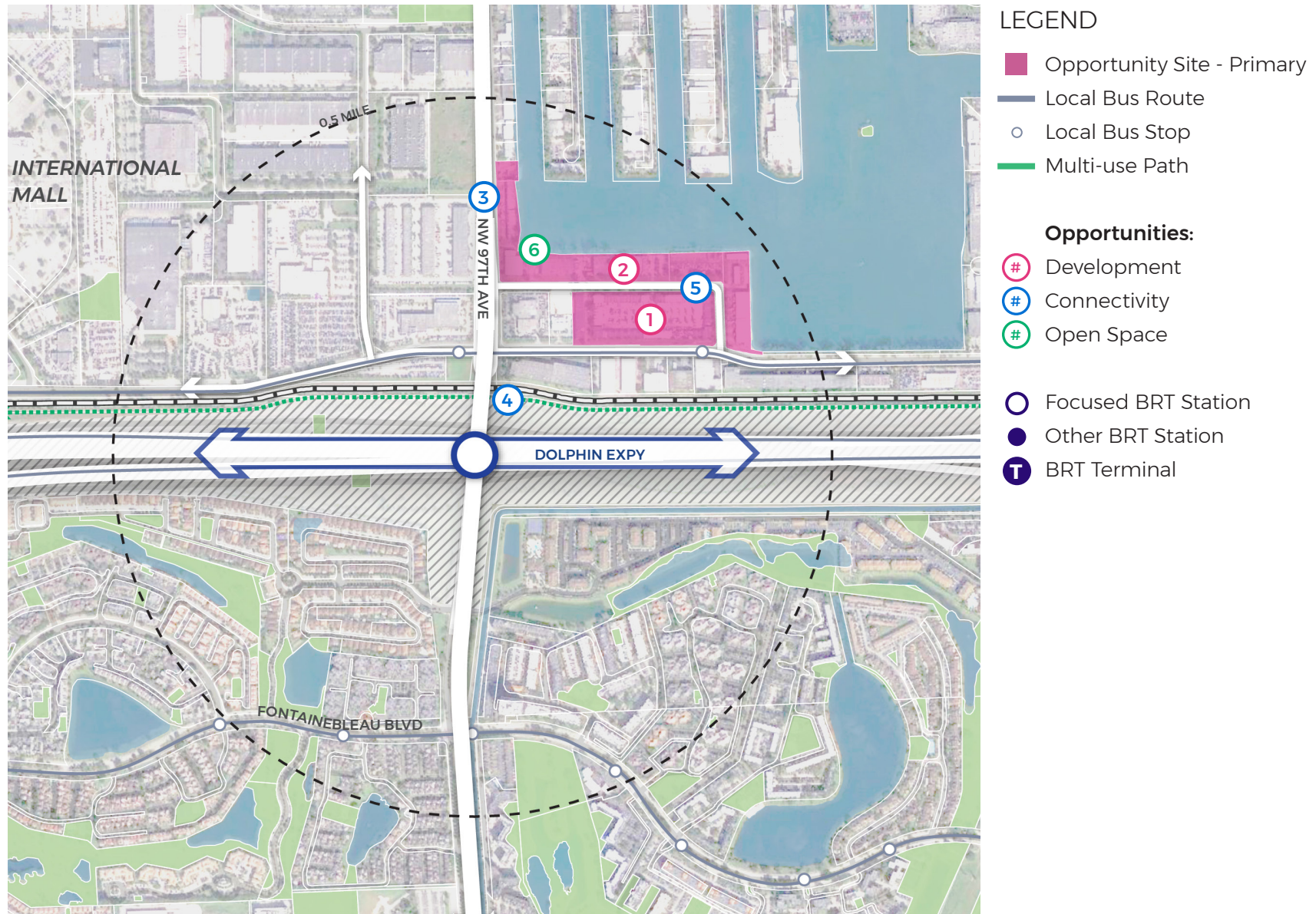
Pedestrian/Bicycle Connectivity

The location of the proposed station in the median of the highway, under the NW 97th Avenue overpass, presents a challenge to create pedestrian and bicycle connections with the surrounding neighborhoods, as vertical connections will be necessary to link the transit station to the bridge 60 feet above grade. NW 97th Avenue has an existing 10-foot wide, fenced sidewalk on the west side along a 2,400-foot bridge span, which presents an additional challenge for access to the neighborhoods on the east side of 97th Avenue. The pedestrian crossing at the bridge landing is critical to the overall walkability and pedestrian safety in the station area. The Kitty Roedel Trail, located between the CSX railroad and the highway, provides limited connectivity because it lacks a connection to nearby neighborhoods.

The industrial district in the station area is heavily auto-oriented, with significant areas used for parking, loading, and access to surface parking lots. This area provides minimum sidewalk infrastructure along NW 97th Avenue and NW 12th Street. In contrast, the residential district in the south offers sidewalks on all the streets with main entrances to the residential complexes.



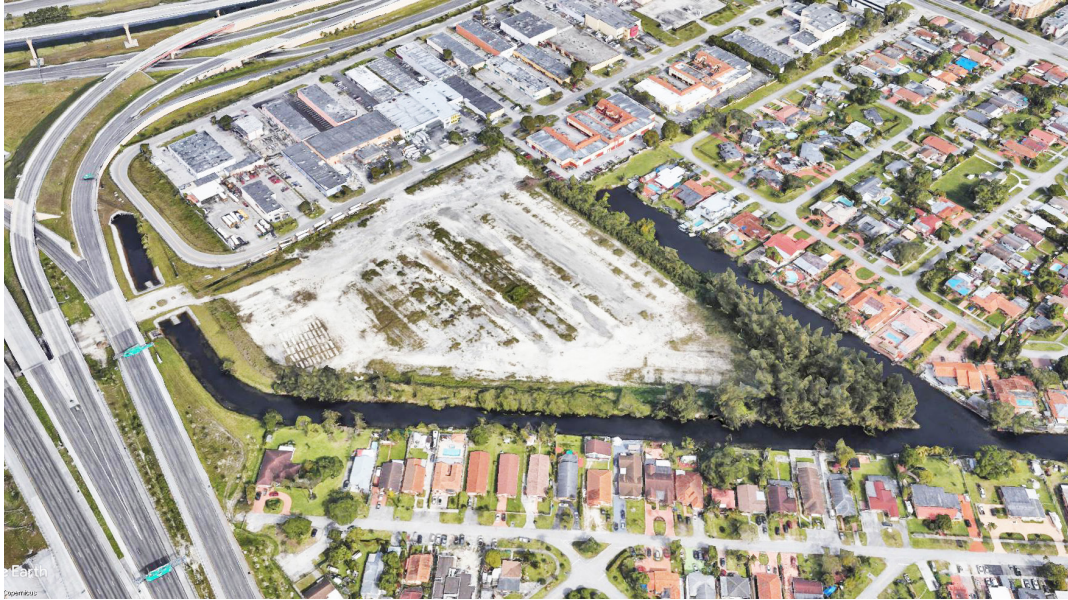
Figure 5-8: NW 97TH AVENUE STATION AREA OPPORTUNITIES AND CONSTRAINTS



5.3.3 OPPORTUNITIES

The NW 97th Avenue station is located near an area designated by the Doral Comprehensive Plan as a Community Mixed-Use Opportunity Area, in the northeast quadrant of the station area. The existing neighborhood serves as an employment center with an abundance of industrial land that accommodates automotive services, supply stores, warehouses, and a car dealership. The identified opportunities in this station area include:

- ① The land parcel bounded by NW 13th Street and NW 12th Street is currently occupied by ample surface parking encircled by two-story light manufacturing buildings from the early 1970s. This site will become one of the most valuable properties due to proximity to the new transit station, with the potential to support innovative industrial redevelopment that can be a catalyst for the adjacent manufacturing areas.
- ② The area adjacent to the retention pond is also dominated by light manufacturing buildings and warehouses built nearly four decades ago. The site can be redeveloped as a part of a new, more dense live-work neighborhood that retains and attracts more manufacturing jobs and provides recreational spaces for residents of the new waterfront residences.
- ③ The waterfront area is directly connected to the landing of NW 97th Avenue bridge which is the only existing connection in the station area from the neighborhood south of the expressway. Thus, this is an important entrance to the community on the east of the bridge, especially when the new station brings more transit users.
- ④ The Kitty Roedel Bicycle Path traverses east-west through the NW 97th Avenue station area. However, there isn't any existing access from the path across the railroad to the adjacent neighborhoods. A vertical connection between Kitty Roedel and the highway bridge will be able to link the middle of the recreational path to the roadway network.
- ⑤ NW 13th Street is a bidirectional street that feeds into NW 12th Street and NW 97th Avenue near the bridge landing and passes between the identified development sites. The street will be a suitable location for key retail frontages to promote a signature brand for the neighborhood and provide enhanced walkability.
- ⑥ The adjacency to the water can be leveraged to create a waterfront park wrapping along the edge of the opportunity site. It can potentially turn the retention pond into a valuable public asset with neighborhood amenities and green infrastructure.



5.4 NW 7TH STREET STATION

The NW 7th Street Station is proposed along Ralph Renick Way (also known as a portion of NW 7th Street) to the east of the Palmetto Expressway, surrounded by light industrial and low-density residential neighborhoods. An underpass extension is now under construction and will connect NW 7th Street to the west side of SR-826. The new connection will provide direct access from the station to shopping centers such as the Mall of Americas, Costco, and Home Depot as well as the multifamily neighborhoods north of NW 7th Street. The proposed transit station is located on vacant land which is owned and operated by FDOT, and currently being used as a staging area for the construction of the I-395 Signature Bridge. However, considering the close proximity to the new station and the neighboring residential districts, there's an opportunity to leverage the underutilized parcel and create a valuable transit-oriented mixed-use neighborhood.

5.4.1 STATION AREA CONTEXT

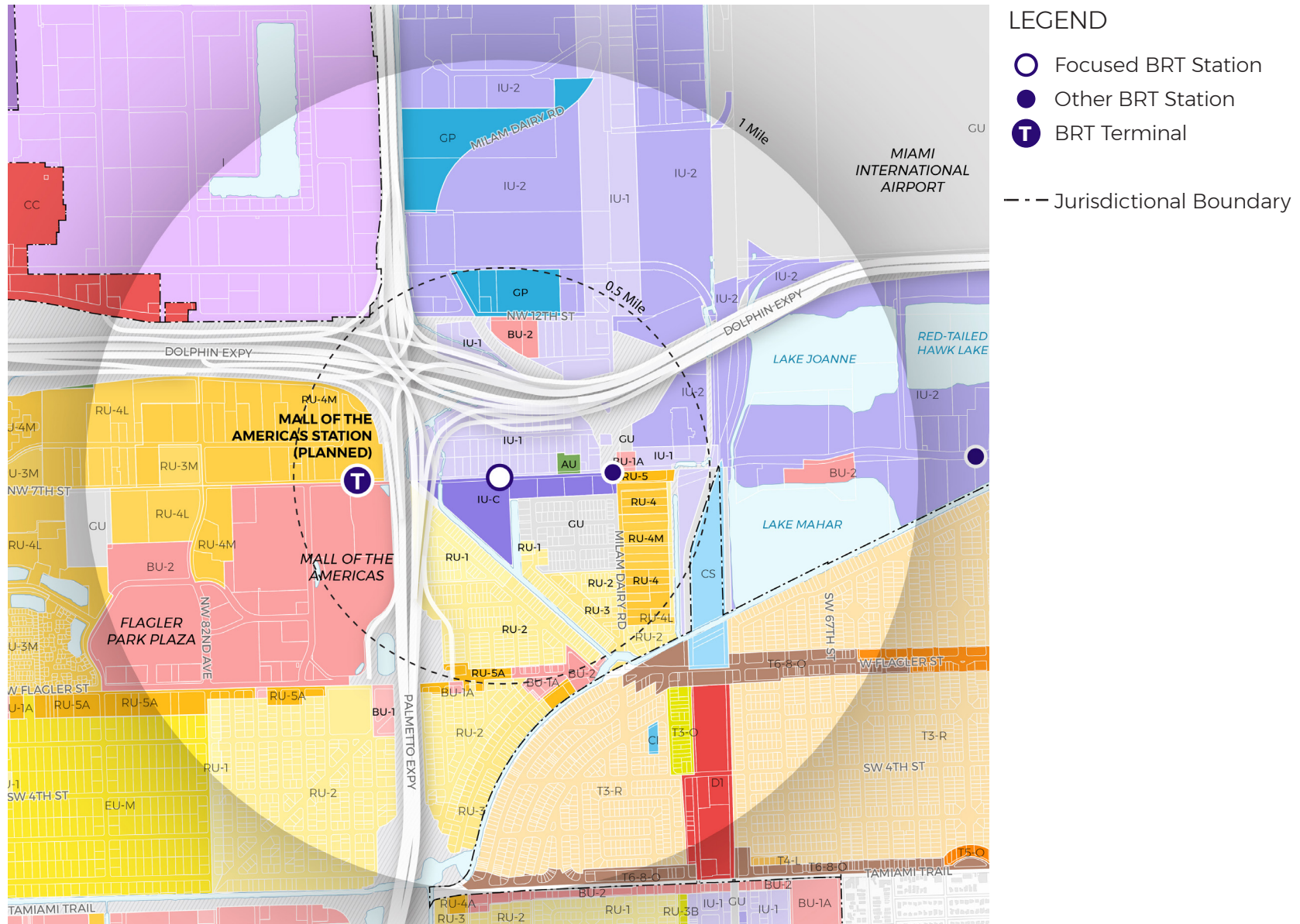
Land Use

The NW 7th Street station area is divided into three portions by Dolphin Expressway and Palmetto Expressway. The northern part contains mainly industrial uses, and the western part includes multifamily neighborhoods and commercial land with limited development opportunities. The southeastern section, where the new transit station is located, contains a wedge-shaped vacant lot on the south side of NW 7th Street which is approximately 12-acres, making it an attractive location for TOD.

The wedge-shaped vacant land is bordered by on the west, south, and east edge by a canal roughly 60-feet wide. Single-family

buildings occupy the neighborhoods on the other side of the canal with private backyards. The northern edge of the vacant site is about 750-feet long, directly fronting the NW 7th Street. The remaining area around the station consists of light industrial uses and small offices largely built during the 1970s and 1980s, and a strip of apartment buildings on the east side of Milam Dairy Road.

Figure 5-9: NW 7TH STREET STATION AREA ZONING MAP



LEGEND





-  Focused BRT Station
-  Other BRT Station
-  BRT Terminal
-  Jurisdictional Boundary

Table 5-3: NW 7TH STREET STATION AREA ZONING

Jurisdiction	Zoning	Description	Percentage Share within 1/2 Mile
Miami-Dade County	AU	Agricultural/Residential	0.4%
	BU-1A	Business District, Limited	0.4%
	BU-2	Business District, Special	10.0%
	GP	Government Property	3.2%
	GU	Interim District-Uses	5.7%
	IU-1	Industrial Districts, Light Manufacturing	17.6%
	IU-2	Industrial Districts, Heavy Manufacturing	5.2%
	IU-C	Industrial Districts, Conditional	4.9%
	RU-1	Single Family Residential	3.9%
	RU-2	Two-Family Residential	11.3%
	RU-3	Four-Unit Apartment	1.3%
	RU-4	High Density Apartment	2.7%
	RU-4M	Modified Apartment House	7.4%
	RU-5	Semi-professional Offices and Apartment	0.5%
	RU-5A	Semi-Professional Office	0.7%
NONE	Right of Way	24.6%	
City of Miami	CS	Civic Space Zone	0.3%

Zoning

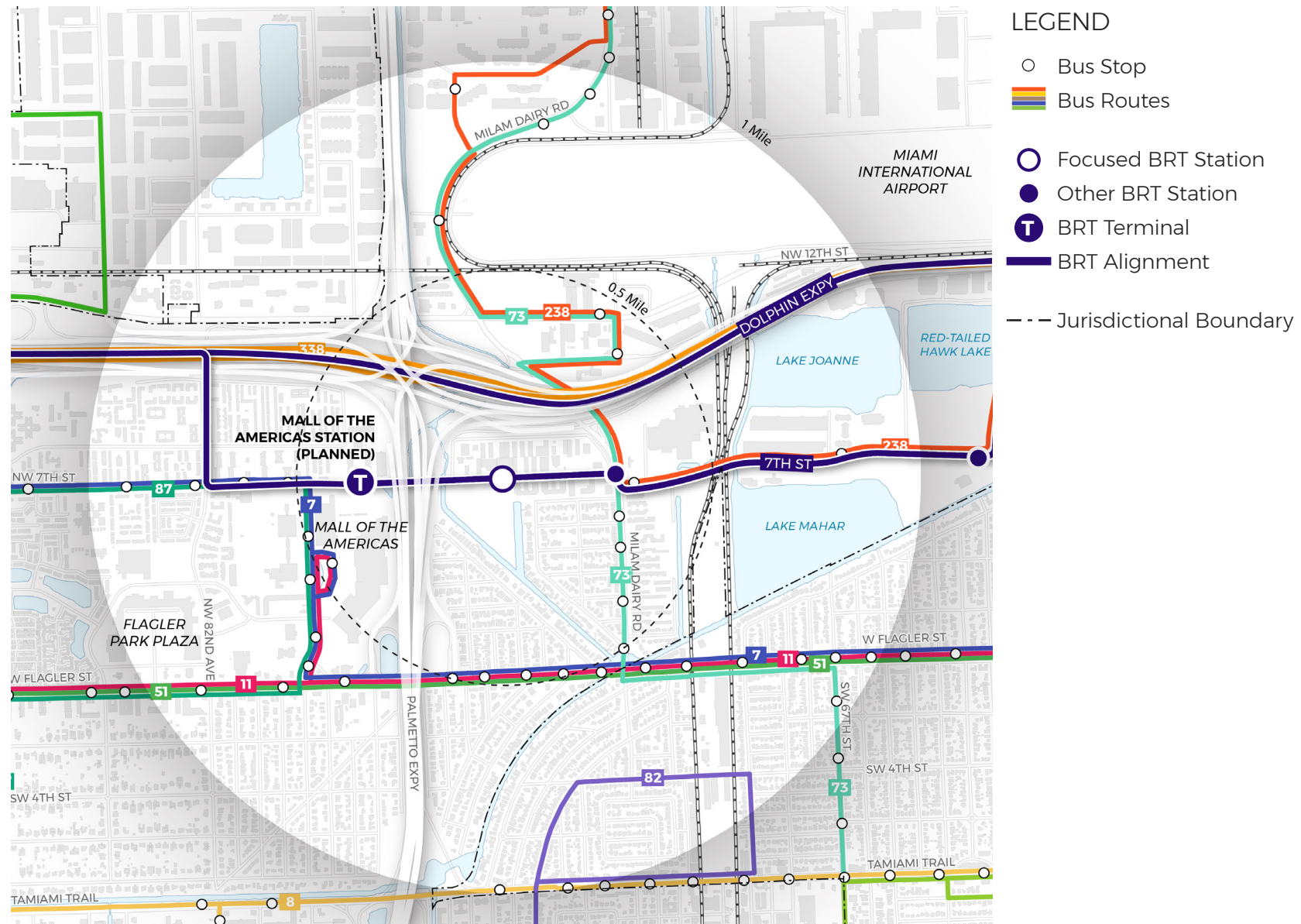
As shown in Figure 5-9 and Table 5-3, the predominant types of zoning in the NW 7th Street station area are residential and industrial. Similar to the rest of the East-West Corridor, residential zones in this station area are located on the south side of Dolphin Expressway. Apartment districts with relatively high densities, such as RU-4 and RU-4M, are planned along Milam Dairy Road and west of Palmetto Expressway. The other residential communities are clustered in between and toward the south of the station area, including single-family, two-family, four-unit apartment, and interim district which allows single-family residences and associated customary uses.

The Industrial zoned area is located north of the residential area described above. Next to the new transit station, the vacant site is zoned as a conditional industrial district where the current permitted uses include wholesale distribution and storage facilities, warehousing, offices, etc. In order to utilize the vacant land parcel for potential TOD to support the upcoming new transit station, zoning changes will be required

FEMA Flood Zone and Stormwater

Most of the western area and a portion of the single-family neighborhood fall within the 100-year floodplain identified by FEMA in 2015. The rest, including most industrial districts and the wedge-shaped vacant land parcel, are in the 500-year flood zone. Permeable surfaces and resilient, open spaces will be crucial for this station area to reduce ponding and protect the neighborhood against water-related events.

Figure 5-10: NW 7TH STREET STATION AREA TRANSIT ELEMENT MAP



5.4.2 CONNECTIVITY

The NW 7th Street Station is situated at the southeast corner of the SR-836 / SR-826 interchange. Milam Dairy Road is a primary north-south corridor and the only connection that crosses under the Dolphin Expressway to link the station area with the area to the north. An underpass beneath the Palmetto Expressway is currently under construction that will connect the station area with the area to the west. Once completed, NW 7th Street will provide direct access to the neighboring residential and commercial districts. A new transit route will operate along the street and connect the site to the entire East-West Corridor. Most of the other roads in the station area are two-lane local roads that serve the residential neighborhoods.

Transit Network

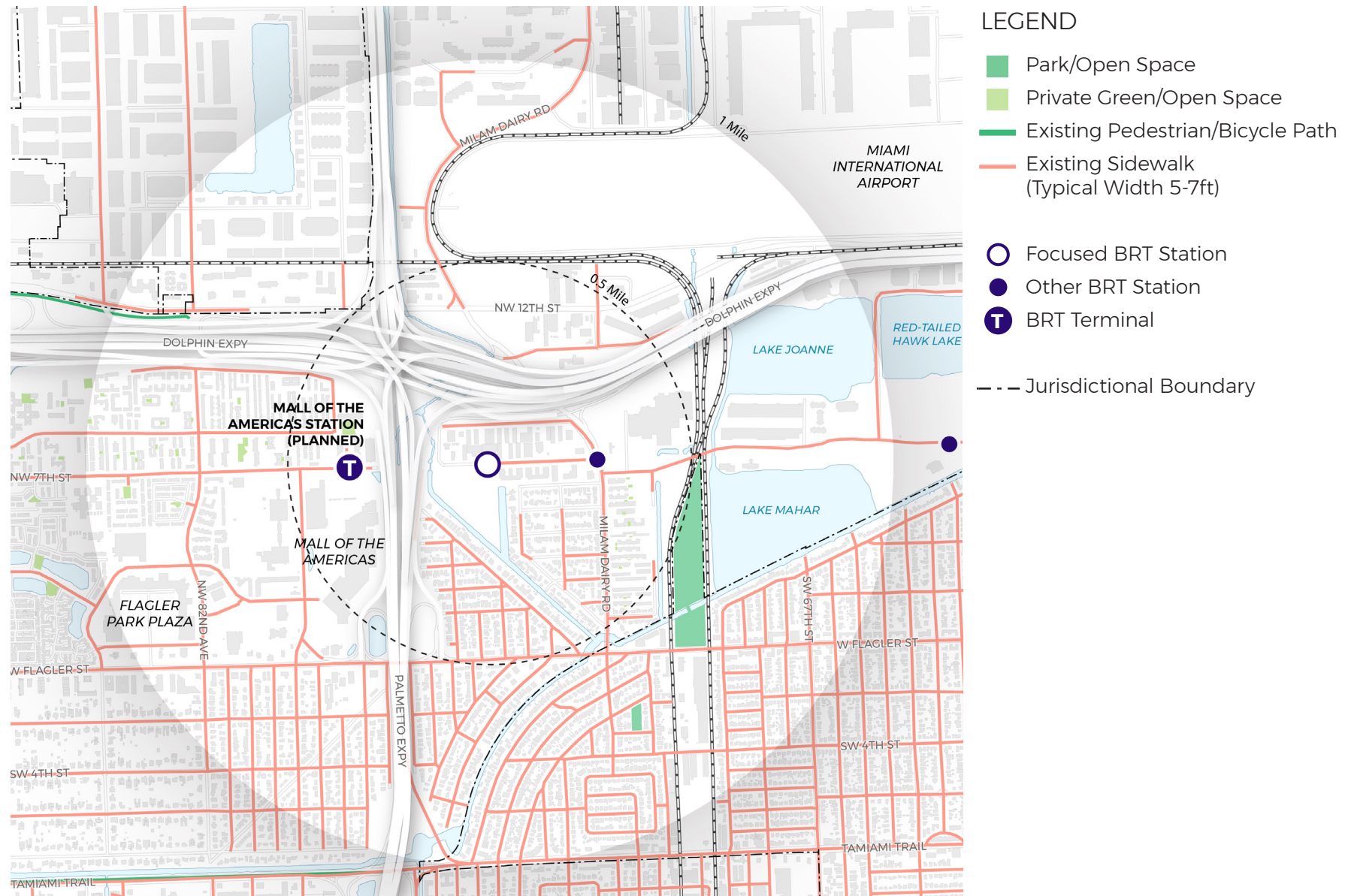
As shown in Figure 5-10, NW 7th Street station area contains the following transit routes:

- DTPW Metrobus Route 7 – makes a stop at Mall of the Americas on NW 79th Avenue within the station area, and along W Flagler Street at NW 76th Avenue, NW 74th Avenue, and NW 73rd Court: this route operates between Dolphin Mall Station and Downtown Miami
- DTPW Metrobus Route 11 – several lines of Route 11 stop in the station area along W Flagler Street at NW 76th Avenue, NW 74th Avenue, NW 73rd Court. One of Route 11 line operates between Mall of Americas and Downtown Miami, other lines operates between Florida International University and Downtown Miami.
- DTPW Metrobus Route 73 – runs north-south and stops at NW 12th Street and NW 72nd Avenue, NW 72nd Avenue and NW 7th Street, NW 72nd Avenue and NW 2nd Terrace in the station area. This route operates between NW 186th Street in the north and

Dadeland South Metrorail Station in the south

- DTPW Metrobus Route 238 – stops at NW 12th Street & NW 72nd Avenue north of the Dolphin Expressway and stops at NW 7th Street & NW 72nd Avenue south to the expressway within the station area. This route operates between Dolphin Mall and Miami International Airport.
- DTPW Metrobus Route 51 – passes through the station area along W Flagler Street, the closest stop to the station area is at Tatami Canal Road.

Figure 5-11: NW 7TH STREET STATION AREA BICYCLE/PEDESTRIAN CONNECTIVITY MAP



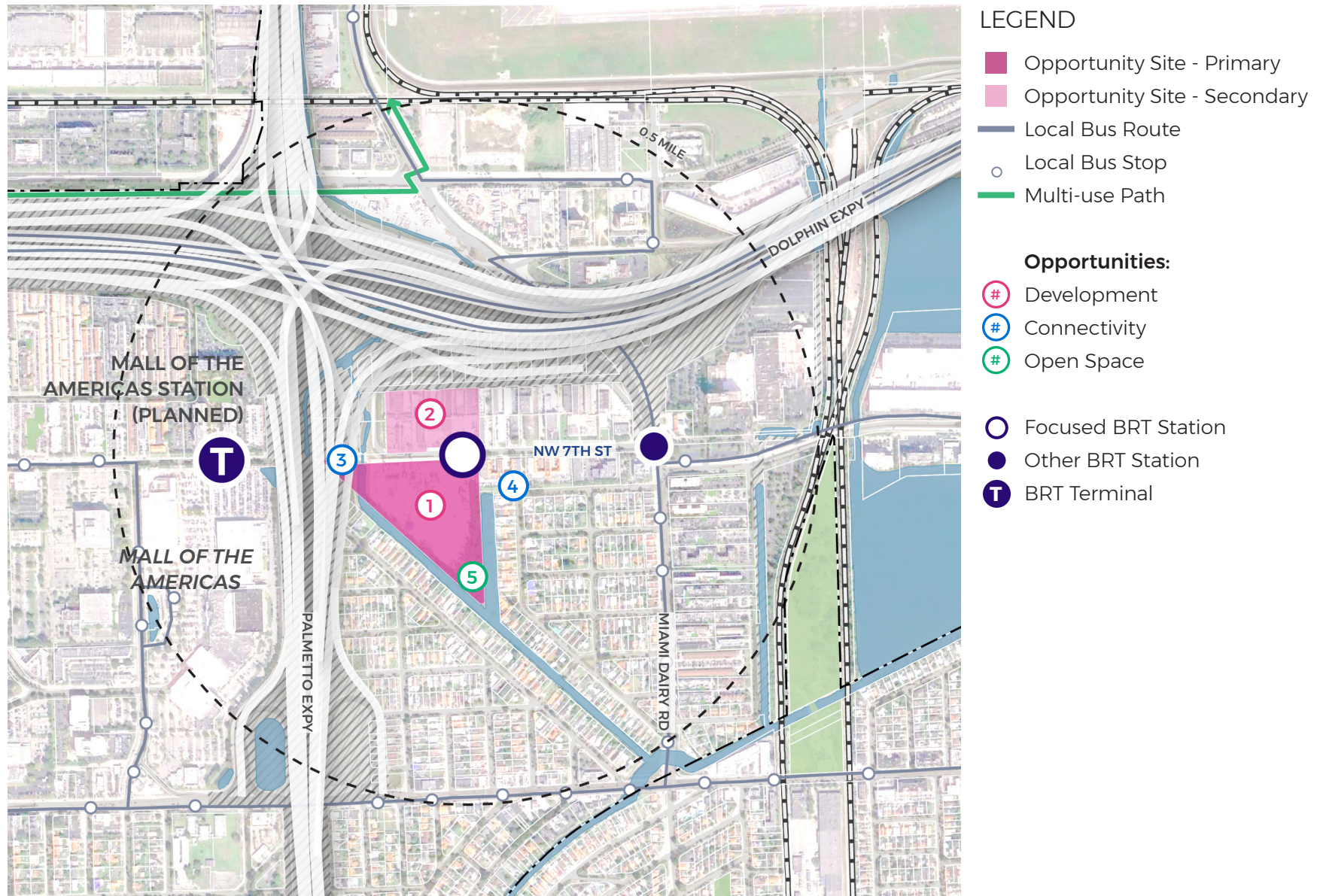
Pedestrian/Bicycle Connectivity

The existing pedestrian connection within the station area relies on the sidewalks that are typically 5-foot wide, provided along the major street corridors and most of the local roads.

Along NW 7th Street, where the new transit station is proposed, existing sidewalks are provided on one side of the street and are noncontinuous across street blocks. With the NW 7th Street extension under the Palmetto Expressway bridge, new pedestrian facilities will be incorporated along the crossing to provide safe and convenient pedestrian connections between the neighborhoods on either side of the highway. The new transit station further necessitates optimizing the walking environment and multimodal connectivity to the surrounding area.



Figure 5-12: NW 7TH STREET STATION AREA OPPORTUNITIES AND CONSTRAINTS



5.4.3 OPPORTUNITIES

The new transit station is located along NW 7th Street on the east side of Palmetto Expressway. The land use designations in the station area share boundaries clearly defined by the highways, arterial roads, and canals with a mix of light industrial, residential, and commercial uses. The Mall of Americas is situated to the west of the expressway. The identified opportunities for this station area include:

- ① A 13-acre vacant site is immediately adjacent to the new transit station and fronting the NW 7th Street, making it the most desirable land for a mixed-use development with higher density to support transit ridership. This parcel is owned by FDOT and intragovernmental coordination is necessary to ensure it is developed to its highest and best use.
- ② The existing light industrial area along the north side of NW 7th Street was primarily built out around the 1980s and is currently occupied by local independent businesses. The new transit station will likely bring more investment opportunities to the neighborhood. The light industrial land can be redeveloped with a phasing strategy starting from the parcels adjoining the station and bolster development in the long term.
- ③ The principal connectivity in the station area is NW 7th Street, which will soon connect to the Mall of the Americas and beyond. The new East-West Corridor BRT line will continue along the newly connected street to the station at the Mall of Americas.
- ④ The identified primary development site currently can only be accessed from NW 7th Street with limited pedestrian facilities. The local roads serving the adjacent residential neighborhoods can potentially support non-motorized means of transportation that may extend to reach the site and increase walkability within the station area.
- ⑤ The station area includes neighborhoods with a considerable deficiency in the number and quality of public open spaces. The existing canals surrounding the development site are only accessible from the backyards of private properties. However, these canals present an opportunity for a linear green space connection on the edge of the parcel, with a possibility to serve both the existing and future residents and visitors as a neighborhood riverfront park which transforms the canals into a public asset.



5.5 NW 42ND AVENUE STATION

The NW 42nd Avenue Station is proposed adjacent to the eastbound exit lane of the Dolphin Expressway at NW 42nd Ave. The station is located next to a cluster of airport hotels surrounded by residential neighborhoods of different densities and types. The station area is shared by two significant public properties north of the expressway, the 58-acre Miami Freedom Park currently under study to the east of NW 42nd Avenue and the Miami International Airport parking lots to the west.

The entire station area remains in the City of Miami, where the Miami 21 zoning code was adopted in 2009. This award-winning form-based zoning code defines each regulative zone as an inclusive built environment that varies from rural to urban. In addition to municipal zoning policies, the close proximity to the airport runways requires additional airport zoning restrictions with limits on uses, building height, and noise compatibility requirements on design and construction.

The station area recently started to see development projects coming in. A new mixed-use development located at 850 LeJeune includes 200,000 square feet of office space and 230 residential units was completed in 2020 on a previously vacant site near the northwest corner of NW 42nd Avenue and NW 7th Street. To the southeast, the existing Central Shopping Plaza will be replaced by CentroCity, a 38-acre mixed-use development with rental units, offices, and retail spaces.

5.5.1 STATION AREA CONTEXT

Land Use

The northern half of the station area contains the Miami International Airport employee parking lots and the planned Miami Freedom Park, while the southern half contains a mix of uses including hotels, residential, offices, and retail, with non-residential uses concentrated on NW 42nd Avenue and NW 7th Street.

Behind the commercial street fronts, single family residential dominates the area to the south and east, with higher density multi-family residential located in the immediate southwest of the station site, most of which are two-story apartment buildings from the 1960s to 1970s.

Figure 5-13: NW 42ND AVENUE STATION AREA ZONING MAP

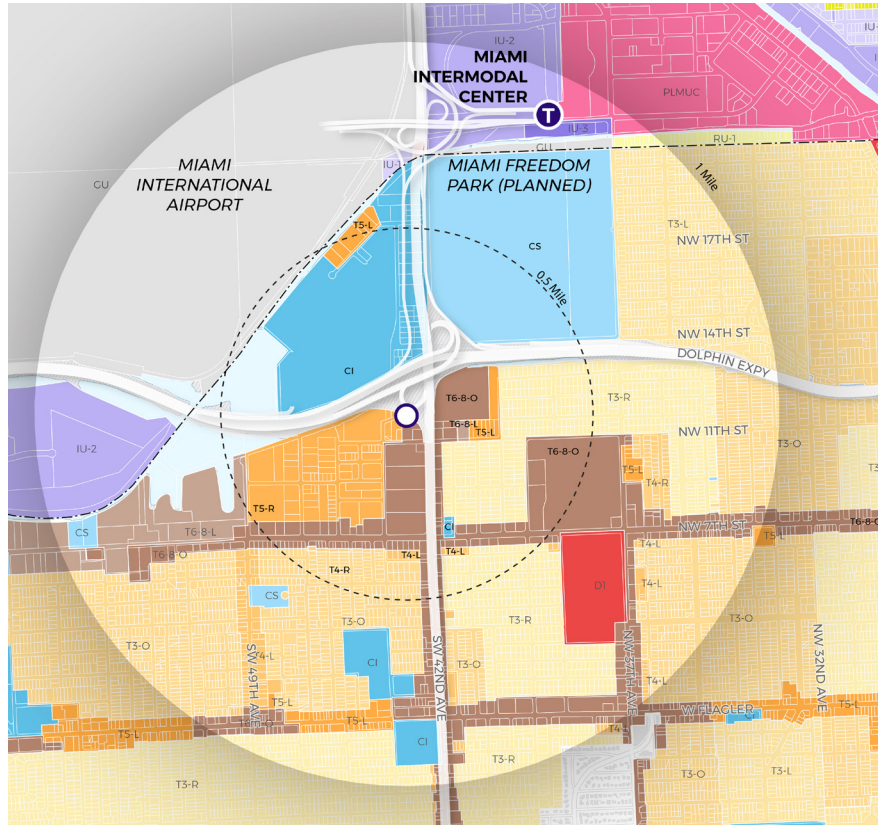
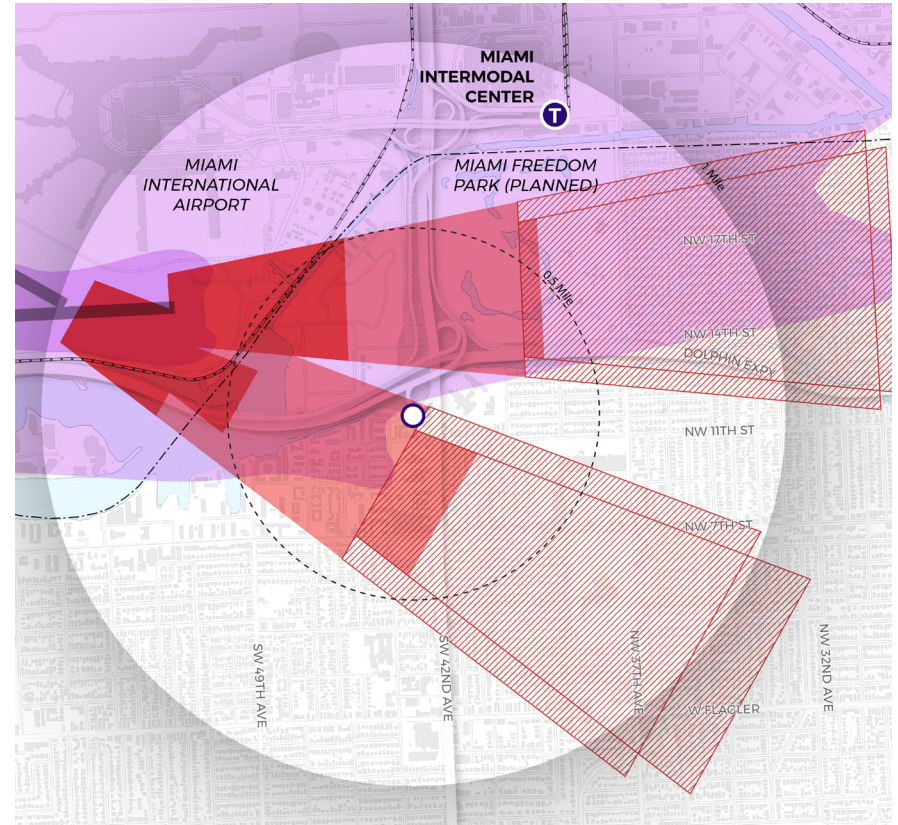


Figure 5-14: NW 42ND AVENUE STATION AREA LAND USE COMPATIBILITY RESTRICTION MAP



LEGEND











-  Runway Outline
-  Runway Protection Zone (RPZ)
-  Outer Safety Zone (OSZ)
-  Critical Approach Zone (CAZ)
-  75 Decibel Noise
-  65 Decibel Noise
-  Focused BRT Station
-  Other BRT Station
-  BRT Terminal
-  Jurisdictional Boundary

Table 5-4: NW 42ND AVENUE STATION AREA ZONING

Jurisdiction	Zoning	Description	Percentage Share within 1/2 Mile
City of Miami	CI	Civic Institution	19.4%
	CS	Civic Space	10.2%
	T3-O	Sub-Urban Zone - Open	4.1%
	T3-R	Sub-Urban - Restricted	15.0%
	T4-L	General Urban - Limited	0.6%
	T4-R	General Urban - Restricted	0.2%
	T5-L	Urban Center - Limited	1.9%
	T5-R	Urban Center - Restricted	12.1%
	T6-8-L	Urban Core - Max. 8 Stories - Limited	0.7%
	T6-8-O	Urban Core - Max. 8 Stories - Open	19.4%
Miami Dade County	GU	Interim District-Uses	1.6%
	NONE	Right of Way	15%

FEMA Flood Zone and Stormwater

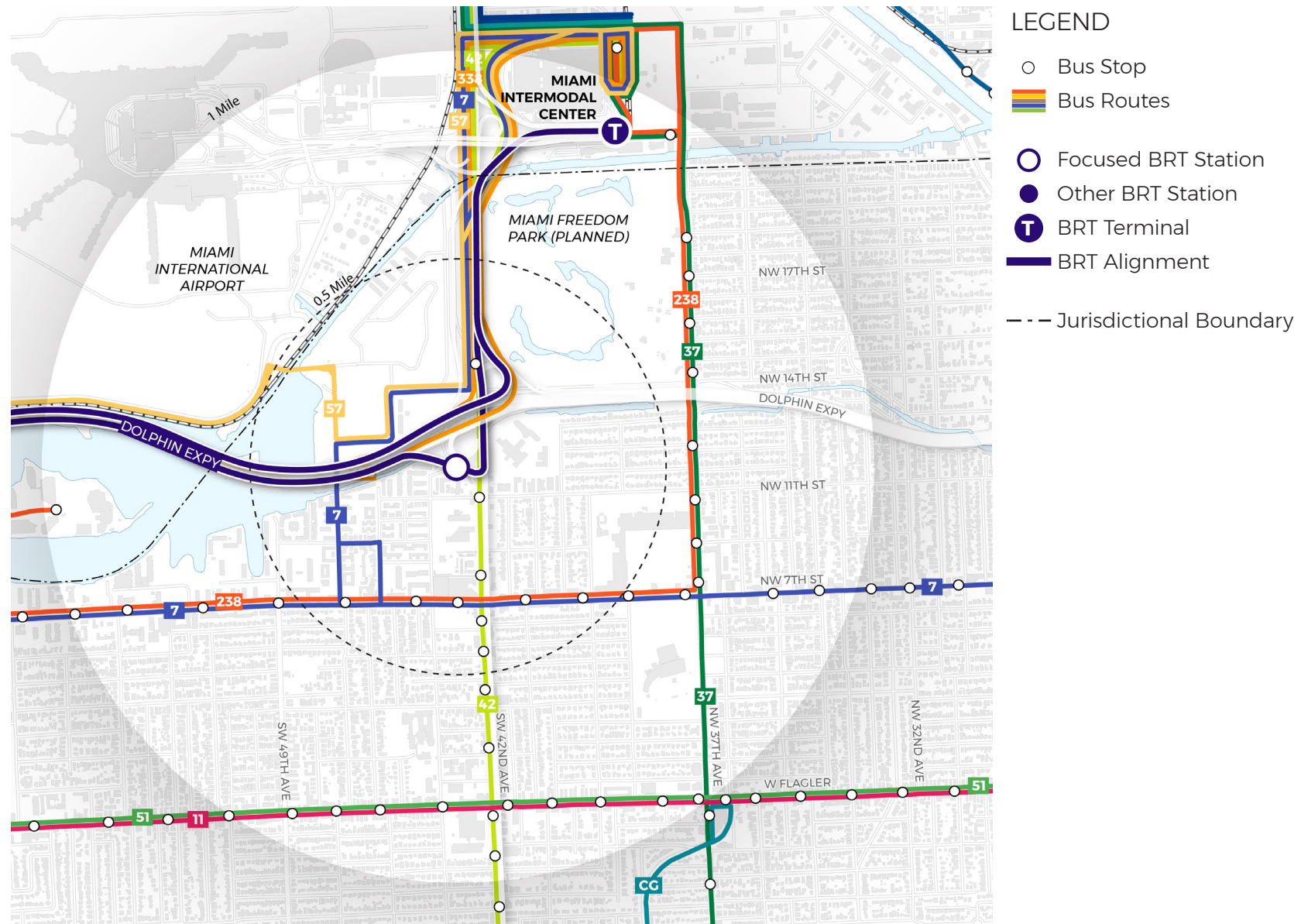
Like the rest of the East-West Corridor, flooding risk remains a challenge for the NW 42nd Avenue station area. Most of the station area is in the 1 percent annual flood zone outlined by FEMA in 2015. In this regard, green infrastructure and permeable open spaces will be vital, especially for the southern half of the station area due to the absence of major open spaces.

Zoning

Miami 21 zoning code is a form-based zoning code where transect zones are applied to regulate buildings, open spaces, land uses, and streets rather than more traditional function-based zoning. The 42nd Avenue station area encompasses transect zones ranging from suburban to urban center. Consistent with the current land use, the area facing NW 42nd Avenue and NW 7th Street is zoned as T6-8-O, where the greatest variety of uses are allowed with a height limit of eight stories. The sub-urban zone consists of single-family and two-family residences with deeper setbacks, reflecting the existing single-family houses to the east of the NW 42nd Avenue corridor. The current residential neighborhoods adjacent to the new station lie within the restricted urban center transect zone. This zone allows higher densities with a mix of residential and commercial uses.

Additionally, due to the close proximity to the airport, a significant part of the station area falls within the Outer Safety Zone (OSZ) and Critical Approach Zone (CAZ), as shown in Figure 5-14. For the quality of life considerations in the nearby neighborhoods and the safe use of the airport, any new residential, educational, hospital, religious facilities, and other buildings for public assemblage are prohibited in OSZ. The CAZ prohibits healthcare, educational facilities, and any uses that might interfere and/or jeopardize airport operations. Any recommendation for TOD in these zones should align with these land use compatibility requirements.

Figure 5-15: NW 42ND AVENUE STATION AREA TRANSIT ELEMENT MAP



- LEGEND
- Bus Stop
 - ▬ Bus Routes
 - Focused BRT Station
 - Other BRT Station
 - Ⓣ BRT Terminal
 - ▬ BRT Alignment
 - - - Jurisdictional Boundary

5.5.2 CONNECTIVITY

Two primary arterial roads serve the station area. The east-west NW 7th Street links the station area to the employment centers on the east and the residential neighborhoods on the west. The north-south NW 42nd Avenue connects to Miami International Airport, the Miami Intermodal Center, and the planned Miami Freedom Park. The new transit station is located along the Dolphin Expressway eastbound exit ramp at the end of NW 12th Street. This section of NW 12th Street is a 280-foot long, diagonal extension of the bidirectional two-lane NW 43rd Avenue that runs north-south and can provide a direct connection to the adjacent residential neighborhoods.

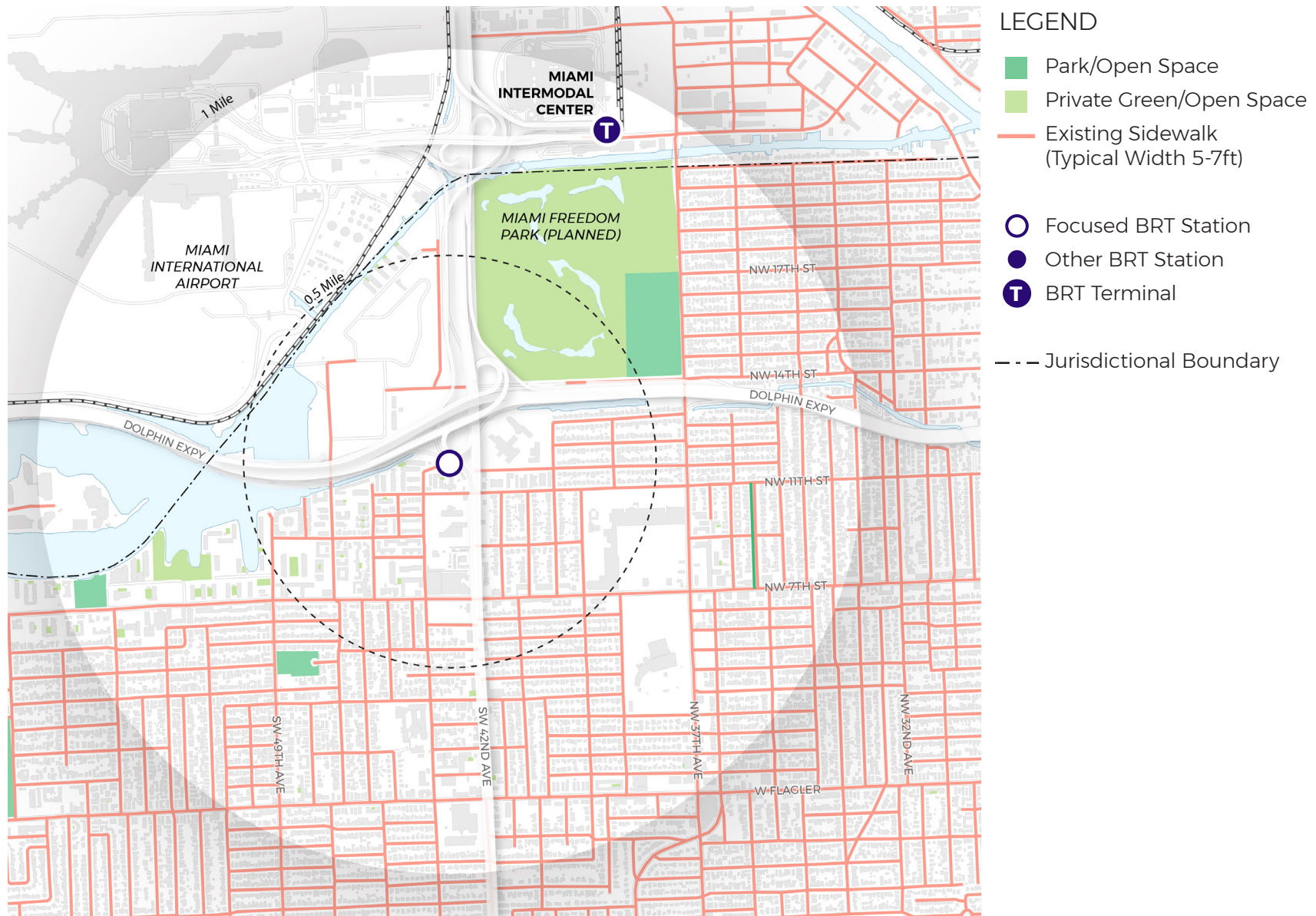
Several DTPW Metrobus routes make stops at the station area along NW 42nd Avenue and NW 7th Street, providing regional connections and transit options for the residents and visitors. The existing pedestrian connections primarily rely on the sidewalks with little walkable open spaces.

Transit Network

As shown in Figure 5-15, NW 42nd Avenue station area contains the following transit routes:

- DTPW Metrobus Route 42 – stops along NW 42 Avenue at NW 11th Street, NW 7th Street, and NW 4th Street within the station area: this route operates from Douglas Road Metrorail Station to Miami International Airport Station and to Opa-Locka Tri-Rail Station.
- DTPW Metrobus Route 7 – stops along NW 7th Street at NW 43rd Court, NW 43rd Avenue, NW 42nd Avenue, and NW 39th Avenue within the station area: this route operates between Miami International Airport Station and Downtown Miami, and between Dolphin Mall and Downtown Miami.
- DTPW Metrobus Route 238 – stops along NW 7th Street at NW 45th Avenue, NW 43th Court, NW 42nd Avenue, NW 40th Avenue, NW 39th Avenue, within the station area: this route operates between Miami International Airport Station and Dolphin Mall.

Figure 5-16: NW 42ND AVENUE STATION AREA BICYCLE/PEDESTRIAN CONNECTIVITY MAP



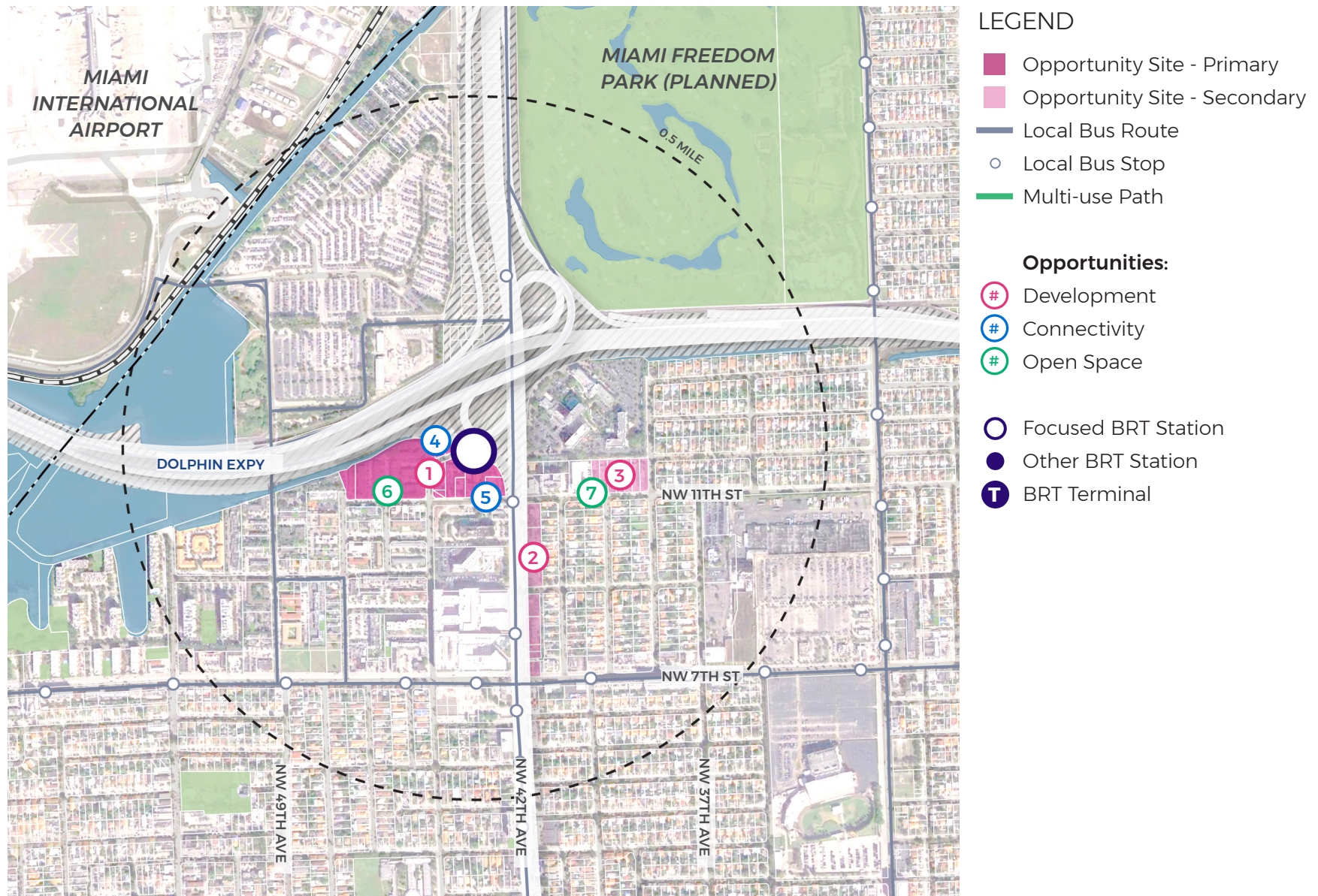
Pedestrian/Bicycle Connectivity

The NW 42nd Avenue station is located along the exit ramp of Dolphin Expressway near the northern end of NW 12th Street. The highway exit lane wraps around the back wall of Miami Princess Hotel, without any pedestrian facilities. The pedestrian access to the new transit station will primarily rely on NW 12th Street, which merges into NW 43rd Avenue as it turns south. The existing pedestrian connections are provided solely by the sidewalks that are typically 6-foot wide along the street grid in the station area.

Although the abundant open spaces are within a half-mile of the new transit station, the highway interchange and bridges bring critical challenges for north-south connectivity, especially for pedestrians and bicyclists, making it difficult for non-motorized users to access the parks from the transit station. The residential and commercial neighborhoods in the south are in shortage of principal open spaces that are built to human scale and easy to access, which is crucial for establishing pedestrian networks.



Figure 5-17: NW 42ND STREET STATION AREA OPPORTUNITIES AND CONSTRAINTS



5.5.3 OPPORTUNITIES

The NW 42nd Avenue station is situated at a hotel hub with four airport hotels within the station area. The CDMP designated the land parcels along NW 42nd Avenue and NW 7th Street for business and office uses, forming east-west and north-south commercial corridors traversing the station area. Although the aviation land use requirements restrict a significant part of the neighborhood, the area holds unique opportunities including but not limited to:

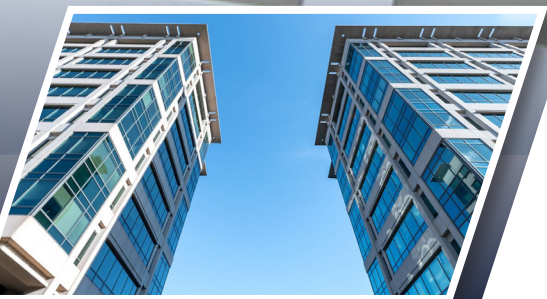
- ① The new transit station is planned near an old residential complex built in 1969 and several multifamily buildings and a hotel from more than thirty years ago. These sites are identified as primary sites for potential redevelopment and will benefit from the immediate adjacency to the future station.
- ② The parcels fronting NW 42nd Avenue is dominated by surface parking lots associated with small footprint, single-story retail, and are under-developed considering the significance of the avenue as a significant commercial corridor. These sites can be redeveloped to accommodate higher density commercial uses and improve the street front along the principal arterial road.
- ③ Another redevelopment opportunity lies in the northwest of the NW 11th Street and NW 39th Court intersection. The area is currently occupied by two-story multifamily residences built around the early 1960s. As a few of the relatively limited sites in the station area where new residential structures are allowed, this area has the capacity for a denser residential, mixed-use development that can provide more affordable housing.
- ④ The new transit station is located near the northern dead end of NW 12th Street. It is anticipated that the station will require park and ride facilities to serve future transit users. Thus the current end of the Street can be reconfigured to provide easier access to vehicles and pedestrians coming to and from the station while avoiding congestions.
- ⑤ NW 11th Street serves as the east-west connection closest to the new transit station that provides a link across the seven-lane NW 42nd Avenue. The intersection is of great significance for enhancing the roadway network in the station area.
- ⑥ Similar to the rest of the station areas, this neighborhood lacks public and green spaces. With the station area's street blocks at a relatively walkable scale, public spaces can be designed to not only serve as neighborhood amenities, but also help establish view corridors between the streets and the new transit station.

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