# THE OVERPASS

Southeast Florida/
Caribbean

2025 LEADERSHIP INSTITUTE

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# CHAPTER 1: THE CHALLENGE

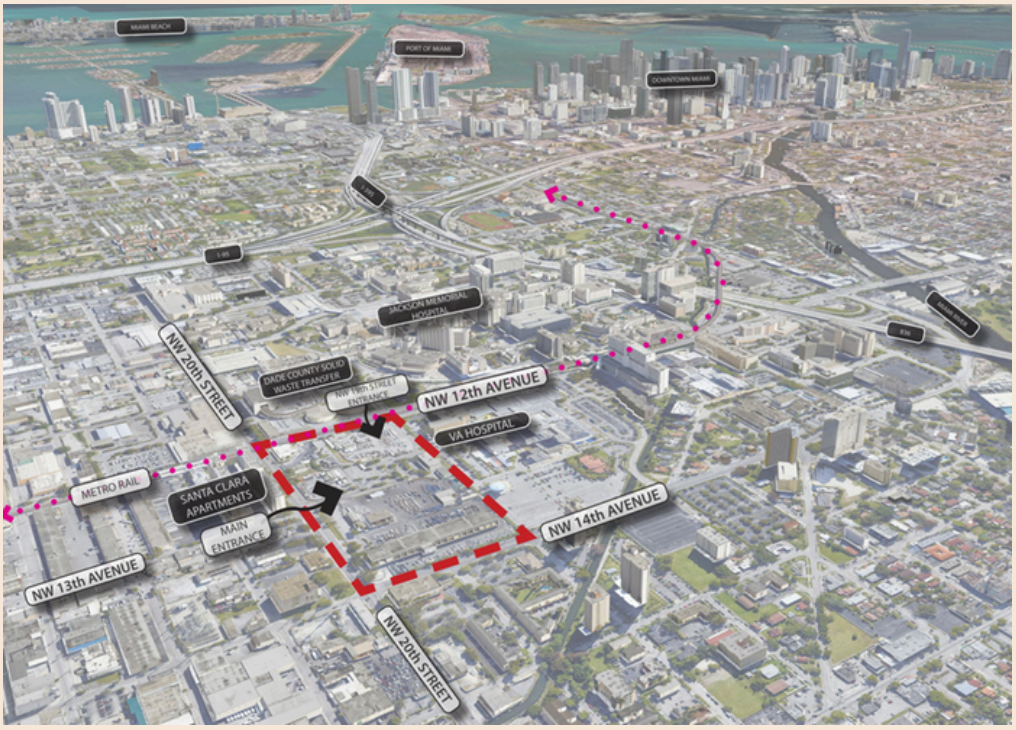

## 1.1 Understanding the Challenge

The City of Miami faces a complex redevelopment challenge in the Health District, specifically the 18.75-acre city-owned site currently used for industrial and municipal functions. This property, located at 1950 NW 12th Avenue and 1970 NW 13th Avenue, is home to several key municipal departments: Solid Waste, General Services Administration (GSA), Public Works, Parks and Recreation, and Fire Station No. 5. The current layout includes surface parking lots, storage yards, vehicle fleets, and maintenance operational uses that reflect an industrial legacy incompatible with the evolving urban fabric of surrounding neighborhoods.

As the Health District and Allapattah evolve into more dynamic, mixed-use areas, this industrial site presents a barrier to connectivity, vibrancy, and urban integration. The city's goal is to transition this site into a vibrant, well-connected, and revenue-generating mixed-use development while maintaining essential municipal services and incorporating public green space. The challenge lies in balancing continued civic functionality with new development that supports residential, commercial, and recreational uses.

## 1.2 Existing Context: City Uses and Transit Access

Currently zoned Civic Institution Health District (CI-HD), the property is regulated by Miami 21 Zoning Code and the City's Comprehensive Neighborhood Plan. A portion of the site (approximately 5 acres) is undergoing rezoning to Civic Space to accommodate a new public park. The remainder must continue to accommodate Fire Rescue operations and most municipal uses.




The area is strategically located near the Civic Center Metrorail Station and major roadways like NW 20th Street, offering strong multimodal transit access. It is also positioned near key arteries like i-95, i-395 and 836 that link Allapattah with Wynwood, the Miami River, and Downtown Miami. These connections make the site ideal for higher-density, transit-oriented redevelopment. However, the area lacks pedestrian-friendly infrastructure and public realm improvements that are critical for supporting a mixed-use, walkable community.

## 1.3 Historical and Community Background

**Allapattah Background:** Allapattah is one of Miami's oldest neighborhoods, named after the Seminole word for "alligator." Its early history is rooted in agriculture and railroads, evolving over the decades into a working-class, culturally rich community. Allapattah's roots trace back to 1856, beginning as an agricultural settlement with farms and groves. The arrival of the Florida East Coast (FEC) Railroad spurred further development, including the establishment of a 9-hole golf course for the Royal Palm Hotel. As railroad operations expanded, the area became a magnet for African American and Latin American immigrants seeking work, particularly during and after World War I. This influx of workers laid the foundation for Allapattah's transformation into a diverse, working-class neighborhood. The early 20th century saw the construction of modest housing and the emergence of community infrastructure, reinforcing the area's role as a hub for industry and transit labor.

The mid-20th century brought civic and cultural expansion with the growth of the Health District, anchored by Jackson Memorial Hospital, and the opening of Miami Stadium in 1950. In the 1980s, Dominican immigrants began settling in Allapattah in large numbers, and by 2003, the area was formally recognized as "Little Santo Domingo."

Today, Allapattah remains a culturally vibrant and economically vital neighborhood, defined by its rich history, multicultural identity, and close connection to Miami's health and transportation infrastructure..

Currently, Allapattah is home to approximately 44,000 residents, with a predominantly Hispanic/Latino population (approximately 84%), a median age of 38, and a median household income of around $41,000, with a high proportion of renters and aging housing stock.

**The Health District**: The Health District serves as a central hub for medical care, education, and biomedical research, not only for South Florida, but for the entire southeastern United States. Established with the opening of Jackson Memorial Hospital in 1915, the district has steadily evolved into one of the most significant concentrations of healthcare institutions in the nation. Today, it stands as the second-largest medical and research district in the United States, following Houston's Texas Medical Center.

Jackson Memorial Hospital remains the anchor institution, offering a full range of acute care and trauma services and operating as the primary teaching hospital for the University of Miami Miller School of Medicine.
The district also includes the internationally recognized Bascom Palmer Eye Institute, which is consistently ranked among the top ophthalmology centers in the U.S., and the Miami Dade College Medical Campus, which trains thousands of healthcare professionals annually. In addition, the district hosts a variety of specialized research institutes, including the Diabetes Research Institute, Braman Family Breast Cancer Institute, and the Batchelor Children's Research Institute.

This concentration of facilities makes the Health District a critical economic and innovation engine for Miami. It supports tens of thousands of jobs and attracts patients, researchers, and students from across the globe. With ongoing investments and its proximity to major transit routes and redevelopment areas like Allapattah, the Health District is poised to expand its impact further—shaping Miami's future as a global center for healthcare excellence, biotechnology, and medical education.

**The Future Allapattah:** The Allapattah neighborhood is undergoing a pivotal transformation, catalyzed by two major Special Area Plans (SAPs): River Landing and the Miami Produce Center SAP. These developments represent a shift from Allapattah's legacy as an industrial and working-class residential district to a mixed-use, transit-oriented urban hub.

River Landing SAP, located along the Miami River, is an 8.14-acre mixed-use project that includes residential towers, retail space, office space, and a waterfront park. Opened in phases beginning in 2020, the development has brought national retailers, restaurants, and medical office tenants to the area, along with hundreds of housing units. It physically and economically bridges Allapattah to the Health District and Civic Center, enhancing riverfront access and public realm improvements along NW North River Drive. River Landing is not just a commercial asset, it signals Allapattah's emergence as a desirable waterfront district integrated with Miami's broader urban core.

To the west, the Miami Produce SAP is a visionary redevelopment of a historic produce distribution district. Spanning over 8.5 acres, it proposes a dense, high-rise, mixed-use complex with residential units, office space, hotel accommodations, and ground-floor retail. The development embraces cutting-edge urban design, emphasizing walkability, public space, and connectivity to nearby neighborhoods like Wynwood. Its scale and ambition signal a long-term investment in Allapattah as a center for innovation, culture, and residential growth.

Together, these SAPs mark a new chapter for Allapattah. They serve as anchors for infrastructure upgrades, improved mobility, and economic development, while creating opportunities for housing, green space, and cultural preservation. As these projects evolve, they are poised to attract new residents, businesses, and institutions—redefining Allapattah as a vibrant, inclusive neighborhood deeply linked to the growth of Greater Miami.

## 1.4 Project Scope and Site Challenges

The City of Miami envisions a bold transformation of its 18.75-acre Government Services Administration (GSA) site in Allapattah into a dynamic, high-density mixed-use development. ·Maintain

- **Current City Uses:** Aims to thoughtfully balance civic utility with urban revitalization by preserving critical municipal functions, while also integrating new residential, commercial, and public spaces.
- **5-acres of Park:** A central component of the plan is the dedication for a publicly accessible park, ensuring that green space remains a key amenity for the community.
- **Density:** The overarching goal is to unlock the site's full potential through vertical construction and transitioning the site to a higher density, mixed-use development
- **Maximize Land Value:** Create a viable mixed used development that generates long-term revenue for the City and contributes to Allapattah's evolution as a livable, connected urban district.


Achieving this vision will require overcoming a range of significant site challenges. The challenges include:

- **Phased relocation or redesign of municipal uses to allow for development:** the project must carefully phase the relocation, redesign, or vertical integration of existing municipal services without disrupting essential operations, particularly emergency services like the fire station.
- **Environmental remediation for industrial operations (e.g., fuel, solid waste):** the site's long-term industrial use raises concerns about soil and groundwater contamination, requiring thorough environmental assessment and remediation before any new construction.
- **Aging Infrastructure:** the site's aging infrastructure, such as roads, sidewalks, and stormwater systems, must be upgraded to support higher-density development and modern urban amenities.

Together, these challenges underscore the need for a comprehensive, phased, and collaborative redevelopment plan that balances municipal priorities with broader community and economic development goals.

## 1.5 Community and City Needs

The redevelopment of the Allapattah GSA site presents a timely opportunity to address pressing needs identified by both the local community and the City of Miami. One of the most pressing needs is the availability of affordable and workforce housing, as rising property values and rents put long-time residents at risk of displacement. Ensuring housing stability is essential to preserving the social fabric and economic diversity of the area. Alongside housing, the community also seeks stronger economic development through job opportunities and support for local businesses, particularly in sectors tied to the growing healthcare district.

In addition, the neighborhood requires improved access to safe, efficient transportation options. While transit exists, it is often disconnected, and walkability remains a challenge due to poor pedestrian infrastructure.

**Community Needs:**

- Affordable housing and workforce housing options.
- Improved access to transit and safe pedestrian routes.
- Recreational and green spaces to promote wellness.
- Job opportunities and local economic development.
- Preservation of cultural identity amid gentrification pressures.
- Educational resources and community learning center.
- Support for the Health District.

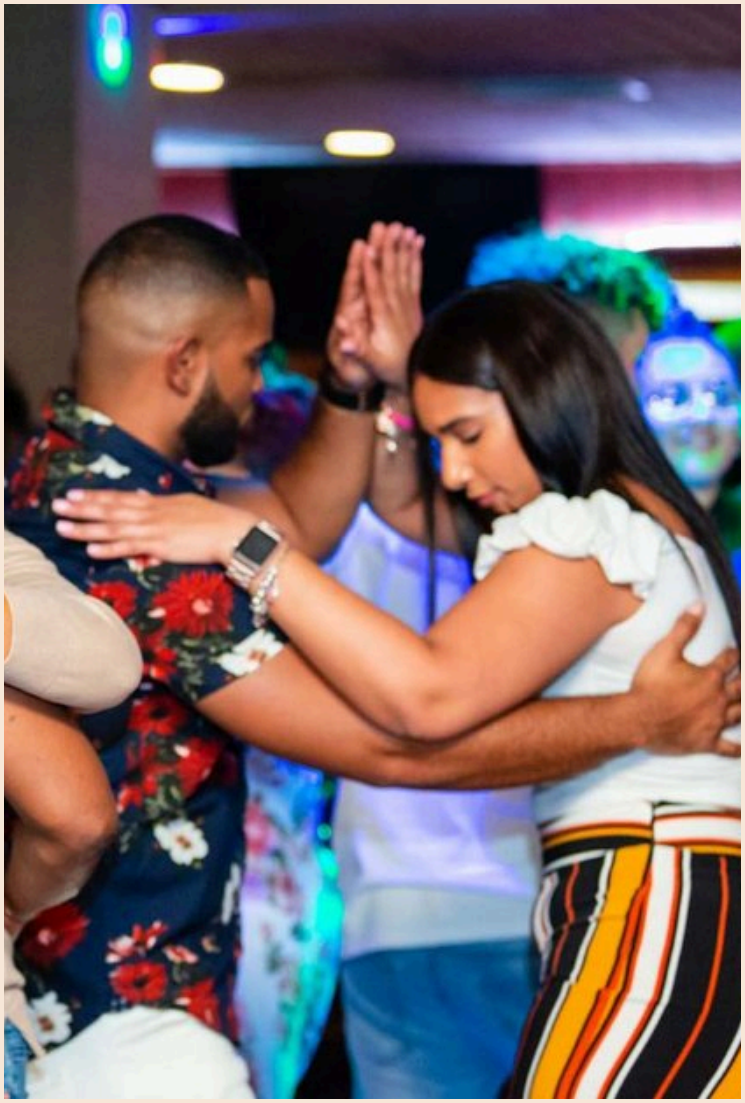
The City of Miami's redevelopment goals for the Allapattah GSA site are guided by the need to balance municipal operations with long-term urban revitalization. A primary requirement is the uninterrupted operation of essential civic services, especially Fire Rescue services provided by Fire Station No. 5. Any redevelopment must either maintain the fire station in its current location or seamlessly relocate it within the site to ensure public safety is not compromised. In addition, the City seeks to consolidate and modernize the facilities used by the Solid Waste, GSA, Public Works, and Parks departments, enhancing operational efficiency while reducing the physical footprint of these services through more compact, multi-functional infrastructure.

The plan also calls for the integration of a new five-acre public park on-site, contributing to the City's broader livability and open space objectives. This green space will provide much-needed recreational opportunities and improve the public realm in a dense, urban setting. Lastly, the City aims to unlock the revenue potential of this valuable public land through strategic land use planning and public-private development partnerships. By leveraging the site's central location and connectivity, the City intends to foster mixed-use development that supports economic growth while maintaining essential municipal functions.

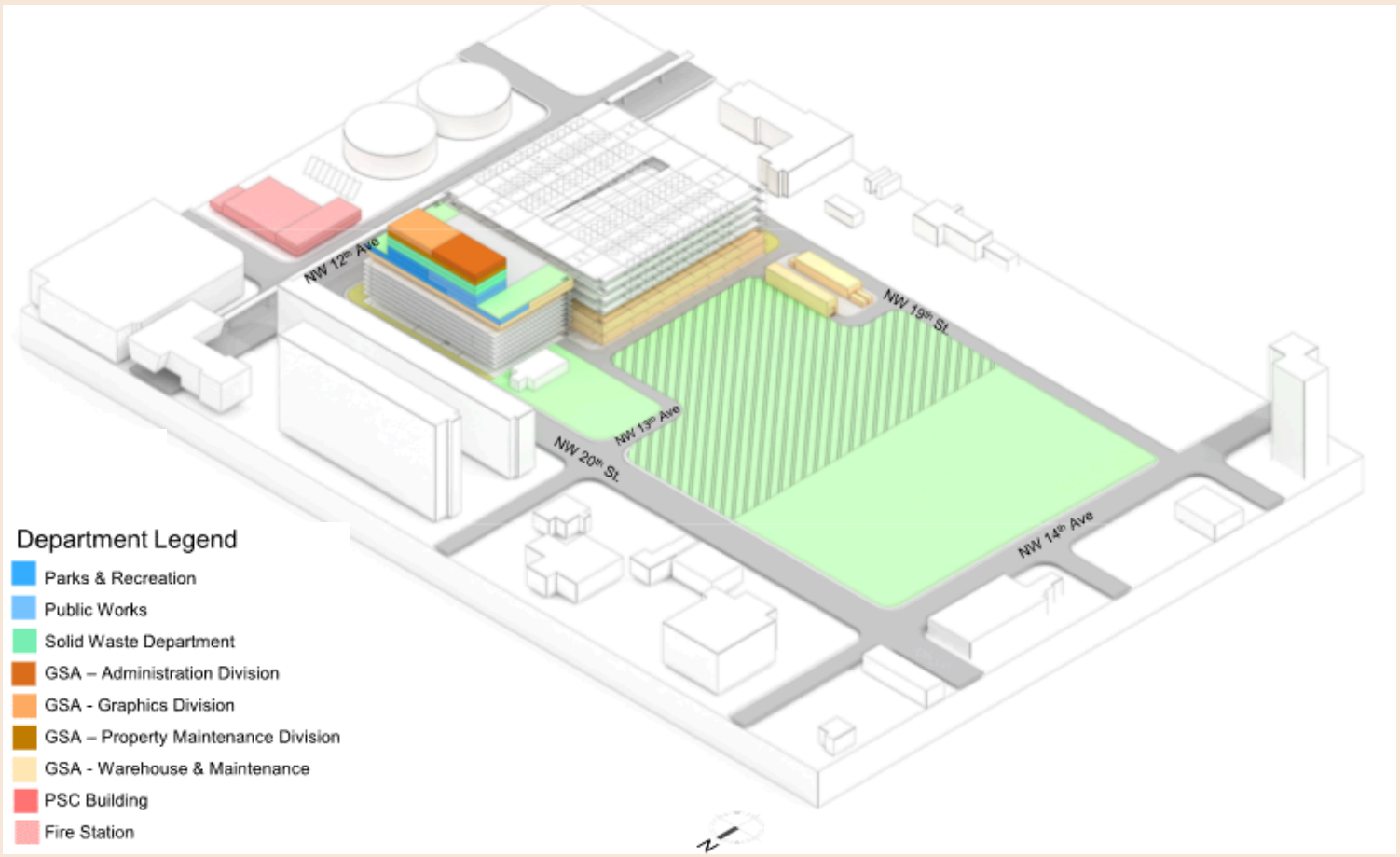
**City Needs:**

- Continued operation of municipal departments, especially Fire Rescue.
- Consolidated and modernized civic facilities with efficient parking.
- A new public park on-site to support livability and open space goals.
- Revenue generation through strategic land use and private development partnerships.

This site represents a rare opportunity for the City of Miami to transform underutilized public land into a cornerstone of a thriving, inclusive, and well-connected urban community that bridges Allapattah, the Health District, and the Greater Downtown.



# CHAPTER 2: THE CURRENT SOLUTION




## 2.1 The Current Solution

The City of Miami is currently studying a phased development solution. This approach proposes dedicating the eastern portion of the site to vertical construction, intended to accommodate the majority of existing city functions, as illustrated in the accompanying graphic.

Developed by Aecom, this plan aligns with our perspective regarding the removal of the existing mini-dump from the area and the potential relocation of the Metrorail electrical substation.

The design delineates land use by allocating the eastern section to the City of Miami's Maintenance Operations Facility, the western section to the 5-acre community park, and presenting the central 5.1-acre area as a potential site for redevelopment into a residential, medical office, or mixed-use project.

Consistent with our proposed solution, Aecom's design includes the extension of NW 13th Avenue and NW 19th Street to enhance on-site mobility and facilitate broader vehicular connectivity.

In this proposed solution, the Fire Station is relocated outside the site's perimeter.

## 2.2 The Brief Analysis

The proposed design offers a less complex approach, presenting an opportunity for the City of Miami to optimize space utilization while simultaneously delivering the promised 5-acre community park. This concept relies on the relocation of facilities across NW 12th Avenue, adjacent to land owned by Miami-Dade County currently utilized by Solid Waste Management and Water & Sewer. While the site is distinctly segmented into three areas, the proposed location of the Operations Facility could potentially diminish walkability within the vicinity.

Considering the future development of the surrounding neighborhood, with two significant Special Area Plans (SAPs) in proximity—River Landing SAP to the southwest and Miami Produce SAP to the north—the design is anticipated to foster greater integration between the northern and southern portions of Allapattah. However, the current design appears to lack a strong connection between the residential areas of the neighborhood and Miami's Health District.

# CHAPTER 3: THE PROPOSED SOLUTION

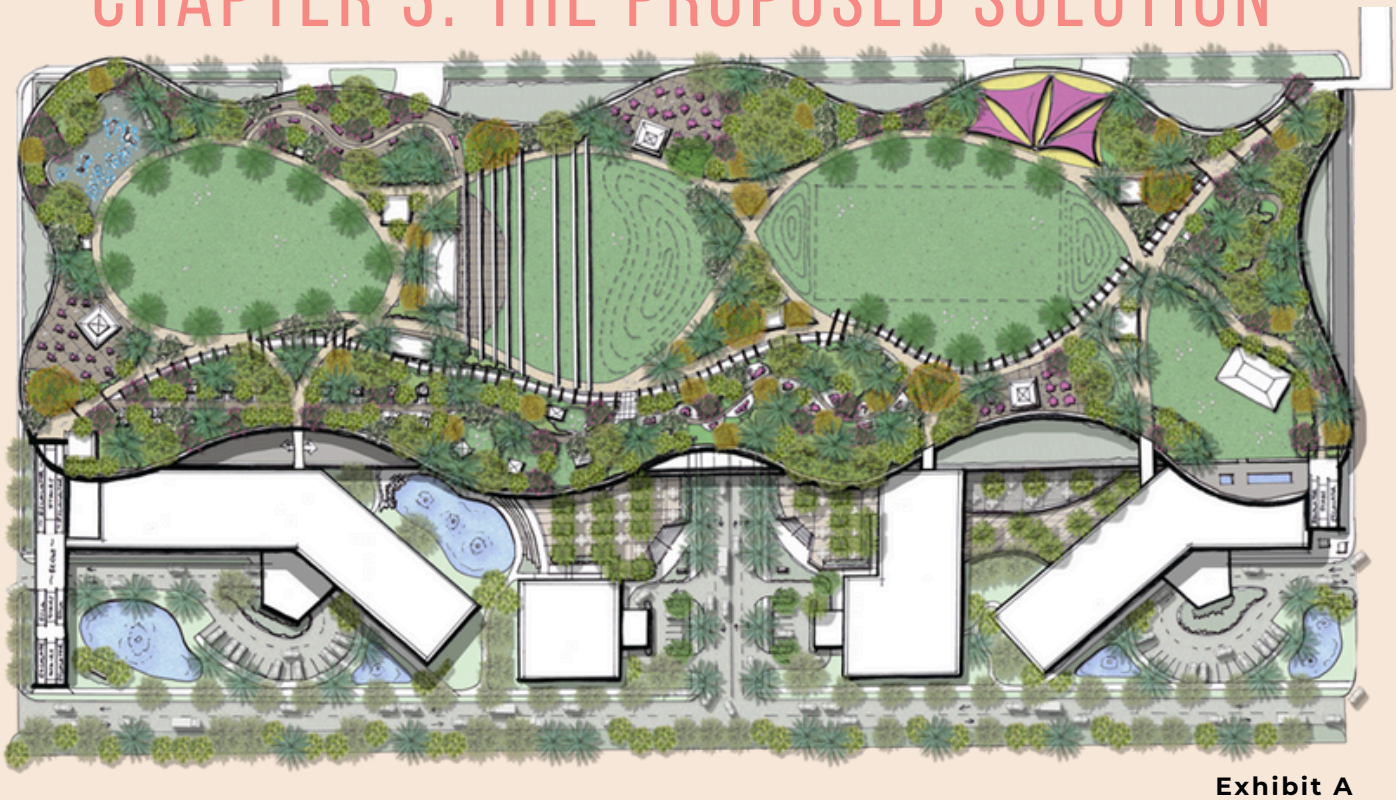


**Exhibit A**

## 3.1 The Design

The design solution integrates the uses and requirements of the client's 'project brief' but embraces creative solutions to enhance the site with supplemental uses to benefit the adjacent neighborhoods, community and site itself.

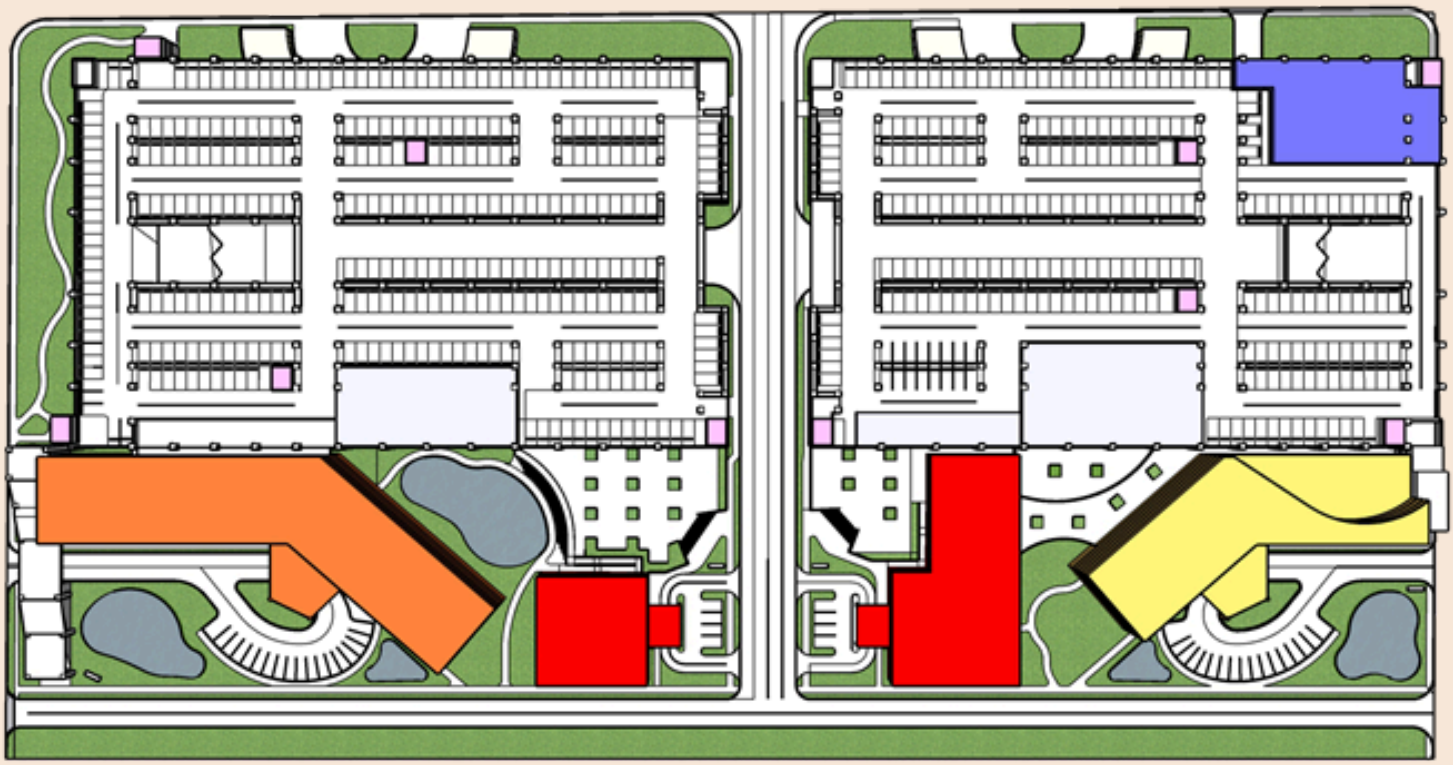
A large mixed-use parking structure integrates all of the uses, parking, and working areas needed by Public Works, Parks & Rec, Fire Station (5), Solid Waste and Solid Waste as well as introducing retail and other mixed-use opportunities. The show piece is an 8.5 – acre community park on the roof top.

To make the site connectivity and access work, both functionally and in compliance with the Miami 21 code, NW 13th Avenue was designed to continue through the site as the main entrance for vehicles. Additionally, a new road, NW 19th Street, was created along the southern boundary to promote vehicular connectivity and address increased traffic.

Activation of NW 20th Street with ground level retail is an opportunity to integrate commercial uses to support the new residential tower, medical offices, a medical hotel, and public park as well as the government offices.

**Overall Site Plan – Exhibit A**
Contains an 8.5-acre rooftop park and meets city needs for office and service yard uses.
The masterplan exceeds all square footage and parking requirements and adds revenue generating uses. New roadways and stormwater detention add needed infrastructure.
The signature park is a destination for visitors and valuable open space for those living, working, and playing nearby.

**Exhibit B**



**Programmatic Master Plan – Exhibit B**
The siting of the mixed-use parking structure and distribution of the diverse complimentary uses create an optimal programmatic site plan for circulation, access, and connectivity to adjacent uses.

Intentional divisors create separation of space within the 4 levels of the structure.

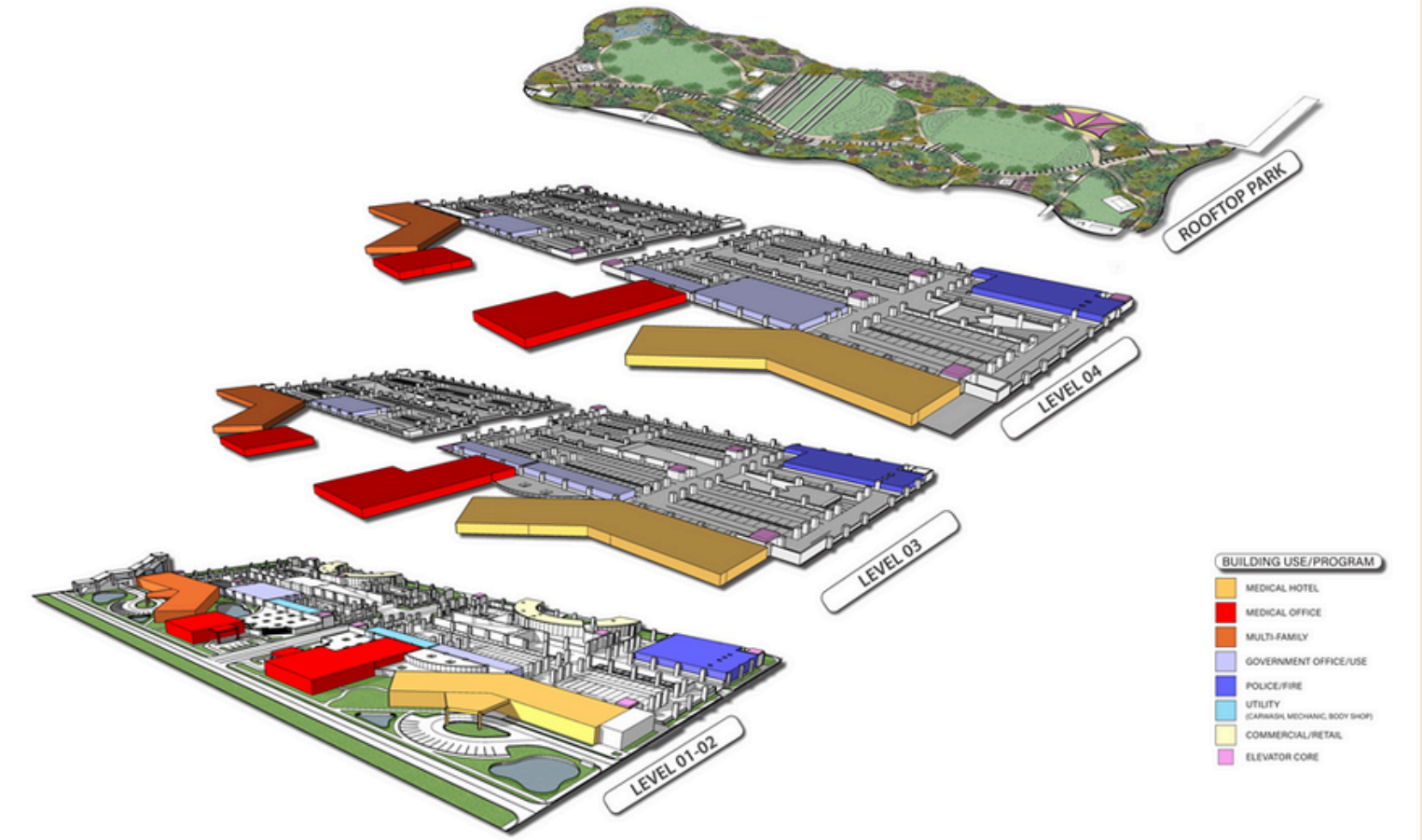
The Fire Station (and future Police HQ) also have previsions for security and access.

The connectivity from the private uses have direct pedestrian connectivity.

**Site Axonometric – Exhibit C**
An emphasis of connectivity to the adjacent hospital and medical campuses as well as nearby residential neighborhoods and the Santa Clara metro station led to intentional consideration of specific programmatic uses and their locations on site.

Horizontal and vertical circulation and accesses to the main structure as well as the multi-family, medical office, medical hotel, commercial/retail, and accessible government offices are equitable and seamless through routes around the campuses ground level as well as through the City's new 8.5-acre roof top park.

**Exhibit C**




**Programmatic Sit Plan Level 1-2 – Exhibit D**

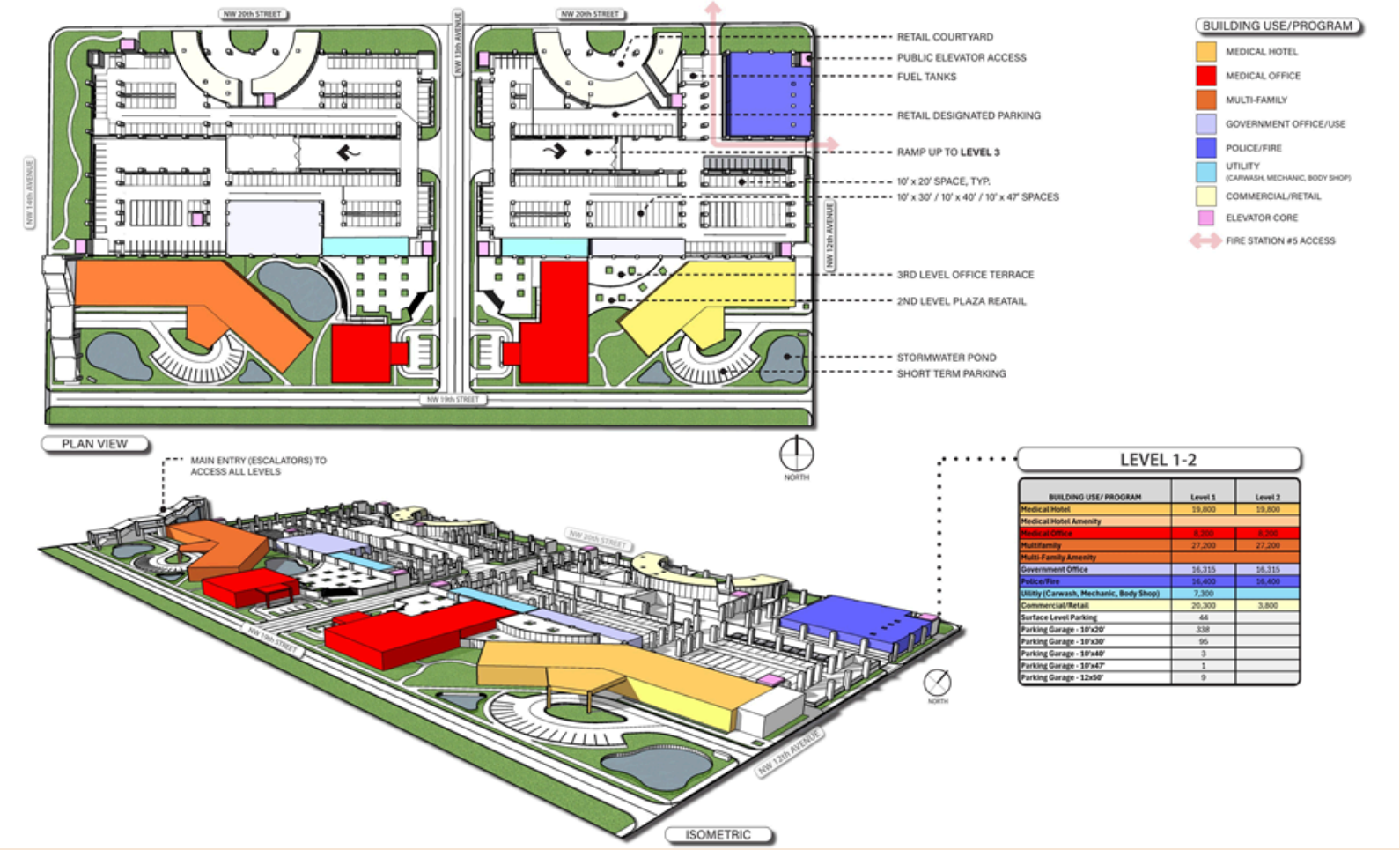
In these levels, programmatic considerations were taken to accommodate the required city uses, while incorporating revenue generating uses.

The creation of a new north-south NW 19th Street along the western boundary as well as the extension of NW 13th Avenue provides new vehicular corridors.

The new mixed-use parking structure is equipped with a double height first level to accommodate the city's utility and service needs. While there is one level of vehic ular circulation, it allows us to stack SF for government offices and commercial/retail.

The central ramp design allows for flexibility in separation of uses and access control.

**Exhibit D**




| BUILDING USE/ PROGRAM | Level 1 | Level 2 |
|---|---|---|
| Medical Hotel | 19,800 | 19,800 |
| Medical Hotel Amenity | | |
| Medical Office | 8,200 | 8,200 |
| Multifamily | 27,200 | 27,200 |
| Multi-Family Amenity | | |
| Government Office | 16,315 | 16,315 |
| Police/Fire | 16,400 | 16,400 |
| Utility (Carwash, Mechanic, Body Shop) | 7,300 | |
| Commercial/Retail | 20,300 | 3,800 |
| Surface Level Parking | 44 | |
| Parking Garage - 10'x20' | 338 | |
| Parking Garage - 10'x30' | 95 | |
| Parking Garage - 10'x40' | 3 | |
| Parking Garage - 10'x47' | 1 | |
| Parking Garage - 12x50' | 9 | |

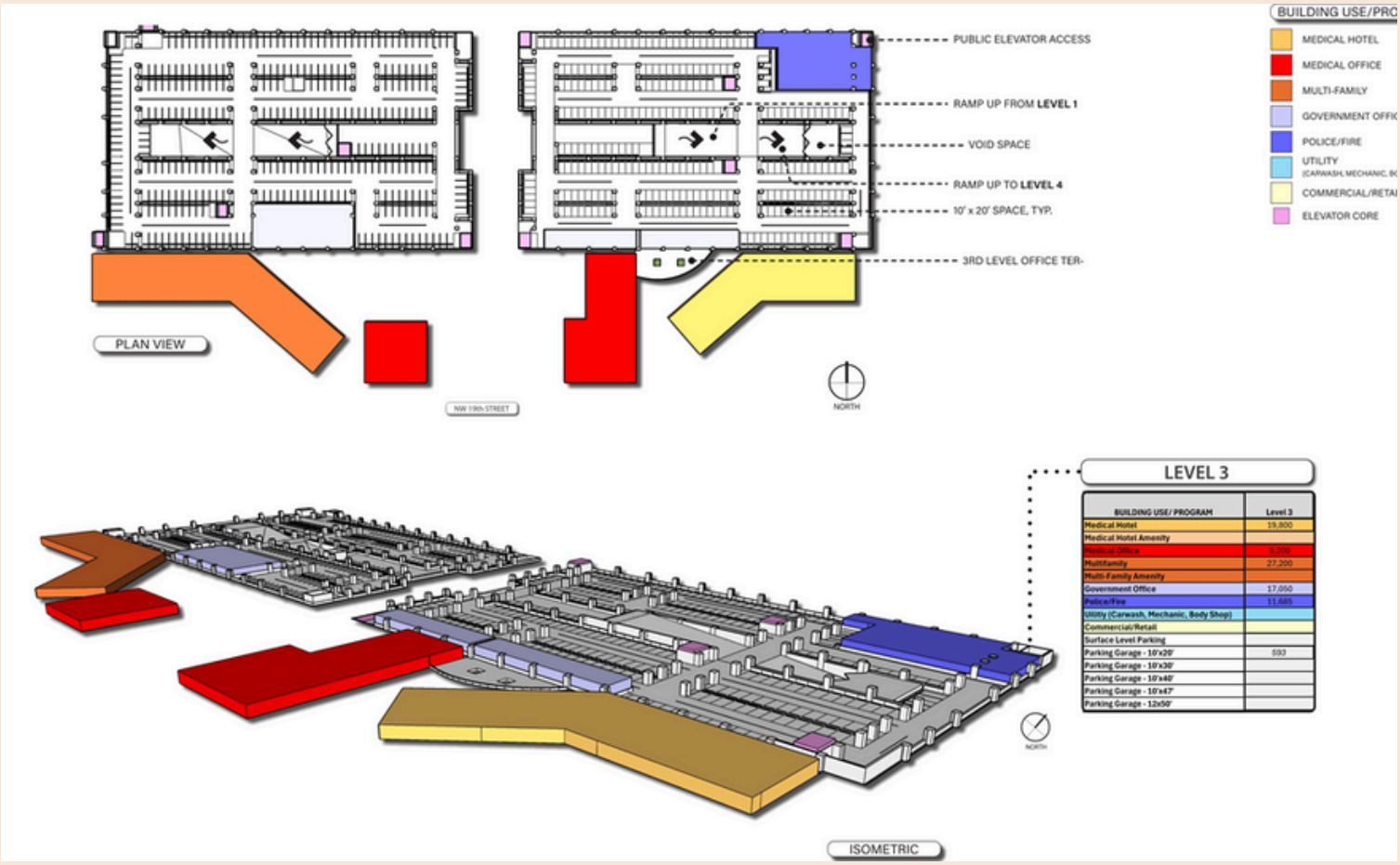
**Programmatic Site Plan Level 3 – Exhibit E**

As the campus and buildings go vertical, the important emphasis on walkability and connectivity remains. The multi-family, medical office, and medical hotel have direct access to the parking structure where 593 parking spaces support the needs of those uses as well as supplement the level 3 offices of the government uses and police/fire.

A level 3 terrace is also provided to add benefit to the government office.

The parking bays are configured here to maximize space count while accounting for the interstitial space (voids) between levels.

**Exhibit E**



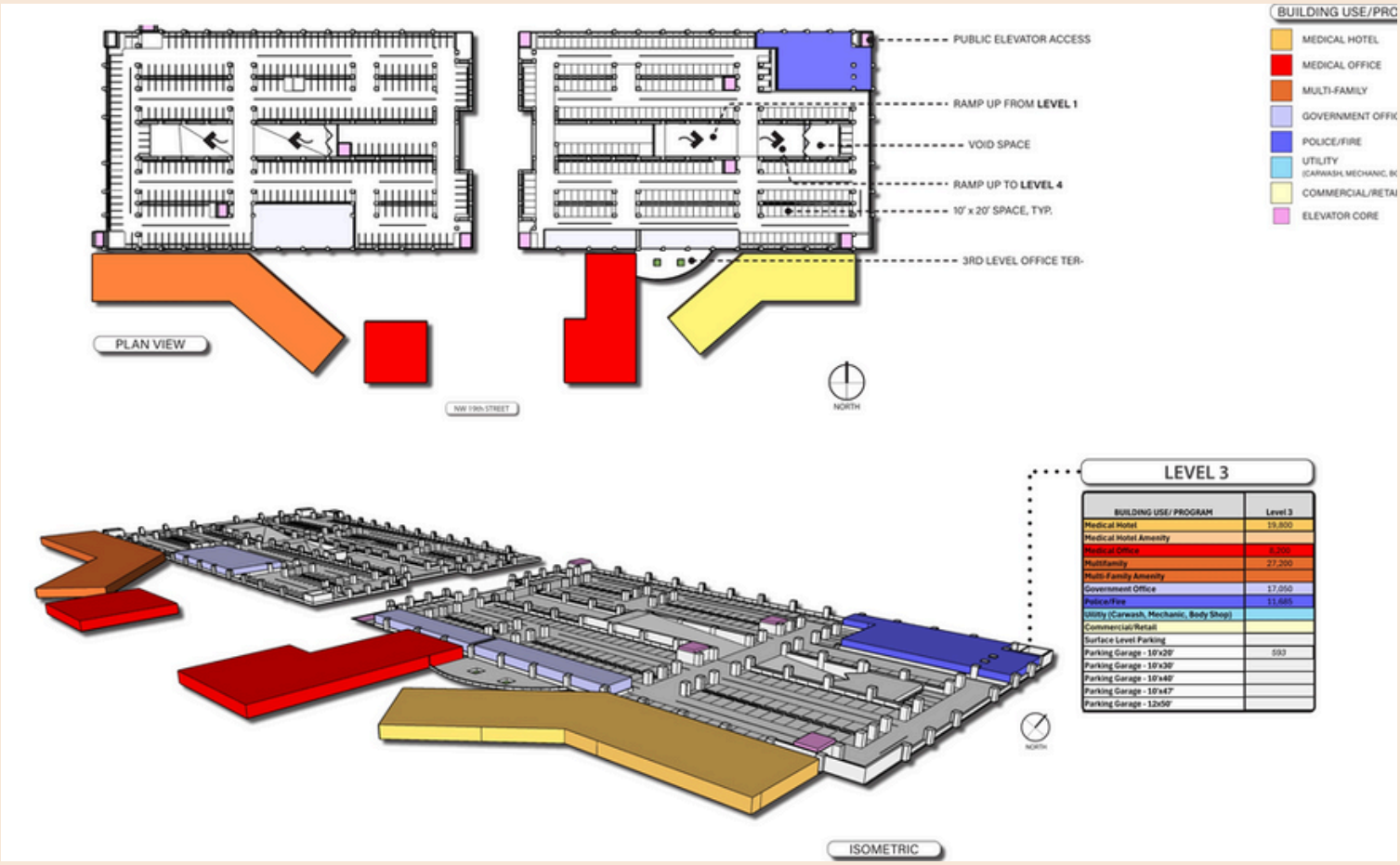

**Programmatic Site Plan Level 4 – Exhibit F**

The multi-family, medical office, and medical hotel have direct access to the parking structure on level 4 including the 569 parking spaces that support the needs of those uses as well as the level 4 offices of the government uses and police/fire.

Given the block structure of the parking deck there wasn't enough room for a double row of parking in the central spine area where no additional ramping 'up' is needed but there is some flexibility built in for parking and storage in these areas.

Strategic partitioning of spaces continues to provide some sense of security to the fire/police use in the NE corner of the structure on level 4.

**Exhibit F**



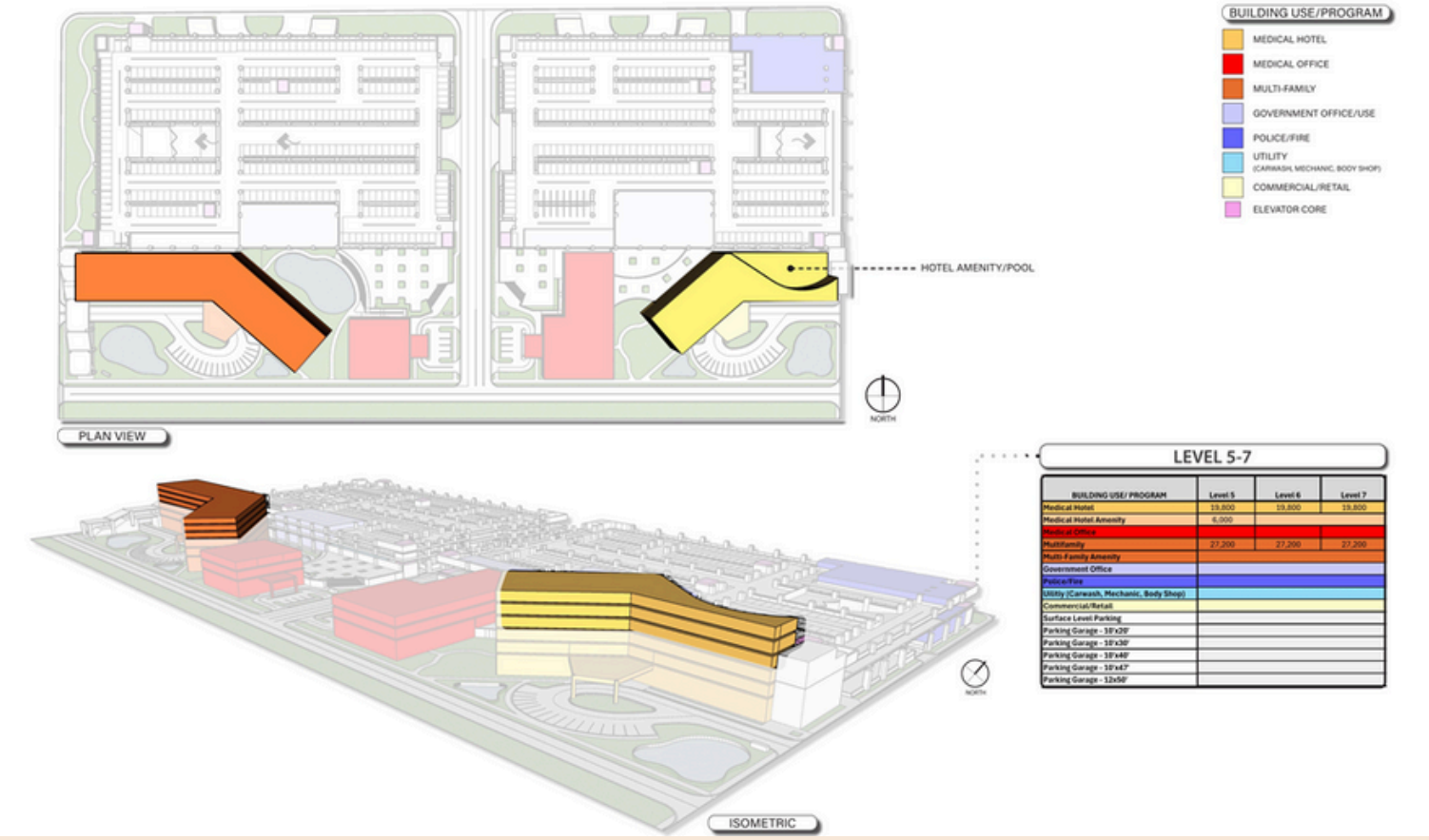

**Programmatic Site Plan Level 5-7 – Exhibit G**

The higher levels of the development are occupied by the residential/multi-family and medical hotel uses.

Level 5 of the medical hotel integrates its amenity/pool area into the shape of the rooftop park. Direct access to the meditation garden, yoga lawn, fitness areas, and rehabilitation spaces from this level also create a dynamic and accessible synergy.

Level 5 of the residential/multi-family also provides access to its own amenity space which utilizes the rooftop parks cantilevered infrastructure to

**Exhibit G**




**PMaster Plan Model Views – Exhibit H**

These vignettes showcase a 360-degree perspective of the site's design and programmatic layout.

The northwest corner of the site is one of the main gateways of the connection spine from the residential neighborhoods to the metro rail station.

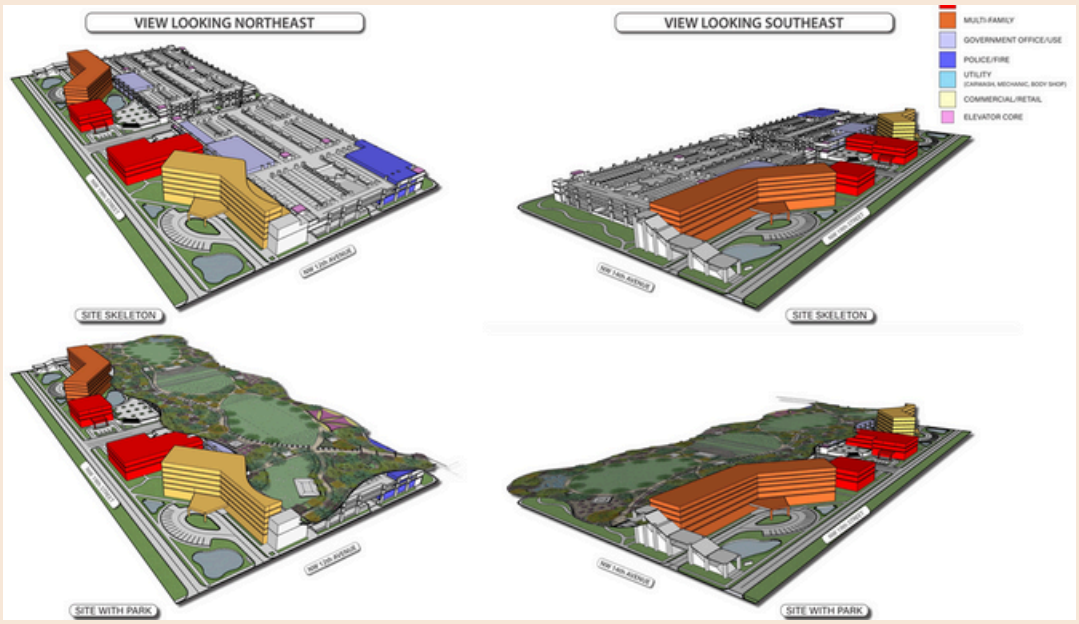


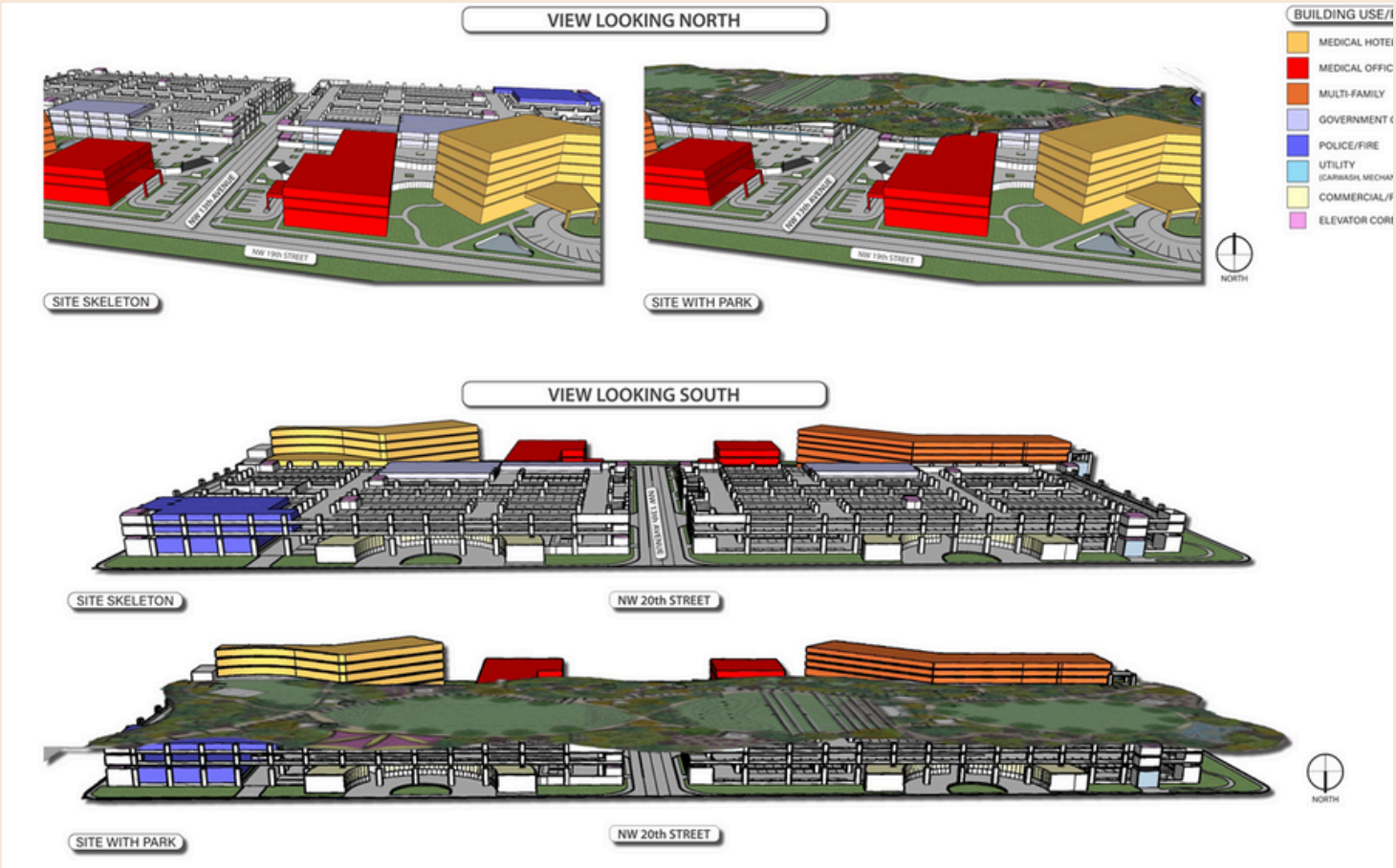

**Exhibit H**

**Masterplan Model Views – Exhibit I**

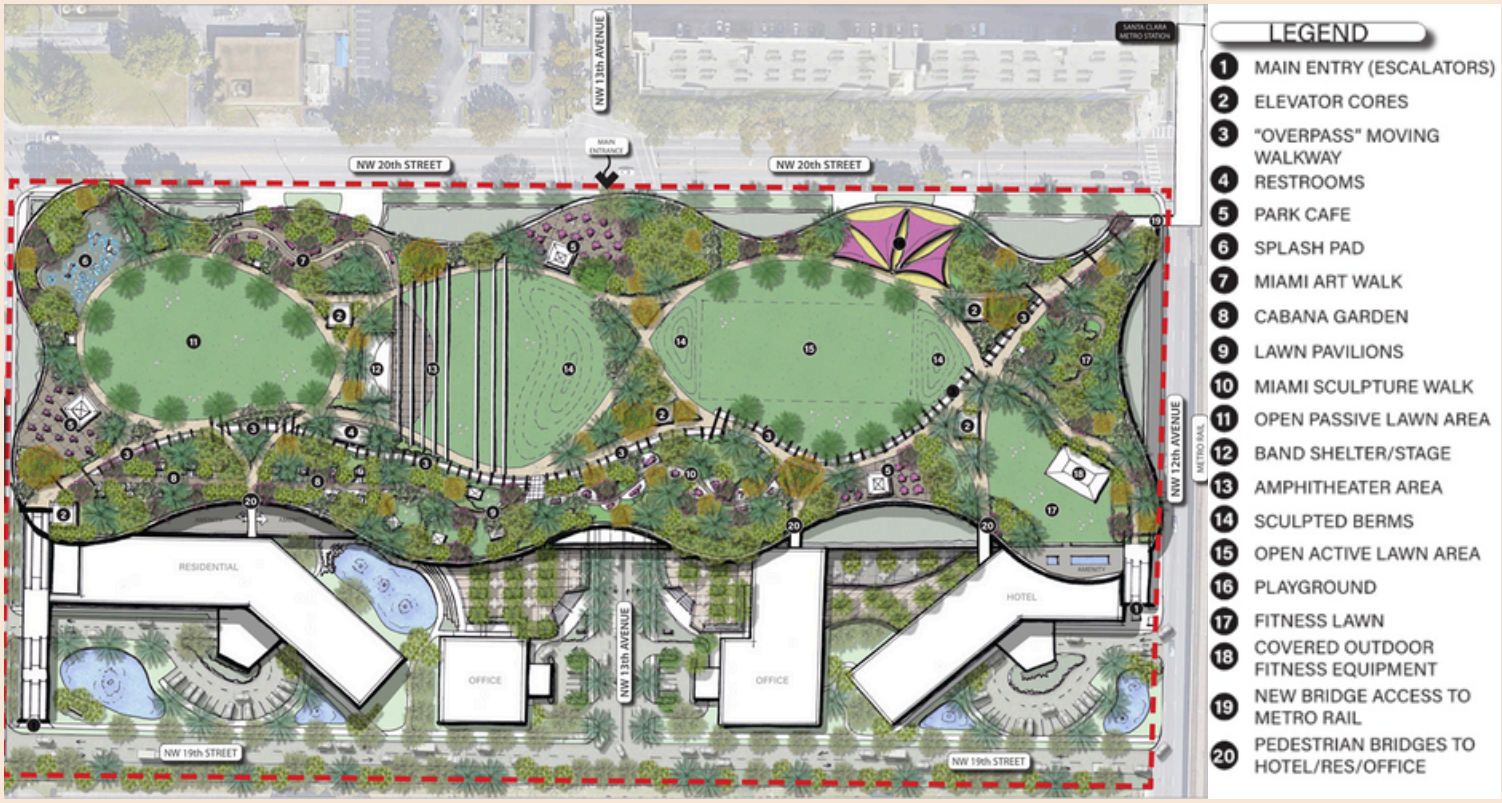
These vignettes show case an eastern and western perspectives of the site's design and programmatic layout.

The eastern portion of the site utilize layering from the ground to the 3rd level to increase connectivity from the public as well as create outdoor terraces, plazas and spaces that interface with the medical hotel, medical office and government offices/uses.

**Exhibit I**



**Illustrative Master Plan - Exhibit J**




## 3.2 Usage

**City Uses**

Fire Department (New Headquarters)
- Existing - 278,093 SF
- Additional SF needed - 27,525 SF

Police Department (New Headquarters)
- 56,170 SF

Parks Division
- 21,607 SF

GSA (Include car workshop, highlight height & clearance)
- Existing- 211,617 SF
- Additional SF needed – 6,376 SF

Public Works
- Solid Waste Existing – 18,972 SF
- Solid Waste additional SF needed – 7,968 SF
- Public Works – 11,110 SF

*Remove Mini Dump*

# THE PARK

Perched high above the vibrant cityscape of Miami, this expansive 8.5-acre rooftop park offers a unique urban oasis where nature, art, culture, and recreation seamlessly converge. The park is thoughtfully designed to serve as a dynamic communal hub, connecting the adjacent residential neighborhoods, bustling government offices, medical hotel, medical offices, and the nearby Santa Clara Metro station, fostering a lively and inclusive atmosphere. Visitors entering the park are immediately drawn into the Art Walk and Sculpture Walk, where curated installations and sculptures by local and international artists create an inspiring cultural journey through open-air galleries paying homage to the likes of Wynwood, Miami Beach, and Coconut Grove. These artistic pathways invite contemplative strolls and photo-worthy moments of the Miami Skyline, blending creativity with the lush greenery

# MEDICAL OFFICE

Placing a medical office adjacent to a medical hotel within a new Miami hospital medical district offers a strategic blend of patient-centered care, operational efficiency, and economic vitality.

This co-location enhances convenience for patients, allowing seamless access to consultations, procedures, and follow-ups while enabling their families to stay nearby, thus improving emotional well-being and recovery outcomes.
As Miami continues to grow as a medical tourism destination, the creation of a “care campus” that combines high-quality lodging with clinical services provides a premium, all-in-one experience that appeals to both domestic and international patients.

Economically, the setup drives revenue through extended stay packages, ancillary retail offerings, and cross-referrals, while contributing to a vibrant, transit-accessible urban hub. Altogether, this integrated model exemplifies the future of healthcare delivery, blending hospitality, care, and commerce in a district designed for modern, holistic health experiences.

SPECS: (AT A MINIMUM)

- 4 stories of office space
- 32,800 SQ FT
- Assuming average room size of 450 SQ FT = 308 keys

# RESIDENTIAL

By integrating a multi-family residential tower into this medical tourism mixed-use development, it can serve to enhance the project's viability by diversifying its user base and creating long-term, stable revenue streams. The residential component can serve medical staff, long-term patients' families, retirees, and wellness-focused residents, offering a lifestyle anchored in health services and amenities. Strategically, it complements the development's commercial and healthcare offerings, increasing foot traffic and supporting retail and hospitality components. Zoning compliance, design for privacy and circulation, and access to wellness amenities were key considerations of it's siting on the project site. If executed well, the residential tower can command premium rents or sales prices and strengthen the overall value proposition of the development.

SPECS: (AT A MINIMUM)

- 8 stories
- 217,600 SQ FT of livable space
- 4,800 amenity deck
- 850 SQ FT average unit size = 256 units


# RETAIL

The introduction of commercial/retail spaces brings revenue generating uses to activate the streetscape as well as serve the internal needs of the project.

Connectivity of a diverse offering of retail space to the government offices, residential/multi-family, medical office, medical hotel, the 8.5-acre rooftop park as well as an introduction of new offerings to the nearby hospitals, residential neighborhoods, and Santa Clara Metrorail station.

An abundance of double height retail offering fronting NW 20$^{th}$ Street provides a unique canvas for specialized retail and commercial uses to supplement this new medical center with targeted "destination" opportunities.

SPECS:

- 24,100 SQ FT

# PARKING

All of the site's parking is housed in the main parking structure. This includes parking needs for the City's government office/program needs, the fire/police, as well as the residential (multi-family), medical offices, medical hotel, public parking.

Specific allocation of the City's parking uses will need to be configured to optimize efficiency and processes. All oversized spaces, however, have been accommodated on level 1.

**Public Works**
- 80 visitor Spaces

**Parks and Rec**
- 70 visitor Spaces
- 14 (10 x 20 spaces); level 1
- 23 (10 x 30 spaces); level 1
- 1 (10 x 47 space); level 1
- 1 (10 x 40 space); level 1
- 4 (10 x 20 barricade trailer spaces)
- 2 (10 x 40 snowmobile spaces)
- Fire Station (#5)
- 45 visitor spaces
- 3 (12 x 50 spaces); level 1
- 5 (12 x 50 spaces); level 1
- Fuel Pump; level 1
- Fuel Tank; level 1
- Diesel Tank; level 1

**Solid Waste Department**
- 250 visitor spaces
- 15 light fleet
- Cart storage (8,000 sf); level 3
- Mini Dump – removed
- Equipment – 153 spaces (sizes vary)

**Parking Garage** - 740
- Staff/Visitor – 545
- City Vehicles/Light Fleet – 195

**General Services Administration** (GSA)
- 100 visitor spaces
- 75 police loaner fleet spaces
- 20 GSA loaner fleet spaces
- 20 service writer drop-off parking
- 30 body shop parking
- 60 auction parking
- 153 light fleet (10 x 20 spaces)
- 34 cranes (10 x 30)
- 38 garbage trucks (10 x 30) - removed
- 20 small equipment (10 x 20)

**Residential (Multi-Family)**
- Full Amount: 410 / (-30% TOD: 287) / (-50% TOD: 205

**Medical Office**
- Full Amount: 41 / (-30% TOD: 29) / (-50% TOD: 21)

**Medical Hotel**
- Full Amount: 185 / (-30% TOD: 129) / (-50% TOD: 92)

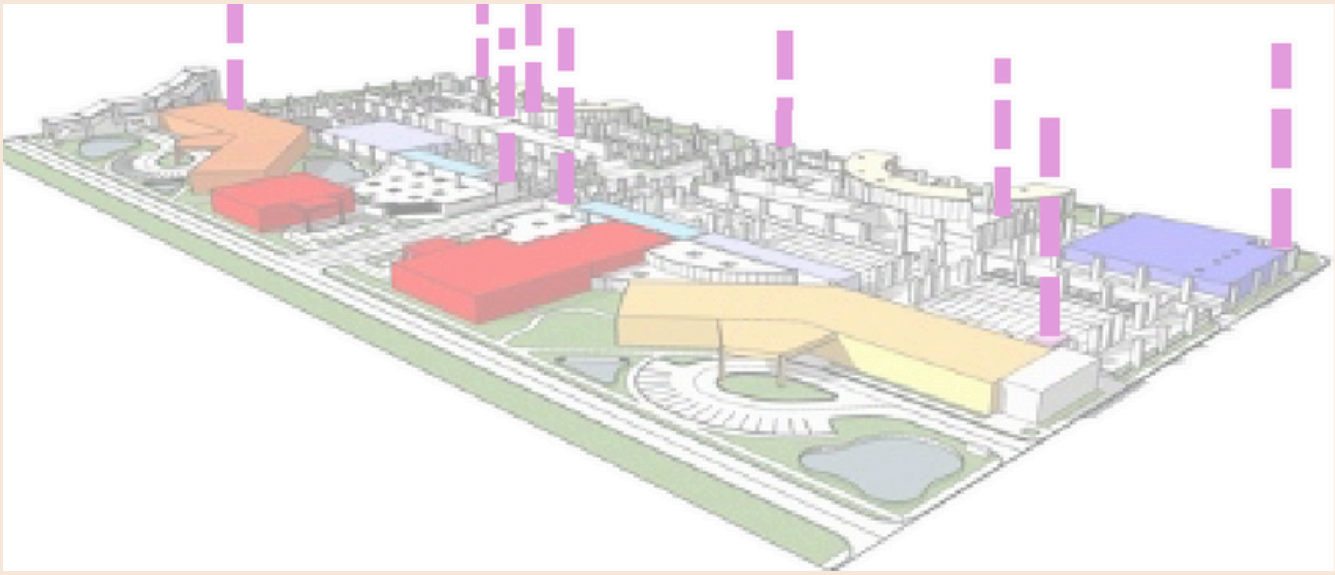
**Commercial/Retail**
- Full Amount: 72 / (-30% TOD: 50) / (-50% TOD: 36)

**Rooftop Park**
- Full Amount: 74 / (-30% TOD: 52) / (-50% TOD: 37)

## 3.3 Walkability Solutions

**Elevators – Exhibit K**

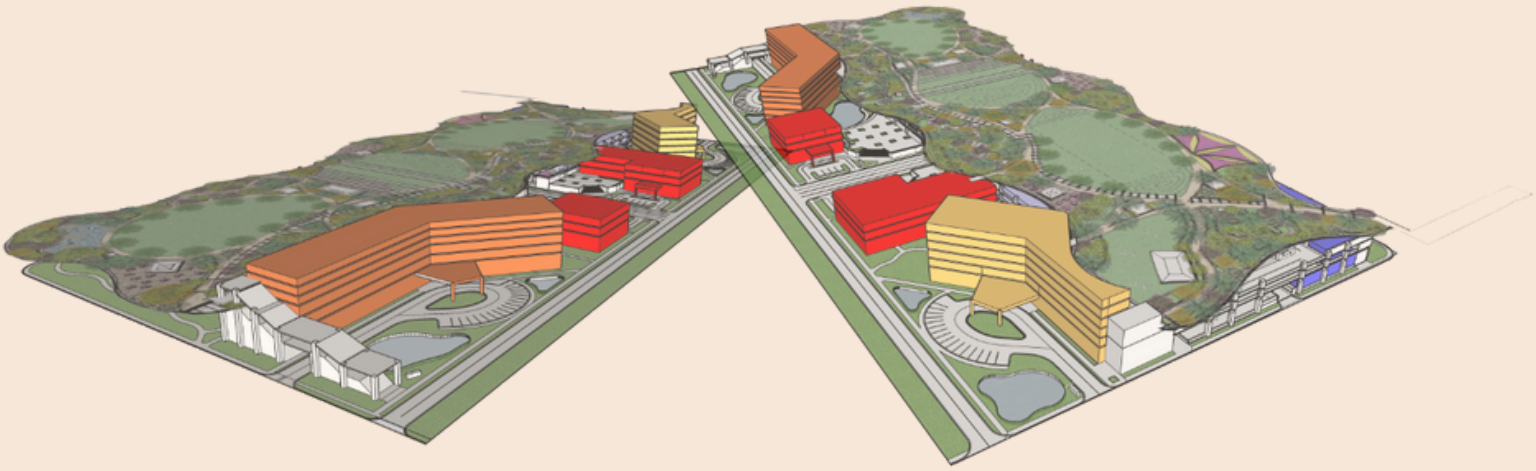
There are 10 public elevator cores that create access from the ground-level to the rooftop park. With stops at the integrated office spaces and parking levels, vertical visitor mobility is accessible with equitable distribution around the parking structure.



**Stairs and Escalators – Exhibit L**

The installation of outdoor escalators to improve east to west pedestrian mobility must be treated as a key feature of our proposed design, our rooftop park will thrive if pedestrians find it as the best possible path to walk from their homes to public transportation, to exercise or to access Miami's Health District.

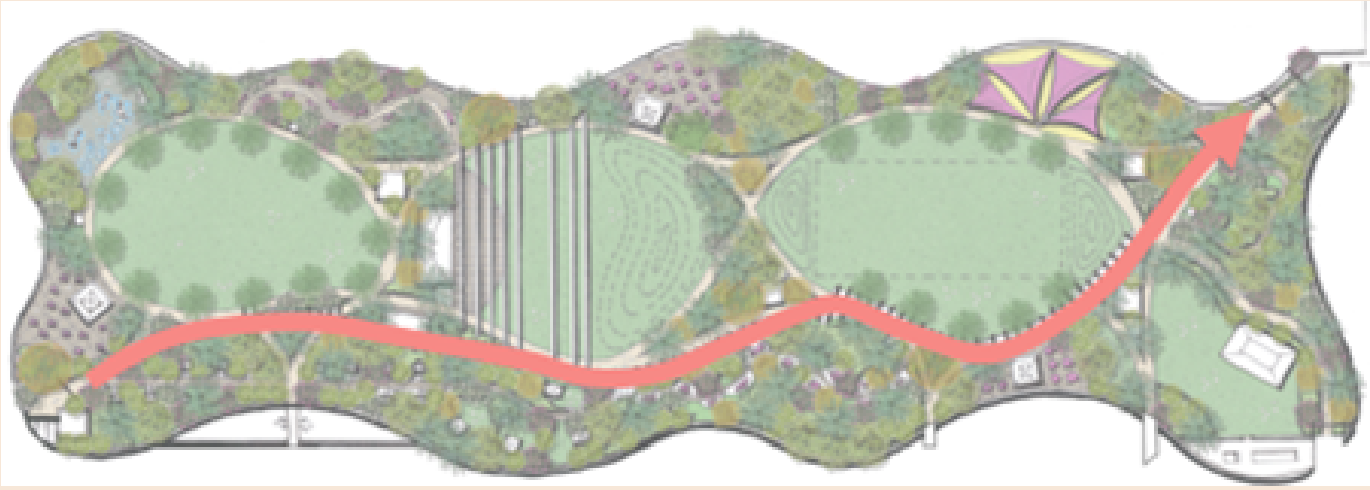
Outdoor escalators have been used in other cities as elements to make walking more attractive, with different objectives. In Medellin, they are used to facilitate people getting to their homes and visitors enjoying the culture of Comuna 13, meanwhile in Barcelona, they are used to help people enjoy Parc Guell and Parc MontJuic.



**Outdoor Moving Walkways – Exhibit M**

According to our design, the distance to walk from the east side of the park to the west side, and vice versa, is approximately 1200 ft.

To facilitate walkability for people trying to walk to the medical district from River Landing or to reach the Metro Rail Station, we suggest to install outdoor moving walkways which have been used in other cities across the world in different time periods to move people more efficiently through different sites.



## 3.4 Lifestyle and Park Programming

**Park Operations and Programming Plan**

- Outdoor Amphitheater
  - Daily Use: Open seating for leisure, informal performances, and school visits.
  - Scheduled Events: Weekly movie nights, weekend cultural performances, community theater, and public speaking series.

- Event Lawn / Flex Lawn
  - Flexible Use: Yoga and fitness classes in the mornings; open play during the day.
  - Special Events: Farmer's markets, art fairs, community festivals, and health expos.

- Wellness Gardens
  - Ongoing Programs: Mindfulness and meditation sessions, guided horticulture therapy, senior wellness programs.
  - Partnerships: Local hospitals and/or clinics for health education and outreach.

- Trails
  - Regular Use: Walking, jogging, biking.
  - Fitness Programming: Scheduled running clubs, fitness bootcamps, and nature walks.

- Shaded Children's Play Areas
  - Daily Use: Open all day with safety monitors during peak hours.
  - Programming: Weekly storytime, interactive play events, and educational pop-ups.

## 3.4 Lifestyle and Park Programming

**Park Operations and Programming Plan**

- Shaded Picnic Areas
  - Use & Reservations: Available for public use; reservable for birthdays and family gatherings.
  - Programming: Community BBQ days and nutrition workshops.
- 
- Splash Pad
  - Seasonal Use: Operates daily with exception of maintenance days.
  - Events: Summer “Cool Down Days” with music and food trucks/sponsored concessions.

- Games Kiosk
  - Equipment: Chess sets, board games, cards, frisbees, and sports balls. [moveable furniture]
  - Tournaments: Monthly family-friendly game days or leagues.

- Public Art Installations
  - Permanent Features: Rotating local artist exhibits, sculptures, murals.
  - Interactive Programming: Artist talks, youth workshops, and art walks.

- Future Restaurants / Cafes
  - Operations: Open daily, outdoor seating with views of the park.
  - Events: Happy hour specials, brunch events, food pairing with performances.

- Brand Sponsorship & Concessions
  - Partnerships: Local and national brands sponsor areas (e.g., amphitheater or event lawn) or host branded kiosks.
  - Pop-up Retail: Rotating concessions for snacks, drinks, and local goods.

**Environmental Remediation – Implementation**

Due to the current uses (e.g. auto operations, fuel tank, and mini dump) environmental remediation implementation would likely begin with comprehensive site characterization to delineate the extent of various contaminants like heavy metals, petroleum hydrocarbons, and VOCs/SVOCs in both soil and groundwater. Based on these findings and regulatory requirements, a Remedial Action Plan (RAP) would be developed, outlining specific cleanup goals and technologies. This plan would tailor approaches to different areas, potentially including excavation and off-site disposal for heavily contaminated zones, treatment methods like bioremediation or chemical oxidation for hydrocarbons, and stabilization techniques for metal-impacted soils.

The implementation phase would then involve the physical execution of the chosen remediation technologies, such as soil excavation, injection of treatment compounds, or the installation and operation of groundwater pump-and-treat systems. Following the initial cleanup actions, long-term monitoring would be crucial to track the effectiveness of the remediation efforts and ensure that regulatory cleanup standards are met. Once the site achieves the agreed-upon environmental goals, the remediation process can be concluded with regulatory closure.

# CITY OF OAKLAND PARK

## Oakland Park Sky Project

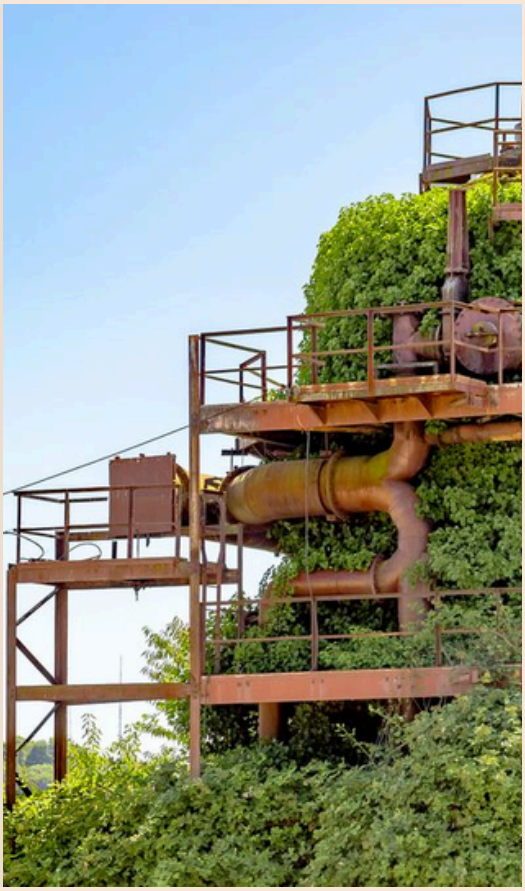
The Dixie Lots in the City of Oakland Park underwent a multi-phase environmental remediation process following their historic industrial use. After contamination was identified, the site was cleaned and placed under environmental monitoring through the Florida Brownfields Program. By 2020, major remediation work was completed, and the site entered long-term monitoring to secure a "No Further Action" determination.

Today, the Dixie Lots were reimagined through a redevelopment effort in partnership with Integra Investments, Zyscovich Architects, and now NR Investments, The project, known as Sky Building, transforms this once-vacant and contaminated property into a vibrant mixed-use development, incorporating residential units, retail space, and public realm enhancements. This forward-thinking redevelopment not only revitalizes a long-dormant site but also aligns with Oakland Park's broader vision for a walkable, connected, and sustainable urban core.


# GASWORKS PARK, SEATTLE

Gas Works Park in Seattle is a landmark example of adaptive reuse, where a heavily contaminated industrial site was transformed into a celebrated public park. Built on the former site of a coal gasification plant, the property was once polluted with hazardous byproducts like tar, heavy metals, and petroleum compounds. Instead of removing all remnants of its industrial past, landscape architect Richard Haag took an innovative approach—treating contaminated soils on-site through bioremediation and capping, while preserving and repurposing key structures.

The 20-acre park now features open lawns, play areas, and sculpted earthworks like the Great Mound, which safely contains treated soil. Former gas plant equipment stands as sculptural elements within the landscape, blending ecology, history, and design. This groundbreaking project redefined what post-industrial spaces could become, turning a toxic landscape into a vibrant, award-winning civic asset—and setting a global precedent for sustainable urban reclamation.



## 3.5 Case Studies: Parks

# SALESFORCE PARK

### San Francisco, California - 5.4 acres

Rising 70 feet above the streets of downtown San Francisco, Salesforce Park is a 5.4-acre rooftop oasis atop the 1.5 million square foot mixed-use Salesforce Transit Center. Spanning four city blocks just south of the Financial District, this elevated park integrates public space, transit infrastructure, and urban design into a single, vibrant destination.

Designed with sustainability, beauty, and functionality in mind, the park offers a wide variety of amenities, including an 800-seat amphitheater, a children's playground, a public plaza, a planned restaurant, and peaceful garden areas for relaxation. It serves as a green rooftop commons for the surrounding high-rise neighborhood and as a key component of a larger mixed-use urban district.

With 15 public entry points—ranging from street-level access to pedestrian bridges connecting nearby towers like Salesforce Tower and 181 Fremont—Salesforce Park is fully integrated into the urban fabric. A privately operated gondola adds an iconic and whimsical point of entry. Clear signage and thoughtful design ensure that the park remains inviting and easily navigable.

A half-mile walking trail loops through the space, bordered by 13 botanical gardens showcasing diverse Bay Area ecologies—from redwood groves and wetlands to Mediterranean and desert landscapes. Salesforce Park is more than a rooftop—it's a destination, a connector, and a model for urban placemaking through innovative, layered infrastructure

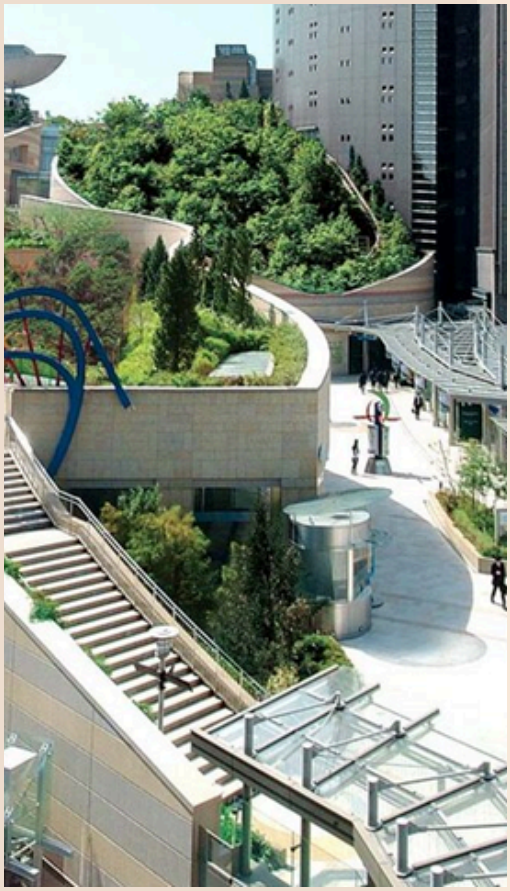
# NAMBA PARK

### Osaka, Japan - 2.4 Acres

Namba Parks is a pioneering rooftop landscape and mixed-use development in Osaka, Japan, that transforms the site of a former baseball stadium into a lush, terraced urban oasis. Rising eight levels above street level, the park cascades down the side of a shopping and office complex, blurring the line between architecture and nature.

With winding paths, waterfalls, rock formations, gardens, and seating areas, Namba Parks offers a rich variety of experiences—from quiet relaxation to lively gathering spots. Each level of the park integrates plantings and public space, creating a vertical green corridor in the heart of a dense commercial district.

The design also connects seamlessly to the retail and entertainment facilities below, making the park both a recreational retreat and an extension of the urban fabric. As a model of integrated design, Namba Parks redefines the role of rooftops in the city—transforming underutilized space into a vibrant, multi-layered public realm that brings nature back into the heart of Osaka.



## 3.5 Case Studies: Parks

# MORGAN NORTH

### New York, New York - 2 acres

Atop the former 1933 postal distribution center—now transformed into a visionary 21st-century commercial office hub—sits Manhattan's largest and most ambitious rooftop park. This two-acre, multilevel landscape is not just a green space, but the defining feature of a landmark adaptive reuse project that merges historic architecture with modern environmental design.

Thoughtfully designed to echo the ecological diversity of New York State, the rooftop park is a lush, winding terrain of curated plantings and immersive pathways. The landscape architects have carved out a variety of zones that support both productivity and leisure—from outdoor workspaces and intimate reflection areas to open-air event lawns, yoga terraces, and sunset decks.

Pathways of porcelain tile, fieldstone, decomposed granite, and soil wind through gentle slopes, creating a dynamic and layered walking experience. Circular trellises offer shade and structure, while a vegetable and herb garden brings seasonal life to the rooftop. This elevated environment is more than a design feature—it is an active, integrated extension of the building's function, redefining urban office life by connecting tenants to nature, wellness, and community.

As a cornerstone of the building's comprehensive adaptive reuse, the rooftop park exemplifies how historic infrastructure can be reimagined to meet contemporary needs—with beauty, utility, and sustainability at its core.

# SHENZHEN SKYPARK

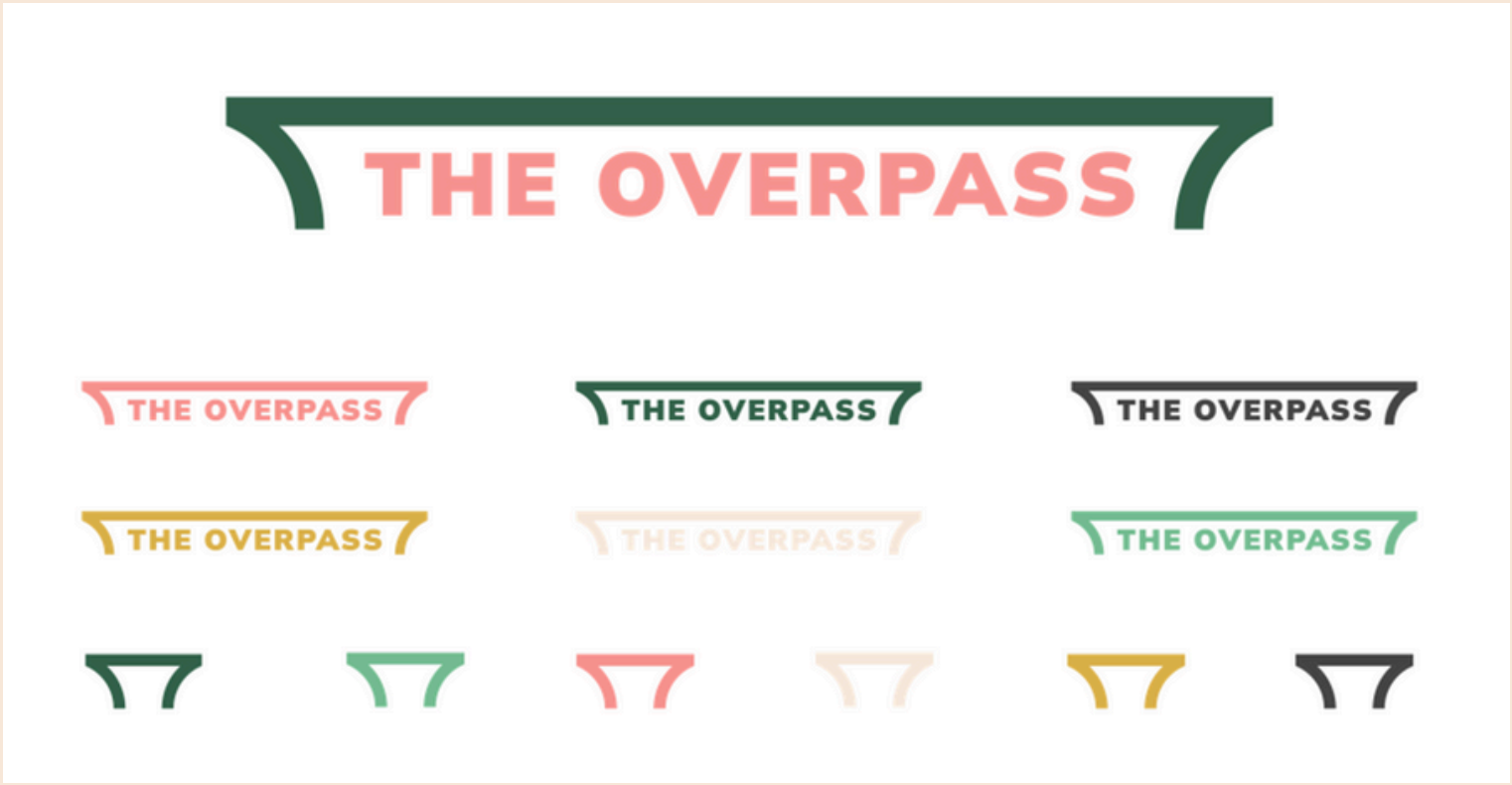
### Shenzhen, China - 19 acres

Shenzhen Skypark transforms the rooftop of a disused shopping mall in Futian District into a vibrant linear park—an ambitious example of adaptive reuse in one of China's densest cities. Sitting atop the former Link City Mall, the elevated park introduces green space, recreation, and community programming into the urban core.

Designed with flowing paths, native plantings, and varied topography, the park echoes the surrounding landscape while offering spaces for play, rest, fitness, and events. Elevated walkways connect fragmented areas of the city, turning the rooftop into both a public destination and a pedestrian corridor.

As part of a larger urban renewal effort, Shenzhen Skypark reimagines underutilized infrastructure as a sustainable, people-centered civic space—blending landscape and architecture to create a new model for rooftop urbanism.

# CHAPTER 4: BRANDING AND PLACEMAKING




## 4.1 Branding

**Inspiration: “Allapattah”**

“Allapattah” is a word derived from the Seminole Indian Language, which means ”alligator”. This led us to analyze if a piece of the Everglades could be brought to the heart of the city. What if there was a place where Miami residents could enjoy the beauty of Florida, its native wildlife and its flora but right in the middle of the city?

The combination of these elements made us think of a brand that is not urban, that is focused on connecting with nature, which is an integral part of any wellness process. What if Miami’s Health District – which is already the second largest in the country – could become the most complete with a wellness offering like no other?

**Inspiration Overpasses**

The function of overpasses and highways in Miami has been to improve the connectivity between neighborhoods by prioritizing vehicles, and while the benefits of improved vehicular mobility are many, its pedestrians who also have to live in a city that has become less walkable over the years.

Our proposal is to take a piece of infrastructure that has been designed to make it easier for vehicles and redefine it to really connect a neighborhood into a pedestrian haven. Let’s imagine, what if an overpass could do for pedestrians what it does for cars?

**Clear Space Requirements**

This norm is applied to protect the brand by creating limits between third-party elements and our visual identity. Ensuring that the brand's legibility, understanding or recognition is not negatively affected.

The minimum distance between the emblem and any other third-party image is equivalent to the height of our visual identity.


**Color Control**

Below is the color gradient selected for the brand, which can be applied on a primary or complementary basis according to this guideline. Each one includes their respective pantones, hexadecimal color codes, and in RGB & CMYK color modes.

| #2d5842 | #d7a941 | #f78985 | #68b688 | #f7e7d8 | #3d3d3d |
|---|---|---|---|---|---|
| C: 79% / M: 38% / Y: 71% / K: 31% | C: 15% / M: 29% / Y: 78% / K: 3% | C: 0% / M: 53% / Y: 34% / K: 0% | C: 58% / M: 0% / Y: 53% / K: 0% | C: 3% / M: 10% / Y: 14% / K: 0% | C: 64% / M: 54% / Y: 52% / K: 53% |
| R: 45 / G: 88 / B: 66 | R: 215 / G: 169 / B: 65 | R: 247 / G: 137 / B: 133 | R: 104 / G: 184 / B: 136 | R: 247 / G: 231 / B: 216 | R: 61 / G: 61 / B: 61 |
| PANTONE 7734 C | PANTONE 7563 C | PANTONE 177 C | PANTONE 346 C | PANTONE P 31-1 C | PANTONE Black 7 C |

**Typography Control**

MAIN FONT
The font selected for the construction of the logo of THE OVERPASS is “MULISH EXTRA BLACK”. Its substitution is now allowed because it represents the brand’s personality.

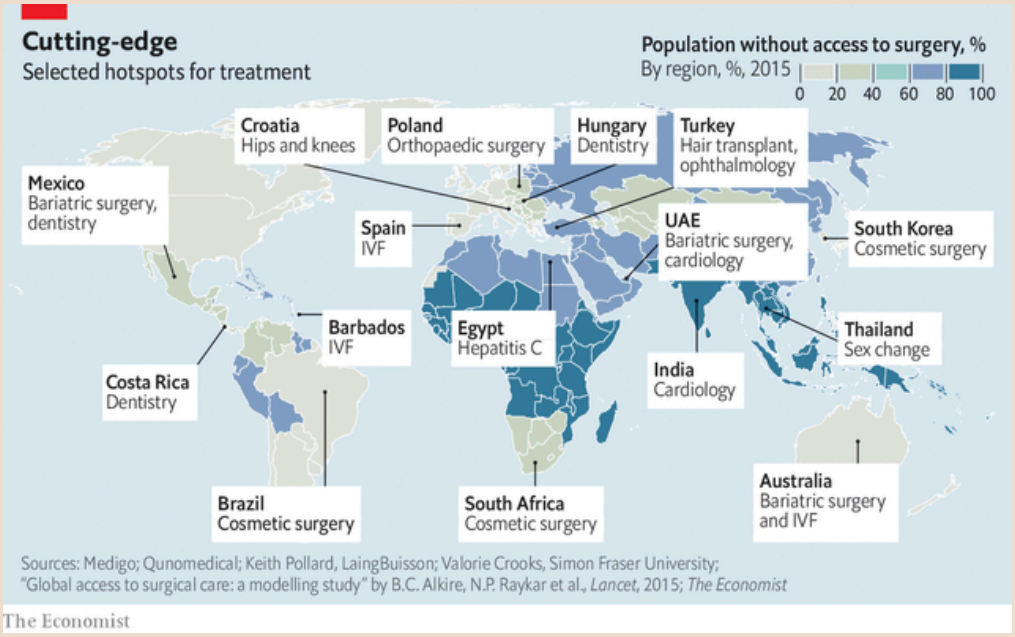
OFFICIAL FONT
The font selected for use in documents and applications for THE OVERPASS is “MULISH” in all its versions. This font can be used for internal and external communications and could be replace by the auxiliary font in cases where it is not available.

AUXILIARY FONT
The font selected for auxiliary purposes is “Helvetica Neue”, which will be used only in cases where the official font is not available.

However, what some of the most popular destinations may lack in quality when compared to the level of care offered in the US, they complement with the infrastructure they have developed to transform healthcare into a holistic experience that patients can enjoy.

For example, patients travel to Turkey looking for a holistic experience, where they can check-in into a top hotel that's integrated with a medical facility and spend 2- or 3-days visiting specialists to track their overall health, including dental, vision, cancer screening, DNA testing and others.

Miami, already a top global tourism destination already has a history of being a medical tourism hotspot for patients coming from Latin America. The development of infrastructure to support this industry is the next step.




## POTENTIAL FOR MIAMI

Miami is an emerging hub for medical tourism in the world due to its robust healthcare infrastructure, its location, connectivity and appeal as an entertainment and leisure destination.

In fact, Miami's Health District is already the second largest in the United States only behind Houston. Miami's tropical climate, its culture and world-class amenities make it an attractive destination for recovery and rehabilitation with companies already offering packages the include medical procedures, accommodations, post-operative care and more.

However, there are several challenges reported by media outlets that if addressed could help the city capitalize on its potential: ensure consistent quality of care, protect patients from fraud and above all, effectively market itself as a premier medical tourism destination.

In 2024, the total US medical tourism market was valued at approximately $8.74 billion and is projected to reach $18.21 billion by 2030 and in the same year, the Jackson Health System reported that it treats around 2,500 international patients annually, generating just shy of $80 million in gross charges from international payments each year.

This numbers, while only represent an estimate, describe Miami's potential as a Global Destination in terms of Medical Tourism, and while costs for patients might be elevated when compared to destination abroad, those traveling domestically looking for top quality healthcare should see Miami as their top option. The Overpass can transform that into a reality.

# REGULATORY ANALYSIS

## 5.1 Miami Code Analysis

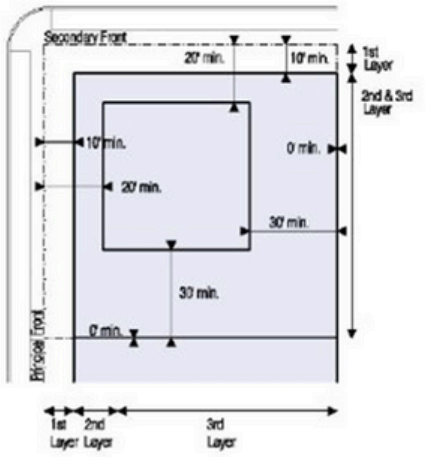
**Miami 21 Zoning Code**

The GSA site falls under the Miami 21 Zoning Code, a form-based code emphasizing the physical form of buildings and their relationship to the street and public spaces.

The site is designated as a T6-8-O transect zone, which allows for:

- Building Heights: Up to 8 stories by right, with potential bonuses for additional height
- Uses: The designation also supports a mix of uses including high-density residential, commercial, civic, and office.

Development Standards: Emphasis on pedestrian-friendly design, active street frontages, and integration with public transit.

| BUILDING DISPOSITION | | BUILDING PLACEMENT |
|---|---|---|
| LOT OCCUPATION | |  |
| a. Lot Area | 5,000 s.f. min.; 40,000 s.f. max. | |
| b. Lot Width | 50 ft min. | |
| c. Lot Coverage | | |
| - 1-8 Stories | 80% - 90% max.*** | |
| - Above 8th Story | 15,000 sf. max. Floorplate for Residential & Lodging n/a for Office & Commercial | |
| d. Floor Lot Ratio (FLR) | 5 / 25% additional Public Benefit | |
| e. Frontage at front Setback | 70% min. | |
| f. Open Space | 10% Lot Area min. | |
| g. Density | 150 du/ac max.* | |

**Miami Code Analysis – Miami 21**

Miami 21 - Building Orientation Requirements

The Miami 21 Zoning Code emphasizes building orientation and pedestrian experience.

Key orientation-related requirements include:

- - Buildings must face the street with minimal setbacks (Miami 21 5.3.1).
- - Ground-level facades must include transparent glazing and entries (Miami 21 5.3.2).
- - Parking structures must be screened or wrapped with active uses when visible (Miami 21 5.3.5).

These provisions are designed to maintain walkable, human-scaled environments in urban zones.

## 5.2 Special Area Plan (SAP)

At over 9 acres, the property also qualifies for a Special Area Plan (SAP), allowing customized zoning in exchange for community benefits. This not only enhances livability but also offsets green space losses from other Miami developments, like the Miami Freedom Park project.

| Benefit | Description |
|---|---|
| **Federal-Local Coordination** | SAP provides a structured framework to coordinate between federal tenants and local planning authorities. |
| **Zoning Flexibility** | SAP can allow for **custom zoning overlays**, mixed-use allowances, or site-specific FAR (Floor Area Ratio) and height adjustments. |
| **Infrastructure Integration** | Helps align transportation, stormwater, utilities, and public space plans across jurisdictions. |
| **Public Engagement** | SAP processes often involve community consultation, improving transparency and mitigating public opposition. |
| **Sustainability & Resilience** | Encourages climate-responsive planning, aligning with executive orders and GSA green building mandates. |

## 5.3 Potential for Public-Private Partnership (P3)

Given public ownership, a P3 model is feasible under Florida Statutes 255.065. This framework allows public agencies to contract with private entities to deliver public-purpose infrastructure and facilities.

Typical P3 structures include:

- Ground lease development for affordable housing or mixed use.
- Joint ventures between the city and a master developer.
- Shared cost recovery through rent or performance-based returns.

A P3 at the GSA site could align public goals with private delivery capacity.

## 5.4 Opportunities Under Florida's Live Local Act

The Live Local Act (Florida Senate Bill 102, 2023) allows developers to override local zoning on commercially zoned land if at least 40% of residential units are affordable (120% AMI or lower) for 30 years.

Benefits include:

- Increased height and density matching the highest in the municipality (SB 102
- Expedited permitting review processes (SB 102 2).
- Local governments may not restrict density or floor area ratio below certain thresholds (SB 102 3).
- This law could facilitate increased yield and financial viability on the GSA site.

# FINANCIALS

This section will analyze the economic details of the proposed redevelopment site. This analysis will explore the projected costs and returns that are expected to yield significant long-term economic value for the City of Miami, the Health District and the private developers involved. It will also include direct and indirect impacts of the proposed redevelopment.

## 6.1 Redevelopment Scope

After reviewing the Miami 21 Zoning Code, we believe the proposed redevelopment would allow for the following uses (at minimum) to be constructed:

| Use Type | Square Footage | Avg Unit Size (Sq Ft) | # of Units / Keys | # of Floors |
|---|---|---|---|---|
| Multifamily | 272,550 | 850 | 300 | 10 |
| Retail | 36,150 | | | 2 |
| Medical Office | 49,200 | | | 6 |
| Medical Hotel | 144,600 | 450 | 308 | 7 |
| Total Sq Ft | 502,500 | | | |

The project would seek a T6-24 zoning ordinance, which we believe supports the above square footages and densities. Aside from density and parking requirements, several other factors we included in the programming of the proposed redevelopment site.First, was keeping the park as a main focal point of the project. The Overpass has the ability to be a transformative project, adding another “must see” iconic venue to the Miami cityscape. We also focused heavily on the needs and complimentary uses to the Health District. Lastly, limiting an increase in traffic density to an already congested surrounding area. It should be noted that the suggested use types and square footage allocations could be considered a base line for this project. Using the zoning code, a private sector developer could reconfigure or add density to some of all of the suggested uses.

As included in this scope, the multifamily component is modeled as 300-units across 10 stories, with an average unit size of 850 square feet. It would be expected that a large portion of the tenant base would be employed in the Hospital District (nurses, resident physicians, administrative support staff, etc) given the location of the site. Retail is contained within 2 floors (primarily ground floor).

Conceptually, we view this as a combination of "incubator" space (smaller spaces at reduced rents for local start-up businesses) and traditional retail with established tenants at market rates. The medical office is configured as 6-stories and would be supported by the surrounding Health District. Lastly, the medical hotel would support a new wave of medical tourism to the area.

## 6.2 Cost Analysis

While the proposed solution is extremely innovative, it also needs to be feasible. In the current environment, there are several factors that make projecting cost budgets for new projects difficult, most timely being the talk around tariffs and their potential impact on supply costs. Capital costs also continue to be elevated (at least by recent standards), making the financial engineering projects more difficult. It is expected that a private sector developer would speak with multiple general contractors and financial institutions to solidify their costs assumptions.

In projecting out the costs of the various use types, we used typical hard and soft cost averages in today's market, which are summarized in the table below. Building heights will have an effect on total project costs. In our analysis, the tallest structure is the multifamily building (10 stories), followed by the hotel (7 stories), medical office (6 stories) and retail (2 stories). It should also be noted that the costs figures below are net of land costs, as the project is expected to be constructed in conjunction with a long-term ground lease from the City of Miami. While the delivery time (construction start to finish) of the various components will differ, it is estimated that the total development timeline (shovel to CO) would be approximately 24 months.

For the multifamily portion, the projected costs would be consistent for a project of this size with standard community and in-unit amenities featured in a Class A project. This would be an alternative to the some of the ultra-luxury Class A+ projects in the surrounding area that command much higher asking rents. The retail and medical office costs would be consistent with the needs of the local area and Health District and would include initial tenant improvement and leasing costs. The Medical Hotel is modeled upon the average costs for an upscale extended stay property and would include FF&E and start-up costs.Additionally, a 1,652-space parking garage would be constructed to support the private-development uses, as well as the City of Miami employee and fleet parking needs. Lastly, a $9,000,000 contribution would be made towards the construction of the rooftop park.

| Use Type | Cost per Use Type | Cost Per Sq Ft | Cost Per Unit / Key |
|---|---|---|---|
| Multifamily | $ 98,110,000 | $ 360 | $ 327,033 |
| Retail | $ 10,845,000 | $ 300 | |
| Medical Office | $ 20,910,000 | $ 425 | |
| Medical Hotel | $ 65,070,000 | $ 450 | $ 211,266 |
| Parking Structure | $ 41,300,000 | | |
| Park Contribution | $ 9,000,000 | | |
| **Totals/Averages** | **$ 245,235,000** | | |

As concluded above, the total project cost is projected at ~$245,000,000, with an average price per square foot of $388 across all uses.

## 6.3 Municipal Incentives

Part of the scope of this project was to identify revenue generating opportunities for the City of Miami. It is assumed that the private sector portion of this redevelopment would be done in conjunction with a long-term ground lease from the City. The ground lease would have a minimum of 50 years, but the preference would be for a 99-year lease which would integrate well with traditional financing methods on the private side (Bank, Life Insurance Company, Freddie Mac/Fannie Mae, etc). Based on the modeled uses, it is estimated that the project can support a Year 1 ground rent of ~$922,000. The proposed ground rent would increase at 2% per year of the course of the lease term.The ground rent equates to ~$2.26/sf of land area.

The second revenue generating piece of this project is annual real estate tax revenue. Using stabilized valuations at assumed market reassessment and millage rates, we estimate that the completed project would generate in excess of $3,590,000 annually in property taxes. It is expected that a private sector developer would look for tax incentives for the multifamily component via the Live Local Act or other available programs.

| Use Type | Annual RE Tax Revenue | Ground Rent |
|---|---|---|
| Multifamily | 1,500,000 | 500,000 |
| Retail | 389,760 | 66,318 |
| Medical Office | 393,600 | 90,259 |
| Medical Hotel | 1,308,104 | 265,272 |
| Parking Structure | | |
| Park Contribution | | |
| **Totals/Averages** | **$ 3,591,464** | **$ 921,849** |

A third economic generator to the local community is jobs. Using standard industry multipliers (IMPLAN/Bureau of Economic Analysis), it is estimated that as many as 1,450 direct construction jobs could be created over the 2-year development timeline. In addition, up to 850 indirect jobs (suppliers services, etc) could be generated over this same period. After the private sector project is completed, it is projected that between 650-825 permanent jobs will be created at the site to support the medical office, hotel, retail, civic and residential uses. These jobs could carry an approximated $30-35MM per year in payroll contributions. Using a local spending multiplier of 1.6x, this results in upwards of $50MM/year in total output impact.

### 6.4 Private Sector Returns

As discussed previously, while transformative, the proposed solution also needs to generate reasonable returns to garner private sector interest and investment. Using the provided programming for multifamily, office, retail and hotel uses, it is projected that the Year 1 stabilized NOI for the project would be $19,448,000. This NOI is calculated using comparable market rents and expenses for the various uses, as well as the ground rent payment.

| Use Type | Cost per Use Type | Stabilized NOI | Stabilized Valuation |
|---|---|---|---|
| Multifamily | $ 98,110,000 | $ 8,767,778 | $ 167,010,000 |
| Retail | $ 10,845,000 | $ 1,595,169 | $ 29,000,000 |
| Medical Office | $ 20,910,000 | $ 2,283,641 | $ 35,100,000 |
| Medical Hotel | $ 65,070,000 | $ 6,801,410 | $ 90,690,000 |
| Parking Structure | $ 41,300,000 | | 13,675,000 |
| Park Contribution | $ 9,000,000 | | - |
| **Totals/Averages** | **$ 245,235,000** | **$ 19,447,998** | **$ 335,475,000** |

Using market capitalization rates, the stabilized value of the project would be ~$335,000,000 (leasehold interest). This produces an unlevered project level equity multiple of 1.4x, and a levered project level equity multiple of 2.0x. We would anticipate that a private sector developer would maximize density across all product types.

Furthermore, there may be a reconfiguration of the proposed uses to maximize developer ROI. This base case shows that the project could be successful with the given assumptions.Increasing the developable square footage and subsequent unit counts could increase the potential ground rent and real estate taxes revenue produced by the project, while still maintaining favorable developer returns.

# CONCLUSION

Based on the comprehensive analysis and visionary planning presented in the report, the proposed redevelopment of the City of Miami's GSA site in Allapattah represents a transformative opportunity for both the community and the broader region. This ambitious project addresses a confluence of city and community needs by integrating essential municipal services with innovative mixed-use development that supports affordable housing, medical tourism, economic growth, cultural preservation, and environmental sustainability.

The design solution, anchored by an 8.5-acre rooftop park and supported by residential, commercial, medical, and government uses, successfully reimagines underutilized public land as a vibrant, walkable urban destination. It balances operational efficiency for municipal functions with forward-looking placemaking, connectivity, and revenue generation. Key infrastructure enhancements, such as new roadways and multimodal access, support long-term urban resilience and livability.

The plan carefully balances complex challenges, including environmental remediation, the relocation and modernization of municipal - services, aging infrastructure, and zoning limitations. It also embraces opportunities enabled by Special Area Plan (SAP) designations, the Miami 21 Zoning Code, public-private partnerships (P3), and state legislation such as the Live Local Act to ensure regulatory flexibility and financial viability.

Financially, the redevelopment project offers a sustainable economic model through ground leases, tax revenues, and job creation. The proposed uses are thoughtfully aligned with Miami's strategic goals, particularly the city's potential as a global medical tourism hub. Moreover, the project's inclusive approach, which emphasizes affordable housing, cultural identity, and equitable access, ensures that the benefits extend to existing residents and future generations.

In conclusion, "The Overpass" stands as a model for integrated urban redevelopment. By blending civic responsibility with economic innovation and community values, the City of Miami is poised to transform Allapattah into a dynamic, inclusive, and internationally recognized district that bridges the past with the future.