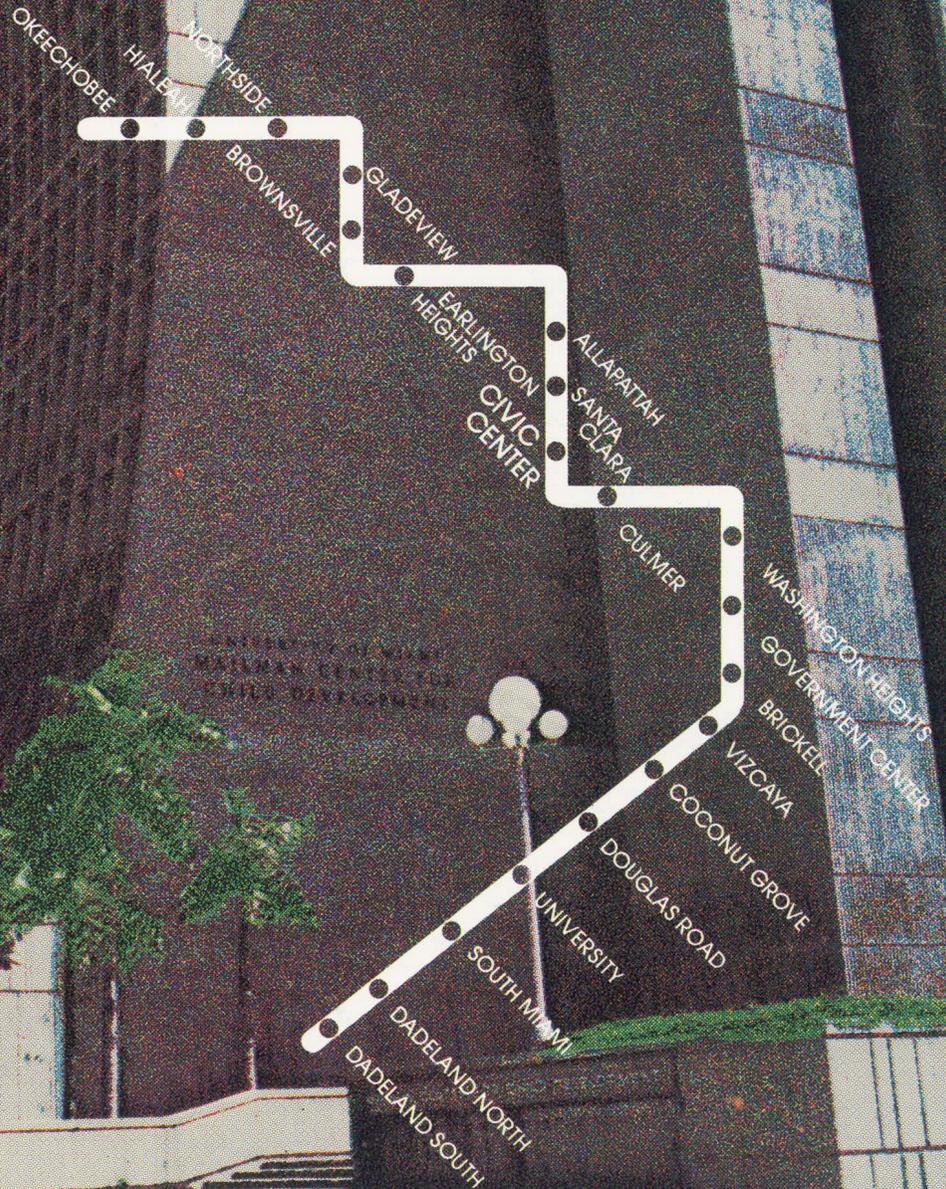


12

STATION AREA
PROFILE

Civic Center



INFO SECRETARIAL
REC'D: MAY 26 1992

THE SETTING

Located within the City of Miami at the intersection of N.W. 12th Avenue and N.W. 16th Street, the Civic Center Station will serve the largest concentration of hospital and medical related facilities and governmental offices in Florida. The 22,500 employees and 25,000 visitors who travel to and from the Civic Center area each day will find the Civic Center Station conveniently located within walking distance of the numerous government and institutional uses that surround the station site.

The Veterans Administration (VA) and Jackson Memorial Hospitals are located immediately to the west and east of the station, respectively, while Cedars of Lebanon Hospital is two blocks south at N.W. 14th Street and N.W. 12th Avenue. A complex of State and County governmental offices including County Courts, correctional facilities, the County Public Health Building and the Florida State Office Building is just south of N.W. 14th Street and west of N.W. 12th Avenue.

North of the station site, along N.W. 20th Street, is a concentration of municipal and County service facilities including the Department of Sanitation, City of Miami equipment maintenance

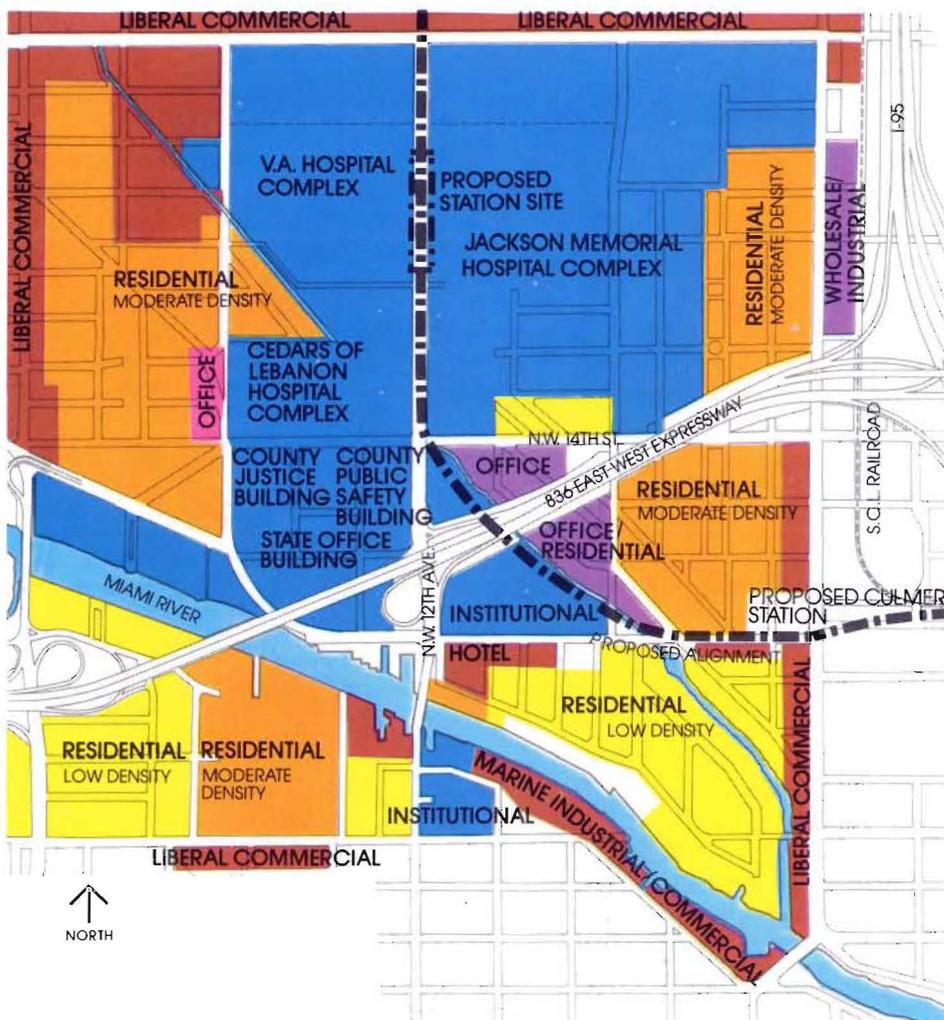
facilities, a solid waste transfer station, the Sewer and Water Authority water storage facilities, City Motor Pool and West Dunbar Elementary School at N.W. 20th Street and N.W. 7th Avenue. East of the immediate Civic Center area, between N.W. 10th and N.W. 7th Avenues, are various medical related research facilities (University of Miami, Bascomb Palmer Institute, etc.) together with professional offices, the area's only service retail and restaurant uses, scattered single family homes and apartment buildings. Several large vacant parcels exist along N.W. 8th and N.W. 9th Avenues constituting only 12 percent of the total Civic Center Station area.

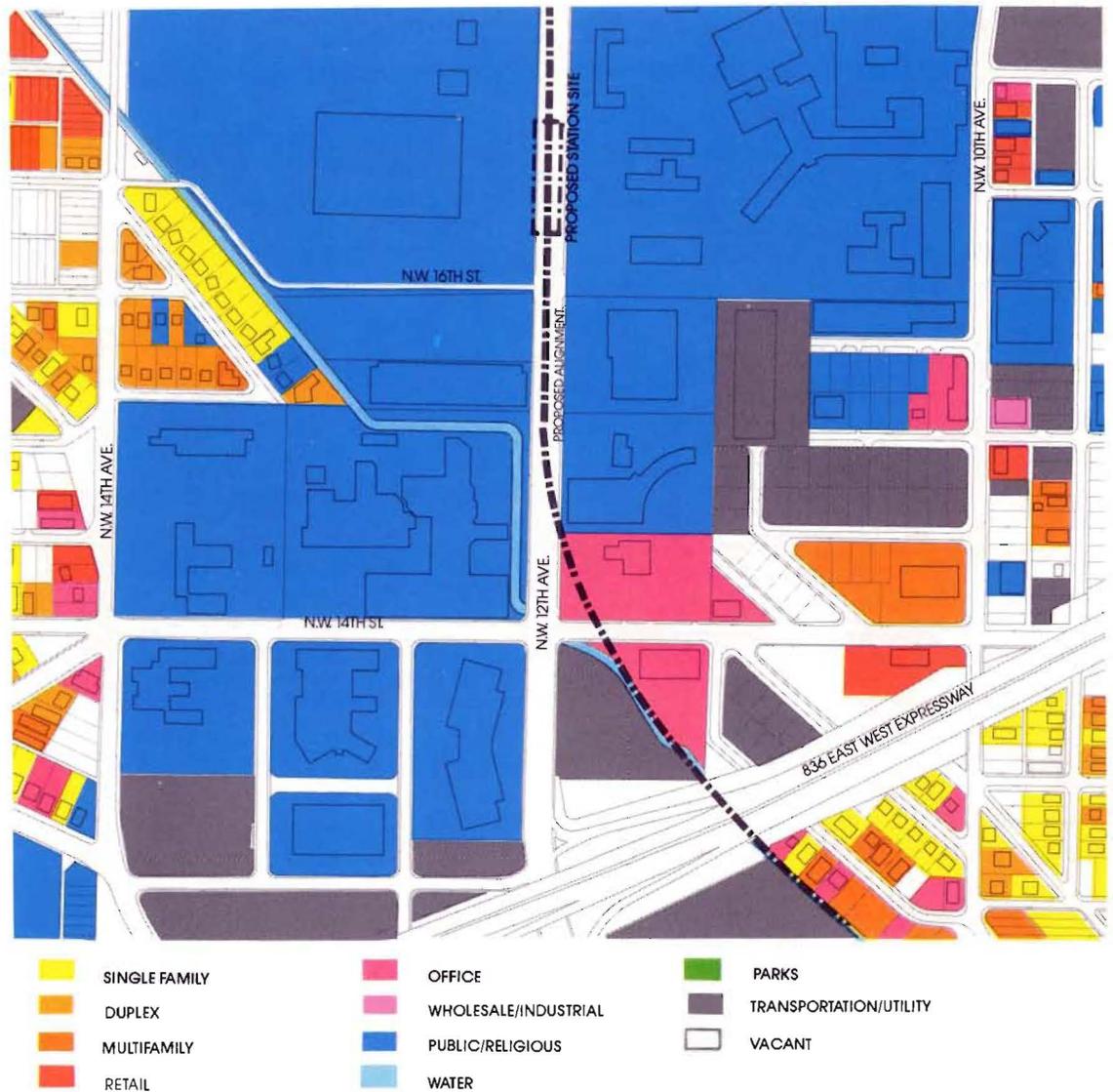
West of the Civic Center, between N.W. 14th and N.W. 17th Avenues, is the area's largest concentration of residential uses. This area includes moderate density apartments mixed with low density single family and duplex residences. The majority of vacant parcels in this neighborhood are concentrated along N.W. 14th Avenue between N.W. 15th and N.W. 18th Streets. Several of these parcels are privately operated tropical plant nurseries.

Population characteristics for the station area show that more than 50 percent of the residents are of Latin origin and only 7 percent Black. Incomes in the area are well above the City average, and only 12 percent of the families have incomes at or below poverty level.

The residents' high educational levels and the high percentage of auto owners appears inconsistent with other resident characteristics, including the fact that over one-third of the area's families pay high percentages of their income for rent and over 70 percent have changed their place of residence in the last five years.

Balancing these statistics, however, is the fact that many of the visitors and employees who come to the Civic Center each day, particularly to the hospitals are low and moderate income minority groups who are transit dependents and who must travel great distances from all over Dade County.





THE STATION AREA

Land Use

In general, the effects of rapid transit on land use and urban development surrounding station sites are expected to be most significant within a two to three block radius. This area around the Civic Center Station includes all of the Jackson Memorial Hospital complex, the VA Hospital, Cedars of Lebanon, and the University of Miami Medical Center. Portions of the government office center and the neighborhoods west of N.W. 14th Avenue and east of N.W. 10th Avenue are also included, but do not figure greatly when considering transit-related impacts.

Within the Civic Center area the hospitals dominate, accounting for over half of the total institutional employment (9,500 out of 18,354 jobs). Visitors to the Civic Center access four institutions more than all others combined. The VA Hospital adjacent to the station attracts the majority of visitors—5000 per day; Jackson Memorial Hospital, the State Office Building and the County Metro

Justice Building each attract approximately 3500 daily visitors. Most outpatient visitors (750 a day) go to the Jackson Memorial Hospital outpatient clinic.

Although the station area has long been an exclusively institutional complex, recent diversification of activities and uses has included rental apartments, hotel rooms and commercial services occurring within the hospitals. Just east of N.W. 10th Avenue at N.W. 10th Street is a small collection of private retail services including cafes, a laundry, a book store and private offices. Given the number of employees and visitors to the Civic Center area, there appears to be a potential for additional similar uses.

Two significant problems involving public transportation have existed in the medical center for many years. A shortage of almost 500 parking spaces at the VA Hospital alone is typical of shortages throughout the medical center and Civic

Center areas surrounding the transit station. Unmet demand for parking has forced development of public parking lots at N.W. 12th Avenue and N.W. 14th Street.

The second problem concerns the pedestrian circulation system in the station area. Narrow roadways, on-street parking, and circuitous routings severely restrict the vehicular circulation system's ability to move traffic within the medical center east of N.W. 12th Avenue. These same streets also divide the area's activity centers by creating barriers to pedestrians who must also contend with fences, discontinuous sidewalk routes and inadequate drop-off and pick-up connections to public and private transportation modes. Both of these problems must figure prominently in future plans to achieve maximum utilization of transit by Civic Center employees and visitors.

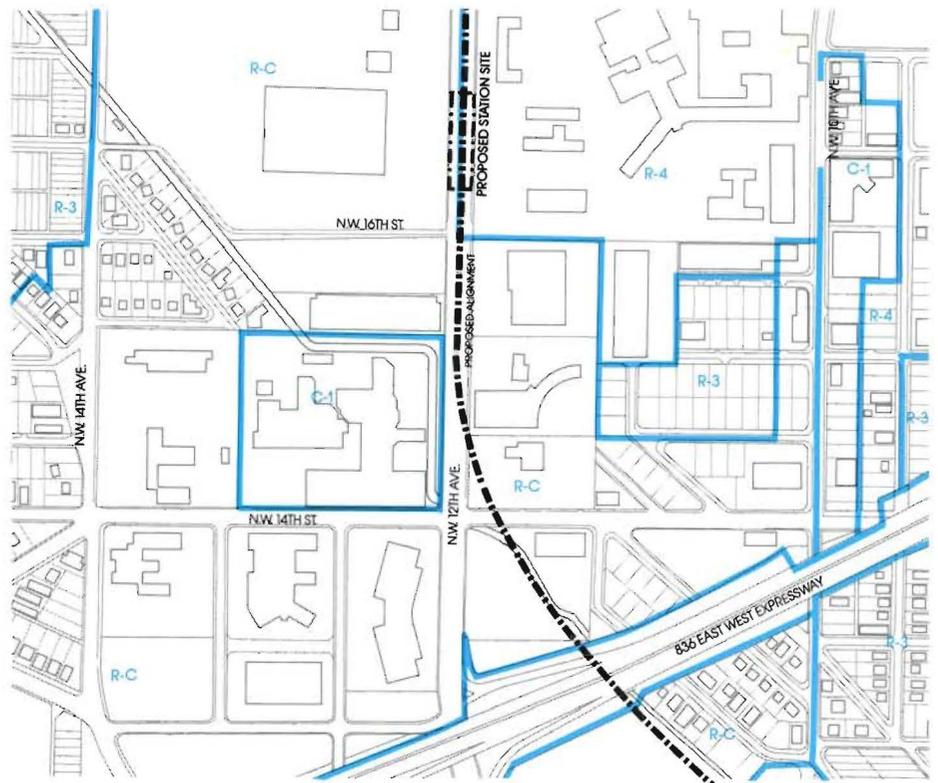
Zoning

The medical institutions and government offices of the Civic Center have existed and continued to expand within zoning districts where institutional activities are only permitted as incidental uses.

The zoning districts which generally exist west of N.W. 12th Avenue (R-C and C-1) permit development intensities 50 to 100 percent greater than the districts immediately to the east (R-4 and R-3), which, unlike the R-C and C-1 districts, do not permit hotel or motel facilities. This illogical pattern of permitted uses and intensities also occurs east of the Civic Center where high density (R-5) zoning exists within one block of moderate density apartment (R-4) districts, low density residential (R-3) zones and a (C-1) local commercial district.

The area west of the Civic Center consists of a well defined apartment district (R-3) north of N.W. 14th Street and an office/high-density residential (R-C) district to the south.

The maximum permitted densities based on zoning for all uses are far greater than those existing. There are over 4,200 dwelling units in the Civic Center area, but current zoning would permit over 23,000 units. Total retail space in the Civic Center amounts to only 131,000 square feet with another 140,000 square feet in services (mostly auto related).



R-C RESIDENTIAL/OFFICE
C-1 LOCAL COMMERCIAL
R-3 LOW DENSITY MULTIPLE DWELLING
R-4 MEDIUM DENSITY MULTIPLE DWELLING

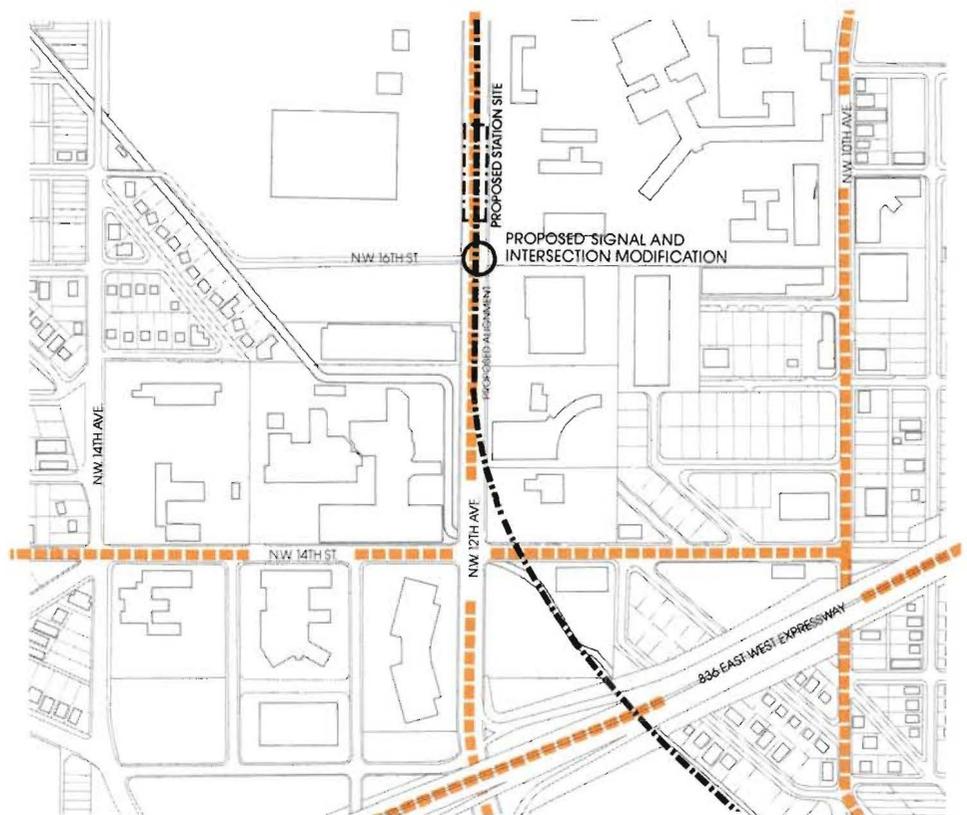
Circulation

Access to the station will be along N.W. 12th Avenue, a six lane divided roadway presently carrying traffic volumes below its design capacity. No increase in traffic volumes as a result of transit is expected because no auto parking or drop-off areas are proposed for the Civic Center Station.

Because this station will be located in the median of N.W. 12th Avenue, the existing median will have to be widened, which will require additional right-of-way on both sides of N.W. 12th Avenue to maintain adequate pavement widths for the street. Additional improvements to the intersection of N.W. 12th Avenue and N.W. 16th Street will be necessary to provide proper left turn lane alignment.

One possible adverse impact associated with the station location could be the potential use of existing parking facilities by transit riders. This potential impact could be minimized by adopting and enforcing a parking policy that includes proper signage and parking controls.

A major pedestrian movement occurs across N.W. 12th Avenue at N.W. 16th Street. The determination as to whether this movement can be accommodated within the station design will be addressed in the SADD program.



UNCONGESTED

Building Conditions

A variety of building conditions exist within the greater Civic Center area, but the best, most stable area is the public institutional complex between 14th and 10th Avenues from the 836 Expressway to N.W. 20th Street. The majority of medical center buildings are new; however, few individual buildings within the medical center are quite old and although maintained reasonably well, may be expected to be replaced as institutional expansion programs seek more flexible and efficient building space.

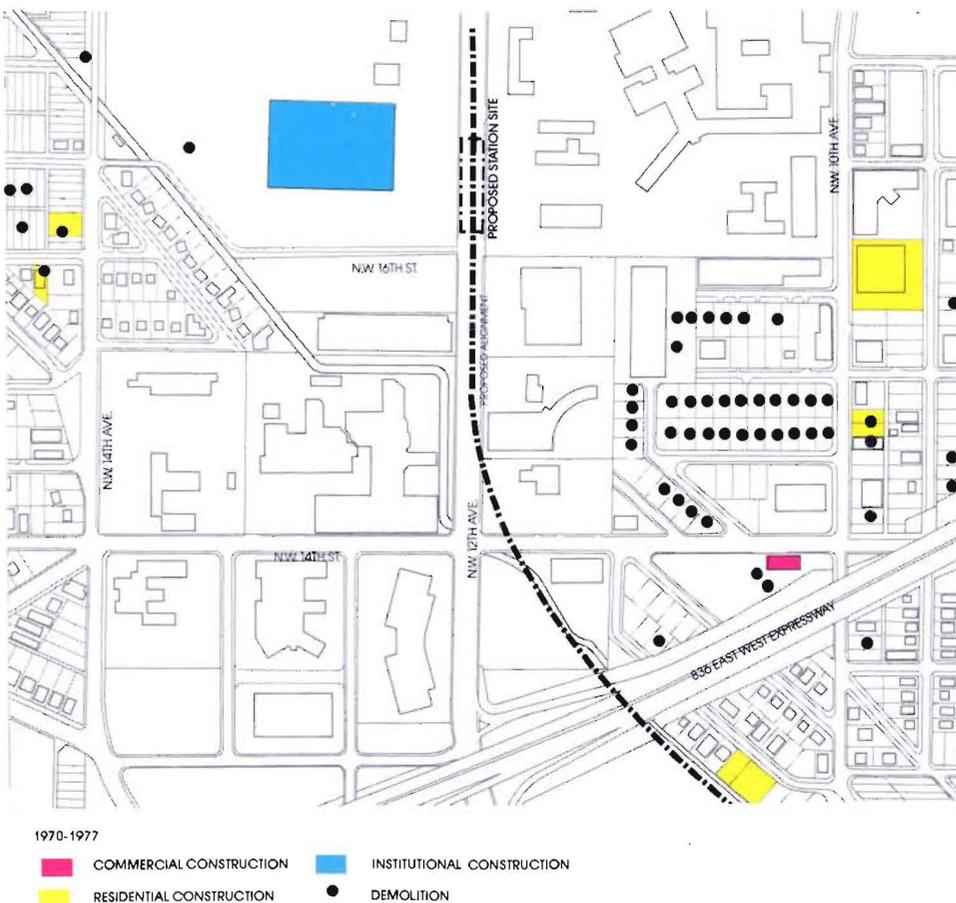
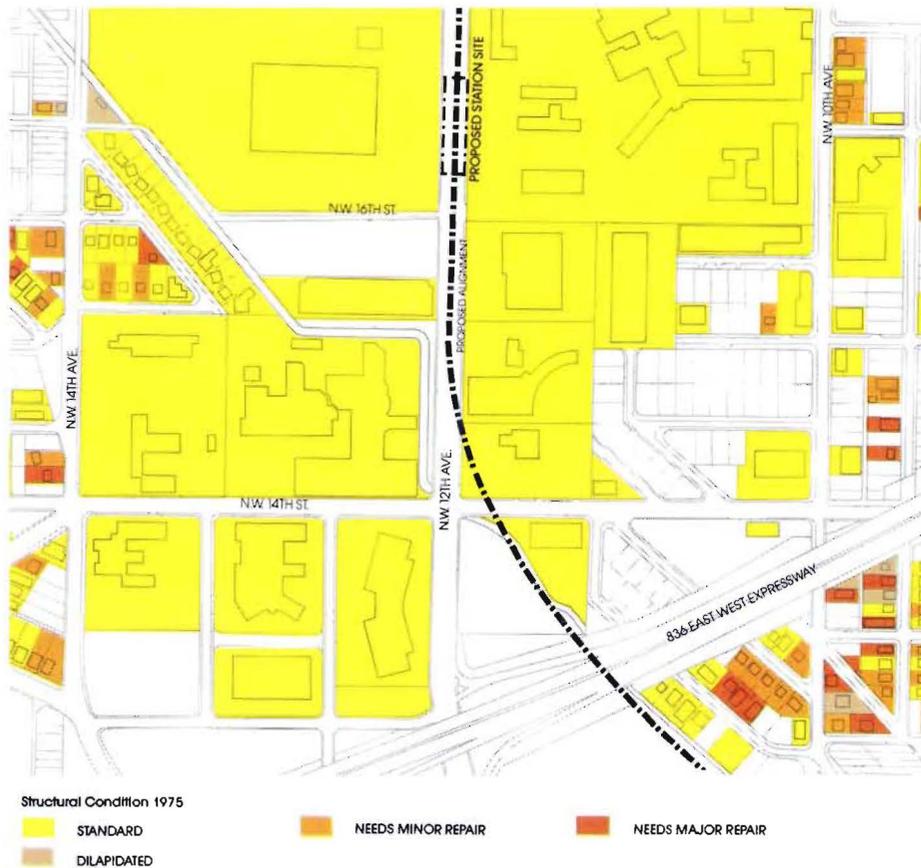
In general, the neighborhood immediately west of the Civic Center is in good condition except for a few older homes whose owners are anticipating potential redevelopment to permitted multi-family densities. The area with the most varied structural conditions lies immediately east of N.W. 8th Avenue where numerous older homes and commercial structures remain. About half of the commercial properties are in serious need of repair or in dilapidated condition. The poor structural conditions within these five square blocks have apparently discouraged further private investment in new development.

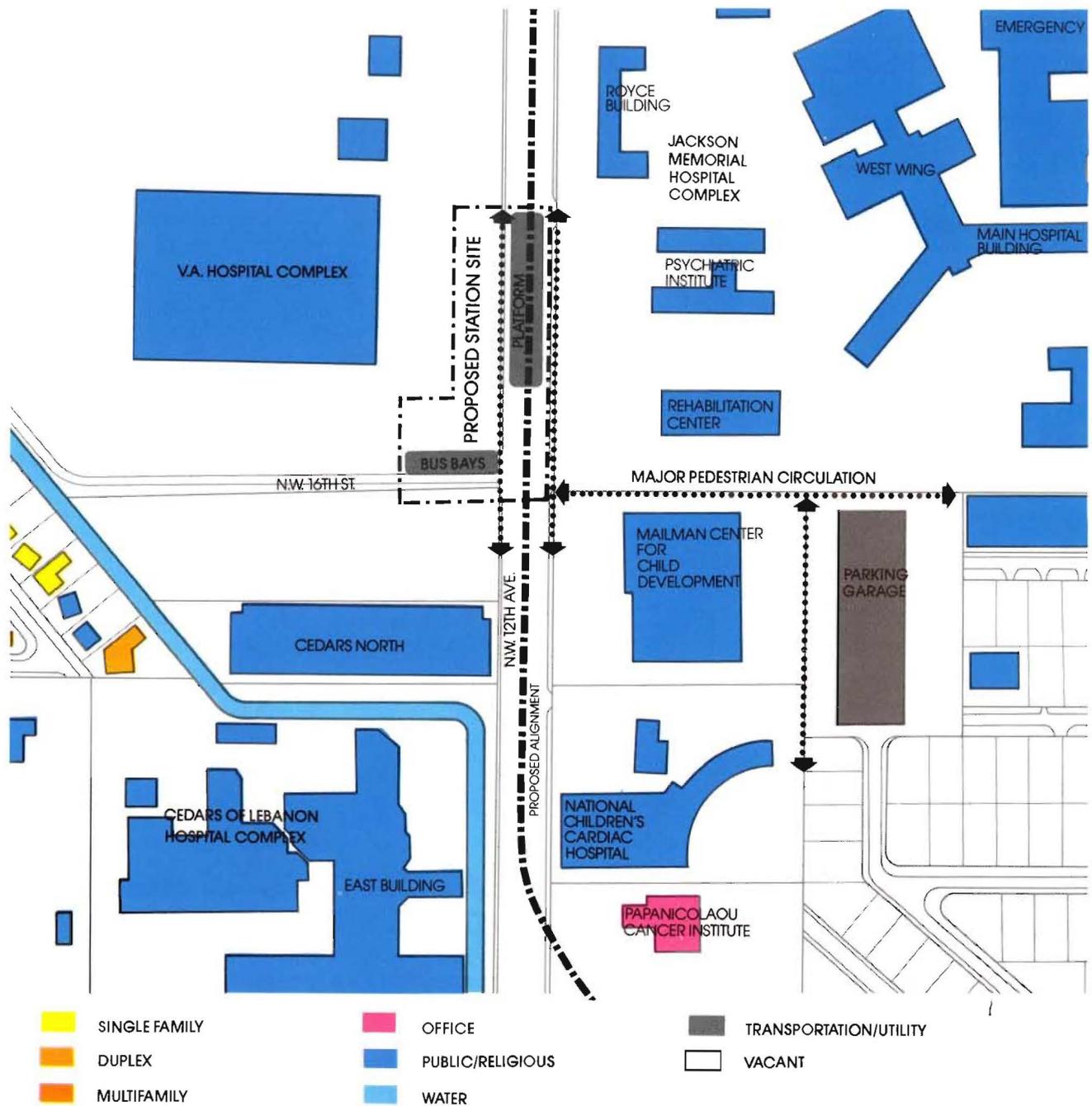
Development Trends

The single most prominent development trend in the Civic Center Station area has been the expansion and diversification of the medical buildings and related uses. For example, the medical center's expansion to the east is projected to increasingly displace existing older residences and marginal commercial/industrial activities. In addition, a growing number of private and publicly supported medical research facilities (Anne Bates Leach Eye Hospital, Calder Medical Library, Miami-Dade Medical Center) are contributing to this eastward expansion.

West of the medical center and the Civic Center Station, the development of the multi-family area continues to slowly in-fill with apartments as demand for moderate cost housing close to the Civic Center continues to grow. The recent apartment development at Cedars of Lebanon has been highly successful.

The most notable gap in development trends concerns the retail/service sector where almost no new development has occurred. No major food stores, drug stores or shoppers goods outlets exist in the Civic Center area. The fast-food restaurant built at N.W. 20th Street and N.W.12th Avenue opened in early 1978. This restaurant has had an excellent first year.



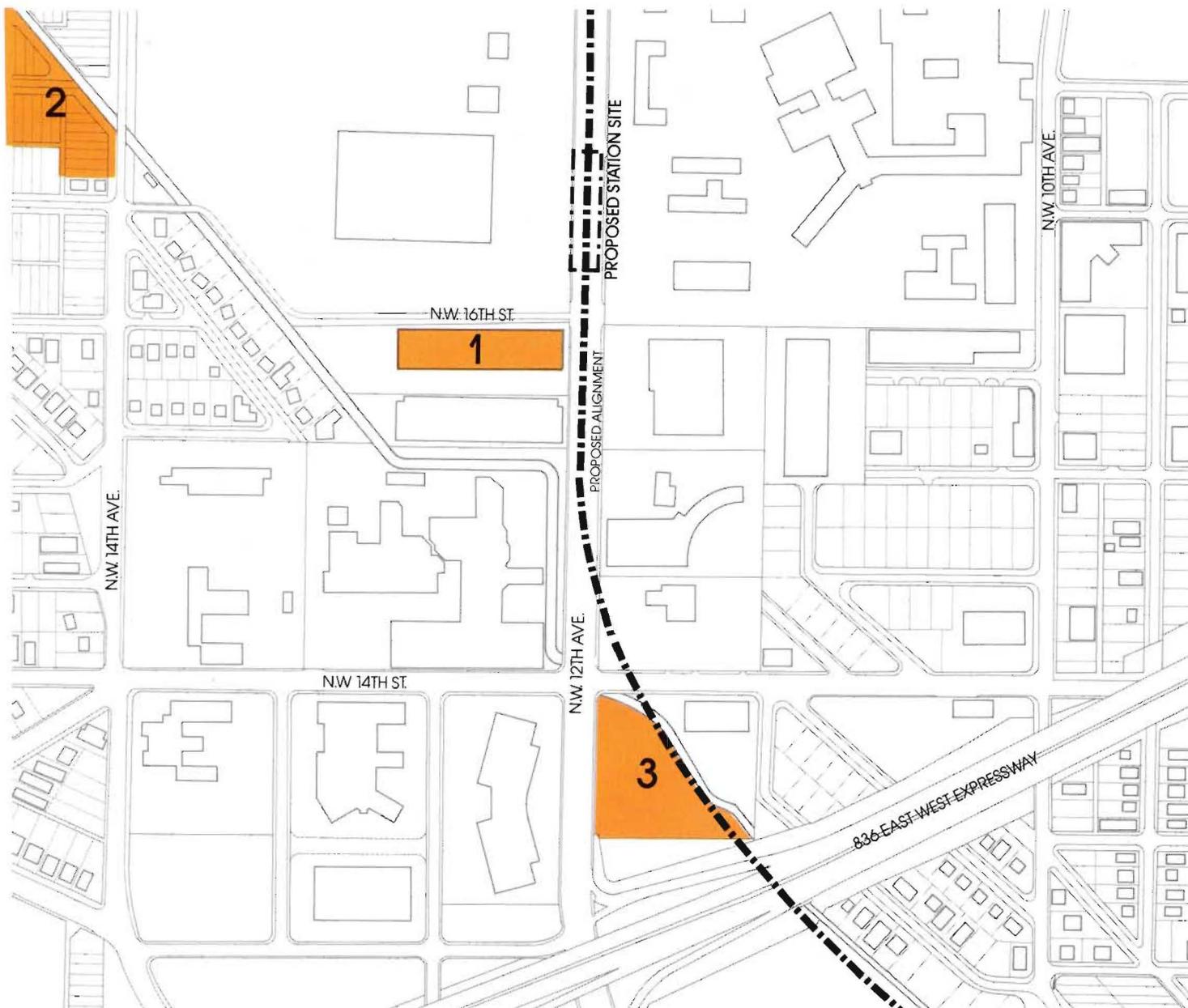


THE STATION

The Civic Center Station is projected to serve about 6,000 persons each day. The station will be located in the median of N.W.12th Avenue at N.W.16th Street with overhead walkways connecting both sides of N.W.12th Avenue just north of N.W.16th Street. Pedestrians will thus be able to enter the station from both sides of N.W.12th Avenue, a major pedestrian barrier.

More than 2,000 bus patrons are estimated to leave and enter the station throughout the day while over 3,000 daily will arrive and depart the station by foot. Primary access to the station will be from the west side where a plaza will connect the two bus bays on N.W.16th Street with the station entrance. Because

Civic Center is a destination station (i.e. in the morning transit patrons will board at another location and get off at Civic Center) there are only the two bus bays and no park and ride facilities. Buses will stop at the N.W.16th Street plaza to permit limited connections to surrounding neighborhoods, and the bays will further accept local Civic Center and Downtown Shuttle buses and trams. The provision of shuttle bus or tram connections to all parts of the Civic Center will be vital to make transit convenient to medical center and government employees.



OPPORTUNITIES

The Civic Center area is unique, due to the fact that virtually all of the property in the station area is publicly owned. Therefore, it is less likely to respond in the same manner as the private sector to the locational advantages and increased land values created by construction of the rapid transit system. However, the area's increasing traffic congestion and insufficient parking will provide incentives to the major institutions to capitalize on the practical benefits of rapid transit.

Adjacent to the station, the best development opportunity (1) is where over two acres of undeveloped open space exist for expansion of the VA Hospital

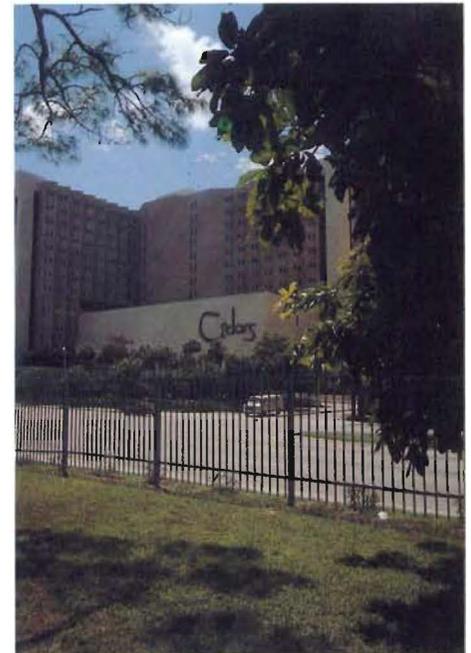
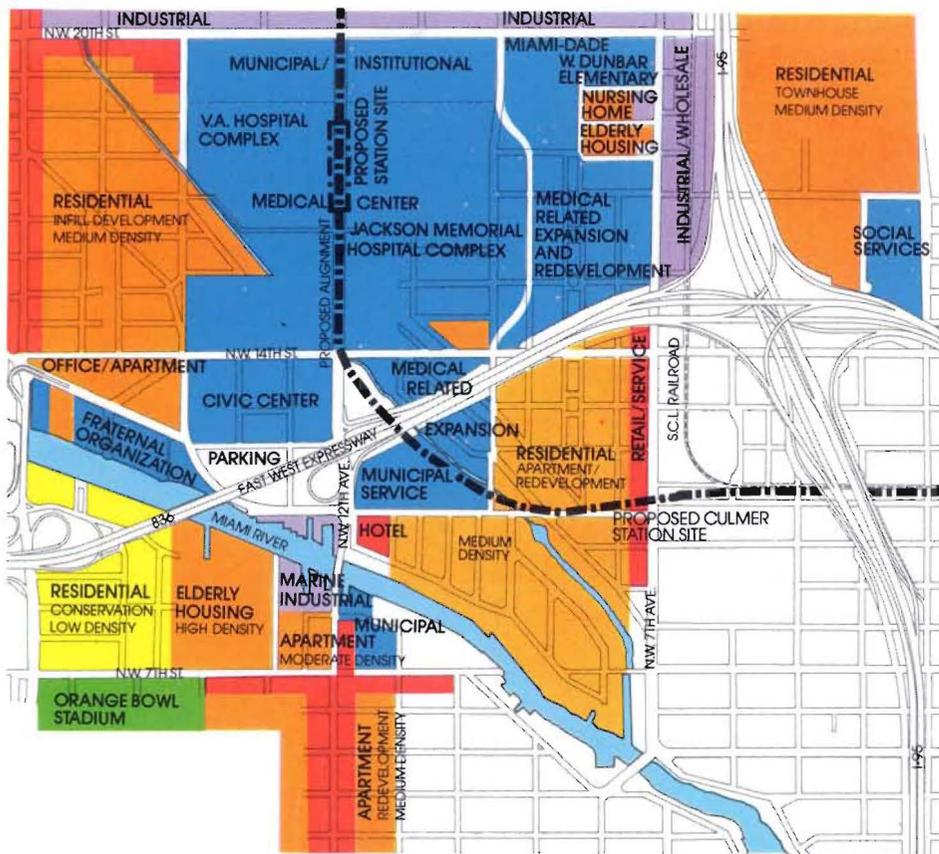
complex.

Other opportunities consist of the large surface parking areas on the southwest and northeast corners of the N.W.16th Street (2) and N.W.12th Avenue (3) intersection.

Further away and dependent on improved access to the station site (mini-buses, trams, improved walkways) are vacant or under-developed sites at N.W.8th Avenue and N.W.15th Street (4); N.W.8th Avenue and N.W.17th Street (5); and the large parking lot between N.W.18th and N.W.19th Streets adjacent to N.W.10th Avenue (6). Not all of these properties are publicly owned and may, therefore, be subject to a variety of re-development options including housing,

private offices and retail/service uses.

West of the Civic Center between N.W.15th and N.W.19th Streets, from N.W.14th to N.W.15th Avenues, is a major opportunity area (7) of over 10 acres that could be redeveloped under current zoning to provide for over 300 apartment units. This area will have direct access to the transit station via N.W.16th Street and is within the acceptable walking distance (1200 feet) from the Civic Center Station.



GOALS AND OBJECTIVES/ PLANS AND POLICIES

The City of Miami Comprehensive Neighborhood Plan adopted by the City in 1977 has as its primary objectives for the Civic Center area:

- 1) the continued expansion of medical related facilities within and to the east of the present complex.
- 2) the development of additional moderate cost housing within the Civic Center and to the immediate east and west.
- 3) diversification of surface transportation systems in order to rely less on the private automobile and to stress shuttle bus service and improved pedestrian facilities.

In addition, the Board of County Commissioners adopted in 1976 a Master Land Use Plan for future growth of the Jackson Memorial—University of Miami Medical Center complex. Included in this plan is the current expansion of the east wing of Jackson Memorial Hospital and a projected expansion from its current 1.6 million gross square feet to 2.4 million square feet by 1985. The VA Hospital has plans to add a Nursing Home Care Building (70,000 square feet), a Research and Education Building (30,000 square feet) and a warehouse (12,000 square feet). Other smaller institutions with expansion plans include

the Howard Hughes Medical Institute, with plans for a \$6 million office and research facility; the Papanicolaou Cancer Research Institute, a new office building (60,000 square feet); and the Miami-Dade Community College Campus, a new 61,000 square foot addition.

The government facilities south of N.W.14th Street have no expansion plans because many functions will be transferred to the Government Center downtown.

The City of Miami is expanding the heavy equipment maintenance facility northwest of the VA Hospital and the old incinerator property will be converted to serve additional needs of the Sanitation Department.

THE DOCUMENT

This Civic Center Station Area Profile is the first of three reports in the preparation of land use development plans for each Stage I Rapid Transit Station area. The second and third reports, which are forthcoming are: Alternative Concept Plans and the Final Concept Plan.

Station Area Design and Development (SADD) is a cooperative effort involving the Kaiser Transit Group, Dade County Planning Department, Dade County Department of Traffic & Transportation, the City of Miami, City of Coral Gables, City of South Miami, City of Hialeah, the Downtown Development Authority and the Transit System Development Division of the Office of Transportation Administration. The project is funded in part through a grant from the U.S. Department of Transportation, Urban Mass Transportation Administration, under the Urban Mass Transportation Act of 1964, as amended. For further information about Dade County's Station Area Design and Development program, call (305) 579-5323 or write the Office of Transportation Administration, 44 W. Flagler Street, 10th Floor, Miami, Florida 33130.