Kendall Corridor

Land Use Scenario &

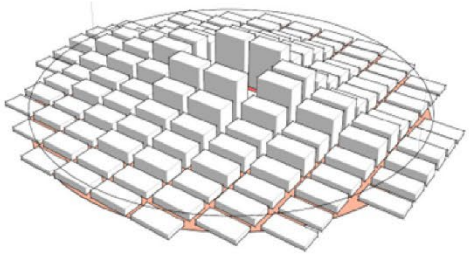
Visioning Planning Study

SMART KENDALL DRIVE

TPO Miami-Dade Transportation Planning Organization

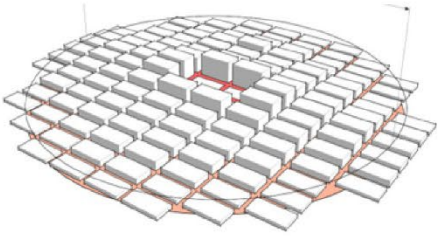
METROPOLITAN
JOBS ORIENTED

~10 to 20 stories



COMMUNITY
HOMES ORIENTED

~6 to 12 stories



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1.0 Introduction

The Strategic Miami Area Rapid Transit (SMART) Plan intends to develop six rapid transit corridors and a network of Bus Express Rapid Transit (BERT) services to implement mass transit projects in Miami-Dade County. The SMART Program corridors will be at the centerpiece of future higher-density development patterns and multimodal transportation investments throughout the county (Figure 1).

Recognizing the importance of transit-oriented development (TOD) to support investments in SMART Program transit, Miami-Dade Transportation Planning Organization (TPO) initiated a series of land use scenario and visioning planning studies. These studies identify the general design, type, and magnitude of land development along each of the six corridors. The Miami-Dade TPO led the ***Kendall Corridor Land Use Scenario and Visioning Planning Study*** (referred to in this report as the Kendall Corridor Vision), which focused on the development of the Kendall Corridor.

The Florida Department of Transportation (FDOT) conducted the Kendall Corridor Project Development and Environmental (PD&E) Study in parallel with the Kendall Corridor Vision. The PD&E Study identified and evaluated six premium transit technologies, ranging from elevated heavy rail (that provides a no-transfer "one-seat" ride to downtown Miami) to Bus Rapid Transit (BRT) options.

The Kendall Corridor Vision presents the scenario planning process and the vision emerging from the scenarios. The study included the following tasks:

- Literature review and data gathering to coordinate the study with ongoing projects and studies. The information helped to identify best practices used nationwide in the development of land use scenarios that support major transit systems.
- Land use strategies evaluation to assess existing land uses in the corridor and the potential for transforming those uses into transit-oriented communities (TOC).
- Land use scenarios development and testing to support the vision of the respective communities and ridership demand for the proposed rapid transit investment along the Kendall Corridor.
- Development of recommendations and a final report for the land use scenarios including documentation of issues, findings, and the process followed to make appropriate recommendations.
- Visioning planning to develop an overarching vision for the Kendall Corridor. The visioning was informed by scenario planning work and additional elements such as transit improvements, station area plans, land use policies, design criteria, economic mobility, accessibility, and quality of life.
- Corridor charrettes engaged the community with scenario development exercises to support the corridor visioning.

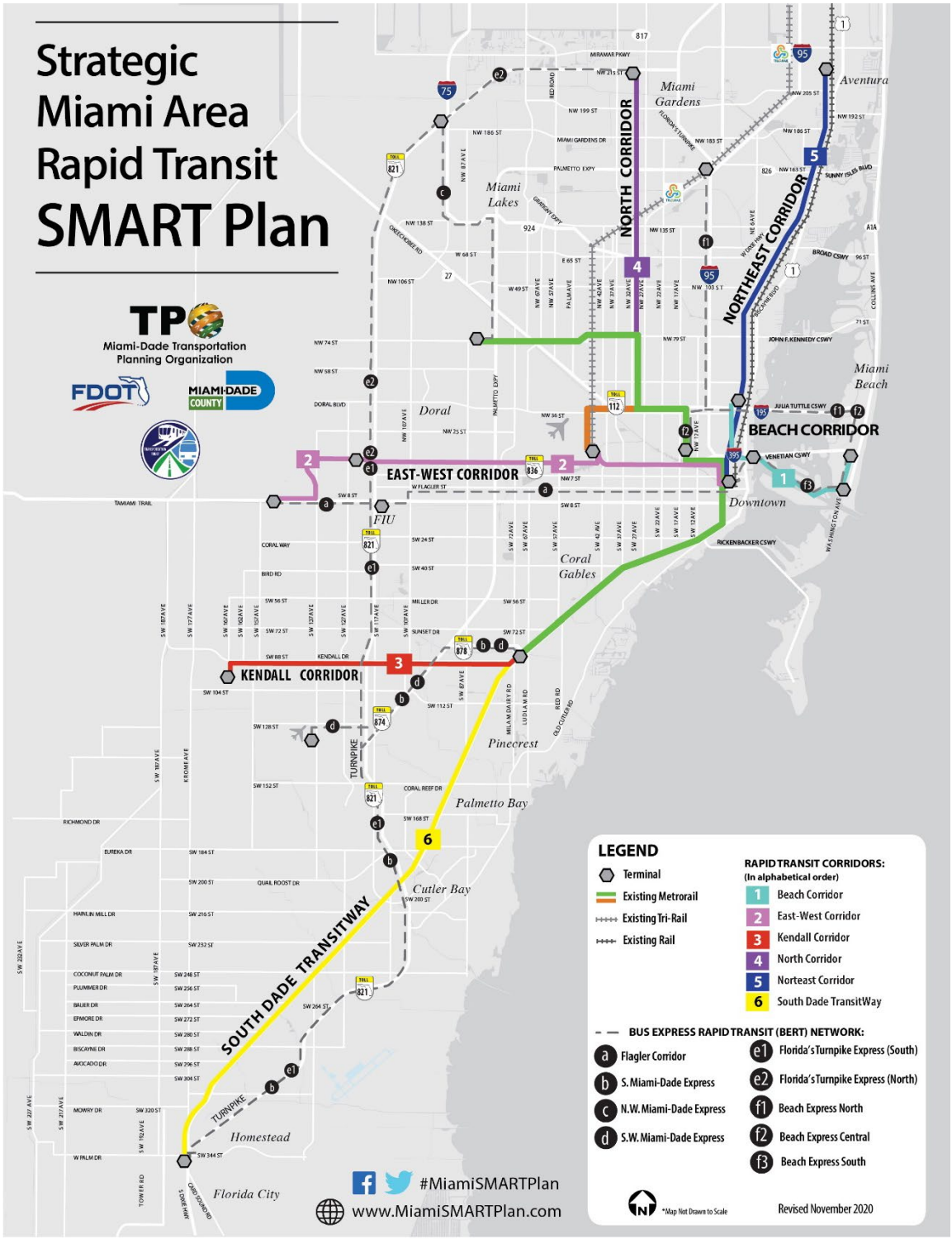


Figure 1 - SMART Program Corridors

2.0 The Corridor: Past and the Present

Kendall is one of six SMART Program corridors forming an interconnected premium transit system throughout Miami-Dade County (Figure 1). The Kendall Corridor runs along SR 94/SW 88th Street/Kendall Drive from the Dadeland North station area to around ten miles west to Southwest 177th Avenue (Figure 2).

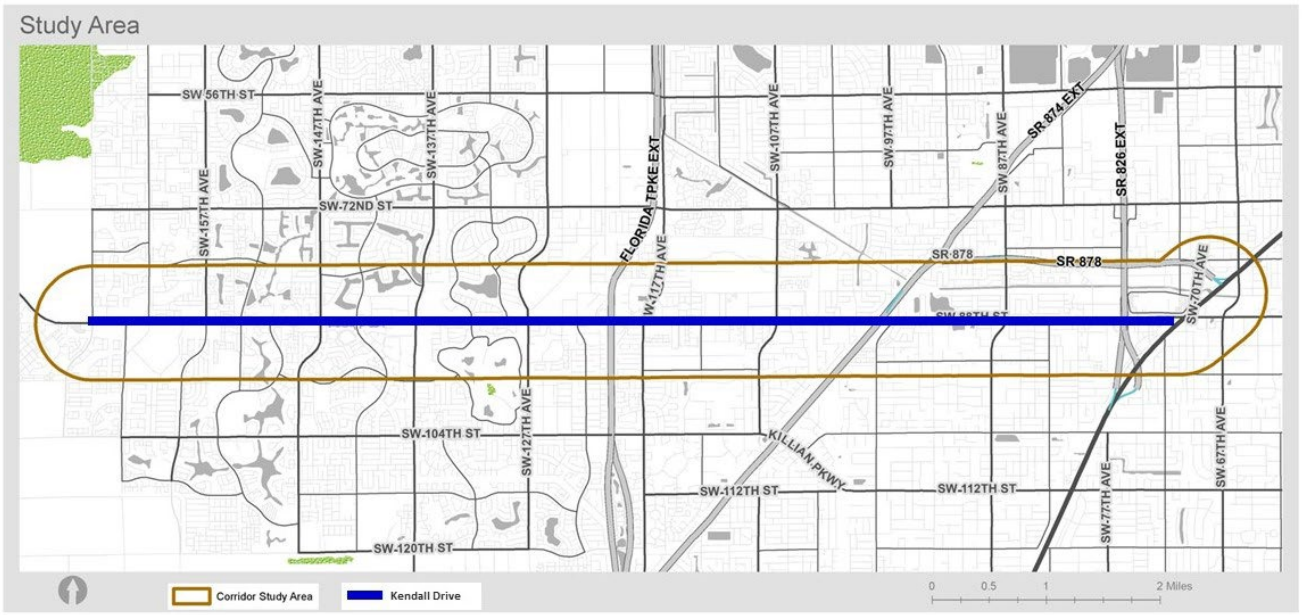


Figure 2 - Kendall Corridor Vision Study Area

Land development within a half-mile of the SMART Program's transit alignments will generate most of the system's ridership and is integral to the development and ultimate success of the system. The land use scenario and visioning planning studies for all six corridors illustrate the evolution of current land development patterns into higher intensity, transit-oriented, and walkable patterns that promote ridership (Figure 3).

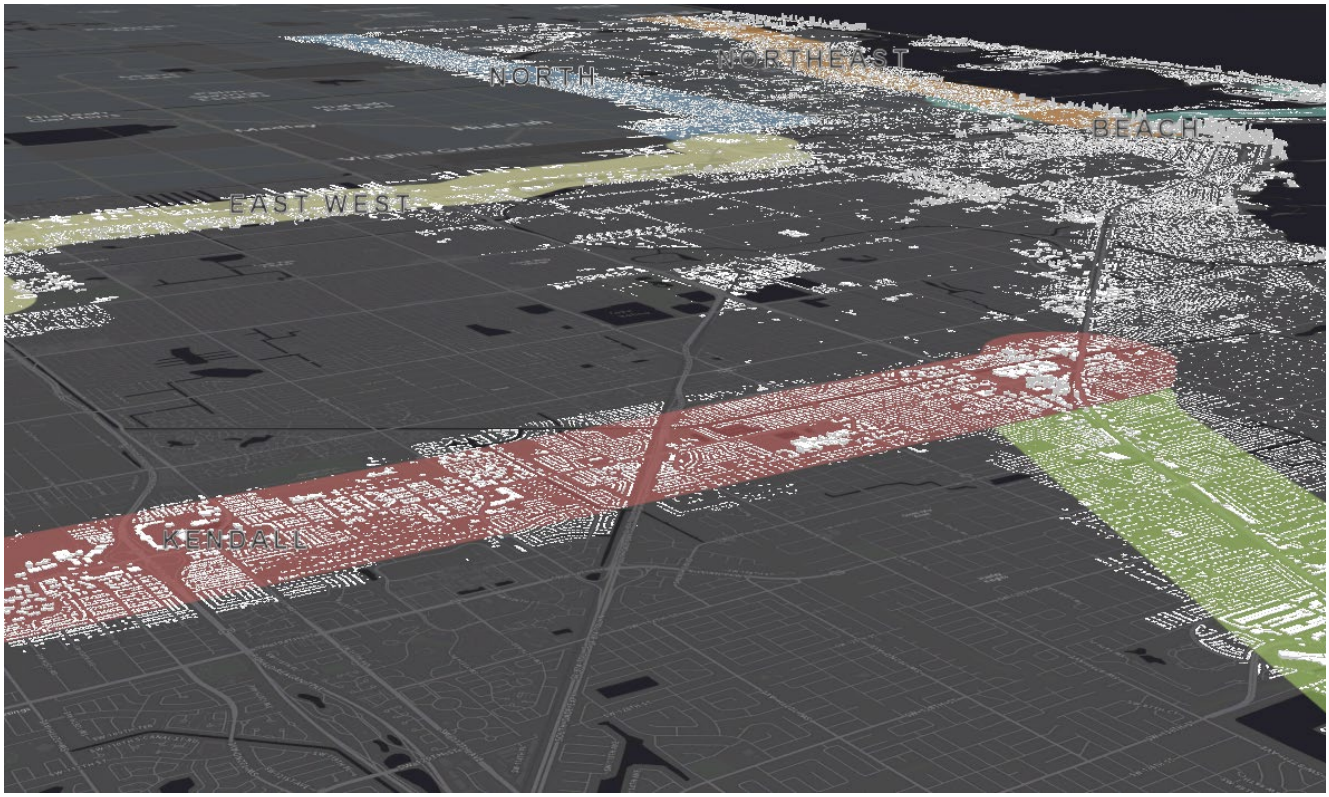
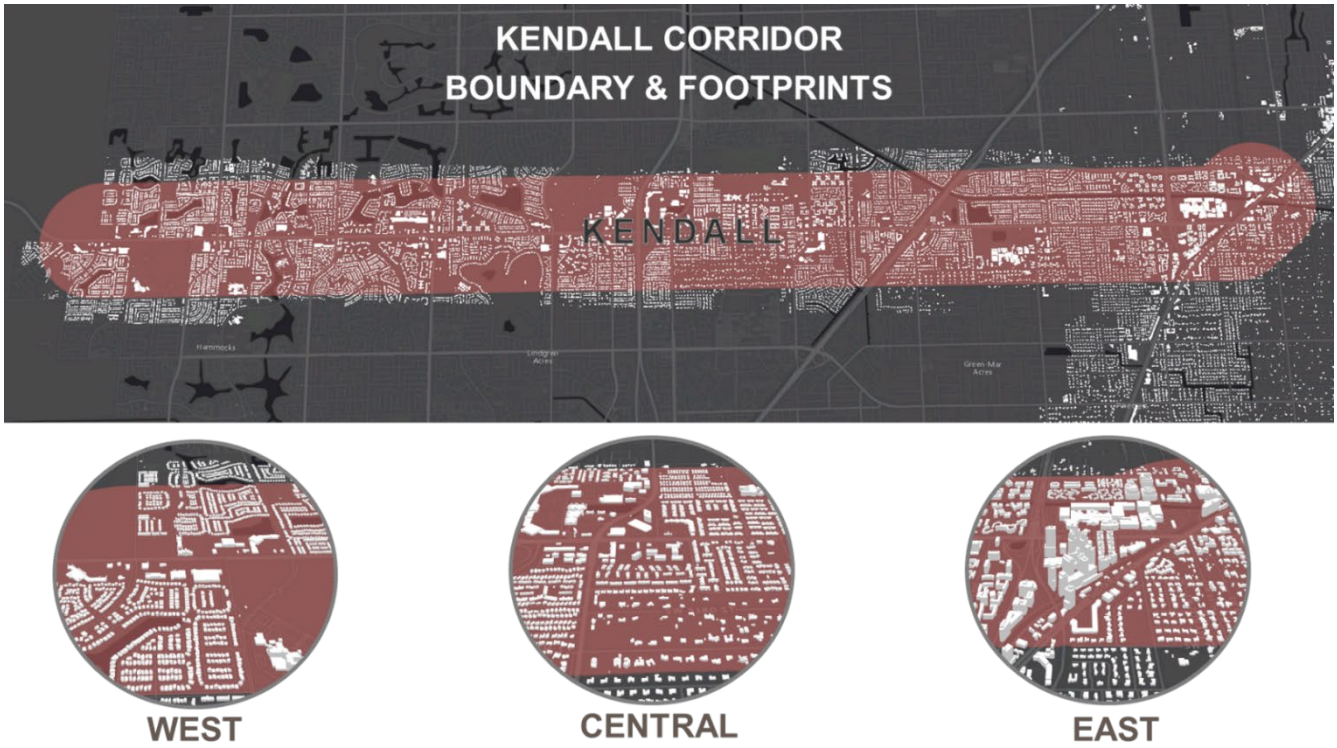


Figure 3 - Development Patterns - Corridor Perspective

Figure 4 - Development Patterns - Countywide Perspective



In the Kendall Corridor, current development intensities are highest in the Dadeland North and South areas and in the Baptist Hospital complex just to the east of SR 874 (Figure 5, and Figure 6). These nodes of development are largely surrounded by single family neighborhoods. West of SR 874, strip commercial shopping centers front Kendall Drive at major north-south intersections, with multifamily apartment and condominium complexes between retail centers. Single family neighborhoods lay beyond the shopping centers and multifamily complexes.

Figure 5 - Development Perspective Facing West from Eastern End of Corridor

Figure 6 - Development Perspective Facing East from Western End of Corridor

The corridor's development began in the 1960s, as the Miami metro area expanded from downtown Miami (Figure 7). The corridor rapidly filled with single-family homes and low-density shopping centers from east to west until the early 2000s. The pace of development has slowed because of limited available greenfield land. Redevelopment is occurring on the corridor's eastern end, notably around the Dadeland South station area. New development is filling in the few remaining large undeveloped parcels on the corridor's western end. Most of

the corridor's recent development is residential, with pockets of commercial and office development located near major intersections (Figure 8 and Figure 9).

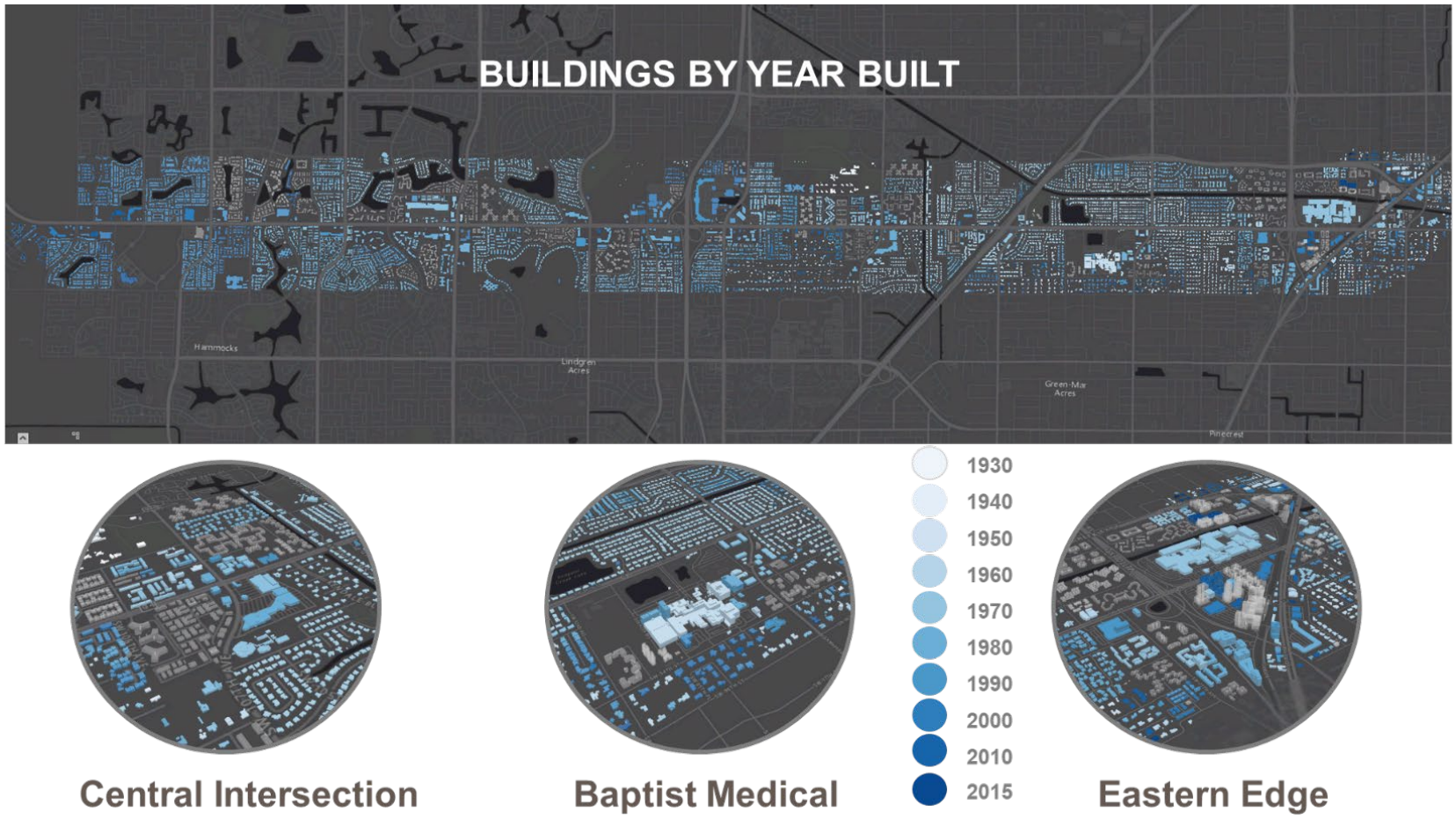


Figure 7 – Development History

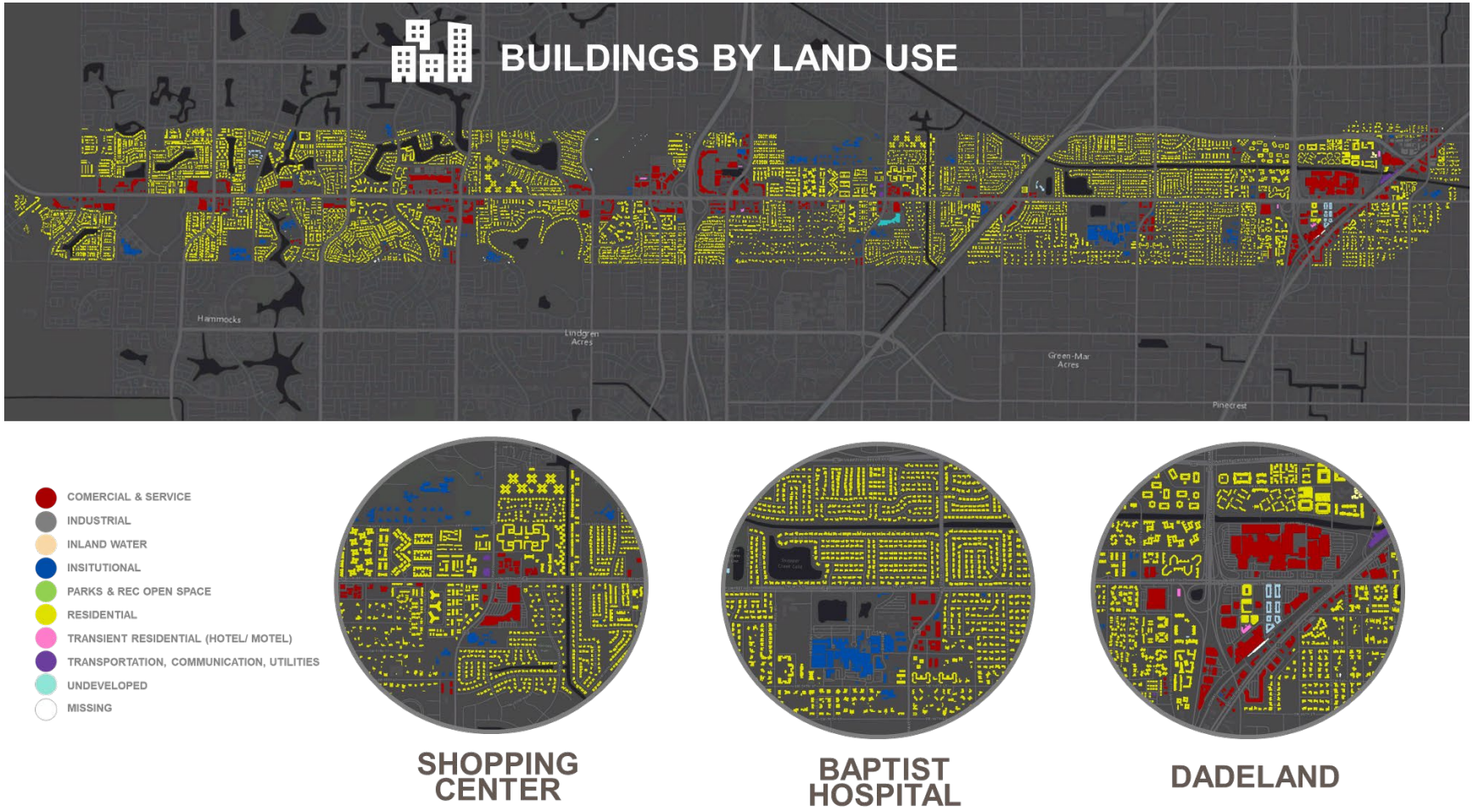


Figure 8 – Land Uses by Building Footprint

KENDALL CORRIDOR

EXISTING LAND USE

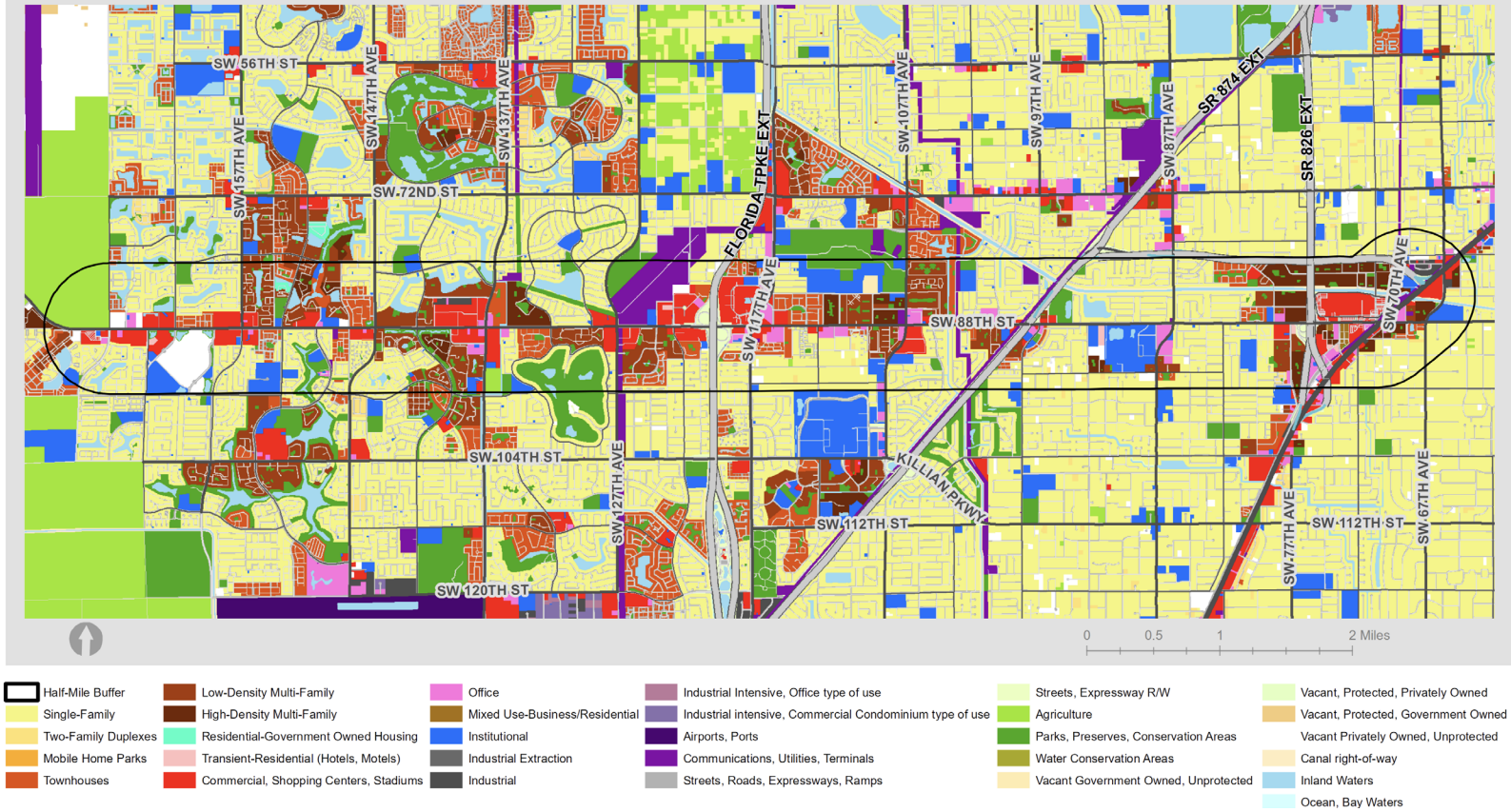


Figure 9 - Land Uses by Parcel

3.0 The Future

This section summarizes the plans, policies, and studies that framed and guided the development of the Kendall Corridor Vision, including:

- Miami-Dade SMART Program
- Miami-Dade Comprehensive Development Master Plan
- Kendall Corridor Project Development and Environmental Study.

This section also presents the objectives of, and the design considerations behind, transit-oriented development (TOD), also known as transit-oriented communities (TOC). TOC focuses high density and mixed used development in half-mile walksheds around premium transit stations. The bottom-line benefit of TOC is providing mobility options and accessibilities to the residents, but TOC has additional livability, equity, and environmental benefits.

3.1 SMART Program

The SMART Program corridors are the centerpiece for future development and transportation investments in Miami-Dade County. The premium transit network developed in the corridors will provide an interconnected way to rapidly travel throughout the county. The accessibility afforded by the system is intended to:

- Support **economic development** by reducing travel times to jobs located in the corridors.
- Increase **economic vitality** by providing appropriate housing and travel options through housing in station areas.
- Improve **livability** by increasing travel choices, improving health through walking and biking, and building a sense of community through street activity generated by walking and cycling in station areas.
- Improve **environmental health** by reducing urban sprawl and automobile emissions.

The goals and objectives of the 2045 Long Range Transportation Plan (LRTP), as adopted by the Miami-Dade TPO in 2019, is to support the SMART Program (Figure 10 and Figure 11).

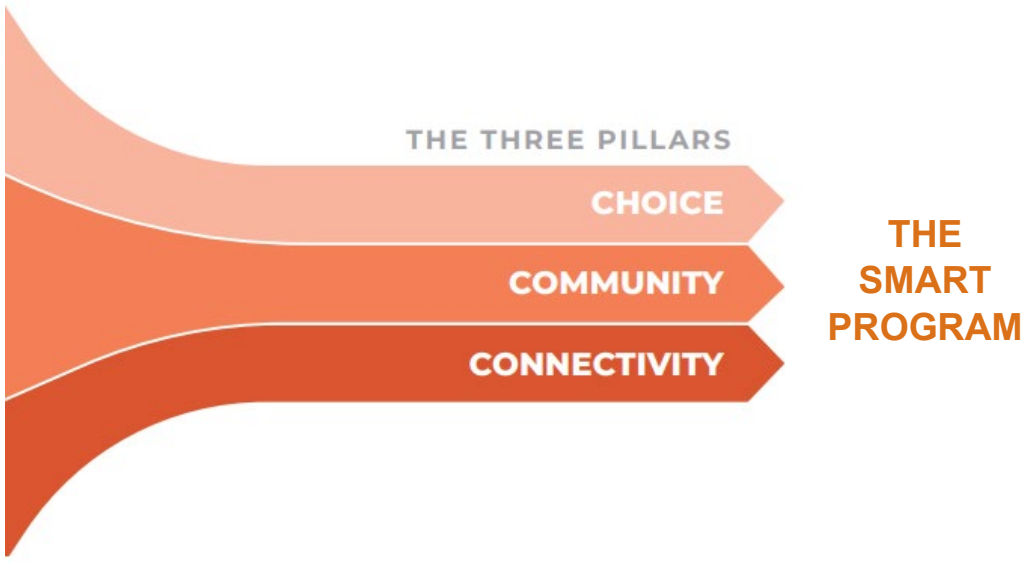


Figure 10 - SMART Program Goals, Source: Miami TPO 2045 LRTP

Maximize Mobility Choices Systemwide
OBJECTIVES
- Provide a comprehensive transportation network for dependable and reliable transportation options
- Reduce Congestion
- Promote System Reliability
- Increase mobility choices throughout the county

Support Economic Vitality
OBJECTIVES
- Provide affordable housing
- Improve access to employment centers
- Provide access to tourist destinations - seaports, airport, beaches, etc.
- Improve freight connectivity and access

Protect and Preserve the Environment and Quality of Life and Promote Energy Conservation
OBJECTIVES
- Preserve agricultural land or critical habitat consumed by transportation projects
- Minimize and mitigate air and water quality impacts of transportation facilities, services and operations
- Promote projects that support urban infill and densification
- Provide affordable transit service from identified Communities of Concern to major activity centers (i.e. healthcare, recreation, education, employment, and cultural facilities)
- Improve the Quality of Life for all ages and abilities

Figure 11 – 2045 LRTP SMART Program Objectives, Source: Miami TPO 2045 LRTP

3.2 Comprehensive Development Master Plan

As summarized on the Miami-Dade County Comprehensive Development Master Plan (CDMP) web page:

"The CDMP establishes the broad parameters for government to do detailed land use planning and zoning activities, functional planning and programming of infrastructure and services. As such, it is a framework for use by other programs to be developed to support its long-range planning goals.

The CDMP's growth policy encourages development:

1. At a rate commensurate with projected population and economic growth.
2. In a contiguous pattern centered around a network of high-intensity urban centers well-connected by multi-modal intra-urban transportation facilities.
3. In locations which optimize efficiency in public service delivery and conservation of valuable natural resources."[1]

The county's primary growth management implementation tools are the *Urban Development Boundary* that regulates outward urban expansion and *Urban Centers* that promote higher densities in select locations (Figure 12 and Table 1). There are three designated Urban Centers along the Kendall Corridor, one in the Dadeland area, another that extends to either side of the Kendall Drive / Florida Turnpike interchange, and a third at Southwest 137th Street (Figure 12).

Urban Development Boundary

The land use and urban growth policies outlined in the CDMP promote the managed intensification of physical development and limited spatial expansion of the urban area. Designation of an Urban Growth Boundary (Figure 12) supports development:

- At a rate commensurate with projected population and economic growth.
- In a contiguous pattern centered around a network of high-intensity Urban Centers, well-connected by multimodal, intraurban transportation facilities.
- In locations optimizing efficiency in public service delivery and conservation of valuable natural resources.
- Respecting the county's physical limitations to horizontal expansion due to the location of the Everglades National Park, wetlands and environmental preserves, and unique agricultural land resources.

[1] https://www.miamidade.gov/planning/cdmp.asp

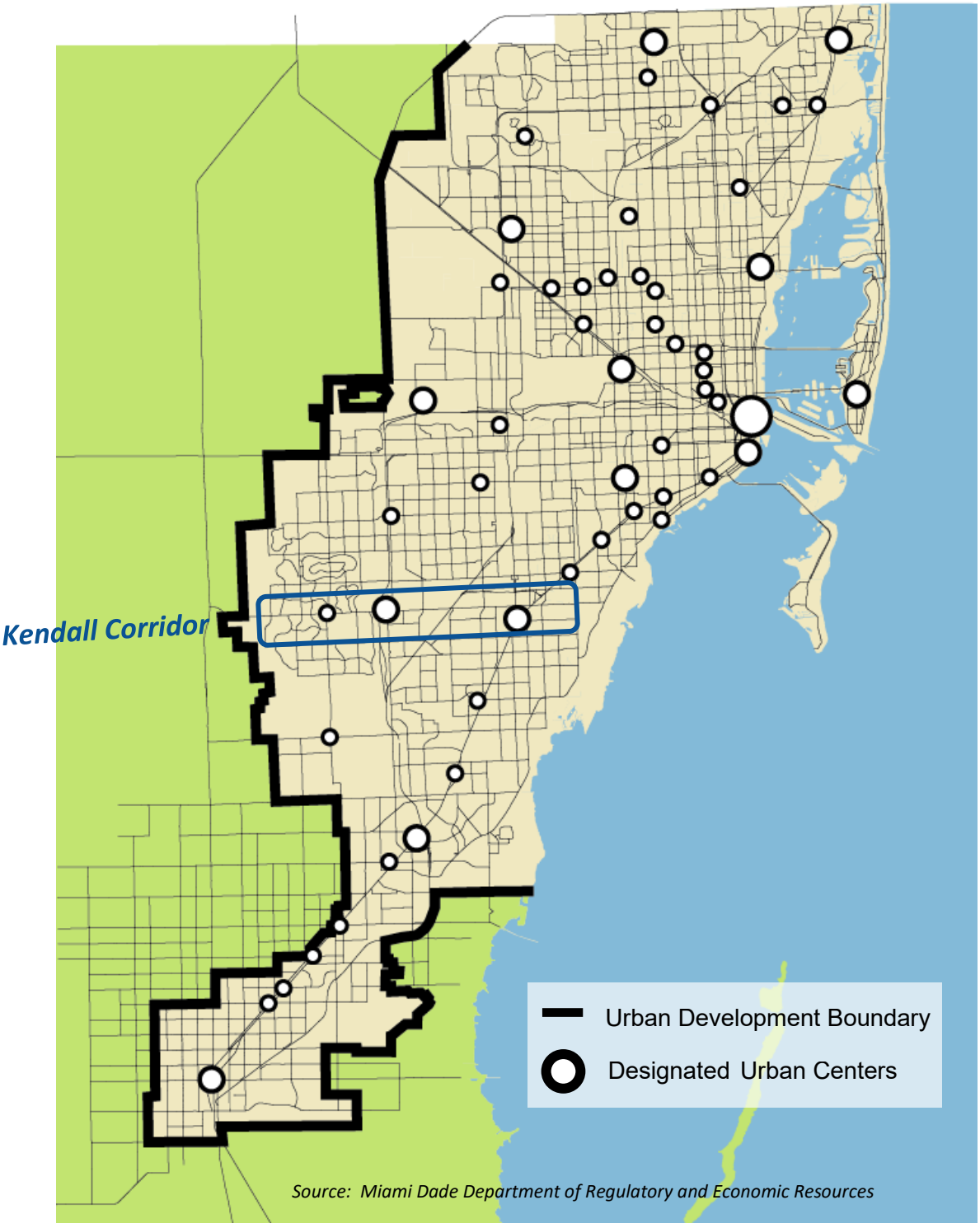


Figure 12 - Urban Development Boundary and Urban Centers[2]

[2] The varying circle sizes represent the three scales of Urban Centers as outlined in the CDMP: Regional, Metropolitan, and Community (from largest to smallest).

Urban Centers

The CDMP designates Urban Centers as locations for higher intensity, mixed-use development. The CDMP defines three types of Urban Centers – Regional, Metropolitan, and Community. Table 1 outlines the intended size, maximum residential density, and minimum floor area ratio for each.

Table 1 – Urban Center Sizes and Densities, Source: Miami Dade Department of Regulatory and Economic Resources

	Regional	Metropolitan	Community
Size	1-mile radius from station	¼ to ½-mile radius from station/stop	700 to 1800-foot radius from stop
Residential Density (maximums)	500 DU/acre	250 DU/acre	125 DU/acre
Floor Area Ratio (minimums)	4.0 in core 2.0 in edge	3.0 in core 0.75 in edge	1.5 in core 0.5 in edge

Most of the designated Urban Centers are in SMART Program corridors. Additionally, a January 2019 CDMP amendment allows Urban Centers to have higher densities within one-half mile of the Metrorail and SMART Program corridors (Figure 13), except for the East-West SMART Program corridor where the buffer extends to a mile.

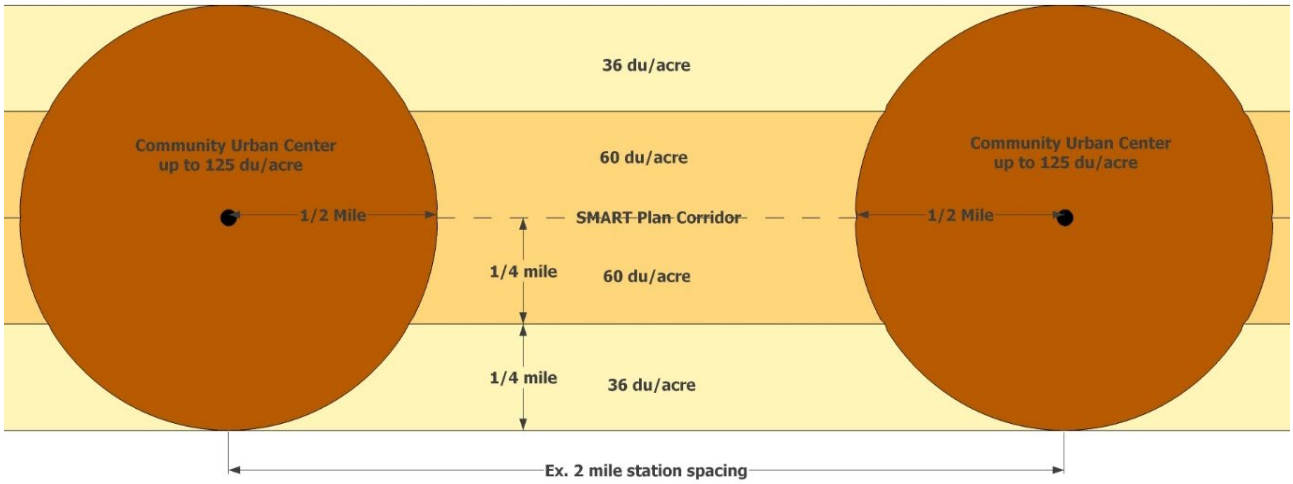


Figure 13 - SMART Program Amended Corridor Densities, Source: Miami-Dade Department of Regulatory and Economic Resources

3.3 Kendall Corridor PD&E

The Kendall Corridor PD&E Study conducted by FDOT, explored premium transit options along SR 94/Kendall Drive/SW 88th Street from approximately SR 997/Krome Avenue/SW 177th Avenue to the Dadeland North Metrorail Station (at approximately US-1/SR5). The PD&E Study's objective is to improve travel options along Kendall Drive by implementing a cost-effective, high ridership, new rapid service supporting enhanced pedestrian and bicycle facilities. The premium transit will provide rapid transit connections to major activity centers beyond the corridor, including the Miami Intermodal Center (MIC), downtown Miami and Brickell area, and employment centers along the corridor, including the Baptist Hospital campuses, Palms at Town and Country, and Dadeland Mall. In addition, the PD&E Study explored the use of exclusive transit lanes for various transit modes, including BRT and Heavy Rail/Rail at grade. In addition to the No-Build and Transportation System Management & Operations Alternatives, six (6) viable Build Alternatives were identified:

Exclusive Rapid Transit Lanes - Curbside: BRT lanes shared with right turns and local bus (Figure 14).

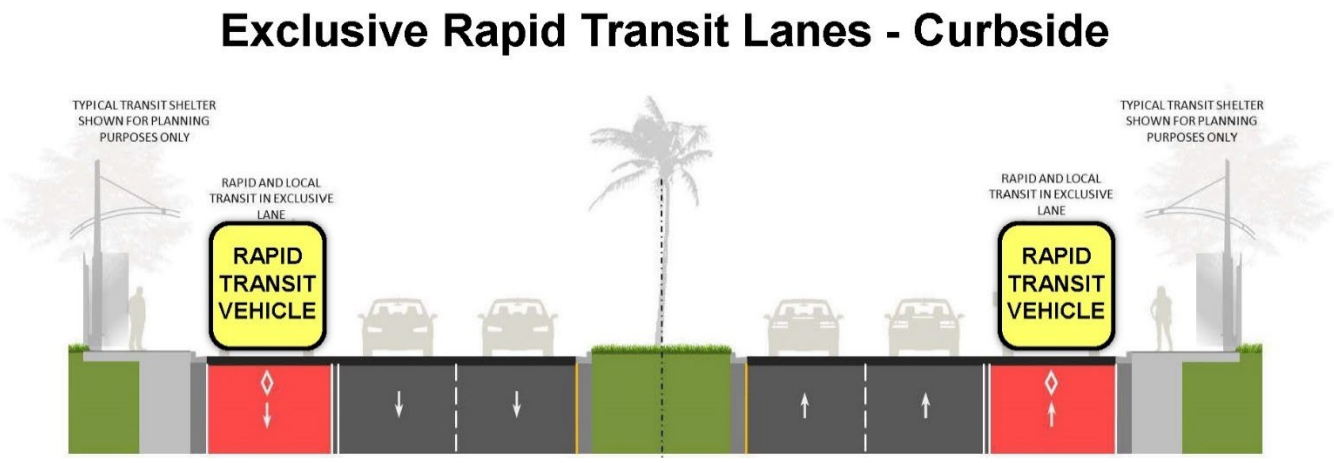


Figure 14 – Curbside Lanes BRT, Source: FDOT-D6 PD&E Study

Exclusive Rapid Transit Lanes - Median: Dedicated lanes exclusive to transit it has less interference from general purpose (compared to curbside); median openings and left turns impacted (Figure 15).

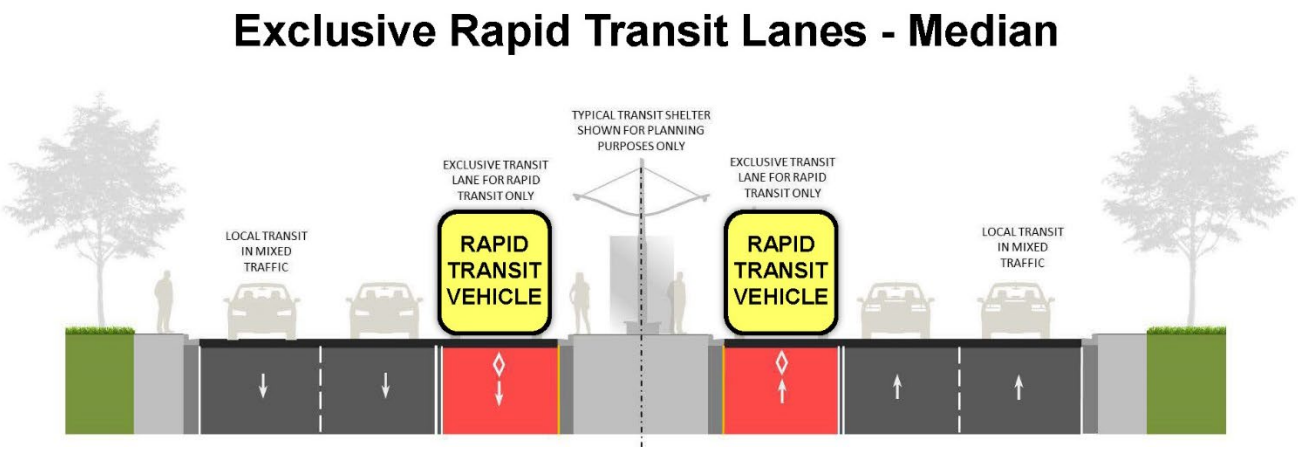


Figure 15 – Median Lanes BRT, Source: FDOT-D6 PD&E Study

Reversible Center Lane for Rapid Transit: One exclusive lane dedicated to peak direction rapid transit vehicles (Figure 16).

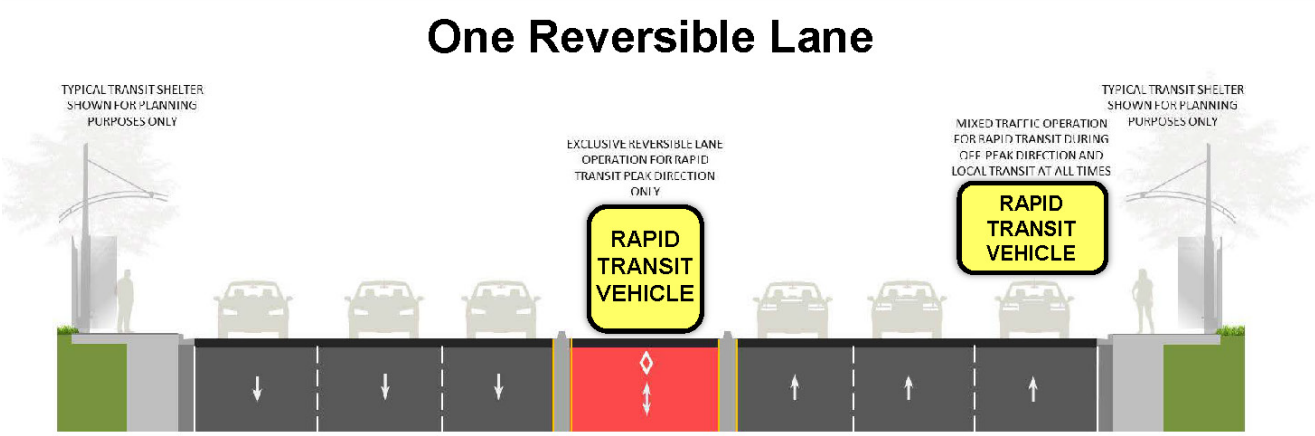


Figure 16 – Reversible Center Lane for Rapid Transit, Source: FDOT-D6 PD&E Study

Curbside BRT with Reversible Center Lane for General Purpose Traffic: A median lane for personal vehicles dedicated to the peak direction of travel (Figure 17).

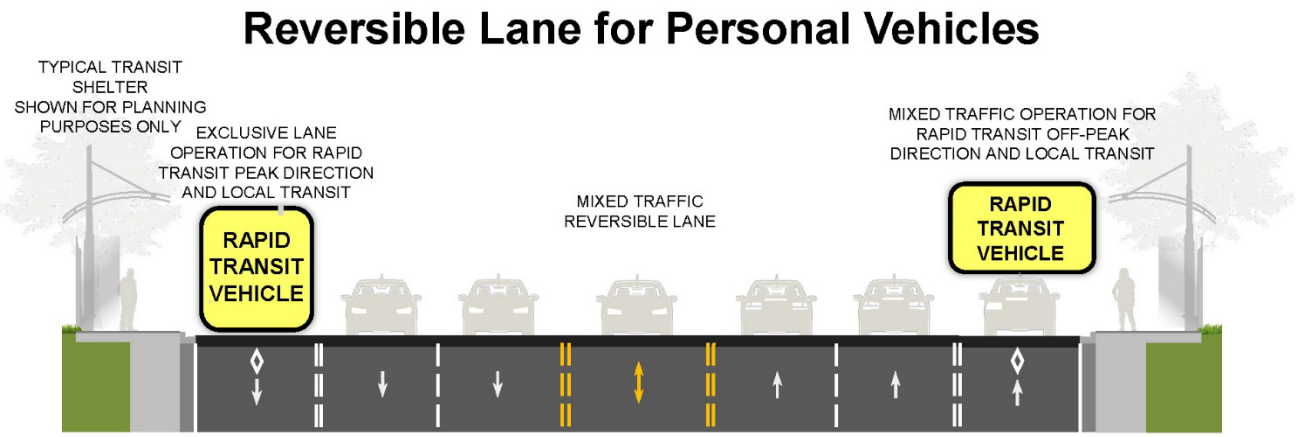


Figure 17 – Curbside BRT with Reversible Center Lane for Personal Vehicles, Source: FDOT-D6 PD&E Study

Contraflow Lanes at Peak Times Only: Rapid transit vehicles would borrow a lane from the off-peak direction during peak times (Figure 18).

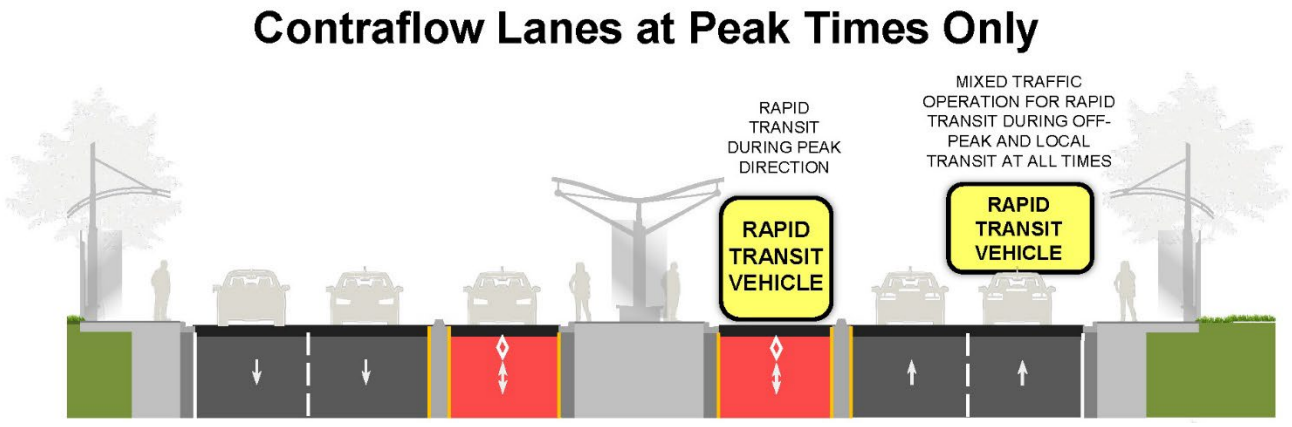


Figure 18 – Contraflow Lanes, Source: FDOT-D6 PD&E Study

Elevated Transit: Elevated structure built to offer high quality and reliable rapid transit service; limits impacts to general purpose traffic; requires vertical circulation (Figure 19).

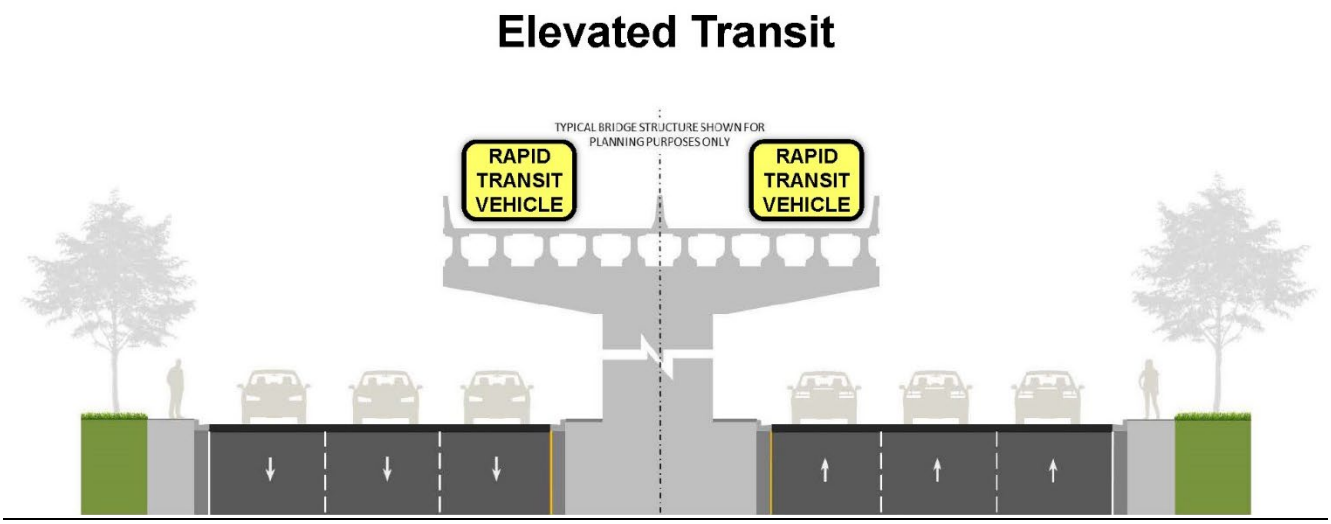


Figure 19 – Elevated Rail Source: FDOT-D6 PD&E Study

As of the spring of 2022, Kendall Corridor PD&E Study had identified BRT - Curbside Business Access Transit (BAT) lanes as the recommended alternative. FDOT and the Miami-Dade County Department of Transportation and Public Works (DTPW) recommended placing the Kendall PD&E Study on hold while implementing the Flagler Street SMART Demonstration project. The Flagler Demonstration Project will consist of repurposing the outside lanes, applying appropriate pavement markings, and installing signage to inform the public of the enhanced, dedicated bus infrastructure. The operation of the Flagler Demonstration Project would be monitored over a one-year period. Implementation of a demonstration project within the limits of the Flagler PD&E study will allow for collection of key performance data that would otherwise not be available. Data collected will allow FDOT, Miami-Dade TPO, and DTPW to jointly evaluate and determine the feasibility of a dedicated curbside rapid transit lane concept on both Flagler and Kendall Corridors. While these efforts are underway, the Miami-Dade TPO is moving forward with the visioning exercise around potential station locations that align with the draft recommendations of the PD&E study and the CDMP.

4.0 TOC Characteristics

Transit-oriented communities, or TOC, refers to the built environment around transit stations intentionally planned and designed to optimize access to and the use of transit. TOC supported with high-quality transit service makes it convenient, safe, and attractive to get to and from daily activities without having to use a car. Research shows that the design of the built environment combined with the quality of the transportation options, parking convenience, and overall travel cost, directly influences travel mode decisions. For those without a choice, a well-designed TOC ensures safe and convenient non-auto access to opportunities.

TOC creates optimal conditions when it includes a high concentration of people and jobs within walking distance (¼ to ½ mile) of a transit station. TOC should have a strong grid of walkable streets where vehicle traffic is slowed and walking and biking are prioritized. Buildings should be built up to the sidewalk with front doors and windows facing the street, inviting people to walk from place to place. TOC include a mixing of uses creating a wide range of origins (homes) and destinations (i.e., jobs, shopping, education, social activities) within the transit station walkshed and across the corridor. TOCs should create a critical mass of jobs and homes within station areas to maximize transit ridership and the feasibility of the transit investment.

The main characteristics of TOC are as follows:

- Compact: High density (number of activities) located within ¼ to ½ mile of the transit station. This may mean redeveloping lower density single story suburban buildings into higher intensity multistory buildings, and reorienting parking to the rear.
- Mixed-use: A mix of jobs, retail, social, or entertainment uses co-located with residential uses to make accessing differing destinations by transit, walking, and biking an easy choice.
- Multimodal: Compact and mixed-use development minimizes the distance between buildings to encourage walking. Equally important is the walking environment. Streetscapes that are safe and inviting (i.e., wide sidewalks, landscape buffers) make walking pleasant and encourage people to walk even further than they may have otherwise. Designated bike routes and bike parking, combined with thoughtful planning for other micro-mobility options like electric scooters or ridesharing curbside drop offs, offer opportunities to travel without a car. Building edges with windows and other eye-catching features can be combined with public seating and gathering areas, pocket parks, and other areas that provide pedestrian respite.
- Oriented to a transit station: Organizing the TOC around a transit station optimize access to the station and the ability to reach destinations in other TOCs along the corridor. The highest development intensities are within the first ⅛ to ¼ mile and are more jobs and services oriented.
- Discernable identity and sense of place: TOCs provides an opportunity for placemaking by reflecting the history, culture, and character of the place and providing wayfinding and streetscapes, public art, and branding.

5.0 TOC Types

TOC planning and design occur at different scales (Figure 20). The SMART Program provides the **system level** framework for identifying a hierarchy of regional activity centers across multiple premium transit corridors. Downtown Miami is at the top of the hierarchy and smaller centers, such as downtown Kendall, are spaced around five miles from downtown and each other. At the **corridor level**, differing TOC types help to balance trip origins and destinations along the corridor, with some station areas, such as downtown Kendall, employment oriented and others residentially oriented. At the **station area level**, planning and design focus on the place-making principles outlined above. Lastly, planning and design at the **site level** focus on building size, orientation, and design. In many cases, the infrastructure needed to support the building, such as parking and stormwater retention, are located off-site.

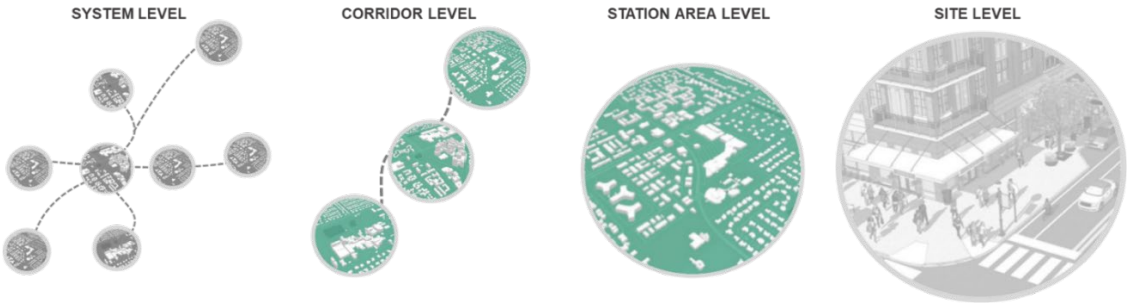


Figure 20 – Planning for TOD at Different Scales.

The Kendall Corridor Vision focuses on planning at the corridor and station area levels. Differing TOC types are organized along the corridor. The TOC types define stations mix of uses (i.e., housing vs. jobs oriented) and intensities of development. The distribution of differing TOCs along the corridor balances jobs and housing, thereby internalizing a high percentage of trips and increasing transit ridership.

The TOC types are based on Miami-Dade County's CDMP three Urban Center types – Regional, Metropolitan, and Community. The CDMP sets development mix and intensity thresholds for each Center type. Table 1 lists the targets for each Urban Center type, Figure 21 illustrates the intensities. Figure 12 illustrates the location of Urban Centers across the County Urban and in the Kendall Corridor. Downtown Miami is the County's only Regional Urban Center. Downtown Kendall is designated as a Metropolitan Center, with a second Metropolitan Center located around the interchange of Kendall Drive and Florida's Turnpike.

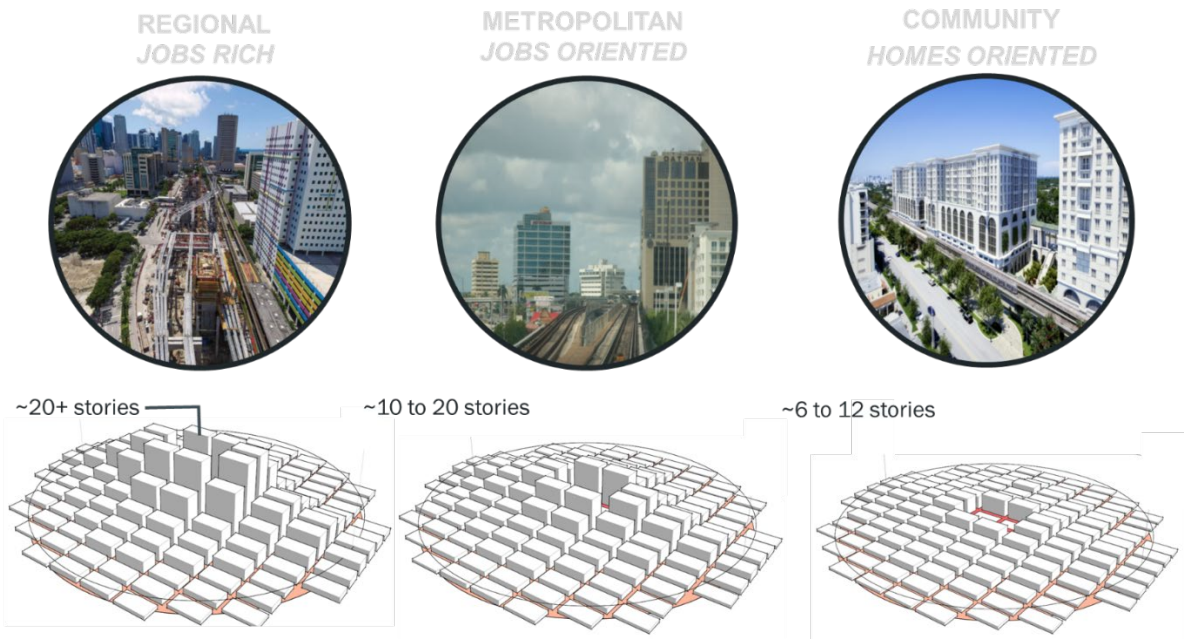


Figure 21 – CDMP Urban Center Types.

Similar to the CDMP Urban Centers, FDOT's TOD Guidebook defines three Transit Oriented Development (TOD) (referenced in this report as TOCs) types – Regional, Community, and Neighborhood. These TOD types simplify and support the planning and design of TODs at the system, corridor, and station area levels. For each place type, the FDOT TOD Guidebook recommends minimum targets for levels of density and intensity and mix of uses (Table 2). Each place type is further differentiated based on transit technology reflecting relationships between cost, ridership, and development. The development intensity and jobs and housing targets were set based on ridership thresholds from the Federal Transit Administration's New Starts Grants program.

Table 2 –TOD Targets at Different Scales. Source: FDOT TOD Guidebook

	Regional			Community			Neighborhood		
	Heavy Rail	Commuter / Light Rail	Bus Rapid Transit	Heavy Rail	Commuter / Light Rail	Bus Rapid Transit	Heavy Rail	Commuter / Light Rail	Bus Rapid Transit
Station Area Employment and Residential Units	70,000 – 95,000	45,000 – 70,000	23,000 – 45,000	23,000 – 30,000	15,000 – 23,000	7,000 – 15,000	5,000 – 8,000	4,000 – 6,000	2,000 – 4,000
Station Area Total Residential Units	10,000 – 15,000	5,000 – 10,000	3,000 – 5,000	5,000 – 6,000	3,000 – 5,000	1,000 – 3,000	3,000 – 4,500	2,000 – 3,000	1,000 – 2,000
Gross Residential Density	55-75 DU/acre	35-55 DU/acre	20-35 DU/acre	35 – 65 DU/acre	25 – 35 DU/acre	10 – 20 DU/acre	12 – 15 DU/acre	9 – 12 DU/acre	7 – 9 DU/acre

	Regional			Community			Neighborhood		
Station Area Total Employment	60,000 – 80,000	40,000 – 60,000	20,000 – 40,000	18,000 – 24,000	12,000 – 18,000	6,000 – 12,000	2,000 – 3,500	2,000 – 3,000	1,000 – 2,000
Gross Employment Density	200 – 250 (Jobs/ acre)	100 – 200 (Jobs/ acre)	50 – 125 (Jobs/ acre)	65 – 90 (jobs / acre)	45 – 65 (jobs / acre)	20 – 45 (jobs / acre)	20 – 30 (jobs / acre)	15 – 20 (jobs / acre)	10 – 15 (jobs / acre)
Jobs/ Housing Ratio	6:1			3:1			1:1		
Mix of Uses	35% / 65 % (residential to non-residential)			45% / 55% (residential to non-residential)			75% / 25% (residential to non-residential)		
Net Commercial Floor Area Ratio (FAR)	4.0 – 6.0	2.0 – 4.0	1.5 – 3.0	4.0 – 6.0	2.0 – 4.0	1.0 – 2.0	1.5 – 2.0	1.0 – 1.5	0.5 – 1.0

Based on the targets set by the FDOT TOD Guidebook, the Kendall corridor has nearly enough homes to support BRT, but more jobs are needed in the corridor to balance travel demand and internalize trips along the corridor. Significant increases in both jobs and homes are needed to adequately support investments in light rail and/or heavy rail transit (Figure 22).

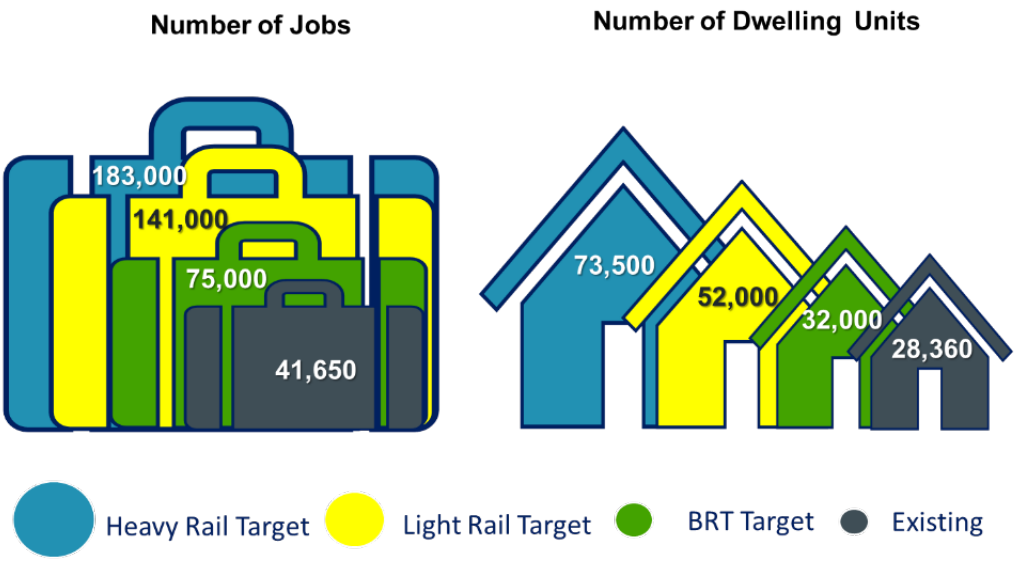


Figure 22 – Existing Jobs and Homes vs. Recommended TOD Targets.

6.0 Vision Charrette

Two visioning charrettes were conducted in November 2017 (Table 3). The charrette design exercise allowed participants to identify the types and locations of TOCs along the Kendall corridor. Corridor designs created by the participants were compared and aligned with station area plans being developed by the Kendall Corridor PD&E Study.

Table 3 – Participation Summary: Visioning Charrettes

DATE	LOCATION	NUMBER OF PARTICIPANTS
11/14/2017, 5 PM	8625 SW 124th Avenue Miami FL, 33183	29
11/18/2017, 9 AM	9400 SW 87th Avenue Miami FL, 33176	32

6.1 Charrette Process

The project team began each session with a presentation that provided attendees with contextual information on Miami-Dade's SMART Program and potential development choices for the Kendall corridor. Topics included options for rapid transit service, key characteristics of transit-oriented communities, TOC types, and the intensity and spacing of TOC types based on transit modes. The presentation included a series of live polling activities to gather additional participant feedback. The second interactive activity encouraged attendees to "design" their desired TOC outcomes for the Kendall corridor.

Figure 23 – Photos of the Charrette in Progress

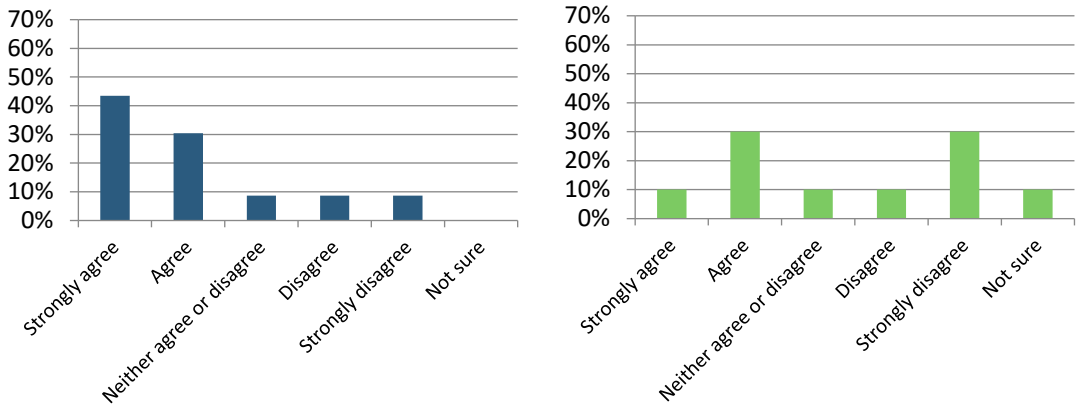
6.2 Charrette Preferences

The polling activities sought to identify preferences and aspirations through a series of questions investigating improvements to quality of life and sense of community in the Kendall corridor (Figure 24). Participants recorded their level of agreement with each statement and viewed collective group responses once all inputs were recorded. The results of this exercise guided the TOC design activity that followed. For each of the following questions, participants were asked to respond:

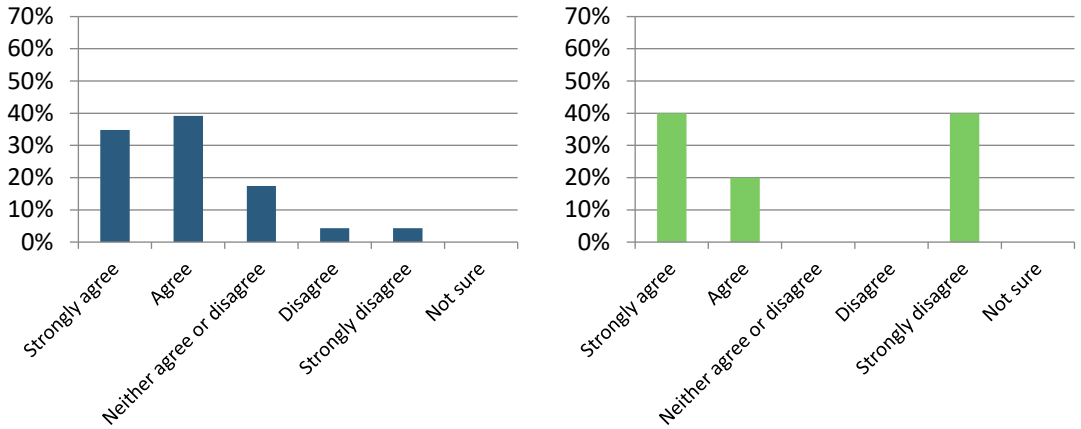
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree
- Not sure.

Blue graphs represent responses from the November 14, 2017, charrette and green graphs represent responses from the November 18, 2017, charrette.

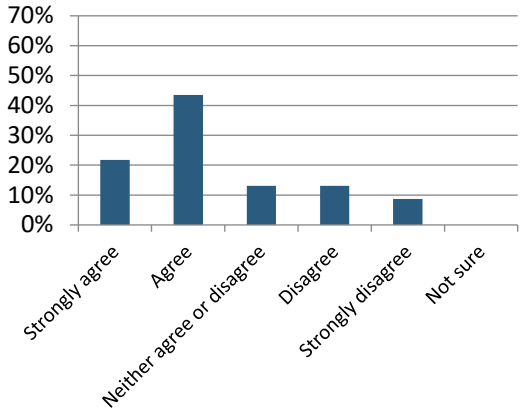
The quality of life along Kendall Drive would improve by quickly <u>reaching jobs in the corridor by rapid transit.</u>

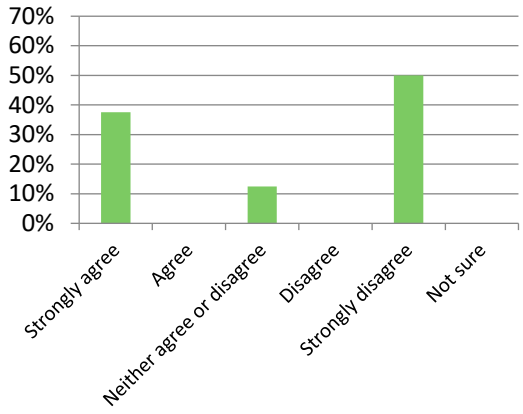


The quality of life along Kendall Drive would improve by quickly <u>reaching health care and educational opportunities in the corridor by rapid transit.</u>

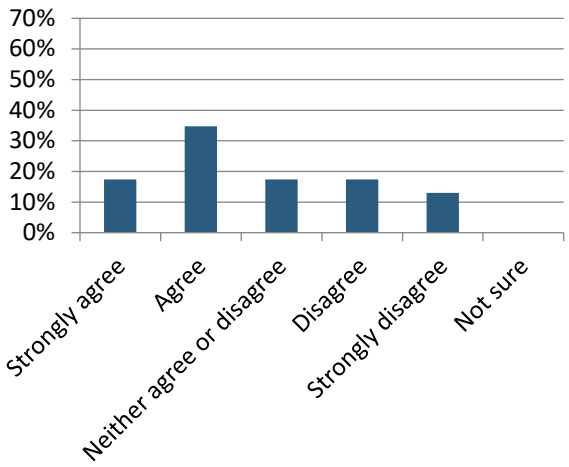


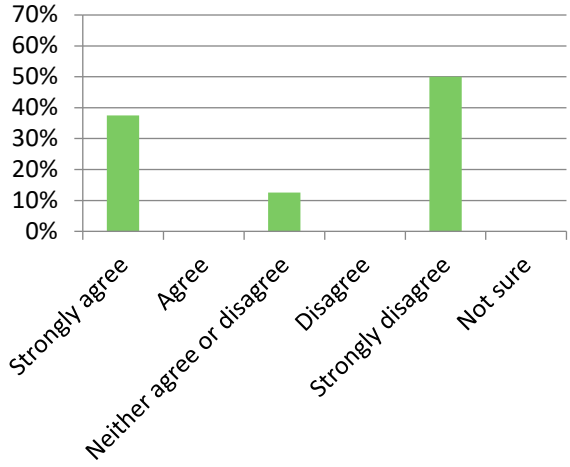
The quality of life along Kendall Drive would improve by <u>quickly reaching stores and restaurants in the corridor by rapid transit.</u>



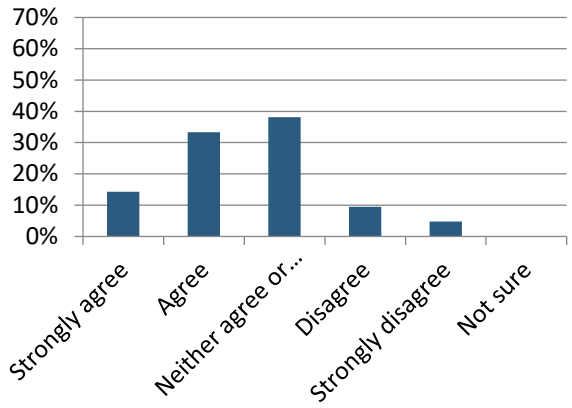


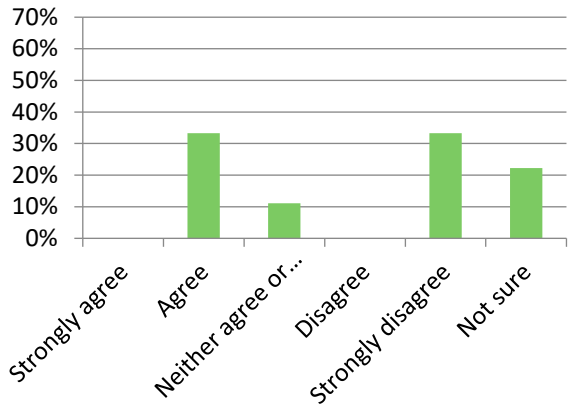
The quality of life along Kendall Drive would improve by <u>easily and safely reaching jobs with by walking or riding a bike.</u>



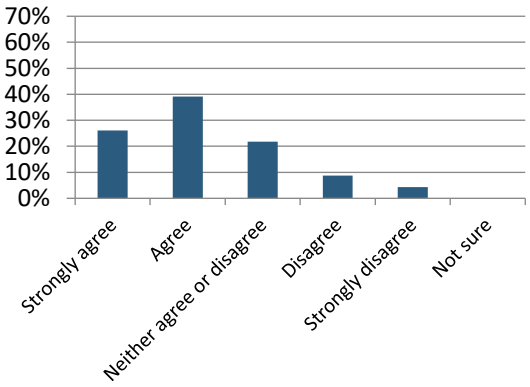


The quality of life along Kendall Drive would improve by easily and safely <u>reaching stores and restaurants by walking or riding a bike.</u>



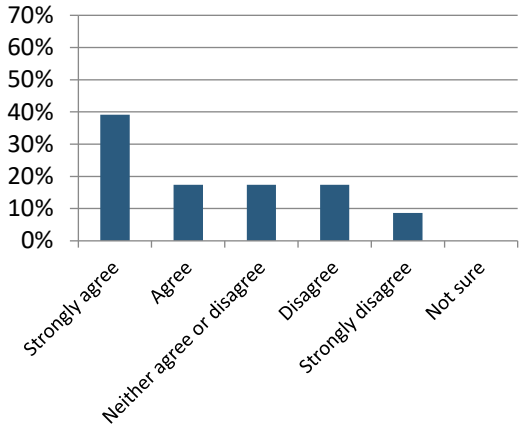


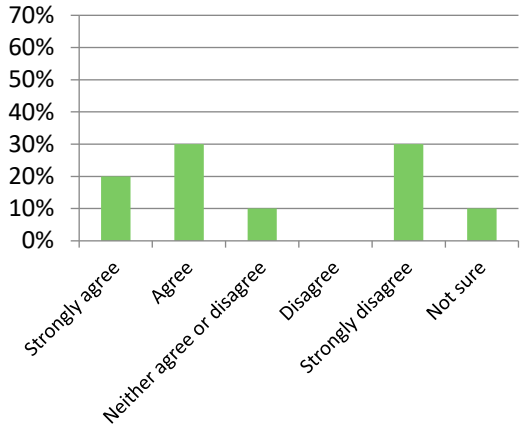
The quality of life along Kendall Drive would improve by easily and safely <u>reaching parks and recreational areas by walking or riding a bike.</u>*



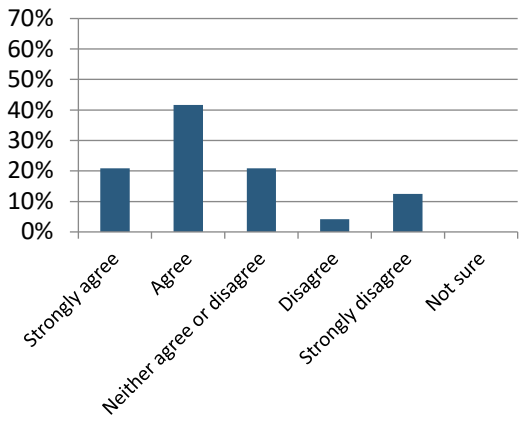
** Results are only from the November 14, 2017, meeting.*

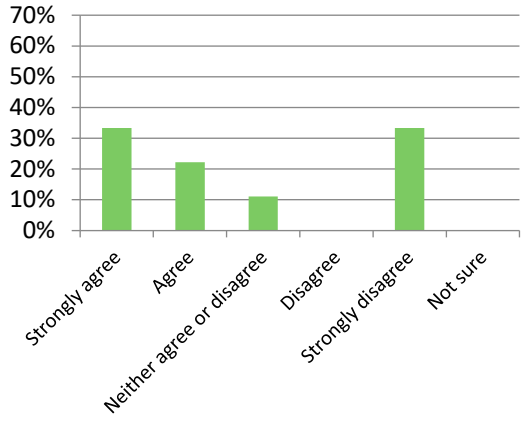
The quality of life along Kendall Drive would improve by: <u>having more pedestrian and bicycle connections to walk or bike to a nearby transit station</u>



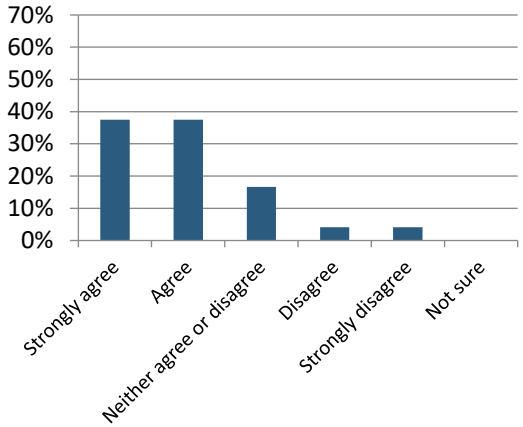


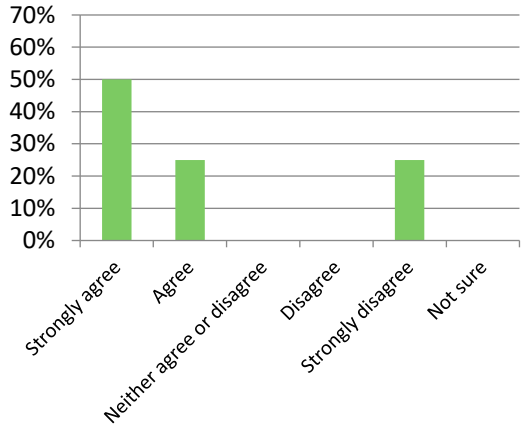
The quality of life along Kendall Drive would improve by having <u>more pedestrian and bicycle connections to walk or bike to nearby jobs, stores, restaurants, etc</u>.



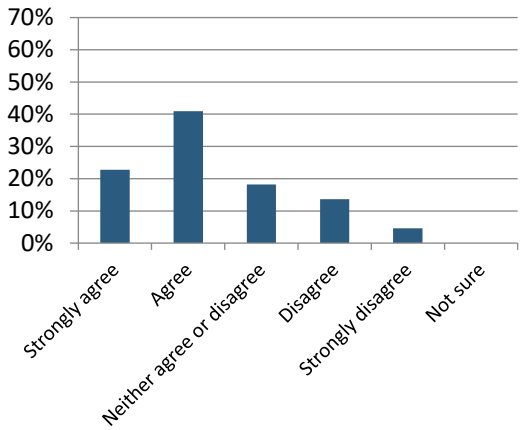


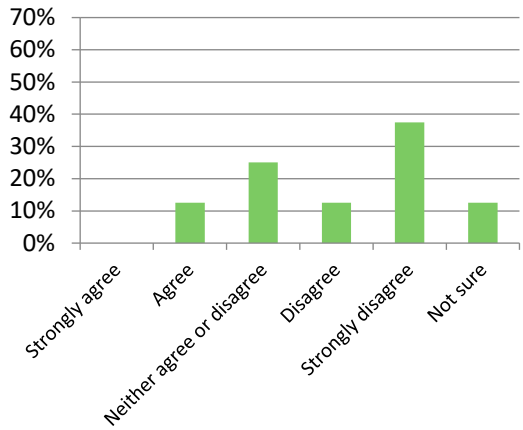
The quality of life along Kendall Drive would improve by <u>modifying shopping centers to become more walkable and transit friendly.</u>



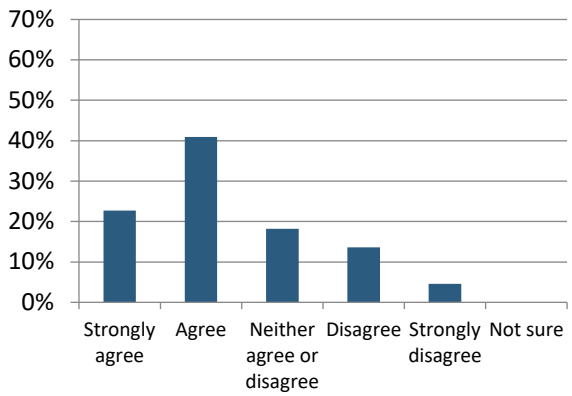


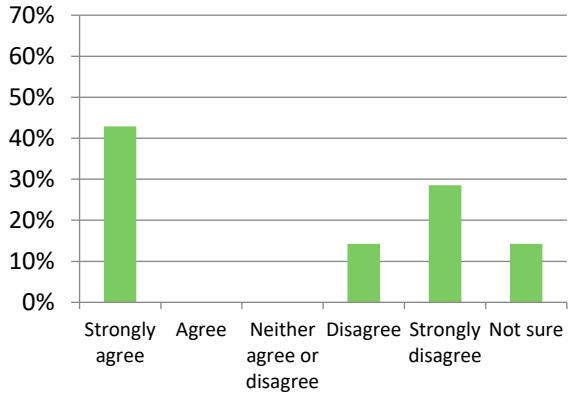
The quality of life along Kendall Drive would improve by <u>redeveloping shopping centers to become more walkable and transit friendly and have a mix of homes and jobs as well as shopping.</u>



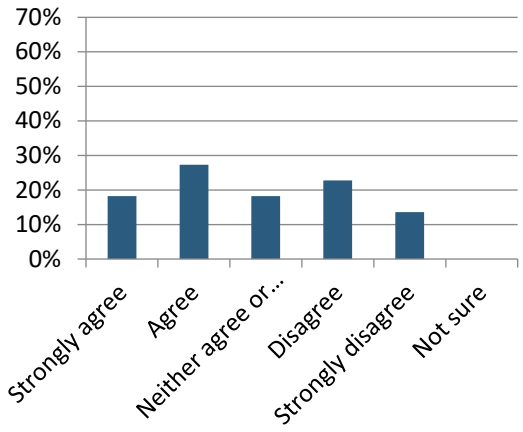


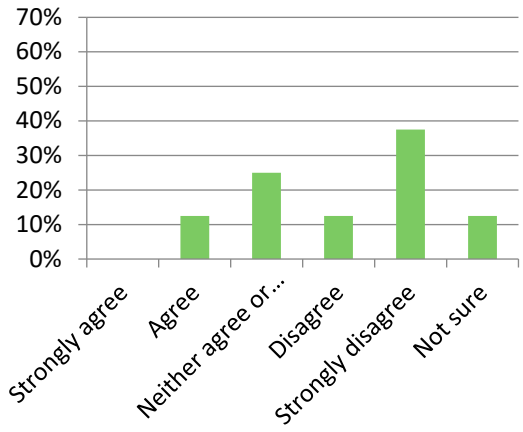
The quality of life along Kendall Drive would improve <u>by modifying apartment and condominium complexes to become more walkable and transit friendly</u>.



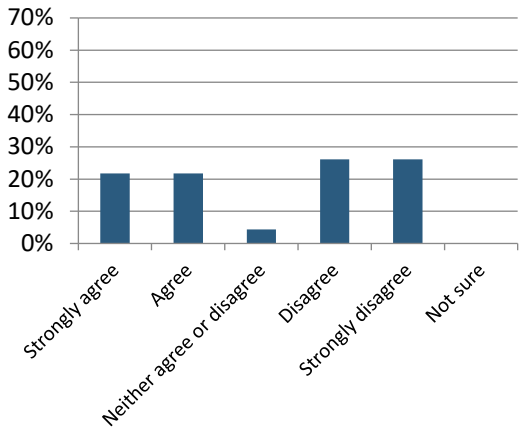


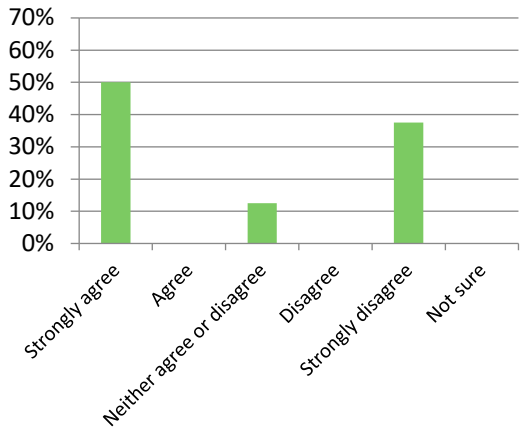
The quality of life along Kendall Drive would improve by <u>redeveloping apartment and condominium complexes to become more walkable and transit friendly and have a greater mix of offices and stores as well as homes.</u>



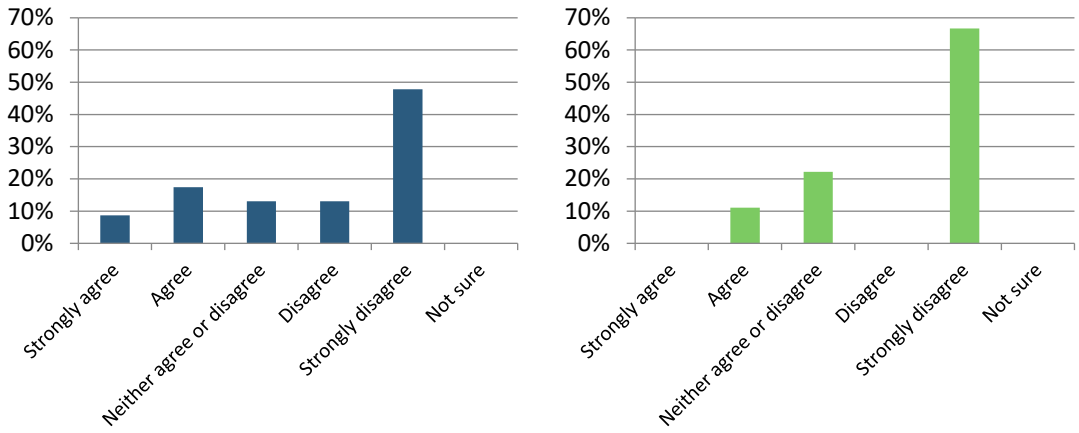


The quality of life along Kendall Drive would improve by <u>modifying single family neighborhoods to become more walkable and transit friendly.</u>





The quality of life along Kendall Drive would improve by <u>redeveloping single family neighborhoods to become more walkable and transit friendly and have a greater mix of multifamily homes, offices and stores.</u>



The quality of life along Kendall Drive would improve most by:

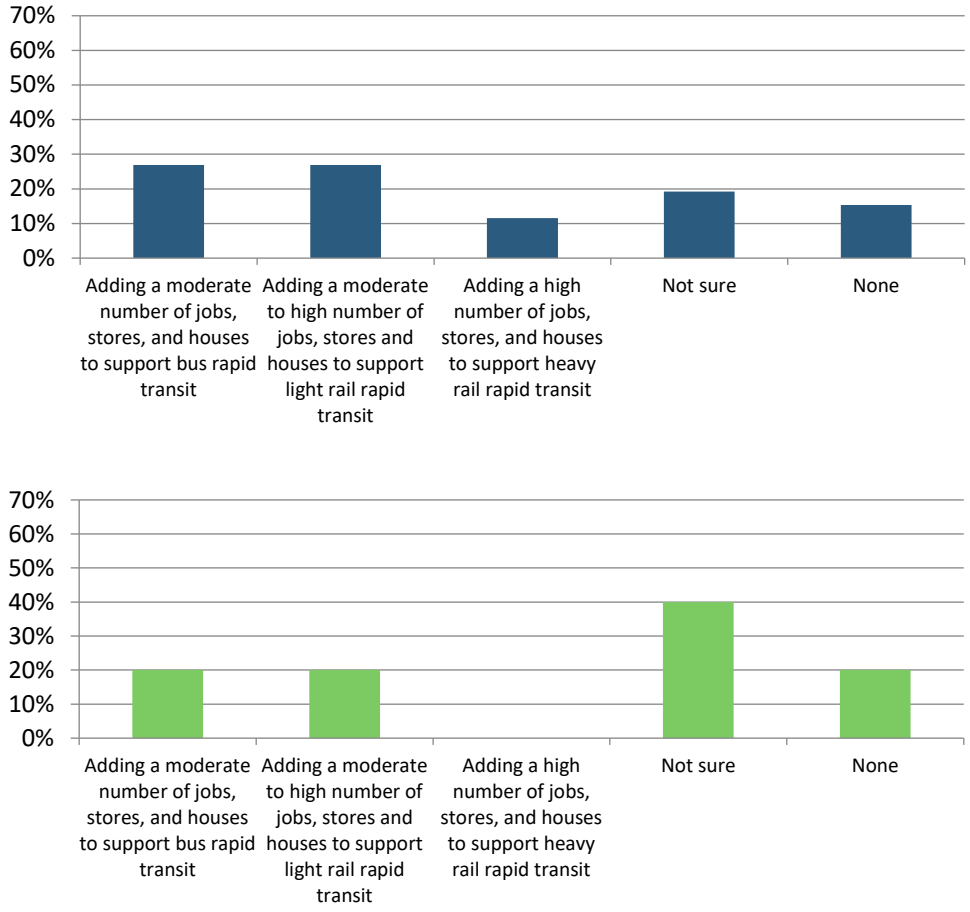


Figure 24 - Visioning Charrette 1 Survey Responses.

The results indicate general concensus on several key points, including a desire to increase non-retail jobs along the corridor, the need for a variety of travel options, and the support for redeveloping portions of the Kendall corridor, with a focus on redevelopment shopping centers.

6.3 Charrette Designs

The design activity encouraged participants to select and then strategize their preferred "corridor investment/development package." Each package included one of the premium transit alternatives under consideration by the PD&E Study and the development intensity needed to support the investment. Participants self-selected a package and joined others in identifying opportunities and challenges of TOC along the corridor before beginning the design exercise.

Each group was supplied with several tools, including base maps of the Kendall corridor with summary statistics and transparent TOC type "tiles" to place on the maps. As shown in Figure 25, each tile reflected ¼ and ½ mile radius of a TOC zone. Each tile was also assigned a specific TOC type (regional, metropolitan, community). The tiles used in the charrette reflect the FDOT TOD typology naming conventions. Ultimately, there was a shift from using the FDOT TOD typology naming conventions to using those reflected in the CDMP: regional, metropolitan, and community. The three scenarios use the Miami-Dade CDMP classifications. Figure 38 reflects the equivalencies between the FDOT and CDMP naming conventions. Participants selected and placed tiles on the corridor map based on preferences and suitability. They recorded their rationale for placements and potential challenges. Each group reported their outcomes and finding to the larger group.

Figure 25 – Kendall SMART Corridor Base Map and Place Type Tile.

Figure 26 through Figure 30 show the results of the TOC design exercise for each charrette session. These results were aggregated following the workshop to develop a consensus for station locations and TOC types. Again, at the time of the charrette sessions, the tiles contained the FDOT TOD typology naming conventions as presented in these figures. In addition, charrette participants were encouraged to use any of the available TOC type tiles to form their ideal "corridor investment/development package." This means some participants identified Dadeland South as a Regional center, as shown in Figure 26, for example, however, in subsequent sections (Section 8: Scenarios), Dadeland South is identified as a Metropolitan center to best align with the CDMP.

Figure 26 - Moderate Intensity (Supports Bus Rapid Transit), November 14, 2017.

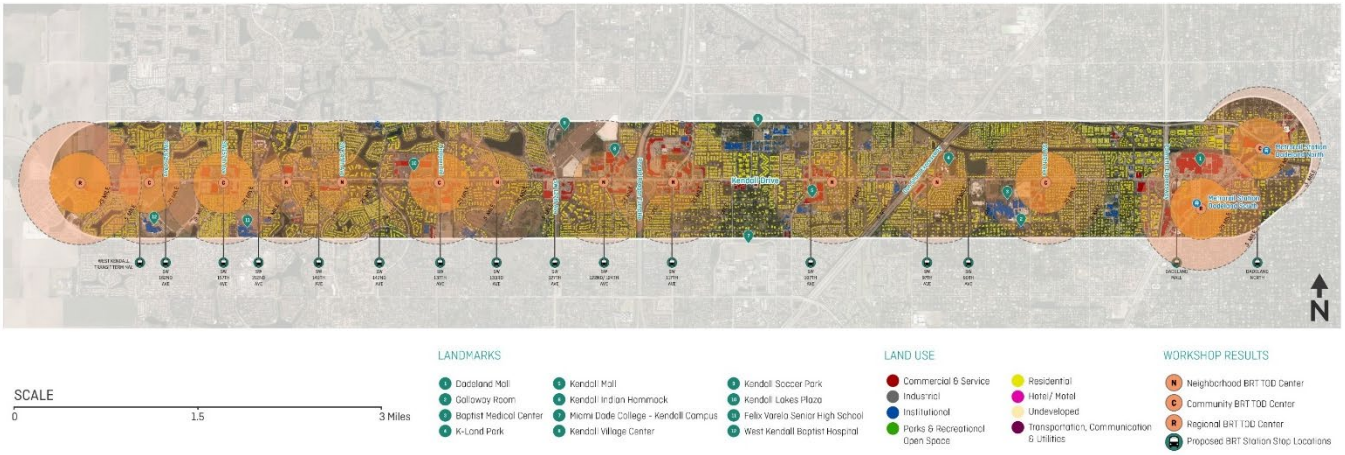


Figure 27 - Moderate Intensity (Supports Bus Rapid Transit), November 18, 2017.

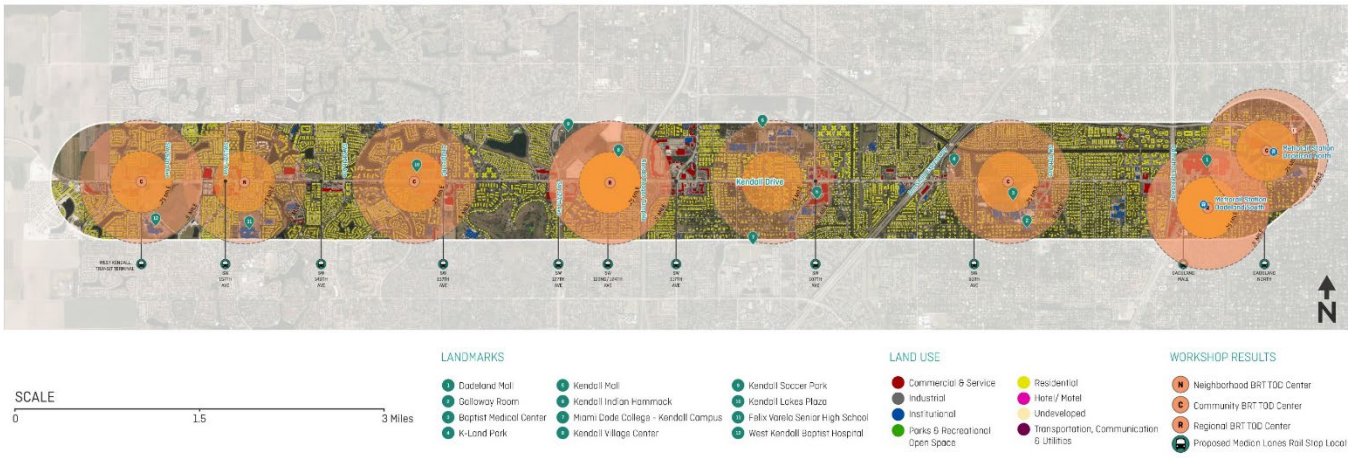


Figure 28 – Moderate to High Intensity/ Supports Light Rail Transit, November 14, 2017.

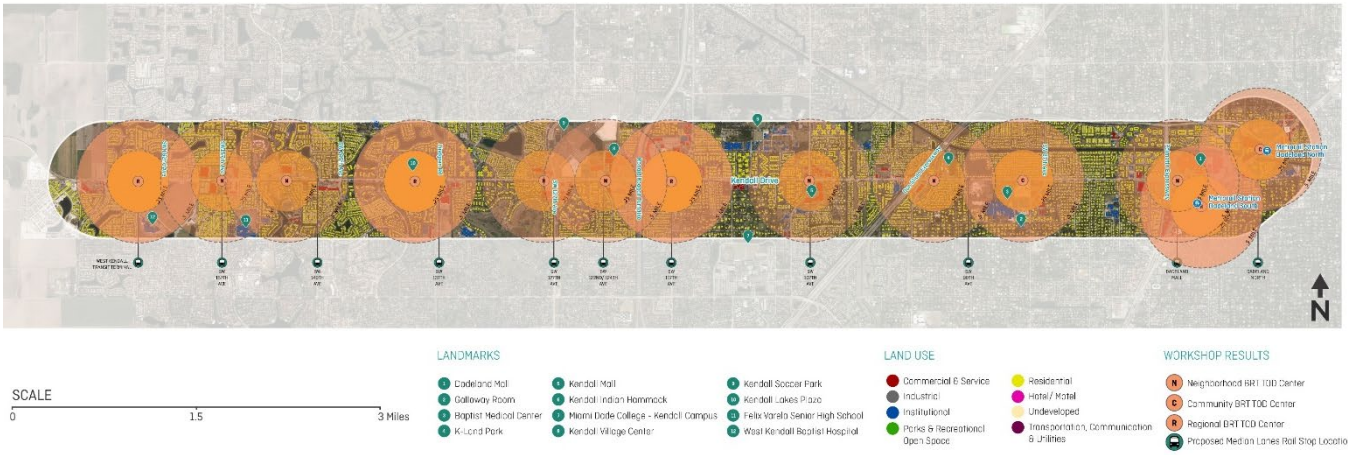
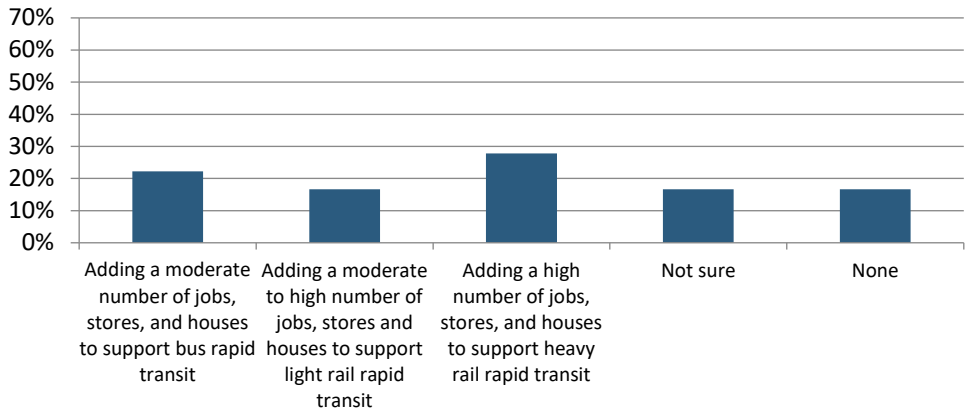


Figure 29 – Moderate to High Intensity/ Supports Light Rail Transit, November 18, 2017.

Figure 30 – High Intensity/ Supports Heavy Rail Transit, November 14, 2017.

At the end of each session, participants were asked a final question to determine changes to the responses they initially provided based on the design exercise. The following charts represent participant responses at the end of both sessions.

Given what you've heard and done today, the quality of life along Kendall Drive would improve most by:



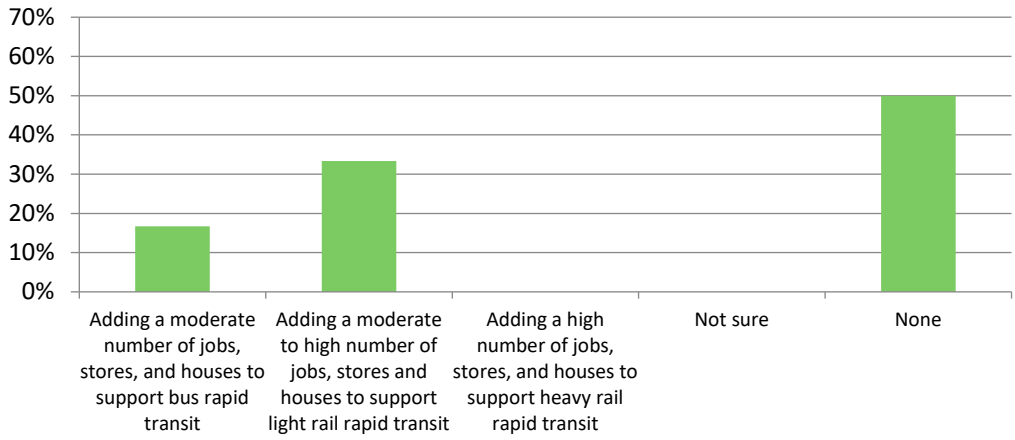


Figure 31 – Responses collected at the end of each session.

6.4 Charrette Outcomes

The locations and TOC types of each group were reviewed and summarized, then compared with draft station locations from FDOT's PD&E study team. Charrette station locations closely mirrored the PD&E Study, and the distribution of TOC types reflected the Urban Center locations in the CDMP (Figure 32-Figure 35). Thus, feedback from the charrettes confirmed prior planning efforts and formed the basis for developing three scenarios for the Kendall corridor.

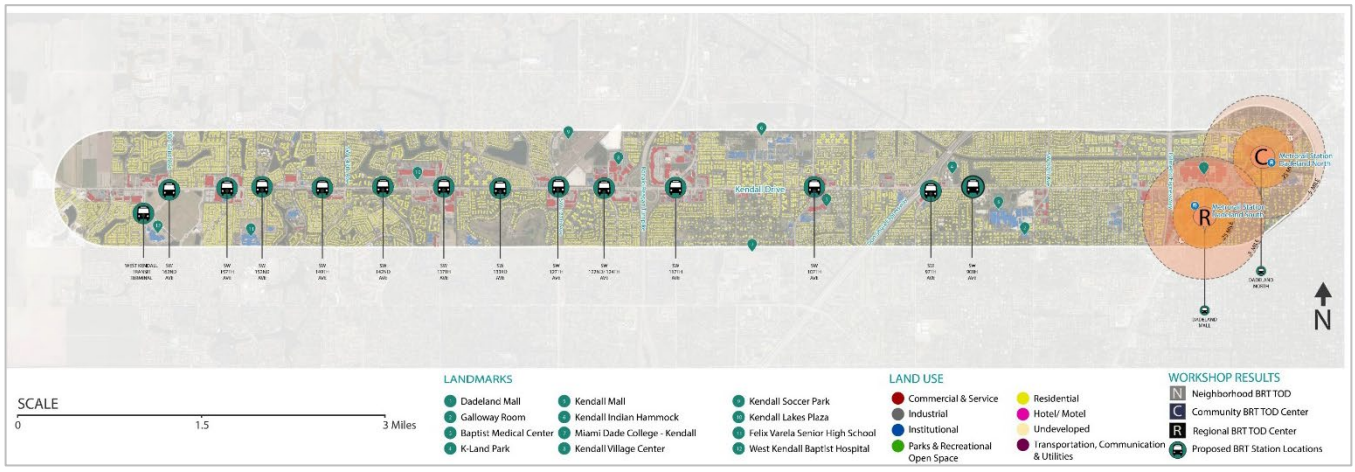


Figure 32 – PD&E Draft Bus Rapid Transit Station Locations

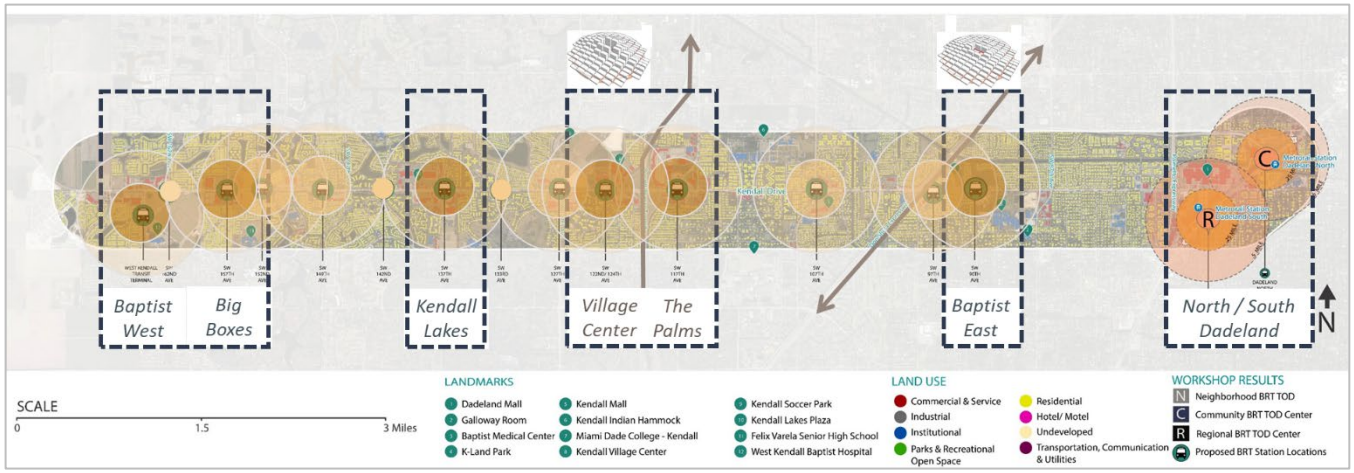


Figure 33 – Consensus BRT Station Locations

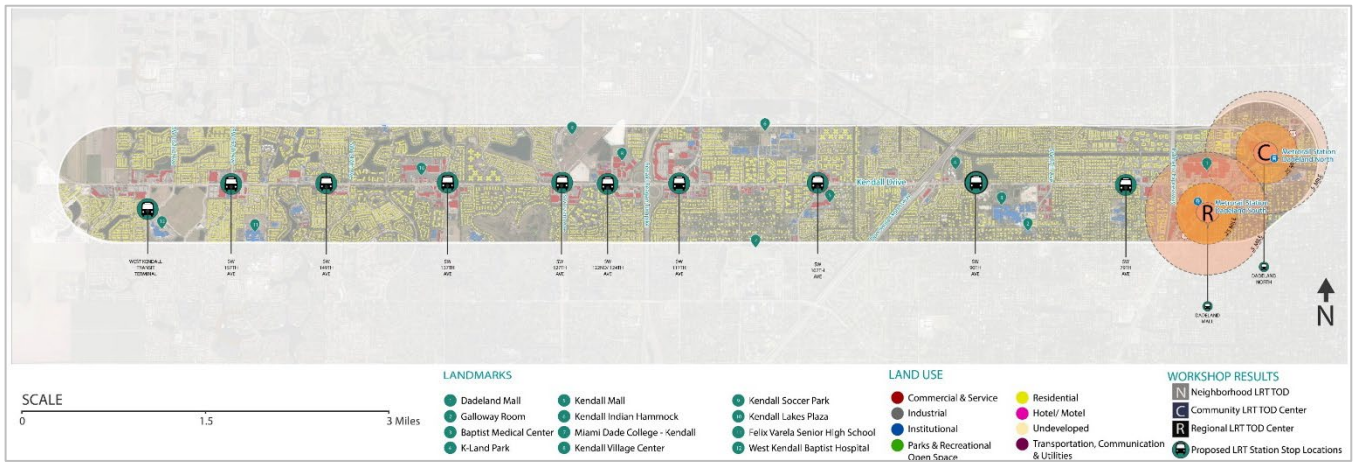


Figure 34 – PD&E Draft Station Locations (At-Grade and Elevated Rail)

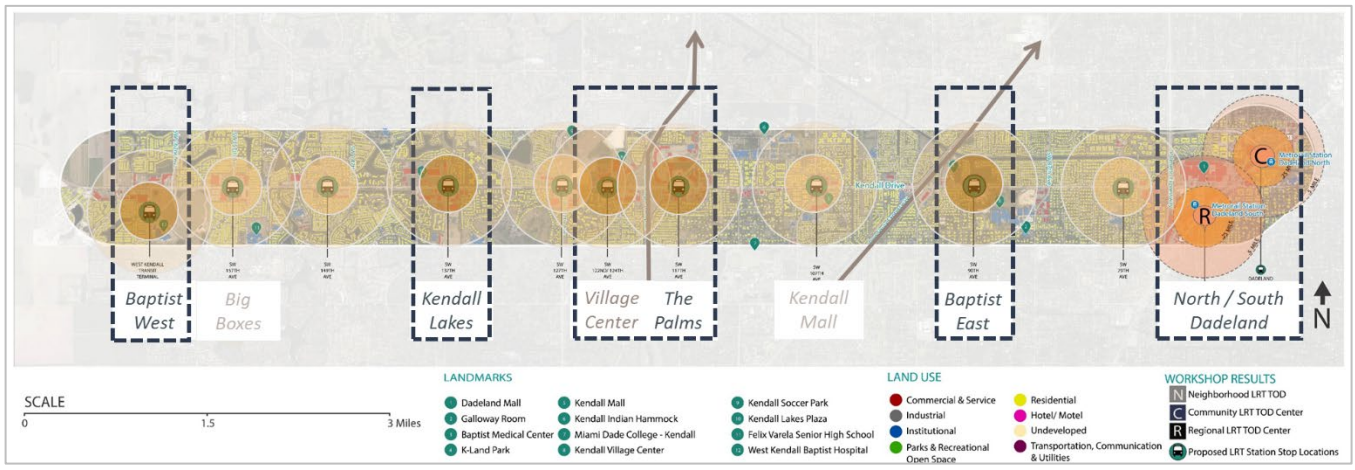


Figure 35 – Consensus (Light & Heavy) Rail Rapid Transit Station Locations

7.0 Scenarios

County-wide growth and development patterns and forecasts were combined with county goals and aspirations expressed at the charrettes to generate Kendall corridor scenarios. The growth and development dimensions of the scenarios focused on the spacing and locations of job centers relative to major transportation facilities that have emerged over the past 50 years, and the amount of growth anticipated in the county over the next 25 years (Figure 36). The aspirational dimensions focused on three consistent themes from charrette participants, which align with larger county goals:

- Increase the number of non-retail jobs in the corridor (aligns with the county's economic development goals)
- Redevelop portions of the corridor, with a focus on redeveloping shopping centers (aligns with livability goals)
- Preserve and protect existing residential neighborhoods, (aligns with livability goals)
- Provide a variety of travel choices (transit, walking, and biking) (aligns with multimodal mobility goals).

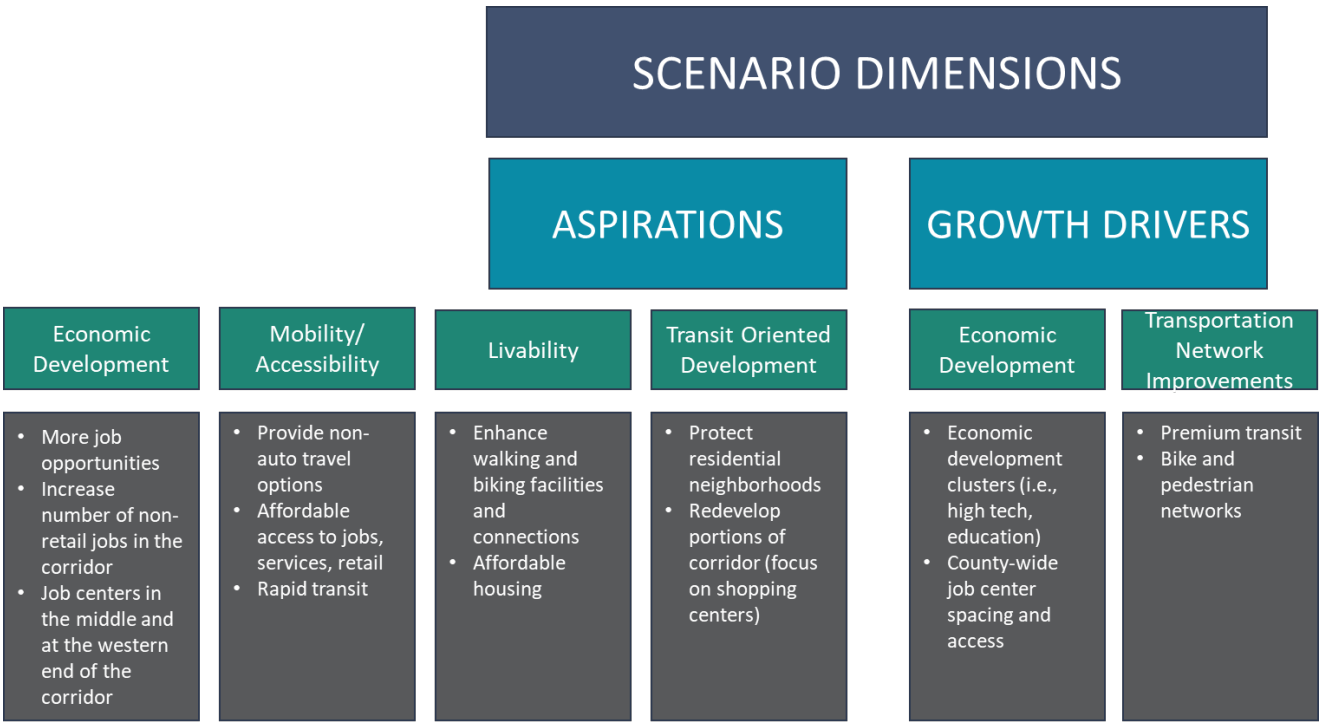


Figure 36 – Dimensions informing development and evaluation of TOC scenarios for the Kendall SMART Corridor.

In addition to the scenario dimensions in Figure 36, several other inputs were used to develop the scenarios, including:

- Land use plans and policies for the SMART Program Corridors
- Draft station locations identified in FDOT's PD&E study and the first set of charrettes
- Suitability and development potential

- Potential economic clusters (i.e., medical and education).

7.1 County Development Patterns

The county's existing development patterns emerged over the past 100 years in concert with transportation investments. Development started with a series of small towns around Flagler railroad stations and spread between those stations after US 1 was constructed. Development pushed west from the coast and oriented around an ever-expanding network of expressways and arterials, most notably I-95 and Florida's Turnpike. Expressways are spaced around five miles apart in the current network and arterials are spaced about a mile apart. Major job centers formed adjacent to interchanges in the five-mile expressway grid. One of those job centers is downtown Kendall located on the eastern end of the Kendall corridor.

Current development patterns were used to identify "what's possible" along the Kendall corridor. The job center / network grid pattern indicates the possibility of two additional job centers along Kendall, one at the intersection with the Florida's Turnpike (about five miles west of downtown Kendall) and the second at the far western end of the corridor about five miles west of the Turnpike (Figure 37).

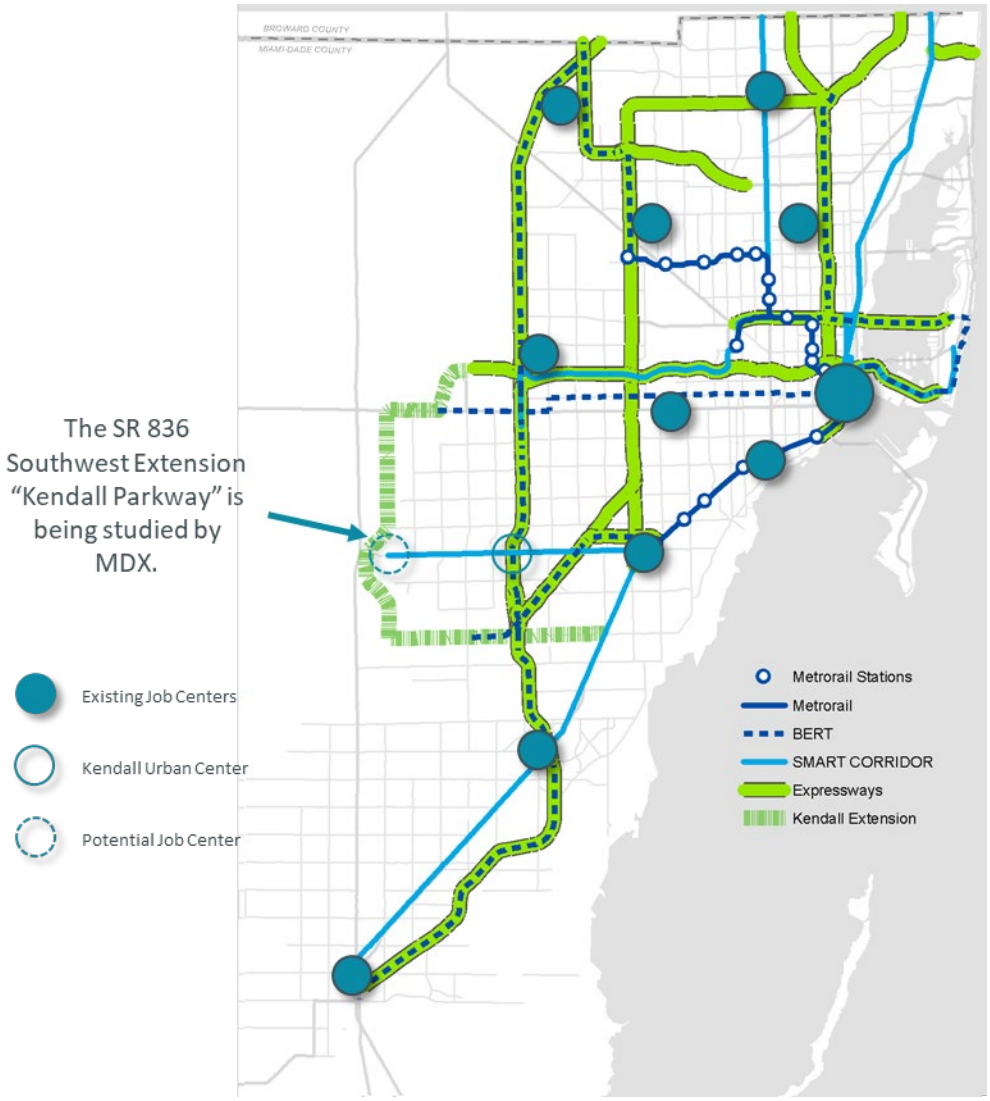


Figure 37 – Spacing of major transportation facilities and job centers relative to Kendall SMART Corridor.

As shown in Figure 12, the Turnpike area is designated as a Metropolitan Urban Center in the CDMP. Its development into a job center could support and synergize the educational and research-oriented job centers to the north and south, including Miami Dade College and the Florida International University. Easy access to the Miami International Airport (MIA) is also possible from this location. The development of the western campus of Baptist Hospital could increase health care jobs in the potential western center. A western center would become more viable with the construction of the proposed Kendall Parkway, although it should be noted that the future of the Parkway was not clear as of the time of this report.

7.2 Kendall Corridor Scenarios

A Trend Scenario was developed that assumed premium transit is not implemented along Kendall by 2040, and growth along the corridor reflected a suburban development pattern. The potential job centers and feedback from the visioning charrette were used to create three additional scenarios:

- One job center scenario – a single job oriented Metropolitan Urban Center in downtown Kendall and Community Urban Centers in the remaining station areas (Figure 39).
- Two job centers scenario – two job oriented Metropolitan Urban Centers, one in downtown Kendall and the other at the station areas on either side of the Turnpike and Community Urban Centers in the remaining station areas (Figure 40).
- Three job centers scenarios – three job oriented Metropolitan Urban Center, in downtown Kendall, next to the Turnpike, and at the westernmost station area and Community Urban Centers in the remaining station areas (Figure 41).

At the time the scenarios were developed, BRT and HRT premium transit options were still under consideration by the PD&E study. Higher capacity HRT requires higher ridership levels and more development intensity within station areas than BRT, which is reflected in FDOT's TOD guidelines Figure 38. Each of the three scenarios can generate ridership levels needed by BRT technology. Scenario 3 is the only one of the three that can support HRT because of the higher ridership levels needed by that technology.

While FDOT's TOD typologies guide characteristics and thresholds, the three scenarios ultimately use the CDMP classifications. Shifting from the FDOT TOD typologies to the Regional, Metropolitan, and Community typologies allows consistency with the CDMP. Figure 38 reflects the equivalencies between the FDOT and CDMP naming conventions.

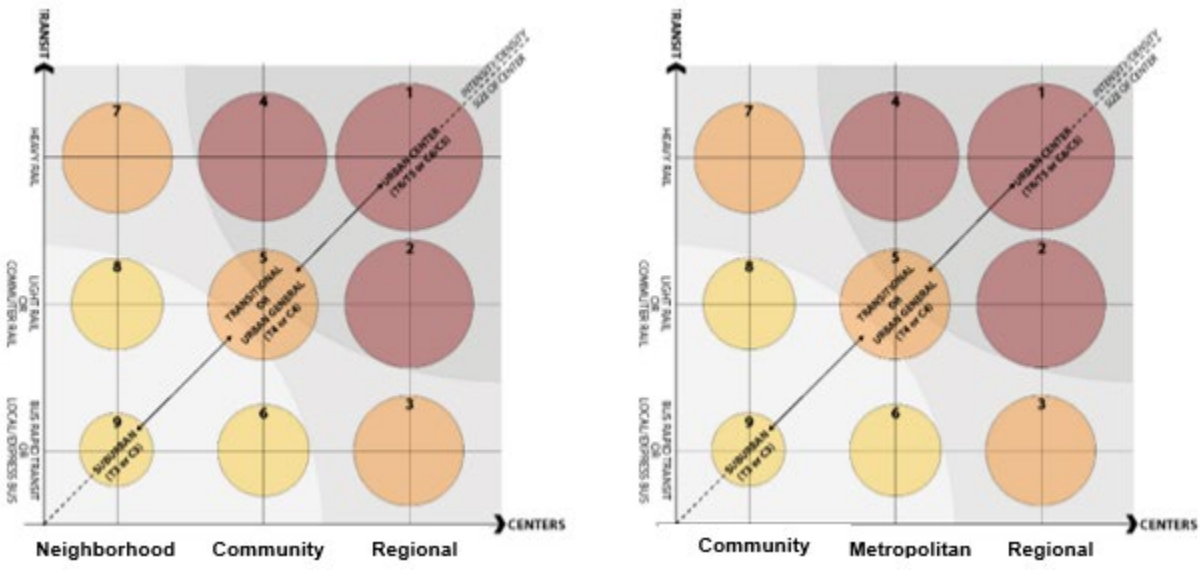


Figure 38 – FDOT TOD (left) naming conventions and equivalent CDMP naming (right)

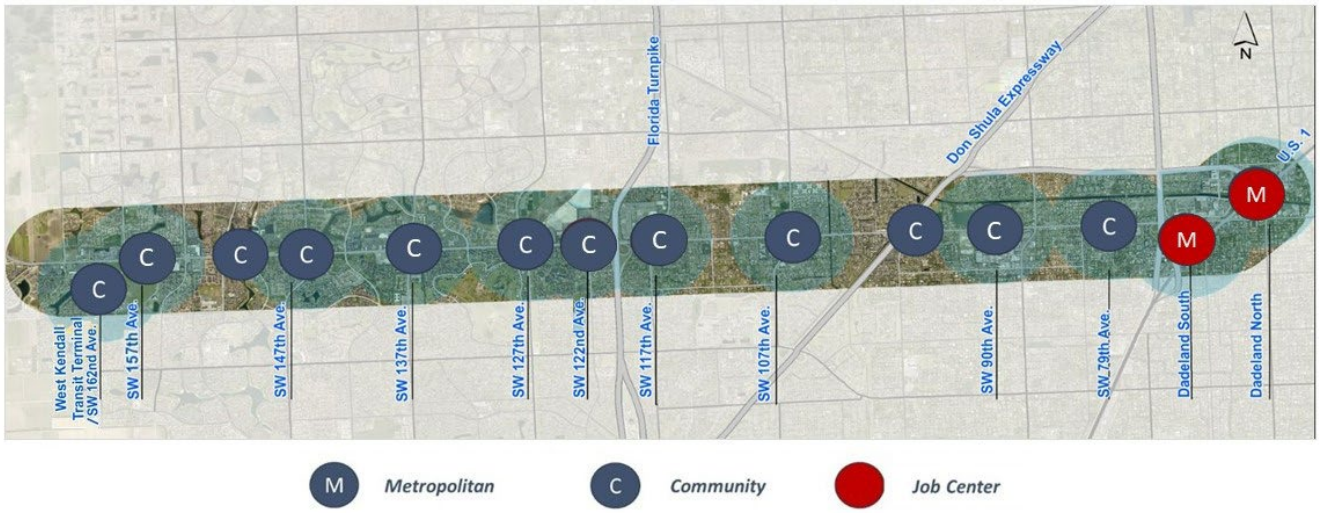


Figure 39 - Scenario 1 (One Job Center)

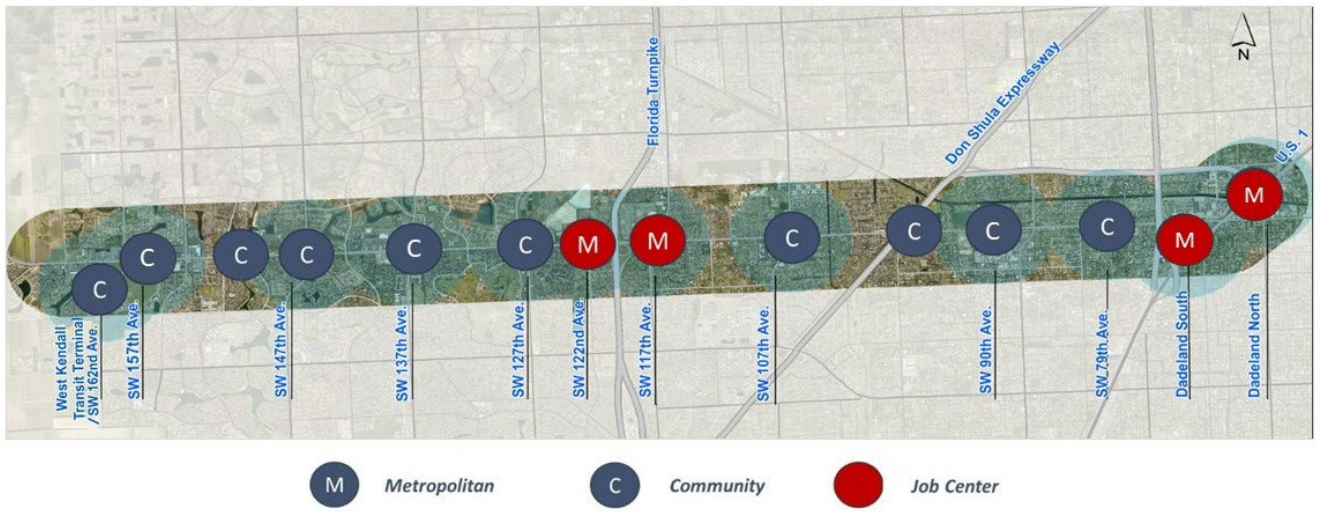


Figure 40 - Scenario 2 (Two Job Centers)

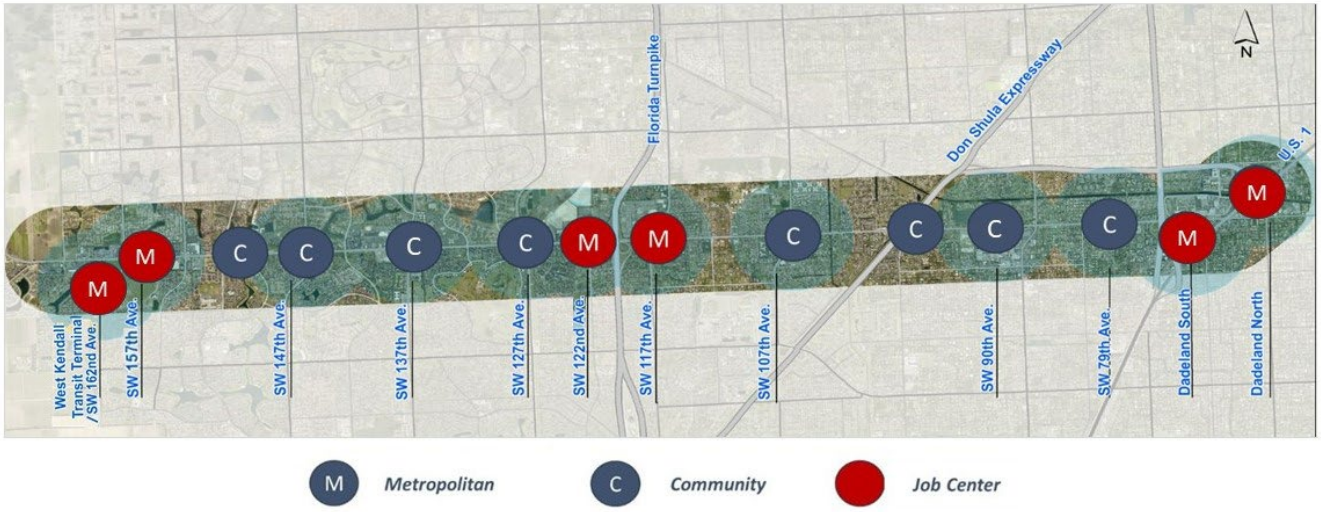


Figure 41 - Scenario 3 (Three Job Centers)

7.3 Scenario Development

Scenarios were developed using the following steps:

- **Suitability analysis** identified vacant land along the corridor suitable for development and locations along the corridor suitable for redevelopment. Redeveloped areas focused on non-residential properties.
- **Corridor targets** set upper limits on the 2040 forecasts of jobs, people, and households to ensure the scenarios reflected a reasonable proportion of the overall county growth
- **Station area targets**, based on the FDOT TOD types, created an idealized context for development within each station area
- **Station area allocations** balanced the station area targets with both the corridor control totals and the suitability analysis

The following sections detail each of the development steps.

Suitability Analysis

The suitability of land along the corridor for development or redevelopment involved several steps. First, a "fishnet" was created by overlaying 500' x 500' grid cells across the corridor to develop a finer-grained analysis than MAZ-level polygons. Half-mile station area buffers were drawn based on the consensus station locations from the visioning charrette and coordination with the PD&E study. Fishnet grid cells are related to discrete station areas based on proximity (Figure 42). The suitability analysis was conducted by aggregating parcel level land use and valuation data to grid cells. The first step tagged grid cells with underlying single-family subdivisions and high value condominium and apartment complexes where redevelopment is not expected. It also netted out those cells overlaying major roads and interchanges (Figure 43). The second step evaluated the redevelopment potential of the remaining grid cells using various factors including land use and land to building value ratios (Figure 44).

Figure 42 – Fishnet grid illustrating the 500' x 500' grid cells overlaid on the Kendall SMART Corridor.

Figure 43 – Existing mix of residential and non-residential activities within fishnet grid cells.

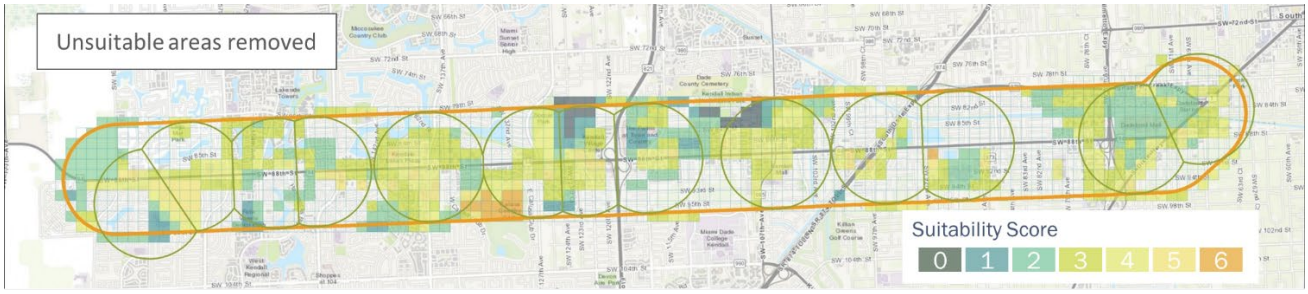


Figure 44 – Designating station areas and relating the fishnet.

Corridor Population and Job Targets

The scenarios were developed after the TPO approved its 2040 LRTP forecasts that had not incorporated the visioning studies for all six SMART Program corridors, including Kendall. The 2040 forecasts were updated by the TPO to reflect the visioning efforts. Table 4 presents the 2015 population and employment station area totals and the adjusted 2040 population and employment targets for trend scenario.

Table 4 - 2015 and 2040 Corridor Population and Employment Estimates

	2015	2040 Targets
Population	96,000	130,000
Employment	47,000	85,000

Station Area Targets

Station area targets were developed for the Metropolitan and Community Urban Center TOC types based on the information from the CDMP and the FDOT TOD Guidelines. Corridor wide job and dwelling unit forecasts were allocated to station areas based on TOC types. Allocations within station areas were guided by "intensity contours" (illustrated in Figure 45), and the balance of jobs and houses within the contours. Figure 46 shows the final set of targets for the corridor's station areas. The colors indicate the mix of jobs versus dwelling units, with blue shades reflecting a high percentage of jobs, yellow shades reflecting a balance between jobs and dwelling units and oranges reflecting a high percentage of dwelling units.

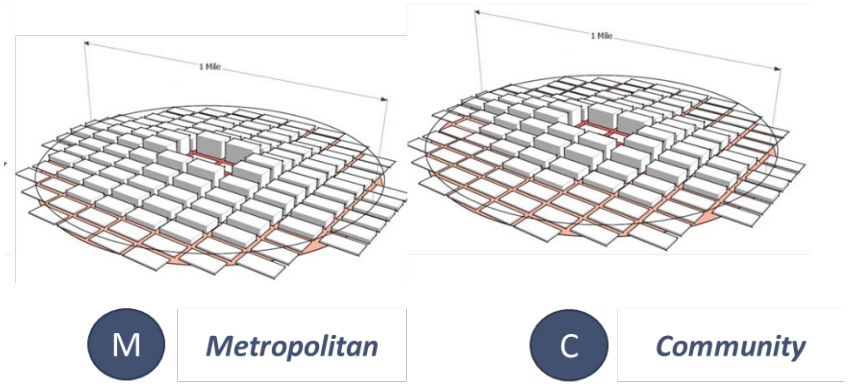


Figure 45 – TOC Place Type Intensity Targets

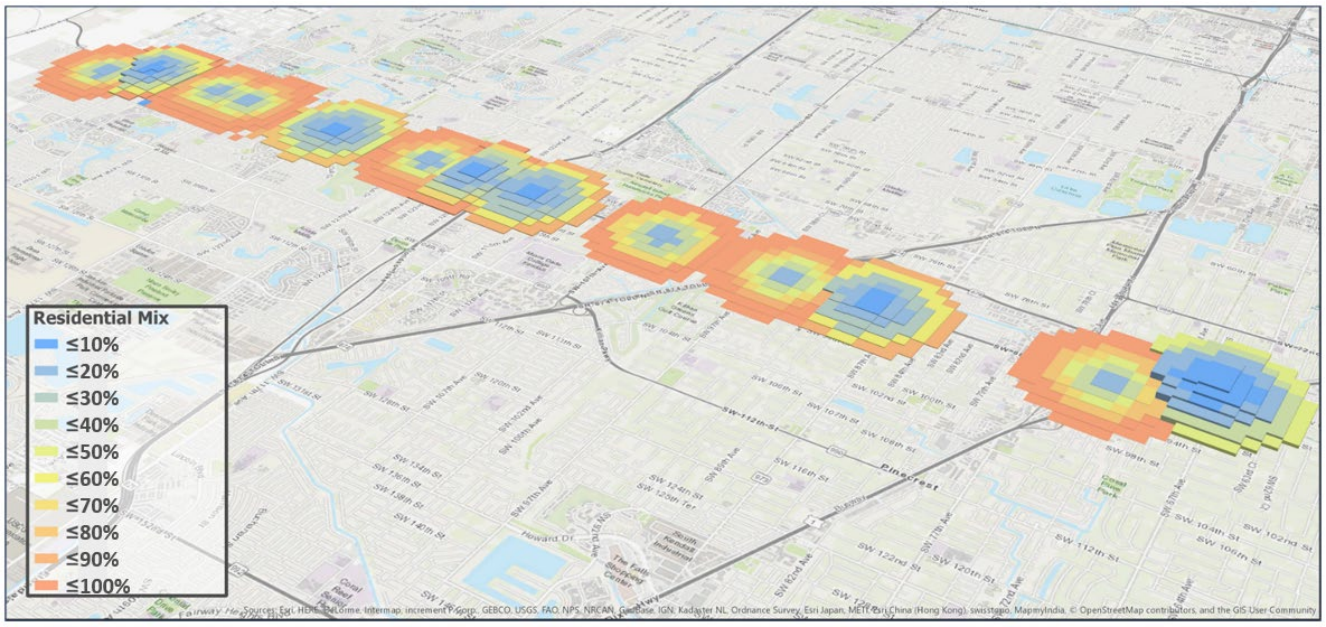


Figure 46 – Station Area Job/Housing Balance Targets

Station Area Allocations

The final step in the process allocated the corridor jobs and population control totals across and within the station areas defined for each scenario based on the station area targets and the suitability scoring. Figure 47 illustrates the 2015 allocation of jobs and housing across the corridor. Figure 48, Figure 49, and Figure 50 illustrate the allocations for each of the scenarios.

Figure 47 - 2015 Distribution of Jobs and Housing Across the Corridor

Figure 48 - Scenario 1 (One Job Center) Allocation of Jobs and Dwelling Units

Figure 49 - Scenario 2 (Two Job Centers) Allocation of Jobs and Dwelling Units

Figure 50 - Scenario 3 (Three Job Centers) Allocation of Jobs and Dwelling Units

7.4 Scenario Evaluations

The evaluation and comparison of scenarios involved the following steps:

- Summarize the characteristics of each scenario (i.e., number of jobs, dwelling units) for the corridor and each station area
- Evaluate the scenarios based on county goals and charrette aspirations (i.e., economic development, more non-retail jobs).

Trend Scenario

The Trend scenario was created for the corridor using the 2040 MAZ forecasts developed by the TPO. It provides a baseline for comparison. Table 5 presents the corridor population and employment totals for 2015 and 2040 for the Trend scenario. Figure 51 presents the allocation of the corridor population and employment to station areas based on 2040 MAZ forecasts developed by the TPO. The station area allocations reflect the current distribution of population and jobs across the corridor.

Table 5 – TPO Trend Corridor Population and Employment Forecasts

	2015	2040	Trend Scenario % Increase
Population	96,000	119,000	24%
Employment	47,000	69,000	47%

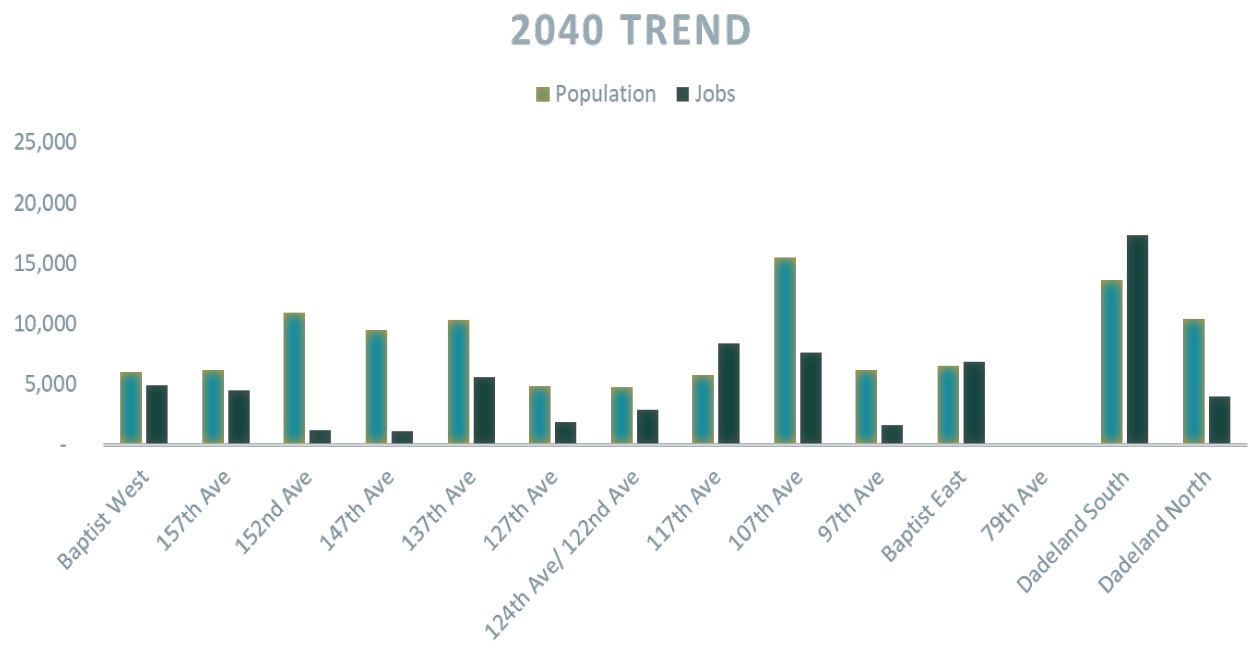


Figure 51 – Trend Scenario Allocation of Population and Jobs by Station Area.

Scenario 1: One Job Center

Scenario 1 assumes a single job center in the downtown Kendall station area (Figure 52). The overall number of people and jobs in the corridor is similar to the Trend scenario (Table 6). The allocation of jobs and dwelling units among station areas does not differ much from the Trend scenario (Figure 53).

With a single job center, the jobs/housing balance along the corridor continues to be low, with those living in the corridor commuting to job centers outside the corridor. Those working along the Metrorail corridor will require a transfer at the Dadeland south station. Those working elsewhere are not likely to ride transit because of the lack of direct transit connections, thus limiting ridership.

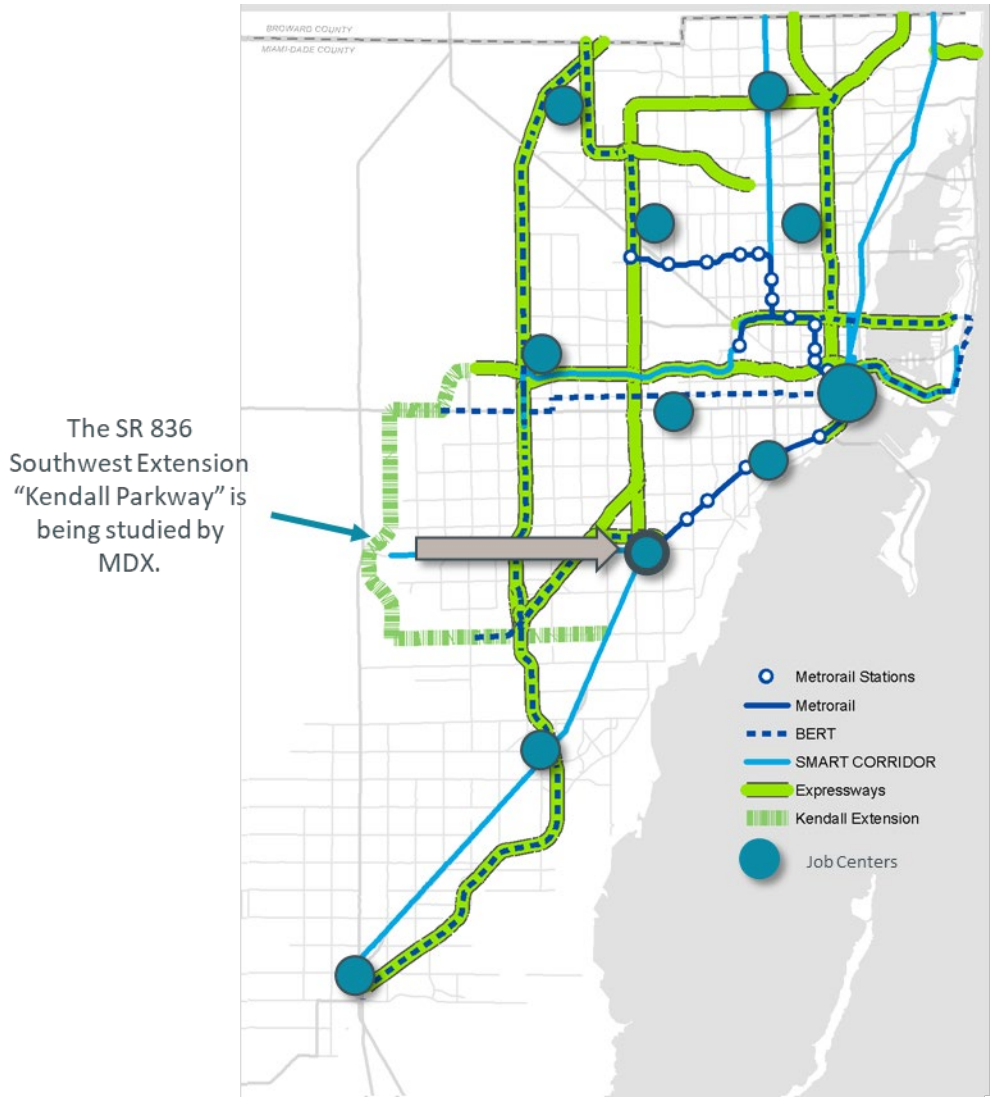


Figure 52 - Scenario 1 Job Center

Table 6 - Scenario 1 Corridor Population and Employment

	2015	2040 Trend	Trend % Increase	2040 Scenario 1	Scenario 1 % Increase
Population	96,000	119,000	24%	120,000	25%
Employment	47,000	69,000	47%	70,000	49%

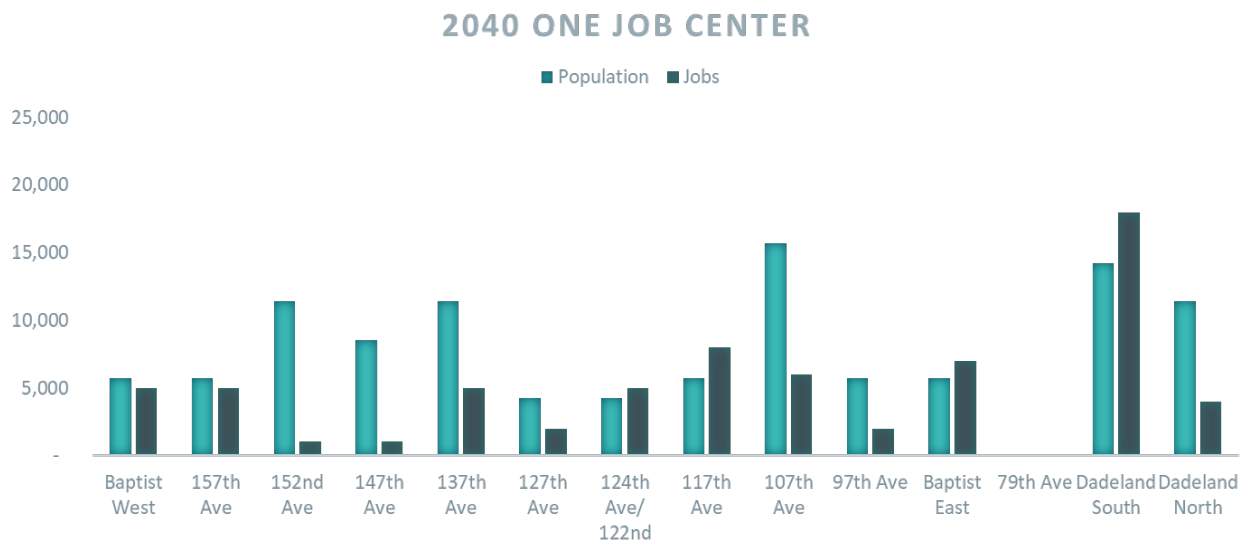


Figure 53 – Scenario 1 Population and Jobs by Station Area.

Scenario 2: Two Job Centers

Scenario 2 assumes two job centers, one in downtown Kendall and the second at the 117th and 122nd station areas on either side of Florida's Turnpike (Figure 53). As noted above, the area is designated as Metropolitan Centers in the CDMP. The second job center significantly increases the number of jobs in the corridor (Table 7), thereby improving the jobs/housing balance in the corridor. The station area allocations reflect the increase in jobs in the two station areas on either side of the Turnpike (Figure 55).

Access to Florida International University to the north and Miami Dade College to the south via the Turnpike suggests that the two station areas could attract educational and research jobs. The transition from predominately retail uses to offices in the two station areas can "internalize" commute trips in the corridor. Many of those traveling to jobs outside the corridor will be able to travel to jobs within the corridor, not only shortening commute trips but increasing transit ridership.

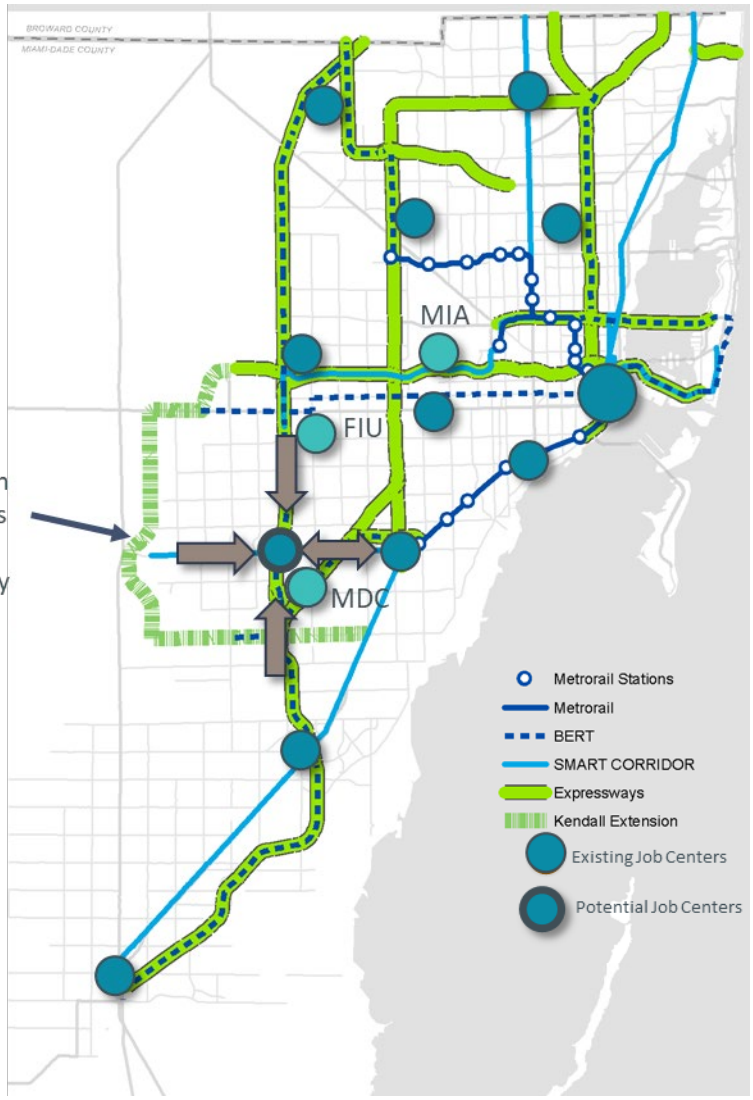


Figure 54 - Scenario 2 Job Centers

Table 7 - Scenario 2 Corridor Population and Employment

	2015	2040 Trend	Trend % Increase	2040 Scenario 2	Scenario 2 % Increase
Population	96,000	119,000	24%	131,000	36%
Employment	47,000	69,000	47%	85,000	81%

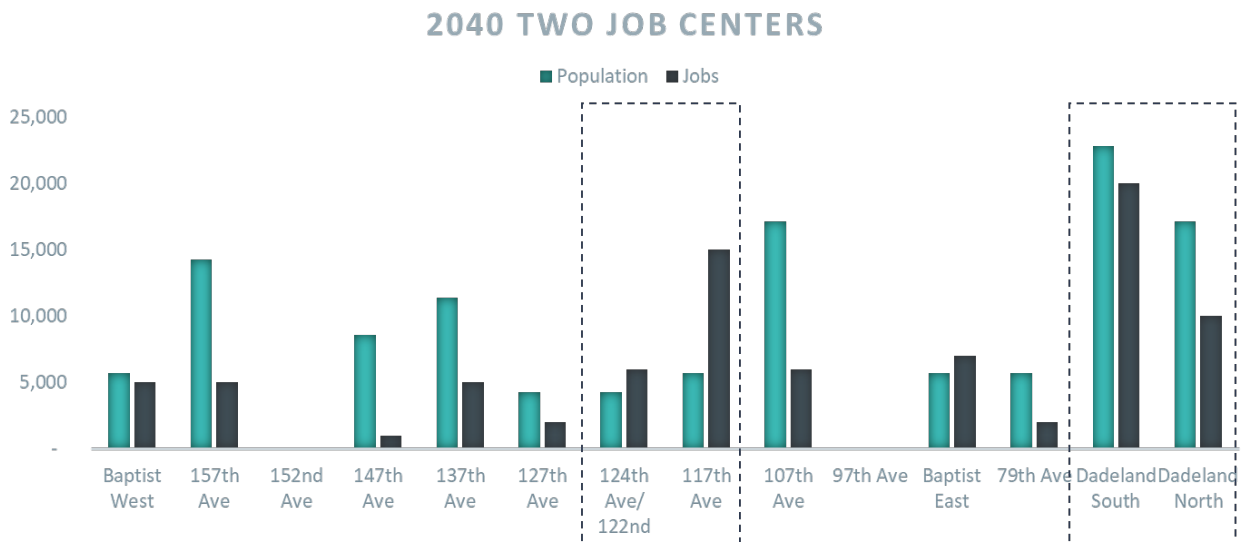


Figure 55 – Scenario 2 Population and Employment Forecasts

Scenario 3: Three Job Centers

Scenario 3 assumes three job centers along the corridor, one in downtown Kendall, a second in the 117th and 122nd station areas on either side of Florida's Turnpike, and the third in the 162nd and West Kendall (West Baptist) station areas on the western end of the corridor (Figure 56). The second and third job centers more than double the number of jobs in the corridor (Table 8) and increase population by 50 percent. The net result is a higher jobs/housing balance that reduces the need to commute to job centers outside the corridor. The station area allocations reflect the significant increase in jobs in the two station areas on either side of the Turnpike and on the western end of the corridor (Figure 57). Because of its potential to significantly increase the number of jobs in the corridor, it is likely the only one of the three scenarios that can generate ridership levels needed by HRT. The Baptist Hospital complex on the western end of Kendall can generate even more healthcare jobs. As noted above, the potential of a western job center increases with the construction of the Kendall Parkway.

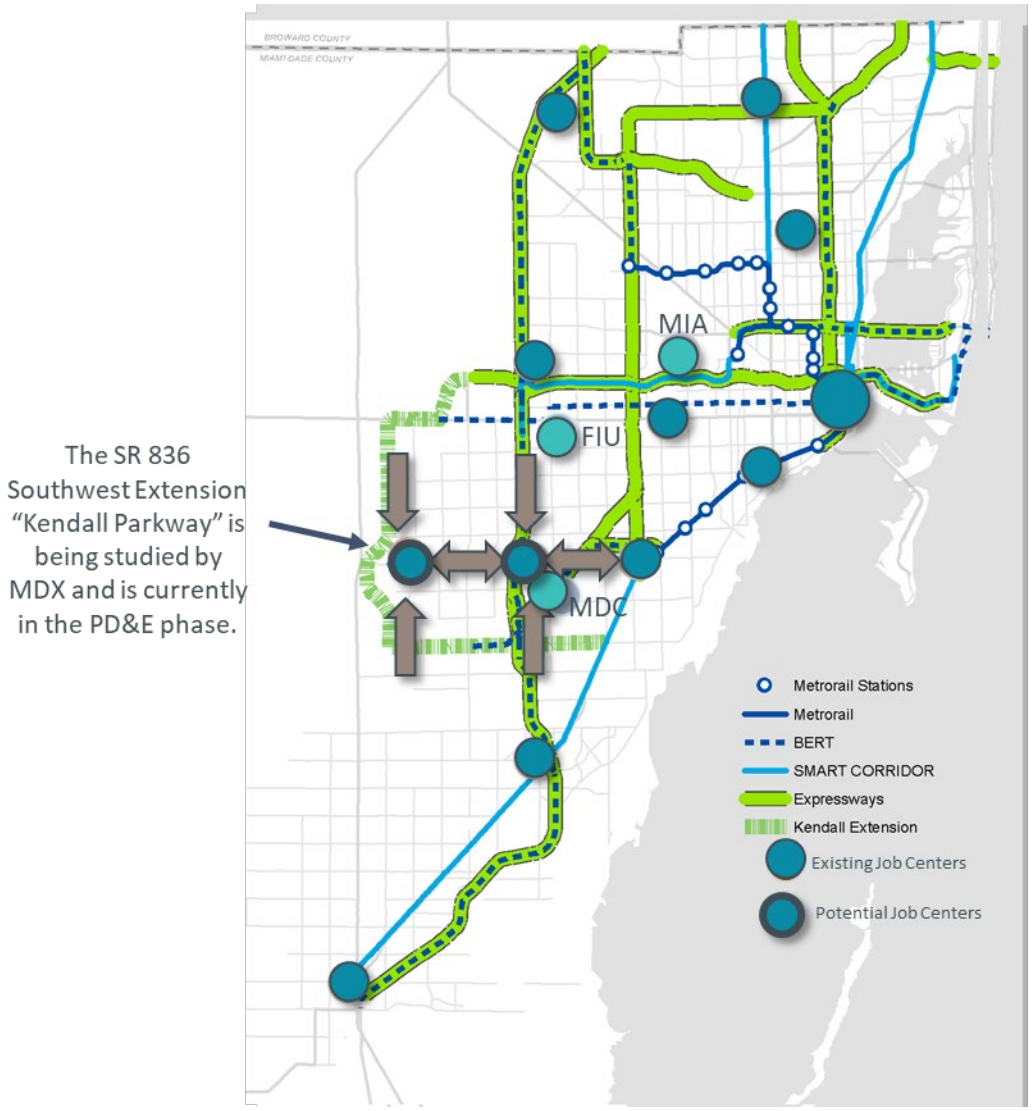


Figure 56 – Scenario 3 features two three centers located at Dadeland, Turnpike, and West Kendall Drive.

Table 8 - Scenario 3 Corridor Population and Employment

	2015	2040 Trend	Trend % Increase	2040 Scenario 3	Scenario 3 % Increase
Population	96,000	119,000	24%	142,000	48%
Employment	47,000	69,000	47%	100,000	113%

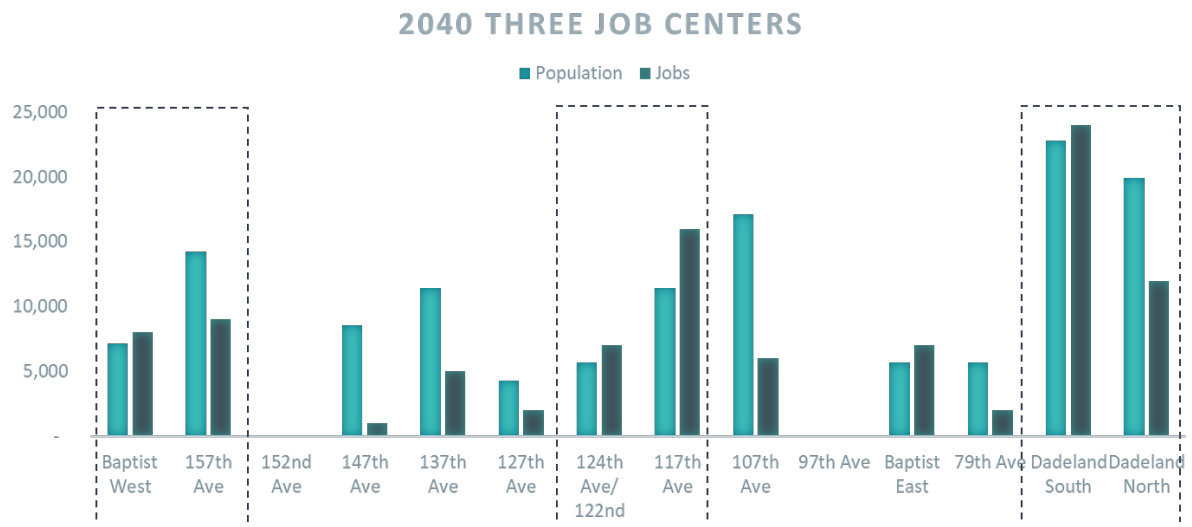


Figure 57 – 2040 jobs and population growth projections with three job centers.
**Dotted boxes indicate locations of job centers.*

Scenario Evaluations

Scenarios characteristics were summarized then used to compare how each scenario fares against the following SMART Program goals and aspirations of charrette participants:

- Preserve and protect existing residential neighborhoods
- Increase the number of non-retail jobs in the corridor
- Redevelop portions of the corridor, with a focus on shopping centers
- Provide a variety of travel choices (transit, walking, and biking)

Table 9 summarizes the scenarios. The total number of jobs and the jobs / housing ratio increase with each new job center. Population totals also increases, but not at the same rate as the job increases.

Table 9 - Scenario Characteristics

	2015	2040 Trend	Scenario 1- One Center	Scenario 2- Two Centers	Scenario 3- Three Centers
Job centers	1	1	1	2	3
Jobs (000s)	47	69	70	85	100
Population (000s)	96	119	120	131	142
Jobs / population ratio	0.49	0.58	0.58	0.64	0.70
Transit-Oriented Communities	No	No	Yes	Yes	Yes

Preserve Neighborhoods

When envisioning the future of the Kendall corridor, charrette participants prioritized the **protection of established neighborhoods and multifamily complexes.** To that end, the suitability analysis used to create the scenarios excluded those parcels from potential redevelopment. Figure 58 presents the number of people living in single versus multifamily dwelling units under each scenario. Under all three scenarios, the number of people living in single family homes remains the same as it was in 2015. All anticipated population growth occurs in multifamily units located on redeveloped non-residential parcels.

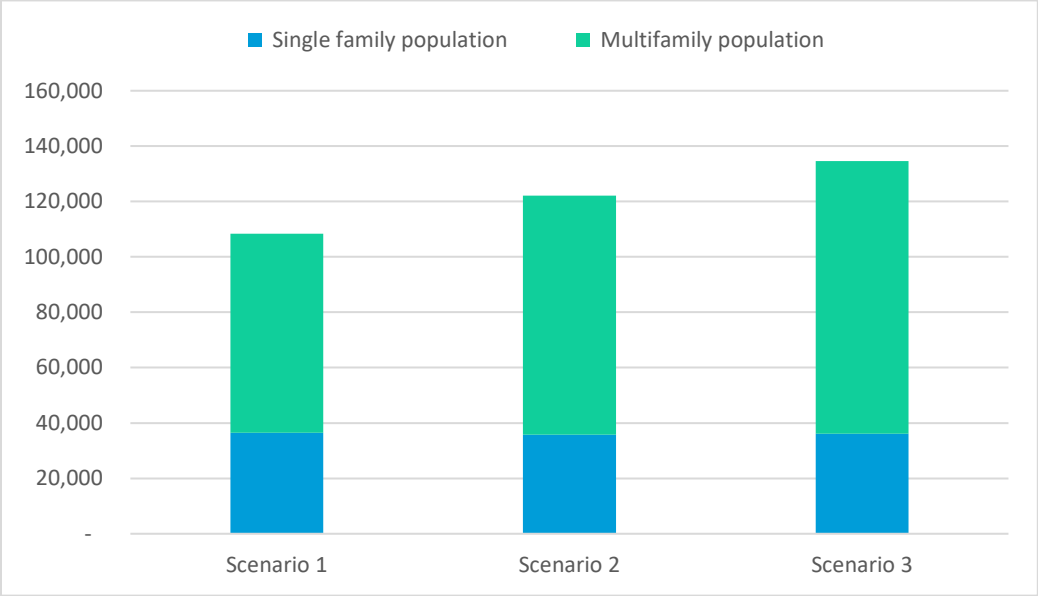


Figure 58 - Population in Single and Multifamily Dwelling Units by Scenario

Increase Non-Retail Jobs

Charrette participants envisioned more non-retail jobs along the corridor to increase their ability to commute to jobs within the corridor. This aspiration dovetails with the county's goal of economic development along SMART Program corridors.

Figure 59 illustrates the increase in commercial (retail) and office jobs along the corridor under each scenario. The total number of jobs increases with each new job center. In line with the community aspirations and county goals, the number of office jobs increases at a faster rate than commercial jobs.

Redevelop Portions of Corridor

Charrette participants envisioned redeveloping portions of the corridor, focusing on redeveloping shopping centers. Those aspirations aligned with protecting neighborhoods and more non-retail jobs. Because shopping center parcels are large and clustered (therefore can be assembled), they can be relatively easily to redevelop. Figure 60 illustrates the land use mix of the scenarios and shows that the footprints of shopping areas will be small relative to other uses.

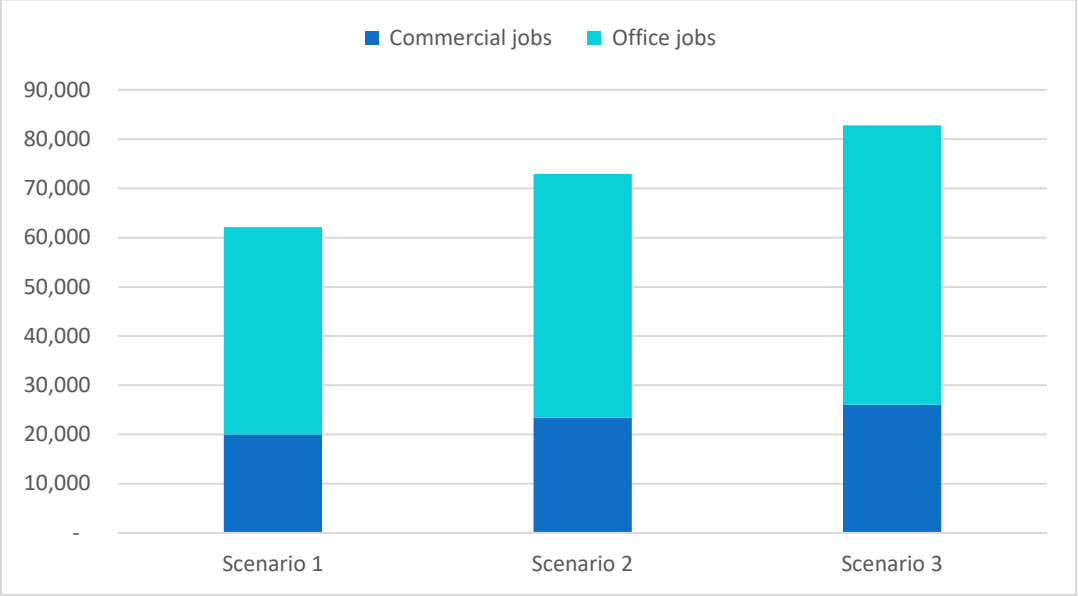


Figure 59 – Corridor Commercial (Retail) and Office Jobs by Scenario

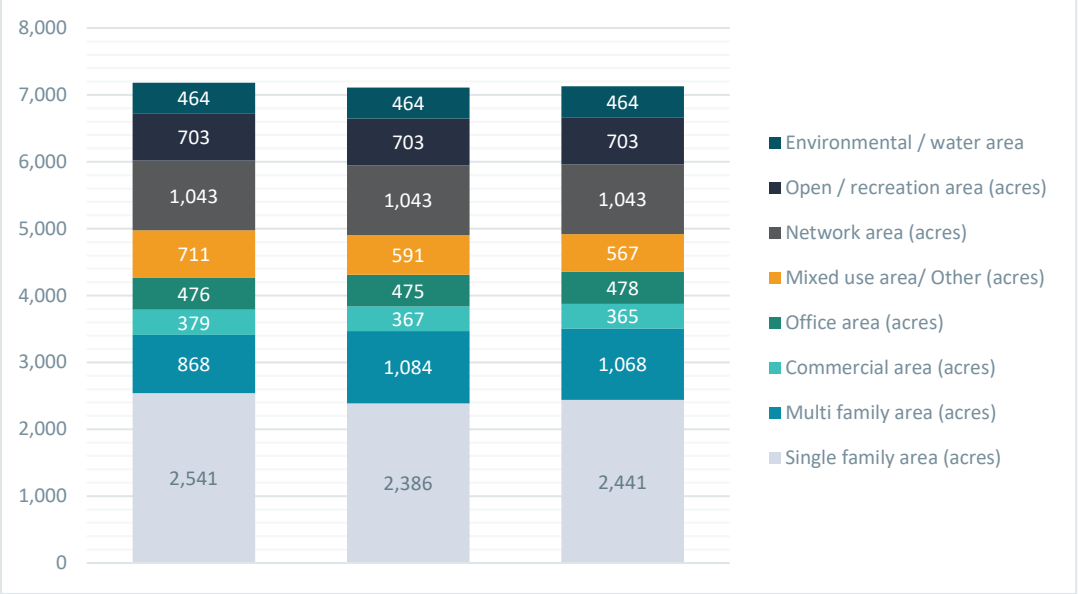


Figure 60 - Corridor Land Use Acres by Scenario

Provide Travel Choices

The viability of walking, biking, and transit increase with higher development densities and a greater mix of uses. Figure 60 illustrates the rich mix of uses under each of the scenarios. Figure 61 and Figure 62 present the residential and non-residential densities for each scenario. Net single-family densities remain close to what they are now, at seven units per acre. Multifamily densities increase from around 30 units per net acre now to over 35 units per net acre under Scenario 1 and to over 40 units per net acre under Scenario 3. All the residential density increase are due to redevelopment of non-residential properties. Net commercial densities, expressed as total building floor area divided by land area, or floor area ratio (FAR), increase from around 0.15 now to

around 1.2 under Scenario 1 and to nearly 1.6 under Scenario 3. It should be noted that the density increases occur on redeveloped properties along the corridor, most of which are existing shopping centers.

Figure 63 presents the transit ridership results from the FTA's Simplified Trips-on-Project Software (STOPs) model for the scenarios. The lines crossing each bar on the chart are ridership targets based on successful New Starts application. Ridership for each scenario exceeds the threshold for BRT. As forecasted during the formation of scenarios, ridership increases of Scenario 3 exceed HRT thresholds. Scenario 2 ridership also exceeds HRT thresholds.

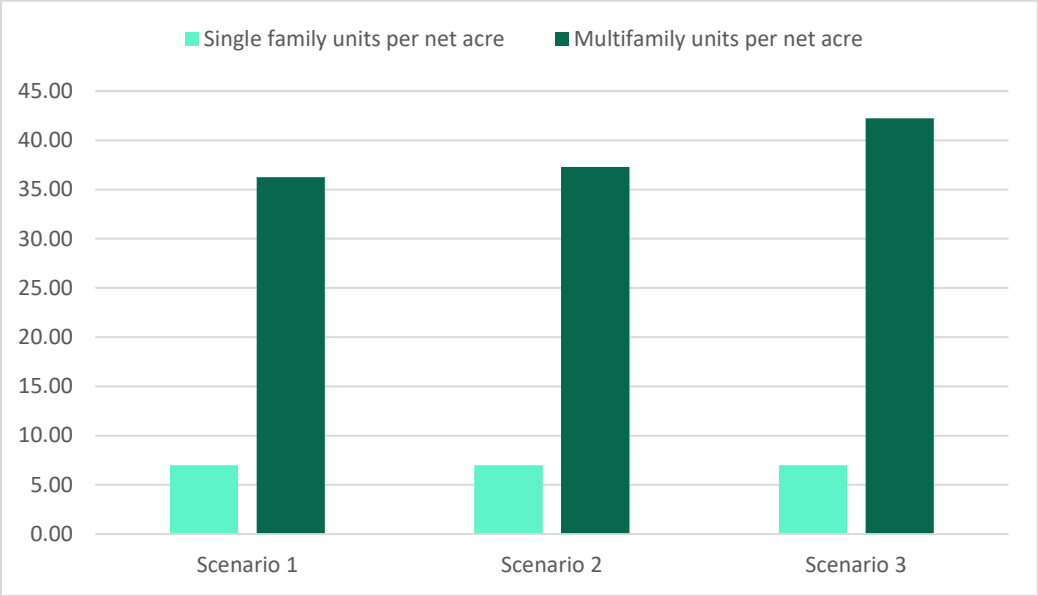


Figure 61 - Single Family and Multifamily Densities by Scenario

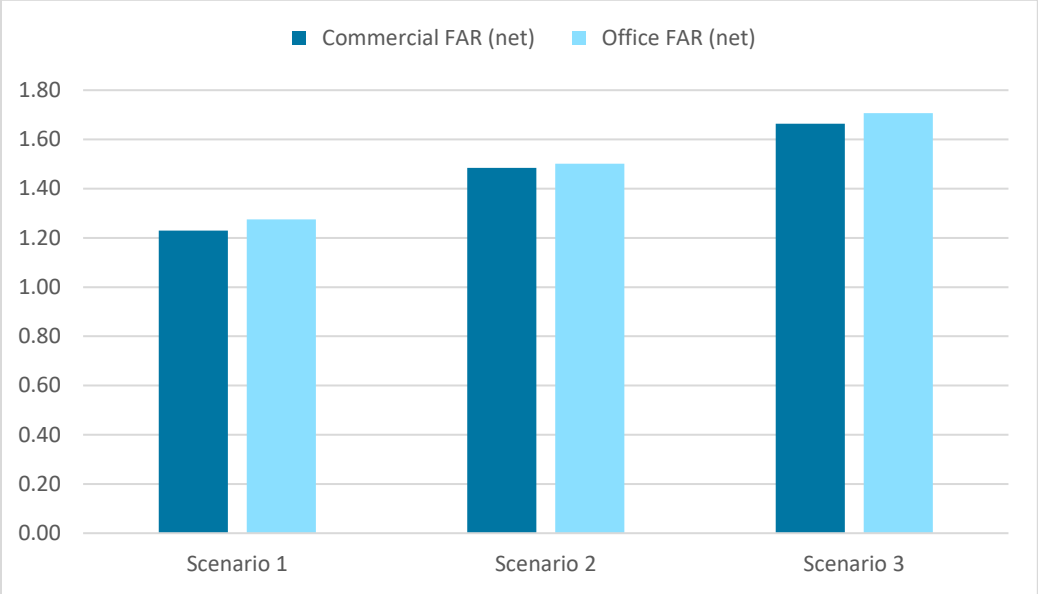


Figure 62 - Commercial and Office Densities by Scenario

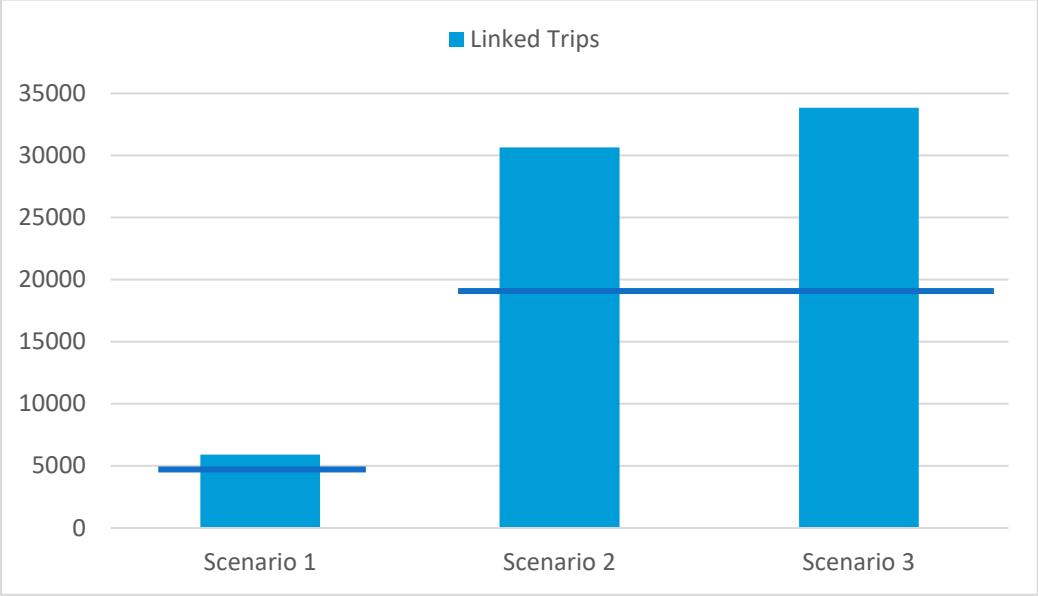


Figure 63 - Transit Ridership by Scenario

8.0 Vision

The charrettes, stakeholder feedback, and scenario evaluations point to Scenario 2 as the most viable option for Kendall Corridor. Scenario 2 assumes two job centers and can support BRT technology. The job center locations align with the two designated Metropolitan Centers designated in the CDMP along Kendall Drive, with one in downtown Kendall and a second at the 117th and 122nd station areas on either side of Florida's Turnpike.

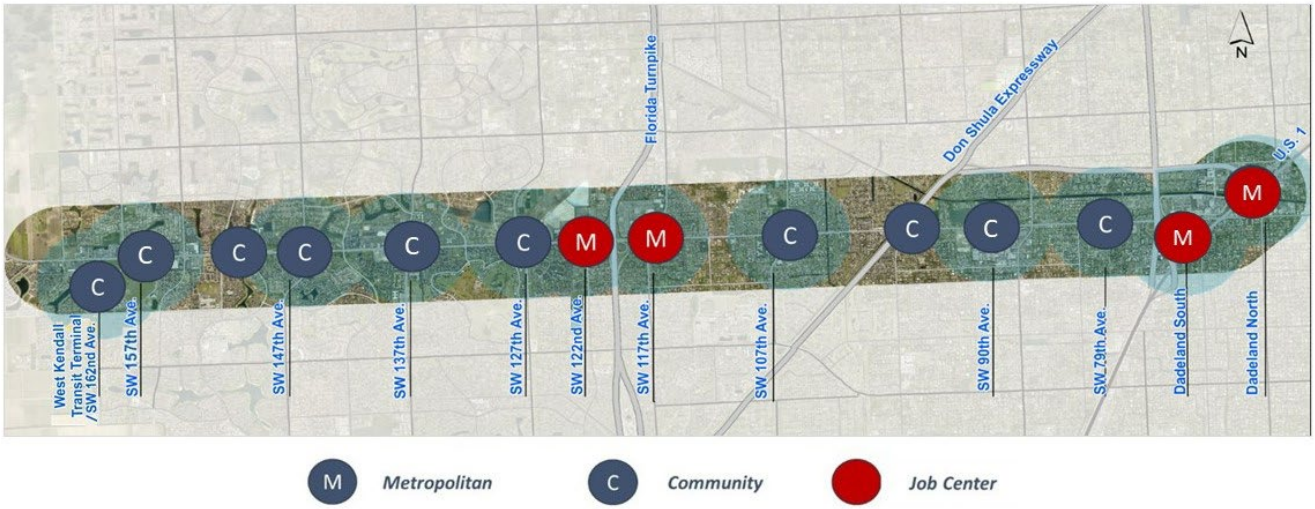


Figure 64 – Kendall Corridor Vision

The accompanying Kendall Corridor Economic Mobility and Accessibility Study will outline the steps needed to implement the Kendall Corridor vision.