

SMART PLAN/NORTH CORRIDOR ECONOMIC MOBILITY & ACCESSIBILITY FINAL REPORT





JANUARY 2021

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Prepared for Miami-Dade Transportation Planning Organization



Prepared by:

THE CORRADINO GROUP

JANUARY 2021

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1. SUMMARY

This report addresses the North Corridor, specifically, assessing the economic mobility that the SMART Plan can provide to those who live and/or work along the Corridor. Stretching approximately 13 miles from the Miami-Dade/Broward County Line to the Airport Expressway along NW 27th Avenue, the North Corridor will create an important transit link between North and Central Miami-Dade County, as well as Broward County to the north. The Corridor serves historically under-represented, low-income communities, providing the opportunity to better access jobs, as well as provide a key regional mobility link for the area's job centers, stadium district, and higher education.

It is important to note there are currently three studies of the North Corridor:

- Land Use Scenario and Visioning Planning Lead by the Miami-Dade Transportation Planning Organization (TPO).
- Economic Mobility Lead by the Miami-Dade TPO (this study).
- Project Development & Environmental Studies (PD&Es) Lead by the Florida Department of Transportation (FDOT)/District Six.

The Economic Mobility and Visioning work were tightly knit together. This report addresses Economic Mobility while the Land Use Scenario and Visioning Planning is covered in a separate report.

1.1 The Locally Preferred Alternative (LPA)

Determining the economic mobility of a North Corridor transit investment requires understanding the type of transit to be developed and the ridership potential. Ridership forecasts for the North Corridor were based on 2040 plans for land use in the Corridor. The resulting ridership supports the LPA. On December 6, 2018, the TPO Governing Board, after receiving the Project Development & Environmental (PD&E) Study preliminary results, approved an "elevated fixed-guideway transit system" as the LPA. Based on the Land Use Analysis conducted, approximately 1/3 of the North Corridor High Ridership Scenario 2040 ridership was forecast to be made by persons living in zero-car households. With a high indication of transit-dependent ridership and 21% of all corridor households having incomes below the poverty level, heavy rail technology was considered the appropriate system. While the BRT and LRT systems were reviewed, a continuous elevated system results in higher projected ridership due to a reduction of transfers. A decision on the preferred vehicle technology was deferred until the Fall of 2019 to examine vehicle technologies other than those similar to Heavy Rail Transit (HRT). On September 17th, 2019, FDOT, as part of its PD&E, recommended extending the Metrorail system along the proposed north corridor to connect with the existing Green and Orange Lines and connect to Brickell, Brickell Avenue, and Brickell Station. The new extension would attract an estimated 21,800 riders per day, far more than new daily riders of alternate technologies, such as a maglev train (8,600 per day) or monorail (8,200). The PD&E found that the Metrorail extension scores far higher on the cost-effectiveness scale @ \$17.42 per passenger-hour, compared to between \$40 and \$45 for monorail and maglev. Specifically, because the extension would connect/overlap with existing Metrorail routes to connect to Brickell, the proposed transit plan would get Federal Transit Administration credit for all riders using the new line, including those traveling between existing stations. That gives it a significant scoring advantage over new modes, which would only get credit for riders on the newly constructed tracks. SMART Planning by the TPO demonstrates a change in vehicle technology from Heavy Rail like the Metrorail system causes ridership to be limited to 22,000 per day because of system transfers, like the one at the MLK Station. Also, Smart Planning demonstrates that:





Figure 1



1) Without transfers, ridership is projected to be 30,000; 2) Extending Metrorail to Broward (Nova Southeastern University) causes ridership to go from 30,000 to 40,000.

Expanding Metrorail along the North Corridor has been a goal since the rail system was launched in the Reagan Administration era of the 1980s. Seventeen years later, 2007, Miami-Dade secured federal approval for the North Corridor project, but the economic downturn during the Great Recession impeded its implementation. Now, under current FTA evaluation criteria, it has been determined that extending the Metrorail system to the Broward County line, and beyond, can generate at least 40,000 new riders. Other FTA criteria requires that the total Station Area Population and Corridor-Wide Employment served by the new line must exceed 120,000 people/220,000 jobs. SMART Plan work indicates the extension will serve a population of 124,500 and 254,000 jobs. The North Corridor Metrorail extension meets the FTA criteria making this project a candidate for federal funding. The implementation will support the upward economic mobility for those who live and/or work along the Corridor.

1.2 Economic Mobility

With this background, plus an intimate understanding of the corridor through field visits of each proposed station area, public input through four charrettes, and a detailed review of public policies, the SMART planners examined the Economic Mobility potential of each of the ten proposed station areas along the North Corridor according to the following categories/criteria:

Category: Livability

- ✓ Criteria: Generate Pedestrian Activity, Improve Public Safety, and Improve Housing Choice.
- Category: Sustainability
 - ✓ Criteria: Encourage Transit Ridership, Reduce Car Dependency, and Concentrate Development.
- Category: Economic Development
 - ✓ Criteria: Create Jobs, Promote Small Businesses, Increase Tax Revenue, and Strengthen Local Economies.





The results are summarized below.

- County Line Station area was found to have low performance in the Livability category and strong performances in the Sustainability and Economic Development categories. Although performance was strong in the Economic Development category, the forecast did not reflect a strong attainment promoting small business.
- Stadium Station performed at a low level in the Livability category although it will generate pedestrian activity. This station had strong performances in Sustainability and Economic Development although the forecast did not reflect a strong attainment promoting small business.
- Carol City Station had acceptable performance levels in all categories with an overall score of at least 70, performing the strongest in the Sustainability category, based on scoring as described in Section 7.2 Station Area Evaluation and Economic Mobility, Table 12.
- NW 163rd Station performed at a low level in the Livability and Economic Generation categories with acceptable performance in the Sustainability category.
- Opa-Locka was found to have strong performances in Sustainability and Economic Development with acceptable performance in the Livability category.
- MDC Station had acceptable performance in all categories, with highest ratings in the General Pedestrian Activity, Encourage Transit, Reduce Car Dependency and Strengthen Local Economy criterion.
- NW 103rd Street station area performed at low levels in every category and almost every criterion.
- NW 95th Street station area performed at low levels in every category and almost every criterion.

Table 1

• NW 79th/82nd Streets had acceptable performance levels in the Sustainability category, but was relatively weak overall.

OVERALL EVALUATION RESULTS							
STATION AREA	LIVABILITY	SUSTAINABILITY	ECONOMIC GENERATION				
COUNTY LINE	LOW	STRONG	STRONG				
STADIUM	LOW	STRONG	STRONG				
CAROL CITY	ACCEPTABLE	STRONG	ACCEPTABLE				
NW 163 rd	LOW	ACCEPTABLE	LOW				
OPA-LOCKA	ACCEPTABLE	STRONG	STRONG				
MDC	ACCEPTABLE TO STRONG	ACCEPTABLE TO STRONG	ACCEPTABLE				
95 th	LOW	LOW	LOW TO ACCEPTABLE				
79 th /82 nd	LOW	ACCEPTABLE	LOW TO ACCEPTABLE				
Brownville EXISTING STATION; THEREFORE, NOT EVALUATED AS PART OF THIS STUDY							
MLK EXISTING STATION; THEREFORE, NOT EVALUATED AS PART OF THIS STUDY							

The table below is a summary.

LOW

Below 70 ACCEPTABLE

70-80

STRONG

Above 80



The station areas that perform at "acceptable" levels in two of the three categories are: County Line, Stadium, Carol City, Opa-Locka, and MDC. Others need to have their land uses strengthened.

1.3 Market Conditions

To strengthen the land uses in the corridor, a market assessment was first conducted. The results indicate *multifamily residential* is seeing growth, with over 1,200 new units projected to be delivered between 2018 and 2020 corridor-wide. Though the overall flow of development is modest, compared to the County as a whole, new market-rate development is planned in Miami Gardens at the northern end of the Corridor, for the first time in a decade. Newer development in the rest of the Corridor is driven by *affordable housing*, which has seen nearly 1,500 units delivered since 2010, the largest project of which was the Brownsville Transit Village. Affordable housing for seniors and families is expected to continue to be a source of new investment in the area.

The *private office market* in the Corridor is very limited and is primarily neighborhood-serving (including strip office buildings or second floor commercial), or "back office" for industrial uses. The Corridor is unlikely to see near-term office development.

The *industrial sector* is seeing a healthy growth given current trends, with nearly a million square feet under development in the Corridor, and another million square feet being developed nearby at the Amazon facility at Opa-Locka Airport.

Although the Corridor is not currently a regional retail destination, future redevelopment of the mall at Carol City indicates some potential for retail in the area, particularly near the emerging entertainment cluster at the northern end of the Corridor near Hard Rock Stadium. Otherwise, retail in the Corridor commands significantly lower rents than in the overall County. There may be additional opportunity for neighborhood retail as new residents accompany proposed development and move to the Corridor.

1.4 Market Development Recommendations

Given the length of the Corridor, and existing market challenges and constraints, development recommendations are targeted at key nodes to catalyze future investment along other segments of the Corridor and potential transit station areas. The recommendations cited below are "first-mover" concepts that could spur longer-term revitalization and investment in the Corridor and leverage the area's urban scale, neighborhood context, nearby anchor institutions, major venues, and, importantly, market conditions. To facilitate new Transit Oriented Development (TOD), additional public-sector actions will be needed, such as: use of strategic development sites that are government-owned; updating zoning and land use regulations and guidelines; forming private/institutional partnerships; as well as establishing incentives and funding sources that address initial financial development gaps.



Segment 1 - Entertainment District: The northernmost section of the Corridor is anchored by the Calder Casino and Hard Rock Stadium. Just south of the Broward County border, this area exhibits the potential to be a regional draw, not only bringing daily commuters from Broward County, but attracting visitors, fans, and workers from the greater Miami area.

In addition to residential and retail clusters adjacent to NW 27th Avenue, the district is broadly characterized by expansive parking lots and limited pedestrian facilities. Future development-related regulations should encourage a pedestrian-friendly street network and streetscape treatments, which could be conceived as part of a stadium-area master plan. That plan could provide a land use vision for the area, develop an event-day access and parking strategy, and create an urban design focus for the district that ties together various uses, including adjacent residential neighborhoods, with future transit service.

This district presents an opportunity to leverage the existing and planned sports and casino venues for a new mixed-use entertainment district that would also support a retail/shopping cluster that includes a range of food and beverage options, as well as a hotel. A walkable,

urban-style stadium district can create a year-round destination, as seen at Patriots Place in Foxborough, Massachusetts. Pedestrian-only walkways, lined with retail, entertainment, and dining, can serve as a "gateway" to the stadium, creating a distinct identity for it and enlivening the experience on gameday.

There are significant development opportunity sites in this district, including over 260 acres of currently vacant land, 210 acres of which are County-owned. There is an opportunity to provide new housing in the area, including accounting for affordable housing needs in the corridor. In fact, based on the strength of development occurring in this area, without public-realm interventions, market forces will continue to advance the auto-oriented growth of the district. As an example, the Dolphins move of its training facility to team-owned land just west of Hard Rock Stadium is both an economic opportunity and a barrier to future Transit Oriented Development, as it consumes critically-located land.

A town center-style, walkable retail/restaurant cluster would activate the area on non-event days while providing ancillary amenities for fans and visitors to stay in the district before and after events. Based on the proximity of the district to Broward County, which contains a resident and work-force population with significant spending power, these uses would also attract a broader regional customer and visitor base.

Finally, the creation of a walkable entertainment district would add value to the area, strengthening the existing and pipeline residential market that is already relatively strong compared to the rest of the Corridor.



Segment 2 - **Educational District:** Miami Dade College (MDC) is the major public institution along the Corridor and could support academic-oriented development, such as new housing and college-oriented retail and restaurants. The College's partnerships with tech firms, like Tesla, which currently works with Miami-Dade to recruit low-income and minority students who are under-represented in the tech field, are important opportunities to expand workforce training, local resident hiring, and private firm/tech expansion in the Corridor.

Creating a campus-oriented development strategy around a potential MDC station is an important step in this effort. Should MDC's future mission include residential uses, a future campus development plan that supports a higher-density, pedestrian-friendly facility could include mixed-use development fronting NW 27th Avenue. This development could feature college-oriented housing (e.g., modestly-sized rental units) and ground-floor retail anchored by college-oriented uses (e.g., bookstore, fitness facilities), making it more attractive to students and faculty. Mixed-use, academic-oriented developments, like the Hub at New Brunswick Station in New Jersey, offer retail, residential, and office amenities.

Segment 3 - Infill Residential District: The southernmost segment of the North Corridor presents a compelling opportunity to connect to existing Metrorail stations as well as recently-developed transit-oriented, multi-family residential buildings, such as the Brownsville Transit Village. Identifying key infill sites at the publicly-owned parcels throughout the Corridor may be an opportunity to support mixed-income housing products that would add new residential population. Increased growth will support higher quality retail in an area that currently suffers from a paucity of quality grocery and restaurant options. Residential buildings that offer a mix of market-rate and affordable units would draw into the area a population that reflects a more diverse range of incomes, adding needed housing at a variety of price points to incent future investment. Lastly, targeted public-realm improvements would help transform the character of existing streets and blocks to leverage future TOD.

1.5 Station Area Conceptual Design

The above information was used to conceptually design accessibility and connectivity improvements for each station area to support a complete transportation network. Each design focuses on providing walking, biking, and roadway connections throughout the ½ mile station buffer. Each design also considers the communities located outside the buffer by providing a transportation network that allows for a greater level of connectivity to the station area. Current physical and geographical boundaries were also taken into consideration when determining the conceptual network designs. An example is provided below for the MDC Station area. Similar presentations for all station areas are in Section 7.4 of this report.





The station areas in this Corridor are envisioned as compact centers of moderate-to high-intensity and density development, comprised of a mix of uses occurring within 1/2-mile of the transit station itself. These station areas are characterized by well-defined streetscapes and an urban form that promotes walking to and from stations. Development within the station areas is seen to be concentrated around station then to "step down" as the distance from the station increases.



THE FUTURE

Community Center



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1.6 Policy Guidance

Local governments can utilize several techniques to regulate and provide the basis for effective station area development. Comprehensive Plans, authorized by Chapter 163 of the Florida Statues, provides them the authority to set forth the goals, objectives and policies for land use, transportation, housing and a host of other elements.

The Land Use Element of a Comprehensive Plan specifies minimum and maximum densities of residential, commercial and industrial uses. For transit station areas, individual zoning codes, or districts, can be developed to specify heights, floor-area ratios, lot coverage, block spacing and parking requirements.

Transportation Element policies focus on supporting the land uses with multimodal infrastructure recommendations to be considered as development and redevelopment occur.

Housing Element policies should encourage a variety of housing unit-sizes and types, and, ultimately, foster a higher level of affordable housing in station areas. Housing policies should recognize that affordability is contingent on both housing and transportation costs. As families tend to shift costs, either by paying more for transportation when paying less for housing, and vice-versa, effective affordable housing policies address trade-offs between these two costs.

Detailed policy guidance is provided in Sections 7.6 and 8 of this report.

1.7 Implement Overall Project Recommendations

Unless the Locally-Preferred Alternative is implemented, those who live and work in the North Corridor will have limited opportunities for Economic Mobility. The following series of major actions must be taken to implement the LPA:

- Complete Appropriate Environmental Documents
- Develop Financial Plan
- Prepare, Submit and Gain Approval of an FTA Grant Application

These, and other items to be addressed to implement the LPA, are incorporated in a federally-mandated Project Management Plan (PMP). The LPA is defined as a Major Project in 23 U.S.C. 106(h), i.e., a large, complex project designed to address major transportation needs and requiring investment of significant resources. The PMP helps the Project Sponsor maintain focus effectively and efficiently deliver a quality product. It is to clearly define the roles and responsibilities of the agency leadership and management team, and to document the procedures and processes that are in effect to provide timely information to project decision makers in areas such as:

- Identifying project requirements
- Establishing communication protocols
- Managing: Scope, Cost, Schedule, Applicable laws and regulations, Quality, Resources, Risks
- Securing local financing

Securing local financing may be the biggest challenge – it has been in the past. Perhaps, extending the North Corridor Metrorail into Broward County may address it. Broward County recently passed a 1-penny sales tax to support transportation.



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2. INTRODUCTION

In February, 2016, the Miami-Dade County Transportation Planning Organization "highest priority" (TPO) set as its advancing rapid transit Corridors and transit-supportive projects for the county. In April, 2016, the TPO officially adopted the proposed Strategic Miami Area Rapid Transit (SMART) Plan to advance six rapid transit Corridors, along with a network of Bus Express Rapid Transit (BERT) service. To provide for the community to be included in the planning and visioning processes to select the best technology and land uses along each Corridor, three separate activities/studies are occurring simultaneously:

- 1. Land Use Scenario and Visioning Planning – Lead by the Miami-Dade TPO.
- Economic Mobility Lead by the Miami-Dade TPO.





3. Project Development & Environmental Studies (PD&Es) lead by the Miami-Dade Department of Transportation and Public Works (DTPW) or Florida Department of Transportation/District Six (FDOT), depending on the Corridor.

This report addresses the North Corridor, specifically, an assessment of the economic mobility the SMART Plan can provide to those who live and/or work in the Corridor. In the Land Use Scenario and Visioning Planning Study, the development of a land use vision is addressed.

The study area has gone through multiple rounds of analysis beginning in 1995 with the Alternative Analysis Study and the Project Development and Environment (PD&E) Study beginning in 2016. Previously studied modes and station areas were analyzed. The Strategic Miami Area Rapid Transit (SMART) Plan identifies the development of six rapid transit corridors that directly support the mobility of the County's population and employment growth. The North Corridor has prior studies which have documented local conditions identified in the following section.

•••

3. NORTH CORRIDOR OVERVIEW

3.1 Demographics

Stretching approximately 13 miles from the Miami-Dade/Broward County Line south to the Airport Expressway along NW 27th Avenue, the North Corridor will create an important transit link between North and Central Miami-Dade County, as well as Broward County to the north. The Corridor will serve historically under-represented, low-income communities, providing the opportunity to better access jobs, as well as provide key regional economic mobility links for the area's job centers, stadium district, and higher education.

TOD at key nodes and station areas along the North Corridor will provide needed workforce, affordable, and market-rate housing units. TOD will expand economic activity of existing anchors, such as Miami Dade College and Hard Rock Stadium. Through focused planning and investments in the substantial vacant, underutilized and infill land parcels, station areas along the Corridor can be transformed. Additionally, placemaking and public-realm improvements can change the physical and design character of the Corridor from auto-centric to walkable and transit-friendly.

The predominantly African-American neighborhoods along the Corridor are home to residents who are historically low-income with high poverty rates and limited job opportunities. Though residents in the northern segment of the Corridor have slightly higher incomes than those in other parts of the Corridor, median incomes are still 8% lower than in Miami-Dade County as a whole. Although it does not host a major jobs center, employment in the Corridor has grown since 2010. There is a concentration of middle-income jobs in transportation and warehousing, in addition to retail trade and food services. However, nearly all residents who live within the Corridor commute to a job outside of it.

With this background, the Southeast Florida Regional Planning Model/Version 7 (SERPM7) forecasts that the North Corridor's population is expected to grow by 25% by 2040. The growth in the number of households in the North Planning area between 2010 and 2040 shows the North Planning area to have

the highest percentage of the total growth in the County at 31% a 90,030 household increase to 257,437 households in 2040. Employment in the Corridor is expected to grow almost 40% by 2040. Transportation and warehousing are poised for significant growth given current e-commerce and delivery trends.

3.2 Transportation

The area is centrally located and connected, with access to Florida's Turnpike, the Palmetto, Gratigny, and Airport Expressways. A grid pattern of streets makes up the surface network.

There are 32 transit bus routes that serve the area, along with existing access to Metrorail, Amtrak and Greyhound Bus. Ridership is trending down. The total number of annual riders for all routes within the North Corridor was 22 million in 2016, which is down 8% from the prior year. The total number of annual riders for Major Routes within the Corridor was 6 million in 2016, down 6.5%







(Graphic depicts all major, minor, and cross through routes) Source: Miami-Dade Department of Public Works and Transit

from 2015. The total number of annual riders for Minor Routes within the North Corridor was 3.6 million in 2016, roughly 10% lower than in 2015. The total number of annual riders for Cross Through Routes is approximately 12.4 million.

There are plans to construct a county-operated park-and-ride lot in the northernmost portion of the Corridor. Unity Station – at the intersection of NW 27th Avenue and NW 215th Street – is planned to be constructed on a 14-acre parcel located at the southwest quadrant of the intersection. The transit hub will include bus bays, passenger shelters, and a park-and-ride lot; these facilities are meant to match the county's plans to enhance bus transit along NW 27th Avenue. Remaining space on the parcel is recommended to be designated as Community Urban Center (CUC), which allows for moderate- to high-Intensity, mixed-use development (e.g. institutional, office, and retail that encourages pedestrian activity).

- LOS A A condition of road performance where traffic density is very low, with little or no restrictions in maneuverability. Drivers can maintain their desired speed with little or no delay.
- LOS B A condition of road performance where traffic density is low and vehicles travel with operating speeds somewhat restricted by other vehicles. Drivers still have reasonable freedom to select their speeds.
- LOS C A performance condition where operating speeds are determined by other vehicles, permitting a stable traffic flow. Drivers might have limitations to maneuver and to increase speeds.
- LOS D A condition of road performance where traffic density is high but tolerable. Fluctuations in traffic volumes may cause reductions in operating speeds. Drivers have little freedom to maneuver. In some instances, traffic flows approach unstable conditions.
- LOS E Represents traffic operation near the roadway capacity or maximum service volume. Vehicles flow at unstable conditions. Stop-and-go situations may happen. In freeways or limited access roads, speeds are near thirty (30) miles per hour and traffic density is high.





	Troffic	Traffic Intersection (Loc.)		Segment	AADT	LOS	AADT	LOS	AADT	LOS
Road	Count				24-Hour	Crada	Combined	Crada	Deak	Crada
	Count		From	То	Combined	Grade	Peak	Grade	reak	Grade
NW 27th Avenue	158	36th Street (N)	36th Street	41st Street	33,933	С	2,758	С	1,545	С
NW 27th Avenue	157	41st Street (N)	41st Street	46th Street	33,505	С	2,530	С	1,608	С
NW 27th Avenue	156	54th Street (S)	46th Street	54th Street	33,144	E	2,463	D	1,536	D
NW 27th Avenue	155	62nd Street (N)	54th Street	75th Street	30,223	D	2,365	D	1,377	D
NW 27th Avenue	165	79th Street (S)	75th Street	87th Street	34,871	С	2,541	С	1,666	С
NW 27th Avenue	431	103rd Street (S)	87th Street	103rd Street	40,252	F	3,666	F	2,714	F
NW 27th Avenue	181	119th Street (S)	103rd Street	119th Street	46,410	С	3,491	С	2,218	С
NW 27th Avenue	180	119th Street (N)	119th Street	127th Street	42,430	С	3,419	С	1,937	C
NW 27th Avenue	182	Btw. Ali Baba (S)/SR 9 (N)	127th Street	151st Street	37,828	D	3,054	D	1,892	D
NW 27th Avenue	189	167th Street (S)	151st Street	167th Street	45,245	D	3,405	D	2,256	D
NW 27th Avenue	187	183rd Street (S)	167th Street	183rd Street	45,626	С	3,522	С	2,317	С
NW 27th Avenue	188	183rd Street (N)	183rd Street	199th Street	57,013	С	3,830	С	2,295	С
NW 27th Avenue	194	199th Street (N)	199th Street	203rd Street	54,801	С	3,652	С	2,073	С
NW 27th Avenue	193	215th Street (S)	203rd Street	215th Street	53,952	C	3,823	С	2,076	С
NW 27th Avenue	192	Riviera Boulevard (N)	215th Street	Miramar Pkwy (Broward)	61,113		4,230		2,343	

Table 2

Source: FDOT

• LOS F - This condition usually results from long lines of vehicles backing up because the traffic volume exceeds the roadway capacity. The vehicles are forced to operate at very low speeds. Stop-and-go situations are frequent and in extreme cases, vehicles stop for long periods of time.

Level of Service (LOS) standards are set to ensure adequate facility capacity.

NW 27th Avenue is the main road in the Corridor. Evaluation of its existing Level of Service indicates most of the southern section of NW 27th Avenue (from 36th Street to 119th Street) shows low levels of congestion. The Level of Service (LOS) is primarily C, but with some sections at D (54th to 75th), E (46th to 54th) or F (87th to 103rd). The northern section (from 119th Street to 215th Street) is considered to be operating at LOS C, an acceptable level of congestion. The middle section of 27th Avenue (from 46th Street to 103rd Street) has LOS D, or lower, and, therefore, has more congestion. This is acceptable in an urban environment as provided in Table 2 above.

3.3 Parking

Within the North Corridor, the County maintains one 65-space parking facility for the Dr. Martin Luther King Jr. Metrorial station, and a 100-space facility at the Brownsville station. Street-side parking and shared parking (e.g. commercial or private property spaces) generally do not exist within the Corridor; no on-street parking is allowed on NW 27th Avenue. Generally, larger developments and civic facilities within the Corridor have

<image>

Figure 7

adequate and ample on-site parking, but it is reserved for specific use by those properties only. As noted earlier, there are plans to construct a county-operated parkand-ride facility (called Unity Station) in the northernmost portion of the Corridor.

3.4 Housing Facilities

Currently, 31 assisted-living and affordable-housing developments are located within the North Corridor, accounting for 5,000 units. Assuming one unit is equal to one household, assisted and affordable housing represents approximately 15% of all North Corridor households. Over three dozen educational facilities are located within the North Corridor. One post office, the Miami Gardens City Hall, and the Opa-Locka City Hall are institutional land uses in the Corridor, along with two police stations, but there are no hospitals. The nearest hospital to the corridor is Hialeah Hospital which is approximately one mile away.

3.4.1 Brownsville Transit Village

Recent residential developments in the North Corridor that address TOD, as well as affordable housing, are the Brownsville Transit Village and Pelican Cove.



Figure 8

Brownsville Transit Village

0 0.025 0.05 0.1 Miles

Brownsville Transit Village is a joint-development project, initiated by Carlisle Development Group – the largest affordable housing developer in Florida. It was built directly next to the Brownsville Metrorail station, offering walking access to the boarding platform. The project, opened on November 1, 2012, consists of 490 affordable housing units, five mid-rise apartment buildings, townhomes, a parking garage, and ground-floor commercial units. The development has ample drop-off lanes/space, acting as a "kiss-and-ride" for the Brownsville Metro station.







Brownsville Transit Village has achieved Leadership in Energy and Environmental Design (LEED) certification. The efficient plumbing fixtures, lighting, heating/cooling, and insulation lower monthly utility bills to residents. Onsite community programs are available, and provide services such as literacy training, health and nutrition classes, and first-homebuyer seminars. Additional onsite facilities include a community center, computer lab, and an exercise room.

3.4.2 Pelican Cove

Pelican Cove is located near the intersection of NW 27th Avenue and Miami Gardens Drive. The development features 115 units in 3-story buildings. Built in 2016, Pelican Cove features amenities including a business center, fitness center, clubhouse, and pool. Income restrictions apply in renting units. The development is within walking distance of Calder Casino, Walmart Supercenter, Winn-Dixie, and the Hard Rock Stadium. Miami Transit line 297 and 27 currently serve this TOD.

Figure 9







N 0 0.0375 0.075 0.15 Miles







3.5 Other Major Establishments/Institutions Along The North





Source: Google Images





Miami Dade College - North Campus

Miami Dade College - North Campus is located on 245 acres at 11380 NW 27th Avenue This was the college's first campus in 1960. It serves approximately 41,000 commuting students, offering traditional 4-year bachelor's degrees.

Miami-Opa-Locka Executive Airport

Located at 14201 NW 42nd Avenue, Opa-Locka Executive Airport is designated as a reliever to Miami International Airport. The Executive Airport offers repair and maintenance services in addition to being home of the busiest U.S. Coast Guard Air and Sea Rescue Station. The airport has also leased 91 acres to Amazon for their largest fulfillment center in Miami-Dade County; opened in 2018, it provides an additional 1000 local jobs in the Corridor. This, in addition to the possibility that Bombardier Business Aircraft could relocate to the Opa-Locka Airport, provides an increase in business activity at this location.

Miami International Airport

Located at 2100 NW 42nd Avenue, Miami International Airport is the primary airport in the county. In 2016, Miami International was the 30th busiest airport in the world (12th in the United States) in terms of passenger traffic. No other airport in the United States handled more international cargo.

Hard Rock Stadium

Hard Rock Stadium, located in Miami Gardens, is home to the Miami Dolphins and University of Miami Hurricanes. In addition to regular season football contests, the stadium is used for concerts, NCAA Bowl Games and NFL Playoff Games. The Miami Open tennis tournament takes place at this location. The 2020 Super Bowl will be played here. The stadium was opened on August 16th, 1987 and has a capacity of 65,326 and 140 acres of parking space.

3.6 Employment by Land Use

Land uses in the Corridor include Commercial (13.6%), Institutional (10.6%), and Industrial (9.1%). They provide for about 23,000 jobs within the Corridor, primarily filled by employees living outside of the area. Fewer than 1,000 workers live and work in the Corridor, as shown in Figure 10. Commercial uses account for one-third of the employment in the Corridor, with one-sixth of the employment in industrial jobs. Employment in the Corridor is projected to increase from about 65,000 to almost 90,000 by 2040.

3.7 <u>Government-owned Parcels</u>

There are 554 government-owned parcels in the North Corridor, many of which can be developed to support housing needs, jobs and the overall



Figure 10

Source: U.S. Census on the map

enrichment of the area. A complete list of these properties can be found in Appendix 1.

3.8 Job/Household Ratios and Linkages

Job-to-household ratios (Job/Household) provide one metric by which to evaluate whether trips can be local. A very high Job/Household ratio indicates travel into the area to work places. Low Job/Household ratios (<1) generally indicate the need to travel outside of the area for work. 36% of the Corridor has a jobs-to-household ratio \geq 1.0. Each day, 3,000 more people come into the corridor to work than leave to work outside the corridor.

3.9 <u>Value</u>

The assessed value of properties within the North Corridor is \$4 billion. The 2016 assessed taxable value of Corridor parcels that are within three Community Redevelopment Areas (CRAs) (Miami Gardens, Opa-Locka, and NW 79th Street) are \$855 million; \$127 million; and approximately \$600 million, respectively. The building to land value ratio is the percentage ratio used to determine the potential value of the land upon which the building sits and whether or not the land is being utilized to its full potential or capacity. About 3,000 acres, or 35% of the Corridor, has a Building-to-Land Value ratio of 1.5 or less and could be considered land for future redevelopment. Based on the building to land value ratio, the properties are underutilized and not at full capacity.

A recent report of the Miami-Dade County Property Appraiser¹ (2019 Estimated Taxable Values by Taxing Authority at June 1, 2019) indicates that two communities with the greatest increase in the value of existing properties, between 2018 and 2019, are in the North Corridor -- Opa-Locka at +8.3 percent, and Miami Gardens at +6.7 percent. Those gains are even higher after factoring in new construction. Opa-Locka, for example, gained 29.8 percent. This positive sign may draw even more investment into the North Corridor as transit improvements are made.

¹

The Dynamics of Housing Affordability in Miami-Dade County. Miami Dade County Public Housing and Community Development.



3.10 Additional Considerations

The North Corridor has varying zoning conditions restricting height which place constraints on density. Additionally, building heights in certain areas of the North Corridor are constrained by two airport clear zones: one at Miami International Airport, and the other at Opa-Locka Executive Airport.

The Opa-Locka Mixed Use Overlay District (MXUOD) provides the opportunity for service-oriented retail and commercial uses, and mixed-income housing within a pedestrian-friendly neighborhood with sustainable and environmentally-responsive buildings and infrastructure. The MXUOD includes both Residential/Commercial and Commercial/Industrial Mixed-use subareas, and allows for heights of 4 to 8 stories, though this is constrained at some locations by the airport clear zone of Miami-Opa-Locka Executive Airport.

Within the Miami Garden's portion of the North Corridor, parcels immediately adjacent to NW 27th Avenue are zoned Entertainment Overlay (EO), allowing for 15 stories. Outside the overlay zone, however, the zoning generally provides for 2-3 stories of maximum height for the other parcels within the Corridor. This still allows for a transition area that will limit the impact of higher intensity development on single family areas inside and outside the corridor.





4. MARKET CONDITIONS

Multifamily residential is seeing growth, with over 1,200 new units projected to be delivered between 2018 and 2020. Though the overall flow of development is modest, compared to the County as a whole, new market-rate development is planned in Miami Gardens at the northern end of the Corridor, for the first time in a decade. Newer development in the rest of the Corridor is driven by affordable housing, which has seen nearly 1,500 units delivered since 2010, the largest project of which was the Brownsville Transit Village. Affordable housing for seniors and families is expected to continue to be a source of new investment in the area.

The private office market in the Corridor is very limited and is primarily neighborhood-serving (including strip office or second floor commercial), or "back office" for industrial uses. The Corridor is unlikely to see near-term office development.

The industrial sector is seeing healthy growth given current trends, with nearly a million square feet under development in the Corridor, and another million square feet being developed nearby at the Amazon facility at Opa-Locka Airport.

Although the Corridor is not currently a regional retail destination, future redevelopment of the mall at Carol City indicates some potential for retail in the area, particularly near the emerging entertainment cluster at the northern end of the Corridor near Hard Rock Stadium. Otherwise, retail in the Corridor commands significantly lower rents than in the overall County. There may be additional opportunity for neighborhood retail as new residents accompany proposed development and move to the Corridor.

4.1 Market Development Recommendations

4.1.1 First-Mover-Sites

Given the length of the Corridor, and existing market challenges and constraints, development recommendations are targeted at key nodes to catalyze future investment along other segments of the Corridor and potential transit station areas.

The recommendations cited below are "first-mover" concepts that could spur longer-term revitalization and investment in the Corridor and leverage the area's urban scale, neighborhood context, nearby anchor institutions, major venues, and, importantly, market conditions. To facilitate new TOD, additional publicsector actions will be needed, such as: use of strategic development sites that are government-owned; updating zoning and land use regulations and guidelines; forming private/institutional partnerships; as well as establishing incentives and funding sources that address initial financial development gaps.



Segment 1: Entertainment District - The northernmost section of the Corridor is anchored by the Calder Casino and Hard Rock Stadium. Just south of the Broward County border, this area exhibits the potential to be a regional draw, not only bringing daily commuters from Broward County, but attracting visitors, fans, and workers from the greater Miami area.

In addition to residential and retail clusters adjacent to NW 27th Avenue, the district is broadly characterized by expansive parking lots and limited pedestrian facilities. Future development-related regulations should encourage a pedestrian-friendly street network and streetscape treatments, which could be conceived as part of a stadium-area master plan. That plan could provide a land use vision for the area, develop an event-day access and parking strategy, and create an urban design focus for the district that ties together various uses, including adjacent residential neighborhoods, with future transit service.

This district presents an opportunity to leverage the existing and planned sports and casino venues for a new mixed-use entertainment district that would also support a retail/shopping cluster that includes a range of food and beverage options, as well as a hotel. A walkable,

urban-style stadium district can create a year-round destination, as seen at Patriots Place in Foxborough, Massachusetts. Pedestrian-only walkways, lined with retail, entertainment, and dining, can serve as a "gateway" to the stadium, creating a distinct identity for it and enlivening the experience on gameday.

There are significant development opportunity sites in this district, including over 260 acres of currently vacant land, 210 acres of which are County-owned. In fact, based on the strength of development occurring in this area, without public-realm interventions, market forces will continue to advance the auto-oriented growth of the district. As an example, the Dolphins move of its training facility to team-owned land just west of Hard Rock Stadium is both an economic opportunity and a barrier to future Transit Oriented Development, as it consumes critically-located land.

A town center-style, walkable retail/restaurant cluster would activate the area on non-event days while providing ancillary amenities for fans and visitors to stay in the district before and after events. Based on the proximity of the district to Broward County, which contains a resident and work-force population with significant spending power, these uses would also attract a broader regional customer and visitor base.

Finally, the creation of a walkable entertainment district would add value to the area, strengthening the existing and pipeline residential market that is already relatively strong compared to the rest of the Corridor.



Source: The Corradino Group, Inc.; HR + A Associates

Figure 11

North Corridor Station Area Segments



Segment 2: Educational District - Miami Dade College (MDC) is the major public institution along the Corridor and could support academic-oriented development, such as new housing and college-oriented retail and restaurants. The College's partnerships with tech firms, like Tesla, which currently works with Miami-Dade to recruit low-income and minority students who are under-represented in the tech field, are important opportunities to expand workforce training, local resident hiring, and private firm/tech expansion in the Corridor.

Creating a campus-oriented development strategy around a potential MDC station is an important step in this effort. Should MDC's future mission include residential uses, a future campus development plan that supports a higher-density, pedestrian-friendly facility could include first-mover, mixed-use development fronting NW 27th Avenue. This development could feature college-oriented housing (e.g., modestly-sized rental units) and ground-floor retail anchored by college-oriented uses (e.g., bookstore, fitness facilities), making it more attractive to students and faculty. Mixed-use, academic-oriented developments, like the Hub at New Brunswick Station in New Jersey, offer retail, residential, and office amenities within 1.7 million square feet of mixed-use development, located proximate to the NJ Transit station.

Segment 3: Infill Residential District - The southernmost segment of the North Corridor presents a compelling opportunity to connect to existing Metrorail stations as well as recently-developed transit-oriented, multi-family residential buildings, such as the Brownsville Transit Village. Identifying key infill sites at the publicly-owned parcels throughout the Corridor may be an opportunity to support mixed-income housing products that would add new residential population. Increased growth will support higher quality retail in an area that currently suffers from a paucity of quality grocery and restaurant options. Residential buildings that offer a mix of market-rate and affordable units would draw into the area a population that reflects a more diverse range of incomes, adding needed housing at a variety of price points to incent future investment. Lastly, targeted public-realm improvements would help transform the character of existing streets and blocks to accommodate future TOD.

4.1.2 Supportive Public Policies

Transit is not a silver bullet for economic development. Instead, it must be coupled with placemaking and development policies and incentives to see desired growth. But, in car-oriented Miami-Dade County, transit oriented development often requires more than transit. Local and regional amenities and destinations are needed to make transit-adjacent neighborhoods attractive to new residents, workers, and visitors.

New development that conforms to the dense, walkable character of TOD should be accompanied by public improvements that transform the character of the area's roadways, sidewalks, and urban form. When combined with improved transit service, these infrastructure improvements would help reduce auto dependency – thus potentially reducing parking requirements in station-adjacent developments – and increase use of improved transit service. Public improvements should be concentrated near first-mover sites to complement development and make these projects more financially viable. More information on transit station area improved access and connectivity is presented in Section 7.3 of this report. Development policy considerations are included in Section 6.3.



5. AFFORDABLE HOUSING IN NORTH CORRIDOR

Currently, the North Corridor is classified as an urban/suburban area. Residential uses account for 41.9% of all land, and most housing is classified as low-density. This area intersects with portions of Opa-Locka, Miami Gardens, and unincorporated Miami-Dade County. The County represents 53% of the land area, while Miami Gardens represents32%, and Opa-Locka is approximately 15% of the land area.

These communities face a growing challenge of housing affordability that is widespread across the County, where the cost of living is increasing faster than the income. To determine affordability for households within the North Corridor, *housing and transportation costs, combined* must be assessed to understand the challenges households are facing. There is often a tradeoff for many working families between paying a greater share of their income for housing or enduring long commutes with high transportation costs.

The largest municipalities in the Corridor (Miami-Gardens, Opa-Locka, and Miami) have acknowledged housing affordability as a problem and stress the need to expand affordable housing opportunities through their annual neighborhood and housing plans. In the original alignment for the corridor, very small portions of Hialeah and Miami Springs were included in the study area. Along with the County, these Cities have made commitments to achieve greater affordability. Affordable housing prevents households from "over-spending" their income on housing costs and, ultimately, becoming Cost Burdened. Federal guidelines indicate that affordable housing is being provided in an area when households spend 30%, or less, on housing costs (rent/mortgage payment, maintenance, insurance, etc.). When a household spends more than 30% of its income on housing costs, it is considered Cost Burdened, and households spending more than 50% of their income are considered Severely Cost Burdened. Over the last few decades, Miami-Dade County has made some progress in providing affordable housing, but the County has not kept up with the level of need. Miami-Dade County is ranked the nation's fifth most *unaffordable* housing market in the U.S., with 49% of all households paying more than 30% of their income on housing more than 30% of specific paying more than 30% of their income on housing more than 30% of their income on housing more than 30% of their income are considered Severely Cost Burdened. Over the last few decades, Miami-Dade County has made some progress in providing affordable housing, but the County has not kept up with the level of need. Miami-Dade County is ranked the nation's fifth most *unaffordable* housing market in the U.S., with 49% of all households paying more than 30% of their income on housing costs.

The U.S. Department of Housing and Urban Development's (HUD) Neighborhood Stabilization Plan (NSP) indicates a majority of the land in the North Corridor is classified High Priority. Opa-Locka has the greatest need for affordable housing within Miami-Dade County (Figure 1). With a large portion of take-home income spent on household costs, access to discretionary income and upward mobility is a challenge. As household expenses continue to rise, and residents are rent-burdened, Miami-Dade County, and its jurisdictions, have pledged to take action.

In 2019, Florida Governor Ron DeSantis and the Florida Department of Economic Opportunity (DEO) announced an agreement with the Florida Housing Finance Corporation (Florida Housing), to provide \$140 million for the construction of new affordable workforce housing to help address housing shortages. This funding is awarded by DEO's **Rebuild Florida** program and administered by Florida Housing. Through this agreement, the Rebuild Florida Workforce Housing Program will provide \$140 million to fund creating quality affordablehousing units. Florida Housing will launch a competitive application cycle, allowing housing developers and public housing authorities with experience in the development and management of rental properties to apply for funding. Local governments may partner with these entities to apply for funds.



Any proposed developments must help address the unmet recovery needs in the federally-identified *most-impacted and distressed areas*. All developments funded will be required to meet the following criteria:

- Green Building Standards
- Energy Efficiency Standards
- Accessibility and Visitability Standards
- Resiliency Standards



Source: Miami-Dade County

Figure 12

5.1 Relationship between Housing and Transportation

Housing and transportation are the highest expenses a household incurs. These costs are often directly correlated, which is why both are to be considered when determining housing affordability. Housing and transportation expenses account for 51% of the total income for U.S. households, on average. While the average U.S. household spends 19% on transportation costs alone, very-low income households can spend an average of 55%, or more, of their total income on transportation expenses.² This is likely due to lack of affordable housing options near job centers, which requires very low and low-income households to move farther from their jobs resulting in higher vehicle miles traveled (VMT), as compared to households with higher incomes. So, in an area where most households earn \$50,000, or less, it is important to combine transit and affordable housing to enhance the overall economic opportunities available to low-income persons. There is an inverse relationship between access to transportation and housing costs. For every dollar a household saves on housing costs by moving to the suburbs, they spend 77 cents more on transportation and travel longer distances.³

5.2 Affordable Housing and Workforce Housing

Affordable housing prevents households from "over-spending" their income on housing costs and, ultimately, becoming Cost Burdened. Federal guidelines indicate that affordable housing is being provided in an area when households spend 30%, or less, on housing costs (rent/mortgage payment, maintenance, insurance, etc.). When a household spends more than 30% of its income on housing costs, it is considered Cost Burdened, and households spending more than 50% of their income are considered Severely Cost Burdened.

Figure 13 depicts the median percentage of income spent on housing by Census areas (block groups within the North Corridor). Most of the areas (those in yellow) have households that spend 40.01%-49.9% of their income on housing. Though just below what would be considered the Severely Cost Burdened level, this graphic indicates housing affordability in the North Corridor is a problem and pinpoints the greatest Cost Burdened areas -- in red (50% or over of income spent on housing). They are in portions of Unincorporated Miami-Dade County, Opa-Locka and Miami Gardens.

5.3 Trends in Affordability

Household median income in Miami-Dade County has been slowly increasing, but not nearly as fast as the price of housing. In 2016, the average household in Miami-Dade County earned \$44,224 per year, meaning most of the County can only "afford" to spend \$1,105 per month on housing costs (\$44,224 x .30)/12=\$1105/ month). The median rental price for a dwelling unit in Miami-Dade County is \$2,250, which means 60% of the average household income is spent on housing costs, twice the federal *affordable guideline*.⁴ High housing costs are a barrier to opportunities and negatively impact upward economic mobility, wealth creation, and workforce talent retention. Lack of affordable housing is "particularly crippling" to Miami-Dade's service sector workers, a large portion of the workforce, plus it is a major concern for younger workers in professional and cultural occupations, such as computer systems, life sciences, education and the arts.⁵

4 As of September 2018.

² Housing + Transportation Affordability Index, Center for TOD. 2004.

³ A Heavy Load: The Combined Housing and Transportation Cost Burdens of Working Families. The Center for Housing Policy.

⁵ The Dynamics of Housing Affordability in Miami-Dade County. Miami Dade County Public Housing and Community Development. 2017.





Median Gross Rent as a Percentage of Household Income by Block Group (2010-2016)



The average household size in Miami-Dade County is about 3 persons.⁶ It is forecast that by 2030, almost a quarter of all U.S. households looking to rent (or buy) are likely to prefer higher-density housing near transit.7 Additionally, the demographic groups that are increasing in size - smaller, older, and more ethnically diverse – are the same groups that have historically shown a preference for higher-density housing near transit. It is inevitable that, with worsening traffic congestion, commuting by car will become less appealing and, with a shift in household size, there will be a range of housing types and sizes available.

Source: U.S. Census American Community Survey

6 2012-2016 Estimates. Factfinder Census Data.

Why Transit-Oriented Development and Why Now? Reconnecting America, 2007.



5.4 Income and Affordability in the North Corridor

Households within the North Corridor are making well below the national, state and county averages for household income (Figure 14). Based on HUD's 30%-or-lower guideline for affordability, and household income levels, the average household in Miami Gardens should be spending under \$1,000 a month, but the average rent price for a 2-bedroom unit is \$1,485. The average household in Opa-Locka should be spending under \$450 a month, but the average rent for a 2-bedroom unit is \$1,526.⁸

Area Median Income (AMI) for U.S. cities is defined each year by HUD. AMI determines which income groups qualify for affordable Figure 14

Median Household Income for North Corridor (2012-2016 Estimates)



housing financial support. According to the Miami-Dade County AMI income limits (Table 3), the average two-person household in the North Corridor qualifies as a Very-Low Income or Low-Income household and is a candidate for affordable housing.

# Persons in	< = 50.0%	50.01%-80.0%	80.01%-100.0%	100.01%-140.0%
Household	Very Low	Low	Median	Moderate-Middle
1	\$ 27,550.00	\$27,550.01 to \$44,100.00	\$44,100.01 to \$55,100.00	\$55,100.01 to \$77,100.00
2	\$ 31,500.00	\$31,500.01 to \$50,400.00	\$50,400.01 to \$63,000.00	\$63,000.01 to \$88,200.00
3	\$ 35,450.00	\$35,450.01 to \$56,700.00	\$56,700.01 to \$70,900.00	\$70,900.01 to \$99,260.00
4	\$ 39,350.00	\$39,350.01 to \$62,950.00	\$62,950.01 to \$78,700.00	\$78,700.01 to \$110,180.00
5	\$ 42,500.00	\$42,500.01 to \$68,000.00	\$68,000.01 to \$85,000.00	\$85,000.01 to \$119,000.00
6	\$ 45,650.00	\$45,650.01 to \$73,050.00	\$73,050.01 to \$91,300.00	\$91,300.01 to \$127,820.00
7	\$ 48,800.00	\$48,800.01to \$78,100.00	\$78,100.01 to \$97,600.00	\$97,600.01 to \$136,640.00
8	\$ 51,950.00	\$51,950.01 to \$83,100.00	\$83,100.01 to \$103,900.00	\$103,900.01 to \$145,460.00

Table 3

Miami-Dade County Income Limits (April 2018) (Courtesy of Miami-Dade Economic Advocacy)

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5.5 Affordability and TOD

TOD can achieve a balance of quality housing and affordable transportation by creating walkable environments through a mixture of housing, office space, plus retail and/or other commercial development located within a half-mile of quality public transportation. TOD is often incorporated into zoning codes to incentivize construction of affordable housing development. There are many benefits of TOD, including:⁹

- Improved access to jobs and economic opportunities for low-income people and working families;
- Expanded mobility choices that reduce dependence on the automobile, reduce transportation costs and free household income for other purposes;
- Increased transit ridership and revenue, as well as investments in communities;
- Added value potential created through increased and/or sustained property values; and
- Healthier and active lifestyles through lowered air pollution and gas emission rates.

In the proper setting, with the right amount of resources offered to a private developer, TOD establishes "unique opportunities to create housing in proximity to public transportation, and to address zoning, land use and financing issues that affordable-housing developers typically encounter when developing mixed-income projects."¹⁰

5.6 Affordable Housing through Zoning and Incentives

Neighborhoods near transit are the most likely to be zoned for higher densities. Cities like Washington D.C. and New York, with relatively scarce and desirable land, apply Mandatory Inclusionary Housing on all new development occurring in certain areas. Miami-Dade County attempted to move towards this approach in 2017, when it passed a Workforce Housing Development Program Ordinance (#16-138). It established a voluntary program that provides density bonuses, and other incentives, to create workforce housing in buildings with 20 or more dwelling units. Inclusionary zoning can be linked to Miami-Dade County's fixed-guideway Rapid Transit System Development Zone (RTZ). RTZ's establish the County's jurisdiction over planning, zoning, and building on land occupied by fixed guideways, stations, and surrounding areas. The RTZ structure works for TOD projects in the County because the entire permitting and zoning jurisdiction for county-owned properties surrounding the Metrorail system is under the control of the County instead of each individual city.

⁹ Why Transit-Oriented Development and Why Now? Reconnecting America, 2007.

¹⁰ Better Coordination of Transportation and Housing Programs to Promote Affordable Housing Near Transit, U.S. Department of Transportation and the Federal Transit Administration, 2008.

6. LAND USE ALTERNATIVES AND GROWTH REALLOCATION

Ridership forecasts for the North Corridor were based on 2040 plans for which the land use in the Corridor, and in station areas, was adjusted and generally made denser, to support fixed-guideway transit. Land use scenarios were paired with transit technologies being analyzed by the Florida Department of Transportation's Project Development & Environment (PD&E) Team, as follows:

- Lower densities Bus rapid transit (BRT)
- Medium densities At-grade heavy rail transit (HRT)
- High densities Elevated HRT
- Final densities Similar to the "High densities" scenario, using public input of two charettes (Appendices 2 and 3)

Local land use plans for cities in the Corridor – Miami Gardens and Opa-Locka – plus the Miami-Dade plan for unincorporated areas, provide more growth in the Corridor and station areas than in the existing, adopted 2040 uses of the Long Range Transportation Plan (LRTP), but at differing levels. The methods and rules for increasing the densities in the Corridor and station areas are explained in detail in the document in Appendix 4.¹¹ In every case, the land use decisions were made by careful analysis of appropriate changes conducted by the Corridor study land use planners.

One of the requirements for this analysis is that, while the Corridor and station areas would be made denser, the control totals, in terms of total households, population, and employment for Miami-Dade County in 2040, were held constant. So, for all scenarios, the total of each of these variables across the county is the same.

It also is important to note that the changes in the distribution of population and employment were accomplished by adjusting only the distribution of the growth between 2015 and 2040. The data for 2015 were not changed.

By maintaining constant the County population and employment totals, while places in the Corridor and station areas are made denser, the 2015-2040 growth for some places outside the Corridor must decrease. In this report, this is called Reallocation. Details on the Reallocation process as provided in Appendix 5.

¹¹ SMART Plan/North Corridor—Distributing Population and Employment.





6.1 Ridership Analysis Based on Household

The scenarios testing process produced year 2040 weekday linked project trips¹² as follows (Table 4):

- Low Scenario/Curbside BRT: 2,531 daily projected trips.
- Medium Scenario/Metrorail At-Grade: 25,284 daily projected trips.
- High Scenario/Metrorail Elevated: 29,910 daily projected trips.

It is noteworthy that Metrorail (Orange and Green Lines, combined) averages 68,000 weekday unlinked trips (*Source: DTPW February 2018 Ridership Reports*). If that number were translated to linked trips, it would be lower.

Approximately one-third of the North Corridor High-Scenario 2040 ridership is forecast to be made by persons living in zero-car households. This is an indication of transit-dependent ridership. It reflects that 21% of all Corridor households currently have annual incomes below the poverty level. These data are important to the Federal Transit Administration's determination of a project's qualification for funding.

	WEEKDAY LINKED PROJECT TRIPS						
	Year>>>	Low Scenario	Medium Scenario	High Scenario			
	Alternative>>>	Curb BRT (Type 3)	AG Metrorail	Elevated Metrorail			
Purpose	Household Autos Owned	Build	Build	Build			
	0-car	379	2,160	2,496			
Home-Based	1-car	477	4,307	5,204			
Work	2+cars	643	5,694	6,874			
	Total	1,499	12,161	14,574			
	0-car	254	4,595	5,140			
Home-Based	1-car	277	2,382	2,851			
Other	2+cars	304	2,164	3,104			
	Total	835	9,141	11,095			
	0-car	62	2,193	2,449			
Non Home Bacad	1-car	59	548	723			
Non-nome-based	2+cars	77	791	1,069			
	Total	198	3,532	4,241			
All Trip Purposes	0-car	694	8,948	10,085			
	1-car	813	7,237	8,778			
	2+cars	1,024	9,099	11,047			
	Total	2,531	25,284	29,910			

Table 4

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A linked passenger trip is a trip from origin to destination on the transit system. Even if a passenger must make several transfers during a one-way journey, the trip is counted as one linked trip on the system. Unlinked passenger trips count each boarding as a separate trip regardless of transfers.



6.2 Final Growth Scenario

A Final Growth scenario was developed following public charrettes covered in Appendices 2 and 3. It assumes higher growth in all Districts within the Corridor than in the 2040 LRTP. Thus, there are no increases outside the Corridor. This alternative is similar to the High-Growth alternative, discussed above. These changes are associated with a population in the station areas of 124,500 (Table 5) and employment of 76,000 (Table 6). In turn, post-charrettes ridership is 28,569 (Table 4). An Interlocal Agreement governing each station should be adopted by the Miami Gardens and Opa-Locka governments, and Miami-Dade County to adopt and commit to Station Area planning, including regulations to achieve target population and employment goals consistent with the data on Tables 5 and 6.

NORTH CORRIDOR POPULATION BREAKDOWN									
Station Areas	2015	2040 TREND	LOW POP	MEDIUM POP	HIGH POP	HIGH DIFFERENCE (FROM 2040)	FINAL SCENARIO		
County Line	3,864	4,436	8,874	11,732	14,591	10,155	12,000		
Stadium	5,222	5,438	10,418	12,655	14,891	9,453	15,000		
Carol City	10,772	32,463	13,057	15,561	18,066	-14,397	21,000		
NW 163rd	7,028	9,336	9,263	10,788	12,317	2,981	10,000		
Opa Locka	6,457	7,267	9,873	11,731	13,589	6,322	12,000		
MDC	4,556	6,960	6,946	9,586	10,872	3,912	8,000		
95th	9,139	10,270	-	10,972	12,694	2,424	12,500		
79th/82nd	7,183	11,115	10,707	12,794	14,880	3,765	15,000		
MLK	4,959	6,231	6,845	8,069	9,293	3,062	7,000		
Brownsville	8,326	9,948	10,355	11,919	13,484	3,536	12,000		
Grand Total	74,055	110,851	95,784	115,807	134,677	31,213	124,500		

Table 5

Iable	6
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NORTH CORRIDOR EMPLOYMENT BREAKDOWN								
Station Areas	2015	2040	LOW EMP	MEDIUM EMP	HIGH EMP	FINAL SCENARIO		
County Line	286	764	1,670	2,727	4,033	6,000		
Stadium	1,839	4,570	4,663	7,354	10,680	10,000		
Carol City	2,572	3,955	5,444	7,829	10,482	12,000		
NW 163rd	1,824	3,459	3,945	5,637	7,631	4,000		
Opa Locka	2,568	3,516	7,237	9,558	12,265	16,000		
MDC	1,196	1,839	3,603	5,364	7,053	5,000		
95th	729	1,176	-	5,671	7,605	4,500		
79th/82nd	2,752	4,408	4,704	6,405	8,137	10,000		
MLK	2,554	3,694	2,871	4,122	5,786	4,000		
Brownsville	1,934	2,801	3,687	5,155	7,064	4,500		
Station Area Totals	18,254	30,182	37,824	59,822	80,736	76,000		
OUTSIDE STATION AREAS	57,466	57,466	57,466	57,466	57,466			
Corridor Totals	75,720	87,648	95,290	117,288	138,202			
Brickell			120,386	120,386	120,386			
Grand Totals			215,676	237,338	258,588			


RIDERSHIP COMPARISON								
Purpose	Household Autos Owned	Post 1st Charettes	Post 2nd Charettes					
	0-car	2,496	2,439					
Home-Based	1-car	5,204	5,301					
Work	2+cars	6,874	6,676					
	Total	14,574	14,416					
	0-car	5,140	4,475					
Home-Based	1-car	2,851	2,892					
Other	2+cars	3,104	2,873					
	Total	11,095	10,240					
	0-car	2,449	2,148					
Non Home Paced	1-car	723	769					
Non-nome-based	2+cars	1,069	998					
	Total	4,241	3,915					
	0-car	10,085	9,062					
All Trip Durposes	1-car	8,778	8,961					
All hip Purposes	2+cars	11,047	10,546					
	Total	29,910	28,569					

Table 7

6.3 Miami-Dade County's Increased Density Ordinance

Article XXXIII(K) of Chapter 33 of the code of Miami-Dade County provides information on density, building height, and intensity within Standard Urban Centers. As stated in Sec. 33-284.81:

"The Comprehensive Development Master Plan (CDMP) contains directives to promote urban centers in places where mass transit, roadways, and highways are highly accessible. The CDMP provides for three types of urban centers: community (CUC), metropolitan (MUC) and regional (RUC). The area within the boundaries of an urban center is divided into three Sub-districts: Core, Center and Edge. The highest density and intensity within an urban center is to be allocated to Core Sub-districts, a mixed-use area adjacent to the transit station(s) or major transit stop(s). The densities and intensities shall then gradually decrease from the Core to the Center Sub-district where mixed-

uses are still permitted and they further decrease to the Edge Sub-district which is characterized by single uses, including low density residential."

The SMART Plan's North Corridor is within the North Central Urban Area District. Maximum density and building height shall be in accordance with the Core Sub-District according to Sec. 33-284.84.1 A 1. Land outside of the station areas, but still within the corridor, may be placed into either the Center Sub-District or Edge Sub-District depending on location (Figure 15).

Figure 15

Miami-Dade Standard Urban Center District Regulations Core, Center and Edge Sub-districts as they relate to the North Corridor



Table 8 shows the maximum density and minimum-to-maximum building height allowed in each Sub-District within the North Corridor for the following land uses: Residential Modified, Modified Live/Work, Mixed-Use Optional, Mixed Use Corridor, Mixed-Use Main Street, Mixed-Use Special, Mixed-Use Industrial, Special District (Market Place), Special District (Storeporch), Arts District, Market District, Industrial District, and Institutional. These tables provide for the allowable density of future development which is directly related to its marketability.

	DENSITY AND BUILDING HEIGHTS										
		Sub-District									
	(Core	Ce	enter	E	dge					
Urban Area District	Maximum Density	Minimum -Maximum Building Height	Maximum Density	Minimum -Maximum Building Height	Maximum Density	Minimum -Maximum Building Height					
North Central Urban Area District	125 Units Per Acre	3-15 Stories	Within 1/2 Mile of the Corridor: 90 Units/Acre Otherwise: 60 Units Per Acre	Within 1/2 Mile of the Corridor: 2-12 Stories Otherwise: 2-8 Stories	60 Units Per Acre	8 Stories*					

* No minimum height but must meet the minimum floor-area ratio as shown in Table 11, below.

Table 9 shows the maximum density and minimum to maximum building height allowed in each Sub-District within the North Corridor for the Residential Land Use Category:

	Table 9									
	DENSITY AND BUILDING HEIGHTS FOR RESIDENTIAL LAND USES									
			Sub-	District						
	Core Center distance									
Urban Area District	Maximum Density	Minimum -Maximum Building Height	Maximum Density	Minimum -Maximum Building Height	Maximum Density	Minimum -Maximum Building Height				
North Central Urban Area District	N/A	N/A	60 Units/Acre	2-8 Stories	18 Units/ Acre	Maximum Height is 2 Stories **				

** 18 units per acre/Maximum Height: 2 stories (and 4 stories for properties located east of NE 26th Avenue and north of NE 195th Street to NE 202nd Street); except, for certain properties along the Oleta River, 6 units per acre/Maximum Height: 2 stories. See Note 1

Note 1: 6 units per acre/2 stories applies to properties that are located: (a) along the Oleta River; (b) west of NE 26th Avenue and north of NE 195th Street; and (c) south of Miami Gardens Drive and west of NE 24th Avenue.

These tables provide for the allowable density of future development which is directly related to its marketability.



In addition to being consistent with the height ranges provided in the previous charts, each property shall be developed in accordance with the minimum intensity standards shown in Table 10:

Table 10								
	Sub-District							
	Core	Center	Edge					
Urban Area District								
North Central Urban Area District	FAR of 1.5	FAR of 1.0	FAR of 1.7					

Note 1: Floor Area Ratio (FAR)

Figure 16

According to the County, properties designated Residential shall not be subject to these minimum intensity requirements. In addition, compatibility with single-family residential areas is important. When new development is proposed, the County will review applications to mitigate impacts of the proposed development on single-family residential areas.

In addition, the North Corridor also contains the Model City Urban Center District (MCUCD). Similar to the North Central Urban District, there is a Core, Center, and Edge sub-district as shown in Figure 16.



Model City Urban Center District (MCUCD) Core, Center and Edge Sub-districts as they relate to the North Corridor

- -

Within the MCUCD, there are regulations guiding density (Figure 17) and building height (Figure 18). These regulations are similar to the North Central Urban Area District but are unique to this area.





• • • •

Figure	18
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7. THE LOCALLY PREFERRED ALTERNATIVE

On December 6, 2019, the TPO Board selected elevated fixed guideway system as the Locally Preferred Alternative (LPA) for the North Corridor. The Miami-Dade Transportation Planning Organization (TPO) must approve and submit a funding and financial plan, in coordination with federal, state, and local agencies.

Determining the economic mobility of a North Corridor transit investment requires understanding the type of transit to be developed and the ridership potential. Ridership forecasts for the North Corridor were based on 2040 plans for land use in the Corridor. The resulting ridership supports the LPA. On December 6, 2018, the TPO Governing Board, after receiving the Project Development & Environmental (PD&E) Study preliminary results, approved an "elevated fixed-guideway transit system" as the LPA. Based on the Land Use Analysis conducted, approximately 1/3 of the North Corridor High Ridership Scenario 2040 ridership was forecast to be made by

persons living in zero-car households. With a high indication of transit-dependent ridership and 21% of all corridor households having incomes below the poverty level, heavy rail technology was considered the appropriate system. While the BRT and LRT systems were reviewed, a continuous elevated system results in higher projected ridership due to a reduction of transfers. A decision on the preferred vehicle technologies other than those similar to Heavy Rail Transit (HRT). On September 17th, 2019, FDOT, as part of its PD&E, recommended extending the Metrorail system along the proposed north corridor to connect with the existing Green and Orange Lines and connect to Brickell, Brickell Avenue, and Brickell Station. The new extension would attract an estimated 21,800 riders per day, far more than new daily riders

Figure 19







of alternate technologies, such as a maglev train (8,600 per day) or monorail (8,200). The PD&E found that the Metrorail extension scores far higher on the cost-effectiveness scale @ \$17.42 per passenger-hour, compared to between \$40 and \$45 for monorail and maglev. Specifically, because the extension would connect/overlap with existing Metrorail routes to connect to Brickell, the proposed transit plan would get Federal Transit Administration credit for all riders using the new line, including those traveling between existing stations. That gives it a significant scoring advantage over new modes, which would only get credit for riders on the newly constructed tracks. SMART Planning by the TPO demonstrates a change in vehicle technology from Heavy Rail like the Metrorail system causes ridership to be limited to 22,000 per day because of system transfers, like the one at the MLK Station. Also, Smart Planning demonstrates that: 1) Without transfers, ridership is projected to be 30,000; 2) Extending Metrorail to Broward (Nova Southeastern University) causes ridership to go from 30,000 to 40,000.

Expanding Metrorail along the North Corridor has been a goal since the rail system was launched in the Reagan Administration era of the 1980s. Seventeen years later, 2007, Miami-Dade secured federal approval for the North Corridor project, but it was blocked by The Great Recession. Now, under current FTA evaluation criteria, it has been determined that extending the Metrorail system to the Broward County line, and beyond, can generate at least 40,000 new riders. Other FTA criteria requires that the total Station Area Population and Corridor-Wide Employment served by the new line must exceed 120,000 people/220,000 jobs. SMART Plan work indicates the extension will serve a population of 124,500 and 254,000 jobs. The North Corridor Metrorail extension is a candidate for federal funding. It's implementation will support the upward economic mobility for those who live and/or work along the Corridor.

7.1 Station Area Characteristics

The characteristics of each station area are elaborated on here and summarized in Table 11.

- Site Acreage by Property Owner Every station area is dominated by privately-owned properties – usually 300 +/- acres. Government-owned properties are in large numbers in the following station areas: Stadium (approx. 100 acres), Carol City (approx. 100 acres), NW 103rd Street (approx. 120 acres), MLK (approx. 80 acres), and Brownsville (approx. 90 acres).
- Parcels by Owner County government owns property in every station area. Its properties are greatest in number at the MLK station area (60 parcels at approx. 77 acres) and Brownsville station area (104 properties at approx. 90 acres). Property ownership by municipal governments is largest at the following station areas: Stadium (4 parcels at approx. 35 acres), Carol City (14 parcels at approx. 43 acres), and Opa-Locka (15 parcels at approx. 8 acres).
- Brownsville and MLK share approximately 66 private acres (440 parcels) and 17 county-owned acres (16 parcels). 79th/82nd and 95th share approximately 56 private acres (258 parcels). 95th and 103rd share approximately 141 private acres (698 parcels) and 3 county-owned acres (3 parcels).
- Availability of Utilities Utilities are available at every station area.
- Commercial Properties NW 103rd Street station area has just one (1) large commercial property; County Line has two (2) large commercial properties, while Opa-Locka has three (3). But, Opa-Locka has the largest number (105) of commercial properties less than 50,000 sq. ft. All other proposed station areas have at least four (4) large commercial sites.
- Anchor Institutions Every station area serves at least one institution. They range from the Calder Casino (County Line) to the Hard Rock Stadium (Stadium), to Miami Dade College (MDC) to a series of schools and libraries.





	STATION AREA CHARACTERISTICS								
STATION AREA	SIZE-ACRES	SITE OWNERSHIP (Parcels)	FRONTAGE (Along Arterials)	UTILITIES	COMMERCIAL PROPERTIES	ANCHOR INSTITUTIONS			
COUNTY LINE	Local: NA County: 14 State: 5 Federal: NA Private: 202	Local: NA County: 3 State: 1 Federal: NA Private: 452	Residential:1800 LF Commercial: 650 LF Other: 2300 LF	Yes	50,000+ sq. ft.: 2 parcels in station area <50,000 sq. ft.: 3 parcels in station area	Calder Casino Robert Renick Ed Center (Borders Station Buffer)			
STADIUM	Local: 35 County: 67 State: 15 Federal: NA Private: 323	Local: 4 County: 4 State: 2 Federal: NA Private: 1172	Residential: 5250 LF Commercial: 4900 LF Other: 8850 LF	Yes	50,000+ sq. ft.: 8 parcels in station area <50,000 sq. ft.: 7 parcels in station area	Hard Rock Stadium Betty T. Ferguson Recreational Center			
CAROL CITY	Local: 43 County: 29 State: NA Federal: 19 Private: 298	Local: 14 County: 8 State: NA Federal: 1 Private: 973	Residential: 5600 LF Commercial: 7200 LF Other: 4100 LF	Yes	50,000+ sq. ft.: 7 parcels in station area <50,000 sq. ft.: 32 parcels in station area	North Dade Regional Library Miami Job Corps Center Miami Gardens City Hall and Police Department			
NW 163 rd	Local: 3 County: 34 State: 5 Federal: NA Private: 314	Local: 1 County: 16 State: 3 Federal: NA Private: 1611	Residential: 9500 LF Commercial: 4350 LF Other: 6750 LF	Yes	50,000+ sq. ft.: 5 parcels in station area <50,000 sq. ft.: 21 parcels in station area	Bunche Park Elementary St. Thomas University (Borders Station Buffer) Monsig. Edward Pace High School (Borders Station Buffer)			
OPA-LOCKA	Local: 8 County: 11 State: 12 Federal: NA Private: 296	Local:15 County: 18 State: 3 Federal: NA Private: 1426	Residential: 1550 LF Commercial: 7250 LF Other: 4200 LF	Yes	50,000+ sq. ft.: 3 parcels in station area <50,000 sq. ft.: 105 parcels in station area	Jackson Crisis Center Robert Ingram Elementary			
MDC	Local: NA County: 4 State: NA Federal: 6 Private: 305 MDC: 111	Local: NA County: 3 State: NA Federal: 1 Private: 348 MDC: 1	Residential: 1300 LF Commercial; 3750 LF Other:12800 LF	Yes	50,000+ sq. ft.: 4 parcels in station area <50,000 sq. ft.: 32 parcels in station area	MDC College Miami-Dade Transportation Department			
103 rd	Local: NA County: 76 State: 2 Federal: NA Private: 298 MDC: 45	Local: NA County: 13 State: 1 Federal: NA Private: 1475 MDC: 1	Residential: 6150 LF Commercial: 7000 LF Other: 3100 LF	Yes	50,000+ sq. ft.: 1 parcel in station area <50,000 sq. ft.: 80 parcels in station area	MDC College Miami Park Elementary			
95 th	Local: NA County: 5 State: NA Federal: NA Private: 361	Local: NA County: 6 State: NA Federal: NA Private: 1840	Residential: 1500 LF Commercial: 7100 LF Other: 2400 LF	Yes	50,000+ sq. ft.: 4 parcels in station area <50,000 sq. ft.: 75 parcels in station area	North Central Branch Library			

Table 11





79 th /82 nd	Local: NA County: 28 State: NA Federal: NA Private: 358	Local: NA County: 28 State: NA Federal: NA Private: 1267	Residential: 1100 LF Commercial: 8550 LF Other: 5700 LF	Yes	50,000+ sq. ft.: 6 parcels in station area <50,000 sq. ft.: 54 parcels in station area	Miami-Dade County Schools Florida Highway Safety Dr. Henry W. Mack/ West Little River K-8 Center
MLK	Local: NA County: 77 State: NA Federal: 3 Private: 293	Local: NA County: 60 State: NA Federal: 1 Private: 1690	Residential: 1500LF Commercial: 6750 LF Other: 8300 LF	Yes	50,000+ sq. ft.: 4 parcels in station area <50,000 sq. ft.: 71 parcels in station area	UPS Dade Corrections Department Miami-Dade Fire Rescue
BROWNSVILLE	Local: NA County: 89 State: NA Federal: NA Private: 289	Local: NA County: 104 State: NA Federal: NA Private: 1811	Residential: 2900 LF Commercial: 7350 LF Other: 6650 LF	Yes	50,000+ sq. ft.: 5 parcels in station area <50,000 sq. ft.: 92 parcels in station area	Lorah Park Elementary Corporate Academy North

7.2 Station Area Evaluation of Economic Mobility

Table 8 data were used to evaluate the proposed station areas being studied in the North Corridor of the SMART Plan and PD&E Plan. The categories and criteria by which the analysis took place are:

- Category: Livability
 - Criteria: Generate Pedestrian Activity, Improve Public Safety, and Improve Housing Choice.
- Category: Sustainability:
 - ✓ Criteria: Encourage Transit Ridership, Reduce Car Dependency, and Concentrate Development.
- Category: Economic Development
 - Criteria: Create Jobs, Promote Small Businesses, Increase Tax Revenue, and Strengthen Local Economies.

		LIVABILITY		S	USTAINABILITY		ECONOMIC GENERATION		N	
	GENERATE PED.	IMPROVE PUBLIC	IMPROVE HOUSING	ECOURAGE TRANSIT	REDUCE CAR	CONCENTRATE	CREATE	PROMOTE SMALL	INCREASE TAX	STRENGTHEN LOCAL
	ACTIVITY	SAFETY	CHOICE	RIDERSHIP	DEPENDENCY	DEVELOPMENT	JOBS	BUSINESS	REVENUE	ECONOMIES
COUNTY LINE										
STADIUM										
CAROL CITY										
NW 163										
OPA-LOCKA										
MDC										
103										
95										
79/82										
MLK										
BROWNSVILLE										

Economic Mobility Evaluation Criteria



A team of seven professionals toured the Corridor and then evaluated each station area. The process involved each evaluator independently judging the station area's ability by assigning one of the following measures:



To test the consistency among evaluators of their individual assessments, four sets of results were generated: Set A: a core group of five evaluators who are most-familiar with the Corridor; Set B: Set A results combined with one additional evaluation of the principal transportation modeler; Set C: Set A results, plus the evaluation of a FLM specialist; and, Set D: the results of all seven evaluations. The numerical results are shown below. The 5-point scale was converted to a 0-to-100 scale by multiplying by 20. Supporting information is in Appendix 6.

EVALUATION METRICS - Composite of All Sets													
		LIVAI	BILITY			SUSTAII	NABILIT	(ECONON	IIC GEN	ERATION	١
STATION AREA	GENERATE PED. ACTIVITY	IMPROVE PUBLIC SAFETY	IMPROVE HOUSING CHOICE"	AVERAGE	ENCOURAGE TRANSIT RIDERSHIP	REDUCE CAR DEPENDENCY	CONCENTRATE DEVELOPMENT	AVERAGE	CREATE JOBS	PROMOTE SMALL BUSINESS	INCREASE TAX REVENUE	STRENGTHEN LOCAL ECONOMIES	AVERAGE
COUNTY LINE	68	70	70	69.3	96.5	96	90	94.2	81.5	60	96.5	93.5	82.9
STADIUM	77	64.5	53.5	65	93.5	86.5	80.5	86.8	86.5	63.75	90	92	83.1
CAROL CITY	75	60	80	71.6	88.5	83	90	87.2	77	78.5	77	81.5	78.5
NW 163rd	70	64.5	53.5	62.6	73	80	70	74.3	64	60	70	68.5	65.5
OPA-LOCKA	73	69.5	72	71.5	81.5	81.5	83.5	82.2	73.5	82	85	84.5	81.3
MDC	80	76.5	63	73.2	86	83.5	73.5	81	74	76.5	75	79.5	76.1
95	59.5	60	60	59.8	66.5	73	68.5	69.3	65	66.5	70	73.5	68.8
79/82	71.5	64.5	63.5	66.5	75	75	75.5	75.2	65	66.5	70	73.5	68.8
	LOW		Below	70	ACCEPTA	BLE	70-80	STR	ONG	Abo	ve 80		

Table 12

Overall, this approach revealed that the differences in the four sets of evaluations were almost always less than 10% different from the highest to lowest across all criteria within a category. The largest difference occurs a few times and always for the *Generate Pedestrian Activity and the Reduce Car Dependency* criteria. The smallest spread is for the *Promote Small Business* criterion for all station areas.





The station areas listed below and in Table 13 that perform at "acceptable" levels (overall score of at least 70), in two of the three categories are: County Line, Stadium, Carol City, Opa-Locka, and MDC. Except for the Stadium station area, these results match the public input from the first series of charrettes. The 103rd Street station was eliminated for a number of reasons, including the poor performance illustrated in Table 13 and 14. Strengthening development around the remaining stations is needed.

- County Line Station area was found to have low performance in the Livability category and strong performances in the Sustainability and Economic Development categories. Although performance was strong in the Economic Development category, there was low performance for the Promotes Small Business criterion.
- Stadium Station performed at a low level in the Livability category although it will generate pedestrian activity. This station had strong performances in Sustainability and Economic Development recognizing there was low performance for the Promotes Small Business criterion.
- Carol City Station had acceptable performance levels in all categories with an overall score of at least 70, performing the strongest in the Sustainability category.
- NW 163rd Station performed at a low level in the Livability and Economic Generation categories with acceptable performance in the Sustainability category.
- Opa-Locka was found to have strong performances in Sustainability and Economic Development with acceptable performance in the Livability category.
- MDC Station had acceptable performance in all categories, with highest ratings in the General Pedestrian Activity, Encourage Transit, Reduce Car Dependency and Strengthen Local Economy criterion.
- NW 103rd Street station area performed at low levels in every category and almost every criterion.
- NW 95th Street station area performed at low levels in every category and almost every criterion.
- NW 79th/82nd Streets had acceptable performance levels in the Sustainability category, but was relatively weak overall.

OVERALL EVALUATION RESULTS									
STATION AREA	LIVABILITY	SUSTAINABILITY	ECONOMIC GENERATION						
COUNTY LINE	LOW	STRONG	STRONG						
STADIUM	LOW	STRONG	STRONG						
CAROL CITY	ACCEPTABLE	STRONG	ACCEPTABLE						
NW 163 rd	LOW	ACCEPTABLE	LOW						
OPA-LOCKA	ACCEPTABLE	STRONG	STRONG						
MDC	ACCEPTABLE TO STRONG	ACCEPTABLE TO STRONG	ACCEPTABLE						
95 th	LOW	LOW	LOW TO ACCEPTABLE						
79 th /82 nd	LOW	ACCEPTABLE	LOW TO ACCEPTABLE						
Brownville	Brownville EXISTING STATION; THEREFORE, NOT EVALUATED AS PART OF THIS STUDY								
MLK EXISTING STATION; THEREFORE, NOT EVALUATED AS PART OF THIS STUDY									

70-80

ACCEPTABLE

Table 13

LOW

Below 70

Above 80

STRONG

7.3 Station Area Conceptual Design – Access/Connectivity

With the work cited above as a base, each station area was examined to provide a vision of the land uses that should be developed, as well as concepts to optimize access by walking and bicycling. Information from the charrettes, the station area evaluation of strengths/weaknesses (Table 10, on previous page), and the examination of land use allocations, form the basis of the analysis. For access improvements, First Mile/Last Mile (FLM) strategies (Table 14) covered in the TPO study *First Mile/Last Mile - Options with High Trip Generators* report were applied station area-by-station area.

The purposes of developing First/Last Mile (FLM) mobility options are to: extend the service area for high-capacity transit; increase transit ridership; reduce single-occupant vehicle miles of travel/ roadway congestion; and, reduce greenhouse gas emissions.

These objectives can be met by ensuring that a Complete Network is developed for each mode utilized as part of the FLM framework for each station area. Then, they are to be combined to create a designed Complete Network/Complete Streets network for each station area.

Research implies that time, rather than distance is the more direct measure that motivates transit access decisions because distance is greatly affected by perceived security, accessibility, as well as automotive traffic. Different FLM modes enhance transit access sheds differently, as illustrated below.

Mode	Distance
Walk	¼ to ½ mile
Bike, Board and Skate	1 to 2 miles
E-Bike, E-Skate	2 miles
Vehicular	1/2 to more than 2 miles
Regular Transit	½ to 1 mile
Micro Transit	1/2 to more than 2 miles

Table 15

	Table 14									
	FLM STRATEGIES									
LIST	LIST OF TOOL KIT STRATEGIES & TIMEFRAME									
Transit	Oriented Development FLM Tool Kit Str	ategies								
D1.	Land Use Planning	Short Term								
D2.	Land Development Regulation	Short Term								
D3.	Re-platting Decisions	Midterm/On-going								
Pedest	rian FLM Tool Kit Strategies									
P1.	Transit Access Pedestrian Survey	Short Term								
P2.	Transit Access Pedestrian Audit	Short Term								
P3.	Adequate Sidewalks	Short Term/Ongoing								
P4.	Enhanced Crosswalks	Short Term/Ongoing								
P5.	Diagonal Crossings	Short Term/Ongoing								
P6.	Midblock Crosswalks	Short and Midterm								
P7.	Signal Operations	Short Term/Ongoing								
P8.	Pedestrian Lighting	Midterm/On-going								
P9.	Pedestrian Path Network	Short Term								
P10.	Barrier Bridges	Short Term/Ongoing								
P11.	Pedestrian Amenities	Midterm/On-going								
P12.	Way Finding	Midterm/On-going								
Bike Bo	oard & Skate FLM Tool Kit Strategies									
B1.	Transit Access Bike & Skate Survey	Short Term								
B2.	Bike & Skate Transit Access Audit	Short Term								
B3.	Bike, Board & Skate Continuous Path	Short Term								
B4.	Vehicular Travel Lane Width	Midterm/On-going								
B5.	Bicycle & Rolling Lanes	Short Term/Ongoing								
B6.	Shared ROW & Bicycle Boulevards	Short Term/Ongoing								
B7.	Signal Operations	Short Term/Ongoing								
B8.	Barrier Overpasses & Underpasses	Short Term/Ongoing								
B9.	Carriage on Transit Vehicles – Bikes	Short Term								
B10.	Transit Station Bicycle Storage	Widterm/On-going								
	Transit Station Bicycle Sharing	Midterm/On-going								
	Transit Station Bicycle Station	Wildterm/On-going								
B13.	Station Area Short-Term Bicycle Parking	Mildterm								
B14.	Board & Skate Access	Short Term/Ongoing								
Venicu	Derson Trin Conscitu Mathedalagu	Short Tarm								
	Transit Station Dick Lin & Dran Off									
	Station Area Dick Up & Drop Off	Long Term Midtorm (Ongoing								
	Station Care	Midterm/Ongoing								
V4.	Dlug In Electric Station Cars	Midterm/On-going								
VS.	NEV Station Cars	Midterm/On-going								
V0.	Car Share Parking Policies and Fees	Short Term								
V8	NFV Prioritization	Midterm/On-going								
V9	AV Infrastructure	Long Term								
v <i>J</i> .		Long Term								

Midterm/On-going

V10. Transit Station Parking

Perceptions of distance, which affect pedestrian activity, are shaped by elements of urban design, including wayfinding, aesthetics, shelter, block sizes, crossings, connectivity and access points to destinations.

The *Bicycle Modal Group* increases the transit shed distance to two miles. Within station areas, the provision of facilities for bicycling are predicated on the issues of ease of access, safety, storage, and wayfinding. Currently, such facilities and parking are generally lacking within the North Corridor. While there are bicycle lanes on Ali Baba Avenue and on NW 27th Avenue, between NW 79th Street and NW 103rd Street, no connections exist for the two existing Metrorail stations in the Corridor. Establishing a primary grid along arterials and collectors, and, for less-experienced bicyclists, a secondary bicycling grid of local streets with lower speed limits, will enhance station area access in the North Corridor.

As a FLM modal group, vehicular travel to transit is augmented by technology such as autonomous vehicles. Private FLM, through such operations as Lyft and Uber, is an important consideration. Public transit FLM is also augmented by autonomous technology and battery-electric propulsion.

In Miami-Dade County, free local circulators are available to Metrorail stations in Coral Gables (Douglas Station), and Miami. Within the North Corridor, Miami Gardens currently provides two circulator routes which may be adapted to service the possible northernmost station areas proposed here. Within Opa-Locka, the current feeder routes into the Tri-Rail Station can be augmented with additional investment to provide connectivity and appropriate headways among the surrounding neighborhoods, Tri-Rail, and the station proposed in Opa-Locka. As a standard, a local circulator headway of 10-15 minutes for connections to the station is optimal.

All of the above was considered to provide accessibility and connectivity for each station area in developing a complete transportation network. Each network design focuses on providing walking, biking, and roadway connections throughout the ½-mile station buffer. Each design also considers the communities located outside the buffer by providing a transportation network that allows for a greater level of connectivity with the station area. Current physical and geographical boundaries were also taken into consideration when determining the conceptual network designs illustrated on the following pages for each station area, from south to north along the Corridor.





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Figure 26





Figure 28 **Carol City Station** NW 191ST ST Legend 1/2 Mile Station Buffer Ν Bike Pedestrian Major Roadway Public Transit 0.25 0.125 0 0.25 Miles Station Location

Figure 29 **Stadium Station** NW 207TH ST NW 207TH S W 203RD S1 Legend 1/2 Mile Station Buffer Ν Bike Pedestrian Major Roadway Public Transit 0.25 Miles 0.25 0.125 0 Station Location





7.4 Station Area Conceptual Design – Physical Characteristics

Lessons learned from the charrettes are that a station typology should:

- Be planned to serve the local community;
- Have connected streets and pedestrian linkages;
- Be designed so that walking between destinations is direct, and short;
- Have wide and landscaped sidewalks; and,
- Place mid-rise buildings at nodes or along arterials.

Three concepts of the future that could develop around the North Corridor station areas are depicted below.



THE FUTURE

Community Center



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7.5 Policy Considerations at Station Areas

As noted earlier in this report, transit is not a silver bullet for economic development. Instead, it must be coupled with placemaking, development policies and incentives to see desired development and growth. But, in car-oriented Miami-Dade County, transit-oriented development often requires more than transit. Local and regional amenities and destinations are needed to make transit-adjacent neighborhoods attractive to new residents, workers, and visitors.

New development that conforms to the dense, walkable character of TOD should be accompanied by public improvements that transform the character of the area's roadways, sidewalks, and urban form. When combined with improved transit service, these infrastructure improvements would help reduce auto usage – thus, potentially, reducing parking requirements in station-adjacent developments – and increase use of improved transit service. Public improvements should complement development and make these projects more financially viable.

Land use and transportation are closely linked; one cannot successfully be planned or implemented without close coordination with the other. The primary focus of the SMART Plan's Land Use Scenario and Visioning Planning work is to determine the population and employment necessary to successfully implement the North Corridor Locally Preferred Alternative. Population and employment scenarios for each station area's development typology, selected with input from the Corridor community, indicate that, if implemented, these scenarios will support the LPA from a land use perspective. Based on the differences between the currently-allowable population and employment in each station area, and the needed population and employment to support the LPA, policy changes to local government Comprehensive Plans are suggested here. An implementation plan is also provided, listing steps to achieve the desired results.

In South Florida, local governments have land use policies and zoning ordinances that often do not allow population and employment to reach needed thresholds in areas that are said to be transit-oriented. The Federal Transit Administration (FTA) believes that modifying land use policies to permit growth that is concentrated around transit nodes will help maintain and increase transit ridership.





To support the position that the North Corridor meets FTA's evaluation criteria for federal fixed-guideway transit investment, policies must be in place to allow for local land use and infrastructure to provide adequate capacity to reach population and employment targets. Complimentary economic development and housing policies were formulated for additional investment.

So, this chapter of the report suggests a regulatory land use policy framework that allows a transit-oriented environment to develop around the station areas. This framework is focused on key factors that impact land use:

- Population
- Employment
- Multimodal Transportation (Complete Streets)
- Parking
- Affordable/Workforce Housing
- Urban Design
- Economic Development

Implementing fixed-guideway transit requires collaboration among every level of government, (local, regional, state and federal). Local governments (cities and counties) are in charge of regulating land use -- their density, intensity and form. Local government's control land use through a state-mandated Comprehensive Plan. These plans have goals, objectives and policies in a variety of "elements", including land use, transportation, housing, and the like. General guidance is presented next to formulate elements of a Comprehensive Plan to increase population and employment in station areas in the North Corridor by allowing for, and incentivizing, increased development, and, consequently, boost ridership.

7.5.1 Recommended Land Use Scenarios to Support North Corridor LPA

The preferred land use scenario for each station area is presented here. The projected population of the station areas has been converted into the number of dwelling units per acre, then measured against what each local government currently allows as a product of their land use policies. In terms of employment, the total number of jobs assigned to each station area is converted into the number of square feet needed to support that level of employment and compared to that which currently exists to foster economic mobility. This is done using U.S. Department of Energy statistics. Where additional units, acreage or square footage is needed to reach desired capacities, suggestions are made for policy changes to allow increased densities.

Using industry standards, the station areas in this Corridor are envisioned as compact centers of moderateto high-intensity and density development, comprised of a mix of uses occurring within 1/2-mile of the transit station itself. These station areas are characterized by well-defined streetscapes and an urban form that promotes walking to and from stations. Development within the station areas is seen to be concentrated around transit stations then to "step down" as the distance from the station increases.

7.5.2 Policy Guidance

Local governments can utilize several techniques to regulate and provide the basis for effective station area development. Comprehensive Plans, authorized by Chapter 163 of the Florida Statues, the authority to set forth the goals, objectives and policies for land use, transportation, housing and a host of other elements.



The *Land Use Element* of a Comprehensive Plan specifies minimum and maximum densities of residential, commercial and industrial uses. For transit station areas, individual zoning codes, or districts, can be developed to specify heights, floor-area ratios, lot coverage, block spacing and parking requirements.

Transportation Element policies focus on supporting the land uses with multimodal infrastructure recommendations to be considered as development and redevelopment occur.

Housing Element policies should encourage a variety of housing unit-sizes and types, and, ultimately, foster a higher level of affordable housing in station areas. Housing policies should recognize that affordability is contingent on both housing and transportation costs. As families have a tendency to shift costs, either by paying more for transportation when paying less for housing, and vice-versa, effective affordable housing policies address trade-offs between these two costs.

Presented below for each of the various Comprehensive Plan elements, are policy suggestions to be adopted in some form by local governments. It is critical to assure that projected population and employment are met.

7.5.2.1 Land Use Element

The Future Land Use Element focuses on land use patterns, individual uses, allowed density and intensity, and the zoning districts that implement them. In station areas, the Land Use Element should encourage increased employment and residential density, to the levels reported earlier in this document (Tables 2 and 3), and to inform future zoning modifications to support urban design guidelines that allow those densities to fit a preferred typology. Local governments should seek to include strategies which encourage development in compliance with these recommendations.

Land Use Recommendation: LU#1 Adopt the Locally Preferred Alternative

Each local government with Comprehensive Plan authority (Miami Gardens, Opa-Locka and Miami-Dade County in unincorporated areas of the North Corridor) should identify the station areas within its boundaries, and:

- 1. Concentrate on creating areas of high population and employment densities and intensities to boost transit ridership, and lower the cost per rider, which are important metrics used by government agencies in the competitive process to fund projects.
- 2. Utilize several techniques to regulate and provide the basis for effective station area development.
- 3. Provide that the Land Use Element of a Comprehensive Plan specify minimum and maximum densities of residential, commercial and industrial uses. For transit station areas, individual zoning codes, or districts, can be developed to specify heights, floor-area ratios, lot coverage, block spacing and parking requirements.
- 4. Focus the Transportation Element on policies that support multimodal, Complete Streets recommendations to be considered as development and redevelopment occur. Pedestrian and bicycle-friendly environments take into consideration policies of block size and amenities enhancing safety and/or comfort. Critical to TODs are first-and-last-mile transportation modes; these policies should gear towards providing viable options to automobile use that integrate land use with connectivity and accessibility.
- 5. Encourage in the Housing Element a variety of housing unit-sizes and types, and, ultimately, foster a higher level of affordable housing in station areas.



Land Use Recommendation: LU#2 Residential Population and Housing-Unit Goals

Local government should seek to maximize the effectiveness of the North Corridor Locally Preferred Alternative by adopting the recommended residential density targets (Dwelling/Units per Acre - DU/AC) cited below.

	Current Capa	city		Future Recommendations				
Station Area	Net Housing	Dwelling		Final Scenario	Dwelling	Typology***		
Station Area	Acreage	Units	DUTAC	Population	Units	rypology	DOTAC	
Brownsville	344	5,272	15.3	12,000	5,941	Neighborhood	19.6	
MLK	283	3,271	11.6	7,000	3,465	Neighborhood	11.4	
79th/82nd	226	2,607	11.5	15,000	7,426	Community	40.8	
95th	359	4,071	11.3	12,500	6,188	Neighborhood	20.4	
MDC	85	1,451	17.0	8,000	3,960	Neighborhood	13.1	
Opa-Locka**	249	8,763	35.2	12,000	5,941	Community	32.6	
NW 163rd*	396	19,800	50.0	8,600	4,257	Neighborhood	14.0	
Carol City*	385	19,240	50.0	21,000	10,396	Regional	73.4	
Stadium*	326	16,280	50.0	15,000	7,426	Community	40.8	
County Line*	195	9,760	50.0	12,000	5,941	Neighborhood	19.6	

Table 16

Table 17

Comparison						
Station Area	lurisdiction	Existing	Future	Change	Recommended	
Station Area	Jurisdiction	DU/AC	DU/AC	Needed?	DU/AC	
Brownsville	Miami-Dade County	15.3	19.6	Yes	4.2	
MLK	Miami-Dade County	11.6	11.4	No	-	
79th/82nd	Miami-Dade County	11.5	40.8	Yes	29.3	
95th	Miami-Dade County	11.3	20.4	Yes	9.1	
MDC	Miami-Dade County	17.0	13.1	No	-	
Opa-Locka**	Opa-Locka	35.2	32.6	No**	-	
NW 163rd*	Miami Gardens	50.0	14.0	No*	-	
Carol City*	Miami Gardens	50.0	73.4	Yes*	23.5	
Stadium*	Miami Gardens	50.0	40.8	No*	-	
County Line*	Miami Gardens	50.0	19.6	No*	-	

*The comprehensive plan for Miami Gardens has three land use categories: Commerce, Neighborhood, and Preservation. Neighborhood and Commerce allow both residential and commercial uses. The current capacity of housing stock or FAR for employment is unable to be determined as both land uses could be entirely commercial or residential.

**The Opa-Locka Station Area has a total of 5 acres designated from the Miami Gardens comprehensive plan. Within these 5 acres, the current capacity of housing stock or FAR for employment is unable to be determined as both as both land uses could be entirely commercial or residential.

***Typology is based on the Comprehensive Plan designation of Regional Metropolitan Community Centers.

Land Use Recommendation: LU#3 Employment Goals

Local governments should seek to maximize the effectiveness of the North Corridor LPA by adopting the employment targets stemming from the TPO North Corridor Land Use Scenario and Visioning Planning Study, as cited below in Floor Area Ratios (FARs).

Current Capacity						Future Recommendations				
Station Area	Employment	Net sq ft	Typology***	Net Acreage	FAR****	Employment	Net Sq. Ft.	Typology***	Net Acreage	FAR****
Brownsville	2,467	2,538,738	Neighborhood	58	0.6	4,500	4,630,500	Neighborhood	106	1.1
MLK	4,224	4,345,987	Neighborhood	100	1.0	4,000	4,116,000	Neighborhood	94	0.9
79th/82nd	4,352	4,478,588	Community	103	0.5	10,000	10,290,000	Community	236	1.1
95th	1,826	1,879,163	Neighborhood	43	0.4	4,500	4,630,500	Neighborhood	106	1.1
MDC	8,432	8,676,859	Neighborhood	199	2.0	5,000	5,145,000	Neighborhood	118	1.2
Opa-Locka**	5,791	5,959,008	Community	137	0.6	16,000	16,464,000	Community	378	1.7
NW 163rd*	16,764	17,249,760	Neighborhood	396	3.9	3,480	3,580,920	Neighborhood	82	0.8
Carol City*	16,289	16,761,888	Regional	385	1.5	12,000	12,348,000	Regional	283	1.1
Stadium*	13,783	14,183,136	Community	326	1.5	10,000	10,290,000	Community	236	1.1
County Line*	8,263	8,502,912	Neighborhood	195	1.9	6,000	6,174,000	Neighborhood	142	1.4

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Table 1	19
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Comparison							
Station Area	Existing	Future	Change	Recommended			
Station Area	FAR	FAR	Needed?	FAR****			
Brownsville	0.6	1.1	Yes	0.5			
MLK	1.0	0.9	No	-			
79th/82nd	0.5	1.1	Yes	0.6			
95th	0.4	1.1	Yes	0.7			
MDC	2.0	1.2	No	-			
Opa-Locka**	0.6	1.7	Yes**	1.1			
NW 163rd*	3.9	0.8	No*	-			
Carol City*	1.5	1.1	No*	-			
Stadium*	1.5	1.1	No*	-			
County Line*	1.9	1.4	No*	-			

Consistent with the above information, each station area is discussed next from south to north of the Corridor.

*The comprehensive plan for Miami Gardens has three land use categories: Commerce, Neighborhood, and Preservation. Neighborhood and Commerce allow both residential and commercial uses. The current capacity of housing stock or FAR for employment is unable to be determined as both land uses could be entirely commercial or residential.

**The Opa-Locka Station Area has a total of 5 acres designated from the Miami Gardens comprehensive plan. Within these 5 acres, the current capacity of housing stock or FAR for employment is unable to be determined as both as both land uses could be entirely commercial or residential.

*** FAR means Floor Area Ratio

Brownsville Station - According to the Miami-Dade County's Comprehensive Plan's Future Land Use Map, the Brownsville Station Area has 344 residential acres which allows for a maximum of 5,272 dwelling units. This results in approximately 15.3 dwelling units per acre (DU/AC). Under the preferred land use scenario, the projected target population for the Brownsville Station Area is 12,000 people and, therefore, approximately 5,941 dwelling units will be required, needing an additional 303 residential acres. The projected DU/AC will be 19.6, which is 4.2 DU/AC higher than the current average. Therefore, the use of land within the Brownsville Station Area is recommended to provide, at a minimum, an additional 4.2 DU/AC.

Under today's land use designations, the Brownsville Station has 58 acres allocated for employment which allows for 2,467 jobs. The current commercial and industrial floor area ratio (FAR) is approximately 0.6 based on this information. In the projected land use scenario, the Brownsville Station Area will require 106 acres to support 4,500 jobs. The FAR required for employment will be 1.1, which is 0.5 FAR higher than currently exists. Therefore, the use of land within Brownsville Station Area is recommended to provide, at a minimum, an additional 0.5 FAR.

With the projected DU/AC and FAR, the average height of a building within the station area can be between 3 and 4 stories to reach projected population and employment growth.

MLK Station - The MLK Station Area has 283 residential acres which allows for a maximum of 3,271 dwelling units. This results in approximately 11.6 dwelling units per acre (DU/AC). Under the preferred land use scenario, the projected target population for the MLK Station Area is 7,000 people and, therefore, approximately 3,465 dwelling units will be required, needing 303 additional residential acres. The projected DU/AC will be 11.4, which is 0.2 DU/AC lower than the current average. Therefore, land use within the MLK Station Area is not required to provide additional DU/AC.

Under today's land use designations, the MLK Station has 100 acres to be allocated for employment which allows for 4,224 jobs. The current commercial and industrial floor area ratio (FAR) is approximately 1.0 based on this information. In the projected land use scenario, the MLK Station Area will require 94 acres of land to support 4,000 jobs. The FAR required for employment will be 0.9, which is 0.1 FAR lower than what currently exists. Therefore, the use of land within MLK Station Area is not required to provide additional FAR.

With the projected DU/AC and FAR, the average height of a building within the station area can be between 2 and 3 stories to reach projected population and employment growth.

79th/82nd Station - The 79th/82nd Station Area has 226 residential acres which allows for a maximum of 2,607 dwelling units. This results in approximately 11.5 dwelling units per acre (DU/AC). Under the preferred land use scenario, the projected target population for the 79th/82nd Station Area is 15,000 people and, therefore, approximately 7,426 dwelling units will be required, needing 182 residential acres. The projected DU/AC will be 40.8, which is 29.3 DU/AC higher than the current average. Therefore, the use of land within the 79th/82nd Station Area is recommended to provide, at a minimum, an additional 29.3 DU/AC.





Under today's land use designations, the 79th/82nd Station has 103 acres allocated for employment which allows for 4,352 jobs. The current commercial and industrial floor area ratio (FAR) is approximately 0.5 based on this information. In the projected land use scenario, the 79th/82nd Station Area will require 236 acres to support 10,000 jobs. The FAR required for employment will be 1.1, which is 0.6 FAR higher than what currently exists. Therefore, the use of land within 79th/82nd Station Area is recommended to provide, at a minimum, an additional 0.6 FAR.

With the projected DU/AC and FAR, the average height of a building within the station area can be around 3 stories to reach projected population and employment growth.

95th Station - The 95th Station Area has 359 residential acres which allows for a maximum of 4,071 dwelling units, according to the Miami-Dade County's Comprehensive Plan's Future Land Use Map. This results in approximately 11.3 dwelling units per acre (DU/AC). Under the preferred land use scenario, the projected target population for the 95th Station Area is 12,500 people and, therefore, approximately 6,188 dwelling units will be required, needing 303 residential acres. The projected DU/AC will be 20.4, which is 9.1 DU/AC higher than the current average. Therefore, the use of land within the 95th Station Area is recommended to provide, at a minimum, an additional 9.1 DU/AC.

Under today's land use designations, the 95th Station has 43 acres allocated for employment which allows for 1,826 jobs. The current commercial and industrial floor area ratio (FAR) is approximately 0.4 based on this information. In the projected scenario, the 95th Station Area will require 106 acres to support 4,500 jobs. The FAR required for employment will be 1.1, which is 0.7 FAR higher than what currently exists. Therefore, the use of land within 95th Station Area is recommended to provide, at a minimum, an additional 0.7 FAR.

With the projected DU/AC and FAR, the average height of a building within the station area can be between 3 and 4 stories to reach projected population and employment growth.

MDC Station - The MDC Station Area has 85 acres of residential acreage which allows for a maximum of 1,451 dwelling units. This results in approximately 17.0 dwelling units per acre (DU/AC). Under the preferred land use scenario, the projected target population for the MDC Station Area is 8,000 people and, therefore, approximately 3,960 dwelling units will be required, needing 303 residential acres. The projected DU/AC will be 13.1, which is 3.9 DU/AC lower than the current average. Therefore, additional DU/AC is not required in the MDC Station Area.

Under today's land use designations, the MDC Station has 199 acres allocated for employment which allows for 8,432 jobs. The current commercial and industrial floor area ratio (FAR) is approximately 2.0 based on this information. In the projected land use scenario, the MDC Station Area will require 118 acres to support 5,000 jobs. The FAR required for employment will be 1.2, which is 0.8 FAR lower than what currently exists. Therefore, the use of land within MDC Station Area does not need additional FAR.

With the projected DU/AC and FAR, the average height of a building within the station area can be between 3 and 4 stories to reach projected population and employment growth.



Opa-Locka Station - The Opa-Locka Station Area has 249 acres of residential acreage which allows for a maximum of 8,763 dwelling units. This results in approximately 35.2 dwelling units per acre (DU/AC). Under the preferred land use scenario, the projected target population for the Opa-Locka Station Area is 12,000 people and, therefore, approximately 5,941 dwelling units will be required, needing 182 residential acres. The projected DU/AC will be 32.6, which is 4.6 DU/AC lower than the current average. Therefore, additional DU/AC are not needed within the Opa-Locka Station Area.

Under today's land use designations, the Opa-Locka Station has 137 acres allocated for employment which allows for 5,791 jobs. The current commercial and industrial floor area ratio (FAR) is approximately 0.6 based on this information. In the projected scenario, the Opa-Locka Station Area will require 378 acres to support 16,000 jobs. The FAR required for employment will be 1.7, which is 1.1 FAR higher than what currently exists. Therefore, the use of land within Opa-Locka Station Area is recommended to provide, at a minimum, an additional 1.1 FAR.

With the projected DU/AC and FAR, the average height of a building within the station area can be between 3 and 4 stories to reach projected population and employment growth.

It is important to note the Opa-Locka Station Area has a total of 5 acres designated from the Miami Gardens' comprehensive plan for which the current capacity of housing stock and FAR for employment cannot be properly estimated as the land could be entirely commercial, or entirely residential, based on the descriptions of the Neighborhood and Commerce land uses. The previous station area calculations used the designations as either all residential or all employment when calculating the respective categories.

NW 163rd Street Station - It is important to note that the NW 163rd St. Station Area current capacity of housing and FAR for employment cannot be properly estimated as the land could be entirely commercial, or entirely residential, based on the descriptions of the Neighborhood and Commerce land uses. However, the following calculations use the land designations as either all residential or all employment when calculating the respective categories.

According to the City of Miami Gardens' Comprehensive Plan's Future Land Use Map, under today's future land use designations, the NW 163rd Street Station Area has 396 residential acres which allows for a maximum of 19,800 dwelling units. This results in approximately 50.0 dwelling units per acre (DU/AC). Under the preferred land use scenario, the projected target population for the NW 163rd Street Station Area is 8,600 people and, therefore, approximately 4,257 dwelling units will be required, needing 303 residential acres. The projected DU/AC will be 14.0, which is 36.0 DU/AC lower than the current average. Therefore, additional DU/AC is not needed within the NW 163rd Street Station Area.

Under today's land use designations, the NW 163rd Street Station Area has 396 acres allocated for employment which allows for 16,764 jobs. The current commercial and industrial floor area ratio (FAR) is approximately 3.9 based on this information. In the projected scenario, the NW 163rd Street Station Area will require 82 acres to support 3,480 jobs. The FAR required for employment will be 0.8, which is 3.1 FAR lower than what currently exists. Therefore, additional FAR is not needed within the Station Area.

With the projected DU/AC and FAR, the average height of a building within the station area can be between 2 and 3 stories to reach projected population and employment growth.



Carol City Station - It is important to note the Carol City Station Area the current capacity of housing stock and FAR for employment cannot be properly estimated as the land could be entirely commercial, or entirely residential, based on the descriptions of the Neighborhood and Commerce land uses. However, the following calculations use the land designations as either all residential or all employment.

According to the City of Miami Gardens' Comprehensive Plan's Future Land Use Map, under today's future land use designations, the Carol City Station Area has residential 385 acres which allows for a maximum of 19,240 dwelling units. This results in approximately 50.0 dwelling units per acre (DU/AC). Under the LPA scenario, the projected target population for the Carol City Station Area is 21,000 people and, therefore, approximately 10,396 dwelling units will be required, needing 141 residential acres. The projected DU/AC will be 73.4, which is 23.4 DU/AC higher than the current average. Therefore, land use within the Carol City Station Area is recommended to provide, at a minimum, an additional 23.4 DU/AC.

Under today's land use designations, the Carol City Station Area has 385 acres allocated for employment which allows for 16,289 jobs. The current commercial and industrial floor area ratio (FAR) is approximately 1.5 based on this information. In the projected scenario, the Carol City Station Area will require 283 acres to support 12,000 jobs. The FAR required for employment will be 1.1, which is 0.4 FAR lower than what currently exists. Therefore, land within Carol City Station Area does not need additional FAR.

With the projected DU/AC and FAR, the average height of a building within the station area can be between 4 and 5 stories to reach projected population and employment growth.

Stadium Station - The Stadium Station Area's the current capacity of housing stock and FAR for employment cannot be properly estimated as the land could be entirely commercial, or entirely residential, based on the descriptions of the Neighborhood and Commerce land uses. However, the following calculations use the land designations as either all residential or all employment.

According to the City of Miami Gardens' Comprehensive Plan's Future Land Use Map, under today's future land use designations, the Stadium Station Area has 326 acres of residential acreage which allows for a maximum of 16,280 dwelling units. This results in approximately 50.0 dwelling units per acre (DU/AC). Under the preferred land use scenario, the projected target population for the Stadium Station Area is 15,000 people and, therefore, approximately 7,426 dwelling units will be required, needing 182 residential acres. The projected DU/AC will be 40.8, which is 9.2 DU/AC lower than the current average. Therefore, land use within the Stadium Station Area does not need additional DU/AC.

Under today's land use designations, the Stadium Station has 326 acres allocated for employment which allows for 13,783 jobs. The current commercial and industrial floor area ratio (FAR) is approximately 1.5 based on this information.

The Stadium Station Area is assigned a Community Typology which requires 223 acres to be allocated for employment. In the projected scenario, the Stadium Station Area will require 236 acres of land to support 10,000 jobs. The FAR required for employment will be 1.1, which is 0.4 FAR lower than what currently exists. Therefore, land within Stadium Station Area does need additional FAR.

With the projected DU/AC and FAR, the average height of a building within the station area can be around 3 stories to reach projected population and employment growth.



County Line Station - The current capacity of housing stock and FAR for employment cannot be properly estimated for County Line Station Area as the land could be entirely commercial, or entirely residential, based on the descriptions of the Neighborhood and Commerce land uses. However, the following calculations use the land designations as either all residential or all employment when calculating the respective categories.

The County Line Station Area has 195 residential acres which allows for a maximum of 9,760 dwelling units. This results in approximately 50.0 dwelling units per acre (DU/AC). Under the preferred land use scenario, the projected target population is 12,000 people and, therefore, approximately 5,941 dwelling units will be required, needing 303 residential acres. The projected DU/AC will be 19.6, which is 30.4 DU/AC lower than the current average. Therefore, use of land within the County Line Station Area does not need additional DU/AC.

Under today's land use designations, the County Line Station has 195 acres allocated for employment which allows for 8,263 jobs. The current commercial and industrial floor area ratio (FAR) is approximately 1.9 based on this information. In the projected scenario, the County Line Station Area will require 142 acres of land to support 6,000 jobs. The FAR required for employment will be 1.4, which is 0.5 FAR lower than what currently exists. Therefore, land within County Line Station Area does not need additional FAR.

With the projected DU/AC and FAR, the average height of a building within the station area can be between 4 and 5 stories to reach projected population and employment growth.

8. POLICY IMPLEMENTATION

Implementing land use policies will come through amendments to the Comprehensive Plan, followed by corresponding changes in the Land Development Code. In adopting the Locally Preferred Alternative, it is recommended that each community with responsibility for Comprehensive Plan preparation in the North Corridor, i.e., Miami-Gardens, Opa-Locka, and Miami-Dade County, commit to update its Comprehensive Plan within 12 months and its Land Development regulation amendments within 24 months.

An Interlocal Agreement governing each station should be adopted by the Miami Gardens and Opa-Locka governments, and Miami-Dade County to do the following:

- Adopt and commit to Station Area planning, including regulations to achieve target population and employment goals consistent with the data on Tables 5 and 6 in Section 6.2
- Adopt Comprehensive Plan regulations within an agreed-upon timeframe
- Adopt Land Use Regulations within an agreed-upon timeframe
- Provide First-and-Last Mile programs
- Secure funding, as appropriate

Detailed recommendations follow.

8.1 Area Plans

Miami Gardens, Opa-Locka and Miami-Dade County, should develop and implement individual Station Area plans consistent with the criteria cited in Section 7. Those plans should include the following elements based on adopted station typology:

- Land Use Categories
- Site and Building Design Considerations (such as height, setbacks, and building placement)
- Block Size and Density
- Public Spaces and Landscaping
- Parking
- Development Monitoring

These governments should provide unique and tailored land use densities and intensities, supportive of the Locally Preferred Alternative, developed in accordance with land development codes that foster a compact, transit-oriented environment, with multimodal access throughout, and significant and impactful amounts of affordable housing.

8.1.1 Land Use Categories

Each government cited above should adopt in its Comprehensive Plan the following, using text and map amendments in the Land Use and Transportation Elements:

Locally Preferred Alternative Alignment and Designated Station Areas: The North Corridor Locally
Preferred Alternative alignment and station locations should be identified on the Future Land Use
map, specifically with land use amendments or overlays identified.


- Unified Station Area Land Use Category: Each government cited above shall consider creating station area land use categories. These would be mixed-use in nature and would specify allowableuse districts, individual uses, densities, intensities, and individual zoning codes to implement such districts.
- 3. Regulation of Station Areas: Station areas should be regulated on an aggregate basis, not parcelby-parcel. This will allow flexibility in the development around general parameters of use, density, lot coverage, floor-area-ratio, height, parking, etc. In this sense, it may be best to implement station area overlays, or land use categories specifically tailored to the station areas. General, city-wide land use categories would be difficult to implement in the station areas unless they allowed significantly higher residential population, employment and design patterns, which is not the case. Simply modifying the existing land use categories would allow for this pattern of development outside of the station areas, which would not produce the desired result.
- 4. Mixed-Use: Each government cited above should implement a policy to encourage a mix of transitoriented uses within each station area. These should be vertically mixed in individual buildings, as well as horizontally mixed across the area, with more active retail, restaurant and entertainment uses on the first floor at street level.
- 5. General Mixed-Use Allocations: Local government shall seek to maximize support for the North Corridor LPA by establishing desired goals for residential and non-residential uses, by station areas typology.

Mixed-Use Targets by Typology				
Typology	Residential Percentage	Nonresidential Percentage*		
Regional	35%	65%		
Community	45%	55%		
Neighborhood	75%	25%		

Table 20

*2012 FDOT TOD Guidelines

6. Appropriate Zoning Regulations or Land Development Codes: Each government cited above should create additional overlay districts for the station areas to implement the zoning that would be supportive of the Comprehensive Plan's new station area land uses. These would adopt appropriate heights, block areas, right-of-way widths, lot coverages, setbacks, etc.

8.1.2 Site and Building Design Considerations

- 1. Building Street Frontage: Each government cited above shall designate primary and secondary streets so that most buildings are oriented to primary streets to create a pedestrian-friendly environment. Primary entrances should be at the more-heavily traveled pedestrian route, or at a corner.
- 2. Building Heights: Local governments should adopt standards in their zoning codes to regulate height at the right-of-way line. In Regional-center station areas, heights should be greater than 4 stories. In Community-center station areas, heights should be greater than 3 stories. In Neighborhood centers, heights should be more than 2 stories. These can be coordinated with street types as specified in future Complete Street master planning.
- 3. Setbacks: Should be outside the public right-of-way so such areas do not interrupt pedestrian flow.
- 4. Lot Coverage Standards: Each government cited above shall adopt lot coverage standards in line with FDOT TOD guidelines per typology of specific station areas.





Table 21		
Gross Density Standards		
Typology	Lot Coverage*	
Regional	80% - 90%	
Community	80% - 90%	
Neighborhood	60% - 70%	

*2012 FDOT TOD Guidelines

- 5. Private-Sector Improvements: Local government shall require developers to provide the following onsite infrastructure improvements: water and wastewater systems, sidewalks, drainage and stormwater management, open space, safe and convenient multimodal circulation, and parking.
- 6. Site Design Coordination with Transportation: Each government cited above shall ensure that all developments are planned and designed with consideration of all transit stops, bicycle, and pedestrian facilities, and other major transportation features near the site. Designs shall build upon and enhance these multimodal characteristics.
 - a. Bicycling Amenities: Developers shall be encouraged to incorporate locker rooms, and showers for cyclists who regularly commute to their facilities.
 - b. Rideshare Amenities: Ridesharing design aspects, such as kiss-and-ride facilities, should be incorporated into station design and larger developments, as appropriate.
 - c. Transit Amenities: As appropriate, and needed, site design shall consider bus bays and shelters, parking decks and lots, capable of servicing local first-and-last mile transit options connecting to the transit station.
 - d. Loading and Service Entrances: Primary loading and service areas should be placed away from major pedestrian Corridors and be on the interior of sites, whenever possible.

8.1.3 Block Size and Density

- 1. **Block Size Standards:** FDOT's TOD guidelines suggest that the blocks would optimally be between 300' and 500' in length in station areas.
- 2. Transportation Grid and Block Sizes: As part of Station Area planning, local government should create a street-block overlay plan, to foster an interconnected block pattern that protects existing streets, yet provides that a well-defined, interconnected network is created over time. Blocks are to be easily walkable to maximize pedestrian and bicycle access to the transit station.
- 3. **Density/Intensity Standards:** Each government cited above should seek to maximize the efficiency of the North Corridor LPA by establishing minimum-density standards for each station area that are varied according to typology, as follows:

Gross Density S	Standards
Typology	FAR*
Regional	4.0 - 6.0
Community	4.0 - 6.0
Neighborhood	1.5 - 2.0

Table 22

*2012 FDOT TOD Guidelines



- 4. Minimum Densities: Minimum densities should be established for the various land uses and subsequent zoning categories in each station area. The focus is to be on assigning the density that would support the LPA. Maximums are not as important as minimums, which must be met for the area to be successful in achieving its goals.
- 5. **Density Distribution within Station Areas:** Residential and employment densities, FARs and heights, should be geographically placed, with the greatest in the core or along the Corridors, tapering to the least at the fringes and away from the Corridors or LPA station.

8.1.4 Public Spaces and Landscaping

- 1. **Open Space:** Station area design regulations should provide for parks and open space, as appropriate. The open space typologies shown below can be considered.
- 2. Organization of Open Space: Open spaces, utility Corridors and parking should be organized to reduce building and pavement footprints. (As shown in Figure 31 below).
- 3. Integrate Public Open Space with Pedestrian Realm: A site's public spaces and landscaped areas should be emphasized to enhance the station area's pedestrian character and create opportunities for integrating public art.
- 4. Integrate Private Amenity Spaces with Public Realm: Where no ground floor retail exists, encourage enhanced community safety by locating private amenity spaces adjacent to the public streets and open spaces.
- 5. **Community Identity Design Standards:** Large building zones and/or landscape amenity panels should be organized to provide landscape features and trees, consistent with local character.



Figure 31

Source: Reconnecting America and the Center for Transit-Oriented Development

Miami-Dade TPO | SMART Plan/North Corridor

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6. **Shared-space Design:** Station area regulations should consider opportunities and methods to support roadway "shared space" such as, but not limited to, the (re)design of appropriate rights-of-way to best accommodate festivals, parades, open-air markets, and other events that encourage social interaction, safety education, and community-building.

8.1.5 Parking

- General Parking Standards: Standards should limit parking and, therefore, incentivize transit. In Regional and Community station areas, FDOT suggests the maximum residential parking should be one (1) space per residential unit and one (1) space per 1000 sf of non-residential space. In Neighborhood centers, it is suggested that maximum residential parking be 1.5 spaces per residential unit, and two (2) spaces per 1000 sf of non-residential space.
- 2. **Shared Parking:** Each government cited above should employ shared-parking or parking-reduction techniques to enhance transit ridership and incentivize multimodality.
- 3. **Centralized Parking Locations:** Local government shall provide parking garages, if necessary, at a few key locations, that are incorporated into primary uses, screened to be indistinguishable from the remainder of the built environment, and provide linkages to the bicycle, pedestrian and transit systems.
- 4. **Payment-in-Lieu-of-Parking:** Local governments should consider allowing for payments-in-lieu-of-parking programs to encourage development of centralized parking locations.
- 5. Loading Zones: Each government cited above shall provide that services to buildings occur off secondary or tertiary streets or alleyways.
- 6. **Siting:** Development standards should place parking in the rear of buildings along arterials and collector roadways within the station area, providing that buildings front the sidewalks and public rights-of-way.
- 7. **On-Street Parking:** Local governments shall provide on-street parking in a highly-visible, convenient manner for certain uses, such as retail, civic or entertainment. Limited, short-term parking for residential and retail uses should contribute to the activity on the street. On-street parking should be designed to act as a buffer for pedestrians on most local streets.
- 8. Surface Parking: Surface lot parking should be discouraged.

8.1.6 Development Monitoring

- 1. Monitor Changes: To provide a mixture of preferred land uses within North Corridor station areas, each government cited above shall monitor changes, over time, in the density and intensity of development in each station area, and in each individual development, by tracking the number of residential units and jobs, and the percentage composition of land uses, including the density, intensity, ratio of jobs-to-housing, typical lot coverage, typical heights, etc. Data presented in the local government's most-recent evaluation and appraisal of the Comprehensive Plan, land use analyses, and/or market analyses shall serve as the baseline. Monitoring shall be ongoing to review staffing needs for each jurisdiction.
- 2. Job Creation and Economic Development: Local government shall acknowledge that to implement the North Corridor Locally Preferred Alternative, there is a quantifiable need for population increases, job creation, capital investment, and economic development in the station areas. The result of those investments will strengthen and diversify the community's economy.
- 3. Jobs-to-Housing Ratio: Each government cited above should establish a preferred jobs-to-housing ratio to maintain appropriate mixes of use in station areas, as specified by the TPO's North Corridor Land Use Scenario and Visioning Planning Study.
- 4. **Residential Housing:** Each government cited above should plan for a diverse mix of housing types, as well as ownership and pricing options.



- 5. Affordable and Workforce Housing: Affordable and workforce housing should be heavily prioritized at 25% more than the surrounding community.
- 6. Encouraging Development in the Station Areas: Local government shall use the results of the monitoring program to consider whether changes in Comprehensive Plan policies and land development regulations are needed. Such changes should be considered on a regular basis and related to performance in achieving stated goals.

8.2 Transportation

Transportation Elements establish the requirements for mobility in the local government Comprehensive Plan. They must provide a variety of integrated travel modes, such as transit, bicycling, walking and monitoring. The Transportation Element should contain policies that support population and employment density and intensity and improve access to transit.

8.2.1 Multimodal Transportation Development

- 1. Level-of-Service Standards: Each government cited above shall adopt the following transportation mobility levels of service (LOS) for travel by:
 - Walking

- Transit
- Bicycling
- Roadway

- Parking
- 2. **Modal prioritization:** Local government should prioritize transportation users beginning with pedestrians, followed by people bicycling, riders of public transit and private shuttles, and motorists. Corridors providing primary access to the station should also receive the highest priority.
- 3. **Street Network:** Local government shall encourage and implement a street network overlay in its station areas and incorporate it into its land development codes. This street grid pattern, and individual rights-of-way should support land use, housing choice, and transportation choice objectives.
- 4. Access for People with Disabilities: Each government cited above shall eliminate barriers for people with disabilities in the station areas.
- 5. Multimodal Master Plan: A Multimodal Master Plan should be developed for each station area to create a context-sensitive, integrated, connected network of streets that are safe and accessible for all users. The network should provide dimensional standards for each section of the right-of-way, by mode, in each of the classifications in the street hierarchy.

The following provides additional recommendations by mode:

8.2.1.1 Walking

- 1. **Pedestrian Grid:** A defined pedestrian grid should be provided for each station area. Grid density and distance between connections shall be considered along with appropriate sidewalk widths based on adjacent land uses.
- 2. Clear Pedestrian Paths: Local government, through its Complete Streets planning, shall prioritize pedestrian circulation on primary and secondary Corridors. It should restrict intrusions into the pedestrian paths (seating, signage, bicycle racks, etc.) These amenities are to be setback outside the public right-of-way, so as not to encroach on the pedestrian path.



- 3. **Crosswalks:** Should minimize the walking distance and time to cross streets. Design techniques, such as bulb-outs, should be considered, where possible.
- 4. **Mid-block Crossings:** Each government cited above shall include mid-block crossings to encourage easier pedestrian access, where appropriate.
- 5. **Pedestrian Amenities:** Where appropriate, street trees should be in public rights-of-way, and spaced to provide a continuous shade canopy, and ample street furniture, including benches, trash cans and wayfinding facilities.
- 6. Public and Private Open Spaces: Parks and other open rights-of-way should be incorporated as vital components of the pedestrian grid.
- 7. Maintenance-of-Traffic Requirements: As areas undergo high levels of development and redevelopment, strict maintenance-of-traffic requirements should be applied to provide continuous pedestrian connectivity.

8.2.1.2 Bicycling

- 1. **Bicycle Grids:** A well-defined bicycle grid should be provided for each station area. Grid density and distance between bicycle facilities shall be optimally placed based on primary routes and locations of transportation generators. Consideration shall be given to riders of all abilities and ages.
- 2. **Bicycle Lanes:** Where needed, protected bicycle lanes should be provided along arterial and collector roadways, with sharrows on local roadways with speed limits of 20 mph or less.
- 3. **Bicycle Amenities:** Lockers and bicycle racks should be placed throughout station areas, with priority for placement at major transportation generators and at the station. Where appropriate, locker rooms and showers should be encouraged in station area developments.
- 4. **Bike-sharing Locations:** Each government cited above shall co-locate bicycle-sharing stations at all transit stations and major generators, and at key junctures in residential neighborhoods within the station area. Dock-less bicycle sharing shall be coordinated to determine appropriate parking areas.

8.2.1.3 Transit

- 1. Local Circulator Transit Service: Each station area's circulation plan shall consider local circulators. Technologies to consider include on-demand and fixed-route services, as well as micro-transit options as they become available.
- 2. Area of Service: Local circulators should prioritize connectivity within the station area but may provide feeder service in a 5-mile radius of the station.
- 3. Facilities: As part of the Complete Streets policies, local government shall require that transit facilities be incorporated into roadway design. These may include bus stops, shelters, transit pull-outs, preemptive signalization, etc.
- 4. Route Spacing: Transit routes serving the station area should be spaced no more than 1/2 mile apart.
- 5. Multimodality: All bus services should include bicycle racks.
- 6. **Station Area Design:** The station area should have well-designed access for motor vehicle passenger drop-offs and pick-ups of transit riders.



8.2.1.4 Roadways and Park-and-Ride

- 1. **Traffic Calming:** Each government cited above shall use traffic calming, in appropriate locations, to reduce dependence on the automobile, and improve conditions for non-motorized travelers in the station areas.
- 2. **Park-and-Ride:** Facilities shall be located within 500 feet of the station, with primary access from an arterial or collector roadway. Specific requirements should be included in the layout/design/location of park-and-ride facilities to provide traveler safety and security.

8.2.1.5 Parking

- 1. **Parking Standards:** Local governments should evaluate reduced-parking standards within its station areas to lessen the dependence on automobile travel and incentivize walking, cycling, transit use and ridesharing.
- 2. **Parking Reduction for Affordable Housing:** Local governments should adopt standards to allow reduced parking requirements for affordable housing.
- 3. Parking Access: Station area parking should prioritize access from secondary or service streets and not thru-Corridors, boulevards, or major avenues. Local standards should co-locate, minimize and screen entry points to parking, loading and service areas.
- 4. **Shared Parking:** Parking should be shared consistent with standards for urban, mixed-use, high-density station area development.

8.2.1.6 Coordinate Transportation Infrastructure with Development

- 1. **Ridesharing:** Each government cited above should develop policies that allow ridesharing to supplement transit.
- 2. **Compact Design:** Bicycling, walking, and transit use shall be enhanced by requiring all new development and redevelopment to establish, transit-oriented urban design elements, such as compact block grids, pedestrian-scaled street and building design, sidewalks to carry significant pedestrian traffic, and improved access to and through the station area.
- 3. **On-site Circulation:** Local government shall provide that its Land Development Code requires new development and redevelopment projects to provide safe and convenient on-site pedestrian circulation with features such as, but not limited to, sidewalks and crosswalks that connect buildings, transit stops, and parking areas.
- 4. **Connectivity with Adjacent Properties:** Development and redevelopment projects shall be encouraged to provide bicycle and pedestrian access to adjacent properties. Connectivity and stubouts for future connections shall be included in development and redevelopment plans.
- Multimodal Connectivity: Plans for new developments and redevelopment of residential and nonresidential sites shall show existing and proposed bicycle and pedestrian access to adjacent properties and transit stops.
- 6. Vehicle-Miles Traveled: Local government shall adopt policies that reduce the vehicle-miles traveled and provide for enhanced mobility options, in coordination with new land use policies that are supportive of the North Corridor Locally Preferred Alternative. Also, Miami-Dade County should consider additional policies encouraging the location of schools within station areas to promote alternative transportation for school-generated traffic and reduce regional vehicle-miles traveled.
- 7. Coordination with the TPO: Local government shall coordinate with the TPO's plans for the North Corridor including the North Corridor Land Use Scenario and Visioning Planning Study, the 5-year Transportation Improvement Plan, and the 2045 Long Range Transportation Plan to provide planned transit investments are coordinated with supportive population and employment in the station areas.





8.3 Housing

The Housing Element of a Comprehensive Plan consists of principles that provide housing for all current and anticipated future residents of the jurisdiction in quality housing that enhances the character of local neighborhoods and station areas.

New policies within the Element should have provisions for adequate sites for future housing, including affordable and workforce housing, housing for low-income families, mobile homes, group-home facilities, and foster-care facilities, with supporting infrastructure and public facilities. The Federal Transit Administration's affordable housing thresholds in station areas are critical items in securing federal funding. Miami Dade County has an affordable housing crisis, where people are being pushed farther from their jobs to find housing, increasing their transportation costs. At the same time, studies have shown that people who live in station areas drive less and use transit more. So, construction of significant amounts of affordable housing in the station areas is critical.

8.3.1 Housing Typology

8.3.1.1 Housing Unit Types

- 1. **Diversity of Units:** Each government cited above shall incorporate policies, including density bonuses, and other techniques to encourage a diversity of housing unit types.
- 2. Microunits: Local government should consider allowing microunits within station areas. Microunits are generally no larger than 500 sq. ft. Such units should be limited to 10% of the overall development.
- 3. **Minimum Unit Size:** Local government should periodically evaluate minimum unit sizes in its station area regulations to determine the impact on the availability of affordable housing. Regulations should be amended, if needed, to enhance local housing availability and affordability.
- 4. **Monitor Housing Programs:** Local government shall regularly monitor in the station areas the percentage of workforce and affordable housing, and renter and owner-occupied unit rates.

8.3.1.2 Affordable Housing

- 1. Affordable Housing Goal: Each government cited above shall encourage affordable housing in the station areas, by requiring that a minimum of 25% of all new units be legally-binding, affordability-restricted units committed for target populations earning 60%, or less, of the Area Median Income (AMI).
- 2. Inclusionary Zoning Ordinance: Local government shall create housing implementation programs, consisting of incentives to encourage affordable housing in the station areas, and land use policies that support its development.
- 3. **Monitoring and Tracking:** Local government should maintain an inventory of publicly-owned property available for use as affordable housing and coordinate with Miami-Dade County.
- 4. Study Split of Affordable to Market-rate Housing: Local government shall study the impacts of various affordable housing/market-rate housing percentages. Studies have shown that higher affordable housing rates, as a percentage of allowable units, reduce vehicle-miles traveled.
- 5. **Distribution of Mixed-income Units:** Local government shall design mixed-income, affordable housing programs that provide the geographical distribution of affordable housing to discourage its over-concentration in a few areas.
- 6. **Financing:** Local government should review financial incentives to assist the private sector in the provision of affordable housing in station areas, including, but not limited to:



- Decrease in property tax assessment
- Tax increment financing (TIF)
- Municipal land investment
- Redistributed CRA funds
- Application-fee reductions
- Expediting processing of building permits for Affordable housing
- Other financing incentives to create Affordable housing development

8.3.1.3 Workforce Housing

- 1. **Set-asides:** 10% of the housing stock built under mixed-income programs should be reserved, when possible, for workforce households (generally households with incomes between 60 to 120 percent of Area Median Income).
- 2. **Financing:** Financing for Workforce housing should be treated separately from Affordable housing programs. Local governments should review financial incentives to assist the private sector to provide workforce housing in station areas, including, but not limited to:
 - Decrease in property tax assessment
 - Tax increment financing (TIF)
 - Municipal land investment
 - Redistributed CRA funds
 - Application fee reductions
 - Expediting processing of building permits for Affordable and Workforce housing units.
 - Other financing that incentives Workforce housing development

8.3.1.4 Elderly Housing

1. Each government cited above should consider mandating 10% of the housing stock built under affordable housing programs be reserved for low-income seniors.



9. IMPLEMENT OVERALL PROJECT RECOMMENDATIONS

The following series of major actions must be taken to implement the Locally Preferred Alternative:

- Complete Appropriate Environmental Documents
- Develop Financial Plan
- Prepare, Submit and Gain Approval of an FTA Grant Application

These, and other critical items to implement the LPA, are incorporated in a federally-mandated Project Management Plan (PMP). The LPA is defined as a Major Project in 23 U.S.C. 106(h), i.e., a large, complex project designed to address major transportation needs and requiring investment of significant resources. The preparation of the Project Management Plan helps to provide successful project delivery.

The PMP helps the Project Sponsor maintain focus towards effectively and efficiently delivering a quality product through construction closeout. It is to clearly define the roles and responsibilities of the agency leadership and management team, and to document the procedures and processes that are in effect to provide timely information to project decision makers in areas such as:

- Identifying project requirements
- Establishing communication protocols
- Managing:
 - ✓ Scope ✓ Cost
- ✓ Schedule
- ✓ Applicable laws and regulations

- ✓ Quality✓ Resources
- 🗸 Risks

Securing local financing

In terms of local financing, there are several options. One is *Value Capture*, a set of funding tools that retain a percentage of the value that infrastructure improvements bring to surrounding properties to be used on the specific improvements creating the value, or another infrastructure project. The Federal Transit Administration (FTA) encourages all forms that may contribute to the operation, maintenance, or expansion of public transportation services. USDOT also supports value capture through its Transportation Infrastructure Finance and Innovation Act (TIFIA) loan program. Implementation vehicles include: special assessment districts, Tax Increment Financing (TIF) Districts, impact fees, and joint development.

Local jurisdictions can create *special assessment districts* around public transit infrastructure. They can impose new fees or tax increases on owners within those areas. The taxes can be based on property value, or sales, special business fees, or other measures of value. Examples of its application are the Washington, DC, Silver Line; the Seattle, WA, South Lake Union Streetcar; and, the Los Angeles, CA, Red Line.

Local jurisdictions can also create *TIF districts*. Tax revenue from properties in the district is capped at a certain level, and all revenue over the capped amount is directed into a TIF fund. TIFs are found on projects such as the Denver, CO, Union Station; San Francisco, CA, Transbay Transit Center; and, the Wilson Yard Station in Chicago, IL.





Another financing approach is known as *Joint Development* which involves developing public transit agency-owned land in partnership with a private entity.

A new financing option is known as *Opportunity Zones* part of a recently-established community development program included in the Tax Cuts and Jobs Act of 2017 intended to encourage long-term investments in low-income urban and rural communities nationwide. The zones have been selected by the Governor of each state. Opportunity Zone designations stay in place for ten years and cannot be modified. Qualified Opportunity Zone investments include newly-issued stock, partnership interests, or business property in a Qualified Opportunity Zone business. Investments are limited to equity in businesses, real estate, and business assets.

On December 12, 2018, the federal government announced over a dozen federal agencies will steer spending Opportunity Zones across the country. The federal administration "wants to create a race for investors to pour money into the zones most in need of economic revitalization".

The North Corridor study area overlaps at least 14 census tracts currently designated as Opportunity Zones, with more than 20 census tracts within one mile of the proposed station areas (Figure 32).



Opportunity Zones

Figure 32

Source: Florida Bureau workforce statistics and Economic Research



U. S. investors currently hold \$6 trillion in unrealized capital gains, representing a significant untapped resource for economic development in Opportunity Zones. The program is designed to incentivize long term investments as shown below.

	Table 23		
	Investment Length	Benefits Received	
Fewer than 5 YearsDeferred payment of existing Fund investment is sold or exc		Deferred payment of existing capital gains until the date that the Opportunity Fund investment is sold or exchanged	
	5 - 7 Years	Benefits above +10% of tax on existing capital gain is canceled	
7 - 10 Years		Deferred payment of existing capital gains until December 31, 2026 or the date that the Opportunity Fund investment is sold or exchanged (whichever comes first) +15% of tax on existing capital gain is canceled	
	Greater than 10 Years	Benefits of 7 - 10 year investment + investors pay no capital gains tax on the Opportunity Fund investment (investments are exempt from any capital gains beyond those which were previously deferred)	

An investment example is as follows. In 2018, an investor sells 1,000 shares of stock that was purchased in 2013 for \$250,000. The sale at \$1,250 per share results in a \$1 million capital gain. Instead of paying the \$238,000 in federal capital gains tax on this sale, the investor rolls the \$1 million gain into a Qualified Opportunity Fund to invest in newly-issued preferred stock of various operating businesses located in an Opportunity Zone(s) with a plan to liquidate the fund in 2028. The assumed value of this investment in 2028 is \$2 million. The benefits received by this investor include:

- Investing \$1 million instead of the \$762,000 that would be remaining if the capital was not re-invested into an Opportunity Fund.
- Paying \$202,300 in taxes in 2026 instead of paying \$238,000 in 2018.
- Owing no additional tax on the \$1 million in capital gains on the Opportunity Fund investment realized in 2028.

10. CONCLUSION

Economic mobility for corridor development is contingent on two major factors seen throughout this report – opportunities and incentives. In the evaluation of the existing market, the opportunities are guided by the available land, and narrowed by costs and regulations. It is essential then that in consideration of policies to implement, that the adopted policies be purposeful and mindful of land use programming from the viewpoint of opportunities. Acknowledging and understanding that the current land use has certain restrictions is key and is evident throughout the evaluation of land use within the corridor. Changes in land use are needed to increase density, thereby providing additional opportunities for future growth. Land use typologies also merit amendment to provide for a wider avenue of market capture, and should be guided by the understandings within the market analysis conducted as part of this study. This analysis, which indicated a lack of demand for new office space in the North Corridor, points to opportunities for development which gear towards an entertainment district, expansions on the potentials provided by Miami-Dade College in an educationally based section of the corridor, and enhancement of much needed housing options within Miami Dade County through residential infill development. We recommend that future land use amendments adopted by the local governments within the corridor give this full consideration.

The creation of opportunity is in and of itself a natural incentive for future development. What should be understood from the recommended policies is an appreciation that the speed at which new development may occur can be influenced by the level of incentivization, ranging from procedural, to direct monetary grants, and land banking, among others – all of which have financial impacts that affect an investor's return on investment (ROI). The creation of a physically appealing area, with supportive infrastructure, is also a conscious decision that assists development by increasing accessibility and desirability of place. However, it is contingent on both the local municipalities and the County to work together to bring any needed bicycle, pedestrian, and transit improvements to the station areas. Development in this area will be about partnership, whether it is public and private to create new station areas, or between the local municipalities and the County to ensure that the necessary policies are in place to ensure cost effectiveness in investment in the corridor.

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