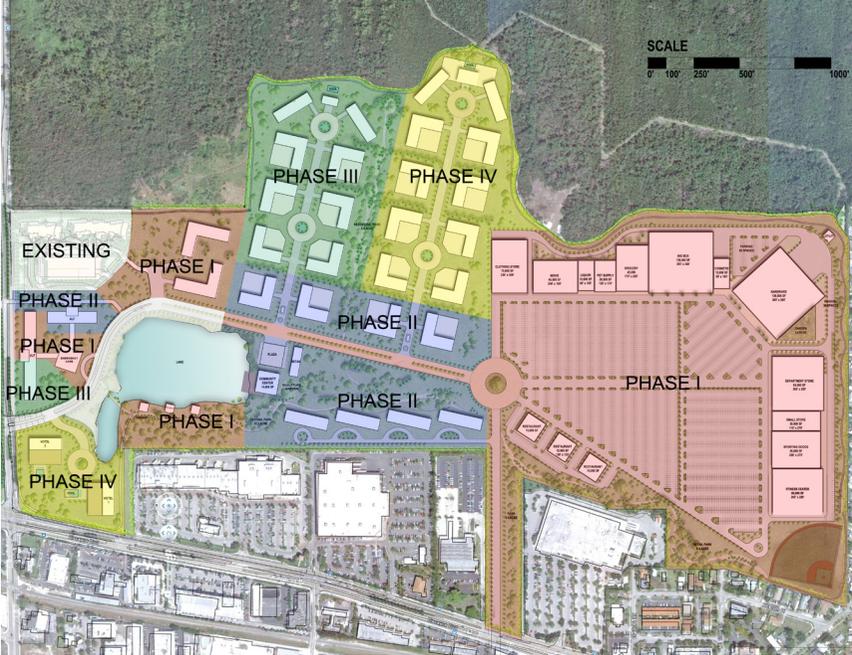


Request for Proposals for the Redevelopment of the Biscayne Landing Project

# City of North Miami, Florida

September 20, 2011

RFP #43-10-11 (B)



Biscayne Landing Site Illustrative Phasing Plan



Biscayne Landing Site Illustrative Rendering

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# 1. Contact Information Form

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Biscayne Landing Illustrative Site Rendering





CITY OF NORTH MIAMI

PROPOSAL CONTACT PERSON INFORMATION

RFP 43-10-11 (B)  
Biscayne Landing Redevelopment Project  
Part II

Include this sheet as the very first sheet of your Proposal. Please complete the form in its entirety. The contact person indicated should be someone the City may contact for any questions or provide any correspondence related to this RFP.

LEGAL NAME OF PROPOSER(S) Oleta Partners, LLC

FEDERAL EMPLOYEE IDENTIFICATION NUMBER (FEIN) 46-2617597

MAILING ADDRESS: 3390 Mary Street, Suite 200

CITY, STATE, ZIP CODE: Coconut Grove, Fl. 33133

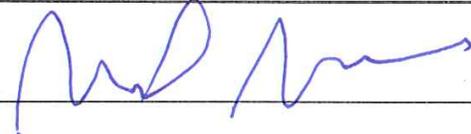
CONTACT PERSONS NAME: Clifford A. Schulman  
Weiss Serota Helfman Pastoriza Cole & Boniske, P.L.  
2525 Ponce de Leon Blvd, Suite 700 Coral Gables, Florida 33134

TITLE: Attorney

EMAIL ADDRESS: cschulman@wsh-law.com

TELEPHONE NUMBER: 305-336-9745

FAX NUMBER: 305-854-2323

AUTHORIZED SIGNATURE: 

PRINT NAME: Michael Swerdlow



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Las Olas Riverfront, Ft. Lauderdale, Florida



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# 3. Letter of Intent

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Cypress Creek Station, Ft. Lauderdale, Florida





September 20, 2011

Ms. Ruby Crenshaw Johnson  
CPPO, Procurement Director  
City of North Miami Purchasing Department  
776 NE 125<sup>th</sup> Street, 3<sup>rd</sup> Floor  
North Miami, Florida 33161

Dear City of North Miami:

Oleta Partners is pleased to submit its response to the Request For Proposals ("RFP") for Biscayne Landing. The Swerdlow Group, Managing Director of Oleta will be the lead office for this project. Our office is located at 3390 Mary Street, Suite 200, Coconut Grove, FL 33139.

Oleta Partners hereby provides a Statement of Intent to lease the Property. Oleta Partners requests the City make available the appraisal that was done most recently for the project.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Michael Swerdlow', is written over a faint, light blue horizontal line.

Michael Swerdlow  
Managing Director, Oleta Partners



## **Executive Summary**

The document contained herein is a comprehensive response to the City of North Miami's Request for Proposal to recapitalize and commence development at Biscayne Landing. The Proposal contains extensive detailed analysis and illustrations of all critical elements of the development. The purpose of this summary is to provide the Mayor, City Council, Staff, and Citizens an overview of what financial milestones and development activity they may anticipate during the ten years we expect to be actively involved in improving the site.

During the ten-year development we expect to transform Biscayne Landing into the focal point of the North Miami community. Over the years, as the population has increased and traffic has intensified coupled with a gross lack of parking and land suitable for additional development, the 125<sup>th</sup> Street corridor is no longer suitable to serve as the commercial and residential hub of this growing community. We believe that the rebirth of Biscayne Landing with its nearly one million square foot community shopping center (including several restaurants), more than 3,000 residential units, a first class Assisted Living Facility ("ALF") with an urgent care unit, several branded hotels of at least 150 rooms each, research and studio facilities, as well as a community center and park, has all the necessary elements to become the central gathering place for the residents of North Miami.

Our existing Business Plan consists of four phases spanning ten years. A summary of some of the major milestones are anticipated are as follows:

### Lease Signing

- The City of North Miami will receive an initial payment of \$19 million which includes the first year's rent.

### Phase I (years 1-4)

- Developer will complete construction of infrastructure including interior circulation roads and preparing pad sites for future construction of retail center and residential. This investment will exceed \$10 million.
- Construction commences on 800,000-1,000,000 square foot community retail center including restaurants.
- Construction commences on first phase of luxury ALF
- Construction commences on approximately 200 units of Class A residential units.

### Phase II (years 5 - 6)

- \$1.5 million annual lease payments received by City of North Miami.
- City begins receiving percentage rent payments from retail center.
- Construction begins on approximately 600 additional residential units.
- Community center and central park are delivered to the community.
- Second phase of ALF is completed and ready for occupancy.

Phase III (years 7-8)

- Approximately 1,000 additional residential units are completed for occupancy.
- 300 room three or four-star hotel completed.
- 300 bed nursing home completed.

Phase IV (years 9-10)

- 1,200 additional residential units are delivered.
- The City of North Miami's tax base has increased by substantially more than \$1 billion.

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## 4. Attachments & Contract Forms

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Dolphin Mall, Miami, Florida



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## **Section 4.A. – Financial Proposal**

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**LEASE FINANCIAL PROPOSAL**  
(Complete only if proposing to lease the property)

A. Proposed Lease Terms for the 183.85 Acre Site are as follows:

Minimum Guaranteed Rent	\$ <u>Refer to Annual Ground Rent Section in Attachment 1</u>
Participation Rent	\$ <u>Refer to Participation Rent Section in Attachment 1</u>
Additional Compensation	\$ <u>Refer to Reimbursement, Property Taxes and Other Tenant Obligations in Attachment 1</u>
Total Compensation	\$ <u>286,710,805 over 99 years</u>
Other Additional Compensation \$ <u>17,500,000 Initial Lease Payment</u>	

B. Attach proposed terms and conditions See Attachment 1

**CERTIFICATIONS**

1. I hereby certify that I am authorized to act on behalf of the firm, individual, partnership, corporation or association making this proposal and that all statements made in this document are true and correct to the best of my knowledge. I agree to hold this offer open for a period of one hundred and eighty (180) days from the deadline for receipt of proposals unless the property is sold to another party; or, if I am selected as the Top-Ranked Offeror, for such further period as is necessary for obtaining sale contract signature and approval.
2. It is the objective of the City of North Miami to obtain the highest quality property at a competitive market price. All terms listed in the proposal shall be subject to negotiation between the Offeror and the City Manager. No understanding, whether oral or written, whether made prior to or contemporaneously with the sale negotiations, shall serve to enlarge, modify, limit or otherwise affect the terms and conditions as ultimately detailed in the executed sale contract.
3. I understand and agree to be bound by the conditions contained in the Request for Proposal and shall conform with all requirements of the Request for Proposal.

Michael Swerdlow

Name: (Please Print)

Offeror Signature

Principal  
Title:

09/15/2011  
Date:

**Attachment 1.**  
**Biscayne Landing Lease Term Sheet**  
**For**  
**RFP Response**

Landlord: City of North Miami

Tenant: Oleta Partners, LLC

Premises: +/- 184 Acres, known as the Biscayne Landing site (formerly Munisport) generally located just east of Biscayne Blvd between NE 151<sup>st</sup> Street and NE 137<sup>th</sup> Street in the City of North Miami

Initial Lease Term: Ninety-nine (99) Years

Extensions: Tenant shall have one (1) ninety-nine (99) year option to extend.

Lease Commencement: Thirty (30) days after all contingencies have been satisfied.

Deposit: \$1,500,000 to be held in escrow with Tenant's counsel and payable upon start of lease negotiations or within fifteen (15) days of notice of award, whichever is the later. Deposit is fully refundable if Tenant withdraws from negotiations for any reason, whatsoever, or if contingencies to the lease are not satisfied.

Initial Lease Payment: \$17,500,000 due and payable at Lease Commencement.

Annual Ground Rent:

Year 1: \$1,500,000 due and payable upon Lease Commencement to be funded by releasing Deposit held in escrow to Landlord.

Years 2 - 5: On the annual anniversary of the Lease Commencement, and on the condition that the City issue Certificates of Occupancy for at least 500,000 sq. ft. of development for that year, the City shall receive \$200,000 for that year which will be due and payable in quarterly installments (\$50,000 every 3 months) in arrears. *(See Attachment 1 for calculation of Pre-Paid Rent.)*

Years 6- 99: On the annual anniversary of the Lease Commencement \$1,500,000 annually will be due and payable in quarterly installments (\$375,000 every 3 months) in arrears.

Extension

Period: On the annual anniversary of the Lease Commencement \$1,500,000 annually will be due and payable in quarterly installments (\$375,000 every 3 months) in arrears. Tenant shall have the ability to allocate the ground lease payments among the subleases in its reasonable discretion.

Participation

Rent: In addition to the Ground Rent described above, the following additional rent shall be due and payable annually ninety (90) days after the annual anniversary of the Lease Commencement:

<u>Land Use</u>	<u>Percentage Payments to City</u>
Commercial/Retail	1.5% of net rent plus percentage rent
Residential Rental	1.25% of gross rental revenue
Residential Sales	3% of gross developer receipts less closing costs, commissions and loan release payments.
Senior Housing Rentals	1.25% of gross rental revenue
Senior Housing Sales	3% of gross developer receipts less closing costs, commissions and loan release payments
Hotel	2% of ground rent payments or sale

Reimbursements: Up to \$1,000,000 payable at Lease Commencement for the City’s documented third party professional fees related to this transaction and for the costs of carrying the property since the termination of the prior lease agreement.

Property Taxes: Upon the Lease Commencement, Tenant will be responsible for property taxes. Tenant will also pay all valid and outstanding property taxes due for the Premises. Tenant shall have the right, at its sole cost and expense, to protest the Property Taxes and to avail itself of all legal means to reduce its Property Tax obligations. Landlord shall reasonably cooperate with Tenant in any such efforts. Landlord shall take such steps as are necessary and within its legal authority to have removed or remove the property from the tax rolls for such period(s) of time where the property is owned by the City but either not subject to the lease or prior to the lease’s effective date. At Tenants request, City shall promptly sign any and all applications, appeals or other requests for tax exemption or reduction as shall be prepared by Tenant.

Other Tenant

Obligations: Thirty-seven (37) +/- acres of open space including fifteen (15) acres of active recreation, the balance to be passive open space. Tenant shall receive park impact fee credits for the active park and open space.

One (1) acre utility site for use as a City Water Plant, land to be included in open space above and, if necessary, amendment to the City's Land Development Regulations ("LDRs") to allow the use of the area for said purpose.

Community Center to be made available by the Community Association for City meetings once a month at no rent subject to receipt of park impact fee credits. Space dedicated for the Community center shall be counted as part of Tenant's active park and open space responsibilities.

Assumption of landfill closure and ground water remediation responsibilities, subject to City's agreement to make available to Tenant any and all County grant funds set aside to environmental remediation.

An administrative fee of \$5,000 shall be paid to the City for processing each new Bi-Furcated Lease or Sublease. City and Tenant shall agree on a uniform form(s) for Bi-Furcated Lease or Sublease so that a new form is not needed for each of such requests. City shall agree to execute any requests within ten (10) days of request by Tenant or said request shall be deemed to have been approved by City.

#### Contingencies

Tenant at its sole cost and expense will amend the City Comprehensive Plan, rezone the property and amend its Code of Ordinances, as requested by Tenant. These include, but are not limited to, increasing the residential height limit to 25 stories (above parking) or 300' with a parking ratio of 1.5 spaces per residential unit and a residential density of not less than 40 units per acre, and increasing the allowable commercial uses to 1,000,000 square feet with a retail parking ratio of 4 spaces per 1,000 square feet of retail space. Other changes may include: amendment to LDR's to allow the uses requested by Tenant and such other uses as may be identified during the planning process; amendment to LDR's regarding maximum building lengths and pedestrian ways as requested by Tenant; amendment to the LDR's to allow development by lessees, with landlord's consent in a PD District. Such approvals shall be irrevocable and un-appealable entitlements to the development program included in the RFP. These amendments or modifications shall be accomplished so that Tenant may develop the project on an "as of right" basis and without the necessity of any variances.

Assignment to Tenant of the remaining Closure Grant Funds for use in landfill closure and ground water remediation on the site. Landlord will cooperate with Tenant in any attempt to increase or modify the Closure Grant or in seeking payments under said Grant.

Landlord shall grant Tenant, at no cost, exclusive use of its billboard on Biscayne Boulevard.

Tenant shall have the rights to all stored construction material and equipment stored on the property or that may have been removed from the property for off-site use by the Landlord.

The City shall, to the extent allowed by law, indemnify, defend and hold harmless the Tenant against any and all claims or actions brought against the City and /or the Tenant by any lender or other party in connection with the prior lease and development agreement on or for the Property

Attachment 2  
Pre-Paid Rent

Estimated Property Tax Payments (2010 and 2011)	\$1,700,000
Deposit Applied to First Years Rent	\$1,500,000
Cost Reimbursement	<u>\$1,000,000</u>
Total	\$4,200,000

# Description of the Proposing Organization's Approach to Developing, Financing, Maintaining & Managing the Proposed Project

§ 4.A.ii

Oleta Partners, LLC ("Oleta") proposes to be the Master Developer for the property. As such it will be responsible for master planning of the site, obtaining the required entitlements, resolving any remaining landfill and ground water remediation issues and constructing the infrastructure and amenities that are common to the entire property. As the Master Developer, Oleta will vet all prospective individual third party parcel developers, as well as negotiate and create the subleases to those ventures. Oleta intends to be the primary developer of certain phases of the project where our organization has the proven experience and expertise to deliver a first class product. In instances where we do not possess the required expertise, or in an effort to accelerate activity at the site, we will engage experienced and qualified third-party developers

Oleta will develop the Project in phases as generally depicted in the "Phasing Plan" included in this proposal. The phases are numbered sequentially and the intent is to follow that plan by developing each phase in numerical order. However, Oleta reserves the right to modify the phasing plan and the sequence of development as required in response to market conditions.

By way of example, please note that the plan for the property also includes several optional uses such as a television and film studio, headquarter offices for a communications company and a research and development facility. A number of these prospective uses have contacted us to express their interest in Biscayne Landing. Assuming these prospective tenants are compatible with the existing planned primary uses and the economics of the transaction are compelling, the Master Plan and Phasing Plan for the project would, naturally, need to be modified accordingly.

At this time it is contemplated that funding for the marketing of development sites for sublease, obtaining the entitlements, completing the landfill closure and groundwater remediation and construction of the master infrastructure will be obtained through a combination of cash equity, proceeds from the sale of subleases and proceeds from the Landfill Closure Grant. In the event that the sale of sublease parcels requires more time than anticipated, and should it be necessary, Oleta has the capacity to invest more cash equity into the project than is contemplated in the financial projections included in this proposal. Oleta also reserves the right, at its sole discretion, to obtain a development loan for the project.

As Master Developer, Oleta will create and initially control a master home owners' association and sub-associations that will be responsible for funding, operating and maintaining the common areas of the project. Ultimately the responsibility for the associations will be transferred to the subleases and their tenants. The associations will be professionally managed and will insure that all laws, rules and regulations will be followed.

Oleta will furnish its own professional on-site management staff, which will be supported by licensed and insured planners, architects, engineers, attorneys, subcontractors, maintenance and security personnel and vendors of all kinds.

Refer to Section 4.A.ii – Description of the Proposing Organization’s Approach to Developing, Financing, Maintaining, and Managing the Proposed Project and Section 4.A.iii.a – Detailed Market and Operating Analysis.



# Biscayne Landing

## Market and Economic Impact Analysis

Prepared for:  
Oleta Partners, LLC

SEPTEMBER 2011

focus

REAL ESTATE ADVISORS

Craig A. Werley, CRE, FRICS  
President  
305.441-6438

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## SECTION I. - EXECUTIVE SUMMARY

### INTRODUCTION

Oleta Partners, LLC engaged Focus Real Estate Advisors, LLC. to prepare independent professional market analysis and economic impact studies for the proposed Biscayne Landing program in the City of North Miami, Florida. The Biscayne Landing site encompasses 183.8 acres located east of the Biscayne Boulevard between N.E. 135<sup>th</sup> Street and N.E. 151<sup>st</sup> Street. The proposed mixed-use program includes multifamily residential, senior housing (ALF), retail and hotel facilities along with approximately 50-acres of planned open-space including two parks and an 8.5 acre lake. This report presents evaluation of the project's fiscal and economic impacts/benefits as well as analysis market potentials for the proposed Biscayne Landing program.

### SUMMARY OF MAJOR CONCLUSIONS

#### Fiscal and Economic Impacts/Benefits

The Biscayne Landing program as planned will generate major fiscal and economic impacts/benefits for the City of North Miami and Miami-Dade County. These impacts/benefits will include non-recurring impacts generated during the development and construction process and recurring impacts associated with the ongoing operations of on-site commercial, institutional and residential facilities. Major impacts/benefits are summarized below with additional detail presented in a later section of this document.

- **EMPLOYMENT** – Implementation of the proposed program will generate large numbers of jobs and payrolls both during development and construction and ongoing operations of on-site facilities and businesses. Job generation by the project, estimated in terms of full-time equivalent positions are as follows:
  - Non-Recurring/Construction Related Jobs – **10,263**
  - Recurring/Permanent on-site employees – **2,513**
- **NON-RECURRING FISCAL IMPACTS/BENEFITS – CITY OF NORTH MIAMI** – Non-recurring fiscal impacts/benefits to the City of North Miami including impact fees, zoning services, building permits, occupancy certifications, reimbursement of City expenditures related to the land offering and the development of public infrastructure including parks and Community Center facilities amount to an estimated total approximately \$23 million.
- **LEASE PAYMENTS AND PARTICIPATION RENT** – Direct payments to the City of North Miami based on the proposed terms of the project ground lease include pre-defined amounts during the development and construction period. Estimated annual payments (upon completion of development and construction) and the total amount for the entire 99-year lease term by component are:
  - **\$1,500,000** (Annual payments upon completion)
  - **\$160,800,000** (Total 99-year lease period)
  - **\$1,094,600** (Annual participation Rent – Residential & ALF)
  - **\$98,876,965** (Total 99-year lease period – Residential & ALF)
  - **\$280,500** (Annual participation Rent – Commercial/Retail)
  - **\$26,928,000** (Total 99-year lease period) – Commercial Retail
  - **\$105,850** (One-time payment – Hotels)

- **AD VALOREM TAXES** - The phased build-out of the proposed Biscayne Landing development program is estimated to add \$767 million to the real estate tax roll. The portion of Ad Valorem taxes going to the City of North Miami, including allocation between the City's general fund and the CRA are estimated as follows (annual and total lease period).
  - **\$6.7 million** (City of North Miami's portion of estimated ad valorem taxes generated)
  - **\$622 million** (City of North Miami portion for total 99-year lease period)

**Other Potential Economic/Community Benefits**

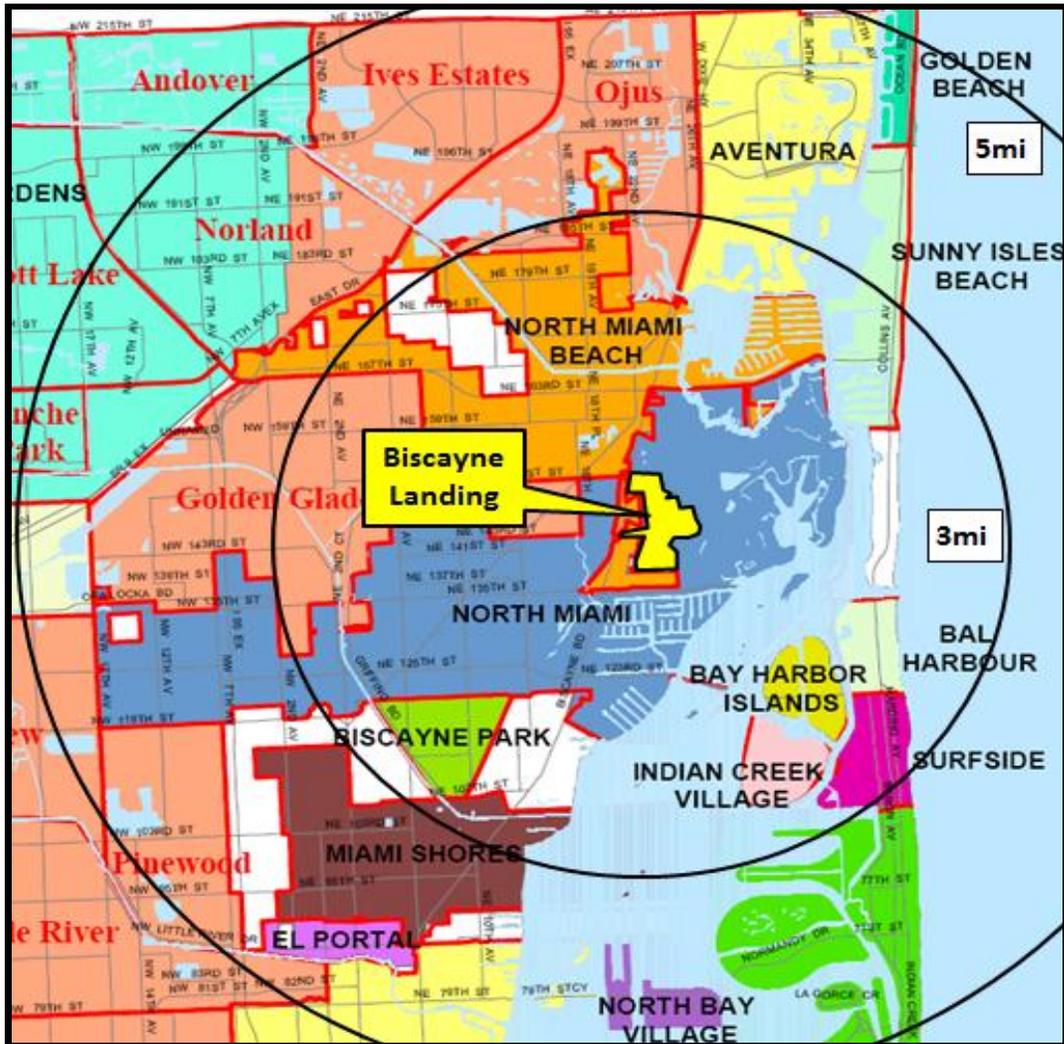
The proposed retail component of Biscayne Landing in conjunction with adjacent existing major retail facilities will represent a commercial retail complex with critical mass with strong regional drawing power that is likely to attract other development/redevelopment interest to the area.

**Market Potential**

- Biscayne Landing's location within North Miami's Biscayne Boulevard Corridor affords exceptional opportunity for mixed-use development based on economic and demographic growth and demand in the northeast Miami-Dade County coastal submarket.
- Overall site and location attributes including: regional accessibility, orientation and proximity to the Beaches support the viability of the proposed residential, retail and hotel components.
- Population and household growth coupled with historically low new housing production is generating pent-up demand for new rental product development in the emerging economic recovery cycle.
- Consistent with regional and national trends following the collapse of housing and credit markets during the period from 2006 through 2008, market conditions support near and long-term rental housing demand potentials within the primary competitive market area.
- The inventory of multifamily housing inventory, particularly newer, high quality product was materially reduced by the wave of condominium conversion activity from 2001 through 2006 both county-wide and particularly within the coastal submarket.
- Rental market trends both county-wide and in the North Miami Biscayne Corridor East submarket area during the past twelve months reflect declining vacancies, currently at or below normal frictional vacancy levels coupled with increasing rental rates

**North Miami Biscayne Corridor Submarket**

The primary trade area for commercial components of the project encompasses municipalities and unincorporated areas within a three to five mile radius of the Biscayne Landing site, corresponding to a ten to fifteen minute drive-time area and including all or portions of the City of North Miami, Miami Shores, North Miami Beach, Aventura and adjacent Beach Communities. The primary competitive market area for residential components encompasses the Biscayne Corridor and areas east of Biscayne Boulevard.



**EXHIBIT I.1 BISCAYNE LANDING SITE ORIENTATION MAP**

**NORTH MIAMI BISCAYNE CORRIDOR RESIDENTIAL RENTAL MARKET**

The multifamily residential component of Biscayne Landing will be designed and built as condominiums; however, based on the current strength of the rental market, residential units will initially be marketed as high-end rentals. Accordingly, financial impact calculations are based on rental assumptions with a sales program subject to evolving market conditions. The Biscayne Landing Competitive Market Area, referred to hereafter as the Biscayne Landing CMA, includes three primary housing product segments including; 1) rental apartment complexes encompassing projects ranging from small, stand-alone buildings with few or no amenities to institutional grade ‘branded’ projects with 100+ units including both garden-type and mid-rise buildings; 2) condominium units available for rent that were built within the past ten years as well as older buildings converted from rental apartments to condominiums during the 2002 to 2006 period, and; single-family homes and townhouses.

The first two segments represent the primary existing competitive framework and dominant factor in the consideration of potentials for any new multifamily rental program. The total inventory of active rental

listings in the Biscayne Landing CMA including all three segments has declined sharply during the past 12 to 24-months as discussed in a later section of this report.

Tightening rental market conditions indicated by recent absorption and rental rate trends provide evidence of residential market stabilization and recovery in Miami-Dade County and the Biscayne Landing CMA particularly for quality multifamily housing. The subject site, location and potential timing of development afford an opportunity to fill an emerging void in multifamily rental housing in the Biscayne Landing CMA.

### **SENIOR HOUSING/ALF FACILITIES**

According to a custom senior housing study prepared for Biscayne Landing by Integra Realty Resources, the project's defined primary market area is a growing market. The project is in a market with relatively high barriers to entry. Their analysis showed that the assisted living, Alzheimer's care, independent living, and nursing care markets are very under-supplied. Occupancy surveys indicated that the assisted living market with an average occupancy of 94%, the Alzheimer's care market with an average occupancy of 96%, the independent living market with an average occupancy of 88%, and the nursing care market with an average occupancy of 88%. Based on the strong unmet demand and the actual experience of other similar properties in other markets, IRR estimated absorption within the following ranges:

- Nursing: 8 to 10 beds per month
- Assisted Living: 4 to 8 beds per month
- Independent Living: 4 to 8 units per month

The site is located in an area that is under-supplied in all three sectors of seniors housing. Although the independent living sector reports a low occupancy level, we consider this a short term situation. Independent occupancy rates should improve over time as the economy and housing markets recover.

### **COMMERCIAL RETAIL FACILITIES**

A number of potential major anchor tenants have expressed strong interest in locating stores or in some cases multiple stores in the proposed Biscayne Landing retail development through ongoing dialog with Oleta Partners, LLC over the last several months.

Major potential retailers expressing interest in locating stores at the project include Kohl's, Lowe's, 24 Hour Fitness, Dick's Sporting Goods, PetSmart, West Marine, Toys"R"Us, Babies"R"US and a number of other national tenants.

## SECTION II –DEMAND FACTORS

### MARKET DRIVERS - ECONOMIC AND DEMOGRAPHIC FACTORS

Fundamental factors influencing demand for residential and commercial components proposed for Biscayne Landing include employment, demographic and socio-economic conditions and trends. This section presents an overview analysis of these factors along with housing market demand-supply conditions for Miami-Dade County and the Biscayne Landing Submarket area.

#### Economic/Employment Overview

The Miami-Dade County economy benefits from extensive international linkages including international trade and commerce as well as an expansive foreign national market for real estate investment. While unemployment rates for Miami-Dade County and Florida have been above national levels, employment is now stabilizing with job gains recorded in recent months. Miami-Dade County is expected to lead Southeast Florida in projected job growth during the next five years as illustrated in Exhibit II.1.

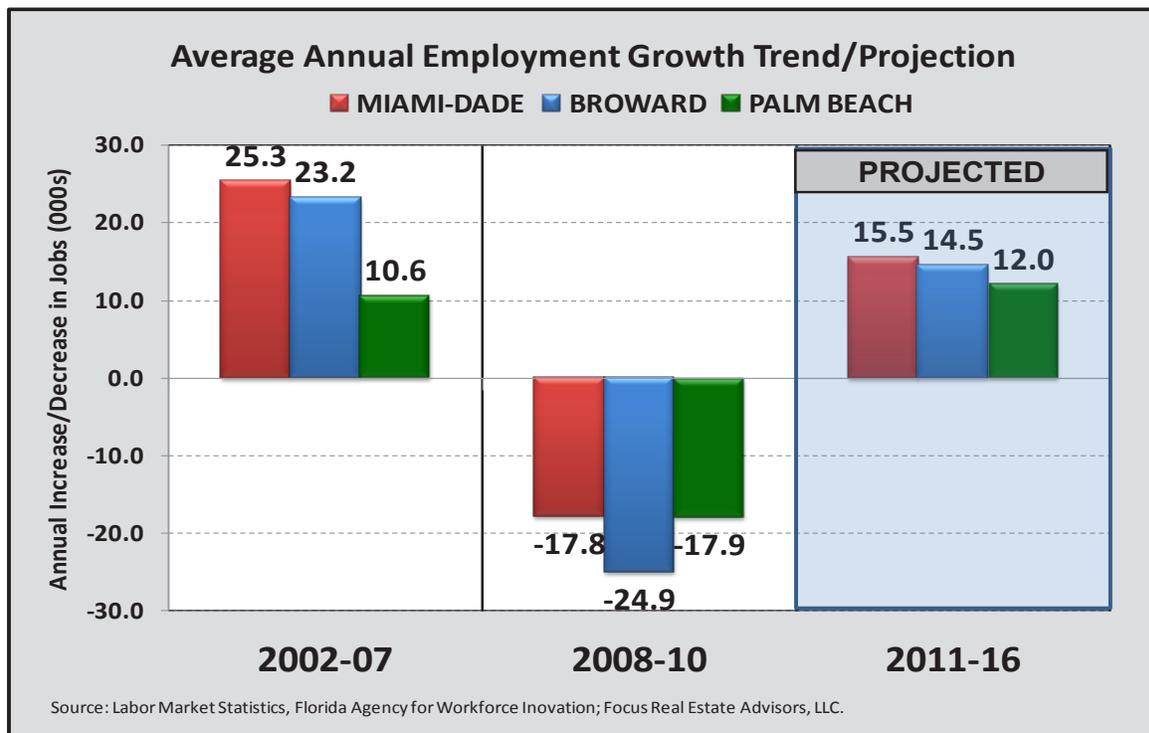
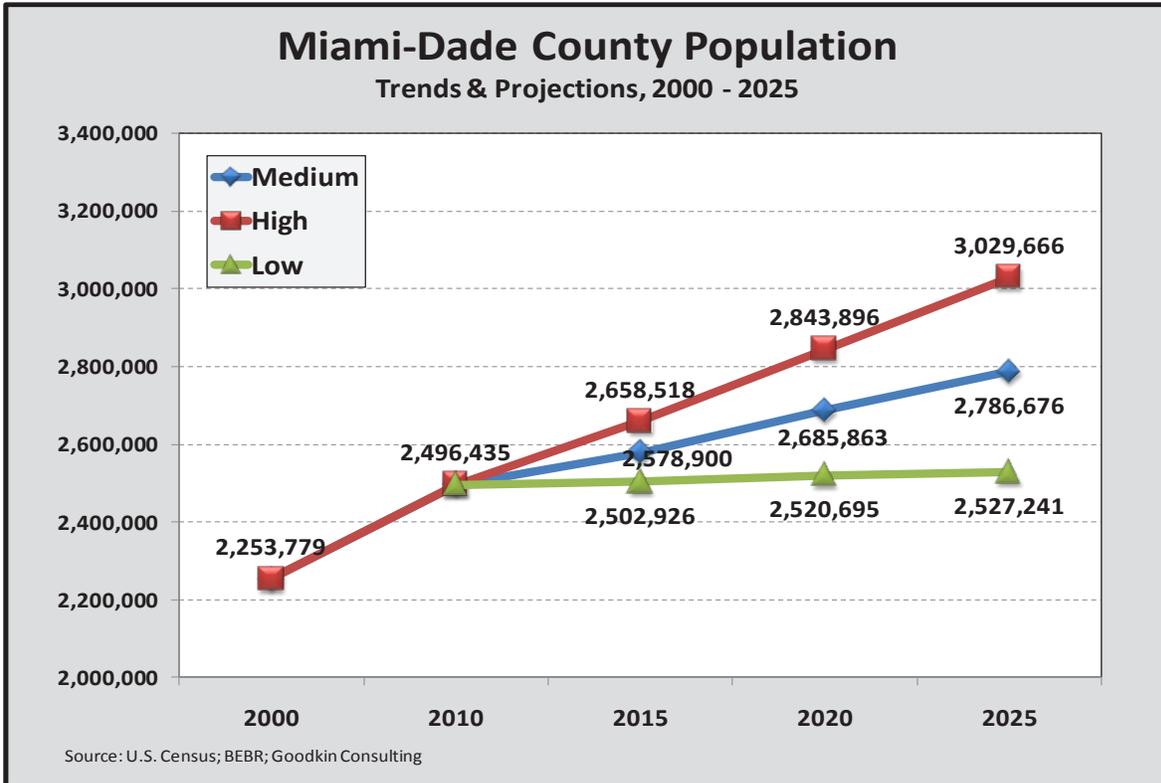


EXHIBIT II.1 EMPLOYMENT TRENDS/PROJECTIONS, SE FLORIDA TRI-COUNTY AREA

#### Population

Population growth historically has been the lifeblood of Florida real estate demand. The release of 2010 Census counts and current estimates and projections by Florida’s Bureau of Economic and Business Research (BEBR) and the Florida Demographic Estimating Conference continue to forecast long-term population growth in Miami-Dade, Southeast Florida and the State of Florida. BEBR’s medium forecast

scenario indicates a resumption of reasonably strong and steady population growth in Miami-Dade County from 2011 through 2025.



**EXHIBIT II.2 MIAMI-DADE COUNTY POPULATION TREND/PROJECTION**

Medium range growth projections for Miami-Dade County indicate average annual gains ranging from 16,000 to 18,500 persons per year through the next two decades. These projections reinforce increasing demand potential for both rental and owner housing.

**Demographic Trends and Profile**

Total current estimated population in the Biscayne Landing trade area (submarket) includes approximately 172,000 within a 3-mile radius and about 391,000 people within a 5-mile radius representing approximately 16% of the total population in Miami-Dade County. The Biscayne Landing CMA encompassing the Northeast Miami-Dade County area east of Biscayne Boulevard contained a population of 125,972 according to the 2010 U.S. Census. Net population growth in the Biscayne Landing CMA during the past decade out-paced countywide growth. The projected growth rate in this area is expected to continue to exceed countywide growth based on the area’s location attributes including proximity to beaches and other coastal amenities and regional accessibility. As shown below, the resident population of the Biscayne Landing CMA grew by approximately 12,000 persons during the past decade and is projected to grow by over 3,600 persons during the next five years, which may be a conservative estimate depending on actual expansion of residential inventory.

**Population Growth  
Miami-Dade County/Biscayne Landing CMA  
Trends and Projections**

Year/Period	Miami-Dade Co.		Biscayne Ldg CMA	
	Number	%	Number	%
<b>2000 Census</b>	2,253,362		113,980	
<b>2010 Census Estimate</b>	2,463,726		125,972	
<b>2015 Projection</b>	2,521,289		129,595	
<b>Period Change</b>				
2000-2010	210,364	9.3%	11,992	10.5%
2010-2015	57,563	2.3%	3,623	2.9%
<b>Annual Avg Change</b>				
2000-2010	21,036	0.9%	1,199	1.1%
2010-2015	11,513	0.5%	725	0.6%

Source: U.S. Census; ESRI; Focus Real Estate Advisors, LLC.

**EXHIBIT II.3 POPULATION TREND/PROJECTION**

**Household Growth & Composition**

Projected household growth in both Miami-Dade County and the Biscayne Landing submarket area will be slower than the rate of growth during the past decade, but is expected to remain steady over the next 10 to 15 years with little change in average household size. Estimated current and projected average household size in the Biscayne Landing CMA is slightly smaller than the countywide average. The average annual net increase in households in the Biscayne Landing submarket area is projected to be in the range of 350 to 400 per year with county-wide households increasing at an average rate of 5,000 to 6,000 per year. These estimates are highly subject to the distribution and timing of new housing production.

Household size and composition in the CMA reflects a more mature population than that of the county as a whole, with the median age in the 46 to 47 year range compared to 37+ county-wide. Family households represent approximately 50% of total households in the Biscayne Landing CMA compared to nearly 70% county-wide.

**Household Growth  
Miami-Dade County/Biscayne Landing CMA  
Trends and Projections**

Year/Period	Miami-Dade Co.		Biscayne Ldg CMA	
	Number	%	Number	%
<b>2000 Census</b>	776,774		55,632	
<b>2010 Census Estimate</b>	846,319		61,432	
<b>2015 Projection</b>	865,556		63,237	
<b>Period Change</b>				
2000-2010	69,545	9.0%	5,800	10.4%
2010-2015	19,237	2.3%	1,805	2.9%
<b>Annual Avg Change</b>				
2000-2010	7,727	1.0%	644	1.2%
2010-2015	3,847	0.4%	361	0.6%

Source: U.S. Census; ESRI; Focus Real Estate Advisors, LLC.

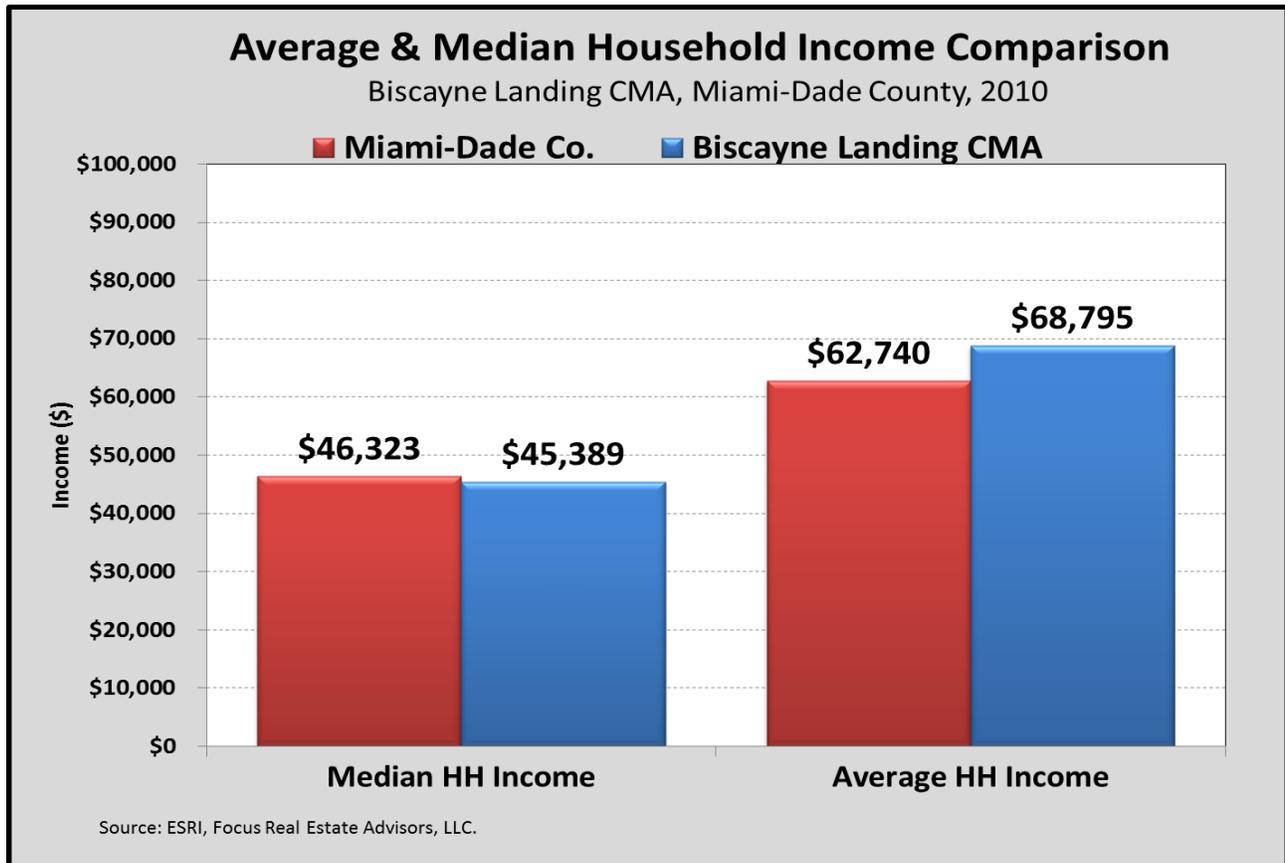
**EXHIBIT II.4 HOUSEHOLD GROWTH - MIAMI-DADE CO. AND CMA**

**Race & Ethnicity**

County-wide approximately 71% of the population is white compared to about 86% of residents in the Biscayne Landing CMA. Hispanic residents represent about 40% of the CMA population compared approximately 64% of the total county population. Growth in the Hispanic population in the Biscayne Landing area is expected to out-pace that in most other parts of the county, increasing to approximately 53% by 2015.

**Personal Income**

Per Capita and average household income levels in the CMA are well above Miami-Dade County-wide levels. Current per capita income in the Biscayne Landing CMA is more than 77% higher than that of Miami-Dade County overall. Income levels in the larger retail trade area are generally in line with county-wide levels.



**EXHIBIT II.5 PERSONAL INCOME MIAMI-DADE CO. AND CMA**

As shown above, Biscayne Landing residents’ average household income is about 10% higher than that of resident households throughout Miami-Dade County. The current average household income in Biscayne Landing CMA is estimated to be approximately \$68,795 compared to \$62,740 for Miami-Dade County. Median household income in the CMA is within approximately 2% of the countywide level.

The distribution of households by income range for Miami-Dade County and the Biscayne Landing submarket area is presented in Exhibits II.6 and II.7. The table and the corresponding graph show that the percentage of households in the CMA in the highest income brackets is higher than the county, while the percentage of CMA households with average annual incomes below \$50,000 closely approximates the countywide level. As shown, about 59 percent of Biscayne Landing resident households have household incomes of \$35,000 or higher compared to less than 60% percent countywide.

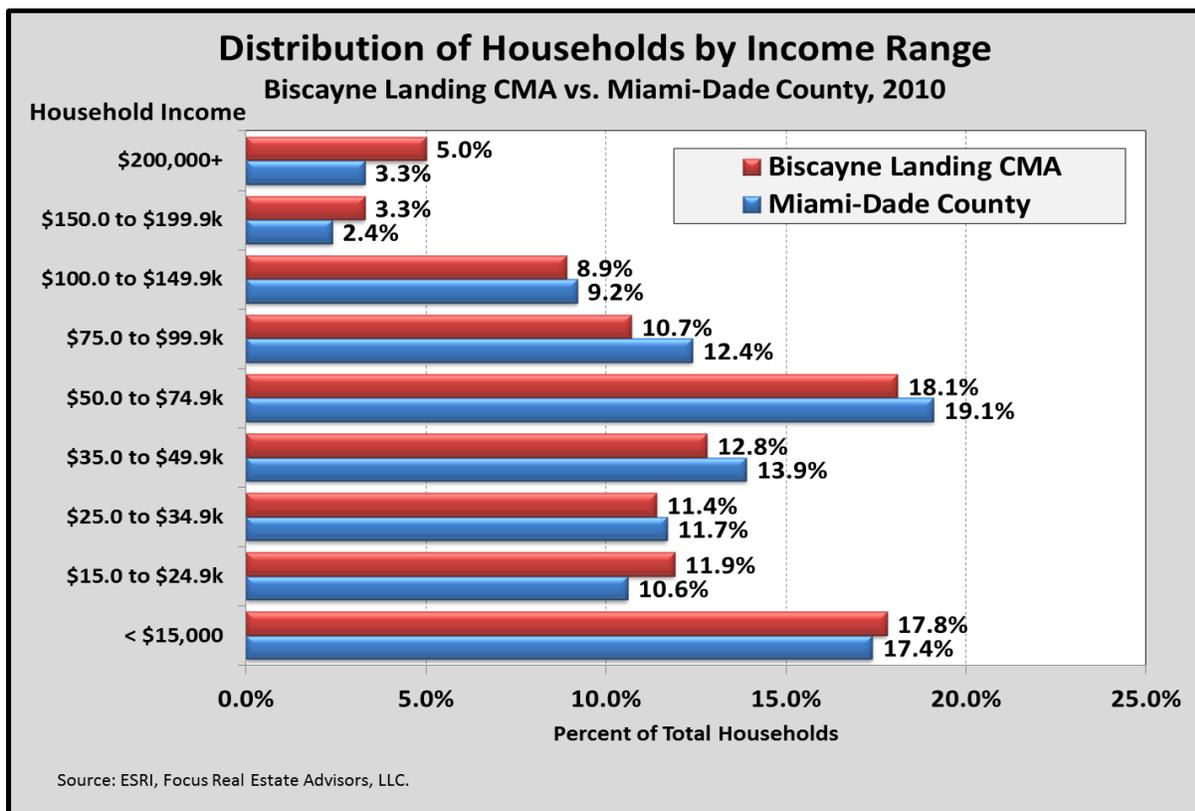
## Household Income Distribution and Trends

Miami-Dade County/Biscayne Landing CMA, 2000 - 2015

Income Bracket	Miami-Dade County, FL						Biscayne Landing CMA					
	2000 Census	%	2010 Estimate	%	2015 Projection	%	2000 Census	%	2010 Estimate	%	2015 Projection	%
Less than \$15,000	165,453	21.3%	147,260	17.4%	128,968	14.9%	12,295	22.1%	1,675	17.8%	1,451	14.7%
\$15,000 to \$24,999	111,855	14.4%	89,710	10.6%	75,303	8.7%	8,567	15.4%	803	11.9%	675	9.5%
\$25,000 to \$34,999	100,981	13.0%	99,019	11.7%	82,228	9.5%	6,676	12.0%	1,182	11.4%	988	9.2%
\$35,000 to \$49,999	121,954	15.7%	117,638	13.9%	104,732	12.1%	8,067	14.5%	1,935	12.8%	1,668	11.1%
\$50,000 to \$74,999	128,944	16.6%	161,647	19.1%	206,868	23.9%	8,400	15.1%	2,862	18.1%	3,843	22.6%
\$75,000 to \$99,999	62,919	8.1%	104,944	12.4%	105,598	12.2%	3,839	6.9%	2,184	10.7%	2,279	10.6%
\$100,000 to \$149,999	48,160	6.2%	77,861	9.2%	102,136	11.8%	3,894	7.0%	3,330	8.9%	4,714	11.9%
\$150,000 to \$199,999	15,535	2.0%	20,312	2.4%	25,967	3.0%	1,391	2.5%	920	3.3%	1,256	4.3%
\$200,000 +	20,973	2.7%	27,929	3.3%	33,757	3.9%	2,615	4.7%	1,048	5.0%	1,426	6.0%
<b>Total</b>	<b>776,774</b>	<b>100.0%</b>	<b>846,319</b>	<b>100.0%</b>	<b>865,556</b>	<b>100.0%</b>	<b>55,632</b>	<b>100.0%</b>	<b>61,432</b>	<b>100.0%</b>	<b>63,240</b>	<b>100.0%</b>
<b>Median HH Income</b>	\$35,995		\$46,323		\$53,119		\$35,435		\$45,389		\$53,843	
<b>Average HH Income</b>	\$52,753		\$62,740		\$69,978		\$60,741		\$68,795		\$79,117	

Source: U.S. Census; ESRI; Focus Real Estate Advisors, LLC.

### EXHIBIT II.6 HOUSEHOLDS BY INCOME RANGE



### EXHIBIT II.7 HOUSEHOLD DISTRIBUTION BY INCOME RANGE GRAPH

**Housing Tenure**

Housing Tenure – Renters account for approximately 44% of all households in Miami-Dade County, representing an estimated total of about 383,500 households in 2010. The ratio of renter households in the Biscayne Landing CMA was just over 45% in 2010 and is estimated to increase to approximately 46% by 2015, as shown below.

Gradual urbanization of the Biscayne Landing CMA coupled with economic and market conditions adversely impacting the ownership housing sector are contributing to current gains in the renter segment of this market. This trend is expected to continue as projected over the next five years. An increase in the renter segment of the population is projected over the next five years as shown below. This projection may be conservative subject to home mortgage financing availability and terms in future years and the pace of economic recovery/expansion.

**Miami-Dade County & Biscayne Landing CMA  
2000 - 2015**

<b>Miami-Dade County</b>						
<b>Housing Tenure</b>	<b>2000 Census</b>	<b>%</b>	<b>2010 Census</b>	<b>%</b>	<b>2015 Projection</b>	<b>%</b>
Owner-Occupied	449,325	66.0%	483,874	55.8%	489,200	55.0%
Renter-Occupied	327,449	34.0%	383,478	44.2%	400,200	45.0%
<b>TOTAL</b>	<b>776,774</b>	<b>100.0%</b>	<b>867,352</b>	<b>100.0%</b>	<b>889,400</b>	<b>100.0%</b>
<b>Biscayne Landing CMA</b>						
<b>Housing Tenure</b>	<b>2000 Census</b>	<b>%</b>	<b>2010 Estimate</b>	<b>%</b>	<b>2015 Projection</b>	<b>%</b>
Owner-Occupied	30,224	54.3%	33,598	54.7%	34,000	53.7%
Renter-Occupied	25,407	45.7%	27,834	45.3%	29,300	46.3%
<b>TOTAL</b>	<b>55,631</b>	<b>100.0%</b>	<b>61,432</b>	<b>100.0%</b>	<b>63,300</b>	<b>100.0%</b>

Source: U.S. Census; ESRI; Focus Real Estate Advisors, LLC.

**EXHIBIT II.8 HOUSEHOLD TENURE – TREND/COMPARISON**

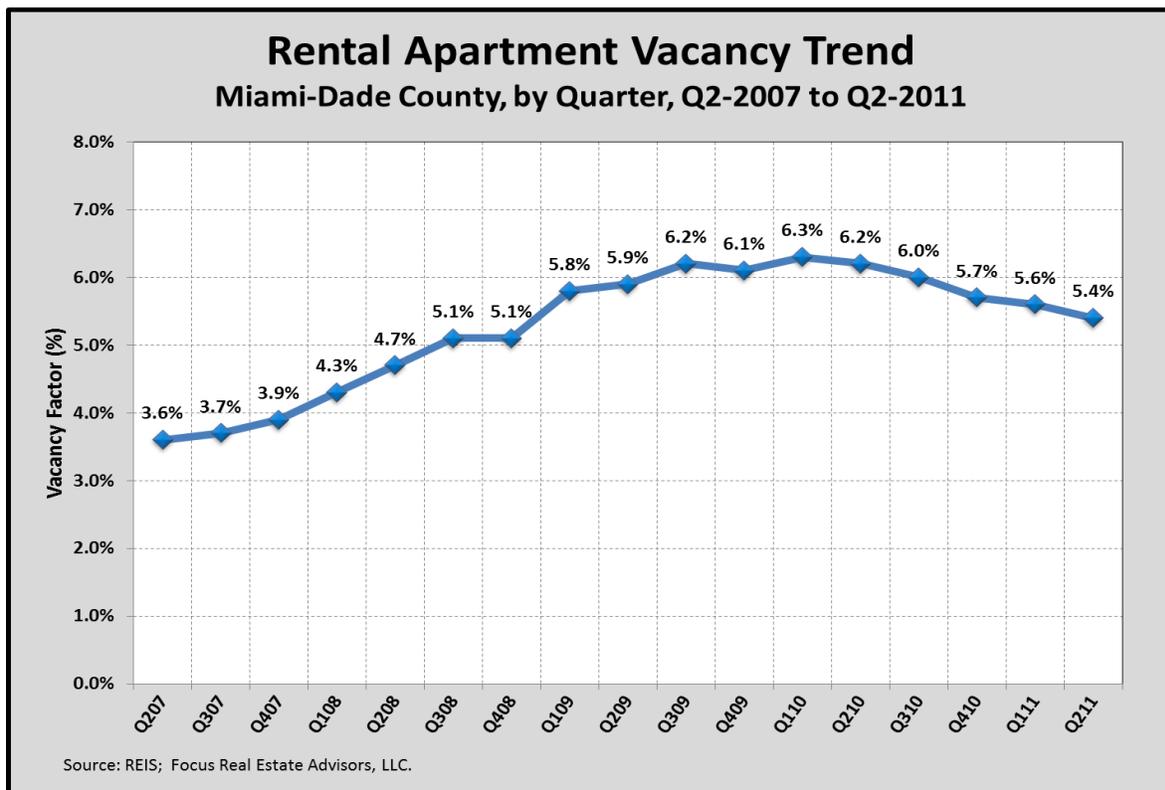
In summary, the Biscayne Landing area is a primary suburban residential expansion area (path of growth market). Conditions now favor further urbanization in the area with an increasing rental housing component to meet demand from traditional and non-traditional market segments, including owner households displaced by foreclosure or upside-down mortgage positions and life-style driven movement of the expanding empty-nester population.

### SECTION III – MULTIFAMILY RESIDENTIAL MARKET

The multifamily residential component of Biscayne Landing will be designed and built as condominiums, however, based on the current strength of the rental market, residential units will initially be marketed as high-end rentals. This section addresses general apartment market trends and conditions in Miami-Dade County and the Biscayne Landing CMA. Accordingly, financial impact calculations are based on rental assumptions with a sales program subject to evolving market conditions. The overview analysis includes data and surveys conducted by Focus Real Estate Advisors, LLC, REIS (a highly regarded national data service specializing in multifamily sector research) and Reinhold P. Wolff Economic Research, Inc. (RPW).

#### Miami-Dade apartment market overview and trends

Vacancy rates for market-rate rental apartments in Miami-Dade County trended upward from 2007 through 2009, increasing from below 4% to 6.3% in the 1st quarter of 2010. The increase in the vacancy rate during that period reflected the combined effect of increased shadow inventory and lack of growth in market segments traditionally representing a major share of rental apartment demand. Steady declines in the overall vacancy rate during the past year as illustrated by REIS Reports quarterly surveys reflect cyclical reversal of the above noted factors.



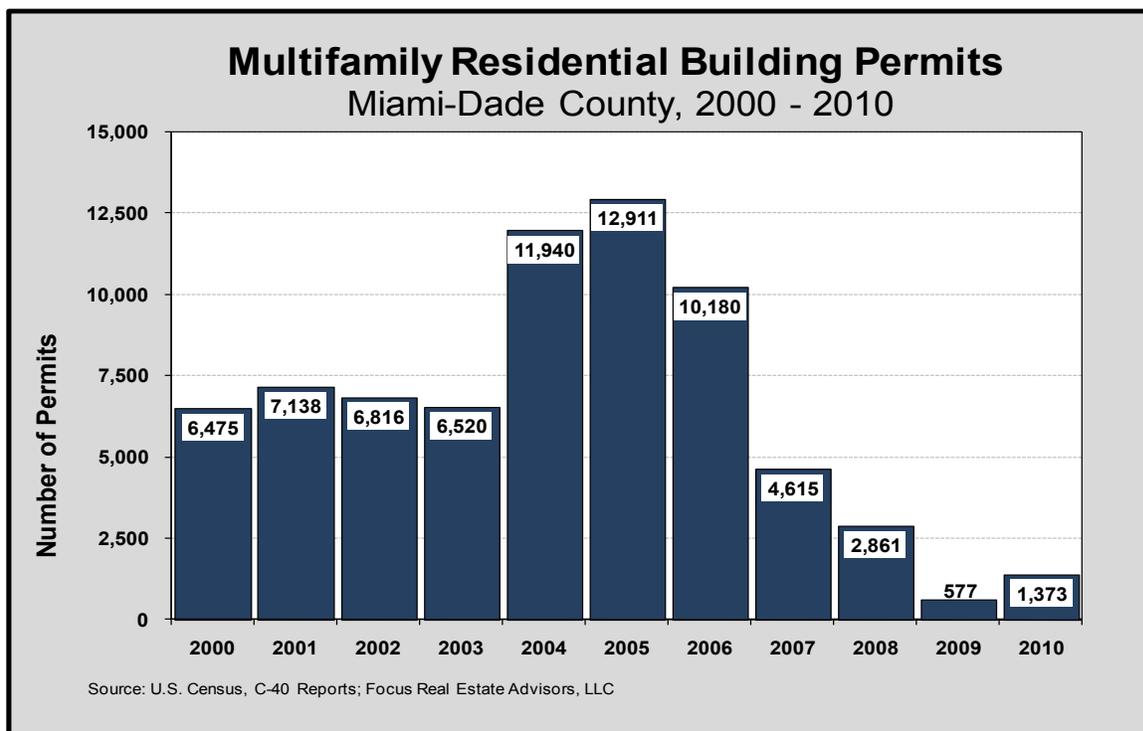
**EXHIBIT III.1 RENTAL APARTMENT VACANCY TREND, MIAMI-DADE CO.**

Analyses of selected comparable/competitive properties within the Biscayne Landing CMA indicate current vacancy rates below the countywide average. Area rental market surveys from multiple sources

confirm the declining vacancy trend and indicate vacancy levels well below a normal equilibrium level of about 5% (i.e. RPW's first quarter 2011 survey reported a countywide vacancy factor of just 3.1% for stabilized buildings completed at least 18-months prior to their survey). Recent rental market research also indicates that vacancy factors among selected competitive Class A properties in the Biscayne Landing CMA are generally below the countywide average and secondary competitive apartment inventory in less desirable inland neighborhoods. All research cited here reinforces a tightening market for rental apartments countywide and in the Biscayne Landing CMA. Vacancy factors in both Miami-Dade County and the Biscayne Landing CMA are projected to continue to drop and remain in the 2.5% to 4.5% range through 2015 based on current and anticipated inventory levels.

**New Multifamily Production/Pipeline**

New multifamily construction in Miami-Dade County dropped to record low levels during the past four years as illustrated by new multifamily residential construction permits issued in Exhibit III.2 below. As shown, total new multifamily residential unit construction permitted in 2009 dropped to less than 700 units. This includes all buildings with two or more units including owner and rental product. The limited active new construction pipeline is contributing to stabilization and decline in vacancy rates previously shown. The lack of new production represents a supply pipeline gap resulting in pent-up demand that should support rapid absorption and favorable rental rate trends for new product in the initial stage of the emerging recovery/expansion cycle in this market.



**EXHIBIT III.2 MULTIFAMILY NEW CONSTRUCTION PERMITS – MIAMI-DADE COUNTY**

There were an estimated 875 new apartment units completed in Miami-Dade County during the 4th quarter of 2010 and just 192 units year-to-date in 2011 according to RPW research.

New rental apartment development trends including occupancy of new units, unit completions and starts over the past nine years indicate that rental apartment construction activity bottomed in 2006. While occupancy of new rental product during the past 24 months has increased, recent historical production levels amount to only a fraction of rental units converted to condominiums during the past decade and, therefore, are not likely to meet emerging demand evidenced in recent trends.

The surplus shadow market inventory that contributed to vacancy increases in the 2007-2009 period has been substantially depleted and represents declining influence on overall rental inventory available. However, shadow market inventory is not evenly distributed among geographic submarkets and price point with greatest impact concentrated at the top-end of the market-rate rental market in concentrations such as the downtown area and beaches. Accordingly, impacts on the rental market in areas such as the Biscayne Landing submarket area are less significant in terms of new conventional rental housing production.

**OCCUPANCIES, COMPLETIONS AND STARTS**

Rental Apartments, Miami-Dade County  
2003 - 2010

Year	Occupancies	Completions	Starts
2003	3,202	2,392	4,372
2004	2,392	2,102	555
2005	944	1,016	785
2006	486	179	141
2007	366	305	741
2008	747	837	807
2009	607	774	381
2010	1,137	875	910

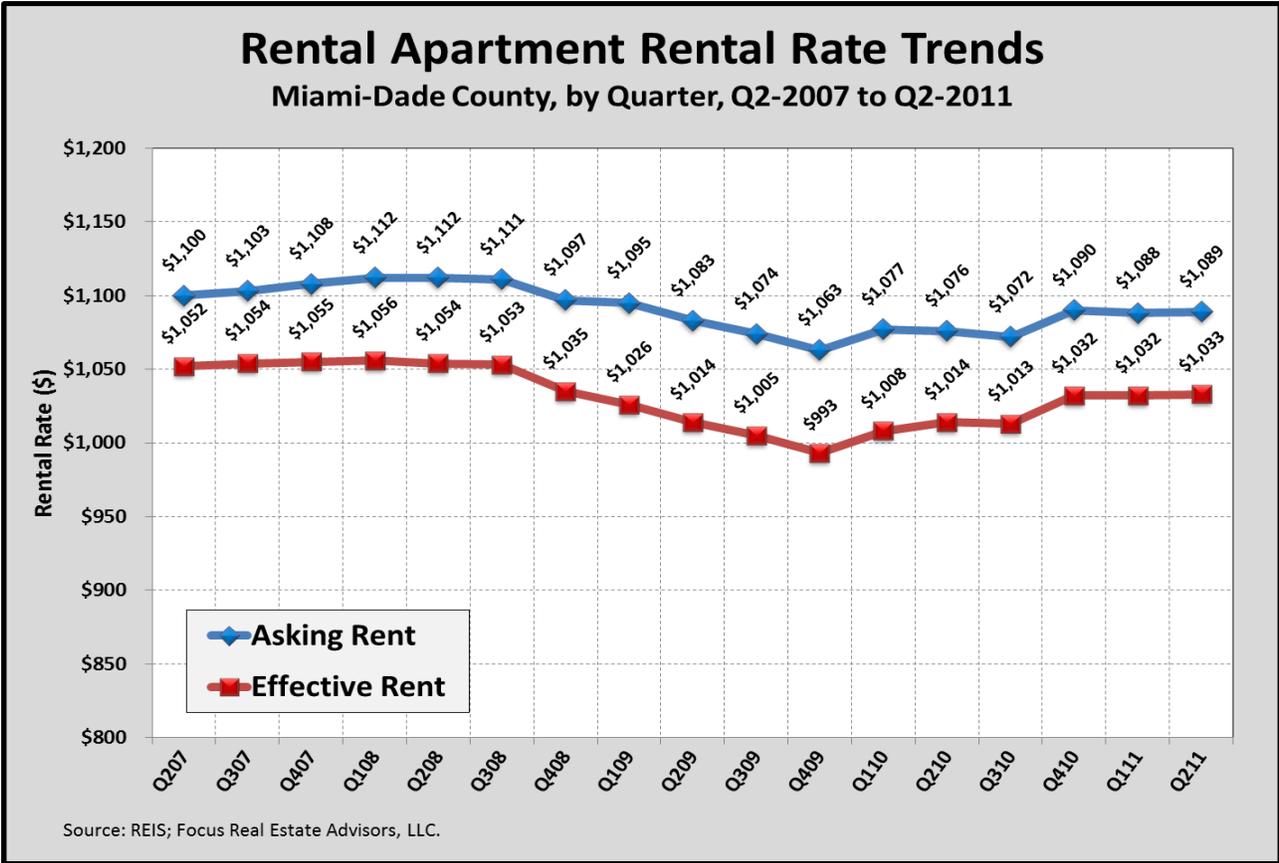
Source: Reinhold P. Wolff Research; Focus R.E. Advisors, LLC.

**EXHIBIT III.3 NEW RENTAL APARTMENT DEVELOPMENT/ABSORPTION**

REIS construction activity survey reports indicated that projects with a total of just under 1,500 units were in planning county-wide as of their surveys in 2011. In summary, the pipeline inventory of new construction product represents a small fraction of estimated annual Miami-Dade County and CMA rental apartment demand.

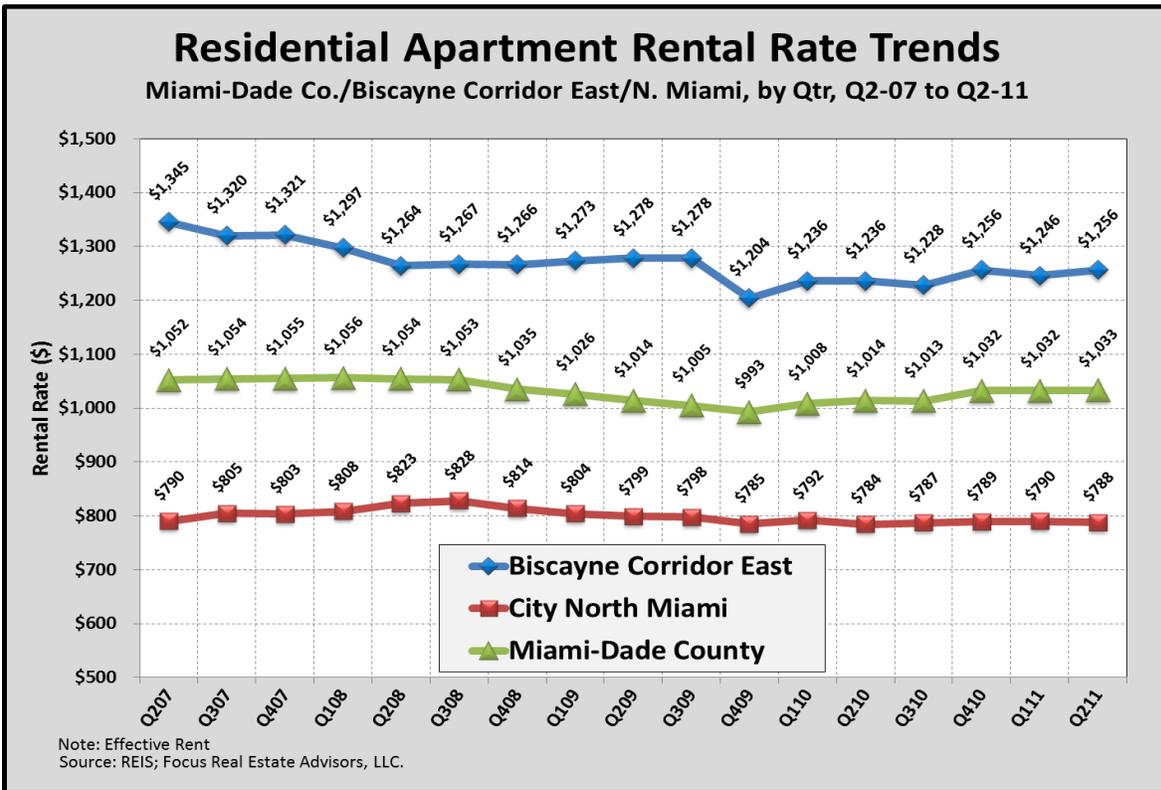
**Rental Rate Trends**

Average effective apartment rental rates in Miami-Dade County increased from \$994 in the first quarter of 2006 to a cycle peak of \$1,056 in the first quarter of 2008 based on REIS quarterly surveys. The countywide average effective rental rate dropped back to a low point of \$993 in the fourth quarter of 2009 (-6.0%). As illustrated below, the average effective rental rate climbed back up to \$1,033 by the second quarter of 2011 reinforcing other evidence of overall market improvement. (Exhibit III.4)



**EXHIBIT III.4 RENTAL APARTMENT MONTHLY RENTAL RATE TRENDS**

Rents reported in RPW’s second quarter 2011 survey indicate even higher rents with an average monthly rental rate of over \$1,225, up from \$1,200 in the first quarter for the county and over \$1,230 per month in the Biscayne Landing CMA. Corresponding rental rate trends including projects outside the Biscayne Landing CMA as defined in this study reflect a market trough in the fourth of quarter of 2009 with effective average rents increasing over since that time, as shown below.



**EXHIBIT III.5 RENTAL RATE TRENDS – BISCAYNE LANDING SUBMARKET AREA**

Current average rental apartment occupancy in Miami-Dade County is estimated at over 96% based on second quarter surveys. Average occupancy in Biscayne Landing CMA is also approximately 96% consistent with the countywide level.

**Competitive Environment**

The primary competitive market framework for the proposed project includes a small number of major conventional rental apartment complexes with one hundred or more units and built between the mid-1960s and early 1980s. This limited inventory of major conventional rental stock is attributable to the extensive conversion of newer projects (1990+ construction) from rental apartments to condominiums during the early- to mid-2000s. This existing rental inventory, which is all B or C class properties, is generally not competitive with new product. It is also notable that Studio and one-bedroom units account for about 60 percent of this inventory.

Analysis of rental inventory and trends including condominium rentals in the CMA provides the most accurate assessment of the competitive environment and market potentials for new multifamily product at Biscayne Landing. Current active rental listings in the CMA total approximately 690 units representing about 20 percent of active MLS rental listings countywide. Nearly 2,000 rental contracts were closed in the CMA during the first eight months of 2011, which was up about two percent from the same period last year (2010). Accordingly, the CMA contains less than a three month inventory of units available for rental based on the average monthly rental velocity of approximately 250 units per month in the CMA in 2011 through the end of August.

**Unit Mix and Rental Rates**

Unit mix, sizing and rental rate profiles for conventional rental apartments and condominium rentals in the CMA are shown in Exhibit III.7. As noted previously, the mix of one-bedroom units is significantly higher in the conventional rental apartment market segment. While average unit sizes are significantly larger among condominium rentals, average rents on a per square foot basis are reasonably comparable among the product classes.

**Biscayne Landing CMA - Rental Market Profile**

	Unit Type			
	1Bdr	2Bdr	3Bdr	Total
<b>Conventional Apartments</b>				
Mix (%)	55.8%	38.5%	5.8%	100.0%
Avg Size (Sq.Ft.)	781	1,041	1,202	906
Avg Rent	\$1,097	\$1,396	\$1,510	\$1,232
Avg Rent/Sq.Ft.	\$1.40	\$1.34	\$1.26	\$1.36

**Condominium Rentals (a)**

Mix (%)	35.9%	49.6%	14.5%	100.0%
Avg Size (Sq.Ft.)	879	1,312	1,857	1,253
Avg Rent	\$1,224	\$1,824	\$2,345	\$1,644
Avg Rent/Sq.Ft.	\$1.39	\$1.39	\$1.26	\$1.37

(a) Based on closed rental contracts Jan - Aug, 2011

Source: REIS; RPW; SFRegionalMLS; Focus Real Estate Advisors, LLC

**EXHIBIT III.6 SUMMARY PROFILE – RENTAL MARKET**

**Multifamily Program Assumptions**

The proposed Biscayne Landing development program includes a mix of mid-and high-rise buildings planned and built as condominiums, but initially marketed as high-end rental product based on current market conditions. As currently planned approximately 66 percent of total units will be in mid-rise buildings. Considering the overall magnitude of the project and phasing over a ten year period, unit mix and sizing may vary from phase to phase depending on evolving market conditions. Initial multifamily program assumptions for the purposes of this analysis and based on evaluation of current market trends include a mix of 33% one bedroom, 55% two bedroom and 12% three bedroom units with average unit sizes ranging from 800 to 1,400 square feet.

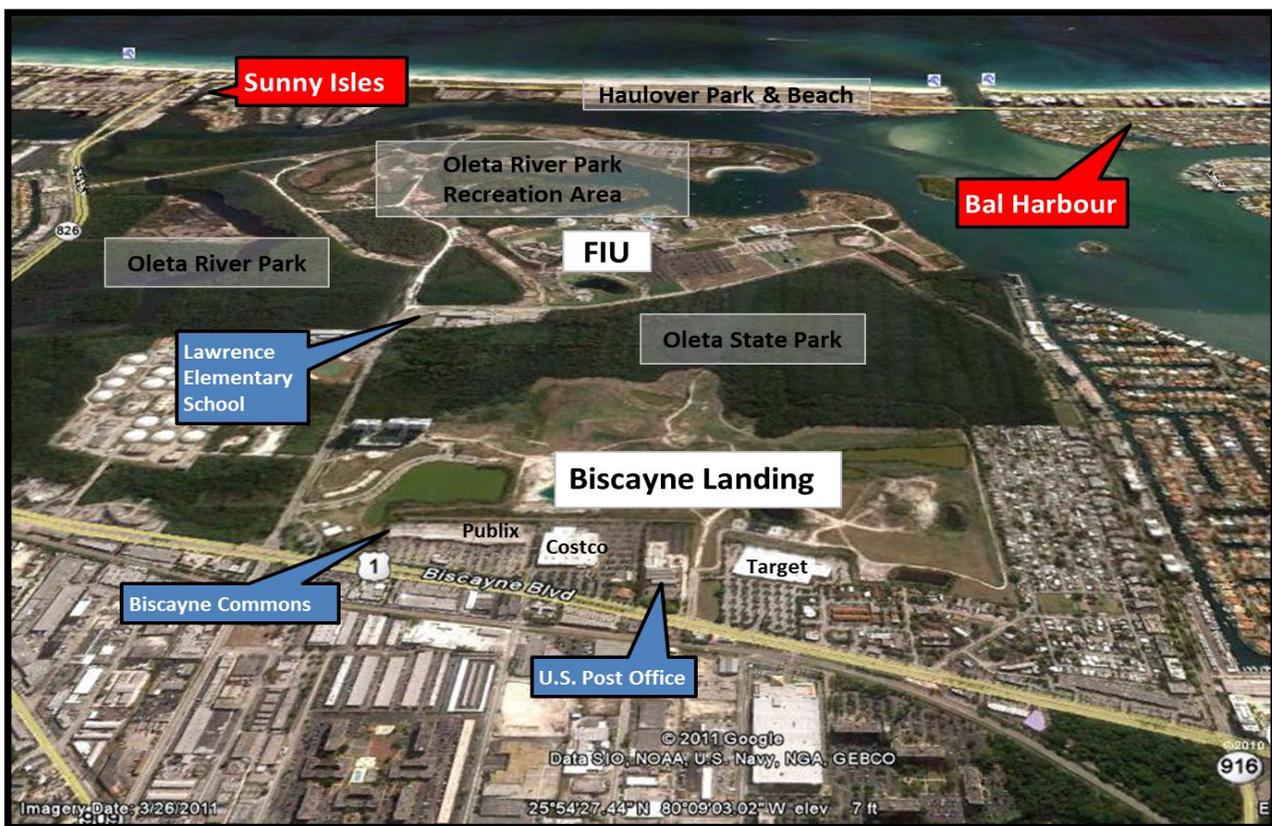
**Absorption and Rents**

As noted previously, overall average occupancy among projects including both primary and secondary competitive framework is in the 96% to 97% range. Allowing for frictional vacancy (move-ins/move-outs) the current market is effectively at or near full occupancy in the Biscayne Landing CMA. The program phasing over a ten year period corresponds to an effective average absorption rate of

approximately 25 to 30 units per month and a market capture rate of 15% to 18% of the CMA market based on leasing velocity during the past twenty-four months, which is reasonable and achievable considering market growth expectations, lack of new competitive product pipeline and limited availability of development sites in this submarket. Achievable rental rate assumptions are based on current market rates averaging \$1.36, which is conservative considering recent market trends showing high occupancy and increasing rents.

**Site Location**

The subject site has direct access and visibility from Biscayne Boulevard. The site’s location adjacent to Oleta River State Park affords permanent, unobstructed bay views for mid-rise and high-rise buildings as well as direct access to this 1,000+ acre park facility offering miles of off-road bicycling trails, mangrove forest preserves, canoeing, 1,200 foot beach and picnic areas.



**EXHIBIT III.7 BISCAYNE LANDING SITE AREA**

In addition to the diverse range of planned retail facilities within the proposed Biscayne Landing complex, the site is adjacent to recently built convenience shopping facilities including a major Publix grocery store. A new elementary school was completed adjacent to the property in 2007 and the property borders the Biscayne Bay Campus of Florida International University prospective residents’ extraordinary proximity to high quality educational facilities.

The subject site is well positioned for development. Major development opportunity sites within Biscayne Landing area are limited. As noted in the preceding section of this report the rental housing

market in this area is characterized by expanding demand and existing/planned product supply constraints.

Historically dominated by families including a large concentration of foreign national immigrants, housing demand in this area reflects demographic change and will increasingly be driven by a broad cross-section of working-age population including family and non-family households, empty-nesters and part-time residents (domestic and international). Part-time residential demand in the area is primarily influenced by Miami's continually expanding role as a hub of international trade and commerce. Coast area orientation and regional access via South Florida's interstate highway system are key factors contributing to population and housing demand in this area.

Supply/demand conditions in the Biscayne Landing area coupled with site accessibility, size and other attributes afford an opportunity to offer competitively priced rental housing product representing good value relative to other Miami-Dade County submarkets.

## SECTION IV – SENIOR HOUSING/ASSISTED LIVING FACILITIES

This section presents a summary of market analysis, findings and key exhibits extracted from a study prepared by Integra Realty Resources (IRR) for the proposed senior housing development component of Biscayne Landing. The analysis includes market area delineation and market potentials for skilled nursing facilities along with independent and assisted living facilities. Conclusions address project positioning, estimated achievable rates and absorption potential.

### MARKET AREA ANALYSIS

The primary market area defined for these facilities encompasses the northeast Miami-Dade County area including the I-95/Florida Turnpike Corridor as illustrated in the map below.

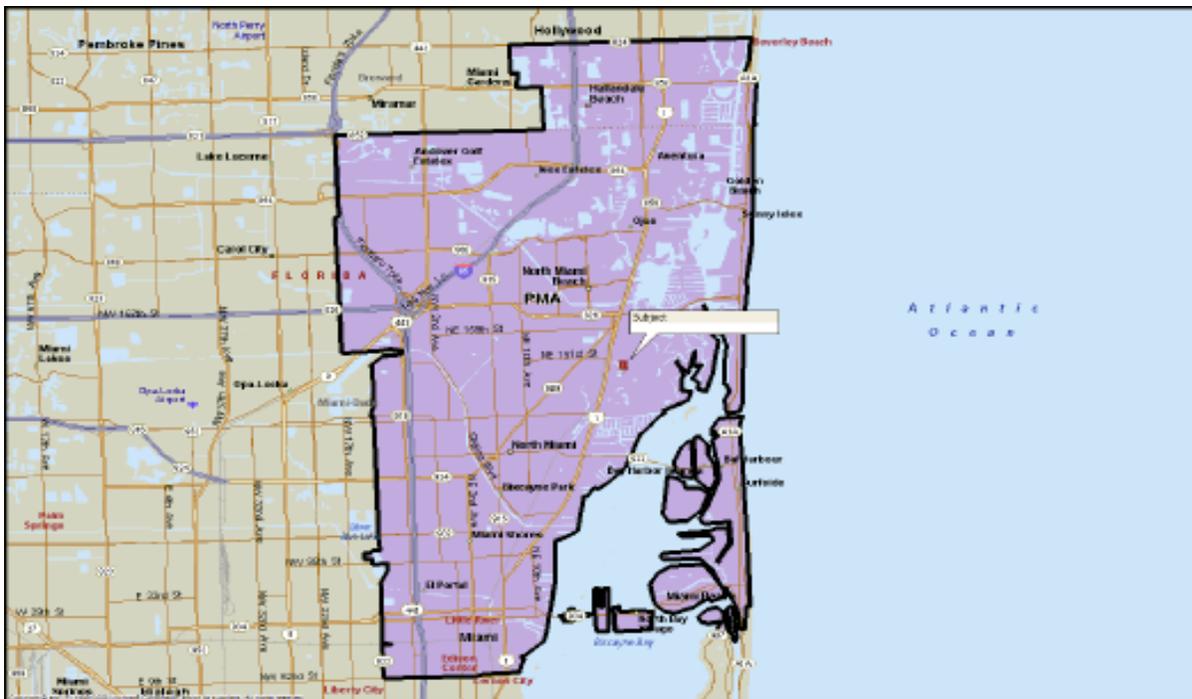


EXHIBIT IV.1 SENIOR HOUSING – PRIMARY MARKET AREA, IRR

### TARGET MARKET

The subject’s target market group consists of the “age qualified” population that has adequate income to live in elderly housing and “adult children” who are caregivers for an elderly relative. The typical resident is single, with an average age of approximately 85. Therefore, the subject’s primary target market for both assisted and independent living are seniors ages 75+ with household income of \$25,000+, as well as adult children who might relocate such as person to the market. For nursing care, the target market will be persons age 65+ and households age 75+.

**Skilled Nursing Facilities**

The competitive framework identified in the IRR study includes twenty properties including 2,591 units with weighted average occupancy of 88 percent. Their research revealed that there are no projects proposed or under construction, other than the subject, forecast to come online within the PMA during the next 24 months.

**Assisted Living Facilities**

Bed licenses for assisted living facilities are granted based upon double occupancy in many rooms. In practice, a lesser number of rooms are typically occupied by more than one person. For this reason, IRR focused their analysis on “operating beds” as opposed to licensed beds. For purposes of this report, a facility’s “operating beds” is considered the optimal number of persons that the facility is designed to accommodate at one time. This figure is generally equal to or greater than the number of units, and equal to or less than the number of licensed beds. Their analysis also disregards small board and care facilities in and around the market area. Board and care facilities generally have less than 25 living beds, are operated by “mom and pop” type operators, and offer accommodations and services of lesser Quality. For consistency, such facilities are also excluded from the penetration rates utilized in the demand analysis.

**Existing Supply – Assisted Living Facilities**

The competitive supply of assisted living facilities in the PMA includes nine properties containing a total of 565 units with weighted average occupancy of 94 percent. According to IRR there are no projects proposed or under construction, other than the subject, forecast to come online within the PMA during the next 24 months.

**Expanding Demand Sector**

In the past, most persons with Alzheimer’s or related dementia have been cared for in the home by informal caregivers (friends or relatives) or through home health care agencies or other providers. With the continuing increase in two-income households and the recognition that caring for a person with Alzheimer’s can be physically and mentally taxing, many informal caregivers are seeking out options outside the home. This has led to growth in the number of facilities providing specialized care for persons with Alzheimer’s or related dementia.

Facilities providing specialized care for persons with Alzheimer’s and related dementia generally follow one of two models: the nursing care model and the assisted living model. Generally, the nursing care model can be characterized as being for patients who have relatively extensive health care needs in addition to requiring care for Alzheimer’s. Alzheimer’s care within a nursing care model is a type of care subject to greater regulation than assisted living care. Staffing requirements for nursing care are typically greater, and the associated costs for care are higher. As many persons with Alzheimer’s are otherwise healthy, the assisted living model is the leading model for the care of persons with Alzheimer’s.

### Alzheimer’s Assisted Living Supply Analysis

Three properties located in the PMA (ranging from 11 to 33 beds and average size 22 beds) contain 50 beds with 96% occupancy. No projects proposed or under construction, other than the subject were identified based on IRR’s research.

### **INDEPENDENT LIVING SUPPLY ANALYSIS**

The independent living segment of the market encompasses living units, which can accommodate from one to two persons.

Three existing competitive facilities containing a total of 494 units with individual projects ranging in size from 52 to 247-units in size were identified in this segment of the analysis. There is a weighted average occupancy of 88 percent in these facilities. IRR identified no projects proposed or under construction, other than the subject, forecast to come online within the PMA during the next 24 months.

### **Senior Housing Demand Summary**

Demand estimates for the current year, every year for the following four, and 10 years from the current year are summarized in the following paragraphs. The demand estimates are based upon the quantity of four potential “target groups” who are likely users of seniors housing. Analysis of these four target groups will provide four separate indications of demand for seniors housing. Each of the four demand indications were considered by IRR in deriving demand conclusions. The Target Groups are as follows:

#### TARGET GROUP 1

Although the vast majority of persons entering seniors housing are age 80 and over, some persons between the ages of 65 and 80 do elect to live in seniors housing. Therefore, the broadest potential target group for seniors housing is persons age 65 and over. The number of persons age 65 plus is often considered in bed need methodologies adopted by various state licensing agencies.

#### TARGET GROUP 2

The next potential “target group” typically examined in evaluating demand for seniors housing is the number of households headed by a “householder” age 75 and over. The vast majority of seniors housing residents fall into the 75+ range.

#### TARGET GROUP 3

The next target group consists of the “age qualified” population that has adequate income to live in elderly housing. Many operators consider \$25,000 to be the minimum “qualifying” income. Although research has shown that many seniors with lesser income levels can afford to reside in seniors housing due to having income from other sources or assets to spend down, \$25,000 is widely considered a benchmark for the private pay market. Thus, Target Group 3 consists of the number of households with household income of \$25,000+ headed by a householder age 75+.

#### TARGET GROUP 4

Target group 4 consists of a group referred to in the industry as “adult children”. Children and/or other relatives of seniors generally play a significant role in the placement of a senior in a seniors housing facility. Market areas where there are large concentrations of persons in the 45 to 64 age group can often support significantly larger supply of seniors housing than would be indicated through analysis of seniors

already residing in the area. This is because in-migration of seniors into markets with large adult child populations is common, as the elderly are often relocated to a facility near the home of their adult children or other relative. Many operators of seniors housing have recognized the importance of the adult child market. Thus, Target Group 4 is the number of persons in the age 45 to 64 age bracket.

**INCOME AND ADL QUALIFICATION**

Some in the industry apply additional “qualifications” to further refine the potential target market before applying a penetration rate. These further qualifications might include quantification of seniors likely to require assistance with activities of daily living and quantification of seniors by living arrangements (restricting the market to those living alone under the assumption that few seniors living with spouses will choose seniors housing).

**ACHIEVABLE PENETRATION RATES**

For purposes of this analysis, a penetration rate is considered to be the number of beds or units of a specific type that should be demanded at market equilibrium within a given market area, divided by the quantity of persons or households of a specific type in the same market area. For example, if 100 beds of assisted living should be demanded, and there are 1,000 persons age 65+ that reside in the PMA, the indicated penetration rate is 10%.

The penetration rates are based upon demand for “public and private pay”. The inclusion of “public pay” demand significantly impacts the nursing home sector, and has a lesser but still notable impact upon the other two sectors. It is important to note that in states where Medicaid Waivers and/or other public pay alternatives are not available, these penetration rates may not be realized. These demand estimates, derived from the most complete and authoritative study of national demand in existence, are used as the basis for estimating demand in the subject’s market area.

Skilled Nursing				
Item	Target Group			
	1. Persons 85+	2. Households 75+	3. Households 76+, Inc. \$25,000 Plus	4. Persons Age 45-84
A. Demand for Skilled Nursing 2000 Per Revised Investment Case	1,679,327	1,679,327	1,679,327	1,679,327
B. 2000 Population/Households for Each Target Group From Claritas	34,991,753	10,522,026	4,786,520	61,952,636
C. Achievable Penetration Rate (A Divided by B)	4.80%	15.96%	35.08%	2.71%

Assisted Living				
Item	Target Group			
	1. Persons 85+	2. Households 75+	3. Households 76+, Inc. \$25,000 Plus	4. Persons Age 45-84
A. Demand for Assisted Living 2000 Per Revised Investment Case	706,146	706,146	706,146	706,146
B. 2000 Population/Households for Each Target Group From Claritas	34,991,753	10,522,026	4,786,520	61,952,636
C. Achievable Penetration Rate (A Divided by B)	2.02%	6.71%	14.75%	1.14%

Independent Living				
Item	Target Group			
	1. Persons 85+	2. Households 75+	3. Households 76+, Inc. \$25,000 Plus	4. Persons Age 45-84
A. Demand for Independent Living 2000 Per Revised Investment Case	706,740	706,740	706,740	706,740
B. 2000 Population/Households for Each Target Group From Claritas	34,991,753	10,522,026	4,786,520	61,952,636
C. Achievable Penetration Rate (A Divided by B)	2.02%	6.72%	14.77%	1.14%

Source: Integra Realty Resources

**EXHIBIT IV.2 PENETRATION RATES BY PRODUCT SEGMENT**

Based upon the above rates, which rely heavily upon Target Groups 3 and 4 (Households Age 75+ with Incomes \$25,000+ and Adult Children), IRR’s forecasts are considered to be appropriate and well

supported in the analysis and determination of unmet demand for assisted living projects. Indicated demand by period for skilled nursing facilities is summarized below.

Demand For Skilled Nursing							
Target Group 1 - Persons Age 65+							
Item	Year						
	2010	2011	2012	2013	2014	2015	2020
A. PMA Persons Age 65+	80,031	81,734	83,437	85,140	86,843	88,546	97,967
B. Achievable Penetration Rate	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%
C. Indicated Market Area Demand (A X B)	3,841	3,923	4,004	4,086	4,168	4,250	4,702
Target Group 2 - Households Age 75+							
Item	Year						
	2010	2011	2012	2013	2014	2015	2020
A. PMA HHs Age 75+	27,230	25,553	23,676	22,199	20,522	18,845	13,042
B. Achievable Penetration Rate	15.96%	15.96%	15.96%	15.96%	15.96%	15.96%	15.96%
C. Indicated Market Area Demand (A X B)	4,346	4,078	3,811	3,543	3,275	3,006	2,082
Target Group 3 - Households Age 75+ With Income \$25,000+							
Item	Year						
	2010	2011	2012	2013	2014	2015	2020
A. PMA HHs Age 75+ W/Inc. \$25,000+	14,447	14,802	15,157	15,513	15,868	16,223	18,217
B. Achievable Penetration Rate	35.08%	35.08%	35.08%	35.08%	35.08%	35.08%	35.08%
C. Indicated Market Area Demand (A X B)	5,059	5,193	5,318	5,443	5,567	5,692	6,391
Target Group 4 - Persons Age 45-64 (Adult Children)							
Item	Year						
	2010	2011	2012	2013	2014	2015	2020
A. PMA Persons Age 45-64	109,593	111,079	112,565	114,051	115,537	117,023	124,957
B. Achievable Penetration Rate	2.71%	2.71%	2.71%	2.71%	2.71%	2.71%	2.71%
C. Indicated Market Area Demand (A X B)	2,971	3,011	3,051	3,092	3,132	3,172	3,387
Demand Conclusions							
Item	Year						
	2010	2011	2012	2013	2014	2015	2020
Indicated Demand	4,093	4,000	3,907	3,815	3,722	3,629	3,392
Adjustment for Local Market Conditions	0%	0%	0%	0%	0%	0%	0%
Concluded Demand	4,093	4,000	3,907	3,815	3,722	3,629	3,392

Source: Integra Realty Resources

**EXHIBIT IV.3 SKILLED NURSING FACILITIES DEMAND SUMMARY**

Estimated demand for assisted living and independent living facilities is summarized in the following exhibits.

Demand For Assisted Living							
Target Group 1 - Persons Age 65+							
Item	Year						
	2010	2011	2012	2013	2014	2015	2020
A. PMA Persons Age 65+	80,031	81,734	83,437	85,140	86,843	88,546	97,967
B. Achievable Penetration Rate	2.02%	2.02%	2.02%	2.02%	2.02%	2.02%	2.02%
C. Indicated Market Area Demand (A X B)	1,615	1,649	1,684	1,718	1,753	1,787	1,977
Target Group 2 - Households Age 75+							
Item	Year						
	2010	2011	2012	2013	2014	2015	2020
A. PMA HHs Age 75+	27,230	25,553	23,676	22,199	20,522	18,845	13,042
B. Achievable Penetration Rate	6.71%	6.71%	6.71%	6.71%	6.71%	6.71%	6.71%
C. Indicated Market Area Demand (A X B)	1,827	1,715	1,602	1,490	1,377	1,265	875
Target Group 3 - Households Age 75+ With Income \$25,000+							
Item	Year						
	2010	2011	2012	2013	2014	2015	2020
A. PMA HHs Age 75+ W/Inc. \$25,000+	14,447	14,802	15,157	15,513	15,868	16,223	18,217
B. Achievable Penetration Rate	14.75%	14.75%	14.75%	14.75%	14.75%	14.75%	14.75%
C. Indicated Market Area Demand (A X B)	2,131	2,184	2,236	2,289	2,341	2,393	2,688
Target Group 4 - Persons Age 45-64 (Adult Children)							
Item	Year						
	2010	2011	2012	2013	2014	2015	2020
A. PMA Persons Age 45-64	109,593	111,079	112,565	114,051	115,537	117,023	124,957
B. Achievable Penetration Rate	1.14%	1.14%	1.14%	1.14%	1.14%	1.14%	1.14%
C. Indicated Market Area Demand (A X B)	1,249	1,266	1,283	1,300	1,317	1,334	1,424
Demand Conclusions							
Item	Year						
	2010	2011	2012	2013	2014	2015	2020
Indicated Demand	1,690	1,725	1,760	1,794	1,829	1,864	2,056
Adjustment for Local Market Conditions	0%	0%	0%	0%	0%	0%	0%
Concluded Demand	1,690	1,725	1,760	1,794	1,829	1,864	2,056

Source: Integra Realty Resources

**EXHIBIT IV.4 ASSISTED LIVING FACILITIES DEMAND SUMMARY**

Demand For Independent Living							
Target Group 1 - Persons Age 65+							
Item	Year						
	2010	2011	2012	2013	2014	2015	2020
A. PMA Persons Age 65+	80,031	81,734	83,437	85,140	86,843	88,546	97,967
B. Achievable Penetration Rate	2.02%	2.02%	2.02%	2.02%	2.02%	2.02%	2.02%
C. Indicated Market Area Demand (A X B)	1,616	1,651	1,685	1,720	1,754	1,788	1,979
Target Group 2 - Households Age 75+							
Item	Year						
	2010	2011	2012	2013	2014	2015	2020
A. PMA HHs Age 75+	27,230	26,553	23,876	22,199	20,522	18,645	13,042
B. Achievable Penetration Rate	6.72%	6.72%	6.72%	6.72%	6.72%	6.72%	6.72%
C. Indicated Market Area Demand (A X B)	1,829	1,716	1,604	1,491	1,378	1,266	876
Target Group 3 - Households Age 75+ With Income \$25,000+							
Item	Year						
	2010	2011	2012	2013	2014	2015	2020
A. PMA HHs Age 75+ W/Inc. \$25,000+	14,447	14,802	15,157	15,513	15,868	16,223	18,217
B. Achievable Penetration Rate	14.77%	14.77%	14.77%	14.77%	14.77%	14.77%	14.77%
C. Indicated Market Area Demand (A X B)	2,133	2,186	2,238	2,290	2,343	2,395	2,690
Target Group 4 - Persons Age 45-64 (Adult Children)							
Item	Year						
	2010	2011	2012	2013	2014	2015	2020
A. PMA Persons Age 45-64	109,593	111,078	112,563	114,051	115,537	117,023	124,957
B. Achievable Penetration Rate	1.14%	1.14%	1.14%	1.14%	1.14%	1.14%	1.14%
C. Indicated Market Area Demand (A X B)	1,250	1,267	1,284	1,301	1,318	1,335	1,425
Demand Conclusions							
Item	Year						
	2010	2011	2012	2013	2014	2015	2020
Indicated Demand	1,692	1,726	1,761	1,796	1,830	1,865	2,058
Adjustment for Local Market Conditions	0%	0%	0%	0%	0%	0%	0%
Concluded Demand	1,692	1,726	1,761	1,796	1,830	1,865	2,058

Source: Integra Realty Resources

**EXHIBIT IV.5 INDEPENDENT LIVING FACILITIES DEMAND SUMMARY**

The demand indication for each Target Group is independent of the other three demand indications. In this case, the final demand conclusions is weighted 50% to Target Group 3 (age and income qualified seniors) and 50% to Target Group 4 (adult children). These two indications of demand are the best indicators of demand for private pay seniors housing.

**Market Potential/Absorption**

The following table summarizes our conclusions of supply and demand for nursing care:

Comparison of Supply and Demand For Skilled Nursing							
Item	Year						
	2010	2011	2012	2013	2014	2015	2020
A. Indicated Demand	4,093	4,000	3,907	3,815	3,722	3,629	3,392
B. Less Existing Supply	2,591	2,591	2,591	2,591	2,591	2,591	2,591
C. Less New Supply	0	0	0	N.A.	N.A.	N.A.	N.A.
D. Unmet Demand or Oversupply	1,502	1,409	1,316	1,224	1,131	1,038	801

Source: Integra Realty Resources

**EXHIBIT IV.6 SKILLED NURSING SUPPLY/DEMAND**

IRR’s analysis shows that the PMA has an under-supply of nursing care in the current year, with unmet demand for 1,409 beds indicated. This is supported by the higher occupancy levels of existing facilities in the PMA. No new supply is forecast to be added over the next two years.

The following table summarizes our conclusions of supply and demand for assisted living:

Comparison of Supply and Demand For Assisted Living							
Item	Year						
	2010	2011	2012	2013	2014	2015	2020
A. Indicated Demand	1,690	1,725	1,760	1,794	1,829	1,864	2,056
B. Less Existing Supply	565	565	565	565	565	565	565
C. Less New Supply	0	0	0	N.A.	N.A.	N.A.	N.A.
D. Unmet Demand or Oversupply	1,125	1,160	1,195	1,229	1,264	1,299	1,491

Source: Integra Realty Resources

**EXHIBIT IV.7 ASSISTED LIVING SUPPLY/DEMAND**

The analysis also indicates that the PMA has an under-supply of assisted living in the current year, with unmet demand for 1,160 beds indicated. This is supported by the higher occupancy levels of existing facilities in the PMA. No new supply is forecast to be added over the next two years.

As noted previously, demand for Alzheimer's/Dementia care is a subset of overall assisted living demand. Alzheimer's/Dementia care facilities are normally licensed the same as "standard" assisted living facilities. Furthermore, it is relatively easy for facilities to begin or cease providing specialized Alzheimer's care since the physical plant requirements are not significantly different, and since the license is not different.

As of the third quarter of 2010, NIC MAP reported that there were 186,304 assisted living units and 41,043 Alzheimer's/Dementia care units in the Top 31 metro markets. The combined assisted living supply count inclusive of Alzheimer's Dementia care was 227,347 units. The Alzheimer's assisted living supply figure in turn equated to 18.1% of the total assisted living supply figure. Average occupancy was 89.2% for assisted living and 90.1% for Alzheimer's/Dementia care, indicating that demand between the two segments is near a balanced level. Thus, based upon this comparison, Alzheimer's/Dementia care demand would be 18.1% of total demand for assisted living.

IRR indicates that potential demand for Alzheimer's care may be understated for several reasons. Firstly, Alzheimer's units are much more likely to be semi-private than traditional assisted living, and the statistics noted above are based upon units, not beds. Thus, the quantity of Alzheimer's/Dementia units above has a much higher level of double occupancy, thus the demand on a bed, rather than unit basis, would be much higher as a percent of total demand. Furthermore, many residents of traditional assisted living have mild to moderate dementia, and would be better suited for residency in an Alzheimer's/Dementia facility, but the supply of Alzheimer's/Dementia care units is lacking in many markets. Major operators of Alzheimer's/Dementia care such as JEA and Benchmark believe that demand for Alzheimer's/Dementia care is as high as 30% of total assisted living demand. Based upon this, IRR estimates demand for Alzheimer's/Dementia care at 30% of total demand. For Alzheimer's assisted living, the supply and demand conclusions are shown below, utilizing 30% of the overall assisted living demand for Alzheimer's care.

Comparison of Supply and Demand for Alzheimer's Assisted Living							
Item	Year						
	2010	2011	2012	2013	2014	2015	2020
A. Indicated Demand	507	517	528	538	549	559	617
B. Less Existing Supply	50	50	50	50	50	50	50
C. Less New Supply	0	0	0	N.A.	N.A.	N.A.	N.A.
D. Unmet Demand or Oversupply	457	467	478	488	499	509	567

Source: Integra Realty Resources

**EXHIBIT IV.8 ALZHEIMER'S ASSISTED LIVING SUPPLY/DEMAND**

The IRR analysis shows that the PMA has a modest under-supply of Alzheimer’s assisted living in the current year, with unmet demand for 467 beds indicated. This is supported by the higher occupancy levels of existing facilities in the PMA. No new supply is forecast to be added over the next two years.

The following table summarizes IRR’s conclusions of supply and demand for independent living:

Comparison of Supply and Demand For Independent Living							
Item	Year						
	2010	2011	2012	2013	2014	2015	2020
A. Indicated Demand	1,692	1,726	1,761	1,796	1,830	1,865	2,058
B. Less Existing Supply	494	494	494	494	494	494	494
C. Less New Supply	0	0	0	N.A.	N.A.	N.A.	N.A.
D. Unmet Demand or Oversupply	1,198	1,232	1,267	1,302	1,336	1,371	1,564

Source: Integra Realty Resources

**EXHIBIT IV.9 INDEPENDENT LIVING SUPPLY/DEMAND SUMMARY**

The analysis also indicates that the PMA has an under-supply of independent living in the current year, with unmet demand for 1,232 units indicated. This is supported by the higher occupancy levels of existing facilities in the PMA. No new supply is forecast to be added over the next two years.

**SUPPLY AND DEMAND CONCLUSION**

IRR concludes that the PMA is a growing market. Biscayne Landing is in a market with relatively high barriers to entry. Analysis shows that the assisted living, Alzheimer’s care, independent living, and nursing care markets are very under-supplied. IRR’s occupancy survey indicates the assisted living market with an average occupancy of 94%, the Alzheimer’s care market with an average occupancy of 96%, the independent living market with an average occupancy of 88%, and the nursing care market with an average occupancy of 88%.

None of the facilities in the market are recently completed. However, based upon the strong unmet demand and the actual experience of other similar properties in other markets, the absorption pace for each segment of senior housing at Biscayne Landing is anticipated to be within the following ranges:

- Nursing: 8 to 10 beds per month
- Assisted Living: 4 to 8 beds per month
- Independent Living: 4 to 8 units per month

According to IRR’s analysis, the Biscayne Landing site is located in an area that is under-supplied in all three sectors of seniors housing. Although the independent living sector reports a low occupancy level, we consider this a short term situation. Independent occupancy rates should improve over time as the economy and housing markets recover.

## SECTION V – RETAIL AND OTHER COMMERCIAL USES

This section presents analysis of the market potential for retail space and related commercial uses within the proposed Biscayne Landing program.

### PROSPECTIVE TENANT INTEREST

A number of potential major anchor tenants have expressed strong interest in locating stores or in some cases multiple stores in the proposed Biscayne Landing retail development through ongoing dialog with Oleta Partners, LLC over the last several months.

Major potential retailers expressing interest in locating stores at the project include Kohl's, Lowe's, 24 Hour Fitness, Dick's Sporting Goods, Petsmart, West Marine, Toys"R"Us, Babies"R"US and a number of other national tenants.

### RETAIL ANALYSIS

Retail is an obvious and logical potential land use for the subject property based on site location attributes, including major existing retail facilities adjacent to the site. The following retail analysis addresses retail market demand analysis for the Biscayne Landing primary trade area.

#### Retail Market Overview - Miami-Dade County

The Miami retail market is showing signs of true recovery, especially when compared to other Florida markets according to CBRE's most recent retail market profile. Similar to the multifamily sector, the slowdown in new development is contributing to potential opportunity for new product. According to CBRE's assessment, there is virtually no quality big box spaces over 20,000 square feet currently available in Miami-Dade County. Countywide, asking rents have increased by approximately \$0.28 per square foot since the end of 2010 due to limited supply and a decline in vacancy to a current estimated average rate of 5.2%.

#### Retail Space Inventory Pipeline Under Construction, Planned and Proposed

The retail space inventory in Miami-Dade County including all single and multi-tenant facilities is estimated at approximately 63.7 million square feet. The Retail Submarket encompassing the primary trade area of the subject site as defined by REIS and other major commercial data sources encompasses the area within a three to five mile radius of the Biscayne Landing site. This area accounts for an important segment of Miami-Dade County's total retail space.

The County's inventory of retail space increased by less than 750,000 square feet in 2010 down from 800,000 square feet in 2009. New retail space currently under construction in the in the north central area is a ± 110,000 square foot new community center in Miami Gardens. The only other new retail space under construction in Miami-Dade is in the Kendall/West Kendall area encompassing a 400,000 square foot Power Center at Town & Country and a 70,000 square foot neighborhood center. Planned retail developments continue to be very limited.

The remainder of this section focuses on the major factors influencing retail potentials. Key factors that drive retail site selection, specifically relating to the subject site, trade area and competitive environment including:

- Market Conditions – retail demand-supply in terms of trade area spending surplus/leakage and trends.
- Demographic profile – retailers look for locations in communities with high population density and high disposal income. Population density and disposable incomes directly correlate to retailers sales volumes.
- Neighborhood Environment – a clean, attractive community does make a difference to retailers. Safety and security are essential.
- Visibility/Accessibility – retailers look for sites that consumers can view from as far away as possible.
- Traffic Counts – retailers look closely at the number of vehicles passing in front of a location during a 24-hour period.
- Parking – adequate parking is a priority notwithstanding public transportation access.
- Competition – Competitive positioning and the extent of overlapping trade areas are critical retail site selection considerations

#### DEMAND ANALYSIS

The retail demand forecast for one, three and five mile radial areas is based on the ESRI model providing profile of retail opportunity in terms of 2015 estimated sales potential within each respective segment of the Biscayne Landing primary market area. The North American Industry Classification System (NAICS) is utilized by ESRI to classify businesses by their primary type of economic activity illustrated in this analysis. While retail gap analysis does not represent the only indicator of opportunity for specific product or project concepts, segment analysis supports the retail development strategy and potential for attracting retailers in targeted tenant categories defined in the proposed program.

**RETAIL INDUSTRY DEMAND ANALYSIS - SITE TRADE AREA SEGMENTS**

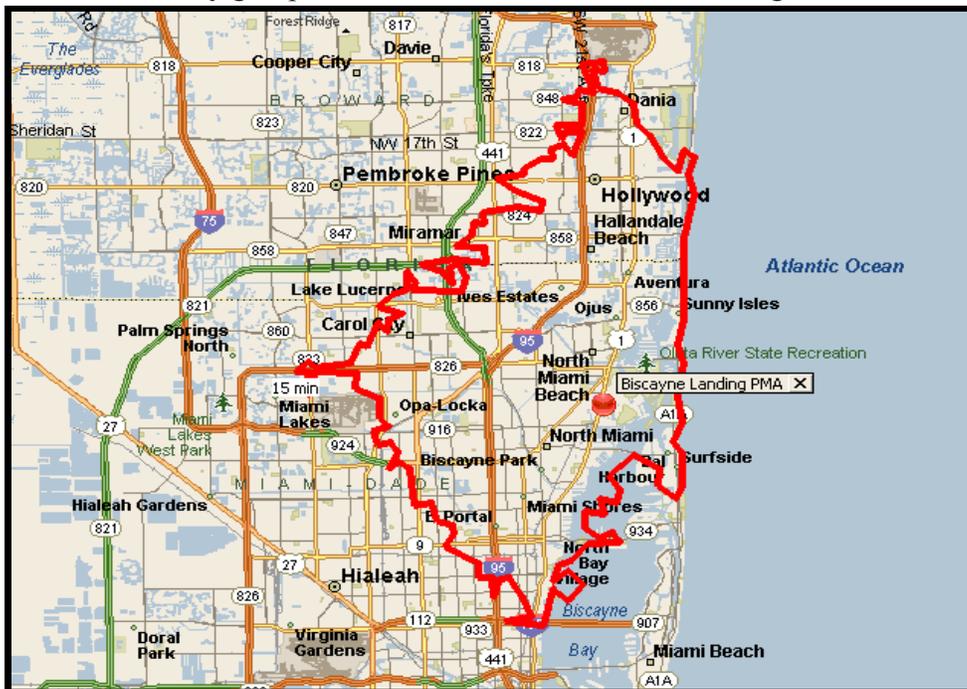
Total (All) Retail Industry Groups, 2015 Retail MarketPlace Forecast

	NAICS	Demand/Retail Potential (Sales)		
		1mi Radius	3mi Radius	5mi Radius
<b>INDUSTRY SUMMARY</b>				
Total Retail Trade and Food & Drink (a)	44-45,722	\$119,092,707	\$1,582,808,588	\$3,648,705,194
Total Retail Trade (b)	44-45	\$100,907,307	\$1,343,751,185	\$3,100,327,652
Total Food & Drink (c)	722	\$18,185,400	\$239,057,404	\$548,377,542
<b>INDUSTRY GROUP</b>				
Motor Vehicle & Parts Dealers	441	\$24,283,748	\$319,008,222	\$741,152,593
Furniture & Home Furnishings Stores	442	\$3,889,458	\$52,872,533	\$123,433,161
Electronics & Appliance Stores	4431	\$4,190,278	\$55,386,144	\$127,988,424
Bldg Materials, Garden Equip. & Supply Stores	444	\$3,735,097	\$54,480,124	\$129,080,244
Food & Beverage Stores	445	\$20,675,645	\$274,752,464	\$628,490,749
Beer, Wine & Liquor Stores	4453	\$571,396	\$7,535,406	\$17,282,900
Health & Personal Care Stores	446,4461	\$3,308,263	\$46,783,094	\$107,489,841
Gasoline Stations	447,4471	\$17,833,545	\$232,771,156	\$535,222,565
Clothing & Clothing Accessories Stores	448	\$5,749,367	\$75,064,190	\$171,983,695
Jewelry, Luggage & Leather Goods Stores	4483	\$495,654	\$6,742,580	\$15,579,569
Sporting Goods, Hobby, Book & Music Stores	451	\$1,137,388	\$14,558,419	\$33,391,102
General Merchandise Stores	452	\$11,196,285	\$149,118,932	\$341,989,562
Miscellaneous Store Retailers	453	\$1,791,177	\$24,520,200	\$57,077,278
Nonstore Retailers	454	\$3,117,055	\$44,435,706	\$103,028,436
Food Services & Drinking Places	722	\$18,185,400	\$239,057,404	\$548,377,542

(a) NAICS 44-45; (b) NAICS 44-45; (c) NAICS 772  
 Source: STDBOnline; ESRI; Infogroup; Focus Real Estate Advisors, LLC

**EXHIBIT V.1 RETAIL DEMAND ANALYSIS, SUBJECT SITE, SELECTED TRADE AREAS**

Retail establishments are classified into 12 major Retail Trade groups comprising 27 industry sub-groups, as well as four industry groups within the Food Services & Drinking Establishments subsector.



**EXHIBIT V.2 PRIMARY TRADE AREA MAP**

**TRAFFIC COUNTS**

As noted previously, average daily traffic exposure is a major factor impacting retail site locations. Traffic volumes on Interstate highways and major regional roadways in the northeast Miami-Dade County area range from the mid-100,000s to over 200,000 cars per day as illustrated by Florida Department of Transportation traffic counts shown on the road map below (Exhibit IV.8).



**EXHIBIT V.3 FLORIDA DOT TRAFFIC COUNTS**

Traffic volumes on the majority of major arterial roads generally range from 20,000 to 50,000 cars per day. Accordingly, the average daily traffic count of 60,000+ cars per day on Biscayne Boulevard at the subject and immediate vicinity in North Miami is at the upper-end of the range for major arterial roads in the northeast Miami-Dade County area.

**SUMMARY – RETAIL SPACE POTENTIAL**

The Miami-Dade County retail space market is showing signs of stabilization and initial recovery from economic recession triggered by the collapse of the real estate and credit markets, available inventories of retail space have remained relatively flat, which is expected to support upward pressure on rents and new development during the next three to five years. Overall long-term growth potentials for the Miami-Dade County economy and retail market are strong based on the population growth outlook driven to a large extent by international business, tourism and in-migration.

In summary, potential for retail development at the subject site is strong based on the overall economic growth outlook for the region, county and Biscayne Landing primary trade area. This conclusion is based on trade area demographics, retail sales demand/supply and other major factors (i.e. competitive positioning) influencing retail site selection decisions.

## SECTION VI – ECONOMIC IMPACT ANALYSIS

This section presents an analysis of the economic and fiscal impacts of the proposed Biscayne Landing development program. The analysis includes estimates of both non-recurring economic and fiscal impacts generated during development-construction stages and recurring impacts/benefits generated by ongoing annual operations.

### BISCAYNE LANDING PROGRAM SUMMARY

The proposed Biscayne Landing master plan includes a phased mixed-use development program as summarized in Exhibit VI.1 below.

### Biscayne Landing Proposed Master Plan Summary

Residential						
Building Type	Units per Level	# of Levels	Total Units Per Building	# of Buildings in Plan	Total Units	Total Parking
Residential I	12	25	288	4	1,152	1,728
Residential II	13	8	91	18	1,638	2,457
Residential III	12	8	84	4	336	504
Residential IV	16	8	112	2	224	336
<b>Total Residential</b>				<b>28</b>	<b>3,350</b>	<b>5,025</b>
ALF / Hotel Statistics						
	Nursing	Assisted	Guestrooms	Units/Sq.Ft.		
ALF	300	500		1	800	240
Emergency Care				1	5,000 SF	25
Hotel			150	2	300	225
<b>Total ALF/ Hotel Units</b>				<b>4</b>	<b>1,100</b>	<b>490</b>
Retail						
			Units/Tenants			
<b>Retail Stores/Units</b>			<b>15+</b>		<b>850,000</b>	<b>3,400</b>
Non-Retail Tenants						
				Sq.Ft.		
<b>Public Meeting Rooms</b>				1	7,000	
<b>Retail at Neighborhood Center</b>				1	3,000	
<b>Total Non-Retail</b>				<b>2</b>	<b>10,000</b>	<b>TBD</b>

Note: Optional areas including TV & Film Studio, Communication Offices and Research & Development space potentially totalling up to 420,000 sq.ft. could replace other areas in the proposed master plan.

### EXHIBIT VI.1 BISCAYNE LANDING PROPOSED MASTER PLAN SUMMARY

As shown above, the proposed master plan includes a mix of mid-rise and high-rise multifamily residential components (3,350 units), 500 assisted living units (ALF), 300 unit skilled nursing component with a 5,000 square foot emergency care center, 850,000 square feet of retail space, 10,000 square feet of non-retail space and two 150-room hotels. The proposed project will be developed in four phases with Phase I commencing in November 2011 subject to approval of the City of North Miami. The fourth and final phase of development is planned to begin in April 2018 with project completion by January 2021.

## Biscayne Landing Proposed Development Phasing

Phase I						
Building Type	# of Buildings in BL	Total Units Per Building	Total Units	Building Area (SF)	Parking Spaces	Site Area (Acres)
Residential IV	2	112	224		336	5.6
ALF	1	250	250		75	2.5
Emergency Care	1			5,000	25	0.5
Southwest park	1				N/A	7.2
Retail	11			850,000	3,400	63.0
Main boulevard open space	1					10.1
Perimeter open space	1				N/A	9.5
Lake						8.5
<b>Total Phase I Statistics</b>	<b>18</b>	<b>362</b>	<b>474</b>	<b>855,000</b>	<b>3,836</b>	<b>106.9</b>
Phase II						
Building Type	# of Buildings in BL	Total Units Per Building	Total Units	Building Area (SF)	Parking Spaces	Site Area (Acres)
Residential II	4	91	364		546	6.6
Residential III	4	84	336		504	7.8
ALF (Nursing)	1	250	250		75	2.9
Town Square Community Center	1			10,000	20	13.7
Town Square Retail	1				20	
Central park	1				N/A	
<b>Total Phase II Statistics</b>	<b>12</b>	<b>425</b>	<b>950</b>	<b>10,000</b>	<b>1,165</b>	<b>31.0</b>
Phase III						
Building Type	# of Buildings in BL	Total Units Per Building	Total Units	Building Area (SF)	Parking Spaces	Site Area (Acres)
Residential I	2	288	576		864	4.8
Residential II	6	91	546		819	9.3
ALF (Nursing)	1	300	300		90	2.1
Residential Open Space					N/A	5.8
<b>Total Phase III Statistics</b>	<b>9</b>	<b>679</b>	<b>1,422</b>	<b>0</b>	<b>1,773</b>	<b>22.0</b>
Phase IV						
Building Type	# of Buildings in BL	Total Units Per Building	Total Units	Building Area (SF)	Parking Spaces	Site Area (Acres)
Residential I	2	288	576		864	4.1
Residential II	8	91	728		1,092	12.4
Hotels	2	150	300		450	7.4
<b>Total Phase IV Statistics</b>	<b>12</b>	<b>529</b>	<b>1,604</b>	<b>0</b>	<b>2,406</b>	<b>23.9</b>
<b>Total Site</b>	<b>51</b>	<b>1,995</b>	<b>4,450</b>	<b>865,000</b>	<b>9,180</b>	<b>183.8</b>

### EXHIBIT VI.2 BISCAYNE LANDING PROPOSED DEVELOPMENT PHASING

Initially, the residential components are being programmed as rental apartments based on market conditions and trends. Subject to future market conditions, later phases of the proposed residential program may include repositioning for sale as condominiums.

Total project cost assumed for the purposes of impacts/benefits analysis is approximately \$938.1 million including land, development and construction costs. Estimated development and construction costs including soft costs related to project design and engineering, permitting fees, marketing, leasing commissions, project administration, etc. is estimated at \$823.8 million.

### PROJECT FISCAL AND ECONOMIC IMPACTS/BENEFITS

Fiscal and economic benefits that will be generated by the development of Biscayne Landing include non-recurring expenditures and employment associated with development and construction and recurring

factors associated with the ongoing operations including permanent employment, on-site and local area spending and ad valorem taxes. Fiscal benefits are the direct impacts that the project will have on the finances of the City of North Miami and other governmental jurisdictions and public service agencies. Economic benefits are the positive impacts that the project will have on the area economy. Estimated fiscal and economic impacts/benefits are presented below:

➤ Fiscal Benefits

- City of North Miami

- Non- Recurring

1. \$11,761,100 in Impact Fees
2. \$4,339,600 in Building Permit Fees
3. \$154,800 in Zoning Services Fees
4. \$202,200 for Occupancy Certificates
5. \$3,500,000 in Lease transaction fees and City reimbursements
6. \$3,000,000 Community Parks and Community Center Facilities

- •Recurring

1. Lease Payments
  - a. Annual - \$1,500,000
  - b. Total 99 year lease term - \$160,800,000
2. Participation Rent (1.25% of gross rental revenues – Residential & ALF)
  - a. Annual upon project completion - \$1,094,591
  - b. Total 99 year lease term - \$98,876,965
3. Participation Rent (1.5% of net rent – Commercial/Retail)
  - a. Annual upon project completion - \$280,500
  - b. Total 99 year lease term - \$26,928,000
4. Participation Rent (2% of ground rent – Hotel)
  - a. One-time payment to City - \$105,840
5. Ad Valorem Taxes (City of North Miami portion – General Fund and CRA)
  - a. Annual upon project completion - \$6,709,400
  - b. Total 99 year lease term - \$622,137,100
6. Ad Valorem Taxes (Other jurisdictions/authorities (i.e. County, School Board, Children’s Trust, S.F.W.M District)
  - a. Annual upon project completion - \$13,179,600
  - b. Total 99 year lease term - \$1,222,085,400
7. Increased business and occupational license fees

➤ • Economic Benefits

- Non-Recurring

1. \$755 million in construction-related expenditures within Miami-Dade County

2. Construction labor expenditures equivalent to the annual wages of \$347,100,000
3. 7,516 full-time equivalent jobs (development/construction related)
  - Recurring
    1. \$305 million annually in on-site sales
    2. 2,500+ on-site permanent jobs with annual wages and salaries of approximately \$82.2 million
    3. \$85 million in resident retail and services expenditures
    4. \$12.3 million in tourist expenditures

Selected information and calculations in addition to the program statistics presented at the beginning of this section that support the foregoing impacts/benefits estimates are outlined below.

**Employment**

Estimates of non-recurring (construction related jobs) and recurring (permanent) employment are based on employment ratios in the South Florida Regional Planning Council’s (SFRPC) Fiscal Impact Analysis Model (FIAM), current wage levels by industry and occupation reported by the Florida Agency for Workforce Innovation in terms of full-time equivalent jobs, and review of recent major ADA submissions to the SFRPC.

**Non-recurring Fiscal Impacts**

**ESTIMATED IMPACT FEES - BISCIAYNE LANDING**

Use	Units	Police		General Gov.		Transportation		Parks		Library		Total	Total Fee Approved Ordinance*
		\$/Unit	Impact Fee Total	\$/Unit	Impact Fee Total	\$/Unit	Impact Fee Total	\$/Unit	Impact Fee Total	\$/Unit	Impact Fee Total		
<b>Residential</b>													
Multi: Mid-Rise	2,198	\$379.00	\$833,042	\$780.00	\$1,714,440	\$167.00	\$367,066	\$5,009.00	\$11,009,782	\$461.00	\$1,013,278	\$14,937,608	\$7,468,804
Multi: Hi-Rise	1,152	\$352.00	\$405,504	\$724.00	\$834,048	\$155.00	\$178,560	\$4,652.00	\$5,359,104	\$428.00	\$493,056	\$7,270,272	\$3,635,136
<b>Non-residential</b>	<b>Square Footage</b>												
Shop 25,000 SF or less	50,000	\$1.29	\$64,500	\$0.48	\$24,000	\$0.10	\$5,000		\$0			\$93,500	\$46,750
Shop 25,001 - 50,000 SF	260,000	\$1.12	\$291,200	\$0.41	\$106,600	\$0.08	\$20,800		\$0			\$418,600	\$209,300
Shop 50,001 - 100,000 SF	290,000	\$0.93	\$269,700	\$0.36	\$104,400	\$0.07	\$20,300		\$0			\$394,400	\$197,200
Shop 100,001 - 200,000 SF	250,000	\$0.80	\$200,000	\$0.32	\$80,000	\$0.06	\$15,000		\$0			\$295,000	\$147,500
Medical-Dental Office	5,000	\$0.75	\$3,750	\$0.59	\$2,950	\$0.12	\$600		\$0			\$7,300	\$3,650
<b>Other Residential</b>	<b>Units</b>												
Lodging (per room)	300	\$117.00	\$35,100	\$103.00	\$30,900	\$21.00	\$6,300		\$0			\$72,300	\$36,150
Nursing Home (per bed)	300	\$49.00	\$14,700	\$52.00	\$15,600	\$10.00	\$3,000		\$0			\$33,300	\$16,650
<b>Total</b>			\$2,117,496		\$2,912,938		\$616,626		\$16,368,886		\$1,506,334	\$23,522,280	\$11,761,140

Note: In accordance with Resolution No. R-2010-103, City of North Miami, FL.

**EXHIBIT VI.3 BISCIAYNE LANDING IMPACT FEES**

**Recurring Fiscal Impacts**

Ad Valorem tax estimates are based on review of the County Appraiser’s tax roll database including tax assessment and current (2011) millage rates by taxing authority for the subject property and other properties containing some or all of the uses that will comprise Biscayne Landing. Upon completion of the program as planned, it is estimated that the assessed and taxable value of Biscayne Landing will be approximately \$800.0 million for ad valorem tax purposes.

Application of current millage rates (2011) and corresponding taxes upon completion of each respective development phase are illustrated in Exhibit VI.4 below.

**AD VALOREM TAXES BY PHASE  
BISCAYNE LANDING**

Taxing Authority	Rate/\$1,000	Ad Valorem Taxes*			
	Taxable Value	Phase 1	Phase 2	Phase 3	Phase 4
City of North Miami	8.4143	\$1,349,446	\$2,575,962	\$4,572,391	\$6,709,437
Miami-Dade County	7.5527	\$1,211,267	\$2,312,191	\$4,104,192	\$6,022,410
School Board	8.005	\$1,283,804	\$2,450,659	\$4,349,975	\$6,383,067
F.I.N.D.	0.0345	\$5,533	\$10,562	\$18,748	\$27,510
Children's Trust	0.5	\$80,188	\$153,070	\$271,704	\$398,693
S.F.W.M. District	0.3739	\$59,964	\$114,466	\$203,180	\$298,142
Everglades CP	0.0624	\$10,007	\$19,103	\$33,909	\$49,757

\* Cumulative value as of phase completion.

Source: 2011 Tax Rates; Focus Real Estate Advisors, LLC.

**EXHIBIT VI.4 MILLAGE RATES/AD VALOREM TAXES**

As noted previously, the multifamily residential component of Biscayne Landing will be designed and built as condominiums; however, based on the current strength of the rental market, residential units will initially be marketed as high-end rentals. Accordingly, financial impact calculations are based on rental assumptions with a sales program subject to evolving market conditions.

Both the City of North Miami and Miami-Dade County will collect occupational license fees from the business operating within the proposed project. The amounts paid will vary based on the type and size of the businesses, hence cannot be calculated at this time.

**Other Potential Economic/Community Benefits**

The proposed retail component of Biscayne Landing in conjunction with adjacent existing major retail facilities will represent a commercial retail complex with critical mass with strong regional drawing power that is likely to attract other development/redevelopment interest to the area.

## **CONDITIONS FOR REAL ESTATE MARKET ANALYSIS STUDIES**

The following Standard Conditions apply to real estate consulting engagements performed by Focus Real Estate Advisors, LLC (FOCUS).

Reports may contain estimates of future sales/rental activity (e.g., absorption rates, sales values/rents, etc.) or other events that represent the consultant's view of reasonable expectations at a particular point in time, but such activities or events are not offered as predictions or as assurances that absorption levels will be achieved, that events will occur, or that indicated prices/rents will be offered or accepted. Actual results achieved during the period covered by our analyses will vary from those described in our report, and the variations may be material.

Information furnished by others is presumed to be reliable, and unless specified in the report to the contrary, has not been verified; no responsibility, whether legal or otherwise, is assumed for its accuracy, and it cannot be guaranteed as being certain.

No investigation has been conducted by FOCUS with respect to property title; the existence of liens, encumbrances, encroachments, easements or other discrepancies affecting the property; the existence of flood plains and concealed or dubious conditions of the subsoil or subsurface waters; the existence of government restrictions on the use of the property; or the existence of any concealed or apparent hazards such as, but not limited to, asbestos, hazardous or contaminated substances, toxic waste or radioactivity. It is assumed that the Client will obtain legal, engineering or other professional advice from others with regard to the foregoing matters. It is further assumed that the property will not operate in violation of any applicable government regulations, codes, ordinances or statutes.

The report and conclusions included herein are intended for the information of the person or persons to whom they are addressed, solely for the purposes stated therein, and should not be relied upon for any other purpose. In the event that the report is distributed to third parties, FOCUS shall be held harmless relative to their use or reliance on the report for any purpose. Neither our report, nor its contents, nor any reference to the consultants of FOCUS, may be included or quoted in any offering circular or registration statement, prospectus, sales brochure, appraisal, loan or other agreement or document without our prior written permission. Generally, FOCUS acting in the role of a consultant will not agree to the use of its name as a "named expert" within the meaning of the Securities Act of 1933 and the Securities Exchange Act of 1934.

Conclusions presented in our report reflect our assessment of market conditions as observed as of the current date of our market research (stated in the letter of transmittal.) FOCUS assumes no liability for actual project results influenced by changing market conditions and other variables.



The budget reflects the anticipated costs and revenues for Oleta Partners, LLC related to preparing the site for the sale of sublease parcels to third parties. As Master Developer, Oleta’s role will be primarily focused on master planning of the site, obtaining the required entitlements, resolving any remaining landfill and ground water remediation issues, designing and constructing the infrastructure and amenities that are common to the entire property, and selling the sublease parcels to others.

**Biscayne Landing Conceptual Development Proforma  
Budget, Sources and Uses of Funds**

Revised Sept 14, 2011

<b>Budget</b>	
<b>Income from Sale of Subleases</b>	
<b>Land Use</b>	<b>Sale Proceeds</b>
Residential I (Units)	17,498,880
Residential II (Units)	24,881,220
Residential III (Units)	5,103,840
Residential IV (Units)	3,402,560
Assisted Living (Units)	11,270,000
Nursing (Units)	6,762,000
Hotel (Rooms)	5,292,000
Community Center/Town Square Retail (Sq Ft)	-
Emergency Care (Sq Ft)	-
Retail (Sq Ft)	42,632,940
<b>Total Income From Sale of Subleases</b>	<b>116,843,440</b>
<b>Reimbursements and Cost Recoveries</b>	
<b>Item Description</b>	<b>Total</b>
Residential I Sublease Payments	644,776
Residential II Sublease Payments	1,085,209
Residential III Sublease Payments	381,134
Residential IV Sublease Payments	270,806
Retail Sublease Payments	4,150,000

\* Chart continues on the next page

Grant Funds Allocated to Spine Road	593,440
Grant Funds Allocated to Ground Water Remediation System	13,200,000
Grant Funds Annual O & M of Ground Water Remediation System	1,500,000
Grant Funds Allocated to Southwest Park	423,046
Grant Funds Allocated to Perimeter Open Space	558,186
Grant Funds Allocated to Central Park & Community Center	804,963
Residential I Sublease CAM & Property Tax Reimbursement	290,630
Residential II Sublease CAM & Property Tax Reimbursement	1,105,735
Residential III Sublease CAM & Property Tax Reimbursement	526,802
Residential IV Sublease CAM & Property Tax Reimbursement	538,295
Assisted Living Sublease CAM & Property Tax Reimbursement	426,453
Nursing Sublease CAM & Property Tax Reimbursement	81,802
Hotel Sublease CAM & Property Tax Reimbursement	152,733
Emergency Care CAM & Property Tax Reimbursement	48,062
Retail Sublease CAM & Property Tax Reimbursement	6,776,163
<b>Total Reimbursements and Recoveries</b>	<b>33,558,236</b>
<b>Total Income, Reimbursements and Recoveries</b>	<b>150,401,676</b>

<b>Lease and Land Development Costs</b>	
<b>Work Item Description</b>	<b>Total</b>
Lease Transaction Cost and Due Diligence Expenses	2,500,000
Reimbursement of City Costs	1,000,000
	1,500,000
Initial Lease Payment	17,500,000
Annual Lease Payments	8,300,000
	1,700,000
Property Tax Allowance	8,500,000
Allowance for City Park	1,500,000
Community Center/Town Square Retail (Sq Ft)	1,500,000
Allowance to Rough Grade & Balance Entire Site	1,500,000
Allowance for Lake Fill	2,500,000
Spine Road (Includes 4 lane divided parkway with sidewalks, bike lanes, lighting, utility stubs, signage, engineering, testing, inspections, supervision, etc.)	6,000,000
Reconfigure and Reconstruct 143rd St Entry Road and Intersection	1,500,000
Ground Water Remediation (Deep Well System, Design Build)	13,200,000
Annual O & M of Ground Water Remediation System	2,100,000
Site Maintenance Cost & CAM (Includes security, wetlands monitoring, ground water testing, methane gas testing, grass cutting, reports, etc.)	5,925,000
Developer's Overhead, General Conditions & G&A	19,200,000
<b>Total Costs</b>	<b>95,925,000</b>
<b>Estimated Net Proceeds</b>	<b>54,476,676</b>



The financing assumptions used in this proposal are displayed on the spread sheets that follow. Basic assumptions are presented relating to the development and the proposed 10-year phasing and absorption schedule. Ultimately, the ability to meet these financial goals depends upon market conditions. As the recent past indicates, because this is a 10-year project, it is important that the development plan, phasing and financial plan remain flexible enough to respond to meet the possibility of changing circumstances. Oleta Partners, LLC's experience and financial strength allows it to make any needed adaptations to address changing circumstances over the expected 10 year life of the project.

**Biscayne Landing Conceptual Development Proforma**

**Program and Phasing**

Revised Sept 14, 2011

Residential Statistics							
Building Type	Units per Level	# of Levels	Total Units Per Building	# of Buildings in Plan	Total Units	Parking Spaces per Unit	Total Unit Parking
Residential I	12	25	288	4	1152	1.5	1728
Residential II	13	8	91	18	1638	1.5	2457
Residential III	12	8	84	4	336	1.5	504
Residential IV	16	8	112	2	224	1.5	336
<b>Total Residential Statistics</b>				<b>28</b>	<b>3350</b>		<b>5025</b>

ALF / Hotel Statistics							
	Nursing	Assisted	Guestrooms				
ALF	300	500		1	800	0.30	240
Emergency Care				1	5000 SF	2/1000 SF	25
Hotel			150	2	300	0.75	225
<b>Total ALF/ Hotel Statistics</b>				<b>4</b>	<b>1100</b>		<b>490</b>

Potential Tenant Mix			Non-Retail Tenants		
Store	Square Feet	Parking - 4/1000	Description	Square Feet	Parking - TBD
Big Box	120,000	480	Public Meeting Rooms	7,000	
Department Store	85,000	340	Retail at Neighborhood Center	3,000	
Hardware Store	130,000	520			
Fitness Center	80,000	320	<b>Total</b>	<b>10,000</b>	<b>TBD</b>
Liquor Store	15,000	60			
Clothing Store	70,000	280			
Sporting Goods	55,000	220			
Department Store	45,000	180			
Pet Supply Store	20,000	80			
Cosmetic Store	15,000	60			
Movie Theater	45,000	180			
Grocery Store	45,000	180			
Small Stores	30,000	120	TV and Film Studio	200,000	
Outparcels	45,000	180	Communications Headquarter C	20,000	
Other	50,000	200	Research & Development	200,000	
<b>Total</b>	<b>850,000</b>	<b>3400</b>	<b>Total</b>	<b>420,000</b>	<b>TBD</b>

(Note: Optional areas will replace other spaces)

Biscayne Landing Conceptual Development Proforma  
 Program and Phasing  
 Revised Sept 14, 2011

**Biscayne Landing III**

**Preliminary Project Statistics by Phase**

Phase I						
Building Type	# of Buildings in BL	Total Units Per Building	Total Units	Building Area (SF)	Parking Spaces	Site Area (Acres)
Residential IV	2	112	224		336	5.6
ALF	1	250	250		75	2.5
Emergency Care	1			5,000	25	0.5
Southwest park	1				N/A	7.2
Retail	11			850,000	3,400	63.0
Main boulevard open space	1					10.1
Perimeter open space	1				N/A	9.5
Lake						8.5
<b>Total Phase I Statistics</b>	<b>18</b>	<b>362</b>	<b>474</b>	<b>855,000</b>	<b>3,836</b>	<b>106.9</b>

Phase II						
Building Type	# of Buildings in BL	Total Units Per Building	Total Units	Building Area (SF)	Parking Spaces	Site Area (Acres)
Residential II	4	91	364		546	6.6
Residential III	4	84	336		504	7.8
ALF	1	250	250		75	2.9
Town Square Community Center	1			10,000	20	13.7
Town Square Retail	1				20	
Central park	1				N/A	
<b>Total Phase II Statistics</b>	<b>12</b>	<b>425</b>	<b>950</b>	<b>10,000</b>	<b>1,165</b>	<b>31.0</b>

Phase III						
Building Type	# of Buildings in BL	Total Units Per Building	Total Units	Building Area (SF)	Parking Spaces	Site Area (Acres)
Residential I	2	288	576		864	4.8
Residential II	6	91	546		819	9.3
ALF (Nursing)	1	300	300		90	2.1
Residential Open Space					N/A	5.8
<b>Total Phase III Statistics</b>	<b>9</b>	<b>679</b>	<b>1,422</b>	<b>0</b>	<b>1,773</b>	<b>22.0</b>

Phase IV						
Building Type	# of Buildings in BL	Total Units Per Building	Total Units	Building Area (SF)	Parking Spaces	Site Area (Acres)
Residential I	2	288	576		864	4.1
Residential II	8	91	728		1,092	12.4
Hotels	2	150	300		225	7.4
<b>Total Phase IV Statistics</b>	<b>12</b>	<b>529</b>	<b>1,604</b>	<b>0</b>	<b>2,181</b>	<b>23.9</b>

<b>Total Site</b>	<b>51</b>	<b>1,995</b>	<b>4,450</b>	<b>865,000</b>	<b>8,955</b>	<b>183.8</b>
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Biscayne Landing Conceptual Development Proforma

Assumptions

Revised Sept 14, 2011

Land Use and Acreage Summary									
Land Use	Total Units/Rms	Total Acreage	% Ground Rent Allocation	% Ground Rent Per Unit	% Common Charges Allocation	% Common Charges Per Unit	% Closure Grant Allocation	% Closure Grant Per Unit	
<b>Residential</b>									
Residential I	1152	8.90	17.19%	0.015%	6.90%	0.006%	5.08%	0.004%	
Residential II	1638	28.30	24.45%	0.015%	21.94%	0.013%	16.14%	0.010%	
Residential III	336	7.80	5.01%	0.015%	6.05%	0.018%	4.45%	0.013%	
Residential IV	224	5.60	3.34%	0.015%	4.34%	0.019%	3.19%	0.014%	
Residential Open Space		5.80	0.00%	0.000%	0.00%	0.000%	3.31%	0.000%	
<b>Residential Total</b>	<b>3350</b>	<b>56.40</b>	<b>50.00%</b>		<b>39.22%</b>		<b>32.17%</b>		
<b>ALF/Hotel</b>									
Assisted Living	500	5.40	0.00%		4.19%	0.008%	3.08%	0.006%	
Nursing	300	2.10	0.00%		1.63%	0.005%	1.20%	0.004%	
Hotel	300	7.40	0.00%		5.74%	0.019%	4.22%	0.014%	
<b>ALF/Hotel Total</b>		<b>14.90</b>	<b>0.00%</b>		<b>11.55%</b>		<b>8.50%</b>		
<b>Housing &amp; Hotel Total</b>		<b>71.30</b>			<b>50.78%</b>		<b>40.67%</b>		
<b>Commercial</b>									
Emergency Care (Sq Ft)	5000	0.50	0.00%		0.39%		0.29%		
Retail (Sq Ft)	850000	63.00	50.00%		48.84%		35.94%		
<b>Commercial Total</b>		<b>63.50</b>	<b>50.00%</b>		<b>49.22%</b>		<b>36.22%</b>		
<b>Non-Municipal Total</b>		<b>134.80</b>			<b>100.00%</b>		<b>76.90%</b>		
<b>Parks and Open Spaces</b>									
Southwest Park		7.20	0.00%		0.00%		4.11%		
Main Boulevard and Open Space		10.10	0.00%		0.00%		5.76%		
Perimeter Open Space		9.50	0.00%		0.00%		5.42%		
Central Park and Town Square Community Center		13.70	0.00%		0.00%		7.82%		
Lake		8.50	0.00%		0.00%		0.00%		
Municipal - Water Plant		Incl Above	0.00%		0.00%		0.00%		
<b>Municipal Total</b>		<b>49.00</b>	<b>0.00%</b>				<b>23.10%</b>		
		<b>183.80</b>	<b>100.00%</b>				<b>100.00%</b>		

Valuation				
Land Use	Market Value	Discount For Land Fill Considerations	Discount For Ground Rent Allocation (\$1,500,000/Yr)	Adjusted Market Value
Residential (Unit)	20,000.00	2,000.00	2,500.00	15,500.00
Assisted Living (Unit)	25,000.00	2,000.00	-	23,000.00
Nursing (Unit)	25,000.00	2,000.00	-	23,000.00
Hotel (Room)	20,000.00	2,000.00	-	18,000.00
Emergency Care (Sq Ft)	-	-	-	-
Retail (Sq Ft)	60.00	-	8.82	51.18

Common Charge Allocation

Commercial	47.11%
Residential/ALF/Hotel	52.89%
	100.00%

Common Charge Allocation Non-Commercial

Residential	79.10%
ALF/Hotel	20.90%
	100.00%

Grant Funds Available For Land Fill Closure	10,300,000
Grant Funds Utilized In Land Development	2,379,635
Grant Funds Available For Sublease Parcels	7,920,365

Grant Funds Utilized For Ground Water Remediation	13,200,000
Grant Funds Utilized For O&M Remediation System	1,500,000
Grant Funds Available For Land Fill Closure	10,300,000
Estimated Total Grant Funds Available	25,000,000



The spread sheet that follows summarizes the sources and uses of funds that are detailed in the budget and cash flow sections of the proposal. Both the sources and uses of funds are limited to the activities related to master planning of the site, obtaining the required entitlements, resolving any remaining landfill and ground water remediation issues, designing and constructing the infrastructure, as well as amenities that are common to the entire property, in addition to selling the sublease parcels to others.

Please note the following regarding the three sources of funds:

- Not all the closure grant funds will be used by the master developer. Portions of the remaining funds will be allocated to the sublease developers in proportion to the amount of land they sublease. As Master Developer, Oleta will establish the guidelines for completing the landfill closure work by the sublease developers and assist them in drawing the grant funds as they complete their portion of the landfill closure work.
- The funds from operations and sales are highly dependent on the market's ability to absorb the proposed development program as planned. Should the absorption be slower than anticipated, Oleta understands that additional cash equity may be required. Oleta has the financial strength to address such a possibility.
- Oleta is indicating that all money required not being funded from the closure grant or from operations and sales will be funded by cash equity. However, Oleta reserves the right to fund all, or a portion, of these requirements through loans secured by the master lease, should it choose to do so.

## Biscayne Landing Conceptual Development Proforma

### Sources and Uses of Funds

Revised Sept 14, 2011

#### Sources and Uses

<b>Per Cash Flow Analysis the Max Negative Cumulative Net Cost Occurs at the End of Year 1</b>	
Year 1 Cumulative Costs	32,500,000
Contingency, 10%	3,250,000
<b>Total Max Cost</b>	<b>35,750,000</b>
Year 1 Cumulative Income	-
Year 1 Cumulative Reimbursements & Recoveries	1,697,813
<b>Total Income and Recoveries</b>	<b>1,697,813</b>
<b>Estimated Cash Investment Required</b>	<b>34,052,187</b>
<b>Rounded</b>	<b>34,100,000</b>

<b>Total Uses</b>	<b>95,925,000</b>
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#### Sources

Funds from Closure Grant	17,079,635
Funds from Operations and Sales	44,745,365
Cash Invested	34,100,000
<b>Total Sources</b>	<b>95,925,000</b>



The cash flow analysis that follows only addresses the activities through build out of the project, currently anticipated to take approximately 10 years. For more information concerning the ongoing recurring income to the City of North Miami in subsequent years please refer to the Market and Economic Impact Analysis prepared by Focus Real Estate Advisors. This document is included as a part of this proposal.













Oleta Partners, LLC is a joint venture between Swerdlow Group, The LeFrak Organization and Millennium LLC. Together with our investment partner, The Baupost Group, LLC, our financial capabilities enables us to undertake major development opportunities throughout the United States.

Because of our financial strength, our proforma cash flows does not reflect any bank financing. We expect to finance this project through a combination of equity, grants and expected cash flows generated from the sale of subleases. Should the need arise, any additional equity requirements could be funded internally or, at our option, through any of our approved Lenders.

The following pages provide additional information about each team member.

**The Baupost Group, L.L.C.**

10 St. James Avenue, Suite 2000 • Boston, Massachusetts 02116 • Phone: 617-210-8300 • Fax: 617-451-7333

The Baupost Group, LLC is a Boston based registered investment adviser managing \$24 billion dollar of discretionary equity capital, with significant cash balances. We have performed a preliminary analysis of the Swerdlow Group's proposal to develop Biscayne Landing in the City of North Miami and the profile of proposed transaction fits our initial investment criteria. Subject to further review of the finalized documentation and completion of our full due diligence process, we are interested in being a financial partner in the sponsor entity.

We have previously invested in real estate ventures led by the Swerdlow Group. As part of our investment process we conducted full background checks of Mr. Swerdlow and Mr. Dill and are satisfied that their respective histories meet requirements. Our previous experience with Swerdlow Group has been a positive one, and we hope this relationship will continue with Biscayne Landing.

Cordially,



Sam Plimpton  
Managing Director

# Baupost Group Pours Money into Charlotte Real Estate Projects

**Premium content from Charlotte Business Journal – by Will Boye, Staff Write**

Date: Friday, December 3, 2010, 6:00am EST

## **Related:**

A local group backed by one of the country's largest hedge funds is the likely new owner of the EpiCentre's \$93.9 million debt, according to sources familiar with the deal.

At \$23 billion under management, the Baupost Group is one of the 10 largest hedge funds in the United States. It is the institutional investor that has been backing former investment banker Geoffrey Curme and Doug Stephan of brokerage firm, Vision Ventures, according to real estate sources.

With Baupost's funds, Curme and Stephan have assembled more than 80 acres just north of uptown since 2007, paying all cash. And this summer, a company managed by Curme bought the \$23.8 million note for the Rosewood condominiums from Regions Financial Corp.

According to people familiar with the matter, Baupost also was in advanced negotiations to purchase the EpiCentre note from Regions and is likely behind Blue Air 2010, the mysterious entity that recently bought the debt.

Blue Air closed on the purchase last week after U.S. Bankruptcy Court Judge George Hodges approved the sale. The sale price was not disclosed, but one source estimates Baupost bought the debt for less than half of its face value.

Curme heads Mount Vernon Asset Management, which specializes in real estate underwriting, transaction management and asset recovery for institutional investors. He started the firm in 2005 after working at Wachovia Corp. for 16 years in its loan-servicing, loan-recovery and asset-recovery business units.

<http://www.bizjournals.com/charlotte/print-edition/2010/12/03/hedge-fund-pours-money-into-Charlotte-real-estate-projects>

Curme declined comment this week on the EpiCentre note. He referred questions to Adam Bernstein of Carolina PR, who was recently retained by Charlotte developer Afshin Ghaze, manager of the limited liability companies that own the uptown complex.

Berstein declines to comment as well.

Boston-based Baupost is headed by renowned value investor **Seth Klarman**. Klarman has made a fortune by spotting investment opportunities in beatdown assets, such as distressed corporate bonds in 2008 and, more recently, real estate. At a conference for financial industry professionals in Boston in the spring, Klarman said that while he saw few opportunities for investors on the horizon, his firm was finding some bargains in distressed commercial real estate.

“We are highly opportunistic,” he said at the event, according to *The Wall Street Journal*. “I will be buying what other people are selling. I will be buying what is loathes and despised.”

Baupost has lately made a habit of buying commercial real estate debt that Regions has been selling.

“That’s been the pipeline,” says on real estate source. “Regions knows they can close, and they can do these bigger deals in a short amount of time.”

In August, a group of lenders led by Regions sold it’s nearly \$24 million note for the Rosewood project to a limited liability company managed by Curme called MV Rosewood. (The real estate companies Curme manages often bear the Mount Vernon initials.) The owner of the luxury condos at Providence and Sharon Amity roads filed for Chapter 11 bankruptcy protection in February. This week, MV Rosewood filed an objection to the confirmation of Rosewood’s reorganization plan, contending the sale of the remaining 50 units over a proposed four-year period was “not feasible.”

Regions was also a co-lender with Wells Fargo & co. on the NASCAR Plaza tower, which is in foreclosure. The two banks are owed more than \$70 million on a \$95 million loan made in 2007.

Baupost has tripled in size from the \$7.4 billion it managed just three years ago, according to *AR* magazine, a publication that follows the hedge fund industry. This month, according to reports, Klarman notified investors that Baupost would return 5% of its capital because investment opportunity has dwindled.

Klarman, who became a minority owner of the Boston Red Sox last year, did not return a call this week. In a June profile in *AR*, he explained the psyche of the value investor. “Ultimately, it needs to fit your character,” he told the magazine. “If you are predisposed to be patient, disciplined and psychologically appreciate the idea of buying bargains, then you’re likely to be good at it.”



FINANCIAL AFFIDAVIT OF MICHAEL SWERDLOW

STATE OF FLORIDA                    )  
  )SS  
COUNTY OF MIAMI DADE         )

**BEFORE ME**, the undersigned authority, duly authorized to administer oaths, personally appeared Michael Swerdlow, (“Affiant”)who, being first duly sworn, deposes and states as follows:

1. My name is Michael Swerdlow. My business address is 3390 Mary Street, Suite 200, Miami, Florida, 33133. My business telephone number is (305) 442-6520. I am the Managing Partner of the Swerdlow Group, a group of special purpose legal entities that have and will be formed to develop various projects.

2. I am giving this affidavit in conjunction with the Request for Proposal No. 43-10-11(A) issued by the City of North Miami, Florida on June 2, 2011.

3. I and my various legal entities have been in the business of development for over 25 years. During the course of my development career I or my affiliated companies have developed over six million square feet of retail/office/industrial/technology/telecommunications uses and over 4,000 residential units in Virginia, Connecticut, Illinois and Florida. My companies have invested equity of over \$1 Billion dollars during this time.

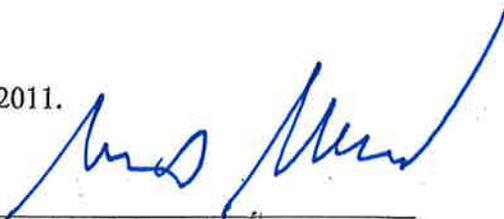
4. My companies, including Oleta Partners, LLC, are generally special purposes companies created specifically for individual projects and are private companies that do not prepare or submit audited financial statements, since they are not required to do so, by law. I personally do not have and have never had a personal audited financial statement, nor do most of my non-public partners.

5. However, under oath in this affidavit, I do hereby swear and affirm that my personal net worth is over \$50 million.

6. I swear that the above statements are true and correct based upon my knowledge and belief.

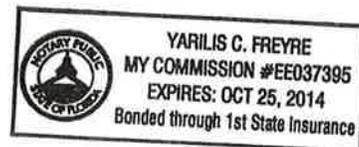
**FURTHER**, Affiant sayeth naught.

Executed in Miami, Florida on June 20, 2011.

  
\_\_\_\_\_  
Michael Swerdlow

Sworn to and subscribed to before me this 20<sup>th</sup> day of June, 2011, by Michael Swerdlow,  
Personally Known X OR Produced Identification \_\_\_\_\_ type of Identification  
Produced \_\_\_\_\_

  
\_\_\_\_\_  
NOTARY PUBLIC  
Name: Yaris C. Freyre  
My Commission Expires





# LeFrak Organization

40 West 57th Street, 23rd Floor T +1 212 708 6618  
New York, New York 10019 F +1 212 708 6611  
USA JResnick@LeFrak.com

Jed Resnick  
Vice President

TO: The Selection Committee for  
Biscayne Landing Redevelopment

As both a development and financial partner, the LeFrak Organization brings extensive financial relationships to the Oleta Partners team. Over our 100+ years in the real estate business, we have had countless positive banking relationships. We believe, however, that the following references will provide some helpful insight as to our reputation in the financial community.

- JPMorgan Chase & Co.  
S. Todd Maclin, Chief Executive Officer for Commercial Banking  
270 Park Avenue, 47th Floor  
New York, NY 10017-2014  
(212) 270-2387
- HSBC Bank USA  
Richard De Zego, Senior Executive Vice President for U.S. Real Estate  
452 5th Avenue, 3rd Floor  
New York, NY 10018  
(212) 525-1121
- Wells Fargo Bank, N.A.  
Alan Wiener, Managing Director  
375 Park Avenue, 9th Floor  
New York, NY 10152  
(212) 214-5451

Thank you in advance for your consideration.

Sincerely,



Jed Resnick

Vice President, Real Estate Acquisitions & Capital Markets



## Richard Lefrak: The Real Estate Billionaire

Asav Patel

*Richard Lefrak: The Real Estate Billionaire studied from Amherst College*



*The LeFrak Family – Jamie, Harrison & Richard*

Richard Lefrak's Net Worth is \$ 3 Billion. Grandfather Harry started developing New York City real estate 1901. Father, Sam, became paragon of mass-market home building: "I produced an apartment every 16 minutes."

Richard studied at *Amherst College*, joined family business early 1970s; became chairman after dad died in 2003. Now runs company with 2 sons,

- Harrison and

- Jamie.

Portfolio includes 5,000 apartments at LeFrak City in Queens, N.Y., 7-million-square-foot-commercial, residential, retail complex in Newport, N.J. Expanding Newport project; \$10 billion "mini-city" will soon include a new office tower, 429-room Westin hotel and 4,500 more apartments and condos. On board of the American Museum of Natural History.

Harry LeFrak, an immigrant, started building tenements on Manhattan's Lower East Side in 1901. His only son, Sam, cranked out thousands of apartments across the city for working-class families. The most notable: LeFrak City in Queens, which opened in the early 1960s and offered one-bedrooms for \$120 a month. "We weren't Rockefellers," says CEO Richard LeFrak. "My father [Sam] went around job sites picking up nails off the ground so he could reuse them."

Richard LeFrak and his two sons, Jamie and Harrison, began scouring for deals beyond New York a few years back, everywhere from London to Boston. They settled on Los Angeles, which has limited land for new construction.

*In April 2008, the family paid \$866 a square foot for a medical building in Beverly Hills—a record price for the city. Says Jamie LeFrak: "I want my great-grandson to say, 'Wow, you only paid \$800 a square foot for that? It's worth \$80,000 today.' "*

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## **Section 4.B. – Financial Capability**

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Refer to Section 4.A.iii.f – Financing Commitments

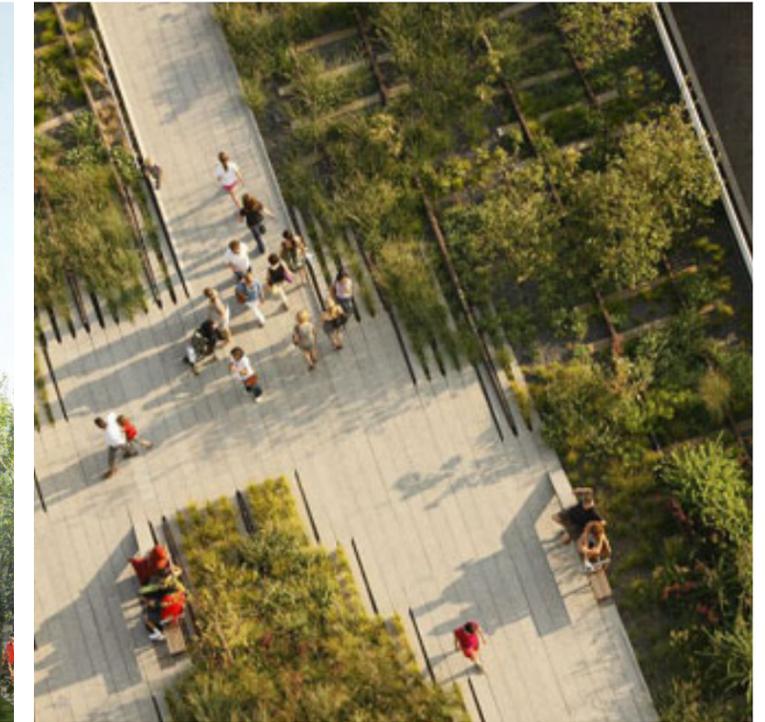
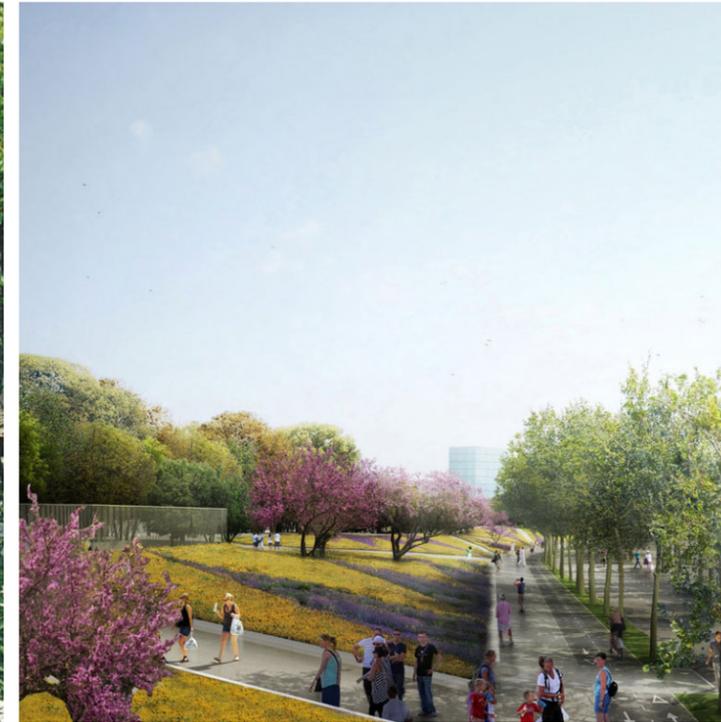
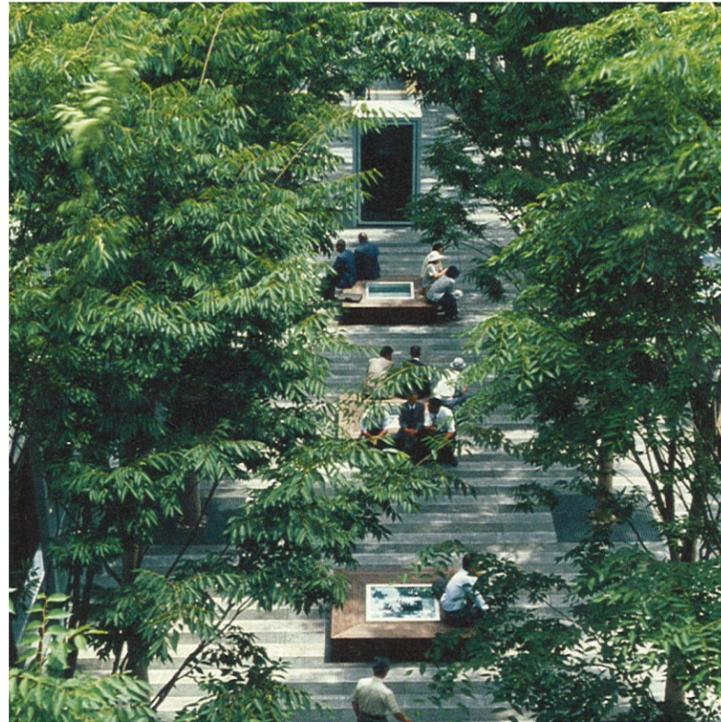
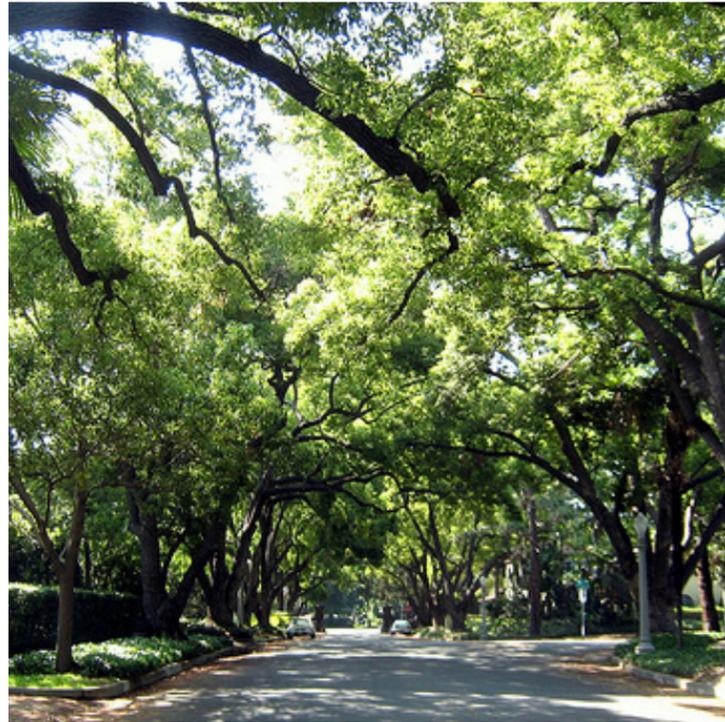


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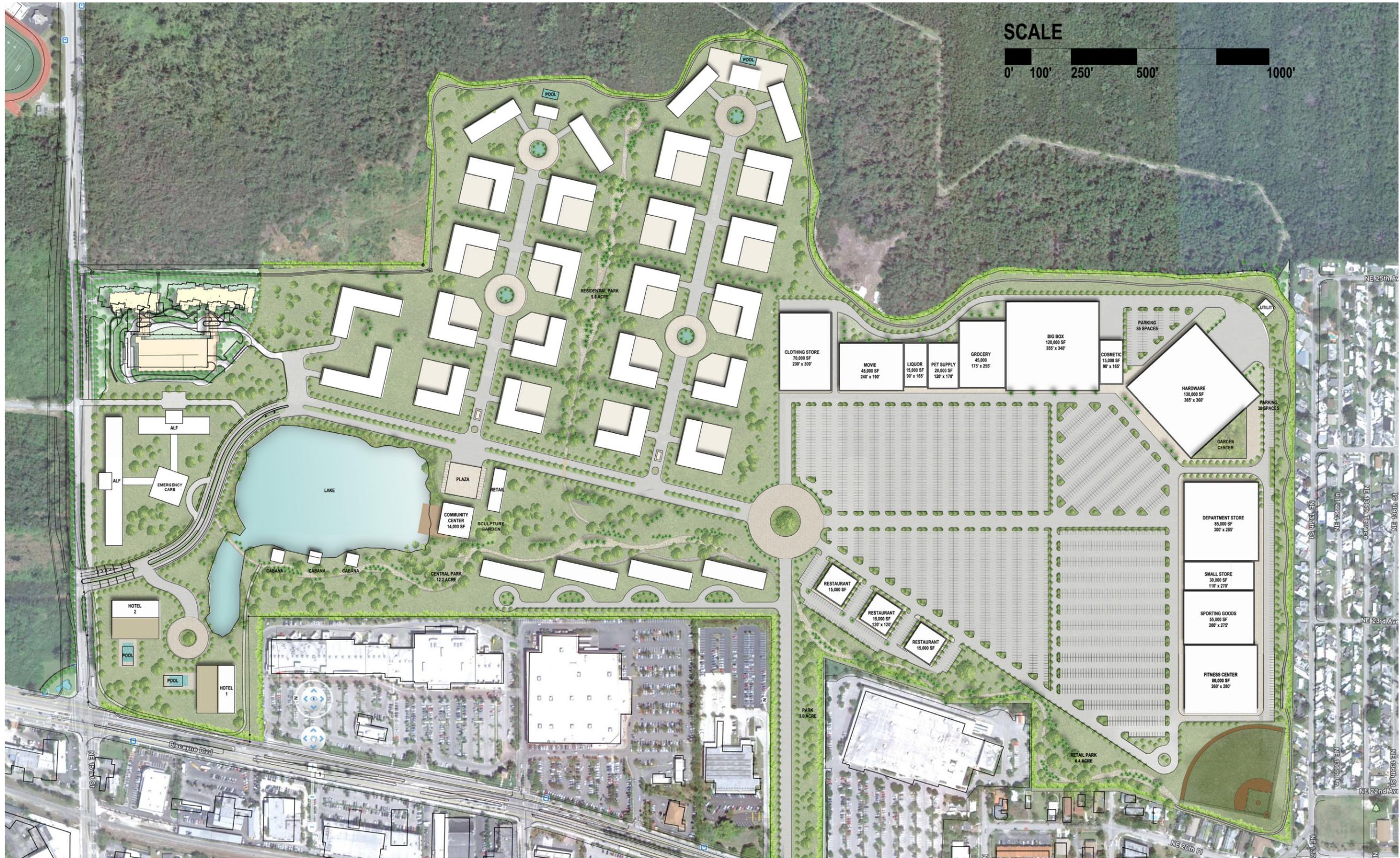
## **Section 4.C. – Master Physical Development Plan**

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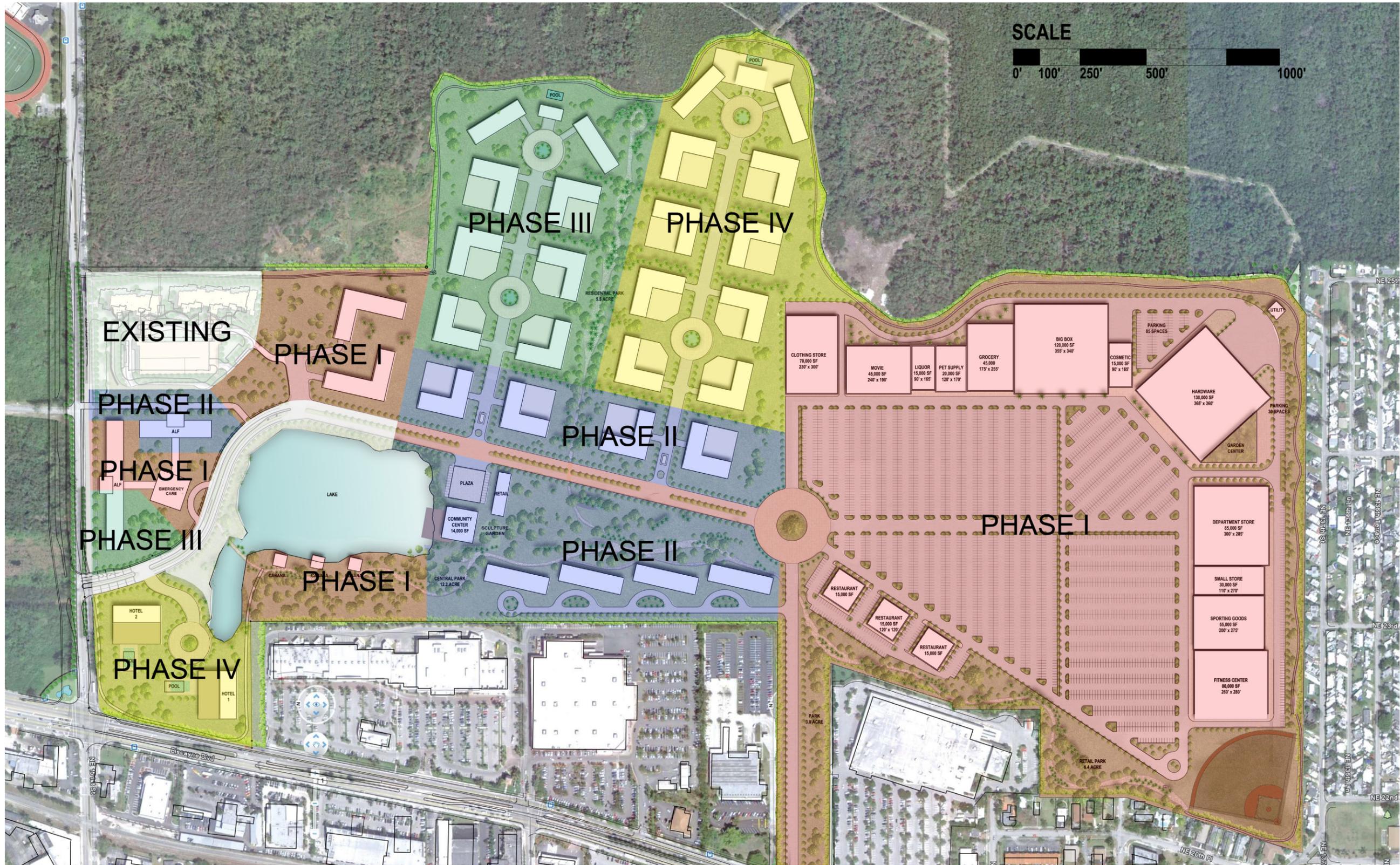
ILLUSTRATIVE PLAN





ILLUSTRATIVE PLAN





ILLUSTRATIVE PHASING PLAN



**PARK AND OPEN SPACES**

SOUTHWEST PARK: 7.2 ACRES

CENTRAL PARK: 13.7 ACRES

RESIDENTIAL OPEN SPACE: 5.8 ACRES

PERIMETER OPEN SPACE: 9.5 ACRES

MAIN BLVD OPEN SPACE: 10.1 ACRES

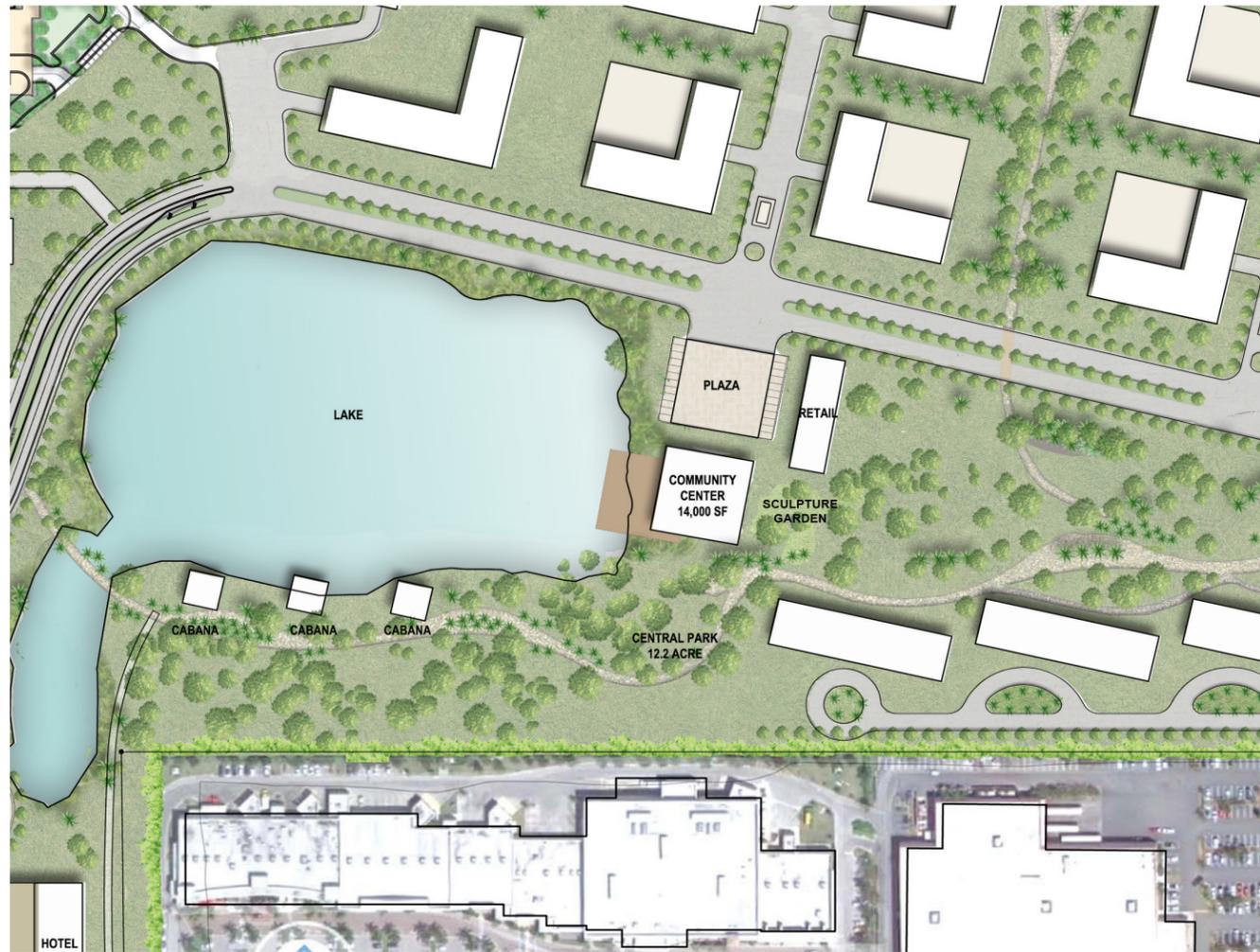
TOTAL OPEN SPACE: 46.3 ACRES

(NOTE OPEN SPACE AREAS INCLUDE ROADS)



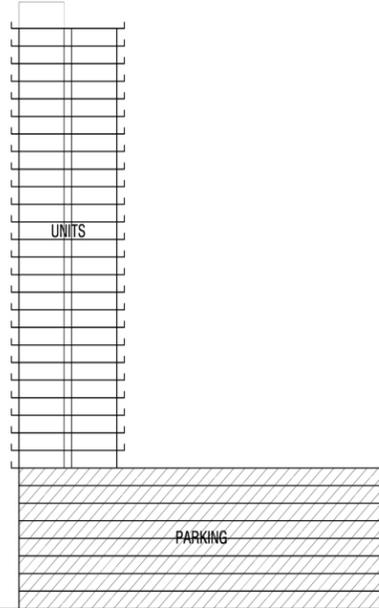
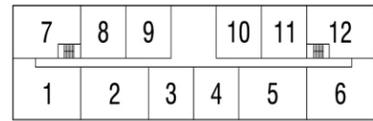
**LINEAR PARKS**



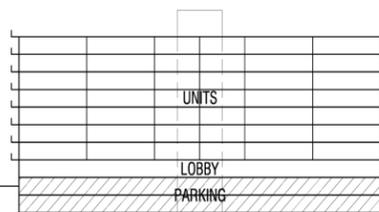
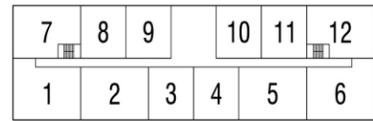


COMMUNITY CENTER AND LAKE

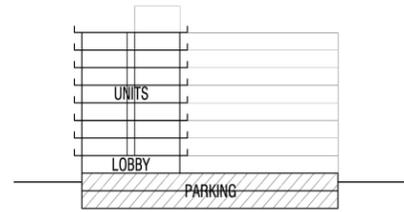
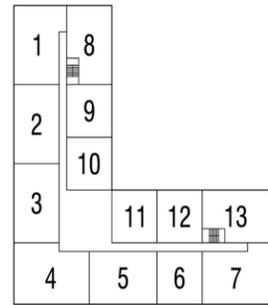




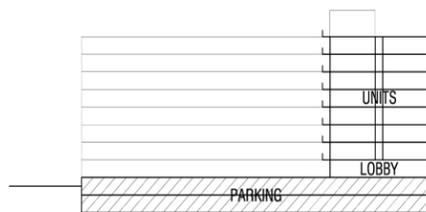
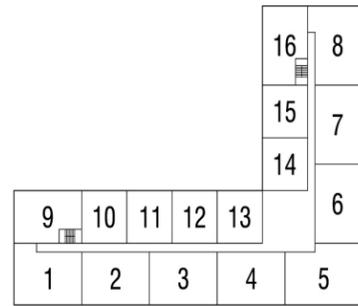
**BUILDING TYPE I**



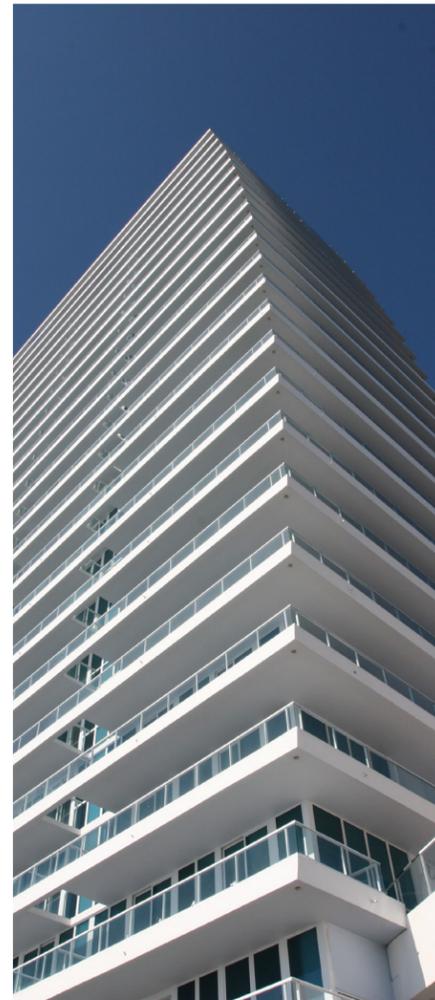
**BUILDING TYPE III**



**BUILDING TYPE II**

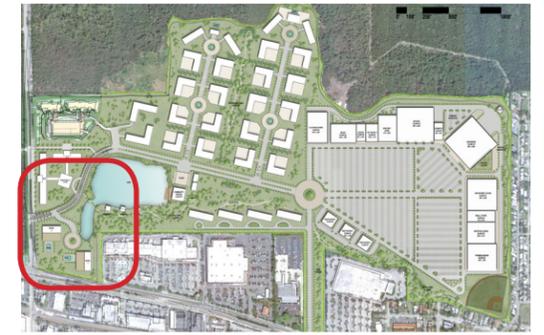
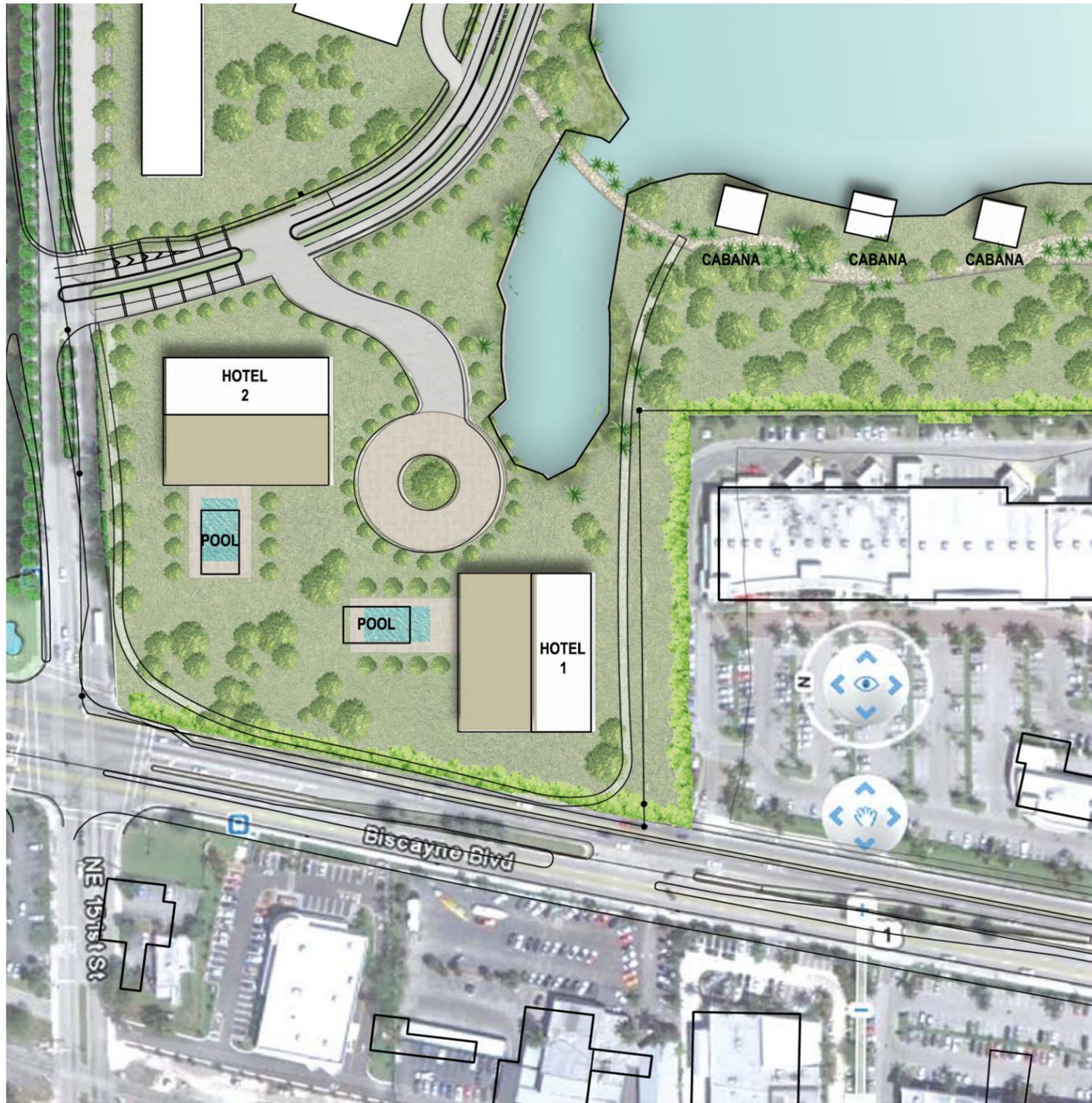


**BUILDING TYPE IV**



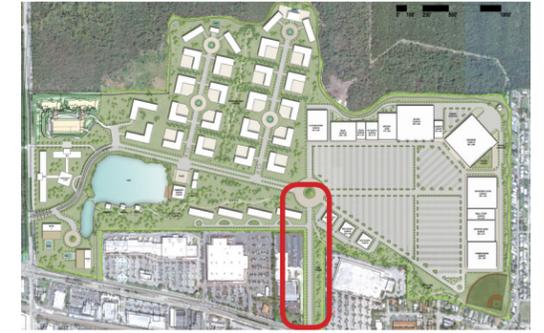
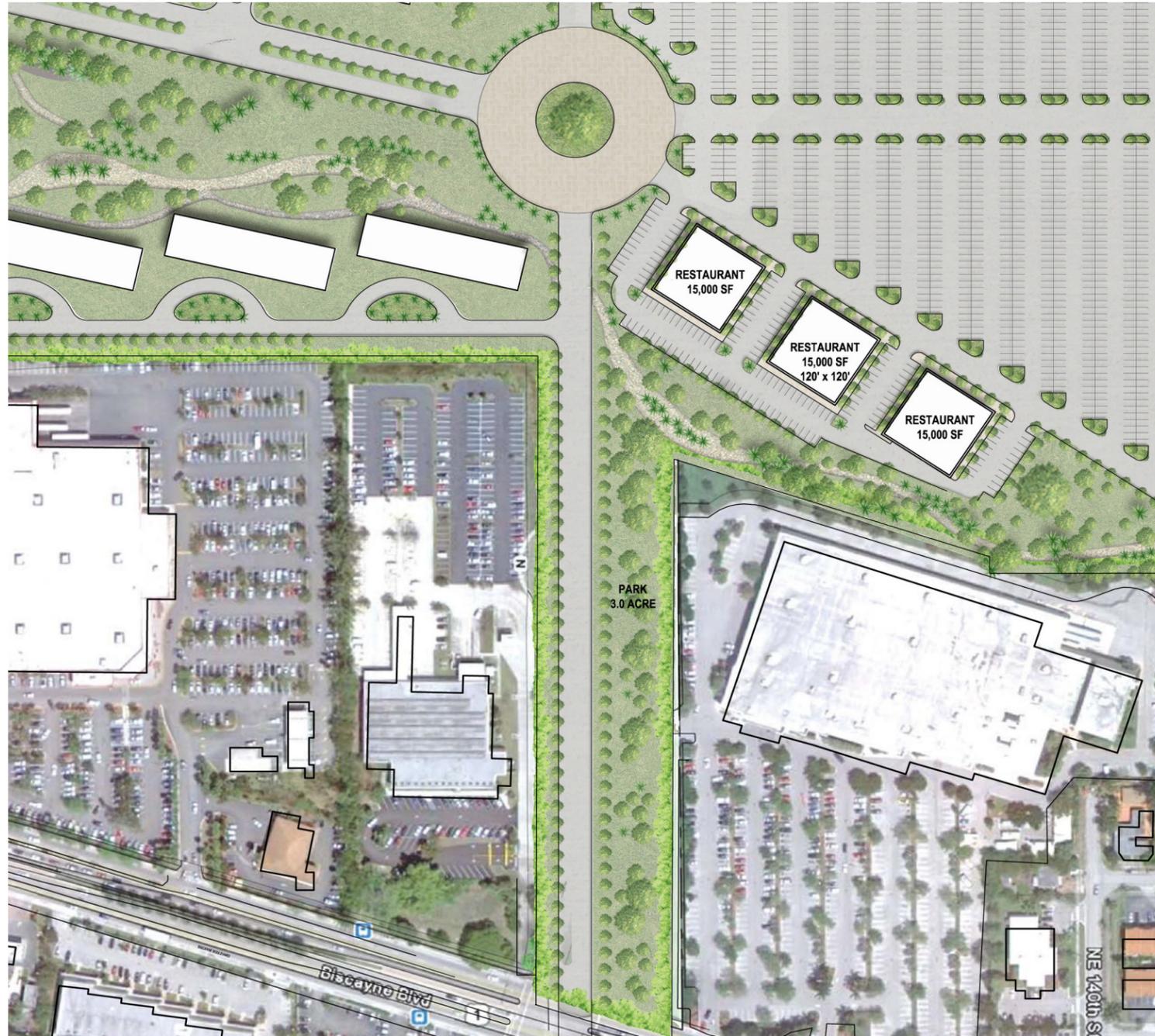
**BUILDING TYPES**





HOTEL AND GARDEN





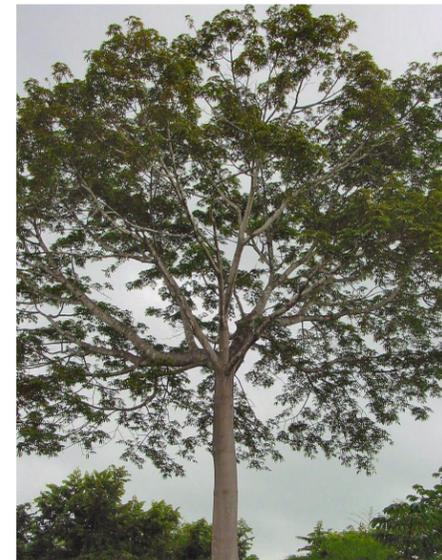
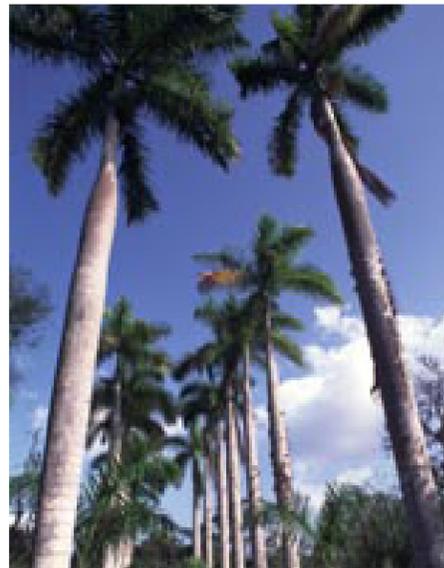
MAIN BOULEVARD ACCESS





PARKING





LANDSCAPE PALETTE



Please find all Site Analysis information Section 4.C.ii.a – e on the proceeding pages:

- a. Site Data Information / Zoning Analysis / Green Construction Practices
- b. Economic Impact Study
- c. School Impact Study
- d. Vehicular & Pedestrian Traffic Analysis and Plan
- e. Utility Impact Study





**Zoning Analysis**

Summary

There is a significant difference in the zoning requirements and limitations for the site as set forth in the RFP and as set forth in the City’s Comprehensive Plan and Land Development Regulations. These discrepancies will have to be resolved either before execution of a lease and/or as a condition precedent to the lease’s effectiveness since the discrepancies are major and significantly impact the value of the property as an asset.

City Position on Zoning

Initially, the City set forth its view of the permissible zoning of the property in the Stage I RFP, when it stated:

1.6 Zoning and Land Use

The property is zoned Planned Development District (PD) and has an underlying land use of Mixed Use. A full copy of the City’s Planned Development District Zoning Requirement is included as *Appendix B* to this document.

The purpose of the PD zone is to provide a means of achieving greater flexibility in the utilization of land in a manner not possible through conventional mechanisms; to promote greater innovation and creativity in the development of land; to encourage more imagination and innovative project design; to ensure that the proposed uses are appropriate and compatible with adjacent land uses in accordance with the goals of the City’s Comprehensive Plan; and, to promote a more desirable community environment by site and use specific guidelines imposed by the City Council through the Conditional Use Permit approval process.

The Charter of the City of North Miami limits the height of proposed structures specific to this site, to 25 stories, with a maximum permissible density of 40 dwelling units per acre (permitted uses discussed above). Additional density may be granted through conditional use approval for mixed use up to a maximum of an additional 15 dwelling units per acre provided certain mandatory and optional criteria are met consistent with the Land Development Regulations. The site is located within the boundaries of the City’s Regional Activity Center (*Appendix C*) which is approved for the following development:

- 1,550,000 Office Uses
- 1,500,000 Industrial Uses
- 500,000 Commercial Uses
- 7,000 Residential Units
- 400 Hotel Rooms
- 1,043 Acres Oleta State Park
- 1,776 K-8 Students David Lawrence K-8 Center
- 1,200 9-12 Students Alonzo & Tracy Mourning Senior High School
- 8,199 College Students Florida International University – Biscayne Bay Campus

In response to a question asked as part of the Stage I process, the City has taken the position that the property's prior zoning approvals as a PU-PUD project have lapsed due to abandonment. As such, the City indicates that project is governed by the newly adopted provisions of the PD ordinance.

### Comprehensive Plan and Land Development Regulations Analysis

Our review of the adopted Comprehensive Plan, Future Land Use Map and Land Development Regulations does not comport with the City's view of the zoning of the site.

A. The Charter.

Shortly after the approval of the first developer for the property, the City Charter was amended in order to allow increased heights and densities on the Biscayne Landing site. Otherwise, the successful development of the project would have been hampered by the then existing 4 story/25 du/acre limitations set forth in the Charter. However, in 2006 the Charter was further amended so as to allow the City to sell City property (which it could do under the prior Charter) and the above-noted provisions regarding Biscayne Landing were removed. The Charter Amendment stated:

Article II, Section 9:

(9) Powers

All powers of the city and the determination of all matters of policy shall be vested in the council. Without limitation of the foregoing, the council shall have the power to:

~~... Notwithstanding anything to the contrary above, the property commonly referred to as the "Munisport" parcel, with boundaries generally described as N.E. 137<sup>th</sup> Street to N.E. 151<sup>st</sup> from Biscayne Boulevard to Bay Vista Boulevard as legally described in Resolution No. \_\_\_\_\_, shall be permitted to have up to twenty five (25) stories of height and up to forty (40) units per acre average density.~~

Thus, at present there is no Charter recognition of the ability of the site to be developed with 25 story buildings and 40 du/acre.

B. The Comprehensive Plan and Future Land Use Map.

Initially we note that the site is designated on the City Future Land Use Plan Map (FLUM) as "mixed use medium". The "mixed use medium" designation on the FLUM indicates that the height and density limitations are 75' and 40 du/acre.

Further review of the Comprehensive Plan text and schedules shows further inconsistencies with the Stage I statements. The text and schedules show "mixed use" is limited to a height of 110'-130', with incentives and "Residential High" is limited to 110' and only 25 du/acre. "Mixed Use-High" allow 45 du/acre, up to 60 du/acre.

C. The Land Development Regulations.

A review of the City's Land Development Regulations regarding PD districts indicates mixed use high districts are limited to 110' in height and for "other uses" reference is to be made to the City's Comprehensive Plan, as noted above.

Initially we note that the site is designated on the City Future Land Use Plan Map (FLUM) as "mixed use medium". Thus, it would appear that the 110' height noted above would not be applicable to the site. Moreover, the "mixed use medium" designation on the FLUM indicates that the height and density limitations are 75' and 40 du/acre.

The PD regulations also limit the permissible uses on the site to the following:

Section 4-402.B.1 of the City's Land Development Regulation permits the following uses:

- Active and passive parks and open space
- Community facilities
- Hotels
- Mixed Use – any combination of 2 or more uses
- Nightclubs
- Offices
- Public uses
- Recreation indoor
- Residential
- Restaurants
- Retail sales and services

Some of the uses envisioned by this proposer do not appear on this of schedule of uses. Such uses include:

- ALF/ACLF
- TV/Movie/recording studios
- Research & Development Facilities
- Educational and Student Living Facilities
- Laboratories and biotech facilities
- Hospitals and Emergency Room facilities
- Theaters and other Entertainment and Amusement Facilities

Thus, the permitted uses of the site would have to be enlarged to allow the proposed project.

The LDR's also restrict commercial development of the site by stating:

...

iii. Facades in excess of 150 feet in length shall incorporate design features such as: staggering of the façade, different window treatments and use of architectural elements such as vertical features;

...

v. No building façade shall have a length greater than 200 feet without a public pedestrian passageway or alley through the building;

...

With the utmost respect, these restrictions are not in keeping with the magnitude of commercial use envisioned for the site or for contemporary design standards for large scale shopping centers. Regarding the building length (Section 4-402 B.2.h(v)), the retail should have as large a building length as possible. Our architects have articulated the various retail facades but the larger stores, such as Lowes or BJs, typically have more frontage than 200'. The language should be revised to state that no one building facade will be more than 1500' without a public pedestrian passageway or alley as long as it is articulated in plan a maximum of 500'.

In addition, the LDR's will not presently allow any development on this site since they state:

...

o. Ownership of Planned Development. All land included within a Planned Development shall be under contract or owned by the applicant requesting approval of such development, whether that applicant be an individual, partnership or corporation, or groups of individuals, partnerships or corporations. The applicant shall present proof of the unified control of the entire area within the proposed Planned Development and shall submit an agreement stating that if the owner(s) proceeds with the proposed development they will:

Develop the property in accordance with:

- i. The final development plan approved by the City Council.
- ii. Regulations existing when the Planned Development ordinance is adopted.
- ii. Such other conditions or modifications as may be attached to the approval of the conditional use permit for the construction of such Planned Development.

...

Since it is envisioned that the property will be leased from the City, this condition of the LDR's cannot be met and, therefore, must be changed.

## Required Changes the Comprehensive Plan and Land Development Regulations

As noted above, at the least the following changes would have to be in place prior to the lease taking effect:

- Reconciliation of the Comprehensive Plan, FLUM, and LDR's to allow 25 stories, above parking, or 300 feet, whichever is the greater and a density of at least 40 du/acre;
- Amendment to LDR's to allow the above-noted uses or such other uses as may be identified during the planning process;
- Amendment to LDR's regarding maximum building lengths and pedestrian ways, as noted above;
- Amendment to the LDR's to allow development by lessees, with landlord's consent.

# GREEN CONSTRUCTION PRACTICES:

This proposal for Biscayne Landing is well suited for the USGBC Neighborhood Development certification program, LEED-ND v2009, which was established to promote smart, healthy and green neighborhood design. The previous Biscayne Landing project was the only Miami-Dade County (and one of two Florida projects) selected to be in the LEED-ND Pilot Program. Inherent aspects of the Biscayne Landing site, such as its redevelopment of a landfill, and its infill location, help it meet all of the pre-requisites and achieve the credits necessary to certify the project as LEED-ND. In addition, points are added for each LEED certified building within the project. The sustainability principles that LEED-ND encourages are diversity of uses; identifiable centers; alternative transportation use with bicycle paths and public transportation; meeting the City's transit oriented development standards; connectivity; and creating places for civic uses and social interaction. These are all embraced as part of the principal design concepts for this proposal.

<b>LEED 2009 for Neighborhood Development</b> <b>Project Scorecard</b>		Project Name: <b>BISCAYNE LANDING</b> Date: <b>18-Aug-11</b>		
Yes ? No <b>17</b> 9 1		Yes ? No <b>3</b> 2 0		
<b>Smart Location and Linkage</b>		<b>Green Infrastructure and Buildings, Continued</b>		
<b>27 Points Possible</b>		<b>6 Points</b>		
Y	Prereq 1 Smart Location	Required	Credit 1 Certified Green Buildings 5	
Y	Prereq 2 Imperiled Species and Ecological Communities	Required	Credit 2 Building Energy Efficiency 2	
Y	Prereq 3 Wetland and Water Body Conservation	Required	Credit 3 Building Water Efficiency 1	
Y	Prereq 4 Agricultural Land Conservation	Required	Credit 4 Water-Efficient Landscaping 1	
Y	Prereq 5 Floodplain Avoidance	Required	Credit 5 Existing Building Use 1	
6 4 0	Credit 1 Preferred Locations 10	0 0 1	Credit 6 Historic Resource Preservation and Adaptive Reuse 1	
2 0 0	Credit 2 Brownfield Redevelopment 2	1 0 0	Credit 7 Minimized Site Disturbance in Design and Construction 1	
4 2 0	Credit 3 Locations with Reduced Automobile Dependence 7	2 2 0	Credit 8 Stormwater Management 4	
1 0 0	Credit 4 Bicycle Network and Storage 1	1 0 0	Credit 9 Heat Island Reduction 1	
2 1 1	Credit 5 Housing and Jobs Proximity 3	0 1 0	Credit 10 Solar Orientation 1	
1 0 0	Credit 6 Steep Slope Protection 1	0 1 2	Credit 11 On-Site Renewable Energy Sources 3	
1 0 0	Credit 7 Site Design for Habitat or Wetland and Water Body Conservation 1	0 2 0	Credit 12 District Heating and Cooling 2	
0 1 0	Credit 8 Restoration of Habitat or Wetlands and Water Bodies 1	0 1 0	Credit 13 Infrastructure Energy Efficiency 1	
0 1 0	Credit 9 Long-Term Conservation Management of Habitat or Wetlands and Water Bodies 1	0 1 1	Credit 14 Wastewater Management 2	
Yes ? No <b>18</b> 19 7		Yes ? No <b>0</b> 1 0		
<b>Neighborhood Pattern and Design</b>		<b>Innovation and Design Process</b>		
<b>44 Points Possible</b>		<b>6 Points</b>		
Y	Prereq 1 Walkable Streets	Required	Credit 1.1 Innovation and Exemplary Performance: Green Contractor Training 1	
Y	Prereq 2 Compact Development	Required	Credit 1.2 Innovation and Exemplary Performance: Green Cleaning 1	
Y	Prereq 3 Connected and Open Community	Required	Credit 1.3 Innovation and Exemplary Performance: Exemplary NPdC5 Reduced Parking For 1	
4 4 4	Credit 1 Walkable Streets 12	1 0 0	Credit 1.4 Innovation and Exemplary Performance: Low-Mercury Lighting 1	
2 2 2	Credit 2 Compact Development 6	1 0 0	Credit 1.5 Innovation and Exemplary Performance: Innovative Wastewater Technologies 1	
2 2 0	Credit 3 Mixed-Use Neighborhood Centers 4	0 1 0	Credit 2 LEED® Accredited Professional 1	
3 4 0	Credit 4 Mixed-Income Diverse Communities 7	1 0 0		
1 0 0	Credit 5 Reduced Parking Footprint 1	1 0 0		
1 1 0	Credit 6 Street Network 2			
1 0 0	Credit 7 Transit Facilities 1			
0 1 1	Credit 8 Transportation Demand Management 2			
1 0 0	Credit 9 Access to Civic and Public Spaces 1			
1 0 0	Credit 10 Access to Recreation Facilities 1			
0 1 0	Credit 11 Visitability and Universal Design 1			
1 1 0	Credit 12 Community Outreach and Involvement 2			
0 1 0	Credit 13 Local Food Production 1			
1 1 0	Credit 14 Tree-Lined and Shaded Streets 2			
0 1 0	Credit 15 Neighborhood Schools 1			
Yes ? No <b>10</b> 14 5		Yes ? No <b>52</b> 45 13		
<b>Green Infrastructure and Buildings</b>		<b>Project Totals (Certification estimates)</b>		
<b>29 Points Possible</b>		<b>110 Points</b>		
Y	Prereq 1 Certified Green Building	Required		
Y	Prereq 2 Minimum Building Energy Efficiency	Required		
Y	Prereq 3 Minimum Building Water Efficiency	Required		
Y	Prereq 4 Construction Activity Pollution Prevention	Required		

Certified: 40-49 points, Silver: 50-59 points, Gold: 60-79 points, Platinum: 80+ points



Please refer to Section 4.A.iii.a – Detailed Market and Operating Analysis.







# Miami-Dade County Public Schools

*giving our students the world*

Superintendent of Schools  
Alberto M. Carvalho

Miami-Dade County School Board  
Perla Tabares Hantman, Chair  
Dr. Lawrence S. Feldman, Vice Chair  
Dr. Dorothy Bendross-Mindingall  
Carlos L. Curbelo  
Renier Diaz de la Portilla  
Dr. Wilbert "Tee" Holloway  
Dr. Martin Karp  
Dr. Marta Pérez  
Raquel A. Regalado

August 24, 2011

**VIA ELECTRONIC MAIL**

Mr. Ralph Foltz  
Biscayne Landing  
3390 Mary Street, Suite 200  
Coconut Grove, Florida

**RE: INFORMATIONAL LETTER  
PUBLIC SCHOOL CONCURRENCY PRELIMINARY ANALYSIS  
BISCAYNE LANDING (RFP 43-10-11)  
PH0611082300148 – Folio No. 0622210340010**

Dear Applicant:

Pursuant to State Statutes and the Interlocal Agreements for Public School Facility Planning in Miami-Dade County, the above-referenced application was reviewed for compliance with Public School Concurrency. Accordingly, enclosed please find the School District's Preliminary Concurrency Analysis (Schools Planning Level Review).

As noted in the Preliminary Concurrency Analysis (Schools Planning Level Review), the application would yield a maximum residential density of 3,366 multifamily units, which generates 513 students; 241 elementary, 118 middle and 154 senior high students. **At this time, the schools serving the area have sufficient capacity available to serve the application.** However, a final determination of Public School Concurrency and capacity reservation will only be made at the time of approval of final plat, site plan or functional equivalent. **As such, this analysis does not constitute a Public School Concurrency approval.**

Should you have any questions, please feel free to contact me at 305-995-4501.

Sincerely,

Ivan M. Rodriguez, R.A.  
Director I

IMR:mo  
L106  
Enclosure

cc: Ms. Ana Rijo-Conde, AICP  
Ms. Vivian G. Villaamil  
City of North Miami  
School Concurrency Master File

*Facilities Planning, Design and Sustainability*  
Ana Rijo-Conde, AICP, Eco-Sustainability Officer • 1450 N.E. 2nd Ave. • Suite 525 • Miami, FL 33132  
305-995-7285 • 305-995-4760 (FAX) • arijo@dadeschools.net



**Concurrency Management System (CMS)**

Miami Dade County Public Schools

**Miami-Dade County Public Schools**

**Concurrency Management System  
Preliminary Concurrency Analysis**

MDCPS Application Number: PH0611082300148 Local Government (LG): North Miami  
 Date Application Received: 8/23/2011 12:50:08 PM LG Application Number: RFP.43-10-11  
 Type of Application: Public Hearing  
 Applicant's Name: Biscayne Landing  
 Address/Location: 3390 Mary St. #200 Coconut Grove, FL  
 Master Folio Number: 0622210340010  
 Additional Folio Number(s):

PROPOSED # OF UNITS 3366  
 SINGLE-FAMILY DETACHED UNITS: 0  
 SINGLE-FAMILY ATTACHED UNITS: 0  
 MULTIFAMILY UNITS: 3366



CONCURRENCY SERVICE AREA SCHOOLS						
CSA Id	Facility Name	Net Available Capacity	Seats Required	Seats Taken	LOS Met	Source Type
5005	DAVID LAWRENCE JR K-8 CENTER	-184	241	0	NO	Current CSA
5005	DAVID LAWRENCE JR K-8 CENTER	0	241	0	NO	Current CSA Five Year Plan
6301	JOHN F KENNEDY MIDDLE	181	118	118	YES	Current CSA
7048	ALONZO AND TRACY MOURNING SENIOR HIGH BISCAYNE BAY	152	154	152	NO	Current CSA
7048	ALONZO AND TRACY MOURNING SENIOR HIGH BISCAYNE BAY	0	2	0	NO	Current CSA Five Year Plan
ADJACENT SERVICE AREA SCHOOLS						
561	W J BRYAN ELEMENTARY	121	241	121	NO	Adjacent CSA
3661	NATURAL BRIDGE ELEMENTARY	77	120	77	NO	Adjacent CSA
4061	OJUS ELEMENTARY	57	43	43	YES	Adjacent CSA
7591	NORTH MIAMI SENIOR HIGH	183	2	2	YES	Adjacent CSA

\*An Impact reduction of 15.3% included for charter and magnet schools (Schools of Choice).

MDCPS has conducted a preliminary public school concurrency review of this application; please see results above. A final determination of public school concurrency and capacity reservation will be made at the time of approval of plat, site plan or functional equivalent. **THIS ANALYSIS DOES NOT CONSTITUTE PUBLIC SCHOOL CONCURRENCY APPROVAL.**

1450 NE 2 Avenue, Room 525, Miami, Florida 33132 / 305-995-7634 / 305-995-4760 fax / concurrency@dadeschools.net



*Traffic Due Diligence Assessment  
for Submittal to the  
City of North Miami*

**Biscayne Landing  
North Miami, Florida**



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September 2011  
043402000

*Traffic Due Diligence Assessment  
for Submittal to the  
City of North Miami*

**Biscayne Landing  
Miami, Florida**

*Prepared for:*

**Oleta Partners, LLC**  
Miami, Florida

*Prepared by:*

**Kimley-Horn and Associates, Inc.**  
Fort Lauderdale, Florida



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September 2011  
043402000

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Appendix A:	Conceptual Site Plan
Appendix B:	Trip Generation
Appendix C:	Cardinal Trip Distribution

## INTRODUCTION

Oleta Partners, LLC is proposing a mixed-use development that is bounded by NE 151<sup>st</sup> Street to the north, NE 137<sup>th</sup> Street to the south, Biscayne Boulevard (US 1) to the west, and wetland area to the east. Figure 1 depicts the location of the project. The proposed development is contemplated to include approximately 3,350 multi-family residential units, an 800-bed assisted living facility, several hotels of at least 150-room each, up to 853,000 square-feet of retail, and 7,000 square-feet of meeting room space.

Kimley-Horn and Associates, Inc. has completed a traffic due diligence assessment for submittal to the City of North Miami. The purpose of the assessment is to provide a framework for assessing the project's impact on the surrounding transportation network and determine if adequate capacity is available to support future demand. Once the development program has been finalized, a comprehensive traffic impact study will be prepared to analyze the impact of the development on the surrounding transportation network.



NOT TO SCALE



Kimley-Horn  
and Associates, Inc.

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Figure 1  
Project Location Map  
Biscayne Landing

## PROJECT TRAFFIC

Project traffic is defined as the vehicle trips expected to be generated by the project, and the distribution and assignment of this traffic over the roadway network.

### Existing and Proposed Land Uses

As previously indicated, the project proposes to develop the vacant parcel known as Biscayne Landing. The proposed development is contemplated to include approximately 3,350 multi-family residential units, an 800-bed assisted living facility, several hotels of at least 150-room each, up to 853,000 square-feet of retail, and 7,000 square-feet of meeting room space. Construction is expected to be completed and the project fully occupied by the year 2021. A conceptual site plan is provided in Appendix A.

### Project Access

Access to the site is proposed via two (2) connections. The main access to the proposed development will be via NE 143<sup>rd</sup> Street, which has signalized traffic control at Biscayne Boulevard (US 1). The second access connection is via Royal Oak Lane which intersects with NE 151<sup>st</sup> Street. A previous traffic forecast analysis, completed in 2007 for the Biscayne Landing site recommended traffic signalization at the intersection of Royal Oak Lane and NE 151<sup>st</sup> Street. Additionally, intersection improvements at Biscayne Boulevard (US 1) and NE 151<sup>st</sup> Street were proposed. These improvements consist of the following:

- Construct additional southbound left-turn lane
- Construct additional westbound left-turn lane
- Extend existing eastbound left-turn lane

### Trip Generation

Proposed vehicular trip generation for the project was calculated using rates and equations contained in the Institute of Transportation Engineer's (ITE) Trip Generation, 8th Edition. The trip generation for the proposed land uses was determined using ITE Land Use Codes 230 (Residential Condominium/Townhouse), 254 (Assisted Living), 310 (Hotel), and 820 (Shopping Center). Please note that the proposed 7,000 square-feet of meeting space proposed on the site is expected to function as an ancillary use to the complementing land uses and is not expected to generate external trips on the surrounding roadway system. Project trips were estimated for the A.M. and P.M. peak hours. The

vehicular trip generation calculations for the project are presented in Table 1. Detailed calculations are contained in Appendix B.

### ***Internal Capture Volumes***

Internal capture is expected between the complementary residential, retail, and office land uses within the project. Internal capture trips were determined based upon values contained in the ITE's, *Trip Generation Handbook*, 2<sup>nd</sup> Edition. The internal capture rate for the project is 15.8 percent (15.8%) during the A.M. peak hour and 19.2 percent (19.2%) percent during the P.M. peak hour. Internal capture volumes were subtracted from the gross project trips to determine the driveway volumes for the site. The applied internal capture percentages are presented in Table 1.

### ***Pass-By Capture Volumes***

The average pass-by capture rate for shopping centers (ITE Land Use Code 820), 34 percent (34.0%), was used for both the A.M. and P.M. peak hours as outlined in the Institute of Transportation Engineers' (ITE) *Trip Generation Handbook*, 2<sup>nd</sup> Edition. The applied pass-by percentage is presented in Table 1.



Table 1: A.M. and P.M. Peak Hour Trip Generation														
Proposed Land Use	ITE Code	Scale	Gross Project Trips			Internal Capture Trips		Pass-by Capture		Transit 10% Reduction factor		Net New Project Trips		
			Enter	Exit	Total	%	Trips	%	Trips	%	Trips	Enter	Exit	Total
A.M. Peak Hour (P.M. Peak Hour)														
Residential Condominium/Townhouse	230	3,350 units	146 (717)	711 (353)	857 (1,070)	6.5% (26.4%)	56 (282)	0.0% (0.0%)	0 (0)	10.0% (10.0%)	80 (79)	80 (513)	641 (196)	721 (709)
Assisted Living		800 beds	73 (77)	39 (99)	112 (176)	39.3% (43.2%)	44 (76)	0.0% (0.0%)	0 (0)	10.0% (10.0%)	7 (10)	46 (48)	15 (42)	61 (90)
Hotel	310	300 rooms	98 (94)	62 (83)	160 (177)	20.0% (20.3%)	32 (36)	0.0% (0.0%)	0 (0)	10.0% (10.0%)	13 (14)	71 (68)	44 (59)	115 (127)
Shopping Center	820	853,000 s.f.	333 (1,311)	213 (1,364)	546 (2,675)	24.2% (14.7%)	132 (394)	34.0% (34.0%)	140 (776)	10.0% (10.0%)	41 (228)	179 (622)	54 (655)	233 (1,277)
<b>Net New Peak Hour Trips</b>			<b>650 (2,199)</b>	<b>1,025 (2,364)</b>	<b>1,675 (4,098)</b>	<b>15.8% (19.2%)</b>	<b>264 (788)</b>	<b>9.9% (23.4%)</b>	<b>140 (776)</b>	<b>10.0% (10.0%)</b>	<b>141 (331)</b>	<b>376 (1,251)</b>	<b>754 (952)</b>	<b>1,130 (2,203)</b>



### ***Transit Reduction***

In order to account for the urban environment in which the project site is located, a transit reduction of 10 percent (10%) was applied to the site. It is expected that a significant portion of the trips, including employee trips, will utilize transit. Miami-Dade County Transit provides bus service via four (4) routes in the vicinity of the site. The City of North Miami NOMI Express also provides bus service in the vicinity of the site. Route information is provided below:

- MDT Route 3 operates on Biscayne Boulevard adjacent to the site. This route serves the Adrienne Arsht Center Metromover Station/Bus Terminal, Downtown Bus Terminal, 163rd Street Mall, and Aventura Mall. This route operates at 20-minute headways throughout the day and provides connecting service to 30 additional Miami-Dade Transit bus routes, as well as the Metrorail via the Metromover.
- MDT Route 75 operates on NE 151st Street and accesses the FIU Biscayne Bay Campus. This route serves the 163rd Street Mall, Carol City, and Miami Lakes. This route operates at 30-minute headways throughout the day.
- MDT Route 93/Biscayne MAX operates on Biscayne Boulevard adjacent to the site. This route serves the Adrienne Arsht Center Metromover Station/Bus Terminal, Downtown Bus Terminal, and Aventura Mall. This limited-stop route operates at 20-minute headways throughout the day and provides connecting service to 25 additional Miami-Dade Transit bus routes.
- MDT Route 135 operates on NE 151st Street and accesses the FIU Biscayne Bay Campus. This route serves NE 135th Street, Opa-Locka Tri-Rail Station, and Hialeah Metrorail Station, and operates at 30-minute headways throughout the day.
- The NOMI Express operates on NE 151st Street and accesses the FIU Biscayne Bay Campus. This route is operated by the City of North Miami and provides service throughout the City operating at 60-minute headways. This route also shares approximately 18 bus stops with Miami-Dade Transit.

Detailed route information and headway data is provided in Appendix B.

### ***New Project Trips***

New project trips are equal to the gross project trips minus internal capture, pass-by reduction, and transit reduction factor. The new project trips represent additional vehicles on the roadway network. As shown in Table 1, this project is expected to generate 1,130 net new trips during the A.M. peak hour and 2,203 net new trips during the P.M. peak hour.

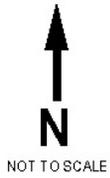
### **Trip Distribution and Assignment**

The likely distribution was forecast for trips expected to be generated by the project. The trip distribution was based on a cardinal trip distribution obtained from the *2035 Cost Feasible Plan* for the project site's traffic analysis zone (TAZ 191). The cardinal trip distribution for TAZ 191 is provided in Table 2. The detailed cardinal distribution is included in Appendix C.

**Table 2: Cardinal Trip Distribution**

Cardinal Direction	Percentage of Trips
North-Northeast	16.35%
East-Northeast	1.70%
East-Southeast	4.39%
South-Southeast	3.85%
South-Southwest	37.30%
West-Southwest	19.66%
West-Northwest	5.82%
North-Northwest	10.93%
<b>Total</b>	<b>100.00%</b>

Figures 2 through 4 show the project trip distribution and assignment at the project access connections and adjacent intersections for the A.M. and P.M. peak hours. The project trips were then distributed and assigned to the roadway network.



- Legend**
- Study Roadway
  - Study Intersection
  - 00% Entering Project Distribution
  - (00%) Exiting Project Distribution

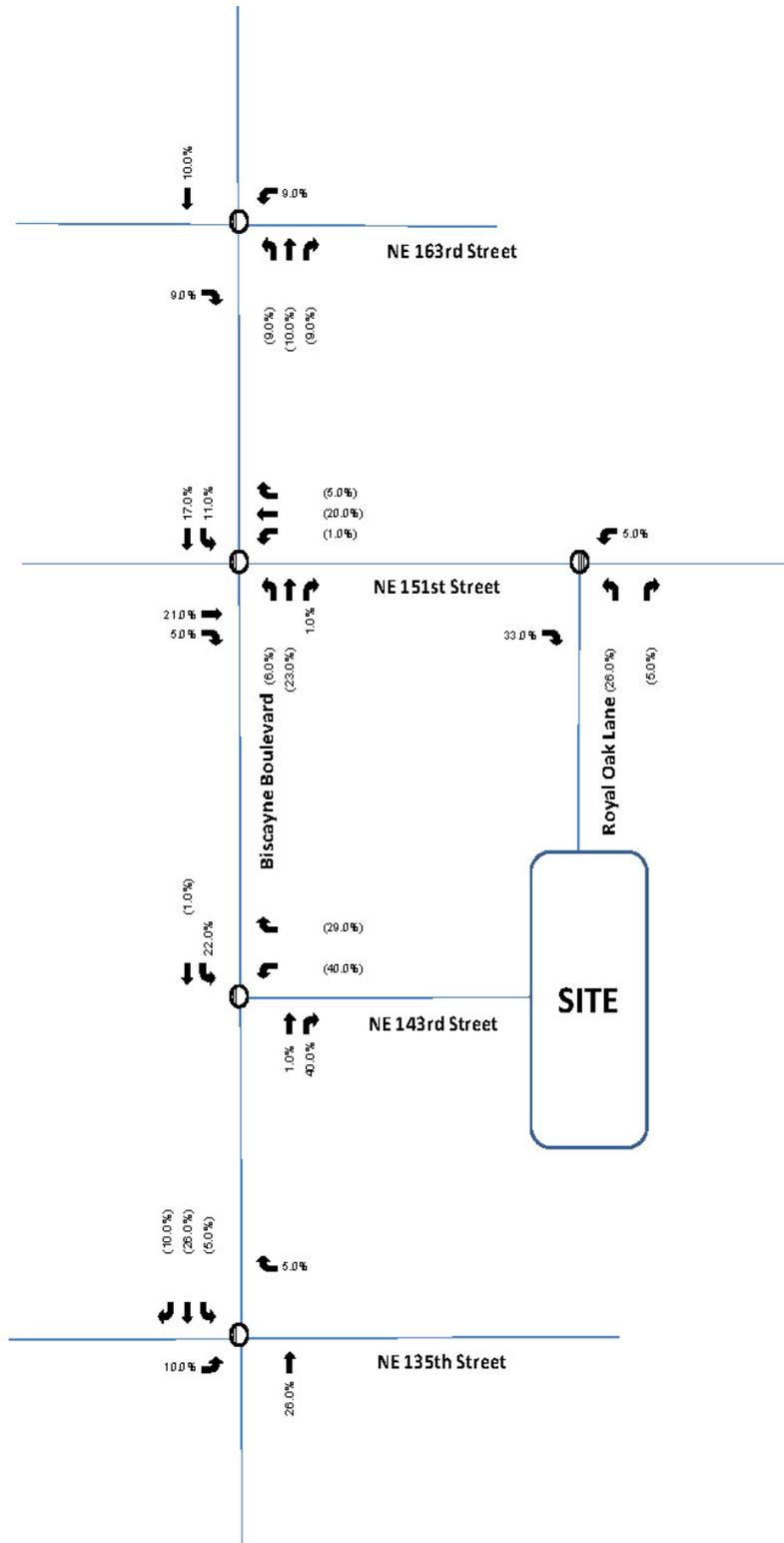
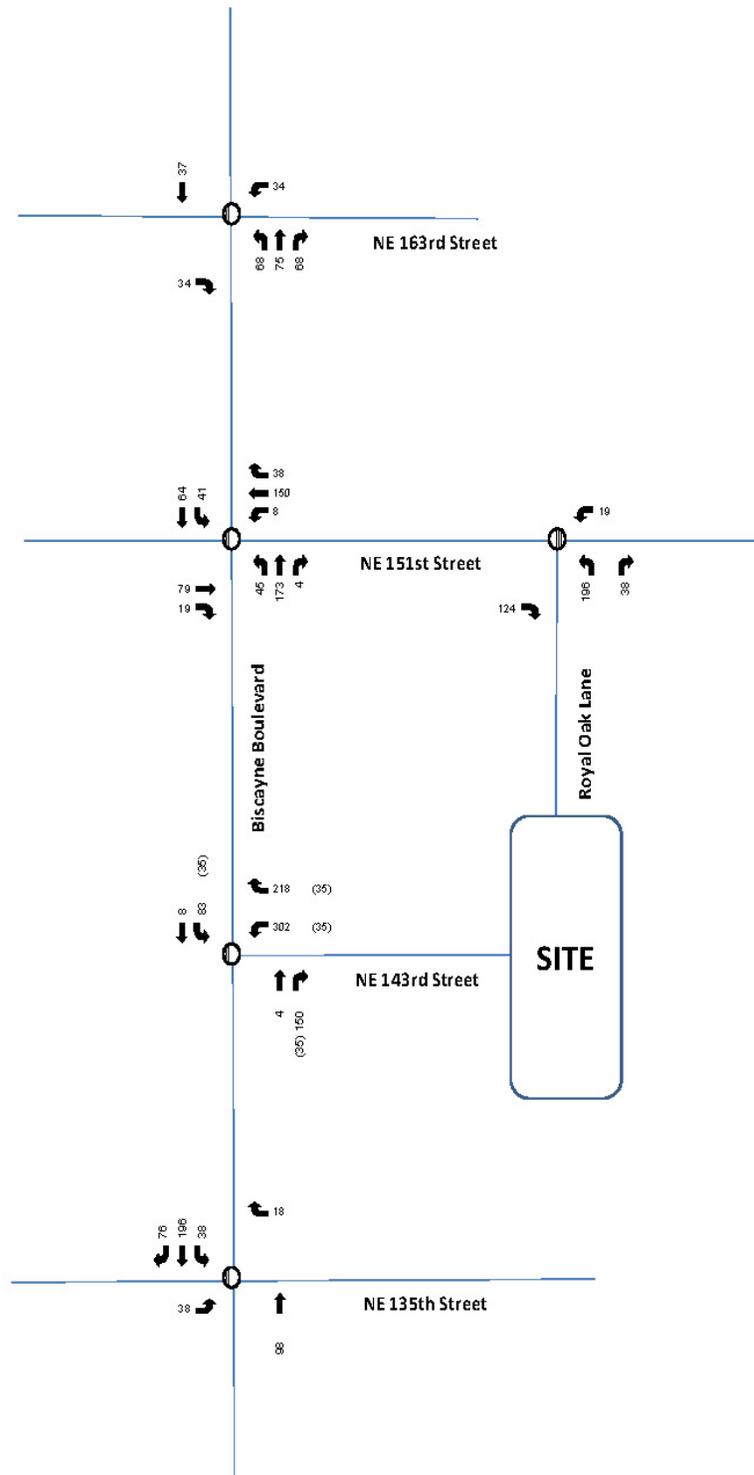


Figure 2  
Project Trip Distribution  
A.M. and P.M. Peak Hour  
Biscayne Landing



NOT TO SCALE

- Legend**
- Study Roadway
  - Study Intersection
  - 00 Net New Trips
  - (00) Pass-by Trips



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and Associates, Inc.

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Figure 3  
Project Trip Assignment  
A.M. Peak Hour  
Biscayne Landing



- Legend**
- Study Roadway
  - Study Intersection
  - 00 Net New Trips
  - (00) Pass-by Trips

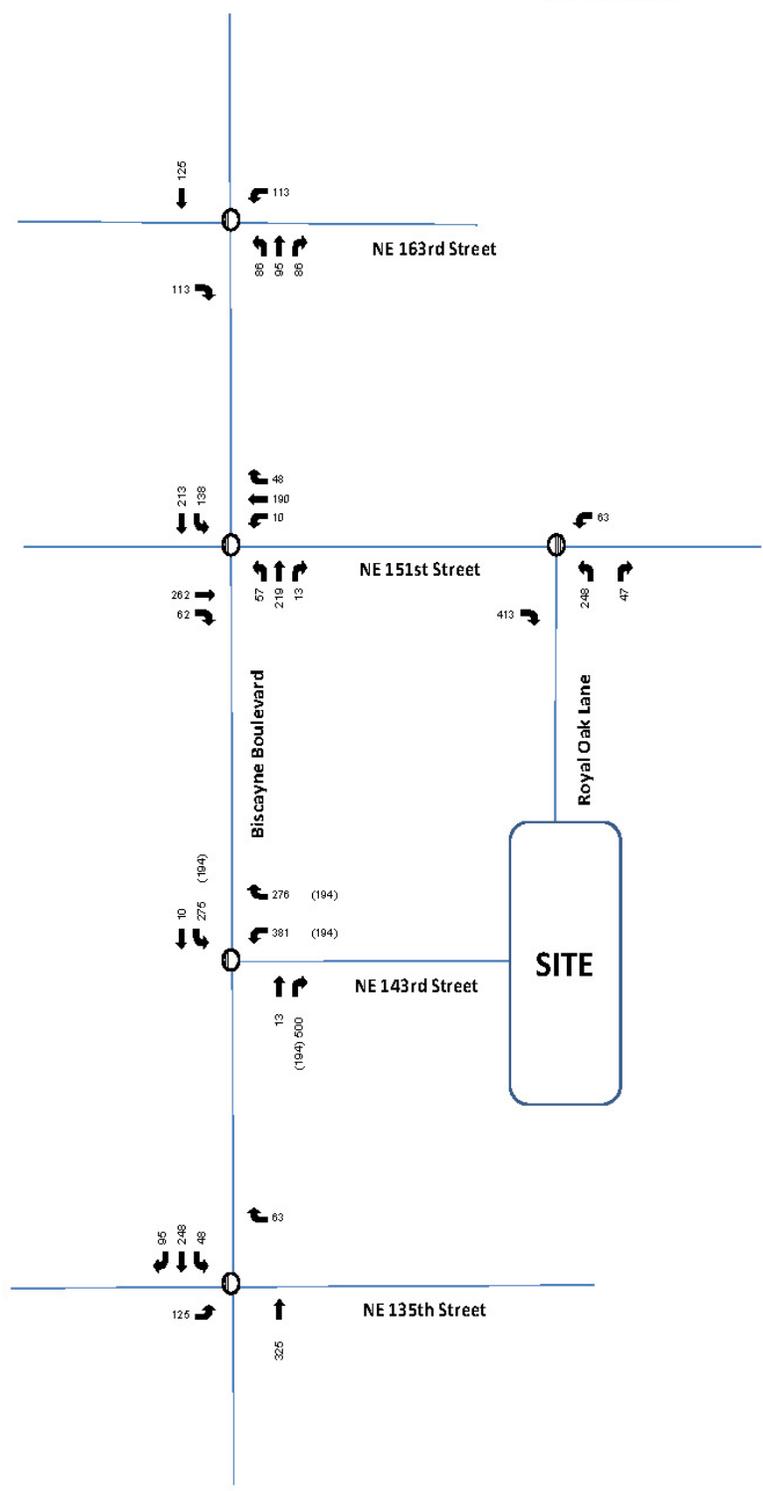


Figure 4  
Project Trip Assignment  
P.M. Peak Hour  
Biscayne Landing

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## FUTURE TRANSPORTATION ANALYSIS

The impacts associated with the proposed development will be addressed once the development program has been finalized. The following sections summarize the items that require further examination and analysis.

### **Operational/Capacity Impacts**

The most significant issue related to the proposed development is the impact of the changes in traffic volumes and patterns along roadways and intersections in the vicinity of the site. Operational deficiencies created by the project's traffic should be addressed in an effort to provide adequate access and mobility for residents, customers, and visitors.

At a minimum, a detailed operational/capacity analysis is recommended to include the following corridors: NE 151<sup>st</sup> Street, Royal Oak Lane, Biscayne Boulevard (US 1), and NE 143<sup>rd</sup> Street. At a minimum, it is recommended that the analysis examine the following intersections:

- NE 163<sup>rd</sup> Street and Biscayne Boulevard (US 1)
- NE 151<sup>st</sup> Street and Biscayne Boulevard (US 1)
- NE 143<sup>rd</sup> Street and Biscayne Boulevard (US 1)
- NE 135<sup>th</sup> Street and Biscayne Boulevard (US 1)
- NE 151<sup>st</sup> Street and Royal Oak Lane
- NE 151<sup>st</sup> Street and West Dixie Highway (SR 909)

The future operational analysis should be prepared for the A.M. peak period (7:00 to 9:00 A.M.) and P.M. peak period (4:00 to 6:00 P.M.) to determine the impacts associated with peak hour roadway conditions within the study area.

Given the limited availability of right-of-way within the area, non-traditional improvements that increase person movement capacity should be evaluated. Improvements may include improving infrastructure associated with alternative modes (i.e. pedestrian, bicycle, and transit). Although it is unlikely that the majority of patrons to the proposed development will utilize these alternative modes, improvements to the infrastructure for alternative modes may reduce the number of single-occupant vehicles associated within residents and commuters in the project's vicinity.

### **Pedestrians**

An evaluation of both the existing and proposed pedestrian network is recommended for future implementation stages. The network evaluation should examine issues including both pedestrian connectivity as well as the pedestrian environment. Connectivity should address the availability of sidewalks to/from major pedestrian origins/destinations. A review of the pedestrian environment should include the frequency and quality of amenities including canopy trees, benches, etc. The connectivity evaluation should address sidewalks to NE 151<sup>st</sup> Street and Biscayne Boulevard (US 1).

### **Bicycle Facilities**

Future development stages of the expansion project should include an evaluation of existing and planned bicycle facilities along the corridors adjacent to the site. Further evaluation may include the location of secure bicycle storage and bike rack for employees in and around the facilities to promote this alternative mode. The City of North Miami's Bicycle, Park and Ride should be consulted for potential improvements.

### **Public Transit**

As previously stated, Miami-Dade County Transit provides bus service via four (4) routes in the vicinity of the site. The City of North Miami NOMI Express also provides bus service in the vicinity of the site. Additionally, as part of the Miami-Dade County's Metropolitan Planning Organization's, *Improving Access in Florida International University Biscayne Bay Campus Area*, the study recommended such improvements as a transit transfer facility, bus stop amenities such as bus shelters and benches in the area. The North Miami Transit Oriented Development Feasibility Study should also be consulted for potential improvements.

### **Identified Transportation Network Improvements**

As part of the Miami-Dade County's Metropolitan Planning Organization's, *Improving Access in Florida International University Biscayne Bay Campus Area*, an action plan of transportation improvements/projects is being developed. This study as well as the Miami-Dade County's Metropolitan Planning Organization's, *Implementation Plan for the Northeast Corridor Traffic Flow Study*, should be examined for potential improvements.

---

## SUMMARY

It is recommended that a comprehensive traffic impact study be prepared once the Biscayne Landing development is finalized. Conventional traffic capacity/operational analysis should be conducted to quantify the impacts of the proposed development. Furthermore, enhancements to other modes of transportation in the area including pedestrian, bicycle, and transit should be evaluated. These evaluations will ensure that the project will become an asset to the community.

The study area roadway corridors for this project should include:

- NE 151<sup>st</sup> Street
- Royal Oak Lane
- Biscayne Boulevard (US 1)
- NE 143<sup>rd</sup> Street

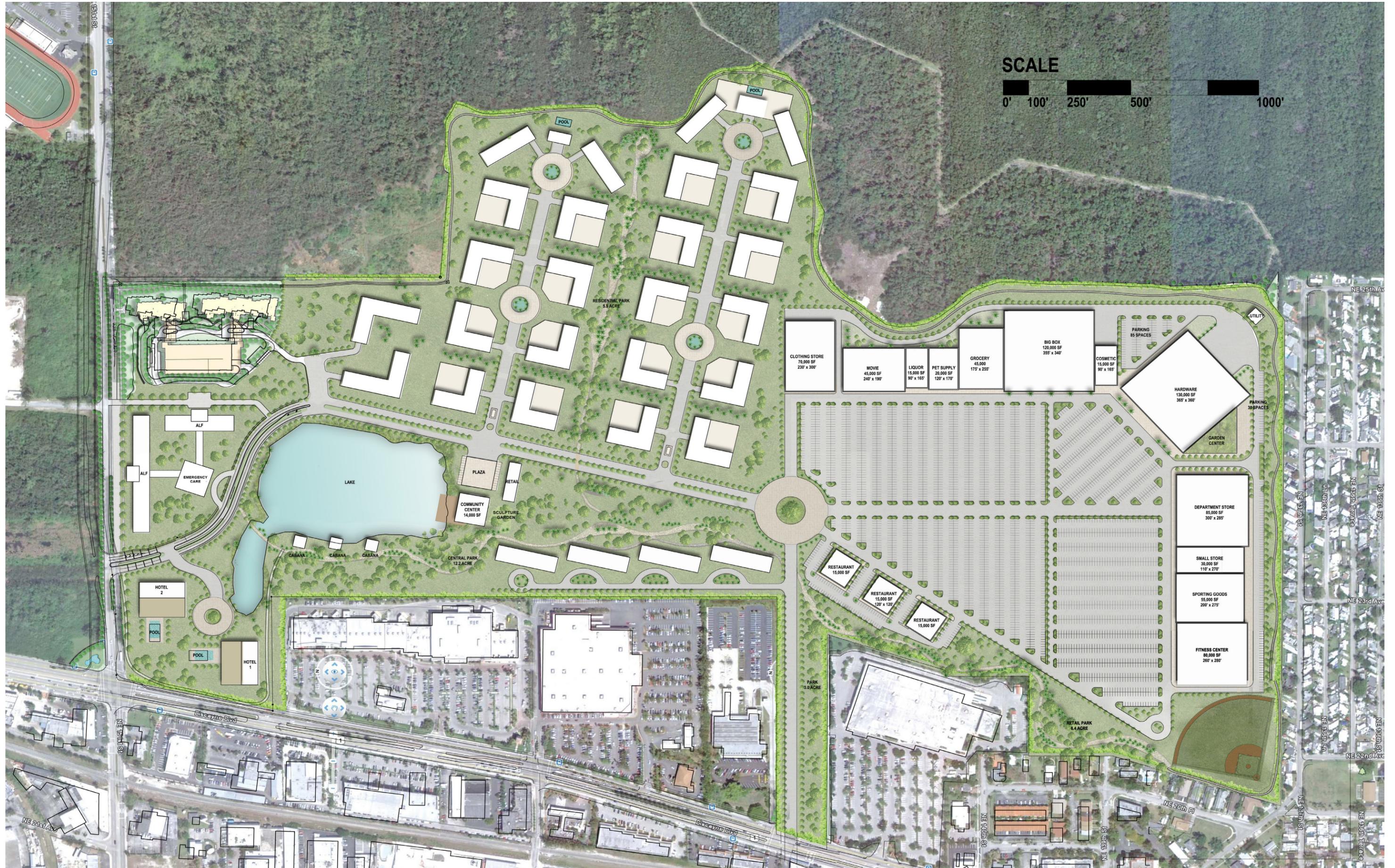
The following intersections were examined:

- NE 163<sup>rd</sup> Street and Biscayne Boulevard (US 1)
- NE 151<sup>st</sup> Street and Biscayne Boulevard (US 1)
- NE 143<sup>rd</sup> Street and Biscayne Boulevard (US 1)
- NE 135<sup>th</sup> Street and Biscayne Boulevard (US 1)
- NE 151<sup>st</sup> Street and Royal Oak Lane
- NE 151<sup>st</sup> Street and West Dixie Highway (SR 909)



# **APPENDIX A: Conceptual Site Plan**







# **APPENDIX B: Trip Generation Calculation**



# TRIP GENERATION

## AM PEAK HOUR TRIP GENERATION

ITE TRIP GENERATION CHARACTERISTICS					DIRECTIONAL DISTRIBUTION		GROSS VOLUMES			INTERNAL CAPTURE		EXTERNAL TRIPS			PASS-BY CAPTURE		10 PERCENT TRANSIT		NET NEW EXTERNAL TRIPS		
Land Use	ITE Edition	ITE Code	Scale	ITE Units	Percent		In	Out	Total	Percent	IC Trips	In	Out	Total	Percent	PB Trips	Percent	Transit Trips	In	Out	Total
					In	Out															
1 Residential Condominium/Townhouse	8	230	3350	du	17%	83%	146	711	857	6.5%	56	120	681	801	0.0%	0	10.0%	80	80	641	721
2 Assisted Living	8	254	800	bed	65%	35%	73	39	112	39.3%	44	50	18	68	0.0%	0	10.0%	7	46	15	61
3 Hotel	8	310	300	room	61%	39%	98	62	160	20.0%	32	78	50	128	0.0%	0	10.0%	13	71	44	115
4 Shopping Center	8	820	853	ksf	61%	39%	333	213	546	24.2%	132	270	144	414	34.0%	140	10.0%	41	179	54	233
5																					
6																					
7																					
8																					
9																					
10																					
11																					
12																					
13																					
14																					
15																					
<b>Total:</b>							650	1,025	1,675	15.8%	264	518	893	1,411	9.9%	140	10%	141	376	754	1,130

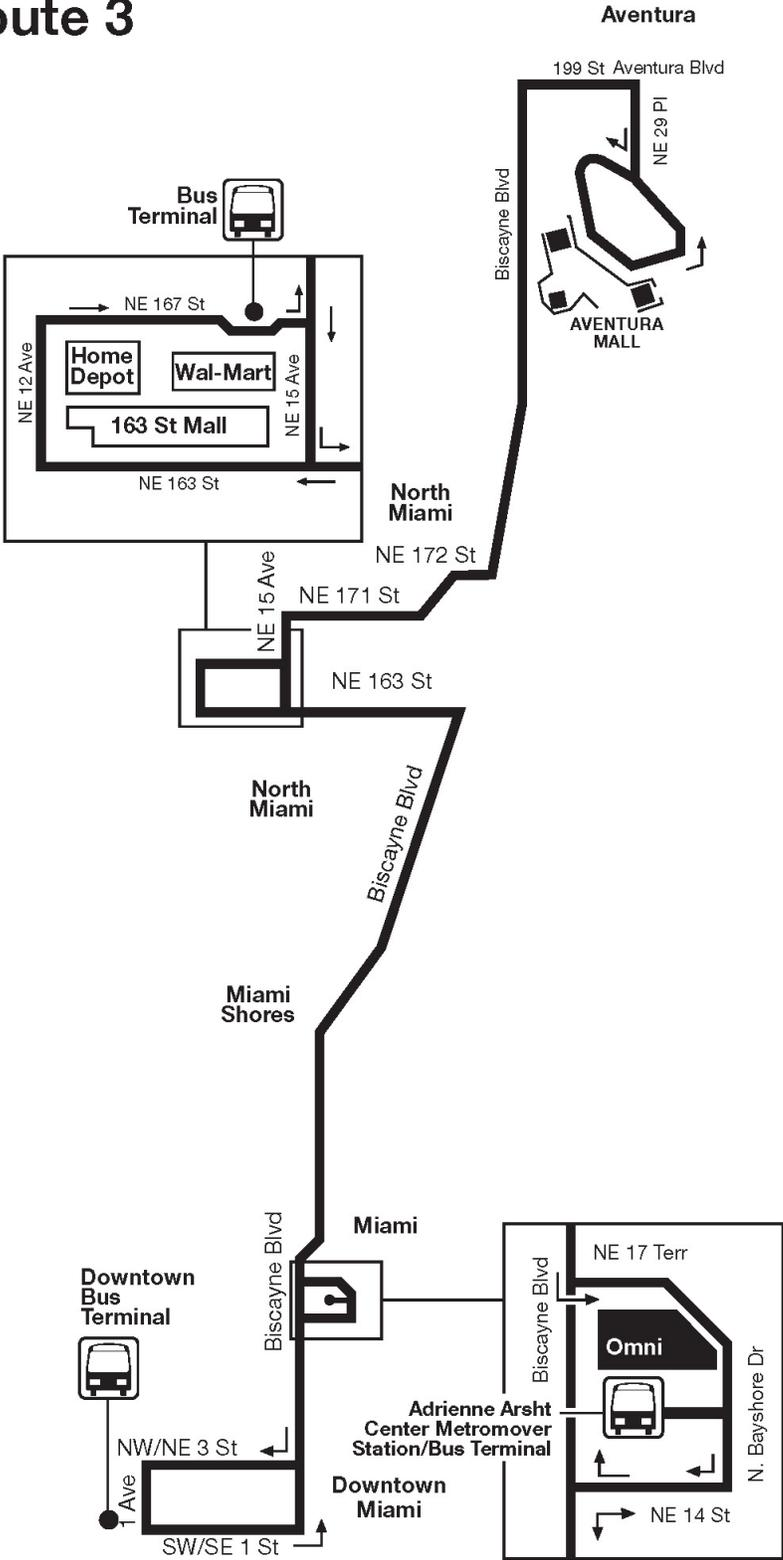
## PM PEAK HOUR TRIP GENERATION

ITE TRIP GENERATION CHARACTERISTICS					DIRECTIONAL DISTRIBUTION		DRIVEWAY VOLUMES			INTERNAL CAPTURE		EXTERNAL TRIPS			PASS-BY CAPTURE		10 PERCENT TRANSIT		NET NEW EXTERNAL TRIPS		
Land Use	ITE Edition	ITE Code	Scale	ITE Units	Percent		In	Out	Total	Percent	IC Trips	In	Out	Total	Percent	PB Trips	Percent	Transit Trips	In	Out	Total
					In	Out															
1 Residential Condominium/Townhouse	8	230	3350	du	67%	33%	717	353	1,070	26.4%	282	553	235	788	0.0%	0	10.0%	79	513	196	709
2 Assisted Living	8	254	800	bed	44%	56%	77	99	176	43.2%	76	53	47	100	0.0%	0	10.0%	10	48	42	90
3 Hotel	8	310	300	room	53%	47%	94	83	177	20.3%	36	75	66	141	0.0%	0	10.0%	14	68	59	127
4 Shopping Center	8	820	853	ksf	49%	51%	1,311	1,364	2,675	14.7%	394	1,124	1,157	2,281	34.0%	776	10.0%	228	622	655	1,277
5																					
6																					
7																					
8																					
9																					
10																					
11																					
12																					
13																					
14																					
15																					
<b>Total:</b>							2,199	1,899	4,098	19.2%	788	1,805	1,505	3,310	23.4%	776	10%	331	1,251	952	2,203



# **Miami-Dade Transit Data**

# Route 3





### 3 Schedule

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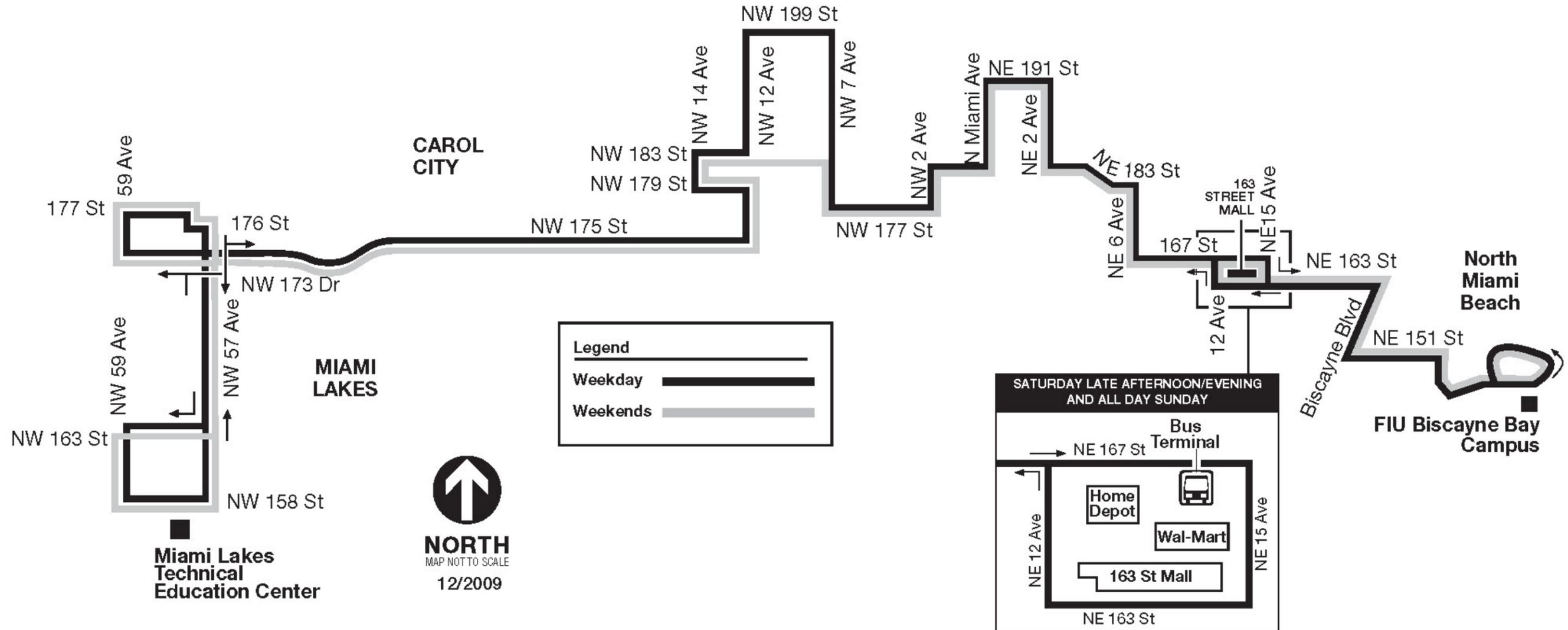
**Service:** WEEKDAY      **Direction:** NORTHBOUND

Downtown Bus Terminal	A Arsh't Mover/Bus Terminal	NE 36 St & Biscayne Blvd	NE 79 St & Biscayne Blvd	NE 123 St & Biscayne Blvd	NE 163 St & Biscayne Blvd	163 Street Mall	Aventura Mall
05:15AM	05:24AM	05:31AM	05:40AM	05:51AM	06:01AM	06:11AM	06:28AM
05:35AM	05:44AM	05:51AM	06:03AM	06:17AM	06:27AM	06:37AM	06:54AM
05:56AM	06:08AM	06:18AM	06:30AM	06:44AM	06:54AM	07:07AM	07:26AM
06:16AM	06:28AM	06:38AM	06:50AM	07:06AM	07:17AM	07:30AM	07:49AM
06:36AM	06:48AM	06:58AM	07:11AM	07:27AM	07:38AM	07:51AM	08:13AM
06:56AM	07:09AM	07:20AM	07:33AM	07:49AM	08:01AM	08:14AM	08:36AM
07:14AM	07:27AM	07:38AM	07:51AM	08:07AM	08:19AM	08:32AM	08:54AM
07:32AM	07:45AM	07:56AM	08:10AM	08:26AM	08:38AM	08:51AM	09:13AM
07:50AM	08:03AM	08:14AM	08:28AM	08:44AM	08:56AM	09:09AM	09:31AM
08:08AM	08:21AM	08:32AM	08:46AM	09:02AM	09:14AM	09:27AM	09:49AM
08:26AM	08:39AM	08:50AM	09:04AM	09:20AM	09:32AM	09:45AM	10:07AM
08:44AM	08:57AM	09:08AM	09:22AM	09:38AM	09:50AM	10:03AM	10:25AM
09:02AM	09:15AM	09:26AM	09:40AM	09:56AM	10:08AM	10:21AM	10:43AM
09:20AM	09:33AM	09:44AM	09:58AM	10:14AM	10:26AM	10:39AM	11:01AM
09:38AM	09:51AM	10:02AM	10:17AM	10:33AM	10:45AM	10:58AM	11:20AM
09:56AM	10:09AM	10:20AM	10:35AM	10:51AM	11:03AM	11:16AM	11:38AM
10:14AM	10:27AM	10:38AM	10:53AM	11:09AM	11:21AM	11:34AM	11:56AM
10:32AM	10:45AM	10:56AM	11:11AM	11:27AM	11:39AM	11:52AM	12:14PM
10:50AM	11:03AM	11:14AM	11:29AM	11:45AM	11:57AM	12:10PM	12:32PM
11:08AM	11:21AM	11:32AM	11:47AM	12:03PM	12:15PM	12:28PM	12:50PM
11:26AM	11:39AM	11:50AM	12:05PM	12:21PM	12:33PM	12:46PM	01:08PM
11:44AM	11:57AM	12:08PM	12:23PM	12:39PM	12:51PM	01:04PM	01:26PM
12:02PM	12:15PM	12:26PM	12:41PM	12:57PM	01:09PM	01:22PM	01:44PM
12:20PM	12:33PM	12:44PM	12:59PM	01:15PM	01:27PM	01:40PM	02:02PM
12:38PM	12:51PM	01:02PM	01:17PM	01:33PM	01:45PM	01:58PM	02:20PM
12:56PM	01:09PM	01:20PM	01:35PM	01:51PM	02:03PM	02:16PM	02:38PM
01:14PM	01:27PM	01:38PM	01:53PM	02:11PM	02:23PM	02:36PM	02:58PM
01:32PM	01:45PM	01:56PM	02:11PM	02:29PM	02:41PM	02:54PM	03:16PM
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02:08PM	02:22PM	02:33PM	02:48PM	03:06PM	03:19PM	03:33PM	03:55PM
02:26PM	02:40PM	02:51PM	03:08PM	03:26PM	03:39PM	03:53PM	04:15PM
02:44PM	02:58PM	03:11PM	03:28PM	03:46PM	03:59PM	04:13PM	04:35PM
03:02PM	03:17PM	03:30PM	03:47PM	04:06PM	04:19PM	04:33PM	04:55PM
03:20PM	03:35PM	03:48PM	04:05PM	04:24PM	04:37PM	04:51PM	05:13PM
03:38PM	03:53PM	04:06PM	04:23PM	04:42PM	04:55PM	05:09PM	05:31PM
03:56PM	04:11PM	04:24PM	04:41PM	05:00PM	05:13PM	05:27PM	05:49PM

04:14PM	04:29PM	04:42PM	04:59PM	05:18PM	05:31PM	05:45PM	06:07PM
04:32PM	04:47PM	05:00PM	05:17PM	05:36PM	05:49PM	06:03PM	06:25PM
04:50PM	05:05PM	05:18PM	05:35PM	05:54PM	06:07PM	06:20PM	06:42PM
05:08PM	05:23PM	05:36PM	05:53PM	06:12PM	06:25PM	06:38PM	07:00PM
05:26PM	05:41PM	05:54PM	06:11PM	06:28PM	06:41PM	06:54PM	07:16PM
05:44PM	05:59PM	06:12PM	06:26PM	06:43PM	06:56PM	07:09PM	07:29PM
06:02PM	06:16PM	06:29PM	06:43PM	07:00PM	07:10PM	07:22PM	07:42PM
06:20PM	06:34PM	06:47PM	07:01PM	07:17PM	07:27PM	07:39PM	07:59PM
06:38PM	06:52PM	07:05PM	07:18PM	07:34PM	07:44PM	07:56PM	08:16PM
06:56PM	07:10PM	07:21PM	07:34PM	07:50PM	08:00PM	08:09PM	08:26PM
07:14PM	07:26PM	07:37PM	07:50PM	08:06PM	08:16PM	08:25PM	08:42PM
07:32PM	07:44PM	07:55PM	08:08PM	08:22PM	08:32PM	08:41PM	08:58PM
07:50PM	08:02PM	08:11PM	08:22PM	08:36PM	08:46PM	08:55PM	09:12PM
08:20PM	08:31PM	08:40PM	08:51PM	09:05PM	09:15PM	09:24PM	09:41PM
08:50PM	09:01PM	09:10PM	09:21PM	09:35PM	09:45PM	09:54PM	10:11PM
09:20PM	09:31PM	09:40PM	09:51PM	10:05PM	10:15PM	10:24PM	10:41PM
09:50PM	10:01PM	10:10PM	10:21PM	10:35PM	10:45PM	10:54PM	11:11PM
10:30PM	10:41PM	10:50PM	11:01PM	11:12PM	11:21PM	11:27PM	11:41PM
11:10PM	11:20PM	11:27PM	11:38PM	11:49PM	11:58PM	12:04AM	12:18AM
11:40PM	11:50PM	11:57PM	12:08AM	12:19AM	12:28AM	12:34AM	12:48AM
12:10AM	12:20AM	12:27AM	12:38AM	12:49AM	12:58AM	01:04AM	01:18AM
01:10AM	01:20AM	01:27AM	01:38AM	01:49AM	01:58AM	02:04AM	02:18AM
02:10AM	02:20AM	02:27AM	02:38AM	02:49AM	02:58AM	03:04AM	03:18AM
03:10AM	03:19AM	03:26AM	03:35AM	03:46AM	03:55AM	04:01AM	04:15AM
04:10AM	04:19AM	04:26AM	04:35AM	04:46AM	04:55AM	05:01AM	05:15AM

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# Route 75







## 75 Schedule

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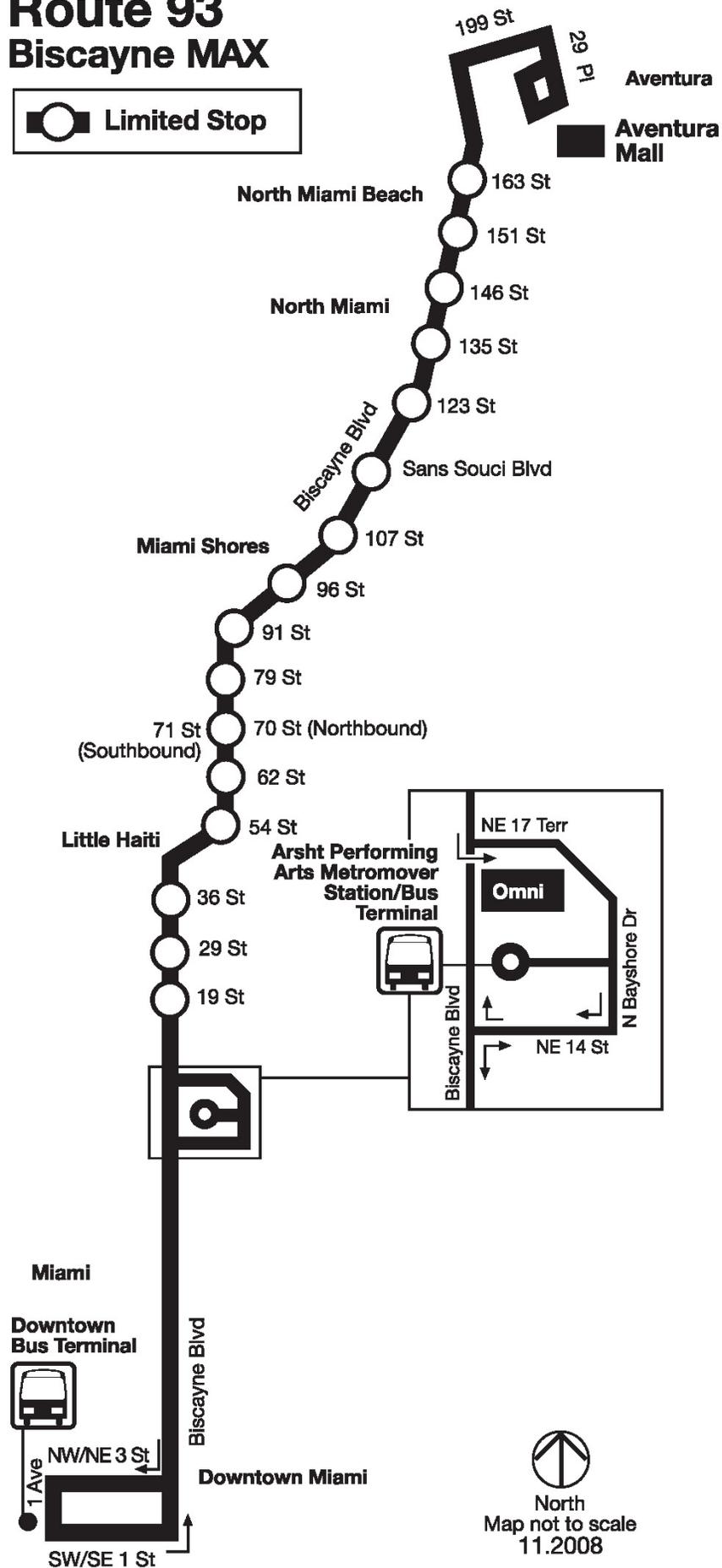
**Service:** WEEKDAY

**Direction:** EASTBOUND

NW 163 St & 57 Ave	NW 176 St & 57 Ave	NW 175 St & 27 Ave	NW 183 St & 12 Ave	NW 183 St & 7 Ave	NE 183 St & 2 Ct	163 Street Mall	FIU Bisc Bay Campus
05:27AM	05:36AM	05:48AM	05:55AM	06:03AM	06:15AM	06:25AM	06:37AM
05:53AM	06:02AM	06:15AM	06:25AM	06:33AM	06:45AM	06:55AM	07:08AM
06:20AM	06:29AM	06:42AM	06:52AM	07:00AM	07:14AM	07:25AM	07:38AM
06:47AM	06:56AM	07:10AM	07:22AM	07:30AM	07:44AM	07:55AM	08:09AM
07:16AM	07:26AM	07:40AM	07:52AM	08:00AM	08:14AM	08:25AM	08:39AM
07:52AM	08:02AM	08:16AM	08:27AM	08:35AM	08:49AM	09:00AM	09:14AM
08:22AM	08:32AM	08:46AM	08:57AM	09:05AM	09:20AM	09:30AM	09:44AM
08:55AM	09:05AM	09:18AM	09:27AM	09:35AM	09:50AM	10:00AM	10:14AM
09:26AM	09:36AM	09:49AM	09:58AM	10:06AM	10:20AM	10:30AM	10:44AM
09:57AM	10:07AM	10:20AM	10:29AM	10:36AM	10:50AM	11:00AM	11:15AM
10:27AM	10:37AM	10:50AM	10:59AM	11:06AM	11:20AM	11:30AM	11:45AM
10:56AM	11:06AM	11:20AM	11:29AM	11:36AM	11:50AM	12:00PM	12:15PM
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12:24PM	12:34PM	12:48PM	12:57PM	01:04PM	01:18PM	01:30PM	01:45PM
12:54PM	01:04PM	01:18PM	01:27PM	01:34PM	01:48PM	02:00PM	02:15PM
01:21PM	01:31PM	01:45PM	01:54PM	02:02PM	02:18PM	02:30PM	02:45PM
01:48PM	01:58PM	02:12PM	02:23PM	02:31PM	02:47PM	03:00PM	03:15PM
:	:	:	02:45PM	02:53PM	03:09PM	03:21PM	:
02:18PM	02:28PM	02:42PM	02:53PM	03:01PM	03:17PM	03:30PM	03:45PM
02:48PM	02:58PM	03:12PM	03:23PM	03:31PM	03:47PM	04:00PM	04:14PM
03:16PM	03:28PM	03:42PM	03:53PM	04:01PM	04:17PM	04:30PM	04:44PM
03:46PM	03:58PM	04:12PM	04:23PM	04:31PM	04:47PM	05:00PM	05:14PM
04:16PM	04:29PM	04:43PM	04:54PM	05:02PM	05:18PM	05:30PM	05:44PM
04:46PM	05:00PM	05:14PM	05:24PM	05:32PM	05:48PM	06:00PM	06:13PM
05:20PM	05:34PM	05:48PM	05:58PM	06:06PM	06:19PM	06:30PM	06:43PM
05:51PM	06:05PM	06:18PM	06:28PM	06:36PM	06:49PM	07:00PM	07:12PM
07:00PM	07:10PM	07:22PM	07:31PM	07:37PM	07:50PM	08:00PM	08:12PM
08:00PM	08:10PM	08:22PM	08:31PM	08:37PM	08:50PM	09:00PM	09:11PM
09:05PM	09:14PM	09:25PM	09:33PM	09:39PM	09:50PM	10:00PM	10:11PM

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# Route 93 Biscayne MAX





## 93 Biscayne MAX Schedule

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**Service:** WEEKDAY

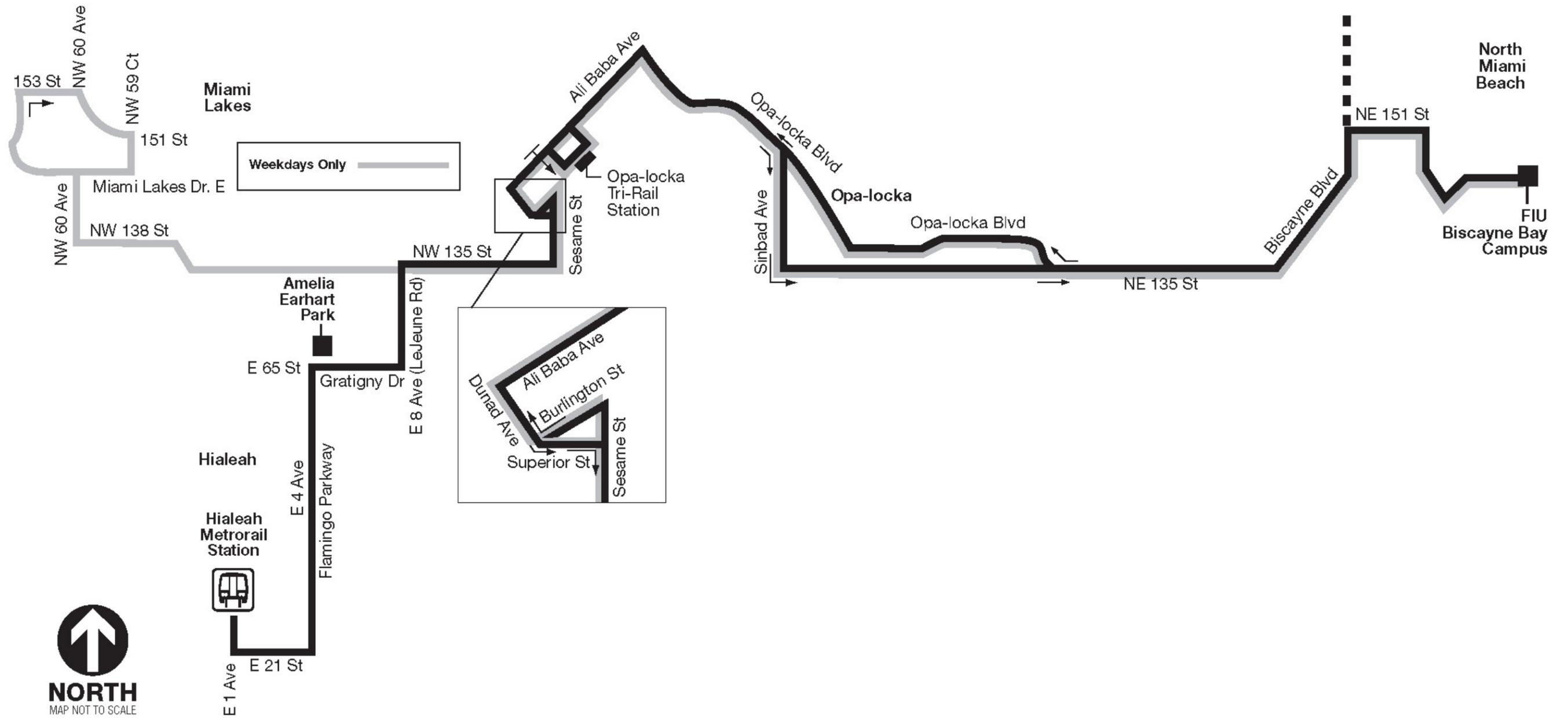
**Direction:** NORTHBOUND

Downtown Bus Terminal	A Arsht Mover/Bus Terminal	NE 36 St & Biscayne Blvd	NE 79 St & Biscayne Blvd	NE 123 St & Biscayne Blvd	NE 163 St & Biscayne Blvd	Aventura Mall
05:45AM	05:54AM	06:01AM	06:08AM	06:19AM	06:28AM	06:38AM
06:03AM	06:13AM	06:20AM	06:27AM	06:38AM	06:47AM	06:57AM
06:21AM	06:31AM	06:38AM	06:45AM	06:56AM	07:05AM	07:15AM
06:39AM	06:49AM	06:56AM	07:05AM	07:17AM	07:26AM	07:36AM
06:57AM	07:09AM	07:17AM	07:26AM	07:38AM	07:47AM	07:57AM
07:15AM	07:27AM	07:35AM	07:44AM	07:56AM	08:05AM	08:15AM
07:33AM	07:45AM	07:53AM	08:02AM	08:14AM	08:23AM	08:33AM
07:51AM	08:03AM	08:12AM	08:21AM	08:33AM	08:42AM	08:52AM
08:09AM	08:21AM	08:30AM	08:39AM	08:51AM	09:00AM	09:10AM
08:27AM	08:39AM	08:48AM	08:57AM	09:09AM	09:18AM	09:28AM
08:45AM	08:57AM	09:06AM	09:15AM	09:26AM	09:35AM	09:45AM
09:03AM	09:15AM	09:24AM	09:33AM	09:44AM	09:53AM	10:03AM
09:21AM	09:33AM	09:42AM	09:51AM	10:02AM	10:11AM	10:21AM
09:39AM	09:51AM	10:00AM	10:09AM	10:20AM	10:29AM	10:39AM
09:57AM	10:09AM	10:18AM	10:27AM	10:38AM	10:47AM	10:57AM
10:15AM	10:27AM	10:36AM	10:45AM	10:56AM	11:05AM	11:15AM
10:33AM	10:45AM	10:54AM	11:03AM	11:14AM	11:23AM	11:33AM
11:03AM	11:15AM	11:24AM	11:33AM	11:44AM	11:53AM	12:03PM
11:33AM	11:45AM	11:54AM	12:03PM	12:15PM	12:24PM	12:34PM
12:03PM	12:15PM	12:24PM	12:33PM	12:45PM	12:54PM	01:04PM
12:33PM	12:45PM	12:54PM	01:03PM	01:15PM	01:24PM	01:34PM
01:03PM	01:15PM	01:25PM	01:34PM	01:46PM	01:55PM	02:05PM
01:33PM	01:45PM	01:55PM	02:04PM	02:16PM	02:25PM	02:35PM
02:03PM	02:15PM	02:25PM	02:34PM	02:46PM	02:55PM	03:07PM
02:23PM	02:35PM	02:45PM	02:54PM	03:08PM	03:18PM	03:30PM
02:43PM	02:55PM	03:06PM	03:16PM	03:30PM	03:40PM	03:52PM
03:02PM	03:14PM	03:25PM	03:35PM	03:49PM	03:59PM	04:11PM
03:20PM	03:32PM	03:43PM	03:53PM	04:08PM	04:19PM	04:31PM
03:38PM	03:50PM	04:01PM	04:11PM	04:26PM	04:37PM	04:49PM
03:58PM	04:12PM	04:23PM	04:33PM	04:48PM	04:59PM	05:11PM
04:17PM	04:31PM	04:42PM	04:52PM	05:07PM	05:18PM	05:30PM
04:36PM	04:50PM	05:01PM	05:11PM	05:26PM	05:37PM	05:49PM
04:54PM	05:08PM	05:19PM	05:29PM	05:44PM	05:55PM	06:07PM
05:12PM	05:26PM	05:37PM	05:47PM	06:02PM	06:13PM	06:24PM
05:30PM	05:44PM	05:55PM	06:05PM	06:19PM	06:30PM	06:41PM
05:48PM	06:02PM	06:13PM	06:22PM	06:36PM	06:47PM	06:58PM

06:06PM	06:18PM	06:29PM	06:38PM	06:52PM	07:03PM	07:13PM
06:24PM	06:36PM	06:47PM	06:56PM	07:10PM	07:19PM	07:29PM
06:42PM	06:54PM	07:05PM	07:13PM	07:26PM	07:35PM	07:45PM
07:00PM	07:11PM	07:20PM	07:28PM	07:41PM	07:50PM	08:00PM
07:20PM	07:31PM	07:40PM	07:48PM	08:01PM	08:09PM	08:18PM

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# Route 135







### 135 Schedule

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Service: WEEKDAY

Direction: EASTBOUND

Miami Lks Dr & NW 60 Ave	Hialeah Station	E 49 St & 4 Ave	NW 135 St & 42 Ave	Opa Locka Tri-Rail Station	NW 135 St & 7 Ave	NE 135 St & W Dixie Highway	FIU Bisc Bay Campus
:	06:00AM	06:08AM	06:16AM	06:19AM	06:32AM	06:41AM	06:53AM
06:32AM	:	:	06:43AM	06:47AM	07:00AM	07:09AM	07:21AM
:	06:56AM	07:05AM	07:13AM	07:17AM	07:30AM	07:39AM	07:51AM
07:32AM	:	:	07:43AM	07:47AM	08:00AM	08:09AM	08:21AM
:	07:50AM	07:59AM	08:07AM	08:11AM	08:24AM	08:33AM	08:45AM
08:16AM	:	:	08:27AM	08:31AM	08:44AM	08:53AM	09:05AM
:	08:30AM	08:39AM	08:47AM	08:51AM	09:04AM	09:11AM	09:23AM
09:07AM	:	:	09:18AM	09:22AM	09:34AM	09:41AM	09:53AM
:	09:30AM	09:39AM	09:48AM	09:52AM	10:04AM	10:11AM	10:23AM
10:07AM	:	:	10:18AM	10:22AM	10:34AM	10:41AM	10:53AM
:	10:30AM	10:39AM	10:48AM	10:52AM	11:04AM	11:11AM	11:23AM
11:07AM	:	:	11:18AM	11:22AM	11:34AM	11:41AM	11:53AM
:	11:30AM	11:39AM	11:48AM	11:52AM	12:04PM	12:11PM	12:23PM
12:07PM	:	:	12:18PM	12:22PM	12:34PM	12:41PM	12:53PM
:	12:30PM	12:39PM	12:48PM	12:52PM	01:04PM	01:11PM	01:23PM
01:07PM	:	:	01:18PM	01:22PM	01:34PM	01:41PM	01:53PM
:	01:30PM	01:39PM	01:48PM	01:52PM	02:05PM	02:13PM	02:26PM
02:07PM	:	:	02:18PM	02:22PM	02:35PM	02:43PM	02:56PM
:	02:33PM	02:43PM	02:52PM	02:56PM	03:09PM	03:17PM	03:30PM
03:11PM	:	:	03:22PM	03:26PM	03:39PM	03:47PM	04:00PM
:	03:33PM	03:43PM	03:52PM	03:56PM	04:09PM	04:17PM	04:30PM
04:11PM	:	:	04:22PM	04:26PM	04:39PM	04:47PM	05:00PM
:	04:23PM	04:33PM	04:42PM	04:46PM	04:59PM	05:07PM	05:20PM
04:51PM	:	:	05:02PM	05:06PM	05:19PM	05:27PM	05:40PM
:	05:03PM	05:13PM	05:22PM	05:26PM	05:39PM	05:47PM	06:00PM
05:44PM	:	:	05:55PM	05:59PM	06:12PM	06:19PM	06:30PM
:	06:03PM	06:12PM	06:20PM	06:24PM	06:36PM	06:43PM	06:54PM
06:40PM	:	:	06:50PM	06:54PM	07:06PM	07:13PM	07:24PM
:	07:03PM	07:12PM	07:20PM	07:24PM	07:36PM	07:43PM	07:54PM
07:40PM	:	:	07:50PM	07:54PM	08:06PM	08:13PM	08:24PM
:	08:09PM	08:18PM	08:26PM	08:30PM	08:42PM	08:49PM	09:00PM
08:56PM	:	:	09:06PM	09:09PM	09:20PM	09:27PM	09:35PM
:	09:27PM	09:35PM	09:43PM	09:46PM	09:57PM	10:04PM	10:12PM

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**APPENDIX C:**  
**Cardinal Trip Distribution**

MIAMI-DADE 2035 DIRECTIONAL DISTRIBUTION SUMMARY

ORIGIN ZONE			CARDINAL DIRECTIONS									TOTAL
			NNE	ENE	ESE	SSE	SSW	WSW	WNW	NNW		
		PERCENT	10.64	13.82	5.34	14.23	18.18	16.2	10.93	10.66		
171	2871	TRIPS	449	598	188	456	616	601	397	464	3,769	
		PERCENT	11.91	15.87	4.99	12.1	16.34	15.95	10.53	12.31		
172	2872	TRIPS	269	265	118	269	460	817	277	234	2,709	
		PERCENT	9.93	9.78	4.36	9.93	16.98	30.16	10.23	8.64		
173	2873	TRIPS	55	59	65	83	76	135	68	41	582	
		PERCENT	9.45	10.14	11.17	14.26	13.06	23.2	11.68	7.04		
174	2874	TRIPS	4370	2117	1331	2439	3155	3633	3737	3891	24,673	
		PERCENT	17.71	8.58	5.39	9.89	12.79	14.72	15.15	15.77		
175	2875	TRIPS	22	14	9	11	7	5	12	11	91	
		PERCENT	24.18	15.38	9.89	12.09	7.69	5.49	13.19	12.09		
176	2876	TRIPS	544	702	326	1007	893	535	392	335	4,734	
		PERCENT	11.49	14.83	6.89	21.27	18.86	11.3	8.28	7.08		
177	2877	TRIPS	48	52	36	69	63	53	38	47	406	
		PERCENT	11.82	12.81	8.87	17	15.52	13.05	9.36	11.58		
178	2878	TRIPS	1083	761	268	870	1183	935	879	981	6,960	
		PERCENT	15.56	10.93	3.85	12.5	17	13.43	12.63	14.09		
179	2879	TRIPS	390	488	218	617	540	423	191	268	3,135	
		PERCENT	12.44	15.57	6.95	19.68	17.22	13.49	6.09	8.55		
180	2880	TRIPS	1032	871	234	830	1631	1297	791	937	7,623	
		PERCENT	13.54	11.43	3.07	10.89	21.4	17.01	10.38	12.29		
181	2881	TRIPS	542	574	217	463	809	530	395	425	3,955	
		PERCENT	13.7	14.51	5.49	11.71	20.46	13.4	9.99	10.75		
182	2882	TRIPS	927	399	70	408	730	733	783	932	4,982	
		PERCENT	18.61	8.01	1.41	8.19	14.65	14.71	15.72	18.71		
183	2883	TRIPS	790	426	40	338	1220	714	679	961	5,168	
		PERCENT	15.29	8.24	0.77	6.54	23.61	13.82	13.14	18.6		
184	2884	TRIPS	1753	731	123	469	2413	1591	1492	2013	10,585	
		PERCENT	16.56	6.91	1.16	4.43	22.8	15.03	14.1	19.02		
185	2885	TRIPS	828	387	24	248	1260	769	709	842	5,067	
		PERCENT	16.34	7.64	0.47	4.89	24.87	15.18	13.99	16.62		
186	2886	TRIPS	83	44	4	16	85	41	50	76	399	
		PERCENT	20.8	11.03	1	4.01	21.3	10.28	12.53	19.05		
187	2887	TRIPS	394	158	11	90	484	383	424	516	2,460	
		PERCENT	16.02	6.42	0.45	3.66	19.67	15.57	17.24	20.98		
188	2888	TRIPS	146	0	0	52	166	370	326	349	1,409	
		PERCENT	10.36	0	0	3.69	11.78	26.26	23.14	24.77		
189	2889	TRIPS	1	1	0	1	1	3	1	3	11	
		PERCENT	9.09	9.09	0	9.09	9.09	27.27	9.09	27.27		
190	2890	TRIPS	1468	177	25	328	1224	1704	1812	2116	8,854	
		PERCENT	16.58	2	0.28	3.7	13.82	19.25	20.47	23.9		
191	2891	TRIPS	365	38	98	86	833	439	130	244	2,233	
		PERCENT	16.35	1.7	4.39	3.85	37.3	19.66	5.82	10.93		
192	2892	TRIPS	253	22	7	37	156	128	190	225	1,018	
		PERCENT	24.85	2.16	0.69	3.63	15.32	12.57	18.66	22.1		
193	2893	TRIPS	1362	71	73	198	911	733	627	1098	5,073	
		PERCENT	26.85	1.4	1.44	3.9	17.96	14.45	12.36	21.64		
194	2894	TRIPS	904	62	45	124	553	462	454	642	3,246	
		PERCENT	27.85	1.91	1.39	3.82	17.04	14.23	13.99	19.78		
195	2895	TRIPS	297	3	28	67	299	357	248	399	1,698	
		PERCENT	17.49	0.18	1.65	3.95	17.61	21.02	14.61	23.5		
196	2896	TRIPS	804	51	108	197	567	482	486	893	3,588	
		PERCENT	22.41	1.42	3.01	5.49	15.8	13.43	13.55	24.89		
197	2897	TRIPS	404	23	63	96	394	394	461	565	2,400	
		PERCENT	16.83	0.96	2.62	4	16.42	16.42	19.21	23.54		
198	2898	TRIPS	1886	180	154	302	1172	941	847	1652	7,134	
		PERCENT	26.44	2.52	2.16	4.23	16.43	13.19	11.87	23.16		
199	2899	TRIPS	886	90	121	171	692	421	345	604	3,330	
		PERCENT	26.61	2.7	3.63	5.14	20.78	12.64	10.36	18.14		
200	2900	TRIPS	1195	173	90	380	1445	954	815	889	5,941	
		PERCENT	20.11	2.91	1.51	6.4	24.32	16.06	13.72	14.96		
201	2901	TRIPS	1262	94	164	242	1200	893	721	1000	5,576	
		PERCENT	22.63	1.69	2.94	4.34	21.52	16.02	12.93	17.93		
202	2902	TRIPS	1106	137	117	265	1197	806	804	1058	5,490	
		PERCENT	20.15	2.5	2.13	4.83	21.8	14.68	14.64	19.27		
203	2903	TRIPS	1776	239	358	531	1371	1068	1082	1293	7,718	
		PERCENT	23.01	3.1	4.64	6.88	17.76	13.84	14.02	16.75		
204	2904	TRIPS	435	95	70	254	1080	615	271	367	3,187	



Kimley-Horn  
and Associates, Inc.

Job TAZ 191

Subject CARDINAL TRIP DISTRIBUTION

Sheet No. \_\_\_\_\_ of \_\_\_\_\_

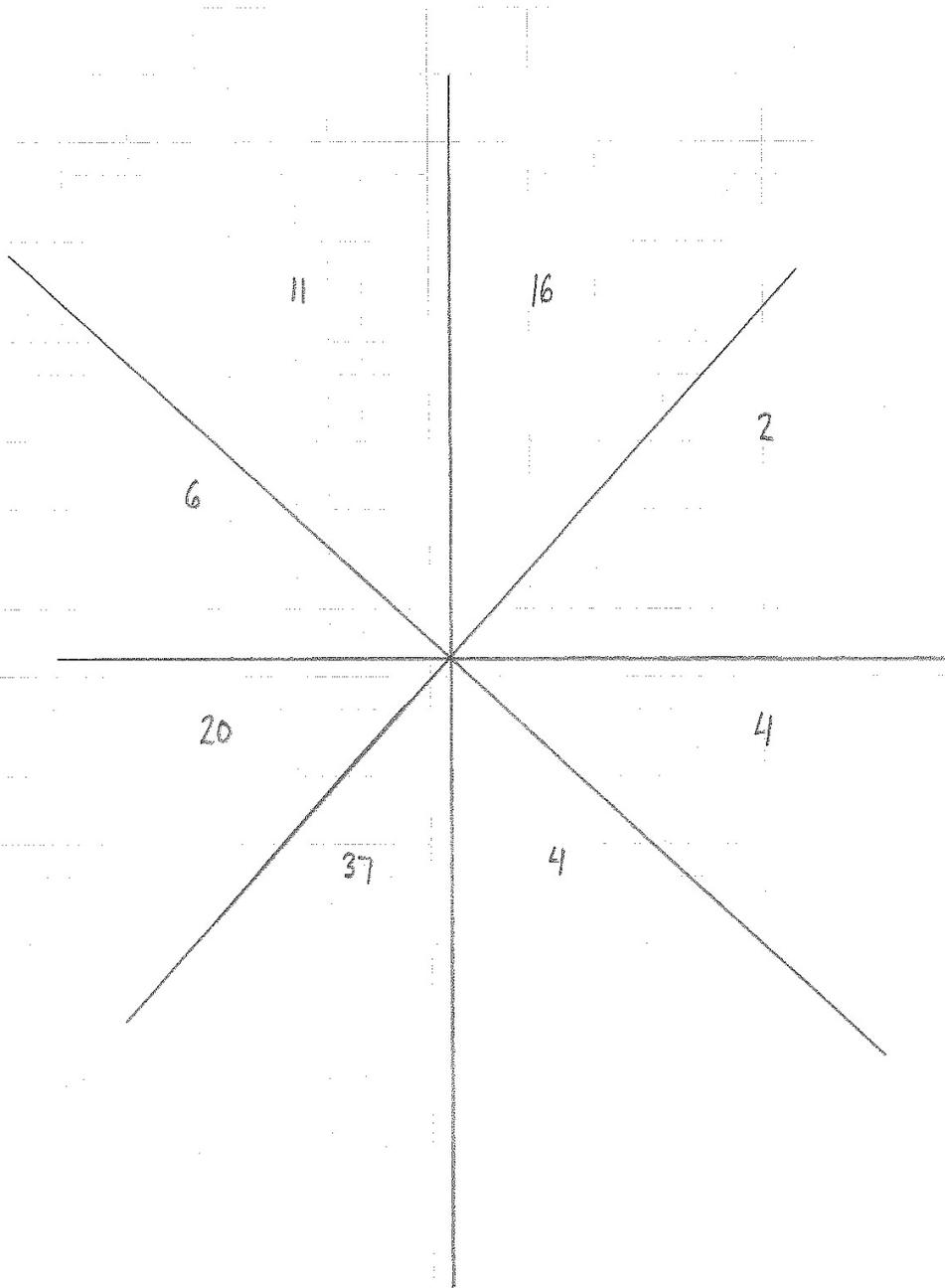
Job No. \_\_\_\_\_

Designed by \_\_\_\_\_

Date \_\_\_\_\_

Checked by \_\_\_\_\_

Date \_\_\_\_\_





*September, 2011*

# ***Utility Impact Study***

## **Biscayne Landing**

### **RFP #43-10-11(B) – Stage 2 North Miami, Florida**

*Prepared for:*

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*Prepared by:*



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Miami, Florida 33131

# *Biscayne Landing Utility Impact Study*

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IV.	WATER DISTRIBUTION AND FIRE PROTECTION SYSTEMS	5
V.	SANITARY SEWER COLLECTION SYSTEM	5
VI.	SOLID WASTE GENERATION	7

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APPENDIX “A” .....	MAPS
A-1 – LOCATION MAP	
A-2 – AVERAGE OCTOBER WATER LEVEL	
A-3 – MIAMI-DADE COUNTY FLOOD CRITERIA MAP	
APPENDIX “B” .....	PRELIMINARY DRAINAGE CALCULATIONS
APPENDIX “C” .....	EXISTING UTILITY RECORDS
APPENDIX “D” .....	PRELIMINARY WATER AND SEWER LAYOUT

# *Biscayne Landing Utility Impact Study*

## **I. INTRODUCTION**

The *Biscayne Landing* project is a proposed mixed-use development that will cover approximately 184 acres within the City of North Miami. The site is located east of Biscayne Boulevard (US-1), and bounded by NE 151<sup>st</sup> Street on the north and NE 137<sup>th</sup> Street on the south. (See Site Location Map - Figure 1). The *Biscayne Landing* development is proposed to include: 3,350 townhouse and flats style residences; 853,000 square feet of retail space (including a fitness center); one assisted living facility; one emergency care facility; two hotels; 7,000 square feet of office space; and associated parking facilities to serve the development.

**Table 1 - Project Summary**

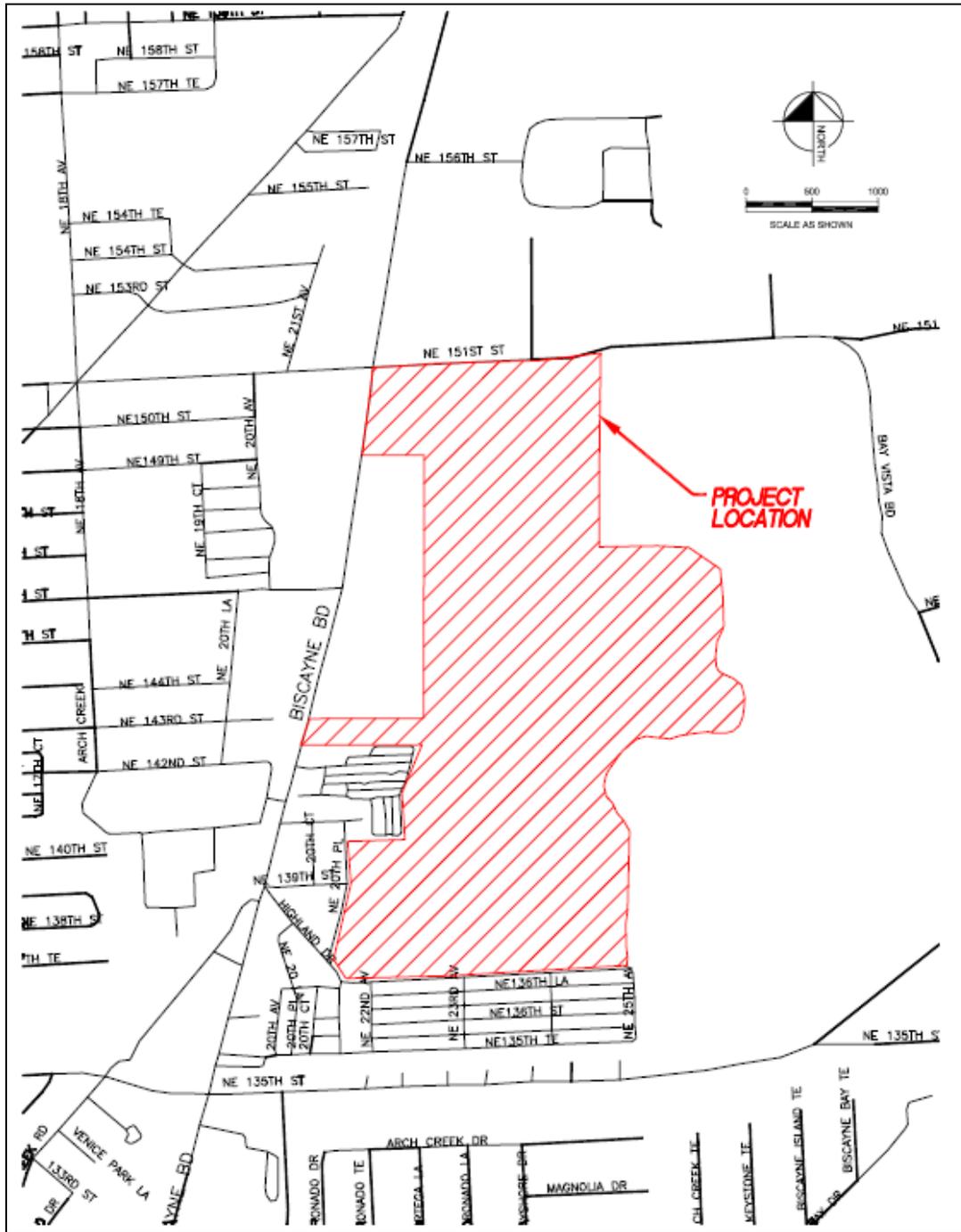
<b>Type of Occupancy</b>	<b>Units</b>	<b>Floor Area (SF)</b>
Townhomes / Flats Residences	3,350	-----
Retail	-----	853,000
Assisted Living Facility	800	-----
Emergency Care	-----	5,000
Fitness Center / Gym	-----	80,000
Hotel (2 buildings)	300	-----
Neighborhood Center	-----	7,000

Permits for any site work must be obtained from the City of North Miami Public Works Department and Building Department, and other jurisdictional agencies. Proposed stormwater management improvements and right-of-way improvements will require approval from the City of North Miami Public Works Department, Miami-Dade County Department of Environmental Resources Management (DERM), South Florida Water Management District (SFWMD), and the Florida Department of Environmental Protection (FDEP). Proposed water distribution and sanitary sewer utility improvements will require approval from the City of North Miami, Miami-Dade Water and Sewer Department (MDWASD), Department of Environmental Resources Management (DERM), Florida Department of Environmental Protection (FDEP), Miami-Dade County Fire Department, and the State of Florida Department of Health.

# Biscayne Landing Utility Impact Study

## II. SITE LOCATION MAP

**Figure 1: Site Location Map**



# *Biscayne Landing Utility Impact Study*

## **III. SITE DRAINAGE AND STORMWATER MANAGEMENT**

### A. Existing Private Drainage Systems

Based on site observations and available historical information, there is an existing stormwater management system along Royal Oaks Lane on the north side of the proposed development. The existing stormwater management system consists of inlets, piping, and drainage wells which serve the existing road. A new stormwater management system will be constructed for the proposed development to retain the runoff generated by the proposed improvements, as required by code (see below).

### B. Proposed Private Drainage System Design Criteria

The drainage system for the proposed development will consist of inlets, manholes, piping, interceptor-style pre-treatment units, and drainage wells for on-site disposal of stormwater runoff. The 3-day 25-year design storm event will be used to design the stormwater management system, in accordance with SFWMD criteria. There are existing SFWMD Environmental Resource Permits related to the closure of the previous landfill and the existing development in the north and northeast of Biscayne Landing.

Reasonable Assurance Reports (RAR) and Drainage Well Completion Reports for existing drainage wells in the vicinity of Biscayne Landing were obtained and reviewed to assist with a preliminary estimate of the potential discharge capacities of wells on the site. Data was available for wells in the nearby Biscayne Commons development to the west, the Florida International University campus to the east, and the existing development in the north and northeast of Biscayne Landing. The well capacities reviewed in the area ranged from 180 gpm/ft-head to 2,000 gpm/ft-head, with some of the higher capacities occurring within the Biscayne Landing project site. For preliminary calculations, it was assumed that well capacities on site would range between 500 gpm/ft-head and 800 gpm/ft-head.

Other assumptions in this preliminary assessment include a well casing depth of 200 feet below ground surface, and that FDEP will grant a variance allowing greater than eight feet of hydraulic head to act on the well. Based on these assumptions, it is anticipated that thirty-eight (38) to sixty-two (62) drainage wells will provide sufficient capacity to retain the runoff generated by the 3-day 25-year design storm event. Further geotechnical testing will be required to more accurately determine how many drainage wells will be required, and Reasonable Assurance Reports will be required to show that we are not adversely affecting the ground water table.

Stormwater runoff will require pretreatment to satisfy water quality regulations prior to being discharged into drainage wells. Pretreatment devices will be located upstream of each drainage well and will need to provide sufficient capacity to treat the volume required by SFWMD for water quality. SFWMD requires pretreatment of a volume equal to 1" over the entire site, or 2.5"

# *Biscayne Landing Utility Impact Study*

over the impervious area, whichever is greater. With the currently proposed development, the 2.5” over the impervious area controls, with an approximate volume of 219 acre-inches.

The proposed pervious and impervious areas used in preliminary calculations are based upon the proposed master plan layout provided by Arquitectonica on August 19, 2011. These areas for the development are described in Table 2 below.

**Table 2 - Project Areas**

<b>Category</b>	<b>Area (acres)</b>	<b>Percentage</b>
Pond	6.0	3.3%
Pervious Area	90.4	49.1%
Building Roof Area	35.4	19.2%
Impervious Area	52.3	28.4%
<b>Total</b>	<b>184</b>	<b>100%</b>

The final drainage design for the project will be in conformance with the requirements of South Florida Water Management District (SFWMD), Florida Department of Environmental Protection (FDEP), and other local, state and federal regulatory agencies having jurisdiction over the project.

## C. Floodplain Management

The proposed project site grade elevations will be designed to meet floodplain management criteria according to Federal, State, Miami-Dade County and City of North Miami standards as follows:

1. The subject property is located in PANEL 141 of 1031 of COMMUNITY-PANEL NUMBER 12086C0141L through PANEL 144 of 1031 of COMMUNITY-PANEL NUMBER 12086C0144L of the FEMA Flood Insurance Rate Map (FIRM). According to the National Flood Insurance program, the property is located within the following Flood Zones (see Appendix “A”):
  - a) Flood Zone X
  - b) Flood Zone AE (8.0)
2. Miami-Dade County Flood Criteria elevation is estimated to be 7.5 ft. NGVD. This will be used to determine proposed minimum site grade elevations.
3. The average October ground water table elevation is estimated to be 2.0 ft. NGVD. This will be used as the control water elevation for stormwater

# *Biscayne Landing*

## *Utility Impact Study*

management calculations (Source: Miami-Dade County Public Works manual, Volume II- Design Standard Detail WC 2-2).

4. City of North Miami Code requires that new construction shall have the lowest floor (including basements) at least one foot above the base flood elevation or the crown of road abutting the property, whichever is greater.

Based on a cut and fill analysis of the proposed site performed by URS, the average site grades will be 27 feet NGVD, but will vary between approximately 7 to 55 feet NGVD.

#### **IV. WATER DISTRIBUTION AND FIRE PROTECTION SYSTEMS**

Biscayne Landing is within the City of North Miami service area for potable water and fire protection service. There is an existing 12” water main along NW 151<sup>st</sup> Street that is owned and operated by the City of North Miami, and serves the existing buildings to the northeast of Biscayne Landing. This 12” water main is currently stubbed out for future connection near the temporary dead-end of Royal Oaks Lane. There is also an existing 12” water main along NE 139<sup>th</sup> Street, also owned and operated by the City of North Miami, that is stubbed out to the east (toward Biscayne Landing) for future connection. With the proposed development, these two 12” dead-end mains will be interconnected to provide a closed loop system. It is anticipated that a 16” water main will be required to complete the loop (approximately 3,650 linear feet), with 12” internal loops to serve the proposed development. See Appendix “C” for a copy of the City of North Miami water atlas sheet for the project area, and Appendix “A” for preliminary water main layout.

The Fire Code (NFPA) requires fire hydrants be located no more than 300 feet (drivable distance) from proposed buildings or structures, and that there be no more than 300 feet between hydrants along the frontage of a property, as measured along the water main. As such, the Miami-Dade County Fire Department may request additional fire hydrants be placed in the vicinity of the subject project. Additionally, fire hydrants must be located within 150 feet of each proposed building’s fire department (Siamese) connection. The fire department connections to serve any proposed structures must also be located at the front of the building. Each building will have its own set of water services for domestic use and fire sprinklers, and these must be fitted with backflow prevention devices and meters as per City of North Miami standards.

#### **V. SANITARY SEWER COLLECTION SYSTEM**

Biscayne Landing is within the City of North Miami service area for sanitary sewer collection and transmission, but will ultimately be sending wastewater to the nearby MDWASD wastewater treatment plant.

# *Biscayne Landing Utility Impact Study*

There is an existing sanitary sewer system that serves the existing buildings in the northeast corner of the Biscayne Landing development, consisting of gravity sewer mains and a private lift station with 12” force main. The lift station manifolds into another 12” force main that serves the FIU campus to the east. From this point, the combined force mains pass through a MDWASD metering station on NW 151<sup>st</sup> Street, connect to the existing 72” MDWASD force main, and continue into the treatment plant north of NW 151<sup>st</sup> Street.

There is also an existing 12” force main stub-out at the temporary end of Royal Oaks Lane, which is connected to the 12” force main described above. This stub-out was provided for future connection to serve the Biscayne Landing development, and according to the design by PBS&J, has approximately 1.4 million gallons per day (MGD) of wastewater capacity. The anticipated wastewater flows that will be generated by the proposed Biscayne Landing development are approximately 1.1 MGD (see Table 3 below). The existing 12” force main stub-out will be able to adequately serve the proposed Biscayne Landing development.

To keep the gravity mains from being too deep, and to accommodate the varying topography of the site (ranging from 7 to 55 feet NGVD), it is anticipated that 15-20 small sanitary sewage grinder pumps will be required to serve the proposed development. The grinder pumps will discharge into a central force main, which will connect to the existing 12” force main stub-out described above.

The City of North Miami may require upgrades to the existing sanitary sewer system, but this cannot be determined without a request for a Water and Sewer Service.

A final determination regarding the status of the existing transmission system and the need to make improvements will not be known until construction plans are submitted to the Miami-Dade County DERM Wastewater Section and a Sanitary Sewage System Capacity Certification Letter is issued. Please refer to Appendix “D” for Pump Station Information.

A request for a letter of Sanitary Sewage Capacity Certification must be submitted to the Miami-Dade County DERM Water & Wastewater Section during the building permitting phase of the project in order to reserve the necessary allocation for the proposed development. Below, in Table 3 are the estimated water and sewer flow generation rates per MDWASD’s schedule of daily rates.

# Biscayne Landing

## Utility Impact Study

**Table 3 – Estimated Water and Sewer Flow Generation**

Type of Occupancy	Quantity	Usage Rate	Total Average Daily Flow (gpd)
Townhomes / Flats Residences	3350	250 GPD / Unit	837,500
Retail	853,000	10 GPD / 100 SF	85,300
Assisted Living Facility	800	150 GPD / Bed	120,000
Emergency Care	5,000	150 GPD / 1,000 SF	750
Fitness Center / Gym	80,000	35 GPD / 100 SF	28,000
Hotel	300	100 GPD / Room	30,000
Neighborhood Center	7,000	10 GPD / 100 SF	700
<b>Total Anticipated Flow (gpd)</b>			<b>1,102,250</b>

## VI. SOLID WASTE GENERATION

Solid waste generated by this project will be collected in standard on-site containers for refuse and recyclables. Regular pick-up services will be provided either by private hauling companies and/or by the City of North Miami Solid Waste Department, who will transport the waste to Miami-Dade County's or private disposal and recycling facilities. The volumes of solid waste projected to be generated by the project are shown in Table 4.

**Table 4 – Solid Waste Generation**

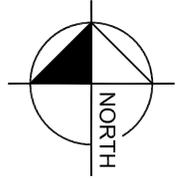
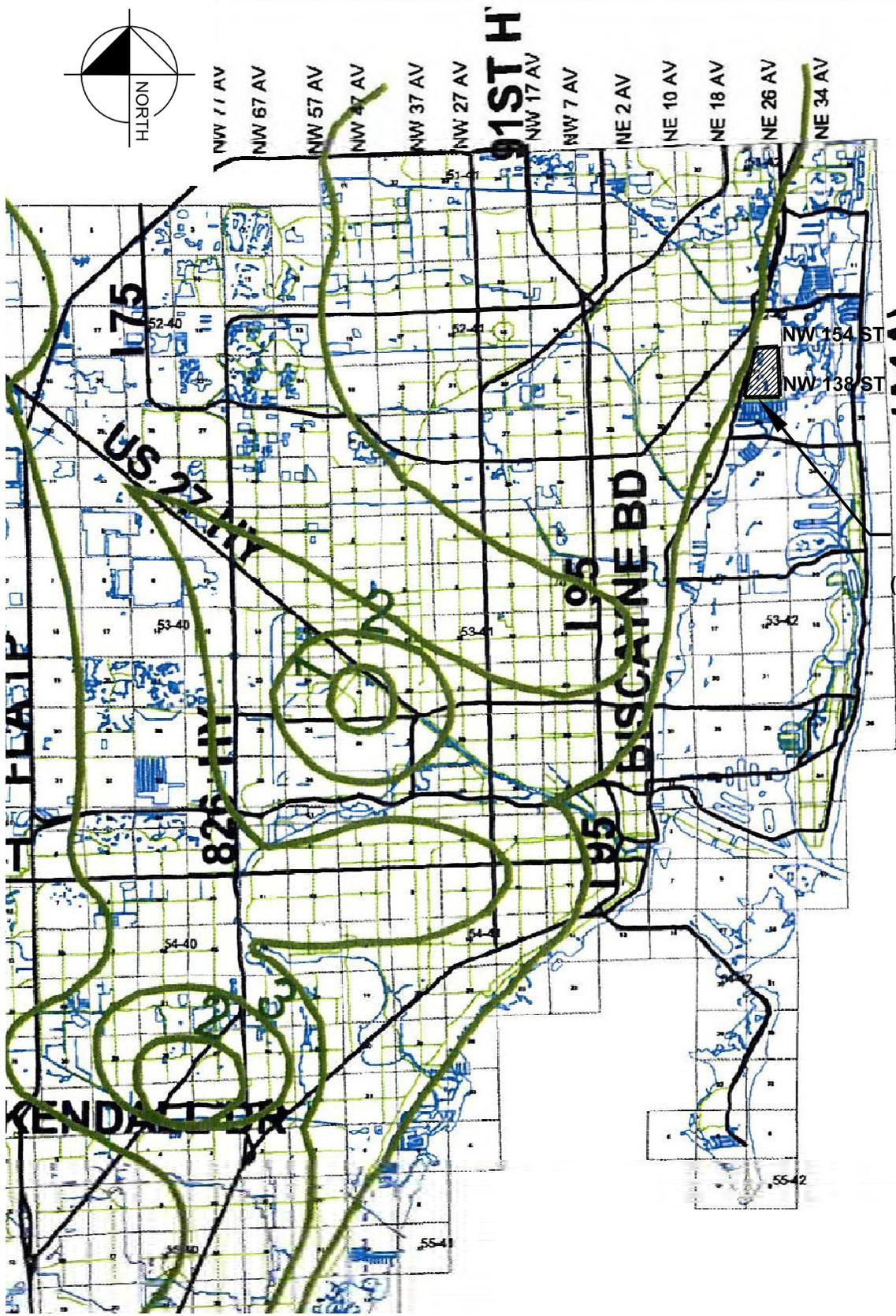
Type of Occupancy	Quantity	Usage Rate	Total Solid Waste Generated (tons/day)
Townhomes / Flats Residences	3350	5 LB / Unit / Day	8.38
Retail	853,000	7.5 LB / 1,000 SF / Day	3.20
Assisted Living Facility	800	2.5 LB / Bed	1.00
Emergency Care	5,000	5 LB / 1,000 SF	0.01
Fitness Center / Gym	80,000	5 LB / 1,000 SF	0.20
Hotel	300	5 LB / Room	0.75
Neighborhood Center	7,000	2 LB / 1,000 SF / Day	0.01
<b>Total Anticipated Solid Waste Generation (tons/day)</b>			<b>13.54</b>

*Biscayne Landing  
Utility Impact Study*

Appendix “A”  
Maps



Drawing name: O:\Sverdlow Development Company\Biscayne Landing\Utility Impact Study\Drainage\Maps\October Water Level.dwg 8.5x11 Aug 18, 2011 6:01pm by: matt.gibson  
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**(A1A)**

**PROJECT LOCATION  
 (O.W.T = 2.00)**

SCALE	N.T.S.
DESIGNED BY	JJ
DRAWN BY	JM
CHECKED BY	MSG



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 and Associates, Inc.**  
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 1221 BRICKELL AVE SUITE 400, MIAMI, FL, 33131  
 PHONE: 305-673-2025 FAX: 305-535-7760  
 WWW.KIMLEY-HORN.COM CA 0000696

DATE	AUG 19, 2011
PROJECT NO.	043402000

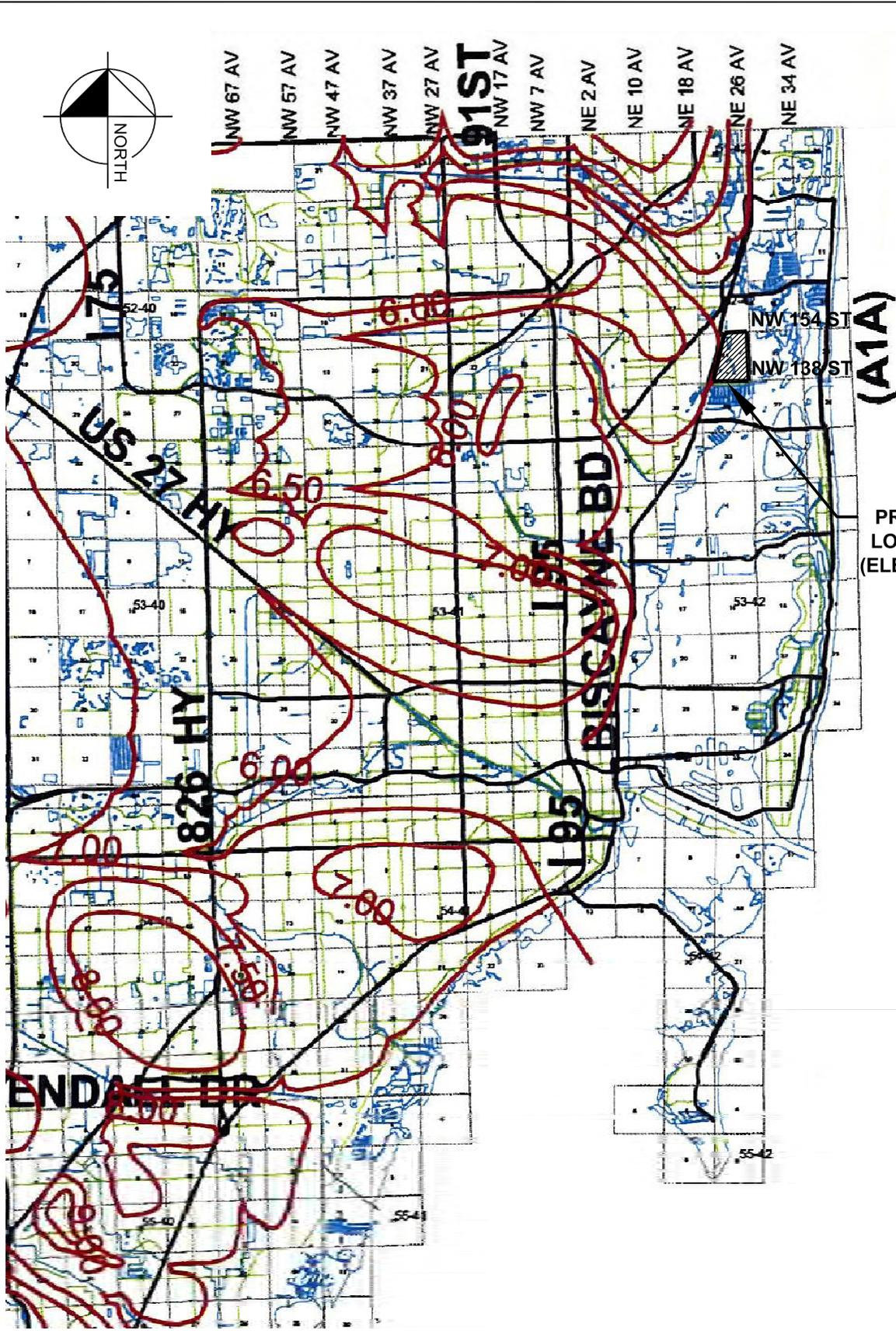
**BISCAYNE LANDING  
 AVERAGE OCTOBER WATER  
 LEVEL ELEVATION**

DESIGN ENGINEER:	JUAN E. JIMENEZ, PE
FLORIDA P.E. LICENSE NUMBER:	56704
DATE:	

SHEET NUMBER	<b>A-2</b>
--------------	------------

Drawing name: O:\Sverdlow Development Company\Biscayne Landing\Utility Impact Study\Drainage\Maps\Flood Criteria-REV.dwg 8.5x11 Aug 23, 2011 8:01pm by: matt.gibson

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(A1A)

PROJECT LOCATION  
(ELEV = 7.50)

SCALE	N.T.S.
DESIGNED BY	JJ
DRAWN BY	JM
CHECKED BY	MSG



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and Associates, Inc.**  
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1221 BRICKELL AVE SUITE 400, MIAMI, FL, 33131  
PHONE: 305-673-2025 FAX: 305-535-7760  
WWW.KIMLEY-HORN.COM CA 0000696

DATE	AUG 19, 2011
PROJECT NO.	043402000

**BISCAYNE LANDING  
MIAMI-DADE FLOOD CRITERIA**

DESIGN ENGINEER:	JUAN E. JIMENEZ, PE
FLORIDA P.E. LICENSE NUMBER:	56704
DATE:	

SHEET NUMBER	A-3
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*Biscayne Landing  
Utility Impact Study*

Appendix “B”  
Preliminary Drainage Calculations

# BISCAYNE LANDING

North Miami, Florida



Kimley-Horn  
and Associates, Inc.

Date: 8/23/2011

By: MSG

**DRAINAGE CALCULATIONS:**  
*DRAINAGE WELLS*  
*(MASS DIAGRAM – DERM CRITERIA)*

### 1. Site Data:

A. Average October Water Table Elevation =	2.00	NGVD	
B. County Flood Criteria Elevation =	7.50	NGVD	(County Flood Criteria Map, see Appendix A)
C. Average Site Grade =	27.00	NGVD	(assumed)
D. Proposed drainage inlet grate elevation =	26.00	NGVD	(assumed one foot below average site grade)

### 2. Total Site Area (A):

**184.00 Acres**

#### A. Impervious Areas:

Building Roof Area =	35.37	Acres	(19.2%)
Other Impervious =	<u>52.23</u>		(28.4%)
Total Impervious Area (A1) =	<b>87.60</b>	<b>Acres</b>	<b>(47.6%)</b>

#### B. Pervious areas:

Green Areas =	<b>90.40</b>	<b>Acres</b>	<b>(49.1%)</b>
---------------	--------------	--------------	----------------

#### C. Other areas:

Pond Areas =	<b>6.00</b>	<b>Acres</b>	<b>(3.3%)</b>
--------------	-------------	--------------	---------------

### 3. Weighted Runoff Coefficient (C):

Runoff Coefficient Impervious (C1) =	<b>0.90</b>
Runoff Coefficient Pervious (C2) =	<b>0.30</b>
$C = [(A1 \times C1) + (A2 \times C2)] / A;$	$C = 0.58$
$C \times A =$ Total Contributing Area;	$C \times A =$ <b>105.96 Acres</b>

### 4. Time required to generate one inch of runoff (per DERM Water Control Section D-4)

$$\text{Rainfall Intensity (I)} = 308.5 / [(48.6 \times F^{-0.11}) + t (0.5895 + F^{-2/3})]$$

$$\text{Frequency (F)} = \underline{25} \text{ years - Frequency Curve}$$

$Q = CIA, V = Qt; V_{(1 \text{ in.})} = Qt_{(1 \text{ in.})}, t_{(1 \text{ in.})} =$  Time to generate 1 inch of runoff

$$V_{(1 \text{ in.})} = CIA t_{(1 \text{ in.})}$$

$$1'' \times A = CIA t_{(1 \text{ in.})} \quad ; \text{ Solving for } t_{(1 \text{ in.})}, t_{(1 \text{ in.})} = 1'' / (IC)$$

$$\text{Time to Generate one inch of run-off } t(\text{in}) = 15.13 \text{ Min.}$$

$$\text{Time to reach the inlet } (t_c) = \underline{10.00} \text{ Min.}$$

$$\underline{\text{Total Time required to generate 1 in of runoff:}} = \underline{25.13} \text{ Min.}$$

# BISCAYNE LANDING

Time		CxA (acres)	I (inch/hr)	Q (CFS)	Accumulate d Storm Runoff (CF)
(Min.)	(Sec.)				
8	480	105.960	7.759	822.15	394,630
10	600	105.960	7.493	793.93	476,359
15	900	105.960	6.901	731.20	658,081
<b>25.13</b>	<b>1508</b>	105.960	<b>5.949</b>	<b>630.31</b>	<b>950,352</b>
30	1800	105.960	5.578	591.09	1,063,962
40	2400	105.960	4.947	524.13	1,257,922
50	3000	105.960	4.443	470.80	1,412,412
60	3600	105.960	4.033	427.32	1,538,367
90	5400	105.960	3.158	334.62	1,806,928
120	7200	105.960	2.595	274.96	1,979,734
180	10800	105.960	1.913	202.69	2,189,089

## 5. Drainage Well Design Discharge Rate:

Based on well discharge rate of: **500 GPM/ft. Head** Cased Depth of Well: **200 ft**

Well No.	Average Inlet/Vent Elev. (NGVD)	Structure Finish Grade Elev. (NGVD)	Oct. Water Table Elev. (NGVD)	Headloss due to Higher SG of Salt Water (ft.)*	Head Acting on Well (ft.)	Well Discharge Rate (CFS)	Well Structure Dimensions (ft)		Well Structure Storage Volume (CF)
							Width	Length	
DW-1	26.00	TBD	2.00	5.20	18.80	20.94	4.0	8.0	601.6
<b>Well Discharge Rate (CFS)</b>						<b>20.94</b>	<b>Total Storage (CF)</b>		<b>601.60</b>

\* 0.026 feet of head loss per LF of casing

**Total Wells Needed = 31 (@ 1.0 F.S.)**  
**62 (@ 2.0 F.S.)**

# BISCAYNE LANDING

North Miami, Florida



Kimley-Horn  
and Associates, Inc.

Date: 8/23/2011

By: MSG

**DRAINAGE CALCULATIONS:**  
*DRAINAGE WELLS*  
*(MASS DIAGRAM – DERM CRITERIA)*

**1. Site Data:**

A. Average October Water Table Elevation =	2.00	NGVD	
B. County Flood Criteria Elevation =	7.50	NGVD	(County Flood Criteria Map, see Appendix A)
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D. Proposed drainage inlet grate elevation =	26.00	NGVD	(assumed one foot below average site grade)

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**184.00 Acres**

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Building Roof Area =	35.37	Acres	(19.2%)
Other Impervious =	<u>52.23</u>		(28.4%)
Total Impervious Area (A1) =	<b>87.60</b>	<b>Acres</b>	<b>(47.6%)</b>

**B. Pervious areas:**

Green Areas =	<b>90.40</b>	<b>Acres</b>	<b>(49.1%)</b>
---------------	--------------	--------------	----------------

**C. Other areas:**

Pond Areas =	<b>6.00</b>	<b>Acres</b>	<b>(3.3%)</b>
--------------	-------------	--------------	---------------

**3. Weighted Runoff Coefficient (C):**

Runoff Coefficient Impervious (C1) =	<b>0.90</b>
Runoff Coefficient Pervious (C2) =	<b>0.30</b>
$C = [(A1 \times C1) + (A2 \times C2)] / A;$	$C = 0.58$
$C \times A =$ Total Contributing Area;	$C \times A =$ <b>105.96 Acres</b>

**4. Time required to generate one inch of runoff (per DERM Water Control Section D-4)**

$$\text{Rainfall Intensity (I)} = 308.5 / [(48.6 \times F^{-0.11}) + t (0.5895 + F^{-2/3})]$$

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$Q = CIA, V = Qt; V_{(1 \text{ in.})} = Qt_{(1 \text{ in.})}, t_{(1 \text{ in.})} =$  Time to generate 1 inch of runoff

$V_{(1 \text{ in.})} = CIA t_{(1 \text{ in.})}$

$1" \times A = CIA t_{(1 \text{ in.})}$  ; Solving for  $t_{(1 \text{ in.})}, t_{(1 \text{ in.})} = 1" / (IC)$

Time to Generate one inch of run-off  $t(\text{in}) = 15.13$  Min.

Time to reach the inlet (tc.) = 10.00 Min.

**Total Time required to generate 1 in of runoff:** = **25.13** Min.

# BISCAYNE LANDING

Time		CxA (acres)	I (inch/hr)	Q (CFS)	Accumulate d Storm Runoff (CF)
(Min.)	(Sec.)				
8	480	105.960	7.759	822.15	394,630
10	600	105.960	7.493	793.93	476,359
15	900	105.960	6.901	731.20	658,081
<b>25.13</b>	<b>1508</b>	105.960	<b>5.949</b>	<b>630.31</b>	<b>950,352</b>
30	1800	105.960	5.578	591.09	1,063,962
40	2400	105.960	4.947	524.13	1,257,922
50	3000	105.960	4.443	470.80	1,412,412
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90	5400	105.960	3.158	334.62	1,806,928
120	7200	105.960	2.595	274.96	1,979,734
180	10800	105.960	1.913	202.69	2,189,089

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Based on well discharge rate of: **800 GPM/ft. Head** Cased Depth of Well: **200 ft**

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							Width	Length	
DW-1	26.00	TBD	2.00	5.20	18.80	33.51	4.0	8.0	601.6
<b>Well Discharge Rate (CFS)</b>						<b>33.51</b>	<b>Total Storage (CF)</b>		<b>601.60</b>

\* 0.026 feet of head loss per LF of casing

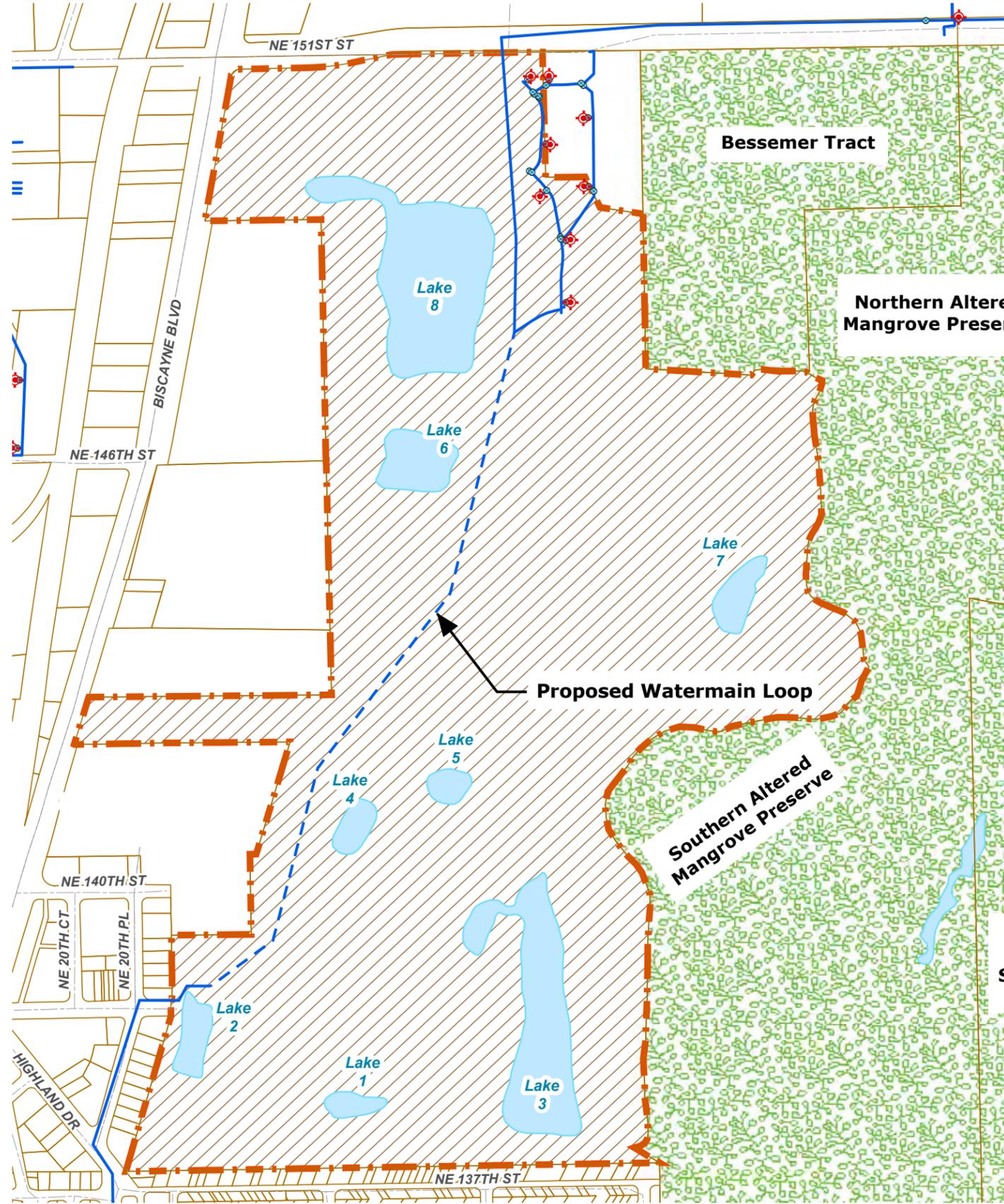
**Total Wells Needed = 19 (@ 1.0 F.S.)**  
**38 (@ 2.0 F.S.)**

*Biscayne Landing  
Utility Impact Study*

Appendix “C”  
Existing Utility Records



# Existing Watermain



## Legend

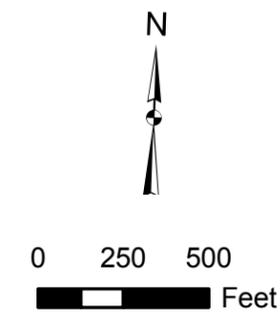
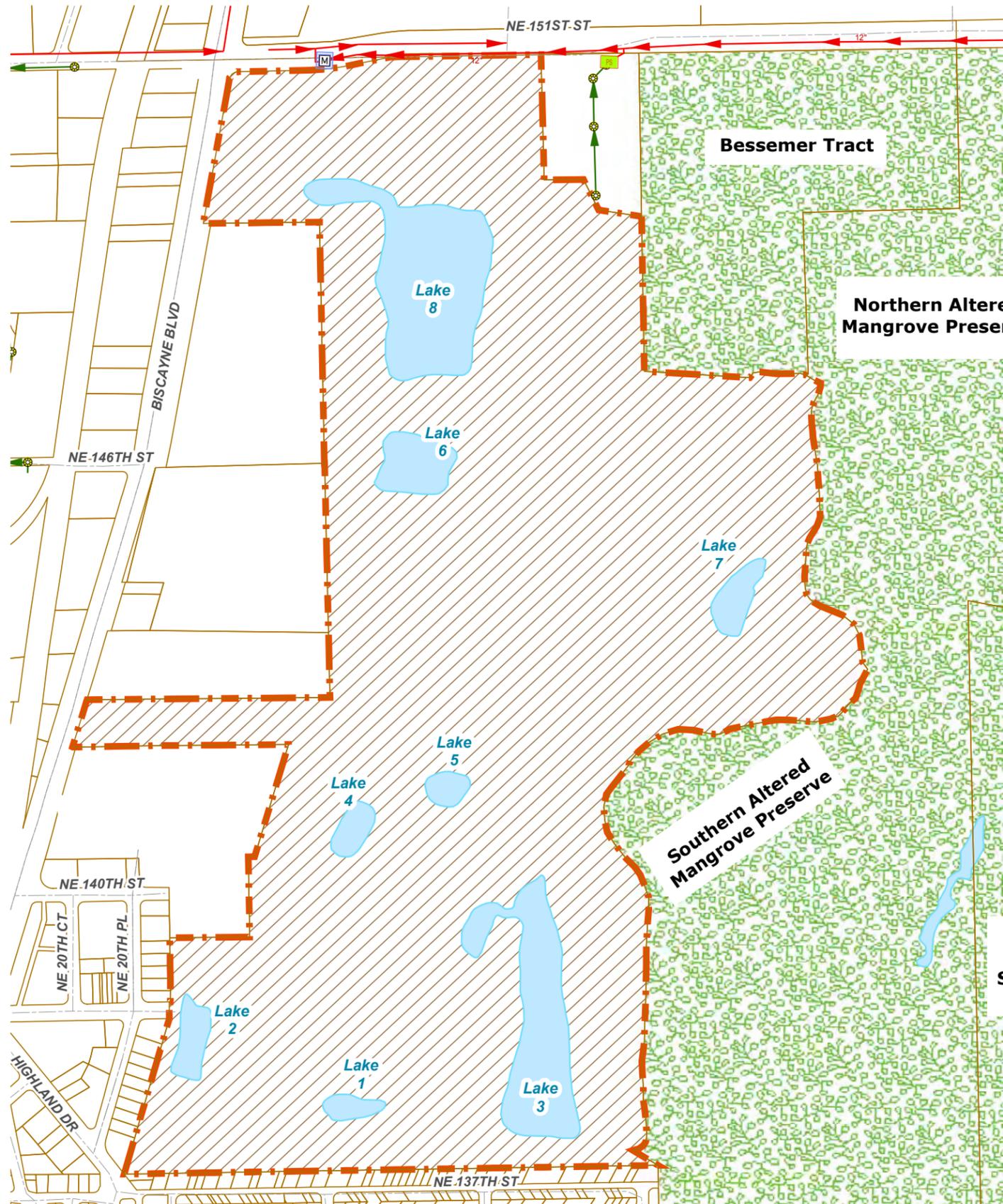
-  Hydrant
-  Valve
-  Watermain
-  Biscayne Landing Property
-  Mangrove Preserve

Mangrove Preserve  
State of Florida  
Property

**CITY OF NORTH MIAMI  
PUBLIC WORKS/ENGINEERING DEPARTMENT**



# Existing Sanitary Sewer



## Legend

- MH
- Private Pump Stations
- CNM Sewer Meters
- Sewer Gravity Lines
- Forcemain
- Biscayne Landing Property
- Mangrove Preserve

Mangrove Preserve  
State of Florida  
Property

**CITY OF NORTH MIAMI  
PUBLIC WORKS/ENGINEERING DEPARTMENT**

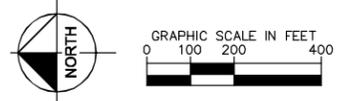
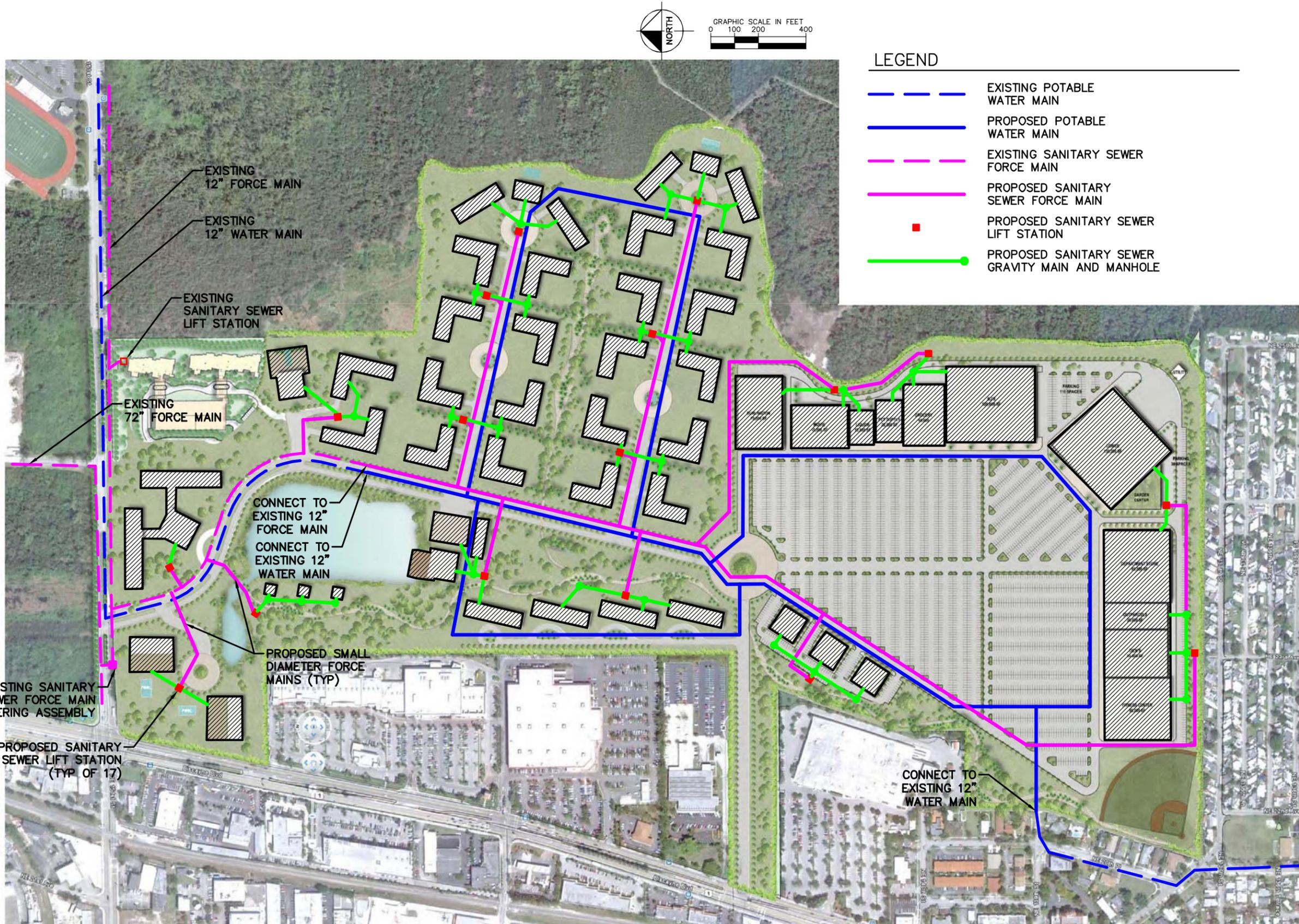


*Biscayne Landing  
Utility Impact Study*

Appendix “D”  
Preliminary Water and Sewer Layout



Plotted By: Gibson, Matt Sheet Set: Kha Layout: Layout1 August 29, 2011 05:34:59pm O:\Swerdlow Development Company\Biscayne Landing\Utility Impact Study\CADD\X-P-utilities.dwg  
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- LEGEND**
- EXISTING POTABLE WATER MAIN
  - PROPOSED POTABLE WATER MAIN
  - EXISTING SANITARY SEWER FORCE MAIN
  - PROPOSED SANITARY SEWER FORCE MAIN
  - PROPOSED SANITARY SEWER LIFT STATION
  - PROPOSED SANITARY SEWER GRAVITY MAIN AND MANHOLE

<b>BISCAYNE LANDING</b> PREPARED FOR <b>SWERDLOW GROUP</b> <small>CITY OF NORTH MIAMI</small>		<b>PRELIMINARY</b> <b>UTILITY LAYOUT</b>		SHEET NUMBER <b>A-4</b>						
		KHA PROJECT 043402000	DATE AUGUST 2011	SCALE AS SHOWN	DESIGNED BY JEJ	DRAWN BY MSG	CHECKED BY JEJ	DATE		
<b>BISCAYNE LANDING</b> PREPARED FOR <b>SWERDLOW GROUP</b> <small>CITY OF NORTH MIAMI</small>		<b>PRELIMINARY</b> <b>UTILITY LAYOUT</b>		SHEET NUMBER <b>A-4</b>		REVISIONS		No.	DATE	BY
		LICENSED PROFESSIONAL <b>JUAN E. JIMENEZ, PE</b> <small>FL LICENSE NUMBER 56704</small>		<b>Kimley-Horn and Associates, Inc.</b> <small>© 2011 KIMLEY-HORN AND ASSOCIATES, INC.          1221 BRICKELL AVENUE, SUITE 400, MIAMI, FL 33131          PHONE: 305-673-2025 FAX: 305-535-7760          WWW.KIMLEY-HORN.COM CA 0000696</small>		No.		DATE	BY	



# *Biscayne Landing Utility Impact Study*

*Kimley-Horn was retained to perform a utility impact study and performed only those tasks specifically stated in our scope of services. The Client may use this report as part of its site feasibility assessment, but this report should not be used as the sole basis for the Client's decision making. We endeavored to research site development issues and constraints to the extent practical given the limited scope, budget, and schedule agreed to with the Client. Our assessment is based in large part on information provided to us by others (city staff, DOT staff, county staff, etc.) and therefore is only as accurate and complete as the information provided to us.*

*This report is based on our knowledge as of August 2011. New issues may arise during development because of changes in governmental rules and policy, changed circumstances, or unforeseen conditions. Our assessment is based on the desires of the Client that have been specifically disclosed to us. The Client should do its own due diligence to become comfortable with our findings and to be sure no other significant development issues exist.*



Please refer to Section 4.C – Master Physical Development Plan and Section 4.A.ii – Description of the Proposing Organization’s Approach to Developing, Financing, maintaining, and Managing the Proposed Project.



Please refer to Section 4.A.iii.c – Financing Assumptions for Construction and Operating Periods.



Please refer to Section 4.C – Master Physical Development Plan.



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## **Section 4.D. – Phasing Plan**

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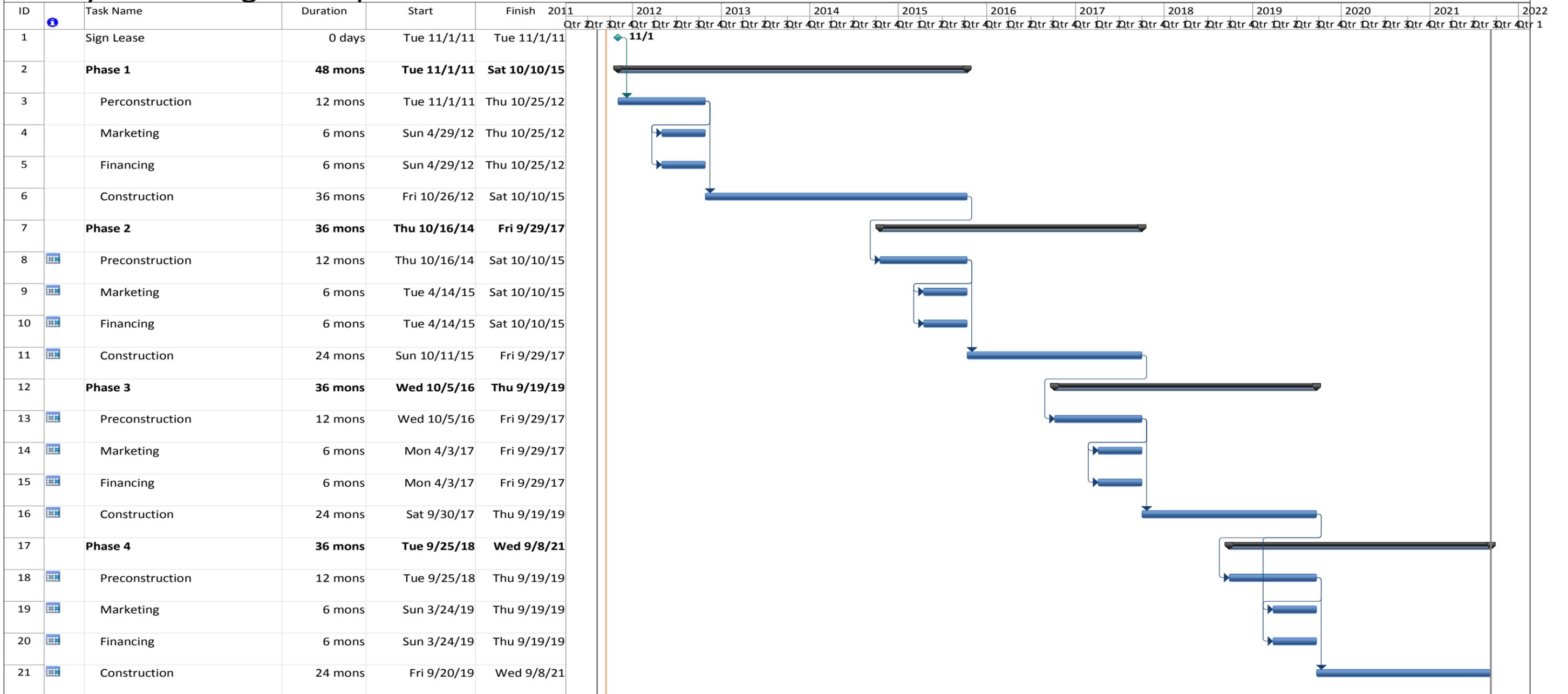
Please refer to Section 4.A.iii.c – Financing Assumptions for Construction and Operating Periods.s



The Biscayne Landing Mixed-Use development is scheduled to be delivered in four phases over ten years. Section 4.D.ii – Schedule of Performance for Project Implementation, identifies the four elements of each phase: pre-construction, marketing, financing and construction. Further details are located in Section 4.A.iii.e – Financial Pro Forma and Cash Flow Analysis, and Section 4.D.i. – Use Information for Each Phase (please, refer).



# Biscayne Landing Conceptual Schedule





Construction staging will typically be placed on the adjacent unused portion of a site within a phase or on a adjacent portion of a site in the adjacent phase. Retail construction staging would be located in the parking area. Due to the size of the site and the abundance of open area construction staging will not be an issue as it is in a more urban site.



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## **Section 4.E. – Public Facilities**

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## Public Facilities and Amenities

The program and illustrative Master Plan included in this proposal illustrate what may be available to the Biscayne Landing Community and City of North Miami residents in the way of active and passive parks, open space and other public improvements. More specifically, the following is included for the City's consideration:

- Active recreation areas are contemplated at the locations identified as the Southwest Park and Perimeter Open Space, which total approximately 16.7 acres; more land than the 15-acre minimum required in the RFP. As stated in the Addendum to the RFP Documents, these lands shall be programmed by the City, constructed by the Master Developer (subject to a mutually approved budget) and dedicated to the City for its maintenance and operation.
- Included in the Southwest Park and Perimeter Open Space described above is sufficient land for a City water plant. The site will be dedicated to the City so the City can construct the facility it desires.
- Open space/passive park areas are planned for the areas adjacent to the lake and identified as the Central Park and Town Square Community Center. These areas total approximately 13.7 acres plus an additional 8.50 acres of lake. Improvements will be constructed by the Master Developer and dedicated to the community association for operation and maintenance. The site will be available to Biscayne Landing tenants and residents subject to rules and regulations to be generated by the community association.
- A significant component included in the Central Park and Town Square Community Center will be a 7,000 square foot community center. The community center will include approximately 3,000 square feet of service retail. Uses such as a coffee shop, deli restaurant and dry cleaners are planned. The community center will be constructed by the Master Developer and dedicated to the community association for operation and maintenance. The community center will be made available to the general public for a fee; however, it will be made available to the City of North Miami once each month for City meetings at no charge to the City. An additional 5.8 acres of Residential Open Space is proposed for use by the residents of Biscayne Landing. This open space will be constructed by the residential sublease developer and dedicated to the community association for operation and maintenance.
- The Main Boulevard will be designed as a parkway that includes a landscaped median, bike lanes and pedestrian paths that will tie into a path/trail system that extends throughout the Biscayne Landing site. These areas total approximately 10.1 acres of additional area that will be open to the public. The Main Boulevard will be constructed by the Master Developer and subsequently dedicated to the City. However, it is contemplated that the City will enter into an agreement with the community association for the maintenance of the landscape and pedestrian areas.
- The community association described above will be professionally managed and initially be controlled and subsidized by the Master Developer. Over time, as the sublease parcels are developed, tenant control and financial responsibility will transition to the subleases and their tenants.



---

## **Section 4.F. – Park**

---



## **Park**

A linear park will begin near the northern entry at Ibis Lake and include over fifteen acres of landscaped grounds. The park will extend along the western, southern, and eastern boundaries of the property and will connect various activities along its path.

The path will be paved and will be used as a running and biking route with access points throughout the community. Beginning at Ibis Lake, picnic and shade pavilions will promote boating activities; signage will describe the flora and fauna native to Florida. A community center will be located at the south end of Ibis Lake and will provide parking, 7,000 square feet of meeting space and 3,000 square feet of neighborhood retail. A safe and fully contained exercise program will be found along the path with illustrative signage describing the proper use of fitness equipment for each specific area.

The path will traverse under the western access road and connect to a baseball field at the south west corner of the property. Road access to the field will be provided via a connection to NE 137<sup>th</sup> Street or a common access road to the retail area.

The developer will work with the County to establish a wildlife path through the mangroves at the south east corner of the property along an existing dike road. Signage will describe the surrounding environment unique to South Florida and Biscayne Bay.

The linear park will provide outdoor activities for the residents and the community. Open spaces throughout the community will connect to the park and provide more than 37 acres of open space and recreation areas.



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## **Section 4.G. – Participation in Profits**

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Please refer to Section 4.A.i – Lease Financial Proposal Form.



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## **Section 4.H. – Community Benefits**

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## **Community Benefits**

### Community Benefits

In the context of urban redevelopment, “community benefits” are considered the direct and indirect, the quantifiable and unquantifiable improvements to the lives of the citizens in the area impacted/benefited by the redevelopment project.

Common community benefits include the alleviation of blight, enhanced tax base, fostered economic development, local hiring, job training, selected on-site and off-site improvements, as well as the recognition that certain identifiable problems in the community should be addressed by the developer as part of the redevelopment process.

### Unique Proposal by Oleta Partners, LLC

When community benefits are considered during the development approval process, they are negotiated from scratch by stakeholders in the community that vie with each other to have their identified needs met. In North Miami, the unique relationship between the Biscayne Landing site and the Community Redevelopment Agency provides the roadmap for getting to the appropriate identification of many of the community benefits.

The number one community benefit to be received from the development of the Biscayne Landing site is the City and County tax increment. Those funds will provide the capital to implement the goals and objectives of the City and CRA to alleviate slums and blight, to promote economic development, and to ultimately improve the quality of life for all residents. It is therefore critical for all parties to understand that fast tracking the approval of the plans and permits for the development of the site is one of the most effective ways to immediately provide for community needs.

In many instances, when community benefits are considered during the development approval process, the concerns of the neighborhood most affected by the proposed development are the focus of community benefits. In the case of Biscayne Landing, it is not the commercial areas surrounding the site that are the concern, but the areas of the City most in need of redevelopment.

As all parties understand, because the Biscayne Landing site is within the North Miami Community Redevelopment Area, 95% of new real estate taxes generated will go into the Community Redevelopment Agency (CRA) tax increment trust fund — both the City and the County increased tax revenue. Those funds are by law committed to the alleviation of slums and blight within the Redevelopment Area, to be committed in accordance with the approved Community Redevelopment Plan. Therefore, the increment generated by new development at Biscayne Landing will go to the CRA for use to fulfill the physical and economic development needs of the most needy areas of the City — directed by the CRA Board of Commissioners and implemented by the CRA staff, and in conformance with the City (CRA) goals and objectives for the improvement of the Redevelopment Area and, by improvements to the Redevelopment Area, it will have a spillover effect to the balance of the City.

In reality, then, the Redevelopment Plan is the identification of priority needs of the community and by the fast track development of the Biscayne Landing site, the incremental tax revenue generated will fund the projects and programs identified in the Redevelopment Plan.

Below is a brief identification of the types of community benefits being proposed by Oleta Partners, LLC (“Oleta”). However, before that discussion, it is important to note that this team provides a unique approach to providing North Miami the opportunity to maximize community benefits coming from the redevelopment of the Biscayne Landing site.

The City of North Miami and its citizens have long expected Biscayne Landing to serve as the “economic engine” that would drive substantial redevelopment in the entire City. The CRA was established for just that purpose — to capture the increased tax revenue from the redevelopment of the site from the City and the County — and focus those funds on rebuilding 60% of the City. To date, that dream has not been realized. However, as Biscayne Landing now goes forward with new and exciting development opportunities, Oleta will work with the City and the CRA to better implement the goals and objectives of the Redevelopment Plan, to realize the community benefits envisioned from the application of the tax increment flowing from the redevelopment of the site.

Frank Schnidman, a member of the Oleta team, was the expert originally hired to organize and implement the North Miami CRA. During his 10-month tenure as the consultant Executive Director, he was tasked with the responsibility to get the CRA “up and running.” He did so with great professionalism, and was a team player working closely with City government and the CRA Advisory Committee that he conceived, organized and through City Council/CRA Board action, established.

What Oleta proposes as the first step in providing for selecting and prioritizing community benefits is to provide the services of Frank Schnidman and other team members to again assist the City evaluate options and make educated selections that will build a solid foundation for sustainable community benefits provided through the CRA, based upon the Redevelopment Plan, and with the funds flowing from the Biscayne Landing tax increment.

Through the effective use of the tax increment that flows from Biscayne Landing, the off-site benefits will be substantial.

As opposed to many CRA redevelopment projects that seek tax increment to finance the redevelopment project costs themselves, Oleta’s plans for Biscayne Landing do not include the on-site use of tax increment, but propose the use of those funds to finance identified off-site community benefits, identified through the Redevelopment Plan, including housing, business and economic development, community facilities, social services, arts and culture, environmental stewardship, transportation, green spaces, and other goals and objectives of the Plan.

By incorporating the CRA Redevelopment Plan as the guidance document to provide community benefits, this will channel resources into the neighborhoods that most need assistance.

## The Community Benefits Package

In addition to helping the City/CRA prioritize and create a sustainable approach to community benefits that will flow from the tax increment generated by Biscayne Landing, Oleta will work with the City to provide an array of additional programs and activities to insure a broad-based approach to assisting the residents of North Miami maximize the benefits that the project can bring to the community.

**Local Hiring:** The land use approval process does not include considerations of securing jobs for residents. Oleta will commit to a local hiring preference for construction and permanent jobs at Biscayne Landing. The details of this preference program will be determined during the project negotiation process.

**Job Training:** Oleta will work with contractors and sub-contractors to create on-the-job training opportunities, as well as work with local academic institutions to provide skills courses for basic job training and programs to enhance existing skills. The details of this job-training program will be determined during the negotiation process.

### Environmental

#### Enhancement: Pollution Remediation

- Oleta will assume the landfill closure and ground water remediation responsibilities, subject to the City's agreement to make available to them any and all County grant funds set aside for environmental remediation.

#### Parks

- Oleta will provide thirty-seven (37)+/- acres of open space, including fifteen (15) acres of active recreation. The balance of the acreage will be in passive open space.

#### Community Center

- Oleta will make the Community Center available, through the to-be-established community association, for City meetings once a month at no rent. Additional use of the Community Center facilities will be available for use by the City from the community association on a preferred negotiated basis.

## Negotiating and Implementing the Community Benefits Commitments:

A transparent and inclusive negotiation process is an important element for community support of the ultimate agreement on benefits to be provided. As part of the overall developer negotiation process for the approval of the lease, the community benefit aspects will be negotiated and finalized along with the lease.

Detailed written materials based upon a review and analysis of the Community Redevelopment Plan and other City and stakeholder documents, and well-advertised public meetings will be the initial step. The establishment of a joint working group to flush out ideas and concerns would be the next step; a group representing the stakeholders in the City and a group charged with preparing a final report within a short period of time so as not to delay the final approval process.

Once the community benefits package is identified and approved, Oleta recommends that selected members of this working group serve as a committee that will meet on a quarterly basis to assess the progress being made with the implementation of the community benefits package and the need, if any, to modify the adopted Redevelopment Plan.

Oleta envisions that this committee will include two Oleta representatives, a representative of the City, a representative of the CRA and three other individuals appointed by the City Council that represent community organizations. Two of those organizations will be from within the CRA and one from the balance of the City.

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## **Section 4.I. – Management Plan**

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Please refer to Section 4.A.ii – Description of the Proposing Organization’s Approach to Developing, Financing, Maintaining, and Managing the Proposed Project.



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## **Section 4.J. – Tenant Letters of Intent**

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## **Leasing Commitment Intentions**

Oleta Partners LLC has proactively solicited expressions of interest from a variety of nationally recognized retail organizations. Previous personal and business relationships with these organizations has resulted in the enthusiastic expression of interest in adding the Biscayne Landing site to their inventory of stores. Positive discussions have occurred with numerous organizations including, but not limited to, the following:

- Kohl's Department Stores
- Lowe's Home Improvement
- Dick's Sporting Goods
- Toys R Us
- Babies R Us
- 24 Hour Fitness
- PetSmart
- West Marine

Many other national and local retailers have expressed interest in locations at the Biscayne Landing site. Once a lease is executed between Oleta Partners, LLC and the City and site plan approval has been issued, Oleta will be able to get formal Letters of Intent from these and the above listed vendors. Most retail and commercial organizations will not issue speculative Letters of Intent, instead waiting for the site acquisition and development approval to reach a stage of relative certainty.

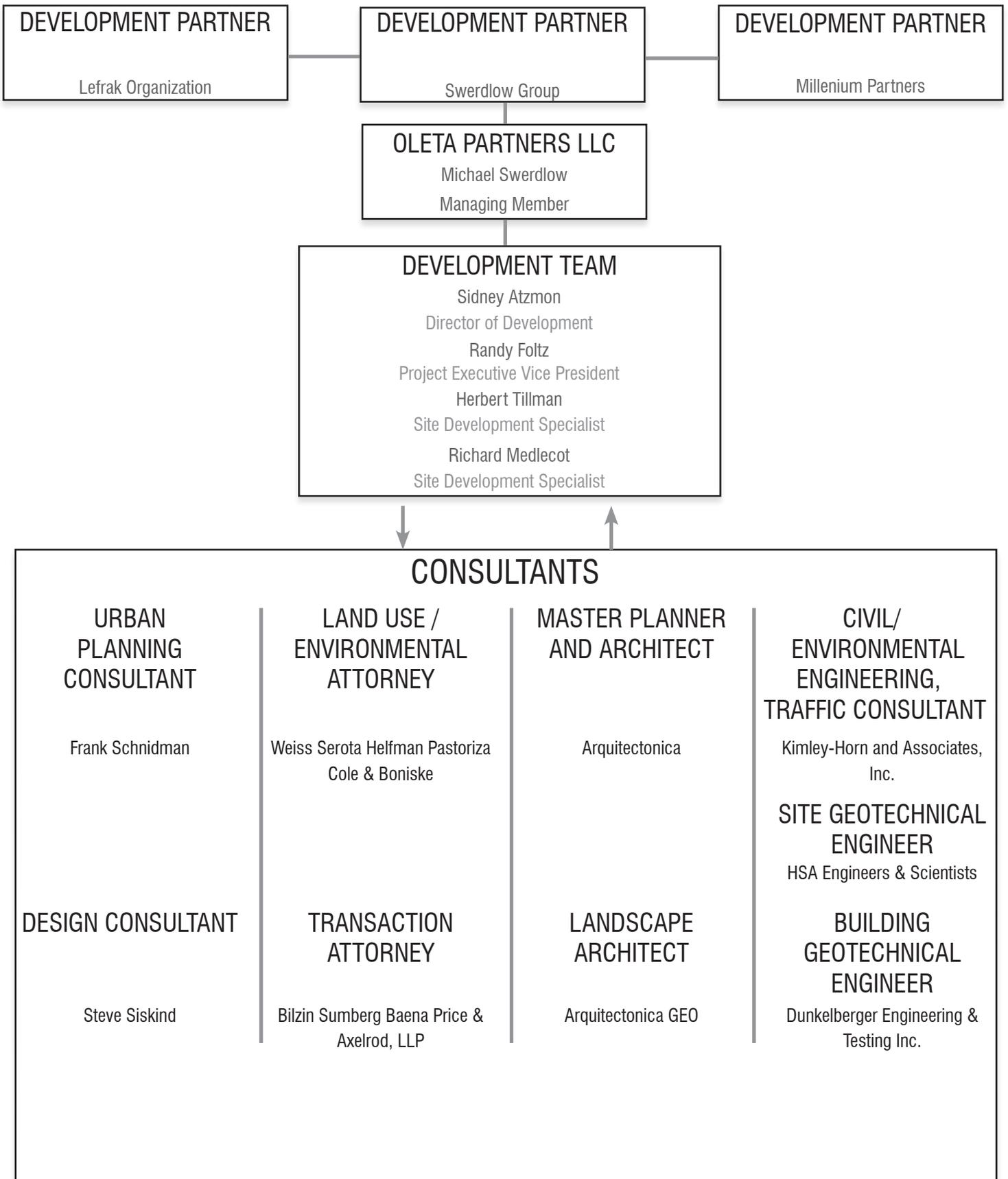


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## **Section 4.K. – Development Team**

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# ***ARQUITECTONICA***



**2. PROPOSER'S ARCHITECT**

Name, address and telephone number of architectural firm:

Name: Arquitectonica International

Street

Address: 2900 Oak Avenue, Miami, FL 33133

Mailing

Address: Same as above

Telephone: (305) 372-1812

Is the firm registered to practice in Florida? Yes (X) No ( ) (If yes, please submit proof of registration.)

Names of principals and their titles who will be chiefly responsible for the planning and design of the Project:

Name: Bernardo Fort-Brescia

Title: Principal

Name: Anne Cotter

Title: Vice President

Name

Title

Names, addresses, and telephone numbers of other design consultants who will have a major role in designing the Project.

Name of Firm

Name of Firm

Street Address

Street Address

Mailing Address

Mailing Address

Telephone ( )

Telephone ( )

Name of Principal Contact

Name of Principal Contact

# LICENSE & REGISTRATION



**STATE OF FLORIDA**

DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

BOARD OF ARCHITECTURE & INTERIOR DESIGN  
 1940 NORTH MONROE STREET  
 TALLAHASSEE FL 32399-0783

(850) 487-1395

ARQUITECTONICA INT CORP  
 2900 OAK AVE  
 MIAMI FL 33133

Congratulations! With this license you become one of the nearly one million Floridians licensed by the Department of Business and Professional Regulation. Our professionals and businesses range from architects to yacht brokers, from boxers to barbeque restaurants, and they keep Florida's economy strong.

Every day we work to improve the way we do business in order to serve you better. For information about our services, please log onto [www.myfloridalicense.com](http://www.myfloridalicense.com). There you can find more information about our divisions and the regulations that impact you, subscribe to department newsletters and learn more about the Department's initiatives.

Our mission at the Department is: License Efficiently, Regulate Fairly. We constantly strive to serve you better so that you can serve your customers. Thank you for doing business in Florida, and congratulations on your new license!



DETACH HERE

AC# **5417989**

**STATE OF FLORIDA**  
 DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION  
 BOARD OF ARCHITECTURE & INTERIOR DESIGN

SEQ# L11011800688

DATE	BATCH NUMBER	LICENSE NBR
01/18/2011	107047171	AAC000465

The ARCHITECT CORPORATION  
 Named below IS CERTIFIED  
 Under the provisions of Chapter 481 FS.  
 Expiration date: FEB 28, 2013

ARQUITECTONICA INT CORP  
 2900 OAK AVE  
 MIAMI FL 33133

RICK SCOTT  
 GOVERNOR

CHARLIE LIEM  
 SECRETARY

DISPLAY AS REQUIRED BY LAW

# *State of Florida*

## *Department of State*

I certify from the records of this office that ARQUITECTONICA INTERNATIONAL CORPORATION is a corporation organized under the laws of the State of Florida, filed on October 31, 1977.

The document number of this corporation is 554723.

I further certify that said corporation has paid all fees due this office through December 31, 2011, that its most recent annual report was filed on January 21, 2011, and its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the Great Seal of Florida, at Tallahassee, the Capital, this the Twenty Second day of January, 2011*



*Secretary of State*



Authentication ID: 400192112974-012211-554723

To authenticate this certificate, visit the following site, enter this ID, and then follow the instructions displayed.

<https://efile.sunbiz.org/certauthver.html>



### **3. EXPERIENCE STATEMENT OF PROPOSER'S ARCHITECT**

- a) Separate and apart from the team's collaborative experience, describe, in detail, the duration and extent of architect's experience with special emphasis upon experience, if any, with large scale multi-use, public-private and waterfront-oriented development projects.
- b) Also state, in detail, the names and pertinent experience of the principals who will be directly involved in designing the project and whether the experience was with Proposer or another firm.
- c) In addition, please include photographs or other illustrative material depicting projects that will demonstrate architect's ability to design a quality development for the project.
- d) Also describe the built environment surrounding any such developments. The name and address should be given for each project identified, as well as for persons familiar with the development who could respond to inquiries from the City Manager. The architect should also identify its specific role in each project.



## LULU ISLAND MASTER PLAN

Abu Dhabi, UAE



### DESCRIPTION OF SCOPE OF WORK

The site comprises of the whole of Lulu Island, located off the coast of Abu Dhabi Island, directly opposite the Abu Dhabi Corniche. Lulu Island is a man-made island of approximately 3-million cubic meters of sand formed in the same shape as Abu Dhabi island, providing a miniature of the original. The land area measures 62,373,287 SF. Arquitectonica created the master plan for the project.

The development plan for Lulu Island will create a pedestrian friendly, low-rise mixed-use vibrant living community within the setting of landscaped open space, plazas, parks, canal systems, waterfront public space and resort developments. The master plan respects the layering of developmental bands defining the progression from mixed-use urban fabric to more public recreation and resort use towards the gulf edge.

The development includes a wide range of building types including residential apartments and villas, hotels, offices, retail facilities, cultural facilities, a marina, beaches, mangroves, open parks and civic and urban spaces.

At the heart of the development will be the civic islands, vibrant with prestigious retail, civic and cultural uses. A pedestrian bridge between the civic islands and the Abu Dhabi Corniche will create a strong statement in making Lulu Island an inviting destination for the people of Abu Dhabi. This connection is enhanced by the addition of an iconic people mover - "The String of Pearls". The layered elements, previously separated from one another, have been conjoined by this element to unify the development and provide a visual icon for Abu Dhabi. The Civic Island will be connected with the beach through a central park, created by relocating a portion of the development parcel toward the northern beach from the interior of the island.

### CLIENT INFORMATION

Gurjit Singh  
Chief Property, Development Officer  
Sorouh Real Estate Development  
Abu Dhabi Headquarters  
PO Box 93666  
Tourist Club Area, Abu Dhabi Mall  
East Tower, 5th  
Abu Dhabi, United Arab Emirates  
gsingh@sorouh.com

### CONSULTANT (ARCHITECT)

Peter Brannan, AIA, LEED AP  
Managing Director  
Asia & Middle East  
ARQUITECTONICA  
Unit 1, 24/F  
BEA Harbour View Centre  
56 Gloucester Road  
Wanchai, Hong Kong SAR  
T +852 36539300  
pbrannan@arquitectonica.com

### ROLE OF FIRM

Master Planning

### PROJECT STARTED

November 2007

### PROJECT COMPLETED

Master Plan Completed

### EST. CONSTRUCTION COST

\$12,700,000,000.00



## BISCAYNE LANDING TOWN CENTER

Miami, Florida USA



### DESCRIPTION OF SCOPE OF WORK

The Biscayne Landing Town Center was a plan for a thriving retail, residential and commercial mixed-use community set on a 196-acre lot. A former landfill that had been closed for nearly three decades, Biscayne Landing was a pilot project capable of setting the example for sustainable development in South Florida.

Arquitectonica approached the site through a significant design strategy by using the mangrove as a generator of form. The landscape interpreted processes, shapes and colors adapted from the adjacent forest, beginning with the dramatic gesture of large berms at its entrance that emulated the tidal topography of the coast while providing effective visual and acoustic buffers.

Sensitive to LEED requirements, carefully integrated storm water drainage systems and sound urban design principles enhanced Biscayne Landing's identity and defined it as an important and unique destination for the entire region.

### CLIENT INFORMATION

Ms. Andrea Mathieu  
Senior Project Manager  
Biscayne Landing  
2200 NE 143rd Street, Suite 100  
North Miami, Florida 33181  
T 305.405.0213

### CONSULTANT (ARCHITECT, LANDSCAPE)

Anne Cotter, AIA, LEED AP  
Vice President  
ARQUITECTONICA  
2900 Oak Avenue  
Miami, Florida 33133  
T 305.372.1812  
F 305.372.1175  
acotter@arquitectonica.com

### ROLE OF FIRM

Architect of Record  
Master Planning  
Landscape Architecture

### PROJECT STARTED

January 2007

### PROJECT COMPLETED

Not Applicable

### EST. CONSTRUCTION COST

\$800,000,000.00



## QUEENS WEST MASTER PLAN

New York, New York USA



### DESCRIPTION OF SCOPE OF WORK

Arquitectonica created the master plan for the Queens West project and built six buildings in the development. The site was designed into seven city blocks, lined by commercial space and the buildings' lobbies. Along the East River, a 10-acre park and pedestrian promenade define a foreground for this new skyline and provide a public amenity in an area that was devoid of green space.

Queens West is located on the East River directly across from the United Nations headquarters. The development comprises seven apartment towers on a 22 acre waterfront site. The total development includes 3,000 apartment units and 184 condo units.

The project includes a 30,000 SF health club, restaurants and other retail facilities, meeting rooms and full amenities. It also is comprised of 13.5 acres of parks, street and other public spaces. Arquitectonica looked to create a composition that specifically addresses the long distance reading of the buildings from Manhattan. Large scale elements are essential for this purpose as are the transformation of the traditional elements of architecture such as windows and doors into abstract patterns.

### CLIENT INFORMATION

John McMillan  
 Director of Planning  
 Rockrose Development Corporation  
 290 Park Avenue South, Floor 14th  
 New York, NY 10010  
 T 212.984.1756

### CONSULTANT (ARCHITECT)

Samuel Luckino, AIA, LEED AP  
 Vice President, Office Director  
 New York  
 ARQUITECTONICA  
 100 Fifth Avenue, 10th Floor  
 New York, New York 10011  
 212.254.2700  
 sluckino@arquitectonica.com

### ROLE OF FIRM

Master Planning  
 Design Architect  
 Landscape Architect

### PROJECT STARTED

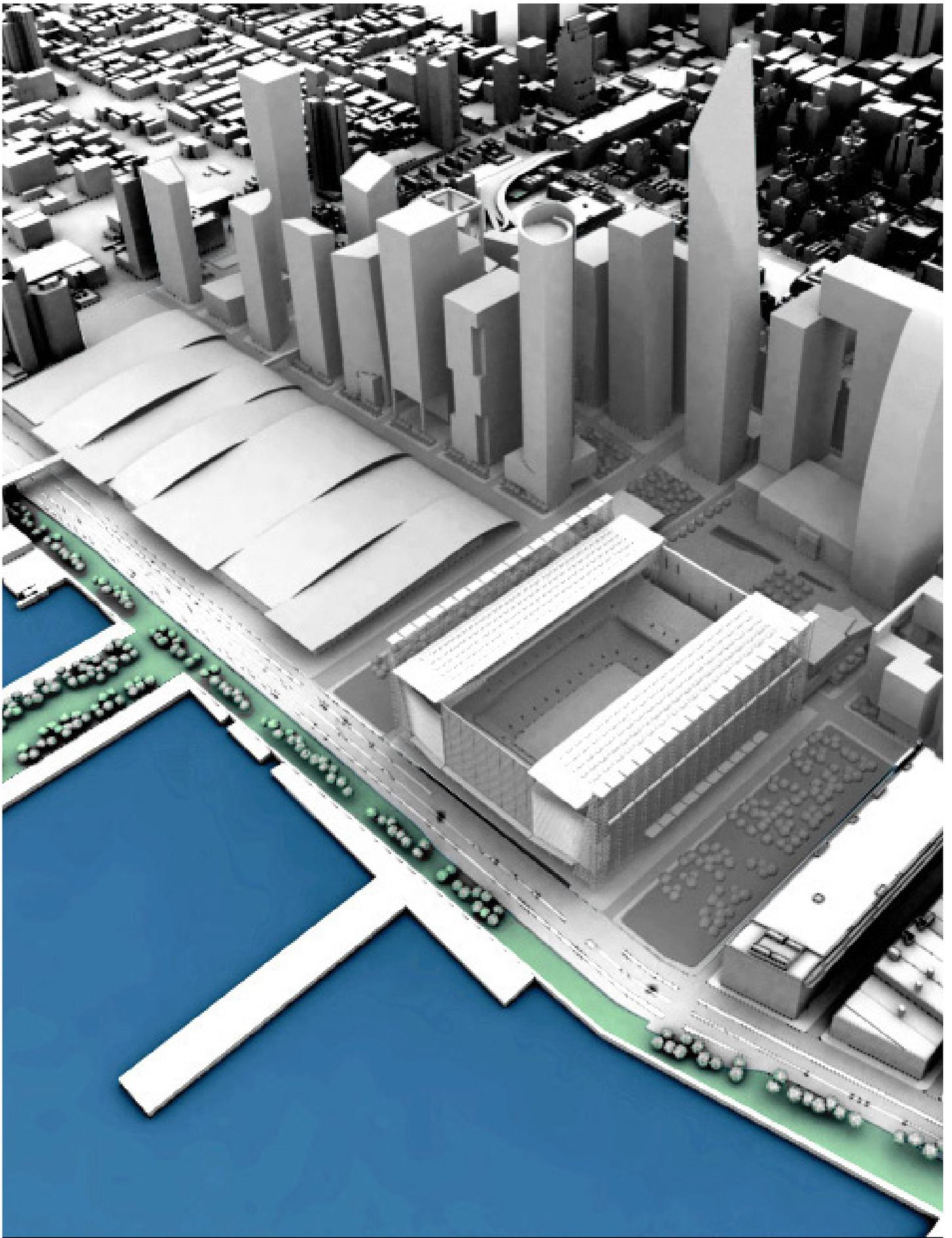
September 1999

### PROJECT COMPLETED

December 2003

### EST. CONSTRUCTION COST

\$1,000,000,000.00



## WEST MIDTOWN MANHATTAN REDEVELOPMENT PLAN

New York, New York USA



### DESCRIPTION OF SCOPE OF WORK

Arquitectonica was the Master Planner for the Hudson Yards Redevelopment Master Plan for the New York Economic Development Corporation for West Midtown Manhattan in New York. This urban design study sought to reconfigure a 59 block area of West Midtown Manhattan by focusing on creating open space, new residential centers and a prestigious address for New York City businesses, while maintaining the identity of the “Hell’s Kitchen” neighborhood. The study examines bulk and massing options under different land use and density assumptions, explores alternative design approaches and investigates the inclusion of sustainable design to create a new standard for future urban development. The resulting plan is informing decisions regarding public open space and transportation infrastructure. The Master Plan also seeks to improve the city’s connection to the waterfront and integrate the already existing transportation infrastructure with new infrastructure plans.

Arquitectonica was initially engaged in 2003 as part of a larger team, but was later asked by the New York City Economic Development corporation to further study the “East Yards”, the center portion of the Hudson Yards site. That contract is on-going.

The challenge of the Hudson Yards project was to transform an under performing and ill-defined area into a great new place that embodied the energy and optimism of New York City. Major issues included: inadequate vehicular circulation; city infrastructure acting as a barrier; large city service facilities; and prevalent vehicle storage uses.

### CLIENT INFORMATION

NYC Economic Development  
Corporation  
Ann Weisbrod  
110 William Street  
New York, NY 10038  
212.971.5600

### CONSULTANT (ARCHITECT)

Samuel Luckino, AIA, LEED AP  
Vice President, Office Director  
New York  
ARQUITECTONICA  
100 Fifth Avenue, 10th Floor  
New York, New York 10011  
212.254.2700  
sluckino@arquitectonica.com

### ROLE OF FIRM

Master Planning

### PROJECT STARTED

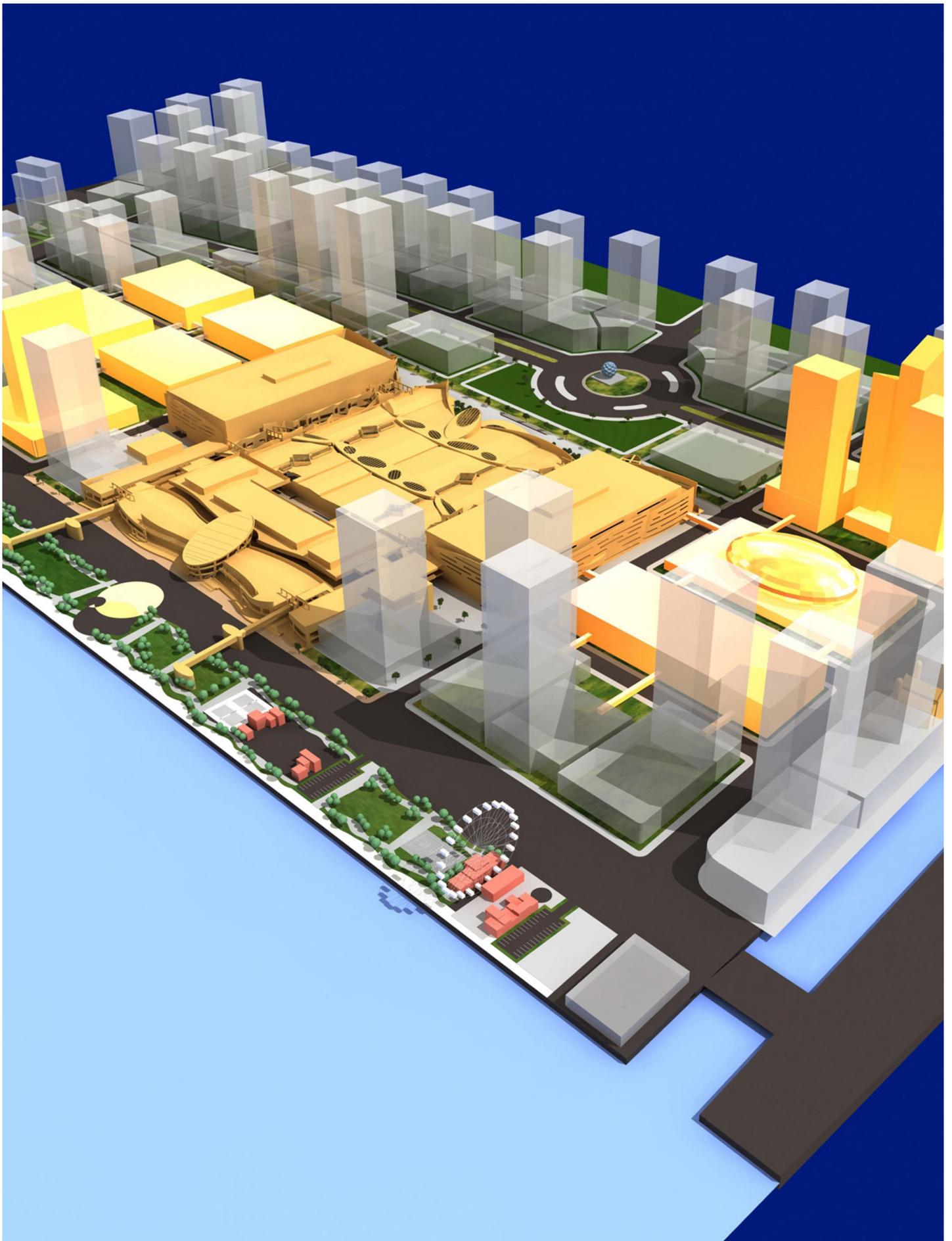
June 2004

### PROJECT COMPLETED

August 2008

### EST. CONSTRUCTION COST

Not Applicable



## SM BAY CITY DISTRICT MASTER PLAN

Manila, Philippines



### DESCRIPTION OF SCOPE OF WORK

Arquitectonica master planned this central business district development of 6,772,000 SF located by Manila Bay at the west terminus of Epifanio Delos Santos Avenue, Metro Manila's major traffic spine. The plan called for offices, hotels, a convention center, an arena, a casino, institutional and public facilities, retail establishments and F&B. Buildings within the development are seen as linked by elevated walkways, encouraging interaction and foot traffic and relieving congestion at ground level.

### CLIENT INFORMATION

Mr. Hans T. Sy  
President  
SM Prime Holdings, Inc.  
SM Corporate Offices, Bldg. A  
1000 Bay Boulevard  
Mall of Asia Complex  
Pasay City 1300  
Metro Manila, Philippines  
T 632.831.2255  
F 632.831.4267  
hts@smprime.com

### CONSULTANT (ARCHITECT)

David Zaballero  
Vice President  
ARQUITECTONICA  
908 West Tower  
PSE Centre, Exchange Road  
1605 Ortigas, Pasig City,  
Manila, Philippines  
T 63.2.6381267  
dzaballero@arquitectonica.com

### ROLE OF FIRM

Master Planning

### PROJECT STARTED

December 2004

### PROJECT COMPLETED

2009

### EST. CONSTRUCTION COST

Confidential



## AL MANHAL MIXED-USE DEVELOPMENT PLAN

Abu Dhabi, UAE



### DESCRIPTION OF SCOPE OF WORK

Al Manhal is strategically located in the heart of Abu Dhabi's urban frame-work. It forms a unique 164 acre site of historical significance as the former private offices, residences, and importantly, the gardens of the late President HH Sheikh Zayed bin Sultan Al Nahyan. The botanical and horticultural history of the Sheikh's gardens created the inspirational and visionary role in the design solution - an ecologically and commercially viable, sustainably planned, mixed-use community in the downtown heart of the city. It promotes the philosophy of preserving the location's geographical character - the entire combination of natural and human attributes that make one place distinct from another. The solution is an authentic design that preserves and extends the ecological and cultural history of the site.

The Master Plan sets out a vision for one of the largest remaining undeveloped sites in Abu Dhabi. The centrality of the site, locked within the city grid and away from high-value waterfront, suggests the creation of an open space - The Central Park, as a grand defining statement, not just for the project itself but Abu Dhabi as a whole. The program for the development is largely residential, but also includes offices, hotels, retail and community facilities with over 15 million SF of built up area.

### CLIENT INFORMATION

Haytham Haidar  
 Chief Operating Officer  
 International Capital Trading LLC  
 PO Box 6481  
 Abu Dhabi, United Arab Emirates  
 T 971.2.652.5555  
 F 971.2.666.3400  
 haytham.haidar@ict.ae

### CONSULTANT (ARCHITECT)

Peter Brannan, AIA, LEED AP  
 Managing Director  
 Asia & Middle East  
 ARQUITECTONICA  
 Unit 1, 24/F  
 BEA Harbour View Centre  
 56 Gloucester Road  
 Wanchai, Hong Kong SAR  
 T 852 36539300  
 pbrannan@arquitectonica.com

### ROLE OF FIRM

Master Planning

### PROJECT STARTED

September 2008

### PROJECT COMPLETED

2009  
 Master Plan Completed

### EST. CONSTRUCTION COST

\$4,500,000,000.00



## THE LAGOONS DISTRICT PLAN

Dubai, UAE



### DESCRIPTION OF SCOPE OF WORK

The strategic vision of the Master Plan for The Lagoons - also known as the Seven Pearls District 3 - is to create seven islands, each of which can function independently, but, when combined, create a self-sustaining waterfront mixed-use development whose character thematically represents the seven Emirates. The master plan creates a comprehensive mix of office, retail, residential, leisure and education in a unique and dynamic setting. The site, totaling 515 acres, is located in the heart of Dubai within a rapidly expanding development area associated with the head of the Dubai Creek.

The concept aims to provide a mixed-use environment designed to meet the highest international standards for design technology and environmental awareness. The development therefore comprises an integrated environment that will reinforce Dubai's growth and provide an attractive destination for residents, workers and visitors.

### CLIENT INFORMATION

Ahmed Fikry  
 Senior Project Manager  
 Special Projects  
 Sama Dubai  
 PO Box 72527  
 Dubai, United Arab Emirates  
 T 971.4.321.7999  
 F 971.4.321.5622  
 ahmed.fikry@sama-dubai.com

### CONSULTANT (ARCHITECT)

Peter Brannan, AIA, LEED AP  
 Managing Director  
 Asia & Middle East  
 ARQUITECTONICA  
 Unit 1, 24/F  
 BEA Harbour View Centre  
 56 Gloucester Road  
 Wanchai, Hong Kong SAR  
 T 852 36539300  
 pbrannan@arquitectonica.com

### ROLE OF FIRM

Master Planning

### PROJECT STARTED

October 2005

### PROJECT COMPLETED

Ongoing

### EST. CONSTRUCTION COST

\$3,500,000,000.00  
 Project Total



## AL MASHTAL

Abu Dhabi, UAE



### DESCRIPTION OF SCOPE OF WORK

Al Mashtal is a 5.4 million SF mixed-use development consisting of 11 buildings. The development includes three main components: a series of five office towers to the north, a series of retail/residential/hotel buildings to the south, and a multi-purpose arena and public plaza at the center, with three levels of underground parking for 5,400 cars.

### CLIENT INFORMATION

Gurjit Singh  
Chief Property, Development Officer  
Sorouh Real Estate Development  
Abu Dhabi Headquarters  
PO Box 93666  
Tourist Club Area, Abu Dhabi Mall  
East Tower, 5th  
Abu Dhabi, United Arab Emirates  
gsingh@sorouh.com

### CONSULTANT (ARCHITECT)

Peter Brannan, AIA, LEED AP  
Managing Director  
Asia & Middle East  
ARQUITECTONICA  
Unit 1, 24/F  
BEA Harbour View Centre  
56 Gloucester Road  
Wanchai, Hong Kong SAR  
T 852 36539300  
pbrannan@arquitectonica.com

### ROLE OF FIRM

Master Planning  
Architecture

### PROJECT STARTED

November 2006

### PROJECT COMPLETED

Ongoing

### EST. CONSTRUCTION COST

\$2,500,000,000.00



# Bernardo Fort-Brescia, FAIA

FOUNDING PRINCIPAL

## EDUCATION

Master of Architecture  
Harvard University, 1975

Bachelor of Architecture and Urban Planning  
Princeton University, 1973

## PROFESSIONAL AFFILIATIONS

Registered Architect: Florida & several other US states  
Certified by the National Council of Architectural Registration  
Boards (NCARB)

## PROFESSIONAL ORGANIZATIONS

Fellow of the American Institute of Architects (FAIA)  
Society of American Registered Architects (SARA)

## ACADEMIC EXPERIENCE

Visiting Professor, University of Miami, 1975, 1977, 1993-1994  
Visiting Professor, Harvard University, 1994  
Visiting Professor, Florida International University, 2004

## COMMUNITY SERVICE

Core Judging Panel, Perspective Magazine Architecture Awards  
2010  
Head Juror, AIA Columbus Design Awards, 2010  
National Peer, General Services Administration  
Metro-Dade Art in Public Places, Professional Advisory Committee  
Miami-Dade County Transportation, Infrastructure & Concurrency  
Task Force  
Miami Beach Design Review Board  
The Wolfsonian-FIU, Board of Directors  
New World Symphony, Board of Directors  
Judge, CANstruction  
Judge, Cityscape Convention - Dubai  
Judge, AIA Los Angeles Interior Design Awards  
Judge, AIA Orlando Design Awards  
Judge, AIA Puerto Rico Design Awards  
Judge, AIA Florida Firm of Year Award  
Judge, AIA Business Week/Architectural Record Awards  
Florida A & M University Industry Cluster

Bernardo Fort-Brescia, FAIA, is a founding Principal of Arquitectonica. He studied architecture and urban planning at Princeton University and received a Master of Architecture from Harvard University, where he later taught. He first came to Miami in 1975 to teach at the University of Miami. By 1977 he founded Arquitectonica with a group of young architects and set up a studio in Coconut Grove. Within two years Arquitectonica's work was appearing in magazines around the world. Today Arquitectonica has designed buildings in dozens of countries from eleven offices around the world.

Mr. Fort-Brescia's designs have won more than a hundred design awards. His work has been featured in three thousand national and international publications, and been the subject of numerous museum exhibitions in the Americas, Europe and Asia.

Mr. Fort-Brescia is the recipient of the 1996 AIA Florida Honor for Design Award and the 1998 AIA Silver Medal for Design Excellence. He was honored as a Fellow of the American Institute of Architects in 1992 and was inducted into the Interior Design Hall of Fame in 1999. Mr. Fort-Brescia was honored by the Salvadori Center in New York with the 2000 Founder's Award.

## RELEVANT PROJECT EXPERIENCE

### Multi-Family Residential

The Atlantis Condominiums, Miami, Florida  
The Imperial, Miami, Florida  
The Palace, Miami, Florida  
The Babylon, Miami, Florida  
One Miami, Miami, Florida  
Blue, Miami, Florida  
Marina Blue, Miami, Florida  
The Marquis, Miami, Florida  
Opus 1, 2 and 3, Miami, Florida  
Paramount Bay, Miami, Florida  
Icon Brickell, Miami, Florida  
500 Brickell, Miami, Florida  
500 Brickell West - Brickell Station, Miami, Florida  
Axis, Miami, Florida  
Latitude, Miami, Florida  
Biscayne Landing Town Center, North Miami, Florida  
Citi Square - Miami Herald Site Redevelopment, Miami, Florida  
Omni Center Site Redevelopment, Miami, Florida  
Olympus at the Arts - 1490 Biscayne, Miami, Florida

## AWARDS

Perspective Awards Certificate of Excellence for Best Skyscraper Over 150M High Category, Landmark East, 2010  
Award of Excellence, Miami AIA, Marquis Condominium and Tempo Miami Resort, 2010  
Merit Award for Architecture, Hong Kong AIA, Landmark East, 2010  
Travel + Leisure's World's Best Awards, Canyon Ranch, 2010  
Society of American Registered Architects Design Award, Microsoft Europe Headquarters / EOS, 2010  
Society of American Registered Architects Design Award, City of Dreams, 2010  
Society of American Registered Architects Design Award, Landmark East, 2010  
500 Brickell Design Award of Merit, AIA Florida 2010  
Building of America Award, Alonzo and Tracy Mourning Senior High School Biscayne Bay Campus, 2010  
Test of Time Award, Atlantis Condominium, Florida AIA 2009  
Award for Excellence, Built Category, Florida AIA, Mangrove West Coast, Merit-New Work 2009  
FIABCI Prix d'Excellence Award 2009 (Residential), Orchard Scotts Building of America Award, Axis Condominium 2009  
Building of America Award, 500 Brickell 2009  
Award for Excellence, Built Category, Miami AIA, Mangrove West Coast 2008  
Society of American Registered Architects Design Award, Wilkie D. Ferguson U.S. Federal Courthouse 2008  
Society of American Registered Architects Design Award, Latitude Mixed-Use Development 2008  
Society of American Registered Architects Design Award, DeSoleil South Beach 2008  
Society of American Registered Architects Design Award, Mangrove West Coast 2008  
AIA Academy of Architecture for Justice Award, Wilkie D. Ferguson U.S. Federal Courthouse 2007  
Award for Excellence, Built Category, Miami AIA, Bronx Museum of the Arts 2007  
Award for Excellence, Built Category, Miami AIA, Sarasota Herald-Tribune Headquarters 2007  
Award for Excellence, Built Category, Miami AIA, Exaltis Tower at La Défense 2007  
Award for Excellence, Built Category, Miami AIA, Menara Karya 2007  
Award for Excellence, Built Category, Miami AIA, The Related Group Corporate Office Interiors 2007  
Society of American Registered Architects Design Award, Bronx Museum of the Arts 2007  
Society of American Registered Architects Design Award, Sarasota Herald-Tribune Headquarters 2007

## RELEVANT PROJECT EXPERIENCE

### Master Planning

Wynwood District Master Plan, Miami, Florida  
Ransom Everglades Middle School Campus Master Plan, Miami, Florida  
Plymouth Congregational Church Campus Master Plan, Miami, Florida  
Biscayne Landing Town Center Master Plan, North Miami, Florida  
Omni Center Master Plan, Miami, Florida  
Herald Redevelopment Plan, Miami, Florida  
Icon Brickell Mixed-Use Development, Miami, Florida  
300 Grove Bay Residential Master Plan, Miami, Florida  
The Village, Mixed-Use Development, Phase I, Miami, Florida  
Miami Beach Convention Center Expansion Master Plan, Miami Beach, Florida  
Walt Disney's All-Star Resorts Master Plan, Orlando, Florida  
Walt Disney's Pop Century Resort Master Plan, Orlando, Florida  
Aventura Town Center Master Plan / Loehmann's Plaza Redevelopment, Aventura, Florida  
International Swimming Hall of Fame Campus Master Plan, Fort Lauderdale, Florida  
Jacksonville Shipyards Waterfront Redevelopment Master Plan, Jacksonville, Florida  
Solimar Resort, Spa & Residences Waterfront Master Plan, Panama City, Florida  
West Midtown Manhattan/Hudson Yards Waterfront Redevelopment Plan, New York, New York  
Queens West Waterfront Master Plan, New York, New York  
Cooper Square Redevelopment Master Plan, New York, New York  
Seward Park Redevelopment Master Plan, New York, New York  
East and West Railyards Master Plan, New York, New York  
St. John's University Athletic Facilities Campus Master Plan, New York, New York  
Coney Island Waterfront Master Plan, Brooklyn, New York  
Willets Point Mixed-Use Development and Master Plan, Flushing, Queens, New York  
East 125th Street Mixed-Use Development, Harlem, New York  
Fort Lee Mixed-Use Development, Fort Lee, New Jersey  
Revel Resort & Casino Waterfront Master Plan, Atlantic City, New Jersey  
Bader Field Master Plan, Atlantic City, New Jersey  
Jersey City Waterfront Master Plan and Mixed-Use Development, Jersey City, New Jersey  
Metropolis Mixed-Use Development Master Plan, Los Angeles, California

## AWARDS (CONTINUED)

American Institute of Architects Test of Time Award, Banco De Credito, Lima, Peru, 2004  
Gold Bienal Award - Miami + Beach Bienal, Cyberport Technology Campus 2003  
Award for Excellence, Unbuilt Category, Miami AIA, Sarasota Herald-Tribune Headquarters 2003  
Award for Excellence, Built Category, Miami AIA, Cyberport Technology Campus 2003  
Award for Excellence, Built Category, Florida AIA, Cyberport Technology Campus 2003  
Miami Design Preservation League's Award for New Construction Sensitive to Historic District, Royal Palm Crowne Plaza Resort 2003  
Los Angeles Conservancy Preservation Award, Cabrillo Beach Bathhouse 2003  
Award for Excellence, Built Category, Florida AIA, Aventura Government Center 2002  
Award for Excellence, Built Category, Broward County AIA, Aventura Government Center 2001  
Award for Excellence, Built Category, Miami AIA, Miami City Ballet 2001  
Award for Excellence, Association of Builders & Contractors, American Airlines, Arena 2000  
American Architecture Award, Philips Arena 2000  
American Architecture Award, Festival Walk 2000  
Award for Excellence, Built Category, Florida AIA, American Airlines Arena 2000  
Award for Excellence, Metal Construction Association, American Airlines Arena 2000  
Founder's Award, Salvadori Center 2000  
Interior Design Magazine Hall of Fame 1999  
Award for Excellence, Built Category, Miami AIA, Festival Walk 1999  
National Award of Excellence, Urban Land Institute, Ballet Valet Parking Structure & Retail Center 1999  
Award of Merit, International Parking Institute, Ballet Valet Parking Structure & Retail Center 1999  
Award for Excellence, Built Category, Florida AIA, Dijon Performing Arts Center 1999  
Firm of the Year Award, Florida AIA 1998-1999  
Silver Medal for Design Excellence, Miami AIA 1998  
Award for Excellence, Unbuilt Category, Florida AIA, American Airlines Arena 1998  
Award for Excellence, Unbuilt Category, Miami AIA, Miami International Airport Terminal 1998  
Award for Excellence, Built Category, Miami AIA, Banque de Luxembourg 1998

## RELEVANT PROJECT EXPERIENCE (SELECT LISTING)

### Master Planning (Continued)

Beijing Aviation Science and Technology Park Master Plan, Beijing, China  
Qingdao Central Waterfront Master Plan, Qingdao, China  
CITIC Shipyards Waterfront Redevelopment Master Plan, Shanghai, China  
Hines California Place Master Plan, Shanghai, China  
Tianshan Mixed-Use Master Plan, Tianshan, China  
Century Garden Master Plan, Shanghai, China  
The Crescent Residential Master Plan, Shanghai, China  
Poly Real Foshan Mixed-Use Development, Foshan, China  
Vanke Foshan Mixed-Use Development Master Plan, Foshan, China  
Nanwaitan District Master Plan, Shanghai, China  
Olympic Health Garden Master Plan, Shanghai, China  
Kings Plaza Block C Master Plan, Shanghai, China  
Concord City Mixed Use, Nanjing Rd @Concord, Shanghai, China  
Park Avenue Residential Master Plan, Shenyang, China  
City of Lakes Residential Master Plan, Shenyang, China  
Sea World Aquatic Park Master Plan, Tianjin, China  
Sea World Entertainment Centre and Commercial Street Project, Tianjin, China  
Mangrove West Coast Waterfront Master Plan, Shenzhen, China  
Hiya Master Plan, Shenzhen, China  
Park Place Master Plan, Dalian, China  
International Finance Centre, Seoul, Korea  
Starport Development Master Plan, Incheon, South Korea  
Bay City Central Business Park Waterfront Master Plan, Manila, Philippines  
Fort Bonifacio Town Center Master Plan, Manila, Philippines  
Bona Vista Gardens Residential Community Master Plan, Jakarta, Indonesia  
IMG Sports Academy and Mixed-Use Development Master Plan, Hyderabad, India  
AXA Business Park Master Plan at Roissy-Gonesse, Paris, France  
Paris World Trade Center at Roissy Charles De Gaulle International Airport, Paris, France  
La Capelle Tertiary and Sifer Master Plan, Marseilles, France  
Dijon Business & Cultural District Master Plan, Dijon, France  
Pegaso Corporate Park Master Plan, Madrid, Spain  
Meerhoven New Town Plan, Netherlands  
Vilamoura Resort Waterfront Master Plan, Algarve Coast, Portugal  
Apollo Golf Resort Waterfront Master Plan, Volos, Greece  
Agaolgu Mixed-Use Tower, Istanbul, Turkey  
Boulevardi Mixed-Use Development, Istanbul, Turkey



# Anne Cotter, AIA, LEED AP

VICE PRESIDENT

## EDUCATION

Bachelor of Architecture  
Carnegie Mellon University, 1986

## PROFESSIONAL REGISTRATIONS

Registered Architect: Florida, New York, United Kingdom  
LEED Accredited Professional  
National Council of Architectural Registration Board (NCARB)  
Certified

## PROFESSIONAL ORGANIZATIONS

American Institute of Architects (AIA)  
Architect Registration Board (ARB)

## YEARS EXPERIENCE:

## YEARS WITH ARQUITECTONICA:

Ms. Cotter is a Vice President of Arquitectonica and has been with the firm since 1998. Anne earned a Bachelor of Architecture degree from Carnegie Mellon University. She is licensed as a Registered Architect in Florida, New York and the United Kingdom, as well as a LEED accredited professional.

Ms. Cotter is a Project Manager responsible for all phases of project development, from code research and schematic design through on-site construction administration for large scale mixed-use developments and many building types including residential towers, luxury hotels, office and retail centers, academic facilities, parking garages and public buildings.

Anne is one of the firm's leaders in sustainable design practices. She is well versed in the issues of green design and how to design sustainable mixed-use developments.

## PROJECT EXPERIENCE

### Mixed-Use

Brickell City Center Sunset Harbor Retail and Parking Garage, Miami, Florida

Biscayne Landing Town Center Mixed-Use Development, North Miami, Florida

2121 Biscayne Boulevard Mixed-Use Development, Miami, Florida

500 Brickell Mixed-Use Development, Miami, Florida

Latitude Mixed-Use Development, Miami, Florida

One Miami Mixed-Use Development, Miami, Florida

The Hilton Bentley South Beach Suites Hotel & Residences Mixed-Use Development,

Miami Beach, Florida

Z Ocean Crowne Plaza Mixed-Use Development, Miami Beach, Florida

City Park Aventura Mixed-Use Development, Aventura, Florida

The Venture / Loehmann's Plaza Redevelopment, Aventura, Florida

The Quay 17th Street Mixed-Use Development, Fort Lauderdale, Florida

Ritz-Carlton Hotel & Residences Mixed-Use Development, Fort Lauderdale, Florida

Orlando City Center Office & Residential Towers Mixed-Use Development, Orlando, Florida

Skycity Mixed-Use Development, Orlando, Florida

Jacksonville Shipyards Waterfront Mixed-Use Development, Jacksonville, Florida

Solis Resort, Spa & Residences Mixed-Use Development, Sunny Isles, Florida

Ocean Place Hotel Condominium, Fort Lauderdale Beach, Florida

Solis Resort, Spa & Residences, Sunny Isles, Florida

## RELEVANT PROJECT EXPERIENCE

### Hospitality/Spa

Jacksonville Shipyards Redevelopment, Jacksonville, Florida  
Skycity Orlando, Orlando Florida  
Park Hyatt French Leave Resort, Eleuthera, Bahamas  
St. Regis Resort Hotel & Residences, Buenos Aires, Argentina  
Apollo Resort, Volos, Greece  
Delano Dubai and Beachfront Living by Omniyat, Dubai, United Arab Emirates  
The Peninsula Resort, Manila, Philippines \*

### Residential

500 Brickell Condominium, Miami, Florida  
One Miami Condominium, Miami, Florida  
Latitude on the River, Miami Florida  
Axis Condominium, Miami, Florida  
The Village, Miami, Florida  
Paramount Bay Condominium, Miami, Florida  
Nexus Riverside Place, Miami, Florida  
Midtown Five Residential Concept Design, Miami, Florida  
Biscayne Landing Town Center, North Miami, Florida  
Ocean 3651, Miami Beach, Florida  
The Waverly at South Beach Condominium, Miami Beach, Florida  
The Bentley Bay Condominium, Miami Beach, Florida  
The Hilton Bentley South Beach Suites Hotel & Residences, Miami Beach, Florida  
Z Ocean Crowne Plaza Hotel & Residences, Miami Beach, Florida  
Bathclub Condominium Towers, Miami Beach, Florida  
Ocean Place Condominium, Miami Beach, Florida  
Katrin Theodoli Condominium, Aventura, Florida  
City Park Aventura, Aventura, Florida  
The Venture / Loehmann's Plaza Redevelopment, Aventura, Florida  
Ritz-Carlton Resort Hotel & Residences, Fort Lauderdale Beach, Florida  
The Quay 17th Street Mixed-Use, Fort Lauderdale, Florida  
Ocean Place Hotel Condominium, Fort Lauderdale Beach, Florida  
The Slade Condominium, West Palm Beach, Florida  
One Dania Beach, Dania Beach, Florida  
Pompano Beach Condominium/Hotel, Pompano Beach, Florida  
Solís Resort, Spa & Residences, Sunny Isles, Florida  
St. John Condominium, Jacksonville, Florida  
Jacksonville Shipyards Redevelopment, Jacksonville, Florida  
Orlando City Center Office & Residential Towers, Orlando, Florida  
615 East Morehead Street Towers, Charlotte, North Carolina

## RELEVANT PROJECT EXPERIENCE

### **Office/Corporate Headquarters**

555 Washington Avenue, Miami, Beach, Florida  
The Quay 17th Street, Fort Lauderdale, Florida  
Skycity Office Tower, Orlando, Florida  
Jacksonville Shipyards Redevelopment, Jacksonville, Florida  
The Lincoln, Miami Beach, Florida  
Banque de Luxembourg Headquarters, Luxembourg  
Swire Properties - Various Office Projects, Hong Kong, PRC \*

### **Retail / Entertainment**

Brickell City Center Sunset Harbor Retail and Parking Garage, Miami, Florida  
2121 Biscayne Boulevard, Miami, Florida  
The Shops at Ocean Court, Miami, Florida  
Sunset Harbor, Miami Beach, Florida  
Biscayne Landing Town Center, North Miami, Florida  
South Miami Parking Garage & Retail, Miami, Florida  
The Lincoln, Miami Beach, Florida  
555 Washington Avenue, Miami Beach, Florida  
Hines Ponce and Bird Plaza Mixed-Use Development, Coral Gables, Florida  
City Park Aventura, Aventura, Florida  
Jacksonville Shipyards Redevelopment, Jacksonville, Florida  
Skycity Orlando, Orlando Florida  
Orlando City Center, Orlando, Florida  
Gallery Place, Washington, DC  
Delano Dubai and Beachfront Living by Omniyat, Dubai, United Arab Emirates

### **Master Planning**

Biscayne Landing Town Center Master Plan, North Miami, Florida  
Brickell City Center Sunset Harbor Retail and Parking Garage, Miami, Florida  
Jacksonville Shipyards Waterfront Redevelopment Master Plan, Jacksonville, Florida  
Apollo Resort Master Plan, Volos, Greece  
Delano Dubai and Beachfront Living by Omniyat Master Plan, Dubai, United Arab Emirates  
Miami Beach Convention Center Expansion Master Plan, Miami Beach, Florida

### **Public Assembly**

Miami Children's Museum, Miami, Florida  
Auditorium at FIU School of International and Public Affairs, Miami, Florida



#### 4. REFERENCES OF PROPOSER'S ARCHITECT

List two persons or firms for whom Proposer's architect has completed projects during the past three years.

Reference No. 1

Name: Jorge Perez

Firm: The Related Group

Title: Chairman

Address: 315 South Biscayne Boulevard, Miami, FL 33131

Telephone: (305) 460-9900

Nature, dollar value, and magnitude of business association:

Arquitectonica has had a long standing relationship with The Related Group for over 15 years. We have worked together on many projects locally as well as abroad. Including new projects we are working on and those that have been completed, we have done over \$1 billion of projects together.

Reference No. 2

Name: Max Sklar

Firm: City of Miami Beach

Title: Director of Tourism and Cultural Development

Address: 1700 Convention Center Drive, Miami Beach, FL 33139

Telephone: (305) 673-7577 x611

Nature, dollar value, and magnitude of business association:

Mr. Sklar is the Director of Convention & Tourism for the City of Miami Beach and was the City representative that managed our project: to prepare an overall Master Plan for the renovation and expansion of the City's convention center. The resultant proposed project was estimated to cost about \$640M to be built in a series of phases.



# Kimley-Horn and Associates. Inc.





**5. PROPOSER'S ENGINEER**

Name, address and telephone number of engineering firm:

Name: Kimley-Horn and Associates, Inc.

Street

Address: 1221 Brickell Avenue, Suite 400, Miami, FL 33131

Mailing

Address: 1221 Brickell Avenue, Suite 400, Miami, FL 33131

Telephone: (305) 673-2025

Is the firm registered to practice in Florida? Yes (X ) No ( ) (If yes, please submit proof of registration.)

Names of principals and their titles who will be chiefly responsible for the planning and design of the Project:

Name Juan Jimenez, P.E. Title Engineer/Associate

Name Aaron Buchler, P.E. Title Engineer/Vice President

Name Greg Kyle, AICP Title Engineer/Vice President

Names, addresses, and telephone numbers of other design consultants who will have a major role in designing the Project. \*\*\*\*N/A\*\*\*\*

Name of Firm

Name of Firm

Street Address

Street Address

Mailing Address

Mailing Address

Telephone ( )

Telephone ( )

Name of Principal Contact

Name of Principal Contact



## **6. EXPERIENCE STATEMENT OF PROPOSER'S ENGINEER**

- a) Separate and apart from the team's collaborate experience, describe, in detail, the duration and extent of engineer's experience with special emphasis upon experience, if any, with large scale multi-use, public-private and waterfront-oriented development projects.
- b) Also state, in detail, the names and pertinent experience of the principals who will be directly involved in designing the project and whether the experience was with Proposer or another firm.
- c) In addition, please include photographs or other illustrative material depicting projects that will demonstrate engineer's ability to design a quality development for the project.
- d) The name and address should be given for each project identified, as well as for persons familiar with the development who could respond to inquiries from the City Manager. The engineer should also identify its specific role in each project.



## Kimley-Horn Public Sector Experience in North Miami

Improving Access in Florida International University Biscayne Bay Campus Area. Kimley-Horn is performing this study to improve FIU Biscayne Bay Campus which is currently provided by a single route via NE 151<sup>st</sup> Street. NE 151<sup>st</sup> Street also serves as primary access to the 193-acre Biscayne Landing master planned community, as well as the only access connection to the David Lawrence Jr. K-8 School and the Alonzo and Tracy Mourning Senior High School. This condition has resulted in heavy traffic congestion along NE 151<sup>st</sup> Street and at Biscayne Boulevard. Traffic congestion in the area will be further compounded by the future expansion plans of the FIU Biscayne Bay Campus and development of Biscayne Landing, driving the need to consider an additional access connection to the FIU campus. The study area for this analysis is bounded by NE 163<sup>rd</sup> Street (Sunny Isles Boulevard) to the north, NE 135<sup>th</sup> Street to the south, Biscayne Bay to the east, and Biscayne Boulevard to the west. Kimley-Horn assessed potential new access connections to the FIU Biscayne Bay Campus including:

- Bay Vista Boulevard/NE 135<sup>th</sup> Street
- NE 143<sup>rd</sup> Street
- NE 151<sup>st</sup> Street (Improvements)
- NE 163<sup>rd</sup> Street (Oleta River State Park)

Phase 1 of this study consists of identification of potential access connections and the evaluation of the feasibility of these alternatives. Phase 2 consists of a detailed analysis of feasible alternatives including estimating costs, identifying potential funding sources, and examining the ease and duration of implementation.

*Reference: Jose Rodriguez, Director, FIU Dept. of Civil and Environmental Engineering, (305) 348-4018*

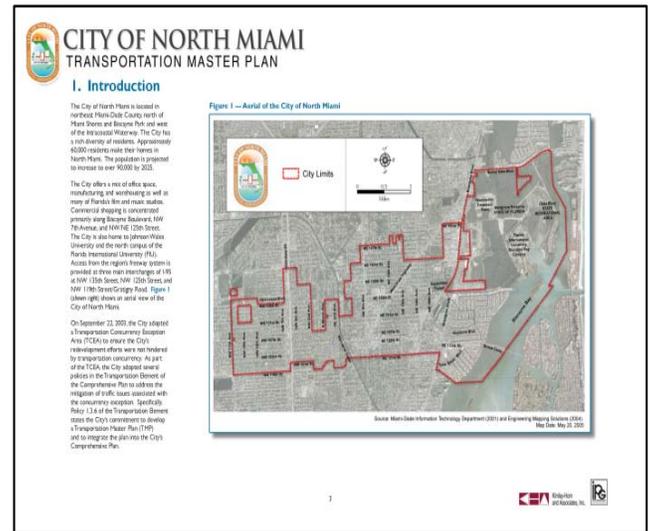
Implementation Plan for the Northeast Corridor Traffic Flow Study. Kimley-Horn assisted the MPO to develop an implementation plan that provides the framework in programming of transportation improvements in the northeast section of Miami-Dade County. The plan included defining projects to the level required to determine costs, subsequently determining potential funding sources, and finally laying out a blueprint toward implementation. The roadway grid lacks continuity with few roadways traversing the entire study area. The majority of north-south traffic is concentrated in three corridors: I-95, Biscayne Boulevard, and Collins Avenue. Five major east-west corridors serve as connections between I-95 and Biscayne Boulevard: Ives Dairy Road, Miami Gardens Drive, 167/163<sup>rd</sup> Street, 135<sup>th</sup> Street and 125<sup>th</sup> Street. As travel demand grows in the study area, these corridors are expected to become increasingly congested; therefore, prompting the prior effort to develop a series of transportation infrastructure improvements and policies to enhance mobility. The purpose of this study is a program of transportation improvements to address traffic congestion and to some extent provide alternatives to the single occupant automobile as a method of transportation.

*Reference: Larry Foutz, MPO Project Manager, (305) 375-1522*

Transportation Master Plan, North Miami, FL. Kimley-Horn served as a general planning consultant for the City of North Miami. Under this contract we prepared a Transportation Master Plan for the entire city aimed at enhancing the character of the community and improving the quality-of-life for its residents by providing viable mobility alternatives to the automobile. We also advised the City concerning matters pertaining to growth management legislation and assisted staff with compliance with the rules and requirements under Chapters 163 and 380 of the Florida Statutes and Rules 9J-5 and 9J-11 of the Florida Administrative Code. We were responsible for completing specific plans, programs, and studies required as part of the City's Comprehensive Plan and routinely coordinated with county, regional, and state agencies on behalf of the City concerning implementation of these policies and programs.

We worked with City staff to complete a series of assignments including the Evaluation and Appraisal Report (EAR), implementation of policies identified in the City's newly adopted transportation element, and a 10-year water supply study required by the Department of Community Affairs. Other work assignments under this contract include development site plan reviews, amendments to the City's currently adopted Land Development Regulations, and assistance with implementing a community redevelopment area for the majority of the City.

*Reference: Ricardo Noguera, City of North Miami, (305) 893-6511*







# The Village at Gulfstream Park



Located on 90 acres in Hallandale Beach, Florida, The Village at Gulfstream Park is built around the premier thoroughbred racetrack, Gulfstream Park, and offers fashion and home accessory shops, destination retailers, signature restaurants, outdoor cafes, and unique entertainment options. At full build out, The Village at Gulfstream Park will feature 1,500 condos, 750,000 square feet of retail space (410,000 in Phase I), 140,000 square feet of office space (90,000 in Phase I), a 500-room hotel, and a 2,500-seat cinema. The project will also involve the construction of 225 affordable/work-force housing units both on the site itself and in neighborhoods within the city.

Client:  
Forest City Commercial  
Development in a partnership  
with MEC Developments  
Will Voegelé, (216) 416-3230  
Location:  
Hallandale Beach, Florida

Size:  
Overall site - 210 acres; mixed-  
use development - 90 acres

Services:  
Full civil engineering and  
permitting services including  
stormwater design, waterline  
design, wastewater system  
design, sanitary sewer design,  
lift station design, DRI,  
traffic and roadway services,  
tram circulation, and project  
coordination services



Kimley-Horn has provided full civil engineering and permitting services for The Village at Gulfstream Park. These services have included stormwater design, waterline design, sanitary sewer design, lift station design, and wastewater system design. The firm also provided DRI, traffic, and roadway services for this project. Phase I is now complete, and the project has obtained mixed-use development certification by the Florida Green Building Coalition.

Kimley-Horn continues to

provide traffic and site civil services as required and as the project continues to develop.





#### 4. REFERENCES OF PROPOSER'S ENGINEER

List two persons or firms for whom engineer has completed projects during the past three years.

Reference No. 1

Name: Roger Bartlett

Firm: Developers Diversified Realty

Title: Operations Manager for the Shops at Midtown

Address: 3401 North Miami Avenue, Suite 132 Miami, FL 33127

Telephone: (305) 573-3371 ext. 202

Nature, dollar value, and magnitude of business association:

**Midtown Miami** - Kimley-Horn designed all public infrastructure, including roadways, utilities, traffic, landscape, etc. Also served as landscape architect and civil engineer of record for all private-sector developments within the project. Design fee: \$3.4 million

Reference No. 2

Name: Clece Aurelus, P.E.

Firm: City of Hollywood Department of Public Utilities

Title: Project Manager

Address: Engineering and Construction Services Division, 1621 N. 14th Avenue Hollywood, FL 33019

Telephone: (954) 921-3930

Nature, dollar value, and magnitude of business association:

Kimley-Horn served as consulting engineer for utility infrastructure replacement and upgrade projects. Design fee: \$650,000 (est.)



## Experience Statement of Proposer's Contractor or Construction Manager

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§ 4.K.viii

A Contractor or Construction Manager has not been selected for our Team at this time.



## Project Experience of Proposer's Contractor or Construction Manager

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§ 4.K.ix

A Contractor or Construction Manager has not been selected for our Team at this time.



## 5. Statement of Qualifications

Dolphin Mall, Miami, Florida



## Statement of Qualifications

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Please refer to pages 5-69 of the Request for Proposals for the Redevelopment of the Biscayne Landing Site RFP #43-10-11 (A) submitted to the City of North Miami on July 6,2011.



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## 6. Form A - 5 Acknowledgement of Addenda

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Renaissance Hollywood Oaks, Hollywood, Florida





FORM A-5

ADDENDUM TO RFP DOCUMENTS

RFP NUMBER: RFP 43-10-11 (B)

RFP OPENING DATE: Tuesday, September 20, 2011

To All Proposers:

It is the Proposer's responsibility to assure receipt of all addenda. The Proposer should verify with the designated Contracting Officer prior to submitting a Proposal that all addenda have been received. Proposers are required to acknowledge the number of addenda received as part of their Proposals.

This form must be returned with your bid as acknowledgement of receipt of all addenda issued for this RFP and must signed in the space provided below. Proposer's failure to return this form will be deemed non-responsive and will not be considered for award.

Please initial to acknowledge receipt of addenda pertaining to this contract:

Addendum No. 1 BF

Addendum No. 2 \_\_\_\_\_

Addendum No. 3 \_\_\_\_\_

Addendum No. 4 \_\_\_\_\_

Addendum No. 5 \_\_\_\_\_

Addendum No. 6 \_\_\_\_\_

Addendum No. 7 \_\_\_\_\_

Addendum No. 8 \_\_\_\_\_

Acknowledged by: Name: Randy Foltz

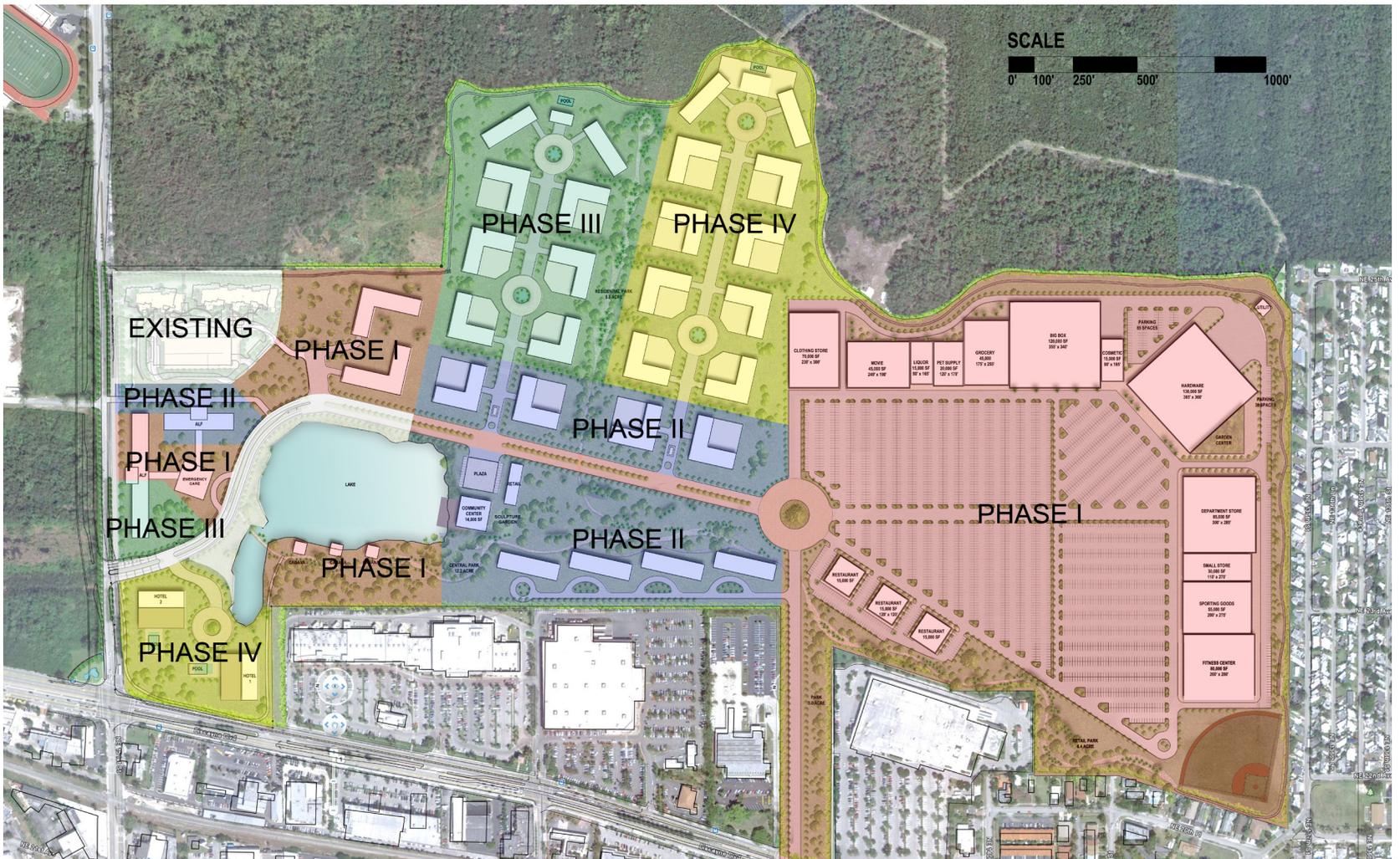
Signature: [Signature]

Date: 9.15.11



# 7. Form A - 7 Successful Proposer Insurance Requirements

Biscayne Landing Site Illustrative Phasing Plan





**FORM A-7                      Biscayne Landing Insurance Requirements**

The successful Respondent assumes the responsibility for insuring the development and shall be fully responsible for insuring its own property

- Commercial General Liability Insurance – preferably written on an occurrence form with \$2,000,000 for each occurrence, to include contractual liability, personal & advertising injury, and products/completed operations.

Damage to rented premises	\$ 100,000
Personal & Advertising Injury	\$2,000,000
General Aggregate	\$2,000,000
Products Completed / Op Aggregate	\$2,000,000

This insurance shall cover any improvements to land and public areas therein.

- Excess Umbrella Liability - \$25,000,000 / occurrence / Aggregate
- Workers’ Compensation Insurance – Statutory limits; Employer’s Liability Insurance - \$1,000,000
- Automobile Liability Insurance – \$1,000,000 combined single limit bodily injury & property damage, covering any auto – including hired & non-owned - \$1,000,000
- Builder’s Risk Insurance – (If structure will be constructed on land)

To be carried during any period of construction or improvement, insuring the improvements against all casualties on a progressively insured basis for not less than 100% of the replacement cost of the improvement on a completed value form, or equivalent coverage as part of the property policy.

- Boiler & Machinery- On all steam and pressure boilers, for any improvements in such amounts and forms of policies as customarily carried for similar improvements in the geographic location.

All insurance shall be kept in full force and effect and shall be issued by companies rated at least A- as to management and at least class VIII in financial strength on the latest edition of A.M. Best. The City of North Miami shall be included as a named insured (to the extent obtainable) otherwise the City shall be included as an additional insured. All policies of insurance shall be endorsed to provide that they shall not be cancelled or non-renewed without 30 days written notice to the City of North Miami.

The successful Bidder(s) must submit, prior to signing of contract, a Certificate of Insurance including the City of North Miami as additional insured for Commercial General Liability and Auto Liability Insurance. Consultant shall guarantee all required insurance remain current and in effect throughout the term of contract.



