



# THE NORTH MIAMI MOBILITY HUB AND TOD STRATEGIC PLAN

DRAFT REPORT

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# ACKNOWLEDGMENTS

The North Miami Mobility Hub and TOD Strategic Plan is the result of input from residents, business owners, elected officials, CRA and City staff and representatives from non-profits.

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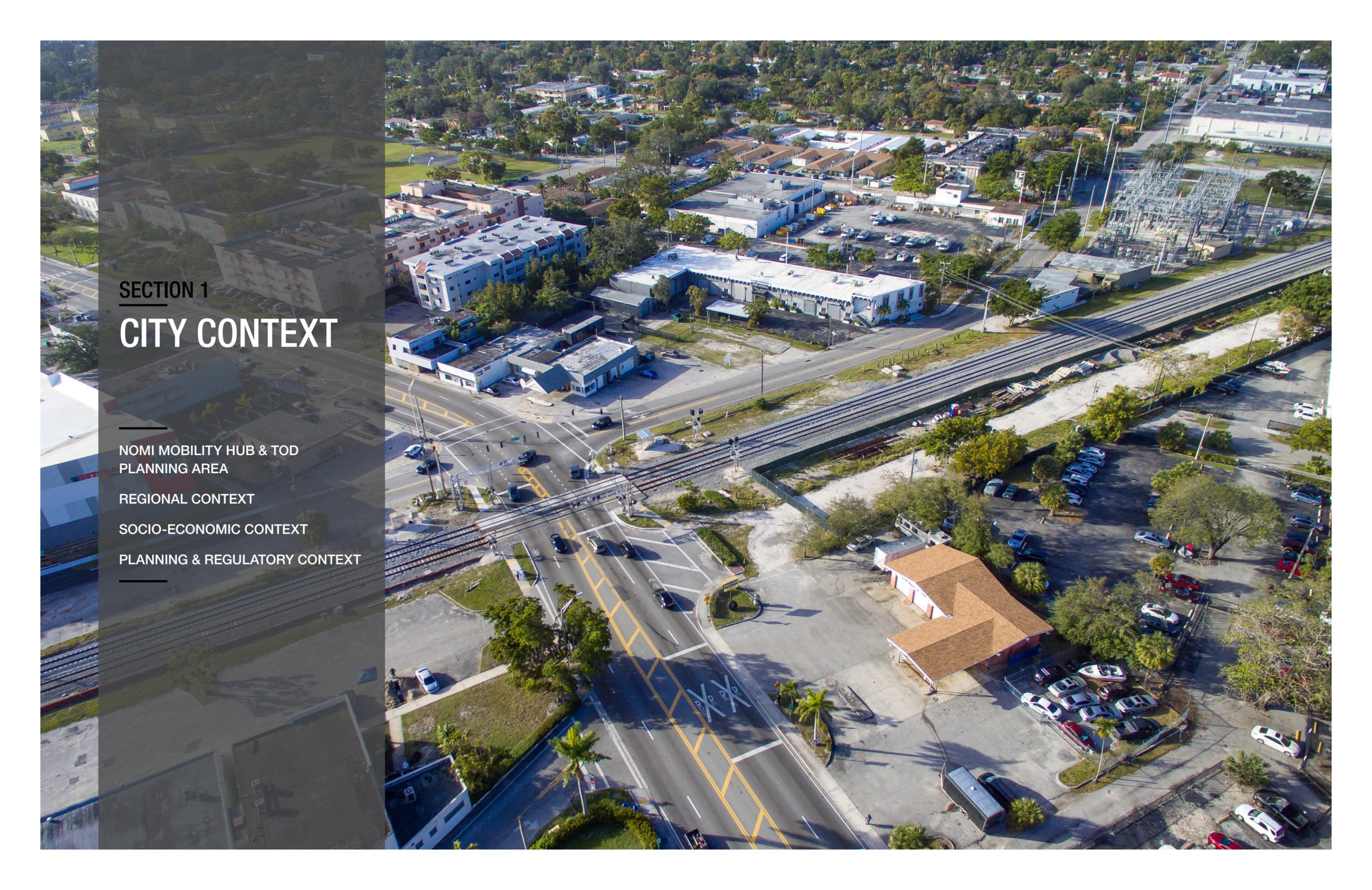
## URBAN DESIGN GUIDELINES

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- Financing Mechanisms

An aerial photograph of a city street intersection. A multi-lane road with yellow double lines runs diagonally from the bottom left towards the top right. A set of train tracks crosses the road at an angle. To the left of the tracks are several multi-story buildings, some with balconies. To the right of the tracks is a large parking lot with many cars and a building with a brown roof. In the background, there are more buildings, trees, and a large electrical substation with complex metal structures. The sky is clear and bright.

SECTION 1

# CITY CONTEXT

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NOMI MOBILITY HUB & TOD  
PLANNING AREA

REGIONAL CONTEXT

SOCIO-ECONOMIC CONTEXT

PLANNING & REGULATORY CONTEXT

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# DEFINING MOBILITY HUB & TRANSIT ORIENTED DEVELOPMENT

The NoMi Mobility Hub is comprised of a well-designed transit station near the 123rd Street FEC Railway corridor intersection, including the surrounding urban areas and neighborhoods. It will allow for a seamless integration of all transportation modes with a high quality user experience. It will bring together an intensive concentration of work, live, shop, and/or play activities comfortably accessible by foot, in approximately a half-mile radius or a 10-minute walking distance. In addition, Mobility Hub also serves as the origin, destination, or transfer point for a significant portion of NoMi trips.

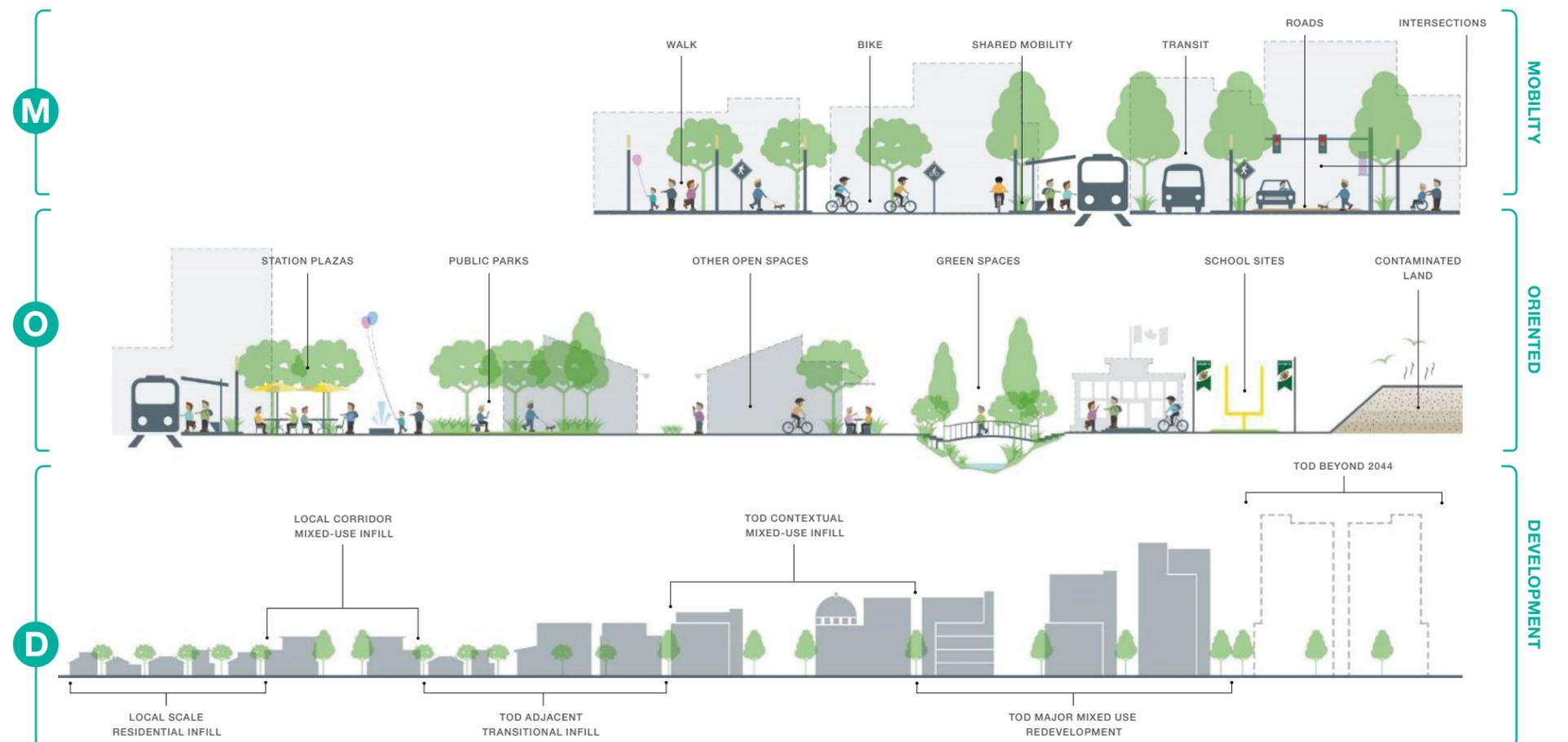
Within a Mobility Hub, there exists a natural tension between the transportation function, the need for quick and efficient movement, and the Placemaking function—the elements that make the hub a desirable and interesting destination, rather than just a node to pass through. The ability of a Mobility Hub to function successfully depends on the interaction and balance of these two functions.

The NoMi Mobility Hub will serve to enhance access and connections to transit systems including, FEC Railway, Miami-Dade Metrobus, NoMi Express and local jitney service. Bicycle circulation will also become an integral part of the Mobility Hub for residents using LimeBike or their personal bicycles. Pedestrians will benefit from improved streetscapes, sidewalks and trails. All these transportation systems will make it easier to use public transit and other travel alternatives. Mobility Hubs offer an array of transportation services, amenities, and urban design enhancements that encourages economic development. The plan foresees a significant shift to Transit Oriented Development (TOD) near the Mobility Hub with redevelopment of existing commercial properties into mixed-use centers, while preserving unique North Miami neighborhoods.

TOD is one of the key components of Mobility Hubs and can be defined as: “Neighborhoods where residents can live, work, shop, learn, and play in a pedestrian/cycle friendly environment, within a short, inviting walk to an efficient, rapid public transit and, importantly where automobile use is an option but not a necessity.”

Various modes of travel, including walking, biking, ridesharing, shuttle, bus, personal vehicles and rail services will come together to create a seamless travel experience. Supporting technologies such as real-time arrival information, electric vehicle charging stations, and mobile applications also improve convenience for users.

The North Miami Mobility Hub and TOD Strategic Plan will bring together multiple stakeholders and agencies locally and regionally to help shape the future of North Miami’s urban core.



# PROJECT GOALS AND PURPOSE

The North Miami Mobility Hub & TOD Strategic Plan builds on previous initiatives and community planning studies completed by the City over the past decade. The South Florida region is rapidly moving towards compact urban centers linked by transportation systems that require an effective and efficient transit system. This study was created through analysis of data and identification of goals and objectives for the City of North Miami and NoMi Community Redevelopment Agency. It seeks to describe a broad vision for establishing a Mobility Hub on the FEC railway corridor, fostering Transit Oriented Development and preserving area neighborhoods implemented through an array of guiding principles that describe policies, programs and projects supported by a comprehensive public engagement process. A comprehensive public engagement process validates the study by identifying community groups, asking them to describe their goals and to select a particular vision.

## 1. Guides Public and Private Decision-Making

Establish a vision for the area and guide public and private decision-making and investment for the next 20 years, as it relates to accommodating pedestrians and bicyclists, associated improvements related to transportation, mobility and infrastructure to improve the overall brand identity of the area.

## 2. Smart Cities Framework & Principles

Explore innovative ways to make NoMi a 21st Century city that is more efficient, more livable, and more competitive. Driven by information and communication technologies, the idea is to do more with less, while at the same time responding to the needs of the individual citizens.

## 3. Community & Cultural Node Redevelopment

As the redevelopment program matures, it is anticipated that distinct Community & Cultural Nodes will evolve into economic development centers, with a complementary mix of land use elements- residential, employment, recreational, retail, cultural, entertainment, and tourist serving- that are connected through NoMi's urban fabric with improved transit, Complete Streets network and pedestrian amenities. While each district contains unique features that should be preserved and enhanced, these features will be integrated through fundamental Smart Cities and Placemaking principles to serve as essential building blocks of the MOD.

## 4. Enhance Mobility & Connectivity Networks

Enhance Mobility by centrally locating transfers, strategic stop locations and safe pedestrian movements. Develop 'Complete Streets' system that utilizes established Placemaking measures such as designing streetscapes from building face to building face, addressing the street, sidewalks and fronting buildings and not just the carriageway.

## 5. Introduce First & Last Mile Connectivity

Formulate a first and last mile connectivity strategy to and from Downtown CRA, existing destinations such as FIU, Johnson & Wales, and Barry University, Museum of Contemporary Art and planned destinations such as the Chinatown Innovation District.

## 6. Synthesize NoMi Plans & Initiatives

Combine past initiative and plans into a layered master plan that coherently describes implementation and investment strategies, outlines proposed development types and volume, integrates with the Mobility Hub and eliminates redundancies.

## 7. Sustainable Context-Sensitive Development

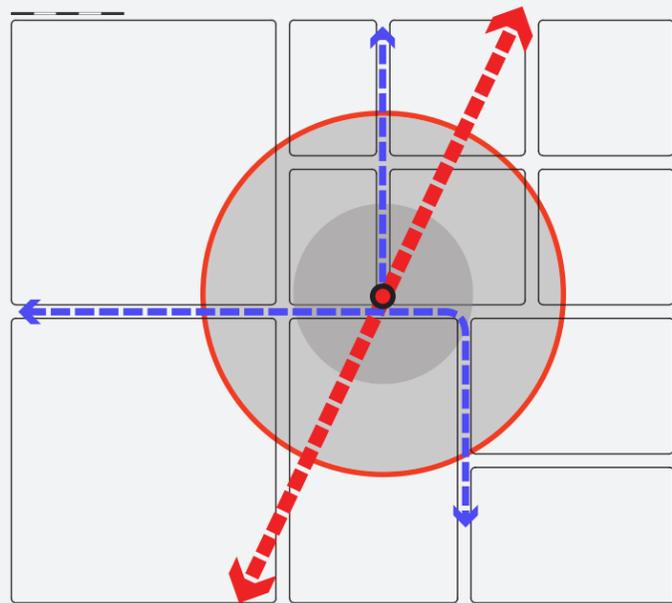
Develop a phased implementation strategy to demonstrate how the North Miami Mobility Hub may transform over time and attract transit oriented development components with appropriate densities, mix of uses, sustainable built forms with appropriate environmental safeguards and opportunities to integrate new development with the future Tri-Rail Coastal Link station facility.

# PLANNING AREA DELINEATION

While the geographic influence area for a Mobility Hub is typically measured as a ½ mile radius or 10-minute walking distance from a high frequency transit station, the Planning Area is delineated based on the following factors:

## PRACTICAL WALKING ROUTES

While the ½ mile or a 10 minute walk is commonly used as an acceptable walking threshold, the distance used should ideally reflect practical walking routes which take into account barriers, streets and block network, natural features, and the walking experience. Studies show that people are willing to walk longer distances to reach a transit station in a pedestrian friendly public realm.

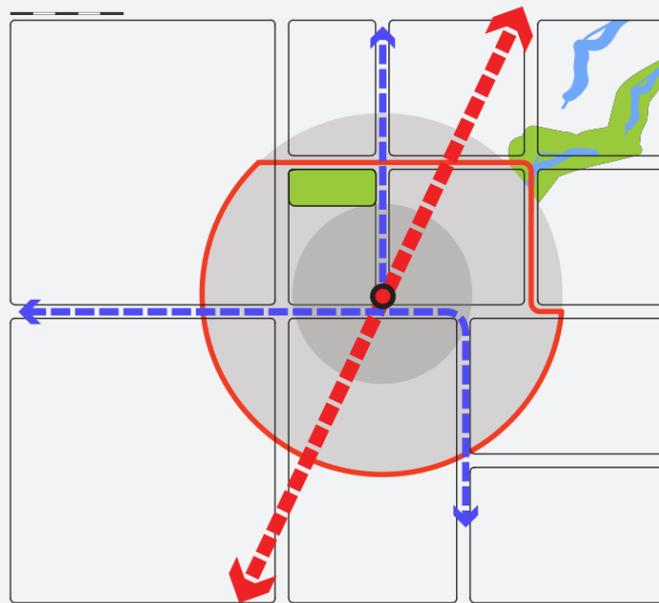


### 1. WALKING THRESHOLD AREA

- TOD PLANNING AREA BOUNDARY
- - - FEC PASSENGER RAIL
- - - MAJOR CORRIDORS

## EXISTING ENVIRONMENTAL FEATURES

Features to be considered include designated open space networks, and trails, environmentally sensitive areas, flood-prone areas and other topographical features. Important features include; Enchanted Forest Elaine Gordon Park, Emerald Lake and associated canals, Ray Cagni Park and significant drainage areas.

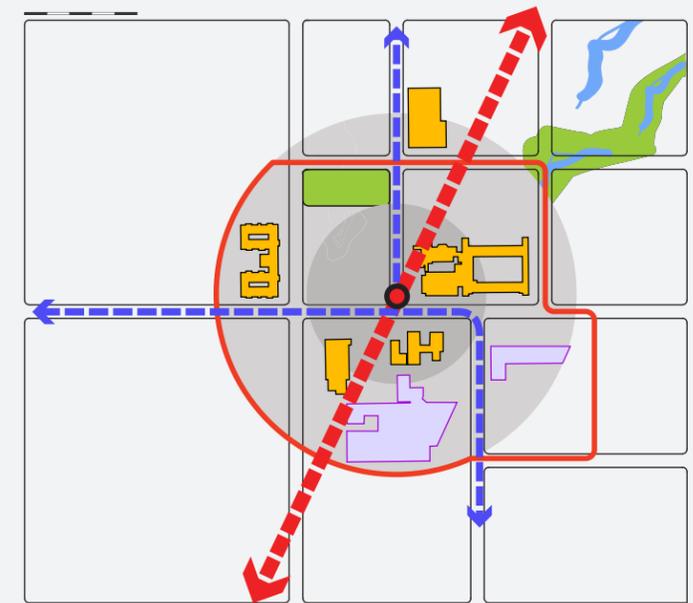


### 2. ENVIRONMENTAL FEATURES

- TOD PLANNING AREA BOUNDARY
- RECREATIONAL AMENITIES & NATURAL FEATURES
- WATER

## LAND-RELATED ATTRIBUTES

Property attributes such as land ownership, parcel sizes, and ease of assemblage of vacant and underutilized properties are also taken into consideration in finalizing the boundaries. The industrial areas along the FEC corridor are considered significant to this study and available roadway crossings. Ease of property assembly for redevelopment is also considered.

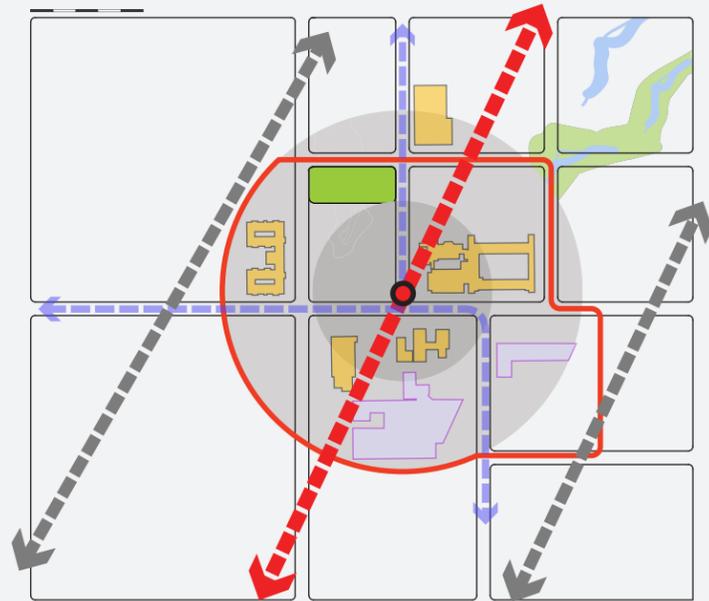


### 3. BUILT ENVIRONMENT

- TOD PLANNING AREA BOUNDARY
- BUILT PARCELS
- GOVERNMENT OWNED PARCELS

## INFRASTRUCTURE BARRIERS

Barriers such as freeways, water bodies, and rail corridors, boundaries that may be appropriate in defining Mobility Hub Planning Areas. Alternatively, a focus of the North Miami Mobility Hub may be to develop strategies to overcome such barriers. FEC railway, Dixie Highway, NE 125th Street and Biscayne Blvd are considered significant.

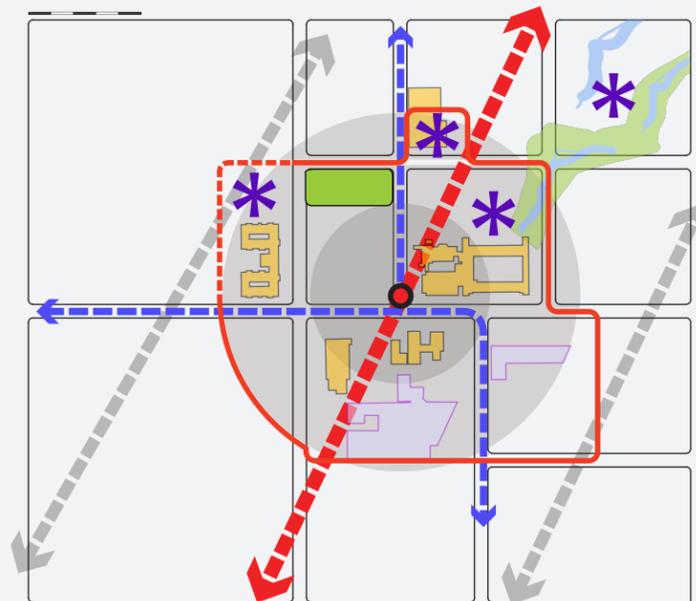


### 4. BARRIERS

-  TOD PLANNING AREA BOUNDARY
-  FEC PASSENGER RAIL
-  DIXIE HWY, BISCAYNE BOULEVARD

## REGIONAL DESTINATIONS

Nearby regional destinations, such as universities, colleges, regional shopping centers, hospitals, and public facilities should be considered for incorporation into the Mobility Hub Planning Area, even if they are outside of the general ½ mile radius. These destinations have the potential to attract transit ridership as well as contribute to the sense of place.

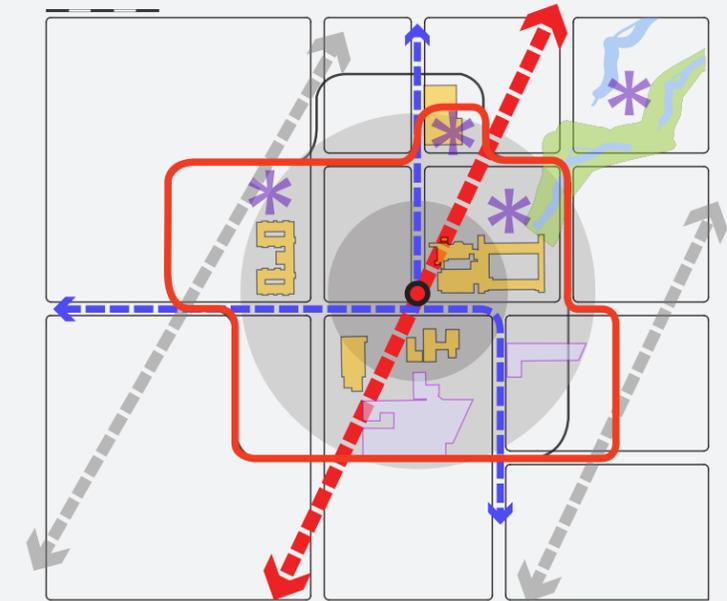


### 5. LANDMARKS

-  TOD PLANNING AREA BOUNDARY
-  REGIONAL DESTINATIONS AND KEY LANDMARKS

## LEGISLATIVE, POLICY AND PLANNING FRAMEWORK

The North Miami Mobility Hub & TOD Planning Area should be sensitive to boundaries established under previous plans, including the CRA boundaries, Overlay Districts, and other identified boundaries in the Comprehensive Plan at the city level such as the TCEA.



### 6. IMPORTANT BOUNDARIES

-  TOD PLANNING AREA BOUNDARY
-  OVERLAY BOUNDARIES

# PLANNING AREA BOUNDARY



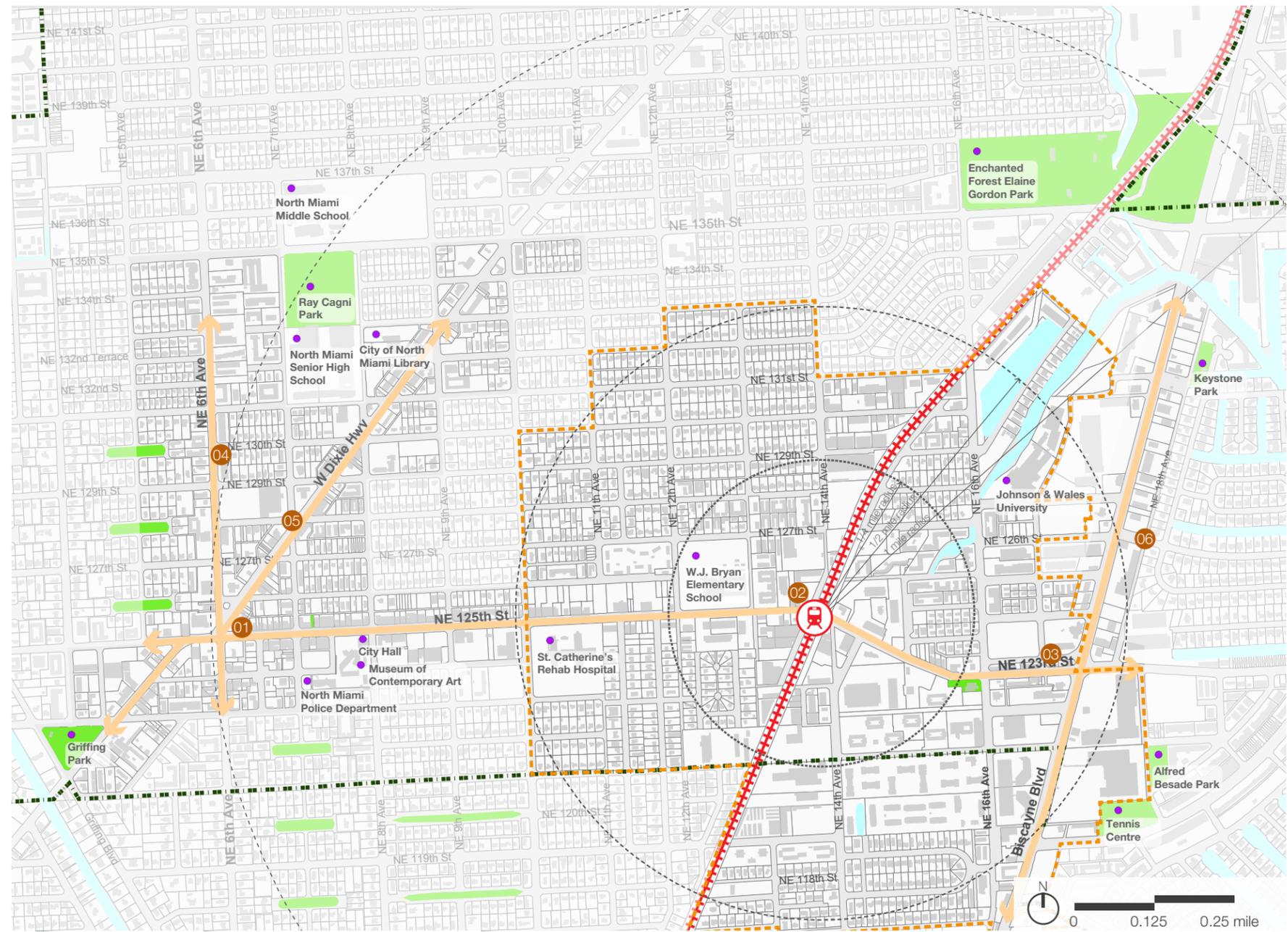
BRYAN ELEMENTARY SCHOOL



MOCA PLAZA



CITY OF NORTH MIAMI PUBLIC LIBRARY



## LEGEND

- North Miami City
- Planning Area
- Parcel
- Building Footprint
- Parks, Open Spaces & Recreation
- Water Body
- FEC Passenger Rail
- R Proposed NE 125th/123rd St. Station
- Major Landmarks

MAP 1.2: PROPOSED PLANNING AREA BOUNDARY



01 View towards South of NE 125th St. and East of NE 6th Ave.



03 View towards North of NE 123rd St. and East of NE 16th Ave.



05 View towards East of W Dixie Hwy and North of NE 127th St.



02 View towards South of NE 125th St. and East of NE 13 Ave.



04 View towards North of NE 129th St. and East of NE 10th Ave.



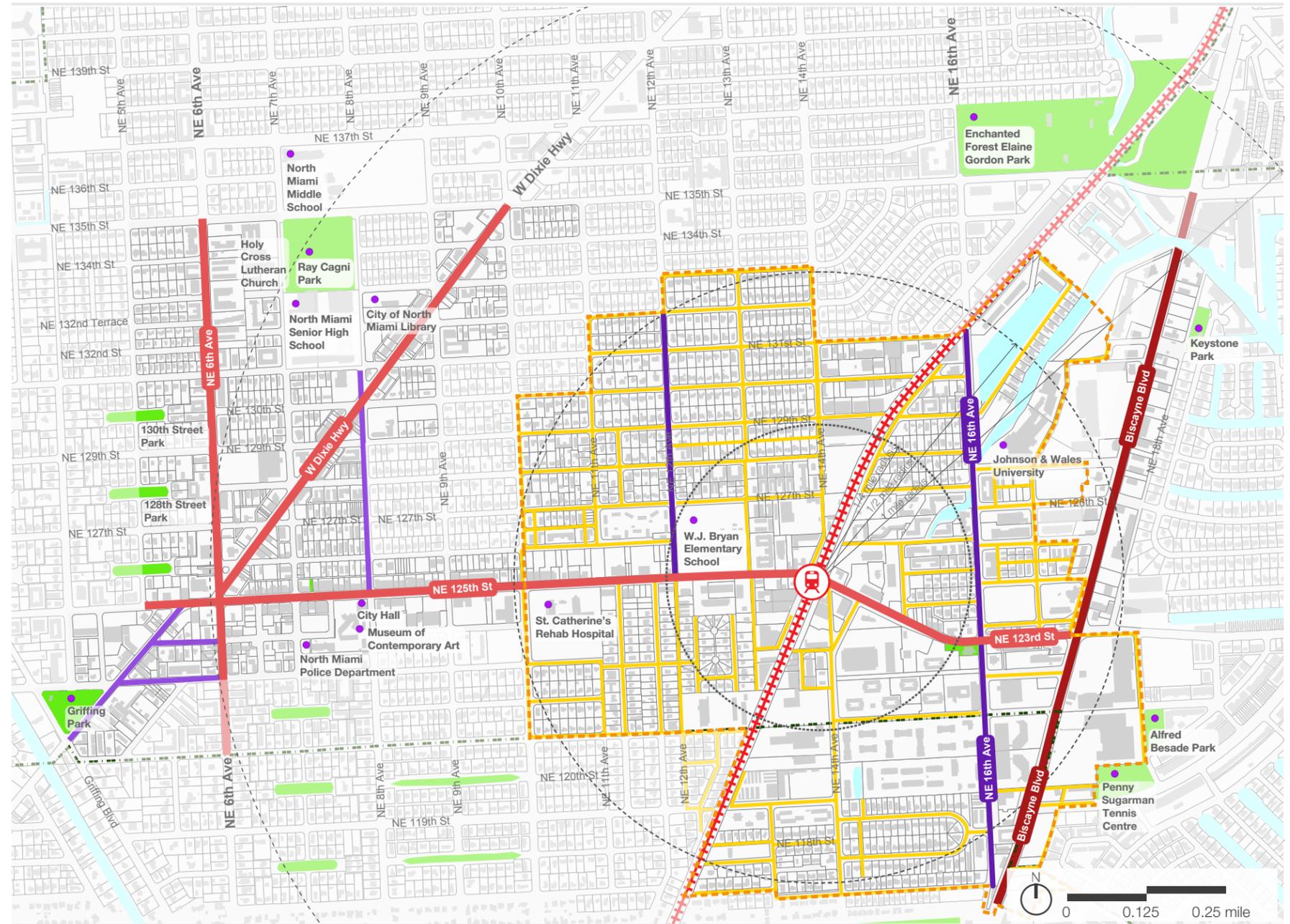
06 View towards East of Biscayne Blvd. and South of NE 125th St.

# MOBILITY IN NORTH MIAMI

At a basic level, TOD is about transportation choice and providing convenient and efficient access to transit, walking, bicycling, and driving. To achieve this balance, streets are designed as multi-functional spaces for the safe, convenient, and efficient mobility of all users. A starting point for this study was to understand the “connectivity” layer through an analysis of the inter-related issues of pedestrian access, transit, vehicular traffic, and parking in order to establish a solid framework on which to evaluate different options for refining the development alternatives for the Mobility Hub and TOD Strategic Plan.

## MAJOR CORRIDORS

North Miami is strategically located — within minutes of the region’s most important economic assets — major employers, institutions, infrastructure, and culture connected by the city’s major transportation gateway from the North defined by Biscayne Boulevard on the East and I-95 on the West. It is important to note that the entire City of North Miami has been designated as a Transportation Concurrency Exception Area (TCEA) since 2003. Because of this, it is exempted from concurrency requirements specified in Florida Statute 163.3180(5)(f) and does not have to maintain a minimum LOS. The following pages illustrate the major connectivity corridors:



### LEGEND

- |                  |                                 |                                     |                          |                       |
|------------------|---------------------------------|-------------------------------------|--------------------------|-----------------------|
| North Miami City | Building Footprint              | FEC Passenger Rail                  | Urban Principal Arterial | Urban Minor collector |
| Planning Area    | Parks, Open Spaces & Recreation | Proposed NE 125th/123rd St. Station | Urban Minor Arterial     | Local Streets         |
| Parcel           | Water Body                      | Major Landmarks                     | Urban Major Collector    |                       |

MAP 1.3: ROADWAY CONFIGURATION



**NE 125TH STREET & NE 123RD STREET (4 LANE + TURN LANE | E-W CONNECTOR)**

NE 125th/123rd Street, owned by the Florida Department of Transportation (FDOT) is classified as an urban minor arterial. It is one of the major vehicular corridors that transverse the Planning Area providing direct access to the beach and river towards the west and proposed passenger FEC rail station at the NE 125th Street/ FEC Rail intersection. It is also the only connection in the Planning Area over the railway tracks that connect two sides of the neighbourhood. It is a 4 lane, undivided street with left turn lanes at intersections. While sidewalks and painted sharrow are provided in all sections, the road is still dominated by high traffic volumes. With the high volumes, over speeding is also observed at the NE 123rd Street segment. The section is operating at LOS D (2015) and as per the projected 2030 traffic volumes from Comprehensive Plan, the section will operate at LOS F.

City of North Miami has also proposed a streetscape improvement and catalyst redevelopment projects along this road as part of North Miami Downtown Redevelopment Plan.

YEAR	2012	2013	2014	2015	2016	2030
AADT	33,500	32,000	31,500	31,500	31,500	49,491

Traffic Volumes | Source: FDOT



**BISCAYNE BOULEVARD (6 LANES & 4 LANES + TURN LANE | N-S CONNECTOR) – URBAN PRINCIPAL ARTERIAL**

Biscayne Boulevard, an Urban Principal Arterial, defines the eastern boundary of the Planning Area. It is the major employment generator in the City connecting Planning Area to surrounding neighbourhoods including Bay Harbor and immediate beach communities. The street also connects major landmarks in the city including the Florida International University’s (FIU) Biscayne Campus and internationally recognized Johnson & Wales University. At NE 123rd Street intersection, there is a variation in travel lanes – towards the north, the street has 4 lanes with left turn lanes at intersections and towards the south it is 6 lanes divided street. Being the Urban Principal Arterial, the section experiences some over-speeding at the southern portion below the NE 123rd Street. The section is operating at LOS B (2004) and as per the projected 2030 traffic volumes from Comprehensive Plan, the section will operate at its adopted LOS, i.e. LOS E+50 (This road is allowed to reach 150% of capacity for LOS E due to its location in the urban infill area with extraordinary transit service).

Based on Downtown Master Plan, road diets and median reductions have taken place for Biscayne Blvd to introduce sharrow.

YEAR	2012	2013	2014	2015	2016	2030
AADT	52,000	50,000	52,000	49,000	53,000	

Traffic Volumes | Source: FDOT



**WEST DIXIE HIGHWAY (4 LANES | N-S CONNECTOR) – URBAN MINOR ARTERIAL**

It was designed as the interstate highway to start in Chicago and end in Miami before the opening of I-95. It now serves as an Urban Minor Arterial attracting retail and arts/gallery as majority of this corridor contains the Arts, Cultural & Design Zoning District. Though having a posted speed of 35 miles/hr, the segment experiences some over speeding. The corridor is a 4 lane divided street with restricted movement due to traffic congestion at Five Point’s area. AADT averaged 24,000 vehicles in 2016 from 23,000 in 2010. The section is operating at LOS F (2015) and as per the projected 2030 traffic volumes from Comprehensive Plan, the section will operate at LOS E+20 for the section between NE 119th St. to NE 125th St and at LOS E between NE 125th St. to NE 135th St.

The five point’s area had been identified as one of the difficult intersections for both pedestrians and persons travelling by vehicle. The area had been a focal point of studies for the City to identify and recommend transportation improvements. Recently, the City has approved to close the vehicular movement and allow only transit movement at south bound leg of Dixie Hwy at 125th Street and divert the traffic west on 128th Street, then south on 6th Ave

YEAR	2012	2013	2014	2015	2016	2030
AADT	21,000	22,000	23,000	24,500	24,000	33,352

Traffic Volumes | Source: FDOT



**NE 6TH AVENUE (6 LANES & 4 LANES + TURN LANE | N-S CONNECTOR) – URBAN MINOR ARTERIAL**

An urban minor arterial, NE 6th Avenue defines the western boundary of the Planning Area. It connects the 125th Street at five point intersection. A large portion of this corridor included in the Planning Area falls within the Downtown Core and Arts, Cultural and Design Zoning Overlay District. Although, there are not many local destinations along it except for publix, the street act as a north/south connection to the major roads outside of the Planning Area. The street also provides access to local destinations.

The section is operating at LOS D (2015) and as per the projected 2030 traffic volumes from Comprehensive Plan, the section will operate at its adopted LOS, i.e. LOS E+20 (This road is allowed to reach 120% of capacity for LOS E due to its location in the urban infill area and the presence of transit service operating with less than 20 minute headways).

YEAR	2012	2013	2014	2015	2016	2030
AADT	15,400	15,100	16,500	16,300	17,000	

Traffic Volumes | Source: FDOT



NE127TH ST & NE12TH ST INTERSECTION

**NEIGHBOURHOOD ROADS**

Majority of the streets in the Planning Area serve as local streets with two lanes undivided typology, with the exception of NE 16th Avenue and 12th Avenue serving as urban major collector and NE 8th Avenue as urban minor collector. NE 16th Avenue serves as a direct connection to Johnson & Wales University with dedicated bike lanes whereas NE 12th connects W.J. Bryan Elementary School attracting residents and children. NE 8th Avenue connecting the two largest civic complexes (MOCA and City Library) within the City is proposed as a Green Trail in the Downtown Master Plan. The redeveloped roadway segment will include repaving the entire street with pedestrian amenities, NoMi banner, and shade trees.

YEAR	2012	2013	2014	2015	2016	2030
AADT	15,400	15,100	16,500	16,300	17,000	

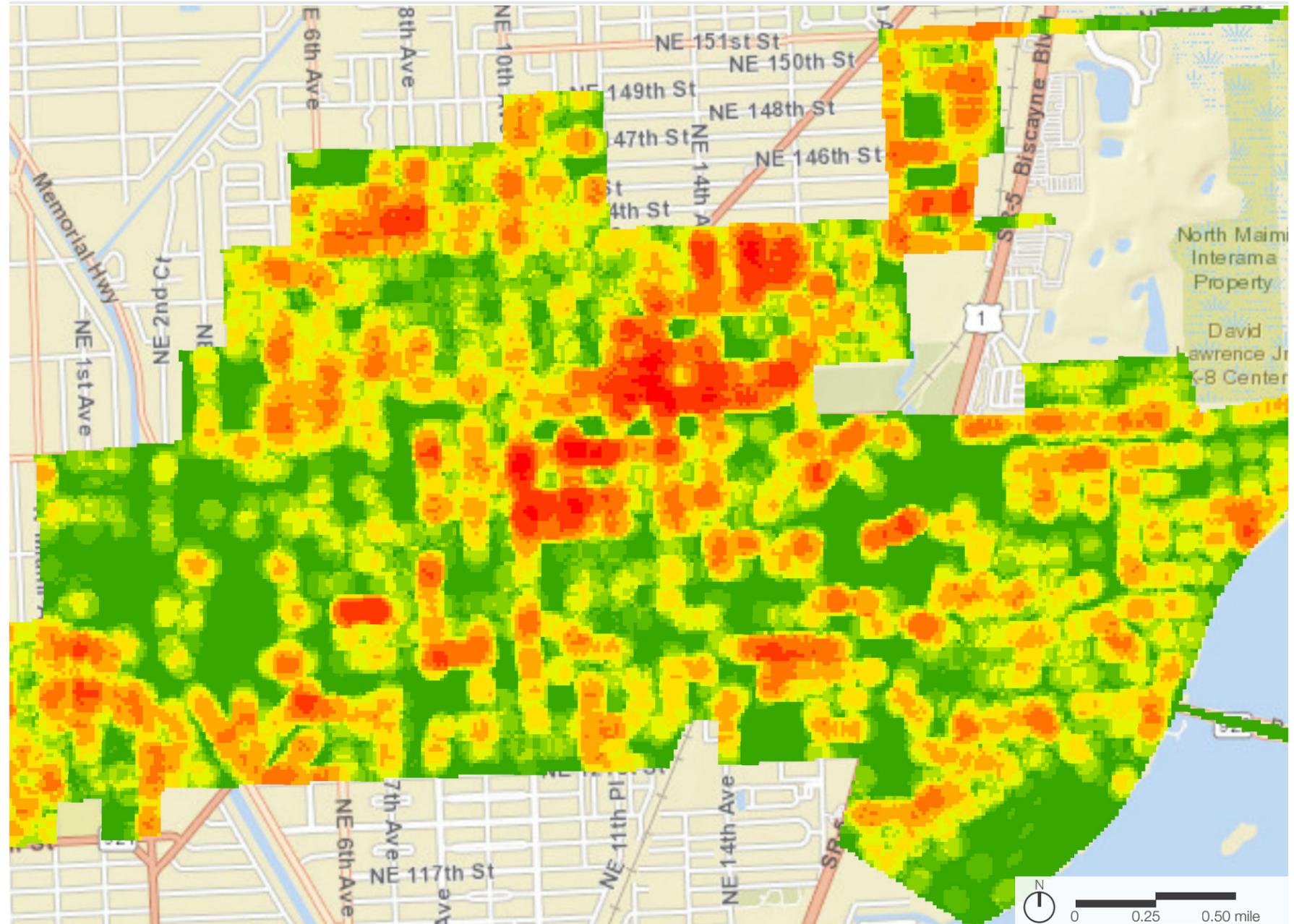
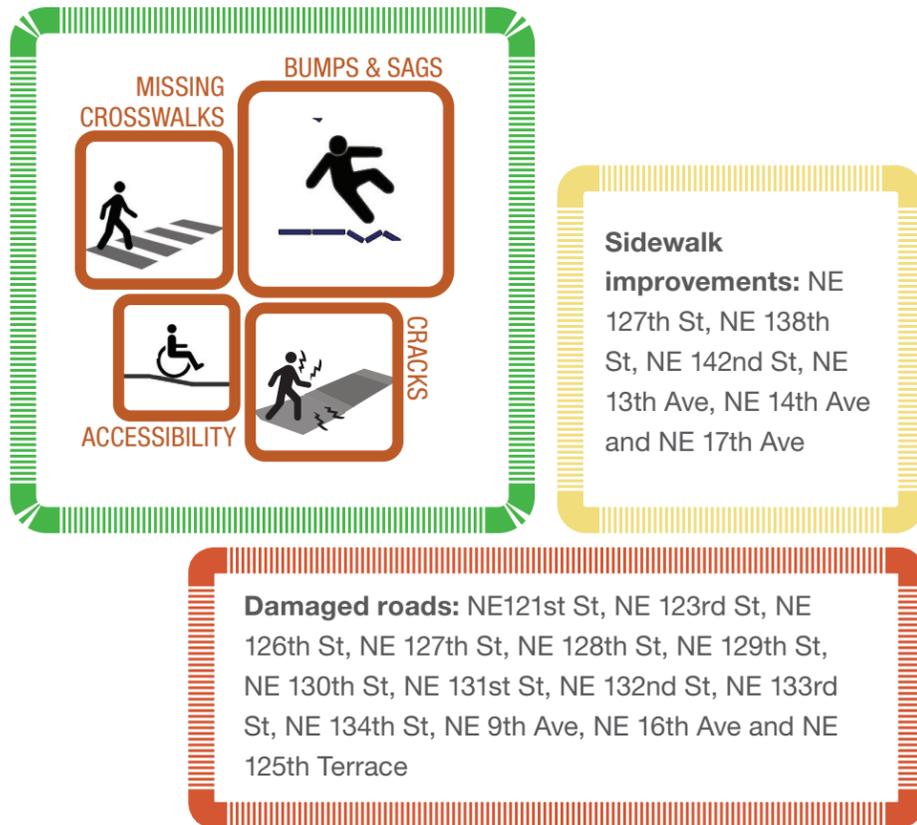
Traffic Volumes | Source: FDOT



ALLEYWAY

## RIGHT-OF-WAY CONDITION

In 2017, the City of North Miami organized a survey to identify and record points of distress within the right of way based on the condition and quality of its asphaltic pavement, sidewalks, swales and other right of way structures or features. The study identified the location, distress type, and an overall severity rating ranging from low, to moderate to extensive distress. Based on it, the extensive distress points in the Planning Area are divided by targeting sidewalk tripping hazards, or identifying highly damaged roads in need of full resurfacing:



### LEGEND



MAP 1.4: HEAT MAP FOR RIGHT-OF-WAY CONDITION (SOURCE: REPORT FOR RIGHT-OF-WAY CONDITION SURVEY, 2007)

# PUBLIC TRANSIT

## METROBUS

Miami-Dade County provides public transit serving the City of North Miami. However, there are no public transit terminals or transit stations within the City. The fixed-route transportation service, Metrobus, provides service to North Miami via 18 routes, out of which 6 routes cover the Planning Area. The headways for peak hour range between 7.5 and 60 minutes. The highest ridership in the Planning Area is at the “5-Points” intersection along the Griffing Park, North Miami City Hall, FIU, and intersections of NE 135th Street/NE 6th Avenue, NE 123rd Street/Biscayne Boulevard (Ridership for March & May, 2016).

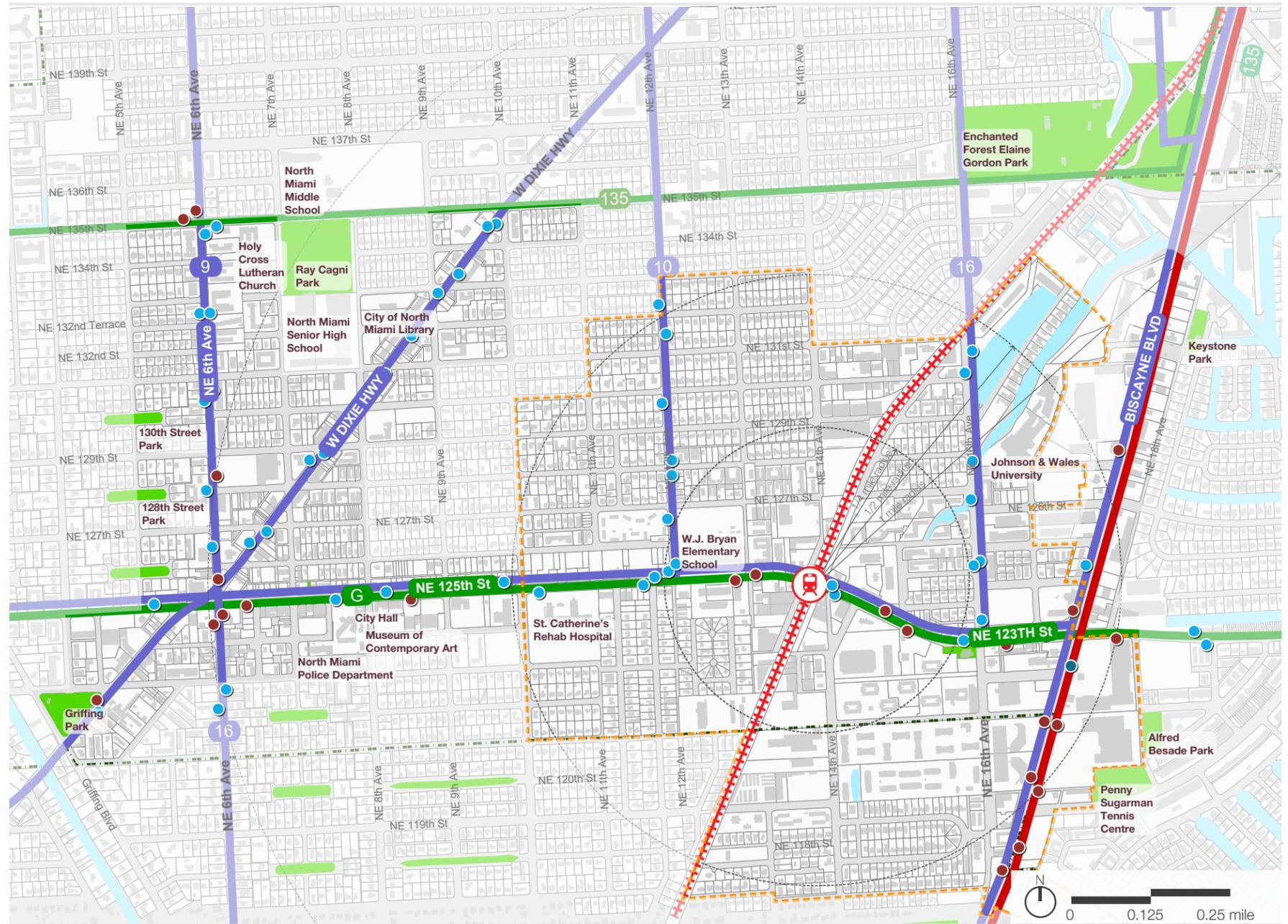


### 6 ROUTES

N-S CONNECTIONS – 3, 9, 10, 16, 19 E-W CONNECTIONS – 135, 75, AND 107 (G)



HEADWAY TIME  
**7.5 AND 60 MINUTES**



### LEGEND

- |                  |                                 |                                     |                                |                    |
|------------------|---------------------------------|-------------------------------------|--------------------------------|--------------------|
| North Miami City | Building Footprint              | FEC Passenger Rail                  | East-West Local Stop Service   | Transit Stop Signs |
| Planning Area    | Parks, Open Spaces & Recreation | Proposed NE 125th/123rd St. Station | North-South Local Stop Service | Bus Stop (Shelter) |
| Parcel           | Water Body                      | Major Landmarks                     | Limited-Stop Service           |                    |

MAP 1.5: PUBLIC TRANSIT - METROBUS ROUTES

## NoMi EXPRESS

The city also runs the local transit circulator, NoMi Express as a free service moving residents and visitors around the City. Running on four routes, NoMi Express covers the entire Planning Area and operates during the weekdays from 7:00 a.m. to 9:00 p.m. As part of June 2017 study, optimizing NOMI express routes, connections and technology, a new weekend route (10.7 mile) is proposed which will pass through our Planning Area connecting residential neighborhoods with retail and the supermarket, local parks (such as Griffing Park), and other transfer points. Similar to Metrobus, NoMi routes also experience high ridership at the same locations.



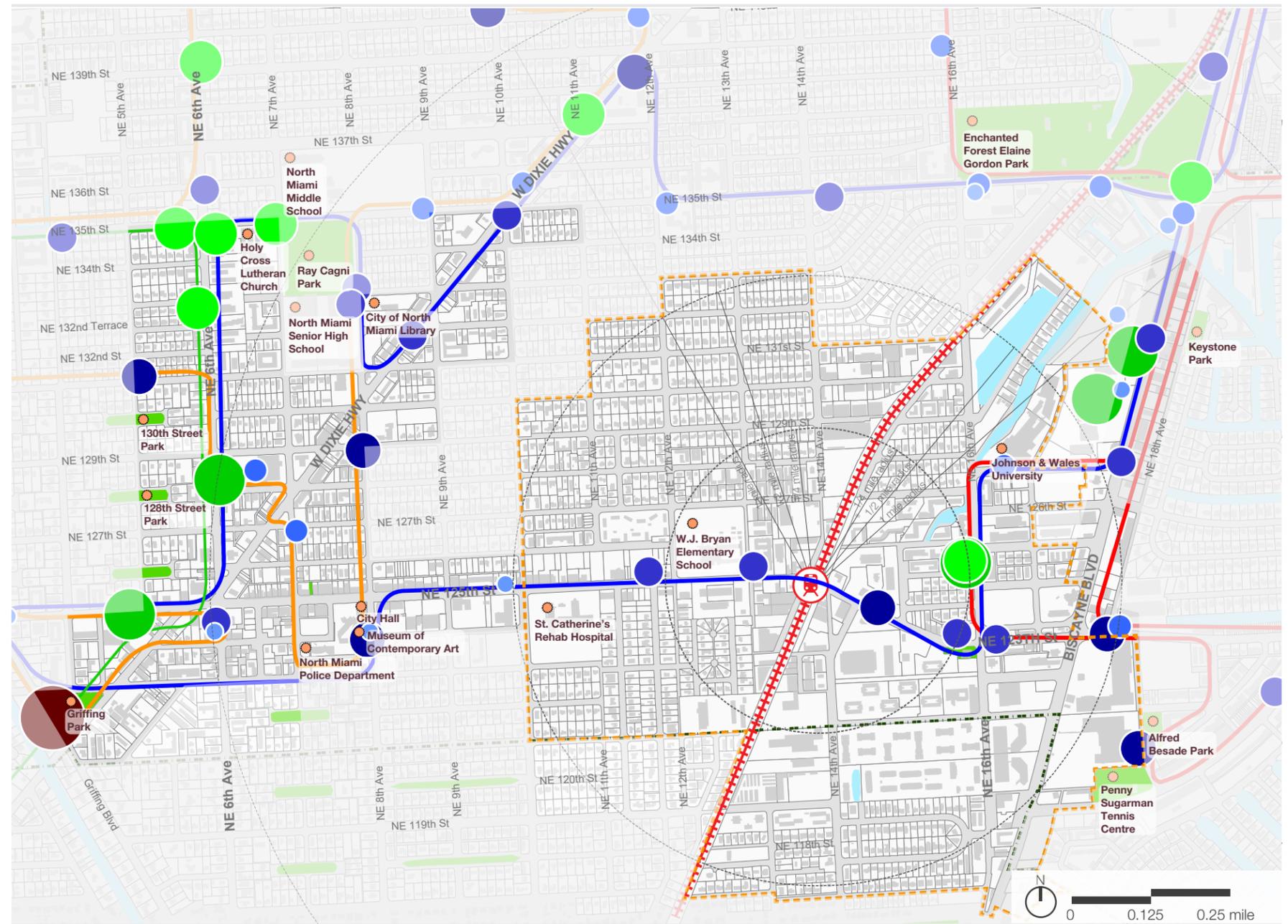
**4 ROUTES**

RED, BLUE, ORANGE, GREEN



HEADWAY TIME

**60 MINUTES**



### LEGEND

North Miami City	Building Footprint	FEC Passenger Rail	NoMi Express Routes Red Route	Stops Average Daily Ridership 2016 > 6	128 - 192
Planning Area	Parks, Open Spaces & Recreation	Proposed NE 125th/123rd St. Station	Blue Route	7 - 33	Above 193
Parcel	Water Body	Major Landmarks	Orange Route	34 - 52	
			Green Route	75 - 127	

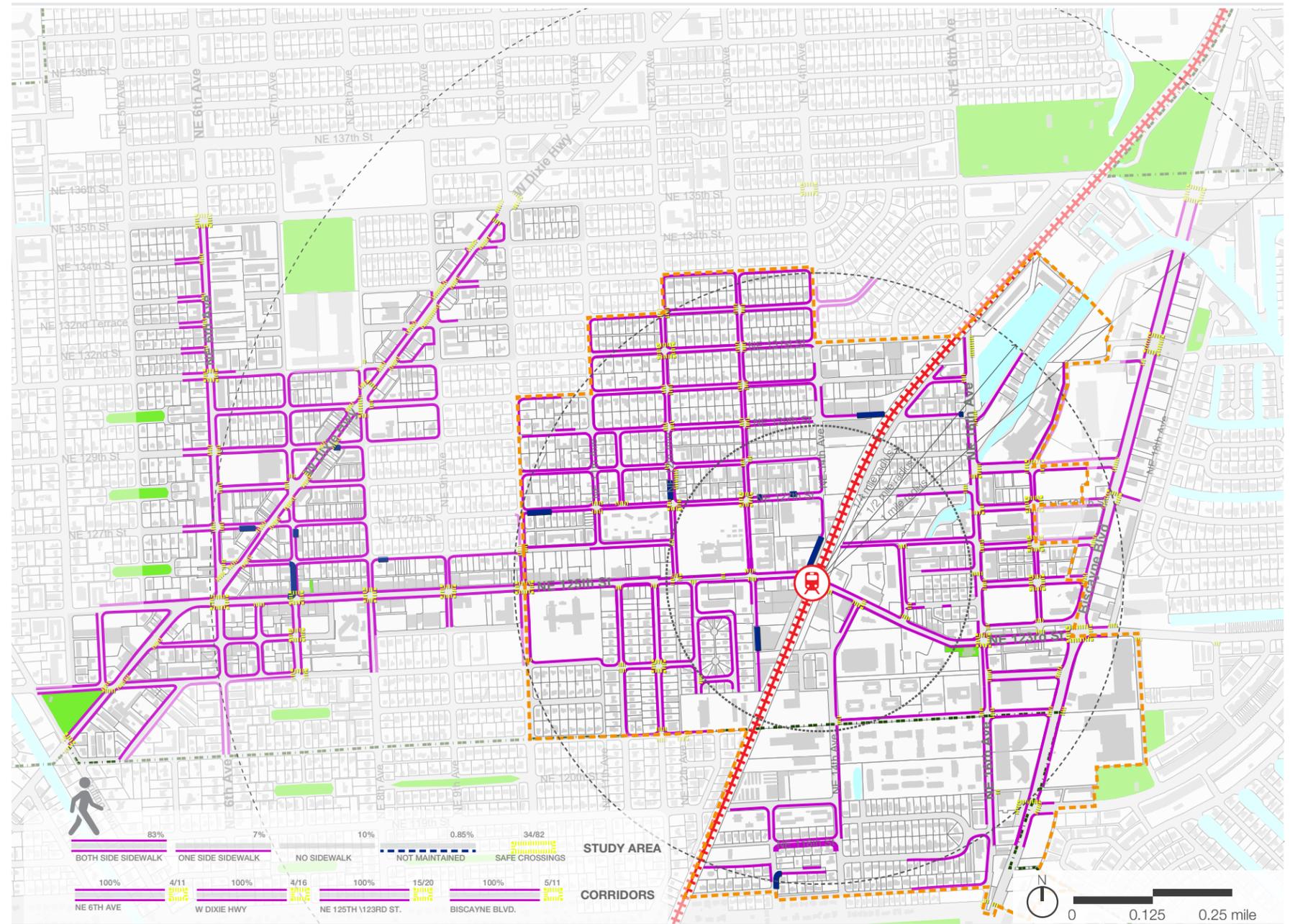
MAP 1.6: PUBLIC TRANSIT - NOMI EXPRESS ROUTES

## FIRST AND LAST MILE CONNECTIVITY

The Planning Area's overall physical structure, with blocks typically measuring 100 feet by 200 feet, is ideal for creating a safe pedestrian environment, allowing frequent intersections and interconnected areas. However, in the half mile radius, the pedestrian access is limited due to larger block sizes created by physical barriers such as large land parcels, fenced industrial uses, private development and railway track.

## PEDESTRIAN NETWORK

In general, the Planning Area has a better sidewalk coverage; 83% of the streets have sidewalks on both sides, 7% have only one side and 10% have no sidewalk. As part of this Study, an existing sidewalk and pedestrian facilities inventory is conducted particularly along the main streets to assess safety and accessibility. Sidewalks are frequently missing near the residential/industrial area in the quarter mile radius, and many existing sidewalks are in need of repair.



### LEGEND

- [Dashed Green Box] North Miami City
- [Grey Box] Building Footprint
- [Red Line with Cross-ticks] FEC Passenger Rail
- [Purple Line] Well Maintained Sidewalk
- [Dashed Orange Box] Planning Area
- [Green Box] Parks, Open Spaces & Recreation
- [Red Circle with Train] Proposed NE 125th/123rd St. Station
- [Blue Line] Poor Condition Sidewalk
- [White Box] Parcel
- [Light Blue Box] Water Body
- [Purple Circle] Major Landmarks
- [Yellow Dashed Line] Crosswalks

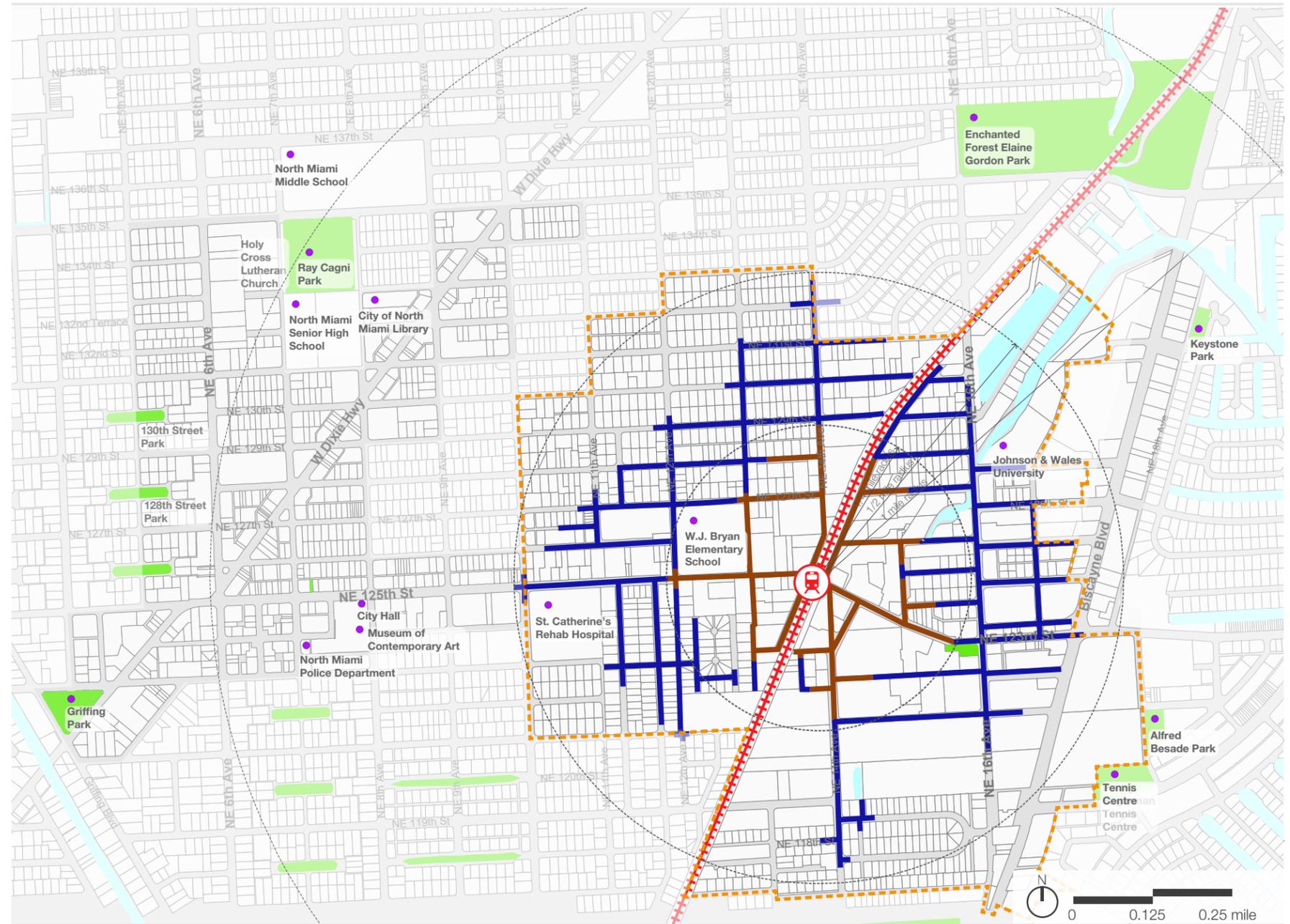
MAP 1.7: SIDEWALK CONDITION



## PED-SHED ANALYSIS

To evaluate walkability and easy permeability of the neighborhood of how easy it is for people to move through North Miami to get to and from centres or facilities, ped-shed analysis was conducted.

Based on the walkability survey, the compiled information was collected at the macro-level to highlight potential areas of intervention. With the FEC transit station as a starting point, all 1/4-mile and 1/2-mile routes based on the street grid were mapped and then consolidated into a larger catchment shape. The below infographics and map explains the on-ground analysis.



### LEGEND

- |                  |                                 |                                     |                 |
|------------------|---------------------------------|-------------------------------------|-----------------|
| North Miami City | Building Footprint              | FEC Passenger Rail                  | 1/4 Mile Routes |
| Planning Area    | Parks, Open Spaces & Recreation | Proposed NE 125th/123rd St. Station | 1/2 Mile Routes |
| Parcel           | Water Body                      | Major Landmarks                     |                 |

MAP 1.9: PED-SHED ANALYSIS

## SHARED MOBILITY

Shared mobility has gained prominence as a viable alternative to complete the first and last mile solutions in North Miami. The alternatives that have recently picked up in the City include:

- **Car sharing** in Johnson and Wales, North Miami, a private car-sharing system (ZipCar) that enables members to reserve vehicles with a mobile app, online, or through phone on an as-needed hourly basis.
- **LimeBike**, a private dockless bicycle sharing program to provide this service to North Miami residents. This allows for a new level of consumer flexibility so bikes can really meet their transportation needs and the potential to serve a wider community.
- **Jitney Service** - The jitney, the common name for a shared taxi, is appealing to some for several reasons. Unlike the bus, which has a fixed schedule, jitneys zoom by seemingly every five minutes and is a cheap and dependable way to get around the city. Managed by the Department of Transportation and Public Works, a new route is approved on W.Dixie Hwy connecting NE 2nd Ave to NE 164th St. along W. Dixie Hwy.



ZIPCAR

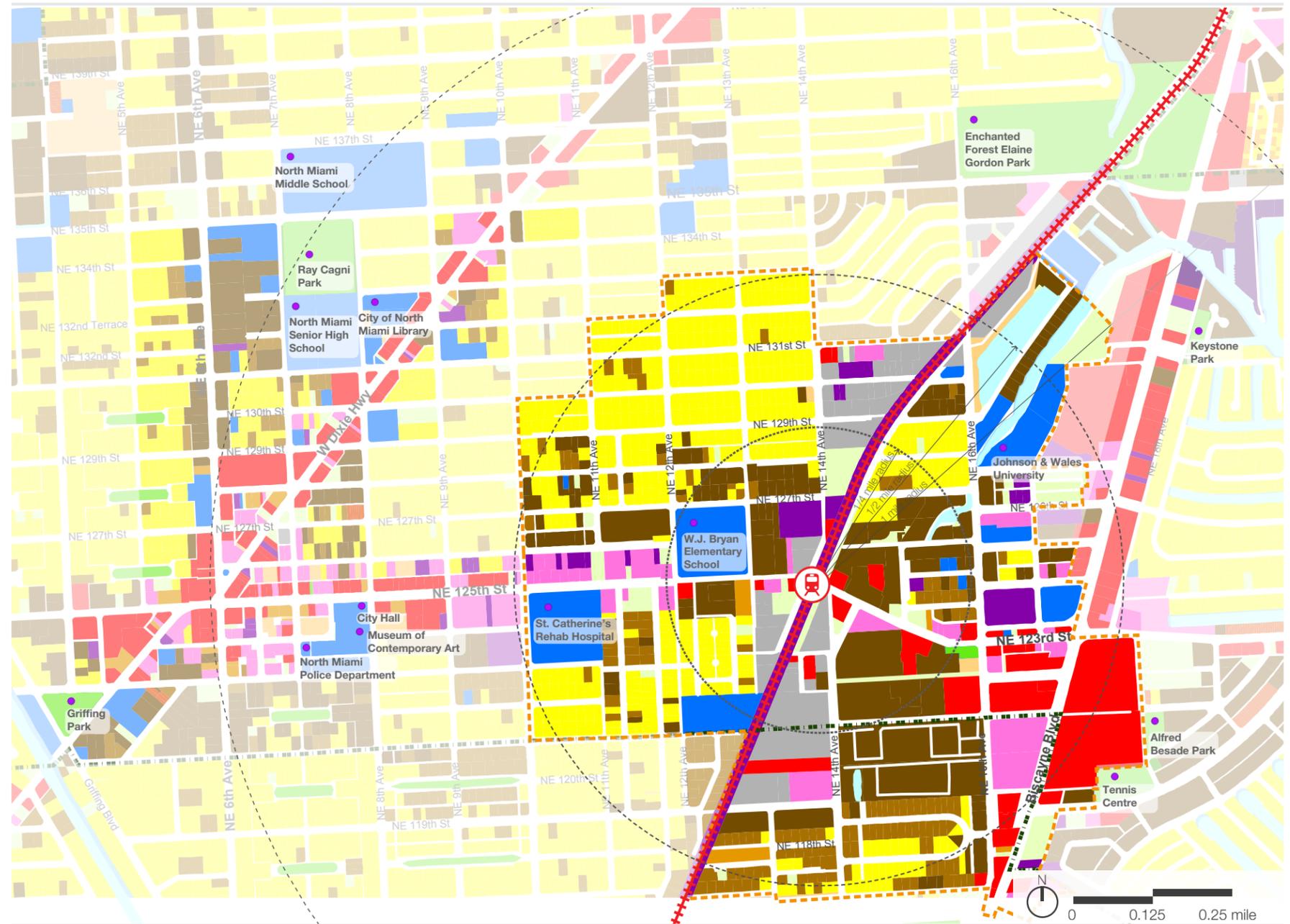
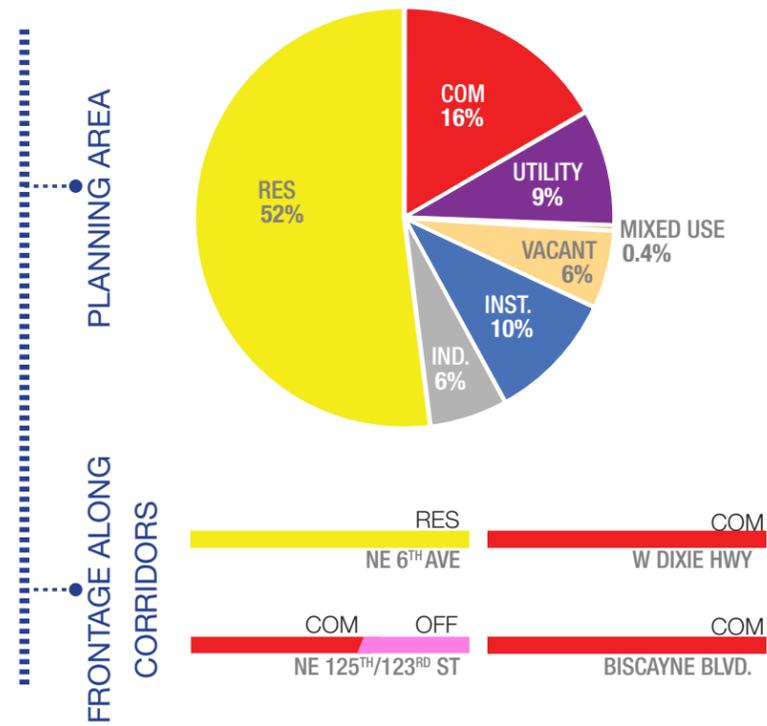


LIMEBIKE

# DEVELOPMENT TODAY

## EXISTING LAND USE ANALYSIS

As illustrated in , the FEC passenger rail corridor divides the area into two halves. The western side is more dominated by residential land use with mix of commercial and offices along the NE 125th Street whereas the eastern half accounts for more active uses with high percentage of commercial land use along the Biscayne boulevard and Johnson & Wales University accounting for major chunk. In general, the Planning Area has a high percentage of residential uses (52%) with large parcels of underutilised Industrial lands (7%) mostly used as warehouses, automotive, and storage facilities near the proposed FEC station location. The low ratio of building to area creates potential redevelopment opportunities within the Planning Area.



MAP 1.10: EXISTING LAND USE



North Miami City Hall



Development along West Dixie Highway



Johnson & Wales University



Gwen Margolis Community Centre



First Church of North Miami



Development along Biscayne Boulevard

## EXPLOSION OF NEW RETAIL DEVELOPMENT

Over the next four years North Miami will be experiencing new development unseen before in its history. As of March 30, 2018, the City of North Miami has approved 51,880 square feet of new small-scale retail development, largely redevelopment of existing properties for new tenancies. However, the approved master plan for the Sole Mia project included 633,950 square feet of new retail development. It appears, however, that according to City records, that 838,215 square feet has already been approved in two projects — a new Costco, and the new Warren Henry Auto Dealership at SoLe Mia. In addition, the Uptown Biscayne mixed use project, in North Miami Beach, which is not in the North Miami Market Area, but nearby, been approved by the City of North Miami Beach. The project will feature residences, office space, and 70,000 square feet of retail, including restaurants and a national grocer. These two projects would challenge even the high rate of retail absorption in the Northeast Dade retail submarket.

It is more likely that Sole Mia and Uptown Biscayne could help market central North Miami, increase its visibility, and if successful, continue to improve North Miami's image as a retailing, development and investment location.



Retail component at Sole Mia



Sole Mia Masterplan

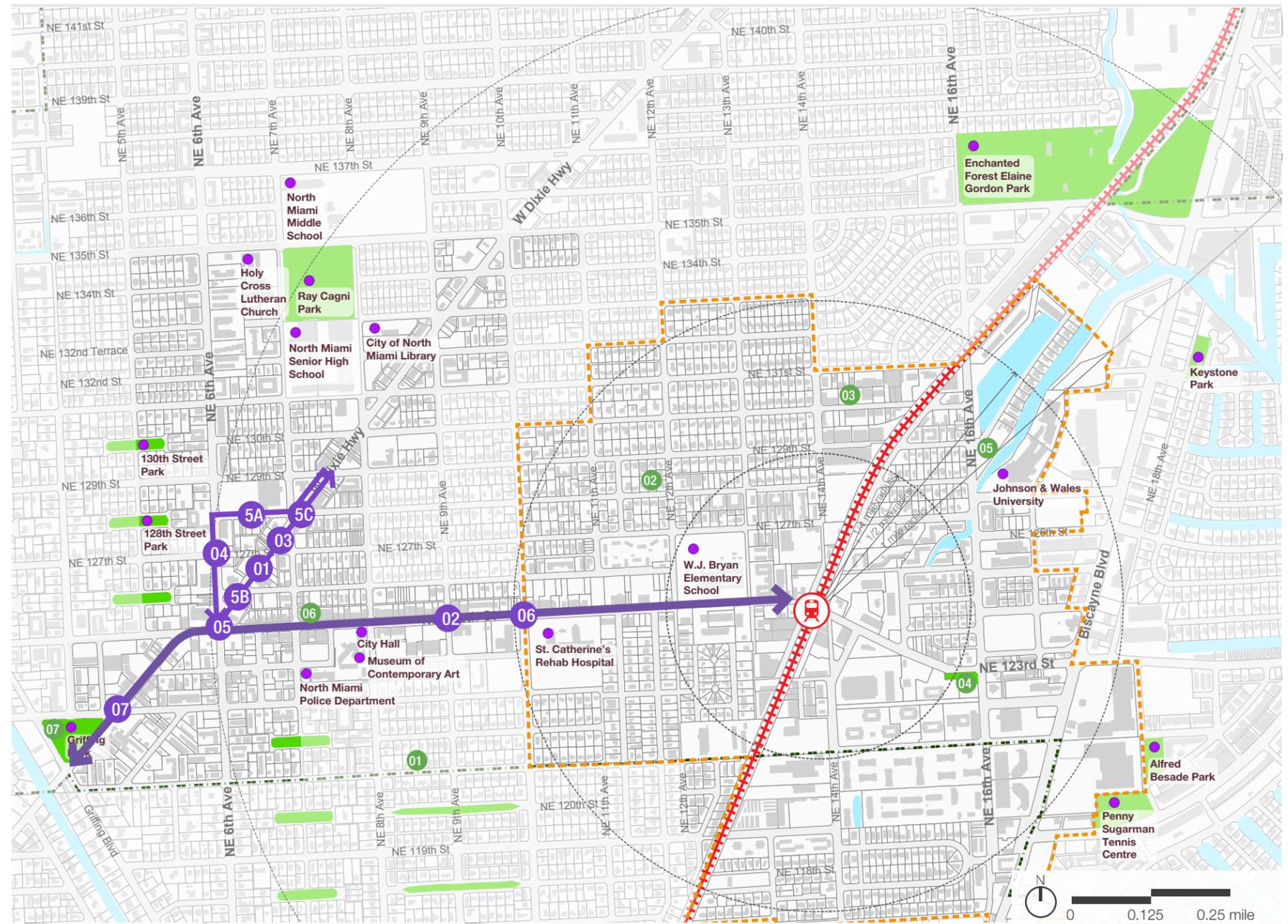
## PROPOSED PROJECTS

### OPEN AREAS AND PUBLIC PARKS

- 01 South Central Park
- 02 Central West Park
- 03 Central East Park
- 04 Gwen Margolis Center
- 05 Biscayne Landing Passive Park
- 06 Liberty Garden's Park
- 07 Design interventions for Griffing Park Amphitheater

### TRANSPORTATION

- 01 Close Dixie Hwy between NE 125<sup>th</sup> St. & NE 127<sup>th</sup> St
- 02 Convert NE 125th Street to 3-Lanes
- 03 Signalize NE 127th Street & Dixie Highway
- 04 Signalize NE 127th Street & NE 6th Avenue
- 05 "5-Points" Phasing Modifications
- 5A Divert southbound Dixie Hwy traffic west on 128th Street then south on 6th Avenue
- 5B Keep 1 lane of northbound Dixie Hwy open at 125<sup>th</sup> St
- 5C Improved pedestrian crossings
- 6 NE 125<sup>th</sup> St & NE 10<sup>th</sup> Ave Phasing Modifications
- 7 Coordinate NE 123rd Street & Dixie Highway



#### LEGEND

- |                  |                                 |                                     |
|------------------|---------------------------------|-------------------------------------|
| North Miami City | Building Footprint              | FEC Passenger Rail                  |
| Planning Area    | Parks, Open Spaces & Recreation | Proposed NE 125th/123rd St. Station |
| Parcel           | Water Body                      | Major Landmarks                     |

MAP 1.11: COMPOSITE MAP OF KEY PROJECTS (OPEN SPACES & TRANSPORTATION IMPROVEMENTS)

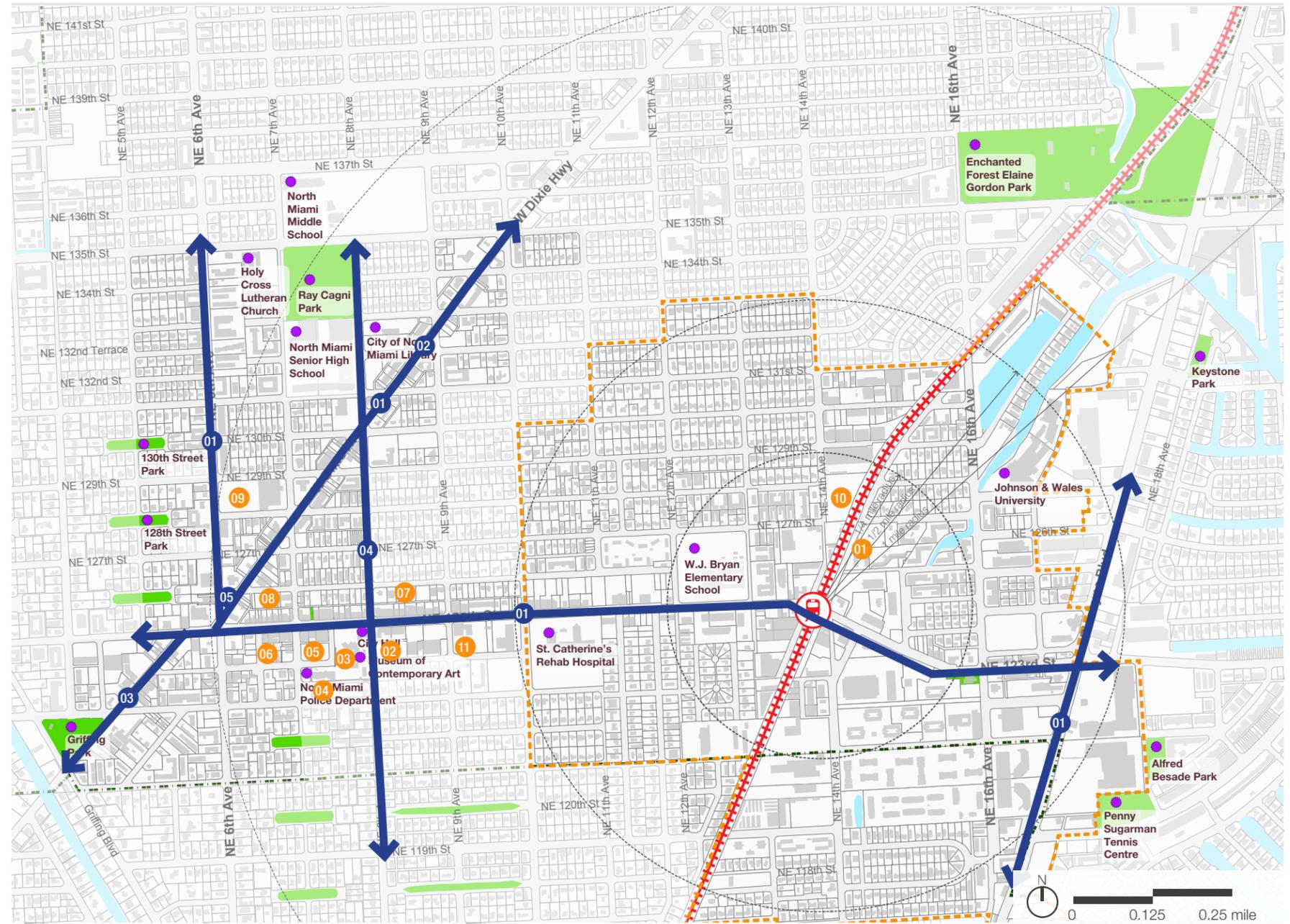
## PROPOSED PROJECTS

### STREETSCAPE IMPROVEMENTS PROJECTS

- 01 Streetscape design for 125th Street, West Dixie Highway, NE 6th Avenue, & Biscayne Boulevard
- 02 Improvements near NE 132 Street Fountain
- 03 Improvements on West Dixie Green Trail
- 04 Improvements on NE 8th Avenue
- 05 Design of Street Liberty Gardens Park at 125th St.
- 06 Recommendations for Five Points Intersection

### MIXED-USE DEVELOPMENT

- 01 FEC TOD Study
- 02 Propose mixed-use parking garage on NE 8th Ave
- 03 Conceptual plan MOCA Plaza/Civic Center Complex - Hotel, offices, park space
- 04 Parking Garage – NE 123rd ST between 7th & 8th Avenues
- 05 Parking Garage & Hotel – NE 7th Ave between 124th & 125th Street
- 06 Parking Garage – NE 6th Ct between 124th & 125th Streets
- 07 Mixed Use and Parking Garage – NE 126th Street between NE 8th and 9th Avenue
- 08 Mixed Use and Parking Garage – NE 126th Street between W.Dixie Hwy and 7th Ave
- 09 Publix Supermarket + Parking Garage – NE 128th Street between W.Dixie Hwy & 6th Ave
- 10 Retail, Utility & Parking Garage – NE 128th street between NE 14th Ave and FEC Railway
- 11 Parking Garage + Office + Retail – NE 125th Street between NE 9th Ave & NE 10th Ave



#### LEGEND

- |                  |                                 |                                     |
|------------------|---------------------------------|-------------------------------------|
| North Miami City | Building Footprint              | FEC Passenger Rail                  |
| Planning Area    | Parks, Open Spaces & Recreation | Proposed NE 125th/123rd St. Station |
| Parcel           | Water Body                      | Major Landmarks                     |

MAP 1.12: COMPOSITE MAP OF KEY PROJECTS (STREETSCAPE IMPROVEMENTS & PROPOSED DEVELOPMENT)

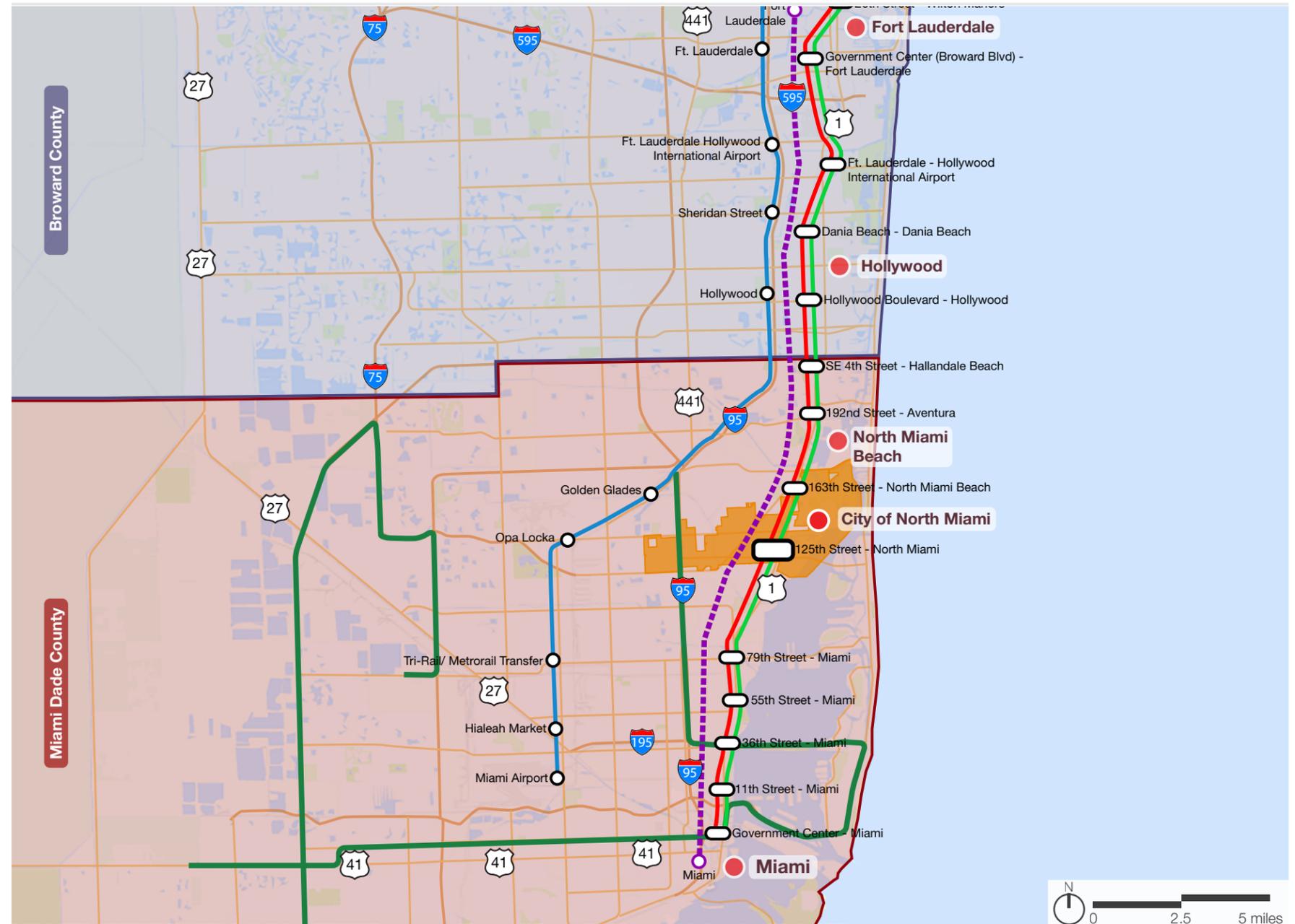
# REGIONAL CONTEXT

## REGIONAL TRANSIT

From a regional transit perspective, the City of North Miami is well poised to take advantage of existing Tri-Rail commuter corridor with Opa-locka station located 5 miles from the city's urban core, connected by the Miami Dade Transit service and further serviced by the NoMi local shuttle service. Planned transit initiatives, including the Tri-Rail Coastal Link and the Strategic Miami Area Rapid Transit (SMART) Plan (Northeast Corridor) emphasize the need to better connect the region's urban centers with each other through public transit systems.

Other suburban cities located along the Tri-Rail corridor, specifically Aventura (14,235 /sq.mile) and North Miami Beach (9,090/sq.mi) support higher densities as compared to North Miami within their city limits.

	NORTH MIAMI	NORTH MIAMI BEACH	AVENTURA
Population (2016)	62,158	43,722	37,515
Area (sq. mi.)	8.41	4.83	2.65
Population Density (Persons per sq. mi.)	7,391	9,052	14,157



**LEGEND**

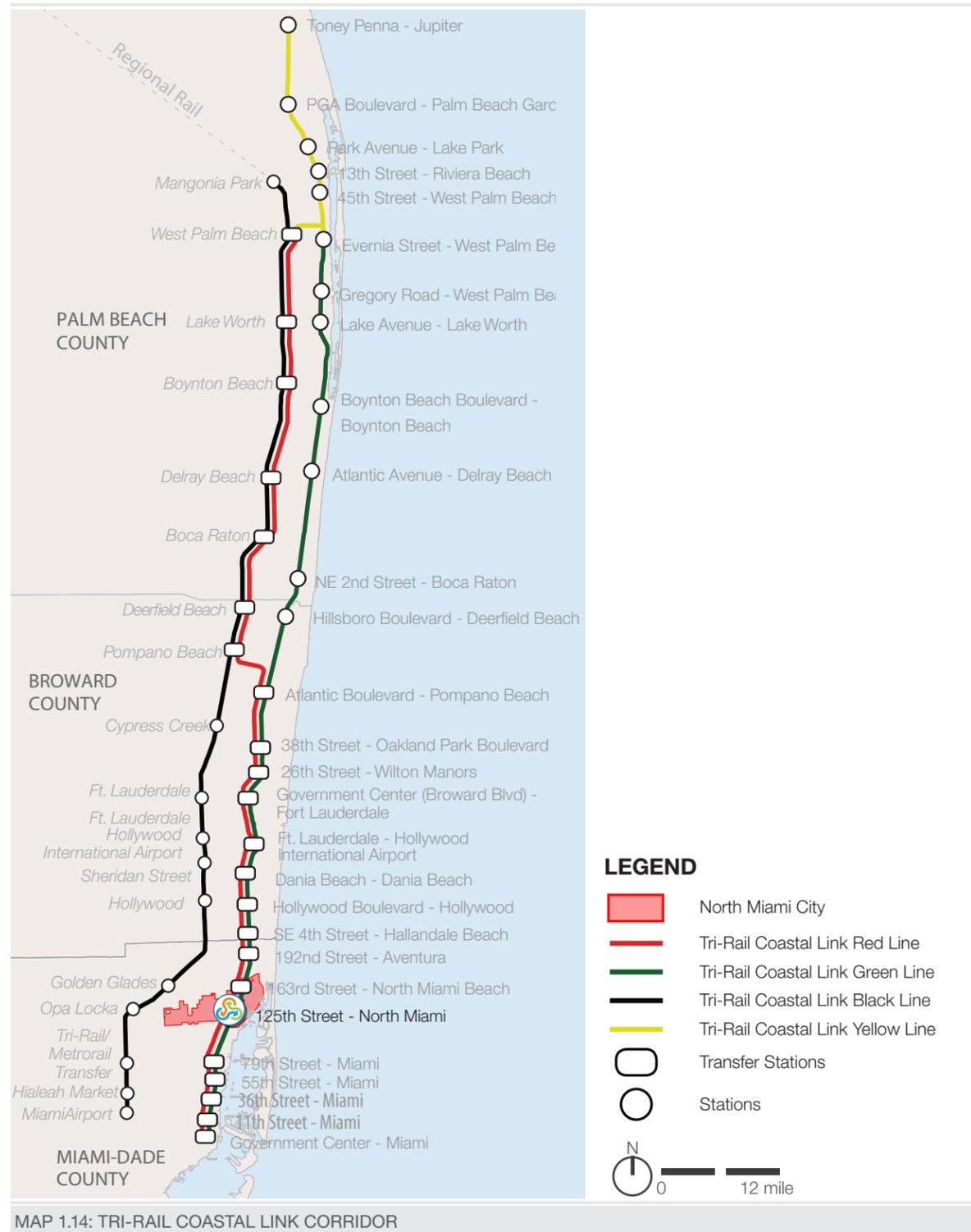
- Miami Dade County
- North Miami City
- Interstate
- Highways
- Transfer Stations
- Stations
- Tri-Rail Coastal Link Red Line**  
Connecting West Palm Beach, Boca Raton, Fort Lauderdale and Downtown Miami
- Tri-Rail Coastal Link Blue Line**  
The existing Tri-Rail service between Boca Raton and the Miami Intermodal Center
- Bright Line**  
Passenger rail system connecting Fort Lauderdale and West Palm Beach—with connections to Miami and Orlando.
- Tri-Rail Coastal Link Black Line**  
Adds new service between Jupiter and downtown Fort Lauderdale
- Bus Express Rapid Transit (Bert) Network**

MAP 1.13: REGIONAL CONNECTIVITY

As the sixth largest city in Miami Dade County, the City of North Miami is also one of the three transit stops along the future Tri-Rail Coastal Link that will provide regional public transit connectivity to Jupiter, West Palm and Fort Lauderdale in the north and to Miami in the south. The possibility of a future high frequency rail connection in North Miami provided the impetus for the **City Council to support this initiative by calling for a transit center overlay within a quarter-mile of the planned FEC Passenger Rail Station.**

Focusing on the immediate ½ mile area around the proposed stations, North Miami's station at 125th Street is projected to support the lowest ridership of the three stations, while supporting the highest population density (refer graphic on the following page).

Taking these initiatives into account and to ensure that North Miami residents are provided with safe and affordable multi-modal transportation options, reduced traffic congestion, and maximized carbon free mobility, **the City has retained IBI Group** to develop a detailed Mobility Hub plan and transit oriented development strategy for the area around NE 125th/123rd Street and the FEC Railway. This report presents the existing conditions inventory and analysis of opportunities within the area to promote North Miami as a multi-modal hub with supportive compact Transit Oriented Development to create a vibrant, walkable and accessible Mobility Hub in North Miami's urban core.



# GROWTH MANAGEMENT TRENDS

## SUSTAINABILITY - GREENPRINT

Released in 2010, GreenPrint seeks to answer- how do Miami Dade as a society and as a government avoid the temptation to grow, build and pollute again when our fortunes improve? How do it manage growth, consume only what is needed, recycle more and conserve water and energy?

GreenPrint is a special effort to include concrete strategies and actions to help achieve the sustainable development vision laid out by a 30-year Comprehensive Development Master Plan (CDMP) in light of climate change considerations. The CDMP provides for sustainable development, adjusting developable land capacity to meet projected needs, preservation of wetlands and agricultural areas and protection of drinkable water well fields. It expresses the County's general objectives and policies, addressing where and how development or conservation of land and natural resources will occur during the next 10 to 20 years, as well as the delivery of County services to accomplish the Plan's objectives.

Inherent to its mission as an overarching community plan, GreenPrint has been created to build on existing knowledge, enhance existing initiatives and engage existing stakeholders. Its success is not dependent on creating an entirely new framework or forcing partners into compliance; to the contrary, the goals of GreenPrint will live in its ability to unify and standardize this community's growing commitment to a sustainable future.



## RESILIENCE - MD CLIMATE CHANGE ACTION PLAN

Miami-Dade County created this climate action plan as an integral component of GreenPrint. With an initial five year action strategy, this plan focused on steps necessary to reduce GHG, as well as better determine the potential impacts and resulting vulnerabilities of climate change in the region and the community. These steps aimed in making Miami-Dade County a more resilient community in the face of a changing climate.

### Goals

- Understand and respond to current and future climate change impacts - *Integrate local climate change indicators with existing emergency management, storm water planning and infrastructure planning*
- Reduce greenhouse gas emissions Reduce greenhouse gas emissions by 10 percent by 2015, working towards 80 percent reduction by 2050 to advance the Cool Counties Program commitment



### Climate Change Action Plan

Florida is considered one of the most vulnerable areas to climate change, with Southeast Florida especially susceptible to impacts such as rising sea levels. Miami-Dade County has been on the forefront of these issues for many years. Our Board of County Commissioners and administrative departments have been implementing policies and initiatives to address climate change, environmental protection and other important sustainability issues including energy efficiency and water conservation. By tracking greenhouse gas (GHG) emissions early and analyzing climate change data, we have taken steps to reduce GHG emissions and avoid or reduce the severity of climate change impacts.

Now is the time to accelerate and build upon those efforts. Miami-Dade County is creating this climate action plan as an integral component of GreenPrint. This initial plan will focus on what steps will be necessary in the next five years to further reduce GHG, as well as better determine the potential impacts and resulting vulnerabilities of climate change in the region and the community. These steps will make Miami-Dade County a more resilient community in the face of a changing climate. It is time to turn the science into action.

### Goals

- **Understand and respond to current and future climate change impacts**  
*Integrate local climate change indicators with existing emergency management, storm water planning and infrastructure planning*
- **Reduce greenhouse gas emissions**  
*Reduce greenhouse gas emissions by 10 percent by 2015, working towards 80 percent reduction by 2050 to advance the Cool Counties Program commitment*

## RESILIENT GREATER MIAMI & THE BEACHES (GM&B)

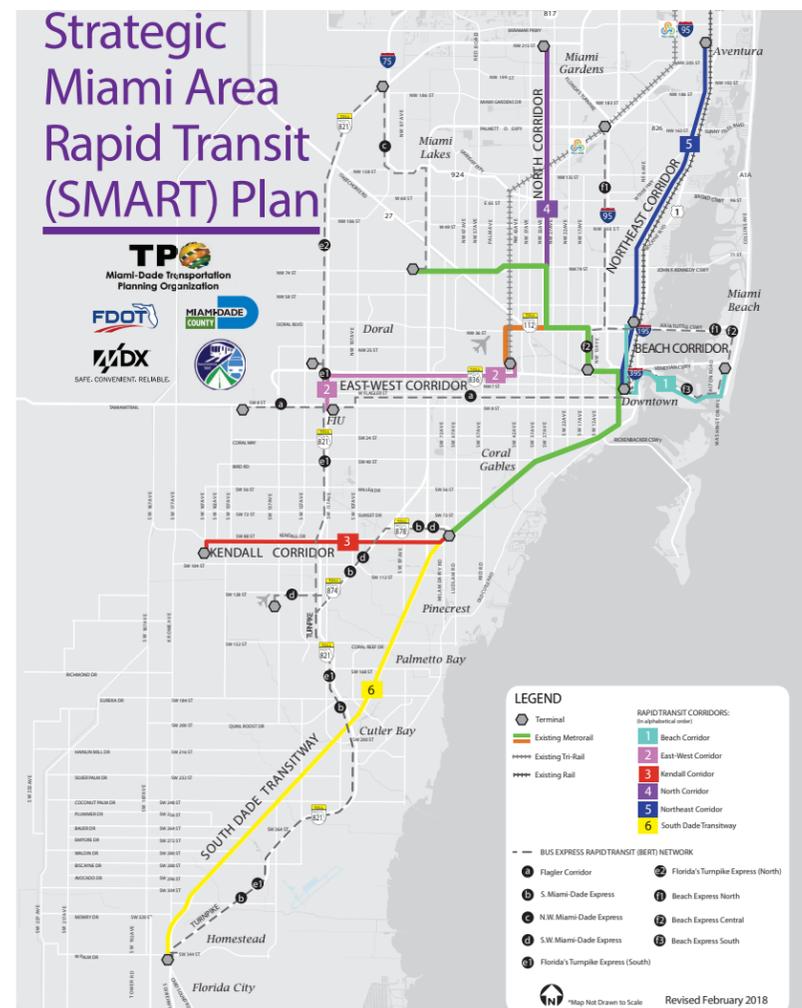
Resilient GM&B is a collaboration among Miami-Dade County, City of Miami and City of Miami Beach, created to respond to the region's major challenges. In 2016, GM&B was selected to join 100 Resilient Cities—Pioneered by the Rockefeller Foundation (100RC) which is dedicated in helping cities around the world become more resilient to the physical, social and economic challenges that are a growing part of the 21st century.

In 2017, GM&B released the Preliminary Resilient Assessment (PRA). This report is the culmination of the first phase of listening and learning from all of stakeholders in the region including residents, businesses, and community organizations. It is the foundation for the next step and outlines the most important resilience priorities.



## SMART PLAN

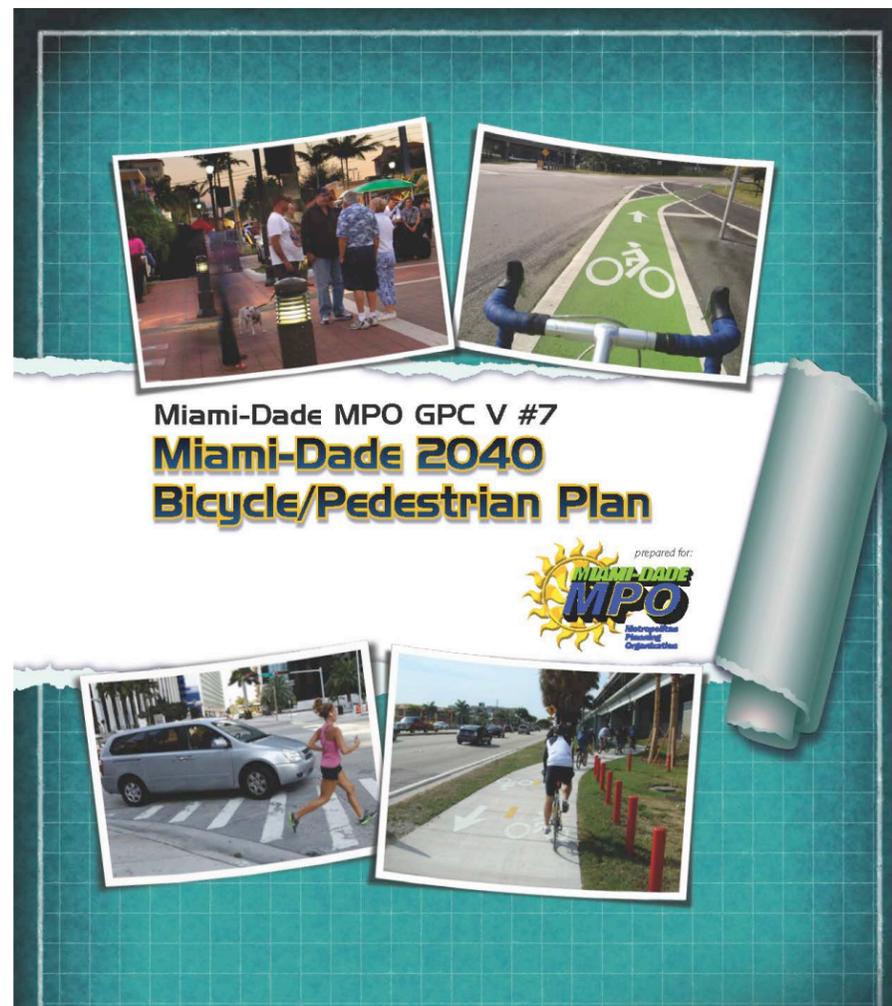
The Strategic Miami Area Rapid Transit Plan (SMART) was developed by Miami-Dade County and the Planning Organization (TPO) and adopted by the TPO Governing Board on April 21, 2016. The SMART Plan represents a vision for the region that is both strategic and far-reaching, creating a system of multiple transportation options by leveraging existing infrastructure, and integrating technology at the highest levels while providing a world-class transit system that will promote economic growth and job creation, as well as increase the international competitiveness in Miami-Dade County and the South Florida Region. The plan is comprehensive, proactive, and supports the future population and employment growth anticipated in the region.



## MIAMI-DADE 2040 BICYCLE/PEDESTRIAN PLAN

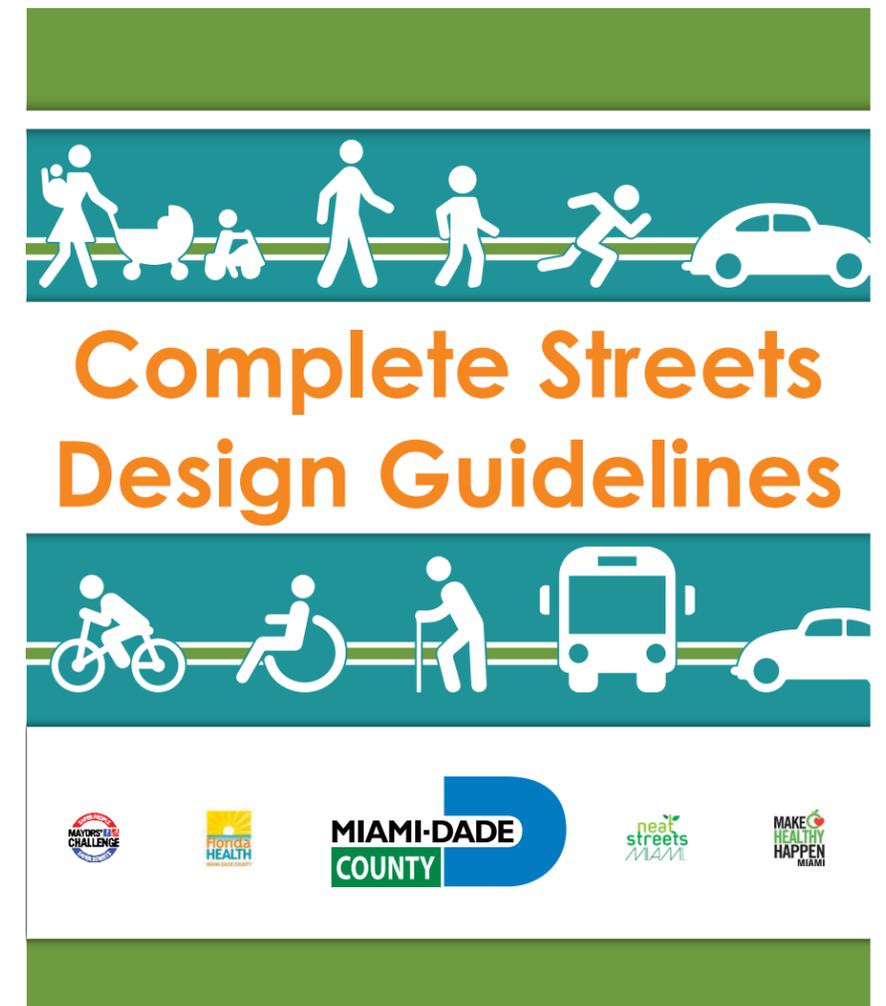
The Miami-Dade 2040 Bicycle/Pedestrian Plan presents a vision and improvement strategies developed through public engagement activities and technical analysis to enhance the important non-motorized transportation network of Miami-Dade County. This Plan serves as the non-motorized element of the 2040 Long Range Transportation Plan (LRTP).

The vision of the Miami-Dade 2040 Bicycle and Pedestrian Plan is to enhance the accessibility, safety, public health, social equity, environment, and overall quality of life within Miami-Dade County by creating interconnected bicycle and pedestrian friendly communities throughout the county.



## COMPLETE STREET DESIGN GUIDELINES

Miami-Dade County has developed the Complete Streets Design Guidelines to provide policy and guidance to all parties involved in street design projects: governmental agencies, consultants, private developers, and community groups. Aims to devote the County's most extensive resource, its publicly owned streets and sidewalks, toward affordable, equitable, and healthy mobility options for all users. This approach adopts and champions innovative designs which treat all people equally whether they are walking, bicycling, taking transit, or using an automobile. People are at the heart of the Complete Streets approach; this initiative embraces design as a tool to advance the health and safety of the community while promoting sustainable transportation options and vibrant public spaces.

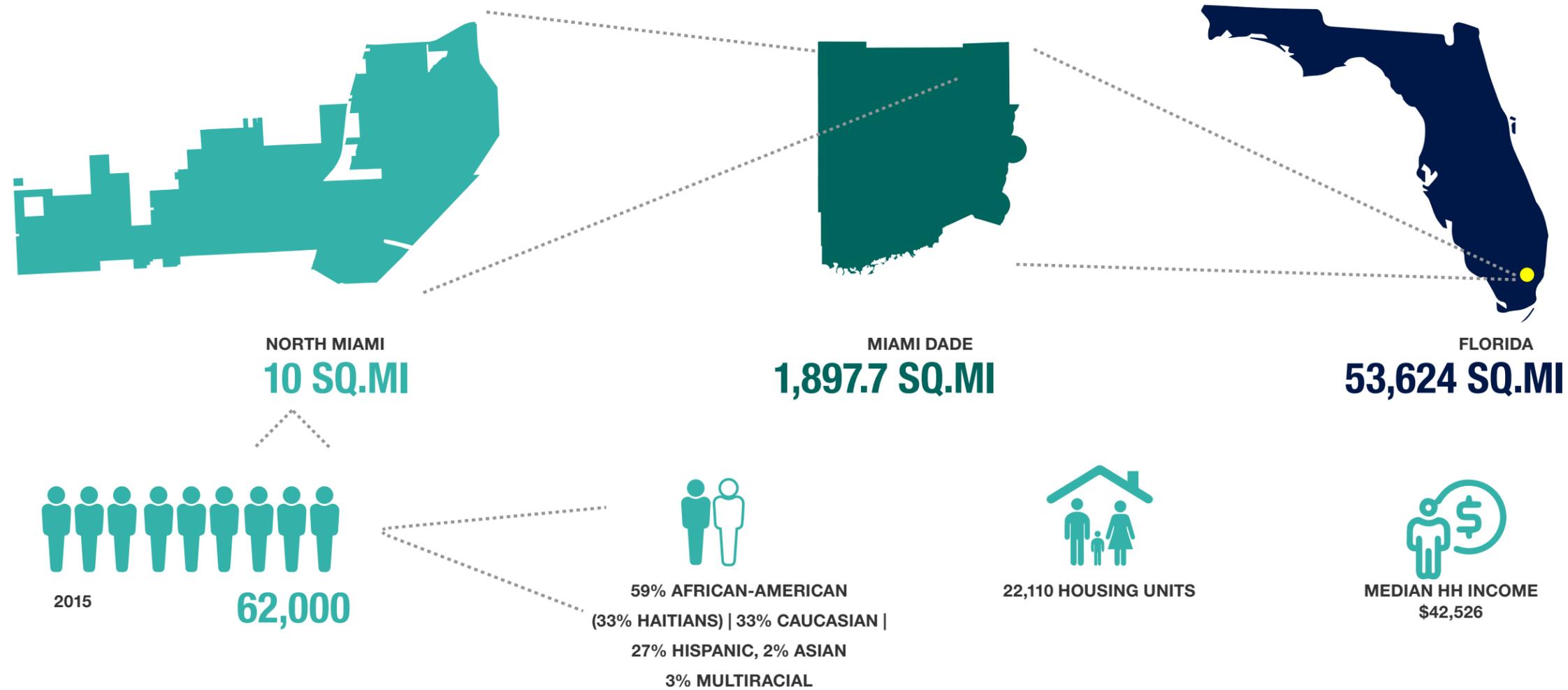


# SOCIO-ECONOMIC CONTEXT

## NORTH MIAMI DEMOGRAPHICS

North Miami is strategically located — within minutes of the region’s most important economic assets — drivers of regional employment growth including major employers, institutions, infrastructure, and culture. As of 2016, the total population of City of North Miami was 62,000, which is only 4.3% more than the 2010 population. The City of North Miami consists of approximately 22,110 households and accounts for approximately 8.41 squares miles of land area in the City.

The diversity of the city’s population, with the second highest percentage of Haitian residents in the US and also a significant Hispanic population, presents unique opportunities and challenges that need to be embedded in the planning process. For study purposes, it means ensuring that cultural sensitivities are taken into consideration while formulating strategies to celebrate the city’s diversity- in the arts, architecture, public events, and placemaking.



## DEMOGRAPHICS - ONE & HALF MILE

Of the total population, 11.5 percent of the population resides in half mile radius and 30.5% in one mile radius covering major part of Downtown area. Over the coming years by 2025, the population is projected to grow till 86,301 without redevelopment surrounding the proposed FEC station.

### ONE MILE (INCLUDING UNINCORPORATED COUNTY AREA)



### ONE MILE (EXCLUDING UNINCORPORATED COUNTY AREA)



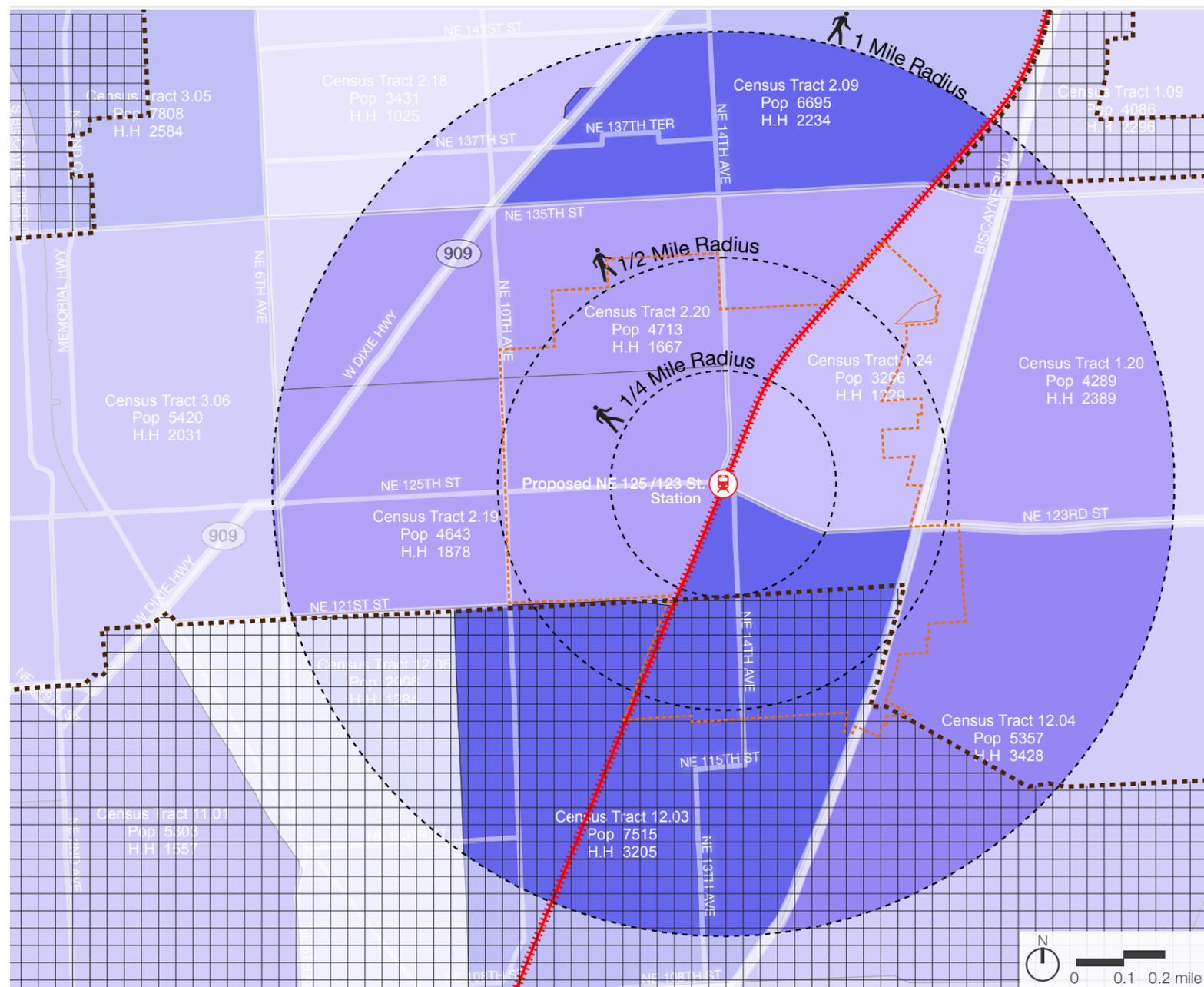
### HALF MILE (INCLUDING UNINCORPORATED COUNTY AREA)



### HALF MILE (EXCLUDING UNINCORPORATED COUNTY AREA)



Source: Census Tracts - American Community Survey, 2010



### LEGEND

- North Miami City
- Planning Area
- Unincorporated County
- FEC Passenger Rail
- Proposed NE 125th/123rd St. Station
- Major Landmarks

MAP 1.15: POPULATION & HOUSEHOLD

# EMPLOYMENT

With a growing population and aging housing stock, the City plans to undergo redevelopment through the Community Redevelopment Agency (CRA) and has made annexations a priority. The CRA incentives will assist in attracting new development at higher intensities that will likely spur economic development. Recent land use shifts in the City have provided mixed-use categories encouraging the creation of mixed-use downtown districts in the City.

The development of a new FEC rail station and surrounding corridors represents a singular opportunity for the City of North Miami to chart a new economic direction. Redevelopment of the subject corridors in this study, properly planned, provides a platform which to address long-term economic weaknesses, create new job and business development opportunity for City residents, and improve the City's regional economic position.

- The introduction of high-capacity passenger rail along the FEC corridor, with a station in North Miami, **drives new possibilities to re-think the City's major corridors to drive development of a North Miami with greater housing choice and new employment.** For this reason, the study examines redevelopment opportunities rooted in economic reality and a deeper dive into local and regional economic dynamics, rather than a simple forecast of real estate market trends;
- Development of the subject corridors, especially **TOD projects integrating new inter-regional travel**, are unique in Miami-Dade County — only 8 such stations are proposed within the County. Demand for well-considered TOD mixed-use development in North Miami will be highly attractive to the larger south Florida region. This assessment therefore looks at existing and emerging trends shaping residential, office, and retail land development;
- A considerable portion of the project corridors are amenable to a **redevelopment as the backbone of a forward-looking downtown core for North Miami.** However, moving property redevelopment in a different direction will require an extensive re-thinking of land-uses, as well as new non-land based economic development incentive policy.

## COMPETITIVE ASSESSMENT: KEY FINDINGS

### CHARACTERIZING OPPORTUNITY

The North Miami Mobility Hub will become a living, breathing part of the City of North Miami and an essential part of a rapidly redeveloping region. With the proposed railway station and integration of other modes of travel, the Mobility Hub is not only a means of getting somewhere but is also a destination unto itself. Perfect for building re-purposing for new employment, leisure and recreation amenities, arts and culture enhancements, and so much more, the North Miami Mobility Hub and the associated network of transportation corridors and “green streets” offers the perfect venue for South Floridians from all walks of life to connect. Beyond the benefits of the station itself, the Mobility Hub expansion will also create exciting economic development opportunities throughout North Miami.

The North Miami Mobility Hub represents a new framework for the area's growth and is the most comprehensive transportation and economic development effort ever undertaken by the City of North Miami, with a long-term vision of seamlessly connecting commercial corridors, schools and municipal centers and neighborhoods. The development of the Mobility Hub, positioned properly, provides the City with an opportunity to chart a new economic direction. Redevelopment of the subject corridors in this study, properly planned, provides a platform from which to address long-term economic weaknesses, create new job and business development opportunity for City residents, and improve the City's regional economic position.

The final concept plan and competitive Assessment will identify detailed development land uses mixes, absorption rates, and industry targets for development of the Mobility Hub and connecting corridors. This analysis was developed to identify the key issues driving the development of the final concept plan. Expressed as 1) Strengths and Opportunities, and 2) Weaknesses and Threats, the major market and economic dynamic issues framing development of the Mobility Hub are as follows.

### LEVERAGING NEARBY MEGA-DEVELOPMENTS

Over the next four years North Miami and its Trade Area will be experiencing new development unseen before in its history. As of March 30, 2018, the approved master plan for the Sole Mia project includes 633,950 square feet of new retail development, office development, retail and residences. In addition, the Uptown Biscayne mixed use project, in North Maimi Beach, which is not in the North Miami Market Area, but nearby has been approved. The project will feature residences, office space, and 70,000 square feet of retail, including restaurants and a national grocer.

Though extremely large in scale, these nearby mega-projects may not compete directly with the redevelopment of the Mobility Hub and the City's connecting corridors. First, they are being marketed at higher-end retail tenancies, retailers requiring large footprints and land, top-line office tenants, and high-end residences. Rents across all land uses at Sole Mia will probably be at a higher segment than is currently along the Project corridors, so they will not likely draw a large number of retailers out of the central City.

It is more likely that Sole Mia and Uptown Biscayne could help market central North Miami, increase its visibility, and if successful, continue to improve North Miami's image as a retailing, development and investment location. Every effort should be made to think of the Mobility Hub, TOD, and corridor development in North Miami's “downtown” as complementary to Sole Mia and Uptown — a small-scale, locally flavored, authentically urbane neighborhood which supports the growth of local businesses, entrepreneurs, and retailers.

## COMPETITIVE STRENGTHS AND OPPORTUNITIES

### 1. STRATEGIC LOCATION AND MIAMI'S MOST CONNECTED CORRIDOR

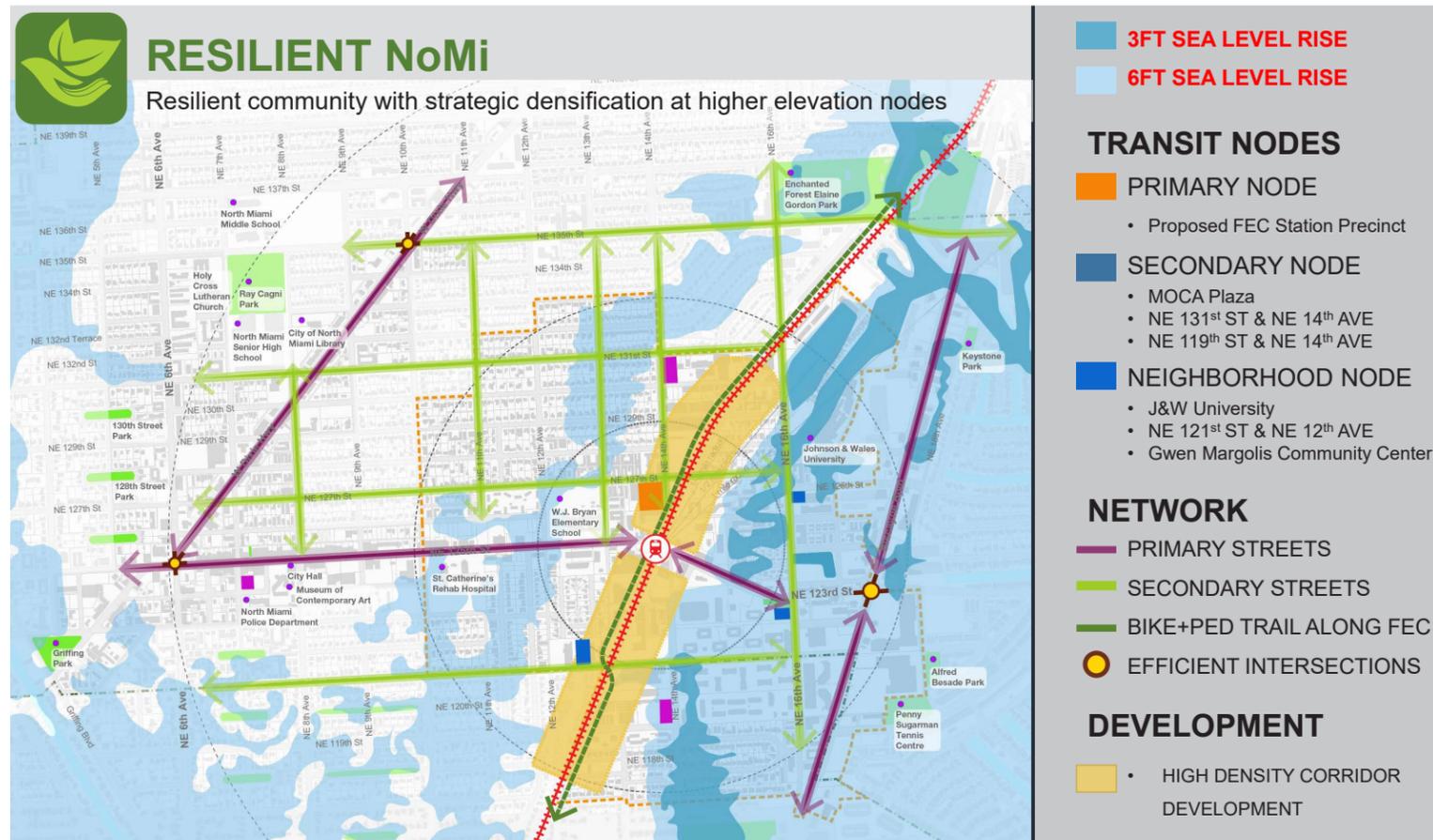
- North Miami is strategically located — within minutes of the region’s most important economic assets — drivers of regional employment growth including major employers, institutions, infrastructure, and culture. **The City sits at the region’s entry point to downtown from the North**, encompassing one of the most significant and unique multi-modal transportation corridors in Florida. **North Miami is served by or located within 15 minutes of every mode of transportation and connects to major east-west and north-south regional urban cross streets and highway facilities, including NW 7th Avenue, State Route 826 (the Palmetto Expressway), the Florida Turnpike, the Gratigny Highway, and Opa-Locka Boulevard.** 7th Avenue, I-95 and the major east-west cross streets intersecting 7th Avenue carry over 580,000 vehicles through, North Miami’s western edge every day.
- Given regional transportation trends, accessible, comfortable, and convenient rail passenger travel to and from Broward County and Downtown Miami will only grow in value to travelers, commuters, and residents seeking alternatives to increasingly difficult automobile transportation across the County. **North Miami, as an established regional transportation gateway, hub, and corridor, and with the development of the new train station, is uniquely situated to capitalize on the growing regional demand to live and work in proximity to alternative transportation modes.**

### 2. CORRIDOR REDEVELOPMENT POTENTIAL

- The 54 industrial and commercial properties adjacent to the rail line represent over 1.9 Million square feet of property alone.** If redeveloped at a Floor-Area-Ratio (FAR) of 3 (allowing total development on the site to equal three times the base property square footage), these properties represent a potential 4 Million to 5.4 Million of new development.
- Using current land use job density standards, if developed entirely for new office use, these properties could house from over 13,000 to 23,000 jobs. Alternatively, developed at full density at the same FAR, the properties could supply over 3,000 new units of multi-family housing. This potential represents a 56 percent to 100 percent increase in the City’s jobs base, or an 8 percent increase in the City’s housing supply.

### 3. SEA LEVEL RISE: A NORTH MIAMI OPPORTUNITY

- According to forecasts by the National Oceanic and Atmospheric Administration (NOAA) and US Army core of Engineers, the FEC runs along a slightly elevated ridge which for the most part is immune to sea-level rise up to three feet.** Generally, properties inside the study area at elevations above newly developing properties to the east and northeast. This represents a sustainable solution to long-term investment in the City and expanded study area.
- Increasing awareness of regional sea level rise inundation patterns, both from single weather events, and sustained over time, will drive investor and developer interest in in-land locations, especially North Miami. Although new development over time may be a welcome prospect, this situation also brings with it the possibility of extended property speculation, unrealistically rising property prices, gentrification, and business displacement.



#### 4. A MAJOR DEMAND MARKET

- The City of North Miami's current population is just over 62,000 people, or 2 percent of the County. However, the North Miami Market Area is a major population center, purchasing and demand market. The North Miami Market area population, at over 350,000 is 13% of the entire County. **Were the Market area its own City, it would be the fourth largest City in Florida – larger than Orlando, St. Petersburg, and Fort Lauderdale.**
- The North Miami Market Area is also a significant purchasing market. Although median household incomes are lower across the City and market area than the rest of the County, at over \$5 Billion, the market area represents over 9 percent of the County's total aggregate income.

#### 5. BUSINESS ESTABLISHMENTS

- Small and micro businesses play an oversized role in the Miami-Dade County economy. For the most recent year data is available (2015), Miami-Dade County has 82,293 employer business establishments – those reporting employees and a payroll, and 462,297 non-employer business establishments – businesses that have no paid employment or payroll, are subject to federal income taxes, and have receipts of \$1,000 or more. Non-employer establishments usually consist of a single proprietor. Establishments employing less than 20 employees, and non-employer establishments represent 99% of the establishments in the County.
- Establishments employing less than 20 employees, and non-employer establishments employ 47 percent of all jobs in the County.
- From 2001 to 2015 all employer business establishments grew by 10 percent. Non-employer establishments grew by 24 percent.**

#### 6. A DIVERSE AND TALENTED RESIDENT WORKER LABOR FORCE

- The County's employed labor force, at near 1.3 Million, is the largest in its history. Total employment has grown over 9 percent since 2011, and both the unemployment rate and percent of the labor force unemployed are the lowest they have been in a decade, at 4.5 and 8.5 percent as of December 2016. **The total percentage of the County's unemployed labor force shrank by over 7 percent since 2011.**
- The number of employed residents living in the Project Trade Area, at over 46,000, has grown faster than the rest of the County. Its percentage of unemployed residents has also shrunk since 2011, from 12.9 to 11.5 percent in 2016. **The total number of employed residents of the Market Area has grown at over double the County rate from 2011 to 2016.**

#### 7. RISE OF THE GIG ECONOMY

- Miami-Dade's percentage of small, micro, and non-employer business establishments are unusually high.** According to a recent study by the Fuller Institute at George Mason University, the Miami-Fort Lauderdale metropolitan area leads the nation the total number of non-employer firms per capita and has the fastest growing number of non-employer businesses. Non-employer firms are sometimes called the "Gig" economy – businesses that are self-employed and usually perform work as independent contractors. Between 1997 and 2015 the number of non-employer establishments in the Miami metro area grew by 142 percent, more than twice the national average, at 58.6 percent.

**Employment by Occupation and Median Wages, 2016** (Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2016)

Occupation	Miami-Dade County			City of North Miami				
	Employment	%	Median Wage	Employment	%	Median Wage	Percent County Wage	
Civilian employed population 16 years and over	1,235,165		\$34,386	28,393		\$28,465	83%	
Management, business, and financial occupations	Management occupations	119,698	10%	\$59,485	1,474	5%	\$51,261	86%
	Business and financial operations occupations	52,109	4%	\$51,966	762	3%	\$50,848	98%
Computer, engineering, and science occupations	Computer and mathematical occupations	18,683	2%	\$65,164	258	1%	\$71,313	109%
	Architecture and engineering occupations	12,787	1%	\$60,668	154	1%	\$110,438	182%
	Life, physical, and social science occupations	5,707	0%	\$53,545	83	0%	\$91,382	171%
Education, legal, community service, arts, and media occupations	Community and social services occupations	13,369	1%	\$40,069	482	2%	\$36,934	92%
	Legal occupations	20,483	2%	\$66,626	260	1%	\$55,820	84%
	Education, training, and library occupations	57,618	5%	\$42,426	1,098	4%	\$42,888	101%
	Arts, design, entertainment, sports, and media occupations	26,498	2%	\$46,022	431	2%	\$40,816	89%
Healthcare practitioner and technical occupations	Health diagnosing and treating practitioners and other technical occupations	41,200	3%	\$64,295	1,009	4%	\$53,581	83%
	Health technologists and technicians	20,642	2%	\$36,447	655	2%	\$40,272	110%
Service occupations	Healthcare support occupations	33,175	3%	\$24,650	1,463	5%	\$23,840	97%
Protective service occupations	Fire fighting and prevention, and other protective service workers including supervisors	26,586	2%	\$29,161	1,230	4%	\$25,599	88%
	Law enforcement workers including supervisors	10,802	1%	\$56,135	171	1%	\$46,524	83%
	Food preparation and serving related occupations	72,382	6%	\$21,538	2,789	10%	\$21,771	101%
	Building and grounds cleaning and maintenance occupations	76,802	6%	\$20,129	2,626	9%	\$21,797	108%
	Personal care and service occupations	40,109	3%	\$21,176	1,179	4%	\$17,488	83%
	Sales and office occupations	Sales and related occupations	167,183	14%	\$33,834	3,633	13%	\$27,673
Natural resources, construction, and maintenance occupations	Office and administrative support occupations	176,492	14%	\$31,143	3,412	12%	\$30,917	99%
	Farming, fishing, and forestry occupations	5,618	0%	\$19,125	5	0%	na	na
	Construction and extraction occupations	69,154	6%	\$26,701	1,360	5%	\$31,947	120%
Production, transportation, and material moving occupations	Installation, maintenance, and repair occupations	40,157	3%	\$34,092	705	2%	\$38,077	112%
	Production occupations	40,636	3%	\$25,532	937	3%	\$24,912	98%
	Transportation occupations	57,467	5%	\$29,528	1,497	5%	\$21,345	72%
	Material moving occupations	29,808	2%	\$22,413	720	3%	\$24,185	108%



8. RESIDENT WORKFORCE STRENGTHS	9. MARKET AND TRADE AREA EMPLOYMENT DYNAMICS
<ul style="list-style-type: none"> <li>Metro Miami has one of the most dynamic entrepreneurial economies in the US, relative to its size. While San Francisco and Santa Clara County, and the New York Metro areas dominate the total number of start-ups each year, Metro Miami, in terms of entrepreneurial density is among the nation's leading locations for start-ups.</li> <li>The nation's highest rate of entrepreneurial participation among all metro areas. According to the Kaufmann Foundation Index of Startup Activity, Metro Miami has been among the top three startup metros over the last five years, and finally took the top spot in its 2017 ranking. 560 out of every 100,000, or approximately 33,669 people, are becoming entrepreneurs in the Metro area annually. This is 1.8 times the national average.</li> <li>Startup density in the region also tops the nation. At 107.8 startups per 100,000 employer businesses, the area produced approximately 20,156 startups in 2016.</li> </ul>	<ul style="list-style-type: none"> <li>According to the US Census 2015 County Business Patterns, 6,519 employer business establishments provide 75,352 jobs within the Market Area, and 1,998 establishments provide 24,815 jobs within the Trade area. The number of employer business establishments has grown by 10.2 percent and 9.1 percent from 2011 to 2016, keeping close pace with the growth of business establishments County-wide (10.3 percent) for the same period.</li> <li>The business and employment make-up of the Trade Area is distinguished by its industry diversity, skills and educational requirements, and wages composition. The industry structure of business establishments generally matches that of the County.</li> <li>1,126, or 56 percent, of employer business establishments in the Trade Area are in industries typically requiring a high percentage of skilled and educated workers. Though this does not guarantee that jobs within all these establishments are at the occupational high end of each subsector, because these businesses are almost all small-size employers, odds are high that they are carrying out the high-skill work within these sectors. 1,046, or 52% of employer business establishments in the Trade Area are in industries whose average annual wage is greater than the annual average wage for the County.</li> </ul>
10. RESIDENT WORKFORCE STRENGTHS	
<ul style="list-style-type: none"> <li>Over 146,000 workers who live in the Market Area and over 52,000 who live in the Trade Area are participating in the labor force. The number of labor force participants grew by nearly 20 percent in the Market Area, and over 8 percent in the Trade Area from 2011 to 2016, more than doubling and matching the 8 percent growth in the participating labor force across the County.</li> <li>Workers who live in the Market, Trade area, and City of North Miami work in a wide range of occupations, requiring a wide range of education, training, and skills. 21 percent of workers living in the City of North Miami are in occupations typically requiring education advanced education, high skills, and/or technical competency.</li> <li>The City of North Miami is significantly younger than the rest of the County. Its median age of 34.6 is a full 14 percent lower than the County. Additionally, the City has a higher proportion of millennials and prime working age adults than the County, with a lower percentage of adults aged 65 and over.</li> </ul>	

Business Establishments by Size	2011	%	2015	%	2011-2015
<b>North Miami Market Area</b>					
Employer Establishments	5,918		6,519		601
Establishments with 1 to 4 employees	3,894	65.8%	4,410	68%	516
Establishments with 5 to 9 employees	890	15.0%	927	14%	37
Establishments with 10 to 19 employees	568	9.6%	560	9%	8
Establishments with 20 to 49 employees	347	5.9%	374	6%	27
Establishments with 50 to 99 employees	118	2.0%	134	2%	16
Establishments with 100 to 249 employees	66	1.1%	77	1%	11
Establishments with 250 to 499 employees	23	0.4%	24	0%	1
Establishments with 500 to 999 employees	7	0.1%	7	0%	-
Establishments with 1,000 employees or more	5	0.1%	6	0%	1

Business Establishments by Size	2011	%	2015	%	2011-2015
<b>North Miami Trade Area</b>					
Employer Establishments	1,831		1,998		167
Establishments with 1 to 4 employees	1,229	67.1%	1,356	68%	127
Establishments with 5 to 9 employees	258	14.1%	292	15%	34
Establishments with 10 to 19 employees	180	9.8%	180	9%	
Establishments with 20 to 49 employees	95	5.2%	100	5%	5
Establishments with 50 to 99 employees	35	1.9%	33	2%	2
Establishments with 100 to 249 employees	21	1.1%	22	1%	1
Establishments with 250 to 499 employees	9	0.5%	10	1%	1
Establishments with 500 to 999 employees	2	0.1%	2	0%	-
Establishments with 1,000 employees or more	2	0.1%	3	0%	1

Table 1.1: Source:U.S. Census Bureau.County Business Patterns, 2011, 2015



### 11. A MAJOR DEMAND MARKET

- According to Cushman & Wakefield’s Q4 2017 MarketBeat, the office market in Miami-Dade continued to retain and attract major companies wanting a foothold in the gateway to Latin America, helping drive demand for new construction. Average asking rent for the County continued to steadily and slowly increase since 2012, reaching \$38.26 psf. Class A space averages \$46.00 psf across the County. However, average asking rent varies considerably by location, ranging from \$26.57 (Miami Lakes) to a high of \$46.47 (Miami Beach).
- Total leasing activity reached 2.9 Million square feet for 2017. However, total net absorption for the County market has swung wildly since 2012, driven by the completion of large mega-projects adding new space to a market which has had high since the recession. After new leases, new vacancies drove the overall net absorption for the County to 546,038 square feet. The Airport West, Brickell Avenue, and Coral Gables drove the County market with over 572,000 net square feet of absorption;
- Completion totaled 330,000 sqft in 2017. 811,000 sqft is currently under construction, primarily in Downtown, Coral Gables, Airport West, and the Biscayne sub-markets;
- After the recession, U.S. companies are rethinking their use of office space, consolidating and re-engineering their business practices, to find ways to shrink and share office space, including outsourcing non-core functions, such as IT, accounting, human resources, marketing and legal to lower cost providers. Across the U.S., employers are aggressively shrinking the amount of square footage per employee. According to the CoreNet Global Corporate Real Estate 2020 survey, square feet per employee in the office sector shrank from 225 square feet in 2010 to 176 in 2012 and is projected to reach 151 or less in 2017. This creates opportunities for locations in neighborhoods with mixed-use amenities to compete for new satellite office space.
- Miami-Dade’s Co-Working Market: Yardi Matrix, a real estate analytics company, just completed a study of Co-Working, or shared office space. According to the study, Miami-Dade County has 59 co-working locations totaling nearly 1.4 Million square feet of space. However, according to the study, at 2.7 percent of all office space, Miami-Dade has the highest percentage of coworking space of 200 metro areas studied, including New York, Los Angeles, and San Francisco. Demand is driven by the County’s large number of small business and start-ups.

### 12. HOUSING MARKET STRENGTHS

- Since the recession developers have rushed to meet the region’s growing demand for multi-family housing. As of 2016, 40 percent of the County’s housing stock is single family. The Market area is considerably denser — only 33 percent of its stock is single family. The Trade area has a greater share of single family housing, at 42 percent, but the newest developments are all multi-family.
- The Market and Trade Areas already have a considerable supply of 2 and 3-bedroom units over 62 percent of all housing. This segment can compete for the growing region-wide demand.
- Despite recent price increases, both owner-occupied and rental units in the Market and Trade Areas remains more affordable than the rest of the County. The Median home value of \$214,1456 and \$192,970 in the Market and Trade areas is well below the County median of \$246,800. Gross rents are for the most part also lower than the rest of the County across all unit sizes, except for Zip Code 33160, whose rents run higher than the County median rents.
- The Market and Trade Areas also provide a larger supply of lower cost housing than the Rest of the County. Only 28 percent of the County’s owner-occupied housing is valued at less than \$150,000, compared to the Market and Trade Areas at 37 and 42 percent, respectively. 38 percent of all County rental units lease for less than \$1,000 per month, compared to 47 and 46 percent for the Market and Trade Areas.
- The City’s housing stock, and location of the Mobility Hub and connecting corridors is well positioned to respond to the six major forces changing the composition of housing demand in the region: 1) the growth of Non-Family Households, 2) Rapid Decline in the Number of Large Households, 3) Fewer Households with Children, 4) Changes in Housing Preference and location favoring walkable neighborhoods, 5) The Shift from Home Ownership to Rental Housing, and 6) The Shift to Multifamily Housing.

Inventory of Owner occupied units by value, 2016

	Miami-Dade County	%	North Miami Market Area	%	North Miami Trade Area	%
Total Units	449,174		47,108		14,118	
Less th an	5,689	1 %	538	1 %	133	1 %
\$10,000 to	1,130	0%	189	0%	45	0%
\$15,000 to	1,644	0%	203	0%	17	0%
\$20,000 to	1,607	0%	166	0%	47	0%
\$25,000 to	1,262	0%	322	1 %	134	1 %
\$30,000 to	2,052	0%	399	1 %	177	1 %
\$35,000 to	1,296	0%	237	1 %	65	0%
\$40,000 to	4,312	1 %	488	1 %	161	1 %
\$50,000 to	6,705	1 %	796	2%	341	2%
\$60,000 to	7,752	2%	1,152	2%	419	3%
\$70,000 to	10,242	2%	1,528	3%	609	4%
\$80,000 to	11,697	3%	1,757	4%	630	4%
\$90,000 to	11,257	3%	1,554	3%	518	4%

Inventory of Owner occupied units by value, 2016

	Miami-Dade County	%	North Miami Market Area	%	North Miami Trade Area	%
\$100,000 to	36,570	8%	5,100	11%	1,669	12%
\$125,000 to	24,238	5%	3,148	7%	1,014	7%
\$150,000 to	45,060	10%	6,058	13%	1,915	14%
\$175,000 to	27,638	6%	3,245	7%	904	6%
\$200,000 to	57,834	13%	4,412	9%	1,565	11 %
\$250,000 to	48,616	11%	3,873	8%	1,053	7%
\$300,000 to	58,197	13%	4,174	9%	1,178	8%
\$400,000 to	25,731	6%	1,807	4%	429	3%
\$500,000 to	27,874	6%	2,650	6%	449	3%
\$750,000 to	11,567	3%	1,368	3%	288	2%
\$1,000,000 to	8,357	2%	1,059	2%	226	2%
\$1,500,000 to	3,767	1 %	306	1 %	91	1 %
\$2,000,000 or	7,080	2%	579	1 %	41	0%
<b>Median Value</b>	<b>\$246,800</b>		<b>\$214,156</b>		<b>\$192,970</b>	

Table 1.2: Source:U.S. Census Bureau, American Community Survey 5-Year Estimates, 2012-2016

## WEAKNESSES AND THREATS

1. GROWING TRAFFIC CONGESTION	3. EMPLOYMENT AND OCCUPATIONAL GROWTH WEAKNESSES
<ul style="list-style-type: none"> <li>Traffic congestion in Miami is a quality of life issue, environmental issue, and increasingly, one of its most pressing economic development issues. Employers seeking new locations are increasingly concerned with the lost productivity costs of congestion. <b>According to the TTI, the total cost of congestion delays in the Miami area the 5th highest in the nation, at over \$3.7 Billion dollars each year.</b> And this cost is steadily increasing, hampering the region's competitive advantages for new job creation.</li> </ul>	<ul style="list-style-type: none"> <li><b>The Miami-Dade Economy is more concentrated (less diversified) than the rest of the US.</b> The top 25 largest employment subsectors employ almost 80% of all workers, and pay 75 percent of all wages, compared to 72 percent of employees and 69 percent of wages for the rest of the Nation.</li> <li>Overall, Miami-Dade has a much larger percentage of employment and establishments in lower wage service industries, and a significantly lower percentage of employment in manufacturing and warehousing.</li> <li>Miami-Dade has been undergoing job growth, particularly since the recession, of occupations that do not require formal office space, or make use of shared space. This trend, according to the State's forecast, will not be changing significantly. <b>An analysis of the state's occupational forecast indicates that a maximum of 27,413, or only 21 percent of the new jobs created between 2017 and 2015 are in occupations that traditionally require formal office space.</b></li> </ul> <p><b>HIGH UNEMPLOYMENT AMONG YOUNGER RESIDENT WORKERS</b></p> <ul style="list-style-type: none"> <li>The total percentage of unemployed resident workers in almost every age group in the Market and Trade Areas run higher than the County. <b>Total unemployment is unusually high for 16 to 19-year old's in the Market Area.</b></li> </ul> <p><b>CYCLICAL EMPLOYMENT SWINGS</b></p> <ul style="list-style-type: none"> <li>Due to the County's preponderance of tourism and service sector jobs, its economy is sensitive to short-term market changes in the national economy. The great recession exposed this weakness — Miami-Dade lost jobs in the wake of the recession at a faster pace than comparable metros and the rest of the US. <b>Miami-Dade experienced two major periods of job loss, losing 2.4 percent of all non-farm employment from 2000 to 2003, and 9.2 percent from 2007 to 2009.</b> Job losses during both periods nearly doubled, at 1.3 percent and 4.8 percent, respectively.</li> </ul> <p><b>ENTREPRENEURIAL SURVIVAL RATES</b></p> <ul style="list-style-type: none"> <li>Survival and growth of the region's start-ups, however, is a major economic competitive weakness. Metro Miami's rate of start-up growth is among the bottom among the nation's 40 largest metro areas. At 39.5 percent, its startups add the smallest number of new employees in the nation. On average, a business starting at five employees would have 6.9 employees after its first five years, compared to the national average of 9.2 employees, a 25 percent difference in growth. The Region's share of scale-ups — start-ups reaching 50 employees within their first 10 years of operation — is also among the smallest in the US. Metro's .81 percent of scale-ups means that only 8 out of 1,000, or 1,525 businesses out of the region's 188,379 employer establishments scale.</li> <li>The number of high-growth companies — businesses earning \$2M annually and experiencing three years of 20 percent annual growth — as a percentage of all businesses is relatively higher for the region, but still among the bottom 25 percent of the top 40 metros. At 88.4 high growth companies per 100,000 (.0088 percent) only 166 companies are high growth in Metro Miami.</li> </ul>
2. SMALL PARCEL LAND ASSEMBLY	
<ul style="list-style-type: none"> <li>Only three of the 54 rail corridor properties are over 100,000 square feet in size (2.3 acres). The remainder range in size from .25 to 2.25 acres, averaging .66 acres. <b>Assembly for purpose of redevelopment will therefore require significant effort to assemble a larger number of small parcels.</b> They will also require a major change of land use. Ground-up new development along the commercial corridors is available on only select currently vacant properties.</li> </ul>	

Employment Status	Miami-Dade County			North Miami Market Area			North Miami Trade Area		
	2011	2016	% Change	2011	2016	%Change	2011	2016	% Change
Population 16 years and over	1,995,801	2,178,775	9%	189,772	234,279	23%	74,808	83,732	12%
In labor force	1,257,458	1,351,925	8%	122,068	146,730	20%	48,532	52,410	8%
Civilian labor force	1,255,381	1,350,435	8%	121,874	146,685	20%	48,458	52,372	8%
Employed	1,131,458	1,235,165	9%	106,829	130,015	22%	42,210	46,363	10%
Unemployed	123,923	115,270	(7%)	15,045	16,670	11%	6,248	6,009	(4%)
Armed Forces	2,077	1,490	(28%)	194	45	(77%)	74	38	(49%)
Not in labor force	738,343	826,850	12%	67,704	87,549	29%	26,276	31,322	19%
Percent Unemployed	9.9%	8.5%	(13%)	12.3%	11.4%	(8%)	12.9%	11.5%	(11%)

Table 1.3: Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2007 - 2011, 2012-2016

**4. RESIDENT EMPLOYMENT WEAKNESSES** **6. EARNINGS AND INCOME**

- The total percentage of unemployed workers living in the Market and Trade Areas shrank by 8 percent and 11 percent for the Market and Trade Areas from 2011 to 2016. However, at total unemployment percentages at 11.4 and 11.5 percent, unemployment among Trade area and City residents is significantly higher than County average of 8 percent.
- As with the remainder of the County, **unemployment levels differ greatly by age group, with much higher total unemployment percentages for workers under 35, especially in the 16-24 age group.** However, total unemployment runs significantly higher for workers under 35 in the Market and Trade Areas than the rest of the County. Workers over 35 are employed at rates higher, yet closer, to the rest of the County. This indicates that young workers and those entering the labor force in the trade area having significant difficulty finding their first jobs and retaining them.

**5. WHERE RESIDENTS WORK: A JOBS / WORKER MISMATCH**

- Although close to 42,000 employed workers live in the Trade Area, only 2,786 (6.6 percent) of them work in the trade area. This means that 39,111 employed residents get up and leave the Trade Area each day to work somewhere else in the County. This also means that 20,105 jobs within the Trade Area are filled by workers who live outside the Trade Area.
- 25.7 percent of the 39,111 workers who live in the Trade Area and work outside it earn wages greater than \$39,999 per year, while only 14.8 percent of workers who both live and work in the Trade Area earn more than \$39,999 per year. This means that a significant portion of the City and Trade Area's best paid workers are leaving each day for jobs outside the Trade Area.
- 25.4 percent of the 20,105 workers who travel into the Trade Area to work earn more than \$39,999 per year. This means that over 5,000 jobs currently in the Trade area could be filled by residents of the Trade Area, but for unknown reasons are not getting access to those jobs.

- Median wages in Miami-Dade County have historically been lower across all income segments than the rest of the country. Additionally, wages in Miami-Dade fell faster during the recession than the rest of the US and have been slower to recover. The region lost a significant share of higher-paying jobs as a result of the recession, and since the 2011 low point, employment growth has been led by jobs paying less than \$50,000 per year.
- The percentages of workers earning less than \$50,000 and those earning more than \$75,000 per year also indicates the quality of jobs created in an economy. The nation's most dynamic economies actually create more jobs paying over \$75,000 than those paying less than \$50,000 per year. In Miami-Dade County, 68 percent of all workers earn less than \$50,000 per year, and only 16 percent earn more than \$75,000 per year. Miami Dade's percentage of workers earning over \$75,000 is 72nd out of the 75 largest US Counties.
- The predominance of low wage employment in the County has resulted in low median household incomes. The County's 2016 median household income of \$45,935 ranks it as 69th out of the 75 largest US Counties.
- The region's income growth has also been slower than the rest of the US. Adjusted for inflation, the County's median household income has grown only 6 percent since 2011, ranking as 52nd out of the nation's 75 largest counties.
- The County's income growth has also been highly uneven between households at the top and those at the bottom of the income ladder. The County's 95/20 ratio, or the ration of the mean income of households in the top 5 percent of income to those in the bottom 20 percent of income, shrank dramatically from 2000 to 2007. However, the bottom of the recession, income inequality in the County has grown. As of 2016, Miami-Dade County has the 5th highest 95/20 ratio of large US counties.
- The County's poverty rate has hovered between 18 and 21 percent over the last eight years, while the US average has been between 8 and 14 percent over the same period.

Resident Worker Earnings, 2016	Miami-Dade County		North Miami Market Area		North Miami Trade Area	
	Total	%	Total	%	Total	%
Population 16 years and over with earnings	1,329,810		141,889		50,552	
Median earnings (dollars)	\$26,357					
Full-time, year-round workers with earnings	915,101		91,195		31,225	
\$1 to \$9,999 or loss	21,047	20%	2,242	2%	797	3%
\$10,000 to \$14,999	70,463	8%	5,876	6%	2,120	7%
\$15,000 to \$24,999	198,577	22%	22,937	25%	9,221	30%
\$25,000 to \$34,999	172,039	19%	18,002	20%	6,710	21%
\$35,000 to \$49,999	171,124	19%	17,044	19%	6,011	19%
\$50,000 to \$64,999	105,237	12%	10,627	12%	3,064	10%
\$65,000 to \$74,999	39,349	4%	3,684	4%	776	2%
\$75,000 to \$99,999	57,651	6%	4,979	5%	1,075	3%
\$100,000 or more	79,614	9%	5,793	6%	1,454	5%
Workers Earning Less than \$50,000	633,250	69%	66,101	72%	24,858	80%
Workers Earning more than \$75,000	137,265	15%	10,772	12%	2,528	8%

Table 1.4: Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2012-2016



## 6. EARNINGS AND INCOME

- Despite the diversity of industries, occupations, and wages, median wages and household income of working residents in the City and Trade Area lag those of the County. The median wage for all employed workers 16 and older in the City of North Maim is only 83 percent of the County median wage in 2016. 4,144 resident workers in the City, or 14.6 percent of all employed workers, are in occupations paying more than the County Median wage.
- The Market and Trade Areas have roughly the same distribution of workers in the middle of the wage scale (\$15,000 to \$65,000 per year), as well as the percentage distribution of workers at the bottom. The Most significant difference between wages for resident workers versus those in the rest of the County are the number of workers at the top end of the scale — those earning over \$65,000 per year. The result is that the Market and Trade Areas have significantly higher percentages of workers earning less than \$50,000 per year, and significantly less workers earning more than \$75,000 per year: 15 percent for the County, and only 12 and 8 percent for the Market and Trade Areas.
- Lower worker earnings in the Market and Trade Areas are reflected in household income. From 2011 to 2016, real median household income increased 6 percent across the County. During the same period real household income across the Market and Trade Areas decreased between 2 and 21%, by Zip code.

## 7. RETAIL MARKET WEAKNESSES

- E-Commerce is diverting a rapidly growing percentage of shoppers away from brick-and-mortar sales locations. The amount of e-commerce retail sales in 2012 (\$157 B) equaled between 350 million and 500 million square feet of leased retail space based on sales volumes, which represents about a third of the vacant retail space in U.S. shopping centers and retail districts.

## 8. HOUSING MARKET WEAKNESSES

- The relatively older age of units within the Market and Trade Areas is a rising concern. A more even distribution of newer housing, mixed with older units, is a characteristic of healthy housing markets. Markets which are accumulating older units, particularly those older than 30 years, is generally a sign of distress, slow investment, and can create significant cost issues for owners, who face higher maintenance and replacement costs.
- Across the County, 72 percent of all units were built before 1990, and almost 57 percent have been built before 1980. The distribution of units built prior to 1980 is considerably higher in the Market and Trade Areas, at 83 and 92 percent, respectively.
- Rapidly Increasing Sale Prices: Even with slowing sales, the median sale price for all homes, adjusted for inflation, has increased 42 percent since 2012 and 46 percent since 2011 across the County. Median sale prices have increased from 19 to 125 percent across the Market Area, with dramatic rises sale prices in the Trade Area Zip codes of 166, 178 and 39 percent. Miami-Dade’s median sale price increase since 2012 ranks 21st of all large Counties.
- Sale Prices Detached From overall Housing Value: Rising sale prices generally raise the value of existing homes, even if they are not put on the market, but not always. Despite very rapidly rising median housing sale prices in the Market and Trade Areas, the overall median value of all housing units has declined in all but two Zip codes since 2011. This indicates the existence of two very different markets existing side-by-side in the Market and Trade Areas. New and newly built units are selling within the Market and Trade Areas for rapidly increasing prices alongside older existing units which most likely are not receiving adequate reinvestment and maintenance to maintain their value.

## 9. HOUSING AFFORDABILITY

### COST BURDENED HOUSEHOLDS

- Housing unaffordability in Miami-Dade County isn’t just driven by rising housing costs, it is the result of the wide gap between higher housing prices and low relative incomes. Because of the County’s occupational structure and low wages relative to the rest of the Nation, Miami-Dade has the second highest rate of cost burdened households among all counties in the US. Even though the percentage of cost burdened households has decreased since 2011, the County’s cost burden household percentage has worsened relative to other Counties.
- The same pattern is true across the North Miami Market and Trade Areas. **Despite lower housing prices and values than the County, the City of North Miami, and every Zip Code in the Market and Trade Areas, except one, has a higher percentage of cost burdened households than the County.**

### DWINDLING SUPPLY OF REGIONAL AND LOCAL AFFORDABLE HOUSING

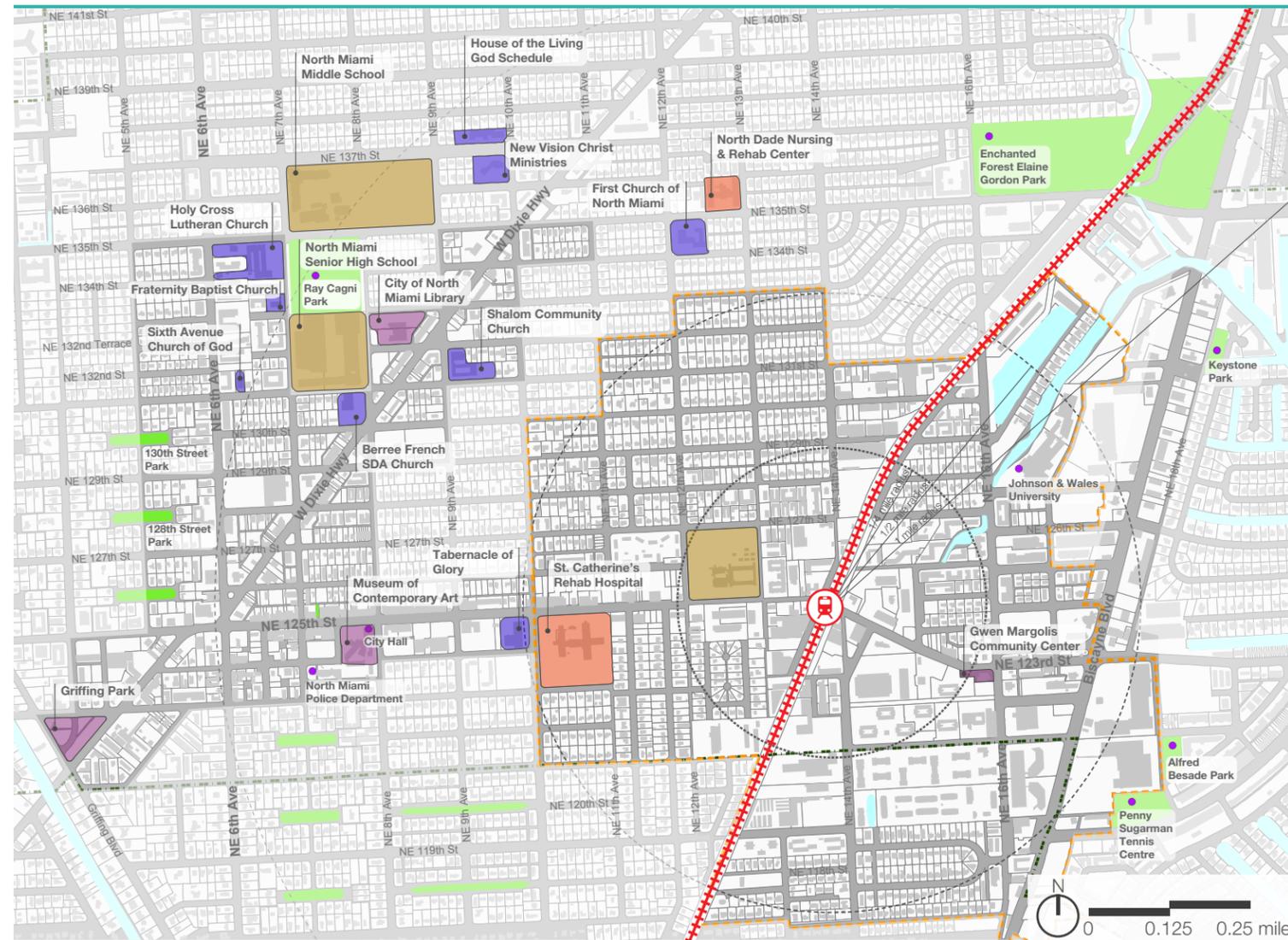
- Rising housing sale prices has also reduced the supply of affordable housing across the County. By 2011, 149,221 owner occupied housing units were affordable to households earning the County median income. However, by 2016, that number has been reduce to 59,809, which means that over 89,000 owner occupied housing units moved out of affordability to median income households over the period. By 2016 only 13.4 percent of all owner-occupied homes are affordable to households earning the County median income.
- Countywide the same dynamic has applied to rental units, though not as severe. In 2011 65 percent of the County’s rental stock was affordable to households at the median. That percentage in 2016 is now 51.9 percent. **Across the Market Are and Trade Area, only 19 and 23 percent of all owner-occupied units are affordable to households earning the Trade Area median income. Rental affordability is worse than the County — only 46 and 47 percent of the Market and Trade are supply of rental homes are affordable to households earning the Market Are median income.**

## COMMUNITY FACILITIES

Community facilities are an important asset for creating strong, healthy and vibrant communities by providing spaces where people can connect, socialise, learn and participate in a wide range of social, cultural, art and recreational activities. Community services and facilities that are essential to ensure sustainable growth of an area including schools, hospitals, libraries, day care centers, youth and family centers, parks, recreation facilities, and fire and police protection.

North Miami offers a wide range of parks and community centers providing its residents and community with many programs and activities to enjoy throughout the year. A total of seven community centers and twelve park facilities are located within the city with many other points of interest such as the Museum of Contemporary Art (MOCA), Oleta River State Park, North Miami Chamber of Commerce, Enchanted Forest Park, North Miami Library and City Hall.

The following description summarizes the community's existing public facilities and services and identifies resources to build future collaborations. This section focuses on the following categories: 1) Education and Cultural Resources; 2) Health Care and Family Services; 3) Public Safety. Recreation facilities are addressed in the Parks, Open Spaces and Recreation section.



### LEGEND

- |                                 |                                     |                  |
|---------------------------------|-------------------------------------|------------------|
| North Miami City                | Major Highways                      | Schools          |
| Planning Area                   | Major Roads                         | Hospitals        |
| Parcel                          | FEC Passenger Rail                  | Churches         |
| Building Footprint              | Proposed NE 125th/123rd St. Station | Public Amenities |
| Parks, Open Spaces & Recreation | Major Landmarks                     |                  |
| Water Body                      |                                     |                  |

MAP 1.16: COMMUNITY FACILITIES

## EDUCATION AND CULTURAL RESOURCES

Study Area is home to key educational facilities and cultural resources that will be vital in supporting a growing population within the city, while at the same time act as potential catalysts for economic development activities. A total of seven community centers and twelve park facilities are located within the city with many other points of interest such as the Museum of Contemporary Art (MOCA), Oleta River State Park, North Miami Chamber of Commerce, Enchanted Forest Park, North Miami Library and City Hall. The facilities that are within the Study Area include:

### NORTH MIAMI CITY HALL

- Located at 776 NE 125th Street, the North Miami City Hall houses various departments including Public Works, Finance, the City Clerk and City Attorney's office, as well as the Council Chambers. The building is also conveniently located next to the Museum of Contemporary Art (MOCA), the City's Police Department, the Community Planning and Development Building, and the Building and Zoning Department building. The site plans to undergo transformation into a newly renovated, expanded and modernized City Hall/ Administrative Building to consolidate government uses in one building.

### MUSEUM OF CONTEMPORARY ART

- The Museum of Contemporary Art is a collecting museum built on 23,000-square-foot (2,100 m<sup>2</sup>) building. The museum maintains an active exhibition schedule, presenting 8 to 10 exhibitions annually. To further an understanding of contemporary art, MOCA also offers educational programs geared toward the community and its diverse population.

### GWEN MARGOLIS COMMUNITY CENTER

- Located at 1590 NE 123 Street, this community center offers rental space for parties, receptions, clubs and meetings for the local community.

### GRIFFING COMMUNITY CENTER

- Located at 12220 Griffing Boulevard, the Griffing Community Center, offers various classes & activities for North Miami's adult population. This adult activity center also offers space for a variety of meetings for the local community.



The City's educational facilities include four elementary schools, a middle high school, a senior high school, two charter schools, eight private schools, the North Miami Campus of Florida International University (FIU), and satellite sites for Barry University and Johnson & Wales University. The major institutions that impacts our study area include:

**JOHNSON & WALES UNIVERSITY, NORTH MIAMI CAMPUS**

- Located at 1701 NE 127 Street, the Johnson & Wales University North Miami Campus is located within 29 acres of land, serving over 1,900 students from +55 countries. The campus includes 7 residence halls and is home to the university's School of Business, College of Culinary Arts and School of Hospitality.

**FLORIDA INTERNATIONAL UNIVERSITY, BISCAYNE BAY CAMPUS**

- Located at 3000 NE 151 Street, the Florida International Biscayne Bay Campus is home to the FIU Hospitality, Journalism, and Marine Science programs as well as the Royal Caribbean and MAST Academy partnerships serving approximately 7,000 students. The campus has its own student housing, library and recreation center.
- Furthermore, the on-going expansion of institutional anchors in and around the City such as Johnson & Wales University and Florida International University will only help in the area's economic stability and growth.

**BARRY UNIVERSITY**

- Located at 11300 NE 2nd Avenue, Barry University is not within City boundaries, but it is just a few blocks south of North Miami. The university, along with its Miami Shores campus, is considered one of the largest catholic universities in the southeast, offering over 100 degree programs serving thousands of students within the area. The university has on-campus housing, as well as off-campus apartments.

**AREA SCHOOLS**

- The City accommodates numerous schools, of which two are within our study area that include:
- W.J. Bryan Elementary – 1201 NE 125 Street
- North Miami Senior High School & North Miami Adult Education Center – 13110 NE 8th Avenue
- Besides the two main schools listed above, the Arch Creek Elementary – 702 NE 137 Street Avenue, located next to the North Miami Library, is the school that has an influence on the Study Area.

**HEALTH CARE AND FAMILY SERVICES**

- No major health care facilities are located within the City. As part of the Study Area, there are two rehabilitation facility – St. Catherine's Rehabilitation Hospital at 1050 NE 125th St and North Dade Nursing and Rehabilitation Center at 255 NE 135th street.

**COMMUNITY EVENTS**

- North Miami's Parks and Recreation Department offers a variety of programs throughout the year. Learn about Nature's Art Painting Class; Adult Bus Trips; Wednesday Dine Out Trips; Fitness Classes; Sports League and other community activities. In addition, the CRA and City hosts several events in collaboration with Museum of Contemporary Art such as the Jazz at MOCA and other special events such as the Heritage.



# PLANNING & REGULATORY CONTEXT

## COMPREHENSIVE PLAN & EAR

The **Comprehensive Plan** is the regulatory document for the City of North Miami that defines the long term goals for future development, redevelopment and provision of services. It further defines the relevant goals, objectives and policies that set out the overall framework to guide the growth and development for the City of North Miami. The City adopted its first Comprehensive Plan in 1989 which was further updated and adopted in 2016 with additional policies related to Transit Oriented Development (TOD), Economic Development, Urban Design and Climate Change. The key objectives and policies related to this study include the following:

## FUTURE LAND USE ELEMENT

**OBJECTIVE 1.1:** The future land use element or plan amendment shall be determined to encourage redevelopment, if it incorporates a development pattern or urban form that achieves four or more of the following:

- Promotes walkable and connected communities and provides for compact development and a mix of uses at densities and intensities that will support a range of housing choices and a multimodal transportation system, including pedestrian, bicycle, and transit, if available.
- Promotes conservation of water and energy.
- Provides uses, densities, and intensities of use and urban form that would remediate an existing or planned development pattern in the vicinity that constitutes sprawl or if it provides for an innovative development pattern such as transit-oriented developments or new towns as defined in s. 163.3164.

**OBJECTIVE 1.2:** Establish land use designations that guide redevelopment through transit oriented development and livable urban form principles, densities and intensities along major roadway corridors, which are NW 7th Avenue; NW 119th Street; NE 6th Avenue; Dixie Highway; Biscayne Boulevard; NE 125th/123rd Street; and, NE 135th Street.

### Policy 1.2.1

- Industrial uses within the Industrial land use classification shall be limited to 55 feet in height. As stated in the Permitted Uses section of this Comprehensive Plan, mixed uses are permitted within the Industrial land use designation, subject to the density/intensity and height specified for the Mixed Use High land use designation.
- \*Base densities and intensities within the NRO shall be those of the underlying land use designation as identified in the FLUM. However, additional intensities and densities (up to 90 du/ac) may be permitted within the NRO subject to the availability of floating dwelling units and the transition zone guiding principles outlined in Policy 1.16.1 of the FLUE except for areas of the PCD Overlay that are located within the NRO, which may allow densities up to 100 du/ac as per Policy 1.18.3.
- The permitted height within the NRO other than PCD and CBCD shall be 90 ft. with an additional 40 feet for following policies contained under Objective 1.3, 1.4 and 1.12, subject to the intensity transition policies herein.

## TRANSIT-ORIENTED DEVELOPMENT

**Objective 1.3:** The City shall recognize Transit-Oriented Development (TOD) as a compact, urban form of development that is desirable around premium station areas and corridors to improve transit ridership, expand pedestrian access to stations, promote increased land values, and provide natural surveillance with a vibrant mix of uses and street-level activity. The TOD designation areas should be located within a quarter-mile of an existing or planned transit station and/or major corridor. Wherever possible, land development patterns, including land use, density/intensity, urban form, and related planning considerations, should be established in advance of transit service to establish transit-ready conditions.

### Monitoring and Evaluation:

1. Conduct a special area and land use assessment within a quarter-mile radius surrounding the proposed FEC premium transit stop for increased density and certain features that encourage the use of public transit.
2. Creation of a Transit Center Overlay for the planned NE 125th Street Tri-Rail Coastal Link Station with the creation of an accessible bayfront park within one year of effective date of the 2016 Comprehensive Plan update (Ordinance No. 1399).
3. Implementation of a multi-modal program that addresses transportation options for all walks of life that addresses land use, context-sensitive solutions to mobility issues, code compliance and economic redevelopment opportunities identified in both the 2005 TOD Study and Downtown and Major Corridors Master Plan within one year of effective date of the 2016 Comprehensive Plan update (Ordinance No. 1399). Please see the Miami-Dade County Complete Streets Plan as a resource. Adoption of land development regulations that establish urban development and design standards that support Transit Oriented Development, mobility and redevelopment strategies.
4. Evaluation of the Transit Oriented Development Master Plan and Transit Oriented Development Overlay District as well as the Downtown and Major Corridors Master Plan and adopt land development regulations that support the implementation of the aforementioned plans. Evaluate the feasibility of establishing redevelopment nodes to spur economic growth throughout the City.

**Policy 1.3.2:** By September 2017, the City shall commence preparation of a complete streets plan that utilizes the Smart Growth America’s Model Resolution and planning framework for primary and secondary arterials in and around residential and commercial areas.

**Policy 1.3.3:** The City shall take active measures to discourage the overhead placement of major transmission lines and commence a feasibility study for the burying of major transmission lines along the City’s major roadway corridors.

**Policy 1.3.4:** The City shall perform a map amendment to create a transit center overlay for the NE 125th Street Tri-Rail Coastal Link Station as well as other TOD designation within one year of effective date of the 2016 Comprehensive Plan update (Ordinance No. 1399). These TOD districts will be served by existing or planned transit service and shall be compact, moderate to high density developments, of mixed-use character, interconnected with other land uses such as recreation and open space, bicycle and pedestrian friendly, and designed to support frequent transit service operating through, collectively or separately, rail or bus systems on dedicated facilities or available roadway connections.

**Policy 1.3.5:** The City or CRA shall evaluate land assembly activities, including possible aggregation of land along downtown corridors and increase the depth to provide parcels of sufficient size for redevelopment.

**Policy 1.3.6:** The City shall continue façade and streetscape enhancements within the Planned Corridor Development (PCD) Overlay and extending into the surrounding transit supportive areas where possible, should be designed as “complete streets” that are highly interconnected, multi-modal, and with strong emphasis on street-level design and superior transit and bicycle access and pedestrian quality.

**Policy 1.3.7:** The City shall use a high degree of public participation and urban design expertise, and create a vision or master plan for the Transit Center Overlay to provide for transit oriented development and redevelopment around the FEC station. North Miami may conduct workshops, charrettes, or other appropriate public input formats to help achieve consensus regarding the TOD station area vision. The Vision Plan shall include:

1. Graphic illustrations of intended physical character of area.
2. Expected transit mode and anticipated ridership.
3. Existing physical conditions.
4. Identify all major employers, residential developments, institutional/ education uses, entertainment destinations, and other potential generators of concentrated ridership for the transit system.
5. Potential for intensification and diversity of land uses around the station, including the creation of a bayfront park.
6. Any phasing of public investments that would aid in an orderly transformation toward transit oriented development.
7. Identification of park-and-ride facilities that are proximate to the transit stop that do not interfere with transit oriented development around the station.
8. Market analysis and potential aggregated development program illustrating a preferred mix of uses to assist in the evaluation of individual TOD projects within the station area.
9. Provide enough detail to serve as a basis for rezoning the station area into a form-based zoning district of varying intensities.

**Policy 1.3.8:** The street network within TOD areas, and extending into the surrounding transit supportive areas where possible, should be designed as “complete streets” that are highly interconnected, multi-modal, and with strong emphasis on street-level design and superior transit and bicycle access and pedestrian quality.

## COMMUNITY REDEVELOPMENT

**Policy 1.7.7:** The City shall facilitate development in the CRA to promote mixed-use development, encourage mass transit, reduce the need for automobile travel, provide incentives for quality development and give definition to the urban form. A principal means of implementing this Policy shall be the creation of the Neighborhood Redevelopment Overlay, the Transit Oriented Development Overlay District, and its implementing land development regulations and programs.

**Policy 1.7.10:** Encourage mixed use development along all major corridors that incorporate Transit Oriented Development and green design standards that enhances the sense of place through aesthetic and economic development strategies.

**Policy 1.7.11:** Prior to the establishment of passenger rail service on the FEC Railroad line, the City shall consider amendments to the Comprehensive Plan to allow mixed use redevelopment of lands to allow a variety of complimentary uses located adjacent and/or proximate to the railroad.

**Policy 1.8.2:** The City shall re-evaluate the current parking standards in its Land Development Regulations to ensure they adequately foster downtown development.



## DOWNTOWN PLANNING

**Policy 1.10.1:** The City shall develop a downtown circulator or shuttle to the NE 125th Street FEC transit hub.

**Policy 1.10.2:** The City shall examine the current land use and zoning district designation limitations for potential revisions for enhanced pedestrian friendly design that encourages people to walk from place to place along major corridors and the downtown.

**Policy 1.10.7:** The City shall coordinate with FDOT to complete an Access Management Study and obtain FDOT approval to extend the medians and provide mid-block pedestrian crossings.

**Policy 1.10.8:** The City shall request and obtain FDOT design variation approval for reduction in median widths. This should be a priority for Biscayne Boulevard, NE 6th Avenue, NW 119th Street, and NW 7th Avenue.

**Policy 1.10.10:** The City should evaluate a reduction in posted speed limits, from 40 mph. to 35 mph, from 35 mph to 30 mph, and from 30 mph to 25 mph to allow for safer roads, particularly along secondary arterials and collector streets within neighborhoods. This should also be considered for NW 7th Avenue and West Dixie Highway with FDOT coordination.

**Policy 1.10.11:** The City shall evaluate Sec. 4-303. Minimum standards of development for nonresidential districts of the LDRs, to utilize Build-to-Lines (BTLs) along major corridors and within the Downtown core. **Policy 1.10.12:** The City shall coordinate with FDOT to conduct lighting engineering and analysis for all major corridors within the City.

**Policy 1.10.13:** The City shall encourage student housing opportunities within the areas that are proximate to FIU, Johnson & Wales, and Barry University.

**Policy 1.10.14:** The City should consider annexation of the surrounding properties of Barry University and establish an educational corridor between West Dixie Highway, 119th Street, North Miami Avenue, and 115th Street.

**Policy 1.10.16:** The City shall study the feasibility of increased density and height along major corridors, transit supportive areas and the downtown core.

**Policy 1.10.17:** The City shall explore possible aggregation of land along the downtown corridors and increase the depth of the corridors with land use/zoning changes to provide parcels of sufficient size for redevelopment.

## FLOATING DU'S & COMMERCIAL USE

**OBJECTIVE 1.15:** The City of North Miami shall direct growth in a manner that will be equitable in achieving the redevelopment, variety of housing choices, and multi-modal transportation objectives of the Comprehensive Plan.

**Policy 1.15.1:** A primary pool of 2,500 floating dwelling units are reserved for the Neighborhood Redevelopment Overlay (NRO).

- A secondary pool of 2,500 floating dwelling units are reserved for use outside of the Neighborhood Redevelopment Overlay (NRO). Potable water supply and treatment capacity limitations necessitate that the potable water supply reserved for the secondary pool of dwelling units may be allocated to land use plan amendments identified in Appendix B for additional redevelopment.
- A pool of 750,000 s.f. of non-residential use is reserved for use within the Neighborhood Redevelopment Overlay (NRO), Planned Corridor Development Overlay (PCDO), and the mixed use amendment sites identified in Appendix B.
- These pools may be used to facilitate mixed-use development, and either higher intensities or additional land uses that are not permitted by the underlying map designations.
- Additional floating units and/or commercial use shall be approved via a Conditional Use Permit by resolution before City Council; said Conditional Use Permit to be null and void if no precise plan is filled within twenty-four (24) months off the approval.

## TRANSITIONAL COMPATIBILITY ZONES

**Policy 1.16.1:** Acceptable transitions adjacent to single-family neighborhoods outlying the NRO and PCD should be single-family detached and attached dwellings, two- family dwellings made to appear as single-family detached dwellings, and multiple-family dwellings that appear as single-family attached dwellings. Buildings adjacent to single family residential neighborhoods outlying the NRO and PCD should be no higher than three floors. When abutting a single-family residential lot outlying the NRO and/or PCD, yards and setbacks along the common lot line should be equal to or greater than that of the single- family lot. Landscaped alleys may also be used to accomplish the setback and provide separation.

Appropriate transitional uses between main corridors and single-family neighborhoods outlying the NRO and/or PCD shall include office, gallery, studio, compatible and small-scale community facilities, multiple-family residential and attached single-family residential.

**Policy 1.16.2:** The Land Development Regulations shall be amended to review parking requirements to reduce for mixed-use buildings that offer bicycle parking and electric charging stations within the NRO and PCD. Land development regulations shall specifically address the reduction. Shared parking between adjoining buildings or off-site parking and centralized parking should be allowed.

**Policy 1.16.3:** The City and CRA should coordinate efforts to provide public parking as an incentive to encourage redevelopment.

**Policy 1.16.4:** Safe and secure bike parking should be required by developers. Well-lit and shaded bus stops should be provided. Motorcycle parking and electrical charging station areas may be provided in lieu of parking spaces. The applicable standards and requirements for the design and provision of these facilities shall be established in the City's land development regulations.

**Policy 1.16.5:** All redevelopment shall be sensitive to the community character enhancement, specifically transit, pedestrian friendliness and the integrity of single-family residences adjacent to the NRO and PCD corridors. Interconnected sidewalks and shade from trees, awnings, canopies or other shading devices are paramount.

## NEIGHBORHOOD REDEVELOPMENT OVERLAY

**Objective 1.17:** The Neighborhood Redevelopment Overlay (NRO) shall be designated as the City’s urban service area, and the City shall direct growth into the Overlay area in a manner that will achieve the redevelopment, economic development, variety of housing choices, and multi-modal transportation objectives and policies of the Comprehensive Plan.

Monitoring and Evaluation: Creation of new Land Development Regulations to specify in detail how policies of the Redevelopment Overlay shall be implemented, within one year of effective date of the 2016 Comprehensive Plan Update (Ordinance No. 1399).

**Policy 1.17.2:** Mixed-use shall be encouraged along the main corridors within the Neighborhood Redevelopment Overlay, and the Planned Corridor Development (PCD) Overlay. To this end, the Land development regulations shall specify ground floor design to accommodate retail, service and entertainment uses and mixed-use parking garages. Upper floors of mixed-use development should contain at least one additional use. All buildings on lots with main corridor frontage should contain at least two fully inhabitable floors.

**Policy 1.17.7:** To address the proposed FEC commuter station and the resulting potential for transit oriented development, as well as brownfield redevelopment, the City shall, within one year of effective date of the 2016 Comprehensive Plan Update (Ordinance No. 1399), adopt form based code regulations, consistent with the standards promulgated by the Form Based Codes Institute, for the Neighborhood Redevelopment Overlay, and the Planned Corridor Development Overlay depicted on the Future Land Use Map.

## PLANNED CORRIDOR DEVELOPMENT (PCD) OVERLAY

**OBJECTIVE 1.18:** The Planned Corridor Development (PCD) Overlay shall be provided along the following major corridors: the eastern portion of NW 7th Avenue, NE 6th Avenue, NE 125th Street, West Dixie Highway and Biscayne Boulevard excluding those areas on the east side of Biscayne Boulevard, as depicted on the Future Land Use Map. The PCD will create a compact, high-intensity mix of residential, commercial, employment, and civic/institutional uses to maximize the use of transit, reduce the use of single-occupancy vehicles, increase pedestrian activity, and improve access and mobility. The policies in this objective encourage an eventual update to the land development code that will implement a more intense and efficient use of land, with increased densities, to promote the mutual reinforcement of public investments and private development of land.

**Policy 1.18.1:** The land development regulations for the Planned Corridor Development (PCD) Overlay shall provide compact urban growth, expand opportunities for increased choice of transportation modes, increase density and intensity development to increase the transit ridership base, establish a safe and pleasant pedestrian environment by ensuring an attractive streetscape, attract a functional mix of complimentary uses, and provide facilities that support multiple modes of transportation.

**Policy 1.18.2:** The land development regulations for the PCD Overlay shall emphasize the proper placement and design of buildings to maximize the value of the transit service to a variety of users and to ensure pedestrian and bicycle friendly streets and civic spaces. The overlay district must also include locational criteria for the proposed height and standards to ensure the ability to meet the adopted level of service (LOS) of the City’s Concurrency Management System and the creation, over time, of walkable block sizes and the development of “complete streets.”

The overlay’s land development regulations shall provide the highest levels of density and intensity assigned and compatible transitions in physical scale in the surrounding transit supportive area that should retain the existing character.

The overlay’s land development regulations should foster a variety of urban habitats:

- High density and intensity areas with mixed use residential, retail, office, and employment uses;
- Multi-story mixed-use areas;
- Areas with a wide variety of housing types, including multi-story and attached buildings;
- Primarily residential areas with transit-supportive densities

**Policy 1.18.3:** The maximum allowable development within the PCD Overlay shall be governed by building transitions that are appropriately scaled to adjacent streets and single-family neighborhoods, the future land use plan map designations therein, and as follows:

NE 125th Street

- The permitted height along NE 125th Street, within the NRO, shall be 110 feet, including parking levels and appropriate building transitions.
- The permitted density is 100du/ac, subject to the availability of bonus units and pursuant to a development agreement.
- The land use of NE 125th Street is mixed use.
- The maximum lot coverage is 80%.

## PERMITTED USES IN FUTURE LAND USE CATEGORIES

**OBJECTIVE 1.20:** Land use categories are further defined as follows:

Uses permitted in areas designated residential include: Residential dwelling units, subject to the limitation for a parcel as shown on the Future Land Use Map, and subject to the density and intensity limitations set forth in Policy 1.2.1. Subject to unit availability per Policy 1.14.1, low-medium, medium and high density residential designations may allow a density bonus not to exceed an additional 25 du/ac if developed in accordance with the policies contained under objectives 1.3, 1.4 and 1.12 as further defined in the City’s Land Development Regulations. Developments within the NRO are subject to the density and height bonuses in accordance with the policies contained under Objective 1.15 as further defined in the City’s Land Development Regulations. Developments within the PCD are subject to the density bonuses in accordance with the policies contained under Objective 1.16 and further defined in the City’s 2016 update of the Land Development Regulations.

**Policy 1.20.5 Central Business Commercial:** The areas designated Central Business Commercial on the Future Land Use Map are intended to provide land area for business, office, retail, service, light industrial and other commercial enterprises. Uses permitted in areas designated Central Business Commercial are as follows:

- (Residential) Mixed use.
- Retail uses, including restaurants
- Office and business uses.
- Professional offices and businesses.
- Community facilities such as schools, museums, places of worship, child and adult day care centers, nursing homes, governmental administration, police and fire protection facilities, and libraries.
- Passive parks and open space.
- Nonprofit neighborhood social and recreational facilities.
- Light industrial uses.

**Policy 1.20.6 Mixed Use:** The areas designated Mixed Use on the Future Land Use Map are intended to provide a mix of uses that will encourage pedestrian activity, by providing retail uses to serve the residential population. Mixed uses shall contain no ground floor residential uses.

**Policy 1.20.7 Industrial:** The Industrial land use designation shall be applied only to those lands proximate to the FEC Railway. The Industrial designation is designed to provide areas for light and heavy industrial uses and, because of its proximity to the FEC Railway, mixed uses. Uses permitted in areas designated Industrial are as follows:

- Light and heavy industrial uses.
- Education, scientific and research facilities, research laboratories, and medical or dental laboratories.
- Wholesaling.
- Office uses.

**Policy 1.20.15 Regional Activity Center:** The Regional Activity Center (RAC) designation is intended to encourage and promote large-scale development and redevelopment as well as small parcel infill development and redevelopment that facilitate a balanced mix of land uses by providing maximum flexibility for development and redevelopment activities. In accordance with Chapter 28-24.014(10) (b) 2, F.A.C., a Regional Activity Center in the City of North Miami shall be a compact, high intensity, high density multi-use area designated as appropriate for intensive growth by the City and may include: residential use; commercial; office; cultural and community facilities; educational facilities; recreational and entertainment facilities; hotels or motels; transportation facilities; utilities; and appropriate industrial activities. The major purposes of this designation are to facilitate mixed use development, encourage mass transit, reduce the need for automobile travel, provide incentives for quality development and give definition to the urban form.

General Location: The Regional Activity Center (RAC) totals approximately 1,739 acres in area. The RAC area is generally bound by Biscayne Bay to the east, NE 163rd Street to the north, Biscayne Boulevard to the west, and NE 135th Street to the south, excluding property not located within the city limits of North Miami. The boundaries of the proposed Regional Activity Center also include the area west of Biscayne Boulevard generally bound by 151st street to the north, NE 18th Avenue to the west, FEC rail corridor to the east and NE 137th Street and NE 140th Street to the south. The proposed RAC boundaries are identified on the FLUM (Map 1-5).

## TRANSPORTATION ELEMENT

### NEIGHBORHOOD IMPACTS OF MOBILITY STRATEGIES

**OBJECTIVE 2A.4:** Implementation of the City's mobility strategies should minimize or mitigate impacts on community and neighborhood integrity.

**Policy 2A.4.1:** The City will preserve and protect the character of neighborhoods defined by the City of North Miami Neighborhood Map establishing the boundaries of neighborhoods within the City. The City will require that all capacity improvements, including road dieting, traffic calming, mass transit, bicycle and pedestrian enhancements, be considered prior to moving forward with any road widening project that impacts the character of established adjacent neighborhoods. In partnering with neighborhood leaders, the City shall ensure that all future thoroughfares and expressway projects include opportunities for community input and consider design elements that favor safe, balanced, livable streets that accommodate various modes of travel.

**Policy 2A.4.5:** The City of North Miami may consider a traffic circulation study to evaluate the downtown area, particularly NE 123rd and 127th as a bypass to NE 125th Street. The study should evaluate forecasted traffic congestion in the area between the FEC rail line (east end) to Griffing Boulevard (west end) and encompass the NE 125th train station and the entire Neighborhood Redevelopment Overlay (NRO).

**OBJECTIVE 2A.6:** Increase the amount of pedestrian activity on streets within the TCEA by providing adequate facilities to promote a more walkable, safer pedestrian environment. Monitoring and Evaluation:

1. On-going analysis of pedestrian facilities and pedestrian activity within the TCEA.

**Policy 2A.6.1:** The Pedestrian Facilities Map containing an inventory of existing sidewalks on all arterial, collector and local streets in a geographic information system (GIS) will be annually updated and maintained.

**Policy 2A.6.2:** The City will implement the recommendations of the 2005 Transportation Master Plan and Downtown and Major Corridors Master Plan (2013) and include improvements for the pedestrian environment in the City's Capital Improvement Plan.

### MUNICIPAL SIDEWALKS

**OBJECTIVE 2A.7:** To the maximum extent possible, the City shall ensure that sidewalks exist along all municipal streets and future programmed projects support wider sidewalks on Local, County and State roads.

**Policy 2A.7.1:** The City shall enforce the Code of Ordinances provision that requires construction of a sidewalk where one does not exist by adjacent property owners in connection with improvements totaling in excess of \$5,000.00.

**Policy 2A.7.3:** The City shall request that sidewalks be installed and/or repaired as part of any State or County highway widening, road dieting or transportation improvement project.

**Policy 2A.7.4:** The City requires redeveloped areas, and new developments when applicable, to provide pedestrian access into and through the developments.

### BICYCLE FACILITIES

**OBJECTIVE 2A.8:** Increase bicycling within the TCEA by providing adequate and safe facilities.

**Policy 2A.8.1:** The Bicycle Facilities Map containing an inventory of existing bicycle facilities on all arterial, collector and local streets in a geographic information system (GIS) will be annually updated and maintained.

**Policy 2A.8.2:** Within one year of effective date of the 2016 Comprehensive Plan update (Ordinance No. 1399), the City shall amend the Land Development Regulations to better support the citywide bicycle facilities inventory.

**Policy 2A.8.3:** The City shall continue to coordinate with representatives of Miami-Dade Transit to increase the number of MDT bus routes operating within the City that participate in the Agency's Bike and Ride Program.

**Policy 2A.8.4:** The City requires bicycle parking facilities to be included in all new development and redevelopment of non-residential uses.

**Policy 2A.8.5:** The City requires redeveloped areas, and new developments when applicable, to provide bicycle access into and through the developments.

### GOAL 2B

Develop a safe, convenient and efficient public transportation system within North Miami for residents, businesses, and visitors, with particular emphasis on adequate service for the local "transportation disadvantaged" population within the City.

### PUBLIC TRANSIT SERVICE

**OBJECTIVE 2B.1:** Increase utilization of transit service by local residents, employees and visitors to help minimize motor vehicle use and reduce traffic congestion.

- Monitoring and Evaluation:
- Increase transit ridership.

**Policy 2B.1.1:** The City of North Miami shall encourage MDT to consider improvements to the existing transit system including, but not limited to, increased routes, frequency of service, and accuracy of scheduling and timed transfers at select major land uses within the City.

**Policy 2B.1.2:** The City of North Miami will coordinate with members of MDT and the Citizens' Independent Transportation Trust (CITT) to implement public transportation improvements, including but not limited to public transit, as identified in the Peoples Transportation Plan.

**Policy 2B.1.3:** The City shall evaluate the long term plan for the local transit circulator service within the City. The City will work towards increasing the route coverage and frequency of service for the transit circulator. The City will use the transit circulator to serve the transit dependent population with better connections to parks, civic spaces, activity centers and regional transit stops.

**Policy 2B.1.4:** The City of North Miami will, through its seat on the MPO and participation in the South Florida Regional Transportation Authority (RTA), coordinate with members of Miami-Dade Transit, the member counties and cities, and the Miami-Dade MPO concerning their study of the FEC railroad as a future premium transit corridor connecting Downtown Miami with Broward County to the north, especially as it relates to exploring the feasibility of linking land uses in the Regional Activity Center with the possible dedicated premium transit corridor. The City will coordinate with agencies regarding recommendations produced by all future studies for the FEC corridor.

**Policy 2B.1.5:** The City will coordinate with Miami-Dade Transit (MDT) authorities for increased interaction between the two services in terms of transfer stops and route schedules to make it convenient for transit riders to transfer between the two services for local and regional transit trips. The City will continue to work with MDT to develop transit mobility strategies.

**Policy 2B.1.6:** The City shall continue revising Land Development

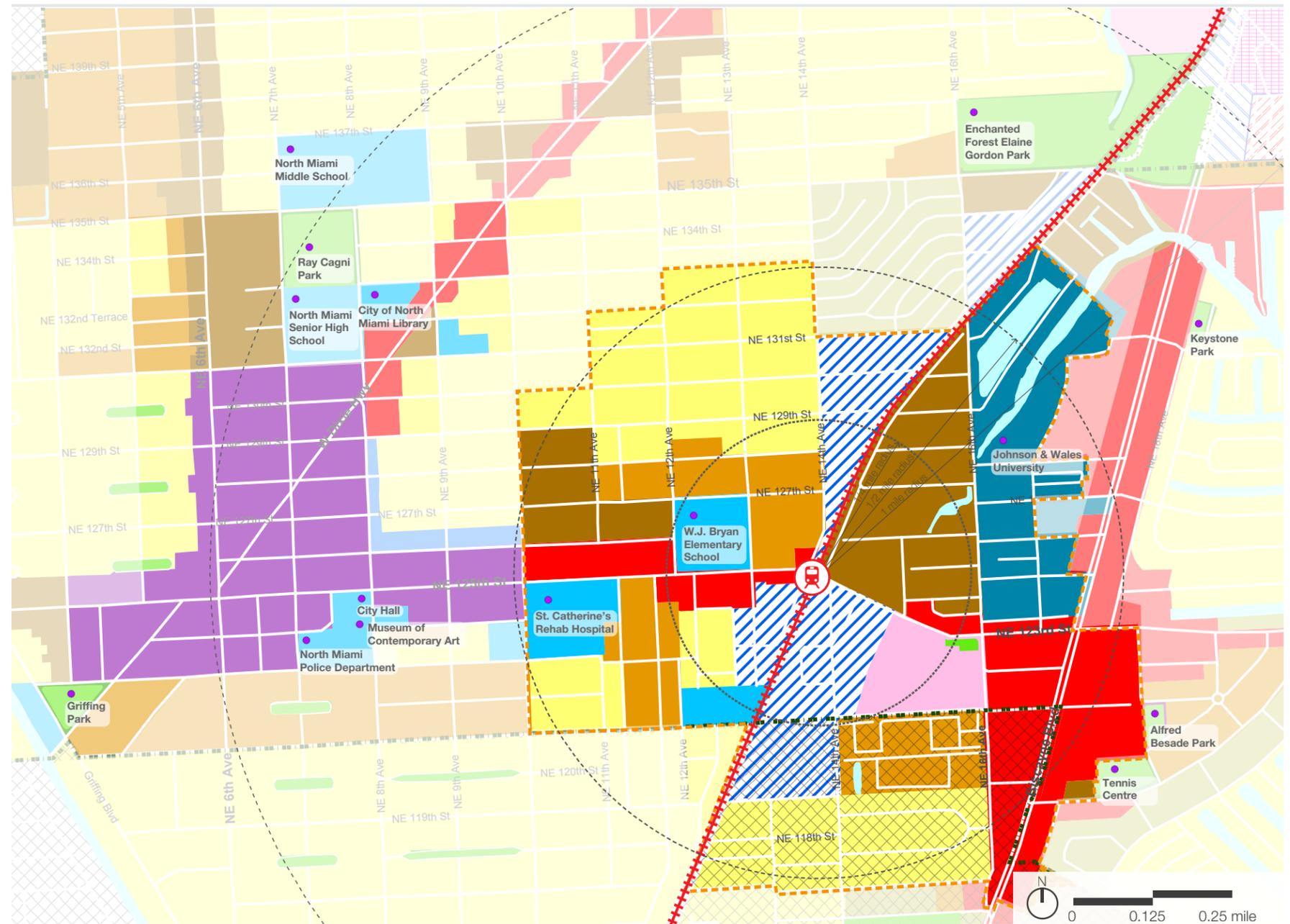
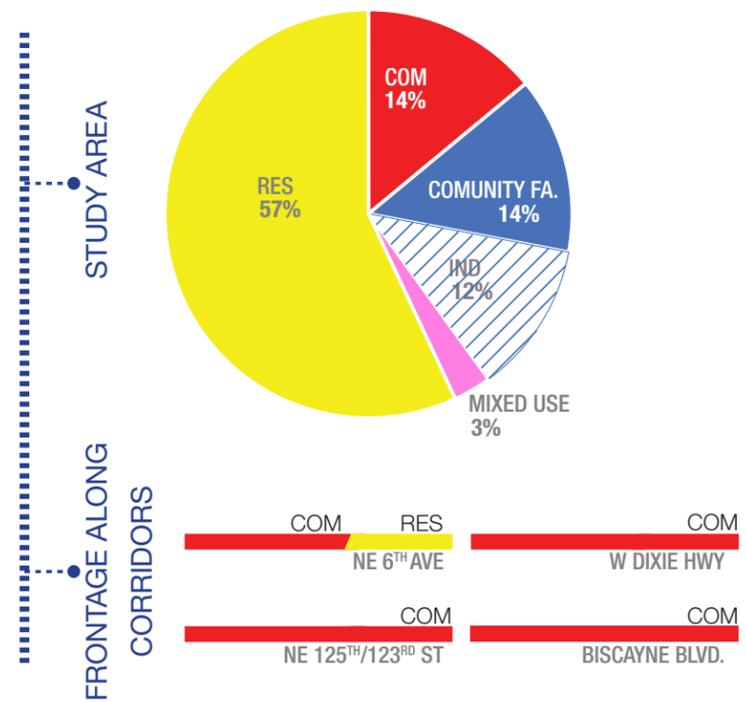
# LAND DEVELOPMENT AND REGULATIONS

## FUTURE LAND USE

As mentioned earlier, the Planning Area falls within the jurisdiction of both County and the City of North Miami. Comprehensive Plans for both jurisdictions have identified future land use designations for the properties within the Planning Area.

As evident in, much of the northern and southern portions of the Planning Area are dominated by low-density residential properties. Followed by community facility, defined by Johnson & Wales University extension and commercial area concentrated along the major commercial corridors (NE 125th/123rd Street and Biscayne Boulevard).

However, the central portion of the Planning Area have high concentration of industrial use (12%) with less active uses.



**LEGEND**

North Miami City	FEC Passenger Rail	Single Family Residential	High Density Residential	Commercial Office	Open Space & Recreation
Planning Area	Proposed NE 125th/123rd St. Station	Low Density Residential	Mixed Use Low Density	Public Facilities	Unincorporated County
Parcel	Major Landmarks	Density Residential	Mixed Use Medium Density	Community Facility University	
		Medium Density Residential	Commercial Central Business District	Industrial	

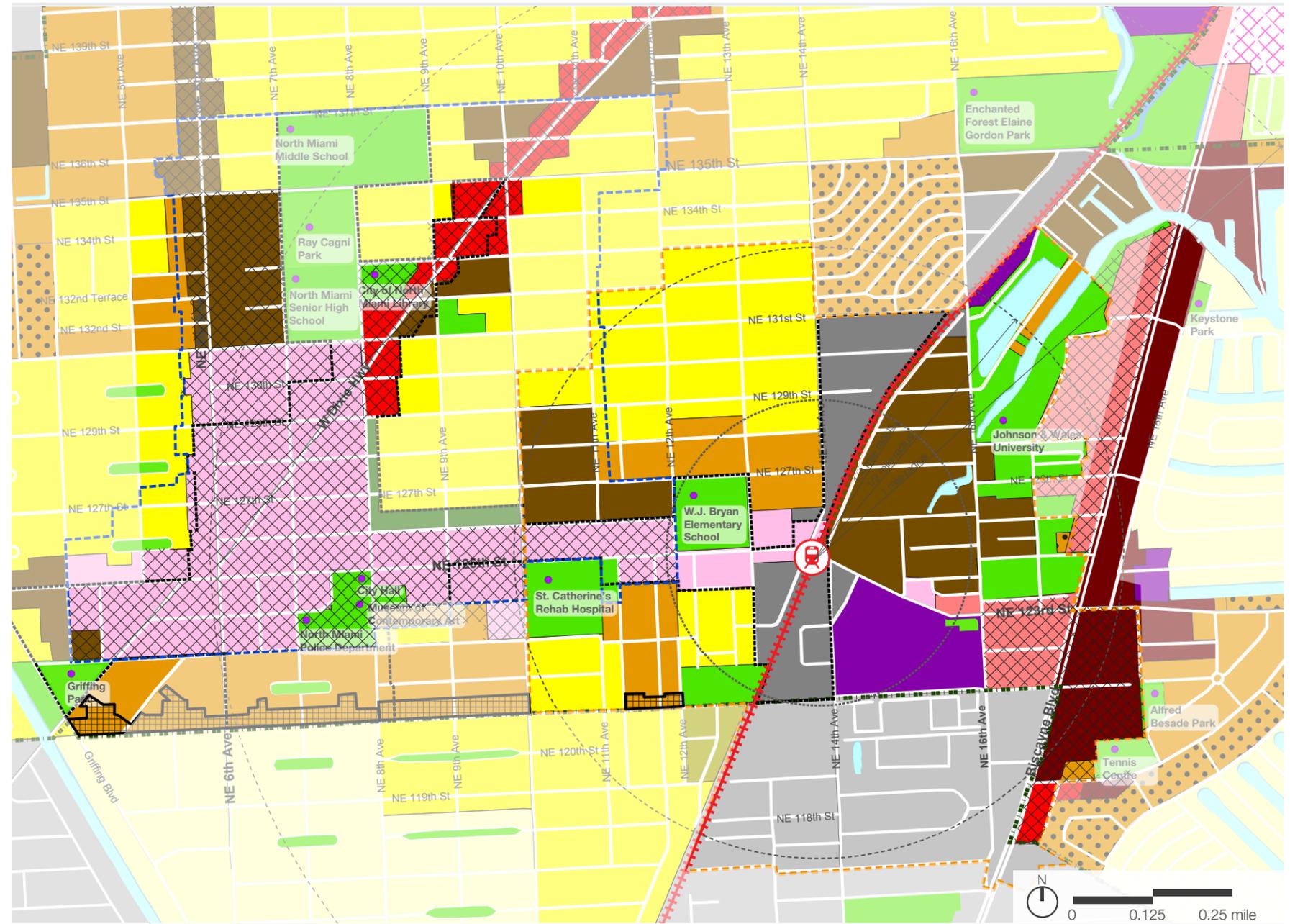
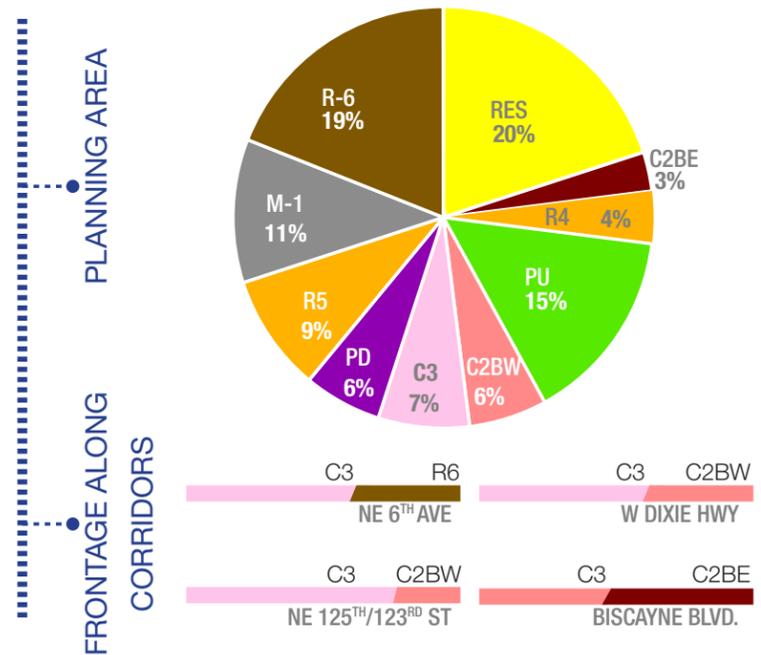
MAP 1.17: FUTURE LAND USE MAP (2030)

# ZONING

Similar to the Future Land Use designations, the City of North Miami has zoned properties under restricted and planned development classifications. In order to capitalize on the opportunities, the City has designated this area under Overlay Zones to revitalize the area as a vibrant, transit supportive destination, a mix of uses with higher than present densities that need to be introduced.

The blocks to the north and south of FEC railroad intersection from NE 131st street to the north till the NE 119th street to the south is delineated as the industrial district. The intent of the district is to promote industrial and related uses in the city.

Inherent Challenges: There is no reference to provision of residential component within the description of types of uses permissible within this district. This limits the possibility of creating worker housing and live-work walkable neighborhoods.



**LEGEND**

North Miami City	FEC Passenger Rail Proposed NE 125th/123rd St. Station	Neighborhood Redevelopment Overlay Boundary	Art & Design Overlay District	Planned Corridor Development Overlay	Biscayne Park Height Transition Zone
Planning Area	Major Landmarks	C-1 Commercial	C-3 Commercial	R-1 Residential estate district	R-5 Multi-Family district
Parcel		C-2BE Commercial	M-1 Industrial	R-2 Single-Family district	R-6 Multi-Family district
		C-2BW Commercial	PD Planned Development District	R-4 Multi-Family district	RO Residential Office district
				PU Public use district	Unincorporated Miami-Dade
				Water	

MAP 1.18: ZONING

The defined zones applicable to North Miami Mobility Hub and TOD Strategic Plan are:

**Neighborhood Redevelopment Overlay (NRO):** The purpose of the NRO is to provide for the redevelopment of the urban core of the city through regulations and incentives that are designed to achieve the redevelopment, economic development, housing choice, and multi-modal transportation objectives and policies of the comprehensive plan, while protecting important residential areas of the city. The existing NRO boundary extends from NE 137thSt. to the North, NE 12th Ave to the East, NE 123rdSt to the South and NE 6th Ave to the West, forming a fairly rectangular overlay district. With an intent to strengthen the residential character of the Planning Area, the maximum allowable density bonus is 90 DU/Ac within the district with a varying height restriction from 150 ft for the C3 to 35ft for R1, R2 land uses.

**Inherent Challenges:** While the intent of the overlay is to provide and strengthen the residential units in the identified city core area, the density bonuses are made available with a conditional use permit from the city council and Development Review Committee (DRC) site plan approval. This additional step of approval hinders the willingness of the developer community to achieve the desired mix of land uses and its intensity. Further, the NRO district is characterised by smaller plot sizes. With the current zoning codes on required setback norms along with stepback requirements for higher buildings, it is observed to be a challenge in attracting high intensity development. The smaller parcels also have different ownerships, which makes it difficult for pooling or amalgamation by the developer.

**Art & Design Overlay District:** Spread along the primary corridors of W Dixie Highway, NE125th Street and the industrial land use zones (M1) around the FEC rail road intersection, this overlay district allows for specialized land uses that promote arts, design and cultural uses within the land use zoning codes.

**Inherent Challenges:** AOD does not specify the ratio or percentage mix of land uses allowed within the area. It is not supported by policy incentives for promoting implementation of stated activities. Lack of adequate vacant land parcels, thriving retail and commercial activities around the five point intersection, creates room for focusing planned interventions around the North Miami Library, Ray Cagni Park and the M1-industrial land use zone around the FEC railroad intersection.

**Planned Corridor Overlay District (PCD):** As identified on the zoning map, the PCD is applied to the following major corridors: State Road 7/NW 7th Avenue, NE 6th Avenue, Biscayne Boulevard, West Dixie Highway and NE 125th Street. The purpose of the PCD is to encourage a compact, high-intensity mix of residential, commercial, employment, and civic-institutional uses to support transit use, reduce single occupancy vehicle use, increase pedestrian activity and improve access and mobility. Furthermore, the PCD district shall take precedence over any other overlay district.

**While the possibility of a transit station overlay district is mentioned in the zoning codes, the details are yet to be incorporated.**

The other overlay districts elaborate and provide a comprehensive list of additional permissible uses for the underlying land use zoning, to create mixed use environments. With no significant alterations to the building densities or heights, the intent of these overlay districts is to enrich the qualitative and programmatic aspects of the Planning Area.



# EXISTING ZONING REGULATIONS

The City of North Miami currently provides regulations for implementing planning policies contained in the Comprehensive Plan and the Downtown CRA 2016 Master Plan Update. It establishes three districts in the city that delineate base zoning classifications as well as overlay districts which are applicable within selected areas. There are currently eleven (11) zoning districts within the North Miami Mobility Hub & TOD Planning Area:

- Commercial (C-1; C2BE; C2BW; C-3)
- Industrial (M-1)
- Residential (R-1; R-2; R-4; R-5; R-6)
- Bayshore Zone – Multifamily District (BZ)

The composite table provides an overview of the minimum standards of development for residential and non-residential districts.

The overlay districts identify parts of the Planning Area as zones to promote richer mix of uses, higher densities and flexibility. The main corridors, downtown areas and residential transitional zones have been identified to enhance the identity of the Planning Area, in order to facilitate preferred mix of land use and massing. It can be noted here that the maximum density permitted with bonuses are 115 DU/Acre for NRO district.

The zoning codes also provide density bonuses as a means to attract investments without compromising the need for better public realm amenities, sustainable buildings, achieve mixed use, introduce public art or provision of structured parking. However, since the density bonuses are made available for all zones at varying degrees, the Planning Area lacks a structured alignment of newer developments towards public transit and mobility. Though the incentive for Transit Oriented Development parameters are relevant in achieving a public transit friendly planning area, it lacks a focused zoning to promote Transit Oriented Development at specific nodes and precincts to enable a transit supportive good urban form. There are eight overlay districts that cover all or part of the Planning Area. These overlay districts include:

- Neighborhood Redevelopment Overlay Boundary (NRO)
- Arts, Culture & Design Overlay District (AOD)
- Planned Corridor Development Overlay (PCD)
- Residential Office (RO)
- Planned Development District 1,2 &3 (PD1, PD2, PD3)
- Public use District (PU)
- Regional Activity Center Overlay District (RAC)
- Planned Community Urban Design (PCUD)

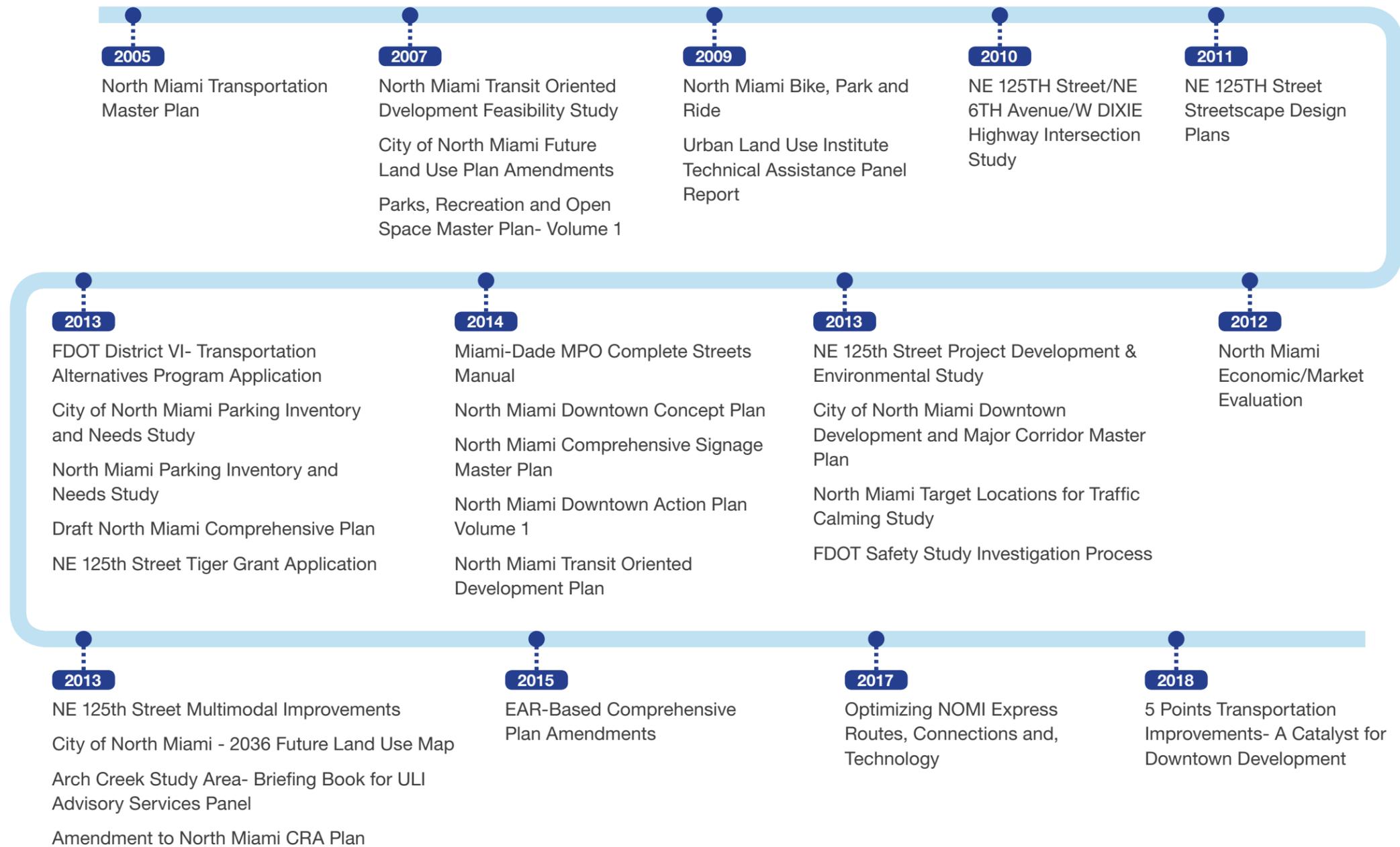
The composite table provides an overview of the minimum standards of Overlay:

Future Land Use	Zoning District	Purpose	Max. DU/Acre	Min. Lot Dimensions (in sqft.)	Min. Lot Width (in feet)	Setbacks (in feet)	Max. Height (in feet)	Max. lot coverage	Remarks
Residential Estate District	R1	Establish areas of low density residential characterized by detached housing	5.1	9200	80	"Front - 25, Side - 7.5 or 10%, (min. 5ft) Corner plot - min. 15 ft or front setback of adjoining lot fronting on side street Rear-25"	35		
Single Family District	R2		5.1	6000	60		35		
Multifamily District	R4	Provide for lower density multifamily residential, transition between single-family to other intense forms of residential	12				35	80%	Portions of building that exceed 35ft up to the max. permitted height shall be setback by 10ft.
	R5	Medium density residential	16.3				75	80%	
	R6	Higher density residential	25			110	80%		
Multifamily District	BZ	Multi-family residential district to designate shoreline areas appropriate for higher density development	100			115	75%		
Commercial	C1	Commercial district to provide citizens with convenient access to goods & services		10,000	100	Front-15, Side-10, Rear-10	55	80%	Portions of building that exceed 35ft up to the max. permitted height shall be setback by 10ft.
Commercial	C2BE	To enhance high quality commercial areas along Biscayne Blvd & NE 123rd street corridors		10,000	100		55	80%	
Commercial	C2BW								
Commercial	C3	Greater flexibility in development standards, encourage mixed use, enhance pedestrian experience, (Downtown Commercial area is a part of this district)		10000 (20,000 if above 55' ht)	100		upto 150 with incentives	80%	
Industrial	M1	To accommodate industrial & related uses and to support mixed use within Transit Station Overlay District		20,000	100	Front-20, Side-15, Rear-15	55	75%	

Overlays	Zoning District	Purpose	Max. DU/Acre	Setbacks (in feet)	Max. Height (in feet)	Max. lot coverage
Residential Office District	RO	Allow conversion & use of existing low-density residential structures for non intensive office oriented land uses		Front-25, Side-7.5 or 10%, Rear-25	35	85%
Planned Development District	PD1, PD2, PD3	Promote greater innovation & creativity in land development Ensure location of mixed use outside NRO is appropriate & compatible Promote more desirable community environment through approval as a rezoning issuance of conditional use permit Not approved in R1 & R2"		PD1-25 PD2-40 PD3-45 without bonuses, bonus max. 15"		"PD1-55 PD2-75 PD3-110" 80%
Arts, Culture & Design	AOD	Focus on revitalization of central city core, advance artistic design & cultural uses. Support live work environment for artists and members of design & cultural communities		Applicability of other provisions of city LDR, supplementary permitted uses listed		
Public Use District	PU	Develop publicly owned or used lands in efficient, innovative & flexible way				
Neighborhood Redevelopment Overlay	NRO	Redevelopment of urban core, through regulations, incentives to achieve economic development, housing choice, multi-modal transportation objectives, policies of comprehensive plan while protecting residential areas of city	"Major Corridors-100 Not on corridors-90"	as per underlying zoning requirements	"Permitted-90 With bonus-110"	80%
Regional Activity Centre	RAC	Encourage & promote large scale development & redevelopment for 1739 Acres of identified location				
Planned Community Urban Design	PCUD	Implement development order of Sole Mia (180 Acre parcel)				
Planned Corridor Development	PCD	Encourage compact, high intensity, mix of residential, commercial, employment & civic-institutional uses to support transit use, reduce single occupancy vehicle use, increase pedestrian activity & improve access & mobility	100 DU/Acre (Except Biscayne Boulevard-125 DU/Ac)	Additional 1 ft for every 2ft height above 35 ft	110 ft (except Biscayne Blvd-45ft)	80%

## PREVIOUS PLANNING EFFORTS

The North Miami Mobility Hub and TOD Strategic Plan represents a continuing effort by the city to create an environment of sustainable economic development built around carefully orchestrated policies, programs and catalyst projects. The study will bring together and synthesize those previous efforts into a multi-modal Mobility Hub, compact Transit Oriented Development and a more fully integrated transportation system. Therefore, this study builds on existing and ongoing initiatives of the City of North Miami and also includes a review of various planning documents produced by various agencies at the county and state levels. The intent is to critically review the existing documents and build upon the recommendations, projects and programs administered by the City to avoid duplication of past efforts.





An aerial architectural rendering of a city neighborhood. A central transit corridor, highlighted in orange and green, runs diagonally from the top right towards the bottom center. The surrounding area is filled with residential and commercial buildings, streets, and green spaces. The left side of the image is partially obscured by a dark grey overlay containing text.

SECTION 2

# FRAMEWORK & PRINCIPLES

FIRST & LAST MILE CONNECTIVITY

MULTIMODAL INTEGRATION

CREATIVE PLACEMAKING

TRANSIT SUPPORTIVE  
DEVELOPMENT

PARKING MANAGEMENT

AGE-FRIENDLY NEIGHBORHOODS

ECONOMIC CATALYSTS

INNOVATION & TECHNOLOGY  
INTEGRATION

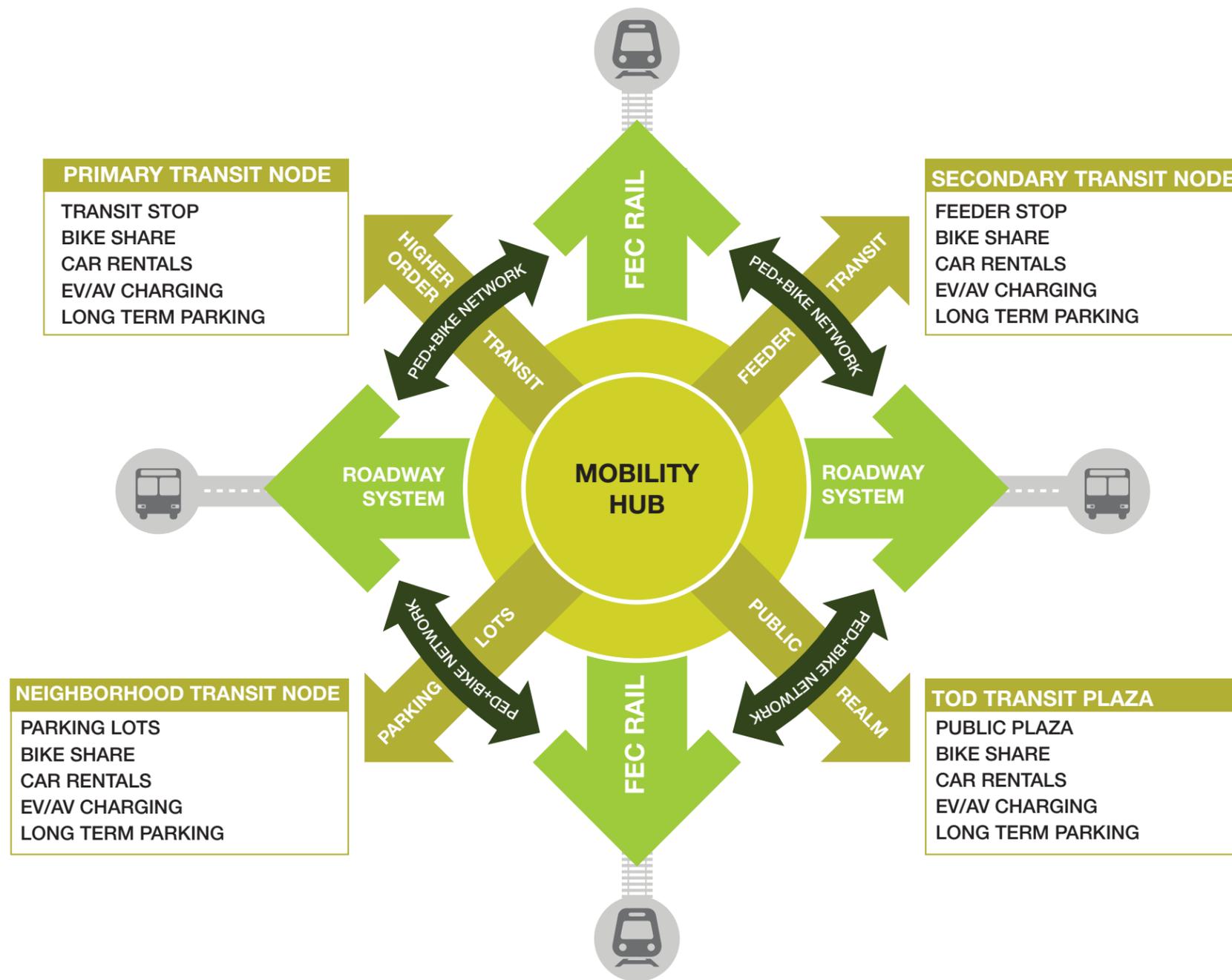
RESILIENT NOMI

# MOBILITY HUB & TOD STRATEGIC PLAN FRAMEWORK

Chapter 3 presents a new paradigm for growth in Downtown North Miami – an integrated approach to mobility oriented land use planning, creative placemaking, transit based economic development, future-proofing and “smart” cities aimed at promoting the transformation of North Miami as a “MOD City” in South Florida. In pursuit of the larger goal of building Resilient cities, instituting land use policies that inherently reduce auto dependence is a critical component of Mobility Hubs. Establishing the North Miami Mobility Hub within a ½-mile radius (10-minute walk) of the potential transit station, will allow for seamless integration of modes with a high quality user experience. The built-up areas, primarily private parcels, where different human activities occur that support varied housing, employment, shipping, and other uses. In the TOD model, buildings should relate to and activate surrounding open spaces and support transit ridership by adequate density.

The integration of transportation and land use strategies in support of this goal is known as Transit-Oriented Development (TOD), a strategy that is gaining widespread acceptance in both urban and suburban centers across the country. In North Miami, since the location of the proposed station along FEC is currently under deliberation between NE 125th/123rd Street and NE 151st, this Plan reinforces the definition of transit to include all mobility options. While this Plan identifies the 125th/ 123rd Street station as the preferred future location, it is formulated to accommodate the larger mobility needs of the city and forges strategies to strengthen the first and last mile connectivity to both the potential train station locations. Based on the existing concentration of bus service, NoMi express routes, the construction of NE 125th Streetscape improvements, the Downtown including the North Miami Mobility Hub Planning Area, will continue to be the most highly served collection of real estate in North Miami.

MOD or Mobility Oriented Development, for North Miami, is envisioned as neighborhoods, districts and corridors that are compact, moderate-to-high density developments of mixed-use character, interconnected with other land uses through bicycle and pedestrian friendly mobility networks. The City of North Miami Comprehensive Plan calls for the creation of a Transit Center Overlay for the planned NE 125th Street Tri-Rail Coastal Link Station. As such, the Planning Area is an ideal location to develop a series of medium and high-intensity development nodes that can provide both new places to live within the Downtown CRA along with new commercial and public facilities that will contribute to neighborhood and regional prosperity.



## GUIDING PRINCIPLES

MOD is particularly effective at capturing the benefits multi-modal mobility options can bring to communities. Successful realization of the MOD in North Miami will help incorporate the following nine (9) principles. These principles will help shape the future of North Miami's urban core by bringing together an array of transportation services, amenities, and urban design enhancements that encourage economic development.

### NOMI MOBILITY HUB SHAPING THE DESIGN

9 GUIDING PRINCIPLES



FIRST & LAST MILE  
CONNECTIVITY



MULTIMODAL  
INTEGRATION



CREATIVE  
PLACEMAKING + OPEN  
SPACE NETWORK



TRANSIT SUPPORTIVE  
DEVELOPMENT



PARKING  
MANAGEMENT



AGE-FRIENDLY  
NEIGHBORHOODS



ECONOMIC CATALYSTS



INNOVATION &  
TECHNOLOGY  
INTEGRATION



RESILIENT NOMI

### 1 FIRST & LAST MILE CONNECTIVITY

North Miami's Mobility Hub & TOD Strategic Plan allows for 'coordinated bundling' of first and last mile access strategies by identifying priority pedestrian, bicycling, and shared mobility projects that partner agencies can build from and/or plug into.



### 2 MULTIMODAL INTEGRATION

To facilitate better access to neighborhoods, the Plan strengthens links between modal access points- bus stops, circulator shuttles, parking areas, bike share systems, local jitney service and future transit stations by providing solutions to facilitate easily identifiable, safe and efficient access routes between Miami-Dade Metrobus, NoMi Express, local jitney service and the future commuter rail service.



### 3 CREATIVE PLACEMAKING

Mobility-oriented developments are transformed to neighborhood destinations through strategic interventions in arts and culture driven collaborative urban design projects to create a "sense of place". The Plan identifies opportunities to activate the Planning Area's streets and plazas implement through small-scale, temporary and/or permanent tactical urbanism projects.



#### 4 TRANSIT SUPPORTIVE DEVELOPMENT

To ensure higher densities are strategically distributed across the Planning Area while at the same time utilized to maximize the development potential of each site and its tax revenue generating capacity, the Plan identifies catalyst nodes along major corridors; based on the area's infrastructure carrying capacity of roads, utilities and assets while at the same time ensuring regional resiliency considerations are integrated.



#### 5 PARKING MANAGEMENT

To reduce reliance on personal vehicles and promote transit usage, the Plan recommends a parking management strategy through regulatory changes such as reduced parking requirements, redevelopment of surface parking lots, and construction of mixed-use parking garages within the Planning Area.



#### 6 AGE-FRIENDLY NEIGHBORHOODS

Incorporating the needs of children and senior citizens is at the core of the North Miami Mobility Hub & TOD Strategic Plan. The intent is to ensure that the design of public spaces and mobility networks in the Planning Area should be sensitively designed to create healthy and equitable communities.



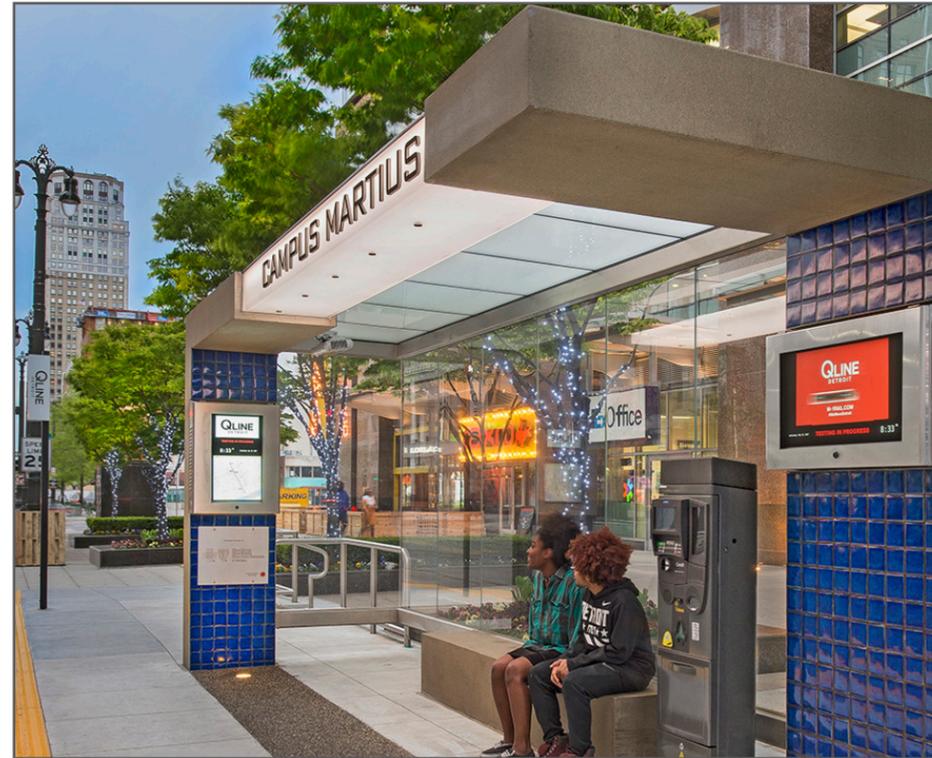
## 7 ECONOMIC CATALYSTS

The Plan recommends projects intended to have the greatest impact on residents. These include physical improvements that have multi-tiered benefits – access to affordable housing neighborhood services, increase homeownership rate, etc.



## 8 INNOVATION & TECHNOLOGY INTEGRATION

With the global trend towards using information and communication technologies to increase a city’s competitiveness and quality of life, the Plan proposes to invest in solutions that are able to respond collectively to the needs of the individual citizen through better government-to-government and government-to-citizen collaboration.

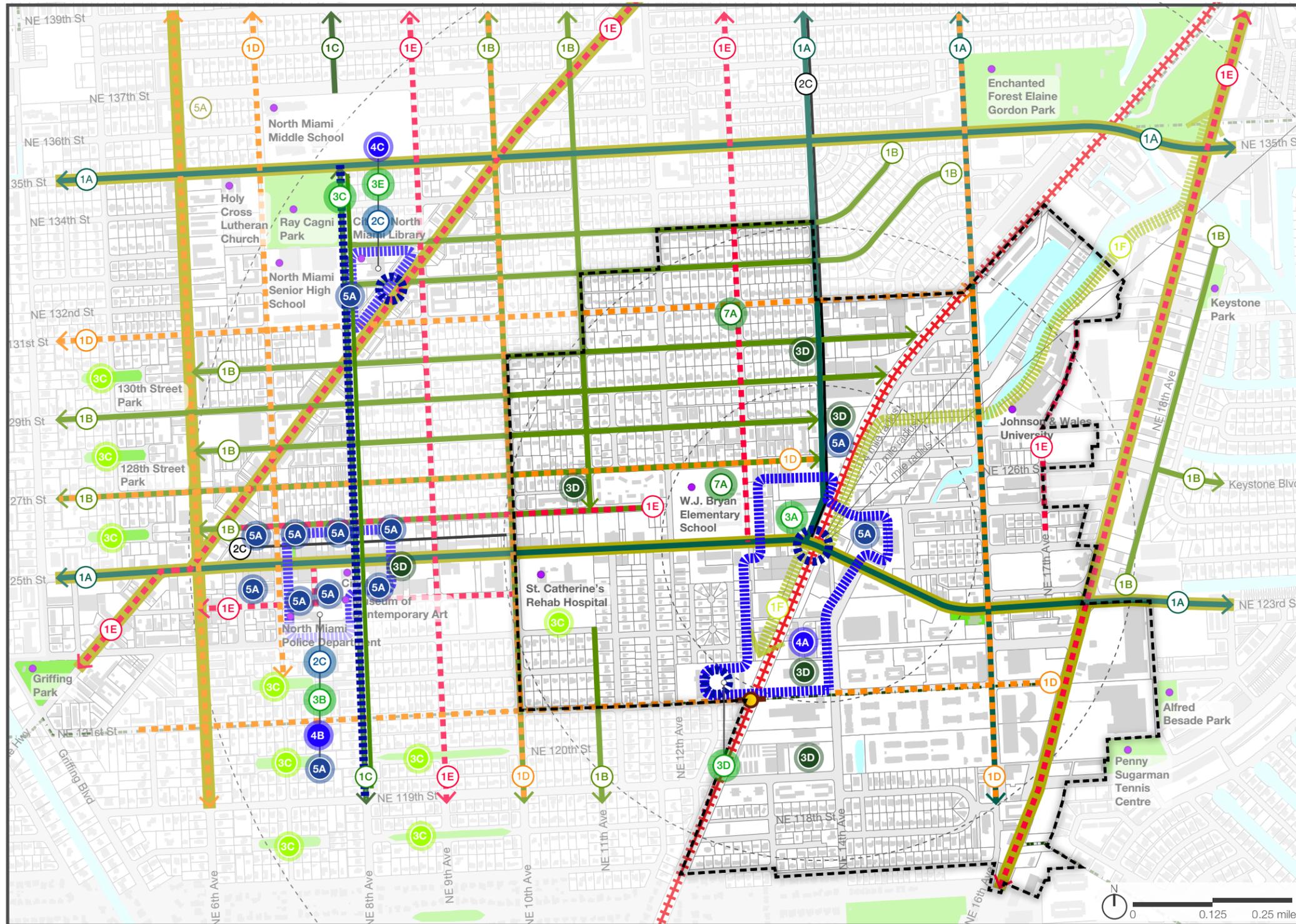


## 9 RESILIENT NOMI

Increasing the ability of North Miami to absorb, respond, recover and prepare for environmental, physical, economic, social and technology disruptions to promote sustainable development, well-being and inclusive growth through integrated land use, mobility, and infrastructure planning.



# CONCEPT PLAN



## LEGEND

### FIRST & LAST MILE CONNECTIVITY

- 1A Pedestrian Priority Streets
- 1B Green Streets
- 1C Shared Streets & Alleyways
- 1D Shared Bikeways
- 1E Protected Bike Lanes
- 1F Multi-use trail

### MULTIMODAL INTEGRATION

- 2A Nomi Routes
- 2B Metrobus Routes
- 2C Nomi Pivot

### CREATIVE PLACEMAKING

- 3A Catalyst Areas
- 3B Connecting Corridors
- 3C Parks
- 3D Repurpose Parking Lots

### TRANSIT SUPPORTIVE DEVELOPMENT

- 4A NoMi Station Square
- 4B MOCA Plaza / Civic Center Complex - Transit Node
- 4C North Miami High School / Library / Arts & Culture District - Transit Node

### PARKING MANAGEMENT

- 5A Off-Street Parking
- 5B On-Street Parking



# PRINCIPLE 1 FIRST & LAST MILE CONNECTIVITY

A starting point for this project was to address the access to the transit station- the first and last mile- through multiple modes of transportation, as well as seek ways to reduce automobile dependence. While the planned Tri-Rail Coastal Link proposes one station within the City of North Miami boundaries, all transit riders must complete the first and last portion of their trip to and from the station on their own using a number of modes to transport- walk, bicycle, ridesharing, car-sharing services, use bus or shuttle, or drive to park at the station.

The fundamental principle of this Mobility Hub and TOD Plan is to prioritize pedestrians first, transit next, then cyclists, shared mobility options next, and finally cars. The vision is to provide more and enhanced mobility choices for North Miami residents and other users, ultimately improving access to transit service for longer regional trips and discourage use of cars for shorter local trips.

In the sections that follow, action strategies for the CRA and City to jointly develop mobility options that are designed to support future densification in Downtown, through an overlay of connected networks for pedestrians, transit, bicycles and cars.



## COMMUNITY ENGAGEMENT

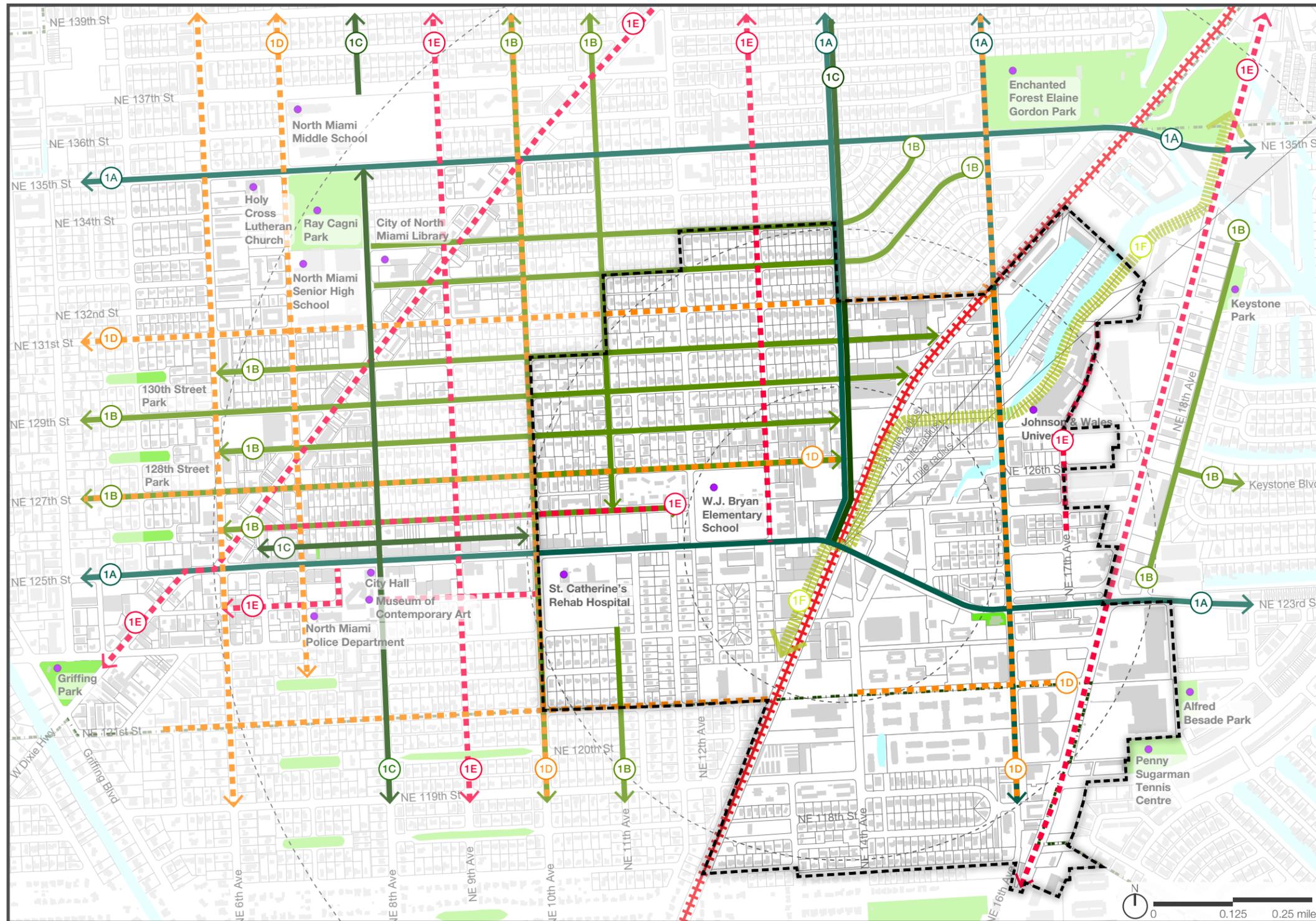
Feedback received from the public workshops, online surveys and from the consultant team's inventory of existing conditions through research and interviews highlighted the following key issues related to mobility in Downtown North Miami, specifically within the ½ mile radius from the planned transit station at NE 125th/ 123rd Street.

- Increasing congestion and through traffic through the Planning Area, especially during peak hours
- High percentage of residents commuting to work outside the city limits
- Unsafe conditions along major corridors for bicyclists
- Inefficient roadway configuration and intersection geometries (Five Points, 6th Avenue, West Dixie Highway) causing disruptions to street grid
- I-95, FEC Railroad and waterways acting as barriers for movement between neighborhoods and limited connectivity to Downtown
- Unreliable and low-frequency bus service
- Limited right-of-way on existing corridors
- Need for parking management including constructing parking garages and regulating excessive on-street parking on residential streets
- 125th Street as the major feeder corridor for regional and local traffic is rapidly approaching its ultimate capacity for cars
- Opportunities to improve movement through improving minor streets for pedestrians and bicycling
- Need for emphasis on alternative mobility modes to provide residents with greater choices for getting around the city
- Better connect neighborhoods west of I-95 to Downtown
- Improve street aesthetic character, universal design features for disabled, and shade trees for attracting more pedestrian traffic





# FIRST & LAST MILE CONNECTIVITY ILLUSTRATIVE MAP



## LEGEND

- 1A PEDESTRIAN PRIORITY STREETS**  
 East-West: NE 125th/123rd Street | NE 135th Street  
 North-South: NE 14th Avenue | NE 16th Avenue
- 1B GREEN STREETS**  
 East-West: NE 126th Street | NE 128th Street | NE 130th Street | NE 132nd Street | NE 133rd Street  
 North-South: NE 11th Avenue | NE 18th Avenue  
 Keystone Blvd
- 1C SHARED STREETS & ALLEYWAYS**  
 North-South: NE 8th Avenue | NE 14th Avenue | 125th Street North Alley (Dixie cut-through to 10th Avenue)
- 1D SHARED BIKEWAYS**  
 East-West: NE 121st Street | NE 127th Street | NE 131st Street  
 North-South: NE 6th Avenue | NE 7th Avenue | NE 10th Avenue | NE 16th Avenue
- 1E PROTECTED BIKE LANES**  
 East-West: NE 124th Street | NE 126th Street  
 North-South: NE 9th Avenue | NE 13th Avenue  
 Biscayne Boulevard | W Dixie Hwy
- 1F MULTI-USE TRAIL**  
 Along the FEC Railroad right-of-way



# FIRST & LAST MILE CONNECTIVITY PEDESTRIAN ENVIRONMENT

At the core of the Mobility Hub & TOD Planning Area, pedestrians are identified as the highest priority, achieved by providing walkable streets that are safe, comfortable and attractive. Sidewalks within the Planning Area have narrow widths and lack active frontages and shade to help shorten perceived distances.

NE 125th /123rd Street, an FDOT road, as the “main spine” through the Planning Area and Downtown CRA, is slated for redesign through a pedestrian-friendly design approach and a Complete Streets philosophy. However, the roadway with limited right-of-way, is approaching carrying capacity during peak periods, and is one of the three east-west connectors within a half-mile radius of the planned transit station. The other east-west roadways- NE 131st Street and NE 135th Street- have equally narrow sidewalks, lack of shade trees, but relatively less traffic. West Dixie Highway and 6th Avenue are also designed to move traffic, not people, and provide minimal pedestrian infrastructure. Biscayne Boulevard is the only street within the Planning Area that accommodates wider sidewalks and has scope for further improvement to transform into a Complete Street.

**To facilitate better connectivity, this Plan identifies three types of pedestrian-oriented routes to provide safer and comfortable choices to users for walking to key destinations within the Planning Area.** The First & Last Mile Connectivity Map on the following page illustrates the types and their design features.



Neighborhood Shaded Street



Pedestrian area in Johnson & Wales University



NE14th Avenue



Jaywalking at NE125th street



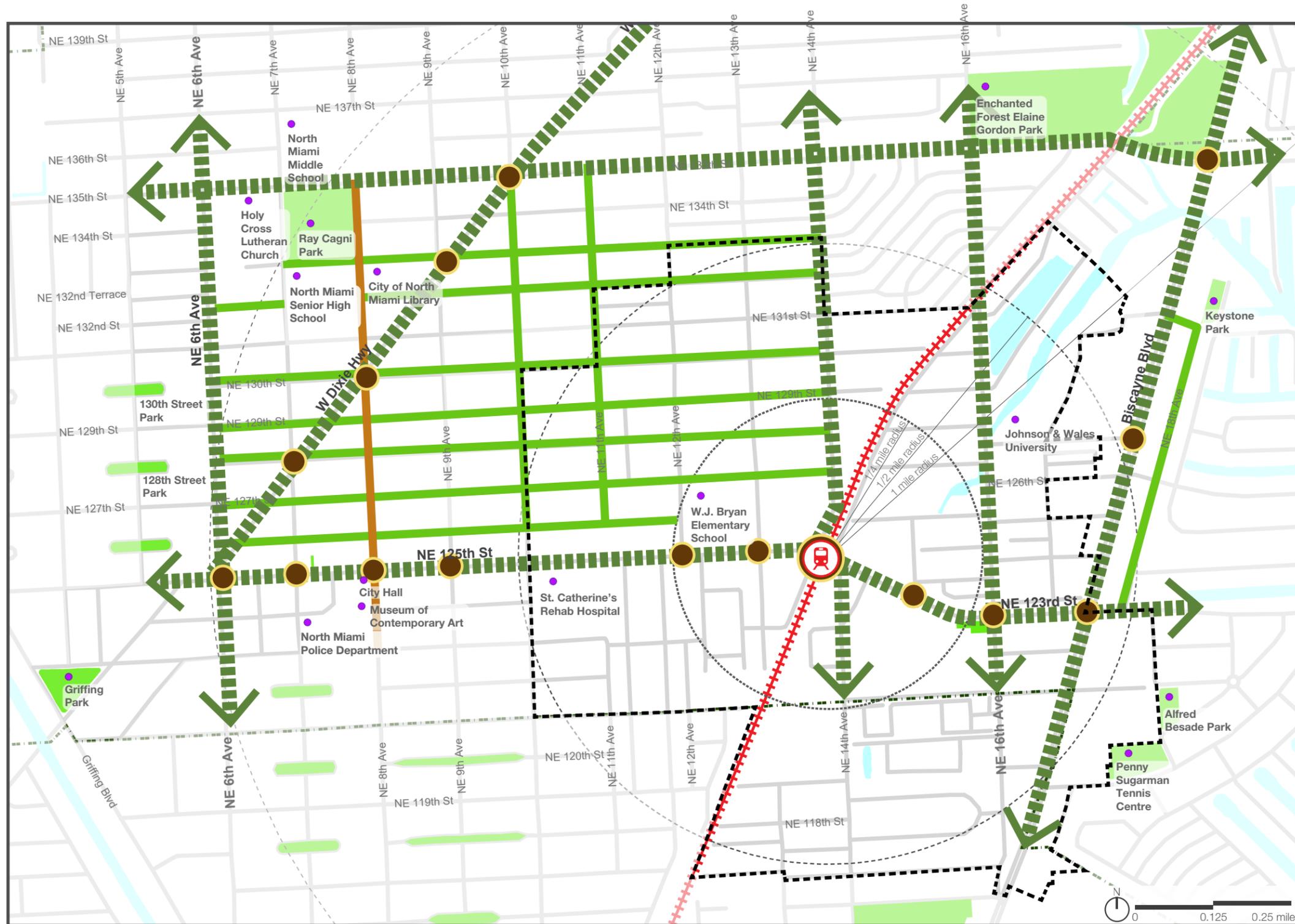
Paved intersection at NE127th street



Alleys @ NE125th street between NE 11th Pl & 12th Ct



# PEDESTRIAN ENVIRONMENT CONCEPT PLAN



## LEGEND

### 1A PEDESTRIAN PRIORITY STREETS

- East-West: NE 125th Street | 123rd Street | NE 135th Street
- North-South: NE 6th Avenue | NE 14th Avenue | NE 16th Avenue
- Biscayne Boulevard

### 1B GREEN STREETS

- East-West: NE 126th Street | NE 127th Street | NE 128th Street | NE 129th Street | NE 130th Street | NE 132nd Street | NE 133rd Street
- North-South: NE 10th Avenue | NE 11th Avenue | NE 18th Avenue
- Keystone Boulevard

### 1C SHARED STREETS AND ALLEYWAYS

- North-South: NE 8th Avenue | NE 14th Avenue | 125th Street North Alley (Dixie cut-through to 10th Avenue)

### 1D SAFER INTERSECTIONS

- Five Points Intersection at NE 6th Ave, NE 125th St, and West Dixie Hwy
- Proposed NE 125th Complete Streets intersection improvements from NE 6th Ave to NE 10th Ave
- NE 123rd St with NE 14th Ave, 16th Ave and Biscayne Blvd
- NE 124th St with NE 6th Ave
- West Dixie Hwy Intersection improvements
- Biscayne Blvd with NE 127th St and NE 135th St
- NE 125th /NE 123rd St and FEC Railroad

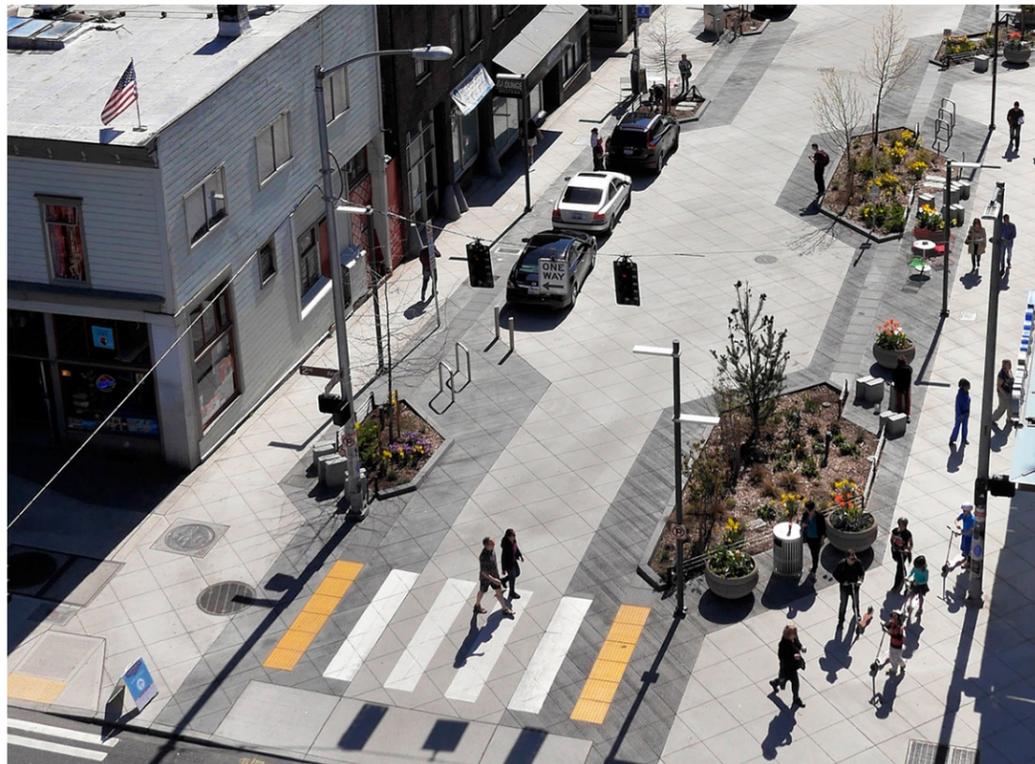


# PEDESTRIAN ENVIRONMENT PEDESTRIAN PRIORITY STREETS

These streets are proposed to be designed with the intent to prioritize walking with lower speeds, safer pedestrian crossings, and in longer blocks and key destinations providing mid-block crossings with appropriate traffic calming and streetscape measures. Sidewalks along these streets are most frequently used by pedestrians, and provide more amenities to the pedestrians. These roads should be a high priority for reconstruction. It is also advised to amend the relevant regulations in the City of North Miami Land Development Regulations to address the use of private signage and architectural design of the retail properties that frame the streetscape.

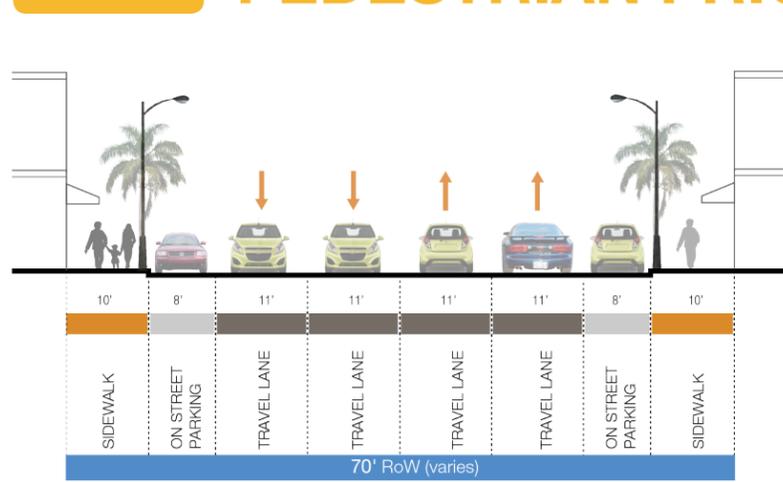
## PROPOSED FEATURES:

- Minimum 10' wide sidewalks with high quality paving
- Shade trees with 50-foot spacing
- Seating area at mid-block and intersection locations
- Protective bollards at crosswalks
- Pedestrian scale lighting with common theme
- Signal master arms at intersections
- Themed street signage
- Themed informational and directional signage
- Themed and shaded bus shelters
- Pedestrian 'bulb-outs' and 'neck-downs' at intersection and mid-block pedestrian crossing locations
- Corner crossing design for handicapped accessibility
- Median safe zones where possible
- Family of themed site furnishings: benches, trash cans, planters, etc.

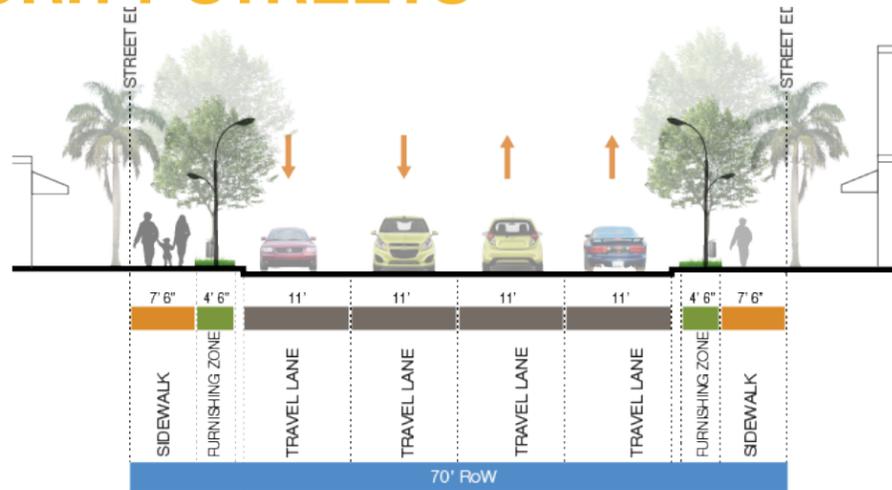




# PEDESTRIAN ENVIRONMENT PEDESTRIAN PRIORITY STREETS



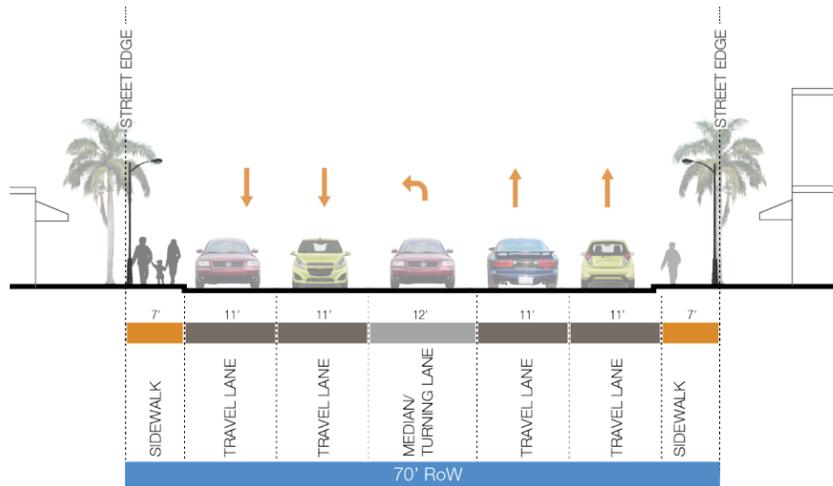
Existing NE 125th Street Section



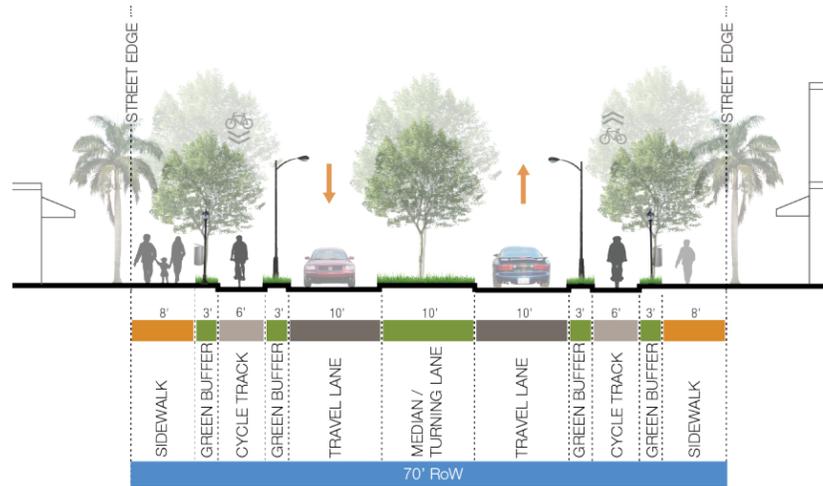
Proposed NE 125th Street Section



Proposed NE 125th Street Streetscape



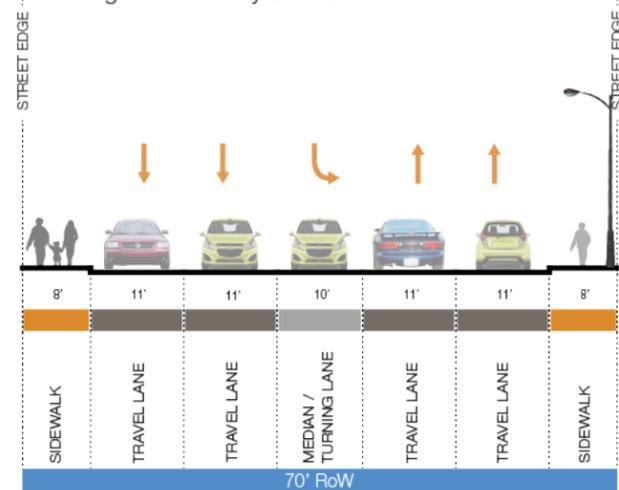
Existing W Dixie Hwy Section



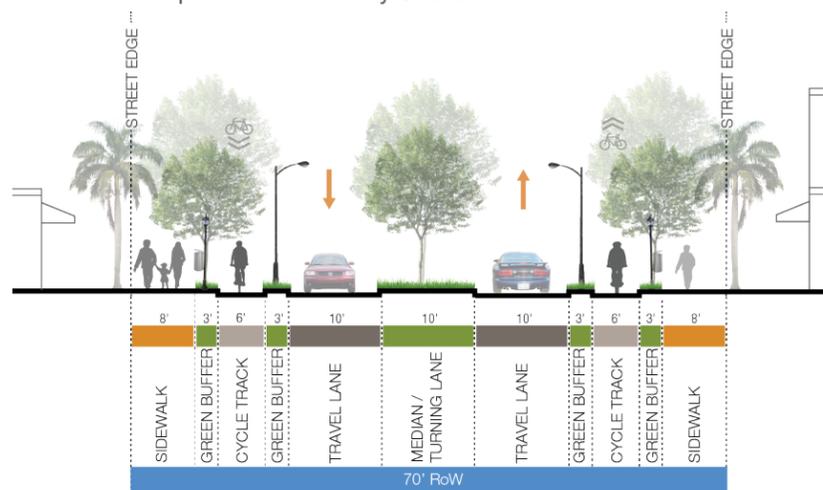
Proposed W Dixie Hwy Section



Proposed W Dixie Hwy Streetscape



Existing NE 6th Avenue Section



Proposed NE 6th Avenue Section

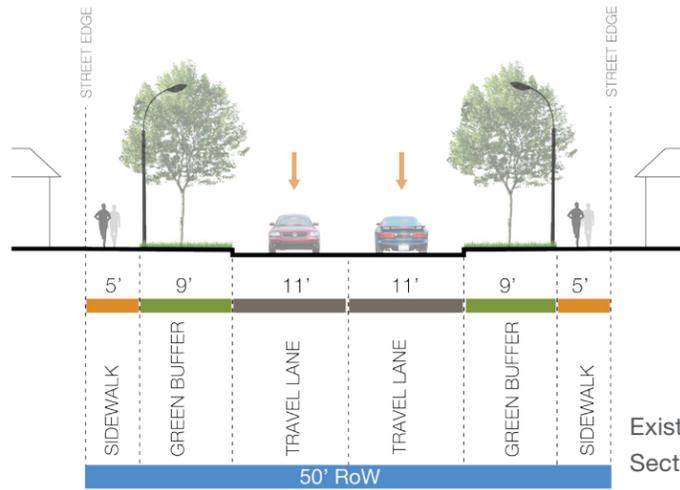


Proposed NE 6th Avenue Street Streetscape

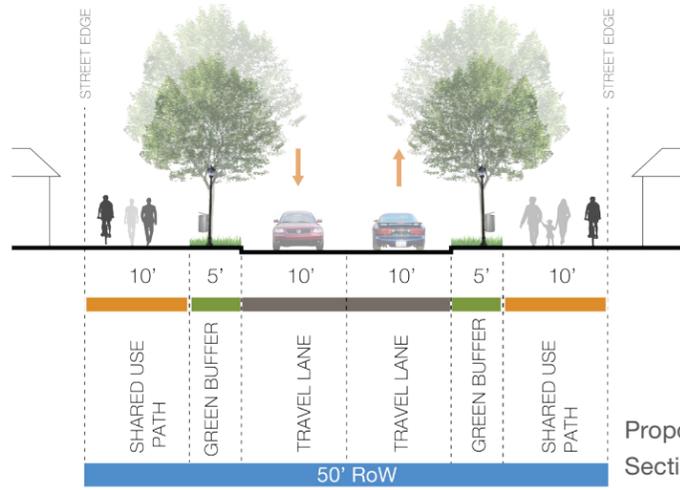




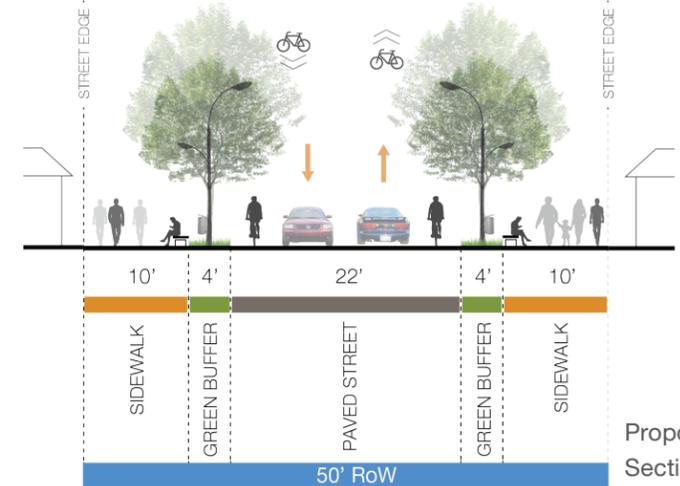
# PEDESTRIAN ENVIRONMENT GREEN STREETS



Existing NE 129th Street Section



Proposed 129th Street Section: Option 1



Proposed 129th Street Section: Option 2 | Option 3





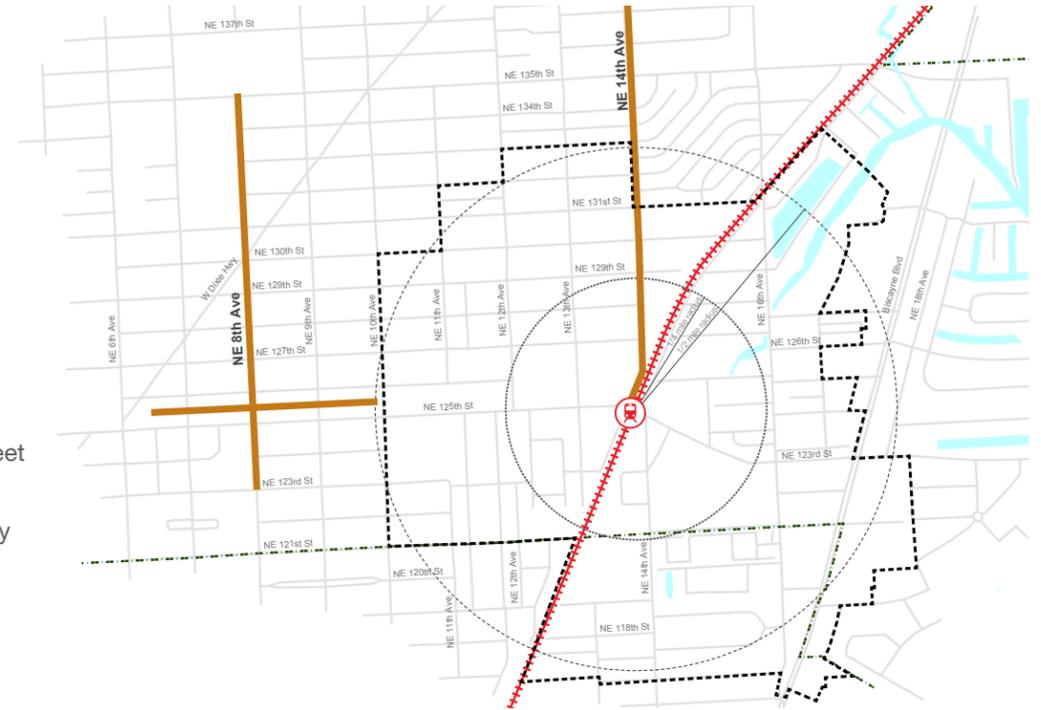
# PEDESTRIAN ENVIRONMENT SHARED STREETS & ALLEYWAYS

As an emerging concept for organizing urban streets in cities, “shared streets” are formal (sometimes temporary) interventions wherein streets with high pedestrian activity and low vehicle volumes, existing or desired, are redesigned to provide pedestrians the right-of-way. Other modes share the space with each user becoming respectful of the others.

**NE 8th Avenue between NE 123rd Street and NE 125th Street is proposed to be transformed as a Shared Street as a pilot project** although it is located within the 1-mile radius of the proposed transit station. This stretch of the street serves as an important linkage for pedestrians accessing City Hall, MOCA and retail along 125th Street.

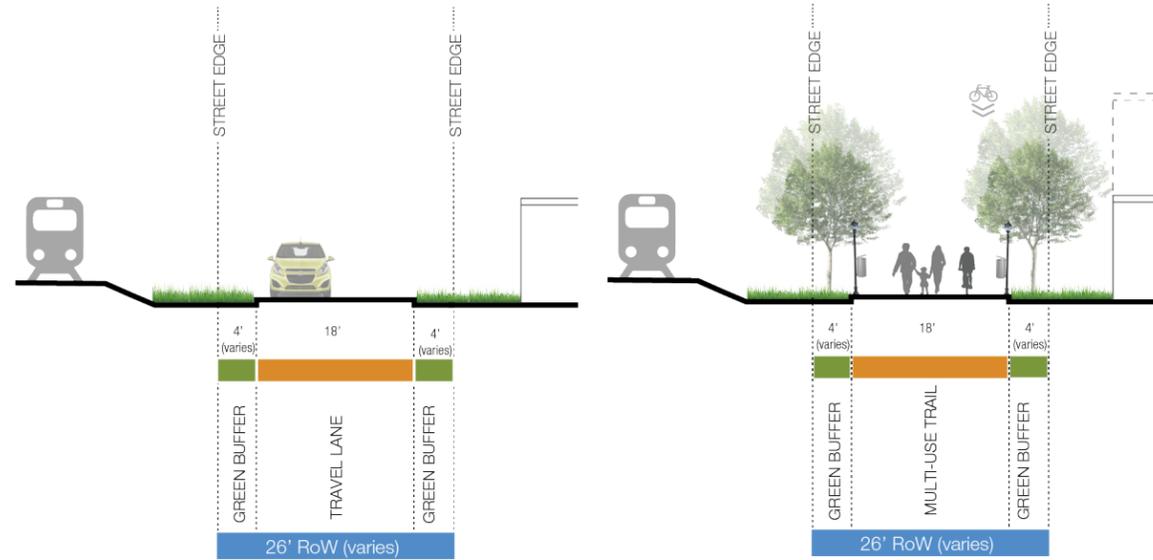
### PROPOSED FEATURES:

- Removal of curbs
- Materials and space allocation delineate spaces for pedestrians and vehicles
- As a general rule, streets with greater than 100 vehicles per hour during the afternoon peak should not be considered for shared street treatment
- Streets motorists are encouraged to travel at much slower speeds - approximately 10 to 15 mph.
- Shortened sight lines: accomplished through careful placement of street furniture, parking, and/or landscaping
- Changes to the road geometry: features such as curves or strategically placed objects that require motor vehicles to maneuver slowly
- Narrowing of the travel-way
- Clearly demarcate on-street parking
- Meets ADA standards





# PEDESTRIAN ENVIRONMENT SHARED STREETS & ALLEYWAYS



Existing Multi-Use Trail

Proposed Multi-Use Trail



EXISTING MULTI-USE TRAIL



PROPOSED MULTI-USE TRAIL (PHASE - I)



PROPOSED MULTI-USE TRAIL (PHASE - II)



# PEDESTRIAN ENVIRONMENT SAFER INTERSECTIONS

There are several important intersections within the Planning Area that are presently unsafe for pedestrians. Field observations conducted during the inventory phase revealed a high percentage of pedestrians jaywalking to reach their destinations, both at intersections and mid-blocks. An increased number of improved crosswalks will promote pedestrian mobility and increase pedestrian safety.

The intersections are important places for pedestrians to orient themselves and make choices about moving around within the city. To the extent possible, intersections should stand out from the length of blocks to indicate the presence of cross traffic. Ideally, each intersection would be built in concrete. At the very least, a special paint pattern should be used to make crosswalks easily identifiable for pedestrians, motorists, and biker.

The following intersections were identified through feedback received during community workshops and as part of the walkability audit conducted by the consultant team:

## PROPOSED FEATURES:

### PRIMARY INTERSECTION IMPROVEMENTS

- Five Points Intersection at the intersection of NE 6th Avenue, NE 125th Street, and West Dixie Highway
- Proposed NE 125th Complete Streets intersection improvements from NE 6th Avenue to NE 10th Avenue
- NE 123rd Street with NE 14th Avenue, 16th Avenue and Biscayne Boulevard
- NE 124th Street with NE 6th Avenue
- West Dixie Highway Intersection Improvements
- Biscayne Boulevard with NE 127th Street and NE 135th Street
- NE 125th /NE 123rd Street and FEC Railroad

### SECONDARY INTERSECTION AND CROSSWALK IMPROVEMENTS

- Secondary Intersection and Crosswalk Improvements NE 6th Avenue to NE 10th Avenue
- NE 123rd Street with NE 14th Avenue, 16th Avenue and Biscayne Boulevard





# PEDESTRIAN ENVIRONMENT SAFER INTERSECTIONS



EXISTING INTERSECTION OF NE 6TH AVENUE & NE 131ST STREET



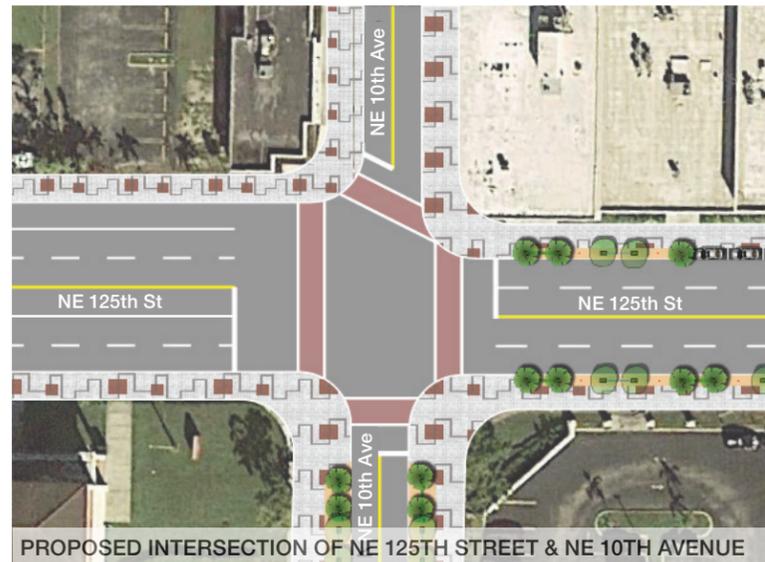
EXISTING INTERSECTION OF NE 125TH STREET & NE 10TH AVENUE



EXISTING INTERSECTION OF W DIXIE HWY & NE 9TH AVENUE, NE 132ND STREET



PROPOSED INTERSECTION OF NE 6TH AVENUE & NE 131ST STREET



PROPOSED INTERSECTION OF NE 125TH STREET & NE 10TH AVENUE



PROPOSED INTERSECTION OF W DIXIE HWY & NE 9TH AVENUE, NE 132ND STREET



# FIRST & LAST MILE CONNECTIVITY BICYCLE NETWORK

Miami-Dade County has witnessed a 150% increase in bicycle commuting over the last decade, as per Census data. Bikes are gaining popularity as an alternate mode of transportation in North Miami, warranting a connected cycling network linking the Planning Area neighborhoods with future transit service. NE 125th Street is the only street in the Planning Area with on-road bicycle facilities (sharrows) marked for bicyclists. However, during the community workshops participants expressed safety concerns with effectiveness of sharrows along 125th Street and observed the need for the Mobility Plan to identify alternate routes as well as providing protected bike lanes within the Planning Area.

Following discussions with active cyclists in the community and workshop participants, this Plan identifies a network of protected bike lanes, trails and shared facilities to connect local and regional systems and expand the city's LimeBike bikesharing program.



LimeBike



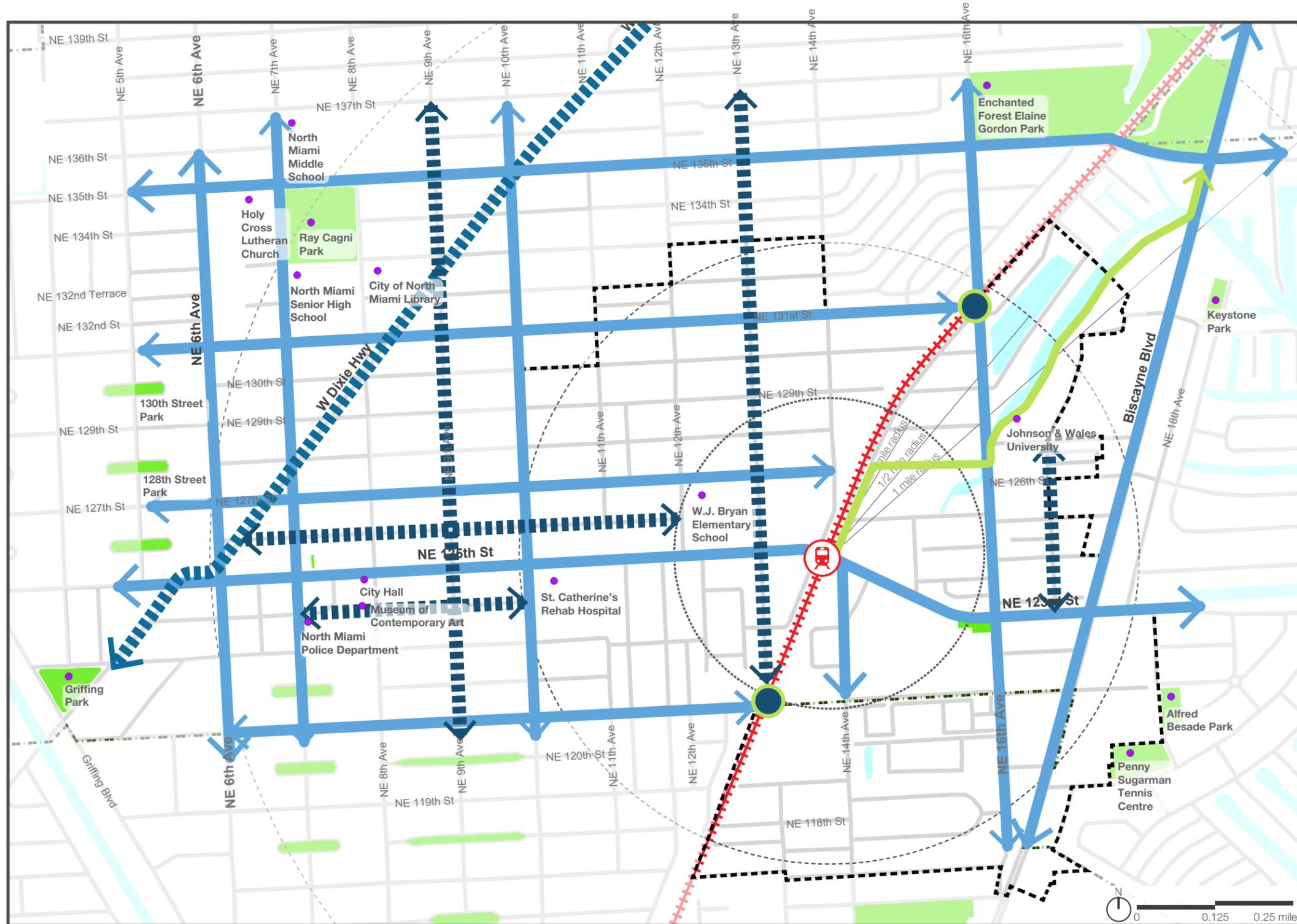
New bike stands installed near parks and community spaces



Sharrow at NE 125th St



# BIKE NETWORK CONCEPT PLAN



## LEGEND

### 1D PROTECTED BIKE LANES



East-West: West Dixie Highway | NE 124th Street (6th Avenue to 10th Avenue) | NE 126th Street (Dixie Hwy to 12th Avenue)

North-South: NE 9th Ave | NE 13th Avenue | NE 17th Avenue

### 1E SHARED BIKEWAYS



East-West: NE 121st Street | NE 127th Street | NE 131st Street

North-South: NE 7th Ave | NE 10th Avenue | NE 16th Avenue

### 1F MULTI-USE TRAIL



Along the FEC Railroad right-of-way



# BICYCLE NETWORK SHARED & PROTECTED BIKE LANES

## SHARED PATHS

Paths shared by both walkers and cyclists. They may or may not have a central dividing line to guide direction of travel. Within the Planning Area, the following streets are identified as shared bikeways:

**East-West: NE 121st Street | NE 127th Street | NE 131st Street**

**North-South: NE 7th Ave | NE 10th Avenue | NE 16th Avenue**

## PROTECTED BIKE LANES

According to the NACTO Urban Bikeway Design Guide, “a cycle track (protected bike lane) is an exclusive bike facility that combines the user experience of separated path with on-street infrastructure of a conventional bike lane. A cycle track is physically separated from motor traffic and distant from the sidewalk.” The Miami Dade TPO Protected Bike Lanes Demonstration Plan identifies three categories of PBL types: Light, Medium and Heavy- as shown in the image below.

Considering the limited right-of-way widths available along the Planning Area’s major corridors, the following streets are identified as potential candidates for providing Protected Bike Lanes:

**East-West: West Dixie Highway | NE 124th Street (6th Avenue to 10th Avenue | NE 126th Street (Dixie Hwy to 12th Avenue)**

**North-South: NE 9th Ave | NE 13th Avenue | NE 17th Avenue**

## BIKE SPINE

**Transforming West Dixie Highway as the principal protected bike spine throughout the city, from 121st Street to 135th Street, as the first leg.** This east-west corridor should serve as the backbone of a fully connected system of bike-friendly streets, protected bike lanes, dedicated ped-bike trails with links to the regional bikeway system along the FEC railroad right-of-way.

Two other projects proposed in this Plan, which may be considered longer term interventions, to make bike connections work and also to access the future station include:

- **Grade-separated pedestrian bridges** across the FEC railroad at NE 125th/ NE 123rd Street and NE 131st Street
- **Multi-Use Trail** along the FEC Railroad right-of-way

Together with the streetscape and pedestrian system improvements identified in this Plan, bicycling along the major corridors that are heavily traveled by cars – NE 125th Street, NE 123rd Street, NE 6th Avenue, and NE 135th Street – should be **enforced through regular outreach campaigns and supporting events such as Ciclovía and Miami Bike.**



Figure 3: Image courtesy of Bike Portland



Figure 4: Image courtesy of Portland State University

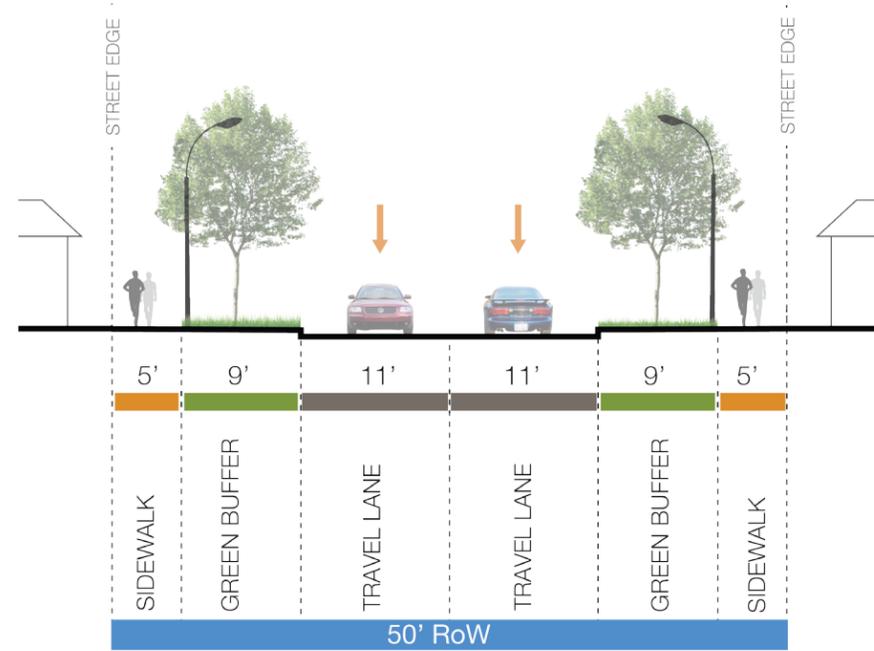


Figure 5: Image courtesy of Travelingmom.com

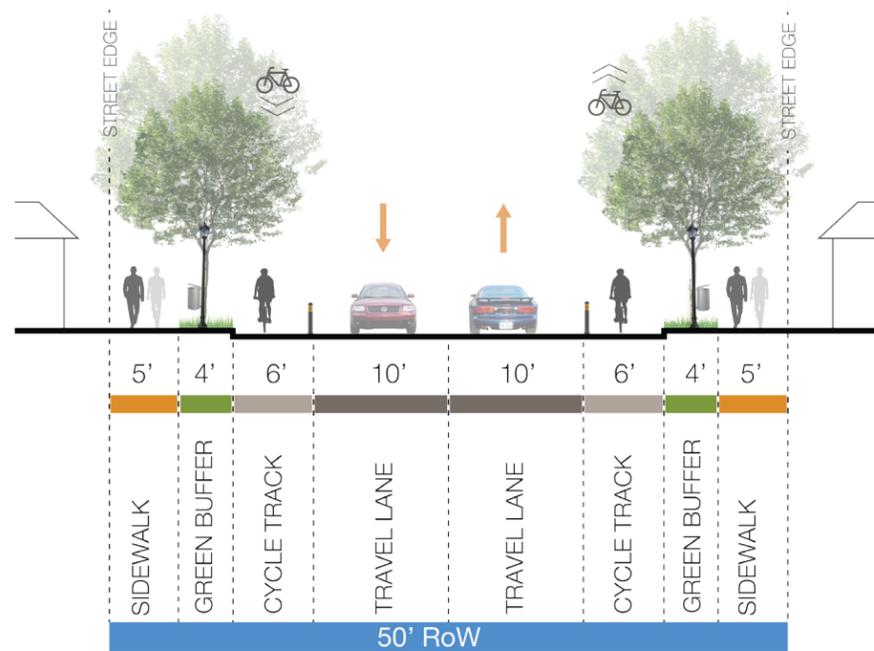




# BICYCLE NETWORK SHARED & PROTECTED BIKELANES



Existing NE 12th Avenue



Proposed NE 12th Avenue





# PRINCIPLE 2 MULTIMODAL INTEGRATION

At a basic level, TOD is about transportation choice and providing convenient and efficient access to transit, walking, bicycling, and driving. In terms of public transportation, nearly 12% of commuters in North Miami use transit to reach work, serviced currently by Miami Dade Transit bus service and the NoMi Express.

From a regional transit perspective, the City of North Miami is also one of the three transit stops along the future Tri-Rail Coastal Link that will provide regional public transit connectivity to Jupiter, West Palm and Fort Lauderdale in the north and to Miami in the south. The possibility of a future high frequency rail connection in North Miami provided the impetus for the City Council to capitalize on the opportunities from the incorporation of the station at NE 125th Street Tri-Rail Coastal Link corridor linking to the existing fabric of Downtown North Miami. The most important input to, and benefit derived from, North Miami's economic and physical expansion is the planning, development, and construction of new rail transit facilities as well as its integration with the existing transportation options.

The essential functions of the North Miami Mobility Hub will be to foster seamless integration between transit modes, systems, and routes, while accommodating efficient connections to all modes of access to and from the station. For transit to be an attractive alternative for local mobility needs, it is critical that the transit service is efficient, reliable and responsive to needs of the residents and employees. Transit options for first and last mile trips to and from in North Miami can be categorized by transit service type, operation and reach.

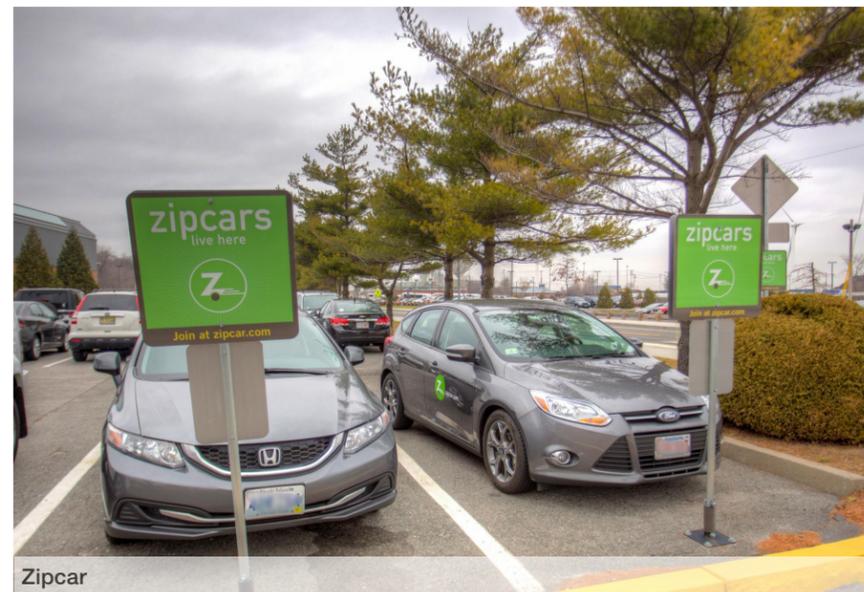
The following section proposes a series of existing and proposed enhancements to the public transportation as well as to the shared mobility that has recently gained prominence as a viable alternative to complete the first and last mile solutions in North Miami.



Existing bus stop at NE123rd Street



Nomi Shuttle Service



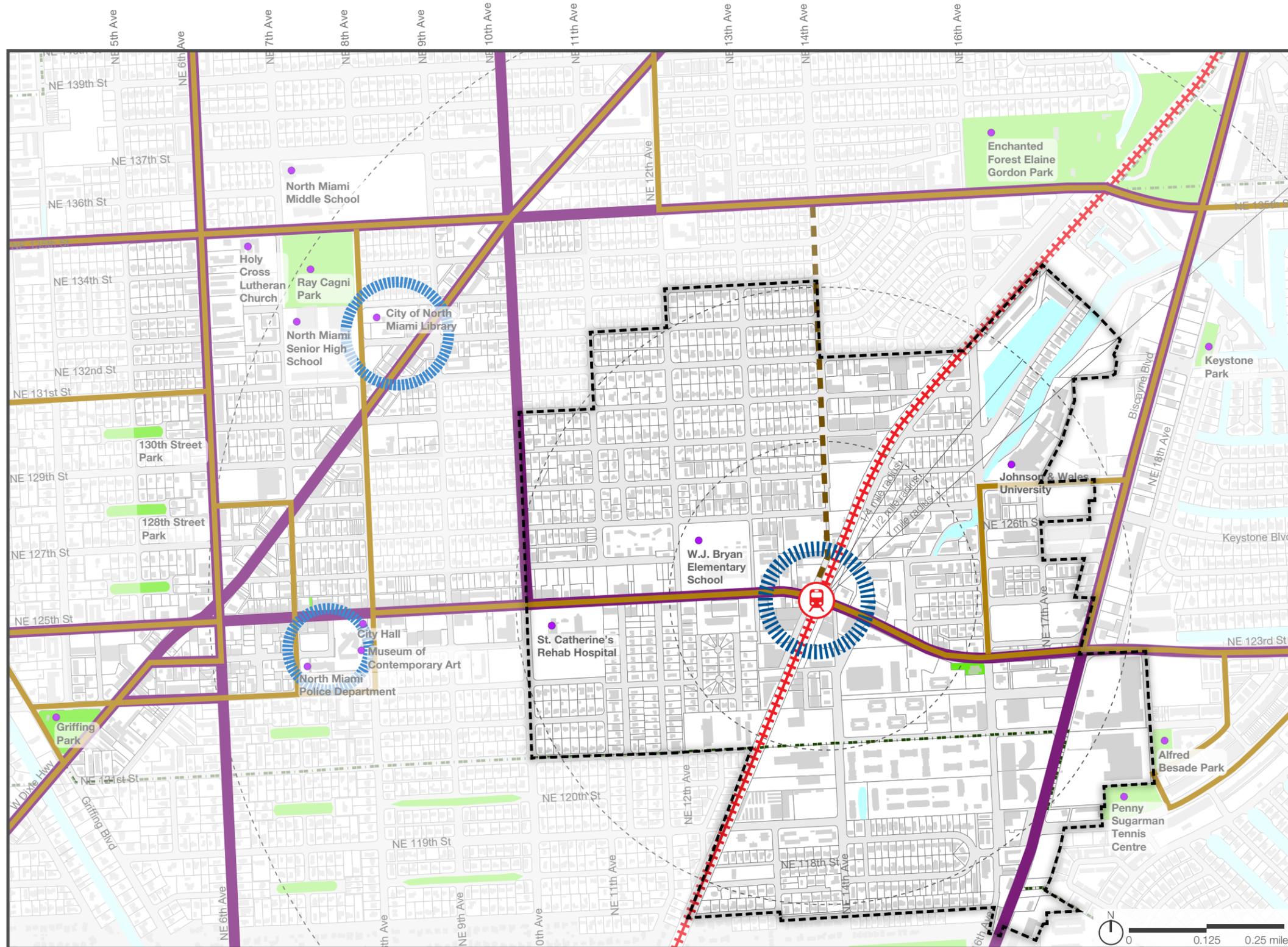
Zipcar



Jaywalking at NE125th street



# MULTIMODAL INTEGRATION ILLUSTRATIVE MAP



## LEGEND

**3A** NOMI ROUTES

**3B** METROBUS ROUTES

**3C** NOMI PIVOT

MoCA Plaza

FEC Railroad Station

Library Arts Node



# TRANSIT METROBUS

## REGIONAL BUS TRANSIT SERVICE – Metrobus- provided by Miami Dade County and the potential of adding additional stops within the Mobility Hub & TOD Planning Area:

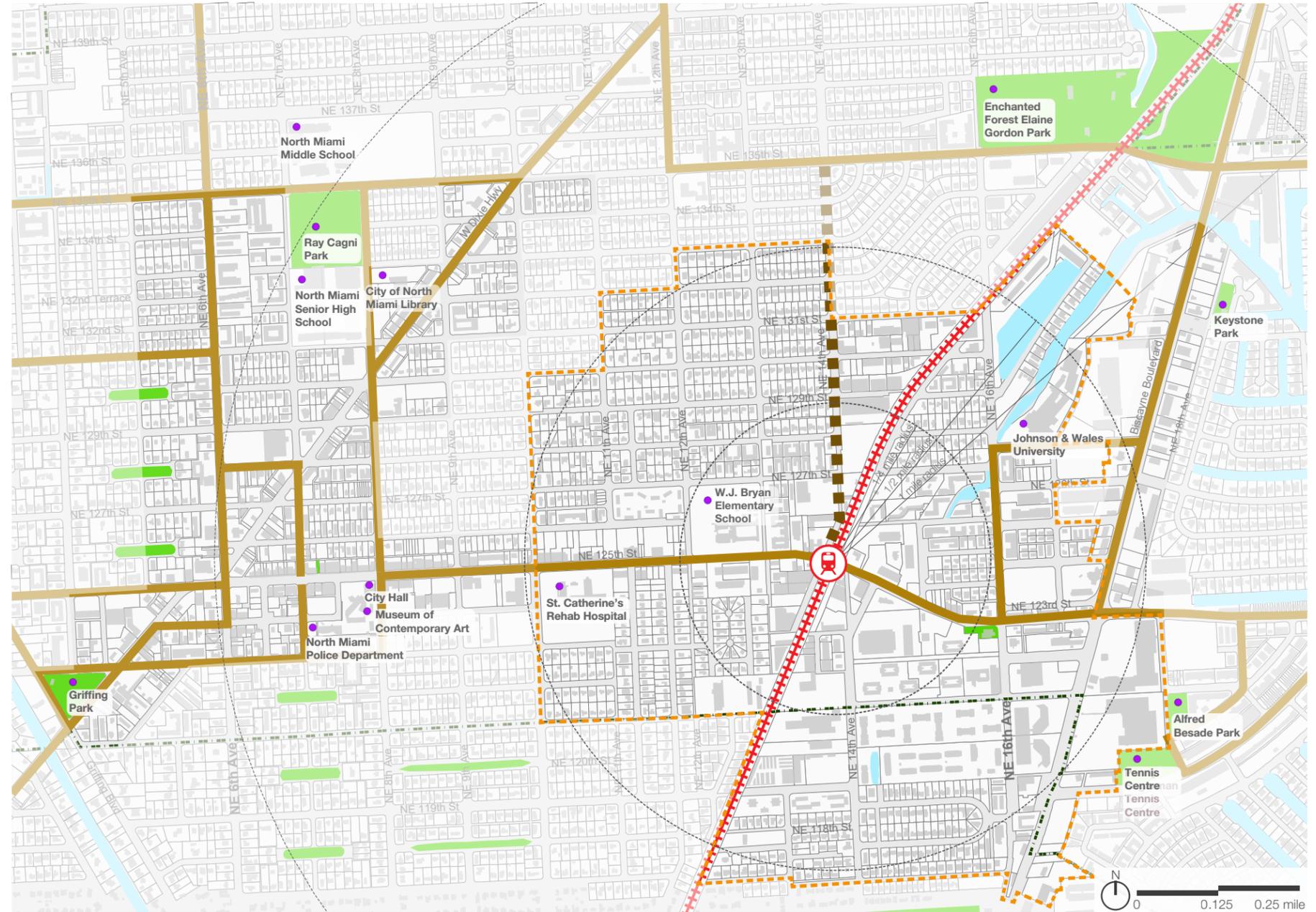
Since there is only one station planned in North Miami, the neighborhoods to the west of I-95, Chinatown and other areas of the city would need to be serviced by the longer distance existing regional services. The six (6) Metrobus routes currently serving the Planning Area can be used to provide first and last mile trips as they approach the station.

### PROPOSED ACTIONS

The City should work with the TPO to consider the following improvements to the existing Metrobus service as part of their Long-Range Transport Plan, in light of the catalyst nodes proposed as part of this Plan:

- Consider providing additional bus service along 14th Avenue to service the proposed NoMi Station Square catalyst node when the FEC Tri-Rail Coastal Link service starts.
- Improve the headway times of the Metrobus to 15 minutes from 30 minutes along Routes 9, 10, 16, 19, 107-G, 136 and 75.

The County’s SMART Plan proposes a Bus Express Rapid Transit along NW 7th Avenue as part of the Northeast Rapid Transit Corridor segment and Enhanced Bus Service along Biscayne Boulevard as per the Miami Dade County Long Range Transportation Plan 2040.



### LEGEND

- North Miami City
- Major Highways
- Major Roads
- FEC Passenger Rail
- Proposed 125th St Station
- Major Landmarks
- Existing Metrobus Routes
- Proposed Metrobus Route



# TRANSIT NOMI EXPRESS

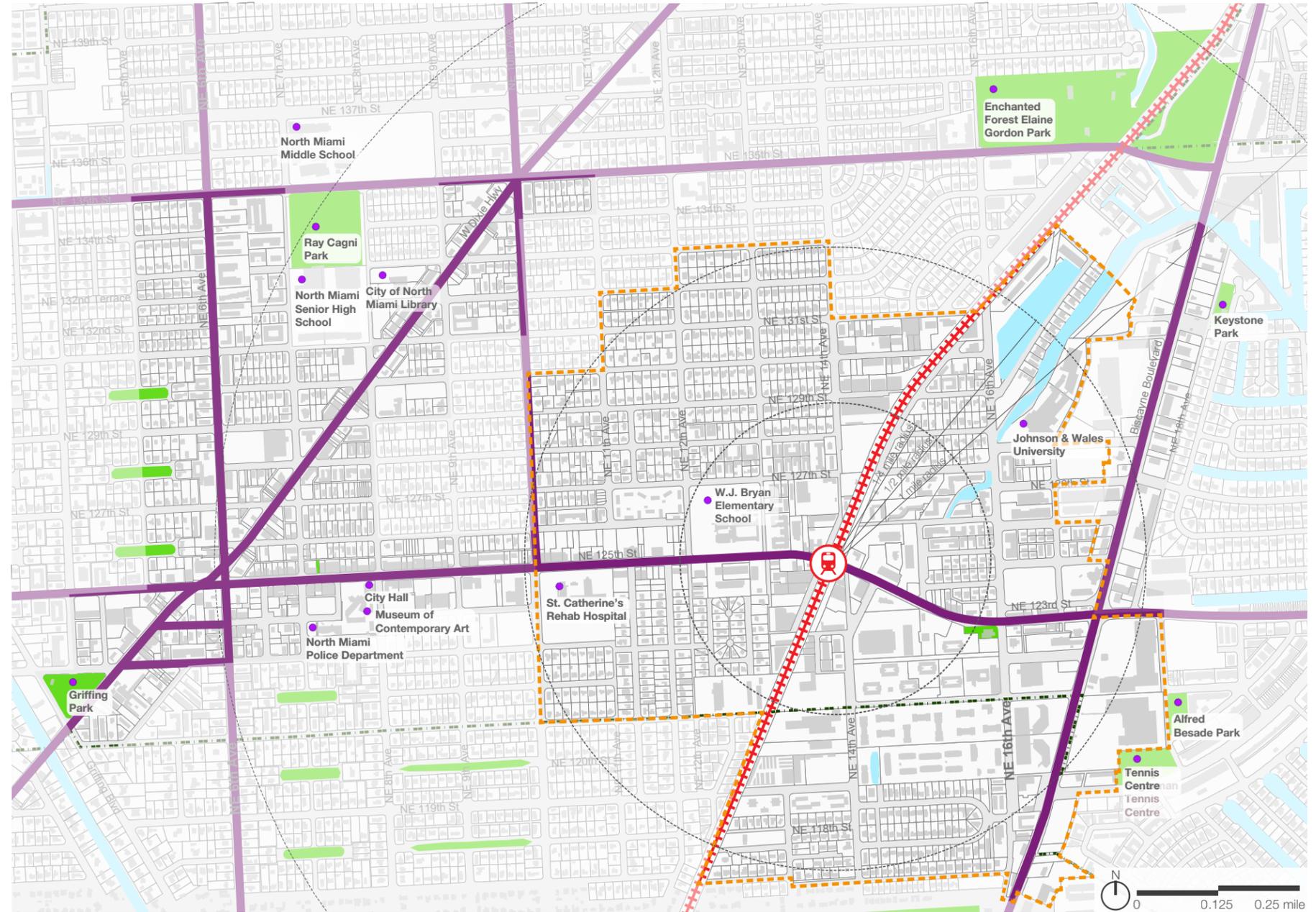
## EXPAND NOMI EXPRESS SHUTTLE SERVICES and additional micro-transit options within the North Miami Mobility Hub & TOD Planning Area:

The NoMi Express can provide first and last-mile services, for instance, bringing residential trips from Overtown and 7th Avenue CRA district to the planned FEC Passenger Rail Station, as well as students/employees from FIU and Johnson & Wales University. Currently, the NoMi Express's monthly ridership among its existing 4 routes with 1-hour headways. For attracting more residents into Downtown/ Mobility Hub Planning Areas and setting the stage for future transit supportive lifestyles, a more flexible system of micro-transit will be crucial.

## PROPOSED ACTIONS

The 2017 NoMi Express Route Study highlighted that some of the route overlaps are unnecessary, and service can be streamlined with some changes to the routes.

- The Red Line is a very low performing route which does not provide adequate connections between homes and businesses.
- Overcrowding on Green, Orange, and Blue Lines during peak hours can be reduced through the addition of larger buses or an additional bus to the Green Line.
- Weekend service and reduced headways from 1-hour to 30-minutes can be achieved through procurement of additional buses.



### LEGEND

- North Miami City
- Major Highways
- Major Roads
- FEC Passenger Rail
- Proposed 125th St Station
- Major Landmarks
- Existing NoMi Routes



# TRANSIT FUTURE MOBILITY TECHNOLOGIES

**Explore options to PILOT FUTURE MOBILITY TECHNOLOGIES such as self-driving autonomous shuttles and electric vehicles as first-last mile options:** The City/ CRA should consider exploring future technologies currently in development (e.g. autonomous electric shuttle buses) that can efficiently serve users and could potentially operate along the proposed Multi-Use Flagler Trail to connect FIU, Sole Mia and Johnson & Wales with the Downtown CRA and the NE 125th/ NE 123rd Street catalyst node. The cities of Tampa, Gainesville and Fort Myers in Florida have partnered with Transdev and private sector universities and developers to demonstrate the feasibility of AV technology for their planned “Ultimate Urban Circulator” (U2C) project. Plug-in electric station cars and neighborhood electric vehicles provide the most technologically cost efficient, sustainable car sharing program for transit oriented communities.

## PROPOSED ACTIONS

The City will need to develop policies for NEV prioritized parking spaces and aisle dimensions; and during station design prioritize the location of sufficient NEV spaces with charging stations. Along the proposed multi-use ped-bike trails, the City may consider NEV access.



EXAMPLE OF AUTONOMOUS VEHICLES





# TRANSIT WELL DESIGNED FUTURE STATION

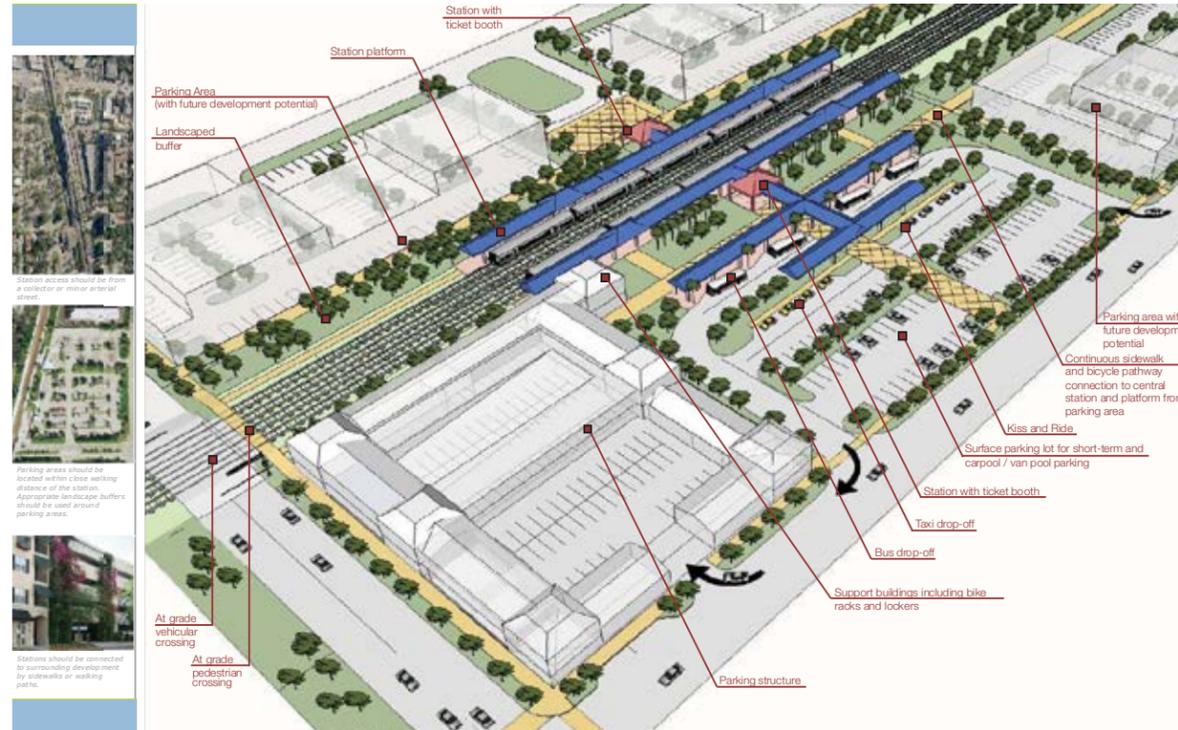
Coordinate with TPO to ENSURE FUTURE STATION(S) ARE WELL-DESIGNED with a high quality user experience and is flexible in design to transform from a park-and-ride lot to a town center station typology:

The Tri-Rail Coastal Link study identifies NE 125th/ 123rd Street and NE 151st Street as two potential station locations within North Miami. The NE 125th/ 123rd Street station was identified as a park-and-ride station whereas the NE 151st Street station is located partially in North Miami and North Miami Beach with a designation of Regional Activity Center in North Miami's Future Land Use Map.

## PROPOSED ACTIONS

Considering the prime location of the station in Downtown North Miami CRA, the Plan recommends that the station be designed as a mixed-use development with a transit station plaza providing safe, clear and efficient pedestrian connections to the mobility hub. Some of the key station design principles that the City should ensure during the construction of the station include:

- Create legible and permeable transit stations through consistency and clarity in station entrances and interfaces, spaces, layout, and visual cues connected by barrier-free movement spaces.
- Encourage high-quality station architecture and public realm that is sensitive to the surrounding built context and community vision.
- Bicycle facilities should be included in all station areas. Bicycle racks and storage should be highly visible, easily secured and weather protected.
- Provide a minimum level of amenity to satisfy the three key needs for customer amenity- convenience, comfort and safety, and information.
- Focus and integrate increased and transit-supportive densities at the transit stations to create a compact built form and a critical mass of activity while ensuring appropriate transition to the surrounding community.



PROPOSED STATION TYPOLOGY – LOCAL PARK-RIDE STATION



PROPOSED STATION TYPOLOGY – TOWN CENTER STATION



# TRANSIT NOMI PIVOT

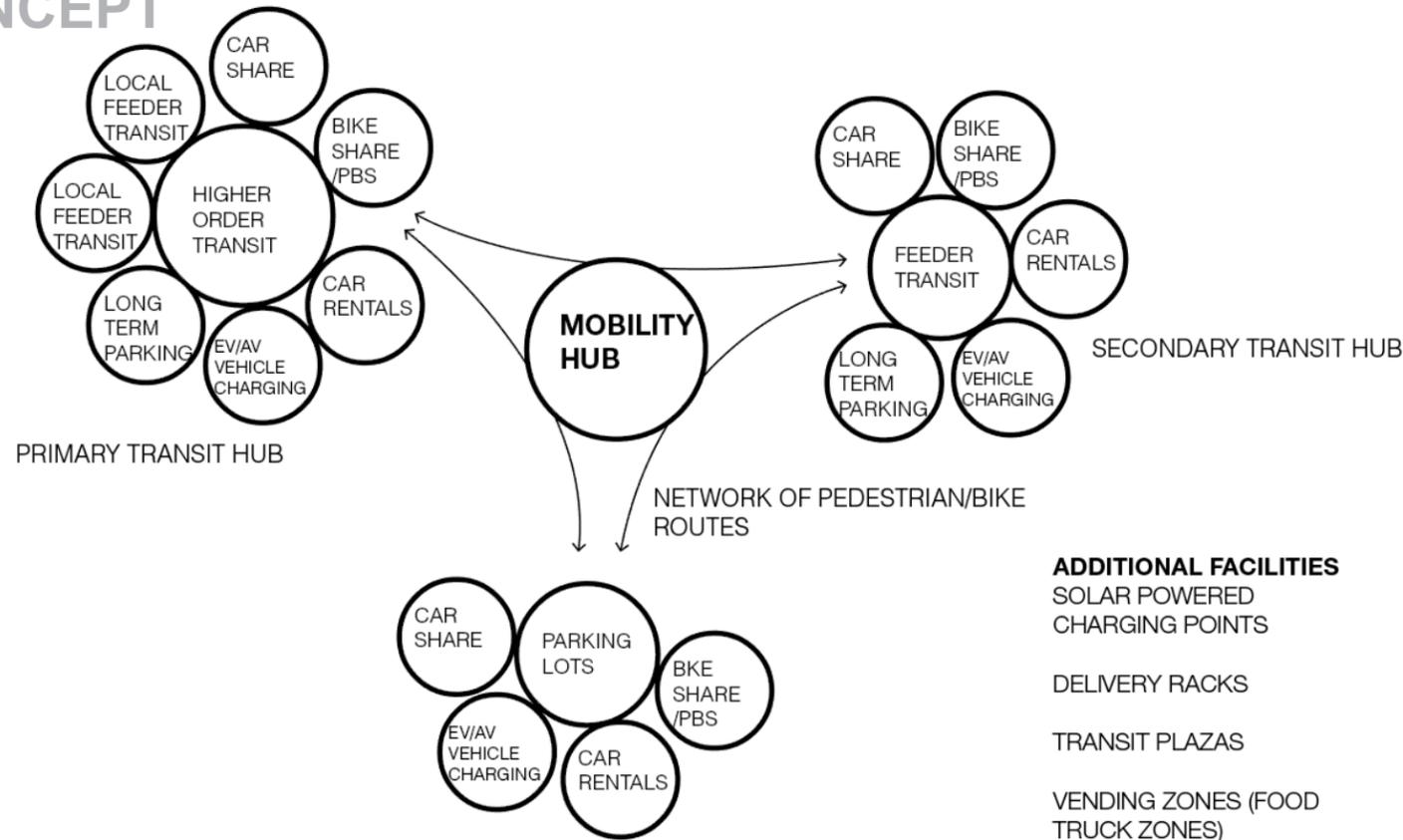
Consider complementing existing transit service in **CONCENTRATED MULTI-MODAL HUBS- "NOMI PIVOT"**- that will help integrate various modes of transportation:

The Plan builds on the City's plans to transform the parking lot behind MOCA Plaza into a multi-modal hub- the NoMi Pivot. The NOMI Pivot will not only provide a central transfer location for all the 4 local circulator bus routes, but will also provide opportunities to access alternative mobility options including ZipCar, Uber, Lyft, Lime Bikes, Electric Vehicle Charging Points, potential future Electric Shuttles, Neighborhood Electric Vehicles, and dynamic Short Term Car Parking, flexible curb space for taxis and shared mobility services. Another NoMi Pivot multi-modal hub could be implemented at the future FEC Railroad passenger rail station.

## PROPOSED ACTIONS

Additionally, the Plan recommends that the CRA/ City secure funding to develop an integrated online platform that will provide information and enable bookings to ease access to the multiple transportation alternatives made available at the NOMI Pivot.

## CONCEPT



### ADDITIONAL FACILITIES

- SOLAR POWERED CHARGING POINTS
- DELIVERY RACKS
- TRANSIT PLAZAS
- VENDING ZONES (FOOD TRUCK ZONES)
- WIFI HOTSPOTS

### Transfers between bus services and local/feeder rapid transit

Transfers between local/feeder rapid transit and local/regional feeder services can be accommodated on-street, provided there are appropriate designs to ensure pedestrian safety. Off-street transfers can be shared with feeder services at rapid transit stations.

**LOCAL RAPID TRANSIT**  
(LRT/BRT/Streetcar)



### Transfers between local/feeder and regional rapid transit

High volumes in transfers between subway, express, and regional rail to local and feeder rapid transit mean a greater priority for this movement. Off-street, dedicated, cross-platform, and grade separated service areas should be considered when these services meet.

### Transfers between bus services

Transfer points between feeder and local transit services should be accommodated on-street wherever possible. Service areas should be clearly marked and pedestrian safety should be prioritized, particularly at intersections.

For off-street transfer facilities, local bus services should share service areas, grouped by destination or common travel direction. Stops must be clearly marked. Local and regional bus services should be in close proximity to each other to share access points.



**BUS SERVICES**  
(local bus, regional bus)

### Transfers between bus to subway/express rail

Rapid Transit connections to connecting feeder bus services should be accommodated on street where possible. Where there are high volumes of buses, or if timed transfers are required, off-street terminals are appropriate, and service areas should be clearly marked with comfortable waiting areas and a short walking distance to rapid transit service platforms



**REGIONAL RAPID TRANSIT**  
(subway, express rail, regional rail)

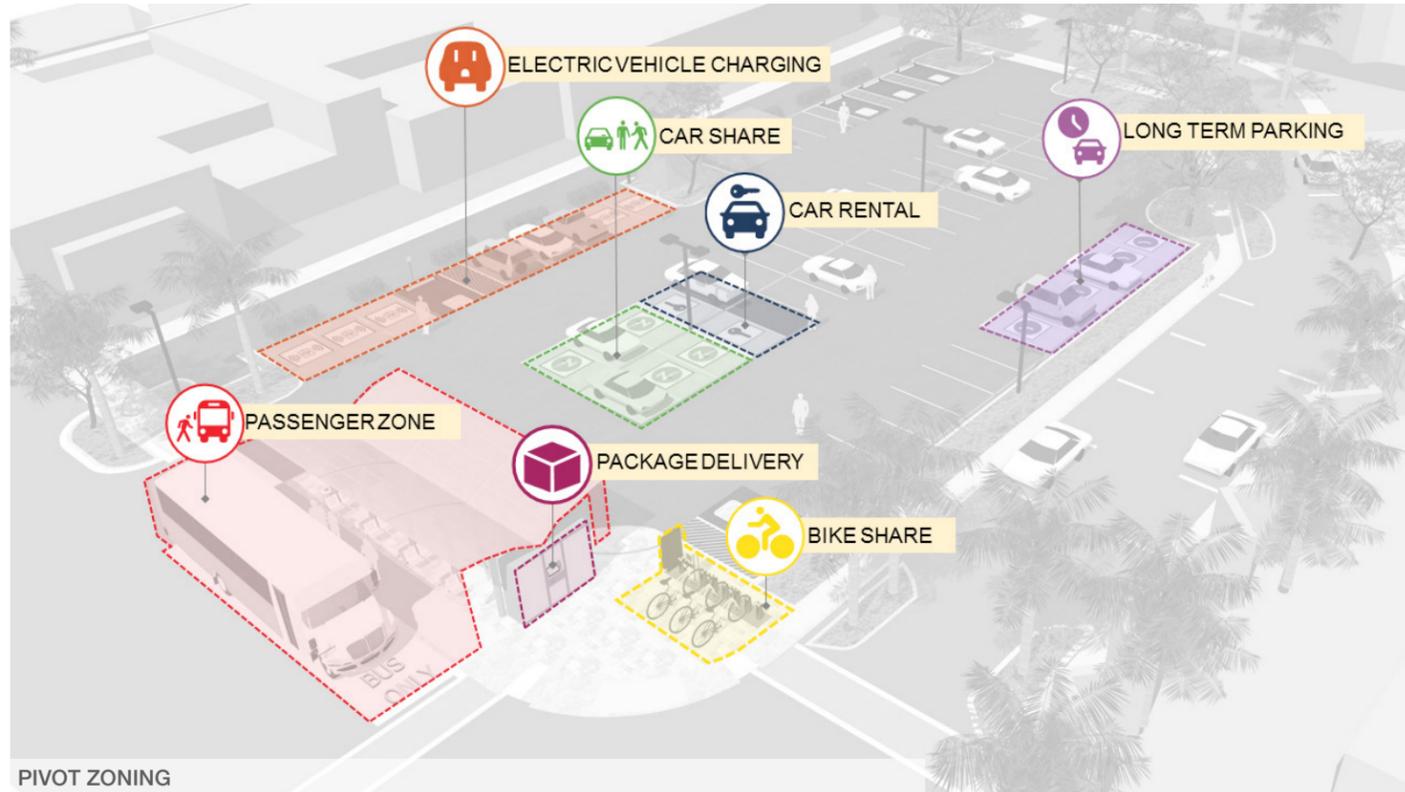
### Transfers between regional rapid transit routes

Transfers between subway and express/regional rail services are typically of vertical circulation. Ensure multiple points of access, including escalators and elevators. Provide cross platform transfers where possible.

Regional rail stations are sometimes located a significant distance away from other rapid transit services. Ensure stations are within walking distance and provide a weather-protected, comfortable pedestrian connection.



# TRANSIT NOMI PIVOT



PIVOT ZONING



OPTION 1: MOCA PLAZA NOMI PIVOT WITH GREEN PAVERS AND LANDSCAPE



OPTION 2: MOCA PLAZA NOMI PIVOT WITH SOLAR PANELS



## MULTIMODAL INTEGRATION SHARED MOBILITY ALTERNATIVES

Shared mobility or mobility in the sharing economy is characterised by the sharing of an asset (a vehicle) instead of owning it and the use of technology (apps and the Internet) to connect users and providers. The term ‘shared mobility’ encompasses a range of transport options; combining smaller vehicles, flexible routes and schedules, a marketplace for trips, and access to vehicles and rides without the burdens of ownership.

While North Miami’s Lime Bike sharing system is a dockless system, misplacement of bikes and parking in non-designated areas are some of the challenges that the city is currently facing. **The Plan recommends that the City should consider instituting a bikesharing system with docking stations placed near key destinations and along the proposed bicycle priority network to further expand the existing LimeBike service.**

Car sharing services such as ZipCar, Turo and Car2Go (currently operating in the FIU campus) provide users point-to-point transportation for short trips. They serve as a first/last mile connector from a transit stop to their final destination and offer flexibility to individuals who did not travel by car and instead arrived by transit or walked. **The Plan recommends that the City consider partnering with car sharing providers in the region to better connect neighborhoods with transit service and citywide destinations.**

Bike share stations and car share services should be strategically located in the proposed NoMi Pivot multi-modal hubs, along the major corridors, in catalyst nodes, transit transfer points, retail centers, and/or employment centers, and popular destinations. **The City should initiate an on-street carsharing pilot program that includes designating on-street parking spaces for carsharing operators.**

The City of Altamonte Springs in Florida has initiated a pilot program with Uber to encourage alternate modes of transportation. The city would pay 20 percent of the cost of any local ride, and 25 percent for rides to or from Sun Rail stations, the region’s commuter-rail system. Riders simply enter a code that works in concert with Uber’s “geofencing” technology to confirm location eligibility; their fee is lowered accordingly, and the city seamlessly makes up the difference. **The North Miami CRA could also explore opportunities to partner with Uber to institute a similar program to Altamonte’s experience in the Downtown area.**

Ridesharing services such as Uber and Lyft have also become popular modes of transport, and in one of the community surveys ridesharing options were given the highest priority by participants. **The CRA/City should ensure that shared mobility programs are adapted to serve the same user base as existing/future transit ridership. Additionally, the City should explore options to partner with shared mobility operators to address late-night service needs and event related services.**



ELECTRIC ZIP CAR



UBER LYFT



LIME BIKE



## MULTIMODAL INTEGRATION TRAFFIC

While the first and last mile connectivity framework principle presents options that prioritize the use of walking, biking, and transit; minimizing and managing auto traffic in the Mobility Hub & TOD Planning Area is critical to the success of the envisioned program. Disincentives to the use of personal vehicles for shorter trips as well as improvements to the existing major regional corridors and neighborhood connectors.

NE 125th/ 123rd Street is owned by the Florida Department of Transportation (FDOT) and is classified as an urban minor arterial. Based on the FDOT Functional Classification Handbook, “the arterial system serves the highest degree of through traffic movement and largest portion of total traffic.” The street provides the only direct route across the river to the west, and is the only direct connection to the beach. FDOT has completed detailed design of NE 125th Street from NE 6th Ave to NE 10th Ave, and construction is planned to commence in 2019. The Plan recommends extending planned streetscape improvements along NE 125th/ 123rd Street to FEC Railroad and to Biscayne Boulevard.

Diverting through-traffic around the Downtown/ Mobility Hub & TOD Planning Area will help transform NE 125th Street as the primary spine for local use with slower speeds and traffic calming. The City should consider designating NE 131st Street/ NE 14th Ave as a bypass to NE 125th Street and evaluate forecasted traffic congestion in the area between the FEC rail line (east end) to West Dixie Highway and encompass the proposed NE 125th train station.

Biscayne Boulevard, West Dixie Highway and 6th Avenue are the other major corridors that collect regional “through traffic” and redistribute it to NE 125th Street accounting for heavy congestion in the peak hours. With right-of-way widths between 70’ and 80’ along these roadways, the ability to add more traffic lanes is not feasible within the Planning Area. Measures that may be considered to address the growing traffic congestion and future development are:

- **Reconfigure NE 125th Street and West Dixie Highway as a Complete Street** and consider reducing auto capacity in this road to allow more capacity to transit and pedestrians. To achieve the desired vision for Downtown/ Mobility Hub Planning Area, the City should initiate discussions with FDOT regarding transfer of ownership of NE 125th Street through downtown.
- **Conduct traffic impact studies for future catalyst nodes** proposed in this Plan, to assess the potential congestion issues and identify alternative routes and/or transit/parking measures to accommodate this traffic.
- Moreover, one of the Mobility Hub Plan objectives will be to minimize through traffic in the adjacent neighborhoods with traffic calming and signaling solutions.
- **On neighborhood streets which are owned by the City, reduce speed with traffic calming and diversion measures to minimize non-local traffic**, limit further the on-street parking restrictions for non-residents, and introduce wayfinding to direct through-traffic to best alternative routes.

*Detailed streetscape guidelines for the major corridors are included in the Urban Design chapter.*



# PRINCIPLE 3 CREATIVE PLACEMAKING + OPEN SPACE NETWORK

The benefits of green infrastructure can have substantial impacts on the livability and wellbeing of a community. They can also have positive economic impacts. There are few opportunities in the study area to add green open spaces and develop additional parks or leisure activity space. The entire Planning Area is largely urbanized and there are very few undeveloped or open areas that are suitable or specifically used for recreation purposes. Our goal is to provide the framework for high quality urban spaces in designated redevelopment areas and connect these with a streetscape and/or urban trail system centered on the proposed station area.

Analysis of existing parks, open space, trails, and recreation systems are often conducted in order to try and determine how the systems are serving the public. A Level of Service (LOS) has been typically defined in the parks and recreation system as the capacity of various components and facilities that make up the system to meet the needs of the public. This often expressed in terms of the size or quantity of a given facility per unit of population.

In order to help standardize parks and recreation planning, universities, agencies and parks and recreation professionals have long been looking for way to benchmark and provide “national standards” for how much open space, how many urban spaces, recreation facilities, playgrounds and other open space elements are required.

For the purposes of this study, it is necessary to realize that national standards can be valuable when referenced as “norms” for capacity for communities as a

whole. The Planning Area represents a small area within the City of North Miami and is therefore not representative of the entire city. Our study is unique in that it seeks to discover a baseline for recreation and open space within a confined area that is largely urbanized. There is no doubt after analyzing the Planning Area and information gathered during our public involvement process, that there is a need and desire for additional leisure space, open space and recreation facilities.

The following parks and open space facilities are located within the Study Area:

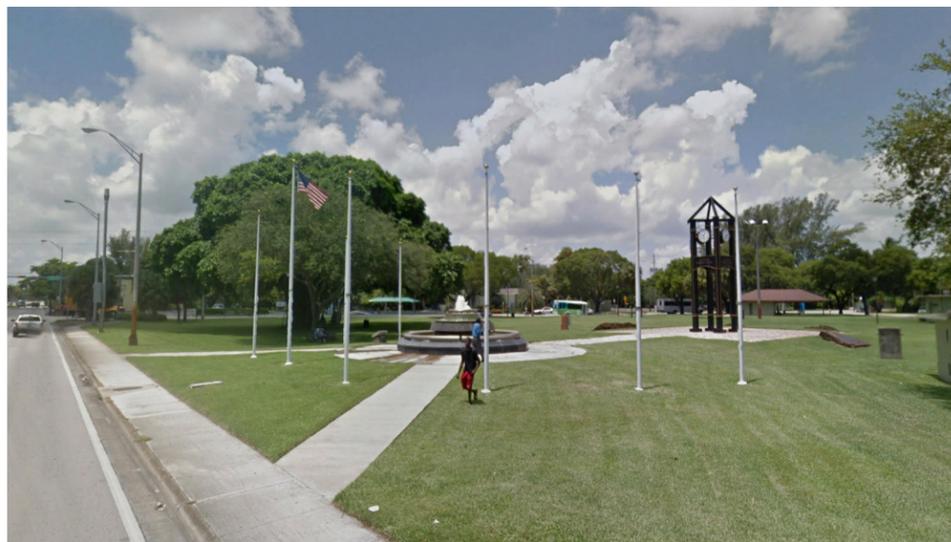
**ACTIVE RECREATION PARKS:** Cagni Park; Keystone Park

**PASSIVE RECREATION PARKS:** Elaine Gordon Park (Enchanted Forest); Jaycee Park; Alfred Basade Park; Arch Creek Park & Museum (Chickee Hut)

**URBAN PLAZAS & POCKET PARKS:** MOCA Plaza; Liberty Gardens Parks

**COMMUNITY CENTERS:** Gwen Margolis Community Center; Elaine Gordon Community Center

Creative Placemaking and Open Space Network fits within an urban design framework. The framework consists of two basic components: Catalyst Areas and Connecting Corridors.



GRIFFING PARK



EXISTING PLAY AREAS IN NORTH MIAMI



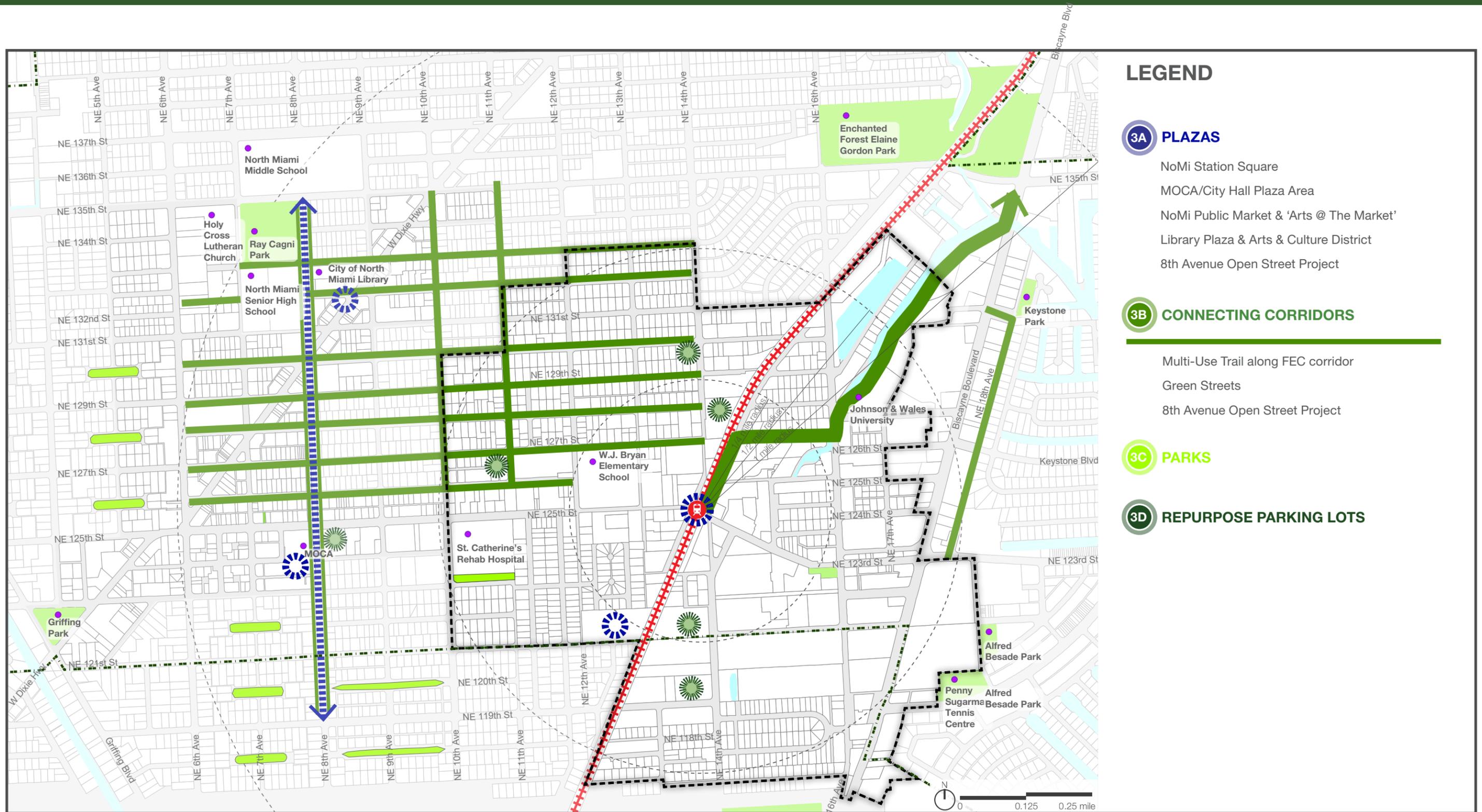
EXAMPLE OF STREET ART



GATEWAY SIGN



# CREATIVE PLACEMAKING + OPEN SPACE NETWORK ILLUSTRATIVE MAP



## LEGEND

### 3A PLAZAS

- NoMi Station Square
- MOCA/City Hall Plaza Area
- NoMi Public Market & 'Arts @ The Market'
- Library Plaza & Arts & Culture District
- 8th Avenue Open Street Project

### 3B CONNECTING CORRIDORS

- Multi-Use Trail along FEC corridor
- Green Streets
- 8th Avenue Open Street Project

### 3C PARKS

### 3D REPURPOSE PARKING LOTS



# CREATIVE PLACEMAKING + OPEN SPACE NETWORK CATALYST AREAS

**Catalyst Areas are places special significance with a recognizable or developing NoMi brand.** They are areas of compact redevelopment or special use districts where there is a concentration of population combined with excellent connectivity to multiple transportation modes including transit, roadway, bicycle and trail systems. They also have the potential for mixed use development and can be public spaces for lively leisure activities with carefully branded streetscapes and other aesthetic improvements. We have identified potential character districts. A character district is a geographic area with an identifiable sense of place and also define the NoMi vision. The proposed districts for this study straddle current zoning and established branding, with the intention of preserving aspects of NoMi that the community currently enjoys, while enhancing aspects that could be improved. NoMi character districts will become exceptional places:

- NoMi Station Square
- MOCA/City Hall Plaza Area
- NoMi Public Market & 'Arts @ The Market'
- Library Plaza & Arts & Culture District
- Food Truck Plazas (Pop-up's at various locations)
- 8th Avenue Open Street Project

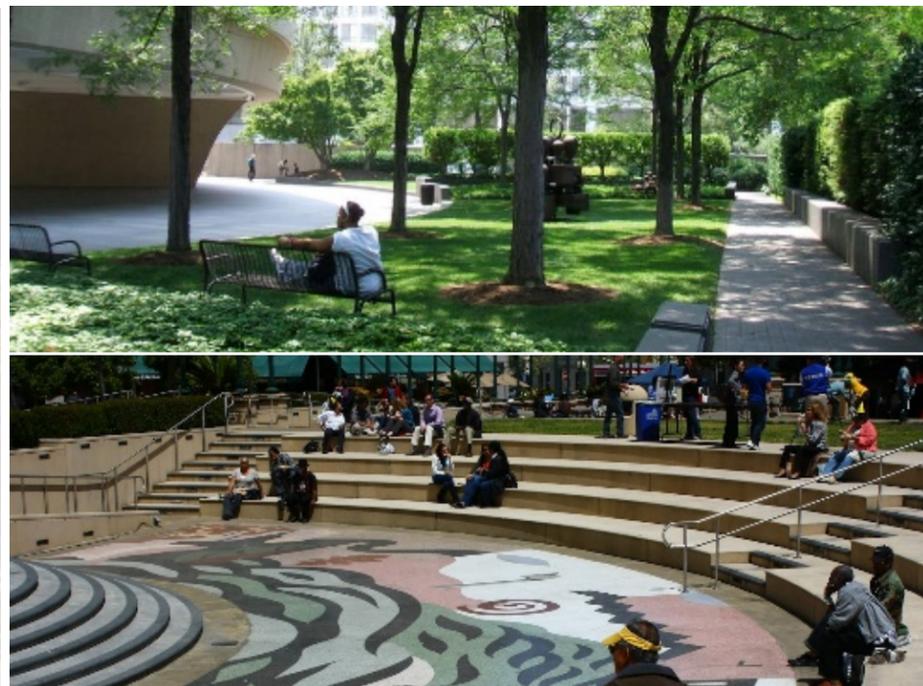
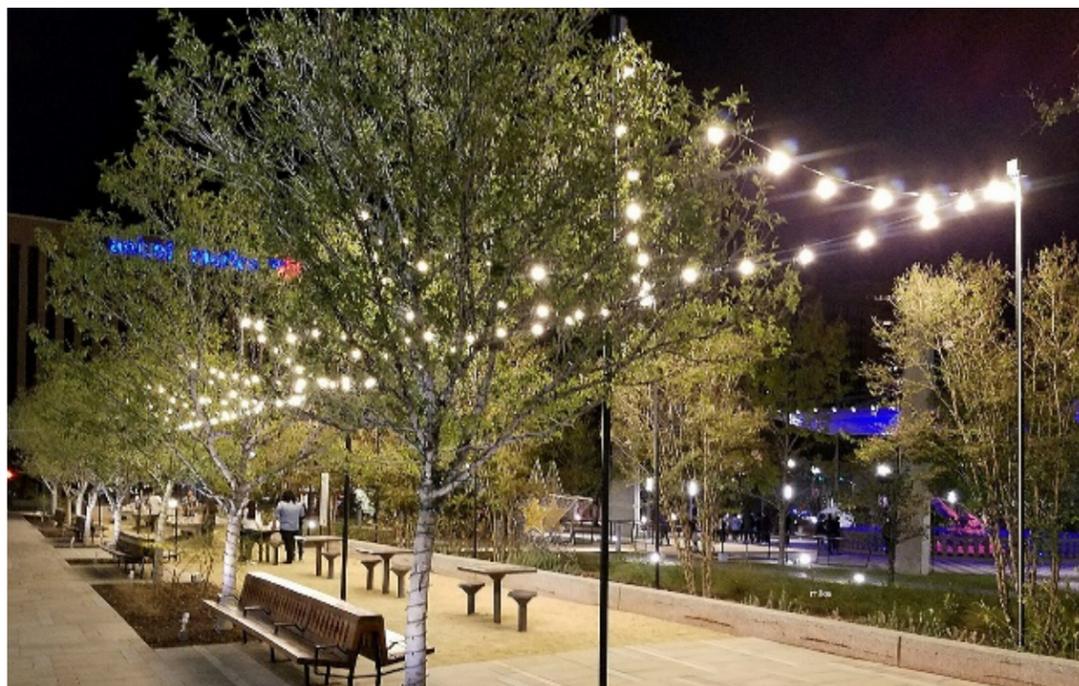
## PROPOSED ACTIONS

Recommendations for placemaking strategies will support an emerging NoMi brand through the development of character districts and implementable catalyst projects to activate them. There will be a transformation of the NoMi brand with improved gathering spaces for events and pedestrian/cycling trail systems that reconnect the city.

The first step is the creation of a Mobility Hub centered on the FEC rail station. **The plan identifies new character district as NoMi Station Square and will include several catalyst projects, most principally, the FEC rail Station.** The proposed commuter rail service will integrate with existing conventional transit services. It has first and last mile connectivity through NoMi's roadway and bicycle, pedestrian sidewalk and trails system. The transit station and immediate surrounding area will be supported by Mobility-Oriented Development (MOD) including significant mixed-use commercial, residential development and employment opportunities. They are places of significant connectivity where varying modes of transportation come together – from walking to rapid transit – seamlessly and where there is an intensive concentration of working, living, shopping and/or playing. NoMi Station Square redevelopment will be dynamic.

**The station area and associated MOD will become a new “place” with its own brand and design motif built around active urban plazas, shaded multi-modal streetscapes and pedestrian amenities. Placemaking recommendations for urban plaza spaces include:**

- Creation of shaded plaza spaces for gathering
- Leisure activities for adults including outdoor dining and strolling
- Interactive fountains for children
- Pedestrian-oriented streetscapes on all roadways
- Canopy trees throughout for shade
- Two level pedestrian & vehicular lighting
- Signage & wayfinding with NoMi brand





# CREATIVE PLACEMAKING + OPEN SPACE NETWORK CATALYST AREAS

## MOCA PLAZA / CIVIC CENTER COMPLEX – TRANSIT NODE

MOCA Plaza will become a high quality event space and will reach its full potential with the following modifications:

- Technology upgrades
- Improved NoMi branded construction materials
- Canopy trees interspersed with date palm trees
- Accommodations for temporary event shelters
- Providing infrastructure necessary for a permanent NoMi Farmer’s Market
- Promenade connection to NE 123rd Street and proposed office/garage

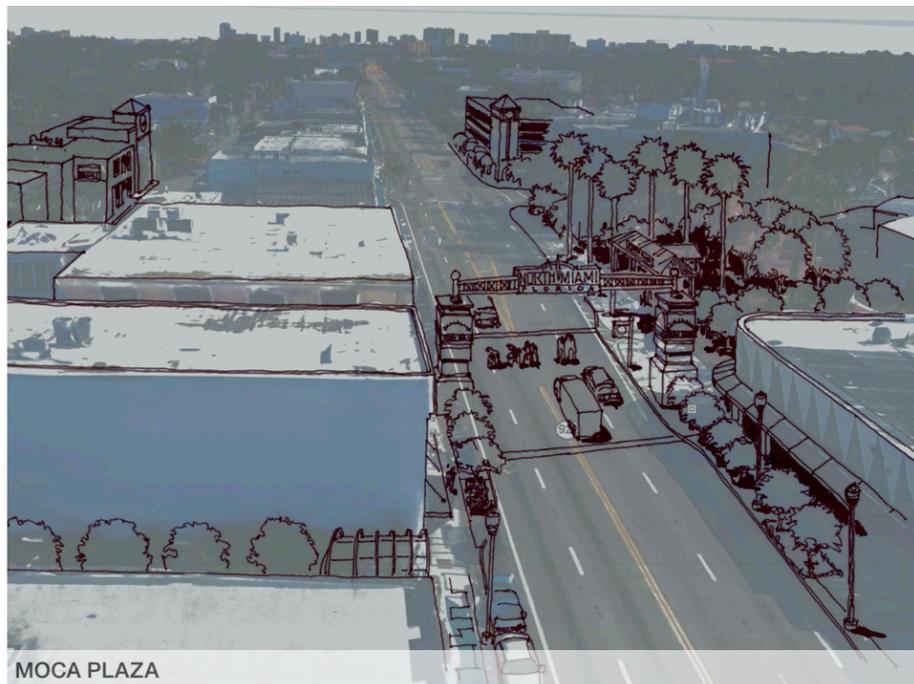
Other improvements include coordination with proposed improvements on NE 125th Street (currently under design), Complete Streets application to NE 126th Street, NE 124th Street and NE 7th Avenue and application of Design Guidelines for all proposed improvements.

## NORTH MIAMI HIGH SCHOOL/LIBRARY/ARTS & CULTURE DISTRICT – TRANSIT NODE

An important component of the School/Library/Arts & Culture District – Transit is the concept of artist residences in the Arts & Culture District as a means for positive economic development. According to ULI’s recent publication; Artist Space Development: Making the Case; “The economic potential of “creative clusters” (concentrations of arts and design-related businesses and establishments) coupled with appreciation for artists’ contributions to communities, has been a motivation for developers and investors. The basic premise is that it is possible for artists’ spaces to stimulate economic development, increase property values, and profit from real estate ventures. Emerging research on creative clusters appears to be somewhat useful in pursuing this strategy and helps investors take the risk.” Space for NoMi artists in the Arts & Culture District would be limited to single family homes in the short term as a “live/work initiative and then expand into larger spaces as the concept evolves. Area homes provide space for small-scale art production and also can serve as an aesthetic improvement with displays and outdoor art events. It has been proven that artist residence initiatives validate artists “as a professional working population with specific business related needs.” NoMi artists will enjoy a leading role in the redevelopment of the Arts & Culture District. Clearly a “sweat enterprise”, local artists will require support from the city and promotion provided through web advertising and improved district signage.

## 8TH AVENUE GREENWAY PROJECT

Designed and implemented as an Open Street will include environmentally friendly Low Impact Design (LID) with rainwater bio-retention systems, decorative paving, zero elevation curb, limited vehicular access directed with bollards and concrete planters, transit stations and bus stops, dedicated bicycle lanes, street furniture, pedestrian-oriented lighting and canopy trees. In advance of funding for 8th Avenue, a Tactical Urbanism test area between NE 125th Street and NE 124th Street has been proposed as an ad hoc method for recapturing the street with temporary canopy trees, street furniture and pedestrian amenities. Tactical Urbanism is a temporary solution, but is certainly one that will attract interest in the redevelopment of downtown NoMi and the NoMi Plaza area.



MOCA PLAZA



TRANSIT NODE



8TH AVENUE



## CREATIVE PLACEMAKING + OPEN SPACE NETWORK CONNECTING CORRIDORS

Connecting Corridors are also place makers because they include an aesthetic unique to Nomi and although people “pass through” these spaces, they offer respites for pedestrians and bikers in the form of street side restaurants, shady areas to rest and outdoor retail space for local vendors. **Connecting corridors are the “pipelines” that convey traffic through the study area and connect to catalyst areas, commercial zones and neighborhoods.** The goal is to add corridor enhancement as an objective placemaking.

The plan enhances the visual scope of the city taking note of and making the most of what already exists in the landscape but needs further articulation – broad vistas and panoramas, markers that punctuate the end of a long linear path through the city, and transitional zones between neighborhoods that have their own distinct qualities. The plan adopts a series of measures in the form of gateways and view corridors aimed at enhancing the visual scope of the city.

- FEC Rail Corridor
- NoMi Arterials System
- Secondary Roadway System
- “Green Streets”
- Multi-Use Trails
- Pedestrian Streetscapes & Walkways

### PROPOSED ACTIONS

#### GATEWAYS

The new revitalized districts and nodes in the Planning Area should possess distinct individual identities complementing the City's Comprehensive Signage Master Plan. The designation of select locations as gateway sites will help build a sense of place for pedestrians, bicyclists, transit riders, and motorists as they enter the Planning Area.

There are two types of gateways that are proposed in the Planning Area:

- Gateway Features along the NE 125th Street
- Gateway Markers

#### VIEW CORRIDORS

Connectivity to and around the station area and other character districts are key to Mobility Hub. The plan identifies a wide variety of complete street network ranging from arterials that convey extremely large numbers of vehicles to shaded residential “Green Streets” with limited vehicular traffic. All streets include pedestrian amenities that are comfortable, safe and local landscape.

The Connecting Corridors identified in Planning Area include:

- Multi-Use Trail along FEC corridor
- Green Streets
- 8th Avenue Open Street Project



# CREATIVE PLACEMAKING + OPEN SPACE NETWORK CONNECTING CORRIDORS



EXISTING NE 125TH STREET



PROPOSED NE 125TH STREET (PHASE - I)



PROPOSED NE 125TH STREET (PHASE - II)



# CREATIVE PLACEMAKING + OPEN SPACE NETWORK PARKS

In addition to integrating new leisure facilities into emerging character districts that include plazas designed as urban parks, other recreation spaces must be found in the study area. Liberty Gardens Park is an excellent example of re-capturing urban space. However, there is generally a lack of parks and recreation facilities throughout NoMi and in particular, the study area. Open space for active and passive recreation can be found in under-utilized and vacant parcels and the first step is to map parcels and create a strategy for aggregation and assembly. There is also the opportunity to add multi-use trails in the FEC rail corridor and through environmentally sensitive areas surrounding the Arch Creek drainage system, in roadway corridors where there is generous right of way available and adding pedestrian walkways in residential neighborhoods where none exist today.

## PROPOSED ACTIONS

The park typology in proposed for the Planning Area include:

- Passive Green Space Park
- Neighborhood Mini-Park
- Streetscape Pocket Park
- Greenway Park & Trail
- Art-in-Public Spaces/Monument Park



PASSIVE GREEN SPACE



PASSIVE GREEN SPACE



STREETSCAPE POCKET PARK



GREENWAY PARK & TRAIL



ART IN PUBLIC SPACES / MONUMENT PARK



# CREATIVE PLACEMAKING + OPEN SPACE NETWORK WAYFINDING

Wayfinding is another important component of Placemaking because it reinforces the NoMi brand through graphic form, consistent materials and texture. The following illustrates the importance of wayfinding in the urban environment.

- Placemaking – creates distinctive image for site
- Wayfinding & Signage – orients people and helps navigate
- Interpretation – provides information, tells story about a site or conveys an important message

The City of North Miami adopted its Comprehensive Signage Master Plan Adopted May 2014 and states; “The purpose of the Comprehensive Signage Master Plan is to establish a cohesive Wayfinding philosophy and design approach for all future City signs. The Master Plan provides a uniform sign template for all City gateway, directional, public parking, public facilities and place name signs.” The NoMi Comprehensive Signage Master Plan includes the following sign types:

- Public Facilities Identity Signs
- Primary Identity Signs
- Destination/Place Name
- Park Facility Signs
- Directional Signage
- LED Sign
- Parking Lot Signs

Placemaking Wayfinding goals in the Planning Area include:

- Maintain consistency with the adopted NoMi signage master plan
- Reduce user disorientation in Catalyst Areas and Corridors
- Improved user understanding and knowledge of each site, feature and destination
- Help create a memorable identity for NoMi and enhance the sense of place for each significant place





# PRINCIPLE 4 TRANSIT SUPPORTIVE DEVELOPMENT

The City of North Miami's Comprehensive Plan EAR specifically identifies development within North Miami Downtown/ Mobility Hub & TOD Planning Area to significantly intensify in specifically designated areas, including the catalyst nodes identified along NE 125th Street and West Dixie Highway.

**The North Miami Mobility Hub & TOD Planning Area emphasizes the goals for neighborhood creation, preservation, and enhancement outlined in the Downtown CRA Plan and the Comprehensive Plan.** This Plan places the highest importance on the evolution of Downtown North Miami through quality residential areas. It articulates a vision of neighborhood development for specific precincts within the Planning Area. The creation of new residential neighborhoods is essential to the future success of the TOD Planning Area as a place to live, work and play. Bringing more residential development opportunities to downtown is at the core of the recommendations made within this report.

Density is a measure of the amount of built space located in a given geographic area. Nonresidential intensity standards are expressed in terms of heights and lot coverage; while Residential standards are expressed in terms of densities. The term "densification" refers to the desire to increase the amount of development on a given area of land or within a particular portion of a city. Densification is usually called for as a way to maximize the use of land relative to its inherent value.

While it is generally desirable to attain high densities in mobility hubs and TOD areas, planned densities may need to be adjusted based on the infrastructure carrying capacities (transportation and utilities), local real estate market strength, and surrounding neighborhood character. Density targets should reflect the existing and planned service levels for the FEC Railroad regional passenger rail corridor. In most cases, regional rail attracts the majority of its riders from a large catchment area beyond the mobility hub. As a result, ridership is less sensitive to the densities within the hub.

To ensure that new development fits in with and protects adjacent stable neighborhoods, higher densities and taller buildings are focused around the proposed catalyst nodes (including the station), moving to lower densities and building heights closer to existing residential communities.

Realizing appropriate densities at strategic locations, as opposed to blanket higher density regulations in the Mobility Hub & TOD Planning Area, will not only improve the overall downtown built environment, it will also help integrate downtown neighborhoods seamlessly. In this way, ensuring appropriate density of the built environment is the means for achieving a more holistic urban design for Downtown.



## COMMUNITY ENGAGEMENT

Feedback received from the public workshops, online surveys and from the consultant team's inventory of existing conditions through research and interviews highlighted the following key issues related to mobility in Downtown North Miami, specifically within the ½ mile radius from the planned transit station at NE 125th/ 123rd Street.

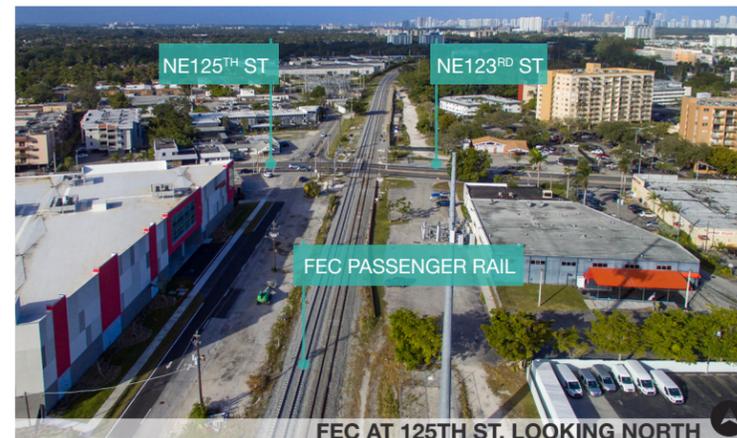
- Preserve the authenticity and neighborhood character.
- Encourage redevelopment of underutilized lands along FEC railroad into entertainment oriented mixed-use development.
- Area Northeast of 131st & 14th: Programmed activities, using Wynwood as an example
- Preserve the authenticity and neighborhood character.
- Encourage redevelopment of underutilized lands along FEC railroad into entertainment oriented mixed-use development.
- No more storage places
- Art District on the west side of the tracks as well as, across the street to the west of St. Catherine's Rehab Hospital
- Mixed income housing along 127th between 12th & 14th



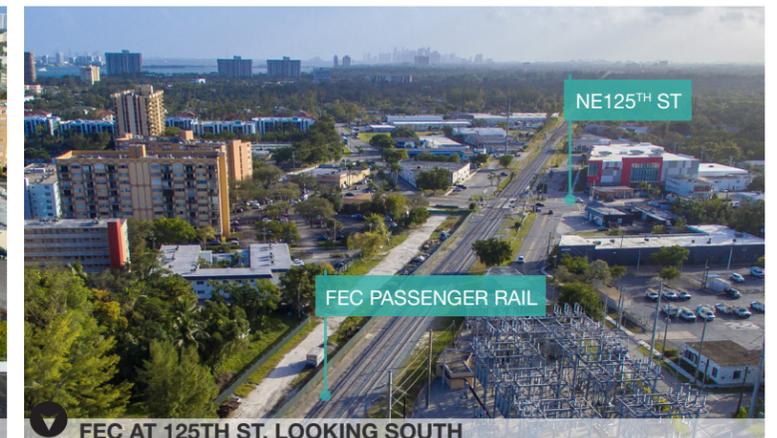
FEC AT 125TH ST. LOOKING EAST



FEC AT 125TH ST. LOOKING WEST



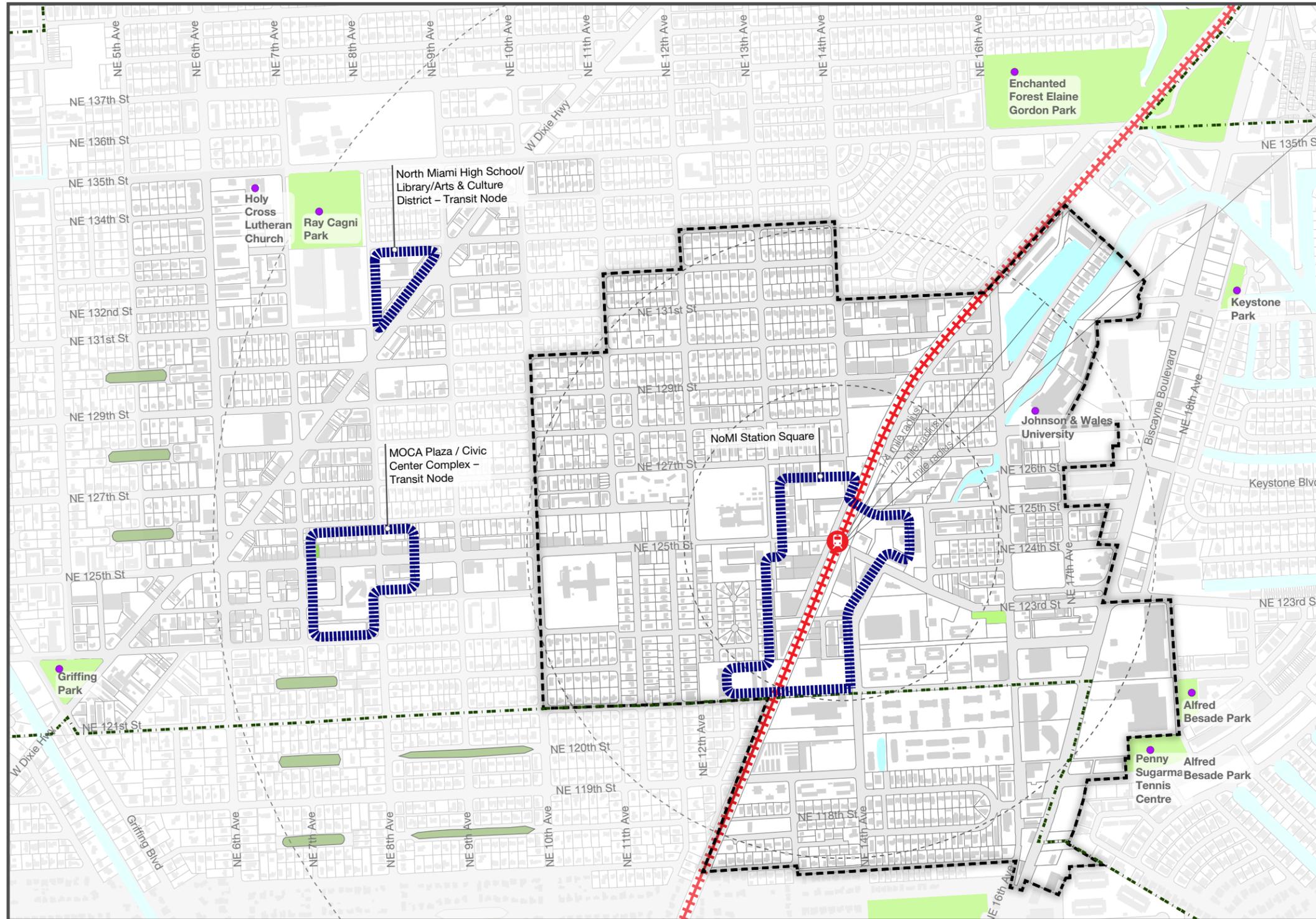
FEC AT 125TH ST. LOOKING NORTH



FEC AT 125TH ST. LOOKING SOUTH



# TRANSIT SUPPORTIVE DEVELOPMENT ILLUSTRATIVE MAP



## LEGEND

### 4A CATALYST AREAS

-  NoMi Station Square
-  MOCA Plaza / Civic Center Complex - Transit Node
-  North Miami High School / Library / Arts & Culture District - Transit Node



# TRANSIT SUPPORTIVE DEVELOPMENT OPTIMIZED DENSIFICATION

The City currently has the potential to achieve certain urban design goals through a formalized set of premium densities (sometimes known as “density bonuses”) that are available for projects within the Neighborhood Redevelopment Overlay and Planned Corridor Development Districts.

As per the City of North Miami Comprehensive Plan, *“base densities and intensities within the NRO shall be those of the underlying land use designation as identified in the FLUM. However, additional intensities and densities (up to 90 du/ac) may be permitted within the NRO subject to the availability of floating dwelling units and to the transition zone guiding principles except for areas of the PCD Overlay that are located within the NRO, which may allow densities up to 100 du/ac.”*

Incentive zoning is often used to encourage developers to provide specific community benefits in exchange for developer bonuses. Community benefits often include provision for such things as affordable housing, local job creation, senior housing, day care centers, streetscapes, shared parking, parks, public plazas, and open space. Provision of such benefits is directly tied to developer bonuses such as permissions to build more intensive development than what is otherwise permitted in the Zoning Code. The purpose of incentive zoning is to further community objectives while maintaining consistent planning policy for a given area. North Miami currently offers only one type of zoning incentive for densities: Density Bonusing.

The major drawback to FAR premiums and density bonuses is that there are no guarantees that the benefits will be provided because developer participation is voluntary. Therefore this sort of tool as it exists does not ensure that developers will put together projects with either the density or the enhancements desired by the City. Developers may choose to forego the opportunity to utilize premiums and intensify land uses if they perceive there is too much risk in using this tool either because the market is soft or the City has too many other potential obstacles in the regulatory framework and process. The benefits to the developer must offer sufficient motivation for them to participate; while on the flip side the public benefit from increased densities need to be catered to local economic needs such as job creation and not limited to physical improvements.

As noted in the Market Analysis, Downtown North Miami, especially the NRO district, has not witnessed the allowable densities, and developers have utilized the density bonus provision in the LDRs along the PCD (e.g Sole Mia). Similar to other cities in the country, downtown residential development is often constructed at much lower densities than what is permitted in the local zoning code. This is especially problematic because a city’s most valuable land is not developed to a level where that land achieves its maximum tax capacity. On the other hand, zoning for higher densities does not guarantee that the intended densities will be built. Thus, additional measures may be necessary to achieve the desired levels of development.

**In emerging markets such as North Miami, providing higher densities along all corridors in the City has resulted in lower development interest in the Downtown and Mobility Hub Planning Area. This Plan proposes the following alternative mechanisms to attract the desired development in support of future transit service in North Miami.**

- **Adopt a TOD Overlay District expanded to a half-mile radius of proposed transit stations and mobility hubs:** As discussed above, the multiplicity of overlay districts allowing increased densities in exchange for providing TOD features. The Plan proposes establishing a TOD Overlay District that proposes increased densities and related bonusing within the established boundaries of the North Miami Mobility Hub & TOD Planning Area. In conjunction, the City should also consider enhancing their current package of zoning incentives in a way that encourages flexibility for developers while securing critical improvements to the public realm and local economic development.

Further, the City should consider establishing a development checklist as a tool for new development and retrofits in the mobility hubs to help conform to the TOD Guiding Principles outlined in the Plan, as well as achieve the following objectives:

- Evaluate and negotiate applications for developments around mobility hubs.
- Ensure uniform interpretation / understanding of mobility hub principles and consistent treatment of development applications.
- Provide the development industry with some direction on the key features and type of development that stakeholders are looking for around mobility hubs.

## USER GUIDE FOR TOD EVALUATION FRAMEWORK

### TRIAL PERIOD AND PUBLIC FEEDBACK

The TOD evaluation framework should be introduced on a trial basis and will be reviewed and refined after a period of 6 months. Applicants and staff are encouraged to provide feedback and update the checklist based on input from the local developers.

### THE FRAMEWORK AND THE DEVELOPMENT REVIEW PROCESS

This Checklist will be used to evaluate applications for development within the TOD Zone identified in the Comprehensive Plan or the Overlay District Notification released by the Planning Committee, North Miami.

#### TOD CHECKLIST

1

Pre-Application Meeting: Applicant contacts TOD Review Committee to discuss proposed TOD application. Committee Member provides applicant with TOD evaluation framework and user guide comprising of TOD principles and related standards.

2

Applicant prepares and submits development application to the TOD Review Committee.

3

Committee Member conducts a preliminary review and evaluates/scores the development application using the TOD Evaluation Framework.

4

Member discusses results/score from TOD Evaluation Framework with the applicant, and negotiates changes, where necessary.

5

Applicant submits (amended) development application.

6

Member submits report to the concerned authority with summary of TOD Evaluation Score.



# TRANSIT SUPPORTIVE DEVELOPMENT OPTIMIZED DENSIFICATION

## A DENSITY

The intent is to concentrate development at the transit stations with densities that will support transit and a range of housing, businesses and services. The density and height of development should also decrease with distance from the transit station/centre to ensure compatibility with surrounding lower density residential areas.

Features	Yes	No	N/A	Comments
A1 Development is comparatively high density within 5 minute walking distance of stations, as compared to areas beyond 5 minute walking distance.				
A2 Development within 5 minute walking distance of station is transit supportive, i.e. meant for transit users, and pedestrian oriented.				
A3 The density of dwelling units per acre decreases with distance from the transit stations/ stops				
Sub - Total				

## B MIX OF USES

The intent is to develop “activity nodes” at transit stations that have a mix of residential and commercial land uses, as well as other land uses. This mix will offer people opportunities to live and work close to transit, to obtain at least basic/daily goods and services locally, and to use transit to travel to destinations for recreation or education.

Features	Yes	No	N/A	Comments
B1 The development includes a horizontal or vertical mix of residential and commercial (office/retail) land uses, or adds to the mix of built/ planned uses within the station area.				
B2 Residences should have daily needs retail, parks, primary schools and recreational areas accessible within 400m walking distance.				
B3 At least 85% of all streets in the station are to have mixed use development.				
B4 The development includes commercial uses that are beneficial and compatible with residential uses (e.g. restaurants, departmental stores, bookstores, fitness centres, hair salons).				
B5 Residential development includes a mix of housing types and/or housing unit sizes, with atleast 15% of the housing units meant for affordable housing as per zoning codes.				
B6 Social and physical infrastructure is provided for projected population.				
Sub - Total				

## C TRANSIT AND CYCLING

The intent is to provide features at or in the vicinity of the transit station that will further promote transit ridership and cycling.

Features	Yes	No	N/A	Comments
C1 Shelters are provided for all bus stops within the subject area.				
C2 Weather-protected bicycle parking for longer term use is provided in a secure area.				
Sub - Total				

## D STREETS AND WALKABILITY

The intent is to provide attractive and safe streets that encourage people to walk to stations.

Features	Yes	No	N/A	Comments
D1 Local street and pedestrian network provides direct routes from surrounding area to transit station.				
D2 Block lengths are a maximum of 200 meters.				

D3 Sidewalks are provided along both sides of all streets.				
D4 Sidewalks have a minimum clear walking width of 1.5m. Sidewalks around transit stations have a minimum clear walking width of 2.5m.				
D5 Pedestrian routes to the transit station/centre are well lit with provisions to discourage encroachment.				
D6 Pedestrian crossings are located every 100m.				
D7 Traffic calming measures such as “bulb-outs” are provided to enhance pedestrian safety and reduce pedestrian crossing distance.				
D8 Pedestrian access from development to transit station/centre is at grade or involves short flight of stairs or ramps.				
Sub - Total				

## E PARKING

The intent is to minimize parking within the TOD area while encouraging transit use and active transportation.

Features	Yes	No	N/A	Comments
E1 The majority of parking for residential and commercial buildings is provided in the basement or in multi-level parking.				
E2 Public parking garages are provided to serve parking demand.				
E3 The number of parking spaces provided for residential buildings has been reduced based on proximity to high level transit service.				
E4 Different land uses share parking capacity.				
E5 Car accessways are consolidated and located to the side or rear of buildings to minimize sidewalk crossings.				
E6 Parking garages are developed with office or retail uses at the ground level and aligned with adjacent buildings to integrate into streetscape.				
Sub - Total				

## F URBAN DESIGN AND AMENITIES

The intent is to create a high quality built environment that is functional, attractive, safe, comfortable, vital, and distinctive with a sense of community.

Features	Yes	No	N/A	Comments
F1 The building architecture and features give the transit station area a distinct character (“place-making”)				
F2 Buildings and main pedestrian entrances are oriented to the street.				
F3 Buildings have high levels of transparency at grade and/or active frontages for at least 40% of the street front facade.				
F4 The development provides a “public square” (spill-out space) in the TOD core.				
F5 The development in the TOD core does not have compound walls.				
F6 Front setbacks or “Frontage Zones” have a high standard of landscaping and public amenities (e.g. benches, waste receptacles, special lighting, water features, and public art).				
F7 The development and buildings have been designed (e.g. stepped back) and sited to maximize shaded open spaces, and well lit and ventilated interior spaces.				
F8 The development and buildings along pedestrian routes or around public open spaces provides protection for inclement weather (e.g. arcades, awnings)				
Sub - Total				



## TRANSIT SUPPORTIVE DEVELOPMENT **CATALYST NODES**

**Establish various Public-Private Partnership models to stimulate private investment:** In order to achieve transit-supportive densities and thereby ensure the long term viability of rail transit in Downtown North Miami, the Plan proposes redevelopment of catalyst nodes and adaptive reuse of industrial lands. To facilitate this, the CRA and City should work closely with private developers and landowners to strategically assemble lands for the private sector to develop.

Additionally, the joint occupancy of buildings by both the public sector and private sector for different but compatible land uses should be encouraged to achieve higher density buildings and diversity of land uses in proximity to transit stations.

The Plan proposes the following land assemblage opportunities for the CRA and City to pursue:

- **Concentrate higher density development in the three (3) strategic catalyst nodes identified in the Plan:** The following pages present a series of springboard projects, which represent a cross-section of development precincts and illustrate the range of building development types contemplated for the Project Area, these include Class-A office, mixed-use office, mixed-use residential, infill retail, moderate density residential, affordable housing, parks, plazas , and transit-related facilities, such as the multi-modal hubs. While the market will ultimately determine when development on individual projects can take place, it is important to begin envisioning just how the principles and recommendations of the plan could be applied in selected locations.



# TRANSIT SUPPORTIVE DEVELOPMENT CATALYST NODES



## LEGEND

### 4A PRIMARY CATALYST NODES



- NoMi Station Square
- MOCA Plaza / Civic Center Complex - Transit Node
- North Miami High School / Library / Arts & Culture District - Transit Node

### 4B SECONDARY CATALYST NODES



XXX



# TRANSIT SUPPORTIVE DEVELOPMENT NOMI STATION SQUARE

The Station Area Plan also known as NoMI Station Square includes a variety of redevelopment schemes. The NoMI Station Square generally includes the lands within reasonable walking distance of present and future population centers generally divided into four (4) “quadrants”. Each quadrant is unique in the types of redevelopment options and intensity of development. The plan will provide long-term guideline for the significant change expected in the next five (5) to twenty (20) years. The Station Area Plan defines a vision for NoMi revitalization and improvements associated with the introduction of passenger rail service and associated modes of travel. The plans as presented, will guide development, public realm improvements and transportation investments, and promote job opportunities. The resulting increased tax base will further enhance economic development and provide a vibrant and attractive place to live, work and recreate. The NoMI Station Square will also promote connectivity and safety for pedestrians and cyclists. Furthermore, it includes a policy framework to guide decision-making, and identify the regulatory tools needed to implement the proposed redevelopment.

The NoMi Station Square will accomplish the following goals:

- Encourage densification surrounding the proposed station while protecting surrounding residential enclaves
- Increase transit ridership, encourage walking and cycling, and make more efficient use of NoMi’s infrastructure and services
- Promote redevelopment efforts that supports the unique character of NoMi and creates attractive places for working, living and recreation
- Stimulate new investment and promote economic development by encouraging job growth and commercial vitality

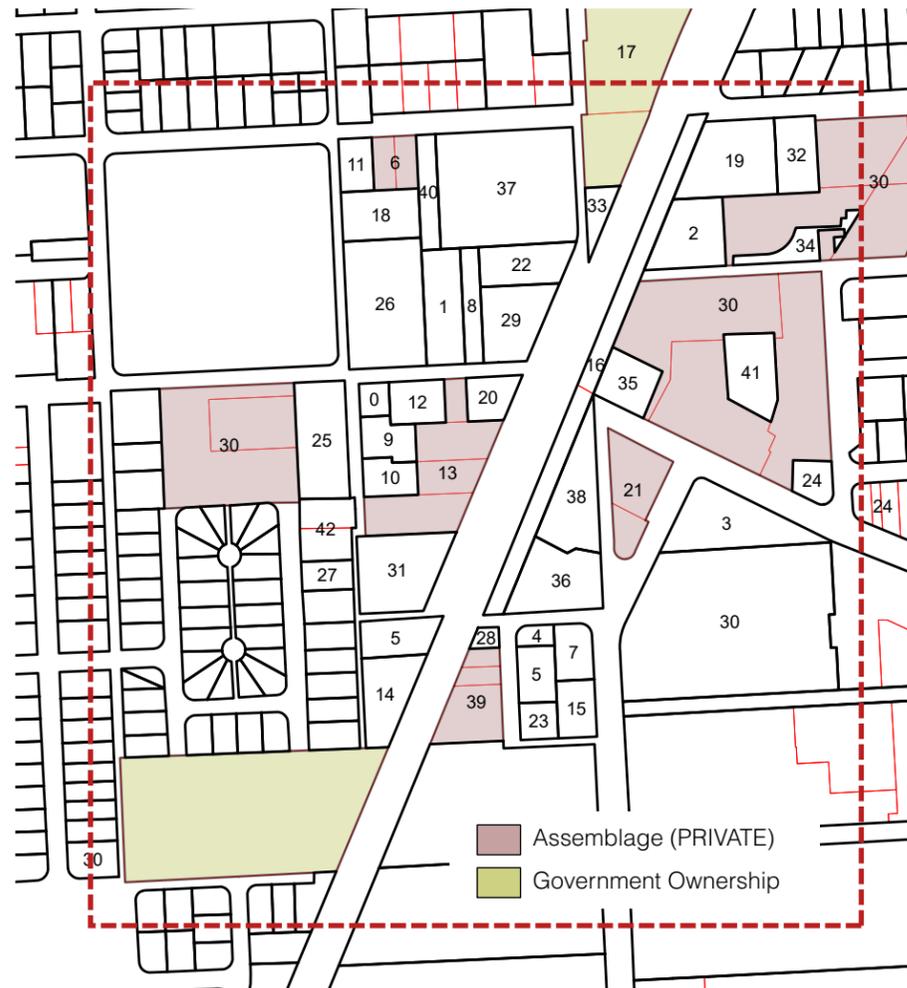




# TRANSIT SUPPORTIVE DEVELOPMENT NOMI STATION SQUARE

FID	OWNER	AREA (ACRES)
0	Private	0.17
1	Private	0.75
2	Private	0.76
3	Private	1.11
4	Private	0.13
5	Private	1.36
6	Private	0.40
7	Private	0.36
8	Private	0.36
9	Private	0.37
10	Private	0.33
11	Private	0.30
12	Private	0.40
13	Private	1.68
14	Private	0.67
15	Private	0.37
16	FDG Rail Holdings 24 LLC	1.64
17	Florida Power and Light Co	3.11
18	Private	0.65
19	Private	1.12
20	Private	0.34
21	Private	0.82
22	Private	0.61
23	Private	0.54
24	Private	0.73
25	Private	1.00
26	Private	1.67
27	Private	0.25
28	Private	0.09
29	Private	0.78
30	Private	33.27
31	Private	1.07
32	Private	0.53
33	Private	0.22
34	Private	0.33
35	Private	0.47
36	Private	0.91
37	Private	2.66

FID	OWNER	AREA (ACRES)
38	Private	0.90
39	Private	0.81
40	Private	0.78
41	Private	0.64
42	Private	0.56





# TRANSIT SUPPORTIVE DEVELOPMENT NOMI STATION SQUARE

## STATION AREA - NW QUADRANT

The Northwest Quadrant includes fifteen (15) individual parcels. Parcels 1 – 6 are zoned R-5 Residential, Parcels 7 – 9 & 11-12 are zoned C-3 and Parcel 10 & 15 are zoned M-1 Manufacturing. All structures on the site should be considered sub-standard and not adaptable for re-purposing without significant alterations. Existing land uses are not at their full potential even considering existing zoning designations. Redevelopment of the NW Quadrant will require a change to mixed-use development and higher than average densities. The proposed development plan allows for progressive parcel acquisition and is essentially divided into four (4) zones. Phasing for redevelopment is as follows:

- **Phase 1:** Parcels 10 – 12 (Parcel 11 & 12 designated as the Station Building and parking)
- **Phase 2:** Parcels 1 – 3 (Parcel 15 designated as Trailhead/Park)
- **Phase 3:** Parcels 4 – 6 (Parcel 4 designated as NE 13th Court extension to NE 127th Street)
- **Phase 4:** Parcels 7 - 9

## PHASE 1

Parcel 13 can accommodate the entire proposed Transit Station. Parcel 12 for the station itself and Parcel 13 for surface parking in advance of the construction of a future parking structure. At that time, the parking lot will transition to an urban plaza space with a tropical landscaping, fountain features and associated hardscape. Parcel 10 is designated as Building 1, a mixed-use building. As the Station Area develops, NE 14th Avenue will be vacated to ease congestion and create a much less dangerous intersection that now has an interface of rail, vehicular, bicycle and pedestrian traffic. Traffic will be routed to new street described as NE 13th Court (Parcel 9) located approximately 180 feet from NE 14th Avenue. Connectivity to Parcels 1 – 3 will not be affected during this transition and redevelopment of the Station. Another addition in a sixteen (16) foot wide paved multi-use trail that is located adjacent to the railroad right-of-way with a trailhead/park on Parcel 15. This trail is a Catalyst Project described in Section xx of this document that can be implemented prior to the development of the NW Quadrant. The trail connects Elaine Gordon Community Center (Enchanted Forest) to NE 121st Street and the existing parks and recreation facility that is also a potential catalyst project described in Section xx.

DEVELOPMENT PRECINCT	FEC RAILROAD ENTERTAINMENT NODES			
Location	FEC Railroad intersection of NE 125th Street			
Land Use Classification	Industrial, Commercial Office & Residential			
Current Zoning District	No overlay zones			
	NW	NE	SE	SW
Gross Site Area	480,052	345,787	343,064	375,948
Current SF	242,086	296,742	123,511	95,934
Current FAR	0.50	0.86	0.36	0.26
Max. Allowable SF	2,171,145	1,962,173	1,238,888	827,131
Max. Allowable FAR	4.52	5.67	3.61	2.20
Ownership	Large percent City of NoMi owned, with smaller parcels private	Private	Private	Large percent City of NoMi owned, with smaller parcels private
Land Use	C1/C2 & Residential	Residential	M1 -Industrial	C1/C2 & M1
Programme	Transit Terminal building along with mixed use (ground floor retail with upper floors office/residential) arranged around a central transit plaza for seamless pedestrian connections	Ground floor retail with upper floors office/residential, along with multi-level garage for public parking, along with neighbourhood park	Live-Work units with parking and community facilities	Mixed use frontage facing NE 125th St., Repurposed/retrofitted industrial buildings into markets, studios and entertainment facilities along with outdoor play area
Public Realm improvements	<ul style="list-style-type: none"> <li>• Above grade pedestrian bridge across NE 125th St connecting to proposed railway station</li> <li>• Above grade pedestrian bridge across the railway line</li> <li>• Public transit inter change facility with appropriate parking, first n last mile facilities</li> <li>• Pedestrian friendly streetscape for the network of streets within the node</li> </ul>			



# TRANSIT SUPPORTIVE DEVELOPMENT NOMI STATION SQUARE



Proposed Station Mobility Hub Plan



Existing Station Mobility Hub View



Proposed Station Mobility Hub View



# TRANSIT SUPPORTIVE DEVELOPMENT NOMI STATION SQUARE

The City of North Miami owns most of the property in the Government Center & MOCA Plaza Transit Node. Several municipal buildings are located in this area including; NoMi City Hall, NoMi Police Department and City Administration offices. The Government Center & MOCA Plaza area was addressed in the City of North Miami Downtown Concept Plan and remains unchanged in the revised document dated May 2018. It states; "The area currently includes four surface parking lots (three within the "megablock" and one east of NE 8th Avenue) that could be redeveloped." Several "enhancements" were suggested in the master plan for this site including:

- A newly renovated, expanded and modernized City Hall/Administrative Building in order to consolidate government uses in one building. This would allow removal of the Zoning, Parks, Code and CPD Buildings in order to consolidate all the Administrative staff into one building and create additional park/green space along NE 8th Avenue for special events.
- Police Department – No Change
- Retail Space
- Hotel
- Parking garage with first floor retail east of NE 8th Avenue (across from City Hall).
- MOCA expansion of 24,000 square feet as contemplated.
- Develop new space for a Cultural Arts, Film and Education Destination:
  - » Additional Park/Open Space for special outdoor events
  - » A multi-purpose Performing Arts Center of approximately 800-900 seats
  - » Historical Museum space of approximately 2,000 square feet to house and display the Historic Society's
  - » Collection and future donated collections.





# TRANSIT SUPPORTIVE DEVELOPMENT NOMI STATION SQUARE

FID	OWNER	AREA (ACRES)
1	Private	0.30
2	Private	0.43
3	Private	0.15
5	Private	0.25
6	Private	0.13
7	Private	0.14
8	Private	0.15
9	Private	0.15
11	City of North Miami	1.31
12	City of North Miami	12.04
15	Private	0.33
16	Private	0.08
17	Private	0.25
18	Private	0.03
19	Private	0.36
20	Private	0.26
21	Private	0.15
22	Private	0.12
23	Private	0.32
24	Private	0.26
26	Private	0.15
28	Private	0.48
29	Private	0.07
30	Private	0.27
31	Private	0.36
32	NE 125th Street Trust #651 tru for	0.13
35	Private	0.51
37	Private	0.15
38	Private	0.30
39	Private	0.15
40	Private	0.06
41	Private	0.05
42	Private	0.03
44	Private	0.03
45	Private	0.12
46	Private	0.50
47	Town of North Miami	7.36
50	Private	0.23





# TRANSIT SUPPORTIVE DEVELOPMENT

## MOCA PLAZA / CIVIC CENTER COMPLEX – TRANSIT NODE

Our proposed master plan follows the original site development program and adds several enhancements. The primary shift from the original design is the addition of a Transit Station on the site. There will be a transformation to mixed-use on NE 125th Street with five to six story buildings lining the north and south sides of the street including the southeast corner of NE125th Street/NE 8th Avenue. Three story townhome-type residential buildings are proposed on NE 126th Street and mid-rise residential buildings at the northeast and northwest quadrants of the NE 125th St/NE 8th Ave intersection. A parking garage will be included on NE 126th Street with a direct “pass-through” drive from NE 125th Street. Another parking garage is proposed on the existing NoMi city hall/administration surface parking lot located on NE 8th Avenue.

DEVELOPMENT PRECINCT		MOCA CITY HALL PLAZA					
<b>Location</b>	NE 125th Street around NE 7th & 8th Ave						
<b>Land Use Classification</b>	Central Business Commercial						
<b>Current Zoning District</b>	NRO+AOD+PCD						
	Hotel	MU 01	MU 02	MU 03	Café Crema	Parking Str 01	Parking Str 02
<b>Gross Site Area</b>	32,250	66,358	16,979	27,600	26,250	36,419	13,314
<b>Current SF</b>	0	75,983	20,392	23,993	23,634		
<b>Current FAR</b>	0	1.15	1.20	0.87	0.90		
<b>Max. Allowable SF</b>	183,750	358,864	87,835	156,382	123,026		
<b>Max. Allowable FAR</b>	5.70	5.41	5.17	5.67	4.69		
<b>Ownership</b>	Town of NoMi	All private except 1 parcel City of NoMi	Private	Private	Private	City of NoMi	City of NoMi
<b>Land Use</b>	C3	C3	C3	C3	C3	PU	C3
<b>Programme</b>	Mediterranean Style High "Hyatt-type" Hotel, Streetscape amenities on NE 7th Ave and high-end landscape	Lower two floors retail with office/residential on upper floors (Mixed use)	Lower two floors retail with office/residential on upper floors (Mixed use)	Lower two floors retail with office/residential on upper floors (Mixed use)	Live-Work Redevelopment with outdoor dining facing MoCA Plaza	Multi-level Garage for 620 cars	Multi-level Garage for 480 cars
<b>Public Realm improvements</b>	Re-design and reconstruct MOCA Plaza <ul style="list-style-type: none"> <li>• Technology upgrades</li> <li>• Improved NoMi branded construction materials</li> <li>• Canopy trees interspersed with date palm trees</li> <li>• Accommodations for temporary event shelters</li> <li>• Providing infrastructure necessary for a permanent NoMi Farmer’s Market</li> <li>• Promenade connection to NE 123rd Street and proposed office/garage; and</li> <li>• Transit Station with pedestrian canopy connection to Hotel NoMi West Gateway structure</li> </ul>						



# TRANSIT SUPPORTIVE DEVELOPMENT MOCA PLAZA / CIVIC CENTER COMPLEX – TRANSIT NODE





# TRANSIT SUPPORTIVE DEVELOPMENT NORTH MIAMI HIGH SCHOOL/LIBRARY/ARTS & CULTURE DISTRICT – TRANSIT NODE

The North Miami High School/Library/Arts & Culture District – Transit Node was an area that was carefully analyzed. The library is a hub for a variety of social activities and its proximity to North Miami High School provides a steady stream of visitors. North Miami High School enrolls over 2,500 students. High school students were observed congregating in the areas around the library and commercial areas surrounding the school on Dixie Highway and on NE 9th Avenue. Under-utilized surface parking lots predominate the library block along NE 8th Avenue between NE 133rd Street and NE 131st Street. Most commercial uses on Dixie Highway have “pull in” parking directly in front of the business that makes it necessary for customers to cross or block pedestrian walkways. In addition, businesses are generally one story single-use commercial buildings. While walk-in customers are welcome, the environment immediately surrounding the commercial zone is not pedestrian-oriented. Pedestrian traffic appears to mainly come from the high school and residential properties to the east and southeast.

Proposed improvements in the School/Library/Arts & Culture District – Transit Node will include the following:

- Transit Station
- Reduced surface parking
- Complete Streets design for Dixie Highway
- Improved raised intersections at 8th/131st and 8th/132nd
- Transition short sections of Ne 131st & NE 132nd from vehicular to trail
- Proposed Commercial/Mixed-Use on Dixie Highway
- Recapture under-utilized parking areas as public use space
- Add trail connectivity
- Add children’s play area near the library

DEVELOPMENT PRECINCT	PUBLIC LIBRARY & ARTS NODE		
Location	W Dixie Highway around the NoMi Public Library		
Land Use Classification	Commercial Office		
Current Zoning District	NRO+PCD		
	MU 01	MU 02	MU 03
Gross Site Area	36,899	37,823	21,485
Current SF	16,262	16,282	1,772
Current FAR	0.44	0.43	0.08
Max. Allowable SF	158,642	173,940	111,080
Max. Allowable FAR	4.30	4.60	5.17
Ownership	Private	All private except 1 parcel City of NoMi	Private
Land Use	C1/C2	C1/C2	R5-R6
Programme	Lower two floors retail with office/residential on upper floors (Mixed use)	Lower two floors retail with office/residential on upper floors (Mixed use)	Lower two floors retail with office/residential on upper floors (Mixed use)
Public Realm improvements	Re-design and reconstruct Library Parking Area <ul style="list-style-type: none"> <li>• Technology upgrades</li> <li>• NoMi Pivot transit station model</li> <li>• Canopy trees interspersed with date palm trees</li> <li>• Amphitheater and temporary event shelters (\$150,000)</li> <li>• Urban Plaza/Outdoor gathering areas (\$250,000 const cost)</li> <li>• Trail Connections and intersection improvements (\$100,000)</li> </ul>		



# TRANSIT SUPPORTIVE DEVELOPMENT NORTH MIAMI HIGH SCHOOL/LIBRARY/ARTS & CULTURE DISTRICT – TRANSIT NODE

FID	OWNER	AREA (ACRES)
0	Board of Public Library	1.40
1	Private	0.83
2	City of North Miami	12.04
3	Private	0.25
4	Private	0.33
5	Private	0.29
6	Private	0.07
7	Private	0.16
8	Private	0.12
9	Private	33.27
10	Private	0.22
11	Town of North Miami	0.07
12	Town of North Miami	7.36
13	Private	0.25





# TRANSIT SUPPORTIVE DEVELOPMENT NORTH MIAMI HIGH SCHOOL/LIBRARY/ARTS & CULTURE DISTRICT – TRANSIT NODE

A transit station is located in front of the library between NE 8th Avenue and the existing parking lot. The High School/Library/Arts & Culture District – Transit Node will have the amenities found in the NoMi Pivot transit station model including; transit shelter and seating, bike sharing area, car rental station, package delivery bins and long-term parking including electric vehicle charging stations. The station will provide a departure point for the high school, library, commercial businesses and local residents.

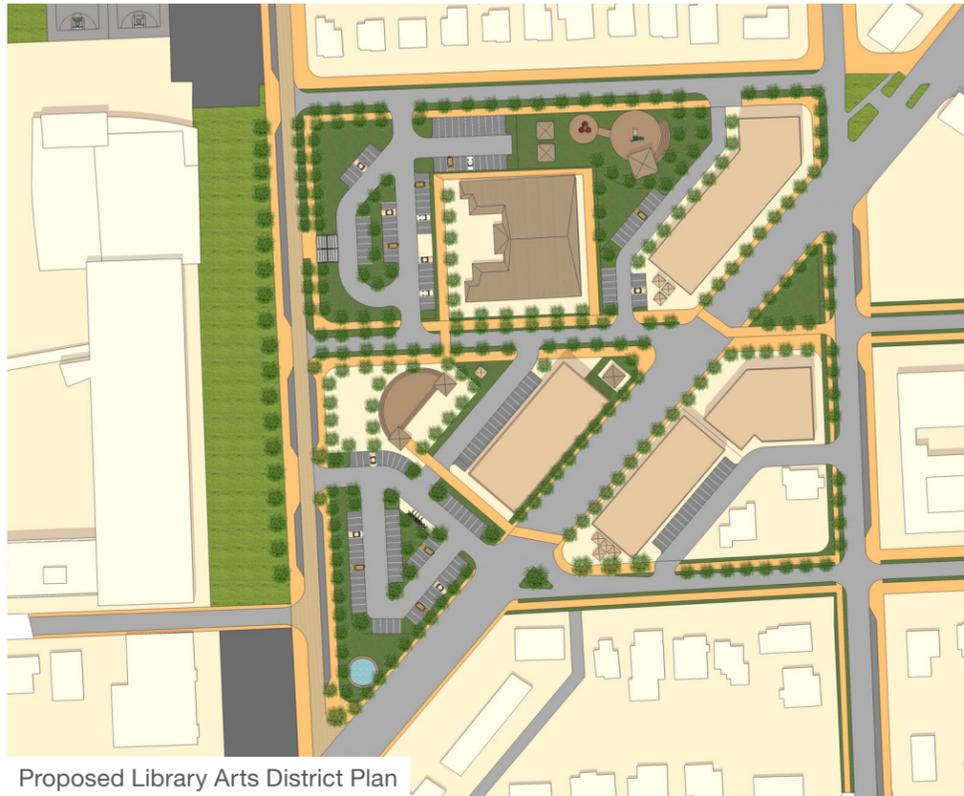
There are no bicycle lanes on Dixie Highway or any of the streets surrounding the library and the high school. However, Dixie Highway does have sufficient right of way to accommodate dedicated bicycle lanes. NE 131st Street has been designated by Miami-Dade County as a bicycle trail corridor extending from NW 22nd Avenue to NE 16 Avenue at the north boundary of the NoMi Station Area. This connection along with a proposed north/south trail along the Archer Creek area and FEC rail corridor provides a significant improvement in pedestrian/bicycle connectivity. All corridors within the North Miami High School/Library/Arts & Culture District – Transit Node should include minimum five foot (5') sidewalks. Dixie Highway should be planned with minimum eight foot (8') walkways on both sides with appropriate streetscape improvements including pedestrian lighting, canopy trees and street furniture. A canopy tree program and pedestrian lighting program should be included on east/west corridors (streets) and north/south corridors (avenues) to fill gaps in existing canopy.

An important component of the School/Library/Arts & Culture District – Transit is the concept of artist residences in the Arts & Culture District as a means for positive economic development. According to ULI's recent publication; Artist Space Development: Making the Case; "The economic potential of "creative clusters" (concentrations of arts and design-related businesses and establishments) coupled with appreciation for artists' contributions to communities, has been a motivation for developers and investors. The basic premise is that it is possible for artists' spaces to stimulate economic development, increase property values, and profit from real estate ventures. Emerging research on creative clusters appears to be somewhat useful in pursuing this strategy and helps investors take the risk." Space for NoMi artists in the Arts & Culture District would be limited to single family homes in the short term as a "live/work initiative and then expand into larger spaces as the concept evolves. Area homes provide space for small-scale art production and also can serve as a aesthetic improvement with displays and outdoor art events. It has been proven that artist residence initiatives validate artists "as a professional working population with specific business related needs." NoMi artists will enjoy a leading role in the redevelopment of the Arts & Culture District. Clearly a "sweat enterprise", local artists will require support from the city and promotion provided through web advertising and improved district signage.





# TRANSIT SUPPORTIVE DEVELOPMENT NORTH MIAMI HIGH SCHOOL/LIBRARY/ARTS & CULTURE DISTRICT – TRANSIT NODE



Proposed Library Arts District Plan



Existing Library Arts District View



Proposed Library Arts District View



# TRANSIT SUPPORTIVE DEVELOPMENT BISCAYNE/NE 123RD STREET COMMERCIAL NODE

The Biscayne/NE 123rd Street Commercial Node is the east gateway to NoMi and the Mobility Hub. There is a huge potential for redevelopment along the corridor between Biscayne and the NoMi Mobility Hub at FEC/NE 123rd Street. Much of the existing commercial property in this area is single story development. The lots between Biscayne Boulevard and are double fronted between NE 123rd Street and NE 123rd Terrace and about 125 feet deep. These properties have the potential to be redeveloped into an excellent gateway to downtown North Miami with five to six story mixed-use buildings and located below the structure. The lots to the west of NE 16th Avenue have the same potential. Johnson and Wales University is located on adjacent property to the north and provides an excellent buffer.

The block on the southeast corner of NE 123rd Street/NE 16th Avenue is currently underdeveloped and offers another opportunity for high-end commercial mixed-use redevelopment. It is large, rectangular and has the further advantage of fronting three streets; NE 123rd Street, NE 16th Avenue and NE 122nd Street. Gwen Margolis Community Center occupies the southwest corner NE 123rd Street and NE 16th Avenue.

The City of North Miami owns the vacant properties on the northeast and northwest corners of NE 123rd Avenue and NE 15th Avenue and this property is another potential gateway location or an addition to redevelopment of the easterly parcels.

The Biscayne/NE 123rd Street Commercial Node greatly benefits from proximity to Biscayne Boulevard and beach access via NE 123rd Street. With large numbers of vehicles passing through this area, capture ratios are excellent. Combined with easy access to the proposed NoMi Mobility Hub and transit options to the entire region, this area has great potential for redevelopment.

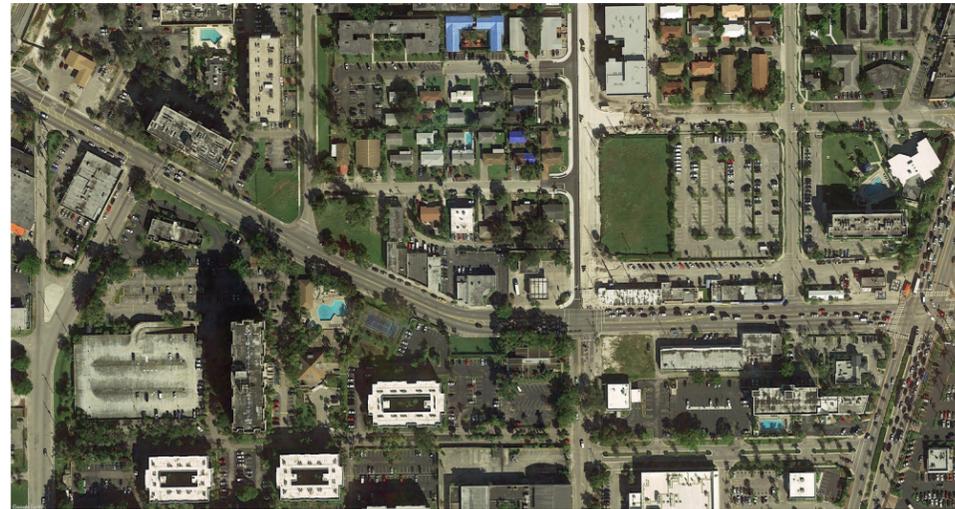
DEVELOPMENT PRECINCT		PUBLIC LIBRARY & ARTS NODE		
Location	W Dixie Highway around the NoMi Public Library			
Land Use Classification	Commercial Office			
Current Zoning District	NRO+PCD			
	MU 01	MU 02	MU 03	
Gross Site Area	81,061	56,731	29,566	
Current SF	17,319	18,777	21,523	
Current FAR	0.21	0.33	0.73	
Max. Allowable SF	295,476	172,736	77,064	
Max. Allowable FAR	3.65	3.04	2.61	
Ownership	Private	Private	Private	
Land Use	C1/C2	C1/C2	C1/C2	
Programme	Lower two floors retail with office/residential on upper floors (Mixed use)	Lower two floors retail with office/residential on upper floors (Mixed use)	Lower two floors retail with office/residential on upper floors (Mixed use)	
Public Realm improvements	<ul style="list-style-type: none"> <li>NoMi Property - East Gateway similar to West Gateway design.</li> <li>Neighborhood park with children's play area</li> <li>Pocket Park with appropriate landscaping and furniture</li> <li>Gateway sign at NE 123rd St and Biscayne Boulevard</li> </ul>			





# TRANSIT SUPPORTIVE DEVELOPMENT BISCAYNE/NE 123RD STREET COMMERCIAL NODE

FID	OWNER	AREA (ACRES)
0	Private	0.49
1	Private	1.35
2	Private	0.13
3	Private	0.09
4	Private	0.06
5	Private	0.44
6	Private	0.43
7	Private	0.07
8	Private	0.05
9	Private	0.21
10	Private	0.57
11	Private	0.19
12	Private	0.11
13	Private	0.19
14	Private	0.12
15	Johnson and Wales University	17.61
16	Private	0.26
17	Private	0.03
18	Private	0.19
19	Private	0.19
20	Private	0.73
21	Private	0.15
22	Private	0.17
23	Private	0.18
24	Private	1.57
25	Private	0.46





# TRANSIT SUPPORTIVE DEVELOPMENT JOHNSON & WALES UNIVERSITY AREA

Johnson & Wales University offers “built in” economic development for the City of North Miami. It is an economic driver that can support the proposed NoMi Station Area and FEC rail station with transit ridership, retail sales and student housing connected to the university through a developing NoMi transportation system for cyclists and pedestrians. The university has developed the “4000 Student Master Plan” revised in 2006 that includes an abundance of student housing. Much of the proposed student housing has not been implemented, although there has been great progress in improving the university property. It is not in the scope of this study to address the campus master plan, but the positive economic analytics can be directly applied to the development of the NoMi Mobility Hub.

## OWNER

- 16 Foot Paved or Boardwalk Multi-Use Trail Connecting Enchanted Forest to NE 122nd Terrace parks and rec Catalyst Project.
  - 1st leg - 135th to Biscayne bridge/ 640 feet boardwalk/gravel
  - 2nd leg - bridge cantilever for walkway - 150 feet
- 3rd leg - 2,500 feet bridge to NE 16th Ave gravel & boardwalk
- 4th leg - NE 128th St 12' paved trail 16th to FEC - 900 ft
- 5th leg - 1,100 feet paved 16' along FEC 128th to 125th intersection
- 6th leg - 1,400' paved trail adjacent to FEC RR to Parks & Rec Boardwalk - 1,100 feet @ 250/ft = \$275,000

Bridge Cantilever (Biscayne) \$100,000

12' paved inside ROW - \$90,000 16' paved 2500 ft @ \$500,000

TOTAL COST w/CONTING = \$1,250,000





# TRANSIT SUPPORTIVE DEVELOPMENT JOHNSON & WALES UNIVERSITY AREA

Improvements in the Johnson & Wales University Area are transportation related. University students are pedestrian and bicycle dependent and additional multi-use trail connections are proposed linking the university to the station area Mobility Hub. The longest trail connects Enchanted Forest to NoMi parks and recreation maintenance yard at NE 122nd Terrace. Beginning at the north end of the trail, a crossing will be necessary at NE 135th Street and Arch Creek Road.

There is sufficient right of way on NE 135th Street to make the connection to the Enchanted Forest Elaine Gordon Park entrance. The trail connects to Biscayne Boulevard behind the commercial property at the Biscayne/NE 135th Street intersection. It then returns to the edge of Emerald Lake southerly to NE 16th Avenue and connects to the FEC rail corridor via NE 128th Street. The trail will connect to NE 125th Street alongside the FEC rail corridor and continues on both side of the tracks to NE 122nd Terrace. Another trail connection will be on NE 125th Terrace. The trail design will be a minimum twelve feet (12') wide to accommodate pedestrians and bicycles and include lighting, directional signage and small shelters at key locations. There are only three FEC railroad crossings at NE 135th Street, NE 131st Street/NE 16th Avenue and NE 125th Street. All are important links to the proposed Mobility Hub and station area.



EXISTING MULTI-USE TRAIL



PROPOSED MULTI-USE TRAIL (PHASE - I)



PROPOSED MULTI-USE TRAIL (PHASE - II)



# PRINCIPLE 5 PARKING MANAGEMENT

Parking forms an integral component of any development project as it plays a vital role in managing traffic and congestion at an area level that cannot be solved at a parcel level. The North Miami Mobility Hub proposals are incomplete without a thorough discussion on parking management for the entire planning area. The following chapter analyses the current parking condition of the planning area to assess the need for parking management and further develop proposals, at both spatial and policy level.

A parking management proposal needs to evolve from an analytical study of parking in the planning area. Right sizing parking for mobility hubs require a comprehensive understanding of the existing and projected parking provisions as well as the projected demand to develop strategic proposals.

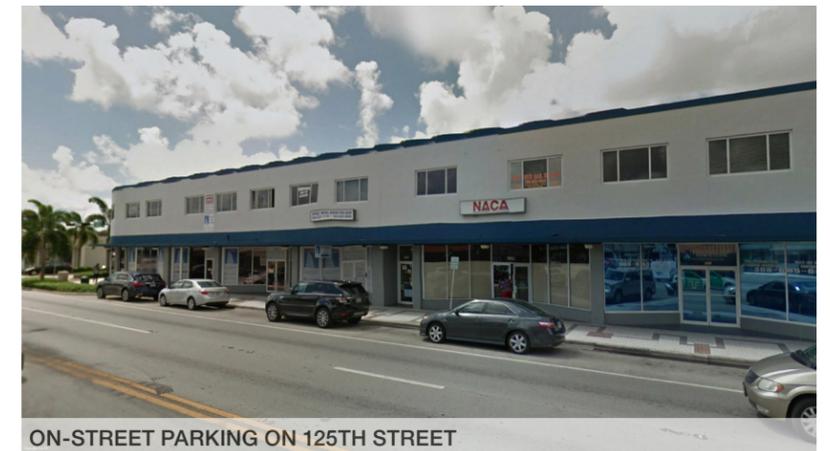
With an objective to understand the current parking situation, primary surveys, secondary data collection and onsite mapping exercises were undertaken by the consultant. The following section summarizes the key findings to further build on the proposals in the later sections.

- With an increase in project supply of multi-family residential units, the proposed parking demand is estimated as 8500 parking spaces.
- The city is updating its surface parking lots around the downtown, NE 6th Avenue and FEC railroad intersection along the NE 125th St., with these upgrades, the current number of parking spaces estimated as 837, is potentially proposed to increase to 4563 spaces with multi-level parking garages.
- Additional on-street parking is observed throughout the planning area, classified for study purposes into – designated, undesignated, on the swale parking and sidewalk parking, all together accounting for 1232 parking spaces.
- It is imperative by these existing conditions on parking that a comprehensive parking management plan is to be prepared for catering to the demand as well as mitigate the ill effects of rising automobile dependency by provision of adequate public transit facilities.

## PROPOSED ACTIONS

Based on the different types of existing parking types, the recommendary intervention measures to explore include the following:

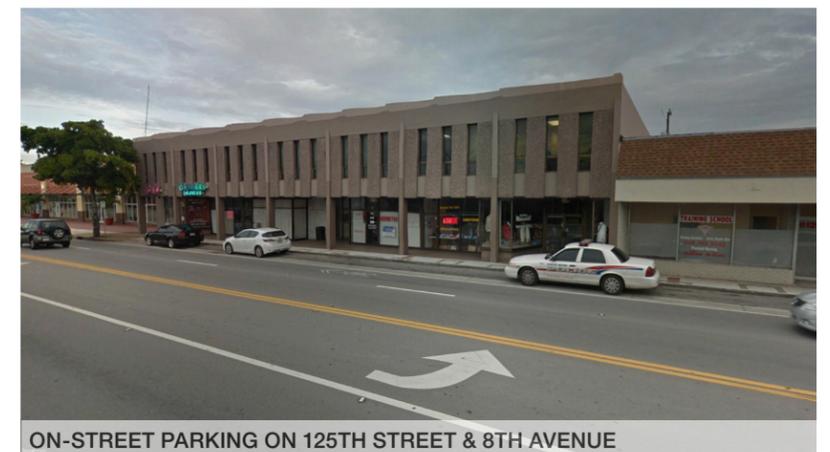
- On-street parking:
  - » Reduce on-street parking supply,
  - » Adopt parking pricing strategy,
  - » Incorporate real time parking information sharing
  - » Anticipate automation in vehicle technology
- Off-street parking:
  - » Adopt pricing strategies,
  - » Integrate parking with other mobility services
  - » Optimize utilization,
  - » Shared parking & management



ON-STREET PARKING ON 125TH STREET



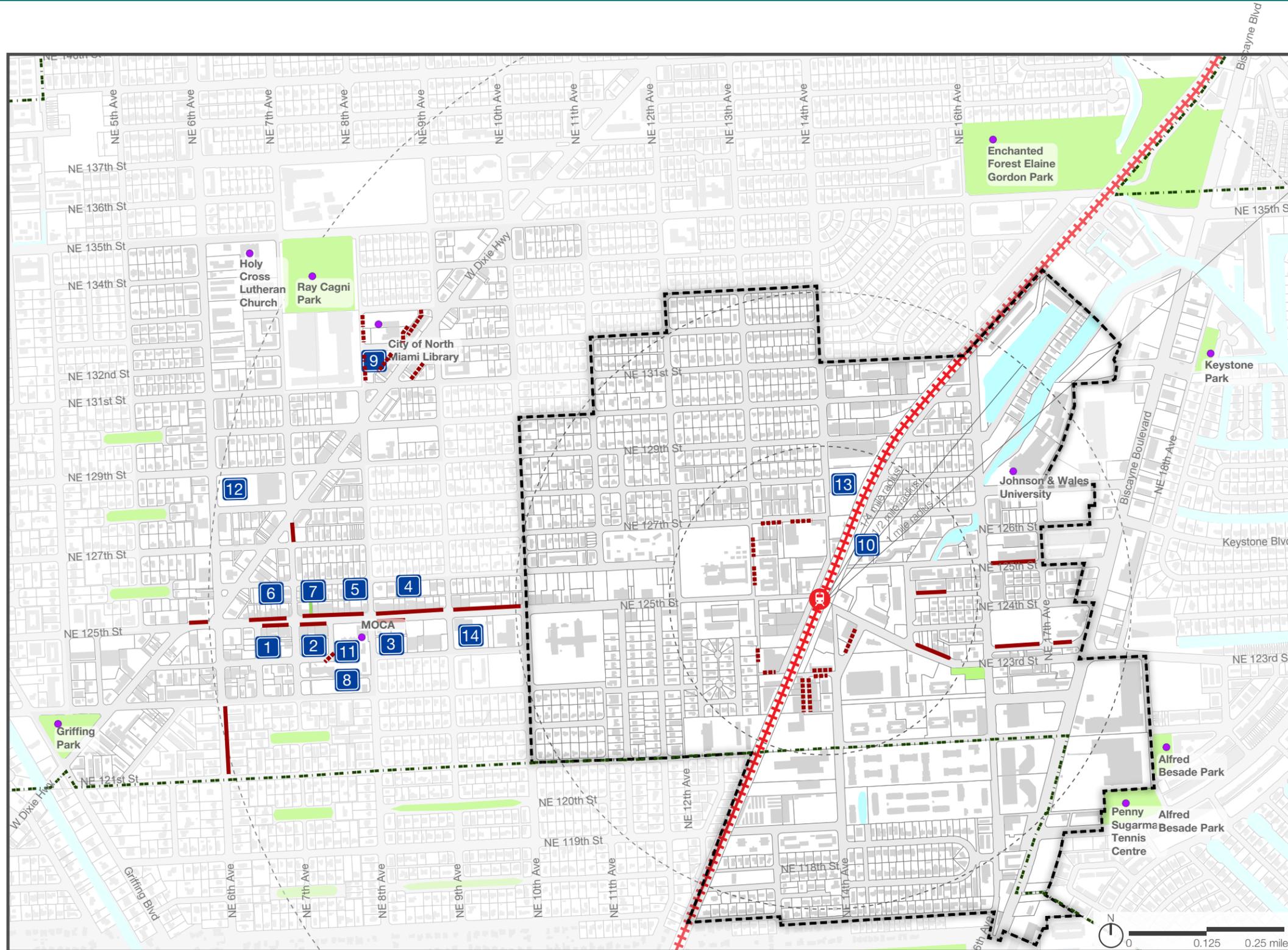
ON-STREET PARKING ON 127TH STREET & 7TH AVENUE



ON-STREET PARKING ON 125TH STREET & 8TH AVENUE



# PARKING MANAGEMENT ILLUSTRATIVE MAP



## LEGEND

### OFF-STREET PARKING

- 1 NE 6th Ct between 124th and 125th Streets
- 2 NE 7th Avenue between 124th and 125th Streets
- 3 NE 8th Avenue and 124th Street
- 4 NE 126th Street between NE 8th Avenue and 9th Avenue
- 5 NE 126th Street east of NE 8th Avenue
- 6 NE 126th Street between W Dixie Hwy and 7th Avenue
- 7 NE 126th Street east of NE 7th Avenue
- 8 NE 123rd Street between NE 7th Avenue and 8th Avenue
- 9 NE 8th Avenue east of North Miami Senior High School
- 10 FEC TOD Study
- 11 Conceptual Plan MOCA Plaza/Civic Center Complex - Hotel, Offices, Park space
- 12 Publix Supermarket + Parking Garage – NE 128th Street between W.Dixie Hwy & 6th Avenue
- 13 Retail, Utility & Parking Garage – NE 128th Street between NE 14th Avenue and FEC Railway
- 14 Parking Garage + Office + Retail – NE 125th Street between NE 9th Avenue & NE 10th Avenue

### ON-STREET PARKING



# PARKING MANAGEMENT ON-STREET

## ON-STREET PARKING

The existing conditions map the need for on-street parking provision along primary corridors and main activity nodes. However, providing excessive parking along the streets not only takes up a lot of potential pedestrian oriented public realm but also adds to the traffic congestion in accessing the parking spaces on the street. Therefore, it is essential to incorporate on-street parking optimization strategies including, pricing, provision at strategic location and technological integration. The following interventions are recommended for the planning area.

- **Reduce on-street parking:** Reducing parking along all the primary corridors, including, NE 125th St, W Dixie Highway, Biscayne Boulevard and NE 6th Ave, will help to prioritize pedestrian facilities and also provide opportunities to integrate public transit facilities. Provision of on-street parking at strategic locations at the retail/commercial areas, have to be integrated with other shared mobility mode choices.
- **Incorporate real time parking information sharing:** A real time parking system application to navigate car users to available parking slots reduces traffic congestion and also eases parking stress. This integrated system could provide information on parking, fee collection and provide insights on traffic. It could further be integrated with other mobility platforms to create a seamless digital platform for parking and traffic management.
- **Anticipate automation in vehicle technology:** On-street parking must be located at critical locations for shared mobility and mobility-as-a-service facilities. The parking slots need to incorporate the space for waiting time of the car-hire or car-share vehicles at retail/commercial and activity nodes.

- **Adopt parking pricing strategies:** Priced parking is an efficient strategy to address TDM (traffic reduction), parking management (reduce parking problem), recover parking facility costs, generate revenue for other purposes or facilitate a combination of these objectives. However, the parking pricing strategy needs to be rolled out in conjunction with other initiatives such as transit improvements, transit supportive developments in order to transition effectively towards other public transit mode choice. The strategies to include:
  - » Reducing the provision of on-street parking spaces to key areas
  - » Dynamic pricing strategies to cater to different user groups, duration and day of the week which corresponds to the traffic demand management of the planning area. Higher pricing for peak hours facilitates shift to public transit modes which inturn reduces on-street traffic congestion.
  - » Pricing strategy that responds to the geographic location, such as the downtown (Five point intersection) and its surrounding areas could have a higher pricing in comparison to neighborhood streets that potentially demand longer parking duration.
  - » Parking provision prioritized to specific user groups such as the physically challenged, emergency vehicles or the shared mobility vehicles.

**The above strategies could evolve into on-street parking typologies that would further facilitate definition of pricing strategies. Also, the pricing strategies is recommended to be implemented in phases, to begin with focus on the primary corridors and downtown North Miami, further to be expanded to other streets of the planning area.**



ON-STREET PARKING ON 125TH STREET



ON-STREET PARKING ON 123RD STREET



# PARKING MANAGEMENT OFF-STREET PARKING

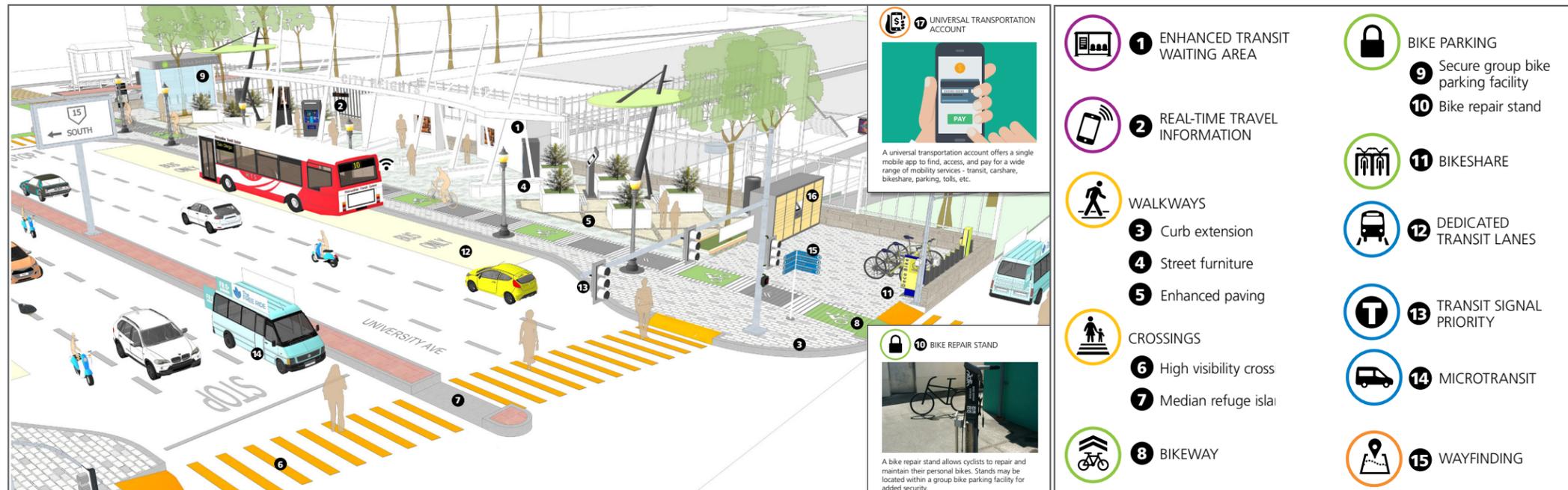
## OFF-STREET PARKING

Provision of off-street parking must be planned and implemented in conjunction with adopting on-street parking strategies. This coordination must ensure parking supply for all user segments, also optimize the use of existing capacity. Off-street parking must be incorporated at strategic locations into the proposed redevelopment opportunities along with design for promoting public transit. The two main objectives of this component are: to balance the reduction of on-street parking and to minimize or redirect the traffic congestion in TOD areas. The city of North Miami has proposed multiple parking garages in the government owned land parcels within the downtown area.

- Integrate parking with other mobility services:** Provision of off-street parking must be co-related with provision of other modes of travel including public transit stops, bicycle share facilities and existing or proposed high intensity activity nodes. The parking structures tend to be more successful when they provide ease of access and connectivity to the above parameters. In addition, the parking structures need to be designed as inter-modal hubs incorporating shuttle services, pick-up/drop-off facilities, share taxi bays, electric vehicle charging points as well as public bicycle share docking zones.

- Adopt pricing strategies:** To complement the provision of short duration on-street parking, the provision of off-street parking must facilitate long duration parking of vehicles. The pricing must be affordable, that could encourage commuters and visitors to avail off-street parking as a park-n-ride facility. The North Miami mobility hub proposes several parking garage structures within the downtown and the transit stops area. These structures must be seen as opportunities to reduce on-street parking provision which in turn could help provide street space for pedestrians and bicyclists. Further, any future provision of parking garages must be strategically located on the periphery of the mobility hub to promote a walkable environment as well as reduce traffic congestion within the planning area. Similar pricing strategies as those of on-street parking could be adopted to address the changing needs of geographic location, time of the day and preference to electric vehicles or alternate fuel vehicles.
- Optimize Utilization:** Conventionally, the planning codes have prescribed abundant parking spaces for each individual land uses. However, it is often observed that each of the land uses have distinct pattern of parking usage that quite often renders the parking lots empty or underutilized. Optimizing the provision of parking with thorough understanding of the usage patterns not only enlivens the space but also makes room for community activity zones, open spaces and plazas in the urban context.

- Integrate parking with other mobility services:** Provision of off-street parking must be co-related with provision of other modes of travel including public transit stops, bicycle share facilities and existing or proposed high intensity activity nodes. The parking structures tend to be more successful when they provide ease of access and connectivity to the above parameters. In addition, the parking structures need to be designed as inter-modal hubs incorporating shuttle services, pick-up/drop-off facilities, share taxi bays, electric vehicle charging points as well as public bicycle share docking zones.
- Shared Parking & Management:** Shared parking is an effective way to achieve higher densities and provide public access to multiple parking spaces. It could also be constructed and/or operated by a private developer that can be traded out by the city authority. As a precursor to shared parking, free parking must be eliminated in the intended planning area. A management plan must be devised in order to achieve effective benefits. Some of the measures include:
  - Gauge the actual parking demand within the planning area.
  - Evaluate the planning codes for minimum parking standards, to incorporate relevant shared parking standards as a norm.
  - Educate owners and tenants on the benefits of shared parking, in specific, bundled parking and its associated cost benefits.
  - Adopt promotion of public transit facilities, walkability in conjunction to shared parking measures.





# PRINCIPLE 6 AGE-FRIENDLY NEIGHBORHOODS

America is growing older at an unprecedented rate. Today, there are more than 35 million Americans age 65 and older, and that number is expected to rise to nearly 55 million by the year 2020—a 65 percent increase. The “graying” of the County’s population, especially as baby-boomers enter retirement, will have significant impacts on both the demand and supply of housing. Developing a mix of housing units to address the housing choices and needs of baby boomers will need to be a critical part of future housing policy strategies.

NoMi like much of Florida, has diverse population where 10.7 percent of the population is age 65 and older and 18.7 percent of the population is less than 14. Developing a mix to cater to the diverse population will require more unique facilities and programs. It is important that we engage older adults and children to leverage community assets to maximize the social and economic participation of everyone.

NoMi Age friendly neighborhoods focuses on children and older adults as the two bookend stages of life are increasingly characterized by limitations in freedom, mobility, and independence. Children and older adults experience fewer opportunities for social engagement, physical activity, and participation in community building and decision making.

The plan outlines the examples of coordinated approaches for the provision of transportation improvements, parks and recreation development, neighborhood housing and supportive services that make it not only possible, but cost effective for seniors and children to feel safe in their communities.

## PROPOSED ACTIONS

NoMi age-friendly community initiatives include the following:

- Transportation projects, including increased public transit and free or reduced-cost taxis and other rides, and promoting walkability and accessibility;
- Health promotion, including community activities to enhance wellness and greater access to health, mental health, and home health care;
- Civic engagement efforts, including intergenerational initiatives and opportunities for meaningful volunteering and paid work that benefit older people and people of all ages; and
- Efforts to promote access to information, including an effective communication system reaching community residents of all ages and focusing on oral and printed communication accessible to older people.
- Coordination of NoMi, Broward County and regional planning, with an emphasis on community and older adult input
- Housing and other building design, particularly affordable, adaptive/ accessible housing and multi-generational options;
- Social services, including meal delivery, adult day programs, and caregiver support, with a focus on meeting the changing needs of the frail, disabled, and homebound older people;







## AGE-FRIENDLY NEIGHBORHOODS COMMUNITY FACILITIES

Creating age-friendly neighborhoods also includes designing for children. The correlation between providing public infrastructure and facilities for seniors and children is direct. Children require safe neighborhoods and recreation areas similar to those required for seniors. Both require transportation corridors with dedicated bicycle lanes, wide sidewalks, safe crosswalks and calmed traffic. They both require recreation facilities close to neighborhoods connected by pedestrian friendly walkways.

Parks represent valuable assets for cities as they provide recreational opportunities, serve as places for social interaction and offer a natural respite to urban dwellers. Parks can be particularly beneficial to older adults who may be at risk for social isolation. According to World Health Organization (WHO), “enumerating the general characteristics of “Age Friendly” cities, the list includes housing, transportation, social participation, community support and health services, communication and information, social participation, civic participation and employment, and outdoor spaces and buildings, which include parks and open spaces.”

Park space within the Planning Area is limited. Enchanted Forest and Cagni Park provide recreation activities and Liberty Square Park provides a respite from the urbanity NW 125th Street, but there are no neighborhood “pocket parks” or trial projects in the Planning Area.

### PROPOSED ACTIONS

Recommendations for creating age-friendly neighborhoods for NoMi are focused on improvements to transportation corridors and parks and recreation facilities. **The most senior and elderly friendly bicycle facilities are “standalone” multi-use trails where there are no vehicular conflicts except at intersections. As part of the Planning Area – NW 6th Avenue, Dixie Highway, NW 16th Avenue and Biscayne Boulevard are priority corridors** and will be addressed in the Design Guidelines section of this document. Furthermore, a dedicated multi-use trails is proposed that connects that will provide safe connectivity throughout the Planning Area.

Parks represent valuable assets for cities as they provide recreational opportunities, serve as places for social interaction and offer a natural respite to urban dwellers. **The Plan identifies several locations for potential neighborhood pocket parks. These small parks offer play areas for children and shaded seating for seniors. They are located within a two block walk for residents in the “Preserved Neighborhoods” area.** The proposed Mobility Hub also provides the potential for the addition of parks and recreation activities. Children’s play structures, interactive fountains and shaded plaza areas are all part of the proposed urban design for the Mobility Hub and outlying station area.

The North Miami Foundation for Senior Citizens’ Services works to assist seniors and support independent living. The foundation’s mission is “to maximize the opportunities for the elderly of Northeast Miami-Dade County to maintain their personal independence and to enhance their quality of life by providing a broad array of social services. The Plan builds on the existing community activities as well as encourages wide variety of events and activities to appeal to a diverse population of different ages, cultures and interests. The following action strategies are adopted to encourage social participation:

- Special events can be organised including older people and children at the community venues including libraries, civic centres, recreation centres, community centres, cultural centres and parks.
- Events and activities to be organised at times convenient for older people and children either after schools or at the weekend to ensure participation.
- Activities and attractions are affordable, with no hidden or additional participation costs.
- Venues for events and activities are conveniently located, accessible, well lit and easily reached by public or community transport.
- Good information about activities and events should be provided, including details about accessibility of facilities and transportation options. Information should be translated in Creole or spanish to meet the needs of particular groups of older people.
- Special events such as Grandparents Day at the library, History Week, Family Days for all generations, concerts and other performances, and other recreational programs.





## AGE-FRIENDLY NEIGHBORHOODS MOBILITY

The task of creating and maintaining an age-friendly NoMi begins with mobility. By connecting seniors and children through safe and walkable transportation corridors, can help in improving their quality of life.

NoMi has a vested interest in keeping seniors and children in their neighborhoods safe and add to the diversity of the community. But they also need to function in a walkable environment to have access to healthcare, shopping and services. Walking is the favored mode transportation for seniors who are either uncomfortable driving or unable to do so. Walking helps maintain health and important social interactions. Providing safe sidewalks and dependable public transit for older adults can reduce the overall cost of personal services. In a healthy, socially vibrant communities, residents must be able to walk.

Small changes in infrastructure can go a long way in improving the mobility of seniors. Transportation corridors with sidewalks that are wide and comfortable, ADA compliant intersections with crossing signals that allow enough time to cross and transit stops at regular intervals. Services and resources must be located near housing, either within a five-minute walk from residential neighborhoods, or within a five-minute walk from public transportation. The following adaptations and changes should be made to encourage pedestrian friendly design:

### PROPOSED ACTIONS

NoMi age-friendly community initiatives include the following:

- Add sidewalks to both sides of the street in residential neighborhoods where they are now absent
- Increase the width of existing sidewalks to a minimum of five feet (5') with green space buffers between sidewalks and back of curb
- Add dedicated bicycle lanes to separate bike traffic from pedestrians wide enough to accommodate three-wheel cycles.
- Add medians to multi-lane streets where possible as midway stopping points.
- Add mid-block crossings on multi-lane streets where intersections are greater than six hundred feet (600') apart
- Add traffic calming measures on residential "cut through" streets in residential neighborhoods to reduce vehicular speeds.
- Adjust traffic crossing timers to allow for slower pedestrians to pass safely between traffic light changes
- Plant trees along the roadside to both provide shade and slow traffic.

Strategies for ADA retrofitting on existing intersections and key pedestrian crossing points should be implemented. There are two key steps to take to ensure that the project is fully compliant. The first is to perform an ADA analysis to identify problem areas. The second step is to create a plan reconstructing crossings or removing barriers on walkways that prevent passage. Design Guidelines are included in this document that State of Florida ADA regulations and national ADA standards. It provides a template of ADA requirements that can be used to ensure NoMi is safe and user-friendly for people with disabilities, seniors, and parents pushing baby strollers and elderly citizens. The following parameters should be followed:

- Smooth walkway surfaces that make it easier for people who are unsteady on their feet, seniors and small children.
- Removing obstacles including railings and posts for signs and lighting, large trees that can cause a hazard
- Use of different colored or textured paving that aids navigation and helps separate vehicles from pedestrians or indicate shared space and make motorists, cyclists and pedestrians more careful in how they navigate in that area
- ADA compliant ramps, handrails and even surfaces





## PRINCIPLE 7 ECONOMIC CATALYST

### INTRODUCTION: NORTH MIAMI AT A CRITICAL JUNCTION

North Miami is at a crucial historic intersection. The City has been growing a more diverse and dynamic local economy over the last decade, and is not without critical needs that need to be addressed, but it is also faced with considerable opportunity.

North Miami has demonstrated that it is a desirable location for new investment, business growth, employment, and a place to live, driven by its central location, market size, existing transportation access and connectedness, its growing businesses, professionals, labor force, and resistance to sea-level rise.

So North Miami faces two important questions. First, what type of growth does the City and its residents prefer? Left to broader market forces, North Miami will host new investment, but if it follows prevailing regional development patterns, may not meet the needs and aspirations of City residents. Second, how can the Mobility Hub / Major Corridor Plan help shape North Miami's future development so that it meets the broader community objectives identified in this research and by residents in the Project workshops, including more inclusive development, access to employment, quality affordable housing, and better public amenities?

We have proposed alternative locations, building programs, and densities at four locations for a proposed Mobility HUB, or TOD Node, and four Catalyst Node major development projects, located further away from the Coastal link rail line along the City's major corridors, in response to the needs and opportunities identified in this study. Considered together, these major projects represent an ambitious, but achievable set of projects that over the next decade could transform North Miami.

To achieve this development program, the team has developed the following Strategic Development Priorities, which define principles, objectives, and provide the framework for the Project development program, as well as specific implementation items and steps needed to begin accomplishing and stimulating the Station Area & Corridor Master Plan.

### POISED FOR SUCCESS

Based on a comprehensive consideration of North Miami's competitive strengths, needs and weaknesses, and regional and national development trends relative to TOD project development, **North Miami is established as a regional transportation gateway, hub, and corridor, and with the development of a new Mobility Hub and commuter railway station, is uniquely situated to capitalize on the growing regional demand to live and work in proximity to alternative transportation modes.** This conclusion is based on three factors:

- The structure of its housing and office markets, which are largely built-out, and has yet to significantly respond to pent-up demand for new space;
- The fact that the mobility Hub and Corridor Development Projects will draw on demand from its market area, which is a large and substantial population and spending base, as well as regional demand for transit-oriented housing, office, and commercial space;
- Only eight Coastal Link stations are proposed within the County. Other communities along the Brightline and Coastal Link rail lines are busy planning to capture the value offered by convenient and affordable rail travel in walking distance to homes, business, retail, and entertainment, proving out the regional demand for TOD neighborhoods; and
- The supply of quality, easily accessible and affordable TOD real estate is scarce in Miami-Dade County, but demand is growing quickly, so that well-planned TOD projects will only grow in value to residents seeking convenient alternative transportation and communities based on walkability, convenience, and access to amenities.
-



# ECONOMIC CATALYST STRATEGIC DEVELOPMENT PRIORITIES

## 1. POSITION THE MOBILITY HUB AS A PLATFORM FOR BROADER ECONOMIC REDEVELOPMENT

### POLICY AND PROGRAM RECOMMENDATIONS:

Establish New Development Objectives and Metrics for development of the Mobility Hub and Corridor Plan

### PROGRAM DETAILS

The most important principle framing the City's efforts going forward is to embrace the Station Area & Corridor Master Plan as an opportunity and platform to significantly change North Miami's economic development competitive position — that the plan is the centerpiece of driving new economic growth, employment, and housing opportunity.

The North Miami Mobility Hub represents a new framework for the area's growth and is the most comprehensive transportation and economic development effort ever undertaken by the City of North Miami, with a long-term vision of seamlessly connecting commercial corridors, schools and municipal centers and neighborhoods. The development of the Mobility Hub, positioned properly, provides the City with an opportunity to chart a new economic direction. Redevelopment of the subject corridors in this study, properly planned, provides a platform from which to address long-term economic weaknesses, build on existing strengths to create new job and business development opportunity for City residents, and improve the City's regional competitive position.

The North Miami Mobility Hub will become a living, breathing part of the City of North Miami and an essential part of a rapidly redeveloping region. With the proposed railway station and integration of other modes of travel, the Mobility Hub is not only a means of getting somewhere but is also a destination unto itself. Perfect for driving new employment, leisure and recreation amenities, arts and culture enhancements, and so much more, the North Miami Mobility Hub and the associated network of transportation corridors and "green streets" offers the perfect venue for South Floridians from all walks of life to connect. Beyond the benefits of the station itself, the mobility hub expansion will also create exciting economic development opportunities throughout North Miami.

The development of well-considered TOD projects can be unique assets that can significantly reposition communities within their regional economies. Development of the North Miami Mobility Hub is a rare opportunity to available to only a small set of communities in the region, forming the backbone of a forward-looking downtown core, and transforming the City's competitive position. This opportunity has to be boldly planned and actively captured to insure that it is not missed.

However, the latest thinking regarding local economic competitiveness increasingly focuses on objectives beyond the quantity of job creation. Given changes in the national economy, the structure and availability of public funding, and challenges facing local government over the coming decades, sustaining competitive local economies requires a wider set of objectives, strategies, and metrics. Successful community and economic development in North Miami will be defined by its ability to:

- Leverage large-scale redevelopment opportunities to address pressing community needs;
- Redress market imbalances, diversify economically and provide stable employment that resists business cycle swings;
- Provide new jobs that provide greater upward economic mobility, increase household incomes across the income spectrum, and reduce income disparity through the creation of, and greater access to, higher-wage, higher skilled job opportunities for their residents;
- Build a local labor force with the skills and brainpower to support globally competitive and sustainable, businesses, and prepare their workers to obtain higher-wage, high-skilled employment opportunities;
- Support new business growth as well as broader access to business ownership, as a way to both grow new jobs, and grow family wealth. Owning a business is one of the best ways to grow family wealth and provide employment opportunities for the community but is still out of reach for too many families;
- Grow strong local business development networks, converting brainpower into wealth through innovation and entrepreneurship, and supporting the adoption of new technology, even in traditional industries, to improve business competitiveness and performance;
- Provide a spectrum of housing choices catering to a wide range of incomes, family sizes, and lifestyles; and
- Develop quality, connected places that have a high quality of life, that are connected to the rest of the world, and provide a wide range of mobility choices;



# ECONOMIC CATALYST STRATEGIC DEVELOPMENT PRIORITIES

## 2. FINALIZE THE MOBILITY HUB LOCATION

### POLICY AND PROGRAM RECOMMENDATIONS:

Adopt the intersection of NW 125th and the FEC as the preferred location for the Mobility Hub.

### PROGRAM DETAILS

A spirited public debate has argued the relative merits of a new Coastal Link station at NW 125th Street, versus NW 151st Street. In summary, we conclude that a location at 125th Street is preferred, because it: 1) would catalyze and impact development at a greater number and range of properties in the City, 2) directly the City's Downtown, 3) provides rail access within ½ and ¼ mile to a far greater number of properties (existing and new) than at 151st Street, 4) and does not foreclose the possibility of a second (currently planned) station at 163rd Street. In that case the City, as does the future development within Sole Mia, stands to benefit from both stations.

Alternatively, a 151st Street location would 1) not generate significant benefit to Downtown, 2) provide limited close-in access to rail required for long-term sustainability, 3) create the need for a shuttle system from Downtown, rather than more direct and close access, and 4) probably forecloses the possibility of a second station within North Miami.

## 3. LEVERAGE, COMPLEMENT AND CONNECT TO MEGA-DEVELOPMENTS

### POLICY AND PROGRAM RECOMMENDATIONS:

- Develop the uses, pricing, and employment targets for the Mobility Hub as complementary, rather than competitive to, the Sole Mia and Biscayne Landing Projects.
- Make every effort to physically connect downtown with Sole Mia, insuring convenient and easy transportation between them. Options could include shuttle services in a loop between both locations, and the development of alternative mode connections (bikes, etc.) as well.
- Develop a joint high-impact, regional marketing program that 1) positively markets Sole Mia, North Miami, and Downtown North Miami as complementary and connected living, working, visitation and entertainment experience, 2) highlights the Sole Mia Project as proof of North Miami's viability as an investment, business, and residential location, and 3) highlights the variety of businesses, cultures, food, art, and entertainment in the City Downtown Core.

### PROGRAM DETAILS

The Sole Mia and Uptown Biscayne projects are major, regional scale mixed-use development projects. Sole Mia, at full build-out, will increase the total inventory of housing units in the City by 4 percent, and more than triple the City's inventory of retail and restaurant space. Given this scale of development, the smartest development strategy the City can adopt for development of the Mobility Hub and Catalyst Node projects is position their development programs, price points, markets served and employment objectives as complementary, not competitive, with these projects.

Sole Mia, in particular is selling its residential and commercial products to a regional and international market, focused on market-rate and above-market rate rents. Sole Mia will be a regional and international dining, shopping, and entertainment draw. Sole Mia could help market central and downtown North Miami, increase its regional visibility, and continue to improve North Miami's image as a retailing, business development and investment location and drive visitation, spending, and investment in the Downtown Core. Every effort should be made to think of the Mobility Hub, TOD, and corridor development in North Miami's "downtown" as complementary to Sole Mia and Uptown — a smaller-scale, locally flavored, authentically urbane, established neighborhood which supports the growth of local businesses, entrepreneurs, and retailers. Positioned properly, the Mobility Hub and connecting corridors become a new, affordable urban neighborhood anchors providing high-quality job and business development opportunities.



# ECONOMIC CATALYST STRATEGIC DEVELOPMENT PRIORITIES

## 4. IMPLEMENT A MULTI-POINT LOCAL BUSINESS DEVELOPMENT PROGRAM

### POLICY AND PROGRAM RECOMMENDATIONS:

- Identify Target Industries as the focus for City development programs
- A local small business incentive program that aggressively rewards investment in innovation
- A local wage credit for new jobs created
- Aggressively incentivize the development of alternative work spaces and traditional office space in the Mobility Hub and Project Corridors

### PROGRAM DETAILS

The State of Florida annually spends over \$1.5 Billion on economic development program and tax expenditures through 49 different programs. Miami-Dade County also offers incentive programs aimed at expanding employment in targeted industries and communities. However, over the last five years many state and County programs have been reduced and/or eliminated. The remaining state and County and City incentive programs either have minimum thresholds (number of jobs created and/or total capital investment) that are too high, or only apply to restricted geographies (CRAs, Opportunity zones).

Unfortunately, the bulk of North Miami’s business and employment growth is driven by small businesses employing less than 10 employees, in service and technical industries that don’t require large capital investments. Also, although the City has a range of incentives for business expansion in its CRA, most of the incentive programs don’t apply across the City, nor do they apply in the proposed locations of the 15th Street Mobility Hub.

To support continuing employment growth for businesses in the industries driving its economic growth, the City will need to develop a its own business development and incentive program that applies to businesses under 10 employees, and throughout the City. The recommend features of the program are as follows.

#### Identify Target Industries as the focus for City development programs

Targeting economic development resources on priority industries and industry clusters is a traditional means of strategically allocating assets and effort to support those industries where public and private investment can have the biggest impact on future economic growth. Targeting policy and programs means building on existing local strengths — identifying and applying resources on industries with proven capabilities, infrastructure, and assets on which to grow. Based on Trade Area employment size, economic concentration, employment growth rates, wage

performance, and projected regional employment growth, the Project Team has identified 11 strategic priority target industries. They are:

- 541 Professional, Scientific, and Technical Services
- 531 Real Estate
- 621 Ambulatory Health Care Services
- 611 Educational Services
- 519 Other Information Services
- 236 Construction of Buildings
- 512 Motion Picture and Sound Recording Industries
- 523 Securities, Commodity Contracts, and Other Financial Investments and Activities
- 511 Publishing Industries (except Internet)
- 524 Insurance Carriers and Related Activities
- 551 Management of Companies and Enterprises

In our opinion, directing program resources, incentives, and support at these industries will deliver the largest potential economic impact across the rest of the City’s economy, insure the best use of scarce public resources, and provide the best range of new employment and income mobility opportunities for North Miami’s residents.

#### Implement a local small business incentive program that aggressively rewards investment in innovation

Continuous innovation, even in mature industries, is a hallmark of local economic competitiveness. Innovation even at the small business level is critical, separating business winners from losers. However, innovation is not just the province of high-tech companies. The City has a strong mix of knowledge-based, Advanced Industry and “mature” sector companies. A strong local culture and innovation support networks benefits all businesses. Companies that compete in high knowledge-based industries stay at the leading competitive edge and businesses offering traditionally lower-value services and products can significantly raise the value of the products and services through new technology and practice innovation. Increasingly, mature industries are forced to adopt new technology and new business practice to compete.

The City would be well advised to establish grant and/or loan programs to help underwrite the cost of investments in new technology, especially for small firms under 10 employees. The monies can be raised from a variety of sources. Even a total amount of \$500,000 per year, distributed in matching grants up to \$10,000, could have far-reaching impacts on the development and growth of small businesses in North Miami.

#### Implement a Local Wage Rebate Program

Most of the business that drive the City’s economic growth aren’t eligible for the State and County wage tax credit incentive programs (the CITC, QTI, and TJIF

programs). We recommend the development of a City wage credit program that reimburses businesses in the City’s Target Industries creating at least 3 new jobs paying 115 percent of the County average wage up to \$2,500 per job. Again, an annual program of \$500,000 would incentivize at least 200 jobs per year.

#### Aggressively incentivize the development of alternative work spaces and traditional office space in the final Mobility Hub and Corridor development programs

The development of the Mobility Hub, Activation node projects, and Sole Mia represent the future of employment expansion in North Miami. As noted, the redevelopment of the properties adjacent to the 125th Street and FEC could support up 23,000 new jobs in traditional office space, almost doubling the City’s jobs base. However, regionally, most of the traditional office development and leasing is being transacted by larger firms. For the small businesses and non-employer firms driving employment growth in North Miami, co-working and shared office space is an affordable, cost-effective, and increasingly preferred alternative.

Creating an inventory of affordable, quality alternative office space developed in the setting of a dense, walkable community with a mix of amenities and uses small businesses are seeking out in an office location could be a critical competitive advantage for North Miami, and best support its leading industry businesses. In addition, support for alternative work space development includes more flexible rules for the development and operation of home-based businesses. The development of new housing that allows and supports home-based businesses is also a crucial economic development opportunity. The region’s high proportion of non-employer businesses and small businesses mean that housing plays an increasingly important role in local new job creation; and

Redevelopment of the proposed Mobility Hub and Corridor proposed locations can directly support the continued growth of the City’s highest value employment sectors and businesses, supporting both small and medium size business growth, the growth of self-employed solo business owners and practitioners (the “Gig” economy). Given the development potential of the Hub and node sites, the amount and quality of employment possible greatly outweighs the existing, largely industrial employment currently adjacent to the FEC rail line.

Lastly, since co-working and shared office space uses considerably less space per person, considerably more employment can be supported using less building space, conserving valuable land for other uses, including residential development and public space. Traditional multi-story office buildings have employment densities ranging from 130 to 197 jobs per acre, while alternative working spaces can operate with employment densities up to 816 workers per acre.



# ECONOMIC CATALYST STRATEGIC DEVELOPMENT PRIORITIES

## 5. DRIVE NEW BUSINESS CREATION THROUGH ACCELERATORS

### POLICY AND PROGRAM RECOMMENDATIONS:

- Support the Creation of 50,000 SF of new accelerator space, focusing on target industry clusters through:
- Revise local zoning through density bonuses or parking relief to incentivize accelerator spaces
- Develop loan, grant, participate financially, or donate space for development of new accelerator(s)

### PROGRAM DETAILS

The City can develop programs, facilities and incentives to support and drive that growth, which is also easier, less costly and lower risk than pursuing large employment generating projects. North Miami is extremely well-positioned to become a major location to host new accelerator development, given its growth in professional and technical services, medical services and industries, and information. Its accessible central location, especially improved by new rail, service would make it a premier site for the development of new business accelerators.

However, the development of effective, sustainable and profitable business accelerators is difficult and increasingly competitive. Business accelerators function most effectively when they 1) focus on a limited set of industry specializations, 2) focus on industries with quantifiable local strengths, and 3) are developed and run by experienced operators. Here, the target industry clusters are a useful tool to develop the focus of a North Miami based accelerator system — focusing its accelerator programs on new businesses either entering or serving the target industry clusters will increase the growth and survival rate of companies “graduating” from these incubator/accelerators, and provide small businesses that grow local cluster capabilities and competitiveness, and/or provide valuable services, technology, or innovation for the City’s key businesses.

By partnering with local Universities, institutions, venture capital and experienced accelerator and incubator operators, the City should target the development of 50,000 square feet of new incubator and accelerator space, in North Miami, targeting residents and local entrepreneurs.

## 6. EXPAND SMALL BUSINESS OWNERSHIP OPPORTUNITIES WITH A LEGACY BUSINESS PROGRAM

### POLICY AND PROGRAM RECOMMENDATIONS:

- Implement legacy business acquisition program. Partner with expert provider of legacy business acquisition services to fund and run program.

### PROGRAM DETAILS

Although start-ups and new small business are an important component of job growth and innovation, the fastest and lowest risk route to small business growth is to acquire an existing business. Increasingly, acquiring legacy businesses — businesses whose owner wants to retire, but has no plan for succession — is seen as a valuable way to expand access to small business ownership to families at the lower end of the income ladder.

Formal legacy business acquisition support programs also help stabilize local employment. New local owners are significantly more likely to keep a business in place. The US Small Business Administration (SBA) has targeted legacy small business acquisition as an important program, supported through its local Small Business Development Centers (SBDC’s). The Miami SBDC, run through FIU, has rapidly grown its legacy small business program, matching qualified business buyers with small business acquisition opportunities, funding, training, technical support and customers.

Expanding access to small business acquisitions can be an important way to grow family wealth, expand and grow a business that otherwise may close, protecting the City’s employment base.

## 7. CONSIDER DEVELOPING THE MOBILITY HUB AS AN INNOVATION

### POLICY AND PROGRAM RECOMMENDATIONS:

Consider Developing the Mobility Hub as an Innovation

- Revise Zoning to create specific Innovation District, or Innovation District overlay, with density, parking, and other benefits
- Solicit Institutional Partners to participate in development of innovation district (Universities, research institutes, accelerator operators, or venture capital investors)
- Solicit Private Developers Specializing in Innovation Districts

### PROGRAM DETAILS

Innovation Districts are “Geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators and accelerators. They are also physically compact, transit-accessible, and technically-wired and offer mixed-use housing, office, and retail.”

Innovation Districts are increasingly being developed in public-private partnerships in former commercial areas, industrial areas, and downtowns as a way to drive innovation, start-up formation, and residential development at a single location. North Miami is well-suited communities in South Florida for the development of a focused innovation district, or incorporating elements of an innovation district in its mobility Hub. Partnerships with institutions and private development is key, and provides new economic opportunity sometimes overlooked by traditional developers. The City would be well-advised to promote the development of innovation district elements in the Downtown Core in anticipation of the development of the Mobility Hub.



## ECONOMIC CATALYST STRATEGIC DEVELOPMENT PRIORITIES

### 8. INVEST IN AN ULTRA-HIGH-SPEED INTERNET BACKBONE FOR THE CITY

#### POLICY AND PROGRAM RECOMMENDATIONS:

Solicit a service provider to develop high-speed backbone in North Miami. A Marketing package including new data from the Competitive Assessment will help sell the viability of high-speed service in the City.

#### PROGRAM DETAILS

Investing in an ultra-high-speed Internet backbone would also be an important, and critical business infrastructure investment. Affordable, widely used Gigabit and higher speed internet service has been slow to emerge in Miami-Dade. Supporting, subsidizing, investing in, or partnering to provide this backbone would provide an immediate small business development and growth incentive allowing access to super high speed at costs they can afford. It would also support the growth of numerous tech sector and technical service industries.

### 9. LAUNCH A NORTH MIAMI WORKSHIFTING PROGRAM

#### POLICY AND PROGRAM RECOMMENDATIONS:

Develop programs that encourage employers to implement telecommuting programs, including:

- Develop targeted marketing program to large downtown employers about the benefits of workshifting to North Miami
- Revise local zoning through density bonuses or parking relief to incentivize co-working spaces
- Develop financial grants or incentives for the development of co-working space
- Revise zoning - parking and density bonuses - to incentivize live-work housing units and live-work communities
- Develop, and provide grants to access affordable ultra-high-speed internet connectivity, especially for small businesses
- Incentive programs that encourage employers to develop and implement telecommuting programs that allow employees to work remotely instead of commute to the central office daily.

#### PROGRAM DETAILS

Rail Transit and commuting alone won't solve North Miami's growing transportation congestion issues. Instead, a variety of strategies, leveraging rail transit, will be needed to take automobiles off the road, including "last mile" alternative mobility solutions (bikes, shuttles, electric vehicles, etc.), telecommuting, and workshifting — the practice of moving workers out of a Central office on a daily basis and either structuring telecommuting or moving satellite offices closer to where their employees live. Workshifting and telecommuting are a mix of workplace and office cost-reducing, land use, and transportation strategies to not just move workers into mass transit, but quantifiably reduce the number of commuter trips workers need to make for work each week.

Co-working, shared, home office, and off-site office space are playing a rapidly growing role in the future of the workplace. Workshifting is gaining ground across many US cities as a way to reduce commute times, take commuters off the road, reduce traffic volume, and increase worker productivity by reducing or eliminating travel times. Telecommuting has the potential to save employers \$10,000 per employee per year, due to increased productivity, reduced real estate and facility costs, and reduced turnover, etc., according to a report developed by the Telework Research Network based on an analysis of over 250 case studies, research papers, books, and other documents. Other benefits include reduced driving cost and time savings for employees, energy savings, reduced congestion, and environmental benefits to the society. Flexible work arrangements are also essential to attract and retain the new generation of labor force.

Given the City's high percentage of residents who commute in and out of the City, supporting workshifting or adopting formal workshifting incentive programs could have high appeal and significant benefits including reducing traffic and keeping daily spending by workers in the City.



# ECONOMIC CATALYST STRATEGIC DEVELOPMENT PRIORITIES

## 10. DRIVE NEW ARTS, CULTURAL AND PUBLIC AMENITIES DEVELOPMENT

### POLICY AND PROGRAM RECOMMENDATIONS:

Leverage development of the Mobility Hub to include arts, cultural and entertainment venues within it and in the Downtown Core, including re-proposing of the MOCA Arts Plaza as a high-impact cultural and performance venue, and the expansion of “arts festivals” within the Core.

### PROGRAM DETAILS

Development of the City’s Arts and Cultural complex has been a City priority. In addition to providing new space for visual and performing arts, the development of a denser mix of new residents within the proposed development nodes would accelerate and sustain the development of arts and cultural related venues, and arts businesses. The arts can also be an effective vehicle for marketing and accelerating investment in the Downtown core and Mobility Hub. Street art installations, art festivals, and the development of early permanent open-space performance venues effective vehicles for marketing a neighborhood to potential residents, investors, and developers. Permanent arts and cultural venues also are an important part of a mix of uses that make TOD, Innovation Districts, and downtowns desirable to both residents and businesses.

The development of arts venues can also proceed ahead of more intensive development, as they can be established on informal sites, open spaces, or re-purposed vacant industrial properties. Special priority should be given to the development of the MOCA Arts Plaza as a performance venue and center point for the City’s arts events, fairs, expositions, and street art programs.

## 11. DRAMATICALLY EXPAND WORKFORCE HOUSING OPTIONS

### POLICY AND PROGRAM RECOMMENDATIONS:

- Commit the development of a high percentage of residential units in the Mobility Hub to workforce affordable housing
- Develop an Affordable Housing Trust Fund
- Partner with or Create a Community Land Trust (CLT)
- Select and Provide Funding Assistance to a Short List of Nonprofit Housing Developers
- Significantly increase zoning Incentives to for the inclusion of Workforce housing
- Reduced Parking Requirements

### PROGRAM DETAILS

The Mobility Hub and Corridor alternatives can provide the City with a considerable new supply of units that meet established, pent-up demand for multi-family housing. IT is important, however, that the City commit to developing as much as 50 percent of all housing units within the Mobility Hub and residential properties with ¼ mile of the station to workforce affordable housing — units affordable to households earning 80 to 160 percent of the area median income. The reasons for developing a high proportion of workforce housing are:

- The large local and regional need for affordable housing;
- Workforce housing supports workers in a broad range of professional occupations, especially younger workers who are being increasingly priced out of the regional housing market. In this sense workforce housing is an important strategy supporting the growth and development of the City’s labor force;
- Assuming that Sole Mia will provide market rate housing toward the upper end of the regional price scale, incorporating a large percentage of workforce housing in the long-term development of the mobility hub provides a different product mix, insuring that it complements, and does not compete with, the large influx of units anticipated from Sole Mia; and
- Supplying a large allotment of workforce housing helps expand transit ridership and therefore economic sustainability of the station, as tenants of workforce priced housing utilize transit at significantly high rates;

### Development strategies

The City of North Miami’s Housing Choice Expansion Strategy should include the goal of promoting North Miami as a highly livable City with a strong, diverse economy and a spectrum of housing choice and opportunity. Specific development vehicles to explore to significantly expand its production of workforce housing include:

**Developing an Affordable Housing Trust Fund:** a local, dedicated source of funds for affordable housing development is essential. The need is particularly acute at present given the paucity of federal and state funding for affordable housing. These funds are becoming more popular, in part because the model is flexible and revenue streams are not tied to annual budget allocations, thus ensuring a sustained and focused effort to make housing accessible. They are also effective, bringing in millions of dollars for affordable housing that will be here for years to come, and can be funded from a number of revenue sources.

**Partner with or Create a Community Land Trust (CLT):** A community land trust (CLT) is a proven mechanism for ensuring long-term affordable housing while also ensuring public investments in affordable housing will last a lifetime. A CLT is a private non-profit corporation created to acquire and hold land and can be an effective tool for making housing affordable in the face of the increasingly widening gap between income and housing costs. The CLT model works by purchasing land and holding it in trust in perpetuity. The CLT can purchase vacant land and develop it, or purchase existing properties for rental or owner-occupied housing and mixed-use projects.

**Select, Partner with, and Provide Funding Assistance to a Short List of Nonprofit Housing Developers:** Non-profit housing developers, such as community development corporations (CDCs), can serve as an excellent partner for cities in providing smaller-scale, urban infill type projects (typically under 50 units) that most private developers do not consider. They anchor capital in communities by developing residential and commercial property, ranging from affordable housing to shopping centers and even businesses. CDCs are also able to generate grants and other financial assistance from non-traditional funding sources such as corporate and community foundations. CDCs can also provide underwriting assistance and homebuyer counseling to prospective buyers.

**Significantly Increase the City’s Zoning for the Inclusion of Workforce affordable Housing units:** The City’s density bonus for the inclusion of affordable housing in multi-family projects is currently 15 additional units per acre in exchange for 15 percent of affordable units included in a project. Based on the economics of residential development in Miami-Dade, effective the ratio of bonus units to affordable units needs to be a minimum of 2.5 to provide an increase in the developers Return-On-Investment to provide an incentive. The City’s formula actually provides a lower ratio of bonus units as density increases over 40 units per acre. Residential TOD densities work best at a minimum of 50 units per acre, so the City’s bonus formula may be counterproductive. The City can also sweeten its affordable bonus with reduced parking requirements in exchange for affordable housing development, as is common practice in the US.



# ECONOMIC CATALYST STRATEGIC DEVELOPMENT PRIORITIES

## 12. REVISE THE CITY ZONING CODE FOR MOBILITY HUB DEVELOPMENT

### POLICY AND PROGRAM RECOMMENDATIONS:

Develop new zoning that is applied to the final Mobility Hub location, as well as alternate sites proximate to the FEC to 1) maximize new investment, and 2) flexibly provide for uses compatible within TOD, and 3) significantly increase density to maximize ridership and transit line economic sustainability.

### PROGRAM DETAILS

One of the most important, and possibly difficult decisions the City faces is the need to significantly re-structure the zoning regulations governing each of the potential Mobility Hub sites, as well as the Catalyst node projects. In addition, the Zoning of the properties under consideration for the Mobility Hub will be one of the most important ways the City can incentivize private development of the Hub and complementary development that insures its long-term economic sustainability.

The properties under consideration for development of the Mobility Hub are zoned M-1, C-3, R-6, and PD. Half of the properties are within the City's Arts Overlay District. Current zoning 1) allows incompatible uses, 2) does not provide the density required to effectively support transit ridership, 3) 2) does not provide the density required to stimulate private redevelopment investment in the properties, and 4) is out of step with the City's economic growth patterns.

#### Reconsidering the Mobility Hub Zoning

In addition to design, setback, and bulk requirements, a revised Zoning scheme to better support Mobility Hub development at 125th Street would have the following key characteristics:

- A unified zoning scheme covering all four potential 125th Street Mobility Hub locations;
- Base residential densities of at least 100 units per acre;
- Allowance for uses providing employment densities of at least 75-100 employees per acre;
- Height limits that do not restrict developing higher densities on smaller parcels (meaning taller buildings), within reasonable limits;
- Minimum density requirements, so that the sites are not underdeveloped, as well as minimum requirements for the number of uses on site;
- Much more flexible allowances for live-work and home office uses, similar to the City's RO District; and
- Minimum open and public space requirements.

## 13. FINANCING AND DEVELOPMENT STRUCTURE STRATEGIES

### POLICY AND PROGRAM RECOMMENDATIONS:

- Choose a Development Structure that Best Meets community Needs and Delivers the City's development objectives.
- Finalize and begin implementing project financing programs.

### PROGRAM DETAILS

Development of the Mobility Hub and some of the Activity Nodes will require difficult land assembly, public infrastructure investments, and development incentives to assist project economics. Additionally, this report recommends that the Mobility Hub development process includes the development of uses meeting critical community needs, including affordable housing, job creation, and new public space. The combination of these factors means that 1) completely private redevelopment of the Mobility Hub will not happen, and 2) the City will both be deeply engaged and highly invested in these projects.

It is therefore crucial that the City finalize a preferred development structure that can most effectively develop a complex real estate venture, and best support the achievement of the desirable public goals embodied in the Mobility Hub and Corridor Plan. This decision and action item has to be completed up-front in the project process.



# PRINCIPLE 8 INNOVATION & TECHNOLOGY INTEGRATION

Government and private sector initiatives worldwide are exploring innovative ways to make cities in the 21st Century more efficient, more livable, and more competitive. Mainly driven by information and communication technologies, the idea is to do more with less, while at the same time responding to the needs of the individual citizen. The emerging trend in future-proofing cities hinges on the dual concepts of 'Smart Cities' and 'Resilient Cities', with a strong emphasis on data analytics for efficient management of cities to enhance the city's livability, workability and sustainability.

## 'SMART NORTH MIAMI' CONCEPT

A Smart City is a city that can increase its competitiveness and quality of life, efficiently use resources, and support economic sustainability by using technology and creativity to raise the resiliency of its built environment and the people using its services. During the public workshops, participants expressed the need to attract technology based industries as a new economic driver into the Planning Area. Additionally, stakeholders shared their concern about governance issues such as delayed building permit issuance, plan approval processes, and a lack of transparency in decision-making. A Smart City is one that is able to increase participation from its citizens. This does not only mean city hall meetings, but also participation in urban decisions through decentralized crowdsourcing – for example connecting authorities to its constituents via various online and mobile devices, social media and open data platforms similar to Miami Dade County's Open Data Portal (<https://opendata.miamidade.gov>)

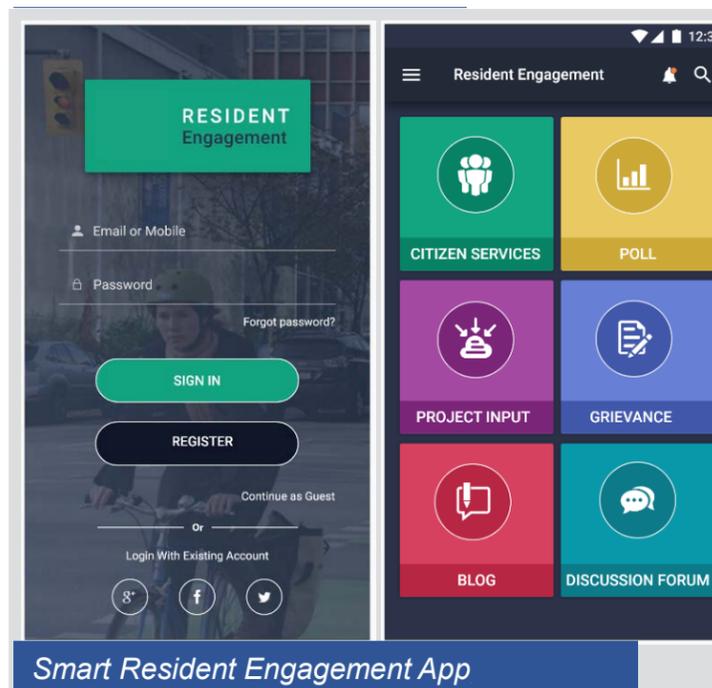
A Smart City is a city with a high quality of life. Competitiveness may raise the standard of living, but not necessarily the quality of life. This has to do with the enjoyment of the urban realm, where every citizen can live, work, learn, meet, play, move, and enjoy life. The strategies presented in this Plan does just that- puts its users first and seamlessly and effortlessly provides them with viable and attractive place full of activity and life.

A Smart City is a city with efficient mobility options. This does not mean to drive out the car, but complement it with alternative modes of transportations, or creatively make its utilization more efficient and demand-responsive – for example through mobility hubs that offer multimodal transfer opportunities. Deploying technology should be considered and the end goal carefully outlined and monitored. Any decisions made should be data driven. It must support the need to make Culver City's streets more sociable and user-focused – be it an app, a smart parking system, shared vehicles or an autonomous shuttle connector – and ultimately be measurable.

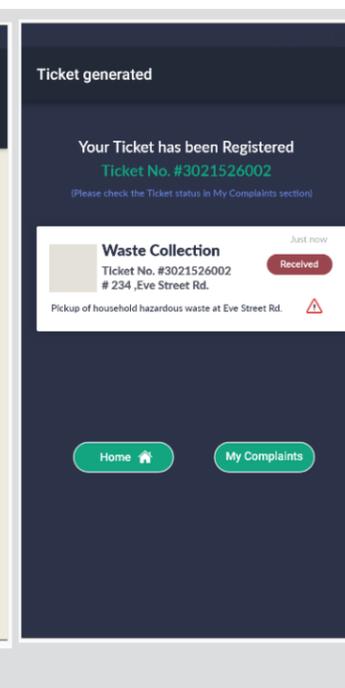
The Greater Miami Area is poised to be a competitive region with an innovative spirit. This region's image is the hallmark of successful cities of the 21st century. This has to do with setting the conditions in place for its citizens to be productive (but also responsive to social needs so as to attract business) – for example through facilities and start-ups that foster research and combine it with practice and public service.



Trip Planner. Miami Dade



Smart Resident Engagement App





## INNOVATION & TECHNOLOGY INTEGRATION STRATEGIC DIRECTION

The plan focus on three core aspects of innovation and technology - data, mobility and infrastructure:

**Bikeshare systems:** Building on the existing LimeBike, bikeshare offers a great opportunity to accommodate first and last mile trips connecting with the NoMi Station square.

**Electric carshare systems:** Carshare companies such as ZipCar can place shared electric vehicles in cities. This supports those who don't need a car – use transit for longer commute trips and carshare for local or shorter trips. Other innovative companies, such as Uber Lyft, can provide carshare services to apartment buildings and other developments – as part of tenant services.

**Real-time transit information** can provide reassurance, reduce user anxiety and contribute towards a positive experience. Mobility Hub would benefit with the addition of real-time information point, that could act as a gateway between transit and pedestrian activity.

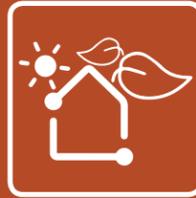
The column has two integrated high-definition screens that display easy to understand bus and rail digital information derived from open data feeds. The column also includes static mapping of the local area indicating bus stop locations and a network map highlights key rail lines running through North Miami. The maps are illuminated and printed on vinyl for ease of updating.

**An all in one app** – a single platform for planning and paying for trips in the City and beyond, using a smart fare system. This includes planning trips, checking for parking, sharing a bike or car, paying for services etc. Using innovative 'mobility as a service' technology, a single app and data platform could be developed that covers all modes of transportation, and provides North Miami with the data they need to understand how their population moves and interacts.

Integration between Metro, Nomi and transit to offer last mile connectivity. Using the all in one app, make it simple for transit riders to connect to their local station or final destination.

**A City dashboard** that shows just how 'Smart' North Miami is. All of this technology is useful, but the City will need to know just how effective it is. Using an online Dashboard can show stakeholders and the public the impacts that new projects and pilots are having on the City. This may include traffic flow information, transit ridership and on time statistics, Co2 saved, miles cycled or walked by residents, cars shared and mileage saved – even a 'happiness' rating derived from sentiment on social media or surveys carried out via the app.

**Smarter parking and congestion management:** Parking systems are getting smarter. Technology allows for real time management of off-street and on-street parking and the dissemination of data to smart phone apps and street signage. Using a smart-camera based system for management and data analysis will allow North Miami to better manage their parking stock and understand where there are limitations. It will also help mitigate the issue of cars



# PRINCIPLE 9 RESILIENT NOMI

“Resilience is the capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience. Acute shocks are sudden and sharp events that threaten a city such as infrastructure failure or hurricane. Chronic stresses such as poverty and social inequity weaken the fabric of a city on a day-to-day or cyclical basis.”

Coastal communities experience tidal surge, as well as heavy rains. This has to be factored into infrastructure design projects. Several factors have aggravated coastal flooding, including King Tides and sea level rise. King Tide refers to very high tides, caused by an alignment of the moon and sun. The two major causes of global sea-level rise are warming of the oceans (since water expands as it warms) and the loss of land-based ice (such as glaciers) due to increased melting. Global and national research has projected that maximum sea level rises would inundate large sections of Miami-Dade County, severely impacting water supply and management systems.

Based on the City Resilience Diagnostic prepared by Miami-Dade County, the shocks and stresses identified in the Greater Miami area include:

### SHOCKS

- Coastal/ Tidal Flooding
- Hurricanes
- Infrastructure Failure
- Rainfall Flooding

### STRESSES

- Sea Level Rise + Coastal Erosion
- Overtaxed + Unreliable Public Transportation Systems
- Lack of Affordable Housing
- Poverty

As noted in the existing conditions inventory (Appendix A), the North Miami community has several areas that are low-lying and experience repeat flooding. The areas of flooding vulnerability will be further affected by sea-level rise. According to forecasts by the National Oceanic and Atmospheric Administration (NOAA) and US Army core of Engineers, the FEC runs along a slightly elevated ridge which for the most part is immune to sea-level rise up to three feet. Increasing awareness of regional sea level rise inundation patterns, both from single weather events, and sustained over time, will drive investor and developer interest in in-land locations, especially North Miami. Although new development over time may be a welcome prospect, this situation also brings with it the possibility of extended property speculation, unrealistically rising property prices, gentrification, and business displacement.

### WITHIN ¼ MILE

West of the FEC corridor: The area includes two problem areas, the Arch Creek South/Biscayne Canal East area and the Arch Creek North/Arch Creek South area. Both areas have been modeled and reflect to fail at the 5-year level of service (LOS).

East of the FEC corridor: The area north of NE 123rd Street lies in an undesignated area that experiences flooding due to tidal influence, as well as failing at the 5-year LOS. South of NE 123rd Street, the area is not identified as a flood prone area.

### WITHIN ¼ TO ½ MILE

West of the FEC corridor: The area significantly covered by two problem areas, the Arch Creek South/Biscayne Canal East area and the Arch Creek North/Arch Creek South area. Both areas have been modeled and reflect to fail at the 5-year level of service (LOS). At the west limit of the ½ mile radius, there are two locations identified as failing at the 10-year and 100-year LOS.

East of the FEC corridor: The area north of 123rd Street lies in an undesignated area that experiences flooding due to tidal influence, as well as failing at the 5-year LOS. South of NE 123rd Street, the area is not identified as a flood prone area.



LONG TERM OPTION A

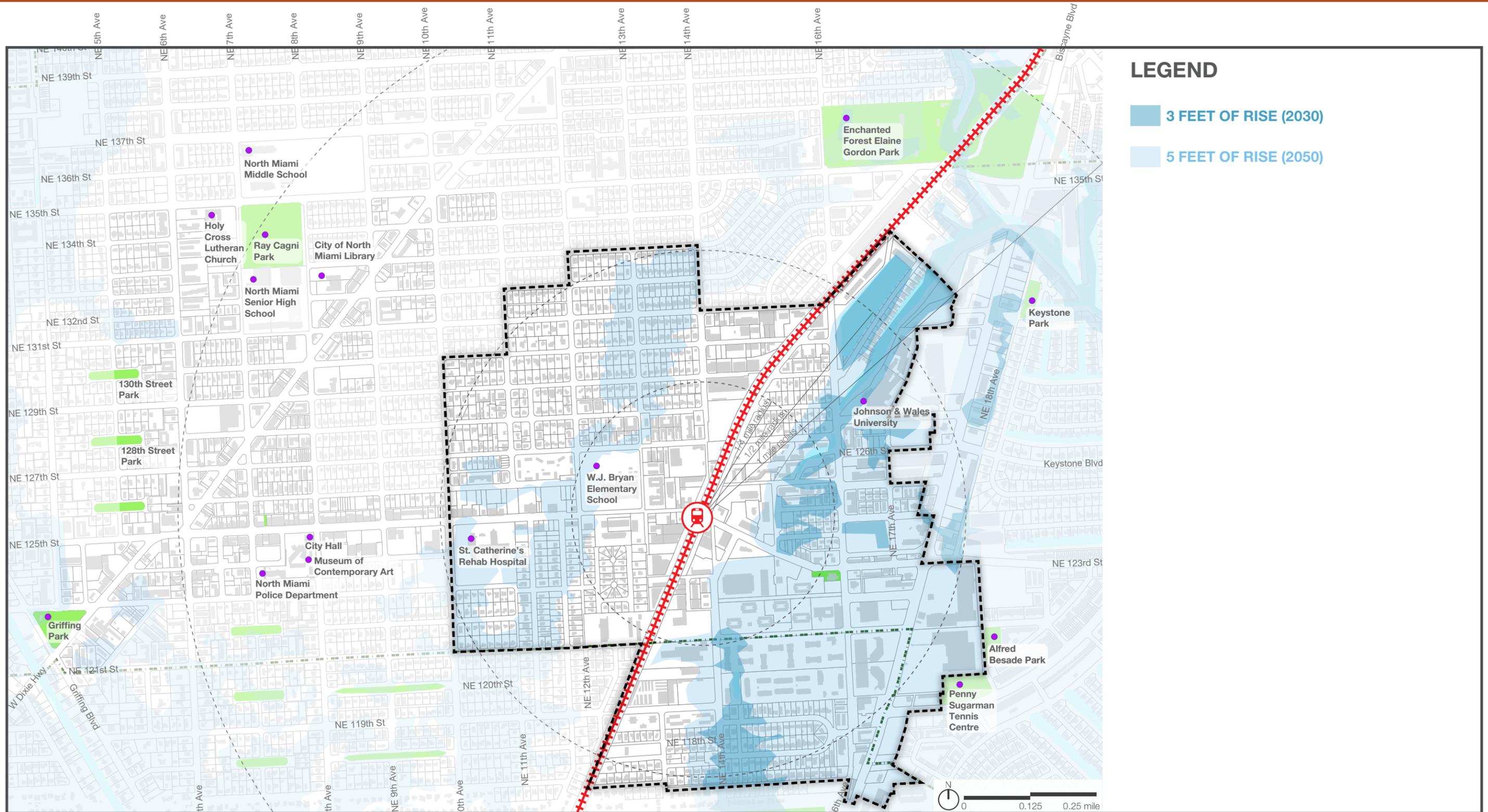


LONG TERM OPTION B

PROPOSAL FROM ARCH CREEK REPORT



# RESILIENT NOMI ILLUSTRATIVE MAP





## RESILIENT NOMI RESILIENCY GOALS

### SUSTAINABILITY & LEED®

NoMi urban design solutions should be restorative, regenerative, and productive; today's sustainable urban design must go beyond mere impact-neutrality. We believe in sustainable solutions that find a creative tension between environmental, economic, social, and aesthetic needs. We believe that beauty and livability are key aspects of lasting, sustainable projects. Decisions regarding sustainability at the preliminary design level are keys to achieving beauty and livability and are equally important to those made at the detailed design level. To that end, and supporting our design processes at all scales, our team employs LEED® concepts in all of our streetscape and urban corridor design work from conceptual design through implementation. We continually explore techniques to combine aesthetics, infrastructure, and functionality to achieve goals for sustainability and view streetscape design as a "longer lifecycle" projects including use of low-maintenance and locally derived/recycled materials, bio-retention storm water treatment, comfortable and shaded outdoor spaces and connections, and elements to improve water quality and reduce carbon emissions and energy costs. Finally, our team believes that sustainability is necessary on multiple levels and must be cost effective to maintain over time. The landscape ecology design approach favored by TYLI emphasizes the interrelationship between urban landscape patterns and ecological and socioeconomic processes on different scales for roadway and streetscape systems. The approach integrates ecology with roadway and streetscape design. We feel that creating an ecological based design will strengthen the Brawley/Mitchell environment and Clark Atlanta University campus. This is especially important when one considers the possibility of redevelopment pressure and impacts on streetscapes and landscape design to adjacent roads and neighborhoods. To be applicable from a design perspective, such a landscape system must be based on spatial relationships between urban uses and ecosystem patterns of the regional campus environment. The concept of combining ecosystem networks and urban development patterns is advisable for linking ecological processes to ecosystem pattern features within urban environments. Achieving the objectives of the AUC Pedestrian Streetscape project will require a balance between consideration of the broader patterns of ecology and current/future redevelopment efforts.

### LANDSCAPE ECOLOGY AND RESILIENCY

The landscape ecology design approach favored by the TYLI Team emphasizes the interrelationship between urban landscape patterns and ecological and socioeconomic processes on different scales for streetscape systems. The approach integrates ecology with roadway and streetscape design. We feel that creating an ecological-based streetscape design will strengthen the Scott Street environment and the City as a whole. This is especially when one considers the possibility of expanding the Scott Street streetscape design to adjacent neighborhoods. To be applicable from a master plan perspective, such a streetscape system must be based on spatially relationships between urban uses and ecosystem patterns of Tampa Bay. The concept of combining ecosystem networks and urban development patterns is advisable for linking ecological processes to ecosystem pattern features in Metro Tampa and surrounding metropolitan landscapes. Tampa offers extremes in ecological environments from intensely developed urban centers to highly sensitive native wetlands and hammocks. Achieving the objectives of the Scott Street Project will require a balance between consideration of the broader patterns of ecology and current/future redevelopment efforts. The greatest chance for success rests in the ability to find "win-win" scenarios in which both urban systems and natural environments coexist with biodiversity benefits in both systems.

### ENVIRONMENTAL PROTECTION AND ENHANCEMENT

Sea level rise is an extreme threat to South Florida where land elevations are less than ten (10) feet. Even a small rise of one or two feet can have an enormous effect on coastal properties. According to the Environmental Protection Agency (EPA); "Southeast Florida, with a large population located at low elevation, is among the most vulnerable regions of the country to climate change. The region is comprised of four counties (Monroe, Miami-Dade, Broward, and Palm Beach) that share similar geographic traits and coastal vulnerabilities to sea level rise. Rather than separately attempting to identify climate projections and vulnerabilities, leaders of these counties recognized an opportunity to collaborate and identify climate impacts and vulnerabilities across the region". It is estimated that within thirty years, sea levels will rise four feet to five feet. Fortunately, NoMi is well situated to avoid flooding and tidal inundation as a result of sea level rise. The following maps illustrate land areas that will be affected by rising sea levels;

It is important to note, the station area will be largely unaffected making it ideal for higher densities of development.



## RESILIENT NOMI RESILIENCY GOALS

### LOW IMPACT DEVELOPMENT (LID)

Paving Systems: There are many aspects to Low Impact Design (LID), but it begins with a comprehensive approach to environmental design. Design methodology related to materials selection and execution of construction implementation for public open spaces, urban plazas and streetscapes. Design of public spaces in urban settings always includes considerable expanses of impervious materials and careful consideration should be given to site drainage to avoid large quantities of untreated rainwater directly draining into waterways and canals. Paving systems include:

- Unpaved Surfaces (Landscaped planting beds & tree planting areas)
- Lime and Shell Rock (Suitable for Trails)
- Concrete Grid Pavers (Geo-web and similar systems in parking areas in lieu of asphalt or concrete)
- Wooden Walkways (Used in elevated boardwalks through wetlands & environmentally sensitive areas)
- Concrete Unit Pavers (Streetscapes and urban plazas for an aesthetic appearance)
- Standard Concrete Pavement (100% impervious roadways that require high structural strength)
- Asphalt Pavement (100% impervious for large vehicular use areas)
- Pervious Asphalt Pavement (Provides some permeability in large parking areas and walkways)
- Pervious Concrete (Useful in urban spaces and parking areas)
- Pervious Pavers (Unit pavers with spaces & openings to allow rainwater to flow through)

LID includes a wide range of variables; site selection, proposed use, available budget and adjacent land use. Each affects how rainwater is infiltrated back into the groundwater system. Impervious surfaces may be the only material used for a particular application. In that case, bio-retention systems are useful in collecting and filtering rainwater. The best approach is to use pavements that are pervious, but can still withstand large crowds and vehicular traffic. Contemporary urban space design should utilize new technologies including pervious monolithic paving systems, pervious unit pavers and bio-retention systems. Pervious unpaved areas should be maximized where possible including landscape beds and tree planting areas. Grass cover can help stabilize the surface but should only be used in areas with light traffic as the grasses would not survive this volume. Surfaces without grass cover are highly susceptible to rutting and erosion during storm events.

- Bio-Retention: Bio-retention is a shallow planted depression design to retain rainwater before it is released into a waterway. Their purpose is to trap and remove environmentally harmful materials. It should be the goal of all new urban development to utilize bio-retention systems that are aesthetically pleasing and match the design guidelines of the NoMi urban fabric. Bio-retention systems use vegetation to reduce to reduce nutrient export through filtering and sorption. There are challenges to effective bio-retention systems in South Florida. Ground water tables are generally very high limiting pond depths and location. They should be used in combination with other methods for reducing run-off and are one component of a strategy for environmentally sensitive urban design and implementation.



BIO RETENTION POND



LANDSCAPED PLANTING BEDS



**SECTION 3**

**URBAN DESIGN  
GUIDELINES**

PUBLIC REALM GUIDELINES

PRIVATE REALM GUIDELINES



# OVERVIEW

The intent of the recommended Urban Design Guidelines is to establish a functional and aesthetic framework for future development and redeveloping properties. The purpose of these guidelines is to support Creative Placemaking through consistent aesthetics and urban fabric functionality throughout public and private realms. They are composed in a manner that establishes a pedestrian-oriented setting creating connectivity between proposed Mobility Hub, Catalyst Nodes, proposed redevelopment areas and surrounding residential neighborhoods.

It is recommended that a set of more comprehensive, defensible and implementable Urban Design Guidelines and design specifications be established to ensure a more secure and effective future development of NoMi's Mobility Hub, station area transportation corridors and emerging redevelopment nodes. The proposed design guidelines presented in this section should not be construed as prescriptive standards and it is through NoMi's land development regulations that appropriate standards be established.

The guidelines may evolve into different forms- act as the foundation for initiating discussions with potential developers, updating internal design manuals by various City departments or be included in the Land Development Regulations through the development of form-based codes or as an "add on" to existing zoning regulations.

While the guidelines are designed to support the overall development character defined in Section 2: Creative Placemaking, they are intended to offer the development community a flexible tool for quality and innovation.

## PURPOSE

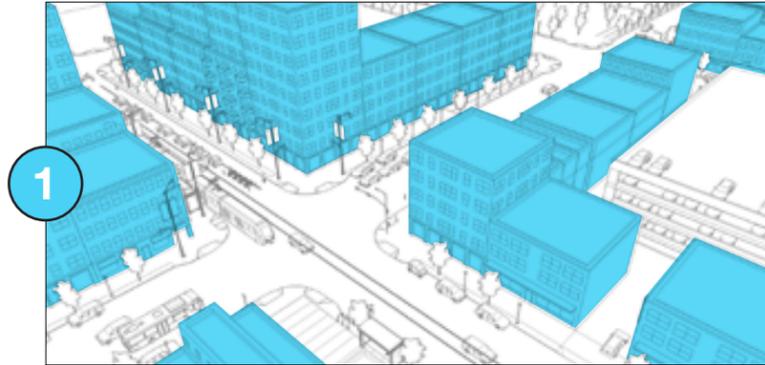
The purpose of the Urban Design Guidelines is to:

- Illustrate visual examples of proposed physical improvements
- Provide a basis for evaluating development and redevelopment proposals and serve as the foundation for developing a new form-based or a hybrid zoning for the Study Area.
- Act as a guide for making decisions in the interim about public and private improvements within the boundaries of the Study Area
- Provide the framework for redevelopment to gradually take place based on the community's vision for creating a Mobility Hub with compact building development that complements surrounding residential neighborhoods; and
- Ensure that new buildings or public space will ultimately create a unique identity for NoMi.

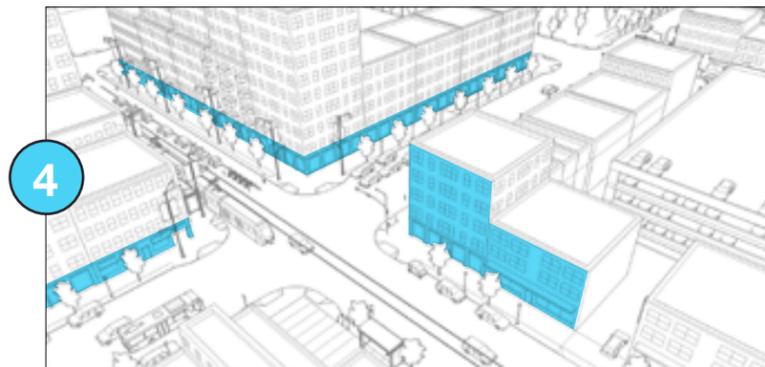
This section focuses on Study Area's urban design character within the context of public and private realms. The public realm's most basic component is the pedestrian system and its types of users, their destinations and travel ways. The public realm analysis is directly related to transportation improvements discussed in Section 3: First and Last Mile Connectivity.

In addition to the public realm guidelines, this section also presents general guidelines for development in the private realm and its relationship to the Study Area's overall pedestrian, bicycle and transit orientation. The intent of the private realm guidelines is to develop a system of planning criteria to guide the future development in the Study Area. The guidelines provide broad principles that will reinforce and enhance the relationship of each new building to the public street as well as the relationship of the new buildings to each other, existing buildings and their impacts on existing development.

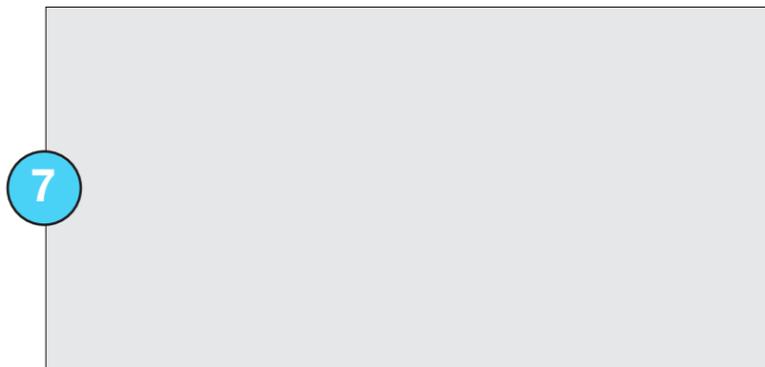
# KEY PRINCIPLES



1 Create a compact mixed-use urban form that encourages active street life in the Mobility Hub station area, Catalyst Nodes and areas where redevelopment occurs



4 Describe a distinctive and attractive visual character that forms a part of NoMi's identity and image



7 Provide direction for developing more detailed design standards and capital projects while allowing design flexibility in the development and redevelopment of the properties



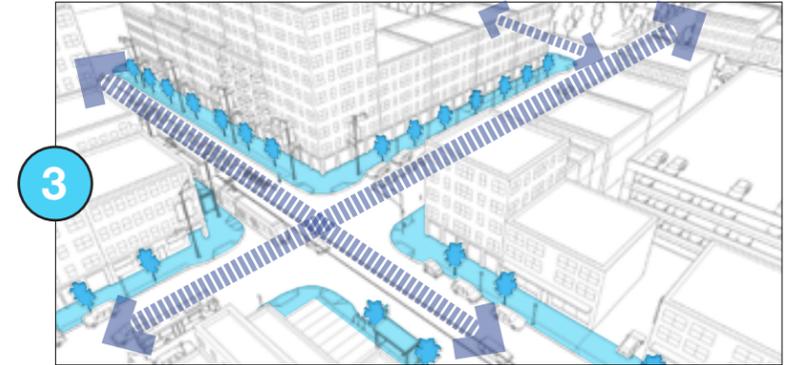
2 Create First and Last Mile connectivity to the proposed Mobility Hub and station area



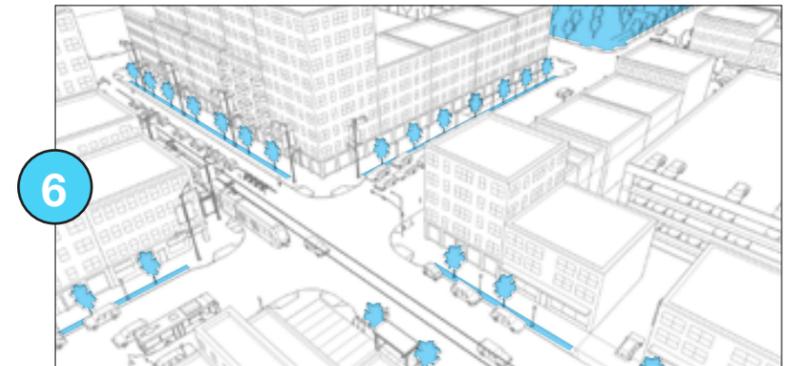
5 Establish an attractive, safe and efficient traffic circulation system that encourages pedestrian mobility to transportation hubs, commercial areas, points of interest and residential zones within a compact urban form.



8 Maximize the advantage of future transit services by pursuing strategic improvements to the public realm within the proposed Catalyst Nodes, transportation corridors, residential street network, parks and public open space, heritage, culture and the arts.



3 Provide improved visual and physical connectivity throughout the Study Area



6 Preservation, protection and conservation of natural resources



9 Promote economic opportunity for area residents, property owners, and businesses by promoting more intense development in the Mobility Hub and station area, Catalyst Nodes and where appropriate, within other redevelopment areas of the Study Area

## URBAN DESIGN GUIDELINES

The proposed Urban Design Guidelines for the North Miami Mobility Hub planning area is described under two broad categories.

- Public Realm Guidelines
- Private Realm Guidelines

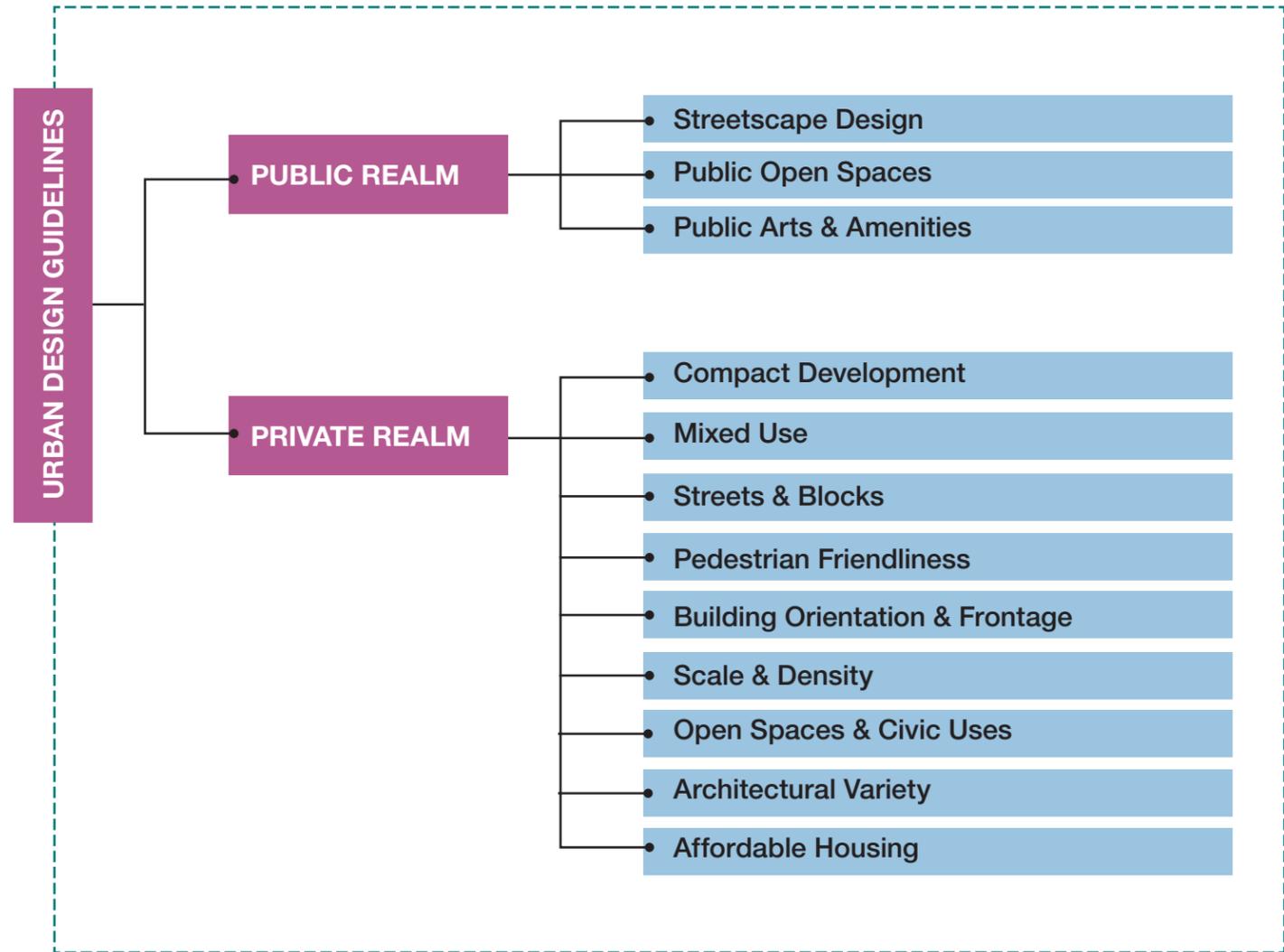
Further, the following components are discussed under each categories to envision a transit friendly planning area.

The key components of Public Realm Guidelines are:

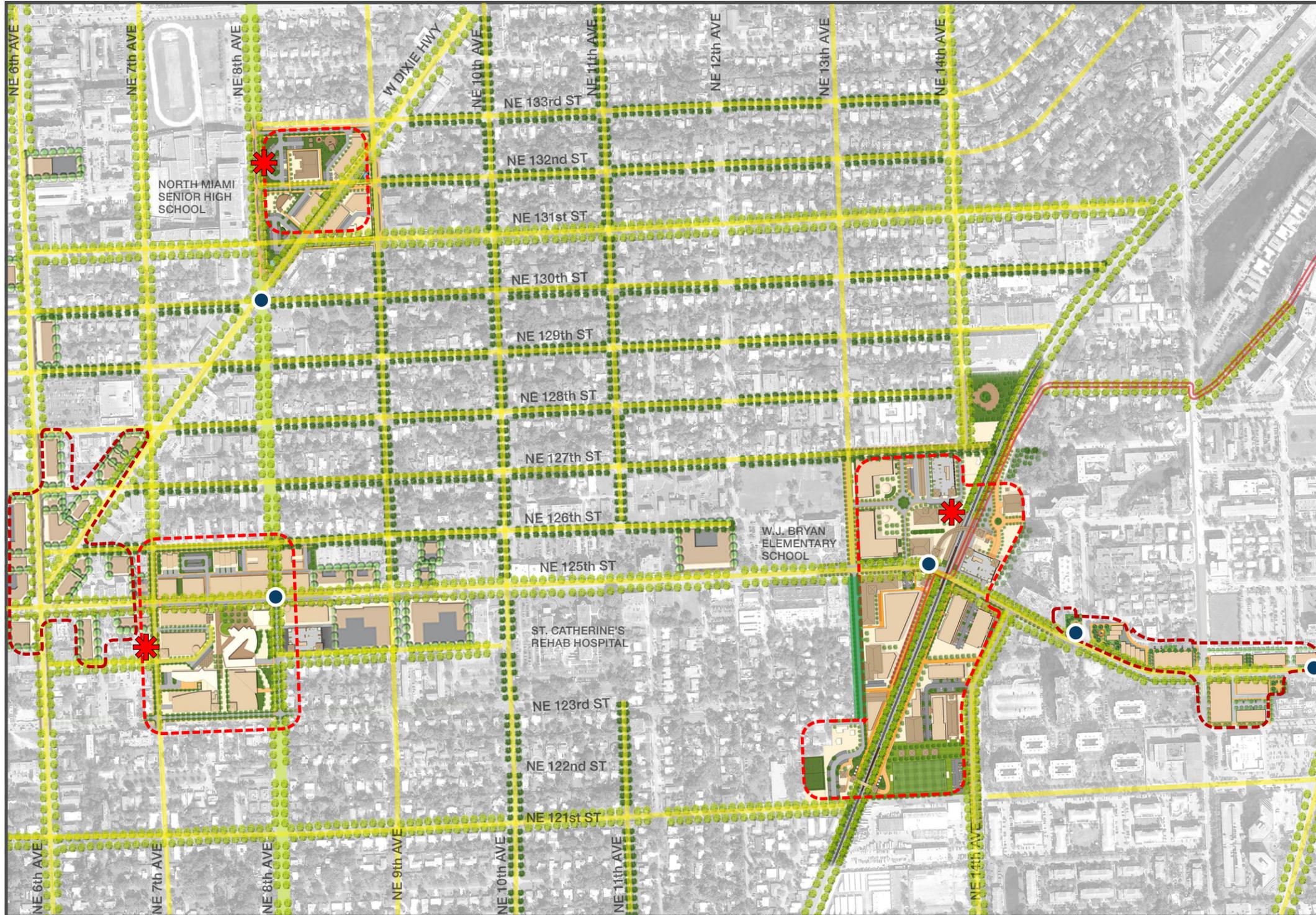
- Streetscape Design
- Public Open Spaces
- Pubic Arts & Amenities

The key elements discussed here under are:

- Compact Development
- Mixed Use
- Streets and Blocks
- Pedestrian Friendliness
- Building Orientation & Frontage
- Scale & Density
- Open Spaces & Civic Uses
- Architectural Variety
- Affordable Housing



# ILLUSTRATIVE MAP



## LEGEND

### STREETScape PROPOSALS

- NE 123rd Street | NE 125th Street | NE 126th Street
- NE 127th Street | NE 128th Street | NE 129th Street
- NE 130th Street | NE 132nd Street | NE 133rd Street
- NE 135th Street
- NE 8th Avenue | NE 10th Avenue | NE 11th Avenue
- NE 14th Avenue | NE 16th Avenue | NE 18th Avenue

### PRIMARY CATALYST NODES

- NoMi Station Square
- MOCA Plaza / Civic Center Complex - Transit Node
- North Miami High School / Library / Arts & Culture District - Transit Node

### SECONDARY CATALYST NODES

- Biscayne/Ne 123Rd Street Commercial Node
- 5-Points Mixed-Use Development

### GATEWAYS

- Intersection of NE 123rd St and Biscayne Boulevard
- Intersection of NE 15th Ave and NE 123rd St
- Intersection of NE 125th Street & FEC railroad crossing
- West Dixie Highway & NE 130th St at the edge of the Library Catalyst Node.

### NOMI PIVOT

- NoMi Station Square
- MoCA Plaza
- Library Plaza

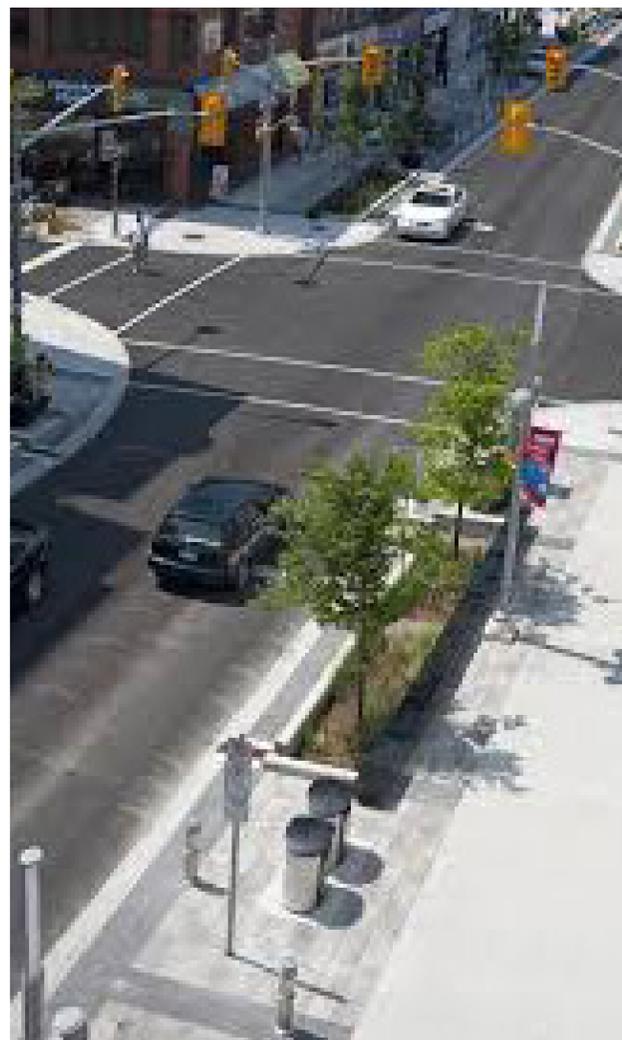
# PUBLIC REALM GUIDELINES

Public capital investment in the transportation corridors, Mobility Hub, Catalyst Nodes and other improvement projects throughout the Study Area and its surrounding residential areas, including; infrastructure upgrades, streetscape improvements, creation of gateways, enhancement and expansion of the pedestrian environment, along with the expansion of the park and open space network will help to achieve the community’s desired vision for the Mobility Hub and associated development. It is through such projects that NoMi will enhance the functional and aesthetic quality of the Study Area and provide the basis for leveraging future private investment.

The public realm guidelines that are proposed in this chapter will need to be incorporated by the various public agencies and departments responsible for in their internal design manuals. Proposed guidelines are supported by graphic examples and images of how these standards could be developed once the responsible agency begins the design process for the various elements. These are graphic examples only and are not meant to be specific designs to be directly implemented. The emphasis of this section of the plan is to show the importance of having a consistent design theme that is utilized throughout the Study Area.

**The key components of Public Realm Guidelines are:**

1. **Streetscape Design**
2. **Public Open Spaces**
3. **Public Arts & Amenities**



STREETScape DESIGN

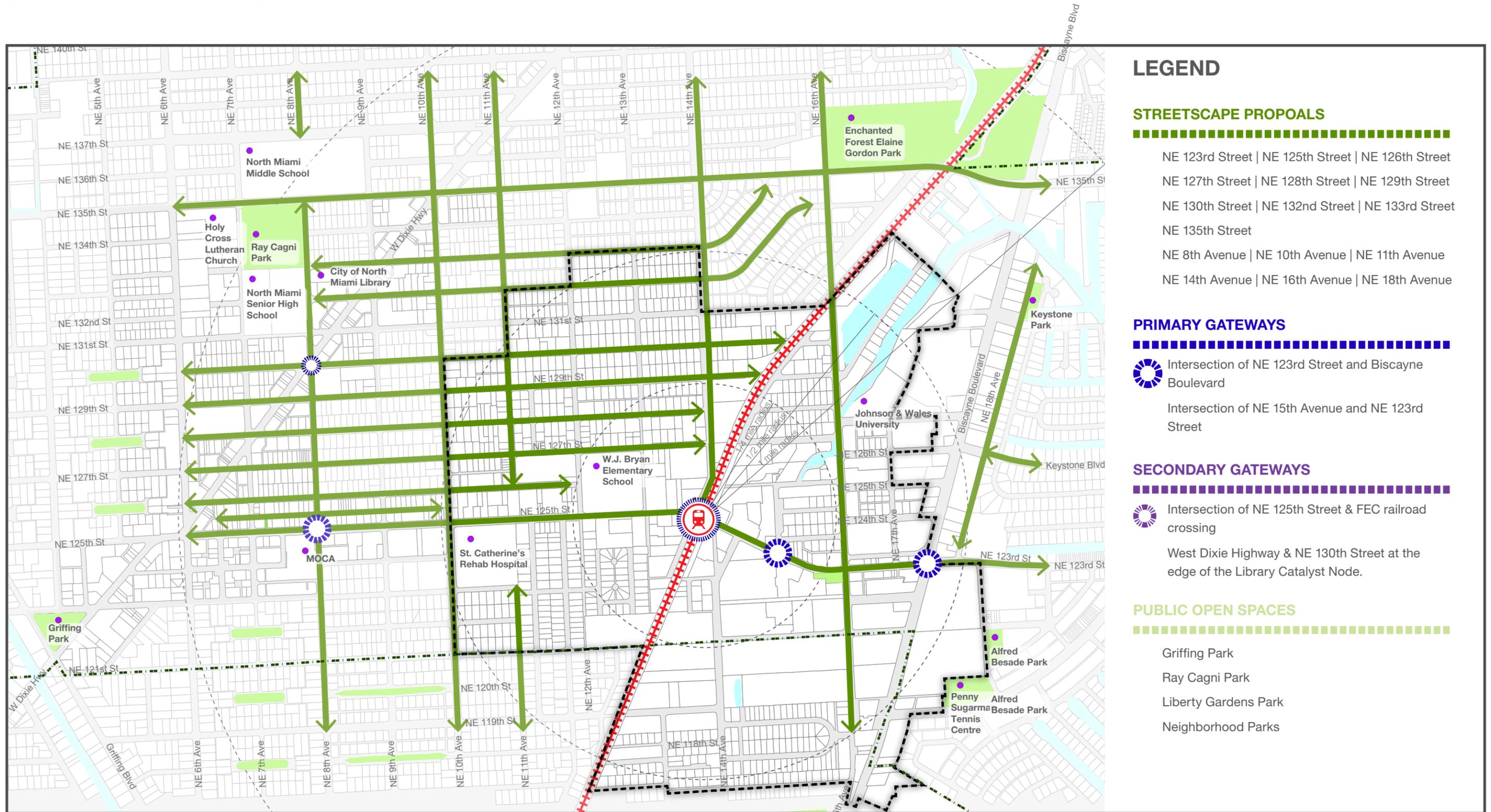


PUBLIC OPEN SPACES



PUBLIC ARTS & AMENITIES

# ILLUSTRATIVE MAP FOR PUBLIC REALM



## LEGEND

### STREETScape PROPOALS

- NE 123rd Street | NE 125th Street | NE 126th Street
- NE 127th Street | NE 128th Street | NE 129th Street
- NE 130th Street | NE 132nd Street | NE 133rd Street
- NE 135th Street
- NE 8th Avenue | NE 10th Avenue | NE 11th Avenue
- NE 14th Avenue | NE 16th Avenue | NE 18th Avenue

### PRIMARY GATEWAYS

- Intersection of NE 123rd Street and Biscayne Boulevard
- Intersection of NE 15th Avenue and NE 123rd Street

### SECONDARY GATEWAYS

- Intersection of NE 125th Street & FEC railroad crossing
- West Dixie Highway & NE 130th Street at the edge of the Library Catalyst Node.

### PUBLIC OPEN SPACES

- Griffing Park
- Ray Cagni Park
- Liberty Gardens Park
- Neighborhood Parks

## STREETSCAPE DESIGN

As one of the dominant factor in achieving transit friendly & walkable environments, streetscape design plays an important role. The intent of this section is to provide direction for improvements to the public rights-of-way that will help to create a pedestrian friendly environment and enhance the identity of the area, complementing the overall goals of this Plan. The principal objective of the streetscape guidelines discussed below is to promote a long-term, coordinated strategy that includes improvements to both the public and private realm, and to create a unified urban design theme attracting quality investment into the area. Given the significant impact transportation corridors have on the aesthetics, efficiency, and health of the local economy, streetscape improvements are envisioned along the major streets in the redevelopment area. The streetscape improvements will enhance the appearance of older physically declining areas and provide visual continuity and improved pedestrian connections between the various activity centers described in the Plan, most notably the NE 125th Ave., W Dixie Highway, North Miami Library, Biscayne Boulevard and residential neighborhoods. Whenever possible, the available pedestrian space including sidewalks, public plazas, and open spaces should be expanded to increase pedestrian connectivity. The proposed improvements will not adversely impact the capacity of the roadways. Rather, they will improve bicycle and pedestrian access increasing the level of activity along the street, which in turn, will promote a healthy environment for local businesses. The streetscape design elements that should be considered for each of the projects include: medians, street lighting, street furniture, plantings and landscape, paving materials and textures, intersection design, and signage.

### GUIDELINES:

- Install quality, contrasting paving materials at key pedestrian crossings that signal to drivers that they are entering a pedestrian zone.
- Improve pedestrian crosswalk signal mechanisms; possibly by adding audio cues for visually impaired pedestrians. Strive to adjust timings so as to reduce pedestrian wait time.
- Decrease the distance pedestrians must walk using curb extensions or “bulb-outs”.
- Create mid-crossing “safe zones” by installing wider landscaped medians.
- Sidewalks should be designed to be handicapped accessible as set forth in the American with Disabilities Act (ADA).
- Use tree grates in retail streets to provide ample space for pedestrian circulation on the sidewalks.
- Properly install and orient sidewalk curb ramps so that pairs face each other directly across the street. This means constructing two curb ramps per corner or one wide ramp encompassing the entire arc of the corner.
- Remove obstacles from crossings such as utility poles, light posts, fire hydrants, storm water catch basins, curb inlets, planters and similar features.
- Street trees should be consistent with existing trees in the area and selected to provide shade. The mature tree canopies should be maintained where they exist along the streets.
- Planter design and plant species should be consistent for each street to provide for uniformity.
- Planters should not obstruct the pedestrian right-of-way and meet necessary traffic safety standards.
- Landscaping should be incorporated to lead people from parking areas to activity centers.
- Center medians should be landscaped with ground cover, trees and accent flowering shrubs.
- Medians should be designed to act as pedestrian crossing islands and have few breaks in them.
- Placement of pedestrian lighting should be determined to increase pedestrian safety and enhancing the businesses in the area.
- Street furniture including benches and trash receptacles should be compatible with surrounding streetscape elements.
- Ensure that street paving and sidewalks are consistent throughout the Study Area.
- Place utilities underground, if possible, especially along the primary streetscape systems.
- Traffic calming features should be utilized where traffic data and neighborhood consensus warrants.
- Consider raised brick crosswalks at strategic locations, particularly along NE 125th Street, with conflicting pedestrian and vehicular traffic patterns to reduce speeds of vehicles.

**PEDESTRIAN USE AREA:**

Arterial road streetscapes are considered “urban streetscapes” with minimum twelve feet (12’) from building face (right-of-way) to back-of-curb. This includes a minimum eight foot (8’) pedestrian zone and a minimum four foot (4’) furnishings zone. There may be “transition areas” between public and private property where the public realm or streetscape, interacts with and the private realm boundary. The width of this area varies depending on the building design and orientation and public space that may exist between building masses. Where sidewalk widths are generous (greater than twelve feet), there is the opportunity for these transition areas to become space for outdoor dining and retail displays. NE 125th Street, Dixie Highway, NE 6th Avenues and Biscayne Boulevard all offer this opportunity. Where there is on-street parking (preferred), “bump-out” areas should be added between parking spaces to allow for additional outdoor seating, canopy trees and can facilitate mid-block crosswalks. It is recommended that all underground utilities be located in the roadway area or under the curb area.

**Pedestrian Zone:**

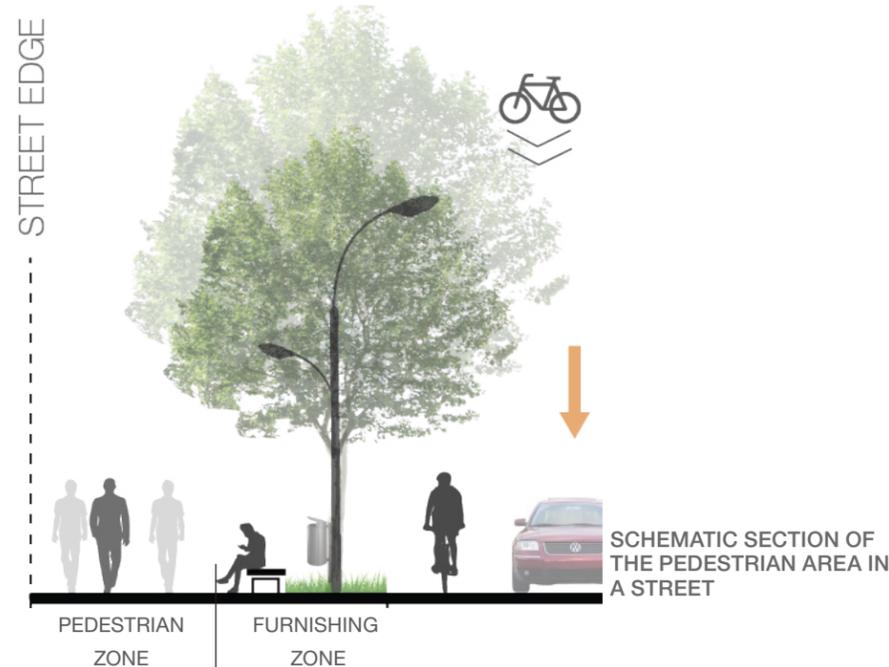
Sidewalk widths are recommended at a minimum five feet (5’) for residential streets and eight feet (8’) in commercial shopping districts or areas where there is heavy foot traffic. A twelve foot wide pedestrian zone is recommended in commercial and mixed-use areas where space permits. Adding pedestrian space will not only improve connectivity, but will also provide public places for congregation of patrons of restaurants and retail zones. Residential streets should have sidewalks on both sides; five foot (5’) on one side and ten foot (10’) on the other to accommodate bicycles.

**Furnishings Zone:**

Minimum four feet (6’ optimum) furnishings zone between walkways and curb for improvements including; pedestrian lighting, street furniture, plantings and planters, pervious decorative paving materials, and NoMi approved signage. Standard or consistent approved products and materials provides visual continuity along the roadway corridors and supports the NoMi brand. Furnishings zone elements improve the aesthetics of transportation corridors, improve pedestrian safety, and enhance the NoMi brand. Parking stations and electric car plug-in can also be located here and technology appurtenances for Wi-Fi or other “smart phone” connectivity.



ILLUSTRATION DEPICTING CLEAR PEDESTRIAN FRIENDLY SPACE ALONG WITH ITS RELATION TO THE BUILT FORM



**ROADWAYS - VEHICULAR USE AREA:**

Optimize the utilization of Right of Way space for vehicles so as to incorporate the needs of other users on the streets. With the planning area consisting of 3 primary corridors of vehicular traffic, the mobility hub area needs to cater to the growing demand for vehicular traffic, but without compromising the needs of public transit, bicyclists and pedestrians.

**GUIDELINES**

- Bicycle amenities must be a priority on streets with sufficient right-of-way.
- Improvements to intersections, medians to decrease the crossing distance for pedestrians and visually minimize the breadth of the roadway and ADA compliance to minimize barriers for citizens with disabilities.
- Improved transit stops for riders throughout the Study Area to include shade structures, site furniture and Wi-Fi for choosing routes and ticketing.



PEDESTRIAN FRIENDLY VEHICULAR USE AREA. IMAGES DEPICT: BICYCLE WAITING AREA AT AN INTERSECTION & TIGHTER INTERSECTIONS WITH BULB-OUTS

**TRAFFIC CALMING**

Adequate pedestrian crossings are also an integral component of creating a pleasant and safe pedestrian environment. Broad River Road has a number of actuated pedestrian crossings, which does minimally aid pedestrians in crossing the thoroughfare at key locations. Integrated land use and transportation planning is key to providing multimodal opportunities to communities.

**GUIDELINES**

- Clear space to handle pedestrian capacities.
- Visibility to safely negotiate crossing.
- Legibility of all directional information.
- Accessibility and freedom from obstructions
- Separation from traffic



ROUNDBABOUTS & RUMBLE STRIPS ALONG WITH PAVING DIFFERENCE AS TRAFFIC CALMING MEASURE

**LANDSCAPE IMPROVEMENTS**

Street canopy trees, along the edges of transportation corridors, small flowering trees and palms on center medians, provide shade, create visual continuity, and also help separate the pedestrian environment from the vehicular environment.

**GUIDELINES**

Potential opportunities to improve arterials, collector and local “Green Streets” is identified on Street Network Map (Fig. 6.1).  
Landscape sensitive strategies must be adopted along these streets to promote shaded pedestrian sidewalks.  
Additional planting buffers need to be incorporated between vehicular and pedestrian zones to enhance the sense of safety as well create a sense of place.



VARIOUS SCALES OF PLANTING TREATMENT ALONG STREETScape INCLUDING PLANTER BOXES, SHRUBS AND SHADED TREES

## PUBLIC OPEN SPACE

Multi-use public spaces will be required at the Mobility Hub and station areas. They are often described as “spaces between buildings” and should be designed as activity or relaxation areas. They can be family gathering spaces with interactive fountains, play structures and other family-oriented features. Other plaza spaces function as outdoor seating or dining generally adjacent to mixed-use buildings with high concentrations of residents or office workers. They are always well lit to accommodate night time events and activities.

## NEIGHBORHOOD POCKET PARKS

Pocket parks, mini-parks or vest-pocket parks are small open space areas that can accommodate small numbers of visitors. They will be added in selected vacant lots of at intersections where there is unused green open space. Amenities often include children’s play structures, gazebo or seating areas and tree canopy for shade. Usually only a few house lots in size or smaller, pocket parks can be tucked into and scattered throughout the urban fabric where they serve the immediately local population.

### GUIDELINES

- Provide additional pedestrian areas to the major public streetscape adjacent to the property. Sidewalks should be provided, abutting the property frontage extending the length of the property whether or not on-street parking is required.
- When properties front on primary streets, they shall be designed to provide a continuity of streetscape elements. The frontage yard between the building and the property line shall be designed to accommodate pedestrian traffic, seating or other use deemed appropriate.
- Plaza should include key design elements including seating, shade trees, landscaping and planters, fountains and public art that attract people.
- Plaza design should emphasize street edges through use of elements such as paving material, landscaping, trees, lights, public art, directional signage, and pedestrian signage.

### GUIDELINES

- Small Size: Pocket parks tend to be between 1-3 lots in size and will be larger in Catalyst Nodes and near commercial districts
- Local Community: These parks serve local population for neighborhood use and often for their upkeep (to at least make sure they are maintained)
- Uses/Functions: Small Events, especially neighborhood events rest, relaxation lunch breaks, children’s play, both individual and group
- Elements: (Not all elements can necessarily be accommodated within any one park) plantings, trees, often water natural elements are a common feature of pocket parks, play structures, benches & trash receptacles and lighting.



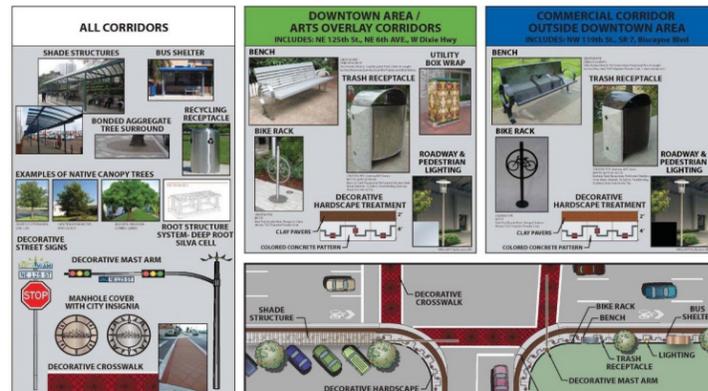
DIFFERENT SIZES OF POCKET PARKS WITH VARYING AMENITIES, PRECEDENTS

ATTRACTIVE PUBLIC SPACES WITH LIGHTING, SEATING & PLAZAS SUITABLE FOR ROUND THE CLOCK USAGE AND DESIGNED FOR ALL ABILITIES, PRECEDENTS

## ARTS & AMENITIES

### STREETScape AMENITIES

Street furniture is an important functional component of streetscape design. Street furnishings could include a combination of seating, trash receptacles, tree grates, bike racks, and newspaper stands. Maintenance, safety, cost, and comfort are primary considerations in the design and placement of street furniture. Street furniture may be provided when the public right-of-way allows for a clear pedestrian walking zone and separate seating areas. Furniture should also be incorporated in parking lots, public parks and plazas as part of mixed use developments. NoMi has previously adopted streetscape furniture standards for arterial and collector roads in the Study Area. There will be adaptations to the standards are in the Mobility Hub and station area with matching colors and textures but different products to reflect a unique design.



SITE AMENITIES, AS PRESCRIBED IN THE NORTH MIAMI DOWNTOWN MASTER PLAN



STREET FURNITURE: SEATING, BICYCLE RACK & TRASH BINS, PRECEDENTS

### ENVIRONMENTAL LIGHTING

Pedestrian and street lighting play an important role in enhancing the pedestrian experience and greatly improves the quality and safety of streets and public spaces. Pedestrian scaled lighting design will be pivotal in improving the visual character of mixed-use development areas in the Mobility Hub and station area, Catalyst Nodes and transportation corridors throughout the Study Area. Lighting allows outdoor venues to operate after dark including public plazas, park areas and streetscape nodes and corridors. Lighting outdoor areas is necessary at multiple levels; roadway vehicular lighting at twenty-five feet (25') and pedestrian lighting fixtures at less than twelve feet (12') for areas with pedestrian activity. Other decorative lighting includes and pathway lighting and in-ground lighting systems.



PEDESTRIAN & STREET LIGHTING VARIATIONS, PRECEDENTS

### ART IN PUBLIC PLACES

NoMi can promote Art in Public Places through the acceptance of public artworks and donated funds to provide public artwork and stipulations for public artwork on private development sites. The intent is to increase citizens' appreciation of art, to improve the quality of life, and to enhance and identify

NoMi as a unique community. Art in Public Places is intended to be integrated into the physical and social environment of NoMi and reflect a broad range of community input and involvement by artists and art professionals. Examples include:



PUBLIC ART ON WALLS, PAVEMENTS AND SCULPTURES, PRECEDENTS

## GATEWAYS & SIGNAGE

In addition to streetscapes, the study area contains the opportunity for the implementation of an east and a west gateway on NE 125th Street and NE 123rd Street. Gateways at these particular locations can be utilized to create a sense of arrival into the study area. Whether used to identify entry into neighborhoods or serve as a focus within a district, gateways are an important element in establishing a successful streetscape system. They may be comprised of a grand formal structure or consist of a series of smaller elements that may include artwork or sculpture, lighting and landscaping, and signage. There are three types of gateways that the Plan recommends introducing at key intersections to improve visibility as new development occurs in the area:

NoMi has adopted the Comprehensive Signage Master Plan, a city-wide signage program. As the master plan states; “The Master Plan provides a uniform sign template for all City gateway, directional, public parking, public facility and place name signs. The newly designed signs will more clearly identify North Miami’s edges and differentiate its boundaries from those of neighboring Cities. Additionally, the Comprehensive Signage Program serves as both a navigation and marketing tool to showcase and direct the public to the City owned facilities, downtown/arts districts and places of interest. The bold North Miami emblem in each sign markets the City’s image and helps create a sense of place.” The master plan includes the following sign types:

### Primary Gateways

**West Gateway:** Located near MOCA Plaza and includes a mid-block pedestrian crossing.

**East Gateway:** Two locations are proposed for the west gateway; the first is at the intersection of NE 123rd Street and Biscayne Boulevard. This area will undergo redevelopment with mixed-use buildings and structured parking as redevelopment of NoMi continues. The second proposed location is at the intersection of NE 15th Avenue and NE 123rd Street on property owned by NoMi. These primary gateway signs are larger than the proposed NoMi gateway signs and may include structures over the existing roadways.

### Secondary Gateways:

Secondary gateways are proposed at the following locations; Intersection of NE 125th Street & FEC railroad crossing, and West Dixie Highway & NE 130th Street at the edge of the Library Catalyst Node. Secondary gateway signs will closely match the adopted secondary sign designs in the adopted NoMi sign master plan.

- Public Facilities Identity Signs – Signage for all municipal buildings
- Primary and Secondary “Gateway” Identity - Primary Identity Signs located along major corridors that announce the city’s borders or gateways. Secondary Identity Signs refer to locations that serve as major focal points along a major city thoroughfare that are not at the edge of the city but announce a significant intersection or point of emphasis.
- Destination/Place Name – These identify the presence of a specific overlay district like the downtown district or arts overlay
- Park Facility Signs – These represent signage placed at the city’s major parking facilities with the names of each facility posted
- Directional Signage – Provides a message schedule with arrows that direct the motorist or pedestrian to city owned facilities or places of interest.
- LED Sign – Digital message board designed to provide pictures and information to the public.
- Parking Lot Signs / “P” Sign – Identifies the locations of on-street parking or directs motorists to public parking lots within the downtown.



PROPOSED SCHEMATIC VISUALIZATION OF PRIMARY GATEWAY ALONG NE 125TH STREET



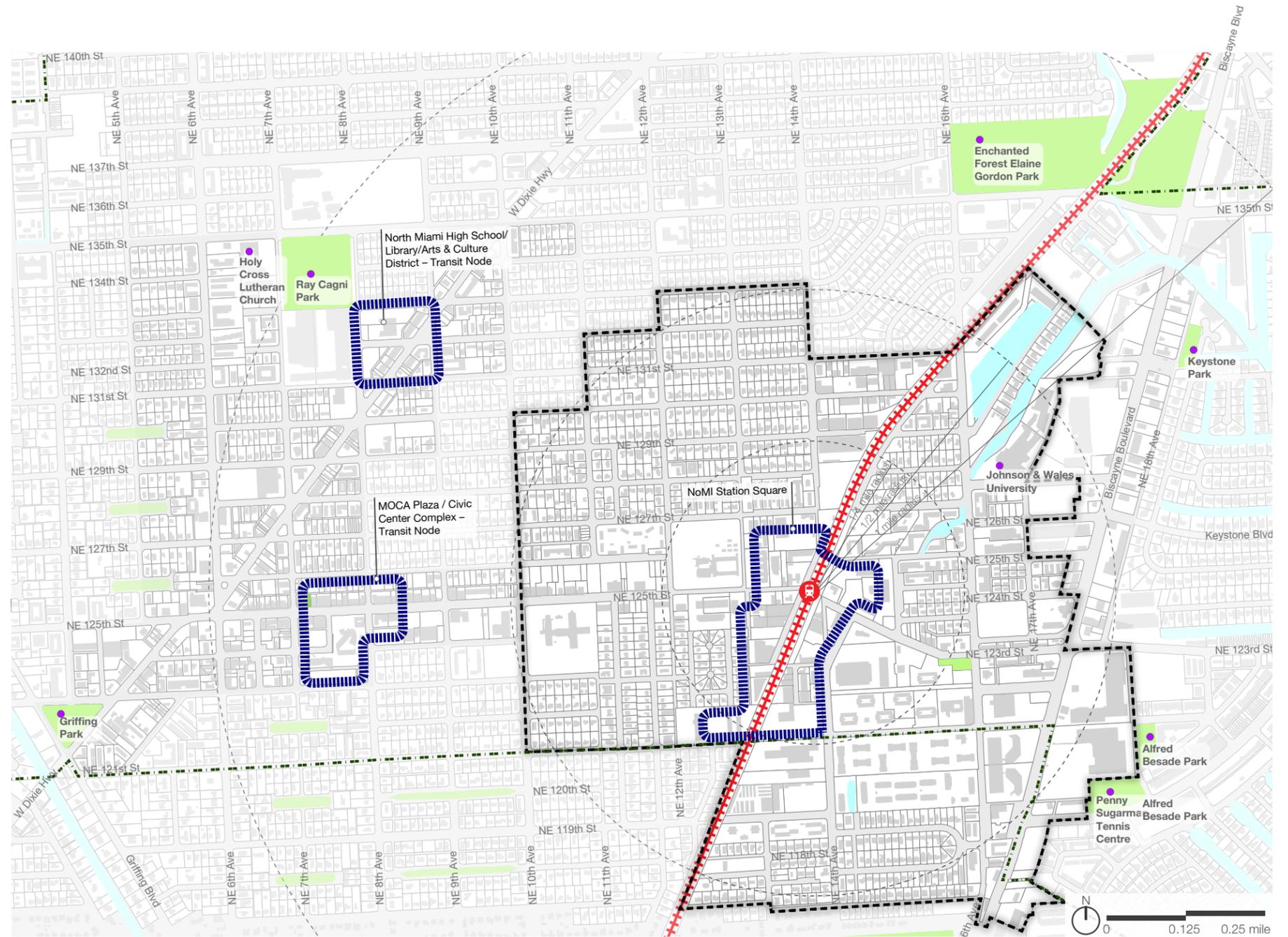
DIFFERENT TYPES OF SIGNAGE AS ADOPTED IN THE NORTH MIAMI COMPREHENSIVE SIGNAGE MASTER PLAN

# PRIVATE REALM GUIDELINES

Private Realm Guidelines are intended to provide consistency of design elements for public spaces created as part of private redevelopment and new development in the Study Area. We define public space as the “space between buildings” often times, accomplished through private development or as a private/public partnership. NoMi Design Guidelines for the Mobility Hub and station area, catalyst nodes and transportation corridors, will establish a standard for design in the private realm, supported by consistent standards in the public realm. The urban fabric of NoMi becomes unified and establishes a n easily recognizable “brand”. Private Realm guidelines address building facades, building massing, setbacks, pedestrian space, parking and aesthetic features commonly found in urban spaces.

There is overlap between Public and Private Realm improvements that is often indistinguishable and therefore, consistent. In some instances, these elements overlap within the urban context. We believe the overlap between public and private spaces provides an intrinsic value both economic and aesthetic. Spaces between buildings becomes quasi-public buildings and designed for all people.

A conceptual relationship between roadway corridors, building masses, varying land uses and parking areas for future development in the Study Area, is discussed through general guidelines and illustrations in this document. A guiding principle is to develop centralized parking, to the rear of buildings, provide wide pedestrian and public space in front of buildings combined with good lighting and consistent aesthetics. Parking should be carefully designed to be safe, convenient and properly identified by adequate signage for the public. This allows more building frontage adjacent along retail streets, thus encouraging pedestrian activity. As part of this concept, pedestrian improvements must link the parking areas to each other creating a continuous service lane. As new buildings are added or existing buildings are redeveloped along the primary corridors and in redevelopment nodes, there should be small variations in the relationship of building fascia to vehicular roadways to permit gathering areas for pedestrians.



## LEGEND

- North Miami City
- Major Highways
- Major Roads
- FEC Passenger Rail
- Proposed 125th St Station
- Major Landmarks
- Proposed Nodes

## COMPACT DEVELOPMENT

To achieve the density and intensity of land uses needed to support transit and create sustainable and active urban neighborhoods, a Transit Oriented Development should be compact and designed to facilitate future intensification. Buildings should be grouped together to allow for easy pedestrian access and to frame pedestrian spaces. As part of this concept, pedestrian improvements must link the parking areas to each other creating a continuous service lane. As new buildings are added or existing buildings are remodeled along the primary streets, there should be small variations in the relationship of building fascia to vehicular roadways to permit gathering areas for pedestrians.

### GUIDELINES:

- Locate the highest densities in closest proximity to Mobility Hub, transit stations and redevelopment nodes, then decreasing towards the edge of the development
- Locate buildings near the property edge to allow for future infill development and to screen parking

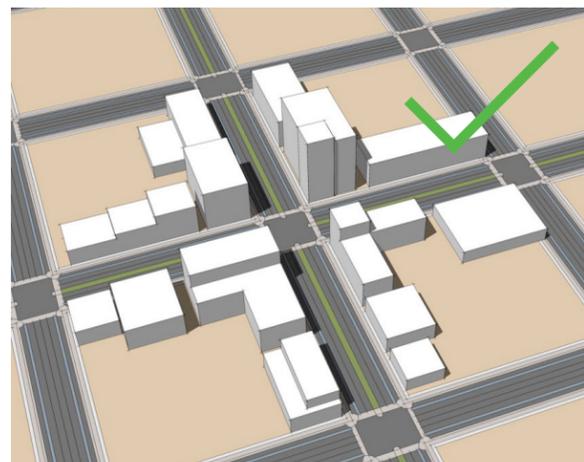
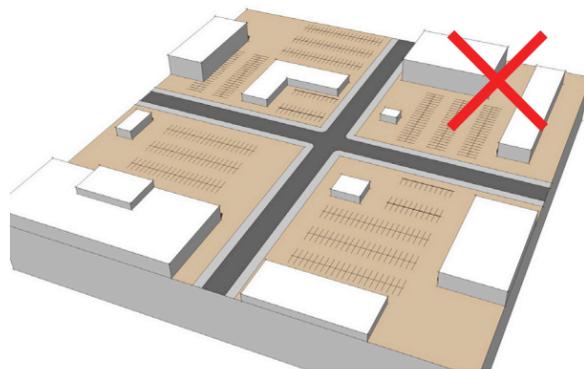


ILLUSTRATION ON PREFERRED COMPACT DEVELOPMENT MODEL

## MIXED-USE DEVELOPMENT

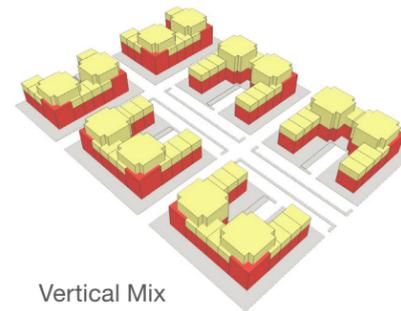
Planning and development in the Mobility Hub, Catalyst Nodes other urban redevelopment areas should offer a mix of diverse and complimentary high-activity uses rather than keeping uses separate. Mixed land uses can be organized horizontally or vertically, but the goal of active streetscape requires active uses such as retail to be located at ground level and along primary pedestrian frontages.

### GUIDELINES:

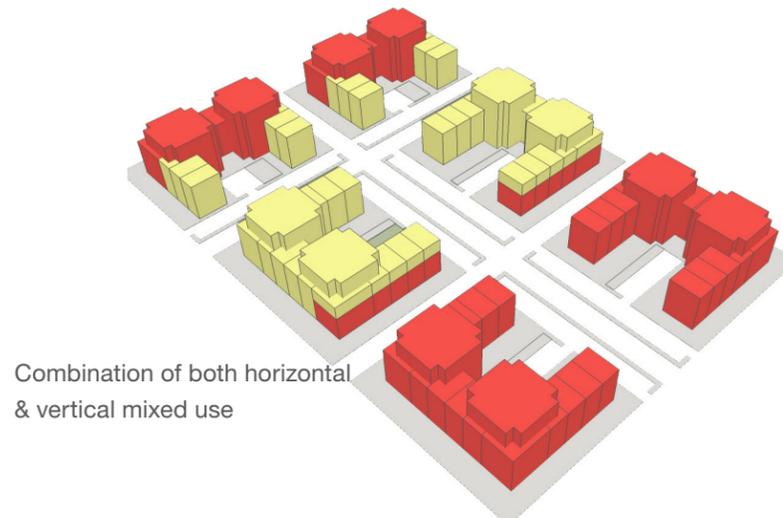
- Compatible land uses should not be kept separate but instead integrated, sharing blocks and buildings in close proximity.
- Combining primary activities of living (residential) and working (office) is encouraged to support a greater variety of secondary activities (retail, entertainment).
- Uses that generate the highest pedestrian traffic should be located in the core of the Transit Oriented Development and along primary pedestrian corridors



Horizontal Mix



Vertical Mix



Combination of both horizontal & vertical mixed use

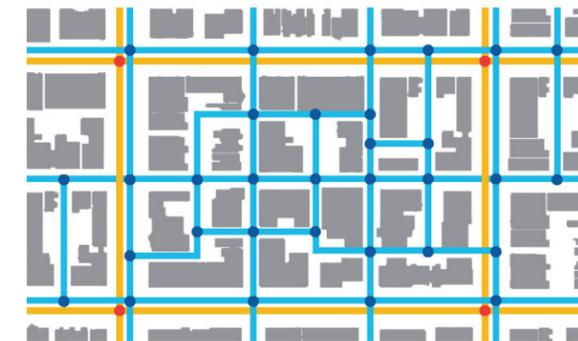
VARIATIONS IN ACHIEVING MIXED USE DEVELOPMENT

## STREETS AND BLOCKS

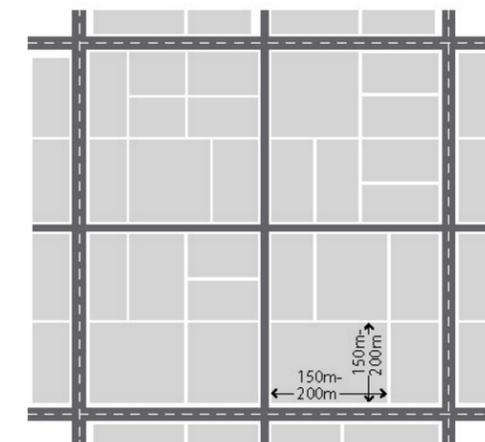
Blocks should be designed at the human scale with lengths that accommodate pedestrian travel. A grid-based street network is the fundamental building block of a Transit Oriented Development and allows for a diversity of different street types and flexible lot patterns.

### GUIDELINES:

- Streets should be organized in an interconnected grid pattern, enabling multiple routes and short travel distances.
- Block sizes should be small enough to ensure buildings are able to front the street.
- A continuous network of pedestrian sidewalks and pathways should be provided throughout the Transit Oriented Development and connected to surrounding neighborhoods and open spaces.



■ Pedestrian and cycling network  
■ Vehicular roadway



Preferred block sizes to ensure walkability

PREFERRED STREET GRID AND BLOCK SIZES

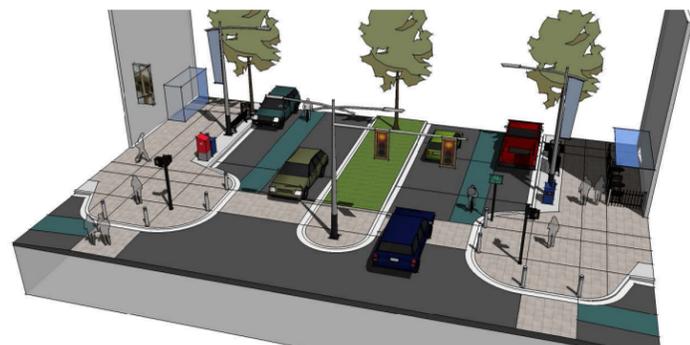
### PEDESTRIAN FRIENDLINESS

To make an interconnected network of streets and sidewalks work in Transit Oriented Development, careful consideration is needed of the interface between the automobile and the pedestrian. In general, safe streets encourage the driver to use caution and ensure the driver and the pedestrians have clear sight of each other.

To make an interconnected system work, careful consideration of the transfers between different travel modes needs to be considered.

#### GUIDELINES:

- Traffic calming measures are encouraged including horizontal (narrower lanes, curved roads, traffic circles, midblock crossings) and vertical (speed humps, raised crossings) methods.
- Design elements, such as curb build-outs, at grade pedestrian crossings, and refuge islands, should be used to improve pedestrian safety by reducing automobile / pedestrian conflict.
- Street furniture, lighting, signage, and landscaping should be oriented towards the pedestrian.



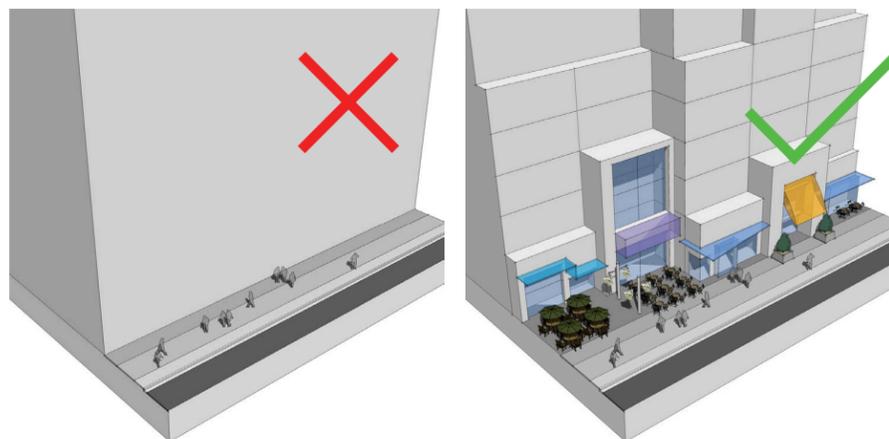
PEDESTRIAN FRIENDLY MEASURES SUCH AS RAISED INTERSECTIONS AND BULB-OUTS AT INTERSECTION

### BUILDING ORIENTATION & FRONTAGES

Buildings in an urban center should address the street and pedestrian, with active uses located along sidewalk and not located behind parking lots or blank walls.

#### GUIDELINES:

- Buildings should be aligned with and relate to the sidewalk. Lobbies and entries should also be oriented toward the primary pedestrian frontage.
- Adjust building faces in width, height, and finishes to visually “break down” larger frontages.
- Physically break up large retail tenant frontages by inserting smaller retail units into the face.
- Views in and out of buildings should be maintained and maximized.
- Views should not merely be into display windows, but actual building interiors.



ACTIVE FRONTAGE ILLUSTRATIONS

### SCALE & DENSITY

The densities needed in an Urban Center to support transit use and an active and diverse street life can be accommodated through a variety of building types and scales.

#### GUIDELINES:

- Encourage a variety of building types and scales at different locations throughout the Urban Center tallest buildings near the core and lower buildings near the edge.
- Abrupt changes in building scale are to be avoided.
- Employ a variety of building massing to accommodate higher densities in order to avoid monolithic building masses.



TRANSITION OF BUILDING HEIGHTS

## OPEN SPACES & CIVIC USES

Transit-Oriented Development is as much about building community as it is about supporting transportation choice and transit use.

A diversity of public places, including open spaces, passive recreational and civic uses, encourages social interaction and community participation, and fosters a sense of community pride and ownership

### GUIDELINES:

- Public parks should be located throughout Transit Oriented Developments so that the majority of residents are within a 5-minute walking distance from open space.
- The design of open spaces should reflect the identity or character of the local neighborhood.
- Landmark civic buildings are encouraged to locate in highly visible locations and to anchor individual neighborhoods.



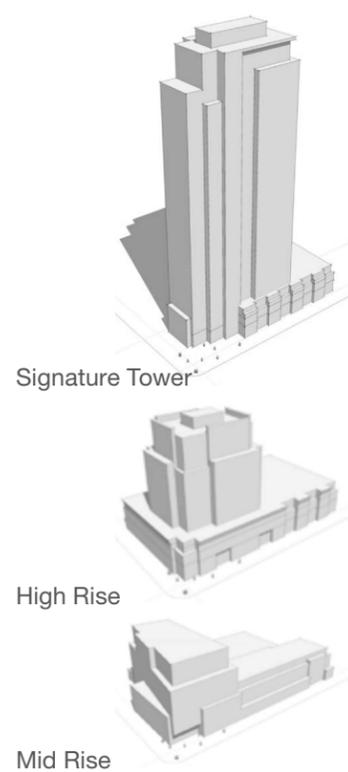
ATTRACTIVE OPEN SPACES WITH PAVED PLAZAS, ART, INTERACTION SPACES ALONG WITH WATER FEATURES, PRECEDENTS

## ARCHITECTURAL ELEMENTS & VARIETY

Individual architectural solutions are encouraged within the context of local character and compatible building form and placement. High-quality architectural design, carefully calibrated to reflect and respond to the local character of individual town or community is an important placemaking element of Urban Center development. The Architectural Standards for redevelopment areas in the Study Area are intended to direct new construction and building renovation or re-purposing are oriented to a high quality pedestrian experience. This document in no way dictates a particular architectural style or to limit the type of style or character the developer has chosen. It is intended to encourage consistency of style in the context of NoMi.

### GUIDELINES:

- The form of buildings as a group, should take precedence over the form of single buildings, by the overall composition of the group.
- The relationship of building size to the site area and configuration should be considered to avoid a building overwhelming its site.
- Building scale should be adjusted and broken down through the careful use of stepping, setbacks, projections, building canopy, trellis structures, changes in scale, fenestration patterns, materials, and finishes.



ARCHITECTURAL VARIETY, ILLUSTRATIONS

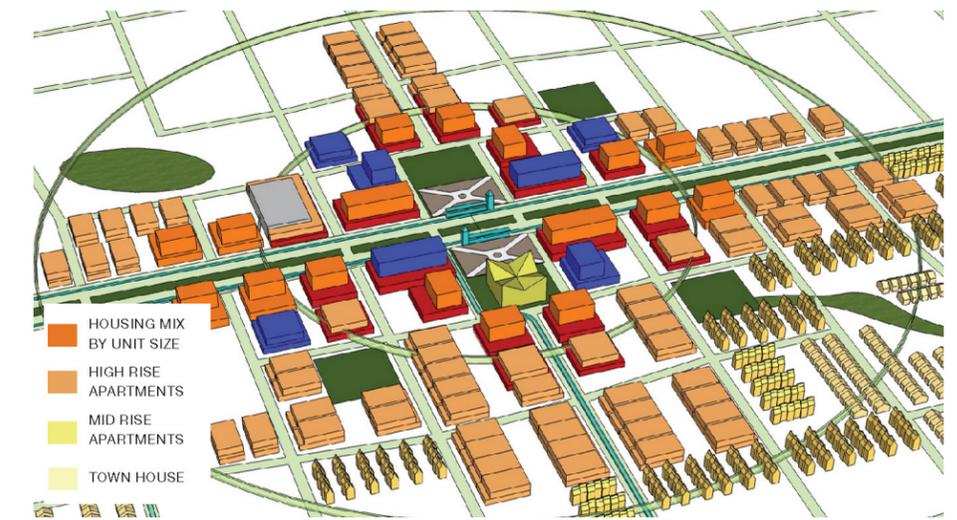


## AFFORDABLE HOUSING

The provision of affordable housing is a policy issue, not a specific physical typology. All new residential development within the Planning Area must conform to existing and new City policies on affordable housing. Affordable housing units should be dispersed throughout the Mobility Hub, not built in stand-alone developments that run the risk of becoming ghettoized.

Progress on residential development in the Planning Area should be monitored and tracked so that an annual review can assess how well the market place – as well as city funded projects – are meeting the challenges of providing affordable housing.

Housing is the cornerstone of developing new and promoting existing neighborhoods in North Miami Downtown/ Mobility Hub & TOD Planning Area. For North Miami to meet the test of transforming into a transit-oriented community, providing a range of housing options and choice in the Planning Area must be a high priority.



DIVERSE HOUSING OPPORTUNITIES ACROSS THE MOBILITY HUB AREA TO INCLUDE AFFORDABLE HOUSING OPTIONS



SECTION 4

# IMPLEMENTATION FRAMEWORK

ORGANIZATIONAL ROLES &  
RESPONSIBILITIES

PHASED APPROACH TO  
IMPLEMENTATION

FINANCING MECHANISMS



# ORGANIZATIONAL ROLES & RESPONSIBILITIES

The success of the North Miami Mobility Hub & TOD Strategic Plan ultimately rests on the coordinated efforts of the various agencies and stakeholders serving the NoMi community. Through this master planning process, the City of North Miami (NoMi) and NoMi Community Redevelopment Agency have initiated dialogue and established pivotal relationships between key players that will have a significant impact on the revitalization the area surrounding the Florida East Coast Railway (FEC) corridor. The city intends to utilize the synergies created by this planning effort to strengthen its role in providing a higher standard of living for its citizens. This chapter outlines the anticipated organizational framework and recommended implemented functions intended to serve as a guideline for the various stakeholders involved in turning this vision into reality.

Implementation of the Strategic Plan will require the coordinated efforts of the City of North Miami, Miami-Dade County, other government agencies, local business organizations, property owners, private sector, area institutions and residents. These efforts will be coupled with the employment of various organizational, legal, funding and promotional techniques to successfully implement the program. NoMi City Council support and management of the program's activities will provide the system to carry out the recommendations presented in this plan.

It is necessary to establish lines of communication between all sectors of the community to positively affect change in the study area. Developers and entrepreneurs will be key contributors. Strong public-private partnerships will be crucial to the long-term success of the redevelopment effort.

## LEADERSHIP

Successful implementation hinges upon close cooperation and coordination between private and public groups and agencies requiring strong and determined leadership. NoMi City Council and staff the NoMi Community Redevelopment Agency (NMCRA) and the staff should establish policies that support the principles described in this plan and initially concentrate on the following actions throughout the implementation process:

### FORMULATE PUBLIC POLICY AND IDENTIFY RESOURCES FOR THE STRATEGIC PLANNING EFFORT:

- Support the community's vision and insure implementation of scheduled projects;
- Commit to making the necessary public improvements identified in the Plan;
- Provide necessary staffing and administrative support to properly implement the strategic master plan;
- Prioritize and develop detailed programs for projects to implement major strategies illustrated in the Master Plan including phasing, project financing, land acquisition, land disposition, funding sources and financing.
- Contact affected property owners to determine their level of interest in participating in proposed redevelopment activities.
- Solicit the services of a realtor and/or utilize the City's Economic Development Division team to devise a land acquisition strategy for potential purchases of property in the neighborhood.
- Support targeted renovation and rehabilitation programs through the use of grant funding such as SHlp, CDBg, HomE. (See Appendix xx for additional funding sources).
- Increase awareness of funding resources and program initiatives available to residents interested in improving their property as means to increasing home ownership and property values.
- Conduct economic analysis and market feasibility studies to assess the impact of proposed projects in surrounding areas.
- Initiate discussions with Florida East Coast Railway (FEC) and City of North Miami to coordinate joint improvement projects planned for proposed corridor improvements within the Station Area and surrounding properties.
- Provide leadership and support for administrating public development controls and incentives to promote high-quality private development, including:
- Update the comprehensive plan and the zoning code to streamline the development review process;
- Establish a NoMi Steering Committee to monitor the implementation of the recommendations contained in this plan
- Minimize the time involved in the approval process due to land use and zoning conflicts;
- Conduct additional sector planning and traffic impact studies, when appropriate;
- Develop site and architectural design guidelines;
- Provide additional public facilities and utilities;
- Devise a coordinated capital improvement program; and
- Develop a grant stacking strategy to take advantage of the available funding opportunities.

## NORTH MIAMI MOBILITY HUB & TOD STRATEGIC PLAN STEERING COMMITTEE

As part of the implementation strategy, the plan recommends that the City consider establishing a North Miami Mobility Hub & TOD Strategic Plan Steering Committee. The primary goal of this Steering Committee will be to act as stewards of the program and to monitor the progress and timely development of the projects proposed in this master plan. In addition, the role of this Steering Committee may include generating community interest in the projects through increased public involvement activities and initiating awareness campaigns to instill a sense of pride in the community. The Committee could also serve as the proposed ad hoc community redevelopment agency for the Station Area and help in formulating redevelopment incentives to help existing businesses invest in the community and to attract new developers and businesses into the study area.

### PARTNERSHIPS

**City of North Miami, Miami-Dade County and Miami-Dade Transit:** The City should continue working with Miami-Dade County, Miami Dade Transit and Florida Department of Transportation (FDOT) and NoMi city departments to highlight common goals between the strategic planning efforts of these agencies and the City Council's redevelopment initiatives.

**South Florida Regional Planning Council (SFRPC):** The City should maintain its relationship with SFRPC in order to improve transit ridership, marketing the concept of transit-oriented development and implementing a coordinated transportation and land use planning strategy.

**Private Sector:** Private property owners, developers and tenants are the principle basis for new development and any related financial investment in all redevelopment projects. The private sector ultimately carries the burden of funding the redevelopment program; therefore a positive development environment must be established to capture private investment in an increasingly competitive market. Essential private sector leadership will come from entities such as local banks, real estate developers, entrepreneurs, and property owners from within the community.

**Collaboration with key corporations will be critical in forming strategic alliances:** With representatives at the state and federal levels and in providing private sector support to promote economic development in the area. The local banks also have an important role in developing innovative financing packaging for potential investors, developers, and first-time home buyers. The area businesses and industries should be encouraged to assist in creating a business incubator and to develop mentoring and apprenticeship programs in order to develop a trained workforce that lives and works in the community.

Some of the recommendations contained in this plan may include public-private partnership in land development activities such as site assembly, clearance and relocation and policy-making. In the case of the North Miami Mobility Hub & TOD Strategic Plan study area, the principal opportunity for change lies in promoting economic development through the redevelopment of the FEC Station Area and surrounding properties, MOCA Plaza/NE 125th Street, City of North Miami Library/ Art & Culture Node, properties surrounding Johnson & Wales University and major commercial corridors, in coordination with major infrastructure improvements, public facilities and streetscape improvements. The City should continue working with landowners within the proposed redevelopment nodes to assess their interest in supporting the redevelopment program and proposed improvements.

**Area Institutions and Social Service Agencies:** Through partnering with area institutions and social service agencies the City can leverage more commitment for projects and create a cumulative impact in the area. The Haitian community, churches and other community-based institutions also have a role in the successful implementation of the Strategic Plan. The City should work in close collaboration with these organizations to develop community development programs that capitalize on the strengths and outreach capacity of the religious institutions. The participation from these organizations can aid in obtaining community-wide support, addressing the social service needs such as instituting day care centers, organizing neighborhood clean-up drives and crime prevention campaigns, and encouraging youth participation in community development programs such as mentorship and job training programs to enhance their sense of responsibility.

**Continued Stakeholder Involvement Program:** The City and the proposed Steering Committee should work with area residents, property owners, and businesses to establish channels of communication that foster support for the redevelopment effort and facilitate program implementation. Staff should provide public information concerning all aspects of the redevelopment program throughout the process using venues such as newsletters, radio, television, newspapers and the Internet as well as presentations to neighborhood and civic organization meetings to generate public support.

# PHASED APPROACH TO IMPLEMENTATION

A matrix presented on the following pages illustrates how the vision and recommendations presented in the North Miami Mobility Hub & TOD Strategic Plan translate to a phased series of implementation strategies. The matrix identifies key opportunities, assigns responsibilities, delineates anticipated timing, and highlights key funding sources in three main areas:

- Key Programming and Policy Initiatives
- Catalytic Projects
- Capital Improvements

The North Miami Mobility Hub & TOD Strategic Plan contains several projects consisting of public, private and joint public/private efforts, as described in previous sections of this document that will take at least twenty years for completion. Therefore, it is critical that the City incorporates a sound project implementation strategy when identifying priorities.

## KEY PROGRAMMING AND POLICY INITIATIVES

Implementation of the Strategic Plan will be accomplished through actions and policies that will help attract desired development and improve the overall quality of life for its residents. These programming and policy initiatives will have a broad impact on defining future development in the Study Area, and include studies, plans, and other operational initiatives that are imperative to the success of any redevelopment effort.

## CATALYTIC PROJECTS

The Master Plan identifies several projects that would catalyze activity and investment, and create synergies between uses that would help spur additional development in their surrounding neighborhoods and the entire area.

## CAPITAL IMPROVEMENTS

These can include major infrastructure items including street improvement and upgrading utilities. Also, capital improvements can include a variety of revitalization items such as facade improvements, landscaping, streetscaping, etc. as well as new parking development. Proposed capital improvements with order of magnitude costs, funding and phasing are contained in the Capital Improvements section of this Plan. It is recommended that the City staff devise policies for the construction and maintenance of proposed capital improvements.

The community should understand that the City, working with other government entities, will be pursuing multiple elements of the Plan at all times. It is important to note that the following capital improvement plan is flexible in nature. It is the best estimate of project costs based on a measure of the order of magnitude for projects in relation to anticipated revenues. As a matter of practice the City will continue to prepare annual budgets as well as establishing one, three and five-year work programs for budgetary and administrative purposes. Ultimately project costs will be refined during the design and construction phase of any given project.

The Capital Improvement Strategies are used for short-term and long-term planning purposes. The Capital Improvement Strategies are not a guarantee of expenditure of funds on a given project in a given year. Actual funding allocations will be determined annually through the City's budgeting process. As priorities change, the capital improvement strategies are amended. Managed correctly, funds from the City should be leveraged through grants to accomplish a number of capital improvements and planning activities. When successful, the City should see a substantial increase in the tax base and realize a healthy return on its investment through increased ad valorem revenues, sales tax receipts and other formulated revenue sharing programs.

## IMPLEMENTATION MATRIX: KEY PROGRAMMING & POLICY INITIATIVES

IMPLEMENTATION SUMMARY MATRIX: KEY PROGRAMMING AND POLICY INITIATIVES				
S NO.	ACTION STRATEGY	DESCRIPTION	KEY PLAYERS	TIMELINE
<b>ADMINISTRATIVE AND REGULATORY</b>				
01	Establish North Miami Mobility Hub & TOD Strategic Plan Steering Committee	<ul style="list-style-type: none"> <li>Provide leadership and serve as an umbrella organization that includes representatives from the various neighborhood associations, area merchants, governmental agencies, and other stakeholders with an interest in the area</li> <li>Generate community interest in the Mobility Hub study area and serve as advocates of public and private projects to gather support for area improvements at various governmental levels</li> <li>Develop detailed work program with action strategies within a 1,3, and 5 year horizons to guide implementation of the plan identifying the time frame, roles and responsibilities, and benchmarks to measure accomplishments</li> <li>Monitor the progress and timely completion of projects and programs identified in the Strategic Plan</li> </ul>	City of North Miami, South Florida Regional Planning Council, South Florida Regional Transportation Authority (SFRTA), FDOT District 4, Private Sector, Neighborhood Associations, Community Organizations	Immediately
02	Prepare Grant Stacking Strategy	<ul style="list-style-type: none"> <li>Designate staff to identify and track funding opportunities including coordinating efforts with state and federal legislators</li> <li>Establish core group of public, private, nonprofit groups for targeting grants in a coordinated manner with regional partners</li> <li>Capitalize upon multiple funding opportunities and programs to build a diverse grant portfolio</li> <li>Coordinate with state and federal DOTs to identify dedicated transportation funding sources; and</li> <li>Customize processes to the strengths and weaknesses of the municipality structure</li> <li>Explore public-private partnerships and demonstrate community commitment through adoption of the MOB Strategic Plan</li> </ul>	City of North Miami with assistance from Miami-Dade County	Immediately
03	Develop Multi-Agency Joint Planning Agreement/ Memorandum of Understanding	<ul style="list-style-type: none"> <li>Designate the NoMi Mobility Hub &amp; TOD Strategic Plan as a joint planning area and establish procedures for joint action in the implementation of planning and capital improvements in the area</li> <li>Delineate responsibilities of the various agencies related to the continued planning and implementation</li> </ul>	City of North Miami, Miami-Dade County, South Florida Regional Planning Council, South Florida Regional Transportation Authority, FDOT District 4	Short-Term (1-3 Years)
04	Designate Study Area as Redevelopment Project Area to utilize Tax Increment Financing	<ul style="list-style-type: none"> <li>Conduct Finding of Necessity Study per the Florida Statutes to delineate boundaries for the Community Redevelopment Agency district</li> <li>Amend and adopt the North Miami Mobility Hub &amp; TOD Strategic Plan to establish the Redevelopment Project Area with the CRA Board, and the Redevelopment Trust Fund</li> <li>Utilize increase in TIF funds over time to generate additional revenues for pursuing public realm improvements</li> </ul>	City of North Miami CRA	Short-Term (1-3 Years)

**IMPLEMENTATION SUMMARY MATRIX: KEY PROGRAMMING AND POLICY INITIATIVES**

S NO.	ACTION STRATEGY	DESCRIPTION	KEY PLAYERS	TIMELINE
05	Promote Brownfields Site Rehabilitation Agreement (BSRA) to encourage revitalization of abandoned industrial sites	<ul style="list-style-type: none"> <li>Create a list of vacant &amp; underutilized industrial buildings in the study area and contact property owners to familiarize them with the tax credits available to renovate, improve, or redevelop abandoned retail facilities</li> </ul>	City of North Miami CRA	Program Initiated
06	Create Public Involvement Program	<ul style="list-style-type: none"> <li>Work with the residents, proposed North Miami Mobility Hub &amp; TOD Strategic Plan Steering Committee to develop an ongoing community involvement program in order to gather citizen support for the proposed improvements and also to develop a sense of pride in area residents and merchants</li> </ul>	City of North Miami	Short-Term (1-3 Years)
07	Update NoMi Capital Improvements Projects list	<ul style="list-style-type: none"> <li>Add Neighborhood Improvements, Public Spaces &amp; Infrastructure projects from the NoMi Mobility Hub &amp; TOD Strategic Plan</li> <li>Review existing CIP list for continuity with the Mobility Hub &amp; TOD Strategic Plan</li> </ul>	City of North Miami	Immediately
08	Review and Update NoMi TOD Overlay District	<ul style="list-style-type: none"> <li>Adopt NoMi TOD- Mixed-Use Zoning Overlay District for properties in the station area, along NE 125th/123rd, Dixie, 6th Ave and Biscayne &amp; redevelopment nodes at MOCA Plaza &amp; Library Arts Nodes</li> <li>Evaluate alternatives to administer the development review process for properties that are within the jurisdictions of FEC, North Miami &amp; Miami-Dade County</li> <li>Incorporate urban design recommendations presented in this plan as a guiding document to the TOD Mixed-Use Overlay District</li> </ul>	City of North Miami	Short-Term (1-3 Years)
09	Conduct audit of existing Land Development Code	<ul style="list-style-type: none"> <li>Prepare a “regulatory audit” of existing land development code to identify barriers in the existing regulations that discourage mixed-use compact development patterns in the Study Area</li> </ul>	City of North Miami	Short-Term (1-3 Years)



**IMPLEMENTATION SUMMARY MATRIX: KEY PROGRAMMING AND POLICY INITIATIVES**

S NO.	ACTION STRATEGY	DESCRIPTION	KEY PLAYERS	TIMELINE
<b>ADMINISTRATIVE AND REGULATORY</b>				
01	Update Land Development Code	<ul style="list-style-type: none"> <li>• Include phased and interim zoning provisions and designation for the redevelopment nodes timed appropriately with implementation of alternate types of transit service in the study area;</li> <li>• Develop a Form-Based or Hybrid Code;</li> <li>• Develop Administrative Procedures for review of development proposals in accordance with the Form Based Codes;</li> <li>• Create expedited development approval process; and</li> <li>• Assess staff resources to review new developments based on modified land development regulations or retain the services of an architect/ planner on record to assist property owners.</li> </ul>	City of North Miami	Mid-Term (4-10 Years)
02	Multi-Modal Transportation Study	<ul style="list-style-type: none"> <li>• Conduct study to determine alternative scenarios and transit routing studies for promoting integration of modes at proposed transit station and redevelopment nodes; and</li> <li>• Develop a connectivity element that links the various transportation modes (Bus transit/ pedestrian and bicycle/ trails/ trolley/ vehicular circulation)</li> </ul>	City of North Miami and Miami-Dade County	Mid-Term (4-10 Years)
03	Urban Design Guidelines Manual	<ul style="list-style-type: none"> <li>• Develop general architectural guidelines for building massing, character, consistency of design, relationship to streetscape and sustainability criteria</li> <li>• Develop requirements &amp; guidelines for public urban open space including; amenities, landscape &amp; programming</li> <li>• Develop details for sidewalks, landscaping and street furniture (lighting, bike racks, trash receptacles, benches, etc.);</li> <li>• Add east &amp; west gateway sign criteria as identified in the NoMi Mobility Hub and TOD Strategic Plan</li> <li>• Prepare requirements for developers to install urban open space &amp; streetscape design specifications as part of new development</li> </ul>	City of North Miami	Mid-Term (4-10 Years)
04	Parks, Trails and Open Space Master Plan and Design Manual	<ul style="list-style-type: none"> <li>• Prepare a open space master plan that delineates design standards for upgraded public parks, trails, and recreational amenities in new private developments &amp; transportation corridors.</li> <li>• Prepare an analysis of available open space by identifying vacant of under utilized lots for conversion to open space</li> <li>• Develop trail specifications including; boardwalks through environmentally sensitive land, pervious surfaces, for paved trails and wayfinding signs</li> </ul>	City of North Miami	Mid-Term (4-10 Years)
05	Mutli-Modal Transportation Feasibility Study and Implementation Plan	<ul style="list-style-type: none"> <li>• Work with SFRTA to conduct a alternative transportation modes, bus &amp; transit, autonomous vehicles, dedicated bicycle lanes and trolley feasibility study along arterial &amp; collector road corridors</li> <li>• Inventory and analyze existing traffic patterns, transit &amp; bus option ridership forecasts including fixed rail, to determine ridership potential &amp; economic impacts</li> <li>• Conduct market analysis at proposed transit station area to develop a clear, realistic station redevelopment potential</li> </ul>	City of North Miami, South Florida Regional Planning Council, South Florida Regional Transportation Authority (SFRTA) & Private Sector	Mid-Term (4-10 Years)



**IMPLEMENTATION SUMMARY MATRIX: KEY PROGRAMMING AND POLICY INITIATIVES**

S NO.	ACTION STRATEGY	DESCRIPTION	KEY PLAYERS	TIMELINE
06	Mobility Hub & Station Area TOD Planning Studies	<ul style="list-style-type: none"> <li>• Prepare detailed conceptual area plans in collaboration with key property owners and developers for the station area quadrants, identified redevelopment nodes &amp; redevelopment areas identified in arterial corridors and along selected collector routes</li> <li>• Conduct infrastructure study to assess the future demand to support multi-modal transit service; and</li> <li>• Conduct retail market analysis at station area &amp; redevelop nodes for a clear, realistic mixed-use demand</li> </ul>	City of North Miami & Private Sector	Mid-Term (4-10 Years)
07	Integrated Utilities Master Plan	<ul style="list-style-type: none"> <li>• Develop an inter-jurisdictional area-wide stormwater action plan that would evaluate the feasibility of projects such as creating multiple project stormwater detention facilities, implementing a master stormwater permit, and constructing green infrastructure projects;</li> <li>• Work with stakeholders from the public and private utility providers to identify specific infrastructure deficiencies based on the different development scenarios presented in the strategic plan such as inadequately sized water and sewer lines, WWTP capacity limitations, and areas with repetitive flood losses;</li> <li>• Evaluate the alternative of executing a sewer service agreement or memorandum of understanding with the Miami-Dade County to provide centralized sewer service to residential property owners still reliant on septic systems; and</li> <li>• Include a phasing plan for the burial of overhead utility lines in conjunction with planned roadways and streetscape improvement projects.</li> </ul>	City of North Miami, Miami-Dade County & Private utility service providers	Mid-Term (4-10 Years)

## IMPLEMENTATION SUMMARY MATRIX: CATALYTIC PROJECTS 1

IMPLEMENTATION SUMMARY MATRIX: CATALYTIC PROJECTS 1						
S NO	PROJECT	DESCRIPTION	KEY PLAYERS	TIMELINE	COSTS	FUNDING SOURCES
01	<p>Station Area - NW Quadrant Transit Station (Alt 1)</p> <ul style="list-style-type: none"> <li>• 2 Story Station Building 6,000 S.F. per floor (12K Total)</li> <li>• 1 Parcel Acquisition</li> <li>• First Floor Transit Station / Offices 2nd Floor</li> <li>• Site amenities include public plaza and tropical landscape</li> <li>• Streetscape amenities on NE 126th Ave and high-end landscape</li> </ul>	<ul style="list-style-type: none"> <li>• Contact property owners Parcel 0150 determine their level of interest in the proposed mixed-use project</li> <li>• Initiate discussions with all affected property owners to determine their future plans for redevelopment</li> <li>• Undertake a detailed design development study of the parcels to fully integrate the appropriate phasing of all proposed elements of design</li> </ul>	City of North Miami & Property Owners	<ul style="list-style-type: none"> <li>• Programming and Design: Short-Term (1-5 Years)</li> <li>• Construction: Mid-Term (5-10 Years)</li> </ul>	<ul style="list-style-type: none"> <li>• Programming &amp; Design: \$100,000</li> <li>• Construction: \$500,000</li> </ul>	City of North Miami TIF Funds
02	<p>Station Area - NW Quadrant Mixed-Use Development (Alt 2)</p> <ul style="list-style-type: none"> <li>• 5 Story High Rise 30,000 S.F. per floor (150K Total)</li> <li>• 3 Parcel Acquisition &amp; Vacate NE 14th Ave</li> <li>• First floor commercial remaining floors office</li> <li>• First floor parking below structure &amp; on-street parking</li> <li>• Streetscape amenities on NE 126th Ave and high-end landscape</li> <li>• Add NE 13th CT intersection/streetscape (125th to alley)</li> <li>• Improve alley to typical streetscape cross-section to NE 14th Ave</li> <li>• Site amenities include public plaza and tropical landscape</li> </ul>	<ul style="list-style-type: none"> <li>• Contact property owners Parcels 0130, 0131 &amp; 0150 determine their level of interest in the proposed mixed-use project</li> <li>• Initiate discussions with all affected property owners to determine their future plans for redevelopment</li> <li>• Initiate discussions for vacation of NE 14th &amp; adding NE 13th Ct new intersection</li> <li>• Undertake a detailed design development study of the parcels to fully integrate the appropriate phasing of all proposed elements of design including, but not limited to the following: <ul style="list-style-type: none"> <li>» NE 125th Street streetscape improvements</li> <li>» Addition of NE 13th Ct roadway connection (replaces vacated NE 13th Ave.)</li> <li>» Initiate RFQ to private developers for private/public partnership arrangement</li> </ul> </li> </ul>	City of North Miami, Property Owners & Private Development Community	<ul style="list-style-type: none"> <li>• Programming and Design: Short-Term (1-5 Years)</li> <li>• Construction: Mid-Term (5-10 Years)</li> </ul>	<ul style="list-style-type: none"> <li>• Programming &amp; Design: \$700,000</li> <li>• Construction: \$11,250,000</li> </ul>	City of North Miami TIF Funds & Public-Private Partnerships
03	<p>Station Area - SW Quadrant Re-Purposing Parks &amp; Rec Buildings</p> <ul style="list-style-type: none"> <li>• Re-purposing existing approx. 2 buildings each approx. 8,000 S.F.</li> <li>• (16,000 S.F. TOTAL) &amp; associated parking</li> <li>• Currently light industrial buildings used by NoMi parks for recreation department for storage and equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Contact NoMi Parks &amp; Recreation Dept to discuss options for relocation of facility</li> <li>• Visit similar re-purposing sites including Wynwood</li> <li>• Conduct search for alternative sites for recreation storage facility</li> <li>• Provide redevelopment scenarios including space for artisans &amp; retail space</li> <li>• Develop program for re-purposing including cost opinion for proposed re-use</li> </ul>	City of North Miami & Private Development Community	<ul style="list-style-type: none"> <li>• Programming and Design: Short-Term (1-5 Years)</li> <li>• Construction: Mid-Term (5-10 Years)</li> </ul>	<ul style="list-style-type: none"> <li>• Programming &amp; Design: \$90,000</li> <li>• Construction: \$750,000</li> </ul>	City of North Miami TIF Funds, Public-Private Partnership

**IMPLEMENTATION SUMMARY MATRIX: CATALYTIC PROJECTS 1**

S NO	PROJECT	DESCRIPTION	KEY PLAYERS	TIMELINE	COSTS	FUNDING SOURCES
04	<p>Mult-Use Trail - Phase 1 - Parks &amp; Rec to NE 125th Street</p> <ul style="list-style-type: none"> <li>Sixteen Foot (16') Wide Paved Trail adjacent to FEC Rail Line</li> </ul>	<ul style="list-style-type: none"> <li>Enter into an agreement with railroad for shared right-of-way at NE 125th crossing</li> <li>Enter into an agreement for shared right-of-way on NE 13th PI road &amp; trail separate</li> <li>Will stimulate redevelopment of existing industrial buildings</li> <li>Previous Pavement for entire length</li> <li>Amenities include; lighting, site furniture &amp; landscaping</li> <li>Decorative transparent fence on RR side for safety</li> </ul>	City of North Miami & Rail to Trails Conservancy	<ul style="list-style-type: none"> <li>Programming and Design: Short-Term (1-5 Years)</li> <li>Construction: Mid-Term (5-10 Years)</li> </ul>	<ul style="list-style-type: none"> <li>Programming &amp; Design: \$70,000</li> <li>Construction: 1,500 L.F. @ \$225/FT - \$350,000</li> </ul>	City of North Miami & Rails to Trails Conservancy
05	<p>Mult-Use Trail - Phase 2 - NE 125th Street to NE 125th Terrace/ NE 125th Terrace Corridor to NE 16th Ave</p> <ul style="list-style-type: none"> <li>Sixteen Foot (16') Wide Paved Trail adjacent to FEC Rail Line</li> <li>Twelve Foot (12') Wide Paved Trail in the NE 125th Terrace Corridor</li> </ul>	<ul style="list-style-type: none"> <li>Enter into an agreement with railroad for shared right-of-way at NE 125th crossing</li> <li>Shares NE 125th Terrace right-of-way</li> <li>Previous Pavement for entire length</li> <li>Amenities include; lighting, site furniture &amp; landscaping</li> <li>Decorative transparent fence on RR side for safety</li> </ul>	City of North Miami & Rail to Trails Conservancy	<ul style="list-style-type: none"> <li>Programming and Design: Short-Term (1-5 Years)</li> <li>Construction: Mid-Term (5-10 Years)</li> </ul>	<ul style="list-style-type: none"> <li>Programming &amp; Design: \$70,000</li> <li>Construction: 1,600 L.F. @ \$225/FT - \$360,000</li> </ul>	City of North Miami & Rails to Trails Conservancy
06	<p>Mult-Use Trail - Phase 3 - NE 16th Ave to NE 128th to Archer Creek to Biscayne Bridge to NE 135th to Enchanted Forest</p> <ul style="list-style-type: none"> <li>Twelve Foot (12') Wide Paved Trail in NE 16th Avenue Shared ROW</li> <li>Archer Creek/8' Boardwalk/8' Gravel Trail to Biscayne Bridge</li> <li>Expand Bridge Deck for 10 Foot (10') Trail</li> <li>8' Boardwalk/Gravel Trail behind commercial bldgs to NE 135th</li> <li>12' Trail to NE 135th to Enchanted Forest</li> </ul>	<ul style="list-style-type: none"> <li>Shares NE 16th Avenue right-of-way</li> <li>Controlled Crossing at NE 128th St</li> <li>Boardwalk/"Soft Trail along Archer Creek jurisdictional area</li> <li>Shared ROW to accommodate 12' pervious pavement trail</li> </ul>	City of North Miami & Rail to Trails Conservancy	<ul style="list-style-type: none"> <li>Programming and Design: Short-Term (1-5 Years)</li> <li>Construction: Mid-Term (5-10 Years)</li> </ul>	<ul style="list-style-type: none"> <li>Programming &amp; Design \$100,000</li> <li>Construction: 1200' @ \$200/3200' @ \$300/Bridge Extension @ \$50K - Total \$1.25 M</li> </ul>	City of North Miami & FDEP
07	<p>NoMi Transit Station at MOCA Plaza Demonstration Project</p> <ul style="list-style-type: none"> <li>Transit Station and Supporting Uses</li> </ul>	<ul style="list-style-type: none"> <li>Transit Shelter Building with Restrooms</li> <li>Package Delivery Drop-off/Pick Up integrated into Station Building</li> <li>Bike Share Station</li> <li>Car Share Station</li> <li>Car Rental Station/Drop-off</li> <li>Parking - Long &amp; Short Term including Electric Car Charging Stations</li> </ul>	City of North Miami	<ul style="list-style-type: none"> <li>Programming and Design: Short-Term (1-5 Years)</li> <li>Construction: Mid-Term (5-10 Years)</li> </ul>	<ul style="list-style-type: none"> <li>Programming &amp; Design \$100,000</li> <li>Construction: \$750,000</li> </ul>	City of North Miami TIF

## IMPLEMENTATION SUMMARY MATRIX: CATALYTIC PROJECTS 2

IMPLEMENTATION SUMMARY MATRIX: CATALYTIC PROJECTS 2						
S NO	PROJECT	DESCRIPTION	KEY PLAYERS	TIMELINE	COSTS	FUNDING SOURCES
01	131st Street Greenway Trail - NW 22nd Ave to NE 16th Ave	<ul style="list-style-type: none"> <li>Shared-Use Pathway Trail Improvements NW/NE 131st Street NW 22nd Avenue NE 16th Avenue 0.43 \$66,220.00 \$9,933.00</li> <li>Trailhead at Dixie &amp; NE 8th Intersection (Triangle)                             <ul style="list-style-type: none"> <li>» Shelter with Seating</li> <li>» Water Fountain &amp; Bicycle Parking</li> <li>» Repair Station &amp; “Technology Pedestal” with WiFi &amp; Wayfinding</li> </ul> </li> <li>Canopy Trees/Landscape at 8th Ave/Dixie triangle</li> <li>Pedestrian Actuated Crosswalks at 8th/Dixie</li> </ul>	City of North Miami & Miami-Dade MPO	<ul style="list-style-type: none"> <li>Programming and Design: Short-Term (1-5 Years)</li> <li>Construction: Mid-Term (5-10 Years)</li> </ul>	<ul style="list-style-type: none"> <li>Programming &amp; Design: \$20,000</li> <li>Construction: \$250,000</li> </ul>	City of North Miami TIF Funding, Miami-Dade County
02	NoMi Transit Station at Library/ HS	<ul style="list-style-type: none"> <li>Transit Shelter with LED Routing Board/Advance Ticketing</li> <li>Bicycle Parking Facilities</li> <li>Reconfigure Parking Lot &amp; Walkways for two-sided access (Library &amp; School sides)</li> <li>Canopy Trees/Landscape</li> </ul>	City of North Miami & Miami-Dade Transit	<ul style="list-style-type: none"> <li>Programming and Design: Short-Term (1-5 Years)</li> <li>Construction: Mid-Term (5-10 Years)</li> </ul>	<ul style="list-style-type: none"> <li>Programming &amp; Design: \$35,000</li> <li>Construction: \$150,000</li> </ul>	City of North Miami, Miami-Dade Transit & FDOT Transit Office
03	Artist’s Residences - Block 1	<ul style="list-style-type: none"> <li>Identify properties suitable for artist space development</li> <li>Identify, convene and help mediate among all parties necessary to carry out the development</li> <li>Research artist-developers and advocates to purchase residences for conversion</li> </ul>	City of North Miami & Knight Foundation & Local Arts Groups	<ul style="list-style-type: none"> <li>Programming Strategy: Short-Term (1-5 Years)</li> <li>Home Conversions: Term (1-10 Years)</li> </ul>	<ul style="list-style-type: none"> <li>Programming: Volunteer</li> <li>Cost: \$25-\$50K Per Residence</li> </ul>	City of North Miami, Florida Council on Arts & Culture & Knight Foundation
04	NE 132nd Street Fountain/Island Beautification	<ul style="list-style-type: none"> <li>Vacate NE 132nd Street south of fountain &amp; re-design to 16’ Trail</li> <li>Canopy Trees and Landscape Improvements</li> <li>Add pedestrian actuated crosswalks with textured paving materials</li> <li>Improve 9th/NE 132nd St intersection with textured crosswalks and ped signals</li> </ul>	City of North Miami & FDOT	<ul style="list-style-type: none"> <li>Programming Strategy: Short-Term (1-5 Years)</li> <li>Construction: Short-Term (1-5 Years)</li> </ul>	<ul style="list-style-type: none"> <li>Project Design: \$5,000</li> <li>Cost: \$30,000</li> </ul>	City of North Miami & FDOT Funding
05	NE 125th Street Streetscape - Phase 2	<ul style="list-style-type: none"> <li>Extend Phase 1 Streetscape from NE 10th to Biscayne Blvd.</li> <li>Acquire FDOT Funding for improvements</li> <li>Improvements to include;                             <ul style="list-style-type: none"> <li>» Pedestrian Lighting</li> <li>» Site Furniture (Benches, Trash Recep &amp; Bicycle Racks)</li> <li>» Canopy Trees between on-street parking bays</li> <li>» Decorative paving to match existing</li> </ul> </li> </ul>	City of North Miami & FDOT	<ul style="list-style-type: none"> <li>Programming and Design: Short-Term (1-5 Years)</li> <li>Construction: Mid-Term (5-10 Years)</li> </ul>	<ul style="list-style-type: none"> <li>Programming &amp; Design: \$200,000</li> <li>Cost: \$2,500,000</li> </ul>	City of North Miami TIF & FDOT

**IMPLEMENTATION SUMMARY MATRIX: CATALYTIC PROJECTS 2**

S NO	PROJECT	DESCRIPTION	KEY PLAYERS	TIMELINE	COSTS	FUNDING SOURCES
06	Dixie Highway at NE 125th / NE 6th Ave Improvements	<ul style="list-style-type: none"> <li>• Multiple Projects that could be phased independently including:                             <ul style="list-style-type: none"> <li>» Art in Public Spaces Iconic Sculpture at NE 125th &amp; Dixie Highway dead end</li> <li>» Greenway from 125th to Griffing Park as described in Dwtwn Concept Plan</li> <li>» Five Points Intersection @ NE 126th including decorative paving, landscape &amp; site amenities</li> <li>» Improved crosswalks</li> </ul> </li> </ul>	City of North Miami & FDOT	<ul style="list-style-type: none"> <li>• Programming and Design: Short-Term (1-5 Years)</li> <li>• Construction: Mid-Term (5-10 Years)</li> </ul>	Cost: \$50,000 to \$700,000	City of North Miami, FDOT & Knight Foundation
07	NoMi Plaza - Urban Open Space <i>Excludes NoMi Plaza Capital Projects for new buildings</i>	<ul style="list-style-type: none"> <li>• Re-design and reconstruct MOCA Plaza &amp; Café' Le Crème' outdoor seating area</li> <li>• Repair/replace existing brick paving / add canopy trees &amp; pedestrian amenities</li> <li>• Technology Upgrades in the Plaza</li> <li>• Accommodations for Temporary Event Shelters</li> <li>• Infrastructure for permanent Farmer's Market</li> <li>• Canopy Trees interspersed with existing date palms</li> <li>• NE 125th Streetscape Improvements &amp; NoMi Gateway with mid-block crosswalk</li> <li>• Promenade Connections to NE 123rd Street &amp; NE 8th Ave</li> </ul>	City of North Miami	<ul style="list-style-type: none"> <li>• Programming and Design: Short-Term (1-5 Years)</li> <li>• Construction: Short-Term (1-5 Years)</li> </ul>	Cost: \$650,000 - \$800K	City of North Miami TIF & General Fund

## IMPLEMENTATION SUMMARY MATRIX: CATALYTIC PROJECTS 3

IMPLEMENTATION SUMMARY MATRIX: CATALYTIC PROJECTS 3						
S NO	PROJECT	DESCRIPTION	KEY PLAYERS	TIMELINE	COSTS	FUNDING SOURCES
01	NoMi Plaza Complex - Capital Projects <ul style="list-style-type: none"> <li>Addition of Three (3) Buildings</li> <li>City Hall Renovation</li> <li>MOCA Renovation</li> </ul>	<ul style="list-style-type: none"> <li>12 Story Hotel with Retail on first floor Two floors dedicated parking remaining floors conference area &amp; 200 rooms Renovation of Café' Le Crème' building</li> <li>City Hall / MOCA renovation, expansion &amp; modernization</li> <li>City Administration Building (100,000 S.F.)</li> <li>Office &amp; Parking Structure (180,000 S.F. ; 120,000 office 200 parking spaces)</li> <li>Transit Station (across form hotel)</li> <li>Permanent Canopy Building / Farmer's Market</li> </ul>	City of North Miami & Private Development Community	<ul style="list-style-type: none"> <li>Programming and Design: Short-Term (1-5 Years)</li> <li>Construction: Mid-Term (5-10 Years)</li> </ul>	<ul style="list-style-type: none"> <li>Programming &amp; Design: \$500,000 - \$1 M</li> <li>Construction: \$8 M</li> </ul>	City of North Miami in Private/Public Partnership
02	NE 8th Avenue Greenway & Parking Garage <ul style="list-style-type: none"> <li>Mixed-Use Parking Garage to Replace Surface Lot</li> <li>8th Avenue "Open Street"</li> </ul>	<ul style="list-style-type: none"> <li>Mixed-Use Retail first floor of parking garage</li> <li>6 level parking garage standard construction</li> <li>2 elevator towers and 20 electric car plug-in bays 620 cars total</li> <li>Pedestrian / Bicycle Greenway featuring; <ul style="list-style-type: none"> <li>» Zero height curb with bollards to direct vehicular traffic 125th to 123rd</li> <li>» Bicycle / Pedestrian amenities including crosswalks</li> <li>» Canopy Trees NE 123rd to Dixie Highway</li> <li>» Pedestrian Lighting</li> </ul> </li> </ul>	City of North Miami	<ul style="list-style-type: none"> <li>Programming and Design: Short-Term (1-5 Years)</li> <li>Construction: Mid-Term (5-10 Years)</li> </ul>	<ul style="list-style-type: none"> <li>Programming &amp; Design: \$500,000 - \$1 M</li> <li>Construction: TBD</li> </ul>	City of North Miami in Private/Public Partnership
03	Liberty Gardens Park & Alley improvements	<ul style="list-style-type: none"> <li>Improved Landscape</li> <li>Improved Decorative Paving</li> <li>Alley Improvements with access corridor to NE 7th Avenue</li> <li>Remove and replace archway structure</li> <li>New signage</li> </ul>	City of North Miami	<ul style="list-style-type: none"> <li>Programming and Design: Short-Term (1-5 Years)</li> <li>Construction: Short-Term (1 - 5 Years)</li> </ul>	<ul style="list-style-type: none"> <li>Programming &amp; Design: \$5,000</li> <li>Construction: \$50,000</li> </ul>	City of North Miami TIF
04	Arts in Public Places - Mural Arts Initiative	<ul style="list-style-type: none"> <li>Locate potential sites for murals on major corridors and catalyst nodes</li> <li>Interview &amp; select artists</li> <li>Design Review of mural walls and approval by NoMi CRA</li> </ul>	City of North Miami	<ul style="list-style-type: none"> <li>Programming and Design: Short-Term (1-5 Years)</li> </ul>	<ul style="list-style-type: none"> <li>Programming &amp; Design: \$5,000</li> <li>Construction: TBD</li> </ul>	City of North Miami TIF
05	Biscayne Boulevard Beautification Initiative/ ADA Retrofit	<ul style="list-style-type: none"> <li>Review current ADA deficiencies along the Biscayne Blvd Corridor</li> <li>Provide Strategic Plan for Improvements</li> <li>Review Landscape for deficiencies</li> </ul>	City of North Miami & FDOT	<ul style="list-style-type: none"> <li>Short-Term (1-5 Years)</li> <li>Construction: Short-Term (1 - 5 Years)</li> </ul>	<ul style="list-style-type: none"> <li>Design &amp; Review: \$15,000</li> <li>Construction: TBD</li> </ul>	City of North Miami & FDOT

# FINANCING MECHANISMS

Financial and non-financial considerations are equally important to the effective implementation of the North Miami Mobility Hub & TOD Strategic Plan. Non-financing considerations deal with defining the roles and responsibilities for various stakeholders involved in the redevelopment effort. Financing mechanisms are perhaps more easily defined, but not to be focused on until organizational elements are put into effect.

## NON-FINANCING FUNCTIONS

### SITE ASSEMBLY

The redevelopment of an urban area requires assemblage of multiple parcels of land to maximize the development potential of constrained properties. Site assembly efforts are vital in pursuing land trades and creating development partnerships to ensure controlled growth in the neighborhood. In the case of the North Miami Mobility Hub & TOD Strategic Plan, the primary opportunity for significant change lies in the redevelopment of the Station Area and three redevelopment nodes and redeveloping major roadway corridors within a one mile radius of the Station Area.

### STANDARDS AND CONTROLS

Standards and controls are beneficial to assure developers and tenants that quality development will occur. Additional Urban Design Standards and guidelines should be incorporated into the Land Development Code in order to improve the quality of new development in the Strategic Planning Area.

### FACILITY DESIGN AND CONSTRUCTION

This includes the actual construction of new civic facilities and rehabilitation of older facilities. Several public facility construction opportunities have been identified in the Plan that could serve as catalytic projects in revitalizing the area. These include: redevelopment of the parks and recreation facility, upgrading MOCA Plaza, FEC Multi-use Trail, FEC transit station, and a government administrative complex and renovated city hall complex.

### DENSITY TRANSFERS

This option is often referred to as Transferable Development Rights (TDR). Under this approach, density can be transferred or purchased from private property owners, in addition to being purchased or ‘bonused’ from the County or City. The density transfer approach works well where the planning goal is to shift development from a ‘sending area’ to a ‘receiving area’ (for example, from a protected environmental/natural area to an area where it is in close proximity to a transit station). Land availability must be managed to maintain market demand for ‘receiving areas’, otherwise ‘sending areas’ will not be adequately compensated. Density transfers are proven techniques to protect heritage amenities, environmental resources and to capitalize on public investments such as transit stations.

### DEVELOPMENT INCENTIVES

To further stimulate private investment the City, working with the City of North Miami, can provide development incentives through various means, including: facade, landscape, signage or property improvement grants; payment of impact fees; provision of site specific infrastructure improvements to address any deficiencies; participation in environmental clean-up of contaminated sites; flexibility in the application of use restrictions and increasing intensity of site use; flexible parking regulations; grants or low interest loans for life safety improvements; joint business support ventures such as district business identification signage or centralized marketing strategies. Most of the public sector economic development incentives are pass-through allotments of Community Development Block Grants, road funding from the Coordinating Council for Economic Development, and EDA grants. The following are some of the economic development incentives used within the State:

### DISCRETIONARY JOB DEVELOPMENT CREDIT (JDC)

A discretionary incentive that rebates a portion of new employees’ withholding taxes that can be used to address the specific needs of individual companies. JDCs are approved on a case-by case basis by the S.C. Coordinating Council for Economic Development (CCED). To qualify, a company must meet certain business requirements.

### STATUTORY JOB TAX CREDIT (JTC)

A statutory incentive offered to companies, both existing and new, that create new jobs in the state. The credit is available to companies that establish or expand manufacturing facilities, distribution and processing facilities, corporate headquarters, research and development facilities and qualified service-related facilities.

### CORPORATE HEADQUARTERS CREDIT

In an effort to offset the cost associated with relocating or expanding a corporate headquarters facility, Florida provides a generous 20 percent credit based on the cost of the actual portion of the facility dedicated to the headquarters operation or direct lease costs for the first five years of operation. The credit can be applied against either corporate income tax or the license fee. These credits are not limited in their ability to eliminate corporate income taxes and can potentially eliminate corporate income taxes for as long as 10 years from the year earned. Eligibility for this credit is determined by meeting a number of specific criteria.

### RESEARCH AND DEVELOPMENT TAX CREDIT

In order to reward companies for increasing research and development activities in a taxable year, Florida offers a credit equal to 5 percent of the taxpayer’s qualified research expenses in the state. The term “qualified research expenses” is defined in Section 41 of the Internal Revenue Code. The credit taken in any one taxable year may not exceed 50 percent of the company’s remaining tax liability after all other credits have been applied. Any unused portion of the credit can be carried forward for 10 years from the date of the qualified expenditure.

## FINANCING MECHANISMS

### ESTABLISH REDEVELOPMENT PROJECT AREA AND AUTHORIZE A TAX INCREMENT FINANCING PLAN

The City of North Miami City Council should consider designating portions of the Planning Area as a Redevelopment Project Area for the management of the program. This would enable the County to use Tax Increment Financing as a tool for redevelopment. Tax increment financing uses increased revenues generated by taxes gained from growth in property values resulting from successful redevelopment activities. Tax Increment funds can be used for development in a designated redevelopment project area only and act as an additional source of funding for continuation of improvements. These actions present the best opportunity to accomplish many long-range goals that will benefit the community.

The formulation of a redevelopment plan, using the tools made available in the Florida Code of Laws, is the most appropriate means of overcoming the obstacles to economic development cited in this study. The redevelopment plan can provide focus and oversight for the land development process while improving the appearance and marketability of the area. While not required by the State Legislation, the City should consider establishing a joint City of North Miami – Miami-Dade County North Miami Mobility Hub & TOD Community Redevelopment Board. This Board will be responsible for assisting in the preparation of the Redevelopment Plan.

In the current economic times with constrained municipal budgets and resources, community redevelopment efforts need to take advantage of funding available through tax increment financing. Therefore, the ultimate goal of the redevelopment program will be to increase the area's tax base to generate additional revenue for capital improvements and services through implementation of projects and programs, as described in this Plan. Managed effectively, tax increment resources can be leveraged to enable the undertaking of substantial public and private sector improvements. Subsequent to establishing a finding of necessity study, the County should consider commissioning a Tax Increment

Financing Economic Impact Study to determine the anticipated tax base increase for properties in the designated Redevelopment Project Area.

### TRADITIONAL FINANCING MECHANISMS

The County should further evaluate alternative financing methods to fund the planned improvements that have been utilized in other communities across the nation. These alternatives are intended to represent examples of initiatives carried out by other communities and the Plan does not recommend pursuing any of these tools without further research. Some of these financing methods that are potential revenue sources for funding redevelopment at the local level include, but are not limited to:

### OTHER SUPPLEMENTAL FUNDING SOURCES

These sources are currently not available for transportation and transit projects. The Florida Legislature would need to approve the following options for SCDOT or local governments. Any of these fees or taxes could support transit operations and capital needs.

- Transit Revitalization Investment District (TRID): Enacted in 2005 by the Pennsylvania legislature, the Transit Revitalization Investment District Act encourages city officials, transit agencies and the development community to plan for and implement transit-oriented development. Like TIF districts, TRIDs leverage future real-estate tax revenues to support transit-related capital projects, site development and maintenance within the defined district.
- Value Pricing (Congestion or Parking Tax) would increase parking fees or fees for peak usage of roadways. Locally, parking lots would charge an additional dollar or two each space daily, weekly or monthly. Some preference could be given to carpoolers. Congestion fees could include usage of
- HOV lanes or fees for peak time usage.
- Environmental Levies are based on the amount of greenhouse gases emitted by automobiles and trucks. This charge could be based on emissions data collected at annual inspections stations and could help with local air quality problems.
- Local User Fuel Fee would allow counties to levy either a sales tax on fuels of 1¢ to 5¢ (allowed in Georgia) or fuel user fee of 1¢ to 5¢ per gallon (Florida counties impose between 10¢ and 18¢). Depending on the restrictions put on from the General Assembly and if "C" funds are still rebated to counties, this fee could be an excellent revenue source for local major and minor road improvements (including paving of dirt roads) and could even assist local transit authorities.

### GRANTS

Federal grants have long been a source of funding for development projects, especially as it relates to pursuing public improvements. Sources such as the Community Development Block Grants (CDBG), Section 108 Grants, Weed and Seed Grant, and Urban Development Action Grants are available, the extent of their use is diminishing as the volume of the total grant monies decrease. Grants have the advantage of directly affecting development costs and their benefits are predictable and easily understood. The County, as part of its grant stacking strategy, should prepare a feasibility study for public projects including: roads, utilities, streetscapes, parks, and law enforcement, particularly targeting potential projects to receive funding through programs available through the American Recovery and Reinvestment 2009 Act. Appendix D includes a list of potential funding sources.

### PRIVATE INVESTMENT

This is the single most important source of redevelopment funding. The general rule for successful revitalization is that private investment usually must exceed public funding by three to four fold. Such funding takes the form of equity investment and conventional real estate loans.

### LEASING

Public-owned land, buildings, equipment, etc. can be leased to developers for projects. For the developer, this reduces the need for capital investment in land, buildings, etc. or debt service on money borrowed to finance the purchase of such things as land, building, and equipment. The governmental entity receives lease payments which are deductible from the developer's income tax. The lease may also include a purchase option.

### JOINT VENTURES

In real estate syndication ventures, the implementation and/or governing body can contribute equity capital to a project. This has the effect of reducing equity requirements from the developer and/or reducing the amount of debt service. Through equity syndication, tax subsidy benefits can be passed on to investors in the form of depreciation, investment tax credits, deferral of taxes and capital gains.

