



INGRAM
PABEL



PLANNING & ECONOMICS
GROUP

Value Capture Analysis

Northeast Corridor

Miami-Dade Citizens' Independent Transportation Trust

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1 Introduction and Summary

On behalf of the Miami Citizens' Independent Transportation Trust (CITT), the IMG Rebel and Planning & Economics Group (the Team) reviewed opportunities the County could pursue along the Northeast Corridor (the Corridor) including joint development, impact fees, naming rights, and parking increment as part of the planned Tri-Rail Coastal Link commuter rail project (the Project).¹

The Team has estimated value capture estimates in ranges based on growth scenarios and level of assessment or funding dedicated to transit improvements. For instance, for one of the value capture mechanisms – an assessment district (AD2) – \$79-398 million (M) could be realized in upfront bond proceeds under the slow growth scenario. Alternatively, it could be \$5.3-27M per year under slow growth (Current Year). Other value capture techniques, including naming rights, may create additional resources for the Project.

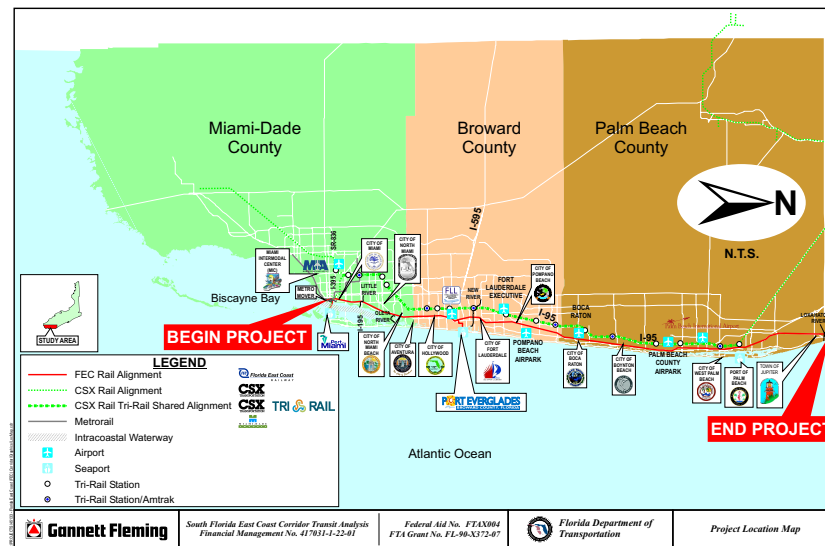
2 Corridor Overview

The alignment for the Corridor is the Tri-Rail commuter rail services along the FEC alignment from Downtown Miami to the Broward County line following the FEC corridor. The Corridor goes through the municipalities of Miami, Miami Shores, North Miami, North Miami Beach, and Aventura. Tri-Rail plans eight stations along the Corridor, with the ability to change stations at FEC's MiamiCentral All Aboard Florida intercity service, to MetroRail, and MetroMover.

The Corridor serves the major spine of the eastern portion of the County, near or alongside US Route 1 or Biscayne Bay Boulevard, passing through medium to high density residential developments, retail centers, and some public facilities (in the southern portion). Biscayne Boulevard is a major artery typically used by approximately 45,000 vehicles every day. When special events or when there are multiple events occurring within the same time period, demand along Biscayne Boulevard often exceeds capacity, resulting in congestion.

¹ Value capture opportunities were considered within half-mile area on both sides of the alignment. It must be noted that there is some overlap of value capture study areas between Tri-Rail Coastal Link project and the Miami Downtown transit improvements project. As these two projects are mutually exclusive and also their timing is not confirmed, the overlapping areas are included in the value capture estimates of both the projects.

Figure 1: Northeast Corridor Alignment

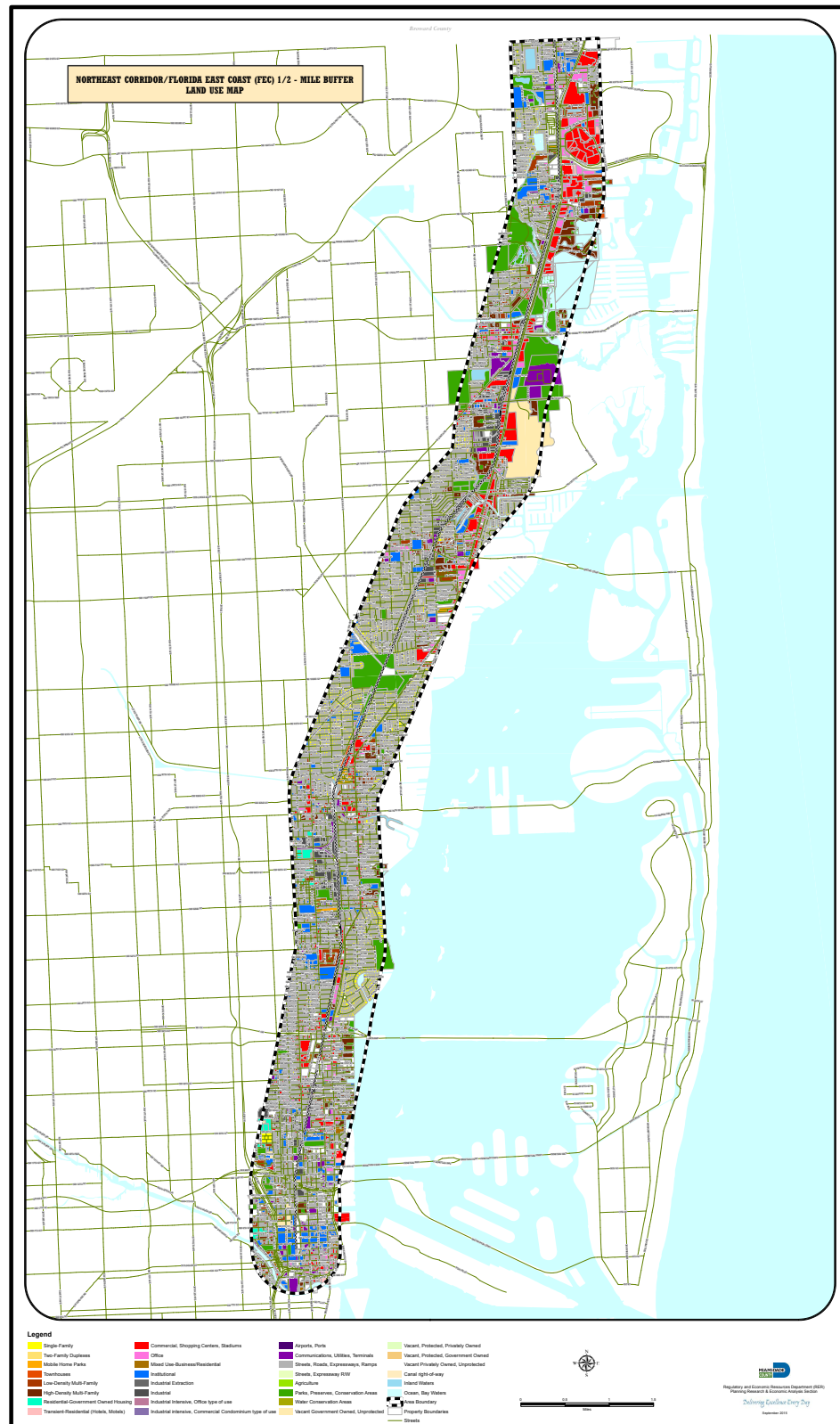


It is important to note that the Miami-Dade County's Metropolitan Planning Organization (MPO) presented at the 2013 Transportation Summit of June 6, 2013, their progress on the Northeast Corridor (Coastal Link) which includes 13.6 miles in Miami-Dade County of passenger Commuter Rail. At that time the MPO has funded Phase 1 of the South Florida East Coast Corridor Study and had approved agreement with partner agencies for project advancement. Currently All Aboard Florida, the new intercity passenger train service is scheduled to begin operations between Miami and Orland in 2017.

MPO has also developed an implementation plan for enhanced bus service along Biscayne Boulevard. The plan was developed in April 2013, and it aimed at identifying transit infrastructure improvements, defining service characteristics, capital needs and fleet requirements. The plan includes transit signal priority, queue jump lanes, visual identity, station design, and station locations. The route will run premium limited-stop transit along Biscayne Boulevard/US1 from downtown Miami to Aventura Mall. This route would service the Arsht Center and would connect directly to Little Haiti, Miami shores, North Miami and North Miami Beach.

Currently, the City of Miami (the City) runs five trolley routes in the downtown area that connect to various destinations in the City. One route, the Biscayne route, has a northern limit of NE 39th Street. Due to construction in the area, the route has been temporarily realigned to NE 40th Street. Miami-Dade Transit runs Route 93 Biscayne MAX, weekday service only, that leaves from the Downtown Bus Terminal and goes along Biscayne Boulevard terminating at Aventura Mall.

Figure 2: Northeast Corridor Miami- Dade County Alignment Land Use



3 Joint Development

3.1 *Site Evaluation*

The Team conducted a site visit and analyzed the land use maps provided by the office of Miami-Dade Department of Regulatory and Economic Resources. The maps delineated all land uses within half-mile area from the middle of the Corridor.

Joint development opportunities were considered around potential stations. In general, there was very little identifiable vacant public land that could be developed as part of a joint development effort. There were certain institutional properties that might be developed or swapped for other public properties.

3.1.1 Government Center - Miami

This portion of the Corridor follows the property that the FEC is developing at and around the MiamiCentral station. There are large parcels on several major blocks that FEC is developing into office and retail buildings. On both sides of the corridor are institutional properties, including the County's administrative buildings and courthouses.

3.1.2 Midtown/Design District - Miami

There does not appear to be any developable land around this station, which is located just south of the official Miami Design District (MDD), as seen in the photo of vibrant, denser developments in

Figure 3. However, there are at least two large parcels and many smaller ones of vacant privately-owned property within half mile from the proposed station. Furthermore, the County's "Design and Architecture Senior High School (DASH)" is located within this area as well. It appears that the school is two stories high. While this is typical of many of the buildings of this district as seen in **Figure 4** with one- and two-story buildings, the Institute of Contemporary Art building across the street is four stories and others nearby are at least three stories. If demand for space at the MDD continues to heat up, especially with the construction of the station (near NE 36th Street), the County could consider entering into some type of joint venture with a developer to reconfigure the DASH to allow for two more stories using some of those monies to upgrade's DASH's facilities.

Figure 3: Midtown Area in the Southern Part of the Corridor



Figure 4: Mixed Use Area on NW 43th Street



Such joint ventures have been successful in the past, with the example of the James F. Oyster Public Elementary School a bilingual primary education institution part of the Washington, DC public school system. The 70-year old school was in dire need of renovation. Taking advantage of the desirable property on which the school was built, the school system entered into a public-private partnership with a developer, which constructed a new 48,000 square foot school with the rights to build an adjacent 211-unit apartment complex.

3.1.3 NW 79th Street - Miami

There do not appear to be any joint development opportunities at this station, which is located very close to a bustling shopping and commercial district. To the east of the station is the Biscayne Bay Shopping Center and several properties appear to be undergoing redevelopment. West of the station are less dense uses as shown in **Figure 5** and **Figure 6** that might be of higher value-added development once the station is complete.

Figure 5: Area Around NW 79th Street – Central Area of the Corridor



Figure 6: Area Along NW 79th Street



3.1.4 NW 125th Street - North Miami

The location of this station appears too far away from the nearest commercial/cultural centers to have a direct impact on development. Nevertheless, commercial development towards Biscayne Bay Boulevard on NE 123rd Street should benefit from the station as seen in **Figure 7**.

Figure 7: Area Along NW 125th Street in North Miami Beach



Around the station itself, increased development could occur as there are a variety of low-density uses, including auto and tire repair and stores, other retail, and warehouses. There appears to be space along the alignment as well that could be developed.

Further west one block is the W.J. Bryan Elementary School part of the Miami-Dade County Public Schools. Again, as with DASH and Archbishop Curley-Notre Dame, a joint development with a partner could be pursued if there were enough interest to create further density along this part of the street. One opportunity would be to construct transit-near housing.

Pedestrian linkage with the Museum of Contemporary Art North Miami is technically less likely since that museum is more than three-quarters of a mile from the station. Still, a frequent shuttle to the station, complementing existing buses, would strengthen that link.

3.1.5 NW 163rd Street - North Miami Beach

The major publicly-owned property is the Oleta River State park. South of the park is the Miami-Dade County North District Wastewater Treatment Plant, the FIU stadium, the David Lawrence Jr. K-8 Center school, and the North Dade Justice Center. None of these lend themselves to joint development since they are over half mile from the station and there is significant commercial property on the west of the Corridor that while fairly built up could conceivably be made denser if demand were strong. The case is similar west of NE 163rd street with an opportunity to build up low-density retail should transit-oriented development

demand intensify.

3.1.6 NW 192nd Street - Aventura

The Aventura Mall just north of the station will be the major beneficiary of this station. Besides additional development at the mall, there appears to be several private properties, most of which are within half mile on the west side, that could be open to development.

3.2 Joint Development Considerations

As discussed, there appear to be only a few opportunities for public agencies to leverage publicly-owned properties in the Corridor to create joint development opportunities.

4 Parking and Parking Increments

The previous 2013 report titled, *Applying Innovative Financing Options for a New Fixed-Route Transit Line in Miami-Dade County*, evaluated how the County could impose a “parking increment” or parking surcharge on spaces at existing public and private parking facilities in Downtown Miami. However, these facilities are located either in unincorporated County property or in jurisdictions with populations of less than 200,000 (North Miami, North Miami Beach, Aventura), the threshold below which jurisdictions may not impose such charges, per state law.

5 Assessment District and Tax Increment Financing

This section discusses the results of the real estate value capture analysis, including assessment districts (ADs) and tax increment financing (TIF) for the Corridor. Specifically, three value capture techniques were analyzed:

- AD1 – This assessment district is based on annual *ad valorem* assessment on property assessment values;
- AD2 – This assessment district is based on a specific annual assessment on the projected total floor area; and
- TIF – Tax increment financing is based on *ad valorem* annual assessment on incremental property assessment values and incremental floor area development. TIF estimates are prepared for both countywide millage (County TIF) and city millage (City TIF).

Value capture revenues can be used to fund transit improvements either as: (i) debt service for bonds issued to finance capital costs or (ii) availability payments for the delivery of the transit projects under a public-private partnership. Funding both of these options are addressed in this analysis. Additionally, value capture revenues may also be used for funding on a pay-as-you-go basis, which is not the focus of this analysis.

5.1 Methodology, Assumptions, and Limitations

Previously, the Team developed two value capture analyses for CITT in 2013 and 2014. Detailed methodology for value capture analysis is explained in the 2013 report titled *Applying Innovative Financing Options for a New Fixed-Route Transit Line in Miami-Dade County*. The report can be accessed on CITT's website.² Key elements of the methodology and assumptions are highlighted below.

While AD1 and AD2 are applied to commercial, office, industrial, and mixed use properties, TIF relies on incremental tax revenues from all current tax paying properties including residential properties. Properties under government and public use – such as government buildings, utilities, water bodies, public parks, and cemetery – are excluded from both ADs and TIFs.

Value capture is applied to properties within a half-mile area along each side of the Corridor; the half-mile area was determined to be appropriate for value capture analysis based on the nature of the Corridor and planned transit improvements. Table 1 provides an overview of the floor area and property assessment valuation, which is the basis for the value capture estimates presented in this section.

Table 1: Summary of Current (2015) Property Assessment Value and Floor Area for the Corridor

<i>Land Use Category</i>	<i>Property Assessment Value (\$M)</i>	<i>Percent of Property Assessment Value</i>	<i>Floor Area* (Millions of Square Feet)</i>	<i>Percent of Floor Area</i>
Commercial	4,908	26.91%	30.46	22.49%
Office	1,312	7.19%	13.96	10.31%
Industrial	182	1.00%	2.65	1.96%
Other	690	3.78%	7.85	5.79%
Residential	8,462	46.40%	64.07	47.30%
Government/Public Use	2,683	14.71%	16.46	12.15%
Total	18,236	100.00%	135.45	100.00%

* Parcels without assessment value such as canals, streets and roads, transit and railroad properties, canals and waterways, etc. have been excluded.

The key assumptions used in developing the value capture estimates are as follows:

- AD1 is based on assessments of \$0.10, \$0.20, and \$0.50 (also known as millage rates) for \$1,000 of property assessment value and AD2 is based on assessments \$0.10, \$0.20, and \$0.50 per square foot of floor area.
- TIF estimates are based on Miami-Dade County's 2015 adopted millage rates.³ Countywide millage applied for the County TIF is \$4.666g and city millage⁴ applied for

² Please see: <http://www.miamidade.gov/citt/strategic-financial-studies.asp>

³ Please see: <http://www.miamidade.gov/pa/library/2015-adopted-millage-chart.pdf>

⁴ The Corridor passes through several cities and the city millage of \$6.466g is a weighted average of the city millage rates. The cities and their millage rates and assumed percentage in the Corridor are as follows: Aventura (\$1.7261, 20%), Miami (\$7.6465, 55%), Miami Shores (\$7.9000, 5%), North Miami (\$7.9336, 15%), and North Miami Beach (\$6.6036, 5%). The percentages are based on expert judgment.

the City TIF is \$6.4660. Fifty percent (50%) of the incremental tax revenue is assumed to be available for transit funding.

- The value premium from transit development is assumed to be 10% of land value. The value premium of 10% is assumed to be realized equally over the 30 years of analysis.
- Estimates are based on 50% realization of the total potential of future floor area development. For instance, if a property can develop up to an additional floor area ratio (FAR) of 2, the analysis assumes that only 1 additional FAR is actually developed.
- There are three growth scenarios for future floor area development: (i) slow growth – 50% of future development in 25 years; (ii) medium growth – 50% of future development in 15 years; and (iii) fast growth – 50% of new development in 5 years.

None of the value capture mechanisms *inherently* generates more revenue than the other. Changing the various assumptions can alter the projected estimates. For instance, in the case of AD₁, by increasing the assessment from \$0.10 to \$0.20 for every \$1,000 of property assessment value, the estimates will also increase in the same proportion (i.e. double). Similarly, TIF estimates increase if the share of TIF revenues available for transit improvements is increased. Additionally, the characteristics of the analysis area impact the extent of value capture revenues. In an area that is already extensively developed with lower potential for incremental development, TIF estimates will be lower than AD estimates. Between AD₁ and AD₂, an area with relatively higher property assessment valuation will result in more revenues in contrast to AD₂.

It is also important to remember that property valuation and rates of development are difficult to predict with accuracy because of external economic changes, such as a recession. Changes in the assumed rate of growth in property values and the time it takes to reach the maximum FAR may alter the estimates. For this reason, several growth scenarios are used to derive the estimates. Finally, the estimates are based on best available land use, zoning, and property assessment valuation information received in mid-2015. If there are corrections or changes made to the data, it could alter the estimates.

5.2 Bonding of Future Incremental Value Capture Revenues

The issuance of bonds based on the incremental value capture revenues assumes that bond issuance occurs at specific intervals. That is, once a certain level of value capture revenues is achieved, bonds are issued backed by those value capture revenues. Relying on incremental revenues to issue bonds reduces the uncertainty of the underlying revenue stream, as uncertainty is restricted only to achieving incremental revenues. ADs rely less on future growth than TIFs as they are capable of generating revenues from the initial year (Current Year). TIF revenues, on the other hand, rely on future growth even for initial revenue flow. Future growth supporting TIF revenues can be the result of new floor area development and/or increase in property assessment valuation through the accrual of value premium which only may occur several years after the transit project is completed.

Table 2: Summary AD1 Bond Issuance Capacity (\$)

<i>Growth Scenario</i>	<i>Year</i>	<i>Incremental Bond Issuance Capacity (\$)</i>	<i>Incremental Revenue (\$)</i>
<i>\$0.10 / \$1000 of Property Assessment Value</i>			
<i>Slow Growth</i>	Current Year	19,409,577	1,566,761
	Year 5	837,595	67,611
	Year 10	308,799	24,927
	Total	20,555,970	-
<i>Medium Growth</i>	Current Year	19,409,577	1,566,761
	Year 5	955,328	77,115
	Year 10	426,532	34,430
	Total	20,791,437	-
<i>Fast Growth</i>	Current Year	19,409,577	1,566,761
	Year 5	1,543,994	124,633
	Year 10	308,799	24,927
	Total	21,262,369	-
<i>\$0.20 / \$1000 of Property Assessment Value</i>			
<i>Slow Growth</i>	Current Year	38,819,154	3,133,521
	Year 5	1,675,189	135,223
	Year 10	617,597	49,853
	Total	41,111,940	-
<i>Medium Growth</i>	Current Year	38,819,154	3,133,521
	Year 5	1,910,656	154,230
	Year 10	853,064	68,860
	Total	41,582,873	-
<i>Fast Growth</i>	Current Year	38,819,154	3,133,521
	Year 5	3,087,987	249,265
	Year 10	617,597	49,853
	Total	42,524,738	-
<i>\$0.50 / \$1000 of Property Assessment Value</i>			
<i>Slow Growth</i>	Current Year	97,047,884	7,833,803
	Year 5	4,187,973	338,057
	Year 10	1,543,994	124,633
	Total	102,779,851	-
<i>Medium Growth</i>	Current Year	97,047,884	7,833,803
	Year 5	4,776,639	385,575
	Year 10	2,132,659	172,150
	Total	103,957,183	-
<i>Fast Growth</i>	Current Year	97,047,884	7,833,803
	Year 5	7,719,968	623,164
	Year 10	1,543,994	124,633
	Total	106,311,846	-

Table 3: Summary AD2 Bond Issuance Capacity (\$)

<i>Growth Scenario</i>	<i>Year</i>	<i>Incremental Bond Issuance Capacity (\$)</i>	<i>Incremental Revenue (\$)</i>
<i>\$0.10 / Square Foot of Floor Area</i>			
<i>Slow Growth</i>	Current Year	66,632,247	5,378,623
	Year 5	6,463,641	521,752
	Year 10	6,463,641	521,752
	Total	79,559,530	-
<i>Medium Growth</i>	Current Year	66,632,247	5,378,623
	Year 5	10,772,735	869,586
	Year 10	10,772,735	869,586
	Total	88,177,718	-
<i>Fast Growth</i>	Current Year	66,632,247	5,378,623
	Year 5	32,318,206	2,608,758
	Year 10	6,463,641	521,752
	Total	105,414,095	-
<i>\$0.20 / Square Foot of Floor Area</i>			
<i>Slow Growth</i>	Current Year	133,264,495	10,757,245
	Year 5	12,927,283	1,043,503
	Year 10	12,927,283	1,043,503
	Total	159,119,060	-
<i>Medium Growth</i>	Current Year	133,264,495	10,757,245
	Year 5	21,545,471	1,739,172
	Year 10	21,545,471	1,739,172
	Total	176,355,437	-
<i>Fast Growth</i>	Current Year	133,264,495	10,757,245
	Year 5	64,636,413	5,217,517
	Year 10	12,927,283	1,043,503
	Total	210,828,190	-
<i>\$0.50 / Square Foot of Floor Area</i>			
<i>Slow Growth</i>	Current Year	333,161,237	26,893,113
	Year 5	32,318,206	2,608,758
	Year 10	32,318,206	2,608,758
	Total	397,797,650	-
<i>Medium Growth</i>	Current Year	333,161,237	26,893,113
	Year 5	53,863,677	4,347,931
	Year 10	53,863,677	4,347,931
	Total	440,888,592	-
<i>Fast Growth</i>	Current Year	333,161,237	26,893,113
	Year 5	161,591,032	13,043,792
	Year 10	32,318,206	2,608,758
	Total	527,070,475	-

Table 4: Summary County TIF Bond Issuance Capacity (\$)

Growth Scenario	Year	Incremental Bond Issuance Capacity (\$)	Incremental Revenue (\$)
50% Revenues for Transit Funding			
Slow Growth	Current Year	-	-
	Year 5	27,847,548	2,247,882
	Year 10	15,721,359	1,269,044
	Total	43,568,908	-
Medium Growth	Current Year	-	-
	Year 5	36,280,277	2,928,581
	Year 10	24,154,087	1,949,742
	Total	60,434,364	-
Fast Growth	Current Year	-	-
	Year 5	78,443,918	6,332,072
	Year 10	15,721,359	1,269,044
	Total	94,165,277	-
100% Revenues for Transit Funding			
Slow Growth	Current Year	-	-
	Year 5	55,695,097	4,495,765
	Year 10	31,442,719	2,538,088
	Total	87,137,815	-
Medium Growth	Current Year	-	-
	Year 5	72,560,553	5,857,161
	Year 10	48,308,175	3,899,485
	Total	120,868,728	-
Fast Growth	Current Year	-	-
	Year 5	156,887,835	12,664,145
	Year 10	31,442,719	2,538,088
	Total	188,330,554	-

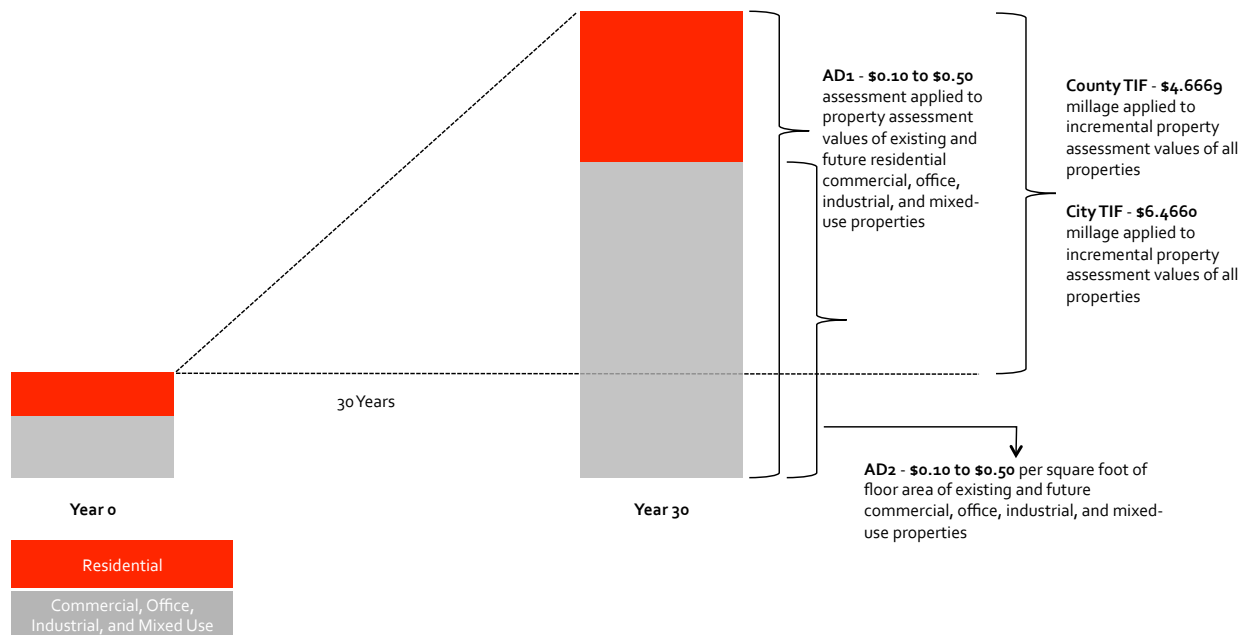
Table 5: Summary City TIF Bond Issuance Capacity (\$)

<i>Growth Scenario</i>	<i>Year</i>	<i>Incremental Bond Issuance Capacity (\$)</i>	<i>Incremental Revenue (\$)</i>
50% Revenues for Transit Funding			
Slow Growth	Current Year	-	-
	Year 5	38,582,928	3,114,453
	Year 10	21,782,028	1,758,267
	Total	60,364,955	-
Medium Growth	Current Year	-	-
	Year 5	50,266,518	4,057,564
	Year 10	33,465,618	2,701,379
	Total	83,732,136	-
Fast Growth	Current Year	-	-
	Year 5	108,684,469	8,773,120
	Year 10	21,782,028	1,758,267
	Total	130,466,497	-
100% Revenues for Transit Funding			
Slow Growth	Current Year	-	-
	Year 5	77,165,856	6,228,906
	Year 10	43,564,055	3,516,535
	Total	120,729,911	-
Medium Growth	Current Year	-	-
	Year 5	100,533,036	8,115,128
	Year 10	66,931,236	5,402,757
	Total	167,464,272	-
Fast Growth	Current Year	-	-
	Year 5	217,368,938	17,546,241
	Year 10	43,564,055	3,516,535
	Total	260,932,993	-

In the above tables, TIF revenues are significantly higher than AD1. This is because the Corridor's current real estate development is sparse, which implies that transit facilities could potentially lead to significant new real estate development. Additionally, while AD1 is based on assessment ranging from \$0.10 to \$0.50, County TIF is based on a countywide millage of \$4.6669 and City TIF is based on weighted average city millage of \$6.4660.

Figure 8 below provides a graphic illustration of the reason for higher the TIF estimate compared to AD1. On the other hand, AD2 estimates cannot be compared to AD1 and TIF estimates, as the former is based on assessment on the floor area while the latter are based on property assessment valuation.

Figure 8: Comparison of AD₁ and TIF Calculations



5.3 Annual Value Capture Revenues for Availability Payments

Instead of bonding future revenues, policymakers can choose to use the value capture revenues to make availability (or annuity) payments for the delivery of transit projects. Availability payments are generally fixed annual payments subject to agreed indexation. Value capture revenues are, however, not fixed throughout the analysis period, and fall within a broad range given the upward growth assumptions in the estimation of value capture revenues. The range is much narrower for ADs compared to TIFs. Tables 6-9 provide a summary of the actual value capture revenues from the various value capture techniques at certain periodic intervals. While Year 10 and Year 30 estimates are relevant, realistically, earlier estimates (Current Year and Year 5) are more relevant for the sizing of availability payments. Since availability payments are fixed payments, uncertain future value captures revenues that are contingent on real estate growth and/or increases in property valuation cannot be the basis for determining availability payments.

Table 6: Range of Annual AD₁ Revenues (\$)

<i>Growth Scenario</i>	<i>Current Year</i>	<i>Year 5</i>	<i>Year 10</i>	<i>Year 30</i>
<i>\$0.10 / \$1000 of Property Assessment Value</i>				
<i>Slow Growth</i>	1,566,761	1,634,372	1,659,299	1,816,026
<i>Medium Growth</i>	1,566,761	1,643,876	1,678,306	1,816,026
<i>Fast Growth</i>	1,566,761	1,691,393	1,716,320	1,816,026
<i>\$0.20 / \$1000 of Property Assessment Value</i>				
<i>Slow Growth</i>	3,133,521	3,268,744	3,318,597	3,632,052
<i>Medium Growth</i>	3,133,521	3,287,751	3,356,612	3,632,052
<i>Fast Growth</i>	3,133,521	3,382,787	3,432,640	3,632,052
<i>\$0.50 / \$1000 of Property Assessment Value</i>				
<i>Slow Growth</i>	7,833,803	8,171,861	8,296,494	9,080,131
<i>Medium Growth</i>	7,833,803	8,219,379	8,391,529	9,080,131
<i>Fast Growth</i>	7,833,803	8,456,967	8,581,600	9,080,131

Table 7: Range of Annual AD₂ Revenues (\$)

<i>Growth Scenario</i>	<i>Current Year</i>	<i>Year 5</i>	<i>Year 10</i>	<i>Year 30</i>
<i>\$0.10 / Square Foot of Floor Area</i>				
<i>Slow Growth</i>	5,378,623	5,900,374	6,422,126	10,596,139
<i>Medium Growth</i>	5,378,623	6,248,209	7,117,795	10,596,139
<i>Fast Growth</i>	5,378,623	7,987,381	8,509,133	10,596,139
<i>\$0.20 / Square Foot of Floor Area</i>				
<i>Slow Growth</i>	10,757,245	11,800,748	12,844,252	21,192,278
<i>Medium Growth</i>	10,757,245	12,496,417	14,235,589	21,192,278
<i>Fast Growth</i>	10,757,245	15,974,762	17,018,265	21,192,278
<i>\$0.50 / Square Foot of Floor Area</i>				
<i>Slow Growth</i>	26,893,113	29,501,871	32,110,629	52,980,696
<i>Medium Growth</i>	26,893,113	31,241,043	35,588,974	52,980,696
<i>Fast Growth</i>	26,893,113	39,936,904	42,545,663	52,980,696

Table 8: Range of Annual County TIF Revenues (\$)

<i>Growth Scenario</i>	<i>Current Year</i>	<i>Year 5</i>	<i>Year 10</i>	<i>Year 30</i>
50% Revenues for Transit Funding				
<i>Slow Growth</i>	-	2,247,882	3,516,926	12,677,293
<i>Medium Growth</i>	-	2,928,581	4,878,323	12,677,293
<i>Fast Growth</i>	-	6,332,072	7,601,117	12,677,293
100% Revenues for Transit Funding				
<i>Slow Growth</i>	-	4,495,765	7,033,853	25,354,585
<i>Medium Growth</i>	-	5,857,161	9,756,646	25,354,585
<i>Fast Growth</i>	-	12,664,145	15,202,233	25,354,585

Table 9: Range of Annual City TIF Revenues (\$)

<i>Growth Scenario</i>	<i>Current Year</i>	<i>Year 5</i>	<i>Year 10</i>	<i>Year 30</i>
50% Revenues for Transit Funding				
<i>Slow Growth</i>	-	3,114,453	4,872,720	17,564,457
<i>Medium Growth</i>	-	4,057,564	6,758,943	17,564,457
<i>Fast Growth</i>	-	8,773,120	10,531,388	17,564,457
100% Revenues for Transit Funding				
<i>Slow Growth</i>	-	6,228,906	9,745,441	35,128,914
<i>Medium Growth</i>	-	8,115,128	13,517,886	35,128,914
<i>Fast Growth</i>	-	17,546,241	21,062,775	35,128,914

6 Naming Rights

Transit agencies have been able to sell naming rights of stations and entire corridors in exchange for upfront or on-going compensation. Past naming rights have involved large hospitals, universities, or utilities—in Cleveland (hospitals), Denver (university), Philadelphia (telecommunications), and San Diego (university/hospital). Also, in Florida, the Tampa electric company bought the naming rights for an historic streetcar.

Given that the rail line itself is under the ownership of the Florida East Coast rail and that it will be heavily marketed as All Aboard Florida intercity rail service, the naming of the Tri-Rail commuter service may be less appropriate at this time. However, there should be opportunities for naming individual stations. As in Philadelphia, AT&T bought the naming rights for a station that serves many of the city's sports venues, paying the transit agency, Southeastern Pennsylvania Transportation Authority (SEPTA), \$5 million over five years.

Below are initial thoughts about naming rights by potential stations:

- NW 36th Street: In terms of naming rights, the ideal name for this station should be something that related to the Miami Design District. Perhaps an association of companies in the area could pay for the designation.
- NW 79th Street: It is not clear if there is a dominant commercial entity that would be

interested in naming rights at this station. The most obvious one would be the Biscayne Bay Shopping Center, which dominates the area just east of the proposed station.

- NW 125th Street: As with 79th, there is not a distinct “anchor” institution near the station that might suggest naming rights opportunities. The Museum of Contemporary Art North Miami might have been an option if it were closer, a handicap that could be overcome with frequent shuttle service along 125th and 123rd street. Nevertheless, museums, until now, have not been major naming rights sponsors. It is conceivable, however, that a museum donor may want to pay for such naming rights as a way to increase the museum’s visibility and accessibility through the new station.
- NW 163rd Street: Similarly, there does not appear to be an obvious naming rights patron. From a recognition standpoint, associating the station with Oleta State Park would be a public policy positive, providing greater exposure to this urban park known for off-road biking trails. As with 125th Street and MOCA Miami, a commercial entity may wish to foster the state park system would be an appropriate sponsor of the name.
- NW 192th Street: The Aventura Mall would be the logical partner in a naming rights arrangement for this station.

7 Impact Fees

Under the County Chapter 33E, the County imposes impact fees on new construction of industrial, residential, institutional, office, retail, and other commercial services facilities.⁵ The road impact fees were primarily dedicated to fund County roads. However, those fees can be used to fund mass transit projects, such as commuter rail as contemplated in the Corridor.

The Board of County Commissioners is currently evaluating a new ordinance expanding the flexibility of impact fee uses.⁶ In particular, it would allow:

- The funding of mass transit projects outside the Urban Infill Area;
- The use of multiple road impact fee funds if the mass transit project benefits multiple impact fee districts; and
- County powers to take on projects with impact fees with less consultation required from the Mayor and the Director of the Department of Public Works and Waste Management.

Such a measure may be beneficial to the Corridor, depending on whether the western end of the Corridor is located outside of the Urban Infill Area. Greater access to and flexibility in applying impact fees can also be beneficial to the funding opportunities for the Corridor.

⁵ See: <http://www.miamidade.gov/zoning/library/fees/impact-fee-schedule-2015-10-01.pdf>.

⁶ Memo from Carlos A. Gimenez to the Honorable Chairman Monestine and Members, Board of County Commissioners, “Ordinance Relating to Road Impact Fees Providing for Use of Impact Fees to Pay for Mass Transit Projects that Benefit Multiple Impact Fee Districts,” November 17, 2015.

These impact fees, however, are not expected to yield the same revenues as the AD and TIF value capture mechanisms discussed in Section 5, since they are:

- One-time, non-recurring fees—much of the Corridor has been built out, although as discussed in Section 5, greater densities are foreseeable; and
- Not solely available to fund transit improvements—it is unlikely that all fees in an impact fee district could be applied towards transit improvements, since the fees may need to fund other transport needs.