

2015 Transportation Summit

*Advancing the Community's Vision
for Public Transportation*

REPORT ON PROCEEDINGS



CITIZENS' INDEPENDENT
TRANSPORTATION TRUST

**MOVING
FOURWARD**



**MIAMI-DADE
COUNTY**

Table of Contents

Executive Summary	1
Introduction	3
Background.....	3
2015 Summit Overview.....	5
Advancing the Community’s Vision for Public Transportation	9
Advancing Major Transportation Investments.....	9
Transportation Financing.....	11
Livable Communities.....	12
Transportation Modes and Technology.....	15
Community Engagement	17
Community Feedback.....	18
Conclusions and Post-Summit Steps: Implementing the Vision	19

Appendices

Appendix A: Report Methodology

Appendix B: Summit Agenda

Appendix C: Session Summaries

Appendix D: Social Media Report

Appendix E: Useful References

Executive Summary

The *Report on Proceedings* for the 2015 Transportation Summit: Advancing the Community's Vision for Public Transportation presents the major themes and discussions covered during the event by session speakers as well as audience members. The *2015 Summit* followed a successful *2013 Summit* and aimed to continue to build support for additional major transportation investments and improvements.

On January 22nd, 2015, the Citizens' Independent Transportation Trust (Transportation Trust), in conjunction with Miami-Dade Mayor Carlos A. Gimenez, the Board of County Commissioners, the Greater Miami Chamber of Commerce and the Miami-Dade County League of Cities, presented the 2015 Transportation Summit: Advancing the Community's Vision for Public Transportation. The summit took place at Miami Dade College Wolfson Campus' Chapman Conference Center, 300 NE 2nd Avenue, in Miami.

This Summit follows a very successful 2013 Summit the goal of which was to stimulate discussion of the next major transportation projects in the community and focus on the future of public transportation in Miami-Dade County.

The 2015 Summit sought to continue to build support for additional major transportation improvements. It marked the next step in the process of engaging the public and other stakeholders in charting the course of local transportation development.

Discussions among more than 500 participants at the Summit demonstrated widespread demand and support for increased investment in mass transportation throughout Miami-Dade County.

The one-day event included an Opening Session with keynote speeches by Mayor Carlos A. Gimenez and Mr. Phillip A. Washington, Chair of the American Public Transportation Association and General Manager of the Denver Regional Transportation District. There were two general sessions - one that highlighted best practices, and a second that provided updates on current transportation projects followed by interactive breakout groups to give the public the opportunity to communicate directly with the heads of the transportation agencies.

There were also concurrent panels on Livable Communities and Transportation Oriented Development. The Summit featured 24 indoor and outdoor exhibitors including municipalities and transportation agencies, as well as private firms from the transportation industry.

Four Key Themes Emerged During the Event

Advancing Major Transportation Investments: The continuing development of Miami-Dade County as a world class area is dependent upon implementing a comprehensive and coordinated public transportation system. The Summit reinforced the need and broad-based support for advancing major transportation projects including the Miami/Miami Beach Light Rail project, the Tri-Rail Downtown Miami/Coastal Link and full Bus Rapid Transit (BRT) projects and other improvements on major corridors including the North, East-West, South and Kendall Corridors

Transportation Financing: Transportation agencies need to work with the private sector to find cost-effective methods for implementing transportation improvements. Successful public-private partnerships in other parts of the country may serve as good models for local transportation agencies.

Livable Communities: Livable communities integrate transportation and land use planning to enhance the economic and social well-being of neighborhoods by creating and maintaining a safe, reliable and accessible transportation network. The public transportation system would increase choices for transportation users, provides easy access to employment opportunities and other destinations, and promote positive effects on the surrounding community. Livability is focused on the human experience of place.

Transportation Modes and Technology: Future transit improvements in Miami-Dade County should include a combination of rail and bus service projects that offer technological improvements along with promoting biking and walking as a means to create a more efficient transportation system. Preferred transit modes would include Light Rail, Commuter Rail, Bus Rapid Transit (BRT), automated guideway systems, and pedestrian and bicycle networks.

The 2015 Summit featured expanded efforts to engage a broader section of the community in the discussion using social media, webcasting and enhanced public involvement strategies. Key among these methods was enhanced social media outreach via Twitter and Facebook prior to the event and a live Twitter feed at the Summit. The Summit was also broadcast on the internet, making the proceedings more broadly available and increasing the penetration to participants who were not able to attend the Summit. Webcasting was also beneficial to those who routinely use this method to communicate on important issues.

Introduction

Background

On June 6th, 2013, the Citizens' Independent Transportation Trust (CITT) in collaboration with Miami-Dade County Mayor Carlos A. Gimenez, the Board of County Commissioners, Miami-Dade County, Miami-Dade College, and the Florida International University Metropolitan Center organized a Transportation Summit titled "Visioning the Future of Miami-Dade County's Public Transportation."

The event served to initiate public discourse by encouraging broad participation from transportation agencies, urban planners, policy-makers and interested citizens. The summit built on two previous similar events organized in 2008 and 2009 but was broader both in scope and attendance with over 500 participants. The four panels of the Summit were organized in two tracks – a Financial Planning and Sustainability track, and a Technology and Infrastructure track. The participants in the Financial Planning and Sustainability track focused on innovative financing opportunities and public-private partnerships (P3s). The Technology and Infrastructure track included discussions on transit technologies and mode choice, and corridor development. A final session was dedicated to community visioning in which panelists and audience discussed current transportation challenges and potential solutions to them. The [2013 Summit Report on Proceeding](#) provides a detailed narrative of the major themes of the event.

Major themes of the 2013 Summit:

- **Improving Public Transit and Creating Livable Communities:** Mobility and access are important for the creation of livable communities. Improvements which create an integrated mass transit system enhance the quality of life of communities.
- **Transportation Project Financing:** The public learned about opportunities for financing, including Public-Private partnerships (P3s), various types of bonds and federal funding such as loans, loan guarantees and standby lines of credit. There is broad public support for transit investment.
- **Technology and Mode Choices:** Miami-Dade County's transportation challenges can be addressed through a combination of solutions which include Bus Rapid Transit (BRT), advanced light rail technologies, commuter & heavy rail systems, automated guideways and other modes of transit.
- **Factoring Economic Development and Community Needs:** The planning and development of transportation improvements should be made in the context of broader economic development strategies and population needs.

- **Public Outreach and Involvement:** Transparency in planning, financing and development will help transportation agencies in obtaining public input and support for transportation projects.

2015 Summit Overview

The 2015 Summit was held on January 22nd, 2015, at the Chapman Conference Center on the Wolfson Campus of Miami Dade College. It was organized by the Citizens' Independent Transportation Trust (Transportation Trust) in conjunction with Miami-Dade Mayor Carlos A. Gimenez, the Board of County Commissioners, Miami-Dade County, Miami-Dade Transit, the Greater Miami-Dade Chamber of Commerce, Miami-Dade College, and the Florida International University Metropolitan Center.

Following the success of the 2013 Summit, the 2015 event brought together stakeholders, agencies, national experts and the community in a discussion on the progress achieved since 2013 and the future steps planned towards the goal of improving transportation in the area.

The theme for the 2015 Summit was *Advancing the Community Vision for Public Transportation*. The goal of the event was to continue building support for additional major transportation investments including the Miami Beach Light Rail Project, the Tri-Rail Coastal Link, and full Bus Rapid Transit Projects on major corridors, including the North Corridor and the East-West Corridor. The

The Transportation Trust is the independent body which oversees the funds collected through the ½ percent Charter County Transportation Sales Surtax (Surtax) approved by the citizens of Miami-Dade County in 2002. The purpose of the Surtax is to implement the People's Transportation Plan (PTP), which is coordinated program of transit and transportation improvements including extensions to the Metrorail system, expansion of the Metrobus system, improving traffic signalization, improving major and neighborhood roads and highways and the funding of municipalities for road and

Summit convened local and national transportation experts, including representatives from the Denver Regional Transportation District, the American Public Transportation Association, the Miami-Dade Metropolitan Planning Organization, the Florida Department of Transportation, the Miami-Dade Expressway Authority, as well as various professionals in related fields with extensive experience in the planning and development of transportation projects.

The promotion of the event included coverage in mass media sources, email campaigns and online advertising, targeting community leaders, the planning community, decision makers and other stakeholders. The effort to inform and engage the community continues through a dedicated [website](#) in which Summit documents, including [speaker bios and presentations](#), [media coverage](#) and other items are posted. The website also contains links to major [transportation reports](#), and allows for the general public to [submit comments](#) and questions.

REPORT ON PROCEEDINGS

The [2015 Summit Program](#) included an Opening Session two general sessions, a concurrent two-panel session, and interactive input breakout sessions with agencies. This structure allowed the attendees both to learn about various projects and best practices, as well as to provide input and receive feedback on topics of interest.

Commissioner [Dennis Moss](#), former Chair of the County's Transportation and Aviation Committee, served as the Master of Ceremonies and presided over the Opening Session. The Summit commenced with welcoming remarks by Dr. [José A. Vicente](#), President of Miami Dade College Wolfson Campus, who highlighted the importance of an "integrated transportation system" for the area's economy and the continued effort by various agencies to relieve congestion. A brief welcome was also given by Commissioner Esteban Bovo, District 13, newly elected Chairman of the Transportation and Mobility Services Committee. Commissioner Bovo pledged that the committee he chairs will produce "actual movement, actual investments, something that we can bring to our residents."

The next two speakers were members of the Greater Miami Chamber of Commerce, a co-sponsor of the Summit. Mr. [Antonio L. Argiz](#), Chairman of the Chamber, and Chairman & CEO of Morrison, Brown, Argiz & Farra, LLC, observed that the local economy is dependent on a good transportation system and recognized the challenges to funding major projects. Mr. Gilberto Neves, President and CEO of Odebrecht USA, and Exhibitor's Hall Sponsor, also greeted the audience and thanked the event organizers and the participating agencies for the projects they had implemented and the new ones they would be discussing at the event and planning in the future.

Mr. [Paul Schwiep](#), Esq., Chairman of Citizens' Independent Transportation Trust and Partner at Coffey Burlington, provided an overview of the Transportation Trust and introduced the Mayor of Miami-Dade County, Mr. [Carlos A. Gimenez](#). Mayor Gimenez emphasized the importance of transportation in Miami-Dade County's development into a world class place. He mentioned that the transportation improvement efforts need to be focused in areas with the highest population density where their impact would be most significant. The Mayor referred to a number of such improvements which have already taken place or were in the process of being implemented, including Enhanced Bus Service (EBS), the use of new technologies and the county's support for transit-oriented development. Additionally, he pointed to future projects for which funding still needs to be secured, including the Miami Beach Light Rail Project. Another major point the Mayor made was in reference to the need for a holistic view of transportation as a system that

"What we really need is additional ideas how we are going to fund all these projects. Without that, our vision will never become a reality." Carlos A. Gimenez, Miami-Dade County Mayor

can provide multiple options for the movement of people, including walking and biking, as well as ride sharing services such as Uber and Lift.

Another highlight of the opening session was the keynote speech given by Mr. Phillip A. Washington, General Manager & CEO of the Denver Regional Transportation District (RTD) and Chair of the American Public Transportation Association (APTA). Mr. Washington discussed five megatrends facing the transportation industry in the next five to ten years. The five trends are safety and security, funding, changing demographics, workforce and lifestyle changes, and finally, accelerating technological advances. These five challenges and opportunities are the focus of APTA's 2015-2019 Strategic Plan.



He presented on Denver's experience with planning and implementing FasTracks, a major expansion project which includes 122 miles of new rail service, 18 miles of Bus Rapid Transit (BRT), 57 new stations, and other transportation improvements.

The opening sessions was followed by a general session which was titled National Models of Excellence – Public-Private Partnerships, Innovative Financing, Bus Rapid Transit and Community Engagement. [Jeffrey D. Ensor](#), Director of Project Delivery and Finance, Maryland Transit Administration, and [Deborah S. Lipman](#), Director of Government Relations, Metropolitan Washington Airports Authority, discussed financing mechanisms for major transportation projects in their areas, focusing on public-private partnerships. [Benjamin de la Pena](#), Director of Community and National Strategy at the Knight Foundation, discussed the benefits of Bus Rapid Transit (BRT) and the requisites for success. [Stuart Kennedy](#) of the Miami Foundation presented on the importance of transportation for quality of life.

The two concurrent sessions that followed focused on *Livable Communities* and *Transit Oriented Development (TOD)*. In the *Livable Communities* session the presenters covered an array of topics related to transportation issues, preferences and availability of choices. [Rebekah Monson](#), the co-founder of The New Tropic and co-captain for Code for Miami, discussed four motivations driving millennials' decisions for a place to live: Access, Affordability, Associations, and Activity. [Thomas Rodrigues](#), transportation analyst for the City of Miami, reviewed the Miami Trolley system and its use of Intelligent Transportation Systems to improve customer

REPORT ON PROCEEDINGS

Underline, a ten-mile linear park underneath the existing Metrorail guideway, and the benefits it would bring as a catalyst for greater development along the route, creating local businesses and providing more foot traffic to existing businesses. The last presenter was [Jason King](#), the project director and town planner with Dover, Kohl & Partners who worked on the research project *Seven50*. He showed the results of the research which created scenarios for the development of the seven southeast counties of Florida 50 years into the future.

The *Transit Oriented Development* session provided information on the opportunities and benefits of this planning tool and development strategy. [Javier Betancourt](#), Deputy Director of the Miami Downtown Development Authority focused on the characteristics of downtown Miami that make it a Transit Oriented Neighborhood and the incentives that are provided to developers to support that vision. [Neisen O. Kasdin](#), Esq., Office Managing Partner at Ackerman LLP, discussed the Swire Citi Centre Project (Brickell Citi Centre) and how it fits into the TOD vision for downtown Miami. [Albert Hernandez](#), P.E., Assistant Director of Miami-Dade Transit discussed Transit Oriented Development at or near Metrorail stations. [Kenneth Naylor](#), Chief Operating Officer of Atlantic Pacific Communities, focused his presentation on the benefits of incorporating affordable housing in TOD.

The final general session was dedicated to updates from major transportation agencies. The panel included representatives from Miami-Dade Metropolitan Planning Organization, All Aboard Florida, South Florida Regional Transportation Authority, Miami-Dade Transit, Florida Department of Transportation, District 6, and the Miami-Dade Expressway Authority. Each presenter reviewed major initiatives their respective agencies had completed or that were in progress. The Summit’s concluding session was designed to provide the audience with access to the specific agencies in which they were interested. There were four interactive breakout sessions, one each for Miami-Dade Transit, FDOT, MPO, and Tri-Rail.

The Summit included twenty-four indoor and outdoor exhibitors to showcase transportation partners and stakeholders. The exhibitors included private companies, as well as local governments and agencies, providing services in the transportation sector.

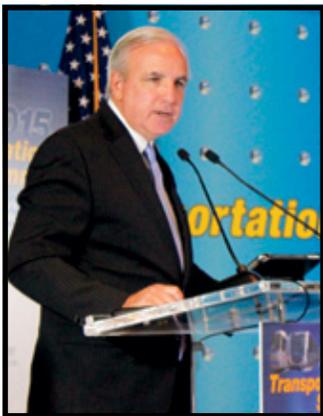


Advancing the Community's Vision for Public Transportation

While a detailed summary of each session is provided in a separate attachment (See *Attachment C: Session Summaries*), the purpose of this report is to synthesize the major themes that emerged from the presentations in the sessions as well as the feedback received in subsequent discussions. (See *Attachment A: Report Methodology*) The four major themes that were identified include *Advancing Major Transportation Investments*, *Transportation Financing*, *Livable Communities*, and *Transportations Modes and Technology*. While these themes directly mirror some of the sessions, each of them also incorporates comments made in other sessions. The report on how these themes were represented in the Summit will also demonstrate the many crosscutting relationships across them.

Advancing Major Transportation Investments

Miami-Dade County Mayor, Mr. [Carlos A. Gimenez](#), framed the relationships between transportation financing, transportation modes and technology, and quality of life in Miami-



Dade County in his opening address. The Mayor highlighted the factors that influence transportation improvements, including availability of financing and population growth, as well as the tools and mechanisms that decision-makers need to employ in order to ensure the future development of an integrated transportation system. Mayor Gimenez pointed to the need for innovative ideas in financing as a priority, and the use of Public-Private Partnerships (P3s) as a financing mechanism that can mitigate the shortage of funding from federal and state sources.

Mayor Gimenez further stressed the central role transportation plays in Miami's transformation into a world class community, and in supporting and enhancing the continued growth of the area. He referenced the increasing density of urban areas as well as the growth of the unincorporated parts of the county, which pose challenges to the transportation system and to the quality of life of residents. While a number of improvements have already been implemented - including the PortMiami tunnel, technological improvements in Metrorail and Metrobus, and enhanced coordination among municipalities and agencies - the Mayor emphasized that additional transportation improvements are needed. He specifically offered P3s as a

"What we really need is additional ideas how we are going to fund all these projects. Without that, our vision will never become a reality."

*Miami-Dade County Mayor
Carlos A. Gimenez*

REPORT ON PROCEEDINGS

mechanism for developing cost-effective transit projects that “create walkable, sustainable communities.”

Mayor Gimenez recognized the importance of implementing smart development policies into planning and mentioned the Underline as a planning effort that improves community livability by providing residents with alternative mobility options, such as walking and biking. He then stated that decision-makers need “additional ideas on how we are going to fund all these projects...without that our vision will never become a reality.”

There were multiple references throughout the Summit that echoed the Mayor’s point that the success of securing transportation investments and the completion of transit projects is dependent upon the collaborative effort of multiple stakeholders. [Phillip Washington](#), General Manager of the Denver Regional Transportation District, highlighted the comprehensive effort that led to the voter-approved funding of the Denver FasTracks initiative, and which garnered the support of all 32 Mayors in the region, the business community and residents. [Jeffrey D. Ensor](#) from the Maryland Transit Administration also stressed the importance of engaging stakeholders and third parties early in the P3 development process while also seeking and listening to industry feedback before and after the start of a P3 procurement.

*“Whatever we
promise, let’s
build it.”
Commissioner
Esteban Bovo, Jr.*

[Deborah S. Lipman](#), Director of Government Relations, Metropolitan Washington DC Airports Authority, discussed the experience with developing the Dulles Silver Line project which created a 23-mile connection between existing highways. Ms. Lipman stressed the project is unique in being the only one in the country developed by an airport and being paid for to a large extent by toll roads or highway revenues. Lipman called the project a Public Private Partnership due to the participation from government agencies in financing, constructing and operating the Silver Line.

The issue of advancing transportation improvements through the collaborative effort of local partners was also present in the presentation of [Jack L. Stephens](#), Executive Director of the South Florida Regional Transportation Authority (SFRTA). Mr. Stephens discussed the Tri-Rail Coastal Link which will provide over 80 miles of new commuter rail service on existing Florida East Coast Railway (FEC) corridor in South Florida. This project is anticipated to have capital cost split of 50% federal, 25% state, and 25% local, and include a multi-agency Public-Private Partnership. Mr. Stephens also mentioned the opportunity to connect with the All Aboard Florida’s MiamiCentral station complex in downtown Miami.

The national best practice examples of successful megaprojects shared the common thread of relying on support from multiple stakeholders and financing from various sources. Many of them also employed Public-Private Partnerships as a financing and operations mechanism.

Transportation Financing

The financing of transportation projects was the most often referenced theme throughout the summit. It was acknowledged by most presenters to be the most important determinant of the

"I look forward to the future when we can provide the best transportation system to our people at the lowest cost possible".

Commissioner Jean Monestime, Chairman, Board of County Commissioners and MPO

capacity of agencies and planners to implement improvements. In addition to the session on national models of excellence, in which the topics of Public Private Partnerships (P3s) and Innovative Financing were discussed through case studies, funding for transportation was referenced throughout the summit.

First, Mayor [Carlos Gimenez](#), acknowledged that one challenge faced by Miami-Dade Transit (MDT) system is how to fund needed rehabilitation and expansion. He emphasized that in the context of limited funding opportunities from federal and state sources, it is imperative that local transportation agencies and partners focus on finding innovative solutions that provide cost effective ways for transportation improvements. While the Mayor mentioned a number of strategies in that regard, including smart growth planning, the use of technology and coordination among agencies, he also emphasized the need to rely mostly on local sources and employ P3s as a cost-effective financing mechanism. These points in the Mayor's address were discussed by other presenters who showcased successful transportation projects throughout the country. The second keynote speaker, Mr. [Phillip Washington](#), in his role as General Manager of the Denver Regional Transportation District, spoke about the challenges and successes of the FasTracks project, which includes the construction of 122 miles of light and commuter rail and 16 miles of Bus Rapid Transit. In addition to a detailed description of the process of



REPORT ON PROCEEDINGS

voter approval for the project, Mr. Washington talked about the funding sources for the project, which included over \$1 billion from federal sources, local funding through the voter-approved sales tax increase of 0.4 percent (4 pennies on every \$10), passed in 2004, and the Eagle P3 formed in 2010.

Another rail project which relied on a P3 funding mechanism was the Purple Line presented by [Jeffrey Ensor](#) of the Maryland Transit Administration. The Maryland Purple Line is a new 16-mile light rail transit (LRT) line that links the Washington Metro transportation system in the Maryland suburbs of Washington, D.C. Mr. Ensor recognized the pivotal role that local and state governments played in backing the project, and also highlighted the many benefits of using the P3 mechanism for financing and operations. These benefits included risk sharing, cost savings, innovation and quality control through performance metrics.

The third example of a successful transit project that used innovative financing was the Silver Line Metrorail project in Washington, D.C. and neighboring counties. Ms. [Deborah S. Lipman](#) from the Metropolitan Washington Airports Authority emphasized that the Silver Line project is one of very few financed from toll roads, which supply 49 percent of the \$5.68 billion in total sources of funding. The remaining funding is shared between the neighboring counties, federal funds, the Commonwealth of Virginia and aviation funds.

The three model transit projects share some common elements which have contributed to their success. The first common element is the use of multiple sources of financing. As the speakers pointed out, the size of each of these projects required that the funding needs could only be met through a combination of federal, state and local sources. Secondly, each of these models relied on a P3 mechanism for Design, Construction, Financing, Operations and Maintenance (DCFOM). The presenters highlighted that the scale of the projects in the construction phase and the operational needs thereafter could be best met by the private sector with support and oversight from the public sector.

“Twenty-first century Miami needs twenty-first century transit.” Stuart Kennedy, The Miami Foundation

Livable Communities

The importance of transportation in the quality of life of residents was a theme that interlaced all presentations. “Quality of life”, “livability” and “smart growth” were used throughout the summit to denote a diverse set of community elements, from health care to environmental protection to economic development and job access, related to the residents’ living conditions.

While there was a special session dedicated to *Livable Communities*, that theme was also mentioned in other contexts. Stuart Kennedy of the Miami Foundation discussed transportation as one of the Quality of Life Indicators in the Foundation's *Our Miami Report*. He showed that Miamians are spending a staggering 54 percent of their income on housing and transportation alone. In contrast to others who focused on financing, Mr. Kennedy discussed the importance of civic engagement for transportation improvements. His argument for the need for greater community involvement to find transportation solutions resonated throughout the panel dedicated to the topic of *Livable Communities*.

The *Livable Communities* session focused on the characteristics of such communities, the types of communities that are most attractive to residents, and the importance of transportation in residents' perceptions of livability. One presenter, Rebekah Monson, the co-founder of The New Tropic and co-captain for Code for Miami, discussed the four aspects of Millennials' choice of neighborhood - Access, Affordability, Associations, and Activity. She explained that transportation is linked to all four of them. First, in terms of Access it is important for the connectivity it provides to places and people. In terms of Affordability, according to Ms. Monson, Millennials would make the choice to live in a less affordable area in terms of direct housing costs if they can save on transportation. Transportation also provides access to associations and activity important to Millennials.

A new project that also improves quality of life for residents is the Underline, a proposed 10 mile linear park that seeks to transform the underutilized land below Miami's Metrorail system from the Miami River to the Dadeland South station. The argument for development of this linear park is that it would be a catalyst for greater development along the route, creating local

"Millennials are changing the way we think, the way we act and the way that transportation and transit moves."

Jack Stephens, SFRTA

businesses and providing more foot traffic to existing businesses. In addition to these direct economic benefits, Meg Daly, founder and president of the group Friends of the Underline, asserted that the expansion of pedestrian friendly routes would increase safety, improve users' health, and connect fragmented communities. The Underline and other walkable centers areas are already emerging in South Florida, but some participants argued that more sustainable planning and resources need to be directed towards smart growth policies.

In addition to being a requisite for livable communities, transportation improvements can also further enhance them by providing incentives for investment. As [Javier Betancourt](#) of the Miami Downtown Development Authority emphasized, it is the transit network that has acted as a catalyst for the investment that led to Downtown Miami's economic growth, and will

REPORT ON PROCEEDINGS

continue to attract investment in the future. Downtown's status as a live-work-play neighborhood was the result of the symbiotic relationship between connectivity and mobility, business opportunities, and employment options, which made the area a desirable place to live. The session on *Transit Oriented Development (TOD)* in which Mr. Betancourt presented covered a number of TOD's in the area and demonstrated the benefits and opportunities of this development strategy to create livable and sustainable communities.¹ The biggest advantage of TODs is the opportunity for residents of a TOD area to have access to all requisites for a high quality of life, including well-paid jobs, entertainment and retail options, and access to a reliable and integrated transportation system.

The importance of safe, reliable, and economical transportation choices for creating and sustaining livable communities was highlighted in all presentations that discussed the community impact of transportation. There was a general acknowledgement of the urgency of finding solutions to the area's transportation challenges, not only for the immediate relief of congested roads, but also as a way to enhance the quality of life of residents.

¹ For a definition of Transit-Oriented Development, visit U.S. Department of Transportation, Federal Transit Administration at http://www.fta.dot.gov/12347_6932.html

Transportation Modes and Technology

The availability of options and the use of technology in transportation are both closely related to the theme of livability. As some presenters pointed out, the choice of transit mode and technology is aimed at improving the connectivity of areas, the mobility of residents, as well as the general experience with using public transit.

The presenters discussed three topics within the general theme of transportation modes and technology – rail service, Enhanced Bus Service, Bus Rapid Transit (BRT), and the use of real time information and Geographic Positioning Systems (GPS) to improve the users' experience.

The speakers focused on the feasibility of various transportation modes for the area from different perspectives, including costs, ridership and speed. The discussions on transportation modes included examples and statistics from projects that have already been implemented, as well as the rationale for the planning of future projects.

Rail and EBS received equal attention with multiple speakers exploring the challenges and opportunities each mode presents. In reference to rail as a transit mode, various presenters referenced two important projects: the All Aboard Florida (AAF) passenger rail service to downtown Miami and the Miami Beach light rail project (BayLink). The AAF project links Miami to Orlando via a hard rail line and can potentially also include a commuter rail line on the coast, between Miami and Palm Beach. The MiamiCentral station complex in Downtown Miami will create a central transportation hub for the county. The project was also praised as an example of how the private sector, with support from the public agencies, can enhance the transportation services provided by government.

The second proposed project, BayLink, although still in the planning stages, also has the potential to improve transit options in the County. The project will aim to connect Downtown Miami to Miami Beach via light rail. Although the project is still in study phase, one immediate challenge that it will face if found feasible in terms of ridership and costs, is the financing of construction, operations and maintenance. The speakers who referenced the project, including the County Mayor, the Miami-Dade Transit Director, as well as representatives from FDOT, MPO and the DDA, emphasized the collaborative effort of all partners.

The use of EBS and BRT was also discussed as an alternative mode choice that may be more financially feasible in some corridors. [Benjamin De La Peña](#) of the Knight Foundation dedicated his presentation to a discussion of successful BRT projects and pointed out that they all share high ridership and bus speeds. Many of these projects succeed because they have been judiciously placed along the most congested areas, where the demand exists. The most detailed overview of the use of enhanced bus service and BRT was presented by Mr. [Wilson Fernandez](#)

REPORT ON PROCEEDINGS

of the Miami-Dade MPO. He discussed the corridors where enhanced bus service is being planned, including Northwest 27th Avenue, Flagler Street and Biscayne Boulevard. Mr. Fernandez also asserted that BRT is also being studied as an option in some corridors, but as few speakers mentioned, BRT needs dedicated lanes and the tradeoff of reducing lanes in exchange for BRT, as well as the road modifications required for the safe operation of BRT, needs to be studied extensively.

The third topic within the theme encompassed various technologies that are being used by county agencies to improve transit riders' experience. Mayor Gimenez mentioned the upgrade of the MDT Central Control system which improves train communications and train control features, and the use of NextBus technology for real time transit information. The use of technology was also mentioned in the discussion of [Gus Pego](#), District VI Secretary for FDOT, who mentioned the use of Intelligent Transportation System (ITS) components in express lane operations. Javier Rodriguez, Executive Director of the Miami-Dade Expressway Authority (MDX), referenced the expansion of the agency's Open Road Tolling (ORT) system which allows traffic to move faster.

Community Engagement

The Transportation Trust expanded the efforts to promote the summit and engage the community by using traditional media outlets and strategies, as well as social media. The promotion of the event included the Miami Herald, Miami Today, community newspapers, signs on transit vehicles and in Metrorail stations, the county's website, and weekly email messages to a list of over 3,000 decision-makers and officials from government, private and non-profit organizations. This effort was enhanced with outreach via social



media, mainly Twitter and Facebook, led by the [Urban Impact Lab](#). Additionally, the Summit was webcast live, courtesy of Miami Dade College, Wolfson Campus. The curated live feed of Twitter comments was shown live on a dedicated screen during the event.

The use of social media throughout the day of the event resulted in over 400 substantive comments received in response to summit presentations, or with general questions and suggestions for improvements. Another nontraditional method for audience participation was



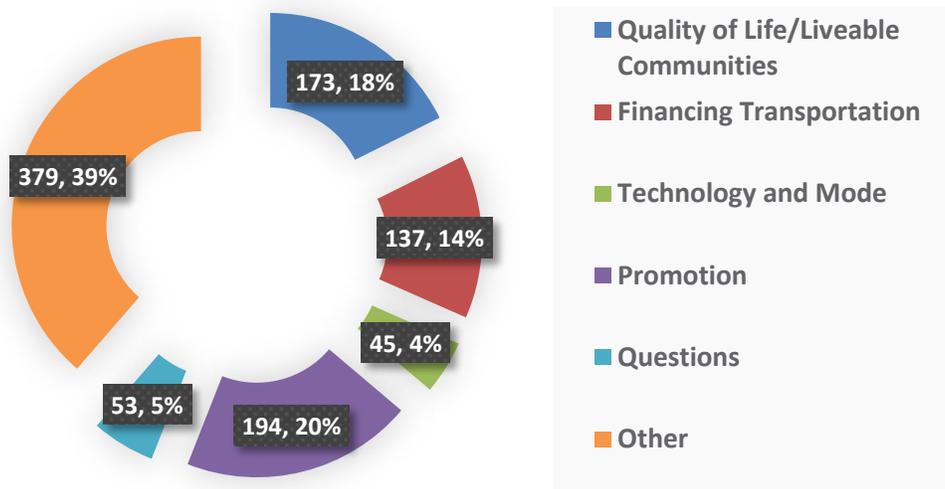
the use of the Idea Wall where participants could post their ideas and thoughts on public transportation issues. The Idea Wall offered a brief description of projects and requested feedback. The four boards covered the topics of Commuter Rail, Bus Rapid Transit and

Enhanced Bus Service, Light Rail and Streetcars, and Future Transportation (demands and considerations). The audience comments are included in the following general analysis of the community feedback received throughout the Summit.

Community Feedback

The summit attendees had a number of opportunities to participate with comments and questions including the Idea Wall and through Q&A during the sessions. The community at large also had access to the live feed of the summit which was viewed by over 200 people who could also post on Twitter. There were over 700 tweets about the summit, of which approximately 200 were messages promoting the event, while the remaining over 500 were comments, questions or suggestions about transportation. (See Appendix D: Social Media Summary).

CITT Social Media Interaction-Categories



Conclusions and Post-Summit Steps: Implementing the Vision

The Summit's attendance of over 500 participants is a telling indicator of the significant interest of the community in transportation solutions. The participation from both the public, private and nonprofit sectors, as well as the input from the community, demonstrate the relevance of transportation for a broad spectrum of stakeholders. Two of the themes discussed throughout the sessions - *Transportation Financing*, and *Transportations Modes and Technology* – represent different strategies and mechanisms that can be used to address Miami-Dade County's transportation challenges. Within these two themes there are several key points which were put forward as next steps in advancing the community's vision for public transportation:

"The Summit is evidence of a real desire in Miami-Dade County to get our transportation projects going" Paul Schwiep, Chair

- Seek and obtain financing from multiple sources, including federal, state, local and private sectors
- Build on the examples of successful public-private partnerships and replicate the best practices of innovative financing mechanisms
- Examine the financial feasibility of transportation options and apply cost-effective options such as enhanced bus service and bus rapid transit as a way to address transportation challenges in the short- and mid-term
- Continue to enhance the public transit user experience through the implementation of smart technologies
- Strengthen the collaboration among transportation agencies and local governments as a way to improve connectivity and mobility options, as well as to leverage funds
- Encourage the use of alternative transportation modes such as walking, biking and shared rides, by increasing access to them, and ensuring the safety of pedestrians, bicyclists and drivers

The third theme that was referenced throughout the Summit, *Livable Communities*, highlights the importance of transportation in enhancing the quality of life of residents and suggests the opportunity for transportation planners and decision-makers to obtain broad support for transportation improvements. This theme encompasses multiple topics including smart growth planning policies, the cost burden for residents, measured in money, time or energy spent on transportation, and generational preferences for transportation and area of residence. The highlights within this theme include:

REPORT ON PROCEEDINGS

- Integrate housing development with transit as a way to minimize travel time and costs for residents (Transit Oriented Development)
- Provide *affordable* housing options near transit nodes
- Plan and implement transit routes in response to residents' demand for travel to jobs, educational opportunities, and recreational activities
- Acknowledge and accommodate preferences for alternative transportation options, including walking and biking, by providing safe and attractive routes
- Involve various stakeholders in the community, including residents, businesses, government, nonprofits, in discussing preferences and finding solutions that address various demands

Overall, the Summit contributed to the broad discussions of transportation and served as an important forum at which multiple stakeholders presented their perspectives on the future of transportation in Miami-Dade County. However, in addition to the benefit of bringing together various viewpoints and expert opinions, the Summit also provided impetus for specific actions in the following months, in the summer of 2015.

Destination Denver” Fly-in was collaboratively hosted by the Greater Miami Chamber of Commerce, Miami Downtown Development Authority, Miami-Dade County, and the Citizens’ Independent Transportation Trust. The Fly-in was a direct outcome of the Summit where the business community and government officials banded together to travel to Denver to learn first-hand how the Denver Regional Transportation District has been successful in implementing the FasTrack program and to look for practices that can be applied to alleviate traffic.

Advancement of the All Aboard Florida/Tri-Rail Downtown Miami Link project: This project has been under development for a number of years with AAF proceeding with its passenger rail line from Miami to Orlando. Following the summit, discussions began about advancing the Miami-Dade portion of the Tri-Rail Coastal link concurrent with development of the AAF MiamiCentral Station which takes advantage of a rare opportunity to develop a significant and transformative commuter rail link in a short period of time and at a moderate cost. Approval and funding of the project engages a cross-section of the community in funding and developing the project.

Chairman Monestime Creating MPO Sub-Committees: Board of County Commissioners and Metropolitan Planning Organization Chairman Jean Monestime created two new standing committees at the Metropolitan Planning Organization (MPO) – The transit Solutions Committee and the Fiscal Priorities Committee. They aim to look specifically at integration and



MPO and County Commission
Chairman, Commissioner Jean
Monestime, District 2

connection of existing mass transit services, to improve connectivity among all transportation providers and to program transportation funding to reflect countywide priorities.

The continued presence of transportation at the forefront of public discussion underscores the success of the Summit as a forum for discussion and an avenue for finding solutions. The action steps taken by public officials in the immediate aftermath of the Summit are an indicator of the importance of transportation for the area, but they also build on the momentum created by the engaging and informative discussions of the event sessions. The Summit highlighted

both the urgency of finding transportation solutions as well as the potential opportunities for timely and immediate actions to be undertaken by decision-makers.

REPORT ON PROCEEDINGS

Report Methodology

The purpose of the Report on Proceedings of the 2015 Transportation Summit was twofold. First, the report aims to provide an overall overview of the panels and topics discussed by panelists and audience as a way to raise awareness of the issues within the designated topics in the sessions. Secondly, the report is organized to focus attention to the overarching, cross-cutting themes that were identified across sessions. Therefore, the report outlines the major themes that emerged during the panelist presentations and ensuing discourse.

The main themes outlined in the report summary and discussed in more detail in the Visioning Section of the report were derived from a comprehensive analysis of the presentations, discussions, questions and comments collected during the event sessions. The themes presented in the report are not intended to encompass *all* comments and discussions but to synthesize those most frequently mentioned by participants. Thus, even though most of the dialogue can be categorized and directly identified within the discussed themes, there are some which are related in a more indirect way due to their narrow focus. For example, there was a participant who mentioned deteriorating buses and breakdowns mid-transit, a comment which appears linked to both the financing and to a lesser extent to the Mode Choice and Technology themes. Another participant commented on the need for better landscaping for transportation projects which may be considered to be incorporated in the discussion on financing and planning transportation projects.

In addition, the four themes have significant overlap and while they are addressed separately in the report, they should be considered in a more holistic way. All of these are interrelated and must be treated as such. For example, there are clear connections that can be made between financing and mode choices, financing and public input, mode choices and corridor development, etc.

The specific process through which the report emerged is as follows:

1. Scribing: Each session had designated scribes who took notes during the presentations and the Q&A sessions following them.
2. Summary preparation: Scribes prepared detailed summaries of each session (See Attachment D: Session Summaries for a detailed account of the presentations and discussions).
3. Audio review: All sessions were audio recorded and listened to after the Summit to ensure that the proceedings were properly covered in each summary.
4. Synthesis: Out of the summaries and an overall audio review emerged the five overarching themes.



2015 **Transportation Summit**

*Advancing the community's vision
for public transportation*

**Miami Dade College – Wolfson Campus
Chapman Conference Center
300 NE Second Ave., Miami, Florida 33132**

January 22, 2015

This event is organized by the Citizens' Independent Transportation Trust in conjunction with Mayor Carlos A. Gimenez, the Board of County Commissioners, the Greater Miami Chamber of Commerce and the Miami-Dade County League of Cities.



2015 TRANSPORTATION SUMMIT*Advancing the community's vision for public transportation*

Order of Events

8:30 a.m. – 4:00 p.m.	Registration <i>Chapman Conference Center Atrium</i>
8:30 a.m. – 4:00 p.m.	Exhibitor's Showcase Open
9:30 a.m. – 11:00 a.m.	Opening Session Master of Ceremonies: The Honorable Dennis C. Moss Keynote Address by Mayor Carlos A. Gimenez Keynote Address by Phillip A. Washington <i>Room 3210</i>
11:00 a.m. – 11:15 a.m.	Break <i>Exhibit Hall</i>
11:15 a.m. – 12:45 p.m.	General Session Moderator: Sasha Page, <i>IMG Rebel</i> National Models of Excellence: Public-Private Partnerships, Innovative Financing & Community Engagement <i>Room 3210</i>
12:45 p.m. – 1:45 p.m.	Lunch <i>Exhibit Hall</i>
1:45 p.m. – 3:15 p.m.	Concurrent Sessions Transit Oriented Development Moderator: Julie Medley, <i>Urban Land Institute</i> <i>Room 3210</i> Livable Communities Moderator: James McDonald, Esq., <i>Miami-Dade County League of Cities</i> <i>Room 3209</i>
3:15 p.m. – 3:30 p.m.	Break <i>Exhibit Hall</i>
3:30 p.m. – 4:30 p.m.	Update on Major Transportation Projects Moderator: Mitchell Bierman, Esq., <i>Greater Miami Chamber of Commerce</i> <i>Room 3210</i>
4:30 p.m. – 5:30 p.m.	Interactive Input Breakout Sessions with Agencies <i>Room 3210</i>

2015 TRANSPORTATION SUMMIT*Advancing the community's vision for public transportation*

Keynote Speakers

Carlos A. Gimenez*Mayor, Miami-Dade County*

Carlos A. Gimenez continues his lifelong commitment to public service after being reelected as Miami-Dade County's mayor on Aug. 14, 2012. As the County's top elected official and chief administrator, Mayor Gimenez is responsible for the leadership and management of an organization with over 25,000 employees and an annual budget of nearly \$6 billion. He brings decades of invaluable public service experience to the post and continues to pursue a set of clearly defined priorities that reflect both his governing philosophy and the challenges of the current economic environment. Mayor Gimenez considers public transportation essential to providing a high quality of life for the residents of Miami-Dade County as well as an enhanced experience for visitors.

Phillip Washington*Chairman, American Public Transportation Association
General Manager, Denver Regional Transportation District*

Phillip Washington is the current chairman of the American Public Transportation Association and general manager and CEO of the Regional Transportation District (RTD) in Denver, Colorado. As RTD's general manager, Washington and his team are leading one of the most dynamic transit agencies in North America currently implementing FasTracks, constructing 122 miles of light and commuter rail and 16 miles of Bus Rapid Transit. With the recent groundbreaking of the commuter rail line from Denver International Airport to Downtown Denver, the RTD has spearheaded the implementation of the first-of-its-kind \$2.2 billion dollar transit Public-Private Partnership (P3). He is responsible for a 2013 total agency budget appropriation in the amount of \$2.7 billion and is currently managing active transit expansion projects in the amount of \$4.7 billion.

2015 TRANSPORTATION SUMMIT*Advancing the community's vision for public transportation***11:15 a.m. – 12:45 a.m.****Room 3210****GENERAL SESSION****National Models of Excellence: Public-Private Partnerships, Innovative Financing and Community Engagement****Moderator:** Sasha Page, *Senior Vice President for Finance, IMG Rebel*

- **The Maryland Purple Line – Public-Private Partnership**, Jeffrey D. Ensor, *Director of Project Delivery and Finance, Maryland Transit Administration*
- **The Washington Dulles Airport Silver Line – Innovative Financing with Toll Roads**, Deborah S. Lipman, *Director of Government Relations, Metropolitan Washington Airports Authority*
- **Bus Rapid Transit Best Practices**, Benjamin de la Pena, *Director, Community & National Strategy, Knight Foundation*
- **Our Miami Report: A Shared Vision for Miami**, Stuart Kennedy, *Senior Program Officer, The Miami Foundation*

Exhibitor's Hall Sponsor Welcome: Ronald M. Colas, P.E., S.I., *Vice President – Senior Area Manager, Parsons Brinckerhoff, Inc.***12:45 p.m. – 1:45 p.m.****Exhibitor's Hall**

Lunch

1:45 p.m. – 3:15 p.m.**Concurrent Sessions****CONCURRENT SESSION I****Room 3210****Transit Oriented Development****Moderator:** Julie Medley, *Executive Director, Urban Land Institute Southeast Florida and the Caribbean*

- **Downtown Overview** – Javier Betancourt, *Deputy Director, Miami Downtown Development Authority*
- **Swire Citi Centre Project** – Neisen O. Kasdin, Esq., *Office Managing Partner, Ackerman LLP*
- **Metrorail Transit Oriented Development** – Albert Hernandez, P.E., *Assistant Director, Miami-Dade Transit*
- **Mixed Use and Affordable Housing Developments** – Kenneth Naylor, *Chief Operating Officer, Atlantic Pacific Communities*

2015 TRANSPORTATION SUMMIT*Advancing the community's vision for public transportation***1:45 p.m. – 3:15 p.m.****Concurrent Sessions** *(continued)***CONCURRENT SESSION II****Room 3209****Livable Communities**

Moderator: Hon. James McDonald, Esq., *Chairman, Miami-Dade County League of Cities Transportation Committee and Council Member, Village of Pinecrest*

- **The Underline** – Meg Daly, *Founder & President, Friends of the Underline*
- **Municipal Trolley Systems** – Thomas Rodrigues, *Transportation Analyst, City of Miami*
- **The New Millennial Perspective** – Rebekah Monson, *Co-Founder The New Tropic*
- **Walkable, Livable Communities & the “Seven50” Initiative** – Jason King, *Project Director/Town Planner, Dover, Kohl & Partners*

3:15 p.m. – 3:30 p.m.**Exhibitor's Hall****Break****3:30 p.m. – 4:30 p.m.****Room 3210****CLOSING SESSION****Community Update on Major Transportation Projects**

Moderator: Mitchell Bierman, Esq., *Vice Chairman, Greater Miami Chamber of Commerce Transportation Committee and Member, Weiss Serota Helfman Cole Bierman & Popok*

- **Miami Beach Light Rail and Major Corridor Update** – Wilson A. Fernandez, *Transportation Systems Manager, Miami-Dade Metropolitan Planning Organization*
- **All Aboard Florida** – P. Michael Reininger, *President, All Aboard Florida*
- **South Florida Regional Transportation Authority** – Jack Stephens, *Executive Director, Tri-Rail and Tri-Rail Coastal Link*
- **Miami-Dade Transit** – Ysela Llort, P.E., *Director, Miami-Dade Transit*
- **Florida Department of Transportation** – Gustavo “Gus” Pego, P.E., *District 6 Secretary*
- **Miami-Dade Expressway Authority** – Javier Rodriguez, P.E., *Executive Director, MDX*

4:30 p.m. – 5:30 p.m.**Interactive Input Breakout Sessions with Agencies**

2015 TRANSPORTATION SUMMIT

Advancing the community's vision for public transportation

Exhibitor's Showcase

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MIAMI-DADE COUNTY



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Appendix C – Session Summaries

OPENING SESSION

9:30 a.m. – 11:00 a.m.

Master of Ceremonies: The Honorable Dennis C. Moss Commission District 9, Board of County Commissioners

- Welcome from Miami Dade College: Dr. [José A. Vicente](#), Ed.D., Miami Dade College President, Wolfson Campus
- Welcome from Commissioner Esteban Bovo, Commission District 13, Chairman of the Transportation and Mobility Committee, Vice-Chairman Board of County Commissioners
- Welcome from the Greater Miami Chamber of Commerce: [Antonio L. Argiz](#), Chairman, Greater Miami Chamber of Commerce and Chairman & CEO, Morrison, Brown, Argiz & Farra, LLC
- Exhibitor’s Hall Sponsor Welcome: Gilberto Neves, President and CEO, Odebrecht USA
- Summit Overview and Introduction of Speaker: [Paul Schwiep](#), Esq., Chairman, Citizens’ Independent Transportation Trust and Partner, Coffey Burlington
- Keynote Address: The Honorable [Carlos A. Gimenez](#), Mayor, Miami-Dade County
- Introduction of Speaker: [Ysela Llord](#), P.E., Director, Miami-Dade Transit
- Keynote Address: [Phillip A. Washington](#), General Manager & CEO, Denver Regional Transportation District and Chairman, American Public Transportation Association

REPORT ON PROCEEDINGS

The Summit's Opening Session included welcoming remarks from a number of local dignitaries, as well as keynote speeches from Miami-Dade County Mayor Carlos A. Gimenez and Mr. Phillip A. Washington, General Manager & CEO, Denver Regional Transportation District and Chairman of the American Public Transportation Association. The Honorable Dennis C. Moss, representing Miami-Dade County Commission District 9, introduced a number of local elected officials who were present. He also referenced the 2013 Summit and the 2014 Community Forums, and noted that the goal of the 2015 Summit was to continue to build support for major transportation investment including the Miami Beach light rail project, the Tri-Rail Coastal Link, and four Bus Rapid Transit (BRT) projects.

Mr. Moss introduced the line of speakers and gave the podium to Dr. José A. Vicente, President of Miami Dade College Wolfson Campus, for welcoming remarks. Dr. Vicente emphasized Miami's position as an international hub for trade and tourism, and the importance of an integrated transportation system for the region's economy. He also noted the growth of the region as a challenge that has consistently placed Miami-Dade County on the list of most congested areas in the nation. In the context of the region's growth, the Wolfson Campus President reiterated the importance of the summit theme, *Advancing the Community's Vision for Public Transportation*, as a vital one for the entire community. Before officially welcoming the summit participants and attendees to Wolfson campus, Dr. Vicente expressed his gratitude to decision-makers for the recently completed transportation project, the PortMiami tunnel that has alleviated the large vehicular traffic in the streets around Wolfson campus.



The next speaker was Commissioner Esteban Bovo, Jr representing District 13 and the new Vice Chairman of the Board of County Commissioners and Chairman of the Transportation and Mobility Services Committee. He noted that we must challenge ourselves to "move beyond the simple conversation and begin to move the dial on transportation." Additionally, he emphasized the need to "educate the public and bring the stakeholders to the table." Commissioner Bovo expressed his commitment to chair a committee that only sits and talks but rather a committee that creates "actual movement, actual investments, something that we can bring to our residents."

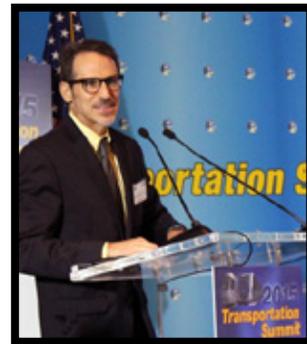


The next speaker was Mr. Antonio L. Argiz, Chairman, Greater Miami Chamber of Commerce (GMCC) and Chairman & CEO, Morrison, Brown, Argiz & Farra, LLC



Mr. Argiz pointed out that lack of a comprehensive and coordinated transportation system is an impediment to Miami's growth as a world class city, and the difficulty of implementing solutions in the context of "both federal and state dollars stretched out to the max." The speaker emphasized the importance of involving the private sector through public-private partnerships (P3s) and expressed the GMCC's commitment to working with various local agencies and decision-makers towards transportation solutions. He concluded by introducing Gilberto Nieves, President and CEO, Odebrecht USA, who thanked transportation agencies and officials for the transportation projects that have been implemented.

Welcoming remarks were also given by Mr. Paul Schwiep, Esq., Chairman, Citizens' Independent Transportation Trust (Transportation Trust). Mr. Schwiep affirmed the Trust's commitment to "safe, efficient, viable, reliable and expanded transit in Miami-Dade County." He encouraged everyone to think about the future of what can be done to improve transportation.



The first keynote address of the opening session was given by Miami-Dade County Mayor Carlos A. Gimenez who recognized the importance of improving and expanding the public infrastructure and transportation system in the transformation of Miami-Dade County into a



world class community. Mayor Gimenez remarked that \$1.2 billion is required to fund infrastructure projects and for the rehabilitation and expansion of the transit system. He also suggested that such funding should be sought from state and local sources because it was unlikely to receive them from the federal government. Mayor Gimenez referenced P3s as a funding mechanism and noted the PortMiami tunnel as an example of a successful P3. He presented the need for transportation improvements in the context of various developments throughout the County like Brickell City Centre, which will reshape the community and provide an even greater impetus to seek solutions to the transportation challenges of the area. Mayor

Gimenez stressed the importance of directing these solutions not just towards the most heavily urbanized areas such as Downtown Miami and Miami Beach, but also the unincorporated parts

REPORT ON PROCEEDINGS

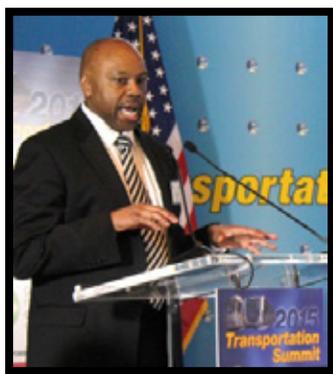
of the County which has 1.1 million residents. He mentioned the Miami Beach Light Rail Project, formerly known as BayLink, as an example of a large scale project in the planning stages which requires significant work and funding.

The Mayor recounted some of the recent transit improvements in the county, including the Miami-Dade Transit (MDT) Central Control Center, the use of modern transit technologies for transit information, and the planned acquisition of new buses using clean fuel. He also referenced the addition of Enhanced Bus Service (EBS) on Kendall Drive and Northwest 27th Avenue, the development of BRT service along State Road 836, the Metrorail extension to Miami International Airport, and the new Metrorail vehicles to be tested and put into service in 2016. He continued to emphasize the need for P3s because “governments cannot do it alone”. He went on to say mentioned the importance of the public sector in creating “walkable, sustainable communities” through Transit Oriented Developments (TODs) and in implementing projects that “stimulate urban revival”, such as the AAF passenger rail service and station in Downtown Miami.

Mayor Gimenez also discussed efforts to encourage residents to use other transportation modes emphasizing the need for smart development policies and projects that promote biking and walking, such as the Underline, the 10-mile linear park under part of the Metrorail guideway and the addition of ride share services such as Uber and Lyft which have the potential to alleviate some of the area’s traffic problems.

Mayor Gimenez ended his address by reinforcing the point that there is no “silver bullet” that can solve the area’s problems but rather a list of solutions to be reached in a collaborative effort by all stakeholders. H reiterated his commitment to improving quality of life and the area’s transportation infrastructure.

The second keynote address was given by Mr. Phillip A. Washington, General Manager & CEO of



the Denver Regional Transportation District (RTD) and Chairman of the American Public Transportation Association (APTA). He was introduced by Ms. Ysela Llort, P.E., Director of Miami-Dade Transit. Mr. Washington began his keynote address by discussing five mega-trends facing the transportation industry in the next five to ten years. These five mega-trends are safety and security, funding, changing demographics, workforce and lifestyle changes, and accelerating technological advances. These five challenges and opportunities are the focus of APTA’s [2015-2019 Strategic Plan](#).¹

¹ American Public Transportation Association, <http://www.apta.com/about/governance/strategic/>

Mr. Washington shared his experience in Denver with planning and implementing FasTracks, a program of projects which includes 122 miles of new light rail service, 18 miles of BRT, 57 new stations, and other transportation improvements. His presentation covered four stages in FasTracks' development that began with the early unsuccessful effort to obtain voter approval, the subsequent redesign of the campaign, the improvements introduced in the five years since project implementation began, and concluded with the future work envisioned.

In speaking about the initial visioning and planning stages, Mr. Washington outlined the major challenges and missteps that the project encountered—a dysfunctional RTD board, an inadequate conceptual plan, as well as insufficient funds for the expansion campaign—which resulted in the rejection of the initiative by the Denver metro area voters. However, within seven years, the RTD's smart investment into an historic railroad station and better campaign planning efforts resulted in voter approval of the ambitious expansion. Mr. Washington identified six key elements of a successful campaign, all of which pertained to various visioning and planning aspects of the effort. He explained how these key elements helped in understanding the voters and the political environment of the referendum, as well as the design and dissemination of relevant messages which showed the benefits of the expansion. Despite the opposition of the Governor of Colorado and the state's Department of Transportation, the outcome of the campaign was the approval of FasTracks by 57 percent of metro area voters.

Keys to an Effective Campaign:

- *Research, Research, Research!*
- *Throw out all preconceived notions*
- *Start Early*
- *Utilize data*
- *Be Inclusive*
- *Be Proactive*

In evaluating what was required for voter approval, Mr. Washington highlighted the need for support from local stakeholders, including political leaders, business groups, transit users and voters.

Mr. Washington then shared the current status of the FasTracks projects showing the scope of the work completed since its inception, lines currently under construction, and expansions planned in the future. In this discussion, he recounted the details of financing and executing Eagle P3, a public-private partnership that funded the East Rail Line, the Gold Line, the first segment of the Northwest Rail, and a commuter rail maintenance facility. With a cost of \$2.2 billion, of which \$1.03 billion was funded by a federal grant, this is the first transit P3 of this magnitude in the U.S. According to the terms of the contract, the RTD retains ownership of assets but transferred the risks of construction, overruns, and performance metrics to their private partners. The private partners obtained a 34-year arrangement with a 6-year design/build phase and a 28-year operate/maintain phase.

REPORT ON PROCEEDINGS

Mr. Washington referenced the financing mix as “finance lasagna” as it included funding from various sources - Transportation Infrastructure Finance and Innovation Act (TIFIA), Railroad Infrastructure Fund (RIF) loans, Tax Increment Financing (TIF), private activity bonds, , sales tax revenues and other funding streams.

Mr. Washington’s presentation demonstrated the successful alignment of various messages, resources and stakeholder interests for the approval and implementation of the FasTracks program. Throughout the presentation, Mr. Washington emphasized the importance of both understanding the voters and presenting to them coherent messages and plans that respond to their preferences and needs. Secondly, the he noted that the resources, both financial and political, in terms of support from decision-makers were obtained as a result of careful planning and strategizing. The other important element of a project this size is the endorsement of the vision from various stakeholders in the community, which Mr. Washington said was made possible with the mutual understanding that growth cannot be stopped, but plans can be made to accommodate it. The FasTracks project directly responded to the area’s growth and need for transportation choices.

“If the political champions step up....if we all step up as a community, we can do this infrastructure and the payoff is tremendous.”

Mr. Washington concluded his address with a few example of how FasTracks fulfilled the promises it made during the campaign. These promises included the creation of 10,300 jobs, the flourishing of minority businesses through subcontracting of over \$1 billion, the injection of \$5 billion into the local economy, and the expansion of transit-oriented development. He emphasized that there is a significant payoff to infrastructure investment, and that if there is a will to do it, the success of FasTracks can be replicated in other communities, including Miami-Dade.

GENERAL SESSION II: NATIONAL MODELS OF EXCELLENCE: PPP, INNOVATIVE FINANCING & COMMUNITY ENGAGEMENT

11:15 am – 12:45 pm

Moderator: Sasha Page, Senior Vice President for Finance, IMG Rebel

- Welcome from [Hon. Jean Monestime](#), Commission District 2, Chairman of the Chairman Board of County Commissioners and the Miami-Dade MPO
- The Maryland Purple Line – Public-Private Partnership, [Jeffrey D. Ensor](#), Director of Project Delivery and Finance, Maryland Transit Administration
- The Washington Dulles Airport Silver Line – Innovative Financing with Toll Roads, [Deborah S. Lipman](#), Director of Government Relations, Metropolitan Washington Airports Authority
- Bus Rapid Transit Best Practices, [Benjamin de la Pena](#), Director, Community & National Strategy, Knight Foundation
- Our Miami Report: A Shared Vision for Miami, [Stuart Kennedy](#), Senior Program Officer, The Miami Foundation

Opening:

**Sasha Page, Moderator
IMG Rebel**

As an active member of the Transportation Research Board and the American Public Transportation Association, Sasha Page brings a wealth of knowledge on the latest public transportation projects taking



place across the United States. He provided a snapshot of activity in the works from coast to coast and briefly mentioned some of the tools municipalities are implementing to bring these projects to fruition. Among the list of cities Page mentioned was Los Angeles, where the city has utilized a 1.5 cents sales tax to fund a 5 billion dollar project. Other cities, such as Chicago, Portland and St. Louis are also executing either transit upgrades or establishing new modes of transportation. For example, Portland’s street car program is being partially funded by parking fees.

Mr. Page made valuable observations in both the changing pattern of everyday commutes and how cities are analyzing these changes to better accommodate citizens and to create opportunities for development. He first highlighted the demographics of urban transit systems and how the role of

REPORT ON PROCEEDINGS

millennials is moving the needle towards alternative forms of transportation. With high housing costs and other expenses associated with urban living, and as the economy gradually emerges from the Great Recession, the cost of owning and driving a car has taken a backseat for Generation Y. The rise of the Sharing Economy has broken down the traditional model of consumption with technology as the primary catalyst of this new wave of consumption. The widespread use of smartphone apps has blurred the line between transit provider and transit user, he said.

In this vein, new modes of employment have also emerged, which require flexibility of mobility. The face of the typical work-home commute has changed as work can now take place in a coffee shop, for example. Transit demand is consistent with quality of life issues worldwide. Page stressed the opportunities that bus rapid transit (BRT) provides and mentioned their successes in nations less developed than the U.S.

As part of his involvement with the Transportation Research Board, Mr. Page's insights underscored the bigger conversation for the day: How will we advance the vision for Miami-Dade's public transportation? He discussed the concept of *value capture* and that assessment districts are being established all over the country to help municipalities capture the value that transit provides for surrounding properties and local governments. Projects of all sizes need cooperation from the public and private sectors to develop a reasonable forecast for what is going to happen; such as, a real estate development forecast and sales tax forecast. He noted that these projects don't get made without the typical public policy challenges.

The first two presenters provided insights to out-of-state and P3 while the last two promoted the need for local initiatives.

The Purple Line & How it managed to champion the P3 Model

Jeffrey Ensor of the Maryland Transit Administration (MTA) was the first speaker in this series discussing P3's and innovative ways to finance transportation projects. The Maryland Purple Line is a new 16-mile Light Rail Transit (LRT) line that crosses Maryland and Washington D.C., filling in the gaps between the Washington Metropolitan Area Transit Authority (WMATA) system. Ensor focused on the P3 model, how state and local governments contributed to the project and how bringing in a private partner, which he referred to as a concessionaire, allows for a more efficient and timely delivery of the project. Financial support included state and local funding, FTA's New Starts grant, Federal TIFIA loan and private equity investment. The P3 model contract is defined by combining Design, Construction, Financing, Operations and Maintenance (DBFOM) to take place within 35 years. The process was broken down into two major parts: Design and Construction to take place within the first 5 years, and Operation and Management/Capital Renewal for the remaining 30 years of the project.



There are a number of reasons why the P3 model is optimal for this project. First and foremost, there is shared risk between the MTA and the concessionaire. The return on investment for the concessionaire is realized if it manages costs, and innovates and delivers the project on schedule. These incentives ring true for the rest of the P3 model. Ensor listed operational factors, life-cycle planning and cost optimization, and enhanced opportunities for innovation as some of the reasons why a DBFOM contract works for the MTA Purple Line. To ensure quality is achieved, the agency established the minimum acceptable requirements of performance and implemented financial deductions if these benchmarks are not met. Such measurements include service availability and on-time performance, cleanliness, station maintenance and safety and security compliance.

He stressed the importance of making the decision on delivery early in the process and to engage stakeholders as well as third parties sooner rather than later. Working with the private sector on a public project means understanding that lenders and investors have different needs and concerns than procurements without private financing at risk. With these lessons learned, Ensor reminded everyone in his presentation that the MTA had goals of its own it needed to achieve.

Dulles Silver Line Project

Deborah Lipman, Manager of Government Affairs, Metropolitan Washington Airports Authority made a presentation on implementation of the Silver Line which connects Washington, D.C. with Dulles Airport.

One of the highlights of the Silver Line is that it's one of the few or only projects being paid for by toll



roads or highway revenues. They have used innovative financing options to make the 23-mile connection between existing highways. Ms. Lipman explained the P3 which had extensive support and participation from government agencies in financing, constructing and operating the project. Forty-nine percent of \$5.68 billion in total sources of funding come from toll roads; the rest is shared between the neighboring counties, federal funds, Commonwealth of Virginia and aviation funds. The expansive reach of the Silver Line requires regional partnership, as it extends through two counties.

Phase 1 of the Silver Line connects different business and communities, while Phase 2 is more focused on connecting to the Dulles airport, a major international gateway. Lipman shared that keeping commitments is key in such projects.

Best Practices in Bus Rapid Transit (BRT)

Benjamin De La Peña made a strong case for initiating BRT projects in the U.S. citing several successful



systems currently operating South America and Europe. He first made a clear distinction in the usage of the term "BRT" and how some U.S. projects have been labeled as such but are other bus transportation services such as Enhanced Bus Service (EBS). He stated that the Silver Line, Boston, the Select Bus Service, NYC, nor Seattle's RapidRide cannot be counted as real BRT. He cited the BRT Standard point system (www.brtstandard.org) which allocates a

REPORT ON PROCEEDINGS

range of points where BRT projects can qualify for Gold, Silver or Bronze as a source of validation. If a project were to seek Gold Standard, the project must have a dedicated right-of-way median alignment, such as the Transmilenio in Bogota, Colombia. It would also feature off-board fare collection and platform-level boarding; both of which save passengers time, and thus is an important in qualifying for Gold status. Buses with wide-doors provide greater access and passenger information systems are critical for the flow of mass transportation. According to De La Peña, BRT carries far more passengers per hour per direction in comparison to other transit modes, i.e. bus, light rail, Metrorail He presented the design skeleton required of successful BRT projects and suggested that *ridership* and *bus speeds* are the driving factors behind these examples. Many of these projects succeed because they have been judiciously placed along the most congested areas, where the demand exists.

The 2014 Our Miami Report: Advancing Civic Change

Stuart Kennedy of the Miami Foundation cited Transportation as one of the Quality of Life Indicators in its Our Miami Report of 2014. He presented several key statistics, such as 22 percent of a household's income goes towards covering transportation cost in Miami. Paired with housing costs, Miamians are spending 54 percent of their income on housing and transportation, housing and transportation alone. Kennedy compared these figures to other major cities, such as New York, Houston, and Chicago to provide a better picture. He turned to civic engagement as a critical tool for improving transportation, among other quality of life factors. Borrowing from President Obama's recent State of the Union address, where he stated, "twenty first century businesses need twenty first century infrastructure" – his statement that "twenty first century Miami needs twenty first century transit" was a resounding agreement with much of the audience and presenters thus far. Kennedy said that a bold vision was needed for Miami's transportation future. He quotes Rosabeth Moss Kanter to stress his point: "Vision is not just a picture of what could be. It is an appeal to our better selves; a call to something more."



Q&A: The moderator asked each panelist a question and then opened the conversation to the floor (questions and answers are paraphrased)

Question for Ensor: What was the catalytic moment when all the parties got together and said this is going to happen? It's a difficult process, but they managed to address the concerns of key stakeholders such as the local University and a local country club. Reaching out for support was a crucial step for the MTA P3 agreement.

Question for Lipman: Why is an airport involved with transit? They have experience building large construction projects. Commonwealth of Virginia was previously running the project, and had received unsolicited private project proposals. Going this route meant that private sector expects to make a very logical and automatic profit, however a profit wasn't being made from the toll roads the Airports

Authority noted. So, it wasn't turned over to the private sector, it made more sense to keep it within the Airports Authority domain.

Question for De La Peña: One of the concerns I've heard is that BRT is great but it doesn't create that transit-oriented development that other projects do. The best system in the U.S. exists in Cleveland, where something like 5-8 billion dollars in development was created in the corridor due to the Healthline. He noted that the built environment is automatically upgraded with BRT projects, thus improving market conditions for the real estate market. De La Peña said that while the U.S. doesn't have enough realtors who understand BRT, Miami is lucky because a lot of real estate developers come from South America.

Question for Kennedy: These quality of life improvements range from parks to public spaces, how can they be best funded? Stuart Kennedy agreed with Phillip Washington's comment that we need a "lasagna of funding sources". Examples from all over the U.S. illustrate that it can be done. We should talk to every expert that you can get your hands on.

Audience questions:

For De La Peña: In order to accommodate BRT we are going to have to eliminate a lane of traffic or two, which could be a good thing, as it would force people to use BRT; have you witnessed that anywhere else in your experience?

De La Peña explained that traffic even improves for car riders where there is BRT in place. For example Mexico City saw an improvement in the range of 20% faster speeds for the drivers; for the bus passengers it was 40%. It's a difficult conversation to have because as the commissioner said, everyone is an expert on traffic and we think it is somebody else's fault.

The next commenter asked about the lack of STS (Special Transportation Services). His grievances touched on lack of timely service provision for STS in the North Corridor. Charles Scurr directed the commenter to other sections of the program where his questions could be addressed properly.

Another gentleman asked Ensor several questions. He asked what is the total amount of construction of the development of the Purple Line? He also asked if it was going to be Union operated. We know all transit systems need subsidy, can you expand on how you built that into the P3 process, who is at risk in the total cost? The Purple Line cost is 2.4 billion. They don't legally mandate whether it is union operated or not, but they did encourage the concessionaire to have union staff for the operation and maintenance, as well as during the construction.

Another question for Mr. Peña was how to handle the abuse of the term "bus rapid transit" in Miami-Dade County. What is your advice for countering Miami's auto centric, false understanding of BRT to advance these projects at home? Mr. De La Peña cited Helsinki, where the city came to an agreement with BRT opposition to allow the program to run for a six-month trial period. After six months, the traffic was drastically improved and drivers agreed to not have it taken away. The commenter noted that

REPORT ON PROCEEDINGS

existing bus stations and infrastructure are not being leveraged as well as they should be. He asked for advice on convincing legislators and planners to adopt true BRT. De La Peña said to pay attention to the ridership more than the existing infrastructure. The more ridership already on the existing line, the more benefit you bring to the city. BRT succeeds where it will have the most impact in terms of existing riders.

CONCURRENT SESSION I: Transit Oriented Development

1:45 p.m. – 3:15 p.m.

Moderator:

Julie Medley, Executive Director, Urban Land Institute Southeast Florida and the Caribbean

Panelists:

- Downtown Overview – [Javier Betancourt](#), Deputy Director, Miami Downtown Development Authority
- Swire Citi Centre Project – [Neisen O. Kasdin](#), Esq., Office Managing Partner, Ackerman LLP
- Metrorail Transit Oriented Development – [Albert Hernandez](#), P.E., Assistant Director, Miami-Dade Transit
- Mixed Use and Affordable Housing Developments – [Kenneth Naylor](#), Chief Operating Officer, Atlantic Pacific Communities



Julie Medley

Transit Oriented Development is defined as a mixed-use residential and commercial area that is designed in order to maximize access to public transportation and thus, encourage transit ridership. The Moderator, Ms. Julie Medley, Executive Director of the Urban Land Institute (ULI) for SE Florida and the Caribbean, made sure to define this prior to presenting the panelists. The panelists included: Javier A. Betancourt, Deputy Director of the Miami Downtown Development Authority; Neisen O. Kasdin, Office Managing Partner for Akerman LLP; Albert Hernandez, Assistant Director of the Miami-Dade Transit ; Kenneth Naylor, Chief Operating Officer of the Atlantic Pacific Communities.

Javier A. Betancourt, the first panelist to present, focused his presentation on the growth and promotion of Downtown Miami as a Transit Oriented Development (TOD), or rather a Transit Oriented Neighborhood (TON), as he described it. He started, however, by briefly explaining that the Miami Downtown Development Authority (MDDA) was established in 1965, independent of the City of Miami and includes the Arts and Entertainment District (Arscht Center, American Airlines Arena, Perez Art Museum), the Central Business District, and Brickell, with a focus on urban design and transportation, business development and research,

REPORT ON PROCEEDINGS

marketing and communications, enhanced services, and advocacy. The vision for growth and promotion comes from Downtown Miami having all the imperative components of a TOD, including compact areas, high density developments, mixed-used character, bicycle and pedestrian friendly streets, and frequent transit service. Betancourt stated his belief that Downtown Miami is a great example of a TOD and further stated that “Downtown Miami is the best example of a TON in the state of Florida, if not of the Southeastern United States.”



In order for downtown Miami to continue its vision for TOD growth, it has created incentives for developers at 21 discrete transit nodes running down the Metrorail and Metromover corridors. There will be a 30% parking reduction for every project developed within a ½ mile of a node, and a 50% parking reduction for those within a ¼ mile of the transit corridors if they are for affordable housing. According to Betancourt,

Downtown Miami is moving forward and is becoming a “24/7 live, work, play neighborhood, and the epicenter of an emerging global city”. This advancement is shown in Downtown Miami employing 60% of the city’s workforce, having over \$13.4 billion in taxable property value (a 150% increase since 2000), and generating 40% of Miami’s total tax base.

Based on an economic analysis conducted by the MDDA, Downtown Miami has a greater economic output than those of the seaport, Miami International Airport, and Disney World due to the types of jobs that are being produced in Downtown- these include professional and high income jobs. How does this relate to TODs in Miami? Betancourt states that it is the transit network that has attracted and acted as a catalyst for the investment that led to this economic growth, and will continue to do so. Aside from the existing transit network available in Miami, including private sector entities such as Citi Bike, or Uber and Lyft, those that are in the works are believed to enhance Downtown Miami’s success by increasing its connectivity. This will culminate with the development of All Aboard Florida’s MiamiCentral Station, which features a mixed-use development with retail, commercial and parking components and intercity express passenger rail service from Miami to Orlando; Tri-Rail Coastal Link, connecting South Florida’s urban centers along the Florida East Coast Corridor; Baylink, light rail between Downtown Miami and Miami Beach; Miami Streetcar, light rail system connecting Downtown to neighborhoods to the north including, Edgewater, Overtown, Wynwood, and the Design District; East/West BRT, a BRT along 836 between the western suburbs and Downtown.

To further promote TODs, pedestrian friendly streets have to be developed; among these plans is Flagler Street in Downtown Miami. Mr. Betancourt focused on the statistical evidence that supports the economic growth Downtown Miami has experienced and is experiencing, with the purpose of creating a correlation between these numbers and Downtown Miami being a TON.

He presented some of the statistics that make Downtown a “live, work play neighborhood”: the 24,201 residential units with a 97% occupancy rate and \$436,000 average sales price per unit—briefly mentioning some of the real estate that are under construction—, the 147,000 employees in Downtown Miami whose major sectors include banking and finance, legal services, and professional services; the proximity to shops and the entertainment venues, as well as its education campuses Florida International University (FIU), Miami Dade College (MDC) and Miami International University of Art & Design (MIU).

Neisen O.Kasdin, Esq. was next to discuss the Brickell City Centre (BCC) a large mixed-use



development currently under construction in downtown Miami. Mr. Kasdin described it as a “true Transit Oriented Development” and one of the largest “urban development projects in North America today”. The first stage is 5.5 million feet of construction that includes two residential towers, a hotel, two office buildings, and 600,000 feet of retail; making it a “true, mixed-use live/work 24 hour community”. The project, developed by Swire Properties, represents well over \$1billion in construction costs just for the first phase. An empirical feature of the project is its “Climate Ribbon”, which will

conduct and channel breezes through the open shopping center and public area, while at the same time protecting its visitors from rain and collecting it.

The additional phases will include a north tower and “One Brickell City Centre”, an 80 story building including a hotel, offices, residences and shops located at the Eighth Street Metromover Station. Parking for the BCC will consist of an underground system which will go two levels down and include 1,800 parking spaces; no information was given, however, on whether these parking spaces will be for hotel users, residents, and shoppers, or if there will be additional parking elsewhere for residents and/or hotel guests. Mr. Kasdin stated that the project’s proximity to public transit is what makes it a TOD, or a TON. The Eighth Metromover Station will be incorporated into the project, allowing visitors to walk right into the train station from the third level of the project. Kasdin indicates the BCC allows for better connectivity for the project’s residents and workers, and other people who live in the neighborhood and enhances the pedestrian environment.

The third panelist, Albert Hernandez, focused his presentation on the role that Miami-Dade Transit (MDT) has in the development of TODs in Miami. He stated that what drives transit is having people work, live, and play near stations. To allow this to happen, the MDT has incorporated some TOD goals and these include: create attractive and dynamic stations and areas surrounding the stations, work on increasing transit ridership by focusing on livable communities, generate revenue through concession stands, ground leases, and farebox

REPORT ON PROCEEDINGS

revenue, and enhance the value of assets. Hernandez spoke about the existing projects the Miami-Dade Transit is currently working on that will lead to the achievement of some of these goals. The BCC was once again used as an example of TOD but he also discussed other stations that will eventually become centers of TODs. For instance, the 1010 Brickell Building at the 10th Street Metromover Station, which will integrate the transit station and businesses with the existing development by creating an exit that leads into new developments.



The Douglas Road Metrorail Station, a Public Private Partnership (P3) project, will allow the developers to use land on both sides of the tracks as well as air rights over the tracks to work on creating an aesthetically appealing station that includes bike and pedestrian amenities. Another example of a P3 is the Omni Bus Station, which will bring in a developer to modernize the bus terminal facility with new technologies, and hopefully to build over, through an air-space lease, the property above the bus terminal. The idea behind this would be that the developer would be in charge of maintaining the bus terminal, and thus eliminating some of the costs the MDT would otherwise incur.

Mr. Hernandez touched upon the Miami International Airport (MIA) Metrorail Station that enables riders to connect to MIA from the urban sectors where there are existing stations. He further discussed the development of affordable housing around existing MDT properties. Statistical evidence shows that MDT IS currently leasing to TODs 2,350,842 square feet of office space, 434,791 square feet of retail space, 1,109 dwelling units, 4,931 parking spaces, and 305 hotel rooms, creating annual revenue of approximately \$3million.

Kenneth Naylor's presentation focused on the important relationship between TODs and affordable housing. He emphasized that having affordable housing near and around transit stations is a simple equation that is complimentary and can be transformational for tenants. He identified some of the projects Atlantic Pacific Communities has developed and is developing that are encouraging the growth of more TODs. Amongst these are, Allapattah Gardens consisting of 128 units north of the Hospital District, The Beacon 90 units near the Historic Overtown/Lyric Theatre Metrorail Station, Washington Square, 69 units at the Culmer Metrorail Station and the Island Living development with 70 units located a quarter (¼) mile of the Historic Overtown/Lyric Theatre Metrorail Station.



Atlantic Pacific Communities is also working on "Transit Joint Development", where the development of affordable housing is planned and done around existing transit nodes. This allows for easy and friendly access for tenants to transit, and provides an increase in revenue

for the County. Some of these projects include: Santa Clara comprised of 400 units in the Hospital District), 400 units in the Brownsville Transit Village, Northside Transit Village which has 100 units under construction but the final product will have 438 units, 7TH Avenue Transit Village with 176 housing units, 22, 0000 square feet dedicated to a performing arts theater, 6,000 square feet of retail space, 5 bus bays, 1,600 square feet of indoor space for transit facility and parking spaces. The income range for tenants is \$14,790-\$42,180 while the rent range is \$325-\$955, and according to the Urban Land Institute (ULI), the estimated cost of owning and operating a car \$400-\$800, making vehicle ownership 40-100% of rent costs.

Mr. Naylor stated that affordable housing is considered to be infrastructure with the goal of increasing economic opportunities for tenants by allowing them to save money and have access to greater mobility options and possibly get into other forms of housing. For instance, \$400 saved monthly times 5% interest for 30 years can be over \$300,000, which can create a great impact on family's finances and opportunities.

The panelists' presentations ended with Julie Medley thanking them, asking them direct questions, and allowing the public to ask the panelists questions. Here are some of the Q&As:

Medley to N. Niesen:

Niesen, you have some of the highest profile developers as your clients, how are they viewing transportation accessibility fitting into their developing plans and do you see this becoming more top of mind than versus ten years ago?

A large focus of our practice is on urban development and redevelopment and that inevitably means that transit is important, so you've seen in BCC where transit is truly inter-grown to the project and is build right into the heart of the project, but there are other large projects that we're working on where transit clearly will play a role in the future. One is in the design district, which is currently not being served by transit, but obviously there's a great interest in connecting that to Downtown through the street car; for obvious reasons. You have people who live downtown and want to go shop there. In the long term, goal, rapid transit is viewed as important and probably one of the highest profile projects I'm working on is, of course, trying to find a site for David Beckham and his MLS soccer stadium. The first thing we were asked with was assessing sites that were good for that... I will tell you that one of the most important criteria is that proximity to transit. Because, first of all the experience of MLS fan in America today, particularly if you can see in Seattle, Portland, and other cities, is these are urban dwellers, millennials; they like to walk to the game or take transit. In addition, it's costing an exorbitant amount much money to fill the kind of parking you would need to accommodate in a suburban location. Now, not only does transit accessibility serves the population of the MLS fan, but it also alleviates the costs, which would be a barrier to having a stadium. I think most

REPORT ON PROCEEDINGS

every, major urban project, either the consciously or the unconsciously wants to be very connected to, directly or indirectly, wants to be connected to transit.

Medley to K. Naylor:

Ken, there might be a few local developers who have no TOD experience, what words of advice would you share for the process and how can the public sector make this process more appealing to developers and investors?

Get out of your car! I lived in Japan for a few years and the great take away from that was that an excellent transit system leads to excellent kind of life. You can learn so much just sitting and reading on a train for an hour, and it's better when somebody else is driving. I gave you the numbers for the affordable housing pitch on TOD. The higher-income-luxury housing-pitch is "we will give your time back". I think most Miami developers, and I grew up here and a lot of these folks are my friends, just are stuck in their car and not have experienced the transit line for what it is today. They experienced it when there was a Heat game in the Arena but they're not experiencing today; they're not seeing what's coming as far as the city centers. Obviously, there are exceptions like City Centre and World Centre that are integrating with these transit stations, but it's generally no mistake that those are multinational companies. I think that's really when developers in South Florida look at the progress they need to look at the transit lines.

Medley to All:

We've heard about affordable housing and why that makes sense for a TOD, but another principle successful for TODs would be having various price points and multiple different people living around that area. Can anybody speak to that dynamic?

K.Naylor: I think a mix of incomes is always preferable to homogenous neighborhoods. That's quite easy. Our big projects are 400 units, you know. BCC will have how many units? So, it's you know, that's part of a condo-boom that's happening around it. I think, there are 120,00 households in Miami-Dade county that are renters, that are cost burden; so they pay more than 40% of their income in rent. So, the things we do are not addressing those needs. You either have the neighborhood that can support market-range housing in which there are many people happy to make that happen, or you have the neighborhood that's not yet ready for that. So, you just need to plan so they have space for that along the line.

N.Kasdin: One brief comment. One of the things that I think is happening is jobs are beginning to concentrate in greater numbers in areas that are served by transit or easily served by transit. In the 60s, the jobs moved out of the city where the people are, now people are coming back to the cities. So, you don't have to necessarily have an affordable housing project in Downtown Miami or Brickell Avenue. But, if you're along the Tri-Rail Corridor, the Coastal-Link, or

something you can take that and go downtown and go where the jobs are. I think it plays a big role.

Public praises Kenneth Naylor

Public to All:

I'm a Floridian... question for Kenneth. Housing is good, but when we get to that age when it's time for us to retire, and how are we going to be able to afford when we don't have a fixed income, with social security and disability? So, when you retire, how are you going to be able to afford the housing? Change is good, and we have to be able to adjust with the changing of the income. Retired and disabled can't afford that. Also, transit. Yeah, transit is good, but how can we get to other jobs that are not basically in Downtown?

No answer(1:18:56)

Public to All:

Thank you, Julie. I'm Trudy Burton, representing the Builder's Association in SoFla. I'm too a Miami native like the speaker before me, and I have also seen a lot of changes. I'm thrilled that transit is here. I have several comments that I want to make and make them briefly. I've lived in Washington D.C. for a 5-year period. When Metrorail was just coming aboard, the watch board for their Metro Transit was flexibility. They changed the bus routes probably 4-5 times within a period of 6-8 weeks because they watched how people were using transit. Where were people coming from? Where did they need to go? What buses would they need to get to and from their location? So, I would urge flexibility on that one first. Second, as to TOD, it's great in urban-core areas, but we have a huge suburban population and TODs need to be put out there; that's where the issues come in and if developers and the public don't see eye-to-eye...They need to come together with that sense of flexibility. Third, while I'm also, I love urban living- I live up, I believe in it-, and on the meantime, if you keep holding the line, remember that something has to give. You need to increase the density inside the urban areas. So, I would ask all of my environmentally oriented friends to join us at zoning hearings so we can increase the zoning so that transit will fit and make sense. You need critical mass to make it work. Thank you.

Public to All:

My name is Melissa Dynan and I'm with the South Florida Community Development Coalition, we're a membership organization representing folks in low and middle income areas. One of the issues I want to stress is equity of service; not just equity to access but in terms of cost. One point of reference is the free trolleys that serve the high income areas, that's just one example. The other is, in terms of the development, for Brickell, the folks who actually work in those

REPORT ON PROCEEDINGS

hotels and condos do not live in that area; they're getting pushed further and further out of the transit system. It's difficult for them to make that commute to work on time. Unfortunately, they don't necessarily have the opportunity to be here today, they also don't have the opportunity to report to work continuously late when commuting back and forth to work. It's quite a complex issue and I hope that when you talk to your stakeholders, you perhaps pull some of these folks into these discussions. Kenneth, I just want to thank you and your group for the work that you do with affordable housing. Thank you.

N.Kasin replies: I'd just like to respond very briefly because my experience is that people who are most opposed to public transit is rich people in rich neighborhoods. They're the ones who don't want transit because it's going to change the character and quality of their neighborhood. Transit planning has to be based on ridership; it cannot be based on anything but ridership. Where do the people who use this system live and work? Where do the people who use the system, where will they work and live if a proper system is built? (1:24:38) I think we need to focus on where is the ridership. That has to be priority number one, and with that, there will be benefits throughout all strata of communities.

Public to All:

Hi, my name is Alicia and thank you so much for being here. We have to work with what we have, so how do we entertain the idea of taking the bus, taking the train, to reduce that traffic that's making the bus late? Then, I want to say that we have to keep in mind built property. When we get our new trains, or our new buses, what are we going to use to power them? Are we going to use natural gas; where does that come from? I do not want fracking. Are going to use solar power, vegetable oil? What are we going to do with the sea level rise? Because apparently car pollution is the number one contributor for Miami's sea level rise- that's according to Urban Paradise Gilt. And, I'd like to say about the friendlier pedestrian walkways, we need to talk to drivers, Do we need to ticket them for being on the crosswalk when the pedestrians are walking? What do we need to do to educate these people that pedestrians matter and that speeding past them does not make it save? Thank you.

J.Betancourt responds: I had it on the slide but I didn't discuss it. We got the City Commission and the County Commission to pass something call the "Pedestrian priority Zone", that in Downtown Miami in particular, because of the intensity, and the enormous TOD, the pedestrians needs to precedence over the car. Should happen everywhere, in my opinion, but let's start here, where it matters most. What that means is that we have a series of 10 recommendations; no right turns on red, 25 mile per hour speed limit, shaved trees, watered sidewalks, etc. So that's a pilot project that we're pursuing and hopefully the state will cooperate as well.

Public to All:

Good afternoon, I'm Daniella Levine, County Commissioner District 8. I have a comment and a question. First of all, I'm so grateful for the summit...my comment is that I just got to see Michael Lewis' editorial for Miami Today, published on yesterday's paper on which he compares the two mega projects: BCC and World Center. He talks about the comparison between the two in terms of incentives, many in the case of the World Center and not so many in the case of the BCC, and what are the targets for local employment and other benefits. I just think you did not specifically have spoken about that but it really behooves us when thinking about these major projects. How are we going to make sure that we're really doing the best that we can do, by our local employees in terms of workforce? I mean this is all a fabric, an infrastructure; transit that relates to jobs, to the development, and we need to be sure to keep our eye on the prize and maximizing the benefits to our local communities of each of these mega projects. The question is, you've obviously doing a fantastic job with downtown TOD, but the opportunity is to extend that out through our corridors and I haven't heard you speak much about that. ... I think have to as Mr. Kasdin said, we need to look to where the ridership will be if we can build it. I pledge to work with Trudy Burton and others about making sure that the density is promoted along the transit corridors. What can we do to really encourage TOD outside of the urban core?

N.Kasdin: Part of the answer is that not every part of the county can be served because you'd have to have the density and critical mass. However, the other part of the answer is, where is ridership? This may not be popular to say, but I like congestion. Because, congestion makes people move to transit and creates decisions. So, with unlimited dollars, for instance, the idea of expanding Metrorail on 27th avenue never really made sense, the studies never really supported that; just to take it to Sun Life Stadium for ten events a year. But on a daily basis, you have 10,000s of commuters on Dixie Highway, maybe 100,000s on 836, and it just is so obvious that if we work to extend Metrorail, that those are the roots that need to be the top priority. That's where the commuting traffic is. Transit should be based on what people do on their daily lives.

REPORT ON PROCEEDINGS

CONCURRENT SESSION II: Livable Communities

1:45 p.m. – 3:15 p.m.

Moderator:

Hon. James McDonald, Esq., Chairman, Miami-Dade County League of Cities Transportation committee and Council Member, Village of Pinecrest

Panelists:

- The Underline – [Meg Daly](#), Founder & President, Friends of the Underline
- Municipal Trolley Systems – Thomas Rodrigues, Transportation Analyst, City of Miami
- The New Millennial Perspective – [Rebekah Monson](#), Co-Founder The New Tropic
- Walkable, Livable Communities & the “Seven50” Initiative – [Jason King](#), Project Director/Town Planner, Dover, Kohl & Partners

Concurrent Session II: Livable Communities brought together a variety of panelists to discuss their efforts, in both the public and private sectors, to make Miami-Dade County a more livable place. The overarching subject of the session was the relationship between transportation and quality of life, and how the community can become better connected. All four panelists gave presentations on the projects they are currently working on that are attempting to improve these community connections as the urban population expands. The Moderator for the panel

was James McDonald, a council member of the Village of Pinecrest and Chairman of the Miami-Dade County League of Cities Transportation Committee.



Councilman McDonald opened the session introducing the panelists, discussing the prior two general sessions, and elaborating his own role in the Village of Pinecrest. McDonald told the crowd how, as a lawyer commuting to downtown Miami in the

previous decades, he’s watched from the window of the Metrorail as the city has become more and more congested. In the capacity as a Councilman for the Village of Pinecrest, McDonald also discussed his city’s livability. He touted Pinecrest’s greenery, parks, bike lanes, safe

streets, and proximity to Coral Gables and the University of Miami as attributes to the city's vibrancy. The city recently launched a free circulator bus line, focusing mainly on the local schools, but also on traveled routes that have helped improve ridership. However, McDonald pointed out that Pinecrest's public transportation linkages to the Metrorail needed improvement.

The first presenter for the session was Rebekah Monson, the co-founder of The New Tropic and Code for Miami. Both organizations were formed with the goal of engaging the millennial generation of Miami to become more civically active and create workable solutions utilizing technology for local problems. The New Tropic is a Miami based journalism group that both publishes a newsletter and organizes community events. Code for Miami is a local hackers group that meets once a week to create discourse throughout the community and attempt to solve local problems with their pooled technological knowledge. Monson began her presentation by describing her two organizations and introducing their target group. Also known as the Millennial Generation and the age range is said to be 18 – 34 years if age.



Monson helped conduct a large number of interviews with Miami millennials to learn what their interests and concern are about living in the urban core. She learned that solutions for this growing demographic group needed to be more people focused instead of systems focused -Micro vs. Macro. Monson pointed out four specific categories that are driving millennials decisions: *access, affordability, associations, and activity*.

The first subject, and most pertinent to public transportation, is access. Monson said that the lack of access keeps millennials from using alternative forms of transportation. Her principle example was the difficulty people have trying to ride a bicycle in the city. Monson described the repeated responses she would receive during the survey: there are too few bike lanes in Miami and especially few safe bike lanes and Miami's rainy season prevents a lot of people from riding their bikes or taking buses; and that the lack of sidewalks greatly reduces the places they can access.

The next area of concern was affordability. Monson stated that interviewees said that moving into the urban core, though more expensive, allowed them to save money on transportation. Millennials view an apartment downtown as a way of cutting down on costs due to the greater access to public transportation and walkability. The third area that her responders were

REPORT ON PROCEEDINGS

interested in was the growing need for association. Monson cited the growing number of social groups in urban locations for millennials (and even events her own organizations facilitate) as examples of the new generation searching for ways to form social ties. The final area of concern that Monson consistently heard about from millennials was activity. Monson noted that many people do not feel safe in parts of Miami, and that this insecurity forces many people into highly trafficked areas at night rather than branching out across town where they may not feel as safe. She noted that the lack of security felt at certain times and places can also prevent many millennials from utilizing public transportation.

Monson finished her presentation by showing examples of events her organizations hosts, including: Buskerfest, a free concert at various Metromover stops that give concert goers exposure to public transportation in the hope they will return; Downtown Recess, a midday event in the urban core designed to increase socializing and interactions over people's lunch break; and weekly hack events, where local techies can get together to develop technology solutions for Miami. Monson ended her presentation by stressing the importance of focusing on the community, not at the system level, but rather at the human level.

The next panelist to present was Thomas Rodrigues, a transportation analyst for the City of Miami who is helping to develop and improve the Miami Trolley bus system. Rodrigues opened his presentation by showing the recent growth in the downtown Miami population, stating that in the last 15 years, the downtown core has seen an over 100% increase in its population. However, over this same period of time, the City has not increased the capacity of its roadways. In an attempt to alleviate this problem, the City of Miami created the Miami Trolley as a circulator that would provide a service for short trips around town. The first route of the Trolley began in March of 2012 operating around the Health District and carrying fans to the new Marlins Stadium. Over the course of the next two years, the Trolley system expanded in to a total of 7 routes that has carried over 6 million passengers since its inception.

The second half of Rodrigues's presentation focused on the implementation of Intelligent Transportation Systems (ITS) technology for the Miami Trolley. The Trolley system currently has a technologically sophisticated Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL) system. This technology has enables the City of Miami to provide a wide variety of digital services to improve the quality of service for Miami Trolley riders. The Trolley offers a web based tracking system that provides real-time Estimated Times of Arrival (ETA) as well as an award winning phone application that utilizes the same information in an easy to use, compact form.

Rodrigues concluded his presentation by describing the future technologies that the City of Miami hopes to implement to increase and improve ridership. Included in this effort will be the integration of an Automatic Voice and Text Announcement System (AVTAS). The AVTAS will

allow for live announcements of upcoming stops onboard the trolleys, information from dispatch, and a digital real-time board at all trolley shelters. Another example of improvements Rodrigues wants to see is a text and call service to update the bus's ETA for users that do not or cannot use smartphones. The last improvement discussed by Rodrigues was building relationships and partnerships with local businesses and other transportation properties with the County. These relationships will help integrate ETA data from other transit entities with the Miami Trolley and possibly post it on digital boards at local businesses throughout the Trolley's route.

The third presenter from the panel was Meg Daly, the founder and president of Friends of the Underline. Her organization has been developing and securing funding for the creation of a 10 mile urban park underneath the existing Metrorail guideway. Daly began her presentation by describing the current state of the land underneath of the Metrorail. The 10 mile stretch has 28 intersections that make pedestrian crossing slow and dangerous, there is no development of businesses or green space, and there is no landscaping or water. The plan and vision of the Friends of the Underline is to create in this empty space, a transportation node that will allow for bikers and runners to move freely and safely along the length of the route. Furthermore, the Underline will create traditional green spaces, exercise locations, dog parks, skate parks, and encourage the building of multi-use developments along the route.

Daly then discussed the positive impacts the Underline project will have on the local economy and quality of life for the community. Her first demonstration of the possible benefits was the cultural notoriety of similar projects throughout the country. Daly cites similar projects such as the New York City High Line and the Atlanta Beltline as examples of successful redevelopment projects using existing infrastructure to create public space. She noted that her organization, Friends of The Underline, is a 501(c)(3) nonprofit that volunteers all of its services for free. Not only does Friends of the Underline offer a low cost administrator for the park, but the property is already owned by Miami-Dade County, further eliminating land costs.

Daly added that the development of the park system would be a catalyst for greater development along the route, creating local businesses and providing more foot traffic to existing businesses. Along with the economic impact, Daly believes the social benefits are just as important. Daly notes that the Miami Metropolitan Statistical Area is the fourth most dangerous for pedestrians in the country and the first in pedestrian fatalities. The expansion of pedestrian friendly routes will increase safety, improve users' health, and connect fragmented communities.

Daly closed her presentation by outlining the funding sources and implementation plan for The Underline. She stated that the project is a Public-Private-Partnership and that 75-80% of the

REPORT ON PROCEEDINGS

funding will be public while 20-25% will be privately sourced. However, after construction is completed, the funding formula would be reversed, 75-80% private and 20-25%.

The final presentation for the session was Jason King, the Project Director and Town Planner with Dover, Kohl & Partners who worked on the research project called Seven50. King began with an overview and the research methodology of the project. Seven50 was a multiyear attempt to picture the seven South Eastern counties of Florida 50 years into the future. The beginning of the project focused on in-person interviews and discourse by way of 4 summits, 6 workshops, 7 road shows, and 64 meetings with local stakeholders. During these events, participants were encouraged to fill out short surveys of where they saw South Florida now, and where they saw the region in 50 years. King stated that the project reached over 1 million people including online materials, polls and surveys.

This information was analyzed by a team of economists, scientists and planners to develop a variety of scenarios the region might find itself in 50 years.

The resulting data provided 4 different scenarios for Southeast Florida: Business as Usual, Suburban Expansion, Strategic Upgrades, and Region in Motion. From the first to the last, the four scenarios span a corresponding spectrum of the current poor quality of life development to a region that is highly integrated with transportation and environmentally conscious populations. The presentation of these scenarios to the public was provided by an online module. The public would run through a variety of questions in multiple sections that would end by showing you which scenario fit their preference. With the first section being the continuation of current development to the final one being smart development, 73% of the 85,000 participants selected the fourth scenario, Region in Motion.

King wrapped up his presentation by describing how the scenario, Region in Motion, would look throughout the 7 counties. The region's future will be marked with light rail train service, ferries, trains, bike sharing, and safer streets and paths. King gave examples of the already existing urban cores as where the counties will see the most growth. He argued that because of the densification and centralization of city centers like Kendall, South Miami, Stuart, and West Palm Beach, these localities had the greatest need for public transportation. King noted that to a certain extent, these walkable centers are already developing, but that sustainable planning is needed to guide South Florida through this growth period. He closed by encouraging the audience to watch a movie detailing the findings of the project at www.seven50report.org.

Following the four panelists presentations, Councilman McDonald opened the floor to question from the public. The first question asked was to Meg Daly of the Underline and centered on the funding of the project. The questioner noted that on similar projects, like the Atlanta Beltline, the funding ratio 70% public and 30% private was reversed to 70% private and 30% public to

make the project move forward faster. What was the consideration for the funding ratio in regards to The Underline? Daly responded by pointing out that her 70% public and 30% private was an “aggregate” of many sources and that her organization wanted to collect as much funding as possible, and as quickly as possible rather than focusing on and individual source. Daly said her funding was primarily from 3 municipalities and 4 foundations, all compiled within 3 months.

The final comment from the participants crowd was made by a gentleman who was helping to develop a bike trail running the length of the U.S. East Coast, from Northern Maine to South Florida. He stated that many of these government decisions on public transportation had consequences, both good and bad. He continued that last year he was asked by his organization if he wanted to bid for the annual conference of his organization to be held in Miami. He talked about how with the Orange Line, the Metrorail extension the airport, conference goers can now arrive at the airport, take the Metrorail down to Dadeland, and both rent a hotel room and a bike from a local shop. A conference goer can spend the week riding their bike around town, use the Metrorail to connect to downtown and various public transit lines, and never have to use a car. He concluded by saying that Miami now has an opportunity, due to the Orange Line, to expand its tourist industry and rebrand the city as a location of sustainability.

REPORT ON PROCEEDINGS

CLOSING SESSION: COMMUNITY UPDATE ON MAJOR TRANSPORTATION PROJECTS

3:30 p.m. – 4:30 p.m.

Moderator: Mitchell Bierman, Esq., Vice Chairman, Greater Miami Chamber of Commerce Transportation Committee and Member, Weiss Serota Helfman Cole Bierman & Popok

- [Miami Beach Light Rail and Major Corridor Update](#) – Wilson A. Fernandez, Transportation Systems Manager, Miami-Dade Metropolitan Planning Organization
- [All Aboard Florida](#) – P. Michael Reininger, President, All Aboard Florida
- [South Florida Regional Transportation Authority](#) – Jack Stephens, Executive Director, Tri-Rail and Tri-Rail Coastal Link
- [Miami-Dade Transit](#) – Ysela Llord, P.E., Director, Miami-Dade Transit
- [Florida Department of Transportation](#) – Gustavo “Gus” Pego, P.E., District 6 Secretary
- [Miami-Dade Expressway Authority](#) – Javier Rodriguez, P.E., Executive Director, MDX

The Summit’s Closing Session was dedicated to presentations that highlighted the work of transportation agencies in Miami-Dade County. The first presenter, Wilson A. Fernandez, Transportation Systems Manager, Miami-Dade Metropolitan Planning Organization, provided an update on Miami-Dade County’s rapid transit corridors.



He began with an overview of historical transportation improvements, and the seven transportation corridors in the People’s Transportation Plan (PTP). Mr. Fernandez noted the differences between Enhanced Bus Service and Bus Rapid Transit (BRT), with the main difference being that BRT operates on dedicated lanes. This distinction was important as most improvements along each of the corridors involve some type of bus service improvements. Additionally, for some of the corridors, including the East-

West, the Northeast and the Beach corridors, he referenced that MPO and other agencies are studying the implementation of rail service.

Mr. Fernandez dedicated most of his presentation to the Beach Corridor Study to be completed in 2015 and aimed to update and refine the Light Rail Transit (LRT) / Streetcar system adopted from the Bay Link Study in 2003. He outlined the various study elements and discussed the elements that have been completed, including the route delineation, technology assessment, capital and operating costs update, and identification of potential funding options. With regards to the alignment, all routes include a direct connection from Downtown Miami to Miami Beach Convention Center via Washington Avenue, but some options may have a loop along Alton Road. In terms of technology, the project will aim to maximize both off-wire technology and/or limited overhead wire. According to Mr. Fernandez, a public-private partnership (P3) project delivery method is preferred to design, build, operate and maintain the system, but this funding scheme requires approximately \$70 million in availability payments.



Mike Reininger, President of All Aboard Florida (AAF) and second panelist to present, focused his presentation on the importance of AAF being a private sector initiative, with the introduction of two key types of businesses in Florida. These two businesses are the re-introduction of passenger rail-service into the state of Florida and a Transportation Oriented Development (TOD) platform. The purpose of the focus on a TOD is to build transit centric urban villages in the core

downtowns of three main metropolitan areas in So Mike Reininger and West Palm Beach. Mr. Reininger stated that these two businesses are being driven by the philosophical view that AAF has on two future trends. These views are as follows:

- All Aboard Florida has a strong belief that people have a preference towards urban cores for the choice of where they live, work, and recreate.
- The preference for mass transportation solutions as the preferred alternative for people's mobility needs becomes closer to reality.

According to Mr. Reininger, AAF has a unique business model due to good fortune that is allowing the first phase of the project to get a head start, emphasizing the importance of the private ownerships that have permitted a century's worth of investment into the infrastructure of the first phase. This is vital because all the money that went into infrastructure in the past

REPORT ON PROCEEDINGS

century are dollars that are not needed to be spent now, but can be leveraged to produce the planned transportation solution at capital cost.

Mr. Reininger described the first phase of the project to include work on the railroad infrastructure between Miami and Palm Beach, the stations in West Palm Beach and Fort Lauderdale, as well as piles being tested in the ground at the Miami station; and new trains currently in being manufactured in California. It is speculated that the construction project will become an operating entity in less two years; a remarkable movement, Mr. Reininger stated, considering the project began about three years ago, making the idea become a reality in a about five years. Mr. Reininger added that the implementation of AAF would allow for a more convenient and comfortable way of connecting urban sectors and the millions of travelers, residents and tourists who are already doing this kind of travel in the state of Florida. He ended his presentation by showing renderings of the main station in Miami and noting two key components of this project : the integration of a network of transportation systems to provide greater connectivity for riders and secondly the attention to the environmental outcome at the street level is central to the outcome that is expected in the corridor and the downtown metropolitan areas.

The third panelist was Jack Stephens who is Executive Director of the South Florida Regional



Transportation Authority (SFRTA), who made a presentation on Tri-Rail service and the Tri-Rail Coastal-Link study. He began with an overview of Tri-Rail stating that the three-County commuter rail service began on January 9th, 1989 and reached 4 million annual boardings in 2008; Tri-Rail has carried more than 70 million passengers carried to date.

Mr. Stephens discussed some key changes that have taken place, including the addition of hourly weekend service in March 2013, the growing and changing ridership patterns, and on-going changes and upgrades – including the soon to be active 18th

station along the corridor. He presented a graph that showed an overall increase in ridership rates and specifically that ridership escalated during the economic recession in 2008, followed by a noticeable decline expected to be correlated with the financial crisis and high rates of unemployment, followed by a continuous increase until October of 2014.

Some observations are based on an onboard survey conducted by SFRTA that shows more northbound than southbound riders in the morning, the Boca Raton and Metrorail stations are the busiest weekday stations, an increase in passenger age to 16-24, and a greater use of bicycles- that could be correlated to the aforementioned demographic group. For this reason, a main update for the trains will be a dedicated bike car starting service in 2015.

Mr. Stephens indicated, “Millennials are changing the way we think, the way we act, and the way that transportation and transit moves”. In addition Tri Rail has received 24 new railcars that are both environmentally and economically friendly characterized by lower emissions, energy efficiency and reduced noise level. The trains are also expected to have onboard Wi-Fi, which is currently being tested, and new passenger real-time arrival information will be available at the stations or via an app and on the website.

Tri-Rail will enhance its connectivity with other public transportation modes with the opening of the station at the Miami Intermodal Center where it can connect to the MIC/MIA Metromover, Metrobus, Metrorail, Amtrak, Greyhound, and the rental car center.

The second section of Mr. Stephens’ presentation focused on the Tri-Rail Coastal Link study, an 80+ mile commuter rail service on the Florida East Coast Corridor (FEC) Railway corridor, from downtown Miami to Jupiter. The new line will share existing and new tracks with the FEC freight trains and the planned All Aboard Florida service. According to a market and economic analysis, the project could result in \$1.4 billion of new development, split into \$580 million of new residential development (5,500 residential units), \$850 million of new commercial development (8.3 square feet), and \$18 million of new tax revenue. Other projected economic benefits include, \$630 million of overall economic output, \$250 million of labor income, and 28,000 new permanent jobs.

Mr. Stephens outlined some of the benefits the Coastal Link would offer to commuters. A 7 minute commute from Downtown Miami to Midtown/Design district, and 13 minutes to reach 79th Street to get to North Miami would be 19 minutes, to North Miami Beach would be 25 minutes, and to Aventura would be 29 minutes.

The Coastal Link project is currently on hold because of funding issues. The estimated costs are \$720-796 million in capital expenditures and the cost is expected to be split 50% federally, 25% state, and 25% locally. Costs would also include \$33-38 million annually for operations and maintenance costs and a rail corridor access cost which is yet to be determined.

REPORT ON PROCEEDINGS

Mr. Stephens added that the Florida Department of Transportation (FDOT) put together a team for funding, and received a U.S. Department of Transportation (USDOT) TIGER V (Transportation Investment Generating Economic Recovery) grant from the Federal Railway Administration, totaling \$47.2 million. With that money, FDOT is planning to connect the CSX corridor with the FEC corridor, called freight and passenger mobilization, with the intention of making sure that either corridor can be reliable for moving freight. The plan is to connect at Northwood in West Palm Beach by 2018 and at “The Iris Connection”, 71ST Street south of the 79th Street Metrorail Station, by 2016. In addition, service is expected to begin as early as December 2016 at the same time as All Aboard Florida.

Ysela Llort, P.E., Director of the Miami-Dade Transit (MDT), was next to make a presentation on local transit service. She began with an overview of MDT stating that annual boardings



reached approximately 110 million. She followed with a comparison of two maps, one depicting where commuters live and one showing the existing transit service. Ms. Llort linked this information to the existing and planned transit corridors that do or will connect communities for work, entertainment and essential activities. Among these are the Metrorail Orange Line which opened for revenue service on July 28, 2012, and the Kendall Enhanced Bus Service Project, which is currently in Phase 1 and provides service from Kendall Drive (SW 88th Street) and SW 162nd Avenue to Dadeland North Metrorail Station.

Ms. Llort then discussed projects that are in the planning stages:

- North Corridor Enhanced Bus Service Project- Would provide all-day service from the Miami Intermodal Center (MIC) to NW 215th Street and NW 25th Avenue. It would be expected to have bus stations spaced one-mile apart with 60-foot buses. This project is currently in the final design phase and is projected to cost \$37million and has already been funded.
- East-West Corridor/SR-836 Express Bus Service Project- Would provide weekday rush-hour service from SW 8th Street and SW 147th Avenue to the MIC along the SR-836 approximately every 10 minutes. It is currently in the final planning phase and will begin revenue service in 2019.
- East-West Corridor/Flagler Enhanced Bus Service Project- Would provide all-day weekday and weekend service (5AM-midnight) from the FIU Modesto A.

Madique Campus to downtown Miami. The project is currently on the planning phase and will begin revenue service in 2021.

- Northeast Corridor/Biscayne Enhanced Bus Service Project- Would provide all-day weekday service from Downtown Miami to Aventura Mall approximately every 10 minutes. The project is currently in the early planning phase, has a projected cost of \$40 million and has already been funded. Revenue service is projected to begin in 2021.
- Phase 2 of the Kendall Corridor/Kendall Enhance Bus Service Project- Expected to have bus stations spaced approximately one-mile apart, and anticipated to improve signal priority and add queue jumping. The total projected cost is \$20 million and has received 50% of the funding needed.
- Douglas Road Corridor/Enhanced Bus Service Project- Would provide all-day weekday service from the MIC to the Douglas Road Metrorail Station. It is expected to cost of \$15 million but not been funded and is currently on its early planning phase with revenue service projected to begin in 2025.

Ms. Llort spoke about the importance of creating a Beach Corridor connecting the downtown Miami area with Miami Beach because of the high and growing population density in those areas; expected to grow further by 2040.

Gustavo Pego, P.E., District 6 Secretary, Florida Department of Transportation, presented an update on the Managed Lanes Network. The presentation covered updates of the I-95 Express Lane, I-595 Express, I-75 Express Lane, SR826/Palmetto Expressway Express Lane, the SR-826-SR-836 reconstruction, and the widening of the Florida Turnpike.

- I-95 Express: Transit ridership has increased since the launching in December 2008, as well as the average travel speed in the Express Lanes and on the general purpose lanes. Phase 2 of the project would extend the existing lanes to Broward Boulevard in Broward County. The project has an estimated cost of \$112 million and includes Intelligent Transportation System (ITS) components, bridge widening, and sound barriers. The third phase of the project would extend the express lane 29 miles north of Stirling Road in Broward County to Linton Boulevard in Palm Beach County. Construction is expected to start as early as 2016.



REPORT ON PROCEEDINGS

- I-595 Express: Project is already implemented and consists of reversible westbound and eastbound lanes with a variable toll enforced on all users of the lanes.
- I-75 Express Lanes: Project is currently under construction and consists of 15 miles on I-75 from NW 170th Street in Miami-Dade County to I-595 in Broward County. The express lanes will have a direct connection to I-595 Express, the Palmetto Express Lanes and the Florida Turnpike.
- Palmetto Express Lanes: The project will cover an area from West Flagler Street to NW 154th Street and along I-75 from the Palmetto Expressway to NW 170th Street in Miami-Dade County. They are expected to be tolled express lanes.
- 826-836 Interchange Reconstruction Project: Project construction is expected to be done by early 2016. The specific intersection is just North of SW 8th Street to NW 25th Street on SR 826, and just East of NW 87 Avenue to NW 57 Avenue on sr 836.
- Florida Turnpike Widening: The Florida Turnpike is expected to be widened from six to ten lanes and there would be a total of two express lanes and three general toll lanes in each direction. The implementation will take place from NW 106th Street to I-75 (Northbound), from NW 74th Street to NW 106 Street, and from SR836/Dolphin Expressway to NW 74th Street. Furthermore, more express lanes will be added to provide a total of 12 lanes from Eureka Drive to State Road 874/Don Shula Expressway, and eight lanes from SR 874 to south of Killian Parkway.

Mr. Pego ended his presentation by reminding everyone in attendance to not text and drive; it can wait.

Javier Rodriguez, P.E., Executive Director, Miami-Dade Expressway Authority (MDX), made a presentation on the MDX Work Program for the fiscal years 2015-2019. He began his presentation with an overview of MDX stating that it was created to insure that all tolls collected in the system remain and are used to invest in Miami-Dade County as the system is 100% user-financed.

He explained that MDX maintains, operates, and improves five expressways: SR-112/Airport Expressway, SR-836/Dolphin Expressway, SR-874/ Don Shula Expressway, SR-878/Snapper Creek Expressway, and the SR-924/Gratigny Expressway. He then highlighted some of the major projects that MDX is working on including improvements to the Miami International Airport Central Boulevard, SR-836/SR826 Interchange which is a partnership between the MDX and FDOT.

The fiscal year 2015-2019 Work Program includes the objectives of completing ongoing projects, the procurement of Open Road Tolling (ORT) System Integrator, and the advancement of priority projects. The expected cost for this work program is \$879.2 million, with 69% of this going to the design and building of upcoming projects. .

Mr. Rodriguez stated that 85% of MDX's new revenues are being invested in SR-836 in order to strengthen the MIA to the Seaport Connection and that this state investment would allow for an express bus service from FIU to the MIC to Downtown Miami. Some of the improvements to SR 836 are:

- SR 836/87TH Avenue Interchange: Providing system-to-system connection to SR826 and increase capacity.
- SR 836 from NW 57th to 17th Avenues: Would add capacity to most congested segment of the Dolphin Expressway and eliminate the existing left lane exit and entrance ramps at LeJeune Road Interchange, which in turn would provide all right-lane entrance and exit ramps to improve safety and reduce weaving between expressway lanes.
- SR 836 to I-95/I-395 Interchange: A Partnership with FDOT's I-95/I-395 segment as a Design/Build project.

Mr. Rodriguez finished his presentation by emphasizing on the importance of working together towards a better transportation system.

INTERACTIVE BREAKOUT SESSIONS

Following the Closing Session of the 2015 Transportation Summit, Community Update on Major Transportation Projects, the participants were able to have interactive breakout sessions with representatives of the transportation agencies.

REPORT ON PROCEEDINGS

CITT Social Media Analysis #GoCITT

Social media was used extensively to publicize and broadcast the 2015 Transportation Summit. Facilitators created a Twitter hashtag, #GoCITT, as a way to cluster public comments and discussion about the event in a searchable fashion. It also enabled the public to share information about issues related to transportation. Social media allows a semi-mastery of artificial intelligence by allowing the general public to easily cluster any specific hashtag desired simply by looking for it on a visible, and user-friendly, search bar. In this particular case, the hashtag taken into consideration for a thorough analysis of the social media interaction that occurred before, during, and after the Citizens' Independent Transportation Trust's Transportation Summit, is "#GoCITT".

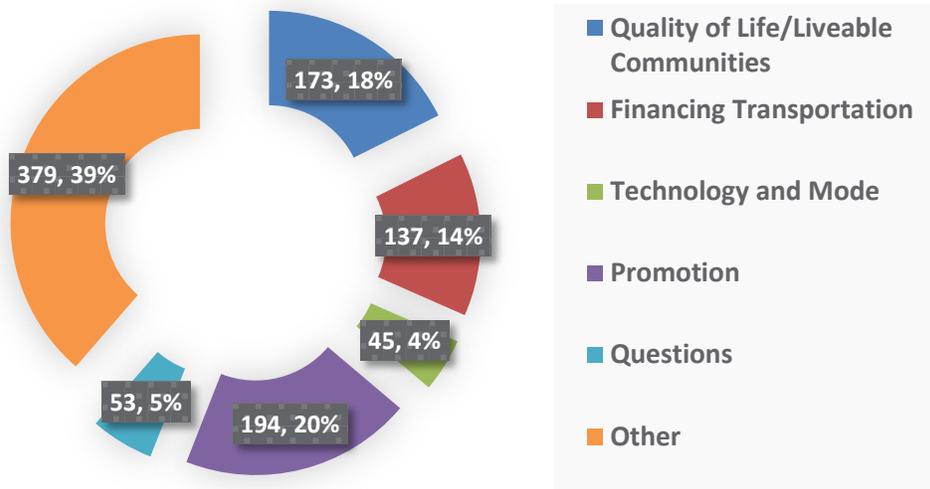
In addition to acquiring all the public posts that included "#GoCITT" from Twitter, Facebook, Instagram, the analysis includes comments received by the Transportation Trust through their website www.miamidade.gov/citt. It must be emphasized, though, that the posts acquired through #GoCITT are only those that are from public accounts, meaning posts that anyone could access.

The 764 Social Media entries were sorted into six main categories. These include:

- Quality of Life/Livable Communities (173 entries)
- Financing Transportation (137 entries)
- Technology and Mode (45 entries)
- Promotion (194)
- Questions (53)
- Other (379)

The number of entries indicated does not depict that one entry was linked to one specific category, for some entries were correlated to two or even three of them. Posts that touched upon any of the categories would be associated to any of those categories. For example, "Average Miami family spends 22% of their household income on transit. Housing and transit costs account for 54% of household income in Miami. #GoCITT", would appear under "Quality of Livable Communities" and "Financing Transportation."

CITT Social Media Interaction-Categories



As the chart above demonstrates, the category of “Other” had the most entries. For this reason, this particular category was analyzed more in depth. The second most popular category is “Advertising”, which with a total of 194, mostly included re-Tweets (RTs) from the CITT account (@GoCITT), and posts from public/political figures and participants of the event. Some examples include:

- **(01/12/2015):** Jan. 22! @GoCITT holds Transport Summit @MDCWolfson. Let's find innovative transit solutions in #miamidade <http://t.co/YAaCWY8I4X>
- **(01/12/2015):** RT @GoCITT: Register today (don't delay!) & see you there: 2015 TRANSPORTATION SUMMIT coming JANUARY 22! <http://t.co/jVgAS4KUYQ> [http://t.co/](http://t.co/;) ;
- **(01/14/2015):** RT @GoCITT: Moving #transit forward in #Miami at the 2015 Transportation Summit 1/22 @MDCWolfson RSVP: <http://t.co/Av2cU7pCqH>. Webcast AVAILABLE.
- **(01/16/2015):** We'll be at the @gocitt Transport Summit sharing ideas for a more livable #Miami. Tell us your ideas! <https://t.co/ixgSlGgqBF>
- **(01/19/2015):** I'll be at the #Miami transit summit Thursday. On agenda: @AllAboardFla, millennials & transit, transit oriented development & more. @GoCITT
- **(01/21/2015):** Give your views re transit's future in Miami @GoCITT's Summit tomorrow 1/22. Details/RSVP: <http://t.co/SVgNv8JfdM> <http://t.co/A106X9u30f>
- **(01/22/2015):** RT @TrACMiami: 2015 Transportation Summit starting shortly! Tune in to the livestream: <http://t.co/2KwaA16u4G> #GoCITT
- **(01/22/2015):** RT @LeahSwanky: Packed house at the #goCITT Transportation Summit. <http://t.co/VhUfgDJ7u8>

The table below represents the remaining four categories’ (Quality of Livable Communities, Financing Transportation, Technology and Mode, and Questions) top five comments/posts. To do this, the most popular tweets were calculated. Tweets that became popular enough to RT were direct quotes from

REPORT ON PROCEEDINGS

speakers or posts that users following the hashtag “#GoCITT” found fascinating and worthy to re-tweet. Additionally, the frequency of each trending post is depicted directly to the right of that post. A post worth mentioning for is the second highest in frequency for the “Financing Transportation” category, for the specific Florida statute represented was cited 10 times, even though some posts were not RTs:

1. Ch. 348.0004(7) authorizes the Miami-Dade Commission to use MDX toll revenue for new transit services @GoCITT #MDT10Ahead
2. Ch. 348.0004 (7), FS allows the Miami-Dade Commission to use MDX toll revenue for transit. It's in the Comp Plan too! @GoCITT #MDT10Ahead
3. Ch. 348.0004 (7), FS allows the Miami-Dade Commission to use MDX toll revenue for transit. It's in the Comp Plan too! #GoCITT#MDT10Ahead#mdc
4. .MT @Rogelito84: Ch. 348.0004 (7), FS allows Miami-Dade Commission 2 use MDX toll revenue 4 transit. @GoCITT #GoCITT #MDT10Ahead @IRideMDT
5. Ch. 348.0004 (7),FS allows the Miami-Dade Commission to use MDX toll revenue for transit. It's in the Comp Plan too! #GoCITT #MDT10Ahead #mdc
6. @Rogelito84 #GoCITT #MDT10Ahead #GoCITT #iridemdt Use MDX toll revenue to pay. See Ch. 348.0004(7), F.S.
7. #GoCITT #MDT10Ahead #GoCITT #iridemdt Use existing tracks and use MDX toll revenue to pay. See Ch. 348.0004(7), F.S. <http://t.co/FdzRq1Z2tS>
8. RT @Rogelito84: #GoCITT #MDT10Ahead #GoCITT #iridemdt Use existing tracks and use MDX toll revenue to pay. See Ch. 348.0004(7), F.S.
9. RT @Rogelito84: #GoCITT #MDT10Ahead #GoCITT #iridemdt Use existing tracks and use MDX toll revenue to pay. See Ch. 348.0004(7), F.S.
10. RT @Rogelito84: #GoCITT #MDT10Ahead #GoCITT #iridemdt Use existing tracks and use MDX toll revenue to pay. See Ch. 348.0004(7), F.S.

Trending Comments

QUALITY OF LIVEABLE COMMUNITIES	FREQUENCY	FINANCING TRANSPORTATION	FREQUENCY	TECHNOLOGY AND MODE	FREQUENCY	QUESTIONS	FREQUENCY
RT @StuartTKennedy: "A good and important goal needs to be getting ppl out of their cars." - @MayorGimenez #GoCITT #ourmiami	10	RT @GoCITT: @MayorGimenez: "Miami Dade has a total of \$1.2B of unfunded transit projects" #employmiamidade #GoCITT http://t.co/bmsJszuD3c0	7	Stuart Kennedy: "21st century Miami needs 21st century transit." #GoCITT http://t.co/mwfvRmC7EF	16	RT @GoCITT: Can better #transit make #Miami more affordable & livable? @HFAMiami Let's discuss: 2015 Transit Summit #GoCITT http://t.co/L3k	5
RT @GoCITT: Albert Hernandez with @IRideMDT: "What really drives transit is having people live, work and play in the same area." #GoCITT	7	.MT @Rogelito84: Ch. 348.0004 (7), FS allows Miami-Dade Commission 2 use MDX toll revenue 4 transit. @GoCITT #GoCITT #MDT10Ahead @IRideMDT	10	RT @CommishLandman: #SFRTA will add a bike car to all of their trains, also working on Wi-Fi for trains & stations. #GoCITT #millenials	5	RT @GoCITT: Would better #transit support a growing startup community in #Miami? Let's discuss #GoCITT Transit Summit 1/22 http://t.co/86cH ;	4
RT @LeahSwanky: Contrary to popular belief, larger highways cause MORE traffic. More transit alleviates traffic. #GoCITT	7	RT @GoCITT: "Miami-Dade families are spending 54% of their household income on housing & transportation." @StuartTKennedy #GoCITT	6	RT @GoCITT: Would better #transit support a growing startup community in #Miami? Let's discuss #GoCITT Transit Summit 1/22 http://t.co/86cH ;	4	RT @MiamiDadeCounty: Why do think millennials seem to be more transit-minded than their parents @MDCYouth #GoCITT	4

REPORT ON PROCEEDINGS

QUALITY OF LIVEABLE COMMUNITIES	FREQUENCY	FINANCING TRANSPORTATION	FREQUENCY	TECHNOLOGY AND MODE	FREQUENCY	QUESTIONS	FREQUENCY
RT @DLCAVA: "it is our duty to leave something for our children and grandchildren in terms of infrastructure" - Phillip Washington #GoCITT	7	RT @newtropicmiami: The key jargon so far at #gocitt is P3, Public-Private Partnership. Cities using "finance lasagna" to fund transit projects	5	RT @GoCITT: BRT (bus rapid transit) has become increasingly efficient, "carries 80% more ppl than existing rail services" @Benjiedlp @Knigh !	2	RT @GoCITT: How would better transit affect the future of business in Miami? @ndahlberg @miamichamber 2015 Transit Summit Jan 22	3
RT @DLCAVA: "Better transit leads to better quality of life" Kenneth @GoCITT Transportation Summit Let's improve transit & quality of life !	5	RT @GoCITT: "it's not just money, it's champions. Transit needs champions." #YselaLlort of @IRideMDT #GoCITT	5			RT @viakrm: How about bus stop signs with actual maps? You are here, bus times, route directions, near stops, etc.? @newtropicmiami @GoCITT !	3

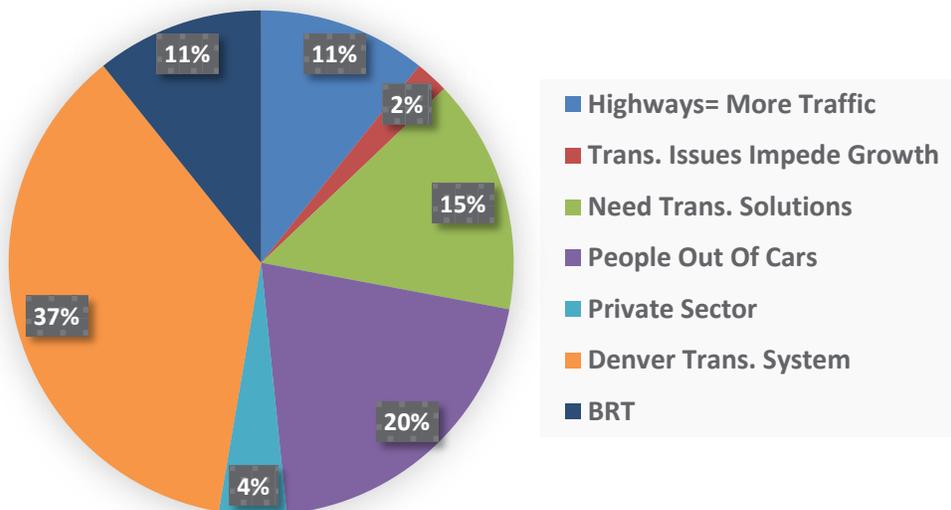
Not counting the CITT's social media accounts, Stuart Kennedy (@stuarttkennedy) from the Miami Foundation (@MiamiFoundation), Leah Weston (@LeahSwanky) WVUM's dj, and Miami-Dade's County Commissioner representing District Eight, Daniella Levine Cava (@DLCAVA) were amongst the most retweeted.

Statistics- Other Category

In other to analyze posts categorized as “other”, these were clustered into 23 sub-categories which were classified as being “Important Quotes/RTs”, “Suggestions”, or topics related to the future improvements. Only two out of these sub-categories were not classified as anything, these include “Comment/Conversation” and “Other Topic/Not Related to CITT Summit”.

The classifications for the sub-categories being analyzed, their frequencies, and notable comments/posts are:

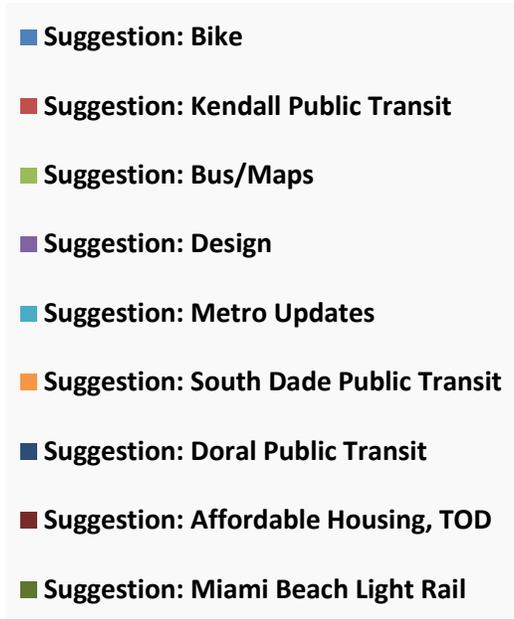
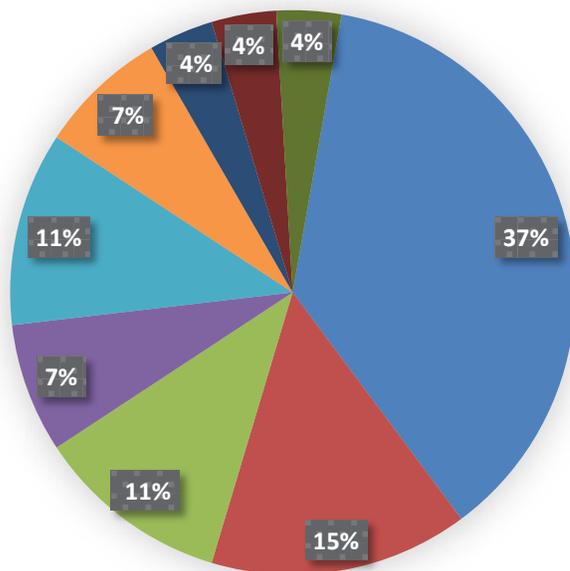
- **Important Quotes/RTs**
 - Highways=More Traffic (10)
 - Transportation Issues Impede Growth (2)
 - Need Trans. Solutions (14)
 - Private Sector (4)
 - People Out of Cars (19)
 - Denver Transit System (34)
 - BRT (10)



REPORT ON PROCEEDINGS

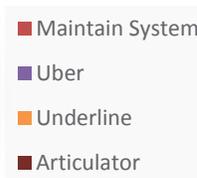
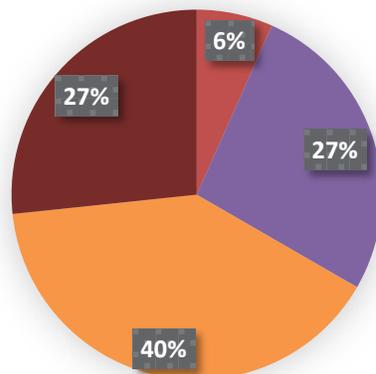
• **Suggestions**

- Suggestion: Bike (10)
- Suggestion: Kendall Public Transit (4)
- Suggestion: Bus/Maps (3)
- Suggestion: Design (2)
- Suggestion: Metro Updates (3)
- Suggestion: South Dade Public Transit (2)
- Suggestion: Doral Public Transit (1)
- Suggestion: General (3)
- Suggestion: Affordable Housing, TOD (1)
- Suggestion: Miami Beach Light Rail (1)



• **Future**

- Maintain System
- Uber
- Underline
- Articulator



Online Document and Reports:

“Operating a Bus Rapid Transit System.” American Public Transportation Association. Available at <http://www.apta.com/resources/standards/Documents/APTA-BTS-BRT-RP-007-10.pdf>

“Livability Principles.” Partnership for Sustainable Communities: An Interagency Partnership of HUD, DOT and EPA. Available at <http://www.sustainablecommunities.gov/mission/livability-principles>

“Transit-Oriented Development.” U.S. Department of Transportation, Federal Transit Administration. Available at http://www.fta.dot.gov/12347_6932.html

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