

Methodology of Report on Proceedings

The purpose of the Report on Proceedings of the 2013 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 to flow from both the Financing, as well as 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.

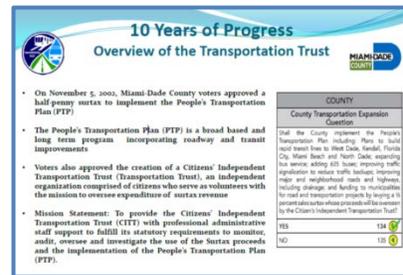
The specific process through which the report emerged is as follows:

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.

About PTP and CITT

Miami-Dade County has consistently ranked high on a list of the most congested areas in the nation. After 80 neighborhood meetings and the active participation of more than 2,000 concerned citizens at two countywide summits, on November 5, 2002, the citizens of Miami-Dade County approved a ½ Cent Charter County Sales Surtax. The purpose of the Surtax is to implement the People’s Transportation Plan (PTP), which is a publicly-supported transportation improvement program established to develop an integrated mass transportation network and to complete roadway improvements in Miami-Dade County and its municipalities.

The voters approved as part of the ballot question the Citizens’ Independent Transportation Trust (CITT) to oversee the proceeds of the Surtax and the implementation of the People’s Transportation Plan. The main task before the CITT is to “monitor, oversee, review, audit, and investigate implementation of the transportation and transit projects listed in any levy of the surtax, and all other projects funded in whole or in part with surtax proceeds.”¹



In 2010, the Board approved changes to the PTP governing ordinance allowing for greater independence of the Trust. The changes include revised order of review of contracts between the Board and CITT, and an annual Five Year Implementation Plan that includes a detailed scope of work, schedule and budget for each project in the PTP.

The Transportation Trust continues to assist in the research, analysis, development and advocacy, in cooperation with the County, of creative and innovative funding and financing solutions to increase future capital and operating fund availability for transit improvements. Visit <http://www.miamidade.gov/citt/history.asp> for more information about the PTP and CITT.

The CITT is also tasked with increasing public knowledge and understanding of public transportation alternatives and benefits, and in this context the Trust and its partners organized the 2013 Transportation Summit as a forum for the exchange of ideas and solutions to Miami-Dade County’s transportation challenges.

Mr. Charles Scurr, Executive Director of the Trust, presented a report on the accomplishments of the PTP and the work of the Trust over the past 10 years. Highlights include the following.

¹ Miami-Dade Board of County Commissioners Ordinance 02-116; Also Section 2-1421 of the Code of Miami-Dade County.

- Metrorail – The Orange Line extension to Miami International Airport, a \$505 million investment funded by the Trust and the Florida Department of Transportation, was completed on time and on budget. A fleet of new Metrorail vehicles, an investment of \$375 million, has been approved. Metrorail achieved record monthly ridership of 1.9 million in March 2013.
- Metrobus – The purchase of 596 new buses including environmentally friendly diesel electric hybrids, 24-hour bus service and numerous improvements such as the I-95 Express and the Kendall Cruiser.
- Metromover – Metromover service is fare-free as part of the PTP with over 9 million passengers annually. The Trust approved the purchase of a new fleet of Metromover vehicles, an investment of \$69 million, and is funding renovations and improvements throughout the system.
- Golden Passport and Patriot Passport Programs – The PTP includes fare free transportation program to all senior citizens and qualifying low-income veterans. Over 200,000 persons are registered for the Golden Passport and the Patriot Passport.
- Technology – The PTP has financed numerous technology improvements including the Automated EASY Card, Wi-Fi throughout the system, Real-Time Train and Bus Tracker technology, and major upgrades to the aging technology infrastructure including a new Central Control Operations Center.
- Public Works – The PTP includes numerous public works and roadway projects. These include a \$50 million investment in a new state of the art county-wide Advanced Traffic Management System, new and expanded roadways, traffic flow improvements, new LED traffic signals and the Safe Routes to School Program.
- Municipalities – Twenty-three percent of PTP proceeds are allocated to the 34 municipalities in Miami-Dade County. These revenues fund numerous public works and roadway projects as well as 26 municipal circulators which carry over 6 million passengers annually.



The full Report can be found at
<http://www.miamidade.gov/citt/transportation-summit-sessions.asp>.

2013 Transportation Summit

Agenda Sessions and Presentations

Citizens' Independent Transportation
Trust and Miami-Dade County

Detailed speakers' bios and their organization's information:

http://www.miamidade.gov/citt/pdf_library/summit/Speakers_and_topics_6-7-13.pdf

Agenda

As of May 7, 2013

2013 Transportation Summit

THURSDAY, JUNE 6, 2013 - *First of a series*

Miami-Dade College, Wolfson Campus, Chapman Conference Center (Room 3210, Building 3)

8:00 AM - 8:45 AM	Registration	
9:00 AM - 9:30 AM	Opening Ceremony: Master of Ceremony Commissioner Dennis Moss, District 9, Chair of Transportation & Aviation Committee Welcome Commissioner Rebeca Sosa, District 6, Board of County Commissioners Chairwoman Fermin Vazquez, Sr. Dir. of Campus Administration, Miami Dade College, Wolfson Campus Introduction Paul Schwiep, Chairman, Citizen's Independent Transportation Trust	
9:30 AM - 10:00 AM	Keynote Address: Mayor Carlos Gimenez, Miami-Dade County "Visioning the Future of Miami-Dade's Public Transportation"	
10:00 AM - 10:15 AM	Breakout to Sessions	
10:15 AM - 12:15 PM	"Financial Planning and Sustainability" Track	"Technology and Infrastructure" Track
10:15 AM - 12:15 PM	<u>Innovative Financing Opportunities</u> (Variety of government & private sources for capital costs) Peters, FDOT Page, IMG Fanter, BMO	<u>Transit Technologies and Mode Choice</u> (Existing and new technologies, such as light rail, bus rapid transit, as to address the transportation network in county) Fernandez, MPO Coven, FDOT Pringle, Parsons
12:15 PM - 1:15 PM	Lunch Break	
1:30 PM - 3:30 PM	Public Private Partnerships (The potential for South Florida) Schneider, HDR InfraConsult Hodgkins, MAT McDonald/Tindall, Atkins	Corridor Development (Building consensus towards "the next big projects") Rashid, CDC Ferre, MDX Murray, FIU-MC
3:30 PM - 3:45 PM	Reconvene to Main Room	
3:45 PM - 4:15 PM	CITT Update: Charles Scurr, Executive Director, Citizen's Independent Transportation Trust (CITT), Miami-Dade County	
4:30 PM - Close	Community Visioning: Public Involvement Forum Moderators/Masters of Ceremonies: County Commissioner Moss and CITT Chair Schwiep Panel of Transportation Partners Scribes: FIU Metro Center Networking/Summit Adjourned	

2013 Transportation Summit Sessions & Presentations

Keynote Address (9:30am)

Honorable Carlos A. Gimenez, Mayor, Miami-Dade County
"Visioning the Future of Miami-Dade's Public Transportation"

Topic 1 - Innovative Financing Opportunities (10:15am): Transportation projects utilize a wide variety of revenue and funding from federal, state, local, and private sources. With funding for planning and projects becoming increasingly tighter, transportation agencies are employing innovative strategies to finance capital costs.

Track: "Financial Planning and Sustainability"

Moderator: Ed Marquez, Deputy Mayor, Miami-Dade County

Panelists:

- Brian Peters, Assistant Secretary for Finance and Administration of Florida DOT
"Innovative Financing in the Transportation Sector: A Government Agency Perspective"
- Sasha Page, VP, Infrastructure Management Group (CITT Financial Consultant)
"Using Innovative Finance for 'BAM' – BRTs, Availability Payments, and Master Credit Agreements"
- Edward Fanter, Managing Director, Infrastructure Banking at BMO Capital Markets
"Evaluating Public-Private Partnership Structures – Financial and Other Aspects"

Topic 2 – State-of-the-art Transit Technologies and Mode Choice (10:15am): A key transportation issue for our community is weighing the tradeoffs among the various fixed route alternatives. Discover solutions that offer diverse ways to efficiently develop Miami-Dade's transportation network through ways including bus rapid transit, rail systems, system design, automated guideways, etc.

Track: "Technology and Infrastructure"

Moderator: Art Guzzetti, VP - Policy, American Public Transportation Association

Panelists:

- Wilson Fernandez, Transportation System Manager, Miami-Dade MPO
"Modal Technologies for Rapid Transit Corridors in Miami-Dade County"
- Ed Coven, State Transit Manager, Florida DOT
"Bus Transit Options"
- Jeffrey Pringle, Technical Director Rail Systems / Director, Vehicle Procurement, Parsons
"OCS-free Light Rail Vehicle Technology"

Topic 3 – Establishing Public Private Partnerships (1:30pm): Understand the importance of new partnership efforts between the private sector and the various levels of government in the state. Also hear about innovative programs in several states and share your experiences.

Track: "Financial Planning and Sustainability"

Moderator: Jose Abreu, Sr VP, Gannett Fleming; former Director, Miami-Dade Aviation

Panelists:

- Mike Schneider, Chair, APTA P3 Committee and Sr. VP/Managing Director, HDR
InfraConsult
"Private Sector Participation in Project Delivery"
- Chris Hodgkins, VP, Miami Access Tunnel Concessionaire
"Public-Private Partnerships in Florida"
- Jon McDonald, PE & Jon Tindall, Practice Managers - Transit (US) and P3 (UK), Atkins
"Public-Private Partnerships (P3s) — The International Experience"

2013 Transportation Summit Sessions & Presentations

Topic 4 – Corridor Development (1:30pm): The planning and development of multimodal corridors – “the next big projects” – starts with consensus among many stakeholders in a region, including the walking, riding & driving public, private sector, government and non-government organizations. Prioritization involves many considerations ranging from design and construction of infrastructure to community values in areas such as mobility needs and desired land uses. These themes cut across bus (bus rapid transit, exclusive bus lanes, etc.) and rail systems (underground, elevated, and surface alignments), as well as stations, etc.

Track: “Technology and Infrastructure”

Moderator: Gus Pego, PE, Secretary - District 6, Florida DOT

Panelists:

- J. S. Rashid, President and CEO, Collaborative Development Corporation
“Transit Corridor Development Impact on Community/Economic Development”
- Maurice Ferré, Chair – MDX, former Mayor and Commissioner
“Visioning the Future of Mobility”
- Ned Murray, Ph.D., AICP – Associate Director, FIU Metropolitan Center
“Corridor Development: Policy-based Strategies”

CITT Update (3:45pm): The People’s Transportation Plan (PTP) is a publicly-supported transportation improvement program established to develop an integrated mass transportation network and to complete roadway improvements in Miami-Dade County and its municipalities. The PTP was approved in a referendum by Miami-Dade County voters in 2002 and is funded by a 1/2-cent Sales Surtax. The voter referendum included the establishment of an independent citizens’ oversight panel: the Transportation Trust. The Program has had significant accomplishments including the Orange Line. This session is an update on 10 years of the broad range of transit and transportation projects.

Presenter: Charles D. Scurr, Executive Director, Citizens’ Independent Transportation Trust
“The Citizens’ Independent Transportation Trust: 10 Years of Progress”

Community Visioning Forum (4:30pm): featuring our transportation partners and stakeholders with their perspective for visioning, and answering questions or otherwise comment on public input at the session.

Masters of Ceremonies and facilitators:

- Honorable Dennis C. Moss, County Commissioner District 9 and Chair, Transportation and Aviation Committee
- Paul J. Schwiep, Esq., Chair, Citizens’ Independent Transportation Trust

Panelists

- Joe Giuliatti, Executive Director, South Florida Regional Transportation Authority/Tri-Rail
- Ysela Llort, Director, Miami-Dade Transit
- Sasha Page, VP, Infrastructure Management Group
- Gus Pego, Secretary - District 6, Florida DOT
- Javier Rodriguez, Executive Director, Miami-Dade Expressway Authority (MDX)
- Kathleen Woods-Richardson, Director, Miami-Dade Public Works and Waste Management Department

Financial Planning and Sustainability Track

Panel: Innovative Financing Opportunities (Variety of government & private sources for capital costs)

Moderator: Ed Marquez, Deputy Mayor, Miami-Dade County

Panelists:

Brian Peters, Assistant Secretary for Finance and Administration of Florida DOT
“Innovative Financing in the Transportation Sector: A Government Agency Perspective”

Sasha Page, VP, Infrastructure Management Group (CITT Financial Consultant)
“Using Innovative Finance for ‘BAM’ – BRTs, Availability Payments, and Master Credit Agreements”

Edward Fanter, Managing Director, Infrastructure Banking at BMO Capital Markets
“Evaluating Public-Private Partnership Structures – Financial and Other Aspects”

All presentations available at <http://www.miamidade.gov/citt/transportation-summit-sessions.asp>

Transportation projects utilize a wide variety of revenue and funding from federal, state, local, and private sources. In today’s economic climate, the funding for planning and projects is becoming increasingly tighter. With that in mind, transportation agencies are being forced to employ innovative strategies to finance these capital costs. In the Innovative Financing session, the moderator was Ed Marquez, Deputy Mayor of Miami-Dade County. The panelists included: Edward Fanter, Managing Director of Infrastructure Banking at BMO Capital Markets; Sasha Page, Vice President of Infrastructure Management Group Inc.; Brian Peters, Assistant Secretary for Finance and Administration of Florida Department of Transportation (FDOT). A total of 68 people were registered to attend but the actual number of attendees was approximately 75. The entire session lasted for just under two hours with the question and answer portion lasting for about 70 minutes.

Mr. Edward Fanter’s opening presentation focused on public-private partnership structures. Fanter discussed four distinct benefits of using public-private partnerships, also known as P3. These include risk transfer, private sector expertise, additional resources, and timing and certainty of delivery. He cited “risk transfers, accelerating delivery and tapping equity capital for infrastructure” as the “drivers of P3 rationale”. Fanter broke down the spectrum of partnerships based on a scale of risk transfer to the private sector. Near the bottom of the spectrum with the least percentage of risk transfer to the private sector is the “Design-Build”

alternative. With this option, the private sector is contracted to design and build while the government will manage and operate. The next two on the scale include “Design-Build with Operating Contract” and “Design-Build-Finance”. In the former, an operating contract with the private sector is added on to the “Design-Build” option. In the latter, the government contracts with the private sector while maintaining management and operation controls. The final payment is rendered at completion or over time as a lease. The next option is a “Design-Build-Finance-Operate” option, or DBFO. This is considered the standard P3 procurement where the “government contracts with private developers to deliver newly constructed assets and operate under a long-term “concession” agreement”. The final option is an “Asset Sale” or full privatization. Here the private sector assumes full risk for the asset but the government may retain some rights regarding monitoring and/or enforcement.

“The drivers of P3 rationale are risk transfers, accelerating delivery and tapping equity capital for infrastructure.”

Next, Fanter discussed the three stages of the procurement process: 1.) strategic evaluation; 2.) transaction execution; 3.) project delivery. Fanter then went on to discuss the “P3 Risk Allocation Matrix”, which illustrates which risks are allocated to which party. He stated the “project risks are allocated to the parties best able to competitively price and manage the risk”.

The next presentation was by Mr. Sasha Page, whose primary focus was TIFIA, a form of financing provided by the Transportation Infrastructure Finance and Innovation Act program. This is a U.S. Department of Transportation program that provides “direct loans, loan guarantees, and standby lines of credit to finance surface transportation projects of national and regional significance.” TIFIA is a source of cheap money because it lends at treasury rates. The debt is secured through sales taxes and is back loaded in order to minimize risk. Under the MAP-21 changes, funding capacity has increased from \$1 billion per year to \$7-10 billion per year. Overall, this is a good financing option for larger projects due to the ability to leverage more money.

Page gave several examples of TIFIA backed projects to illustrate its usefulness and applicability to Miami-Dade County. The first project was Phase 1 of U.S. 36, which is part of the larger Denver Regional Transportation District’s (RTD) FasTracks program. The purpose of this project was to combine managed lanes (MLs) and bus rapid transit (BRT) on a 10 mile stretch of U.S. 36 between Boulder and Denver, Colorado. The project was financed using a combination of grants, loans, tolls, and TIFIA. The second project Page discussed was phase two of the same project. Eagle P3, as it is called, is slightly different than Phase 1 in that it is a P3 and that it utilizes “design-build” contracting. Again, it is funded through TIFIA and grants but also uses

private activity bonds (PABs) and equity. PABs are a type of tax-exempt bond issued by local or state governments and provide special financing benefits for certain qualified projects. This type of bond has a reduced finance cost because it is exempt from federal taxes. They are used to help attract private investment for projects that have some public benefit. Page stressed the importance of this project as a reminder that there's not a single solution to financing and transportation, but that rather, using multiple tools increases flexibility. The last project to be discussed in depth was the Crenshaw/LAX Light Rail Transit (LRT) project. The purpose for this project was to connect central Los Angeles to Los Angeles International Airport. This project was funded through TIFIA, bonds, grants, and other sales tax funds. Los Angeles is also able to apply for a "master credit agreement" under the MAP-21 changes to TIFIA. This means the DOT can make a contingent commitment of future TIFIA assistance for certain projects that are secured by a common revenue pledge. This enables TIFIA to be more flexible if a project timeline is uncertain. By the end of this project, there will be 30 years of transit improvements made in 10 years.

The final panelist was Mr. Brian Peters of the Florida Department of Transportation (FDOT). His presentation centered on expanding FDOT's financing "toolkit". This expansion is necessary due to the current issues facing transportation infrastructure need. The challenges include an unsustainable gas tax, aging infrastructure, and the absence of a long-term strategy from the federal government. The first tool included varying types of bonds. Peters listed seaports, turnpike revenue bonds, right of way and bridge bonds, and toll facility revenue bonds as potential options, as well as MAP-21 tolling options. Peters listed public-private partnerships as something to keep in the "tool kit", as well as Federal programs as another way to expand financing. He specifically mentioned TIFIA and private activity bonds (PABs). Finally, the State Infrastructure Bank (SIB) offers another alternative.

Peters then went into more detail regarding P3 alternatives, specifically the "design-build-finance" (DBF) and "design-build-finance-operate-maintain" (DBFOM) types. DBF projects included the Palmetto 5, Palmetto 2, US 1, and the I-95 Express Lanes. DBFOM projects include I-595, the Port of Miami Tunnel, and future I-4 Ultimate project.¹

¹ Mr. Peters was noting: the Palmetto Section 5 is better known as 826-836 interchange reconstruction, Palmetto Section 2 is widening SR826 and reconstructing interchanges with Bird Road, Don Shula Expressway and Miller Drive, the US 1 project is also known as the "18 Mile Stretch" installation of fencing, etc., and the I-95 Express Lanes project referenced here is Phase 1, south of Golden Glades. The I-595 DBFOM is to implement reversible tolled express lanes.

After approximately an hour of presentations, the question and answer portion of the session began, which primarily consisted of specific questions by attendees on the ideas and views of the panelists regarding innovative financing. There were approximately 23 questions and comments. There were two prevailing themes: money and transparency and public input. Controlling costs seemed to be the most popular topic of discussion. This ranged from factoring project lifecycles into the bidding process to finding innovative funding sources to complement innovative financing. One commenter recommended finding alternative ways to fund projects in order to cut down on costs the county is responsible for. Another attendee also stressed the importance of keeping projects on time and within budget. Another participant made the suggestion that Miami-Dade County should focus more on leveraging funds from the federal government and other private sources. He stated in the past the County has paid for many transportation projects completely out of pocket and that in turn takes funding away from other projects and programs. The moderator agreed with this comment as did the panelists.

“While innovative financing is an option, the money must still be repaid.”

Regarding transparency and public input, the moderator whole-heartily agreed with commenters when they expressed a need for the County to be clear regarding the projects, expected costs, method of payment, and timing. In order to make the process more transparent, a public input method should also be incorporated. Especially when dealing with large projects, transparency and public monitoring are extremely important. The moderator also gave CITT as an example of a good way to monitor and incorporate public input. Another way transparency and public input could be harnessed is through technology, with easy to use applications that can keep the public abreast of news and updates. Page echoed this focus on information technology by explaining it would also help with transit efficiency by “enabling riders to see, in real time, what’s running on time and what’s not.”

Other topics discussed included education, value capture, and finding new uses for underutilized tracks. Education stood out as very important to commenters and panelists alike. When addressing one commenter’s question regarding treating transportation as a utility, similar to water and sewer, Mr. Peters reminded the audience that “While it is a great idea, one of the biggest obstacles is education. The public must understand that roads are not free and they have to be paid for in one way or another. There is a need to change the mindset of the general public so that they understand this critical concept.” A different commenter also felt that making a clear linkage between transportation spending and reduced transit times is crucial for greater funding. If the average commuter understands where the money is going and how it will impact his or her travel, there may be more support. Peters was supportive of

this idea and mentioned the importance of working with MPOs and getting buy-in from the community in order to facilitate this understanding.

One attendee stressed the application of value capture for new projects and new capital. His view was that value capture isn't good for existing systems operation and maintenance, only new projects and capital. In addressing rail transit, one commenter suggested the County explore additional uses for underutilized tracks. He said many of these tracks are held in private hands and the County could look into purchasing the rights to them in order to expand services. In response to this suggestion, Mr. Peters said, "FDOT is very much in favor of partnering with other organizations and this would present a great opportunity to use those tracks."

One of the final comments was a suggestion to build a perimeter of parking garages around downtown Miami to help alleviate traffic and congestion. The revenue from those garages could then be used to fund transit projects in downtown. Mr. Page responded by saying there is a lot of interest in "park and ride" opportunities and it would be a good compliment for transit. The moderator added that the City of Miami has a parking surcharge to help with funding. Following the discussion of parking garages, an attendee asked the panelists about what they felt the biggest challenge to P3 was. Both Mr. Peters and Mr. Fanter said the cost of capital is the biggest roadblock. The last question came from a man who wanted to know if it was possible to create a new valuation model for projects that included intangible (non-fiscal) benefits, such as travel time savings. Mr. Peters responded by saying they do that already and it was a must in order to get the I-4 project approved. The moderator followed up by saying that incorporating the intangible benefits of a project is a part of the "selling" of said projects.

"FDOT's track record over the past six years has been quite good. Projects have been completed on time and within budget with real time tracking."

Panel: Public Private Partnerships (The potential for South Florida)

Moderator: Jose Abreu, Senior VP, Gannett Fleming; former Director, Miami-Dade Aviation

Panelists:

Mike Schneider, Chair, APTA P3 Committee and Sr. VP/Managing Director, HDR InfraConsult
“Private Sector Participation in Project Delivery”

Chris Hodgkins, VP, Miami Access Tunnel Concessionaire
“Public-Private Partnerships in Florida”

Jon McDonald, PE & Jon Tindall, Practice Managers - Transit (US) and P3 (UK), Atkins
“Public-Private Partnerships (P3s) — The International Experience”

All presentations available at <http://www.miamidade.gov/citt/transportation-summit-sessions.asp>

The Public Private Partnerships (P3s) break-out session revolved around the importance of new partnership efforts between the private sector and the various levels of government in the state of Florida. The session was moderated by Jose Abreu, Senior Vice President of Gannett Fleming and former Director of Miami-Dade Aviation. The Panelists included: Mike Schneider, Chair of APTA P3 Committee and Senior Vice President/Managing Director of HDR InfraConsult; Chris Hodgkins, Vice President of Miami Access Tunnel Concessionaire; Jon McDonald & Jon Tindall, Practice Managers of Transit (US) and P3 (UK).

The first presenter was Mr. Mike Schneider, who began by reminding the audience that all successful P3s (Public Private Partnerships) are similar. “While there may be some differences between P3 projects across the country and elsewhere, the ones that work are congruent in terms of scope, funding and thoughtfulness.”

Mr. Schneider went on to remind the audience of the delicate economic situation, an “interesting period” where the commitment to fund public transportation projects is simply not there in the face of fiscal crises. However, recent events such as the I-5 collapse in Washington-state and other disasters (I-35W in Minnesota, I-40 in Oklahoma) are just the “tip of the iceberg.”

“I talk to folks [all across the country] and they tell me they got federal, state or even local funds...only when there is no funding they want to try and do a [P3].”

With that said, Schneider attempted to debunk some prevailing myths about P3s: 1.) P3s will solve the public infrastructure funding crisis; 2.) the private sector can always do it better than

the public sector); 3.) the private sector is greedy; 4.) P3s are more widely utilized in Europe and Asia.

The desirability for utilizing P3s is simply a matter of leverage—P3s are able to leverage existing resources and “they do it well.” Tied to this feature is the concept of contractors and developers having “skin in the game” which forces them to think about the build out. Simply put, P3s are about “risk and reward.” Examples such as the Dulles toll-road in Virginia; Los Angeles County, California transit development; E-470 in Denver, Colorado; Nevada Monorail; Railways in Portland, Oregon; and other projects across the world (Australia, Canada, China, India, etc.) were highlighted as examples of the varying success of P3s. Lastly, Schneider impressed upon the audience the importance of *funding* in order to get future transportation projects going. Government simply can’t afford to “kick the can down the road” any longer if public transportation in the US and Miami-Dade County is to get any better.

“A P3 is about a lifecycle...it’s not about building a project, it’s about nurturing it.”

The next set of presenters included Mr. John Tindall and Mr. Jon McDonald. From the onset of their presentation, Tindall emphasized the concept of “risk” in P3s as the public sector shifts responsibility to the private contractors/developers. As a whole, P3s are similar in their structure supporting the project beginning with the *Pre-Planning and Acquisition* stage then moving forward into the *Finance and Funding* piece at which point private sector involvement only increases, and so does the assumption of risk and responsibility. These P3 arrangements can be categorized under 10 groups:

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|--|--|
| 1) <i>Government</i> | 6) <i>Design-Build-Operate-Maintain (DBOM)</i> |
| 2) <i>Service Contract</i> | 7) <i>Design-Build-Finance-Operate (DBFO)</i> |
| 3) <i>Management Contract</i> | 8) <i>Build-Own-Operate-Transfer (BOOT)</i> |
| 4) <i>Design Build Arrangement</i> | 9) <i>Build-Own-Operate (BOO)</i> |
| 5) <i>Operation Concession Arrangement</i> | 10) <i>Privatization</i> |

Compared to other P3 projects such as highways, railroads are quite challenging in that they are expensive to build and operate, not to mention there a limited amount of railways that are self-financing. However, these railway projects are some of the more robust examples of the success of P3s abroad. Examples such as the Docklands Light Railway; Manchester Metrolink; London Underground (all UK); High Speed Rail in France; Kuwait Metro; Ottawa LRT were all mentioned as prime examples of some successes. Tindall touched upon the reality that while P3s aren't all that common in the US they have been going on across the world for the last 25 years. Furthermore, new funding streams such as naming rights, seen in Dubai, have the potential to mitigate negative funding issues for P3 projects such as railways in the future. Tindall also argued for the "Holy Grail" of transit planning which can be achieved through innovative development schemes where land is sold around transit stations or leased out to companies which would further drive transit-friendly urban planning.

"As the public agency you're infinitely concerned about 'What am I going to get back at the end of 50 years?'...that's a key concern."

Mr. McDonald was next to present and touched upon some of the key asset management considerations for P3s. For the public sector they are preoccupied with: 1.) minimizing long term cost of ownership; 2.) ensuring assets are not "run down" during the concession period; 3.) ensuring value-for-money for passengers while providing a safe, reliable, and sustainable service. Private entities are concerned with: 1.) minimizing cost of ownership and maximizing return on investment (ROI); 2.) optimizing maintenance and minimizing performance penalties; 3.) demonstrating proper stewardship of assets.

McDonald closed by providing the audience with some "lessons learned" in his international experience: 1.) the importance of government commitment and leadership on the project; 2.) the sincere involvement of stakeholders across all levels in the community; 3.) the need for appropriate contract structures and payment mechanisms; and 4.) the idea that P3s are about collaboration and sharing risk.

Mr. Chris Hodgkins was the last presenter who shared with the audience an update on the Port of Miami Tunnel (POMT), a significant P3 well underway here in the community. Hodgkins touched upon the importance of leadership and *partnership* at the beginning of his presentation choosing to recognize certain members in the audience such as Miami-Dade County Commissioner Dennis Moss (District 9) and others as advocates for the POMT P3.

"Failure to include even *one* neighborhood that you're going to go across is detrimental to the overall project."

This P3 was chosen as a “model” by the White House for other P3s across the country which culminated in a personal visit by President Barack Obama to the POMT. Hodgkins then touched upon the local importance of the Port of Miami as the “cruise capital of the world” and the top seaport in Florida. Furthermore, Hodgkins expanded upon the POMT’s future benefits to the community: 1.) providing a direct connection between the Seaport, Airport and the Interstate Highway System; 2.) to relieve traffic congestion in downtown Miami of Seaport passenger and cargo traffic; 3.) facilitate ongoing and future development plans in and around downtown Miami.

Hodgkins then discussed local community initiatives which helped garner positive public sentiment and nurture the POMT to this point: *Operation 305* a local-business outreach program where over 600 companies did business with the POMT and which coalesced into a hiring program where 83% of POMT workers are Miami-Dade County residents and “mirror the community” in diversity; the Council of Tropical Florida Girl Scouts STEM (Science, Technology, Engineering, and Math) program being invited for an educational program and further engaged in a naming contest for the Tunnel Boring Machine (TBM), featured in the Miami Herald, *Harriet* named after abolitionist and women’s suffrage advocate Harriet Tubman.

The question and answer portion of the Public Private Partnerships (P3s) break-out session primarily consisted of specific questions by attendees as opposed to ideas and views regarding innovative financing. There were approximately 60-65 people in attendance and 10 questions and comments were expressed. However, there seemed to be three major topics of interest: 1.) financing/funding sources and transparency; 2.) public input; 3.) the Port of Miami Tunnel (POMT). The reality of balancing funding and financing for major public transportation projects was as a whole the most engaging topic as panelists were asked their opinions regarding the licensing and sale of naming rights as a way to seek funding for P3s. As examples of naming rights being sold off to help create funding for public transportation projects, Tindall mentioned the London Underground and football/soccer stadia in both the US and UK. Schneider also mentioned potential new naming rights deals that could take place in Cleveland, OH (Health Line) and Los Angeles, CA (Blue Line).

The majority of funding approaches have been, in general, “regressive” and “insufficient” according to Mr. Schneider and he was encouraged by these new funding opportunities which relied less on public monies. In the past, funding for public transportation projects came from sales taxes and gas taxes which were singled out as “workhorses” by Schneider. Tied to the funding of public transportation projects post-construction and into the

“In Miami’s hyper-active media and political environment every public infrastructure project has the potential to become a local “hot-button” issue.”

maintenance phase was the fact that revenues from fare boxes must increase and user fees should increase. Presently speaking, users of public transportation in Miami-Dade County aren't charged enough in order to utilize the system which only hinders the sustainability of public infrastructure projects in the present and long into the future, as governments are forced to limit service and reprioritize critical maintenance issues.

In addition, the panel was asked about their opinions regarding managed lanes, specifically comparing South Florida (95 Express) and Southern California. Schneider spoke on this, saying he was in favor of the "Self-Help" movement that some states, California for one, are joining as a response to insufficient funding from the government. Tied to these examples of new funding opportunities for public transportation are several missteps towards making such public transportation projects more transparent which only breeds greater distrust towards local government. One sore spot for many audience members was the half-penny tax initiative, that, according to many in attendance, simply over-promised and woefully under-delivered. As a counter to this, Schneider mentioned California's efforts stemming from the 1980's with "Prop 13" lasting well into the 2000's with "Measure R".

The second topic of interest was the role of public input that have been over time been quick to create negative results for new public infrastructure projects. The dynamic of "citizen's rights" and mismanagement of tax-dollars was raised by the audience several times during this portion of the discussion. This increasingly negative backlash only serves as a barrier to get other projects off the ground. Schneider argued that the public will have to contribute towards new transportation projects and elected officials need to possess the necessary fortitude to get these initially unpopular projects off the ground and to completion.

The last major topic of interest was about the Port of Miami Tunnel (POMT) P3 where Hodgkins was asked to elaborate on some of the present challenges and successes of the project. Hodgkins quickly began bringing up the "hidden costs" of working with local government, in this case the City of Miami and Miami-Dade County, where timing was so important to create the necessary "buy-in" for the POMT. Across all levels major stakeholders of the POMT had to remain bold in their shared vision, according to Hodgkins. With sustainability in mind, Hodgkins stressed that the POMT was designed to be "green" through the utilization of zero-emission trucks and equipment. Increasingly, new P3s are encouraged to take into account clean air perspectives through the entire lifecycle of the project, with Virginia Key in particular serving as a role-model for the POMT. According to Hodgkins, the POMT considers what's best for the planet but also what is needed for continued economic development. While other new technologies may prove exciting, electric cars for example, they only serve a "small niche" of consumers until associated technologies, i.e. charging stations, become more available.

Technology and Infrastructure Track

Panel: Transit Technologies and Mode Choice (Existing and new technologies, such as light rail, bus rapid transit, as to address the transportation network in county)

Moderator: Art Guzzetti, VP - Policy, American Public Transportation Association

Panelists:

Wilson Fernandez, Transportation System Manager, Miami-Dade MPO
"Modal Technologies for Rapid Transit Corridors in Miami-Dade County"

Ed Coven, State Transit Manager, Florida DOT
"Bus Transit Options"

Jeffrey Pringle, Technical Director Rail Systems / Director, Vehicle Procurement, Parsons
"OCS-free Light Rail Vehicle Technology"

All presentations available at <http://www.miamidade.gov/citt/transportation-summit-sessions.asp>

In the breakout session "Transit Technologies and Mode Choice" transportation experts, patrons and concerned citizens took part in an open dialogue on new and existing transit choice options for Miami-Dade County. Representatives from Miami-Dade Metropolitan Planning Organization (MPO), Miami-Dade Transit and Florida Department of Transportation were on hand to provide an inside perspective on diverse ways to efficiently develop Miami-Dade's transportation network. These solutions include bus rapid transit, rail systems, system design, automated guideways and other modes of transit. The session was moderated by Art Guzzetti, Vice President for Policy, American Public Transportation Association (APTA). The panelists included: Wilson Fernandez, Transportation System Manager for Miami-Dade MPO; Ed Coven, State Transit Manager for Florida Department of Transportation; Jeffrey Pringle, Technical Director Vehicle Procurement at Parsons.

Wilson Fernandez presented a timeline of corridor development from the Airport to the South Corridor Link. Ed Coven illustrated the different types of bus transit options used in the State of Florida, advantages/disadvantages of bus rapid transit and BRT funding options in *Bus Transit Options*. *OCS-free Light Rail Vehicle Technology*, presented by Jeffrey Pringle, gave session participants an opportunity to learn about the technology, how it is used, where it is used globally and how this technology is shaping the future.

Wilson Fernandez commenced the presentation with an introduction of the types of transit corridors currently operating and proposed for future development in the county. The

transportation corridor system is comprised of railways, buses, Metrorail and Tri-Rail. The People's Transportation Plan (PTP) has eight transit corridors spanning from the Airport Link to the Douglass Road Corridor. The airport link is the newest corridor to the transit system. Opening in the summer of 2012, this 2.4 mile stretch of heavy rail system provides service from Miami International Airport (MIA) to Dadeland South.

The North Corridor is a 9.5 mile stretch of proposed heavy rail (MetroRail) and Bus Rapid Transit modes. The Metrorail portion would consist of seven stations serving Opa-Locka, Miami Gardens and Broward County. Park & Ride facilities will be positioned at major highway crossing throughout the corridor. The bus rapid transit portion would provide service from NW 215th Street to the Miami Intermodal Center (MIC). Thirteen state-of-the-art stations will be built with "real time" monitoring and a new park-n-ride terminal located at NW 215th Street. The corridor will incorporate traffic signal priority and queue jumpers. The implementation phase for this corridor will commence 2017. The East-West Corridor consists of 13 miles of heavy rail (Metrorail), Bus Rapid Transit and Commuter Rail service. The Metrorail will connect passengers from the Miami Intermodal Connection (MIC) and travel westward, connecting to FIU, Sweetwater and Doral. Considerations have been made for commuter rail service along the existing rail corridors. The SR-836 Express Bus Service will cover from the West Dade terminal to downtown Miami. The route will feature the hybrid bus design as well as the state-of-the-art stations with "real-time" bus alerts. A new park & ride terminal will be stationed in West Dade. The Beach Corridor (Bay Link) is a 5.1 mile corridor currently in the planning and environmental phase. The Beach Corridor would have 25 stations with mixed traffic operations. There were to be two routes: 1) The Beach Circulator Loop and 2) The Causeway Connector Route (includes downtown connecting loops). The highlight to this link is the exclusive guideway service along the MacArthur Causeway. This corridor will serve major destinations in downtown Miami in addition to the Miami Beach Convention Center.²

The Northeast Corridor (Costal Link) a multi-county link with 13.6 miles in Miami-Dade County and 86 miles throughout the tri-county region. The Northeast Corridor will consist of passenger/commuter rail with services to major employment centers in Miami, Ft. Lauderdale and Palm Beach. The initial phase proposes six stations in Miami-Dade and 20 stations within the region. The bus rapid transit will implement enhanced bus service along Biscayne Blvd. from Aventura to downtown Miami. Eighteen state-of-the-art bus terminals will be built with "real-time" monitoring and queue jumpers at select intersections. The routes will also incorporate traffic signal priority.

² One suggestion received after the Summit was that MetroRail should be expanded from the Airport to the Beach along SR 112/I-195 connecting Midtown/Design District and future Tri Rail-FEC stop.

Ed Coven began his presentation by outlining the current bus rapid transit systems in the county. The Express Bus System, both on I-95 and I-595, is a regionally-managed lane operation bus service that is being lauded nationally as a growth management tool. It was comprised from an urban partnership agreement among the U.S. Department of Transportation (USDOT) and Florida Department of Transportation and local transit agencies. In south Florida the ridership has increased from 1,800 trips to over 5,500 trips per day on 60 buses, from the single MDT's 95X express bus route in 2008 to seven MDT and BCT routes in 2013.³

There are several benefits and operational characteristics of Express Bus Service unique to Miami. The express bus service offers reliable travel in express lanes without the tolls—you pay one price through your fare. The Miami Beach Airport Flyer provides service from Miami International Airport to Miami Beach. The service also utilizes smart card technology. The Kendall Cruiser provides a 12-minute frequency with comfortable seating and free Wi-Fi for patrons. Miami-Dade County also has a trolley system, the City of Miami and the City of Coral Gables. These bus services are ADA accessible as well as provide racks for bicycles. They connect passengers to sports stadiums, Metrorail stations, popular shopping and entertainment districts at no cost. The trolley bus service is funded partly by the People's Transportation Plan (PTP)—the half penny sales tax.

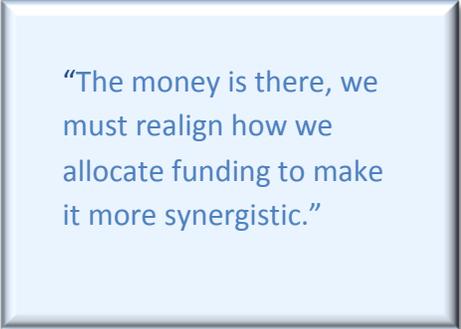
MAP 21-designation of the Federal Highway Administration, established three new designations for BRT systems. The first is Title 49, Section 5302 (a) (2) which defines the bus rapid transit system. Section 5309(a) (3) defines the *Small Starts Corridor-based BRT Project*. Section 5309 (a) (4) describes the *New Starts Fixed Guideway BRT Project*. The new definitions allow for most lines to operate in a separate right of way. The lines will have new defined stations, utilize traffic/transit signal priority (TSP) and employ features that stimulate economic growth. The BRT stations will feature distinct bus design/branding, "real-time" transit information along with passenger amenities.

There are several advantages to establishing bus rapid transit systems. First, BRT is considerably more cost effective than light rail transit in terms of building cost, land acquisition, capacity and revenue/expenditures per vehicle or passenger. Second, BRT is flexible; BRT allows for better accessibility and also permits guide ways. Disadvantages to BRT include slower guide way operations and the reduction in capacity for economic development. Throughout the State of

³ May 2008 average weekday ridership on MDT's Route 95 (primarily out of Golden Glades) was 1,935. Northbound (Phase 1A) 95 Express launched 12/08, Southbound (Phase 1B) in 1/10. May 2013 ridership: MDT 95=2,501, 195 (Broward/Sheridan Park and Rides)=1,157; Broward County Transit (Routes 107, 108, 109, 110 and 114 to Miami via I95)=2,052 combined. Sources: sunguide.info, miamidade.gov/transit and broward.org/bct.

Florida there are two existing BRT systems (Miami and Orlando), eight systems under development and fifteen considerations for BRT.

Funding for bus rapid transit systems primarily come in the form of federal/state financing or alternative financing options. There are four federal/state programs: New Starts, for projects requiring \$75 million or more FTA funding; Small Starts, for projects requiring less than \$75 million FTA funding; Very Small Starts, projects requiring less than \$50 million; and State New Starts, where states provide one half of the non-federal share to help projects qualify for New Starts Projects. Alternative financing options are commonly used, with Florida taking advantage of joint developments and toll road financing.



“The money is there, we must realign how we allocate funding to make it more synergistic.”

Mr. Jeffrey Pringle provided an extensive overview of the historical and design criterion for light rail vehicles.

In the overview, an explanation was given on the differences between OCS and OCS-free vehicles. *Overhead Contact System (OCS)* in comparison to free system requires a direct current (the overhead charge) for operation. OCS-free technologies (which use an alternating current) consist of two major categories: the electrically-activated third rail allows electric segments to run the length of the track. The mechanically-activated third rail is similar in design to the electric-activated; however each segment is individually connected to the electrical power supply.

Continuing the technical distinction between OCS and OCS-free systems, Pringle discussed in detail the charging capacity for each type of vehicle. Included in the discussion for charging capacity was the types of battery storage systems. Examples were given from international light rail systems in Alstrom, France—which use a roof mounted SAFT Ni-MH battery that allows for trams to run 1km at 30 mph. Other examples include Brookville, Pennsylvania’s DART downtown Union Station project, the Kawasaki three section low flow LRV (with speeds of up to 40 mph per five minute charge) and the Kinki Sharyo system, which can operate OCS or OCS-free.

Investing in OCS or OCS-free technology comes with challenges. It is unclear whether vehicle manufacturers are willing to invest in traction batteries made in the United States. This impediment makes it difficult for foreign suppliers to meet Buy America requirements. Buy America provisions ensure that transportation infrastructure and projects are built and maintained with American-made products. However, there are some vehicle manufacturers committed to supply light rail vehicles to US transit agencies that meet Buy America requirements. There is considerable technical information on OCS systems for transit agencies

to make the best decision possible in regard to considering this type of transit for their community. The underpinnings show there are multiple data sources on the types of systems an agency can choose from; consequently there is limited historical data on maintenance and reliability of such systems. Transit agencies considering this type of system must carefully analyze the operations and stock needs of each LRV before making a formal decision.

The question-and-answer session afforded participants an opportunity to ask session panelists transit-related questions. Approximately 25 commenters (out of approximately 150 in attendance) were able to voice their concerns over the course of 45 minutes. Comments and inquiries came from a wide variety of stakeholders: public transit riders, academia from FIU, public service officials and representatives from non-profit agencies.

Ysela Llort, Director of Miami-Dade Transit, joined the panelists to answer all questions concerning transit in the county. Ms. Llort engaged in a very candid conversation as to why transit options are how they stand in the county. She emphasized the reason why transit options in the corridors are limited is the taxpayers' level of willingness to fund transit construction and transit operations/maintenance. Transit projects are typically funded through tax payer initiatives. Ms. Llort explained the reason why the 27th Ave. corridor was not constructed was the county could not demonstrate to the Federal Transit Authority it could maintain a new corridor along with sustaining existing corridors over a 30 year period.

“Without a willingness to pay we don’t get a vision—we get a mirage of what we want.”

Concerned citizens had an opportunity to ask questions about the completion of corridor projects, in particular the North Corridor. One commenter wanted to know why the lengthy implementation timeframe for the North Corridor. Mr. Coven cited financing as a reason why the north corridor has not progressed as an active project. One concerned citizen had questions pertaining to the NW 215th Street park-n-ride location. Fernandez noted the NW 215th park-n-ride facility is scheduled for implementation. The land parcel was purchased by Miami-Dade County and currently transit officials are looking at potential joint development at that parcel.

One attendee had a question of building a right-of-way system from Golden Glades to South (South Miami or Dadeland). Fernandez noted several considerations are being made for bus rapid transit and enhance bus services to provided ridership along the highways in the managed lanes much like the 95 Express. Fernandez mentioned the SR-836 Express bus services to be implemented in 2017 utilizing newly created express lanes or the shoulder to expedite travel time.

Steve Sauls, Vice President of Governmental Relations at Florida International University (FIU), spoke on the grant awarded by the US Department of Housing & Urban Development's

Sustainable Communities Initiative to the region to implement a seven year, fifty county planning initiative called “*Seven50: 7 Counties 50 Years*”. The project, designed by the South Florida and Treasure Coast Regional Planning Councils and the Southeast Florida Regional Partnership (SFRP), is a unique collaboration of more than 200 public, private, and civic stakeholders. The project entails a strategy for the best-possible quality of life for residents of Monroe, Miami-Dade, Broward, Palm Beach, Martin, St. Lucie and Indian River counties through economic; social, sustainable and affordable communities; and environmental sustainability. Additionally, Mr. Sauls spoke on an enhanced bus service technology being created in an innovative way to increase ridership along SR-836. *Informed Traveler IT* app, a state of the art “wayfinder” program for transportation customers developed in partnership by FIU, IBM, and Miami-Dade Express (MDX), will facilitate multi-modal utilization and SR 836 decongestion.

Philip K. Stoddard, Mayor of South Miami and Professor, Department of Biological Sciences, Florida International University engaged panelists and participants on the issue of rider utility—what makes it worth a person’s time to travel by public transit than by personal vehicle? Cost by far is one of the most important drivers for rider utility. In addition to cost, rider utility is heavily determine on the travel time of transit, comfort and predictability—how reliable is public transit to get you to a desired destination. Eric Tullberg, Chair of Bicycle/Pedestrian Action Committee (BPAC), commented concerning bicycle passengers and their ability to cross railroad tracks. He notes one of the problems with light rail vehicles operating in the streets are it makes it hard for cyclists to cross the tracks, particularly if a cyclist is crossing the track at an angle. Tullberg wanted to know if the county would consider different types of light rail technology such as electric trolley busses. The busses have an added 40-to-50 feet arm to maneuver through traffic. Pringle directed the conversation to the decisions transit planners make when selecting transit options. “The planner must decide what option would be best”.⁴ One commenter voiced their concerns regarding cyclist safety in up-coming transit projects.⁵

Other attendees asked questions on using smart card technology and/or debit and credit card to pay for fares aboard busses and at turnstiles. Considerations have been made for this type

⁴ A question received after the Summit inquired about what transportation decision makers do to stay up to date with transportation/urbanism best practices, case studies, market innovations and trends, as well as best practices from other cities and cities that can be considered “role models” for Miami.

⁵ In addition to safety education, pedestrian safety/walkability/bike-ability could be ensured through road engineering. A post-Summit comment referred to numerous findings showing that the way streets are designed has a significant impact on safety. The commentator further argued that actual behavior (i.e. the wider and clearer the road, the faster drivers will go regardless of what the posted limits might be) should be taken into account in street design. She also questioned when these findings will be taken into account so that walkability can truly progress. Gus Pego, FDOT District 6 Secretary noted in an email response that “pederstrian/bicyclist safety cannot be improved by engineering solutions alone.” He pointed out that FDOT approach to improving safety for vulnerable road users is through the application of the 3E’s: Education, Enforcement and Engineering.

of technology and possibly this could be a future action item for Miami-Dade Transit. Llort and Fernandez spoke on questions concerning real-time GPS tracking for busses via text and smartphone. Currently, transit agencies are in the beginning stages of implemented such technology. It was conveyed that MDT is looking to have this technology as bus stops specifically. This type of technology is currently used for MetroRail and MetroMover.

A second concern for attendees dealt with the issue of sprawl. Matthew Toro, member of Bicycle Pedestrian Advisory Committee (BPAC), raised the question to why MDX prefers to expand highways such as SR-836 and US 1 instead of designing innovative transit options for consumers. Toro suggested diverting the funding from toll roads to implement the corridor projects (North-South, East-West, FEC, etc.) that were pushed back due to funding. In addition, Mr. Toro asked about using solar power as a power source for light rail. Other questions from participants include whether or not Miami-Dade Transit would consider rail service from East to West. Fernandez pointed to the availability of existing railway located in the Kendall and SW Kendall corridors giving these areas an advantage. Funding is a major impediment to building heavy rail in the area. However, the East-West corridors are important transit areas and transit agencies are planning with these areas in mind.

A third area of concern for attendees were the relationship between climate change and public transit, as four participants wanted to know how plans for public transit will accommodate for changes in federal environmental laws and sea level challenges of South Florida. Coven spoke on innovative modes to combat climate change by the use of fossil fuels and carbon emissions and the technologies being implemented locally and throughout the state to make busses more fuel efficient and to emit less greenhouse gas. The moderator added from the national perspective that transit projects must be designed at a higher level of engineering to anticipate emergency management situations (hurricanes, tornadoes, fires etc.) and facilitated the discussion on how environmental factors affect the planning for transit. An audience attendee spoke on a grant given to the Broward Metropolitan Planning Organization from the Federal Highway Administration (FHWA) to conduct vulnerability assessments, but it is mainly focused on developing a consistent methodology and decisions support and screening tool for incorporating climate change impacts into transportation decision making. The study will focus on Palm Beach, Broward, Miami-Dade, and Monroe Counties. Although the allotted time for the question-and-answer session ran out, Ms. Llort stayed after the session adjourned to answer specific transit related questions from attendees.

Panel: Corridor Development (Building consensus towards “the next big project”)

Moderator: Gus Pego, PE, Secretary - District 6, Florida DOT

Panelists:

Ned Murray, Ph.D., AICP – Associate Director, FIU Metropolitan Center
“Corridor Development: Policy-based Strategies”

J. S. Rashid, President and CEO, Collaborative Development Corporation
“Transit Corridor Development Impact on Community/Economic Development”

Maurice Ferré, Chair – MDX, former Mayor and Commissioner
“Visioning the Future of Mobility”

All presentations available at <http://www.miamidade.gov/citt/transportation-summit-sessions.asp>

The fourth topic centered on the planning and development of multimodal corridors – “The next big project.” The discussion was designed to inform the public about what is needed for successful corridor development in Miami-Dade in the coming years. Highlighted in this discussion are the needs of consensus among the abundant stakeholders in a region, including the walking, riding and driving public, private sector, government and non-government organizations. Prioritization involves many considerations ranging from design and construction of infrastructure to community values in areas such as mobility needs and desired land uses. These concepts cut across bus (bus rapid transit, exclusive bus lanes, etc.) and rail systems (underground, elevated, and surface alignments), as well as stations, etc.

The moderator during this discussion was Gus Pego, Secretary of District 6 for the Florida Department of Transportation. Mr. Pego is responsible for the overall planning, design, construction, maintenance and operations of the State Highway System in Miami-Dade and Monroe Counties. The panelists included: 1) Dr. Ned Murray, Associate Director of Florida International University’s Metropolitan Center. Dr. Murray is a leading expert on economic development and housing market issues in South Florida. Dr. Murray served as the principle investigator on a range of transportation corridor studies in Miami-Dade County. He was also a former planning and development director with the city and he is a member of the American Institute for Certified Planners. 2) J.S. Rashid, President of Collaborative Development Cooperation, a private non-profit organization which develops corporations whose mission is to plan, coordinate and execute neighborhood revitalization projects, expand affordable housing opportunities and increase employment opportunities in South Florida. 3) Maurice Ferré,

former representative in the Florida House of Representatives, Mayor of Miami (1973-1985) and who currently serves as Chair of the Miami Expressway Authority (MDX).

Dr. Ned Murray emphasized the need for three policy-based strategies when considering corridor development:

1) economic development; 2) workforce housing; 3) land

use and zoning. In terms of economic development, Dr. Murray noted the need to keep the entire tri-county area in mind due to the region's strategic importance to Miami-Dade's labor and housing markets. He underlined the considerable need for more commercial and industrial land/buildings within Miami-Dade. Due to the lack of available industrial and commercial properties, Miami-Dade must consider adding to existing commercial and industrial locations. In terms of funding, there is an "enormous" need for public infrastructure investments at these commercial and industrial corridors. Furthermore, there should be the creation of both business and manufacturing districts within industrial/commercial zones.

Dr. Murray stressed there needs to be a concerted focus on the type of industries and occupations that are expected to grow in Miami-Dade within the coming decade. The "Creative Class Occupations," i.e. business, education, and healthcare professionals, have all experienced growth within the past ten years and are expected to grow sizably in Miami-Dade into 2019. When envisioning economic development in Miami-Dade, understanding the living needs of these creative class professionals (in terms of where they live and network) is absolutely critical in connecting housing, transit and network support. Dr. Murray mentioned there is a tremendous need in Miami-Dade for a Workforce Housing Delivery System - a local, policy-driven housing plan that will provide affordable housing for the region's workforce. Elements needed for an effective Workforce Housing Delivery System include: policy development and management; dedicated funding; planning and land use; institutional support.

According to Dr. Murray, while housing and economic development policies are vital for transit corridor development, the real implementation of what is to be accomplished must occur through land use and zoning. Land use and zoning is all about the value of land; if the value is instilled in the land, it becomes more viable for investment. By doing so, this will provide an incentive for private and public investment along these corridors and will help diminish the local government's role in providing funds for housing and economic development.

The most critical needs for land use and zoning in Miami-Dade are: a corridor with strong economic underpinnings that will foster the momentum and support for the proposed land use changes; zoning must occur concurrently with the corridor development plans; updated parking for retail and commercial uses; detailed street and infrastructure plans; the finance plan itself -

"These three strategies are related and need to be looked at in a holistic way. They need to be developed concurrently, thought over carefully and supported by the broader community."

showing where the money is going, how it's going to be done and make sure it's properly leveraged between private and public partnerships.

J. S. Rashid, the second panelist to speak, focused on transit corridor development and its impact on community economic development. Rashid stressed that in order to properly address transit corridor development, community economic development must be central to the discussion. Often times public and economic policy are not properly integrated, thus they fail to be efficient in terms of achieving the desired goals of transit corridor development. In order to avoid this, there are several steps that can be taken. In terms of promoting economic development, transit corridor creation/expansion has the potential to: influence urban growth; revitalize economically depressed areas; help mitigate the loss of spending power of low wage earners; attract new clusters of development around station sites. Rashid stressed the strongest development potential of corridor creation/expansion lies in the ability to connect Miami-Dade Targeted Urban Areas (TUA), Neighborhood Strategic Revitalization Areas (NSRA) and other designated economic development areas. Rashid noted that it's imperative to understand that adding or expanding transit corridors is not about simply creating a new and bigger transit system, but creating a synergy among all City departments.⁶

Rashid also stressed the importance of transportation and housing affordability as it relates to economic development; for example, if basic transportation and housing costs are \$700 per month higher than other communities, local employers must pay an extra \$4.38 per hour to attract quality employees by addressing their income needs. Failure to provide affordable transportation and housing constrains economic development in a multitude of ways: businesses having difficulty filling positions, higher turnover, long distance commutes, higher percentage of residents holding multiple jobs and fewer innovators attracted to the area due to high costs. Lastly, Rashid recommended transit corridor developments must specially include targeted community economic development objectives, such as: promote economic opportunity for low-and-moderate income residents (such as through the promotion of small business and a micro-enterprise development program which will produce creation and retention of jobs); enhance emerging commercial centers within established community economic targeted areas; leverage federal and local funds with private investment and social capital.

“Without a strategic alignment of transit corridor development with community economic development, we are on another ride to nowhere.”

⁶ The speaker capitalized “City” on his presentation slide. The Report Team considers this to mean Miami-Dade County and municipalities.

“This is the reality of Miami-Dade and based on this reality MDX must concentrate its efforts in these areas where population and business growth are highest.”

The final panelist to speak was former Mayor of Miami and current Chair of Miami-Dade Expressway (MDX) Maurice Ferré. Ferré addressed several misconceptions about MDX: MDX is an agency of the state [not a state agency or department]; it does not create urban sprawl [and trying to find ways to mitigate it]; it does not receive state or federal funding [funded almost entirely by toll revenue]; it is not an urban planning and zoning agency. Ferré elaborated on MDX's finances for this coming year and their projected expenditures [\$120.9 million]. They are broken down as follows: 60% is allotted for project funding; 22% goes into operations; 7% into maintenance; 8% for administration; 3% towards contingency plans. MDX's projected revenues [\$137.1 million] are divided as: 94.4% from tolls and fees; 5.6% from investment income. Ferré revealed that public transportation ridership rates in Miami-Dade are currently at 3%, and are subsidized by the state at a rate of 75%, which is higher than the national average rate of 50%.

In order to increase public transportation as a viable option, MDX must have a quality vision for the future of Miami-Dade public transportation. Ferré noted that it is paramount to consider both increasing business district and population areas when MDX determines their proposed transportation projects. Employment centers/business districts that have seen increased growth include the areas surrounding Miami International Airport (MIA), Doral, Hialeah, Hialeah Gardens and the Northwest corridor area. According to Ferré, the geo-political center of Miami-Dade has shifted towards the west and is now considered to be in the Doral area. Other areas of population growth in Miami-Dade include the downtown business district (CBD), midtown Miami, the southern US 1 corridor and the Homestead area. Based on these population and business district growth areas, MDX has numerous planned transportation projects in development, some of which include: SR 836 Southwest Extension in the southwestern portion of Miami-Dade, which is currently undergoing environmental impact studies and various agency approvals; Connect 4 Expressway from MIA to Opa-Locka Airport; SR 924 Expressway Extension for SR 826 to HEFT; US 1 Express Lanes in the southern US 1 corridor.

Of particular economic importance is SR 836 [Dolphin Expressway], which currently stretches fourteen miles from I-95 to Fontainebleau, is the most important road in Miami-Dade. By Ferré's own estimates, 80% of all financial transactions occur either ten miles north, south or along this corridor, thus making it one of, if not the most important road in Miami-Dade. Congestion problems along SR 836 are a real concern for MDX, and Ferré claims that MDX seeks to decrease congestion and increase mobility via new technology. One such effort, which MDX

has been doing for the past decade on I-95 is open-road tolling and managed lanes. FDOT's implementation of such advancements have increased travel speed from Miami to Ft. Lauderdale via I-95 during rush hour from 18mph to 45mph (for drivers who do not pay the express toll) and 55mph for those who do pay the express toll.⁷ Open-road tolling and managed lanes open the door for MDX's most ambitious future project - express bus services that are powered by electricity (Intelligent Transportation Systems or ITS) from the ground up (being tested in Germany) and can service the area with far greater effectiveness than traditional public transportation modes. In terms of financing this assortment of projects in Miami-Dade, which are projected to cost upwards of \$8 billion, MDX must learn to be creative. Ferré proposed three forms of finance mechanisms MDX could use to finance their transportation projects: transit-oriented developments (other than Dadeland, current Metrorail stations lack surrounding development); federal grants; or user pay, in the form of gasoline taxes.

"Tomorrow's transportation technologies have to be applied today. We cannot solve tomorrow's problems with yesterday's technology."

The public contributed a varied range of perspectives during the Public Comments portion, which followed the panelist's presentations. Due to time constraints and the size of the audience (well over 100 in attendance), only 17 individuals were able to present their comments to the panelists. Several audience members were concerned that MDX seems to have "expressway only" solutions, thereby exacerbating the reliance upon automobiles and not addressing the underlying issues of sprawl. Mr. Ferré answered these concerns by mentioning MDX is not building new highways but is instead using their assets to build new corridor development projects. He highlighted MDX's recent cooperation with Miami-Dade Transit in investing in new technology that will make express bus transportation a reality in Miami-Dade in the coming years. Mr. Rashid mentioned the need for connectivity between public transportation and business districts. Several commenters echoed the panelists call for retrofitting existing infrastructure and leveraging funds sensibly in order to maximize their impact.

One commenter mentioned his concern regarding rising sea levels and that "Right now we as a society have the most disposable income we will ever have for things like transportation." Multiple commenters asked the panelists what drawbacks in Miami-Dade need to be addressed in order to increase public transportation ridership. The responses included: spatial disconnect throughout the South Florida region; I-95 corridor, which houses both industrial property and a large blue-collar population, is underdeveloped; need for concurrent land use, housing and

⁷ Visit http://www.sunguide.info/sunguide/index.php/tmc_reports and <http://95express.com/faq/benefits> for further details.

economic development policy. Two of the commenters called for public transportation projects aimed at connecting Miami Beach and downtown (Bay Link). One commenter stressed the need for the completion of the FEC Commuter Rail as a way for the entire region to remain competitive.

“We need to get away from fragmented services and planning.”

Several commenters voiced their suggestions that MDX should incorporate bicycles as an affordable means of transportation via public/private partnerships, such as the bike share program and Deco Bike in Miami Beach.⁸ One commenter highlighted that many users of public transportation feel as if they are second class citizens. In order to address this, the commenter suggested officials should engage in an effort to make public transportation “sexy.”⁹ This commenter also asked MDX and Miami-Dade Transit to be more vocal via social media as a way to engage with younger residents. One commenter advocated for the banishment of rapid-bus transportation and favored rail as a viable public transportation alternative. One citizen raised her concern about realistic time frames regarding public transportation expansion projects in the southwest portions of Miami-Dade.

One citizen praised mixed use areas due to the amount of taxes they generate, as opposed to single use zoning, when considering economic development along transit corridors. One commenter expressed her desire for MDX to invest into communities which are environmentally affected by new transportation projects. One resident was concerned on how workforce housing could be integrated county-wide. Mr. Rashid responded by saying, “There should be room for large homes and mixed income housing [where appropriate] with access to public transportation.” Rashid cited Coconut Grove as an example that has a concentrated disenfranchised sector that is surrounded by extreme wealth – “we have to increase mixed use income and with that accessibility to transportation lines.” One commenter expressed her desire for MDX not to build rapid-buses but instead invest in “parallel mass transit systems in order for Miami-Dade to have eloquent public transportation.” When asked by a commenter what officials need to do in order to create a mass public transportation system

“To develop interconnected public transportation systems in transit corridors, we must increase efficiencies, increase integration, increase policy alignment, and increase prioritization, rather than politicization.”

⁸ In a post-Summit communication, a Miami resident proposed that a dedicated bicycle lane be constructed on a street running parallel to Flagler, as an alternative to including it as part of the Flagler Street improvements where he was told it was a “logistically impossible task.” He also noted that a “creative safe bicycle passage in the plans of this project, as an east-west corridor for bicycle transportation is desperately needed in our County.”

⁹ One participant suggested that transit should be made more appealing and expanded on his ideas in an online blog, “[Making Transit Sexy and other Takeaways from the 2013 Miami-Dade Transportation Summit.](http://blemmerman.tumblr.com/post/52786396401/making-transit-sexy-and-other-takeaways-from-the-2013)” (<http://blemmerman.tumblr.com/post/52786396401/making-transit-sexy-and-other-takeaways-from-the-2013>)

throughout Miami-Dade, moderator Gus Pego responded, “In order to create an interconnected public transportation system, we have to create the ridership, the land use changes and the economic development zones so that they all complement each other.”

Community Visioning: Public Involvement Forum

Moderators/Masters of Ceremonies: County Commissioner Dennis Moss and CITT Chair Paul Schwiep

Panelists:

Ysela Llord, Director of Miami-Dade Transit

Kathleen Woods-Richardson, Director of Miami-Dade Public Works and Waste Management Department

Joe Giulietti, Executive Director of the South Florida Regional Transportation Authority

Javier Rodriguez, Executive Director of the Miami-Dade Expressway Authority

Sasha Page, Vice President of Infrastructure Management Group

Gus Pego, Secretary of FDOT District 6

The concluding session of the CITT Transportation Summit was the Community Visioning session. This public involvement forum featured six CITT transportation partners and stakeholders as panelists. The purpose was to engage the public and obtain their input on the future of transit development in Miami-Dade County. It was touted as the “first step” in the process of engaging stakeholders and the community-at-large to help chart the future course of transit development. The forum was structured around an introduction by Commissioner Dennis Moss of District 9 and Paul Schwiep, Chair of CITT. Following the introduction, each panelist gave a brief “elevator speech” on how he or she saw the future of transportation in Miami-Dade County. Once the panelists were finished speaking, the floor was opened up to attendees to ask questions or make comments regarding their vision for the future of Miami-Dade transit.

The panelists included Ysela Llord, Director of Miami-Dade Transit, Kathleen Woods-Richardson, Director of Miami-Dade Public Works and Waste Management Department, Joe Giulietti, Executive Director of the South Florida Regional Transportation Authority, Javier Rodriguez, Executive Director of the Miami-Dade Expressway Authority, Sasha Page, Vice President of Infrastructure Management Group, and Gus Pego, Secretary of FDOT District 6. Ms. Llord’s

talking points focused primarily on finances. She stressed the importance of maintain and rehabilitating the current system. She also recognized that many people in Miami-Dade County are dissatisfied with the current system but that we get what we pay for and unfortunately, they are unable to provide all the services people want. Ms. Woods-Richardson spoke about the County's public works as a part of transportation. Currently, Public Works is working closely with CITT to increase roadway efficiency and its capacity to handle large volumes of traffic. She also pointed out that more public outreach sessions would help them to know and understand what the County's needs are. Mr. Guilletti addressed Tri-Rail and what they have coming in the future. Tri-Rail has 24 new cars coming and that includes 12 locomotives. They are also hopeful that zipcars will be incorporated in future plans along with a plan to expand west. Mr. Rodriguez's opening comments were very brief. He simply asked, how do we provide better choices for everyone who commutes in Miami-Dade County? Mr. Page discussed a recent study tour he took in Japan. His specific example was the number of restaurant, hotel, and business development that surrounds the train stations in Japan. His takeaway was that Miami-Dade County has the density that's needed to take advantage of these "value capture" mechanisms as they do in Japan. Mr. Pego briefly touched on the amount of progress the County has made over the past 30 years but stressed there is still more to be done. He specifically mentioned the need to make bus rapid transit more reliable and efficient, increasing ridership in order to help expand services, and a network of managed lanes between Miami-Dade County and Broward County. However, he felt the County has to "take baby steps" by building the ridership and using that as the "backbone" for developing corridors.

There were 136 people registered for this evening session. However, the number of actual attendees was probably closer to 115. The entire community visioning session lasted just over two hours with about an hour and a half of that dedicated to the question and answer portion. There were approximately 24 questions/comments but some of those included multiple parts or follow-ups. Overall, the comments by attendees seemed to follow six common themes: communication and education, safety, money, future transit options, transparency and accountability, and land use. These main areas of concern have much overlap and can't be addressed in separate silos. For example, transparency and accountability can be improved through better communication and education.

One of the overarching themes of the session was communication. Within this theme, outreach and education factored heavily. Attendees' comments ranged from general questions, such as the best way to give feedback to CITT, to more specific things such as improving education outreach efforts aimed at particular projects, such as Bus Rapid Transit (BRT). The overall consensus in the session was that there is a serious lack of communication and engagement between the County and citizens. One commenter noted there simply needs to be better information available while another stressed the importance of grassroots

outreach efforts.¹⁰ The panelists were receptive to the idea of improved communication through different outlets including additional community meetings, Facebook, and direct contact through email or other means. However, one panelist did ask for residents to let him know the best avenue to use in order to reach them. It was also mentioned that communication should be improved among different County agencies. Social media was also mentioned which raised the question of whether or not those who are a part of the millennial generation would prefer a different avenue for public participation. Regarding improving communication and education with the public regarding expenditures, one attendee also noted residents must speak up and let officials know they are willing to pay for additional services. All of the panelists were happy to hear that there are residents willing to pay more for additional services.

The next overarching theme was that of safety. Two attendees specifically mentioned their concern over the safety of bicyclists. One of them questioned whether there was a problem with the engineering of the streets and right-of-way. One panelist responded by saying it's not the engineering so much as education. We must educate everyone who is using the roadways in order to improve safety. In addition to those on bicycles, pedestrians and transit riders were mentioned as well.¹¹ The overall consensus from panelists seemed to be that improving overall safety will rely on everyone – pedestrians, drivers, bicyclists, etc. Texting and inattention were both mentioned as specific threats to the safety of County residents and transit users.

Another common theme in the forum was money, revenue, and financing. The sustainability of future funding is in jeopardy, specifically gas tax revenues. Due to increases in fuel efficiency, the gas tax revenues have remained stagnant and may not go back up. With that in mind, Ms. Woods-Richardson responded by saying we have to find a way to make it all work, even when there's not enough money. Another issue of contention is that the half cent sales tax Miami-Dade County dedicates to transit is less than other major metropolitan areas. It was also noted that many citizens don't realize the tax goes to both transportation and public works. One attendee spoke of a recent trip to Los Angeles, California and her experience with the public bus system. In L.A. she was not allowed to ride for free as a senior citizen as she is here in Miami-Dade County. She was surprised to find out that all riders of transit must pay in L.A.

¹⁰ In a post-Summit communication, a participant inquired about the multiple messages sent by transportation agencies to residents and suggested that there should be one central hub to make it easier for the community to stay engaged and aware.

¹¹ Also see Footnote #3 on Page 16 of this Attachment D.

whereas here in Miami-Dade County, she approximated 80 percent of riders ride for free.¹² Her suggestion was to charge everyone, even if it is no more than one dollar.

Another participant echoed that suggestion by stating she would be willing to pay more for transit investment. The same speaker commented that she believed private investment would follow public investment and it would increase development while creating “better” and “more thoughtful” development. Another concern that came up was whether or not South Florida was getting its fair share of tax revenue. One of the panelists allayed that fear by confirming, Miami-Dade County was in fact, coming out very well. A final thought on revenue and financing from one attendee was that the County needs to reduce the 80% subsidization of transit using public-private partnerships (P3) and other innovative options.¹³ Overall, the panelists agreed that financing is an issue and the current system is no longer able to function the way that it has in the past. We need new revenue.

The next theme that arose in the session was potential future transit options, particularly rail transit. Those who commented on this had a wide range of views and opinions. Many spoke to the need for expansion of train services, specifically the Florida East Coast Corridor and a train connecting Miami Beach to the mainland, also known as Baylink. All panelists seemed in favor of these ideas but there was no concrete plan mentioned. However, Ms. Llort did mention the MPO will do a study on different transit opportunities that are available to connect the mainland to Miami Beach.¹⁴ Another popular topic was the possibility of light rail. One attendee suggested the County install more electric car charging stations to “get ahead of the curve” while a graduate student at the University of Miami asked about smart transit technology and the applicability of Google’s driverless car Miami-Dade County. Mr. Rodriguez responded to this comment on emerging technology by saying vehicle-to-vehicle communication is coming and will help to maximize the saturated flow rate.

Transparency and accountability were two other concerns echoed by multiple attendees. The major take-away from this is that the public appreciates transparency and will hold County leaders accountable. Not only do residents want to know where the money is going and why, but also what happens when priorities change? This theme has overlap with the education and communication theme and the money and finances theme. There was also a feeling among

¹² The entire Metromover is fare-free, which is about 9% of the entire system ridership. In a post-Summit Communication, MDT reported to CITT that for total combined bus and rail patrons from October 2012 to July 2013, 52% pay some type of full fare and only 19% are fare-free; the balance are transfers and various discounts.

¹³ It should be noted that MDT fare recovery (revenue from fare collection as percentage of operating costs) in recent years averaged 23% from 2006-2010 per National Transit Database data, as shown in MDT peer review report by CITT <http://www.miamidade.gov/citt/strategic-financial-studies.asp>. Funds beyond farebox to cover costs include local (County general fund, PTP), state and federal, and other sources such as ads.

¹⁴ On July 18, 2013 the Miami-Dade Metropolitan Planning Organization unanimously approved funding for a “Beach Corridor Transit Connection Study” that could revive the plan.

participants that the transportation agencies should hold more forums and outreach opportunities at the neighborhood level to help facilitate that transparency and accountability.¹⁵ The panelists were receptive and supportive of this.

The last main theme was that of land use and its connection to transportation planning. One person spoke about the urban development boundary and the possible 836 expansion. He said the highway was an assault on the U.D.B. and it promoted sprawl. One panelist responded by stating that the expansion may never actually happen. In this case, a study was done to determine if there was demand for more transit or not - and there was. Another participant discussed the difficulty she faces traveling from Homestead to Miami for work. This is both a transit problem and a sprawl problem. Overall, land use has critical implications for transit and the County needs to take that into consideration.

Even though many of the comments and concerns fell under the previous six themes, there were others that were more specific. One attendee wanted more veteran's benefits on Tri-Rail and was concerned about the cutbacks in minority communities. Commissioner Moss responded to the minority community cutbacks concern by telling him the routes are reviewed every year and sometimes the money to continue particular services just isn't there. Another attendee said EasyCard fraud on buses was a problem which Ms. Llort responded by telling the gentleman that there are cameras all over to watch for this. A young man in the audience spoke about deteriorating buses and having breakdowns mid-transit. Another speaker wanted better landscaping for transportation projects. One gentleman also addressed sea level rise and his concern over the fact that no one was talking about it. Finally, a citizen spoke to his frustration with the "baby steps" being taken as opposed to big leaps. His view was that Miami is a global city but transportation is holding it back. In fact, he says the City is already behind and only falling further. Ms. Llort responded to this by saying the County isn't happy with "baby steps" either, they want the "big leaps" as well.

Overall, the visioning forum addressed specific concerns citizens had with transportation in Miami as opposed to what the attendees saw as the future of transportation in the County. Some comments were very specific to the person speaking, while others were geared more towards the County as a whole. It seems the major take-away is that CITT and the County needs to do a better job at communication, outreach, and transparency.

¹⁵ A question received after the Summit pertained to how each agency implements the feedback they receive from the public, who decides what is pertinent, priority and relevant.



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June 24, 2013

We would thank all of you who participated in the 2013 Transportation Summit on June 6, 2013, at the Chapman Conference Center on the Wolfson Campus of Miami-Dade College. We particularly appreciate the close collaboration with Miami-Dade Mayor Carlos Gimenez, the Board of County Commissioners, Miami-Dade County, Miami-Dade College, the Florida International University Metropolitan Center, the showcase exhibitors, moderators and panelists, and all our municipal and transportation partners.

We want to thank you on behalf of the Citizens' Independent Transportation Trust for making the Summit a resounding success. The goal of this event was to bring together stakeholders, agencies, the community and national experts to focus on the future of transportation in Miami-Dade County and prompt discussion of the next major transportation projects in our community. The overwhelmingly positive feedback – such as public statements by civic leaders and elected officials as well as press coverage – lets us know we achieved this high aspiration.

Mayor Gimenez emphasized in his Keynote Address that this is the time to come together and begin building consensus toward realizing our community's vision for the future.

As a start, the Summit website is being updated with additional information on the Speakers, Panelists, Moderators and Showcase Exhibitors. The CITT Update and other presentations also have been posted at <http://www.miamidade.gov/citt/transportation-summit.asp>. Our partners at the FIU Metropolitan Center are diligently at work on the Report on Proceedings, a compendium of the ideas and themes identified throughout the day. In addition, the Trust is working to put together a follow-up event with this report to the community, and we welcome your thoughts and ideas. You can provide input at our website identified above.

Again, we thank you and look forward to *Visioning the Future of Miami-Dade County's Public Transportation*.

With Best Regards,

Paul J. Schwiep, Esq., Chairman

Charles D. Scurr, Executive Director

Delivering a better way every day

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On June 3, 2013, FDOT hosted 70+ municipal staff and elected officials at the FDOT Days workshop. The goal was to engage local transportation partners and share information about how FDOT works with municipalities in Miami-Dade and Monroe counties to improve the development, delivery, operations and maintenance of transportation infrastructure. Workshop resources available at <http://www.fdotmiamidade.com/fdot-days.html>.

Miami-Dade County Long Range Transportation Plan (LRTP), 2035. Available at <http://www.miamidade.gov/mpo/plans/m13-plans-lrtp.htm>

Miami-Dade County 2040 LRTP. Available at <http://www.miamidade2040lrtp.com/>

Miami-Dade County 2014 Transportation Improvement Plan (TIP), Citizen's Version. The TIP document is the short range element of the LRTP. This plan element prioritizes transportation improvements for federal, state and local funding, and consists of a five - year program of projects, of which one year is current (the annual element) and four are proposed. Available at <http://www.miamidade.gov/mpo/plans/m13-plans-tip.htm>

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