Memorandum

MIAMI-DADE COUNTY

Date: July 19, 2016

Agenda Item No. 2(B)2

To: Honorable Chairman Jean Monestime
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor

Subject: West Kendall Corridor Planning Report – Directive 130553

Pursuant to Resolution No. R-377-13, which was adopted by the Board of County Commissioners (Board) on May 7, 2013 and directed to organize a charrette for the West Kendall Corridor Study Area, attached is the West Kendall Drive Corridor Planning Report (Report). Resolution No. R-377-13 directs that the Report be submitted to the Board for consideration.

The Report was prepared by staff in the Department of Regulatory and Economic Resources in consultation with other County agencies and also summarizes the input gathered during the public charrette held by the Department of Regulatory and Economic Resources on March 1, 2014 and subsequent public meetings culminating on May 14, 2016.

The West Kendall Drive Corridor is located in Commission District 11 and runs along Kendall Drive (SW 88 Street) from SW 137 Avenue to Krome Avenue (SW 177 Avenue).

Attachment

Jack Osterholt
Deputy Mayor

West Kendall Drive Corridor

Planning Report

Miami-Dade County

Regulatory and Economic Resources Department

Development Services Division

June 2016

MIAMI-DADE COUNTY

Carlos A. Gimenez, *Mayor*

BOARD OF COUNTY COMMISSIONERS

Jean Monestime, *Chair*

Esteban Bovo, Jr., *Vice-Chair*

Barbara J. Jordan
District 1

Jean Monestime
District 2

Audrey M. Edmonson
District 3

Sally A. Heyman
District 4

Bruno A. Barreiro
District 5

Rebeca Sosa
District 6

Xavier L. Suarez
District 7

Daniella Levine Cava
District 8

Dennis C. Moss
District 9

Sen. Javier D. Souto
District 10

Juan C. Zapata
District 11

José "Pepe" Diaz
District 12

Esteban Bovo, Jr.
District 13

Harvey Ruvin, *Clerk of Courts*

Pedro Garcia, *Property Appraiser*

Abigail Price-Williams, *County Attorney*

Jack Osterholt, *Director,*
Regulatory and Economic Resources
Department

West Kendall Drive Corridor Planning Report

Statement of Legislative Intent

This statement is applicable to these recommendations in its entirety and is declared to be incorporated by reference into each part thereof.

1. Nothing in the recommendations of the West Kendall Drive Corridor Planning Report ("the Report") shall be construed or applied to constitute a temporary or permanent taking of private property or the abrogation of vested rights as determined to exist by the Code of Miami-Dade County.
2. The recommendations of the Report shall not be construed to preempt considerations of fundamental fairness that may arise from their strict application. Accordingly, these recommendations shall not be deemed to require any particular action where they are incomplete or internally inconsistent, or that would constitute a taking of property without due process or fair compensation, or would deny equal protection of the law.
3. The recommendations of the Report are intended to set general guidelines concerning its purposes and contents. They are not a substitute for land development regulations.
4. The recommendations of the Report contain long-range policies for the redevelopment of the West Kendall Drive Corridor study area. Nothing in these recommendations shall require the immediate changing of existing uses or structures. It is the intent of these recommendations that they be applied as redevelopment occurs naturally or is precipitated by the destruction of the property to the extent that redevelopment in its original form is not economically feasible. The recommendations of the Report are not intended to preempt the processes whereby applications may be filed for relief from land development regulations.

This Report prepared by:

Miami-Dade County

Regulatory and Economic Resources Department

Development Services Division

June 2016

VER 062916 F

West Kendall Drive Corridor Planning Report

Contents

Introduction 1

Planning Process 3

Study Area 5

Citizens' Plans 15

Planning Recommendations 21

Kendale Lakes Plaza Area *21*

Streets *25*

Kendall Town Center Area *27*

Signage *34*

Urban Expansion Area *36*

Transit Service and Facilities *39*

Implementation 43

Appendices 46

Acknowledgements 57

Introduction

This Area Planning report contains an analysis of the existing and planned conditions for the West Kendall Drive Corridor. For the purpose of this study, this area extends one-half mile north and south of Kendall Drive from Southwest 137th Avenue to Krome Avenue in Commission District 11. The first section of this report provides an overview of the historical development of West Kendall and its current conditions regarding land uses, demographics, and infrastructure. Planning and development concepts based on the issues identified by residents and property owners who participated in public meetings that occurred in 2013 and 2014 are presented in the second section. The report concludes with recommendations for implementation of the planning concepts illustrated.

This study area is particularly interesting since it was among the first areas to experience large-scale development following the implementation of the county's initial comprehensive plan in 1965; its physical form exhibits many of the planning goals and policies established at that time which were intended to result in a largely uniform low-density suburban pattern of development.

That the current residents of the West Kendall area desire improvements to their community does not mean that planning has not been successful but instead demonstrate that the tasks of planning and managing development are a continual process. The concepts and recommendations in this report are intended to contribute to this process by providing a guide to the ongoing efforts by residents, property owners, and the county in making future improvements to the West Kendall Drive Corridor.

A trail in the Hammocks, south of Kendall Drive

Planning Process

This document was prepared consistent with the requirements of Sections 2-116.2 through 2-116.11 of the code of Miami-Dade County which establishes procedures for the development of Area Planning reports. This section of the code provides specific requirements for the initiation, scope, preparation, acceptance, and implementation of area plans.

Since the late 1990s, the charrette workshop format has been the county's preferred method to encourage public participation and formulate recommendations for area plans. The term 'charrette' is derived from the French term for 'little cart' and refers to a final intense work effort by 18th century architecture students to meet a project deadline and place their projects into this cart. The contemporary charrette process is intended to foster a similar burst of creative ideas involving the public and is a valuable tool for identifying issues to be addressed in an area plan.

This planning process began in 2013 with a resolution* by the Board of County Commissioners directing planning staff to conduct a study for the West Kendall Drive Corridor. The purpose of the study as established by this resolution is to provide residents and property owners an opportunity to contribute to a vision for the growth and improvement of the area and to develop recommendations to influence the form and character of future development. A series of public meetings were held at the West Kendall Regional Library to present background information on the study area and to identify issues of concern. Extensive effort was made so that the West Kendall community was aware of the planning process. All meetings were advertised in the Miami Herald, mailings were sent to property owners in the study area, and a website was established to provide information on meetings and distribute documents relevant to the planning process.

The public charrette workshop event took place on Saturday, March 1, 2014 at Felix Varela Senior High School. After a brief overview of the study area, workshop participants gathered into groups, each provided with an aerial photo of the study area overlaid with trace paper. With the assistance of planning staff, each group discussed community issues and drew their ideas onto the trace paper, which by the end of the afternoon, would become the 'Citizens' Plans.' After several hours of drawing and discussion, the plans were displayed and representatives from each group discussed the features of their plan. The concepts and issues identified in each presentation are outlined with each of the Citizens' Plans shown on pages 16-19. It is important to note that the recommendations presented in this area plan are only possible with the consensus provided by the participants of the charrette workshop.

In the following week, planning staff remained in the study area, working at the office of District 11 Commissioner Juan C. Zapata where the public was invited to visit with and observe staff at work on planning concepts for the West Kendall Drive Corridor. Many community

2

3

4

* *Resolution No. 377-13*

members visited during the week and provided valuable comments and suggestions. A presentation of these initial planning concepts were shown at a public meeting on June 11, 2014 at the West Kendall Regional Library.

This document, which incorporates the recommendations developed through the area planning process, has been presented to the general public for review. The Planning Advisory Board (PAB) will provide additional review and any additional recommendations made by the PAB will be presented with this plan report to the Board of County Commissioners for its acceptance. A listing of public meetings held during the planning and acceptance process are listed in Appendix D on page 53.

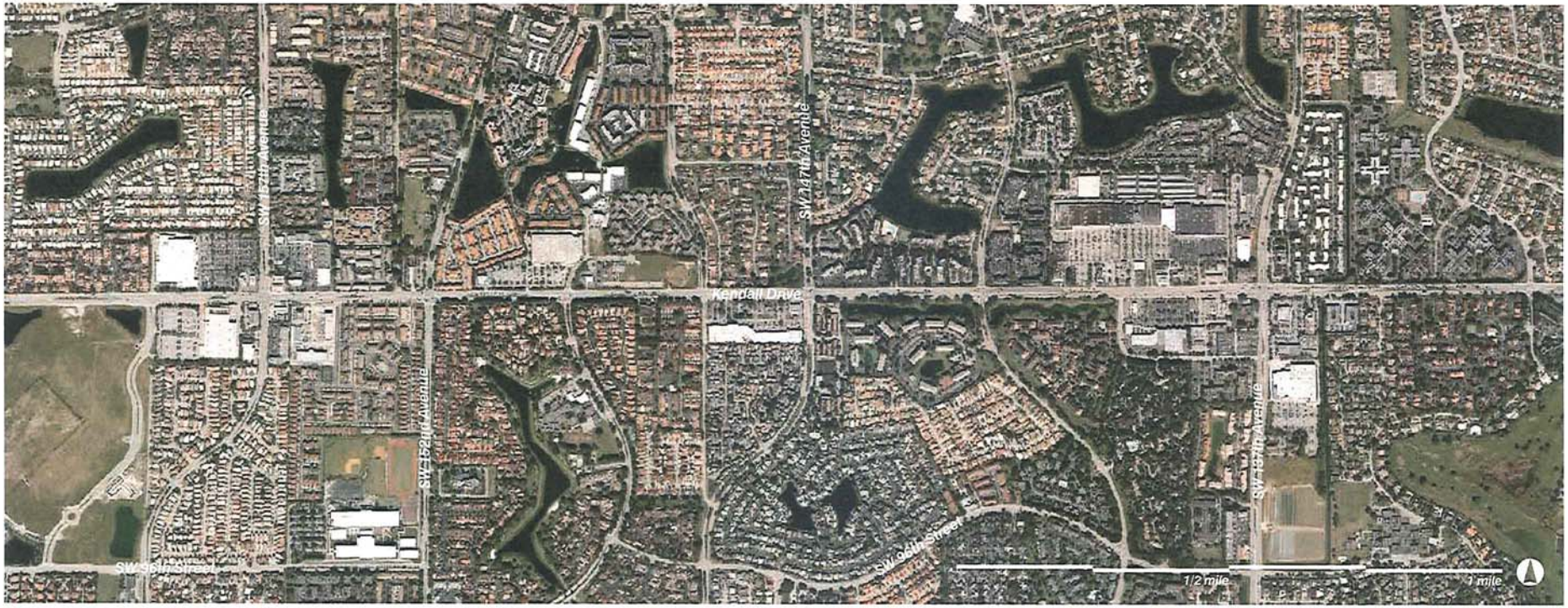
This page and facing page, participants during the March 1, 2014 Planning Workshop

West Kendall Drive Corridor Study Area

The extents of the study area are approximately one-half mile north and south along Kendall Drive from Southwest 137th Avenue to Krome Avenue. This area is within Commission District 11 and is entirely unincorporated. The existing character of this area is that of a maturing, primarily residential suburban community. Prior to the 1960s, the study area was entirely occupied by agricultural uses. Residential and commercial development began in the late 1960s with Kendale Lakes, located in the square mile between Southwest 137th and 147th Avenues, from Kendall to Sunset Drives. Development continued into the 1970s and 1980s with the Hammocks, Kendale Lakes West, King's Meadow, and Lago Mar developments along both sides of Kendall Drive. These large-scale developments are typically divided into tracts of various residential types, including detached single-family houses, cluster housing, townhouses, and garden and mid-rise condominium apartments. Commercial development in the area occurs most often in strip shopping centers located at the intersections of the section-line arterial roadways.

2014 Aerial view of the study area

These residential development tracts are organized around internal lakes and curving collector roadways connecting to the section-line arterial roadway grid. Each tract is commonly accessed through one or two points on the collector street and often enclosed by walls. While this type of development is effective in shielding individual residential areas from through traffic, it often results in a convoluted pattern of circulation for both automobiles and pedestrians. This is very different from the typical residential subdivisions that had been developed in Miami-Dade through the early 1960s and were characterized by a regular grid pattern and less diversity in residential building types. This change was a result of both the trends in suburban development at the time and the implementation of new local and state development regulations. 1950s-era large-scale subdivisions of relatively few unit types like the Westwind Lakes and Cutler Ridge developments were typically laid out by surveyors to maximize the number of standard-sized lots. By the mid- and late-1960s, larger developments began to be designed by planners and landscape architects to emphasize picturesque views along curving streets and across lakes, extensive landscape buffers and various residential building types. Early examples of this type of development in the county are the Crossings in Kendall and Miami Lakes north



of Hialeah. The county's first master plan was adopted by the Board of County Commissioners (BCC) in 1965 and was called the General Land Use Master Plan (GLUMP). The GLUMP explicitly promoted the development of these types of 'master planned' communities in the county and designated the West Kendall area for low-density suburban development extending to Krome Avenue. In 1975, a new plan was adopted by the BCC called the Comprehensive Development Master Plan (CDMP). The CDMP would designate much more area for continued agricultural uses and allow higher-density development in the West Kendall area. Amendments to the CDMP in 1983 established the Urban Development Boundary (UDB) and Urban Expansion Area (UEA). The UDB delineates the limits of where urban development is permitted to occur; in the study area, the boundary has gradually shifted westward from 147th Avenue in the 1980s to its current location at 172nd and 167th Avenues through the approval of periodic amendments to the CDMP. In both the study area and the West Kendall area generally, there is currently very little vacant or readily-developable land within the UDB.

The UEA in West Kendall encompasses the area between the UDB and Krome Avenue

West Kendall Drive Corridor Study Area

9

10

Far left, Hammocks Boulevard at Kendall Drive; left, lake west of SW 147th Avenue

from Southwest 42nd Street to theoretical Southwest 112th Street and is occupied mainly by undeveloped land and agriculture uses. The comprehensive plan states that "the Urban Expansion Area is the area where current projections indicate that further urban development beyond the 2020 UDB is likely to be warranted some time between the year 2020 and 2030." In 2013, new CDMP policies were adopted regarding expansion of the UDB which include requiring any new development to provide a mix of uses and a minimum residential density of 10 units per acre. If urban development is warranted in the UEA in the future, these policies should result in an improved balance between residential and workplace uses than currently exists in West Kendall.

In the early 1990s, in an effort to address the apparent shortcomings of the typical tract-type development described above, the county adopted into its zoning code the Traditional Neighborhood Development (TND) district. The purpose of the TND district is to allow new communities of at least 40 acres to have a mix of commercial uses, civic and open spaces, and a variety of residential unit and building types organized by a pedestrian-oriented street network. The first implementation of TND in the county is located in the study area south of Kendall Drive between Southwest 167th and 172nd Avenues. It was approved in 2001 as 'Kendall Commons' and did not begin construction until 2010 under the name 'Kendall Square.' Although still being built, the character of Kendall Square is now noticeably different from the surrounding developments: houses, townhouses, and apartments are all built close to streets that have wide sidewalks and on-street parallel parking; landscaped medians and plazas serve as neighborhood focal points, and the interconnected street network encourages pedestrian activity. Another feature of the TND district is the use of alleys for automobile access to rear-facing residential garages which further enhances the appearance of streets.

Unfortunately, the TND district has been limited in its use, with Mandarin Lakes west of the Turnpike at Southwest 272nd Street as the only other area in the county being developed with this zoning. This is likely due to both the acceptance by homebuyers of the typical single-family house on a 5,000 square-foot lot in a subdivision with little or no community amenities and the inherent efficiencies of that type of development. The 5,000 square-foot lot and the zoning that permits it is a very efficient way to develop within the Low-Density

Top, View northeast at Kendall Drive and SW 167th Avenue; left, Kendall Square TND, view north along SW 171st Avenue

Residential land use designation of the CDMP which is the most common land use designation in the urbanized portions of the county. With the continued strength of the residential market for this type of the development, the required mix of uses and additional infrastructure requirements of the TND district are not necessary to attract buyers and therefore there seems to be little incentive for developers to offer a TND product.

The situation today

A comment that was repeatedly expressed by the public during the planning process was that "the West Kendall area was not planned." In reality, the opposite is true: West Kendall was planned to be exactly what it is today, however the development that resulted from 1960s and 1970s era-planning is poorly suited to the lifestyles and desires of West Kendall's current residents. This is clearly illustrated by the 'Citizens Plans' shown on the following pages where many of the needs identified were never envisioned by the GLUMP or CDMP at the time of the majority of West Kendall's development.

The challenge for now and the future is how to adapt the existing development pattern to one that serves these changing circumstances. The character of existing development in West Kendall makes this particularly difficult, due mainly to the fragmented nature of the various development tracts as described above. Unlike older areas of the county that have experienced significant transformation over time, West Kendall lacks a regular grid and lot pattern, making incremental redevelopment impractical. The widespread use of development covenants and condominium associations further restrict the ability of changes in land uses

West Kendall Drive Corridor Study Area

to occur.

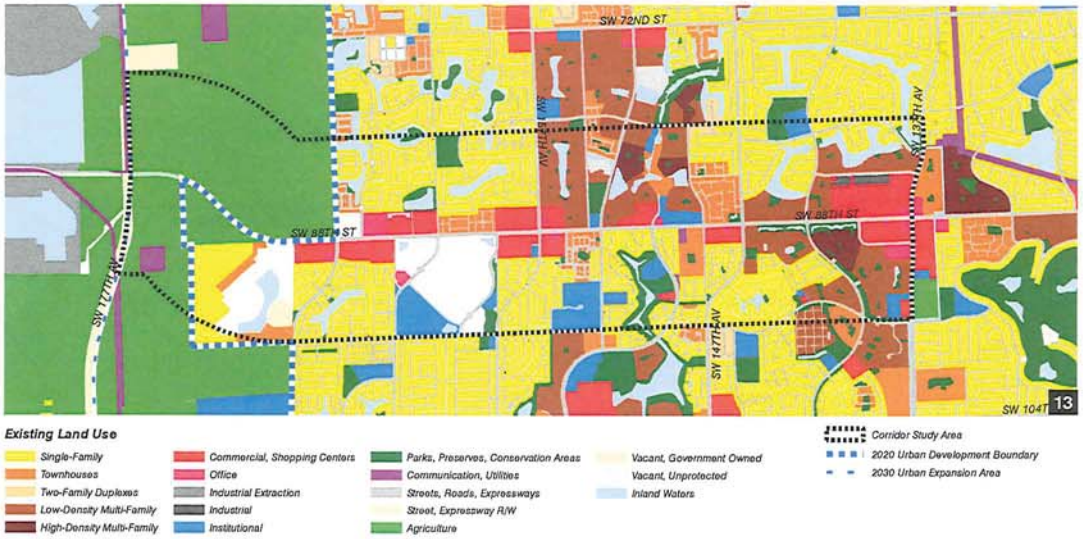
With these constraints, this area plan focuses mainly on the areas most able or likely to change in the future. These areas include commercial centers along Kendall and vacant land both within the existing urbanized areas and in the Urban Expansion Area. These areas are discussed in more detail in the Planning Recommendations section of this report.

Existing land use

The Planning Research section of the Regulatory and Economic Resources Department has an ongoing program of identifying existing land uses throughout the county. A map of the land uses identified in the study area is shown in Figure 13 on page 9. Of the generalized categories shown in the map, single-family uses are the most prevalent, occupying 27.4 percent of the study area. Areas for streets and lakes take up 16.7 and 6.9 percent of the study area, respectively. 7.6 percent of the study area is identified as privately owned vacant land, most of which is located at the Kendall Town Center property adjacent to the West Kendall Baptist Hospital. Outside the Urban Development Boundary the study area is almost entirely occupied by agricultural uses.

Comprehensive plan

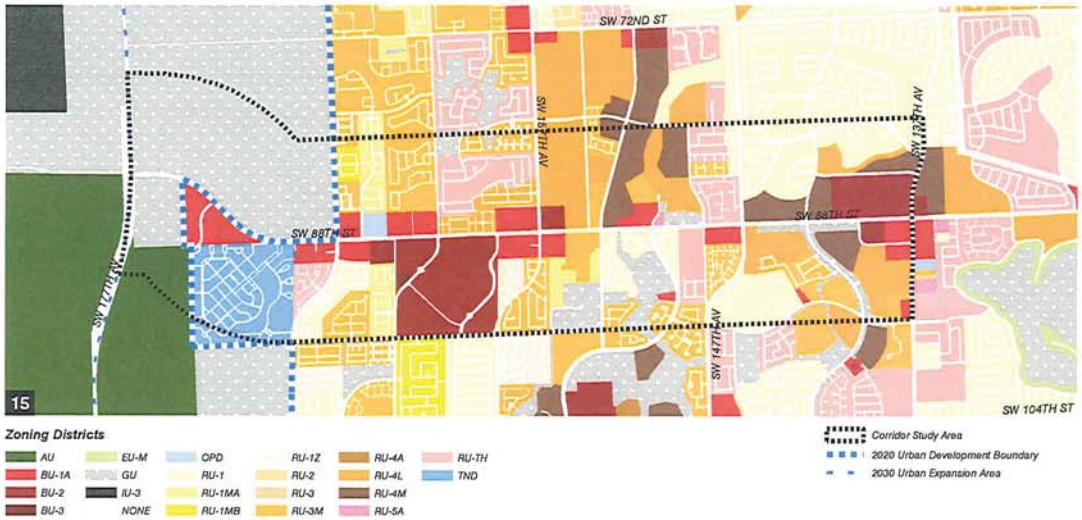
Miami-Dade County is required by state statute to maintain a comprehensive plan to manage growth and development consistent with state and regional comprehensive plans. The county's Comprehensive Development Master Plan (CDMP) includes a Land Use Plan map that designates where development of various uses and intensities is permitted. The future land use designations in the study area are illustrated in Figure 14 on page 9.



Map, Existing Land Use

Map, CDMP Land Use Designations

Map, existing zoning districts



The Land Use Plan (LUP) map designates 35.3 percent of the study area for low-density residential uses. Low-medium and Medium-density residential uses are designated for 24.4 and 13.7 percent of the study area, respectively. 20 percent of the study area is designated for Business and Office uses, which allows shopping centers, office buildings, and the like.

There are designated Community Urban Centers at Kendall Drive and Southwest 137th and 158th Avenues. Shown on the LUP map as circles of varying sizes, urban centers are areas identified by the CDMP as areas desirable for moderate to high density development with vertically and horizontally integrated uses. The center marked by the circle at Southwest 137th Avenue has been shown the LUP map since 1975. The center marked by the circle at Southwest 158th Avenue was added to the LUP map in 2007 as a result of a recommendation made in the 2003 CDMP Evaluation and Appraisal Report.

The circles on the LUP map are symbols that mark the general location of each center and do not graphically depict the extent or boundary of a particular center. Area planning studies are utilized to define the specific limits of individual urban centers. Uses permitted in urban centers may include retail trade, business, professional and financial services, restaurants, hotels, institutional, recreational, cultural and entertainment uses, and moderate to high density residential uses. Development density and intensity standards are also provided for urban centers. For Community Centers, average floor area ratios (FAR) should range from greater than 0.5 at the edge of an urban center to greater than 1.5 in the core; for residential development, the maximum dwelling units per acre permitted is 125. Where Urban Center uses and intensities differ from those of the underlying land use designated on the LUP map, the urban center uses are permitted. The full text of the Urban Centers section of the CDMP is provided in Appendix B.

As discussed above, the Urban Development Boundary is illustrated on the LUP map and establishes the limits of the urbanized area. In the study area, the UDB currently runs along Southwest 167th Avenue to Kendall Drive, then west to theoretical Southwest 172nd Avenue, then south to Southwest 96th Street, then east to Southwest 167th Avenue. The area outside the UDB is mainly designated for agriculture uses. The area between the UDB and Krome Avenue is within the Urban Expansion Area and planned for future urban development by the year 2030 if the need is warranted.

Zoning

Chapter 33 of the code of Miami-Dade County provides for various zoning districts establishing permitted uses and building standards for the unincorporated area. Within the Urban Development Boundary, the RU-3M and RU-1 districts are most prevalent, occupying 17.5 and 12.9 percent of the study area respectively. The RU-3M district permits apartment buildings, townhouses, and single-family houses, while RU-1 permits only detached single-family houses. 20.9 percent of the study area is zoned BU-1A, BU-2, or BU-3, all of which permit shopping centers, office buildings, restaurants, and the like. The TND district occupies 7.5 percent of the study area, and permits a mixed-use traditional neighborhood with apartments, retail and office uses, single-family houses, and civic spaces such as schools,

West Kendall Drive Corridor Study Area

16

17

Far left, SW 142nd Avenue; left, view northwest at Kendall Drive and SW 157th Avenue

parks and religious facilities. Land outside the Urban Development Boundary is zoned either AU or GU, both of which permit agriculture uses or very low-density single-family residential uses.

Roadways

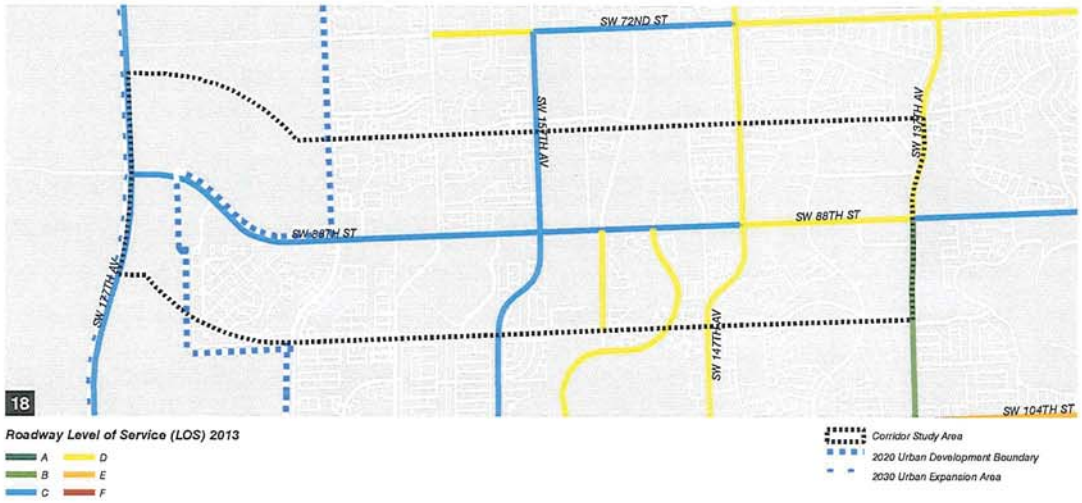
The West Kendall area is entirely reliant on the section-line arterial grid of surface streets for both private and transit vehicles. The half-section street network, unlike in the eastern third of the county, is discontinuous and often serves mainly as collectors for local traffic. No exclusive rights-of-way are utilized for transit service. Within the study area, the primary roadways are Kendall Drive, and Southwest 137th, 147th, 157th, 167th, and Krome Avenues. Kendall Drive is a state roadway improved east of Southwest 162nd Avenue with six travel lanes, a median, and sidewalks; to the west there are four lanes and a median but no sidewalks. Kendall Drive is to be improved with six lanes, a median, and sidewalks to 172nd Avenue as part of the 'Kendall Commons' development discussed above. Krome Avenue is also a state roadway that is to be improved with four lanes from Tamiami Trail to Southwest 136th Street by 2018.

The Level of Service (LOS) is an indication of traffic congestion for individual roadway segments based on physical traffic counts and trips reserved for future development compared with the designed capacity of the roadway. The LOS is expressed by a scale of 'A' through 'F,' where an 'A' would indicate an uncongested roadway and an 'F' would indicate a roadway that carries more traffic than its capacity, resulting in severe congestion. The state and county conduct annual traffic counts to determine the LOS for arterial and collector roadways. The map in figure 18 on page 12 illustrates the LOS in 2013 for major streets in the study area. New development that generates trips on roadways with an LOS of 'F' will be denied zoning or building permit approval due to the lack of roadway capacity for additional traffic.

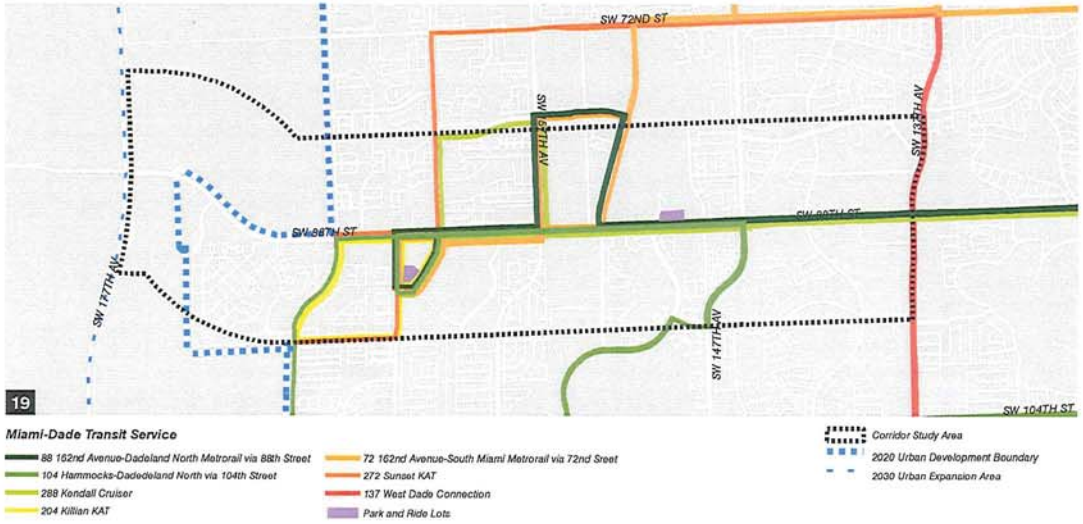
Transit service

Public transit service operated by Miami-Dade Transit is provided in the study area by bus routes 72, 88, 104, 137, 204, 272, and 288. The 204, 242, and 288 are limited-stop express

Map, 2013 Roadway Level of Service



Map, Transit Services



routes. All these except the 137 are east-west routes that connect to Metrorail. There is a 40 space park-and-ride lot and bus terminal located on 162nd Avenue adjacent to West Kendall Baptist Hospital. A leased 109 space park-and-ride lot is located at the Miami Baptist Church property on the north side of Kendall Drive at 150th Avenue. In November 2013, the 88 and 104 routes began operating with improved service in the study area.

In the FY2015-2024 Transit Development Plan (TDP) for Miami-Dade Transit, there are two programmed transit improvements that will occur in the study area. In 2023 the 288 'Enhanced' bus service is to begin operating. Also in 2023, the current route 288 will be improved with enhanced stations, queue jump and by-pass lanes, transit signal priority, and real-time bus arrival information with electronic signs within bus stations. The other improvement is a 140-space dedicated park-and-ride facility on the north side of Kendall Drive at Southwest 150th Avenue which is scheduled to be completed by 2016. This facility will provide bus bays and shelters so that transit patrons will not have to cross Kendall Drive to board eastbound buses.

Transportation planning

The Miami-Dade Metropolitan Planning Organization (MPO) is responsible for coordinating transportation improvements in the county through the 5-year Transportation Improvement Program (TIP) and the 25-year Long Range Transportation Plan (LRTP). These plans prioritize transportation projects over their time horizons through a category system.

The MPO has commissioned many studies over the years that analyze the potential ad-

ditional transportation infrastructure for the Kendall area. Some of these include the *Kendall Mobility Enhancement Study*, prepared by Gannett Fleming in 2002; the *Kendall Link* study, prepared by Edwards and Kelcey in 2007; and the *CSX Corridor Evaluation Study*, prepared by Parsons in 2009. Due to the lack of available right-of-way and capital and operations funding, all of the proposed alternatives have remained only as concepts.

The Miami-Dade Expressway Authority has recently begun a study for the extension of State Road 836 to the west and south from its current terminus at Northwest 137th Avenue and 12th Street toward the West Kendall area. This study is expected to be completed by 2018.

Demographics

According to data from the U.S. Census Bureau, the study area had a population in 2010 of 38,509 and 11,747 housing units. As shown in the table on this page, the study area population is much more Hispanic and slightly younger than the county as a whole. The study area has higher level of educational attainment than the county overall with a lower rate of persons without a high school diploma or equivalent and a higher rate of persons with some college, Associate, or Bachelor degrees. The study area also has a higher rate of owner-occupied housing than the county as a whole.

Public facilities

The study area is well served by parks, schools, libraries and other public facilities. Within and immediately surrounding the area are 12 public parks, among the larger of them are Lago Mar, Kendall Green, Kendale Lakes, and Hammocks Community parks. Parks in the

Population	**Kendall Corridor Study Area**		**Countywide**	
Total population	32,509		2,496,435	
Not Hispanic or Latino	5,809	*17.9%*	872,576	*35.0%*
White alone	3,678	*11.3%*	383,551	*15.4%*
Black or African American alone	1,066	*3.3%*	425,650	*17.1%*
Other alone	1,065	*3.3%*	63,375	*2.5%*
Hispanic or Latino (of any race)	26,700	*82.1%*	1,623,859	*65.0%*

Population Age	**Kendall Corridor Study Area**		**Countywide**	
Under 20 years	8,340	*25.7%*	616,245	*24.7%*
20 to 44 years	12,278	*37.8%*	889,687	*35.6%*
45 to 64 years	8,351	*25.7%*	638,490	*25.6%*
65 years and over	3,540	*10.9%*	352,013	*14.1%*

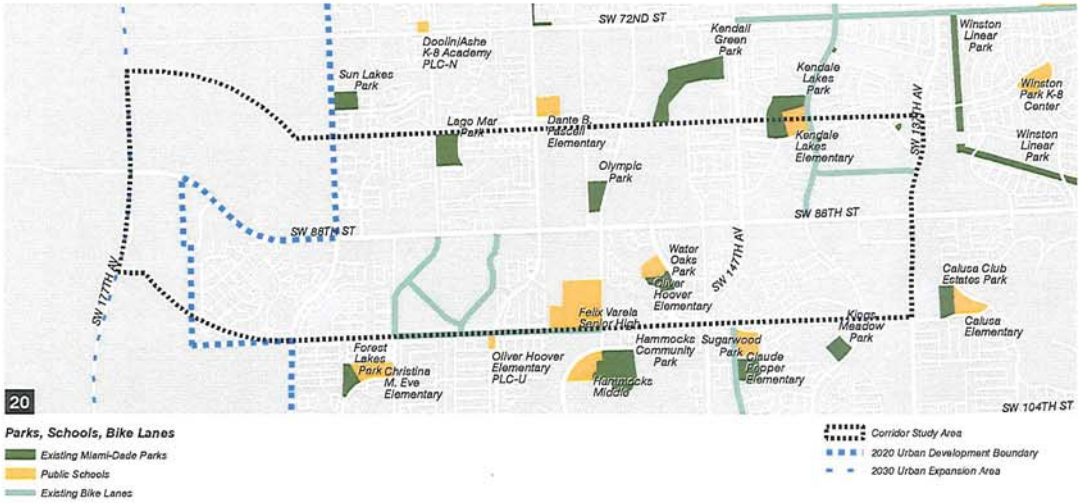
Educational Attainment	**Kendall Corridor Study Area**		**Countywide**	
Less than High School diploma	2,984	*13.8%*	4,880	*22.5%*
High School graduate, some college	10,728	*49.5%*	9,327	*43.0%*
Associate or Bachelor degree	6,068	*28.0%*	5,423	*25.0%*
Graduate or Professional Degree	1,911	*8.8%*	161,602	*9.6%*

Housing Tenure	**Kendall Corridor Study Area**		**Countywide**	
Total Occupied Housing Units	10,798		827,556	
Owner occupied	6,749	*62.5%*	476,614	*57.6%*
Renter occupied	4,049	*37.5%*	350,942	*42.4%*

Housing Occupancy	**Kendall Corridor Study Area**		**Countywide**	
Total Housing Units	11,747		980,580	
Occupied housing units	10,798	*91.9%*	827,556	*84.4%*
Vacant housing units	949	*8.1%*	153,024	*15.6%*

Zero-vehicle Households	**Kendall Corridor Study Area**		**Countywide**	
Owner occupied	161	*2.4%*	22,694	*4.8%*
Renter occupied	348	*8.6%*	68,855	*19.6%*

Source: U.S. Census Bureau, Census 2010 and the American Community Survey 2011 5-Year Estimates. Prepared by Miami-Dade County, Regulatory and Economic Resources, Planning Research Section, November 2013.



Map, Existing Parks, Schools, Bike lanes

Kendall Green Park north of Kendall Drive bewteen SW 147th and 152nd Avenues

area provide amenities such as tennis courts, baseball fields, jogging and walking trails, shelters and picnic areas. Many of the parks are located adjacent to schools, allowing students to share facilities. The West Kendall District park at Southwest 157th Avenue between Southwest 112th and 120th Avenues will be a significant amenity to the area once it is completed. This 160-acre park will provide sports fields and other facilities in addition to the dog park that has already been constructed.

There are many public schools located in and around the study area. Elementary schools include Kendale Lakes, Dante B. Fascell, Oliver Hoover, Christina M. Eve, Claude Pepper, and Calusa. The middle and high schools in the area are Hammocks Middle and Felix Varela Senior High. There are two libraries serving the area, West End Regional Library, located in the Hammocks Plaza shopping center, and the Kendale Lakes branch library, located at Kendall Drive and Southwest 152nd Avenue.

Except for Kendall Drive west of Southwest 162nd Avenue, public streets in the area are provided with sidewalks. Private drives within individual developments typically do not have sidewalks. Bicycle lanes in the area are located along Southwest 142nd Avenue north of Kendall Drive, along Southwest 84th Street between Southwest 137th and 142nd Avenues, along Southwest 158th and 162nd Avenues between Kendall Drive and Southwest 96th Street, and along Southwest 96th Street from Southwest 152nd to 162nd Avenues, and the 'Main Street' adjoining West Kendall Baptist Hospital.

Citizens' Plans

The drawings on the following pages, the 'Citizens' Plans,' were created on March 1, 2014 during the public design workshop by groups of six to ten residents, property owners, and others interested in the West Kendall area. The bulleted items next to each of the plans are from the concepts illustrated on the plan drawings and the presentations made by participants in each group.

One purpose of these plans are to identify areas of consensus among participants in the planning process. In the West Kendall Drive Corridor, the primary areas of consensus include: providing additional employment opportunities; mixed use development at the Kendall Town Center and other nodes along Kendall Drive; providing improved pedestrian and bicycle facilities, including wider sidewalks, bike lanes, and shade trees; development of a large park in the Urban Expansion Area (UEA); limiting additional single-family development in the UEA; providing enhanced public transit service, including circulator/trolley service and dedicated bus lanes along Kendall Drive; and areas for farmers' markets and other community events.

In the following section, these specific concerns within the study area are analyzed and specific recommendations with design solutions provided for their improvement.

Group 1

22

- *Provide wide sidewalks with shade trees*
- *Need Bike lanes with buffers from cars*
- *Bike lanes should be connected to parks*
- *More ornamental street lights*
- *Entrance markers on Kendall at 137th and Krome Avenues*
- *Upscale retail and mixed uses at the Kendall Town Center with parks and civic buildings*
- *UEA should be a buffer to Krome Avenue with a farmer's market and horse stables*
- *Express buses and park and ride for 836 extension are needed*
- *Need lighting and additional activities in parks*
- *Need additional spaces at park and ride facilities*
- *Need additional employment opportunities*

Group 2

23

- *Need shade trees and gathering places*
- *Need mixed uses at the Town center/Heart of the community*
- *Provide a native animal park north of Kendall*
- *Need a farmer's market and trolley service*
- *Have an organic institute-place to teach how to grow food*
- *More office and work places*
- *Provide places for arts and culture; large park in the UEA*
- *Kendale Lakes Mall is old and uninviting; add more retail along Kendall for visibility; build parking garages; add more destination shopping, better tenants; add mixed uses including residential*
- *Make streets safer, increase pedestrian crossing time and have crosswalks on each corner*

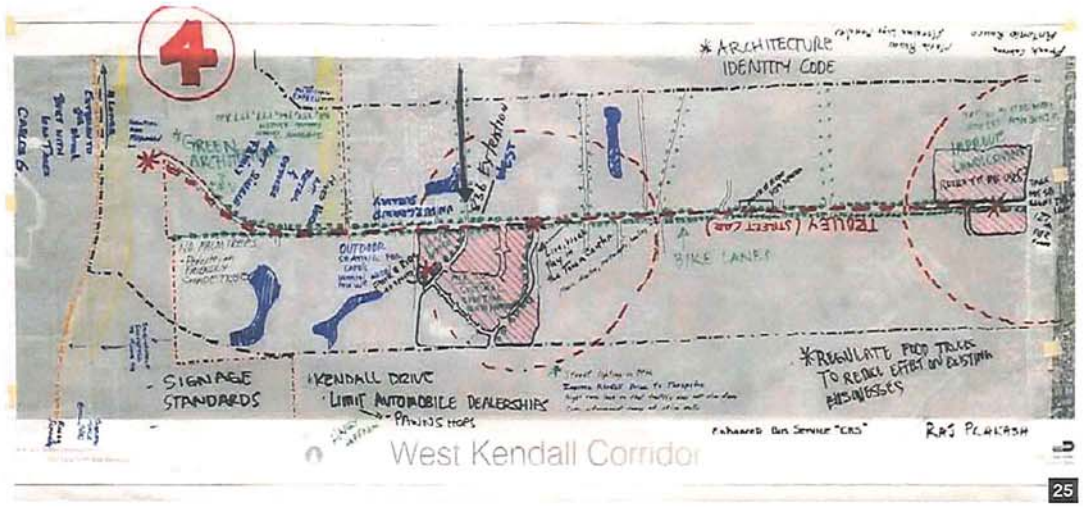
Citizens' Plans

Group 3

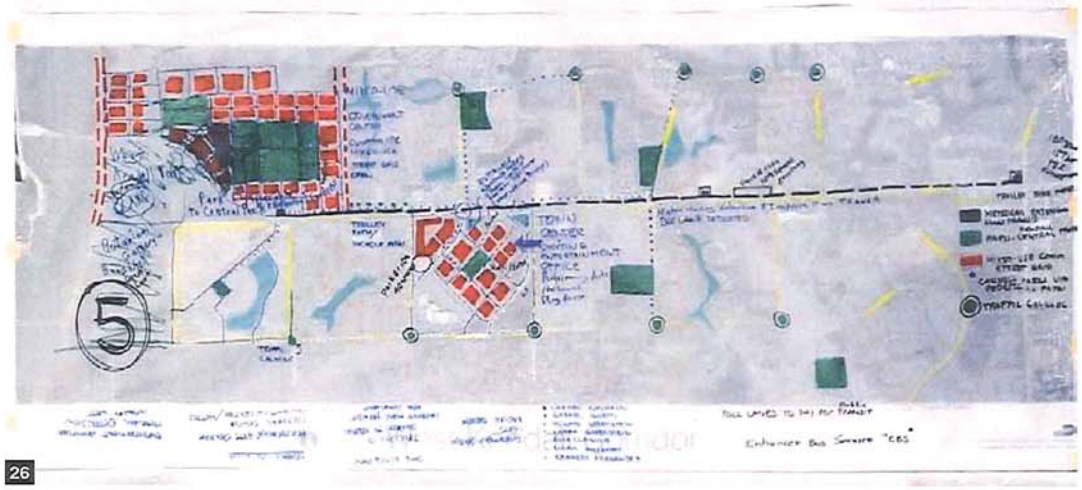
- *Land in the Expansion Area should be used for mixed uses, open space, bike lanes and Vertical farming equal to the amount of land being developed*
- *A Town Center should be developed*
- *West Kendall should become a city to provide for enhanced services*
- *Business/industrial park with 10,000 jobs; various densities, mixed uses*
- *Increased density needed to provide for desired amenities*
- *836 Expressway extension needed*
- *Provide passenger service on the CSX railroad*
- *Locate a farmers' market in the UEA*

Group 4

- *Improve Kendall Drive with shade trees*
- *Improve 137th Avenue to 6 lanes from Kendall to Miller*
- *Limit types of businesses such as car dealers and pawn shops*
- *Widen Krome Avenue for improved access to the north*
- *Implement signage and architecture standards*
- *Need to regulate food trucks*
- *Need green architecture and development*
- *Provide Trolley Service*
- *Live/work development in Town Center*
- *Extend 836 Expressway to Kendall*
- *Develop mixed uses, apartments, retail and office in the UEA, not single-family*
- *Pedestrian-friendly shade trees along streets*
- *Live-work uses in the Kendall Town Center*



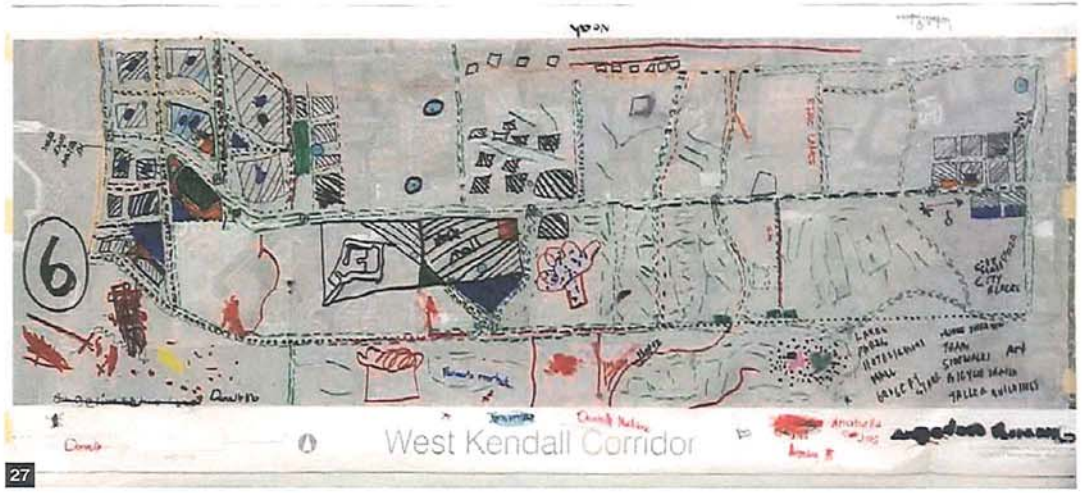
Group 5



26

- *Need an upscale hotel*
- *Large park and gardens in the UEA with mixed uses along Kendall*
- *Kendall Town Center should have shopping, entertainment/movie theater, offices, performing arts/museum, government center/courthouse*
- *Dedicated bus lanes/Metrorail to FIU*
- *Need more traffic calming/traffic circles*
- *Need a local trolley service*
- *Need shaded sidewalks*
- *Need more Bicycle paths*
- *The UEA should be developed with an open street grid, mixed uses, and civic uses*

Group 6



27

- *Need more parks*
- *Provide more shopping areas*
- *Need bicycle trails*
- *Build a city hall*
- *Need a hotel*
- *Provide a farmers' market*

Citizens' Plans

Group 7

- *137th Avenue and Kendall Drive area should become mixed-use with civic facilities*
- *Mixed-use development at the Kendall Town Center, walkable and attractive, provide work-places to provide employment*
- *Enhanced bus lanes along Kendall in a dedicated right of way, don't remove lanes from Kendall, provide increased frequencies*
- *Don't move the UDB*
- *Don't build more expressways*
- *Provide a trolley service*
- *Farmer's market in the UEA*
- *Build a large park in in the UEA*

This page intentionally left blank.

Planning Recommendations

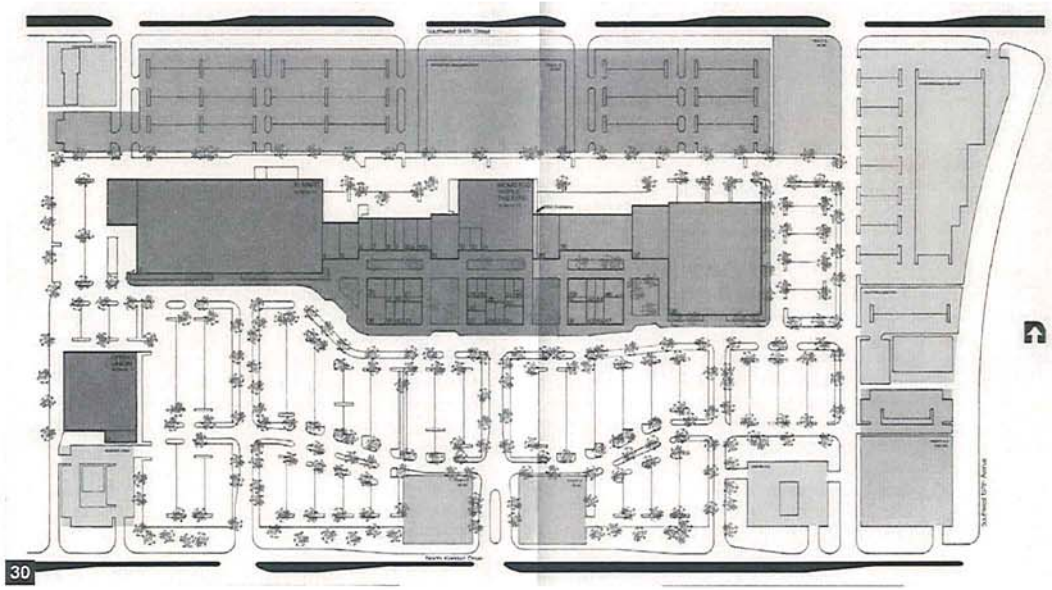
The planning recommendations in this section are intended to illustrate potential future development and public facilities in the West Kendall Drive Corridor. These recommendations are derived mainly from the public input received during the planning process as well as county policies for development already in place. Some of these may require changes in policy or regulation, zoning or master plan changes, or public hearings; suggested policy changes are noted along with each recommendation. Recommendations for development or redevelopment on private property are not intended to limit future building activity to what is shown here, but to illustrate the implementation of existing or proposed planning policies and the needs identified through the planning process. Potential means for the realization of these recommendations are further discussed in the Implementation section of this report. A summary of recommendations for the areas of interest are listed in the shaded box following each heading.

Kendale Lakes Plaza Area

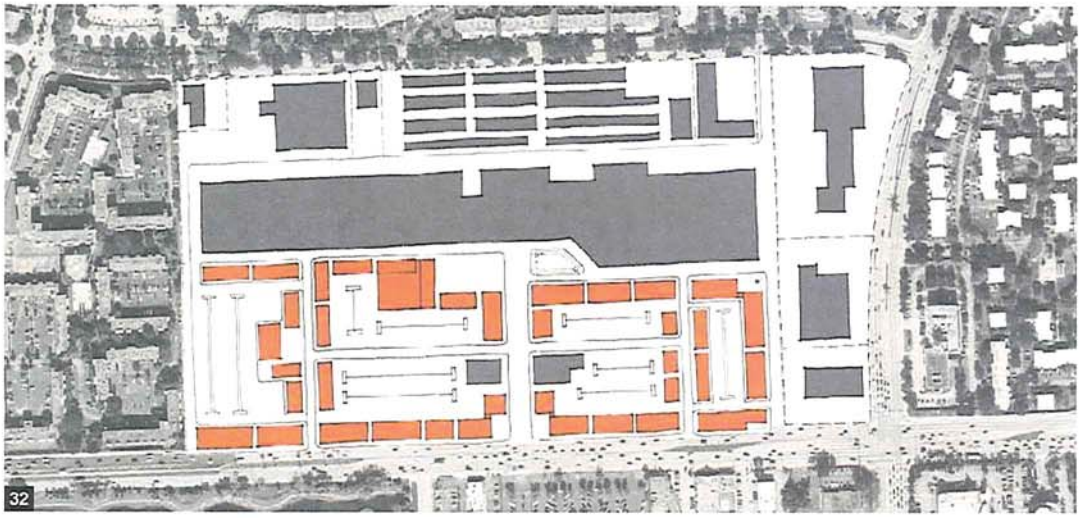
- *Redevelopment of older shopping centers in this area should occur consistent with the CDMP standards for Urban Centers*

The 40-acre shopping center at the northwest corner of Kendall Drive and Southwest 137th Avenue was the first major shopping area built in the West Kendall area. This center occupies the majority of the commercial portion of the large Kendale Lakes development that began construction in the late 1960s. Built in

29


30

Top, Kendale Lakes Mall, 1980 photo; left 1978 site plan



Top, Kendale Lakes Plaza, 2014 aerial photo; right, parking lot infill concept

the late 1970s, it was initially known as Kendale Lakes Mall and anchored by a K-Mart, a three-screen Wometco theater, and a Grand Union supermarket. In front of the main retail building were three smaller retail buildings which together created an outdoor pedestrian mall. Freestanding concrete canopies linked the buildings together and provided weather protection to shoppers. In the 1990s, following changes in retail tenants and competition from newer shopping centers in the area, the buildings that formed the 'mall' were demolished, the center was renamed and became a more typical strip center. Only the buildings now occupied by K-Mart, Marshalls, and FedEx Office remain from the original mall. Over time, additional retail buildings have been built in the center's parking lot as well as along Southwest 137th Court. North of the main retail strip building and south of Southwest 84th Street are two self-storage facilities.

This center and the surrounding shopping areas across Kendall Drive and Southwest 137th Avenues are within a designated Community Urban Center. The county's Comprehensive Development Master Plan (CDMP) has specific standards for uses, intensity, and physical character of Urban Centers. At the time the Kendale Lakes Mall was built, these Urban Centers were called 'Activity Centers' and had only general guidelines for their development with the expectation that these areas would become the location of suburban-style shopping centers or malls. In 1996 the CDMP was amended to rename the Activity Centers to Ur-

Planning Recommendations

ban Centers and to provide specific standards for uses, buildings, streets and public spaces, and parking within these centers. These standards describe the development of places with a distinctly urban and pedestrian-oriented character where a street and block network is lined with buildings of a scale and architecture that recalls many of the older neighborhoods in the county. Many of these designated Urban Centers are located adjacent to Metrorail, Busway, and Tri-Rail stations to encourage development in areas with a high level of transit service. In the case of the centers in West Kendall, intensified development in these areas can serve as an impetus for additional transit infrastructure and services.

The illustrations in figures 32 through 34 show the phased redevelopment of the Kendale Lakes Plaza in a manner consistent with the CDMP standards for Urban Centers. In figure 32, the parking areas between Kendall Drive and the existing retail buildings are shown in-filled with new commercial and mixed-use buildings and where parking aisles become streets that form a pedestrian-oriented block network. Within the interior of these blocks surface parking areas may become parking garages as additional development occurs. Over time, as retail tenants change, the existing shopping center buildings can be redeveloped to extend this block network toward Southwest 84th Street to create a connection to the residential areas to the north. The existing one-story self-storage complexes along Southwest 84th Street could be replaced by multi-story storage buildings and mixed-use or residential buildings that would be more compatible with existing residential development to the north and west. This development concept accom-

33

34

Top and left, Kendale Lakes Mall redevelopment concepts

Top, SW 152nd Avenue existing condition; right, photo illustration with on-street parking and additional landscaping

modates 968,000 square feet of office space, 620,000 square feet of retail space, 680 residential multi-family units, and 3 acres of open space. The Higate Square and Kendall Square shopping centers on the south side of Kendall Drive could be redeveloped in a similar manner as what is shown for Kendale Lakes Plaza.

The current zoning standards for these shopping centers do not presently implement the CDMP Urban Centers standards for development. For example, mixed business and residential uses are not permitted; there are no standards for how buildings relate to streets except through the use of minimum setback requirements; and the maximum land area that may be occupied by buildings is limited to 40 percent of the lot, essentially mandating large surface parking areas. A development designed to implement Urban Center standards would therefore need to be approved with variances to the current zoning standards through a public hearing. This also implies that a property owner or developer is willing to request variances and a hearing process where the outcome is uncertain.

To more effectively implement the CDMP, the current Business, or 'BU,' zoning district standards should be amended to incorporate the Urban Center development standards, or alternatively, a new zoning district be created to achieve the same and be applied to this area. In the interim, when new zoning approvals are sought for new development or substantial alterations of existing structures, their design should incorporate the Urban Center development standards to the maximum extent practicable. The result should be that, over time, an urban development pattern can be realized.

Planning Recommendations

Streets

- *Provide bicycle lanes, wider sidewalks, or additional landscaping along Kendall Drive*
- *Provide on-street parking along Southwest 152th Avenue north of Kendall Drive*
- *Provide on-street parking along Southwest 149th Avenue south of Kendall Drive*
- *Provide bicycle lanes, wider sidewalks, and additional landscaping on four-lane streets with excess capacity*

Because of the tract-type development pattern in the study area, most public streets are either section-line or half-section line roadways; there are relatively few public local streets. Kendall Drive, Krome Avenue, and Southwest 137th Avenue south of Kendall Drive are state roads maintained by the Florida Department of Transportation, all other public streets are maintained by the county. Aside from Kendall Drive, which was improved with four lanes in the 1960s, other streets were improved or constructed as adjoining development occurred. Kendall Drive, Hammocks Boulevard, and Southwest 157th and 167th Avenues have 110-foot wide right-of-ways; other section line or half-section line roadways have right-of-ways between 70 and 100 feet. Public local streets typically have a right-of-way of 50 feet.

Kendall Drive east of Southwest 162nd Avenue has six travel lanes, sidewalks, curbs, and a median landscaped with grass and a variety of palms. Although it has an exceptionally wide right-of-way for a six-lane roadway, this additional area seems to have been given mainly to wide travel lanes; for comparison, Bird Road between the Palmetto Expressway and Southwest 117th Avenue is a six-lane roadway with a

Top, SW 149th Avenue existing condition; left, photo illustration with on-street parking and additional landscaping

Top, SW 162nd Avenue existing condition; right, photo illustration with landscaped median and bicycle lanes

similar design as Kendall Drive but is located within a 100 foot right-of-way. This additional ten feet of right-of-way should be further studied to determine how it could be used for bicycle lanes, wider sidewalks, or additional landscaping.

In certain areas, the use of the right-of way for parking has become problematic because the streets were not designed to accommodate parked vehicles. Along Southwest 149th Avenue, adjacent to the Kendall 147 Plaza shopping center, cars and delivery trucks park in the swale areas between the street and sidewalks; the grass that was once planted there is now dirt and rocks. The installation of numerous 'No Parking' signs in this area has been mostly ineffective at deterring this practice. Since the demand exists for on-street parking, a more effective strategy would be to provide a right-of-way improved with dedicated parking areas. The images on page 25 show how on-street parking and additional landscaping would improve the function and appearance of this street. A similar condition exists along the east side of Southwest 152nd Avenue south of Southwest 80th Street; the swale area in many parts is now dirt and rocks due to its use as a parking lane. Constructing curbs and parking lanes along with planting additional landscaping would result in the improved appearance and function of this street. In the future, streets should be constructed with on-street parking in areas having commercial and multi-family uses, as these are where parking in the right-of-way tends to occur.

Streets such as Southwest 96th Street and Southwest 162nd Avenue are half-section roads with four lanes that lack any landscap-

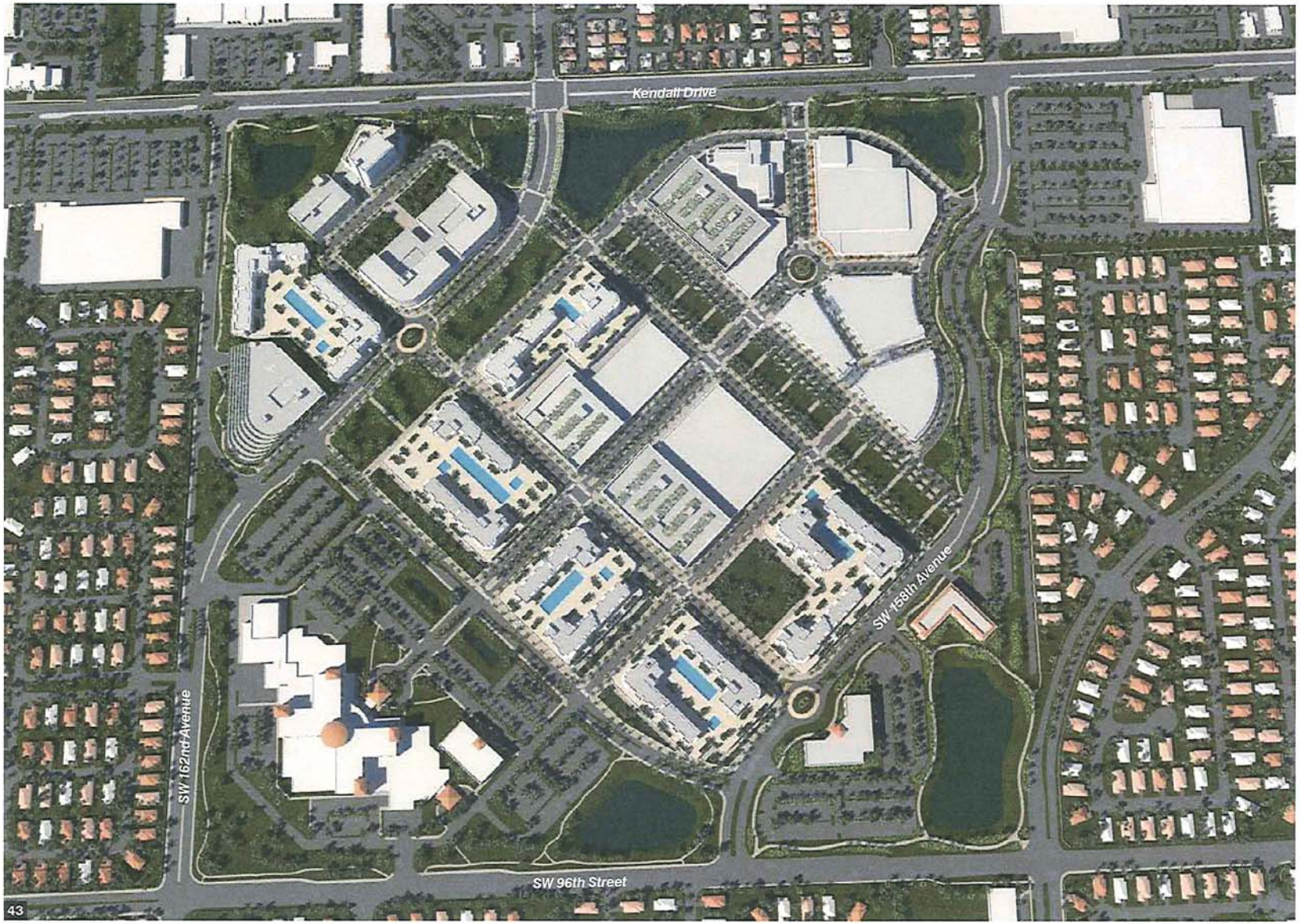
ing within the right-of-way. This is because the median area is used for left turn lanes or is merely striped asphalt. Due to the discontinuous street grid in West Kendall, many of these half-section roadways carry relatively little traffic in relation to their capacity; these streets should be further analyzed for a 'road diet.' This term is typically used when a four-lane roadway without left-turn lanes is redesigned with two through travel lanes and left-turn lanes at intersections. In the case of 96th Street or 162nd Avenue, the removal of two travel lanes would provide space for additional landscaping, bicycle lanes, or wider sidewalks. A similar treatment was implemented for Southwest 208th Street between Southwest 87th and 92nd Avenues, which was constructed in 2004 with four lanes, a striped median, and turn lanes. In 2010 two travel lanes were removed and bicycle lanes, a parking lane, and a raised landscaped median were added. The images on page 26 illustrate how Southwest 162nd Avenue could appear if raised medians, bicycle lanes and landscape strips adjacent to the sidewalks were constructed and shade trees were planted. Traffic studies should be conducted to determine whether a 'road diet' would be appropriate for these and similar streets in the study area.

Kendall Town Center Area

- *Future development approvals or amendments to the Kendall Town Center DRI should be consistent with the CDMP standards for Urban Centers*

The quarter-square mile between Kendall Drive and Southwest 96th Street from Southwest 157th to 162nd Avenues was platted in 1926 as the 'Greater Miami Heights' subdivi-

Top, Aerial view to the north of the Kendall Town Center site with West Kendall Baptist Hospital under construction; left, SW 162nd Avenue and Kendall Drive, existing view to the south



Kendall Town Center development concept, Kendall Drive is at the top

sion. This subdivision was laid out with 25-foot wide building lots in the typical Miami street grid with blocks 660 feet long. A broad boulevard ran north to south dividing the subdivision in half. This area remained undeveloped and was planted with row crops until the mid-2000s. In 2001 this area was redesignated from 'Low-Density Residential' to the 'Business and Office' future land use category as part of a CDMP Development of Regional Impact (DRI) application. The development plan approved at a subsequent zoning hearing was that of an open-air regional mall with five department store anchors, a movie theater, assisted living facility, medical offices, hotel, transit terminal, and a 50,000 square-foot community center. This was never built and in 2004 a new development plan was approved that included a hospital and an open-air shopping center with one department store anchor. The other uses remained but were modified in their placement. Consistent with the DRI phasing requirements, the roadway improvements for Southwest 159th and 162nd Avenues and the transit terminal were built along with the West Kendall Baptist Hospital as the first phase of development. Recently, the assisted living facility has been constructed and occupies a four-story building on the east side of Southwest 158th Avenue.

The four remaining undeveloped tracts are each owned by different entities; Baptist Hospital owns the tract to the east of the existing hospital buildings, Centre At Kendall Town Center and Sunflower Hospitality own the tracts west of Southwest 162nd Avenue, and West Kendall Holdings, a subsidiary of the Howard Hughes Corporation, owns the largest remaining tract that was to be the site of

Top, Kendall Town Center development concept view to the southwest, Kendall Drive is in the foreground; left, Kendall Town Center development concept, view along Kendall Drive to the west

46

47

Top and right, Kendall Town Center development concept

the retail center. The Centre At Kendall Town Center and Sunflower Hospitality tracts have had several subsequent development applications to modify the design of additional retail buildings and the hotel. The last approved plan for the West Kendall Holdings tract has several retail buildings organized mainly along a meandering shopping street in the manner of a 'lifestyle center.' Similar lifestyle centers are the Kendall Village Center at Kendall Drive and Southwest 122nd Avenue and on a larger scale, the Shops at Pembroke Gardens in Pembroke Pines and Coconut Point north of Naples. The remainder of this tract would be occupied by surface parking lots and access drives.

In the 2003 CDMP Evaluation and Appraisal Report (EAR) this area was recommended to be designated a Community Urban Center, however the circle that would identify this center would not appear on the Future Land Use Plan (LUP) map until its 2007 version. The development plans that have been approved since 2001 are not designed in a manner consistent with Urban Center development standards. In particular, the existing hospital buildings are completely surrounded by surface parking lots and have little relation to existing or proposed development and are contrary to the Urban Center requirements that buildings should be built close to the street edge and parking areas be located in the center of blocks to the rear of buildings. The other approved but unbuilt developments exhibit many of the same issues. In the most recent approved plan for the retail center, the two streets that most retail uses are oriented toward could be seen as satisfying some of the Urban Center standards, but in function are merely substituting for the in-

terior walkways in a traditional enclosed mall. The primary use along the remaining streets, including Kendall Drive and Southwest 158th and 162nd Avenues, are surface parking lots as would be typical for a suburban mall or strip center. As part of the original CDMP application a covenant was recorded which includes guidelines that require "a high quality, unified development design." The contents of these guidelines are exceedingly general and would not preclude even the most typical type of strip shopping center from being developed.

One of the most strongly expressed needs identified through the planning process was that of a 'town center' for West Kendall. Not surprisingly, the Kendall Town Center property was seen as an ideal location for such a center. Although the approved retail center is called a 'town center,' the desire of the community is for something more than simply a shopping center. Some of the uses desired for this area are retail, offices, residential, restaurants, movie theaters, and open spaces. Many of these are already part of the approved development plan for this property, however its design as an inward-facing 'lifestyle center' lacks the elements of a town center as envisioned by the residents of West Kendall. Many of these elements, such as mixed uses, pedestrian-oriented streets, and open spaces are specifically addressed in the standards for Urban Centers, as described above. To demonstrate how the development of the Kendall Town Center property can be more consistent with the community's desires as well as the county's planning policies, an alternative development concept is illustrated on pages 28 through 32.

This overall concept is shown in the aerial view on page 28. Retail and entertainment uses are located along Kendall Drive and on both sides of a linear open space that extends diagonally between Southwest 158th and 162nd Avenues. Mixed-use residential, retail and office buildings are located to the south and adjacent to the hospital. A street grid is used to organize the various buildings and helps contribute to a walkable block system. Buildings that fill each block and provide visual interest to pedestrians along the sidewalk edge are a key element for walkability, as are wide sidewalks and shade. Visual interest is a difficult element to quantify but is necessary to encourage and sustain pedestrian activity. Walking becomes unpleasant when the pedestrian environment

Kendall Town Center development concept view to the south from above Kendall Drive

Kendall Town Center development concept, view to the southwest above Southwest 162nd Avenue; the existing lake at the southeast corner of Kendall Drive and 162nd Avenue is in the foregound

consists mainly of sidewalks unbuffered from vehicle traffic and adjacent to parking lots or leftover landscape areas. The CDMP standards for Urban Centers specifically address visual interest for pedestrians and states that buildings "at street level shall have a human scale, abundant windows and doors, and design variations at short intervals to create interest for the passing pedestrian." This would be difficult to achieve except in limited areas if the property was primarily occupied by surface parking. In this concept, parking occurs instead mainly on-street and in two large garages located on either side of the linear open space. This permits a much higher utilization of the property as well as allowing large open spaces at ground level that can function as an amenity for the community.

Also shown are improvements to the pedestrian areas along Kendall Drive and Southwest 162nd Avenue. Along Kendall Drive, wider sidewalks are separated from traffic lanes by a landscaped buffer as illustrated in the image on page 29. A similar configuration exists at the Coulter office park in the Hammocks, where a meandering sidewalk within an easement is separated from Hammocks Boulevard and Southwest 147th Avenue by a wide landscaped area. This was something desired by the community that is also required by the development standards in the CDMP: "Along arterials, major and high-speed roadways, pedestrian circulation should be accommodated by sheltering sidewalks from passing traffic by providing landscaping and trees at the street edge." At the entrance to the property at Kendall Drive and Southwest 162nd Avenue, the existing narrow sidewalks crossing the bridge are depicted in the image on page 30 buffered from traffic with landscape planters and shaded with a vine-covered pergola structure. This would result in a much more attractive gateway for both drivers and pedestrians. In the event that additional park-and-ride spaces become necessary, the transit terminal on the west side of Southwest 162nd Avenue is shown improved with a 700-space parking garage.

This overall development concept provides 1,088,000 sq. ft. of commercial area, including retail, office, and entertainment space, 1,700 multi-family residential units, and 24 acres of open space. This amount of residential development is equivalent to 20 units per acre, similar to many of the nearby multi-fam-

ily buildings and is far below the maximum of 125 units per acre that is permitted for residential uses in Community Urban Centers.

Precedents for the type of development concept depicted here exist locally as well as throughout the world. The 'Midtown' development at Miami Avenue and Northeast 2nd Avenue has successfully integrated several typical big-box retailers with smaller shops and mid-rise and high-rise residential uses along streets with wide sidewalks and extensive landscaping. The street-side landscaping, sidewalks and street furnishings in Midtown are of a high quality and contribute to the character of the development. At Umhlanga Ridge near Durban, South Africa, a pedestrian-oriented block system with mid-rise commercial, residential and mixed-use buildings surround a traditional enclosed shopping mall. This 375-acre development also successfully integrates light industrial uses and several automobile dealerships in an attractive, pedestrian-friendly manner. These and many other successful examples demonstrate that there are development models which better comply with the policies and standards of the CDMP and could be implemented in the county rather than the typical strip shopping center or garden apartments that seem to be the only development alternatives now being built outside the urban core.

Since this area was rezoned prior to the appearance of the Urban Center designation on the LUP map and because the CDMP states that existing zoning is consistent with Future Land Use Plan map, the LUP map can essentially be disregarded when development approvals consistent with current zoning are

50

51

Top and left: Midtown Miami

52

53

Top and right: Umhlanga Ridge

requested. This leads to the apparent situation where the Urban Center designation is not directly relevant to planning and development. Although the county currently has 12 zoning districts that implement Urban Center standards there are nine remaining in the unincorporated area where these districts have yet to be implemented. As the process to develop and implement an Urban Center district is time-consuming, additional provisions should be included in the CDMP to address development that occurs in areas where an Urban Center district is not yet in effect. This would be consistent with CDMP policy LU-9F, which states that "Miami-Dade County shall formulate and adopt zoning or other regulations to implement the policies for development and design of Metropolitan and Community Urban Centers established in the CDMP through individual ordinances for each urban center." As is recommended for the Kendale Lakes Plaza, discussed above, when new zoning approvals are sought in this area for new development or substantial alterations of existing structures, their design should incorporate the Urban Center development standards to the maximum extent practicable.

Signage

- *Zoning requirements for more consistent and attractive business signage should be adopted*

The appearance and quality of commercial signage in the study area was identified as an issue during the planning process. Permitted signage follows the standards established in the county's zoning regulations. For commercial uses there are typically two types of signs: attached and detached. Attached signs

are those on a building and detached are those standing free on a property. Attached signs are limited in size by a percentage of wall area; detached signs are limited in size and number by the length and number of street frontages. The color, scale, placement, and visual quality of signs are not regulated. For shopping centers without strict leasing standards that regulate signage this can result in an unattractive jumble of signs with varying colors, placement, and illumination.

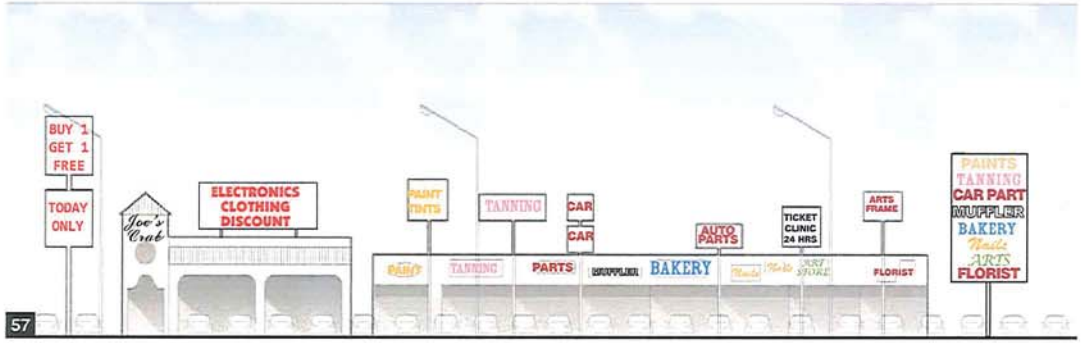
In the West Kendall area, one of the most unfortunate examples of this is the shopping center on the south side of Kendall Drive between Southwest 117th Avenue and the Turnpike. The use of various sign types and illumination methods and their haphazard arrangement across the building façade result in an unattractive and cluttered appearance. Detached signs for shopping centers that identify multiple tenants can also exhibit the same issues; in many cases, smaller tenants are listed within a grid that may have had a uniform type and color when the sign was initially installed. As tenants change and signage is replaced, often the original consistency is lost resulting in more visual clutter. With additional unpermitted temporary signs, such as banners, portable signs, and flags, many commercial areas exhibit a visual cacophony that can detract from the apparent quality of a community. This effect is compounded in suburban areas where the primary spatial experience is of open space and greenery so signage tends to be an intrusive element in the landscape; in urban areas where buildings are larger and built closer to streets, extensive signage in a variety of colors, types and sizes is often unobjectionable and seen simply as a natural element of the urban

54

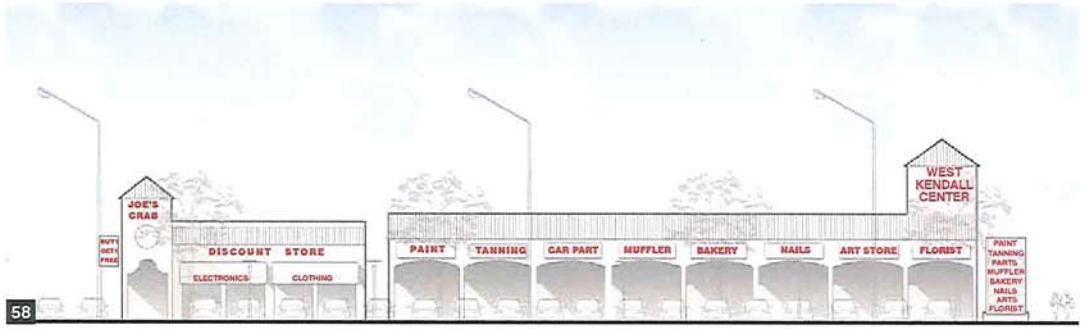
55

56

Top, signage at Kendale lakes plaza; far left and left, signage along Kendall Drive



57



58

59

60

Top and middle, illustration of signage alternatives; right and far right, signage in Coral Springs

streetscape.

In suburban areas such as West Kendall, since the existing signage regulations do not address these issues, additional zoning requirements could be implemented to do so. Many other municipalities have more extensive signage standards that are intended to control or improve the visual quality of signs. For example, the city of Coral Springs in Broward County has extensive requirements for the consistency of wall and detached signs in shopping areas. Coral Springs requires uniformity of color, illumination and placement for sign on shopping center buildings; detached signs are limited in height and permit only six individual tenants to be shown. The before-and-after illustrations on page 36 demonstrate the effect that more extensive signage standards would have on a typical shopping center. In contrast, for areas developed as Urban Centers, larger and more varied signs could be appropriate and more restrictive sign standards may not be necessary.

Urban Expansion Area

- *Standards should be implemented that require a development pattern that includes: mixed uses; a street grid; right-of-ways with adequate space for bicycle and parking lanes, landscaping in medians and at the street side, and wide sidewalks; interconnected lakes and canals surrounded by continuous open spaces that provide walking and bicycle paths and recreation areas*

Since the Urban Development Boundary (UDB) was established in 1983, it has successfully controlled the extent of urban development in the county and preserved land

for agriculture, aquifer recharge, wetlands, and conservation. The CDMP has extensive policies regarding where the UDB should and should not be expanded and what circumstances warrant an expansion. The depletion of vacant, developable land in the urbanized portion of the county is one of the primary causes that would justify an expansion. Since land is a finite resource and suitable agriculture and conservation areas are limited, efficiently utilizing land already inside the UDB is the first option to accommodate future development. One of the purposes of the CDMP-designated Urban Centers is to require development in these areas to have a minimum density and intensity that is much higher than what is common throughout the county to more efficiently use already-urbanized land.

From a countywide perspective, CDMP policies regarding the expansion of the UDB have been effective in directing new urban development to areas adjacent to existing developed areas and away from environmentally sensitive land. However, most development that has occurred in areas where the UDB was expanded has simply been a continuation of low-density residential or business uses. Until recently, the CDMP did not provide specific guidance on how newly urbanized land should be used; in 2013, new CDMP policies were adopted regarding land proposed to be brought within the UDB that include requiring any new development to provide a mix of uses, a minimum residential density of 10 units per acre, demonstrate that new development will not impede redevelopment and infill efforts in the already-urbanized area, and that the new development will have a positive fiscal impact on the county.

Urban Expansion Area north of Kendall Drive west of Southwest 167th Avenue, existing condition

If the UDB is to be expanded, the CDMP has designated certain areas where such expansion should first be directed toward. These are identified on the LUP map as Urban Expansion Areas (UEA). In West Kendall, the area from Bird Road to Southwest 136th Street between Southwest 167th and Krome Avenues is located within the UEA and is partly within the extent of the study area. If the UDB is to be expanded in this area, the participants of this planning process strongly desired that such an expansion should not occur to allow for mainly detached single family-type development. Since the CDMP has already designated land in this area as within the UEA, mixed uses, a variety of housing types, and places of employment beyond retail and restaurant uses were identified as the types of development that should occur there. Parks, open spaces, bicycle paths, and places for community events such as farmers' markets in a pedestrian-friendly environment were also desired.

In the 1995 CDMP Evaluation and Appraisal Report section titled "Efficiency and Functionality of Development Patterns," the low intensity of suburban development in the county is analyzed as it relates to the develop-

Urban Expansion Area north of Kendall Drive and between Southwest 167th and Krome Avenues; photo-simulation of a typical suburban development pattern

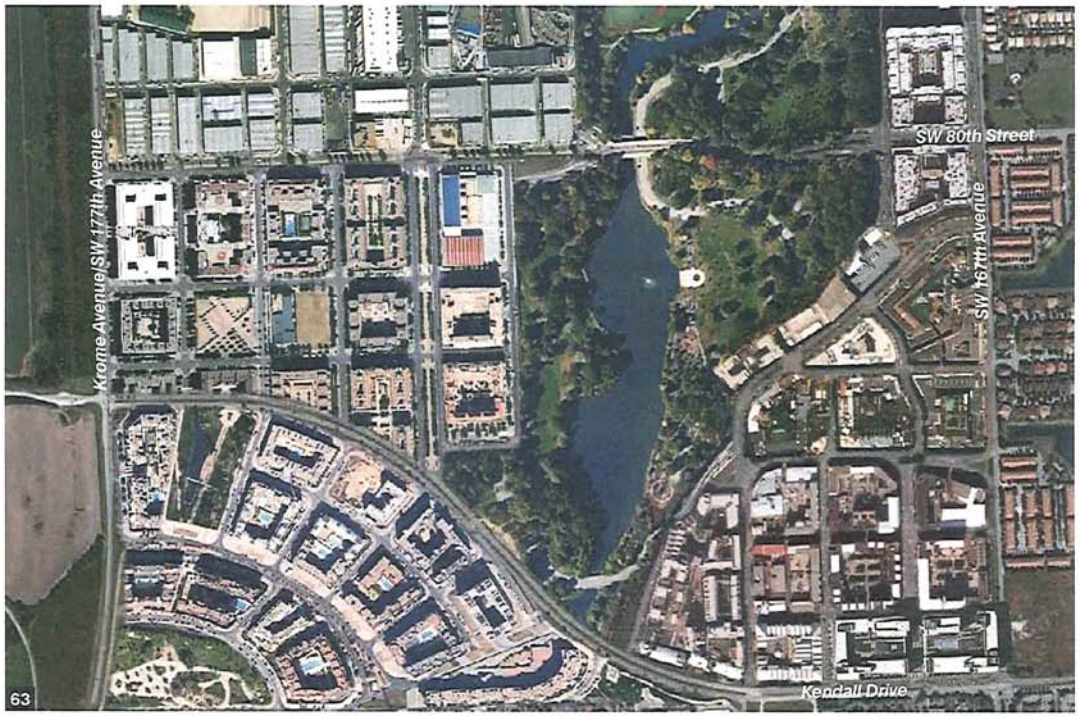
ment capacity of land within the UDB; along with increasing the density and intensity of new development, several other strategies were discussed to improve the form and character of new development. The standards for activity centers (subsequently renamed 'Urban Centers') were identified as being useful to encourage mixed uses and high-quality urban design but that further implementation though zoning would be necessary for these standards to be effective. Outside of urban centers, it was observed the design of many recently built developments were poor and that additional design guidelines would be necessary for these areas as well. Twenty years later, the situation is little changed. The TND district has not been widely adopted; typical RU-1MA and RU-TH districts are widespread and individual developments are often unattractive and divided by walls or gates. Commercial development continues to be isolated from surrounding residential areas and even adjacent business uses, exacerbating traffic congestion by generating multiple local vehicle trips.

On this page and the next page are photo-simulations of how the area around Krome Avenue and Kendall Drive in the UEA could be developed. These illustrations do not imply a recommendation to expand the UDB; but instead show the implications of specific development patterns that could occur if the land supply within the UDB is depleted and urban expansion is warranted. On page 38, the development illustrated follows the typical pattern of recent suburban development and exhibits many of the negative elements mentioned above. Business, office, and residential uses are segregated by curving arterial and collector streets; shopping centers and business uses are oriented toward the intersections of major streets and office uses are separated from retail shops and restaurants by berms and surface parking areas. Surface parking is the most prominent landscape feature outside of single-family areas which makes walking unpleasant and undesirable for any trip beyond that of walking from a car to a building. The street network requires nearly all vehicle trips to travel onto arterial streets resulting in traffic congestion even at the low development density and intensity illustrated. In residential areas, lakes make each block extraordinarily long, further discouraging walking and complicating automobile circulation. These lakes typically do not have any frontage along open spaces or streets and are instead surrounded by residential lots, preventing any enjoyment of the water by the surrounding community or those residents whose houses do not adjoin a lake.

In contrast, the image on page 39 illustrates this same area developed in a manner that reflects concepts shown in the Citizens' Plans. A consistent street grid is used where multi-story buildings define the perimeter of each block; combined with wide sidewalks and active

ground-story uses such as retail stores, restaurants, or offices, this type of development encourages pedestrian activity and results in an attractive streetscape. The use of a street grid reduces traffic congestion on the arterial streets by providing multiple routes for any origin and destination. Open spaces, rather than occurring mainly in the form of unusable landscape buffers, are consolidated into large park and plaza spaces containing lakes, sports fields, and walking and bicycle trails.

The concepts below should be implemented if the UDB is expanded to allow development to occur in the UEA. To create a more coherent development pattern and a walkable environment, a consistent street grid should be required and the use of arbitrarily curving streets and tract type developments avoided. Wider right-of-ways should be required to provide adequate space for bicycle and parking lanes, landscaping in medians and at the street side, and wide sidewalks. Buildings should be located at the perimeter of blocks in a manner that frames the street and creates a human-scaled space. Open spaces located along streets should take the form of usable plazas and greens; residual landscape areas and water retention features should be placed at the center of blocks. Lakes and canals should be interconnected and surrounded by continuous open spaces that provide walking and bicycle paths and recreation areas. Development in this area should also comply with the minimum standards for non-residential uses, public facilities, residential density and non-residential intensities provided in CDMP policy LU-8H. Future zoning that is applied to this area should also implement these minimum standards.



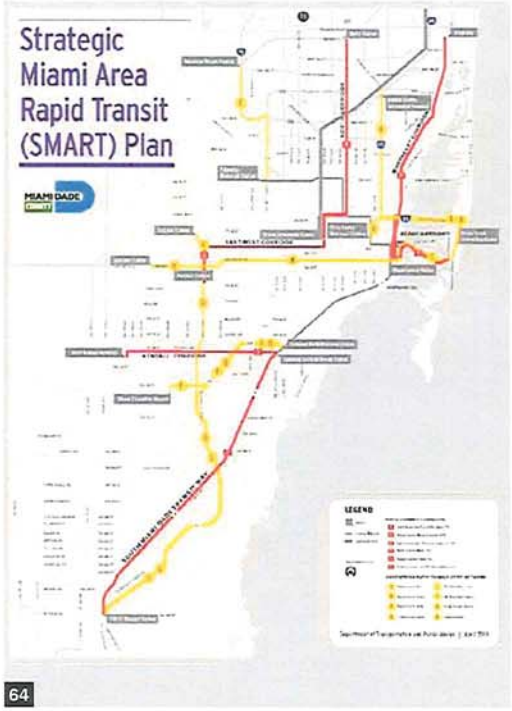
Urban Expansion Area north of Kendall Drive and between Southwest 167th and Krome Avenues; photo-simulation of an urban block-type development pattern

Transit Service and Facilities

- *Dedicated lanes for Bus Rapid Transit should be implemented along Kendall Drive*
- *Local trolley/circulator service should be implemented in the West Kendall area*

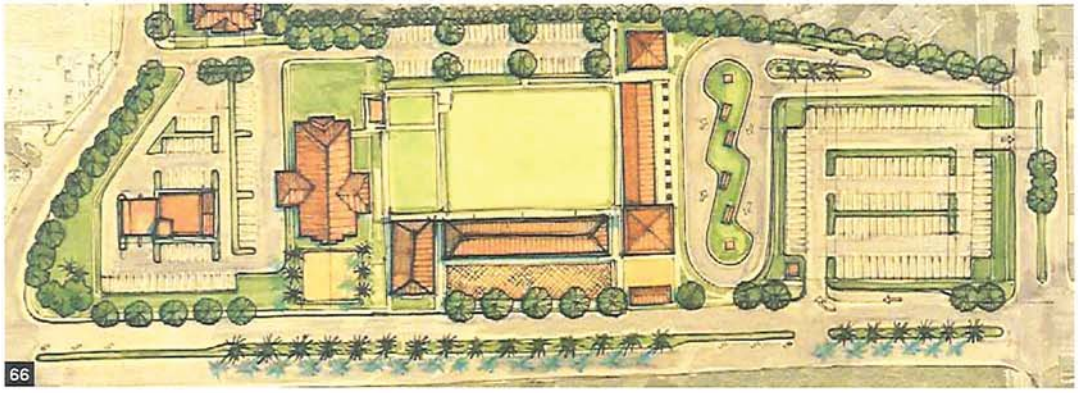
The study area is currently served by several Miami-Dade Transit bus routes. Since at least the 1975 CDMP LUP map, the Kendall Drive corridor has been identified for future rapid transit service. Improved transit services was also desired by participants in this planning process; express bus services, dedicated transit lanes, trolley service, elevated Metrorail, and an underground subway were all suggested as desirable. The Kendall Link MPO study, completed in 2007, analyzed several similar alternatives for the Kendall Drive corridor. The recommended alternative was Bus Rapid Transit (BRT) service with a single reversible dedicated transit lane.

One of the primary concerns that was raised during that study was how the dedicated transit surface lane would impact vehicle traffic on Kendall Drive and intersecting streets. The Kendall Link study noted that surface BRT



64

65



66

Left, SMART corridor map; Top right, Miami Baptist Church property with leased park-and-ride, 2014 aerial photography; Right, future parkand ride and transit terminal with additional development

lanes "are anticipated to result in adverse impacts to vehicular traffic due to the removal or reduction in width of travel lanes required to accommodate the BRT guideway." At the same time, many left turn lanes along Kendall Drive would need to be reduced or eliminated to provide space for the BRT lanes and stations.

Since the Kendall Link study was completed, the introduction of the route 288 "Kendall Cruiser" has been the most significant change in transit service in the Kendall Area. The 288 is a limited-stop route that replaced the Kendall KAT route. Although Kendall Cruiser route stops less than the Route 88 local service, it provides little travel-time benefit since it operates in mixed traffic and is therefore often 'crawling along' Kendall Drive during rush hours.

In 2015, the MPO requested the Florida Department of Transportation to begin a Project Development and Environmental (PD&E) study for BRT and LRT alternatives. A PD&E study is more specific than a study like the 'Kendall Link' and is necessary before detailed design and construction work can begin. The PD&E study is scheduled to begin in June 2016. The Kendall Corridor is a key part of the Strategic Miami Area Rapid Transit (SMART) plan. The SMART concept plan was adopted by the MPO in April 2016 and adjusts the funding priorities for six transit corridors to "Priority I" (the highest level) in the Long Range Transportation Plan (LRTP).

Planning Recommendations

Prior to this, these corridors were in various lower funding categories, including "Priority IV," the unfunded category.

As described in the scope of the Kendall PD&E study, its seven goals are to: relieve congestion and increase capacity in the Kendall Corridor; increase transit speed and reliability; provide a premium transit service lonking the corridor to Metrorail and other major destinations; provide connections with other transit services; promote a multimodal corridor that is more pedestrian and bicycle-friendly; provide congestion management strategies; and identify policies and actions to establish transit supportive land uses neat transit stations and stops. The initial alternatives to be analyzed in the study are dedicated BRT lanes either along the sides of Kendall drive or located in the center median area. Additional alternatives may be analyzed as the study progresses.

Dedicated-lane BRT similar to this has been implemented in New York City, Los Angeles, and other cities in the United States. As an example, the Fordham Road 'Select Bus Service' in New York City is a BRT service that operates in the outside lanes of Fordham Road, a major east-west corridor in the Bronx. To distinguish the bus lanes from general-use lanes, the road surface is painted a contrasting color and overhead signs are typically located every block. Automated fare collection devices are located at every BRT stop so that passengers can enter the bus without delay and through any bus door.

In the year after this service was introduced, ridership on this route increased 11 percent and travel time decreased 10 percent. The current limited-stop 'Kendall Cruiser' service enjoys none of these advantages and provides little benefit over the route 88 local service. Implementing one or more of these BRT elements along Kendall Drive would likely decrease bus travel time and result in increased transit ridership.

In the near-term, Miami-Dade Transit is in the process of acquiring and improving the park-and-ride facility Hammocks Boulevard and Kendall Drive. A significant improvement to the existing facility is the proposed construction of a bus loop with passenger waiting areas; since both east and westbound buses would enter the bus loop, eastbound passengers will no longer have to cross Kendall Drive to board. Shown in figure 66 on page 40 is an illustration of the future transit facility along with additional potential development of the Miami Baptist Church property. In the short term, bus pull-out bays should be provided at bus stops whenever new development occurs along Kendall Drive to improve traffic flow.

This page intentionally left blank.

Implementation

A plan of this type, which involves both public and private property owners, as well as numerous public agencies at different levels of government will be challenging to implement. Summarized below are some of the means by which the recommendations made in this report can be realized. The table on page 45 summarizes the recommendations for the various planning areas analyzed and identifies a specific implementation action for each.

Planning

The county's planning efforts as established through the Comprehensive Development Master Plan (CDMP) have been largely effective in ensuring an adequate distribution of land uses and countywide service delivery. What has not been as successful is the implementation of the CDMP policies and the "Guidelines for Urban Form" through the use of zoning to result in attractive and functional residential and business areas. While at the level of a single subdivision, shopping center, or industrial park there may be many well-designed developments throughout the county, it is instead the manner in which each individual element fits into a logical overall pattern of development that is a better measure of whether planning has been successful. This is the realm where improvement is still needed.

As mentioned in the previous section, the 1995 CDMP Evaluation and Appraisal Report recognized that the quality of many developments in the county are poor and the planning and zoning standards in effect are inadequate to ensure a satisfactory level of design. This is not a problem unique to Miami-Dade County; it is largely a by-product of the patterns of conventional suburban development common throughout the United States. It is interesting to note then, that the desires of the participants of this planning process, who are largely the residents of low-density conventional suburban developments would so strongly desire things like mixed-use areas, pedestrian-oriented shopping streets, and meaningful open spaces—all of which, regardless of the planning policies that may be implemented, the development industry seems unwilling or unable to provide in a suburban context such as West Kendall. The marketability and financing of development plays a role as well since commercial spaces and residential unit types that lack a perceived market are unlikely to be built.

Urban Centers

In any case, there are certain current CDMP policies that apply to the design of new development and are intended to address many of these shortcomings. However, their applicability is somewhat ambiguous and should be revised to be more effective. For areas within a designated Urban Center but do not have urban center zoning, as at the centers at 137th Avenue and Kendall Town Center, the applicability of the Urban Center standards for development that are mandatory (described using the word "shall") should be clarified. Currently, CDMP policy LU-9F directs the county to adopt zoning regulations for Urban Centers, but the specific implementation of these standards are otherwise undefined where such a zoning district has not yet been applied. In this instance, for development on a property within an Urban Center and zoned BU-2, the CDMP states: "All development and redevelopment in Urban Centers shall conform to the guidelines provided below. [Specific development standards follow]" The CDMP also states in a earlier paragraph that "All such lawful uses and zoning are deemed to be consistent with this Plan as provided in the section of this chapter titled 'Concepts and Limitations of the Land Use Plan Map.'" Taken together, there is an apparent conflict in the ability to determine the CDMP consistency of a development or redevelopment on a lot zoned BU-2 within an Urban Center. To resolve this, a new policy or descriptive text equivalent should be included in the CDMP to address development in areas where zoning has not yet implemented the mandatory development standards established by the CDMP. The same could also apply to other policies and standards not related to Urban Centers that have yet to be implemented through zoning.

Urban Expansion Area

A significant part of the study area is located within the Urban Expansion Area (UEA) and as such, the CDMP states that urban development is likely to be warranted there between the years 2020 and 2030. Should this area be included within the Urban Development Boundary and available for urban development, the CDMP generalized neighborhood

pattern guidelines would apply to the design of its physical form. Following these guidelines would not prevent the development of additional single-family subdivisions and strip shopping centers similar to what already exists throughout West Kendall.

CDMP Policy LU-8H requires a mix of uses and a minimum residential density higher than the typical single-family subdivision but the specific physical form that these uses take is left largely undefined. To achieve the development pattern recommended in this planning report, with mixed uses, workplaces, significant open spaces, a street grid, and civic uses, either new development standards that apply to the UEA should be adopted into the CDMP or any comprehensive plan amendment that would allow development in the UEA should include development standards in its approval. Alternatively, a portion of this area could be designated as an Urban Center so that the development standards already established for those areas would apply here as well; the minimum and maximum density and intensity requirements may need to be modified to be suitable for an Urban Center located at the urban fringe.

Land Use Plan Amendments

In the event that the Kendall Town Center DRI is developed at the low intensity of its previously approved plan, the Land Use Plan (LUP) map should be amended to relocate the Urban Center at Kendall Drive and Southwest 162nd Avenue to the vicinity of Krome Avenue and Kendall Drive in the UEA; since the Kendall Town Center DRI development program is far below the minimum density and intensity requirements for an urban center, the planned level of residential and business uses could instead be accommodated in the UEA. This does not imply that the UDB should be expanded in the near future, but instead in the event it is expanded, this area would be required to be developed in a manner consistent with the recommendations of this planning report.

Zoning

Since 1999, the county has adopted standards requiring compact, mixed-use development for areas designated 'Urban Center' on the adopted LUP map. Outside these districts, zoning standards which produce conventional suburban development patterns apply. The implementation of zoning districts for the urban centers in the West Kendall Drive Corridor can be a means to realize many of the recommendations in this report, such as permitting or requiring vertical or horizontal mixed-use, buildings close to the sidewalk, meaningful open space in the form of greens, squares and plazas, enhanced sidewalks, and parking behind or to the side of buildings. This type of zoning district, commonly known as a form-based code, may include regulating plans illustrating development intensities, permitted uses, maximum residential densities, maximum building heights, and new streets in combination with standards for parking, open space and other criteria shown with graphics and text.

To encourage development in the form envisioned by this planning report, zoning incentives should be provided, such as bonuses for mixed-use buildings are that provide for increased densities, floor area ratio, and building height; provisions for shared parking and allowing roof gardens as a type of open space, for example. If green building practices are required or encouraged by these districts, additional bonuses can also be made available. Plan review standards that help mitigate the intensity of development can be incorporated within form-based or overlay districts. Typical criteria used for site plan review include landscape buffers, building height transitions and setback areas if needed. Whatever standards are utilized, the result should be buildings that are compatible with existing and future development in the area and that create attractive pedestrian-friendly and active public spaces.

A new zoning district, changes to existing districts, or rezoning of property must all be consistent with the CDMP. In the case of the West Kendall Drive Corridor, the shopping areas at Kendall Drive and Southwest 137th Avenue and the Kendall Town Center area currently lie within the radius of Community Urban Centers as designated by the CDMP LUP map. Outside the designated urban center area, the underlying LUP designation would apply to future development. Regardless of the recommendations made in this report, property owners can file a land use or zoning application as they see fit as part of ongoing redevelopment

efforts. Permitted uses, development intensities, and design standards for urban centers are provided in Appendix B.

Signage

Amendments to the current zoning standards for business signage can be adopted to address the design and quality issues identified in this planning report. Changes to zoning standards will not have an immediate effect except on signs permitted subsequent to the adoption of amended code requirements. As an alternative to the typical 'grandfathering' of signs permitted under previous zoning standards, a 'grace period' could be implemented where after a certain period of time all signs will have to conform to the current zoning requirements. For example, following the adoption of new signage standards in the city of Miami Gardens, all signs were required to conform to the current zoning requirements within five years.

Streets, Transit

The implementation street and transit improvements will require additional studies to determine the exact location, scope, and funding requirements for each specific facility. A systematic method to identify necessary pedestrian and bicycle quality-of-service improvements should be developed so that they may be included in the Long Range Transportation Plan (LRTP) or the Transportation Improvement Program (TIP). The specific recommendations in this planning report, including dedicated BRT lanes, should be further analyzed for their feasibility and included in the LRTP or TIP. Planning studies for larger-scale improvements that require significant design analysis can be funded through the Unified Planning Work Program (UPWP).

Planning Area	Recommendation	Implementation Action
Kendale Lakes Plaza Area	Redevelopment of older shopping centers should occur consistent with the CDMP standards for Urban Centers	*Planning:* Adopt new CDMP policy regarding development in Urban Centers *Zoning:* Amend BU zoning districts to require development consistent with Urban Centers
Streets	Provide bicycle lanes, wider sidewalks, or additional landscaping along Kendall Drive; Provide on-street parking along Southwest 152nd Avenue north of Kendall Drive; Provide on-street parking along Southwest 149th Avenue south of Kendall Drive; Provide bicycle lanes, wider sidewalks, and additional landscaping on four-lane streets with excess capacity	*Streets, Transit:* Identify funding for design and construction or additional studies necessary for inclusion in the TIP or LRTP
Kendall Town Center Area	Future development approvals or amendments to the Kendall Town Center DRI should be consistent with the CDMP standards for Urban Centers	*Planning:* Adopt new CDMP policy regarding development in Urban Centers *Zoning:* Amend BU zoning districts to require development consistent with Urban Centers
Signage	Zoning requirements for more consistent and attractive business signage should be adopted	*Zoning:* Amend existing zoning requirements with additional standards as recommended
Urban Expansion Area	Standards should be implemented that require a development pattern that includes: mixed uses; a consistent street grid; wider right-of-ways with adequate space for bicycle and parking lanes, landscaping in medians and at the street side, and wide sidewalks; lakes and canals that are interconnected and surrounded by continuous open spaces that provide walking and bicycle paths and recreation areas	*Planning:* Adopt new CDMP development standards for the Urban Expansion Area; alternatively, amend the LUP map to locate an Urban Center in the UEA *Zoning:* Adopt a new zoning district applicable to the UEA that implements the recommended development pattern
Transit Facilities	Dedicated lanes for Bus Rapid Transit should be implemented along Kendall Drive; Local trolley/circulator service should be implemented in the West Kendall area	*Streets, Transit:* Identify funding for design and construction or additional studies necessary for inclusion in the TIP or LRTP

Appendices

West Kendall Drive Corridor Market Area . . . . . Appendix A
Urban Centers . . . . . Appendix B
GreenPrint Consistency . . . . . Appendix C
Public Meetings . . . . . Appendix D
Resolutions . . . . . Appendix E

Appendix A

West Kendall Drive Corridor Market Area

The West Kendall Study Area is located on the western most part of urbanized Miami-Dade County. The four mile stretch of Kendall Drive abuts Miami-Dade County's Urban Development Boundary, thus, is fronted on its west end by agricultural land. To the north, east and south are the mainly residential communities of Kendall West, Kendall Lakes, The Hammocks and further removed The Crossings, Country Walk and Three Lakes.

Within a three mile radius of the Study Area there are no significant employment centers. Extending to a five mile radius, the one employment concentrations that shows up is on the eastern end of Kendall-Tamiami Airport with around 8,000 employees in a 1.8 square mile area.

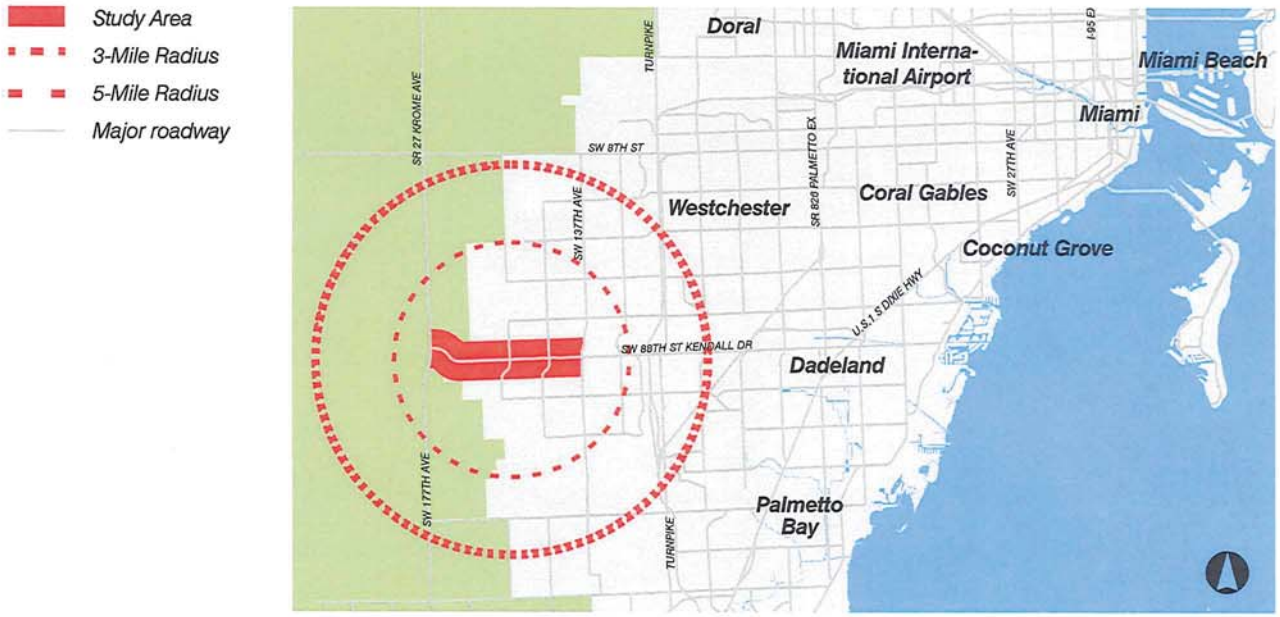
Economic activity and employment in the area surrounding the West Kendall Study Area is almost exclusively geared towards serving the area's resident population and takes the form of retail and service occupations located on the main intersections throughout the area, and Education and Healthcare occupations in regional hospitals and schools. One recent addition to its economic base is the 2011 opening of the West Kendall Baptist Hospital, built right in the middle of the West Kendall Study Area.

This general section of the county can be characterized as a "commuter town" or "bedroom community"; within the 3-mile radius live more than 64 thousand workers, 94 percent of whom work outside the area, mostly at distances greater than 10 miles. The number of people working within the same area is less than a third of, and are employed in lower paying jobs than, those that live in the area and commute to work.

The residential component of the West Kendall Market Area is mainly comprised of a middle income/working class population living in single family homes and to a lesser degree townhouses. The average income in the area is similar to that of the county as a whole but results from a more homogeneous set of households.

The purchasing power of the residents of the market area is considerable. Within a 3 mile radius, the combined income of households is over 3 billion dollars annually. For the wider 5 mile radius area the figure surpasses 6.5 billion dollars or 12 percent of the county's total.

The location of the West Kendall Study Area as well as a 3 and 5 mile radius is depicted in the chart below, coupled with market characteristics in the table on the following page.



Characteristic	3 Mile Radius	5 Mile Radius
Population	144,319	300,953
Households	44,894	95,602
Average Household Income	$65,036	$70,777
Households with income more than $50,000	23,792	54,798
Households with income more than $75,000	14,644	34,799
Households with income more than $100,000	8,397	21,340
Total Number of Businesses, 2014	2,738	8,580
Total Employment	21,128	65,598

Data from 2005-2009 American Community Survey 5-year estimates, InfoUSA Business Survey 2010, Bureau of Labor Statistics, ES-202 Program, 2005

Appendix B

Urban Centers

The section of the adopted Land Use Element of the Comprehensive Development Master Plan regarding Urban Centers is provided here. The full text of all elements in the plan are available at *www.miamidade.gov/planning*

Diversified urban centers are encouraged to become hubs for future urban development intensification in Miami-Dade County, around which a more compact and efficient urban structure will evolve. These Urban Centers are intended to be moderate- to high-intensity design-unified areas which will contain a concentration of different urban functions integrated both horizontally and vertically. Three scales of centers are planned: Regional, the largest, notably the downtown Miami central business district; Metropolitan Centers such as the evolving Dadeland area; and Community Centers which will serve localized areas. Such centers shall be characterized by physical cohesiveness, direct accessibility by mass transit service, and high quality urban design. Regional and Metropolitan Centers, as described below, should also have convenient, preferably direct, connections to a nearby expressway or major roadways to ensure a high level of countywide accessibility.

The locations of urban centers and the mix and configuration of land uses within them are designed to encourage convenient alternatives to travel by automobile, to provide more efficient land use than recent suburban development forms, and to create identifiable "town centers" for Miami-Dade's diverse communities. These centers shall be designed to create an identity and a distinctive sense of place through unity of design and distinctively urban architectural character of new developments within them.

The core of the centers should contain business, employment, civic, and/or high-or moderate-density residential uses, with a variety of moderate-density housing types within walking distance from the centers. Both large and small businesses are encouraged in these centers, but the Community Centers shall contain primarily moderate and smaller sized businesses which serve, and draw from, the nearby community. Design of developments and roadways within the centers will emphasize pedestrian activity, safety and comfort, as well as vehicular movement. Transit and pedestrian mobility will be increased and areawide traffic will be reduced in several ways: proximity of housing and retail uses will allow residents to walk or bike for some daily trips; provision of both jobs, personal services and retailing within walking distance of transit will encourage transit use for commuting; and conveniently located retail areas will accommodate necessary shopping during the morning or evening commute or lunch hour.

Urban Centers are identified on the Land Use Plan (LUP) map by circular symbols noting the three scales of planned centers. The Plan map indicates both emerging and proposed centers. The designation of an area as an urban center indicates that governmental agencies encourage and support such development. The County will give special emphasis to providing a high level of public mass transit service to all planned urban centers. Given the high degree of accessibility as well as other urban services, the provisions of this section encourage the in-

tensification of development at these centers over time. In addition to the Urban Center locations depicted on the LUP map, all future rapid transit station sites and their surroundings shall be, at a minimum, be developed in accordance with the Community Center policies established below. Following are policies for Development of Urban Centers designated on the LUP map. Where the provisions of this section authorize land uses or development intensities or densities different or greater than the underlying land use designation on the LUP map, the more liberal provisions of this section shall govern. All development and redevelopment in Urban Centers shall conform with the guidelines provided below.

Uses and Activities

Regional and Metropolitan Centers shall accommodate a concentration and variety of uses and activities which will attract large numbers of both residents and visitors while Community-scale Urban Centers will be planned and designed to serve a more localized community. Uses in Urban Centers may include retail trade, business, professional and financial services, restaurants, hotels, institutional, recreational, cultural and entertainment uses, moderate to high density residential uses, and well planned public spaces. Incorporation of residential uses is encouraged, and may be approved, in all centers, except where incompatible with airport or heavy industrial activities. Residential uses may be required in areas of the County and along rapid transit lines where there exists much more commercial development than residential development, and creation of employment opportunities will be emphasized in areas of the County and along rapid transit lines where there is much more residential development than employment opportunity. Emphasis in design and development of all centers and all of their individual components shall be to create active pedestrian environments through high-quality design of public spaces as well as private buildings; human scale appointments, activities and amenities at street level; and connectivity of places through creation of a system of pedestrian linkages. Existing public water bodies shall also be incorporated by design into the public spaces within the center.

Radius

The area developed as an urban center shall extend to a one-mile radius around the core or central transit station of a Regional Urban Center designated on the LUP map. Designated Metropolitan Urban Centers shall extend not less than one-quarter mile walking distance from the core of the center or central transit stop(s) and may extend up to one-half mile from such core or transit stops along major roads and pedestrian linkages. Community Centers shall have a radius of 700 to 1,800 feet but may be extended to a radius of one-half mile where recommended in a professional area plan for the center, consistent with the guidelines herein, which plan is approved by the Board of County Commissioners after an advertised public hearing. Urban Center development shall not extend beyond the UDB.

Streets and Public Spaces

Urban Centers shall be developed in an urban form with a street system having open, accessible and continuous qualities of the surrounding grid system, with variation, to create community focal points and termination of vistas. The street system should have frequent connections with surrounding streets and create blocks sized and shaped to facilitate incremental building over time, buildings fronting on streets and pedestrian pathways, and squares, parks and plazas defined by the buildings around them. The street system shall be planned and designed to create public space that knits the site into the surrounding urban fabric, connecting streets and creating rational, efficient pedestrian linkages. Streets shall be designed for pedestrian mobility, interest, safety and comfort as well as vehicular mobility. The size of blocks and network of streets and pedestrian accessways shall be designed so that walking routes through the center and between destinations in the center are direct, and distances are short. Emphasis shall be placed on sidewalks, with width and street-edge landscaping increased where necessary to accommodate pedestrian volumes or to enhance safety or comfort of pedestrians on sidewalks along any high-speed roadways. Crosswalks will be provided, and all multilane roadways shall be fitted with protected pedestrian refuges in the center median at all

significant pedestrian crossings. In addition, streets shall be provided with desirable street furniture including benches, light fixtures and bus shelters. Open spaces such as public squares and greens shall be established in urban centers to provide visual orientation and a focus of social activity. They should be located next to public streets, residential areas, and commercial uses, and should be established in these places during development and redevelopment of streets and large parcels, particularly parcels 10 acres or larger. The percentage of site area for public open spaces, including squares, greens and pedestrian promenades, shall be a minimum of 15 percent of gross development area. This public area provided outdoor, at grade will be counted toward satisfaction of requirements for other common open space. Some or all of this required open space may be provided off-site but elsewhere within the subject urban center to the extent that it would better serve the quality and functionality of the center.

Parking

Shared parking is encouraged. Reductions from standard parking requirements shall be authorized where there is a complementary mix of uses on proximate development sites, and near transit stations. Parking areas should occur predominately in mid-block, block rear and on-street locations, and not between the street and main building entrances. Parking structures should incorporate other uses at street level such as shops, galleries, offices and public uses.

Buildings

Buildings and their landscapes shall be built to the sidewalk edge in a manner that frames the adjacent street to create a public space in the street corridor that is comfortable and interesting, as well as safe for pedestrians. Architectural elements at street level shall have a human scale, abundant windows and doors, and design variations at short intervals to create interest for the passing pedestrian. Continuous blank walls at street level are prohibited. In areas of significant pedestrian activity, weather protection should be provided by awnings, canopies, arcades and colonnades. Density and Intensity. The range of average floor area ratios (FARs) and the maximum allowed residential densities of development within the Regional, Metropolitan and Community Urban Centers are shown in the table below.

Urban Center	Average Floor Area Ratios (FAR)	Max. Densities Dwellings per Gross Acre
Regional	greater than 4.0 in the core not less than 2.0 in the edge	500
Metropolitan	greater than 3.0 in the core not less than 0.75 in the edge	250
Community	greater than 1.5 in the core not less than 0.5 in the edge	125

In addition, the densities and intensities of developments located within designated Community Urban Centers and around rail rapid transit stations should not be lower than those provided in Policy LU-7F. Height of buildings at the edge of Metropolitan Urban Centers adjoining stable residential neighborhoods should taper to a height no more than 2 stories higher than the adjacent residences, and one story higher at the edge of Community Urban Centers. However, where the adjacent area is undergoing transition, heights at the edge of the Center may be based on adopted comprehensive plans and zoning of the surrounding area. Densities of residential uses shall be authorized as necessary for residential or mixed-use developments in Urban Centers to conform to these intensity and height policies.

As noted previously in this section, urban centers are encouraged to intensify incrementally over time. Accordingly, in planned future rapid transit corridors, these intensities may be implemented in phases as necessary to conform with provisions of the Transportation Element, and the concurrency management program in the Capital Improvement Element, while ensuring achievement of the other land use and design requirements of this section and Policy LU-7F.

Appendix C

GreenPrint Consistency

In December 2010, Miami-Dade County released its sustainability plan *GreenPrint: Our Design for a Sustainable Future.* GreenPrint serves as a roadmap to achieve several ambitious goals including the reduction of greenhouse gas emissions within the county by 80 percent from 2008 levels. GreenPrint contains 137 separate initiatives grouped by strategies in seven goal areas. In addition to furthering the goals, objectives, and policies of the CDMP, the West Kendall Drive Corridor plan is supportive of GreenPrint goals and strategies. The plan's recommendations that specifically address the initiatives in GreenPrint's 'Responsible Land Use & Smart Transportation' goal area are shown in the table to the right.

GreenPrint Initiative (Number)	Summary of Area Plan Recommendations
Increase transit-oriented development (TOD) (56)	Transit-oriented development is recommended to occur in the Urban Centers along Kendall Drive
Develop Corridor Master Plans modeled after the community based area planning process and designed to address the Federal Livability Principles* (57)	This plan is a community based area planning process; its recommendations are consistent with the Livability Principles*
Continue to promote infill development by exploring incentives and addressing costs of infrastructure (63)	Infill development is encouraged throughout this plan; costs of infrastructure are typically paid by the developer
Provide for neighborhoods where residents can walk or bicycle to carry on their daily needs (67)	Improved pedestrian and bicycle facilities are recommended throughout the study area
Establish meaningful open space and recreation areas through cooperative land use and joint-development programs (70)	This plan identifies numerous locations for open space and recreation areas
Develop regulations that promote connectivity, pedestrian movement, and lower vehicular speeds (71)	Roadway standards developed from the recommendations in this plan would promote connectivity, pedestrian movement, and lower vehicular speeds
Implement Complete Streets initiative (73)	Streets that accommodate pedestrians and bicyclists as well as vehicles are recommended throughout this plan
Conduct non-motorized planning studies for corridors and urban centers (75)	Non-motorized transportation is addressed in this plan
Increase the number of safe walking and bicycling facilities as components of road improvement projects (76)	This plan recommends for the implementation of specific pedestrian and bicycle facilities

* U.S. Departments of Housing and Urban Development, Transportation, and Environmental Protection Agency (HUD-DOT-EPA) Partnership for Sustainable Communities Livability Principles

Appendix D

Public Meetings

The public meetings and their locations held during the area planning process are listed at the right.

Date	Meeting
October 08, 2013	1st West Kendall Drive Corridor Meeting*
November 12, 2013	2nd West Kendall Drive Corridor Meeting*
December 11, 2013	3rd West Kendall Drive Corridor Meeting*
March 01, 2014	West Kendall Drive Corridor Charrette†
June 11, 2014	5th West Kendall Drive Corridor Meeting*
May 21, 2016	6th West Kendall Drive Corridor Meeting*

* Meeting held at West Kendall/West End Regional Library
† Meeting held at Felix Varela Senior High School

Appendix E

Resolutions

Board of County Commissioners Resolution no. R-377-13 adopted May 7, 2013

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 11(A)(17)
5-7-13

RESOLUTION NO. R-377-13

RESOLUTION DIRECTING THE COUNTY MAYOR OR DESIGNEE TO ORGANIZE A CHARRETTE AND FACILITATE THE PREPARATION OF A CORRIDOR STUDY AREA REPORT FOR THE WEST KENDALL STUDY AREA

WHEREAS, elected officials, area residents, and business owners desire to work together to build consensus on the future of the West Kendall area; and

WHEREAS, the West Kendall Corridor Study Area is located in Commission District 11 along Kendall Drive between SW 137th Avenue and SW 177 Avenue; and

WHEREAS, the Comprehensive Development Master Plan Adopted Land Use Plan designates two urban centers within the West Kendall Corridor Study Area; and

WHEREAS, the boundaries of the study area may be further refined through the charrette process; and

WHEREAS, the West Kendall area is a maturing suburban community adjoining the Urban Development Boundary; and

WHEREAS, holding a charrette and preparing a report will provide interested persons with an opportunity to contribute to a vision for the growth and improvement to the West Kendall area; and

WHEREAS, a corridor study report will promulgate recommendations to influence the form and character of future development in this area, and may lead to further action, such as an amendment to the Comprehensive Development Master Plan or changes to zoning regulations for the area,

3

Agenda Item No. 11(A)(17)
Page No. 2

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board hereby requests the County Mayor or designee to organize a charrette for the West Kendall Corridor Study Area and facilitate the preparation of a corridor study report. For the corridor study report, the Mayor or designee shall include, without limitation, a means of citizen participation in preparation of the corridor study report at a time reasonably convenient for residents, property owners, homeowners or civic associations, and other interested persons. The corridor study report shall be submitted for this Board's consideration within 180 days of the adoption of this resolution.

The Prime Sponsor of the foregoing resolution is Commissioner Juan C. Zapata. It was offered by Commissioner **Lynda Bell** who moved its adoption. The motion was seconded by Commissioner **Sally A. Heyman**, and upon being put to a vote the vote was as follows:

Rebeca Sosa, Chairwoman	aye		
Lynda Bell, Vice Chair	aye		
Bruno A. Barreiro	aye	Esteban L. Bovo, Jr.	aye
Jose "Pepe" Diaz	absent	Audrey M. Edmonson	aye
Sally A. Heyman	aye	Barbara J. Jordan	aye
Jean Monestime	absent	Dennis C. Moss	aye
Sen. Javier D. Souto	absent	Xavier L. Suarez	aye
Juan C. Zapata	absent		

4

Appendix D

Resolutions

Board of County Commissioners Resolution

Agenda Item No. 11(A)(17)
Page No. 3

The Chairperson thereupon declared the resolution duly passed and adopted this 7th day of May, 2013. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: Christopher Agrippa
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency. JM

John McInnis

5

This page intentionally left blank.

Acknowledgements

Thanks to all who participated in the West Kendall Drive Corridor planning process:

David Aifaldary
Carlos Amezaga
Alex Arias
Martha Backer
Emelino C. Barrios
Dean Beal
Silvia Beltre
Jeffrey Bercow
Michael Berkowitz
Carolina Blanco
David Brown
Gerald Bryan
Karina Bryan
Roy Bustillo
Frank Cabrera
Mario Cabrera
Robert Callahan
Yvonne Campbell
Candy Candelaria
Wilfredo Candelaria
Gladys Canizares
Jorge Carvajal
Amanda Castelblanco
Maria Luisa Castellanos
Carlos Cejas
Monica Cejas
Jennifer Chambless
Yoela Chaveco
Wilson Christiando
Melinda Clark
Tom Cobitz
Sheri Colas-Gervais
Linda Cornejo
Yolanda Daple
Shannen Davis
Ory Dawes
Alina Delgado
William Delgado
Mayra Diaz
Bernie Escobar
Tom Eskau
Kennedy Fernandez
Liz Fernandez
Albert Firebaugh
Greg Fitchett
Vivian Fornet-Diaz
Andrew Frey
Bill Galga
Tere Garcia
Esther Garvett
Richard Gertz
Carlos Gimeno
Michael Gisbert
Joseph Goldstein
Tim Gomez
Belquis Gonzalez
Lucy Gonzalez
Howard Greenstein
Armando Guerra
Eric Guerra
Mark Heinicke
Gary Held
Harry Hoffman
Linda Hoffman
Yukai Hsiung
Gabriel Ignetti
Frank Irizarry
Michael Jones
Eric Katz
Lynne Kaufman
Brian Kenyon
Edward Levinson
Maria Linares
Rosa Llaguna
Jackie Llama
Joe Lopez
Alvaro Lucia
Enrique Lucio
Miguel Maldonado
Carlos Manrique
Ines Marrero
Janis Martone
Maria McCarthy
Michelle Mejia
Aster Mohamed
Juan Montes
Juan Mora
Moraima Lugo Morales
Mark Morris
Alvaro Muniz
Carmen Naumann
Marie Neumann
Winifred Newman
Jhon Ospina
Isabel Padron
Grisel Palacios
S. Donna Palmer
Roberto Paredes
Alicia Pelletier
Lawrence Percival
Christian Perez
Libby Perez
Robert Perez
Margery Phipps
Enrique Pineiro
Francisco Pines
Karen Pope
Sandra Prell
Camila Puello
Mark Putney
Arturo Quintero
Ramon Ramos
Chris Recicar
Tabitha Recicar
Jay Reichbaum
Dario Restrepo
Juan P. Restrepo
Danisbell Reyes
C.S. Rionda
Douglas Robinson
Jose Rodriguez
Maria M. Rosa
Maria L. Rouco
Antonio Roveo
Mavel Ruiz
Viviana Ruiz
Melissa Saldaña
Raul Santillan
Ivan Santos
Octavio Santurio
Ruddy Schaaffe
Robert Shapiro
Tracy Slavens
Bernadine Smith
Heidi Solaun
Alfredo Spinelli
Paula Stanley
Phil Steinmiller
Don Stiller
John Svadbik
Stephen Szyollo
Lucy Tamajon
Matthew Toro
Erick Valle
Estela Valle
Karen Vassell
Ileana Vazquez
Gloria Velazquez
Philip Ward
Sandra Wheeler
Subbarao Wunnava
Sunanda Wunnava
Irma Yaffar
Rocio Yaffar
Barb Yager
Richard Yager

Participating Departments and Agencies

Miami-Dade Expressway Authority

Miami-Dade Parks, Recreation and Open Spaces Department

Miami-Dade Transit

Florida Department of Transportation

Special thanks

Juan C. Zapata, Commissioner, District 11

District 11 Staff

Bianca Caviglia
Ingrid Gonzalez
Stephanie Cornejo
Alvaro Muniz

Department of Regulatory and Economic Resources

Jack Osterholt, Director
Lourdes Gomez, Deputy Director
Leland Salomon, Deputy Director

Development Services Division

Nathan Kogon, Assistant Director
Amina Newsome, Senior Division Chief
Gilberto Blanco, Area Planning Implementation Section Supervisor
Gianni Lodi, Planning Legislation Section Supervisor
Shailendra Singh, Urban Design Center Section Supervisor
Jess Linn, Principal Planner*
Maria Elena Cedeño, Senior Planner
Paola Jaramillo, Graphic Designer
Barbara Menendez, Planning Technician
Maria Guerrero, Executive Secretary

Planning Division

Mark R. Woerner, Assistant Director

Planning Research Section

Manuel Armada, Chief

*Project Manager