

Memorandum



Date: January 30, 2014

To: Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor 

Subject: Urban Infill Analysis Report

On June 5, 2012, the Miami-Dade County Board of County Commissioners ("Board") adopted Resolution No. 476-12 directing the County Mayor or designee to provide a report to the Board regarding: 1) the status of the recommendations and strategies set forth in the *Infill Strategy Task Force's 1997 Final Report* (December 1997); and 2) an analysis of transit and infrastructure deficiencies and impediments to infill development and redevelopment in existing and planned zoned urban center/urban area districts, including premium transit corridors, within the Urban Infill Area (UIA), as defined in the Comprehensive Development Master Plan (CDMP). The attached report titled *Urban Infill Analysis Report*, is provided in response to Resolution No. 476-12.

The *Infill Strategy Task Force's Final Report*, as accepted by the Board in 1997, made twelve "cornerstone" recommendations for a fair, efficient and effective urban infill program in Miami-Dade County. The recommendations were considered by the Task Force to be those with the greatest potential for implementation and effectiveness. As indicated in the *Urban Infill Analysis Report*, many of the recommendations contained in the Task Force's 1997 report have been implemented by the responsible agency or department over the years. However, some of the recommendations have not been implemented or fully implemented. Further actions recommended to implement the outstanding recommendations contained in the Task Force's 1997 report are outlined below.

To compile the *Urban Infill Analysis Report*, the Planning Division of the Department of Regulatory and Economic Resources conducted an analysis on the status of the recommendations and on the transit and infrastructure deficiencies and impediment to infill development and redevelopment. Miami-Dade County Miami-Dade Transit (MDT); Water and Sewer Department (WASD); Public Housing and Community Development (PHCD) Department; Parks, Recreation and Open Space (PROS); Public Works and Waste Management (PWWM) Department; and Miami-Dade County Public Schools (MDCPS) assisted in this effort. The *Urban Infill Analysis Report* contains a series of recommendations to address impediments to infill development, deficiencies in transit and water/sewer infrastructure, and outstanding recommendations from the *Infill Strategy Task Force's 1997 Final Report*.

The *Urban Infill Analysis Report*, attached hereto, addresses the issues identified by Resolution No. 476-12 and contains the following recommendations:

- Designate an Urban Infill Development Area (UIDA) in the CDMP. The UIDA will replace the area identified as the Urban Infill Area (UIA) in the CDMP with modifications to exclude the barrier islands and the predominantly residential area located between the coastline and US-1 south of downtown and add the US-1 corridor from the Dadeland area to Homestead/Florida City including the zoned urban centers located along the US-1 corridor, as well as certain premium transit corridors.
- Provide a clear coordinated effort for county agencies in providing priority to public and private investment in infrastructure and services, and land development regulations

needed to foster development and redevelopment in the proposed Urban Infill Development Area (UIDA).

- Develop strategies for developing and redeveloping of vacant commercial and industrial parcels, such as code changes and/or overlay districts.
- Conduct community planning workshops for areas located within the proposed UIDA served by premium transit, for the purpose of creating a vision plan to be used as a guide for the implementation of development standards that assist in creating well-designed, compact and efficient built communities containing mixed-use and moderate to high residential densities.
- Continue pursuing funding for the upgrading of mass transit service in the proposed UIDA.
- Coordinate with the cities in the proposed UIDA on the provision of services and development regulations within adjacent areas.
- Reevaluate land uses along premium transit corridors to allow for greater development densities and intensities and floor area ratios within ¼ mile of either side of designated premium transit corridors.
- Amend the County's development regulations to expressly provide for park-and-ride/transit terminal facilities in all zoning districts. Emphasis should be made on providing for these facilities within commercial districts along premium transit corridors. In addition, encourage in development plans shared-use parking, benefitting both the commercial development and transit patrons.
- Continue to expand the areas zoned under the County's Standard Urban Center District Regulations (SUCO) to include all of the designated premium transit corridors.
- Research the feasibility of Miami-Dade Expressway Authority contributing revenues for transit-related projects, as adopted in new Policy MT-3C, EAR-based CDMP amendments on December 3, 2013.
- Pursue revenues from the Roadway Impact Fee program for transit-related roadway improvements, pedestrian and bicycle facilities, transportation system management and transportation demand management, as adopted in new Policy MT-3D, EAR-based CDMP amendments on December 3, 2013.
- Continue pursuing and identifying funds to repair the existing deteriorating water and sewer systems.
- Develop a funded plan for bringing adequate water and sewer systems to the proposed Urban Infill and Redevelopment Areas and along designated premium transit corridors, in MDWASD service areas; so as to encourage development and redevelopment in these areas, and not waiting for permitting to address deficiency.
- Consider waiving connections fees costs, served by MDWASD, located within Enterprise Zones.
- Coordinate with other service providers in the infill areas to ensure adequate water and sewer service.

Attachment

c: Jack Osterholt, Deputy Mayor/Director, Regulatory and Economic Resources
Mark Woerner, Assistant Director, Regulatory and Economic Resources



Response to Resolution 476-12

**ANALYSIS OF OPPORTUNITIES FOR INFILL DEVELOPMENT WITHIN
THE URBAN INFILL AREA**



MIAMI-DADE COUNTY
DEPARTMENT OF REGULATORY AND ECONOMIC RESOURCES
December 2013

Response to Resolution 476-12

**ANALYSIS OF OPPORTUNITIES FOR INFILL DEVELOPMENT
WITHIN THE URBAN INFILL AREA**

December 2013

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EXECUTIVE SUMMARY

On June 5, 2012, the Miami-Dade County Board of County Commissioners (BCC) passed and adopted Resolution R-476-12 (a copy is attached as Exhibit A) directing the County Mayor or County Mayor's designee to provide a report to the Board regarding: 1) the status of the recommendations and strategies set forth in the *Infill Strategy Task Force's 1997 Final Report (December 1997)*; and 2) an analysis of transit and infrastructure deficiencies and impediments to infill development and redevelopment in existing and planned zoned urban center/urban area districts, including premium transit corridors, within the Urban Infill Area (UIA), as defined in the Comprehensive Development Master Plan (CDMP). The CDMP identifies the UIA as that part of Miami-Dade County located east of, and including SR 826 (Palmetto Expressway) and NW/SW 77 Avenue, excluding the area north of SR 826 and west of I-95, and City of Islandia. The areas analyzed for this second task are contained in Figure 1 attached. This report proposes an Urban Infill Development Area (UIDA) to be given priority for transit and infrastructure, this area is similar to the area proposed in the *Infill Strategy Task Force's 1997 Final Report*. The UIDA will replace the area identified as the UIA in the CDMP with modifications to the boundary to encompass the urban centers and premium transit corridors identified on the map (See Figure 2).

The Infill Strategy Task Force released its Final Report in December 1997. The Report made twelve "cornerstone" recommendations for a fair, efficient and effective urban infill program in Miami-Dade County. The recommendations, which are listed in Table 1 of this report, were considered by the Task Force to be those with the greatest potential for implementation and effectiveness. The Board of County Commissioners accepted the Task Force's Final Report in December 1997, but did not take immediate action on the recommendations. However, the various County departments and agencies which were involved in the Task Force's work and in developing the report took the initiative to carry out many of the "cornerstone" recommendations.

The Planning Division of the Department of Regulatory and Economic Resources (RER) conducted an analysis on the status of the recommendations and on the transit and infrastructure deficiencies and impediment to infill development and redevelopment. The Miami-Dade County Miami-Dade Transit (MDT); Water and Sewer Department (WASD); Public Housing and Community Development (PHCD) Department; Parks, Recreation and Open Space (PROS); Public Works and Waste Management (PWWM) Department; and Miami-Dade County Public Schools (MDCPS) assisted in this effort.

Status of the Twelve "Cornerstone Recommendations"

Table 1 in the next section of this report lists the twelve "Cornerstone Recommendations" and their implementation status. In general, most of the recommendations have been implemented, some partially or are being implemented, with the exception of Recommendation Nos. 3 and 12.

- Recommendation No. 3 provides for the County to adopt a policy statement that the Urban Development Boundary (UDB) will not be extended. No policy statement has been adopted in the CDMP; however, the County has been successful in holding the UDB line. Since 1997, of the 24 CDMP amendment applications have been filed to expand the UDB only five were approved by the Board of County Commissioners, 19 were denied and one application, a Development of Regional Impact, is still pending.

- Recommendation No. 12 calls for the creation of an Infill Strategy Committee for a period of 18 months to assist in implementing and further defining the recommendations outlined in the Task Force's Final Report. The Final Infill Report was accepted by the BCC, but no further action was taken. This recommendation has not been implemented.

Analysis of Transit and Infrastructure Deficiencies

Transit

The analysis of transit and infrastructure deficiencies and impediments to infill development and redevelopment were primarily conducted by Miami-Dade Transit (MDT) and Miami-Dade Water and Sewer Department (MDWASD). Based on MDT analysis many improvements have been made to mass transit in the urban infill areas, though additional improvements are necessary to service these areas. These improvements have been funded with the half-cent surtax for transit and grants from the Florida Department of Transportation and U.S. Federal Transit Administration. Since 1997, Miami-Dade Transit has expanded the Metrorail system to the Palmetto Station (2003) and to the Miami Intermodal Center (2012), as well as the Busway to the City of Homestead in 2007. MDT strives to continue to enhance its transit service and plans for premium transit service along Biscayne Boulevard, NW 27th Avenue, SR 836, and Flagler Street within the Urban Infill Area.

In recent years, public transit improvements including the North Corridor and East-West Corridor heavy rail extensions have been placed on hold due to Miami-Dade County's inability to fund the construction, and operate and maintain these large and complex projects. Therefore, one of the major transit deficiencies identified is the lack of funding sources that utilize public and private sources such as impact fees that will assure maintenance of existing service operations and timely implementation of needed transit improvement projects and services.

Water and Sewer

The analysis conducted by MDWASD revealed there are water, sewer and fire flow deficiencies in the infill areas. The infrastructure of water and sewer main extensions and/or upgrades, and fire flow needed for individual infill development is typically identified at the time of permitting. The provision of sewer service in areas presently on septic tanks is currently being analyzed and will be addressed in the Integrated Master Plan, which is currently being prepared by MDWASD. However, implementation of this service will be based on the performance of the septic tanks, growth patterns, and funding availability. Currently, funding of water and sewer infrastructure needs is provided by several sources: bonds, developer donations, connection charges, Government Obligation Bonds, special taxing districts, and community redevelopment agencies.

In summary, there is existing water and sewer infrastructure and fire flow deficiencies within the proposed Urban Infill Development Areas served by MDWASD. Funding for the water and sewer infrastructure needs within infill areas is provided by several sources. Infrastructure improvements are funded by bonds, developer donations, connection charges, GOB, and special taxing districts. Though, waiting for permitting to address the deficiencies seems too late, as these deficiencies become obstacles for developing and redeveloping in the infill areas. It would be more appropriate to address these deficiencies prior to permitting, so as to encourage development and redevelopment in the areas lacking adequate water and sewer infrastructure.

Impediments to Infill Development

- While progress has been made in providing the infrastructure needed to stimulate and foster development in the infill areas, a clear and coordinated effort between relevant departments and agencies which provide services, infrastructure and land development regulations is needed. While every area of the county has needs for service delivery and capital improvements, it should be recognized by policy makers that encouraging infill development is a benefit to the County as a whole.
- Private sector development and redevelopment of an area is a function of expected profitability. Absence of significant government action to revitalize an area is likely to slow development or redevelopment of infill areas. The exception is affordable housing only because of substantial government subsidy or assistance. The County and municipalities in the infill areas should provide incentives to promote infill development.
- Aside from market factors that make some regions of the County more desirable for development than other areas, the primary challenge to infill development is one of scale. Properties available for development in already urbanized areas are smaller and fragmented. The average size of vacant properties within the Urban Development Boundary is 1.6 acres. While not impossible to build on small properties, developers prefer larger tracts of land, adequate infrastructure and services. Development of larger tracts of land such as those found outside the Urban Development Boundary remain attractive to developers because building hundreds if not thousands of houses or square feet of commercial and office space on unencumbered land give an economy of scale to development costs.
- Vacant lots in the infill area are mainly small and scattered. While some opportunities exist for large-scale development or redevelopment, both residential and commercial, these opportunities are few.
- Current zoning standards with large open space and parking requirements are also an impediment to urban infill development because those requirements are easily accommodated on large tracts of land available primarily in fringe areas. On-site parking requirements can pose a challenge to the development of small parcels within the proposed UIDA. Policies and public services that reduce the amount of on-site parking needed can assist in promoting development on small parcels within the proposed UIDA. Options for reducing the amount of on-site parking include shared parking facilities, reductions in off-street parking standards for areas served by transit and the provision of on-street parking. More suitable zoning standards with adequate flexibility for the infill area are needed to provide for sufficient return on investment.
- Businesses interested in investing in infill areas often find themselves unable to secure capital from conventional lenders, or if so only at higher costs. Currently, access to capital is a formidable barrier to business development.

Recommendations

- Designate an Urban Infill Development Area (UIDA) in the CDMP. The UIDA will replace the area identified as the UIA in the CDMP with modifications to the boundary to encompass the urban centers and premium transit corridors identified on the map.
- Provide a clear coordinated effort for county agencies in providing priority to public and private investment in infrastructure and services, and land development regulations needed to foster development and redevelopment in the proposed Urban Infill Development Area (UIDA).
- Develop strategies for developing and redeveloping of vacant commercial and industrial parcels, such as code changes and/or overlay districts.
- Conduct community planning workshops for proposed UIDA served by premium transit, for the purpose of creating a vision plan to be used as a guide for the implementation of development standards that assist in creating well-designed, compact and efficient built communities containing mixed-use and moderate to high residential densities.
- Continue pursuing funding for the upgrading of mass transit service in the proposed UIDA.
- Coordinate with the cities in the proposed UIDA on the provision of services and development regulations within adjacent areas.
- Reevaluate land uses along premium transit corridors to allow for greater development densities and intensities and floor area ratios within ¼ mile of either side of designated premium transit corridors.
- County's development regulations should be amended to clearly and expressly provide for park-and-ride/transit terminal facilities in all zoning districts. Emphasis should be made on providing for these facilities within commercial districts along premium transit corridors. In addition encourage in development plans shared-use parking, benefitting both the commercial development and transit patrons.
- County should continue to expand the areas zoned under County's Standard Urban Center District Regulations (SUCO) to include all of the designated premium transit corridors.
- Pursue the feasibility of Miami-Dade Expressway Authority contributing revenues for transit-related projects, as adopted in new Policy MT-3C, EAR-based CDMP amendments on December 3, 2013.
- Pursue revenues from the Roadway Impact Fee program for transit-related roadway improvements, pedestrian and bicycle facilities, transportation system management and transportation demand management, as adopted in new Policy MT-3D, EAR-based CDMP amendments on December 3, 2013.
- Pursue the feasibility of all current and future tolled roads (MDX, Turnpike, FDOT "Express Lanes", County Causeways) to contribute a percentage of all tolls collected in Miami-Dade County for exclusive transit infrastructure improvements such as but not limited to rolling stock, direct ramps, park-and-rides, transit terminals, maintenance facilities, etc. These funds would also be available for operation and maintenance.

- Continue pursuing and identifying funds to repair the existing deteriorating water and sewer systems.
- County should develop a funded plan for bringing adequate water and sewer systems to the proposed Urban Infill and Redevelopment Areas and along designated premium transit corridors, in MDWASD service areas; so as to encourage development and redevelopment in these areas, and not waiting for permitting to address deficiency.
- County should consider waiving connections fees costs, served by MDWASD, located within Enterprise Zones.
- Coordinate with other service providers in the infill areas to ensure adequate water and sewer service.
- Bring the initiatives to remove impediments to foster infill development into alignment with County policies addressing sea level rise and other climate change-related impacts, particularly in relation to identifying vulnerable areas and adopting strategies to increase the resilience of the built environment. Specifically, CDMP Policy LU-3G indicates that, by 2017, Miami-Dade County shall analyze and identify public infrastructure vulnerable to sea level rise and other climate change-related impacts. It is recommended that the analysis and resulting recommendations detailed in CDMP Policy LU-3G specifically address vulnerabilities that may inhibit future development and redevelopment in the proposed Urban Infill Development Area (UIDA).
- Develop provisions and standard methods of stormwater storage and disposal to provide adequate flood protection level of service and provisions to prevent impacts to flood protection levels of service, consistent with the current CDMP and the Florida Building Code.

Status of Infill Strategy Task Force Cornerstone Recommendations

On June 5, 2012, the Board of County Commissioners passed and adopted Resolution R-476-12 requesting the preparation of a report regarding: 1) the status of the recommendations and strategies set forth in the Infill Strategy Task Force Final Report (December 1997); and 2) an analysis of transit and infrastructure deficiencies and impediments to infill development and redevelopment in existing and planned zoned urban center/urban area districts, including premium transit corridors within the Urban Infill Area (UIA), as defined in the Comprehensive Development Master Plan.

On December 19, 1996, the Board County Commissioners (BCC) passed and adopted Resolution R-1477-96 directing the County Manager to establish and appoint an Infill Strategy Task Force to review and make recommendations for an infill redevelopment strategy. In December 1997, the Task Force submitted to the BCC its final report. The report's recommendations included 12 "Cornerstone" recommendations that provided a blueprint for future actions. These cornerstone recommendations and their implementation status are listed below in Table 1. Table 2 lists the additional recommended actions by the Task Force and their implementation status.

The former Department of Planning and Zoning in its 2003 Evaluation and Appraisal Report (EAR) of the Comprehensive Development Master Plan (CDMP) recommended numerous additional CDMP policies addressing the recommendations in the Infill Strategy Report. Subsequently, in the EAR based amendments to the CDMP, many of these policies were adopted in 2005.

Table 1

Cornerstone Recommendations	Status			Actions/Reason
	Implemented	Partially Implemented	Not Implemented	
GEOGRAPHIC ISSUES				
No.1: Metro-Dade County should delineate an Urban Infill Development Area in its Comprehensive Development Master Plan (CDMP). Policies should be included in the CDMP specifying that this area shall receive priority for future public and private investments in infrastructure, services, development and compatible redevelopment.	X			In 2005, new policies, LU-12C and CIE-3A.2 were adopted into the CDMP to evaluate the need to designate an Urban Infill Development Area (UIDA) for infrastructure priority. The adopted 2012 EAR-based amendments revised Policies LU-2B, TC-4C and CIE-5A prioritizing infrastructure resources to zoned community urban centers in the UIA and Redevelopment Concurrency Exception Areas. Existing CDMP Policies LU-2B, TC-4E, MT-8B and MT-8C partially address this recommendation.

Cornerstone Recommendations	Status			Actions/Reason
GEOGRAPHIC ISSUES	Implemented	Partially Implemented	Not Implemented	
<p>No. 2: Strong emphasis should be given to strategies that promote infill development which generate employment opportunities and service-oriented activities, over the creation of additional housing per se, within those portions of the designated Urban Infill Development Area that have high rates of unemployment, poverty, and households on public assistance. These "Economic Development Priority Areas" should also be adopted into the Comprehensive Development Master Plan along with supporting objectives and policies.</p>		X		<p>In 2005, new policy LU-1S and new Objective LU-12 and policies were added to CDMP Land Use Element to increase urban infill and decrease urban sprawl, improve infrastructure to attract businesses to underserved and distressed areas in order to promote infill development. 2010 EAR adds policies to address job opportunities and economic revitalization in urban infill area and urban centers. In 2003 the BCC adopted an ordinance requiring the hiring of at least 10% or work force from Designated Target Areas on county capital construction projects in those areas.</p>
<p>No. 3: Hold the line on the Urban Development Boundary (UDB). The Board of County Commissioners should adopt as a policy statement that the UDB will not be extended for the next ten years.</p>			X	<p>No policy statement added to the CDMP. However, since 1997 there have been 24 applications requesting moving the UDB. Of those applications 18 were denied, 5 approved and 1 is pending.</p>
HOUSING				
<p>No. 4: Within the Urban Infill Development Area, encourage a balanced mix of well-designated housing types (owner/renter occupied units), sizes and prices for all income levels (market and non-market rate units).</p>		X		<p>In 2005, new text was added to Residential Communities section of the Land Use Element of the CDMP providing for mix of unit types; and new Policy LU-7I added to encourage higher density, mixed use and transit oriented development at transit stations and corridors.</p>

HOUSING	Implemented	Partially Implemented	Not Implemented	
No. 5: Create a consortium of lending institutions for residential and business loans at below market prices.		X		Approximately 10 banks are currently participating in Miami-Dade County's Public Housing and Community Development's Homeownership Program. In 2005, new policy LU-12B added to Land Use Element specifying financial incentives for development on vacant parcels in the urban infill area. The County has partnered with several organizations providing loans and grants to businesses.
INFRASTRUCTURE/ FUNDING				
No.6: Upgrade mass transit service in the Urban Infill Development Area through an expanded rail system, increased and reliable bus service and intermodal connections, and improved marketing of the system.		X		Since 1997 significant upgrades to the transit systems in the UIA and Redevelopment Concurrency Exception Areas (Redevelopment Areas). Airport to seaport buses (2000), Metro-Rail extension to Palmetto Station (2003), extension of South Dade Busway (2007), and the AirportLink (2012). Since PTP bus service increased from 26,374,992 annualized revenue mile to current 28,782,276; peak vehicle requirement from 560 buses to 687. Public involvement in PTP process, mobile applications and Rider Alert Systems, etc.
No.7: Improve educational opportunities in the Urban Infill Development Area (UIDA) by giving priority to 1) increasing funding, 2) redirecting resources, and 3) forgoing creative solutions through public		X		In 2005, Miami-Dade County Public Schools (MDCPS) Capital Improvement Plan adopted standards providing flexibility in siting and design of urban schools, reuse of existing buildings, and

school/private enterprise partnerships to identify incentives for providing education opportunities within the proposed UIDA.				developed four prototypes. Public/Private partnerships provide for additional educational opportunities inside the Urban Infill Area such as the International Studies Preparatory Academy, Young Women's Preparatory Academy and Law Enforcement Officers' Memorial Academy.
Cornerstone Recommendations	Status			Actions/Reasons
INFRASTRUCTURE/FUNDING	Implemented	Partially Implemented	Not Implemented	
No.8: Dade County should participate with federal, state, and other initiatives in a coordinated effort with other local governments to pursue financial assistance for infill infra-structure projects within the Urban Infill Development Area.		X		Miami-Dade Transit (MDT), Miami-Dade Water and Sewer Dept. (WASD), Public Works and Waste Management (PWWM) and Parks, Recreation and Open Spaces Dept. (PROS) pursue individually, not jointly, financial assistance from federal, state and county such as, FTA, FDOT, Trust for Public Lands, US EPA, FL DEP, and US Dept. of Energy. No coordinated effort.
DESIGN/REGULATION				
No.9: County and municipal permitting agencies in the Urban Infill Development Area should increase flexibility and streamline the permitting and development review process to encourage infill development and redevelopment.	X			The County Building Division, Department of Regulatory and Economic Resources (DRER), expedites permitting for affordable and work force housing projects, many located in the infill areas. Planning and Zoning Divisions, of DRER, have updated and streamlined their application review processes.
No.10. Promote good design to gain acceptance of higher density, and promote mixed use neighborhoods and projects, including small area planning with a clear		X		Area Plan Charrettes and/or vision workshops have been conducted for communities throughout the County, providing a forum for residents to guide development and character

<p>objective of empowering the residents, business owners, and all other stakeholders in determining the character and intensity of development in and around their neighborhood.</p>				<p>of an area. Since 1998, 22 plans have been accepted/ approved by Resolution, 17 are located in the UIA and Redevelopment Concurrency Exception Areas, of these 10 have zoning ordinances, and 7 have rezoning district boundary changes empowering the residents, business owners, and all other stakeholders in determining the character and intensity of development in and around their neighborhood.</p>
<p>Cornerstone Recommendations</p>	<p>Status</p>			<p>Actions/Reason</p>
<p>PUBLIC EDUCATION</p>	<p>Implemented</p>	<p>Partially Implemented</p>	<p>Not Implemented</p>	
<p>No.11: The County and cities should coordinate the creation of a parcel inventory of vacant, abandoned, or significantly underutilized sites within the Urban Infill Development Area and disseminate such information to the development industry, including lenders, realtors, developers, and the public.</p>	<p>X</p>			<p>Infill Housing Program was created in 2001 (Resolution R-555-98); authorizing the issuance of Request for Applications (RFA). 721 single family residential units have been developed. On April 2, 2013, the BCC adopted R-250-13 directing the County to prepare a GIS layer of vacant industrial and commercial parcels located in TUAs, NRSAs, and Enterprise Zones for attracting business development. The website launched on December 3, 2013.</p>
<p>No.12. An Infill Strategy Committee should be established for a period of 18 months to assist the County in implementing and further defining the recommendations outline in this report.</p>			<p>X</p>	<p>Infill report was accepted by BCC; however, no further action was taken by BCC on this recommendation. Former DPZ took initiative to develop several new policies as mentioned above for several of the recommendations, primarily during the 2003 and 2010 Evaluation and Appraisal Reports of the CDMP.</p>

Background

GEOGRAPHIC ISSUES

- **Recommendation 1:** *Metro-Dade County should delineate an Urban Infill Development Area (UIDA) in its Comprehensive Development Master Plan (CDMP). Policies should be included in the CDMP specifying that this area shall receive priority for future public and private investments in infrastructure, services, development and compatible redevelopment.*

The County delineates in a map, in the Capital Improvements Element (CIE), CDMP, the Urban Infill Area (UIA), Urban Development Boundary (UDB), and Urban Expansion Area Boundary (UEA). There are transportation concurrency policies in the element exempting proposed developments located in the UIA from having to meet transportation concurrency requirements. In addition, there is another map in the CIE delineating the Redevelopment Concurrency Exception Areas, this area also exempt from having to meet transportation concurrency requirements, includes the UIA, Community Development Block Grant areas (CDBG), Enterprise Zone or Enterprise Community Areas. There are also policies for these areas exempting development and redevelopment from having to meet transportation concurrency requirements. These policies, in compliance with state legislation, provide flexibility in concurrency requirements in order to provide incentives for economic development, job creation, housing, transportation, neighborhood revitalization and preservation. These policies attempt to encourage urban infill and redevelopment within the urban core and redevelopment areas. The proposed Urban Infill Development Area (UIDA) addressed in this recommendation is very similar to the areas located in the Redevelopment Concurrency Exception Areas, which includes the UIA and several areas south along US 1/South Dixie Highway.

In areas along the South Dixie Highway/US 1 corridor, the South Miami-Dade Busway provides dedicated lanes for premium transit routes. Subsequent to the construction of the Busway (1997, 2005 and 2007), there have been several charrette planning efforts for the adjoining areas along this corridor. Many of these charrettes have been located in the Redevelopment Concurrency Exception Areas, which, as noted previously is similar to the UIDA.

Since 1997, there were seven (7) charrettes, resulting in Area Reports within the proposed UIDA and fifteen (15) charrettes, resulting in Area Reports in the areas analyzed by this report. These all have been accepted/approved by the BCC (See attached Figure 3). Urban Center zoning districts have been adopted by ordinance for ten (10) of these areas. These districts encourage compatible development and redevelopment as stated in Recommendation No. 1. The adopted 2010 EAR-based amendments to the CIE of the CDMP, revised the existing Redevelopment Concurrency Exception Areas to include the newly rezoned Urban Centers.

In 2005, two new policies were added to CDMP: Policy LU-12C which states that the County shall evaluate the need to designate an Urban Infill Development Area and if needed develop policies specifying this area shall receive priority for future public and private investments in infrastructure, services, development and compatible redevelopment and; Policy CIE-3A.2. states in part that capital facilities and

infrastructure implications of land use and development plans and implementation will be analyzed with attention to providing the necessary capacity to maintain and/or improve levels of service and quality of life in areas designated for redevelopment, infill development and/or higher residential densities in accordance with transit oriented development plans, smart growth initiatives, and other strategies to accommodate population growth in existing communities, and elimination of below-standard conditions and capacity deficits. The Board of County Commissioners adopted revisions to policies LU-2B, TC-4C and CIE-5A, in the 2010 EAR-based amendments addressing prioritizing the allocation of available infrastructure resources to meet the development needs of urban centers. The Florida Department of Economic Opportunity found the EAR-based amendments in compliance on December 4, 2013. This report proposes designating an Urban Infill Development Area (UIDA) which will include the areas within UIA, the Redevelopment Concurrency Exception Areas, and include existing and planned zoned urban centers/urban area districts and premium transit corridors in these areas. (See Figure 2).

The Public Housing and Community Development Department (PHCD) annually allocates funding to improve infrastructure countywide inclusive of infill areas. In the Citizen Participation Process for development of FY2013-2017 Consolidated Plan, it was noted by the community that there is a need for infrastructure improvements in the Neighborhood Revitalization Strategy Areas, these areas are located in the Community Development Block Grants areas, which includes but is not limited to infill areas throughout the County. Local and national perspectives bring into focus a real opportunity, if not a need, for Miami-Dade County to actively implement smarter land use, infrastructure, and service delivery policies to invite redevelopment and higher density development with proper design, services and amenities in underutilized central areas away from the UDB.

- ***Recommendation 2:*** *Strong emphasis should be given to strategies that promote infill development which generate employment opportunities and service-oriented activities, over the creation of additional housing per se, within those portions of the designated Urban Infill Development Area that have high rates of unemployment, poverty, and households on public assistance. These "Economic Development Priority Areas" should also be adopted into the Comprehensive Development Master Plan along with supporting objectives and policies.*

In 2005, a new policy, LU-1S, was added to the CDMP Land Use Element complying with the County's Strategic Plan. Key outcomes of the strategic plan include increasing urban infill development, decreasing urban sprawl, and improving infrastructure to attract businesses to underserved and distressed areas. In addition, a new objective, LU-12 and its policies were adopted into the CDMP requiring the County to take specific measures to promote infill development in the Urban Infill Area or in built-up areas situated in Community Development Block Grant eligible area, Targeted Urban Area, and Enterprise Zone. The policies focus on identifying and mapping sites vacant or underutilized properties, assessing infrastructure deficiencies, and disseminating this information to the building and development industry. Further, the policies direct the County to identify and consider adopting a package of financial and regulatory incentives for new development on vacant properties in the infill area; evaluating the need to designate an Urban Infill Development Area in the CDMP, and if needed, developing policies; and consider developing strategies that promote infill development in specific areas.

The adopted 2010 EAR recommended that a new objective be added to the Economic Element of the CDMP, addressing economic revitalization of neighborhoods with priority given to Urban Centers, and that Objective 9 of the Economic Element be revised to place greater emphasis on workforce development necessary for job retention and creation. These revisions to the CDMP have been implemented.

In 2003, the County established the Community Workforce Program (CWP) by ordinance. The CWP was created to provide job opportunities to local residents in Designated Target Areas (DTA), consisting of Enterprise Zones, Target Areas, and Community Development Block Grant areas, which are traditionally underserved and underdeveloped neighborhoods. The jobs opportunities are associated with Capital Construction Contracts located in the DTA, and a local workforce goal is applied to these construction contracts for a CWP. The goal is established based on the scope of work, the relative local government unemployment rate, the estimate of the trades and workforce necessary to perform construction trades work, and the labor necessary under the contract. A workforce goal is applied to all capital construction projects entered into and issued by the County, its departments and agencies, the Public Health Trust, or funded in whole or in part by County funds or with private funds on County property for projects and work order equal or greater than two-hundred five thousand dollars (\$250,000) and located in a DTA.

The Miami-Dade County in collaboration with the Beacon Council plays an important role in implementing performance-based incentives. Some of the incentives include various tax credits for businesses expanding or relocating within Miami-Dade County and employers creating jobs within the Enterprise Zone, or hiring employees from qualified target industries. The Enterprise Zone is primarily located in the Urban Infill Area and Redevelopment Concurrency Exception Areas, while the qualified target industries program is available throughout the county.

- **Recommendation 3:** *Hold the line on the Urban Development Boundary (UDB). The Board of County Commissioners should adopt as a policy statement that the UDB will not be extended for the next ten years.*

The BCC has not adopted a policy statement holding the line in the UDB. Since 1997, 24 applications have been filed requesting moving the UDB. Of these applications, 5 were for Residential uses only, 2 were for Residential, Commercial and/or Industrial uses, and 17 were for Commercial and/or Industrial uses. 19 applications were denied, 5 applications were approved and one application is pending, Parkland, a DRI.

HOUSING

- **Recommendation 4:** *Within the Urban Infill Development Area, encourage a balanced mix of well-designated housing types (owner/renter occupied units), sizes and prices for all income levels (market and non-market rate units).*

Adopted as part of the 2003 EAR-based CDMP amendments filed in 2004, text was included in the Land Use Element to allow for moderate density and intensity mixed-use development along major roadways, which would allow for housing diversity on parcels designated Low-Medium Residential and higher. Referred to as the "Mixed Use

Development” in the CDMP, the text provides up to a maximum of 36 units per gross acre when mixed with other uses such as retail or office. The text has been implemented in the zoning code and is identified as “Urban Area Districts.” Urban Area Districts complement Urban Centers by providing higher intensity and density of development outside the boundaries of Urban Center Districts. Urban Center Districts have defined boundaries not extending beyond half a mile; however, Urban Areas occur along CDMP designated major corridors and can extend considerable distances. Urban Areas can form part of an adopted Urban Center District but are not guided by the higher intensity thresholds permitted within the boundaries of the Urban Center. As such, they complement Urban Center Districts by defining and/or occupying the development edges of the district and act as a transition between the Urban Center and low scale residential communities which may surround them. Although the intensity and density of development is not as high as those found in the Urban Centers, the maximum density permitted in the Urban Area can produce multiple family housing forms serving families of varying income levels. Since the Urban Area District implementation, several multi-family housing developments have been approved for seniors and low-income families in the Urban Infill Area.

CDMP Policy LU-7I was added, to provide for the County to review development incentives to encourage higher density, mixed-use and transit development at or near existing and future transit stations and corridors. This Policy was implemented in the County’s Metrorail Stations through the adoption of the Dr. Martin Luther King Jr. Corridor Subzone (MLK zone) and the Rapid Transit Zone District Regulations for non-Metrorail development within the City of Miami. The development standards for these stations encourage but do not require mixed-use and are guided by the CDMP’s Community Urban Center text. Intensity of development is higher in the City of Miami Metrorail stations when LEED principles are incorporated. Stations such as Brownsville, Santa Clara, and Northside in the MLK zone contain multi-family and mixed-use developments accommodating a wide range of family incomes. Generally, they have been developed for families whose income range at or below 80% of the Area Median Income (AMI). In stations containing multiple building components, the AMI ranges are mixed in one building or spread among multiple buildings. Developments are required to connect to the transit station, incorporate urban design principles which encourage pedestrian activity, contain a variety of unit sizes and set a precedent for future urban forms in the immediate neighborhood.

The CDMP also contains a density bonus for affordable housing which also contains a density bonus for affordable housing which allows increases of 17%, 25%, 30% and 60% above the maximum density permitted in the applicable land use residential designation for sponsorship. The 17% and 25% programs can be applied to existing zoning districts. Through the Voluntary Inclusionary Zoning program, a density bonus of up to 25% may be allowed for projects that set aside residential units for workforce housing. The Voluntary Inclusionary Zoning program defines workforce as households with incomes between 65% and 140% of the County’s median income. This bonus is applicable to developments in multi-family zoning districts or zoning districts that also permit residential development as a matter of right or through a special exception. For those developments that provide a mix of market rate (above 140% of the County’s median income), workforce housing and affordable housing, a density bonus of up to 60% is permitted after adoption of the “Multifamily Infill Housing Zoning Overlay”. This is a yet to be adopted zoning district and the bonuses cannot be applied to other multi-family zoning districts or other zoning districts where multi-family is permitted as a matter

of right or through a special exception. All of the aforementioned bonuses are intended to address the critical shortage of housing for seniors and families whose income lies below the AMI. In the past few years, the recession has afforded some families falling within the workforce housing bracket the opportunity to attain housing due to reductions in housing prices. Market rate and workforce housing opportunities decreased immediately after the beginning of the 2007 recession, while affordable housing opportunities increased due to Federal programs to aid low-income families. Most of the Federal subsidies have aided the development of affordable housing in the County's UIA, specifically in UIA located at Metrorail stations, Model Cities Urban Center District and North Central Urban Area. It is important to note that County approved affordable multi-family developments since 2007 did not incorporate any of the bonus programs for affordable housing provided by the CDMP.

Mixed-use developments consisting of retail, office and multi-family apartments have also been built at or in the vicinity of Dadeland South, Dadeland North and Brickell. Projects built in these areas primarily serve families whose incomes are higher than 140% of the AMI. The Brickell area is defined by the luxury apartment market catering to international buyers and well paid professionals. Development in the Downtown Kendall Urban Center District, which includes Dadeland South and Dadeland North Metrorail stations serve the young, albeit well paid professional, empty nesters with considerable income.

The County has also begun to address other transit stations and hubs that are located along the Metrorail line and major corridors. County Planning Staff in consultation with community members and other stakeholders developed a design concept for the proposed Northwest 7th Avenue Transit Village. The design concept was later used to guide a Request for Proposal (RFP) for the subject site. The RFP winning entry, which is very to the design concept, will contain affordable housing, offices retail, transit station and a box theater. The Land Use Planning and Study has been completed. Miami-Dade Transit and the Internal Services Department are preparing a REF for development of the site with mixed-use, public space and a transit park and ride terminal. This project will provide a housing mix, consisting of affordable units.

- ***Recommendation 5: Create a consortium of lending institutions for residential and business loans at below market prices.***

The consortium has not been created. However, the County is working with approximately 10 banks participating in Miami-Dade County's Public Housing and Community Development's Homeownership Program. The PHCD second mortgage area maintains a list of County approved first mortgage lenders, assures compliance and works with them to address the changes in the financial lending practices.

In 2005, Policy LU12B was added to the Land Use Element of the CDMP, specifying adoption of financial and regulatory incentives for new development on vacant parcels in the Urban Infill Area (UIA). The County contains an elevated number of areas within the UIA which are underdeveloped or vacant but have access to established infrastructure. Land use policies in the CDMP provide for development or redevelopment of vacant parcels in an efficient and compact form which in combination with the existing infrastructure can result in development forms that yield intense development that is cost effective. An example of such legislation is the "Urban Center". These "Urban Centers"

identified in the adopted Miami-Dade County Land Use Plan map and adopted as zoning districts are areas targeted by the County for higher density and intensity of development. They are required to be located near transit and when present in the UIA, have readily available infrastructure systems in place and a high inventory of vacant or underdeveloped land. Urban Centers encourage high density and intensity, are served by transit and major corridors that can accommodate the increased volumes of traffic and pedestrian activity resulting from the allowable development thresholds identified in the Urban Center text of the CDMP. The adopted Urban Center District intensities and densities are substantially higher than intensities and densities permitted in zoning districts outside said Centers, and are sought out by developers who find the higher densities and intensities necessary for development feasibility and to fill the need for housing and neighborhood services.

Further, the CDMP adopted Mixed-Use Development text provides for mixed-use development and redevelopment with a residential of up to 36 units per acre on eligible parcels along major County corridors without necessitating a land use amendment. This legislation is implemented as zoning districts known as "Urban Areas". Urban Areas are less intense than Centers but fulfill a need for affordable housing and neighborhood services. When adjoining Urban Centers, they act as "transition districts", providing for developments of moderate intensity between the urban center and the more prevalent urban form surrounding such centers consisting mainly of single-family and low scale multi-family housing. Urban Centers are limited in size, typically not extending beyond a half mile from a transit station. When permitted by the CDMP, Urban Areas can extend for miles, providing development opportunities or "infill housing" in many neighborhoods lacking affordable housing. Incentives for developing in these Urban Areas include: no land use amendments; administrative development approvals for parcels located in adopted Urban Areas; and higher density and intensity of development permitted than underlying CDMP designated land use, when eligible. These developments are permitted along major corridors which typically provide the infrastructure and accessibility that help to reduce development costs.

Miami-Dade Public Housing and Community Development (PHCD) has a Micro Loan Program (the Program) which utilizes the U.S. Housing and Urban Development (HUD) Community Development Block Grant (CDBG) funds to provide technical assistance and micro loans targeted for small business development or for expansion of businesses with five (5) or less employees. The Program is designed to stimulate growth and create new jobs for low to moderate-income individuals to improve the economic conditions of residents in the community. The Program is currently administered through three agencies: Partners for Self-Employment Inc., d/b/a MicroBusiness, USA and Accion USA, both are Community Development Financial Institution certified; and the Black Economic Development d/b/a Tools for Change is Community Development certified. A Loan Review Committee reviews and approves the loan applications. The agencies' responsibilities include marketing, processing applications, providing counseling and "one-on-one" technical assistance to the businesses. Small business recipients of micro loan must create jobs for low to moderate-income people, of which fifty-one percent or more of the jobs created, must be held by from low to moderate-income households as defined by US HUD.

INFRASTRUCTURE/FUNDING

- **Recommendation 6:** *Upgrade mass transit service in the Urban Infill Development Area through an expanded rail system, increased and reliable bus service and intermodal connections, and improved marketing of the system.*

Miami-Dade Transit (MDT) continues to develop premium transit services in the corridors approved by the People's Transportation Plan and other major corridors. These services, enhanced bus corridors and express bus services, will incrementally build local ridership first, then to justify major improvements later. Enhanced bus services include buses running in straighter, more direct routes, and running more frequently with fewer stops. Since the implementation of the People's Transportation Plan in 2002, bus service has increased significantly. Metrobus service increased from 26,374,992 miles to 28,782,276 in 2013; and the peak vehicle requirements increased from 560 busses to 687 in 2013. Other major extensions of the Metrorail such as the North Corridor, East-West Corridor and SouthLink are not financially feasible at this time given MDT's approved 1-year operating budget and existing revenue sources. Although Miami-Dade County has implemented development regulations that allow increase densities along the South Dade Corridor (US 1) and other corridors increase and ridership grows, Metrorail could then be considered to meet increased demand.

The Metrorail in 2003 expanded its service to the Palmetto Station in Northwest Miami and; the South Miami-Dade Busway, originally initiated in 1997, completed its expanded service to Florida City in 2007. There is a direct connection to the airport with the construction of the 2.4-mile AirportLink Metrorail extension began revenue service on July 28, 2012. This project provides a Metrorail connection between the Miami Intermodal Center (MIC) east of Miami International Airport and the existing Earlington Heights Metrorail Station. Included in the project is a new Metrorail Station located at the MIC to serve as a multimodal transfer hub for Metrobus, Metrorail, Tri-Rail, future expansion of Amtrak, the MIC-MIA Connector, and other chartered transportation services such as an intercity bus. The Port of Miami is served by Metrobus Route 243 which provides a direct connection from the Historic Overtown/Lyric Theater Metrorail Station to PortMiami. All of these projects addressed by this report are located in the proposed Urban Infill Development Area.

MDT recognizes the importance of providing an efficient and reliable transportation system that links employment centers, educational facilities and commercial developments, and the need to improve intermodal connections within the Urban Infill Area (UIA) and along the South Dade Busway by providing convenient park-and-ride facilities. MDT is planning for enhanced bus rapid service along the Biscayne Boulevard, NW 27 Avenue, SR 836, and Flagler Street.

MDT fully encourages public involvement and participation in the development of the People's Transportation Plan (PTP) and other transportation-related issues, conducting interactive presentations with communities across the county. MDT recently redesigned its website (www.miamidade.gov/transit) with a new streamlined look and more user-friendly design to make it easier for transit passengers to find transit service information. The new home page now features popular interactive rider tools like the Google-powered automated transit Trip Planner; Train Tracker for next-train arrival times; and Service Updates, including bus detours and changes to the Metrorail or Metromover schedule. MDT's website is mobile-enabled for smart phone users. MDT proposes to

provide real-time parking space counters and dynamic message signs at all Metrorail Station Park-and-Ride Facilities. This project will be implemented incrementally starting with the larger and higher demand Metrorail parking facilities.

- **Recommendation 7:** *Improve educational opportunities in the Urban Infill Development Area (UIDA) by giving priority to 1) increasing funding, 2) redirecting resources, and 3) forgoing creative solutions through public school/private enterprise partnerships to identify incentives for providing education opportunities within the UIDA.*

In 2005 Miami-Dade County Public Schools (MDCPS) embarked on a major capital improvement plan which added substantial additional student capacity, campus replacements, improvement to the existing school inventory and significant educational enhancements. One of the major aspects of the plan was to adopt standards which provide more flexibility in the siting and design of urban schools, and to incorporate adaptive re-uses as a strategy to deliver educational facilities. As such, MDCPS commissioned the development of four school prototypes to create adaptable school buildings that can “expand” or “contract” based on need and site, especially in urban infill sites where land constraints exist, such as Coconut Palm K-8 Academy. MDCPS built a 6-acre high school, Westland Hialeah Senior, in the UIA where in the past a 20-acre site would have been preferred. MDCPS built several adaptive reuse projects in the UIA, where existing buildings and/or spaces were converted to educational facilities. Two examples of an adaptive reuse of an old office building into a new educational facility are the Young Women’s Preparatory Academy and the International Studies Preparatory Academy, both located in the proposed UIDA.

Additionally, MDCPS has partnered with a variety of dedicated community organizations that recognize the value of supporting and involving youth in their service activities. Examples of these partnerships include, Law Enforcement Officers’ Memorial Academy, in Downtown Miami, in partnership with Miami Police Department, and Arthur & Polly Mays Conservatory of the Arts in partnership with the Frost School of Music, University of Miami. Other initiatives such as schools in the workplace were also implemented.

On November 6, 2012, Miami-Dade County voters approved the issuance of a \$1.2 billion General Obligation (GO) Bond for renovating facilities, updating technology, building school replacements, expanding student capacity, and enhancing facility safety. Nearly 70% of those voting supported the bond issue. Many of these aging schools are located within the Urban Infill Area. An inequity existed between the instructional experience of students attending newer schools and those in outdated buildings will disappear with this bond issue. Aging schools will be replaced or updated to ensure all students have access to cutting-edge academic programming and modern safety and security measures. Furthermore, the bond issue will provide for Miami-Dade County Public Schools’ long-term capital needs to be repaid over time with minimal impact to homeowners. The long-term benefits of this 21st century schools initiative far outweigh the costs and will create 9,200 jobs during the first three years of the bond and more than 18,000 sustainable jobs during the course of construction.

- **Recommendation 8:** *Dade County should participate with federal, state, and other initiatives in a coordinated effort with other local governments to pursue financial assistance for infill infrastructure projects within the Urban Infill Development Area.*

Objective 2 of the Water and Sewer Subelement directs the County to maintain procedures to ensure that any facility deficiencies are corrected and that adequate facility capacity will be available to meet future needs.

The Miami-Dade Water and Sewer Department (MDWASD) consistently pursues all available federal, state, or other funding sources to match MDWASD's financial resources; provided that the funding follows all regulatory and operational needs and constraints and the project is approved by the Board of County Commissioners (BCC) because of lack of funding. However, MDWASD has not been able to replace or expand its aging sewer collection/transmission facilities as required. As a result, in December 2013, a new Consent Decree between the County, the United States of America, the State of Florida and the Florida Department of Environmental Protection was lodged. The new Consent Decree requires MDWASD to upgrade its aging wastewater infrastructure. It is estimated the cost for the upgrades will be \$1.1 billion.

An exemption from payment of water and sewer connections charges for commercial and industrial development property maybe granted, only upon determination by the BCC, provided that the development property is consistent with the Comprehensive Development Master Plan (CDMP). In addition, the development property must be located within an existing designated enterprise zone and has been granted a property tax exemption pursuant to Sections 29-81 and 29-89, of the Code of Miami-Dade County; and 25% of the employees for the development property are residents of the enterprise zone. The enterprise zone, as mentioned previously, is located in the Urban Infill Area and the Redevelopment Concurrency Exception Areas.

MDT through its Grants Administration Division identifies funding opportunities from Federal and State resources to maximize revenue support to the department. This includes all formula and earmarks announced via Federal Register and discretionary (competitive) funds from the Department of Homeland Security (DHS), Environmental Protection Agency (EPA), Department of Transportation (USDOT), and other Federal Governmental agencies. MDT Grants Administration Division also manages the existing grants with the Federal Transit Administration (FTA), Florida Department of Transportation (FDOT).

Recent efforts to pursue financial assistance for infill infrastructure (transit) projects that feed passengers into the Urban Infill Area include: Grant applications submitted for the State Road (SR) 836 Express Bus Service and for the NW 27th Avenue Bus Service projects. The request is to purchase a total of 22 new 60-foot diesel electric hybrid buses (11 for the SR 836 Express Enhanced Bus Service and 11 for the NW 27th Avenue. MDT received notification of award on both projects in October 2010 and September 2011 respectfully. Furthermore, an application was submitted to the State in June 2012 for \$2,332,590 for Fiscal Year (FY) 2014 Service Development program funding for several local routes. Although, MDT did not receive funding for this Service Development funding cycle, MDT will continue to pursue such opportunities.

MDT submitted an application for \$5.19 million in FY 2017 for the County Incentive Grant Program funds. This funding request is for the purchase of ten (10) 40-foot or 60-foot alternative fuel buses for the new Flagler Enhanced Bus Service Project. The buses would allow MDT to provide limited-stop premium bus service from West Miami-Dade County to the Downtown Miami Central Business District (CBD). The application was submitted in June 2012. MDT presented the project to the Scoping Committee at FDOT

District VI, in September 2012 and received notification of award in October 2012. MDT submitted an application for \$4.5 million in FY 2018 for the County Incentive Grant Program Funds. This funding request is for design, right-of-way acquisition of robust stations for the Biscayne Enhanced Bus Service Project. MDT presented the project to the FDOT District VI Scoping Committee in September 2013 and received notification of award in November 2013.

MDT applied and received FTA FY 2007 Bus and Bus Facilities discretionary funds for the U.S. Department of Transportation's Urban Partnership Congestion Initiative. The Miami - Urban Partnership Agreement is comprised of the Florida Metropolitan Planning Organization, Miami-Dade Transit, Broward County Transit, the Miami-Dade Expressway Authority, and the Florida Turnpike Enterprise. The Urban Partnership project is the conversion of 21 miles of two high-occupancy (HOV) lanes (in both directions) along I-95 from I-395 in Miami to I-595 in Fort Lauderdale into variably priced high-occupancy toll (HOT) lanes. MDT was awarded the contract to purchase sixteen (16) sixty-foot hybrid buses to operate along the I-95 Managed Lanes project.

The Public Works and Waste Management Department (PWWM) has worked continuously to maintain, repair and install new sidewalks inside the Urban Infill Development Area (UIDA). Since 1997, PWWM has spent approximately \$4 million dollars worth of sidewalk infrastructure and over \$6.9 millions dollars worth of milling and resurfacing utilizing multiple funding sources which include, Quality Neighborhood Improvement Program, People's Transportation Plan, American Recovery and Reinvestment Act of 2009, Community Development Block Grant, General Obligation Bond, Road Impact Fees, Local Option Gas Tax and Secondary Gas Tax. Whenever possible, the Public Works and Waste Management (PWWM) Department incorporates features for pedestrians and bicyclists into the designs of right-of-way improvement projects. These pedestrian and bicyclist features include sidewalks, bicycle lanes, landscaping, street lighting, school flashers, signalization and medians. PWWM also incorporates traffic calming devices into its infrastructure designs to help slow the motoring public inside the Urban Infill Development Area.

In the Metropolitan Planning Organization's (MPO) Transportation Improvement Program (TIP) there have been numerous projects constructed and planned, which are located in the proposed UIDA since 1997. Such projects include intersection improvements, traffic operations, roadway widening and safety projects, as well as non motorized projects consisting of pedestrian, bike lanes and trails. Since almost all the premium corridors are state roadways the funding for these projects is provided by the Florida Departments of Transportation (FDOT). In addition, projects which FDOT receives federal aid are required to be reviewed by local agencies for compliance with local plans, the County has reviewed approximately eleven applications in these areas since 2006.

Parks Recreation and Open Spaces (PROS) obtained funding from Federal, State and private resources to maximize the department's revenues. This includes funds from the Florida Department of Transportation (FDOT); Communities Putting Prevention to Work Grant (CPPW) administered through the Miami-Dade County Health Department; The Trust for Public Land; the Speedwell Foundation and The John S. and James L. Knight Foundation. Recent efforts to pursue financial assistance for park and recreation planning and infrastructure projects in the Urban Infill Area include: \$789,000 to implement policies of the Parks and Recreation Open Space Master Plan (OSMP). This

included a gap analysis which resulted in a policy to include the walksheds to local parks within a 5-10 minute time period as part of the planning process. Through this grant and through the partnership with the Trust for Public Land, PROS constructed Fitness Zones, outdoor gyms in areas where health data revealed the incidence of health factors related to obesity and obesity related disease. The majority of the Fitness Zones are located in the UIA.

PROS has entered into numerous joint use and/or lease agreements with Miami-Dade County Public Schools for schools and parks located within the proposed UIDA. Capital improvement expenditures for parks serving the UIA have been accomplished through Quality Neighborhood Improvement Program, Safe Neighborhood Parks Bond Program and CDBG and other resources. Under the Redfields to Greenfields Initiative several strategies within the UIA have been conceived to increase open spaces including: North/South Transit Oriented Parks (TOPs) along US 1 and the Metrorail corridors; East/West Greenways and Neighborhood and Regional Parks for land acquisitions in underserved residential areas providing essential open space to support physical activity and improve the health and quality of life in our communities.

DESIGN/REGULATION

- ***Recommendation 9:*** County and municipal permitting agencies in the Urban Infill Development Area should increase flexibility and streamline the permitting and development review process to encourage infill development and redevelopment.

The County's Construction, Permitting and Building Code Services, Department of Regulatory and Economic Resources (DRER), has several programs in place which expedite the permitting process which can be utilized by infill developers. These programs are:

- Cookie Cutter Program. Designed to expedite the plan review process for construction of a model home built on a repetitive basis. Once the model is approved, subsequent reviews will be required to site location.
- Optional Plan Review. Allows a patron to receive an expedite plan review for a fee. Applicants can request single or multi-discipline reviews. Each requested review will be ready the next business day.
- Pre-submittal and rework conferences. Developers and design professional may request pre-submittal conferences prior to application for permit when the plans are 80% complete, and may request rework conferences once the application has been reviewed by plans examiners to clarify and/or resolve plan review comments.
- Design professionals can schedule appointments with individual plans examiners to discuss plan review comments. Plan Review Supervisors are available daily from 8:00 a.m. to 11:30 am to meet with patrons on a first come first serve basis to resolve plan review issues and/or clarify comments.
- Concurrent Review Process. Applicants may submit construction documents and permit application in an electronic format. The documents are sent through an automated workflow that allows plan review disciplines to review them simultaneously. This allows for an efficient and expeditious review process since plans are reviewed concurrently instead of through the traditional linear process.

- Plan Tracking. Review comments are available through the department's website and patrons can track the status and location of the submittal as well as view plan disapproval comments real time as they are entered by Plans Examiners. This allows the design professional to immediately begin addressing deficiencies in the submittal.
- Priority in the plan review process is currently given to all affordable housing, work force housing, green building, government projects and projects of economic importance.
- The County has set review times for all disciplines. The review time accounts for the actual review time and the staging time. The "priority" in the plan review process is moving infill projects to the front of the line. The time saving it represents varies. Smaller projects that are reviewed electronically and concurrently, and are generally reviewed within 1 to 3 days, representing time savings of one day or less. For projects that are reviewed linearly, the savings may represent a day or more per reviewing discipline, cutting the review time by 5 or more working days.

In addition, the Planning and Zoning Divisions of DRER has revised, and the BCC has adopted review processes to streamline and reduce the review time for all applications countywide.

- ***Recommendation 10: Promote good design to gain acceptance of higher density, and promote mixed use neighborhoods and projects, including small area planning with a clear objective of empowering the residents, business owners, and all other stakeholders in determining the character and intensity of development in and around their neighborhood.***

Miami-Dade County has been conducting area planning charrettes and vision workshops since 1998. These charrettes and workshops provide a forum for residents and property owners to guide development and character for their area. Since that time, 22 Charrettes and Area Plan Reports have been accepted/approved by the BCC, all of which are located in the proposed Urban Infill Development Area (UIDA).

See attached Figure 3, depicting the location of Charrette Area Plans.

Downtown Kendall Urban Center Report
accepted (Resolution R-1081-198)

Discover Naranja Report
(Resolution No. R-945-03)

Goulds Report accepted
(Resolution No. R-1321-03)

Ojus Report accepted
(Resolution No. R-167-04)

Old Cutler Road Report accepted
(Resolution No. R-439-04)

Cutler Ridge Report accepted
(Resolution No. R-438-04)

North Central Report accepted
(Resolution No. R-497-04)

Model Cities Report accepted
(Resolution No. R-598-04)

Perrine Report accepted
(Resolution No. R-993-04)

Princeton Report accepted
(Resolution No. R-1108-04)

Leisure City/Naranja Lakes Report accepted
(Resolution No. R 869-06)

Country Club/Palm Springs North
(Resolution No. R-870-06)

North Corridor Station Area Veteran's Way (Resolution No. R-1226-07)	North Corridor Station Area NW 199th Street (Resolution No. R-1225-07)
North Corridor Station Area NW 183rd Street (Resolution No. R-1224-07)	Schenley Park Report (Resolution No. R-44-09)
East Kendall Report (Resolution No. R-502-09)	Bird Road Corridor Study (Resolution No. R-356-10)
Richmond Heights Report (Resolution No. R-1084-10)	Coral Villa (Resolution No. R-321-11)
Palmer Lake (Resolution No. R-393-12)	

Ten (10) of these areas have new zoning districts adopted into the Code of Miami-Dade County and been rezoned to these districts, all of which are located in the proposed Urban Infill Development Area (UIDA). The County should focus on creating area plans within the infill area and along the premium transit corridors.

Downtown Kendall Metropolitan Urban Center (DKUCD Ord. 99-166)	Naranja Community Urban Center (NCUC Res. Z-13-05)
Goulds Community Urban Center (GCUC Res. Z-25-05)	Princeton Community Urban Center (PCUC Res. Z-26-05)
Ojus Urban Area (OUA Res. Z-3-07)	Cutler Ridge Metropolitan Urban Center (CRMUC Res. Z-05-07)
Perrine Community Urban Center (PECUC Res. Z-52-07)	Model City Community Urban Center (MCUC Res. Z-12-11)
Leisure City Community Urban Center (LCUC Res. Z-2-12)	North Central Urban Area District (NCUAD Res. Z-14-12)

Urban Centers promote good urban design, provide a range of housing types and costs, allow for moderate and high residential densities, permit mixed-use along mass transit corridors and major roadways, and attract businesses, including retail and office uses that provide a wide range of jobs easily accessible to residents. These centers, which serve a localized area, are characterized by physical cohesiveness, direct accessibility by mass transit service, and high quality of urban design. The County gives special emphasis to providing a high level of public mass transit service in the centers and encouraging intensification of development at these centers over time. The Traffic Engineering Division of the Public Works and Waste Management Department coordinates with RER's staff to align traffic/roadway/walkway/bikeway geometric and safety standards to achieve more walkable communities with complete streets in the Urban Centers.

Currently, within the proposed UIDA, there are eight existing Metrorail Joint Development Projects, which include office, retail and residential developments; there are three Joint Development Projects in planning and constructions phases; and four Metromover Joint Development Projects, some of which development have been

completed and others in planning or construction stages. See attached Exhibit B, for a list of projects, along with development program and status.

PUBLIC EDUCATION

- **Recommendation 11:** *The County and cities should coordinate the creation of a parcel inventory of vacant, abandoned, or significantly underutilized sites within the Urban Infill Development Area and disseminate such information to the development industry, including lenders, realtors, developers, and the public.*

The County's Infill Housing Program was created in 2001. This program was developed as a result of the Resolution R-555-98, authorizing the issuance of a Request for Applications (RFA) for the Miami-Dade County Housing Agency Infill Housing Program. Subsequently, an Infill Housing Committee developed a Report in 1998 to assist in the implementation of the Infill Housing Initiative. In 2001, the program was developed under Ordinance 01-47. Below is a summary status of County and private lots developed as of March 5, 2013.

Total Infill Lots (County and private lots)	928
Infill Lots developed and sold according to program requirements	669
Rented Homes under Rental Exception	31
Infill lots remaining to be developed	228
Infill lots under construction	56
Infill lots pending construction	152
Lots to be provided by Internal Services Department (132) and Public Housing and Community Development (26) for review and possible Work Order Proposal Request solicitation	158

In October 2011, the County Internal Services Department (ISD) provided to Public Housing and Community Development an inventory of 217 vacant lots for use in the Infill Housing Initiative Program. These lots are within the following areas:

The Urban Infill Target Area (UITA), [defined in Section 33G-3(26) of the County Code]; the Targeted Urban Areas (TUA), [defined in Section 30A-129(2) of the County Code]; those portions of Neighborhood Revitalization Strategy Areas not otherwise covered under the UITA and TUA; and/or any geographic locations in Miami-Dade County which were designated by the Federal Government as empowerment zones.

The Board of County Commissioners approved 217 lots as "surplus" County property for affordable housing in the County's Infill Housing Initiative Program and adopted Resolutions R-527-12 and R-763-12. One hundred and seventeen (117) of the 217 lots were included in Work Order Proposal Request (WOPR) #2 solicitation to the approved Infill Developer Pool, in accordance with Implementing Order 3-44. Fifty (50) of the 117

lots are pending conveyances to awarded Infill Developers. On October 2, 2012, eight (8) lots were approved for award to a not-for-profit through R-787-12; and on February 5, 2013 one (1) lot was removed from the Infill Housing Program to be offered/bid to an adjacent property owner through R-89-13. The remaining 158 County-owned property will be featured in WORP #4, after the new Infill Developer Pool is approved. There were no proposals under the WORP#3 solicitation. The Affordable Housing Committee is evaluating proposals to recommend to the BCC a new Infill Developer Pool to replace the existing Infill Developer Pool.

Miami-Dade County has a process in place for acquiring County real property for public and/or private use. Non-County governmental jurisdictions and eligible non-profit organizations may lease or purchase property that the County no longer needs. Upon receipt of a request, the property is identified and screened for need by County agencies, and for the suitability of the proposed use intended by the recipient. If no County need is identified, and the intended use is for public purposes, the parcel may be declared surplus and transferred by lease or deed to the requesting entity. Surplus properties that are not conveyed by lease or sale to state/local governments, or other eligible recipients for public purposes may then be sold to private individuals and companies through competitive bid. County real estate staff tries to balance benefits to local communities and maximize returns to taxpayers in moving unneeded County property to productive and often tax-generating use.

County-owned properties differ widely in type and value. Parcels are typically vacant, and include all types of zoning classifications, residential, commercial, industrial and agricultural. Properties may be located in unincorporated Miami-Dade County, or in a municipality. Title to these properties, come to the County via acquisition, dedication, tax escheatment, condemnation or other court judgment. Prior to any lease or sale of County real property, the Board of County Commissioners must declare the property surplus to County needs.

As shown on Table 1, there are approximately 2,464 acres of vacant land inside the proposed Urban Infill Development Area (UIDA). There are also a significant number of parcels that are developed but not currently built to the highest and best use of the land. The County should focus on identifying and removing barriers to development and redevelopment of these vacant and underutilized parcels. For example, higher land costs associated with infill development can serve as a deterrent to the development of vacant and underutilized parcels within the UIDA. Policies that allow for greater residential densities and commercial floor area ratios can provide an incentive to promote the development of these parcels.

The average lot size of vacant parcels inside the proposed UIDA is 0.36 acres. On-site parking requirements can pose a challenge to the development of small parcels in the proposed UIDA. Policies and public services that reduce the amount of on-site parking needed can help to promote development of small parcels within the proposed UIDA. Examples include the provision of on-street parking, a reliable, efficient mass transit system, as well as policies that promote shared parking facilities and off-street parking reductions in the proposed UIDA. With the assistance of a consultant, the Department of Regulatory and Economic Resources is currently reviewing the off-street parking requirements of the Zoning Code including the identification of opportunities for shared parking and reductions to the off-street parking requirements in areas that are served by

premium mass transit. The report and policy recommendations will be presented to the Board of County Commissioners in the summer of 2013.

Market demand for residential and commercial development within the proposed UIDA will likely drive the pace of development of vacant and underutilized parcels. Policies that promote livability and economic development can bolster market demand within the proposed UIDA. The Standard Urban Center District Regulations of the Zoning Code focus on creating activity centers that integrate various land uses while maintaining compatibility. These regulations are applicable within the areas identified in Figure 3.

On April 2, 2013, the Board of County Commissioners adopted Resolution No. R-250-13 which directs the County administration to prepare an interactive map and database of vacant commercial and industrial parcels located in Targeted Urban Areas, Enterprise Zones, Empowerment Zones, and Neighborhood Revitalization Strategy Areas to assist the Beacon Council in attracting business development to these areas. Since many of these areas are located within the proposed UIDA, the inventory of vacant and underutilized parcels, once complete, should be made available on the County's website to inform prospective developers about development opportunities within the proposed UIDA. In addition, the County should coordinate with municipalities to also make the inventory available on their respective websites.

IMPLEMENTATION

- ***Recommendation 12:*** *An Infill Strategy Committee should be established for a period of 18 months to assist the County in implementing and further defining the recommendations outline in this report.*

The Board of County Commissioners accepted the Infill Strategy Task Force's Final Report in December 1997, but did not create the Infill Strategy Committee. However, the various County Departments and the agencies which were involved in the Task Force's work and in developing the report made the determination to carry out many of the recommendations. As a result, many of the recommendations were incorporated as policies in several elements of the Comprehensive Development Master Plan and the implementation of some of them are ongoing work.

Summary

In summary, Recommendation 1, 2, 4, 5, 6, 7, 8, 9, 10 and 11 have been implemented either fully or partially. Recommendations 3 and 12 have not been implemented.

Recommendation 1 has been addressed primarily by adding Policy LU-12C requiring the County to evaluate the need to designate an UIDA and if necessary develop policies specifying that this area receive priority for future public and private investments in infrastructure. Policy CIE-3A2 which states in part that capital facilities and infrastructure implications of land use and development plans be analyzed with attention to providing the necessary capacity to maintain and/or improvement levels of service in areas designated for redevelopment, infill development and/or higher residential densities. Revisions to Policies LU-2B, TC-4C and CIE-5A, in the adopted 2012 EAR-based amendments, provide for the priority of facilities and services for development to serve the areas within the Urban Infill Area and Transportation Concurrency Exception Areas. This report proposes designating an Urban Infill Development Area (UIDA) to

be given priority for transit and infrastructure, this area is similar to the area proposed in the *Infill Strategy Task Force's 1997 Final Report*. The proposed UIDA will replace the area identified as the UIA in the CDMP with modifications to the boundary to encompass the urban centers and premium transit corridors identified on the map (See Figure 2). In addition, the continued adoption of Urban Center zoning districts located in the proposed UIDA.

Recommendation 2 has been addressed primarily by adding a new Objective LU-12 and Policies promoting infill development, in CDBG, Target Urban Areas, Enterprise Zones and the County established a Community Workforce Program providing for job opportunities to local residents of in those areas.

Recommendation 4 has been addressed by adding text to the Residential Communities section of the Land Use Element allowing for moderate density and intensity mixed use development along major roadways, which allow for housing diversity on parcels designated Low-Medium Residential or higher.

Recommendation 5 has been addressed by the County working with approximately 10 banks participating in the County's Department of Public Housing and Community Development's (PHCD) Homeownership program. PHCD has a Micro Loan Program which utilizes CDBG funds to provide technical assistance and loans targeted for small business development or expansion of businesses. Though, a consortium has not been created.

Recommendation 6 has been addressed based on the significant upgrades to transit systems throughout the UIDA, especially since the implementation of the People's Transportation Plan. These upgrades include the extension of Metrorail to the Palmetto Station, the extension of Metrorail to the Miami Intermodal Center (AirportLink), and numerous bus routes and park-and-ride lots. MDT continues to improve marketing their system through public involvement, upgrades to its websites and creating new applications to make easier access to its services.

Recommendation 7 has been addressed by Miami-Dade County Public Schools in their Capital Improvement Plan by adopting flexible siting and design standards for schools located in urban areas and providing additional educational programs, such as IPREP schools and a Law Enforcement Academy. In addition, the recent bond issue will provide for older schools in the urban to be replaced or upgraded with technology as currently being provided in new schools.

Recommendation 8 has been addressed by departments individually pursuing funding from state, federal and other sources, though this pursuit of funding is not always conducted as a joint coordinated effort.

Recommendation 9 has been addressed by the County's Building and Zoning Divisions continually streamlining and expediting their processes though most of these improvements apply countywide.

Recommendation 10 has been addressed by the County in 22 area planning charrettes and vision workshops since 1998; a majority of which are located in the proposed UIDA, and many have resulted in new zoning districts. These plans promote good urban design, a wide range of housing types, retail and business, and permit mixed use along mass transit corridors and major roadways.

Recommendation 11 has been addressed for single-family housing in the infill area through the County's Infill Housing Program. The program has 928 lots, both county and private lots, of which 669 have been developed and sold according to program requirements. With regard to vacant commercial and industrial parcels, the county and the Beacon Council launched a website www.miamidade.sites.com, on December 3, 2013, an interactive map and database of these vacant parcels located in Targeted Urban Areas, Enterprise Zones, Empowerment Zones and Neighborhood Revitalization Strategy Areas to assist in attracting businesses.

Analysis of Transit and Infrastructure Deficiencies and Impediments to Infill Development and Redevelopment in Existing and Planned Zoned Urban Centers/Urban Area Districts, Including Premium Transit Corridors

Transit

Miami-Dade Transit (MDT) conducted an analysis of transit deficiencies and impediments to infill development and redevelopment along premium transit corridors. (See attached Figure 1, "Infill Areas Analyzed"). Deficiencies and impediments were identified as well as initiatives to address these deficiencies and impediments.

Policy MT-1A of the Mass Transit Subelement of the Transportation Element of the Comprehensive Development Master Plan (CDMP) establishes the minimum peak-hour mass transit LOS standard, which states that all areas within the Urban Development Boundary (UDB) that have a combined resident and workforce population of more than 10,000 persons per square mile, shall be provided with public transit service having 30 minutes headways and an average route spacing of one mile provided that:

- The average combined population and employment density along the corridor between the existing transit network and the area of expansion exceeds 4,000 per square mile, and the corridor is 0.5 miles on either side of any necessary new routes or route expansions to the area of expansion;
- It is estimated there is sufficient demand to warrant the service;
- The service is economically feasible; and
- The expansion of transit service into new areas is not provided at the detriment of existing or planned services in higher density areas with greater need.

MDT has annually determined that nearly all of the urbanized area of Miami-Dade County have met or exceeded the adopted level of service (LOS) standard for mass transit service and concluded that the County continues to meet the standard based on review of the Metrobus/Metrorail service area and the latest socio-economic information provided by the Department of Regulatory and Economic Resources. In addition, the implementation of enhanced bus service projects along premium transit corridors will improve service headways along these corridors.

In recent years, MDT has adopted and implemented policies and initiatives that have made the existing transit system more efficient and reliable and have plans to continue to improve efficiency and reliability of the system in the coming years. In 2009, MDT embarked on a major initiative to improve Metrobus service efficiency through a restructuring of the Metrobus route system while minimizing the impact to customers. The new modified grid bus system was based upon ridership data obtained from the Automated Passenger Counter (APC), Easy Card as well as coordination with local municipal transit services and the Metropolitan Planning Organization (MPO) to maximize interconnectivity and efficiency. The estimated transit operating cost savings as a result of this effort is approximately \$12.3 million annually. In November 2009, the Miami-Dade Board of County Commissioners (BCC) adopted transit service standards for MDT assessing annual operating performance. These service standards aid MDT in identifying transit operating deficiencies. In an effort to continually match service capacity with ridership demand, MDT routinely revises the existing bus route network to better meet the transportation needs of Miami-Dade County. These revisions seek to improve the operational efficiency of the overall transit system.

Several mass transit projects are recommended in the fiscal year 2012 review of priority projects for the Florida Department of Transportation Work Program Cycle of 2014/2018. Some of these projects include improving headways along existing routes on W. Flagler Street, Biscayne Boulevard, NW 7 Avenue and NW 27 Avenue; new route along NW 27 Avenue to downtown Miami; extending routes to the Intermodal Center; and purchase of a lot for parking along South Miami-Dade Busway.

Deficiencies:

In recent years, public transit improvements including the North Corridor and East-West Corridor heavy rail extensions have been placed on hold due to Miami-Dade County's inability to fund the construction costs, and to operate and maintain these large and complex projects. Therefore, one of the major transit deficiencies identified is the lack of funding sources that utilize public and private sources such as impact fees that will assure maintenance of existing service operations and timely implementation of needed transit improvement projects and services.

Miami-Dade Transit is required to develop and adopt a Transit Development Plan (TDP). The TDP requires a major update every five years and annual updates are required in interim years. The annual update presents the current operating and capital improvements of needs of Miami-Dade Transit (MDT). The updates also serves as a planning tool to project future MDT needs for implementation and operation of both transit service and capital for 10 year expansion. Based on the most recent update to the TDP, MDT's total unfunded needs between FY 2013 – FY 2022 totals approximately \$1.01 billion.

MDT is committed to provide a level of transit service that will provide efficient services to passengers throughout the Miami-Dade county service area. The provision of service is continuously considered while MDT seeks to properly address critical issues of generating revenue, managing operational budgets, and prioritizing capital expansion programs.

Initiatives that address this deficiency have been identified in the 2010 Evaluation and Appraisal Report (EAR) which was adopted by the BCC on March 23, 2011. One such initiative involves researching the legal possibility of Miami-Dade Expressway Authority spending or sharing part of its revenues on transit-related projects; and another initiative identified in the EAR involves allowing roadway impact fees to be expended on transit-related roadway improvements, pedestrian and bicycle facilities, transportation system management and transportation demand management, both adopted in the 2012 EAR-based amendments to the CDMP, on December 4, 2013. In addition, the establishment of "transit impact fee" districts along premium transit corridors could also assist in generating a dedicated revenue source to fund future transit projects along premium transit corridors.

Operational Issues:

A lack of transit signal priority, queue jumpers and/or dedicated transit lanes along most premium transit corridors is a major operational transit deficiency that hinders bus travel speeds. MDT is working closely with the Department of Public Works and Waste Management to draft a transit signal priority guideline and implementation plan that will allow MDT buses to communicate with traffic signals.

Impediments:

Impediments to infill development and redevelopment along premium transit corridors have been identified as follows and are categorized as either Land Use or Zoning impediments:

Land Use Impediments:

- Land uses along premium transit corridors should be re-evaluated to allow for greater development densities and intensities and floor area ratios within ¼ mile of either side of premium transit corridors.
- The Future Land Use and Mass Transit Subelement maps should be amended to illustrate both rapid transit corridors and premium transit corridors, adopted in the 2012 EAR-based amendments to the CDMP, on December 4, 2013.

Zoning Impediments:

- Development of park-and-ride/transit terminal facilities is essential for the success of premium transit such as express or enhanced bus service. Greater flexibility in existing development regulations is needed in order to facilitate the approval process for park-and-ride/transit terminal facilities. Except for the Rapid Transit Zone, the County's Zoning Code does not expressly provide for park-and-ride facilities. By interpretation, the County has allowed park-and-ride facilities in those zoning districts that allow "parking lots" or commercial parking as a permitted primary use (industrial zoning districts). The County's Standard Urban Center District Regulations (SUCO) also provide for parking garages as a permitted use in some of its land use designations. In general, the County's development regulations should be amended to clearly and expressly provide for park-and-ride/transit terminal facilities. This shall be done in a manner that is sensitive to the context of the locations of these facilities. Emphasis should be made on providing for these facilities within the commercial districts along premium transit corridors.
- In addition, incentives for developers to incorporate transit-amenities such as park-and-ride spaces into proposed development plans should be offered via a code amendment that provides parking credit to commercial developments along premium transit corridors that include park-and-ride spaces in their development plans. This code amendment would facilitate shared-use parking within commercial developments that benefits both the commercial development and transit patrons.
- Transit oriented development (TOD) is also critical to build ridership incrementally along premium transit corridors. TOD's are characterized by compact urban developments that are close to the street-edge and offer a pedestrian-scale environment that facilitates access to transit. The County's SUCO regulations are designed to implement the TOD, urban center and mixed-use corridor concepts provided in the CDMP. The County should continue to expand the areas zoned under SUCO to include all of the designated premium transit corridors.

Water and Sewer

Miami-Dade County Water and Sewer Department (MDWASD) conducted an analysis of water and sewer deficiencies and impediments to infill development and redevelopment along premium transit corridors. (See attached Figure 1, Infill Areas Analyzed). Deficiencies and impediments were identified as well as initiatives to address these deficiencies and impediments

Water and sewer service within the infill boundary is primarily provided by the MDWASD, along premium transit corridors, and in urban centers, though some of the areas are serviced by other municipalities (See Figures 5 and 6). Water service areas within the infill boundary consist of MDWASD, Florida City, Homestead, and small areas of West Miami, Hialeah, Medley, Opa Locka, North Miami and North Miami Beach. The sewer service areas within the infill boundary include MDWASD, Coral Gables, and small areas of West Miami, Hialeah, Medley, Opa-Locka, North Miami, and North Miami Beach. The information provided herein addresses MDWASD's service area only. MDWASD does not have information on existing infrastructure for other service areas within the infill areas, which are there responsibilities of other municipalities.

Water infrastructure. There is existing water infrastructure for most of the infill areas within the MDWASD's water service area. However, there are sectors primarily in the south area, located along US 1 where there are gaps of no water infrastructure (See Figure 6). Currently, required water infrastructure for future infill projects are identified at the time of development, at which time capacity modeling evaluations are performed. The required water infrastructure needed for new development is funded by the developer and donated to MDWASD.

Sewer infrastructure. There is existing sanitary sewer infrastructure within the MDWASD's sewer service area in the infill areas. However, as noted in Figure 7, there are several locations within the infill area where there is no sewer infrastructure. In the north half of the county, these areas are located primarily north of NW 75th Street along NW 27th, 22nd and 7th Avenues as well as in the Ojus area. In the south half of the county, these areas are located primarily along SW 24th Street from SW 57th to SW 67th avenue, and along U.S. 1 south of the Cutler Ridge area (See Figure 10). These areas are mainly composed of older subdivisions that were developed without sewer service and rely on septic systems for wastewater disposal. At the time of development, capacity modeling evaluations are performed to identify the required infrastructure needed to support the project. The required sewer infrastructure for the new development is funded by the developer and donated to MDWASD.

MDWASD is currently preparing an Integrated Water, Wastewater and Reuse Master Plan that will address areas presently served by septic tanks. The Integrated Master Plan, with a planning horizon through the year 2035, will include identifying facilities needed for the processing of increased wastewater system generated by the elimination of septic tanks. Implementation of these wastewater systems will be based on performance of the septic tanks, growth patterns, and available funding. Long term water and wastewater large capital projects are funded by revenue bonds.

There are various pump stations located within the infill area (see Figure 8) that do not have adequate capacity as defined in the Environmental Protection Agency's (EPA) First and Second Partial Consent Decrees. MDWASD has submitted remedial plans to the EPA with a schedule for completion for said pump stations. In order to address economic development, MDWASD has initiated an accelerated Pump Station Improvement Program (PSIP). In order to manage the PSIP, MDWASD has retained consultant services to manage the program and is currently in the process of advertising five design contracts, to design the improvements. It is anticipated that all pump stations will be brought into compliance within three to four years. The PSIP upgrades are performed by MDWASD and funded by revenue bonds sold. In the event that connection to the sewer system is needed before the pump station upgrades are completed, the developer has the option of funding said upgrades.

Final development orders located in sanitary sewer basins that do not have adequate capacity cannot be approved until adequate capacity becomes available. In the areas that do not have sufficient capacity, the use of an interim alternative means of sewage disposal such as an onsite septic tank and drainfield system is reviewed and approved on a case-by-case basis by the Department of Health. The use of an alternative means of sewage disposal is an interim measure, with connection to the public sanitary sewer system required upon availability of adequate collection/transmission capacity.

Fire Flow. In 2010, MDWASD completed a county wide fire flow analysis to identify areas within MDWASD's service area with fire flow deficiencies (See Figure 9, for the location of deficient fire hydrants within the infill areas). MDWASD completed a report in January 2013 and identified projects in MDWASD service area (not just the infill areas) for a total capital cost of approximately \$95 million. Most of the projects are for piping improvements, so that existing hydrants can provide the required fire flows and does not include areas where the existing hydrant spacing is insufficient. Fire flow deficiencies are funded by a combination of funding sources, developers in new areas, and fire hydrant service charge paid by existing retail water customers within 660 feet of an existing fire hydrant.

Funding. Funding of large capital projects come from revenue bonds. Projects that expand capacity within the Department's infrastructure are funded by connection charges. The extension of water and sewer infrastructure needed for new development is funded by the developer and donated to MDWASD. In addition, potential funding for water and sewer infrastructure may be available from the General Obligation Bond (GOB) funding from the District Commissioner. Also, the creation and establishment of special taxing districts is another funding option to provide water and sewer infrastructure improvements in the infill areas.

In summary, there is existing water and sewer infrastructure deficiencies within the proposed UIDA served by MDWASD. However, water and sewer main extensions and/or upgrades required are usually addressed by the proposed development. In addition, improvements to address fire flow deficiencies in certain areas of the proposed UIDA will be required. The infrastructure needed for each infill projects is identified at the time of permitting when the capacity modeling evaluation is performed. In addition, implementation of the systems to address sewerage of areas presently on septic tanks will be addressed in the Integrated Master Plan, and implementation of these systems will be based on the performance of the septic tanks, growth patterns, and available funding. Funding for the water and sewer infrastructure needs within infill areas is provided by several sources. Infrastructure improvements are funded by bonds, developer donations, connection charges, GOB, and special taxing districts. Though, waiting for permitting to address the deficiencies seems too late, as these deficiencies become obstacles for developing and redeveloping in the infill areas. It seems to be more appropriate to address these deficiencies prior to permitting, so as to encourage development and redevelopment in the areas lacking adequate water and sewer infrastructure.

In late 2011, the MDWASD brought to the attention of the Board of County Commissioners (BCC) numerous concerns and problems with the water and sewer infrastructure. The BCC directed the County to prepare a report on the state of the water and sewer infrastructure. The report found the water and sewer infrastructure to be in state of disrepair, with many deteriorated sections of the water and sewer system being vulnerable to failure. The estimated cost to repair the most critical deficiencies in water and sewer system is \$1.1 billion. In late 2012, the BCC adopted Resolution R-952-12, directing the County to identify additional sources of funds in order to expeditiously repair and/or replace the most deteriorated water and sewer infrastructure vulnerable to failure, and to report its findings to the BCC. Generally, these

improvements are funded through revenue bonds secured by revenues of the water and sewer system, monies on deposit in the water and sewer system's Renewal and Replacement Fund and/or available federal and state grants. In order to fund the necessary improvements of this type using revenue bonds, it is projected that current water and sewer rates and charges would need to increase. The County is in the process of identifying additional sources of available revenues, including Building Better Communities General Obligation Bond program funds and convention development tax, so as to allow for a more gradual hike of water and sewer rates, thereby mitigating the financial impact to the County's residents. This report is being prepared by the County's Office of Management and Budget.

Pursuant to a request from the BCC, in April 2013, MDWASD issued a report with the estimated cost to connect residential and commercial properties (located in MDWASD's service area within the Urban Development Boundary) to the water and sewer system where the system is not available, including those properties served by water wells and septic tanks. The report concluded that connecting residential water properties to the system are estimated to cost approximately \$243 million, whereas connecting commercial properties are estimated to cost approximately \$5.8 million. Connecting residential sewer properties to the system are estimated to cost approximately \$2.3 billion, whereas commercial sewer properties are estimated to cost approximately \$386 million. As a result of this report, on July 2, 2013, the BCC passed Resolution R-597-13 directing the Mayor or the Mayor's designee to develop a plan to extend sewer service to the major commercial corridors identified in the water and sewer report including, but not limited to: NW 7th Avenue, NW 22nd Avenue, NW 27th Avenue, NW 79th Street, NE 2nd Avenue, Biscayne Boulevard, SW 40th Street (including from Red Road to the Palmetto Expressway), South Dixie Highway (including the Naranja area) and West Dixie Highway where significant clusters of commercial and industrial zoned property lack access to sewer lines. MDWASD is in the process of transmitting the final report to the BCC.

Stormwater Management. The implications of sea level rise and other climate impacts on infrastructure was addressed as a major issue in the 2010 Evaluation and Appraisal Report (EAR), adopted in March 23, 2011. The Report established that projections of future growth and the planned locations of such growth must be assessed for vulnerability to sea level rise, storm surge and other climate change impacts. This Report laid the groundwork for policies that have now been integrated into the CDMP. The policies aim to address the impacts of climate change on infrastructure and the built environment.

While coastal flooding as a result of climate change is an obvious threat, inland flooding is a threat of equal importance. Rising sea level and groundwater may exacerbate flooding in certain areas of the County. Porous substrate provides some advantages – mitigating flooding and naturally recharging the freshwater aquifer by allowing some rain water to percolate into the ground, it also presents challenges. As sea level rises, the water table will also rise, coming closer to the ground surface and causing surface flooding in areas of lowest elevation. This threat of flooding will be further increased during periods of heavy precipitation since the capacity of the gravity-driven stormwater system and ground to absorb the run-off may be greatly reduced.

As climate change causes heavier rain events, canals will be filled to capacity more frequently causing more extreme and prolonged flooding. As inland flooding becomes more frequent, infrastructure may be impacted. Coastal and low-lying portions of the proposed Urban Infill Development Area may be particularly vulnerable to climate change-related impacts which may impact flood protection. The efficiency of septic systems may also be impacted by a higher groundwater table.

Conclusions and Recommendations

Conclusions:

A. Summary of Cornerstone Recommendations

In summary, Recommendation 1, 2, 4, 5, 6, 7, 8, 9, 10 and 11 have been implemented either fully or partially. Recommendations 3 and 12 have not been implemented.

Recommendation 1 has been addressed primarily by adding Policy LU-12C requiring the County to evaluate the need to designate an UIDA and if necessary develop policies specifying that this area receive priority for future public and private investments in infrastructure. Policy CIE-3A2 which states in part that capital facilities and infrastructure implications of land use and development plans be analyzed with attention to providing the necessary capacity to maintain and/or improvement levels of service in areas designated for redevelopment, infill development and/or higher residential densities. Revisions to Policies LU-2B, TC-4C and CIE-5A, in the adopted 2012 EAR-based amendments, provide for the priority of facilities and services for development to serve the areas within the Urban Infill Area and Transportation Concurrency Exception Areas. This report proposes designating an Urban Infill Development Area (UIDA) to be given priority for transit and infrastructure, this area is similar to the area proposed in the *Infill Strategy Task Force's 1997 Final Report*. The proposed UIDA will replace the area identified as the UIA in the CDMP with modifications to the boundary to encompass the urban centers and premium transit corridors identified on the map (See Figure 2). In addition, the continued adoption of Urban Center zoning districts located in the proposed UIDA.

Recommendation 2 has been addressed primarily by adding a new Objective LU-12 and Policies promoting infill development, in CDBG, Target Urban Areas, Enterprise Zones and the County established a Community Workforce Program providing for job opportunities to local residents of in those areas.

Recommendation 4 has been addressed by adding text to the Residential Communities section of the Land Use Element allowing for moderate density and intensity mixed use development along major roadways, which allow for housing diversity on parcels designated Low-Medium Residential or higher.

Recommendation 5 has been addressed by the County working with approximately 10 banks participating in the County's Department of Public Housing and Community Development's (PHCD) Homeownership program. PHCD has a Micro Loan Program which utilizes CDBG funds to provide technical assistance and loans targeted for small business development or expansion of businesses. Though, a consortium has not been created.

Recommendation 6 has been addressed based on the significant upgrades to transit systems throughout the UIDA, especially since the implementation of the People's Transportation Plan. These upgrades include the extension of Metrorail to the Palmetto Station, the opening of the Miami Intermodal Center, and numerous bus routes and park-and-ride lots. MDT continues to improve marketing their system through public involvement, upgrades to its websites and creating new applications to make easier access to its services.

Recommendation 7 has been addressed by Miami-Dade County Public Schools in their Capital Improvement Plan by adopting flexible siting and design standards for schools located in urban areas and providing additional educational programs, such as IPREP schools and a Law

Enforcement Academy. In addition, the recent bond issue will provide for older schools in the urban to be replaced or upgraded with technology as currently being provided in new schools.

Recommendation 8 has been addressed by departments individually pursuing funding from state, federal and other sources, though this pursuit of funding is not always conducted as a joint coordinated effort.

Recommendation 9 has been addressed by the County's Building and Zoning Divisions continually streamlining and expediting their processes though most of these improvements apply countywide.

Recommendation 10 has been addressed by the County in 22 area planning charrettes and vision workshops since 1998; a majority of which are located in the UIAD, and many have resulted in new zoning districts. These plans promote good urban design, a wide range of housing types, retail and business, and permit mixed use along mass transit corridors and major roadways.

Recommendation 11 has been addressed for single-family housing in the infill area through the County's Infill Housing Program. The program has 928 lots, both county and private lots, of which 669 have been developed and sold according to program requirements. With regard to vacant commercial and industrial parcels, the county and the Beacon Council launched a website www.miamidade.sites.com, on December 3, 2013, an interactive map and database of these vacant parcels located in Targeted Urban Areas, Enterprise Zones, Empowerment Zones and Neighborhood Revitalization Strategy Areas to assist in attracting businesses.

B. Infrastructure Deficiencies

Transit

MDT routinely revises the existing bus route network to better meet the transportation needs of Miami-Dade County. These revisions seek to improve the operational efficiency of the overall transit system.

Lack of transit signal priority, queue jumpers and/or dedicated transit lanes along most premium transit corridors is a major operational transit deficiency that hinders bus travel speeds.

Insufficient funding sources for the maintenance of existing service operations for timely implementation of needed transit improvement projects and services.

Several heavy rail projects, such as North Corridor and East-West Corridor have been placed on hold due to Miami-Dade County's inability to fund the construction, and operate and maintain these large and complex projects.

Water and Sewer

Many of MDWASD water and sewer service sections in a state of disrepair and vulnerable to failure.

Long term water and wastewater large capital projects are funded by revenue bonds.

Pump station upgrades are performed by MDWASD and funded by revenue bonds sold. In the event that connection to the sewer system is needed before the pump station upgrades are completed, the developer has the option of funding the upgrades.

Use of an alternative means of sewage disposal is an interim measure, with connection to the public sanitary sewer system required upon availability of adequate collection/transmission capacity.

Fire flow deficiencies in the proposed UIDA.

Numerous areas located in the proposed UIDA continued to be serviced by septic tanks.

Lack of funding sources to address deficiencies and address bringing adequate water and sewer to areas and along premium transit corridors, located in the proposed UIDA.

C. Impediments to Infill Development and Redevelopment

- While some progress has been made in providing the infrastructure needed to stimulate and foster development in the infill areas, a clear and coordinated effort between the relevant departments and agencies providing services and infrastructure, and those providing development reviews is needed. While every area of the county has needs for service delivery and capital improvements, it should be recognized by policy makers that encouraging infill development is a benefit to the County as a whole.
- Private sector development and redevelopment of an area is a function of expected profitability. Absence of significant government action to revitalize an area is likely to slow development or redevelopment of areas located in the proposed UIDA. The exception is affordable housing only because of substantial government subsidy or assistance. The County and municipalities in the infill areas should provide incentives, such as expedited reviews, density bonuses, alternative development standards, etc., to promote infill development.
- Aside from market factors that make some regions of the County more desirable for development than other areas, the primary challenge to infill development is one of scale. Properties available for development in already urbanized areas are smaller and fragmented. The average size of vacant properties within the Urban Development Boundary is 1.6 acres. While not impossible to build on small properties, developers prefer larger tracts of land, adequate infrastructures and services. Development of larger tracts of land such as those found outside the Urban Development Boundary remain attractive to developers because building hundreds if not thousands of houses or square feet of commercial and office space on unencumbered land give an economy of scale to development costs.
- Vacant lots in the infill area are mainly small and scattered. While some opportunities exist for large-scale development or redevelopment, both residential and commercial, these opportunities are few.
- Current zoning standards with large open space and parking requirements are also an impediment to urban infill development because those requirements are easily accommodated on large tracts of land available primarily in fringe areas. More suitable zoning standards with adequate flexibility for the infill area are needed to provide for sufficient return on investment.
- Businesses interested in investing in infill areas often find themselves unable to secure capital from conventional lenders, or if so only at higher costs. Currently, access to capital is a formidable barrier to business development.

Recommendations

Land Use

The Planning Division of the Department of Regulatory and Economic Resources is currently preparing the adopted 2010 Evaluation and Appraisal Report (EAR) based amendments to the County's Comprehensive Development Master Plan (CDMP). The following amendments are included and address several impediments to urban infill development and redevelopment:

- Land Use Element (LUE) add policy recommending that action be taken to encourage compact development within the UDB, which will reduce pressure to expand the UDB, and includes measures to increase densities and intensities that will support compact development.
- LUE add policies addressing incentives and the removal of barriers to infill and redevelopment.
- Housing Element add a policy for the efficient use of infrastructure in urbanized area as this would promote infill and redevelopment activities that are less land intensive.

In the Capital Improvement Element, CDMP, designate an Urban Infill Development Area (UIDA) in the CDMP. The UIDA will replace the area identified as the UIA in the CDMP with modifications to the boundary to encompass the urban centers and premium transit corridors identified on the map.

Economic Element, CDMP, should be revised to include a new objective addressing economic revitalization of neighborhoods with priority for funding provided to Urban Centers.

Objective 9 in Economic Element should be revised to place greater emphasis on workforce development necessary for job retention and creation.

Provide a clear coordinated effort for county agencies to provide the proposed Urban Infill Development Areas with priority of public and private investment in services, infrastructure, land development regulations needed to foster development and redevelopment.

Conduct community planning workshops for urban infill areas served by premium transit, for the purpose of creating a vision plan to be used as a guide for the implementation of development standards that assist in creating well-designed, compact and efficient built communities containing mixed-use and moderate to high residential densities.

In all future planning for area reports, charrettes and urban centers, expand county efforts by including all agencies and departments that may have an interest or can provide incentives for development, such as Business Development, Public Housing and Community Development, Beacon Council, etc., thereby assuring a complete package for development.

Continue streamlining the permitting and development review processes.

Develop strategies for developing and redeveloping of vacant commercial and industrial parcels, such as code changes and/or overlay districts.

Coordinate with the cities in the proposed Urban Infill Development Area (UIDA) the provision of services and development regulations within adjacent areas.

Consider the creation of Community Redevelopment Agencies to revitalize areas designated UIDAs.

Transit

The Planning Division of the Department of Regulatory and Economic Resources is currently preparing the adopted 2010 Evaluation and Appraisal Report (EAR) based amendments to the County's Comprehensive Development Master Plan (CDMP). The following amendments are included in the Mass Transit Subelement and address several impediments to urban infill development and redevelopment:

- New policy to provide transit signal priority, exclusive transit lane and mixed uses development at appropriate transit facilities.
- New policy to consider expanding the use of roadway impact fees for transit-related projects.
- New Policy to research the possibility of MDX sharing its surplus revenue on transit-related projects.
- Proposes new text and map recommending for the designation of premium transit corridors which may have potential for future rapid transit.

Land uses along premium transit corridors should be re-evaluated to allow for greater development densities and intensities and floor area ratios within ¼ mile of either side of designated premium transit corridors.

County's development regulations should be amended to clearly and expressly provide for park-and-ride/transit terminal facilities in various zoning districts. Emphasis should be made on providing for these facilities within the commercial districts along premium transit corridors.

Amend county code to encourage proposed development along premium transit corridors to include park-and-ride spaces in their development plans which would facilitate shared-use parking within commercial developments, benefitting both the commercial development and transit patrons.

The County should continue to expand the areas zoned under County's Standard Urban Center District Regulations (SUCO) to include all of the designated premium transit corridors.

Continue to upgrade the mass transit service in the proposed UIDA.

Water and Sewer

Continue pursuing and identifying funds to repair the existing deteriorating water and sewer systems.

Creation of special taxing districts to provide water and sewer infrastructure improvements in the urban infill area.

County should develop a funded plan for bringing adequate water and sewer systems to all infill areas and along designated premium transit corridors, (proposed UIDA) in MDWASD service areas; so as to encourage development and redevelopment in these areas, and not waiting for permitting to address deficiency.

County should consider waiving connections fees costs, served by MDWASD, located within Enterprise Zones.

Coordinate with other service providers in the UIDA to ensure adequate water and sewer service.

Stormwater Management

Bring the initiatives to remove impediments to foster infill development into alignment with County policies addressing sea level rise and other climate change-related impacts, particularly in relation to identifying vulnerable areas and adopting strategies to increase the resilience of the built environment. Specifically, CDMP Policy LU-3G indicates that, by 2017, Miami-Dade County shall analyze and identify public infrastructure vulnerable to sea level rise and other climate change-related impacts. It is recommended that the analysis and resulting recommendations detailed in CDMP Policy LU-3G specifically address vulnerabilities that may inhibit future development and redevelopment in the proposed Urban Infill Development Area (UIDA).

Develop provisions and standard methods of stormwater storage and disposal to provide adequate flood protection level of service and provisions to prevent impacts to flood protection levels of service, consistent with the current CDMP and the Florida Building Code.

Table 2
Additional Recommendations and Actions
Infill Strategy Task Force Final Report of December 1997

Geographic Issues	Action
Focus significant redevelopment resources on the more deteriorated sites and affected surroundings.	The focus and mission of the Infill Housing Program (IHP) has been to redevelop urban neighborhoods within the Infill Target Areas and other areas determined by the County, by eliminating blight that maybe associated with vacant County lots. New infill affordable developments initiated by PHCD include, the Scott/Carver HOPE IV development located on NW 22 Avenue, between NW 68 and 75 Streets; Joe Moretti new public development located at SW 10 Street and 2 nd Avenue; and other community developments. Consolidated Plan FY 2013-2017 has identified 13 areas that qualify as Neighborhood Revitalization Strategy Areas (NRSA), based on socio-economic distress, which necessitate neighborhood revitalization these areas include many of the urban centers located within the UIDA.
Focus resources on strategic locations and projects that will have maximum beneficial effects on surrounding areas/properties.	Various County and Federal Programs, such as, NSP, CDBG, SURTAX, HOME and GOB funding have been directed to the Target Areas for the IHP and other PHCD and ISD affordable housing programs.
Housing	
Increase financial incentives to develop infill sites, including subsidization of land purchase, building materials and development and permit fees and associated expenses, such as, mandatory surveys and title searches.	The County's IHP conveys vacant County land to approved developers for \$10. Many of the homes developed are sold to low-income families thru not-for-profit developers. In addition, County liens are released, reimbursement of County impact fees may be provided if home sold thru the program to qualified families (80% or less AMI). PHCD is working with several County Departments to streamline the permitting process and reduce or waive certain County permit fees, where possible.
Remove tax and program biases from home ownership and single family detached types, including property tax biases. *	Property Appraiser's Office reduces tax assessments on infill homes, so long as a restrictive covenant is recorded on the property at point of sale to an eligible family. The home resale price is kept at set amount determined by a formula detailed in the restrictive covenant.
Infrastructure/Funding	
The County and municipalities should prepare in their annual capital budgets impact evaluations for infrastructure budgets to determine their consistency with infill strategies.	MDWASD's annual Capital Improvement Plan is developed with projects prioritized with the view of optimizing the financial resources of the department. The Plan is then presented to the BCC, as part of the Mayor's proposed operating and capital budget. Typically the cost of extending services is paid by developers, grants, general obligation bonds, or through a special taxing district. Therefore, infill planning will benefit from a coordinated infrastructure funding strategy that is

	<p>consistent with MDWASD's various financial requirements.</p> <p>40% of CDBG-budgeted projects may be used for road and sidewalk improvements associated with the awarded development projects.</p>
<p>Infrastructure Agencies should restructure policy to place a higher priority on the installation and upgrade of projects within the infill area and to remove public subsidies from outlying areas.</p>	<p>Miami-Dade County Code provides an exemption for water and sewer connections fees for commercial and industrial development located in an Enterprise Zone, as defined by Sec. 290.004, F.S., and 25% of its employees are residents of the Enterprise Zone.</p>
<p>All municipal and franchise utilities should assist, including funding, in the implementation of system upgrades and expansions required to facilitate development in the Urban Infill Development Area (UIDA).</p>	<p>MDWASD develops master plans to provide the infrastructure needed to meet future demands based on population projects developed by the Department of Regulatory and Economic Resources, and approved by the BCC. Funding for these projects is dependent on the available revenues.</p>
<p>All municipalities and utilities should restructure or initiate a graduated impact fee schedule which would make impact fees lower in the designated infill areas and higher in the areas outside of the infill areas where continued urban sprawl should be discouraged.*</p>	<p>MDWASD's master bond ordinance 93-134, does not allow the department to provide "free service" to water and sewer users of the system, and that all fees and charges must be developed to recover all the cost associated with operating the water and sewer systems (that would be O&M, debt service payment, annual capital transfers, and required bond reserves) to the different classes of rate payers. MDWASD has updated its Rules and Regulations (IO 10-8) to more effectively respond to the trend in redevelopment in infill areas in order to provide a uniform approach and also a case by case approach to require private sector improvements where truly needed to improve domestic and fire flow service.</p>
<p>Prioritize infrastructure spending on projects in UIDA with funds matched by private sector.</p>	<p>MDWASD works with developers to assist in infrastructure funding, when applicable.</p>
<p>The County and municipalities should coordinate with Metropolitan Planning Organization the prioritizing of transportation improvement projects in the UIDA, and establish as an objective of the MPO's update to the County's Long Range Transportation Plan that high priority is place on transportation improvements to promote infill development.</p>	<p>Extensive funding of transportation improvements directed to UIDA, though no objective in MPO's LRTP to promote infill development.</p>
<p>Identify funding for infrastructure improvements within the UIDA for specific roadway modifications within neighborhoods where local focused planning activities have occurred. The reinstatement of the two-cent local option gas tax earmarked specifically for such improvements should be considered.</p>	<p>½ cent sales tax (2002) was defeated by the voters. The Peoples Transportation Plan approved by the voters in provides funding for roadway and neighborhood improvement projects.</p>
<p>Expand potential uses of tax increment financing program. *</p>	<p>No action</p>
<p>Establish a bifurcated property tax for land and improvements. The value of land and improvements would be assessed separately and taxed at different rates. The effect is to discourage</p>	<p>No action.</p>

property owners from allowing their real estate to remain underutilized. Such a system would create a strong incentive to redevelop vacant and underutilized land in the infill area.*	
Expand the real estate transfer fee to fund infill area programs. *	Infill Housing Program has implemented a \$1,000 conveyance fee to offset some operational costs. These fees do not support the Program.
Consider the feasibility of forgiving or waiving tax or fee delinquencies in UIDA to promote the return of properties to productive use.*	No action.
Provide sales tax exemption in UIDA on sale of construction materials for infill development.	There are substantial administrative costs associated with administering this State Program, which undermines the savings realized by the development.
Establish within targeted infill areas tax subsidies, or reductions for limited time period to incubate pioneering retailers.	The Homebuyer Restrictive Covenant requires that the home stays affordable from a minimum of 20 years up to 60 years if sold to other affordable families during the term of the 60 years.
Establish additional State and federal funding sources in support of funding federal immigration policy, an unfunded mandate for Dade County. *	No action.
Design/Regulation	
Create flexible development standards to allow development on small, irregular or otherwise substandard parcels that are common through- out the older portions of the UIDA.	The CDMP thresholds may be too restrictive or not permit development of substandard parcels. Policies, text and objectives should be added to the Master Plan allowing for substandard parcel development in the UIAD. Substandard parcels located in the UIAD within Urban Centers have a are able to be developed, as the center's standards provide for intensive development in small parcels
Examine possible reforms to state concurrency regulations to discourage sprawl. *	There have been revisions to state concurrency requirements providing for transportation exemptions in urbanized areas for the purposes of promoting strategies on mobility, congestion, urban design, the density and intensity of land use mixes, and network connectivity plans used to promote urban infill, redevelopment, or downtown revitalization. Though latest revisions in 2011 provide for transportation, schools, and parks as optional. The County will retain these services in its concurrency program.
Examine possible building code adjustments to promote a fundamental code for rehabilitation of old structures, and establish a rehabilitation certification program.	March, 1, 2002 the State of Florida adopted the Florida Building Code (FBC). This state-wide building code, which is developed and maintained by the Florida Building Commission, supersedes all local construction regulations. The FBC under the "Existing Building" volume regulates the repair, alteration, change of occupancy and/or relocation of existing buildings. These regulations provide the necessary flexibility to allow for improvements to existing buildings while enforcing minimum requirements necessary to safeguard the health, safety and welfare of the occupants and the general public. For example, repairs for minor structural damage are treated differently than

	repairs for substantial structural damage to elements of the lateral force resisting system and different than substantial structural damage to gravity load carrying components.
Revise and/or reduce zoning parking code requirements for infill development by reducing maximum parking requirements especially in areas accessible to transit services, and investigate implementation of shared parking.	DRER is procuring a consultant to study Chapter 33 parking standards and make recommendations, which may include parking reductions in close proximity to rapid transit. Staff has prepared EAR-based CDMP amendments for adoption, modifications to the Urban Center Standards which provide for reductions of the parking requirements on parcels incorporating workforce housing, and on small parcels and parcels in close proximity to transit. The bonus is cumulative providing a significant parking reduction. The Downtown Kendall Metropolitan Urban Center District, which is served by the Downtown North and South Metrorail stations, requires the use of shared parking for mixed-use projects in the district's core and center sub-districts.
Re-examine zoning requirements, and analyze Transfer of Development Rights concept that allows greater density for a specific site without adding to the overall density presently permitted under the zoning regulations.	A study or code changes are required for the adoption of a transfer of development rights (TDRs) ordinance, which would allow transferring density and intensity rights from vacant parcels (in the unincorporated area of Miami-Dade) to parcels inside the UDIA. One problem is the process required to keep track of the transfer of the rights between parcels. The property appraiser and regulatory services division could come up with a method for storing this information in a database, etc.
Create overlay zones in County and municipalities zoning codes for the purpose and intent of encouraging a mixture of residential, commercial and employment opportunities within identified areas of the UIDA. For example, such zones should be established around transit station areas.	Ten urban center districts have been adopted since 2000 implementing the County's Master Plan Urban Center text encouraging mixed-use, compact development in and around transit. Out of the ten, four of the districts lie within the UIDA, including North Central Urban Area, Model City Community Urban Center, Ojus Urban Area District and the Downtown Kendall Urban Center District. Section 33-C of the Miami-Dade County Code provides standards for development on portions of the Metrorail stations not used for transportation (the guideway and platform areas). The standards encourage mixed-use development. Most station sites have been developed with affordable multifamily housing projects, some incorporating a small amount of retail space. One significant project is the Brownsville Station multifamily development in the Model City/Brownsville area of Miami-Dade. Miami 21, the City of Miami's newly adopted zoning standards provide for the development of compact, pedestrian scaled buildings and streets. Allows mixed-use as a matter of right. Also, municipalities such as Miami Beach have similar code standards, which either encourage or allow as a matter of right

	the mixing of land uses. The County is working on several ordinances which are incentivized to allow for higher densities and intensities within major corridors. One of which is the mixed-income zoning district, which allow additional density in %age increments for affordable housing development. Encouraging mixed-use development. Another ordinance is the mixed-use corridor district, which also allows for density percentage increments for parcels along major corridors requiring mixed-use development.
Reform county grant payment procedures for subsidized redevelopment projects to expedite reimbursement to contractors for work completed under contract with community development corporations.	County continually addressing streamlining of internal process.
Establish minimum densities and intensities within zoning districts	This is already established in the Zoning Code and established/restricted/permitted by the adopted Master Plan.
Re-examine state law procedures for condemnation requirements on local government. *	Chapter 8-5 of the Code of Miami Dade County establishes the criteria and procedures for the Building Official to declare a structure unsafe. It also provides for an Unsafe Structure Board or a Panel to hear appeals of the Building Official decision to declare a structure unsafe and to establish time frames for repair and/or demolition of the affected structure or building.
Cities and the county should inventory at-risk properties experiencing code violations, tax delinquencies, mortgage payment delinquencies, police calls and fire emergencies.	Data of properties with violations relating to unsafe structures conditions, other building code violations and various neighborhood regulations is currently available. Data can be provided in electronic format for analysis and/or cross reference with other indicators that the property might be at risk.
Promote joint development incentives and opportunities for infill development adjacent or contiguous to existing and proposed transit service and transit stations.	The County's Housing Department may have several programs involving County funding that can be used towards development and/or redevelopment of parcels within the UIAD. Government Obligation Bonds is one of these programs. Recently, the County has permitted affordable housing development application review and approval through the Government Facilities process. The most important criteria being that the building must be County owned, but not necessarily operated. The Verde Gardens transitional and homeless housing project and the Gran Via elderly housing project are two recent approvals under construction or already constructed. They were a County and non-profit joint ventures.
Seek revision to the Department of Community Affairs rules to allow flexible mixed use areas and categories in local government comprehensive plans. *	DRER is reviewing the Land Use Element of the adopted Master Plan and recommend a new neighborhood structure that would allow for flexible mixed-use areas in different land use categories, especially the residential categories. One objective is to allow development of convenience retail and increased densities in residential land uses with developments incorporating green buildings and

	which are well-designed.
Utilize comprehensive plan amendment provisions to designate Regional Activity Centers to increase DRI thresholds, and seek regional plan amendments to designate Regional Development Districts to increase DRI thresholds.	No action.
Discourage walled and/or gated subdivision developments and encourage building design and orientation that enhances pedestrian accessibility and defensible space	Staff has and is still discouraging gated subdivisions since the 1990's during the site plan review process. CUC districts do not allow gated communities. TND districts do not allow gated communities.
* State Constitution Amendment or Legislation may be required	

Figures

Figure 1 – Infill Areas Analyzed

Figure 2 – Area to be Evaluated for Designation as Urban Infill Development Area (UIDA)

Figure 3 – Charrette Area Plans

Figure 4 – Miami-Dade Water and Sewer Department (MDWASD)-Water Service Areas Within Urban Infill Area

Figure 5 - MDWASD - Sewer Service Areas within Urban Infill Area

Figure 6 - MDWASD - Areas Served by Water within Urban Infill Area

Figure 7 - MDWASD - Areas Served by Sewer within Urban Infill Area

Figure 8 - MDWASD – Pump Station Moratorium within Urban Infill Area

Figure 9 - MDWASD – Fire Deficiency within Urban Infill Area

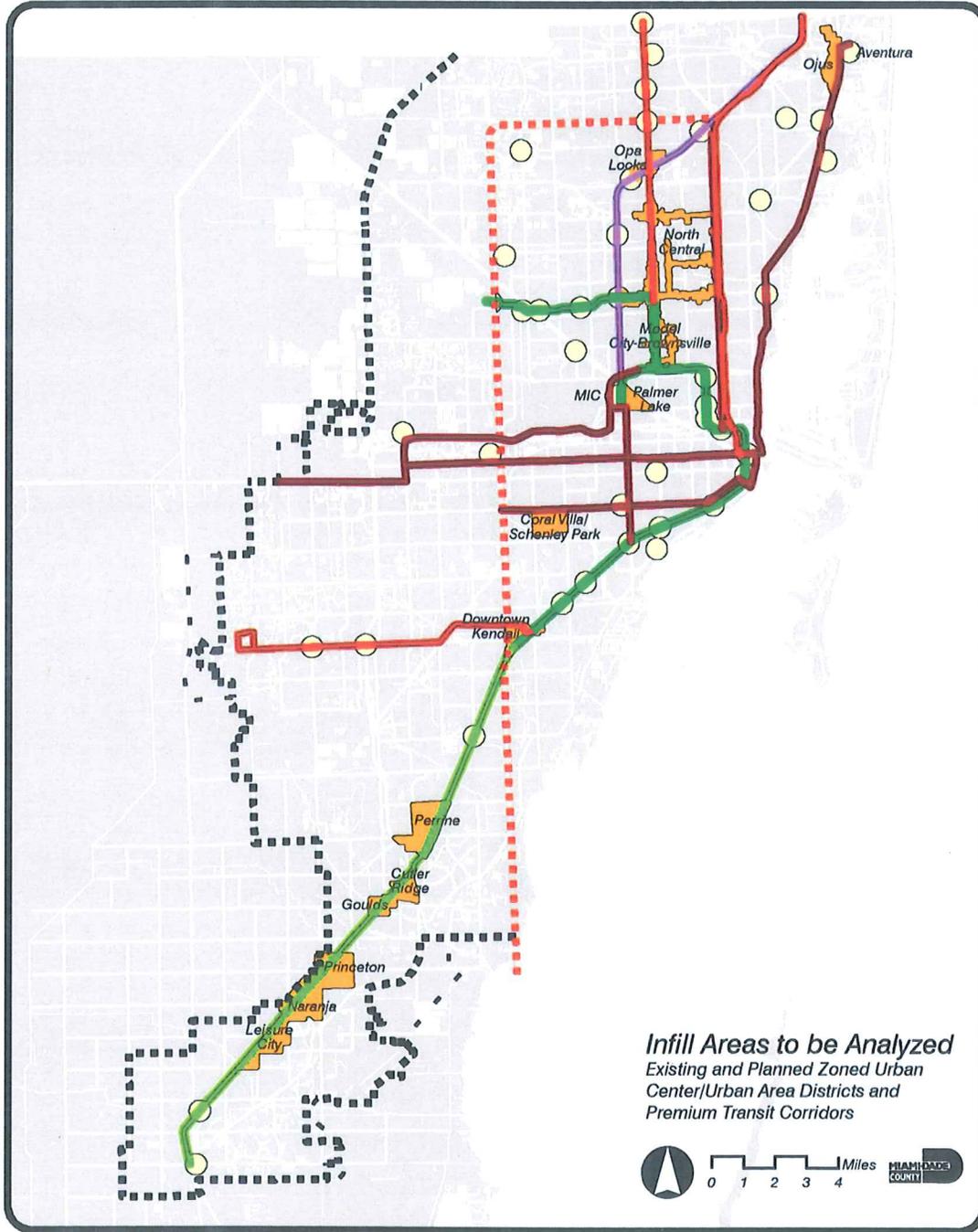
Figure 10 – MDWASD - Sewer Deficient Areas

Exhibits

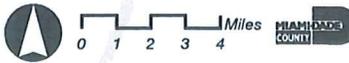
Exhibit A – Resolution R-476-12 – Directing Mayor to Conduct Analysis of Opportunities for Infill Development within Urban Infill Area

Exhibit B – Existing Metrorail Joint Development Projects

Figure 1 - Infill Areas to Be Analyzed



Infill Areas to be Analyzed
 Existing and Planned Zoned Urban
 Center/Urban Area Districts and
 Premium Transit Corridors



Premium Transit Corridors		Urban Centers
<ul style="list-style-type: none"> ■ ■ ■ Urban Infill Area ■ ■ ■ 2015 UDB ■ ■ ■ 2025 UEA 	<ul style="list-style-type: none"> — Existing Premium Bus — Proposed Premium Bus — Busway — Metrorail — Tri-Rail 	<ul style="list-style-type: none"> ■ Urban Centers with completed Area Plans and/or Zoning Districts ○ CDMP Designated Urban Centers

Figure 2 - Area Evaluated for Designation as Urban Infill Development Area

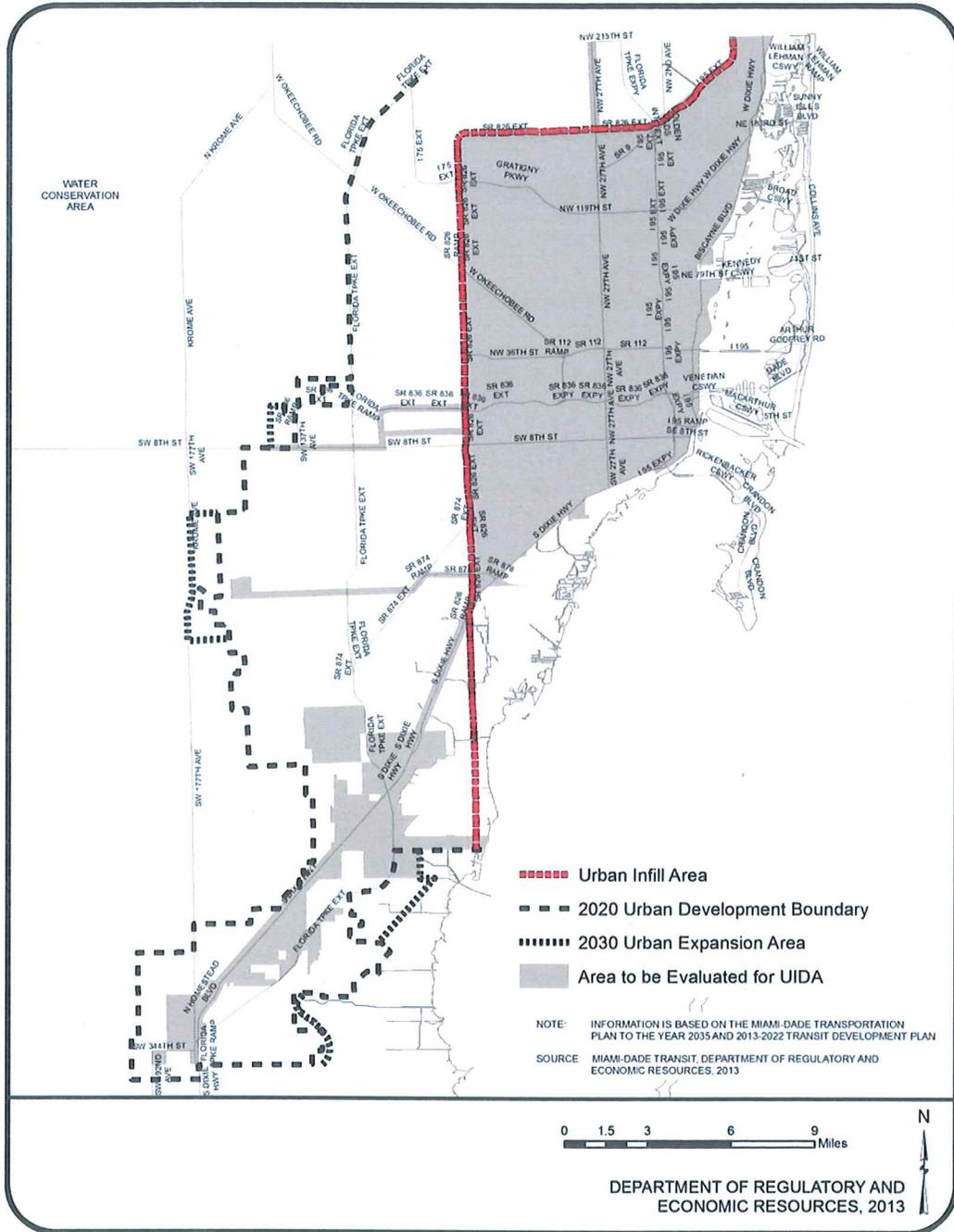


Figure 3 - Charrette Area Plans

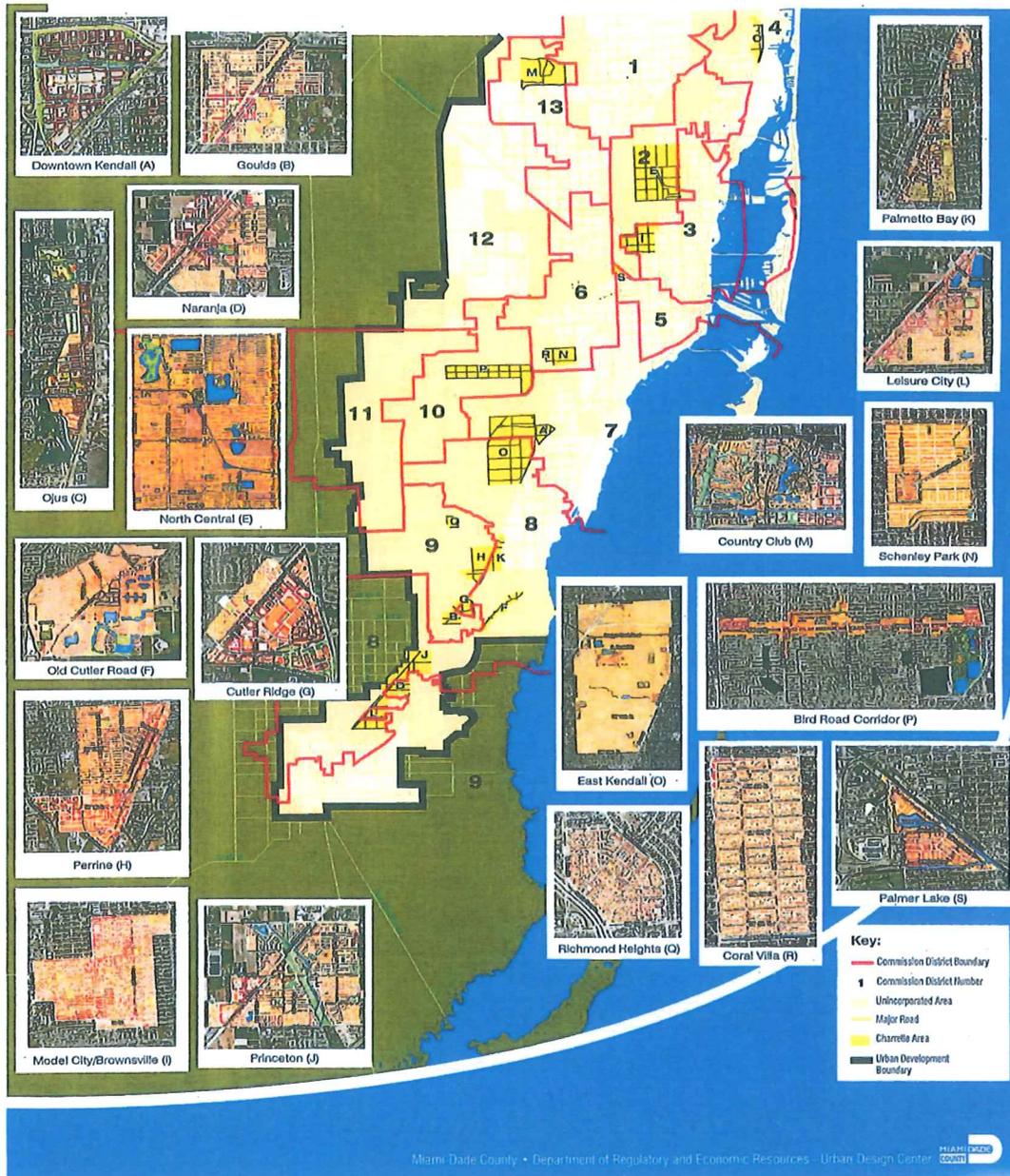


Figure 4 - Water Service Areas Within Infill Boundary

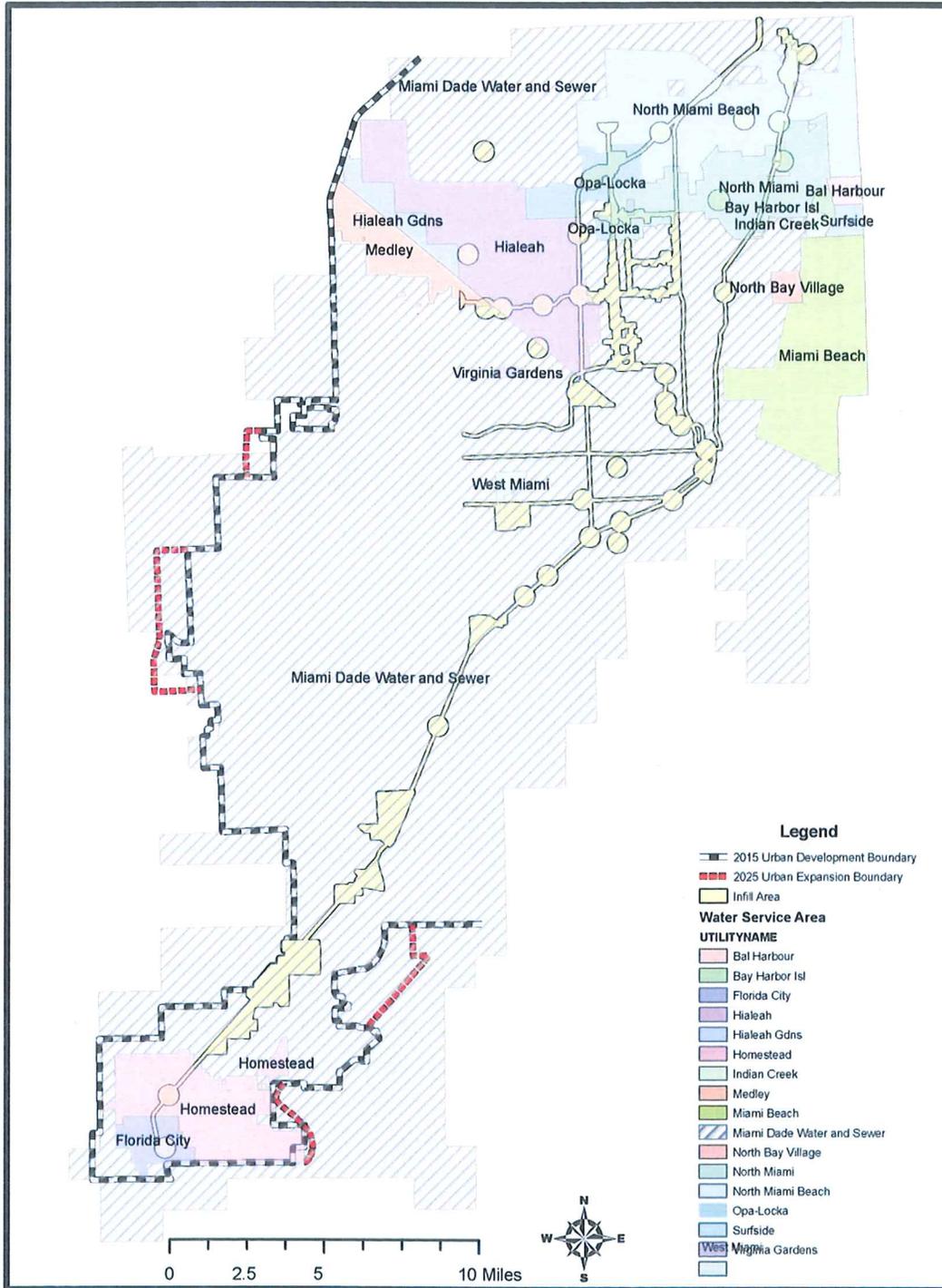


Figure 5 - Sewer Service Areas Within Infill Boundary

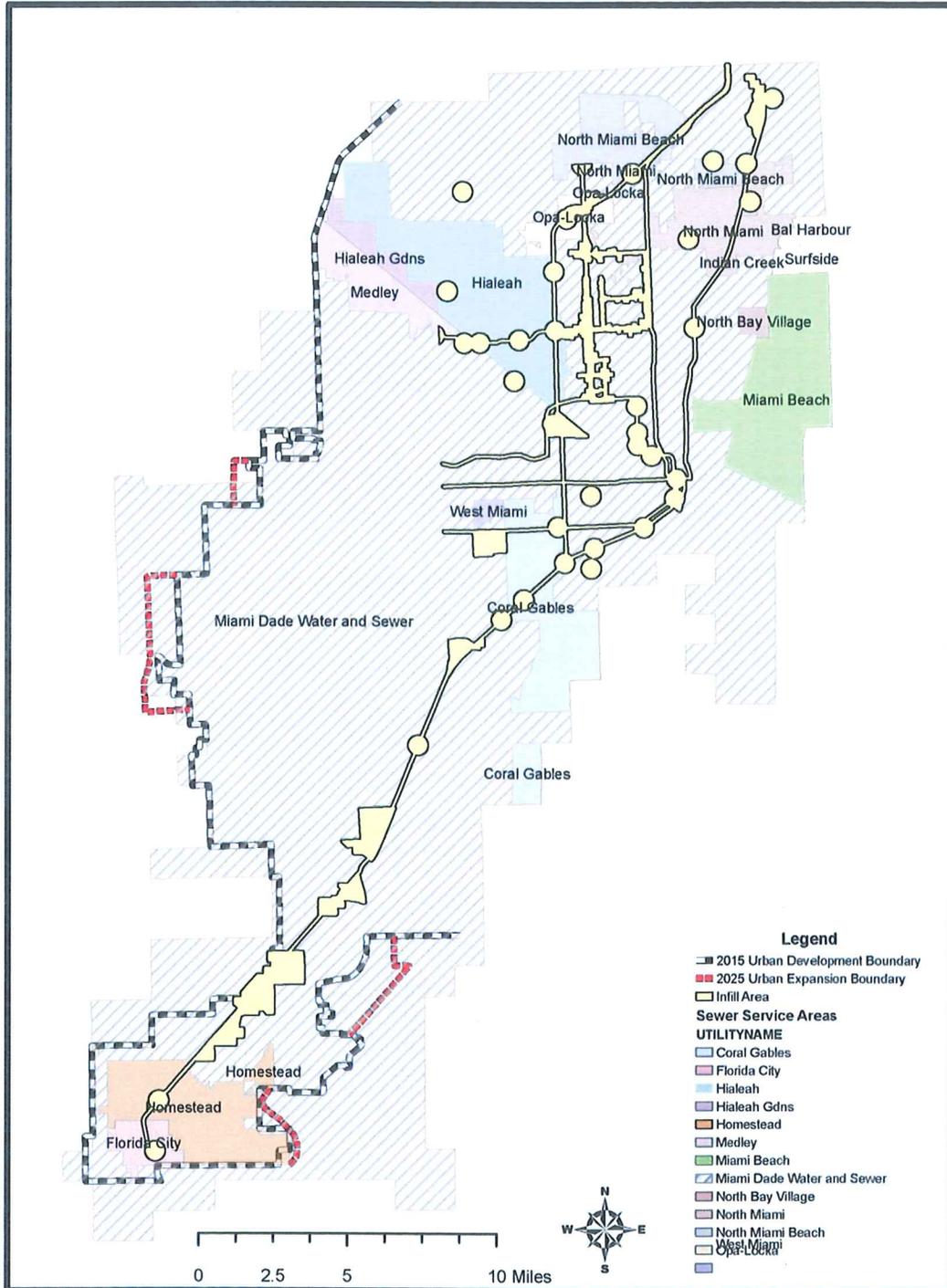


Figure 6 - Areas Served by Water Within Infill Boundary

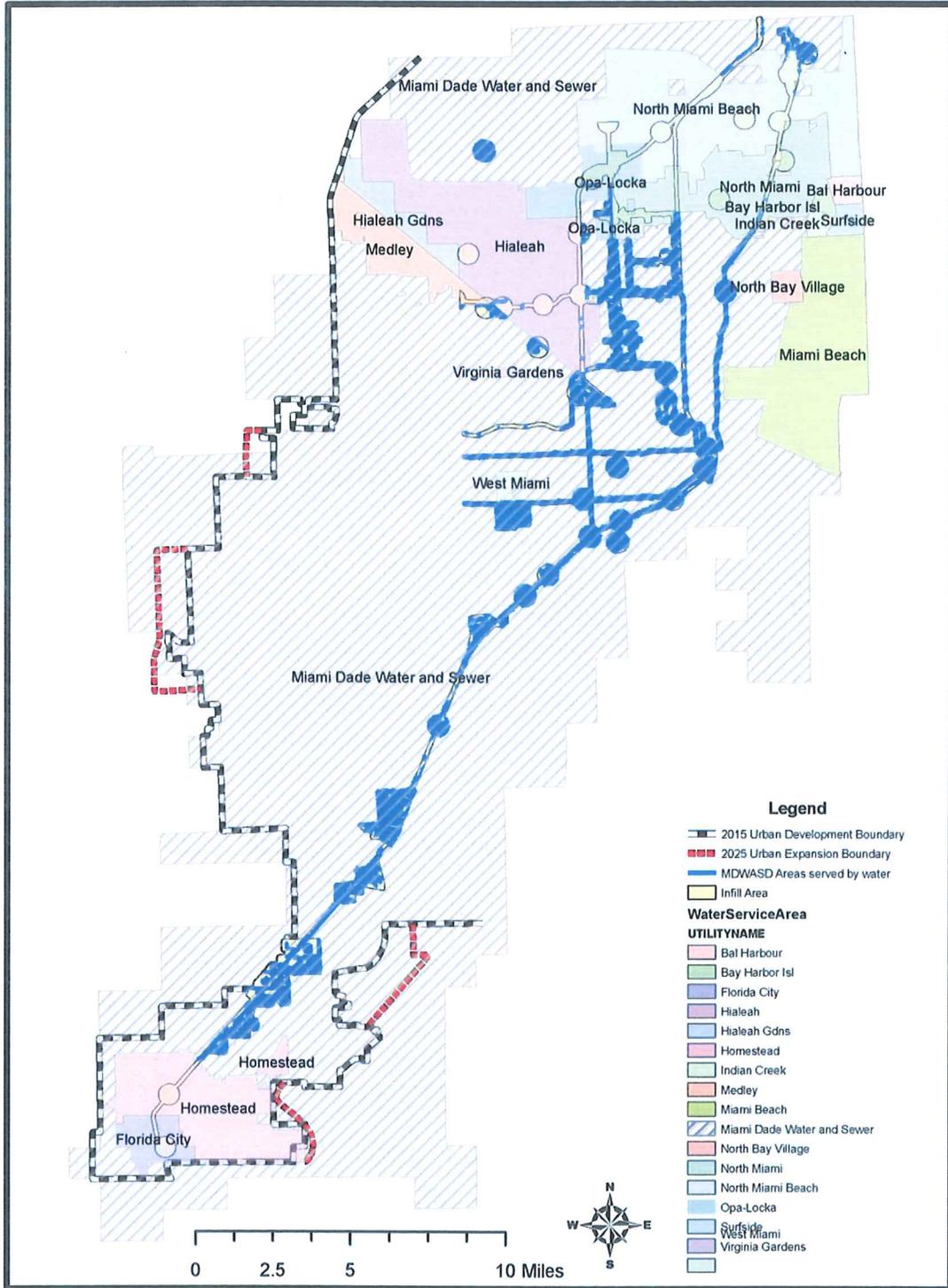


Figure 7 - Areas Served by Sewer Within Infill Boundary

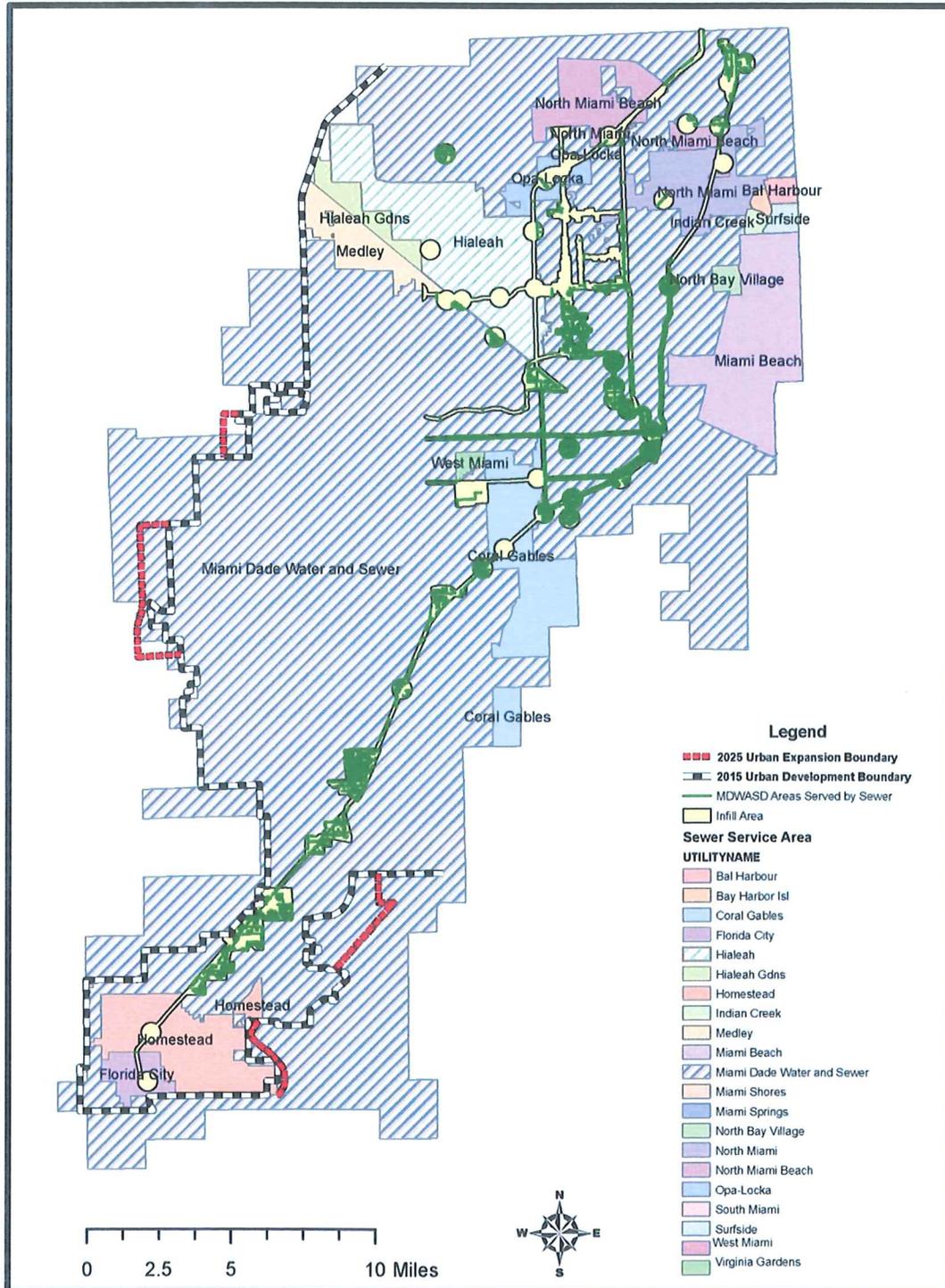


Figure 8 - Pump Station in Moratorium Within Infill Boundary

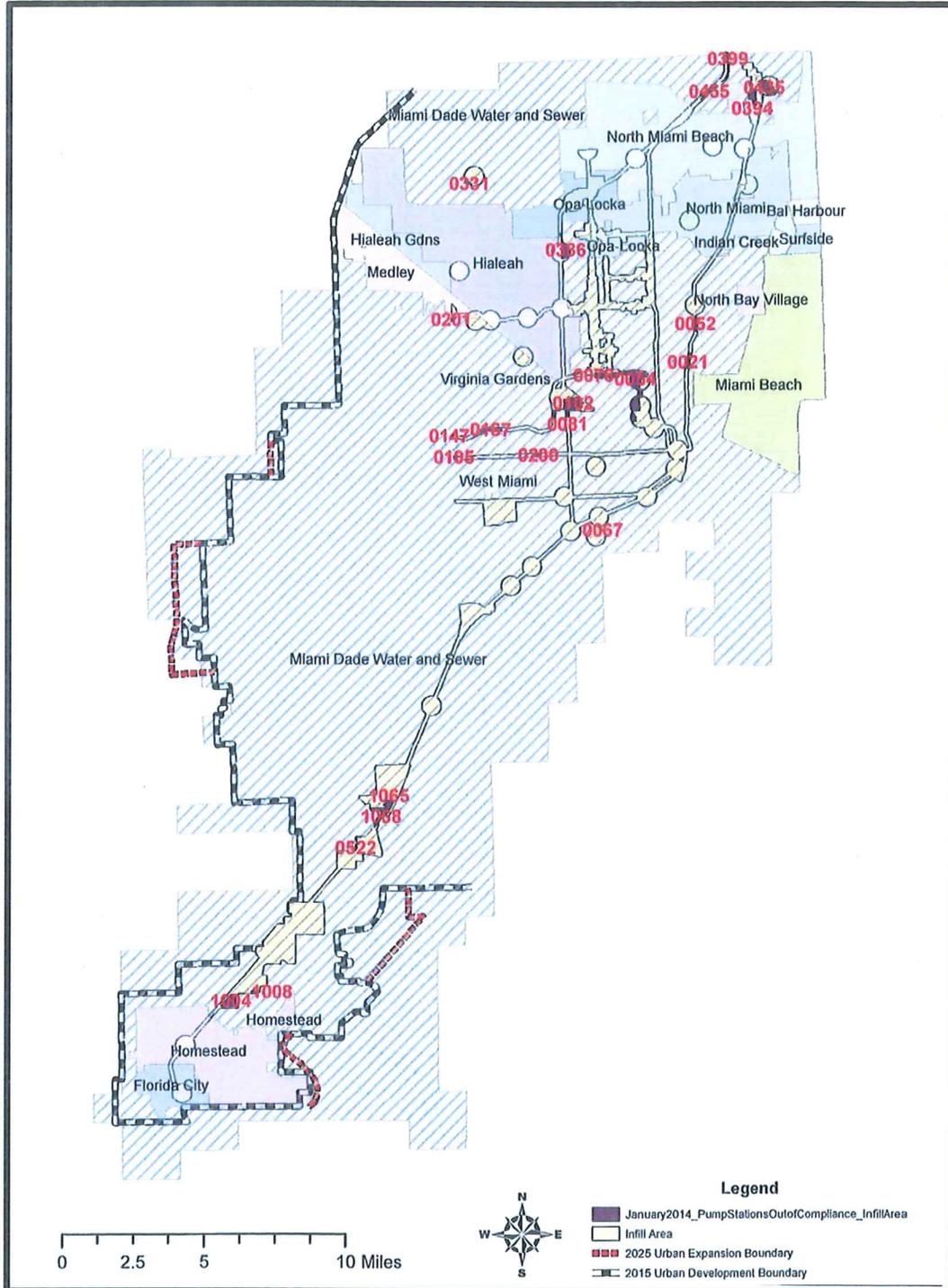


Figure 9 - Fire Deficiency Within Infill Boundary

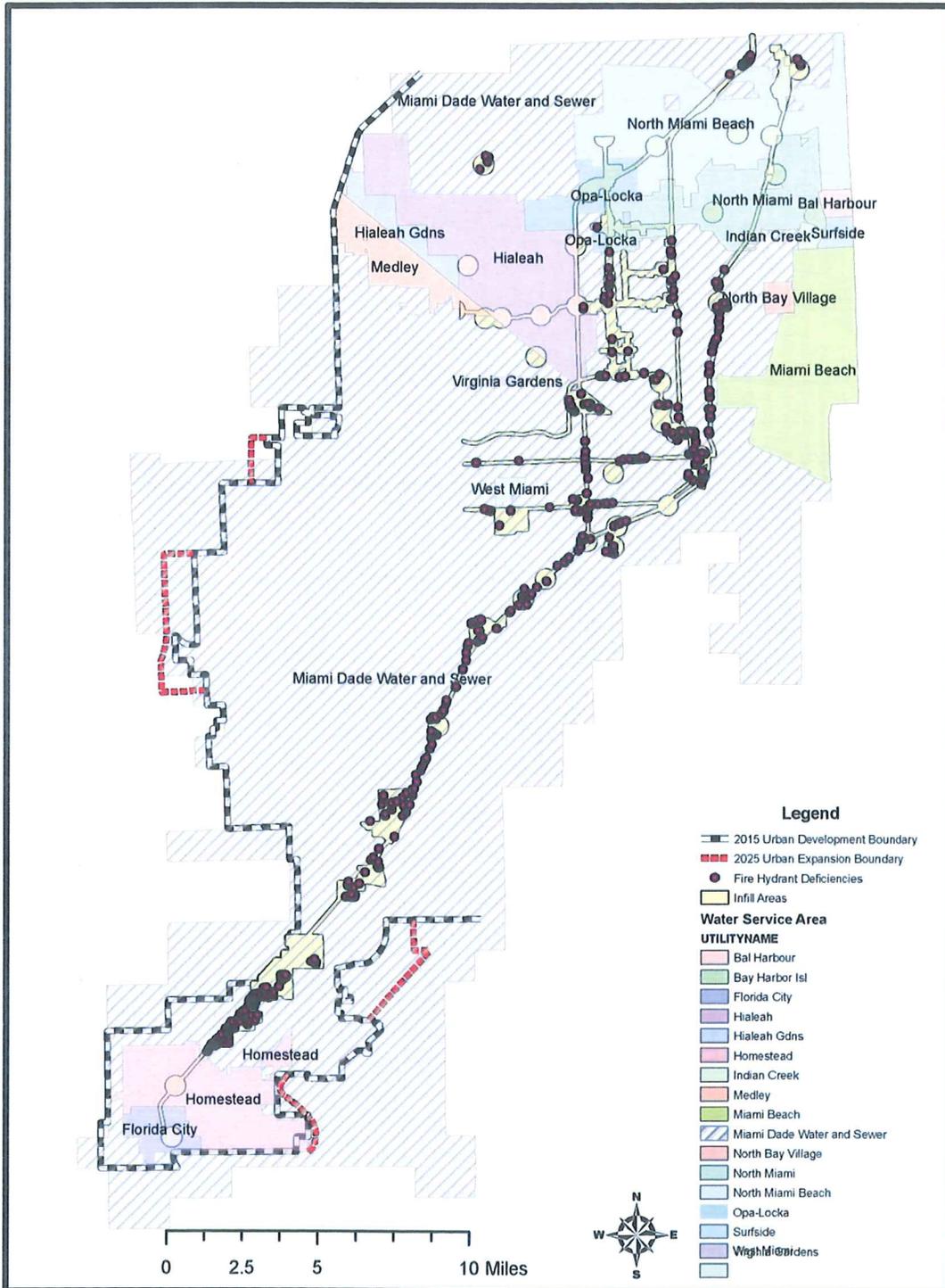


Figure 10 - Sewer Deficient Areas Within Infill Boundary

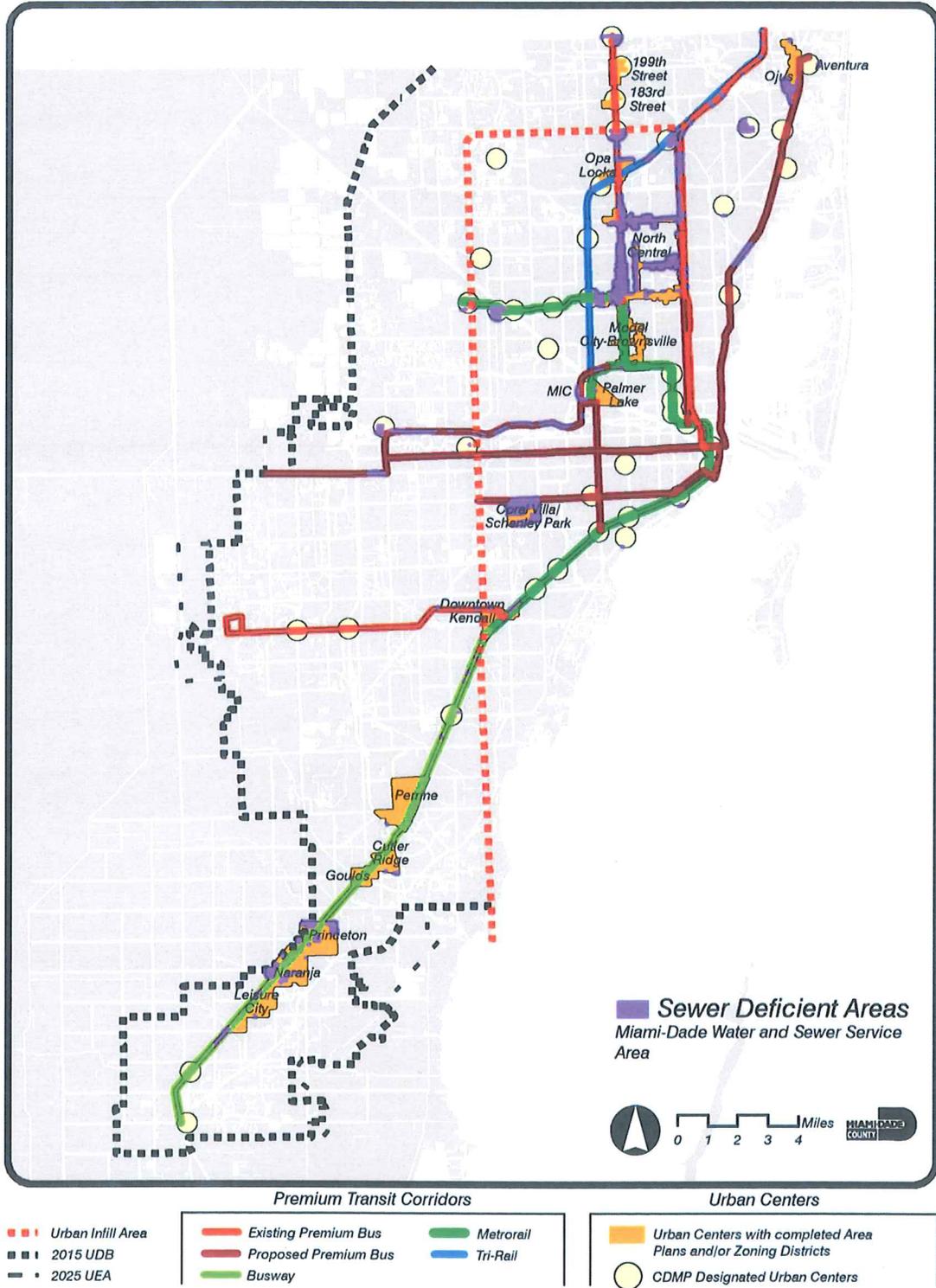


Exhibit A

OFFICIAL FILE COPY
CLERK OF THE BOARD
OF COUNTY COMMISSIONERS
MIAMI-DADE COUNTY, FLORIDA



MEMORANDUM

Agenda Item No. 11(A)(5)

TO: Honorable Chairman Joe A. Martinez
and Members, Board of County Commissioners

DATE: June 5, 2012

FROM: R. A. Cuevas, Jr.
County Attorney

SUBJECT: Resolution directing County Mayor
to conduct an analysis of
opportunities for infill development
within the urban infill area
Resolution No. R-476-12

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Vice Chairwoman Audrey M. Edmonson.

A handwritten signature in blue ink, appearing to read "RAC, Jr.", written over a horizontal line.

R. A. Cuevas, Jr.
County Attorney

RAC/cp



MEMORANDUM

(Revised)

TO: Honorable Chairman Joe A. Martinez
and Members, Board of County Commissioners

DATE: June 5, 2012

FROM: 
R. A. Cuevas, Jr.
County Attorney

SUBJECT: Agenda Item No. 11(A)(5)

Please note any items checked.

- "3-Day Rule" for committees applicable if raised**
- 6 weeks required between first reading and public hearing**
- 4 weeks notification to municipal officials required prior to public hearing**
- Decreases revenues or increases expenditures without balancing budget**
- Budget required**
- Statement of fiscal impact required**
- Ordinance creating a new board requires detailed County Manager's report for public hearing**
- No committee review**
- Applicable legislation requires more than a majority vote (i.e., 2/3's ____, 3/5's ____, unanimous ____) to approve**
- Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required**

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 11(A)(5)
6-5-12

RESOLUTION NO. R-476-12

RESOLUTION DIRECTING COUNTY MAYOR OR
DESIGNEE TO CONDUCT AN ANALYSIS OF
OPPORTUNITIES FOR INFILL DEVELOPMENT WITHIN
THE URBAN INFILL AREA

WHEREAS, the health, safety, welfare, comfort and convenience of the present and future residents of Miami-Dade County are dependent upon the orderly development and minimal degradation of the natural ecosystems of the lands of Miami-Dade County; and

WHEREAS, as set forth in Miami-Dade County's Comprehensive Development Master Plan, Miami-Dade County values excellence in urban planning and the preservation of the County's agricultural lands and natural resources; and

WHEREAS, one of the most essential components of the Comprehensive Development Master Plan is the Urban Development Boundary, which separates the areas where urban development should occur from areas where it should not occur, provides for the orderly and efficient construction of infrastructure, encourages urban infill and redevelopment, discourages urban sprawl, and helps to conserve agricultural and environmentally-sensitive lands; and

WHEREAS, within the Urban Development Boundary, the County has further designated the area located east of, and including SR 826 and NW/SW 77th Avenue, excluding the area north of SR 826 and west of I-95, as the Urban Infill Area; and

WHEREAS, there may be areas within the Urban Infill Area that could be developed or further developed, thereby limiting the increase of urban sprawl and the desire to expand beyond the Urban Development Boundary; and

WHEREAS, pursuant to Resolution No. 1477-96, an Infill Strategy Task Force was created to study infill and redevelopment opportunities within the Urban Development Boundary; and

WHEREAS, the Infill Strategy Task Force released a Final Report in December 1997 that made a number of findings and recommendations to promote infill and redevelopment within the Urban Development Boundary; and

WHEREAS, the Infill Strategy Task Force's 1997 Final Report recommended that mass transit service be upgraded and infrastructure projects be pursued within the Urban Development Boundary; and

WHEREAS, to assist the County in evaluating opportunities for infill development within the Urban Development Boundary today, the findings and recommendations set forth in the Infill Strategy Task Force's 1997 Final Report should be revisited and updated,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that the Board of County Commissioners hereby directs the County Mayor or County Mayor's designee to, within 90 days of the effective date of this resolution, provide a report to this Board regarding: (1) the status of the recommendations and strategies set forth in the Infill Strategy Task Force's 1997 Final Report; and (2) an analysis of transit and infrastructure deficiencies and impediments to infill development and redevelopment in existing and planned zoned urban center/urban area districts, including premium transit corridors, within the Urban Infill Area, as defined in the Comprehensive Development Master Plan.

The Prime Sponsor of the foregoing resolution is Vice Chairwoman Audrey M. Edmonson. It was offered by Commissioner **Sally A. Heyman**, who moved its adoption. The motion was seconded by Commissioner **Rebeca Sosa** and upon being put to a vote, the vote was as follows:

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

The Chairperson thereupon declared the resolution duly passed and adopted this 5th day of June, 2012. 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

By: Christopher Agrippa
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency: SEP

Sarah E. Davis

Exhibit B

Existing Metrorail Joint Development Projects

Dadeland South Metrorail Station

South Dixie Highway and Dadeland Boulevard

Datran Center 1 & II - Completed in 1984

- 2 Class A office buildings with a total of over 476,000 rentable square feet
- Parking garage with 3,500 parking spaces with 1,060 spaces dedicated for transit parking

Miami Marriott Dadeland Hotel and Conference Center - Completed in 1984

302 room hotel and conference center

Dadeland Center I - Completed in 2005

18 story Class A office building with 152,014 square feet

Dadeland Center II - Completed in 2007

15 story Class A office building with 119,516 square feet

Dadeland North Metrorail Station

South Dixie Highway and theoretical SW 84th Street

Dadeland Station - Completed in 1996

- 345,279 square foot vertical mall containing Target, Sports Authority, Best Buy, Michaels and Bed, Bath and Beyond.
- 9,600 square foot ground floor retail space
- 15,617 square foot, 2 story retail building (Thomasville Furniture and a restaurant)

Dadeland Vista - Completed in 2000

42,104 square foot, 4 story building containing 48 unit market rate residential rental units

Towers of Dadeland - Completed in 2005

14 story, 126,630 square foot market rate residential rental building containing 6,412 square feet ground floor, retail space and 215 space parking garage

Douglas Road Metrorail Station

South Dixie Highway and Douglas Road (SW 37th Avenue)

Miami-Dade Water and Sewer Department Headquarters - Completed in 2002

- 5 story office building with 150,000 square feet to house administrative, technical and support personnel for the Water and Sewer Dept.
- 11 story, 750 space parking garage
- Covered walkway linking building to Metrorail Station

Historic Overtown/ Lyric Theater Metrorail Station

701 NW First Court

Overtown Transit Village North - Constructed by a private developer and purchased by Miami-Dade County in 2006. Currently occupied by Miami-Dade Transit, a portion of the Regulatory and Economic Resources Dept. (formerly DERM) and Public Housing and Community Development Dept.

- 17 story, 325,000 square foot office building
- 9 story, 590 space parking garage

Overtown Transit Village South - Constructed by a private developer and purchased by Miami-Dade County in 2010.

- 21 story, 300,00 square foot office building
- 6 story, 334 space parking garage

Santa Clara Metrorail Station

NW 20th Street at NW 12th Avenue

Santa Clara Apartments I - Completed in 2004

- 9 story, 219,376 square foot apartment building containing 208 units of affordable housing.
- 157 surface parking lot

Santa Clara Apartments II - Completed in 2005

- 17 story, 361,325 square foot apartment building containing 204 units of affordable housing.
- 5 story, 319 space parking garage with 61 spaces dedicated for transit patrons.

Martin Luther King, Jr. Metrorail Station

NW 62nd Street & NW 27th Avenue

Dr. Martin Luther King, Jr. Plaza Office Building - Constructed by a private developer and purchased by Miami-Dade in 2004.

- 5-story, 172,000 sq. ft. office building with 13,500 sq. ft. of ground floor retail space. It currently houses several Miami-Dade County agencies.
- Covered walkway linking the building with Metrorail Station
- Project included renovation of the existing 616 space parking garage

Allapattah Metrorail Station

NW 36th Street and NW 12th Avenue

Allapattah Garden Apartments – Completed in 2004. Though this was originally property owned by Miami-Dade Transit, ownership of property was conveyed to New Century Development Corporation, Inc. in 1999.

- Eight 3 story buildings with a total of 135,100 square feet containing 128 two and three bedroom units of family affordable housing.

Brownsville Metrorail Station

5200 NW 27 Avenue

Brownsville Transit Village

Five building complex built in 5 phases which, when complete, will contain a total of 490 affordable rental apartments and townhouses with 6,400 square feet of supportive commercial space.

Phase One - 96 units of affordable family housing – Completed in 2012

Phase Two - 100 units of affordable elderly housing – Completed in 2012

Phase Three - 103 units of affordable elderly housing – Completed in 2012

Phase Four - 102 units of affordable family housing – Completed in 2012

Phase Five - Planned to be constructed as a 65 unit affordable family building – Not yet constructed.

Joint Development Projects in Planning and Construction Phases

Metrorail Joint Development Projects

MIA Metrorail Station - Palmer Lake Project

On June 2, 2009 the Board of County Commissioners passed Resolution 728-09 requesting a charrette area plan study for the area bounded by the Miami River on the north and east, NW 37 Avenue on the west and the Tamiami Canal on the south. The area is immediately east of the new Miami Intermodal Center (MIC) and in close proximity to the Miami International Airport (MIA). As a result of the charrette process a plan containing recommendations for the future development of this area have been developed. It is anticipated that, upon acceptance by the Board of County Commissioners, these recommendations will form the basis of future land use policy development for the area.

Miami-Dade Transit (MDT) acquired approximately three acres of property within the study area for the construction of the Airport Link, the extension of Metrorail connecting the Earlington Heights Station to the MIC. Only a small portion of the property was needed for the placement of Metrorail columns. Recommended uses for the remaining MDT property include a water taxi terminal, police station, a cargo shipping facility and/or use as public waterfront access and park area.

Okeechobee Metrorail Station

Approximately four acres of Miami-Dade Transit property immediately adjacent to the Okeechobee Metrorail Station has been transferred to the Public Housing and Community Development Department. That department is in the process of negotiating a 99 year ground lease with the City of Hialeah. The City is planning to construct an affordable senior housing development on the property containing approximately 345 units of affordable senior housing with some incidental retail space.

Northside Metrorail Station

Miami-Dade Transit property adjacent to the Northside Metrorail Station containing approximately 3.3 acres was transferred to the Public Housing and Community Development Department. A developer has been selected for a joint development project as a result of an Invitation to Negotiate process. The proposed development is a four phase development with two family and two senior developments consisting of approximately 438 total units of 1, 2, 3 and 4 bedroom units and approximately 20,000 square feet of retail/commercial space with a total estimated development cost of \$88,150,000. The development will contain a total of 598 parking spaces of which 250 will be dedicated for the exclusive use of transit patrons.

Metromover Joint Development

Brickell Citicentre

Brickell Citicentre is a 4.7 million square foot, nine acre, \$750 million commercial mixed-use project being developed by Swire Properties in the Brickell area between SE 6th Street and SE 8th Street. As a result of the agreements awarded to the developer, a portion of a multi-level condominium parking garage will be constructed on a small vacant parcel of transit property and the development will be totally integrated into the Eighth Street Metromover Station. The developer is planning to provide direct access to the station at the ground level and to construct a third level "sky lobby" over the station which will also provide direct access from the development into the station. The developer will also construct enhanced and additional elevator and escalator access into the station and provide enhanced landscaping on Metromover property within the development. All of these improvements will also be maintained by the developer.

Other Joint Developments

7th Ave Transit Village

The 7th Avenue Transit Village Project is a planned mixed-use development to be located on NW 7th Avenue at NW 62 Street. The development will contain two components; a transit hub and an affordable housing complex for elderly and families. The transit hub will contain bus bays with covered waiting areas for passengers, twenty-five parking spaces for transit patrons and 27,000 square feet of commercial space. The housing component will be constructed in two phases and will contain a minimum of 161 units of elderly and family affordable housing and a playhouse theater.

NW 215 Street Project

A fourteen acre parcel of property located at the southwest quadrant of the intersection of NW 27th Avenue and NW 215 Street was recently purchased by Miami-Dade County. The County has recently completed a study to develop recommendations for the development of this property. The recommendations include development of a transit terminal adjacent to NW 27 Avenue. Enhanced bus service along the NW 27 Ave. corridor is planned to be implemented in conjunction with the construction of the terminal which will include bus bays with passenger shelters and a park and ride lot. The study recommends that the remaining property be designated as a Community Urban Center (CUC) which calls for moderate to high-intensity, mixed use development. Such development would contain institutional, office, retail and residential components in an environment that encourages pedestrian activity with a defined, transit oriented center.

Caribbean Boulevard

Miami-Dade Transit property located on Caribbean Boulevard and US 1 adjacent to the Busway was transferred to the Public Housing and Community Development Department. As a result of an Invitation to Negotiate process a developer has been selected for this property. The developer has proposed a multi-phase, mixed-use high-rise and mid-rise development of approximately 170 affordable housing units with approximately 12,500 square feet of retail/commercial space. The development will also include a parking garage with 255 parking spaces for residents and Busway patrons. The total estimated development cost is \$46,089,800.

Senator Villas

The County has issued a Request for Proposals (RFP) for the long- term lease and development this site located on SW 40th Street between SW 89 Avenue and SW 89 Court. The RFP anticipates the development of a twenty-three unit affordable senior housing apartment building with a small transit park and ride lot.

Future Transit Joint Development/Transit Oriented Developments

It is anticipated that Miami-Dade County will pursue joint development opportunities at Douglas Road Metrorail Station, Palmetto Metrorail Station, Coconut Grove Metrorail Station and South Miami Metrorail Station in the future.