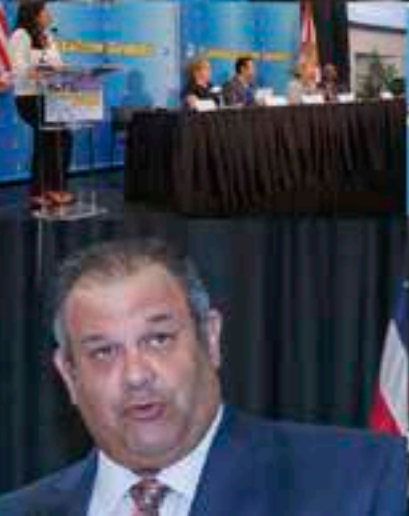


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Executive Summary

The *Report on Proceedings* for the 2017/18 Transportation Summit: Implementing the Community's Vision for Public Transportation presents the major themes and discussions covered during the event by session speakers as well as audience members. The 2017/18 Summit followed a successful 2015 Summit and aimed to continue to build support for additional major transportation investments and improvements in Miami-Dade County.

The 2017/18 Transportation Summit took place on January 25 and 26, 2018 at Miami Dade College Wolfson Campus' Chapman Conference Center, 300 NE 2nd Avenue, in Miami. The event was organized by the Citizens' Independent Transportation Trust (Transportation Trust) in conjunction with Miami-Dade County, the Board of County Commissioners, the Greater Miami Chamber of Commerce, Miami-Dade County League of Cities, Miami-Dade Transportation Planning Organization, the South Florida Regional Transportation Authority, and the Florida International University Metropolitan Center.

The *Report on Proceedings* for the 2017/18 Transportation Summit: *Implementing the Community's Vision for Public Transportation* summarizes the major themes that were discussed by presenters and the attendees. The report is intended to serve as an informational tool for the wider community audience, and to encourage further reflection and dialogue on the themes that emerged in the summit discussions.

This was the fourth major transportation forum hosted by the Transportation Trust since 2013, planned to facilitate public discussions of solutions to Miami-Dade County's transportation challenges (see [Past Events](#) on the Trust website). The first summit was held in 2013, and served to initiate the discussion on the next major transportation projects in the community and highlighted the importance of investments in public transportation in Miami-Dade County. The 2015 Summit continued to build support for additional major transportation improvements by engaging the public and other stakeholders in charting the course of local transportation development. The first summit focused on *visioning* transportation improvements, the second aimed on *advancing* the vision, and the latest summit focused on *implementing* solutions. In addition, the Trust also organized a Community Forum in 2014 that convened residents and community activists to discuss transportation issues.

The theme of the 2017/18 summit - Implementing *the Community's Vision for Public Transportation*, steered the conversation towards transportation applications and strategies that would alleviate congestion, and respond to the residents' demand for action from elected officials and transportation agencies. All major transportation agencies were represented, as well as elected and appointed officials who lead transportation improvement efforts.

More than 300 participants attended the Summit and the proceedings were also broadcast live for web viewers and a live Twitter feed was available for those participating through social media. The summit video feed was viewed over 200 times. There were also over 20 exhibitors who presented their products, plans and transportation applications.

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The key themes from the summit reflected the ongoing discussions in the community in relation to public transportation and paralleled topics covered in the previous summits. This report distills the four main themes that resonated throughout the summit and they are as follows.

Key Themes**The Future of Public Transportation**

The summit revealed two differing views on transportation improvements. One approach favors the incremental application of short-term solutions that will provide immediate relief to traffic congestion. The other approach includes focusing of resources on a comprehensive long-term solution that reflects the preferences of residents in the specific corridors.

Transportation Financing

There is common realization that addressing the transportation needs of the population of Miami-Dade would require partnerships and multiple funding sources. Participants referred to a “lasagna” of funding sources, including the traditional federal and state mechanisms, as well as public-private partnerships, various value-capture tools, and increasing revenues through ‘upzoning’, or zoning changes that allow for taller buildings and higher densities.

Livability

The strongest consensus at the summit was on the importance of transportation for quality of life and for sustaining livable communities. *Livability* was defined in various terms, including access and connectivity, housing costs, employment opportunities, convenience, and walkability, and participants emphasized public transportation as an important mobility option.

Transportation Modes and Alternatives

The six corridors in the Strategic Miami Area Rapid Transit (SMART) Plan incorporate various transit modes whose feasibility and cost is under study. Some of the corridors are in the process of implementing transportation solutions, while others require additional reviews and funding for implementation, because of the higher costs of the transit modes preferred for these corridors. Bus rapid transit and rail were the two transit modes that received the most attention. The discussion of technology also encompassed new developments that are changing the way people travel. Significant attention was dedicated to mobile applications which integrate various data, and which can potentially influence traveler behavior in favor of higher occupancy vehicles as an alternative to single passenger trips.

The Citizens Independent Transportation Trust (CITT) is the 15-member body created to oversee implementation of the People's Transportation Plan funded with the half-penny sales surtax, approved by the citizens of Miami-Dade County in 2002. The People's Transportation Plan (PTP), a coordinated program of transit and transportation improvements including extensions to the Metrorail system, expansion of the Metrobus system, improving traffic signalization, improving major and neighborhood roads and highways, and the funding of municipalities for transit and roadway improvements.

Introduction

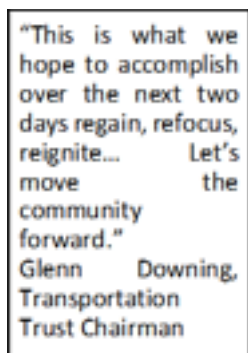
The 2017/18 Transportation Summit was the third transportation summit hosted by the Citizens Independent Transportation Trust. All the summits focused public discussion on transportation and steered decision-makers towards solutions for Miami's transportation challenges. The titles of each summit reflect the evolution of these forums. The 2013 Summit, titled "Visioning the Future of Miami-Dade County's Public Transportation", stimulated discussion of the next major transportation projects in the community and focused on the future of public transportation in Miami-Dade County. The [2013 Report on Proceedings](#) describes the discussions that took place.

The second summit, titled "Advancing the Community's Vision for Public Transportation", continued to build support for major transportation improvements and engaged the public and other stakeholders in charting the course of local transportation development. The [2015 Summit Report on Proceeding](#) provides a detailed narrative of the major themes of the event.

The 2017/18 Transportation Summit, titled *Implementing the Community's Vision for Public Transportation*, sought to reinvigorate the conversation on transportation, but also to bring back in synch community preferences including financial constraints and implementation timelines. The overarching goal of the forum, as posited by the organizers was to restore consensus behind a common vision, which would allow for agencies and the public to implement transportation improvements.

2017/18 Summit Overview

The Summit was held on January 25th and 26th, 2018, at the Chapman Conference Center on the Wolfson Campus of Miami Dade College. It was organized by the Citizens' Independent Transportation Trust in conjunction with Miami-Dade County, the Board of County Commissioners, the Greater Miami Chamber of Commerce, Miami-Dade County League of Cities, Miami-Dade Transportation Planning Organization, the South Florida Regional Transportation Authority, and the Florida International University (FIU) Metropolitan Center.



The theme for the 2017/18 Summit was *Implementing the Community Vision for Public Transportation*. The three main goals of the summit were: 1) regain a shared vision for the future and the SMART plan, 2) refocus on [PTP 2.0](#) and innovative funding as a way to fund the SMART Plan, and 3) reignite a sense of urgency in moving forward. The Summit included five sessions occurring over two days.

Day 1

Transportation Trust Executive Director Charles Scurr welcomed the participants and introduced Mr. [Michael Putney](#) of WPLG Local 10 News who served as the Master of Ceremonies of the morning session. The summit participants were welcomed by Dr. John Wensveen, Vice Provost of Miami Dade College, and Gene Schaefer, Miami Market President for Bank of America and Chairman of the Greater Miami Chamber of Commerce. In their welcoming remarks both speakers

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articulated how important transportation solutions are for the quality of life and economic opportunities in the community, and expressed their organizations' support for the summit's goals.

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

Mr. Glenn Downing, Chairman of the Transportation Trust, announced the retirement of the Transportation



Trust Executive Director Charles Scurr. Board of County Commission Chairman L. Esteban Bovo, Jr., Commissioner Daniella Levine Cava, and Commissioner Barbara Jordan recognized him, on behalf of the Board of County Commissioners, for his dedicated work at the Trust and the Miami-Dade community. They presented him with a proclamation and commendation on behalf of the Board of County Commissioners, and declared

the day "Charles Scurr Day". Glenn Downing, the Chairman of the Transportation Trust, followed with an award from the Trust commending Mr. Scurr for his outstanding work.

The opening session featured keynote addresses by Chairman [Esteban L. Bovo, Jr.](#), City of Miami Gardens Mayor [Oliver G. Gilbert](#), Miami-Dade County Mayor [Carlos A. Gimenez](#), and was moderated by [Michael Putney](#), Senior Reporter on Politics and Government at WPLG Local 10 News.

The session opened with a [video](#) showcasing the SMART Plan. Commissioner Esteban L. Bovo, Jr., who is also Chairman of the Transportation Planning Organization (TPO) Governing Board, was the first panel speaker. He was followed by Miami-Dade Mayor Carlos A. Gimenez and Mayor Oliver G. Gilbert, III who offered their visions for the future of public transportation in Miami-Dade County. While the speakers agreed on the need for transportation improvements in specific corridors, they had diverging views on the transportation modes that would bring cost-effective improvements, in line with residents' expectations and demands.

During the working lunch, the Fastrack Institute teams presented their technology solutions to Miami-Dade County's transportation issues. Sergio Abreu, Jr., is Chairman of the Greater Miami Chamber of Commerce Transportation & Infrastructure Committee, member of the [Fastrack Institute](#) advisory board and Manager of External Affairs for Peoples Gas. He outlined



the mission and achievements of the initiative and introduced the speakers. [César Castro](#) discussed the Miami Mobility Fastrack Process, and one of the solutions proposed for Miami's traffic challenges - Sync.Me. [Mike Lingle](#) and [Francisco D'Elia](#), members of the team whose transportation solution won the Fastrack Miami Mobility competition, presented the other solution – Citi.Moov.

In the afternoon, some summit participants attended the TPO Governing Board meeting at Government Center, while others joined the *Livable Communities/Transit Oriented Development* panel at the summit. The panel was moderated by Marta Vicedo, Founding Partner and Strategy Director of Urban Impact Lab, and included [Patrice Gillespie-Smith](#), Downtown Development Authority, [Jonathan Raiffe](#), The Adler Group, [Katherine Kraft](#), America Walks and [Charles Dabney](#), South Florida Community Land Trust. The panelists discussed the various facets of the concept of livability and the critical importance of transportation options for the quality of life of a community.

The late afternoon was dedicated to a networking session for the summit attendees in the Exhibitor Showcase which was coordinated by the Greater Miami Chamber of Commerce and included over 20 exhibitors, with major sponsors Bilzin Sumberg, Atkins, Florida International University, and Roar Media.

Day Two

The second day included two sessions on funding the [SMART Plan](#) which advances six rapid transit corridors to the Project Development and Environment (PD&E) study phase to determine the costs and potential sources of funding for the projects.

The first session, titled *Best Practices Nationally: Innovative Approaches Beyond Tax Increment Financing*, included [Sasha Page](#), Principal, IMG Rebel, [Eric Singer](#), Esq. Bilzin Sumberg, [Kieran Bowers](#), President, Swire Properties, and was moderated by Miami-Dade County Commissioner Dennis C. Moss. The second panel focused on *the Status of the SMART Plan Corridors*. Representatives from various transportation agencies presented updates and discussed anticipated progress in the corridors in 2018. The panel was moderated

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by [Javier Betancourt](#), Executive Director Designee of the Transportation Trust, and included [James Wolfe](#), Secretary Florida Department of Transportation (FDOT) District Six, [Alice Bravo](#), Director of the Miami-Dade Department of Transportation and Public Works (DPTW), [Aileen Bouclé](#), Executive Director of the Miami-Dade Transportation Planning Organization (TPO), and [Javier Rodriguez](#), Executive Director of the Miami-Dade Expressway Authority (MDX).

The 2017/18 Transportation Summit also served as the official transition of the Transportation Trust leadership as Javier Betancourt assumed the Executive Director position from outgoing director Charles Scurr. Throughout the summit speakers noted Mr. Scurr's dedication, vision and leadership during his tenure at the Trust and wished him well in his retirement.



Implementing the Community's Vision for Public Transportation

The overarching theme of the 2017/18 Transportation Summit, *Implementing the Community's Vision for Public Transportation*, was a natural progression from the first transportation summit which focused on *visioning* transportation improvements, and the second summit which sought to *advance* the community's vision. The 2017/18 summit aimed to achieve the three Rs – regain a shared vision for the future and the SMART Plan, refocus on [PTP 2.0](#) and innovative funding as a way to fund the SMART Plan, and reignite a sense of urgency in moving forward. These goals are designed to restore the consensus behind a joint vision and to unite the participants behind a common direction. The following section synthesizes the major themes, which resounded across various sessions and panelists.

The four major themes identified include *Future of Public Transportation*, *Transportation Financing*, *Livability* and *Transportation Modes and Alternatives*. Deep-seated within these themes was the shared understanding of the challenges to public transportation that Miami-Dade County is facing with population demands and the critical need for improvements to sustain a growing regional economy.

Some participants highlighted the upgrades that had already been implemented or in progress, while others provided examples of transportation deficiencies as a way to advocate for various improvements. The summit revealed the diverging visions of the future of public transportation.

The Future of Public Transportation



Mayor Carlos A. Gimenez



Chairman Esteban L. Bovo, Jr.



Mayor Oliver G. Gilbert



Michael Putney

The discussion of the current state of public transportation covered a cross section of features that both highlighted what has already been done to improve transit and revealed how much there is left to do in order to create an efficient and viable transportation system. The first keynote speaker at the summit, Commissioner Esteban L. Bovo, Jr, reminded attendees that Amazon had recently ranked Miami in the top 20 cities for its new headquarters. He then pointed out that an inadequate transportation system might be Miami's "Achilles heel", a major impediment for Miami being an attractive place for companies like Amazon and Google.

Mayor Gimenez provided the most comprehensive review of the past and current state of the County's transportation system, and discussed his vision of its future. He highlighted that the Metrorail system was

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launched in 1984 and spans 25 miles, with the most recent extension to Miami International Airport completed in 2012. He pointed out that the half-penny surtax has funded the Orange Line Metrorail Extension to the airport, the fare-free Metromover, fare-free rides for senior citizens and eligible veterans in the Golden Passport Program, new buses, a new Metromover fleet and new Metrorail vehicles. Mayor Gimenez also discussed the SMART Plan and the importance of finding “cost-effective solutions that can be implemented *“in the foreseeable future”*”. The emphasis on the near future reflected his focus on alleviating congestion *now* by implementing solutions quickly, and incorporating additional technologies when they are available in the future.

Multiple speakers referenced the Project Development and Environmental (PD&E) studies that are underway for each of the corridors identified in the SMART Plan. Ms. Alice Bravo, Director of the Miami-Dade Department of Transit and Public Works (DTPW), presented specifics on the options studied for each SMART Plan corridor, including estimated timelines for completion. Ms. Bravo pointed out the technology and mode for most of the corridors would be decided after the completion of each corridor study.



TPO SMART Plan Planning and Outreach Information

Ms. Aileen Bouclé, Executive Director of the Miami-Dade Transportation Planning Organization (TPO) highlighted the partnerships with various organizations and the importance of their continued involvement to secure funding for the corridors. The summit participants also had the opportunity to review the TPO exhibit boards in the summit hall. The exhibit boards presented more information on the TPO’s planning and community outreach process related to the SMART Plan corridors.

Some of the summit speakers noted that there are national examples as well as areas in Miami-Dade County in which public transportation has become a community asset and suggested these could be models for the future development of transportation in the County. Some of the examples included increasing access to public transit and improving the available mass transit options, while other presenters focused on creating mobility alternatives, such as walking, biking, and ride sharing. From this perspective, public transportation in Miami-Dade is one of the mobility options, but also an important element for the livability of communities and the quality of life of residents.

Mayor Carlos A. Gimenez expressed a different view, emphasizing that transportation improvements should also incorporate infrastructure, as the majority of residents rely on rubber-tire vehicles, and will continue to do so in the future. The Mayor emphasized that future road construction and expansion are critical for the quality of life of residents and for the county’s economic development.



Livable Communities

Martha Viciado was the moderator of the Livable Communities panel and noted that, though the term “livability” it is used frequently, there is no real consensus on what it means. The four panelists in this session defined livability in different terms. Katherine Kraft, Executive Director of America Walks, saw livability as “the sum of factors that create quality of life”, including natural and built environment, safety,



economic vitality, public spaces, and recreational spaces. She also suggested livability could be viewed as proximity to mixed-use destinations. Charles Dabney, from the South Florida Community Land Trust, described it as access to quality education, childcare, healthcare, and public transportation. Jonathan Raiffe, President of the Adler Group, linked the concept to how the built environment enhances quality of life such as having access to restaurants and grocery stores. Patrice Gillespie-Smith from the Miami Downtown Development Authority (DDA) added that livability is also about access to multiple transportation options and walkability.

Many facets and perspectives on livability were echoed in reference to a similar concept repeated throughout the summit – quality of life. In fact, given the livability definitions provided by the panelists, livability and quality of life are overlapping concepts. For example, Miami Gardens Mayor Oliver G. Gilbert reminded participants that cities are not just abstract concepts but comprised of people, and it is the people’s quality of life that is affected. Mayor Gilbert emphasized that connectivity is essential to building community, as it provides access to education, economic opportunities, social events and many other facets of community life.

Mayor Gimenez emphasized improvements intended to enhance the quality of life of Miami-Dade residents. He discussed the use of new technologies and also the focus on infrastructure. The Mayor pointed out that 90 to 95 percent of residents use roads, and the vast majority in the future will still be using roads and rubber-tire vehicles. From the Mayor Gimenez’s perspective, enhancing the quality of

life for residents would require a transportation system that allows them to travel to their destination within reasonable time.

Commissioner Bovo mentioned another way in which communities become more livable, referencing the success of transit-oriented development in Brickell and Dadeland, for example, where public transportation provides commuters with access to jobs, recreation, entertainment and housing. Other participants also spoke about “transit hubs” as not only transit stations, but also a destination with options for employment, recreation and entertainment, and housing. Miami Gardens Mayor Gilbert used his own

“If transportation is our number one priority, then our budget needs to begin to reflect that.”
Esteban Bovo., Chair of the Miami-Dade Board of County Commissioners; Chair of the TPO Governing Board

example as a student growing up in Miami and attending law school to demonstrate how important public transit is for access to education and economic opportunities.

Speakers from different industries and representing organizations with diverse goals all spoke about access to transportation as a central need for their constituents. Mr. Raiffe from the Adler Group discussed the success of the Link @Douglas, the transit oriented development at the Douglas Road Metrorail station. Kieran Bowers, President of Swire Properties, discussed Brickell City Centre as an example of mixed-use development with access to multiple transit options. Both developers stressed that easy access to public transit was critical for the success of their mixed-use development projects.

Mr. Bowers also presented a more comprehensive view of the increased value to residents and businesses because of transit, green spaces, access to the Underline linear park, and the broad benefits of activating an area through mixed use and higher density.

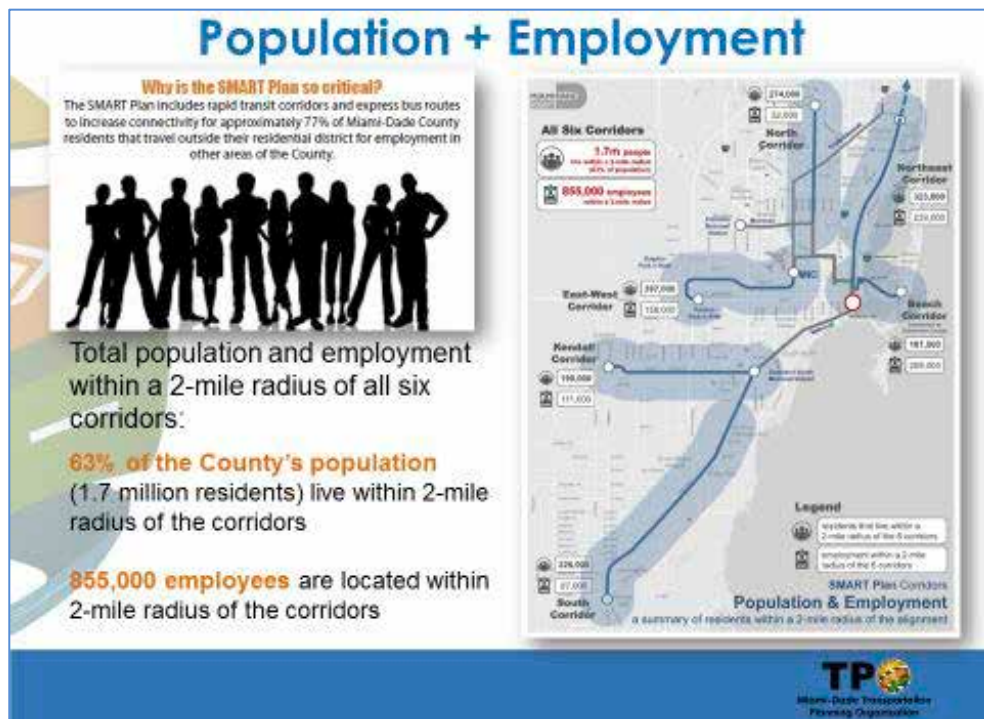
Ms. Kraft, of America Walks, also made the connection between transportation and other quality of life factors when she noted that the implementation of a comprehensive transportation system along with affordable housing options, would create a livable community. Mr. Dabney from the South Florida Community Land Trust pointed out that the lack of affordable housing is putting a strain on the transportation system. For most Miami residents, their place of work and place of residence do not coincide because most residents work outside their residential district.

Ms. Gillespie-Smith from the DDA acknowledged the importance of thinking about transportation as a part of any business recruitment strategy. She recognized that the main reason the DDA is a strong supporter for the SMART Plan is the recognition that transportation improvements are important for business retention.

Multiple speakers related the challenges of public transportation and related road congestion to the mismatch between employment and residence. Ms. Alice Bravo P.E., DTPW Director, mentioned during her presentation that it might take a resident of Florida City two to two and a half hours to drive to downtown Miami.

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The topic of livability also featured in the TPO director's discussion of the SMART plan. Ms. Aileen Bouclé noted that 77% of the county's population travels outside their residential community for employment. As 66% of the county's population lives within a two-mile radius of a transit corridor, with the SMART Plan



implemented, they would have more transportation options. Ms. Bouclé defined livability as connectivity and asserted that the goal of the TPO was to offer everyone a transit option.

The Livable Communities panelists had specific suggestions on

how the link between transportation and development can be leveraged for the benefit of the community. Mr. Dabney suggested affordable housing options would ultimately lead to improved transit ridership. Ms. Kraft cited a study by the National Association of Realtors, which found that people are willing to buy smaller housing options if it is closer to public transportation and within a walkable community. Mr. Raiffe noted that investing within the 500 feet surrounding public transportation would have a return-on-investment and high public benefit. Ms. Gillespie-Smith pointed out that bridging the “first/last mile” gap by improving connections between residents’ homes and public transportation, would improve both transit ridership and communities.

The many speakers who touched upon the topic of livability showed the different facets of what creates livable communities, including the integration of the natural and built environment, as well as intentional planning of housing, transportation, recreational and other options of importance to the community. The concept of transit-oriented development was featured in some of the discussions as an example of planning efforts that include a mixture of housing, office, retail and other amenities integrated into a walkable neighborhood and with access to quality public transportation. Creating such communities is also linked to transit financing as the upzoning and increasing densities along heavily-used transit corridors would increase values in nearby areas, along with value capture and revenues from more development. These funding mechanisms are discussed in the following section.

Transportation Financing

While the topic of financing transportation improvements was the specific focus of the second day of the summit, the costs and the sources for financing were a recurring theme first brought up in the opening session. There was a shared understanding among the speakers that transportation improvements are costly and that funding them would require a combination of sources and financing mechanisms. However, the cost of improvements was also one of the reasons for the divergent views on the future of transportation in Miami-Dade.

In the context of the need for multiple financing sources, Chairman Bovo reminded participants that the half-penny surtax intended for new transportation improvements is not enough to fund all the



improvements needed, but that there are other ways in which improvements can be financed. He mentioned Tax Increment Financing (TIF) as one financing mechanism that could generate revenues for the much-needed improvements; one of the ingredients of the “lasagna” of financing. In his estimates, TIF in combination with ‘upzoning’ in Palmetto Bay, for example, would bring in between \$1.5 - \$1.8 billion over 30 years.

Mr. Phil Washington, who was a keynote speaker at the 2015 Transportation Summit, introduced the concept of “lasagna” of financing options that can be assembled to fund major transportation projects. He was the keynote speaker in his capacity as the General Manager and CEO of the Denver Regional Transportation District and Chairman of the American Public Transportation Association. Denver represented a successful example of a public-private partnership that used a combination of funding mechanisms for major transit projects costing over \$5 billion. Speakers in the two panel sessions specifically

dedicated to funding also made references to the “lasagna” funding scenario to illustrate how funding sources can be grouped to create a complete financial package.

Commissioner Dennis C. Moss was the Master of Ceremonies for the Funding the SMART Plan sessions and moderated the first panel on innovative financing. Commissioner Moss is also Chairman of the TPO Fiscal Priorities Committee.

He noted that funding is central to any discussion of transportation improvements and that improving Miami-Dade’s public transit system would require a combination of financing ingredients. The three speakers on Commissioner Moss’ panel presented models for successfully funded transit projects. Mr. Sasha Page from IMG Rebel focused on innovative financing in other parts of the country, specifically on value capture tools. Some of the methods he discussed included joint property development, naming rights, parking fees, special assessment districts, and tax increment financing. Some of the examples in his presentation included Denver, Washington, San Francisco and Kansas City.

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corridors. Eric Singer, from Bilzin Sumberg, discussed public-private partnerships (P3s) as another “lasagna” piece. He pointed at Hong Kong as the “gold standard” for mass transit P3s, integrating rail stations and real estate development, analogous to Brightline’s MiamiCentral project. Mr. Singer pointed out that the private developer is able to generate revenues from both the transit project and the real estate developments.

Kieran Bowers from Swire Properties and the developer of Brickell City Centre, presented the case for integrating mass transit into private property development. Mr. Bowers demonstrated how access to public transit creates value to real estate and noted that higher density, and taller, mixed-use buildings should be the goal for development along Metrorail.

The scale of the transportation projects in the SMART Plan corridors requires a mix of financing mechanisms from private and public sources. The experts in the first panel on financing focused on innovative sources, outside the traditional financing mechanisms through state and federal sources. However, they agreed with the panelists from the second panel that state and federal funds would be needed to fully fund the project.

As Mr. Singer noted, two-thirds of the funding for the successful large-scale transit development in Denver came from federal sources. The Denver Regional Transit District (RTD) leveraged local, state, private and federal sources.

Aileen Bouclé noted the importance of maximizing partnerships and expressed her belief that in 2018 the community would get a better understanding of the level of partnership from state and federal government, and the consequent need for self-funding. She added that Miami has a unique funding mechanism, which is not available in other states. Per Florida statutes, the State will participate with one-



half of the non-federal share of funded projects. Such funding is not available to communities in California, Texas and New York, and is a major advantage for the County.

Federal environmental study requirements and the reliance on federal funds also affects the project implementation timelines. DTPW Director Alice Bravo, Miami-Dade Mayor Carlos A. Gimenez, and Chairman Esteban L. Bovo, Jr., all noted that the federal requirements for extensive studies might put some corridors in the 8-10-year implementation timeframe. Given the extended timeline and project scale, Mayor Gimenez cautioned against spending on transportation improvements that may become obsolete in the future. He specifically mentioned that FDOT and the federal government would not want to invest in things that will become obsolete in 10 or 20 years.

Alice Bravo echoed the Mayor's comments as she noted that some of the preferred transit alternatives are not financially feasible. She also pointed out that some corridors have limited options for transit, given current density, right-of-way limitations and financing. However, Ms. Bravo also showed in her presentation that there are still multiple options being studied for each corridor and final decisions will be made after the completion of the studies.

The funding challenges, as well as the extended timeline, provide rationale for the Mayor's proposal to focus on implementing more short-term solutions to alleviate traffic and improve transit in some corridors



while the required environmental studies are completed and while various transit modes and technologies are being explored.

An example of one solution that is being implemented is the Bus Rapid Transit (BRT) service which will begin on the 836 Expressway managed by the Miami-Dade Expressway Authority (MDX), a public agency that is fully funded through toll collections, rather than tax revenues.

While project financing received significant attention from most of the participants many noted that the amount and source of funding would be affected by the transportation alternative selected for each corridor and is linked to the technology and transit mode discussed in the next section.

Transportation Modes and Technology

The importance of technology for reducing congestion and improving quality of life was a recurring theme, with various technological solutions offered as examples. Some of the new and emerging technology-enabled solutions included autonomous and semi-autonomous driving capabilities; on-demand models of taxi services and public transit; shared use mobility; and advancements in traveler information, transportation system operations, and travel demand management. In the context of both technology and transportation modes, the innovative solutions can be broadly categorized as those focused on mass transit, and others aimed at improving individual or on-demand travel.

Transportation modes and technologies designed to improve mass transit were the focal point of the discussion of the SMART Plan. As multiple speakers indicated, the IT includes six corridors with unique characteristics and challenges, which might require specific solutions, rather than a “one size fits all” approach. Mayor Gimenez discussed various options for the different corridors identified in the SMART Plan and stressed that the focus of his transportation proposals was on immediate relief to residents, rather than a dogmatic focus on a specific mode.

Mayor Gimenez also emphasized that planning for future technologies should be an important part of the transportation planning process to ensure the sustainability of transportation improvements. In his discussion, he pointed out that some solutions are preferred for right now as they may provide immediate relief to congestion, while the “ultimate solution” may be more long-term, due to the need for extensive studies and then development. The Mayor urged the community to have an open mind about different transportation modes.

Commissioner Bovo acknowledged that the type of technology that can improve transportation is also an important topic of discussion but cautioned against using technology as an excuse for not implementing improvements.

District 6 Secretary Wolfe noted that his biggest concern was for people to understand the proposed improvements and the alternatives. He mentioned three FDOT projects – Kendall, 27th Avenue and Flagler – which share the common feature of removing one lane of roadway and dedicating it either as a dedicated bus lane or for rail. Ms. Bravo noted that choices need to be made, and that creating BRT in some areas may require removing a traffic lane.

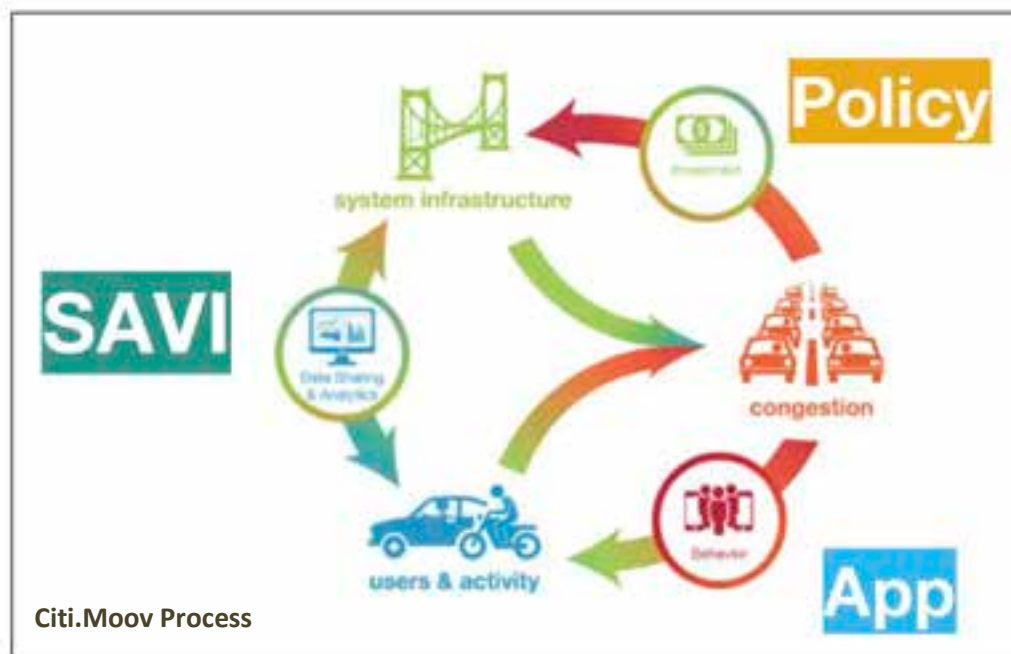


Sergio Abreu

The Fastrack Institute made presentations during the working lunch specifically focused on technological solutions aimed at changing travel behavior. The two self-sustaining private sector solutions developed by the teams in the Miami Mobility Fastrack competition included Sync.Me and Citi.Moov. Sync.Me seeks to reduce the number of cars on the road by collecting data and disseminating it to users, which will allow them to make more efficient travel decisions and will thus help traffic “synchronize”. Based on data integrated in the application from sensors in the car lights, traffic signals, the vehicles themselves, drivers and other sources, users would apply “behavior hacks” to reduce their time spent in a vehicle. The three hacks – Sync.Pool, Sync.Park and Sync.Meet – would reduce the cars on the road by encouraging users to carpool,

allowing them to find parking quicker, and to choose meeting locations that are faster and easier to access. The key to the success of these hacks is calendar sharing among users.

The winning project – Citi.Moov – is a mobile application that rewards users for carpooling. The goals of



the application are to reduce the number of cars and to help users make smart travel decisions faster. It relies on the integration of user data with data from other sources, especially traffic cameras. The data platform allows the application to Simulate, Assess, Validate and Integrate (SAVI), which will help users and planners understand how the city moves, and will steer them towards carpooling or choosing routes that are more efficient. According to Mark Lingle who presented the Citi.Moov application, 25 percent of traffic congestion is due to collisions. Computer vision through the traffic cameras will allow transportation planners to identify dangerous intersections, and will help users avoid collision-related traffic.

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Both Fastrack projects were considered to be self-sustainable and scalable, and were projected to have an exponential effect of alleviating traffic as their integration with new data and technologies continues. Also, significantly, both applications demonstrated how already existing infrastructure could feed them data, and their potential to change traveler choices, patterns, and transportation planning decisions. The presenters highlighted that three cities are prepared to accept the prototypes of these solutions - Doral, Key Biscayne, and Miami Beach.

Mayor Gimenez discussed the use of applications to help residents plan their travel better and make “discretionary trips” when there is less demand on the transportation network. He mentioned that those types of trips account for 40% of the traffic in peak service hour, and that people should be encouraged to change their behavior about discretionary trips that burden the transportation system.

“We must continue to research the technology of tomorrow, to reduce roadway congestion and to produce another viable option for our residents. We are Miami, we are the city of the future. I am looking for transportation solutions of the future...”

Carlos Gimenez, Miami-Dade County Mayor

Secretary Wolfe presented a more nuanced view of the effects of technology on traffic. He pointed out that FDOT’s capacity to build highways is limited, and that without mass transit solutions traffic congestion will only become worse with the advent of autonomous vehicles and on demand service. In his view, as travel becomes cheaper and more convenient with new technology, people will choose to travel more.

In addition to transit improvements and encouraging higher vehicle occupancy, the participants also provided other examples related to infrastructure, which are alleviating traffic congestion. Some new technologies are already deployed in Miami-Dade. One specific example Mayor Gimenez discussed was adaptive traffic signals, which respond to real-time traffic conditions and adjust the signal time. According to the Mayor, in some locations (NW 36th Street) these signals have resulted in a ten percent reduction of travel time.

Another example of the use of technology is the MDX construction of XT (Xpress Technology) lanes on the wider and reinforced inner shoulders of the 836 Expressway. These lanes will be used for premium rapid transit and private ride sharing services, but can also integrate autonomous vehicles in the future.

The participants agreed that technology would play a major role in transportation decisions, for both users and transportation planners. In Mayor Gimenez’ words, “...the future will give us some solutions that will increase our quality of life here and reduce our time in whatever mode we choose to get from point A to point B.”

Community Engagement

The promotion of the 2017/18 Transportation Summit included tri-lingual print ads placed in the Miami Herald, Miami Today, community newspapers, signs on transit vehicles and in Metrorail stations, the county's website, and bi-weekly email messages to a list of over 3,000 decision-makers and officials from government, private and non-profit organizations. The Transportation Trust also mailed 'Save the Date' postcards to a targeted list of approximately 3,400 officials, community leaders, transportation professionals, media and other stakeholders. The TPO publicized the Summit via their website and weekly electronic newsletter.



The [Urban Impact Lab](#) (UIL) led the outreach via social media, Twitter and Facebook, which extended the promotional range of the summit. The UIL report on the impact of the summit outlined the following outcomes:

- Between January 23, 2018 and January 30, 2018, Urban Impact Lab reached an online audience, of 412,700, with post reach of 617 people on average.¹
- 1.5 million social impressions, an average of 2,300 impressions per post.
- 608 unique individuals were engaged via social media
- Almost half of the audience (48%), were in the millennial age group (ages 18-34), 21% were Baby Boomers (ages 51-69) and 25% were Generation X (ages 35-50)
- 57% of the audience were men and 43% women
- Half of social media feedback (52%) was positive and 44% was neutral

The Urban Impact Lab curated a Twitter feed of comments shown live on a dedicated screen during the event. Users incorporated #TransitSummit2018 and the official Transportation Trust #GoCITT. Some of the Twitter postings are shown below.

¹ Definitions of social media terminology: Reach: the number of people who see the published content; Impressions: the number of times the content is displayed; Engagement: the number of interactions people have with the content (i.e.: likes, comments, shares, retweets, etc.)

REPORT ON PROCEEDINGS



Karyn Cunningham @CounchwomanC · Jan 25
@CommBovo @GoCITT "Let's use @PalmBeachVig as an example..."
#TransitSummit2018 #PalmBeachVig



cudak888 @cudak888 · Jan 25
Replying to @JustIrvans and @MayorGimenez
And he continues to yap on about cars and roads, then mentions cities with

isabella @senorabru · Jan 26
Day 2 of the Transportation Summit! @GoCITT #TransitSummit2018

Classical Conditioning @CCmusicblog · Jan 25
#Miami's @GoCITT discusses the role of the #arts in building #livable communities at #TransitSummit2018.

Transportation Trust @GoCITT
"The notion that you can use #art to create a thriving #community and #economy can be a basis to activate the urban core and make places thrive again." --Charles Dabney of @SouthFloridaCLT #TransitSummit2018
#GoCITT
Show this thread

Aileen Bouclé MDTPO @AileenBoucletPO · Jan 26
Looking forward to presenting & discussing #MiamiSMARTPlan with participants this morning at the #TransitSummit2018 bit.ly/2n7iilu

Victor Brandon Dover @VictorDover · Jan 26
After #MiamiSMARTPlan establishes a base transit network, there will need to be a SmartPlan II and SmartPlan III. -- @AileenBoucletPO on all the work before fine-grained #firstandlastmile solutions fall into place #TransitSummit2018 @GoCITT

Miami-Dade Board of County Commissioners @MiamiDade... · Jan 29
ICYMI: To watch last week's #TransitSummit2018, click here: bit.ly/2n7iilu.

Miami-Dade Board of County Commissioners @MiamiDadeBCC
Happening Now: 2017/2018 Transportation Summit



Bob O'Malley @bomalley · Jan 25
Speaking at @GoCITT #TransitSummit2018, @MayorGimenez, @CommBovo and Mayor @Ogilbert agree that transportation is top priority for Miami-Dade but seemingly disagree on best solution (Passenger Rail vs. BRT).

Irvans Augustin @JustIrvans · Jan 25
#transit #TransitSummit2018

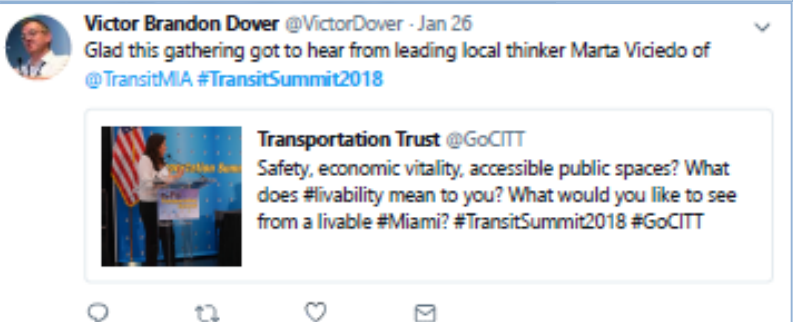
Daniella Levine Cava @DLCAVA
@GoCITT @IRideMDT @CommBovo calling for transit-oriented development and an economy not based predominantly on crises in other parts of the world @MiamiDadeBCC @AileenBoucletPO @barbarajordan1



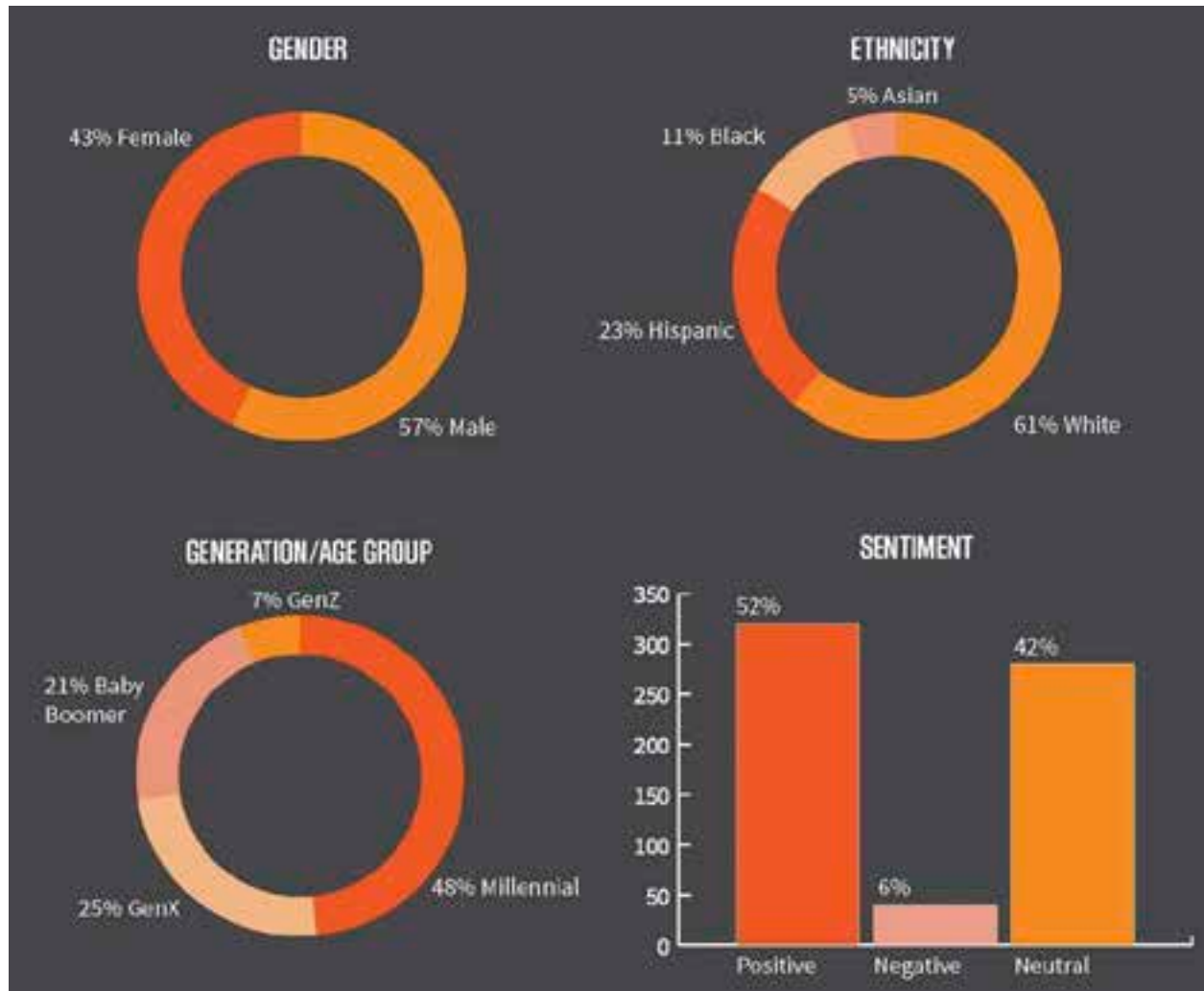
Miami-Dade Board of County Commissioners @MiamiDade... · Jan 25
Thursday, 1/25—Chairman @CommBovo joins Day 1 of Transit Summit as keynote speaker.

To watch #TransitSummit2018 LIVE, click here: youtube.com/watch?v=I9AIFK...

Twitter Feed Samples



In addition, the Summit was livestreamed, courtesy of Miami Dade College Wolfson Campus. The community at large had access to the live broadcast of the summit, viewed by over 200 people who could also post on Twitter. The recorded summit proceedings are available on the Transportation Trust website at <http://www.miamidade.gov/citt/>.



The graphic provides information on who was engaged during the 2017/18 summit. This information can also be used to inform future engagement campaigns and goals.

Conclusions and Post-Summit Steps: Implementing the Vision

Summit speakers noted that important decisions would need to be made in 2018 regarding transportation modes and funding. During the opening session, Mayor Gimenez confirmed that he is proceeding with his plan to visit China to review trackless trains, also referred to as “virtual buses”. These vehicles represent the Mayor’s vision of immediate solutions to traffic congestion. His proposal includes the operation of the buses on the South Dade TransitWay, with the construction of transit stations that can be converted to accommodate other modes of transit in the future. In his view, this could be a temporary solution, while the federally required environmental studies are being conducted. The Mayor’s trip to China is scheduled for mid-March 2018.

The Miami-Dade TPO is proceeding with its efforts to engage the public on the SMART Plan through public presentations and land use charrettes. The TPO Executive Director and staff are organizing outreach events throughout the county, focusing each event on the different corridors. The SMART Plan has already gained support from local governments, public organizations, and business associations. Commissioner Esteban L. Bovo, Jr. is a main proponent of bold transportation solutions rather than incremental improvements.

Many of the speakers agreed that each SMART Plan corridor has its own unique needs and solutions for financing and project delivery. Some presenters also noted that the decision to proceed with the implementation of all six corridors is ambitious, as it would require securing billions of dollars in funding in a highly competitive environment. Miami is one of many communities in the United States vying for federal funding.

In addition to the financing challenges, the high-level discussions among transportation officials, elected officials and administrators highlight two different approaches to implementing transportation solutions. One approach, as proposed by Mayor Gimenez, focuses on transportation modes and technology that would bring faster improvements at a lower cost. The other approach, advocated by Chairman Bovo, emphasized delivering on the promises made to the public in 2002 during the campaign to gain voter approval for the half-penny surtax. The original plans included elevated rail, which may no longer be fiscally feasible.

As noted by Director Bouclé and Secretary Wolfe, 2018 will be a critical year in which major decisions about the steps forward will need to be made. More importantly, 2018 will need to be the year in which a consensus is reached. Elected officials, planners and the public will need to decide on a common direction for the improvements, with realistic expectations of timelines, costs and priorities.

APPENDIX

Appendix A: Report Methodology



Dr. Howard Frank,
Ph.D.

Dr. Maria Ilcheva,
Ph.D.

Jeanette Kerland
Jacques

Kaila Williams

Dulce Boza

Chris Torres

In developing the Report on Proceedings of the 2017/18 Transportation Summit, the FIU Metropolitan Center followed the same process as in the previous two reports. The report serves the dual purpose of overview and synthesis, both outlining the most important themes and organizing them into logical, interconnected sections.

The four stages in report development include:

1. *Transcription*: The full proceedings of the summit were audio and video recorded, and then transcribed verbatim.
2. *Summary Development*: The verbatim transcriptions were developed into detailed summaries of each session (See *Appendix C: Session Summaries* for a detailed account of the presentations and discussions).
3. *Summary Analysis*: The summaries were qualitatively analyzed to discover most frequently mentioned key terms and themes. The content analysis also included the identification of cross-cutting themes, or topics that received attention in multiple panels.
4. *Synthesis*: The summaries and a final overall study of the audio and video recordings shaped the overarching themes identified in the report.

The report does not include any editorializing or fact-checking. The data and statistics mentioned by the panelists, or the participants' views are presented without any attempt to verify the information, moderate the viewpoints, or alter their meaning.

REPORT ON PROCEEDINGS

2017/18 Transportation Summit

*Implementing the Community's Vision
for Public Transportation*



Program

Miami Dade College - Wolfson Campus
Chapman Conference Center
300 N.E. 2nd Avenue | Miami, Florida 33132

January 25-26, 2018




Order of Events

January 25, 2018

8:30 a.m. – 10:00 a.m.	Registration/Coffee/Networking <i>Chapman Conference Center Atrium</i> Room 3210
10:00 a.m. – 12 Noon	Opening Session Master of Ceremonies: Michael Putney, Local 10 <i>Speakers: Mayor Carlos A. Gimenez Chairman Esteban L. Bovo Mayor Oliver Gilbert, III</i>
12 Noon – 1:30 p.m.	Working Box Lunch Room 3210 Technology Report from Fastrack Institute <i>Sergio Abreu, Jr., Greater Miami Chamber of Commerce Cesar Castro, Fastrack Institute</i>
1:45 p.m. – 3:45 p.m.	Track 1: Attend TPO Governing Board Meeting. <i>Take Metromover to Government Center.</i> Track 2: Conference attendees attend a Livable Communities/Transit Oriented Development Session Moderator: Marta Vicedo, Urban Impact Lab · Mandy Martle, South Florida Community Land Trust · Patrice Gillespie-Smith, Downtown Development Authority · Jonathan Raiffe, The Adler Group · Katherine Kraft, America Walks
4:00 p.m. – 6:00 p.m.	Dessert & Coffee Networking Time Exhibitor Hall

January 26, 2018

8:30 a.m. – 9:00 a.m.	Registration/Coffee/Networking Room 3210 <i>Chapman Conference Center Atrium</i>
	Master of Ceremonies: Commissioner Dennis C. Moss
9:00 a.m. – 10:30 a.m.	Funding the SMART Plan – Session 1 Best Practices Nationally: Innovative Approaches Beyond Tax Increment Financing Moderator: Commissioner Dennis C. Moss · Sasha Page, Principal, IMG Rebel · Eric Singer, Esq. Bilzin Sumberg · Kieran Bowers, President, Swire Properties
10:45 a.m. – 12 Noon	Funding the SMART Plan – Session 2 Room 3210 Where we are with each SMART Plan corridor and what progress does each agency see in 2018? Moderator: Charles Scurr, Transportation Trust · Secretary James Wolf, Florida Department of Transportation · Alice Bravo, Department of Transportation and Public Works · Aileen Bouclé, Transportation Planning Organization · Javier Rodriguez, Miami-Dade Expressway Authority

REPORT ON PROCEEDINGS

Keynote Speakers



Carlos A. Gimenez
Mayor, Miami-Dade County

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



Esteban L. Bovo, Jr.
Chairman, Board of County Commissioners
Chairman, Transportation Planning Organization

Esteban L. Bovo, Jr. was elected to the Board of County Commissioners in 2011 representing District 13, which includes Hialeah, Miami Lakes, Palm Springs North, and neighboring areas of unincorporated Miami-Dade. On December 6th, 2016 Commissioner Bovo was elected Chairman of the Board of County Commissioners for the 2017-2018 term. Bovo previously served as Councilman for the City of Hialeah in 1998 and was elected as a State Representative for District 110 in November 2008 and during his tenure in the Florida Legislature Bovo was an outspoken advocate for the historic Hialeah Park and worked diligently towards its re-opening. Chairman Bovo has restructured the commission committee system and established a Chairman's Policy Council to address several key issues facing our community such as mass transit expansion funding, courthouse and jail infrastructure funding, sea level rise, housing affordability, and gun violence epidemic. As a County Commissioner, Esteban Bovo, Jr. maintains an open-door policy and continues his commitment to improving our quality of life in Miami-Dade County.

Implementing the community's vision for public transportation

Program

January 25, 2018

10:00 a.m.

Room 3210

Opening Session – Keynote Addresses

Master of Ceremonies

Michael Putney
Senior Reporter, Politics and Government, Local 10

AGENDA

Welcome from Miami Dade College

Dr. John Wensveen
Vice Provost of Academic Schools

Welcome from the Chamber of Commerce

Gene Schaffer
*Chairman, Greater Miami Chamber of Commerce and
Miami Market President, Bank of America*

Welcome from the Transportation Trust

Glenn Downing, CFP®
Chairman, Citizens' Independent Transportation Trust

Keynote Address

The Honorable Carlos A. Gimenez
Mayor, Miami-Dade County

Keynote Address

The Honorable Esteban L. Bovo., Jr.
*Chairman, Board of County Commissioners
Chairman, Transportation Planning Organization*

Keynote Address

The Honorable Oliver Gilbert, III
*President, Miami-Dade County League of Cities
Mayor, City of Miami Gardens*

12:30 p.m.

Room 3210

Working Box Lunch

Technology Report by Fastrack Institute

Speakers:
Sergio Abreu, Jr.
*Chairman, Greater Miami Chamber of Commerce
Transportation and Infrastructure Committee*

Cesar Castro
Fastrack Institute

Implementing the community's vision for public transportation

REPORT ON PROCEEDINGS

Program

January 25, 2018 - *continued*

1:45 p.m. – 3:45 p.m.

Room 3210

Track 1: Attend TPO Governing Board Meeting. Take Metromover to Government Center.

Track 2: Conference attendees attend a Livable Communities/Transit Oriented Development Session

Moderator: Marta Viciado, Urban Impact Lab

- Charles Dabney, South Florida Community Land Trust
- Patrice Gillespie-Smith, Downtown Miami Development Authority
- Jonathan Raiffe, The Adler Group
- Katherine Kraft, America Walks

4:00 p.m. – 5:00 p.m.

Exhibitor Hall

Dessert & Coffee Networking Time

January 26, 2018

8:30 a.m. – 9:00 a.m.

Chapman Conference Center Atrium

Registration/Coffee/Networking

9:00 a.m. – 12:00 noon

Room 3210

Master of Ceremonies: The Honorable Dennis C. Moss
Chairman, TPO Fiscal Priorities Committee

Funding the SMART Plan – Session 1

Best Practices Nationally: Additional innovative approaches beyond Tax Increment Financing

Moderator: Commissioner Dennis C. Moss

- Sasha Page, Principal, IMG Rebel
- Eric Singer, Esq., Bilzin Sumberg
- Kieran Bowers, President, Swire Properties

Funding the SMART Plan – Session 2

Where are we with SMART Plan corridor and what progress does each agency see in 2018?

Moderator: Charles Scurr, Transportation Trust

- Aileen Bouclé, Transportation Planning Organization
- Secretary James Wolf, Florida Department of Transportation, District 6
- Alice Bravo, Department of Transportation and Public Works
- Javier Rodriguez, Miami Dade Expressway Authority
- C. Mikel Ogelsby, South Florida Regional Transportation Authority

Closing Remarks: Commissioner Dennis C. Moss
Charles Scurr

Adjournment

Agency representatives will be available after the session for further discussion.

2017/18 TRANSPORTATION SUMMIT

Exhibitor's Showcase

HOSTED BY



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 Glenn J. Downing CFP®
 Jonathan A. Martinez
 L. Elijah Stiers, Esq.

Charles Scurr
Executive Director



Carlos A. Gimenez, *Mayor*

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Citizens' Independent Transportation Trust

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Transportation Trust

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Opening Session

10:00 AM – 12:00 Noon

January 25, 2018

Moderator:

Master of Ceremonies: [Michael Putney](#), Senior Reporter on Politics and Government, Local 10

Panelists:

[Carlos A. Gimenez](#), Mayor, Miami-Dade County

[Esteban L. Bovo](#), Jr. Chairman, Miami-Dade Board of County Commission
Chairman, Miami-Dade Transportation Planning Organization Governing Board

[Oliver G. Gilbert](#), III, Mayor, City of Miami Gardens; President of the Miami-Dade County League of Cities



Michael Putney



Chairman Esteban L. Bovo, Jr.



Hon. Oliver G. Gilbert



Hon. Carlos A. Gimenez

The 2017-2018 Miami- Dade Transportation Summit took place on January 25 and January 26 at Miami-Dade College Wolfson campus. The keynote speakers and presenters discussed the future of Miami-Dade County's public transportation. The summit was live streamed both days online and broadcast through a live Twitter feed with comments captured at #GoCITT.

Charles Scurr, Executive Director of the Citizens Transportation Trust, opened the Transportation Summit with the introduction of the Master of Ceremonies for the opening session, Mr. Michael Putney. He has been a journalist for 40 years and is currently the Senior Reporter for Politics and Government at WPLG Local 10 News.

REPORT ON PROCEEDINGS

Mr. Putney stated that Miami is at a crossroads literally and metaphorically and that traffic gets jammed and clogged and it is not working. Thus, something need to be done to make it work well. Mr. Putney stated that he voted in favor of the half-penny surtax in 2002 but there is a trust deficit amongst people who need to see solutions. He acknowledged there are some deeply committed decision makers, including Commission Chairman Bovo and other commissioners, as well as Mayor Gimenez, who are trying to make improvements.

Mr. Putney articulated the three goals of the 2017-2018 transportation summit as the three R's:

1. **Regain** a shared vision for the future and the SMART Plan
2. **Refocus** on the People's Transportation Plan 2.0 and innovative funding, and
3. **Reignite** a sense of urgency in moving forward.

Dr. John Wensveen, Vice Provost of Academic Schools for Miami-Dade College (MDC), brought welcoming remarks on behalf of the college. He that MDC is doing its part by preparing its students to address transportation and other challenges. He further stated that, MDC is investing in growing its existing programs and creating new ones to meet demands of the industry of transportation by air, road, water, pipeline and space. MDC is also looking for ways to enhance industry relationships and identify new strategic partnerships with the goal of creating new talent pipelines to serve the needs of the community in the short, medium and long term.

MDC is creating partnerships, and offering internships, certificates, both Associate and Bachelor degrees, applied research and corporate training. The college is also working with key industry players in the community to develop new apprenticeship models on transportation, trade and logistics. MDC is developing new education, training and research centers that will become valuable resources for industry, government and citizens of Miami-Dade County. MDC understands that urban productivity is dependent on the efficiency of the transportation system to move labor, consumers and cargo between locations.

The next speaker was Gene Schaefer, Chairman of the Greater Miami Chamber of Commerce (GMCC) and Miami Market President of Bank of America. He began his remarks by stating that the Chamber is focused on transportation the top pressing issue for the community. Mr. Schaefer stated that traffic is clogging major arteries across South Florida causing slowdowns on the delivery of goods and headaches for commuters. He also pointed out the expansion of peak traffic hours where rush hour now occurs before sunrise and after sunset which makes it difficult to move around our community for business or for pleasure. According to Mr. Schaefer, any fix will be expensive even with federal and state dollars and transportation solutions need to include the private sector.

Members of the Board of County Commissioner presented Mr. Charles Scurr, CITT Executive Director, with a proclamation honoring his service as Executive Director of the Transportation Trust from 2008 to 2018. It was announced that Javier Betancourt is the new Executive Director of the Trust.

Glenn Downing, Transportation Trust Chairman, stated the goals of the summit from the perspective of the Trust during his remarks and emphasized that the SMART Plan needs to move forward.

The first keynote speaker was BCC Chairman Esteban L. Bovo, Jr. who emphasized that Miami-Dade is at a cross roads and noted that its' ranking as one of the twenty (20) possible sites for the new Amazon headquarters was great news. He went on to say that Miami will always be in anyone's Top Twenty list because of its favorable tax rate, good weather climate and strategic location having synergy with South America and the Caribbean, and as a cosmopolitan and inclusive community.

Mr. Bovo stated that what could impede companies like Amazon and Google from locating here is the quality of the transportation system since it is key to affordable housing, workforce housing, resiliency, climate change and putting less pressure on the Urban Development Boundary (UDB). According to Chairman Bovo, every elected official in Miami-Dade County knows that transportation is the number one priority and that we need to give people options which right now they lack, but another half-penny surtax is unlikely. Chairman Bovo added that Portland, St. Louis, San Diego, Denver and others have invested in TIF legislation that allows them to steer funds into transit development. He noted that Miami needs not only TIF legislation, but also to "double down" on zoning opportunities as well.

Chairman Bovo also stated that if transportation is our number one priority then the budget needs to reflect it; our commitment to transportation should be reflected in what we say and in how we act. According to him, the two most important components about transportation right now are TIF legislation and upzoning. He pointed to Brickell and Dadeland as examples of development that other areas of our county can use as a model. He explained that a transit experience should entail getting off and on a platform or in a parking lot, and disembarking into an area where there are restaurants, shops with people living and working there.

He expressed his desire to change Miami-Dade County's development model pointing out that the County has sustained itself because of chaos in other places. When there is chaos in South America and the Caribbean Miami-Dade County benefits. But chaos in other places is not a sustainable model for long term development. According to Chairman Bovo, Miami has a lot of assets, and it is up to the elected officials to address the issue and start moving forward. He pointed out that now the question is "what is the technology?" and before the question was "what was our corridor?" He noted that the focus is on the north and south corridors, and future generations will need to address the other corridors. He stressed that consideration for what the new technology will come can't be the justification for not doing something, and that solutions are needed right now.

Mayor Oliver Gilbert of Miami Gardens is in his second term as Mayor of the City of Miami Gardens. He noted that transportation is a conversation that is long overdue by stating that 113,000, 1.5 million, 33, 57, 65, and 1.3 million are not numbers but demographic representations of people that live, play and come to work in Miami-Dade County. There 113,000 residents who live in the City of Miami Gardens and there are 33 cities in Miami-Dade County

REPORT ON PROCEEDINGS

and 57% of the people who live in this county live in our cities which equals about 1.5 million people. The Mayor stressed that real people who live and work in the area are behind the numbers. He reiterated Chairman Bovo's statement that transportation needs to be the number one priority and if it is not the number one priority then it needs to be 1A but it cannot be 1B. People need to have the ability to move from place to place; residents from Miami Gardens should be able to visit the wineries down in Homestead and residents of Homestead should with ease or attend Jazz in the Gardens, a jazz festival in Miami Gardens. Mayor Gilbert stated that we talk about being one community but we really are not.

In his speech, Mayor Gilbert also shared his own experience with transportation and how he would wake up at 5 a.m. to take the bus to the Dr. Martin Luther King, Jr. Metrorail station and then ride Metrorail to the University of Miami to go to the law school. When he finished classes at the end of the day, he would wait for his dad to pick him up but if his dad could not pick him up he would take the Metrorail home. At times he would fall asleep and sometimes he would wake up after his stop and then have to walk all the way back. He used his experience to highlight the importance of transportation.

Mayor Gilbert mentioned that 700 people registered for the Transportation Summit and probably some people didn't want to drive or have to pay \$9.00 for the express lane. An express lane toll of \$9.00 works but is not a fix. The solution may not be what we expect or it may not reflect the fix experienced by other places. Mayor Gilbert closed by remarking that the transportation system has been broken for too long and needs to be fixed.

The last speaker of the panel was Miami-Dade Carlos A. Gimenez. Previously Mayor Gimenez served as Miami City Manager, Miami-Dade County commissioner and has been serving as Mayor of Miami-Dade County for 6 years now. Miami-Dade County has over 2.7 million people and a \$6 billion dollar budget. Mayor Gimenez also thanked Charles Scurr and recognized Javier Betancourt the new executive director and Glenn Downing, Chairman of the Transportation Trust.

Mayor Gimenez stated that his top priority is how the 2.7 million residents are moving around in Miami-Dade County. He stressed the number of residents keeps growing since Miami-Dade County is a great place to live and work, and where the quality of life is great. The Mayor outlined some of the history and features of Miami-Dade's public transportation system. He pointed out that Metrorail actually made its debut in 1984 and currently has 25 miles of tracks and takes riders to Hialeah, Dadeland Downtown and into the Miami International Airport.

The Mayor went on to outline enhancements that have been made to the County's public transit system since the PTP was implemented in 2002. Metromover, a 4.4 mile electric powered elevated rail system, takes people around downtown and into the Omni area and Brickell area fare-free, thanks to the PTP. He added that seniors and eligible military veterans ride fare-free on transit because of the PTP. The half-penny surtax has also paid for the Orange Line Metrorail extension to Miami International Airport. New buses have been added to the Metrobus fleet serving 95 routes which travel 265,000 miles a year. Some of the buses have been replaced with

environmentally friendly articulated hybrid buses. Miami-Dade is also purchasing 300 new CNG buses and procuring 33 electric buses.

Mayor Gimenez advocated for an honest open discussion and for the community to work collaboratively on transportation issues. He pointed out Miami-Dade Transit has a high absenteeism rate as every employee misses one day a week on average. He emphasized the County is working with the transportation workers union to deliver what residents are asking for.

Mayor Gimenez added that the County is getting a new Metrorail fleet and exploring every possible avenue to improve service. The 136 vehicle Metrorail fleet will be replaced by the end of 2019, and frequency will improve as the system will go back to its full service by the end of summer 2018.

Mayor Gimenez said he and Chairman Bovo can agree with him on the need to keep moving forward and to take action right now. Funds have been allocated to expand the Metrorail service for the 2017-2018 fiscal year which is one small example of what can be accomplished when everyone works together. The Mayor agreed that transportation is about mobility, equality and economic development. He acknowledged there is much work to be done.

Mayor Gimenez urged the audience to think about the most cost effective solutions in the foreseeable future. He stressed that we need to consider new transportation, new technology that will not create a tax burden on future generations or create a system that we cannot afford to maintain as it has happened in New York City. The Mayor acknowledged that we need to consider consumer behavior and land use planning, but we also need to remain open minded about different modes of transportation, as we are Miami and a city of the future. He also acknowledged that even as we think about the different modes of transportation in the future, we also need to consider solutions from the past.

According to the Mayor, the Northeast corridor can be improved right away. Brightline is implementing their service which connects West Palm Beach, Fort Lauderdale and Miami by mid-March. Tri-Rail's commuter service will connect places such as Aventura and the Design District, and relieve traffic congestion on I-95.

According to the Mayor, we can establish priority corridors that can later be converted for use with future technology. He focused on the south corridor and stressed that the County can start soliciting proposals to build stations along the South Miami-Dade Transitway. Another corridor on which improvements are underway is the East-West corridor which features a partnership with MDX to develop bus rapid transit service that will be available this year. He also expressed support for the proposal to build the Kendall Parkway also known as the 836 Expressway extension as the 600,000 residents of Kendall and West Miami-Dade need a relief. According to him, the Kendall Parkway can open in 3 or 4 years.

The Mayor again emphasized the need to build with an eye for the future pointing out that we cannot implement a technology now that will later on not work. According to Mayor Gimenez,

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FDOT does not want to invest in something that may become obsolete by 2030. There needs to be an investment in the technology of tomorrow and thus reduce the time people spend in cars.

The Mayor also discussed that in addition to the six SMART Plan corridors smart traffic signals will help to improve the flow of traffic. Smart traffic signals, also called adaptive signals, have been implemented in 10 major county corridors in 2017 and are able to help people better plan their trips. He suggested Miami needs to continue to work on better coordination, work with universities, and even schools as schools create a lot of traffic as noticed in the summer when school is out and traffic is better and noted that human behavior needs to change, people need to be educated on better planning, and learn how to plan their trips better. Smart applications can help people plan discretionary trips, trips that are not really needed at a specific time and that can be done at any other time.

The presentations from the panelists were followed by a Question and Answer session. Mr. Putney asked questions on behalf of the audience who submitted them on question cards (included below). Mr. Putney started the discussion by asking Mayor Gilbert whether he preferred heavy rail, light rail or bus rapid transit for the 27th Avenue corridor. Mayor Gilbert stated that he does not want bus rapid transit and it is important to restore people's trust. He mentioned people's trust is not an abstract thing, people were promised a heavy rail system on 27th Avenue and then nothing was delivered. He unequivocally stated his preference is rail on 27th Avenue.

Mr. Putney's next question was to Mayor Gimenez and about the plans to visit China to view the buses that the Mayor suggested as an alternative to rail. The Mayor reminded the audience that rail will take years to develop because of the environmental studies required by federal regulations. According to the Mayor, building stations that can be converted for another mode of transportation in the future and using buses is a short-term solution. He noted that there is a stigma on buses, that they can't take you anywhere because it stops every 100 feet; however, bus rapid transit is very train-like, with limited stops and dedicated right of way. With smart signals, buses do not have to stop everywhere, time is an issue which smart signals can give a solution to. Mayor Gimenez emphasized he is not against any particular technology, he just wants things that can be implemented right away.

Chairman Bovo was asked what is his preferred solution in the south corridor and he responded that he does not support the bus option, as it would not create the "robust activity" that he envisions with the transit experience. He also referenced the credibility issue with implementing transportation modes different from the ones that were promised to residents. He emphasized this credibility issue as the reason why an additional half-penny tax would be unpopular. The Commissioner agreed with Putney that one successful corridor may inspire residents to put more money towards transportation.

Mayor Gimenez emphasized again the issue is that the amount of time it would take for rail to occur would be too long. He projected it would take 7-8 years to get rail done, and instead supported bus rapid transit as a more immediate solution. As he said, "I don't want perfect to

be the enemy of good...We want good to be good, and then get to the perfect solution in the end, but the perfect solution is not going to come right away.”

Mayor Gilbert addressed the credibility issue as he stated that people will not believe that the short-term solution will not become the permanent solution. In Mayor Gilbert’s words, “something was promised, it wasn’t delivered. That is the first problem we have to address.” He pointed out that incremental solutions will look like a continuation of the failed promises.

Mayor Gimenez reminded the audience that the original promise was for elevated rail but that promise was impossible to fulfill as it would cost too much. So now the focus is on putting rail at grade level. Commissioner Bovo agreed with at grade rail being more feasible than elevated rail for the north and south corridors, and that right-of-way acquisitions and studies will need to continue. However, he expressed frustration with the amount of studies that have been done and continue to be done, without real outcomes.

Mr. Putney’s next question was for Commissioner Bovo regarding to Tax Increment Financing (TIF), how it works and how much money it would collect. Mr. Bovo explained that 4.5% of the natural growth of property values in the TIF areas would automatically be collected by the county. The remaining revenues from the growth would be dedicated to the SMART Plan corridors. In combination with upzoning, some areas, like Palmetto Bay, would bring value. Mr. Bovo mentioned a 30-year revenue projection of \$1.5-\$1.8 billion for that area.

The final question from Mr. Putney was whether there is a shared vision of transportation. Mayor Gimenez stated he wants Miami to be on the cusp of technological advancement. He stated that the participants all agreed on the need of the six corridors. He and Chairman Bovo also agreed that those corridors would be “at grade”, and that they can probably agree on the locations of the stations. According to the Mayor, there was agreement that they should acquire the corridors, build stations that are convertible and not forget the roads. Mayor Gimenez followed by saying that even if rail is built in all six corridors, the majority of people would still use cars, as shown by the examples of Washington, New York, Chicago, and other major cities with better transportation systems.

Transportation Summit Opening Session Questions

- Does the Kendall parkway not require an environmental impact study? Couldn’t the money used to build the parkway not be used to build transit instead? It seems the Parkway would make SR - 836 more congested.
- The transportation issue has a communication component. We need a change in people’s mindset. Does the County have a communication strategy to educate public on how to become part of the solution? Is there funding allocated or a plan to encourage people to switch modes?
- How \$10 Express fee is explained when the express bus is causing heavy traffic just like regular bus whether or not there is an accident? What solution you have NOW? Thanks

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- If BRT is placed on the South Dade Transit Way the residents will again receive the lower form of transportation. Why should South Dade residents pay for Metrorail for 15 years if they will not receive it - another promise broken? - Mayor Peggy Bell, Cutler Bay
- The northeast corridor is the easiest and least expensive to implement and is the densest corridor. How quickly can the county leverage its influence to do a deal fast and get transit running on F.E.C. I-95 is a bad joke at rush hour! Thanks-
- Do you plan to include the voice of people with disabilities in the planning stage rather than fix problems later (after Smart Plan is fully implemented)?
- How will it be determined where these stations on each of the corridors be decided-will the cities be involved?
- Stanley Goldenberg- Hurricane Research Division/NOAA S. Dade desperately needs an efficient bus route serving the primary educational establishments from Homestead MDC to Robert Morgan, to MDVC Kendall to FIU. The current routes are slow residential routes I would love to discuss this further. -305-338-0375
- Stanley Goldenberg- Hurricane Research Division- Service on Metrorail had deteriorated marked by in recent months due to aging car. Until full service is restored- MDT needs to develop effective means of timely and effective communication with riders during delays. Currently the communication is very poor.
- Can we have improved information at bus stops for out of town visitors? (Going north, Going South, etc.) Can bus routes on the net be marked for locations where the route ends or where you may be ordered off the bus?
- What are the cost differences for construction and maintenance of bus rapid transit, light rail and heavy rail?
- How much of the ½ cent tax income that has been collected remains?
- Why cities do not have more of a voice in the transportation discussion? Thank you.
- I've heard that statistic of 40% rush hour discretionary traffic. It seems impossible to believe. How was that determined?
- In your opinion, do you feel there could be a short-term/long-term solution to the 1st last mile travel for residents?
- Why the trains are keep breaking down and are they being repaired in the yard? Why major bus routes are is being schedule back on their route?
- How can we rely on the effectiveness of the BRT without causing sprawl? Question for Mayor Gimenez.
- Can we make an attempt to implement bus right of way right lanes on corridor for the SMART Plan? Other states have applied this an improve mobility by up to 30%.
- Miami is ground zero for sea level rise. We need to design any new rails and stations to be resilient. Will this/is part of the design and engineering requirements as we go forward?
- All of the J.E. and more new buses on N.E. -Willie Lee Frazier
- Can you describe the details of the current construction occurring on 836 between the palmetto and 27th Ave? At this time, all vehicles are headed into 3 lanes at Le Jeune. How will this change?

- Other than infrastructure, are any state and local tax incentives being considered for large corporations/ employers to implement more virtual work place opportunities that reduce traffic and peak hour volumes on our roads and transit systems? -Karma Prieto
- Extended Metrorail at Grade South of Dadeland South to Cutler Ridge. Draw electric power from overhead lines. This should be priority #1 of the Smart Plan. - Councilman Maria Mitchell-Miami Springs, May
- Miami is considered one of the top 20 sites for Amazon's. The climate, geography, cosmopolitan, inclusive atmosphere is what makes Miami one of the top 20 sites, however, transportation can be the separation and limitation for Miami. Also, the Kendall corridors; connecting people from Homestead to Miami Gardens and Miami Gardens to Sunset; crossroads; technology; the 3 goals of transportation for Miami: regain, reignite, refocus and the SMART plan where amongst the things talked about in the 2017-2018 Transportation Summit.

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Technology Report from Fastrack Institute

12:00 PM – 1:30 PM

January 25, 2018

Moderator:

Sergio Abreu, Jr - Greater Miami Chamber of Commerce and TECO Energy

Panelists:[Cesar Castro](#) - Fastrack Institute[Mike Lingle](#) and [Francisco D'Elia](#), [Citi.Moov](#) - Fastrack Institute

Sergio Abreu, Jr.



Cesar Castro



Mike Lingle



Francisco D'Elia

Sergio Abreu, Jr, Chairman of the Greater Miami Chamber of Commerce Transportation and Infrastructure Committee, initiated the session with an overview of the Fastrack Institute stating that its' main goal to accelerate technological solutions to mobility in the transportation sector. Mr. Abreu is also a member of the Fastrack Institute Advisory Board, and Manager of External Affairs of Peoples Gas Company.

Fastrack Institute was launched two years ago in Medellin, Colombia as an entity that can remedy an array of social issues in the public sector. It is designed on the methods and writings of Salim Ismail's publication Exponential Organizations. Salim developed a process for companies to adapt to the exponential growth of technologies and reinvent the way they operate so that they fit better into their respective market and believes that if the same process was applied to the public sector it would yield benefits and solve key issues.

The Miami Mobility Fastrack focuses on transportation and it began on August 24, 2017, and concluded on December 14, 2017. This effort yielded two self-sustaining private sector funded businesses that differ or compliment the work currently in place on the issue of transportation.

One of the most challenging tasks faced by our transportation agencies is to alter human behavior and get people to use alternative modes of transportation to reduce congestion. The Knight Foundation, Miami-Dade Expressway Authority, and the Codina partners provided funding for the initiative. Students and faculty from Florida International University, the University of Miami, and Miami-Dade College provided ideas, advice, and data to fuel the Miami Mobility Fastrack.

Cesar Castro from the Fastrack Institute began by stating that “Fastrack seeks to revitalize cities and make them more livable and more prosperous by adopting the disruptive strategies of exponential businesses.” They adopt exponential organization methodologies because they solve the problems ten-times faster. The advancement of technology creates massive opportunities and Fastrack is an operating system designed to fix civilizations that have become cluttered or stagnant on specific social issues. These organizations use technologies that can make an enormous impact with a small footprint.

Mr. Castro noted that cities must address the same sustainable development goals as the United Nations (UN) to grow since more than fifty percent of the world’s population lives in cities. The UN goals are no poverty, zero hunger, good health and well-being, quality education, gender equality, clean water and sanitation, affordable and clean energy, decent work and economic growth; industry, innovation, and infrastructure; reduced inequalities, sustainable communities and cities, responsible consumption and production, climate action, life below water, life on land; peace, justice, and strong institutions; and partnerships for the goals.

Another concept is that people identify with the city they live in. This creates a connection between Miami and other cities that implement the Fastrack solution. The common transportation issues they face can be improved by communication between the cities, as successful solutions replicate and reproduce themselves. This process makes decision making faster and nurtures public/private sector partnerships.

The model used to create solutions in Medellin, Columbia provides Miami with an effective blueprint for its transportation problems. Mr. Castro explained that while Fastrack is currently working with just two cities, it plans to expand to ten in the near future. He stressed that the initiative is not only a business endeavor, but also an effort to create a network of reflexive solutions to apply to multiple urban city compositions.

The first step of the Fastrack process is to identify the problem and have a clear definition of the issue. The second step is the ideation/brainstorming session, where competitive strategies are proposed. This phase engages experts and allows citizen to identify what effect the changes might have. The third step is the action phase where the plans are put in place. All meetings and hearings in this phase are open source.

Miami Mobility Fastrack’s main goal is to allow citizens to move from point A to point B in no more than twenty-five minutes. He noted that Miami contains a key ecosystem for augmented reality and artificial intelligence when it comes to citizen mobility, which is the main problem area defined by Fastrack.

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Two solutions came out of the Miami Mobility Fastrack process and are moving into the acceleration/action phase. They are Citi.Moov and Sync.me. Three local municipalities, City of Doral, Village of Key Biscayne, and City of Miami Beach are prepared to accept the prototypes of these solutions. Mr. Castro compared the prototypes to the financial inclusion, mobility, healthcare, and air quality solutions implemented in the city of Medellin. He offered an example of Collectiv.io., a solution in Medellin, that actively gathers and shares mobility data on *multiple* fronts across the city.

Mr. Castro introduced the Sync.me solution using short a video that depicts, in a comical manner, life in Miami defined by congestion and road rage. It goes on to explain that we have the solution to our mobility problems in our pockets; i.e. the smartphone. It can be used to streamline our schedules over a live platform and thus give us more opportunities to carpool. The goal is to remove ten percent of cars off the road by 2019 at no cost to the government and without inconveniencing citizens.

Mr. Castro continued by saying that wants to take cars off of the road because the average commuter spends 270 hours a year in traffic and 75 percent of the time drivers are stuck in a traffic jam. He further stated that the underlying indicator in this strategic approach is the behavior of commuters.

Sync Pool focuses specifically on the idea of carpooling to reduce the number of commuters driving on the road. It is a smartphone application that tracks and maintains personal schedules so that users might synchronize with other individuals who have the same destination and schedule.

Another extension of this program is Sync Meet, which tracks, schedules and makes recommendations for users to conduct their meetings at more convenient locations Advertising promotes the availability of coupons, which will drive over \$150 million dollars in sales. The application will be free to download and the revenue generated directly through advertising.

Research done by Sync.me, showed that forty-one percent of individuals use calendars and the implementation of the application will reduce traffic in Miami-Dade by ten percent, if at least 30% of the total citizens use the application. Mr. Castro stated that the application has the potential to scale up into other cities and expand.

Mike Lingle presented the winning Fastrack project, Citi.Moov, which is a smartphone application that rewards users for carpooling. The main goals of Citi.Moov are to “(1) to get cars off the road as soon as possible and (2) make smart decisions faster.” The rewards increase with each person added to the car pool. The concept is flexible and can be used with public transit, ridesharing and bikesharing programs. Citi.Moov also gathers data on how people move around the city, the same way that ridesharing companies do now. Use of the data will allow for clearer planning on the topics of congestion relief, infrastructure, and human commuting behavior and help Miami to transition into a smart city.

The reasoning behind incentivizing commuters to car pool is because seventy-eight percent of citizens drive alone on their commutes, public transit ridership is declining, and rush hour in Miami virtually lasts all day.

The data platform allows the application to Simulate, Assess, Validate and Integrate (SAVI), which will help users and planners to understand how the city moves, and will steer them towards carpooling or choosing routes that are more efficient. Instead of only collecting data through the application, which can take months, Lingle suggested that computer vision is used via traffic cameras that are already active and in use. With this, planners can begin to attempt to prevent collisions, which cause twenty-five percent of congestion.

Lingle identified a generational age gap in commuting where He states members of the younger generations are getting drivers licenses at a lower rate and these individuals are actively seeking alternatives such as carpooling. Another important point is that many other countries are already prioritizing carpooling as a means of condensing traffic congestion; it is now up to the United States to follow the popular trend.

Florida International University (FIU) is one of the leading partners in the development of the application which allows for the reporting of information that goes directly to the City or municipality that they are commuting in. Financial contributions from FIU, Miami-Dade Expressway Authority, and the City of Doral have made development of the Citi.Moov application possible. Lingle concluded by stating that working with policy makers is the main goal of the program, so that the true mobility problems in Miami lead to a solution. Lingle stated that the main emphasis of this program is that it is software-based, which allows for the creation of predictive models. The program model, designed reflexively, allows for application in other cities as well.

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Livable Communities/Transit Oriented Development

1:45 p.m. – 3:45 p.m.

January 25, 2018

Moderator:

Marta Viciado, Founding Partner and Strategy Developer, Urban Impact Lab

Panelists:

[Charles T. Dabney](#), Miami Market Manager, South Florida Community Land Trust

[Patrice Gillespie-Smith](#), Senior Manager, Downtown Development Authority (DDA)

[Jonathan Raiffe](#), Executive Vice President, Adler Group

[Katherine Kraft](#), Executive Director, America Walks



Marta Viciado



Charles Dabney



Patrice Gillespie-Smith



Jonathan Raiffe



Katherine Kraft

Marta Viciado is the Founding Partner and Strategy Director of the Urban Impact Lab. She served as Moderator and opened the session by asking each panelist to introduce themselves and to define the term livability. Ms. Viciado noted that the term livability is used in multiple contexts but is rarely to describe individual situations.

Defining Livability: Katherine Kraft described livability as, “the sum of factors that create equality of life” which includes the built environment, natural environment, safety, economic vitality, public spaces, and recreational spaces. She also mentioned several indices that allow one to “measure” livability. She followed-up by stating livability included proximity to mixed-use destinations. Mr. Dabney defined it as related to land value and access to quality education, childcare, healthcare, and public transportation and highlighted the importance of having transportation to work. Mr. Raiffe presenting a definition from the development and real-estate perspective and described it as “live, work, play.” However, he indicated that it can be as detailed as where an outlet is placed in relation to your bed, the location of bathrooms, and the amenities

around your house such as the ability to sit while looking through your mail. On a larger scale, it can be how the built environment enhances quality of life such as having access to restaurants and grocery stores. Ms. Gillespie-Smith believes downtown Miami is “very livable” because of the number of people living in the area. She also said the area was the “most accessible” area in the state because of the accessible transportation options. Furthermore, Ms. Gillespie-Smith stated that developers define the term as walkability and gave examples of ways the DDA is making the area more walk-friendly, for example completing the Flagler Street renovation and beautification project.

Ms. Viciado asked Ms. Kraft to define the term walkability and what it would take to make an area more walkable. Ms. Kraft stated livability is a more expansive term while walkability is more about mobility and accessibility. She gave the example of allowing people enough time to safely cross the street in a crosswalk. Ms. Viciado also asked Ms. Kraft to discuss the cost of building the infrastructure for a walkable community. Ms. Kraft acknowledged the cost but also identified several benefits including higher real estate and retail values, improvements in health, and decreased healthcare costs.

Designing for livability: Ms. Viciado asked Mr. Raiffe to explain how developers can design for livability and walkability since they are closely connected. Mr. Raiffe believes creating livable and walkable communities starts with relationships and partnerships. Through a partnership with Miami-Dade County, the Adler Group was able to build the Link at Douglas, a mixed-use development at the Douglas Road Metrorail station. They are also working on developing The Underline, unused space under an underpass, for biking and walking. Finally, they are looking into integrating technology into the experience as well as improving the coordination of the seven different modes of transportation used at Douglas Station.

Ms. Viciado stated that transit is the amenity within the Link at Douglas project, and asked Mr. Raiffe how we can do more projects like that especially while implementing the SMART plan. Mr. Raiffe stated this can be accomplished through private-public partnerships; with public organizations taking a more business focus and private companies looking at more of the public benefit to their projects. He recommended building a true partnership with the County—something he felt was accomplished with the Douglas project. Finally, he identified the ability to use the land next to transportation hubs as a factor in achieving connectivity.

Marta highlighted effective land-use policies, which include upzoning and increasing densities along heavy-use transit corridors, was part of the tax increment financing that Chairman Bovo mentioned earlier in the summit. Mr. Raiffe added land ownership as a key component of effective land-use. For example, the County owns the land for the Link at Douglas project and therefore, is able to have a say in how it is used.

Public-private partnership: Ms. Viciado asked Ms. Gillespie-Smith how public-private partnerships and the business world intersect to create more livable communities. Ms. Gillespie-Smith stated that the Miami DDA is an economic development agency and as such, works closely with the private sector. However, with private investments in livability also comes a concern for

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equity and insuring that livability is available to all segments of the population. [See DDA presentation here.](#)

Ms. Gillespie-Smith mentioned three components that influence livability: 1) connectivity and program control, 2) access, and 3) the element of fun. Connectivity and the desire to interact with the community is becoming something that people “crave”. She gave the example of Critical Mass, an organically organized cycling event, and a one-day conversion project in which the space typically used for cars along Biscayne Boulevard was turned into open space for the public. Both of these examples were praised by the public.

Completing the Bay Walk was an example of providing access to the public. She indicated that “world class cities” often have “world class promenades”, and through a public-private partnership, they were able to provide million-dollar views to the public. Finally, Freebee is an example of providing an element of fun into livability. This service wraps their cars in art and provides a free transportation to the public.

Community Land Trust: Ms. Viciado asked Mr. Dabney to speak more about public-private partnerships and the importance of a community land trust when thinking about transportation. Mr. Dabney started by discussing the mission of the South Florida Community Land Trust—providing and preserving affordable housing to underserved populations within South Florida. [See CLT presentation here.](#) Mr. Dabney also highlighted the terms “permanent control” and “community stewardship” as two things of great importance to their organization. Community stewardship is achieved by integrating renters, homeowners and residents within their board of directors. Permanent control is achieved by offering a 99-year ground lease agreement to homeowners, thereby decreasing the cost of land and making homeownership more attainable.

Before investing in parcels of land within a specific location, the South Florida Community Land Trust evaluates if that area contains elements of their “core values”. These values include access to employment and education centers, proximity to public transportation and grocery stores, safety, and the overall quality of environment. Mr. Dabney also emphasized the role housing affordability plays in straining transportation. For example, many residents living in Miami-Dade have to drive a distance from their home to employment centers because they cannot afford to live close to their jobs. If permanent affordable housing were available near employment centers, a “critical service” would be available to the public. His organization’s primary focus is on this issue by preserving the diversity, affordability, and cultural identity of places like Little Havana that have begun to suffer from gentrification.

Mr. Dabney went on to discuss how residents in the surrounding area (Miami, Miami-Dade County, Broward County, Fort Lauderdale, and the rest of the local metropolitan statistical area) have a lower remaining income (income left-over after taking housing and transportation costs into consideration) than some of the other “cost prohibitive markets” such as Los Angeles and New York City. This means that residents within this area have less to spend on other essential needs and to infuse money into the economy.

Cost of living: Pivoting off of Mr. Dabney's presentation, Ms. Viciado asked Ms. Kraft to go into the gentrification of walkability. Ms. Kraft indicated this was an issue raised by many local communities and acknowledged the correlation between walkability, and increased housing prices and gentrification. Because of this nexus, her organization provides communities with resources to bring more equitable development to areas concerned about gentrification. These resources include inclusionary zoning opportunities and partnering with local land trusts. Ms. Kraft believes the implementation of a comprehensive transportation system along with affordable housing options would create a livable community.

Ms. Viciado emphasized the point that a walkable community is not designed around cars and Ms. Kraft expanded on this point by stating that streets can have multiple uses and thinking about streets as public spaces is one way to improve livability. Mr. Raiffe indicated construction costs and building codes are a major impediments to building affordable housing. He also emphasized the cost of developing structured parking as a challenge to affordability, as well as limitations on what employees can afford with current market wages. Finally, while land banking is a way to reduce costs, there are some challenges with this approach as the benefits aren't necessarily being passed down to buyers.

Next, Ms. Viciado asked Ms. Gillespie-Smith how the DDA attracts more businesses to Downtown Miami and the role transportation plays in "sweetening the deal". Ms. Gillespie-Smith acknowledged the importance of thinking about transportation as a part of any business recruitment strategy. She identified a time when one business owner "swore-off" Downtown Miami because he was stuck in traffic one time. Ms. Gillespie-Smith considers even one employee that has to drive as a potential risk to business retention. Employers listen to their employees and when that employee reaches their "breaking point" with congestion and traffic, this may have consequences for the future of that business within Miami.

Ms. Gillespie-Smith believes frustration with traffic is a major reason for the influx of residents moving to the downtown area. The DDA also considers reducing costs for developers by waiving the requirement for parking or using mixed-use parking arrangements. She identified keeping businesses in Downtown Miami as the main reason the DDA is a strong supporter for implementing the SMART Plan as soon as possible.

Paradigm shift: Ms. Viciado believes there needs to be paradigm shift from a focus on cars to a commitment to public transportation. She believes there is a commitment from current political leaders, but asked the panel to think about the challenges or ways this paradigm might hinder successful implementation of the SMART plan.

Mr. Dabney indicated his organization was taking a proactive role focusing on land acquisition around existing and even planned transit-oriented development projects to ensure that affordable housing options are available around public transportation and that he believes increased affordable housing options will ultimately lead to improved ridership. Ms. Kraft cited a study by the National Association of Realtors, which found people are willing to buy smaller housing if it is closer to transportation and within a walkable community.

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Mr. Raiffe commented that investing within the 500 feet surrounding public transportation will have a return-on-investment and high public benefit. Finally, Ms. Gillespie-Smith highlighted a concern about the “first and last mile” and integrating connections between someone’s home and public transportation. She believes services such as Freebee make riding public transportation easier and more accessible, and will ultimately improve ridership. Ms. Kraft followed by stating that, as the population ages, improving public transportation provides options for safe transportation as people outlive their “safe driving years.”

Miami’s Arts and Culture Scene: Ms. Viciado asked the panel how Miami’s art scene plays a role within livability and how it is affecting transportation. Ms. Gillespie-Smith believes the art scene is elevating Miami to a “world class city”; even the Metromover and Metrobus vehicles are being wrapped with art. She also stated the current transportation system in downtown provides tourists an easy way to attend cultural events such as Art Basel.

Mr. Dabney mentioned the transformation occurring in Wynwood where art altered the area into a place with jobs, a place where people want to live, and a place for business activity. There is opportunity in thinking about how art can transform other areas that are not economically thriving, some of which have access to multiple modes of transportation, into thriving communities.

Mr. Raiffe highlighted Miami-Dade’s “Art in Public Spaces” program, which implements public art installations at County-owned facilities to increase public awareness of works of art, and to promote understanding and awareness of the visual arts. Mr. Raiffe believes there are low-cost ways to transform the built environment into aesthetically pleasing places. He gave the example of local artist creating murals on old factory building. Ms. Kraft added that planting trees is another important way to transform the environment.

Closing Comments: Ms. Viciado expressed her passion about transportation because it provides the County the greatest opportunity for improving resilience, health, quality of life, equitability, and inclusivity. She asked the panel if they had any comments or questions for other members of the panel before taking questions from the audience. Ms. Gillespie-Smith stated that she would like Mr. Dabney to find parcels in Downtown Miami to develop and Mr. Dabney stated that he would like to speak to Mr. Raiffe about partnering.

Question 1: A member from the audience asked Ms. Gillespie-Smith about improving the walkability in Downtown Miami. For example, students cannot walk side-by-side because trees, signs, and utility poles are in the middle of the sidewalk. Ms. Gillespie-Smith replied that there are some “complete street” guidelines that lay out length of sidewalks and positioning of signs. She noted it is up to the county to enforce these guidelines. However, as areas are being redeveloped, this is something that developers are also taking into consideration.

Question 2: A teacher at Miami-Dade College mentioned an area on her way to school that she would like to be redeveloped and Ms. Gillespie-Smith wrote down the address. The commenter also asked the panel’s thoughts on taxing non-local buyers (international or buyers from other states) who purchase units and do not occupy them personally. Ms. Gillespie-Smith said the DDA

would not take a position on that question at this time, but did state that New York does impose a tax on international buyers. She also noted their situation is different because the density is much higher. In addition, Miami has benefited from the “chaos in other countries” and therefore, she does not know how the community would respond to such a tax.

Ms. Gillespie-Smith mentioned the ordinance recently passed by the City of Miami that focuses on affordable housing. Mr. Raiffe added that the homestead exemption is supposed to address this issue as well and encouraged the audience to consider the consequences of such legislation as international buyers often finance construction and architecture jobs within the area. However, he acknowledged that the current environment does create an opportunity to incentivize developers to target middle and low-income buyers.

Ms. Vicedo asked Ms. Gillespie-Smith if she knew the occupancy rate for Downtown Miami and she did not. Mr. Raiffe also stated that many condos end up in the “shadow market” where buyers add their unit to the rental supply and charge a higher rate than other rental properties thus, making it unaffordable. Ms. Gillespie-Smith stated that affordability improves as inventory increases and Brickell is currently offering affordable options for renters.

Question 3: An audience member had a three-part comment: 1) the Douglas Station development will take away what is now green space, 2) even on clearly marked cross-walks drivers are not stopping which makes walkers afraid to walk, and 3) it is exciting to think about Amazon coming but this will increase property rents.

Ms. Gillespie-Smith answered the question and stated that if Amazon were to choose Miami as the location of its next headquarters, the County would approach its community leaders to make sure that affordable and workforce housing options were available. She gave the example of when she lived in Seattle and saw Amazon’s headquarters from her affordable housing unit but indicated that she was concerned about safety. She said that situation could be aided by intentional developments. She gave the example of Miami-Dade County requiring the Adler Group to put aside 12% of housing units in a recent project toward workforce housing.

Question 4: An audience member stated that she lives adjacent to a metro station and felt she had firsthand experience with the challenges of public transportation. She asked Mr. Dabney to add the West Grove Bahamian community to the list of communities that is disappearing due to gentrification.

Mr. Dabney replied that this community was one of the target areas for the South Florida Community Land Trust and hopes that the City of Miami’s \$100 million bond will open up opportunities for his organization to do business in that area.

Her second question was directed toward Ms. Gillespie-Smith. The audience member stated that the ordinance for the construction of micro units did pass and the requirements includes 275 sq. feet but does not come with an increase to density bonuses and therefore, until this is included, there is no incentive for developers to build smaller units. Ms. Gillespie-Smith stated that this was coming and told her to contact the Planning Department.

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Finally, the audience member stated that the County promised they would build properties like the one at Douglas Road station thirty-five/forty years ago when eminent domain was used to take land that was instead used for parking lots. The member stressed that they were promised those properties would be used for transient-oriented development to increase ridership for the Metrorail. She stated that they are finally catching up with the future, as exemplified with the Coconut Grove project and those projects that are true mixed-used development projects. Finally, she mentioned the last mile and how cities are integrating the trolley system with their half-penny tax revenue to get riders to and from the station. Ms. Vicedo thanked her for her comments.

Ms. Vicedo asked Mr. Raiffe to go more in-depth about how mixed-use development is a part of their project designs. Mr. Raiffe stated that mixed and different uses are examined at the beginning of any project and usually includes mixing residential (workforce, student, multifamily, condo, senior, active living), retail, office and hotel. He added that they not only look at what will work for and enhance the current community, but also what will work in the future.

Question 5: This audience member introduced herself as a historian. She indicated that every stop along the Metrorail was supposed to have business development. She thinks they made a “horrible” decision when they went west. She hopes the decisions that they will be making will be “smart” as none of the stops along the current Metrorail have strong business development. Ms. Vicedo thanked the audience member for her comments and indicated that was an important reminder to plan for businesses development along the corridors but also to include land-use policies and incentives to encourage further development.

Question 6: An audience member mentioned that the Tax Increment Financing (TIF) legislation is moving forward, which means the County will be able to take existing tax revenue and direct it towards transit. He mentioned that in order to make the SMART plan feasible, there would need to be additional funding solutions such as special assessment districts that would charge individuals living within proximity to the corridors a special tax because they will receive the greatest benefit from the project. He directed this question to Mr. Raiffe and Ms. Gillespie-Smith. He asked how the real estate and development community would respond to the special assessment district legislation if it moves forward.

Mr. Raiffe stated that each section of the corridor is different and has different land-use elements. Each project comes down to the consideration—what are you paying and getting in return? When developers are providing an amplified benefit, they will want to charge more. However, this can lead to affordability issues. This is one reason why appropriate land-use is so important. For example, increasing density can allow developers to build more units and thus, increase profits. Therefore, Mr. Raiffe believes that if TIF is done in collaboration with other elements, the legislation could be received well. Ms. Gillespie-Smith stated that the Miami DDA facilitated the completion of the Metromover through a special assessment fee. Her board would have to consider TIF and vote on it, but there is precedence for it.

Question 7: The final question was from an audience member lives in Coconut Grove and works downtown. For the last three months, she has only used public transportation. She stated that

she is lucky to have the trolley to get her to the station. The apps are also helpful for knowing the departure times for buses. She recommended that signage be installed to indicate the trollies are free to use because many residents and tourists are not aware. She suggested that maps of the drop-off locations should be added to the inside of the trollies because drivers spend the entire route explaining the next stop to riders. She also suggested that the trollies be regularly maintained and cleaned. She indicated that people are writing “please wash me” on the trollies. She has not taken her grandson on a ride on the trolley because she is waiting for them to be cleaned. Her final suggestion included upgrading the stations as many of them do not have working escalators or elevators. Ms. Viciado thanked her for her comments and the session ended.

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Funding the SMART Plan – Session 1

Best Practices Nationally: Innovative Approaches beyond Tax Increment Financing

9:00 a.m. – 10:30 a.m.

January 26, 2018

Moderator:

[Commissioner Dennis C. Moss, Board of County Commissioners](#)

Panelists:

[Sasha Page, Principal, IMG Rebel](#)

[Eric Singer, Esq. Bilzin Sumberg](#)

[Kieran Bowers, President, Swire Properties - USA](#)



Hon. Dennis C. Moss



Sasha Page



Eric Singer



Kieran Bowers

Charles Scurr, Transportation Trust Executive Director, introduced Commissioner Dennis Moss who served as moderator of the panel and Master of Ceremonies for the session. Commissioner Moss opened by reminding the attendees of the 2015 Transportation Summit when the keynote speaker, Phil Washington, representing the Denver Regional Transportation District, urged the summit participants to think of comprehensive solutions, and of a “lasagna” approach to funding, which needs to combine multiple financing sources for transportation. Mr. Washington’s insights and the Denver example prompted a fly-in from public, community and business leaders who met with Denver officials to learn about the ingredients for their success. Commissioner Moss also highlighted that the Denver experience showed Miami could also implement successful transit expansion creating its own lasagna approach to funding.

The first panelist, Mr. Sasha Page, gave an update on transit and rail innovative funding and finance, with project examples from other parts in the United States. He started by discussing the Denver transit expansion, which started with the renovation of an old rail station, and led to the revitalization of the Downtown Denver area with additional private investments.

Mr. Page outlined some value capture tools including joint development, naming rights, parking fees, special assessment districts and tax increment financing (TIF). The effort to create the Miami Transit Improvement District is an example of local TIF. Some of these tools are easier to finance than fund outright, for example Special Assessment Districts, which can get bond financing from day one of the transit project.

Mr. Page continued with details on the \$500 million Denver Union Station project, one-third of which was funded through tax increment finance and special assessment district monies, highlighting the importance of a local match in times of declining federal funding. The rest of the project funding came from federal, state and local government grants, sales taxes and the sale of property around the station. Mr. Page also pointed out the special assessment district funding stream included the clause of “City Contingent Commitment” from City/County of Denver, accessed in event of shortfall of pledged revenue for debt service, equal to 50% of maximum annual RRIF debt. Mr. Page also mentioned that this financing “backstop” made the lenders comfortable with the project and it has become a very successful model.

The second example Mr. Page discussed was San Francisco’s \$2 billion Transbay Transit Center for high-speed rail, light rail and buses. The project is financed by TIF, land sales and a naming rights deal with Salesforce.com, who are paying \$100 million over 25 years.

Another example was the financing for the streetcar in Kansas City, Missouri, financed via an “extreme” special assessment district (SAD). The \$103 million streetcar opened in 2016, and included 2.2 miles with 11 stations and 10-minute headways. While \$40 million of the project was financed through state and federal grants, \$63 million was funded through a “kitchen sink of value capture”, including residential, city and nonprofit district sales taxes and parking assessments.

The \$6 billion Dulles Metrorail expansion was also funded in part, approximately one fifth, using value capture. The Dulles Airport corridor is a prosperous corridor with many big companies which considered the assessments to be “the cost of doing business”, and beneficial for attracting millennial employees. The county also upzoned the land around the rail stations, removed parking minimums and land use segregation to allow for mixed-use development in a classic office park area. Mr. Page stressed upzoning is very important for value capture. Additionally, the project used toll road revenues for financing, which could also be an option for some of Miami’s projects.

Mr. Page ended his presentation with a discussion of some programs available from the U.S. Department of Transportation that could complement transit funding. The projects in Mr. Page’s previous examples were financed through the Transportation Infrastructure Finance and Innovation Act (TIFIA) and the Railroad Rehabilitation and Improvement Financing (RRIF) Program RRIF federal programs that provide low interest and very flexible loans. That funding too was used in the Miami Intermodal terminal and the Port of Miami financing. While both TIFIA and RRIF programs can be used for intercity bus and intercity rail stations and terminals, commercial and residential developers may also use RRIF to finance properties along Miami’s Northeast corridor or any other developments that benefit rail stations or corridors.

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The second speaker was Eric Singer of the Bilzin Sumberg law firm, with expertise in government procurement and complex government transactions, including public-private partnerships. Mr. Singer focused his remarks on how public-private partnerships (P3) could be part of the lasagna of transit funding. First, he provided the definition of P3 as a public good or service that is provided (designed, built, operated, and maintained) and funded by one or more private firms in partnership with the government. He pointed out it is not the same as privatization, or sale of government assets. The only example he gave for a completely private transit project was the Las Vegas monorail, which is not a P3. A P3 is the middle ground between “a purely government contract and a purely private development”, where government and the private sector divide risks and responsibilities. According to Mr. Singer, the key point for a P3 from the perspective of a private company is the stable revenue stream that assures a return on investment. In general, fares and value capture are key revenue streams. There may be other streams, for example advertising, but they do not produce as high revenues as fares and land development.

Mr. Singer’s first example was the New York Subway P3 executed over a century ago, in 1913. This point highlights that P3s are not new but have been used for decades in various sectors. New York not only has the largest subway system in the country but also presents an analogous situation to Miami.

In 1913, Manhattan was very congested and the city considered it important to connect to the outer boroughs, similar to how Downtown Miami needs to be connected to neighborhoods in the south and to the north. Mr. Singer discussed how New York City negotiated a dual contract, with two providers, and the routes were bundled to cross-subsidize routes, allowing routes with higher ridership to finance routes with lower ridership. More than 300 miles of track were laid in just over 3 years, with the project completed on time and on budget.

Mr. Singer noted, in Miami there are always going to be some busier routes – from the airport to Miami Beach, a route to Doral or to Kendal etc. – and other routes that are “aspirational”, those that can grow in the future but do not have a large ridership today. He suggested New York’s “bundling” of routes may be a good model for Miami to consider.

The New York contract also ensured private debt would be serviced first, followed by government debt and then any profit would be split between the two partners. One important lesson to be learned from the New York example is the danger of fixing fares. In New York, they were fixed at 5 cents for 49 years, the length of the contract, which ultimately caused the contract to unravel because of the Great Depression.

The second example Mr. Singer discussed was the Denver Commuter Rail P3 project, which received a \$1 billion federal grant and \$500 million in private financing through a P3. According to him, this type of split may not be available for Miami’s SMART plan. The private funder’s payment to operate the Denver rail is not linked to fares and ridership, as they are collected by the city of Denver, which pays the private company a steady stream regardless of ridership. According to Mr. Singer, in this arrangement the private partner has no incentive to improve service to increase ridership.

The final example Mr. Singer discussed was the Hong Kong Mass Transit Railway (MTR), which he referred to as “the Gold standard”. Their main financing model is called “rail plus property” value capture, in which the private partner is given a rail line and property adjacent to the line. In this model, the partner integrates stations into their real estate development, is thus able to generate revenues both from transit as well as from the real estate development. Additionally, the rail service offers coach and first class cars with varied fares.

Hong Kong MTR has 185% farebox recovery ratio which means they are bringing in almost double their operations costs from fares. For comparison, Miami’s system has around 30% farebox recovery ratio. The best recovery in the United States is Bay Area Rapid Transit (BART) with 80-90% recovery ratio. The Hong Kong P3 also allows the private partner to set its own rates and government provides subsidies (e.g., stipend). This arrangement may be a challenge for some government entities, which provide free and reduced fares for specific populations. However, in Hong Kong, the government still subsidizes some fares by paying subsidies directly to residents.

The third speaker was Kieran Bowers, President of Swire Properties - USA, a real estate developer, which built Brickell City Centre in Miami, Florida. Mr. Bowers gave a brief overview of the company’s development in China and Miami, which target investment in properties near major transport intersections and public transit. According to him, that theme runs through all their developments.

Mr. Bowers pointed out that one of their developments is centrally located above the Admiralty MTR station in Hong Kong. That development, much like the rest of Swire’s developments, is mixed-use and integrates the transit station into the development. Mr. Bowers pointed out that cars are heavily taxed and expensive, and transit use in Hong Kong is very high, not only on rail but buses and the tram system. In contrast, it is a challenge in Miami to change the mindset of people to rely more on public transportation.

Mr. Bowers continued by describing Swire’s development in Miami, first Brickell Key, and then Brickell City Centre. He emphasized that the company does “creative transformation” and “develops communities”. The mixed-use component is also a factor in making the developments successful, by creating a “micro economy” combining housing, office, retail and entertainment. The 4.9 million sq. ft. Brickell City Center includes 500,000 sq. ft. retail, restaurants and entertainment; 780 residential condominium units; 260,000 sq. ft. office space; as well as a hotel with 352 rooms. Mr. Bowers highlighted the importance of connectivity for the Brickell City Centre development, which is in close proximity to Metrobus, Metrorail, Metromover and with major roads.

Mr. Bowers compared the presence of high-rise development along major transit corridors in Hong Kong and the absence of such densities in Miami. He noted how transit access is integrated in Hong Kong and that Swire is following that model in the Brickell development in which residents can walk through covered, air-conditioned retail sections and access the Metromover station, which is integrated into the second floor of the development. Brickell City Centre also offers underground parking, a Citibike station and a Miami Trolley stop. Mr. Bowers pointed out

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that the project was not just a real estate development but included investments in landscaping under the Metromover guideway to make it into a park.

In closing Mr. Bowers shared that his company has invested \$600,000 in the Underline, a linear park under the Metrorail guideway, that he said would be “transformational” by making Miami more livable. Construction on the Underline is projected for mid-2018.

In the Question and Answer session a participant asked about the city’s plan for green space and ensuring that developers who build high rises also have green space around them. Mr. Bowers noted that developers realize green space is a great selling point because they can charge premiums for the space. Therefore, it is part of their “design philosophy” to integrate green space. According to him, the city, on the planning side, needs to consider how they allocate space for development. He gave London as an example of the number of parks of varying sizes. He did agree that as density grows, green spaces need to be considered, and dedicating public land to that end would be necessary.

Commissioner Moss interjected that the government is paying attention to maintaining green spaces. He also made a note about one of the slides in Mr. Bowers’ presentation showing before and after photos of the space under the Metromover station that Swire remodeled. Commissioner Moss stressed that if Miami is to be a world class city, then transformation needs to be done all around Miami, not only Brickell.

The second question from the audience pertained to the commitment to elderly, people with disabilities or people who do not have resources for public transit. The question was whether the Golden Passport would continue to be honored. Commissioner Moss said it would continue but he is not sure how it would fit in the drive to secure funding for transit expansion.

The last question came from Miami-Dade County Commissioner Daniela Levine-Cava, who noted that it is challenging to see how all these financing mechanisms can be integrated in a comprehensive way. She noted that Miami is not New York where, in 1913, a financier could dictate how routes could be bundled up; neither is it Denver where federal funding comprised two-thirds of the financing. She directed her question to Commissioner Moss, asking how these funding mechanisms could be integrated, and how government can incentivize more developers to do what Swire did in Brickell.

Commissioner Moss answered that the Denver example showed Miami if you commit and “stay together”, you can have things accomplished. The commissioner noted that Miami has a “doable financing plan in place”. This means all the partners need to work together, including the Florida Department of Transportation, directing the funds that residents voted on in 2002 to be used for the construction of transit expansion, P3s, the “densifying” of areas along the transit way and encouraging development in these areas. He emphasized it will take the whole “lasagna approach”, but he expressed a sense of hope that the county can fulfill the promises it made. He noted in the past decision-makers were divided with everyone was looking out for their area. However, after the success in Denver, the County Commission and the Transportation Planning Organization (TPO) came together and decided to move forward with the SMART plan. He

Funding the SMART Plan – Session 2

Where we are with each SMART Plan corridor and what progress does each agency see in 2018?

10:45 a.m. – 12 noon

January 26, 2018

Moderator:

Javier Betancourt, Executive Director, Citizens Independent Transportation Trust

Panelists:

[Aileen Bouclé, Transportation Planning Organization](#)

[Secretary James Wolfe, Florida Department of Transportation](#)

[Alice Bravo, Director, Department of Transportation and Public Works](#)

[Javier Rodriguez, Miami-Dade Expressway Authority](#)

[C. Mikel Oglesby, South Florida Regional Transportation Authority](#)



Javier Betancourt



Aileen Bouclé



James Wolfe



Alice Bravo



Javier Rodriguez



C. Mikel Oglesby

Charles Scurr opened the session with a few comments and observations. He emphasized there are two critical elements necessary to accomplish transportation improvements – sustained political leadership and sustained strong professional leadership. He noted that the panel is comprised of individuals representing such strong professional leadership, which collaborates and comes up with ideas. Mr. Scurr gave the floor to the incoming Executive Director of the Transportation Trust, Javier Betancourt, who served as the panel moderator. Mr. Betancourt expressed optimism because of the professionals who are involved in solving Miami's transportation challenges.

The first speaker, Aileen Bouclé, Executive Director of the TPO, presented information on the Strategic Miami Area Transit Plan (SMART). The SMART Plan was set in motion in February 2016 when the TPO “set as highest priority the advancement of rapid transit corridor projects and

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transit supportive projects” (MPO Resolution #26-16). She noted the TPO used the successful models for transit planning of San Francisco’s Bay Area Rapid Transit (BART) and Dallas Area rapid transit (DART).

Ms. Bouclé identified June 22, 2017, as a milestone moment when the Transportation Planning Organization Governing Board unanimously approved allocation of funding for the SMART plan. Starting in 2023 for a period of 30 years, the Board will allocate \$30 million per year, and additionally set aside \$75 million for design, right-of-way acquisition in the early project years. She noted how important these decisions are as many funding sources require local commitment and the TPO allocations serve that purpose. With that first “wave of funding” and once Miami’s projects have environmental clearance from the funding agencies, additional partnerships can be sought.

Ms. Bouclé highlighted a unique funding source available in Florida. Per Florida statutes, the State of Florida will participate with one-half of the non-federal share of funded projects. Such funding is not available to communities in California, Texas and New York, and is a major advantage for Miami.

Next, the TPO Director discussed why the SMART Plan is so critical for Miami. She showed statistics depicting 63% of the County’s population (1.7 million residents) live within a 2-mile radius of the corridors, and that 855,000 employees are located within this radius. Additionally, Miami has intra-country travel that is significantly higher than national average with 60% – 77% of workers commuting outside of their residential district for their jobs. The areas with the highest percentage of residents working outside their district are Central Miami-Dade (89%), North (80%) and the Miami Beach area (76%). She noted the goal of transportation agencies is for everyone to have transit as an option.

Ms. Bouclé noted that the TPO has embarked on a unique outreach effort and implementation plan on all six rapid transit corridors. The TPO is organizing Land Use Scenario & Visioning Planning Charrettes, which complements the Project Development and Environment (PD&E) process by providing the vision for the development of a transit supportive land use scenario plan for each of the six SMART Plan corridors. In her words, “we want to make sure we get the biggest bang for our buck on our investment on these corridors... If we can establish appropriate density, appropriate mix... we are ensuring a feeder pattern well into the future.”

Finally, Ms. Bouclé discussed the environmental documents, which are required for projects to receive funding. She understands the people’s frustration with “more studies” but emphasized they are mandatory for federal funding. She noted that in 2018, she expects to see more decisions regarding mode, technology and the “solidification of some of the land use visions on the corridors”. Additionally, she also mentioned that 2018 will bring more clarity regarding the level of partnership to expect from the state and the federal government.

The second speaker was James Wolfe, FDOT District VI Secretary. He began by stating that FDOT is a funding partner of the SMART Plan while the TPO sets priorities. He noted that 95% of people rely on highways to move around, and unfortunately, 79% drive alone. While population

projections are for annual growth of one percent, FDOT's capacity for road expansion is about 0.5% or less, as the agency has reached built-out capacity on the highway system. He pointed out that most of FDOT's work is focused on express lanes and interchange design in an attempt to "squeeze out" the most of the existing system. So growth is one challenge he identified but he also posed that planners need to deal with upcoming technology. Ride on demand and autonomous vehicles are the future. According to him, these new developments will result in more vehicle miles traveled, and the formula that predicts a one percent increase in travel because of a one percent growth in population is wrong. His reasoning is that making a service cheaper and more convenient will encourage more people to use it. He urged transportation planners to "fix that part of the equation that remains to us, and that is occupancy. That 79% of single passenger vehicles is our biggest opportunity." Other improvements in that direction are the SMART plan, the first and last mile options that provide savings and convenience.

Next, Mr. Wolfe referenced the four SMART plan projects managed by FDOT, three rail – Kendall, 27th avenue and the Northeast corridor on the Florida East Coast (FEC) railway - and Flagler Street with an express bus option. Kendall, 27th avenue and Flagler have a common feature, which is the assumption that these six-lane roads will give up two lanes for either express bus or rail. He drew attention to the fact that this endeavor is unique as agencies rarely decide to take two already congested lanes out of the network and dedicate them specifically for transit. However, he also noted that transit ridership needs to increase in order to justify such a conversion.

Finally, Mr. Wolfe echoed the TPO Director's assertion that 2018 will be a year for big decisions. His biggest concern was that people need to have a full understanding of the alternatives in order to make the right decisions concerning transit features.

The third speaker was Alice Bravo, P.E. the Director of the Miami-Dade Department of Transit and Public Works (DTPW). She began by saying that a 1992 MPO report laid out several rapid transit corridors, which were very similar to the SMART plan corridors. She pointed out that decision-makers need to be practical and realistic about funding, timelines, and requirements for such complex projects. However, she noted that the most important requirement for success is to develop a plan and stick with it, as shown by other cities with successful transit programs. . She suggested that there is a higher level of funding needed if transportation projects are to be economic development projects as well.

She continued by stating that while public transit is an option available to everyone, people may prefer their personal vehicle for convenience and privacy. In her words, "we as a society crave convenience". She suggested transit should offer a product that people will want to use, and therefore the goal of the current Miami-Dade transit system is to be "clean, safe and reliable", while the goal for the SMART plan is to help people save time. She mentioned specifically the express bus service which will begin operating in 2018 on a dedicated lane on the 836 Expressway. It will serve to encourage people to use buses as they see it moving unimpeded by traffic; buses moving on dedicated lanes will be convenient and it will save people time.

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The rest of Ms. Bravo's presentation was on the six corridors. She explained what options are being considered for each corridor, the timeline for study completion and what challenges exist. First, in relation to the Kendall corridor, she showed that bus rapid transit (BRT), light rail and heavy rail options are all being studied. One of the challenges that emerged in meetings with the public is that some of the road designs to accommodate these transit options require taking away a road lane or the road median, which the public seemed to reject. The question she asked was, "How do we develop something that we can live within our means and give people those [transit] options?" One suggestion her department proposed to FDOT was reversible lanes, or lanes which would be opened in the respective rush direction in the peak traffic morning and evening hours. The Northeast corridor is less challenging as it already has a rail track and it would require the addition of some stations. The North corridor study, like the Kendall and Northeast corridors, is also led by FDOT, and includes multiple alternatives – Metrorail at grade, light rail and BRT. The studies of the Beach corridor, which links the Miami Design District with the Miami Beach Convention Center via the Macarthur Causeway, includes all possible transit options. However, the ultimate solution may be a combination of modes.

Multiple transit alternatives are also being reviewed for the East-West corridor which extends from the Miami Intermodal Center at Miami International Airport, to Florida International University. The South corridor is the one, as Ms. Bravo pointed out, is easiest to implement, after the Northeast corridor, as Miami-Dade owns 20 miles of dedicated busway from Dadeland Metrorail station to Homestead. If the BRT option is selected, no additional studies would be required, but a rail option would require an environmental study.

Throughout her presentation, Ms. Bravo emphasized two main points. The first point was that the community needs to decide how to prioritize various options. Secondly, she pointed out that whenever heavy rail is being considered as one of the transit options, a "higher level of study" needs to be completed per federal environmental requirements. That study can take from two to four years.

The next speaker on the panel was Mr. Javier Rodriguez, Executive Director of the Miami-Dade Expressway Authority (MDX). He began by noting that many people do not know what roads are MDX's responsibility. Briefly, he explained that MDX operates 5 roads in Miami Dade County—SR 924, SR 112, SR 836, SR 874 and SR 878—and that tolls collected from these roads are MDX's primary source of revenue which is then invested locally. Echoing the other speakers, Mr. Rodriguez acknowledged the growing need for improving mobility and highlighted that some of the roads were never designed to handle the current amount of traffic. He also mentioned that the MDX 2007/08 Master Plan included three principles – connectivity, technology and transit.

Mr. Rodriguez then showed the various studies and improvements MDX is completing along State Road 836 including widening of some sections, park and ride construction, ramp design and interchange improvements. He pointed out that the improvements accommodate a dedicated express lane on the shoulder. Construction is continuing on other MDX-operated roads, such as the extensions of 874 to connect to the Kendall-Tamiami Airport. Other road enhancements that are forthcoming, after the completion of environmental studies, include the

SR 112 (Gratigny) to the Turnpike and to I-95, and ramp improvements on SR 112. He highlighted another potential project which is the SR 836 extension “Kendal Parkway” which is being studied. The study also includes the evaluation of multimodal transportation opportunities, including bus use, a bike trail alongside, as well as potentially rail.

In addition, Mr. Rodriguez pointed out that MDX is integrating their work with the SMART Plan. He called the 2016 MDX Strategic Master Plan update a “hub and spoke concept” in which the MDX highway network represents the spokes, while the multimodal transit stations represent the hubs. The Strategic Master Transportation Plan creates a framework of XT (Express Technology) lanes within MDX expressways. Current projects on SR 836 complete the first phase of XT lanes infrastructure within one year to be used for premium rapid transit and private ride sharing services. The wide inside shoulder along SR 836 would be dedicated for express bus use only, to be provided by a private vendor. The premium transit service will originate at either the Dolphin Park and Ride, Tamiami Station or FIU, and end at the Downtown Intermodal Center.

He stressed that MDX is prepared to accept the technology of the future. MDX is providing the road infrastructure to accommodate it, and all their improvements are with a view of the new technologies coming.

The final speaker was C. Mikel Oglesby, Deputy Director of the South Florida Regional Transportation Authority (SFRTA) which operates the Tri Rail commuter rail service. He provided a brief overview of the current Tri-Rail service which began January 9, 1989, and includes 72.6 mile system / 145.2 track miles with 18 stations. Next, he discussed the Tri-Tail Downtown Miami Link, which he called “the anchor of our future”. The Downtown Miami link is a unique public-private partnership opportunity that emerged as a result of All Aboard Florida’s announced intent to reintroduce passenger service on the Florida East Coast (FEC) railway. He showed a map of the existing Tri-Rail line that ends at the Miami Airport station and the future Gold line, which will end at downtown Miami, Miami Central Station. Miami Central spans over six downtown city blocks, connecting Tri-Rail, Brightline, Metrorail, Metromover and Metrobus. His presentation included an image of how the multimodal station would look.

Mr. Oglesby highlighted the funding partners that helped with the funding of the Miami Central station and service. The \$70 million project is a partnership between Miami-Dade County, City of Miami, Southeast Overtown/Park West CRA, Omni CRA, Bayfront Park trust, Miami Downtown Development Authority and SFRTA/Tri-Rail. All Aboard Florida contributed over \$25M, including cost overruns, access fees and land donation. Mr. Oglesby noted that there were no state and federal funds involved, which allowed the project to move much quicker.

The SFRTA is involved with the Northeast Corridor, which is one of the priority corridors in the SMART plan. The last two of the Northeast corridor stations (Midtown and Miami Central) are shared with Tri-Rail’s Gold line, and according to him, Tri-Rail can provide the transportation for that corridor. That corridor also represents the first phase of Tri-Rail expansion on FEC corridor to Aventura, which he called “Phase I of Tri-Rail Coastal Link”. Tri-Rail Coastal Link would potentially cover 85 miles of service from Downtown Miami to Jupiter, with approximately 25 stations, and 30 minute headways for trains. FDOT performed preliminary environmental work

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and has fully funded the project development phase with state funds. That project is on hold as negotiations for access fees for the corridor are being negotiated but this phase of the project can be completed in 18-24 months. Mr. Oglesby ended his presentation with the announcement, “Next stop: Downtown Miami”.

The Question and Answer session opened with a question from CITT Executive Director Javier Betancourt. He asked the panelists to consider a future in which all six corridors had been built. However, he noted that most of the population still would not have direct access to one of the corridors, so there is a need to develop comprehensive first-last mile solutions and asked the panelists what their respective agencies are doing to offer such solutions.

Ms. Bouclé responded that the SMART Plan is about building a base network and further connectivity with the Northwestern parts of the county and between East and West will need to be considered in SMART plan 2 or 3. However, the first-last mile solutions are being considered right now in collaboration with all partners – county, TPO, FDOT, MDX.

Alice Bravo added that such solutions are already happening, some with the county’s assistance and some without, for example, ride-sharing is already occurring with Uber and Lyft. DPTW is also working with FDOT and TPO on a flexible route system which mimics Uber Pool.

Secretary Wolfe from FDOT noted that people expect it will be easy to obtain transportation on demand by just using your phone. He pointed out that a challenge might be to integrate these private on demand services with already existing transit. That is all part of making transit economical, convenient and desirable to get the 79% who drive alone.

The first question from the audience pertained to those who do not own cars and depend on public transportation to get around specifically what transportation agencies are doing to connect the transit-dependent and unemployed to employment centers. Ms. Bravo affirmed they are considering connectivity for the transit-dependent and noted that population projections show growth all around the county, which is a byproduct of the low density. She noted that two-thirds of county residents are within two miles of a SMART plan corridor. And that the SMART plan is a gateway to opportunity and connects people to affordable housing areas and employment. For example, travel times for those living in Homestead/Florida City would be reduced from 2-2.5 hours to just over an hour with the transit improvements on the South corridor.

The next commenter noted that the municipal trolleys duplicate existing county transit service and add more traffic to the roads. She asked for more coordination between the transportation systems. Ms. Alice Bravo responded that in cases when municipalities insist on a particular route, the county reshapes their services. The example for that collaboration is the Coral Way bus route being converted to an express route as a result of the City of Miami offering their trolley route on the same street with multiple stops. She pointed out Miami-Dade transit routes are mostly on major arterial roads rather than on smaller streets in neighborhoods.

Secretary Wolfe responded to a question about building neighborhoods and how transit affects them by acknowledging the importance of construction design and consideration for its

integration in the neighborhoods. The comments from the audience also emphasized that some neighborhoods are not as well connected as others.

Another summit attendee expressed her concern for DPTW losing experienced drivers and the negative effects that would have on service and how people with disabilities and those within disenfranchised communities can participate in designing better transportation services. She referenced the neighborhood of Poinciana Park as an example of a community where there are opportunities for improvements. Ms. Bravo responded that her department works with county commissioners who are representing these areas, and who direct policies pertaining to them. With regards to addressing the needs for individuals with disabilities, she emphasized the county follows all requirements of the Americans with Disabilities Act in route planning and equipment purchase. The audience member emphasized that commissioners often do not ride transit so they may not have the insight riders have, and also that people with disabilities may not have their voice heard because many cannot attend summits.

The final question was directed at Ms. Bravo. The audience member asked why residents of the southern parts of the county should agree to direct money at other corridors for improvements, instead of the train which they prefer. Ms. Bravo pointed out that maybe the solution for some routes is BRT instead of rail as it may provide comparable service in terms of convenience and time savings, but at a third or a quarter of the cost of rail. Then the savings could be distributed to other corridors so that others would have “efficient and effective” transportation options. She mentioned that residents of Los Angeles pay higher taxes and still take this practical approach to benefit the larger community.

Mr. Betancourt closed the panel encouraging attendees to participate in the public process and to voice their mode preferences through it. He then turned to Mr. Charles Scurr who gave final remarks closing the summit. Mr. Scurr noted that “the professional leadership is here, we need to continue to mobilize the political leadership.”



2018 TRANSPORTATION SUMMIT

SUMMARY AND IMPACT REPORT



MAIL

Urban Impact Lab
169 E Flagler Street
Suite 1401
Miami, FL 33131

CALL

(786) 508-2944

EMAIL

impact@urbanimpactlab.com

ENGAGE

[@urbanimpactlab](https://www.urbanimpactlab.com)

PURPOSEFUL PARTNERSHIP

CITT and Urban Impact Lab share a vision of a well-connected, transit served, multi-modal Miami-Dade County.

In 2015, Urban Impact Lab had the pleasure and honor of working with CITT to expand and energize outreach and engagement for the 2015 Transportation Summit. After a very successful Summit in 2015, CITT invited Urban Impact Lab back to play a similar role in 2018.

Urban Impact Lab provides the Transportation Trust with effective outreach and engagement strategies. In 2015, we piloted a live Twitter wall and livestreaming of the Summit proceedings both of which promptly returned in 2018.

The 2018 Summit was expanded to 2 days and despite some challenges, including a disruptive hurricane, the event was beautifully produced.

Urban Impact Lab is honored and proud to work with CITT again and looks forward to continued relationship.

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ABOUT URBAN IMPACT LAB

Urban Impact Lab is a collective of urbanists, creative problem-solvers, and placemakers. Our team and collaborators introduce and apply innovation-based solutions to civic and urban challenges with the goal of inspiring better cities and stronger communities.



Our team produces place-based programs, designs and develops creative placemaking projects, engages in public policy development, and incubates solutions-oriented initiatives and organizations.

URBANISTS & PLACEMAKERS

Our team and trusted collaborators were committed to the success of the 2018 Transportation Summit.

URBAN IMPACT LAB TEAM



Marta Vicedo
Communications
Strategy, Outreach
Partners, Content
Direction



Irvans Augustin
Communications
Design, Technology
Management,
Curation, Team
Direction



Isabella Bru
Photography



Robyn Vetter
Program & Team
Support

URBAN IMPACT LAB COLLABORATORS

Bruce Wayne Stanley
Online engagement
and content curation

Adriana Oliva
Online engagement and
content curation

Carly Gordon
Online engagement and
content curation

SHARED GOALS

In preparation for CITT's 2018 Transportation Summit, Urban Impact Lab worked with CITT staff to determine what success looked like. The following goals were established for our work together.



Raise community awareness about the 2018 Transportation Summit



Identify and work with relevant outreach partners



Generate community input and dialogue leading up to and during the Transportation Summit



Curate, engage with and share real-time community dialogue on social media during the Summit



Collect and share community input and feedback (views, opinions, asks)



Support CITT staff as needed in planning, preparing and during the Summit

WHAT WE DELIVERED

THE URBAN IMPACT LAB TEAM:

- ❖ Participated in 15 Transportation Summit planning meetings or phone calls, including conference site visits and direct engagement with county and technical teams
- ❖ Assisted in brainstorming on panel ideas and identification of guest speakers and developed the Livable Communities panel
- ❖ Developed and implemented a comprehensive communications strategy
- ❖ Secured 8 outreach partners within Urban Impact Lab's network to assist with information sharing and outreach
- ❖ Created and managed a team of online engagement experts with relevant content knowledge to shape, drive, and manage social media dialogue
- ❖ Shaped, curated and engaged in real-time social media dialogue leading up to and during the Transportation Summit
- ❖ Collected photography during Transportation Summit

WHAT WE ACCOMPLISHED TOGETHER

By working together, Urban Impact Lab, FIU Metropolitan Center, Greater Miami Chamber and CITT, together with an excellent team of county partner agencies and private firms, ensured the 2018 Transportation Summit was well-organized, provided insightful and timely information, and was accessible, i.e. we provided multiple ways to attend and engage including live-streaming and real-time social media updates and dialogue.



Probably the most important accomplishment was the team's ability to be nimble and adaptive as challenges arose.

A hurricane, political tension and uncertainty, difficult and constantly changing schedules, and even an unexpected fire drill were no match for the team behind the 2018 Transportation Summit.



Between January 23, 2018 and January 30, 2018, we reached an online audience of **412,700**. On average, each post reached 617 people.



Between January 23, 2018 and January 30, 2018, we made **1.5 million** social impressions. That's an average of 2,300 impressions per post.



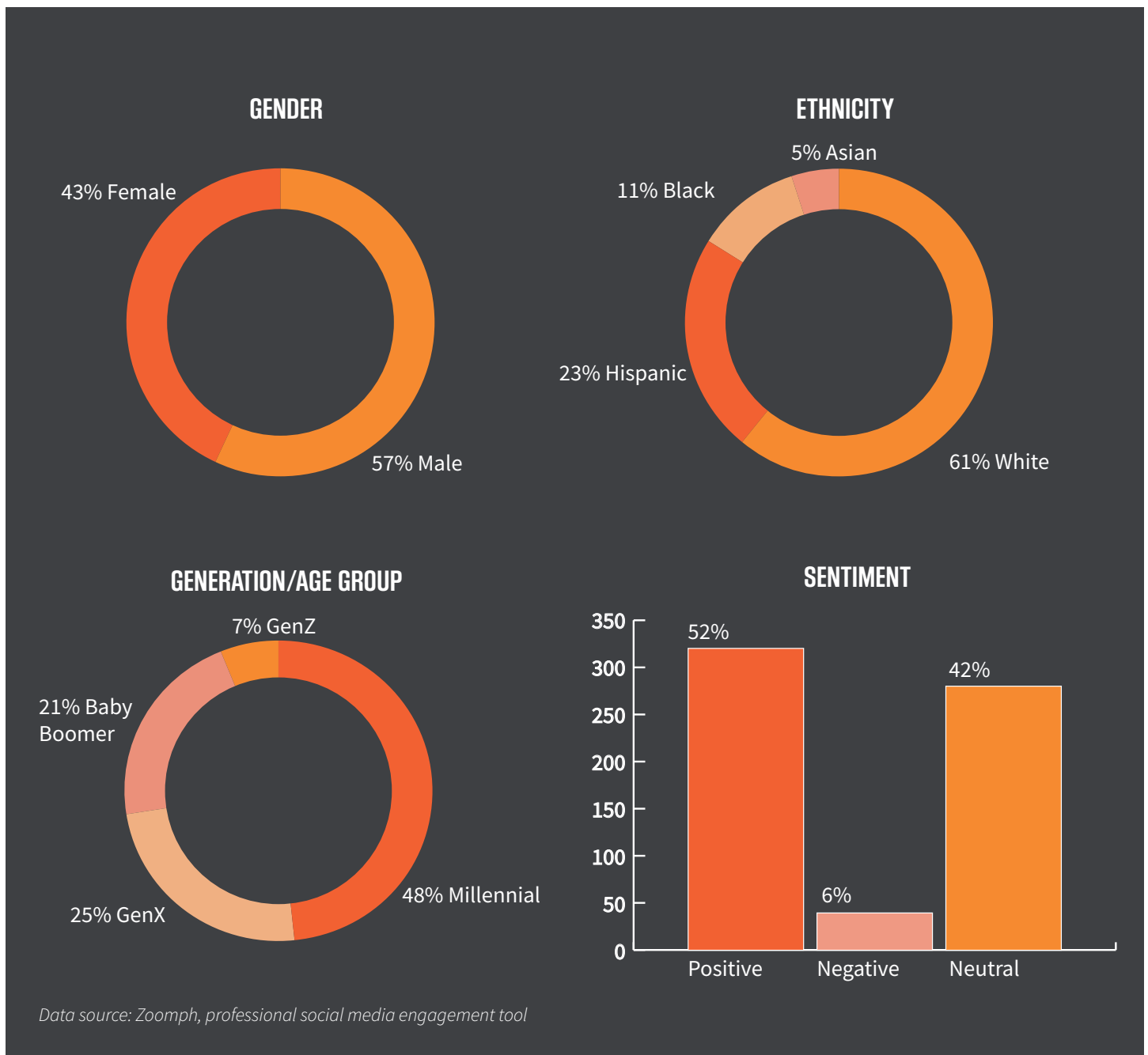
We engaged **608** unique individuals via social media.



The overwhelming majority of engagements, **94%**, were either positive or neutral.

AUDIENCE INSIGHTS

The graphs below can help inform a summary of who was engaged during the 2018 Summit. This information can also be used moving forward to inform future engagement campaigns and goals.



JANUARY 25, 2018 TWEET:

**“TRANSPORTATION
BECOMES THE CENTERPIECE
TO WHAT #MIAMIDADE
CAN BE IN THE FUTURE...
IT IS CLEAR THAT WE
NEED TO MOVE FOLKS IN
AN EFFICIENT MANNER.”
-@MIAMIDADEBCC
CHAIR @COMMBOVO
#TRANSITSUMMIT2018
#GOCITT**

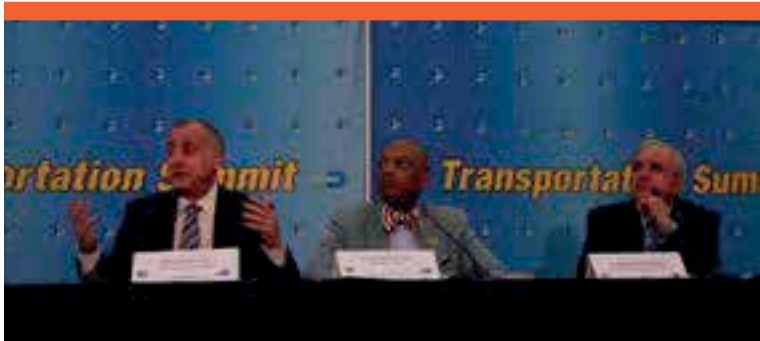
HIGHLIGHTS



@GOCITT OUTGOING PRESIDENT CHAZ SCURR HONORED BY @MIAMI-DADEBCC COMMISSIONERS @BARBARAJORDAN1, @DLCVA & CHAIR @COMMBOVO. @MIAMICHAMBER #GOCITT

.@MAYORGIMENEZ WELCOMES JAVIER BETANCOURT AS THE INCOMING @GOCITT DIRECTOR. #GOCITT #TRANSITSUMMIT2018

01 / Commission Chair Bovo, Mayor Gilbert, and Mayor Gimenez discuss transit options for Miami-Dade County.



“WE’RE 2.5M PEOPLE. WE’RE INNOVATORS. WE CAN DO THIS. BUT WE HAVE TO DO IT NOW.
--@OGILBERT
#TRANSITSUMMIT2018
#GOCITT



02 / Commissioners Jordan and Cava attend the 2018 Transportation Summit.



03 / Transportation Summit welcomes all participants.



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2017/18 *Transportation Summit*

*Implementing the Community's Vision
for Public Transportation*



Speakers

Miami Dade College - Wolfson Campus

Chapman Conference Center

300 N.E. 2nd Avenue | Miami, Florida 33132

January 25-26, 2018



greater
miami
chamber
of commerce.



**Master of Ceremonies****MICHAEL PUTNEY*****Senior Political Reporter******Local 10***

Michael Putney came to Local 10 in 1989 to become senior political reporter and host of "This Week In South Florida with Michael Putney." He is Local 10's senior reporter on politics and government, and writes a semimonthly column on politics for *The Miami Herald*.

Michael was born in New York City, spent his early years in St. Louis, and when he was 14-years-old, he moved with his family to Berkeley, Calif. Following graduation from Berkeley High School, he attended Deep Springs College in California. After two years, he entered the University of Missouri and received a BA in English Literature. He later completed course work toward a master's degree at the University of Missouri.

Michael began his career in broadcast journalism in 1966 while a graduate student, first as a radio reporter and then as a news director at KCGM in Columbia, Missouri. He transferred across town to KFRU radio and was quickly promoted from assistant news director to news director. Between newscasts, he worked for *The Columbia Daily Tribune* as city editor.

Michael's superior reporting skills have won him two Emmys. The State Supreme Court also appointed him to the Florida's Judicial Management Council. He said his favorite part of being a reporter is talking to newsmakers and trying to pull out the facts, some of which, he said, is occasionally the truth. He's has tried to forget any embarrassments he may have had during his illustrious career.

REPORT ON PROCEEDINGS

**Welcome from Miami Dade College****JOHN WENSVEEN, PH.D.***Vice Provost**Miami Dade College*

Dr. John Wensveen is Vice Provost of Academic Schools at Miami Dade College providing direct leadership and direction for the College's professional education programs including the Academic Schools (Business, Trade & Transportation; Education; Engineering, Technology & Design; Justice, Public Safety & Legal Studies, Science), School of Continuing Education & Professional Development, and the Office of Workforce Education & Partnerships. He is responsible for creating corporate relationships with local, regional, national, and international boards and organizations and with leaders of foreign governments, businesses, and non-governmental organizations.

He has extensive academic leadership experience including Professor and Head of the School of Aviation & Transportation Technology at Purdue University, Dean of the School of Aviation at Dowling College, and Professor of Airline Management at Embry-Riddle Aeronautical University. John earned Masters and Ph.D. degrees in International Air Transport and Business from Cardiff University (United Kingdom) and a B.A. in Geography and Transportation Land Use Planning from the University of Victoria (Canada). Currently, he is working toward the U.S. Coast Guard, Masters Upgrade (100 Gross ton license) certification.

In his free time, John is an avid boater, scuba diver, and enjoys hitting the open road in the RV.

**Welcome from Chamber of Commerce****GENE SCHAEFER*****Miami Market President******Bank of America***

Gene Schaefer is Miami Market President for Bank of America. He is also a Southeast Regional Executive for Global Commercial Banking at Bank of America Merrill Lynch. In this role, he leads a team of banking professionals who work to deliver integrated financial solutions to mid-sized companies and institutions in ten Southeastern states, and Washington D.C.

Schaefer graduated from the University of Miami with a B.S. in Finance. He joined Bank of America in 1989 and has subsequently held a number of positions within the bank. In 2006, he was named President for the Miami market.

He is a FINRA Registered Principal with Series 7, 24, and 63 securities licenses.

Schaefer is the Chairman of the Greater Miami Chamber of Commerce. He is the Immediate Past Board Chair of the United Way of Miami Dade and serves on its Board. He also serves on the Board of Enterprise Florida, the Board of Trustees of the American Red Cross of Greater Miami and the Keys, and is a member of The Orange Bowl Committee. Gene has resided in Miami for more than 40 years.

REPORT ON PROCEEDINGS

**Welcome from the Transportation Trust****GLENN J. DOWNING*****Chairman******Citizens' Independent Transportation Trust (CITT)***

Glenn J. Downing has been a Certified Financial Planner practitioner since 2006. He received his MBA from the University of Connecticut in 1984 with a concentration in finance.

He has worked full-time in the financial services industry since 1997 as a Registered Representative and Investment Advisor Representative of Equity Services, Inc. (ESI). His practice encompasses insurance, retirement, investment, taxation, and estate planning. Mr. Downing is also an adjunct instructor at the University of Miami, having taught CFP® certification courses since 2006.

He is an active member of the Miami chapter of the Financial Planning Association (FPA), working with the FPA's community outreach effort. Mr. Downing is an employee of MHN Government Services, which is the company contracted by the Department of Defense to provide financial advisory services to service members about to be deployed or returning from deployment. Mr. Downing is an active member of the community and a regular volunteer at the Miami Rescue Mission. He was appointed to the Trust from Commission District 11.

**Keynote Speaker****CARLOS A. GIMENEZ*****County Mayor
Miami-Dade County***

Carlos A. Gimenez continues his lifelong commitment to public service after being re-elected as Miami-Dade County's Mayor on August 14, 2012. As the County's top elected official and chief administrator, Mayor Gimenez is responsible for the leadership and management of an organization with over 25,000 employees and an annual budget of nearly \$6 billion.

Mayor Gimenez brings decades of invaluable public service experience to the post, and continues to pursue a set of clearly defined priorities that reflect both his governing philosophy and the challenges of the current economic environment. After successfully championing the largest tax cut in County history during his first year in office, due to a special election, his priorities remain reducing the burden on taxpayers and shrinking the size of government, while preserving essential public safety services and programs for seniors and children. Mayor Gimenez is also focused on creating a fair regulatory environment that will stimulate job creation, expand international trade, and attract businesses and industries to diversify Miami-Dade County's economic base.

Prior to this election, Mayor Gimenez served on the Miami-Dade Board of County Commissioners for seven years. He was first elected on November 2, 2004 and subsequently reelected for a second term without opposition in August 2008. As Commissioner for District 7, he represented numerous municipalities, including the City of Miami, the Village of Key Biscayne, the City of Coral Gables, the City of South Miami, the Village of Pinecrest, as well as areas of unincorporated Miami-Dade County.

REPORT ON PROCEEDINGS



Keynote Speaker
ESTEBAN L. BOVO, JR.
Chairman
Miami-Dade County Board of County Commissioners

Esteban L. Bovo, Jr. was elected in 2011 to serve as the Miami-Dade County Commissioner representing District 13, which includes Hialeah, Miami Lakes, Palm Springs North, and neighboring areas of unincorporated Miami-Dade. On December 6th, 2016 Commissioner Bovo was elected Chairman of the Board of County Commissioners for the 2017-2018 term.

Bovo commenced his public service when he was appointed Councilman for the City of Hialeah in 1998. After being re-elected twice, Chairman Bovo's colleagues selected him as President of the Hialeah City Council and he remained in that capacity throughout his term. As Councilman, Bovo sponsored the anti-predator legislation and focused on improving the city for the residents.

In November 2008, Bovo was elected as State Representative for District 110 and was re-elected without opposition in 2010. During his tenure in the Florida Legislature, Bovo was an outspoken advocate for the historic Hialeah Park and worked diligently towards its re-opening. Throughout the 2009 legislative session, he also sponsored a resolution naming May as "A Safe Haven for Newborns Month," in recognition of the Gloria M. Silveiro Foundation. Additionally, he designated April 17, 2009 as "Bay of Pigs Memorial Day" in commendation of the Museum and Library for 2506 Assault Brigade, where historic memorabilia is preserved.

**Keynote Speaker****OLIVER GILBERT, III*****President, Miami-Dade County League of Cities
Mayor, City of Miami Gardens***

Oliver Gilbert, III is President and Executive Committee Member of the Miami-Dade County League of Cities, an executive board member of the Miami-Dade County Transportation Planning Organization, First Vice President and member of the African-American Mayor's Association's Board of Trustees, Advisory Board member of the United States Conference of Mayors.

Gilbert is serving his second term as the Mayor of the City of Miami Gardens after having been re-elected to that position in August and December of 2016. He began his career in government and politics as the Legislative Aide for State Representative Dorothy Bendross-Mindingall went on to occupy the position of Deputy of Policy for Florida State Gubernatorial Candidate Janet Reno.

Mayor Gilbert received his law degree from the University of Miami Law School where he graduated with honors. As an attorney, he was an Assistant State Attorney in the Broward County State Attorney's Office and, as one of the leading prosecutors, Oliver's record was one of being tough but fair.

REPORT ON PROCEEDINGS

**Panelist – Fast Tracks****SERGIO ABREU, JR.*****Manager of External Affairs
Peoples Gas System***

Sergio Abreu is currently the Manager of External Affairs for Peoples Gas System, a division of Tampa Electric Company (TECO). He has been with TECO for 8 years and is responsible for the South Region of Florida which includes Miami-Dade, Broward, Palm Beach, Martin, Collier, Lee and Charlotte counties.

In his capacity as Manager of External Affairs, Sergio is primarily responsible for working with local governments on a host of issues including, franchise agreements, permit and permit related discussions, utility taxes, rights-of-way negotiations, ordinances affecting rights-of-ways and utility work in the rights-of-way, and a whole host of other utility and government related activity. He also represents TECO on a number of community organizations and boards including Trustee of the Economic Development Council of Collier County, Trustee of the Greater Miami Chamber of Commerce, Associate Member of the Miami-Dade and Broward League of Cities, Chair of the Government Relations Committee of the Florida Natural Gas Association, and several other Chambers of Commerce, Economic Development Councils and Associations.

**Panelist – Fast Tracks****CESAR CASTRO*****Fastrack Institute***

César Castro, a driver of corporate expansion for over 20 years, is committed to improve people's lives, by embracing innovation accelerators to help organizations and societies unlock their digital transformation through his work with Fastrack.

Fastrack Institute is a non-profit organization that accelerates technology into society by finding holistic approaches to solving problems, with a focus on large urban centers. Together with our member cities, we find cutting edge, scalable solutions to Urban problems. Our focus is entirely on solving urban problems for cities of one million or more citizens.

The Fastrack framework empowers cities, their leaders, and their citizens, with multidisciplinary teams, to find solutions for critical civic problems. It is a comprehensive process that rapidly establishes design solutions, governance approaches and regulatory frameworks. This can be achieved by integrating emerging technologies and developments with the greatest public, private, and academic assets.

Fastrack is based on ideas spearheaded by Singularity University and Salim Ismail's ExO Works, organizations that focus on the impact of "exponential" technologies — that is, technologies doubling in power or speed while their cost drops. The Institute runs 16-week programs, also called Fastracks, in which tech companies or nonprofits collaborate with government regulators, attorneys, sociologists and other experts to solve urban issues. The idea is that legal, regulatory and societal hurdles can be addressed while the concepts are being built and the technology is being tested. Once deployed, the technologies can be used by other cities.

REPORT ON PROCEEDINGS

**Moderator – Livable Communities and Transit Oriented Development****MARTA VICIEDO*****President******Urban Impact Lab***

Marta Viciedo a native Miamian who lives in Downtown Miami with her husband and two daughters. Marta is the Founding Partner and Director of Urban Impact Lab and co-Director of Transit Alliance Miami.

Urban Impact Lab introduces and applies innovation-based solutions to civic and urban challenges with the goal of inspiring better cities and stronger communities.

Transit Alliance Miami is a non-profit organization uniting residents, organizations, and businesses to advocate for walkable streets, bikeable neighborhoods and better public transit.

Ms. Viciedo serves on several local boards and committees including Miami-Dade College's Earth Ethics Institute, Miami Downtown Development Authority, The Underline and Live Healthy Little Havana. Through her various roles, Marta is committed to Miami's future as a great city.



Panelist– Livable Communities and Transit Oriented Development

CHARLES T. DABNEY, JR.

Miami Market Manager

South Florida Community Land Trust (SFCLT)

Charles T. Dabney, Jr. serves as Miami Market Manager for the South Florida Community Land Trust (SFCLT). In this role, his primary responsibility is to cultivate real estate development opportunities throughout Miami-Dade that promote permanently affordable, sustainable housing solutions. Prior to joining SFCLT, Dabney most recently served as Senior Program Officer for Real Estate and Lending with the Jacksonville Program Office of Local Initiatives Support Corporation. However, Dabney is no stranger to South Florida, having previously served with both the Greater Miami LISC office and Miami-Dade County.

A native of Virginia, Dabney is a graduate of Hampton University, where he received the B.S. degree in Business Management, and Carnegie-Mellon University's H. John Heinz III School of Public Policy and Management, where he was awarded the M.S. degree in Public Policy and Management with a major in Environmental Planning. Dabney has also completed additional studies at the University of Maryland – College Park, where he earned a Graduate Certificate in Housing Finance.

REPORT ON PROCEEDINGS



Panelist – Livable Communities/Transit Oriented Development
PATRICE GILLESPIE-SMITH

Patrice Gillespie-Smith is the Sr. Manager of the Miami Downtown Development Authority's (DDA) Planning, Design & Transportation department. For the last 20 + years, she has worked as an urban planner across the nation to create more walkable, livable and vibrant communities. Prior to working for the Miami DDA, she managed Neat Streets Miami and helped facilitate the *Safer People, Safer Streets Action Plan* and the *Miami-Dade Complete Streets Guidelines*. Patrice has also developed transportation solutions in Seattle; St. Louis; Columbus, OH and Broward County.



Panelist – Livable Communities/Transit Oriented Development

JONATHAN RAIFFE

***Chief Operating Officer and Executive Vice President
The Adler Group***

Jonathan Raiffe is the chief operating officer and executive vice president of the Adler Group. In this position, he is responsible for all day to day activities of Adler Realty Services and Adler Development including acquisition, dispositions, investment, predevelopment, construction, leasing, property management, accounting, and financial management.

Raiffe formerly served as Adler Group's Chief Investment Officer and prior to that as Director of Finance, where his responsibilities included oversight of financing activities, treasury functions, corporate reporting, financial analysis, structuring new investments, and sourcing new opportunities. Prior to taking the position of Director of Finance, Raiffe served as Director of Business Opportunities for the Adler Group, where he focused on acquisition analysis and new business development.

Before joining the Adler Group, Jonathan worked with Ronin Capital Management, a global macro hedge fund. During his time at Ronin Capital Jonathan fulfilled a variety of functions including trade support and administration, research analyst, marketing coordinator, and trade execution.

Jonathan Raiffe earned a Bachelor of Arts, majoring in anthropology, and a Bachelor of Science in business Administration, with an emphasis in marketing from Washington University. He also received a Master of Science in Finance and a Master of Science in International Real Estate from Florida International University. Additionally, Raiffe is a licensed Florida Real Estate Sales Associate.

REPORT ON PROCEEDINGS

**Panelist – Livable Communities/Transit Oriented Development****KATHERINE KRAFT*****Executive Director
America Walks***

Katherine Kraft is the Executive Director of America Walks, a nonprofit national organization that is leading the way in making America a great place to walk. America Walks provides a voice for walking and walkable communities with federal agencies, provide strategy support, training and technical assistance to statewide, regional, and local organizations, and serve as the convener of the national Every Body Walk! Collaborative. Together, America Walks and the Every Body Walk! Collaborative boast 700 allied organizations who across the nation are working to increase walking and make America a better place to walk.

Kate us a former Senior Program Officer at the Robert Wood Johnson Foundation (RWJF) where she was the primary architect of the RWJF Active Living portfolio. A hallmark of Kate's work is connecting disparate community sectors and cross-disciplines in re-assessing how to design communities and care systems that facilitate healthy lifestyle choices. Prior to joining America Walks staff in 2013, Kate was an independent consultant in the area of environmental and policy approaches to promoting healthy lifestyles and creating health-promoting built environments.

She is a recognized expert in how structural environments impact health, and serves as a spokesperson for the emerging "Active Living" movement. Her past work resulted in collaboration between transportation, planning, design, and public health professionals to identify new methods of place-making for health.

**Master of Ceremonies****DENNIS C. MOSS*****Miami-Dade County Commissioner
Board of County Commissioners***

Commissioner Dennis C. Moss was first elected in 1993 and has served on the Board of County Commissioners for over 23 years. On November 20, 2008, the Miami-Dade Board of County Commissioners elected the then 15-year veteran, as its 2009-2010 Chairman. He was inducted on December 18, 2008 in an official ceremony hosted by the outgoing Chairman. The role became effective on January 1, 2009. Miami-Dade has 13 commissioners elected in non-partisan, single-district elections who serve four-year staggered terms, with elections scheduled every two years.

His 2008 election as Commission Chairman coincided with the beginning of his fifth consecutive term representing District 9. With his re-election in 2016, Commissioner Moss has been elected seven times by the residents of District 9, which is geographically the largest and most diverse in the county.

Commissioner Moss currently serves as Chairman Government Operations Committee which is responsible for oversight of Miami-Dade County's financial, operational and planning functions. He was also appointed as Vice Chair of the Building Safer Neighborhoods Subcommittee and a member of the Transportation and Public Works Committee, the Economic Development and Tourism Committee and the Chairman's Policy Council.

REPORT ON PROCEEDINGS

**Panelist – Funding SMART Plan – Session 1 / Best Practices****SASHA PAGE*****Senior Vice President for Finance******IMG Rebel***

Sasha Page is Senior Vice President for Finance at IMG Rebel (www.IMGRebel.com), an infrastructure advisory firm located in Bethesda, MD, with affiliated offices in the Netherlands.

IMG Rebel specializes in innovative funding and the management of infrastructure facilities.

Mr. Page has over two decades of experience advising on public-private partnerships, finance, and development of bus and bus rapid transit, light and heavy rail, parking, and other highway infrastructure. He has advised on a number of projects and programs for transit and other agencies, including in Chicago, Boston, Dallas, Denver, Los Angeles, Miami, Raleigh/Durham, and San Francisco.

Mr. Page is a member of the Transportation Research Board's revenue and finance committee and the American Public Transportation Association's finance, public-private partnerships, and high-speed rail committees.



Panelist – Funding SMART Plan – Session 1 – Best Practices

ERIC SINGER, ESQ.

Attorney

Bilzin Sumberg

Eric Singer, Esq. has focused his practice for the past several years in the areas of government procurement and complex government transactions, including public-private partnerships (P3). Eric combines that practical experience with extensive academic knowledge, gained as a visiting faculty member and research fellow at the New York University School of Law, where he studied P3s across the United States and abroad, in order to further his clients' goals. Prior to joining Bilzin Sumberg, Eric also served as a law clerk to the Honorable Danny J. Boggs of the United States Court of Appeals for the Sixth Circuit.

Eric handles the full spectrum of public-contracting issues, from preparation of proposals through appeals of administrative bid protests, and has represented clients on some of Miami's most transformative public-private projects. For example, as part of securing a \$300-million Metrorail contract for an Italian company, he defended a bid-protest appeal to the Federal Transit Administration.

REPORT ON PROCEEDINGS

**Panelist – Funding SMART Plan – Session 1 / Best Practices****KIERAN BOWERS***President**Swire Properties Inc.*

Kieran Bowers leads the Company's US development and investment operations.

He has worked in the Swire Group for 18 years holding different management positions in Japan, Pakistan, Sri Lanka, Saudi Arabia, the Netherlands and Hong Kong. He joined Swire Properties in 2008 serving positions in office leasing and development and valuation in Hong Kong. Prior to taking up his current role, Kieran was General Manager, Cityplaza in Hong Kong and General Manager, INDIGO in Beijing.

A Chartered Surveyor, Kieran is a member of the Royal Institution of Chartered Surveyors.



Panelist – Funding SMART Plan Session 2 / Where are We?

AILEEN BOUCLÉ, AICP

Executive Director

Miami-Dade Transportation Planning Organization (TPO)

Aileen Bouclé is the Executive Director for the Miami-Dade Transportation Planning Organization. She is currently leading the charge, along with the TPO Governing Board, to provide mobility choices for the residents of Miami-Dade County through the local transportation planning process, and more specifically the Strategic Miami Area Rapid Transit “SMART” Plan. She has worked in the transportation field for over 20 years in both the private industry and with the Florida Department of Transportation.

Ms. Bouclé has a Master’s Degree in Environmental and Urban Systems, with a specialty in Transportation Planning, as well as a Bachelor of Business Administration from Florida International University.

REPORT ON PROCEEDINGS

**Panelist – Funding SMART Plan – Session 2 – Where are We?****JAMES WOLFE, P.E.***District Secretary**Florida Department of Transportation*

James Wolfe, P.E., was appointed District Secretary of the Florida Department of Transportation on May 23, 2016. He is responsible for the overall planning, design, construction, maintenance and operation of the State Highway System in Miami- Dade and Monroe Counties. He holds both undergraduate and graduate degrees in civil engineering from the University of Florida.

Mr. Wolfe has been with the Florida Department of Transportation for 36 years, serving ultimately as the District Secretary. He was previously both the Director of Operations and the Director of Development. While at District 4, Jim led the team that delivered the I-595 project, which was the first availability payment P3 highway project in the country. As District Secretary, Mr. Wolfe serves on the Department's Executive Leadership Team and Miami-Dade Expressway Authority Board of Directors.



Panelist – Funding SMART Plan – Session 2 / Where are We?

ALICE N. BRAVO, P.E.

Director

Department of Transportation and Public Works (DTPW)

Alice N. Bravo, P.E., was appointed Director of Miami-Dade Transit in July 2015. In February 2016, Ms. Bravo was appointed Director of the of the Department of Transportation and Public Works (DTPW), which merged the County's Transit and Public Works functions under one department.

DTPW operates the 15th largest public transit system in the United States, and the largest in Florida. This includes the Metrobus fleet that runs approximately 28.9 million miles through most areas of Miami-Dade County; the electrically-powered, elevated, 25-mile rapid transit Metrorail system; the 4.4-mile elevated Metromover; and the paratransit service (Special Transportation Service) that meets the needs of the disabled.

The Department also manages the County's roads, traffic signals, bridges, canals, sidewalks, street signs, lights and stormwater drainage.

Throughout her career, Ms. Bravo has managed numerous diversified public-private partnership projects including the \$1 billion PortMiami tunnel; the innovative I-95 Express Project; and the \$550 million S.R. 826-S.R. 836 interchange reconstruction project.

These projects have helped improve commuter mobility throughout Miami-Dade County. Ms. Bravo also oversaw a \$573 million capital improvement program at the City of Miami, and was responsible for implementing the city's trolley circulator system.

Ms. Bravo is a licensed Civil Engineer with a bachelor's degree from the University of Miami and a Master's in Business Administration from Florida International University.

REPORT ON PROCEEDINGS

**Panelist – Funding SMART Plan – Session 2 / Where are We?****JAVIER RODRIGUEZ***Executive Director**Miami- Dade Expressway Authority (MDX)*

Javier Rodriguez has served as Executive Director of the Miami- Dade Expressway Authority (MDX) since 2007. MDX's overriding objective is to serve as an innovative transportation agency dedicated to enhancing mobility in Miami-Dade County. His responsibilities encompass the operation and maintenance of the existing toll road system, its expansion and financing.

This includes long-range planning, design, right-of-way acquisition, construction, purchasing and contracting, and enhancing relations with its partners: the State of Florida, the Department of Transportation, Florida's Turnpike Enterprise, Miami-Dade County, Metropolitan Planning Organization, state and local agencies and municipalities.

Before joining MDX, Javier worked with the Florida Department of Transportation, District 6 (FDOT) for 16 years, including four years as Director of Transportation Development. In 2015, he served as President of the International Bridge Tunnel and Turnpike Association. He has received numerous awards recognizing his leadership and engineering achievements.

A native Floridian, Javier earned his Bachelor of Science degree in Civil Engineering from Florida International University. He resides in Miami with his wife Katharine and two daughters Katharine Ann and Isabella.



Panelist – Funding SMART Plan – Session 2 / Where are We?

C. MIKEL OGLESBY

Deputy Executive Director

South Florida Regional Transportation Authority (SFRTA)

C. Mikel Oglesby, is the Deputy Executive Director of the South Florida Regional Transportation Authority (SFRTA). With nearly thirty (30) years of experience in the transit industry, Mr. Oglesby is responsible for the day-to-day management of the Authority, with oversight of operations, finance, information technology, engineering & construction, planning & capital development, administration, procurement, marketing, customer service and human resources.

Mr. Oglesby was instrumental in overseeing the transition of the contracted service consisting of Operations, Maintenance and Dispatch to a single contractor – Herzog. He is spearheading the implementation of Positive Train Control (PTC) to meet the FRA deadline on both the South Florida Rail Corridor (SFRC) and the FEC (Florida East Coast) Railway by the end of 2017.

Mr. Oglesby brings a diverse transit background developed in both small and large agencies across the United States. His leadership experience has included fixed-route bus and para-transit service delivery, both light and heavy rail service and maintenance, taxi cab regulation, ferry boat service, regulation administration, financial planning and budgeting, information systems, as well as government and community affairs. Mr. Oglesby is also a noted continuous-improvement strategist and advocate for organizational and employee development.

REPORT ON PROCEEDINGS



Closing Remarks
CHARLES D. SCURR
Executive Director

Citizens' Independent Transportation Trust

Charles D. Scurr currently serves as the Executive Director of the Citizen's Independent Transportation Trust. The Transportation Trust is responsible for the oversight of the Peoples Transportation Plan and the ½ penny sales tax approved by the voters of Miami-Dade County in 2002. The Trust administers approximately \$250,000,000 in funding annually and is financing major transportation investments such as the \$506,000,000 extension of the Metrorail System to Miami International Airport, the \$375,000,000 Metrorail Vehicle Replacement Program and a lead financial investment of \$13,900,000 in the Tri-Rail Downtown Miami Link – All Aboard Florida/Brightline Miami Central Station Project. He also teaches as an Adjunct Professor of Public Administration at Florida International University.

Mr. Scurr has had an extensive and distinguished career in the public sector. He served as the first City Manager of the Village of Palmetto Bay, Florida. Palmetto Bay, the "Village of Parks", was incorporated in late 2001 and has become one of the finest municipalities in Miami-Dade County. Mr. Scurr also served as City Manager of the City of South Miami, Florida, which received the "All-America City" award from the National Civic League in 2001. This award is one of the highest and most prestigious honors a city can receive.

He served as Executive Assistant (Chief of Staff) for Miami-Dade County and the City of Miami. He also served with the Urban Mass Transportation Administration in Washington, DC and Atlanta, Georgia, with the Miami-Dade Transportation Administration and as an Associate Vice President at Florida International University.

He has been active in civic, charitable, business and sports in South Florida for over 25 years. He is currently President-Elect of the South Florida Chapter of the American Society for Public Administration and is a Member of the Board of Directors of the Greater Miami Chamber of Commerce. He has served as President of the South Florida Super Bowl XXIII (1989) and Super Bowl XXIX (1995) Host Committees, Managing Director of the National Football League Youth Education Town, Vice President and Chief Administrative Officer for the Lipton Championships. He has served as a Board Member of Chamber South, ASPIRA of Florida and Treasurer of Coral Gables Congregational Church.



This event is organized by the Citizens' Independent Transportation Trust in conjunction with Miami-Dade County, the Board of County Commissioners, the Greater Miami Chamber of Commerce, Miami-Dade County League of Cities, Miami-Dade Transportation Planning Organization and the South Florida Regional Transportation Authority

Exhibitor Showcase sponsored by:



January 25 & 26, 2018

January 25 | 8:30 a.m. - 6:00 p.m.

January 26 | 8:30 a.m. - 12:00 p.m.

Miami-Dade College Wolfson Campus

Chapman Conference Center

300 N.E. 2nd Avenue

Miami, Florida 33132



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REPORT ON PROCEEDINGS

EXHIBITORS



Atkins, a member of the SNC-Lavalin Group, is one of the world's most respected design, engineering and project management consultancies serving infrastructure, transportation and energy sectors. On July 3, 2017, SNC-Lavalin and Atkins joined forces. SNC-Lavalin is a leading engineering and construction group in the world, offering services in oil and gas, mining and metallurgy, infrastructure and power.



Bilzin Sumberg is a commercial law firm based in Florida. The firm has extensive experience in the areas of corporate and securities; finance; real estate; litigation; restructuring and bankruptcy; land use and government relations; environmental; commercial finance; technology and telecommunications; media and entertainment; trusts, estate and wealth transfer; and tax.



Citizens' Independent Transportation Trust (Transportation Trust) was created by the voters to oversee and monitor the expenditures of transportation Surtax revenues. The Trust is comprised of 15 members selected by an independent nominating committee and approved by the Board of County Commissioners, the County Mayor and the Miami-Dade County League of Cities.



City of Coral Gables: Trolley services began in November of 2003. The Coral Gables Trolley has proven to be a convenient, accessible and affordable transportation option. It is also a green transportation solution. The Trolley program has done what it was designed to do: relieve local traffic congestion, reduce parking demand, and connect downtown Coral Gables to surrounding areas through transit connectivity.



City of Doral On February 2008, the City of Doral initiated a two-year pilot trolley program. Since then, the Doral Transit System (DTS) has grown from one trolley on one route to eleven trolleys on three different routes. The City of Doral will be expanding its Dolphin Mall, City Place, and FIU.



City of Miami Office of Transportation Management (OTM) is responsible for managing, planning, coordinating and implementing the City's Transportation and Transit programs. These programs consist of:

- A Trolley program currently operating 11 routes
- An On-Demand program, providing transportation for the elderly and low income
- Citi-Bike bike sharing and rental program

OTM is also responsible for traffic circulation, control and growth management.



City of Miami Beach Transportation Department: Ensuring safe and efficient movement of people and goods through an interconnected transportation system that provides mobility, livability, and accessibility, and promotes alternative modes of travel, while ensuring environmental and economic sustainability, and improving the quality of life for all who live, work, and play in our vibrant, tropical, historical community.

REPORT ON PROCEEDINGS



Conference of Minority Transportation Officials (COMTO) members include, transportation agencies, academic institutions, industry non-profits and Historically Underutilized Businesses (HUBs), and represent every level and mode of the transportation industry; we are presidents and executives who determine the direction of transportation systems and mechanics and operators who ensure the safe passage of millions of transportation riders.



Department of Transportation and Public Works (DTPW) manages all aspects of mobility services such as transit, traffic engineering and signals, highway design, and for-hire transportation in Miami-Dade County. The Department is establishing a smart, connected and car-optional county by creating partnerships between public agencies, municipalities and the private sector.



Florida International University is classified by Carnegie as a "R1: Doctoral Universities - Highest Research Activity" and recognized as a Carnegie Community Engaged university. FIU has awarded more than 220,000 degrees and enrolls more than 57,000 students in two campuses and centers including FIU Downtown on Brickell, FIU@I-75, the Miami Beach Urban Studios, and Tianjin, China.



Florida Department of Transportation (FDOT) coordinates the planning and development of a safe, viable and balanced state transportation system serving all regions of the state. FDOT reports directly to the governor and has seven (7) districts. District Six (6) serves Miami-Dade and Monroe counties.



Freebee is the future of transportation in South Florida, physical moving people through FREE on-demand, door-to-door electric transportation. Freebee provides first and last mile connectivity that helps cars get off the road and makes it convenient for people to maneuver around communities without the need of a personal vehicle. Freebee currently operates a fleet of 40+ vehicles within Coral Gables, Key Biscayne, Miami, Miami Beach, Miami Lakes, Wynwood, Downtown, Brickell, Coconut Grove, and Hallandale Beach.



Greater Miami Chamber of Commerce is South Florida's largest business organization, reaching more than 400,000 employees through its member companies in what is the eighth largest marketplace in America. The Chamber's agenda is to support economic and business issues related to urban/community and industry growth, international business, leadership programs and governmental affairs.



Kimley-Horn and Associates, Inc. provides consulting services related to land development, the environment, landscape architecture, transit, transportation, urban planning, and water resources. Founded in Raleigh in 1967 by transportation planners and traffic engineers, the employee-owned firm has more than 80 offices nationwide, including 14 in Florida. Kimley-Horn specializes in community planning, livable transportation, urban design, and public outreach.



Leitner-Poma of America offers a complete line of cable transport systems, including chairlifts, gondolas, MiniMetro® urban transport, trams, industrial trams, etc. We design, engineer and manufacture our US systems in our factory in Grand Junction, Colorado. Our worldwide network has installed more than eight thousand transportation systems, in sixty-one countries, and safely transports eight million passengers each hour!

REPORT ON PROCEEDINGS

TYLIN INTERNATIONAL



T.Y. Lin International (TYLI) is an internationally recognized, multi-disciplined full-service infrastructure engineering firm providing services over 63 years. With nearly 2,500 employees throughout the United States, Central and South America, and Asia, TYLI handles projects of varying size and complexity. TYLI serves a variety of market sectors, including: Surface Transportation; Rail and Transit; Mobility, Planning, and Management; Aviation; Bridge; Facilities; and Ports and Marines.

United States Department of Transportation Office of Small and Disadvantaged Business Utilization's mission is to ensure Small Business policies and goals of the Secretary of Transportation are implemented in a fair, efficient and effective manner. OSDBU provides technical and financial assistance, including outreach and training services to the nation's Small Business community in order to prepare them to compete and participate in federally funded contracts.

WSP USA Inc. (formerly Parsons Brinckerhoff, Inc.) is the U.S. operating company of one of the world's leading engineering and professional services firms - WSP. We are engineers, planners, technical experts, strategic advisors and construction management professionals. WSP designs lasting solutions in the buildings, transportation, energy, water and environment sectors.



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Solve to evolve.

The transportation landscape in South Florida is evolving – smart plan corridors, adaptive traffic signaling, land-use planning and innovative funding strategies all play a part.

Our intermodal transportation engineering expertise encompasses transit, highway, aviation and seaports. We embrace technologies integral to modern transportation including intelligent transportation systems, traffic controls, and connected and autonomous vehicle deployment.

As commuters and consumers, we're passionate about innovative mobility solutions that will transform the way we get from here to there within this highly urbanized area.

We care because South Florida is home to us, too.

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REPORT ON PROCEEDINGS

BUILDING FLORIDA



BE JUDGED BY
THE COMPANY YOU KEEP.



At Bilzin Sumberg, we are proud to be judged by the company we keep. Javier Aviñó, A. Vicky Leiva, and Anthony De Yurre - like the other members of the Bilzin Sumberg team - are passionate about helping entrepreneurs and other clients thrive in Florida.

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