

2013 Transportation Summit

*Visioning the Future of Miami-Dade County's
Public Transportation*

REPORT ON PROCEEDINGS



CITIZENS' INDEPENDENT
TRANSPORTATION TRUST

**MOVING
FO FORWARD**



**MIAMI-DADE
COUNTY**

PAGE INTENTIONALLY BLANK

Table of Contents

Executive Summary.....	1
Introduction	4
Background	4
Organization of the Event	4
Support for Transit.....	8
Visioning Transportation Improvement in Miami-Dade County	9
Improving Public Transit and Creating Livable Communities	10
Transportation Projects Financing	12
Technology and Mode Choice.....	15
Factoring Economic Development and Community Needs	19
Public Outreach and Involvement	22
About the PTP and the CITT	23
Conclusions and Post-Summit Steps: Implementing the Visions	24

Attachments

Attachment A: Report Methodology

Attachment B: About PTP and CITT

Attachment C: Summit Agenda

Attachment D: Session Summaries

Attachment E: “Thank You” Letter to Participants

Attachment F: Useful References and Links

PAGE INTENTIONALLY BLANK

Executive Summary

This report synthesizes the information shared and discussed by panelists and attendees of the *2013 Transportation Summit: Visioning the Future of Miami-Dade County's Public Transportation*. The Summit was sponsored by the Citizens Independent Transportation Trust (CITT) with the support of the County's Mayor Carlos A. Gimenez and the Board of County Commissioners.

The four panels of the Summit were organized in two tracks – a *Financial Planning and Sustainability* track and a *Technology and Infrastructure* track. The participants in the *Financial Planning and Sustainability* track focused on innovative financing opportunities and public-private partnerships (P3s). The *Technology and Infrastructure* track included discussions on transit technologies and mode choice, and corridor development. A final session was dedicated to community visioning in which panelists and audience discussed current transportation challenges and potential solutions to them.

The main objective of this report is to encourage further discussion of the cross-cutting themes covered in the Summit, as a way to feed the momentum gained with the Summit towards visioning transportation solutions. This report focuses on the main topics discussed throughout the event (in particular the Opening Session, Breakouts, and Community Forum), and outlines the major themes that emerged during the addresses, panelist presentations and ensuing discourse. FIU Metropolitan Center staff took notes during the presentations and the Q&A sessions following them, served as scribes during the panels and prepared detailed summaries of each session. All sessions were audio recorded to ensure an accurate account of the participants' points.

The narrative incorporates all material from the event, including notes, presentations, audio recordings and session summaries. Additionally, the report includes references to selected documents that may add context and background, as well as references to comments and questions received after the Summit.

It is clear that the widespread community support for increased transit investment was the most fundamental premise establishing the importance of – and timing for – the Summit. With over 500 in attendance, the Summit demonstrated the significant interest in transportation issues. Moreover, the informative discussions during the panels and in the public visioning session demonstrated that there is significant endorsement of the continued search for innovative solutions. The support and demand for more transit also surfaced through questions that inquired about the efforts of transportation agencies to offer alternative mobility options

and the progress on planned transit corridors. This basic principle of the public's will to address Miami-Dade transportation challenges, underlies the following points summarized as the major themes that emerged out of the Summit.

- ◆ **Improving Public Transit and Creating Livable Communities:** Mobility and access are important for the creation of livable communities, a theme of the Mayor's Address and others. Improvements which create an integrated mass transit system enhance the quality of life of communities. There is broad public support for transit investment.
- ◆ **Transportation Project Financing:** The public learned about opportunities for financing, including Public-Private partnerships (P3s), various types of bonds and federal funding such as loans, loan guarantees and standby lines of credit. Public-Private Partnerships (P3s) alone will not solve all transportation challenges faced by local governments. There are very effective worldwide best practices to address various risk and funding issues.
- ◆ **Technology and Mode Choices:** Miami-Dade County's transportation challenges can be addressed through a combination of solutions which include Bus Rapid Transit (BRT), advanced light rail technologies, commuter & heavy rail systems, automated guideways and other modes of transit. Technological improvements also help create a more efficient transportation system. Investment in transit-oriented development and alternative transportation options, balanced with road capacity increases and technological innovation, appears the most likely path to address Miami-Dade's transportation challenges.
- ◆ **Factoring Economic Development and Community Needs:** The planning and development of transportation improvements should be made in the context of broader economic development strategies and population needs. Well-planned transit corridors which take those factors into account will further encourage and sustain economic development.
- ◆ **Public Outreach and Involvement:** Transparency in planning, financing and development will help transportation agencies in obtaining public input and support for transportation projects. Additionally, transportation agencies may also benefit from greater outreach which informs the public about their vision, rationale, and tradeoffs of transportation projects through a variety of channels, including traditional print and broadcast media as well as social media networks, forums and blogs.

Throughout all sessions of the Summit, the transportation agencies received a consistent message from the audience that there was a need for more and better communication. Multiple commenters asserted their interest in transportation issues and their desire to see

open communication channels to and from transportation agencies through which the public can not only receive clear and consistent information but can also provide feedback to transportation projects.

Miami-Dade's transportation partners and stakeholders face a formidable task; with the 2013 Summit, there is substantial momentum to collaboratively develop and implement practical, timely solutions based on a shared vision of the community and its leaders.

Introduction

Background

The challenges of the county's transportation system have received significant attention from policy-makers. The demands posed on Miami-Dade County's roadways as a result of increasing population and urban sprawl create a growing need for the discussion and development of new strategies to address the area's transportation challenges. As County Mayor Carlos Gimenez emphasized in his State of County address on February 28, 2013, "if we don't look for innovative solutions, one thing is certain: the unacceptable status quo of choked roadways and grueling daily commutes will remain firmly in place." As a major step in the pursuit of innovative solutions, the 2013 Transportation Summit, "Visioning the Future of Miami-Dade County's Public Transportation," was convened. The event served to initiate public discourse by encouraging broad participation from transportation agencies, urban planners, policy-makers and interested citizens. It was attended by over 500 people, with a structure and scope very different for this first such event after the two previous Summits in 2008 and 2009.

Organization of the Event

The Summit was held on June 6, 2013, at the Chapman Conference Center on the Wolfson Campus of Miami-Dade College. It was organized by the Citizens' Independent Transportation Trust in collaboration with Miami-Dade Mayor Carlos Gimenez, the Board of County Commissioners, Miami-Dade County, Miami-Dade College, and the Florida International University Metropolitan Center. The goal of the event was to bring together stakeholders, agencies, the community and national experts to focus on the future of transportation in Miami-Dade County and to prompt discussion of the next major transportation projects in the community. The Summit brought together national and local transportation experts, including representatives from the Metropolitan Planning Organization, the Florida Department of Transportation, Miami-Dade Expressway Authority, and the American Public Transportation Association, as well as various professionals in related fields with extensive experience in the planning and development of transportation projects.

The Trust spearheaded a countywide promotion of the event via mass media sources, online advertising and email campaigns targeting community leaders, the planning community, decision makers and other stakeholders. This outreach effort continues post-Summit with its dedicated website (<http://www.miamidade.gov/citt/transportation-Summit.asp>) in which Summit documents, including presentations, media coverage and other items are posted. The

website also contains links to major transportation reports, and allows for the general public to submit comments and questions.



Commissioner Dennis Moss, who chairs the County's Transportation and Aviation Committee, served as the Master of Ceremony for the event. (See Attachment C: Summit Agenda for an overview of the sessions and participants.) The Summit commenced with Welcoming Remarks by Chairwoman Rebeca Sosa, Board of County Commissioners, and Fermin Vazquez, Senior Director of Campus Administration, Miami Dade College, Wolfson Campus. Paul Schwiep, Chairman of the Citizen's Independent Transportation Trust, offered a brief introduction and presented the keynote speaker, County Mayor Carlos Gimenez.

"The objective of this Transportation Summit is Connectivity – which is so important to having a wonderful community and a wonderful County."

Rebecca Sosa, Miami-Dade Board of County Commissioners

Mayor Gimenez emphasized in his Keynote Address that this is the time to come together and begin building consensus toward realizing the community's vision for the future. He highlighted the importance of transportation and mobility for economic development and the quality of life of Miami-Dade residents. In addition to the expansion of the existing transportation network to provide better connectivity, the Mayor also recommended the implementation of smart development policies that promote biking and walkability. The Mayor listed as the two development priorities of this administration a new or revamped Miami Beach Convention Center and "tying Miami Beach to Downtown," but stressed that although density in the urban core has increased, transportation planning will need to be holistic and with a view of transportation corridors connecting the southern, western and northern parts of the county to the urban core. The Mayor's Address is available in its entirety on YouTube

(<http://www.youtube.com/watch?v=m2H8JlQvkk&feature=youtu.be>) and via the dedicated Summit website the Citizens' Independent Transportation Trust has developed.

The Keynote highlighted certain points which The Report Team's subsequent analysis of the Summit Proceedings has determined to be the overarching theme with four key pillars. (Attachment A: Report Methodology provides further insight on the analysis process.) A detailed discussion of the Keynote Address is presented in the beginning of the next section of this report, as part of examining this overarching theme of Creating Livable Communities. Each main supporting theme – Financing, Mode Choice, Economic Development, and Outreach – is also discussed in turn, extensively drawing among and cutting across all the sessions of the day.

Panel speakers offered perspectives on critical topics, from financing of transportation projects, to mode choices, and the factors that determine successful transportation planning. The four

"We look forward to engaging citizens, elected officials and transportation professionals in a series of transportation summits to explore these critical issues. It has been said that the future belongs to those who prepare for it today – which accurately describes the steps the Transportation Trust is taking."

Paul Schwiep, Chair, Citizens' Independent Transportation Trust

panels of the Summit were structured into two tracks, *Financial Planning and Sustainability Track* and *Technology and Infrastructure Track*. The first track included panels on *Innovative Financing Opportunities*, and on *Public Private Partnerships*. Participants in the first panel explored a variety of government and private sources for capital costs, while the discussion in the second panel focused on the potential of

such partnerships for South Florida. The second track included a panel on *Transit Technologies and Mode Choice*, and *Corridor Development*. In the first panel of this track the presenters reviewed existing and new technologies, such as light rail and Bus Rapid Transit, in the context of the transportation network in Miami-Dade County. The *Corridor Development* panel explored the requisites of successful corridors. All panels were open to the general public and time was dedicated to questions and comments from the audience. (See Attachment D: Session Summaries for a detailed account of the presentations and discussions.) After the panel sessions Mr. Charles Scurr, Executive Director of CITT, presented the 10 Year Report Card showing how transportation surtax funds have been invested since the People's Transportation Plan (PTP) was approved. This CITT Update and all the panelist presentations are available in PDF format at <http://www.miamidade.gov/citt/transportation-summit-sessions.asp>.

The Summit event also included over thirty indoor and outdoor exhibitors to showcase transportation partners and stakeholders. The exhibitors included local governments and agencies, private companies providing services in the transportation sector and educational institutions.



Indoor Exhibits

A concluding evening session was specifically dedicated to collect public input on broad issues of interest. The evening session, titled *Community Visioning: Public Involvement Forum*, featured six transportation partners and stakeholders as panelists. Most of the time during the session was devoted to remarks and questions from the audience.



Community Visioning: Public Involvement Forum with Commissioner Moss

CITT also sent a “Thank You” letter to participants in appreciation of the time and effort dedicated by everyone to addressing public transportation challenges in Miami-Dade County. The letter emphasized the collaboration between partners, speakers and exhibitors in making the Summit a resounding success and referenced the post-Summit activities of CITT and its partners, including website, continued collection of feedback, and a follow-up event (See Attachment E: “Thank You Letter to Participants”).

Support for Transit

With approximately 500 attendees, the Summit demonstrated that transportation is a priority subject for various stakeholders, including citizens, planners, decision-makers and others. The comments provided by Summit attendees after each panel, as well as in the general visioning session, demonstrated there is significant interest from the public in information about transportation. Moreover, some comments from speakers as well as the audience indicated there is significant *support* for transit development. This point was first highlighted by Miami-Dade County Mayor Carlos Gimenez who summarized some informative statistics on the need and demand for transit. Mayor Gimenez noted that the “urban shift” is reflected in the county’s transportation numbers. In March 2013 Metrorail transported over 1.9 million riders, the best single month for ridership in the entire thirty year history of the system. Ridership on the Metromover has doubled over the past decade to over nine million riders annually.

“Even as we upgrade and expand existing services it is clear that the demand and the need for alternative mobility options is greater than ever.... An entirely new lifestyle is developing in our community and it demands more options, including easy access to mass transit, walking and biking.”

Carlos Gimenez, Miami-Dade County Mayor

Support and demand for transit also echoed in all of the panels through indicative audience comments. For example, audience members in the *Corridor Development* panel commented that the focus of some transportation agencies on expanding the road network should shift towards expanding transit. An audience member in the *Innovative Financing* panel inquired about the use of technology both for garnering financing for projects as well as for raising awareness of transit services. Another commenter in that session asked about funding opportunities to purchase rights to the privately-held rail tracks to be used for public transit. The *Community Visioning Forum* was particularly illuminating on the public’s support for transit. Attendees referred to the need for expansion of rail services, specifically the Florida East Coast Corridor and a system connecting Miami Beach to the mainland. Others inquired or expressed concern over the delayed implementation of planned corridors. All these examples reflect the public’s backing of transit expansion and improvements.

Visioning Transportation Improvement in Miami-Dade County

The themes synthesized in the summary emerged out of informative panelist discussions combined with audience comments. The focus in this narrative is on the overlay of visioning concepts which appeared in multiple contexts. (See Attachment A: Report Methodology.) The themes discussed in the following section are closely interrelated and include significant overlap of concepts. All of the themes are unified by the common goal of the Summit organizers and participants to exchange ideas and discuss possible solutions for the transportation challenges in Miami-Dade County. Moreover, all of the themes bring together solutions for enhancing the quality of life of the area's residents. In his Keynote address, Mayor Carlos Gimenez established that *visioning the future of public transportation* in Miami-Dade County and building an integrated mass transit system are crucial for creating "livable communities." Therefore, the following section begins with a discussion of this overarching premise – "Creating Livable Communities," and proceeds with the specific themes mentioned by the Mayor and discussed by the participants.

"Now more than ever we need effective mobility solutions that will both support the new growth and provide connectivity to existing areas beyond our downtown."

Carlos Gimenez, Miami-Dade County Mayor

The four themes represent different aspects of the Mayor's "big picture" for the county's future. For example, within the first identified theme, "Transportation Projects Financing," when discussing financing options for public transportation projects, the participants presented ideas on how government can be more effective in improving transportation options for its residents. In the context of the second theme, "Technology and Mode Choice," the presenters discussed how technology is and can be used for improving mobility and transit system efficiency, as well as the tradeoffs of various mode choices and how they affect connectivity. In discussions grouped under the third theme, "Factoring Economic Development and Community Needs," the panelists discussed the importance of understanding the broader community context and goals in transportation planning and development. Finally, the fourth theme, "Public Outreach and Involvement," pertains to the common thread that ran across all discussions about the importance of public buy-in.

None of these themes can be discussed in silos, as they intersect in significant ways. For example, different financing options will depend not only on availability of sources but also on mode choice and technology fit for specific projects. A similar relationship exists between financing and corridor development, as well as mode choice and corridor development. The last theme, public outreach, is also the broadest and cuts across all others, as it was referenced in

all sessions by audience members. Some of these themes coincide with the sessions in which they were discussed, while others represent a common thread. The first theme, **Financing Transportation** is a theme that was extensively covered in the *Innovative Financing Options* and *Public-Private Partnerships* sessions. The second theme directly relates to the session on *Transportation Technologies and Mode Choice*. **Factoring Economic Development and Community Needs** was discussed in the *Corridor Development* session. And finally, the fourth theme, **Community Outreach and Involvement**, emerged out of comments made in all sessions but also generally from the Summit's concluding session, the *Public Involvement Forum*. As already noted, the overarching theme and premise of the Summit, Improving Public Transit and **Creating Livable Communities**, emerged out of the Keynote address as well as the Summit's goal to serve as a forum for *visioning the future of Miami-Dade's public transportation*.

Improving Public Transit and Creating Livable Communities

Residents' perception of their quality of life is dependent on their assessment and satisfaction with various aspects of their community. Research has shown that mobility and connectivity are important factors in defining the quality of life in a community.¹ This was the principal premise in the Keynote address of Miami-Dade County Mayor Carlos Gimenez at the opening of the 2013 Transportation Summit. Mayor Gimenez emphasized the importance of the Summit for the future of Miami-Dade County as a visioning forum designed for the sharing of ideas aimed at creating livable communities. In his speech the Mayor discussed the demographic changes that have occurred in the area in the last decade and how they



Miami-Dade County Mayor Carlos Gimenez

¹ Shafer et al (2000); Doi et al (2008); Lotfi and Koohsari (2009).

are shaping transportation planning and development. He emphasized that the westward population growth over the last decade combined with the more recent trend for increased density in the eastern and northern parts of the county creates the need for solutions that would create an integrated public transit system. As the Mayor noted, that system should be able to support both new growth and promote connectivity in existing areas. Some of the main points in the Mayor's speech included:

- Decision-makers need to incorporate smart development policies that promote biking and walking, and meet the mobility needs of companies and employees.
- An integrated mass transit system can propel the economy forward.
- Demand for transit is increasing and the need for alternative mobility options is greater than ever.
- One of the Mayor's development priorities is to link the fast growing urban core (around Downtown Miami) to Miami Beach.
- There is not a "one-size-fits-all" solution to the mobility issues of Miami-Dade residents.
- Partnerships with the private sector will deliver better and more cost effective solutions to residents.
- Finally, addressing an audience comprised of multiple stakeholders, from the private and public sector as well as residents, the Mayor stressed that the development of transportation solutions would require collaboration and input from all of them.

All of Mayor Gimenez's points coincide and provide a general outline to the themes which are discussed in more detail below. They represent elements of the "big picture" for the future of Miami-Dade, a livable community with effective and efficient mobility options for its residents.

Transportation Projects Financing

The cost and financing of transportation projects were discussed extensively in two of the Summit panels, *Innovative Financing Opportunities* and *Public Private Partnerships*, and was also referenced in other discussions throughout the event. The funding of transportation projects was first mentioned in the County Mayor Gimenez's keynote, in which he referenced the importance of involving the private sector in the planning and development of transportation solutions. Transportation funding was also brought up in the other panels by both presenters and the audience, as it was linked to increased agency accountability, public outreach and awareness, as well as economic development.

The two panels which had a direct focus on financing transportation emphasized the point that as funding for planning and projects is becoming increasingly tighter, transportation agencies are forced to employ innovative strategies to finance these capital costs. Public transportation agencies use a broader spectrum of financing options, including public-private partnerships, various types of bonds, and federal funding such as loans, loan guarantees and standby lines of credit. With the formation of public-private partnerships public transportation agencies obtain not only capital but may also improve the efficiency of project delivery and diminish the costs of management and operations.

There are several P3 financing options that have already been successfully utilized in Miami-Dade County, including the "design-build-finance" (DBF) and "design-build-finance-operate-maintain" (DBFOM) approaches. With the DBF procurement model, one contract is awarded for the design, construction, and full or partial financing of a facility. The contractor assumes the risk of financing till the end of the contract period while responsibility for the long-term maintenance and operation of the facility remains with the project sponsor. With the DBFOM approach, the responsibilities for designing,



Panel on *Innovative Financing Opportunities*

building, financing and operating are bundled together and transferred to private sector partners. DBF projects included the Palmetto Section 5 (better known as 826-836 interchange reconstruction), Palmetto Section 2 (widening SR826 and reconstructing interchanges with Bird Road, Don Shula Expressway and Miller Drive), US 1 (also known as the “18 Mile Stretch”), and the I-95 Express Lanes (Phase 1, south of Golden Glades). DBFOM projects include I-595 (reversible tolled express lanes) and the Port of Miami Tunnel.

Transportation agencies have a range of different Public-Private Partnership structures to choose from depending on the risk transfer to the private sector, but P3s alone will not solve all transportation challenges faced by local governments (See Attachment D: Session Summaries, Panels on *Innovative Financing Opportunities* and *Public Private Partnerships*).² Moreover, successful P3s are those that are carefully planned in terms of risk and reward, and involve a wide array of stakeholders willing to collaborate and share the risk. As some panelists with detailed knowledge of P3s noted, cost of capital is the biggest challenge to those financing options.³ For example in reference to the I-4 corridor funding Mr. Peters from FDOT noted that investor’s return of 10 to 12 percent is far more expensive than the use of state funds for which the cost is only four percent. However, this difference can be offset with the risk transfer and the increased efficiency. In addition to the initial cost, public agencies involved in P3s have other asset management considerations including 1.) minimizing long term cost of ownership; 2.) ensuring assets are not “run down” during the concession period; 3.) ensuring value-for-money for customers while providing a safe, reliable, and sustainable service.⁴

“Only when there is no funding do [transportation agencies] decide to do a P3. It’s exactly the opposite – what P3s do is leverage existing resources and they do it well.”

Mike Schneider, Chair, American Public Transportation Association P3 Committee

The panelists gave examples of a number of successful P3s, mostly from other countries. P3 railway projects were highlighted as some of the more robust examples of the success of P3s abroad. Several rail projects from the United Kingdom (including the Docklands Light Railway,

² Mr. Mike Schneider, Mike Schneider, Chair, APTA P3 Committee and Sr. VP/Managing Director, HDR InfraConsult, factually refuted the myth that that P3s will solve the infrastructure funding crisis in his presentation “Private Sector Participation in Project Delivery” in the *Public Private Partnerships* panel.

³ Point was made by Brian Peters, Assistant Secretary for Finance and Administration of Florida DOT, and Edward Fanter, Managing Director, Infrastructure Banking at BMO Capital Markets, in the panel on *Innovative Financing Opportunities*. For more information on the risks and benefits of P3s, see also USDOT Office of Inspector General report, 2011, and US Government Accountability Office report, 2008.

⁴ Presented by Jon McDonald, PE & Jon Tindall, Practice Managers - Transit (US) and P3 (UK), Atkins, “Public-Private Partnerships (P3s) — The International Experience,” in *Public Private Partnerships* panel.

the Manchester Metrolink, and the London Underground), as well as the High Speed Rail in France, the Kuwait Metro, and Ottawa LRT were all mentioned as prime examples of P3 successes. One of the panelists concisely summarized the “lessons learned” from his international experience in reference to P3s to include: one, the importance of government commitment and leadership on the project; two, the sincere involvement of stakeholders across all levels in the community; three, the need for appropriate contract structures and payment mechanisms; and four, the idea that P3s are about collaboration and sharing “risk.”⁵

A point made by all participants in reference to financing was that each financing option has its costs and benefits. In addition to weighing these costs and benefits, transportation agencies also have to seek and combine multiple sources of funding, from taxpayers, to private sponsors, to federal programs. The leveraging of a variety of funding sources would allow transportation agencies to finance large scale projects and will also give them flexibility in the planning and execution of projects. The necessity of combining multiple financing sources and seeking alternative funding options is also predicated on the stagnant gas revenue collections and uncertainty of sales tax revenues. Regardless of the type of financing, panelists and session attendees agreed that transportation projects need to be carefully planned and monitored, and that public input must be sought. Moreover, the experts and the audience agreed that in order to obtain buy-in when public sources are being utilized, transportation projects need the support of the public and that can be achieved by increasing awareness of the financing challenges for transportation improvements. In that respect, the theme of transportation financing overlapped with the *public outreach and involvement* theme discussed in a subsequent section. The need for transparency of transportation financing was referenced again during the concluding session of the Summit, the Community Visioning Forum, when the audience and panelists discussed the importance of keeping the public aware and informed in order to improve their understanding of the challenges of transportation financing.

“What we have done historically is not going to meet our needs of tomorrow... You need to consider all the options within your [financing] toolkit.”

Brian Peters, Assistant Secretary for
Finance and Administration of Florida
Department of Transportation

⁵ Presented by Jon McDonald, PE & Jon Tindall, Practice Managers - Transit (US) and P3 (UK), Atkins, “Public-Private Partnerships (P3s) — The International Experience,” in *Public Private Partnerships* panel.

Technology and Mode Choice

Central to the planning of transportation improvements is understanding and weighing the costs and benefits of transportation mode choices. The eight transit corridors outlined in the People's Transportation Plan balance different transit modes for the most efficient and cost-effective movement of people within the county. During the Summit, and in the *Transit Technologies and Mode Choice* panel in particular, transportation modes and the utilization of technology were discussed in the context of both improving transportation as well as a growth management tool. In the context of the urban sprawl in South Florida, the panelists outlined several developments which highlighted the varied efforts of transportation agencies to address congestion and mobility within the region.

In recent years Bus Rapid Transit service (BRT) has been increasingly utilized by public transportation agencies in South Florida. BRT services are expanding throughout Miami-Dade County and are providing better connectivity between residential, employment and entertainment centers. The Express Bus System: I-95 and I-595, a regional managed lane operation with bus services, was comprised from an urban partnership agreement among the U.S. Department of Transportation (USDOT) and Florida Department of Transportation, and local transit agencies. Ridership in South Florida has increased from 1,800 to over 5,500 riders per day on 60 bus trips, from the single MDT's 95X express bus route in 2008 to seven MDT and BCT routes in 2013. The managed lanes on the highways (toll lanes) have been successful in alleviating traffic in peak hours and have increased speeds during peak travel times. Additionally, FDOT has used a portion of the monies collected from the I-95 Express lanes to subsidize the operating costs of express buses. Due to the success of currently operating BRT, additional SR-836 Express bus services are planned to commence in 2017 utilizing newly created express lanes or the shoulder to expedite travel time.

There are several advantages to establishing BRT systems. First, BRT is considerably more cost effective than light rail transit in terms of building cost, land acquisition, capacity and revenue/expenditures per vehicle or passenger. Second, BRT is flexible; BRT allows for better accessibility and permit guideways. Disadvantages of BRT include slower guideway operations and the reduction in capacity for economic development.⁶

"The days of sprawl to the western areas have subsided. A lifestyle shift has occurred within the younger generation to use public transit and to live in more urban areas."

Wilson Fernandez, Miami-Dade MPO

⁶ Presented by Ed Coven, State Transit Manager, Florida DOT, "Bus Transit Options," in *Transit Technologies and Mode Choice* panel.

Another transportation option that is being explored by transportation agencies with application to South Florida is light rail. While BRTs have the advantage of being less costly, light rail has significant benefits in travel time and may stimulate economic growth in targeted corridors. The decrease in travel time of light rail is the result of vehicles using exclusive guideways similar to the MetroMover operating in the Downtown Miami area. One of the presenters focused extensively on light rail systems and stressed that the choice of a light rail system, and more generally of a transit mode is dependent on the design criteria.⁷ The aesthetics of overhead tethering and maneuverability around rail tracks were mentioned as two key concerns in selecting appropriate light rail system design. The discussion of light rail in the context of transit options in Miami-Dade County relates to the proposed light rail connection between Miami and Miami Beach. The Beach Corridor (Bay Link) was a 5.1 mile corridor currently in the planning and environmental phase. The 2004 study proposed 25 stations with mixed traffic operations service along the MacArthur Causeway, and would serve major destinations from downtown Miami to the Miami Beach Convention Center. The Bay Link was proposed to include two routes: 1) The Beach Circulator Loop and 2) The Causeway Connector Route (includes downtown connecting loops).⁸

Miami-Dade is also expanding the reach of its heavy rail system. The Airport Link is the newest corridor to the transit system which opened in the summer of 2012. The 2.4 mile stretch of heavy rail system provides service to Miami International Airport (MIA) via a station at the Miami Intermodal Center (MIC).

Developments in the other transit corridors are still in the planning phase and will be considered as funding becomes available. These include the North and the East-West corridors which combine multiple transportation modes. The vision for these corridors is for heavy rail with the expansion of the Miami-Dade Metrorail network; however, financial constraints have spurred transportation planning agencies to rely on less costly transportation modes to improve mobility in the near term. These interim improvements include the slated launch of enhanced bus service along NW 27th Avenue and SR 836 in 2017. This enhanced bus service will include 13 “state-of-the-art” stations, “Real-time” bus arrival info, new 60-foot hybrid buses, and traffic signal priority.

⁷ Presented by Jeffrey Pringle, Technical Director Rail Systems / Director, Vehicle Procurement, Parsons. “OCS-free Light Rail Vehicle Technology,” in *Transit Technologies and Mode Choice* panel.

⁸ On July 18, 2013 the Miami-Dade Metropolitan Planning Organization unanimously approved funding for a study that could revive the plan. The goal of the report, titled “Beach Corridor Transit Connection Study”, is to “update and refine past studies” that examined possible transit links between Miami and Miami Beach. The Bay Link Locally Preferred Alternative (LPA) was first approved by MPO in 2004 following the completion of the Miami-Miami Beach Transportation Corridor Study.

The Northeast Corridor (Costal Link) a multi-county link throughout the tri-county region with services to major employment centers in Miami, Ft. Lauderdale and Palm Beach. While there are still different technologies considered, the focus in the planning phase is primarily on intercity/commuter rail services. In the interim, the MPO and MDT will be implementing Enhanced Bus Service along Biscayne Boulevard from Aventura to downtown Miami.⁹

A common theme in the discussion from all panelists was the reference to the use of technology as a way to make travel more convenient and a desirable alternative to driving. Improving the speed of travel with public transit and the lower costs associated with it, in addition to conveniences such as Wi-Fi service, real-time transit information, use of smart card technology, reliability of operations and accessibility and safety of stations, were mentioned as motivating factors in the use of public transit. In addition to improvements in the Miami-Dade Transit fleet, other agencies also have success in improving mobility. For example, for the past decade the Miami-Dade Expressway Authority has focused its efforts on the implementation of open-road tolling and managed lanes. FDOT's implementation of 95 Express, which included these features, has increased travel speed from Miami to Golden Glades via I-95 during rush hour from 18mph to 45mph (for drivers who do not pay the express toll) and 55mph for those who do pay the express toll.

Participants noted that the improvement of transportation in Miami-Dade County is dependent on both road improvements as well as investment in public transit. Panelists and attendees engaged in a discussion on the successes and challenges of mass transit in the county. Financing transit improvements was identified as a major challenge which impacts transit options in the corridors. As mentioned above through several examples of the interim improvements implemented in corridors where heavy rail is envisioned, BRT services are becoming a viable alternative. As transit projects are typically funded through taxpayer initiatives, taxpayers' level of willingness to fund transit construction and transit operations/maintenance was highlighted as a major issue for in developing some of the corridors. The challenges of financing transportation projects, and opportunities to gain support from the public on overcoming these challenges, were also referenced in other sessions when audience members emphasized, for example, that

"As we continue this dialogue on this important day, we focus not only what types of transit we want but what we are willing to pay. Without a willingness to pay we don't get a vision—we get a mirage of what we want."

Ysela Llort, Director of Miami-Dade Transit

⁹ Presented by Wilson Fernandez, Transportation System Manager, Miami-Dade MPO, "Modal Technologies for Rapid Transit Corridors in Miami-Dade County" in *Transit Technologies and Mode Choice* panel.

transportation agencies need to inform the public about BRT options. (See Attachment D: Session Summaries, *Community Visioning*).



Factoring Economic Development and Community Needs

Transportation planning and policy have multiple objectives, and should consider on at least equal footing the effects that such infrastructure actions have on other matters that the public cares about: economic development, land use patterns, environmental quality, climate change, and other quality of life aspects. Multimodal transportation corridor development involves a wide array of considerations and stakeholder buy-in. The planning of transportation improvements should be made in the context of broader economic development strategies and population needs. If properly planned, transit corridors will encourage and sustain economic development.

Experts in economic development discussed the need for transportation and economic policy to be integrated to allow for sustainable economic development. The panelists agreed that the geography of South Florida and the realities of urban sprawl affect how transportation projects are planned, and the building of new roads will not address congestion. Instead, the dedication of assets to build new corridor development projects is critical for improving the general quality of life of Miami-Dade and South Florida residents.

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

Maurice Ferre, Chair of Miami-Dade Expressway (MDX)

Industry and sector development priorities are one example of the economic factors that transportation agencies can examine and incorporate in their project planning and development processes. There is a need for targeted public infrastructure investments in commercial and industrial corridors with a focus on the type of industries and occupations that are expected to grow in Miami-Dade within the coming decade.¹⁰ “Creative Class Occupations,” i.e., business, education, and healthcare professionals, have all experienced growth within the past ten years and are expected grow sizably in Miami-Dade into 2019.

“Policy has to be supported by strong economic underpinning. The analysis that goes into that is what really makes compelling arguments in terms of putting these policies in place that will ultimately make place-based and program strategies take place.”

Dr. Edward Murray, FIU Metropolitan Center

¹⁰ Presented by Ned Murray, Ph.D., AICP, Associate Director, FIU Metropolitan Center, “Corridor Development: Policy-based Strategies” in *Corridor Development* panel.

When envisioning economic development in Miami-Dade, understanding the living needs of these creative class professionals, in terms of where they live and network, is absolutely critical in connecting housing, transit and network support. In terms of promoting economic development, transit corridor creation/expansion has the potential to: influence urban growth; revitalize economically depressed areas; help mitigate the loss of spending power of low wage earners; attract new clusters of development around station sites. One panelist argued that the strongest development potential lies in the ability to connect Miami-Dade Targeted Urban Areas (TUA), Neighborhood Strategic Revitalization Areas (NSRA) and other designated economic development areas. He noted that adding or expanding transit corridors is not simply about creating a new and bigger transit system, but creating a synergy among existing assets, and between all local government departments including Planning and Economic Development and Public Works.¹¹ In order to find synergistic solutions, public agencies, in collaboration with the private sector, need to embrace a holistic view of transportation and adopt broad strategies which focus on industries and occupations, take into account workforce housing needs, and support new development with appropriate land use and zoning changes.

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

J.S. Rashid, Collaborative Development Cooperation

In that regard, while housing and economic development policies are vital for transit corridor development, the real implementation of transit-oriented development must occur through land use planning and zoning changes. Some important factors for corridor development and for garnering support for land use and zoning changes include the development of a corridor with strong economic underpinnings that will foster the momentum and backing for the proposed land use changes; zoning should be implemented concurrently with the corridor development plans; updated parking for retail and commercial uses; detailed street and infrastructure plans; transparency of financing and use of funds, and the leveraging of private and public funds.¹²

The common points made by all panelists and also emphasized in the audience comments were that there needs to be a broader understanding of population needs as well as the need to manage growth and sprawl through the planning of corridors in high density areas. For

¹¹ Presented by J. S. Rashid, President and CEO, Collaborative Development Corporation, “Transit Corridor Development Impact on Community/Economic Development” in *Corridor Development* panel.

¹² Presented by Ned Murray, Ph.D., AICP, Associate Director, FIU Metropolitan Center, “Corridor Development: Policy-based Strategies” in *Corridor Development* panel.

example, land use and zoning policies may make land more viable for investment. Increasing land values will provide an incentive for private and public investment along these corridors and will help diminish the local government's role in providing funds for housing and economic development. Affordable transportation and housing can bolster economic development in a multitude of ways: businesses may find it easier to attract and retain talent, employees will have shorter commutes and lower costs of travel, and companies will seek to establish their presence due to these favorable conditions. Creating the links between areas of residence, entertainment and business opportunities needs to be coordinated with efforts to encourage the use of existing assets and the development of new ones, such as business and manufacturing districts within industrial/commercial zones.



Corridor Development Panel

Public Outreach and Involvement

A theme of “communication with the public” cut across the breakout sessions and the Community Forum. The comments highlighted a lack of sufficient communication and engagement between the transportation agencies and citizens. While some participants argued there simply needs to be better information available, others stressed the importance of grassroots outreach efforts. Additionally, some suggested communication can be improved through different outlets including additional community meetings, social media, and direct contact through email or other means.

Public outreach is important not only for garnering support for planned projects but also as a way to inform the public about transportation planning, including options, costs and overall rationale for transportation development. Additionally, by informing the public not only about projects but also more generally about safety for example, public transportation agencies may indirectly influence the choices people make in moving around. Comments from the public specifically referred to the need for bicycle, pedestrian and transit user safety education as a way to minimize the risks and change the public’s perceptions of the utility and benefit of various transportation options.

The necessity for better public outreach and understanding of the population needs was also highlighted with comments by the audience on transit financing. Participants in the general visioning session mentioned multiple examples of financing challenges before Miami-Dade County Transit which were not widely known by residents. For example, one source of transportation funding is gas tax revenue which has remained stagnant due to increases in fuel efficiency. Another issue of concern is that the half cent sales tax Miami-Dade County dedicates to transit is less than other major metropolitan areas. Thirdly, another example of a little known fact among the general public was the free pass program for senior citizens which is implemented in Miami-Dade County, unlike other large areas, such as Los Angeles County. All these examples were presented as both concerns for future financing but also to illustrate the necessity for informing the public about the need for increased revenue collection. Similar comments were made in other panels, including the *Innovative Financing Opportunities* and *Public Private Partnerships* panels when it was emphasized that financing is also dependent on the taxpayers’ willingness to pay for transit development. Increasing the public awareness of how the money that flows into transportation projects benefits them and the community can

“If we want transit and transportation to be built, we are going to have to be willing to pay for it.”

Commissioner Dennis Moss, District 9,
Chair of Transportation and Aviation
Committee

potentially lead to greater demand for new transit-oriented development, and boost support for the collection of revenues dedicated to transportation.

Public outreach efforts would also increase the transparency and accountability of transportation agencies. It would be in the public interest to know how the revenues dedicated to transportation are being used and why; but also, to know what are the consequences of diminished revenues, changing priorities, and new transportation options.

In addition to traditional media, transportation agencies can utilize technology to reach out to a larger and more diverse audience. Social media is increasingly becoming an important information outlet, particularly for the younger generation.



Commissioner Moss & Panel, Community Visioning: Public Involvement Forum

About the PTP and the CITT

The citizens of Miami-Dade County approved a ½ Cent Charter County Sales Surtax on November 5, 2002. The purpose of the Surtax is to implement the People's Transportation Plan (PTP), which included a broad range of projects including extensions to the Metrorail system, expansion of the Metrobus system, improving traffic signalization, improving major and neighborhood roads and highways and the funding of municipalities for road and transportation projects. The voters also approved, as part of the ballot question, the Citizens' Independent Transportation Trust (CITT) to oversee Surtax proceeds and PTP implementation.

Work completed on the PTP, including municipal projects, has been significant. Immediate results were realized for a large number of customer-focused enhancements. For further details, please refer to Attachment B, About the PTP and CITT, as well as www.miamidade.gov/citt/history.asp.

Conclusions and Post-Summit Steps: Implementing the Visions

With over 500 people in attendance and extensive Question and Answer sessions after the panel presentations and during the Community Forum, the Summit demonstrated there is a great community interest in the current transit system and its future potential. Many attendees took full advantage of the comments portion of each breakout session to have their questions answered and ideas heard by key stakeholders in the transportation arena. Over the course of the day, five distinct themes arose. They were: creating livable communities, transportation project financing, technology and mode choices, economic development and community needs, and public outreach. As previously discussed, all are interrelated but it should be noted that the need for greater public outreach traversed all sessions during the Summit.

As the Mayor stated in his keynote address, there is an increasing demand for transit and alternative mobility options in the County. The ability to expand mobility and access are vitally important as well as an integral part of creating a livable community with a high quality of life. Support for transit was reflected in comments from attendees that indicated not only interest in transportation information, but also support for more transit. Commenters noted that transportation agencies can address urban sprawl by shifting funding from road expansion towards transit.

In order to progress, the County and all stakeholders must take into account the major conclusions from the Summit. As discussed in the Mayor's address, there are seven key points to be addressed in order to make Miami-Dade County a livable community with effective and efficient transit options for residents.

- Smart development policies that promote biking and walkability need to be incorporated in future development plans.
- An integrated mass transit system that connects high density population areas can help drive the economy forward.
- With an increasing demand for transit from residents, alternative mobility options are needed now more than ever.
- We should prioritize linking Downtown Miami with Miami Beach.
- There is no easy "one-size-fits-all" solution to the mobility challenges residents of Miami-Dade face.
- Partnerships between the private sector and public sector have the ability to deliver better and more cost efficient transportation solutions.

- In order to develop workable solutions, buy-in, collaboration, and input will be needed from all stakeholders.

Overall, the *2013 Transportation Summit: Visioning the Future of Miami-Dade County's Public Transportation* was successful in that it served its stated purpose as a forum to capture and exchange ideas relating to the transit challenges Miami-Dade County currently faces. The ideas and concepts recorded from the event will give decision-makers new insight and perspective into what residents feel is important for the future of transportation. Going forward, transportation agencies will also be able to fully examine the viability and applicability of these ideas to Miami-Dade County. To that end, there are several main conclusions and follow-up steps that stakeholders and partners may want to consider as they move forward in delineating the solutions to Miami-Dade's transportation challenges.

First, it would be beneficial to transportation agencies and the community at large to maintain a strong communication channel through which information can flow in both directions. Collaborative public involvement is a process through which the public and agency staff exchange information continuously in order to find the best approach to making public policy. On one hand, the agencies will be able to raise awareness of transportation issues by informing the public on transportation matters. It should be noted that the Summit demonstrated a need for communication to flow throughout all phases of planning and implementation, from the initial idea-sharing stages, through financing and operation. On the other hand, via this open communication channel the public can provide feedback and inquire about specific points of interest. Additionally, a public involvement effort would reinforce messages that all



engaged citizens have a say in shaping the transportation network through input and participation. In that regard, it should be noted that the current information flow comes from multiple sources, i.e., there are a number of agencies which produce and disseminate information within their area of focus, including

the Citizens' Independent Transportation Trust, the Miami-Dade Metropolitan Planning Organization, Miami-Dade County, Florida Department of Transportation, various regional and municipal transportation committees and others. The public lacks a definable source of transportation related information. It may be useful for public agencies to explore the possibility of a coordinated effort to publicize their transportation-related efforts.

Related to the first post-Summit action point, transportation agencies need to convey consistent and clear messages that are easy to understand by a general audience. Public buy-

in is especially important in an era when transportation agencies are challenged to “do more with less” to alleviate congestion and provide expanded mobility options to residents. It is crucial for transportation agencies to “connect the dots” for the public by explaining both the reasons for planned improvements, their impact on the community, and the potential sacrifices and tradeoffs that the community may need to consider. Information transparency will also help guard against and correct misinformation.

Thirdly, also within the context of outreach, transportation agencies need to ensure not only that the transit services in the county are convenient, reliable and efficient, but that the public is aware of transit benefits. There is a need for better communication with the public about mobility options and how to use these options. As Miami-Dade County Mayor Carlos Gimenez noted in his keynote address, the “urban shift” and “changing lifestyle” of Miami-Dade’s residents are already reflected in the increased use of public transit. Technological improvements such as real-time traffic information, free Wi-Fi service on buses and trains, and convenient access to various transit options may provide further impetus for the use of transit, if more residents were informed about these services.

And finally, public outreach needs to make clear the funding needs of various transportation improvements expected by Miami-Dade’s residents. The community as a whole would benefit from an integrated mass transit system; however agencies may need to inform the public on the various options available to Miami-Dade County’s transportation agencies to generate the requisite funds for transportation improvements and to seek input on those options. Thus, the agencies will be able to set realistic expectations among constituencies, as related to agencies’ ability to improve the area’s transportation network.

The *2013 Transportation Summit: Visioning the Future of Miami-Dade County’s Public Transportation* represents a major step in bringing various stakeholders together to exchange ideas and to work towards finding viable transportation solutions for Miami-Dade County. As the first major event since 2009, it demonstrated the realization by policy-makers, transportation agencies, planners, community members and others, that Miami-Dade’s transportation challenges need to be addressed collaboratively. The *visioning* of transportation solutions is an ongoing process and needs to continue in order to improve the quality of life of the community. The 2013 Summit reflected significant interest, as evidenced by the large attendance, as well as the informative discussions throughout the sessions. The visioning of solutions to Miami-Dade County’s transportation challenges is an ongoing process which should continue with other public post-Summit events. The momentum created by the 2013 Summit can be further extended to seek public input in finding practical and timely solutions to the community’s transportation opportunities.

Methodology of Report on Proceedings

The purpose of the Report on Proceedings of the 2013 Transportation Summit was twofold. First, the report aims to provide an overall overview of the panels and topics discussed by panelists and audience as a way to raise awareness of the issues within the designated topics in the sessions. Secondly, the report is organized to focus attention to the overarching, cross-cutting themes that were identified across sessions. Therefore, the report outlines the major themes that emerged during the panelist presentations and ensuing discourse.

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

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

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

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

About PTP and CITT

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

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



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

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

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

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

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

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



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

2013 Transportation Summit

Agenda Sessions and Presentations

Citizens' Independent Transportation
Trust and Miami-Dade County

Detailed speakers' bios and their organization's information:

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

JUNE 6, 2013 • REPORT ON PROCEEDINGS

THURSDAY, JUNE 6, 2013 - First of a series

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

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

2013 Transportation Summit Sessions & Presentations

Keynote Address (9:30am)

Honorable Carlos A. Gimenez, Mayor, Miami-Dade County
“Visioning the Future of Miami-Dade’s Public Transportation”

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

Track: “Financial Planning and Sustainability”

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

Panelists:

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

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

Track: “Technology and Infrastructure”

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

Panelists:

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

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

Track: “Financial Planning and Sustainability”

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

Panelists:

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

2013 Transportation Summit Sessions & Presentations

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

Track: “Technology and Infrastructure”

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

Panelists:

J. S. Rashid, President and CEO, Collaborative Development Corporation

“Transit Corridor Development Impact on Community/Economic Development”

Maurice Ferré, Chair – MDX, former Mayor and Commissioner

“Visioning the Future of Mobility”

Ned Murray, Ph.D., AICP – Associate Director, FIU Metropolitan Center

“Corridor Development: Policy-based Strategies”

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

Presenter: Charles D. Scurr, Executive Director, Citizens’ Independent Transportation Trust

“The Citizens’ Independent Transportation Trust: 10 Years of Progress”

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

Masters of Ceremonies and facilitators:

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

Panelists

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

Financial Planning and Sustainability Track

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

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

Panelists:

Brian Peters, Assistant Secretary for Finance and Administration of Florida DOT

“Innovative Financing in the Transportation Sector: A Government Agency Perspective”

Sasha Page, VP, Infrastructure Management Group (CITT Financial Consultant)

“Using Innovative Finance for ‘BAM’ – BRTs, Availability Payments, and Master Credit Agreements”

Edward Fanter, Managing Director, Infrastructure Banking at BMO Capital Markets

“Evaluating Public-Private Partnership Structures – Financial and Other Aspects”

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

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

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

alternative. With this option, the private sector is contracted to design and build while the government will manage and operate. The next two on the scale include “Design-Build with Operating Contract” and “Design-Build-Finance”. In the former, an operating contract with the private sector is added on to the “Design-Build” option. In the latter, the government contracts with the private sector while maintaining management and operation controls. The final payment is rendered at completion or over time as a lease. The next option is a “Design-Build-Finance-Operate” option, or DBFO. This is considered the standard P3 procurement where the

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

“government contracts with private developers to deliver newly constructed assets and operate under a long-term “concession” agreement”. The final option is an “Asset Sale” or full privatization. Here the private sector assumes full risk for the asset but the government may retain some rights regarding monitoring and/or enforcement.

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

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

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

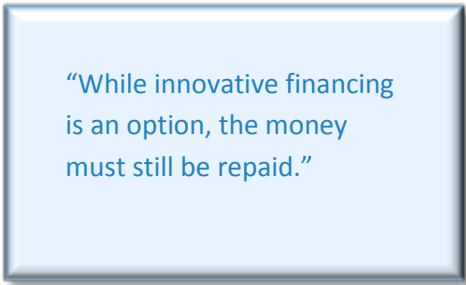
private activity bonds (PABs) and equity. PABs are a type of tax-exempt bond issued by local or state governments and provide special financing benefits for certain qualified projects. This type of bond has a reduced finance cost because it is exempt from federal taxes. They are used to help attract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

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

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

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

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



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

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

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

REPORT ON PROCEEDINGS • JUNE 6, 2013

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

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

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

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

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

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

Panelists:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Compared to other P3 projects such as highways, railroads are quite challenging in that they are expensive to build and operate, not to mention there a limited amount of railways that are self-financing. However, these railway projects are some of the more robust examples of the success of P3s abroad. Examples such as the Docklands Light Railway;

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

Manchester Metrolink; London Underground (all UK); High Speed Rail in France; Kuwait Metro; Ottawa LRT were all mentioned as prime examples of some successes. Tindall touched upon the reality that while P3s aren’t all that common in the US they have been going on across the world for the last 25 years. Furthermore, new funding streams such as naming rights, seen in Dubai, have the potential to mitigate negative funding issues for P3 projects such as railways in the future. Tindall also argued for the “Holy Grail” of transit planning which can be achieved through innovative development schemes where land is sold around transit stations or leased out to companies which would further drive transit-friendly urban planning.

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

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

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

“Failure to include even *one* neighborhood that you’re going to go across is detrimental to the overall project.”

REPORT ON PROCEEDINGS • JUNE 6, 2013

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

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

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

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

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

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

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

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

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

Technology and Infrastructure Track

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

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

Panelists:

Wilson Fernandez, Transportation System Manager, Miami-Dade MPO

“Modal Technologies for Rapid Transit Corridors in Miami-Dade County”

Ed Coven, State Transit Manager, Florida DOT

“Bus Transit Options”

Jeffrey Pringle, Technical Director Rail Systems / Director, Vehicle Procurement, Parsons

“OCS-free Light Rail Vehicle Technology”

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

REPORT ON PROCEEDINGS • JUNE 6, 2013

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

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

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

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

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

Panelists:

Ned Murray, Ph.D., AICP – Associate Director, FIU Metropolitan Center

“Corridor Development: Policy-based Strategies”

J. S. Rashid, President and CEO, Collaborative Development Corporation

“Transit Corridor Development Impact on Community/Economic Development”

Maurice Ferré, Chair – MDX, former Mayor and Commissioner

“Visioning the Future of Mobility”

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

has been doing for the past decade on I-95 is open-road tolling and managed lanes. FDOT's implementation of such advancements have increased travel speed from Miami to Ft. Lauderdale via I-95 during rush hour from 18mph to 45mph (for drivers who do not pay the express toll) and 55mph for those who do pay the express toll.⁷ Open-road tolling and

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

managed lanes open the door for MDX's most ambitious future project - express bus services that are powered by electricity (Intelligent Transportation Systems or ITS) from the ground up (being tested in Germany) and can service the area with far greater effectiveness than traditional public transportation modes. In terms of financing this assortment of projects in Miami-Dade, which are projected to cost upwards of \$8 billion, MDX must learn to be creative. Ferré proposed three forms of finance mechanisms MDX could use to finance their transportation projects: transit-oriented developments (other than Dadeland, current Metrorail stations lack surrounding development); federal grants; or user pay, in the form of gasoline taxes.

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

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

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

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

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

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

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

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

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

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

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

Community Visioning: Public Involvement Forum

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

Panelists:

Ysela Llorca, Director of Miami-Dade Transit

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

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

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

Sasha Page, Vice President of Infrastructure Management Group

Gus Pego, Secretary of FDOT District 6

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

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

REPORT ON PROCEEDINGS • JUNE 6, 2013

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

REPORT ON PROCEEDINGS • JUNE 6, 2013



CITT Board Members

Chairperson

Paul J. Schwiep, Esq.

First Vice Chairperson

Hon. Anna E. Ward, Ph.D.

Second Vice Chairperson

Glenn J. Downing, CFP®

Christopher E. Benjamin, Esq.

Joe Curbelo

Peter L. Forrest

Alfred J. Holzman

Prakash Kumar

Miles E. Moss, P.E.

Hon. James Reeder

Marilyn Smith

Hon. Linda Zilber

Executive Director

Charles Scurr

Citizens' Independent Transportation Trust

111 NW 1st Street • Suite 1010

Miami, Florida 33128

T 305-375-1357 F 305-375-4605

miamidade.gov

June 24, 2013

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

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

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

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

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

With Best Regards,

Paul J. Schwiep, Esq., Chairman

Charles D. Scurr, Executive Director

Useful References

C. Shafer, B. Lee, and S. Turner (2000). "A tale of three greenway trails: user perceptions related to quality of life." *Landscape and Urban Planning*, vol. 49, 163-178.

K. Doi, M. Kii, and H. Nakanishi (2008). "An integrated evaluation method of accessibility, quality of life, and social interaction." *Environment and Planning: Planning and Design*, vol. 35, 1098-1116.

S. Lotfi, and M. Koohsari (2009). "Analyzing accessibility dimensions of urban quality of life: where urban designers face duality between subjective and objective reading of place." *Social Indicator Research*, vol. 94, 417-435.

Online Documents and Reports:

Bay Link (Miami-Miami Beach Transportation Corridor Study 2002). Available at <http://www.miamidade.gov/mpo/documents/default.htm#BAYLINK2002>

Citizens' Independent Transportation Trust and Miami Dade County. "Five Year Implementation Plan of the People's Transportation Plan (PTP), 2012-2017." Available at http://www.miamidade.gov/citt/PTP_5_year_plan.asp

Citizens' Independent Transportation Trust (2013). *CITT Recommendations on Revenue Enhancement, 2013*. Available at <http://www.miamidade.gov/citt/strategic-financial-studies.asp>

Office of Inspector General, US Department of Transportation, 2011. *Financial Analysis of Transportation-Related Public Private Partnerships*. Available at <http://www.oig.dot.gov/node/5599>

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

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

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

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

Miami-Dade Transit FY2014-FY2023 Transit Development Plan. Available at http://www.miamidade.gov/transit/library/10_year_plan/2013-tdp-coverpage.pdf

United States Government Accountability Office, 2008. *Highway Public-Private Partnerships: More Rigorous Up-front Analysis Could Better Secure Potential Benefits and Protect the Public Interest*. Available at <http://www.gao.gov/products/GAO-08-44>

Citizens' Independent Transportation Trust Members

Paul J. Schwiep, Esq., *Chairperson*
Hon. Anna E. Ward, Ph.D., *First Vice Chairperson*
Glenn J. Downing CFP®, *Second Vice Chairperson*

Joe Curbelo
Peter L. Forest
Alfred J. Holzman

Prakash Kumar
Jonathan Martinez
Alicia Menardy, Esq.
Miles Moss, P.E.

Hon. James A. Reeder
Marilyn Smith
Hon. Linda Zilber

Charles Scurr
Executive Director



MIAMI-DADE COUNTY



Carlos A. Gimenez, *Mayor*

BOARD OF COUNTY COMMISSIONERS

Rebeca Sosa, *Chairwoman*
Lynda Bell, *Vice Chair*

Barbara J. Jordan	<i>District 1</i>	Lynda Bell	<i>District 8</i>
Jean Monestime	<i>District 2</i>	Dennis C. Moss	<i>District 9</i>
Audrey M. Edmonson	<i>District 3</i>	Sen. Javier D. Souto	<i>District 10</i>
Sally A. Heyman	<i>District 4</i>	Juan C. Zapata	<i>District 11</i>
Bruno A. Barreiro	<i>District 5</i>	José "Pepe" Diaz	<i>District 12</i>
Rebeca Sosa	<i>District 6</i>	Esteban Bovo, Jr.	<i>District 13</i>
Xavier L. Suarez	<i>District 7</i>		

Harvey Ruvin, *Clerk of Courts*
Lazaro Solis, *Property Appraiser*
Robert A. Cuevas Jr., *County Attorney*

Citizens' Independent Transportation Trust

Stephen P. Clark Center • 111 NW 1st Street, 10th Floor
Miami, Florida 33128-1994
305-375-1357 • www.miamidade.gov/citt

