

**RESOLUTION No. 21-39**

**A RESOLUTION OF THE MAYOR AND THE CITY COUNCIL OF THE CITY OF DORAL, FLORIDA, APPROVING AN AGREEMENT WITH URBAN 3 ECONOMIC DEVELOPMENT CONSULTANT TO CONDUCT PHASE 2 OF A 3D ECONOMIC ANALYSIS MODEL FOR THE CITY OF DORAL IN ORDER TO UNDERSTAND OUR CURRENT TAX BASE AND CURRENT ECONOMIC HEALTH; IN AN AMOUNT NOT TO EXCEED \$27,606.00; AUTHORIZING THE CITY MANAGER TO EXECUTE THE AGREEMENT AND EXPEND BUDGETED FUNDS ON BEHALF OF THE CITY; PROVIDING FOR IMPLEMENTATION; AND PROVIDING FOR AN EFFECTIVE DATE**

**WHEREAS**, On March 6th and 7th, 2020, the City of Doral Mayor and Council and City Administration participated in Strategic Planning sessions to discuss priorities and implementation of the city's strategic goals. Among the strategic priorities identified were 'Growth and Redevelopment', 'Growing the Tax and Revenue Base', and 'Preservation of the Industrial Jobs Base' of the city, which keeps the overall taxable rate one of the lowest in the county; and

**WHEREAS**, On March 6th and 7th, 2020, the City of Doral Mayor and Council and City Administration participated in Strategic Planning sessions to discuss priorities and implementation of the city's strategic goals. Among the strategic priorities identified were 'Growth and Redevelopment' and 'Growing the Tax and Revenue Base'; and

**WHEREAS**, On March 12, Miami-Dade County and the City of Doral implemented a State of Emergency order to contain the spread off the Coronavirus, immediately shutting down all major events, implementing social distancing regulations, closing non-essential businesses and limiting many business uses in the city; and

**WHEREAS**, the economic impact was immediate, with restaurants, hotels and retail establishments discontinuing or severely reducing their operations within the city; and

**WHEREAS**, On May 13, 2020, the Mayor and City Council approved Resolution No. 20-73, authorizing an emergency agreement with Urban3 to conduct the first phase of a 3D economic analysis model for the City of Doral in order to help city officials understand the current tax base and economic health of our local economy; and

**WHEREAS**, Urban3 presented the results of its Phase 1 analysis at the City Council meeting on January 13, 2021; and

**WHEREAS**, the city seeks to engage Urban3 in Phase 2 of an analysis to develop a 3D economic model and further measure the economic effect of land uses within the City of Doral as specified in "Exhibit A" and show how a project based approach post Covid-19, can impact policy decisions to return to a positive tax basis, and expand our long term strategy of redevelopment by comparing and modeling efficient land uses that can provide the greatest tax and revenue base; and

**WHEREAS**, staff has identified Urban3 as being a highly specialized economic development firm that offers an 'MRI' or snapshot of the economy visually through proprietary software and analysis, and has the ability to model multiple scenarios through individual economic redevelopment strategies; and

**WHEREAS**, staff respectfully requests that the Mayor and the City Council-Members approve the Phase 2 agreement/proposal with Urban 3 Economic Development Consultant, in order to study and present to council a clear picture of our

current economic data showing how our land use decisions impact the tax base of the city and suggest future land use recommendations on how to mitigate future fluctuations of economic impacts and economic changes; and

**WHEREAS**, funds for this service will be available from savings in the Planning and Zoning Professional Services account No. 001.40005.500310.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF DORAL AS FOLLOWS:**

**Section 1. Recitals.** The above recitals are confirmed, adopted, and incorporated herein and made part hereof by this reference.

**Section 2. Approval.** The City Manager is authorized to enter the City into an agreement, for the term of the contract and any necessary extension periods, to engage Urban 3 in a Phase 2 study and present current economic data, compare and model land uses that can provide the greatest tax and revenue base, and suggest recommendations that will be brought back to the City Council, on how to further mitigate the negative economic impact of the Coronavirus shutdown on Doral's economy, in an amount not to exceed \$27,606.00 per the contract's terms of service.

**Section 3. Authorization.** The City Council of the City of Doral, Florida hereby authorizes the City Manager expend funds in an amount not to exceed \$27,606.00 from savings in the Professional Services Account No. 001.40005.500310.

**Section 4. Effective Date.** This Resolution shall take effect immediately upon adoption.

The foregoing Resolution was offered by Vice Mayor Cabrera who moved its adoption. The motion was seconded by Councilman Puig-Corve and upon being put to a vote, the vote was as follows:

Mayor Juan Carlos Bermudez	Yes
Vice Mayor Pete Cabrera	Yes
Councilwoman Digna Cabral	Yes
Councilwoman Claudia Mariaca	Yes
Councilman Oscar Puig-Corve	Yes

PASSED AND ADOPTED this 10 day of February, 2021.

  
\_\_\_\_\_  
JUAN CARLOS BERMUDEZ, MAYOR

ATTEST:

  
\_\_\_\_\_  
CONNIE DIAZ, MMC  
CITY CLERK

APPROVED AS TO FORM AND LEGAL SUFFICIENCY  
FOR THE USE AND RELIANCE OF THE CITY OF DORAL ONLY:

  
\_\_\_\_\_  
LUIS FIGUEREDO, ESQ.  
CITY ATTORNEY

# EXHIBIT “A”



Cate Ryba  
2 Vanderbilt Place  
Asheville, NC 28801  
828-255-7951 x 209  
cate@urban-three.com

January 19, 2021

Javier Gonzalez  
Planning & Zoning Director  
City of Doral  
8401 NW 53 Terrace  
Doral, FL 33166

Re: Economic Analysis for the City of Doral

Mr. Gonzalez:

Enclosed is our proposal for Phase 2 of our Economic Analysis project for the City of Doral. We look forward to working with your team to provide insights into your greater industrial and redevelopment areas.

If you have any questions, please let us know.

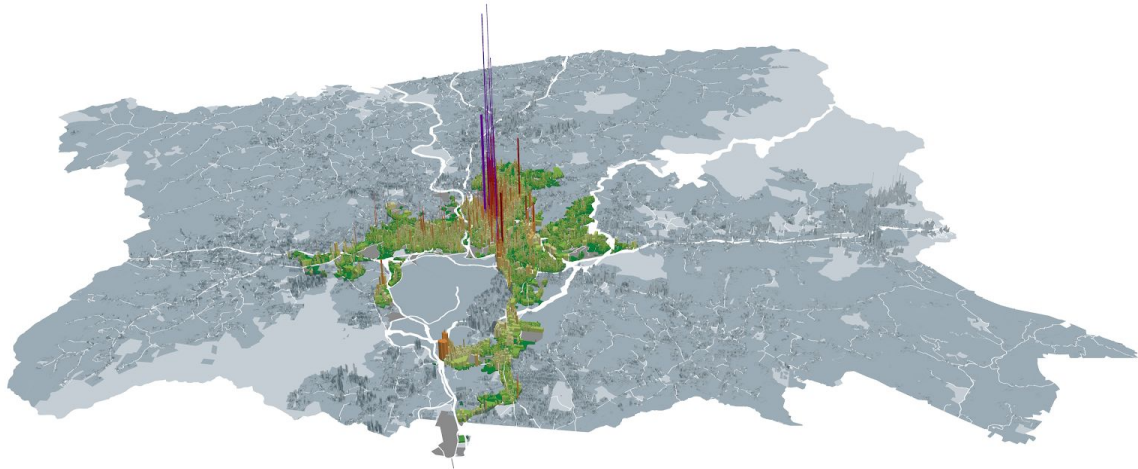
Respectfully,

A handwritten signature in cursive script that reads "Cate Ryba".

Cate Ryba  
Project Director/Planner

## PROJECT APPROACH

Urban3 is a real estate economics firm that maps the financial health of built environments to inspire communities of all sizes to think differently about development, land use, and public policy. We are leaders in visualizing economic productivity using 3D modeling software, as well as designers of graphics that communicate the financial impact of public policy and land use decisions. We were founded in 2011, and are now a team of nine analysts and urban designers, with offices in Asheville, North Carolina, and Portland, Oregon. We have worked with over 150 communities in the United States, New Zealand, Canada, and Australia, offering them advice that has led to more effective decision-making by integrating the concept of fiscal sustainability and land use considerations into policy making.

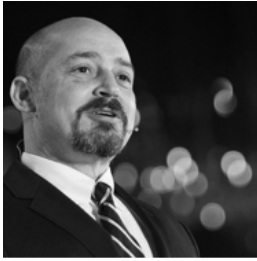


*ABOVE: A per acre 3D visualization of the City of Asheville isolated within Buncombe County; highest value parcels are in purple, lowest appear in green.*

Urban3 believes understanding the economic impact of various land use patterns is an imperative first step to building and growing a sustainable community. Our work not only reflects the relative fiscal efficiency of development patterns, but also helps policymakers and practitioners deliver a data-driven understanding of the economics of place. Through mapping and analyzing the financial health of communities, we show the true value of design. This helps communities make smarter decisions about future development and capital improvements. Overall, we aim to democratize complex tax information, because we believe everyone should be able to participate in conversations around community growth and fiscal health.

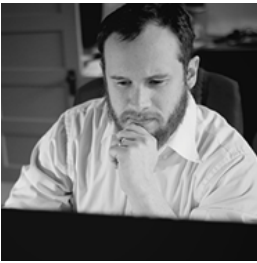
## PROJECT TEAM

### *Joseph Minicozzi, AICP, Principal*



Mr. Minicozzi will lead the team for this project, and present the final results to the client group and in a public setting, if desired. Under Joe's leadership Urban3's work in pioneering geo-spatial representations of economic productivity has prompted a paradigm shift in understanding the economic potency of urbanism and the value of well-designed cities. Through Joe's direction, our analysts create visualizations to provide communities with the resources to make informed decisions about future development and its financial impacts. Joe is a sought-after lecturer on city planning issues and his work has been featured in numerous journals and at international conferences. In 2018 Joe was on Planetizen's list *The Most Influential Urbanists*.

### *Josh McCarty, Lead Geospatial Analyst*



Mr. McCarty will lead the technical side of the project, including data validation and economic analysis. He will work directly with our other analyst, Will Creasy, on the data analysis and visualization. Josh's work focuses on new ways to visualize local finance. At the core of his work is an ongoing effort to quantify, measure, and communicate patterns of urban development and the outcomes of design choices. His work focuses on the intersection of public policy, urban design, and economics. Joshua handles background work that turns raw data into relevant and recognizable patterns and is responsible for developing new analytical tools for our clients.

### *Ori Baber, Geospatial Analyst*



As an analyst with Urban3, Ori leverages his expertise in data science to identify scalable planning practices that produce better urban health and vibrant urban economies. Ori's approach is built on years of prior experience planning, managing and evaluating place-based (re)development initiatives in North Central Florida. Ori will conduct data cleaning, analysis and presentation preparation for the project.



### *Phillip Walters, Senior Analyst and Project Manager*

Phillip Walters, AICP is a senior analyst at Urban3. He brings together the perspectives of economics, data analysis, and good planning to find usable insight. With 8 years of public sector experience and strong analysis skills, he endeavors to help the public understand the underpinnings of how the world around them works now, and how decisions will change their future. Phillip manages the day-to-day



project flow, including scheduling all client calls, meetings and milestones with the analysts. He will be the primary interface between Urban3 staff and project contacts.

## PROJECT GOAL: PHASE 2

Building on the Phase 1 work, Urban3 will develop an economic 3D model and measure the economic effect of land uses within the City of Doral, as well as in the surrounding Miami-Dade County. This Phase of the project will be a finer grained approach to analyzing specific land uses and smaller subarea analysis.

### Deliverables:

- Projections for varying urban design scenarios and/or potential development projects and the associated tax revenues to identify and inform future land use priorities (data provided by client)
  - Industrial land development analysis
  - Redevelopment opportunities
  - Subarea analysis of the downtown
- Cost analysis of two illustrative neighborhoods of the City for roads, drainage and pipe infrastructure
- Analysis of historical commute patterns, and policy improvement suggestions
- Public Education Sessions, including presentations of the models and powerpoint to your community, audiences determined by City staff
- An online report or printed report, which will contain all graphics created as part of your analysis and an executive level narrative to complement the graphics. This will be completed after final presentations, to ensure staff and citizen feedback can be incorporated into the narrative

## PROCESS

Building on the 2D and 3D models created during Phase 1, Urban3 will conduct a deeper dive into the economic outputs of the data, honing in on particular areas of interest within Doral. Additionally, Urban3 will gather data from the client to analyze the cost implications of varying development typologies on costs and revenues for two areas of the City that are illustrative of typical development patterns.

This project will commence when *all data has been received*. We will engage City staff if we have questions or would like additional data sets.

At the conclusion of the modeling, Joe Minicozzi will present to Doral City Council via webinar, or in person, depending on travel restrictions. This presentation will educate council on Urban3's methods and approach, preparing them for potential future presentations of an economic analysis of Doral.

### TIMELINE

A project of the scale of Doral will take approximately three months from receiving data to complete the processing and full analysis. We will engage you and City staff if we have questions or would like additional data sets. We understand that final presentations will be subject to the City's scheduling constraints and council agendas.

### PROJECT BUDGET

Task	Position		Total
Data collection and evaluation	Minicozzi		\$930
	Baber		\$1,680
Model Analytics	Baber		\$4,480
	Baber		\$4,480
Projections for Future Land Use Priorities	Baber		\$3,640
	Minicozzi		\$1,280
Neighborhood Cost Analysis	Baber		\$3,500
	McCarty		\$680
Historical Commuting Analysis and Policy Recommendations	Baber		\$1,120
Final Presentation Assembly	Minicozzi		\$2,560
Presentation to Council Virtually	Minicozzi		\$960
Project Management	Walters		\$2,160
Administrative	Nelis-Masters		\$136
		<b>TOTAL:</b>	<b>\$27,606</b>

2021 STAFF RATES

Staff	Position	Hourly	Day Rate	Travel Rate
Joe Minicozzi	Principal	\$320	\$2,560	\$1,280
Cate Ryba	COO/Planner	\$220	\$1,760	\$880
Phillip Walters	Project Manager/Planner	\$180	\$1,440	\$720
Josh McCarty	Lead Analyst	\$170	\$1,360	\$680
Will Creasy	Analyst	\$140	\$1,120	\$560
Ori Baber	Analyst	\$140	\$1,120	\$560
Cade Justad-Sandberg	Analyst	\$100	\$800	\$400
Caitlen Nelis-Masters	Administrative	\$68	-	-