

**CITY OF DORAL
ADAPTIVE REUSE
STUDY AREA
ACTION PLAN
FINAL**

MAY 2019





ACKNOWLEDGEMENTS

A special thanks to the City of Doral elected officials and staff involved in the development of this plan:

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EXECUTIVE SUMMARY

The City of Doral has experienced significant recent population growth and development, with a 49% increase from the 2010 census population count (45,704) to the 2018 Bureau of Economic and Business Research population estimate (68,224) (see Figure E-1). This growth has stimulated several major residential and mixed-use projects in the City, including the Downtown Doral project. The evolution of Downtown Doral into a dynamic city center with restaurants, retail, and residential is driving interest in development and redevelopment of surrounding areas, such as the commercial and industrial area directly to the north (referred to hereafter as the “Study Area”, see Map E-1) which is the focus of this Adaptive Reuse Study Area Action Plan (Plan).

Additionally, both the Study Area and Doral as a whole are approaching full build-out. The Study Area is 11% vacant (13 acres), and the city is 5% vacant (450 acres), based on 2018 Florida Department of Revenue data. The limited amount of land for new development further emphasizes the focus on redevelopment, particularly for structures in the Study Area that are generally older than those in the City at large. The percentage of square footage built in the Study Area peaked at over 50% in the 1970’s, while the city hit its peak at just over 30% in the 1990’s, see Figure E-2.

The Plan provides recommendations for the adaptive reuse and redevelopment of the Study Area.

POPULATION GROWTH 2010-2018

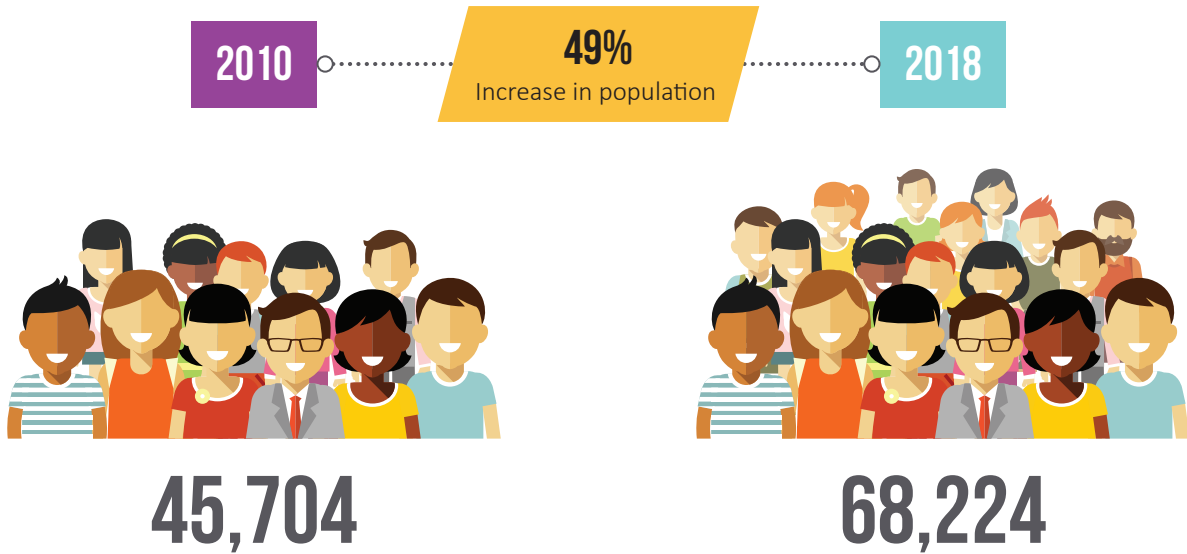


Figure E-1: Population Change from 2010 to 2018. Source: US Census, Bureau of Economic and Business Research.

PERCENT SQUARE FOOTAGE BY DECADE

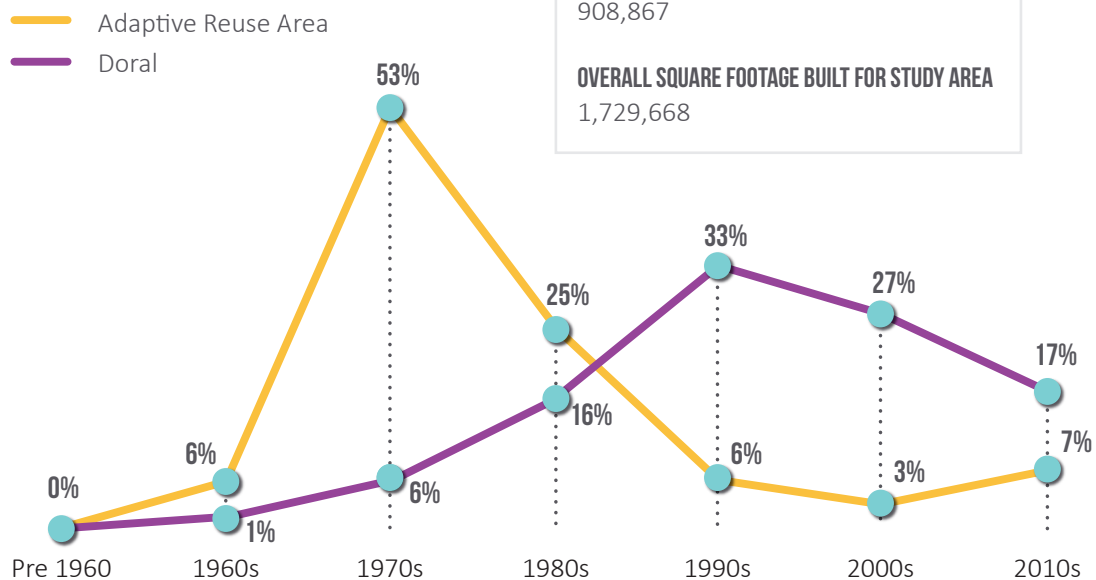


Figure E-2: Square Footage Built by Decade. Source: Florida Department of Revenue, 2018.

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Map E-1: Study Area

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The Plan provides key takeaways from an existing conditions analysis, case study research, and public outreach to guide redevelopment efforts (Figure E-3 illustrates the plan development and public outreach process); these takeaways are paired with recommendations for improvements and are followed by a capital improvements plan and funding strategies for implementation. This Executive Summary highlights recommendations by theme with a summary of associated implementation costs.

LAND USE

- Expand allowable uses in the Study Area to include uses such as creative office, food and beverage, entertainment, assembly, expanded retail, and live/work uses.
- Modify the Community Mixed Use (CMU) Comprehensive Plan requirements, zoning requirements, and development review process to promote mixed-use and workforce housing in the Study Area.
- To maintain a unique local character as reuse and redevelopment occurs, institute permitting and design criteria that would make the Study Area less attractive to chain stores.
- Establish design and operating criteria to enhance compatibility between uses as the Study Area transitions towards the redevelopment vision of the Plan.

- Collaborate with Miami-Dade County to develop a land use vision for the unincorporated land immediately north of the Study Area, which has been subject of an annexation request by the City.

URBAN DESIGN

- Evaluate and adjust site design requirements in the LDC for adaptive reuse of buildings; items to consider include provision of windows in building facades, allowance of murals, and allowance of creative signage.
- Evaluate and adjust site design requirements in the LDC for redevelopment projects in the Study Area to promote more urban-style development; items to consider include building height, reducing setbacks and requiring stepbacks, on-site parking location and design requirements, and active first floor requirements.
- The City should provide basic streetscape and infrastructure improvements to support adaptive reuse and redevelopment in the Study Area; improvements may include those related to permeable pavement, basic lighting, and reconstruction of the roadway between the curbs.
- Establish streetscape and infrastructure improvements or funding required of private redevelopment projects, which may include sidewalk additions, lighting in an updated style, landscaping, curb and gutter design, wayfinding and gateway signage, and placement of utility lines underground. Adjust the existing green

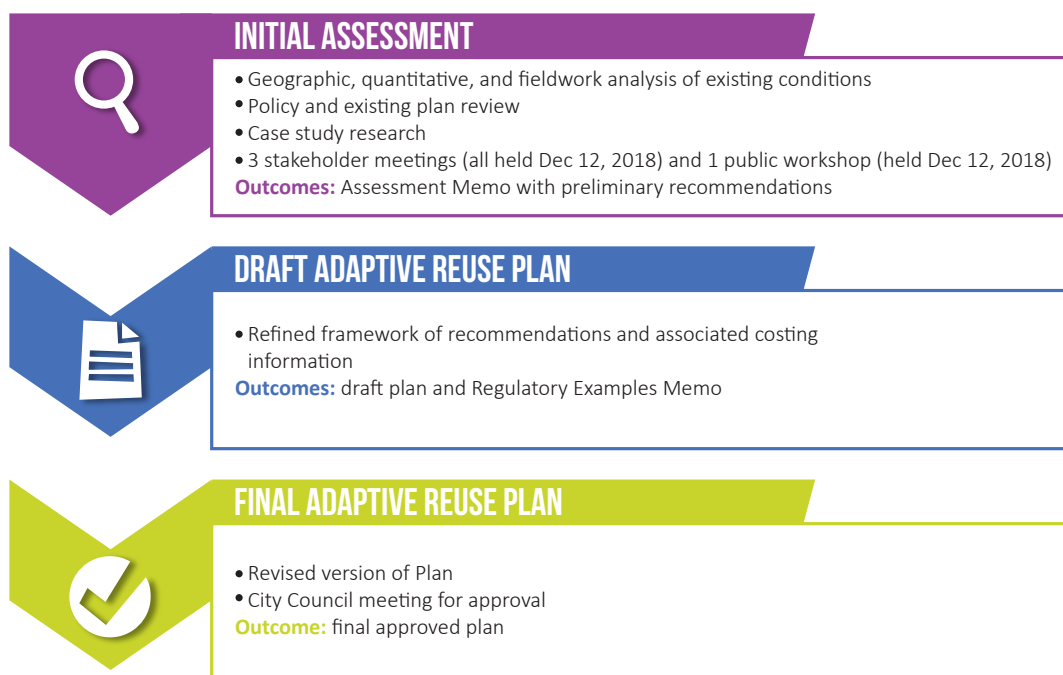


Figure E-3: Overview of Plan Development and Public Outreach Process

infrastructure and low-impact development (LID) incentives in the code to further promote these approaches and help address specific challenges such as those related to stormwater; incentives to consider may include a density bonus or fee deferments/waivers.

TRANSPORTATION & CONNECTIVITY

- Add bicycle parking design standards to the LDC, which may include standards for bicycle rack style and placement.
- The following bicycle and pedestrian improvements should be put forth for programming in the City's capital improvements process or obtained via the private development process:
 - North/south connection between the pedestrian facilities along NW 53rd Street and proposed shared use path on NW 58th St
 - Improved trolley/other transit stops with first/last mile active transportation access
 - Bicycle parking infrastructure
 - Sidewalk and bicycle facilities on streets within the Study Area
- Consider the following items to address parking challenges in the Study Area:
 - On-street parking
 - Parking requirement reductions
 - Off-site/off-street parking alternatives

- Shared parking
- Coordination with shuttling, transit, micromobility (e.g., dockless scooters, shared bikes), etc.
- Parking enforcement
- Evaluate options for a shuttle (e.g., Freebee) to serve the Study Area and surroundings.
- All improvements should accommodate potential retrofits for micromobility options that may come in the future.

ECONOMIC DEVELOPMENT

- Provide and promote existing relocation guidance/assistance for existing industrial uses to move to other industrial areas of the city.
- Establish targeted business funding and/or incentives for the Study Area, with a focus on small, local, and/or innovative businesses.
- Expand the façade improvement grant program (or create a new program) to apply to general desired public realm improvements, which may include green infrastructure and streetscape amenities.

ORGANIZATIONAL STRUCTURES

- Encourage formation of a Business Improvement District (BID, see Figure E-4) to help implement improvements in the Study Area and provide additional funding for improvements.

WHAT IS A BUSINESS IMPROVEMENT DISTRICT (BID)?

A BID establishes a geographically defined area where a special assessment is charged to property owners in the district to provide special services, programs, and/or improvements within the district above and beyond what the local government provides. It typically has an entity that oversees the district and implementation of initiatives and projects, such as a non-profit organization with a Board of Directors and committees.

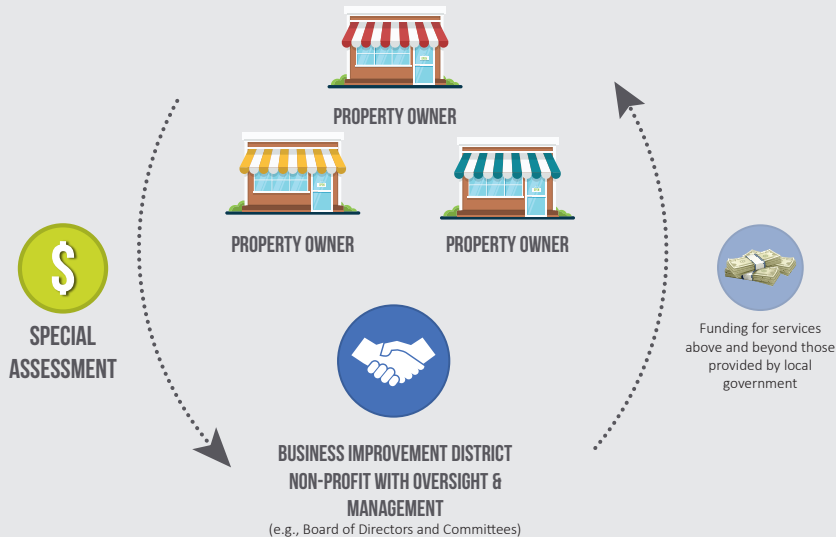


Figure E-4: Business Improvement District

CAPITAL AND NON-CAPITAL FUNDING SUMMARY

Figures E-5, E-6, and E-7 show the break-down of proposed project and program expenditures associated with the recommendations (including capital and non-capital). Note that recommended projects and programs require further evaluation and approval prior to implementation. See Section 3.0 for more information. Potential funding sources include:

- General Fund
- State Brownfield Program Incentives
- Special Assessment District Funds (e.g., BID)
- Impact Fees
- Stormwater Utility
- In-Lieu Parking Fee and Parking Trust Fund

SHORT-TERM AND LONG-TERM COSTS

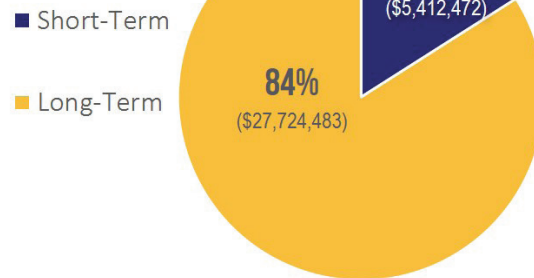


Figure E-5: Short-Term & Long-Term Costs

CAPITAL AND NON-CAPITAL COSTS

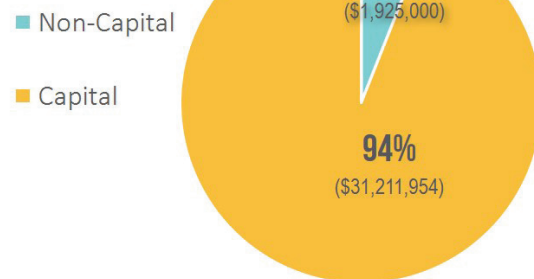


Figure E-6: Capital & Non-Capital Costs

PROJECT COSTS BY TYPE

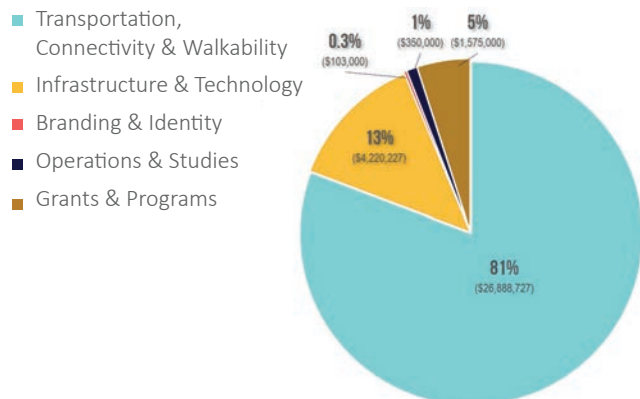


Figure E-7: Project Costs by Type



1.0 INTRODUCTION

The Doral Adaptive Reuse & Redevelopment Plan (Plan) provides recommendations for the adaptive reuse and redevelopment of the commercial and industrial area north of Downtown Doral (“Study Area”, see Map 1-1).

The City of Doral has experienced significant recent population growth and development, with nearly a 49% increase from the 2010 census population count (45,704) to the 2018 Bureau of Economic and Business Research population estimate (68,224) (See Figure 1-1). This growth has stimulated several major residential and mixed-use projects in the City, including the Downtown Doral project. The evolution of Downtown Doral into a dynamic city center with restaurants, retail, and residential is driving interest in development and redevelopment of surrounding areas, such as the Study Area. Additionally, both the Study Area and Doral are approaching full build-out. The Study Area is 11% vacant (13 acres), and the city is 5% vacant (450 acres) based on Florida Department of Revenue data. The limited amount of land for new development further emphasizes the focus on redevelopment, particularly for structures in the Study Area that are generally older than those in the City at large. The percentage of square footage built in the Study Area peaked at over 50% in the 1970’s, while the city hit its peak at just over 30% in the 1990’s, see Figure 1-2.

1.1 PLAN PURPOSE AND PROCESS

The recommendations in this Plan are based on an existing conditions analysis, case study research, and public outreach to guide redevelopment efforts. Figure 1-3 provides an overview of the plan development and public outreach process, and Figure 1-4 provides an overview of the case studies used to inform recommendations; more details can be found in the separate Assessment Memo document.

Note that in addition to serving as one of the case studies used to develop recommendations for the Plan, the Wynwood Arts District in Miami was further analyzed during the initial assessment for peer comparison to the Study Area given its proximity, and its artistic and industrial design character. Like the Study Area, Wynwood was previously zoned industrial. Then in 2015, the district was rezoned to facilitate its transition mainly to commercial uses with an arts focus. More details can be found in the Assessment Memo document.

The remainder of this section provides insights on Study Area context from the initial assessment and a discussion of potential types of redevelopment that could occur in the Study Area. The following summarizes information in each section of the Plan:

- **Section 2.0: Key Takeaways & Recommendations** – summarizes takeaways from the initial assessment and public outreach, as well as recommendations for redevelopment, by theme: Land Use, Urban Design, Transportation & Connectivity, Economic Development, and Organizational Structures
- **Section 3.0: Capital Planning & Funding Strategies** – suggests a capital and non-capital project plan in support of recommendations with recommended phasing and potential funding sources; concludes the plan with next steps for implementation.

POPULATION GROWTH 2010-2018

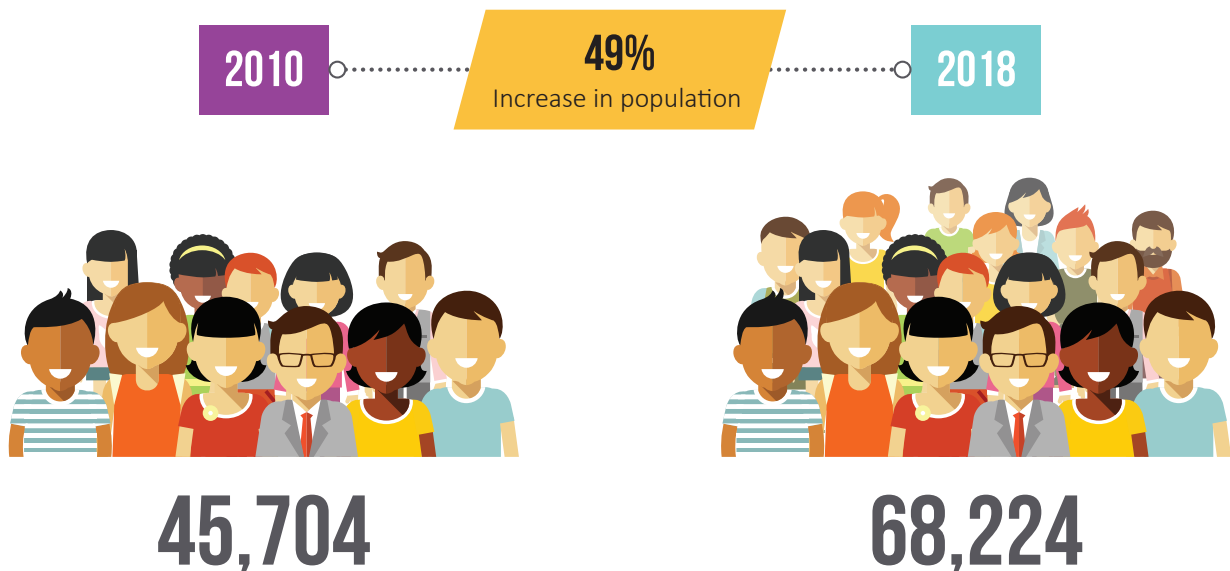
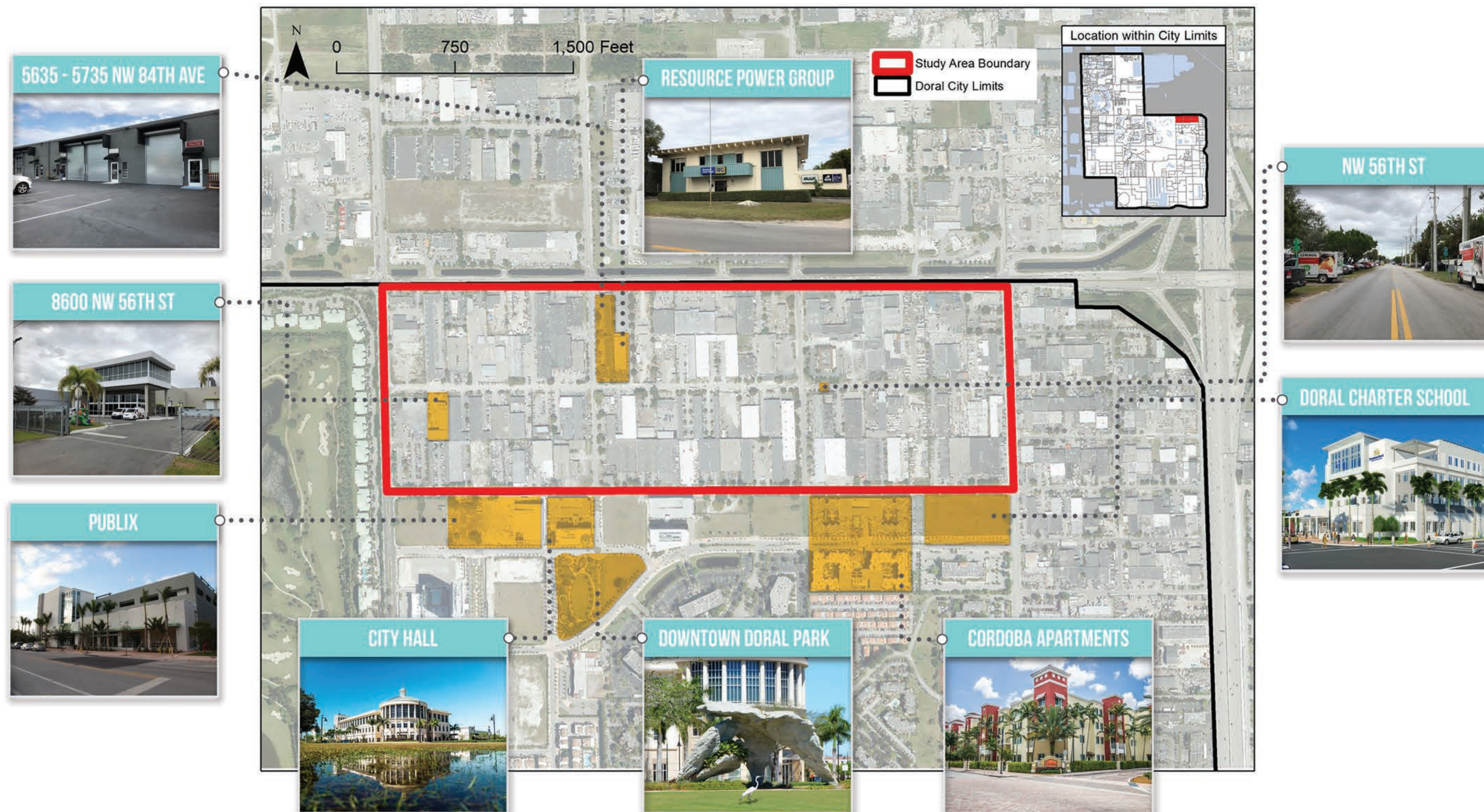


Figure 1-1: Population Change from 2010 to 2018. Source: US Census, Bureau of Economic and Business Research.

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Map 1-1: Study Area

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PERCENT SQUARE FOOTAGE BY DECADE

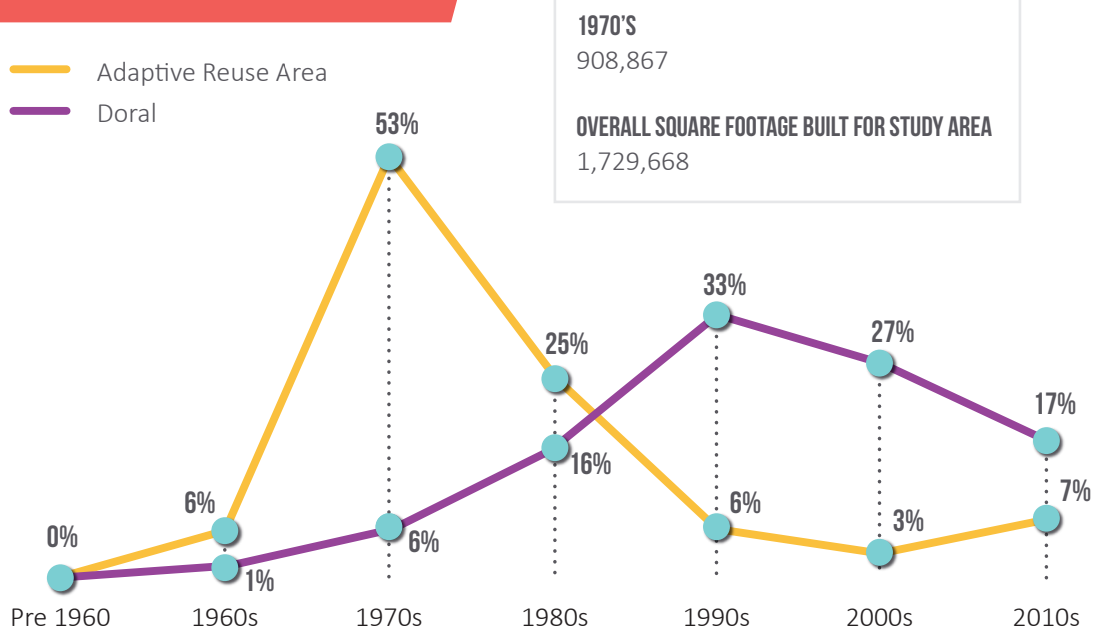


Figure 1-2: Square Footage Built by Decade. **Source:** Florida Department of Revenue, 2018

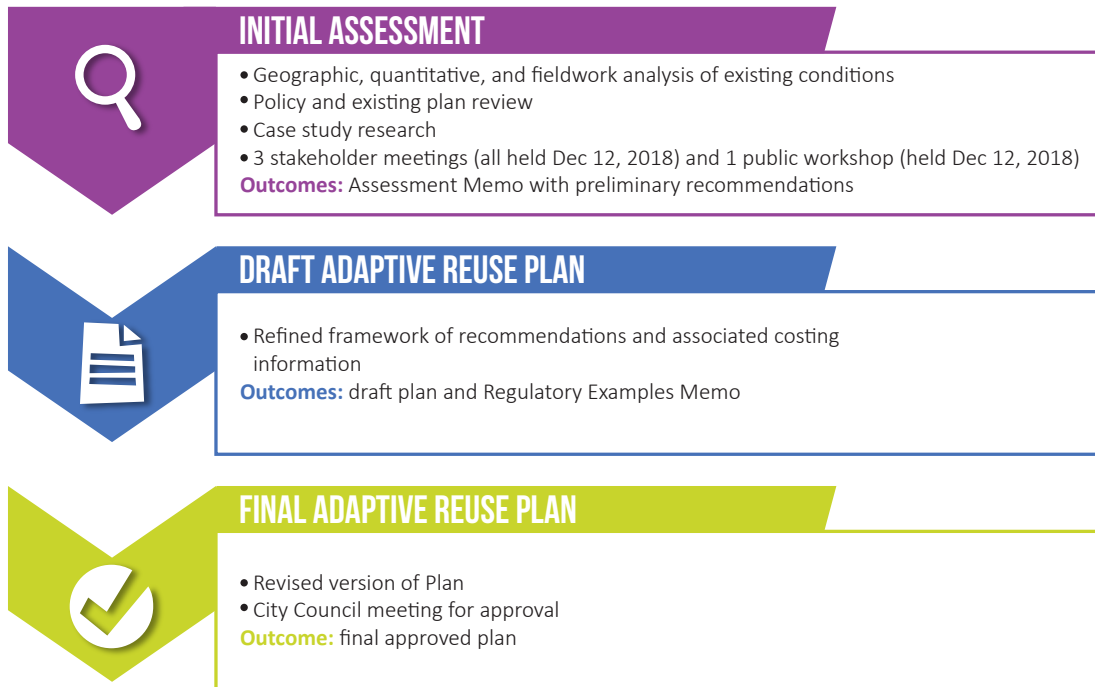


Figure 1-3: Overview of Plan Development and Public Outreach Process

WYNWOOD ARTS DISTRICT



District transitioning from industrial uses to more commercial uses with an arts focus



MIAMI, FL

EDGE DISTRICT



District that has undergone revitalization via a business association, Main Street Program accreditation, and floor-area-ratio (FAR) incentives



ST. PETERSBURG, FL

HIALEAH MARKET DISTRICT



District undergoing redevelopment through a Community Redevelopment Area (CRA) designation and Transit-Oriented Development (TOD) zoning



HIALEAH, FL

CITY OF ST. PETERSBURG

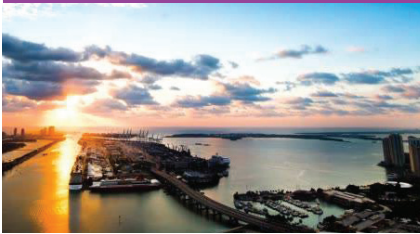


City considering regulations to support independently owned businesses along core corridors with storefront width regulations, which can serve as a model for the Study Area in Doral



ST. PETERSBURG, FL

MIAMI-DADE COUNTY



County offers targeted business assistance incentives, which can serve as a model for the Study Area in Doral



MIAMI-DADE, FL

KENNEDY OVERLAY



Provides an example of design and streetscape improvements required of private development



TAMPA, FL

CITY OF FORT LAUDERDALE



Provides an example of a dockless scooter ordinance



FORT LAUDERDALE, FL

Figure 1-4: Overview of Case Studies

Sources:

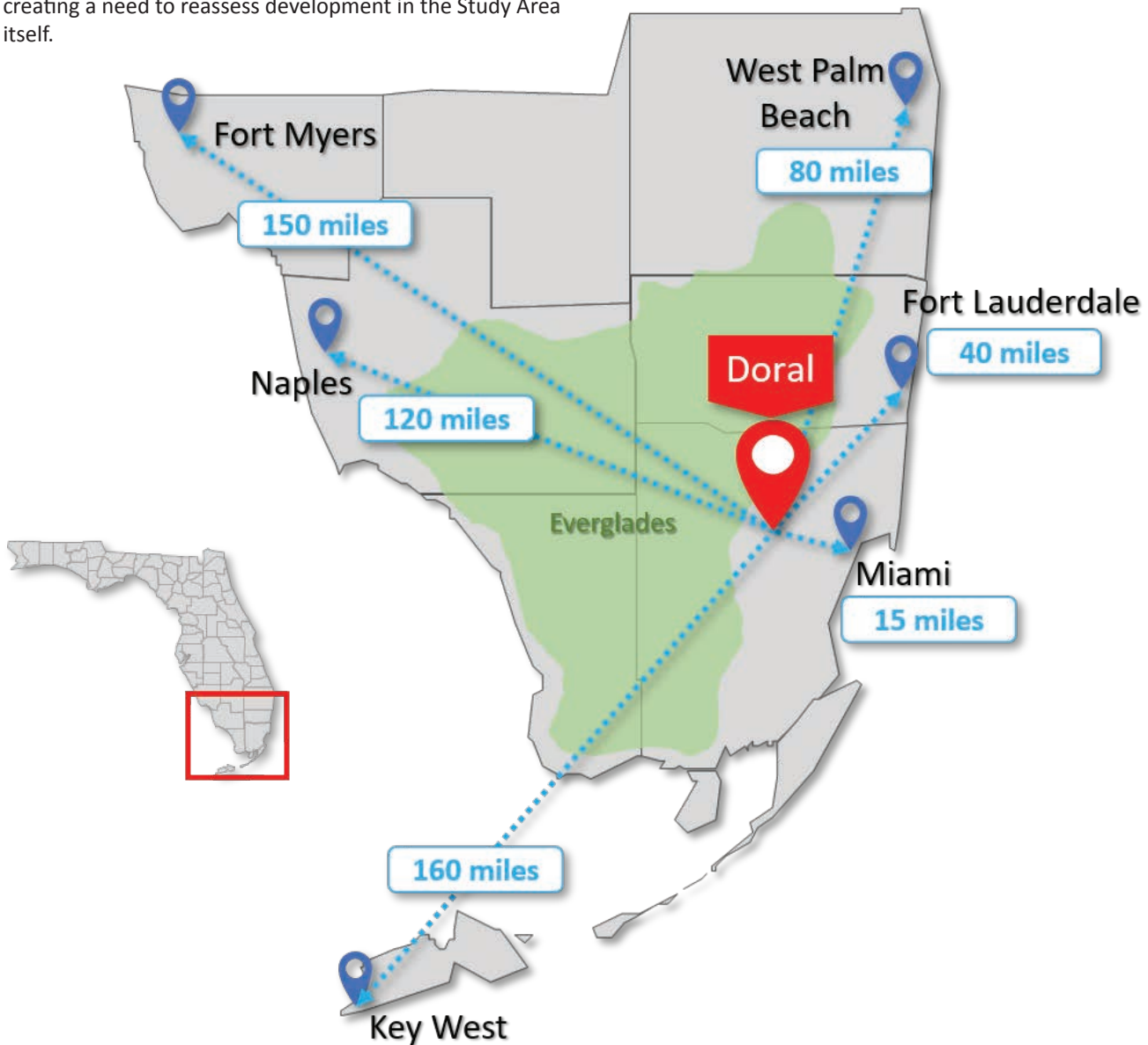
- Wynwood Arts District: <https://www.facebook.com/wynwoodarcade/photos/a.1529742854004789/1699320110380395/?type=3&theater>
- EDGE District - <https://www.facebook.com/theEDGEstpete/photos/a.326565167427517/969514433132584/?type=3&theater>
- Hialeah Market District – Phillip from Miami, Wikimedia Commons [https://en.wikipedia.org/wiki/Hialeah_Market_station#/media/File:Hialeah_Tri_Rail_Station_\(8427497251\).jpg](https://en.wikipedia.org/wiki/Hialeah_Market_station#/media/File:Hialeah_Tri_Rail_Station_(8427497251).jpg)
- City of St Petersburg - <https://www.facebook.com/StPeteFL/photos/a.10150747276767316/10154135581072316/?type=3&theater>
- Miami-Dade County - <https://www.facebook.com/miamidadecounty/photos/a.10150596443090800/10154483446925800/?type=3&theater>
- Kennedy Overlay – Google Maps <https://www.google.com/maps/@27.9447749,-82.4783197,3a,75y,243.57h,92.24t/data=!3m6!1e1!3m4!1sh4MaT4WdP3jNcNZxr4Sy-VA!2e0!7i16384!8i8192>
- City of Ft Lauderdale - <https://www.fortlauderdale.gov/departments/transportation-and-mobility/transportation-division/programs-policies-and-initiatives/dockless-bike-and-scooter-sharing>

1.2 CONTEXT TAKEAWAYS

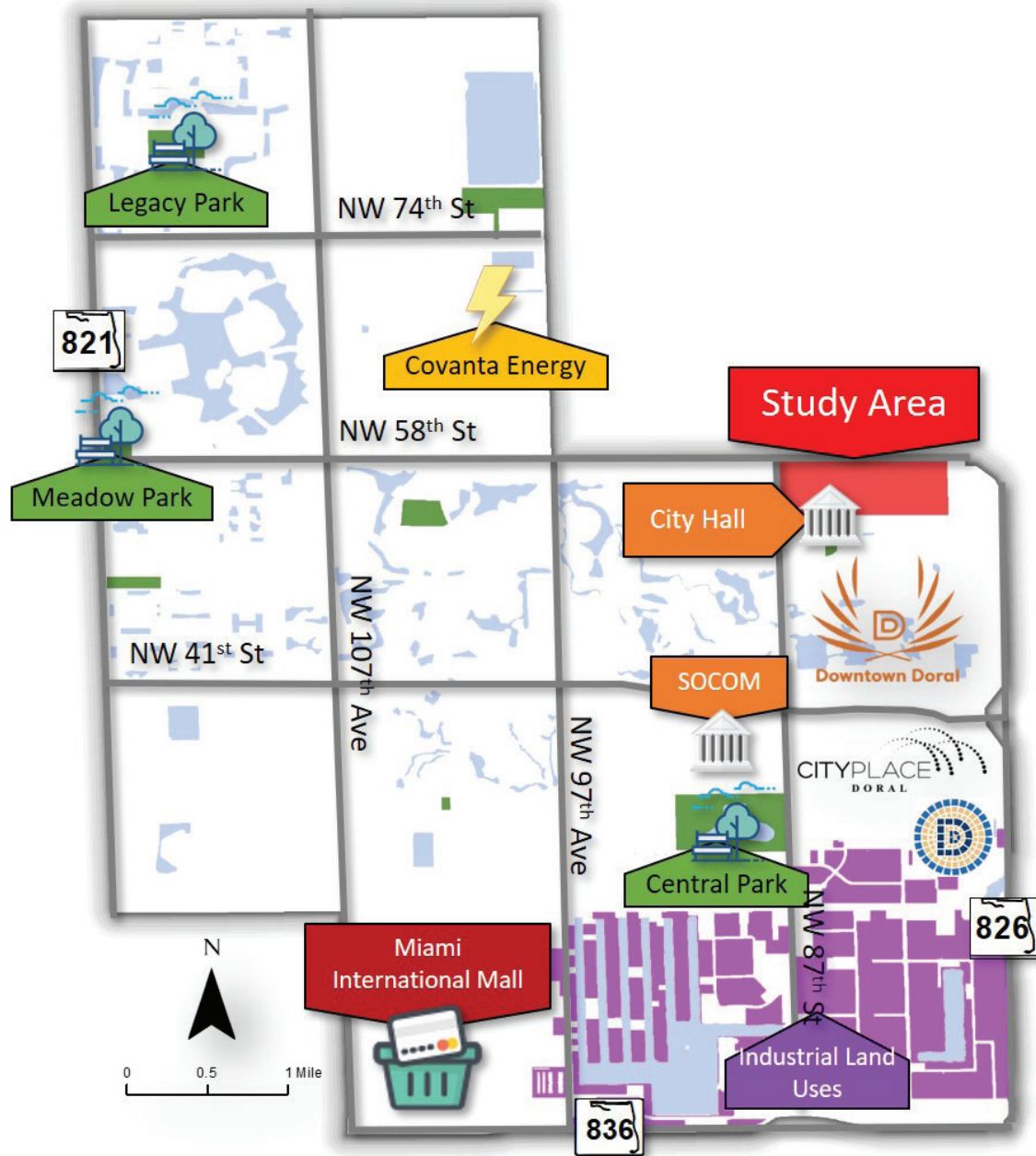
Doral's proximity to major population centers such as Miami and transportation/economic development infrastructure (see Map 1-2), as well as its sizable population growth and economic development activity, make it an attractive area for development and redevelopment efforts. This development and redevelopment can in turn support further growth and economic activity.

Major development with a mix of residential, commercial, office, and civic uses has been occurring south of the Study Area in Downtown Doral (see Map 1-3 and Figure 1-5), creating a need to reassess development in the Study Area itself.

As summarized in Figure 1-6, the taxable values in the Study Area have not seen as widespread positive change as have the rest of Doral and its other industrial areas. Redevelopment may help bring the taxable value increases in closer alignment with the city as a whole.



Map 1-2: Regional Context



Map 1-3: City Context/Local Context

Use	Downtown Doral Development Program (First Amendment Approval)
Retail/Commercial1	213,895 sq. ft.
Office	1,509,901 sq. ft. (upon final build-out and existing sq. ft. to remain)
Residential	2,840 dwelling units
Municipal/Civic	100,000 sq. ft.
School	800 students
Height	Between 4 and 18 stories; an area equal to 80% of the 18th story may rise from 19 to 20 stories

1. Retail/commercial may include offices.
2. Municipal/civic use that is not assigned to the development of a City Hall within the project may be converted by the Developer at its option to office use.



Figure 1-5: Downtown Doral Office at 8333 NW 53rd St. Sources: www.loopnet.com/Listing/8333-NW-53rd-St-Doral-FL/6475964/; Downtown Doral Urban Regulations (Revision approved: January 10, 2014)



Figure 1-6: Taxable Value Change for Industrial and Commercial Uses. Source: Florida Department of Revenue, 2018

1.3 VISION & FUTURE SCENARIOS

This Plan generally aims to foster arts-oriented development, walkability, and green design in the Study Area, while maintaining aspects of the current industrial design aesthetic. This vision can be achieved through an adaptive reuse approach to land use and design transitions or a redevelopment approach.

Adaptive reuse involves improving and repurposing existing lots and structures for new uses. This approach involves more minimal or superficial changes to lots and building/structures than razing the building and developing a new structure. In contrast, redevelopment involves aggregating smaller parcels and mostly or completely redesigning and/or reconstructing buildings and structures (see Figure 1-7). This approach offers advantages in streamlining redevelopment of larger areas given the single property owner and in allowing for a greater variety of uses given the larger area with which to work, especially if on-site stormwater infrastructure is needed.

At this time, transition in the area may take the form of adaptive reuse or redevelopment. Recent purchases of multiple parcels in the Study Area by single investors indicate that parcel aggregation may be occurring with the ultimate intention of larger-scale redevelopment (see Map 1-4). Aggregation has already occurred, and redevelopment is in process now for a new commercial development at the intersection of NW 87th Avenue and NW 58th Street. The recommendations contained within this Plan help provide guidance for both adaptive reuse and redevelopment projects, in order to allow for a smooth transition of the area from industrial to a commercial and mixed-use district over time.

ADAPTIVE REUSE



The Wynwood Arts District in Miami, FL was formerly an industrial area rezoned in 2015 to include commercial, residential, and institutional uses. Many structures feature murals and have been repurposed, as opposed to being demolished and rebuilt.

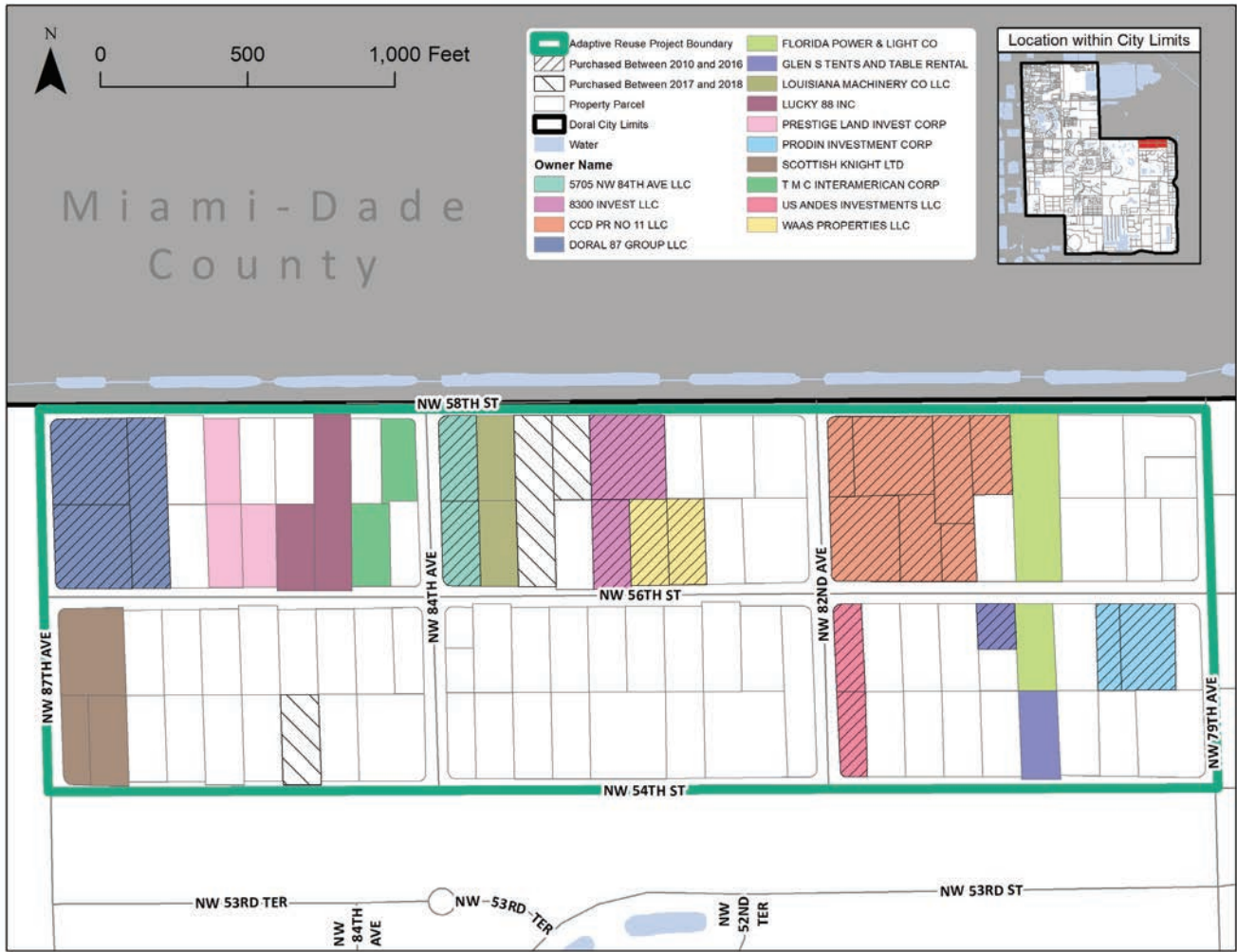
VS.

REDEVELOPMENT



Canarias residences at Downtown Doral are new structures built on a former golf course.

Figure 1-7: Adaptive Reuse Vs Redevelopment Sources: T. Tseng, Wynwood Arts District, Miami -<https://www.flickr.com/photos/68147320@N02/9248023691>; <http://residencesdowntowndoral.com/>



Map 1-4: Multiple Parcel Ownership by Single Owner



2.0 KEY TAKEAWAYS & RECOMMENDATIONS

This section provides key takeaways from the Assessment Memo that details the baseline conditions analysis, case study research, and public outreach for the Plan; these takeaways serve as the basis for recommendations to facilitate adaptive reuse and redevelopment in the Study Area. Takeaways and recommendations are organized by theme:

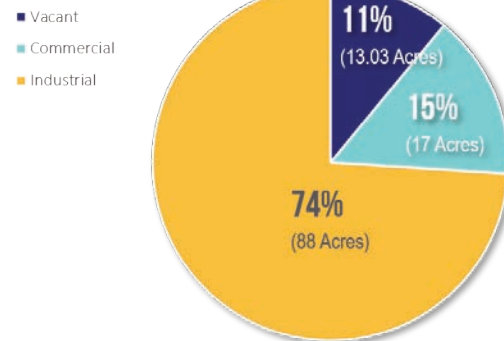
- Land Use
- Urban Design
- Transportation & Connectivity
- Economic Development
- Organizational Structures

2.1 LAND USE

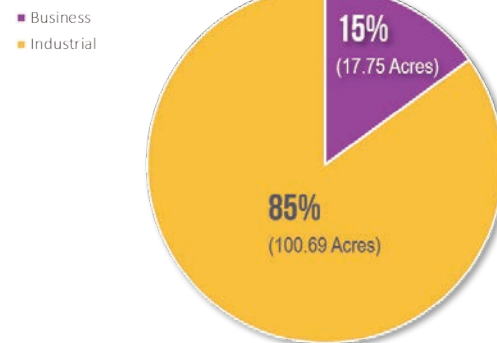
RELATED ASSESSMENT MEMO TAKEAWAYS

- The Study Area is bordered by residential and commercial uses to the south and could evolve towards these uses as it redevelops; any infill and redevelopment efforts will also need to account for land use transitions between any incompatible uses, including coordination with the proposed annexation area to the north and any needed land use transitions (see future land use, zoning, and existing land use in Maps 2-1 and 2-2 and Figure 2-1).
- The current redevelopment project located at NW 87th Avenue and NW 58th Street is primarily retail in nature and signals a market desire to transition uses in the area away from industrial and heavy commercial in the Study Area (see Figure 2-2). However, allowable uses should be expanded to incorporate the full range of desired uses, which will ultimately facilitate adaptive reuse and redevelopment. The dimensional and design standards should also be evaluated for compatibility with the ultimate redevelopment vision of the Plan.
- Public and stakeholder input indicated that there is demand for creative office, restaurant, and other related space in the Study Area. The zoning code does not currently allow for many of these uses and should be updated.
- Public and stakeholder input indicated that there is currently little appetite for new-build residential development (apartments, condos, etc.), although building conversions to allow for live/work are supported. The Doral Housing Master Plan also identifies the Study Area as a location to target workforce housing initiatives, which may be coupled with residential in mixed-use projects.
- The Community Mixed Use Opportunity Area Overlay can facilitate the transition of the Study Area to include CMU, which incorporates commercial and residential uses. The City can modify the CMU category to incentivize mixed-use projects.
- Allowable uses in the Hialeah Market District case study that may serve as an example for uses in the Study Area include co-retail spaces, manufacturing-enabled retail, live/work units (conditional use), retail businesses, service businesses, mixed-use commercial/residential, parking structures, parks and recreational/cultural facilities.
- Allowable uses in Wynwood Arts District case study that serve as an example for those in the Study Area include manufacturing-enabled retail, art gallery, privately-owned public open spaces.

EXISTING LAND USE



FUTURE LAND USE



EXISTING ZONING

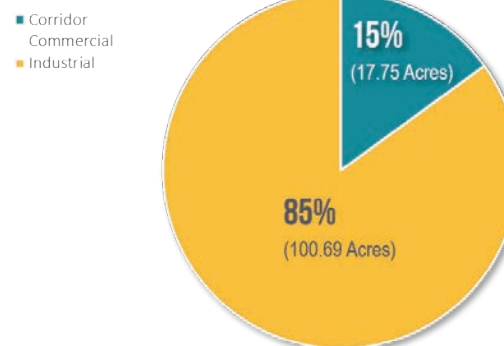
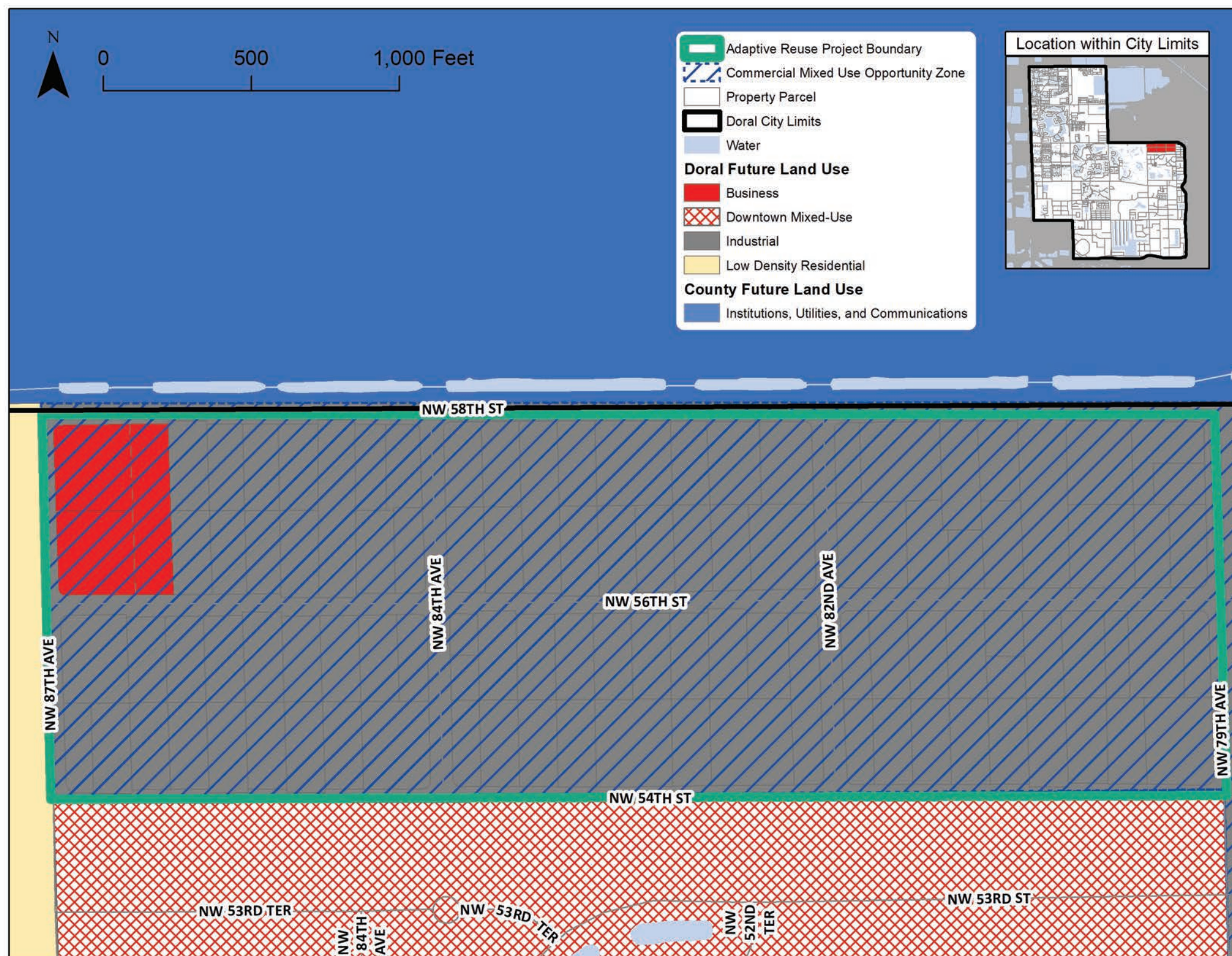
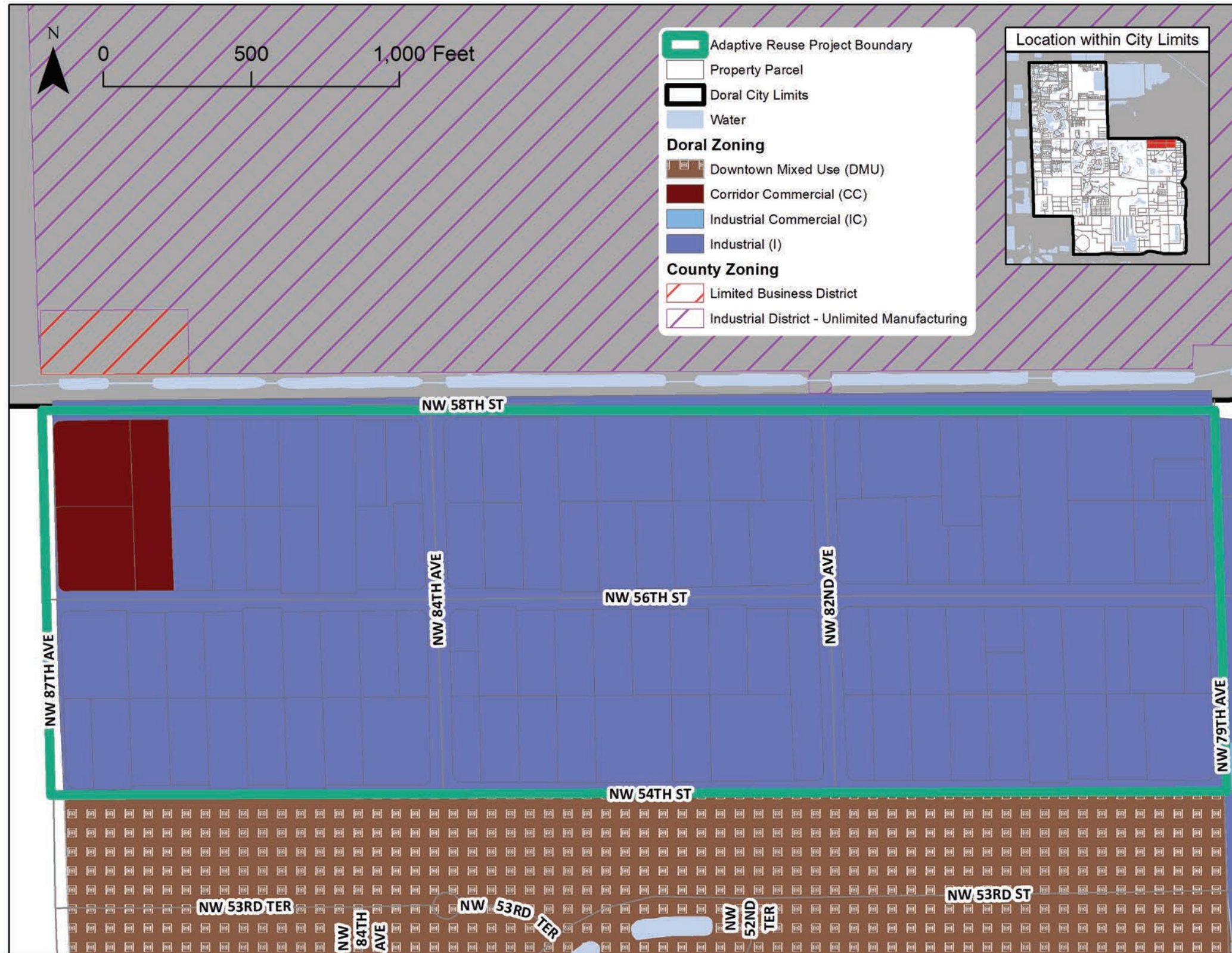


Figure 2-1: Existing Land Use, Zoning, and Future Land Use

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Map 2-1: Future Land Use



Map 2-2: Zoning

Doral 87th Retail Development Details

Height	2 stories (maximum of 6 allowed)
Retail Space	46,840 sq. ft.



Figure 2-2: New Commercial Development at SE corner of NW 87th Ave and NW 56th St. Source: Modis Architects application package for site plan review (August 24, 2018)

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- Storefront width limitations and other design requirements in the Study Area can support independently owned businesses, limit chain stores, and help maintain a more unique mix of establishments and character in the area.

RECOMMENDATIONS

Expand allowable uses in the Study Area to include uses such as creative office, food and beverage, entertainment, assembly, expanded retail, and live/work uses.

Remove current percentage restrictions on retail and services in the Study Area. Allow the following uses in addition to the uses currently permitted:



Creative studios, creative office



Breweries (see Figure 2-3)



Brewpubs



Restaurants



Entertainment establishments



Alcohol beverage service establishments



Places of assembly



Retail (see Figure 2-4)



Live/work units

Modify the Community Mixed Use (CMU) Comprehensive Plan requirements, zoning requirements, and development review process to promote mixed-use and workforce housing in the Study Area.



Figure 2-3: Coppertail Brewing, Tampa, FL is an example of an adaptive reuse brewery development. **Source:** The Trot Line: www.setthetrotline.com/2015/04/14/start-your-tampa-brewery-tour-at-coppertail-brewing-co/



Figure 2-4: Wynwood Arcade in the Wynwood Arts District of Miami is an example of adaptive reuse retail. **Source:** Wynwood Arcade Facebook: www.facebook.com/wynwoodarcade/photo/a.1529742854004789/1699320110380395/?type=3&theater

The Housing Master Plan identifies the Study Area as a target location for workforce housing, aimed at households earning between 60 and 150% Area Median Income (AMI). Mixed-use projects would help bring a more urban-style development to the area and provide an opportunity for residential that can include workforce housing (note that mixed-use project in the CMU category must include residential according to the Comprehensive Plan). The City should create a special district in the Comprehensive Plan CMU category and an overlay in the CMU zoning district that matches the Study Area boundaries; the following provisions should apply to this Study Area district/overlay:

- Expedited review for mixed-use projects
- Acreage requirements relaxed to a three-acre minimum; current minimums are 10 acres (7 acres for projects fronting Doral Boulevard), which may pose a barrier to these projects in the Study Area where many parcels are between a half-acre and an acre.
- Increase the base maximum allowable density and height to 25 units per acre and 10 stories; note that these amounts are based on those currently allowed with City Council approval for projects exhibiting creative excellence in exceeding minimum design standards of Section 86-83 of the code. This allowed increase can be paired with stepback requirements discussed later in this section to maintain a comfortable street experience with greater building heights in conjunction with existing right-of-way widths (avoiding a “canyon” feel).
- Require a workforce housing set-aside as part of mixed-use developments. Note that Community Mixed Use developments can also still apply for the voluntary workforce housing density bonus for an additional 30% of density with 2/3 of units set aside for workforce housing, as noted in the Comprehensive Plan (see Figure 2-5). The Comprehensive Plan reference should be updated to refer to the City’s Workforce Housing Density Bonus program as opposed to the County’s.

To maintain a unique local character as reuse and redevelopment occurs, institute permitting and design criteria that would make the Study Area less attractive to chain stores.

- Conditional use requirements
- General limitation on storefront widths – this approach may align with adaptive reuse redevelopment but may also place restrictions on parcel agglomeration and wholesale redevelopment.
- Compatible use and design standards in-keeping with the general character of the district and neighboring development.

See separate Regulatory Examples document for specific code language examples defining chain stores and related criteria.

Establish design and operating criteria to enhance compatibility between uses as the Study Area transitions towards the redevelopment vision of the Plan.

A primary focus will be buffering residential uses in mixed-use development from non-residential uses in the area. Approaches may include limitations on exposure of garages or loading bays unless goods are actively being moved in/out, limitations on outside heavy industrial/factory uses unless goods are being moved in/out of storage areas, etc.

Collaborate with Miami-Dade County to develop a land use vision for the unincorporated land immediately north of the Study Area, which has been subject of an annexation request by the City.

See Map 2-3. This process should coordinate with the vision sought in the Study Area based on this Plan, identifying points of compatibility and inconsistency, and seek public/stakeholder input.

WORKFORCE HOUSING IN COMMUNITY MIXED USE PROJECTS

PROPOSED MAX DENSITY/HEIGHT, NO VOLUNTARY BONUS:



PROPOSED MAX DENSITY/HEIGHT WITH VOLUNTARY BONUS:

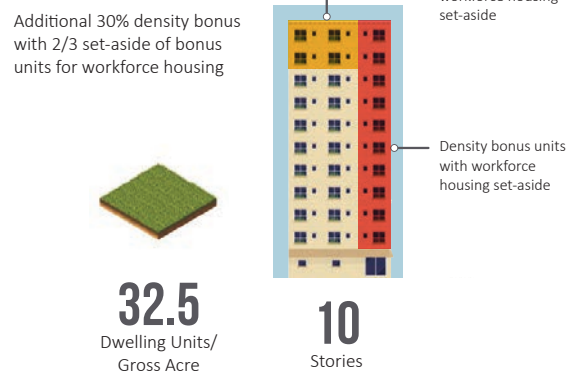
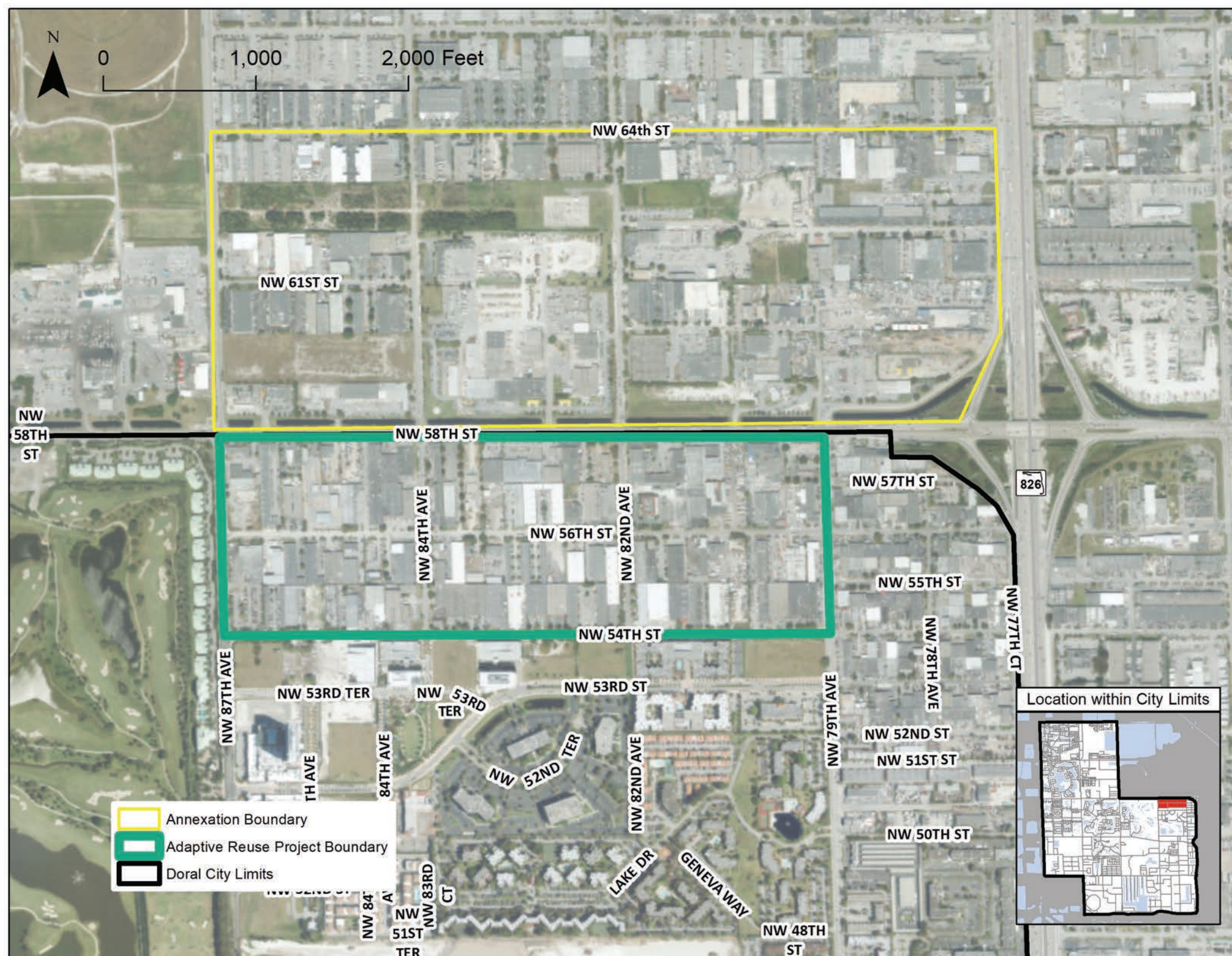


Figure 2-5: Workforce Housing Set-Aside with Bonus Height/Density in Community Mixed Use Projects



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2.2 URBAN DESIGN

RELATED ASSESSMENT MEMO TAKEAWAYS

- Evaluate opportunities to coordinate needed roadway and right-of-way improvements, such as the addition of sidewalks, new lighting, curbs and gutters, landscaping, on-street parking, and paving, as part of the City's general capital improvement and maintenance planning process and off-site improvements completed by developers. See Figure 2-6 for example of existing streetscape where these elements should be considered and Figure 2-7 where some new improvements have been made in the Study Area.
- Street lighting, where it is present, is more utilitarian in style; an evaluation of the style in terms of aesthetics can be integrated into the Adaptive Reuse & Redevelopment planning process.
- Evaluate site design guideline modifications or additions based on whether redevelopment will take the form of adaptive reuse or redevelopment. Adaptive reuse design guidelines may focus more on superficial design improvements, such as the addition of windows. More comprehensive redevelopment design guidelines may include more robust changes to the site, including greater building heights, the addition of step back requirements, reduced setback requirements, and limits on on-site parking in front of buildings. See Figure 2-8 for a character image of recent development in the area that illustrates current standards.
- Landscaping, paving, and other roadway/right-of-way standards and improvements provide opportunities to coordinate with green infrastructure and low-impact development practices that can help address stormwater and flooding issues.
- Evaluate and modify existing development incentives and programs, based on the review of the following regulations, plans, and programs, in support of the vision developed for the Plan:
 - Green building incentives in the Land Development Code
 - Green Master Plan (2008)
 - Low Impact Development Master Plan (2016)
 - Doral Façade Improvement Grant Program
- The Wynwood Arts District and Hialeah Market District provide examples of desired built form; their zoning provisions can inform an evaluation and any modifications to the Study Area zoning (see the separate Assessment Memo document case study information and recommendations discussion in following section).



Figure 2-6: Existing Streetscape



Figure 2-7: Example of Recent Streetscape Improvements



Figure 2-8: Example of Recent Development

- Public input identified street flooding as an issue in parts of the Study Area despite recent City stormwater improvements. Staff are continuing to work on longer-term improvements to address this issue (including making a connection to the canal system north of NW 58th Street).

RECOMMENDATIONS

Evaluate and adjust site design requirements in the LDC for adaptive reuse of buildings.

These may include the following (summarized in Figure 2-9):

- Provision of windows in building facades** - specific window requirements may be added for the Study Area, such as those in the Hialeah Market District, which requires that the exterior building wall contain transparent glass (windows/doorways) covering of at least 50% of the linear frontage of the building (measured at least 30 inches above the sidewalk) for the first ten feet of height above the public sidewalk elevation. Additionally, the base of all transparent openings shall be no more than 30 inches above the sidewalk. For more details and additional design requirements, see the separate Regulatory Examples document.
- Allowance of murals** - allow murals in the district and evaluate options for design review and baseline standards, which may include review by a Business Improvement District design review committee (see Section 2.5 for more information) and/or coordination with the guidelines and review process established by the Doral Public Arts Program (Sec. 75-100 through 75-125). See Figure 2-10 for a Wynwood District mural example.
- Allowance of creative signage** - one option is to allow painted wall signs by right in the Study Area, a strategy used by Wynwood (see the separate Regulatory Examples document for specific language). The current standards in Doral for commercial retail wall signs include but are not limited to the following:
 - Wall signs are permitted only on buildings where the majority of the floor area is in retail use. In the case of a multi-tenant center, wall signs are permitted on walls that face an access drive or internal courtyard.
 - Maximum number: One per ground or second floor establishment which has its own frontage and entrance facing a public street. (If the parcel frontage requirement for a monument sign precludes an office building from having a monument sign, one building identification wall sign that otherwise meet the wall sign standards is

authorized). Corner or through store locations may have an additional wall sign. Such second sign shall be limited to 50 percent of the square footage of the primary sign. Individual use buildings, may have multiple signs not to exceed the sign area requirements.

- Maximum sign area: 1.25 square feet for each one lineal foot of tenant frontage

The size provisions are comparable to aggregate area ratios laid out in Wynwood's code (see the separate Regulatory Examples document for more details).

Summary of Adaptive Reuse Design Standards Additions

Façade Glass (Windows/Doors)	50% of the linear frontage of the building (measured at least 30 inches above the sidewalk) for the first ten feet of height above public sidewalk
Murals	Allowed with design review
Creative Signage	Painted wall signs by right, maintaining existing commercial retail wall sign standards

Figure 2-9: Summary of Adaptive Reuse Design Standards Additions



Figure 2-10: Example of Wall Mural. Source: Wynwood Walls <http://www.thewynwoodwalls.com/walls/avaf>

Evaluate and adjust site design requirements in the LDC for redevelopment projects in the Study Area to promote more urban-style development.

These adjustments might include those related to the following (see Figure 2-11 for proposed standards):

- Building Height** –Current industrial building heights in the Study Area for industrially zoned properties are

the width of the right-of-way, which ranges from 60 to 100 feet, while commercial zoning currently allows six stories. The Study Area would thus see a decrease in maximum allowable heights with re-zoning. There may be an opportunity to allow for increased heights in the Study Area, particularly given that the Downtown Doral development and MF-4 designations are nearby, with maximum heights of 18 stories (with an area equal to 80% of the 18th story able to rise from 19 to 20 stories) and 9 stories, respectively. Furthermore, the case studies of the Wynwood and Hialeah Market Districts indicate heights of up to 12 stories in certain areas (which includes allowed density bonuses specific to these zoning districts), with Hialeah allowing a maximum of 15 stories along certain frontage of CSX right-of-way. See more details in the separate Regulatory Examples document.

Summary of Proposed Site Design Standards Changes	
Commercial Heights in Study Area	Evaluate increase from 6-story maximum to 9 stories, perhaps as an incentive for amenities (see recommendations in remainder of this section).
Setbacks and Stepbacks	- Allow 10-foot minimum setbacks in the Study Area for those currently over 10 feet (front, side street, and interior side/rear setbacks that abut residential) - For any stories potentially allowed above 6, add a 26-foot minimum setback - Encourage pedestrian-friendly amenities in setback (see incentivizes in remainder of this section)
On-Site Parking	- Prohibit parking in front setback - Require screening of side parking on a secondary frontage
Active First Floor Requirement	- Prohibit less active uses (e.g., parking, storage) - Require lighting - Require windows, faux window treatments, artistic treatments on the façade

Figure 2-11: Summary of Proposed Site Design Standards Changes

- **Setbacks and stepbacks** – given the presence of 10-foot minimum in the case study areas and the possibility of enhancing the urban feel of the Study Area with reduced setback requirements, allow 10-foot setback minimums in the Study Area for those currently exceeding 10 feet. Current setbacks for Industrial and Commercial Corridor districts in Doral have the following minimums:
 - Front: 20 ft.
 - Side Street: 15 ft.
 - Interior Side: 5 ft. setback where adjacent property is either commercial, business and/or office district; 15 ft. setback when abutting residential district.
 - Rear: 5 ft. setback where adjacent property is either commercial, business and/or office district; 15 ft. setback when abutting residential district.
 - Hialeah Market District setbacks range from 10 to 100 feet depending on the location; Wynwood Arts District setbacks range from a minimum of zero to 10 feet.

Pedestrian-friendly uses may also be encouraged in the setback area; amenities to encourage may include the following, compliant with certain safety standards such as those preserving sight lines:

- Landscaping
- Balconies, windows, or overhangs
- Street furniture such as benches, trash cans, and bicycle racks
- Outdoor dining areas

Many of these elements may be incentivized as described later in this section.

If allowable heights in the area are allowed as described previously in this section, an additional stepback is recommended for upper floors to maintain the openness of the streetscape and avoid a “canyon” feel. There is also a 10- to 46-foot minimum for stepbacks starting at the sixth story or above in certain cases, depending on the zoning district and abutting district. In some cases, there is a minimum of 10% of lot depth. See more details in the separate Regulatory Examples document.

- **On-Site Parking Location and Design Requirements** – prohibiting front parking, in conjunction with reduced front setbacks to bring building facades closer to the street, will enhance the streetscape and interest for sidewalk users in the Study Area. The Wynwood case provides alternative design requirements, which include screened parking that could apply to secondary frontage areas such as side parking. See the separate Regulatory Examples document for more details.

- **Active first floor requirement** – having a use and/or design that activates or creates interest on the first floor can enhance the pedestrian experience and walkability in an area. An active first floor requirement may achieve this interest without being overly restrictive in considering the following:
 - Prohibition of certain uses such as storage or parking that are less active
 - Lighting of windows and/or façade
 - Required windows (see previous Adaptive Reuse design recommendations), faux window treatments, artistic treatments such as murals, etc. to activate façade space
- Sidewalk additions
- Lighting based on an updated and standardized design style for the Study Area (see Figure 2-12 for examples of styles that the City can consider). Consider green and Low Impact Development practices in choosing a design
- Landscaping
- Curb and gutter design
- Wayfinding and gateway signage
- Placement of utility lines underground (recommended as a requirement for redevelopment projects of a certain size and/or value given the cost of this improvement)

The City should provide basic streetscape and infrastructure improvements to support adaptive reuse and redevelopment in the Study Area.

See Section 3.0 for suggested project timing. Improvements to consider are listed below. Integrate green practices and LID approaches, which might relate to green and low impact development practices mentioned in the recommendations discussed in the remainder of this section.

- Reconstruction of the roadway between the curbs and access points. Incorporation of permeable surfaces, such as turf block, into parking areas and other paved areas (note that property owners would maintain these improvements)
- Basic right-of-way lighting on existing utility poles

Establish streetscape and infrastructure improvements or funding required of private redevelopment projects.

Public realm improvements beyond the most basic right-of-way improvements will likely require financial support from private development; improvements to consider in this case are listed below. Requirements may be limited to developments of a certain size and/or value, particularly for those that are more expensive. Required improvements may be made as part of new construction (or a certain percentage of redevelopment of a site) through code provisions; examples of a codified requirement include Doral Boulevard (Sec. 86-3 of the Code of Ordinances requires compliance with design and landscape standards for the boulevard, which are laid out in the Doral Boulevard Street Beautification Master Plan) and the Kennedy Boulevard Overlay in Tampa (Sec. 27-243 of the City of Tampa Code of Ordinances). The City may also determine that additional improvements will be provided as part of negotiated development agreements, where applicable. Certain improvements may also be funded and completed using a special assessment district, such as a BID (see Section 2.5 of this report for more details).

Adjust the existing green infrastructure and low-impact development (LID) incentives in the code to further promote these approaches and help address specific challenges such as those related to stormwater.

The following incentives should be considered to promote permeable pavement for on-site parking, solar energy infrastructure, and sidewalk furniture in a development:

- Density bonus
- Fee deferments or waivers

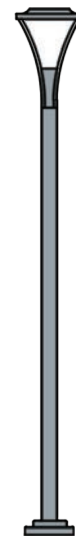


Figure 2-12: Example of lighting.

2.3 TRANSPORTATION & CONNECTIVITY

RELATED ASSESSMENT MEMO TAKEAWAYS

- Evaluate opportunities to coordinate needed roadway and right-of-way improvements, such as the addition of sidewalks, new lighting, curbs and gutters, landscaping, on-street parking, and paving, as part of the City's general capital improvement and maintenance planning process.
- There is sizable right-of-way allowing for a range of improvements, but these improvements will have to conform to the available space and variation of right-of-way widths unless the City makes them uniform.
- The limited multi-modal facilities within the Study Area will hamper future redevelopment; improvements can be made to fill these gaps and connect to existing walking, biking, and transit facilities bordering and near the Study Area, including a possible north/south connection between the proposed shared-use/multi-use paths along NW 58th Street and in the Downtown Doral area south of NW 53rd Street. The Freebee shuttle service is also available for a six-month pilot period in the Downtown Doral area.
- Improvements can be made to connect to existing transit facilities bordering and near the Study Area (Map 2-4). The consistent growth in ridership of Route 2 may warrant upgrades to existing trolley stops and facilities; developers may also construct transit shelters.
- Stakeholder and staff discussions identified parking as a major issue and indicated that there is not enough existing parking if uses change. Currently, there is formal/informal parking along street and in the right-of-way (Figure 2-13); on-street parking spaces on 54th Street and inside Downtown Doral are often used by construction workers and visitors for the entire day. Recommendations from stakeholder discussions included improvements to the right-of-way to allow for on-street parking (particularly reverse-angle parking) throughout the Study Area. Additional recommendations included developing shared parking arrangements with owners of buildings with large garages that are generally empty at night, establishing parking enforcement throughout the Study Area and Downtown Doral, and developing a parking in-lieu fee. The City is currently conducting a parking study to evaluate the issue in more detail.
- Ensure that transportation/infrastructure improvements in the Study Area connect or allow for connections in the future to surrounding transportation infrastructure and improvements (e.g., proposed trails south of the Study Area, express



Figure 2-13: Existing Parking Conditions

trolley proposed for 87th Avenue), as well as parks improvements at the Downtown Doral Park site. Ensure that any improvements in the Study Area are coordinated with improvements already programmed, such as the intersection and sidewalk improvements in the Doral Transportation Master Plan and Transit Mobility Plan.

- The Wynwood District and Hialeah Market District Parking Improvement Trust Funds and in-lieu parking fees (which can be used for land, construction, shuttling, public information, and other needs related to parking) can serve as examples for the Study Area (see the separate Assessment Memo document for more details).

RECOMMENDATIONS

Add bicycle parking design standards to the LDC.

The LDC already includes a required number of bicycle space by use in Section 77-139. The City may consider additional design requirements for the provision of bicycle parking, including the following:

- Use of bicycle rack that supports bicycle at two points on the frame (such as the "Inverted U" design, see Figure 2-14) as a minimum standard; covered parking or parking that protects the entire bicycle (such as bike lockers that can accommodate employee bicycles) may be incentivized through the expanded façade improvement program described in section 2.4.
- Bicycle racks should be located no closer than 3 feet from any wall to allow for access and maneuvering
- Racks for customers and visitors should be located along a major building approach line and no more than 50 feet from building entrance or not further than closest vehicles parking space (whichever closer) for

visibility; for buildings with multiple major entrances, a portion of bike parking should be located at each.

- Rack placement should allow for visual monitoring by people within the building or entering the building

The following bicycle and pedestrian improvements should be put forth for programming in the City's capital improvements process or obtained via the private development process.

These improvements, identified based on findings from the initial analysis and public outreach, will provide additional support for alternative transportation in conjunction with existing and other planned improvements. They should be coordinated with urban design and public realm recommendations identified in Section 2.2 and 2.4.

- North/south connection between the pedestrian facilities along NW 53rd Street and planned shared-use path along NW 58th St (Note that the suggested capital plan in Section 3.1 assumes for this project use of the FPL easement in the area and an easement on private development south of the Study Area.)
- Improved trolley/other transit stops with first/last mile active transportation and Freebee shuttle access
- Bicycle parking infrastructure
- Sidewalks and bicycle facilities in coordination with urban design recommendations in Section 2.2 and as shown in Figure 2-19 for proposed Complete Street sections of NW 56th St, NW 84th Ave, and NW 82nd Ave; note that parallel parking and angle parking options are shown
- Sidewalk, landscaping, and lighting on north side of NW 54th St, as well as pedestrian crosswalks at the intersection of NW 54th St and NW 84th Ave (See Figure 2-15; sidewalk and landscaping dimensions and lighting style are based on Figure 2-19)

Consider the following items to address parking challenges in the Study Area:

- **On-street parking** – evaluate feasibility of on-street parking scenarios (see Figure 2-16 for proposed angle parking in the area and Figure 2-17 for a comparison of different on-street parking styles). Note that in the past, the City has not typically approved head-in angle parking and 90-degree parking on City right-of-way. Program on-street parking improvements along 56th Street and evaluate opportunities on other streets in Study Area. The amount of on-street parking should consider findings from the recent parking study; implementation of parking should be coordinated with other infrastructure and urban design and public realm improvements noted in Section 2.2 and 2.4.

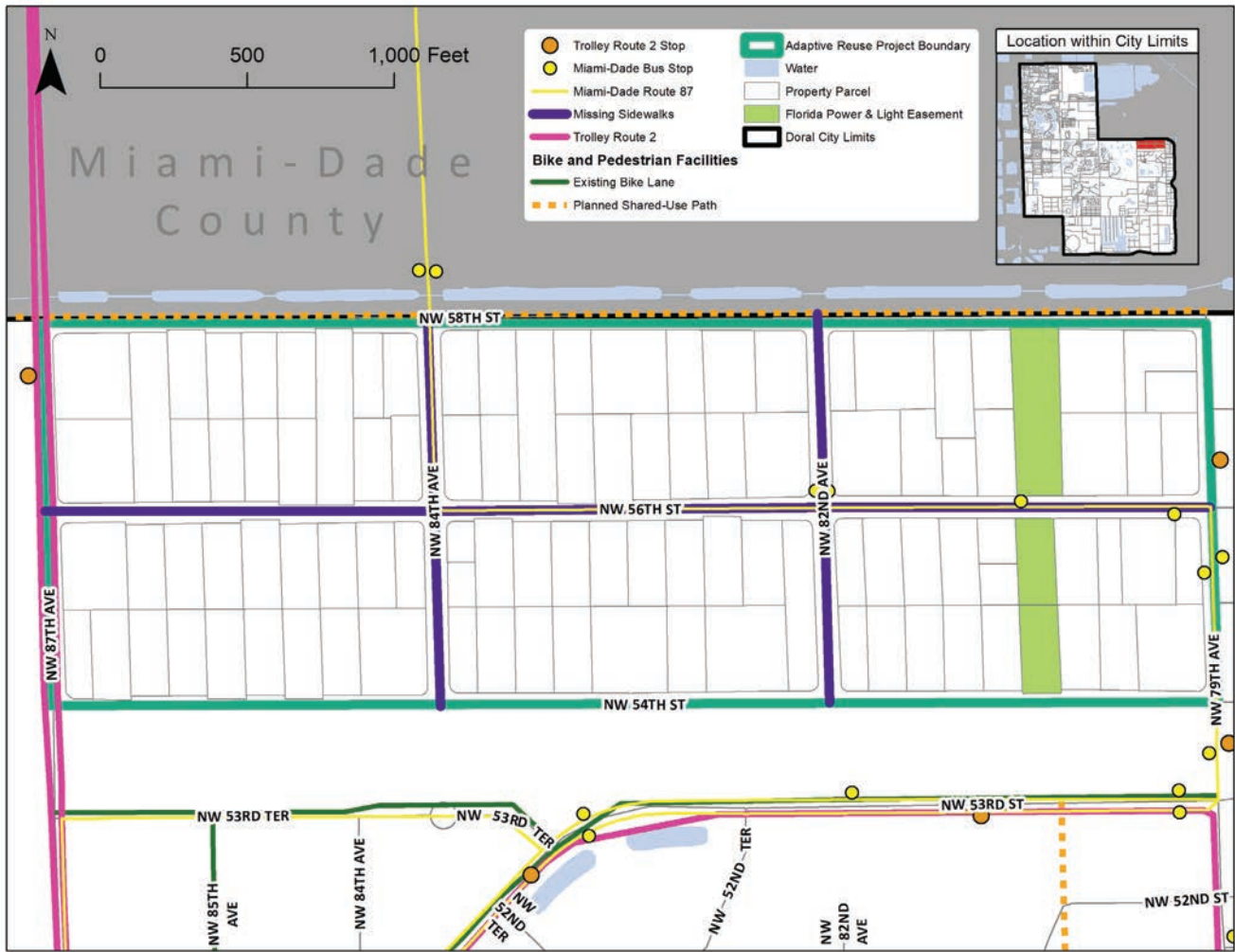


Figure 2-14: "Inverted U" Bicycle Rack. Source: David Shay, Wikimedia Commons, https://commons.wikimedia.org/wiki/File:Bicycle_parking.jpg



Figure 2-15: Potential Intersection and Right-of-Way Improvement Concept for NW 54th St and NW 84th Ave

Note: Proposed improvements are meant as guidance; final roadway design may require modifications based on a more detailed engineering and design evaluation.



Map 2-4: Existing Transit, Bicycle, and Pedestrian Facilities and Planned Improvements

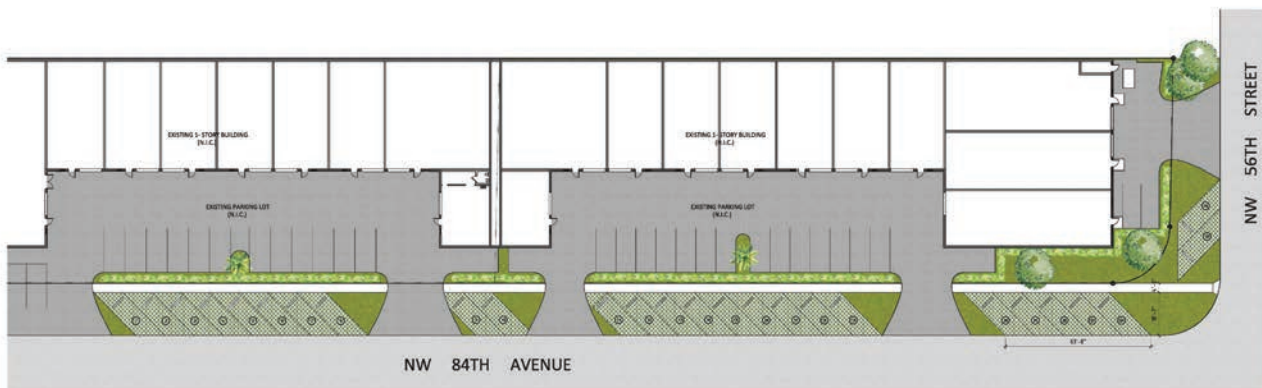


Figure 2-16: Proposed Parking Concept for 84th Avenue. Source: DNB Design Group.

PARALLEL PARKING**PROS**

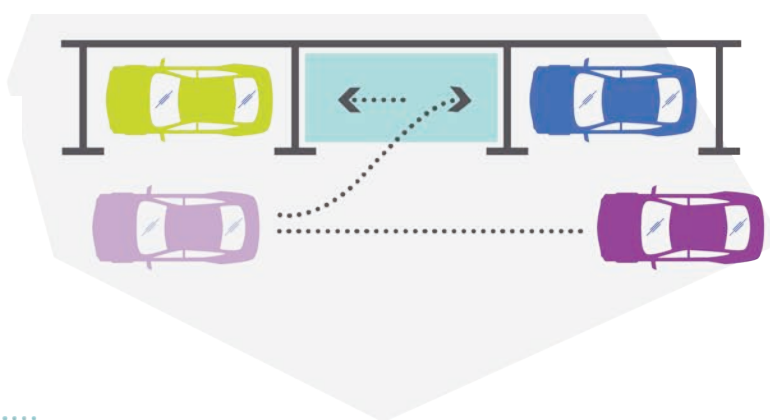
- Allows additional ROW space for bike/ pedestrian facilities/ travel lanes
- Safe curbside access from passenger side

CONS

- Limited number of spaces
- More complex parking maneuver required to enter space
- Conflicts with entering/ exiting on the driver side with oncoming traffic

ESTIMATED SPACES

- 36

**60 TO 45 DEGREE HEAD-IN ANGLE PARKING *****PROS**

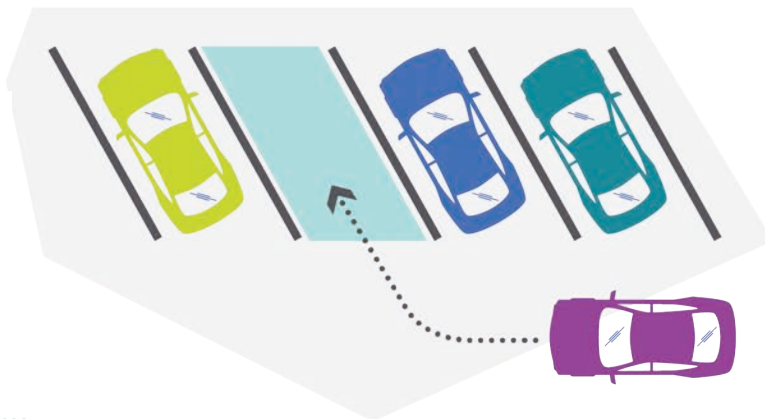
- Easy maneuverability entering the space
- Safe entering/ exiting the vehicle.
- Vehicle exhaust directed away from pedestrian areas.

CONS

- Conflicts with exiting the spot into oncoming traffic
- Reduces usable ROW space by requiring additional maneuvering space.
- Vehicle headlights shine onto pedestrian areas

ESTIMATED SPACES

- 75 (Estimates based on 60° parking)

**60 TO 45 DEGREE REVERSE ANGLE PARKING****PROS**

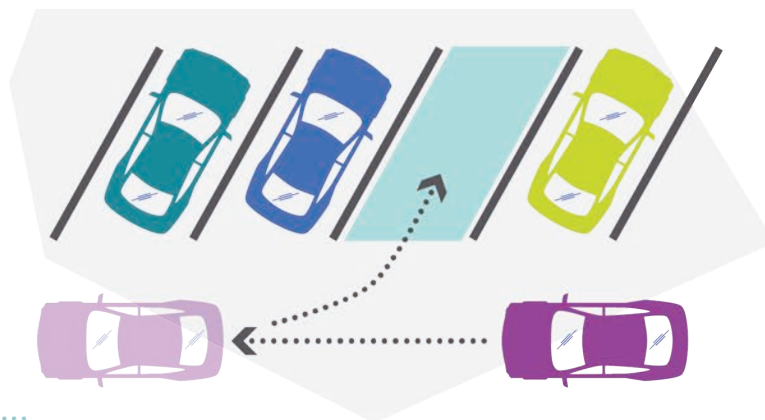
- Safe entering/ exiting the vehicle.
- Safe exiting the space.
- Vehicle headlights avoid pedestrian areas

CONS

- Conflicts with entering the spot, reversing into the travel lane
- Reduces usable ROW space by requiring additional maneuvering space
- Vehicle exhaust directed toward pedestrian areas

ESTIMATED SPACES

- 75 (Estimates based on 60° parking)

**90 DEGREE PARKING*****PROS**

- Easy maneuverability entering space
- Maximum amount of spaces
- Safe entering/ exiting vehicle

CONS

- Conflicts when exiting the spot, reversing into the travel lane
- Vehicle headlights shine onto pedestrian areas

ESTIMATED SPACES

- 87

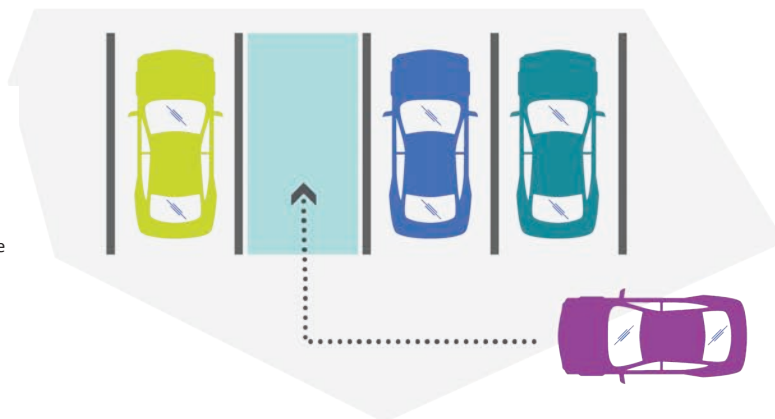


Figure 2-17: On-Street Parking Style Comparison. **Note:** "Estimated Spaces" are estimated for the available length along one side of roadway on NW 84th Avenue, which is estimated here at 781 feet. *The City of Doral has not typically approved these parking styles on City right-of-way in the past.

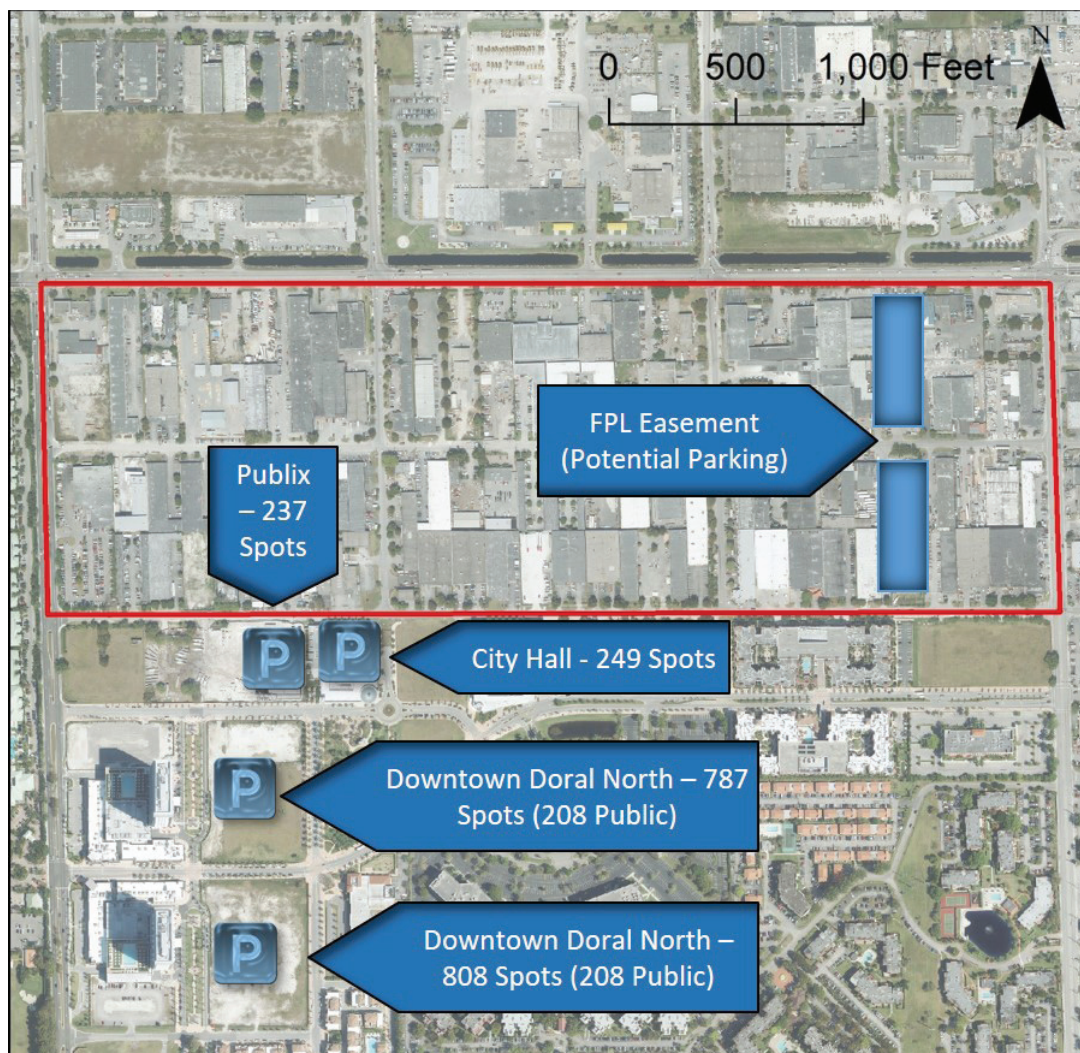
- **Parking requirement reductions** – evaluate the option of allowing reduced off-street parking requirements for developments, such as the reduction allowed in the Doral Design District which is 70% of the required minimum off-street parking spaces for cars in the code (note that the required amount of bicycle parking remains unchanged). Remote parking, such as those strategies discussed below, may provide a way of meeting these off-street parking requirements.
- **Off-site/off-street parking alternatives** – identify a location for a parking garage to serve the Study Area. Create a parking trust fund mechanism and adopt an in-lieu fee as an alternative to the provision of on-site parking to fund the development of the garage. See the separate Assessment Memo document for more details on parking trust funds and in-lieu fees used in the Hialeah Market District and Wynwood.
- **Shared parking** – evaluate options for shared parking for uses operating at different times of day/night; Map 2-5 shows existing parking garages, lots, and spaces (including the Florida Power & Light easement area) whose owners should be approached to identify shared parking opportunities.
- **Coordination with shuttling, transit, micromobility (e.g., dockless scooters, shared bikes), etc.** – planning and implementation of all these parking strategies should take into consideration available or potential future shuttle, transit, and micromobility (Figure 2-18) options that might facilitate remote and/or shared parking options or replacement of car trips. For example, increased use of shuttling may increase demand for curb and loading/unloading space; use of dockless scooters may affect need for sidewalk and/or roadway lane space and buffers.
- **Parking enforcement** – ensure parking enforcement in the Study Area to address current parking in the unmarked right-of-way and parking for extended periods of time.

See Figure 2-19 illustrating potential configuration of parking and parking alternative recommendations alongside recommendations from the urban design section.

Evaluate options for a shuttle (e.g., Freebee) to serve the Study Area and surroundings, including marketing efforts to highlight connections to transit and remote parking. Note that in March, City Council approved an agreement for a six-month pilot program with Freebee in Downtown Doral.

All improvements should accommodate potential retrofits for micromobility options that may come online in the future.

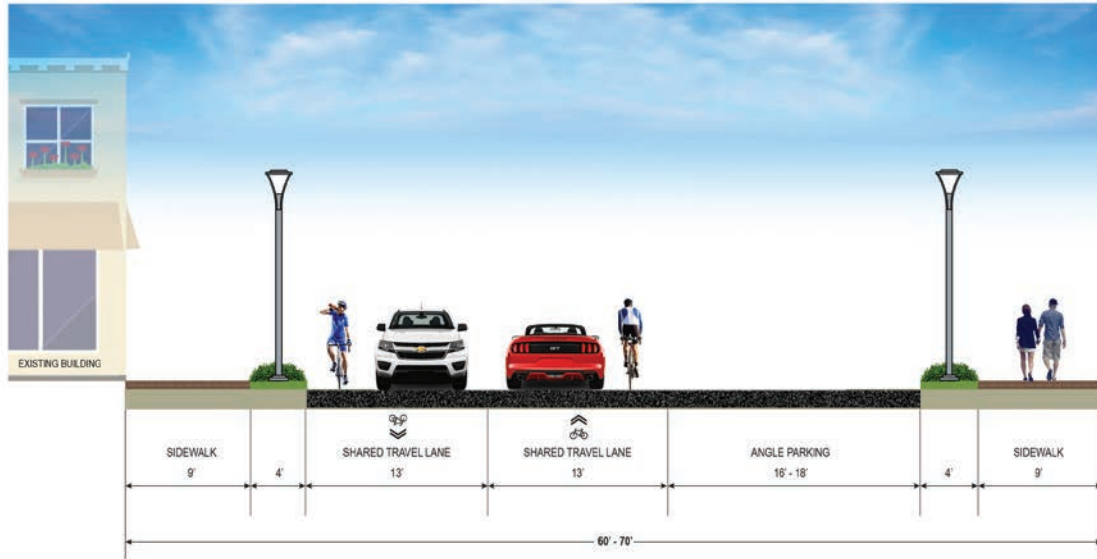
These considerations are evolving along with the technology becoming available and may affect use of transportation infrastructure (e.g., sidewalks and bike lanes), amount of on-street parking needed, ease of access to remote parking and transit, etc. For example, Fort Lauderdale authorizes use and parking of dockless scooters on the sidewalks, with certain stipulations (see the City's website and enabling ordinance C-18-16).



Map 2-5: Potential Shared Parking Opportunities.



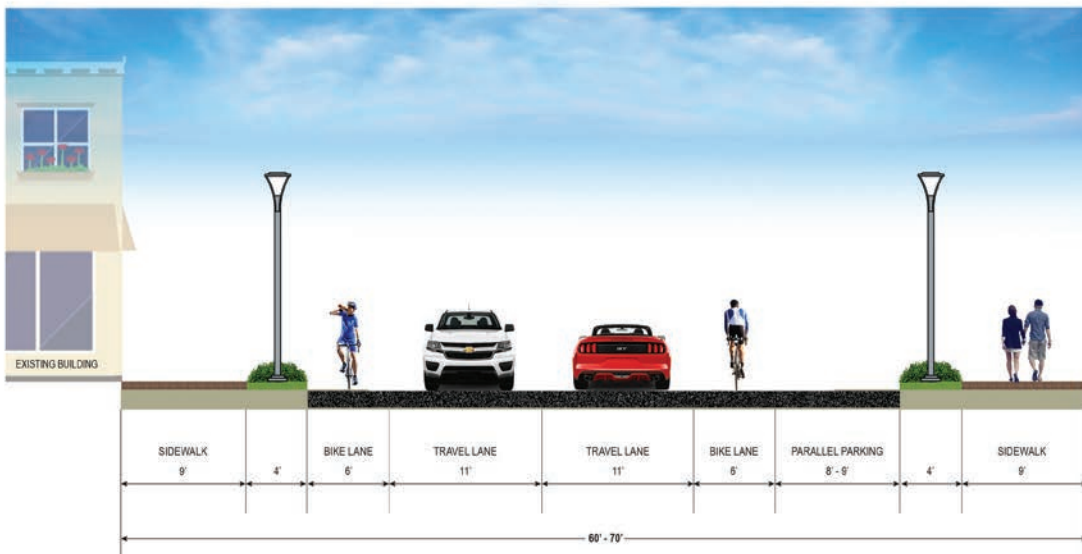
Figure 2-18: Example of Micromobility – Bird Scooters and Doral Bikeshare. Source: Tindale Oliver; City of Doral - www.cityofdoral.com/news/doral-partners-with-spin-to-launch-citys-first-stationless-smart-bikeshare-system/



NW 56th Street - Angle Parking
05/31/19

* Right of way width is approximate and proposed dimensions are meant as guidance. Final roadway design may require modifications to the cross section.

Tindale  **Oliver**

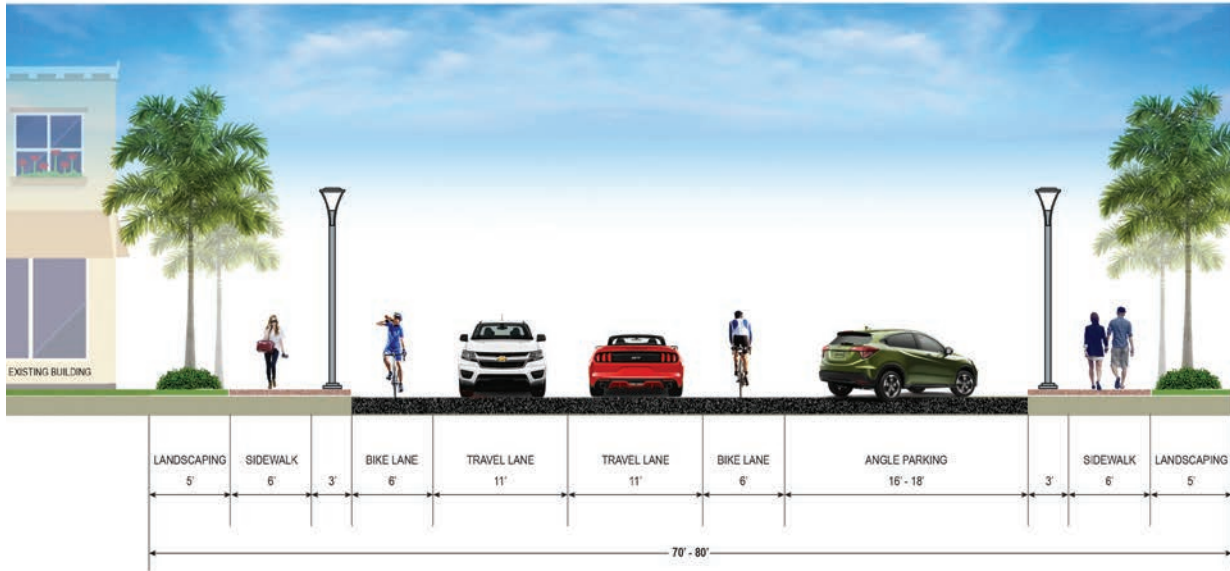


NW 56th Street - Parallel Parking
05/31/19

* Right of way width is approximate and proposed dimensions are meant as guidance. Final roadway design may require modifications to the cross section.

Tindale  **Oliver**

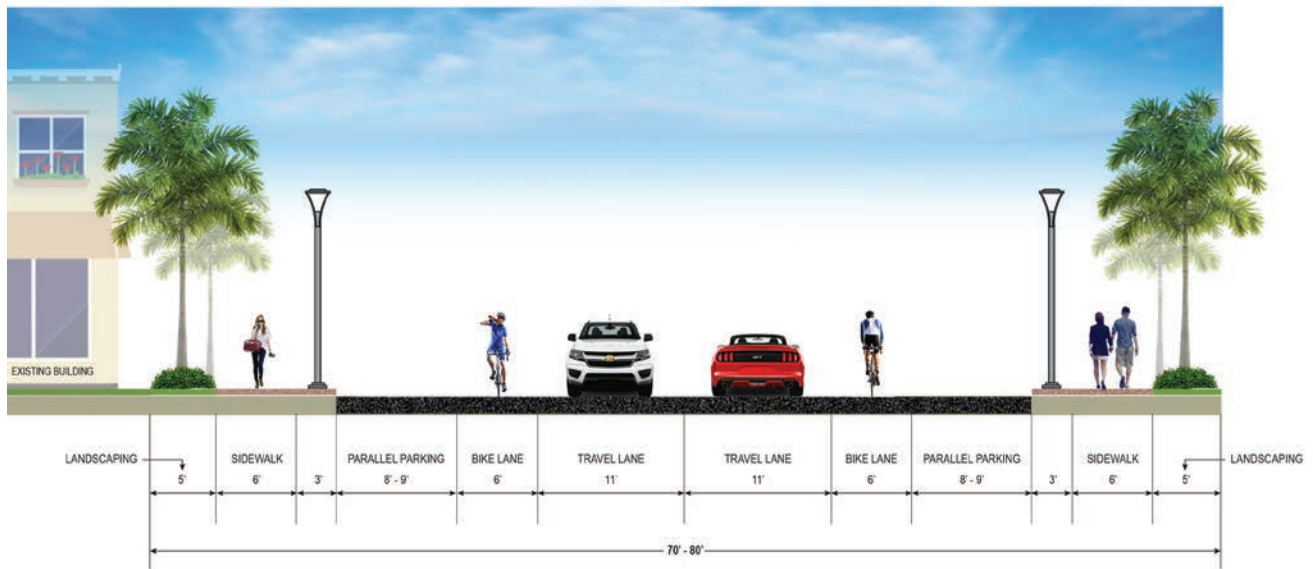
Figure 2-19: Proposed Street Sections. **Note:** These sections are meant as general design guidance; changes may be required upon more detailed design and engineering evaluations.



NW 84th Avenue, NW 82nd Avenue - Angle Parking
05/31/19

* Right of way width is approximate and proposed dimensions are meant as guidance. Final roadway design may require modifications to the cross section.

Tindale Oliver



NW 84th Avenue, NW 82nd Avenue - Parallel Parking
05/31/19

* Right of way width is approximate and proposed dimensions are meant as guidance. Final roadway design may require modifications to the cross section.

Tindale Oliver

Figure 2-19: Proposed Street Sections (Continued). **Note:** These sections are meant as general design guidance; changes may be required upon more detailed design and engineering evaluations.

2.4 ECONOMIC DEVELOPMENT

RELATED ASSESSMENT MEMO TAKEAWAYS

- There are still several industrial-oriented uses (primarily distribution and heavy commercial) active in the Study Area, and stakeholder discussions indicated that demand for these uses remains strong. Additionally, workers in these fields primarily have lower wages (62% make less than \$40,000), although this percentage is still in alignment with the city overall (63%). Relocation assistance can help transition these uses and workers to similar activities in other locations in the city and region, such as southeastern Doral.
- Evaluate and modify existing development incentives and programs, based on the review of the following regulations, plans, and programs, in support of the vision developed for the Plan:
 - Green building incentives in the Land Development Code
 - Green Master Plan (2008)
 - Low Impact Development Master Plan (2016)
 - Doral Façade Improvement Grant Program
- Wynwood provides an example of a public benefit program tied to incentives, and Miami-Dade County provides an example of a targeted business incentive fund.

RECOMMENDATIONS

Provide and promote existing relocation guidance/assistance for existing industrial uses to move to other industrial areas of the city.

This effort may be coordinated through the Business Improvement District discussed in Section 2.5. Approaches to consider include:

- Promote the Miami-Dade Beacon Council inventory of vacant industrial lots in the City to industrial uses interested in re-location.
- Provide referrals between companies looking to relocate and owners of vacant lots; provide referrals between displaced industrial workers from the Study Area and industrial companies seeking to hire in the City.

Establish targeted business funding and/or incentives for the Study Area, with a focus on small, local, and/or innovative businesses.

Establish eligibility guidelines that may include the following considerations: targeted industries based on desired uses in the Study Area (e.g., creative or arts-oriented endeavors), small size, adherence to living wage

standards, local designation, innovative business concept, etc. Standards may also be established to guide how the money is used; expenditure types may include: interior capital improvements (those that will not move if the tenant or property owner relocate), relocation costs, structure demolition/site cleanup, marketing support, insurance, technical assistance, training, professional services for business development, etc.

Expand the façade improvement grant program to apply to general desired public realm improvements.

The grant program currently reimburses up to 50% of costs, with a \$10,000 cap per property, for façade improvements. Update the program criteria to include public realm and streetscape improvements above and beyond baseline improvements, which may relate to topics and improvements listed below mentioned in the 2008 Green Master Plan and 2016 Low Impact Development Master Plan (see Figures 2-20, 2-21, and 2-22 for examples). Note that these topics and improvements are suggestions for further vetting by City staff, and code adjustments may be needed to allow for these options. Additionally, maintenance would be the responsibility of the property owner, assured through a tool such as a maintenance agreement. Include general guidelines for these improvements in the program description.

- Bioretention Basins or Rain Gardens
- Tree plantings, Tree Box Filters or Infiltration Planters
- Vegetated Swales
- Filter Strips or Vegetated Buffers
- Infiltration Trench
- Exfiltration Trench or French Drains
- Green Roofs/“Cool” Roofs/Rain Barrels or Cisterns
- Permeable Pavement
- Detention Ponds
- Parking Chambers (for stormwater)
- Resource-efficient fixtures (e.g., LED lights)
- Urban garden
- Bike parking/infrastructure
- Public art
- Solar energy infrastructure
- Native landscaping
- Shade structures
- Street furniture
- Outdoor dining amenities



Figure 2-20: Vegetated Swale. Source: Google Maps (1401 E Scott Street, Tampa)



Figure 2-22: Outdoor Dining. Source: www.columbiarestaurant.com/Menus-By-Location/Locations/Tampa-Bay-History-Center

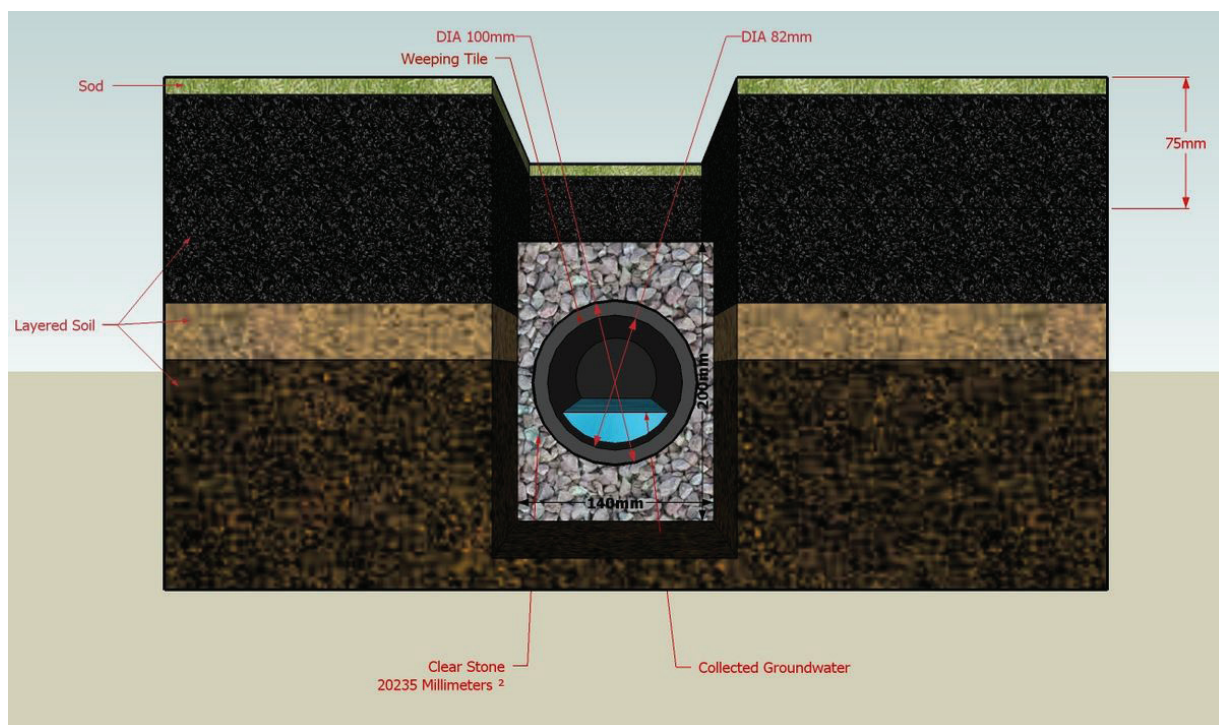


Figure 2-21: French drain. Source: Wikimedia Commons - www.commonswikimedia.org/wiki/File:French_drain_diagram.jpg

2.5 ORGANIZATIONAL STRUCTURES

RELATED ASSESSMENT MEMO TAKEAWAYS

- Associations and funding mechanisms, an example of which are a Business Improvement District (BID, see Figure 2-23), could help oversee and fund the implementation of the vision and land use transition. Committees can be tailored to specific aims of the area, such as design review. Wynwood and the EDGE District in St. Petersburg provide example of BID-driven redevelopment.
- Stakeholder discussions indicated a need to more clearly establish an identity, including a name.

RECOMMENDATIONS

Encourage formation of a BID to help implement improvements in the Study Area and provide additional funding for improvements.

See case studies in the Assessment Memo in Section 4.1 for more information. The BID may help administer the following:

- A design review board or committee for the Study Area as part of the broader area association.
- A branding, marketing, and communication strategy to establish a name and identity for the association and Study Area.
- Relocation assistance initiatives (see Section 2.4)

WHAT IS A BUSINESS IMPROVEMENT DISTRICT (BID)?

A BID establishes a geographically defined area where a special assessment is charged to property owners in the district to provide special services, programs, and/or improvements within the district above and beyond what the local government provides. It typically has an entity that oversees the district and implementation of initiatives and projects, such as a non-profit organization with a Board of Directors and committees.

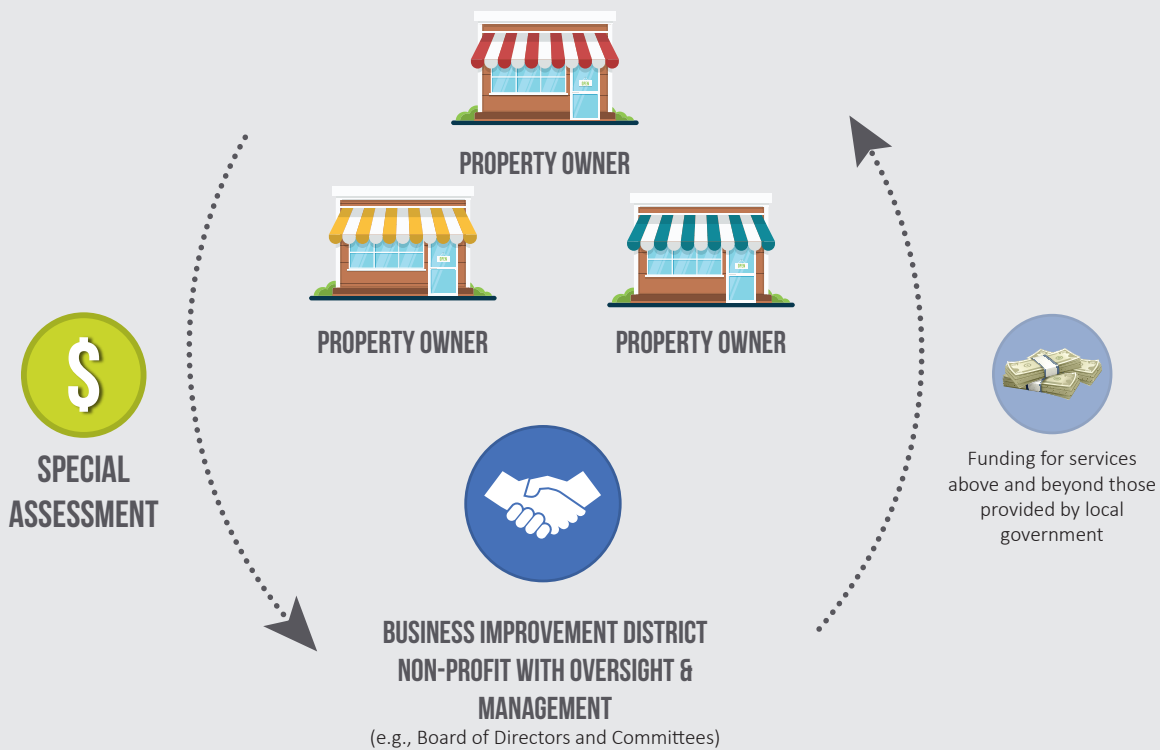


Figure 2-23: Business Improvement District



3.0 PROJECT PLANNING AND FUNDING STRATEGIES

This section proposes capital and non-capital projects and initiatives to implement the recommendations from Section 2.0, along with a suggested timeframe and funding source options.

Note that these projects and initiatives are recommendations that require further evaluation and approval prior to implementation.

3.1 CAPITAL & NON-CAPITAL PLAN

Figures 3-1 and 3-2 show capital and non-capital projects and programs recommended to implement the Adaptive Reuse Plan. More details on each project and program can be found in the associated referenced Plan sections. Total capital costs are estimated at \$31.2 million and total non-capital at \$1.9 million, for an overall total of \$33.1 million. Figure 3-3 indicates that most of the costs are suggested for long-term programming (between year 6 and year 15 of plan implementation). Figure 3-4 indicates that the majority of costs are capital costs (94%), with most costs

associated with transportation, connectivity, and walkability improvements (81% compared to other project types; see Figure 3-5).

Capital Expenditures				
Transportation, Connectivity & Walkability				
Project	Reference Section	Total	Short-Term (1-5 Years)	Long Term (6-15+ Years)
Complete Street on NW 56th Street	2.2 Urban Design and 2.3 Transportation & Connectivity	\$4,607,441	\$0	\$4,607,441
Complete Street on NW 82nd Avenue	2.2 Urban Design and 2.3 Transportation & Connectivity	\$1,498,067	\$0	\$1,498,067
Sidewalk, Landscaping, Lighting - North Side of NW 54th St	2.2 Urban Design and 2.3 Transportation & Connectivity	\$2,100,961	\$0	\$2,100,961
Complete Street on NW 84th Avenue	2.2 Urban Design and 2.3 Transportation & Connectivity	\$1,302,667	\$1,302,667	\$0
Bicycle Parking	2.3 Transportation & Connectivity	\$2,200	\$2,200	\$0
Intersection Improvements - NW 54th Street and NW 84th Avenue	2.3 Transportation & Connectivity	\$354,000	\$354,000	\$0
Enhance Transit Stops	2.3 Transportation & Connectivity	\$16,000	\$16,000	\$0
North/South Trail Connection between NW 53rd St and NW 56th St	2.3 Transportation & Connectivity	\$133,160	\$0	\$133,160
Land Acquisition for Parking Garage	2.3 Transportation & Connectivity	\$2,644,074	\$2,644,074	\$0
Parking Garage Structure - 650 Spaces	2.3 Transportation & Connectivity	\$14,230,158	\$0	\$14,230,158
Total		\$26,888,727	\$4,318,941	\$22,569,786

Figure 3-1: Capital Projects

Infrastructure & Technology				
Project	Reference Section	Total	Short-Term (1-5 Years)	Long Term (6-15+ Years)
Underground Utilities on NW 54th Street	2.2 Urban Design	\$850,739	\$0	\$850,739
Underground Utilities on NW 56th Street	2.2 Urban Design	\$850,739	\$0	\$850,739
Underground Utilities on NW 82nd Avenue	2.2 Urban Design	\$276,610	\$0	\$276,610
Underground Utilities on NW 84th Avenue	2.2 Urban Design	\$517,140	\$240,530	\$276,610
Stormwater & Green Infrastructure Enhancements	2.2 Urban Design	\$1,725,000	\$0	\$1,725,000
Total		\$4,220,227	\$240,530	\$3,979,697

Branding & Identity				
Project	Reference Section	Total	Short-Term (1-5 Years)	Long Term (6-15+ Years)
Redesign and Construct Gateway Elements	2.2 Urban Design	\$75,000	\$75,000	\$0
Place Directional Signage at Key Locations	2.2 Urban Design	\$28,000	\$28,000	\$0
Total		\$103,000	\$103,000	\$0

Project	Total	Short-Term (1-5 Years)	Long Term (6-15+ Years)
Overall Capital Cost Total	\$31,211,954	\$4,662,472	\$26,549,483
Overall Non-Capital Cost Total	\$1,925,000	\$750,000	\$1,175,000
Grand Total	\$33,136,954	\$5,412,472	\$27,724,483

Figure 3-1: Capital Projects (Continued)

Non-Capital Expenditures (Studies, Plans, Other)				
Operations & Studies				
Project	Reference Section	Total	Short-Term (1-5 Years)	Long Term (6-15+ Years)
Land Development Code Updates- based on recommendations from Adaptive Reuse Plan	2.1 Land Use 2.2 Urban Design 2.3 Transportation & Connectivity 2.5 Organizational Structures	\$125,000	\$100,000	\$25,000
Marketing, Branding and Communication Strategy – website update, e-blast templates, marketing materials, etc.	2.5 Organizational Structures	\$175,000	\$75,000	\$100,000
Vision Plan - for potential annexation area currently in Miami-Dade County north of Study Area	2.1 Land Use	\$50,000	\$50,000	\$0
Grants & Programs				
Project	Reference Section	Total	Short-Term (1-5 Years)	Long Term (6-15+ Years)
Façade & Public Realm Improvement Grant	2.4 Economic Development	\$450,000	\$150,000	\$300,000
Targeted Business Fund – funding for economic development incentives focusing on small, local and/or innovative businesses	2.4 Economic Development	\$1,125,000	\$375,000	\$750,000
Total		\$1,925,000	\$750,000	\$1,175,000

Figure 3-2: Non-Capital Projects and Programs

SHORT-TERM AND LONG-TERM COSTS

■ Short-Term

■ Long-Term

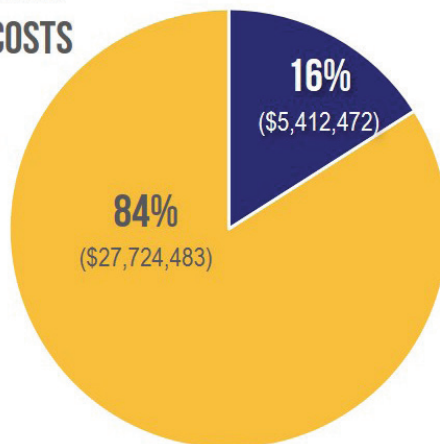


Figure 3-3: Short-Term & Long-Term Costs

CAPITAL AND NON-CAPITAL COSTS

■ Non-Capital

■ Capital

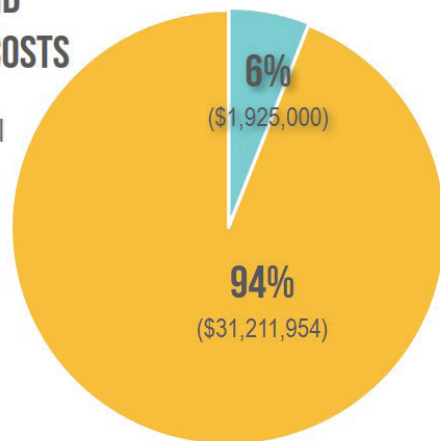


Figure 3-4: Capital & Non-Capital Costs

PROJECT COSTS BY TYPE

■ Transportation, Connectivity & Walkability

■ Infrastructure & Technology

■ Branding & Identity

■ Operations & Studies

■ Grants & Programs

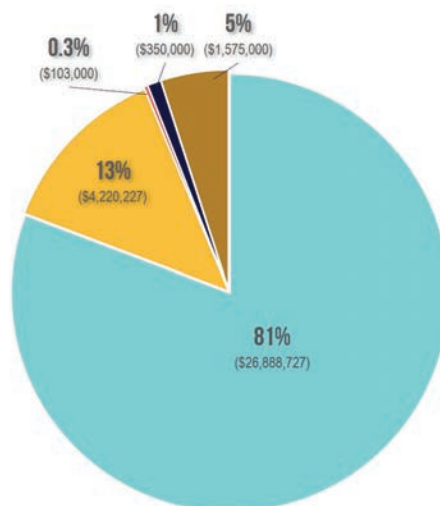


Figure 3-5: Project Costs by Type

3.2 FUNDING STRATEGIES

Aside from exploring options to program certain improvements through the City's typical capital improvement planning process and operational budgeting, the City and stakeholders will also likely need to rely on other processes and funding tools to implement projects and initiatives. These efforts may include necessary preliminary improvements, such as any brownfield remediation. Figure 3-6 describes potential funding sources or tools to explore further for Study Area improvements.

List/Description of Potential Funding Sources	
Fund	Description
General Fund	Used to account for all financial resources except those required to be accounted for in another fund; the major operating fund of the City of Doral but also can be used for capital costs as well
State Brownfield Program Incentives	Administered locally by Miami-Dade County, allows for Brownfield Site Rehabilitation Agreements (BSRAs) with accompanying eligibility for benefits and cleanup incentives. Miami-Dade County's website highlights some of the program benefits, including the State-sponsored Voluntary Cleanup Tax Credit (VCTC), "... cleanup liability protection for lenders and developers, application of Risk-Based Corrective Action principles to site rehabilitation ... and a streamlined and expedited development, permitting and technical review process." According to the Miami-Dade County Brownfields Program 2018 Annual Report, the county had more than 30 sites with executed BSRAs. The BSRAs executed in the Wynwood District and their related documentation, including applications for VCTCs, can provide a guide for taking advantage of the state brownfield program in the Study Area.
Special Assessment District Funds (e.g., BID)	Option undertaken by property owners in the area to agree to pay additional taxes for area improvements (see potential revenue estimate if this option is adopted in Figure 3-7).
Impact Fees	Relate to parks and recreation, law enforcement, and roadway improvements (roadway improvements eligible for funds include those from City's Capital Improvement Plan, Transportation Master Plan, and unfunded projects list from Miami-Dade MPO's adopted LRTP); note that the City's impact fees are currently under evaluation for potential amendments.
Stormwater Utility	Fees on developed property to be used to plan, control, operate, and maintain the city's stormwater management system
In-Lieu Parking Fee and Parking Trust Fund	As discussed in section 2.3, an in-lieu parking fee may be offered as an alternative to providing required parking spaces to support development of a parking garage for the Study Area. Fees are collected in a parking trust fund. See case studies in the Assessment Memo document for more details.
Private Development	As part of code requirements, negotiated development agreements, and/or incentive and grant programs, private development may provide certain amenities as part of individual projects.

Figure 3-6: List/description of potential funding sources

Figure 3-7 provides a potential revenue estimate through 2040 based on a scenario in which the Study Area became a BID special assessment district in 2019, with revenue collection beginning in 2020 (note that revenue collected in a year is based on the prior year's taxable value). The estimated amount of revenue through 2040 is nearly \$6 million, approximately 18% of the total capital and non-capital costs presented in Section 3.1. The estimate assumes:

- a 1.1 millage rate similar to other special service districts
- a tax value growth rate of 4.5% based on a more conservative assumption than the average annual tax value growth rate between 2005 and 2018 (6%)
- \$1 of revenue for every \$1,000 of taxable value

Projected BID Revenue Estimate		
Year	Adaptive Reuse Area Taxable Value	Projected BID Revenue
2019	\$ 176,183,625	-
2020	\$ 184,111,888	\$176,184
2021	\$ 192,396,923	\$184,112
2022	\$ 201,054,784	\$192,397
2023	\$ 210,102,250	\$201,055
2024	\$ 219,556,851	\$210,102
2025	\$ 229,436,909	\$219,557
2026	\$ 239,761,570	\$229,437
2027	\$ 250,550,841	\$239,762
2028	\$ 261,825,628	\$250,551
2029	\$ 273,607,782	\$261,826
2030	\$ 285,920,132	\$273,608
2031	\$ 298,786,538	\$285,920
2032	\$ 312,231,932	\$298,787
2033	\$ 326,282,369	\$312,232
2034	\$ 340,965,076	\$326,282
2035	\$ 356,308,504	\$340,965
2036	\$ 372,342,387	\$356,309
2037	\$ 389,097,794	\$372,342
2038	\$ 406,607,195	\$389,098
2039	\$ 424,904,519	\$406,607
2040	-	\$424,905
Total		\$5,952,035

Figure 3-7: Projected BID Revenue Estimate. Source: taxable value sourced from Florida Department of Revenue, 2018

Note: assumes 1.1 millage rate, tax value growth rate of 4.5%, and \$1 of revenue per \$1,000 of taxable value; collected revenue for each year is based on the prior year's taxable value.

3.3 CONCLUSION

This Plan provided an initial step in identifying recommendations for supporting adaptive reuse and redevelopment in the Study Area. Next steps include further vetting, approval, and implementation of the capital and non-capital improvements and association efforts. These steps, along with the continued engagement of stakeholders, can help achieve the vision for the Study Area.



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