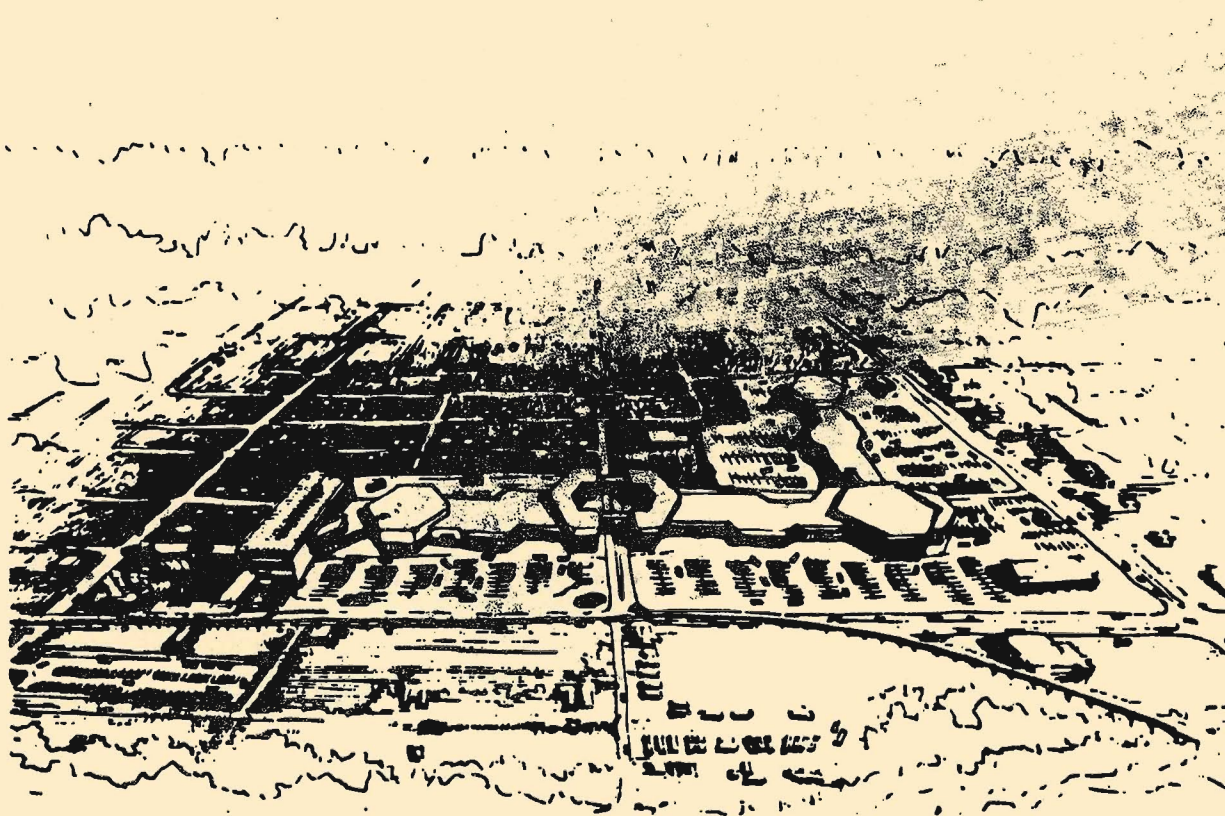


F E A S I B I L I T Y S T U D Y

NORTHSIDE INTERMODAL TERMINAL



PREPARED BY: METRO-DADE TRANSPORTATION ADMINISTRATION
PLANNING DIVISION FEBRUARY, 1986

FEASIBILITY STUDY:

NORTHSIDE

INTERMODAL

TERMINAL:

Prepared by: Metro-Dade Transportation Administration:
Planning Division, February, 1986

NORTHSIDE INTERMODAL TERMINAL FEASIBILITY STUDY:

EXECUTIVE SUMMARY

PROJECT SUMMARY

This report recommends construction of an intermodal transportation facility with integrated parking structure at the Northside METRORAIL Station.

The proposed terminal will be able to accommodate major METROBUS operations, with provisions for bus layovers, operator waiting areas, and passenger waiting and information facilities. The parking facility should have a minimum of 450 spaces to help accommodate the anticipated 1990 demand (approximately 750 vehicles) at the Station.

The study recommends construction of the parking facility and terminal as a single structure on land presently occupied by the 79th Street Mall - Pantry Pride supermarket. A pedestrian overpass would connect the Station mezzanine and the parking structure. This approach offers the best possible integration of all transportation modes.

Property remaining after terminal/garage construction could be offered by the County for joint development as an incentive to potential Black developers. The selected developer would then be expected to construct a major retail facility that would eventually incorporate the existing Northside Shopping Center.

HISTORICAL BACKGROUND

A bus terminal in the Northside area was first proposed in 1978, while METRORAIL was still under construction. Initial proposals assumed the extension of METRORAIL north on NW 27th Avenue. The proposals had a new station facing Northside Shopping Center, with bus terminal on the Center parking lot.

The Urban Mass Transportation Administration suggested proposals for terminal development be based upon METRORAIL, Stage-I, recognizing that the NW 27th Avenue corridor is not the top priority for future system expansion.

Dade County and the Urban Mass Transportation Administration agreed upon a detailed feasibility study of the potential for an intermodal terminal at Northside Station as a preliminary requirement to project initiation. This Report presents the conclusions and recommendations of that study.

NORTHSIDE TERMINAL AND NETWORK '86

A systemwide revision of METROBUS route alignments and schedules was initiated in 1985. This plan, popularly known as "Network '86," focussed bus services at major activity points and key transportation centers, including METRORAIL stations.

The conceptual plan for Network '86 includes major transfer facilities. Selected sites were designated as "subregional" and "regional" terminals. "Subregional" terminals (such as 163rd Street Mall) link area bus routes; "regional" terminals act as multimodal transportation centers linking METRORAIL, METROBUS, and other transportation services at a focal point for that part of the County. The County Commission formally endorsed this approach in November, 1985 when it adopted the Network '86 system design.

Northside Station is one of three regional terminals in the Network '86 concept plan. The intermodal terminal proposal is thus consistent with County transportation system planning policy as well as the requirements of the Urban Mass Transportation Administration.

NORTHSIDE INTERMODAL TERMINAL: NEEDS ANALYSIS

Technical and socio-economic justifications for a major intermodal transportation terminal at Northside METRORAIL station (NW 79th Street and NW 31st Avenue) are substantiated by projections of future levels of bus service for the area, and the anticipated growth (an estimated 400% increase by 1990) in METRORAIL patronage.

1990 weekday boardings at Northside are expected to equal current weekday boardings at Dadeland South, the second most active METRORAIL station. Current Northside patronage ranks third among METRORAIL's north line stations.

METROBUS routes serving the Northside Station area have a history of consistently high ridership. Transfer counts identify Northside as a key transfer point; over 30% of the total transfers on all four routes take place in the Northside area. This pattern will increase with Network '86 implementation as Northside becomes a junction between east-west and north-south bus service on two major County arterial corridors.

Rail-to-bus transfers increased steadily over the six-month study period. This pattern will continue with Network '86 realignment, particularly as routes serving the Miami CBD are restructured.

Current traffic volumes on both NW 27th Avenue and NW 79th Street show "extremely congested" peak-hour levels. An "intercept" parking facility with easy transfer to an alternate mode of transportation will therefore present an attractive option to the driver.

FEASIBILITY ANALYSIS

The proposed facility incorporates bus terminal and intercept garage within a unified structure on the property now occupied by the 79th Street Mall - Pantry Pride supermarket. The site faces the station mezzanine so a pedestrian overpass could link station and terminal. Use of this site would require acquisition of the 79th Street Mall and subsequent tenant relocation.

Three other sites analyzed were found unsatisfactory due to the distance from the Station, turning problems for buses, and concerns for passenger security. Other sites in the preliminary analysis lacked future expansion potential or limited joint development opportunities.

JOINT DEVELOPMENT AT NORTHSIDE

The study recommends initiation of a major County effort to promote development of a major regional retail center, using land remaining from terminal development as an incentive to attract potential developers for the initial phase of the project. Promotion of economic development in the immediate community is a key side benefit sought by the proposal.

Three phases comprise the joint development project proposal, starting with development of the property remaining after construction of the terminal; later expanding to the existing Northside Shopping Center property. The agreement would require that success of the first phase commit the developer to the proposed future expansion.

The study proposes active solicitation of investment and participation by nationally recognized major Black corporations by the County. These firms would take the lead in the future development effort. Involvement of recognized and experienced private sector Black firms in the joint development effort enhances the project attractiveness to major banks and retailers. Participation of recognized corporate entities with established reputations significantly increases project potential.

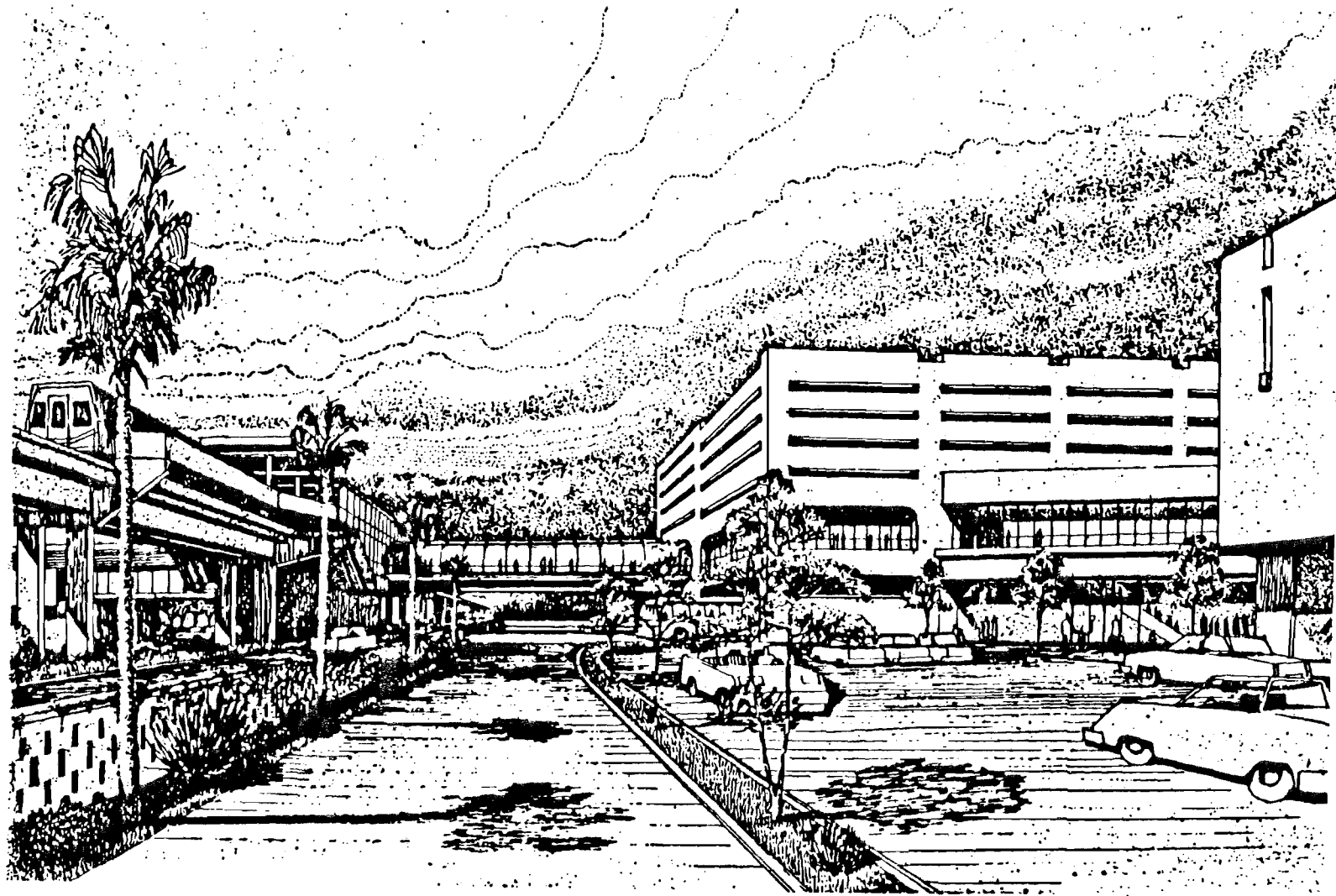
PUBLIC SECTOR ROLE IN THE JOINT DEVELOPMENT PROCESS

The County should take a major role in promoting this effort by insuring loans to the developer and providing such incentives as tax exemptions on the property, special zoning exemptions and assistance, and assistance in land acquisition for expansion.

The County would also assist in recruiting potential retail tenants for the new development, particularly anchor stores and major chains. This approach represents a new phase in the promotion of economic activity in the Black community, emphasizing Black ownership and management of a major retail center in lieu of small business development.

ANTICIPATED BENEFITS OF THE JOINT DEVELOPMENT PROPOSAL

The recommended approach benefits both the County economy and the transportation system. Major retail development at Northside could increase projected weekday transit ridership by 5,000 daily trips. Job opportunities would range from retail franchise management to sales clerk and summer jobs. The proposal offers gives the County a unique opportunity to offer major incentives to attract new Black firms and professionals who will contribute to the community. Lastly, successful development would be a powerful incentive for further development and investment in the area.



Acknowledgements

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| | |
|-----------------------------------|---------------------------------|
| Planning Director: | C. William Ockert |
| Project Manager/Author: | Melvin L. Mitchell |
| Proposal Design Graphics: | Kiyoshi Mano |
| Data Collection, Tables & Graphs: | Anthony Madison/Letitia Cianci |
| Computer Analysis: | Timothy Eason |
| Transit Service Projections: | Robert Pearsall/Arnoux Duverger |
| Document Preparation: | Cindy Vandenbosche |
| Photography: | Roger Doucha/Dan Cowan |

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NORTHSIDE INTERMODAL TERMINAL: FEASIBILITY STUDY

INTRODUCTION

This study examines the technical feasibility of an intermodal transportation terminal for the Northside METRORAIL Station. A detailed analysis of current public transit patronage patterns has been conducted along with an evaluation of private automobile traffic on the major arterial streets surrounding Northside Station.

Accompanying the evaluation of current and future travel patterns is an assessment of the service area that would benefit from the proposed terminal. This includes a review of current socioeconomic conditions in the community surrounding Northside Station.

Detailed evaluation of possible terminal locations, including the initial site proposed, produced a series of recommendations for final selection based upon selected transportation criteria.

The final section of this Study concerns the manner in which the terminal can assist in the effort to improve overall economic conditions in the surrounding community. Although this issue is not directly concerned with an evaluation of a transit terminal site location, it has been included to demonstrate one possible manner in which this project can help achieve those objectives.

I. BACKGROUND

A. Station Location

The METRORAIL station at Northside is located on NW 79th Street between NW 30th and 32nd Avenues. The station is approximately 1/2 mile from the intersection of NW 79th Street and NW 27th Avenue, two of the principal arterial streets in north central Dade County. The station opened in May, 1985. It has been one of the more active stations on the North Leg of the METRORAIL Stage I system.

B. Service Area Description

The immediate service area¹ for Northside Station consists of eight traffic analysis zones ("TAZ") around the intersections of NW 79th Street and NW 27th and 32nd Avenues. An estimated total population of 9,800 persons live in these zones. The Census also found about 4,200 jobs in these zones, along with an estimated 960 households that do not own automobiles.²

¹The term "immediate service area" is used to define the eight traffic analysis zones ("TAZ's") adjacent to Northside Station and the intersection of NW 27th Avenue and NW 79th Street. It should not be confused with the "area of influence," which is a general service area whose population may reasonably be expected to utilize the Station and/or the development.

²Data from MDTA and FDOT traffic analysis zone socioeconomic statistics. Events in the service area (particularly the closing of the Sears store in the Northside Shopping Center and the riots of 1980) have probably altered these statistics.

II. NEEDS JUSTIFICATION

Transportation patterns observed at Northside Station over the six-month study period (May-October, 1985) provide clear evidence of the need for an intermodal transportation terminal. Current transportation services and travel patterns indicate that the location has a high interface of inter- and intra-modal transportation trips. These patterns are detailed in the following section of this Report.

A. Current Transportation Services

1. Transit Services: METROBUS

Bus service in the Northside area consists of four METROBUS routes; two operating north along NW 27th Avenue (#15 and #21); one operating north on NW 32nd Avenue (#32), and one route operating east on NW 79th Street (L). Peak-hour service on the NW 27th Avenue corridor routes is high, with a combined headway of approximately 10 minutes. Service on the L Route (which operates as an east-west crosstown and serves Miami Beach) has peak-hour headways of less than 10 minutes. Thus, Northside acts as a key meeting point for METROBUS service in the north central part of Dade County.

2. Transit Service: METRORAIL

The Northside area is directly served by METRORAIL. Peak-hour service on METRORAIL operates on six-minute headways; midday

headways are fifteen minutes. METRORAIL currently operates during the hours of 6:00AM and 8:00PM, with special hours added for major events such as football games and cultural activities.

3. Automobile Circulation

Northside Station is located near the intersection of two of Dade County's principal arterial streets. NW 79th Street is a key four-lane east-west corridor, providing access to Interstate 95, Hialeah, and Miami Beach via the 79th Street Causeway. NW 27th Avenue, a six-lane arterial with on-street parking, extends from Coconut Grove in the south to the County Line near Calder Racetrack, and links up with the Sunshine Parkway (State Route 9) and the Florida Turnpike.

B. Current Travel Patterns

1. Transit Ridership - Rail

METRORAIL boardings at Northside Station have been monitored on a daily basis since the station began revenue operation on May 19, 1985. Patronage has increased over the six-month study period, currently averaging over 600 daily weekday boardings. This patronage trend is summarized below. Detailed daily patronage figures for Northside can be found in Appendix Table I-2.

METRORAIL BOARDINGS AT NORTHSIDE STATION:

(Average Weekday Ridership: May-Oct., 1985)

| <u>MONTH</u> | <u>DAY</u> | | | | | | | <u>DAILY AVERAGE</u> (by month) |
|--------------|------------|-----|-----|-----|-----|-----|-----|------------------------------------|
| | Sun | Mon | Tue | Wed | Thu | Fri | Sat | |
| May (*) | 444 | 465 | 450 | 455 | 487 | 522 | 488 | 474 |
| June | 513 | 555 | 548 | 532 | 564 | 703 | 655 | 602 |
| July | 488 | 667 | 621 | 652 | 640 | 701 | 653 | 633 |
| August | 395 | 754 | 598 | 680 | 684 | 740 | 696 | 781 |
| September | 352 | 629 | 626 | 553 | 666 | 659 | 626 | 581 |
| October | 367 | 664 | 546 | 585 | 550 | 719 | 547 | 566 |

(*) - 12 Days of Revenue Service in May, 1985

2. Transit Ridership - Bus

The METROBUS routes serving the Northside Station area have displayed consistently high levels of ridership, with a total of over 34,000 daily weekday boardings estimated for all four routes combined.

Boardings for route segments immediately surrounding Northside were surveyed in June of 1985. Results of the survey showed that nearly 10,000 passengers (nearly 30% of the total ridership for the four routes) boarded in the segments around Northside Station. This boarding pattern is indicative of the high level of transit demand in the station service area.

Appendix Table I-1 provides a detailed breakdown of boarding patterns for each route and branch that currently serves Northside and provides an indication of the demand in the segments around Northside as compared to the total ridership for the routes.

Transfers between METROBUS and METRORAIL at Northside Station have steadily increased. In the first six months of revenue service (May-October, 1985) bus-to-rail transfers increased at an average rate of 3100 transfers per month. This trend is indicative of public recognition of the Station as a key transfer point between modes. Appendix Table I-5 shows the steady growth in bus-rail passenger interface observed at Northside Station.

Transfer patterns observed among the METROBUS routes serving the Northside Station also identify the Northside location as a major transit interface, with over 75% of the total transfers for the four routes taking place in the segments located around the Station. Transfers between routes were analyzed on a segment basis. Data for each route serving Northside was collected to determine the transfer patterns between routes. Appendix Table I-5 provides a detailed breakdown of the transfer pattern between individual routes as observed in the Network '86 On-board Survey of July, 1985.

From the transit patterns described above it is clear that Northside currently serves as a key interface for inter- and intramodal transit trips. This trend will expand with continued growth in METRORAIL patronage. The Network '86 changes in METROBUS route alignments and headways will also increase Northside's role as a major transit center. Current and future transit patterns justify consideration of a major

intermodal transportation facility at Northside Station. Such a facility will be a significant benefit to the integrated transportation system and provide a focal point for transit interface in the future.

3. Automobile Patterns & Parking Utilization

Traffic volumes on both NW 27th Avenue and NW 79th Street are high, with peak-hour levels on NW 27th Avenue exceeding 1,000 vehicles per hour in the peak direction. Peak traffic volumes for NW 79th Street show a significant difference when comparing AM and PM peak volumes, with the highest volume occurring in the PM peak. Volumes on both NW 79th Street and NW 27th Avenue reach "extremely congested" states (Level of Service "F") in peak hours. Volumes at the intersection of NW 27th Avenue and NW 79th Street are shown in Appendix Table I-3.

Parking at Northside Station was monitored on a monthly basis, using one Wednesday as a representative weekday to determine parking patterns. The surface parking lot has a capacity of 300 vehicles. Utilization of this lot has averaged less than 50% of capacity over the six-month period; the highest utilization observed was nearly 70% of capacity during the month of June, 1985. Appendix Table I-4 gives the observed parking utilization for the study period.

No satisfactory reason has been provided to date for the erratic parking utilization patterns observed at Northside. The temporary cessation of the parking monitoring program has hampered any effort to determine whether the trend observed in the first six months of operation is a valid pattern, or has potential growth that has not yet been displayed.

C. Facility Requirements & Anticipated Travel Demands at Northside

1. Rail Patronage Projections - 1990

A METRORAIL ridership forecast (developed by Gannett-Fleming in 1983 for MDTA) projected 1990 activity at Northside Station to exceed 7,800 daily boardings and deboardings. About 60% of the projected passengers were expected to reach the station by bus, and 13% by car. The remaining 27% of the total daily passengers were expected to walk to the station.³

A revised METRORAIL ridership projection for 1990 has reduced the anticipated total patronage for METRORAIL as a whole by approximately 40%. Under the revised scenario, the daily activity at Northside Station would come to about 6,200 boardings and deboardings, which would mean an estimated 3,090

³Source: Metro-Dade Transportation Plan Update Project:
Working Paper No. 2
Baseline Travel Projections: Years 1990 & 2000, Table 9
(Gannett-Fleming, December, 1983)

daily passengers.⁴ This represents a 400% increase in station activity over the next four years, and is almost equal to current daily patronage at Dadeland South Station. This revised forecast was developed using a computerized simulation of the METROBUS "Network '86" system plan along with improved levels of bus service and updated forecasts of County growth trends and travel patterns.

The table below describes projected 1990 station activity at Northside.

1990 PROJECTED STATION ACTIVITY:

NORTHSIDE STATION

| TIME PERIOD | PRODUCTIONS ⁵ | ATTRACTIONS ⁶ | TOTAL |
|-------------|--------------------------|--------------------------|-------|
| Peak | 3,112 | 1,250 | 4,362 |
| Midday | 853 | 972 | 1,825 |
| TOTAL | 3,965 | 2,222 | 6,187 |

2. Network '86 - METROBUS Service Requirements

The new METROBUS system plan (scheduled for implementation in June, 1986) focuses a significant portion of the service for

⁴Source: Short-Term Ridership Forecast for METRORAIL
(Kaiser Transit Group, July 1985)

⁵Trips to and from residential activities.

⁶Trips to and from non-residential activities.

north Central Dade at Northside Station. The level of service expected at Northside will more than double in the new system design.

Nearly 80 buses will serve the Station area during the peak two hours of service. This is more than twice the number of buses that presently serve the area. Two crosstown routes (on NW 27th Avenue and NW 79th Street) will operate on peak-hour headways of 15 minutes or less. An estimated four bays for layovers will be needed to accommodate short turns at Northside Station. One "local" route for neighborhood circulation will use Northside as a terminus, requiring an additional layover bay and operator support facilities. The following Table provides an estimate of the anticipated future METROBUS service at Northside, along with an estimate of the number of bus bays that will be required.

PROPOSED METROBUS LEVEL OF SERVICE
AT NORTHSIDE STATION

| Route | Buses/Hour ¹¹ (peak) | Bays Required |
|-------|------------------------------------|---------------|
| 15 | 10 | 2 |
| 21 | 6 | 2 |
| 31 | 1 | 1 |
| 32 | 6 | 2 |
| L | 16 | 6 |
| TOTAL | 39 | 10 |

These estimates indicate that a minimum of 10 bays will be needed to meet projected bus activity at the Station. This minimum requirement may be adjusted upwards if additional services (such as local paratransit operations or connecting shuttles from the AMTRAK station to the terminal) are added to the final system design.

3. Parking Demands & Requirements

Projections of future parking demand at Northside indicate that potential exists for a major parking facility with a total capacity of 750 vehicles. The surface lot has 301 spaces; another 450 spaces are will be needed to meet the projected 1990 travel demands.

¹¹Source: Network '86: METROBUS System Restructuring - Preliminary Plan

(Schimpeler-Corradino Associates, September, 1985)

It is reasonable to expect future parking demands to increase in conjunction with the anticipated growth in station activity. Levels of congestion on both NW 27th Avenue and NW 79th Street reach the "extremely congested" range (Level of Service "F") during peak hours, indicating the high potential for a "intercept" parking facility at the Northside location.

Construction of a 1,000 car garage at the Martin Luther King, Jr. Plaza Station (one mile to the south on NW 27th Avenue) will alleviate some of the anticipated parking demands, as will the garage scheduled for construction at the Hialeah Station. However, both of these facilities are outside the immediate Northside service area.

Demands for the NW 79th Street corridor and the communities of West Little River, Opa-Locka, and North Miami will best be met by an enhanced parking facility at Northside Station. This will help reduce traffic volumes on NW 79th Street west of NW 27th Avenue. Traffic demands on NW 27th Avenue south of NW 79th Street will also be alleviated by provision of a parking facility at Northside.

The actual number of spaces for the parking facility has been estimated by comparing current station patronage (600+ boardings per day) with the projected 1990 transit trip productions (3,965 transit trips per day) for Northside. The current average weekday parking statistics were factored by

this same percentage to estimate the anticipated 1990 parking demand.

Results of these calculations produce an estimated parking requirement of 745 spaces to accommodate the 1990 daily parking demand. Since there are presently 301 surface spaces available at the station, there will be a need for another 444 spaces by 1990.

4. Facility Requirements - Summary

The minimum necessary requirements for the facility are based upon projections of future ridership and traffic volumes.

The bus terminal should have a minimum of 10 bays, with supporting facilities. The parking garage should have two to three levels with a capacity of 450 vehicles with provisions for future expansion if and when necessary.

D. Project Justification - Summary

Analysis of current travel patterns show that Northside has developed a role as a major interface between bus, auto, and rail. This trend is expected to continue as METRORAIL patronage increases and as the revised METROBUS Network '86 goes into service. The projected demand for 1990 provides clear justification for the development of an intermodal transportation terminal and parking facility at the station, particularly when compared with existing

facilities of a similar nature now in operation on METRORAIL's south leg. As an example, Dadeland South currently averages over 3,000 boardings per day, with five bus routes and a 1,000 car garage that is usually filled to capacity on weekdays.

The current ridership patterns, coupled with the most recent patronage projections indicate the value of the proposed intermodal terminal at Northside Station. The revised METROBUS system design provides operational justification for the terminal proposal, since the system will use the station as a major transfer point and terminus of several routes. Additional transit justifications may be found in proposals currently under consideration for commuter rail service via AMTRAK, which would require shuttle connecting service from the AMTRAK station to the Northside METRORAIL station.

A parking facility has also proven to be justified on the basis of the automobile access analysis that has been conducted as part of the new ridership projections. This facility would be considerably smaller than those at Martin Luther King, Jr. Plaza Station or Dadeland South, but should have a minimum capacity of approximately 450 vehicles.

The potential demand for additional transit and traffic that may be generated by the proposed Lake Lucerne Dolphin Center stadium and commercial complex, as well as any possible future tri-county commuter rail service, must also be kept in mind.

III. PROJECT DESCRIPTION

The Intermodal Transportation Terminal proposed for the Northside Station area consists of the following major components:

- A. Bus Terminal - A regional bus facility acting as a focal point for METROBUS routes serving the communities in North Central Dade. At a minimum, such a terminal would include paving, area lighting, a sufficient number of bays (currently estimated at 10) to accommodate peak-hour bus demands, passenger shelters and benches, an information booth, a center for bus operations, an operator waiting room, rest rooms, and a passenger information system (signs, maps, etc.).
- B. Parking Garage - A parking garage with a capacity of 450 vehicles to accommodate METRORAIL park-and-ride passengers, with potential for future expansion. The additional parking capacity will supplement the existing 301 space surface lot at the station, and providing a total parking capacity of 750 vehicles.
- C. Pedestrian Overpass - An elevated pedestrian overpass connecting the mezzanine level of Northside station to the parking garage second level and to the bus terminal below, to complete the integration of the facility.

A substantial amount of improvements will be necessary in addition to the major elements described above. These include approaches to the parking facility; "bus only" approach roads to facilitate terminal access and egress; signalization improvements (including provision of bus-activated signals) for turns into both garage and terminal; and pedestrian improvements for passengers crossing arterial streets.

IV. PROPOSED TERMINAL SITES: REVIEW AND EVALUATION

A. Methodology

The actual physical location is a critical issue in the success or failure of an intermodal transportation terminal. Poor location of a terminal facility may result in severe underutilization by the very passengers it has been built to assist.

A set of criteria was developed for the evaluation of potential terminal sites considered for Northside Station. These criteria include major variables that must be considered prior to final site selection. Several of the criteria are subjective in nature, while others are based upon traffic and transit operational principles. These criteria are listed in Table IV-A-1.

TABLE IV-A-1:

CRITERIA FOR EVALUATION OF TERMINAL SITE LOCATION

1. Proximity to METRORAIL station
(Walking distance between modes):
 - a. Rail-to-bus
 - b. Rail-to-garage
 - c. Bus-to-garage
2. Internal security for passengers
3. Accessibility to major arterial streets
4. Availability of space for bus layovers
5. Availability of ingress/egress roads:
 - a. to bus terminal area
 - b. to parking garage
6. Proximity to major activity center
7. Potential for Joint Development
8. Availability of right-of-way for bus and auto access

The relative conformance of each site alternative to the evaluation criteria is presented in this section. This evaluation was accomplished using a matrix which assessed the relative merits of each individual location, using a scale of 1 to 4, with 4 being the most desirable site for the criteria from a strictly transportation oriented perspective. Adding the rating points produced a total score that indicated the overall relative merits of each site, with the highest score representing the most attractive site.

Results of the process produced a ranking of each possible site on a scale of 1 to 4, with 4 being the most desirable site from the perspective of transportation requirements. While other factors may influence final site selection, the evaluation criteria used in this phase represent the best estimate of the needs that must be met for the success of an intermodal transportation terminal.

B. Selection of Sites for Evaluation

Several initial assumptions served as the basis for selection of specific site locations for detailed evaluation. Of paramount importance was the requirement that the site be in reasonable proximity to Northside Station. This precluded consideration of other stations from the evaluation process.

Sites deemed worthy of detailed evaluation needed space for bus turns and maneuvering and maximum segregation of bus and automobile traffic flow. The selection process also required that any location have significant potential for joint development

opportunities, thus maximizing both the utilization of the site and increasing the future of the location as a major trip generator.

Actual sites for detailed evaluation were selected from previous recommendations and a transportation feasibility perspective. In the preliminary phase of the study some consideration was given to the possible use of the existing surface lot. This location was not included in the final evaluation process due to the substantial increase in the proposed garage capacity (from 450 spaces to 750 spaces). Major road work would also be needed to make the lot accessible to buses approaching the terminal from the north and east. The site also displayed limited potential for future development efforts. Thus, all sites subjected to the evaluation process were on the north side of the NW 79th Street alignment of METRORAIL. Each site is shown in Exhibit B-1.

C. Site Description and Evaluation

1. Northside Shopping Center - Parking Lot

a. Site Description:

The parking lot for the Northside Shopping Center was the initial site considered for the terminal location. This site faces NW 27th Avenue at about NW 80th Street, directly in front of the main entrance to the Shopping Center. It is bordered on the north by a branch of a local bank, and on the

- o Transit Vehicle Access

The site location faces NW 27th Avenue, a high-volume arterial street, requiring serious review of the feasibility of bus ingress/egress. Some buses entering the terminal would have to cross three lanes of traffic. This requires some type of bus-activated signalization to ensure safe movement of buses and permit them to enter the stream of traffic. Without such traffic controls, schedule delays for buses operating during peak hours of traffic may occur.

- o Auto Access

Vehicular access to the parking facility may be difficult due to the conflict between autos entering or leaving the parking facility and the normal flow of traffic on NW 27th Avenue. Potential accessibility from the west and east is limited to NW 79th Street and/or NW 84th Street. A parking garage at this location may result in the overloading of one of the more important intersections in north central Dade County, with accompanying traffic delays and potential for accidents. Auto access to Northside Shopping Center would require rerouting if a transit terminal was constructed at this particular site.

- o Other Considerations

The feasibility of using this site may have been seriously compromised by the Shopping Center's decision to lease a portion of the lot south of the proposed site to a McDonald's franchise. The details of the lease include an area one hundred feet around the actual franchise site, which encroaches upon the area initially considered for the facility.

- 2. Northside Shopping Center - Auto Center

- a. Site Description:

This site has been suggested as an alternative to the initial site proposal. It is bordered on the south by NW 79th Street, on the east by 27th Avenue, on the north by the McDonald's franchise, and on the west by the end of the shopping center property line. The size of this site is approximately 422' by 956'.

b. Site Evaluation:

o METRORAIL Passenger Access

While this site location has better proximity to the Northside METRORAIL station, the actual walking distance from station to the location still exceeds the acceptable walking distance for pedestrians using an intermodal facility. The proposal for this site includes construction of a pedestrian overpass linking the station to the facility. The estimated length of the overpass is approximately 1,400 feet (about three city blocks). Full weather protection, necessary for any overpass, would be expensive for this length.

The overpass would also pass over three land parcels not associated with either the station or the Shopping Center, and raise issues of air rights encroachment and disruption of business.

o Transit Vehicle Access

The intersection of NW 27th Avenue and NW 79th Street has a high level of vehicular activity. Bus movements into the terminal would require a substantial amount of upgrading in traffic control procedures due to the number of buses expected to enter the terminal from all four directions. The combination of turning buses and high traffic volumes (which

are expected to increase by 30 to 50 per cent over the next five years) creates a potential conflict that is not desirable for a regional transportation facility. Special turning regulations (possibly including bus preemption of traffic signals) would be necessary to successfully implement a transit facility at this location.

Pedestrian access to the location requires crossing either NW 79th Street or NW 27th Avenue to enter the terminal area. This crossing would be made in the face of turning buses as well as the regular traffic volumes that flow along both of these arteries.

o Auto Access

Traffic volumes at the intersection make it extremely difficult to provide automobile access to a major parking facility. It is usually desirable to have traffic entering or leaving a large parking facility use a side street, rather than empty directly onto a principal arterial. This approach would not be feasible if the corner of the intersection was used. It is conceivable that park-and-ride rail passengers would cause significant traffic delays on both arterials (as they currently do on SE 1st Street in the downtown area) during the peak hours. The design of an access road from NW 30th Avenue (requiring the County to acquire the two parcels

adjacent to the Shopping Center) may facilitate the movement of transit vehicles and parking garage patrons.

3. 79th Street Mall - Parking Lot

a. Site Description

The 79th Street Mall is located on the north side of NW 79th Street, between NW 30th and NW 32nd Avenues. The first area considered for the terminal is the parking lot of the Mall, measuring approximately 761' by 316'. In this alternative, the actual structures of the Mall would be preserved, while the transit facility and parking garage would be sited on the space acquired by purchasing the lot. This would require the consent of each lessee currently occupying space in the Mall.

b. Site Evaluation

o METRORAIL Passenger Access

Passenger access from Northside Station is somewhat enhanced in this alternative, with the walking distance between this location and the station reduced to an estimated 850 feet (approximately 1.5 city blocks). This distance is preferable to the other two locations previously considered and falls within the $\frac{1}{2}$ mile limit that has been selected as a primary criteria for site evaluation. Provision of a weatherized

pedestrian overpass may reduce the impact of a one block walk to the terminal location, and maximize its effectiveness.

- o Transit Vehicle Access

The location is attractive for transit vehicles since it offers the use of NW 30th Avenue as a means of access to the terminal site. This permits buses to use local streets to access the facility while still providing access to both NW 79th Street and NW 27th Avenues. The problems caused by bus turning movements are significantly reduced, however, signalization improvements will be necessary for buses turning from NW 79th Street into the terminal area via NW 30th Avenue.

- o Auto Access

Automobile access benefits from this site since cars are not forced to exit directly from the parking facility onto a principal arterial. This enhances the vehicular safety of the location. However, auto access is somewhat impeded by the existence of active commercial structures directly behind the structure site. Access to the parking garage must be designed to avoid interference with bus movements, pedestrian access, and commercial activities.

o Other Considerations

Use of the 79th Street Mall parking lot offers a better opportunity for transit interface than the previous sites under consideration, although serious questions arise regarding the overall development proposals for the Northside area. Some turning movement problems still arise when considering access from NW 79th Street. In particular, the current nature of visual barriers (METRORAIL guideway supports) and median barriers must be considered. The potential increase in traffic volumes and resultant congestion that may from selection of this location must also be considered.

A serious concern is the fact that the businesses located in the 79th Street Mall may be negatively impacted by the existence of a major structure in front of their building. The owner may insist upon County purchase of the entire property, rather than the lot alone, since he may find it difficult to rent to prospective tenants after the structure is completed.

4. 79th Street Mall - Pantry Pride Location

a. Site Description

This site is on the western side of the 79th Street Shopping Mall, and is currently occupied by a single-story supermarket that is attached to the remainder of the Mall. The site is almost directly opposite the north platform of Northside Station and measures approximately 262.0' by 326.6'. It is bordered on the north by the other structures of the Mall, on the east by the Mall parking area, on the south by NW 79th Street, and on the west by a restaurant and lounge on the adjoining property.

b. Site Evaluation

o METRORAIL Passenger Access

This site is probably the most attractive from the perspective of the METRORAIL passenger, since it is directly opposite Northside Station and offers a short walking distance for connections to local bus services. Access to a parking garage on this location would be comparable to the Okeechobee Station complex, where passengers reach their cars without descending to street level.

- o Transit Vehicle Access

Bus access to this location is similar to that of the Mall parking lot. However, to provide space for bus movements, it will be necessary to construct "bus only" approach roads that would consume some of the Mall parking area. Access to NW 79th Street may require signalization improvements and special turning restrictions. Access from the north may be feasible by utilizing NW 30th and 32nd Avenues, and developing an approach road for buses to the site. Buses coming from NW 27th Avenue to use the terminal would have to turn onto NW 79th Street prior to their entrance to the terminal. It may be necessary to consider the development of special routing procedures, or the construction of an approach road designed to permit direct access from NW 27th Avenue.

- o Auto Access

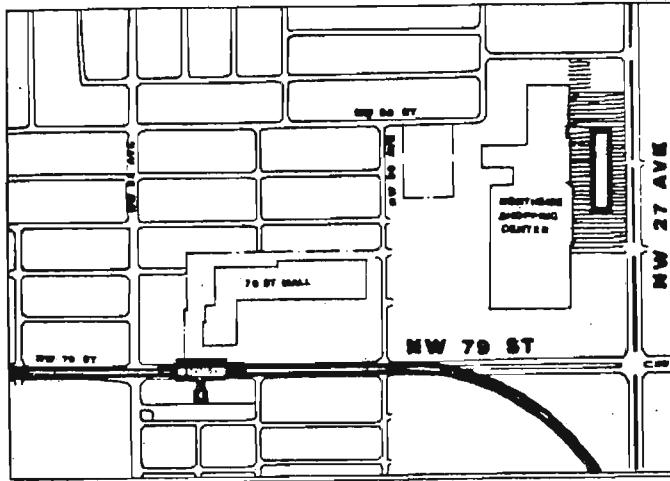
Auto access to this site is facilitated through NW 32nd Avenue, NW 30th Avenue, and NW 79th Street. Both NW 30th and 32nd Avenues have lower volumes than NW 27th Avenue, thus the impact of additional vehicles and the potential for accidents is reduced. These streets also provide better access to nearby residential areas for local garage users. However, access for NW 27th Avenue commuters remains a problem without development of special connecting roads to the site. Special peak-hour turning restrictions at the intersection of NW 79th

Street and NW 27th Avenue may be needed to deal with this issue.

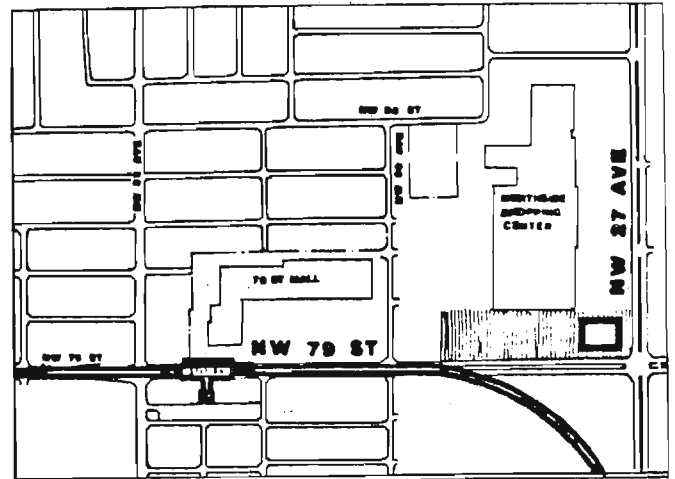
An additional problem may be the effective separation of bus and auto movements when developing appropriate access to the terminal.

- o Other Considerations

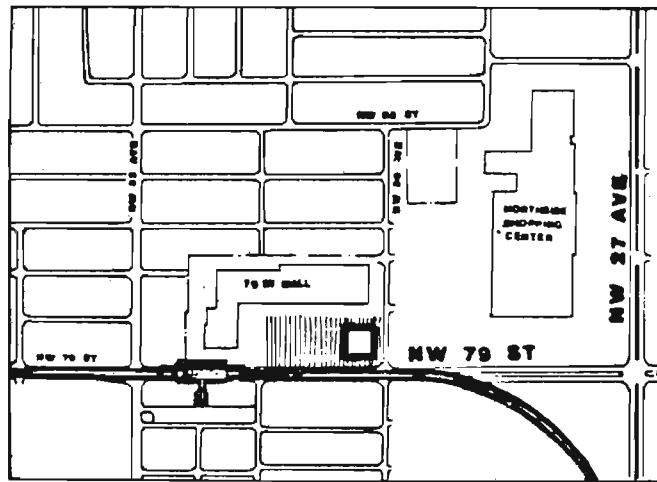
The site is currently occupied by a retail supermarket. Any project occupying this location necessitates demolition of an active building and relocation of current tenants. Access roads to the garage and transit terminal may require acquisition of a significant percentage of the land currently owned by the 79th Street Mall, particularly the Mall parking area. Additional improvements may be required to facilitate bus and auto access from NW 30th Avenue and a 12-foot right-of-way from NW 32nd Avenue. This may require the acquisition of property on the east side of NW 30th Avenue. The site would probably require the acquisition of the entire 79th Street Mall parcel, since the impacts upon the Mall would be so great as to limit its future potential as a retail facility.



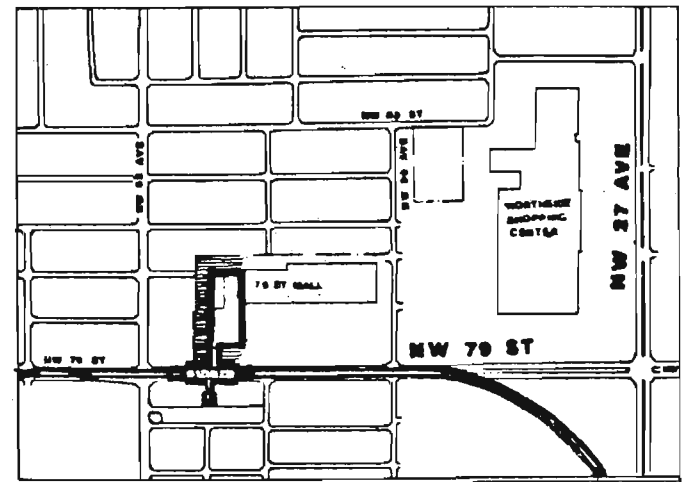
SITE 1



SITE 2



SITE 3



SITE 4

LEGEND



NORTHSIDE STATION AREA

ALTERNATIVE TERMINAL SITES

EVALUATION MATRIX FOR TERMINAL SITE LOCATION

| SITE EVALUATION CRITERIA | ALTERNATIVE SITE LOCATIONS | | | |
|---|--|---|--|---|
| | Northside Shopping Center: Parking Lot (NW 27 Ave) | Northside Shopping Center: Auto Center (27 Ave & 79 St) | 79th Street Mall: Parking Lot (NW 79 St) | 79th Street Mall: Pantry Pride (NW 79 St) |
| 1. Proximity to METRORAIL: | | | | |
| a. Rail-to-bus | Unacceptable | Unacceptable | Fair | Good |
| b. Rail-to-garage | Unacceptable | Unacceptable | Fair | Good |
| c. Bus-to-garage | Good | Good | Good | Good |
| 2. Internal security for passengers: | Poor | Fair | Fair | Good |
| 3. Accessibility to major arterial streets: | Good | Good | Good | Good |
| 4. Available space for bus layovers: | Fair | Good | Good | Good |
| 5. Available space for ingress/egress roads: | | | | |
| a. To bus terminal | Poor | Poor | Good | Good |
| b. To parking garage | Poor | Poor | Good | Good |
| 6. Proximity to major activity center: | Good | Good | Poor | Poor |
| 7. Potential for joint development: | Poor | Poor | Poor | Good |
| 8. Right of Way availability: | Unacceptable | Unacceptable | Fair | Fair |
| TOTAL POINTS: | 15 | 17 | 25 | 30 |
| RELATIVE RANKING: | 1 | 2 | 3 | 4 |

(Point Scale: Unacceptable = 0; Poor = 1; Fair = 2, Good = 3)

V. RECOMMENDATIONS

A. Site Recommendation

This study recommends the proposed Intermodal Terminal and garage be constructed on property adjacent to the Northside METRORAIL station. The proposed terminal should physically be located as close as possible to the actual station proper, preferably on the property presently occupied by the 79th Street Mall. This property is about 15 acres and occupies the land between NW 32nd and NW 30th Avenues, on the north side of NW 79th Street. The property value is currently estimated at approximately 2.7 million dollars. The entire property will be necessary for this project, since access roads to both terminal and garage must be constructed.

B. Major Project Components

The facility must be designed to function as a major intermodal transfer point, on a par with Dadeland South or Okeechobee. The project should be designed as a fully integrated facility, with the following major components:

1. Parking Garage - A parking garage with an initial capacity of approximately 450 vehicles on the three upper levels; the ground level serving as the bus terminal area.

2. Bus Terminal - A bus terminal with 10 bays, passenger waiting and information facilities, rest rooms, operator waiting room and supporting features.
3. Pedestrian Overpass - An overpass linking the mezzanine level of the station with the second level of the garage; with accompanying turnstiles, information booth, escalators and elevators to the bus terminal level.
4. Access Roads - Exclusive access roads for buses in and out of the terminal area; similar roads providing access to the garage ramps.
5. Signalization - Bus-activated signals at the intersection of NW 79th Street and NW 30th Avenue, to facilitate bus movements during peak traffic hours.

C. Costs and Funding Resources

1. Project Cost Estimates

Total project implementation costs are estimated to be in the area of \$12.5 million (A detailed breakdown of cost estimates is provided in Appendix Table I-9). These estimates include cost projections for acquisition of the recommended site property, but do not include possible relocation costs.

2. Suggested Funding Resources

As a multi-modal project with impacts upon both transit and arterial street utilization, the terminal should be financed primarily from transit funding resources. It may be desirable to seek some highway funding assistance for those components of the project that directly improve traffic flow on the arterial streets. The major components of the terminal should be funded directly through the Urban Mass Transportation Administration - Section 3 apportionment, with the non-federal share equally divided between the State and the County.

CONCLUSION

This study recommends that the Northside Intermodal Transportation Terminal be built on the westernmost portion of the property of the 79th Street Mall. MDTA should acquire the Mall property for this purpose. A true intermodal terminal will justify the high capital costs associated with the implementation of this proposal by accommodating both current and future travel and patronage demands, and by serving as a catalyst for additional development and growth for the area.

Efforts should be made to offer the balance of the property for joint development opportunities, with the goal of providing a new and modern retail establishment with close proximity to METRORAIL, serving the

population of north Central Dade County. The potential developer must agree to the existence of bus and parking garage access roads to the terminal that will pass both in front and behind the development site, and make provisions in the design process for an elevated pedestrian connection between the garage and the development. These conditions may be covered in detailed negotiations as a part of the joint development process. The second part of this report will present a conceptual approach to the joint development phase of the project.

VI. JOINT DEVELOPMENT OPPORTUNITIES AT NORTHSIDE

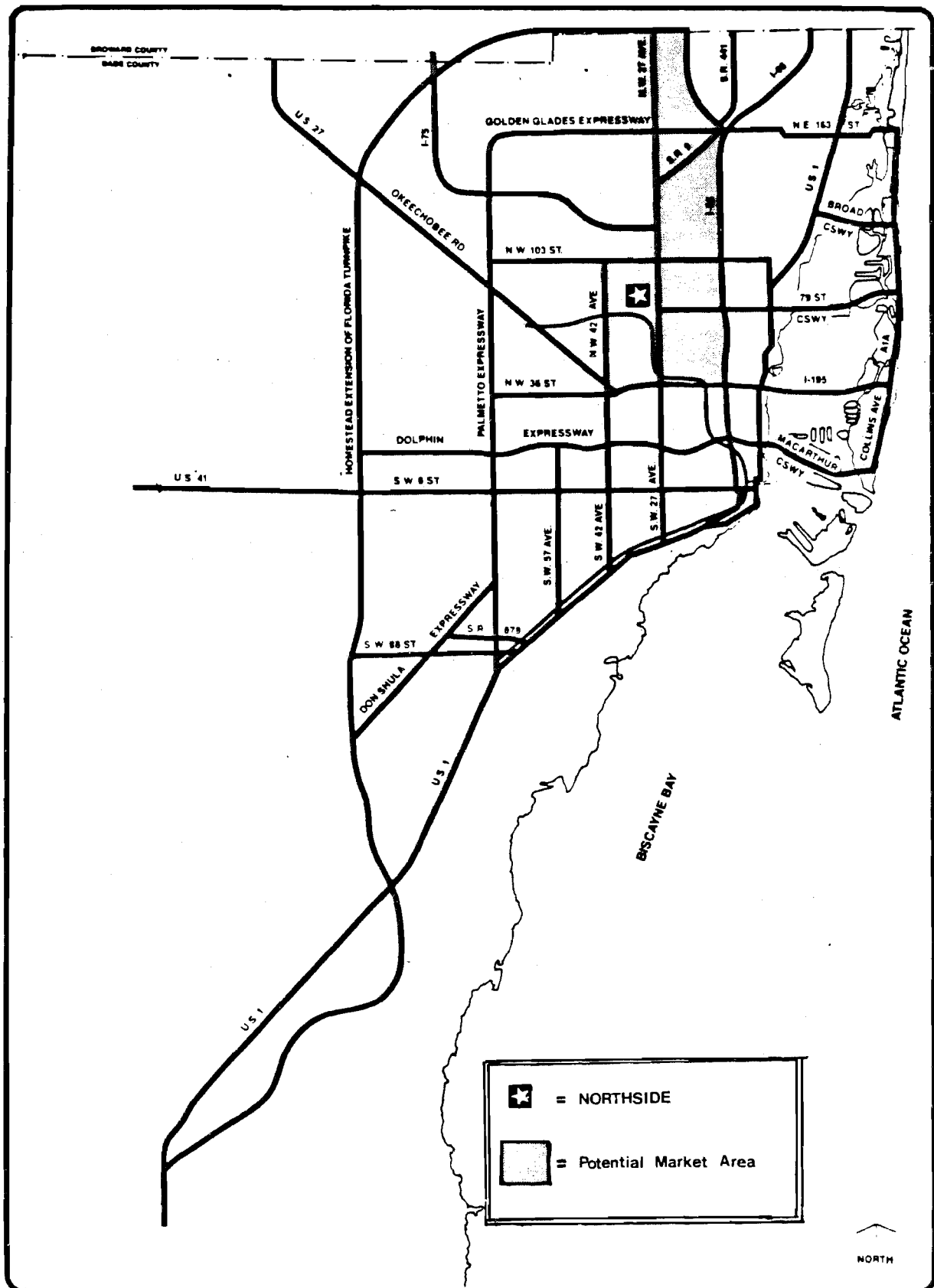
INTRODUCTION - RETAIL POTENTIAL AND ACTIVITIES IN THE NORTHSIDE SERVICE AREA

The proposal for the Northside Intermodal Transportation Terminal is closely tied to the overall objective of promoting economic and retail development at the Northside Shopping Center and in Dade County's Black community. A separate review and analysis has been conducted of current social and economic conditions in the Shopping Center service area to provide some idea of the potential for retail and joint development activities in the immediate community.

The accompanying map indicates the general boundaries of the Northside service area. Tables in Appendix II of this Report contain detailed socioeconomic statistics from 1980 Census data for the area and accompanying graphs.

This section provides a brief summary of the market area served by the Northside Shopping Center and identifies the other retail centers in relatively close proximity. It is not a full-scale market area analysis, but serves as a brief description of the area and a basis for further research of market potential. A detailed market area analysis by an independent consultant is a priority requirement before proceeding with the joint development phase of this proposal. This analysis can also be used to market the development to prospective tenants.

FIGURE VI-A
NORTHSIDE REGIONAL MARKET AREA



A. Characteristics of the Market Area

1. Population - Northside Shopping Center serves to a large population group; the market area generally includes the entire portion of Dade County north of the Airport Expressway (State Route 112), between NW 7th Avenue on the east and NW 47th Avenue on the west (See Figure VI-A). This area includes the communities of Opa-Locka, West Little River, Gladeview, Brownsville, parts of North Miami, Hialeah, and Carol City. Many residents of these communities were former patrons of Northside, but switched to other centers after Sears left the Center in 1980. Total population of this area is estimated to be approximately 200,000 persons according to the 1980 Census. Appendix Table II-1 provides the ethnic composition of the area population. Appendix II, Figures 1-7 show the population breakdown for each community in the market area.

2. Income - The mean household income for the communities in the market area ranged from \$9,609 (Gladeview) to \$21,009 (Scott Lake) in the 1980 Census. Appendix Table II-2 displays the number of households in the various income levels for each of the communities in the study area. A summary of the mean household income patterns for the area is depicted in Figures 8-14 of Appendix II.

3. Employment - Nearly 15% of the market area work force is employed in professional, administrative, or managerial

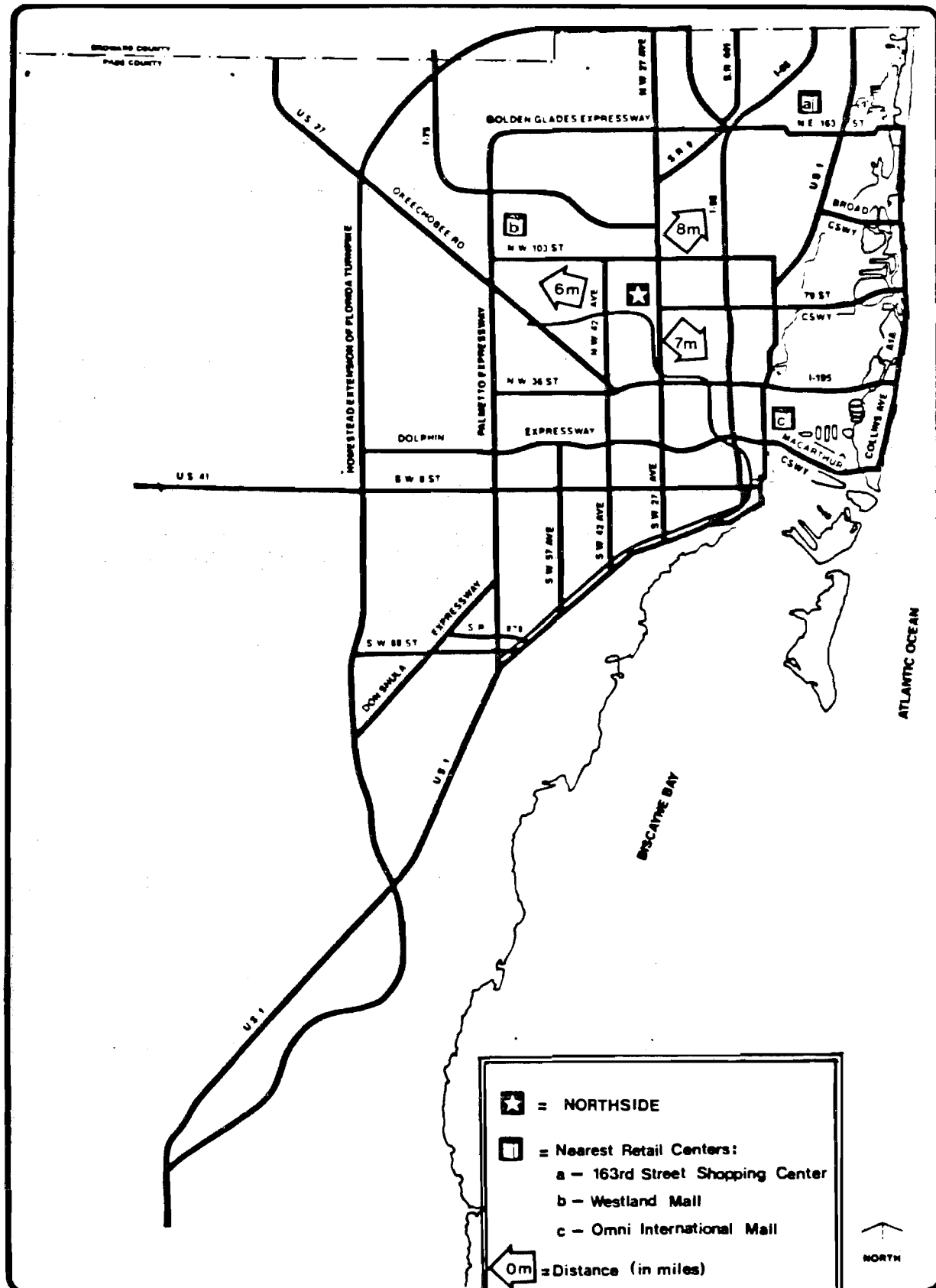
capacities. Another 2.7% are employed as technicians and technical support personnel. Over 19% of the population are employed in administrative support positions (secretarial, clerks, etc.), with the balance of the work force primarily employed in service and labor. Appendix Table II-3 provides the 1980 Census breakdown of employment by job category for the market area. Employment characteristics of the individual communities in the market area are depicted in Appendix II, Figures 15-23.

4. Education - The educational breakdown for the market area is summarized in Appendix Table II-4. Over 25% of the residents of the market area have at least one year of college level education. The educational characteristics of the area are depicted in Figures 22 through 28 of Appendix II.
5. Transportation - Appendix Table II-5 gives a statistical breakdown of transportation modes used by area residents for travel to work. Over 79% of the market area residents used their automobiles for work trips. More than 16% of the population used public transit. This modal split exceeds the County average by nearly 10 percentage points. Public transit is a vital service to this market area. Transportation patterns for all market area workers 16 years old and over are depicted in Figures 29-35 of Appendix II.

FIGURE VI-B

MAJOR RETAIL CENTERS:

Location & Distance From Northside



B. Current Retail Centers Available to the Market Area

The market area described above is currently suffering from the lack of a major retail center. At present, residents of the area must go to one of the major centers located outside the immediate area for retail and commercial activities. The location of these centers relative to Northside is indicated in Figure VI-B. Major centers currently patronized by area residents include:

1. 163rd Street Shopping Center (NE 15th Avenue & 163rd Street)

163rd Street Shopping Center is approximately 8.5 miles away from Northside. Shoppers from the North Miami, West Little River, Bunche Park, and Carol City areas gravitate towards this establishment. The Center has an excellent bus service and acts as a major interface for the bus system, plus good access via State Road 826 and Interstate 95. The Center's location east of the study area entails a significant trip (approximately 45 minutes by transit; 35 minutes by car) from the intersection of NW 27th Avenue and NW 79th Street.

Major Stores - Burdine's; Jordan Marsh

2. Westland Mall (NW 103rd Street & NW 67th Avenue)

Westland Mall is the closest major retail center, about 6 miles from the Northside area. This Mall tends to focus its

market towards the Miami Lakes and Palm Springs areas, with a majority of patrons coming from the communities along State Road 826 as well as the northwestern part of the city of Hialeah. Travel time to this location from Northside is approximately 20 minutes by transit.

Major Stores - Burdine's; Sears; J.C. Penney

3. Omni International Mall (NE 15th Street & Biscayne Boulevard)

The Omni is the major commercial center for patrons in the southern section of the market area, particularly for residents in the Gladeview, Brownsville, and Miami - Model Cities (Liberty City) areas. It is located east of Interstate 95, about 7.1 miles from Northside, and requires an estimated 20 minute travel time from Northside by transit (15 minutes by auto). The Omni area is well served by local bus services and acts as a transit focal point for many routes serving that part of the County.

Major Stores - Jordan Marsh; J.C. Penney

C. Accessibility and Travel Times for Study Area Residents

The median transit travel time is 20 minutes from the Northside study area to each of the retail centers identified. Most transit

trips require at least one transfer between bus routes or between METRORAIL and METROBUS. The scheduled hours of service and headways of the routes impact the relative accessibility of each location to the residents of the market area.

A brief description of current access modes and travel times to each location is provided below. It should be noted that this description uses the corner of NW 27th Avenue and NW 79th Street as its point of origin; in actuality, the potential market area extends far beyond this location and covers communities which may be able to use other routes as an alternative to those discussed below.

1. 163rd Street Shopping Center (NE 15th Avenue & 163rd Street)

163rd Street Shopping Center is the most distant complex from the Northside service area. Access via public transit is best accomplished by taking METROBUS Route 15 north to Miami Dade Community College - North Campus and transferring to Route 31, which terminates at the Shopping Center. This trip requires nearly 45 minutes travel time, including transfers.

Drivers from the study area can reach the Shopping Center by driving north on NW 27th Avenue to State Road 9 (Sunshine Parkway), where they turn northeast until they reach the Golden Glades interchange, then east on State Road 826 (NW 167th Street) which will take them directly to the Shopping

Center. The average one-way driving time during off-peak hours is about 35 minutes.

2. Westland Mall (NW 103rd Street & NW 67th Avenue)

Residents of the Northside service area may reach Westland Mall by taking METRORAIL to Okeechobee Station and transferring to METROBUS Route 19, which terminates at the complex. A second alternative is to take METROBUS Route 15 to NW 103rd Street and transfer to Route 33 at Miami-Dade Community College - North Campus. Either alternative requires an estimated 20 minutes travel time.

Automobiles can reach Westland Mall by driving north on NW 7th Avenue and then west on NW 103rd Street. This trip requires an average one-way driving time of 20 minutes during off-peak hours.

3. Omni International Mall (NE 15th Street & Biscayne Boulevard)

Access to the Omni via transit may be accomplished by taking METRORAIL from Northside Station to either Santa Clara Station and transferring to METROBUS Route B; or taking METRORAIL to Government Center Station, where the passenger has a choice of METROBUS Routes T, 54, or 60. The average estimated travel time via transit is about 20 minutes (including transfer and wait times).

Drivers may reach the Omni area by going directly south on NW 27th Avenue to State Road 836 - eastbound to the exits at Biscayne Boulevard, or by driving west on NW 79th Street and South on Interstate 95 and east on Interstate 395 to the Omni area exits. The average one-way off-peak driving time via this route is about 15 minutes.

The following Table provides a summary of the average travel times and routes that may be used to reach each complex from Northside Station.

ACCESSIBILITY/TRAVEL TIME EVALUATION:
(From NW 27th Avenue & NW 79th Street)

| RETAIL CENTER | TRANSIT MODE(s) | ONE-WAY TRANSIT TRAVEL TIME (minutes) | AUTO ACCESS | ONE-WAY AUTO TRAVEL TIME (minutes) |
|------------------------------------|---|--|---|---|
| 1. 163rd Street Shopping Center | METROBUS: - Rtes: 15; xfer to Rte. 31 | 45 | NW 27 Ave (N); SR 9 (N); SR 826 (E) | 35 |
| 2. Westland Mall | METROBUS: - Rte. 15; xfer to Rte. 33 | 20 | NW 27 Ave (N); NW 103 St (W) | 20 |
| | METRORAIL/METROBUS: - Okeechobee Station; xfer to Rte. 19 | 20 | | |
| 3. Omni International Mall | METRORAIL/METROBUS: - Santa Clara Station; xfer to Rte. B | 20 | NW 27 Ave (S); SR 836 (E) to Biscayne Blvd. | 20 |
| | - Gov't. Ctr. Station; xfer to Rtes 54, 60 | | I-95 (S); I-395 (E) to Biscayne Blvd. | 15 |

Several small shopping centers and strip developments serve the area. Most consist of a supermarket and pharmacy along with smaller retail establishments. The most recent complex of this nature to open in the area was Edison Plaza, which provided the first major retail supermarket (Winn-Dixie) to locate in the Liberty City area since the riots of 1980. The strip developments consist of neighborhood retailers, marginal stores, and/or eating

establishments, with an occasional franchise store (such as "Circle K" or "7-11").

D. Estimate of Trips Generated by Northside Retail Development

As previously noted, a substantial percentage of the population of this area uses public transportation (16% for access to work). Thus, there can be significant advantages to the development of a retail center sited at the interface of the major transportation modes at Northside. In addition, the potential drawing power of a center may increase ridership on the north leg of the Stage I - METRORAIL system by providing new job opportunities and attracting shopping trips. Preliminary forecasts based upon standard factors used to estimate trips generated by major developments indicate that nearly 7,000 new daily trips would be generated by the initial development phase, with an additional 11,000 trips generated by the second and third phases of the project.¹²

E. Retail Center Availability & Accessibility: Summary

The information above indicates that there is an absence of a major retail commercial center for the residents of the communities of north central Dade County. In effect, no major retail center

¹²For a detailed description of the procedures used to estimate additional generated trips, refer to Appendix IV.

exists within the boundaries drawn by the Palmetto Expressway (west and north), Interstate 95 (east), and the Dolphin Expressway (south). The 1980 Census indicates that this area has a total population of nearly 200,000, with nearly 30,000 households. There is thus a major market area that is forced to go beyond their immediate communities to find satisfactory retail centers.

It can thus be concluded that it would be to the County's advantage to encourage the development of retail and commercial activities in the Northside Station area. Such a development could assist in the improvement of the economic climate of the community by providing new business and employment opportunities establishing a base for further growth and redevelopment for the north Central Dade area.

VII. NORTHSIDE MALL: PROPOSAL FOR JOINT DEVELOPMENT

INTRODUCTION

The following proposal has the objective of promoting commercial development in the Northside area, with resulting retail activities and employment opportunities. The proposal consists of a project description, a staging plan, a financial cash flow evaluation, and a recommendation for the solicitation of participants to the project.

A. Project Description

1. Initial Phase - Transit Terminal Development

This phase consists of the development of an intermodal transportation terminal at Northside METRORAIL station, sited on property currently occupied by the 79th Street Shopping Mall. This facility will function as a regional terminal for METROBUS service in the northern section of the County (It is conceivable that a Tri-County commuter rail service would also use this terminal as the southern terminus). A 450-space parking garage would be constructed over the bus terminal, linked to the mezzanine level of the Northside METRORAIL Station by a 150-foot pedestrian overpass. This phase of the project requires acquisition of the property occupied by the 79th Street Mall, along with two vacant parcels on the east side of NW 30th Avenue to facilitate bus and automobile access to and from the terminal and garage. These parcels would be

acquired using UMTA funds allocated for the acquisition of right-of-way.

2. Second Phase - Joint Venture Retail Development

The balance of the property remaining from the acquisitions required for the terminal development would then be offered for joint development opportunities. It is recommended that this offering be made to a joint venture group composed of minority (Black) investors from financial institutions or firms throughout the country, with the Community Development Corporation representing the local interest in the group. (A possible ratio could be 55% private sector and 45% CDC ownership). It is hoped that this combination could raise the necessary funds to purchase the remaining property and obtain loans for construction.

The County would solicit a Black private sector investor as the primary partner in this venture. This partner would be responsible for the development of the project and for selection of management and marketing firms contracted to promote the Mall and attract potential tenants. This approach is recommended for the following reasons:

- a. An established private-sector Black-owned firm will have the necessary financial and marketing expertise that is required to develop a major retail complex;

- b. The management of a retail establishment is a complex business best left in the hands of professionals in the private sector;
- c. Adoption of this approach provides the County with a unique opportunity to attract investment (and the possible relocation of Black professionals) from nationally recognized Black businesses;
- d. The Community Development Corporation would be an active participant in the project while relying upon the expertise of professionals in the private sector to accomplish the difficult negotiations involved in attracting Mall tenants; and,
- e. A private sector firm stands a better opportunity of obtaining the capital loans necessary for major construction.

The group would then prepare the development of the first phase of the new Mall by constructing retail facilities on the property adjacent to the terminal. The group would seek bids from contractors and architects interested in retail development opportunities in Black communities, and hire a management team to oversee construction of the Mall. Management of the new Mall would be contracted to an

experienced retail center management firm that would be by the joint venture group.

3. Third Phase - Mall Expansion

As the market potential is realized in the second phase of the project, the joint venture group would be committed (in accordance with their contract with Metro-Dade) to develop a portion of the existing Northside Shopping Center, preferably the property facing NW 79th Street, as an extension of the Mall. This would be accomplished through loans acquired from the initial redevelopment phases. The County may provide incentives to encourage retailers to locate in the new Mall, including low-cost loans, tax incentives, etc. It may also provide insurance if necessary to assist in securing loans for purchase and development of the remaining property to be used in the final phases of the project. This phase of the project will extend the Mall to the corner of NW 79th Street and NW 27th Avenue.

4. Fourth Phase - NW 27th Avenue Expansion

The fourth and final phase will extend development to include the remainder of the Northside Shopping Center property. In this phase, an additional access road to the terminal would be developed to provide bus access directly from NW 27th Avenue. The northern portion of the property would be developed for any combination of retail, commercial, and possibly high-density residential development. This development would

be contingent upon the successful implementation of the first three phases of the project, and would represent the complete revitalization of the Northside area and the creation of a major viable activity center.

B. Mall Development: Cash Flow

1. Initial Fiscal Resources

Funding for the initial development of the Northside Mall would be acquired from a variety of resources. The initial phase would depend upon County purchase of the 79th Street Mall property (currently appraised at approximately \$2.8 million) with Urban Mass Transportation Administration (UMTA) Section 3 funds for the Intermodal Terminal project. Excess land remaining from the initial property acquisition would then be offered to the joint venture group, with the understanding that the group would reimburse the County upon obtaining the necessary financial assistance from the private sector for commercial development. The County would reimburse UMTA for the federal share of the cost of the property that is sold to the developer (This action is required by federal regulations).

2. Joint Venture Fiscal Resources

The joint venture group is recommended to be comprised of a Black-owned majority shareholder (probably a major insurance

firm or commercial finance institution), or a consortium of Black private sector firms interested in the project. Eligible investors would be solicited by the County to express interest in the project and submit proposals for review and consideration.

The Community Development Corporation would act as the local shareholder in the enterprise, and provide the majority shareholders with the input and expertise necessary to make the project sensitive to the needs of the community. This approach provides an opportunity for investment by the residents of the community, while maintaining the difficult responsibilities of actual project management and administration in the hands of private-sector professionals most familiar with the intricacies of major retail development and marketing.

3. Public Sector Participation

The County would provide assistance to the joint venture group by guaranteeing loans necessary to raise capital for construction and additional land purchase. County support and assistance would also be provided by assistance in obtaining special zoning variances, and possible tax incentives, such as deferred tax rates on the property. Further assistance could be provided by offering incentives to encourage retailers to lease space in the new Mall.

4. Project Phasing

Actual implementation of the joint development component of the project proposal requires major policy commitments on the part of both MDTA and the Dade County Commission. Success of this effort also involves a nationwide attempt to attract qualified Black investors and developers, particularly those who may be interested in the County's future potential as a possible location for diversification and investment.

Success of the development also depends upon the skill displayed by both County and developer in attracting major anchor stores and retail chains, and convincing them of the inherent values of both the location and the association with the project.

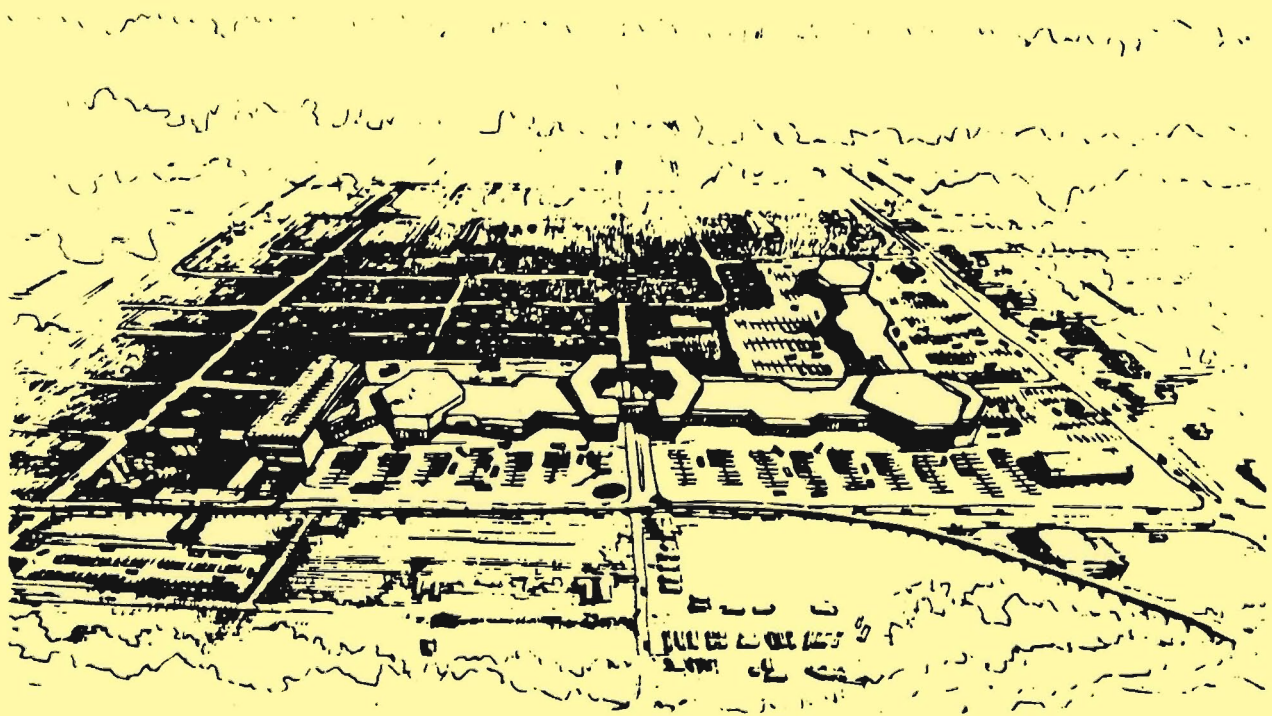
This approach recognizes a tradeoff between current policies designed to support Minority Business Enterprise efforts. A large percentage of the present approach attempts to support the establishment of new small businesses. However, an alternative body of thought recognizes that small businesses have difficulty competing in an open market, since their operating and overhead costs are necessarily higher than established retail chains.

Recognizing the difficulties inherent in each approach, this Study recommends that the emphasis of the project be focused upon the establishment of a Black-owned and managed major

retail center, which would attempt to attract stable and successful retail chains willing to offer franchises and managerial opportunities to potential Black managers. This approach may not be entirely consistent with established concepts for Small/Minority Business Development. However, it is far more desirable to have Black ownership and managerial control of a major retail center than to emphasize establishment of new business ventures.

This objective may have greater long-term benefits, by providing opportunities for professional retail employment and career development in managerial capacities, while encouraging the active participation of nationally experienced Black businesses in the development of a future economic base for Dade County's Black community.

F E A S I B I L I T Y S T U D Y
NORTHSIDE INTERMODAL TERMINAL
A P P E N D I X



APPENDICIES:

NORTHSIDE INTERMODAL TERMINAL FEASIBILITY STUDY

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APPENDIX I

TABLE 1:

BUS ROUTE PATRONAGE:

ROUTES SERVING NORTHSIDE STATION

| BUS ROUTES (#) | ROUTE RIDERSHIP (WEEKDAY BOARDING PASSENGERS) | SEGMENT NUMBERS | SEGMENT RIDERSHIP (*) (WEEKDAY) | PERCENT OF TOTAL ROUTE PATRONAGE IN SEGMENT |
|----------------|---|--------------------|---------------------------------------|---|
| 15/15A | 17,164 | 5/6/7 | 2,958 | 17.2% |
| L-A | 3,383 | 5/6 | 784 | 23.2% |
| L-B | 3,754 | 5/6 | 826 | 22.0% |
| L-C | 231 | 4/5 | 84 | 36.4% |
| L-D | 6 | 3/4 | 0 | 0.0% |
| 21 | 7,215 | 4/5 | 3,706 | 51.4% |
| 32 | 2,568 | 4/5/6 | 1,249 | 48.6% |
| GRAND TOTAL: | 34,321 | | 9,607 | 28.0% |

(*) FROM JUNE '85 ON-BOARD SURVEY

(#) LETTERS REPRESENT BRANCHES OF MAIN ROUTES

APPENDIX I

TABLE 2:

METRORAIL RIDERSHIP AT NORTHSIDE STATION
MAY '85

| WEEK OF: | SUN | MON | TUE | WED | THU | FRI | SAT | WEEK TOTAL | WEEK AVERAGE |
|----------------------------------|-----|-----|-----|-----|-----|-------|-----|-------------|---------------|
| (5/19-5/25) | 0 | 609 | 445 | 456 | 580 | 528 | 488 | 3,106 | 518 |
| (5/26-5/31) | 444 | 321 | 454 | 454 | 393 | 515 | | 2,581 | 430 |
| SUMMARY: (MAY '85) | | | | | | | | MONTH TOTAL | MONTH AVERAGE |
| TOTAL PASSENGERS: (By Day) | 444 | 930 | 899 | 910 | 973 | 1,043 | 488 | 5,687 | - |
| AVERAGE PASSENGERS: (Per Day) | 444 | 465 | 450 | 455 | 487 | 522 | 488 | - | 474 |

APPENDIX I

TABLE 2:

METRO RAIL RIDERSHIP AT NORTHSIDE STATION JULY '85

| WEEK OF: | SUN | MON | TUE | WED | THU | FRI | SAT | WEEK TOTAL | WEEK AVERAGE |
|----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------------|---------------|
| (7/1-7/6) | | 592 | 643 | 616 | 429 | 657 | 686 | 3,623 | 518 |
| (7/7-7/13) | 511 | 599 | 572 | 572 | 615 | 644 | 462 | 3,975 | 568 |
| (7/14-7/20) | 395 | 726 | 675 | 664 | 725 | 746 | 823 | 4,754 | 679 |
| (7/21-7/27) | 565 | 548 | 563 | 755 | 791 | 758 | 640 | 4,620 | 660 |
| (7/28-7/31) | 479 | 868 | 650 | 655 | | | | 2,652 | 663 |
| SUMMARY: (JULY '85) | | | | | | | | MONTH TOTAL | MONTH AVERAGE |
| TOTAL PASSENGERS: (By Day) | 1,950 | 3,333 | 3,103 | 3,262 | 2,560 | 2,805 | 2,611 | 19,624 | - |
| AVERAGE PASSENGERS: (Per Day) | 488 | 667 | 621 | 652 | 640 | 701 | 653 | - | 633 |

APPENDIX I

TABLE 2:

PEINORAIL RIDERSHIP AT NORTHSIDE STATION
AUGUST '85

| WEEK OF: | SUN | MON | TUE | WED | THU | FRI | SAT | WEEK TOTAL | WEEK AVERAGE |
|----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------------|---------------|
| (8/1-8/3) | | | | | 638 | 763 | 766 | 2,176 | 722 |
| (8/4-8/10) | 430 | 865 | 616 | 752 | 780 | 803 | 817 | 5,063 | 723 |
| (8/11-8/17) | 372 | 732 | 638 | 650 | 657 | 747 | 728 | 4,524 | 646 |
| (8/18-8/24) | 434 | 880 | 524 | 674 | 782 | 702 | 526 | 4,522 | 646 |
| (8/25-8/31) | 343 | 540 | 615 | 643 | 563 | 686 | 641 | 4,031 | 576 |
| SUMMARY: (AUGUST '85) | | | | | | | | MONTH TOTAL | MONTH AVERAGE |
| TOTAL PASSENGERS (By Day) | 1,579 | 3,017 | 2,393 | 2,719 | 3,420 | 3,701 | 3,478 | 20,307 | - |
| AVERAGE PASSENGERS: (Per Day) | 395 | 754 | 598 | 680 | 684 | 740 | 696 | - | 781 |

APPENDIX I

TABLE 2:

METRO RAIL RIDERSHIP AT NORTHSIDE STATION SEPTEMBER '85

| WEEK OF: | SUN | MON | TUE | WED | THU | FRI | SAT | WEEK TOTAL | WEEK AVERAGE |
|----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------------|---------------|
| (9/1-9/7) | 479 | 535 | 615 | 585 | 721 | 716 | 996 | 4,647 | 664 |
| (9/8-9/14) | 252 | 776 | 753 | 507 | 667 | 737 | 428 | 4,120 | 589 |
| (9/15-9/21) | 349 | 607 | 602 | 494 | 648 | 559 | 560 | 3,819 | 546 |
| (9/22-9/28) | 308 | 653 | 532 | 624 | 678 | 625 | 519 | 3,969 | 567 |
| (9/29-9/30) | 291 | 576 | | | | | | 867 | 434 |
| SUMMARY: (SEPTEMBER '85) | | | | | | | | MONTH TOTAL | MONTH AVERAGE |
| TOTAL PASSENGERS (By Day) | 1,759 | 3,147 | 2,502 | 2,210 | 2,664 | 2,637 | 2,503 | 17,422 | - |
| AVERAGE PASSENGERS: (Per Day) | 352 | 629 | 626 | 553 | 666 | 659 | 626 | - | 581 |

APPENDIX I

TABLE 2:

METRO RAIL RIDERSHIP AT NORTHSIDE STATION OCTOBER '85

| WEEK OF: | SUN | MON | TUE | WED | THU | FRI | SAT | WEEK TOTAL | WEEK AVERAGE |
|----------------------------------|-----|-------|-------|-------|-------|-------|-------|-------------|---------------|
| (10/1-10/5) | | | 580 | 624 | 612 | 736 | 490 | 3,042 | 608 |
| (10/6-10/12) | 422 | 658 | 610 | 518 | 493 | - | - | 2,701 | 540 |
| (10/13-10/19) | - | - | - | - | - | - | - | 0 | 0 |
| (10/20-10/26) | - | - | 465 | 613 | 575 | 702 | 603 | 2,918 | 584 |
| (10/27-10/31) | 312 | 669 | 528 | 583 | 560 | | | 2,652 | 530 |
| SUMMARY: (OCTOBER '85) | | | | | | | | MONTH TOTAL | MONTH AVERAGE |
| TOTAL PASSENGERS (By Day) | 734 | 1,327 | 2,183 | 2,338 | 2,200 | 1,438 | 1,091 | 11,313 | - |
| AVERAGE PASSENGERS: (Per Day) | 367 | 664 | 546 | 585 | 550 | 719 | 547 | - | 566 |

NOTE: Data missing for period 10/11/85 - 10/21/85 — Rail Attendants replaced by security guards (10/11-10/21/85)

APPENDIX I:

TABLE 3:

TRAFFIC COUNTS FOR NORTHSIDE STATION INTERSECTION
N.W. 27th Avenue & N.W. 79th Street
(Number Of Vehicles Per Hour - by direction)

| LOCATION | N.W. 27th Avenue | | | N.W. 79th Street | | | |
|-----------|------------------|----------------|--------------------------|------------------|---------------|------------------------|---|
| DIRECTION | NORTH BOUND | SOUTH BOUND | NORTH/SOUTH SUB-TOTAL | EAST BOUND | WEST BOUND | EAST/WEST SUB-TOTAL | TOTAL |
| 7-8 AM | 607 | 1,343 | 1,950 | 600 | 710 | 1,310 | 3,260 |
| 8-9 AM | 600 | 1,144 | 1,744 | 565 | 690 | 1,255 | 2,999 |
| 4-5 PM | 1,247 | 1,010 | 2,257 | 831 | 955 | 1,786 | 4,043 |
| 5-6 PM | 1,243 | 668 | 1,911 | 634 | 871 | 1,505 | 3,416 |
| 6-7 PM | 720 | 582 | 1,302 | 462 | 575 | 1,037 | 2,339 |
| SUB-TOTAL | 4,417 | 4,747 | 9,164 | 3,092 | 3,801 | 6,893 | 16,057 |
| | | | | | | | GRAND TOTAL - ALL PERIODS & ALL DIRECTIONS: |
| | | | | | | | 32,114 |

(SOURCE: DADE COUNTY DEPARTMENT OF PUBLIC WORKS)

APPENDIX I:

TABLE 4:

PARKING AT NORTHSIDE STATION:
(Lot Capacity = 301 Vehicles)

| MONTH | WEDNESDAY (*) | PERCENT OF CAPACITY |
|---------------------|---------------|---------------------|
| MAY | 89 | 29.6% |
| JUNE | 210 | 69.8% |
| JULY | 148 | 49.2% |
| AUG | 170 | 56.4% |
| SEPT | 92 | 30.6% |
| GRAND TOTAL: | 709 | ----- |
| MONTHLY AVERAGE: | 142 | 47.1% |

(*) One Wednesday per month surveyed; no surveys after September, 1985

APPENDIX I:

TABLE 5:

RAIL TO BUS TRANSFERS
FOR NORTHSIDE STATION
(5/20/85 - 10/31/85)

| MONTH: | TRANSFERS (types): | | TOTAL TRANSFERS |
|---------|--------------------|--------|-----------------|
| | Paid | Free | (by month) |
| MAY | 566 | 451 | 1,017 |
| JUNE | 2,143 | 1,394 | 3,537 |
| JULY | 3,936 | 2,946 | 6,882 |
| AUG | 5,663 | 4,523 | 10,186 |
| SEPT | 7,565 | 5,880 | 13,445 |
| OCT | 9,532 | 6,989 | 16,521 |
| TOTALS: | 29,405 | 22,183 | 51,588 |

APPENDIX I

TABLE 6:

BUS TO BUS TRANSFER MATRIX FOR NORTHSIDE STATION (BY SEGMENT)

| XPERS TO: | XPERS FROM: | Segment(s) Intersected At Northside | | | | | Subtotal: (Segments Intersected at Northside) | TOTAL: All Segments For Specific Route | % Of Total Transfers For Route |
|---|----------------|-------------------------------------|-----|-----|----|-----|--|---|---|
| Route: | Route(s): | 3 | 4 | 5 | 6 | 7 | | | |
| 15 | 15 | NA | NA | 0 | 0 | 33 | 33 | 50 | 66.0% |
| | 21 | NA | NA | 0 | 11 | 51 | 62 | 70 | 88.6% |
| | 32 | NA | NA | 0 | 0 | 0 | 0 | 21 | 0.0% |
| | L | NA | NA | 0 | 13 | 32 | 45 | 54 | 83.3% |
| Subtotal- (by segment): | | NA | NA | 0 | 24 | 116 | 140 | 195 | 71.8% |
| 21 | 15 | NA | 64 | 16 | NA | NA | 80 | 103 | 77.7% |
| | 21 | NA | 56 | 14 | NA | NA | 70 | 100 | 70.0% |
| | L | NA | 88 | 0 | NA | NA | 88 | 110 | 80.0% |
| Subtotal- (by segment): | | NA | 208 | 30 | NA | NA | 238 | 313 | 76.0% |
| 32 | 15 | NA | 0 | 0 | 0 | NA | 0 | 6 | 0.0% |
| | 21 | NA | 0 | 1 | 0 | NA | 1 | 13 | 7.7% |
| | 32 | NA | 0 | 0 | 0 | NA | 0 | 6 | 0.0% |
| | L | NA | 0 | 0 | 2 | NA | 2 | 3 | 66.7% |
| Subtotal- (by segment): | | NA | 0 | 1 | 2 | NA | 3 | 28 | 10.7% |
| L | 15 | 0 | 5 | 208 | 10 | NA | 223 | 223 | 100.0% |
| | 21 | 0 | 10 | 137 | 5 | NA | 152 | 213 | 71.4% |
| | 32 | 0 | 0 | 6 | 0 | NA | 6 | 6 | 100.0% |
| | L | 20 | 5 | 23 | 7 | NA | 55 | 65 | 84.6% |
| Subtotal- (by segment): | | 20 | 20 | 374 | 22 | NA | 436 | 507 | 86.0% |
| Grand Total- Transfers on All Routes (By Segment): | | 20 | 228 | 405 | 48 | 145 | Grand Total- Xfers on all Northside Segments: 817 | Grand Total- All Transfers: 846 | 96.6% |

(Source: 1985 ON-BOARD SURVEY)

APPENDIX I

TABLE 7:

PROPOSED METROBUS LEVEL OF SERVICE
NORTHSIDE STATION
(From Network '86)

Routes and buses per hour at
NORTHSIDE STATION
and
NW 27th Avenue/NW 79th Street

| Route | Buses/Hr. |
|------------------|-----------|
| 15 | 10 |
| 24 | 5 |
| 31 | 1 |
| 32 | 8 |
| L | 16 |
| Buses/Hr (peak): | 40 |

APPENDIX I:

TABLE 8:

NORTHSIDE STATION IMPACT AREA:
SOCIO-ECONOMIC CHARACTERISTICS
(from 1980 Census)

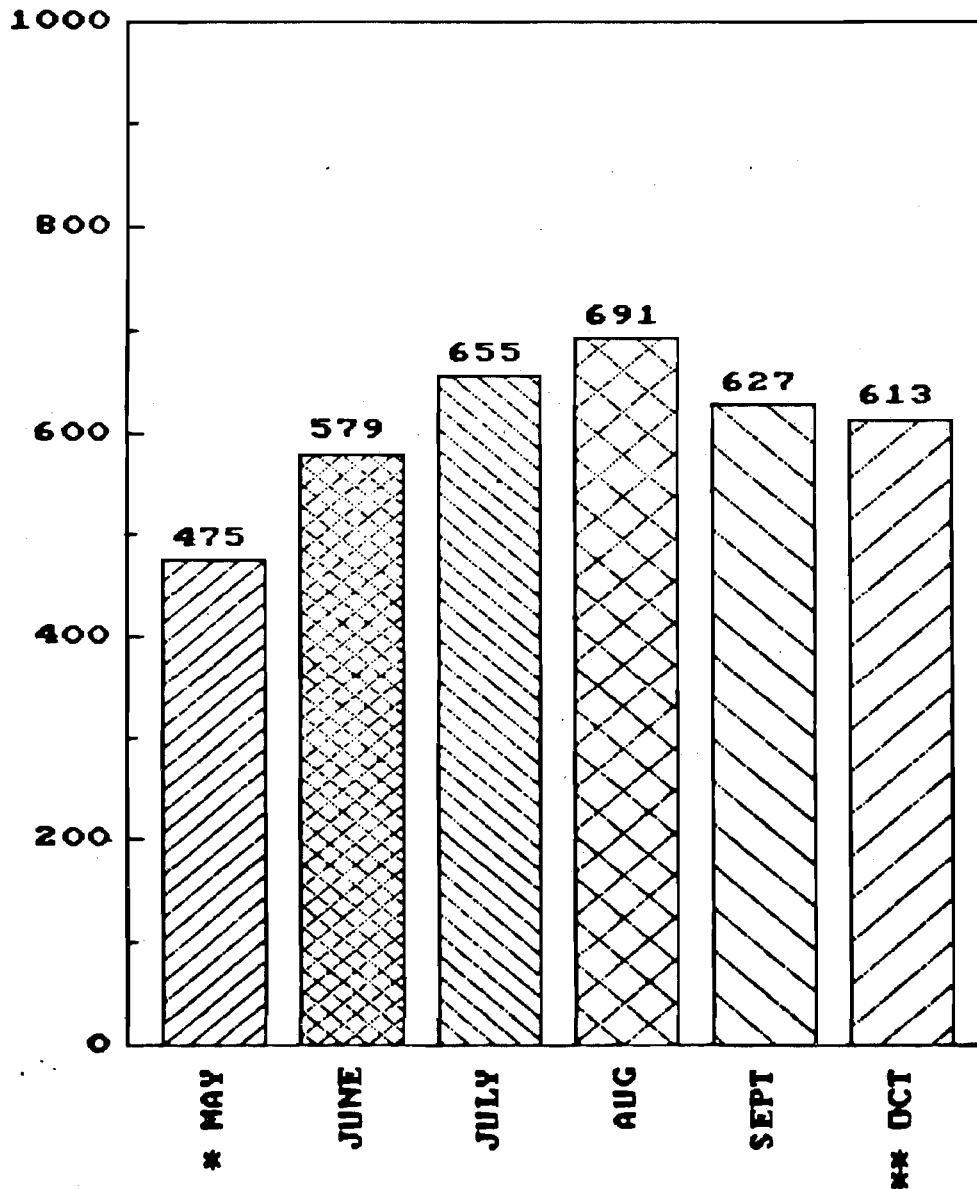
| TRAFFIC ANALYSIS ZONE | POPULATION | EMPLOYMENT | HOUSEHOLDS WITHOUT AUTOS |
|--------------------------|------------|------------|-----------------------------|
| 322 | 3,942 | 494 | 259 |
| 323 | 1,324 | 671 | 97 |
| 331 | 929 | 794 | 175 |
| 332 | 1,237 | 354 | 168 |
| 333 | 21 | 977 | 0 |
| 334 | 104 | 550 | 0 |
| 335 | 1,094 | 50 | 33 |
| 336 | 1,234 | 341 | 5 |
| TOTAL: | 9,885 | 4,231 | 737 |

APPENDIX I

FIGURE 1

**METRORAIL BOARDING BY MONTH
AT NORTHSIDE STATION**

WEEKDAY AVERAGE



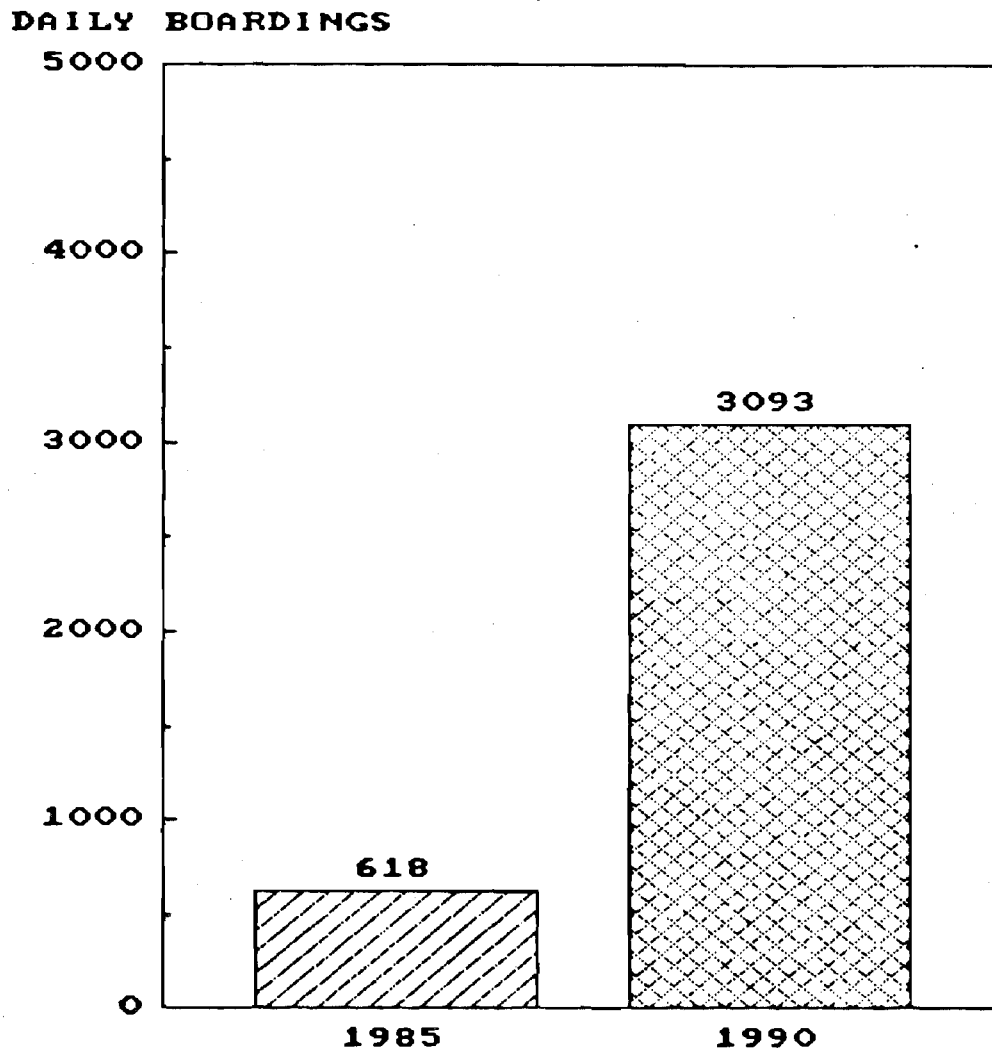
* Revenue service initiated May 20, 1985

** No data from 10/11-10/21/85, (due to rail attendants being replaced by guards)

APPENDIX I

FIGURE 2

**METRORAIL PATRONAGE
AT NORTHSIDE STATION:
CURRENT vs. PROJECTED DAILY BOARDING**

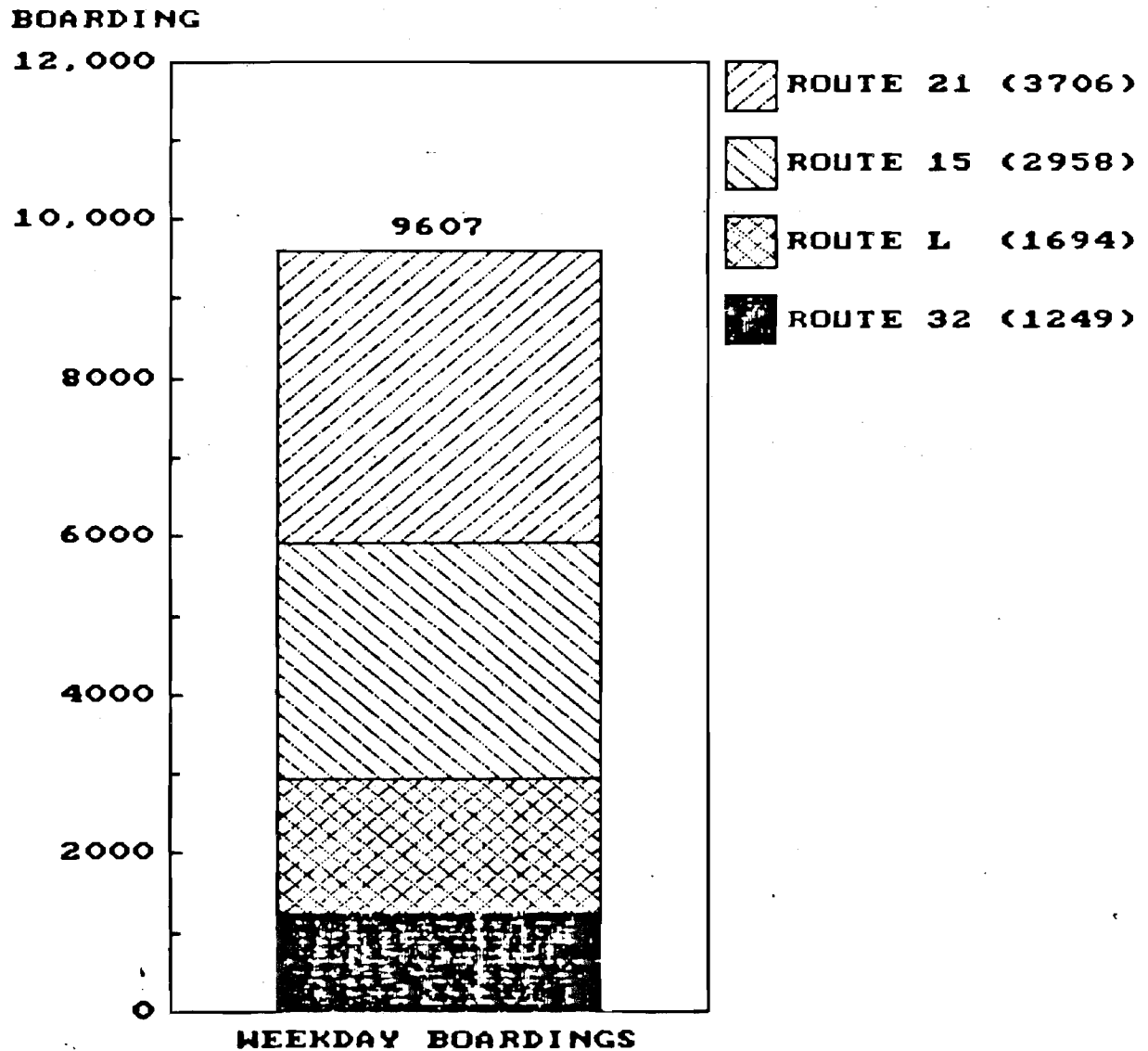


(Source: Schimpeler-Corradino Assoc.)

APPENDIX I

FIGURE 3

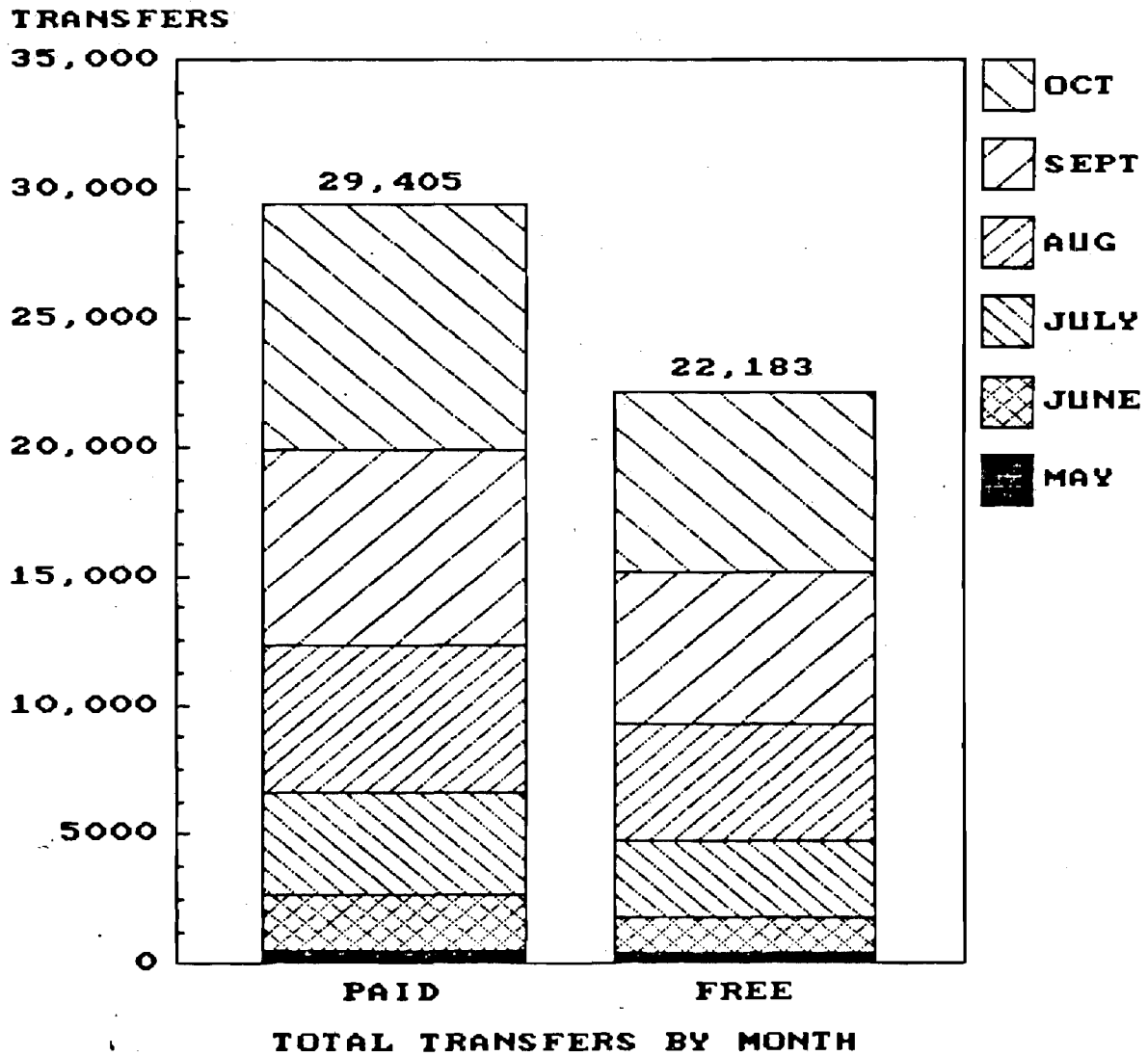
BUS PATRONAGE AT NORTHSIDE STATION
(Weekday boardings for Northside segments)



APPENDIX I

FIGURE 4

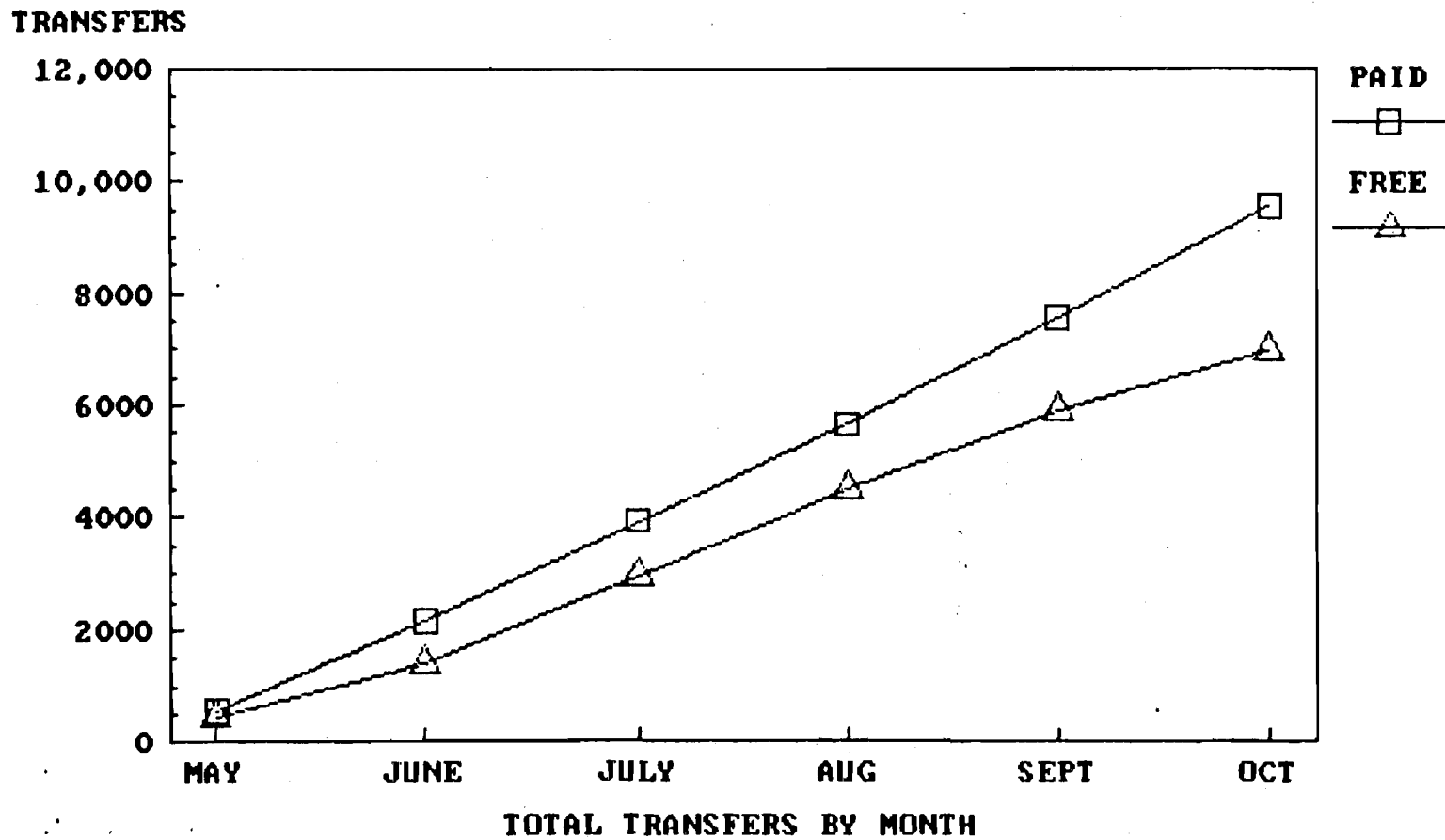
RAIL TO BUS TRANSFERS
AT NORTHSIDE STATION



APPENDIX I

FIGURE 5

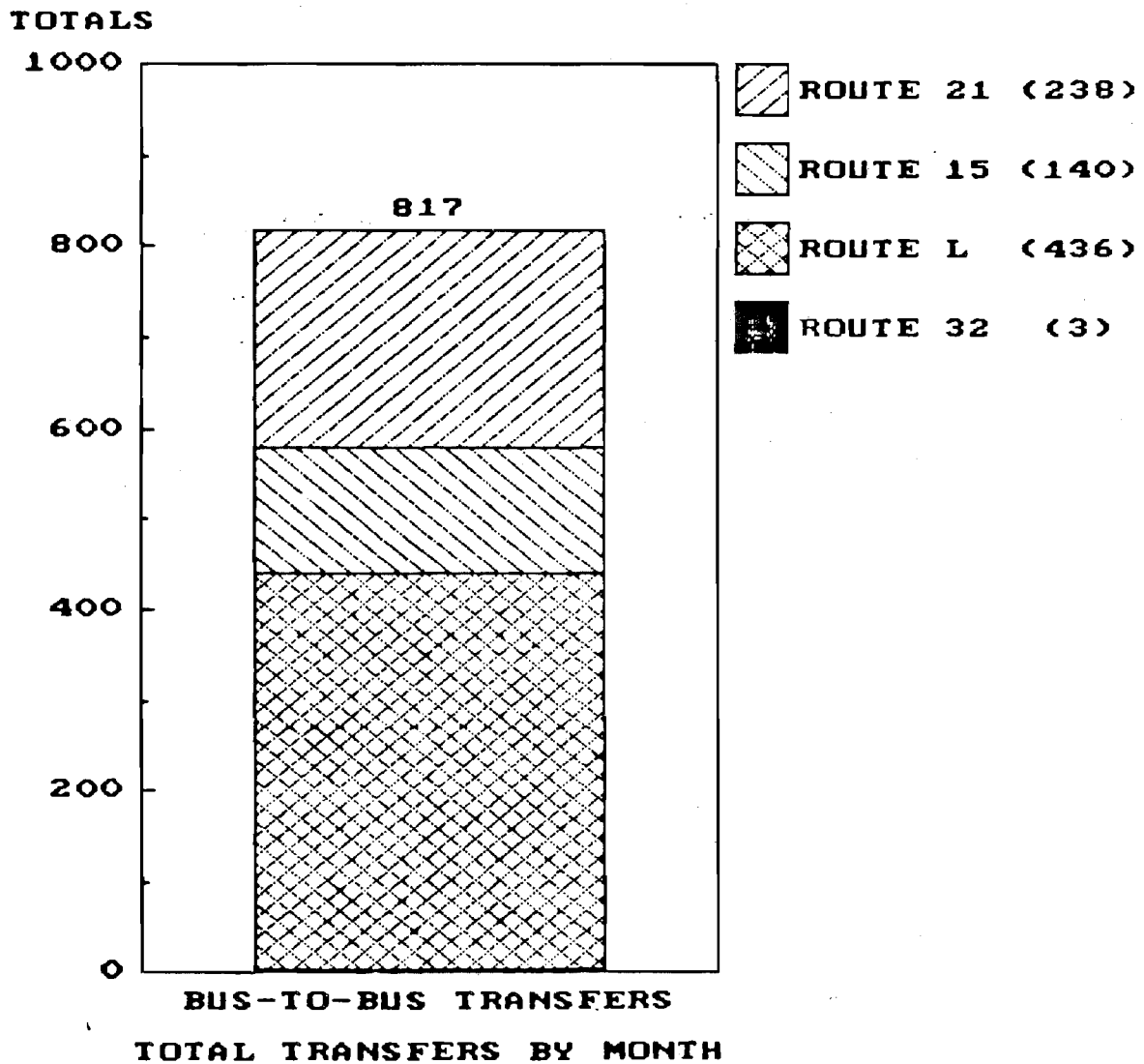
RAIL TO BUS TRANSFERS
AT NORTHSIDE STATION



APPENDIX I

FIGURE 6

TRANSFERS AT NORTHSIDE STATION
(Transfers for Northside segments)

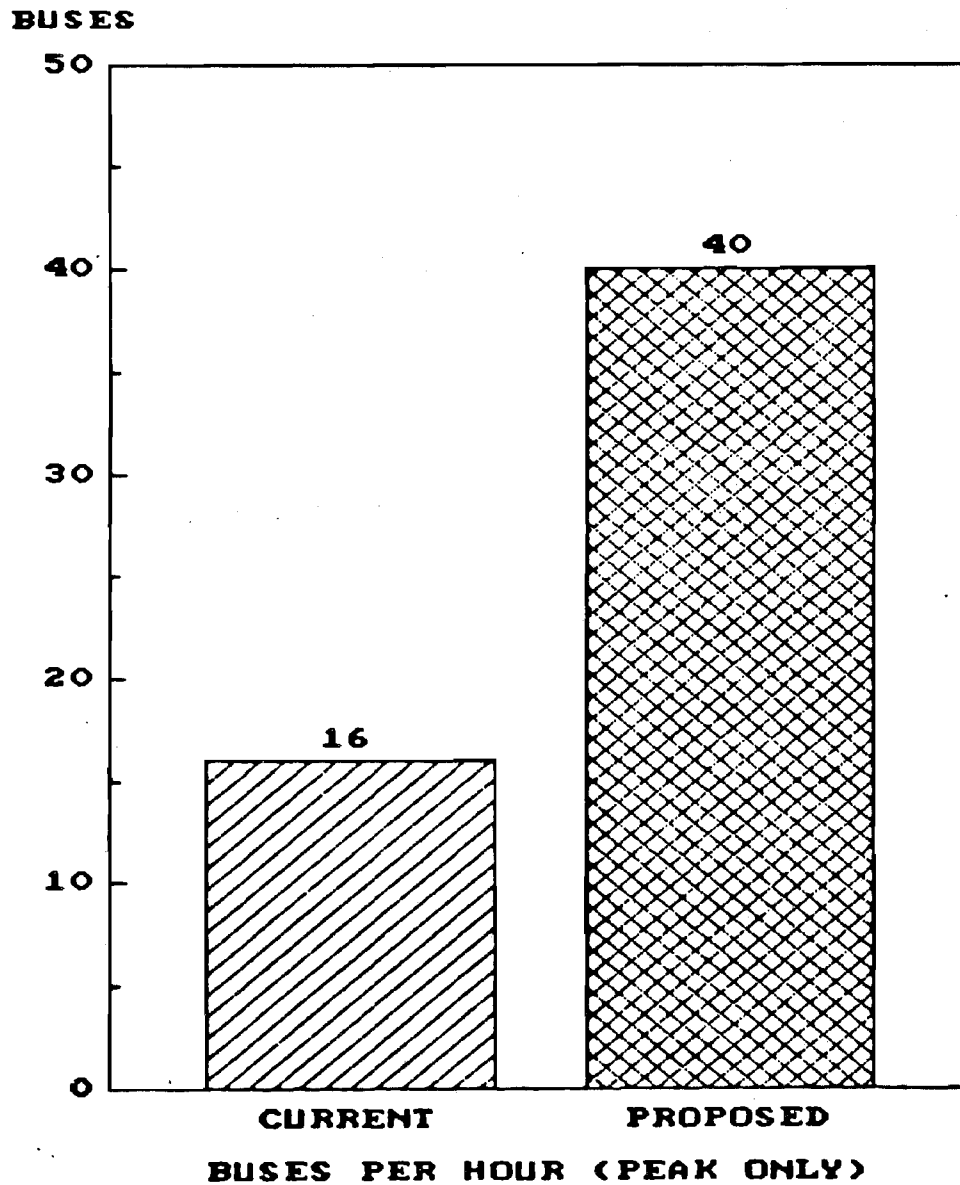


* Bus-to-Bus transfer totals,
do not include free transfers.

APPENDIX I

FIGURE 7

**METROBUS LEVEL OF SERVICE
AT NORTHSIDE STATION**



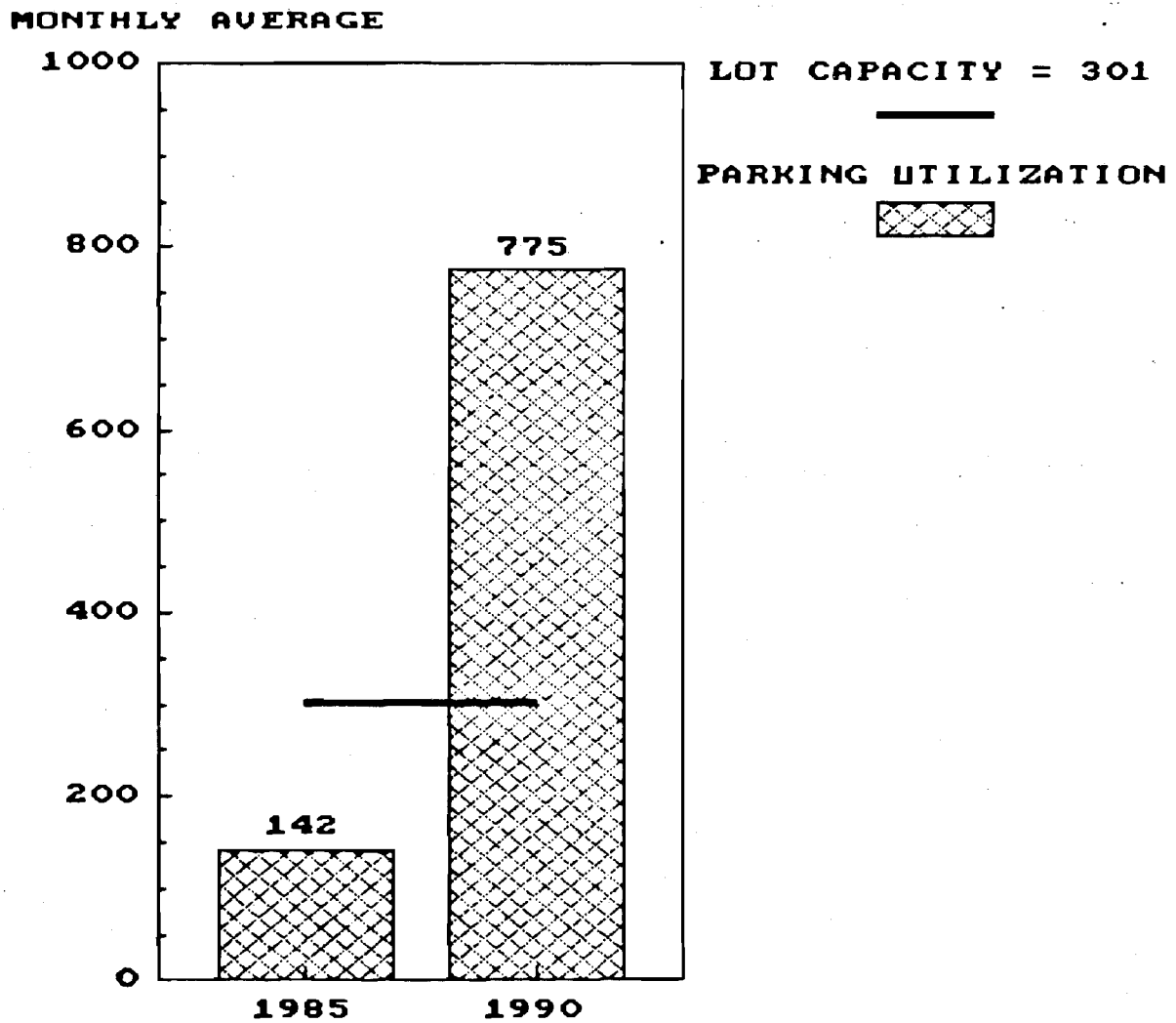
* CURRENT = 1985

*PROPOSED = NETWORK '86

APPENDIX I

FIGURE 8

**PARKING UTILIZATION
AT NORTHSIDE STATION
CURRENT vs. PROJECTED**



* ONLY MAY - OCTOBER, '85 SURVEYED;
ONE WEDNESDAY PER MONTH

APPENDIX II:

SOCIO-ECONOMIC CHARACTERISTICS IN THE NORTHSIDE AREA OF INFLUENCE

APPENDIX II:

SOCIO-ECONOMIC CHARACTERISTICS IN THE NORTHSIDE AREA OF INFLUENCE

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| Figure 5: | Pinewood - West Little River |
| Figure 6: | Gladeview |
| Figure 7: | Brownsville |

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Communities

| | |
|------------|------------------------------|
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| Figure 14: | Brownsville |

Table 3: Employment Categories: Northside Service Area
Communities

| | |
|------------|------------------------------|
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| Figure 18: | Opa-Locka - Golden Glades |
| Figure 19: | Pinewood - West Little River |
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| Figure 21: | Brownsville |

Table 4: Educational Achievement: Northside Service Area
Communities

| | |
|------------|------------------------------|
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| Figure 25: | Opa-Locka - Golden Glades |
| Figure 26: | Pinewood - West Little River |
| Figure 27: | Gladeview |
| Figure 28: | Brownsville |

Table 5: Mode of Access to Work: Northside Service Area
Communities

| | |
|------------|------------------------------|
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| Figure 31: | Norland - Scott Lake |
| Figure 32: | Opa-Locka - Golden Glades |
| Figure 33: | Pinewood - West Little River |
| Figure 34: | Gladeview |
| Figure 35: | Brownsville |

APPENDIX II:

TABLE 1:

POPULATION & ETHNIC COMPOSITION:
NORTHSIDE SERVICE AREA COMMUNITIES
(From 1980 Census, Tape 3)

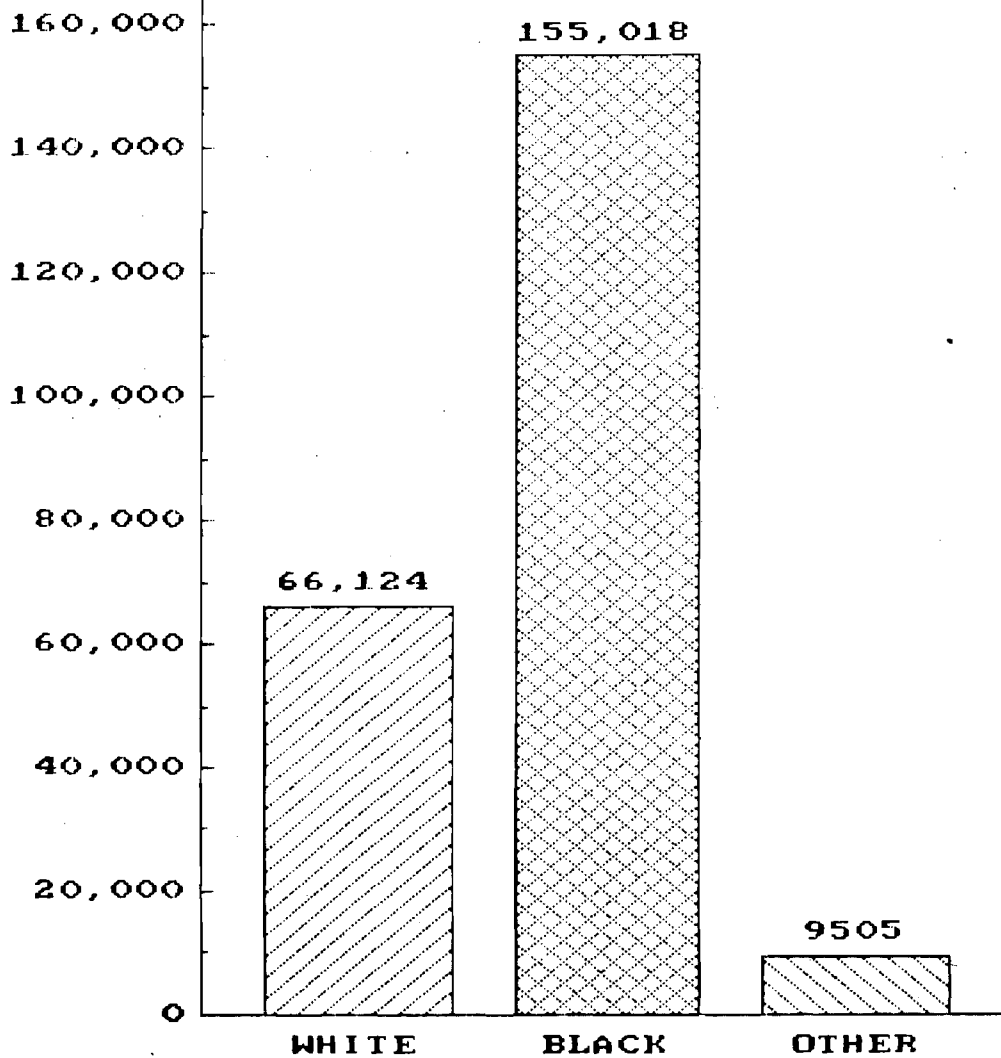
| POPULATION OF CENSUS-DESIGNATED PLACES | CAROL CITY - LAKE LUCERNE | NORLAND - SCOTT LAKE | DFA-LOCKA - GOLDEN GLADES | PINEWOOD - W. LITTLE RIVER | GLADEVIEW | BROWNSVILLE | TOTAL |
|--|------------------------------|-------------------------|------------------------------|-------------------------------|-----------|-------------|---------|
| White | 17,201 | 4,341 | 19,661 | 20,563 | 2,276 | 2,082 | 66,124 |
| Black | 26,652 | 11,872 | 25,242 | 29,891 | 25,346 | 36,015 | 155,018 |
| Other | 2,684 | 548 | 2,064 | 3,394 | 176 | 639 | 9,505 |
| TOTAL | 46,537 | 16,815 | 46,967 | 40,453 | 28,005 | 38,734 | 225,511 |

APPENDIX II:

FIGURE 1

ETHNIC COMPOSITION
NORTHSIDE STATION SERVICE AREA:
ALL COMMUNITIES

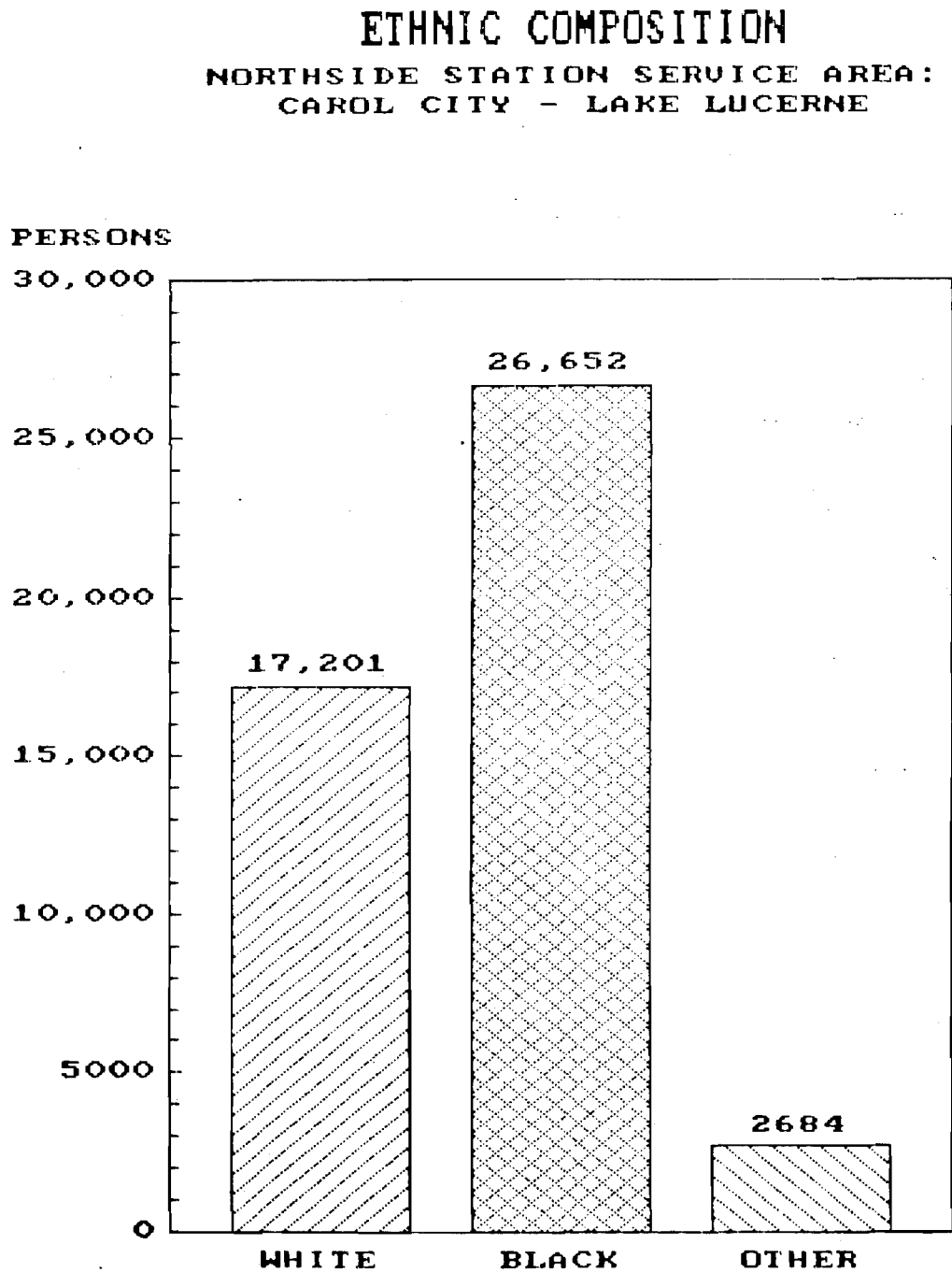
PERSONS



(Source: 1980 Census)

APPENDIX II:

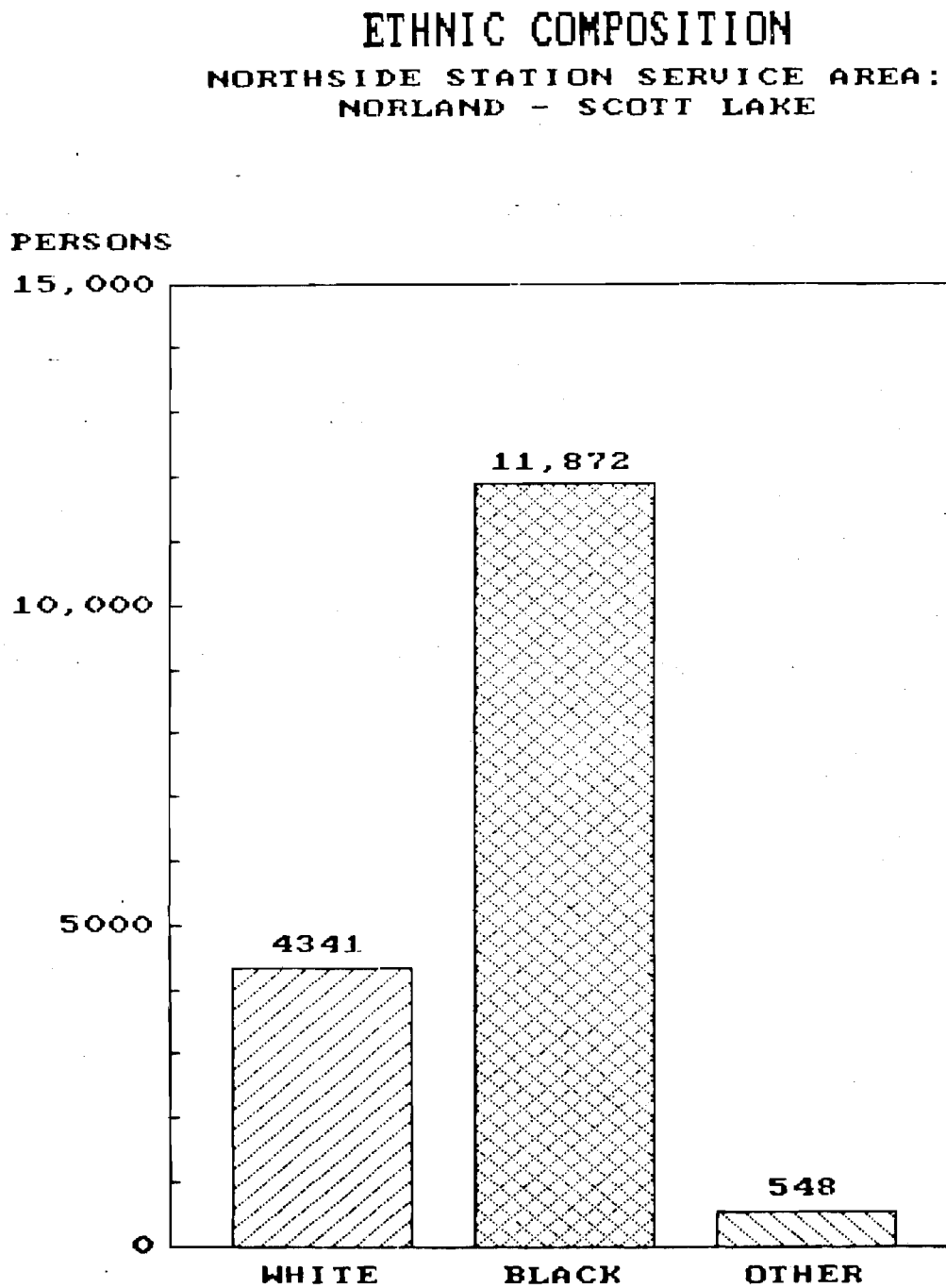
FIGURE 2



(Source: 1980 Census)

APPENDIX II:

FIGURE 3



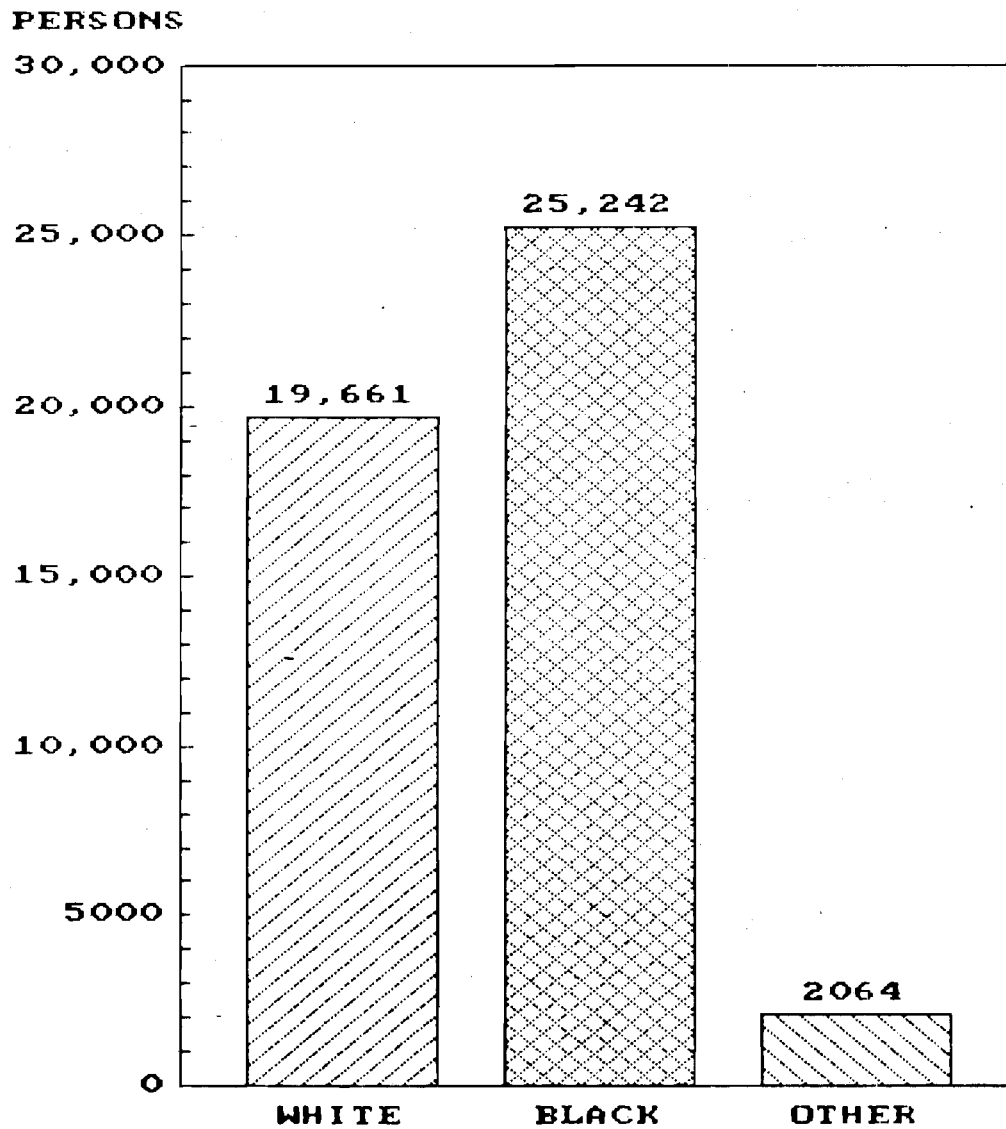
(Source: 1980 Census)

APPENDIX II:

FIGURE 4

ETHNIC COMPOSITION

NORTHSIDE STATION SERVICE AREA:
OPA-LOCKA - GOLDEN GLADES



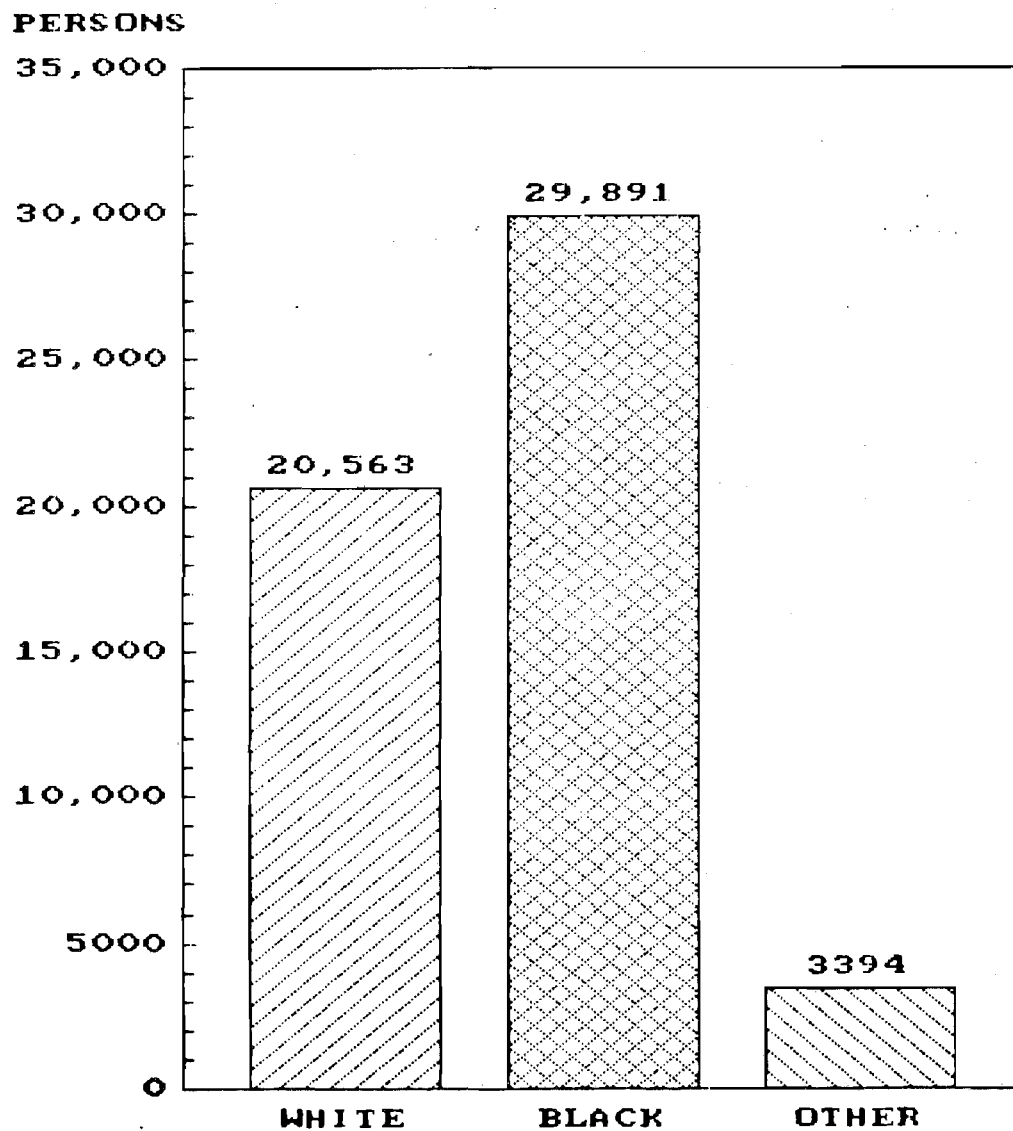
(Source: 1980 Census)

APPENDIX II:

FIGURE 5

ETHNIC COMPOSITION

NORTHSIDE STATION SERVICE AREA:
PINWOOD - W. LITTLE RIVER

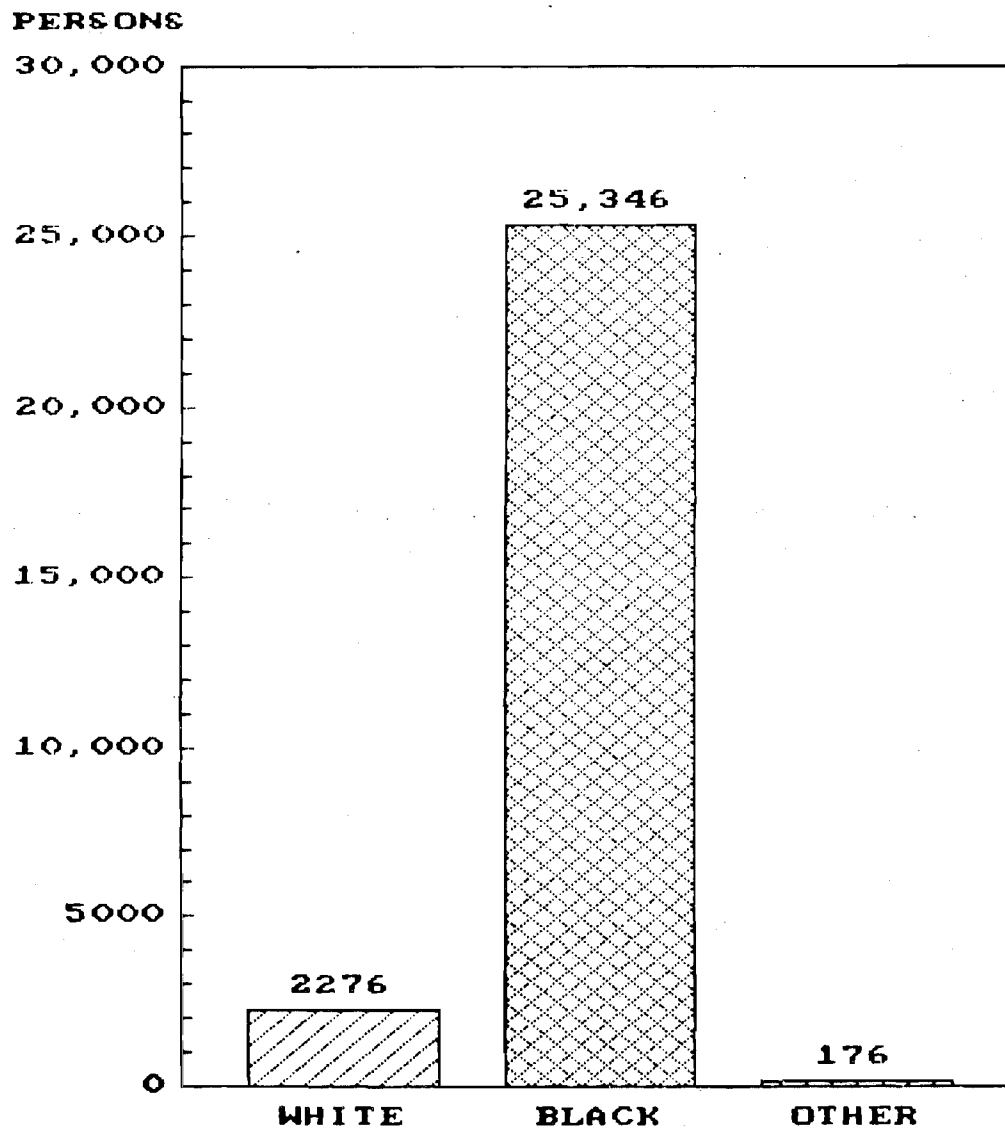


(Source: 1980 Census)

APPENDIX II:

FIGURE 6

ETHNIC COMPOSITION
NORTHSIDE STATION SERVICE AREA:
GLADEVIEW

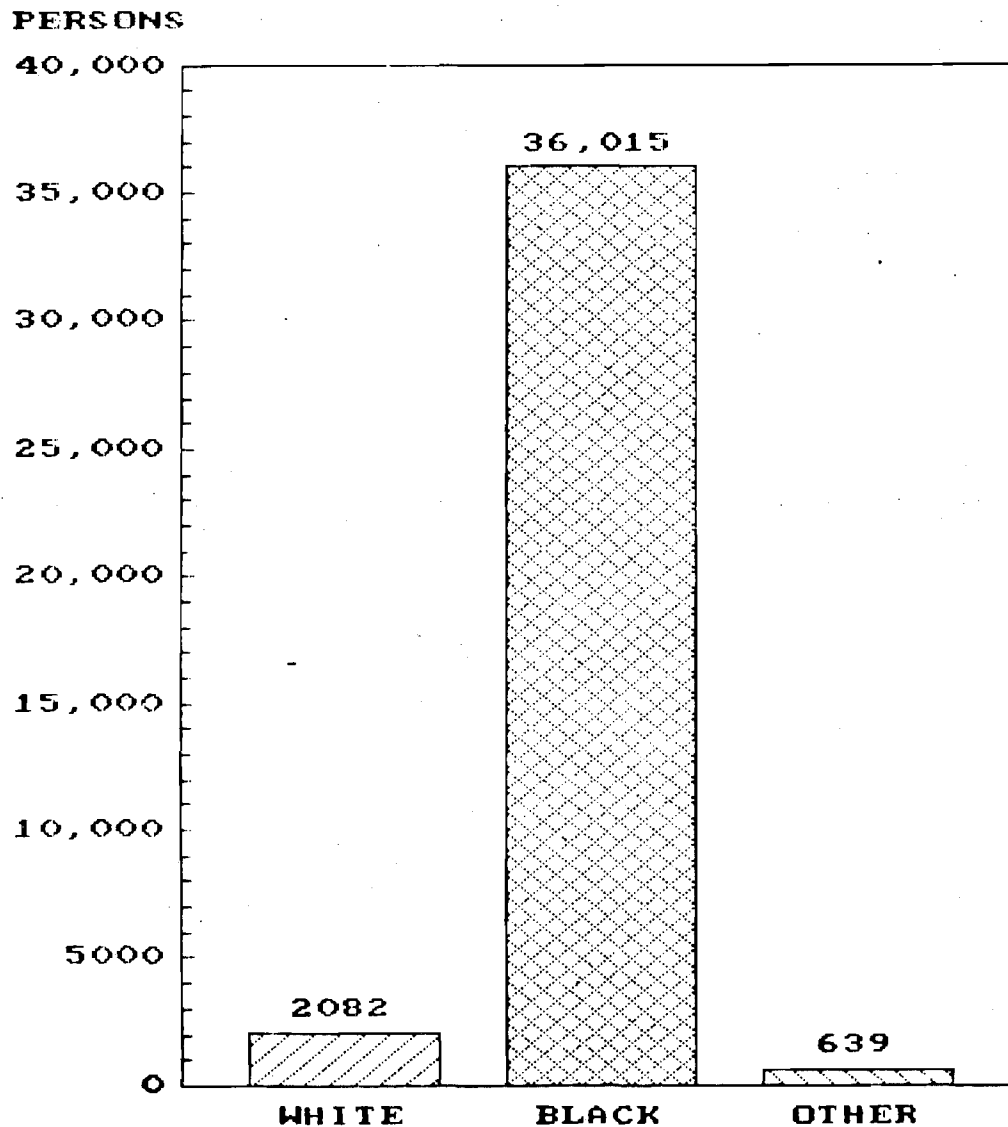


(Source: 1980 Census)

APPENDIX II:

FIGURE 7

ETHNIC COMPOSITION
NORTHSIDE STATION SERVICE AREA:
BROWNSVILLE



(Source: 1980 Census)

APPENDIX 11:

TABLE 2:

HOUSEHOLD INCOME LEVELS:
NORTHSIDE SERVICE AREA COMMUNITIES
(From 1980 Census, Tape 3)

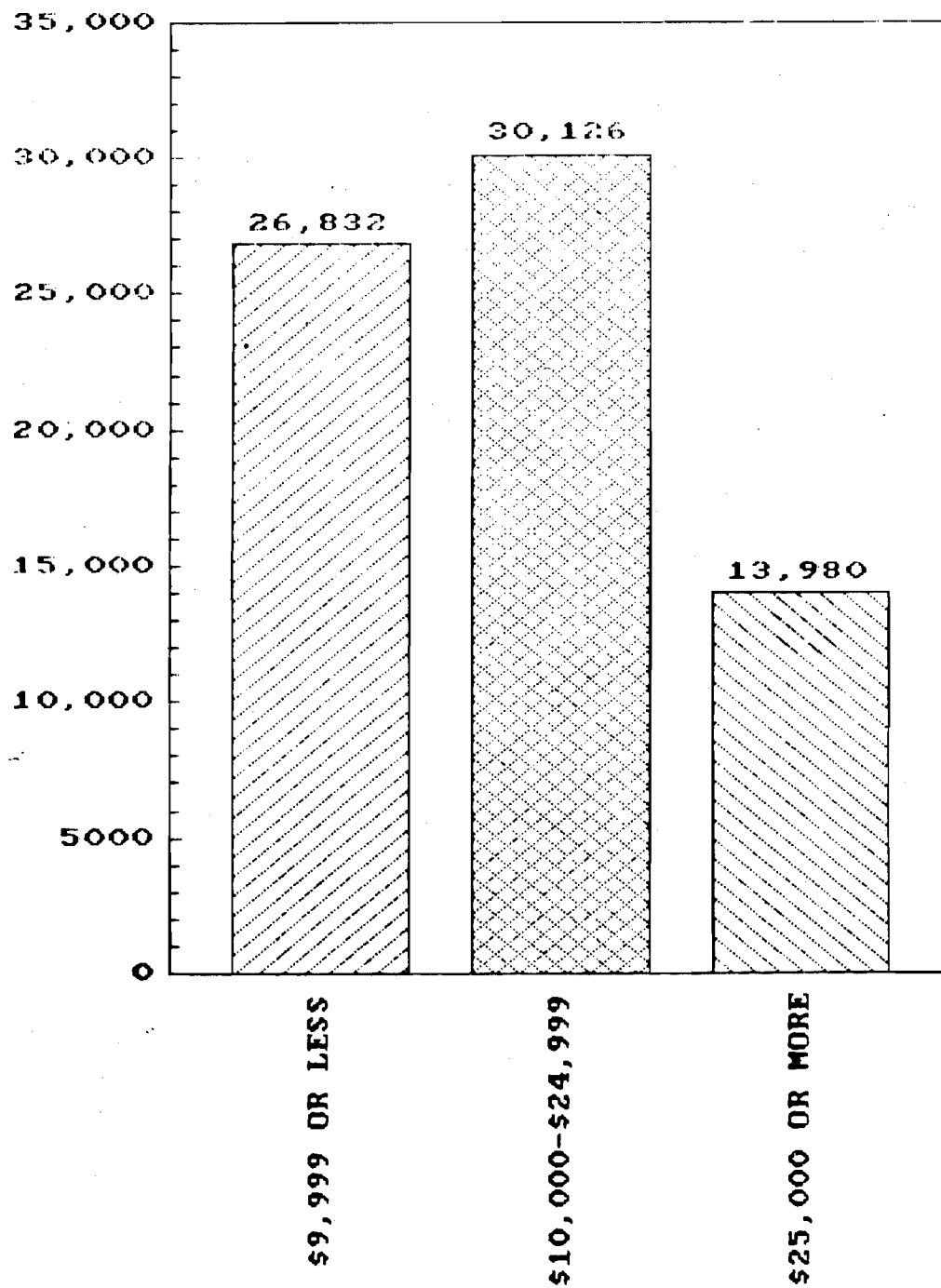
| HOUSEHOLD INCOME (1979) | CAROL CITY - LAKE LUCERNE | NORLAND - SCOTT LAKE | DPA-LOCKA - GOLDEN GLADES | PINWOOD - W. LITTLE RIVER | GLADEVIEW | BROWNSVILLE | TOTAL |
|-------------------------|------------------------------|-------------------------|------------------------------|------------------------------|-----------|-------------|--------|
| Less than \$5,000 | 1,189 | 292 | 2,155 | 3,839 | 3,172 | 3,138 | 12,897 |
| \$5,000 - \$7,499 | 784 | 267 | 1,101 | 1,605 | 1,462 | 1,676 | 6,895 |
| \$7,500 - \$9,999 | 857 | 337 | 1,751 | 1,586 | 868 | 1,641 | 7,040 |
| \$10,000 - \$14,999 | 1,850 | 604 | 2,870 | 3,148 | 1,300 | 2,200 | 11,972 |
| \$15,000 - \$19,999 | 2,225 | 781 | 2,391 | 2,513 | 996 | 1,388 | 10,294 |
| \$20,000 - \$24,999 | 1,987 | 769 | 1,921 | 1,840 | 448 | 895 | 7,860 |
| \$25,000 - \$34,999 | 2,151 | 1,040 | 1,935 | 2,121 | 499 | 873 | 8,619 |
| \$35,000 - \$49,999 | 972 | 550 | 893 | 698 | 219 | 470 | 3,802 |
| \$50,000 or more | 412 | 173 | 275 | 376 | 193 | 130 | 1,559 |
| TOTAL HOUSEHOLDS | 12,347 | 4,813 | 15,296 | 16,926 | 9,157 | 12,403 | 70,942 |
| Mean Income | 20,439 | 21,009 | 17,122 | 16,344 | 9,609 | 12,673 | 16,199 |

APPENDIX II:

FIGURE 8

HOUSEHOLD INCOME LEVELS
NORTHSIDE STATION SERVICE AREA:
ALL COMMUNITIES

HOUSEHOLDS



(Source: 1980 Census)

APPENDIX II:

FIGURE 9

HOUSEHOLD INCOME LEVELS
NORTHSIDE STATION SERVICE AREA:
CAROL CITY - LAKE LUCERNE

HOUSEHOLDS

10,000

9000

8000

7000

6000

5000

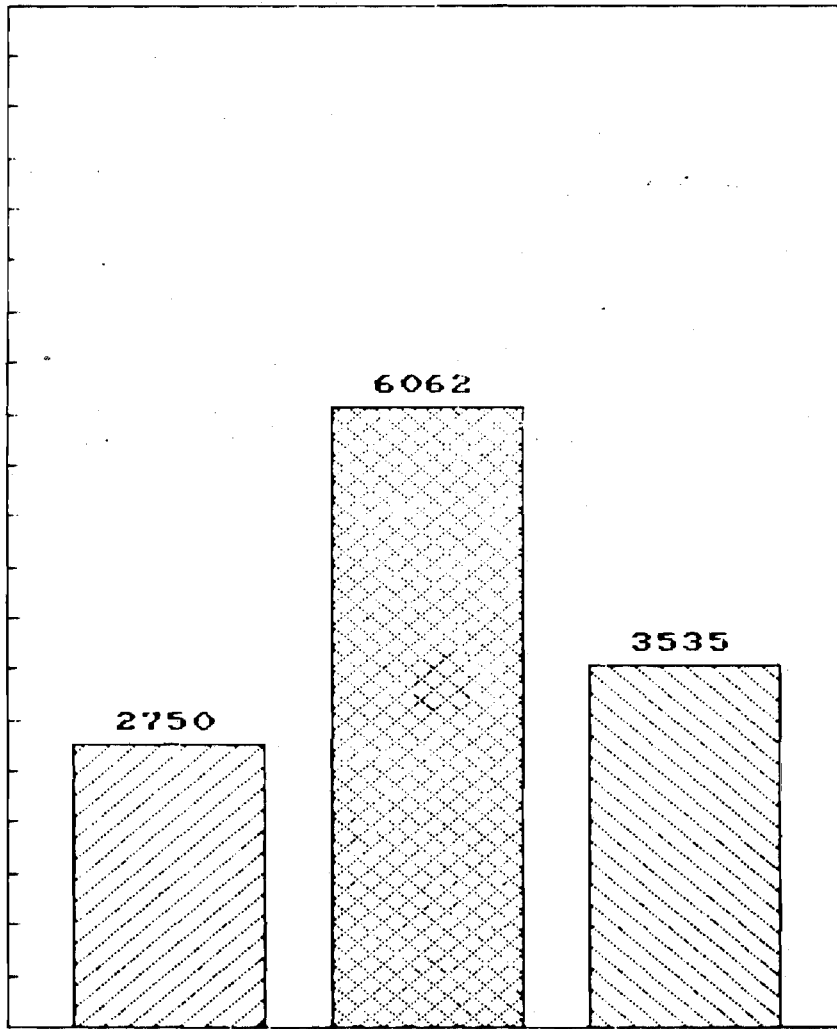
4000

3000

2000

1000

0



\$9,999 OR LESS

\$10,000-\$24,999

\$25,000 OR MORE

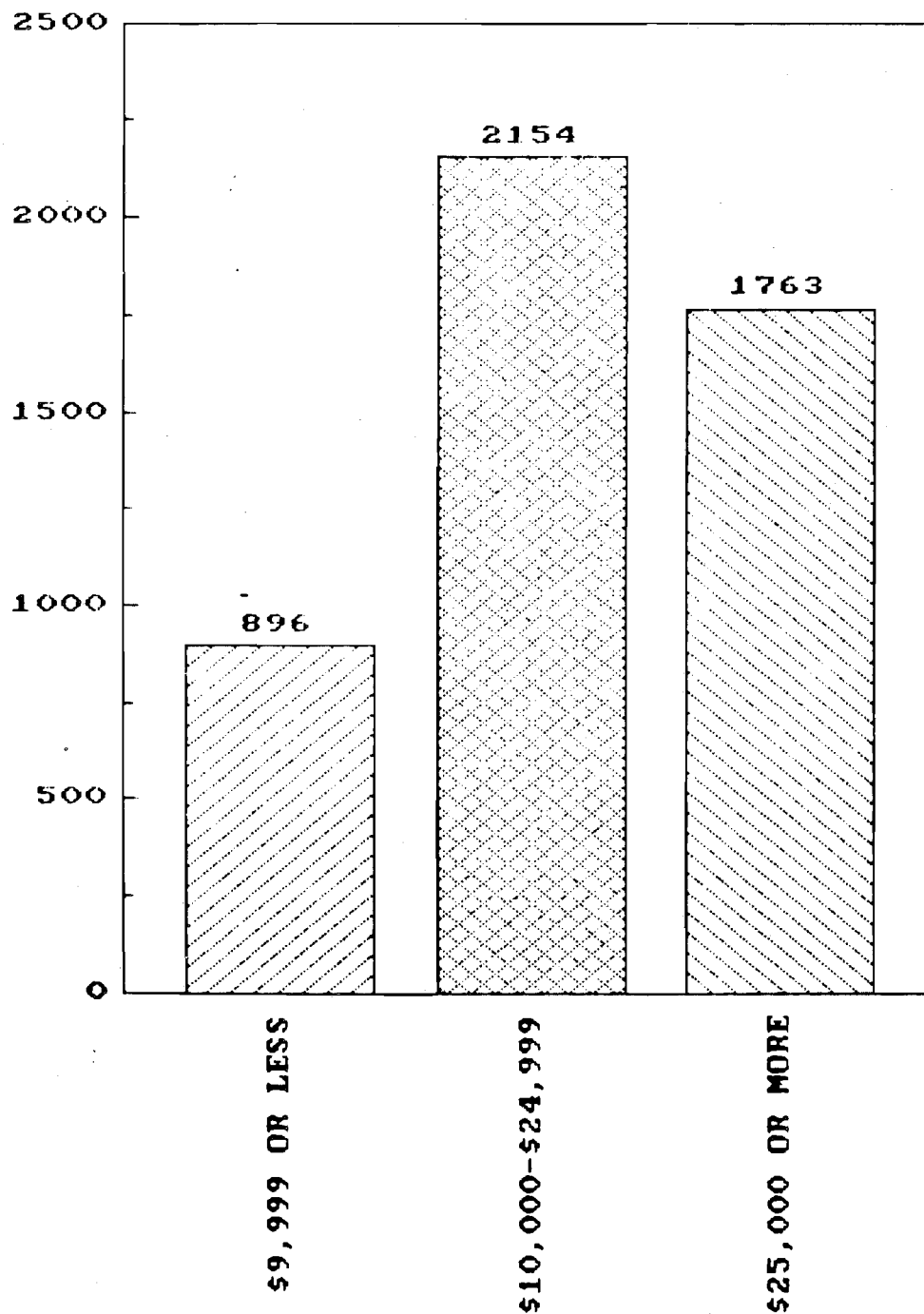
(Source: 1980 Census)

APPENDIX II:

FIGURE 10

HOUSEHOLD INCOME LEVELS
NORTHSIDE STATION SERVICE AREA:
NORLAND - SCOTT LAKE

HOUSEHOLDS



(Source: 1980 Census)

APPENDIX II:

FIGURE 11

HOUSEHOLD INCOME LEVELS
NORTHSIDE STATION SERVICE AREA:
OPA-LOCKA - GOLDEN GLADES

HOUSEHOLDS

10,000

9000

8000

7000

6000

5000

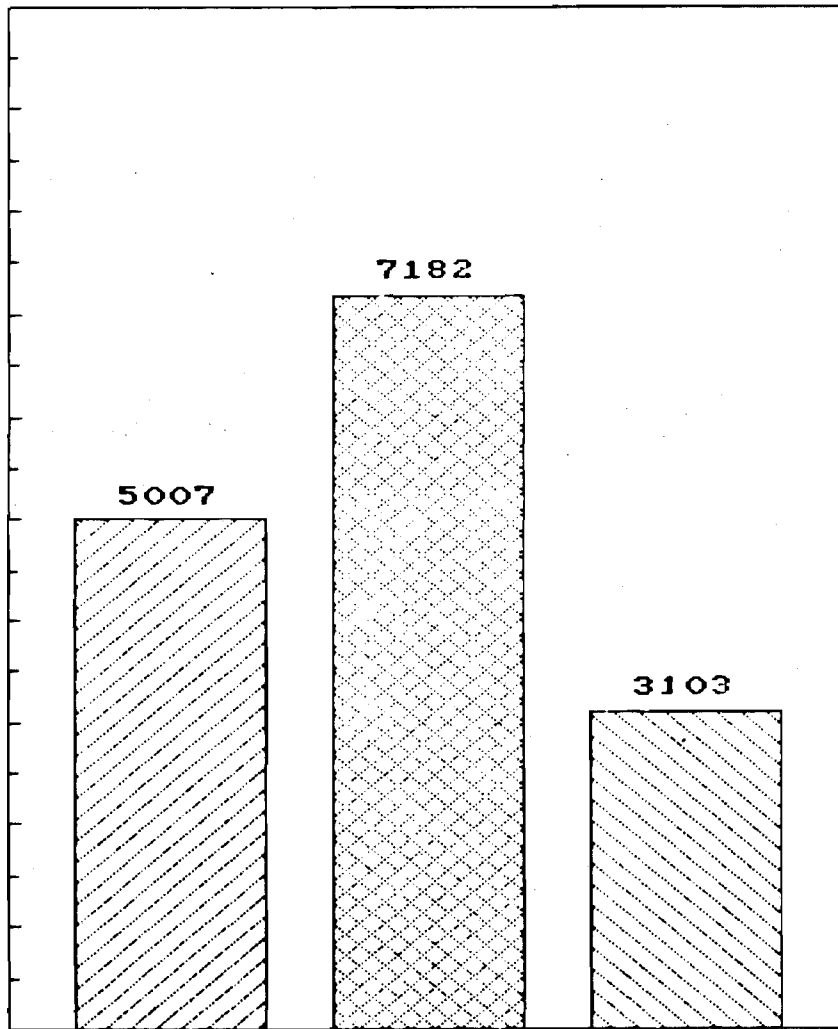
4000

3000

2000

1000

0



\$9,999 OR LESS

\$10,000-\$24,999

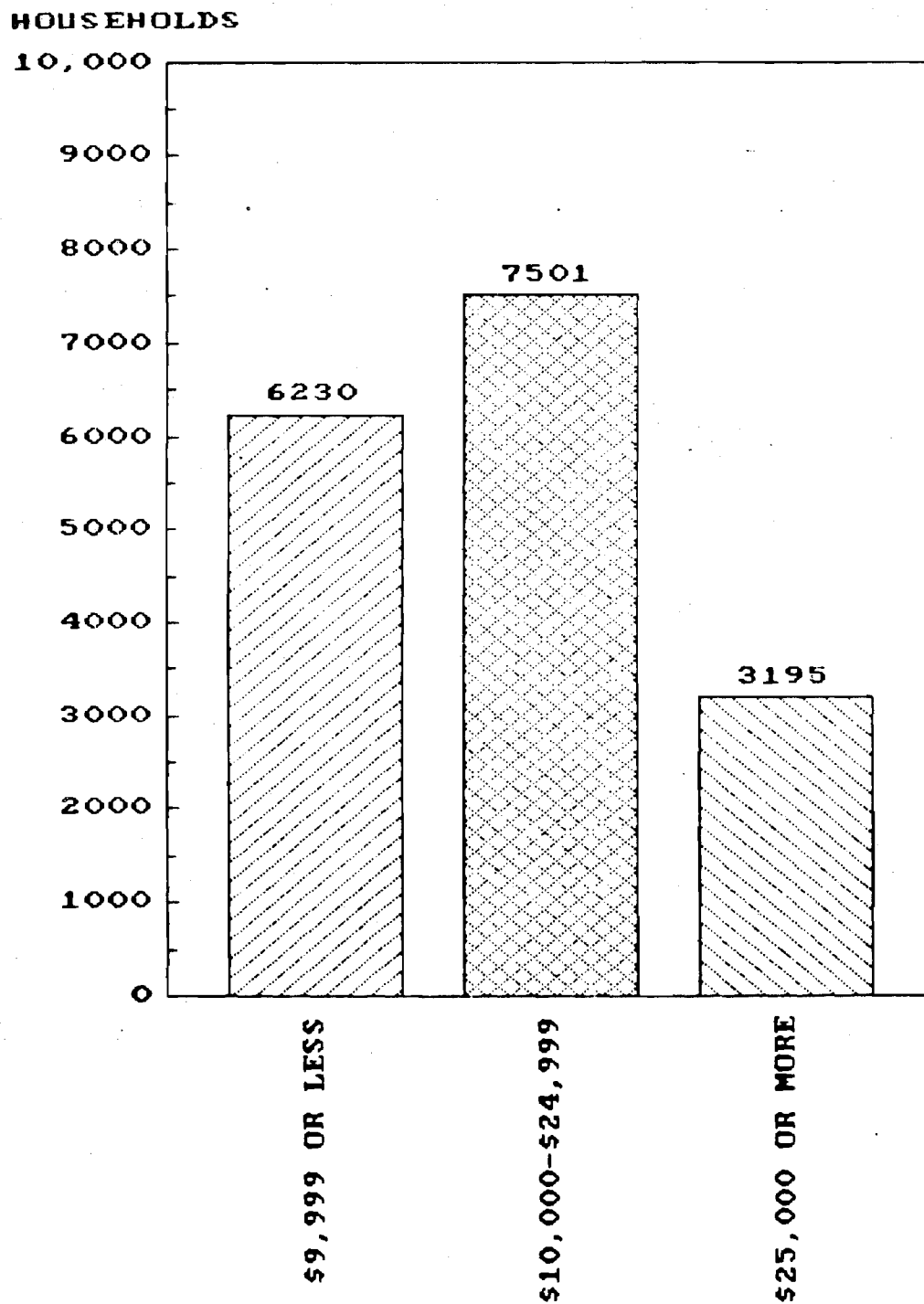
\$25,000 OR MORE

(Source: 1980 Census)

APPENDIX II:

FIGURE 12

HOUSEHOLD INCOME LEVELS
NORTHSIDE STATION SERVICE AREA:
PINEWOOD - W. LITTLE RIVER

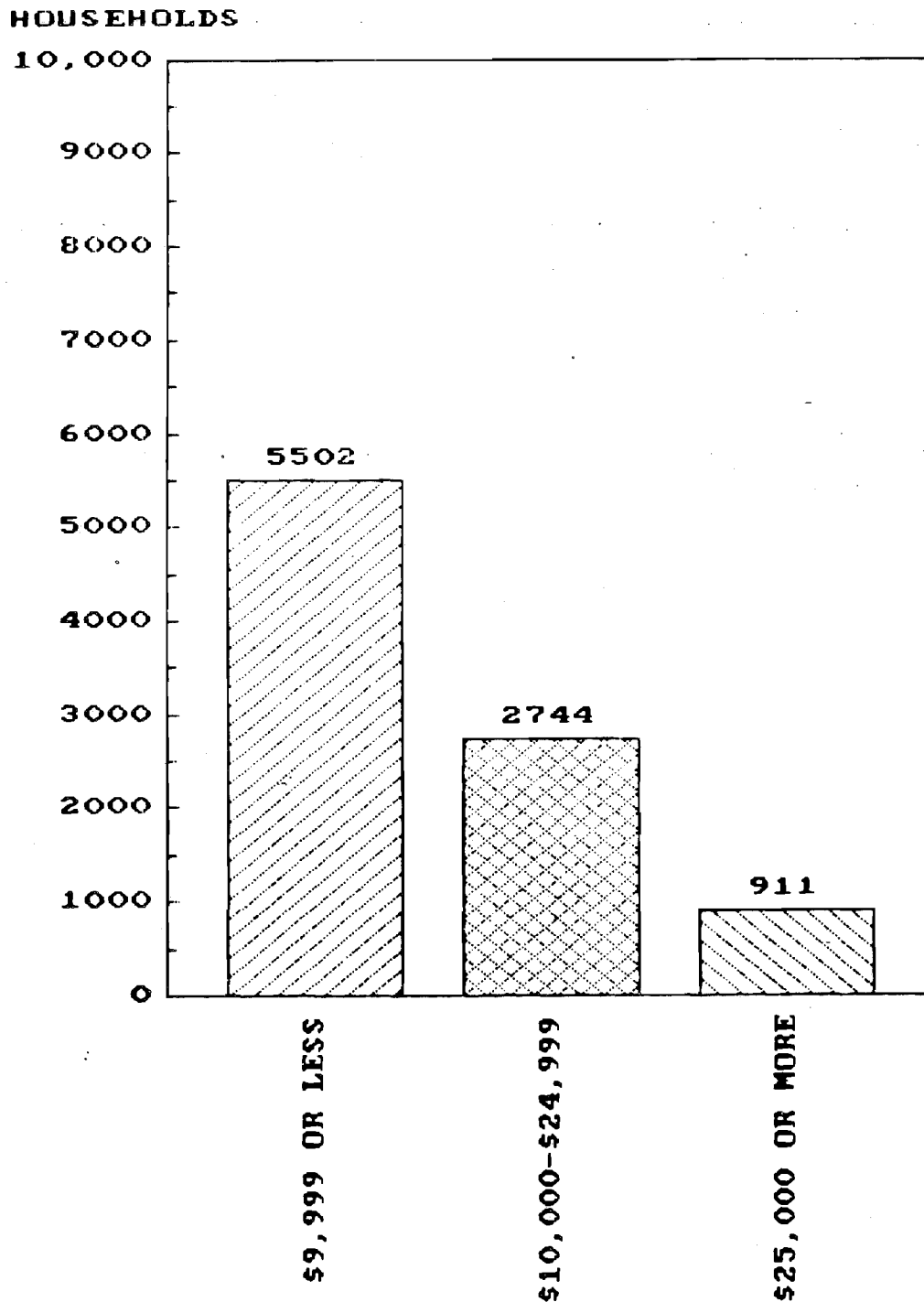


(Source: 1980 Census)

APPENDIX II:

FIGURE 13

HOUSEHOLD INCOME LEVELS
NORTHSIDE STATION SERVICE AREA:
GLADEVIEW

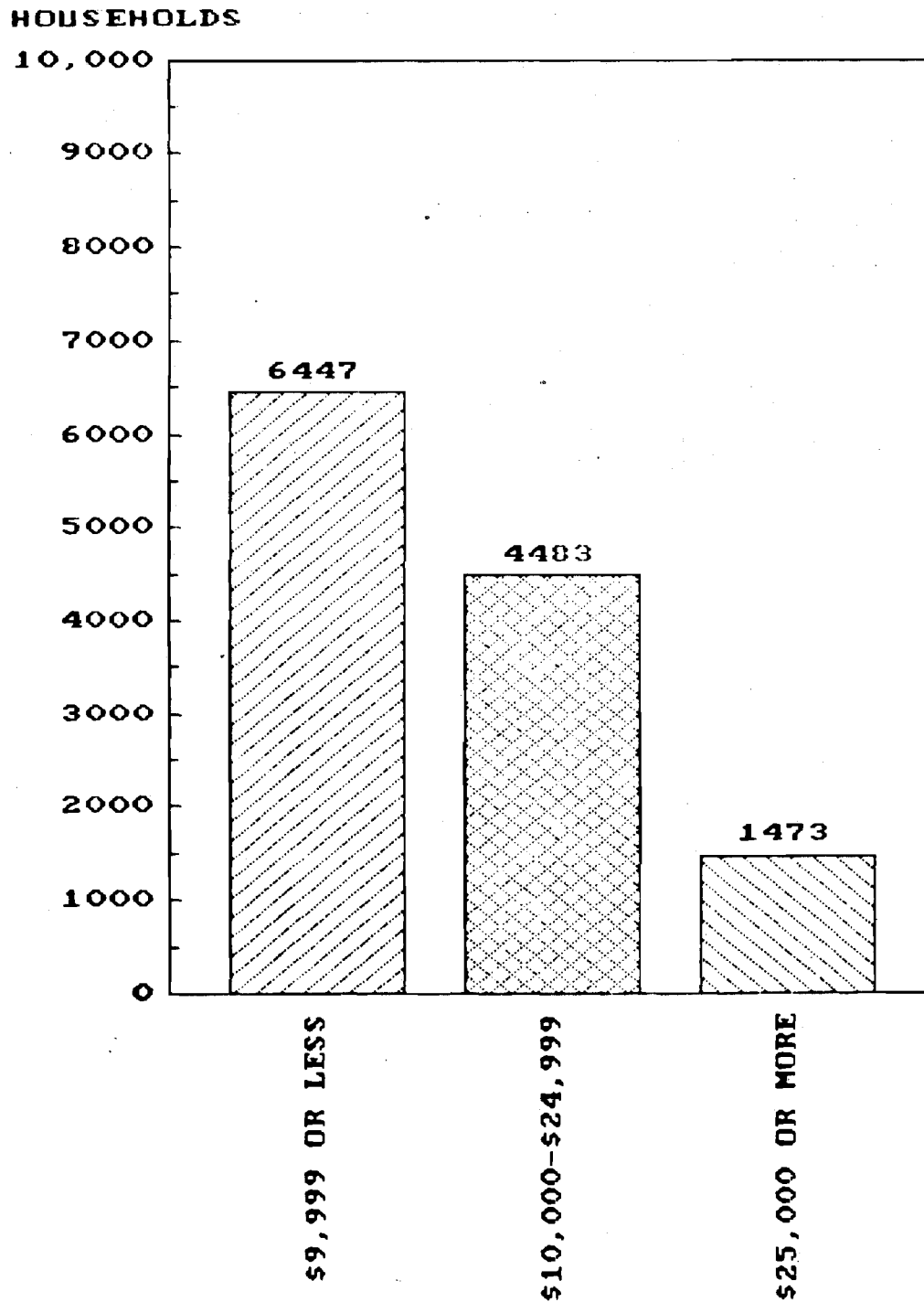


(Source: 1980 Census)

APPENDIX II:

FIGURE 14

HOUSEHOLD INCOME LEVELS
NORTHSIDE STATION SERVICE AREA:
BROWNSVILLE



(Source: 1980 Census)

APPENDIX 11:

TABLE 3:

EMPLOYMENT CATEGORIES:
NORTHSIDE SERVICE AREA COMMUNITIES
(From 1980 Census, Tape 3)

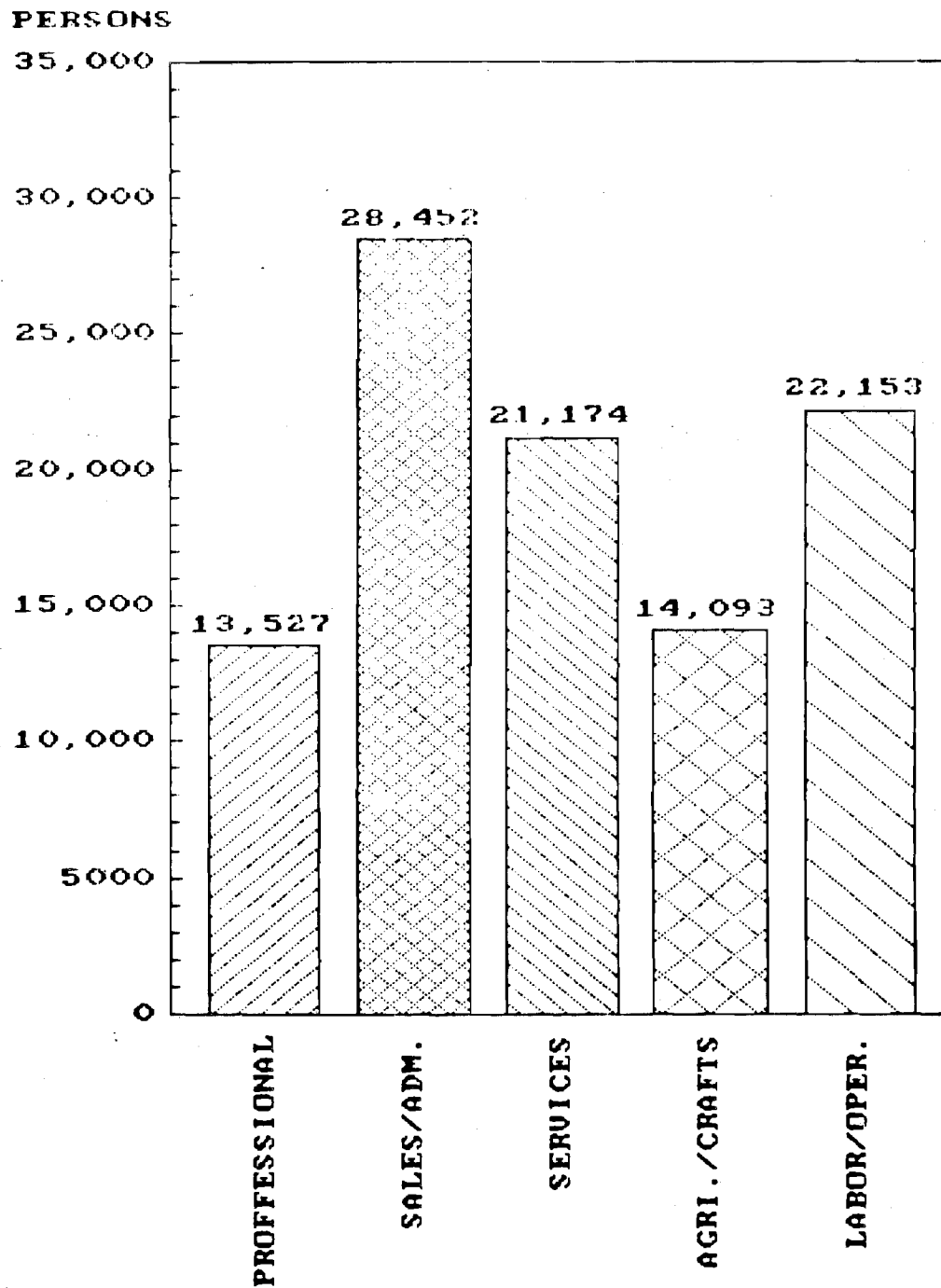
| OCCUPATION | CAROL CITY - LAKE LUCERNE | NORLAND - SCOTT LAKE | DPA-LOCKA - GOLDEN GLADES | PIMWOOD - W. LITTLE RIVER | GLADEVIEW | BROWNSVILLE | TOTAL |
|---|------------------------------|-------------------------|------------------------------|------------------------------|-----------|-------------|--------|
| Executive, Administrative & Managerial | 1,378 | 663 | 1,410 | 1,392 | 483 | 649 | 5,895 |
| Professional specialty | 1,419 | 1,071 | 1,668 | 1,523 | 770 | 1,181 | 7,632 |
| Technicians and support | 644 | 268 | 528 | 462 | 194 | 249 | 2,345 |
| Sales | 1,449 | 632 | 1,835 | 2,036 | 637 | 823 | 7,412 |
| Administrative support (incl Clerical) | 4,462 | 1,851 | 4,460 | 4,383 | 1,222 | 2,317 | 18,695 |
| Private Household service | 220 | 71 | 251 | 483 | 515 | 740 | 2,280 |
| Protective Service | 244 | 156 | 368 | 322 | 178 | 154 | 1,422 |
| Other Service Occupations | 3,000 | 1,113 | 3,580 | 4,196 | 2,168 | 3,415 | 17,472 |
| Farming, Forestry & Fishing | 220 | 96 | 312 | 392 | 298 | 388 | 1,706 |
| Precision Production, Craft & Repair | 2,996 | 1,031 | 3,149 | 3,051 | 709 | 1,451 | 12,387 |
| Machine Operators, Assemblers & Inspectors | 2,139 | 385 | 1,519 | 2,051 | 678 | 947 | 7,719 |
| Transportation & Material Moving | 1,526 | 395 | 1,466 | 1,716 | 615 | 1,500 | 7,218 |
| Handlers, Equipment Cleaners, Helpers, & Laborers | 1,192 | 461 | 1,497 | 1,729 | 921 | 1,416 | 7,216 |
| TOTAL | 20,889 | 8,193 | 22,043 | 23,736 | 9,308 | 15,230 | 99,399 |

APPENDIX II:

FIGURE 15

OCCUPATION CATEGORIES

**NORTHSIDE STATION SERVICE AREA:
ALL COMMUNITIES**



(Source: 1980 Census)

APPENDIX II:

FIGURE 16

OCCUPATION CATEGORIES

**NORTHSIDE STATION SERVICE AREA:
CAROL CITY - LAKE LUCERNE**

PERSONS

10,000

9000

8000

7000

6000

5000

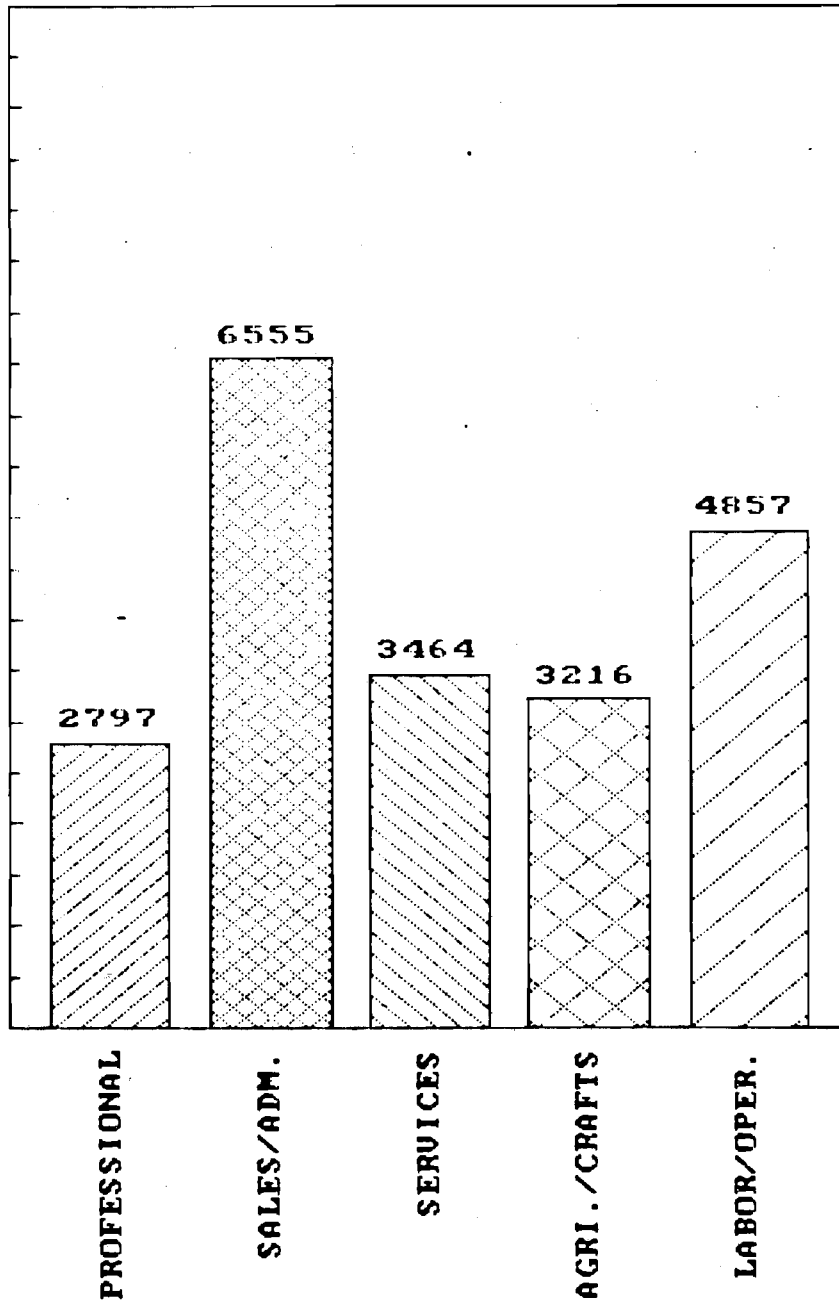
4000

3000

2000

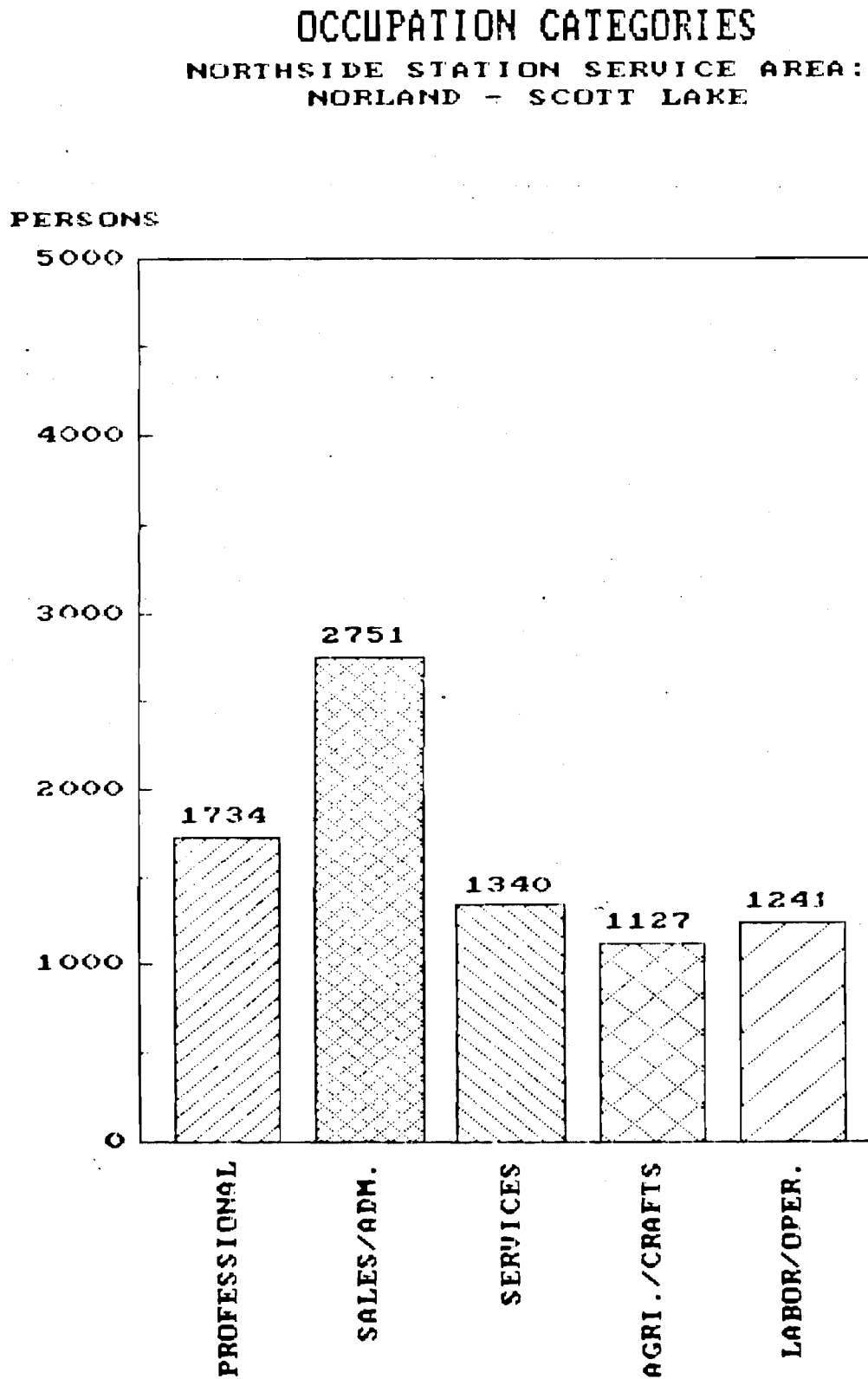
1000

0



APPENDIX II:

FIGURE 17



(Source: 1980 Census)

APPENDIX II:

FIGURE 18

OCCUPATION CATEGORIES

**NORTHSIDE STATION SERVICE AREA:
OPA-LOCKA - GOLDEN GLADES**

PERSONS

10,000

9000

8000

7000

6000

5000

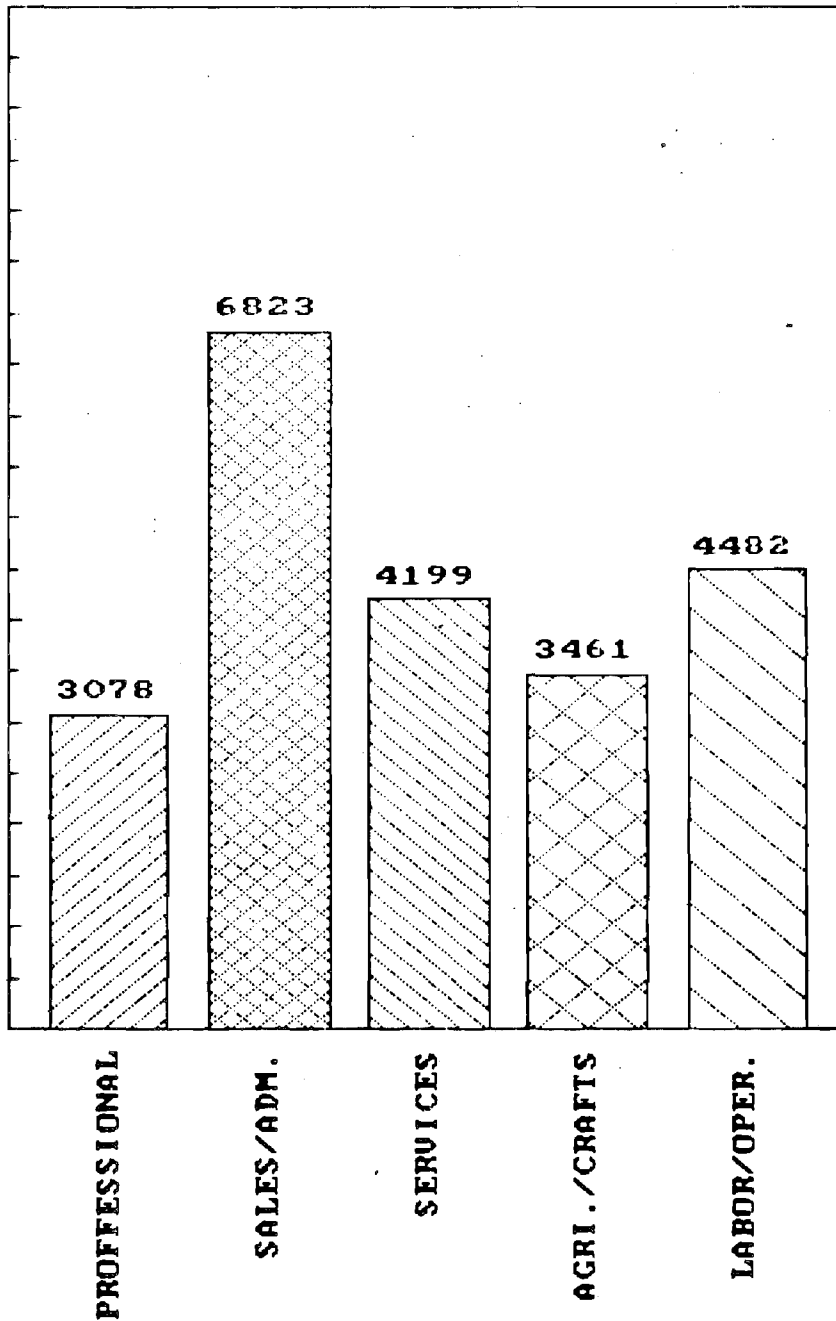
4000

3000

2000

1000

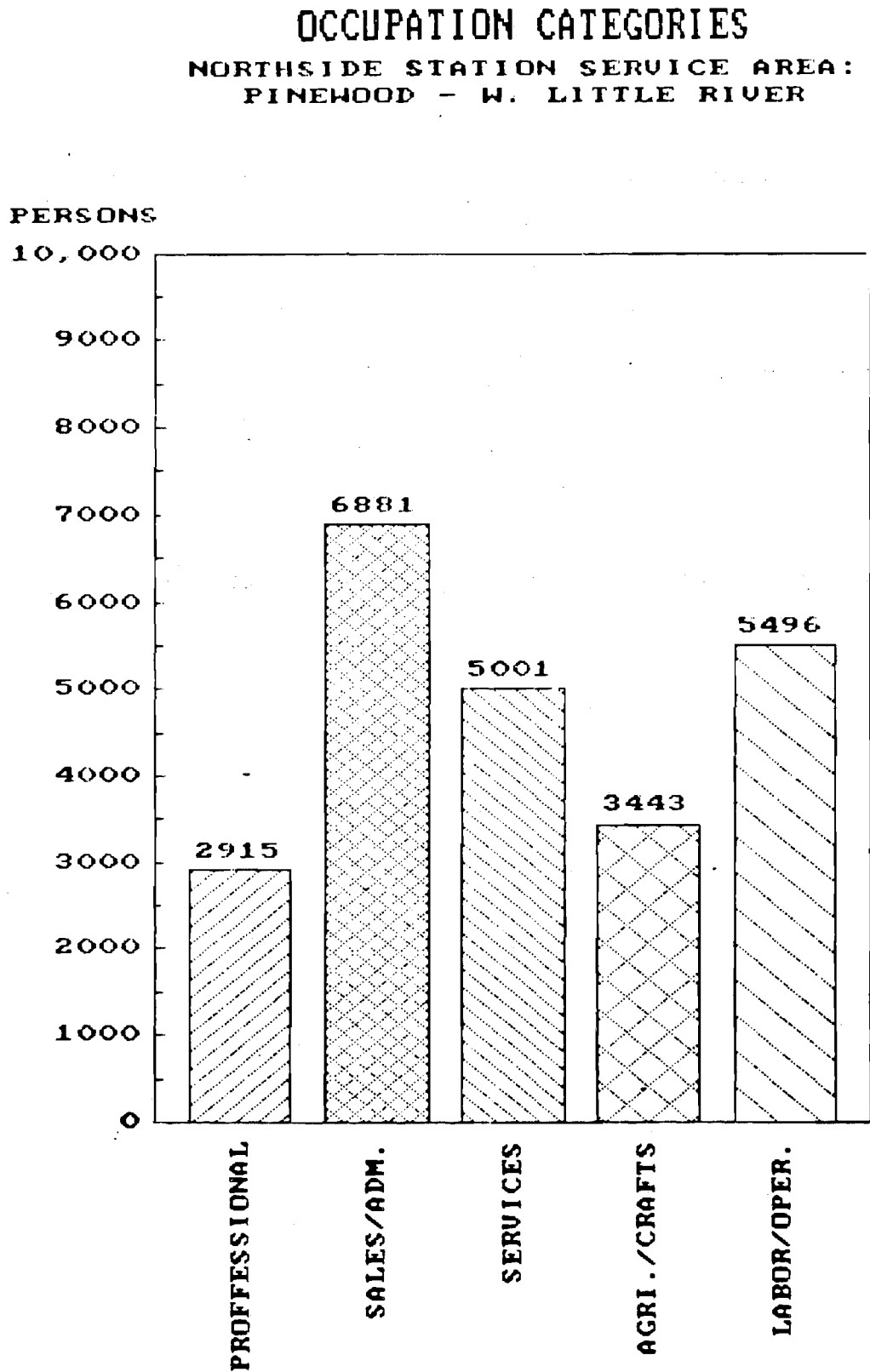
0



(Source: 1980 Census)

APPENDIX II:

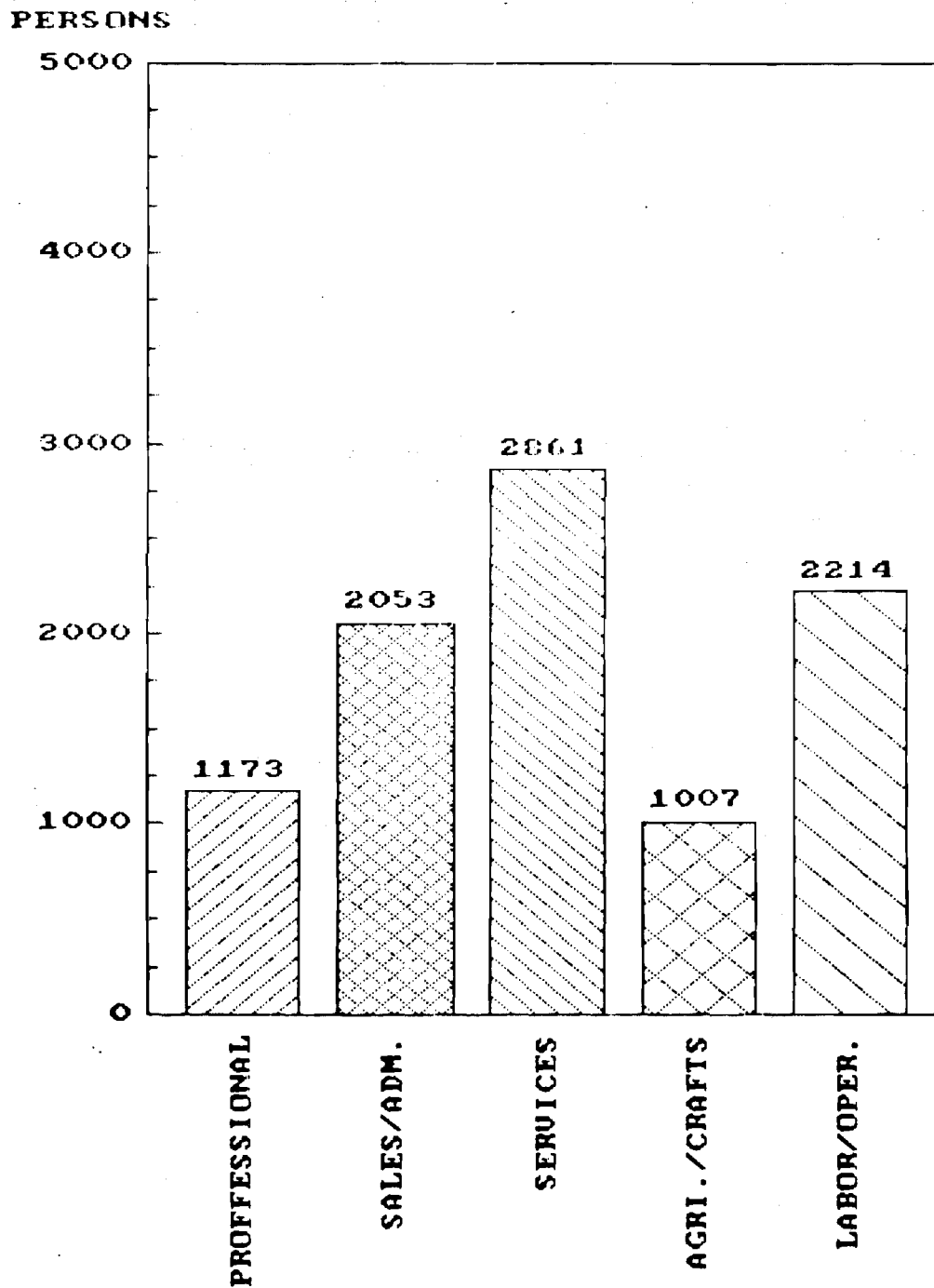
FIGURE 19



APPENDIX II:

FIGURE 20

OCCUPATION CATEGORIES
NORTHSIDE STATION SERVICE AREA:
GLADEVIEW

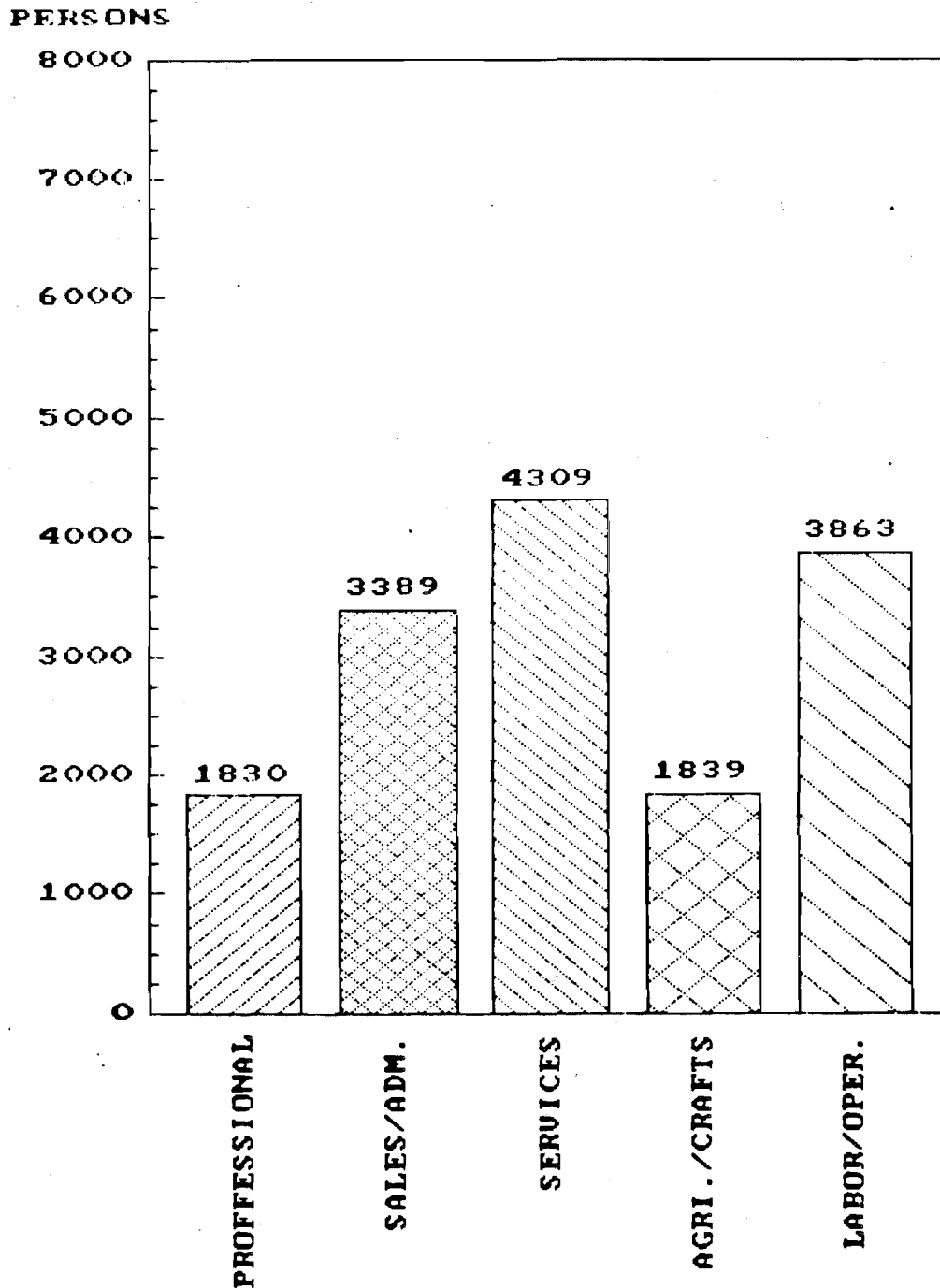


(Source: 1980 Census)

APPENDIX II:

FIGURE 21

OCCUPATION CATEGORIES
NORTHSIDE STATION SERVICE AREA:
BROWNSVILLE



(Source: 1980 Census)

APPENDIX 11:

TABLE 4:

EDUCATIONAL ACHIEVEMENT:
NORTHSIDE SERVICE AREA COMMUNITIES
(From 1980 Census, Tape 3)

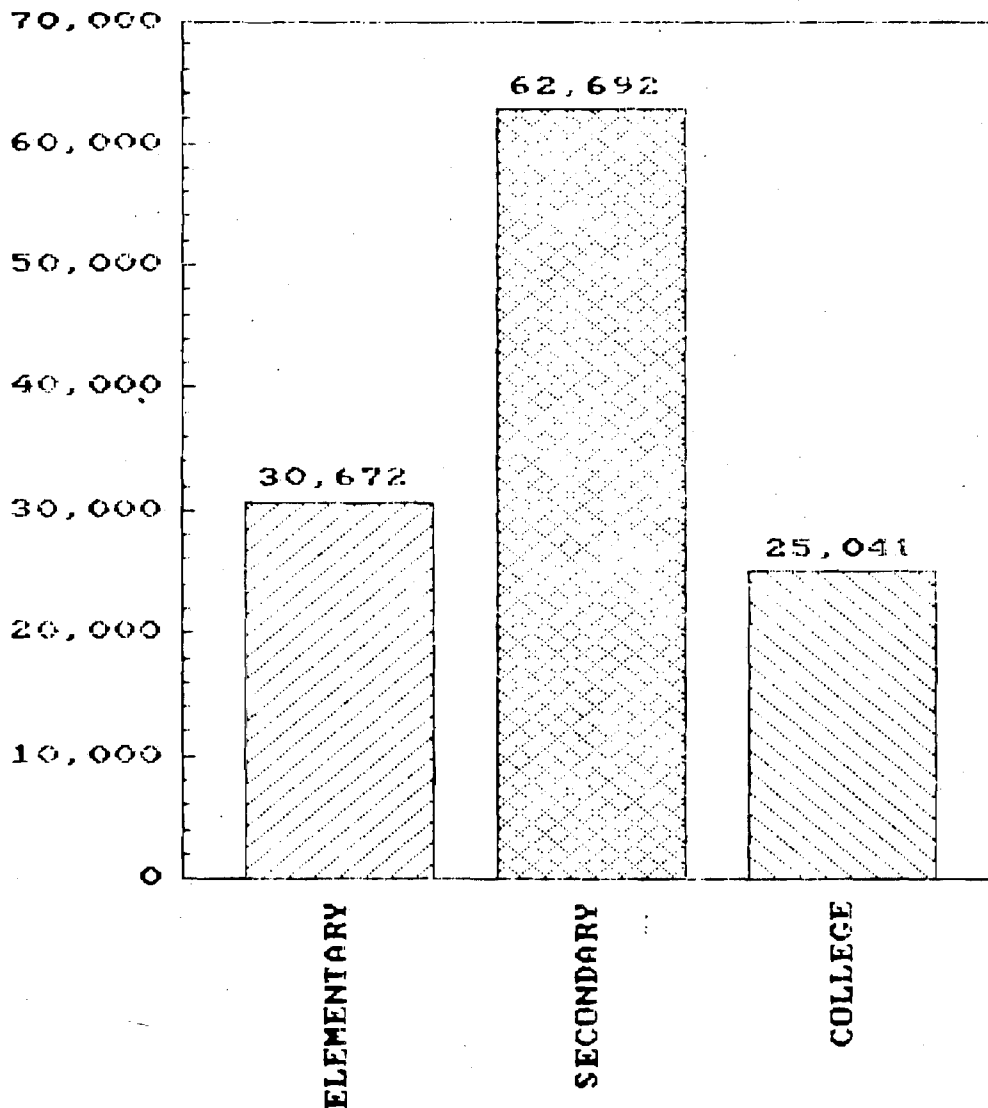
| EDUCATION (Persons 25 years old and over) | CAROL CITY - LAKE LUCERNE | MORLAND - SCOTT LAKE | DPA-LOCKA - GOLDEN GLADES | PINWOOD - W. LITTLE RIVER | GLADEVIEW | BROWNSVILLE | TOTAL |
|--|------------------------------|-------------------------|------------------------------|------------------------------|-----------|-------------|---------|
| | 22,654 | 8,636 | 25,879 | 27,672 | 14,856 | 28,057 | 118,954 |
| Elementary: '0-4 years | 1,129 | 212 | 1,505 | 1,653 | 1,525 | 2,022 | 8,046 |
| '5-7 years | 2,180 | 564 | 2,733 | 3,656 | 2,234 | 3,068 | 14,435 |
| '8 years | 1,609 | 312 | 1,671 | 2,425 | 1,182 | 1,540 | 8,739 |
| Total - Elementary | 4,918 | 1,088 | 5,247 | 7,734 | 5,855 | 6,630 | 38,672 |
| Secondary: '1-3 years | 4,290 | 1,179 | 5,191 | 5,773 | 3,315 | 5,227 | 24,975 |
| '4 years | 7,976 | 3,029 | 8,843 | 8,843 | 3,691 | 5,335 | 37,717 |
| Total - Secondary | 12,266 | 4,208 | 14,034 | 14,616 | 7,006 | 10,562 | 62,692 |
| College: '1-3 years | 3,691 | 1,956 | 3,842 | 3,637 | 1,247 | 1,725 | 16,098 |
| '4 or more years | 1,778 | 1,384 | 2,094 | 1,685 | 862 | 1,140 | 350,265 |
| Total - College | 5,469 | 3,340 | 5,936 | 5,322 | 2,109 | 2,865 | 25,041 |
| TOTAL | 22,653 | 8,636 | 25,879 | 27,672 | 14,170 | 28,057 | 119,067 |

APPENDIX II:

FIGURE 22

EDUCATION - YEARS OF SCHOOL COMPLETED
NORTHSIDE STATION SERVICE AREA:
ALL COMMUNITIES

PERSONS 25 YRS. +



ELEMENTARY: 0 TO 8 YEARS
SECONDARY: 1 TO 4 YEARS
COLLEGE: 1 OR MORE YEARS

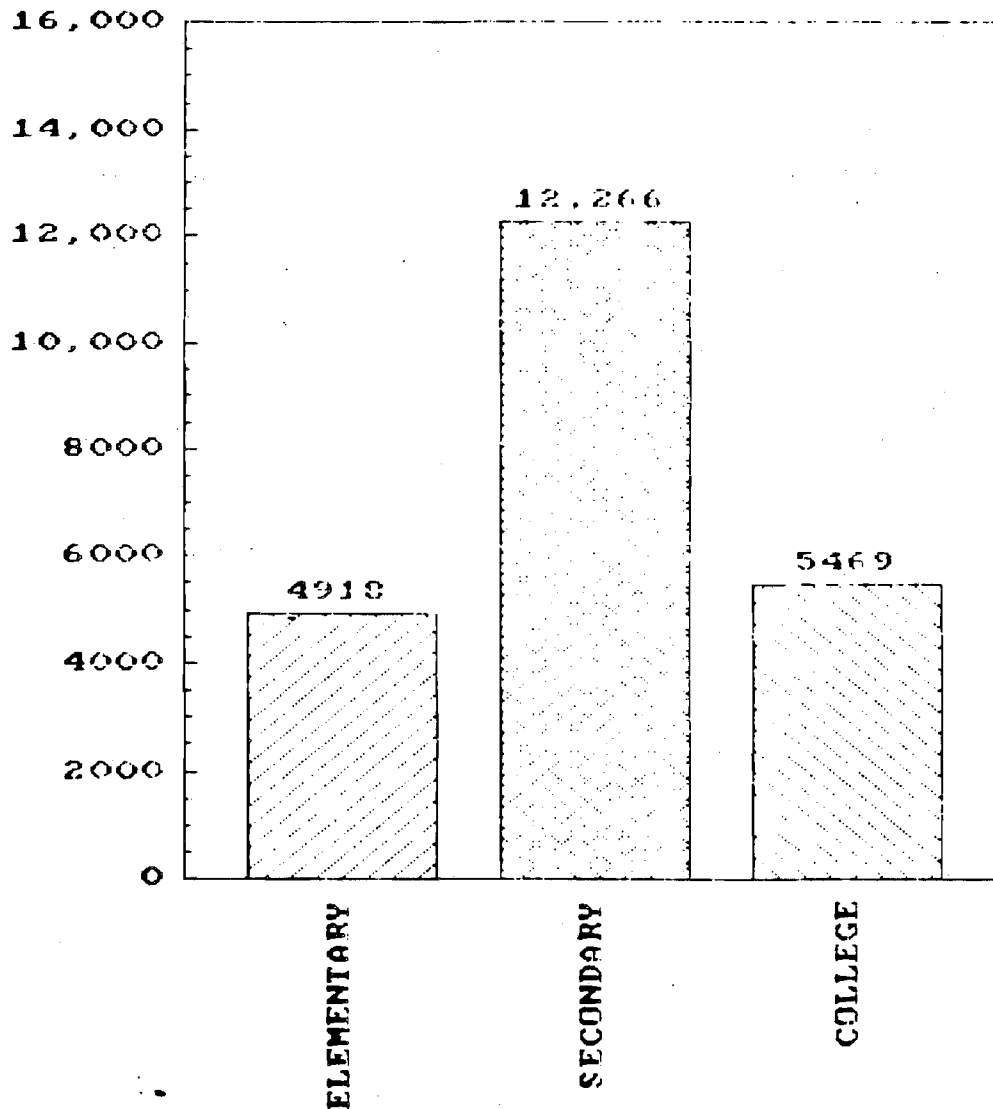
APPENDIX II:

FIGURE 23

EDUCATION - YEARS OF SCHOOL COMPLETED

**NORTHSIDE STATION SERVICE AREA:
CAROL CITY - LAKE LUCERNE**

PERSONS 25 YRS. +



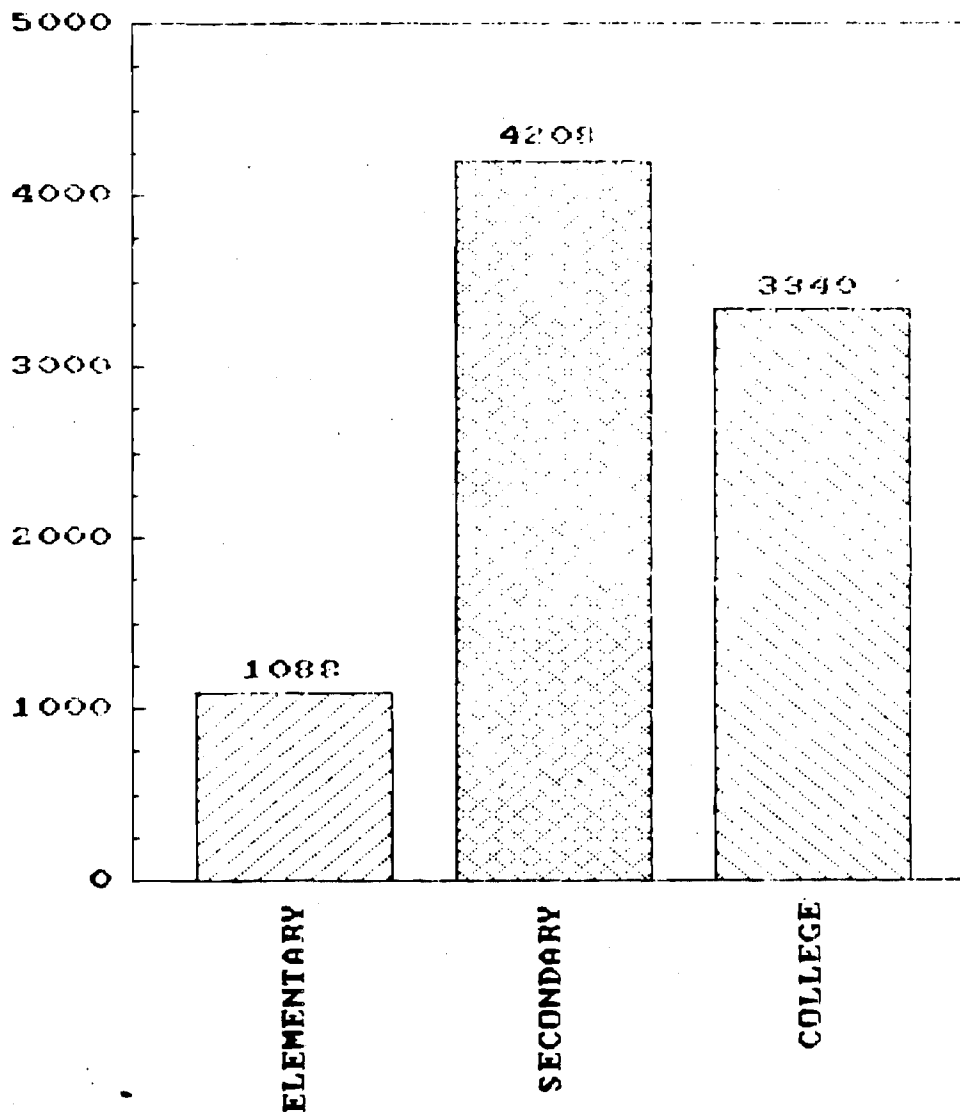
ELEMENTARY: 0 TO 8 YEARS
SECONDARY: 1 TO 4 YEARS
COLLEGE: 1 OR MORE YEARS

APPENDIX II:

FIGURE 24

EDUCATION - YEARS OF SCHOOL COMPLETED
NORTHSIDE STATION SERVICE AREA:
NORLAND - SCOTT LAKE

PERSONS 25 YRS. +



ELEMENTARY: 0 TO 8 YEARS
SECONDARY: 1 TO 4 YEARS
COLLEGE: 1 OR MORE YEARS

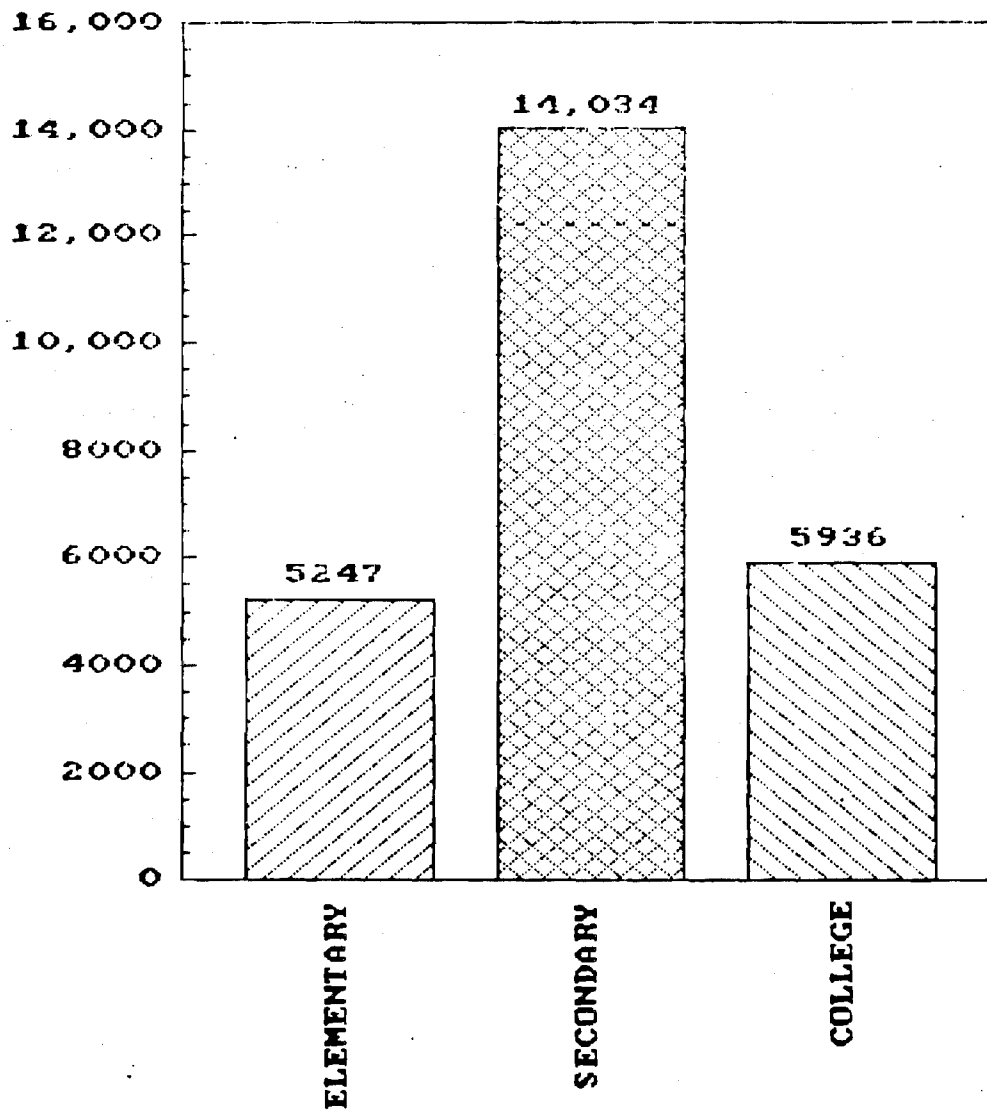
APPENDIX II:

FIGURE 25

EDUCATION - YEARS OF SCHOOL COMPLETED

**NORTHSIDE STATION SERVICE AREA:
OPA-LOCKA - GOLDEN GLADES**

PERSONS 25 YRS. +



ELEMENTARY: 0 TO 8 YEARS
SECONDARY: 1 TO 4 YEARS
COLLEGE: 1 OR MORE YEARS

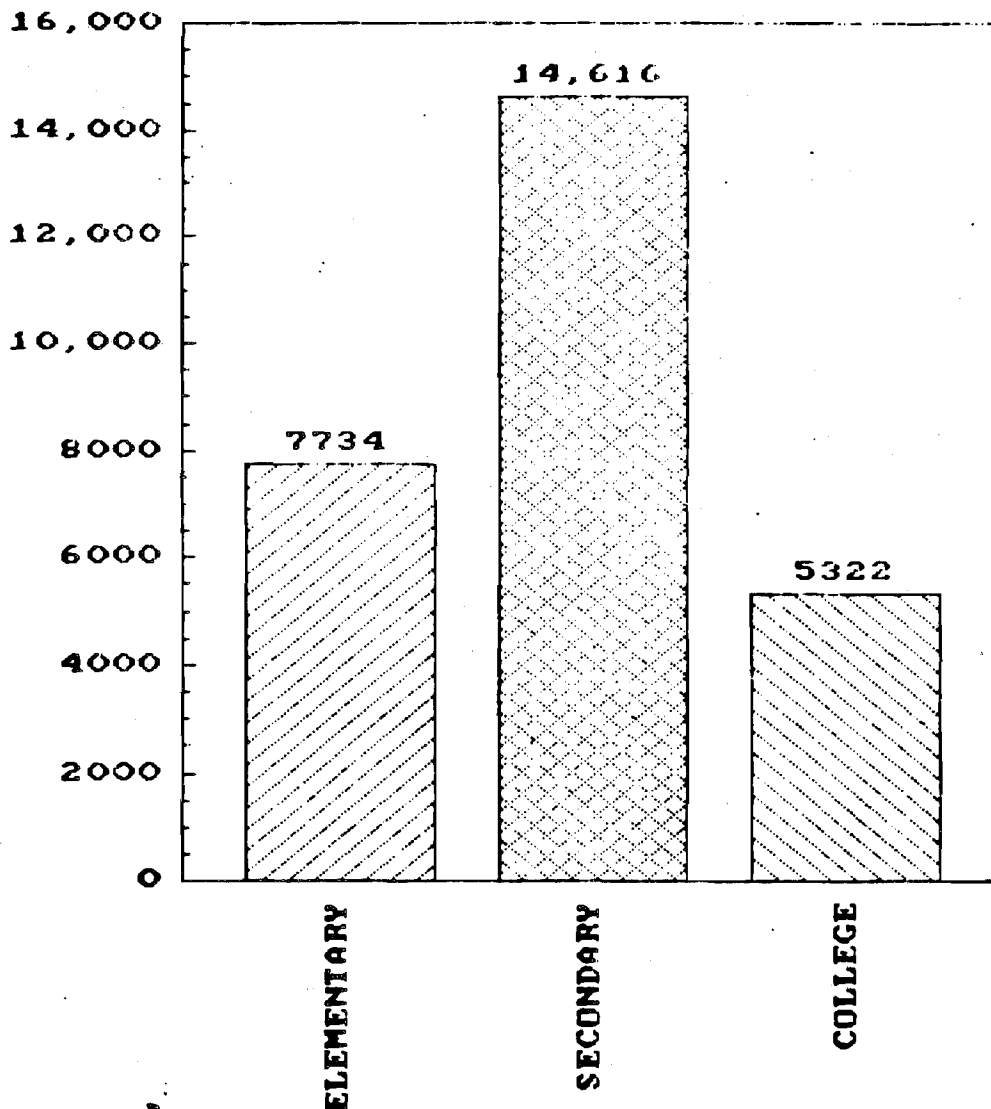
APPENDIX II:

FIGURE 26

EDUCATION - YEARS OF SCHOOL COMPLETED

**NORTHSIDE STATION SERVICE AREA:
PINEWOOD - W. LITTLE RIVER**

PERSONS 25 YRS. +



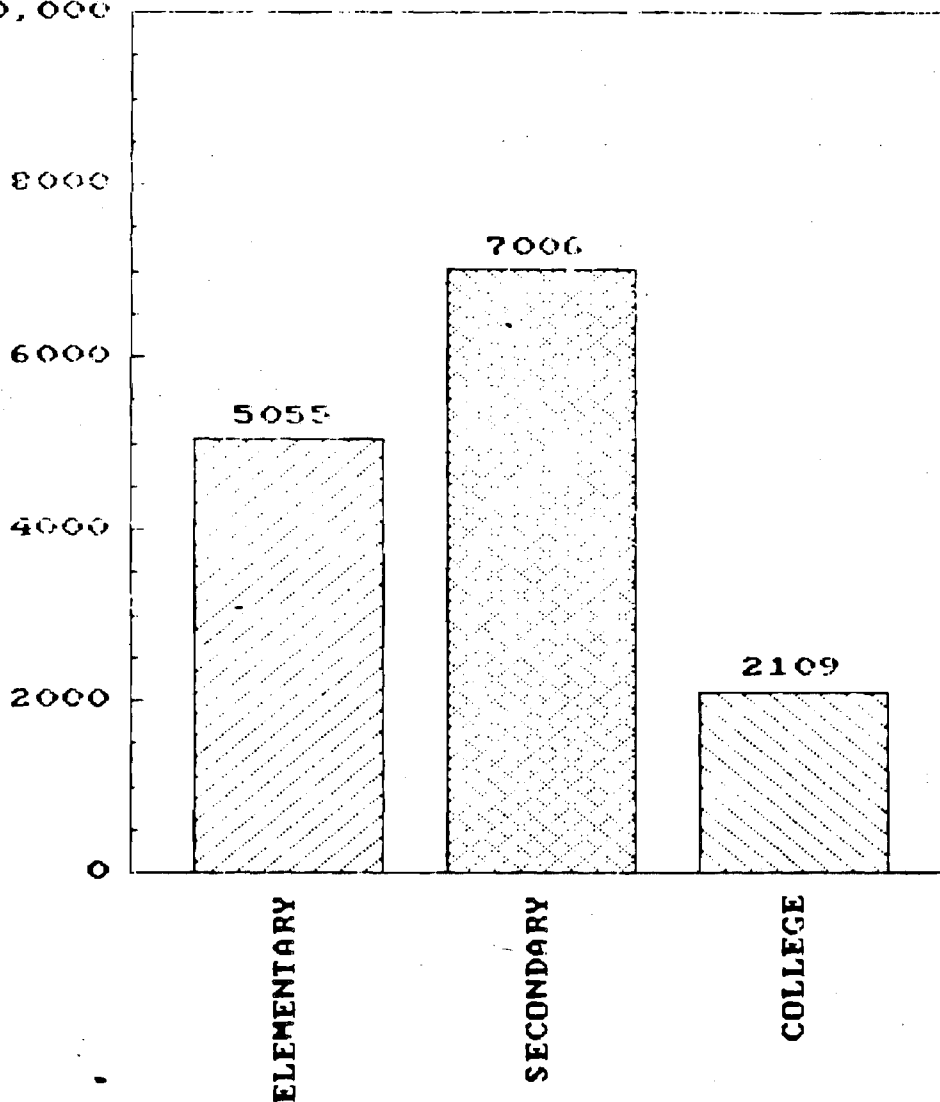
ELEMENTARY: 0 TO 8 YEARS
SECONDARY: 1 TO 4 YEARS
COLLEGE: 1 OR MORE YEARS

APPENDIX II:

FIGURE 27

EDUCATION - YEARS OF SCHOOL COMPLETED
NORTHSIDE STATION SERVICE AREA:
GLADEVIEW

PERSONS 25 YRS. +
10,000



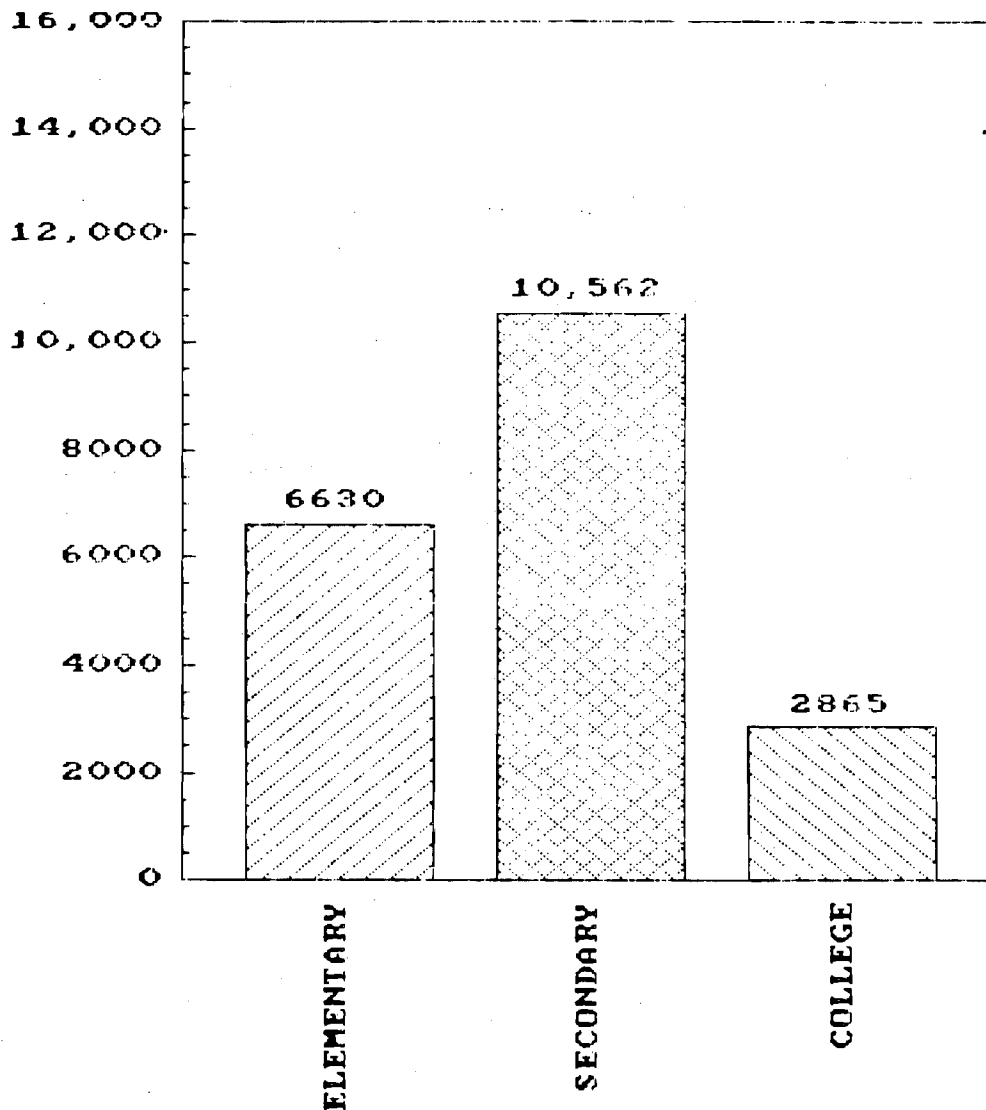
ELEMENTARY: 0 TO 8 YEARS
SECONDARY: 1 TO 4 YEARS
COLLEGE: 1 OR MORE YEARS

APPENDIX II:

FIGURE 28

EDUCATION - YEARS OF SCHOOL COMPLETED
NORTHSIDE STATION SERVICE AREA:
BROWNSVILLE

PERSONS 25 YRS. +



ELEMENTARY: 0 TO 8 YEARS
SECONDARY: 1 TO 4 YEARS
COLLEGE: 1 OR MORE YEARS

APPENDIX II:

TABLE 5:

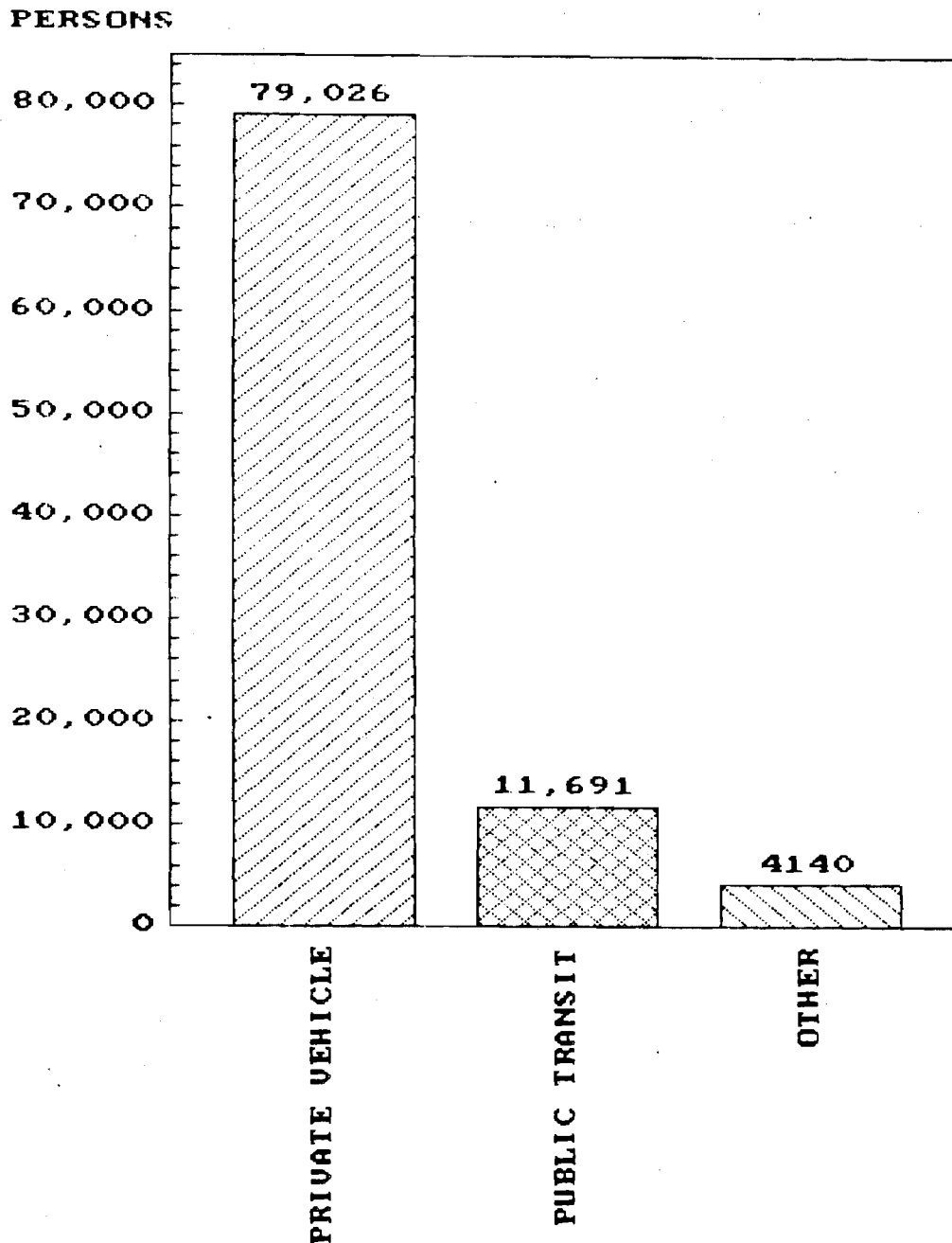
MODE OF ACCESS TO WORK:
NORTHSIDE SERVICE AREA COMMUNITIES
(From 1980 Census, Tape 3)

| MEANS OF TRANSPORTATION TO WORK (Workers 16 years old and over) | CAROL CITY - LAKE LUCERNE | MORLAND - SCOTT LAKE | OPA-LOCKA - GOLDEN GLADES | PINEWOOD - W. LITTLE RIVER | GLADEVIEW | BROWNSVILLE | TOTAL |
|--|------------------------------|-------------------------|------------------------------|-------------------------------|-----------|-------------|--------|
| | 20,376 | 8,113 | 21,512 | 21,277 | 8,920 | 14,659 | 94,857 |
| Drive alone | 14,830 | 5,345 | 13,932 | 13,622 | 4,387 | 7,488 | 58,804 |
| Carpool | 4,910 | 1,920 | 4,549 | 4,200 | 1,705 | 2,938 | 20,222 |
| Private Vehicle | 18,940 | 7,265 | 18,481 | 17,822 | 6,092 | 10,426 | 79,026 |
| Public Transit | 947 | 675 | 1,893 | 2,611 | 2,089 | 3,476 | 11,691 |
| Other means or worked at home | 489 | 173 | 1,138 | 844 | 739 | 757 | 4,140 |
| TOTAL: | 20,376 | 8,113 | 21,512 | 21,277 | 8,920 | 14,659 | 94,857 |

APPENDIX II:

FIGURE 29

**MODES OF TRANSPORTATION TO WORK
NORTHSIDE STATION SERVICE AREA:
ALL COMMUNITIES**

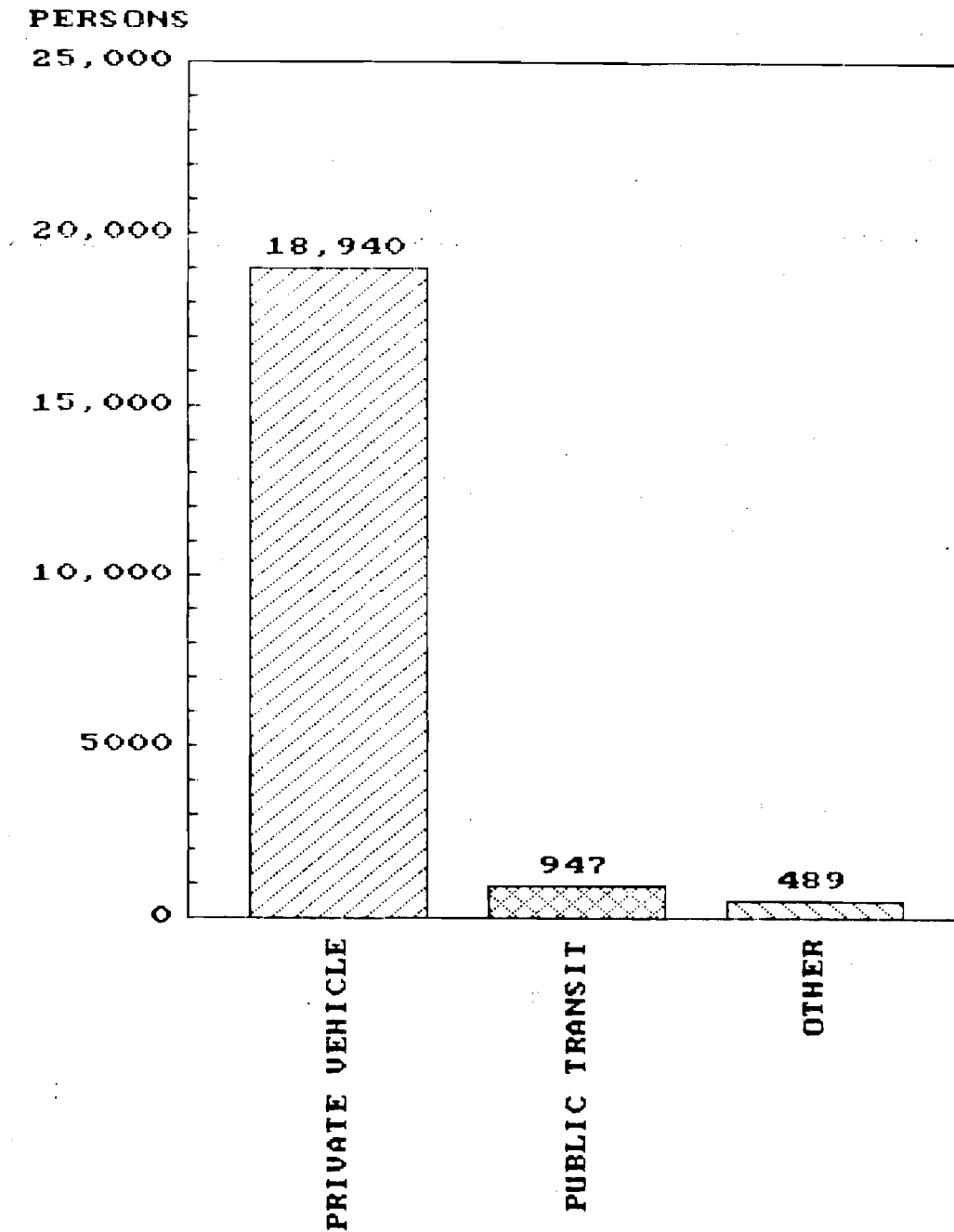


(Source: 1980 Census)

APPENDIX II:

FIGURE 30

MODES OF TRANSPORTATION TO WORK
NORTHSIDE STATION SERVICE AREA:
CAROL CITY - LAKE LUCERNE

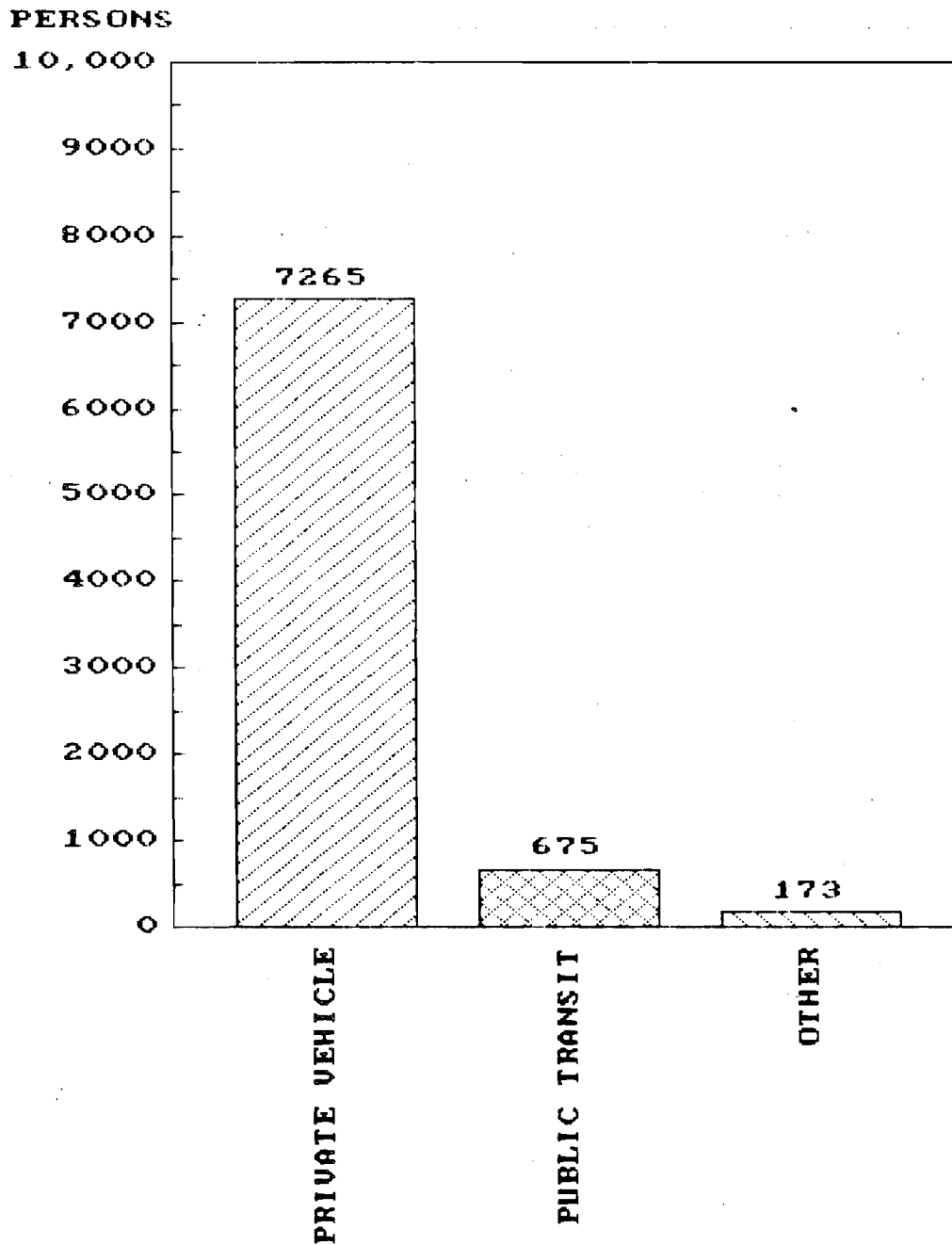


(Source: 1980 Census)

APPENDIX II:

FIGURE 31

**MODES OF TRANSPORTATION TO WORK
NORTHSIDE STATION SERVICE AREA:
NORLAND - SCOTT LAKE**



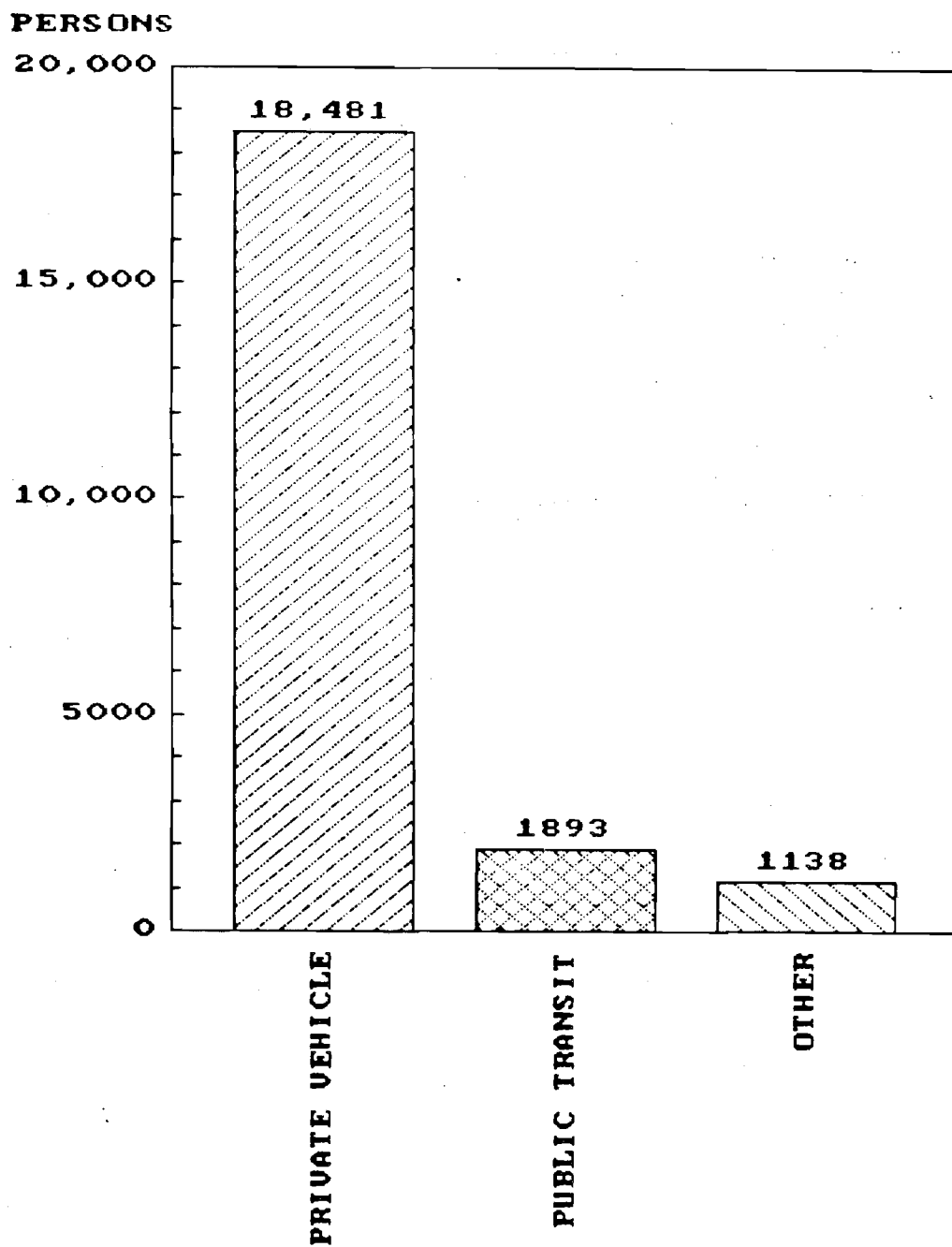
WORKERS: 16 YEARS OLD AND OVER

(Source: 1980 Census)

APPENDIX II:

FIGURE 32

MODES OF TRANSPORTATION TO WORK
NORTHSIDE STATION SERVICE AREA:
OPA-LOCKA - GOLDEN GLADES



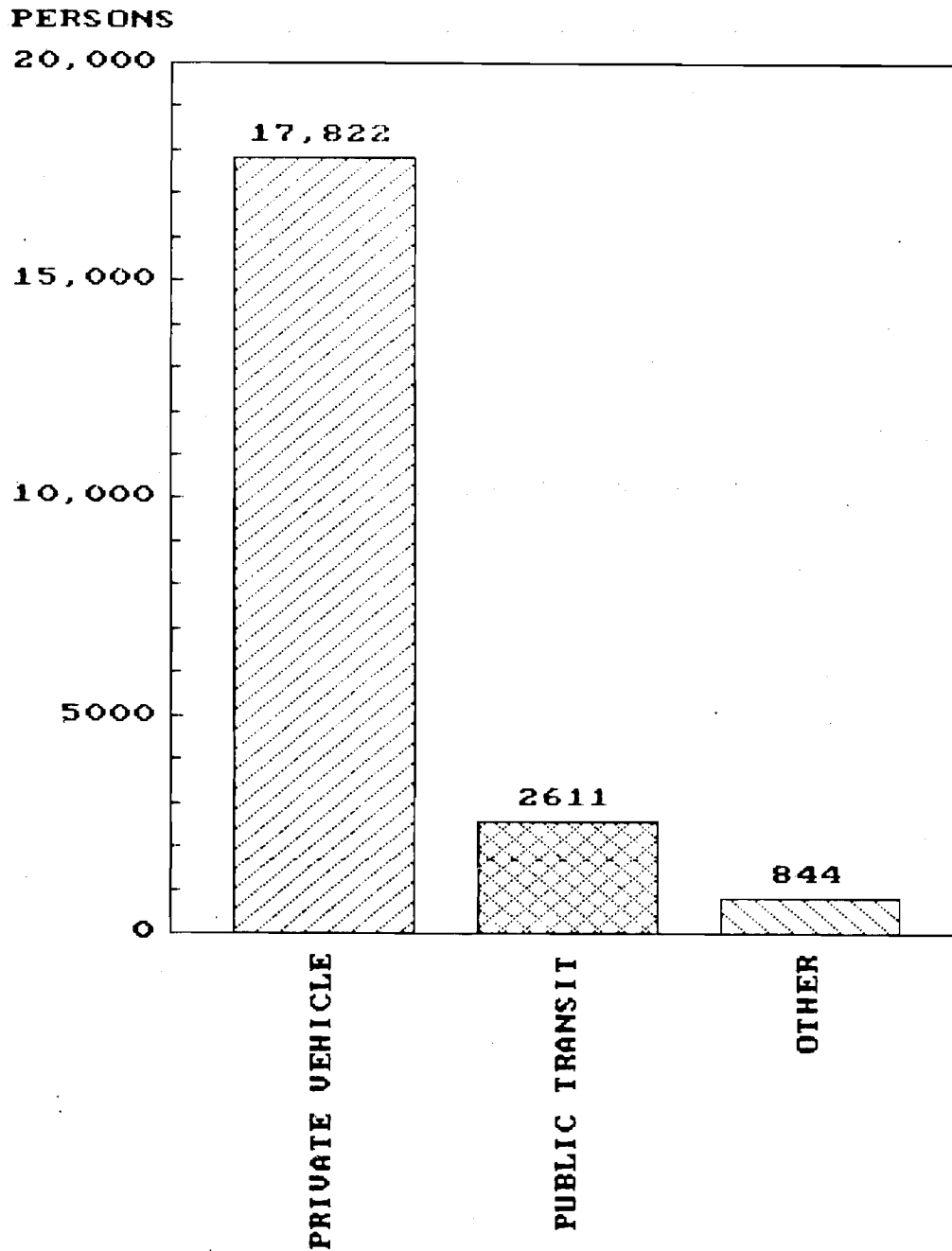
WORKERS: 16 YEARS OLD AND OVER

(Source: 1980 Census)

APPENDIX II:

FIGURE 33

**MODES OF TRANSPORTATION TO WORK
NORTHSIDE STATION SERVICE AREA:
PINEWOOD - W. LITTLE RIVER**

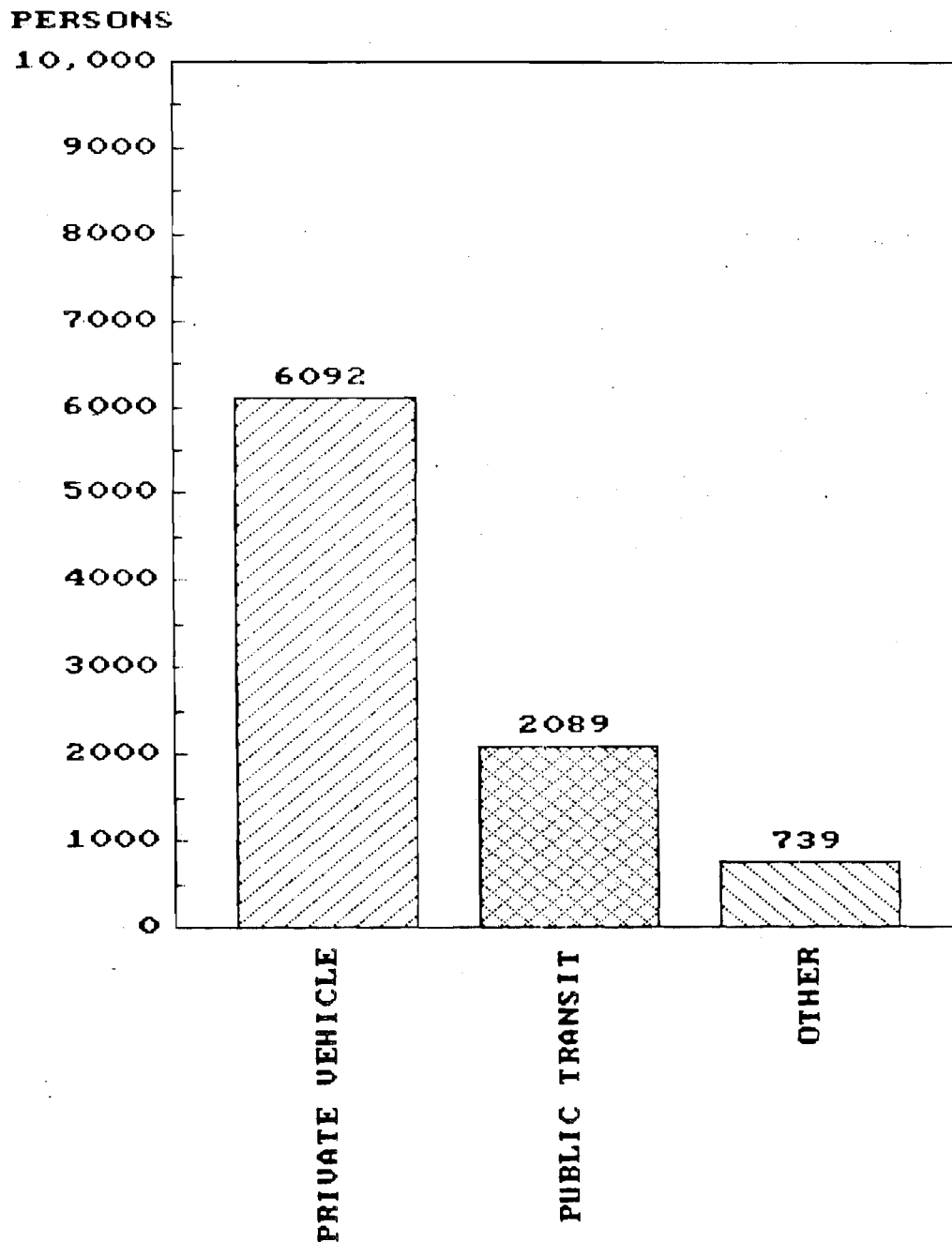


(Source: 1980 Census)

APPENDIX II:

FIGURE 34

**MODES OF TRANSPORTATION TO WORK
NORTHSIDE STATION SERVICE AREA:
GLADEVIEW**



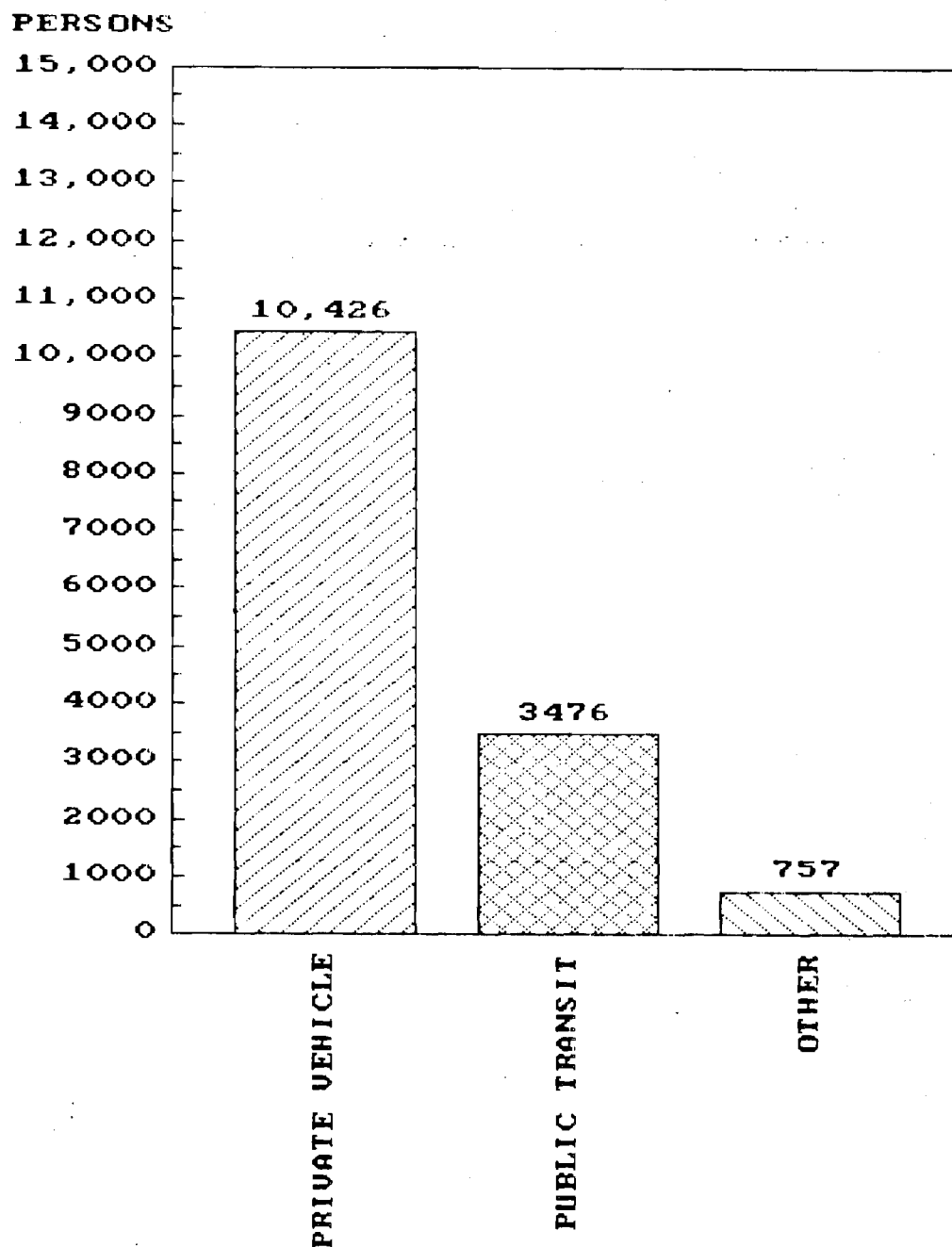
WORKERS: 16 YEARS OLD AND OVER

(Source: 1980 Census)

APPENDIX II:

FIGURE 35

**MODES OF TRANSPORTATION TO WORK
NORTHSIDE STATION SERVICE AREA:
BROWNSVILLE**



WORKERS: 16 YEARS OLD AND OVER

(Source: 1980 Census)

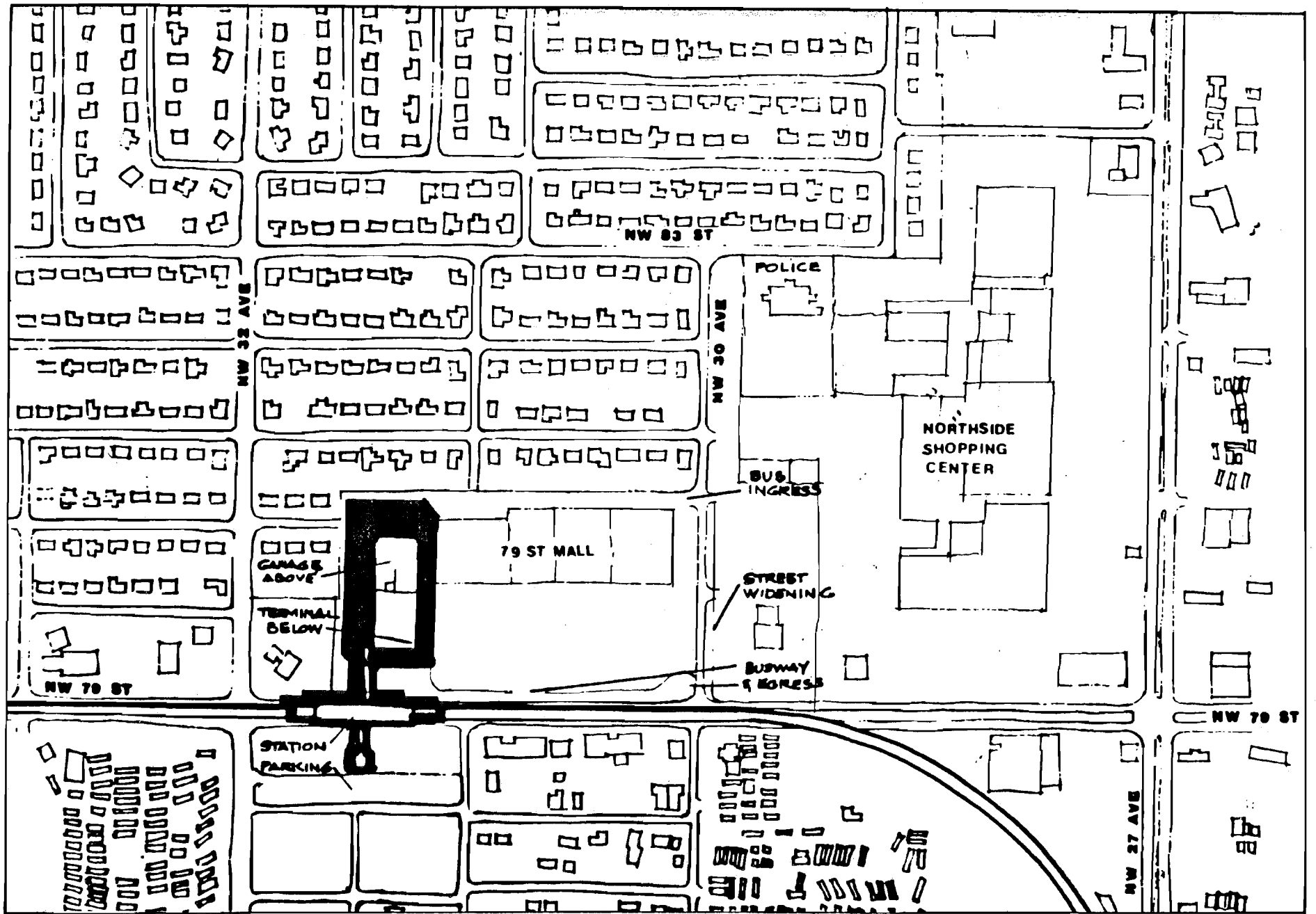
APPENDIX III:
RECOMMENDED TERMINAL SITE AND BUS CIRCULATION PLAN

APPENDIX III:

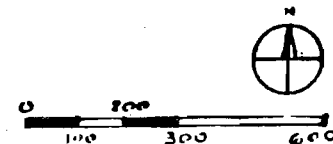
RECOMMENDED TERMINAL SITE AND BUS CIRCULATION PLAN

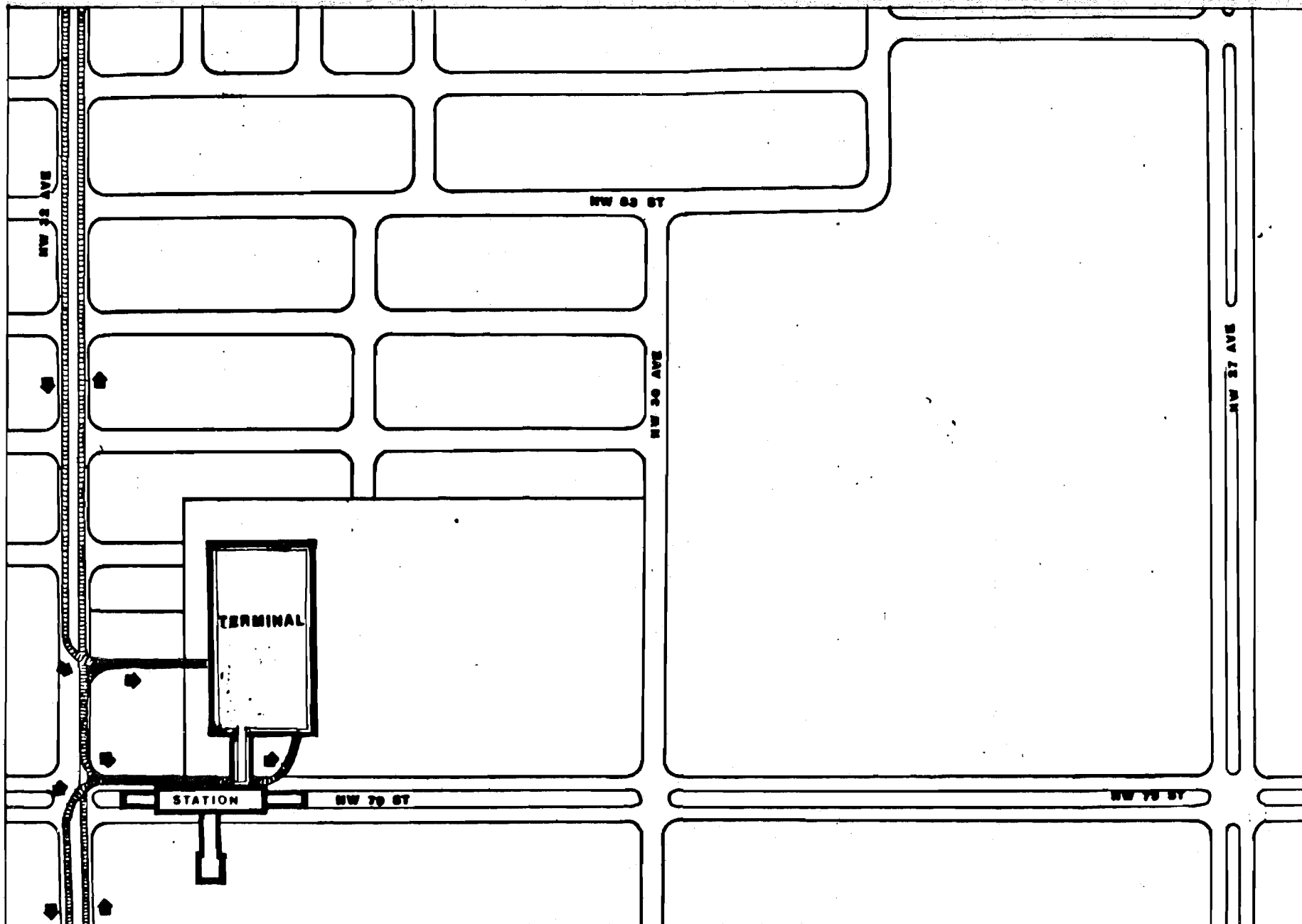
Contents

| | |
|-----------|--|
| Figure 1: | Recommended Terminal Site Plan |
| Figure 2: | Bus Circulation Pattern: NW 32nd Avenue routes |
| Figure 3: | Bus Circulation Pattern: NW 27nd Avenue routes |
| Figure 4: | Bus Circulation Pattern: NW 79th Street routes |



NORTHSIDE INTERMODAL TERMINAL **TERMINAL DESIGN**

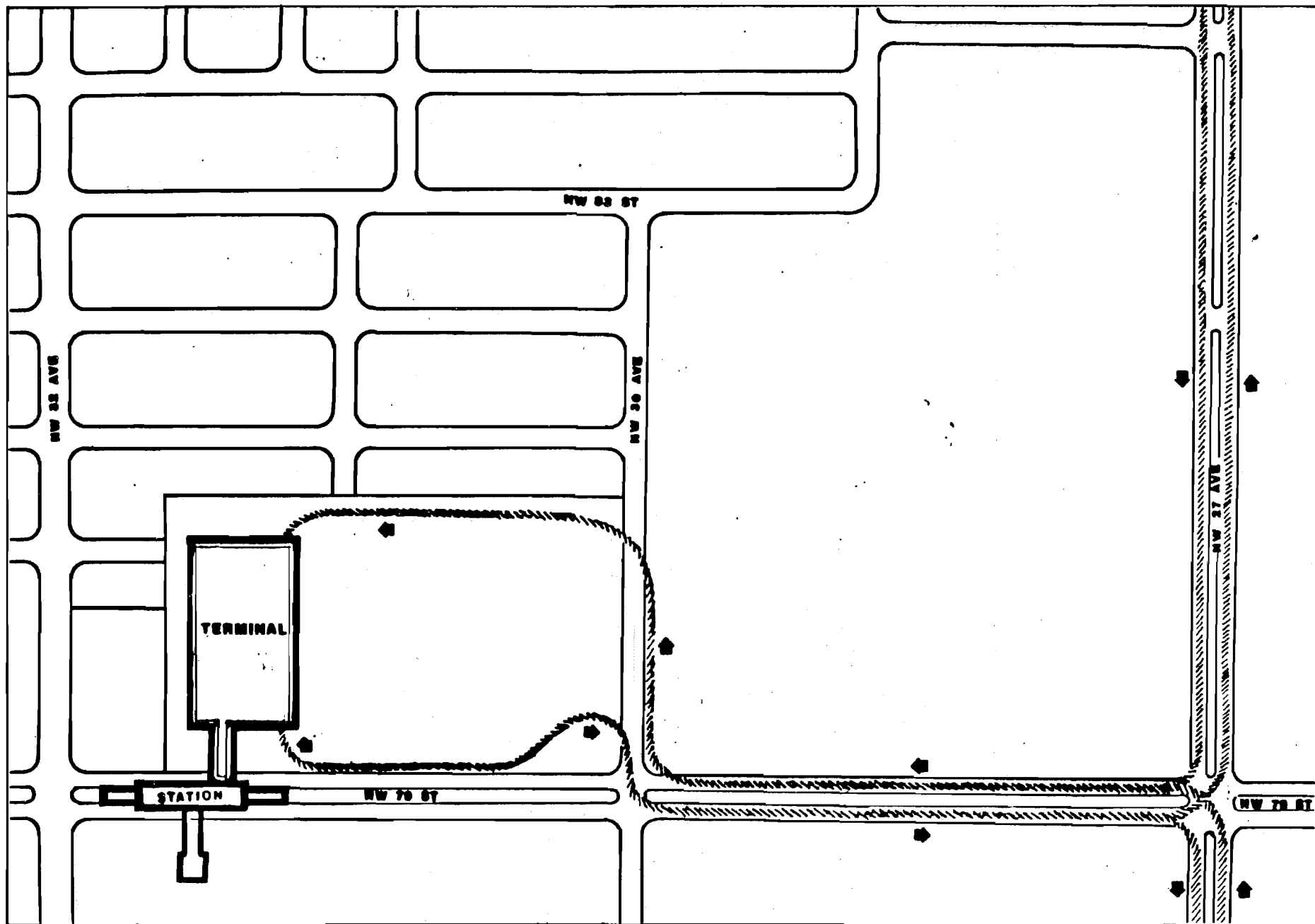




NORTHSIDE INTERMODAL TERMINAL

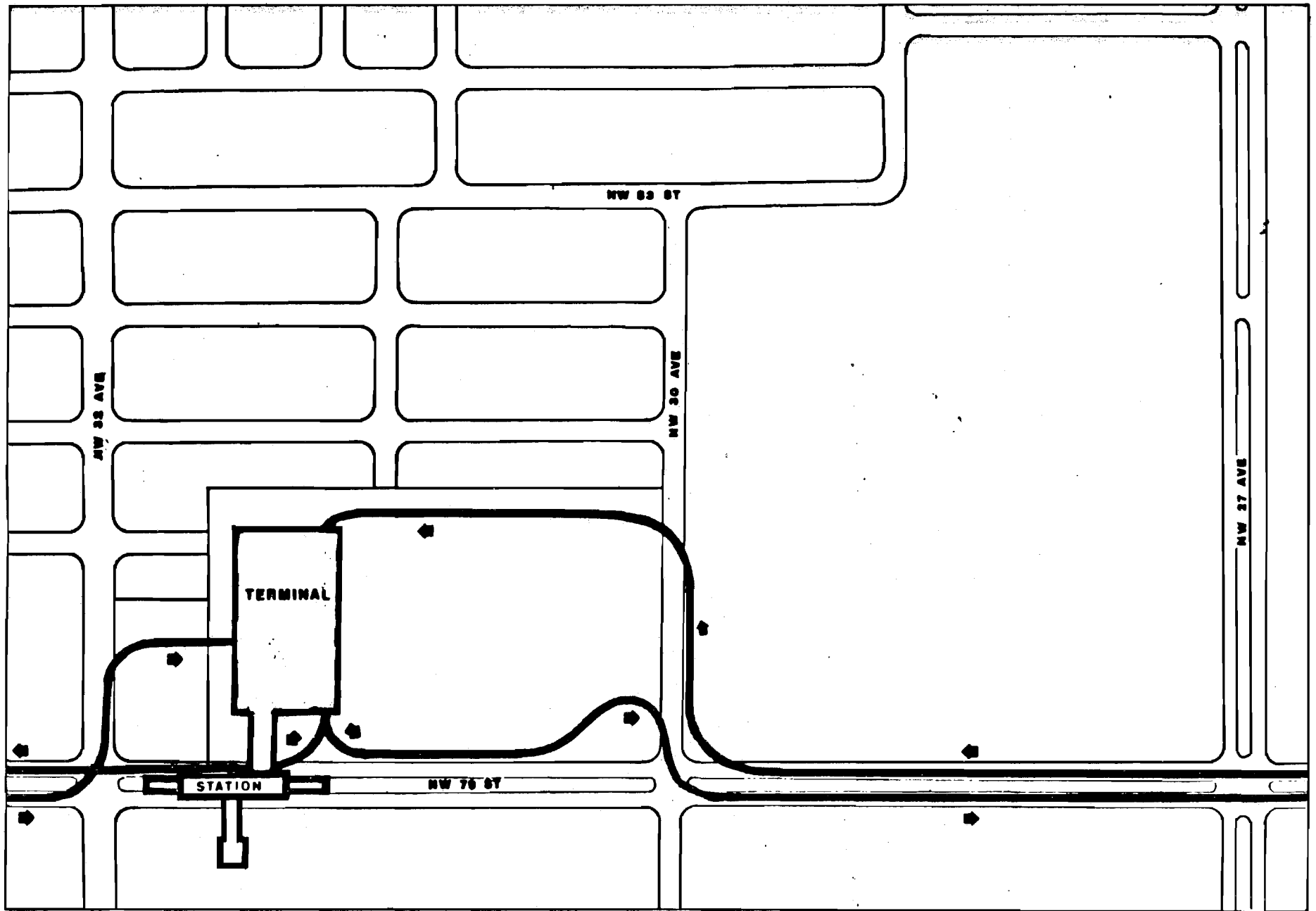
BUS CIRCULATION PATTERN

NW 32 AVE ACCESS



NORTHSIDE INTERMODAL TERMINAL

BUS CIRCULATION PATTERN NW 27 AVE ACCESS



NORTHSIDE INTERMODAL TERMINAL

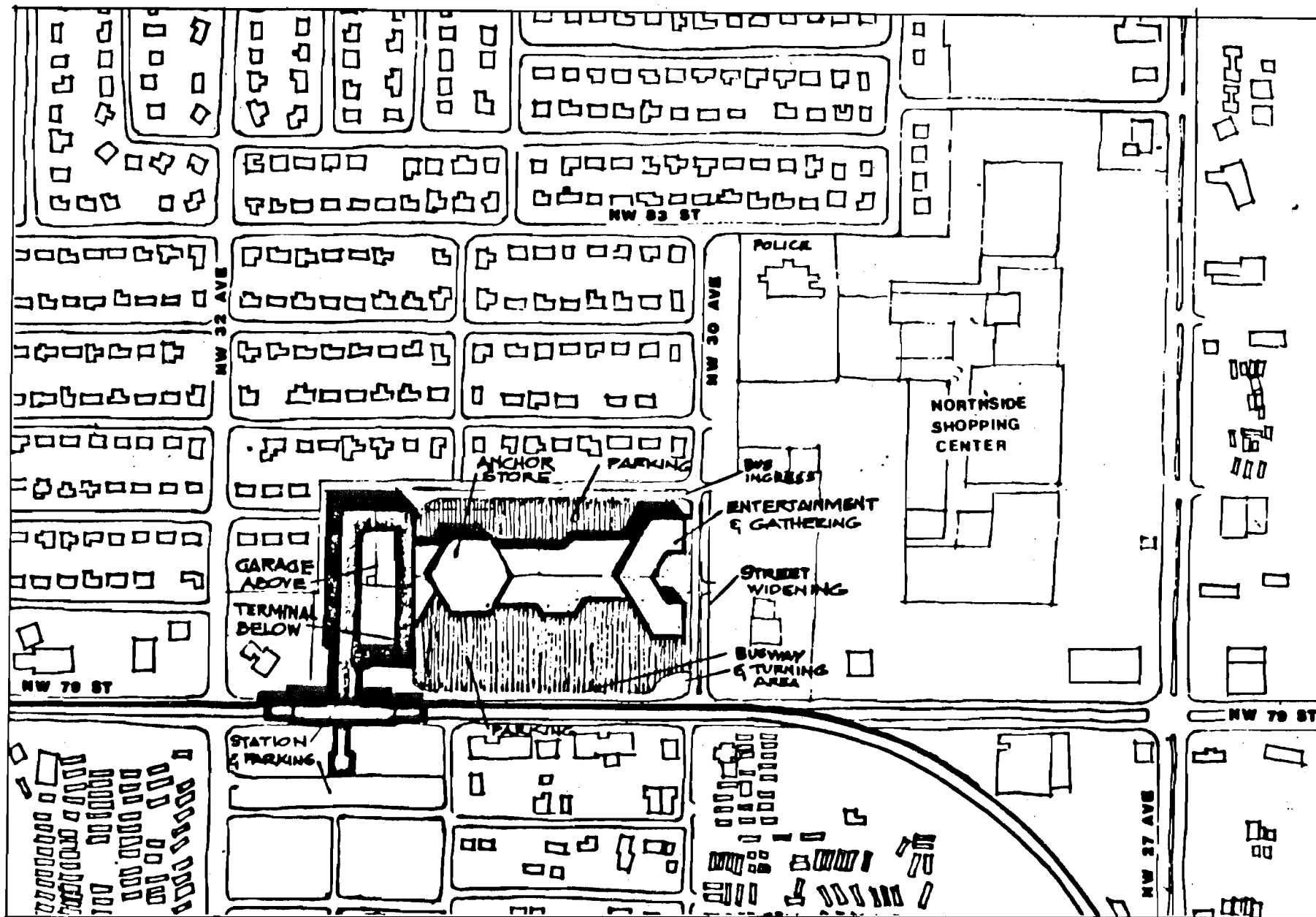
BUS CIRCULATION PATTERN NW 79 ST ACCESS

APPENDIX IV:
CONCEPTUAL JOINT DEVELOPMENT PHASING PLAN

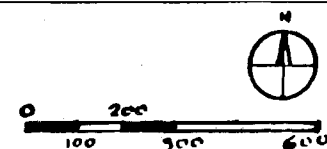
APPENDIX IV:

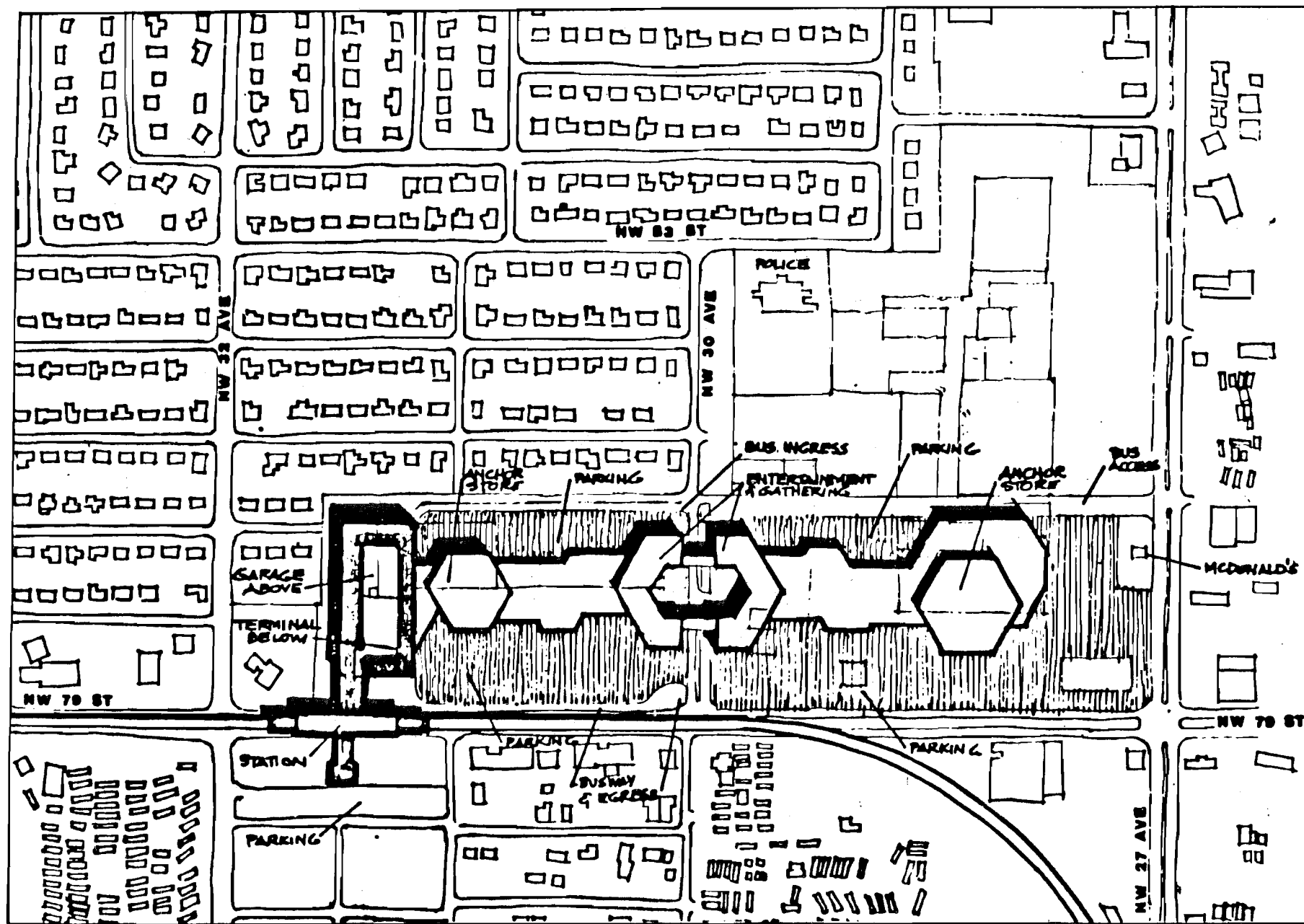
CONCEPTUAL JOINT DEVELOPMENT PHASING PLAN

- Figure 1: Joint Development - Phase I
- Figure 2: Joint Development - Phase II
- Figure 3: Joint Development - Phase III
- Figure 4: Projected Increase in Person-trips Due to Joint Development
- Figure 5: Projected Increase in Transit Trips Due to Joint Development
- Figure 6: Perspective: Northside Mall Joint Development
- Figure 7: Perspective: Northside Terminal and Garage - View
Looking West From Corner of NW 30th Avenue
& NW 79th Street

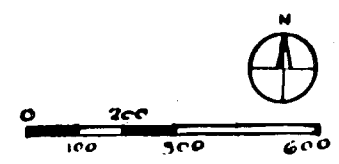


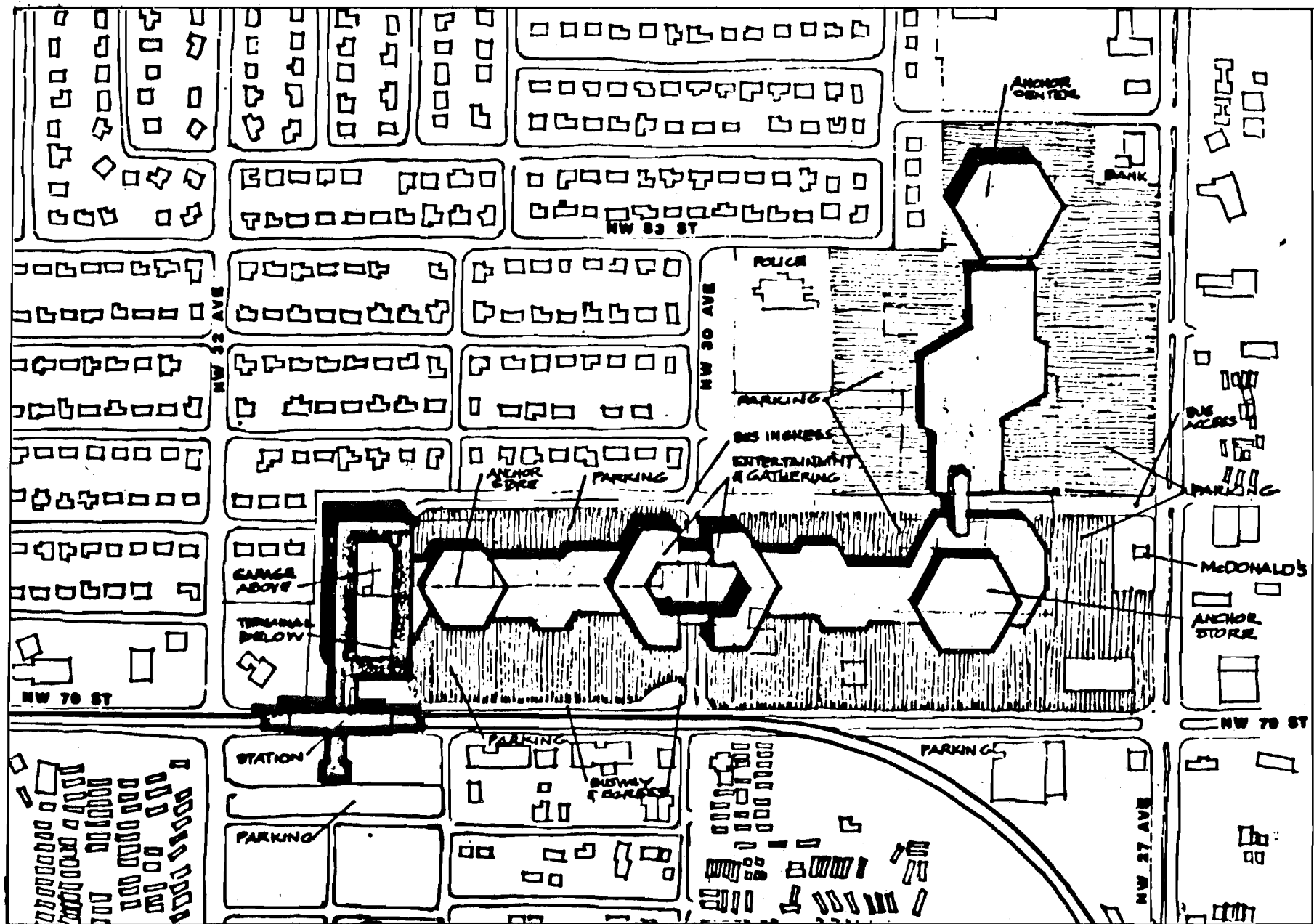
NORTHSIDE INTERMODAL TERMINAL JOINT DEVELOPMENT • PHASE I



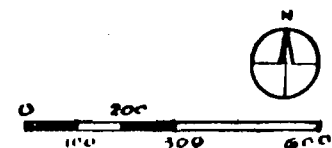


NORTHSIDE INTERMODAL TERMINAL JOINT DEVELOPMENT • PHASE II





NORTHSIDE INTERMODAL TERMINAL JOINT DEVELOPMENT - PHASE III

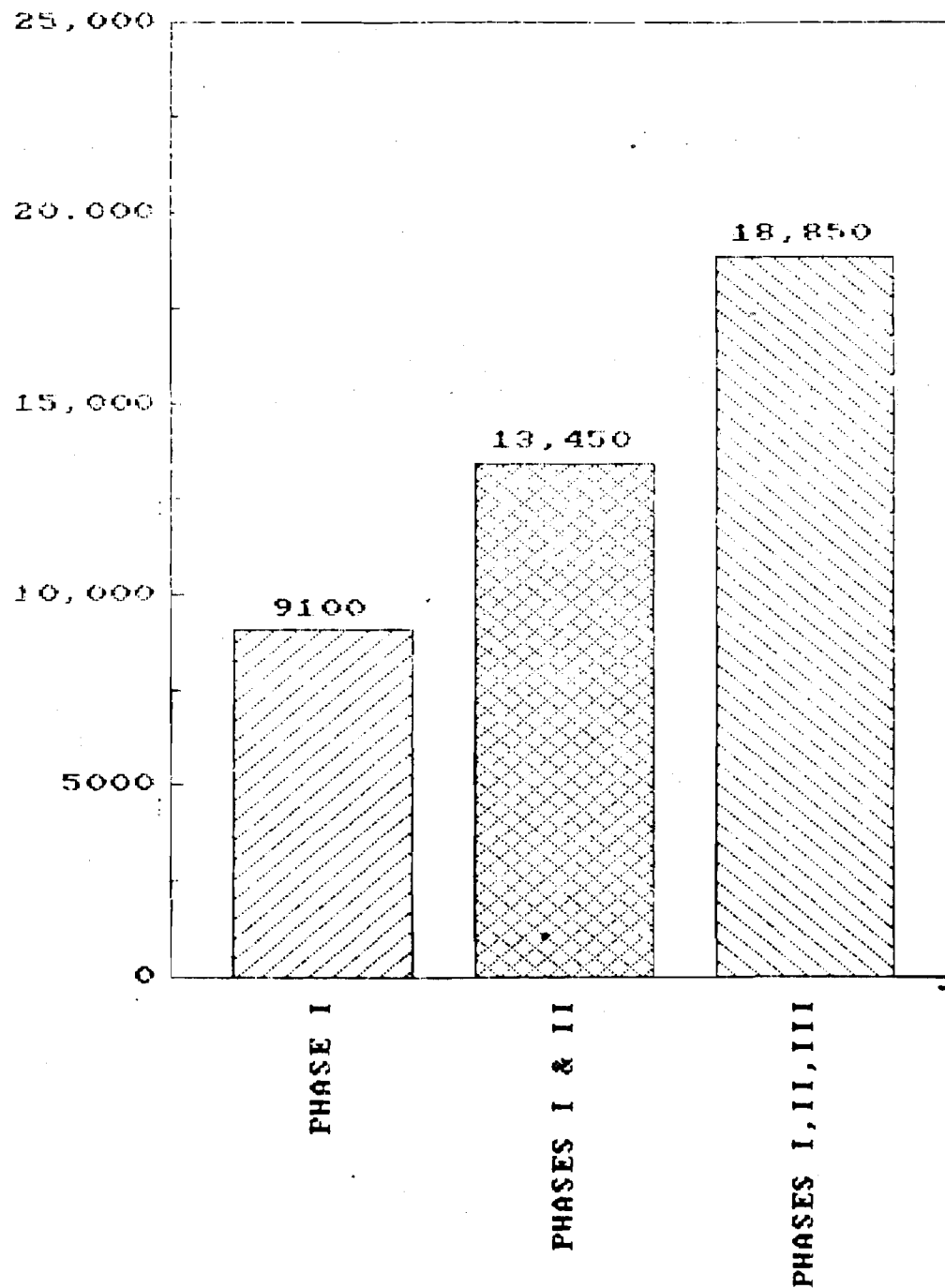


APPENDIX IV:

FIGURE 4

PROJECTED INCREASE IN PERSON TRIPS
DUE TO JOINT DEVELOPMENT

DAILY PERSON TRIPS

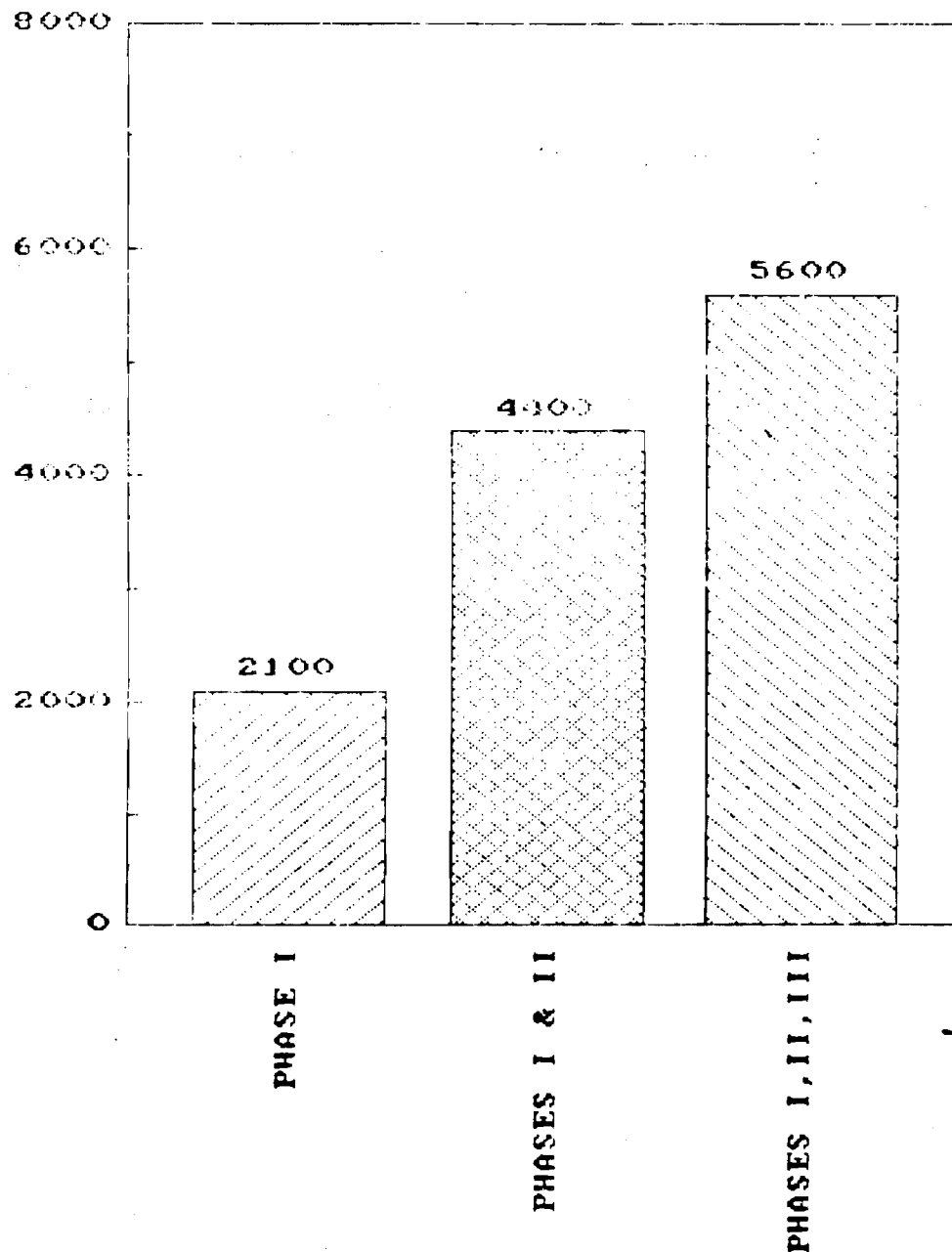


APPENDIX IV:

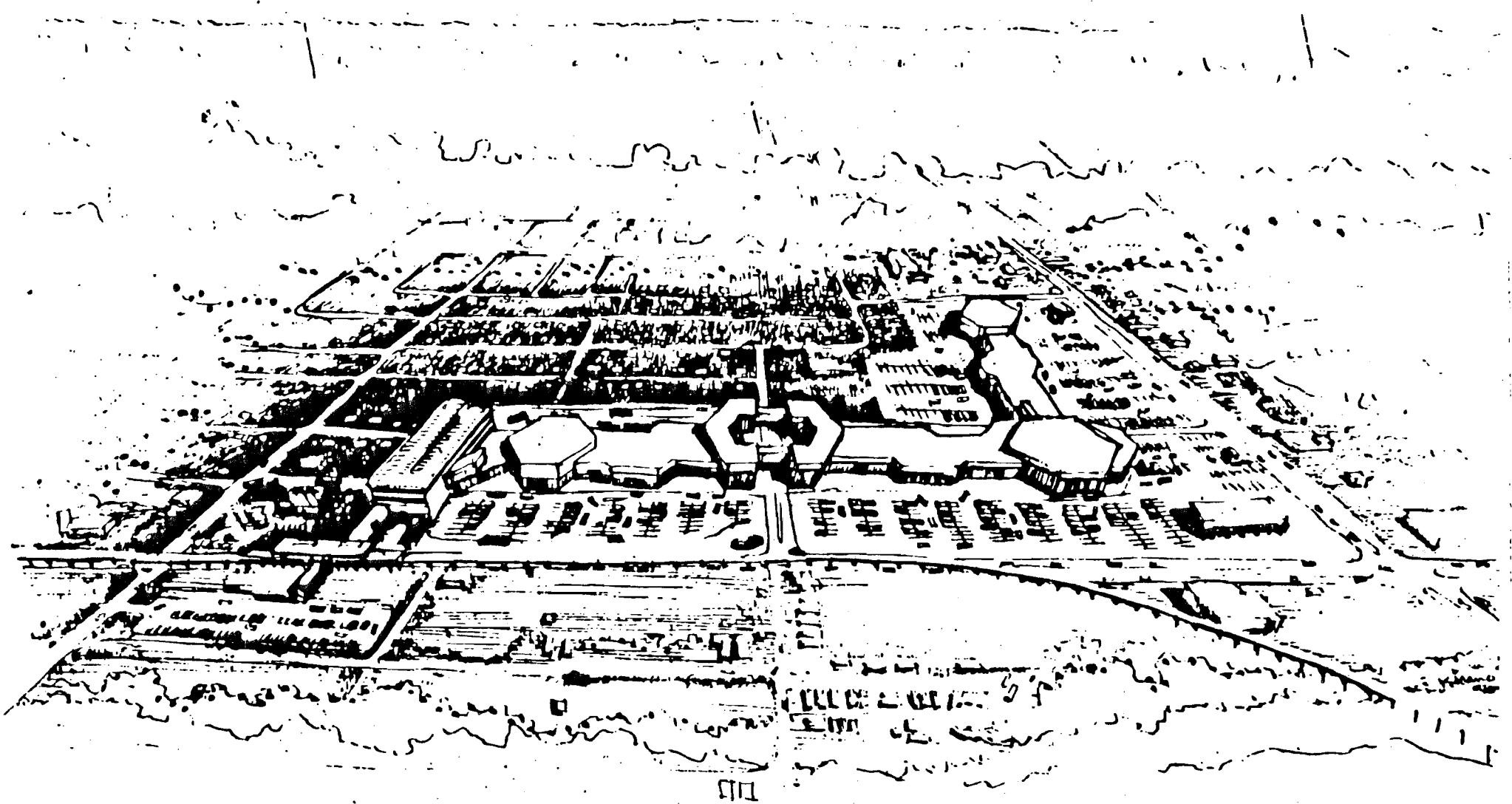
FIGURE V

PROJECTED INCREASE IN TRANSIT TRIPS
DUE TO JOINT DEVELOPMENT

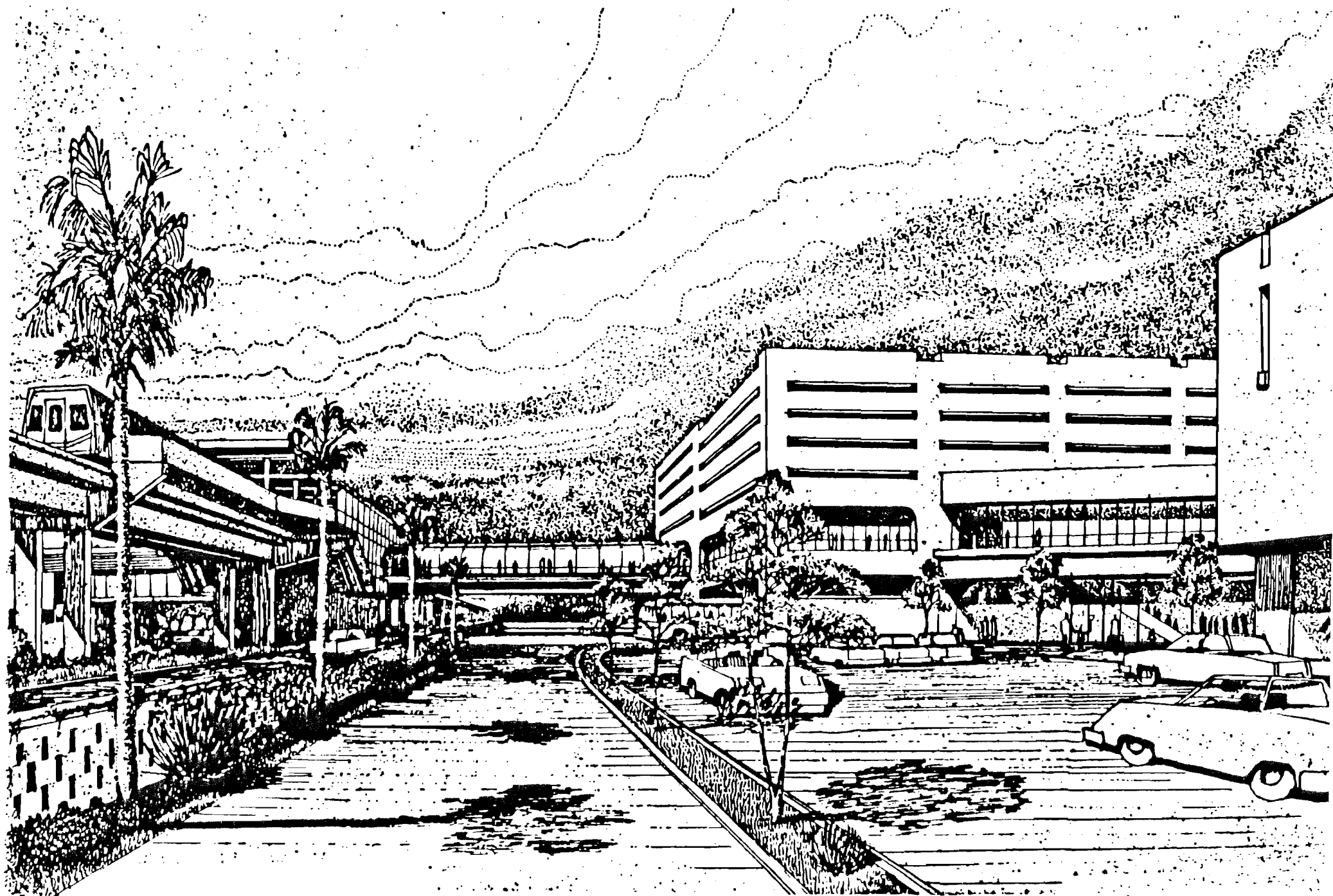
DAILY TRANSIT TRIPS



NOTE: Estimates assume 15% modal split.



AERIAL VIEW LOOKING NORTH TO NORTHSIDE STATION & TERMINAL / GARAGE / SHOPPING MALL



VIEW LOOKING WEST TOWARD NORTHSIDE STATION & TERMINAL / GARAGE / SHOPPING MALL

APPENDIX V:

PROJECTION OF TRIPS GENERATED BY JOINT DEVELOPMENT AT NORTHSIDE

APPENDIX V:

PROJECTION OF TRIPS GENERATED BY MAJOR DEVELOPMENT AT NORTHSIDE

The number of daily trips¹³ that may be generated by major development at the Northside METRORAIL Station can be roughly estimated by using factors developed through a survey of major retail centers throughout the nation. The basic regression equation used in the projection of trips uses the gross floor area (in thousands of square feet) for a retail center and the total acreage covered by the development. The actual equation is:

$$27.8 (\text{Gross floor area}) - 32.3 (\text{total center acreage}) + 5957.2^{14}$$

It is currently assumed that the development will take place in three phases. The formula cited above was used to estimate the number of daily trips produced in each phase of the development. The initial phase of the development will occupy about 14.5 acres and have a gross floor area of 300,000 square feet. Second phase expansion will increase the size of the development to about 36.5 acres and 880,000 square feet. The final phase of the new development will have a minimum gross floor area of 1,140,000 square feet; with the total development occupying about 55 acres (including parking, delivery areas, etc.). Based upon these initial assumptions, we have the following estimates of daily trips produced at each phase in the development¹⁵:

¹³ In this analysis the term "trip" refers to a one-way vehicle movement to or from the specific destination (in this case, Northside Shopping Center).

¹⁴ Source: Trip Generation Intensity Factors, pp. B-74 - B-136
Travel and Facilities Section,
Transportation Planning Division
(Arizona Department of Transportation & U.S. Department of
Transportation - Federal Highway Administration, June 1977)

¹⁵ Each figure for acreage and gross floor area represents the total development size after each phase; the figures for trips generated and modal split are not incremental, but are estimates of the impact of the total development at each phase.

Phase I: $27.8 \times (300) - 32.3 \times (14.5) + 5957.2 = 13,830$ (daily trip ends)
Phase II: $27.8 \times (880) - 32.3 \times (36.5) + 5957.2 = 29,240$ "
Phase III: $27.8 \times (1,200) - 32.3 \times (55) + 5957.2 = 37,540$ "

These numbers translate to the following total number of trips per day produced at each phase in the development:

Phase I (initial development): 6,915 persons per day
Phase II (first expansion) : 14,620 "
Phase III (second expansion) : 18,770 "

Each new phase of the development thus produces a net increase of over 4,000 new persons travelling to and from the development by various modes.

Converting this amount to transit trips requires the use of modal split factors. The modal split for all of Dade County is approximately 3.3%. However, this figure may be inappropriate for a center that is located in close proximity to a high-volume transit facility, and is sited in a community of high transit utilization. The table below shows the estimated number of transit trips (bus and rail) that would be generated by the Center using several modal split factors.

DAILY TRANSIT TRIP ENDS GENERATED BY NORTHSIDE CENTER DEVELOPMENT

| | | Modal Split Factors (per cent) | | | |
|--------------------|-----|--------------------------------|-------|-------|--------------------|
| Development Phase: | | 3.3 ¹⁶ | 5.0 | 10.0 | 15.0 ¹⁷ |
| Number of | I | 450 | 690 | 1,380 | 2,075 |
| Transit | II | 965 | 1,460 | 2,825 | 4,386 |
| Trips | III | 1,239 | 1,877 | 3,754 | 5,631 |

Current transit patronage levels at Northside have been described in detail in the first section of this report. The daily METROBUS patronage for the Northside segments (about 9,600 daily boardings) plus the daily METRORAIL boardings at Northside Station (630) produces a total transit utilization of over 10,200 daily boardings. We can therefore reasonably expect that full development of Northside would increase daily transit patronage by at least 10 per cent (This estimate is in addition to the overall projected growth in transit ridership for the system.).

¹⁶ Modal Split for Dade County

¹⁷ Modal split for Northside area of influence.

APPENDIX VI:
JOINT DEVELOPMENT PROJECT PHASING: OUTLINE

APPENDIX VI:

JOINT DEVELOPMENT PROJECT PHASING: OUTLINE

I. Adoption of a Conceptual Proposal for the Site

- A. MDTA Approval of the Site and Project Proposal
- B. Detailed Market Area Analysis (Conducted by Independent consultant Firm)
- C. Approval of the Concept by the County Manager (and Board of County Commissioners) - authorization to seek expressions of interest from potential investors and developers.

II. Establishment of a Project Management Team

(Possible representatives: CDC; the County Manager's office; MDTA; OCED.)

Private sector participants should come from the MMAP; Beacon Council; Miami-Dade Chamber of Commerce; etc.

- A. Establish Guidelines for the Formation of a Joint Venture Group.
- B. Determine Necessary Inducements to be Offered by County to Attract Qualified Black Investment.
- C. Survey Local Retailers to Determine Potential Interest in the Mall Proposal.
- D. Develop National List of Qualified Black Investment Firms and Developers.

III. Solicit Expressions of Interest

- A. Actively solicit participation from major Black investor(s) through letters describing the project concept and offers of County assistance and incentives.

Possible methods of solicitation:

- a) Black Enterprise - listing of Banks & Insurance Firms
 - b) Open letters to Black business organizations
 - c) Invitations to Dade County for representatives of qualified potential investors
- B. Request proposals for the establishment of joint venture group in conformance with adopted guidelines.
- C. Solicit expressions of interest from major retailers (local and national).

- IV. Submit Revised Project Proposal to UMTA for Approval and Funding¹⁸
- A. Cite new project locations and expressions of interest obtained from retailers and investors.
 - B. Obtain funding to implement detailed project design.
 - C. Purchase 79th Street Mall and adjacent property. Assist in relocation of current tenants.
- V. Select Investment Group & Sign Agreements for Release of Property
- VI. Joint Venture Group solicits proposals from architects & contractors
- VII. Project Proposals submitted to County for approval and construction (zoning, construction permits, etc.)
- VIII. Begin Construction of Transit Terminal and Garage¹⁹
- IX. Investment Group negotiates for purchase of Northside Shopping Center property;
- A. Financial assistance from major banks procured using initial capital and 79th Street Mall property as collateral.
 - B. 79th Street Mall tenants relocated to space in Shopping Center.
 - C. Developer begins construction of Northside Mall.

¹⁸Terminal and garage implementation are not contingent upon the joint development activities described in this section.

¹⁹This particular activity is not contingent upon the joint development effort, but should be timed to coincide with the effort to avoid delays that may discourage a possible investor.

APPENDIX VII:
RELATIVE ADVANTAGES & DISADVANTAGES OF ALTERNATIVE DEVELOPMENT PROPOSALS

APPENDIX VII:

RELATIVE ADVANTAGES & DISADVANTAGES OF THE ALTERNATIVES

Alternative I: Northside Shopping Center Revitalization

I. TRANSPORTATION

A. Advantages

1. Location of a bus terminal on a major arterial corridor.
2. Potential for ties to METRORAIL extension on NW 27th Avenue (if station is provided).
3. Close interface between transit and revitalized Shopping Center.

B. Disadvantages

1. Shopping Center and terminal are too physically removed from METRORAIL; impossible to achieve a true intermodal terminal with integration of services.
2. Pedestrian distance discourages potential use of the terminal due to the character of the surrounding area and the length of the walk.
3. Federal government may refuse to approve the project due to the absence of a true "anchor store" and the physical distance from terminal to METRORAIL station.
4. Bus access to proposed facility requires crossing major arterial streets with high traffic volumes in peak hours.
5. Future extensions of METRORAIL may not have station located at proposed site, leading to the existence of a bus terminal with no interface with rail system.

II. ECONOMIC

A. Advantages

1. Opportunity for neighborhood ownership of a major retail center.
2. Potential may exist for encouragement of entrepreneurs and small businesses.

B. Disadvantages

1. Retailers may refuse to locate in revitalized facility due to its obsolescence and past history; preferring more modern

shopping mall designs with internalized stores and better security.

2. Investors may refuse to finance the project (For reason #1 above), or may limit the financing to a level which precludes the major renovation work that would be necessary (e.g., construction of secure parking areas).
3. Major retailers may refuse to locate in the Sears facility, preferring one that suits their own individual design and specifications.

The suggestion that the Sears building be divided into smaller units for retailers will leave the Center without a viable anchor to attract the general customer.

4. Local expertise may not be sufficient to manage a major retail center. (Initial proposal recommends retention of current management team - which has been responsible for the Shopping Center for a substantial period of time and has been unable to attract new tenants or change the Center's image among the general public.)
5. An opportunity to attract investment from Black businesses outside of the region may be lost; the chance to bring about a new infusion of Black professionals and businessmen into the County will be missed.

III. COMMUNITY

A. Advantages

1. Improved physical attractiveness of the Shopping Center.
2. Use of an existing facility and property available for commercial development.
3. Political support from local groups may be more readily available due to community control concept.

B. Disadvantages

1. Project lacks concrete inducements for investors and potential tenants; actual commitments may be difficult to obtain.
2. Failure of proposal will lead to more dissatisfaction (a la Overtown Shopping Center).
3. Employment opportunities depend strictly upon the size of the tenants attracted; small tenants cannot offer the same number and diversity of jobs as a major retailer.

IV. RETAILERS

A. Advantages

1. Facilities currently exist and may require shorter period for relocation.
2. Association with a community-based effort at retail development may be good for public image.

B. Disadvantages

1. Difficult to guarantee security of parking and stores.
2. Obsolescence of the facility; requires extensive construction and renovation.
3. Location of the anchor store in the center of the facility discourages circulation to other, smaller retailers.
4. Insurance is difficult to obtain for stores located a facility with high security risks.

Alternative II: Northside Mall: Joint Development

I. TRANSPORTATION

A. Advantages

1. Development of a major regional transportation interface between all modes of travel;
2. Additional induced ridership for both METRORAIL and METROBUS service as a result of increased employment and commercial activity brought in by new development;
3. Development of a true multimodal transit terminal with all modes in close proximity.

B. Disadvantages

1. Rerouting of buses to access the new terminal location.
2. Increased traffic congestion on arterial and local streets.

II. ECONOMIC

A. Advantages

1. Establishment of a major regional retail center with direct access to public transit;
2. Attraction of new business (and employment opportunities) to the community;
3. Promotion of new retail development within the "inner city";
4. Attraction of investment from businesses owned and managed by Blacks - providing a new source of professionals and management expertise that is currently lacking in the area.
5. Provision of professional expertise necessary to manage and operate a major retail establishment.

B. Disadvantages

1. Outside investors and retailers may exhibit initial reluctance which must be overcome through aggressive marketing;
2. Development site has historical associations which must be overcome through major investments and marketing efforts. Local environment must be improved.

3. Initial difficulty in attracting locally based anchor chains who may fear their market will be saturated; may be necessary to seek retailers from outside the region.
4. Security (outside the Mall) must be assured for retailers and shoppers.
5. Level of development and patronage may not be sufficient to induce additional investment and interest.

III. COMMUNITY

A. Advantages

1. Infusion of new retail and economic development.
2. Development of a major activity center that can become the focal point of a revitalized community.
3. Community participation and investment in a private sector venture that will receive public and private sector recognition and support.

B. Disadvantages

1. Lack of direct control over the project.

IV. RETAILERS

A. Advantages

1. Identification with a major venture aimed at improving neighborhood conditions.
2. Opportunity to locate in an internalized mall with increased security for both stores and customers.
3. Lack of competition in the immediate area.

B. Disadvantages

1. Insurance rates may be higher and must be offset by guarantees of better security.
2. Site location has negative image which must be offset through a major marketing effort to attract customers.
3. Purchasing power of the immediate community is limited; efforts must be made to extend the Mall market area beyond the immediate locale through extensive marketing and promotion of transit accessibility.

V. DEVELOPERS

A. Advantages

1. Opportunity to develop land in prime area at low market value near mass transit services;
2. Acquisition of a property base in Central Dade County;
3. Opportunity to establish and control an independent retail center;
4. Guarantees of assistance from local and federal government through tax incentives and promotional efforts.
5. Opportunities for diversification into a major market area currently lacking in Black private sector investment.

B. Disadvantages - Similar to those listed for retailers