

# Kendall Corridor

## Executive Summary

### Land Use Scenario & Visioning Planning Study

**SMART**  
KENDALL DRIVE

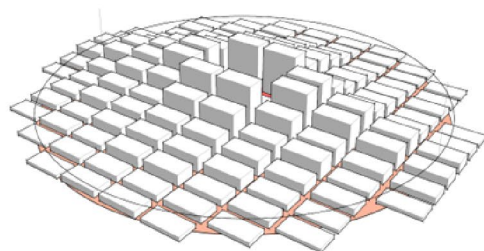


**Miami-Dade Transportation  
Planning Organization**

#### **METROPOLITAN JOBS ORIENTED**



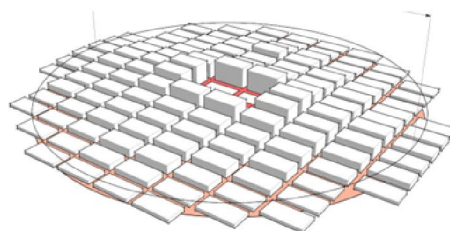
~10 to 20 stories



#### **COMMUNITY HOMES ORIENTED**



~6 to 12 stories



## Disclaimer Page

The Miami-Dade Transportation Planning Organization (TPO) complies with the provisions of Title VI of the Civil Rights Act of 1964, which states: No person in the United States shall, on grounds of race, color, or national origin, sex, age, disability, family, or religious status be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. It is also the policy of the Miami-Dade TPO to comply with all of the requirements of the ADA. For materials in accessible format, please call (305) 375-4507.

The preparation of this document has been financed in part from the U.S. Department of Transportation (USDOT) through the Federal Highway Administration (FHWA) and/or the Federal Transit Administration (FTA), the State Planning and Research Program (Title 23, U.S. Code §505), and Miami-Dade County, Florida. The contents of this document do not necessarily reflect the official views or policy of the USDOT.

# Introduction

The Strategic Miami Area Rapid Transit (SMART) Program, adopted by the Miami-Dade Transportation Planning Organization (TPO) in 2016, includes the advancement of six rapid transit corridors along with a network of Bus Express Rapid Transit (BERT) services to implement mass transit projects in Miami-Dade County (Figure 1). The six SMART Program corridors are advanced through Project Development and Environment (PD&E) studies and Land Use Scenarios and Visioning Planning studies. The Miami-Dade TPO is tasked with integrating transportation and land use planning and developing strategies to maximize the effectiveness of transit infrastructure investments. Transit-supportive land use plays a vital role in the success of major rapid transit projects. The Land Use Scenarios and Visioning Planning studies aim to develop a preferred land use strategy for each of the six SMART Program corridors. This document summarizes the development of a preferred land use strategy for the Kendall Corridor and identifies steps to implement the vision for the Kendall Corridor, as outlined in the accompanying Kendall Corridor Economic Mobility and Accessibility Study report.

The Kendall Corridor limits for both studies is a segment of Kendall Drive from the Dadeland North station area west to Southwest 177<sup>th</sup> Avenue, approximately 10 miles. The vision study considers a half-mile buffer from Kendall Drive. The land development within a half-mile of the SMART Program's transit alignments will generate most of the system's ridership and is integral to the development and ultimate success of the system. The land use scenario and visioning planning studies for all six corridors illustrate the evolution of current land development patterns into higher intensity, transit-oriented, and walkable patterns that promote ridership.

*The Florida Department of Transportation (FDOT) conducted the Kendall Corridor Project Development and Environmental (PD&E) Study in parallel with the Kendall Corridor Vision. The PD&E Study identified and evaluated six premium transit technologies, ranging from elevated heavy rail to BERT options. As of spring 2022, Kendall Corridor PD&E Study had identified BERT - Curbside Business Access Transit (BAT) lanes as the recommended alternative. FDOT and the Miami-Dade County Department of Transportation and Public Works (DTPW) recommended placing the Kendall PD&E Study on hold while implementing the Flagler Street SMART Demonstration project. The Flagler Demonstration Project will consist of repurposing the outside lanes, applying appropriate pavement markings, and installing signage to inform the public of the enhanced, dedicated bus infrastructure. The operation of the Flagler Demonstration Project would be monitored over one year. Data collected will allow FDOT, Miami-Dade TPO, and DTPW to jointly evaluate and determine the feasibility of a dedicated curbside rapid transit lane on both Flagler and Kendall Corridors.*

## Public Charrettes and Stakeholder Coordination

Two charrettes were conducted in November 2017 to obtain public input for the land use visioning process. The charrettes included contextual information on Miami-Dade's SMART Program and the Kendall corridor. It covered the following topics: options for rapid transit service, characteristics of transit-oriented communities (TOC), TOC types, and the intensity and spacing of TOC types based on the transit modes. The charrettes also included live polling activities to gather participant feedback and breakout group sessions where participants "designed" their desired TOC outcomes for the Kendall corridor.

Feedback from the charrettes confirmed prior planning efforts and formed the basis for developing three scenarios for the Kendall corridor.

In addition to the charrettes, the Kendall land use visioning process included guidance from a Study Advisory Group (SAG). The SAG comprised representatives of local and state agencies, including local businesses and health and education centers, to provide input for the Kendall Corridor land use visioning. In addition to providing input for the land use scenarios, the SAG also assisted in announcing charrettes and encouraging the public to participate in the charrettes.

## Results and Conclusions

Transit-oriented communities, or TOC, refer to the built environment around transit stations intentionally planned and designed to optimize access to and the use of transit. TOC supported with high-quality transit service makes it convenient, safe, and attractive to get to and from daily activities without using a car. Research shows that the design of the built environment, combined with the quality of the transportation options, parking convenience, and overall travel cost, directly influences travel mode decisions. For those without a choice, a well-designed TOC ensures safe and convenient non-auto access to opportunities.

TOC creates optimal conditions when it includes a high concentration of people and jobs within walking distance ( $\frac{1}{4}$  to  $\frac{1}{2}$  mile) of a transit station. TOC should have a strong grid of walkable streets where vehicle traffic is slowed and walking and biking are prioritized. Buildings should be built up to the sidewalk with front doors and windows facing the street, inviting people to walk from place to place. TOC includes a mixing of uses creating a wide range of origins (homes) and destinations (i.e., jobs, shopping, education, social activities) within the transit station walkshed and across the corridor. TOCs should create a critical mass of jobs and homes within station areas to maximize transit ridership and the feasibility of the transit investment.

The main characteristics of TOC are as follows:

- **Compact:** High density (number of activities) located within  $\frac{1}{4}$  to  $\frac{1}{2}$  mile of the transit station. This may mean redeveloping lower-density single-story suburban buildings into higher-intensity multistory buildings and reorienting parking to the rear.
- **Mixed-use:** A mix of jobs, retail, social, or entertainment uses co-located with residential uses to make accessing differing destinations by transit, walking, and biking an easy choice.
- **Multimodal:** Compact and mixed-use development minimize the distance between buildings to encourage walking. Equally important is the walking environment. Streetscapes that are safe and inviting (i.e., wide sidewalks, landscape buffers) make walking pleasant and encourage people to walk even further than they may have otherwise. Designated bike routes and bike parking, combined with thoughtful planning for other micro-mobility options like electric scooters or ridesharing curbside drop-offs, offer opportunities to travel without a car. Building edges with windows and other eye-catching features can be combined with public seating and gathering areas, pocket parks, and other areas that provide pedestrian respite.
- **Oriented to a transit station:** Organizing the TOC around a transit station optimizes access to the station and the ability to reach destinations in other TOCs along the corridor. The highest development intensities are within the first  $\frac{1}{8}$  to  $\frac{1}{4}$  mile and are more jobs and services oriented.

- Discernable identity and sense of place: TOCs provide an opportunity for placemaking by reflecting the history, culture, and character of the place and providing wayfinding and streetscapes, public art, and branding.

The Kendall Corridor Vision focuses on planning at the corridor and station area levels. Differing TOC types are organized along the corridor. The TOC types define a station's mix of uses (i.e., housing vs. jobs-oriented) and development intensities. The distribution of differing TOCs along the corridor balances jobs and housing, thereby internalizing a high percentage of trips and increasing transit ridership.

The TOC types used for the visioning efforts are based on Miami-Dade County's Comprehensive Development Master Plan (CDMP) three Urban Center types – **Regional, Metropolitan, and Community**. The CDMP sets development mix and intensity thresholds for each Urban Center type. Downtown Miami is the County's only Regional Urban Center. Downtown Kendall is designated as a Metropolitan Center, with a second Metropolitan Center located around the interchange of Kendall Drive and Florida's Turnpike.

County-wide growth and development patterns and forecasts were combined with county goals and aspirations expressed at the charrettes to generate Kendall corridor scenarios. The growth and development dimensions of the scenarios focused on the spacing and locations of job centers relative to major transportation facilities that have emerged over the past 50 years and the amount of growth anticipated in the county over the next 25 years. The aspirational dimensions focused on three consistent themes from charrette participants, which align with larger county goals:

- Increase the number of non-retail jobs in the corridor (aligns with the county's economic development goals)
- Redevelop portions of the corridor, with a focus on redeveloping shopping centers (aligns with livability goals)
- Preserve and protect existing residential neighborhoods (aligns with livability goals)
- Provide a variety of travel choices (transit, walking, and biking) (aligns with multimodal mobility goals).

A Trend Scenario was developed that assumed premium transit is not implemented along Kendall by 2040, and growth along the corridor reflected a suburban development pattern. The potential job centers and feedback from the visioning charrette were used to create three additional scenarios:

- Scenario 1: One job center scenario – a single job-oriented Metropolitan Urban Center in downtown Kendall and Community Urban Centers in the remaining station areas (Figure 1).
- Scenario 2: Two job centers scenario – two job-oriented Metropolitan Urban Centers, one in downtown Kendall and the other at the station areas on either side of the Turnpike, and Community Urban Centers in the remaining station areas (Figure 2).
- Scenario 3: Three job centers scenarios – three job-oriented Metropolitan Urban Centers in downtown Kendall, next to the Turnpike, and at the westernmost station area and Community Urban Centers in the remaining station areas (Figure 3).



Figure 1 - Scenario 1 (One Job Center)

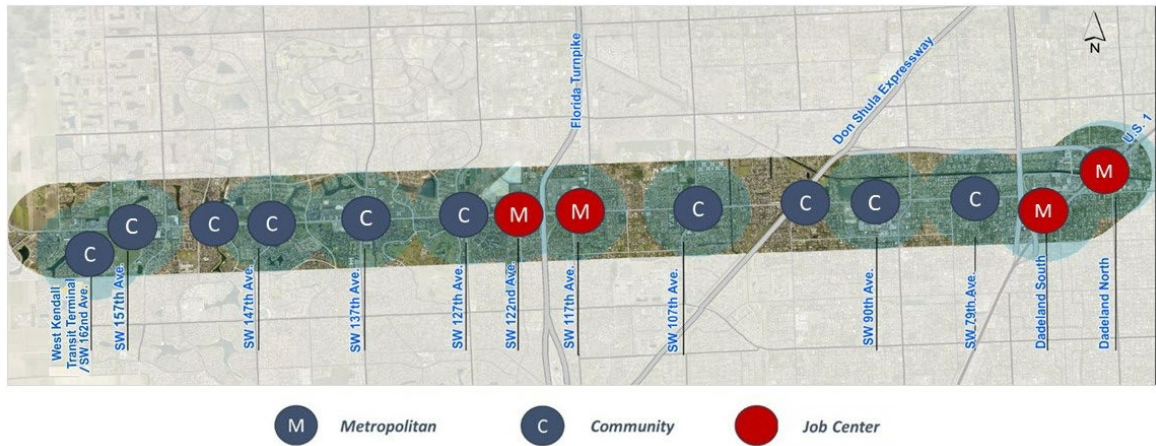


Figure 2 - Scenario 2 (Two Job Centers)

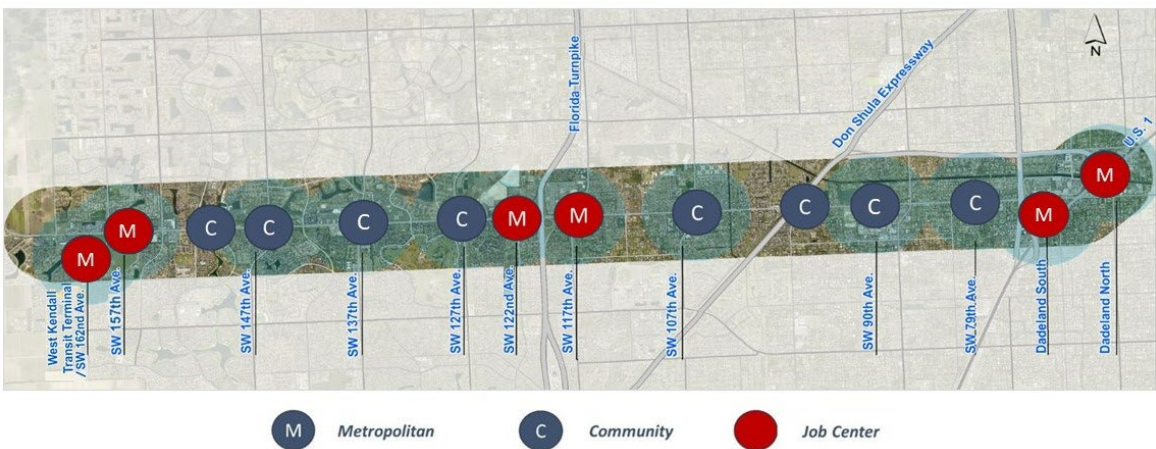


Figure 3 - Scenario 3 (Three Job Centers)

### Scenario 1: One Job Center

Scenario 1 assumes a single job center in the downtown Kendall station area. The allocation of jobs and dwelling units among station areas does not differ much from the Trend scenario. With a single job center, the jobs/housing balance along the corridor continues to be low, with those living in the corridor commuting to job centers outside the corridor. Those working along the Metrorail corridor will require a transfer at the Dadeland south station. Those working elsewhere are not likely to ride transit because of the lack of direct transit connections, thus limiting ridership.

### Scenario 2: Two Job Centers

Scenario 2 assumes two job centers, one in downtown Kendall and the second at the 117<sup>th</sup> and 122<sup>nd</sup> station areas on either side of Florida's Turnpike. As noted above, the area is designated as Metropolitan Center in the CDMP. The second job center significantly increases the number of jobs in the corridor thereby improving the jobs/housing balance in the corridor. The station area allocations reflect the increase in jobs in the two station areas on either side of the Turnpike.

Access to Florida International University to the north and Miami Dade College to the south via the Turnpike suggests that the two station areas could attract educational and research jobs. The transition from predominately retail uses to offices in the two station areas can "internalize" commute trips in the corridor. Many of those traveling to jobs outside the corridor will be able to travel to jobs within the corridor, not only shortening commute trips but increasing transit ridership.

### Scenario 3: Three Job Centers

Scenario 3 assumes three job centers along the corridor, one in downtown Kendall, a second in the 117<sup>th</sup> and 122<sup>nd</sup> station areas on either side of Florida's Turnpike, and the third in the 162<sup>nd</sup> and West Kendall (West Baptist) station areas on the western end of the corridor. The second and third job centers more than double the number of jobs in the corridor and increase population by 50 percent. The net result is a higher jobs/housing balance that reduces the need to commute to job centers outside the corridor. The station area allocations reflect the significant increase in jobs in the two station areas on either side of the Turnpike and on the western end of the corridor. Because of its potential to significantly increase the number of jobs in the corridor, it is likely the only one of the three scenarios that can generate ridership levels needed by HRT. The Baptist Hospital complex on the western end of Kendall can generate even more healthcare jobs. The potential of a western job center increases with the construction of the proposed Kendall Parkway, although it should be noted that the future of the Parkway was not clear as of the time of this report.

## **Recommendations**

The charrettes, stakeholder feedback, and scenario evaluations point to Scenario 2 as the most viable option for Kendall Corridor. Scenario 2 assumes two job centers and can support BRT technology. The job center locations align with the two designated Metropolitan Centers designated in the CDMP along Kendall Drive, with one in downtown Kendall and a second at the 117<sup>th</sup> and 122<sup>nd</sup> station areas on either side of Florida's Turnpike.

The Kendall Corridor Economic Mobility and Accessibility Study report was completed concurrently with the Kendall Corridor Land Use Scenario and Visioning Planning study. The Economic and Mobility Report outlines and describes the steps needed to implement the Kendall Corridor Vision. Both studies further the goals and objectives of the Strategic Miami Area Rapid Transit (SMART) Program and the Comprehensive Development Master Plan (CDMP) and both were developed in coordination with the Kendall Corridor Project Development and Environment (PD&E) study led by the Florida Department of Transportation (FDOT).

Specifically, the Economic Mobility and Accessibility report provide:

- A foundational framework on multimodal accessibility:
  - **Multimodal accessibility** is the foundational framework underpinning the principles, guidelines, and plans presented in this report. **Accessibility** is improved by either getting closer to preferred destinations (increasing the *proximity* of destinations) or by getting to destinations faster (increasing the *travel speed* to the destinations). But the two are inversely related, resulting in an inherent tension often left unresolved by current land use practices (which focuses on proximity) and transportation planning practices (which focuses on speed-based mobility). The multimodal accessibility framework addresses this tension by keeping both in focus through complete trip travel time equilibrium (the invisible hand guiding the evolution of cities). The Kendall Corridor’s current land development pattern and transportation network were created for automobile travel. Transforming the development patterns and transportation network requires an integrated land use and transportation planning process guided by the multimodal accessibility framework.
  -
- A set of clear and coordinated **planning and design guidelines** for TOCs in station areas and multimodal access to and at stations. The guidelines translate the multimodal accessibility construct into actionable planning and design considerations supporting the corridor's transformation.
- **Corridor and station areas strategies** for the fourteen (14) station area strategies incorporating the TOC design guidelines. These strategies envision the fundamental transformation of the Kendall Corridor from a predominantly suburban, auto-oriented context to a multimodal context. Premium transit stations along the corridor will be a network focal points or hubs, and network hubs reorient land development patterns and pedestrian, bicycle, and transit networks.
- An **Implementation Plan** that includes the actions, strategies and projects needed to guide the substantive transformation of the Kendall Corridor from a predominantly suburban, auto-oriented context to an urban, multimodal context. Five actionable implementation strategies are recommended along with the critical information needed to advance it from plan to action, including lead agencies, priority, and timing.

The implementation plan outlined in the Economic Mobility and Accessibility study is summarized in the following table:



Table 1 Summary of Implementation Plan Strategies

Implementation Strategy	Description	Lead	Partner/ Participants	Key Products/Outcomes	Cost Estimate
<b>Corridor Brand and Transformational Story</b>	Develop a brand and transformational story to support and sustain the evolution. The brand could expand beyond land use and transportation but remain aligned with the established SMART Program brand.	DTPW	<ul style="list-style-type: none"> <li>• FDOT</li> <li>• TPO</li> <li>• PD&amp;O</li> <li>• R&amp;B</li> </ul>	<ul style="list-style-type: none"> <li>• Kendall Vision brand (complements SMART Program brand)</li> <li>• High-level vision and corridor transition story posted on County / TPO websites</li> </ul>	\$600,000 - \$800,000
<b>Kendall Drive Potential Future Improvements</b>	The PD&E Study will identify specific improvements to Kendall Drive, most importantly the locally preferred premium transit alternative. It will identify roadway cross sections, including bike and pedestrian improvements, and recommend station locations and amenities.	FDOT	<ul style="list-style-type: none"> <li>• DTPW</li> <li>• TPO</li> <li>• PD&amp;O</li> <li>• R&amp;B</li> </ul>	<ul style="list-style-type: none"> <li>• Locally preferred alternative (LPA)</li> <li>• Street cross-sections</li> <li>• Transit and traffic operations recommendations</li> </ul>	The outcome of the PD&E Study will determine the approximate cost.
<b>Complete Street Classification and Improvements</b>	Transform the existing roadways into complete streets in a two-step process: <ol style="list-style-type: none"> <li>1. Classify streets using the local and appropriate standard</li> </ol>	DTPW	<ul style="list-style-type: none"> <li>• TPO</li> <li>• FDOT</li> </ul>	<ul style="list-style-type: none"> <li>• Complete streets classifications for all existing corridor streets                             <ul style="list-style-type: none"> <li>○ Public map</li> <li>○ GIS layer</li> </ul> </li> <li>• Complete streets classification report describing method used for classifications</li> </ul> Priority, timing, and extent of complete street planning and design projects	\$700,000 - \$1,000,000
	<ol style="list-style-type: none"> <li>2. Define planning, design, and improvement projects</li> </ol>	DTPW or FDOT	<ul style="list-style-type: none"> <li>• TPO</li> <li>• RER</li> <li>• FDOT (for state streets)</li> <li>• PD&amp;O</li> <li>• R&amp;B</li> </ul>	<ul style="list-style-type: none"> <li>• Final design plans for bid</li> <li>• Estimated construction costs</li> <li>• Project bids</li> </ul> Complete street improvements	Approximately \$3 million - \$8 million/mile depending on the final design
<b>Corridor Bike Path Network and Improvements</b>	Propose a bicycle path network that provides multimodal access to transit stations and to destinations in the station areas.	FDOT & DTPW	<ul style="list-style-type: none"> <li>• TPO</li> <li>• PD&amp;O</li> <li>• R&amp;B</li> </ul>	<ul style="list-style-type: none"> <li>• Network branding</li> <li>• Defined corridor bike network</li> <li>• Wayfinding guidelines</li> </ul> Short term treatments and improvements	\$2 million - \$3 million
<b>Prototype Transit-Oriented Community Area Plan</b>	Develop a prototype TOC Area Plan that includes: <ul style="list-style-type: none"> <li>- A market feasibility study</li> </ul>	RER	<ul style="list-style-type: none"> <li>• DTPW</li> <li>• PO&amp;D</li> <li>• TPO</li> <li>• R&amp;B</li> </ul>	<ul style="list-style-type: none"> <li>• Market Feasibility study</li> <li>• Development pro forma</li> <li>• Development program</li> <li>• Development plan</li> </ul>	\$500,000 - \$1 million

Implementation Strategy	Description	Lead	Partner/ Participants	Key Products/Outcomes	Cost Estimate
	<ul style="list-style-type: none"> <li>- A phased development program</li> <li>- A development plan that adheres to TOC targets</li> <li>- Funding strategies</li> </ul>				
<b>Transit-Oriented Community Area Plan</b>	Based on the results of the Prototype Plan, develop a corridor-wide TOC Plan that incorporates the same elements as the Prototype plan with refinements based on lessons learned	RER	<ul style="list-style-type: none"> <li>• DTPW</li> <li>• PO&amp;D</li> <li>• TPO</li> <li>• R&amp;B</li> </ul>	<ul style="list-style-type: none"> <li>• Market feasibility study</li> <li>• Development pro forma</li> <li>• Development program</li> <li>• Development plan</li> </ul>	\$3 million - \$5 million
<b>Neighborhood Gateways</b>	Neighborhood gateways are pedestrian and bicycle connection points between discreet housing areas (multifamily complexes and single-family neighborhoods), existing or proposed transit-oriented community area streets, and/or roads leading to transit stations.	County or TPO	<ul style="list-style-type: none"> <li>• TPO</li> <li>• County (RER and DTPW)</li> <li>• PD&amp;O</li> <li>• R&amp;B</li> </ul>	<ul style="list-style-type: none"> <li>• Neighborhood gateway inventory</li> <li>• Station area pedestrian wayfinding guidelines and plan</li> <li>• Gateway designs and improvements</li> </ul>	\$800,000 - \$1.5 million
<p><b>Acronyms</b>  County - multiple departments within Miami-Dade County  DTPW - Miami-Dade County Department of Transportation and Public Works  FDOT - Florida Department of Transportation  PO&amp;D - Property owners and developers  R&amp;B - local residents and businesses  RER- Miami-Dade County Department of Regulatory and Economic Resources  TPO - Miami-Dade Transportation Planning Organization</p>					