

ANNUAL REPORT

2013 | 2014



ABOUT US:

The Miami Downtown Development Authority is an independent agency of the City of Miami funded by a special tax levy on properties within its district boundaries. The agency is governed by a 15-member board of directors, which includes three public appointees and 12 downtown property owners, business owners, and/or residents. The board sets policy direction, which is implemented by a multi-disciplinary team under the oversight of the executive director.



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OUR MISSION:

The Miami Downtown Development Authority's mission is to grow, strengthen and promote the economic health and vitality of Downtown Miami.

As an autonomous agency of the City, the Miami DDA advocates, facilitates, plans and executes business development, planning and capital improvements, and marketing and communication strategies.

We commit to fulfill our mission collaboratively, ethically and professionally, consistent with the Authority's public purpose.

Contact Information:

200 S. Biscayne Blvd, Suite 2929
Miami, Florida 33131

T - 305.579.6675

F - 305.371.2423

W - MiamiDDA.com

Cover Photo: Emerson Calderon

MESSAGE TO OUR DWNTWNRs

As we look back on the past year and embark on the one ahead, the facts are undeniable: Downtown Miami continues to defy expectations as one of the largest and most viable urban centers in the country. With dozens of cranes proliferating our skyline and new construction on the rise, a livable and walkable urban core has gone from being a promise to a reality.

Today, Downtown Miami stands tall with more than 220,000 people working and 80,750 people living in the district. This marks a population growth of more than 100 percent over the past decade - painting a picture of one of the fastest growing and youngest demographics in the country.

Although the past year has welcomed a flurry of exciting developments, next year holds even more promise. Yet, we don't need to tell you of this transformation; you see it unfold each and every day.

From the launch of Pérez Art Museum Miami, to the soon-to-be-completed Patricia and Phillip Frost Museum of Science, to the successful Adrienne Arsht Center for the Performing Arts and the American Airlines Arena, Downtown Miami is earning its reputation as an epicenter for arts and culture.

Additionally, dozens of cranes throughout the district announce the arrival of an entirely new crop of luxury condominiums, high-end retail destinations, transportation links, and global hospitality brands.

At the core of downtown's transformation is an international wave of confidence on the part of investors, who view Miami as a gateway city with stability, accessibility, and cache.

Currently home to over 60 international banks and 100 alternative investment companies, Downtown Miami is emerging as "Wall Street South" and is capturing the attention of a financial community looking to take advantage of our growing international economy, favorable tax structure and cosmopolitan lifestyle.

Downtown Miami's homegrown business base is also gaining recognition as startups and entrepreneurs opt to stay in - and return to - an environment where ideas can incubate, thrive and pave the way to new sustainable industries such as technology, life sciences and biotech.

Few people have witnessed such a great transformation of a city. The public sector has poured billions of dollars into continued development and is partnering with private companies who are helping do the same. Together, we have gone from putting Miami on the map to entering it in the pages of history.



Alyce M. Robertson

Executive Director
Miami Downtown Development Authority



Marc D. Sarnoff, Chairman

District 2 Commissioner
City of Miami

FLAGLER STREET IS SET TO MAKE HISTORY, AGAIN

“Downtown’s Flagler Street is the birthplace of Miami, is our main street, and will serve as a catalyst for further economic development in the surrounding area.”

- Neisen Kasdin and Brian Alonso, co-chairs, Flagler Street Task Force

In the late 1800s, industrialist Henry Flagler opened Miami’s first hotel, catering to the wealthiest families in America. Twelfth Street, opposite the hotel, grew into the city’s first main street and was home to the original courthouse, dry goods and specialty stores, and the first Burdines department store.

In 1921, twelfth Street was renamed Flagler Street and became the north-south dividing line on the city’s first urban plan. The Roaring Twenties cemented Flagler Street’s role as the vibrant hub of Miami, while a land boom more than doubled the city’s population and gave rise to iconic nearby communities, such as Coral Gables, Miami Shores, and Hialeah.

By the 1930s, Miami and the rest of the U.S. fell into the Great Depression. Miami’s allure as a warm-weather paradise allowed it to fare better than many cities. Flagler Street continued to thrive and the city’s first modern skyscraper, the Historic Alfred I. DuPont Building, was erected in 1938. Tourism took off with the fledgling aviation industry. Pan American and Eastern Airlines headquartered here and opened routes that connected Miami to the world.

The end of World War II brought an unprecedented epoch of prosperity to Miami. From the 1950s through the late 1960s, Flagler Street was the most prestigious business address and the most stylish retail street in Miami. Burdines was famous for its pink and aqua décor, rooftop Ferris wheel, and elegant tearoom. Stores stayed open at night, and crowds thronged the dozens of theaters built on the ground floors of office buildings, including the 1500-seat Olympia Theater.

In the 1970s, downtown retail districts across America gave way to suburban malls. Downtown Miami entered a gloomy period and was largely sustained by an influx of Cuban refugees, who opened and patronized businesses on Flagler Street. The late Tony Alonso,

son of the founder of the now trendy La Época department store and a Miami DDA board member, was the cornerstone of a movement to revitalize Flagler Street. At his urging, business owners, property owners, residents, and other stakeholders created the Flagler Street Task Force under the auspices of the Miami DDA.

In a show of solidarity, property owners agreed to self-taxation to provide seed money for an ambitious revitalization project. Three years in the making, the \$13 million venture is fully funded by property owners, the City of Miami and Miami-Dade County and is ready to break ground.

The project will upgrade the half-mile stretch of Flagler Street from Biscayne Boulevard to the Miami-Dade County Courthouse, following a proven model of redevelopment already demonstrated by Lincoln Road, Ocean Drive, and Sunset Drive in Miami-Dade County, and other great main streets around the world.

A pedestrian-friendly, landscaped streetscape will reclaim the street’s legacy as the vibrant retail and business core of Miami. The deteriorated sidewalks will be replaced with broad, accessible, landscaped pedestrian walks that encourage cafés and nightlife, and a unique system will enable sections of the street to be blocked off for events and festivals.

In revitalizing and improving Flagler Street, the project will fulfill the expectations of over 80,750 downtown residents, 220,000 workers, and visitors who desire the advantages of a dynamic urban center. As such, the Flagler Street Task Force project is more than a return to the street’s past glory. It will make history in its own right by giving rise to a dynamic downtown worthy of a great city.



“From where I sit, what’s happening in Miami is something of a bellwether, an unmistakable sign that the economic and commercial center of gravity is shifting away from the suburbs and back to the urban core.”

- Richard Florida, author and leading thinker on the modern city

“Financial firms like XP Securities and Universa are realizing they can have Class A office space, access to technology, and a superior quality of life without paying the high income taxes of cities like New York.”

- Marc D. Sarnoff, City of Miami Commissioner, Miami DDA Chairman

FINANCE

In February 2014 leaders from the hedge fund industry met to discuss the future of their profession in Connecticut. The topic: The state of the industry as well as “if we are destined to lose market share to cities such as New York, Boston and Miami.”

Less than two years after launching the Hedge Fund Row initiative, Miami DDA efforts were enough to strike a chord throughout the financial services community and get even the largest centers talking about whether they might lose firms and talent to the Magic City’s recruitment efforts.

While job numbers in this industry are typically low, these companies produce high-paying jobs and thought leadership in the sector, as well as apprentice-style learning opportunities for junior and administrative employees. In particular, DDA research found that finance has an above-average impact on the Miami-Dade economy.

In 2014, Miami DDA was able to announce two high-profile recruits for the campaign. Universa, a \$6bn hedge fund previously based in California chose Miami as their new home despite attractive offers from other states. XP Securities, the largest independent broker dealer in Brazil then opened their U.S. head office on Miami’s Brickell Avenue, announcing they would need an additional 100 staff members by the end of 2015.



ARTS UNLIMITED

In 2014, significant institutional development further established Downtown Miami as an international cultural and intellectual center.

The opening of the Pérez Art Museum Miami (PAMM), the near-completion of the Patricia and Phillip Frost Museum of Science (set to open in 2015), and completion of the adjacent Museum Park have made Downtown Miami the city’s premier cultural hub. The opening of the Pérez Art Museum Miami (PAMM) positioned Downtown Miami as a serious contemporary art destination, attracting more than 150,000 visitors during its first four months.

Downtown Miami is quickly becoming the nucleus of arts education. Cannonball - which provides workspace, legal services, grants, and other support to emerging cultural producers - established Research Art Dialogue (RAD) Miami’s first alternative arts school, with funding from the Knight Foundation. It joins other pillars of the arts education community in Downtown Miami, the New World School of the Arts, Miami-Dade College and the Miami University of Art and Design.

The number of art galleries in Downtown Miami is increasing rapidly. Three important galleries - Avant, Avant Garde, and Lou La Vie - opened here in 2014, doubling the number of commercial exhibition spaces.

Downtown Miami has also seen an increasing number of partnerships between arts organizations and area businesses. For example, during Art Days 2014, the National YoungArts Foundation used the lobby of the Intercontinental Hotel to exhibit the work of new video artists. Creative partnerships are a fast-growing element of the downtown arts scene and are rooted in the strength of the area’s arts institutions.

“Downtown Miami, has morphed into an art and culture hub featuring artist studios, galleries and event spaces.”

- MiamiArtScene.com

MIAMI'S CONDO BOOM PLAYS BY NEW RULES

“A typical project in the downtown Brickell area that would have sold at \$400 a square foot in 2012 is going for more than \$600 a square foot today.”

- Miami Herald, July 6, 2014

Miami's downtown residential condo market is booming after a surprisingly swift recovery. By mid-2013, only 600 condos remained unsold in the downtown area. With little available inventory to meet pent-up demand, developers are seizing the opportunity to develop the few remaining buildable parcels. Land prices have soared, with multiple sales over \$100 million in Brickell and the Central Business District.

A 2014 study by Miami DDA identified 8,700 new condo units in the pipeline and estimates that Miami is midway into the current development cycle. This condo cycle differs from the last in several important ways. Buyers are putting up larger deposits, typically 50 percent of the purchase price. Buyers are also more global and more affluent than ever before. A stream of Russians, Europeans, and Asians have joined Latin Americans in seeing Miami real estate as a bargain. In fact, Miami is now one of the top 10 cities in the world where wealthy people want to own a home or live. Demand for luxury condos has pushed new and preconstruction prices to \$550-\$675 per square foot, with Echo Brickell selling for over \$1200 per square foot. Because 90 percent of demand is external, Miami's developers are nearly impervious to downturns in the local economy.

Deliberate efforts to transform Downtown have paid off in a highly desirable and convenient lifestyle that appeals to a culturally hip and sophisticated demographic. Lifestyle offerings are truly competitive with cities such as New York. The Downtown resident has everything from the Adrienne Arsht Center for the Performing Arts and the Pérez Art Museum Miami to luxury retail and top dining. As a result, Downtown Miami is retaining an ever-increasing population of year-round residents. Large numbers of young professionals have put down roots in Downtown Miami and are beginning to raise families.

The same lifestyle factors make Downtown Miami a top choice for upwardly mobile renters. Demand for rental units is high and has continued unabated for three years. On average, 400 to 450 leases are signed every month. Average monthly rent has increased from \$2,198 in 2011 to \$2,429 in 2014. Approximately 4,600 new rental units are in the planning stages or under construction.



Currently, 26 projects are being built in Greater Downtown Miami neighborhoods. Another dozen are in the final planning stages. The most activity is in Brickell, which accounts for more than 4,800 units under construction. The largest newcomer is Brickell City Center, a mixed-use development with 5.4 million square feet. With 1,900 new units in development, the Edgewater neighborhood is the fastest-growing market and includes several boutique mixed-use projects. The Central Business District is showing strong potential, with four significant projects on the drawing board and several more already underway. Among these, Centro and Miami Worldcenter, a 26 acre mixed use development which uniquely combines retail, hotel, conference center and commercial spaces, and which is adjacent to the Central Business District's new intercity rail, All Aboard Florida, connecting Miami and Orlando.

“Miami is experiencing a land rush as condo builders move to grab what remains of the city's dwindling supply of prime un-built sites, driving values of undeveloped plots to record levels”

- Wall Street Journal, July 22, 2014



LEADERSHIP, ADVOCACY & OPERATIONS

Goal: Enable a top quality organization through effective executive management, financial accountability, and appropriate support services.

Miami DDA provides the leadership and advocacy needed to propel Downtown into the future. This includes advocating for the interests of Downtown businesses, residents, and stakeholders, while pursuing strategic opportunities for new development and investment. Committed to full accountability, Miami DDA adheres to the highest standards of transparency, efficiency, and organizational effectiveness.

Strategic Leadership

In 2014, Miami DDA's leadership team oversaw key strategic initiatives that support and promote Downtown's emergence as the dynamic core of a global city. As part of this effort, the team:

- Led the Flagler Street Task Force in obtaining funding from the City, County and property owners for construction of the Flagler Streetscape project
- Led an ongoing push to revive and prioritize stalled transit projects, including the Miami Streetcar, Baylink, Metromover expansion, and Tri-Rail Coast Link
- Kick-started a strategic education initiative to improve and increase educational opportunities for Downtown residents, workers and businesses
- Began the process for completing Increment III of the Downtown Miami Development of Regional Impact (DRI), which serves as the master development order for all Downtown development
- Led the DDA's ongoing efforts to address homelessness issues, including the revision of the Pottinger Settlement, securing funding for a mental health diversion program, and re-introduction of the successful mat program at Camillus House
- Developed a disaster management and recovery role for the DDA in conjunction with Miami-Dade County's Office of Emergency Management



Board of Directors Chair: Marc D. Sarnoff
Vice Chair: Neisen Kasdin
Treasurer/Finance Committee Chair: Alvin West

Staff Contacts:

Alyce M. Robertson robertson@miamidda.com
Executive Director
 Javier A. Betancourt betancourt@miamidda.com
Deputy Director
 Carolina Londono londono@miamidda.com
Accounting & Finance
 Madelyne S. Raybourn raybourn@miamidda.com
Administration, Team Leader
 Kenia Silva silva@miamidda.com
Administrative Assistance
 Isaac Pineira pineira@miamidda.com
Administrative Assistance

Advocacy

Miami DDA initiated an advocacy agenda to promote Downtown investment and policy needs at local, state, and federal levels of government. As part of this effort, the team:

- Met on an ongoing basis with key local elected officials to advance DDA/Downtown priorities, including the Flagler Streetscape project, pedestrian safety and mobility improvements, transit improvements, homelessness, taxi reform, and ride-sharing services, such as Uber and Lyft
- Met with state legislators and officials in Tallahassee to advocate for Museum Park funding, economic development incentives, mental health funding, car-sharing services, and a continued commitment to the I-395 signature bridge design
- Continued to advocate at the federal level for FAA to honor existing zoning code regulations that govern building heights in Downtown, and for improvements to the customs experience and staffing levels at Miami International Airport
- Advocated in support of transformative development projects, such as All Aboard Florida, Miami Central Station, Marriott Marquis & Expo Center, and Miami Worldcenter
- Conducted successful Get-Out-the-Vote campaigns to strengthen Downtown's voice and influence in the political process

Community Engagement

In keeping with Miami DDA's charter as community public servants, team members regularly engage with, and serve on, dozens of civic groups, business associations, and other community organizations. This active level of engagement provides the team with an intimate understanding of the needs and perspectives of various stakeholders, while enabling the organization to more effectively advance Downtown Miami's interests.

Operations

Miami DDA utilizes best practices in operating an efficient, effective, and accountable organization. As part of this effort, the team:

- Secured an adopted budget and work plan that balances the many needs and demands of Downtown
- Oversaw and received a clean financial audit with no reporting issues or management recommendations



BUSINESS DEVELOPMENT & RESEARCH

Goal: To promote a strong Downtown economy by supporting corporate and retail business development, attracting real estate investment, and encouraging innovation and entrepreneurship.

Committee Chair: Nitin Motwani

Staff Contacts:

Sonja Bogensperger bogensperger@miamidda.com
Business Development, Real Estate & Marketing, Team Leader

Nicholas Martinez martinez@miamidda.com
Applied Research & Analytics

Amy S. Lawrence lawrence@miamidda.com
Business Development

Karry Maravilla maravilla@miamidda.com
Administrative Assistance

Miami DDA promotes a strong Downtown Miami economy by supporting corporate and retail business development, attracting real estate investment, strengthening industry clusters, and encouraging innovation and thought leadership.

In 2014, the Miami DDA team met with 250 companies to assist them in expanding or relocating to Miami. The team introduced 54 new companies in its business newsletters. The team also supplied economic, demographic, industry, and community data to support business growth and investment.

Research

Miami DDA completed two major studies of the Greater Downtown Miami office and residential real estate markets. Each report includes objective metrics on sales, leasing, and development cycles. These two documents reveal Downtown Miami's post-recession economic strength and its global competitiveness as a residential and business destination.

The office market study found that Downtown Miami represents 37 percent of total office development in Miami-Dade County. Despite this, the downtown area will have a need for more commercial inventory during the next four to five years. By the end of 2013, average asking rents for Class A space had returned to pre-recession levels of \$38.43 per square foot in the Central Business District and \$41.88 per square foot in Brickell.

Highlights of the residential market study are that condominium prices are nearing pre-recession levels as international buyers look to invest in Downtown. The success of new developments has placed a premium on developable properties, and multiple land transactions above \$100 million were completed.

Finally, the Miami DDA commissioned a study by Regional Economic Models, Inc. (REMI) on the economic impact of Downtown Miami. The study showed that downtown generates over \$38 billion in economic impact, outpacing other Miami economic engines.

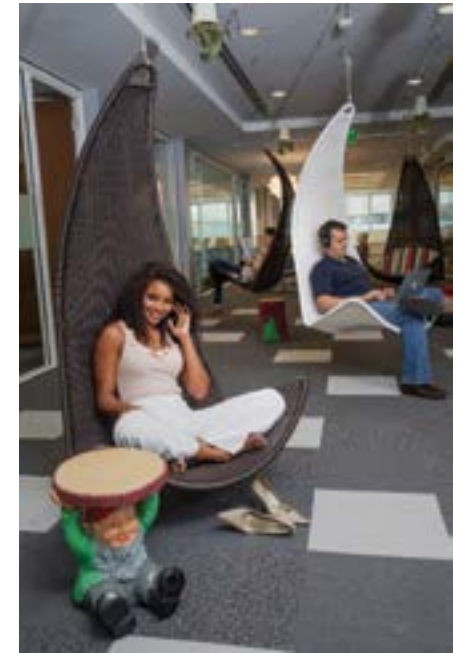


Co-Working

Although co-working spaces have been opening in Downtown Miami since 2010, the past year saw a surge of new providers. Nineteen co-working facilities are now in the district, some with multiple locations. Co-working and similar executive spaces are popular as test market locations, as venues for small businesses and startups, and as synergistic communities for entrepreneurs and consultants. Miami DDA maintains the most comprehensive guide to co-working spaces in Downtown Miami.

“New co-working space in Brickell highlights growing need for office alternatives”

- South Florida Business Journal, September 2014



Tech

In 2014, the Miami tech scene got long-overdue accolades when the industry and international press recognized the major benefits of running tech ventures in Miami. The year also saw impressive firsts for Miami, including the first U.S. Microsoft Innovation Center, which debuted at Venture Hive, and the first e-Merge Americas Techweek conference. Successful funding and exit strategies included the acquisition of Miami's .CO for \$109 million.

Encouraged by Miami DDA's advocacy, Miami's tech sector has grown exponentially over the past four years. Downtown Miami

today has a strong tech ecosystem. The city has attracted startups, tech companies, and branches of multinationals, including Facebook and Expedia. Miami now offers more capital resources for startups, including grants and funding support from the Knight Foundation.

In 2014, Miami DDA continued to promote and foster the growth of the tech sector. The team assisted a variety of projects, including Venture Hive, the eMerge Americas conference, and Miami's Got Tech. The team also assisted a variety of companies in opening operations in Miami, including Skyscanner, SpiderBoost, and Tech Cocktail.

“Tech companies flock to Miami to reach Latin America.”

- Wall Street Journal 2014

Business Attraction

In 2014, Miami DDA worked to solidify Miami's position as the epicenter of the Americas. Among other efforts, the team published marketing materials showcasing Downtown Miami's business and lifestyle advantages. Miami DDA team members conducted numerous presentations, market overviews, and topical speeches promoting Downtown Miami's business benefits. Miami DDA staff also traveled to New York, Chicago, Boston, Orlando, and Sao Paulo for meetings with business leaders and networking events. More than 30 companies have been persuaded to move to Downtown Miami, including XP Securities, Verde Restaurant & Bar, ColoHouse MIA II Data Center, EveryMundo and Lippi.



ENHANCED SERVICES & QUALITY OF LIFE

Goal: To foster a clean, safe, attractive and welcoming environment that showcases Downtown Miami as a world class tropical Waterfront City.

Committee Chair: Jose Goyanes
Homeless Task Force Chair: Dr. Rolando Montoya

Staff Contacts:

Jennifer L. Rodero rodero@miamidda.com
Enhanced Services, Team Leader
Mariana Price price@miamidda.com
Administrative Assistance
Kevin Garrett garrett@miamidda.com
DWNTWN Enhancement Team, Field Supervisor
Eugene Gordon gordon@miamidda.com
DWNTWN Enhancement Team, Field Technician II
Richard Sargent sargent@miamidda.com
DWNTWN Enhanced Services, Field Inspector

Accomplishing More Together

The Miami DDA facilitates collaborative efforts with various entities to improve public safety, cleanliness and reduce chronic homeless. Our dedicated teams are committed to making our vibrant Downtown safer, cleaner, and greener.



Safer

Miami DDA continues to work closely with the City of Miami, the Miami Police Department, and other agencies to ensure the security of Downtown Miami. The joint efforts have resulted in a 13.7 percent reduction in crime. To better serve the DDA District, enhanced traffic management services resumed in November in the Central Business District. As part of this initiative, dedicated MPD Public Safety Aides have been assigned to key intersections during morning and afternoon peak hours to move traffic along.

The Repeat Nuisance Offender Program (RNO), now in its fourth year, has proved to be a successful collaboration between the Miami DDA, MPD, and the State Attorney's Office. The RNO Program expedites community involvement in the effective prosecution of Downtown offenders.

Friendlier

With the introduction of a new service provider, Block by Block, we are making prominent changes to the DWNTWN Ambassador Program. The program has increased visibility with the implementation of bright orange uniforms, modified on-street hours and improved routes to increase presence in Downtown. By providing public safety support and hospitality services, the DWNTWN Ambassadors help make the District an attractive, safe and friendly destination.

- 23,828 "hospitality assists"
- Reported 123 incidents
- Provided 1,837 safe walks
- Participated in 48 events throughout the District
- Engaged participants at 50 home games for the Miami HEAT
- Increased community outreach

Cleaner

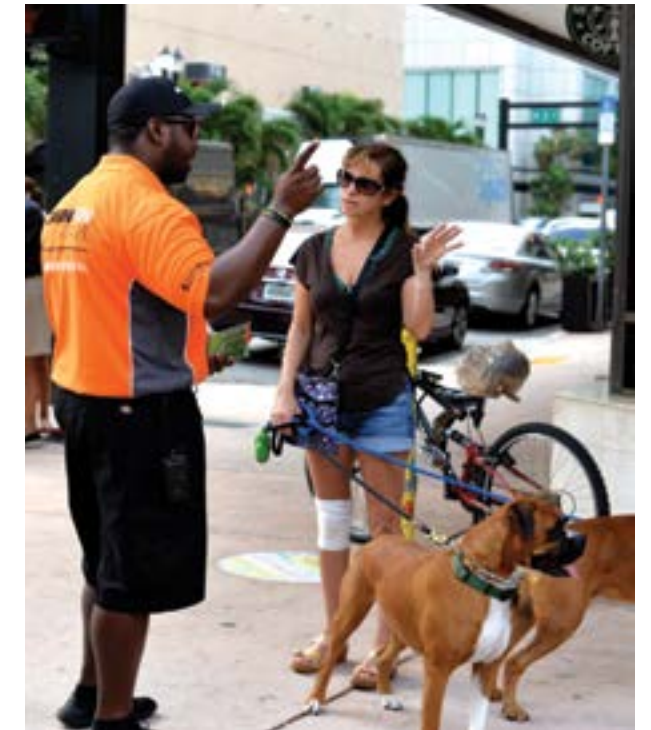
Dressed in bright yellow uniforms, the highly visible DWNTWN Enhancement Team (DET) performs enhanced cleaning, maintenance, and landscape services seven days a week in downtown. Our partnership with Camillus House offers employment opportunities to economically disadvantaged and formerly homeless individuals.

- 13,717 graffiti instances removed from public structures
- 139 blocks of sidewalks power-washed
- 18,159 (55-gallon) bags of trash removed from Downtown
- 138 instances of illegal dumping removed
- 267 landscape planters maintained
- 158 trash receptacles maintained / repaired

Greener

Our continued collaboration with the Miami-Dade County's Neighborhood Enhancement Action Team (NEAT) enriches the quality of life in Downtown through landscape enhancement. Beautification efforts are seen throughout the district in several street medians, green spaces and gateways.

- 36 trees and 11,043 shrubs installed
- Watered and fertilized new and existing landscape



Downtown Miami Special Vending District

Miami DDA managed and enforced the Downtown Street Vendor Program for the City of Miami.

- 14 locations allocated during Annual Lottery
- Conducted bi-monthly and quarterly inspections
- Assisted Miami Police Department in monitoring and reducing illegal vendor activity
- Modernized vendor accessories

MARKETING & COMMUNICATIONS

Goal: To communicate all aspects of the Miami DDA's role and efforts efficiently to stakeholders, to plan and execute marketing strategies that promote Downtown Miami as a 24/7 destination and build community.

Committee Chair: Nitin Motwani

Staff Contacts:

Sonja Bogensperger bogensperger@miamidda.com
Business Development, Real Estate & Marketing, Team Leader

Lauren Bourgoyne lbourgoyne@miamidda.com
Production & Marketing

Yami Roa roa@miamidda.com
Marketing & Outreach

Emerson Calderon calderon@miamidda.com
Graphic Design

Karry Maravilla maravilla@miamidda.com
Administrative Assistance

Miami DDA actively promotes Downtown Miami as the cultural and business center of the Americas. Creating and incentivizing activities and festivities that engage the downtown residents.

Art Days

2014 marked the third annual Art Days; a collaboration between the Miami DDA and the cultural spaces and artists residing in Downtown Miami. This year Art Days boasted over 200 activations at 35 different venues, showing a substantial growth over the first two years.

From families with young children, to young professionals looking to mix and mingle, to art enthusiasts, and explorers on bicycle, Art Days 2014 truly had something for everyone including bike tours, walking tours, artist talks, film screenings, exhibitions, art parties, performances, kid friendly programming and so much more.

The theme, Be Creative, engaged attendees, turning them from spectators into participants with activities such as drawing classes, print workshops, and a community mural.

Additionally, this year the DDA partnered with Miami-Dade County Art in Public Places for the "Fringe". This temporary contemporary Art Installation is a first for Miami-Dade County and unique for public art programs, which are traditionally permanent. The "Fringe" consisting of six dynamic and explorative temporary public artworks, curated by contemporary art curator Amanda Sanfilippo, brings Miami into a very exclusive list of Cities, amongst them New York and Chicago that are on the forefront of Contemporary Art.

Over the past three years, Art Days has solidified its reputation as Miami's preeminent event to kick off the art season and as the arts and culture scene in Downtown Miami continues to flourish, Art Days will continue expanding its impact on the neighborhood and introducing new audiences to the arts.



Destination DWNTWN

Miami DDA works closely with partners to promote Downtown Miami as a must-see destination. As part of this effort, the team:

- Participated in U.S. Travel's IPW 2014, the largest generator of travel to the U.S. out of all international trade shows, in conjunction with the Greater Miami Convention and Visitors Bureau (GMCVB) - Miami DDA staff met with over 40 tourism organizations and secured a feature article in Travel Weekly UK, the United Kingdom's most important travel industry publication
- Partnered with Downtown Miami hotels and the GMCVB in an online marketing campaign to promote the downtown area as a leisure destination



Dine DWNTWN

Miami DDA continues to promote Downtown Miami as a dining destination for all tastes. With more than 350 dining establishments and a broad variety of cuisines, Downtown Miami is an exciting choice for culinary adventures. In 2014, Miami DDA highlighted the vibrant dining scene in a variety of projects. Among these, the team:

- Produced an annual dining guide, which is distributed to visitors and residents for easy access and exploration
- Sponsored the Miami New Times' Iron Fork - the annual food tasting/chef cook-off event, which serves as the official kick off to Miami Spice Month
- Partnered with AroundTown Arts & Culture Magazine on an advertising co-op opportunity for Downtown Miami restaurants, which culminated with a dedicated DWNTWN Dining section in the July/August Culinary Issue with an editorial feature highlighting the dining options in the downtown area in conjunction with Miami Spice coverage

Publications & Distribution

Throughout the year, Miami DDA produces and distributes a variety of publications, all of which are available upon request to individuals and private enterprises that want to attract businesses, visitors, or new residents to Downtown Miami. Miami DDA distributes materials to local businesses, hotels, and condos, and at conferences and business development missions. These materials are also used by partner organizations, including Enterprise Florida, the Beacon Council, the Greater Miami Chamber of Commerce and the Greater Miami Convention & Visitors Bureau, as well as private sector companies. These publications are created for both domestic and international marketing efforts, and include:

- Business First - Available in English, Spanish, Portuguese, Japanese & Mandarin
- Market Insights
- Arts & Culture Guide
- Getting Around
- Downtown Map
- Downtown Dining Guide
- Downtown Miami Venues Brochure

Promotions

Throughout the year, Miami DDA assists new businesses and events in promoting themselves to the downtown community. In 2014, the team provided promotional assistance to more than 250 events and more than 50 new business, using a variety of channels to reach those who live, work, and visit Downtown Miami.

PLANNING, DESIGN & TRANSPORTATION

Goal: To envision, create and advocate for a new, improved downtown urban environment that establishes Downtown Miami as the preferred destination to live, work, play and learn.

Committee Chair: Jerome Hollo
Flagler Street Task Force Co-Chairs: Neisen Kasdin and Brian Alonso

Staff Contacts:

Eric Riel riel@miamidda.com
Planning, Design & Transportation, Team Leader
 Melissa Hege hege@miamidda.com
Planning & Transportation
 Sachin Kalbag kalbag@miamidda.com
Urban Design
 Mariana Price price@miamidda.com
Administrative Assistance

Planning and Design

Miami DDA's planning goals include creating great places that cultivate a variety of uses and activities, while balancing commercial/retail development and residential growth. The inclusion of both urban and open spaces provides an attractive sense of place, and is the key to forging a thriving Downtown Miami.

Streets define the Downtown experience. They are the public sphere that downtown residents, workers, and visitors see, share, and use every day. In 2014, Miami DDA focused on developing new spaces by advancing streetscape plans for Flagler Street, South Miami Avenue and Biscayne Boulevard.

The South Miami Avenue streetscape plan includes widened sidewalks, improved landscaping and lighting, and public amenities that will strengthen the connection between Downtown and Brickell.

The Biscayne Boulevard plan calls for the creation of a "Grand Pedestrian Promenade" from SE Second Street north to the AmericanAirlines Area. This includes widening sidewalks, adding a bicycle lane east of the boulevard, and replacing median parking with a grand, 24/7 public space offering pedestrian amenities for all ages.

The Flagler Street streetscape is underway and will result in much-needed street improvements as well as a transformed pedestrian experience. Badly degraded sidewalks will be widened and rebuilt into a welcoming corridor using innovative design approaches, which will create a shaded, people-friendly streetscape that is conducive to walking, biking, outdoor dining, and street festivals. Construction of the Flagler Streetscape is anticipated to begin in early 2015.

2014 also witnessed the opening of the long-awaited Museum Park, which together with the adjoining Pérez Art Museum Miami and Patricia and Philip Frost Museum of Science (under construction) provides DWNTWNRs with a world-class urban park in which to relax, take a stroll, or enjoy a picnic.



Transportation

Downtown's future success depends on providing a variety of transportation options that will sustain a highly mobile, accessible and connected urban core. We aim to facilitate pedestrian movement while minimizing automobile dependence, with particular emphasis on convenience and safety. To that end, Miami DDA has secured approvals from the City of Miami and Miami-Dade County for the creation of a Pedestrian Priority Zone (PPZ) within the downtown area.

The PPZ promotes pedestrian ease of movement and safety by endorsing specific high-impact measures and standards that will ensure clear paths, minimum sidewalk widths, enhanced crosswalks, lighting, landscaping, lower speed limits, and the prohibition of unsafe vehicle movements.

Miami DDA is currently developing a PPZ action plan with community stakeholders, local governments, and state agencies. Components include public awareness programs, advanced policy and legislative initiatives (such as the DWNTWN Streetscape Manual) and physical improvements that will give rise to a pedestrian-friendly Downtown Miami. Key infrastructure enhancements include a funded Bicycle-Pedestrian Mobility Program that will expand bicycle lanes, sidewalks, curb cuts, crosswalks, and access routes to transit stations.

The Miami DDA also continues to advocate for the expansion of transit - including Baylink, Miami Streetcar, Tri-Rail, and All Aboard Florida, as well as improvements to the operation and maintenance of the existing transit system, including Metrorail, Metromover, and the Miami Trolley.



Signage

Miami DDA's Signage and Wayfinding Program is in its final stages of implementation. It is fully funded and has secured approvals from the City of Miami and the Florida Department of Transportation. The program will place approximately 290 pedestrian and vehicle signs throughout Downtown and nearby areas, making it easier for people to find their way to various destinations. Installation of the signs is set to begin in the first quarter of 2015.



MiamiCentral Station; SOM in association with Zyscovich Architects

2025 DOWNTOWN MIAMI MASTER PLAN



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VISION:

Downtown Miami is the business, social and cultural epicenter of the Americas, which capitalizes on its unique position as a major world city in a tropical waterfront environment.

To view the full 2025 Downtown Miami Master Plan visit: www.miamidda.com/master_plan.asp

Enhance Our Position As The Business And Cultural Epicenter Of The Americas

Downtown is already a regional and international financial hub. Significant development continues with the recent completion of Museum Park, a renewed waterfront and the growth of world renown cultural institutions, such as the Pérez Art Museum Miami. A planned convention/conference center, as well as the recruitment of major corporations are further proof that Downtown Miami is poised to be the cultural and business epicenter of the Americas.

Leverage Our Beautiful And Iconic Tropical Waterfront

Very few downtowns have the benefit of being located on water bodies as beautiful and varied as Biscayne Bay and the Miami River. The serenity of Biscayne Bay known for its consistent bay breezes stands in stark contrast to the bustling commercial activity along the working Miami River. The number of existing streets that terminate at the water along with large areas of public parks and river/bay walks located along the water's edge allow for many points of access to the water, as well as a variety of uses, activities and views along it.

Elevate Our Grand Boulevards To Prominence

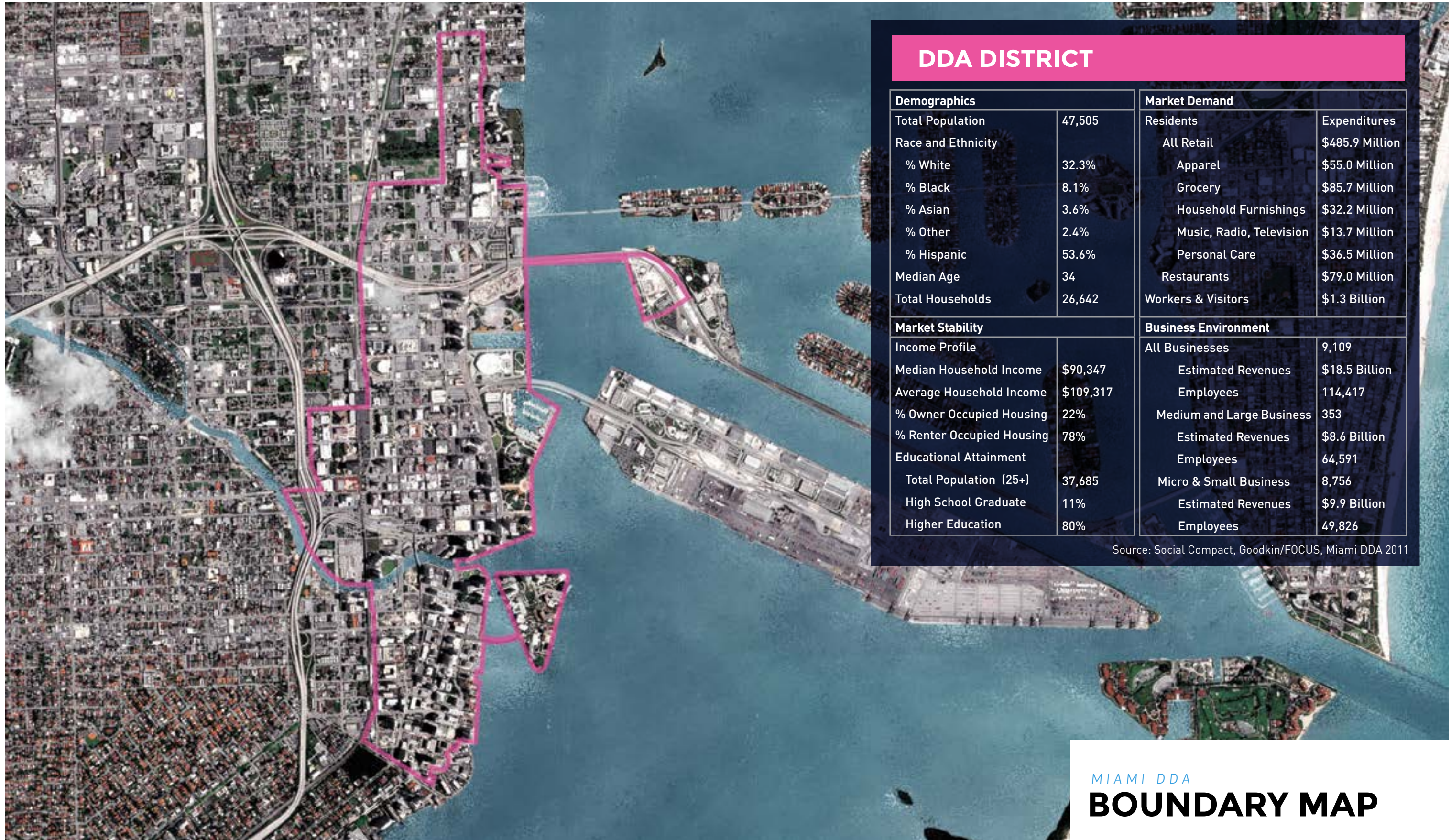
Of the many important and interesting streets within Miami's downtown, two of them have risen to international prominence - Biscayne Boulevard and Brickell Avenue. The intent of this goal is to physically transform these streets from bayfront boulevard and financial and residential addresses, respectively, into vibrant, attractive public spaces to rival the great streets of the world like the Champs-Elysees in Paris or Las Ramblas in Barcelona.

Create Great Streets And Community Spaces

The importance of the quality of the public realm cannot be overstated. Downtowns are sometimes perceived as a collection of buildings that accommodate certain uses typical to downtowns. However, it is not the buildings that make a downtown (even one with a skyline as attractive as Miami), it is the people that inhabit it and their experiences that ultimately define its character. Great public realms, which include streets and community spaces, are the places at the pedestrian and vehicular level that define one's experiences. Thus, it is crucial that downtown's streets and spaces embody the image of quality and energy to help define the downtown experience.

Promote Transit And Regional Connectivity

Uncomplicated and non problematic access to Downtown Miami is critical to its economic and social strength. Access strategies should focus on the continuing development of multiple and intermodal transportation options that ease the ability to get to and from downtown, as well as the ability to move quickly and easily throughout the area. Multiple transit options help to maximize the feasibility of doing business, shopping, working, and living downtown and ensures that employees, residents, visitors and customers can select the transportation options that best fit their needs, schedules, and financial means.



DDA DISTRICT

Demographics		Market Demand	
Total Population	47,505	Residents	Expenditures
Race and Ethnicity		All Retail	\$485.9 Million
% White	32.3%	Apparel	\$55.0 Million
% Black	8.1%	Grocery	\$85.7 Million
% Asian	3.6%	Household Furnishings	\$32.2 Million
% Other	2.4%	Music, Radio, Television	\$13.7 Million
% Hispanic	53.6%	Personal Care	\$36.5 Million
Median Age	34	Restaurants	\$79.0 Million
Total Households	26,642	Workers & Visitors	\$1.3 Billion
Market Stability		Business Environment	
Income Profile		All Businesses	9,109
Median Household Income	\$90,347	Estimated Revenues	\$18.5 Billion
Average Household Income	\$109,317	Employees	114,417
% Owner Occupied Housing	22%	Medium and Large Business	353
% Renter Occupied Housing	78%	Estimated Revenues	\$8.6 Billion
Educational Attainment		Employees	64,591
Total Population (25+)	37,685	Micro & Small Business	8,756
High School Graduate	11%	Estimated Revenues	\$9.9 Billion
Higher Education	80%	Employees	49,826

Source: Social Compact, Goodkin/FOCUS, Miami DDA 2011

MIAMI DDA BOUNDARY MAP

MIAMI DDA
STAFF

LEADERSHIP & OPERATIONS

Alyce M. Robertson
Executive Director
robertson@miamidda.com

Javier A. Betancourt
Deputy Director
betancourt@miamidda.com

Carolina Londono
Accounting & Finance
londono@miamidda.com

Madelyne S. Raybourn
Administration, Team Leader
raybourn@miamidda.com

**PLANNING, DESIGN
& TRANSPORTATION**

Eric Riel
Planning, Design & Transportation, Team Leader
riel@miamidda.com

Melissa Hege
Planning & Transportation
hege@miamidda.com

Sachin Kalbag
Urban Design
kalbag@miamidda.com

**ENHANCED SERVICES
& QUALITY OF LIFE**

Jennifer L. Rodero
Enhanced Services, Team Leader
rodero@miamidda.com

Kevin Garrett
Field Supervisor
garrett@miamidda.com

Eugene Gordon
Field Technician II
gordon@miamidda.com

Richard Sargent
Field Inspector
sargent@miamidda.com

**ADMINISTRATIVE
ASSISTANCE**

Karry Maravilla
maravilla@miamidda.com

Kenia Silva
silva@miamidda.com

Mariana Price
price@miamidda.com

Isaac Pineira
pineira@miamidda.com

**MARKETING, BUSINESS
DEVELOPMENT & RESEARCH**

Sonja Bogensperger
Business Development, Real Estate & Marketing,
Team Leader
bogensperger@miamidda.com

Lauren Bourgoyne
Production & Marketing
lbourgoyne@miamidda.com

Yami Roa
Marketing & Outreach
roa@miamidda.com

Emerson Calderon
Graphic Design
calderon@miamidda.com

Amy S. Lawrence
Business Development
lawrence@miamidda.com

Nicholas Martinez
Applied Research & Technology
martinez@miamidda.com

MIAMI DDA
BOARD OF DIRECTORS



Marc D. Sarnoff
Chairman
District 2 Commissioner,
City of Miami



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Office Managing Shareholder,
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Blanca Commercial
Real Estate, Inc.



Danet Linares
Executive Vice President
Blanca Commercial
Real Estate, Inc.



Richard Lydecker
Senior Partner
Lydecker - Diaz Attorneys
& Counselors At Law



Dr. Rolando Montoya
Provost
Miami Dade College



Nitin Motwani
Managing Director
Miami Worldcenter Group, LLC.



Alan Ojeda
President
Rilea Development Group



Kim Stone
Executive VP & GM
The Heat Group and
AmericanAirlines Arena



Alicia Cervera
Managing Partner
Cervera Real Estate



Jay Solowsky
Special Counsel to the Board



DWNTWN
MIAMI

MIAMIDDA
DOWNTOWN DEVELOPMENT AUTHORITY

Contact Information:
200 S. Biscayne Blvd, Suite 2929
Miami, Florida 33131

T - 305.579.6675
F - 305.371.2423
W - MiamiDDA.com