

DOWNTOWN MIAMI

DWNTWN MIAMI...

Epicenter of the Americas
2025 Downtown Miami Master Plan

October 2009





Burle Marx Streetscape

Miami DDA

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INTRODUCTION

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Introduction

ABOUT THE DDA

The Miami Downtown Development Authority (DDA) is a quasi-independent public agency of the City of Miami charged with making Downtown Miami the most livable urban center in the nation and strengthening its position as the Epicenter of the Americas...an international center for commerce, culture, and tourism.

MASTER PLAN OVERVIEW

The goal of this Downtown Miami Master Plan is to connect and maximize the potential of the Central Business District (CBD), the Arts & Entertainment (A+E) District, Brickell and Miami's celebrated waterfront. Building upon previous plans and studies, this Master Plan provides specific action-oriented implementation items that will increase the livability of downtown, encourage private sector investment and ensure the proper investment of public dollars.



Downtown Miami circa 1989

Miami DDA

FOUNDATION

The Master Plan stands on a foundation of various existing plans, studies and other planning efforts, a sampling of them are listed below:

DDA Board and Public Input, DDA: 2009

As part of the DDA's Master Plan Study effort, countless DDA Board workshops, public workshops and stakeholder meetings were held between 2005 - 2008 to better understand existing conditions and gather ideas for how to revitalize Downtown. Two additional Board workshops and three additional public workshops were held throughout 2009 as part of a final push to complete the Master Plan.

The ideas generated in these workshops and meetings have been instrumental in shaping the Master Plan, and an enormous debt of gratitude is due to all participants.



Downtown Miami today

Miami DDA

"Roadmap to Success" Downtown Master Plan Study (Greater Miami Chamber of Commerce (GMCoC), New World Center (NWC) Committee): 2009

A report sponsored by the GMCoC NWC Committee Master Plan Task Force in response to the 2009 Miami DDA Downtown Master Plan Study. The report identifies, recommends and prioritizes projects within the downtown area.

Downtown Miami Master Plan Study (Zyscovich): 2009

The study identifies existing conditions and potential strategies for strengthening Downtown's position as a world-class destination for residents, tourists, commerce, and culture. The study proposes a new vision for Downtown and identifies potential concepts and initiatives as well as long-term priorities and projects within a 30-year time frame.

Miami-Dade County Aesthetics Master Plan (EDAW): 2009

The aesthetics master plan recognizes the impact that a well presented, visually attractive environment can have on the economic and social health of a community. The master plan identifies improvements for public spaces and roadways, identified as corridors, gateways and facilities to address these issues.

Residential Closings & Occupancy Study (Goodkin / Werley Study): 2009

The study assessed occupancy and closing rates for 73 condominium buildings and seven rental apartment buildings that have been developed since 2003. Combined, the 80 buildings account for 22,959 residential units.

Introduction

Miami 21 (Duany Plater-Zyberk): 2009

Miami 21's mission is to overhaul the City of Miami's zoning code utilizing a holistic approach to land use and urban planning to create a more predictable and efficient regulation. It takes into account integral factors that make each area in the City unique, vibrant places to live, work and play.

Miami Bicycle Master Plan (The Street Plans Collaborative / HNTB): 2009

The City of Miami Bicycle Master Plan includes over 285 miles of inter-connected bicycle routes and when built, whether as part of existing projects or as new capital improvements, they will provide a network of bikeways accessible to every Miami resident within a 1/4 mile of where they live, work and play.

Transportation Enhancement Strategies for Downtown Miami (Kimley-Horn & Associates): 2009

A study to explore the role of a multimodal transportation system as an element to support Downtown Miami's vision as a world class destination with a transit-oriented and pedestrian-friendly transportation system that enhances the environment and culture of Downtown Miami by minimizing automobile dependency.

City of Miami Comprehensive Plan (City of Miami Planning Department): updated 2008

The Miami Comprehensive Neighborhood Plan (MCNP) was adopted in February 1989 and contains amendments by the City Commission through November 2008. The purpose of the MCNP is to indicate how the City will meet the needs of existing and future residents, visitors, and businesses, while preserving the character and quality of its communities and create a policy framework that has the effect of law, to guide all public and private development decisions in the City.

A Greenprint for Our Future: The Miami-Dade Street Tree Master Plan (Miami-Dade County Community Image Advisory Board): 2007

The Plan establishes policy and guidance for the management of Miami-Dade County's urban tree canopy while calling attention to the green infrastructure of the county. The Plan encourages partnerships with municipalities for the county-wide implementation of the Plan. The mission of the Miami-Dade County Street Tree Master Plan is "to provide the framework to design and implement street tree plantings that complement the purpose and intent of the Landscape and Tree Ordinances."

Museum Park Plan (Cooper Robertson): 2007

Envisioned to be Miami's landmark urban open space, the Museum Park will be host to both the Miami Art Museum and the Miami Museum of Science and Planetarium. Locating two significant cultural anchors in the park will establish a strong sense of civic pride, as well as provide an attractive tourist destination.

Parks & Public Spaces Plan (Goody Clancy): 2006

The plan was established to address all of Miami's parks, public spaces and extensive public realm, as well as the individual open space elements of 13 different neighborhoods.

The report makes recommendations on policies, guidelines and programs, and establishes new categories of parks and public spaces.

Brickell Area Streetscape Implementation Guidelines (Glattig Jackson): 2005

These guidelines build upon previous studies conducted of the area and propose pedestrian oriented, improved street conditions for the entire Brickell area.

CRA Master Plans (Dover Kohl / Zyscovich): 2004 / 2006

Consistent with the Community Redevelopment Act of 1969, the ***Southeast Overtown / Park West Community Redevelopment Plan (Dover Kohl)*** and the ***Omni CRA Redevelopment Plan (Zyscovich)*** aim to eliminate the conditions of blight and slum in its vision and recommendations through redevelopment, conservation or rehabilitation.

Miami Transportation Master Plan (David Plummer Associates): 2003

The Miami Downtown Transportation Master Plan (MDTMP) established a framework for transportation improvements in downtown Miami through 2020. The goal of the MDTMP is "to create a unique, progressive, and vibrant Downtown Miami through a balanced transportation system, preservation of neighborhoods, protection of the environment, and improvement of the community's quality of life."

Miami River Greenway Action Plan (Trust for Public Land): 2000

Spearheaded by the Miami River Commission and the Trust for Public Land, the plan addresses the degraded conditions of the river, which holds the potential to become a significant public amenity and economic generator. The study area for the Greenway Action Plan covered the 5.5 miles of the easternmost portion of the river and had a setback of 2500 feet on either side of the river. As the oldest natural landmark in southeast Florida, the river is a valuable resource for shipping, navigation, job creation and a potential public amenity.

Introduction

DISTRICTS

The Master Plan revises the DDA's subdistrict designations as follows:

Rename the M&E (Media and Entertainment) District the A&E (Arts and Entertainment) District and Expand to Include Parks:

Expand the Media and Entertainment District South to 9th Street, include Bicentennial Park and Watson Island and rebrand it the Arts and Entertainment (A&E) District to better reflect the character and goals of the area.

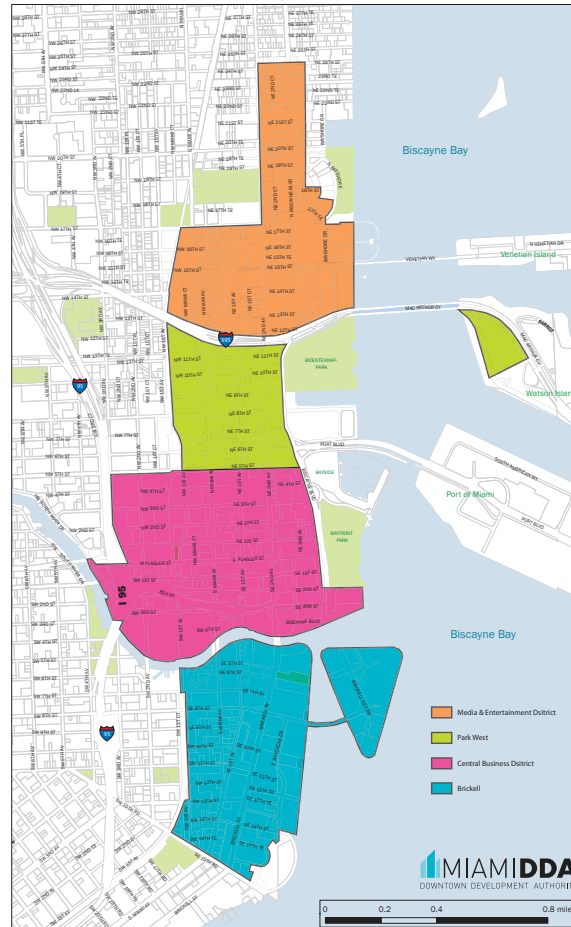
Replace Park West with Expanded CBD:

Expand the Central Business District North to 9th Street and eliminate the Park West District designation to better reflect the DDA's goals for the area as an expansion area for the CBD.

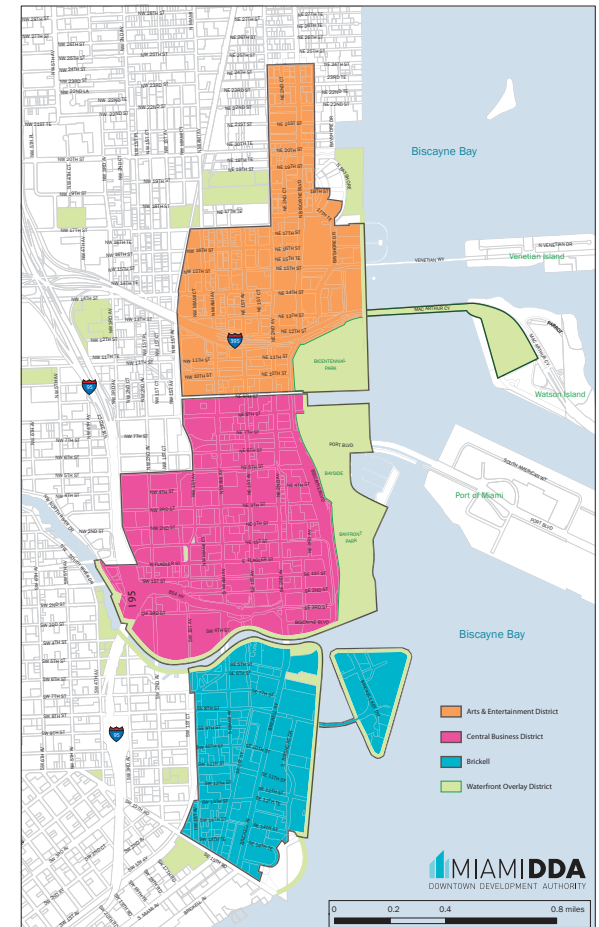
Create a Waterfront Overlay District:

Create a "Waterfront Overlay District" across all three districts along the waterfront and include the entire Bicentennial / Bayfront Park area east of Biscayne Blvd.

Map of Downtown Development Authority (DDA) Existing Districts



Map of Downtown Development Authority (DDA) Proposed Districts



Introduction

PRINCIPLES

The guiding principles that formed the basis for the recommendations of this Master Plan and helped define and develop each of the action items are:

Vision Oriented (Short and Long Term)

This Master Plan will outline a series of projects that support the goal of transforming the Downtown Miami into the Epicenter of the Americas. Recommendations should be distinctive and memorable.

Distinctive: Recommendations should be unique to the character of Downtown Miami and encompass the qualities that will make Downtown Miami recognizable and distinguishable.

Memorable: Recommendations should make significant impacts on the downtown and leave lasting positive impressions on its users.

Action Oriented

Recommendations should be feasible and implementable. This Master Plan is not intended to be another passive plan or study, but rather a working document that lays out an aggressive course for delivery with catalytic action items that can be launched immediately.

Feasible: Recommendations should be pragmatic and tailored to Downtown Miami's needs, climate and culture so that they can be realistically applied.

Implementable: Recommendations should be success-oriented and designed to improve Downtown's economy for results that are immediately evident and long lasting.

CONSIDERATIONS

The considerations incorporate a variety of issues and directives that help make the Master Plan a complete and instructive guide for furtherance of its goals.

Consensus:

This Master Plan has been developed and will continue to be implemented through strategic engagement of downtown businesses, residents and visitor groups. The process stretching over several years encouraged downtown stakeholders to participate in the development of the Master Plan through public meetings, individual interviews and getting involved in other downtown focused improvement efforts - and this effort will continue.

Context:

Downtown Miami is not only the central business district for South Florida, Miami-Dade County and the City of Miami, it is the financial and business capital of the Americas. With a population of more than 60,000 year-round residents and 200,000 office employees, Downtown is the heart of business, commerce and culture in Greater Miami-Dade County. Its signature corridors - Flagler Street, Brickell Avenue and Biscayne Boulevard - are the lifelines that connect and support the district's commercial, residential and recreational uses. It is becoming a model example of a "live, work, play" environment.

Health & Safety:

A vibrant, livable downtown that promotes safety and a healthy environment promotes not only the well being of the community but the well being of individuals within the downtown as well as those throughout the greater region.

Smart Growth:

Concentrate public infrastructure investments in the urban core in order to discourage urban sprawl and encourage "smart growth" where it is most sustainable.

Sustainability:

The Master Plan promotes that a sustainable downtown is one that meets the requirements of the present without compromising the needs of the future. Part of a sustainable approach to the growth and prosperity of a downtown is the ability to leverage public and private investments to provide physical and social infrastructure effectively, efficiently and synergistically. Green and sustainable concepts will underpin the entire Master Plan and its goals and action items.

Quality:

Timely investment in well-designed, quality downtown improvements ensures that projects designed and installed today continue to serve the needs of downtown users for years into the future. An expectation of quality and longevity in the implementation of projects not only immediately raises the quality of life of downtown users, but it also minimizes the need for long-term maintenance and reduces the life-cycle costs of the improvements.

Maintenance:

A downtown that abides by the philosophy of sustainability in its improvements; is attentive to maintaining its existing infrastructure; provides regular and scheduled maintenance for existing improvement projects and anticipates future repair needs by planning projects and setting aside funds as part of a long-term financial plan lowers its overall future maintenance and replacement costs.

Introduction

ACKNOWLEDGEMENTS

Master Plan Report Consultants

EDAW | AECOM

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Goody Clancy
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New World Center (NWC) Committee
Kimley-Horn & Associates, Inc.
Miami-Dade County
The Street Plans Collaborative / HNTB
Trust for Public Land
Zyscovich Architects



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Introduction

Miami Downtown Development Authority

Board of Directors

Joe M. Sanchez	Board Chairman
Neisen Kasdin	Board Vice Chairman
Alvin West	Board Treasurer
Bruno A. Barreiro	Miami Dade County
Tony Alonso	La Epoca Department Store
Jose Goyanes	Metro Beauty Center
Jerome Hollo	Florida East Coast Realty
Hank Klein	Cushman & Wakefield of Florida
Danet Linares	Blanca Commercial Real Estate, Inc.
Miroslav Mladenovic	M2E Consulting Engineers
Dr. Rolando Montoya	Miami Dade College
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Oscar Rodriguez	Downtown Miami Resident
Rodrigo Trujillo	Latin America Hyatt Hotel & Resorts
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Veronica Xiques	Board Attorney

Miami Downtown Development Authority Staff

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Javier Betancourt, AICP; Manager of Urban Planning & Transportation

Mark Spanioli, P.E.; Senior Manager of Planning, Design, Transportation and Services

...And all other support staff who contributed to this plan.

City of Miami Mayor and Commissioners

Manuel A. Diaz	Mayor
Angel Gonzalez	Commissioner (District 1)
Marc Sarnoff	Commissioner (District 2)
Joe M. Sanchez	Commissioner (District 3)
Tomas P. Regalado	Commissioner (District 4)
Michelle Spence-Jones	Commissioner (District 5)

Greater Miami Chamber of Commerce New World Committee Downtown Master Plan Task Force

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Barbara Faga	EDAW AECOM
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Paul Zamek	Kirksey Architecture

City of Miami Planning Department

Miami Parking Authority

Bayfront Parking Management Trust

Community Image Advisory Board, Miami-Dade County

Community Redevelopment Agency

...And all other agencies that contributed to this plan.

A Special Thanks to all the residents, property and business owners and interested persons who participated in the public workshops and attended the public meetings during the development of this master plan and all of the previous foundation studies and plans.



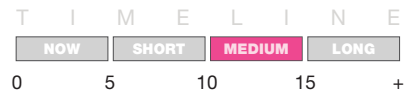
HOW TO USE THIS DOCUMENT

Sections – The core of the Master Plan report is organized into five sections, each section representing one of the five (5) Miami DDA Goals. The five sections/goals are:

1. Enhance Our Position as the Business and Cultural Epicenter of the Americas
2. Leverage Our Beautiful and Iconic Tropical Waterfront
3. Elevate Our Grand Boulevards to Prominence
4. Create Great Streets and Community Spaces
5. Promote Transit and Regional Connectivity

More detailed descriptions of each of these Goals are included in subsequent sections.

Timeline – As is defined in the title, the recommendations described within this Master Plan are intended to be implemented or in-progress by the year 2025. A timeline bar is located on each Action Item page to



help prioritize projects by importance and/or by ease of implementation. For ease of reference, a time frame – in increments of five years - has been allocated to each of the recommendations. The proposed length of time is meant to express that substantial progress toward the goal will be underway within that time frame.



EDAW



VISION

Downtown Miami...

Epicenter of the Americas

2025 VISION STATEMENT



“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.”



GOALS

1. Enhance Our Position as the Business and Cultural Epicenter of the Americas
2. Leverage Our Beautiful and Iconic Tropical Waterfront
3. Elevate Our Grand Boulevards to Prominence
4. Create Great Streets and Community Spaces
5. Promote Transit and Regional Connectivity

1. 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 addition of Museum Park, a renewed waterfront and the growth of world renown cultural institutions, such as the Miami Art Museum. 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.



Miami DDA

2. LEVERAGE OUR BEAUTIFUL AND ICONIC TROPICAL WATERFRONT

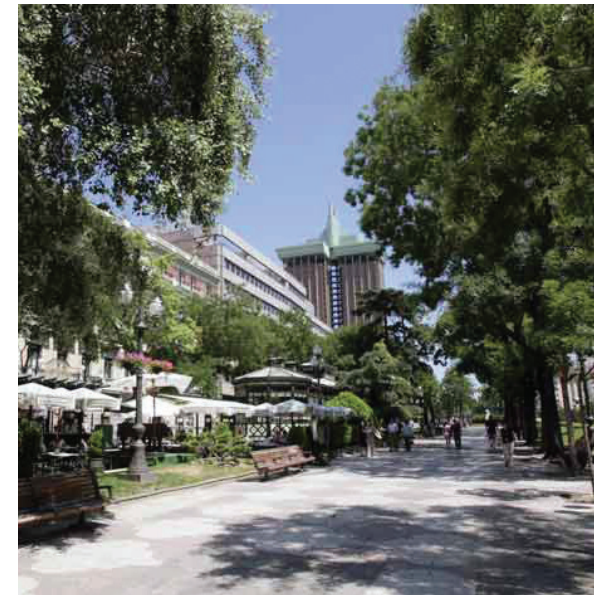
Very few downtowns have the benefit of being located on water bodies as beautiful and varied as Biscayne Bay and the Miami River. The serenity of Biscayne Bay known for its consistent bay breezes stands in stark contrast to the bustling commercial activity along the working Miami River. The number of 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.



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3. 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 address, 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.



www.flickr.com

4. 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 the downtown 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 a downtown's streets and spaces embody the image of quality and energy to help define the downtown experience.



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5. 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 downtown. 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.



Miami DDA

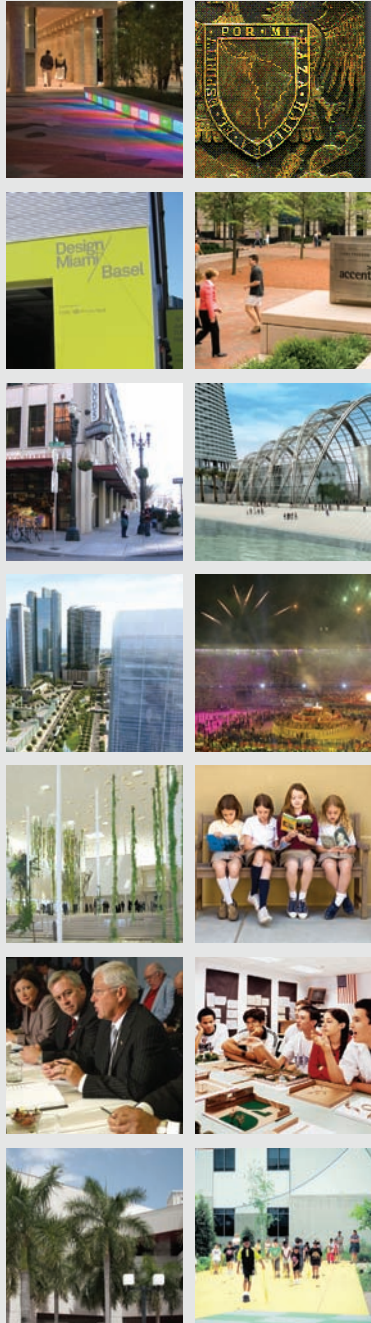


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Enhance Our Position as the Business and Cultural Epicenter of the Americas

GOALS

- 1.1 Build Convention/Conference Center of the Americas and Complementary Uses in CBD North Area
- 1.2 Grow & Attract Business Enterprises and Catalytic National Retailers
- 1.3 Attract Key National/International Institutions
- 1.4 Leverage and Support Further Growth and Development of Major Arts, Cultural & Entertainment Institutions
- 1.5 Increase Opportunities in Downtown for High Quality Public and Private Elementary and Secondary Education
- 1.6 Increase Opportunities for All Levels of Professional Training & Collegiate Studies
- 1.7 Hold a Prominent International Event to Celebrate and Crystallize Downtown's Position as the Epicenter of the Americas

1. Enhance our position as the business and cultural Epicenter of the Americas

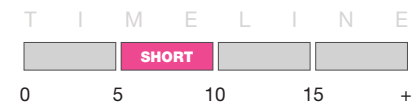
1.1 Build **Convention/Conference Center of the Americas** and Complementary Uses in CBD North Area



Proposed Convention/Conference Center

Miami DDA

- Build new convention or conference center complex in the CBD North area to bring additional economic activity to Downtown Miami.
- Create complementary uses to encourage visitors to stay downtown while attending conventions or conferences.
- Attract new hotels, restaurants, shops and visitor amenities that help create an inviting environment for convention and conference attendees.
- Invest in public infrastructure, transit and services necessary to support the complex and its patrons.
- Ensure that the economic benefits of the center and its associated development are shared by the residents and businesses in the surrounding communities.



1. Enhance our position as the business and cultural Epicenter of the Americas

1.2 Grow & Attract **Business Enterprises** and Catalytic **National Retailers**

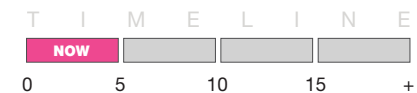


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- Actively seek and provide destination retailers with urban store formats, such as Barnes & Noble, Target, Crate & Barrel, etc.
- Attract a supermarket to CBD and/or A&E to serve Downtown residents.
- Make Miami an international hub by attracting key businesses downtown.
- New businesses are job generators, add vitality to downtown and bring additional residents to the city.



1. Enhance our position as the business and cultural Epicenter of the Americas

1.3 Attract Key National and International Institutions



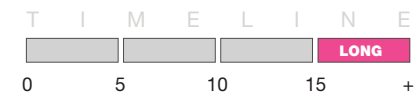
FTAA Headquarters Concept

Florida FTAA / Spillis Candela AECOM



www.oas.org

- Continue to pursue the headquarters or major presence of major global/regional organizations, such as the FTAA, foreign consulates, etc.
- Educate the public on the economic and cultural benefits of the presence of these types of organizations in Downtown Miami.
- Promote international governmental and diplomatic events in Downtown that elevate Miami's international prominence, such as trade summits and international mayoral conferences.
- Leverage Miami's existing international institutions, such as SouthCom and centers of higher education.



1. Enhance our position as the business and cultural Epicenter of the Americas

1.4 Leverage and Support Further Growth and Development of Major **Arts, Cultural & Entertainment Institutions**



Adrienne Arsht Center for the Performing Arts

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Art Basel Miami

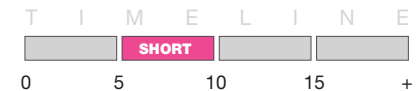
www.flickr.com



Proposed Miami Art Museum

www.miamiartmuseum.org

- Build upon the presence of the Adrienne Arsht Center for the Performing Arts
- Support the development of two major cultural institutions, the Miami Art Museum and the Miami Museum of Science at Museum Park, and integrate them into Downtown Miami.
- Encourage and support the growth of local art galleries, studios and other facilities to continue to contribute to the arts focused fabric of the A&E District on a year round basis.
- Give Art Basel a strong presence in Downtown to further promote and distinguish the area as a major Arts and Entertainment destination and better attract the international event's cultural and economic benefits.
- Promote greater use and recognition of the Gusman Center for the Performing Arts.
- Promote the proliferation of arts and culture beyond traditional facilities into Downtown's public realm amenities.



1. Enhance our position as the business and cultural Epicenter of the Americas

1.5 Increase Opportunities in Downtown for High Quality Public and Private **Elementary and Secondary Education**



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Law Enforcement Officers' Memorial High School www.schoolofjustice.dadeschools.net

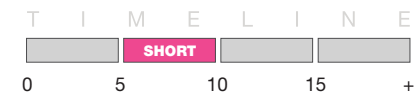
- Attract additional public and private K-12 educational institutions in Downtown Miami
- Promote the new School of Justice and New World School of the Arts as being unique to Miami and the country.
- Promote the wealth of cultural institutions in Downtown Miami as being immediate resources for schools.
- Establish programs to integrate elementary and high schools with institutions such as the Adrienne Arsht Center for the Performing Arts, the Miami Art Museum, the Miami Museum of Science and Planetarium, the Miami Children's Museum and Jungle Island.
- Continue to pursue partnerships between Miami Dade County Public Schools and Miami Dade College.



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1. Enhance our position as the business and cultural Epicenter of the Americas

1.6 Increase Opportunities for All Levels of **Professional Training & Collegiate Studies**



Miami-Dade College

Miami DDA

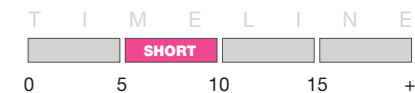
- Promote and leverage presence of Miami Dade College as a downtown anchor.
- Encourage greater University of Miami, Florida International University and other collegiate presence in Downtown to provide downtown with greater opportunities for continuing studies.
- Coordinate internship programs between downtown businesses and Miami Dade College students.
- Build associations with key universities in Latin America through exchange programs, research and business development.
- Explore idea of professional training either through Miami Dade College or in concert with downtown businesses that are geared toward relevant professions.



UNAM (Universidad Nacional Autónoma de México)



FAU USP (Faculdade de Arquitetura e Urbanismo de Universidade de São Paulo)



1. Enhance our position as the business and cultural Epicenter of the Americas

1.7 Hold a Prominent **International Event** to Celebrate & Crystallize Downtown's Position as the Epicenter of the Americas



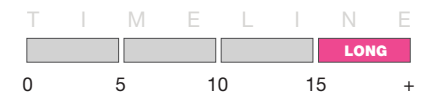
Chicago Columbian Exposition



2007 Pan American Games: Rio de Janeiro

www.flickr.com

- Explore the prospect and feasibility of holding a prominent international event in Miami, such as a world's fair, in order to elevate Downtown Miami's significance as the Epicenter of the Americas and establish it as an international city.
- Promote Miami's large tourist economy, accessibility and cultural relevance to further its case for holding a prominent international event.





Leverage Our Beautiful and Iconic Tropical Waterfront

GOALS

- 2.1 Redevelop Bicentennial Park into a Major International Waterfront Park and Museum Complex
- 2.2 Complete Baywalk & Riverwalk
- 2.3 Create an Iconic Waterfront Element at Flagler Street and Biscayne Bay
- 2.4 Improve Inland Connections to Waterfront
- 2.5 Activate Waterfront by Providing Greater Daytime Dockage Opportunities
- 2.6 Provide Tall Ship Berths and Amenities at FEC Slip
- 2.7 Develop Waterborne Transportation System linking Downtown to Major Waterfront Destinations
- 2.8 Enhance Access & Connectivity to Watson Island as a Unique Public Amenity

2. Leverage our beautiful and iconic tropical waterfront

2.1 Redevelop Bicentennial Park into a **Major International Waterfront Park and Museum Complex**



Millennium Park, Chicago

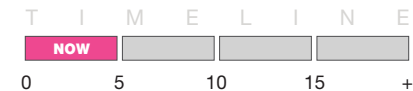
EDAW



Museum Park Miami

www.miamigov.com

- Implement Museum Park Plan by Cooper Robertson
- Support the development of two major cultural institutions, the Miami Art Museum and the Miami Museum of Science at Museum Park, and integrate them into Downtown Miami.
- Establish the park as a landmark public space for the City of Miami and a catalyst for downtown and waterfront development.
- Emphasize the recreational and event lawns, passive space, gardens, water features and pedestrian promenades as a complete park program which offers multiple uses and amenities.
- Connect Museum Park to Downtown's other waterfront parks (Margaret Pace Park, "Parcel B", Bayfront Park, Miami Circle Park and Brickell Park) to create a linear greenway for Biscayne Bay.
- Reopen Bicentennial Park Metromover Station.



2. Leverage our beautiful and iconic tropical waterfront

2.2 Complete **Baywalk & Riverwalk**



Riverwalk

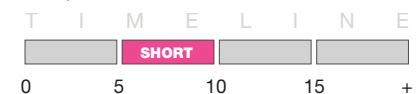
EDAW



Miami Circle

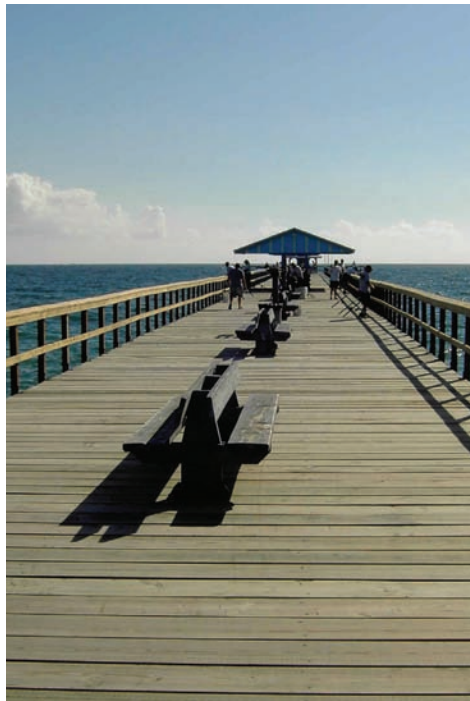
Glatting Jackson

- Implement Miami River Greenway Action Plan to carry out plans for open space along Miami River.
- Complete Riverwalk along the Miami River to further establish the multiple uses and character of the river
- Highlight archaeological significance and recreational opportunities of Miami Circle.
- Complete Baywalk along Biscayne Bay to create a consistent Biscayne Bay greenway.
- Promote public art and bicycle/pedestrian amenities along the Riverwalk and Baywalk.
- Incorporate environmental enhancement and educational component where appropriate.
- Develop consistent wayfinding along Baywalk.
- Support the development of a Baywalk connection under I-395 to connect Museum Park to the Miami Herald complex.



2. Leverage our beautiful and iconic tropical waterfront

2.3 Create an **Iconic Waterfront Element** at Flagler Street & Biscayne Bay



Anglins Pier

www.flickr.com



Proposed Iconic Landmark: "Eternal Dance"

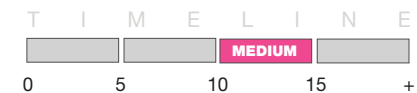
Julian Romero, Student, SCAD



Eiffel Tower, Paris

www.flickr.com

- Create an iconic element at Bayfront Park to draw attention to Downtown Miami's waterfront and create a vivid association between the landmark and the City of Miami.
- Utilize the landmark as a revenue-generator in order to pay for its own construction, maintenance and parks operation.
- Iconic elements can vary from a historic pier to a monumental structure. Similar landmarks throughout the world inspired the idea for an iconic element for Miami. These world famous sites serve to unite communities, attract visitors, and promote a greater quality of life, which are all key objectives of this Master Plan.
- Hold an open, international competition to select the proposed iconic landmark.



2. Leverage our beautiful and iconic tropical waterfront

2.4 Improve **Inland Connections** to Waterfront



Miami, FL

Miami DDA



Chicago, IL

www.flickr.com

- Use well marked signage and wayfinding system to direct people to and from the waterfront along east-west connections
- Create gateways or arrival points on east-west streets that lead to the waterfront.
- Create well marked entry points or landmarks that establish a public node or gathering place which act as a transition to the waterfront.
- Create connections from downtown streets to Baywalk and Riverwalk pedestrian promenades.
- Ease pedestrian connectivity across Biscayne Boulevard.
- Create a stronger visual and physical connection between Flagler Street and Biscayne Bay.



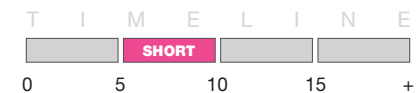
Miami, FL

Miami DDA



Providence, RI

EDAW



2. Leverage our beautiful and iconic tropical waterfront

2.5 Activate Waterfront by Providing Greater **Daytime Dockage** Opportunities

- Provide daytime dockage along Biscayne Bay and the Miami River to make downtown accessible by watercraft so the boating public can access important public destinations from the waterfront.
- Avoid, consider and mitigate environmental impacts of docking and increased boat traffic on manatee populations, coral, sea grass and other sensitive oceanic concerns.
- Consider adjusting MiaMarina at Bayside dock space allocations in favor of more recreational, daytime dockage.
- Promote Downtown as an easy, safe and exciting boating destination.
- Incorporate environment enhancement and educational components into new projects (planters for native wetland plants, environmental education signage).
- Promote connectivity by advocating for daytime dockage at Watson Island, Virginia Key and Miami Beach.



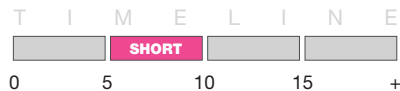
www.flickr.com



www.cityofwbp.com



www.cityofwbp.com



2. Leverage our beautiful and iconic tropical waterfront

2.6 Provide **Tall Ship Berths and Amenities** at FEC Slip



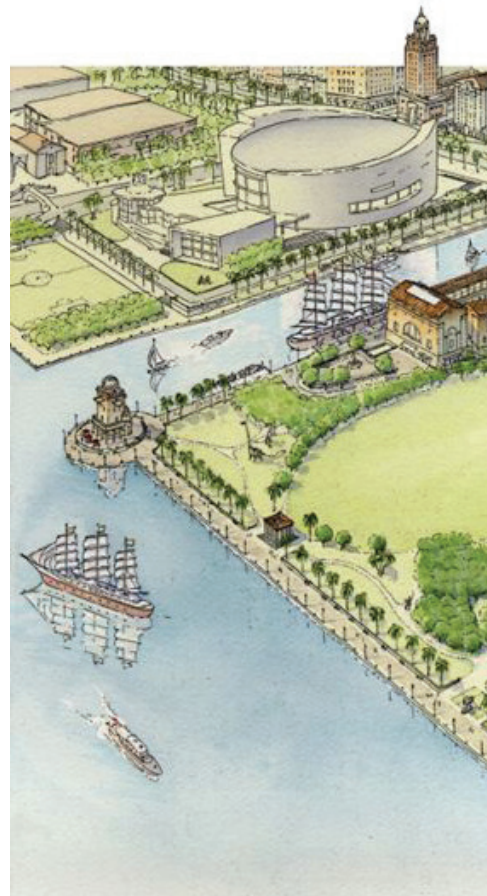
Chicago, IL

www.flickr.com



FEC Slip

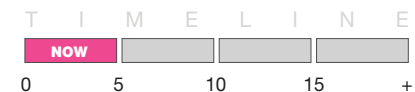
www.bing.com



Bicentennial Park

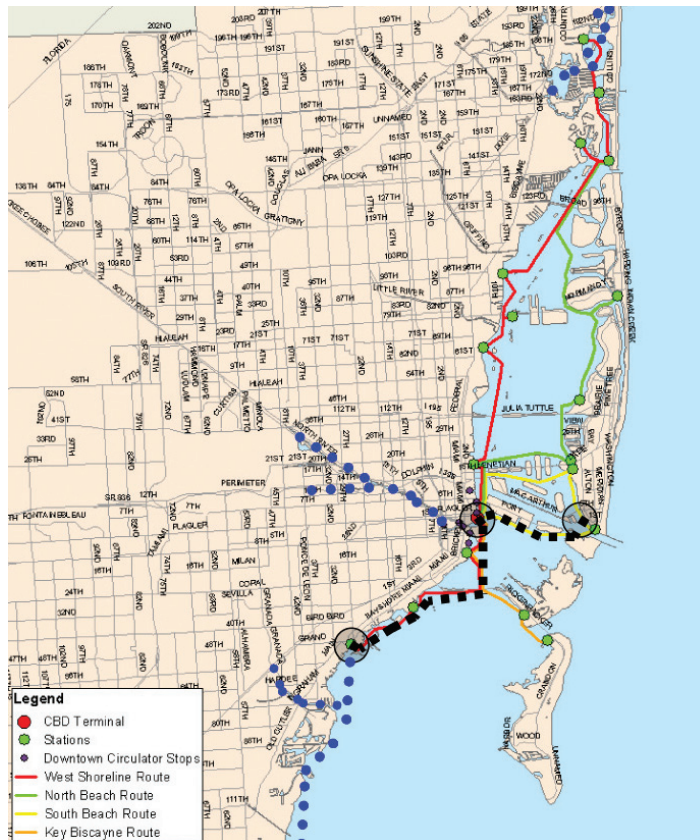
www.doverkohl.com

- The new Museum Park will provide a captive audience for tall ship berths at the FEC Slip and another reason for people to visit the park.
- Promote tall ship berths at the FEC slip to enliven that area of Downtown and create additional waterfront visual identity and tourist amenities.
- Promote aggressive programming schedule that attracts major historic ships, military vessels and other seafaring attractions to the area.
- Implement the Burle Marx Plaza design where the FEC Slip meets Biscayne Blvd.



2. Leverage our beautiful and iconic tropical waterfront

2.7 Develop **Waterborne Transportation** System linking Downtown to Major Waterfront Destinations



Proposed Water Taxi Route

Miami-Dade MPO



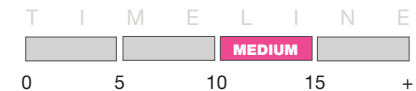
Bainbridge Ferry, Seattle

www.flickr.com



New York, NY: Water Taxi

- Implement a waterborne transportation system as a tourist draw, as well as an alternate mode of transportation for Downtown residents and business entities.
- Promote a waterborne transportation system to include water taxis, water buses and/or ferries to link Downtown to other major waterfront destinations.
- Potential downtown destinations could include: Bayfront Park, Museum Park, Watson Island, Brickell, the Port of Miami, the Miami Circle and points along the Miami River.
- Expand route to connect to Miami Beach, Virginia Key and Coconut Grove, and other nearby cities in order to draw tourists and residents to Downtown Miami.
- Consider and mitigate environmental impacts of docking and increased boat traffic on manatee populations, coral, sea grass and other sensitive oceanic concerns.



2. Leverage our beautiful and iconic tropical waterfront

2.8 Enhance Access & Connectivity to **Watson Island** as a Unique Public Amenity



Proposed BayLink Transit Route

www.miamidade.gov



Jungle Island

www.flickr.com

- Ensure that a waterborne transportation system connects to Watson Island to access its public amenities.
- Promote the planned “BayLink” transit route to provide connections to Watson Island, as it continues on to Miami Beach.
- Enhance and support existing attractions on the island, such as the Children’s Museum and Jungle Island.
- Should Island Gardens project not move forward, promote a different vision for the area as a public amenity.
- Promote an iconic element on the island to act as a visual draw from Downtown, the MacArthur Causeway, cruise ships and the Port of Miami.



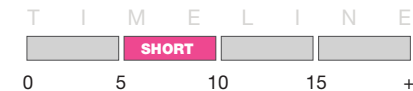
Water Bus

www.flickr.com



Miami Children's Museum

www.miamidade.gov







Elevate Our Grand Boulevards to Prominence

GOALS

- 3.1 Elevate Brickell Avenue to Iconic Status
- 3.2 Create Grand Promenade Along Biscayne Boulevard
- 3.3 Create Freedom Plaza at the Nexus Between the Freedom Tower, American Airlines Arena and Port of Miami
- 3.4 Promote Public Art & Landmarks Along Biscayne Boulevard and Brickell Avenue
- 3.5 Activate Biscayne Boulevard and Brickell Avenue with Ground Floor/Outdoor Dining and Retail
- 3.6 Provide a Visitor-Friendly Trolley Linking Major Origin and Destination Points

3. Elevate our grand boulevards to prominence

3.1 Elevate **Brickell Avenue** to Iconic Status

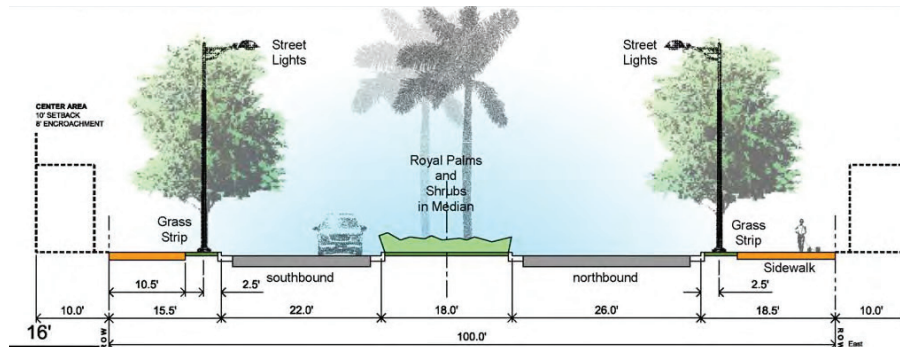


Brickell Area Streetscape Master Plan Glatting Jackson

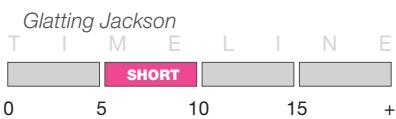


Brickell Ave Miami DDA

- Implement the Brickell Area Streetscape Implementation Guidelines to strengthen Brickell Ave as Miami's signature financial corridor.
- Design new streetscapes as the common and unifying development element along Brickell Ave.
- Transform existing streetscapes into true pedestrian corridors to attract new retailers and entertainment destinations.
- Integrate the redesign of Brickell to surrounding streets to ensure an aesthetic and formal continuity.
- Provide Gateway elements and landmarks that highlight the avenue's iconic status.



Conceptual Street Section

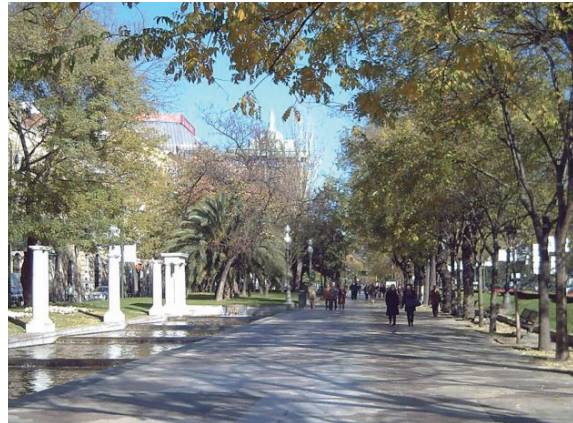


3. Elevate our grand boulevards to prominence

3.2 Create **Grand Promenade Along Biscayne Boulevard**



Current Parking Median Along Biscayne Blvd Miami DDA



Paseo de Recoletos: Madrid, Spain Miami DDA

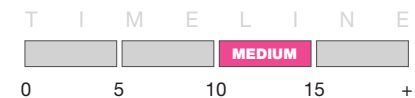


Paseo de Recoletos: Madrid, Spain Miami DDA



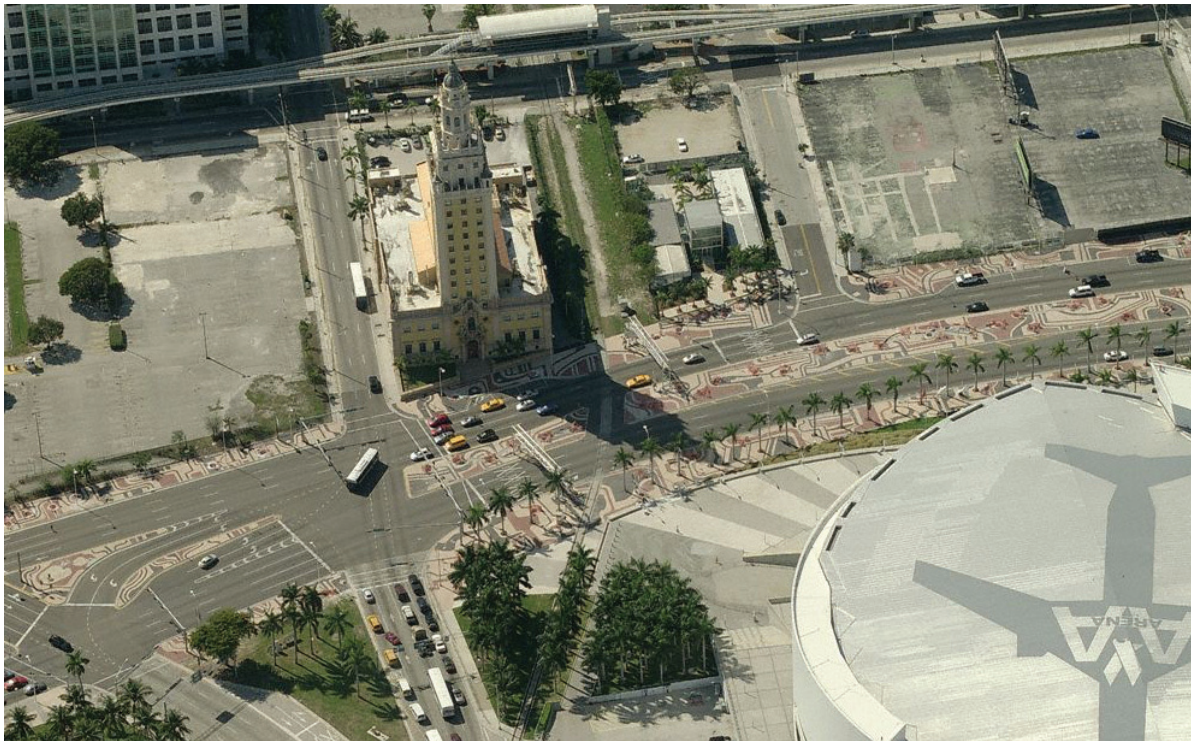
Paseo del Prado: Madrid, Spain www.flickr.com

- Turn Biscayne Boulevard into Miami's grand pedestrian promenade in the tradition of Paseo de Prado in Madrid or Las Ramblas in Barcelona.
- Replace median parking with a pedestrian oriented green median.
- Identify acceptable locations where parking would be relocated within downtown once removed from the Biscayne Boulevard median.
- Develop Biscayne and Brickell as continuous spines throughout downtown and the most significant corridors in the city.
- Ensure that the new Biscayne Boulevard is treated as both an open space and a well designed roadway.
- Establish thorough tree coverage as part of the design and execution of the new Biscayne Boulevard to maintain it as a shaded pedestrian promenade.
- Provide pedestrian amenities and destinations along the corridor such as street furniture, kiosks, cafes and restaurants.



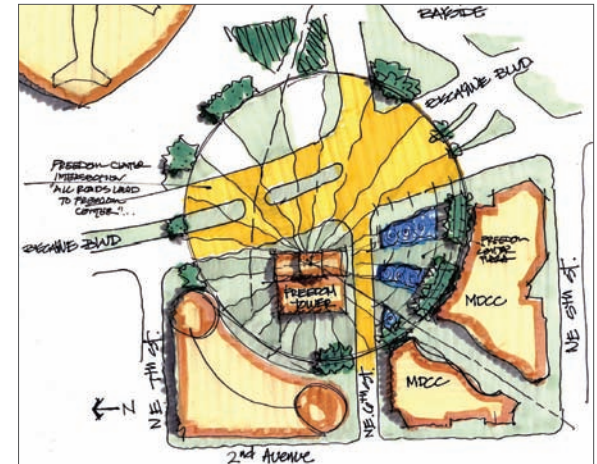
3. Elevate our grand boulevards to prominence

3.3 Create **Freedom Plaza** at the nexus between the Freedom Tower, the American Airlines Arena and the Port of Miami



Freedom Plaza Location (Aerial)

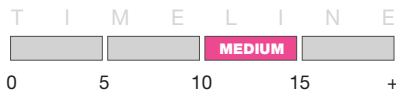
www.bing.com



Freedom Plaza Sketch

EDAW

- Support the development of Freedom Plaza as a significant public space that creates a central unifying element, connecting the Freedom Tower, Miami Dade College, AAA, Bayside Marketplace and the Port of Miami.
- Ensure that the design of Freedom Plaza is used as a functional public space and not simply a large transportation improvement.
- Ensure that the design of Freedom Plaza is consistent and compatible with the Burle Marx “New World Design” streetscape.



3. Elevate our grand boulevards to prominence

3.4 Promote **Public Art & Landmarks** Along Biscayne Boulevard and Brickell Avenue



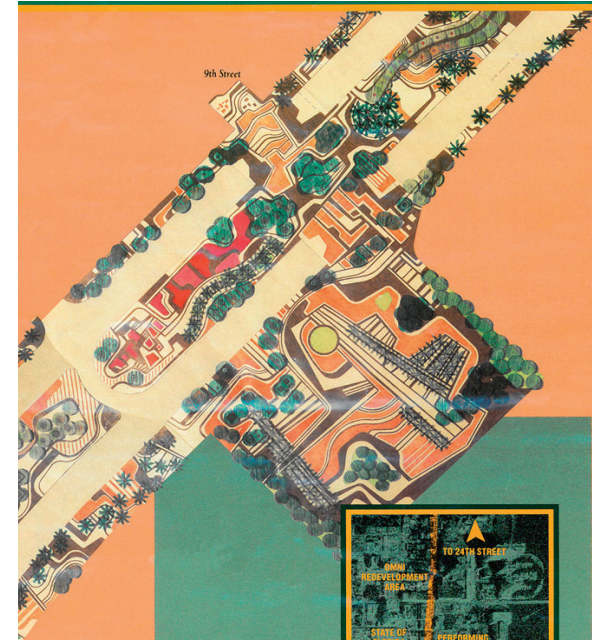
Miami Riverwalk

EDAW



Burle Marx Streetscape

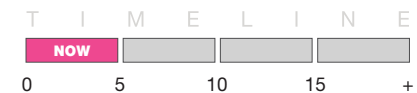
Miami DDA



Burle Marx 9th Street Plaza

Miami DDA

- Develop a Downtown Miami Signature Art and Iconic Landmarks Plan to promote the planning, design, purchase, installation and maintenance of pieces throughout Downtown with a strong emphasis on Biscayne Blvd and Brickell Ave.
- Implement the Burle Marx Plaza design where the FEC Slip meets Biscayne Blvd (9th Street Plaza).
- Promote Miami-Dade's Art in Public Places program to purchase permanent pieces, as well as installation work throughout downtown.
- Celebrate and build upon Burle Marx "New World Design" streetscapes and reference its aesthetic in the surrounding streetscape design.
- Utilize Art Basel to further promote and distinguish Downtown as a major Arts and Entertainment destination.



3. Elevate our grand boulevards to prominence

3.5 Activate Biscayne Boulevard and Brickell Avenue with Ground Floor/Outdoor Dining and Retail



Outdoor Dining / Cafe Seating

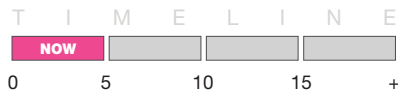
EDAW

- Encourage ground-floor outdoor dining and retail as an essential element of the Brickell Area Streetscape Implementation Guidelines and Brickell Ave redevelopment.
- Transform Biscayne Boulevard into Miami's signature pedestrian promenade to activate an engaging public realm that is propelled by the presence of cafes, restaurants and shopping.



Biscayne Blvd

Miami DDA



3. Elevate our grand boulevards to prominence

3.6 Provide a Visitor-Friendly **Trolley** Linking Major Origin & Destination Points



Proposed Trolley Route

Miami DDA



Coral Gables Trolley

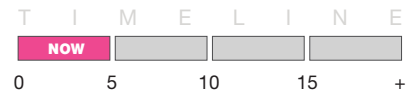
www.citybeautiful.net



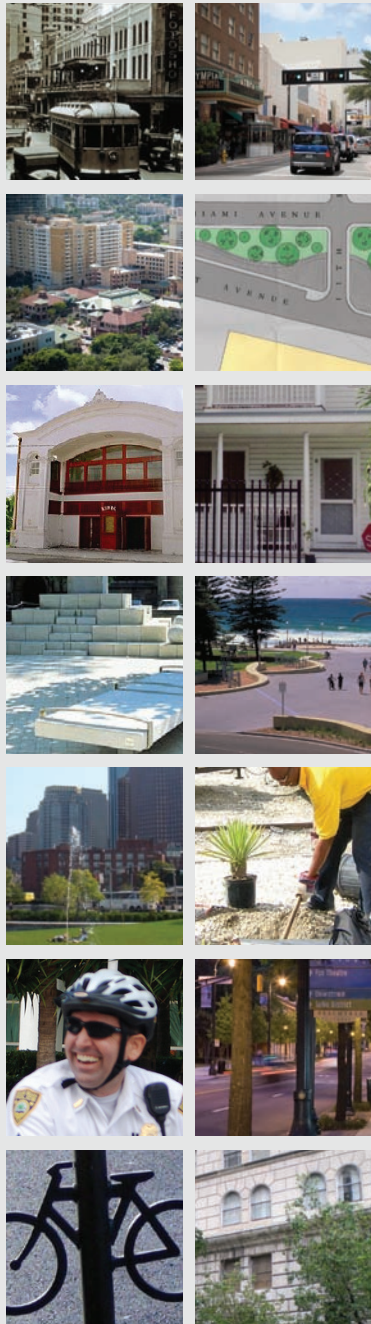
San Diego, CA

www.flickr.com

- Provide frequent trolley service that connects major attractions and destinations in Downtown Miami for both tourist destinations, as well as significant business, commercial and residential locations.
- Reference Coral Gables free trolley service as a precedent for Downtown Miami's proposed trolley system.
- Provide connections to Metromover, Metrorail, the existing Brickell Shuttle, the existing Seaport Connector and the proposed Miami Streetcar.







Create Great Streets and Community Spaces

GOALS

- 4.1 Redevelop Flagler Street into Miami's Pedestrian Oriented Main Street
- 4.2 Reinforce Brickell Village Center Along and Around South Miami Avenue and Mary Brickell Village
- 4.3 Enhance Connectivity to Neighborhoods Surrounding Downtown
- 4.4 Enhance Downtown Corridors through the Development and Implementation of Streetscape Guidelines
- 4.5 Connect and Promote Downtown Parks, Open Space and Greenways
- 4.6 Enhance Basic Community Services

4. Create great streets and community spaces

4.1 Redevelop **Flagler Street** into Miami's Pedestrian Oriented Main Street



Historic Flagler Street

Miami DDA



Flagler Street Today

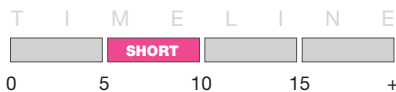
Miami DDA



SE 1st Street

EDAW

- Protect and leverage the historic assets and human scale of Flagler Street, such as the Olympia Theater at the Gusman Center for the Performing Arts
- Restructure the roadway, sidewalks and open spaces to become a truly pedestrian oriented environment.
- Plant shade trees to reduce heat island effect and create a pleasant pedestrian walking environment
- Consider replacing parallel parking with wider sidewalks and more pedestrian oriented amenities.
- Promote quality retail and restaurants.
- Promote premium transit along and around Flagler St.
- Establish Flagler St as a primary connection between the two waterfronts (Miami River to Biscayne Bay).
- Support efforts to redesign the Miami-Dade Cultural Center to make it more accessible and pedestrian friendly.
- Provide enhanced community services, such as police and sanitation.



4. Create great streets and community spaces

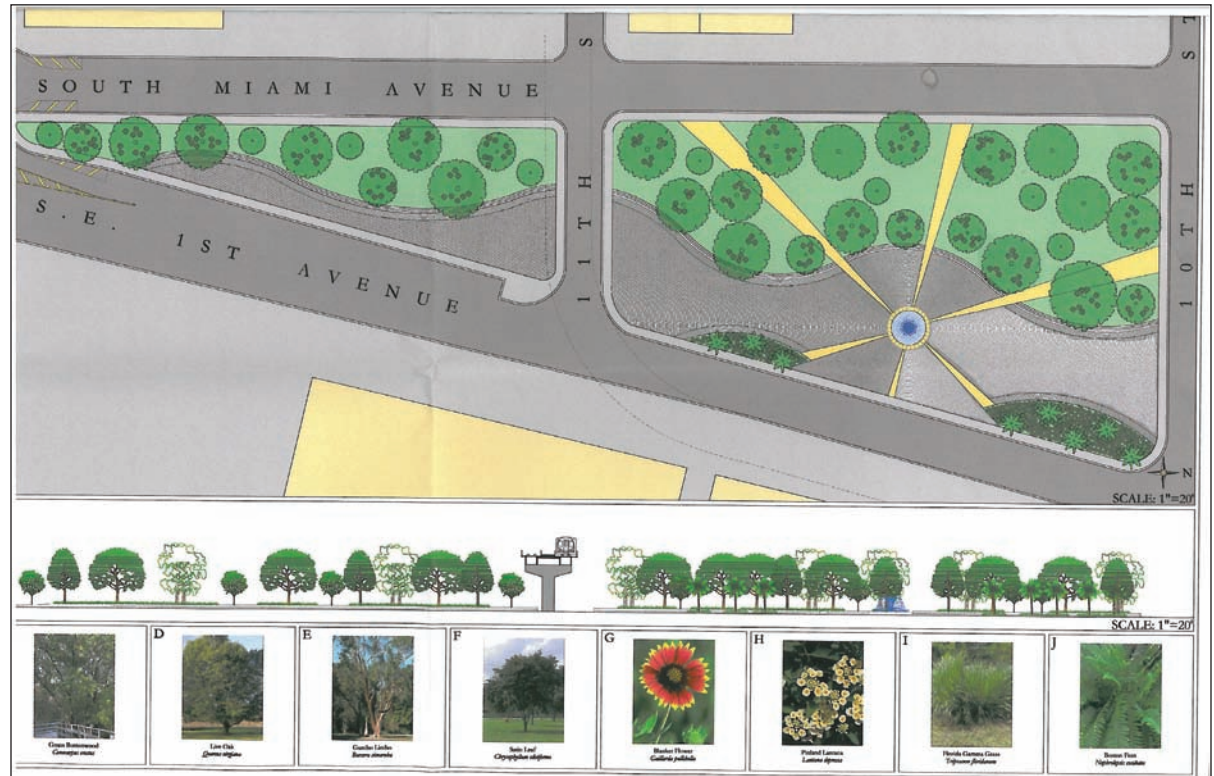
4.2 Reinforce **Brickell Village Center** Along and Around South Miami Avenue and Mary Brickell Village



Mary Brickell Village

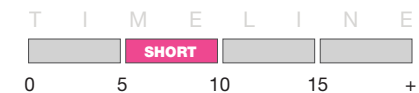
Miami DDA

- Renovate South Miami Ave with wider sidewalks, street trees and streetscape elements.
- Continue the development of Brickell Village as a major district shopping, entertainment and dining destination.
- Promote the purchase and use of Triangle Park, at the intersection of S. Miami Ave and SE 1st Ave., as a local open space and gateway for Brickell Village.
- Improve pedestrian connectivity between east and west sides of Mary Brickell Village across S. Miami Ave.



Proposed Triangle Park

Rachel Heisterman, Student, University of Miami School of Architecture



4. Create great streets and community spaces

4.3 Enhance Connectivity to **Neighborhoods Surrounding Downtown**



Lyric Theater

www.flickr.com



Future UM Life Science Park

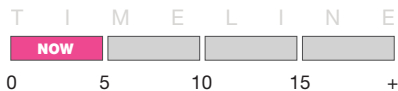
www.umlsp.edu



Midtown Miami

www.nycfocus.com

- Support public realm improvements between downtown and adjacent neighborhoods.
- Reference the CRA Master Plan to eliminate the conditions of blight and slum in the Overtown/Park West Neighborhoods and connect them with Downtown Miami and other Miami neighborhoods.
- Implement the S.E. Overtown/Park West Redevelopment Plan to establish public/private investment, open space development and reestablish its cultural and historic character.
- Establish connections to Miami Health District and the new University of Miami Life Science Park.
- Provide future connections to the new Miami Marlins Ballpark to create a seamless integration between Downtown, adjacent neighborhoods and the future ballpark.



4. Create great streets and community spaces

4.4 Enhance Downtown Corridors through the Development and Implementation of **Streetscape Guidelines**



Directional Signage/Wayfinding

EDAW



Well Designed Street Furniture

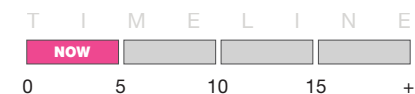
EDAW



Bike Racks

EDAW

- A complete streetscape gives a continuity to the street and invites pedestrians to walk further.
- Develop comprehensive streetscape guidelines for Downtown to give streetscapes a consistent aesthetic for street furniture, including benches, bike racks, trash receptacles, lighting and signage and wayfinding systems.
- Incorporate Miami-Dade Street Tree Master Plan and Aesthetics Master Plan into the design and construction of new streetscapes.



4. Create great streets and community spaces

4.5 Connect and Promote Downtown Parks, Open Space and Greenways

Miami's Vision for 21st-Century Parks and Public Spaces

NEW AND RENEWED PARKS

Goal: Acquire land so that there is a park within a quarter mile of every resident. People are most likely to use the parks that are close to where they live, regardless of park size. In acquiring new park land, the City should work toward making it possible for every resident to walk safely and comfortably to a park. The long-term goal should be no more than a ten-minute walk from every home to a park—about one-quarter of a mile.

Goal: Make the most of what we have: preserve and enhance existing park land. Miami's existing park land is a precious legacy from the past that belongs to all the citizens of the city. All of Miami's parks should be safe, well-maintained, attractive, and programmed to fulfill their potential within the city's network of public spaces.

MORE WAYS TO EXPERIENCE WATER

Goal: Enhance and ensure public access to water. Miami's genesis and identity are inextricably linked to its tropical waterfront location. Everyone wants more and better access of all kinds to Biscayne Bay, to the Miami River and the Little River, to canals and lagoons, to the Picnic Islands, and to the cooling effects of water parks, spray play areas, and swimming pools.

MORE NATURE IN THE CITY

Goal: Promote environmental sustainability and education in parks and public spaces. Miami's development has obscured its connections to the natural environment. More trees and plantings in parks, on streets, in public plazas, and in "lost spaces" like highway embankments should be accompanied by more support for conservation areas and environmental education, as well as sustainable management practices.

GREEN STREETS TO LINK PEOPLE TO PARKS

Goal: Create green connections across the city and into the region. Greenways and a network of tree-shaded streets safely linking parks and public spaces to one another and to other city and regional destinations invite people to walk and bike, making Miami a healthier and more pleasant city to live in.

MORE PLACES TO PLAY

Goal: Refocus on priorities for recreation. Recreation needs and desires change as the population changes and as new activities come into prominence. The city should continue strong youth programs while focusing on key priorities to serve residents of all ages and abilities, enhancing partnerships for additional recreation opportunities.



Sydney, Australia EDAW

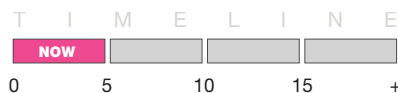


Boston, MA EDAW

City of Miami Parks and Open Space Master Plan

Goody Clancy

- Implement City of Miami Parks & Public Spaces Master Plan.
- Identify park typologies and potential locations for new open space.



4. Create great streets and community spaces

4.6 Enhance Basic **Community Services**



DET Team

Miami DDA



Downtown Ambassador

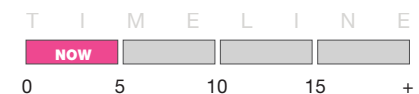
Miami DDA



Public Safety

Miami DDA

- Enhance community services, such as public safety, solid waste, code enforcement and public works.
- Expand Downtown Ambassadors and Downtown Enhancement Teams (DET) to improve and establish a clean and visitor friendly downtown environment.
- Ensure that local government agencies take an equal part in enhancing basic levels of service for Downtown.
- Continue to support efforts to address homelessness and panhandling.





Promote Transit and Regional Connectivity

GOALS

- 5.1 Rebalance Roadways Towards Transit, Pedestrians & Cyclists
- 5.2 Promote Neighborhood Level Transit such as Streetcar, Expanded Metromover and Trolley
- 5.3 Promote Metropolitan Level Transit such as Baylink, Expanded Metrorail and Light Rail
- 5.4 Promote Regional Level/Commuter Transit such as FEC Corridor, Tri-Rail and High Speed Rail
- 5.5 Develop a Viable Downtown Intermodal Center at Government Center or Overtown Metrorail Stations
- 5.6 Support Transit with Car Sharing Service, Bike Rentals, Pedicabs and Other Creative Mobility Solutions
- 5.7 Develop a Holistic Parking Management System for Downtown

5. Promote transit & regional connectivity

5.1 Rebalance Roadways Towards Transit, Pedestrians and Cyclists



Bike Lanes

EDAW



Portland Streetcar

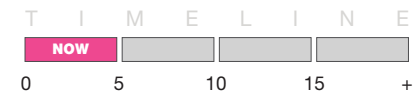
www.flickr.com



M-Path Ride: Miami

www.criticalmass.meetup.com

- Implement new Miami Bicycle Master Plan to create a signature bicycle network throughout the City of Miami.
- Implement Downtown Transportation Master Plan and abide by its goal to “create a unique, progressive, and vibrant Downtown Miami through a balanced transportation system, preservation of neighborhoods, protection of the environment, and improvement of the community’s quality of life.”
- Implement Brickell Area Streetscape Implementation Guidelines and orient streets toward pedestrian’s needs and preferences.
- Expanded Metrorail, new streetcar service, water taxi service and other transit oriented projects to change Miami into a transit driven city and national model.
- Conduct a Bicycle and Pedestrian Mobility Study to identify and promote bicycle and pedestrian transportation improvements.
- Design roadways to calm automobile traffic and improve bicycle and pedestrian safety.
- Remove Port cargo traffic from Downtown streets.
- Consider compatibility with transit, pedestrian and bicycle activity when implementing the redesign of I-395.



5. Promote transit & regional connectivity

5.3 Promote **Metropolitan** Level Transit such as **Baylink**, **Expanded Metrorail** and **Light Rail**



Miami Metrorail

www.flickr.com

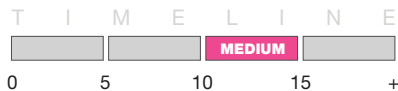


Proposed BayLink Route

Miami-Dade MPO

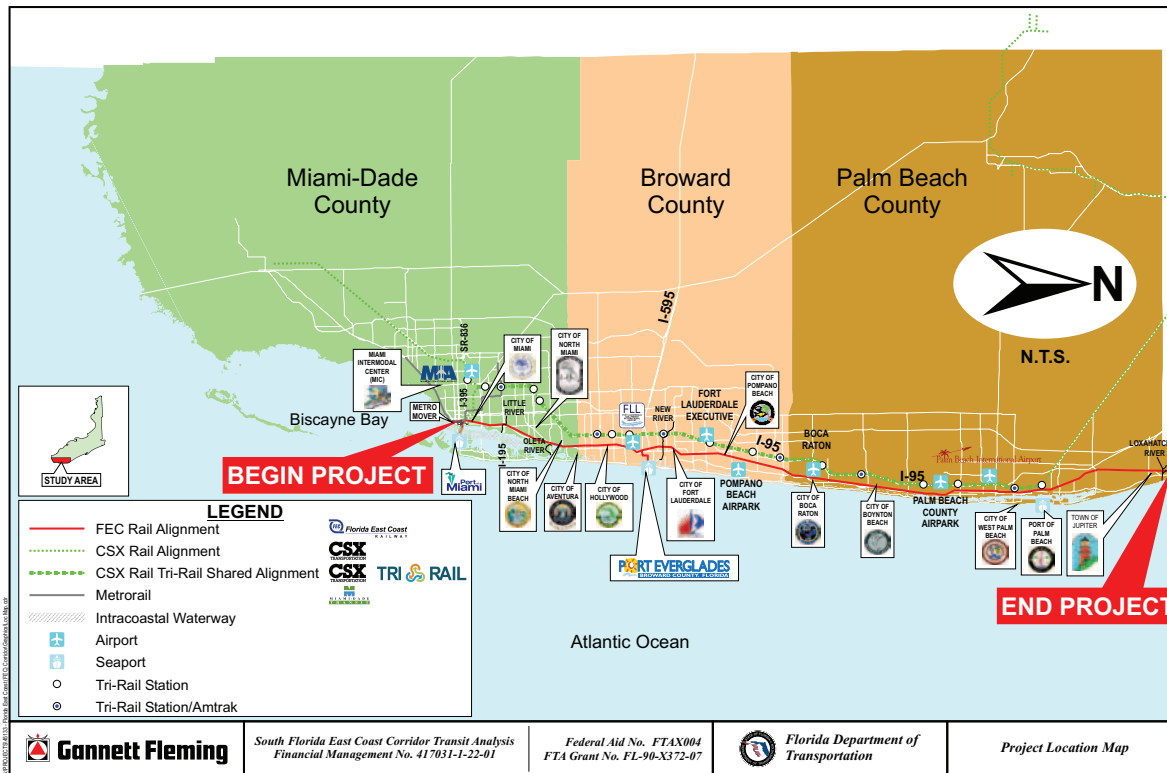
- Actively promote greater connectivity between Downtown Miami and the City of Miami Beach attractions through Baylink, bus rapid transit (BRT) and water taxis.
- Expand Metrorail service to connect Downtown Miami to Miami International Airport and other major Miami attractions, such as the Miami Marlins Ballpark and Florida International University

- Ensure quality operations and maintenance of existing and expanded systems.



5. Promote transit & regional connectivity

5.4 Promote **Regional** Level/Commuter Transit such as **SFEC Corridor, Tri-Rail and High-Speed Rail**



SFEC Corridor Transit Analysis

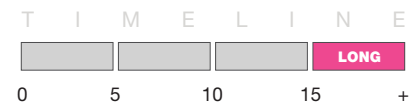
FDOT



Tri-Rail

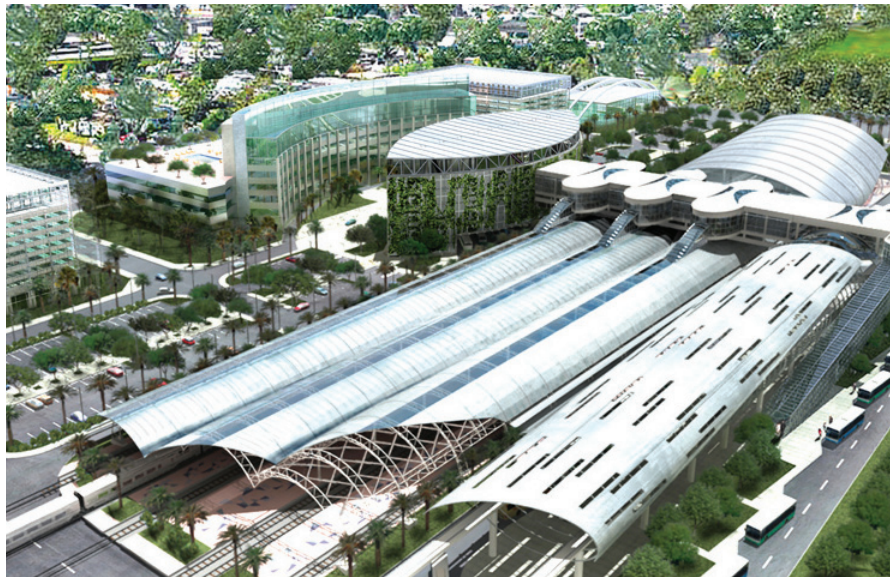
www.flickr.com

- Support and connect Downtown through commuter rail to other Florida East Coast cities along the FEC corridor.
- Designate and provide train stop locations within downtown to encourage transit utilization.
- Promote and advertise a direct connection from TriRail to Downtown Miami upon completion of the MIC-Earlington Heights Metrorail connection.
- Encourage subsidies to transit users for downtown employees



5. Promote transit & regional connectivity

5.5 Develop a viable **Downtown Intermodal Center** at Government Center or Overtown Metrorail Stations



Miami Intermodal Center

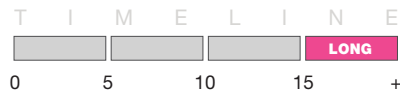
www.micdot.com



Union Station: Denver, CO

www.flickr.com

- Designate and provide an appropriate site for a downtown intermodal center to connect existing and future transit systems, including Metrorail, Tri-Rail, Metromover, Streetcar, Baylink, trolley and light rail.
- Design the Intermodal Center as a civic building appropriate to Downtown Miami.
- Provide commuter amenities at new Center, such as shopping, dining, lockers, showers, bicycle parking and storing, and bicycle and car rentals.



5. Promote transit & regional connectivity

5.6 Support Transit with Car Sharing Services, Bike Rentals, Pedicabs and Other **Creative Mobility Solutions**



Bike Share

www.flickr.com



Pedicab

www.flickr.com



Car Sharing

www.flickr.com

- Implement a downtown bike sharing service, which has proven successful in major metropolitan cities, such as Paris and Montreal. Miami's flat terrain and year round warm weather make it a suitable city for a bike sharing service.
- A dense and compact downtown that retains an active street life and commercial environment will likely provide proximate destinations. As such, bike sharing services could provide a transportation option for short trips or casual rides.
- Car sharing services, such as Zip Car have proven successful in cities across the country for short trips, visitors, single car households and businesses.
- Pedicabs are an easy way to sightsee, experience the downtown street life and provide a convenient way to get to nearby destinations.



5. Promote transit & regional connectivity

5.7 Develop a **Holistic Parking** Management System for Downtown

- Coordinate a downtown parking strategy in partnership with key stakeholders.
- Encourage on-street parking where not in conflict with other pedestrian or bicycle activities to provide additional parking, sidewalk safety and a more active street life.
- Explore a downtown-wide central valet service as an option to reduce the search for parking downtown.
- Provide transit discounts or commuter reward programs for employees to take transit, therefore reducing the demand for parking downtown.
- Promote parking strategy that works with local merchants.
- Develop, as a part of the parking strategy, a focus on security and personal safety issues, as well as maintenance of facilities.
- Establish a clear and aesthetically consistent signage and wayfinding system to identify Downtown parking.



Centralized Valet Service

www.flickr.com



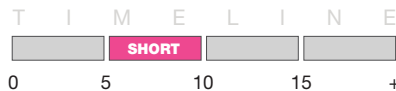
Visible Parking Signage

EDAW



On-Street Parking

EDAW





IMPLEMENTATION

Implementation Process

Matrix of Goals and Action Items

IMPLEMENTATION

The key to success for any plan is its implementation strategy. Without one, a plan will sit idle on a shelf, as many well-intentioned plans do. A good implementation strategy helps to bring a Plan's recommendations to reality by providing efficient and effective action steps, and a mechanism for ongoing efforts. The Downtown Miami Master Plan lays out such an implementation strategy, as outlined below:

1. *Develop Implementation Matrix*

Develop a matrix of recommended Action Items, divided into immediate, short, medium, and long-term timeframes, and identify potential costs, responsible agenc(ies) and "captains".

2. *Form Master Plan Implementation Committee and Action Teams*

Form a Master Plan Implementation Committee and Action Teams (i.e., "subcommittees") to oversee implementation of the Master Plan.

The Implementation Committee would be composed of the DDA's Executive Committee, DDA Program Committee Chairs, and key Downtown stakeholders, including representatives of the City of Miami, Miami-Dade County, Greater Miami Chamber of Commerce New World Center Committee, Downtown Miami Partnership, Brickell Area Association, Bayfront Park Management Trust, Community Redevelopment Agencies, Miami Parking Authority, and other key stakeholder groups.

The Implementation Committee would meet as necessary to form Action Teams for each of the five goals, provide a forum for discussion and coordination, evaluate the Plan on an ongoing basis, and recommend amendments to the Plan to the DDA Board of Directors as necessary.

Five Action Teams would be formed by the Implementation Committee to spearhead action for each of the Master Plan's five goals, as follows:

- (1) Business & Culture Action Team
- (2) Waterfront Action Team
- (3) Boulevards Action Team
- (4) Streets & Spaces Action Team
- (5) Transit & Connectivity Action Team

The Action Teams will meet on a regular basis to prioritize Action Items, develop actionable strategies, assign Action Item "Captains," and recommend amendments to the Plan to the Implementation Committee as necessary.

3. *Educate & Enlist*

Inform and educate the public and stakeholders about the Master Plan by, among other things, engaging the media, presenting the Plan to elected officials and other key stakeholder groups, distributing the Master Plan to a wide audience, developing a Master Plan webpage, and promoting other creative "roll-out" efforts.

Enlist Master Plan partners and champions within key organizations to promote and facilitate the Plan's ongoing implementation.

4. *Execute*

Utilize all available powers, resources, and opportunities to execute the Plan.

Work with key organizations to prioritize Master Plan Action Items within their respective plans, capital improvement programs (CIP), and budgets, including the DDA Budget; City of Miami comprehensive plan, Miami 21 Zoning Code, CIP and budget; Miami-Dade County comprehensive plan, CIP and budget; Metropolitan Planning Organization's (MPO) Transportation Improvement Program (TIP) and Long Range Transportation Plan (LRTP); Florida Department of Transportation's (FDOT) 5-Year Work Plan; and other agencies' planning and funding mechanisms.

Explore other funding opportunities, such as grants, TIF monies, bonds, fees, donations, public/private partnerships, etc.

5. *Evaluate & Amend*

Evaluate the Master Plan on an ongoing basis; including the preparation of an annual report to the Master Plan Implementation Committee.

Amend the Master Plan as necessary to maintain its relevance and effectiveness as a blueprint for Downtown's revitalization.

Appendix

MATRIX OF GOALS AND ACTION ITEMS

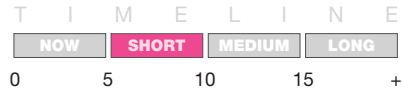
The following tables organize the goals and respective action items and identify the time frame, order-of-magnitude cost, responsible agencies and project team captain for each item.

Action Items

Each action item that falls under one of the five general goals has an associated time frame and cost. In addition, there will be a responsible agency for overseeing or implementing the action item along with Action Team Captains who initiate, promote and coordinate the relevant item.

Time Frame

The time frame estimates the time that action items will ultimately be addressed or initiated. Some actions items can begin immediately, while others are longer-term efforts. The time frame categories are Now, Short, Medium and Long term. Now is between 0-5 years, Short is between 6-10 years, Medium is between 11-15 years and Long is any duration 15 years and beyond.



Cost

The cost of action items is very generally represented by dollar signs. The time frame of the item is by no means a reflection of its cost, as some items may be long term but low cost and vice-versa.

\$	lower cost
\$\$	low to mid cost
\$\$\$	mid to high cost
\$\$\$\$	higher cost

Action Team Captain

Each Action Item is assigned an Action Team Captain who is responsible for promoting the assigned action item, investigating its potential and further examining what steps must be taken to implement the action item. This column will be completed by the Master Plan Action Teams.

Responsible Agencies

Each action item will most likely fall under the guidance of an organizing body, such as the DDA for example. This agency would ultimately be responsible for carrying the project forward during its planning stages. This does not preclude the need for broader agency and stakeholder support. The primary stakeholder will be listed in bold, as the agencies are listed sequentially in order of responsibility.

Primary
Secondary
Tertiary



Implementation

IMPLEMENTATION MATRIX

The following table organizes the goals and respective action items and identifies the time frame, order-of-magnitude cost, project team captain and responsible agency for each item.

1. ENHANCE OUR POSITION AS THE BUSINESS AND CULTURAL EPICENTER OF THE AMERICAS					
Action Items	Time Frame	Cost	Responsible Agencies	Action Team Captain	NOTES
1.1 Build Convention/Conference Center of the Americas & Complementary Uses in CBD North Area	Short	\$\$\$\$	Miami DDA City of Miami / CRA Miami-Dade County		
1.2 Grow & Attract Business Enterprises and Catalytic National Retailers	Now	\$\$	Miami DDA Beacon Council City of Miami / CRA		
1.3 Attract Key National/International Institutions	Long	\$\$\$	Miami DDA Beacon Council City of Miami / CRA		
1.4 Leverage and Support Further Growth and Development of Major Arts, Cultural & Entertainment Institutions	Short	\$	City of Miami / CRA Miami-Dade County Miami DDA		
1.5 Increase Opportunities in Downtown for High Quality Public and Private Elementary and Secondary Education	Short	\$\$	School Board / Miami Dade College City of Miami Miami DDA		
1.6 Increase Opportunities for All Levels of Professional Training & Collegiate Studies	Short	\$	Miami Dade College, UM, FIU Miami DDA City of Miami / CRA		
1.7 Hold a Prominent International Event to Celebrate & Crystallize Downtown's Position as the Epicenter of the Americas	Long	\$\$\$\$	Miami DDA GMCVB City of Miami / CRA		

CRA - Community Redevelopment Agency

UM - University of Miami

FIU - Florida International University

GMCVB - Greater Miami Convention and Visitor's Bureau

Implementation

IMPLEMENTATION MATRIX

The following table organizes the goals and respective action items and identifies the time frame, order-of-magnitude cost, project team captain and responsible agency for each item.

2. LEVERAGE OUR BEAUTIFUL AND ICONIC TROPICAL WATERFRONT					
Action Items	Time Frame	Cost	Responsible Agencies	Action Team Captain	NOTES
2.1 Redevelop Bicentennial Park into a Major International Waterfront Park and Museum Complex	Now	\$\$\$	City of Miami / CRA BPMT Miami-Dade County		
2.2 Complete Baywalk & Riverwalk	Short	\$\$	City of Miami / CRA Miami River Commission Miami DDA		
2.3 Create an Iconic Waterfront Element at Flagler Street and Biscayne Bay	Medium	\$\$	BPMT Miami DDA City of Miami		
2.4 Improve Inland Connections to Waterfront	Short	\$\$	City of Miami Miami-Dade County / MPO FDOT		
2.5 Activate Waterfront by Providing Greater Daytime Dockage Opportunities	Short	\$\$	City of Miami BPMT Miami-Dade County		
2.6 Provide Tall Ship Berths and Amenities at FEC Slip	Now	\$\$	City of Miami BPMT Miami DDA		
2.7 Develop Waterborne Transportation System linking Downtown to Major Waterfront Destinations	Medium	\$\$	Miami-Dade County / MPO City of Miami / CRA Miami DDA		
2.8 Enhance Access & Connectivity to Watson Island as a Unique Public Amenity	Short	\$\$	City of Miami / CRA Miami-Dade County / MPO Miami DDA		

BPMT - Bayfront Park Management Trust
 CRA - Community Redevelopment Agency
 MPO - Metropolitan Planning Organization



Implementation

IMPLEMENTATION MATRIX

The following table organizes the goals and respective action items and identifies the time frame, order-of-magnitude cost, project team captain and responsible agency for each item.

3. ELEVATE OUR GRAND BOULEVARDS TO PROMINENCE					
Action Items	Time Frame	Cost	Responsible Agencies	Action Team Captain	NOTES
3.1 Elevate Brickell Avenue to Iconic Status	Short	\$\$\$	FDOT Miami DDA Miami Parking Authority		
3.2 Create Grand Promenade Along Biscayne Boulevard	Medium	\$\$	FDOT Miami DDA City of Miami		
3.3 Create Freedom Plaza at the Nexus Between the Freedom Tower, the AAA and the Port of Miami	Medium	\$\$	FDOT City of Miami Miami Dade College / AAA / POM		
3.4 Promote Public Art & Landmarks Along Biscayne Boulevard and Brickell Avenue	Now	\$	Miami DDA City of Miami / CRA Miami-Dade County / AIPP		
3.5 Activate Biscayne Boulevard and Brickell Avenue with Ground Floor/Outdoor Dining and Retail	Now	\$	City of Miami / CRA Miami DDA FDOT		
3.6 Provide a Visitor-Friendly Trolley Linking Major Origin & Destination Points	Now	\$\$	City of Miami / CRA Miami DDA Miami-Dade County / MDT		

FDOT - Florida Department of Transportation
 CRA - Community Redevelopment Agency
 AIPP - Art in Public Places
 MDT - Miami-Dade Transit
 AAA - AmericanAirlines Arena
 POM - Port of Miami

Implementation

IMPLEMENTATION MATRIX

The following table organizes the goals and respective action items and identifies the time frame, order-of-magnitude cost, project team captain and responsible agency for each item.

4. CREATE GREAT STREETS AND COMMUNITY SPACES					
Action Items	Time Frame	Cost	Responsible Agencies	Action Team Captain	NOTES
4.1 Redevelop Flagler Street into Miami's Pedestrian Oriented Main Street	Short	\$\$\$	Miami DDA City of Miami Miami-Dade County / MDT		
4.2 Reinforce Brickell Village Center Along and Around South Miami Avenue / Mary Brickell Village	Short	\$\$\$	Miami DDA City of Miami Miami-Dade County / MPO		
4.3 Enhance Connectivity to Neighborhoods Surrounding Downtown	Now	\$	Miami DDA City of Miami / CRA Miami-Dade County		
4.4 Enhance Downtown Corridors through the Development and Implementation of Streetscape Guidelines	Now	\$\$	Miami DDA City of Miami / CRA Miami-Dade County		
4.5 Connect and Promote Downtown Parks, Open Space and Greenways	Now	\$\$	Miami DDA City of Miami / CRA BPMT		
4.6 Enhance Basic Community Services	Now	\$	Miami DDA City of Miami / CRA Miami-Dade County		

MDT - Miami-Dade Transit
 CRA - Community Redevelopment Agency
 MPO - Metropolitan Planning Organization
 BPMT - Bayfront Park Management Trust



Implementation

IMPLEMENTATION MATRIX

The following tables organize the goals and respective action items and identify the time frame, order-of-magnitude cost, project team captain and responsible agency for each item.

5. PROMOTE TRANSIT AND REGIONAL CONNECTIVITY					
Action Items	Time Frame	Cost	Responsible Agencies	Action Team Captain	NOTES
5.1 Rebalance Roadways Towards Transit, Pedestrians & Cyclists	Now	\$\$	City of Miami / CRA Miami-Dade County / MPO / MDT FDOT		
5.2 Promote Neighborhood Level Transit such as Streetcar, Expanded Metromover and Trolley	Short	\$\$\$	Miami-Dade County / MDT City of Miami / CRA Miami DDA		
5.3 Promote Metropolitan Level Transit such as Baylink, Expanded Metrorail and Light Rail	Medium	\$\$\$\$	Miami-Dade County / MDT City of Miami / CRA Miami DDA		
5.4 Promote Regional Level/Commuter Transit such as FEC Corridor, Tri-Rail and High-Speed Rail	Long	\$\$\$\$	SFRTA / FDOT Miami-Dade County / MDT Miami DDA		
5.5 Develop a Viable Downtown Intermodal Center at Government Center or Overtown Metrorail Stations	Long	\$\$\$	Miami-Dade County / MDT City of Miami / CRA Miami DDA		
5.6 Support Transit with Car Sharing , Bike Rentals, PediCabs and Other Creative Mobility Solutions	Now	\$	Miami DDA City of Miami / CRA Miami-Dade County / MPO		
5.7 Develop a Holistic Parking Management System for Downtown	Short	\$	Miami Parking Authority Miami DDA City of Miami / CRA		

CRA - Community Redevelopment Agency
MPO - Metropolitan Planning Organization
MDT - Miami-Dade Transit
FDOT - Florida Department of Transportation



CONCLUSION

Conclusion

CONCLUSION

This Downtown Miami Master Plan developed in collaboration with the Miami DDA and key downtown stakeholders constitutes an ambitious vision and plan of action that embraces Downtown Miami's identity as the Epicenter of the Americas. The recommendations delineated herein will augment Downtown Miami's position as an international center of economic growth and transform it so that it regains its role as the region's source of civic pride.

While the recommendations are ambitious, it is Miami's unique place within the Americas, its strong identity as a center of finance and culture and its history of robust growth that assures this plan's success. Cities throughout the State of Florida are growing and their downtown urban centers are strengthening and threatening Miami's position as Florida's preeminent urban center. Now is the time for Downtown Miami to take action toward its vision as the Epicenter of the Americas.

As Downtown Miami continues to develop into an international hub of commerce, arts, culture and entertainment, it must continue to foster its foundation of neighborhoods, local businesses, public space and unique identity. The combination of an established local culture and an attractive global destination is what will make Downtown Miami a vibrant, successful and ultimately, memorable place.



Downtown Miami

Miami DDA



APPENDIX

APPENDIX

The Master Plan stands on a foundation of various existing plans, studies and other planning efforts. The planning studies listed below are compiled in the attached CD.

DDA / Public Input (DDA): 2009

“Roadmap to Success” Downtown Report (Greater Miami Chamber of Commerce (GMCoC), New World Center (NWC) Committee): 2009

Downtown Master Plan Study (Zyscovich): 2009

Miami-Dade County Aesthetics Master Plan (EDAW): 2009

Residential Closings & Occupancy Study (Goodkin / Werley Study): 2009

Miami 21 (Duany Plater-Zyberk): 2009

Miami Bicycle Master Plan (The Street Plans Collaborative / HNTB): 2009

City of Miami Comprehensive Plan (City of Miami Planning Department): updated 2008

A Greenprint for Our Future: The Miami-Dade Street Tree Master Plan (Miami-Dade County Community Image Advisory Board): 2007

Museum Park Plan (Cooper Robertson): 2007

Parks & Public Spaces Plan (Goody Clancy): 2006

CRA Master Plans (Dover Kohl / Zyscovich): 2004 / 2006

Brickell Area Streetscape Implementation Guidelines (Glattig Jackson): 2005

Miami Downtown Transportation Master Plan (David Plummer & Associates): 2003

Transportation Enhancement Strategies for Downtown Miami (Kimley-Horn & Associates): 2009

Miami River Greenway Action Plan (Trust for Public Land): 2000

INSERT CD HERE

Downtown Miami... *Epicenter of the Americas* 2025 Downtown Miami Master Plan

Downtown Miami is the business & cultural Epicenter of the Americas; a global city-within-a-city on one of the world's most beautiful and iconic tropical waterfronts

- ### Foundation
- Zyscovich Downtown Master Plan Study
 - Miami 21
 - City Comprehensive Plan
 - GMCC NWC Report
 - Goodkin / Werley Study
 - DPA Miami Downtown Transportation Master Plan
 - Glatting-Jackson Brickell Streetscape Plan
 - Cooper-Robertson Museum Park Plan
 - Goody Clancy Parks & Public Spaces Plan
 - Miami River Greenway Action Plan
 - CRA Master Plans
 - DDA / Public Input
- ### Districts
- Rename M&E District the A&E (Arts & Ent.) District; Expand to Include Parks
 - Replace "Park West" w/ Expanded CBD / A&E Districts

- ### Enhance Our Position as the Business & Cultural Epicenter of the Americas
- Build **Convention/Conference Center of the Americas** & Complementary Uses in "CBD North" Area
 - Recruit Key **Corporate Headquarters** and Catalytic **National Retailers**
 - Attract Key **National/Int'l Institutions** That Support Our "Epicenter of the Americas" Vision (e.g. FTAA Headquarters)
 - Leverage & Support Further Growth and Development of Major **Arts & Cultural Institutions** in A&E District
 - Increase Opportunities in Downtown for High Quality Public & Private **Elementary/Secondary Education**
 - Increase Opportunities for All Levels of **Workforce Training & Professional Studies**
 - Hold **Major International Event** to Celebrate & Crystallize Our Position as the Epicenter of the Americas

- ### Leverage Our Beautiful & Iconic Tropical Waterfront
- Redevelop Bicentennial Park into **Museum Park** by Implementing "**Cooper-Robertson Plan**"
 - Complete **Baywalk & Riverwalk** by Implementing **Miami River Greenway Action Plan & Miami 21**
 - Redevelop Bayfront Park Fountain into Miami's **Signature Iconic Landmark** (our Eiffel Tower)
 - Provide **Daytime Dockage** Opportunities for Boaters
 - Provide "**Tall Ship**" **Berths and Amenities** at FEC Slip
 - Improve **Inland Connections** to Waterfront along major Boulevards and East/West Streets
 - Develop **Waterborne Transportation** System linking Downtown to Watson Island, Miami Beach, etc.
 - Enhance Access & Connectivity to **Watson Island**

- ### Principles
- Vision-Oriented
 - Feasible
 - Justifiable
 - Green & Sustainable
 - Equitable
- ### Considerations
- Consensus
 - Context
 - Health & Safety
 - Quality
 - Maintenance
- ### Implementation
- Promotional Marketing Strategy & "Road Show"
 - Divide Action Items Into Short/Mid/Long Term
 - Develop "Action Teams" to Include DDA / Stakeholders
 - Action Teams Prioritize Action Items; Develop Strategies; Recommend Amendments

- ### Elevate Our Grand Boulevards to Prominence
- Create **Grand Promenade on Biscayne Boulevard** by Replacing Median Parking With "**Biscayne Prado**" **Greenway** & Completing Streetscape Improvements
 - Elevate **Brickell Avenue** to Iconic Status by Implementing "**Glatting-Jackson Streetscape Plan**"
 - Create "**Freedom Plaza**" connecting the Freedom Tower with the AAA (e.g., "Plaza of the Arts" at Arsht Center)
 - Promote **Public Art & Landmarks** Along Biscayne Boulevard and Brickell Avenue (e.g., Burle Marx)
 - Activate Biscayne Boulevard and Brickell Avenue with Ground Floor/Outdoor **Dining and Retail**
 - Provide a Visitor-Friendly **Trolley** Along Biscayne Boulevard and Brickell Avenue Linking Major Origin & Destination Points

- ### Create Great Streets & Community Spaces
- Redevelop **Flagler Street** into Pedestrian Oriented Mall by Leveraging Its Historic Assets & Restructuring Its Roadway, Sidewalks & Open Space
 - Complete **Streetscape Improvements** (Street Furniture, Public Art, Signage/Wayfinding, Landscaping...)
 - Enhance **Parks, Open Space and Greenways** by Implementing **Goody Clancy's "City of Miami Parks & Public Spaces Master Plan"**
 - Reinforce "**Brickell Village Center**" Along South Miami Avenue / Mary Brickell Village
 - Support Implementation of "**Overtown Folklife Village Center**" per CRA Master Plan
 - Enhance Basic **Community Services** (i.e., Public Safety, Solid Waste, Code Enforcement, Public Works...)

- ### Promote Transit & Regional Connectivity
- Promote **Streetcar, Expanded Metromover, Trolley** and Other Neighborhood Level Transit
 - Promote **Baylink, Expanded Metrorail, Light Rail** and Other Metropolitan Level Transit
 - Promote **FEC Corridor, Tri-Rail, "Bullet Train"** and Other Regional Level/Commuter Transit
 - Develop **Downtown Intermodal Center** at Government Center or Overtown Metrorail Stations
 - Rebalance Roadways** Towards Transit, Pedestrians & Cyclists by Implementing **Transportation Master Plans**
 - Support Transit with "ZipCars," Bike Rentals, PediCabs & Other **Creative Mobility Solutions**
 - Develop "**EZ Park**" System That Discourages Excessive Driving By Reducing the Search for Parking

Master Plan Overview Chart

