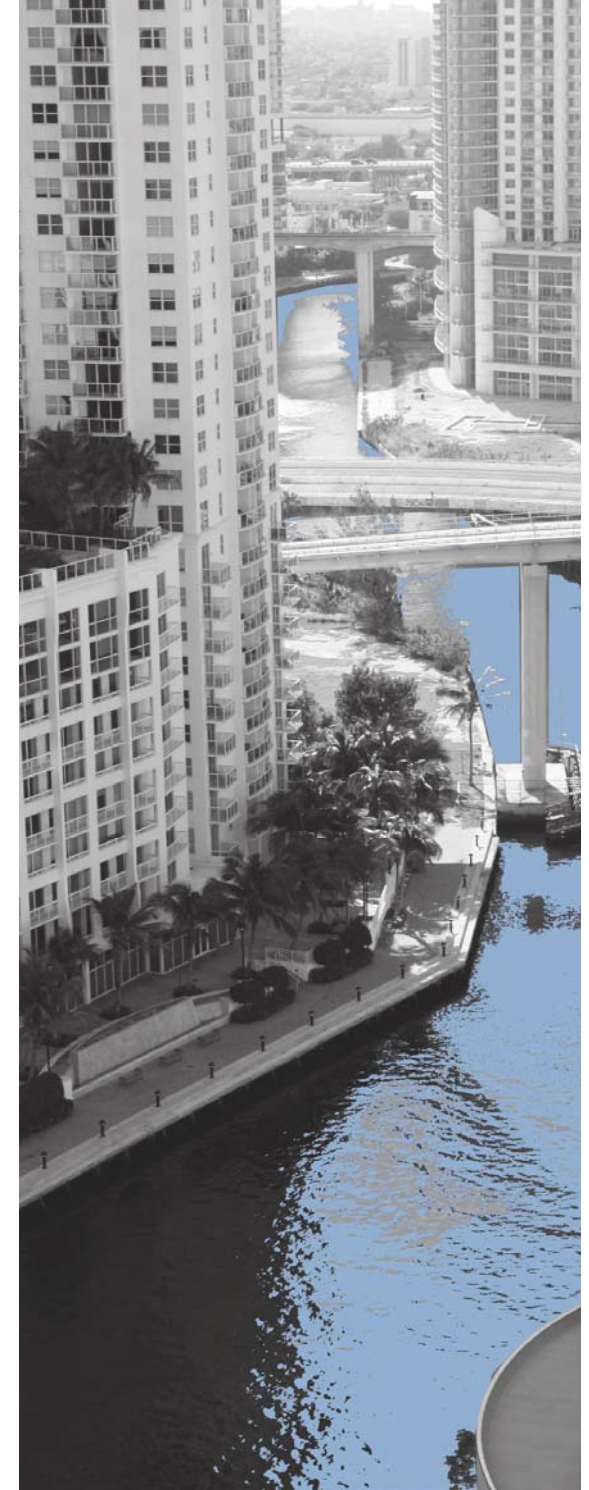


Miami River Corridor Catalyst Project

June 5-9, 2010





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The American Institute of Architects Design Assistance Program



With nearly 300 state and local chapters and over 80,000 members, the American Institute of Architects serves as the voice of the architecture profession and the resource for its members in service to society. The AIA has a 43-year history of public service work. Through the Center for Communities by Design, the AIA has conducted design assistance public service projects across the country. Its programming has leveraged millions of dollars in pro bono public service work and engaged thousands of participants in community-driven planning processes that address urban design and sustainability issues. Through the Design Assistance Team programs, over 500 professionals from 30 disciplines have provided millions of dollars in professional pro bono services to more than 180 communities across the country.

- Regional and Urban Design Assistance Teams (R/UDAT): Created in 1967, the AIA's R/UDAT program pioneered the modern charrette process by combining multi-disciplinary teams in dynamic, multi-day grassroots processes to produce community visions, action plans and recommendations.

- Sustainable Design Assessment Teams (SDAT): In 2005, as a response to growing interest and concern about local sustainability planning, the AIA launched a companion program to the R/UDAT that allowed the AIA to make a major institutional investment in public service work to assist communities in developing policy frameworks and long term sustainability plans. During the first 5 years of the SDAT program, the Center for Communities by Design has worked with over 40 towns, cities and regions on collaborative, charrette-based planning initiatives.

The Center's Design Assistance Team programs operate with three guiding principles:

- Multi-disciplinary Expertise. Each project is designed as a customized approach to community assistance which incorporates local realities and the unique challenges and assets of each community. As a result, each design assistance team includes a multi-disciplinary focus and a systems approach to assessment and recommendations, incorporating and examining cross-cutting topics and relationships between issues. In order to accomplish this task, the Center forms multi-disciplinary teams that combine a range of disciplines and professions in an integrated assessment and design process.
- Enhanced Objectivity. The goal of the design assistance team program is to provide communities with a framework for action. Consequently, each project team is constructed with the goal of bringing an objective perspective to the community that is outside of the normal politics of public discussion. Team members are deliberately selected from geographic regions outside of the host community, and national AIA teams are typically representative of a wide range of community settings. Team members all agree to serve pro bono, and do not engage in business development activity in association with their service. They do not serve a particular client. The team's role is to provide an independent analysis and unencumbered technical advice that serves the public interest.
- Public Participation. The AIA has a four decade tradition of designing community-driven processes that incorporate substantial public input through a multi-faceted format that includes public workshops, small group sessions, stakeholder interviews, formal meetings and presentations. This approach allows the national team to build on the substantial local expertise already present and available within the community and leverage the best existing knowledge available in formulating its recommendations.

The Miami River Corridor 'Catalyst' Project

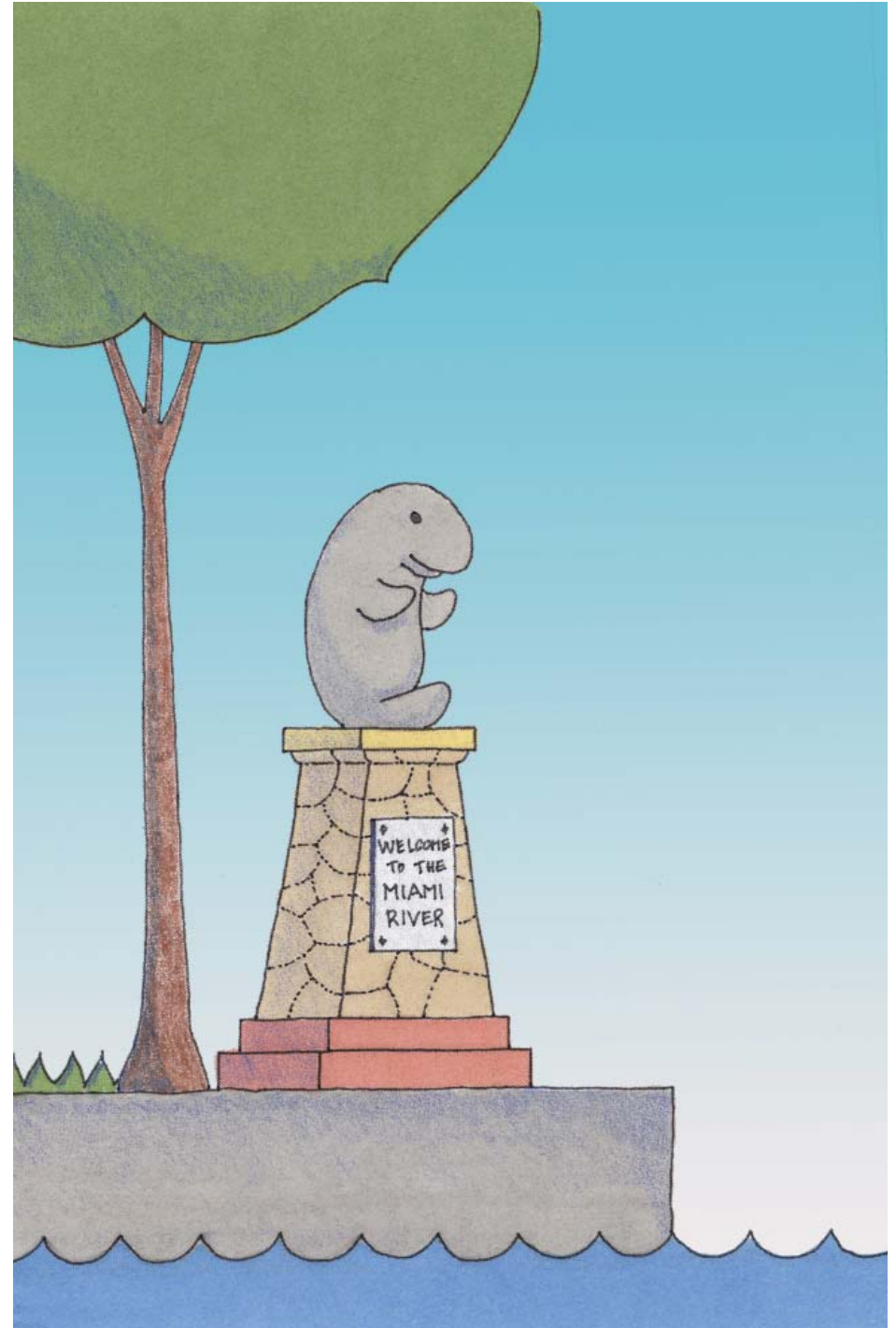
In June 2010, the American Institute of Architects held its annual convention, "Design for the Next Decade," in Miami, Florida. In keeping with its public service tradition, the Miami River Corridor Catalyst project provided an opportunity for the AIA's Center for Communities by Design to make a contribution to public work on a critical area in the host city. The project was funded through the Center for Communities by Design, and the professional team members served in a volunteer capacity on behalf of the AIA and the host community. The June event represented the culmination of a year-long planning effort.

The Miami River Corridor 'Catalyst Project' was conceived in June 2009, in collaboration with project partners at the Miami-Dade County Planning and Zoning Department. After reviewing a range of potential projects, the Miami River Corridor was selected as the best case where an AIA team could work with local partners to make a contribution, and where resources for implementation exist and the right conditions are present for future success. The project had two team leaders. In phase one, Antonio Di Mambro, FAIA, directed the preparation for the formal event. After selecting a project team leader, an initial visit was conducted in November 2009 to meet with the Miami River Commission, explain the project scope, and conduct an initial assessment of the corridor. Based on this assessment, a multi-disciplinary team was recruited with specific expertise in the key issues present in corridor. In preparation for the June event, staff conducted a pre-charrette visit to finalize logistical details and form partnerships with key local organizations. In May, Harris Steinberg, FAIA, took over the team leadership duties, and visited the community to meet with Miami River Commission members, tour the project area, and hold conversations with stakeholders. A database of existing plans was established and reviewed by team members in preparation for the event, and the team held conference calls to discuss the project scope and approach.

The public charrette process took place from June 5-9, 2010. The team applied a multi-faceted approach to its study, including the following elements:

- a riverboat tour of the corridor;
- a driving tour of the corridor and its adjacent areas;
- a formal meeting with the Miami River Commission;
- a series of key stakeholder interviews, small group meetings, and focus groups;
- a public workshop involving approximately 100 residents and stakeholders from the Miami River Corridor;
- a two-day design studio with local professionals, planners, and partner organizations.

The team members worked closely with local officials, community leaders, technical experts, and citizens to study the community and its concerns. The team's final report provides a narrative account and summary of recommendations presented to the community on Wednesday, June 10, 2010.





Executive Summary

Executive Summary

Miami has an extraordinary opportunity to create an authentic, diverse and environmentally sound working riverfront along the Miami River Corridor but it must act now. Rapid, dramatic change in the form of hundreds of millions of new square feet of housing and retail uses were planned and built during the real estate boom of the 2000s. Indeed, the many empty residential units that stand today are testament to the development frenzy that drove recent choice-making along the river.

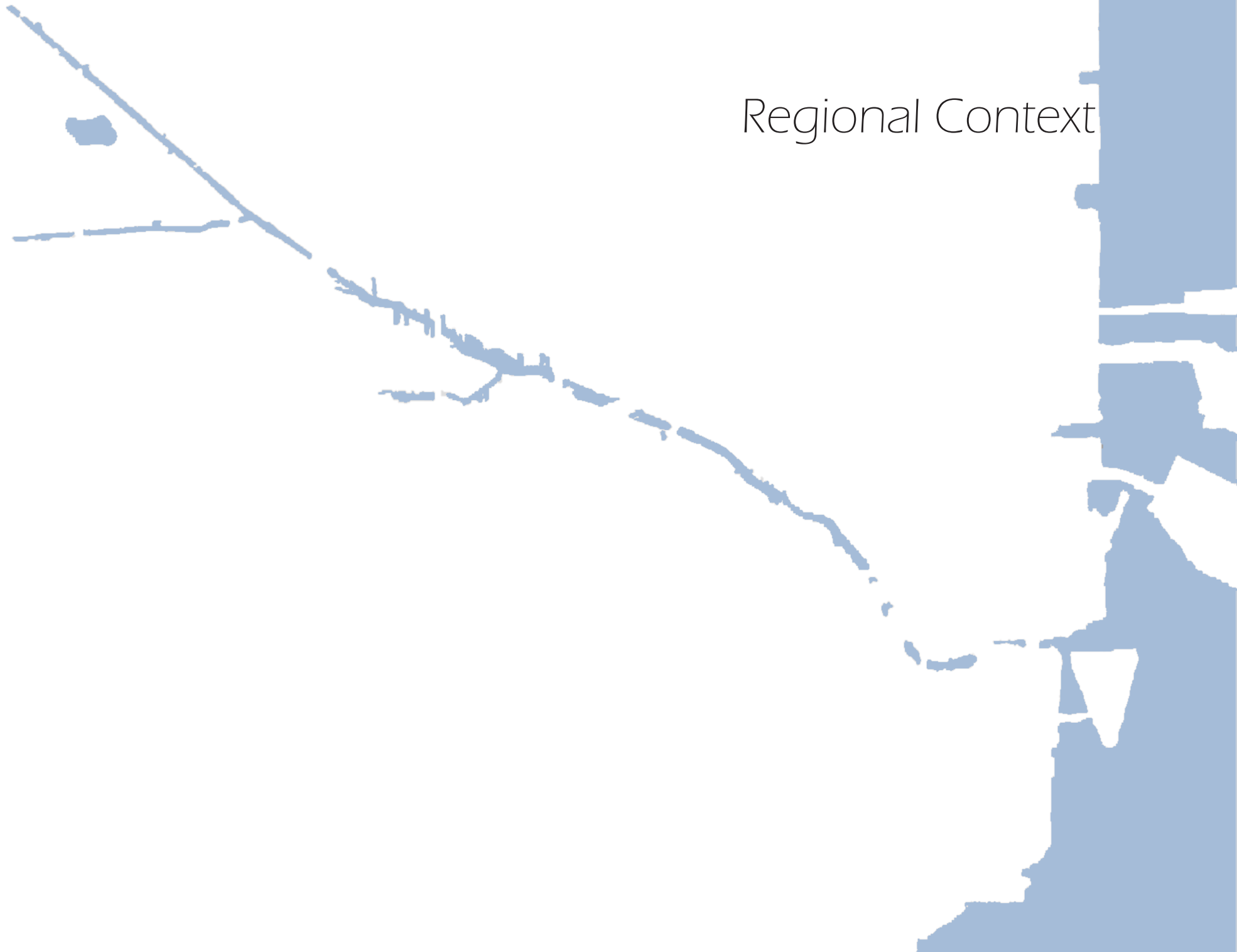
A legacy of competing interests amongst marine industrial, residential projects, recreational uses, conflicting economic drivers and environmental resources has left the Miami River Corridor a fragmented civic, political and physical landscape. Public awareness of the river and marketing and promotion for the river is at a very low level. Physically, the river is disconnected from the City, the adjoining historic neighborhoods and employment centers with limited public access. The lack of a tradition of generous, accessible, non-gated public space along with the privatization of the waterfront in Miami has greatly hindered the ability to achieve design excellence in the public realm. The Miami River Commission, a state-mandated advisory body, has helped raise awareness about the importance of the river to the economic and social life of Miami. It is impeded by its inability to own land, receive conservation easements and fund and implement projects.

Now is the time to seize the opportunity to get the Miami River right. Miami is a boom or bust town and market forces will soon revive. Future decisions about land use, development and public spaces that are made in haste will further diminish the ability to preserve and enhance the authentic nature of Miami's working waterfront.

KEY FINDINGS AND RECOMMENDATIONS

- **Create an open, accountable and effective waterfront manager.** Ensure long-term and responsible planning, implementation and management of public spaces and development along the River through the creation of an open, accountable, transparent and effective waterfront manager. The office must have a dedicated funding stream and a governance structure that is continuously engaged with and answerable to the public.
- **Maintain the authenticity of the River and build civic capacity.** Increase the awareness of the value of the river, protect its unique character and foster stewardship on the part of residents and stakeholders. Cultivate a robust culture of civic engagement to ensure a rich stock of social capital to ensure that the citizens of Miami remain involved in the implementation and ongoing care for the River.
- **A working river should also be a healthy river.** A cleaner, healthier Miami River will be an attraction and neighborhood centerpiece. Environmental enhancement recommendations include connecting people with the natural river environment; developing a Green Ports, Clean Marinas Program; naturalizing the river corridor including wetlands creation sites; improving storm water management; and reporting progress with a State of the River report. Consideration must be given to the impacts of climate change including sea level rise, increased storm surge, and salinity impacts to surface and groundwater systems.
- **Capitalize on the Comparative Advantage of the Miami River Marine Terminals.** The Miami River Marine Terminals have a comparative advantage to deep-draft ports such as the Port of Miami in that their shallow-draft vessels can call at shallow-draft ports in the Caribbean and South America. With the opening of a wider Panama Canal in 2014 that can handle larger vessels and increased traffic to Caribbean and South American ports, this traffic can be trucked from the Port of Miami to the Miami River Marine Terminals for transport to shallow-draft ports in the Caribbean and South America.
- **Catalyze economic development.** There are strong economic drivers on or near the waterfront that can be the anchor of revitalization activities. The river can be the focus of entrepreneurial activity, access to jobs, education and skill building. From innovative health technology spinoffs, to small businesses that take advantage of tourist and leisure opportunities, to maritime industry workforce development and science education, the river offers numerous opportunities for small scale and large scale economic innovation.
- **Promote and define the Miami River as the premier public gathering place for Miami residents.** A cherished resource where the community lives, plays and works, the River and adjacent neighborhoods are outstanding models of environmental stewardship and civic pride. Ensure that design excellence is a hallmark of all public improvements and create a legacy of generous, non-gated parks and greenways for future generations.
- **Connect the river to the City, the neighborhoods and economic centers.** Develop a transportation infrastructure for the Miami River Corridor that facilitates vital businesses and neighborhoods; protects, enhances and provides access to the treasures along the River; and encourages an active lifestyle for residents, workers and visitors.

Regional Context

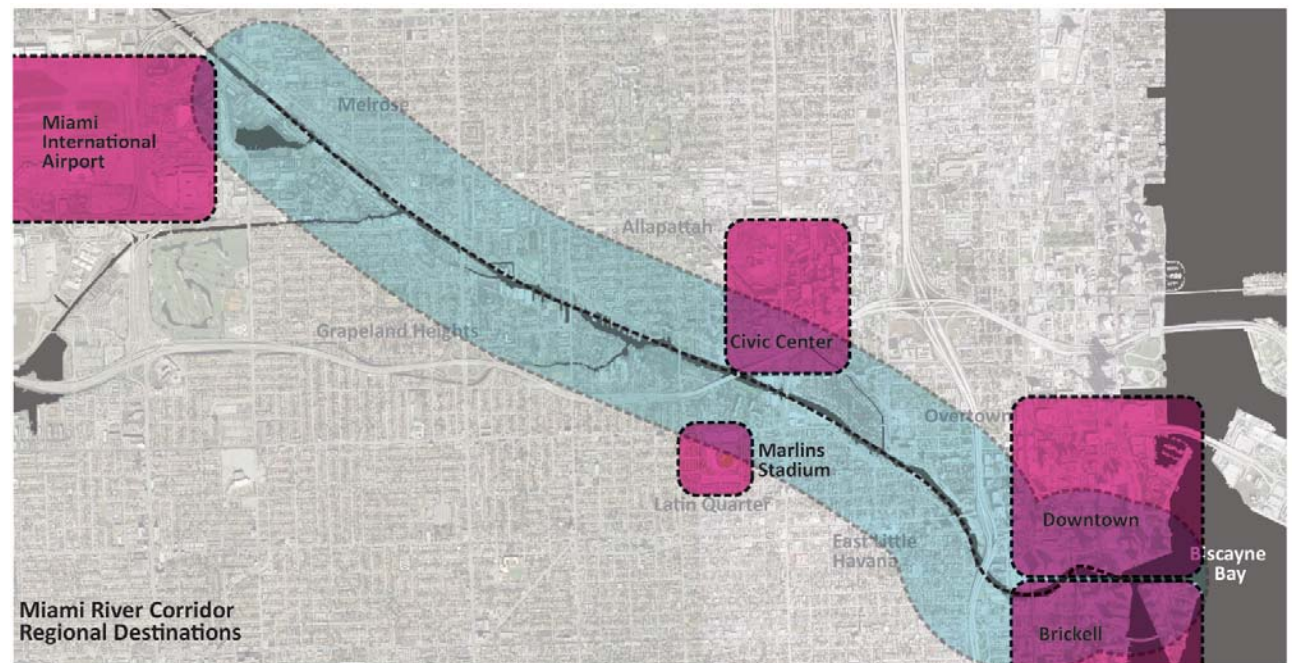


Regional Context

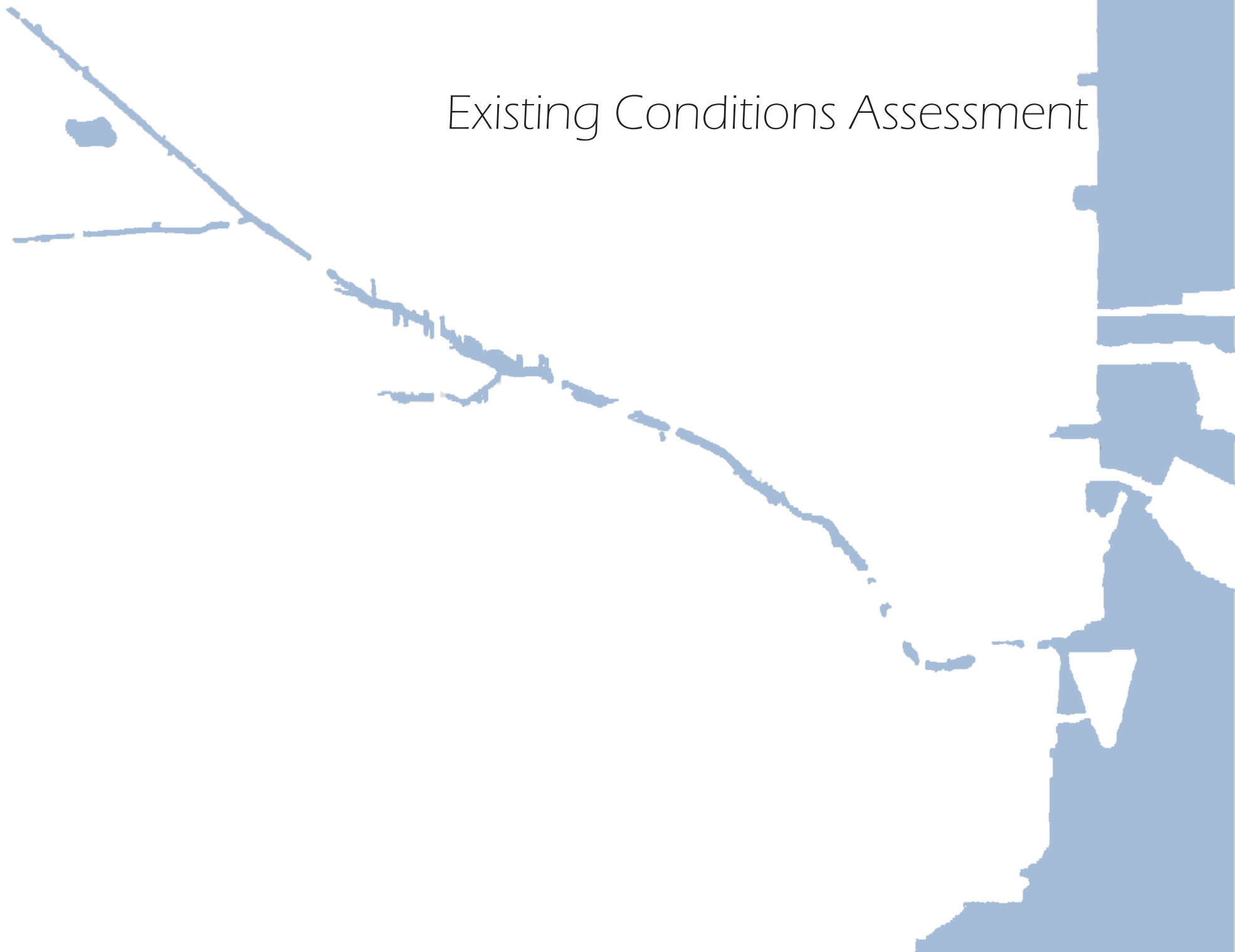
The Miami River Corridor is an area of contrasts and potential. It is formed from waters of the Everglades, which is currently being restored with critical water flow enhancements. The River flows through sections of intense industrial and port activities, recreational marine services, and old, established neighborhoods before emptying into Biscayne Bay in the canyon like high rise area of downtown Miami. While it is a vital working river, supporting shallow draft freighters, it is also one of the key habitats for the endangered manatees.

The past is complex with archeological sites dating back to pre-Columbian native populations and some of the oldest neighborhoods in the area, but also includes the dampening history of drug smuggling, corrupt politics, polluted waterways, and unsafe neighborhoods. Today one sees contrasts that can lead to new potential. The Miami River flows past the Miami International Airport and the construction site of the new intermodal transportation center (the MIC) that can change regional transportation patterns. While the new Marlins Stadium towers above the older cottage neighborhoods, it can be a catalyst for a rebirth of the river and enhancing connections along and across the waterway.

In visioning the future of the corridor we also must be cognizant of hurricanes and changing climate that can lead to rising sea level, greater storm surges and salinity impacts on surface and groundwater systems.



Existing Conditions Assessment



Existing Conditions Assessment

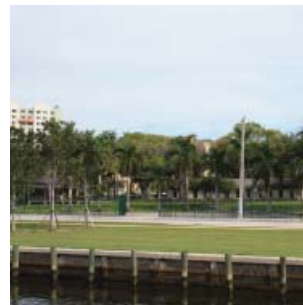
The Miami River Corridor hosts a mix of uses and resources that are assets to the area and provide opportunities for renewal. There are also elements that act to constrain or impede efforts. The following outline highlights the findings of the analysis of existing conditions.

ASSETS

- The water
- Marine terminals
- Palmer Lake
- Civic Center
- Bridges
- Restaurants and fishing industry
- Miami Intermodal Center and Gateway project
- Existing parks
- Neighborhoods
- Existing boat slips, dockage and launches
- Marine services
- Historic resources
- Markets
- Mixed uses

CHALLENGES

- Width and size of canal
- Stadium
- Privatization
- Connections to docks
- Mixed uses
- Bridges
- Governance/enforcement
- Poorly defined public realm
- Environment and water quality
- Manatees
- Lack of civic capacity
- Gated parks and lack of public access
- Promotion of the river and marine terminals
- The salinity dam
- Limited recreational uses on land and water



- Two Miamis – the haves and have-nots
- Trailer park at northern end
- Dock restrictions
- Dead end streets
- Foreclosures
- Definition of water dependent
- No tradition of quality open space positively impacting real estate values

OPPORTUNITIES

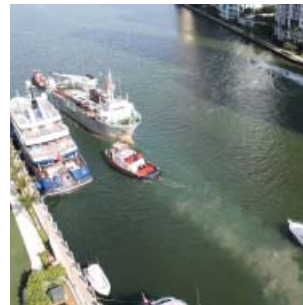
- New governance model
- Enhance the city relationship to the river and environment
- Enhance access to the river both to and along
- Enhance neighborhood, Civic Center and downtown access to the river
- Stimulate and support civic engagement and neighborhood stewardship of river and open spaces
- Use the river as a catalyst for civic engagement
- Open new markets to the Caribbean and build on the niche market of the marine terminals
 - Leverage the new Marlin's stadium
 - Connectivity
 - Transportation
 - Relationship to river (14th Street, King property)
- Create a sense of place and identity for the river
- Raise awareness of the river locally and regionally
 - Public education
 - Schools
- Showcase the history of Miami through the story of the river
- Enhance the shoreline environmentally
 - Create wetlands
 - Green infrastructure for storm water management
- Create robust public space network
- Linkages
 - Access
 - Programming
 - Public art
 - Urban agriculture
 - Stewardship
 - Remove gates



- Focus on water dependent uses
 - Transit
 - Increase access to docks
- Enhance marina services and building activities using existing facilities
- Create and track milestones and benchmarks for progress
- Aesthetic enhancement for the waterfront and public realm
- Utilize vacant lots and foreclosed properties for new public spaces
- Ferries for river crossings
- Water taxis along river corridor
- Aid for the marine terminals
 - Schedule bridge openings
 - Turning basin for vessels
 - Access to trucks from the Port of Miami
- Palmer Lake environmental center
 - Reconnect to river

THREATS

- Governance
- Economic/funding
- Political will
- Process and transparency/civic trust
- Stewardship and leadership
- Jurisdictions
- Conflicting interests
 - Use
 - Transit
- Size of the river corridor
- Sea level rise
- Flood plain and storm surge
- Lack of social capital
- Privatization
- Outdated infrastructure
 - Two Miamis
 - Perception/image
 - Lack of appreciation by the political and development communities of the relationship between quality open space and increased property values.

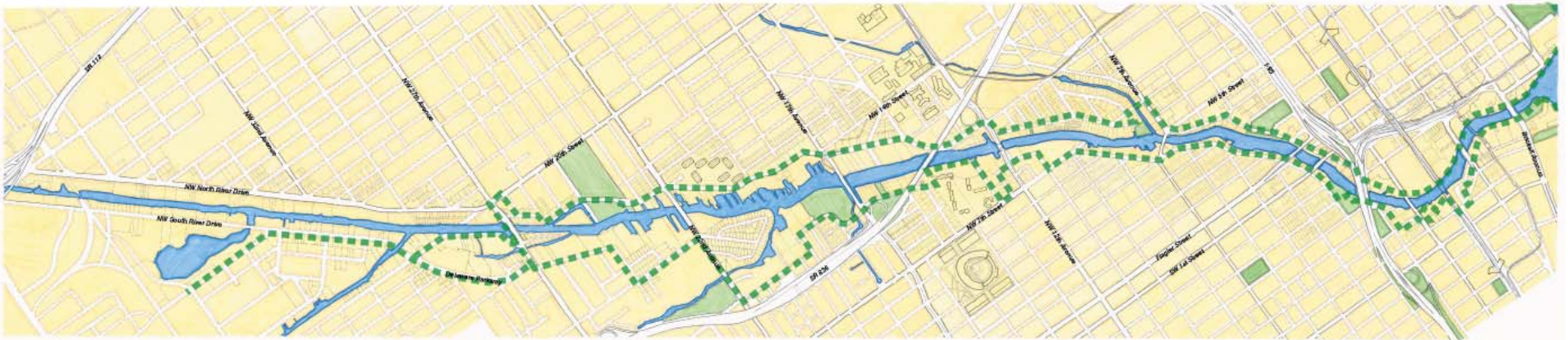




Institutional/Government-Owned Properties

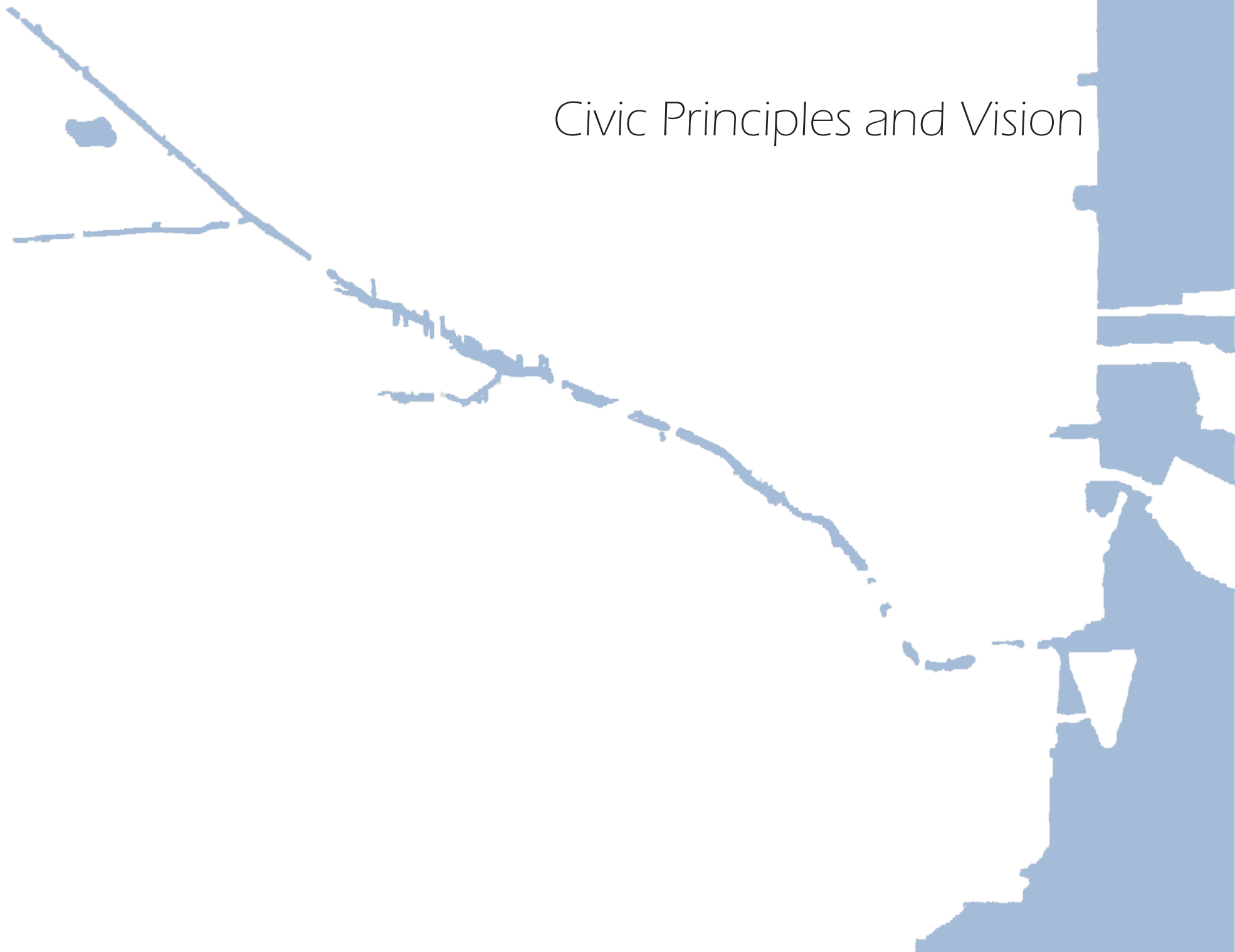


Foreclosures October 2009 to March 2010



Miami River Greenway

Civic Principles and Vision



Principles and Vision

The following civic design principles were developed following the 7 June 2010 public meeting held at the Miami Hyatt Regency Convention Center. The meeting was attended by more than 100 citizens who participated in a facilitated conversation about values, current uses, impediments to use and future uses

A Real Place

The Miami River Corridor is a real place at the heart of a vibrant city. It is an important economic center that includes the airport, shallow-draft marine terminals, health and justice centers and the downtown business district. It is defined by the quality of the public realm with world-class investment in generous parks and open spaces that are accessible to the local communities and the wider city. It is a source of pride and a destination for residents and visitors alike with a healthy mix of local businesses and amenities that serve its neighborhoods and job centers.

A Diverse Landscape

The Miami River Corridor supports a wide variety of uses, people and economic activities. It is a place where historic neighborhoods fit comfortably alongside traditional maritime uses. It celebrates the socio-economic diversity that is Miami's strength and is home to many cultures, traditions and ways of life. It supports uses as diverse as Caribbean cargo vessels and recreational kayakers as the river accommodates a multiplicity of interests along her shores.

A Connected Place

The Miami River connects neighborhoods, institutions, cultures and landmarks. It is a transportation corridor for marine industries and water transit linking people with activities and jobs along the corridor. Generous and accessible open spaces and greenways connect into the adjoining neighborhoods and enable residents to both cross the river and jog, walk and bicycle along the river banks. Community-based public art, urban agriculture and local shops, businesses and restaurants bring people together along the shores of the river.

An Historic River

The Miami River Corridor honors the evolving history of the river from the Pre-Columbian era to today. Indian burial grounds and historic neighborhoods along the river are protected and restored and contemporary architecture and urban development is designed to fit comfortably within an historic context. Historic preservation is leveraged as an economic development tool and Miamians cherish the many layers of the city's natural, cultural, economic and built history.

A Healthy Environment

The Miami River Corridor supports essential ecological services from providing clean water, managing storm water, restoring native plant and animal life, and affording protection from flooding and storm surges. The Miami River is part of an intelligent regional response to climate change as it provides a safe haven for people, boats and sea life. The health of the river is reflected in the wide number of recreational activities that the river supports from fishing to boating to nature watching. The Miami River contributes to public health in the community with walking trails and greenways that connect to regional trail systems and encourage an active and healthy lifestyle.

An Engaged Community

The Miami River Corridor is home to a wide network of engaged communities from civic associations, to local non-profits to regional and state-wide advocacy organizations. A robust civic life along the corridor includes public participation in caring for parks and open spaces, advocating for public investment in infrastructure and ensuring that the great variety of people and uses in the district are respected and supported. Sustained participation in public life enables the citizens who live along the river to play a central role in the determining the future of the river.

A Well Managed River

The Miami River Corridor is governed by an effective, transparent and well-funded management team who is accountable to the public and works with the local community to implement the vision for the river. The river is well kept and promoted locally, regionally and nationally as a high quality place to live, work and play. The Miami River Corridor is a national model of a successful waterfront management organization.

The Miami River is a healthy working river that serves to bind and strengthen the watershed neighborhoods.

- Build connections along and across the river.





Findings and Recommendations

Governance and Funding

The Miami River Commission



Currently, the Miami River Commission serves as a state-mandated advisory body for policy and projects related to the Miami River. The Commission does not have regulatory authority or a dedicated funding source. Its board is composed of political appointees representing state, county, city, maritime, business, and civic interests.

A small professional staff is responsible

for implementing plans and programs. The Commission is currently funded by the South Florida Water Management District but this is not considered a permanent source for funding. Additional funding comes from grants. The Commission meets monthly with subcommittees dedicated to dredging, greenways, storm water, public safety and economic development. However, as an advisory board, the Commission is unable to regulate development or fund and implement projects. Indeed, 39 agencies have jurisdiction over the Miami River Corridor.

Despite these limitations, the Commission has achieved successes over the past decade. A 2002 urban infill plan commissioned by the Commission helped guide the design and partial implementation of a waterfront greenway along the river banks. This has occurred despite the fact that the plan has not been adopted by either the City or the County. The Commission advocates for retaining river-dependent uses along the river including existing shallow draft vessels. Members of the Commission played an important role in successfully challenging the City of Miami's rezoning of riverfront properties during the real estate boom of the 2000s to enable the construction of condominiums. The managing director of the Commission plays a role as the informal "mayor" of the river – cultivating relationships and being attuned to projects and conditions along the river.

While the Commission effectively deploys its political influence to help effect change, its current advisory and oversight role is not an effective, long-term model for governance and implementation of projects along the river. Without a dedicated funding source or the ability to own land and implement projects, the Commission is unable to be an effective waterfront manager.

Creating an Open, Effective and Accountable Governance Structure

The Miami River would benefit from the creation of an open, effective and accountable governance structure with the power and resources to implement projects, acquire land and conservation easement and raise money for the design and construction of high-quality public infrastructure. This is critical if the vision of a dynamic, authentic, diverse Miami River is to be realized over the long term. Waterfront redevelopment efforts often succeed or fail based upon strong, visionary leadership of elected officials and the abilities of its management and governance team. A strong, well financed waterfront manager is vital to the future of the corridor in order to help grow the city's economy, improve the quality of life along the river and in adjacent neighborhoods and ensure that each new development or open space adds to the attractiveness and the health of the river's edge as a whole.



To be successful at this challenging job, the waterfront manager must have the means to finance capital improvements, acquire land and conservation easements, carry out operations and maintenance and improve public spaces. The waterfront manager must have adequate financial strength to be able to move the Miami River Corridor forward in times of economic downturn as well as real-estate booms – pushing forward parks, trails and street extensions even when economic conditions make private investors reluctant to move forward on large-scale, private development projects. It must be able to make the case that investment in a high quality public realm adds value to private development. It must be able to make the case for and provide active and accessible open spaces as part of a vibrant public life and social democracy.

These are the Key Functions the Waterfront Manager Plays in Peer Cities:

- Implements waterfront master plans and visions over the short and long term.
- Has the ability to acquire conservation easements and uses legal authority to acquire, hold and dispose of land and rights-of-way.
- Finances riverfront public-infrastructure projects through bond issues and other means.
- Coordinates efforts among government agencies and nonprofits to maximize effectiveness.
- Maintains an ongoing relationship between its board and existing neighborhood organizations to keep the public engaged in decision-making necessary to implementing the master plan.
- Advocates for excellence in the use and stewardship of the river and forms an alliance with other advocates who share a commitment to the same principles.
- Improves and maintains trails, greenways, parks and public spaces.
- Reviews proposed development in a manner that complements existing project review processes.
- Markets and promotes the diversity of uses, programs and activities for the waterfront.
- Establish benchmarks and goals for the entity and publicly tracks the progress of the waterfront plan

Attributes of Successful Governance Models:

- Leadership – visionary and long term that extends beyond electoral cycles
- Dedicated funding stream
- Authority to implement and oversee development
- Clear mission statement
- Ability to plan
- Transparency
- Commitment to broad and sustained civic engagement
- Continued communication with the public
- A board that successfully balances political appointments with professional expertise
- Integrity and ethical conduct
- Maintain open records (e.g. meeting minutes) and hold public meetings

Governance Models to Explore:

- Authorities and public benefit corporations
 - Issue bonds without voter approval
 - Execute contracts without lengthy bidding processes
 - Power to finance infrastructure
 - Buy and sell land and legal rights of way
 - Enabling legislation to mandate the charter for the authority including requirements for openness, transparency, accountability, ethics and civic engagement.
- Business Improvement Districts (BID)
 - Special tax district
 - Provides services to keep the district clean, safe, and well-promoted
 - Provide public programming for public space
 - Relies upon other entities, such as government entities, land trusts, and public benefit corporations, to acquire and improve land.
 - Non-profit corporation
 - Can fundraise and do some implementation
 - Relies on outreach and relationships to achieve some implementation objectives
 - No regulatory authority
 - Cannot hold public land or public rights-of-way and relies on other entities for these functions.

Potential Funding Sources:

- Bonds floated by a public authority for infrastructure and economic development
- Tax Increment Financing (TIF)
- Business Improvement District (BID) assessed fees
- Explore dedicated taxes on sales, parking, plastic bags or other uses
- Private philanthropy and fundraising for planning and demonstration projects
- The Florida Community Trust
 - Parks and Open Space Florida Forever
 - Stan Mayfield Working Waterfronts Florida Forever
- Florida Recreation Development Assistance Program (FRDAP) for acquisition or development of land for public outdoor recreation use or to construct or renovate recreational trails.
- The Waterfronts Florida Program that offers help to all coastal local governments in Florida to revitalize their working waterfronts by providing resources for planning.

Case Studies:

- Battery Park City Authority, New York
- Delaware River Waterfront Corporation, Philadelphia
- Hudson River Trust, New York
- Schuylkill River Development Corporation, Philadelphia
- 21st Century Waterfront Trust, Chattanooga

Authenticity and Civic Capacity

The Miami River evolved over thousands of years from a tidal channel into a freshwater stream that flowed from the Everglades to Biscayne Bay. It is the oldest natural landmark in South Florida. Starting with Indian settlements, the community that has become the City of Miami was started on the shores of the Miami River. Indians who lived, worked and traded along the river were followed by settlers, soldiers and missionaries who forged the river as the lifeblood of local trade. Settlements and other establishments came and went until the mid-1800's, when permanent settlements and eventually railroads transformed the area. At that time, the Miami River offered tourism experiences where visitors toured jungles and Indian villages. The growing trade of the 20th century transformed the river into a working waterfront, where warehouses and docks served the region. Boat building and marine repair enterprises took hold along the river, as well as recreational uses. This growth resulted in the widening of the river and by 1930 the river took on its current form as a 5.5-mile navigable channel and river, situated at the end of the Miami Canal, which stretched from Lake Okeechobee.



Today, the Miami River is an eclectic mix of uses and social fabric that provides ambience and character to the corridor. The riverside landscape supports a maritime shipping industry that operates within an environment of historic waterfront neighborhoods, commercial businesses and marine support services for commercial activities and recreational boating. Fish markets, restaurants, parks, historic sites and marinas are some of the assets that line the waterfront. This mix of uses provides an authenticity to the area that does not exist in other places in Miami. The Miami River includes Lummus Park, the oldest park in Miami and the Merrill

Stevens marine industrial facilities that are the oldest in Southern Florida, among other community resources that are important to the City of Miami and Miami-Dade County. The region is a collection of uses and activities that warrant the support and recognition of the City and county.



The activities that have occurred along the Miami River have resulted in cultural, social and environmental changes that present challenges today. Changing demographics, increasing immigration and the transitory nature of certain segments of the population do not create an environment that encourages upland residents to fully connect with the river. Other larger issues have also impacted commercial activity along the water. As real estate speculation escalated, properties along the river became prime targets for residential development, displacing or eliminating water-dependent marine uses. In addition, protection of the Florida Manatee created the need for, and application of, strict regulations limiting and/or prohibiting the creation of new boat slips. These two forces impacted the marine industry along the waterfront, which rippled through the surrounding area. The various challenges experienced along the riverfront have provided a wake-up call for many in local government, the marine industry and the surrounding neighborhoods.



The land use changes and increases in development density that have occurred over the years have acted to separate and segregate upland areas from the river. There are few places that lend views of the river and many places where upland residents have lost their connection to this resource (some people don't even know the river exists). Traditionally and historically, people have been connected to the river, but societal, economic and developmental changes have altered that relationship.

The Miami River represents the “Main Street” that runs between the everglades and the ocean. Yet it is an area that lacks identity and a sense of place. As an important corridor for marine transportation that is supported by residential, commercial and industrial uses, the river needs to be embraced and elevated to a higher level of importance to the community. It is important that the area be identified and celebrated for the many assets and resources that it offers. There are, in effect, two Miami’s – a tale of two cities – one with an oceanfront and one with a riverfront, where the former overshadows the latter. The Miami River must be acknowledged and supported as a vital part of the coastline. It needs to be recognized that the river possesses an authenticity that is lacking in the oceanfront communities. It offers a nautical appeal, where one can enjoy the movement of a variety of vessels while dining, picnicking or strolling the waterfront. The advancement of the river, however, comes with the challenge of creating a public amenity that can function in concert with the working waterfront.

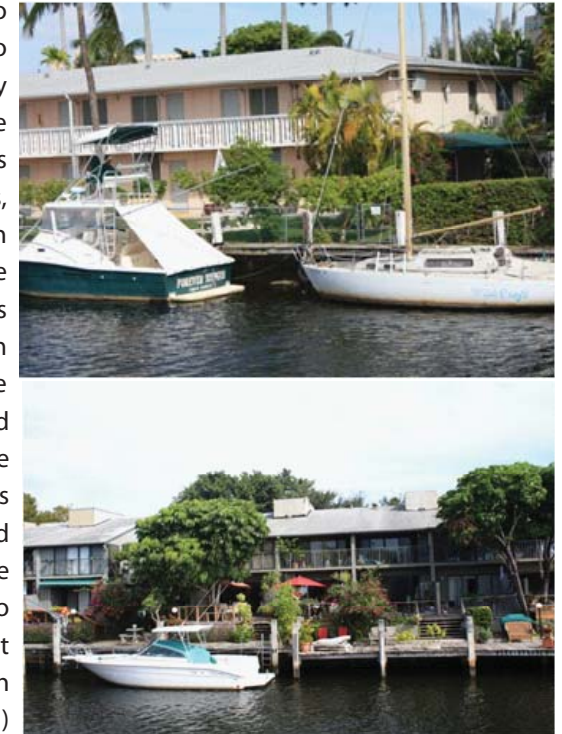
As noted, the Miami River has taken a backseat to the oceanfront and has not received the same level of support or attention for planning and investment, with the exception of a few ill conceived projects that are not compatible with the neighborhoods that are located within or on waterfront locations. The combination of elements - - including increased migration and transiency, lack of education about environmental advocacy, poorly planned projects with no public buy-in, and projects that have reduced visibility and connections to the waterfront - - have resulted in a sense of complacency and apathy on the part of the surrounding community. In order for the Miami River Commission (MRC) or others to more effectively achieve change and improvement along the waterfront, they need to educate and gain the support of the surrounding community. Citizens who take an active role and take ownership of their neighborhoods can be an asset. In order to do this, local residents and others need to understand the value of the river. When people care about their surroundings and actively work toward change, much more can be accomplished. To reach this goal, there is need for a greater level of community outreach and education to foster community stewardship.

Although the MRC has been making an effort to build public support for their efforts, they need to work harder to spread the word and build and energize a base of support in the community. This could be achieved through simple changes in their meeting format and scheduling. Holding meetings during evening hours, in differing locations and in places that are “comfortable” venues could make a difference. If you want to reach the people, many times you need to go to them or make it easy and inviting for them to come to you in order to gain their support. By building civic capacity and

teaching local residents and others the value of the river, the City, Miami-Dade County and the MRC could make a difference. In addition, the MRC needs to collaborate with a not-for-profit organization or trust to strengthen local concern and support for the river environment. Organizations such as the Riverkeeper or the creation a “Friends of the Miami River” group would be instrumental in building public support for protecting and revitalizing the river. The MRC may also want to consider utilizing a public relations specialist to help reduce apathy, build support and promote the campaign for riverfront revitalization.

As stated, there is a need to strengthen civic capacity to increase awareness of the diversity of the river, its importance to the local and regional economy, its fragile environmental resources, its mix of uses and its place within the City at large. Education alone cannot achieve this goal, it requires actions to improve the public realm and provide greater access to the riverfront. This will help build ownership and stewardship on the part of local residents. It also requires commercial businesses to be good neighbors, property owners to take pride in their property, investors to follow through on development plans (that are consistent with the surrounding neighborhood) and local government to exert the leadership required to turn words and plans into true action and improvements, to champion the river - - with everyone respecting the environmental resources that have an important place along the Miami River corridor.

The upland area around the Miami River supports a number of distinct and important residential neighborhoods and enclaves, many with long standing ties to the river. There are also other residential uses that benefit from their close location to the river. These multi-cultural areas include East Little Havana, Spring Village Garden, Lummus Park, Highland Park, Allapattah and Durham Park that, together, make the Miami River



corridor a unique and diverse area. These neighborhoods are part of what provides and enhances the character of the river corridor. There is a growing need to recognize these areas, particularly those with historic significance, in an effort to protect their character, scale and quality of life.

Water-dependent uses are critical for a working waterfront to operate effectively. There must be land available and developed with marine services that require a waterfront location to function (such as marine service facilities with dry docks, cargo marine terminals, marinas or tug operators). Water-dependent uses should take precedence over “water-enhanced” uses (those that benefit from a waterfront location but do not require one to function, such as a restaurant or residence). In light of the restrictions that are being imposed on the creation of new boat slips, existing water-dependent uses become more important and will require greater protection if the working waterfront on the river is to thrive.



The same can be said for improving the public realm in a manner that celebrates the identity and heritage of the area. The public has expressed their desire for more and enhanced/improved public spaces for access to the river, as well as for the recognition of the history and heritage of the river corridor. This came out in public comments offered for the City's comprehensive neighborhood plan, as well as through the public input gathered for this report. The Miami River has a long and vibrant history that should be shared and celebrated. Improving public spaces with more educational and interpretive information is important for providing the public with a sense of the history, archaeology and meaning for

the river. This also helps to strengthen the public's understanding of the Miami River as a valuable asset. This goes beyond simple signage and wayfinding improvements, which are also needed, and offers an educational aspect to help the public gain a greater sense of knowledge and respect for the river. The public should have more opportunities to view and enjoy the river, which should be enhanced with interpretive and education information about the area.



From the waterside, there is no awareness of a sense of place. As you travel up or down the river, you do not have a strong sense of where you are and what's around you, particularly of sites of importance. Providing identity signage on bridges, indicators of sites of significance, neighborhood gateway signage or something similar so that boaters can gain a sense of where they are and what's around them. It helps build a sense of value and promotes the area to visitors and locals. It is all a part of celebrating the quality and excellence of the area and helping promote the Miami River as a destination.

What public space that is available is presently not well utilized. Any campaign to promote and celebrate the Miami River must address negative perceptions of the river and river environment. People need to feel comfortable in river parks and other public places and need to understand that the issues that plagued the area in the past no longer exist (or at least not to the same degree). More neighborhood and community events should be held and promoted and efforts to improve parks and provide public amenities, such as the urban gardens should be continued. Find ways to use the parks that exist as “attractions” to the river that bring people to them. The more these spaces are used, and the more people see other people using the public realm and the river, the more others may want to be there. It's about finding ways to make the public comfortable along the river.



Comfort is also tied to having places where the river can be enjoyed; all of these places don't have to be parks. Encouraging and supporting the establishment of small businesses, restaurants, fish markets, and other public places where people can enjoy the river can make a difference. Every project doesn't have to start out on a grand scale. Focus on prominent nodes of activity, where people are currently active and at local gathering spots and build from there. In the end it is the sum of the smaller pieces that benefits the river as a whole, integrated environment.



Furthermore, comfort is tied to the quality of the spaces and the aesthetic quality of the waterfront at large. Whether viewed from land (where possible) or the water, the riverfront needs a "fresh coat of paint". Façade improvements, cleaning up and reorganizing the use of sites, installing landscaping, and improving signage all help to improve the appearance of the view-sheds along the river. Consider improved landscaping within and along the edges of parks, adding simple amenities (more benches, chess tables, etc.). Support and encourage improvements that result in visual changes that help make the river corridor a more attractive destination.



For any program aimed at making improvements, it is important to gauge the level of success. Therefore, it is important to establish benchmarks and milestones that measure accomplishments. It is also important to establish annual planning schedules or implementation plans that can be revisited by the MRC each year to evaluate what has been done, what new things can be added to the list, what may not be appropriate any longer, etc. It is also important to realize that not all projects have to be big projects. For instance, it is important to achieve a fully connected greenway, but this is a costly undertaking as are bridge improvements, dredging and other large scale capital projects. The powers that be need to utilize existing plans and public input to identify the smaller, more easily achievable actions that can be accomplished on and along the river. People need to see change in order to change perceptions and encourage them to make more and better use of the riverfront. Also, celebrate every achievement as part of the overall campaign to build public support for revitalization efforts.



Case studies

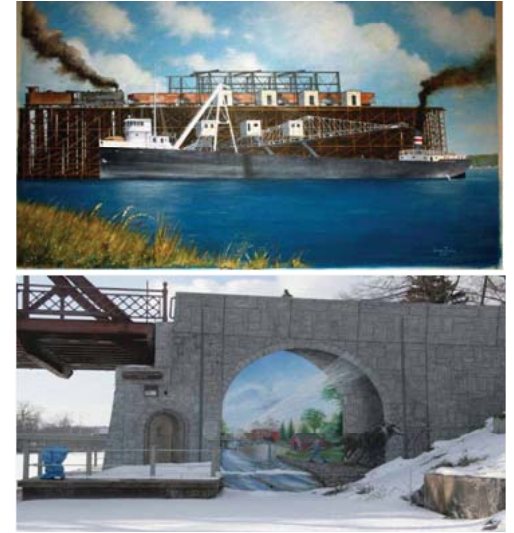


Washington Harbor, Georgetown – large scale mixed use development including condominiums, office space, four restaurants, small retail surrounding a public plaza and fountain that all sits behind a public boardwalk which offers boat tours of the Potomac. This project could be emulated along the Miami River at a smaller scale. The highlight of this project is that the public space is the prominent feature and a huge draw; the buildings were not pulled all the way forward to the waters edge, they rim the public space.



Orcas in the City, Vancouver, British Columbia - Orcas in the City is a series of statues of orcas that designed and decorated around various themes. These statues are then auctioned off to raise funds for local projects. Orcas in the City is modeled after other successful community art projects, such as Chicago's 'Cows on Parade', Toronto's 'Moose in the City' and Saskatoon's 'Pigs in the City'. The Manatee could be used as a central theme for the Miami River. Visit www.orcasinthecity.com.

Mural Mania, Lyon, New York – an ever-growing project of public murals that portray the heritage of the Erie Canal and history of the area. There are 8 murals in Lyons and a total of 22 that are now spreading along the Erie Canal corridor telling the story of the Canal. Murals were commissioned by local artists and each is unique. This project has become a tourist attraction and the community recently won Honorable Mention as part of the Erie Canal Heritage Awards of Excellence. Visit www.muralmania.org.



Bridge Art – many communities, such as Erie, Pennsylvania and Buffalo, New York have taken steps to improve the visual quality of bridges (for vehicles, railroad and pedestrian use) that cross highway or river corridors. Artwork, murals and other graphic images have been used to promote area resources and improve the scenic character of these structures. Similar efforts could be taken to enhance the appearance of the bridge structures that extend across the Miami River.

Others

Pennsylvania Horticultural Society Philadelphia Green Program
City of Philadelphia Mural Arts Program
New York Restoration Project
Municipal Arts Society of New York
Settle Pea Patch Urban Agriculture Program
Sustainable South Bronx

Environmental Resources

BACKGROUND

The Miami River is an historic waterway with a legacy of environmental problems, but also offers opportunities for connecting Miami residents and visitors with nature. It is Miami's backdoor waterway. To ensure a sustainable future for the river and neighborhoods, improvements to the river environment including water quality need to be promoted equally with port development and development of riparian lands.

The Miami River is not a standalone resource, but is instead part of a complex web. The river receives drainage from 69 square miles (its watershed), with many unique neighborhoods and land uses within that area. It is dependent on the fresh water flows from the Everglades and influences downstream Biscayne Bay and the Aquatic Preserve. The tidal cycle brings salt water upstream, creating salt water and brackish water reaches. Elevations are low and potential is high for flooding, especially from storm surge. When assessing the Miami River, consideration must be given to the forces affecting the river and how the river affects other systems.

The mainstem Miami River and a number of tributaries are deemed impaired for both toxins and bacteria. Wagner Creek, which runs through the City of Miami Civic Center, is considered one of the City's most polluted waterways due to bacteria contamination. It is generally known that improvements in water quality quickly result in a river becoming an attraction for recreation and in increases in the value of adjacent lands. Addressing water quality problems through education, infrastructure improvements, regulatory programs and incentives should be prioritized.

A working river should also be a healthy river.

ENVIRONMENTAL RESOURCES RECOMMENDATIONS

Recommended Improvements:

- **Stormwater Management:**

- o It has been documented that stormwater runoff from the adjacent lands and neighborhoods is one of the greatest sources of pollution (see reports by the Miami Dade DERM and MRC Stormwater Subcommittee). The mainstem has been dredged and there are plans to dredge Wagner creek and other tributaries. While dredging will significantly help by removing legacy sediments, the pollution needs to be reduced at the source.

- o Stormwater management for existing developed areas is difficult. Most regulations apply only to new development. Stormwater infrastructure upgrades and illegal connection track down should be prioritized by neighborhood. Stormwater can be better controlled and neighborhoods enhanced with a "green streets" program. These projects should be used as opportunities to educate the residents on their connection to the river, value of the river to them and the impact their habits can have on river water quality.
 - o For neighborhoods that are known to cause stormwater pollution, consider building stormwater detention basins or tanks inland of the river to intercept and slow down the flow to the river. Fund individual property demonstration projects with lawn care, rain barrels, storm drain stenciling, etc.
 - o Vacant Lots/Open Space Improvements – Any land acquisition for open space should include a component for stormwater management. This may also enhance the funding opportunities. Examples could include stormwater storage under new park/recreation equipment, green roofs, naturalized landscaping, rain gardens, etc.
- **Naturalized River Corridor:** Even though many of the river stretches are industrialized and require bulkheads for dockage, there are many areas where the shoreline can be softened to improve aquatic habitat and to provide a more naturalized feel to the river. Less armored banks will not present a problem due to the "no wake" requirement to protect the manatees. There was a concern expressed that non-bulkheaded banks collect floating trash and are more difficult to keep clean. Again, this should be addressed through a source reduction program, combining education and trash disposal alternatives.



- **Wetlands Creation:** Created wetlands can improve the quality of stormwater runoff, improve aquatic habitat, and provide educational opportunities about the pre-urban nature of the river corridor. Riparian sites should be prioritized where stormwater outfalls can be intercepted and wetlands can be created by excavating upland areas.
- **Green Ports, Clean Marinas:** While port facilities and marinas are required by the Department of Environmental Resource Management to have operating permits, there should be incentive programs to improve the environmental footprint. A certification program for a “Green Port” facility similar to California’s program could include set backs from the river for certain activities, runoff treatment and/or containment, waste management and other programs to ensure sustainability. Clean Marina programs are popular in many recreational waterways. Certification requires sanitary pump-out facilities, protocols for gasoline and diesel service, and BMPs for bottom painting, recycling, etc. A Florida’s Clean Marina program, or perhaps even a strengthened version, should be adopted for the river. Peer and customer pressure works to increase the number of certified facilities. These types of programs could also be required in a Total Maximum Daily Load (a Pennsylvania requirement) implementation plan.
- **Connecting People with the Natural River Environment:** One of the most important ways to improve the environment is to educate the public. Facilitating understanding, building a river community and developing civic pride for the waterway are critical to success.



- o Palmer Lake Environmental Center – In the upper section of the river, among the most industrialized land uses, lies Palmer Lake, an old borrow pit connected to the river. The endangered manatees are reported to actively use this shelter. Recommendations are three-fold: 1) Dedicate Palmer Lake as an environmental education center with a building that can be used for classes; 2) Develop a walking/interpretive trail around the lake and connect it to paths leading to the Miami Intermodal Center; and 3) Open a northern water access from the Miami River to the lake to allow better water circulation in the lake, improving water quality and habitat.



- o Designated Water Trail and Kayak Livery – Paddle craft and slow motor craft such as electric boats should be encouraged in order to improve compliance with the manatee protection plan. A designated water trail with map and signage showing access points and sites of historic, cultural and environmental significance is recommended. A private or public livery renting kayaks would facilitate use of the river.
- o Miami River Sojourn – The Miami River Commission should host an annual one day paddle trip (planned with the tide) to showcase key aspects of the river and new achievements since the previous year. See www.DRBC.net for information on the Delaware River Sojourn.

- **State of the River - Tracking Progress:** In order to track progress toward stated goals and provide a transparent process, it is important to periodically publish a conditions report. It is recommended that a report be created that provides quantifiable information as possible, and repeats that process every 2-5 years in order to develop a trend analysis. This is also valuable to inform the need for mid-course corrections. Data sets could include: number of sited manatees, number of recreators, acreage of open space, tonnage of marine terminal cargo handled, miles of completed River Walk sections, etc.

The Potential Impacts of Climate Change:

Increased sea-level rises due to climate change will potentially create problems with flood inundation (higher storm surge), change in surface water environments (fresh to brackish or salt), and salinity contamination of the groundwater drinking water aquifers. It is recommended that a specific climate change adaptation plan for the Miami River be developed that addresses new and existing structures, elevation of utilities, the River Walk, susceptibility of critical infrastructure to storm damage, and impact to drinking water supplies.

Case Studies:

Delaware River Basin Commission – www.DRBC.net

Partnership for the Delaware Estuary – www.delawareestuary.org

SeaKayak Magazine - www.seakayakermag.com/.../water_trails/_watertrails.htm
watertrailslocator.com

www.fish.state.pa.us/watertrails/index.htm

Pennsylvania River Sojourns - www.pawatersheds.org/

Delaware River Sojourn - www.riversojourn.com

Paddler Magazine Online : Nation's top river sojourns

www.paddlermagazine.com/issues/2000_4/article_56.shtml

The Future of the Miami River Marine Terminals

Fourteen marine terminals are located along the Miami River. The terminals only handle general cargo defined as manufactured cargo. However, two types of general cargo are handled – break-bulk and container. Break-bulk cargo is transported on pallets or as loose cargo. Container cargo is transported as enclosed cargo in steel boxes or containers. Containers may be twenty-foot or forty-foot in length.

The Miami River marine terminals receive vessels that transport cargo to and from various Caribbean ports (see list below). The terminals are described as shallow-draft terminals since the river's channel depth is only fifteen feet (from recent dredging). Consequently, only shallow-draft vessels are able to call at these terminals, unlike the Port of Miami, where deep-draft vessels can call since its channel depth is 42 feet. However, if the vessels that serve the Miami River marine terminals only serve destination shallow-draft ports, then their status as shallow-draft marine terminals will not be a disadvantage for the Miami River terminals in serving the latter destination ports.

The Panama Canal is currently being widened with an expected completion data of 2014. Presently, the Panama Canal can handle containerships with a carrying capacity of 5,000 TEUs (Twenty-Foot Equivalent Unit or a twenty-foot container). When the widening is completed, the canal will be able to handle containerships with a carrying capacity up to 12,500 TEUs. Containerships that currently call at the Ports of Long Beach and Los Angeles that exceed 5,000 TEUs in size (where containers destined for the U.S. mid-west and east regions are placed on double-stack trains for transportation to these regions) will have the option in the future of providing all water shipping service to the East Coast ports for the deliver of containers to U.S. mid-west and east regions. Also, these ships are expected to be transporting greater amounts of cargo destined for the Caribbean and South America. If the containerized cargo for Caribbean and South American shallow-draft ports are dropped at the Port of Miami, then this will be an opportunity for the Miami River marine terminals to have this cargo transported by truck from the Port of Miami to these terminals to be loaded on shallow-draft vessels for transport to the shallow-draft ports in the Caribbean and South America.

In order for the Miami River marine terminals to capture the future increase in cargo coming through the Panama Canal that is destined for shallow-draft ports in the Caribbean and South America, the following recommendations are suggested:

1. Promotion (by the Port of Miami) of container shipping lines transporting containerized cargo destined for shallow-draft ports in the Caribbean and South American to call at the Port of Miami.
2. Providing land accessibility at Miami River marine terminals for trucks to call (for which containers are transported from the Port of Miami to the Miami River marine terminals) – public road access and access by the terminals themselves.
3. Promotion of the Miami River marine terminals by the terminals themselves and a Miami economic development office for serving Caribbean and South America shallow-draft ports via the Port of Miami and the Miami River marine terminals.
4. Promotion of the Miami River marine terminals by the terminals themselves and a Miami economic development office of new-market Caribbean and South America shallow-draft ports (for example, shallow-draft port areas for which cargo is moved through a local deep-draft port but could be moved through the former ports if served by shallow-draft vessels).

Case study:

Savannah, Georgia, The Port of Savannah



MIAMI RIVER MARINE TERMINALS

1. Fifth Street Marina (currently undergoing terminal redevelopment; its vessels have formerly gone to Haiti; breakbulk cargo)
2. Fifth Street Terminal (4 vessels go to Port au Pays, Haiti; 1 goes to Cap Haitien; breakbulk cargo)
3. River Terminal Services (multiple vessels go to Gonaives and Miragoane, Haiti; breakbulk cargo)
4. Port of Miami River Terminal (Sante Shipping); 1 container vessel goes to Terminal Varreux and Port au Prince, Haiti; barge service for containers in Haiti)
5. Antillean Marine (fleet of 7 vessels; goes to Port au Prince, Haiti, and Santo Domingo, Dominican Republic; all containerized cargo)
6. 3300 Terminal (new); just received Security Plan approval, not in operation, vessels will likely be destined for Haiti.
7. Island Cargo Systems (10 weekly vessel calls in the Bahamas, Bimini, Eluthera, Andros, and Berry Islands; another 14 ports on charter in the Exumas; 3 vessels of breakbulk cargo)
8. International Port (destinations and type of cargo unavailable)
9. Betty K Line (6 vessels; twice weekly to Naussau, Bahamas; container cargo)
10. Guerda Shipping (goes to Miagoynes, Haiti; 1 vessel; breakbulk and container cargoes)
11. Bernuth Agencies (1 vessel every two weeks to Haiti; breakbulk cargo)
12. Sea Terminal (3 vessels; 1 on charter; 2 scheduled weekly; all to Haiti, various breakbulk cargo)
13. MBT terminal (various vessels; Haitian trade; breakbulk cargo)
14. AME Ship (currently seeking tenant)



The Public Realm

What is it?

The public realm can be defined in many ways.

It is not a single element but a system. The Public Realm should be thought of or referred to as a community's green infrastructure. This framework is composed of a collection of elements that vary in scale, program, location and purpose.



The common characteristic of a successful public realm is the public's accessibility to open space, environmental features, recreational facilities and the walkability of neighborhoods. The second critical characteristic is the connectivity of the system as well as the linkages to where people live, work and shop.

Types of elements that make up and help define a community's public realm are:

- Parks (large and small)
 - o Active
 - o Passive
- Playgrounds
- Community Gardens
- Environmental Corridors (Drainage, Wetlands, Habitat)
- River Corridors
 - o The actual water course
 - o The river's Edge/Shoreline
- Street Network and Public ROW
- Cultural Nodes
 - o Historic
 - o Public art

Why have it What are the benefits?

Public open space is often the result of residual or undesirable land or fulfilling the engineering requirements when designing the cross section of streets. A well

planned and managed public realm defines the quality of life of a place. This quality is evaluated from both the inside and outside of all communities. This assessment, whether scientific or perceptual, yields the public's impression of a community's well being.



The size or quantity is not always the ultimate criterion. It is all about the value created.

How is value created? For some it is simply described as the enrichment of the experience. While for others, it is a quantifiable measurement of environmental and economic benefits.

The ultimate benefit is successful place-making or definition of a neighborhood, precinct or district.



Before



After

PUBLIC REALM OPPORTUNITIES FOR THE MIAMI RIVER

The river is the primary amenity of this open space corridor. This historic ribbon forms the backbone of the open space corridor, provides the neighborhood with storefronts for restaurants and fish markets, is the highway serving private marine terminals and is the address for many who live in the immediate vicinity and call the river home. By complementing the historic development along the river, the Miami River provides habitat and diversity of plants, fish, birds and manatee.



Communities that understand the strategic value of integrating their waterways into the public realm benefit from the successful revitalization of their cities and neighborhoods. Many of these case studies exhibit a similar understanding of the following common principles:

1. Create and strengthen public access to water
2. Preserve environmental quality
3. Understand the context of place and preserve authenticity
4. Focus on sustainable economic development
5. Ensure quality of amenities, activities and design
6. Create an effective public process that ensures inclusivity and transparency
7. Promote community ownership and stewardship

PUBLIC REALM RECOMMENDATIONS + OPPORTUNITIES

In applying these principles to the Miami River corridor there are a number of recommendations for improving the residential neighborhoods, business opportunities, and environmental quality, and encouraging private investment and creating regional destinations.



1. Linking to existing and new parks

- Maximize the proposed Miami River Greenway as an opportunity in connecting as many parks along the river as possible,
- Improve neighborhood street blocks to provide sidewalks and signage identifying local park connections,
- Create new parks by strategically using vacant property or land exchanges
- Utilize public funded acquisition programs
- Continue to develop community gardens



2. Provide better park entries and programming

- Provide redesigned entrance gates for all parks to allow for flexible yet consistent operational policies.
- Improve the current design to reflect a more civic and welcoming aesthetic.
- Develop a community process to enhance open space programming

3. Riverwalk (continuous + strategic access / nodes)

- Develop a plan that strategically locates public riverfront access at approximately ¼ mile intervals
- Public Lands: continue to develop riverwalk segments parallel to the river
 - o On land
 - o Cantilevered (5' maximum)
 - o Pile supported (5' maximum)
- Private Lands: develop strategies to create easements that will allow for the continuation of riverwalks on private property where appropriate



4. Neighborhood river linkages and provide more comprehensive neighborhood walking opportunities

- Develop city street improvement programs in neighborhoods in order to build or repair sidewalks that align with existing and proposed park or riverwalk connections.
- Improve neighborhood sidewalks as an overall neighborhood strategy and wellness amenity.
- Develop neighborhood stewardship programs in terms of park ownership
- Develop and incorporate cultural interpretive sites at strategic sites along the river.



5. Palmer Lake

- Develop Palmer Lake as a destination environmental center
- Develop a partnership with public schools and higher educational institutions to provide environmental educational programs [Insert public realm -8]
- Develop a second connection to the Miami River on the west end of the lake to enhance water flow and water quality
- Develop multiple trails around the lake
- Develop bird/nature watching programs

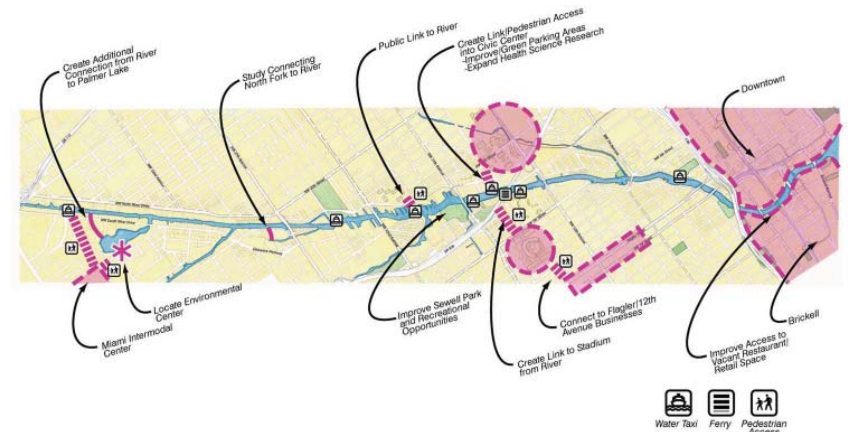
6. Recreational uses of the river

- Develop public canoe and kayak liveries in the public parks
- Develop community youth paddle craft programs

- Develop improved transient boat dockage
- Protect and enhance exiting recreational boating marinas

7. Develop Public/Private Partnering Programs:

- Public funding sources
 - Develop sub-committees to track and monitor public funding
 - Continue to develop strategies and building relationships with philanthropic entities
- Bundling projects
 - Continue to develop strategies and building relationships for future partnerships
 - Public acquisition programs
 - Continue to develop strategies and lobby relationships for future partnerships



CASE STUDIES

- C & O Canal, Georgetown, Wash., DC
- Detroit, Michigan Riverwalk
- Dubuque, Iowa Riverfront
- Toronto, Ontario Waterfront
- St. Paul, Minnesota Riverfront
- Cleveland, Ohio Lakefront Vision Plan
- Philadelphia, A Civic Vision for the Central Delaware
- Milwaukee, Wisconsin, Riverfront and Lakefront
- Portland, Oregon, Riverfront
- Seattle, Washington, Duwamish River
- Chicago Sustainability Plan and Lakefront

Economic Revitalization

The Role of Economic Revitalization in the Miami River Corridor

Within the Miami River Corridor, economic revitalization activities of the Miami River Corridor can and should serve several objectives.

- Physical improvement through new development. New development activity is a highly visible sign of economic activity, and one that many people associate with economic revitalization. Since a well executed new development project can dramatically change a property's physical appearance and improve the image of the area surrounding it, it can catalyze additional desired development around it and help create a sense of place. Along the Miami River Corridor, new development can also be a vehicle for emphasizing and showcasing the unique qualities of the river.
- Improvement of economic opportunity and quality of life. Economic revitalization recognizes the importance of creating new jobs, as well as new retail services and other amenities that are desired in areas that do not have them. Who benefits from these activities is often defined by who participates in the process of planning and executing revitalization activities.
- Revenue opportunities. In addition to creating new jobs and amenities, dollars invested in a local project along the river circulate around the local economy as money is transferred to suppliers and workers. Furthermore, additional economic activity can enhance the tax base that can support continued public investment in the corridor.



- Linked to the public realm. Economic vitality and the public realm go hand in hand. The economic activity generated by the concentration of people in one place helps create destinations, and these destinations draw people that support the existence of healthy, vital public places.

Market and Economic Drivers of Development

Expectations about new development need to be based on market and economic reality. In the past, new development and construction activities were considered economic generators themselves; in order to be sustainable, development in the Miami River Corridor needs to be tied to industries capable of generating their own growth and filling economic needs within the city and region.

- Water dependent uses. The recreational boating industry supports activities and affiliated uses such as repair facilities that can take place along the Miami River. With the widening of the Panama Canal, maritime terminals may also find ways of strengthening their niche in trade with Caribbean partners in using vessels able to ply the shallow waters of the river.
- Tourism, restaurants and retail. A key driver of growth for the region. There are untapped opportunities to expand the water-oriented tourist and leisure industries that already exist along the river.



- Health services. The proximity of another important, growing industry to the river makes it another possible anchor for economic revitalization.

- Transportation, shipping warehousing and related activities. The strength of these industries and their proximity to the river (Miami International Airport, warehousing facilities) might also be something that can be tied to economic revitalization.



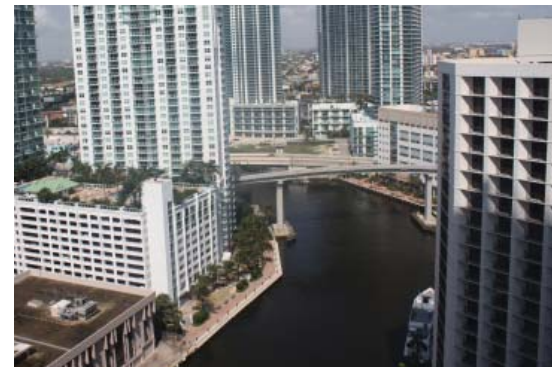
Getting the highest quality development and funding public improvements through private development requires a keen understanding of development economics. New development will not happen unless an owner or developer feels that he or she can obtain the sales price or return on an investment in a property that meets an expected level of financial return. The Miami River Commission and other entities committed to the revitalization of the Miami River need to sufficiently understand the fundamentals of a project's economic viability in order to push for the highest quality development possible, development that supports significant improvement to the public realm through waterfront walkways, access and other improvements (but only to the level financially supportable at an appropriate density).

Economic Revitalization Issues and Opportunities

What are some of the major issues and challenges that frame economic revitalization opportunities?

- The Health/Civic Center and the new Marlins stadium are existing assets that already generate activity and can be the anchors for new development.

- The river itself offers limited capacity for growth. Limited docking capacity, the size of the river and concerns about harmful impacts of water traffic on the manatee are real constraints to economic opportunities that are dependent upon water access.
- The scale of development needs to be considered -- not everywhere is appropriate for lots of activity and larger scale development.
- The lack of connectivity along the river and between the land and the river limits opportunities for development to spread from one area to another.
- Bridging the disparity that exists between Miami's river communities and the more prosperous communities in the Miami area is important to creating an economically diverse and healthy riverfront community.
- The Miami area will continue to grow in the future, but current economic conditions are dramatically impacting the timing and feasibility of new development activity.



Economic Revitalization Concepts

The waterfront and the Miami River Corridor can serve as a venue for economic revitalization activities of varying scales.

- Waterfront as a destination. Focus attention on three areas that can support more activity and a larger draw for the river: Downtown, the Health Center area, and Palmer Lake. Targeting attention on new development and public infrastructure in targeted areas can create a significant changes in the orientation of these centers towards the river. The above nodes provide the best opportunities for showcasing the river to a wider draw of visitors, and creating connections between a new waterfront and existing nearby assets (the Marlins stadium, employment centers, and the new intermodal center). A concentration of activity in these areas can also support existing public transportation resources and potentially bolster demand for new waterborne transportation systems, providing choices beyond private automobile and private boat travel to those who visit. Focusing activity in the Health Center/Middle River area can also support pedestrian patterns from the waterfront to the new stadium with the assistance of a water taxi connection from the northern bank of the river (accessed from the Health Center) to the southern bank.



- Alternative tourism and leisure activities. The Miami River Corridor can utilize a strategy that capitalizes on its unique, authentic character to distinguish itself from more conventional tourist activities focused on Miami's bayfront. Developing alternative tourism and leisure draws tied to the river's history, environmental assets and mix of uses would be a small business niches in which the river could successfully take advantage of Miami's and South Florida's massive tourism and leisure activity markets. Examples of this type of strategy would include historic or environment-themed walking or paddling tours that feature stops patronizing local businesses, or game day packages of water transportation and dining before or after the game.

- Increased economic opportunities for underserved river communities. The link needs to be strengthened between the river and the residential communities surrounding them needs to be strengthened. One way of cementing this link is to focus on the river as a means to connect people with jobs and build skills among the youth. There may be opportunities to connect new and existing jobs on the waterfront to local workers seeking employment. Environmental and maritime educational activities also have the potential to contribute to work readiness skills (such as teamwork, investigation), and exposure to science.
- Opportunities with foreclosures and vacant buildings. One perspective on the market downturn is to see it as a potential buying opportunity for land in foreclosure that can enhance connectivity, access, and open space in the Miami River Corridor. Large, vacant residential structures present a challenge to waterfront neighborhoods since there are no easy answers. While it is up to the owner of the building to ultimately decide what to do with his or her property, creative temporary uses for a fully finished building might include student housing or temporary worker housing connected to special events.

Case Studies

- University City Science Center in Philadelphia considers itself the oldest research park and incubator in the world and is a best practice example of collaboration among multiple partners and provision of physical space for research and innovation that fuels economic growth.
- Other examples of science park initiatives include New York City's Bioscience Initiative and East Baltimore Development Inc.
- Boat building, community boat access and youth skill building.
- Rocking the Boat is an excellent model of non-profit organization that links local youth to their waterfront through wooden boat building. Based in the South Bronx, their programs extend from job training, water education and increasing community access to boating.
- Other good nonprofit examples include the Living Classrooms Foundation at the Frederick Douglas Maritime Park in Baltimore's Inner Harbor and the Center for Wooden Boats in Seattle's Lake Union.

Transportation and Connectivity

Principles: Transportation, Connectivity, Continuity and Transitions

Understanding and directing inter-relationships between transportation, land uses, the environment and quality of life is a valuable design principle within the Miami River study area.

1. TRANSPORTATION HIERARCHY PRINCIPLE: A hierarchy of transportation modes is an important method of organizing and prioritizing movement throughout the region whether referring to active transportation (bicycle, and pedestrian), transit (air, commuter rail, metro-rail, light-rail, modern streetcar, bus, taxi, van), freight (ship, rail, truck, delivery van), private autos and boats.

Goal: Enhance the network hierarchy to improve the relationship between regional travel and local trips – regional travel patterns should not dominate local land use and treasured resources. Local trips should not require use of a regional transportation link.

Specifics: Traffic calming, diversion of regional and arterial traffic off of local streets, separation of non-motorized traffic.



2. CONNECTIVITY PRINCIPLE: The Miami River study area is home to several important regional destinations, hosts many treasured destinations of neighborhood significance and includes the need for everyday connections. The river and its tributaries form a transportation network as well, certainly for commercial ships, recreational motorboats, sailboats and human powered boats, while the neighboring roadway, sidewalk and trail system provide land connections. While the river provides water connections, it blocks connectivity between some neighborhoods and destinations, just as arterials and highways form barriers to some neighborhood connections.

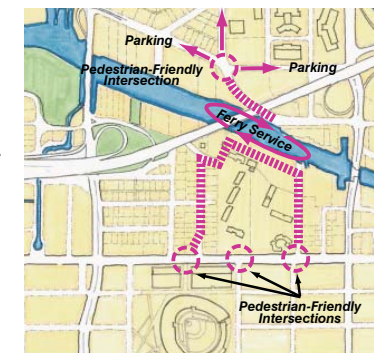
Goal: Enhance the connectivity to the study area from outside and between destinations in the study area.

Specifics across study area: Identify transit stops and develop non-motorized connections to Miami River destinations. Develop connections between complimentary destinations in the study area (Civic Center and Marlins Stadium, Downtown to The Circle, Airport to Palmer Lake).

Specifics through study area: Develop a continuous greenway,



The Vaporetto in Venice is the municipal bus system, the hull and speed are designed to minimize wakes.



3. CONTINUITY PRINCIPLE: Providing a continuous travel experience throughout a trip enhances safety and the appeal of a trip, especially for trips involving human-powered (kayaks, canoes, sailboats, bikes and pedestrians), and less maneuverable vehicles (trains and large ships). When continuity is not achievable and where there are conflicts, attention to the details of the transitions and interactions is important.

Goal: Provide continuity in travelways for human powered and less maneuverable vehicles. Pay special attention to wayfinding, solving conflicts and proximity between uses and celebrating transitions in character.

4. TRANSITIONS PRINCIPLE: Space challenges sometimes force travel modes to coexist in urban areas where opportunities may be found to celebrate the complex ballet of negotiating passage. Where changes in character are desirable and conflicts in transportation modes are unavoidable, special attention to detailing, wayfinding, and safety for vulnerable road and waterway users is a priority.

Goal: Clearly delineate places where travel modes must coexist, and who has the right-of-way.

Goal: Celebrate the complexity of the urban environment.

Goal: Provide clear wayfinding for each mode of travel.

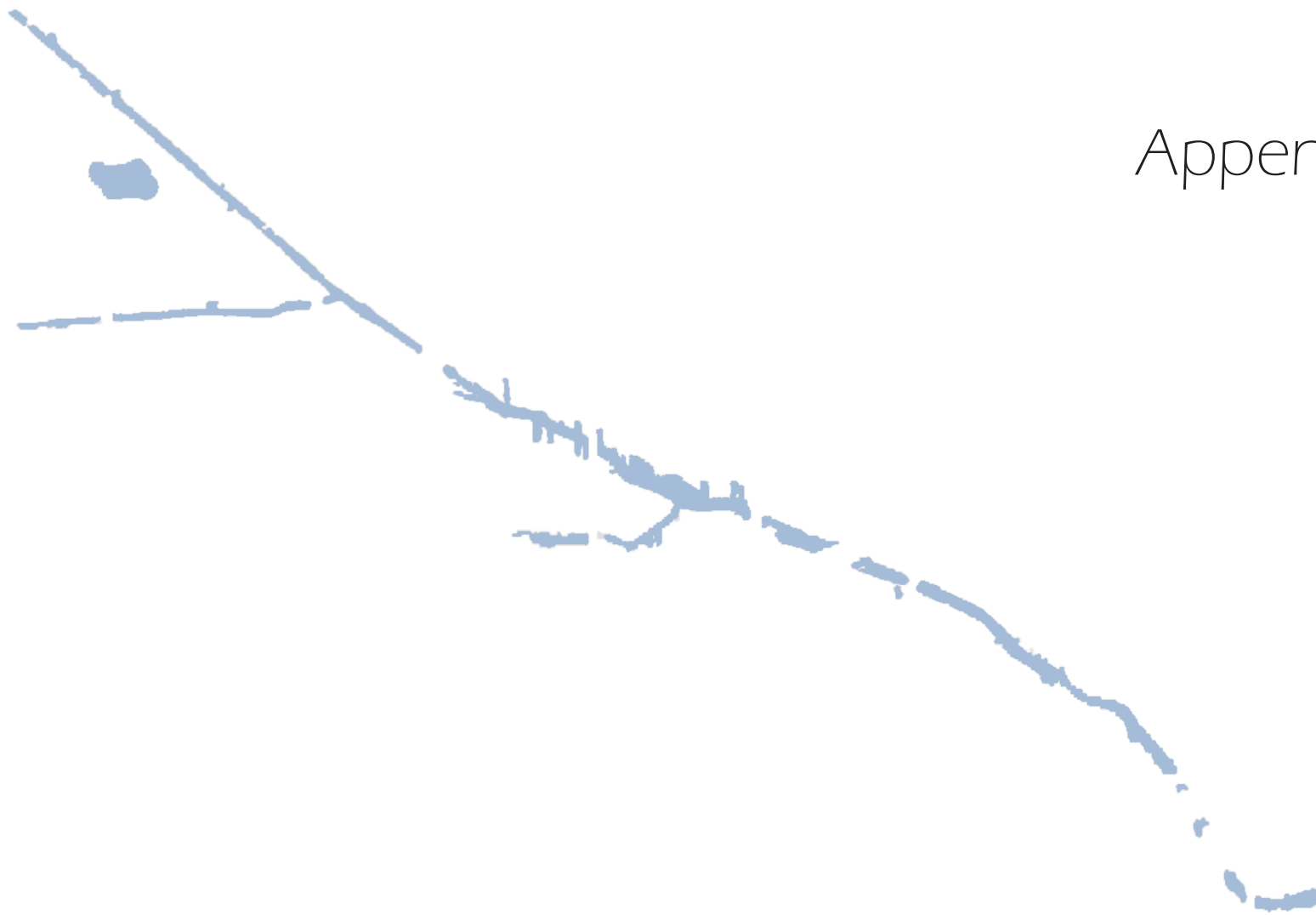
Specifics: Develop streetscapes, intersections and plazas that give more vulnerable roadway users priority. Develop a signing and wayfinding plan that identifies destinations, travel routes, travel times for each mode of travel.

Case Studies:

Willamette River Bridges: Pedestrian and bicycle improvements to Portland's historic bridges, such as wide walkways and continuous access routes, provide access to the central business district, initiating a dramatic increase in non-motorized commuting throughout the city.

The Minneapolis Parkway System: Recently recognized as a National Scenic Byway, Minneapolis' parkways provide a low-speed, multi-use network roughly paralleling the city's lakes and rivers. Property values have been shown to appreciate more quickly adjacent to these parkways and the interconnected park spaces.

Appendices



Acknowledgements

This project benefited from the contributions and expertise of many local partners. The AIA would like to recognize the local leadership of Subrata Basu, AIA, with whom this project would not have been possible. Mr. Basu worked with AIA staff to identify a feasible project and provided valuable assistance to the team's efforts.

The team would like to thank colleagues at the Miami Dade County Department of Planning and Zoning for their participation in the studio sessions and their invaluable work on graphic design and production for many of the images in the final report. In particular, the team would like to recognize the following individuals:

Shailendra Singh, Design Center Supervisor
Jess Linn, Principal Planner
Alejandro (Alex) Zizold, Principal Planner
Joshua Rak, Senior Planner

The AIA team would like to express its gratitude to the Florida Marlins organization, particularly Carolina Perrina, for her assistance to the project. The contributions of Populous, the firm that designed the Marlins stadium, were invaluable to the team's efforts. We would especially like to thank Craig Meyer, FASLA, and Ashley Munday of Populous for their contributions to the team's studio work and graphic production. The team benefited from the advice and support of Elizabeth Plater-Zyberk, FAIA, and colleagues at the University of Miami. We would like to thank Victor Santana and Jacob Brillhart for generously sharing their report, *On the Waterfront*, with the team in the months leading to the charrette. The team benefited tremendously from AIA-Miami's outreach efforts to local members and design professionals. We would like to extend our thanks to colleagues at the Miami Urban Think Tank, especially Corinna Moebius, who provided assistance in community outreach efforts concerning the public workshop.

The team would like to express its appreciation to Andres Viglucci of The Miami Herald for his excellent coverage of the project, team process, and issues along the river corridor. The team would also like to thank Peter Lang of The Architects Newspaper for his work to cover the story.

The team would like to thank the many members of the Miami River Commission who took time out of their busy schedules to meet with us during the past year and

shared a range of insightful perspectives on the present conditions of the river, its opportunities, and their dreams for its future. In particular, the team appreciated the insights of several Commission members who accompanied the tours and provided background and commentary on the corridor, including Fran Bohnsack, Horatio Stuart Aguirre, and James Murley. We would like to extend special gratitude to Brett Bibeau, Managing Director of the MRC, and Ashley Chase, Assistant Managing Director, for their coordination of MRC meetings and background materials for the team's work.

This project would not have been successful without the input and contributions from over 90 participants who took part in the team's public workshop. We would like to acknowledge their contributions to the final product. The team was impressed by the quality of the dialogue and the range of perspectives shared during the workshop. Among the participants in the workshop, the team would like to acknowledge the following people:

Maria deLeon-Fleites	Clotilde Luce
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Sally Jude	Melissa Hege
Javier Betancourt	Suria Yaffar
Chuck Towsley	Eric Silva
Roger Houle	Lynn Summers
John Simmons	Lawrence Ress
Ed Llorca	Peter Lang
Joachim Perez	Astrid Rotemberg
David Henderson	Jean-F Lejeune
Wendy Sager Pomerante	Maria Chalguba
Kimberly Ogren	Rhissa Fernandez
Sam Van Leer	Richard Ebsary
Dick Bunnell	Corinna Moebius
Carlos Fornos	

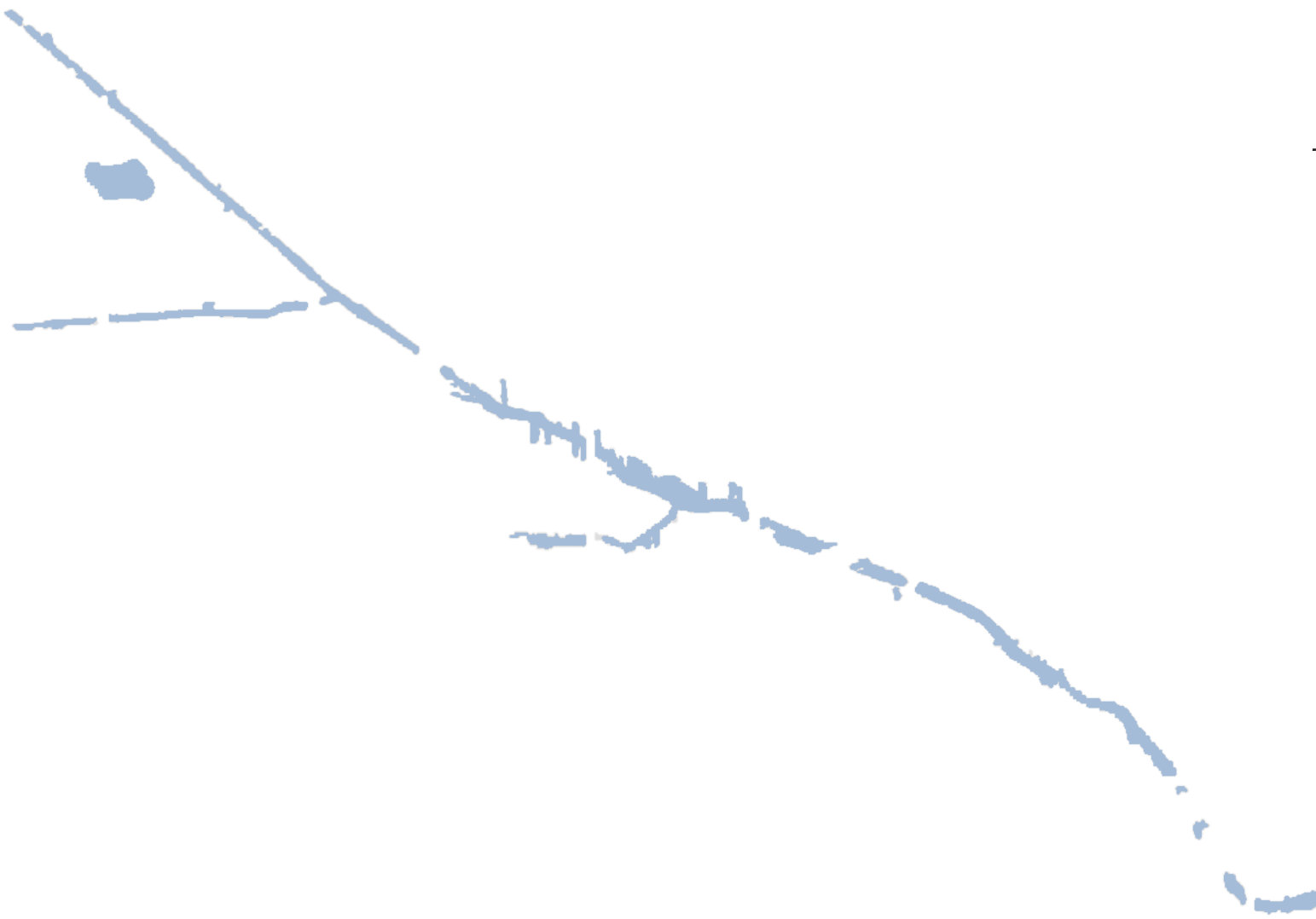
Finally, we would like to extend our profound gratitude to Antonio Di Mambro, FAIA, for his extraordinary leadership during phase one of this project. His charisma and vision provided a solid foundation for this work and guided the team process through its conclusion. We wish Antonio well, and look forward to his future contributions to the field. In addition, the assistance of Guiliana Di Mambro during the first phase of the project was critical to its success.

Existing Plans

This report benefited from, and is built upon, a lot of great planning work on the Miami River Corridor that has preceded the AIA study. The team studied and referenced much of the work that has come before this project. Some of the foundational planning documents, policy statements, and reports the team would like to acknowledge include the following:

- Miami River Study Commission Final Report (1998)
- The Miami River Improvement Act
- The Miami River Corridor Urban Infill Plan
- The Miami River Greenway Action Plan
- The Miami River Urban Infill Update
- The 2009 Miami River Commission Annual Report
- Miami 21 Zoning Reform Waterfront Design Guidelines
- Miami River Demand and Market Assessment Waterfront Industrial Parcels
- An Economic Analysis of the Miami Marine Industry
- Recent Growth, Current Activity, and Economic Impacts of Mega Yachts in South Florida 1997-2002
- Miami River Economic Study
- On the Waterfront: Progress Report on Miami's Seven-Mile Promenade
- Miami River Basin Water Quality Improvement Report
- Dade County Manatee Protection Plan
- Miami River Dredging Report
- The Miami Intermodal Center Market
- Miami River Corridor Multi-Modal Transportation Plan
- Miami Downtown Transportation Masterplan
- A Vision for Miami's Twenty-first Century Parks and Public Spaces
- Miami River Marine Industries Symposium Report

Team



Catalyst Project Team: Miami River Corridor Project



HARRIS STEINBERG, PROJECT TEAM LEADER

Harris M. Steinberg, FAIA, is the founding executive director of PennPraxis, the clinical arm of the School of Design whose mission is to foster faculty and student collaboration on real world projects across the five disciplines of the school: architecture, landscape architecture, city and regional planning, historic preservation and fine arts.

From 2003 until 2006, Harris was the Director of the Center for Innovation in Affordable Housing Design. He was a lecturer at PennDesign from 1998 to 2003 and an adjunct assistant Professor in PennDesign's Architecture Department from 2003 to 2006.

Harris' professional experience includes work at Venturi Rauch Scott Brown and Geddes Brecher Qualis Cunningham. He was the founding partner of Steinberg & Schade Architects and Steinberg & Stevens Architects.

His most recent project, Creating a Civic Vision for the Central Delaware Riverfront, has brought more than four thousand Philadelphians together to build a vision plan for seven miles of Philadelphia's Delaware riverfront. His prior civic engagement work includes the 2003 Penn's Landing Forums with the Philadelphia Inquirer and the 2006 casino forum with the Philadelphia Daily News. The riverfront vision plan was released this November 2007.

Harris has had chapters in Rebuilding Urban Places after Disaster, The Deliberative Democracy Handbook, and The Sustainable City II: Urban Regeneration and Sustainability. His articles appear regularly in The Philadelphia Inquirer, the Philadelphia Architect, and City Space. He has been published in the Wharton Real Estate Review, Architectural Record, and Mid-Atlantic Construction.



WENDY E. WEBER SALVATI – PLANNING & ZONING

Ms. Salvati offers over 20 years of comprehensive knowledge and experience as a land use and environmental planner, and is certified by the American Institute of Certified Planners. At Wendel Duchscherer, she has been responsible for numerous projects involving waterfront planning, comprehensive planning, site planning, environmental review and zoning for Western New York and Long Island municipalities. She has assisted communities with the implementation of comprehensive plans and has vast experience facilitating public meetings and public participation programs.

Ms. Salvati has extensive knowledge of the New York State Coastal Management Program and has prepared Local Waterfront Revitalization Programs (LWRP) and waterfront studies for a number of communities. She has a thorough understanding of SEQRA and has been involved with the preparation of environmental impact statements. Ms. Salvati's overall background enables her to assist municipalities with site planning and subdivision review and she is the planning consultant to a number of Planning Boards in Western New York. She has assisted a number of communities with the protection of their community character, including developing aesthetic and dimensional standards for site design.



STEVE DURRANT, ASLA - CONNECTIVITY

Steve Durrant, ASLA is a principal and the senior landscape architect at Alta Planning + Design in Portland, Oregon, USA, the national authority specializing in non-motorized transportation solutions. He is a registered landscape architect and planner with over 30 years experience helping communities become better places to live. His career has focused on urban non-motorized transportation, urban trails, waterfront redevelopment, open space planning, community revitalization, greenways and long range planning for National Parks. His recent work in Portland, Minneapolis, St Louis, Kansas City, Seattle, Dallas, Louisville and other cities includes planning and design for regional open space systems, non-motorized transportation corridors, light rail and streetcar transit, urban waterfront redevelopment and bicycle transportation programs and facilities. Mr. Durrant has contributed to projects internationally including a repatriation plan for a portion of the Demilitarized Zone in Korea and scenic area planning in Taiwan. He brings a sensitivity to community values, the local environment, and vernacular design sensibilities. He is a certified League of American Bicyclists Cycling Instructor, and a member of the Executive Committee of the Board of The Waterfront Center, an international non-profit that advocates public access and good design at the urban waterfront. He has been recognized by national and international organizations for his contributions to high quality design solutions for transit, waterfront regeneration, national parks, scenic and natural areas, greenways and trails. He speaks regularly at conferences, workshops and training sessions and lectures in the Initiative for Bicycle and Pedestrian Innovation at Portland State University.



ED FREER, ASLA – URBAN DESIGN/WATERFRONT DEVELOPMENT

Over the course of his 30-year professional career, Ed Freer has built a significant and award-winning portfolio in urban design, waterfront and downtown redevelopment, and community-based planning. Currently a Senior Urban Designer for JJR, he has also worked for HNTB, Seracuse Lawler + Partners, and The Architect Collaborative (TAC). Ed is highly accomplished at facilitating a consensus vision

and broad community support for urban design and redevelopment initiatives. He has worked throughout the United States, with project work including:

Echo Bay Redevelopment, New Rochelle, NY
Central Wharf Redevelopment, Boston, MA
Weehawken – Hudson River Pedestrian Master Plan, Weehawken, NJ
Riverfront Redevelopment Plan, Paducah, KY
Marine District Redevelopment Plan, Seabrook, TX
Riverfront and Downtown Urban Design Plan, Sanford, FL
Waterfront District Plan, Cleveland, OH
Detroit RiverWalk, Detroit, MI
Lakeshore State Park and Milwaukee Art Museum Lakefront, Milwaukee, WI
Old Town, Fort Collins, CO
Mississippi Upper Harbor Master Plan, Red Wing, MN

Ed has served as a resource member to many civic task forces and professional panels and as a member of national design juries. He has been an urban design resource for the Mayors Institute on City Design and an Urban Waterfront Planner for the ULI – Advisory Panel for San Pedro, CA. He currently serves as an Advisory Board Member for the Waterfront Center.



**NANCY FOX, M.U.P., AICP – ECONOMIC DEVELOPMENT
REVITALIZATION**

Nancy Fox specializes in public-private partnerships, redevelopment planning, affordable housing, and public financing strategies. She leads BAE's Washington, DC office, contributing her extensive background in public, private, and non-profit development economics.

Nancy has extensive experience in urban revitalization strategic planning. She led the redevelopment strategy for the Eisenhower South area of Alexandria, VA, where obsolete heavy industrial uses were analyzed for relocation to create a more contemporary mixed use urban pattern. She also led the BAE portions of the Portsmouth, VA Downtown / Waterfront Plan, including an evaluation of development opportunities to stimulate increased private investment in this major underutilized community asset. She completed the market feasibility and affordable housing components for the reuse of the Amityville Army Reserve Center, a BRAC military base closure. She also managed a market and financial feasibility study of mixed-use development options for a key site in downtown Atlantic City, NJ for the Casino Reinvestment Development Corporation (CRDA).

Additional examples of Nancy's work include residential market studies for revitalizing transitioning neighborhoods in Norfolk, VA; conducted market and fiscal impact

analyses for a major planning strategy for Tyson's Corner, VA; evaluated developer financial materials for the City of New Rochelle, NY; and analyzed potential transit-oriented development strategies for Aberdeen, MD.

She has worked on numerous urban park and community facilities projects, including creating a detailed operations budget for the East River Waterfront Esplanade in New York City. She assessed the feasibility of restaurant and retail uses at Pier A in lower Manhattan, and supported an extensive analysis of community development benefits for the West Harlem Local Development Corporation.

Prior to joining BAE, Nancy served as Senior Project Officer for the New Jersey Schools Construction Corporation, where she managed numerous urban school construction projects for a statewide education initiative. She also served as project manager for several urban development organizations and economic development agencies.

Nancy earned a Master of Urban Planning from the University of Michigan, with a focus on Community and Economic Development. She received a B.A. in Psychology from Vassar College. She is a member of the Urban Land Institute and the American Planning Association, and is certified by the American Institute of Certified Planners (AICP).



CAROL COLLIER – WATER RESOURCES

Ms. Collier was appointed Executive Director of the Delaware River Basin Commission (DRBC) on August 31, 1998. The DRBC is an interstate/federal commission that provides a unified approach to water resource management without regard to political boundaries. Before joining DRBC, Ms. Collier was Executive Director of Pennsylvania's 21st Century Environment Commission. Governor Tom Ridge formed the Environment Commission in 1997 to establish the Commonwealth's environmental priorities and to recommend a course of action for the next century.

At the time Governor Ridge asked Ms. Collier to serve as executive director for the 21st Century Environment Commission, she was Regional Director of the Pennsylvania Department of Environmental Protection (PADEP) Southeast Region. Prior to PADEP, Ms. Collier served 19 years with BCM Environmental Engineers, Inc., Plymouth Meeting, Pa., beginning as a student intern and ultimately becoming Vice President of Environmental Planning, Science and Risk.

Ms. Collier has a B.A. in Biology from Smith College and a Masters in Regional Planning from the University of Pennsylvania. She is a Professional Planner licensed in the State of New Jersey, a member of the American Institute of Certified Planners (AICP) and a Certified Senior Ecologist. In 1997 she was presented the Touchstone Award from the Society of Women Environmental Professionals and in 1998 the Woman of Distinction

Certified Senior Ecologist. In 1997 she was presented the Touchstone Award from the Society of Women Environmental Professionals and in 1998 the Woman of Distinction Award from the Philadelphia Business Journal. In 2007 the American Water Resources Association (AWRA) presented her with the Mary H. Marsh Medal for exemplary contributions to the protection and wise use of the nation's water resources.

She is a member of her township's environmental protection advisory board, on the Boards of the American Water Resources Association (AWRA) and the newly formed Clean Water America Alliance (CWAA), teaches environmental management courses at the University of Pennsylvania and has published on environmental and water-related topics. She has testified before the U.S. House of Representatives and the Pennsylvania Legislature.

In 2004 she was a member of a nine person U.S./China/Japan team to assist the People's Republic of China with river basin management. (Additional information about this project can be found on the Woodrow Wilson International Center for Scholars' web site, where you can view her paper [2.3 MB; free Adobe reader required].) Ms. Collier has also participated in water management and sustainable forest practice events along the Yangtze River in China and in the rain forests of Ecuador. She thinks proper management of water resources is the key to our economic and environmental future.



WAYNE TALLEY – PORT ECONOMICS

Dr. Wayne K. Talley is Professor of Economics at Old Dominion University, Norfolk, Virginia, U.S.A., where he is the Executive Director of the Maritime Institute and holds the designations of Eminent Scholar and the Frederick W. Beazley Professor of Economics. He is an internationally recognized transportation economist. He has held visiting domestic positions at the Woods Hole Oceanographic Institution, U.S. Department of Transportation, the Interstate Commerce Commission and the National Aeronautics and Space Administration and international positions at Oxford University (England), the University of Sydney (Australia), University of Wollongong (Australia), University of Antwerp (Belgium) and City University (England). He is the Editor-in-Chief of Transportation Research E: Logistics and Transportation Review.



JULIE STUART, MAKING IDEAS VISIBLE VISUAL AND CREATIVE FACILITATION: CONVERSATIONS THAT CHANGE THE WORLD.

Throughout my career, I've drawn on both words and images to communicate ideas. With experience in journalism, public relations, environmental politics, political campaigns, and as a professional artist and teacher, my interest in organizational change, strategy, advocacy and creativity has led me to visual facilitation where I combine my skills as a deep listener and strategist who can easily

synthesize, visualize and organize emerging ideas. I have a degree in political science from Purdue University and a Masters in Fine Art from Georgia State University.

As a visual facilitator, I conceptually guide and map conversations by clearly synthesizing and visualizing the wisdom in the room through deep listening for key concepts and themes. The people and organizations I work with are able to see emerging ideas woven into a story, allowing for navigation and common decisions about the way forward. This process has proven to be a useful tool for guiding groups as they undergo organizational change processes including strategic planning, visioning and branding.



SARA FIORE – GRAPHICS/REPORT PRODUCTION

Sara Fiore is a landscape designer and freelance graphic artist that has worked on a range of projects from private residences, to urban parks and plazas. She currently works at a private landscape architecture firm in the Washington DC area and also provides graphic and research assistance to support AIA's Center for Community by Design's Sustainable Design Assistance Team (SDAT) and Regional and Urban Design Assistance Team (R/UDAT) programs. Sara's work focuses on environmentally sustainable landscape design and she is a LEED Accredited Professional. She holds a Bachelor of Arts degree in English from Boston College and a Master's degree in Landscape Architecture from the University of Georgia.



ERIN SIMMONS – AIA STAFF

Erin Simmons is the Director of Design Assistance at the Center for Communities by Design at the American Institute of Architects in Washington, DC. Her primary role at the AIA is to provide process expertise, facilitation and support for the Center's Sustainable Design Assistance Team (SDAT) and Regional and Urban Design Assistance Team (R/UDAT) programs. In this capacity, she works with AIA components, members, partner organizations and community members to provide technical design assistance to communities across the country. To date, Erin has served as staff lead on over 20 design assistance teams. Prior to joining the AIA, Erin worked as senior historic preservationist and architectural historian for an environmental and engineering firm in Georgia, where she practiced preservation planning, created historic district design guidelines and zoning ordinances, conducted historic resource surveys, and wrote property nominations for the National Register of Historic Places. She holds a Bachelor of Arts degree in History from Florida State University and a Master's degree in Historic Preservation from the University of Georgia.



JOEL MILLS – AIA STAFF

Joel Mills serves as Director of the Center for Communities by Design at the American Institute of Architects. He provides process expertise, facilitation and support for the Center's Sustainable Design Assistance Team (SDAT) and Regional and Urban Design Assistance Team (R/UDAT) programs. In this capacity, he works with AIA components, members and partner organizations to provide technical assistance to communities across the country on sustainability and urban design. His expertise is in civic health

and governance, and includes community-based technical assistance, process design, facilitation and training across a number of fields including juvenile justice reform, local government, education, family strengthening, civic media and emergency management. During the 1990s, Mr. Mills spent several years supporting international democratization initiatives by providing technical assistance to parliaments, political parties, local governments, civic and international organizations. His scope of work included constitutional design and governing systems, voter and civic education, election monitoring and administration, political party training and campaign strategy, collaborative governance, human rights and civil society capacity building. He maintains active memberships in the International Association of Facilitators (IAF), the International Association for Public Participation (IAP2), and the National Coalition for Dialogue and Deliberation (NCDD). His work has been featured on ABC World News Tonight, Nightline, CNN, The Next American City, Smart City Radio, The Washington Post, and other major media sources.

