


Memorandum



Date: August 29, 2024

To: Honorable Chairman Oliver G. Gilbert, III
and Members, Board of County Commissioners

From: Daniella Levine Cava 
Mayor

Subject: Update on the Site Selection for the Replacement Waste-to-Energy Facility

The administration has been analyzing three potential replacement sites for a new waste-to-energy (WTE) facility including a location in Medley, the Airport West site, and the existing Doral site. This is an important decision for the future of our community and the administration is committed to collaborating with this Board, local leaders, community stakeholders and residents to chart the best course forward, to provide the County critically needed disposal capacity while minimizing impact to our residents.

On April 19, 2024, an Arcadis US, Inc. report was presented to the Board of County Commissioners on the results of a preliminary air quality and human health and ecological analysis for all three sites. This report detailed that the potential air emissions at all three sites are minimal and should have no effect on the health of the surrounding ecological communities.

The County received an unsolicited proposal (attached) from TAF Okeechobee Solutions, LLC, and West Dade Nurseries, LLC, outlining a land swap to redevelop and revitalize county-owned land along NW 58th Street between NW 87th and 97th Avenues in exchange for land held by the developer that may accommodate a new WTE. Based on preliminary review, the proposal offers an alternative site located further away from residential communities and in an already industrial area and this potential site warrants a thorough review. The Department of Solid Waste Management (DSWM) will work with Arcadis to perform similar preliminary air modeling and human health risk assessments at this location. We will continue working with stakeholders and residents to hear directly from the community about all the potential sites.

In parallel to our work to identify a location for a replacement WTE facility, the County continues to advance "Zero-Waste" policies to help reduce the amount of waste going to landfills while also reusing and repurposing as much waste as possible. To that end, the County will shortly begin reviewing proposals received for the services of a Zero-Waste consultant to develop a master plan.

It is important that site selection proceed as planned in September. To ensure the process can proceed while allowing for a thorough assessment of the unsolicited proposal, I request that a WTE facility site selection discussion item be added to the Board's September 17 agenda and a copy of this memorandum be placed at the next available Board Agenda.

Attachment

c: Geri Bonzon-Keenan, County Attorney
Gerald Sanchez, First Assistant County Attorney
Jess McCarty, Executive Assistant County Attorney
Office of the Mayor Senior Staff
Dr. Aneisha Daniel, Director, Department of Solid Waste Management
Yinka Majekodunmi, Commission Auditor
Theresa Therilus, Interim Chief, Office of Policy and Budgetary Affairs
Basia Pruna, Director, Clerk of the Board
Eugene Love, Agenda Coordinator

August 29, 2024

RE: Land Swap Proposal For New Public Facility Campus

The Hon. Daniella Levine Cava
Miami-Dade County Mayor
111 NW 1st Street, 29th Floor
Miami, FL 33128

Dear Mayor Levine Cava,

In accordance with Miami-Dade County Implementing Order 8-4 ("IO 8-4"), TAF Okeechobee Solutions, LLC (the "Developer"), together with West Dade Nurseries, LLC ("WDN"), recently initiated the unsolicited proposal application process, as provided by IO 8-4, via the District Commissioner, for your review and consideration.

We are honored to put forth the attached application to revitalize County-owned property currently utilized by the Departments of Solid Waste Management and Transit and Public Works, and provide the County with a new ~65-acre County Public Facility campus, at a location which we respectfully submit is worthy of your consideration as the preferred site for the County's planned new waste-to-energy facility.

We look forward to your review of the proposal and to engaging in more detailed discussions with your Administration to bring this proposal to life. Thank you for your leadership and your efforts to prioritize public infrastructure solutions for the benefit of the Miami-Dade County community.

Sincerely,

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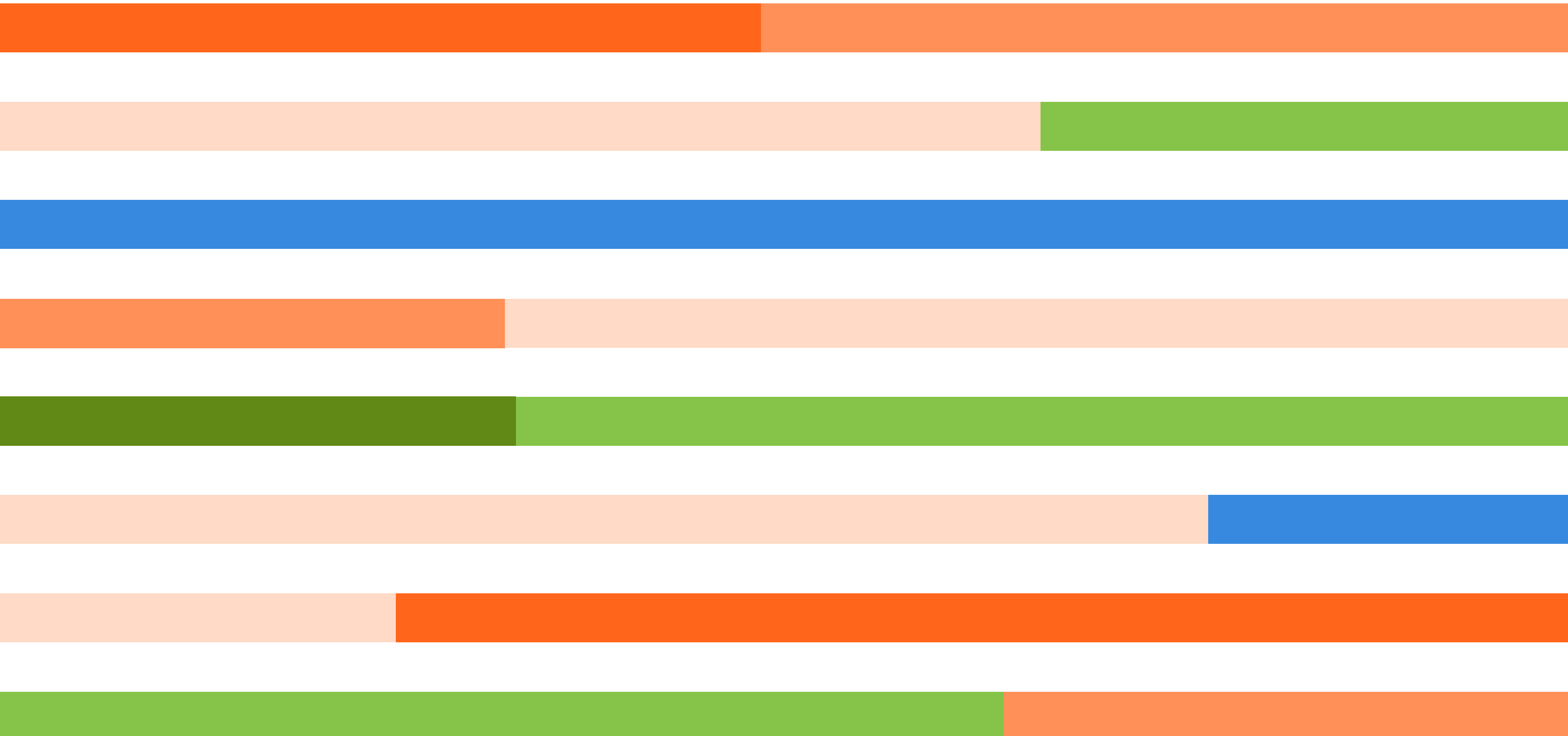
David Martin
TAF Okeechobee Solutions, LLC

c: Johanna Cervone, Chief of Staff, Office of the Mayor

Okeechobee Solutions



August 2024



1.2 Cover Letter

August 19, 2024

RE: Land Swap Proposal For New Public Facility Campus

District 12 Office
8333 NW 53 Street, Suite 102
Miami, FL 33126
Attn: Commissioner Juan Carlos Bermudez

Dear Commissioner Bermudez,

TAF Okeechobee Solutions, LLC (the "Developer"), together with West Dade Nurseries, LLC ("WDN"), is honored to put forth this application, pursuant to Section 125.37 of the Florida Statutes and Implementing Order 8-4, for an equal-value exchange of property between the Developer and Miami-Dade County (the "County"). Developer and WDN propose to convey to the County a new ~65-acre County campus for public facilities on property currently owned by WDN (the "Public Facility Campus"), in exchange for the County's conveyance to the Developer of a portion of the property located at 8701-8795 N.W. 58th Street, currently owned by the County (the "County Property"). Both the County Property and the new Public Facility Campus are located in unincorporated Miami-Dade County. The attached presentation outlines the details of the proposal.

As part of this proposal, Developer will (1) complete the site work and permitting required to deliver to the County a development-ready pad on the Public Facility Campus that allows the County, at its option, to develop its planned new waste-to-energy facility (the "Public Infrastructure Pad"), and (2) construct new replacement facilities for the County operations currently located on the County Property, based on the County's determination of its priority needs, using a design-to-budget framework (the "Replacement Facilities").¹ Depending on the County's needs, the Developer is open to locating the Replacement Facilities on approximately 16 acres of the Public Facility Campus or any alternative sites controlled by the County, which would allow for the full ~65-acre Public Facility Campus to be utilized for new Solid Waste Management or other new County facilities. Please note the Developer has the ability to provide additional contiguous land as part of the Public Facility Campus in the event that the County's desired program for the Public Facility Campus requires more than 65 acres. To equalize the value of the exchange, Developer will provide the County with an allowance for the design and construction of the Replacement Facilities and Public Infrastructure Pad equal to the difference in the appraised values of the County Property and the Public Facility Campus, which developer estimates to be \$45 Million.

The Developer is of course aware of the ongoing public discussions regarding potential locations for the County's planned new waste-to-energy facility. The Developer is not a provider of waste-to-energy facilities and has no interest in the planned new facility, nor does Developer's proposed exchange require the siting of the new waste-to-energy facility on the Public Facility Campus, as the new campus can be utilized for any purpose desired by the County. However, the Developer does believe that the Public Facility Campus is worthy of the County's

¹ Developer is separately proposing a similar exchange agreement with the South Florida Water Management District ("SFWMD"), to provide for the relocation of the existing SFWMD facility located adjacent to the County Property at 9001 N.W. 58th Street, to a site abutting the new Solid Waste Campus. Although the participation of the SFWMD would enhance the 58th Street Development Project, this proposal could proceed as a stand-alone project if the SFWMD declines to proceed with an exchange agreement.

consideration as a superior location for the waste-to-energy facility relative to the potential sites that have been discussed at public meetings or reported by the media. Notably, the Public Facility Campus provides the following advantages:

1. Proximity to planned US-27 rail corridor, which would allow for the efficient shipping of waste to the facility by rail;
2. Proximity and ease of access to and from the Ronald Reagan Florida Turnpike;
3. Location approximately two miles further from Miramar and other residential areas than NW Dade sites currently owned and being considered by the County; and
4. Expedited construction timeline as a result of Developer's delivery of a development-ready site, with prior completion of site work and environmental permitting tasks.

The Developer currently anticipates that following the delivery of the Public Facility Campus to the County, the Developer would leverage existing uses in the vicinity of the County Property to develop a Garden Style Multi-Family Housing and Industrial Park project on the County Property (the "58th Street Development Project"), with easy access to the 87th Avenue corridor and major transit ways such as the Palmetto Expressway.

The 58th Street Development Project will be designed and constructed in a manner that is integrated with the County's separately planned development of the regional soccer park adjacent to a portion of the County Property (the "Soccer Park"), with design elements that revitalize the area in and around the Soccer Park and enhance its future activation. The Soccer Park property is not a part of the proposed exchange, and would remain separately owned by Miami-Dade County at all times. However, to the extent the 58th Street Development Project creates any efficiencies or economies of scale that would benefit the Soccer Park, Developer is willing to discuss a potential collaboration with the County to expedite the County's delivery of this important amenity to the surrounding neighborhood and broader community.

The Developer is an affiliate of Terra, one of South Florida's most accomplished real estate developers with more than five million square feet of developed space. We believe that our resources and expertise in developing residential, office, commercial, and public space makes us uniquely qualified to successfully envision and complete this proposed project. With a strong connection to the South Florida community, we understand that the most successful projects are completed in collaboration with government entities and the community.

As we have demonstrated on other public-private projects Terra has completed or is in the process of developing in Miami-Dade County, we are committed to working closely with the County to build projects that advance the County's priorities and shape the future of our community. Should the County find this proposal merits further consideration, we look forward to engaging in more detailed discussions with relevant County Departments and the Administration in order to bring this proposal to life for the benefit of the greater Miami-Dade community.

Sincerely,



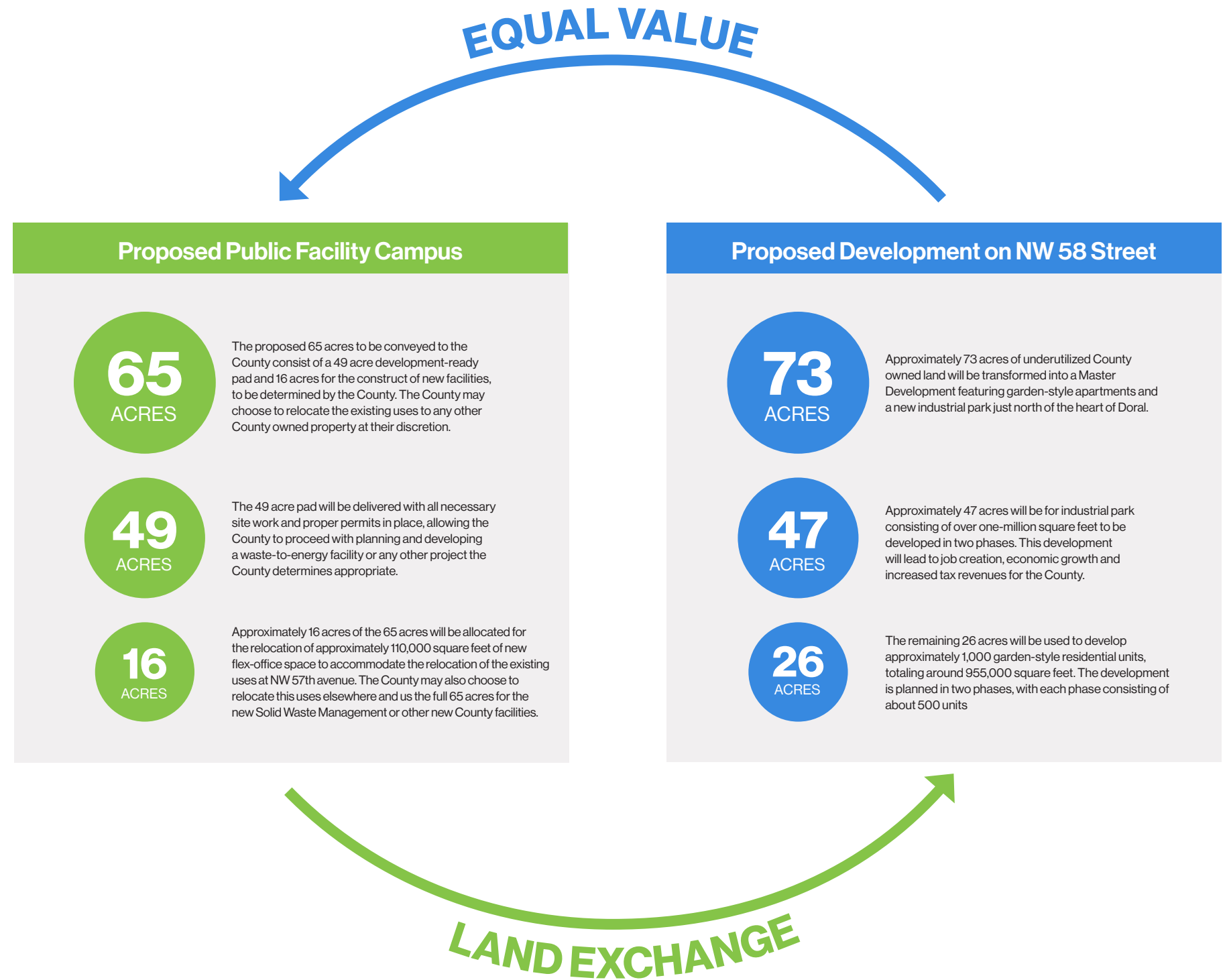
David Martin
TAF Okeechobee Solutions, LLC



West Dade Nurseries, LLC

1.3 Executive Summary | Key Points

The Developer and its teams of architects, engineers and consultants desire to convey to the County a new 65 + acre Public Facility Campus located south of NW 182nd Street, directly north of Okeechobee Road, in exchange for a portion of County-owned land located west of N.W. 87th Avenue and north of N.W. 58 Street. This proposal aims to deliver a new Public Facility Campus, including Replacement Facilities and an Expansion Pad, located in an area further away from residential development that can potentially enhance the operational capacities of various Miami-Dade County departments, including, but not limited to, the Department of Solid Waste Management. Additionally, the project on the property currently owned by the County will provide new multi-family residential housing and industrial facilities, consistent with the existing mix of uses along the N.W. 58th Street Corridor.



1.4 Ownership Disclosure Affidavit

OWNERSHIP DISCLOSURE AFFIDAVIT

Before me, the undersigned authority, personally appeared, **David P. Martin**, on this 19th day of August, 2024, who, first being duly sworn, as required by law, subject to the penalties prescribed for perjury, deposes and says:

1) Affiant has read the contents of this Affidavit, has actual knowledge of the facts contained herein, and states that the facts contained herein are true, correct, and complete.

2) TAF Okeechobee Solutions, LLC, a Delaware limited liability company whose address is 3310 Mary Street, Suite 302, Coconut Grove, FL 33133, will be the entity being contracted or transacting business with Miami-Dade County. The following is a list of every individual and entity holding an ownership interest in TAF Okeechobee Solutions, LLC:

<u>Full Name (Including Middle)</u>	<u>Date of Birth</u>	<u>Address</u>	<u>Interest %</u>
David P. Martin	7/27/1977	3310 Mary Street, Suite 302, Coconut Grove, FL 33133	100 %

FURTHER AFFIANT SAYETH NOT.

William Holte
Witness

William Holte
Print

[Signature]
Witness

Brendan Fagan
Print

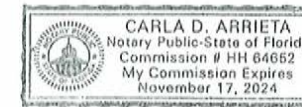
AFFIANT:
By: [Signature]
David P. Martin
Date: 08/19/24

STATE OF FLORIDA

COUNTY OF MIAMI-DADE

The foregoing instrument was acknowledged before me, by means of physical presence or online notarization, this 19th day of August, 2024, by **DAVID P. MARTIN**, as Authorized Manager of **TAF OKEECHOBEE SOLUTIONS, LLC**, a Delaware limited liability company, who is personally known to me.

NOTARY'S SEAL:

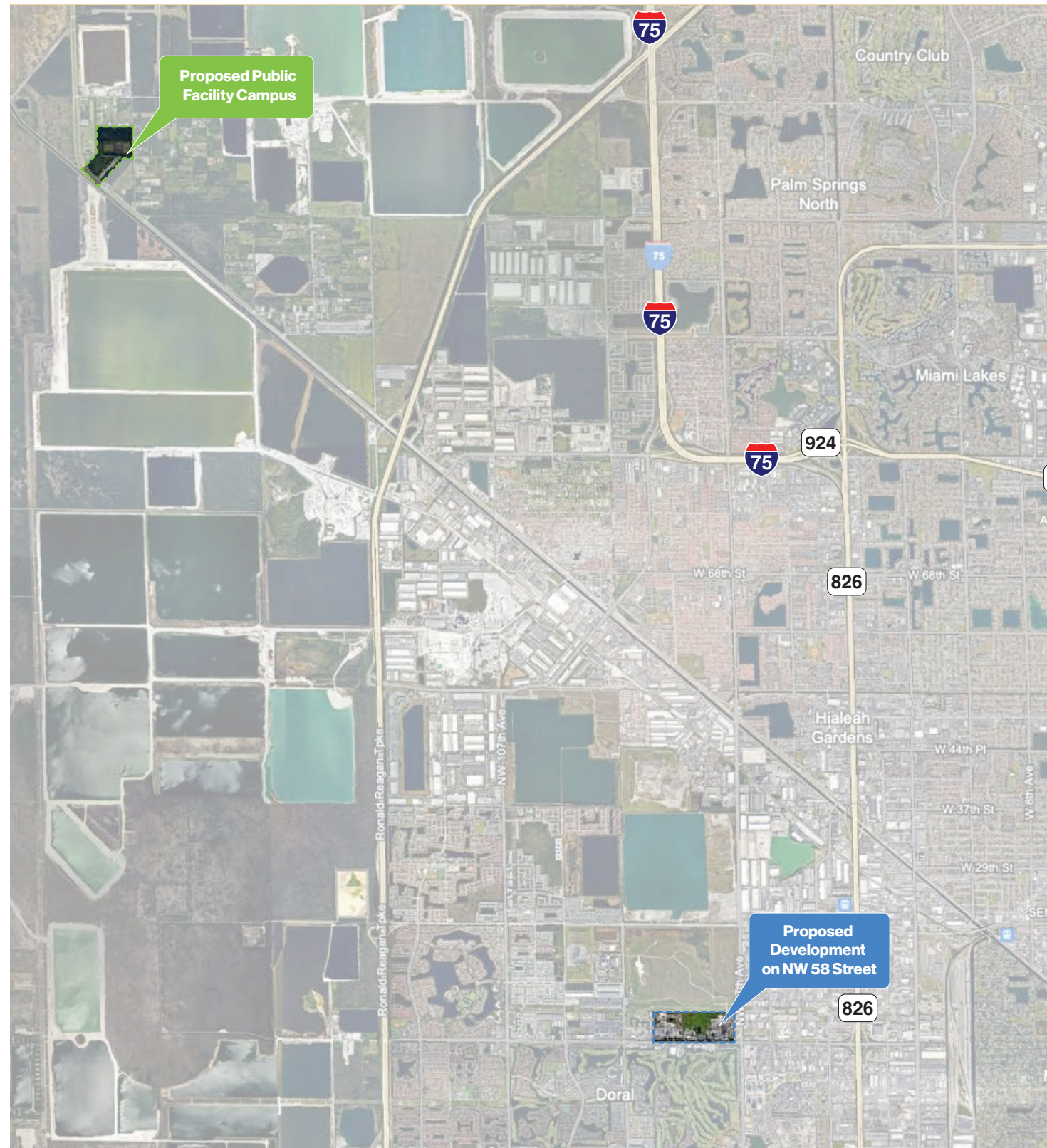


[Signature]
NOTARY PUBLIC, STATE OF FLORIDA
Carla D. Arrieta
(Name of Acknowledger Typed, Printed or Stamped)
HH64652
Commission Number

2.1 Land Exchange



2.1 Land Exchange



The Developer proposes an equal value exchange based on the value of the land as determined by appraised values as determined by independent third-party appraisals. To equalize the value of the exchange, an allowance will be provided to the County for the design and constructions of the replacement facilities.

Proposed Public Facility Campus

Potential Solid Waste Campus

The proposed 65 acres to be conveyed to the County will enable the County to move forward with selecting a site that can accommodate both existing and future needs. Having a selected site will also allow the County to proceed with the procurement process needed to find the appropriate candidate to develop the much-needed waste-to-energy facility. Additionally, the Developer has the ability to secure and provide additional land in the event that the County's desired program for the Public Facility Campus requires more than 65 acres.

Development Ready Pad

The 65 acres included in the land exchange can accommodate a waste-to-energy facility that aligns with the County's vision for its Solid Waste Program. Located over two miles from any residential development, less than 10 minutes from the Florida Turnpike, and with future rail development directly south of the site, this location is optimal for such a development.

Design-to-Budget

Using a design-to-budget approach based on the difference in appraised land values, the Developer will design and build replacement facilities for the County's current uses on N.W. 58th Street. These facilities may be accommodated on the 16 acres of the Public Facility Campus, leaving 49 acres for a waste-to-energy facility or other County projects. Alternatively, the replacement facilities could be built on any other County-owned site, freeing the entire Public Facility Campus for new County uses.

Proposed Development on NW 58 Street

Industrial + Multi Family Master Development

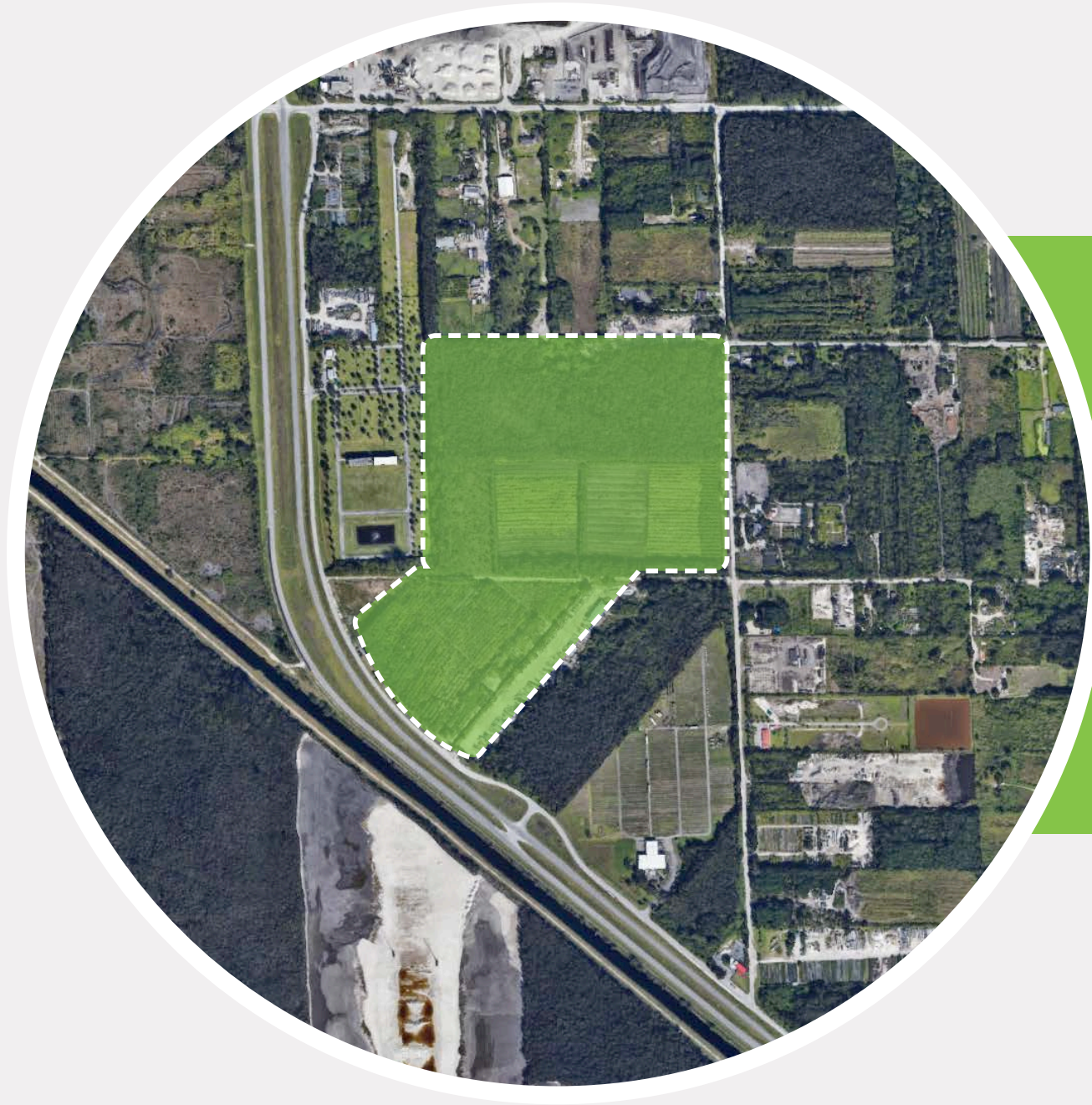
The 73 acres of land currently owned by Miami-Dade County, under this proposal, will be developed into an industrial park and multi-family garden-style residences. The development will be divided by 40 acres for an approved by Miami-Dade County Regional Soccer park, which is not part of the proposed exchange. The integration of these three uses will revitalize the area, providing significant benefits to both Miami-Dade County and the neighboring City of Doral.

Industrial Park

The planned industrial park within the Urban Development Boundary offers sustainable growth, protects natural resources, and enhances economic opportunities. Strategically located less than two miles from the 826 and Florida Turnpike, it efficiently utilizes existing infrastructure, making it an ideal site for development.

Multi-Family

The development of 1,000 residential units on underutilized Miami-Dade County land north of Doral offers significant benefits, including meeting high housing demand, optimizing land use, and generating economic growth. This project would enhance community connectivity and take advantage of the strategic location near Doral's commercial hub, making it a valuable addition to the region's development.



Proposed Public Facility Campus

2.2 Location | Location

10
MINUTES

To Turnpike

The site is less than 10 minutes away from the Florida Turnpike and is accessible through Okeechobee Road.

2
MILES

From Residential

The nearest residential development is 2 miles from the site. This distance is enough to prevent any human health or ecological risks associated with air emissions.

10
MILES

To US-27 Railway

The proposed rail will run directly in front of the property. This access will significantly reduce any environment impact and assist with minimizing the carbon footprint.



2.2 Proposed Public Facility Campus | Site Development and Strategy



The entitlement strategy for the proposed Public Facility Campus in unincorporated Miami-Dade County focuses on key steps involving planning, regulatory compliance, and community engagement, along with potential pathways for obtaining the necessary approvals to advance the development.

Site Entitlement Strategy:

The entitlement strategy for the proposed Solid Waste Campus involves several key steps:

Current Site and Zoning:

The site is in unincorporated Miami-Dade County, outside the Urban Development Boundary, and is designated as Open Land Subarea 1 under the Miami-Dade County Comprehensive Development Master Plan (CDMP). The site is currently zoned as an AU, Agricultural District.

Land Use Compatibility:

The Land Use Element of the CDMP allows for public facilities and utility facilities within the Open Land Subarea 1 area, which aligns with the proposed Solid Waste Campus.

Approval Process:

If the County approves the Exchange Agreement, there are two main options for processing a public hearing application.

Unusual Use Approval:

An application can be made for Unusual Use Approval for public utilities or similar uses under Section 33-13(e)(i) of the Miami-Dade County Code.

These steps provide a framework for securing the necessary entitlements for the Public Facility Campus within the existing land use and zoning regulations.

Alternatively, an application can be submitted for a district boundary change from AU District to a GP, Governmental Property overlay zoning district, under Section 33-284.22 of the Miami-Dade County Code.

\$200
MILLION

Accelerated Time-Line

The speed-to-market of this land swap enables Miami-Dade County to meet its procurement and permitting deadlines, as well as manage capital and operational expenses effectively. Accelerating the construction of the new waste-to-energy facility is crucial for leveraging up to \$200 million in potential insurance proceeds.

4K-5K
PER DAY

Infrastructure Pad

The development-ready pad is designed to accommodate a state-of-the-art waste-to-energy facility, along with other solid waste operations, meeting both current and future needs. It has the capacity to process 4,000 to 5,000 tons of waste daily, aligning operational requirements to manage increasing waste volumes efficiently and sustainably.

65K
SF

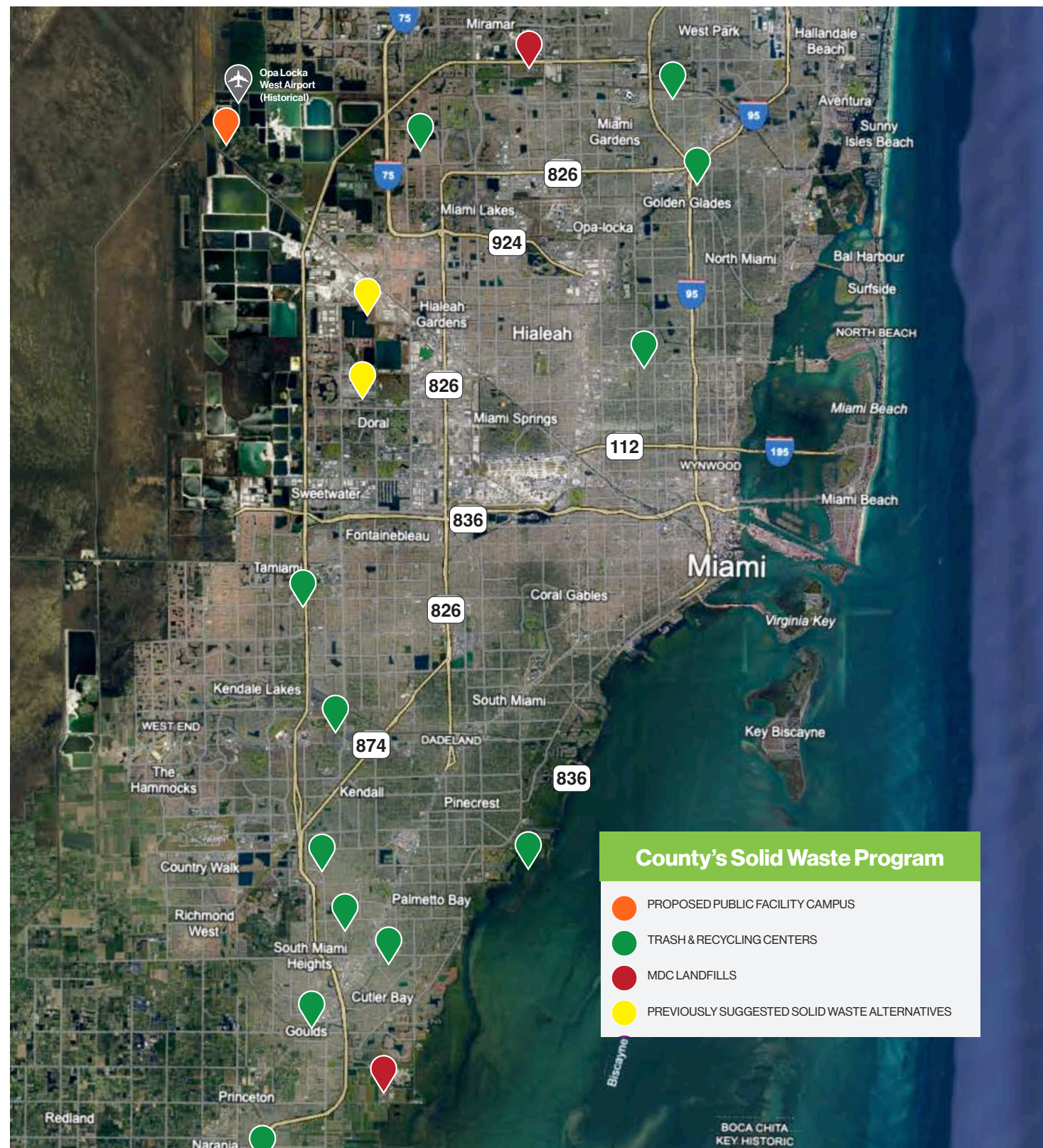
Replacement Site

Up to 65,000 square feet has been allocated for replacement facilities to meet the County's needs, following a Design-to-Budget approach as determined by the County. Additionally, the 16-acre site may also be utilized by the County to expand the waste-to-energy plant capacity, aligning with the vision for the master Solid Waste Campus.

2.4 Proposed Development | Milestones and Schedule

TASK NAME	FINISH
PUBLIC FACILITY CAMPUS	
ENVIROMENTAL SITE ASSESMENT & REMEDIATOIN	Q2 2025
ENVIROMENTAL PERMITS	Q2 2025
ZONING ENTITLEMENTS	Q2 2025
PERMITS	Q2 2026
CONSTRUCTION	Q2 2027

2.2 Proposed Public Facility Campus | Miami Dade County Facilities



Zero Waste Vision

- 4.6 Million Tons of Solid Waste a year. The largest government owned and operated waste management program in the South East
- Aim to reduce waste at the source by promoting sustainable product design, responsible consumption, and comprehensive waste reduction practices.
- Enhance recycling programs, composting, and other waste diversion efforts to achieve a 90% diversion rate from landfills and incineration.

Integrated Approach

- Combine waste reduction, recycling, composting, and waste-to-energy strategies to create a comprehensive and efficient waste management system.
- Involve public agencies, private sector partners, and community stakeholders in coordinated efforts to optimize waste management practices and infrastructure.
- Invest in modern facilities and technologies that support waste diversion, resource recovery, and environmental protection, ensuring long-term sustainability and efficiency.

Sustainable

- Generate renewable energy from waste that can be used to power homes and businesses, thereby reducing reliance on fossil fuels.
- Implement state-of-the-art emission control technologies to minimize air pollutants, including particulates, nitrogen oxides, sulfur dioxide, and dioxins.
- Create a financially viable facility that supports local economies through job creation and revenue generation from energy sales and waste processing

Selecting the Okeechobee Solutions site positions Miami-Dade County to successfully achieve these sustainable goals



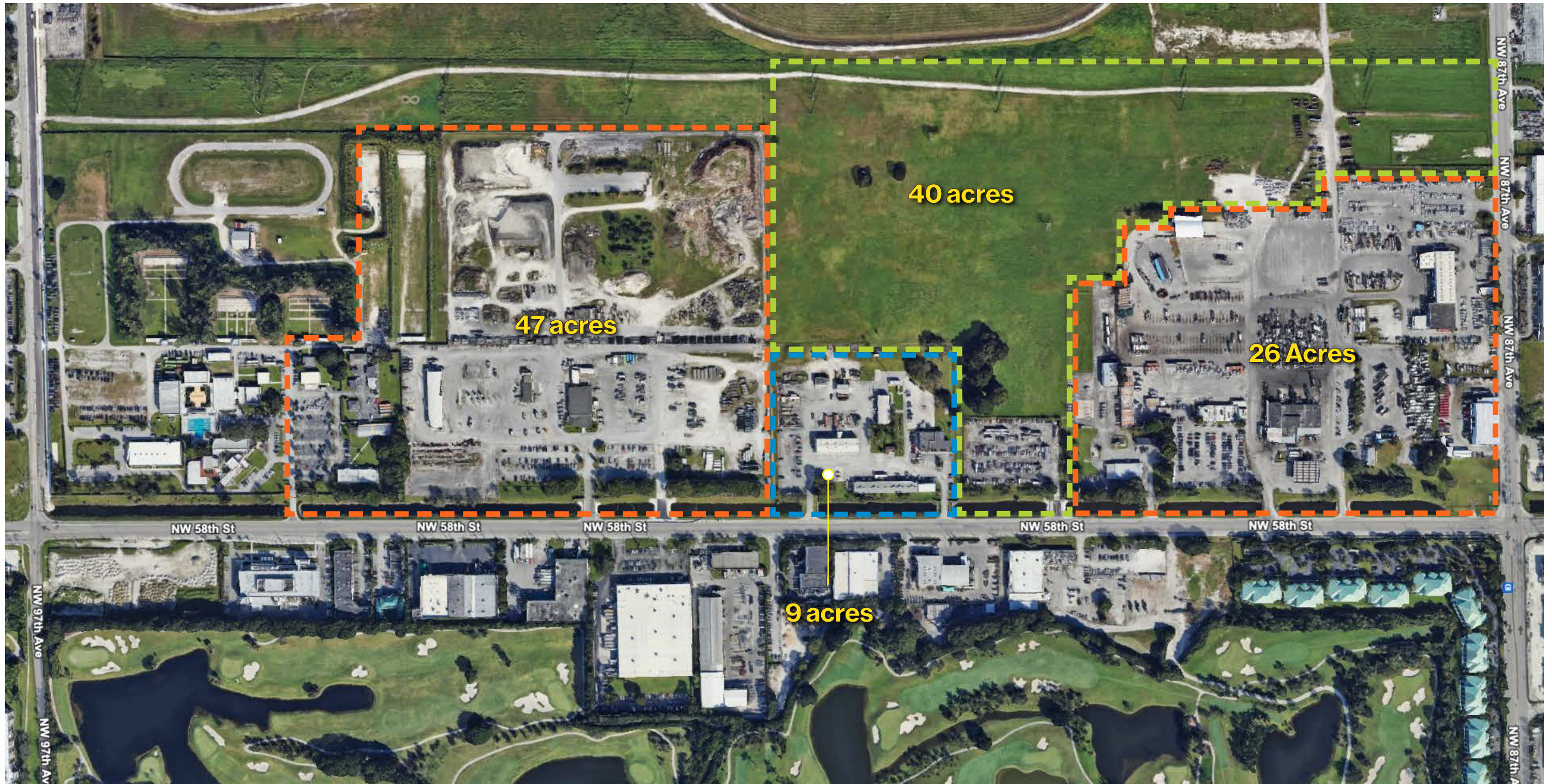
Proposed Development on NW 58 Street

2.3 Proposed Development | Existing County-Owned Site

73
ACRES

Existing 96,300 SF of
Workshops & Office Space

- Proposed Development
- Future MDC Regional Soccer Park
(Soccer Park is not part of the proposed exchange)
- South Florida Water Management District



2.3 Proposed Development | Master Development

Proposer's Vision

Okeechobee Solutions and the Developer's vision is to transform underutilized land north of Doral into a vibrant economic and residential hub, featuring over 1 million square feet of industrial space and 1,000 garden-style residential units. This development will stimulate the local economy, provide new job opportunities, and offer sustainable living options, setting a new standard for urban planning in Miami-Dade County



Industrial Development

The proposed industrial park addresses the needs for industrial space in within the Urban Development Boundary. The development includes four industrial buildings (building four is part of a separate application to the South Florida Water Management District) totaling over 1 million square feet of usable space. The project will be executed in two phases, focusing on efficient land use, modern infrastructure and sustainability. Strategically located, the park provides easy access to major transportation routes, enhancing logistics and minimizing environmental impact. By integrating industrial activities within the urban core, the park supports economic growth, job creation, and sustainable urban development.



Multi-Family Development

The 1,002 units (approximately 954,000 square feet) garden-style multi-family development is designed to offer a serene and community-focused living environment. It consists of several three-story buildings with walk-up units, arranged in clusters to create inviting courtyards and green spaces. Each unit features a private entrances and includes balconies or patios to extend living spaces outdoors. Extensive green spaces with native plants, central courtyards and central clubhouse with fitness facilities and pool enhances the living experience. The development emphasizes walkability and connectivity, with well-lit pathways, bike storage, and proximity to local shops, restaurants, public transportation, and the soccer park.

