



# Alternative Review & Development

FROM I-95 TO INTRACOASTAL WATERWAY



PREPARED FOR

MIAMI-DADE COUNTY METROPOLITAN PLANNING ORGANIZATION

PREPARED BY



Kimley-Horn  
and Associates, Inc.

# **Interstate 395**

## **Alternative Review and Development**

Prepared for:

***Miami-Dade Metropolitan Planning Organization  
Miami, Florida***



Prepared by:

***Kimley-Horn and Associates, Inc.  
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## Preface

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This document is a compilation of the I-395 project history and the results of the evaluation of alternatives for improving I-395 in Miami-Dade County. The objectives of the *Interstate 395 Alternative Review and Development* were to (1) review the three alternatives previously considered to replace the existing I-395 structure, (2) develop two new potential alternatives that can more effectively meet the objectives of the stakeholders involved in the project, and (3) perform a financial analysis to determine the type and amount of financing necessary to implement the recommended solution. The document discusses the evaluation of alternatives that have been previously developed by others. Additional alternatives were developed as part of this study to address the operational and structural deficiencies of I-395 while providing a catalyst for urban redevelopment within the area.

Much of the historical background information included in this report was contributed by the Miami-Dade County Metropolitan Planning Organization (MPO) staff. Kimley-Horn and Associates, Inc. was retained by the Miami-Dade MPO to complete an evaluation of the previously developed alternatives and to develop new alternatives that satisfy the Florida Department of Transportation (FDOT) criteria for I-395.

This report is divided into two primary sections. Section One describes the project history, evaluation of previously developed alternatives, and the development of new alternatives for the I-395 improvement project. Section Two provides a preliminary financial analysis, which identifies a funding and financial approach for the implementation of the recommended alternative. Both sections are divided into several chapters that provide specific details on the numerous aspects of this important project.

## Summary of Findings and Recommendations

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### Alternative Evaluation

In the early 1990s, the Florida Department of Transportation (FDOT) evaluated I-395 and identified the following inadequacies that need to be addressed.

- Structural deficiencies
- Poor horizontal and vertical geometry
- Operational deficiencies (i.e., deficient weave lengths, lane imbalance, etc.)
- Safety deficiencies

In response to this critical need, several alternatives to reconstruct I-395 have been developed and modified based on interagency review and cooperation. These alternatives attempted to meet the dual challenge of providing adequate design standards for reconstructing a primary interstate corridor while providing a design that will encourage redevelopment and invigorate the Overtown neighborhood through which the roadway passes.

The objectives of the *Interstate 395 Alternative Review and Development* were to (1) review the three alternatives previously considered to replace the existing I-395 structure, (2) develop two new potential alternatives that can more effectively meet the objectives of the stakeholders involved in the project, and (3) perform a financial analysis to determine the type and amount of financing necessary to implement the recommended solution. The basic goal of this study is to reach a consensus among FDOT, the Miami-Dade MPO, and the City of Miami as to a viable alternative, which will allow FDOT's I-395 Project Development & Environment (PD&E) study to recommence.

The three alternatives previously considered to replace the existing I-395 structure are listed below.

1. FDOT Elevated alternative
2. Miami Urban Watch Boulevard/Underpass alternative
3. Revised Miami Urban Watch Boulevard/Underpass alternative (with depressed FEC)

After evaluating the three alternatives, a conclusion was reached by the consulting team in coordination with the MPO that a consensus could not be achieved on a preferred alternative among the different stakeholders involved in the development of the study, including the local community. Therefore, development of a new alternative was needed. The challenge in developing a new alternative was that the new alternative (1) has to meet the requirements of FDOT, (2) has to serve as a catalyst to urban renewal and promote the economic development of the area, and (3) should be cost-feasible.

One of the primary issues that must be addressed to achieve these objectives is associated with the I-395 crossing of the Florida East Coast (FEC) Railroad. The crossing of the FEC railroad track has been one of the main concerns that FDOT has had regarding the alternative developed by Miami Urban Watch (MUW). Several options have been considered, but unfortunately these options do not meet the FDOT technical requirements.

Based on these considerations and the desire for community compatibility with the proposed design concept, the only two design options regarding the FEC railroad track are depressing I-395 either west or east of the FEC railroad crossing. Due to (1) vertical design concerns associated with depressing I-395 east of the FEC railroad track and (2) fewer opportunities for community revitalization with a shorter open-cut section, the KHA team in conjunction with the MPO decided to develop an alternative that depresses I-395 west of the FEC railroad track.

The study calls for the development of two new potential alternatives that can provide a better solution for the problems faced along the I-395 corridor. The two new alternatives that were developed are described below.

- Open Cut Alternative Option “A” (proposed tunnel section replaced with open cut)
- Open Cut Alternative Option “B” (re-align I-395 to the north for enhanced local access and more efficient maintenance of traffic)

The Open Cut Alternative Option “B” was chosen as the most viable alternative. This option satisfies FDOT’s regional mobility requirements while meeting the urban revitalization objectives desired by the City of Miami. The Open Cut Alternative Option “B” is illustrated in Figure 20 of this report.

The recommendations developed in this study are outlined below.

- Alternative 4, **Open Cut Alternative Option “B”** should be considered as the viable and recommended alternative for the I-395 corridor. This alternative satisfies FDOT’s regional transportation requirements and at the same time meets the urban revitalization objectives desired by the City of Miami.
- A **community outreach program** should be conducted to bring the community into the planning process for the redevelopment area. This process should be designed to build consensus among the various competing interests.
- The City of Miami should prepare an **urban redevelopment plan** to determine potential land value to evaluate the economic ability of the area to produce a higher and sustainable tax base that will be used to obtain bonds for construction.
- A **detailed economic analysis** should be conducted utilizing the redevelopment master plan developed by the City of Miami to determine the land sale values, develop land use options, and estimate the potential tax base increases that may result from relocating I-395. This will accurately determine the amount of tax increment financing (TIF) that can be used for bonds to help support the acquisition of right-of-way, construction of I-395, and the construction of new infrastructure (i.e., water, sewer, etc.) to support redevelopment.

## Financial Analysis

After completion of a full analysis of the alternatives considered for the reconstruction of I-395, Alternative 4, Open-Cut Alternative Option “B” was recommended as the most viable alternative to satisfy multiple project objectives. The Miami-Dade MPO I-395 Subcommittee asked for a preliminary financial plan to determine the financial feasibility of implementing the recommended

alternative. Kimley-Horn and Associates, Inc. was asked to complete this preliminary financial plan to identify financial strategies and to recommend an action plan to satisfy the implementation cost of the recommended alternative.

The following recommendations were developed from the preliminary financial analysis conducted by KHA.

- Conduct a detailed financial analysis to expand this preliminary report to analyze other potential impacts to the area as well as other creative funding alternatives for the reconstruction of I-395.
- Prepare overall downtown market study (integrate other downtown programs), financial feasibility, job generation, and overall economic impact on the City and County.
- Test toll concept and assumptions.
- Prepare joint City of Miami, Miami-Dade County, and FDOT approval process.
- Establish a City of Miami "District Taxing Authority Trust" (DTAT) in the area to coordinate the financial and economic development portion of the I-395 project.
- Approve the necessary interlocal agreements for implementation.
- Initiate a streamlined planning and zoning process.
- Pursue the most probable grant applications.
- Prepare initial bond structures, validation, and offerings.
- Prepare Miami North District marketing program and materials.

From the preliminary financial analysis, the following is a summary of the project cost and potential funding sources.

<b>Proposed Alternative "Open-Cut" cost:</b>	<b>\$525,000,000</b>
FDOT funding:	<u>\$105,000,000</u>
Shortfall:	\$420,000,000

#### **Funding Source**

Bonding capacity of future increment:	\$300,000,000
Tolls:	\$100,000,000
FDOT:	\$105,000,000
Other grants:	<u>\$ 50,000,000</u>
<b>Project funding resources:</b>	<b>\$555,000,000</b>

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Kimley-Horn  
and Associates, Inc.

# **Section I**

## **I-395 Evaluation of Alternatives**

## Introduction

The Florida Department of Transportation (FDOT) constructed I-395 and the MacArthur Causeway Bridge to form an important regional transportation link between I-95 in the City of Miami and the City of Miami Beach. Figure 1 on the next page depicts the location of I-395. The I-395 project consisted primarily of elevating the main roadway above the City of Miami street grid and providing a series of ramps that allow connections to and from the city streets below. Exhibits 1 and 2 depict characteristics of the elevated roadway. Over time, the area directly adjacent to the elevated portion of I-395 became blighted and unattractive to businesses. Nonetheless, I-395 continued to serve as an important transportation link to both cities. In the early 1990s, FDOT evaluated I-395 and identified the following inadequacies that need to be addressed.

- Structural deficiencies
- Poor horizontal and vertical geometry
- Operational deficiencies (i.e., deficient weave lengths, lane imbalance, etc.)
- Safety deficiencies

The Metropolitan Planning Organization (MPO) for the Miami Urbanized Area, who is responsible for the development and prioritization of the transportation plan for the metropolitan area, concurred with the FDOT findings that existing inadequacies along I-395 need to be evaluated. Additionally, the MPO endorsed the need to consider improvements for maintaining an efficient transportation system for moving people and goods to and from the City of Miami, the Port of Miami, and the City of Miami Beach. Providing connections to the north-south I-95 corridor was also considered vital. The MPO



**Exhibit 2: View under the I-395 structure**



**Exhibit 1: Elevated roadway above city street grid**

directed FDOT to initiate a Project Development and Environment (PD&E) study to evaluate improvements to I-395. In 1995, the PD&E study ultimately selected an alternative that keeps I-395 largely intact and adds ramps to improve operation and safety. The alternative developed by FDOT addressed the transportation and structural deficiencies of I-395; however, it did not offer the opportunity to be a catalyst for urban renewal in the area of I-395. As community leaders became increasingly concerned with the need to redevelop the area around I-395, they began to consider other alternatives for I-395. Public support of FDOT's preferred alternative diminished, and in 1996, FDOT placed the PD&E study on hold.

The purpose of this document is to provide a history of the events that led to where we are today and to evaluate the I-395 alternatives that have been developed to this point. This document also presents the evaluation of additional alternatives developed to satisfy the operational and structural deficiencies while providing a catalyst for urban redevelopment within the I-395 area.

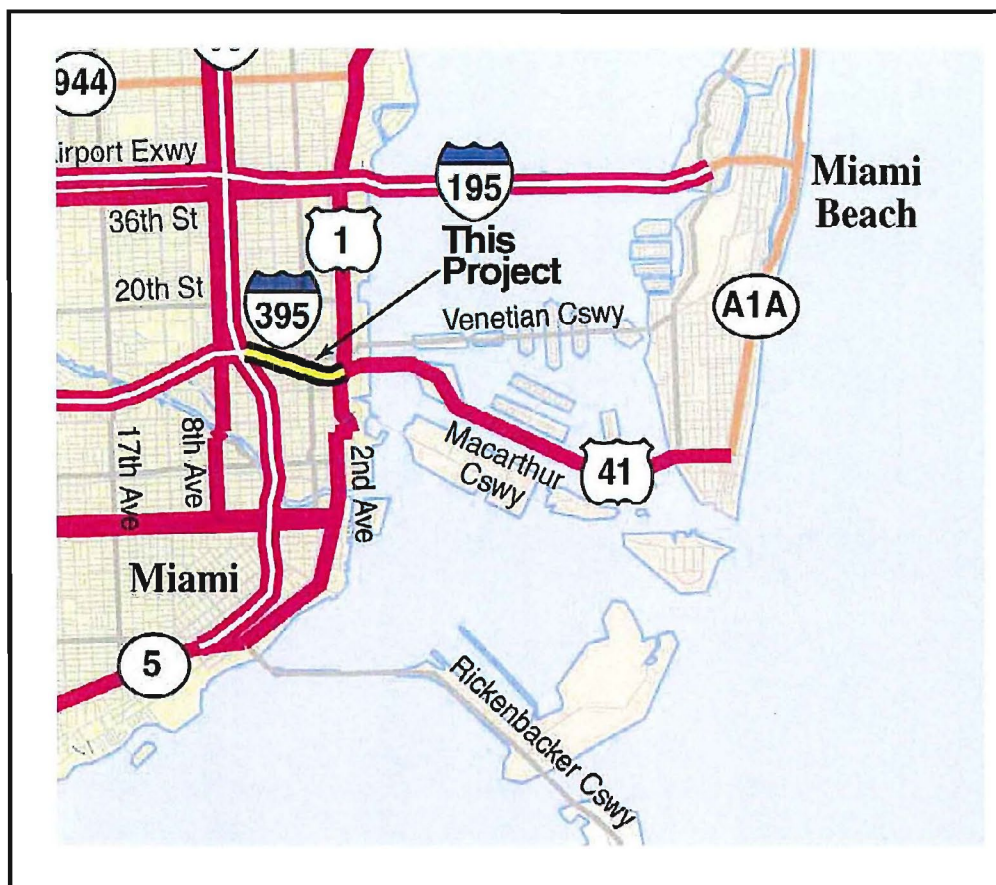


Figure 1: Project Location Map

## Study Objectives

The objectives of the *Interstate 395 Alternative Review and Development* were to (1) review the three alternatives previously considered to replace the existing I-395 structure, (2) develop two new potential alternatives that can more effectively meet the objectives of the stakeholders involved in the project, and (3) perform a financial analysis to determine the type and amount of financing necessary to implement the recommended solution. The basic goal of this study is to reach a consensus among FDOT, the Miami-Dade MPO, and the City of Miami as to a viable alternative, which will allow FDOT's I-395 Project Development & Environment (PD&E) study to recommence.

During the last several years, various alternatives have been considered to improve I-395 between I-95 and the MacArthur Causeway ranging from adding ramps to the existing elevated I-395 to relocating I-395 northward and placing it beneath the existing city street grid. The three primary alternatives can be summarized as follows.

1. FDOT Elevated alternative
2. Miami Urban Watch Boulevard/Underpass alternative (with at-grade FEC crossing)
3. Revised Miami Urban Watch Boulevard/Underpass alternative (with I-395 above FEC)

This study will review the three previously developed alternatives, including a review of their potential cost, and will develop new alternatives that address the concerns of local and state government, and citizens. The results of this challenging assignment are presented in this document.

Exhibit 3 presents an aerial view of the I-395 corridor, looking east. I-95, the primary north-south roadway corridor in the area, is visible at the bottom of the photograph.



**Exhibit 3: An aerial view of the I-395 corridor and the downtown area.  
This photo illustrates the importance of I-395, which connects Downtown  
Miami with the City of Miami Beach via the MacArthur Causeway.**

## Project History

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The interstate highway system was designed to efficiently move people and goods by utilizing a regional approach to transportation. When planning interstate highways in metropolitan areas, such as the portion of the City of Miami that I-395 traverses, the early planners of the system typically produced designs that routed the highway over or under the existing city street grid. The low-lying land in the area where I-395 was planned is only a few feet above sea level. Therefore, elevating I-395 appeared to be the proper design solution. Additionally, elevating I-395 minimized street closures within the existing city street grid. Unfortunately, elevating I-395 had certain inherent problems that resulted in the cityscape beneath I-395 becoming unsightly and uninviting to pedestrian traffic, retail, and residential growth. This ultimately led to what planners described as a blighted area, which is defined as “an adverse environmental influence or condition” (see Exhibits 4 and 5). Another impact associated with the construction of I-395 and I-95 was the segmentation of the Overtown community into four different areas. Definitively, the construction of I-95 and I-395 negatively affected the development and growth of this community. Several pertinent plans and studies for the area are discussed below.



**Exhibit 4: I-395 was constructed above many streets of the existing city street grid.**



**Exhibit 5: Typical Overtown streetscape**

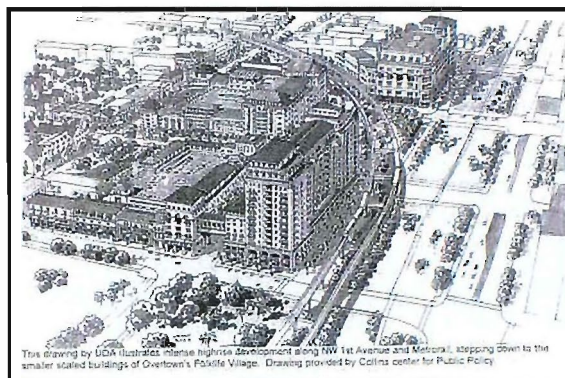
## The Southeast Overtown – Park West Community Redevelopment Authority Plan

During the late 1980s the City of Miami recognized the need to revitalize the area around and to the north of I-395 and established the Southeast Overtown – Park West Community Redevelopment Authority (SEOPW CRA) to develop a master plan for redevelopment and community enhancement of the Overtown and Park West Area.

A draft master plan prepared by the CRA includes substantial redevelopment activities for this important area within the City of Miami, as illustrated in Figure 2. This plan has been reviewed and considered in the completion of this I-395 alternative review. Portions of the draft master plan are included in Appendix A.



**Figure 2: Southeast Overtown,  
Park West Draft Plan**



**Figure 3: Artistic rendering of the development  
along NW 1st Avenue and Metrorail**



**Figure 4: Artistic rendering of a redesigned  
Biscayne Boulevard that incorporates light  
rail, landscaping, and wide sidewalks**

## Miami Downtown Development Authority



Parallel to the SEOPW CRA, the Miami Downtown Development Authority (DDA) prepared a Downtown Miami Transportation Master Plan. This plan proposes a series of transportation improvements spanned over a 10-year period. The list of transportation improvement strategies were also reviewed and considered in the completion of this study. Projects such as the West 1<sup>st</sup> Avenue extension, conversion from one-way to two-way traffic operations on some downtown streets,

transit improvements and pedestrian mobility enhancements were also considered in the transportation master plan.

Additionally, the DDA conducted another study to enhance the NW/SW 1<sup>st</sup> Avenue and NW 14<sup>th</sup> Street corridors that were also considered in this study. More details about the improvements proposed in these studies are presented in other sections of this report.

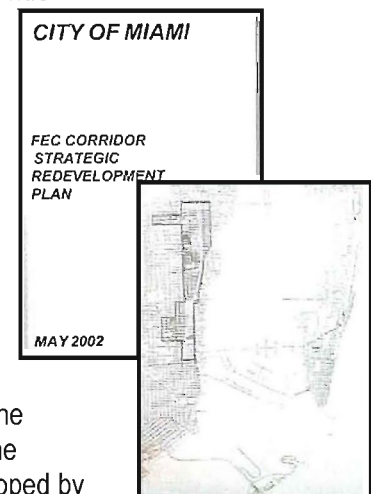


## Florida East Coast (FEC) Railroad Corridor Redevelopment Plan

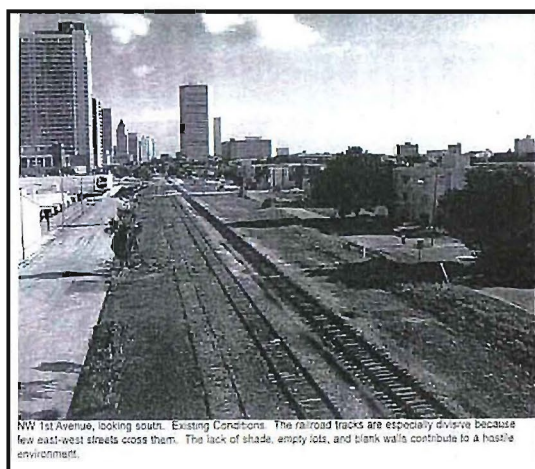
Another important element considered in this review was the Florida East Coast (FEC) Railroad Corridor Redevelopment Plan. This plan identifies the following strategies.

- Create diversity and sustainability within the areas along the FEC corridor.
- Provide a premium transit service, and roadway improvements to support the transit service.
- Promote economic development within the area impacted by the FEC corridor within the limits of the City of Miami.

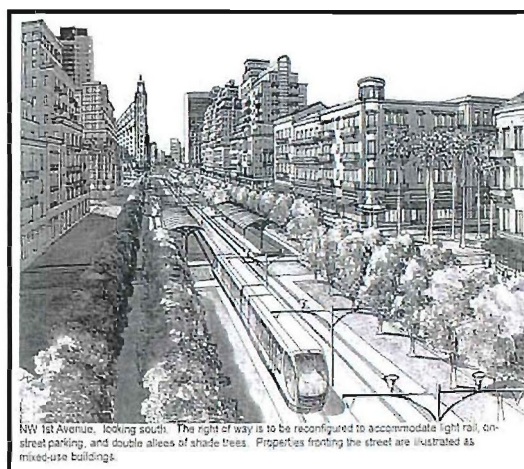
The report focused on four elements that are needed for the studied area: transportation, economic development, housing, and streetscapes. The FEC railroad crossing is one of the main issues that affect any alternative that could be considered for improving I-395 and its environs. In this aspect, the study recommends the development of a premium transit system parallel to the existing FEC Corridor. No recommendation is made regarding future use of the existing FEC railroad track and its right-of-way. The transportation alternatives considered in this document are consistent with the recommendations established in the Community Redevelopment Plan developed by the Southeast Overtown – Park West Community Redevelopment Authority (SEOPW CRA).



Figures 5 and 6, taken from the Community Redevelopment Plan prepared for the City of Miami CRA, illustrate the existing FEC railroad tracks facing south from the I-395 vicinity and an artistic rendering of the corridor with the proposed premium transit recommendations.



**Figure 5: Existing FEC railroad tracks facing south.**



**Figure 6: An artistic rendering of the potential FEC Corridor from I-395 facing south.**

## FDOT PD&E Draft Preliminary Engineering Report

In the 1990s, FDOT engaged the services of Metric Engineering, Inc., to undertake a Project Development and Environment (PD&E) study to evaluate enhancements to I-395. The project limits were defined to include the section from NW 17<sup>th</sup> Avenue in the west to the MacArthur Causeway Bridge in the east. Figure 7 presents the limits of the FDOT PD&E study.

A preliminary report of the existing I-395 conditions prepared in October 1994 noted the following deficiencies.

- Several bridges were obsolete, and one bridge was structurally deficient.
- Geometric deficiencies were identified such as poor vertical and horizontal alignments and insufficient sight distance and vertical clearances.
- Operational deficiencies included lane imbalances, inadequate interchange/ramp sequences, deficient weave sections, poor levels of service, poor lane continuity, and inadequate laneage.
- Safety deficiencies were also noted.



**Exhibit 6: Truck traffic on I-395**

The project need was based on increased traffic and the need to provide greater capacity to eliminate congestion, improve safety, establish lane balance and continuity, and to reconstruct obsolete and deficient bridges.



Figure 7: FDOT PD&E Project Limits

The PD&E study included the development of a wide range of roadway design alternative solutions including elevated alternatives, open cut alternatives, and tunnel options. These alternatives were evaluated based upon many factors including environmental impacts, cost, maintenance of traffic during construction, and engineering factors. The five alternatives that were considered most viable are listed below.

- Depressed – open cut
- At-grade
- Tunnel
- Midtown roundabout
- Elevated with ramps added

Figure 8 presents information developed by FDOT that summarizes these five alternatives. The PD&E study concluded that the preferred alternative is to add ramps to the existing elevated I-395, an alternative that was called E2 in the PD&E study. This elevated alternative will be referred to hereafter as “Alternative 1” in this document and will also be called the “FDOT Elevated Alternative” when discussed subsequently.




		Depressed-Open Cut	At-Grade	Tunnel	Midtown Roundabout	Elevated
Advantages		Aesthetically pleasing and good redevelopment potential	Aesthetically pleasing and good redevelopment potential	Aesthetically pleasing and good redevelopment potential	Greatest Aesthetic and Redevelopment Improvements	Meets all Transportation requirements in terms of mobility and access needs
	Disadvantages	Does not meet basic transportation needs. Undesirable "Roller Coaster Effect". Potential safety concerns.	Does not meet basic transportation needs. Incompatible with Port Tunnel. Increase traffic congestion in Downtown Area. Will divert traffic to other congested links	Eliminates S. Bayshore Drive east bound ramp to MacArthur Causeway. Potential flooding of a major evacuation route.	Extensive construction schedule and maintenance of traffic nightmare. Major impacts to surrounding medical facilities	"No Frills"
Impacts	Households	11	11	11	85	7
	Business	25	23	25	110	12
	Non-Profit	2	2	2	10	2
	Total	38	36	38	205*	21
Cost	Right-of-Way	Not Included Since Alternative Does Not Meet Basic Transportation Needs	Not Included Since Alternative Does Not Meet Basic Transportation Needs	\$ 53 Million	\$ 1 Billion	\$ 14 Million
	Construction			\$ 500 Million	\$ 5 Billion	\$ 51 Million
	Sub-Total I-395			\$ 553 Million	\$ 6 Billion*	\$ 65 Million
	SR-836			\$ 80 Million	\$ 80 Million	\$ 80 Million
	Port Tunnel			\$ 400 Million	\$ 400 Million	\$ 400 Million
	Total			\$ 1.03 Billion	\$ 6.5 Billion	\$ 545 Million

Figure 8: Alternatives Considered in the FDOT PD&E Study

The PD&E study also included a public involvement program. As a result of public meetings, the City of Miami, local residents, and businesses expressed their desire to evaluate the urban problems that have occurred over the years caused by elevating I-395. Interested parties recommended that an alternative, which removes the elevated portion of I-395 placing it below ground, was necessary as a catalyst to urban renewal and revitalization of the community in this area.

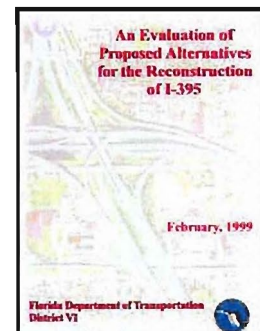
## **Miami Urban Watch (MUW) Alternative**

Many alternatives were considered by FDOT during the PD&E process. Among these alternatives were two that proposed the concept of a boulevard underpass. These proposals recommended depressing I-395 east of the FEC corridor and creating a boulevard concept over this section of I-395. These alternatives provided a different concept from the traditional engineering approach, by combining transportation, land use and urban development elements of the area. At the request of FDOT, Metric Engineering, Inc., combined and modified these alternatives into the "Miami Urban Watch Alternative" to evaluate the engineering aspects of providing the boulevard underpass design. The "Miami Urban Watch Alternative" will be discussed in more detail later in this report.

## **FDOT Assessment of the Miami Urban Watch (MUW) Alternative**

Sensitive to the MPO and the City of Miami's desire for urban renewal of the area adjacent to I-395, FDOT conducted additional analyses of the MUW Alternative. In its February 1999 document, "An Evaluation of Proposed Alternatives for the Reconstruction of I-395," FDOT evaluated three additional alternatives to relocate I-395 that could help act as a catalyst for urban renewal and revitalization. These alternatives included the following.

- A tunnel extending from North Miami Avenue to just east of Biscayne Boulevard, with I-395 relocated northward.
- A tunnel extending from North Miami Avenue to just east of North Bayshore Drive, with I-395 relocated northward.
- An at-grade I-395 with the alignment relocated northward. This alternative provides at-grade intersections of I-395 with local streets.



The FDOT report concluded the following about these alternatives.

- The cost of these alternatives would exceed the project budget.
- The proposed alternatives do not address the existing geometric or operational deficiencies.
- The proposed alternatives would result in unsafe weaving distances.
- Right-of-way (R/W) impacts would be greatly increased.
- Eliminating the FEC railroad crossing could be objectionable to the Port of Miami.
- North Bayshore Drive's connection to the MacArthur Causeway Bridge would be eliminated, causing extensive traffic delays because traffic originating north of Biscayne Boulevard destined for Miami Beach via the MacArthur Causeway would have to turn left at the new Biscayne Boulevard intersection; this traffic would likely block several upstream intersections.

- Northbound traffic on Miami Avenue would suffer additional delays at the intersection with NE 13th Street because the only entrance and exit to/from I-395 would be at Miami Avenue.
- The alternatives are not compatible with the approved design for the Performing Arts Center buildings.
- The alternatives favor urban redevelopment at the expense of basic sound roadway design and regional mobility.

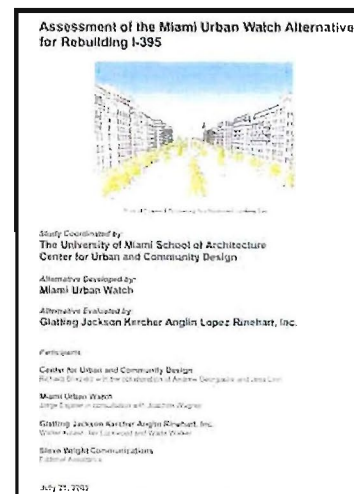
FDOT concluded that their initial preferred alternative, (Alternative 1 - FDOT Elevated Alternative), which adds ramps to the existing elevated I-395, continued to be the preferred alternative.

## University of Miami Assessment of the Miami Urban Watch Alternative

On December 20, 2000, the MPO Governing Board approved a contract with the University of Miami's Center for Urban and Community Design to assess the alternative proposed by Miami Urban Watch, which replaced the proposed depressed open cut I-395 alternative with a broad landscaped boulevard at-grade alternative from NE 1st Avenue to North Biscayne Boulevard. The new boulevard was positioned in front of the Performing Arts Center (PAC). The University of Miami (UM) study produced a report titled *Assessment of the Miami Urban Watch Alternative for Rebuilding I-395*. The assessment conducted by the University of Miami included as partners the consulting firm of Glatting Jackson Kercher Anglin Lopez Rinehart, Inc., and Miami Urban Watch (MUW), who originally developed the proposed alternative.

The assessment included the following elements.

- Principal issues pertaining to I-395's redesign.
- Characteristics of the Miami Urban Watch Alternative including costs, benefits, implementation strategy and impact on Downtown Miami's redevelopment.
- A comparative analysis of the Miami Urban Watch Alternative vs. FDOT's Preferred Alternative.
- Concerns raised about the Miami Urban Watch Alternative.
- An assessment of traffic concerns.
- Key conclusions and recommendations,
- FDOT's latest comments on the proposal.
- A response to FDOT's comments.



The MUW alternative presented in the report recommended an at-grade intersection of I-395 and NW 1st Avenue at the FEC railroad track. FDOT, as well as the MPO, indicated their serious concerns regarding this crossing that are included as Appendix B. However, the UM team supported this recommendation based on a technical memorandum that is included in the report together with MUW's response to MPO/FDOT concerns.

The following are some key notes taken from the University of Miami study. These notes will help to explain the rationale of relocating I-395 northward and placing it beneath the city street grid.

- It is important to recognize that rebuilding Interstate 395 (I-395) should involve land use planning, revitalization and economic redevelopment in addition to traffic planning, engineering, or aesthetic matters.
- The Florida Department of Transportation (FDOT) is responsible for the transportation elements to be considered for I-395. However, this is a good opportunity to incorporate other aspects to minimize the impacts that this project may have on the community. FDOT should consider developing alternatives for I-395 that provide benefits beyond transportation issues such as the revitalization and economic growth of the area, new jobs, relocating families within the same area, improving the quality of life of the community, etc.
- In addition to the direct impacts to the community, there are other areas that should be considered as part of this effort. The Port of Miami has serious problems regarding accessibility to and from its facilities, as well as truck traffic within the downtown. The Performing Arts Center will bring a new vitality to downtown that could be integrated to the project. Bicentennial Park is another project that may be positively affected by improving I-395. The development of residential mixed-use communities, the traffic impacts along local roads, aesthetic concepts to improve the physical structures; and improvements to the public transportation system, are other issues that should be considered.
- The proposal presented in the University of Miami study calls for replacing I-395 with a boulevard for local traffic and an underpass for through traffic to Watson Island and Miami Beach. Some highlights of this proposal are:
  - a. to transform the downtown area and turn blighted land into productive properties,
  - b. to create new land that can accommodate a variety of mixed uses,
  - c. to implement the project in stages that can be financed as separate packages, and
  - d. to recoupe the land when I-395 is demolished.

The *Assessment of the Miami Urban Watch Alternative for Rebuilding I-395* coordinated by the University of Miami made the following recommendations.

- A more detailed study should be conducted to include land use planning and transportation and urban design, along with additional analyses to relocate I-395 below the city street grid.
- Future analysis of alternatives for I-395 should be carried out by a team of transportation and land use planners, urban designers, engineers, and economists.
- Establishment of a panel to oversee the process.
- Reconsideration of FDOT's preferred elevated alternative and a more thorough evaluation of other alternatives.
- Explore the future use of the FEC corridor right-of-way.
- Authorize additional work on the "Boulevard/Underpass" alternative to better define design, access, engineering, economic impact, and source of funding issues.
- Examine the possibility of early acquisition of right-of-way to accommodate the "Boulevard/Underpass" design.
- Conduct public meetings to seek public opinion.

## **FDOT SR 836/I-395 Study, May 2002**

At the request of the City of Miami and the MPO, FDOT conducted an analysis of the Miami Urban Watch (MUW) "Boulevard/Underpass" alternative. FDOT determined that the at-grade crossing of I-395 and the FEC Railroad in the original MUW alternative was a fatal flaw. However, in the spirit of cooperation, FDOT directed its consultant, Metric Engineering Inc., to develop a refinement to the MUW alternative that eliminated the fatal flaw. The May 2002, FDOT study entitled *SR 836/I-395 Study* concluded that a revised MUW alternative could be viable. This alternative retained many features of the original MUW alternative, but placed the FEC railroad beneath I-395. This alternative is referred to herein as "Alternative 3" and named the "Revised MUW Boulevard/Underpass Alternative" that will be discussed later in this document.



## Evaluation of Existing Alternatives

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The objectives of the *Interstate 395 Alternative Review and Development* include reviewing and analyzing the three alternatives previously considered to replace the existing I-395 structure. These alternatives are listed below.

1. FDOT Elevated alternative
2. Miami Urban Watch Boulevard/Underpass alternative
3. Revised Miami Urban Watch Boulevard/Underpass alternative (with depressed FEC)

A brief discussion of each alternative follows including an alternative description, relevant concerns and issues, pros and cons for each alternative, and a cost evaluation of each alternative.

### Alternative 1 – FDOT Elevated Alternative

#### *Description*

As discussed in the Project History chapter of this report, FDOT engaged the services of Metric Engineering, Inc. to conduct a Project Development and Environment (PD&E) study to evaluate a wide range of alternatives for rebuilding I-395. The preferred alternative of the PD&E study was Alternative 1 – FDOT Elevated, shown as Figure 9, which adds ramps to the existing elevated I-395 to improve traffic operations. The alternative does not, however, address the City of Miami's desire to promote urban renewal within the area nor does it enhance the vista for the Performing Arts Center (PAC). The following are key features of Alternative 1 – FDOT Elevated.

- Utilizes the existing I-395 elevated roadway system and adds ramps.
- Solves traffic operational deficiencies (i.e., weaving maneuvers, lane continuity, etc.).
- Rehabilitates existing structures.
- Estimated cost is within the available funding allocated in the Transportation Improvement Program (TIP).
- Creates less impact to the community during the construction process in comparison to other alternatives considered in this study.



Figure 9: Alternative 1 – FDOT Elevated Alternative

### Concerns/Issues

The primary concern regarding this alternative, according to the City of Miami and the community, is that it exacerbates the existing blighted condition caused by the elevated I-395 alignment and offers no potential for revitalizing the area. This alternative retains the existing elevated I-395 and will not improve the vista south of the Performing Arts Center. Additionally, the elevated structure will continue to resonate sound and will not improve or reduce the noise created by vehicles on I-395.

Exhibits 7 through 9 illustrate the existing blighted conditions beneath the I-395 structure.



**Exhibit 7: Although some columns are painted, the area below I-395 is generally blighted. This photograph was taken at the location where the FEC Railroad track crosses under I-395.**



**Exhibit 8: Areas under I-395 are used by the homeless for shelter.**

**Exhibit 9: Some areas under I-395 are used for equipment storage.**



### ***Project Impacts***

The following are pros and cons of Alternative 1 – FDOT Elevated.

#### **Pros**

- Satisfies FDOT objective to improve traffic operations
- At a cost of \$105 million, it is the least expensive alternative
- Provides a faster schedule to implement solution to the corridor

#### **Cons**

- Does not address the existing blighted condition under I-395
- Elevated I-395 remains an obstacle for redevelopment of the area
- Is not an acceptable solution to the City of Miami and the community
- Does not have the consensus of the entities involved in the decision-making process
- Does not enhance the Performing Arts Center



**Exhibit 10: A difficult approach to access a ramp  
connection to I-395**

### ***Estimated Cost***

FDOT prepared a cost estimate for Alternative 1, which is shown in Table 1. The left-hand portion of this table depicts the items, quantities, units, unit costs, and total cost as prepared by FDOT in 1999. The right-hand portion of this table is an update of these costs prepared by the KHA team for this study, and which reflects 2003 dollars.

A brief discussion of the refinements made to the FDOT costs is provided in Table 2. This table explains in detail the basis used to update the FDOT's estimated costs. It is important to clarify that this estimated cost is only for the purpose to quantify each alternative using the same basic assumptions. More refined costs will be determined later during the development of the PD&E study.

Utilizing the new unit prices and the FDOT quantities, the KHA probable cost including right-of-way acquisition is \$105,000,000 for Alternative 1 – FDOT Elevated.

**Table 1: Estimated Costs for Alternative 1 –  
FDOT Elevated Alternative**

Alternative E-2 (I-395) Construction Cost Estimate*					KHA Suggested Cost	
Item	Quantity	Unit	Unit Cost	Total Cost	Unit Cost	Total Cost
<b>BRIDGE/STRUCTURAL:</b>						
Bridge Demolition	108,040	SF	\$10	\$1,080,400	\$10	\$1,080,400
New Low Level Bridges	494,755	SF	\$45	\$22,263,975	\$65	\$32,159,075
New High Level Bridge	103,065	SF	\$60	\$6,183,900	\$100	\$10,306,500
Widening Bridges	131,260	SF	\$60	\$7,875,600	\$100	\$13,126,000
Approach Slabs	6,440	SF	\$20	\$128,800	\$25	\$161,000
Retaining Walls	2,100	SF	\$32	\$67,200	\$32	\$67,200
<b>ROADWAY:</b>						
Asphalt Pvt. (1 lane)	0.121	MI	\$545,000	\$65,945	\$1,000,000	\$121,000
Asphalt Pvt. (2 lanes)	0.206	MI	\$772,000	\$159,032	\$1,400,000	\$288,400
Asphalt Pvt. (3 lanes)	0.578	MI	\$1,058,000	\$611,524	\$2,000,000	\$1,156,000
Asphalt Pvt. (4 lanes)	0.199	MI	\$1,415,000	\$281,585	\$2,500,000	\$497,500
Asphalt Pvt. (5 lanes)	0.157	MI	\$1,765,000	\$277,105	\$3,000,000	\$471,000
Asphalt Pvt. (6 lanes)	0.110	MI	\$2,115,000	\$232,650	\$4,000,000	\$440,000
Concrete Pvt. (1 lane)	0.195	MI	\$750,000	\$146,250	\$1,000,000	\$195,000
Concrete Pvt. (2 lanes)	0.091	MI	\$1,080,000	\$98,280	\$1,500,000	\$136,500
Concrete Pvt. (3 lanes)	0.269	MI	\$1,487,000	\$400,003	\$2,000,000	\$538,000
Concrete Pvt. (4 lanes)	0.108	MI	\$1,990,000	\$214,920	\$3,000,000	\$324,000
Widening Const. Pvt. (9")	2,587	SY	\$35	\$90,545	\$100	\$258,700
Embankment	15,900	CY	\$7	\$111,300	\$10	\$159,000
Drainage	1	LS	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
<b>MISCELLANEOUS:</b>						
Signalization	8	LOC	\$70,000	\$560,000	\$120,000	\$960,000
Signs & Markings	1	LS	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Lighting	1	LS	\$780,000	\$780,000	\$780,000	\$780,000
<b>SUBTOTAL</b>				\$43,629,014	<b>SUBTOTAL</b>	\$65,225,275
<b>+MOT (10%)</b>				\$4,362,901	<b>+MOT (10%)</b>	\$6,522,528
<b>+MOBILIZATION (7%)</b>				\$3,054,031	<b>+MOB (12%)</b>	\$8,609,736
<b>+CONTINGENCY (15%)</b>				\$6,544,352	<b>+CONTING. (15%)</b>	\$9,783,791
<b>TOTAL CONSTRUCTION COST</b>				\$57,590,298	<b>NEW ESTIMATE</b>	\$90,141,330
<b>RIGHT-OF-WAY</b>				\$14,000,000		\$15,400,000 *
<b>TOTAL COST</b>				\$71,590,298		\$105,541,330
<b>*INCREASED 10%</b>					<b>SAY</b>	\$105,000,000

**Table 2: Evaluation of FDOT's Cost Estimate**

Pay Item No.	Item	FDOT 1999 Unit Price	KHA Remarks
1	Bridge Demolition	\$10.00	The FDOT unit cost of \$10.00/SF was retained.
2	New Low Level Bridge	\$45.00	Based on the January 2003 FDOT Structures Design guideline Chapter 9, the estimate for low level structures ranges from \$50.00 to \$70.00 per square foot increased to \$50.00 to \$84.00 if phased construction is required. KHA recommends using \$60.00/SF
3	New High Level Bridge	\$60.00	The FDOT Structure Design guidelines estimates the cost of high level (i.e., complex) structures to range from \$76.00 to \$120.00 per SF. KHA recommends \$100.00/SF.
4	Widening Bridges	\$60.00	KHA recommends \$100.00 per SF considering the complexity of this type of construction.
5	Approach Slabs	\$20.00	This unit cost was escalated to \$25.00 to reflect 2003 costs.
6	Retaining Wall	\$32.00	The FDOT unit cost of \$32.00 per SF is still accurate correct for the wall; however, KHA increases the cost to \$40.00 per SF to account for select fill within the wall.
7-12	Asphalt Pavement	See Table 1	The unit cost for each of these Pay Items were increased to reflect the urban environment of the construction area, which will require a phased approach, as well as an increase in the unit cost to reflect 2003 dollars.
13-16	Concrete Pavement	See Table 1	The unit cost for each of these Pay Items were also increased to reflect the urban environment of the construction area, which will require a phased approach, as well as an increase in the unit cost to reflect 2003 dollars.
17	Widen Concrete Pavement	\$35.00	This unit price was increased to \$100.00 to include saw cutting the existing concrete pavement; placement of distribution reinforcement between old and new pavement; removal of existing soil; placement of base; forming; hand placement of concrete; phasing of construction; and the need to reflect 2003 dollars.
18	Embankment	\$7.00	This unit price was raised to \$10.00 to reflect the additional handling and placement cost associated with the complex construction work zone.
20	Signalization	\$70,000.00	This unit cost was increased to \$120,000.00 to reflect recent bid prices on other projects.
21	Signs & Markings	\$1,000,000.00	The same unit cost was used.
22	Lighting	\$780,000.00	The same unit cost was used.
23	MOT	10%	The same 10% was used. However, since construction cost has increased, the total cost of MOT increased accordingly.
24	Mobilization	7%	This was increased to 12% to reflect the complex nature of the construction.
25	Contingency	15%	This percentage was also used.
26	Right-Of-Way	\$14,000,000.00	This was increased by 10% to \$14,400,000 to reflect an annual inflation of 3% per year based on economic indicators from 1999 to 2003.

## **Alternative 2 – Miami Urban Watch Boulevard/Underpass Alternative**

### ***Description***

In December 2000, the MPO contracted with the University of Miami (UM) School of Architecture Center for Urban and Community Design to assess an alternative developed by the Miami Urban Watch (MUW) that promoted the development of an open-cut alternative, which addressed issues related to the redevelopment of the area and enhanced projects already under construction, such as the Performing Arts Center (PAC). Additionally, the proposed alternative attempts to address FDOT's concerns regarding improving traffic flow along I-395.

The University of Miami study was completed in June 2002 and titled *Assessment of the Miami Urban Watch Alternative for Rebuilding I-395*. The study assessed the benefits of selecting the MUW alternative over FDOT's elevated preferred alternative. The alternative proposed by MUW is based on a "Boulevard/Underpass" concept that promotes high-rise developments (commercial, office, and residential) along the I-395 corridor. Figure 10 is an artistic rendering that illustrates the proposed boulevard above I-395.



**Figure 10: MUW Boulevard/Underpass Alternative**

During the development of this study, FDOT and the MPO addressed a series of concerns regarding this option that are included in Appendix B. The document also presented a series of responses reacting to these concerns. The main concern raised by FDOT and the MPO was the crossing at the FEC railroad track. The University of Miami responded to this concern with three approaches (referred to hereafter as options A, B, and C).

## Option A – An At-Grade Crossing at the FEC Railroad Track

Option A considers lowering I-395 to ground level west of the FEC railroad track. An at-grade intersection would be built at NW 1st Avenue at the railroad crossing. The study indicated that the FEC railroad tracks only serve one train at night per day. The consulting firm of Glatting Jackson, Inc. concluded that:

- the horizontal and vertical alignments proposed in this alternative are well within the FDOT guidelines,
- weaving and merging operations are feasible and safe,
- design speeds are appropriate for the function of the proposed alternative and the railroad crossing at this point is safe,
- train delays will affect less than one percent of the population traffic,
- traffic capacity and vehicle storage at this at-grade intersection at NW 1st Avenue are more than adequate, and
- access to the surface street system is desirable in this alternative.

Figures 11 and 12 show the horizontal and vertical alignments, respectively.

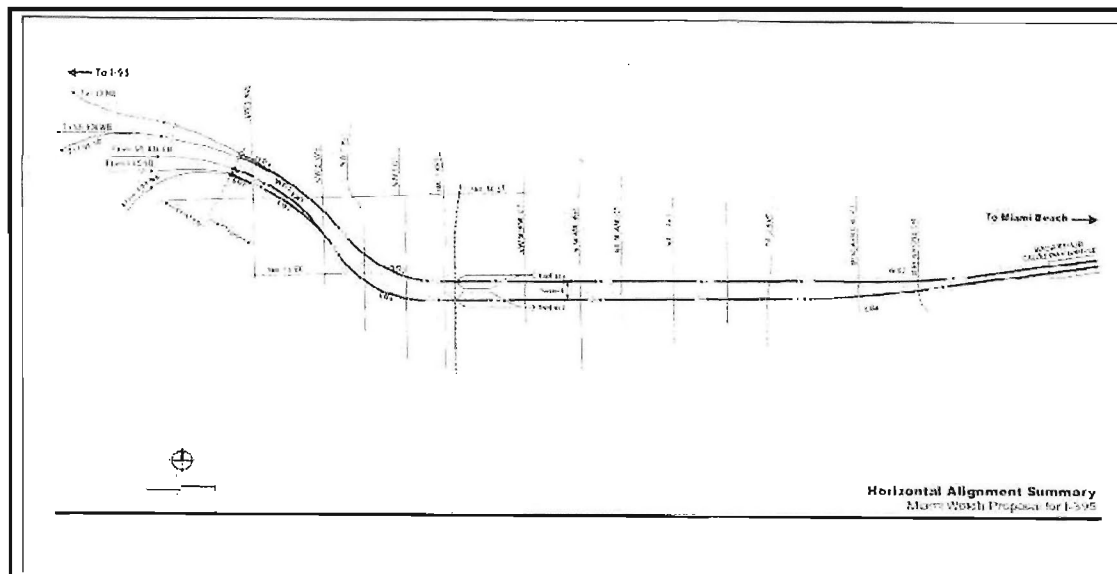


Figure 11: The horizontal alignment of Option A.

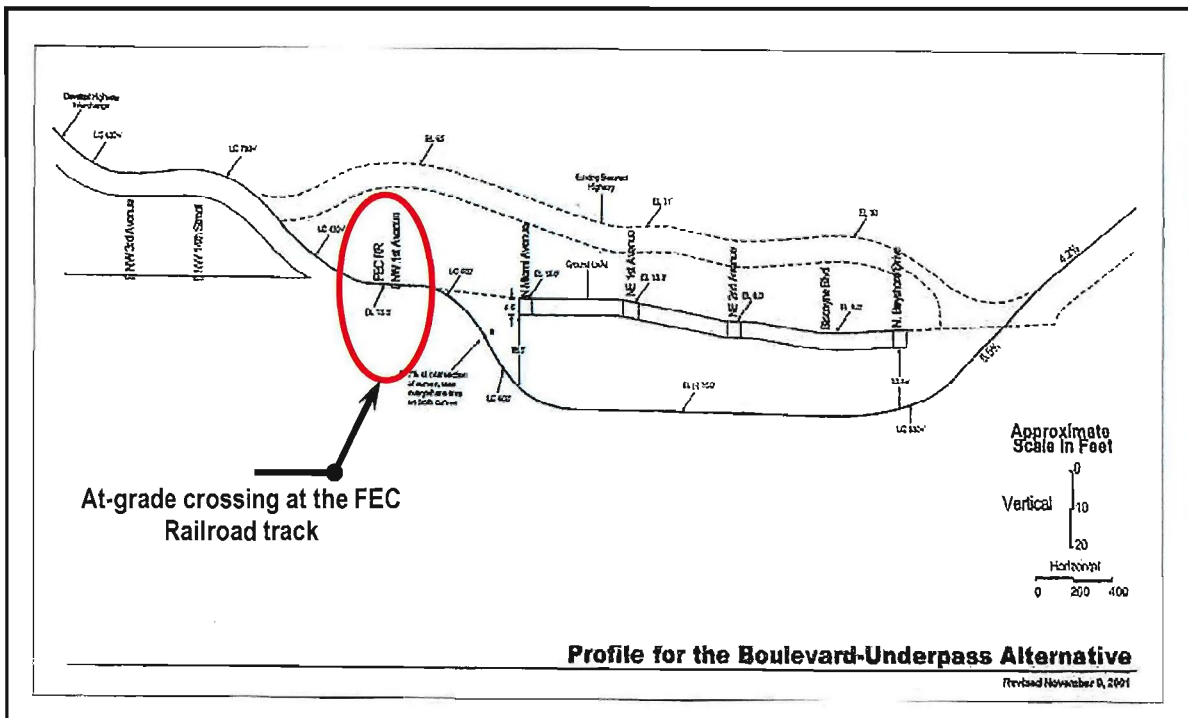


Figure 12: The vertical alignment of Option A.

## KHA Review of Option A

Option A has two inherent problems. First, the at-grade crossing of I-395 and the FEC railroad track currently does not exist. Creating a new at-grade crossing would introduce significant safety challenges and interject a new traffic operational problem. Although FDOT is willing to work to the extent possible with the City of Miami to find an alternative that enhances urban renewal, Option A would not be consistent with FDOT's objective of improving traffic operations and safety.

A second problem with Option A is the assumption that only one train per day will continue to use the FEC railroad track. In the event that light rail or a commuter rail service is established in the future within the FEC corridor, the number of trains crossing I-395 would dramatically increase. Passenger rail service within the FEC corridor is consistent with planning objectives of Miami-Dade County. An increase in the number of trains utilizing the FEC corridor at this location would degrade traffic operations and significantly increase the potential for train/automobile collisions. Additionally, this option only considers future development in the area east of the FEC railroad track and no consideration is given to the sector west of the FEC railroad track.

## **Option B – Replace the FEC Corridor with Light Rail**

In order to avoid the at-grade crossing at the FEC railroad track, Option B proposes to replace the existing FEC railroad track with a commuter light rail line from the Metrorail Overtown Station to the north. The path of the proposed line follows the Northeast Corridor, and is already being studied by the City of Miami. Additionally, the South Florida Regional Transportation Authority (Tri-Rail) has shown interest in using the FEC railroad corridor to connect Downtown Miami with West Palm Beach. The recommendation of Option B is to have the proposed commuter light rail system cross above I-395. This option would eliminate the at-grade crossing.

In addition, Option B recommends building a new office complex at the Miami Arena site, which would include a new World Trade Center and the relocated City of Miami City Hall. According to the recommendation made by the University of Miami, these actions would dramatically change the social and economical profiles in the Overtown and Park West areas.



**Exhibit 11: The Miami Arena, where Option B proposes the construction of an office complex, the City of Miami City Hall, and the new World Trade Center.**

## **KHA Review of Option B**

The ultimate use of the FEC railroad track and right-of-way is not likely to be decided in the near future. Although, this alternative will reduce the cost of the reconstruction of I-395, it will increase the cost of any future alternative use proposed for the FEC corridor. Furthermore, the vertical alignment of the railroad crossing over I-395 requires a long railroad gradient on either side. The nature of the vertical alignment of the railroad would be detrimental to redevelopment efforts within Overtown. Therefore, Option B is not considered viable at this time.

## **Option C – Bringing I-395 to At-grade East of the FEC Corridor**

The third option proposed in the study conducted by UM is to bring I-395 to at-grade east of the FEC railroad track, so that I-395 will be crossing over the FEC railroad track. According to the UM study, the benefits of Option C are as follows:

- weaving distance will be improved,
- no need to purchase properties in the Overtown area,
- construction costs are reduced, and
- NW 1<sup>st</sup> Avenue will not be affected.

## **KHA Review of Option C**

The requirement for I-395 to cross over the FEC railroad track with 23 feet of vertical clearance combined with the depth of the superstructure for the bridge carrying I-395 over the FEC railroad track will place the travel lanes on the relocated I-395 about 30 feet above the FEC railroad track. After crossing the FEC railroad track, I-395 must quickly descend underground to approximately 25 feet below North Miami Avenue. As I-395 proceeds eastward, the alignment would remain underground and eventually rise again to meet the MacArthur Causeway. This vertical profile may be described as having a “roller coaster effect” that would not be acceptable.

Additionally, westbound truck traffic on I-395 would have to climb the steep grade between North Miami Avenue and the FEC railroad track overpass, which would slow trucks and create safety, capacity, and operational problems.

Furthermore, the benefits of the boulevard/underpass open-cut concept are reduced in this option because of the limited length that I-395 would actually be below ground level. Therefore, the potential benefits to community continuity and redevelopment potential are lessened.

## **Recommended Alternative**

The University of Miami study does not actually provide a recommendation of the three options evaluated for crossing the FEC railroad tracks. A July 31, 2002, memorandum prepared by Glattig Jackson Kercher Anglin Lopez Rinehart, Inc., states that the Miami Urban Watch proposal for the relocation of I-395 from I-95 to Biscayne Bay recommends replacing the current 1.2-mile elevated structure with a combination of the following:

- an elevated structure between I-95 and NW 1<sup>st</sup> Avenue,
- an at-grade intersection at NW 1<sup>st</sup> Avenue and the FEC railroad tracks, and
- a six-lane tunnel for through traffic between NW 1<sup>st</sup> Avenue and the MacArthur Causeway.

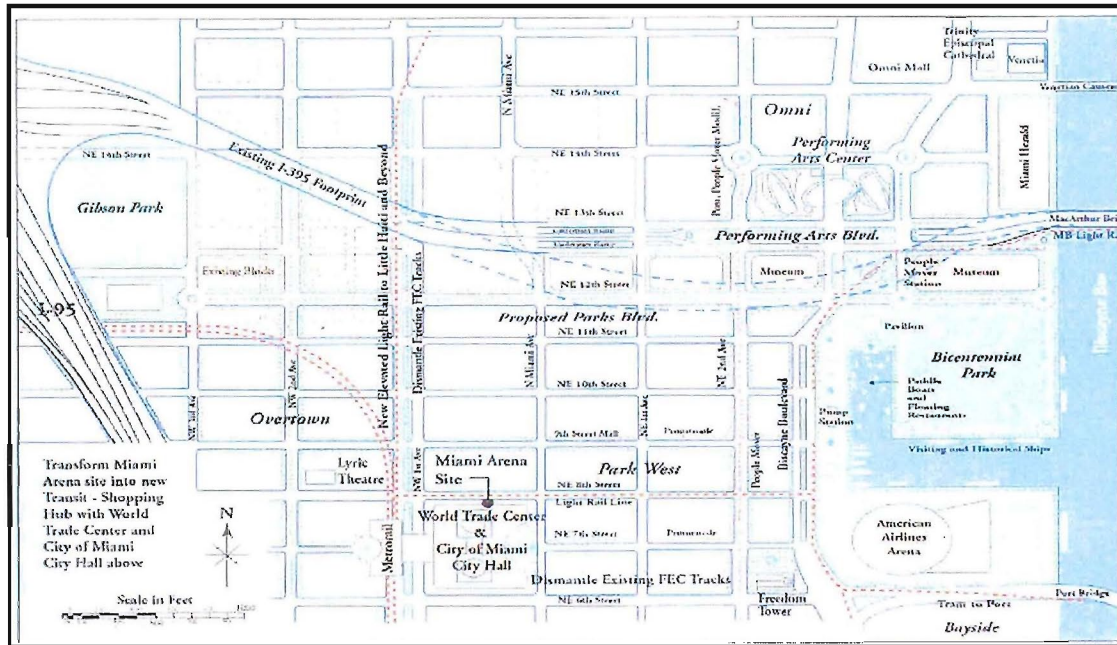
Under the recommended alternative, access to the local streets would be accomplished from surface streets on either side of the open cut with cap. This MUW alternative is referred to hereafter as Alternative 2 – MUW Boulevard/Underpass alternative.

## **Concerns/Issues**

Although the MUW Alternative to relocate I-395 would promote urban revitalization, the at-grade railroad crossing was viewed by FDOT as a fatal flaw. For this alternative to proceed, a grade separation of the FEC railroad corridor is required.

According to the construction phasing estimated for this alternative, it would take approximately nine years to complete the relocation of I-395. It is noted that due to the extremely complex nature of the work involved, which includes (1) new temporary bridge construction, (2) careful removal of portions of the existing I-395 structure, (3) maintaining the FEC traffic operation, and (4) building relocated I-395, below ground; this phasing estimate should be considered the absolute minimum construction time.

Figure 13 illustrates the proposed alignment for the MUW Boulevard/Underpass Alternative.



**Figure 13: Proposed MUW Boulevard/Underpass Alternative to I-395 and Improvement to the Surrounding Area**

### *Project Impacts*

Several of the pros and cons of the MUW Boulevard/Underpass alternative are noted below:

#### **Pros**

- Achieves the objectives of the City of Miami to assist urban renewal.
- Enhances the Performing Arts Center by providing an attractive urban boulevard to the south and reducing noise from I-395.
- Introduces the importance of urban redevelopment and economic growth with the recommended improvements for the I-395 corridor.

#### **Cons**

- The at-grade crossing of the FEC Railroad is not acceptable.
- Existing traffic can expect to be inconvenienced for at least nine years during the construction process.

### **Estimated Cost**

The June 2002 study coordinated by the University of Miami School of Architecture Center for Urban and Community Design includes a cost estimate for the "Boulevard/Underpass" alternative. This cost estimate was based on FDOT's unit cost figures and is depicted in Table 3. Note that the total project cost of \$188,610,800 considers proceeds after the sale of land currently occupied by I-395. The total project cost before land sales is \$272,910,800.

The KHA proposed refinements to the University of Miami (UM) cost is also shown in Table 3. Table 4 provides an explanation of the proposed adjustments to the cost estimate developed by the University of Miami. The comments in Table 4 refer to the Pay Items presented in the left-hand column of Table 3. The adjusted KHA project cost of \$383,413,800 is shown at the bottom of the right-hand column of Table 3. The primary increase comes from right-of-way acquisition, maintenance of traffic, utility relocations, and miscellaneous items. These items add over \$100 million to the cost of the project. Please note that the KHA cost estimate does not consider proceeds from the sale of land currently occupied by I-395.

### **Alternative 3 – Revised Miami Urban Watch Boulevard/Underpass alternative (Depressed FEC Railroad)**

In May 2002, the FDOT conducted an evaluation of the MUW Boulevard/Underpass Alternative. FDOT prepared a plan and profile (see Figures 14 and 15) of the original MUW Boulevard/Underpass Alternative and concluded that I-395 could not cross the FEC railroad at-grade. FDOT then developed a new alternative that placed the FEC railroad under I-395. This "Revised Miami Urban Watch Alternative" was estimated by FDOT to have an estimated project cost of \$933,772,723 (see Table 5). This cost estimate was recent enough that the unit prices reflect current dollar unit prices and no refinements were necessary.

Nonetheless, the following observations were made by the KHA team.

- Referencing Table 5, the FDOT's estimated cost of the tunnel (item 1) is \$138,016,000; however, the actual cost is much greater because drainage (item 18) 25%, maintenance of traffic (item 22) 15%, mobilization (item 23) 10%, contingency (item 24) 20%, and engineering/legal/administrative (item 28) 22% collectively adds an additional 92% (i.e., 25% + 15% + 10% + 20% + 22%) which nearly doubles the bottom line cost of the tunnel and increases the cost to approximately \$265 million.
- The actual cost of the depressed rail section (item 15) is also much greater than \$149,520,000. The percentages for the various Pay Items section (i.e., drainage, maintenance of traffic, mobilization, contingency, engineering, legal and administrative) also nearly double the cost of depressing the railroad to approximately \$286 million.
- These two items alone (tunnel and depressing the railroad) account for \$551 million of the estimated cost of \$933 million. The remainder of the cost (or \$382 million) was for right-of-way acquisition, utility relocation, soil clean up, and construction related to the surface streets.

Table 3 - Alternative 2 - Miami Urban Watch - Underpass/Boulevard

CONSTRUCTION OF BOULEVARD ONLY							
Pay Item No.	Description	Units	Quantity	Unit Price	Total Amount Per Item	KHA Unit Price	KHA Amount
1	Clearing and grubbing	ac	6	\$7,000/ac	\$42,000		\$42,000
2	6 lane Blvd., 5 ft sidewalks, lights, mobil., sigh. Reg. Drain	mi	0.4	\$4,375,000/mile	\$1,750,000		\$1,750,000
3	Additional 10 ft of sidewalk area on either side	ft	35,000	\$3/sq ft	\$105,000		\$106,000
4	Landscaping and irrigation median and sidewalks	ft	210,000	\$2/sq ft	\$420,000		\$420,000
5	Additional lighting			10% blvd. Cost	\$175,000		\$175,000
6	Additional signalization, signage and pavement marking			10% blvd. Cost	\$175,000		\$175,000
7	Additional drainage			10% blvd. Cost	\$175,000		\$175,000
New 7A	Side street connections		1			\$2,000,000	\$2,000,000
New 7B	Miscellaneous items		1			\$400,000	\$400,000
New 7C	Additional Mobilization		1			\$288,000	\$288,000
	Sub-Total				\$2,843,000		\$5,531,000
	Contingencies			15% + sub-total	\$427,000		\$829,650
RIGHT OF WAY COSTS		App. 200,000 sq. ft		Average of \$100/sq ft		\$20,000,000	X2.5
						\$50,000,000	
(Above cost per sq. ft. is based on 2/27/02 land sales information. ROW costs will be recuperated when I-395 is taken down)							
	Total cost of at-grade boulevard construction and right-of-way					\$23,270,000	\$56,360,650
CONSTRUCTION OF UNDERPASS, RAMPS AND DEMOLITION OF I-395							
Pay Item No.	Description	Units	Quantity	Unit Price	Total Amount Per Item		
8	Modif. To exist.struct. (new ramps) NW 3rd - NW 1st Ave	ft	250,000	\$60/sq ft	\$15,000,000		\$15,000,000
9	Tunnel approach section NW 1st Ave. - N. Miami Ave.	ft	72,000	\$200/sq ft	\$14,400,000		\$14,400,000
10	Cut and cover tunnel N. Miami Ave.-N. Bayshore Dr.	ft	240,000	\$400/sq ft	\$96,000,000		\$96,000,000
11	Tunnel approach from MacArthur Bridge	ft	96,000	\$200/sq ft	\$19,200,000		\$19,200,000
12	Retaining walls	sq ft	18,000	\$32/sq ft	\$576,000		\$576,000
13	Flood walls	sq ft	58,200	\$30/sq ft	\$1,746,000		\$1,746,000
14	Street decking	sq yd	3,250	\$300/sq yd	\$975,000	\$540	\$1,755,000
15	Demolition existing structure	ft	900,000	\$10/sq ft	\$9,000,000		\$9,000,000
16	Lighting			2x FDOT estimate	\$600,000		\$600,000
17	Signalization, signs and pavement markings			FDOT estimate	\$750,000		\$750,000
18	Drainage			20% of sub-total	\$31,393,400		\$31,393,400
19	Contingencies			20% of sub-total	\$31,393,400		\$31,393,400
New 19A	Miscellaneous items		1			\$20,000,000	\$20,000,000
20	Mobilization			10% of sub-total	\$15,967,000		\$32,000,000
21	Utility relocation				\$4,000,000	\$25,000,000	\$25,000,000
22	Additional right-of-way	ft	8,000	\$80/sq ft	\$640,000		\$25,000,000
23	Maintenance of traffic					\$50,000,000	\$50,000,000
	Total cost of Underpass construction				\$241,640,800		\$375,413,800
24	Decontamination cost	ls	1	\$8,000,000	\$8,000,000		\$8,000,000
	TOTAL PROJECT COST				\$272,910,800		\$393,413,800
LAND SALES							
25	Land sales	sf	562,000	\$150	(-\$84,300,000)		
	TOTAL PROJECT COST AFTER LAND SALE				\$198,610,800		

**Table 4: KHA Comments on Alternative 2 MUW Boulevard/Underpass Cost Estimate**

Note Pay Item No. and description are from Table 3		
Pay Item No.	Description	KHA Remarks
1	Clearing and grubbing	Acceptable
2	6 lane boulevard	Acceptable
3	Additional sidewalk	Acceptable
4	Landscaping	Acceptable
5	Additional lighting	Acceptable when Pay Item no. 16 is considered.
6	Signalization	Acceptable when Pay Item no. 17 below is considered.
7	Additional drainage	Acceptable when Pay Item no. 18 below is considered.
New 7A	Side street connections	Add \$2,000,000.00 to rebuild city street connections.
New 7B	Miscellaneous	\$400,000.00 was added.
New 7C	Addition MOB for new items 7A, 7B, and 7C	Add \$288,000.00 for mobilization for new items 7A, 7B, and 7C.
8	Ramps	Acceptable
9	Tunnel approach	Acceptable
10	Tunnel	Acceptable
11	Tunnel approach	Acceptable
12	Retaining walls	Acceptable
13	Flood wall	Acceptable
14	Street decking	Increase to \$300/SY which is \$540.00/SY
15	Demolition of I-395	Acceptable
16	Lighting	Acceptable
17	Signalization	Acceptable
18	Drainage	Acceptable
19	Contingency	Acceptable, but new item 19A was added.
New 19A	Miscellaneous items	\$20,000.000 was added to cover over 100 Pay Items that will be added during final design.
20	Mobilization	Increased to \$32,000,000 based on 12% of construction cost.
21	Utility relocation	Increased to \$25,000,000.00 based on FDOT/KHA evaluation
22	Maintenance of Traffic	\$20,000,000 to construct temporary bridges and maintain traffic for 9 years.
23	Additional right-of-way	Increase by \$25,000,000 for land acquisition for temporary bridge

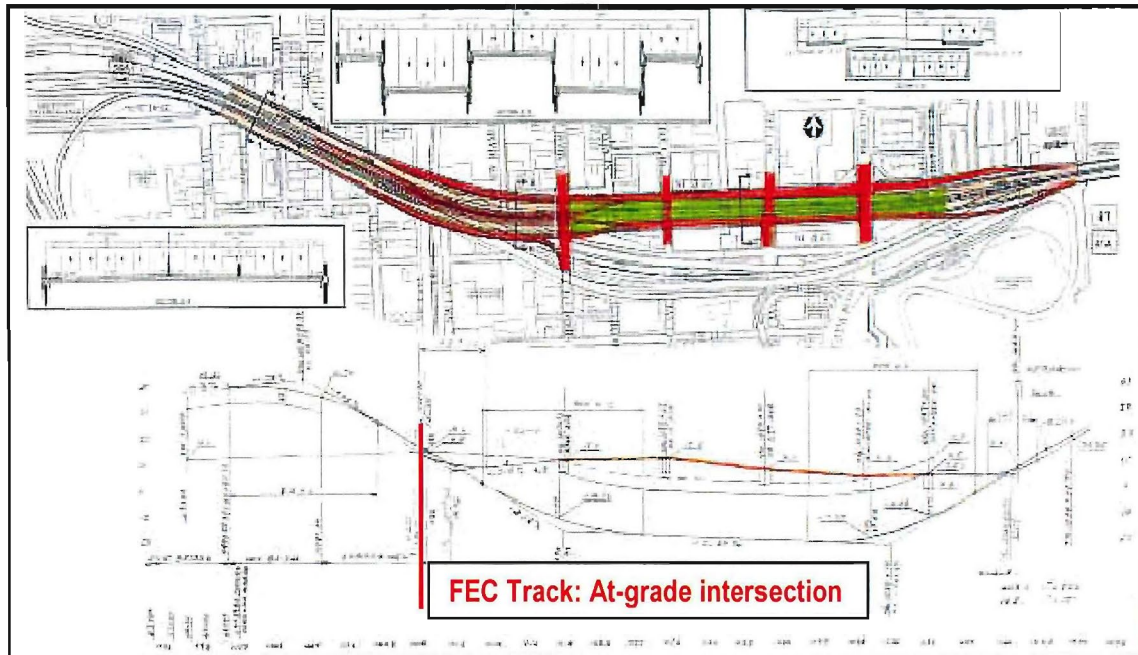


Figure 14: Original MUW Alternative Plan and Profile

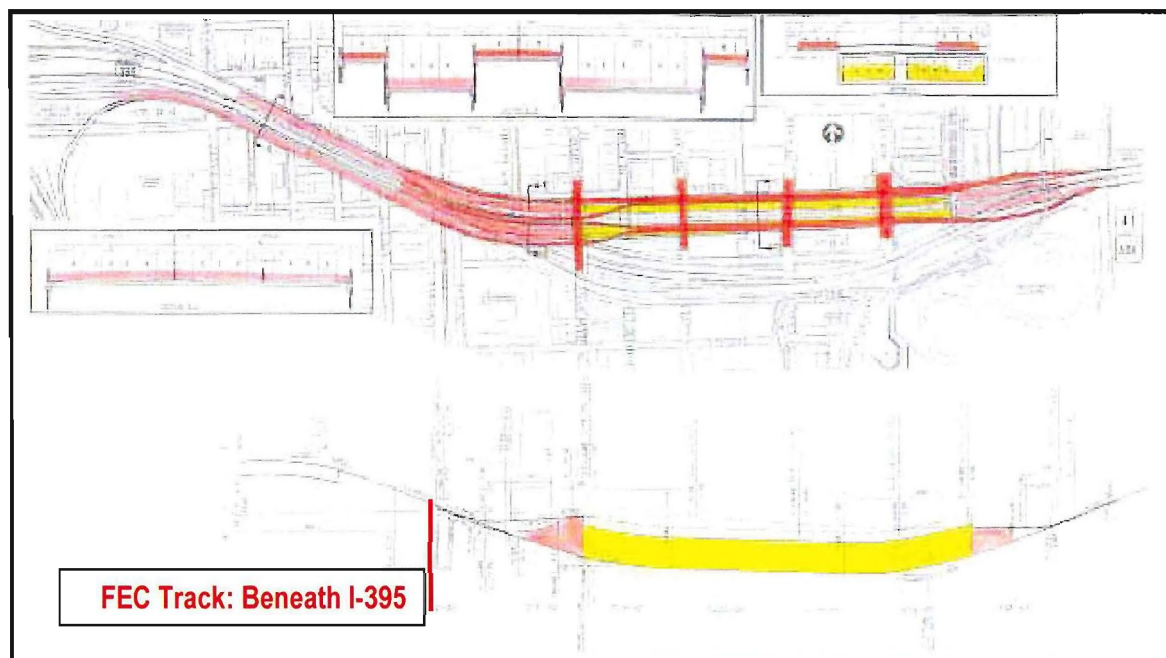


Figure 15: Revised MUW Alternative Plan and Profile (FDOT)



Table 5 - Alternative 3 - Revised MUW - Underpass/Boulevard (with depressed FEC railroad)

Prepared by FDOT

Item No.	Description	Units	Unit Price	Estimated Quantity	Total Amount Per Item
1	Tunnel	SF	\$400.0	345040.0	\$138,016,000
2	Bridge	SF	\$60.0	93000.0	\$5,580,000
3	App. Slab	SF	\$20.0	4715.0	\$94,300
4	Depressed Area (App. Section)	SF	\$200.0	202275.0	\$40,455,000
5	Concrete Sidewalks	SF	\$3.0	64200.0	\$192,600
6	Bridge Demolition	SF	\$10.0	576500.0	\$5,765,000
7	Retaining Walls	SF	\$32.0	18000.0	\$576,000
8	Clearing & Grubbing	AC	\$7,000.0	57.3	\$401,100
9	Area of Asphalt Pavement	SF	\$4.5	500200.0	\$2,250,900
10	Landscape (Including Irrigation)	SF	\$2.0	549000.0	\$1,098,000
11	Flood Walls	SF	\$30.0	58240.0	\$1,747,200
12	Street Decking	SY	\$350.0	3270.0	\$1,144,500
13	Widening Bridge	SY	\$60.0	36053.0	\$2,163,180
14	Embankment	CY	\$7.0	109022.0	\$763,154
<b>SUB TOTAL</b>					<b>\$200,246,934</b>
DEPRESSED RAIL SECTION					
15	(Includes: Sheet Piling & Tie Backs, Tremie Conc., Rock Anchor, Dewatering, Excav., Water Proofing, Reinf Conc., Class IV, Back Fill & Pavt. Track.)	LF	\$20,000.0	7470.0	\$149,520,000
BRIDGES OVER DEPRESSED RAIL					
16	(Includes: Bridge, App. Slab, Embankment, Ret. Wall, Ashp. Zone, Base, Stabilization)	SF	\$80.0	110600.0	\$8,848,000
STREETS DEPRESSED (AT GRADE RAIL CROSSING)					
17	(Includes: Excavation, Ret. Walls, Asph. Conc.)	SF	\$60.0	76000.0	\$4,560,000
<b>SUB TOTAL</b>					<b>\$363,174,934</b>
18	Drainage (25% of total)	LS		1.0	\$90,793,734
19	Lighting	LS		1.0	\$5,000,000
20	Signalization	LOC		10.0	\$350,000
21	Signage & Pavement Marking	LS		1.0	\$2,000,000
<b>SUB TOTAL</b>					<b>\$461,318,668</b>
22	M. of T. (15% of Total)				\$69,197,800
23	Mobilization (10% of Total)				\$46,131,867
24	Contingencies (20% of Total)				\$92,263,734
<b>SUBTOTAL (CONSTRUCTION COST)</b>					<b>\$668,912,068</b>
25	UTILITY RELOCATION	LS		1.0	\$25,000,000
26	SOIL/GROUNDWATER				
27	CONTAMINATION CLEANUP	LS		1.0	\$10,000,000
<b>SUB TOTAL</b>					<b>\$703,912,068</b>
28	ENG/LEGAL/ADM (22%)				\$154,860,655
29	RIGHT-OF-WAY				\$75,000,000
<b>TOTAL PROJECT COST</b>					<b>\$933,772,723</b>



## Comparison of Alternatives

In summary, the three previous developed alternatives are:

1. FDOT Elevated alternative
2. Miami Urban Watch Boulevard/Underpass alternative
3. Revised Miami Urban Watch Boulevard/Underpass alternative (with depressed FEC)

To assist in the evaluation of the alternatives, Table 6 was developed to present fatal flaws of the alternatives.

Table 6: Fatal Flaw Evaluation Matrix			
CRITERIA	ALTERNATIVE		
	1 – FDOT Elevated	2 – MUW Boulevard/Underpasses	3 – MUW REVISED Boulevard/Underpass (with depressed FEC)
Meets all FDOT expectations	YES	NO	YES
Meets all City of Miami expectations	NO	YES	YES
Project cost is considered acceptable	YES	YES	NO

Alternative 3 – Revised Miami Urban Watch Boulevard/Underpass alternative is the only alternative acceptable to both FDOT and the City of Miami; however, the cost of \$933 million makes this alternative difficult to advance as the preferred alternative.



## Development of Alternatives

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### Background

Due to the differences between the findings presented in the studies conducted by UM and FDOT, the MPO was requested to identify a solution to address this situation. The MPO decided to prepare a Scope of Work to evaluate three alternatives considered in the past: elevated, boulevard/underpass, and depressed FEC railroad. In addition, the consultant was asked to develop other alternatives and make a recommendation to the MPO Governing Board.

To expedite the selection process, the MPO has a General Planning Consultant (GPC) Services contract with three firms available on an as-needed basis. This contract was approved by the MPO Board under Resolution # 37-00. After a selection process, the study was assigned to Kimley-Horn & Associates, Inc. (KHA). In July 2002, a Notice to Proceed letter was issued to KHA to conduct the study.

### I-395 Committee



In July 2002, a presentation was made to the MPO Governing Board regarding the I-395 project. At this meeting, a recommendation was made to create a special committee to guide the analysis to be conducted along the I-395 corridor. This committee was chaired by Commissioner Barbara Carey-Shuler and co-chaired by the Mayor of the City of Miami, Manny Diaz.

In September 2002, the MPO Board approved Resolution # 33-02 creating the I-395 Committee. The

purpose of this Committee was to reach a consensus on highway improvement alternatives to address needed traffic solutions while also benefiting additional issues in the vicinity of the I-395 Corridor.

Table 7 lists the members of the I-395 Committee and Appendix C includes copies of the MPO resolutions regarding the study.

**Table 7: I-395 COMMITTEE MEMBERSHIP**

MEMBER	REPRESENTING
Barbara Carey-Shuler Chairperson	MPO Board Member
Manny Diaz Co-Chair	Mayor, City of Miami
Bruno Barreiro	MPO Board Member
Ronald Krongold	MPO Board Member
Jorge Espinel	Miami Urban Watch
Eleanor Kruger	Citizen
Jorge Roviroso	Florida Stevedoring Inc.
William L. Senn	Basketball Properties Limited
Hal Spaet	Citizen
Parker Thomson	Hagan and Harston, LLP
Charles Towsley	Director, Port of Miami

The I-395 Committee was very active in pursuing an alternative that can achieve consensus among the different entities working in the development of this project along with the affected community. During this process, the committee held five meetings. Copies of the minutes from these five meetings are included in Appendix C and summarized below:

#### **First Meeting – October 23, 2002**

The first I-395 Committee meeting was held on October 23, 2002. At this meeting, Mayor Manny Diaz indicated that a financial analysis should be part of the project. Therefore, a scope of work was prepared and approved at the MPO Board meeting in October 2002. MPO Resolution #36-02 authorized the MPO Secretariat to expand the scope of work of the I-395 Alternatives Review Study.



During this meeting an historical overview of the project was also presented to the Committee. At the end of the meeting the following recommendations were made:

- A financial analysis was needed to support any technical recommendation resulting from the study. As indicated before, MPO #36-02 Resolution authorized the MPO Secretariat to conduct this financial analysis.
- Short-term projects should be considered during the development of the study to alleviate traffic congestion within the study area.
- A request was made by Miami Urban Watch (MUW) to present a modified alternative for the I-395 Corridor to the Committee.

### **Second Meeting – November 25, 2002**

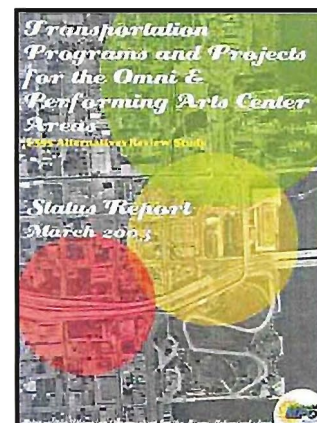
During this meeting three presentations were made by:

- Miami Urban Watch (MUW) presented a modified version of the MUW alternative considered in the study conducted by the University of Miami.
- The Florida Department of Transportation (FDOT) made a presentation of the improvements considered along Biscayne Boulevard.
- The consultant firm of Kimley-Horn & Associates (KHA) presented an overview of the alternatives previously considered in the past and a new open-cut proposal for I-395.

### **Third Meeting – March 5, 2003**

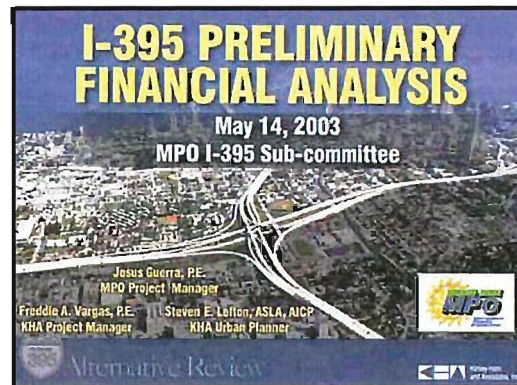
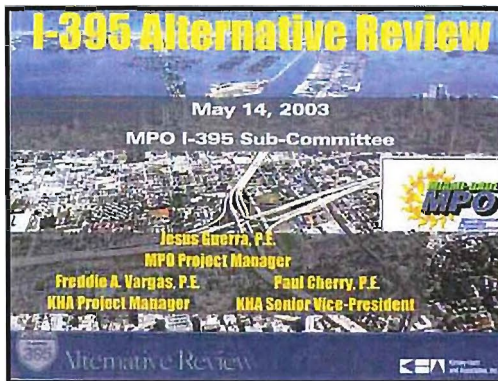
In response to a request made by the Committee in the first meeting, presentations were made regarding short-term projects proposed for the study area. The presentations were conducted by the following entities:

- Performing Arts Center (PAC)
- Florida Department of Transportation (FDOT)
- Miami-Dade County Public Works Department
- City of Miami  
A report was prepared by the MPO summarizing the projects presented at this meeting and this report is included as Appendix C.



#### Fourth Meeting – May 14, 2003

At this meeting, Kimley-Horn and Associates made a presentation of the proposed open-cut alternative for the I-395 Corridor. This presentation included a technical presentation of the alternative and the highlights of the financial analysis conducted by the firm.



These presentations will be discussed in detail later in this report.

#### Fifth Meeting – July 9, 2003

This meeting was held at the City of Miami City Hall. In this meeting, a brief summary of the previous meetings was provided and FDOT made a presentation to explain the PD&E process. In addition, KHA made a brief presentation regarding the I-395 study.

After a period of discussion, along with questions and answers, the Committee voted to recommend the open-cut alternative as proposed by Kimley-Horn and Associates to the MPO Board.

### Technical Aspects

After evaluating the three existing alternatives previously discussed, a conclusion was reached by the consulting team in coordination with the MPO that a consensus could not be achieved on a preferred alternative among the different entities involved in the development of the study, including the community. Therefore, development and evaluation of a new alternative was needed. The challenge in developing a new alternative was that the new alternative has to meet multiple requirements including:

- the safety and operational requirements of FDOT,
- to serve as a catalyst for urban renewal and promote the economic development of the area, and
- should be cost-effective.

To achieve these objectives, the new alternative must address both technical and community integration issues.

### ***FEC Railroad Track***

The crossing of the FEC railroad track has been one of the main concerns that FDOT has had regarding the alternative developed by Miami Urban Watch (MUW). Several options have been considered, but unfortunately these options do not meet the FDOT technical requirements. To illustrate this corridor a field inspection was conducted and the following sequence of exhibits shows the existing conditions.



**Exhibit 12: Aerial view of the crossing of I-395 over the existing FEC Railroad track. The Overtown Metrorail Station is also shown in this picture.**



**Exhibit 13: Northbound view of the FEC Railroad track**



**Exhibit 14: Existing conditions of the FEC Railroad track do not portray a positive visual aspect.**

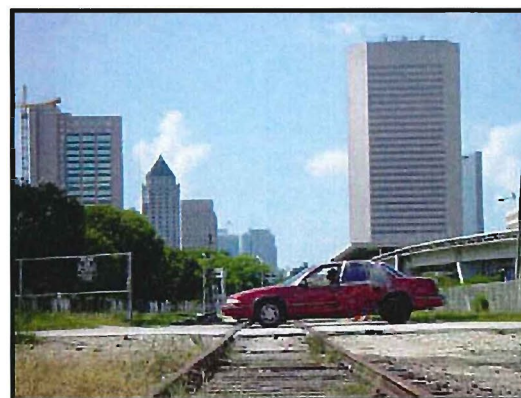


**Exhibit 15: Southbound view of the FEC Railroad track.**



**Exhibit 16: Pedestrian crossing the track along the corridor where pedestrian facilities are not available.**

**Exhibit 17: Car crossing the track in an area not safe for that crossing.**



**Exhibit 18: Crossing gate engaging yet no trains are approaching. This condition could result in severe delays.**

Based on (1) the issues previously discussed regarding the FEC railroad crossing, (2) the lack of jurisdiction over the FEC corridor, and (3) the uncertainty regarding the future use of the FEC corridor, a decision was made to search for an alternative that would not affecting the existing operations of the FEC railroad track. This determination will allow for the following:

- further studies regarding urban redevelopment of the corridor,
- other considerations for future use of the corridor such as light rail, commuter rail service, or increased use for freight, and
- the I-395 project and the future of FEC corridor can be developed independently.

Based these considerations, the only two options regarding the FEC railroad track are depressing I-395 either west or east of the FEC railroad crossing. As discussed before, depressing I-395 east

of the FEC railroad track would create a roller coaster effect that could affect truck traffic along the corridor. Therefore, the consultant in conjunction with the MPO, decided to develop an alternative that takes down I-395 west of the FEC railroad track.

### ***Estimated Cost***

The FDOT has evaluated the MUW alternative several times. Modifications were introduced to the original alternative to attempt to meet the requirements of FDOT. The requirements established by FDOT regarding the I-395 alternative included that the alternative should:

- Address existing geometric and operational deficiencies including:
  - Cross sections
  - Horizontal and vertical alignments
  - Horizontal and vertical clearances
  - Sight distances
  - Ramp/interchange sequence issues
  - Lane continuity
  - Basic number of lanes
  - Lane balances
  - Weaving issues
  - Safety concerns and accidents
- Provide adequate capacity for the design year
- Provide I-95 direct access to/from the Port of Miami
- Maintain FEC railroad operation to the Port of Miami
- Comply with all federal and state standards and regulations

The costs exceeded available funding for the MUW alternatives that satisfied the FDOT criteria. As discussed in *An Evaluation of Proposed Alternatives for the Reconstruction of I-395* in February 1999, by Metric Engineering, Inc., none of the options provides a solution to the existing geometric and operational deficiencies that constituted the original need for the project. The major concerns found during this evaluation were:

- Insufficient weaving distance for eastbound traffic coming from the I-95 and SR 836 entering the tunnel.
- The construction of any of the alternatives required removal or revamping of the existing railroad crossing at NW First Avenue.
- Potential flooding in the tunnel during storms.
- Interruption of existing Bayshore Drive connection.
- Limiting the number of through lanes from I-95 and SR 836 severely affects the capacity of the facility.
- Options retain some of the existing operational deficiencies such as insufficient entrance ramp capacity.
- Taking down the I-395 structure will affect the alignment of local streets, creating the need for the construction of overpasses.
- Estimated costs of the options are too high.

Appendix D provides detailed technical information about the evaluation conducted by Metric Engineering, Inc., for the three options evaluated in their study.

In May 2002, Metric Engineering, Inc. produced a report entitled *SR 836/I-395 Study* in which the evaluation considered an at-grade crossing at the FEC railroad track and a revised alternative that placed I-395 over the FEC railroad track. In addition to the concerns mentioned before, other conclusions from this study included:

- Access to the Port of Miami will be degraded.
- The traffic signal at the at-grade intersection with NW 1<sup>st</sup> Avenue will create severe delays along I-395.
- Traffic crashes will likely increase.
- The vertical alignment showed a 7 percent upgrade in the tunnel exit to the MacArthur Causeway exceeding the maximum grade allowed for truck traffic flow.
- Construction costs increase to almost \$300 million.
- Road user cost could amount to up to \$8 million annually due to delays, fuel costs, etc.

Appendix E illustrates the detailed analysis conducted for these alternatives.

Overall, the FDOT has evaluated in detail several options of the alternative proposed by MUW. The conclusion of these evaluations is that the MUW alternative needs to be modified to comply with engineering standards, and consequently, the cost will be too high for the available funding allocated for the project in the Transportation Improvement Program (TIP).

An objective of this study was to update the estimated costs of the alternatives mentioned above. The estimated costs developed by FDOT were updated to reflect inflation and recent prices quoted for similar construction projects. The following is a brief description regarding the issues related to this aspect.

#### 1. FDOT Elevated Alternative

The estimated cost developed by FDOT was based on 1999 dollars. Although many of these costs were itemized, other costs related to the construction of the project were estimated based on experience from similar projects. These estimated costs included aspects such as maintenance of traffic (MOT), mobilization, right-of-way, and contingency.

#### 2. University of Miami (UM) – MUW Alternative (Boulevard/Underpass)

The study conducted by the University of Miami used the same unit costs developed by FDOT, but the methodology used to determine the final estimated cost was not accepted by FDOT. The total estimated cost for this alternative was \$272,910,800. This cost includes \$20,000,000 for right-of-way acquisition. However, the approach used by UM indicates that the land recuperated can be sold for \$84,300,000, which should be discounted from the total cost. This approach brings down the estimated cost for this alternative to \$188,610,800.

Additionally, the study indicates that the estimated cost developed by FDOT for the elevated alternative should be increased by \$76,421,760 for right-of-way acquisition. Therefore, the total cost for the FDOT elevated alternative is \$134,012,058. When comparing these two figures, the MUW alternative is \$54,598,742 more expensive than the FDOT elevated alternative.

### 3. Revised MUW Alternative (Depressed FEC Railroad Track)

Because the alternatives proposed by MUW do not meet the criteria established by FDOT for the crossing at the FEC railroad track, another alternative was developed that proposes depressing the FEC railroad track. The cost of this alternative was estimated by FDOT at \$933,772,723.

The estimated cost developed by UM for Alternative 2 was increased due to low estimated costs for some of the line items or for missing items, such as the maintenance of traffic (MOT) cost. However, the primary problem with the previously estimated cost was the method used to calculate the total cost, as explained below.

- A total of \$20 million was estimated for the right-of-way acquisition, but the estimate assumed the land available for resale after construction could be sold for \$84.3 million. This assumption is not acceptable because it lacks scientific basis.
- This estimated cost does not quantify the cost to construct temporary bridges for the continuing operation of I-395 during construction. This cost is estimated at \$50 million and has to be considered for the project cost.
- The construction of the temporary bridges requires the acquisition of additional properties that were not considered in the original costs.

### ***Right-of-Way (ROW) Acquisition***

Another aspect that needs to be considered in this study is the recommendation made by MUW to advance the acquisition of properties along the I-395 corridor. This recommendation was not acted upon due to the following factors:

- Before initiating the ROW acquisition process it is important to determine which properties will be affected. This cannot be done before a final alignment is determined. Therefore, a final alignment has to be agreed upon by the parties involved in the process.
- Additional factors that need to be considered include level of ground contamination, relocation of utilities, and maintenance of traffic. These factors will be evaluated in detail during the PD&E process, which may take in excess of two years before recommending a final alternative for the I-395.

- The funding for the acquisition of these properties is not available at this time.
- There is an established process for the acquisition of properties that includes many legal issues. The right-of-way acquisition cannot be handled in the manner proposed by MUW.

It is well understood that by the time a decision will be made concerning right-of-way acquisition, the cost of the properties will be higher. However, under the existing procedures it is not appropriate to rush a decision that is sensitive in nature and does not have the support of the government entities that will execute this action.

### ***Performing Arts Center (PAC)***

The Performing Arts Center (PAC) is an important project that will benefit the community in many aspects. The project is already under construction and will help invigorate Downtown Miami. Several traffic improvements are being developed around the PAC to enhance the environment. For example, Biscayne Boulevard has been improved, as well as other local streets. Bicentennial Park will be improved in the future, and along with many other improvements recommended in the Downtown Master Plan and the South East Overtown – Park West CRA area. Any alternative for the I-395 Corridor may affect the PAC, which is one reason the PAC was represented on the I-395 Committee.

The I-395 Committee scheduled presentations for short-term projects during the Third Committee meeting held on March 5, 2003. At this meeting, a presentation was made by the PAC and concerns were discussed. The PAC indicated no opposition to the new alternative to be discussed shortly, but expressed that the PAC should not be directly impacted by any alternative.

Based on this desire, a decision was made that any recommendation for the I-395 Corridor should not affect the PAC, including during construction. FDOT should accommodate this recommendation to avoid any physical damages to the PAC.

Appendix F provides more details about the construction of the PAC. Exhibits 20 through 22 illustrate the existing progress of the PAC's construction.

**Exhibit 19: Outside view of the future PAC.**





Exhibit 20: Aerial view of PAC construction looking east.  
Note the MacArthur Causeway in the background.

Exhibit 21: Aerial view of the two-block PAC complex construction looking south.



Exhibit 22: Ground level PAC construction view. Note the need for revitalization in the area.

### ***Maintenance of Traffic (MOT)***

Maintenance of traffic (MOT) was another factor that was considered in this study. Since I-395 provides a vital connection between Downtown Miami and the City of Miami Beach, the traffic flow along I-395 must continue during the construction of any future alternative.

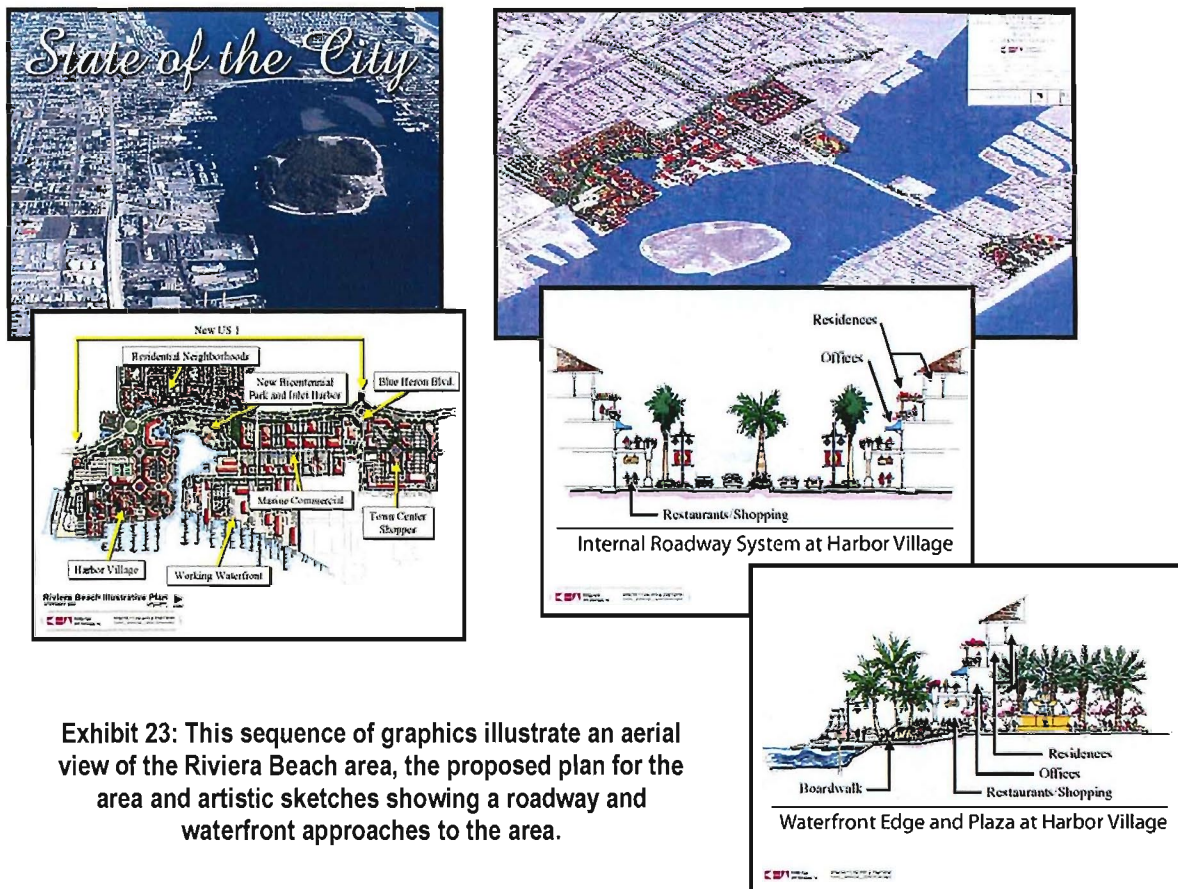
## **Integration of Urban Redevelopment and Economic Growth in the I-395 Transportation Project**

The City of Riviera Beach was facing similar problems to those identified in Downtown Miami along the I-395 corridor as summarized below:

- The downtown area includes commercial and residential properties that were declining due to lack of jobs and migration of the residents to the west part of the county.
- Blighted conditions continued depressing the community.
- Efforts made to improve the area were not successful. These efforts were mostly oriented toward land use changes that failed to stimulate the investment of the public and private sectors to eliminate the blighted physical, social and economic conditions of the area.

In June 2000, the community redevelopment agency (CRA) retained the services of KHA to develop a master plan that would provide the concept, method and direction to achieve the city's redevelopment goals. Additionally, the proposed plan would reverse the current conditions and transform Riviera Beach into a city with residential and business vitality. The plan would also create a city respected for its community pride and purpose, and reshape the city into a desirable urban place to live, work, shop, and relax for residents, business and visitors. Today, the plan is being implemented.

Based on this experience, KHA was ready to integrate land use and urban redevelopment with the proposed transportation project along the I-395 corridor to revitalize the Downtown Miami area. Exhibit 23 illustrates the proposed plan for the City of Riviera Beach.



**Exhibit 23: This sequence of graphics illustrate an aerial view of the Riviera Beach area, the proposed plan for the area and artistic sketches showing a roadway and waterfront approaches to the area.**

Similar to the proposed plan for the Overtown Miami area, the Riviera Beach Plan called for enhanced land use strategies such as:

- relocation of properties and increasing property value,
- attracting commercial and business development,
- creating new parks and recreational facilities, and
- improving roadways.

## **Evaluation of New Alternatives**

After the concerns and issues mentioned in the preceding portions of this chapter were analyzed, a search for a new alternative was initiated. The study team considered modifying previously identified alternatives to solve the project issues and develop a solution acceptable to the parties involved in the process.

Although meeting the engineering requirements for the project, the elevated alternative proposed by FDOT in 1996, lacked the support of the City of Miami and the community. Therefore, only two alternatives were considered feasible: at-grade and depressed alternatives. Because at-grade alternatives do not accommodate the traffic demand projected for the corridor, the only feasible options are to depress I-395 via open-cut or tunnel concepts. Because the level funding for the project is not likely to be available to support its cost, the tunnel option was eliminated for further consideration in the development of new alternatives. The open-cut concept was the most viable option for identifying a new alternative. Therefore, the open-cut alternative also addresses the issues raised by the City of Miami and the community regarding the need to eliminate the physical barrier presented by an elevated structure and the blighted area beneath the structure.

### ***Alternative 4 – Open Cut Option “A”***

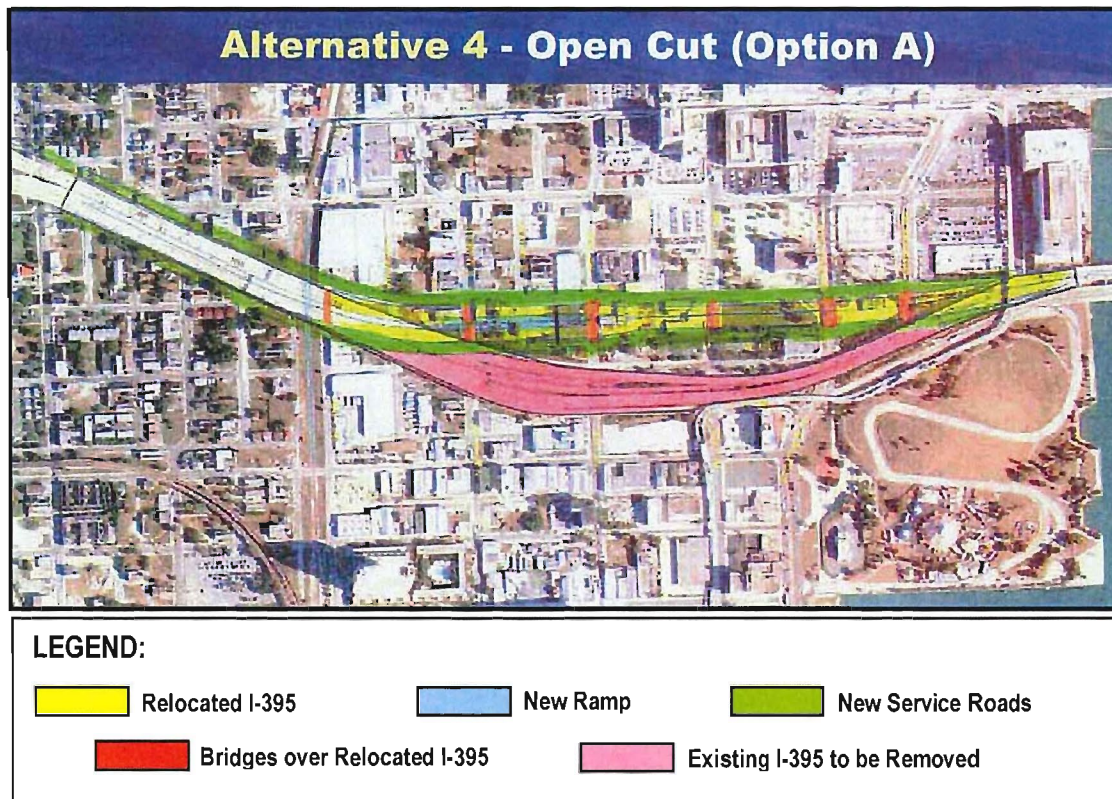
Following the horizontal alignment of Alternative 2 – Miami Urban Watch Boulevard/Underpass proposed in the UM study and the information provided by FDOT for Alternative 3, as detailed and evaluated by Metric Engineering, further analyses were conducted to develop an alternative that could eliminate the concerns raised by FDOT and the MPO.

Alternative 4 (Open Cut Option “A”) is described below.

- The I-395 elevated structure is removed west of NW 1<sup>st</sup> Avenue. This approach addresses two concerns: the roller coaster effect indicated by FDOT and the at-grade crossing of the FEC railroad track.
- The tunnel section is replaced with an open-cut section that considerably reduces the construction cost of this alternative.
- The FEC operation is not affected by the construction of I-395.

A preliminary conceptual alignment for Alternative 4 (Open Cut Option “A”) was developed and is shown in this report as Figure 16. In this proposal the vertical geometry was redesigned to allow I-395 to pass beneath the FEC Railroad. This is accomplished by removing a portion of I-395 structure and depressing the relocated I-395 below ground prior to reaching the FEC railroad

tracks. A bridge is then used to carry the FEC Railroad and NW 1<sup>st</sup> Avenue over the depressed I-395.



**Figure 16: The conceptual horizontal alignment for Alternative 4 – Open Cut alternative, Option “A”.**

Additionally, two service roads are also provided: one to the north of the relocated I-395, which is generally in the location of existing NE 13<sup>th</sup> Street, and the other to the south of the relocated I-395 that becomes the relocated NE 12<sup>th</sup> Street. Bridges are also provided over the depressed I-395 at North Miami Avenue, NE 1<sup>st</sup> Avenue, NE 2<sup>nd</sup> Avenue, Biscayne Boulevard, and North Bayshore Drive. A new ramp is constructed from the depressed I-395 that connects to NE 1<sup>st</sup> Avenue. Access to the new I-395 westbound from the service road is via the new ramp, at NE 1<sup>st</sup> Avenue to westbound I-395. A new ramp is also provided from the service road along the north side of relocated I-395 to the existing ramp that connects to northbound I-95 (see Figure 16). Access to the city streets from eastbound traffic from I-95 and SR 836 also uses the new off ramp that connects to NE 1<sup>st</sup> Avenue. These changes are depicted in Figure 16. Figure 17 illustrates the vertical alignment for this proposal.

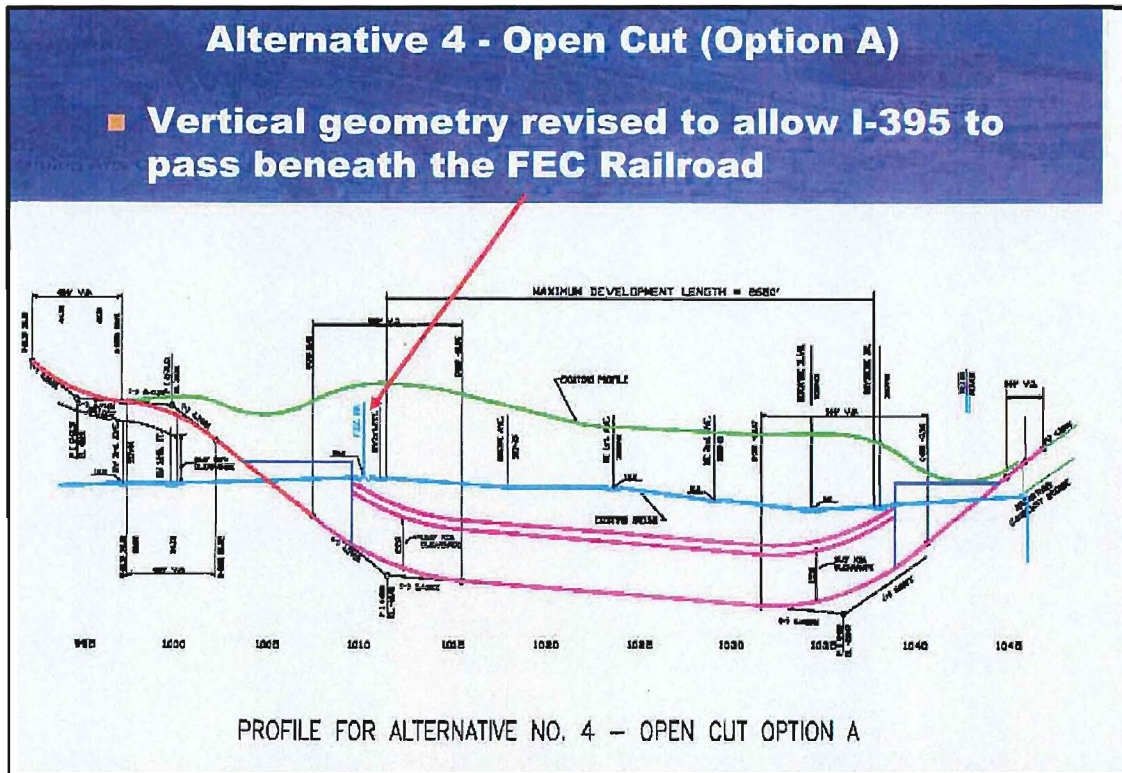


Figure 17: The vertical alignment for Alternative 4 – Open Cut alternative, Option “A”.

Traffic from the city street grid can access the MacArthur Causeway by way of the relocated NE 12<sup>th</sup> Street that serves as a service road to the south of relocated I-395. Westbound traffic on the MacArthur Causeway can access the city street system by exiting on NE 13<sup>th</sup> Street, which acts as a service road to the north of the relocated I-395. Figure 18 is a computer-enhanced image of the open cut portion of I-395 looking east. Note the new ramp that runs between the depressed portion of I-395 and NE 1<sup>st</sup> Avenue is shown in the foreground and access to MacArthur Causeway from the service roads are pictured.

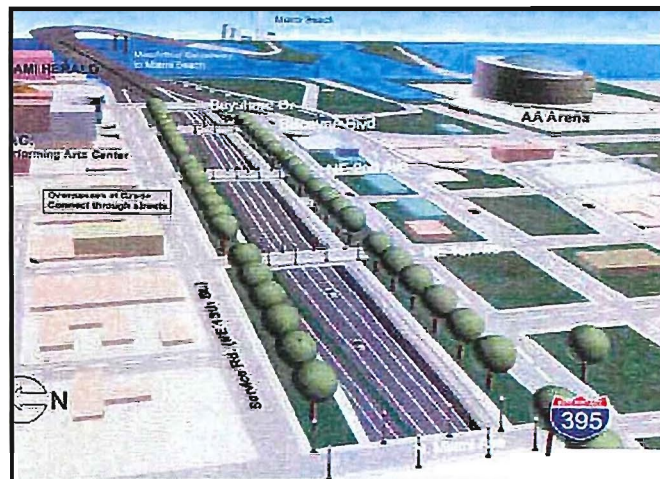


Figure 18: Conceptual Plan

### ***Concerns and Issues with Alternative 4 – Open Cut Option “A”***

This alternative is similar to Alternative 3 – Revised MUW Boulevard/Underpass modified by FDOT; however, this alternative places I-395 below the FEC railroad track. Alternative 4 Option “A” has the following inherent difficulties that if corrected would be beneficial.

- About 1600 feet of relocated I-395 between NW 3<sup>rd</sup> Avenue and N. Miami Avenue is in the same right-of-way as the existing I-395. This alignment will require a temporary bridge and increase the construction time.
- Access to and from I-95 and SR 836 is attained using the new ramp that connects depressed I-395 and NE 1<sup>st</sup> Avenue. Additional access points would improve operation.

### ***Prior Experience with Open Cut Techniques***

In 1992, FDOT District 6 assigned the PD&E Study for Okeechobee Road in Miami-Dade County to the KHA team. That PD&E study recommended utilizing an “open cut” alternative that lowered Okeechobee Road beneath the railroad tracks in the vicinity of the Hialeah Expressway, Metrorail, and the Miami Canal. Based on the recommendations made by KHA, in 1996 FDOT District 6 selected the firm of Beiswenger, Hoch and Associates (BHA) for preparing the final design for this innovative Okeechobee Road open cut alternative. Design for this concept has been recently completed and will soon be let for construction.

During the development of the detailed design, BHA further refined the open cut design concept. The KHA team received permission to coordinate with BHA to assist in evaluating this alternative for I-395 and to help develop the construction cost estimate. One primary design aspect that BHA was able to resolve was how to “hold down” the depressed section of roadway and keep it from “popping” out of the ground due to the high ground water table within the area. This problem is similar to that of an empty swimming pool that would rise out of the ground due to its buoyant nature when empty and built within an area that has high ground water such as the City of Miami.

BHA has provided valuable insight on using an open cut typical section similar to that used for the Okeechobee Road project. This design consists of driving concrete piles into the ground and utilizing the negative skin friction of the concrete pile to neutralize the uplift forces caused by the buoyant nature of the depressed roadway section.

Figure 19 shows a proposed typical section of the open cut concept that will be used for the recommended I-395 Alternative. The purpose of Figure 19 is to illustrate a visual concept about the construction method. Other aspects regarding safety and aesthetic should be detailed during final design. Appendix G shows pictures of open-cut projects in other cities.

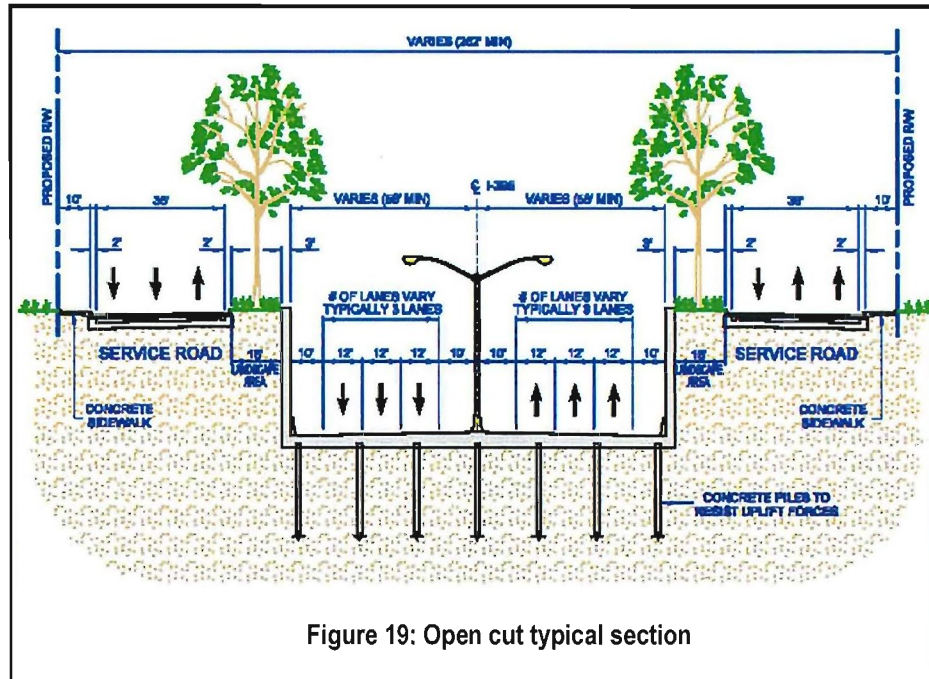


Figure 19: Open cut typical section

### Estimated Cost

As part of the detailed design for FDOT, BHA developed unit prices for all aspects of this type of construction, producing a unit price of approximately \$25,000 per linear foot (LF). This cost figure is a rough estimate and costs may vary depending on the width of the open cut section. The KHA team utilized this estimate to produce a lump sum cost of \$120 million for the open cut section. Table 7 presents the estimated cost for Alternative 4 – Open Cut option “A” (Pay Item 4 of Table 7 is the cost for the open cut section). A total construction cost of \$500 million has been estimated for this alternative.

It is important to recognize that the estimated unit prices of all alternatives have been consistent throughout the process. In addition, those line items that have been identified and quantified based on a lump sum cost are the same. These line items include: contingency (15 percent), utility relocation (\$25 million), miscellaneous items (\$20 million), and engineering/administration/legal (22 percent). Table 8 provides detailed discussion of the unit prices used in Table 7 to develop the cost estimate.



Table 7 - Alternative 4 - Open Cut Option A  
From I-95 to Intracoastal Waterway  
Miami-Dade County  
Metropolitan Planning Organization

27-Oct-02

Item No.	Description	Units	Unit Price	Quantity	Cost
1	Mobilization	12% +/-	\$30,000,000	1	\$30,000,000
2	MOI (includes temp. struct.)	LS	\$10,000,000	1	\$20,000,000
	ROADWAY				
3	Clear & Grub	Acres	\$20,000	23	\$460,320
4	Open Cut Section	LS	\$120,000,000	1	\$120,000,000
	13th/12th Streets				
5	Pavement	SY	\$20	50000	\$1,000,000
6	Shoulders	SY	\$20	0	\$0
7	Base	SY	\$25	60000	\$1,500,000
8	Sub Base	SY	\$2	60000	\$120,000
9	Concrete Barrier Wall	LF	\$75	4700	\$352,500
10	Type F C&G	LF	\$20	20000	\$400,000
11	Sidewalk	SY	\$20	???	\$444,444
12					\$0
13	Connector Streets	LS	\$3,000,000	1	\$3,000,000
	DRAINAGE				
14	Inlets	Each	\$3,500	126	\$441,000
15	Manholes	Each	\$4,500	126	\$567,000
16	24" RCP	LF	\$50	9450	\$472,500
17	36" RCP	LF	\$80	4700	\$282,000
18	Pumps	gal/min	\$20	100000	\$2,000,000
19	Outfall	LF	\$400	1800	\$720,000
20	Pond/chamber	LS	\$10,000,000	1	\$10,000,000
	STRUCTURE				
21	Bridge Ramps	LS	\$20,000,000	1	\$20,000,000
23	MSE wall	SF	\$30	30000	\$900,000
24	MSE wall fill	CY	\$20	100000	\$2,000,000
25					
	REMOVAL I-395				
26	Structure	LS	\$5,765,000	1	\$5,765,000
27	Roadway	LS	\$2,000,000	1	\$2,000,000
	MISCELLANEOUS				
30	Lighting	LS	\$5,000,000	1	\$5,000,000
31	Signing & Markings	LS	\$2,000,000	1	\$2,000,000
32	Signalization	Each	\$200,000	16	\$3,200,000
33	Landscaping	LS	\$1,000,000	1	\$1,000,000
34	Railroad Relocation	LS	\$1,500,000	1	\$1,500,000
35	Miscellaneous items	LS	10% +/-		\$20,000,000
	Construction cost sub total				\$255,132,764
36	Contingency 15%				\$38,269,915
	SUB TOTAL CONSTR COST				\$293,402,679
37	Contamination clean-up (1)				\$10,000,000
38	Utility Relocation (1)				\$25,000,000
39	ENG/LEGAL/ADM 22% (1)				\$72,248,589
40	RIGHT-OF-WAY				\$106,000,000
	TOTAL PROJECT COST				\$506,651,267.90
	SAY				\$500,000,000



**Table 8: Additional Discussion of Unit Prices Used in Table 7**

Pay Item No.	Description	Remarks
1	Mobilization	12% was utilized.
2	Maintenance of Traffic	Near I-95 proposed relocated I-395 is directly below approximately 1200 LF of the existing I-395. Existing I-395 must be removed to place the new relocated I-395 underground. To maintain traffic a four lane 1400 LF temporary bridge must be constructed to the south of existing I-395. The northern half of existing I-395 will be used to maintain westbound traffic, and eastbound traffic will be relocated into this newly constructed temporary bridge. The southern half of existing I-395 will be demolished and half of the depressed new I-395 constructed. The cost of the temporary bridge is \$5 million and has been included in this Pay Item.
3	Clear & Grub	This is for the area to be cleared for relocated I-395.
4	Open Cut Section	Previously explained above.
5	Pavement	For relocated city surface streets.
6	Shoulders	For relocated ramps (not within the open cut section.)
7 & 8	Bore and Sub Base	For relocated city surface streets.
9	Concrete Barrier Wall	Located between opposing traffic roadways.
10	Type F Curb & Gutter	For relocated city streets.
11	Sidewalk	For relocated city streets.
12	Not used	
13	Connector Streets	For reconstruction of north and south city streets.
14-17	Drainage	For new construction of city streets.
18	Pumps	To keep open-cut section dry.
19	Outfalls	New stormwater outfall for the open-cut drainage.
20	Pond/Chamber	The lump sum of \$10 million is to provide water quality treatment to meet permitting requirements.
21	Bridge Ramps	Provides budget to construct bridges over the open cut section to connect city streets.
22	Not used.	
23	MSE Walls	For "mechanically stabilized earth" walls.
24	MSE Fill	This is the select fill placed within the MSE walls.
26-27	Removal	These two Pay Items total \$7.765 million to remove existing structures and roadway.
28-29		
30	Lighting	This matches the \$5 million used by the FDOT for Alternative 3.
31	Signing & Marking	This matches the \$2 million used by the FDOT for Alternative 3.
32	Signalization	The unit price of \$200,000 per signal reflects current bid prices.
33	Landscaping	This was added to insure the "boulevard concept" is achieved.
34	Railroad	This is to construct the railroad bridge over the open cut. BHA

	Relocation	provided assistance with this unit price.
35	Miscellaneous Items	This provides for the nearly 100 Pay Items that will be added during detailed design.
36	Contingency	A 15% contingency was added.
37	Contamination Clean-Up	This matches the \$10 million used by the FDOT for Alternative 3.
38	Utility Relocation	This matches the \$25 million used by the FDOT for Alternative 3.
39	Engineering/Legal/Administrative	A lump sum amount equal to 22% of the project was added. This matches the 22% used by the FDOT for Alternative 3.
40	Right-Of-Way	This cost was determined using tax assessor information provided by the City increased by 2.5 to reflect fair market value, relocation costs, and legal fees.

#### ***Alternative 4 – Open Cut Option “B”***

After a detailed evaluation and analyses of Alternative 4 – Open Cut Option “A”, a major flaw was detected. A similar problem as with Alternatives 2 and 3 regarding the maintenance of traffic (MOT) is duplicated in Alternative 4 Option “A”. Therefore, KHA and BHA teamed up again to look for a solution to this problem and correct other difficulties noted in Option “A”, including:

- This option eliminates the 1,600 feet of construction of new I-395 that occurs directly below the existing I-395 between NW 3<sup>rd</sup> Avenue and North Miami Avenue.
- This option increases the access points between relocated I-395 and the city street grid.

By moving the alignment of the proposed Option “A” to the north of the existing I-395 and taking down the elevated I-395 structure near NW 3<sup>rd</sup> Avenue, over 90 percent of the new construction of the relocated I-395 can be accomplished without interfering with traffic on existing I-395. Figure 20 presents the conceptual plan for this Alternative 4 – Open Cut Option “B” (full-size print of Figure 20 is inserted in the back cover of this report).

Figure 21 presents the vertical alignment of Alternative 4 – Open Cut Option “B”.

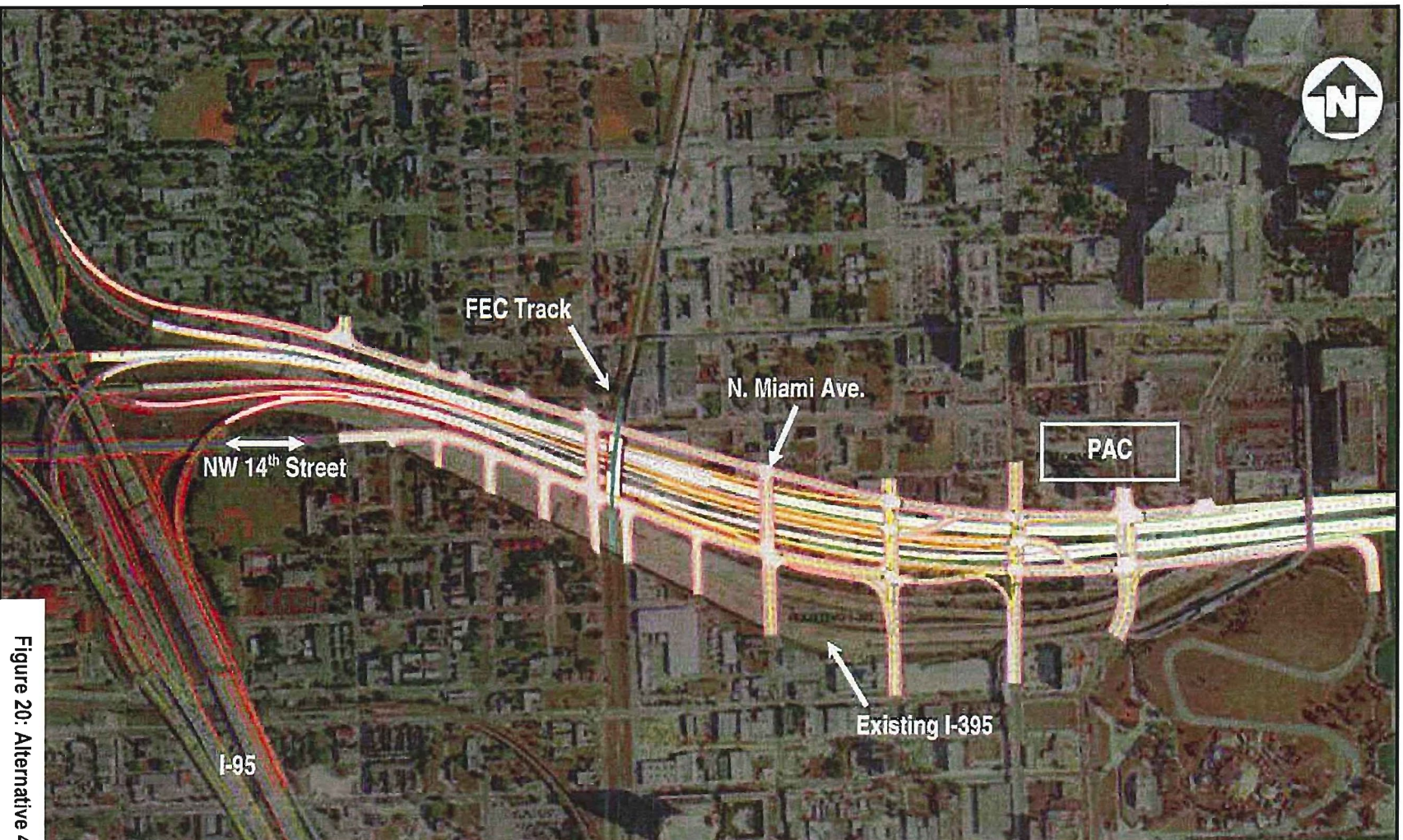
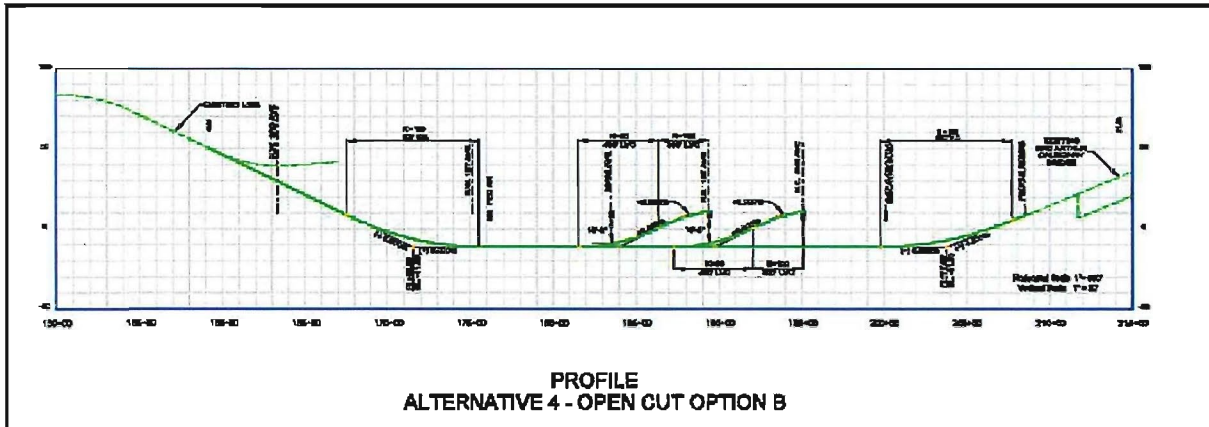


Figure 20: Alternative 4 – Open Cut Option “B”



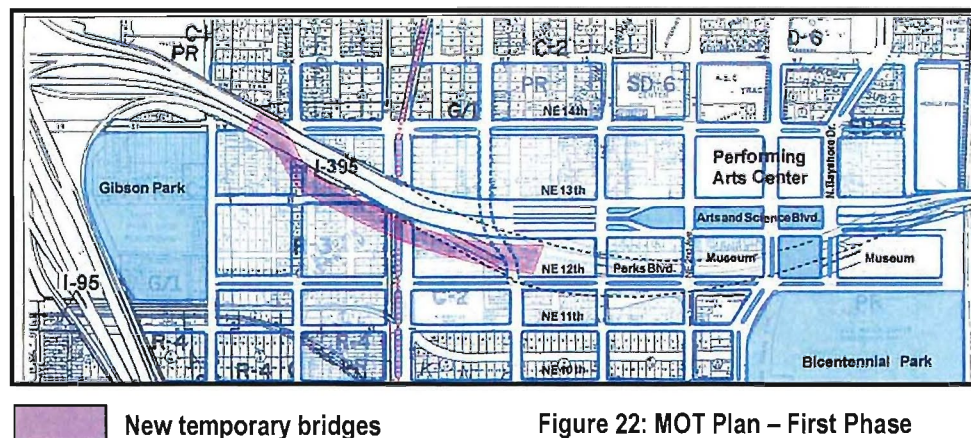
**Figure 21: Vertical alignment for Alternative 4 – Open Cut Option “B”**

### Maintenance of Traffic (MOT)

When developing the different alternatives, one of the main problems faced by designers was to develop a plan for maintaining the traffic flow with the minimum possible interruptions. Alternatives 2, 3, and 4 Option "A" had this common shortcoming, which is the primary reason for developing Alternative 4 Option "B".

Figures 22, 23, 24, and 25 present the MOT plan proposed for Alternative 4 – Open Cut Option “B”.

Figure 22 shows the location of the temporary bridges that will be built to provide continuous traffic flow along the existing I-395. Once the temporary bridges are in place, the construction of the new I-395 will begin without affecting the daily travel on the existing I-395. Figure 23 shows this second phase. It is expected that the construction of this phase will take about four years. Figure 24 shows the third phase of the project where final connection will be performed to relocate I-395. Finally, Figure 25 shows the fourth phase of this MOT Plan that will open the new I-395 and the demolition of the old structure, including the temporary bridges. The projected total construction time for this entire project is about nine years.



**Figure 22: MOT Plan – First Phase**

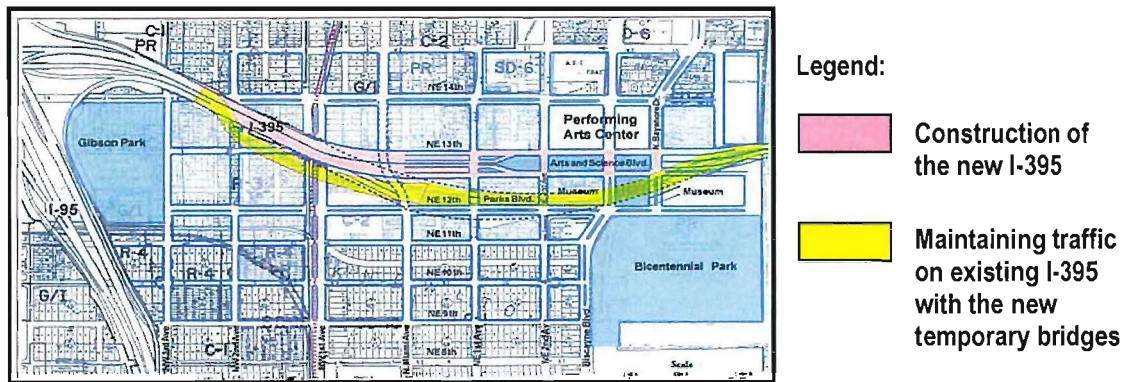


Figure 23: MOT Plan – Second Phase

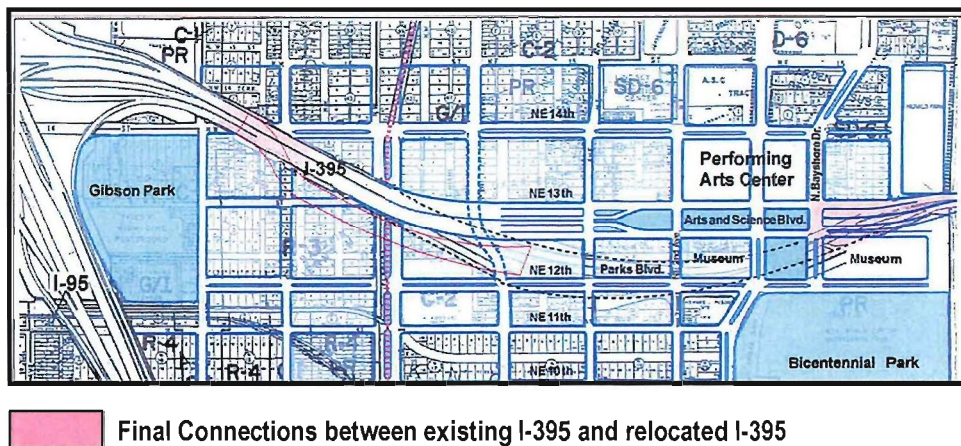


Figure 24: MOT Plan – Third Phase

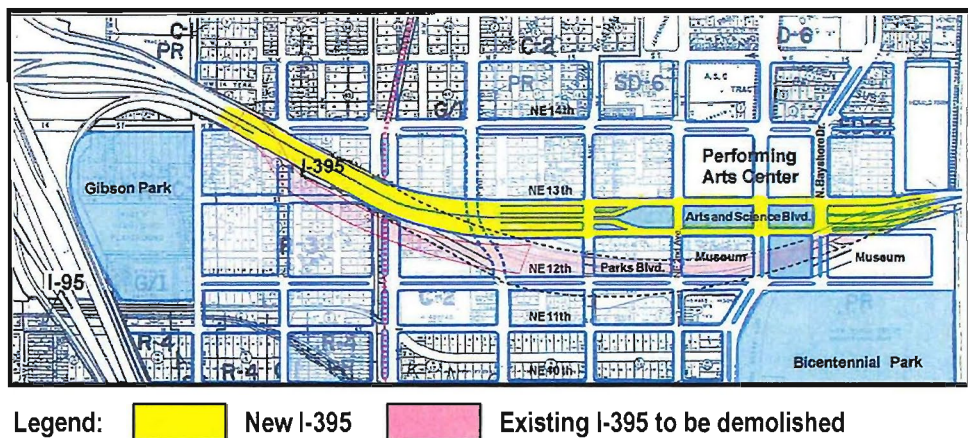


Figure 25: MOT Plan – Fourth Phase

## ***Traffic Analysis***

To determine appropriate refinements that would add ramps and improve access between relocated I-395 and the city street grid, traffic volumes developed under the FDOT PD&E were reviewed. Traffic was projected for the I-395 corridor for the no-build alternative using the Florida Standard Urban Transportation Model Structure (FSUTMS) developed for the urbanized area of Miami-Dade County. The directional daily traffic volumes for the year 2018 were obtained from the PD&E study. From these projections it was estimated that I-395 would carry close to 150,000 vehicles per day. This traffic forecast was completed several years ago based on the available forecasting model data at that time.

The current traffic forecasting models offer a year 2025 data set that will be used to determine the needs for this alternative (Alternative 4 – Open Cut Option “B”) as it relates to ramp geometry and capacity. The degree of accuracy of the 2025 model was determined by using the calibrated year (1999) and comparing the model results with the actual data collected for that particular year as recorded by FDOT. The FSUTMS model for the year 1999 indicated a traffic volume of 95,700 vehicles per day. Traffic counts obtained from the FDOT count stations on I-395 near NW 2<sup>nd</sup> Avenue measured 96,500 vehicles per day. From these numbers, it can be concluded that the model is sufficiently calibrated with existing traffic data to yield reasonably accurate projections of traffic volumes for the year 2025.

The traffic forecasted for the year 2025 indicated a daily volume of 135,800 vehicles per day. This number is lower than the traffic forecasted under the PD&E study for the year 2018. The objective of running the FSUTMS model for the year 2025 was to obtain traffic projections beyond the year 2018 and not to validate the traffic projections for the year 2018 developed under the PD&E study. The FDOT PD&E traffic projections methodology included several other factors not included in this more limited approach. During the next PD&E process, this figure will be revised and updated as appropriate. After considering the projected traffic volumes (2025) and looking in detail at the FSUTMS output, it was noted that the model included an east/west corridor (collector - distributor) parallel to I-395. With this facility in place, the I-395 mainline volumes are reduced from 135,800 to 115,500 vehicles per day, as 20,300 vehicles per day use the collector - distributor facility. Based on these numbers, Alternative 4 – Open Cut Option “B” will provide a facility that is expected to operate at an acceptable LOS D.

The traffic projections for the year 2025 were used to evaluate the geometry of Alternative 4 Option “B” to determine the number of lanes needed for the entry and exit ramps. Figure 26 depicts the traffic volumes for the I-95/I-395 ramps. A similar exercise was completed for the exit and entrance ramps from and to U.S. 1 (Biscayne Boulevard) and NE 2<sup>nd</sup> and 1<sup>st</sup> Avenues.

On March 5, 2003, FDOT presented the results of a study to modify the traffic flow on NE 1<sup>st</sup> and NE 2<sup>nd</sup> Avenues from one-way operation to two-way operation. The proposed changes are expected to be implemented within the next two to three years; therefore, the proposed condition was considered as existing in the development of Alternative 4 – Open Cut Option “B” (see Figure 20). Based on these local surface street changes and FDOT's proposed access modifications, Alternative 4 Option “B” was designed to reflect the future city street operating conditions expected to be in place prior to reconstruction of I-395. Figure 27 depicts the proposed access geometry at the exit and entry points from NE 1<sup>st</sup> Avenue to U.S. 1 (Biscayne Boulevard). Both the local street modifications and the revisions to I-395 access will provide better access to the new Performing Arts Center (PAC), currently under construction.

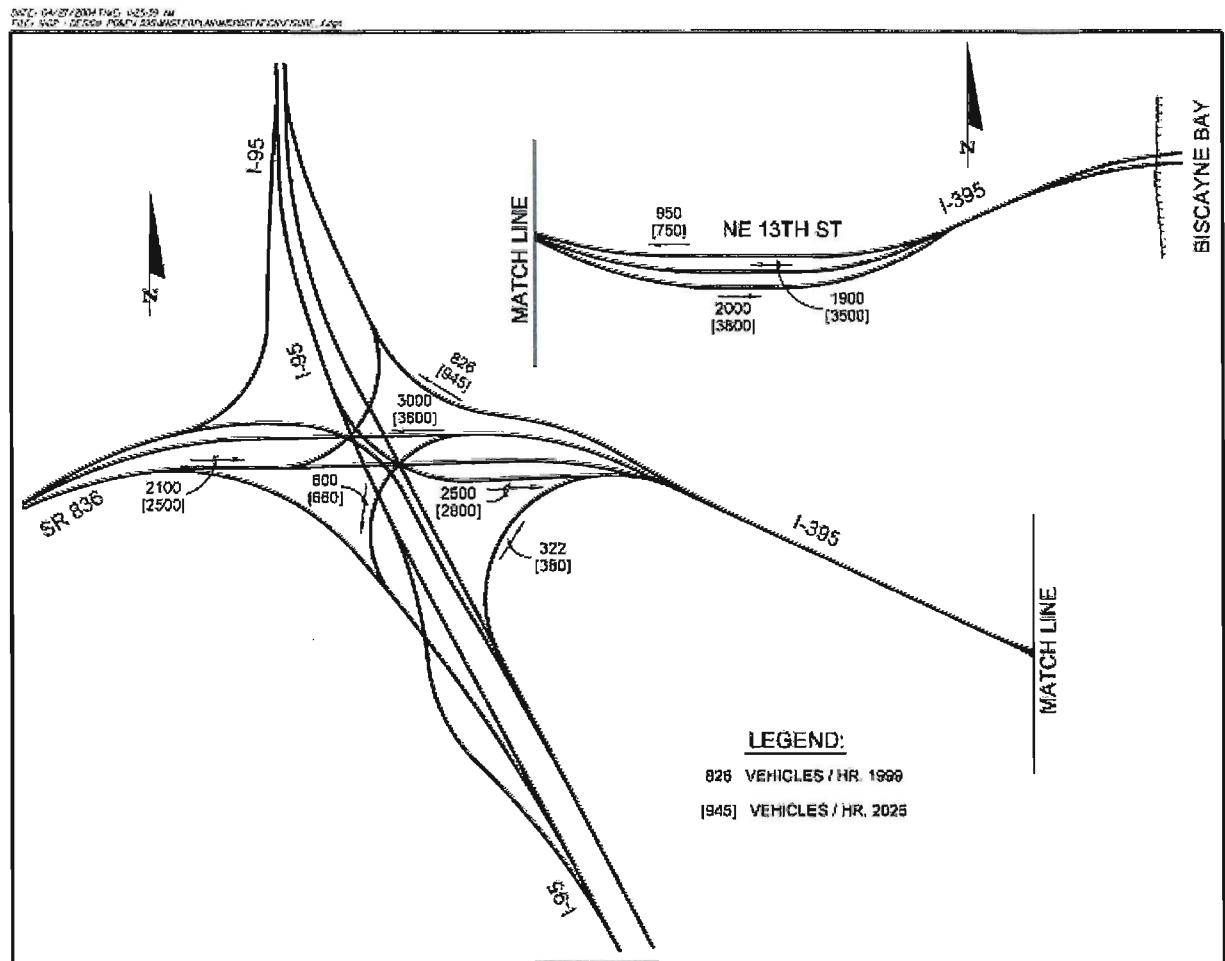


Figure 26: Traffic Volumes (2029)

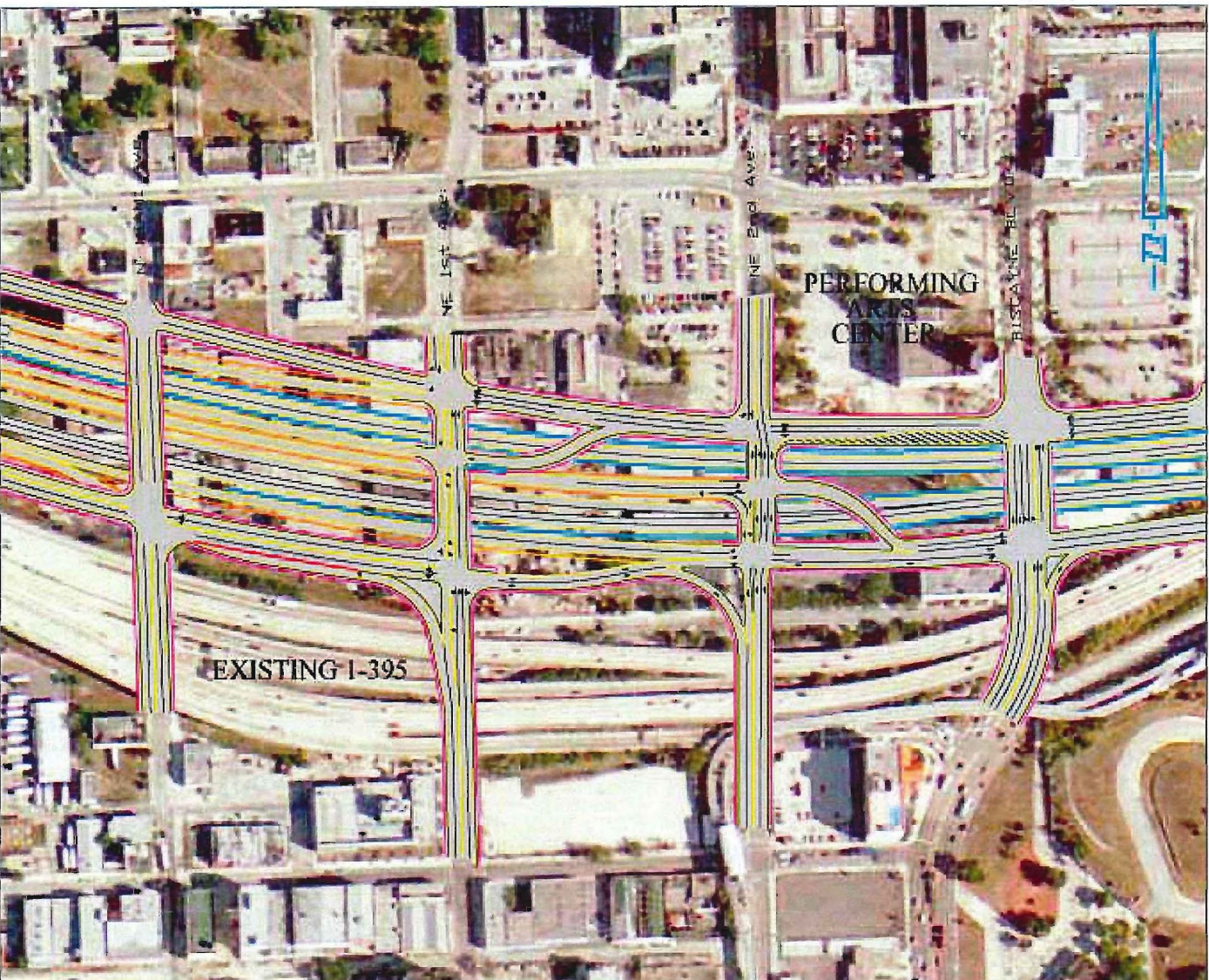


Figure 27 – Local Access

Detailed traffic projections will be required to complete a comprehensive analysis of the operations of the proposed alternative, as well as the local street and intersection operations and the new I-395 entry/exit ramp system. Potential operational refinements to this alternative may be needed to satisfy local traffic demand and intersection geometry that will be defined as the project matures through the final design and plans preparation process.

### ***Cost Estimate Evaluation***

Alternative 4 – Open Cut Option “B” proposes to relocate I-395 further north to minimize conflicts with existing I-395 particularly near I-95. In fact, as indicated before, approximately 90 percent of the proposed construction can be accomplished with no interference to traffic on I-395. This alternative reduces certain project costs while others are increased. The cost estimate for Alternative 4 Option “B” is presented in Table 9; Table 10 is a discussion of the line aspects included in Table 9.



Table 9 - Alternative 4 - Open Cut Option B

From I 95 to Intracoastal Waterway  
Miami-Dade County  
Metropolitan Planning Organization

27-Oct-02

Item No.	Description	Units	Unit Price	Quantity	Cost
1	Mobilization	12% +/-	\$34,000,000	1	\$34,000,000
2	MOT(includes temp. struct.)	LS	\$12,000,000	1	\$12,000,000
	ROADWAY				
3	Clear&grub	Acres	\$20,000	50	\$1,000,000
4	Open Cut Section	LS	\$140,000,000	1	\$140,000,000
	13th/12th Streets				
5	Pavement	SY	\$20	50000	\$1,000,000
6	Shoulders	SY	\$20	10000	\$200,000
7	Base	SY	\$25	65000	\$1,625,000
8	Sub Base	SY	\$2	65000	\$130,000
9	Concrete Barrier Wall	LF	\$75	4700	\$352,500
10	Type F C&G	LF	\$20	20000	\$400,000
11	Sidewalk	SY	\$20	22222	\$444,444
12					\$0
13	Connector Streets	LS	\$4,000,000	1	\$4,000,000
	DRAINAGE				
14	Inlets	Each	\$3,500	126	\$441,000
15	Manholes	Each	\$4,500	126	\$567,000
16	24" RCP	LF	\$50	9450	\$472,500
17	36" RCP	LF	\$60	4700	\$282,000
18	Pumps	gal/min	\$20	100000	\$2,000,000
19	Outfall	LF	\$400	1800	\$720,000
20	Pond/chamber	LS	\$10,000,000	1	\$10,000,000
	STRUCTURE				
21	Bridge Ramps	LS	\$25,000,000	1	\$25,000,000
22	MSE wall	SF	\$30	60000	\$1,800,000
23	MSE wall fill	CY	\$20	200000	\$4,000,000
24					
25	REMOVAL I-395				
	Structure	LS	\$5,765,000	1	\$5,765,000
26	Roadway	LS	\$2,000,000	1	\$2,000,000
27					
	MISCELLANEOUS				
	Lighting	LS	\$5,000,000	1	\$5,000,000
30	Signing & Markings	LS	\$2,000,000	1	\$2,000,000
31	Signalization	Each	\$200,000	16	\$3,200,000
32	Landscaping	LS	\$1,000,000	1	\$1,000,000
33	Railroad Relocation	LS	\$1,500,000	1	\$1,500,000
34					
35	Miscellaneous items	LS	\$15,000,000	1	\$15,000,000
		Construction cost sub total			\$275,899,444
36		Contingency 15%			\$41,384,917
		SUB TOTAL CONSTR COST			\$317,284,361
37		Contamination clean-up (1)			\$10,000,000
38		Utility Relocation (1)			\$25,000,000
39		ENG/LEGAL/ADM 22% (1)			\$69,802,559
40		RIGHT-OF-WAY			\$100,000,000
		TOTAL PROJECT COST			\$522,086,920.56
			SAY		\$525,000,000



**Table 10: Discussion of Aspects of Cost Estimates Shown in Table 9**

Pay Item No.	Description	Remarks
1	Mobilization	About the same as Option A.
2	Maintenance of Traffic	Less than Option A due to the reduction in temporary bridges and amount of construction that can be accomplished in Phase 1 of construction.
3	Clear and Grub	Increased due to the large "footprint" of relocated I-395.
4	Open-Cut Section	Although the length of the open-cut sections is the same, the width of Option B is greater than Option A increasing the cost.
5-11	See Table 4B	These costs are for the construction of new 13 <sup>th</sup> Street and new 12 <sup>th</sup> Street. The costs are the same for both Option A and B.
13	Connector Streets	This lump sum cost was increased by \$1 million for Option B.
14-20	Drainage	Same for Option A and B.
21	Bridge	This lump sum cost was increased by \$5 million due to the greater width of Option B.
22-23	MSE Walls	These costs were increased from \$2.9 million for Option A to \$4.8 million for Option B due to the additional ramps between the depressed relocated I-395 and the city street grid to reduce certain weaving maneuvers.
25-26	Removal	The cost to remove existing I-395 is the same for Option A and B.
30-34	See Table 4A	The estimated cost for these items is the same for Option A and B.
35	Miscellaneous	The same lump sum cost was used for Option A and B.
36	Contingency	15% was used for both Option A and B.
37-38	See Table	Same for both Option A and B.
39	Engineering/Legal /Administrative	22% was used for both Option A and B.
40	Right-Of-Way	This cost reflects the "footprint" needed for Option B. The cost was determined using the tax assessor information provided by the city increased by 2.5 to reflect fair market value, relocation costs, and legal fees.

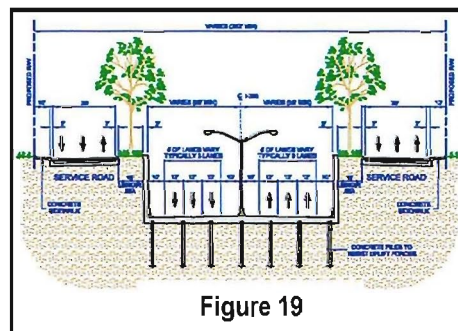
## FDOT's Concerns

The alternative (Alternative 4 – Open Cut Option “B”) recommended in this study is similar to the alternative developed by MUW. Both alternatives consider depressing I-395 and follow a similar horizontal alignment east of the NW 1<sup>st</sup> Avenue. However, several major differences separate the alternatives from engineering and financial aspects including the following.

- Both alternatives consider depressing the I-395 alignment; however, the MUW alternative is based on a boulevard/underpass using a tunnel to connect I-395 with the MacArthur Causeway, while the recommended alternative uses an open-cut approach.
- The horizontal alignment of the recommended alternative was shifted north to solve the maintenance of traffic (MOT) problem not addressed in the other alternatives, including Option “A” of the recommended alternative.
- By depressing I-395 east of the NW 1<sup>st</sup> Avenue, many of the technical problems identified by FDOT were solved.
- This study includes a financial element that brings funding alternatives beyond FDOT, Miami-Dade County, and the City of Miami, including the private sector as a player in the equation.
- The cost of the proposed alternative is approximately half of the MUW tunnel alternative cost.

To clarify additional concerns raised by FDOT, the MPO scheduled a technical meeting that was held on July 2, 2003. In addition to the MPO and FDOT, the consultant firms of Kimley-Horn & Associates (KHA), Metric Engineering, and Beiswenger, Hoch & Associates (BHA) also attended the meeting. The primary concerns discussed in the meeting were as follows.

- KHA demonstrated that the vertical grades used to depress I-395 meet the criteria established by FDOT.
- Additional through traffic lanes connecting with SR 836 need to be added. KHA indicated that the right-of-way allows for this addition of lanes.
- A northbound ramp connecting to I-95 is proposed that will merge with the existing northbound ramps to I-95 from SR 836 and I-395. This ramp may raise safety concerns. At the meeting it was indicated that this ramp provides an additional access to the neighborhood north of the I-395, but the ramp may be eliminated.
- NW 3<sup>rd</sup> Avenue is one of the major connectors that provides north-south traffic accessibility to the Overtown area. NW 3<sup>rd</sup> Avenue will be depressed 2-3 feet to allow full access without high restriction to the area.
- NW 14<sup>th</sup> Street is affected by depressing I-395 east of the NW 1<sup>st</sup> Street. However, the existing NW 14<sup>th</sup> Street is a two-lane two-way road. The recommended alternative proposes to split the NW 14<sup>th</sup> Street into two service roads, north and south of the I-395, as shown previously in Figure 19. As a result, more capacity is added to the local street system and continuous east-west access is provided.
- The weaving length for the access ramps were discussed and no problems were found.



- Estimated costs were also discussed. The unit costs used were developed from the 1994 PD&E and updated as appropriate. Additionally, construction costs were revised using the latest information available.
- Finally, minor concerns were discussed regarding clearing distance, span of the structures, flooding requirements, level of service on local streets, and traffic flow around the Performing Arts Center.



FDOT agreed that additional work needed to be done to determine the final cost of the project. This work will be done during the PD&E study. Appendix C provides additional information on this meeting. The following sequence of Exhibits shows part of the discussions at the meeting.



**Exhibits 24, 25 and 26: July 2, 2003, meeting to discuss Alternative 4 – Open Cut Option “B”**

## Community Reaction to Recommended Alternative

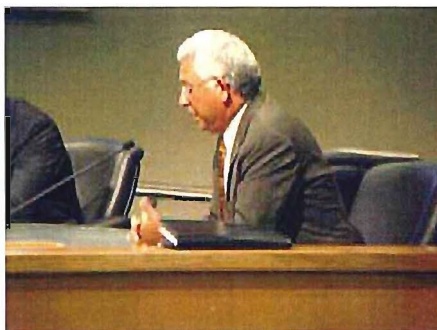
One of the objectives of this study was to identify an alternative that can achieve consensus with the I-395 Committee, as well as other stakeholders (FDOT, Miami-Dade County, and the City of Miami) and the community at-large. After the proposed alternative was defined, the following meetings were conducted as summarized below.

### Fifth I-395 Committee Meeting

At this meeting the I-395 Committee endorsed the Alternative 4 – Open Cut Option “B.” This recommendation will spur FDOT to continue with the PD&E process. Over 50 persons attended the meeting, during which discussions were held to clarify questions and comments from the committee and the general public. After the meeting, comments from the public to staff were very positive and receptive. The major concern of the public was securing funding of the recommended alternative.



**Exhibit 27: I-395 Committee Members (from left to right) – Eleanor Kruger, Ronald Krongold, Miami Mayor Manny Diaz, County Commissioner Barbara Carey-Shuler, Parker Thomson, William Senn, Jorge Espinel and Hal Spaet**



**Exhibit 28: Jose Mesa, Miami-Dade MPO Director, providing a brief summary of the actions taken by the Committee**



**Exhibit 29: Strong public attendance at the fifth Committee meeting**



**Exhibit 30: Miami-Dade County Commissioner Barbara Carey-Shuler and City of Miami Mayor Manny Diaz, Chair and Co-Chair of the I-395 Committee, respectively**



**Exhibit 31: Javier Rodriguez, FDOT District Six, explaining the PD&E process to the Committee**



**Exhibit 32: Freddie Vargas, KHA Project Manager, presenting the open cut alternative**



**Exhibit 33: Paul Cherry of KHA answering questions from the Committee**

## Overtown Empowerment Zone Neighborhood Assembly (OEZNA) Meeting

At the request of the OEZNA, a meeting was held at the Culmer Neighborhood Service Center on June 25, 2003. The purpose of this meeting was to present to the community of Overtown the proposed plans for the reconstruction of I-395. The presentation included both parts of the study: the engineering and the financial elements. Appendix C includes documentation about the meeting.



As a result of this meeting, several concerns were raised by the community, including:

- involvement of the community in the decision-making process,
- relocation of families,
- disruption during construction,
- traffic flow and access to schools and residential areas, and
- economic development of the area during and after construction.

After the presentation and the response to their questions, the community was receptive to consider future plans provided an active role for the community during the planning and PD&E processes. Mayor Manny Diaz welcomed any suggestions for the project that could benefit the community.

## Overtown Advisory Board (OAB) Meeting

At the request of the community, a second meeting was held in Overtown. Over 100 persons attended the meeting. Concerns were raised by the community, especially by residents that could be affected by the construction of the northbound ramp that would connect the service road to I-95. Based on the past experiences with the construction of I-95 and I-395, the community has a lack of confidence in government projects. In a short presentation, MUW presented the benefits of taking down I-395 east of the NW 1<sup>st</sup> Avenue.



**Exhibit 34: Irby McKnight,  
chairperson of the Overtown  
Advisory Board**



**Exhibit 35: OAB Attendance**

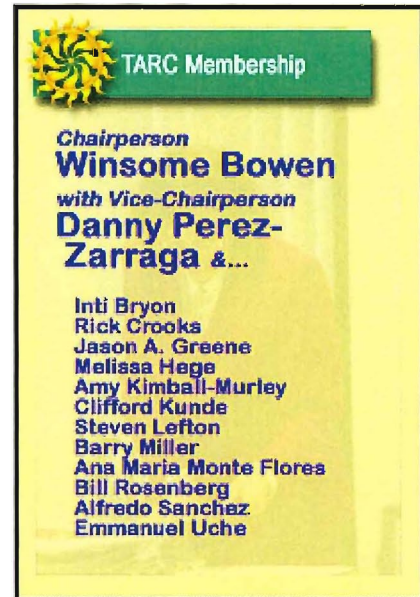
Near the end of the meeting, Commissioner Barbara Carey-Shuler indicated that several plans and projects are being considered for Downtown Miami including the community of Overtown. The Overtown community has two choices: participate actively in the process or let other people make the decisions. By participating in the process, the community's suggestions and recommendations will be considered. Over 85 residents registered their names to receive additional information about the project.

## Transportation Aesthetics Review Committee (TARC)

The TARC Committee was created by the MPO Governing Board in 1993 to provide guidance for the transportation planning process. The purpose of the committee is to review high-visibility transportation projects to assure that aesthetic considerations are incorporated, so that the projects become an asset to the community. Each MPO Governing Board member appoints one TARC member. The committee is composed of architects, landscape architects, and others in the landscape field, engineers, planners, attorneys, and other citizens with relevant knowledge and interest.

On September 3, 2003, a presentation of the I-395 project was made to the TARC. After the presentation, members of the committee and the public asked questions about different aspects of the project. These questions covered the areas of engineering, aesthetics, financial, environmental, and right-of-way.

The TARC endorsed the project with a resolution supporting Alternative 4 Open Cut Option "B" for further analysis during the PD&E process to be conducted by FDOT. Appendix C includes a copy of the resolution and additional information from the meeting.



**Exhibit 36: Jesus Guerra, MPO Project Manager for the study, presenting the item to the TARC.**

## Citizen Transportation Advisory Committee (CTAC)

The CTAC was created by the MPO Governing Board to provide a mechanism for the participation of the general public in the transportation planning process. The CTAC not only reports to the MPO Board, but also to the Board of County Commissioners (BCC). The committee is comprised of 42 citizens interested in actively participating in the community. Each MPO Board member appoints two (2) citizens to the CTAC. The CTAC evaluates recommendations generated during the development of the MPO's Transportation Plan and serves as a forum to raise issues pertinent to the process. The main responsibility of this committee is to ensure that proposed transportation projects are responsive to the community's perceived needs and goals.

The CTAC has seven (7) subcommittees:

- Aviation
- Elderly and Disabled
- Legislative
- Maritime
- Special Reports
- Surface Transportation
- Transit

A presentation on the I-395 project was made to the CTAC at its meeting on September 24, 2003. Concerns were discussed and a resolution was moved to endorse the Alternative 4 Open Cut Option "B" for further analysis by FDOT during the PD&E process. A copy of the resolution and additional information is included in Appendix C.

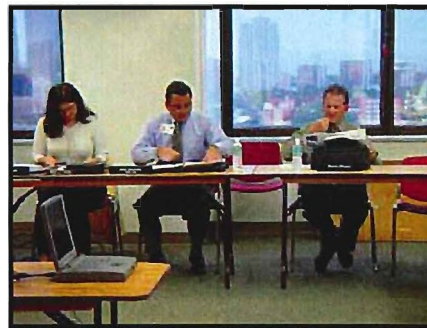
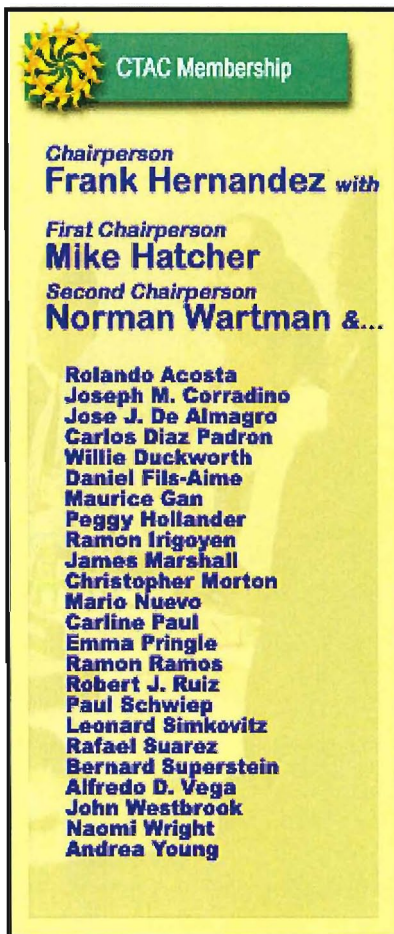


Exhibit 37: Frank Hernandez, CTAC Chair,  
during the I-395 presentation



Exhibit 38: Jesus Guerra presents  
the I-395 project to the CTAC



## **Summary of Rationale for Selecting Alternative 4 Open Cut Option “B”**

- Meets Objectives of the Study
  - Recommended alternative was endorsed by the I-395 Committee, TARC, and CTAC.
  - The Overtown community was receptive to participating in further analysis to be conducted during the PD&E study by FDOT.
  - The recommended alternative considered other elements beyond transportation elements by incorporating into the solution urban redevelopment and economic growth.
- Meets FDOT Requirements
  - Addresses existing geometric and operational deficiencies found in the PD&E study conducted in 1996.
  - Provides adequate capacity for Year 2025.
  - Provides connection between I-95 and the future Port of Miami tunnel.
  - Complies with federal and state standards and regulations.
- Engineering Solution
  - Eliminates the major concerns raised by FDOT regarding depressing I-395.
  - The MUW alternative and its modifications did not satisfy the engineering needs of the I-395. However, the proposed recommendation addresses these concerns:
    - The FEC railroad track is not affected; therefore, an at-grade intersection is not needed eliminating the safety concerns raised by FDOT and reducing construction costs.
    - Moving the alignment to the north facilitates a workable maintenance of traffic (MOT) during construction plan without interrupting the traffic flow along the existing I-395.
    - Eliminates the problems of weaving distance, as well as the ramp accessibility to local streets.
    - Increases the ramp capacities providing a higher level of service.
    - Increases the capacity of NW 14<sup>th</sup> Street and adds another service road to improve local traffic.
  - By taking down I-395 west of the FEC railroad track (NW 1<sup>st</sup> Avenue), the roller coaster effect indicated by FDOT is also eliminated.
- Urban Redevelopment
  - The proposed recommendation creates the environment for future redevelopment in the area.
  - The 41-acre park provides a needed green area in Downtown Miami. This park will connect the Performing Arts Center with Bicentennial Park, as well as the Miami Arena, Bayside, and the Bayfront area.
  - If the MUW alternative was viable, the development along the I-395 corridor would only take place to the east of the FEC railroad track and would not facilitate future



potential redevelopment in the Overtown area. This community has been seriously affected by the construction of the I-95 and the existing I-395.

- By taking down I-395 west of the FEC railroad track, a new approach is envisioned. The Overtown community can actively participate in the process and be part of the potential redevelopment of the area.

- Economic Growth

- The proposed recommendation provides a transportation solution for I-395, and also creates the potential for improving the economic condition of the area. The construction phase of this facility will create many employment opportunities.
- The opportunity for better housing, new businesses, and recreational facilities will bring new life to the communities adjacent to the I-395 corridor.
- By creating a new taxing district, the economic impact is not limited directly to the I-395 corridor. Over 400 acres between I-395, I-95, and SR-112 will be positively impacted by this plan.

- Estimated Cost and Funding

- One of the major problems with the MUW alternative was the cost of the facility. According to FDOT, the estimated cost of the MUW alternative is \$935M including the construction of a tunnel plus depressing the FEC railroad track. However, MUW indicated that an at-grade intersection at the FEC railroad track is feasible and depressing the track is not needed. Based on this approach, the cost of the MUW alternative is \$273M.
- FDOT has very strict procedures for the acquisition of properties and vacant land. MUW argued that FDOT should immediately initiate this process to acquire all properties along the propose MUW alignment during the next two years. The rationale behind this argument was that this land and properties could be sold later at higher prices to amortize construction cost. Under federal and state requirements, FDOT is not allowed to acquire right-of-way in this manner.
- The funding allocated by FDOT for this project is \$105M. Because I-395 is a state facility, Miami-Dade County and the City of Miami would have typically limited participation in funding the project. The recommended alternative includes a financial element that proposes new strategies to support the construction of the new I-395, other than federal and state funds.

- Flexibility

- The recommended alternative provides flexibility beyond other options. For example:
  - The proposed 41-acre park can be reduced in size to accommodate other needs of the area.
  - The open-cut alternative provides an open space on top of the I-395 that can be covered with caps creating an additional pedestrian facility.
- If determined during the PD&E process, the southern section of the I-395 could be developed for uses other than recreational (the passive park), including: residential, commercial, office, and mixed uses.



## Recommendations

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1. Alternative 4 – Open Cut Option “B” should be considered as the viable and recommended alternative for the I-395 Corridor. This option satisfies FDOT’s regional transportation mobility requirements while meeting the urban revitalization objectives desired by the City of Miami.
2. A community outreach program should be conducted to bring the community into the planning process for the redevelopment area. This process should be designed to build consensus among the various competing interests.
3. The City of Miami should prepare an urban redevelopment plan to determine potential land value to evaluate the economic ability of the area to produce a higher and sustainable tax base that may be used to obtain bonds for construction.
4. A detailed economic analysis should be conducted utilizing the redevelopment master plan developed by the City to determine the land sale values, develop land use options, and estimate the potential tax base increases that may result from relocating I-395. This should accurately determine the amount of tax increment financing (TIF) that can be used for bonds to help support the acquisition of right-of-way, construction of I-395, and the construction of new infrastructure (i.e., water, sewer, etc.) to support redevelopment.



Kimley-Horn  
and Associates, Inc.

## **Section II**

# **I-395 Recommended Alternative Financial Analysis**



## Introduction

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After completion of a full analysis of the alternatives considered for the reconstruction of I-395, Alternative 4 – Open Cut Option “B” was recommended as the most viable alternative. The Miami-Dade MPO I-395 Subcommittee asked for a preliminary financial plan to determine the financial feasibility of implementing the recommended alternative. Kimley-Horn and Associates, Inc. (KHA) was asked to complete this preliminary financial plan to identify financial strategies and to recommend an action plan to satisfy the implementation cost of the recommended alternative.

## Background

I-395 formed the eastern portion of a cross that divided the Overtown community into four portions. Currently the space below the elevated I-395 forms a barrier to any type of redevelopment effort to revitalize this community.

The Downtown Miami Central Business District (CBD) has been negatively impacted and visually, socially, and psychologically constrained from expanding to the north by the elevated I-395. The CBD could expand fluidly to the north if I-395 were depressed and the project could act as a catalyst to eliminate blight.

Any transportation plan that addresses I-395 must address the needs of the community as well. Throughout this section of the report, the communities impacted are referred to as the Miami North Area. This is an area that extends from Downtown Miami and includes Omni, Overtown, Wynwood, and Edgewater. The term Miami North is used because it is the name that can be found on the original plat maps for Overtown.



**Exhibits 39 and 40: Views of the I-395 structure  
from the Overtown area**

## Planning Strategy

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In preparing a financial analysis that addresses the needs of the Miami North community and especially Overtown, series of broad assumptions were made. Those assumptions are listed below.

- The FEC Railroad tracks must remain at grade level.
- Keeping an elevated I-395 structure as currently exists is not desirable. An elevated highway option only serves to further increase the division within the Overtown community and the surrounding community, especially the Miami Central Business District (CBD).
- Reconnection within the City grid north/south avenues should be facilitated by reconnecting the grid and opening up streets that were previously closed. The community will once again be allowed unhindered vehicular flow, pedestrian access to housing, jobs and businesses, and unrestricted view of the current downtown area.
- Reinvigorating neighborhoods such as Overtown is a critical need. A community based revitalization strategy for Overtown must be considered in conjunction with any plan for I-395. This is the most important aspect of any transportation plan because it affects not only the basic community transportation needs but also the quality of the lives of those with the community.

In order to form a bridge between the transportation and redevelopment needs of the community, several redevelopment concepts were introduced.

1. The market will recognize the enhanced attractiveness of a "Miami North District." By replacing the current barrier of I-395 with a depressed open cut section, the blight and division of the neighborhood that was created would be removed, therefore opening up the area for new housing, retail establishments, such as stores and supermarkets, and commercial establishments.
2. Develop an alternative acceptable to all partners An important aspect of this project is to create a consensus among the community, the City of Miami, Miami-Dade County, and the Florida Department of Transportation (FDOT). This aspect is a very important element to advance the development and further reconstruction of I-395. By selecting a viable alternative, the MPO Governing Board will direct FDOT to continue with the PD&E process.
3. Retention of the major surface street connections. These connections will allow for ease of movement for both pedestrian and vehicular traffic. It will also facilitate the flow of goods and services to formally blighted areas that have been opened up.
4. Create a linear park from Overtown to Bicentennial Park. From a market standpoint, some of the most valuable land in major urban communities such as New York City is located around major parks. The creation of a linear park that will have its terminus at the newly renovated Bicentennial Park will not only prove to be a huge asset to the community as a whole, but will also create another link from Overtown to Downtown Miami (see renderings of Open-Cut Section at the end of this report).
5. Prepare concept cost analysis, finance revenue sources, and potential yields from major sources to help pay for I-395 improvements.
6. Optimize transportation initiatives to link the Miami North Area.
7. Alleviate congestion.
8. Improve the quality of life.

In addition to the above mentioned redevelopment concepts, other variables were identified that helped to clarify the need for redevelopment to occur within the Miami North Area. Below is a summary of some of the market highlights.

- There is underutilization of valuable land primarily in the Downtown/Overtown area and in the overall Miami North Area.
- Miami-Dade County is 90 percent built-out.
- Demand for both permanent and seasonal housing is high.
- Residential units are at 82.3 percent build-out.
- Residential sales in Miami-Dade County reached a record high of 63,306 homes in the past year (2002) alone.
- 84 percent of units sold today are resale units, compared to 62 percent 20 years ago (2002).
- Land supplies in the suburban areas are dwindling.
- Remaining lands are far from the urban cores. People are in the market for homes that are close to work.

Once these redevelopment concepts and other variables have been identified, the next step was to identify barriers that must be addressed in order for growth to occur. Four key barriers have been identified within the Miami North Area, as follows.

- The existing I-395 and its associated ramps form not only a physical barrier but also a psychological barrier to growth.
- The blighted conditions within the community also form a barrier, because new residential and commercial developers are hesitant to build in areas that are perceived as unsafe or in areas where recovery of investment would be difficult.
- This lack of private investment and development, as well as the non-capitalization of valuable lands, are a detriment to growth because unused land owned by the City and non-profit organizations do not generate revenue that can be used to revitalize and further redevelop the surrounding community.
- Lack of parks and public amenities that enhance the community is yet another barrier to growth.



**Exhibit 41: Sample of existing conditions near the elevated structure of I-395**



## Financial Strategy

The Financial Strategy for funding the I-395 reconstruction is a blended portfolio of three primary sources that would supplement the base funding available from FDOT. Below is an outline that categorizes the sources, followed by a break down of project costs and funding sources.

### I. Establishment of a District Taxing Authority Trust (DTAT) called the "Miami North District." In order to accomplish this, the following activities should be completed.

- a. Define Boundaries
  1. Inter-Local agreements between
  2. "District"
  3. Miami-Dade County
  4. City of Miami
  5. "Miami North District" should function as a "Tax Increment Financing" (TIF) District.

This is because:

  - (a). No eminent domain: The tax district will not be given the authority to request or mandate property acquisition. This authority will still be reserved to the County.
  - (b). No added taxes
  - (c). Assumptions: Capture only (50-55 percent) of future taxes
  - (d). Bonding capacity of future increments: \$300,000,000

The theory behind the proposed financing plan for I-395 is that the demolition and the subsequent reconstruction of I-395 as an open cut section will improve connectivity to the north and stimulate redevelopment of the area identified as Miami North in Figure 28. The creation of a Tax Increment Finance (TIF) District for this area would allow the local government to capture the tax increment generated between the current taxes and the taxes generated by the redevelopment of the area. The current assessed value of the properties in this area is approximately \$815,928,466. The project value after 30 years is estimated at approximately \$3,407,714,000. This yields a net assessed value available for tax increment financing of approximately \$2,591,785,534. 52.5 percent of the increment will need to be utilized to achieve a net bond proceed of approximately \$300,000,000. The remaining 47.5 percent would be available for the general funds of both the City of Miami and Miami-

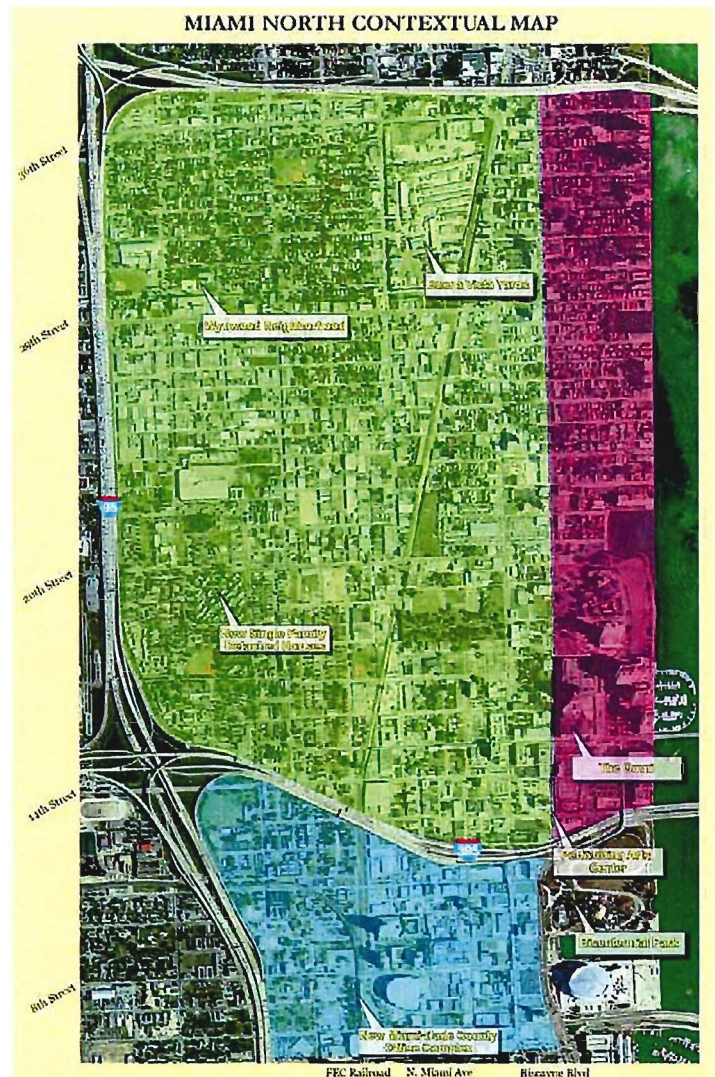


Figure 28: Potential Miami North Boundaries



Dade County. The chart on the following page shows the net bond proceeds generated in a spectrum from 50 percent to 35 percent of the increment. A summary of the program assumption that was used to establish a future value of \$3,407,714,000 is shown on page 85.

This financial analysis incorporated a study area of approximately 866 acres. From the gross area of 866 acres, approximately 218 acres incorporate roads, parks and existing facilities to remain, and 26 acres are utilized for the reconstruction of I-395. This yields a net redevelopment area of 622 acres.

Based on the market analysis it was assumed that 533 acres would redevelop as residential properties. High, moderate and low density housing product types comprise the residential component: 107 acres of high density housing, 267 acres of medium density housing, and 159 acres of low density housing.

A moderate amount of commercial development was also calculated within the redevelopment area. It was assumed that 89 acres will incorporate 10 acres office/flex space, 45 acres of neighborhood retail, and 34 acres of big box retail. For the purpose of calculating the future value of the study area, the value for the land areas and net leaseable areas were calculated independently. Figure 29 shows the area County Market Values.

## **II. Eastbound Toll**

Another component of the financial analysis was projected toll revenues from a future toll facility. The assumption was that a toll facility could be incorporated into the design of the new I-395 facility. This facility would only toll vehicles traveling southbound on I-95 to I-395 and northbound on I-95 to I-395. Vehicles traveling eastbound on 836 to I-395 are currently tolled near NW 27<sup>th</sup> Avenue. Future toll revenues were calculated based on 30,000 southbound to eastbound and northbound to eastbound trips per day. A toll rate of \$0.67 was used, based on the current 'Sunpass' rate for dual-axis vehicles. A factor of 10 percent of gross annual toll revenue was used to account for toll facility operations costs.

In order to accomplish this several assumptions were created:

- Ability to capture tolls specifically directed to I-395 improvements.
- FDOT will continue to maintain the roadway.
- Bonding capacity of future toll revenues. Initial calculations identify these numbers between \$80,000,000 and \$110,000,000.

## **III. Additional Grants.** Several assumptions were also created to address the issue of potential grants.

- Use all potential grants for local transportation/transit and public spaces.
- Use tax increment for grant application matches.
- Potential grant revenue of approximately \$ 50,000,000.

				Less Toll		Net Available	Supportable	Less 4%	Net	30 Year
rips Per D <sub>2</sub>	Days	Toll Rate	Yearly Revenue	Operations @ 10%	Less Bond Coverage (2)	for Bond Debt	Rev. Bond at 3.5% (1)	Cost of Issuance	Bond Proceeds	Coverage Revenue
25,000	365.0	0.67	6,113,750	611,375	1,018,979	4,483,396	83,203,049	3,328,122	79,874,927	30,569,361
30,000	365.0	0.67	7,336,500	733,650	1,222,774	5,380,076	99,843,659	3,993,746	95,849,912	36,683,234
35,000	365.0	0.67	8,559,250	855,925	1,426,570	6,276,755	116,484,268	4,659,371	111,824,898	42,797,106

(1) 0.05389 Bond Rate Constant for 30 years

(2) Coverage at 120% of Debt Service

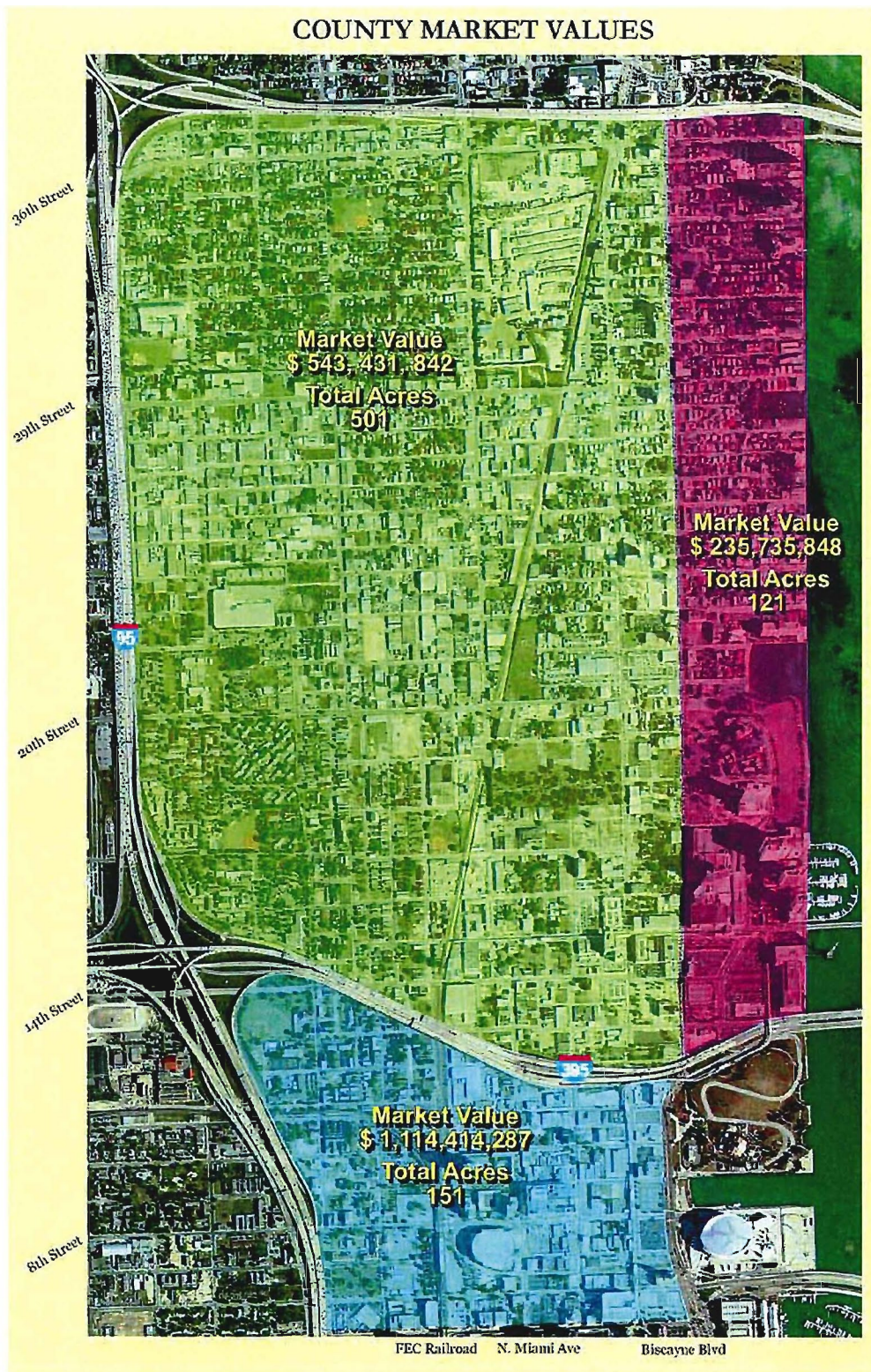
Alternatives	Discount Percentage	Existing to Remain Ass. Value	New Fair Market Value	Total Exist'g Asses'd Val. to Remain + New Development Value @ 100%	Less Exist. Base Ass. Value	Net Assessed Value Available for T.I.F.	Pre-Discount Millage @ 14.708/1000 Contribution	Less Discount	SUB TOTAL TO TIF	Less Bond Coverage (2)	Net Available for Bond Debt	Supportable Rev. Bond at 3.5% (1)	Less 4% Cost of Issuance	Net Bond Proceeds	Percent of Net Dev.
I Discount @ 7.354 mills	50.0%	0	3,407,714,000	3,407,714,000	815,928,466	2,591,785,534	38,119,982	19,059,991	19,059,991	3,176,729	15,883,262	294,762,219	11,790,489	282,971,730	10.9%
II Discount @ 6.986 mills	47.5%	0	3,407,714,000	3,407,714,000	815,928,466	2,591,785,534	38,119,982	18,106,991	20,012,990	3,335,565	16,677,425	309,500,329	12,380,013	297,120,316	11.5%
III Discount @ 6.619 mills	45.0%	0	3,407,714,000	3,407,714,000	815,928,466	2,591,785,534	38,119,982	17,153,992	20,965,990	3,494,402	17,471,588	324,238,440	12,969,538	311,268,903	12.0%
IV Discount @ 6.251 mills	42.5%	0	3,407,714,000	3,407,714,000	815,928,466	2,591,785,534	38,119,982	16,200,992	21,918,989	3,653,238	18,265,751	338,976,551	13,559,062	325,417,489	12.6%
V Discount @ 5.883 mills	40.0%	0	3,407,714,000	3,407,714,000	815,928,466	2,591,785,534	38,119,982	15,247,993	22,871,989	3,812,074	19,059,915	353,714,662	14,148,586	339,566,076	13.1%
VI Discount @ 5.516 mills	37.5%	0	3,407,714,000	3,407,714,000	815,928,466	2,591,785,534	38,119,982	14,294,993	23,824,989	3,970,911	19,854,078	368,452,773	14,738,111	353,714,662	13.6%
VII Discount @ 5.148 mills	35.0%	0	3,407,714,000	3,407,714,000	815,928,466	2,591,785,534	38,119,982	13,341,994	24,777,988	4,129,747	20,648,241	383,190,884	15,327,635	367,863,249	14.2%

(1) 0.05389 Bond Rate Constant for 30 years

(2) Coverage at 120% of Debt Service



Figure 29





## Project Cost

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Proposed Alternative 4 Open Cut cost:	\$525,000,000
FDOT funding:	<u>\$105,000,000</u>
Shortfall:	\$420,000,000

### Funding Source

Bonding capacity of future increment:	\$300,000,000
Tolls:	\$100,000,000
FDOT:	\$105,000,000
Other grants	<u>\$ 50,000,000</u>
Project funding resources:	\$555,000,000

## Recommendations

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The Governing Board for the Metropolitan Planning Organization (MPO) approved Resolution #33-03 recommending Alternative 4 – Open Cut Option “B,” as the viable alternative for the reconstruction of I-395 between I-95 and the MacArthur Causeway. This resolution directs the Florida Department of Transportation (FDOT) to continue with the Project Development and Environment (PD&E) study process for the corridor. During this process, FDOT will evaluate other potential and viable alternatives for the corridor as required by State Statutes. If this alternative is selected as the preferred alternative, it is strongly recommended that these additional steps be in place before the final approval by the MPO Governing Board:

1. Conduct a detailed financial analysis to expand this preliminary report to analyze other potential impacts to the area as well as other creative funding alternatives for the reconstruction of I-395.
2. Prepare overall downtown market study (integrate other downtown programs), financial feasibility, job generation, and overall economic impact on the City and County.
3. Test toll concept and assumptions.
4. Prepare joint City of Miami, Miami-Dade County, and FDOT approval process.
5. City of Miami establishes a “District Authority Trust,” (and boundaries) to coordinate the financial and economic development portion of the I-395 project.
6. Approve the necessary interlocal agreements for implementation.
7. Initiate a streamlined planning and zoning process.
8. Pursue the most probable grant applications.
9. Prepare initial bond structures, validation and offerings.
10. Prepare Miami North District marketing program and materials.

This financial analysis is based on the market analysis described in the next chapter of this report and on the economic impact that other current initiatives for the area are expected to have. Some of the current initiatives are summarized and included in the next chapter of this report.



## Market Analysis

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### Introduction

The previous recommendations are based on the assessment of the potential real estate and economic impact of the proposed depression of I-395 through Downtown Miami. Assuming financial feasibility is met, the potential benefit to the real estate economy in the market area defined as Miami North is extensive.

Numerous indicators were identified and analyzed to conclude a projected density, unit mix, pricing, and base retail sell-out of the Miami North market area assuming the area can be repositioned to its potential. A summary of these conclusions and the potential financial impact is presented at the end of this section. Supporting documentation is provided in Appendix H.

### Understanding the Necessity of Urban Revitalization

The premise to the study, from a market perspective, is the necessity for redevelopment of infill and urban properties for numerous reasons. Opening the gateway—both physically and psychologically—between Downtown Miami and the Miami North Area will lay the groundwork to continue a successful urban reinvention and also act as a further catalyst for current investment and redevelopment underway. The analysis assumes that the potential for redevelopment occurs on a market-responsive basis, which has been witnessed in numerous urban and infill areas throughout not only South Florida, but other areas of the nation.

Primary issues supporting the viability and demand potential for redevelopment of the urban area include:

- Underutilization of most valuable lands in our community; lands which are proximate to natural amenities, such as the water, and economic amenities such as employment centers, transit hubs, entertainment, and cultural centers
- The need to fulfill a demand for not only permanent housing due to continued population increases but also seasonal and investment housing
- Tight land supplies in the suburban areas and throughout the county
- The need to alleviate roadway congestion and improve the quality of life for residents in the Miami-Dade County area.

Some statistics of interest supporting these issues are:

1. Severe land constraints:
  - Without allowing for adaptive reuse, the estimated build-out in Miami-Dade County development boundaries approached 90 percent last year
  - Residential unit build-out based upon number of units allowed approximates 82.3 percent (844,572 of 1,027,000 housing units)



- The majority of remaining lands are far from the urban cores and if these areas are fully developed more pressure will be put on the Everglades and roadway capacity

2. Population increase:

- Over the past 10 to 12 years, the population in Miami-Dade County has increased at a rate of over 30,000 people per year on the average. This is the equivalent of a population greater than the City of Aventura migrating to Miami-Dade County each year. Future growth projections pace the growth at a similar rate. (According to Census Statistics, the population in Miami-Dade County grew by 16 percent, or just over 300,000 persons, from 1990–2000. Future projections by varying sources continue the rate of population growth at similar levels.

3. Residential demand:

- Residential sales in Miami-Dade County reached a record 63,306 homes last year worth \$12.5 billion. This is 23,000 more housing units sold than just 10 years ago. In addition,
- 84 percent of all housing units sold today are for resale units compared to 62 percent twenty years ago. The resale market continues to gain in share—while the new sale market continues to lose share—because of an imbalance of demand over supply.

## **Summary of Market Analysis**

The market analysis targeted comparable and adjacent markets to the Miami North Area, in addition to an assessment of current real estate activity within the neighborhood itself. Information studied included residential housing, particularly new developer sales activity. Two of the markets identified are well into their repositioning and redevelopment, and two are at the precipice of redevelopment. Each of these market areas are considered relatively small at a geographical level, while at the same time the positive financial impact is extensive. These analyses allowed us to understand and advise as to potential market responsive density, absorption, pricing, and allocation of land uses.

## **Comparable Urban / Infill Markets**

### ***Brickell Avenue***

The Brickell Avenue market area has a phenomenal amenity base including it's own financial district and proximity to the water, beaches, and the Miami CBD. The small area was nearly built out by the late 1970's with a mix of high-rise multi-family and office uses. In the late 1970's and early 1980's the market area experienced extreme market pressures from pre-mature building of new multi-family residential product. Commencing in the early 1990's when the natural market response and demand allowed, the area was reinvented and continues redevelopment and demand at a phenomenal pace today. Geographically, this area is no more than 1.5 linear miles, spanning Brickell Avenue to the east and west.



Since 1990:

- Near 3,000 new multi-family units have been absorbed at an average rate of 230 units per year.
- New condominium units have generated near \$1.0 billion in multi-family sales income; the average price has approximated \$300,000 over the 13-year period.
- Resale units have been appreciating on the average between 10 to 15 percent per year with certain developments averaging as much 20 percent per year.
- Today the area continues to support new and redevelopment. Those properties which are currently marketing are reporting extremely strong presales and contract absorption between 10 to 60 sales per month.
- The redevelopment has spread naturally south and west, offering a positive impact alongside resale housing values which in many cases have more than doubled.

### ***Miami Beach – South of 5<sup>th</sup> Street***

This is a small market area, less than 2 square miles, which was suffering from blight and was largely overlooked by investors after the recession of the late 1980's while properties north of 5<sup>th</sup> Street were snapped up and successfully repositioned. Due to the natural market response, this investment and redevelopment spread south of 5<sup>th</sup> Street with some of the first residential redevelopment commencing in 1994. The neighborhood, located at the southern tip of Miami Beach, offers numerous amenities, primarily including the waterfront, beaches, parks and views. High-rise multi-family housing has taken off with retail, commercial, and restaurant/entertainment venues following. A summary of real estate activity includes the following:

- Introductions of new properties south of 5<sup>th</sup> Street generally started in 1994 and since that time near 1,300 new units have been absorbed and the remaining inventory is extremely low.
- Over the last nine to ten year period, near one-half billion dollars has been generated by new condominium sales.
- Today the area continues to support new development and those properties which are announced are reporting favorable absorption.
- Commercial properties continue to respond in this small market area with introductions of office, retail, and hotel to support the continued repositioning.

### ***Downtown Kendall***

Downtown Kendall is a classic example of an infill neighborhood, though not suffering from blight. The area is currently characterized by retail, office, and mature multi-family rental and condominium housing, bordered by an extensive supply of mature single family homes which have experienced solid market demand and related price increases.

Redevelopment in the Downtown Kendall area has been jumpstarted by an overlay district adopted by the county in 1999 after several years of community and public input. The goals of the overlay district basically position the area as a "new urbanist" community focusing on pedestrian friendly, community oriented uses around "human scale" buildings. This is an excellent example of government policy and its effects on revitalization.

The implementation of this overlay has created tremendous private investment and redevelopment including near 2,000 announced new multi-family units at a pre-sale dollar volume approaching over one-half billion dollars. These properties are expected to be delivered before year-end 2005.

Market response has been extremely favorable with reported contract absorption totaling 68 units per month.

### ***Downtown Fort Lauderdale CBD***

This is a typical urban area which was a daytime employment center city in proximity to numerous beachfront amenities, but lacked the connection between housing and the urban area.

As Broward County started to experience similar land constraints as Miami-Dade, similar roadway congestion, and strong appreciation and demand in its residential markets, the viability of the urban area for quality housing was recognized. Today the Cud's allotted 5,100 residential units are largely accounted for, with over 2,400 condominium and rental units under construction in addition to over 2,000 more units approved. Today the condominium units under construction, which represent just under 30 percent of the total proposed supply, have an approximate pre-sale sell-out value of \$777.8 million. Market response has been extremely favorable with contract absorption at the condominiums reportedly averaging over 15.0 units per month.

A recent announcement by the DDA states: *"New Development in the Downtown area will create \$2,098 in local spending per month per household, for a total of over \$80 million per year. Approved projects will generate just over \$41 million in local spending annually. If all those projects currently pending are built, an additional \$34 million in local spending will be generated, bringing the total spending potential to \$156 million."*

### ***Miami North Market***

Each of the previously described redevelopment areas relate in one way or another to the potential for the Miami North market area and the viability of redevelopment in this area. Today, the market and investment activity in the Miami North neighborhood is strong. A cursory review of public records shows that over \$1.0 billion has been invested in real estate acquisitions in the market since 1999.

Alongside this investment activity and documented necessity for redevelopment to overcome blight and connect the neighborhood to its Downtown Miami counterpart, barriers to growth still exist that need to be not only addressed, but overcome. The depression of the I-395 overpass, as proposed, can facilitate removing some of these barriers, allowing the market to respond on a natural basis.

1. Today there is a physical & psychological bifurcation between Downtown Miami and Miami North, created by the I-395 elevated structure. Eliminating the physical barrier, which co-exists alongside a psychological perception between neighborhoods, can further act as a catalyst for redevelopment in the area.
2. Removal of the physical barrier can allow a natural connect to the blighted neighborhoods of Miami North, allowing for a natural connect and further stimulus for revitalization.
3. Private investment and development is currently growing in the area, particularly reserved for the prime lands east of Biscayne Boulevard. If the depression of the I-395 structure



occurs, the area can continue to attract further private development- not only pioneers and investors along the waterfront areas, but also those who could capitalize on the natural progression of redevelopment from the core area outward.

4. Natural redevelopment will allow for new vital businesses and services that can enhance the community and its residents, having a benefit not only along main arteries but throughout the area. The redevelopment will allow a capitalization of some of the most valuable lands in the region, lands located proximate to the CBD, transit system, cultural amenities, and the waterfront/beaches.
5. The creation of a depressed I-395 will allow for a 300-foot wide, 41±-acre park, alleviating a deficiency of area parks and providing public amenities that enhance community. Residents, employees, and visitors can receive not only a social benefit, but will also have a physical connect merging the existing waterfront and Bicentennial Park.

## **Real Estate Development / Redevelopment Projections & Assumptions**

The ultimate purpose of the analysis is determine the potential economic impact—from a real estate price perspective—to the Miami North neighborhood assuming the depression of I-395 allows for a connect between the market areas. The premise of the analysis incorporates the median in most instances, such as in units per acre, end product price, unit size, and price per square foot. The median recognizes that certain product will be built above the level presented, and certain product below, and is not necessarily the average.

The end result indicates a development value of over \$3.4 billion, as compared to the existing assessed value in the neighborhood of \$815.9 million (see analysis and computations on the following page).



**I-395 PROJECT  
PROGRAM ASSUMPTIONS  
FOR FINANCIAL USE**

**Facts**

Millage: 8.995 City  
5.713 County  
 14.71 Total

**Study Land Area:**

Total Study Area	866 acres
Less Roads, Parks, Industrial to Remain and Buildings to Remain	218 acres
Less New R.O.W. FOR I-395	<u>26 acres</u>
<b>Net Land Area</b>	<b>622 acres</b>

Net Land Area	
East of Biscayne	121 acres
West of Biscayne	<u>501 acres</u>

Total Study Area	622 acres
Less land for Industrial Big Box Retail, Boutique Retail, Neighborhood Retail, Flex etc.	<u>89 acres</u>

Available for Residential / Mixed Use	533 acres
---------------------------------------	-----------

Plus New Linear Park (Old I-395 R.O.W.)	41 acre
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**Program Assumptions:**

**Residential Program:**

20% High density at 52 units/acre Avg.  
 50% Moderate density at 22 units/acre Avg.  
 30% Low density at 13 units/acre Avg.

Acres	Density	Units	Unit Size	\$/Sq. Ft	Sale Price /	Total Value
107	52	5,500	1,500	200	\$300,000	\$1,650,000,000
267	22	5,800	1,100	180	\$198,000	\$1,148,400,000
159	13	2,100	1,400	120	\$168,000	\$352,800,000
<u>533</u>		<u>13,400</u>				<u>\$3,151,200,000</u>

**Commercial Program:**

Office, Flex Etc.	250,000 SF	70 \$/Sq Ft	\$17,500,000
Neighborhood Retail	500,000 SF	100 \$/Sq Ft	\$50,000,000
Boutique Retail	250,000 SF	150 \$/Sq Ft	\$37,500,000
Big Box Retail	750,000 SF	80 \$/Sq Ft	\$60,000,000
	<u>1,750,000</u>		<u>\$165,000,000</u>

**Commercial Land Value:**

Office, Flex Etc.	10 Acres	15 \$/Sq Ft	\$6,534,000
Neighborhood Retail	45 Acres	20 \$/Sq Ft	\$39,204,000
Boutique Retail	0 Acres <sup>(1)</sup>	35 \$/Sq Ft	\$8,750,000 <sup>(2)</sup>
Big Box Retail <sup>(3)</sup>	<u>34 Acres</u>	25 \$/Sq Ft	<u>\$37,026,000</u>

<b>Total Land Value</b>	<b>89 Acres</b>	<b>\$91,514,000</b>
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<b>Total Development Value</b>	<b>\$3,407,714,000</b>
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<b>Existing Assessed Value</b>	<b>\$815,928,466</b>
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- (1) Mixed Use in Residential Land
- (2) (Boutique Retail Area) x (Land Value)
- (3) Assumed Vertical Parking



Kimley-Horn  
and Associates, Inc.



**I-395 without Park Pads**



Kimley-Horn  
and Associates, Inc.



**I-395 with Park Pads**



## **Appendix “A”**

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### **South East Overtown – Park West (SEOPW) Community Redevelopment Plan (CRA) City of Miami**



## **Appendix A**

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### **City of Miami South East Overtown - Park West (SEOPW) Community Redevelopment Plan (CRA)**

The goal for the SEOPW CRA is to serve as directives for the City of Miami CRA board and staff members when making decisions, taking actions, and strategizing programs for the redevelopment of the area delineated when the organization was created.

The main goals of the SEOPW are:

- To expand the Tax Base using Smart Growth Principles
- To provide housing infill, diversity, and retaining housing affordability
- To create jobs within the community
- To promote and market the area to attract business
- To remodel historical buildings and maintain the community cultural heritage
- To improve the quality of life for residents

The CRA SEOPW serve as a mechanism to achieve the goals indicated earlier. Several guiding principles have been developed by the SEOPW which details the approach to specific activities and action items designed to recuperate the economic health, sense of community, and historical heritage values

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## **Appendix “B”**

### **University of Miami Study FDOT/MPO Concerns**



## Florida Department of Transportation

JEB BUSH  
GOVERNOR

1000 Northwest 111th Avenue  
Miami, Florida 33172-5800  
Office of the District Secretary  
District Six  
(305) 470-5197

THOMAS F. BARRY, JR.  
SECRETARY

May 17, 2002

Jorge Espinel  
Miami Urban Watch  
555 N.E. 15<sup>th</sup> Street, Suite 16F  
Miami, Florida 33132

RE: FM Number 2516701  
I-395/I-95/SR-836 PD&E Study

Dear *Jorge* Espinel:

This is in response to your most recent correspondence related to the I-395 project. Most of your comments stem from the April 29, 2002, El Nuevo Herald article, in which FDOT is quoted concerning the proposed Boulevard-Underpass concept for I-395. Following I will address the various issues you raised, but I would first like to state that I have no control of what the newspapers say or in what context they want to say it in. The Department's comments to El Nuevo Herald were consistent with what we have always said and as we told the newspaper, we do not object to the proposed Boulevard-Underpass concept so long as it is feasible from an engineering and financing standpoint.

As for your specific comments, I will address them in the same order you presented them.

1. Cost of Boulevard-Underpass - The \$700 million figure quoted in the article referred to the original revised Miami Urban Watch (MUW) alternative that included the depressed FEC railroad. The cost quoted only includes construction, utility relocations and soil/contamination cleanup. This cost did not include right of way. I understand that this is not what you are now proposing, but at the time of the interview, the comments were based on the latest information we had. We do not consider the alternative that includes the at grade crossing of the FEC feasible.
2. Cost of Elevated Structure - The \$70 million figure quoted was not our figure. Our figure for the elevated concept is approximately \$60 million for construction. Again, this estimate does not include right of way acquisition. I agree that when we add the right of way costs, the total project cost will be closer to the \$100 million you have stated.
3. Geometry - The Department has set minimum goals for the improvements to I-395. These include addressing the geometric and operational deficiencies, improving local/regional access to and from the Port of Miami and providing adequate capacity in the design year. Specifically the improvements need to provide I-95 direct access from/to the Port of Miami, provide 3 continuous through lanes, maintain FEC railroad operation to the Port of Miami, and comply with all federal and state standards.

The latest "revised" profile is indeed very similar to the original profile associated with alternative T-6. Strictly from a geometric perspective, there is nothing wrong with it.

however, this profile would most certainly cut-off the access of Miami Avenue within the project limits. This fact was one important major flaw associated with alternative T-6 (as documented in the 1994 PD&E Study). A grade separation of Miami Avenue at this location either through an elevated structure or a tunnel would be impractical and extremely expensive from both an engineering and right-of-way perspective. A significant number of properties along Miami Avenue would have to be acquired since access to them could no longer be provided. I understand that the potential cost of placing N. Miami Avenue below grade could be offset by savings realized in shortening the boulevard's underpass, but is this the goal.

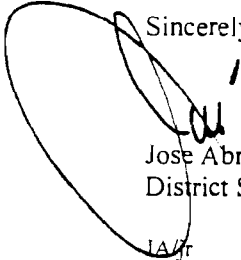
Our concern is that the roller-coaster effect of the shortened boulevard in conjunction with the MacArthur Bridge and then the Port of Miami Tunnel will not meet standards. In other words, the cumulative effect of the underpass, then the bridge and finally the tunnel will not meet driver expectancy or be operationally efficient. Yes, the alternative is similar to T-6, but that does not mean that it is a preferred solution. By moving the underpass east, the effective underpass section is reduced to approximately 1000 feet. Is this effort and expense worth a maximum 1000 feet of at-grade boulevard? Maybe it is, but we first have to make sure it works, that we can maintain it, that we can fund it, and that it meets the goals for the corridor.

4. Risks – Tunnel construction involves risks. Issues such as clearance, emergency access, drainage, and utility impacts have played a major role in determining the final costs of tunnel projects. Issues that have arisen post September 11<sup>th</sup> add to the risk factor. Also, the tragedies that have occurred in tunnels such as the one that occurred at the Mont Blanc tunnel in 1999 (see attached), have also added to the increase in cost. As a matter of fact, more recent cost estimates for the depressed I-395 that includes depressing the FEC tracks have increase from the \$700 million quoted to somewhere between \$900 million and \$1.2 billion. My skepticism is not towards the merits of your proposal, but towards the risks associated with its financing or funding. For example, the Department is revisiting the Port of Miami Tunnel project to verify the cross section, the grades, safety features, operation and maintenance costs, total construction costs, and financing strategies. As you know, this was a project that was approved in 1999 and since the MPO requested a comprehensive financing solution, the cost estimates have escalated to almost twice what was originally estimated. Some of the reasons include these risks that I have mentioned.

I do not want to be cast in an adversarial role either, but I think it is extremely important for everyone to understand the impacts of a proposal that presents such challenging issues. I know that the elevated alternative works and meets all the transportation goals set forth for this project. I want to know that an underpass project achieves the same goals. I also want to make sure that the City of Miami, and the MPO understand the funding issues, and the need for realistic solutions. I know we can work together, and I will gladly discuss these issues with you at length. Please call me to schedule a meeting between the MPO and the Department to further discuss our concerns.

Sincerely,

*regards!*

  
Jose Abreu, P.E.  
District Secretary

Attachment



## Florida Department of Transportation

JEB BUSH  
GOVERNOR

1000 Northwest 111th Avenue  
Miami, Florida 33172-5800

THOMAS F. BARRY, JR.  
SECRETARY

December 18, 2001

Mr. Jesus Guerra, P.E.  
Project Manager  
Metropolitan Planning Organization  
111 N.W. 1<sup>st</sup> Street, Suite 910  
Miami, FL 33128

Re:     •       Proposed Boulevard/Underpass Alternatives to I-395  
       •       Assessment of Miami Urban Watch Boulevard Underpass  
              Alternative to I-395

Dear Mr. Guerra:

As per your request, we have conducted a preliminary review of the above referenced documents. It should be noted that the new alternative presented by Miami Urban Watch (MUW) is a significant departure from their previous recommendation since the new option involves an at-grade railroad crossing with I-395 rather than a grade separation. The new option recommends terminating the I-395 designation and replacing it by "SR 836 extension". The new facility would be designed as an arterial rather than an expressway.

Following is a summary of our most salient comments:

- Interstate designation to be continued along the tunnel  
We have consulted with FHWA and they will look into the possibility of continuing the interstate designation along the tunnel. The at-grade boulevard could become part of the local street system.
- Compatibility with Port/Tunnel Master Plan  
The provision of a new at-grade RR crossing is not an improvement but a detriment to the proposed "express" service to the Port. The new at-grade feature will create an impediment (more delays) to the Port truck traffic, now using an elevated facility.
- Compatibility with the Proposed Enhancements of NW/SW 1<sup>st</sup> Ave.-NE/NW 14 St. Corridor.  
The Downtown Development Authority (DDA) has recommended to enhance the NW/SW 1<sup>st</sup> Avenue and NW 14<sup>th</sup> Street corridors. The main purpose of the enhancement would be to increase the use of both of these facilities so as to reduce the traffic usage on the other north-south facilities (i.e., Biscayne Blvd., Miami Ave., etc.) in the area, thus providing an alternative route for motorists traveling to and from Downtown Miami. The MUW alternative is not compatible with this recommendation since the provision of a new NW 1<sup>st</sup> Ave. signal controlled intersection with I-395 would essentially render the NW 1<sup>st</sup> Ave. approaches ineffective. This is due to the required drastic imbalance in the green time allocation favoring the east-west (I-395) movement.
- Connectivity/Linkage  
The SR-836/I-395 corridor is of vital importance since it's the only east/west corridor in Miami-Dade County that connects the Turnpike on the west with Miami Beach on the east. The provision of an at-grade signal crossing at the FEC/NW 1<sup>st</sup> Ave. intersection will certainly compromise this valuable mobility feature by interrupting the continuous flow of traffic approximately 3.5 miles short of its intended terminus. The interruption will of course be due not only by the required train(s) passage but also by the NW 1<sup>st</sup> Ave. traffic waiting to either go through or turn into the new arterial facility.

- Geometric Impacts

The vertical alignment shown in the MUW report does not comply with the minimum FDOT requirements for arterial roadways. However a revised profile was developed that does meet the criteria. It should be noted that a maximum gradient of 7% would be required at the west end of the tunnel portal. It should be noted that because of profile constraints the new underpass will have to be between 15' to 20' deeper than the previously proposed underpass.

- Safety

The provision of a new at-grade intersection, where none exists, will definitely increase the likelihood of accidents. A significant portion of the South Beach patrons who use the many commercial and entertainment establishments late at night will no doubt use this facility. These patrons (many of which are non local) would be faced with a potential train crossing as they exit westbound from the new proposed tunnel on a 7% upgrade. This is indeed a significant concern that needs to be further investigated.

- Delay

In terms of delay, the new alternative (according to the MUW report) will result in at least 20-30 hourly stoppages of the very heavy I-395 traffic. This is again a significant degradation of the express mobility feature presently provided.

Preliminary evaluations using the Synchro 5 software shows that the provision of a new signal will result in a total yearly delay of over 35,000 hours (for the design year) using a 180 second signal cycle.

- Cost

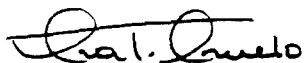
The costs presented in the MUW proposal are incomplete. Several key components such as drainage, maintenance of traffic, mobilization and other contingencies must be included. The utility relocation costs (\$2.4 million) are grossly underestimated and the substantial amount of excavation associated with the removal of the abandoned tank farm near the project's eastern end needs to be considered. We estimate the cost of this proposal to be close to the \$300,000,000 range when all items are included.

The right-of-way costs attributed to FDOT's elevated alternative are incorrect. The proposed elevated option will require approximately 7.31 acres ((318,424 ft<sup>2</sup>) of additional right-of-way. If a unit cost of \$50/ft<sup>2</sup> is assumed, the total cost of acquisition will amount to close to \$16 million and not \$27.5 million as stated in the MUW report.

Additional comments and more detailed information concerning our review is included in a report dated 12/12/01 by our consultant, Metric Engineering, Inc.

In summary, even though we have some basic disagreements with the MUW option, we commend the Miami Urban Watch for their dedication in trying to solve our community's transportation and urban design problems. Please feel free to contact me at (305) 470-5210 if you need any further clarifications or need any additional information.

Sincerely,



Ana T. Arvelo, P.E.  
Senior Project Development Manager

cc: Mike Ciscar, P.E, District Environmental Management Engineer

*Miami-Metro Dade County  
Metropolitan Planning Organization (MPO)*

*I-395 Assessment Study*

## **Boulevard Underpass Alternative to I-395**

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**COMMENTS - Comments - Comments - Comments - Comments - Comments - Comments**

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Following are the comments regarding the above referenced study:

### **I. MAJOR CONCERNS**

#### **A. *Cost:***

The purpose of the study was to assess the impacts, costs and benefits of the Miami Urban Watch Alternative for I-395. However, based on the analyses presented in the assessment, the cost of the proposed Boulevard is more than twice the cost of the elevated structure proposed by FDOT. This could be considered a fatal flaw due to the limited available funding. If this alternative is selected, many projects already in the program will be negatively affected.

In this regard, further considerations should be taken to evaluate the financial impacts of implementing this alternative. Additionally, other avenues should be evaluated to identify any potential funding sources other than State funds. If these issues are not identified, then the Boulevard alternative is not feasible.

#### **B. *FEC Track:***

FEC crossing is one of the major issues discussed during the development of the study. There are several situations related with this issue that are out of the control of the appropriate jurisdiction or are uncertain about future considerations, for example:

1. Nor the County, FDOT, or the City of Miami have any legal jurisdiction over the FEC Track. Therefore, FEC has total control over the operation along the tracks.
2. One of the considered alternatives to avoid the tracks were to depress the rail line, which will need to consider other engineering problems that require additional efforts and will increase the cost of the project.
3. The study was based on the current FEC operating conditions. However, future considerations are being given to use the tracks for a commuter train or for a light rail service. These two possible options will totally change the approach to this Boulevard concept.

**C. *At Grade Intersection at NW First Avenue:***

The technical aspects of this crossing are well documented in the analyses conducted by Gattling Jackson & Associates, and Metric Engineering.

**D. *Future Considerations:***

There are too many assumptions in the report based on personal opinions, that may or may not work in the way that is being proposed. This creates an uncertainty condition that may not be positive or justify the proposed investment.

**E. *Report submitted by Gattling Jackson & Associates, Inc.:***

This report addressed the traffic issues and confirm the feasibility of the Boulevard alternative, but it does not specifically establishes a comparisson with the elevated alternative, nor make a recommendation of which one is the better option.

**F. *Recommendations:***

Based on the high cost involved in implementing the Boulevard alternative, the study should include other recommendations regarding the need to evaluate this alternative in more details and providing additional recommendations to the elevated alternative to improve the acces, and areas beneath the elevated structures. This could be a general plan or specific recommendations regarding lighting, landscaping, pedestrian features, etc...

**II. OTHER COMMENTS**

1. MPO stands for Metropolitan Planning Organization and not Municipal Planning Organization. Please make corrections as appropriate.
2. Eliminate Jorge Espinel name from the report, exemption made when referring to Miami Urban Watch Alternative. Mr. Espinel was working for the County and it may represent a conflict of interest.
3. The report shall be written in third person. Please avoid references to sentences such as "we decided...", "in our opinion...", etc...
4. The study makes reference to a series of comments that seems to be based on personal opinions and not on facts. Use of phrases such as "substantial functional deficiencies", "significant community opposition", "become obsolete in a relative short time", etc... without real facts, just provide a relative point of view regarding a particular situation. These comments should be avoided.
5. Figures should be numbered and referenced in the report.
6. Detailed figures with tiny letters should be enlarged and included as appendices.

7. Pictures that are not specifically referenced in the study to show a particular condition, should be placed as an appendix or in a photo gallery section.
8. "Issues to be addressed": FDOT indicated that few years ago, the firm of Post Buckley conducted a land use value policy analysis. In this section, mention should be done to this study.
9. On page #9, "FEC Track Crossing", "It is anticipated that in the future, the FEC tracks to the port would be replaced by a light rail line connecting downtown Miami to the Design District, Little Haiti and North Miami". This condition will represent a major problem that is not properly addressed in the study. If this happen, it may represent a fatal flaw for this alternative. Additionally, this is a "could be condition" that makes more difficult a recommendation.
10. On page #14, it is indicated that collaborative efforts between the City of Miami, the County and FDOT are needed to build this concept. However, the only funding sources identified for building the project are state (FDOT). What would be the participation of the City and the County?



## **METRIC ENGINEERING, INC.**

Engineering Excellence since 1976

December 12, 2001

Mrs. Ana Arvelo, P.E.  
Senior Project Manager  
FLORIDA DEPARTMENT OF TRANSPORTATION  
1000 N.W. 111 Ave.  
Miami, FL

Re:     ▪       Proposed Boulevard/Underpass Alternatives to I-395  
          ▪       Assessment of Miami Urban Watch Boulevard Underpass  
                  Alternative to I-395

Dear Mrs. Arvelo:

As per your instructions we have conducted a preliminary review of the above referenced documents. The purpose of this memo is to summarize some of the most salient objections to the document's findings.

### Alternative Description

The new alternative presented by Miami Urban Watch (MUW) is a significant departure from their previous recommendation especially as it relates to the following issues:

1. The new option involves an at grade railroad crossing with I-395 rather than a grade separation. The new alternative involves bringing the I-395 expressway down to grade just west of the existing FEC RR/NW 1<sup>st</sup> Ave. crossing and providing a new signal at this location. A tunnel would then be provided to the east of NW 1<sup>st</sup> Ave. to provide access to Miami Beach while an at grade boulevard provides local access.
2. The new option recommends terminating the I-395 designation and replacing it by "SR 836 extension". The new facility would be designed as an arterial rather than an expressway.

### Alternative Assessment

The creation of a new at grade RR crossing with an expressway type facility has several major objections:

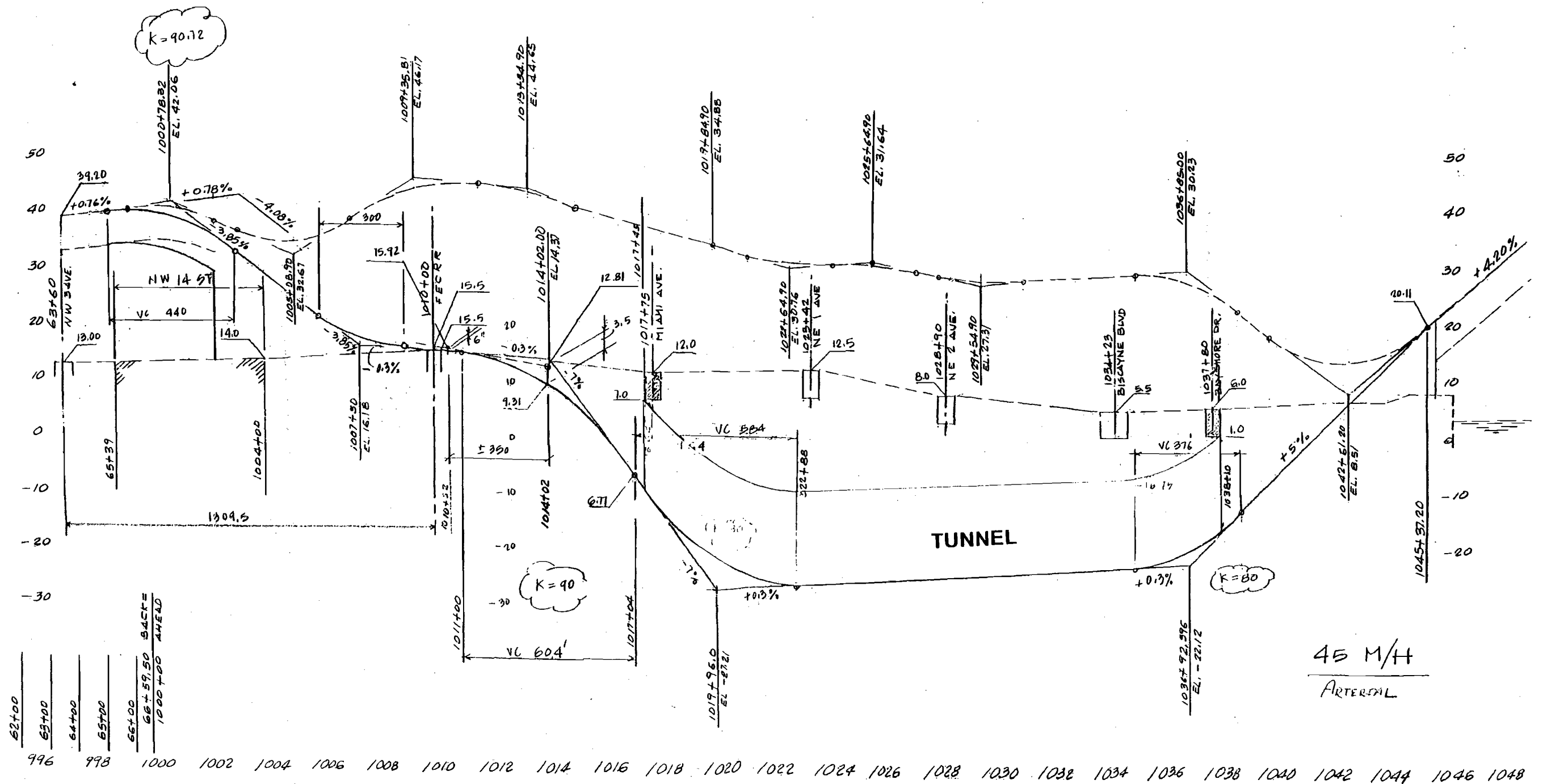
- a) Compatibility with Port Tunnel Master Plan. The construction of the future port-tunnel will eventually provide a seamless connection between the existing expressway system and the port. FHWA has recognized that this "seamless connection" needs to include effective and efficient improvements to all major components of this linkage (i.e. SR 836 and I-395). The provision of a new at-grade RR crossing is not an improvement but a detriment to the proposed "express" service to the Port. This new at-grade feature will not only cause more delays but does present significant safety concerns. It should be noted that at Port Everglades, located approximately 30 miles north, a new \$20 million project is underway to provide a physical separation between the vehicular traffic entering the Port and a new railroad spur serving a proposed Intermodal Container Transfer Facility (ICTF). The idea is to separate this potentially dangerous interface and to avoid vehicular delays a concept that is totally the opposite of what the MUW is recommending for I-395.
- b) Compatibility with the Proposed Enhancements of NW/SW 1<sup>st</sup> Ave.-NE/NW 14 St. Corridor. The Downtown Development Authority (DDA) has recommended to enhance the NW/SW 1<sup>st</sup> Avenue and NW 14<sup>th</sup> Street corridors. The main purpose of the enhancement would be to increase the use of both of these facilities so as to reduce the traffic usage on the other north-south facilities (i.e., Biscayne Blvd., Miami Ave., etc.) in the area, thus providing as alternative route for motorists traveling to and from Downtown Miami. The MUW alternative is not compatible with this recommendation since the provision of a new NW 1<sup>st</sup> Ave. signal controlled intersection with I-395 would essentially render the NW 1<sup>st</sup> Ave. approaches ineffective. This is due to the required drastic imbalance in the green time allocation favoring the east-west (I-395) movement.

- c) Connectivity/Linkage. The SR 836/I-395 Corridor is of vital importance since it is the only east/west corridor in Miami-Dade County that connects the Turnpike on the west with Miami Beach on the east. The entire SR 836/I-395/McArthur link thus affords almost 15 miles of much needed limited access east-west mobility. It should be noted that eventhough I-395 presently terminates at the McArthur bridge, the McArthur Causeway offers expressway-type service for eastbound through traffic extending to just west of the Government Cut bridge well within the Miami Beach City limits. This is so because even though there are three traffic signals along this portion of the facility, two of them (at Fountain St. and at Star Island) offer turbo lane (non-stop) service for the eastbound through traffic.

The provision of an at-grade signal crossing at the FEC/NW 1<sup>st</sup> Ave. intersection will certainly compromise this valuable mobility feature by interrupting the continuous flow of traffic approximately 3.5 miles short of its intended terminus. The interruption will of course be due not only by the required train(s) passage but also by the NW 1<sup>st</sup> Ave. traffic waiting to either go through or turn into the new arterial facility.

It is important to reiterate that functionally I-395 is not a terminal or spur facility (as is the Embarcadero Freeway, with which it's often compared) but a critical component of Miami's east-west transportation mobility and should remain as so.

- d) Port Rail Service. As previously mentioned, I-395 is an integral part of the Port of Miami's roadway access network and will become even more vital with the implementation of the Port of Miami tunnel. The basic premise behind the need to improve I-395 is directly tied to improving the port's transportation network. Since the Port contributes more than \$8 billion and 45,000 jobs to our local economy its economic health is obviously paramount. The provision of a new at-grade signal as proposed by MUW not only creates an impediment to the Port truck traffic, now using an elevated facility, but also a new and potentially dangerous, at-grade railroad crossing.



# BOULEVARD/UNDERPASS ALTERNATIVE-REVISED PROFILE

FIGURE NO.

1

The MUW report contends that at the present time only two trains a day serve the port and both operate between midnight and 3:00 a.m. Their point is that a new at-grade crossing will not inconvenience a great number of vehicles. The fact is that the Port should and must have the flexibility to use the rail access during other hours especially in the event of emergencies. It is undeniable that the port now suffers from inadequate rail service, an issue that will be resolved in the not too distant future when large increases in the port rail traffic will certainly occur. The MUW calls the challenge posed by a large increase in Port rail traffic a "self negating issue". They state that if the train traffic remains at the current level only minimum train/motor vehicle conflicts will still occur and if the Port rail traffic increases dramatically then grade separation will be required anyways, thus eliminating all rail/motor vehicle conflicts. We see this problem in a different light. The MUW proposal is creating a problem that does not presently exist, since the rail crossing is already grade separated. In addition, to try to equate the importance of this new at-grade rail crossing with some of the others in the general vicinity would be ludicrous since all other crossings generally traverse minor local city streets rather than a major expressway.

e) Geometric Impacts

Horizontal Alignment. The horizontal alignment information as submitted complies with the minimum FDOT requirements for arterial facilities. The information is however presented in a very general format without the benefit of more specific information (i.e., stations, etc.) that would allow for a more accurate review.

Vertical Alignment. The vertical alignment shown in the MUW report does not comply with the minimum FDOT requirements for arterial roadways (Design speed = 45 mph). The lengths of the vertical curves shown are not long enough to meet the minimum required K values. (K = 90 for crest vertical curves & K = 80 for sag vertical curves). A revised profile (see Figure 1) was developed which does meet the criteria. According to Figure 1 a maximum

gradient of 7% would be required at the west end of the tunnel portal. It should be noted that because of profile constraints the new underpass will have to be between 15' to 20' deeper than the previously proposed underpass.

- f) Safety/Delay. The MUW report states that the at-grade crossing of the Port Railroad line is safe, with adequate visibility and sight distance for all approaching traffic. In this context, we offer the following preliminary safety observations:
- It is undeniable that the provision of a new at-grade intersection, where none exists, will definitely increase the likelihood of accidents. Because of the very nature of the new intersection (i.e., very high vehicular volumes, generally high speeds, etc.) the likelihood for incidents will increase. For example, as previously stated, the new signal green time allocation imbalance (favoring the east-west movement) might cause impatient drivers waiting on the NW 1<sup>st</sup> Ave. approaches to "take a chance" or to try to beat a signal light change and attempt unsafe maneuvers leading to collisions.
  - As we all know, I-395 and the McArthur Causeway are the very gateway to South Beach. A significant portion of the patrons who use the many commercial and entertainment establishments on South Beach late at night return home on the wee hours of the morning (after no doubt consuming alcoholic beverages). These patrons (many of which are non local) would be faced with a potential train crossing as they exit westbound from the new proposed tunnel on a 7% upgrade. This is indeed a significant concern that needs to be further investigated.

In terms of delay, the new alternative (according to the MUW report) will result in at least 20-30 hourly stoppages of the very heavy I-395 traffic. This is again a significant degradation of the express mobility feature presently provided.

Preliminary evaluations using the Synchro 5 software shows that the provision of a new signal will result in a total yearly delay of over 35,000 hours (for the design year) using a 180 second signal cycle (see Exhibit A-1 in the Appendix). In addition the new signal will entail the expenditure of over 187,000 additional gallons of fuel per year. Translating these results into economic terms reveal that the annual (stopping & idling) costs amount to approximately 8 million dollars for the design year (see Exhibit A-2 in the Appendix).

- g) Access to Miami Beach. The MUW report claims that a "surface arterial access to Miami Beach is more valuable than freeway access" that the "existing signage is confusing", and that the existing "driving sequence greatly adds to the perceived distance between Miami Beach and its immediate surrounding area". We strongly disagree with all of these claims. The existing (and proposed) I-395 expressway service shortens the travel time by being elevated, it offers a clear visibility of the destination site and provides clear signage.

Another important issue deals with the flooding risk of this tunnel option and its potential consequences in terms of service interruptions during evacuations and other emergencies. Even though the use of flood walls has proven effective in dealing with "normal" flooding conditions. The location of the new tunnel contiguous to Biscayne Bay, an area that is particularly susceptible to tidal surges in times of major hurricanes makes it very risky. It is inherently clear that a flooded tunnel would eliminate this critical evacuation route for all South Miami Beach residents.

h) Cost

The costs presented in the MUW proposal are incomplete. Several key components such as drainage, maintenance of traffic, mobilization and other contingencies must be included. The utility relocation costs (\$2.4 million) are grossly underestimated and the substantial amount of excavation associated with the removal of the abandoned tank farm near the project's eastern end needs to be considered. We estimate the cost of this proposal to be between \$250,000,000 and \$300,000,000 range when all items are included.

The right-of-way costs attributed to FDOT's elevated alternative are incorrect. The proposed elevated option will require approximately 7.31 acres ((318,424 ft<sup>2</sup>) of additional right-of-way. If a unit cost of \$50/ft<sup>2</sup> is assumed, the total cost of acquisition will amount to close to \$16 million and not \$27.5 million as stated in the MUW report.

i) Aesthetics

It is undeniable that an elevated facility creates a visual barrier for the "highway neighbors" who are primarily concerned with the view of the facility. It should be noted that a vital component of the original PD&E Study dealing with aesthetics impacts and multiple use opportunities of the facility was never completed when the project was put on hold. It is evident that a serious effort to mitigate the visual impact of the elevated facility must be an integral part of the implementation package. Although the proposed elevated facility is wider than the existing, the "barrier effect" could effectively be reduced. If properly underlit, the width has little effect on the "barrier effect". The height, length and/or traversability are much more critical components of a barrier.

A second component to the visual environment that has been completely overlooked in the MUW report deals with the "highway users" who are primarily concerned with the view from the facility. In this context an elevated alternative offers clearly superior and attractive views of the downtown skyline, Biscayne Bay & Miami Beach versus the dark and foreboding experience of an underground tunnel.

### Conclusion

In general terms the alternative favors urban redevelopment at the expense of basic but sound roadway design standards and/or regional mobility (i.e., service to Miami Beach and the Port of Miami). The alternative does not address the existing geometric or operational deficiencies, which constituted the original need for the project.

## **APPENDIX**

# MOE RESULTS FROM ANALYSIS OF THE PROPOSED BOULEVARD/UNDERPASS ALTERNATIVE

**Location:** FEC Tracks/NW 1st Avenue and the Entrance/Exit of Underpasses

MOEs	PEAK HOUR Year 2020						DAILY					
	EB			WB			EB			WB		
	120sec	150sec	180sec	120sec	150sec	180sec	120sec	150sec	180sec	120sec	150sec	180sec
Total Delay (Hr)	2.00	2.00	2.00	5.00	7.00	6.00	24.45	24.45	24.45	61.12	85.57	73.35
Stops/Veh (%)	0.26	0.38	0.25	0.48	0.66	0.44	N/A	N/A	N/A	N/A	N/A	N/A
Fuel Consumed (Gal)	14.00	17.00	14.00	28.00	37.00	28.00	171.15	207.82	171.15	342.30	452.32	342.30
CO Emissions (Kg)	0.96	1.17	0.96	1.97	2.57	1.93	11.74	14.30	11.74	24.08	31.42	23.59
Nox Emissions (Kg)	0.19	0.23	0.19	0.38	0.50	0.37	2.32	2.81	2.32	4.65	6.11	4.52
VOC Emissions (Kg)	0.22	0.27	0.22	0.46	0.59	0.45	2.69	3.30	2.69	5.62	7.21	5.50
Max Queued (Veh)	7	4	9	15	9	23	N/A	N/A	N/A	N/A	N/A	N/A

MOEs	YEARLY					
	EB			WB		
	120sec	150sec	180sec	120sec	150sec	180sec
Total Delay (Hr)	8,924	8,924	8,924	22,311	31,235	26,773
Stops/Veh (%)	N/A	N/A	N/A	N/A	N/A	N/A
Fuel Consumed (Gal)	62,469	75,856	62,469	124,939	165,098	124,939
CO Emissions (Kg)	4,284	5,221	4,284	8,790	11,468	8,612
NOx Emissions (Kg)	848	1,026	848	1,696	2,231	1,651
VOC Emissions (Kg)	982	1,205	982	2,053	2,633	2,008
Max Queued (Veh)	N/A	N/A	N/A	N/A	N/A	N/A

**\* Note:** MOE's are only reflective of the eastbound & westbound through traffic and excludes the effect on the local traffic

(2020)			
PROJECTED ROAD USER COSTS*			
CYCLE LENGTH	STOPPING & IDLING COSTS		
	EASTBOUND	WESTBOUND	TOTAL
120 sec	\$1,962,574	\$5,106,745	\$7,069,319
150 sec	\$2,749,522	\$5,984,524	\$8,734,046
180 sec	\$2,469,773	\$5,492,695	\$7,962,468

\* Note: Costs are only reflective of the eastbound & westbound through traffic and excludes the effect on the local traffic

## **Appendix “C”**

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### **Resolutions & Summary of Meetings:**

- **First Committee Meeting**
- **Second Committee Meeting**
  - **Third Committee Meeting**
  - **Fourth Committee Meeting**
  - **Fifth Committee Meeting**
- **First Overtown Community Meeting**
- **Second Overtown Community Meeting**
  - **Special Technical Meeting**
  - **Transportation Aesthetics Review Committee (TARC)**
- **Citizens Transportation Advisory Committee (CTAC)**

**MPO RESOLUTION # 37-00**

**RESOLUTION APPROVING A PROFESSIONAL SERVICES AGREEMENT (PSA) BETWEEN THE METROPOLITAN PLANNING ORGANIZATION (MPO) AND SELECTED CONSULTING FIRMS**

WHEREAS, the Interlocal Agreement creating and establishing the Metropolitan Planning Organization (MPO) for the Miami Urbanized Area requires that the MPO provide a structure to evaluate the adequacy of the transportation planning and programming process, and

WHEREAS, the Transportation Planning Council (TPC) has been established and charged with the responsibility and duty of fulfilling the aforementioned functions, and

WHEREAS, the MPO desires to designate a pool of consulting firms to accomplish tasks integral to the transportation planning program for the Miami Urbanized Area, and

WHEREAS, the TPC has reviewed the Professional Services Agreement (PSA) and finds it consistent with the goals and objectives of the Transportation Plan for the Miami Urbanized Area.

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BOARD OF THE METROPOLITAN PLANNING ORGANIZATION FOR THE MIAMI URBANIZED AREA:

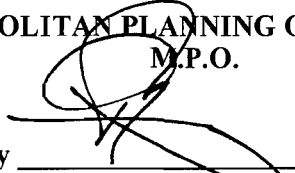
SECTION 1. That the Professional Services Agreement (PSA) in substantially the form attached hereto and made a part hereof between the Metropolitan Planning Organization (MPO) and selected consulting firms is hereby approved.

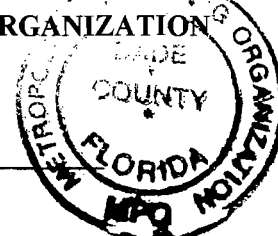
The foregoing resolution was offered by Board Member Arthur E. Teele, Jr. who moved its adoption. The motion was seconded by Board Member Bruno Barreiro, and upon being put to a vote, the vote was as follows:

Board Member Miriam Alonso	-	absent
Board Member Bruno A. Barreiro	-	aye
Board Member George J. Berlin	-	aye
Board Member Barbara M. Carey-Shuler	-	aye
Board Member Miguel Diaz de la Portilla	-	absent
Board Member Betty T. Ferguson	-	absent
Board Member Perla Tabares Hantman	-	absent
Board Member Neisen O. Kasdin	-	aye
Board Member Raul Martinez	-	aye
Board Member Natacha Seijas Millan	-	aye
Board Member Jimmy L. Morales	-	aye
Board Member Dennis C. Moss	-	aye
Board Member Pedro Reboredo	-	aye
Board Member Dorrin Rolle	-	aye
Board Member Katy Sorenson	-	aye
Board Member Javier D. Souto	-	aye
Board Member Arthur E. Teele, Jr.	-	aye
Board Member Raul Valdes-Fauli	-	absent
Board Member Frank Wolland	-	aye
Chairperson Gwen Margolis	-	aye

The Chairperson thereupon declared the resolution duly passed and approved this 27th day of July, 2000.

**METROPOLITAN PLANNING ORGANIZATION**  
**M.P.O.**

By   
**Jose-Luis Mesa**  
**MPO Secretariat**



# MEMORANDUM

107.07-17A METRO-DADE/GSA-MAT MGT

AGENDA ITEM V.A

TO: Honorable Chairperson and Members  
MPO Governing Board

DATE: July 18, 2000

SUBJECT: Professional Services  
Agreement (PSA)

FROM:   
Merrett R. Stierheim  
County Manager

## **RECOMMENDATION:**

The Transportation Planning Council (TPC) unanimously recommends approval of a Professional Services Agreement (PSA) for Transportation Planning Consulting Services between the Metropolitan Planning Organization (MPO) and selected consulting firms.

## **BACKGROUND:**

The purpose of this PSA is to contract a pool of selected consultants to provide professional planning services, as needed, to supplement the MPO Secretariat's efforts in conducting the transportation planning process for the Miami Urbanized Area. This includes, but is not limited to preparing informational materials and conducting technical studies.

As recommended by the Selection Committee appointed by the County Manager, the following three (3) firms were selected:

- David Plummer & Associates, Inc.
- Kimley-Horn and Associates, Inc.
- Gannett Fleming, Inc.

For each task to be conducted under this contract, a written work order will be prepared by the MPO and provided to the consultants for consideration. As appropriate, the interested consulting firms will submit a proposal based on time and costs necessary to perform the requested work. The MPO will assign work orders based on proposed costs, schedule of time, competence, experience and current workload of the selected firms. No work will be conducted unless written approval by the MPO Secretariat's Director is secured.

The duration of this contract is two (2) years with a ceiling of \$850,000. Funding for this effort is composed of federal, state and matching local funds. The contract contains a clause that allows Miami-Dade municipalities to utilize the selected firms as well, and under specified conditions.

Attached, please find a copy of the PSA and accompanying attachments.

Attachments

**Work Order # GPC-11**

**I-395 ALTERNATIVES REVIEW STUDY  
FROM I-95 TO INTRACOASTAL WATERWAY  
SCOPE OF SERVICES**

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**I. OBJECTIVE(S)**

The objectives of this study are:

1. To review the three (3) alternatives previously developed considered to replace the existing alignment of I-395. These three (3) alternatives include: an elevated roadway, an at grade roadway section, and a depressed (tunnel/boulevard) roadway section.
2. To provide recommendations directed to update the above referenced alternatives and to develop up to two (2) separate conceptual alternatives that will utilize the previously developed alternative as the base. These alternatives shall address the issues of local and state governments, and citizens, as provided to the consultant by the MPO.

**II. BACKGROUND**

The previously developed alternatives indicated in Section I.1 were developed as part of a Project Development & Environmental (PD&E) study conducted by the Florida Department of Transportation (FDOT), which was stopped around 1997. The PD&E study was almost complete and had narrowed several alternatives to a preferred alternative labeled E-2 (elevated). This E-2 Alternative was proceeding for further consideration as the preferred alternative. On December 2000, the University of Miami (UM) conducted a study to assess the impacts, costs and benefits of the FDOT Modified Miami Urban Watch Alternative for I-395 that proposed to depress I-395.

Currently, the City of Miami is concerned about the future of the north section of the Downtown area and is interested in developing improvement alternatives for I-395 that do not include elevated structures. As part of the previously noted PD&E study, a grade alternative was developed for consideration and will be reviewed under this study.

**III. METHODOLOGY**

**1. Study Coordination**

The consultant will work directly with the MPO Project Manager to coordinate all activities related to this study. The MPO will provide to the consultant all available studies regarding developments along the I-395 study area. Additionally, the MPO will coordinate and assist the

consultant in making further contacts with the entities involved in this study. The Consultant will be expected to conduct periodic meetings to present findings, review products, and gain input from participants.

## **2. Review of Previous Studies**

- a. Review the previous PD&E study (noted above) conducted by FDOT to become familiar with the project history and development of alternatives.
- b. Review previously prepared cost estimates for the proposed elevated (E-2) alternative, the depressed/tunnel alternative, and at Grade Boulevard.
- c. Review up to three (3) other studies as provided by the client related to I-395, and the revitalization of downtown Miami, as well as freight movement in and out the Seaport.

The MPO, FDOT and the City of Miami will provide all available studies to the consultant.

## **3. Interviews**

- a. The consultant will conduct a total of up to five (5) interviews. The participants in the interviews will include the MPO, FDOT, Metric Engineering, the City of Miami and Miami Urban Watch. The intent of the interviews is to obtain the feedback and issues to utilize in the evaluation of the alternatives and the evaluation criteria.
- b. These interviews will also facilitate to discussion of different approaches and visions of the parties involved. Additionally, each party will have the opportunity to express the pros and cons of each alternative.

## **4. Alternatives Analyses**

- a. The consultant will evaluate the previously developed alternatives based on existing readily available information such as: estimated costs, design elements, safety, capacity, network travel improvements, public impact and general environmental concerns, among other factors. The consultant will take into consideration the information gathered in Task 2 related to the proposed plans for I-395. The consultant will update the previously developed cost estimates utilizing current FDOT unit prices and applying these prices to the quantities previously developed by others.

For visualization purposes, the consultant might prepare an alternatives comparison matrix.

- b. To facilitate the services to be conducted in this task, the consultant will rely upon the information and use as a foundation the documentation prepared by FDOT under the PD&E study. This PD&E study identifies major issues that will preclude proper implementation. The information in this PD&E study is understood as being correct and factual and no review of this information for fact is included in this scope.

## **5. Development of Alternatives**

- a. In addition to the services to be performed in the previous task, the consultant will develop a maximum of two conceptual alternatives considering the design criteria obtained in the previous tasks. The alternatives will provide continuous (free flow) truck traffic between the Port of Miami and I-95. These alternatives will be presented in a schematic plan. These alternatives will not be developed in a detailed manner and will be use only as guidance for potential further considerations during future PD&E studies.
- b. The developed alternatives will consider traffic capacity, mobility and implementability. The consultant will not develop traffic projections or quantities for cost estimating purposes. The data used in the development of these alternatives will be obtained from previous studies.

## **6. Presentations**

The Consultant will be responsible for conducting at least three presentations before the MPO Governing Board, the Transportation Planning Council (TPC) and the Transportation Planning Technical Advisory Committee (TPTAC). Two other presentations might be conducted before the Citizens' Transportation Advisory Committee (CTAC) and the City of Miami. One set of PowerPoint slides will be developed and utilized in all five (5) presentations. The MPO staff will coordinate the time, location, and equipment associated with these presentations.

## **IV. DELIVERABLES**

The consultant will prepare a simple and concise documentation report to present the information reviewed. Members of the Study Advisory Committee (SAC) will review this report and provide one set of combined comments that will be incorporated and then the report will be considered final. The following deliverables will be submitted:

1. Five (5) Copies of the Draft Reports
2. Twenty (20) Copies of the Final Report (Including Color). Visual tools, such as graphs, flowcharts, pictures, GIS maps, and any other available tool, are encouraged to be incorporated into the report for better understanding of the project. Appendices shall be included as needed.
3. Fifty (50) Copies of a stand-alone Executive Summary Report (Including color and limited to two 11 by 17 pages)
4. A power point presentation.
5. Final Report and Executive Summary will be also submitted in an unbound hardcopy, and in electronic format suitable for web-based publishing, on CD, for further reproduction and dissemination by the owner.

## **V. SCHEDULE**

The study is scheduled to be completed in six (6) months.

1. A progress report will be prepared within a two (2) month of notice to proceed.
2. Completion and a draft report will be submitted within six (6) months of notice to proceed.

## **VI. BUDGET**

The lump sum fee for this project is Sixty Thousand Dollars (\$60,000.00) including labor and expenses. An additional Six Thousand Dollars (\$6,000.00) contingency fund could become available to be added to the fee based on additional services required under the contract. Any additional services, shall be authorized by the MPO Director.

## **Interviews**

To obtain pertinent data and background information KHA conducted interviews with the FDOT consultant (Metric Engineering), FDOT staff, City of Miami staff, and Miami-Dade County staff.

### **Meeting with Metric Engineering**

A meeting was held with Metric Engineering to discuss the I-395 Alternatives Evaluation. Metric Engineering is under contract with the FDOT to prepare the PD&E study for I-395. The PD&E study was initiated in 1993, but was put on hold in 1996 because of funding and neighborhood concerns. Metric Engineering also evaluated the proposals of the MUW group and prepared a revised MUW alternative.

According to Metric Engineering, new proposals have shifted the alignment of I-395 to the north along the North 13th Street corridor or proposed constructing a tunnel through Downtown Miami. Issues that must be addressed with a depressed alternative include the crossing of the Florida East Coast (FEC) rail corridor, the provision and impact of flood walls required to protect the tunnel (flood walls need to be five to eight feet above ground level on the east), the eastbound weave, and the potential closure of Miami Avenue.

### **Meeting with MPO Staff**

A meeting was held with MPO staff to receive documentation and obtain background information related to the study to bring KHA up to date on the I-395 project issues. Several documents were provided for review including the preliminary (and later final) report from the Miami Urban Watch, newspaper articles, and a description about the importance of the project to the City of Miami and the Overtown neighborhood. Additionally, the status of the Port of Miami Tunnel project was discussed, along with the relationship between both projects.

### **Meeting with City of Miami Staff**

A brief meeting was held with the City of Miami staff, the MPO staff, and KHA to obtain information about the City of Miami's position on the I-395 project. The City of Miami expressed the support of an alternative that includes the demolition of the current I-395 elevated structures and provides a non-elevated option.

**MPO RESOLUTION # 36-02**

**RESOLUTION AUTHORIZING THE MPO SECRETARIAT TO ISSUE  
ADDITIONAL WORK UP TO \$60,000 TO EXPAND THE SCOPE OF  
WORK OF THE I-395 STUDY TO ASSESS ECONOMIC IMPACTS AND  
TO INCREASE THE EXISTING CEILING OF THE GENERAL  
PLANNING CONSULTANT CONTRACT ACCORDINGLY**

WHEREAS, the Interlocal Agreement creating and establishing the Metropolitan Planning Organization (MPO) for the Miami Urbanized Area requires that the MPO provide a structure to evaluate the adequacy of the transportation planning and programming process, and

WHEREAS, the MPO created the I-395 Committee to conduct an assessment of needed improvements to this important highway.

WHEREAS, the I-395 Committee had its first meeting on October 23, 2002 and agreed that there is a need to expand the work involving this project, and

WHEREAS, the MPO Secretariat currently has the Consultant Firm of Kimley-Horn and Associates under contract to conduct the assessment of the needed improvements for I-395, and

WHEREAS, the I-395 Committee agreed that additional work on the economic impacts of the improvement alternatives to be conducted for I-395 needs to be completed.

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BOARD OF THE METROPOLITAN PLANNING ORGANIZATION FOR THE MIAMI URBANIZED AREA:

SECTION 1. That the MPO Secretariat is hereby authorized to issue additional work up to \$60,000 to expand the scope of work of the I-395 Study to conduct an assessment of the economic impacts of the improvement alternatives to be considered.


SECTION 2. That the General Planning Consultant Contract authorized ceiling is hereby amended to reflect said amount.

The foregoing resolution was offered by Board Member R. Martinez who moved its adoption. The motion was seconded by Board Member Sharpton, and upon being put to a vote, the vote was as follows:

Board Member Bruno A. Barreiro	-Aye	Board Member Raul L. Martinez	-Aye
Board Member Joe J. Celestin	-Absent	Board Member Jimmy L. Morales	-Absent
Board Member Jose "Pepe" Diaz	-Absent	Board Member Dennis C. Moss	-Aye
Board Member Manuel A. Diaz	-Aye	Board Member Dorrin Rolle	-Aye
Board Member Betty T. Ferguson	-Aye	Board Member Natacha Seijas	-Aye
Board Member Perla T. Hantman	-Absent	Board Member Darryl K. Sharpton	-Aye
Board Member Sally Heyman	-Aye	Board Member Jose Smith	-Aye
Board Member William H. Kerdyk	-Absent	Board Member Katy Sorenson	-Aye
Board Member M. Ronald Krongold	-Aye	Board Member Rebeca Sosa	-Absent
Board Member Joe A. Martinez	-Aye	Board Member Javier D. Souto	-Aye
		Chairperson Barbara M. Carey-Shuler	-Aye

The Chairperson thereupon declared the resolution duly passed and approved this 24<sup>th</sup> day of October, 2002.

**METROPOLITAN PLANNING ORGANIZATION**

By    
Jose-Luis Mesa  
MPO Secretariat

*Miami-Dade County  
Metropolitan Planning Organization (MPO)*

## **I-395 ALTERNATIVES REVIEW STUDY**

### **ADDITIONAL SERVICES**

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#### **I. BACKGROUND**

In July 2002, the MPO retained the consulting firm of Kimley-Horn and Associates Inc. (KHA) (currently under contract with the MPO) to conduct an evaluation and cost up-date of three alternatives: the tunnel, the open cut, and the FDOT elevated alternative. Additionally, KHA was to develop up to two (2) additional alternative concepts in an effort to address FDOT criteria, plus local government and neighborhood concerns.

Under Resolution MPO #33-02 dated September 26, 2002, the MPO Governing Board created the I-395 Committee to reach a consensus on a highway improvements alternative that will address the needed traffic solutions and local related issues in the vicinity of I-395 in the Omni area. The 10 member committee is composed of elected officials and citizens interested in the development of the area.

During the first committee meeting concerns were raised regarding the need of a financial analysis of any alternative proposed for I-395. The Committee formally requested to include an additional task to the existing contract to consider this analysis.

#### **II. OBJECTIVE**

The purpose of this additional work is to prepare a financial analysis of the alternative to be selected by the I-395 Committee. This analysis will be focused in the transportation impacts of the proposed recommendation along the I-395 corridor. This additional work will not exceed a total amount of Sixty Thousand Dollars (\$60,000.00), as approved by MPO Resolution #36-02 dated October 24, 2002.

#### **III. METHODOLOGY: FINANCIAL ANALYSIS**

##### **A. Task 1: Financial Resources Review and Update**

This task will be performed by the consultant, and will require close coordination with the study participants. The task will assess the financial resources which may be expected to be available for the development of the I-395 recommended alternative. The services will include an evaluation of the existing transportation improvement funding sources

(public and private), assessing their availability during the plan period, and developing potential revenue forecasts that may help to guide the implementation of the recommended alternative. The consultant will document the efforts conducted in this task.

As part of the documentation, the consultant shall provide a preliminary analysis of potential revenue sources coming from the private sector that may be appropriate to help in the development of the improvements for the area. The consultant will be expected to exhibit initiative in proposing innovative financing mechanisms, which shall be defined, examined and assessed.

#### **B. Task 2: Data Gathering and Analysis**

1. The consultant will determine on an aerial map the number of properties that potentially will be affected by the recommended alternative for I-395. Available GIS information will be provided to the consultant by the County and the City of Miami.
2. The consultant will classify the properties by type: residential commercial, industrial, etc., utilizing existing zoning, land use GIS information provided by the County and the City of Miami.
3. The consultant will utilize the tax assessors' property values and comparable sales in the area to develop an estimated cost of the acquisition of these properties, for the purpose of quantifying the funding needed for right-of-way (ROW) acquisition. These costs will be utilized to update the previously developed construction costs from the original work. The assessors' property value information will be provided by the County and the City of Miami.
4. Based on these findings, the consultant will provide a preliminary analysis regarding the feasibility of advancing the ROW acquisition along the I-395 corridor. Recommendations will be consisting with potential funding availability.
5. Additionally, the consultant will provide a recommendation of other actions that need to be considered for future developments in the area.

#### **C. Task 3: Time Schedule**

In this task, the consultant will prepare a time table with the appropriate financial actions that will be tied to the development of the recommended alternative. The consultant will provide a tentative scheduling of funding for the completion of the project. This schedule will depend of the actions to be taken by the County, FDOT and the City of Miami.

#### **D. Task 4: Cost / Benefit Analysis**

The consultant will develop a preliminary cost/benefit analysis to assist the MPO with their decision-making process. The analysis will include the preliminary cost analyses developed as part of the original work, as well as the findings of Task 2 above. Additionally, the consultant will prepare a list of potential business opportunities that could be promoted within the study area. Such opportunities may range from significant

job generation potential to commercial and residential developments. The consultant will summarize the current economic conditions of the major markets (retail, office, mixed-use and entertainment) in the study area based on existing plans and studies completed in the area. Client shall provide copies to the consultant of plans for Overtown, Park West, FEC Corridor, Economic Impact Study for the Performing Arts Center, CRA and DDA projects, Bicentennial Park and the Miami Downtown Transportation Master Plan. This summary is intended to provide a basis for the growth projections in the study area, assuming an 'open-cut' section for I-395.

**E. Task 5: Recommendations**

The consultant will prepare a list of recommended actions by priority. These recommendations will include preliminary implementation costs and the preliminary projected economic impact to the area.

**F. Task 6: Presentations**

Up to ten (10) presentations/meetings will be added to the originally five (5) presentations scheduled for the study. A new total of fifteen (15) presentations/meetings could be conducted.

**G. Task 7: Deliverables**

Recommendations made in this additional scope of work will be included in the final report of the original contract. The original number of deliverables will be doubled as follows:

1. Twenty (20) copies of the Final Report.
2. One Hundred (100) copies of the stand-alone Executive Summary Report.

**MPO RESOLUTION # 33-02**

**RESOLUTION CREATING THE I-395 COMMITTEE AND  
FORMALIZING ITS MEMBERSHIP COMPOSITION**

WHEREAS, the Interlocal Agreement creating and establishing the Metropolitan Planning Organization (MPO) for the Miami Urbanized Area requires that the MPO provide a structure to evaluate the adequacy of the transportation planning and programming process, and

WHEREAS, the Metropolitan Planning Organization (MPO) Governing Board at its July 25, 2002 meeting agreed to form a special Committee to address issues concerning the I-395 Project, and

WHEREAS, the main objective of the work of the Committee is to reach a consensus on a highway improvement alternative that will address needed traffic solutions and will also be beneficial to related issues in the vicinity of I-395 in the Omni area.

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BOARD OF THE METROPOLITAN PLANNING ORGANIZATION FOR THE MIAMI URBANIZED AREA:

SECTION 1. That the I-395 Committee is hereby created by the MPO Governing Board.

SECTION 2. That the members listed on the attached list are hereby appointed to serve on this Committee.

The foregoing resolution was offered by Board Member Barbara M. Carey-Shuler who moved its adoption. The motion was seconded by Board Member Dennis C. Moss, and upon being put to a vote, the vote was as follows:

Board Member Bruno A. Barreiro	- Absent	Board Member Dennis C. Moss	-Aye
Board Member Jose "Pepe" Cancio, Sr.	-Aye	Board Member Dorrin Rolle	-Aye
Board Member Barbara Carey-Shuler	-Aye	Board Member Natacha Seijas	-Absent
Board Member Joe J. Celestin	-Absent	Board Member Darryl K. Sharpton	-Absent
Board Member Betty T. Ferguson	-Absent	Board Member Jose Smith	-Aye
Board Member Perla T. Hantman	-Aye	Board Member Katy Sorenson	-Aye
Board Member William H. Kerdyk	-Aye	Board Member Rebeca Sosa	-Aye
Board Member M. Ronald Krongold	-Absent	Board Member Javier D. Souto	-Aye
Board Member Joe A. Martinez	-Absent	Board Member Arthur E. Teele, Jr.	-Absent
Board Member Raul L. Martinez	-Absent	Chairperson Gwen Margolis	-Aye
Board Member Jimmy L. Morales	-Aye		

The Chairperson thereupon declared the resolution duly passed and approved this 26<sup>th</sup> day of September, 2002.

**METROPOLITAN PLANNING ORGANIZATION**  
**M.P.O.**  
By  **Jose-Luis Mesa**  
**MPO Secretariat**  




*Miami-Dade County  
Metropolitan Planning Organization (MPO)*

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## **I-395 Committee Meeting**

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### **Meeting Notice**

The MPO I-395 Committee has scheduled its first meeting for Wednesday, October 23, 2002, at 11:00 a.m. in the 2nd Floor Commission Conference Room, located at the Stephen P. Clark Center, 111 NW First Street, Miami, FL 33128.

At the Governing Board meeting of July 2002, the MPO Board approved the formation of the I-395 Committee to conduct an assessment of needed improvements to this important highway. The committee will be co-chaired by MPO Board Members Dr. Barbara M. Carey-Shuler and Mayor Manuel A. Diaz. The purpose of the meeting is to formulate a Committee work plan.

*Miami-Metro Dade County  
Metropolitan Planning Organization (MPO)*

## **I-395 Committee**

*First Committee Meeting  
2nd Floor Commission Conference Room*

*October 23, 2002  
11:00 AM*

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**Agenda - Agenda - Agenda - Agenda - Agenda - Agenda - Agenda - Agenda**

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1. Introduction
2. Project Background
3. Mission
4. Next Meeting
5. Adjourn

*Miami-Dade County  
Metropolitan Planning Organization (MPO)*

## **I-395 COMMITTEE**

**First Committee Meeting - October 23, 2002  
2nd Floor Commission Conference Room - 11:00 am**

<b>I-395 COMMITTEE</b>			
<i>As appointed by MPO Governing Board on September 2002</i>			
<b>#</b>	<b>NAME</b>	<b>REPRESENTING</b>	<b>PRESENT</b>
1	Barbara Carey-Schuler Chair	Board Member	
2	Manuel A. Díaz Co-Chair	City of Miami / Board Member	YES
3	Bruno Barreiro	Board Member	
4	Ronald Krongold	Board Member	YES
5	Jorge Espinel	MPO Board Member Katy Sorenson	YES
6	Jorge Rovirosa	Port of Miami Terminal Operating Company (POMTOC)	
7	William Senn	American Airlines Arena The Heat Group	YES
8	Hal Spaet	Self / Omni Area	YES
9	Parker Thomson	Performing Arts Center	YES
10	Charles Towsley	Seaport Department	

<b>Staff</b>		
<b>#</b>	<b>NAME</b>	<b>FROM</b>
1	Bill Johnson	CMO
2	Oscar Braynon	Comm. Carey's Office
3	José-Luis Mesa	MPO
4	Irma San Román	MPO
5	Carl Fielland	Seaport
6	Javier Rodríguez	FDOT
7	Jesús Guerra	MPO
8	Freddie Vargas	Consultant

**I-395 COMMITTEE**

**ATTENDANCE LIST**

**First Committee Meeting - October 23, 2002  
2nd Floor Commission Conference Room - 11:00 am**

#	NAME	ENTITY
1	Lilia Medina	City of Miami
2	Clark Turner	City of Miami
3	Otto Boudet-Murias	City of Miami
4	Frank Norton	Miami Today
5	Herb Vargas	DTC/MDX
6	Mike Abrams	POMTOC/Port

*Miami-Metro Dade County  
Metropolitan Planning Organization (MPO)*

## **I-395 Committee**

*First Committee Meeting  
2nd Floor Commission Conference Room*

*October 23, 2002  
11:00 AM*

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### **MEETING HIGHLIGHTS**

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#### **I. INTRODUCTION**

1. Mr. Oscar Braynon excused Chairperson Barbara Carey-Shuler. She can not attend the meeting for an emergency situation.
2. Mayor Diaz chaired the meeting. Self-introductions were conducted. Attendance List is attached.

#### **II. PROJECT BACKGROUND**

1. Mr. Bill Johnson provided a detailed explanation about the history of the I-395 project.
2. Clarifications were made by Mr. Jose-Luis Mesa and Mr. Javier Rodriguez regarding actual status of the project.

#### **III. CURRENT PROJECT**

1. Mr. Freddie Vargas detailed the scope of work of the current project, as well as the work done up to the present.
2. Mayor Diaz requested that a financial analysis be included as part of the current project.
3. Mr. Jorge Espinel made a brief presentation about the alternative proposed by Miami Urban Watch and the need to acquire the right-of-way as soon as possible. This action will not affect the development of the project.
4. Mr. Bill Johnson indicated that the consensus of the Committee is very important to proceed with the next steps for developing a work plan that could be implemented within a reasonable time frame.
5. Based on the items discussed, Mr. Oscar Braynon considered that it is necessary to have five presentations to clarify the different concerns expressed at the meeting.
6. Plans developed by Mr. Jorge Espinel, as pro-bono work, will be provided to Mr. Jose-Luis Mesa for further distribution to the Committee. This work will be considered in the current study developed by Kimley-Horn & Assoc.

#### **IV. MAJOR CONCERNS**

1. Funding for the acquisition of the ROW is not available.
2. Short-term alternatives should be included as part of the study recommendations. These alternatives must address local problems of the area, such as: traffic congestion, growth of population, future developments, etc... Mr. Hal Spaet indicated the need to implement short-term solutions that may alleviate these problems within the next two years.
3. Mr. Parker Thomson indicated the need to coordinate any development of the I-395 with the proposed improvements for Biscayne Boulevard and Bicentennial Park.
4. Citizens should be participating during this process. Mr. Braynon is available to provide the necessary assistance to fulfill this task.

#### **V. FOLLOW-UP**

1. A task will be developed regarding a preliminary financial analysis to add this to the existing scope of work.
2. Mayor Diaz or Comm. Carey-Shuler will address the previous issue at the MPO Board meeting scheduled for October 24, 2002.
3. A Biscayne Boulevard presentation will be coordinated with FDOT-6.
4. Kimley-Horn presentation will include:
  - a. Summary of previous preferred alternatives (Elevated, Open Cut and At-grade)
  - b. Proposed new recommended alternative
  - c. Implementation Plan
  - d. Preliminary Financial Plan
  - e. Time Schedule
5. Coordination of the next Committee meeting.



*Miami-Dade County  
Metropolitan Planning Organization (MPO)*

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## **I-395 Committee Meeting**

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### **Meeting Notice**

The MPO I-395 Committee has scheduled its second meeting for Monday, November 25, 2002, at 9:30 a.m. in Conference Room 18-3, located on the 18th Floor of the Stephen P. Clark Center, 111 NW First Street, Miami, FL 33128.

- At the Governing Board meeting of July 2002, the MPO Board approved the formation of the I-395 Committee to conduct an assessment of needed improvements to this important highway. The committee will be co-chaired by MPO Board Members Dr. Barbara M. Carey-Shuler and Mayor Manuel A. Diaz. The purpose of the meeting is to formulate a Committee work plan.

*Miami-Metro Dade County  
Metropolitan Planning Organization (MPO)*

## **I-395 Committee**

*Second Committee Meeting  
18-3 Conference Room*

*November 25, 2002  
9:30 AM*

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**Agenda - Agenda - Agenda - Agenda - Agenda - Agenda - Agenda - Agenda**

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1. Draft Highlights of the First Committee Meeting  
See attached document
2. Draft Additional Scope of Work: Financial Analysis  
See attached document
3. Miami Urban Watch (MUW) Alternative for I-395  
by Jorge Espinel  
See attached documentation
4. Biscayne Boulevard Presentation  
by FDOT
5. Proposed I-395 Alternative  
by Freddie Vargas and Paul Cherry  
Kimley-Horn and Associates
6. Next Meeting
7. Adjourn

*Miami-Dade County  
Metropolitan Planning Organization (MPO)*

## **I-395 COMMITTEE**

**Second Committee Meeting - November 25, 2002  
Conference Room 18-3 - 9:30 am**

<b>I-395 COMMITTEE</b>			
<i>As appointed by MPO Governing Board on September 2002</i>			
<b>#</b>	<b>NAME</b>	<b>REPRESENTING</b>	<b>PRESENT</b>
<b>1</b>	Barbara Carey-Schuler Chair	Board Member	YES
<b>2</b>	Manuel A. Díaz Co-Chair	City of Miami / Board Member	YES
<b>3</b>	Bruno Barreiro	Board Member	
<b>4</b>	Ronald Krongold	Board Member	YES
<b>5</b>	Jorge Espinel	MPO Board Member Katy Sorenson	YES
<b>6</b>	Jorge Rovirosa	Port of Miami Terminal Operating Company (POMTOC)	YES
<b>7</b>	William Senn	American Airlines Arena The Heat Group	YES
<b>8</b>	Hal Spaet	Self / Omni Area	YES
<b>9</b>	Parker Thomson	Performing Arts Center	YES
<b>10</b>	Charles Towsley	Seaport Department	YES

<b>Staff</b>		
<b>#</b>	<b>NAME</b>	
1	Oscar Braynon	Comm. Carey's Office
2	Otto Boudet-Murias	City of Miami Mayor's Office
3	José-Luis Mesa	MPO
4	Irma San Román	MPO
5	Javier Rodríguez	FDOT
6	Jesús Guerra	MPO
7	Freddie Vargas	Consultant

**I-395 COMMITTEE**

**ATTENDANCE LIST**

**Second Committee Meeting - November 25, 2002  
Conference Room 18-3 - 9:30 am**

#	NAME	ENTITY
1	Andrés Viglucci	Miami Herald
2	Antonio Roca	PACT
3	Bill Anido	PB (Consultant)
4	Bob Owen	Seaport
5	Clark Turner	City of Miami
6	F. Acosta	Mayor Diaz' Office
7	Frank Norton	Miami Today
8	Gary Donn	FDOT
9	Hank Testner	WTVJ
10	Herb Vargas	DTC/MDX
11	Lilia Medina	City of Miami
12	Lisa McMillon	CMO
13	Michael Hardy	PACT
14	Mike Abrams	POMTOC/Port
15	Nancy Herstand	Perf. Arts Center
16	Paul Cherry	KHA
17	Rafael de Arazoza	FDOT
18	Richard Heidrich	DMJM & Harris
19	Rick Katz	Consultant
20	Sandy O'Neil	Mayor Penelas' Office
21	Steve Lefton	KHA
22	Yuanet Letzelter	FDOT

*Miami-Metro Dade County  
Metropolitan Planning Organization (MPO)*

## **I-395 Committee**

*Second Committee Meeting  
Conference Room 18-3*

*November 25, 2002  
9:30 AM*

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### **MEETING HIGHLIGHTS**

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#### **I. APPROVAL OF AGENDA**

- A. Agenda was approved as submitted

#### **II. APPROVAL OF MINUTES**

- A. Highlights of the October meeting were approved as submitted

#### **III. INFORMATION ITEM**

- A. Mr. Mesa informed the members that at the October MPO Board meeting, the Board had approve a resolution authorizing additional work on the financial analysis of the project.
- B. The proposed draft for the additional Scope of Work was also introduced. Mr. Jorge Espinel expressed concerns regarding the consultant having the economic background to perform the work.
- C. Consultant assured the Committee that they possessed the necessary background, experience and capabilities to carryout the work.

#### **IV. PRESENTATIONS**

##### **A. Miami Urban Watch (MUW) Alternative for I-395**

Mr. Jorge Espinel provided the Committee with an overview of the Miami Urban Watch Alternative. He emphasized the need for the county or the city to start acquiring the ROW. He noted that the major objection to bring I-395 down was the issue with the FEC and that the FEC requirements needed to be reevaluated. He mentioned that this project is not just transportation. It is transportation and urban revitalization.

##### **B. Biscayne Boulevard Presentation by FDOT**

Ms. Yuanet Letzetter, Project Manager for the Biscayne Boulevard Project presented the Committee with a status report on the project. Several members expressed concerns regarding the timing completion of the project, impacts of programmed improvements in the vicinity and whether the FDOT could accommodate the Dover Kohl proposal. Javier Rodriguez mentioned that the FDOT would look into the possibility into staging the project, so that requests can be accommodated, because in the end something would have to give. In response to question raised, Mr. Mesa mentioned that any issues that the Committee could not agree on would have to be

presented to the MPO Governing Board.

FDOT will provide copy of the plans and presentation to Kimley-Horn and Associates (KHA) to include them as part of the I-395 report. KHA will analyze any impact that this project may have in the vicinity of the I-395 corridor.

C. Proposed I-395 Alternative (Consultant Analysis)

Mr. Paul Cherry from Kimley-Horn and Associates (KHA) proceeded to explain their analysis of the different alternatives concerning this project. The three alternatives evaluated are: the elevated (preferred by FDOT), the open cut proposed by MUW and the at-grade, which it is not recommended. A fourth alternative was developed by modifying the MUW alternative. This one consists of depressing I-395 west of the FEC track, where greater positive impacts to the community will be obtained. The proposed alternative will provide the flexibility to the project for expanding in other areas of interest such as the redevelopment of the adjacent areas. Additionally, the consultant proceeded to explain that KHA is working in the Riviera Beach Project which has some similarities with the present situation the Committee is facing with the I-395 Project. The consultant requested to the Committee their approval to proceed with the detailed analysis and development of the new proposed open cut alternative.

Consultant also stated that the financial analysis should be completed within 90 days and that the proposed open cut alternative is consistent with the Port Tunnel. The consultant requested some minor changes to the scope of services. These are directed to obtain property appraisal information from the city and the county regarding properties to be affected along the study area.

D. Actions taken by the Committee

1. Motion made by Mr. Towsley and seconded by Chairperson Carey-Shuler to see a sub grade rail connection to the Port as part of the analysis.
2. Motion made by Mr. Krongold and seconded by Mayor Diaz to proceed with development and analysis of the open cut alternative.
3. Motion made by Mr. Krongold and seconded by Mayor Diaz to approve changes to the Financial Scope of Work as requested by the Consultant. These changes will have no impact to the project budget.

V. FOLLOW-UP ITEMS

Schedule for next meeting a detailed presentation regarding short-term alternatives and solutions that will be faced or that can be in effect before the opening of the Performing Arts Center in the area.

The meeting was adjourned at 11:40 a.m.



*Miami-Dade County  
Metropolitan Planning Organization (MPO)*

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## **I-395 Committee Meeting**

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### **Meeting Notice**

**The MPO I-395 Committee has scheduled its third meeting for Thursday, March 5, 2003, at 2:00 p.m. in Conference Room 18-4, located on the 18th Floor of the Stephen P. Clark Center, 111 NW First Street, Miami, FL 33128.**

- At the Governing Board meeting of July 2002, the MPO Board approved the formation of the I-395 Committee to conduct an assessment of needed improvements to this important highway. The committee will be co-chaired by MPO Board Members Dr. Barbara M. Carey-Shuler and Mayor Manuel A. Diaz. The purpose of the meeting is to formulate a Committee work plan.

*Miami-Metro Dade County  
Metropolitan Planning Organization (MPO)*

## **I-395 Committee**

*Third Committee Meeting  
18-4 Conference Room*

*March 5, 2003  
2:00 PM*

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**Agenda - ~~Agenda~~ - ~~Agenda~~ - ~~Agenda~~ - ~~Agenda~~ - Agenda - ~~Agenda~~ - Agenda**

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At the request of the I-395 Committee, the February meeting will be dedicated to discussions related to short-term improvement projects programmed in the vicinity of the Omni Area.

A. Reports

1. Performing Arts Center
2. Florida Department of Transportation
3. Miami-Dade County Public Works Department
4. City of Miami

B. Next Meeting

C. Adjourn

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### **Committee Membership**

Comm. Barbara Carey-Shuler (Chair)  
Mayor Manny Diaz (Co-Chair), City of Miami

Comm. Bruno Barreiro  
Mr. Jorge Espinel  
Mr. William Senn  
Mr. Parker Thompson

MPO Board Member Ronald Krongold  
Mr. Jorge Rovirosa  
Mr. Hal Spaet  
Mr. Charles Towsley

*Miami-Dade County  
Metropolitan Planning Organization (MPO)*

## **I-395 COMMITTEE**

**Third Committee Meeting - March 5, 2003  
Conference Room 18-4 - 2:00 pm**

<b>I-395 COMMITTEE</b>			
<i>As appointed by MPO Governing Board on September 2002</i>			
<b>#</b>	<b>NAME</b>	<b>REPRESENTING</b>	<b>PRESENT</b>
<b>1</b>	Barbara Carey-Schuler Chair	Board Member	YES
<b>2</b>	Manuel A. Díaz Co-Chair	City of Miami / Board Member	YES
<b>3</b>	Bruno Barreiro	Board Member	
<b>4</b>	Ronald Krongold	Board Member	
<b>5</b>	Jorge Espinel	MPO Board Member Katy Sorenson	YES
<b>6</b>	Jorge Rovirosa	Port of Miami Terminal Operating Company (POMTOC)	
<b>7</b>	William Senn	American Airlines Arena The Heat Group	YES
<b>8</b>	Hal Spaet	Self / Omni Area	YES
<b>9</b>	Parker Thomson	Performing Arts Center	YES
<b>10</b>	Charles Towsley	Seaport Department	YES

<b>Staff</b>		
<b>#</b>	<b>NAME</b>	<b>ENTITY</b>
1	Oscar Braynon	Comm. Carey's Office
2	Otto Boudet-Murias	City of Miami
3	Gary Donn	FDOT
4	Bill Johnson	CMO
5	José-Luis Mesa	MPO
6	Irma San Román	MPO
7	Carl Fielland	Seaport
8	Javier Rodríguez	FDOT
9	Jesús Guerra	MPO

**I-395 COMMITTEE**  
**ATTENDANCE LIST**

**Third Committee Meeting - March 5, 2003**  
**Conference Room 18-4 - 2:00 pm**

#	NAME	ENTITY
1	Adam Lukin	Miami DDA
2	Eleonor Kluger	OMNI
3	Frank Baron	Miami MPO
4	Frank Norton	Miami Today News
5	Freddie Vargas	Kimley-Horn & Assoc.
6	Gail L. Thompson	PACMO
7	Jackie Bofill	CMO
8	Javier Rodríguez	FDOT
9	Lilia Medina	City of Miami
10	Mario G. García	OPTM
11	María I. Nardi	City of Miami
12	Michael Hardy	PACT
13	Monica Diez	FDOT
14	Neko Grant II	CRA
15	Raúl Driggs	Metric Eng.
16	Steve Lefton	Kimley-Horn & Assoc.
17	Sylvan Jolivois	FIU/JHS
18	Vilma Croft	FDOT
19	Willie Peña	PACMO

*Miami-Metro Dade County  
Metropolitan Planning Organization (MPO)*

## **I-395 Committee**

*Third Committee Meeting*

*March 5, 2002 Conference Room 18-3  
9:30 AM*

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### **MEETING HIGHLIGHTS**

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Co-Chair Mayor Manny Diaz asked if there were any changes to the agenda. Mr. Hal Spaet mentioned that he had a presentation he wanted to make at the end and Mr. Jorge Espinel said that he also wanted clarifications regarding procedural matters. The agenda was approved as amended.

#### **A. REPORTS**

##### **1. PERFORMING ARTS CENTER**

Gail Thompson, Director for the Performing Arts Center introduced Mike Hardy. A status report was presented regarding the Performing Arts Center. He mentioned that the project was pretty much on track. Mr. Espinel asked questions whether there were any plans to landscape the south area. Ms. Thompson responded in the affirmative.

##### **2. FLORIDA DEPARTMENT OF TRANSPORTATION**

Mr. Javier Rodriguez, FDOT mentioned that the consultants, Metric Engineering would be presenting a status report on the short term improvements in the area. Mr. Roberto Linares from Metric Engineering mentioned that the FDOT had asked them to present the findings of their analysis related to the Performing Arts Center and the Omni area access improvements and as well as locating potential areas for landscaping improvements. He mentioned that the proposed improvements are compatible with the work that David Plummer and Associates is conducting as it relates to the Downtown Miami Master Plan. He added that there is room to accommodate landscaping along NE 1<sup>st</sup> Avenue and NE 2<sup>nd</sup> Avenue to incorporate some type of landscape. He felt that the access and landscape improvements could be implemented within a short period of time. There is also the issue of signage with regards to Miami Beach this is something that we presented to the traffic operations section of FDOT already. Preliminary costs estimates for these improvements excluding landscaping are \$700,000 with no new acquisition of right-of-way. In addition to these improvements there also a couple of projects that are on-going and that will benefit the Performing Arts Center. The first project deals with the provision of access ramps at 14 St from I-95 to provide access to the Overtown Community. Since this project was for the Overtown Area it cannot advance unless it has the full blessing of this community. The other project is the provision of the NW 3<sup>rd</sup> Avenue (Hook Ramp). This ramp will provide direct access if you are traveling south bound on NW 3<sup>rd</sup> Avenue to I-95 Northbound. FDOT staff based on recommendations from the consultant feel that based on all these improvements is one step in the right direction to increasing the overall access and traffic operations within this area of Downtown Miami.

In response to some questions asked, Mr. Donn responded that construction could conceivably be initiated as soon as MPO concurrence can be obtained.

Different questions were raised by different Committee members regarding the proposed improvements. Mr. Javier Rodriguez addressed the questions raised and responded that the number one goal was to get something in place. Mr. Rodriguez mentioned that there are a lot of things going on in the area and that the issues being raised have been addressed in way or another in all the different studies that have or in the process of being done. Mr. Gary Donn added that the proposed improvements are programmed for 05-06.

### 3. MIAMI-DADE COUNTY PUBLIC WORKS DEPARTMENT

Mr. Jeff Cohen, Public Works Department mentioned that the County did not have a lot of projects in the area. However, there are some that they are working on such as the upgrading of the Venetian Toll Plaza and Pedestrian improvements as well. He proceeded to explain several other projects that they are also looking into.

**There was a question raised regarding the relocation issue regarding the pump station at Bicentennial Park. Mr. Mesa responded that we would look into that situation and report back to the Committee at the next meeting.**

### 4. CITY OF MIAMI

Ms. Lilia Medina, City of Miami on behalf of Clark Turner distributed a report of containing a summary of transportation projects/on-going studies for the City. The projects in the vicinity of I-395 were highlighted. She mentioned that the Downtown Transportation Master Plan is scheduled to be presented in April to the City of Commission. In addition, Maria Nardi, Chief of Urban Design, Department of City of Miami Planning and Zoning also provided an overview on the plans the Urban Design Department has undertaken to create a vibrant and pedestrian friendly community. Questions were raised as far as finalizing the Dover Khol plans. Ms. Nardi responded that FDOT was reviewing the plans. Mr. Javier Rodriguez mentioned that FDOT is proceeding with all the reviews. A recommendation subsequently would then be submitted to the City.

**Mr. Mesa mentioned that for the next meeting a briefing could be provided showing timeline and progress all in one report. There are just so many things going on, in that area that perhaps everything can be condensed into one document.**

**Mr. Javier Rodriguez mentioned that that the six-way scenario that David Plummer and Associates is looking at with regards to Biscayne Boulevard would be ready for a decision by the MPO at its April meeting.**

Mr. Hal Spaet informed the Committee that he no longer wished to make his presentation.

**Mr. Jesus Guerra, MPO Project Manager for I-395 mentioned that the Kimley Horn Study findings together with a financial analysis would be ready for the April Committee meeting.**

Mr. Espinel raised a series of questions regarding the goals and objectives of the Committee and people on the Committee. Co-Chair Barbara Carey-Shuler requested Mr. Espinel to allow staff to review the list of questions and return with answers. Co-Chair Carey-Shuler mentioned that as far as the specific mission of the Committee was to provide short term and long term solution for the area. This Committee was in fact established at her request, so that the issues facing this area could be discussed in detail. In addition, she informed the members that the Committee should provide guidance to the MPO Board regarding the issues.

**Co-Chair Carey-Shuler requested that the Committee membership be expanded to include representatives from the community.**

Mr. Espinel mentioned that he had written a memo containing his concerns regarding the Kimley-Horn Alternative.

## **B. NEXT MEETING**

Mr. Mesa mentioned that the next meeting will take place in April and that a detailed presentation regarding the findings of the Kimley Horn Study, including financial issues would be presented.

## **C. ADJOURN**

A motion was made and seconded to adjourn the meeting. The meeting adjourned at 3:20 pm.



*Miami-Dade County  
Metropolitan Planning Organization (MPO)*

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## **I-395 Committee Meeting**

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### **Meeting Notice**

The MPO I-395 Committee has scheduled its fourth meeting for Wednesday, April 16, 2003, at 10:00 a.m. in Conference Room 18-3, located on the 18th Floor of the Stephen P. Clark Center, 111 NW First Street, Miami, FL 33128.

- At the Governing Board meeting of July 2002, the MPO Board approved the formation of the I-395 Committee to conduct an assessment of needed improvements to this important highway. The committee will be co-chaired by MPO Board Members Dr. Barbara M. Carey-Shuler and Mayor Manuel A. Diaz. The purpose of the meeting is to formulate a Committee work plan.

*Miami-Metro Dade County  
Metropolitan Planning Organization (MPO)*

## **I-395 Committee**

*Fourth Committee Meeting  
18-3 Conference Room*

*May 14, 2003  
10:00 AM*

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**Agenda - ~~Agenda~~ - ~~Agenda~~ - ~~Agenda~~ - ~~Agenda~~ - ~~Agenda~~ - ~~Agenda~~ - Agenda**

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- I. Presentation of Alternatives for the I-395 Corridor  
(Materials will be distributed at the meeting)
  - A. FDOT's New Proposal
  - B. Kimley-Horn & Associates' Presentation
- II. Open discussion
- III. Other Items
  - A. Status Report of Transportation Programs and Projects for the Omni and Performing Arts Center Areas  
(See attached document)
  - B. Response to Jorge Espinel's questions  
(See attached document)
  - C. Committee Membership
- IV. Next Meeting
- V. Adjourn

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### **Committee Membership**

Comm. Barbara Carey-Shuler (Chair)	
Mayor Manny Diaz (Co-Chair), City of Miami	
Comm. Bruno Barreiro	MPO Board Member Ronald Krongold
Mr. Jorge Espinel	Mr. Jorge Roviroso
Mr. William Senn	Mr. Hal Spaet
Mr. Parker Thompson	Mr. Charles Towsley

*Miami-Dade County  
Metropolitan Planning Organization (MPO)*

## **I-395 COMMITTEE**

**Fourth Committee Meeting - May 14, 2003  
Conference Room 18-2 - 10:00 am**

<b>I-395 COMMITTEE</b>			
<i>As appointed by MPO Governing Board on September 2002</i>			
<b>#</b>	<b>NAME</b>	<b>REPRESENTING</b>	<b>PRESENT</b>
<b>1</b>	Barbara Carey-Schuler Chair	Board Member	
<b>2</b>	Manuel A. Díaz Co-Chair	City of Miami / Board Member	YES
<b>3</b>	Bruno Barreiro	Board Member	
<b>4</b>	Ronald Krongold	Board Member	YES
<b>5</b>	Jorge Espinel	MPO Board Member Katy Sorenson	YES
<b>6</b>	Jorge Rovirosa	Port of Miami Terminal Operating Company (POMTOC)	YES
<b>7</b>	William Senn	American Airlines Arena The Heat Group	YES
<b>8</b>	Hal Spaet	Self / Omni Area	
<b>9</b>	Parker Thomson	Performing Arts Center	YES
<b>10</b>	Charles Towsley	Seaport Department	

<b>Staff</b>		
<b>#</b>	<b>NAME</b>	<b>ENTITY</b>
1	Oscar Braynon	Comm. Carey's Office
2	Otto Boudet-Murias	City of Miami
3	Gary Donn	FDOT
4	José-Luis Mesa	MPO
5	Irma San Román	MPO
6	Carl Fielland	Seaport
7	Javier Rodríguez	FDOT
8	Jesús Guerra	MPO

**I-395 COMMITTEE**  
**ATTENDANCE LIST**

**Fourth Committee Meeting - May 14, 2003**  
**Conference Room 18-2 - 10:00 am**

Please put your initials in the last column. If your name is not listed, please sign in.		
#	NAME	ENTITY
1	Clark Turner	City of Miami
2	Cynthia Perry	St. John Comm. Dev. Corp.
3	Del Bryan	Poinciana Condo
4	Eleonor Kluger	OMNI
5	Fernando Acosta	Mayor Diaz' Office
6	Frank Norton	Miami Today News
7	Freddie Vargas	Kimley-Horn & Assoc.
8	Hilda Fernandez	M-D Mayor's Office
9	Irby McKnight	OAB Inc.
10	Jeremy Earle	KHA
11	Lilia Medina	City of Miami
12	María I. Nardi	City of Miami
13	Michael Hardy	PAC
14	Paul Cherry	Kimley-Horn & Assoc.
15	Rafael de Arazoza	FDOT
16	Robert Linares	Metric Engineering
17	Roland Rodriguez	FDOT
18	Steve Lefton	Kimley-Horn & Assoc.
19	Steve Sikiwb	Siskiwb/Careson
20	Valerie Riles	PAC
21	Vilma Croft	FDOT
22	Willie Peña	PACMO
23	Zainab Salim	MPO

*Miami-Metro Dade County  
Metropolitan Planning Organization (MPO)*

## **I-395 Committee**

*Fourth Committee Meeting  
18-2 Conference Room*

*May 14, 2003  
10:00 AM*

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### **MEETING HIGHLIGHTS**

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#### **I. INTRODUCTION**

1. Mayor Manny Diaz started the meeting.
2. The following members were present at the meeting:
  - a. Co-Chair Mayor Manny Diaz
  - b. Board Member Ronald Krongold
  - c. Mr. Jorge Espinel
  - d. Mr. Parker Thomson
  - e. Mr. William Senn
  - f. Mr. Jorge Rovirosa
3. Mr. Jorge Espinel moved a motion to discuss the agenda item C-2: "Response to Jorge Espinel's questions" as the first item of the agenda. The motion was not seconded. It didn't pass.

#### **II. PROPOSED OPEN-CUT ALTERNATIVE PRESENTATION**

1. The consultant prepared a Power Point presentation of the recommended alternative.
2. Mr. Freddie Vargas from Kimley-Horn & Associates, presented a brief background of the proposed open-cut alternative recommended by the consultant.
3. Mr. Paul Cherry continued the presentation in detail.
4. As part of the presentation, a traffic simulation modeling was shown to the Committee. The purpose of this simulation was to demonstrate the capacity of the proposed alternative to address traffic concerns in the vicinity of the Performing Arts Center (PAC), Biscayne Boulevard, NE 1st Avenue and NE 2nd Avenue.
5. Questions were raised by the Committee in the areas of:
  - a. Design standards in accordance with FDOT
  - b. Safety
  - c. Estimated costs
  - d. Connectivity
  - e. Traffic impact around the PAC
  - f. Impact on the Overtown community
  - g. Traffic flow in the NW 14th Street and NW 3rd Avenue

- h. Proposed 41-acres park
- i. Contaminated areas
- j. Utilities
- k. Maintenance of traffic

Questions were answered by the consultant team. It was also indicated that the purpose of the study was to evaluate current alternatives and to consider up to two other alternatives that may create the consensus of the Committee. The proposed open-cut alternative needs additional detailed analysis that will be considered in the PD&E Study. Additionally, the alternative is totally flexible to modifications such as: place a cap between the avenues crossing over I-395, size of the park, ramp accessibility, units to be relocated, etc...

### **III. FINANCIAL ANALYSIS FOR THE PROPOSED OPEN-CUT ALTERNATIVE**

1. The consultant prepared a Power Point presentation with the results of the financial analysis for the recommended alternative.
2. Mr. Steve Lefton presented the factor considered in the analysis.
3. Mr. Steve Siskiwo provided detailed analysis of the economic conditions within the study area.
4. Results and recommendations from the study were presented to the Committee.
5. Questions were raised by the Committee in the areas of:
  - a. Estimated costs
  - b. Funding sources
  - c. Establishment of the taxing district
  - d. Rationale for the establishment of toll facilities on the I-95 ramps connecting to the new I-395 facility
  - e. Market demand for the proposed economic strategy
  - f. Projections of future revenues

Questions were answered by the consultant team. As indicated before, the recommendations made are based on a general approach to the study area. Additional studies and in-depth analyses need to be done in the future.

### **IV. ADJOURN**

Due to time restraint, the meeting adjourned at 12:30 PM

### **V. NOTE**

After the meeting, Ms. Cynthia Perry, Mr. Irby McKnight and Mr. Del Bryan representing the Overtown community requested to Mayor Manny Diaz to have a presentation in the Overtown area. The purpose of this presentation was to show the community the future plans for the I-395 that will be affecting their community. Mayor Diaz agreed on the request.



*Miami-Dade County  
Metropolitan Planning Organization (MPO)*

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## **I-395 Committee Meeting**

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### **Meeting Notice**

**The MPO I-395 Committee has scheduled its fifth meeting for Wednesday, July 9, 2003, at 10:00 a.m. in the City of Miami, City Hall, located on 3500 Pan American Drive Miami, FL 33133.**

- At the Governing Board meeting of July 2002, the MPO Board approved the formation of the I-395 Committee to conduct an assessment of needed improvements to this important highway. The committee is co-chaired by MPO Board Members Dr. Barbara M. Carey-Shuler and Mayor Manuel A. Diaz.

*Miami-Metro Dade County  
Metropolitan Planning Organization (MPO)*

## **I-395 Committee**

*Fifth Committee Meeting  
City of Miami, City Hall*

*July 9, 2003  
10:00 AM*

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**Agenda - Agenda - Agenda - Agenda - Agenda - Agenda - Agenda**

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1. Overview of FDOT's PD&E Process
2. Highlights of the Open-Cut Alternative  
Kimley-Horn & Associates
3. Open discussion
4. Recommendation
5. Adjourn

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### **Committee Membership**

Comm. Barbara Carey-Shuler (Chair)	
Mayor Manny Diaz (Co-Chair), City of Miami	
Comm. Bruno Barreiro	MPO Board Member Ronald Krongold
Mr. Jorge Espinel	Mr. Jorge Roviroso
Mr. William Senn	Mr. Hal Spaet
Mr. Parker Thompson	Mr. Charles Towsley

*Miami-Dade County  
Metropolitan Planning Organization (MPO)*

## **I-395 COMMITTEE**

**Fifth Committee Meeting - July 9, 2003  
City of Miami, City Hall - 10:00 am**

<b>I-395 COMMITTEE</b>			
<i>As appointed by MPO Governing Board on September 2002</i>			
<b>#</b>	<b>NAME</b>	<b>REPRESENTING</b>	<b>PRESENT</b>
<b>1</b>	Barbara Carey-Schuler Chair	Board Member	OK
<b>2</b>	Manuel A. Díaz Co-Chair	City of Miami / Board Member	OK
<b>3</b>	Bruno Barreiro	Board Member	
<b>4</b>	Ronald Krongold	Board Member	OK
<b>5</b>	Jorge Espinel	MPO Board Member Katy Sorenson	OK
<b>6</b>	Jorge Rovirosa	Port of Miami Terminal Operating Company (POMTOC)	
<b>7</b>	William Senn	American Airlines Arena The Heat Group	OK
<b>8</b>	Hal Spaet	Self / Omni Area	OK
<b>9</b>	Parker Thomson	Performing Arts Center	OK
<b>10</b>	Charles Towsley	Seaport Department	
<b>11</b>	Eleanor Kluger	Self/Omni Area	OK

<b>Staff</b>		
<b>#</b>	<b>NAME</b>	<b>ENTITY</b>
<b>1</b>	Oscar Braynon	Comm. Carey's Office
<b>2</b>	Otto Boudet-Murias	City of Miami
<b>3</b>	José-Luis Mesa	MPO
<b>4</b>	Irma San Román	MPO
<b>5</b>	Javier Rodríguez	FDOT
<b>6</b>	Jesús Guerra	MPO

**I-395 COMMITTEE**  
**ATTENDANCE LIST**

**Fifth Committee Meeting - July 9, 2003**  
**City of Miami, City Hall - 10:00 am**

Please put your initials in the last column. If your name is not listed, please sign in.		
#	NAME	ENTITY
1	Amelia Stringer Gowdy	HFA Miami-Dade
2	Ana Gelabert	City of Miami
3	Andrew Georgiadis	Dovel, Khol & Partners
4	Annette Threlkul	HUD
5	Bill Anido	PB (Consultant)
6	Charles J. Flowers	OAB
7	Chelsea Arscott-Douglas	CRA
8	Clark Turner	City of Miami
9	Colin Cortes	Citizen
10	Dana Nottingham	DDA
11	David Major	Miami resident
12	Del Bryan	Poinciana Village Condo.
13	Dennis Knowles	Citizen
14	Eleanor Kluger	OMNI
15	Elliot Alexander	Citizen
16	Frank Norton	Miami Today News
17	Freddie Vargas	Kimley-Horn & Assoc.
18	George Sanchez	
19	Irby McKnight	OAB, Inc.
20	Jackie Salazar Bofill	CMO
21	James Veber	Spring Garden Assoc.
22	Javier Rodríguez	FDOT
23	Jean-Paul Renaud	Sun-Sentinel
24	Jim Twining	Prof. Serv. Ind. Inc
25	Joaquin Utset	El Nuevo Herald
26	John Wallbang	
27	Johnny Winton	City of Miami
28	Joseph Kohl	Dover, Khol & Partners
29	Joseph Ellingson	Citizen
30	Lawrence Kline	AECOM

<i>Attendance list continues...</i>		
#	NAME	ENTITY
31	Lilia Medina	City of Miami
32	Lillian Slater	Empowerment Zone
33	Linda Watson	Empowerment Zone
34	Marcos Barrios	Citizen
35	Michael Hardy	PAC
36	Michael Y. Cannon	Resources So-Fl
37	Michael Wilson	Citizen
38	Mike Rodriguez	MDCC
39	Mike Turnbull	Sun-Sentinel
40	Neko Grant II	CRA
41	Patricia Andrew	NBC 6
42	Paul Cherry	Kimley-Horn & Assoc.
43	Philip Bacon	Overtown Partnership
44	Rafael de Arazoza	FDOT
45	Raúl Driggs	Metric Eng.
46	Sandy O'Neil	AECOM
47	Steve Lefton	Kimley-Horn & Assoc.
48	Tina Millan-Clegg	Empowerment Zone
49	Valerie Riles	PAC

*Miami-Metro Dade County  
Metropolitan Planning Organization (MPO)*

## **I-395 Committee**

*Fifth Committee Meeting  
City of Miami, City Hall*

*July 9, 2003  
10:00 AM*

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### **MEETING HIGHLIGHTS**

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#### **I. INTRODUCTION**

- A. Ms. Eleanor Kruger was added to the I-395 Committee.
- B. The following members were present at the meeting:
  - 1. Chairperson Barbara Carey-Schuler
  - 2. Co-Chair Mayor Manny Diaz
  - 3. Board Member Ronald Krongold
  - 4. Mr. Jorge Espinel
  - 5. Ms. Eleanor Kruger
  - 6. Mr. Parker Thomson
  - 7. Mr. William Senn
  - 8. Mr. Hal Spaet

#### **II. PROJECT BACKGROUND**

- A. Mr. Jose Mesa provided a brief summary of the actions taken by the Committee since its formation.
- B. Mr. Jorge Espinel questioned the procedures followed by the Committee and requested more time to discuss the three alternatives considered during this process: FDOT elevated alternative, modified Miami Urban Watch Alternative and open-cut alternative proposed by Kimley-Horn.
- C. Mr. Mesa indicated that the Committee may have additional meetings as needed. Additionally, presentations were made regarding the three alternatives and discussions were taken for the first two. The purpose of this meeting was to discuss the open-cut alternative proposed by Kimley-Horn, as requested by the Committee in the last meeting.

#### **III. PRESENTATIONS**

- A. Mr. Javier Rodríguez (FDOT) explained to the Committee the PD&E process. Questions were raised and addressed as appropriate. Clarifications were made regarding the importance to recommend an alternative to FDOT to initiate the process.
- B. A brief presentation was made by Kimley-Horn, Inc. regarding the highlights of the technical and financial aspects of the proposed open-cut alternative.

#### IV. OPEN DISCUSSION

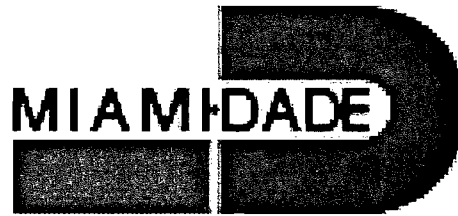
- A. Ms. Kruger questioned the need of a 41-acres park for the area. The consultant indicated that this is a recommendation. In the PD&E, FDOT has to go through a very extensive analysis and public involvement processes that will determine the final design of the recommended alternative.
- B. Mr. Jorge Espinel brought to the attention of the Committee his concerns regarding:
  - 1. The participation of the affected parties in this process such as Overtown.
  - 2. Additionally, he indicated that the Committee was created to evaluate only two alternatives: the FDOT elevated alternative and the Miami Urban Watch alternative.
  - 3. He suggested that the Committee should continue evaluating in details the alternatives, get the participation of the affected communities such as Overtown, Park West and the Omni areas, as well other affected parties such as the Performing Arts Center and the Seaport.
  - 4. FDOT and the consultant responded to the questions made by Mr. Espinel.
- C. City Commissioner Johnny Winton brought to the attention of the Committee the conflict of interest by having Mr. Espinel voting on a proposal that was developed by him. Chairperson Carery-Schuler indicated that she was aware of that situation.
- D. Mr. Parker Thomson indicated his concerns regarding how the Performing Arts Center may be affected during construction, as well the traffic flow around the area. FDOT and the consultant responded to his concerns.
- E. Mayor Diaz indicated the need to finish the work accomplish by the Committee by recommending a viable alternative to the MPO Board. This alternative will direct FDOT to initiate the PD&E process.
- F. Mr. Javier Rodriguez clarified that the recommendation made by the Committee will not eliminate other alternatives that by statutes they have to be considered in the PD&E process.

#### V. RECOMMENDATION

- A. Board Member Ronald Krongold made a motion to recommend the open-cut alternative to the MPO Board as the preferred alternative of the Committee.
- B. Mayor Manny Diaz seconded the motion.
- C. After discussions, Mr. Espinel requested to amend the motion to include as part of the motion the Miami Urban Watch Alternative. The amendment was not accepted by Board Member Krongold.
- D. The motion was moved and seconded and upon being put to a vote, the vote was as follows:

1. Chairperson Barbara Carey-Schuler	-	aye
2. Co-Chair Mayor Manny Diaz	-	aye
3. Board Member Ronald Krongold	-	aye
4. Mr. Jorge Espinel	-	nay
5. Ms. Eleanor Kruger	-	nay
6. Mr. Parker Thomson	-	aye
7. Mr. William Senn	-	aye
8. Mr. Hal Spaet	-	nay
- E. A resolution reflecting the above will be presented to the MPO Board for appropriate action.

#### VI. Meeting adjourned



## **PUBLIC NOTICE**

On its June 25, 2003, the Miami-Dade Empowerment Zone Trust for the Overtown Empowerment Zone Neighborhood Assembly has scheduled a discussion of the Interstate-395 Project in downtown Miami being conducted by the Miami-Dade Metropolitan Planning Organization (MPO). The MPO I-395 Committee is assessing improvements to this roadway. The co-chairs of the I-395 Committee, MPO Board Members Dr. Barbara Carey-Shuler and Manuel A. Diaz along with other elected officials are scheduled to attend this meeting. The meeting will take place at the Culmer Neighborhood Service Center located at 1600 NW 3<sup>rd</sup> Avenue from 6:00 PM to 8:00 PM.

All interested parties are invited. For further information, please contact the MPO Secretariat, located at Stephen P. Clark Center, 111 NW First Street, Suite 910, Miami, Florida 33128, or by phone at (305) 375-4507, by e-mail at [mpo@miami.gov](mailto:mpo@miami.gov) or visit our website at [www.miamidade/mpo](http://www.miamidade/mpo).

It is the policy of Miami-Dade County to comply with all requirements of the American with Disability Act. For sign language interpretation, please call (305) 668-4507 five days in advance.



MIAMI-DADE  
**Empowerment Trust**  
*Partnering for Progress*

**Overtown Empowerment Zone  
Neighborhood Assembly Meeting**

**CULMER/OVERTOWN NEIGHBORHOOD  
SERVICE CENTER  
1600 NW 3<sup>RD</sup> AVENUE  
Miami, Florida  
Wednesday, June 25, 2003  
6:00 P.M. – 8:00 P.M.**

**AGENDA**

- I. WELCOME**
- II. INTRODUCTIONS**
- III. ACCEPTANCE OF AGENDA**
- IV. ACCEPTANCE OF MINUTES**
- V. CHAIRMAN'S REPORT – *Mr. Irby McKnight, Chairman***
- VI. TRUST UPDATE ;**
- VII. OLD BUSINESS**
- VIII. NEW BUSINESS**
  - I-395 presentation**
- IX. PUBLIC CONCERN**
- X. ANNOUNCEMENTS**
- XI. ADJOURNMENT**

(Please limit presentations to 3 minutes)

*Miami-Metro Dade County  
Metropolitan Planning Organization (MPO)*

## **I-395 Committee**

*Special Meeting  
Culmer Neighborhood Center*

*June 25, 2003  
8:00 PM*

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### **MEETING HIGHLIGHTS**

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#### **I. BACKGROUND**

On May 14, 2003, at the end of the Fourth I-395 Committee meeting, representatives of the Overtown community requested a special presentation to the Overtown community in one of their regular meetings. This presentation was coordinated between the MPO, Comm. Barbara Carey-Schuler's Office and the Overtown Empowerment Zone Neighborhood Assembly meeting chaired by Mr. Irby McKnight. The I-395 presentation was included as item VIII: New Business of the scheduled agenda for June 25, 2003.

A public notice was published in the newspaper and in the Metro Calendar to invite the community to participate in the meeting. All I-395 Committee members were invited to the meeting, as well all persons that have participated in the previous I-395 meetings.

#### **II. INTRODUCTION**

After the introductions, the approval of the agenda and the minutes of the previous meeting, Mr. Irby McKnight, Chairperson, presented a motion to move agenda item VIII to the first place, as a courtesy to Mayor Manny Diaz. Motion passed.

#### **III. NEW BUSINESS: I-395 Presentation**

1. The following members were present at the meeting:
  - a. Co-Chair Mayor Manny Diaz
  - b. Mr. Oscar Braynon, on behalf of Comm. Barbara Carey-Schuler
  - c. Mr. Jorge Espinel
  - d. Mr. Jorge Roviroso
  - e. Mr. Parker Thomson
2. Mr. Paul Cherry and Mr. Steve Lefton from Kimley-Horn & Associates presented the technical and financial aspects of the proposed open-cut alternative for the I-395 corridor, respectively.
3. Members of the Board and participants attending the meeting expressed their concerns regarding the proposed alternative. Among them:
  - a. Participation of the community

- b. Relocation of families
  
  - c. Economic development of the area
  - d. Impacts during construction
  - e. Traffic flow
  - f. Connectivity to schools and activities centers
4. Although the participants sound aggressive and negative at the beginning of the sessions, their concerns were answered. Information was provided indicating that:
- a. The proposed alternative is open to any future modifications during the PD&E Study.
  - b. The proposed alternative is not a done deal. The Overtown community, as well other affected areas along the I-395 corridor will have full participation during the public involvement process to be conducted in the PD&E Study.
  - c. Invitations were extended to attend the next I-395 Committee meeting to be held at the City of Miami, City Hall, tentatively scheduled for July 9, 2003.
  - d. The meeting was adjourned at 8:30 PM in a very positive attitude.



## **PUBLIC NOTICE**

On its September 24, 2003, the Overtown Advisory Board has scheduled a discussion of the Interstate-395 Project in downtown Miami being conducted by the Miami-Dade Metropolitan Planning Organization (MPO). The MPO I-395 Committee is assessing improvements to this roadway. The co-chairs of the I-395 Committee, MPO Board Members Dr. Barbara Carey-Shuler and Manuel A. Diaz along with other elected officials are scheduled to attend this meeting. The meeting will take place at the Culmer Neighborhood Service Center located at 1600 NW 3<sup>rd</sup> Avenue from 6:00 PM to 8:00 PM.

All interested parties are invited. For further information, please contact the MPO Secretariat, located at Stephen P. Clark Center, 111 NW First Street, Suite 910, Miami, Florida 33128, or by phone at (305) 375-4507, by e-mail at [mpo@miami.gov](mailto:mpo@miami.gov) or visit our website at [www.miamidade/mpo](http://www.miamidade/mpo).

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*Miami-Metro Dade County  
Metropolitan Planning Organization (MPO)*

## **I-395 Committee**

*Technical Meeting  
12th Floor Conference Room*

*July 2, 2003  
10:00 PM*

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### **MEETING HIGHLIGHTS**

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#### **I. OBJECTIVE**

The purpose of this meeting was to discuss the technical aspects of the proposed open-cut alternative developed by Kimley-Horn & Associates.

#### **II. ATTENDANCE**

1. Mr. Guillermo Becerra, Beiswenger, Hoch & Associates, Inc. (BHA)
2. Mr. Paul Cherry, Kimley-Horn & Associates (KHA)
3. Ms. Vilma Croft, FDOT
4. Mr. Raul Driggs, Metric Engineering
5. Mr. Jesus Guerra, MPO
6. Mr. Robert Linares, Metric Engineering
7. Mr. Francisco Norona, Beiswenger, Hoch & Associates, Inc. (BHA)
8. Mr. Javier Rodriguez, FDOT
9. Mr. Luis Tellechea, FDOT
10. Mr. Freddie Vargas, Kimley-Horn & Associates (KHA)

#### **III. HIGHLIGHTS**

1. Mr. Jesus Guerra explained the purpose of the meeting and background information about the history of the project.
2. Mr. Javier Rodriguez provided information about the importance to have a recommended alternative from the Committee and the MPO Board to proceed with the PD&E study.
3. Concerns were clarified regarding:
  - a. Number of through traffic lanes from SR 836 Eastbound to I-395
  - b. Vertical alignment of the proposed open-cut alternative
  - c. Calculations of the estimated costs
  - d. Continue access on NW 3rd Avenue
  - e. Alternatives for NW 14th Street
  - f. Access ramps to NW 14th Street
  - g. Proposed Northbound ramp from NW 14th Street to I-95

- h. Traffic flow in the neighborhood of the Performing Arts Center
- i. Weaving length
- j. Safety issues

#### **IV. CONCLUSIONS**

1. All concerns indicated by FDOT and Metric Engineering were clarified by the consultants (KHA & BHA)
2. All parties agreed that the proposed viable alternative needs more detailed analyses that will be conducted at the PD&E Study
3. No fatal flaws or major concerns were found at this level of analysis
4. The consultant expressed their interest in supporting the proposed open-cut alternative
5. All parties, including FDOT and the MPO, also expressed their satisfaction with the effort, coordination and results of this study. Teamwork among the players was a very important factor to reach this stage of confidence.

Meeting adjourned at 12:00 noon.

**TRANSPORTATION AESTHETICS REVIEW COMMITTEE (TARC)**  
**OF THE METROPOLITAN PLANNING ORGANIZATION (MPO)**  
**FOR THE MIAMI URBANIZED AREA**

**AGENDA**

**MEETING OF WEDNESDAY, SEPTEMBER 3, 2003 AT 3:30 P.M.**  
**STEPHEN P. CLARK CENTER**  
**111 N.W. 1 ST. STREET, MIAMI**  
**18<sup>TH</sup> FLOOR, CONFERENCE ROOM 18-2**

**I. INTRODUCTION 3:30**

A. APPROVAL OF AGENDA

**II. DISCUSSION ITEMS**

3:35 A. I-395 ALTERNATIVE REVIEW - MPO

**III. INFORMATION ITEMS**

4:10 A. TRANSPORTATION ENHANCEMENTS – RANKING RESULTS- MPO

4:25 B. BLACK CREEK CANAL GREENWAY TRAIL DESIGN – MD PARK AND  
RECREATION DEPARTMENT

5:10 C. MEMBER REPORTS

5:20 D. STAFF REPORTS

**IV. OLD BUSINESS 5:30**

**V. NEW BUSINESS 5:40**

A. UPCOMING TARC MEETING  
Wednesday, October 8<sup>th</sup>, 2003  
Wednesday, November 5<sup>th</sup>, 2003

**VI. ADJOURNMENT 5:45**

NOTE: TIMES ARE APPROXIMATE. FOR MORE INFORMATION CONTACT THE MPO OFFICE AT 305 375-4507

## **TARC RESOLUTION # 8-03**

**COMMENDING THE MPO, FDOT AND CONSULTANTS FOR THEIR CREATIVITY IN DEVELOPING NEW ALTERNATIVES FOR THE I-395 ALTERNATIVES REVIEW STUDY; AND ENDORSING THE OPEN-CUT ALTERNATIVE 4, OPTION B, FOR FURTHER ANALYSIS DURING THE PD&E PROCESS TO BE CONDUCTED BY FDOT**

WHEREAS, the Metropolitan Planning Organization has established the Transportation Aesthetics Review Committee (TARC) to ensure that development of major transportation projects in Miami-Dade County incorporates quality aesthetic criteria and professional standards of design, and

WHEREAS, the MPO gave a presentation which reviewed the history of the past I-395 studies, and the need for additional alternatives, and

WHEREAS, the consultants and the MPO developed two new alternatives which met the basic transportation objectives, did not adversely affect the proposed Port of Miami Tunnel, helped promote urban revitalization, and estimated to have acceptable costs, and

WHEREAS, the TARC considered this to be an excellent presentation, featuring great concepts including the option of capping over open-cuts to create linear park land (not included in cost estimate), enhancement of surface street connections in the area, and the financial strategy of creating a new "Miami North District" as a Tax Increment District

NOW, THEREFORE, BE IT RESOLVED BY THE TRANSPORTATION AESTHETICS REVIEW COMMITTEE OF THE METROPOLITAN PLANNING ORGANIZATION FOR THE MIAMI URBANIZED AREA:

SECTION 1. That the MPO, FDOT and Consultant be commended for their creativity in developing new alternatives as part of the I-395 Alternatives Review Study.

SECTION 2. That the open-cut alternative 4, option B, be endorsed for further analysis during the PD&E process to be conducted by FDOT.

The foregoing resolution was offered by Amy Kimball-Murley and seconded by Bill Rosenberg, and upon being put to a vote, the vote was as follows:

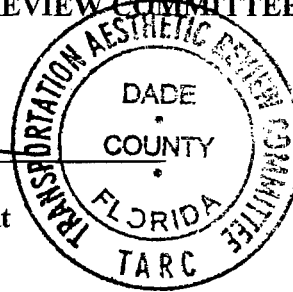
Winsome Bowen	- absent
Inti Bryon	- absent
Enrique Crooks	- absent
Jason Green	- aye
Melissa Hege	- absent
Amy Kimball-Murley	- aye
Clifford Kunde	- absent
Steven Lefton	- absent
Barry Miller	- aye
Danny Perez-Zarraga	- absent

Bill Rosenberg	- aye
Alfredo Sanchez	- absent

The Chairperson thereupon declared the resolution duly passed and adopted this 3rd day of September, 2003.

**TRANSPORTATION AESTHETICS REVIEW COMMITTEE  
(TARC)**

By *S. Schreiber*  
Susan Schreiber  
TARC Secretariat





Citizens' Transportation  
Advisory Committee  
of the Miami-Dade Metropolitan  
Planning Organization

**Chairperson**

Frank Hernandez

**First Vice-Chairperson**

Mike Hatcher

**Second Vice-Chairperson**

Norman Wartman

**Members**

Rolando Acosta  
Joseph M. Corradino  
José de Almagro  
Carlos Diaz Padron  
Willie Duckworth  
Daniel Fils-Aime  
Maurice Gan  
Mac Glasgow  
Peggy Hollander  
Ramon Irigoyen  
James Marshall  
Christopher Morton  
Mario Nuevo  
Carline Paul  
Emma Pringle  
Ramon Ramos  
Robert J. Ruiz  
Paul Schwiep  
Leonard Simkovitz  
Rafael Suarez  
Bernard Superstein  
Lee Swerdlin  
Alfredo D. Vega  
John Westbrook  
Naomi Wright  
Andrea Young

**Honorary Member**

Dorothy Cissel (*late*)

**Contact information**

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[www.miamidade.gov/mpo](http://www.miamidade.gov/mpo)



MEETING OF WEDNESDAY, SEPTEMBER 24, 2003 AT 5:30 PM

**CITIZENS' TRANSPORTATION ADVISORY COMMITTEE**

STEPHEN P. CLARK CENTER

111 NW FIRST STREET

MIAMI, FLORIDA 33128

18TH FLOOR, ROOM 3 (18-3)

**REVISED AGENDA**

- I. APPROVAL OF AGENDA
- II. APPROVAL OF MINUTES
  - Meeting of August 27, 2003
- III. WELCOME NEW MEMBERS
- IV. PUBLIC COMMENT (*time limit 3 minutes each speaker*)
- V. ACTION ITEMS
  - A. I-395 PROJECT – *Jesus Guerra, MPO Staff*
  - B. ENFORCEMENT PRIORITY LIST AND RESOLUTION – *Frank Hernandez*
  - C. APPOINTING QUALIFIED INDIVIDUALS TO THE CITT – *Mac Glasgow*
- VI. INFORMATION ITEMS
  - A. COMMUNITY CHARACTERISTICS PROJECT – *Jill Strube, FIU Institute of Government*
  - B. FEDERAL ROADWAY RECLASSIFICATION EXPLANATION – *Mike Hatcher*
  - C. BAYLINK UPDATE – *Wilson Fernandez, MPO Staff*
- VII. CHAIRMAN'S REPORT TO THE COMMITTEE
- VIII. CTAC SECRETARIAT'S REPORT - *5 Minutes*
- IX. SUBCOMMITTEE REPORTS
  - A. TRANSIT SUBCOMMITTEE
  - B. SURFACE TRANSPORTATION SUBCOMMITTEE
  - C. ELDERLY AND DISABLED SUBCOMMITTEE
  - D. AVIATION SUBCOMMITTEE
  - E. MARITIME SUBCOMMITTEE
  - F. LEGISLATIVE SUBCOMMITTEE
- X. OLD BUSINESS
- XI. NEW BUSINESS
- XII. MEETING DATES
  - A. CTAC Subcommittee 10/15/03
  - B. CTAC Full Committee 10/29/03
  - C. MPO Governing Board 10/23/03
  - D. TPC 10/16/03
  - E. TPTAC 10/08/03
  - F. BPAC 10/22/03
  - G. TARC 10/08/03
  - H. LRTP 10/09/03
- XIII. ADJOURNMENT

## CTAC RESOLUTION #19-03

### **RESOLUTION SUPPORTING THE FLORIDA DEPARTMENT OF TRANSPORTATION'S (FDOT) ALTERNATIVE 4, OPEN CUT OPTION B FOR THE I-395 PROJECT TO CONTINUE INTO THE PROJECT DEVELOPEMENT AND ENVIRONMENTAL (PD&E) PHASE**

WHEREAS, the Board of County Commissioners (BCC) and the Metropolitan Planning Organization (MPO) have established the Citizens Transportation Advisory Committee (CTAC) to advise it on transportation related matters, and

WHEREAS, CTAC requests the inclusion of tolls as a financial strategy for the project be excluded from further consideration, and

WHEREAS, CTAC encourages the further exploration of grants to help in the funding of the project, and

WHEREAS, a tax increment funding for a district or expanded district be implemented only after a majority of the citizens living in the project area vote in support of this option.

NOW, THEREFORE, BE IT RESOLVED BY THE CITIZENS TRANSPORTATION ADVISORY COMMITTEE (CTAC) OF THE METROPOLITAN PLANNING ORGANIZATION FOR THE MIAMI URBANIZED AREA:

**SECTION 1:** That CTAC supports the Florida Department Of Transportation's (FDOT) Alternative 4, Open Cut Option B for the I-395 project to continue into the Project Development and Environmental (PD&E) phase.

The foregoing resolution was offered by Miles Moss, who moved its adoption. The motion was seconded by Mac Glasgow, and upon being put to a vote, the vote was as follows:

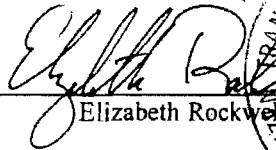
Rolando Acosta	- Aye	Carline Paul	- Absent
Jose J. de Almagro	- Excused	Emma Pringle	- Aye
Joseph M. Corradino	- Excused	Ramon Ramos	- Aye
Carlos Diaz Padron	- Excused	Robert Ruiz	- Excused
Willie Duckworth	- Aye	Paul Schwiep	- Excused
Daniel Fils-Aime	- Excused	Leonard Simkovitz	- Absent
Maurice Gan	- Excused	Rafael Suarez	- Absent
Mac Glasgow	- Aye	Bernard Superstein	- Aye
Mike Hatcher	- Aye	Lee Swerdlin	- Nay
Peggy Hollander	- Aye	Alfredo D. Vega	- Absent
Ramon Irigoyen	- Aye	Norman Wartman	- Aye
James Marshall	- Absent	John Westbrook	- Absent
Christopher Morton	- Aye	Naomi Wright	- Aye
Mario Nuevo	- Aye	Andrea Young	- Excused

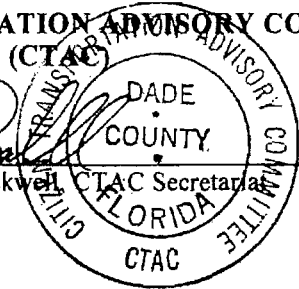
**Chairperson Frank Hernandez - Aye**

The Chairperson thereupon declared the resolution duly passed and approved this 24th day of September 2003.

**CITIZENS TRANSPORTATION ADVISORY COMMITTEE**

By

  
Elizabeth Rockwell



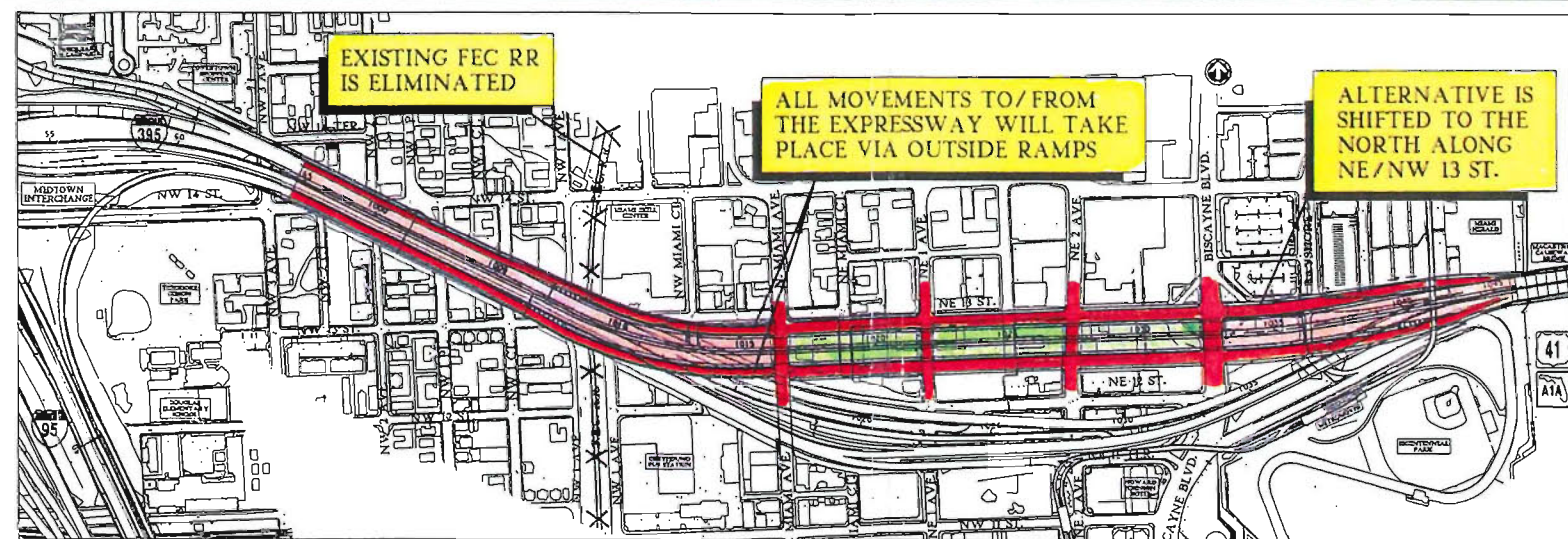
## ▪ **Appendix “D”**

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### **An Evaluation of Proposed Alternatives for the Reconstruction of I-395 February 1999**

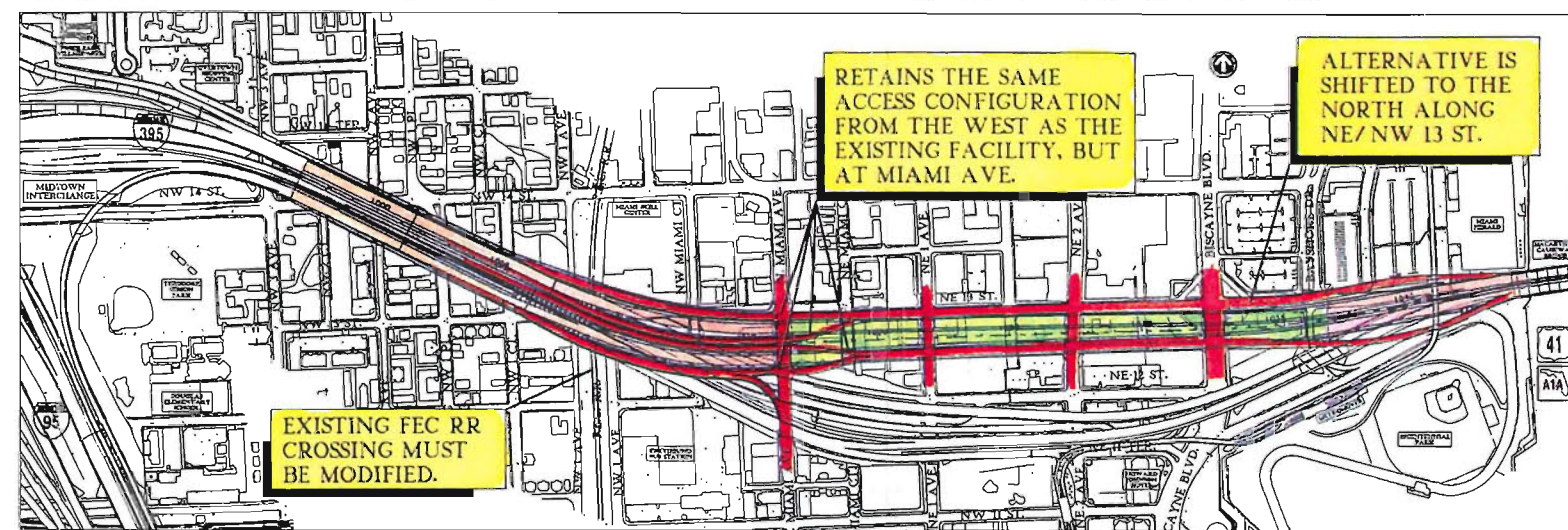
1

PROVISION OF A TUNNEL SECTION EXTENDING FROM N. MIAMI AVE. TO JUST EAST OF BISCAYNE BLVD. AND SHIFTING EXISTING ALIGNMENT TO THE NORTH.



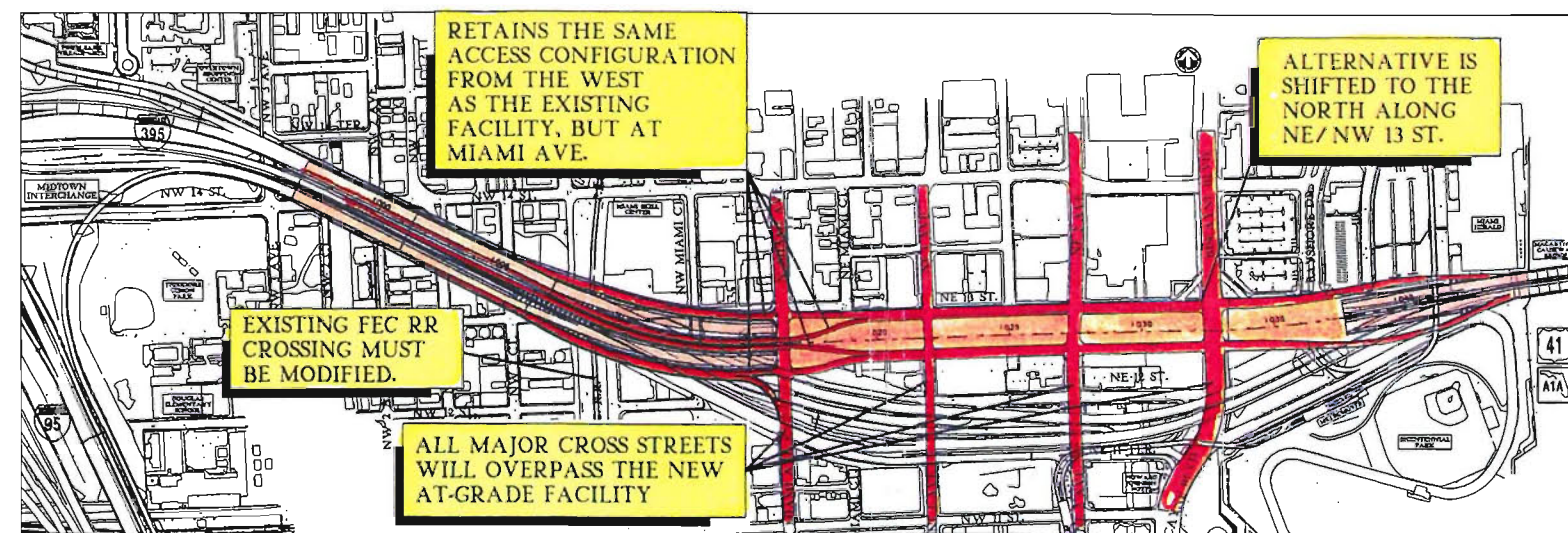
2

PROVISION OF A TUNNEL SECTION EXTENDING FROM N. MIAMI AVE. TO JUST EAST OF N. BAYSHORE DR. AND SHIFTING EXISTING ALIGNMENT TO THE NORTH.



3

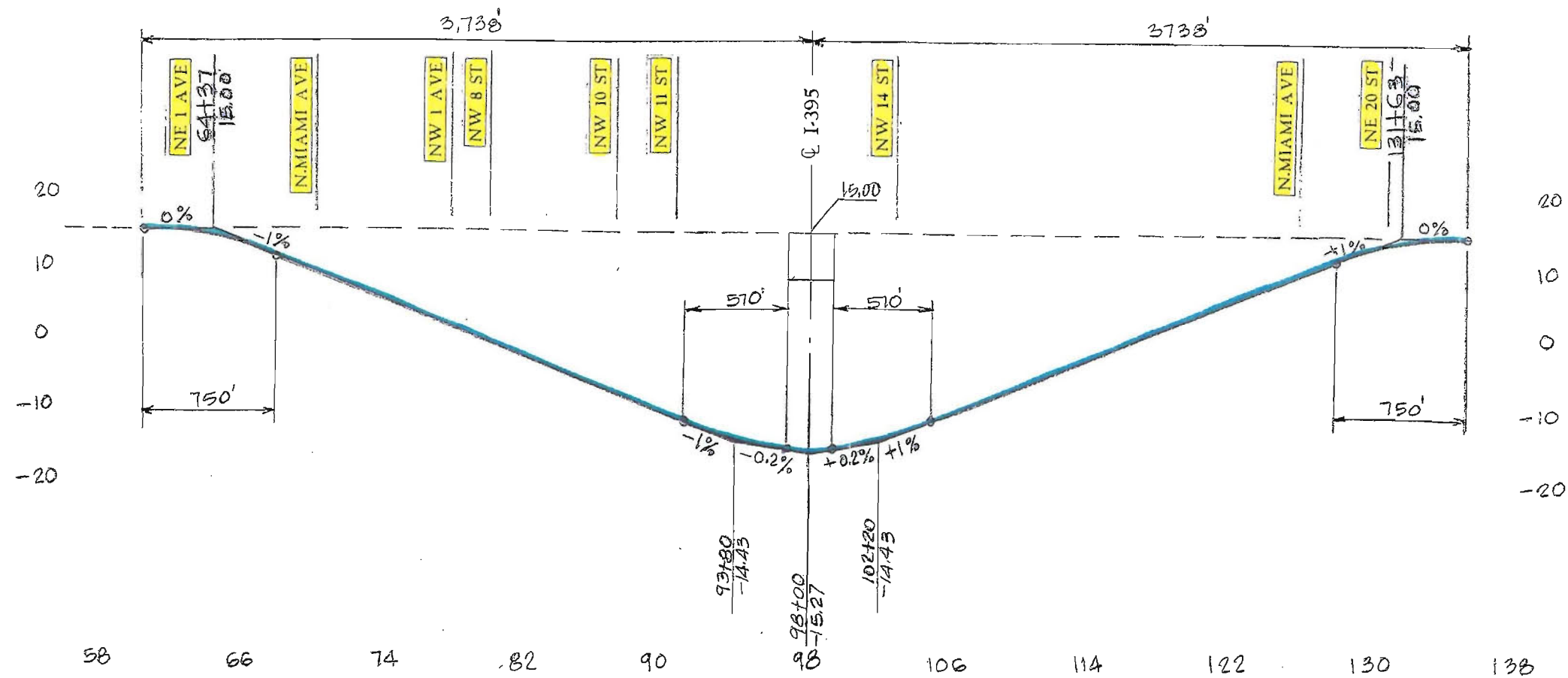
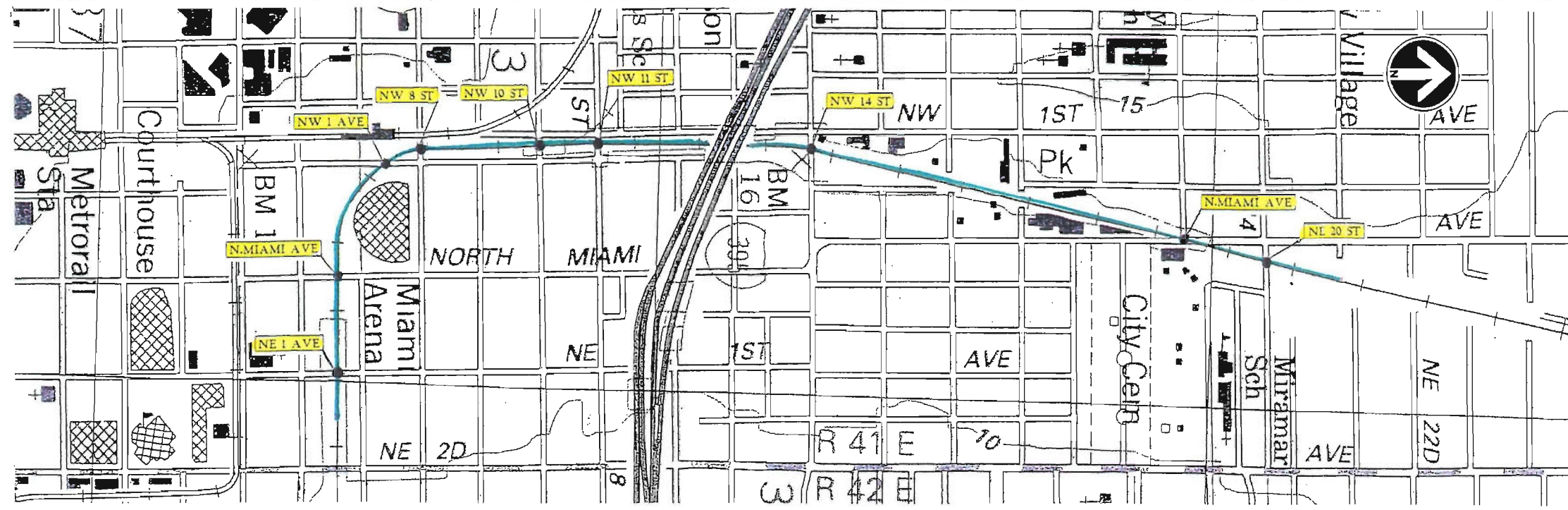
PROVISION OF AN AT-GRADE I-395 FACILITY SHIFTED TO THE NORTH, WITH CROSS STREET OVERPASSES.



# COMMON FEATURES OF PROPOSED ALTERNATIVES

FIGURE NO.

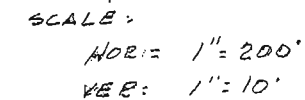
1



# PROPOSED F.E.C. R.R. UNDERPASS AT I-395 - POTENTIALLY AFFECTED CROSS STREETS

FIGURE NO.

3



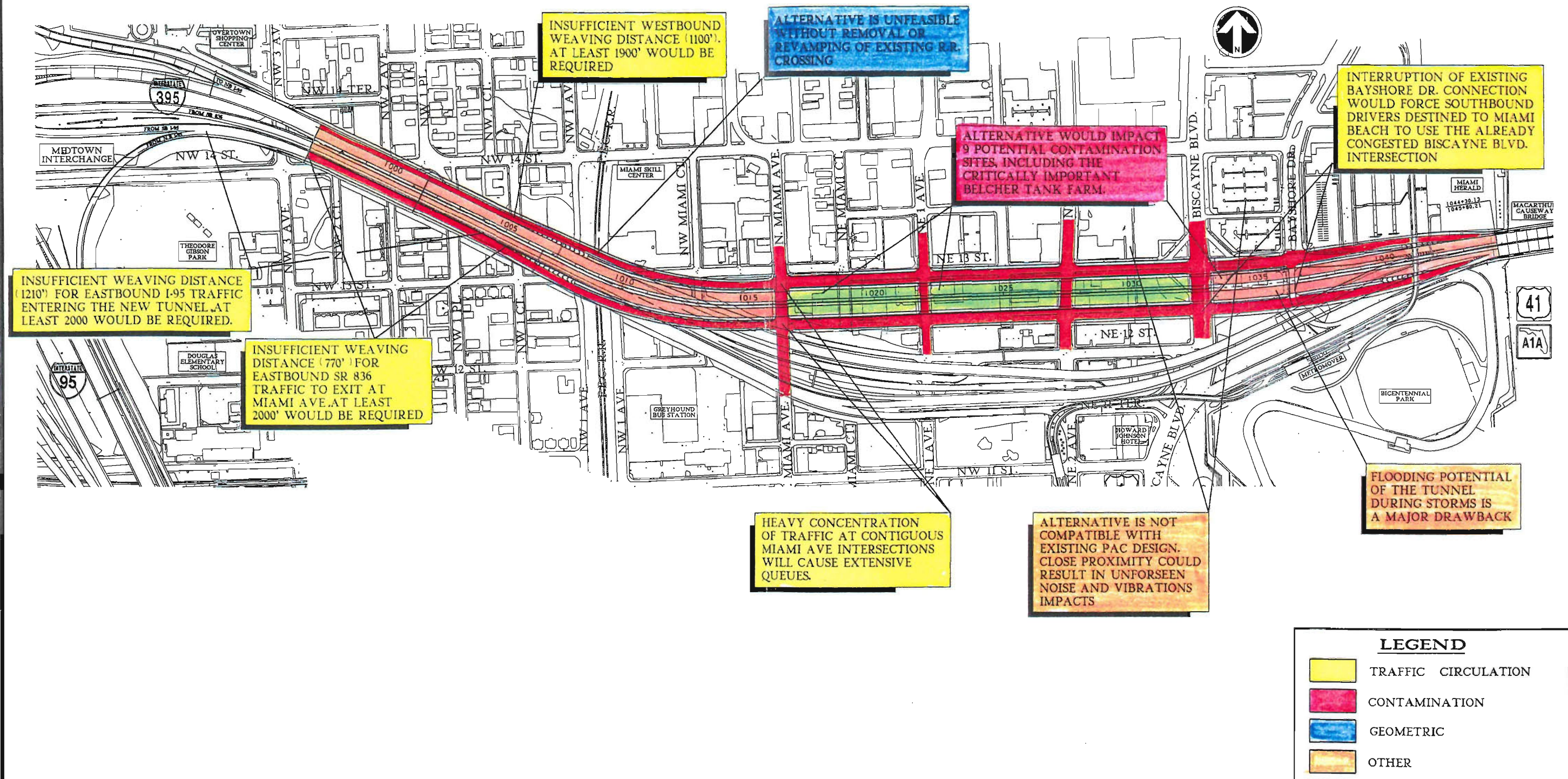
4



# ALTERNATIVE 1 - MAJOR DEFICIENCIES

FIGURE NO.

6



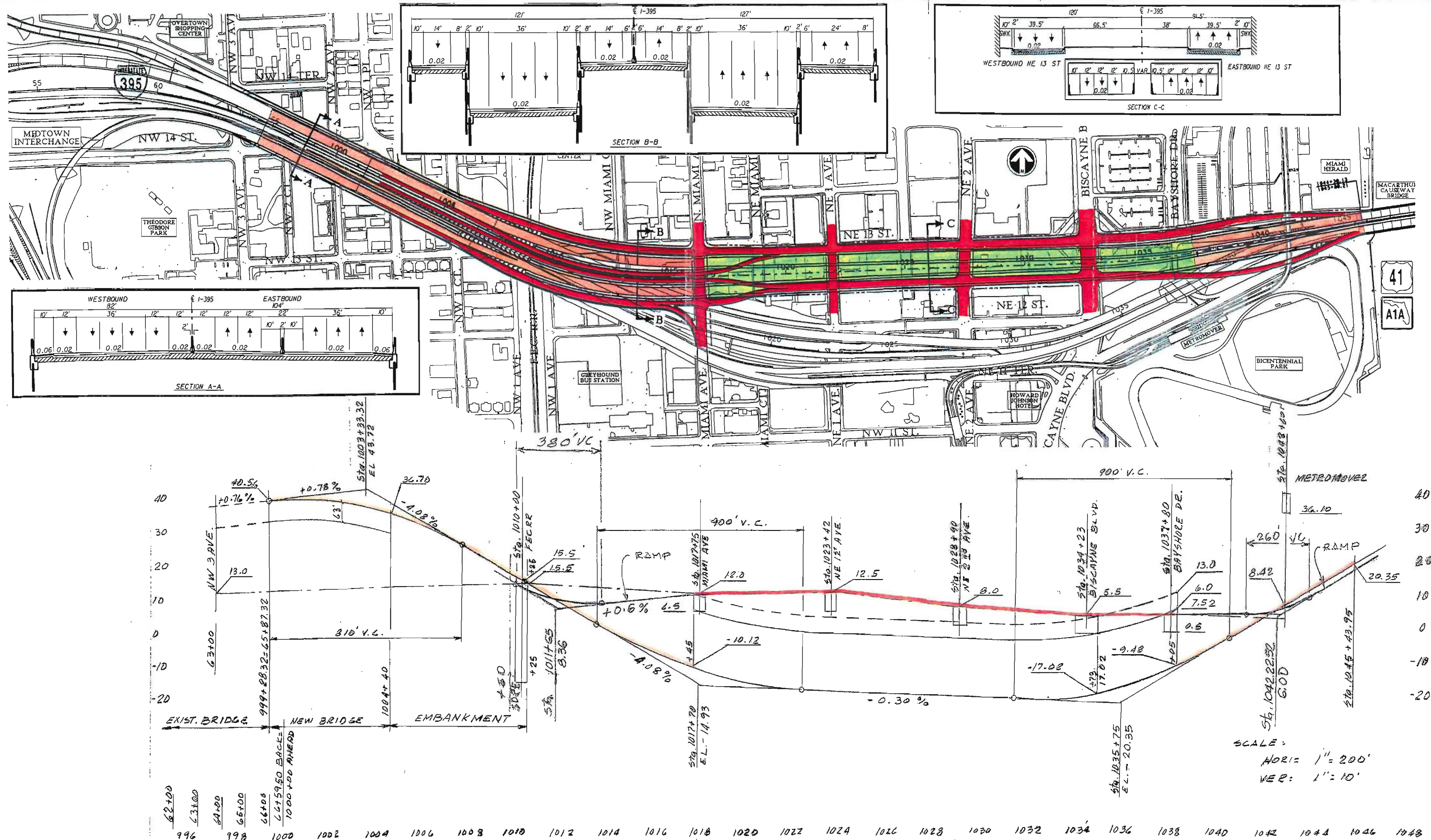


FIGURE NO.

7

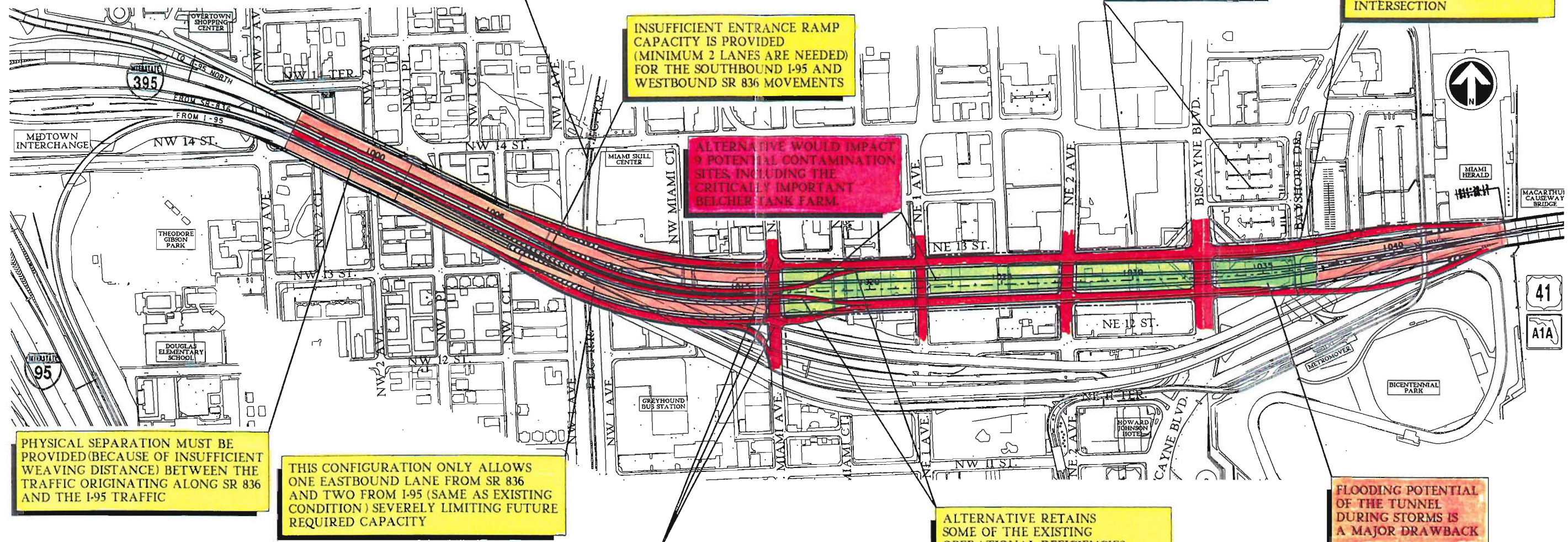
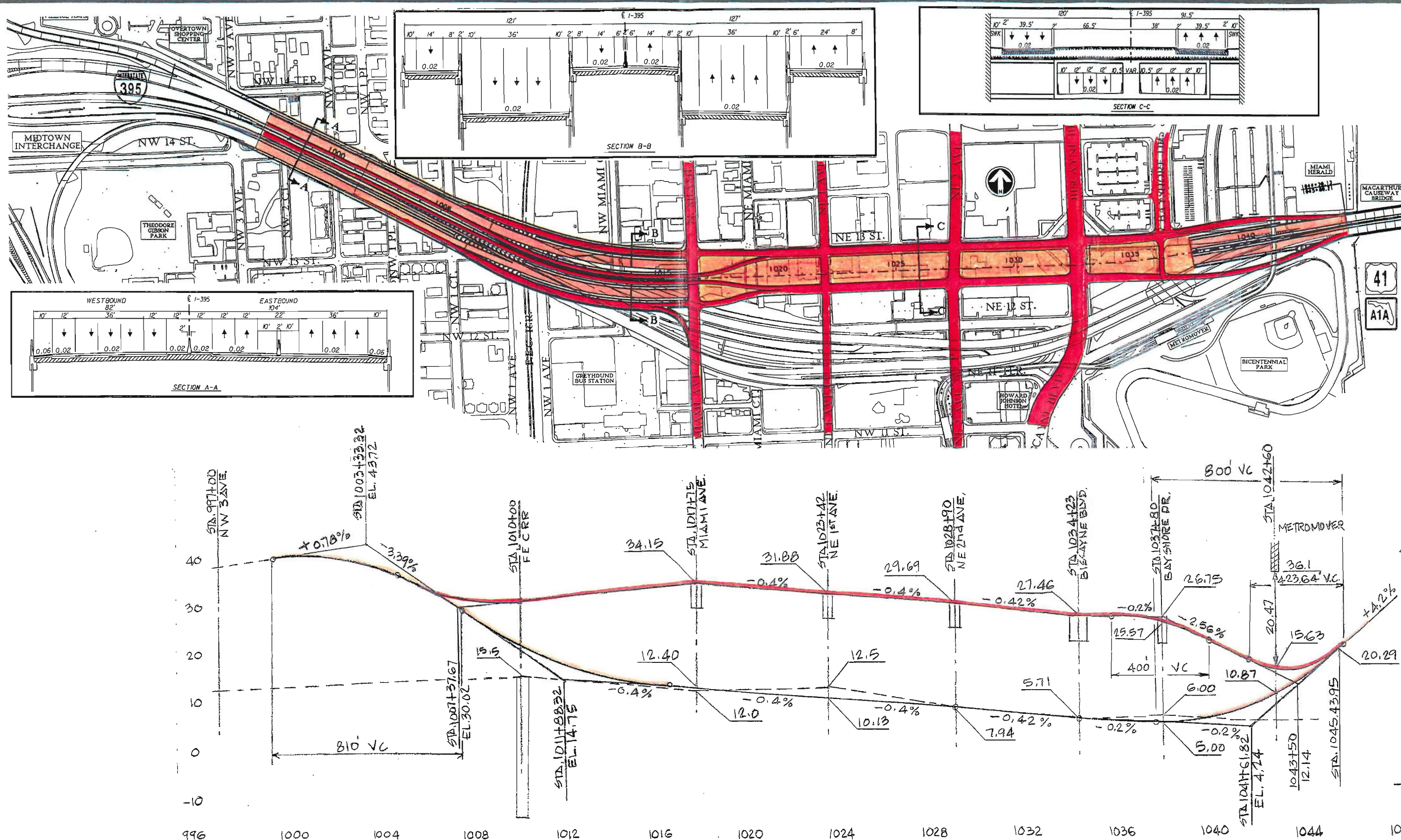


FIGURE NO.

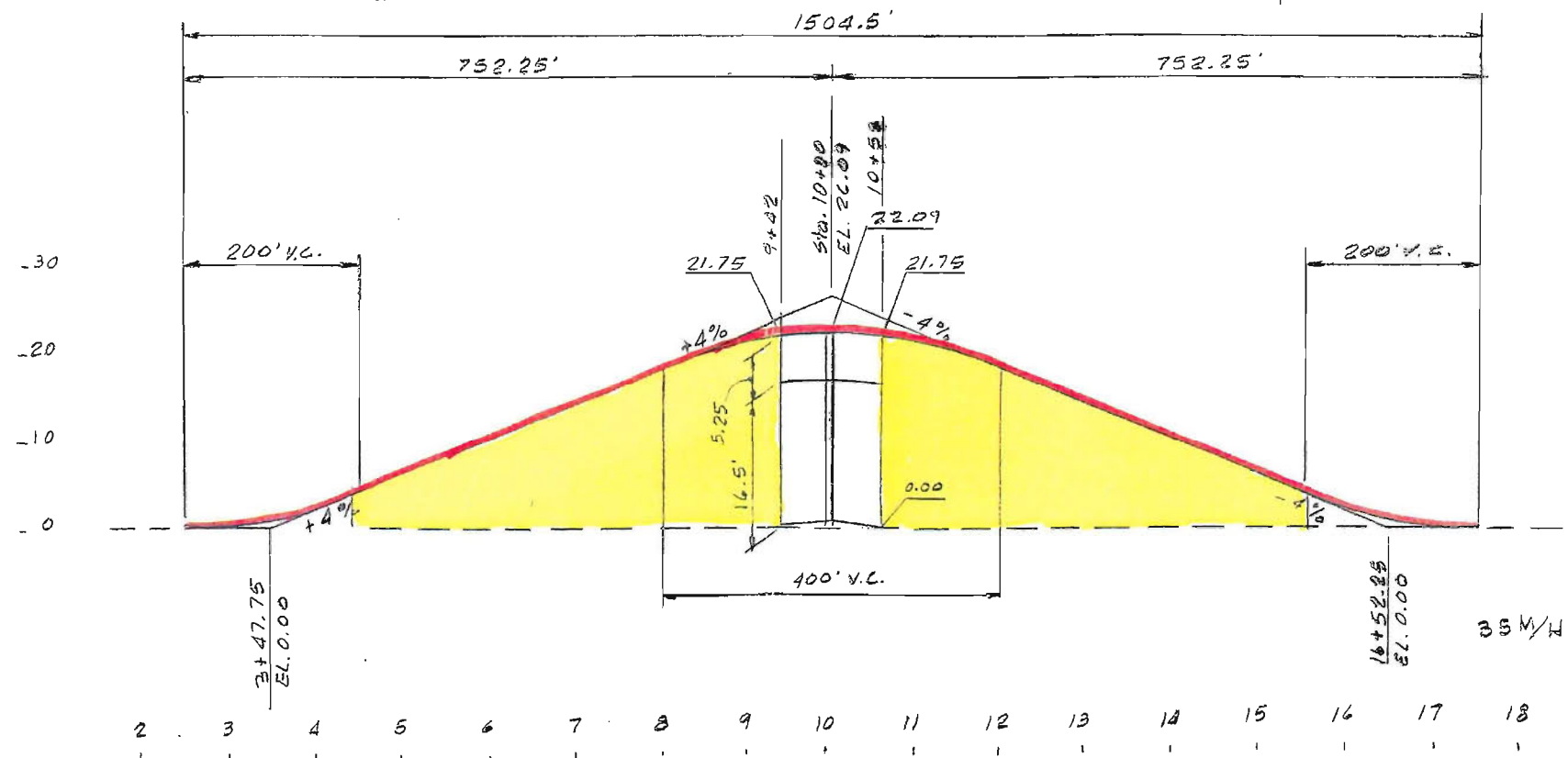
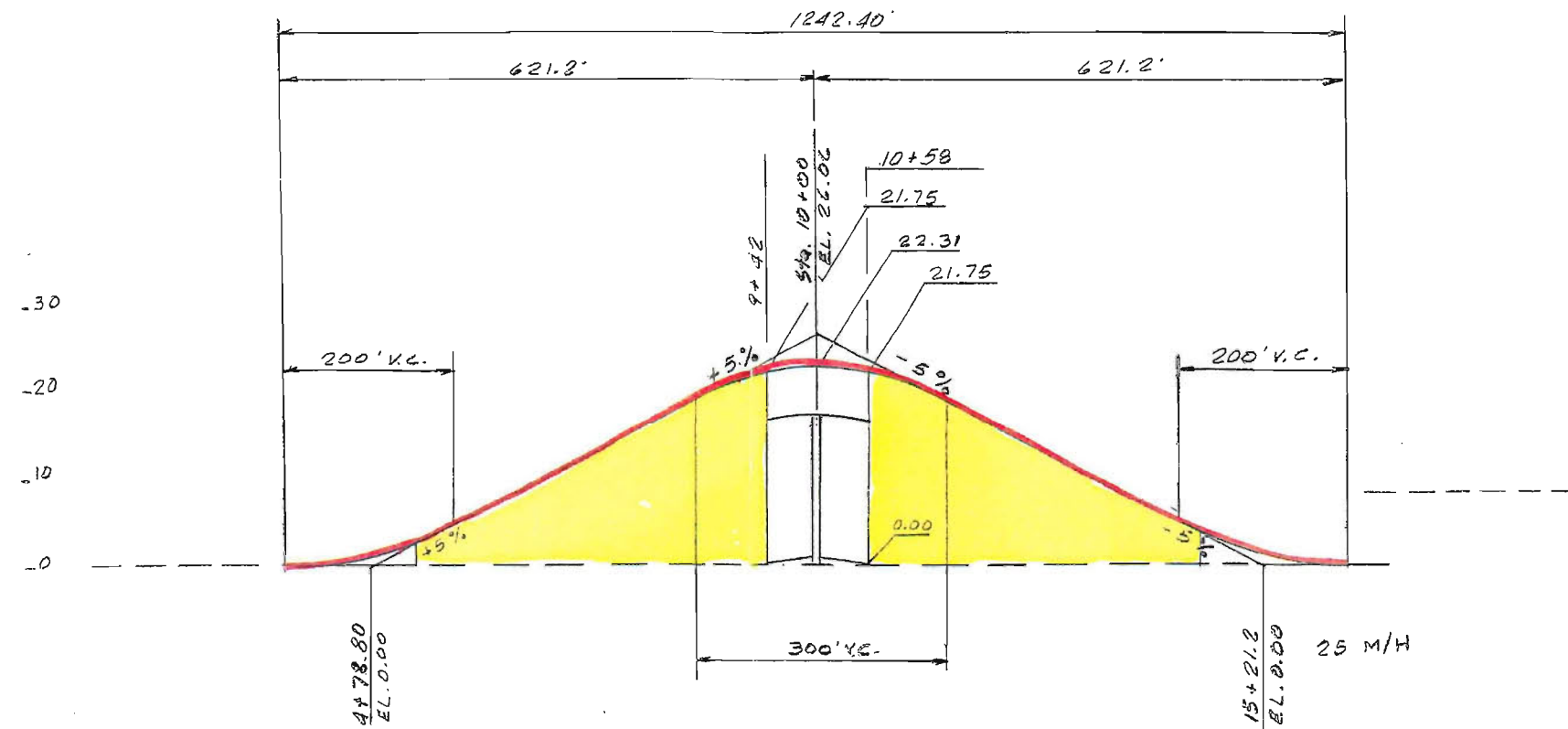
9



## ALTERNATIVE 3 - PLAN AND PROFILE

FIGURE NO.

10



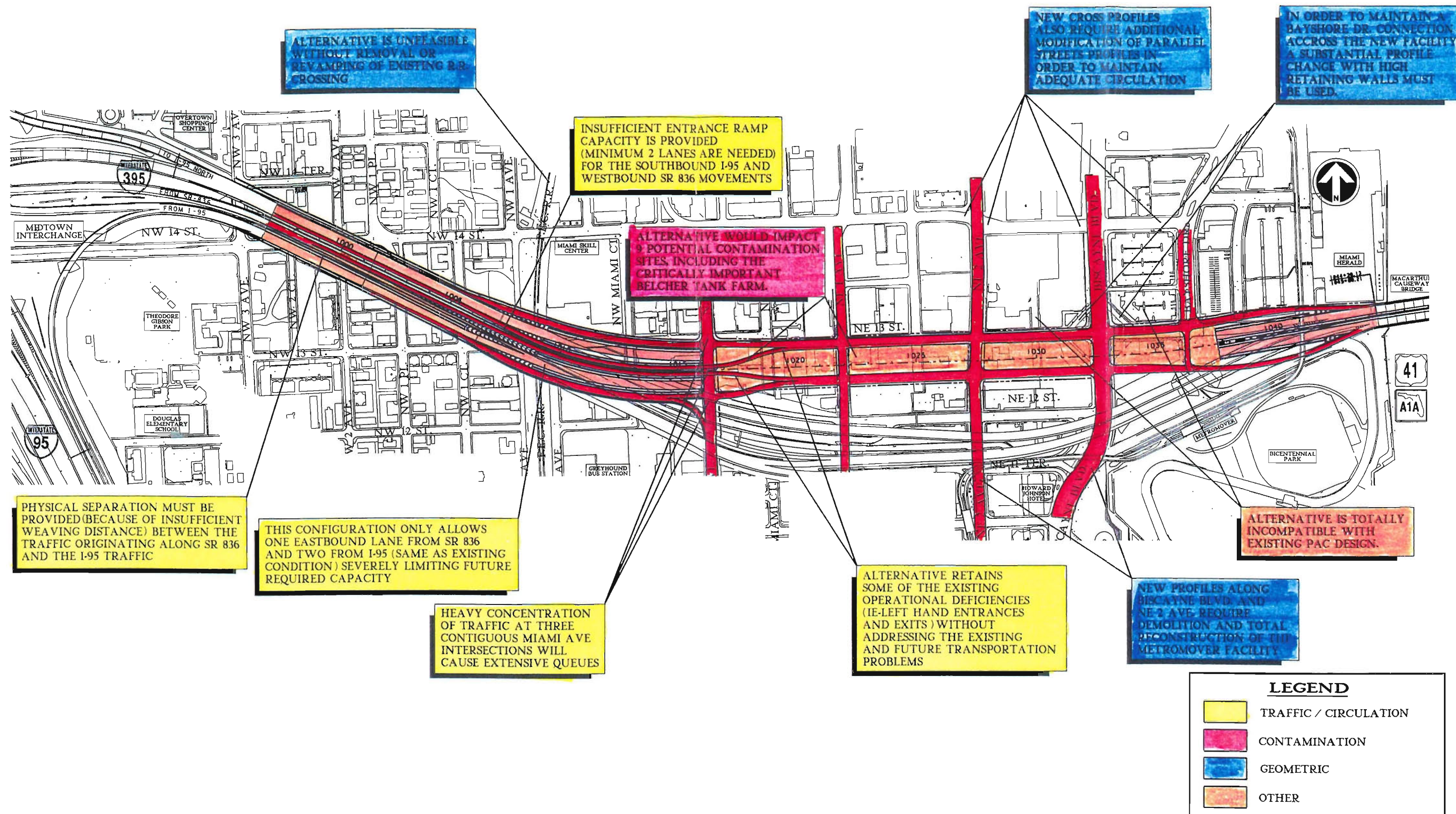
RETRAINING WALL



# ALTERNATIVE 3 - POTENTIAL CROSS STREET PROFILES

FIGURE NO.

11



# ALTERNATIVE 3 - MAJOR DEFICIENCIES

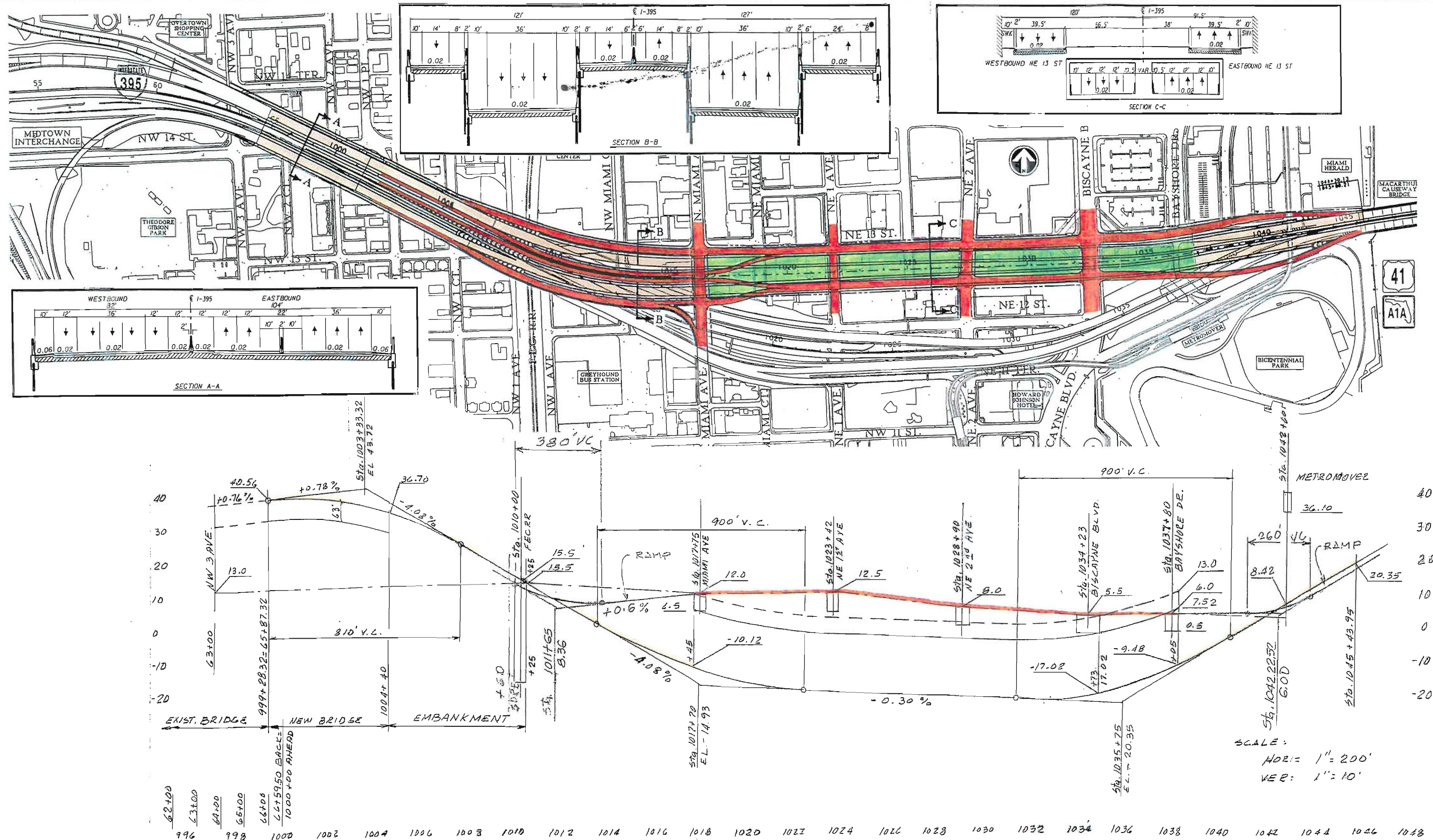
FIGURE NO.

12

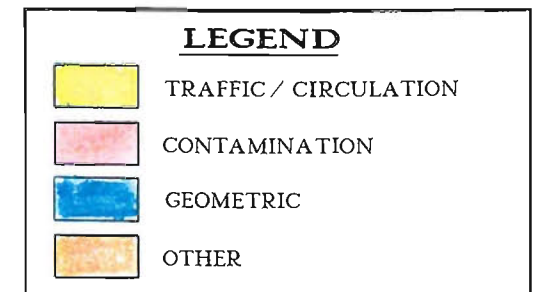
## **Appendix “E”**

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**SR 836 / I-395 Study**  
**May 2002**



1



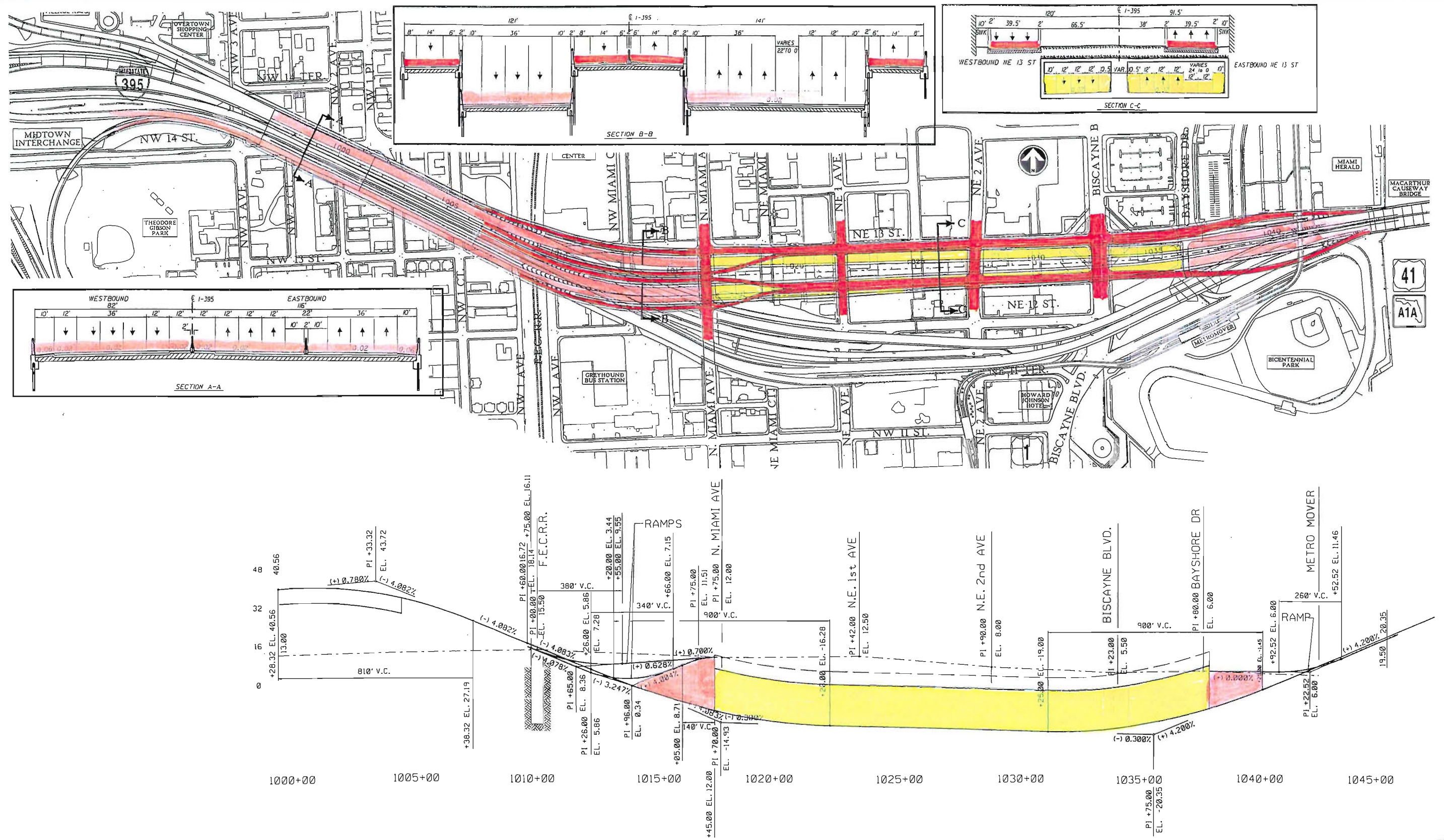
## 3



# REVISED MUW ALTERNATIVE PLAN AND PROFILE

FIGURE NO.

4





6

## **Appendix “F”**

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### **Short-Term Projects for the Omni & Performing Arts Center Areas**



# *Transportation Programs and Projects for the Omni & Performing Arts Center Areas*

**I-395 Alternatives Review Study**

## *Status Report*

*March 2003*

*Metropolitan Planning Organization for the Miami Urbanized Area*



# I-395 Alternatives Review Study

## Transportation Programs and Projects for the Omni and Performing Arts Center Areas

### Status Report

March 2003

*Prepared by the Metropolitan Planning Organization (MPO) in  
coordination with:*

- *City of Miami*
- *Florida Department of Transportation (FDOT)*
- *Performing Arts Center (PAC)*
- *Community Redevelopment Agency (CRA) and*
- *Miami-Dade County Public Works Department*

# Table of Contents

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Introduction.....	I
Florida Department of Transportation (FDOT).....	2
Performing Arts Center (PAC).....	4
Miami-Dade Public Works Department.....	7
City of Miami.....	8
Metropolitan Planning Organization (MPO).....	13

# Introduction

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Under MPO Resolution #33-02, the I-395 Committee was created on September 26, 2002. The purpose of this committee is to reach a consensus on a highway improvement alternative that will address needed traffic solutions along the I-395 corridor and also in the vicinity of the Omni Area. At the request of a member of the I-395 Committee, the third meeting was fully dedicated to discuss short term projects considered for the study area. The meeting was held on March 5, 2003, and several public entities made presentations regarding projects under their jurisdiction that could be completed within the next few years. These presentations were conducted by:

1. Florida Department of Transportation (FDOT)
2. Performing Arts Center of Greater Miami
3. Miami-Dade Public Works Department
4. City of Miami

Additionally, the Metropolitan Planning Organization (MPO) for the Miami Urbanized Area has been conducting studies within the downtown area that are also included in this document. This report summarized the short term studies and projects presented at the meeting.

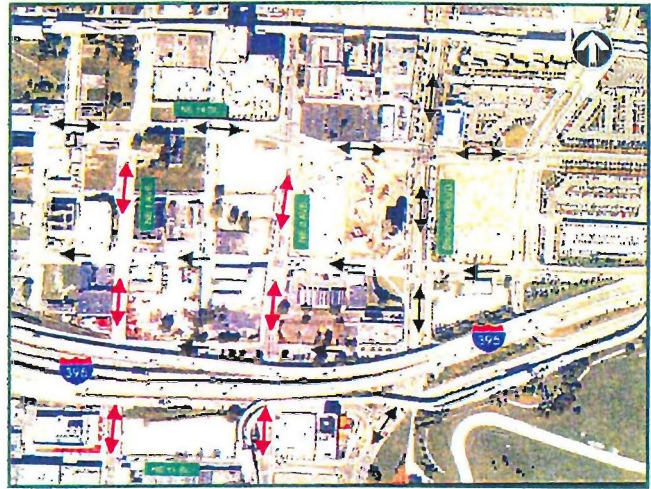
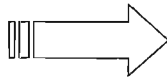
The I-395 Committee is composed by:

MPO Board Member Barbara Carey-Schuler, Chairperson  
Mayor Manny Diaz, Co-Chair  
MPO Board Member Bruno Barreiro  
MPO Board Member Ronald Krongold  
Jorge Espinel  
Jorge Rovirosa  
William L. Senn  
Hal Spaet  
Parker Thomson  
Charles Towsley

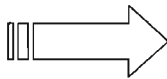
# Florida Department of Transportation (FDOT)

Metric Engineering, Inc. made a presentation on behalf of the Florida Department of Transportation (FDOT). This presentation included proposed improvements within the vicinity of the Performing Arts Center (PAC) and the Omni areas. These improvements are:

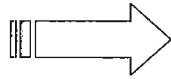
1. Conversion of the NE 1<sup>st</sup> and NE 2<sup>nd</sup> Avenues from one-way to two-way circulation traffic between NE 11<sup>th</sup> Street and NE 14<sup>th</sup> Street. This action will improve the circulation within the area.



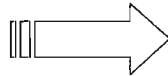
2. FDOT is proposing to improve the aesthetics of the area by providing landscaping in the neighborhood of the Performing Arts Center (PAC), as shown in the sketch.



3. A southbound access ramps are proposed from NW 14<sup>th</sup> Street to the I-95. This improvement will provide access from and to I-95 to 14<sup>th</sup> street only in the southbound direction of I-95.



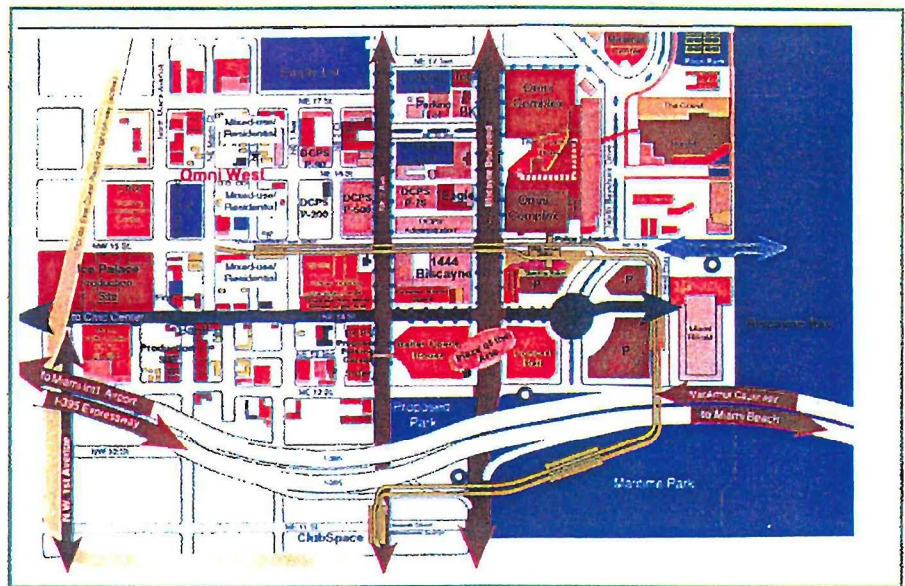
4. NW 3<sup>rd</sup> Avenue hook ramp to I-395 northbound ramp.



## Performing Arts Center (PAC)

Ms. Gail Thompson, Director for the Performing Arts Center, made a brief presentation about the status of the project. Mr. Mike Hardy provided additional details about the construction of the project. The PAC is scheduled to be open to the public in 2005.

Schematic map with future developments in the neighborhood of the PAC.

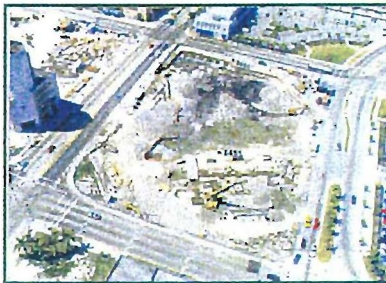
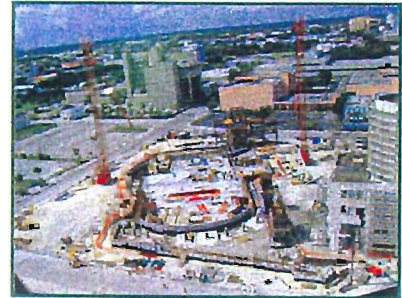


Outside view of the future PAC.

The 570,000 square foot facility is scheduled to open in 2005 and will include a 2,200-seat Concert Hall, the 2,480-seat Ziff Ballet Opera House, 200-seat Studio Theatre, the Plaza of the Arts, educational and ancillary support spaces and a cafe.

The PAC will be centrally located in the Arts, Media & Entertainment District, formerly known as the Omni District, of downtown Miami and will be situated on 5.9 acres of land. Biscayne Boulevard will intersect the two major performance halls, with the Ziff Ballet Opera House situated on the west side and the Concert Hall to the east. The Plaza of the Arts and an elevated pedestrian bridge, spanning Biscayne Boulevard, will connect the two main buildings.

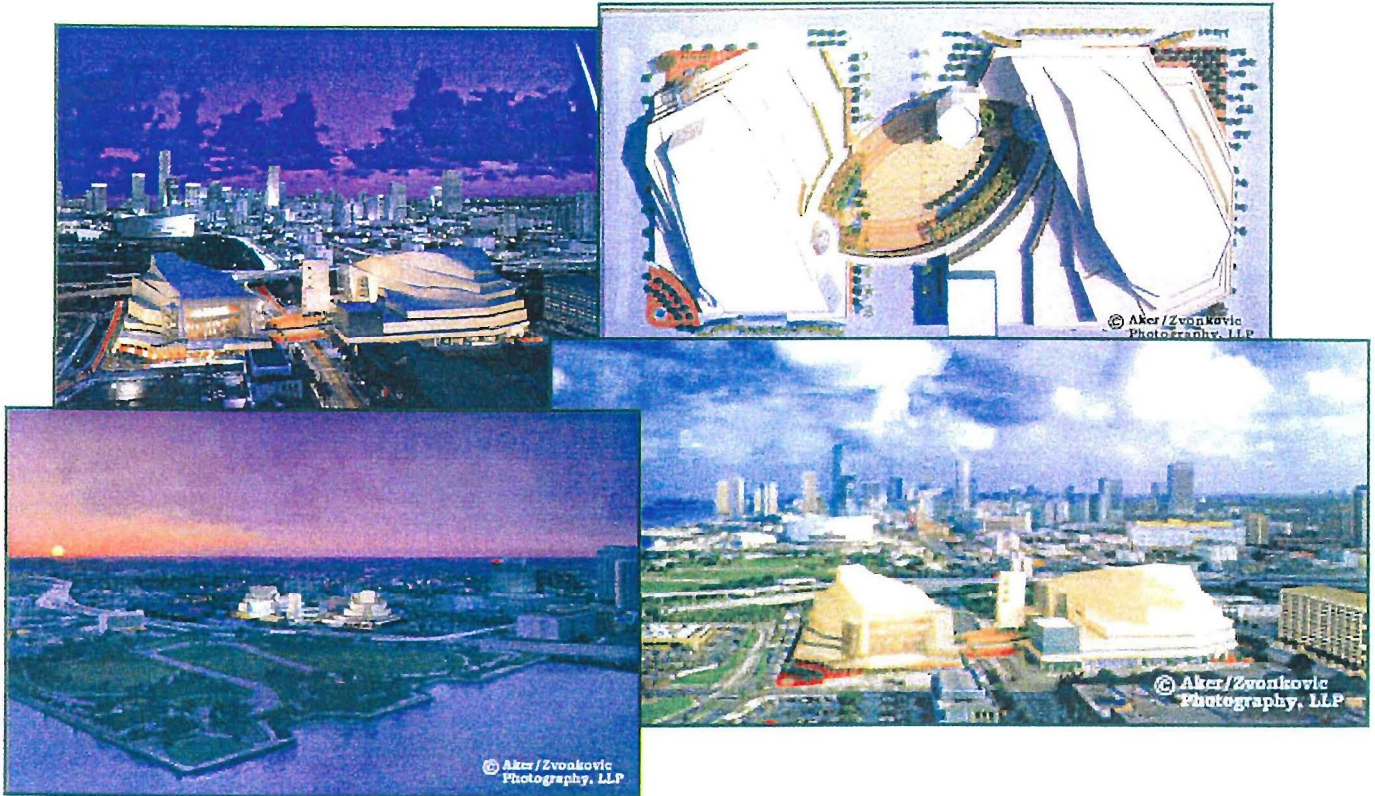
Additionally, the PAC complex also include the construction of a parking garage facility, traffic improvements in the roadways around the PAC, a passive park close to the existing and appropriate signage within the neighborhood.



Views of the different buildings included as part of the PAC complex during construction.

Regarding the impact of the proposed improvements for the I-395 corridor, no major problems were reported to the Committee.

The following pictures show an artistic representation of the future facility.

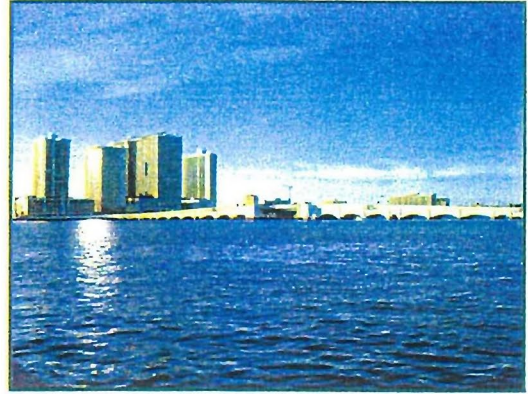
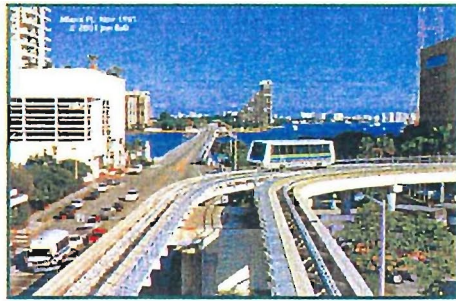


The pictures and information shown in this document were taken from the PAC and the PAC Foundation Websites, respectively.

# Miami-Dade County Public Works Department

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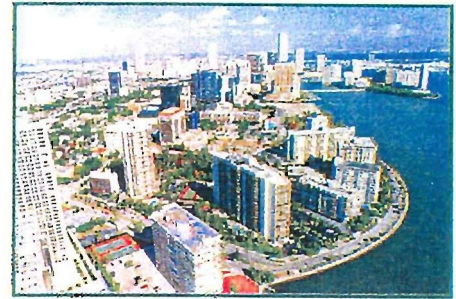
The Department of Public Works is working is upgrading the Venetian Toll Plaza. Additionally, the Department is working in several projects to improve pedestrian facilities within the area. No major projects are programmed in the short term for the area.



Following is a list of studies and projects under the jurisdiction of the City of Miami that may impact the study area:

## A. Current/Ongoing Studies

1. Downtown Transportation Master Plan (DTMP)
  - a. See MPO Section for details
2. "Baylink"
  - a. See MPO Section for details
3. DuPont Plaza Traffic Flow Revision PD&E and I-95 Distributor Ramps Reconstruction Study
  - a. Study approximately 30% complete.
4. Transportation Element of Miami Comprehensive Neighborhood Plan (MCNP)
  - a. Comprehensive amendment adopted by City Commission 2/27/03
5. Downtown Development of Regional Impact (DRI) Increment II
  - a. Completed
6. S.W. 7/8 Sts. I-95 to S.W. 27 Ave. two-way conversion economic impact study
  - a. Study completed
  - b. Additional traffic analysis being negotiated
7. Brickell Area/CBD South Traffic Congestion Mitigation Area Studies
  - a. Several technical studies in budget for 2002-03
8. Coral Way Resurfacing, Restoration and Rehabilitation (RR&R) Five Points to Brickell Avenue
  - a. Preliminary planning underway

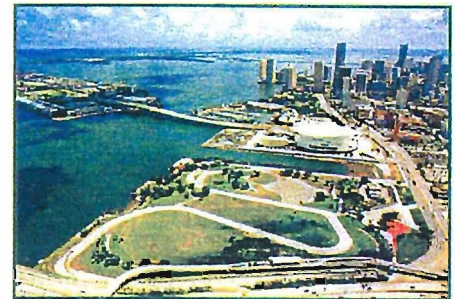
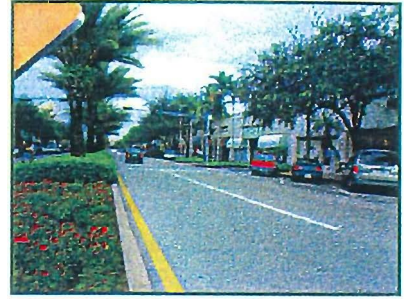


## B. Current/Ongoing Projects

1. Grand Avenue Reconstruction
  - a. Nearing construction
2. S.W. 27 Avenue Reconstruction, Coconut Grove
  - a. Preliminary designs completed
  - b. Awaiting funding for right-of-way acquisition
3. NW 5<sup>th</sup> Street Bridge Reconstruction
  - a. Final design concept nearing selection
4. S.E. 8 St. Brickell to S. Miami Avenue
  - a. Agreement reached to allow FDOT to accept right-of-way
  - b. Final design and construction to follow immediately

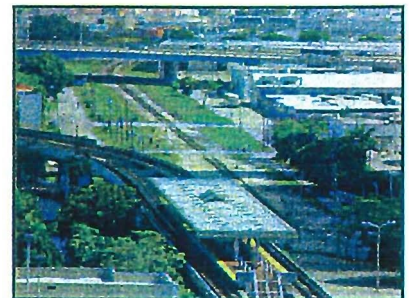


5. Port of Miami Interim Truck Access Plan
  - a. Consultants are completing final design
6. Coral Way RR&R Five Points to Douglas Road
  - a. Roadway work completed
  - b. Median and side improvements underway
7. I-195 Improvements
  - a. I-95 to Biscayne Bay includes the NE 36<sup>th</sup> Street Reconstruction and the N. Miami Avenue Off-Ramp Access into the Miami Design District
  - b. Programmed for completion in 2004
8. Biscayne Boulevard Reconstruction Projects
  - a. N.E. 5 Street to I-395 nearing final choice of concept
  - b. Final design to follow immediately
9. S.W. 2 Avenue Bridge Replacement
  - a. On schedule for completion late 2003
  - b. Study approximately 30% complete.
10. Transportation Element of Miami Comprehensive Neighborhood Plan (MCNP)
  - a. Comprehensive amendment adopted by City Commission 2/27/03
11. Downtown Development of Regional Impact (DRI) Increment II
  - a. Completed
12. S.W. 7/8 Sts. I-95 to S.W. 27 Ave. two-way conversion economic impact study
  - a. Study completed
  - b. Additional traffic analysis being negotiated
13. Brickell Area/CBD South Traffic Congestion Mitigation Area Studies
  - a. Several technical studies in budget for 2002-03
14. Coral Way Resurfacing, Restoration and Rehabilitation (RR&R) Five Points to Brickell Avenue
  - a. Preliminary planning underway



#### C. Projects Under Consideration Outside Downtown Area:

1. Streetcar/light rail line from Government Center/Overtown Metrorail stations northeast through Design District, Little Haiti, and the Upper Eastside within the City of Miami, and extending on through the cities of El Portal, Miami Shores, North Miami, North Miami Beach, to Aventura.
2. Commuter rail line along FEC right-of-way to Downtown Miami from the northeast suburbs.
3. S.W. 8 Street/Calle Ocho traffic redirection and Urban Street Improvement Project from I-95 to S.W. 27 Avenue, including acquisition and development of off-street parking facilities.
4. Coral Way Urban Street Improvement Project from S.W. 12<sup>th</sup> Avenue to Brickell Avenue.



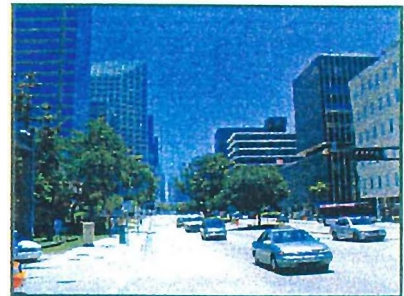
5. N.E. 62 Street Urban Street Improvement Project through new Little Haiti Park.
6. W. Flagler Street beautification project from Miami River to West City Limit.
7. N.W. 79 Street traffic redirection project.
8. N.W. 37 Ave. Landscaping/Beautification project.
9. Miami River Greenway Roadway Improvement Projects from Biscayne Bay to City Limits.
10. Neighborhood Bus Circulator Systems – Various locations in Miami’s neighborhoods.
11. A two-way street conversion project to eliminate most of the existing one-way streets throughout the city, commencing in Downtown.



#### D. Brickell Area Traffic Congestion Mitigation District - Project Status Report

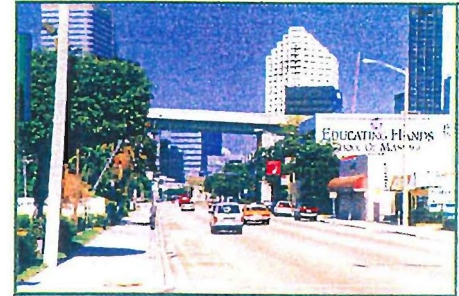
##### 1. Two-Way Conversion – SW 8 Street

The SW 8 Street is presently one-way eastbound from I-95 to Brickell Avenue. It is “paired” with S.W. 7 Street, which is one-way westbound. East of Brickell Avenue, S.W. 8 Street is two-way, serving Brickell Key. The one-way pattern also restricts access to businesses along SW 8 Street. Phases considered in this project:



- a. Brickell Avenue to Miami Avenue (Full implementation requires approval by Florida Department of Transportation, Miami-Dade County, or both)
  - An interim plan to relieve the Brickell Key situation is now being implemented by the City and FDOT. It will convert SW 8 Street to two-way operation for the single block between Brickell Avenue and Miami Avenue, allowing a 1-lane westbound movement on SW 8 Street from Brickell Avenue to Miami Avenue, where it can turn north to the Miami Avenue Bridge, or to SW 7 Street, where it can then go west to I-95.
  - This interim plan requires advance dedication of the zoned right-of-way along the north side of SW 8 Street between the Metromover and Miami Avenues. The dedication documents and deed are being prepared at the present time.
  - This plan will also require signalization, signage, pavement and curb changes to accomplish, and can be done within a year after right-of-way is secured.
  - Modification of signal timing to synchronize with Brickell Bridge openings has been accomplished; video surveillance for real-time adjustments is under consideration, and an alternative routes plan has been prepared and distributed by the Police Department.
  - Modification of signal timing to allow more “green time” to exit Brickell Key has been implemented. The change results in longer queues on northbound Brickell, but within acceptable limits considering the relief granted to Brickell Key traffic.

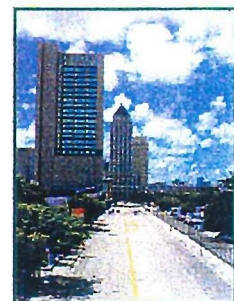
- Regulation of construction permits, hours of operation, and requirements for off-site parking for construction workers is being considered.
- b. Brickell Avenue to I-95 (Full implementation requires approval by Florida Department of Transportation, Miami-Dade County, or both)
- A study has been completed showing that converting SW 8 Street to two-way operation would facilitate traffic movement, increase access to adjoining businesses, improve access to I-95 and the Miami Avenue Bridge, and free the Brickell Key exiting movement.
  - The p.m. “rush hour” traffic would gain two westbound lanes to I-95, facilitating this movement.
  - To achieve this conversion, a Project Development and Environmental (PD&E) study needs to be performed. Following its completion, the project can be designed and let for construction by the Florida Department of Transportation (FDOT).



- c. I-95 to SW 27 Avenue (Full implementation requires approval by Florida Department of Transportation, Miami-Dade County, or both)
- SW 8 Street is one-way eastbound over the entire distance from SW 27 Avenue to I-95.
  - Dedicating three lanes of the street to traffic, and allowing for parallel parking on each side (essential due to the high-density urban character of the business area) reduces sidewalk width below the minimum desirable for pedestrian movement.
  - A study to analyze conversion of SW 8 Street to two-way traffic, increasing the width of sidewalks and providing for beautification of the roadway, has been completed, and is under review by the City and FDOT. Because SW 8 Street is a State highway, FDOT approval will be required for any changes that are recommended.
  - If it is not feasible to effect the two-way conversion at this time, an alternative presented by the study is reversing the flow of SW 8 Street to westbound one-way operation, to improve access to businesses during the afternoon homeward-bound trip.

2. Two-way Miami Avenue, both sides of Miami Avenue Bridge

The Miami Avenue Bridge is underutilized, while Brickell and SW 2 Avenue bridges (currently being replaced) are heavily used.



3. Miami Avenue North of River (Full implementation requires approval by Florida Department of Transportation, Miami-Dade County, or both)

City of Miami has requested that the Miami-Dade County Public Works Department (MDPW) consider making Miami Avenue two-way northbound to S. 1 Street, so (1) a left-turn can be made at S. 3 Street and (2) traffic can access I-95 at S. 2 Street.

4. Miami Avenue South of River (Full implementation requires approval by Florida Department of Transportation, Miami-Dade County, or both)

Following conversion of the northbound movement, the City will request a similar action for the southbound Miami Avenue traffic, so that properties fronting on Miami Avenue will have the benefit of two-way access.

5. Downtown Transportation Master Plan (DTMP) (Full implementation requires approval by Florida Department of Transportation, Miami-Dade County, or both)
  - a. Study commenced early 2001; final report now ready for City Commission consideration.
  - b. A major feature of the DTMP is a sophisticated computer model that can depict existing and future traffic conditions under varying developmental assumptions and scenarios, and can be continually updated as conditions change.
  - c. Newest and most intensive downtown redevelopment is happening in Brickell.
  - d. Recommendations in DTMP will require many years for full implementation, but many can be implemented in the near-term.
6. DuPont Plaza Two-Way Conversion (Full implementation requires approval by Florida Department of Transportation, Miami-Dade County, or both)
  - a. The traffic circulation system now used in the DuPont Plaza area forces all traffic destined for I-95 or Brickell Avenue to pass through the intersection of NE 2nd Avenue and NE 2nd Street, creating a bottleneck that causes queuing for many blocks in both directions when the Brickell Bridge opens.
  - b. An application for funding under the Transportation Outreach Program (TOPS) was filed November 7, 2000, and was awarded \$480,000 for FY '01-'02 to prepare the Project Development & Environment (PD&E) study to recommend a solution to the traffic circulation problem.
  - c. An additional \$1.3 million funding from TOPS has been authorized for FY '02-'03 for project design that will be based on the alternative selected in the PD&E. Subsequent funding of is yet to be secured for construction of the preferred alternative.
7. Tunnel Under Miami River at S.W. 1st Avenue (Full implementation requires approval by Florida Department of Transportation, Miami-Dade County, or both)
  - a. Project has been included in 2025 Long Range Transportation Plan.
  - b. Project is funded for \$250 million in the Peoples Transportation Plan, endorsed by Miami-Dade voters November 5, 2002.
  - c. PD&E to be initiated 2003 as part of Brickell Traffic Congestion Mitigation District (TCMD) plan.

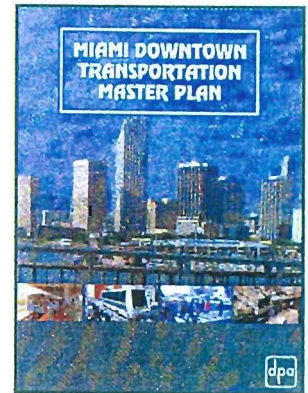
# Metropolitan Planning Organization (MPO)

Currently, the MPO is conducting two studies that may impact the Omni and Performing Arts Center areas:

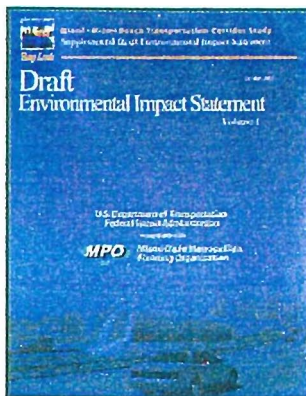
## 1. Downtown Master Plan

In coordination with the City of Miami and the Florida Department of Transportation (FDOT), the consultant firm of David Plummer & Associates is in the final phase for completing this study. The proposed improvements recommended in this study are still under consideration and have not been approved by the City or the County. However, the attached exhibits show all the recommended projects for the whole area:

- a. Brickell Area Improvements – Map
- b. Brickell Area Improvements – List of Projects
- c. CBD Area Improvements – Map
- d. CBD Area Improvements – List of Projects
- e. Omni/Overtown/Park West Area Improvements – Map
- f. Omni/Overtown/Park West Area Improvements – List of Projects

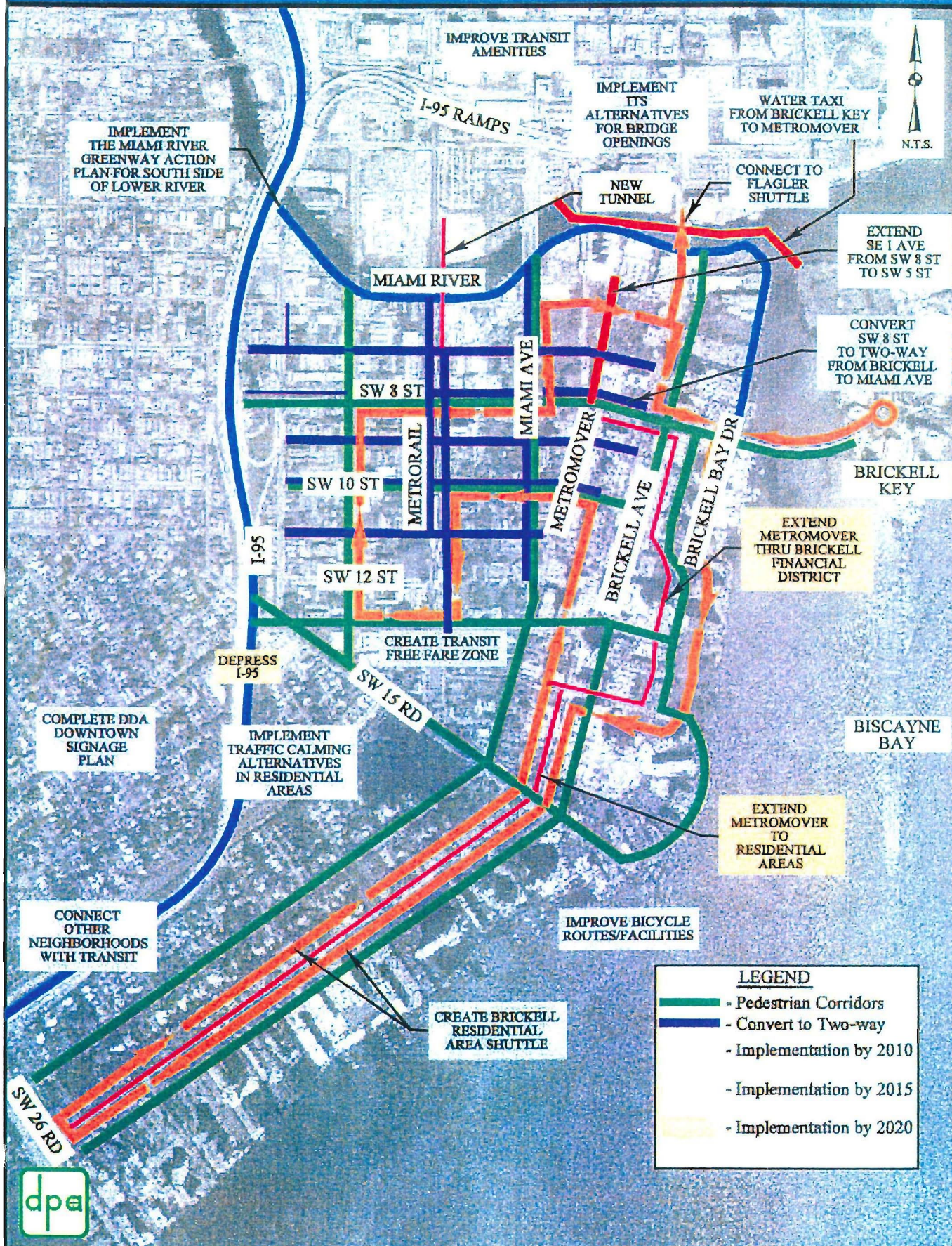


## 2. Baylink Study



The purpose of this study is to evaluate the feasibility of connecting downtown Miami and the South Beach area with a rail system. The tentative alignment will go from Government Center/Overtown through Miami's Downtown to Miami Beach and its Convention Center. The City of Miami Beach is in the process of evaluating the alternatives for selecting their local preferred alternative. The City of Miami already agreed with the study recommendations.

# Exhibit 1- Brickell Area Improvements

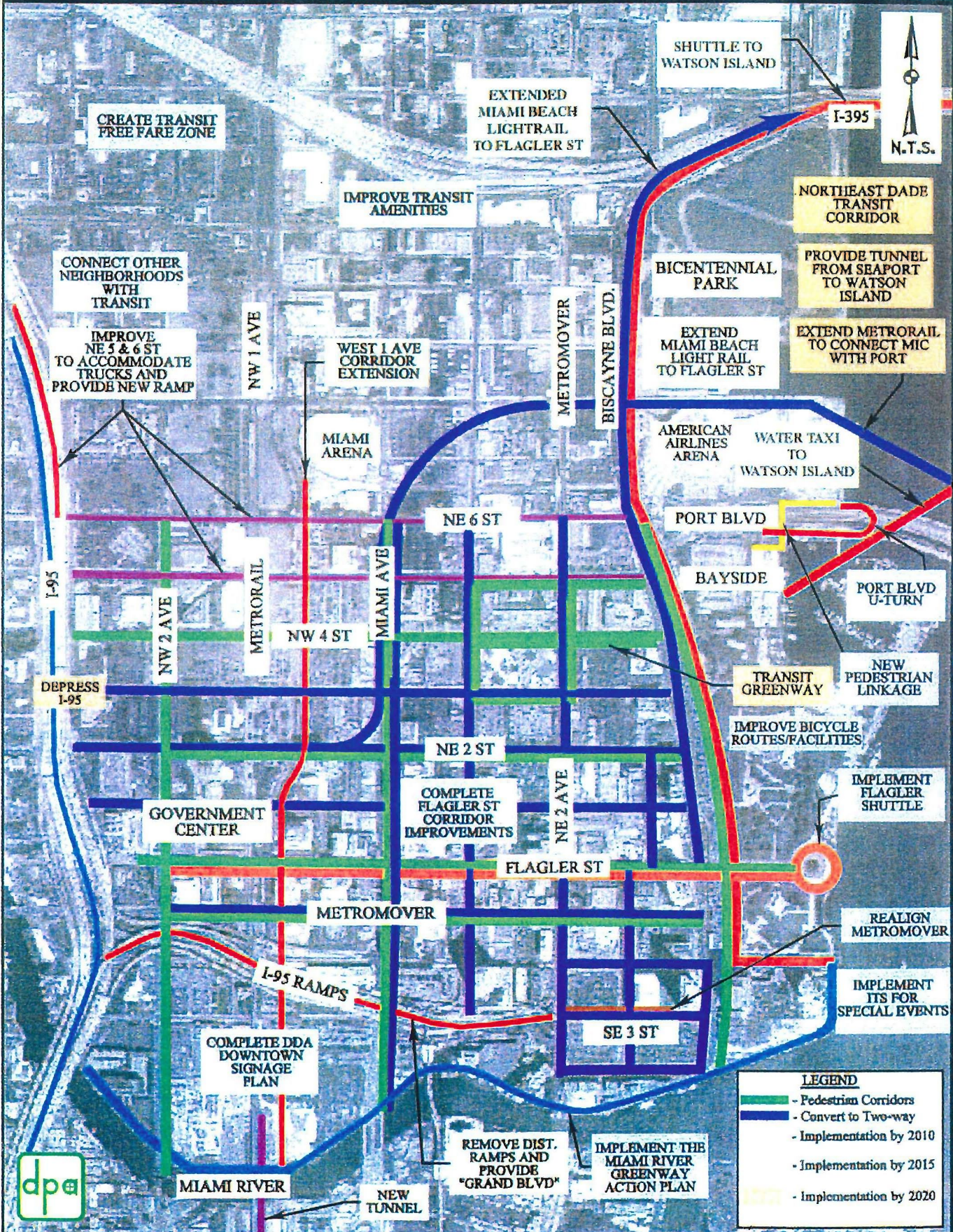


## Exhibit 2- Brickell Area Improvements

<u>Recommended Improvement</u>	<u>Phase</u>
Create a Transit Free-Fare Zone	1
Implement Intelligent Transportation Systems (ITS) alternatives to help with bridge openings	1
Improve transit amenities	1
Connect Brickell to other neighborhoods with transit	1
Develop pedestrian corridors	1
Implement Miami River Greenway Action Plan for the south side of the Miami River	1
Convert one-way streets to two-way streets	1
Connect Brickell Shuttle to Flagler Shuttle	1
Construct a new tunnel under the Miami River at SW 1 Avenue	2
Extend SE 1 Avenue from SE 8 Street to SE 5 Street	2
Complete Downtown DDA Downtown signage plan	1
Loop Metromover through the Brickell Financial District	3
Improve bicycle routes/facilities	1
Provide shuttle system for the Brickell residential areas	1
Implement traffic calming alternatives through Brickell residential areas	1
Extend the Metromover to SE 26 Road	3
Provide a water taxi from Brickell Key to the Riverwalk Metromover station	1
Depress I-95 and create a Grand Boulevard	3

Note: Phase 1: Implementation by 2010, Phase 2: Implementation by 2015, Phase 3: Implementation by 2020

## Exhibit 3- CBD Area Improvements



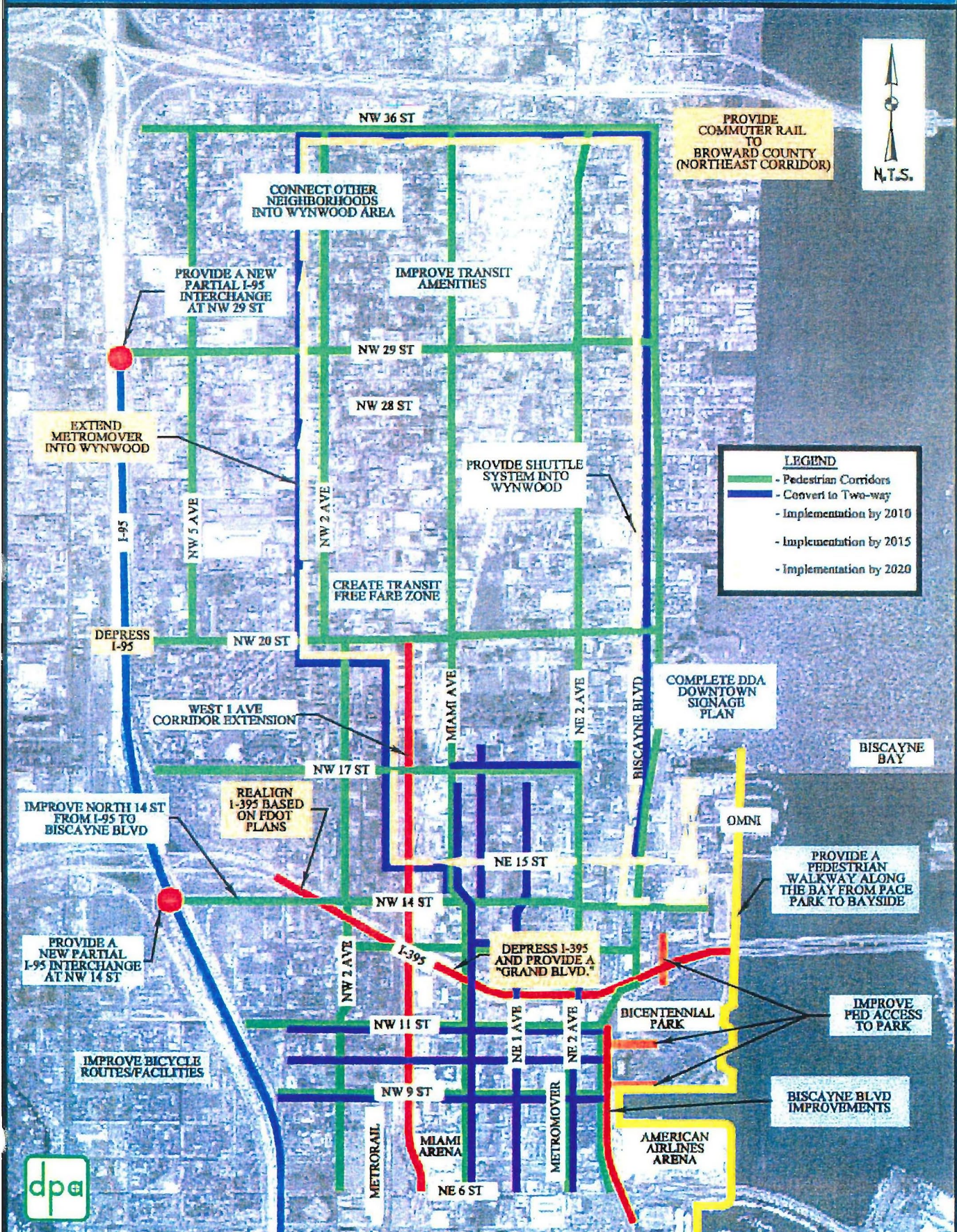
# Miami Downtown Transportation Master Plan

## Exhibit 4- CBD Area Improvements

<u>Recommended Improvement</u>	<u>Phase</u>
Create a Transit Free-Fare Zone	1
Provide pedestrian connections from Bayside to AA Arena	1
Extend Miami Beach light rail (Baylink) into downtown	2
Convert one-way streets to two-way streets	1
Improve transit amenities	1
Connect CBD to other neighborhoods with transit	1
Complete the Flagler Street Corridor improvements	1
Develop pedestrian corridors	1
Implement Miami River Greenway Action Plan for the north side of the Miami River	1
Re-align Metromover and add new station at DuPont Plaza area	1
Implement Intelligent Transportation System (ITS) for special events	1
Complete Biscayne Boulevard improvements	1
Construct a new tunnel under the Miami River at SW 1 Avenue	2
Complete DDA Downtown signage plan	1
Extend W 1 Avenue Corridor (Arena Boulevard)	2
Improve bicycle routes/facilities	1
Extend fixed guideway to AA Arena and Seaport	3
Remove Distributor Ramps and provide a Grand Boulevard on S 3 St	2
Implement Flagler Shuttle	1
Provide Port Boulevard U-turn	1
Implement shuttle system from Watson Island	1
Provide a Transit Greenway	3
Provide a I-95 NB on-ramp at NW 6 St to provide access to WB SR 836 &	2
Improve N 5 & 6 Streets for truck traffic	
Provide Commuter Rail to Broward County	3
Provide a water taxi from Watson Island	1
Depress I-95 and create a Grand Boulevard	3

Note: Phase 1: Implementation by 2010, Phase 2: Implementation by 2015, Phase 3: Implementation by 2020

# Exhibit 5-Omni/Overtown/Park West Area Improvements



## Exhibit 6- Omni/Overtown/Park West Area Improvements

<u>Recommended Improvement</u>	<u>Phase</u>
Create a Transit Free-Fare Zone	1
Extend Miami Beach light rail (Baylink)	2
Connect O/OT/PW with other neighborhoods with transit	1
Develop pedestrian corridors	1
Convert one-way streets to two-way streets	1
Implement Intelligent Transportation System (ITS) for special events	1
Provide a pedestrian walkway along the Bay from Pace Park to Bayside	1
Complete Biscayne Boulevard improvements	1
Improve pedestrian connections to Bicentennial Park	1
Provide tunnel from Seaport to Watson Island	3
Extend W 1 Avenue Corridor Extension	2
Implement DDA Downtown signage plan	1
Improve bicycle routes/ facilities	1
Provide a shuttle system into Wynwood	1
Depress I-395 to provide Grand Boulevard	3
Extend Metromover into Wynwood	3
Improve N 14 St from I-95 to Biscayne Blvd	1
Provide Commuter Rail to Broward County	3
Provide a new partial I-95 Interchange at NW 29 St	1
Provide a new I-95/NW 14 St Interchange	2
Depress I-95 and create a Grand Boulevard	3

Note: Phase 1: Implementation by 2010, Phase 2: Implementation by 2015, Phase 3: Implementation by 2020

## **Appendix “G”**

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### **Open-Cut Projects**

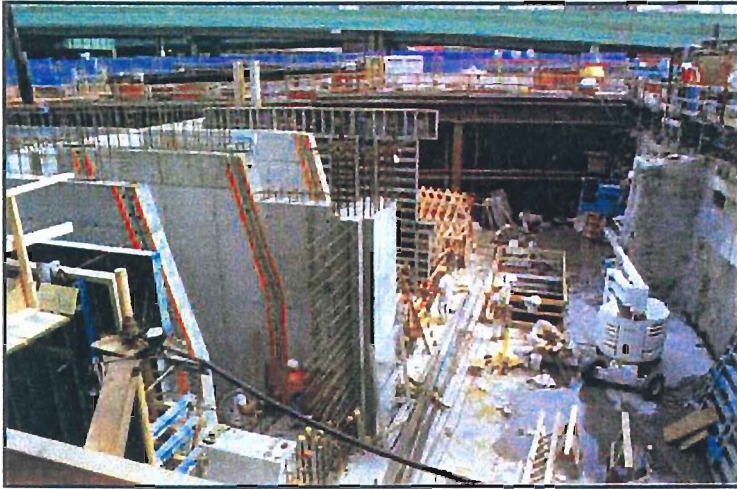
# I-75 Fort Washington Way Cincinnati, Ohio

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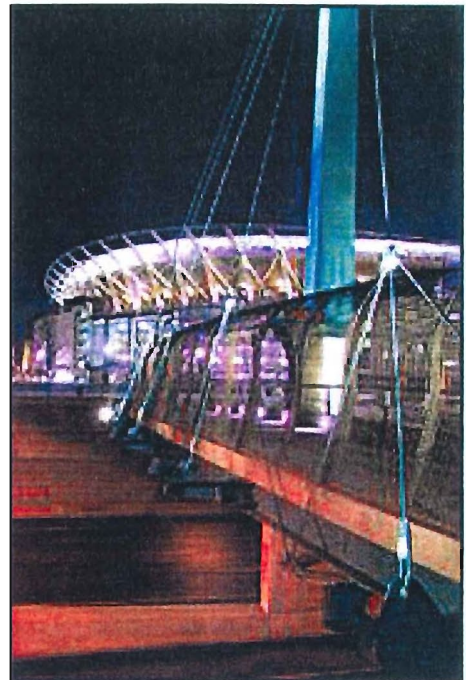
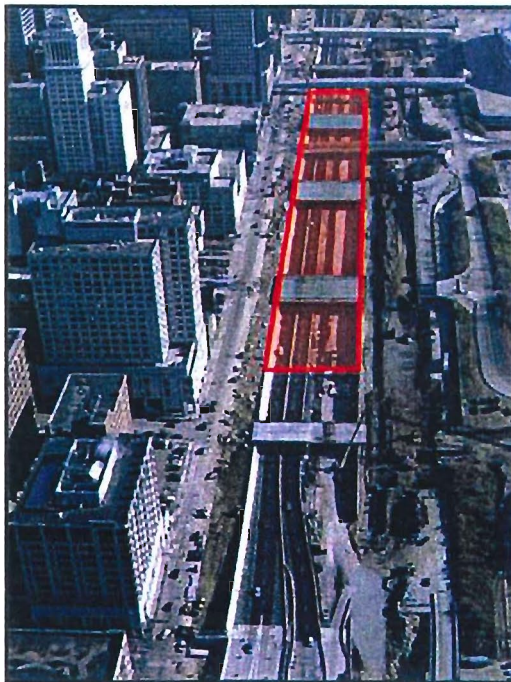


# Big Dig Boston, MA

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## **Appendix “H”**

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### **Summary of the Economic Impact of Current Strategies**

## **Appendix H – Summary of the Economic Impact of Current Strategies**

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### **Summary of the Economic Impact of the Performing Arts Center of Greater Miami**

The Construction of the PAC would generate a one time gross and net impact of \$690 million. On an ongoing basis the project would generate \$220 million in annual gross impacts and \$100 million in net impacts. The project would generate 6,300 construction jobs and 2,600 permanent jobs.

Economic impacts of the redevelopment of the Omni and Overtown / Park West neighborhood following construction of the PAC. Projections are based on total build-out of new office, residential, hotel, retail, and arts/cultural space.

1. One time gross impacts for the new real estate developments of between \$2.4 billion and \$3.8 billion, and net impacts of between \$1.2 billion and \$2.5 billion.
2. The creation of between 13,000 and 27,000 construction jobs over the 25-year period.
3. Gross ongoing economic impacts of \$170 million to \$280 million, and net ongoing impacts of \$90 million to \$190 million.
4. The creation of between 1,100 and 2,400 net new permanent jobs.

The PAC would generate new taxes for the City of Miami, Miami-Dade County, and the State of Florida.

1. City – between \$3 and \$4 million in net annual tax impacts
2. County – between \$6 and \$8 million in net annual tax impacts
3. State – between \$5 and \$8 million in net annual tax impacts.

Overall, the PAC project is projected to generate a net annual tax impact of between \$14 million and \$20 million.

A model was created to project the impacts of the PAC on Downtown Miami. One part of the model projects the amount of new construction that will occur in the future following the construction of the PAC. These projections include high, medium and low estimates of future development activity based on the capacity of the land in the neighborhood of the PAC. The low end scenario is the amount of development expected to occur if the PAC is not built, but the real estate market continues its current strong growth into the future. The medium and high projections are used to frame the amount of new real estate development that will occur in a 25 year time frame following the construction of the PAC.

### **Property Values**

Historic property values in the area were examined and compared against city and county totals to estimate the potential impact of increased property values.

For the purpose of the study, the boundary of the impact area included the Overtown / Park West Tax Increment Districts. From 1990 to 1999, these districts experienced virtually no growth in their

property base. For much of that period, both districts had property tax collections of 10 percent to 20 percent below 1990 levels.

### Revised 25 Year Development Projections: Miami Performing Arts District

	Low	Medium	High
Storefront retail/restaurants (s.f)	200,000-300,000	500,000	700,000
Apartment (units)			
High-Rise	2,000	3,000	4,000
Courtyard		1,000	2,000
Townhouse Residential (units)	50	150	300
Class A Office (s.f)	300,000	400,000	600,000
Suburban-style office (s.f)	100,000	200,000	300,000
Hotels (rooms)	100	300-400	800
Arts and Cultural Activities (s.f.)	150,000	250,000	400,000
Entertainment Industry Space (s.f.)	100,000	200,000	300,000

### Change in Taxable Property Values 1990-1999

Omni District	-7%
Overtown / Park West District	5%
City of Miami	19%
Miami-Dade County	49%
City of Miami Beach	110%

The property value model assumes that the construction of the PAC will enable taxable property values in the Overtown / Park West and Omni districts to grow at rates closer to the County overall than has historically occurred. It was conservatively projected that this rate would be half the historical county rate or approximately 25 percent over ten years. Without the boost from construction of the PAC, it is assumed the area will continue to grow at the historical rate determined to be approximately 0.75 percent annually over the long term.

## Historical Impact of Transportation Projects on the Overtown Community

### Background

The objective of the study was to assess the extent to which the Overtown area has been historically affected by major transportation projects and to suggest possible mitigation measures that would help preserve its integrity as a viable neighborhood and community in the future.

An interdisciplinary team of public administration/public policy analysts, economists, historians, and planners from FIU in conjunction with a sub-contractor, The Black Archives, completed a comprehensive analysis. The team reviewed and evaluated all previous studies of Overtown and government documents and newspaper stories related to transportation projects affecting Overtown dating back to 1950. In addition, historical census and business information on Overtown was collected and analyzed. The project team also interviewed key decision-makers involved in the policy process connected to these projects; the Black Archives interviewed 56 former and current residents of Overtown to document the public's perception of the impacts. Finally, the project team completed a less comprehensive review of the impacts of similar transportation projects dating back to 1950 in Atlanta, Jacksonville, Nashville, New Orleans, and Tampa to compare the experiences of these areas with Overtown.

### Major Conclusions

**1. Transportation and Urban Renewal Projects had a Major Impact on the Decline of the Overtown Community.** The historical review presented in this study of I-95, SR 836/I-395, Metrorail, Metromover, and Urban Renewal demonstrates that these projects taken together have had a devastating impact on the Overtown area and largely destroyed a once viable and stable African American Community. At the time most of these projects were being implemented (the period of 1965-70), the larger community thought that these projects were positive and progressive. For example, many outside of Overtown believed that these projects would revive the downtown area, eliminate some of the worst housing in Miami-Dade County, speed workers and tourists to and from the downtown central business district, and allow the downtown business area to expand. While many of these changes did take place, the larger South Florida community has never acknowledged to any great extent the damage done to Overtown because of these projects. Until recently, there has been little interest in taking corrective action even though numerous studies completed as early as 1971 have urged direct government intervention in Overtown to either slow its fall or to later revitalize it.

In 1950, Overtown contained 45 percent of the African American population in Dade County with a thriving central commercial area. Most historians and researchers described the community as self-contained and autonomous. For many in the African American community, it was a source of pride and this overall positive perception continues through today. In 1960, Overtown reached its peak in population with close to 33,000 persons and its business community, although already in modest decline, had 318 business establishments representing a diverse mix. After the projects analyzed in this study were completed around 1970, the Overtown area reached a bottom from which it has never recovered.

For example, the expressways and urban renewal directly displaced close to 12,000 people and another 4,830 people moved out during the decade of the 1960's for other reasons. In sum, from



1960 to 1970, Overtown lost 51.2 percent of its population and 33 percent of its businesses. In 1970, 15,935 persons, or only 8.4 percent of the African American population in Dade County, remained in Overtown and the area's significance and commercial importance had been seriously damaged.

## **2. Overtown's Internal Circulation System was Disconnected and the Community's Decline Accelerated After the Projects were completed.**

In addition to these major population and business displacements, the community's internal circulation system was left in shambles. The dead and useless space under the expressway structures became a wasteland and haven for undesirable people and uses, and the few homeowners in the area largely left with home ownership dropping from 12 percent to 5 percent between 1950 and 1970. The community continued to lose population and businesses well into the 1990's.

Today, Overtown has one of the highest poverty rates and worst (and cheapest) housing in Miami-Dade County. The population is now just under 8,000 persons and there are only 41 businesses left (in 1950, there were 389). Only 2 percent of the African-American population in Miami-Dade County resides in Overtown and 32.3 percent of the population lives in either public housing or government-subsidized housing.

## **3. Overtown's Decline Actually Began About a Decade Before the Transportation and Urban Renewal Projects Were Completed.**

The exodus of more prosperous and mobile African-Americans out of Overtown began right after World War II. Census information shows migration of residents into areas like Liberty City, Brownsville, and Edison, and other areas north and west of Overtown was already well underway as housing opportunities for African-Americans became available largely because of the Federal Housing Administration and Veterans Administration Mortgage Programs. This outward movement was never reversed and Overtown reached its lowest point sometime in the early 1970's, a bottom from which it has still not recovered. While Overtown might have declined very slowly anyway without the transportation and urban renewal projects, it is clear that the magnitude of the impact over such a short period of time did not allow the community the chance to mollify the adverse impacts of these projects. Simply stated, too many people and businesses moved out so quickly that the redevelopment cycle never had a chance. All those who could move left and others were forced to leave.

## **4. Little or No Corrective Action was taken in Overtown or in other Cities with Neighborhoods Similarly Impacted.**

The established pattern in Overtown was documented by using Census data and then confirming the details in interviews completed by the Black Archives of current and former residents. As early as the late 1940's, the most mobile professionals, business people, and other working and middle class African-Americans were already moving out of Overtown and into the new and expanding areas north and west. In the 1950's, their place was taken by in-migrants from outside of South Florida who were of lower income and needed less expensive housing.

Although there was a small percentage of home ownership in Overtown, the housing data show that apartments (commonly called "concrete monsters") largely replaced single-family homes during the 1950's. The out-migration of the most mobile had already begun and their places were taken by

African-Americans lower on the economic scale who moved into the newly built apartments. When the expressway and urban renewal projects of the mid 1960's came along, most of the remaining "shot gun" homes and other older, sub-standard dwellings were destroyed. Most of the housing units remaining in 1970 were apartments which were not attractive to the more prosperous and family oriented African-Americans. The area became so unattractive for the more prosperous members of the African-American community that they only returned to attend church. The area could no longer attract the mixed-income population of the old Overtown, circa late 1940's.

When Overtown was compared to other low income, minority neighborhoods in other cities impacted by transportation projects, the pattern was quite similar. The impacted neighborhoods lost a high percentage of their population and businesses and the disinvestment cycle set in. These areas have never recovered either. The pattern was present in Atlanta, Jacksonville, Nashville, New Orleans and Tampa.

The study also looked at adjacent minority neighborhoods in Miami and the comparison cities that were not affected directly by transportation projects. These areas can be thought of as non-equivalent control groups since the areas were matched to the extent possible, based on their demographics. However, the neighborhoods not affected by projects in all of the cities showed the same trends. Their populations were more stable or growing, they have better employment to population ratios, they have had larger percentages of home ownership, and they have faster growing incomes. In short, the unaffected areas do considerably better over the 1950-1990 period in terms of stability and positive social/economic growth than the areas impacted by transportation projects.

The comparative analysis also revealed that the projects in the 1960's involved little public participation, expressway mitigation actions were superficial, and attention to the impacted areas has been only very recent. Thirty-five years ago, the environmental justice requirement of extensive public participation was not required, though planners were compelled to seek some community input. Often, the standard public participation policy was not effective and disempowered groups were largely unheard. Thus, the impacts of these projects were almost always negative on the minority neighborhoods and none of these areas have appreciably revitalized over the last 30 years.

In summary, policy makers in these cities made mistakes in launching expressway construction and urban renewal and they took no immediate action to correct these mistakes. Reinvestment and direct intervention in the impacted areas decades after the projects were completed now seems to be of some interest in all comparison cities, although major redevelopment of these neighborhoods is now only in the beginning phases.

## **5. Former Residents of Overtown Uniformly Condemn Public Officials for Past Project Actions and Do Not Trust Them Regarding Future Actions.**

Interviews completed by the Black Archives document the views of a segment of the African-American community toward the decline of Overtown. A majority of those interviewed had moved out of Overtown many years ago. There is a clear consensus among this "community in exile" that they would like to see Overtown flourish again and at least have a portion of it serve as an historic area for African Americans in South Florida. Many of those interviewed still attend church in the area and are supportive of economic revitalization.

Also, this group uniformly condemns past public actions in this area and even questions the motivations of the past decisions makers responsible for these projects. There is considerable distrust of past and present decision makers in the transportation area and a strong desire among most to have their hometown a place founded by their parents and grandparents revived. They describe the Overtown of the past as a “city within a city” where the bonds of the community were strong. No other area in Miami-Dade County seems to have the same meaning for African-Americans.

#### **6. Overtown Can Never Regain Its Past Glories; It is a Different Place with a Different Population Today. Yet Positive Change Needs to Occur and the Reinvestment Cycle Started Again.**

Although the Old Overtown, circa 1940's, will be difficult to recreate, a transformed and stable African/Caribbean community may be possible. Michael Porter, writing in the February 1997 Economic Development Quarterly makes a strong case for how to view the inner city neighborhoods of the future.

The best and only way to develop the economies of inner cities is to make them attractive and welcoming places in which to invest and do business, both for residents and non-residents....There is a continuing, vital role for government in inner city economic development, a role focused not on direct intervention and heavy reliance on operating subsidies to attract companies, but on creating a favorable environment for business and housing especially through upgrading the infrastructure.

The implication of this view is that all levels of government should focus on infrastructure improvements and make the area attractive for redevelopment purposes. At the heart of the revived Overtown could be the Folklife Village (between NW 8<sup>th</sup> and NW10<sup>th</sup> Streets and NW 2<sup>nd</sup> and NW 3<sup>rd</sup> Avenues), but the rest of the area will very likely follow the broader economic development patterns already occurring in Miami, especially the revitalization of the downtown and Brickell Avenue areas.

### **Recommendations**

Any additional state transportation projects like the State Project Number 87200-1532 (SR-836/I-395 from NW 17<sup>th</sup> Avenue to the MacArthur Causeway Bridge) will have to abide by the Environmental Justice guidelines. Executive Order 12898 signed by President Bill Clinton in 1994 requires each federal agency to develop strategies to avoid disproportionately high and adverse impacts on minority and low income populations. Although this pending project will have only some small and very marginal impacts on Overtown, it would be helpful to Overtown if transportation authorities in South Florida recognize that previous projects have had some negative consequences and agreed to take some creative action within the limits of their respective resource capabilities. Below are a short list of transportation related projects that, if implemented, would demonstrate to the Overtown Community that the transportation authorities are willing to make up for some of their most serious mistakes of the past.

Since expressway projects are almost always going to affect low income, minority communities negatively, reinvestment or positive intervention should be taken at the time or shortly after these projects are completed. Allowing negatively impacted communities to go decades without corrective action or direct assistance is simply bad public policy.

## **Transportation Related**

These recommendations emphasize what the Florida Department of Transportation (FDOT), the Metropolitan Planning Organization (MPO), the Miami-Dade County Commission, The City of Miami, and other transportation related authorities and agencies have some jurisdiction over. The overall goal of these recommendations is to improve the circulation system in Overtown and improve its physical appearance so that it becomes more attractive for current and future residents and businesses. The recommendations below are premised on reviving the hub of the commercial areas on NW 2<sup>nd</sup> and 3<sup>rd</sup> Avenues, and NW 14<sup>th</sup> Street. This area in the future will serve not only the current residents of the area but could also become a destination point for tourists and other people in South Florida.

### **1. Improving Signage on the Perimeter of the Area**

The perimeter of Overtown needs be highlighted using historical symbols and markers to enhance the gateway character and identity of the area. In addition the signage should direct people to the heart of Overtown-the Folklife Village. In particular, there need to be key points of entry and directions on the western boundary of NW 7<sup>th</sup> Avenue at NW 5<sup>th</sup>, NW 7<sup>th</sup>, NW 8<sup>th</sup>, NW 9<sup>th</sup>, NW 10<sup>th</sup>, NW 11<sup>th</sup>, NW 14<sup>th</sup>, NW 17<sup>th</sup>, and NW 20<sup>th</sup> Streets. These streets are currently all through streets, although three of them, NW 7<sup>th</sup>, NW 8<sup>th</sup>, and NW 9<sup>th</sup> are one-way. If possible, all these cross streets should be made two-way to simplify the circulation system and make it easier to access Overtown from the west.

### **2. Improving Signage on Exit Ramps**

Drivers exiting north and south from I-95, east from SR 836 and I-395, and west from I-395 should be directed to the Historical Life Village or tourist center and the main commercial districts on NW 2<sup>nd</sup> and 3<sup>rd</sup> Avenues, and NW 14<sup>th</sup> Street. The current signage for the Miami Arena should be used as a model.

### **3. Redesigning an Important Entrance Ramp**

The ramp to northbound I-95 from NW 3<sup>rd</sup> Avenue needs to be redesigned and NW 3<sup>rd</sup> Avenue made a two way street. The entrance ramp should be redesigned so that southbound NW 3<sup>rd</sup> Avenue traffic can access the northbound on-ramp. This would further improve the circulation system and make the commercial area more accessible. Someone leaving the commercial area and going south now runs into a dead-end street.

### **4. Opening Up Dead-End Streets**

There are a number of dead-end streets under the expressway structures and the streets bordering the FEC railroad tracks. The feasibility of opening these streets should be examined to further improve circulation. Currently, NW 12<sup>th</sup> and NW 13<sup>th</sup> Streets dead-end into I-95 and make it difficult for pedestrians and others on the east side of I-95 to have direct access to the Booker T. Washington School. The feasibility of building a bike or pedestrian path from Douglas Elementary School under I-95 at about NW 12<sup>th</sup> and NW 13<sup>th</sup> Street should be examined. This path would connect the two schools and the adjacent parks more directly.



In addition, on the east side of Overtown, NW 13<sup>th</sup>, NW 15<sup>th</sup>, NW 16<sup>th</sup> and NW 17<sup>th</sup> Streets dead-end at the FEC railroad tracks. These streets should be reopened to two-way traffic to further improve the circulation within the area.

#### **5. Connecting the Residential Area in Northeast Overtown More Directly with Booker T. Washington School**

There needs to be a walkway or bikeway and/or a pedestrian bridge that will allow residents, and particularly children living in northeast Overtown, to have more direct access to Booker T. Washington School. Currently, the midtown interchange does not allow this type of north-south access for residents. This recommendation would help to overcome some of the unnatural partitioning of the community since the interchange was built.

#### **6. Completing the Metromover Loop**

The feasibility of completing the Metromover Loop from the Miami-Dade County School Board Offices either south along the FEC railroad tracks to the Government Center Metrorail Station or southwest to the Overtown Shopping Center and westward to the Culmer Station should be examined. The purpose would be to fully connect the Metromover system, which now excludes the northeastern portion of Overtown. The connection would facilitate the movement of Overtown workers to downtown jobs as well as to jobs north and west of Overtown.

#### **7. Improving the Physical Appearance and Safety Underneath the I-395 Structures.**

Currently, the area underneath the I-395 structures from the midtown interchange to Biscayne Boulevard is an unattractive wasteland. Every effort should be made to develop a plan for landscaping, filling (berm), or converting the space into commercial or recreational space.

#### **8. Building More Exit and Entrance Ramps into Overtown.**

The Florida Department of Transportation is currently considering changes to the SR 836/I-395 corridor under State Project Number 87200-1532. To improve circulation in Overtown, every attempt should be made to make the Folklife and commercial areas more accessible from the expressway. Accordingly, an exit ramp from I-95 going north at about NW 14<sup>th</sup> Street and an exit ramp from I-395 going west at about North Miami Avenue (or further west if feasible) which would connect through signage the NW 14<sup>th</sup> Street commercial area should be evaluated. An entrance ramp to I-95 going north at about NW 22<sup>nd</sup> Street and an entrance ramp from NW 12<sup>th</sup> Street to I-395 going east should also be considered. Along with the signage mentioned earlier, these changes would improve the circulation system. Changes in ramps would be more problematic according to FDOT engineers for design and safety reasons.

#### **9. Increasing Retail Opportunities at the Culmer and Miami Arena Metrorail Stations.**

Current usage of the Culmer Metrorail Station is low and the amount of space devoted to empty parking lots is excessive. This space needs to be looked at again, particularly areas with some commercial/retail potential.

## **10. Developing a Circulator Bus System for Overtown**

Although there are bus routes and private jitney services in the area, another very important way of improving the circulation patterns within Overtown would be to develop a local circulator bus system.

### **Economic Development Related**

Since this study has emphasized transportation related recommendations, only a few critical economic development approaches that need to be a part of any more comprehensive look at the Overtown Area are suggested.

#### **1. Finding a New Use for the Miami Arena**

The City of Miami and its Sports Authority need to complete an adaptive re-use study of the Miami Arena. The few positive economic gains made in the area around the arena could be jeopardized without a viable arena.

#### **2. Including Overtown in Other Planning Authorities**

The boundaries of the Downtown Development Authority should be extended to include all of Overtown. This would allow Overtown to take advantage of funding opportunities and projects endorsed by the DDA.

#### **3. Encouraging Home Ownership in Overtown**

The Miami-Dade Housing Authority is now in the process of selling 145 public housing units to the private sector. When these units are rehabilitated and sold, residents will have more of a stake in the area. Research has consistently demonstrated that home ownership leads to better-maintained property and a desire to make the community a safer and cleaner place to live. Since about a third of the housing in Overtown is owned by the government or subsidized, the Miami-Dade Housing Authority should be encouraged to develop low cost owner occupied units.

#### **4. Supporting the St. John's Plan for Overtown**

The St. John Community Development Corporation's economic redevelopment plan for Overtown is the most comprehensive strategy currently available for the area. All interested parties should continue to support the implementation of this plan.

#### **5. Facilitating Private Sector Housing Development in Overtown**

The City of Miami should continue to be encouraged to develop more affordable housing units and office complexes for the 240 acres east of I-95, west of the Miami Arena, north of the US Post Office, and south of the Folklife Village. The area around Poinciana Village represents one of the few private market developments in Overtown, and when this area fills in residentially, new businesses will come as well. These are the kind of projects that can restart the revitalization cycle.

The irony of the negative impacts of transportation projects on Overtown is that the original route for I-95 in Miami back in the early 1950's called for the expressway to follow the FEC railroad tracks and



largely by-pass the heart of the Overtown Community. As resistance to this original route was mobilized, the Overtown community did not respond with an organized voice and the ultimate route chosen a few years later bisected the community and cut it into parts.

This report should be used as a model for the planning and implementation of future transportation projects. Adverse impacts that transportation projects may have on stable communities need to be taken very seriously.

## **Omni Area Redevelopment Plan - 1987 (Currently Under Revision)**

Substantial redevelopment has occurred in the Central Business District of Downtown Miami and along Brickell Avenue, which has resulted in significant spin-off development. This redevelopment pattern is not evident, however, in the Omni area located just north of the Central Business District (CBD). Although some of the parcels in the area have been improved on a scale comparable to Brickell and the CBD (e.g., the Omni/Venetia complex, one of the largest and most substantial concentrations of development constructed by a single developer within the State of Florida in recent years), none have generated significant redevelopment spin-offs. Instead, the developers of these projects have been confronted with high vacancy rates and the highest petty crime rate in the City of Miami, a phenomenon that appears to center almost entirely around the Omni, a mixed use development constructed in the 1970s. Much of the land in the area, which is bounded by I-395 to the south, the FEC right-of-way to the west, N.E. 20<sup>th</sup> Street to the north and Biscayne Bay to the east, remains underdeveloped and in blighted condition, particularly west of NE 2<sup>nd</sup> Avenue. The Omni Area Redevelopment Plan examines several development alternatives of varying degrees of public involvement that should be considered in order to stimulate economic development and investment activities in the area.

The Omni Area Redevelopment Plan proposes a comprehensive and coordinated approach to the revitalization of the area with the following recommendations:

1. Economic Development Activities.
  - a. Identification of a development strategy that will result in the redevelopment of the area's significant holdings of consolidated, vacant or underutilized land, thereby bringing new economic vitality to the area and to the city. In order to facilitate and expedite the revitalization process, the City of Miami should consider undertaking land acquisition activities, with priority being given to large parcels that will require a minimum of residential or commercial relocation. In the event that relocation proves necessary, this plan will be amended with all relocation activities fully conforming to the Uniform Relocation Act of 1970.
  - b. Establishment of a Tax Increment District. The plan recommends the establishment of a tax increment district to fund needed public improvements and programmatic activities that will lead to the revitalization of this area. Funds generated through the establishment of the district could be used for street improvements and other public infrastructure improvements (including parking structures), land acquisition, and the administration of the City sponsored economic revitalization program in the area. It is important to note that tax increment funds are generated from property value increases and not through tax rate increases. Instead, the tax base is theoretically frozen at a particular tax year with any future increases in property values being collected and spent exclusively within the area. If the tax increment district is



established prior to January 1, 1987, first year funding would be estimated at \$1.5 million (due to Plaza Venetias entrance into the tax rolls at that time). The City's financial advisors have suggested that up to \$13 million could be floated in bonds as a result of the increment

- c. Expansion of economic activity within the area through the recruitment of new economic anchor uses currently not present in the area, but for which market support can be identified. Special attention will be focused on attracting new businesses to now vacant buildings. The range of uses to be researched include port-related activities, film/media and fashion industries, exhibition hall, and downtown support services.
- d. Utilization of existing and potential economic development incentives contained in the newly established Florida Enterprise Zone Act.

## 2. Modification of Existing Zoning.

- a. Creation of a SPI-6.1 zoning district to be applied to the area bounded by Biscayne Bay, NE 13<sup>th</sup> Street, North Bayshore Drive, and Margaret Pace Park. This new district should permit high intensity mixed use development similar to SPI-6 but subject to inclusion of the housing on-site or payment in-lieu thereof to the City of Miami's Affordable Housing Trust Fund.
- b. Creation of a SPI overlay district for the CR-3/7 district north of NE 17<sup>th</sup> Terrace that would provide a floor area ratio increase up to a total FAR 2.41 for inclusion of housing on-site or payment thereof to the city of Miami's Affordable Housing Trust Fund.
- c. Creation of an SPI overlay district for the commercial zoning districts located west of NE 2<sup>nd</sup> Avenue that would contain design guidelines to insure that that wide variety of commercial and light industrial uses permitted would not create adverse visual or physical impacts on one another.

## 3. Enhancement of Community Facilities and Services

- a. Improvement of code enforcement and police protection in the area.
- b. Refurbishment of Biscayne Boulevard to create a visual and functional link between the Omni area and the rest of downtown, and establishment of a gateway feature at NE 13<sup>th</sup> Street and Biscayne Boulevard. Encouragement of development of a (pedestrian level) sidewalk café district along Biscayne Boulevard between NE 15<sup>th</sup> and NE 17<sup>th</sup> Streets.
- c. Improvement of Bicentennial Park and the FEC Bayfront tract to provide a sequence of visitor attractions linking the Omni area to the Central Business District.
- d. Development of an urban landmark at the intersection of North Miami Avenue and NE 14<sup>th</sup> Street.
- e. Requirement for the new developments to provide uninterrupted walkways along the Bay to establish a baywalk linkage between Pace Park and Bicentennial Park. Provision of a pedestrian crossing at MacArthur Causeway.
- f. Review of public right-of-ways at corners of NE 4<sup>th</sup> Avenue at NE 17<sup>th</sup> and NE 19<sup>th</sup> Streets for better utilization. Refurbishment of NE 14<sup>th</sup> Street east of NE 1<sup>st</sup> Avenue to create an east west pedestrian corridor.



- g. Consideration of retaining Miramar Elementary School to serve the high density residential development projected for the Omni and Edgewater neighborhoods.

#### 4. Transportation Improvements

Numerous traffic studies have identified physical capacity improvements to the street system in order to relieve rush hour congestion, reduce vehicular turning movements, and promote lot assembly for redevelopment. The improvements, for the most part, would be limited to the use of existing public right-of-way in order to minimize the social and economic impacts of extensive new acquisition programs.

The recommended improvements include:

1. Construction of the planned Omni Extension of the Metromover system, with an additional station built to serve the Herald Plaza area ( to be funded by the adjacent developer)
2. Reconstruction/redesign of the intersection of North Miami Avenue and NE/NW 14<sup>th</sup> Street to improve alignment.
3. Examination of the existing I-395 interchange (in the vicinity NE 1<sup>st</sup> Avenue and NE 2<sup>nd</sup> Avenue) for possible efficiency improvements.
4. Reconstruction of NE 2<sup>nd</sup> Avenue north of NE 13<sup>th</sup> Street and North Miami Avenue north of NE 17<sup>th</sup> Street to provide two southbound through lanes with center turn-lanes.
5. Extension of NE 20<sup>th</sup> Street to Biscayne Boulevard from its present eastern terminus at NE 2<sup>nd</sup> Avenue through right-of-way acquisition and improvement.
6. Redesign/restriping of Biscayne Boulevard to improve traffic flow and maneuvers.
7. Realignment of NE 14<sup>th</sup> Street east of North Bayshore Drive to eliminate offset intersection at North Bayshore and to connect to Herald Plaza.
8. If a convention center is constructed, its cost should include relocation of the Metromover guideway and station to serve the center.

## **FEC Corridor Strategic Redevelopment Plan 2002**

### ***Guiding Redevelopment Principles***

The plan was shaped by certain “guiding principles” that were first articulated in the “Findings and Recommendations Report” of the FEC Task Force then echoed during the subsequent community conversations in Wynwood, Edgewater, and Little Haiti.

The interrelated guiding principles include:

1. The need to create a diverse and sustainable economy
2. The vision of an urban-scale, mixed use redevelopment plan
3. The need for a balanced and integrated transportation system
4. The development of a spectrum of housing choice and opportunity.

### ***The Competitive Advantage of the FEC Corridor***

In order to chart a meaningful direction for the redevelopment of the FEC corridor it is vital that the existing competitive advantages of the FEC Corridor be identified and enhanced.

The competitive advantages of the FEC Corridor include:

1. Proximity to Downtown and other employment centers
2. Rail access and proximity to major freeways, expressways and arterial circulation system
3. Presence of “known” city districts including the Design, Fashion and Arts, and Entertainment Districts
4. The FEC Buena Vista site as a major redevelopment opportunity
5. Significant inventory of industrial and warehouse properties
6. Proximity to Biscayne Bay and Miami Beach

### ***Overall Redevelopment Strategies***

The FEC Corridor Strategic Redevelopment Plan recommends specific “Implementation Strategies” and accompanying “Action Steps” for the four (4) substantive elements of the plan: transportation, economic development, housing, and streetscapes. The proposed strategies seek to build on the plan’s guiding principles and enhance the existing competitive advantage of the FEC Corridor. The implementation strategies offer practical redevelopment concepts that can be implemented in a timely manner.

#### **A. Transportation**

##### **1. Premium Transit Service**

The plan recommends the development of a premium transit system utilizing the existing spine of the FEC Corridor and its right-of-way. The transportation strategy is predicated on the vision that the FEC Buena Vista site will be redeveloped into a high density, transit oriented, urban “mid-town” center and that the larger corridor, distinguished by the Design, and Arts and Entertainment, Districts and Little Haiti, will become growing magnets for business, entertainment and tourism.

The transit strategy recommends both “near-term” and “long-term” light rail alternatives. The near-term strategy entails an electric trolley that would operate in mixed traffic and provide service from NE 79<sup>th</sup> street south to the Government Center. Alternatives have been proposed that would include utilization of the FEC right of way in combination with NE 2<sup>nd</sup> Avenue. The long term alternatives involve the same alignment, but would include provisions for a trolley line that would operate on its own exclusive right of way.

##### **2. Roadway Improvements**

In addition to the development of the premium transit service for the FEC Corridor, the overall transportation strategy also includes a series of roadway improvements to address existing conditions and to mitigate against anticipated redevelopment activity. Roadway improvements including widening and realignments are recommended for NE 29<sup>th</sup>, NE 34<sup>th</sup> Streets and NE 36<sup>th</sup> Street in anticipation of the high density redevelopment of the FEC Buena Vista site. Other recommendations include the reconfiguration of key intersections including NE 2<sup>nd</sup> Avenue at NE 29<sup>th</sup> and 36<sup>th</sup> Streets, and having North Miami Avenue function as a four-lane minor arterial to handle projected traffic volumes

## B. Economic Development

The plan recommends five economic development strategies and accompanying action steps. The implementation strategies include:

- a. Funding priority be given to the proposed redevelopment concepts for the FEC Buena Vista Mixed Use District, the Arts and Entertainment District, and the Little Haiti Commercial Corridor.
- b. A manufacturing retention and expansion strategy that would include economic incentives, public infrastructure improvements, and the creation of a manufacturing district.
- c. An integrated transportation system to maximize the economic potential of the FEC Corridor.
- d. Expansion of the retail sector to improve and diversify the economic base of the FEC Corridor.
- e. Development of a marketing plan for the FEC Corridor that coordinates and integrates existing marketing efforts and promotes the strategies of the redevelopment plan.

## C. Housing

The plan recommends five housing implementation strategies and accompanying action steps. The implementation strategies include:

- a. Using the proposed zoning changes as a “planning tool” for housing choice
- b. Removing existing barriers to infill housing development and housing rehabilitation
- c. Targeting existing community development and housing resources to the FEC Corridor including the development of a model block program
- d. Creating a new housing financing mechanism.

## D. Streetscapes

The plan recommends five streetscape implementation strategies including:

- a. Creation of an FEC right-of-way linear greenway extending from NE 79<sup>th</sup> Street south through the entire study area.
- b. Utilization of the proposed FEC Buena Vista mixed use grid as a prototype throughout the FEC Corridor area.
- c. Creation of a highly visual and functional east-west roadway connectors
- d. Creation of community “gateways” in Little Haiti and Wynwod/Edgewater areas.
- e. Creation of pedestrian oriented improvements on Biscayne Boulevard including a planted median between NE 14<sup>th</sup> and NE 36<sup>th</sup> Streets.

\* Source: Kimley-Horn & Associates.