



# STRATEGIC MASTER PLAN

December 6, 2016  
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**WHY IS MDX DOING MASTER PLAN?**

**WHY MDX**

**WHAT IS THE ROLE OF MDX?**



- **Mobility**
- **Quality of life**
- **Economic development**

## A BALANCED TRANSPORTATION PLAN

- All of our roadways are congested and deteriorating rapidly
- Its not a transit vs roadways
- Pitting transit vs other mobility modes is a fallacy
- Transit requires roads and corridors
- MDX provides the major single funding source to help deal with congestion
- Goods and products cannot move by transit

# APPROACH

ESTABLISHED UNDERPINNING IDEAS FOR MDX, ROLE, MOBILITY, GROWTH, ECONOMY, TECHNOLOGY

BOARD AND TEAM COLLECTIVELY IDENTIFIED IDEAS, PROJECTS, MECHANISM TO EVALUATE IN THE SMP

BOARD DISCUSSION ON APPROACHES AND PRIORITIES

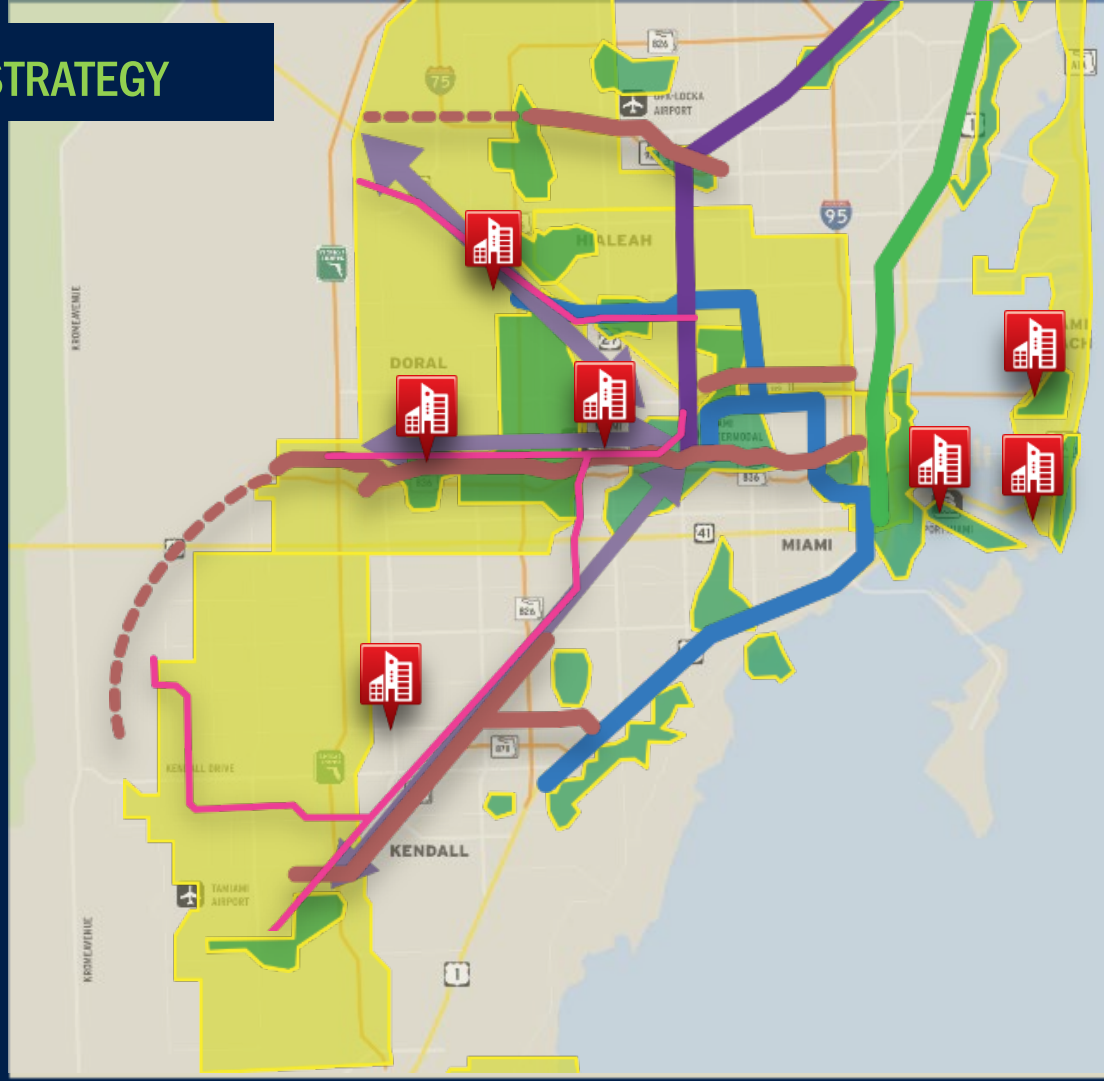
SELECTING THE PROJECTS

PUTTING IT ALL TOGETHER

EXECUTION PLAN

# THE PROJECTS

# INTEGRATED STRATEGY





# PROJECTS



## MODERNIZING MOBILITY

- 01 XT Lanes
- 02 Doral Intermodal Center
- 03 West Kendall Intermodal Center
- 04 Miami Beach Intermodal Center I-195
- 05 Miami Beach Intermodal Center MacArthur Causeway



## OPENING ACCESS

- 01 SR 924 Gratigny On-Off Ramp at N.W. 67th Ave
- 02 SR 836 On-Off Ramp at N.W. 97th Ave
- 03 SR 112 On-Off Ramp at N.W. 37th Ave
- 04 SR 836 Off Ramp at N.W. 37th Ave
- 05 37th Ave Bridge Connection



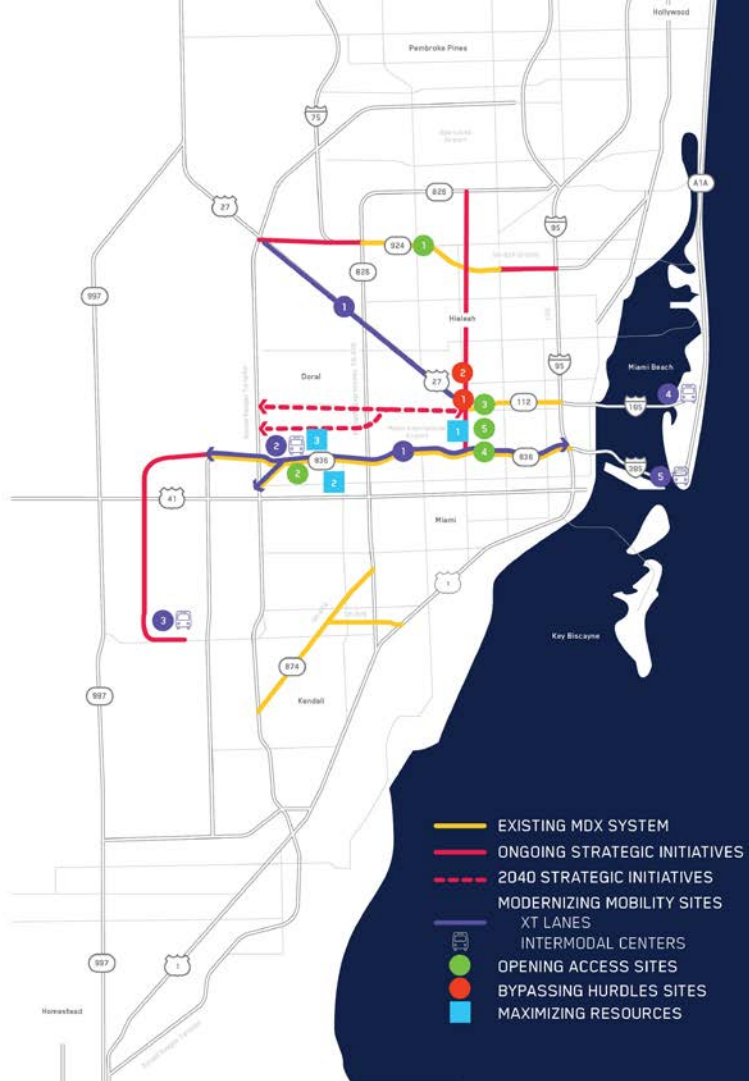
## BYPASSING HURDLES

- 01 Exit Improvements SR 112 at N.W. 42nd Ave and N.W. 36th St
- 02 Ramp Okeechobee Rd and N.W. 42nd Ave



## MAXIMIZING RESOURCES

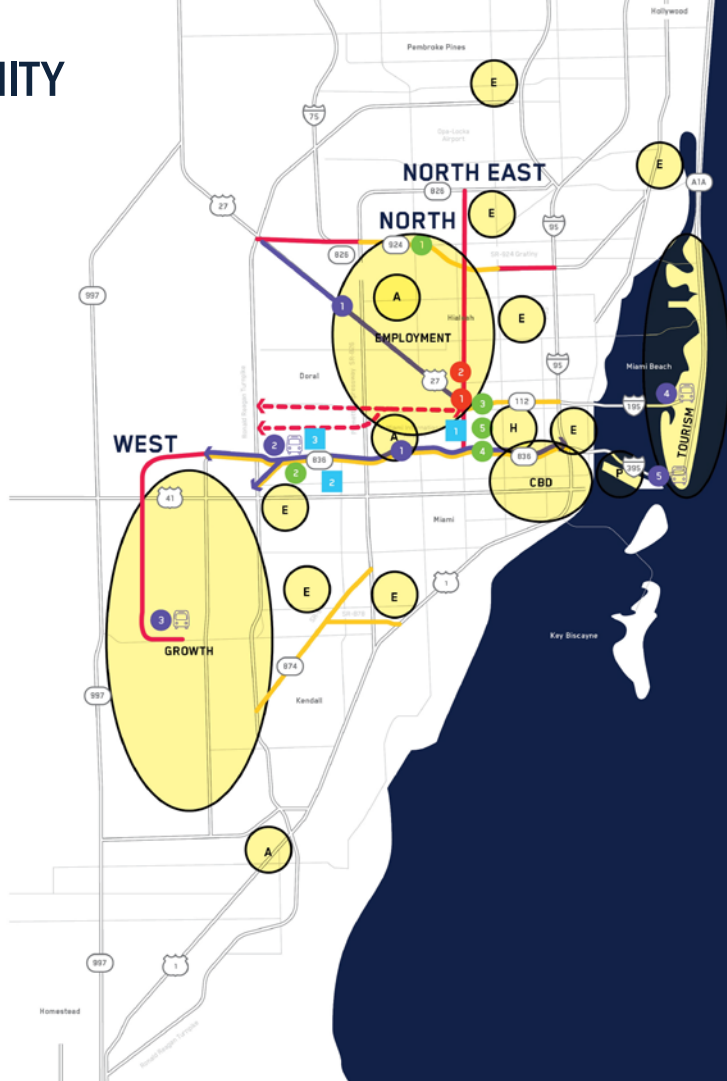
- 01 Miami Intermodal Center Redevelopment Parcel
- 02 Potential Development Parcel N.W. 87th Ave
- 03 Potential Development Parcel N.W. 97th Ave



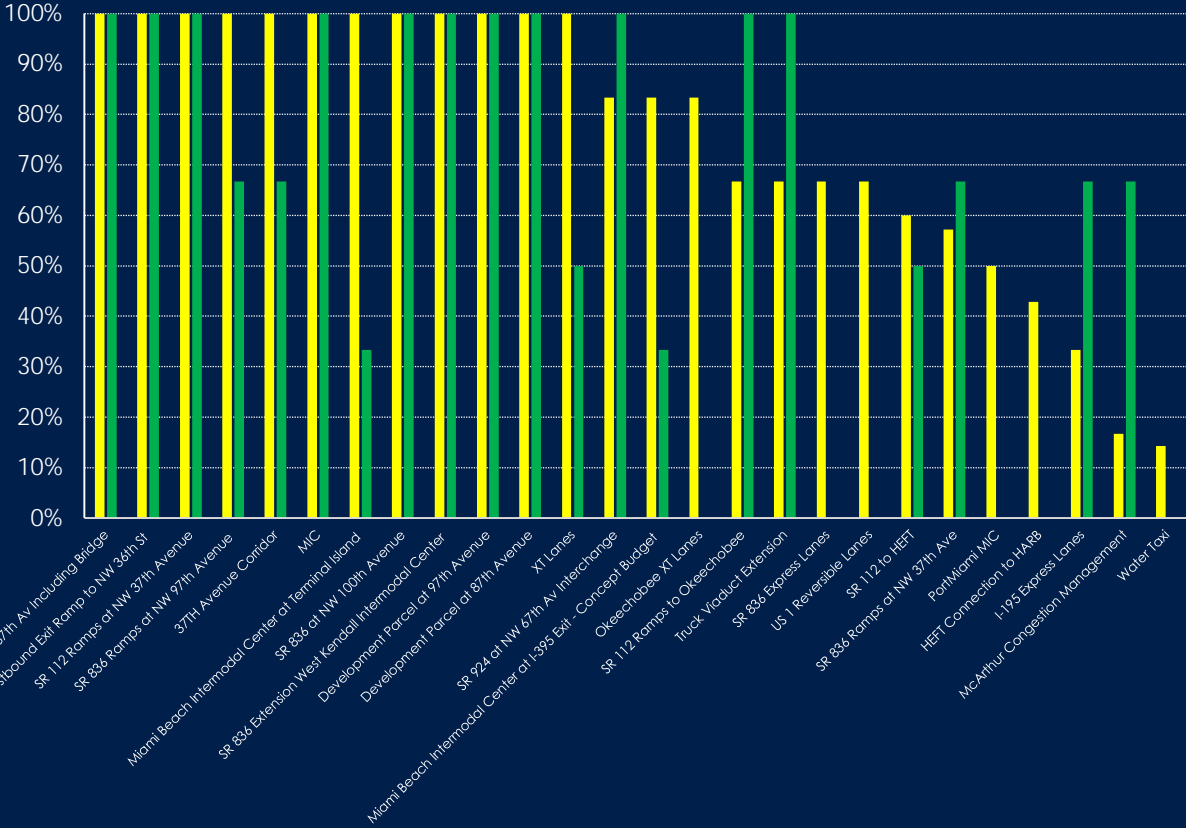
- EXISTING MDX SYSTEM
- ONGOING STRATEGIC INITIATIVES
- 2040 STRATEGIC INITIATIVES
- MODERNIZING MOBILITY SITES
- XT LANES
- INTERMODAL CENTERS
- OPENING ACCESS SITES
- BYPASSING HURDLES SITES
- MAXIMIZING RESOURCES

# INTERCONNECTING OUR COMMUNITY

- Tourism
- Health
- Arts
- Education
- Transport
- Employment
- Growth



# POLLING



■ Board ■ Staff

# AN INTEGRATED SYSTEM

- Total mobility solution – highway > transit > parking
  - Highway capacity
  - XT lanes
  - Connectivity improvements
  - Parking hubs
  - BRT lanes and corridors
- Connecting the major economic development areas and population growth zones
- Inclusion and participation in the evolution of technology
- Integrated pricing based on mobility options

# TIER 1 PROJECTS

- **1-3 years**

- SR 924 at 67<sup>th</sup> Avenue Interchange
- SR 112 Ramps at NW 37<sup>th</sup> Avenue
- Miami Intermodal Center
- Intermodal Center SR 836 at NW 100<sup>th</sup> Avenue
- SR 836 Ramps at NW 97<sup>th</sup> Avenue
- Development Parcel at NW 97<sup>th</sup> Avenue
- Development Parcel at NW 87<sup>th</sup> Avenue
- XT Lanes - pilot

- **5 to 10 years**

- SR 112 Westbound Exit Ramp to NW 36<sup>th</sup> Street
- 37<sup>th</sup> Avenue Corridor
- SR 836 Extension West Kendall Intermodal Center

# TIER 2-4 PROJECTS

- **Tier 2 - 5 to 10 years**
  - Miami Beach Intermodal Center at I-395
  - Miami Beach Intermodal Center at Terminal Island
- **Tier 3**
  - 836 Ramp at NW 37<sup>th</sup> Avenue
  - SR 112 Ramps at Okeechobee
  - Truck Viaduct Extension
  - Okeechobee XT Lanes
  - US 1 Reversible Lanes
- **Tier 4**
  - SR 112 to Heft
  - I-195 Express Lanes

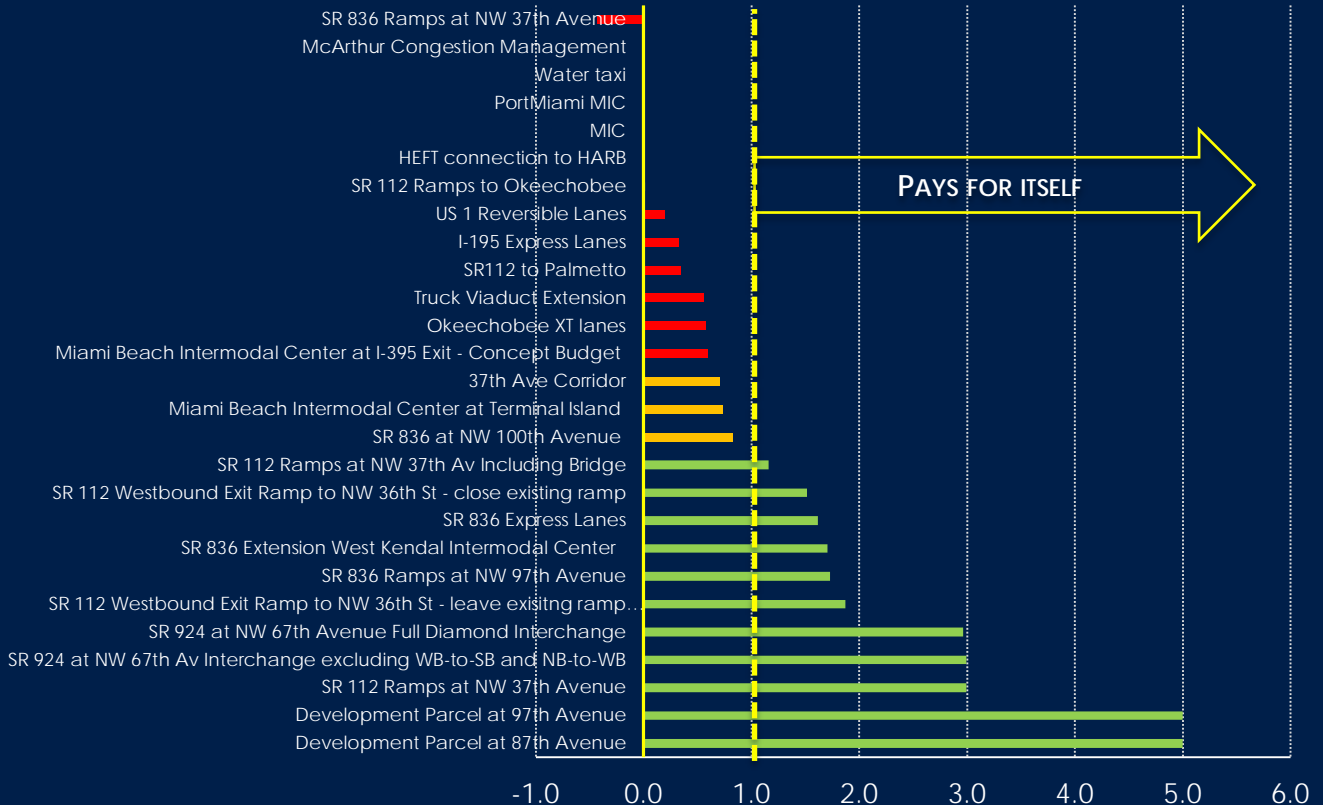
## IMPLICATIONS

- An accelerating capital program
- For the next 5 years additional CIP of \$200 to \$300 million per year
- For the following 5 years CIP \$400 million per year

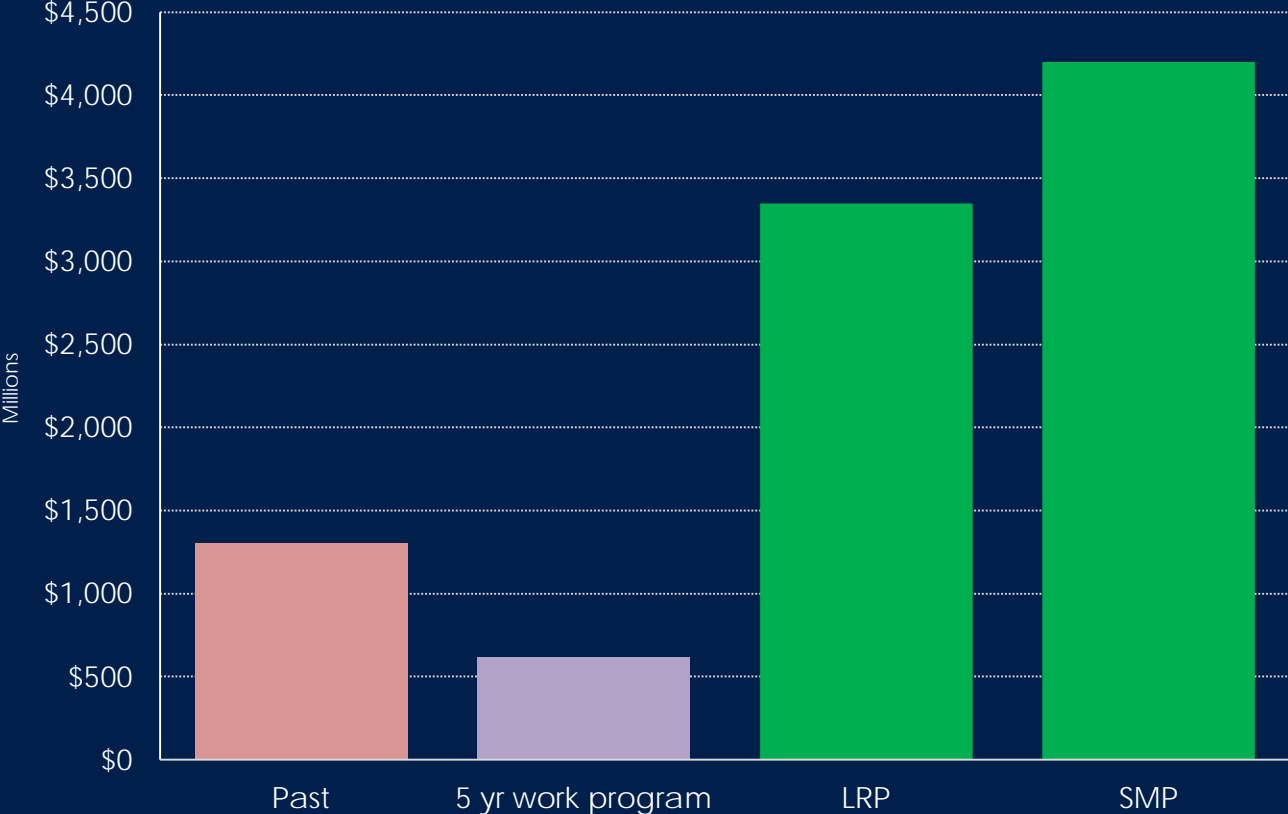
# FINANCES



# FINANCIAL INDEX 2030



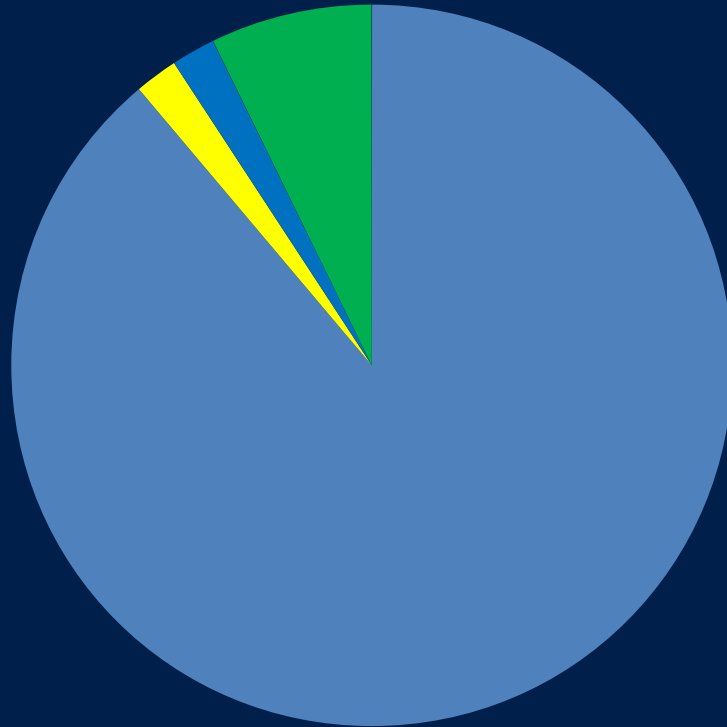
# MDX'S POTENTIAL CAPITAL PLAN



# MDX STRATEGIC FINANCE STRATEGIES

- Nearly \$9 billion in new projects
  - The single largest capital program in the history of Miami-Dade
- The totality of the projects are feasible over the long term
- Profitable ones will carry the less ones
  - The entire system will be financially sound
- Will need to use the entire system resources to leverage financing
- Keys to accelerated funding
  - Without regular CPI adjustments the system will not be able sustain itself
  - New revenues from existing system
  - New revenues from new projects
  - Need for diversity with new funding sources
  - New capital sources thru different contracting

# STARTING TO DIVERSIFY KPI – 10 TO 20 YEAR GOAL



■ Toll revenue   ■ Real estate revenue   ■ TIF revenue   ■ Parking revenue

# IMPLEMENTATION

# 5 CORNERSTONES TO THE PLAN

- ① Approval processes and integration into a cohesive plan
- ② Finance
- ③ Increase in capacity
- ④ Contracting approaches
- ⑤ Communications

# SMP IMPLEMENTATION - APPROVALS

- **Task 1 – Approval**

MDX Board adopts the plan in principle and directs staff to take the necessary steps to develop a detailed project by project implementation plan

- **Task 2 – Coordination within the County**

MDX applies to include the projects listed in the plan into MPO 2040 Long Range Transportation Plan. This will start the process of incorporating and coordinating the improvements within the bigger transportation plan of the County and other agencies.

- **Task 3 – Integration into a single plan**

MDX combines the current work plan and the current Long Range Plan now underway with the projects in this SMP. As part of this effort, MDX can develop a new priority list that is inclusive of all projects.

COORDINATION

# SMP IMPLEMENTATION - FINANCE

- **Task 4 – Finance plan**

MDX needs to generate a new finance plan which includes the current work plan, existing debt to help prioritize projects based on feasibility and ability to fund.

- **Task 9 – Expanding revenues**

consider in partnership expanding its revenue streams to include other forms of value capture mechanism which may require enabling legislation. Because of the complex nature of such items this will require a methodical analysis to maximize benefits to all

# FINANCE



# SMP IMPLEMENTATION - CAPACITY

- **Task 6 - Capacity**

new internal / external evaluation of the staffing and capacity that it needs to accelerate and grow the capital program to meet the needs of a new accelerated capital program

- **Task 7 – Expanding the skill sets**

explore the need to diversify its skill sets both within the agency and through its consultants to provide skills in the areas of:

- Parking and intermodal center management
- Real estate management and leasing
- Technology

# CAPACITY

# SMP IMPLEMENTATION – CONTRACTING APPROACHES

- **Task 5 – Project delivery plan**

- internal policy for project delivery to speed up projects to market. This might include the following:
- establish the **Project Priority Goal** that sets the priority, rhythm and speed for each project. For example, projects can be divided into those that can be delivered complete in 3, 5 and 10 year increments and assign that priority to each project
- “best approach” analysis to look for the most efficient way to deliver projects

- **Task 8 – Contracting**

- MDX will likely need to look at a mix of project delivery options which might include PPP's, and other BOT, BFO combinations. Specific projects can be singled out once that basic planning and project definition stages are completed. The larger corridor type projects are the most likely candidates

CONTRACTING

# SMP IMPLEMENTATION - COMMUNICATIONS

- **Task 10 – Improving communications**

- MDX should use the opportunity of releasing the SMP to renew and revisit its public communications program, not on a project by project basis, but at system-wide agency level. This could include:
  - On-going communications on the goings-on at MDX
  - Plan for improvements
  - Community and special interest relationships to allow communications on policy and overall development goals

COMMUNICATION



# STRATEGIC MASTER PLAN

December 6, 2016  
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# WITH GREAT THANKS

- Chair Mayor Ferre
- Chair Maritza Gutierrez
- Chair Luis V. Martinez
- Committee Chairs
  - Rick Rodriguez Pina
  - Jose Hevia
  - Carlos Fernandez-Guzman
- All of the present and past MDX Board Members
- MDX staff
  - Javier Rodriguez
  - Marie Shaffer
  - Juan Toledo
  - Stephan P. Andriuk
  - Mayra Diaz
  - Maria Luisa Navia Lobo
  - Bernardo Escobar
  - Mario Diaz
- Mayors and elected officials from many municipalities
- Office of the Mayor of Miami-Dade County
- Metropolitan Planning Organization
- Consultants
  - HNTB – Technology
  - CDM Smith – Traffic & Revenue
  - DESMAN – Parking
  - Lambert Advisory – Real estate
  - Multivision