

Strategic Plan Update

February 27, 2017



Agenda

Topic

Recap of 2025 Strategic Plan

Structure of the Plan

Overview of Implementation and Performance Monitoring Tool and Snap Shot of Implementation Status

Introducing New Initiatives

Key Performance Indicators (KPI) Update

Growing Beautifully

Project Champions

2025 Strategic Plan

Three community workshops in 2014

Resident and business surveys

Five Council retreats (2013-2015)

Adopted by Resolution November, 2015



Our Vision for Miami Lakes

(By 2026)

Miami Lakes is widely recognized as a welcoming community with extraordinary beauty where state of the art planning concepts create vibrant hubs that are safe and friendly to all ages and mobility options which inspire the Town to continue



Six Goals by 2026

- Enhance mobility (vehicular and nonvehicular transportation)
- Enhance signature beauty and park landscape
- Pursue **economic development** and enhance the vibrancy of community hubs/activities centers

Six Goals by 2026

- Achieve universal environmental **sustainability** in public and private environments, operations and infrastructure
- Achieve better **communication**, transparency and public participation on all issues
- Achieve national recognition as a 'model Town' for creativity, education, innovation and use of technology

Structure of the Strategic Plan

Hierarchy

Goals (1)

Objectives (1.2)

Initiatives (1.2.3)

Tactics (1.2.3.4)



Example of Hierarchy

Goal (1.)

Enhance Mobility

Objective (1.5)

Improve Transit and Pedestrian Mobility

<u>Initiative (1.5.1)</u>

Implement Complete Streets

Tactic (1.5.1.2)

Location of Hub: Town Center



Measuring Performance

Construction, one time

Construction, on going

Business Plan, one time

Business Plan, on going



OnStrategy

Overview of Implementation and Performance Monitoring Tool



Town of Miami Lakes

Powered by OnStrategy

Plan Performance

Reports

Dashboard

Office of the Ma

Vision

Miami Lakes is widely recognized as a welcoming community with extraordinary beauty where state of the art planning concepts create vibrant hubs that are safe and friendly to all ages and mobility options which inspire the Town to continue "Growing Beautifully"

Mission

We want Miami Lakes to be the model of a friendly, open, innovative, effective and efficient government for its residents and businesses. The Town vision is a brief description of what we want our community to be like 10 years from now. The Mission is a clear and concise statement of how the Town Government should function in order to realize our 10-year vision. Taken together, the 10-Year Vision and Mission Statement serve as the primary steering mechanism for the growth and development of the Town's governmental priorities and services.



My Focus Flagged (3) 4.4.2.2 Assist in establihsment special taxing districts maintenance 5.1.1.1 Determine scope of dal monitored 6.2.2 Begin administration of S

High Priorities

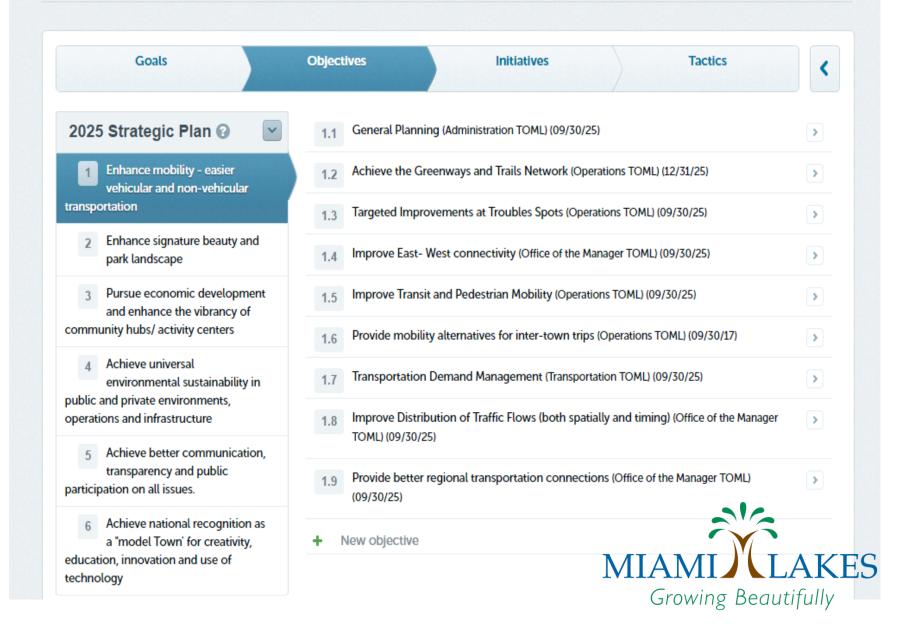
Active (0)

Coming Up (0)

1.2.1 Safe routes to schools project along MLS

Goals through Tactics







KPI Workshop 2017



KPI Workshop 2017



Introducing New Initiatives

2025 Strategic Plan is a

LIVING DOCUMENT

- Plan will have full update and review in 2020 when new
 Goals may be created and adopted by Resolution
- **Objectives & Initiatives** can be introduced as *New Business* annually (April) adopted by *Resolution* and rolled in to Budget
- Staff will assign tracking number and develop work plan as **Tactics** with performance monitoring

Introducing New Initiatives

For example:

American Dream Mall

Additional rescue unit at Station 64



KEY PERFORMANCE INDICATORS 25 KPI'S



Nicole Singletary, Community Engagement and Outreach Director

COMMUNITY DEVELOPMENT

3.1.1 Establish and maintain Public-Private Partnership to market the Town

Goal: Pursue Economic Development

Objective: Establish public-private partnerships to

market the Town

Cost: \$50,000.00

Timeline: Approval by Council at February Council Meeting; anticipated launch in March 2017

Status: Agreement executed, campaign developed, pending launch



3.4. Creation of Senior Village Senior Center

Goal: Pursue economic development and enhance the vibrancy of community hubs/activity center

Cost: \$600,000

Timeline: 2019

Status: Pending transfer of land from land owner

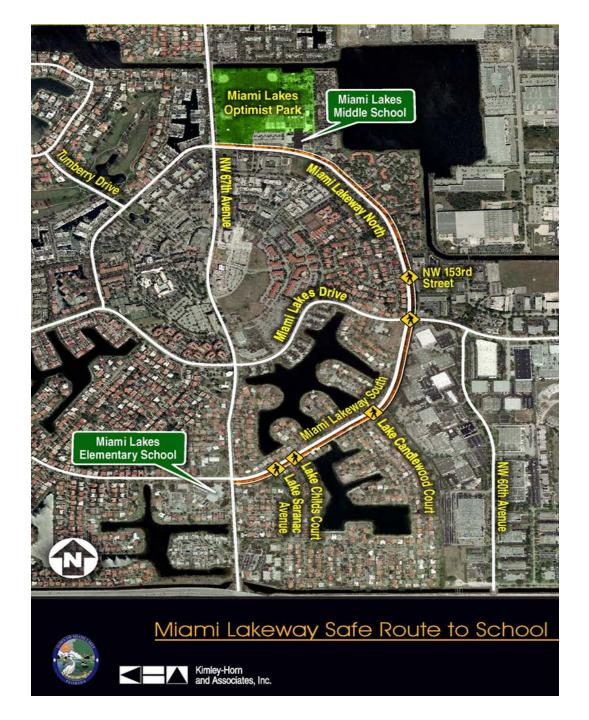




Carmen Olazabal, Capital Improvements Consultant

GREENWAYS AND ADA

1.2.1 Safe
Routes to
Schools
project
along
Miami
Lakeway
South



1.2.1 Safe Routes to Schools project along Miami Lakeway South

Goal: Enhance Mobility

Objective: Implement Greenways and Trails Master

Plan

Cost: \$550,000 for construction

Timeline: Q4 2018

Status: Grant awarded for \$218,000. Design is currently at 75% completion

1.5.3 Implement ADA Sidewalk Master Plan

ADA TRANSITION PLAN

for

Sidewalks & Pedestrian Ramps



1.5.3 Implement ADA Sidewalk Master Plan

Goal: Enhance Mobility

Objective: Improve Transit and Pedestrian

Mobility

Cost: \$2,000,000; \$175,000 is allocated annually through sidewalk repairs and maintenance

New

Ramps

Repairs/Maintenance



1.5.3 Implement ADA Sidewalk Master Plan

Timeline: TBD

Status: Continuing to address deficiencies per ADA report. New sidewalks to be in part addressed by \$1M TAP grant







Michelle Gonzalez, Transportation Planner

MOBILITY IMPROVEMENTS

1.3.9 Allow Left Turns from Southbound Montrose to Eastbound Oak Ln.

Goal: Enhance Mobility

Objective: Targeted Improvements at Trouble Spots

Cost: TBD

Timeline: Q4 2017

Status: Traffic study supports the modification. Design and probable cost development has begun in Q2 2017. Thereafter, it will be submitted to County for review and approval





1.4.1. Palmetto Underpass at NW 146 Street 1.4.2. Palmetto Underpass at NW 160 Street

Goal: Enhance Mobility

Objective: Improve East-West Connectivity

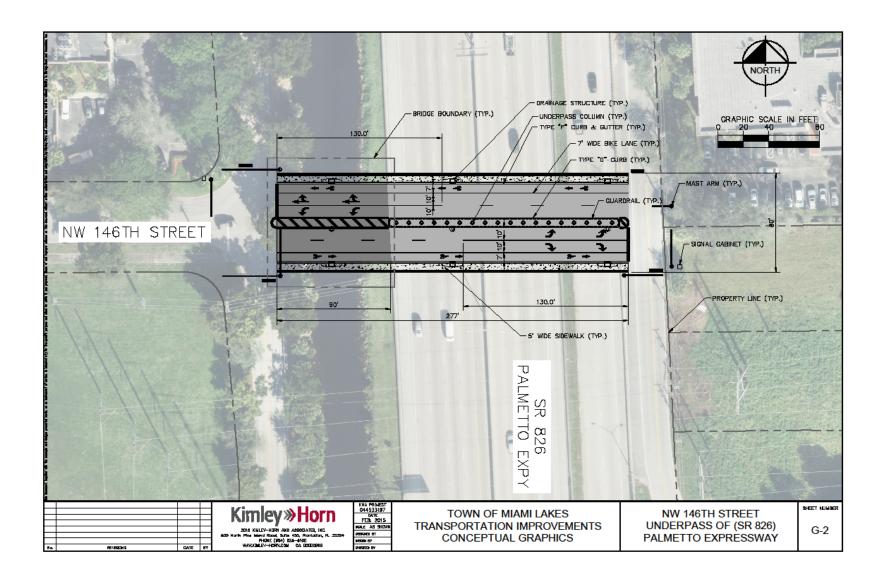
Cost: Town FY17 Budget \$340,000 for design, total cost approximately \$8 Million for construction

Timeline: 2021commence construction, 1-2 year project

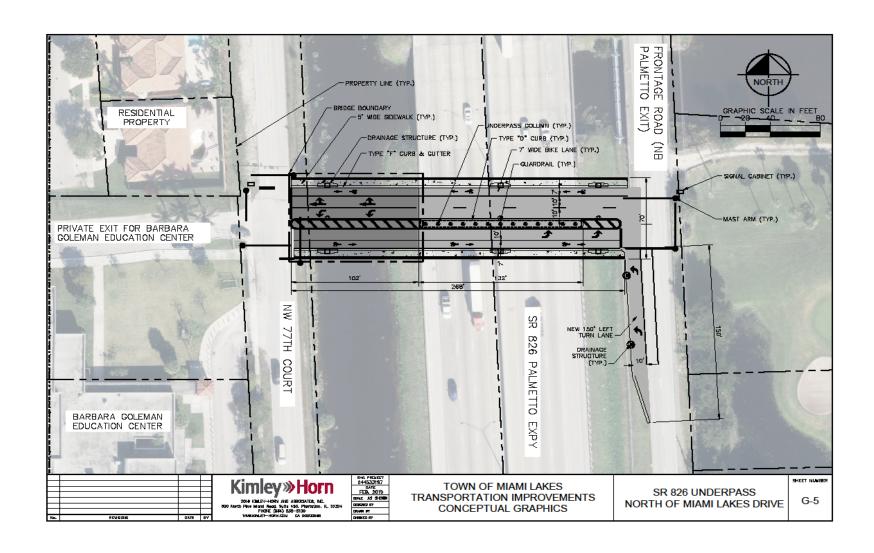
Status: Enter agreement with FDOT for design



1.4.1. Palmetto Underpass at NW 146 Street

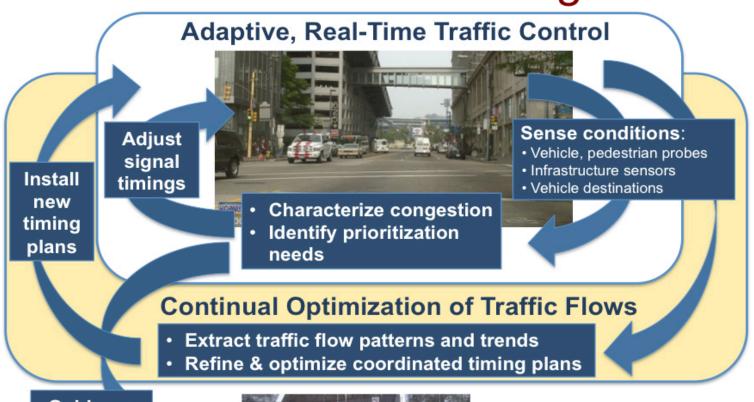


1.4.2. Palmetto Underpass at NW 160 Street



1.4.5 Adaptive signalization along 154th street between 87 Avenue and Palmetto Expressway

Data-Driven Traffic Management



Guidance to Vehicles



1.4.5 Adaptive signalization along 154th street between 87 Avenue and Palmetto Expressway

Goal: Enhance Mobility

Objective: Improve East- West connectivity

Cost: Town FY17 Budget \$360,000

Timeline: 2017 year end (dependent on County approval)

Status: Town Council approval of interlocal agreement with MDC & purchase authorization of equipment (March 7, 2017 Council Meeting)

1.9.2. MDX Connection at 67th Avenue





1.9.2. MDX Connection at 67th Avenue

Goal: Enhance Mobility

Objective: Improve distribution of Traffic Flow

Cost: No cost to Town, MDX funded design and

construction in Five Year Work Program

Timeline: Construction Fall 2018 to Fall 2019

Status: Monitoring and supporting County plan



1.9.3. MDX Connection at 87th Avenue





1.9.3. MDX Connection at 87th Avenue

Goal: Enhance Mobility

Objective: Improve distribution of Traffic

Flow

Cost: \$1,000,000 Legislative Request

Timeline: PD&E reevaluation starts July 2017

Status: Monitoring and supporting MDX
TML to be involved in MDX

project steering committee

Growing Beautifully



Carlos Acosta, Public Works Director

SIDEWALKS & BEAUTIFICATION

1.5.4 Complete sidewalk system in business park



SIDEWALKS, TRANSIT ACCESSIBILITY AND TARGET EMPLOYERS



Bus Stops by Daily Ridership

13 - 24

25 - 76

25 - 76 77 - 113

Proposed Sidewalks

Existing Sidewalks

Proposed 77th Ct Greenway Employers
Area Withir

Area Within 1/4 Mile of Transit Stop

TDM - Target



REVISION DATE: APRIL 17, 2014

1.5.4 Complete sidewalk system in business park

Goal: Enhance Mobility

Objective: Improve Transit and Pedestrian

Mobility

Cost: \$1,100,000

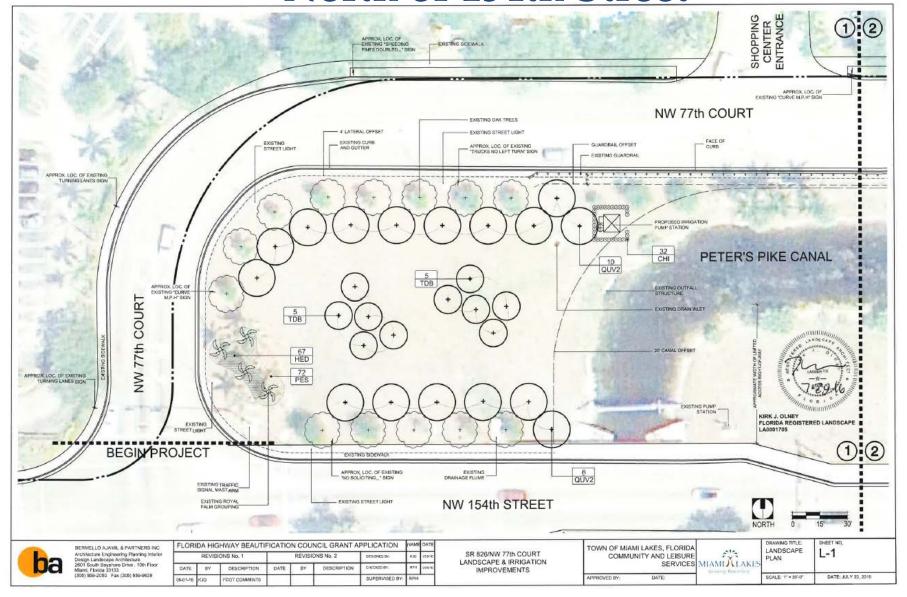
Timeline: Q4 2019

Status: Obtained consultant proposals

for design work for Council approval on March 7, 2017



2.1.16 Beautification Project at 77th court, North of 154th Street



2.1.16 Beautification Project at 77th court, North of 154th Street

Goal: Enhance signature beauty and parks

Objective: Implement Beautification Master Plan

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Cost: FY17 Budget \$200,000

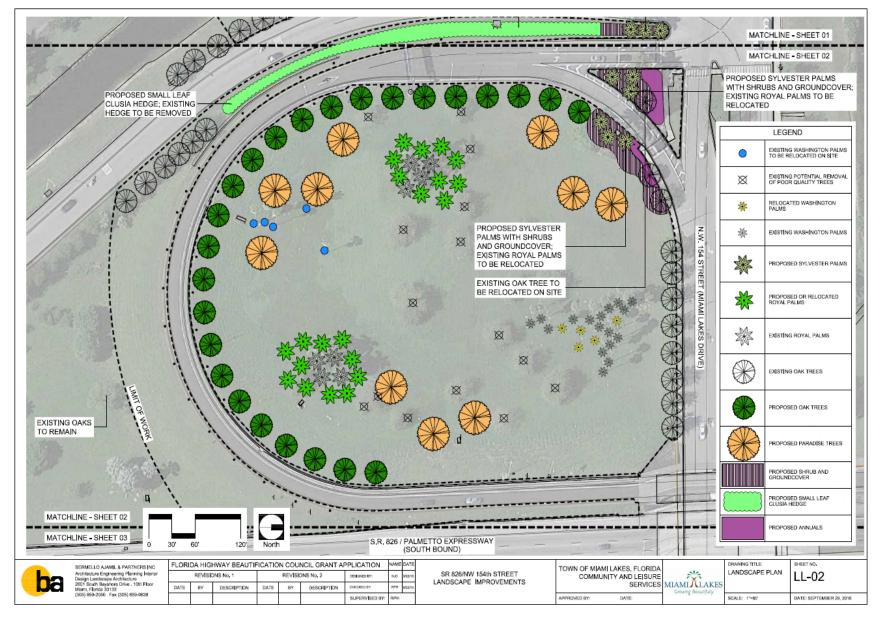
Timeline: Q3 2017

Status: Grant awarded for \$100,000 with \$100,000 Town

match. Construction set to commence

in March 2017

2.1.4 Gateway Improvements NW 154th Street South on 77th Court



2.1.4 Gateway Improvements NW 154th Street South on 77th Court

Goal: Enhance signature beauty and parks

Objective: Implement Beautification Master

Plan

Cost: \$200,000

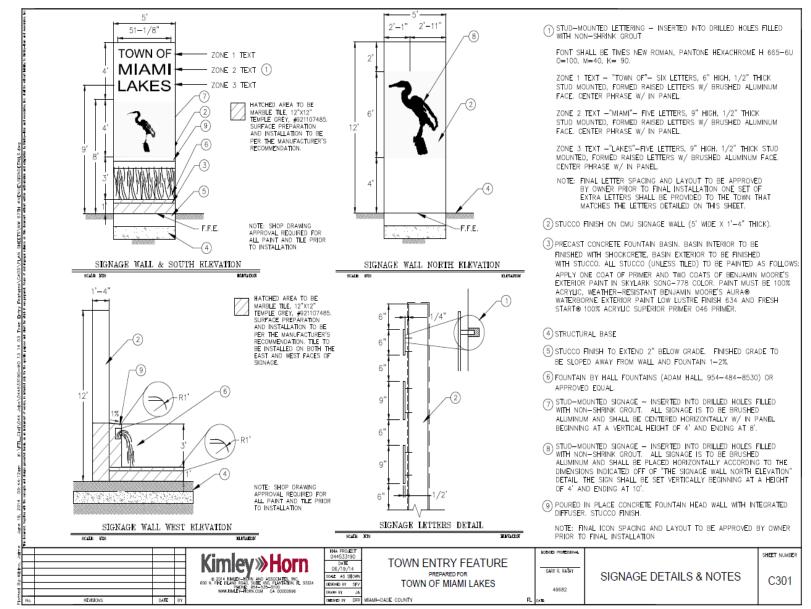
Timeline: 2018

Status: Grant awarded for \$100,000 with \$100,000 Town match. Design to begin

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in Q2 2017

2.1.5 Gateway Improvements NW 67th Avenue and 138th Street



2.1.5 Gateway Improvements NW 67th Avenue and 138th Street

Goal: Enhance signature beauty and parks

Objective: Implement Beautification Master Plan

Cost: \$200,000

Timeline: Q4 2017 (dependent on County review and approval process)

Status: Landscape, streetscape and entry feature design is complete; awaiting County approval for landscaping and MDX design of 67 avenue ramps for entry feature



2.1.6 Gateway Improvements



2.1.6 Gateway Improvements NW 87th Avenue and 138th Street

Goal: Enhance signature beauty and parks **Objective**: Implement Beautification Master Plan

Cost: \$100,000

Timeline: Q4 2017 (dependent on County review and approval)

Status: Landscape and streetscape design is complete; awaiting County approval in permit process

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2.1.14 Pocket Park Improvements: signage, benches and waste bins



2.1.14 Pocket Park Improvements: signage, benches and waste bins

Goal: Enhance signature beauty and parks **Objective**: Implement Beautification Master Plan

Cost: FY17 Budget approximately \$75,000, total project \$275,000

Timeline: Q4 2018

Status: Funding is allocated to complete furniture replacement and signage over a three year period. Piggyback contract to

purchase furniture March 7, 2017

Status: Funding is allocated to complete furniture

MIAMI LAKES

Growing Beautifully

Pocket Parks Rules & Signage for Mini Park Tot Lots

Welcome to your park! Park Name, P#

Park Rules:

- Park Hours are Sunrise to Sunset, daily.
- No unauthorized alcoholic beverages, glass bottles or containers.
- No pets allowed.
- No camping or overnight stay.
- KEEP US GREEN!!! Please do not litter in Town Parks.
- No unauthorized instruction/classes/programs, advertising, publicity, commercial peddling and soliciting.
- Playgrounds, other than swings designated for adult use, are for ages 12 and under.
- Vandalism, drug use, or disruptive and hazardous conduct is not tolerated.

PLEASE REPORT ANY OF THESE ACTIVITIES IMMEDIATELY TO THE POLICE ON-DUTY SUPERVISOR AT 305-476-5423. IF AN EMER-GENCY, PLEASE CALL 911.

Town Ord. No. 11-140

<u>Town of Miami Lakes Community and Leisure Services Department</u>
305-556-0771; <u>www.miamilakes-fl.gov</u>



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Town of Miami Lakes Community and Leisure Services
Department 305-556-0771; www.miamilakes-fl.gov

2.1.17 West Lakes Reforestation Program



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Goal: Enhance signature beauty and parks

Objective: Implement Beautification Master

Growing Beautifully

Plan

Cost: \$500,000

Timeline: Q4 2022

Status: \$100,000 allocated this year to initiate program. 1/5 of canopy will be removed and replaced this fiscal year.



Andrea Agha, Assistant Town Manager

PLANNING, RESILIENCY & ADMINISTRATION

Implement Complete Streets



ACTIVE SIDEWALKS

Sidewalks should be smooth, wide, feel safe, and have appropriate transitions to the street, making them easy to walk or use a wheelchair on

DEDICATED BIKE LANES

Simple pavement markings creating a dedicated bike lane make both motorist and bicycle movement more predictable, and therefore safer for both. They may increase the likelihood of casual riders using bicycles for transportation

ACTIVE ROADWAY

One lane of car traffic going in each direction with a two-way-left-turn-lane (TWLTL) in the center would reduce the amount of car crashes on Government Street by providing turning vehicles a refuge from through traffic, while keeping through traffic moving more efficiently

SAFE CROSSWALKS

Clearly marked crosswalks allow pedestrians and wheelchair users to cross streets safely, while making sure cars know where to expect them

PLANTING STRIP

Street trees and landscaping slow speeding traffic, improve the aesthetics of the roadway, provide shade, and create a buffer between cars and people, making a more inviting environment for pedestrians

GREEN SPACES

Parks and public green spaces create a destination, encouraging community interaction and providing a rest from the surrounding urban environment

1.5.1.2 Implement Complete Streets at Town Center

Goal: Enhance Mobility

Objective: Improve Transit & Pedestrian Mobility

Cost: TBD; FY17 \$40,000 MPO grant award with \$10,000

Town match

Timeline: Will be established as part of Plan

Status: Work order issued for Complete Streets Policy development & design standards for typical sections (KHA). Implement complete streets at Town Center in conjunction with private development

4.1. Replacing/upgrading Lighting Infrastructure



4.1. Replacing/upgrading Lighting Infrastructure

Goal: Achieve universal environmental sustainability in public and private environments, operations and infrastructure

4.1.1. LED Retrofit of Town-owned Streetlights

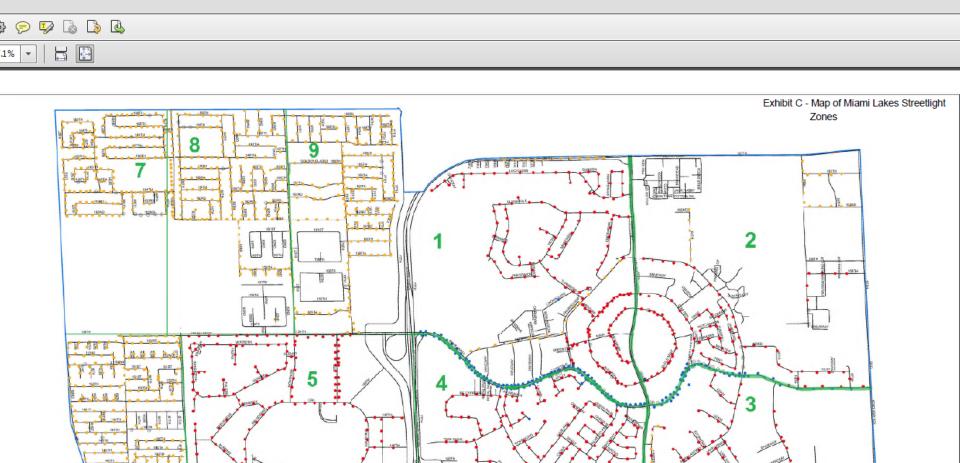
Cost: \$360,000

Timeline: 1 year

Status: Contract awarded, field assessment underway

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Discussing FPL owned retrofit process (4.1.4)





08-2011

Town of Miami Lakes Streetlights





6.1 Smart & Connected Community



Smart Cities: All you need to know

6.1 Smart & Connected Community

Goal: Model Town

Objective: Smart & Connected Community

Cost: TBD

Timeline: TBD

Status: Development of resolution adopting smart city principles and selection of consultant for master plan development

Growing Beautifully



Alex Rey, Town Manager

OFFICE OF THE TOWN MANAGER

2.5 Complete Implementation of Miami Lakes Optimist Park Master Plan



2.5 Complete Implementation of Miami Lakes Optimist Park Master Plan

Goal: Enhance signature beauty and parks **Objective**: Park Development

Cost: \$2.5 million

Timeline: TBD

Status: Design plan development to begin this fiscal year.

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2.6.1 Develop Bridge Park between Miami Lakes and Hialeah

Goal: Enhance signature beauty and parks

Objective: Park Development

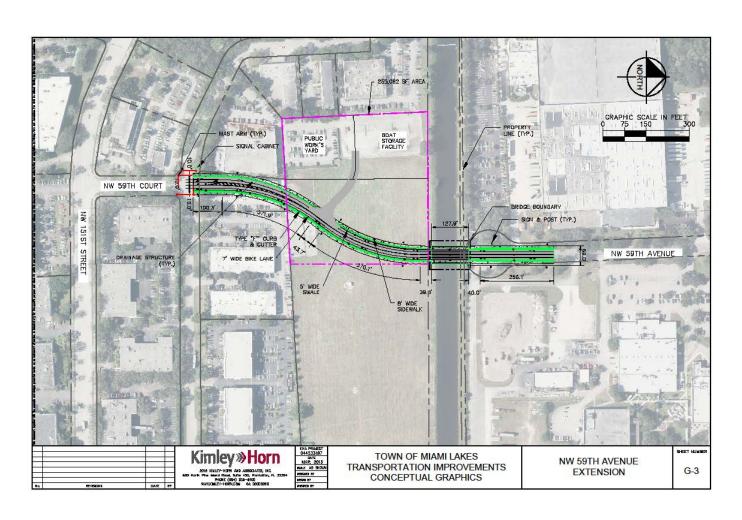
Cost: TBD

Timeline: TBD

Status: Conceptual design developed. Pending interlocal agreement with County and City of Hialeah to request FDOT approval

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1.8.3. 59th Avenue Extension, PW Yard and Boat Storage Facility



1.8.3. 59th Avenue Extension, PW Yard and Boat Storage Facility

Goal: Enhance Mobility

Objective: Improve distribution of Traffic Flow

Cost: \$5,000,000

FY17 \$1,000,000 Legislative Appropriation Request

Approximately \$500,000 currently budgeted

Timeline: 2020

Status: FAA & SFWMD requests have

been submitted for approval



1.9.1. Rail to NW Dade County

Growing Beautifully

Goal: Enhance Mobility

Objective: Provide better regional

transportation connections

Cost: No cost to Town

Timeline: TBD

Status: Monitoring and supporting

County plan

2.3. Acquire and Develop Madden's Hammock Park



2.3. Acquire and Develop Madden's Hammock Park

Goal: Enhance signature beauty and parks

Objective: Park Development

Cost: TBD

Timeline: TBD

Status: Staff and Councilmember to work with interested community groups

MIAMI LAK

Growing Beautifully

2.4. Acquire and Develop Par 3 Park



2.4. Acquire and Develop Par 3 Park

Goal: Enhance signature beauty and parks

Objective: Park Development

Cost: \$3 to \$5 million

Timeline: TBD

Status: Owner is coordinating regulatory approval process

Growing Beautifully

Champions

Establish and maintain 3P to market the Town

West Lakes Reforestation Program

Complete implementation of Miami Lakes Optimist Park Master Plan

Palmetto Underpass at NW 146 Street & at NW 160 Street

Rail to NW Dade County

MDX Connections to 87th Avenue/ 67th Avenue

Acquire and Develop Madden's Hammock Park

Creation of Senior Village/Senior Center

Redevelopment of NW 151 Street / NW 153 Street

American Dream Mall

Additional fire rescue unit

NW 170th Street Bridge





Growing Beautifully

Thank you!