



2023  
STRATEGIC PLAN UPDATE

MIAMIBEACH



**W**ith a vision of a prosperous and resilient future for the City of Miami Beach, the Mayor and City Commission adopted the Miami Beach Strategic Plan: Through the Lens of Resilience on July 17, 2019 – an innovative effort to tackle the challenge of living with sea level rise through an integrated plan to create quality-of-life opportunities for the local community with both traditional government and progressive resilience-building actions.

The 2019 strategic plan was created to complement the development of Resilient305, an intergovernmental resilience strategy that was co-produced by the City of Miami Beach, the City of Miami and Miami-Dade County. The initiative, which was launched officially on May 30, 2019 involves expert consultants, community partnerships and other resources to assist the three entities crafting Resilient305.

Miami Beach is an experience. Its global standing and subtropical environment make it a uniquely dynamic place to live and work. While it is critical to maintain the routine operations that keep the City running from day to day, long-term vision and execution are crucial considering our climate change risks and dynamic environment. Integrating resilience with traditional government strategic planning is forward-thinking, essential and generates a better quality of life for the community.

A resilience strategy is the product of a process during which a City develops a better understanding of the challenges it faces; reviews its ability to address those challenges and unites people, projects and priorities, so that the City is prepared for any big economic, societal or environmental change. Resiliency naturally integrates into strategic planning efforts as an organization's process of prioritizing and allocating resources in a way that can work to achieve an ideal vision for the future state of being.

The 2023 Strategic Plan Update provides a snapshot of where we are today in preparation for a new strategic plan in 2024. The 2024 plan will reflect Commission priorities and the results of resident and business satisfaction surveys anticipated to be conducted in early 2024. These surveys are conducted every two years and provide benchmarking and trend data to assess areas for improvement as well as services exceeding expectations.



The 2019 Miami Beach Strategic Plan had a simple structure, leading with the long-term vision that provided direction for **five vision areas**.

The **mission** to provide excellent public service and safety to all who live work and play in our vibrant, tropical, historic community remained. Each vision area included the following:

- **Commission Goals** representing a reflection of the organization's top priorities.
- **Comprehensive Management Objectives** providing more specific direction to the management team for accomplishing the goals.
- **Featured Actions** as top priorities for departments to implement. Each year, these actions were reviewed, and additional actions identified and funded through the annual budget process.

MIAMI BEACH





## 2019 STRATEGIC PLAN

### FIVE VISION AREAS

The strategic plan is organized by the five vision areas, with implementation objectives and actions included for each.



A **PROSPEROUS CITY** with a special flavor of arts, culture, education and business.



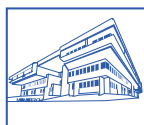
A **SAFE CITY** with a mosaic of residents enjoying life in iconic and historic **NEIGHBORHOODS**.



A **RESILIENT COASTAL** city with a thriving environment and modern infrastructure.

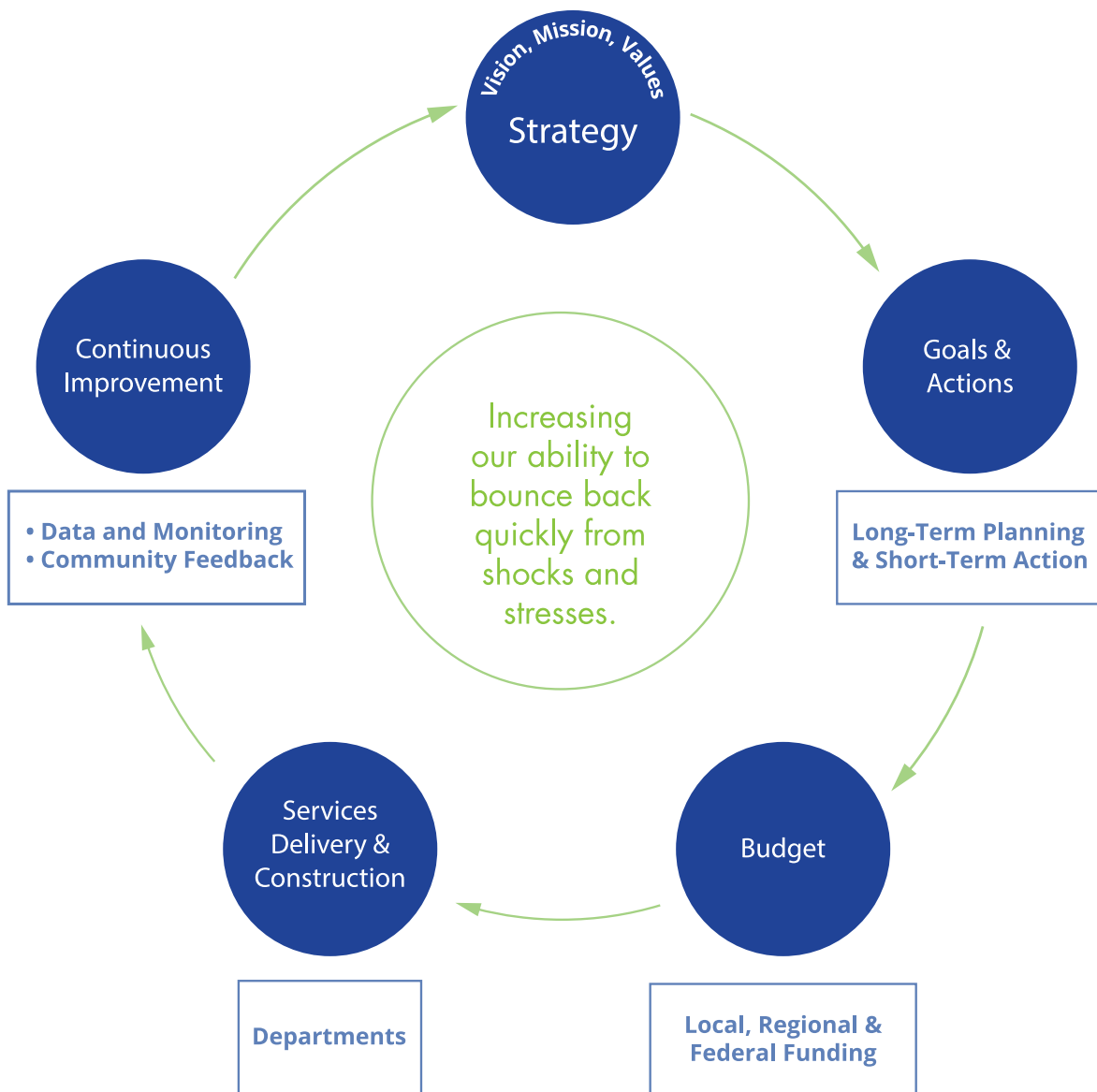


A **PEOPLE-FIRST CITY** where the pedestrian is prioritized in mobility options and community services are pathways to prosperity.



A **SMART CITY** of high quality and efficient services and employees.

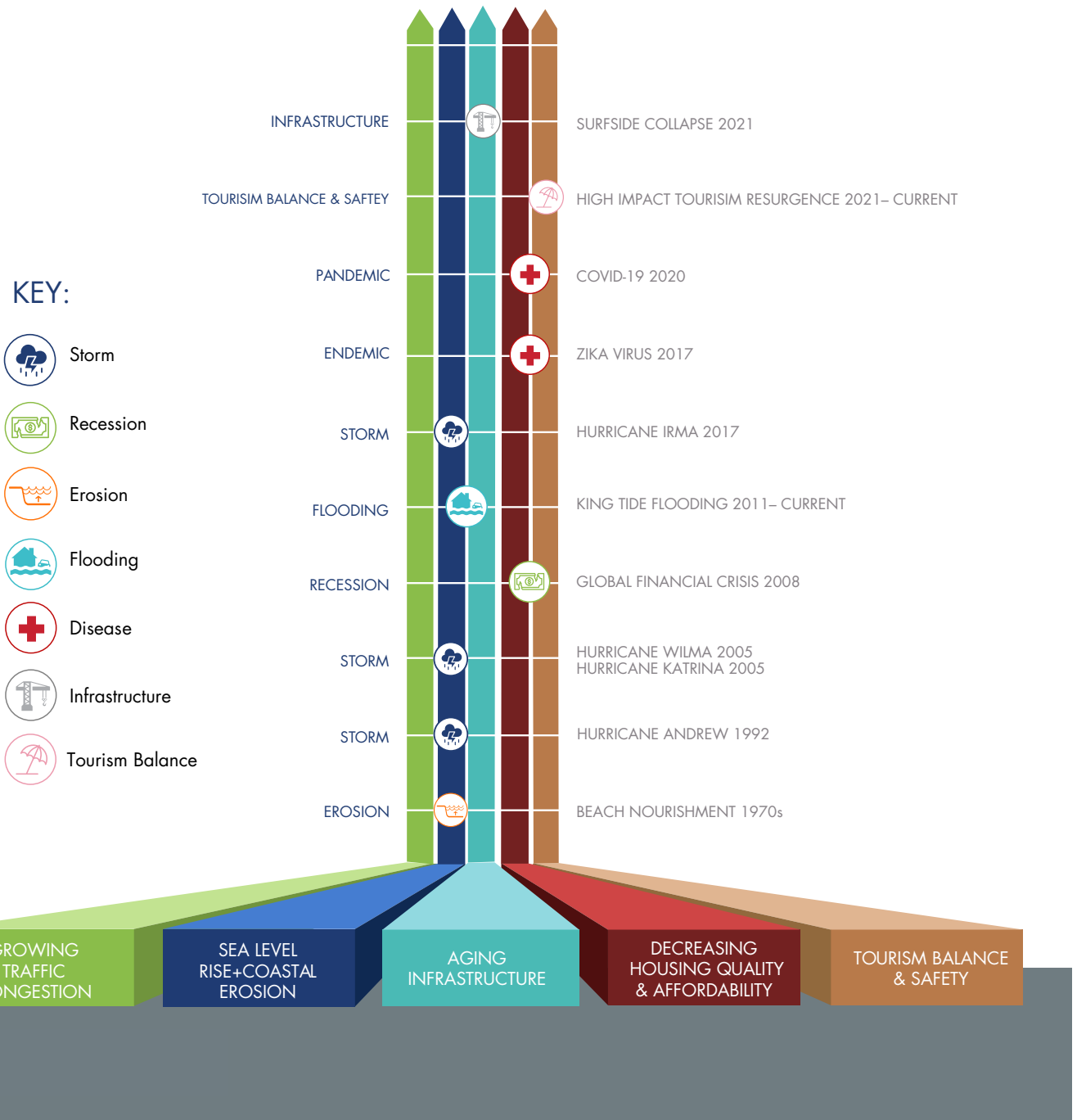
The strategic plan sets the direction and goals for the City, while the budget provides the resources needed to achieve those goals. The budget process is our opportunity to prioritize funding to deliver services and projects for the community. The purpose of strategic alignment is to allocate resources to our organization’s priorities. To support this effort, each department identifies the vision area, objectives, and featured actions they are leading or implementing. This provides a highlight of top strategic priorities.



# UNDERSTANDING CHALLENGES

Understanding our challenges has brought additional underlying issues to the surface and creates opportunities to better prepare for future occurrences.

Since the plan was developed in 2019, the City has weathered additional challenges: the COVID-19 pandemic; public safety challenges, particularly during the popular spring break period; and significant flooding events in areas not yet improved.





## 2023 STATUS

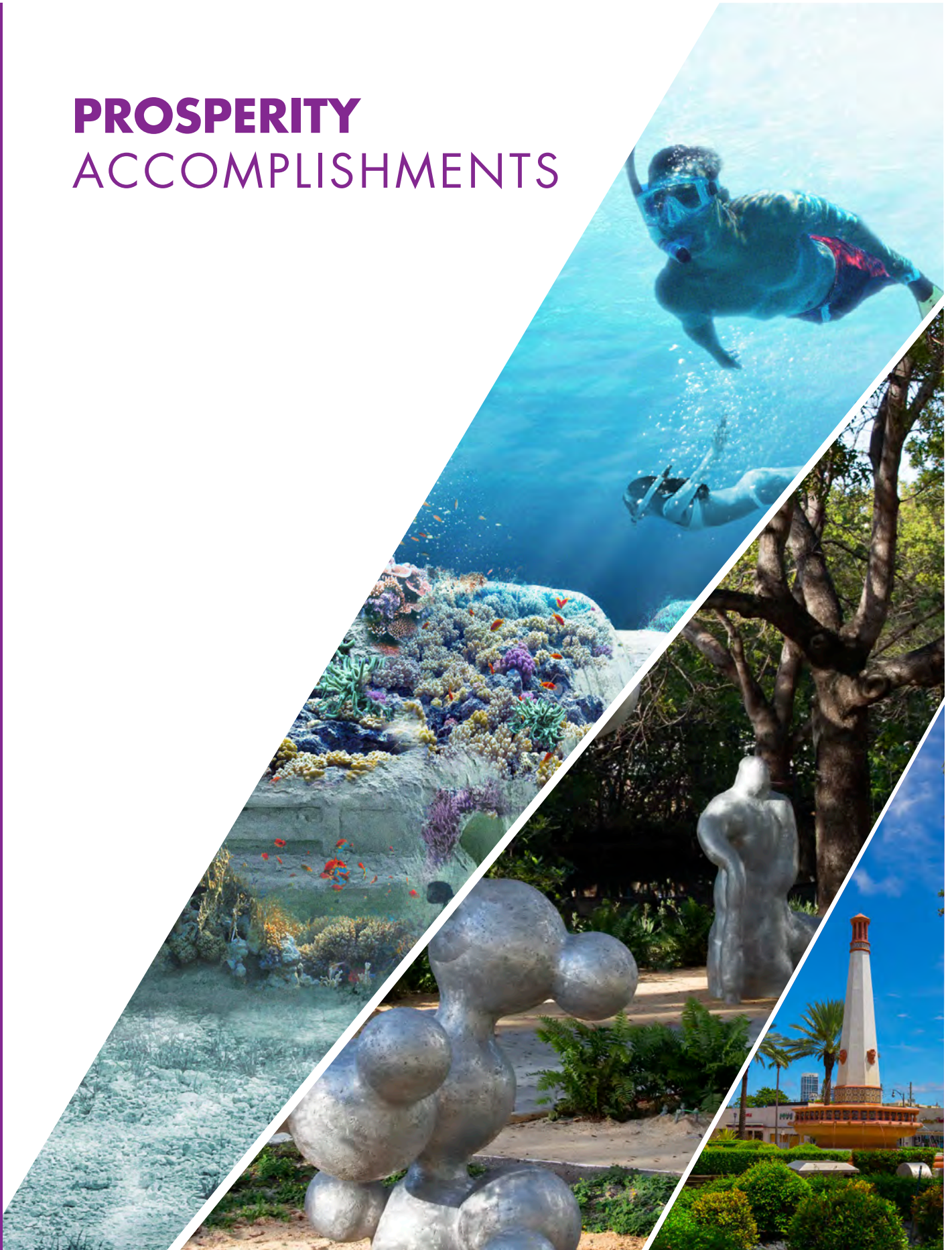
Despite these challenges, significant progress has been made toward achieving the goals and management objectives of the 2019 Plan with several Featured Actions in the 2019 Plan completed or underway.

Additionally, the City has successfully achieved voter approval of two referenda general obligation bond issuances totaling almost \$600 million for Parks, Infrastructure, Public Safety and Arts and Culture. A survey update was conducted in 2022 and additional important actions in support of the Strategic Plan Goals and Objectives have been identified and funded through the annual budget process.

The following pages provide a summary of the progress.



# PROSPERITY ACCOMPLISHMENTS



## PROSPERITY ACCOMPLISHMENTS

### PROSPERITY

**Vision:** A prosperous City with a special flavor of arts, culture, education and business.

**Objectives:** Build on our arts and culture strengths, balance tourism with quality of life, revitalize areas and support excellence in our schools.

### ACTIONS COMPLETED

- Completed Miami Beach Convention Center Campus.
- Acquired an art installation by multi-disciplinary Afro-Cuban artist Juana Valdes, installed in the East Lobby of the Miami Beach Convention Center, through the City's Legacy Purchase Program.
- Complete - On November 8, 2022, the voters of the City of Miami Beach approved the issuance of \$159 million in Arts and Culture Bonds. Tranche 1 funding in the amount of \$101.7M closed on July 27, 2023.
- Implemented new regulations for North Beach Town Center and approved and permitted a number of development projects in the area. Private development is now underway in the area.
- Obtained approval for the North Beach Community Redevelopment Agency (CRA), established the North Beach CRA office, and introduced concierge services for district residents and businesses. Additionally, private development is underway in the North Beach Town Center area. In its inaugural budget year (FY 2023), the North Beach CRA saw tax increment growth of 11.6% over the base year.
- Presented a series of temporary public art installations, including 12 works for No Vacancy, Miami Beach, 14 works for Aspen Ideas: Climate, and the 40-foot steel sculpture commission Starchild by the artist duo FriendsWithYou. The Starchild sculpture is being added as a permanent piece to our City's Art in Public Places collection and Tobias Rehberger's "Obstinate Lighthouse (2011)" located in South Pointe Park underwent a major renovation.
- Launched Elevate Española as a dedicated art presentation site that commissions two annual installations suspended above the historic Española Way corridor, bringing contemporary art to one of the most publicly visible areas of Miami Beach. Installations to date include, Trapeze Contortionists and Very Moving, featuring a system of mobiles to create a kinetic sculpture and painting installation.
- Installed a Miami Beach sign to act as a temporary photo installation in Lummus Park between 5 and 6 streets, with the intent of encouraging residents and visitors to snap a photo and share across their social channels.
- City-supported educational initiatives are now accessible to all K-12 schools located on Miami Beach including expanded pre-kindergarten scholarships, dual-enrollment offerings with several colleges and universities, first-generation college scholarships, and community student job fairs.
- The City partnered with multiple local universities and several Ivy League schools to expand the paid internship program for City departments.

## OTHER ACTIONS UNDERWAY AND ONGOING

### Arts and Culture/Attracting Local Residents

- Paid marketing campaigns for Find Your Wave, Art Week, No Vacancy, Elevate Española, Miami Beach OnStage!, Culture Crawl and We Heart Biscayne Bay.
- The City is in the process of executing approximately 12 cultural projects over the next 3 years along with an additional 9 projects being executed directly by cultural institutions through Grant agreements.
- While continuing successful cultural events such as the Hispanic Heritage Festival, added events such as the Juneteenth event, Black History Night Celebration, José Martí event, Simón Bolívar event, the Youth Music Festival and the Soul Vegan Food Festival.
- Business attraction and retention - leveraged partnerships and resources to cultivate relationships with and attract the technology and financial services industries to Miami Beach by attending and participating in events that offer opportunities for staff to showcase current programs, incentives and engage with business owners.

### Convention Center Campus

- While the COVID-19 pandemic delayed the Grand Hyatt Convention Center Hotel, approved Force Majeure extensions awarded to the developer provided a contractual outside possession date of April 2024. The City has created an early access agreement allowing a one-year advancement of work which is well underway. The demolition of the annex building and The Fillmore Miami Beach at Jackie Gleason Theater rehearsal room is complete and construction of the back of house improvements to the theater and other infrastructure is underway and nearing completion. This will facilitate the anticipated possession date in fall 2023 and potential opening of the hotel in 2026.
- The Fillmore Miami Beach at Jackie Gleason Theater improvement project was approved as part of the 2022 and 2018 G.O. Bond referendums. Selection of architect/engineer consultant will commence by fall 2023.

### North Beach Town Center/Byron Carlyle/Ocean Terrace/41 Street

- Miami Beach Bandshell rear canopy has been completed.
- Miami Beach Bandshell Facility Upgrades Selection of Architect/Engineer consultant will begin by fall 2023.
- Byron Carlyle Theater renovation/replacement vision in development. Funding was approved as part of the 2022 G.O. Bond Arts and Culture. Potential timeline if City will be proceeding with the project, Community charrettes have been conducted, Request for Letters of Interest (RFLI) of interested firms have been received. Next step is to engage with a strategic arts/culture program consultant to assist in developing the vision for the theater.
- Ocean Terrace Park Project is in permitting.
- New residential construction is underway in North Beach, which will encourage additional development and enhance the incremental tax growth of the North Beach Community Redevelopment Agency in future years.
- A \$10 million grant agreement for the design of North Shore D, known as the North Beach Town Center, was executed and negotiations for the project design are underway.

- 41 Street Corridor Improvements – design completion anticipated summer 2024.
- 41 Street BID anticipated to be completed by summer 2023 - Worked with the 41 Street Business Improvement District (BID) Steering Committee to prepare the necessary documentation for authorization by the City Commission to conduct a special mail ballot election. The mission of the BID is to support the vitality of the corridor by augmenting and improving services and increasing the vibrancy and quality of outcomes of businesses, residents and visitors.

### **Ocean Drive Renovation, Activation, and Programming**

- Activation and programming by incentivizing large-scale fitness and cultural events such as AVP Miami Beach Open.
- Implemented pilot pedestrian promenade and working with Miami-Dade County to permit final two-way bike lane.
- Ocean Drive Corridor/Lummas Park – Feasibility Study has commenced.

### **Lincoln Road Renovation**

- Lincoln Road lighting upgrades complete by fall 2023.
- Lincoln Road Connectors (Meridian Avenue and Drexel Avenue) to start spring 2024 with anticipated completion in 2025).

### **Tourism Balance/Change Nature of Tourism**

- All departments were involved in addressing the challenges of the spring break period, including production of Miami Beach Live!, Association of Volleyball Professionals celebrating its 40th Anniversary on Miami Beach after years of being in Fort Lauderdale, the King and Queen of the Courts international volleyball tournament from the Netherlands celebrating its inaugural event in the U.S. in Miami Beach, Kiwanis of Little Havana, which created Art on the Drive as part of its Carnival Miami Experience events, local business Crunch Fitness and the Nike Lincoln Road flagship store programming smaller ancillary events each weekend in March, as well as Miami Beach Fitness Festival powered by Hyrox, hosting over 600 athletes as well as in a series of high impact intervals.



- The City continued its award-winning public safety campaign “Take Care of Our City” during the month of March, which highlighted local laws in a welcoming manner.
- Successfully implemented a comprehensive and coordinated major events plan for Memorial Day weekend to ensure the safety and enjoyment of residents and visitors, which included the return of the popular Hyundai Air & Sea Show.



# NEIGHBORHOODS ACCOMPLISHMENTS



## NEIGHBORHOODS ACCOMPLISHMENTS

### NEIGHBORHOODS

**Vision:** A safe City with a mosaic of residents enjoying life in iconic and historic neighborhoods.

**Objectives:** Build resident satisfaction through safety, cleanliness, parks and modern codes.

### ACTIONS COMPLETED

#### Significantly Enhanced Public Safety Staffing

- Added 17 police officers to provide a higher level of service in the Entertainment District and added two more police officers funded from the Smith & Wollensky lease.
- Added staffing for the Marine Patrol unit to provide expanded coverage seven days a week.
- Added a Fire Rescue unit with 14 positions, which will also operate the new fire boat to provide proactive patrols of our waterways from a new location in Maurice Gibb Memorial Park.
- Added a Public Information Specialist to the Public Information Office in the Police Department tasked with direct and educational messaging regarding police activities, perception of crime and the community outreach engaged in by the department. This spring, the Police Department's Community Affairs Unit (CAU) planned and executed a Mid Beach block party. Several departments participated, including Code, Economic Development, Fire Department, Housing and Community Services, Capital Improvement Projects, Facilities and Fleet Management, Parks and Recreation as well as Public Works. The Police Department also participated in several outreach initiatives, both locally and across Miami-Dade County to further enhance their relationship with the community.
- Conducted Police Department re-training in Fair & Impartial Policing to reinforce commitment to ethical and unbiased policing.
- Created You + Me = MBPD campaign with statistics and police-related stories in MB magazine.
- Converted 29 part-time Park Rangers to full-time status over three years to add coverage on Ocean Drive, the Beachwalk from 46 to 79 streets, and partial coverage for rovers in various neighborhood parks.
- Added six code officers for enhanced coverage in the Entertainment District and three more officers to address short-term rentals.

#### Park Improvements

- Completed multiple parks and beachfront bathroom renovations and replacement of park benches and recycling containers as well as painting of facilities, playground repairs and landscape improvements.
- Installed fencing and cameras in the basketball courts at South Pointe Elementary School.



## CONTINUED....

- Funded event enhancements of City parks through Formula 1 sponsorship, including landscape enhancement projects with an emphasis on Bandshell Park and Lummus Park.
- Completed Parks Master Plan in 2020 and presented to the Miami Beach Commission.
- Created eight dedicated pickleball courts and five dual-use pickleball courts and added sports lighting at the Miami Beach Golf Club courts. Additionally, the 1755 rooftop offers four pop-up pickleball courts.
- Completed Brittany Bay Park in spring 2023.
- Completed 600 Alton Park in summer 2022.
- Completed Robert Hass and Joe Rubin Handball Court renovations at Flamingo Park.
- Finalized Scott Rakow Youth Center gymnastics and patio flooring.
- Improved Marjory Stoneman Douglas playground.
- Finished LED lighting improvements at Flamingo Park football, tennis, pool, basketball and soccer facilities.
- Resurfaced Flamingo Park Tennis Center and Polo Park basketball courts.
- Replaced South Pointe Park fishing pier railing.
- Completed Citywide court improvements.
- Replaced Miami Beach Golf Course range netting.
- Added new dog park and shade structure at Allison Park.
- Completed new slack lines at Muscle Beach.
- Installed a new Benito Juárez pedestal and bust in Collins Park.

### **Improved Neighborhoods**

- Reforested multiple neighborhoods through the G.O. Bond Program, including in North Beach and Mid Beach by planting more than 1,900 native and Florida-friendly trees, guided by the Urban Forestry Master Plan, as we seek to reach our goal to increase the tree canopy from 17% to 22% by 2040.

### **Adopted Progressive Codes and Guidelines**

- Launched the #NoFilter campaign as a visual way to communicate to residents and visitors that filtered cigarettes are now banned in all our beaches and parks.
- Adopted the Resiliency Code and LDR updates, the City's first major update of land development rules in more than 30 years. The revised regulations provide much-needed clarifications to zoning requirements and for the first time incorporate a new resiliency code aimed at better positioning our coastal community to overcome the challenges of rising sea levels. The effective date, including the conversion to the Gridics platform, is June 1, 2023.
- Obtained City Commission endorsement of The Buoyant City Guidelines, which provides a road map for retaining and preserving historic resources in the face of sea level rise and climate change – guidelines are currently in use.

## OTHER ACTIONS UNDERWAY AND ONGOING

### Safety/Crime Improvements

- Fire Station 1 award of construction contract by winter 2023.
- North Beach Ocean Rescue Facility selection of architect/engineer anticipated by 2024.
- Enhanced community policing in North Beach through Community Redevelopment Agency.
- Implementing the Real Time Crime Center in 2023 to merge all surveillance cameras Citywide in a centralized location as part of a crime reduction strategy. The department added 1,385 surveillance cameras Citywide with 1,425 views as well as 25 License Plate Readers at entry/exit points and key roadways within the City limits.
- A security camera project has been initiated to install cameras in all public parking garages. The contract is fully executed and the work is expected to commence soon.
- The Police Department created the Community Affairs Unit in 2022 tasked with outreach and building partnership throughout each area of the City. The CAU conducted 47 community outreach and crime prevention programs in 2022 and organized the department's annual block party.
- The Police Training Unit conducted 41 community training events including active shooter and Citizen Police Academy trainings. The Police Athletic League served over 4,000 youths as part of its programming and outreach.
- The Police Department continues working on expanding the CCTV network throughout the City and in City facilities. We currently have over 1,300 camera views in our system with many additional projects coming online.

### Clean and Beautify

- Implemented enhanced sanitation staffing for North Beach and a Community Redevelopment Agency allocation to assist with illegal dumping and enhanced code enforcement.
- Maurice Gibb Memorial Park construction began April 2023.
- Bayshore Park construction is set to start in September 2023.
- North Beach Oceanside Park completion is expected 2023.
- The next planned reforestation project will be a three-phase Beachwalk reforestation to ensure our assets can be enjoyed by residents and tourists alike during all times of the day and every season. We anticipate planting 600 additional trees through this effort.

### Create a Strong Local Community

- The Parks and Recreation Department immediately addresses ponding water as part of daily routine service. The department also has eliminated plant material that retains ponding water from landscaped areas and future designs.
- Building inspectors continue to monitor ponding water on construction sites and cite those projects when needed.

# ENVIRONMENT AND INFRASTRUCTURE ACCOMPLISHMENTS



## ENVIRONMENT & INFRASTRUCTURE ACCOMPLISHMENTS

### ENVIRONMENT & INFRASTRUCTURE

**Vision:** A resilient coastal City with a thriving environment and modern infrastructure.

**Objectives:** Protect and enhance our environment and invest in infrastructure projects and assets that build resilience benefits like reducing flood risk and increasing sustainability.

### ACTIONS COMPLETED

- Launched the We Heart Biscayne Bay Water Quality campaign at a community Yappy Hour event for water quality protection specifically focusing on Don't Fertilize the Bay, Don't Be Ruff on the Bay and Don't Be Trashy. As of mid-June, the campaign had garnered a combined 28,242,149 impressions and 225,551 visits to the MB Rising Above website.
- Secured a State appropriation of \$500,000 to fund the construction of resilient seawalls along Collins Avenue and received a favorable recommendation through the Federal Community Project process for approximately \$10 million for the North Beach Living Shoreline Neighborhood Resilience Project.
- Held the first Turtle Fest, welcoming hundreds of residents to a family friendly event in North Beach to highlight these magnificent creatures and reinforce the importance of community action and fun as well as educational activities for environmental protection.
- Achieved a favorable Class 5 flood insurance rating from the Federal Emergency Management Agency; one of three municipalities in Miami-Dade County to achieve a Class 5 rating – collectively saving City policyholders 25% in flood insurance premiums amounting to \$8.6 million a year in combined savings from insuring both City assets and private properties through the National Flood Insurance Program.
- Launched the Fight the Flood Private Property Adaptation program to incentivize resilience action with 42 properties awarded the Phase 1 Assessment.
- The City has implemented ambitious environmental protection and climate adaptation ordinances, including seawall elevation and overtopping, dune protection and water quality protection through erosion control and one of the strongest ordinances in the state to reduce fertilizer use and preserve the health of Biscayne Bay. Through the proactive construction site inspection program, compliance with the Water Quality ordinance has increased from 12% to about 50% since 2022.
- Negotiated and executed a 10-year pouring rights agreement with PepsiCo and a five-year pouring rights agreement with Red Bull North America; both agreements are completely plastic free for the water, soda and energy drink categories and were the first of their kind.
- Supported Aspen Ideas: Climate Miami Beach event, hosting a dynamic and multisector event to focus on solutions for climate change. The event highlighted Miami Beach as a living laboratory for climate change and brought the City positive national and international press coverage.

## CONTINUED....

- Completed construction of the pilot bioswale project on North Bay Road and 59 Street.
- Rehabilitated and raised 1.2 miles of seawall over the past year as part of our Seawall Prioritization Plan.
- Completed five water and sewer construction projects, including the replacement of the Dade Boulevard sewer force main from Belle Isle to Michigan Avenue, the replacement of the water main under Collins Canal at Jefferson Avenue, odor control improvements at various pump stations, pump station 18 rehabilitation, and valve replacement at pump station 28.
- Installed 14 new electric vehicle charging stations for City vehicles, in accordance with our City's Green Fleet Initiative.

## OTHER ACTIONS UNDERWAY AND ONGOING

### Water, Sewer and Stormwater

- The 2023 Citywide Stormwater Master Plan and Capital Improvement Plan is underway, with the goal of updating the prior outdated master plan and guiding the stormwater program for the next 10 years and beyond.
- The First Street and South Pointe Stormwater Improvements Project design is well underway, progressing to 60% design completion.
- Launched the 2023 Vulnerability Assessment and Adaptation Plan to identify the impact of sea level rise on the City of Miami Beach considering 2040 and 2070 to guide adaptation strategies for critical assets.
- Locally supporting the Army Corps of Engineers \$40 million beach renourishment project through multiagency and multidepartment coordination and communications to protect properties from storm surge and sea level rise.
- Supported the ULink Coastal Resilience Team to launch hybrid offshore reef structures to test green and grey infrastructure through reef designs and corals to reduce wave action and support diverse marine habitat.
- Staff is managing the progress of 32 design and 12 construction water and wastewater critical needs projects totaling \$168 million, including the following construction projects near completion: rehabilitation of pump station 31, replacement of water main and sewer force main between Belle Isle and Rivo Alto as well as the trenchless rehabilitation of gravity mains and manholes for I&I reduction at Park View, Star, Palm and Hibiscus Islands.
- Eighteen additional segments of seawall rehabilitation and raising are currently in progress and three living shoreline seawall projects are currently in design.
- Drainage water quality improvement projects: pump station 10 (middle North Bay Road) is in permitting, pump station 24 (lower North Bay Road) is in design, and pump station 32 (West Avenue and 6 Street) is in construction procurement.

## Infrastructure

- Citywide assessment of vehicular and pedestrian bridges and prioritization of rehabilitation needs was completed in 2022, as well as the design and permitting for the structural rehabilitation of three vehicular bridges: 77 Street over Tatum Waterway, Henedon Avenue over Biscayne Point Canal and 73 Street over Tatum Waterway. These are currently in construction procurement. The design and permitting for the rehabilitation of the Liberty Avenue Pedestrian Bridge was completed in March 2023. Construction is underway with completion expected in August 2023.

## Fleet

- Fleet Division is working towards increasing the electric/hybrid fleet. This includes 78 hybrid Police Interceptors and 13 Toyota Rav4 hybrids ordered this year. Currently procuring two fully electric cargo vans and two Toyota Highlander hybrids.



# MOBILITY ACCOMPLISHMENTS



# MOBILITY ACCOMPLISHMENTS

**Vision:** A people-first City where the pedestrian is prioritized in mobility options and community services are pathways to prosperity.

**Objectives:** Increase mobility and housing options for current and future residents and visitors.

## ACTIONS COMPLETED

### Various Key Transportation Master Plan Projects:

- Completed Meridian Avenue from Dade Boulevard to 16 Street protected bike lanes.
- Completed Meridian Avenue from 41 Street to 47 Street bike lanes.
- Completed 72 Street and 73 Street bike lanes.
- Completed Euclid Avenue buffered bike lanes.
- Completed Ocean Drive protected bike lanes.
- Completed last segment of the Atlantic Greenway Beachwalk in summer 2022.

### Housing & Homelessness Initiatives:

- Extended City homeless outreach on weekends.
- Adopted ordinance to waive fees for affordable and workforce housing.
- Adopted a number of code changes for housing.
- Negotiated and broke ground on a public private partnership to develop 80 units of workforce housing.
- Created a comprehensive approach to outreach utilizing on-duty patrol officers to supplement the Police Department Homeless Resource Unit, Homeless Outreach Division, Code Compliance, Park Rangers and Sanitation personnel.

### Additional Actions Include:

- Implemented drone technology to identify homeless encampments.
- Focused resources on area-specific homeless hot spots.
- Implemented high visibility details (performed by patrol personnel) in the morning to focus on homeless sleepers in doorways of local businesses.



## OTHER ACTIONS UNDERWAY AND ONGOING

### Transportation Master Plan/Less Car-Centric

Other Transportation Master Plan key projects are underway in various phases of development:

- West Avenue protected bike lanes (construction).
- 23 Street Complete Streets (design completed – in procurement).
- Alton Road shared-use path (design).
- Chase Avenue/34 Street shared-use path (design).
- Dade Boulevard shared-use path (design).
- Collins Avenue Bike Lanes from 41 Street to 63 Street (Florida Department of Transportation (FDOT) planning).
- Pine Tree Drive bike lanes (planning).
- Collins Avenue bike lanes from 26 Street to 44 Street (FDOT design).
- Enhanced the Mid Beach On-Demand Transit (Freebee) service with the introduction of two Tesla Model X vehicles replacing the golf-type vehicles.

### Regional Connectivity

- Miami-Dade County implemented a limited pilot (interim) project consisting of express bus service operating along the outside shoulders of the Julia Tuttle Causeway while FDOT reconstructs the inside shoulders for permanent bus on inside shoulder operation.
- Once the work on the inside shoulders is complete, Miami-Dade County plans on implementing permanent express bus service connecting Golden Glades Multimodal Center, MIC/Earlington Heights Metrorail Station, Mount Sinai Medical Center, Fontainebleau Hotel and Miami Beach Convention Center.

### Traffic Congestion

- Funded 10 public safety specialists to assist with traffic mitigation management.
- Commenced build-out of a real-time Transportation Management Center (TMC) (co-located at the FDOT District Six SunGuide TMC) as part of the Intelligent Transportation System project construction.
- Phases one and two of the Intelligent Transportation Systems/Smart Parking Systems project are in construction phase with operations commencing in late 2023. All phases are budgeted in current capital project but final cost of Phases three to six is pending negotiations.

### Baywalk

- Pedestrian Bridge start of construction fall 2023.
- South Bay Club Link basis of design report starts fall 2023.
- Bayview Terrace Link basis of design report starts fall 2023.
- Bay Garden Manor Link basis of design report starts fall 2023.

### Housing/Homelessness

- Executed agreement with New Hope for specialized outreach.
- Exploration of a Transfer of Development Rights program for workforce and affordable housing is underway.
- Negotiating agreement with Homeless Trust for placements (beds/units) at off-site locations.

# ORGANIZATIONAL INNOVATION ACCOMPLISHMENTS



## ORGANIZATIONAL INNOVATION ACCOMPLISHMENTS

**Vision:** A smart City of high quality and efficient services and employees.

**Objectives:** Improve strategic decision-making and financial stewardship, making the City more business friendly and user-friendly with an employee culture of problem solving and engagement.

### ACTIONS COMPLETED

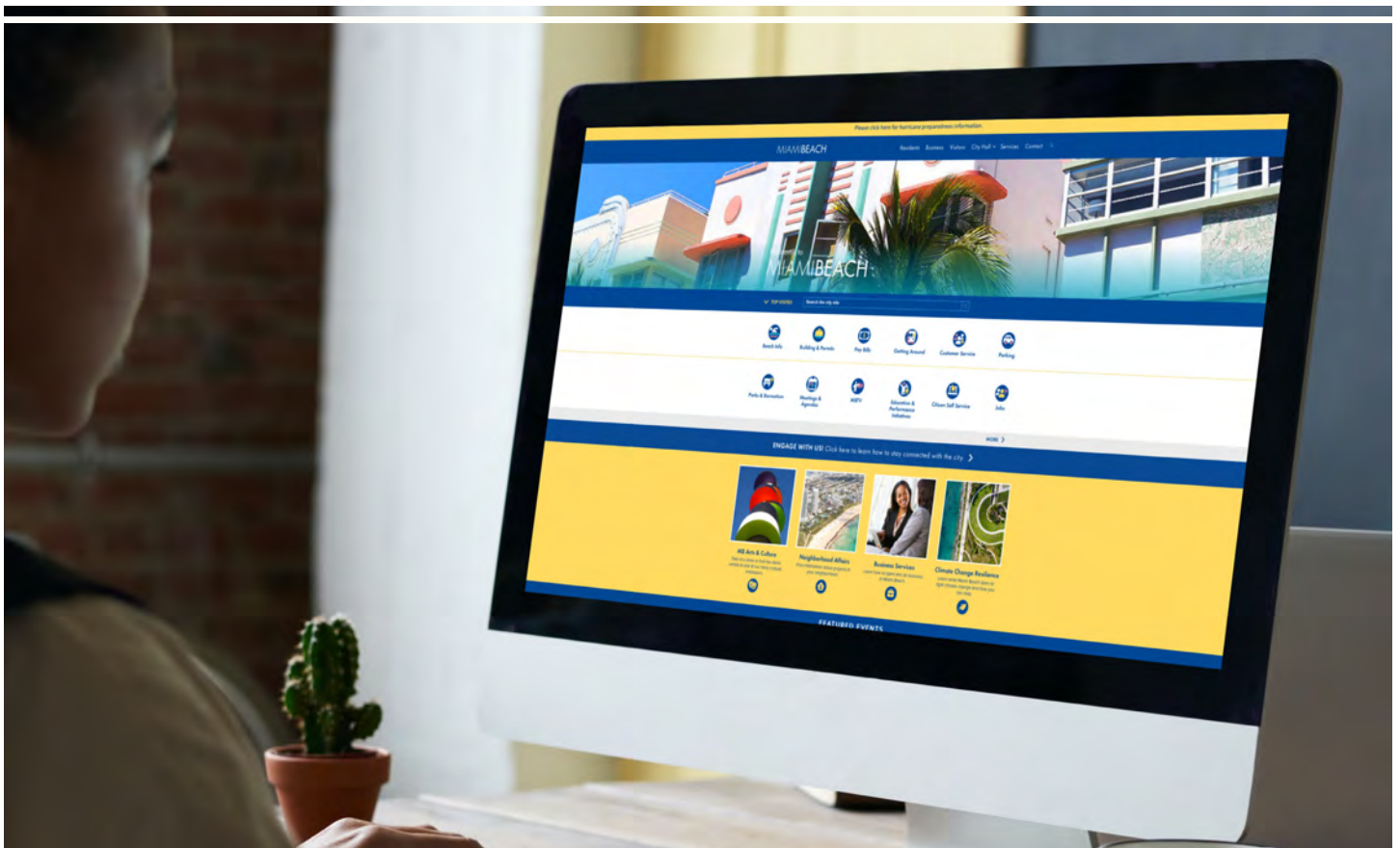
- Implemented program budgeting commencing with the FY 2018 Program Budget. This was prepared annually until FY 2022. We have now pivoted from an annual to a three-year update.
- Created the Neighborhood Affairs Division (NAD) in 2020, which has been instrumental in fostering a more open dialogue and partnership between the community and the City's administrative and operational departments to improve quality of life. The NAD team actively engages with residents and stakeholders to address specific requests along with providing timely updates on City projects and initiatives. The NAD team continuously aims to facilitate communication, promote civic engagement and build a sense of pride and ownership within neighborhoods to create a stronger, more connected and thriving City.
- Conducted a zero-based budgeting review of the Sanitation Fund during the FY 2020 budget process resulting in implementation of some recommendations.
- Completed all 2018 voter-approved G.O. Bond "quick-wins" Projects. Additionally, to date, 11 of 57 Tranche 1 G.O. Bond projects are completed and 32 others are in some form of "Active" status.
- Created a webpage to share all of the ways stakeholders can use to stay connected with the City. Promoting this webpage is part of our evergreen marketing. [www.miamibeachfl.gov/engagementtoolbox](http://www.miamibeachfl.gov/engagementtoolbox).
- Bifurcated the Certificate Of Use and Business Tax Receipt process to facilitate ease of use.
- Implemented rating of interactions at Customer Service Center as "Excellent, Good, Acceptable, Poor and Unacceptable," Track the number of visits rated as "Excellent" at the Customer Service Center.
- Actively tracking average wait and transaction times at the Customer Service Center.
- Developed a new Resort Tax application that modernized the City's revenue system, providing a significantly better resident experience.
- Developed an additional 115 dashboards to enhance City departments' operational needs, as well as open data initiatives. An analytics program was created for the Fire Department, which led to an additional 34 dashboards for operations and accreditation. These critical additions have increased the City's analytics capacities and total library of dashboards to 166.
- Updated the City's financial, human resource, timekeeping, licensing, and permitting systems to provide internal efficiencies as well as improve the resident experience.
- Bargained with all five unions and successfully reached an agreement with each collective bargaining unit.

## Customer Service and Community Engagement

- Senior staff regularly attend Home Owner Association/neighborhood association meetings to continue an open dialogue with the community. Forty-one residential committees are supported through considerable staff efforts to increase community engagement and feedback. In addition, staff is requested to attend the meetings of approximately thirty-five existing homeowner and neighborhood associations to provide updates and gather additional input from residents.
- A working group of departments involved in the Development Review Process has engaged in focus groups and technology review to improve the permitting system and streamline the process. A Development Process Study by an independent consultant is underway (April 2023 – Sept. 2023) to provide process improvement recommendations related to development regulations and review processes of the City.
- Expedited plan review and permitting for technology and financial services to help spur economic growth is ongoing.

## Technology

- The City website has been undergoing a major overhaul, including layout, design, content and imagery updates to improve Search Engine Optimization rankings, align to accessibility/ADA regulations and enhance the overall web experience. Additionally, new features include a Neighborhood Affairs Division portal that clearly outlines updated project information as well as an all-inclusive City Events Calendar that lists all upcoming meetings and events, and can be easily narrowed down based on preference category. The Miami Beach eGov app is also being updated to include additional features with a refreshed look.



## CONTINUED....

- The City's cybersecurity team continued to develop our robust security and compliance program, allowing IT to defend against evolving and increasing threats to the City's assets and data. Enhanced staff training, phishing exercises, and proactive penetration testing complement our existing cyber systems and staff development.
- Replaced approximately 14,000 water meters citywide with advanced technology that is more efficient, provides for a more accurate billing of consumption and allows customers to track their consumption in real-time. This project began in spring 2022 and is now over 90% completed.
- Successfully introduced hybrid City Commission and public meetings using the Zoom platform as a result of the pandemic. We continue to broadcast meetings in a hybrid format to increase resident and business involvement in our meetings as the public can still easily participate in all of our City Commission, Committee and Land Use meetings from any location convenient to them.

### Employees

- Advertise positions on professional websites and social media platforms; attend job fairs and trade shows, including local colleges and universities; develop ads to attract top talent; and conduct job analyses to update descriptions and salary grades to remain competitive.
- Foster careers through a series of programs, including the Employee Academy Program, Leadership Culture Program with a mentorship component, Toastmasters, Supervisor Workshops, Diversity & Inclusion Training and an Awards & Recognition Program.
- Improve safety and wellness through New Hire Orientation, Wellness Program, Health & Ancillary Benefits, Employee Assistance Program, Financial Planning Tools & Seminars, and Flexible Work Schedules.



## 2023 UPDATED STRATEGIC PLAN

Featured Actions that have been completed are removed and additional actions to achieve updated strategic objectives have been added. It is the Administration's goal to work together with the City Commission in preparation for a complete update to the City's Strategic Plan in early 2024. A new resident survey will also be conducted in early 2024.



PROSPERITY





# PROSPERITY

**Vision:** A prosperous City with a special flavor of arts, culture, education and business.

**Objectives:** Build on our arts and culture strengths, balance tourism with quality of life, revitalize areas and support excellence in our schools.

**GOALS**

- 41 Street (2020)
- Arts And Culture (2050)
- Attract Local Residents (2050)
- Change Nature of Tourism (2050)
- North Beach Town Center (2020)
- Tourism Balance Improvements (2020)
- True City Center (2050) with MBCC Hotel (2020) and 17 Street Garage

\* City of Miami Beach’s Strategic Plan adopted July 17, 2019

## MANAGEMENT OBJECTIVES

- 1 **Market, promote and strengthen** Miami Beach as a world class arts, culture, and quality entertainment destination.
- 2 **Develop the Convention Center campus** including the hotel, parks, The Fillmore, and working with partners to program conventions and shows.
- 3 **Revitalize targeted areas and increase investment** through master plans and business vibrancy efforts as well as core services like safety and code enforcement. Better leverage our assets and parking lots. Areas include North Beach, Ocean Drive, 41 Street, Lincoln Road and Washington Avenue.
- 4 **Balance residents’ quality of life** with tourism and special events through careful planning and exploring strategies from other global destinations.
- 5 **Be known for (K-12) educational excellence** including expansion of enrichment programs into the Miami Beach school feeder pattern; including arts, culture, technology, college and vocational school, climate literacy, and counseling.



## FEATURED ACTIONS

**COMPLETE** the Miami Beach Convention Center Hotel.

**OVERSEE** sales activities/marketing for the Convention Center for optimal use.

**PROVIDE** a balanced approach for use of Convention Center Campus: Pride Park/Collins Canal Park.

**MANAGE** the communications and marketing component of the GMCVB contract.

**IMPLEMENT** robust marketing campaigns to promote City programs and cultural assets.

**IMPLEMENT** the 2022 voter-approved Arts and Culture G.O. Bond through grants and completion of projects at City facilities.

**DEVELOP** a renovation and finance plan for The Fillmore theater.

**ELEVATE** the Collins Park Cultural District.

- Renovation of Collins Park Rotunda by 2024.
- Renovation and Expansion of Bass Museum of Art by 2027.
- Miami New Drama Collins Park Cultural Center by 2025.

**IMPLEMENT** robust marketing campaigns to foster business attraction.

**COORDINATE** event partnerships/sponsorship, trade shows/conferences and marketing/promotional campaigns to attract and retain businesses and new residents to Miami Beach.

**COMPLETE** the job creation incentive program for technical and financial services.

**MAKE** substantial progress on North Beach Town Center/Byron Carlyle/Ocean Terrace.

**ASSIST** applicants and property owners in the continued development and revitalization of North Beach Town and Ocean Terrace.

**INCREASE** proactive patrol and community outreach initiatives to ensure vibrancy efforts.

**COMPLETE** 41 Street Corridor improvements.

**IMPLEMENT** 41 Street Business Improvement District.

**COMPLETE** Ocean Drive renovation, activation and programming.

**IMPLEMENT** Ocean Drive Pedestrian Promenade 13 to 14 Place.

**COMPLETE** Lincoln Road renovation within three to 3.5 years.

**COMPLETE** revisions to special event and film guidelines and special event sponsorship process.

**INCREASE** communication with residents and business owners for special event notification.

**ATTRACT** signature world-renowned events that provide public and resident benefits.

**SUSTAIN** all educational initiatives currently underway and provide information to private and charter K-12 schools per expansion of Committee for Quality Education per amended ordinance.

# NEIGHBORHOODS





## NEIGHBORHOODS

**Vision:** A safe City with a mosaic of residents enjoying life in iconic and historic neighborhoods.

**Objectives:** Build resident satisfaction through safety, cleanliness, parks and modern codes.

### GOALS

- Crime Improvements (2020)
- Clean/Beautify (2020)
- Create a Strong Local Community (2050)

\* City of Miami Beach's Strategic Plan adopted July 17, 2019

## MANAGEMENT OBJECTIVES

- 1 Provide quick and exceptional fire and emergency response.** Continuously improve emergency preparedness to better respond to shocks like hurricanes to bounce back as quickly as possible.
- 2 Prevent and solve crime for residents and visitors** through the use of (but not limited to) communications, community policing, technology, cameras, park rangers, professional and ethical policing and code enforcement.
- 3 Work with partners to address regional safety issues** such as juvenile crime, identity theft, trafficking and terrorism.
- 4 Enhance the beautification, physical appearance and cleanliness of neighborhoods** especially North Beach, City rights-of-way, town center areas, parks and beaches.
- 5 Increase compliance with City code** by creating more incentives for compliance vs. penalties, especially North Beach. Implement controls to prevent issues of unpermitted work or work exceeding permits on City projects.
- 6 Evolve parks and green spaces to meet the changing needs of the community** through creating a Parks Master Plan to improve programming, facilities, cycling, and water management. The plan should include iconic art, cultural opportunities and appropriate lighting.
- 7 Modernize and streamline our old and complex land development regulations and City codes** through routine and comprehensive reviews to be more user-friendly and to reduce conflicts.

- 8 **Prioritize historic gems and create opportunities to build resilience into historic properties** to protect our unique Miami Beach identity.
- 9 **Work cooperatively with Miami-Dade County** to reduce the possibility of disease outbreaks.

## FEATURED ACTIONS

**COMPLETE** Fire Station 1.

**COMPLETE** North Beach Ocean Rescue Facility.

**COMPLETE** Marine Patrol Facility.

**CONTINUE** to improve the enhanced use of technology and crime data by the Police Department.

**INCREASE** community outreach by the Police Department, including collaboration with neighborhood watch programs, private security and community groups.

**COMPLETE** construction of the Real Time Crime Center as soon as feasible.

**COMPLETE** installation of surveillance cameras on remaining portion of Beachwalk.

**COMPLETE** analysis by Computer-aided dispatch (CAD)/Records Management system (RMS) consultant with a final recommendation of an upgrade or new system. This will improve crime data for analysis.

**COMPLETE** security camera project with the installation of cameras in all public parking garages.

**EVALUATE** the Community Affairs Unit budget for community programs hosted throughout the City.

**IMPLEMENT** the Urban Forestry Master Plan and G.O. Bond Tree Planting.

**IMPLEMENT** responsive enforcement efforts to target areas identified through the Citywide Cleanliness Index.

**MONITOR** and increase community outreach efforts to yield compliance, proactively.

**INCREASE** compliance with the Building Code by streamlining the process and providing continued training to the public and applicants on the process.

**RECERTIFY** City-owned buildings, through cooperative efforts of Building and Facilities and Fleet Management Departments.

**CONTINUE** to streamline the permitting process and help applicants understand the process to prevent issues of unpermitted work citywide.

**COMPLETE** Maurice Gibb Park.

**COMPLETE** the Par 3 Park (Bayshore Park).

**COMPLETE** North Beach Oceanside Park.

**PROACTIVELY** monitor the City for mosquito breeding grounds and work cooperatively with Miami-Dade County to reduce the possibility of mosquito-transmitted disease.

## CONTINUED...

**COORDINATE** implementation of public art in G.O. Bond-funded Parks projects.

**COMPLETE** 72 Street Community Center.

**EVALUATE** how best to address the increasing demand of pickleball courts.



A photograph of a mangrove forest with numerous vertical tree trunks and roots extending into the water. The water is calm and reflects the trees. A green rectangular overlay is positioned in the upper left quadrant of the image, containing the text 'ENVIRONMENT & INFRASTRUCTURE' in white, uppercase letters.

ENVIRONMENT &  
INFRASTRUCTURE



## ENVIRONMENT & INFRASTRUCTURE

**Vision:** A resilient coastal City with a thriving environment and modern infrastructure.

**Objectives:** Protect and enhance our environment and invest in infrastructure projects and assets that build resilience benefits like reducing flood risk and increasing sustainability.

### GOALS

- Clean Water Strategy (2020)
- Improved Infrastructure (2050)
- Stormwater, Water, and Sewer Planning (2020)

\* City of Miami Beach's Strategic Plan adopted July 17, 2019

## MANAGEMENT OBJECTIVES

- 1 Work regionally and nationally to protect Biscayne Bay water quality and to maintain a healthy dune and beach system** that provides storm protection, recreation and vital habitat for the public good.
- 2 Reduce greenhouse gas emissions and heat** by strategically increasing energy efficiency, green space, tree canopy and pedestrian greenways, encouraging walkability and increasing storm water retention.
- 3 Improve our aging drinking water and sewer infrastructure** to protect drinking water quality, public health and fire protection.
- 4 Reduce risk from storms, high tides, groundwater, and sea level rise** by continuously improving our sea level rise adaptation and integrated stormwater program through the best science and technology, including green and blue infrastructure and mobility priorities while minimizing construction disruption, optimizing design aesthetics, and community engagement. Keep the entire program on-time, on-budget, and moving forward with adequate financing.
- 5 Make existing and new government buildings, assets and fleet efficient, sustainable and resilient.**
- 6 Improve condition of streets** in Miami Beach.

## FEATURED ACTIONS

**CONTINUE** implementing the water and sewer critical needs projects recommended by the Master Plan to address aging (drinking) water and sanitary sewer infrastructure.

**UPDATE** the Stormwater Master Plan, considering water quality treatment and Biscayne Bay protection and net improvement.

**IMPLEMENT** blue-green infrastructure strategy as part of ongoing neighborhood improvement projects.

**CONTINUE** to implement the 2020 Neighborhood Project Prioritization and Road Elevation Strategy.

**COMPLETE** street improvements associated with larger infrastructure projects such as West Avenue and First Street.

**CONTINUE** to develop and implement the streets and sidewalk assessment throughout the City.

**CONTINUE** implementing the SmartCity Street Lighting improvement project.

**CONTINUE** to enhance and manage the dune system.

**CONTINUE** implementing the water quality educational campaign.

**CONTINUE** implementing the Park View Action Plan.

**REDUCE** environmental impacts by working with DERM — fats, oils and grease program and Class 1 and 2 permitting.

**OVERSEE** Waterway Cleaning Contractor.

**ADVANCE** the Miami Beach Mooring Field.

**CONTINUE** implementing the Fight the Flood Private Property Adaptation Program.

**COMPLETE** G.O. Bond Waterway Restoration and Management Project.

**CONTINUE** implementing the Vulnerability Assessment of City assets.

**CONTINUE** to address the contamination remediation in projects and parks.

**PROVIDE** clear and engaging messaging related to natural disasters and environmental emergencies to protect residents and visitors as well as help lower citywide flood insurance rates.

**TRANSITION** fleet to 50% hybrid, plug-in hybrid, and electric vehicles by 2025.

**COMPLETE** the energy assessment of municipal buildings to identify energy efficiency projects.

**RESTORE** Monument Island.



MOBILITY





## MOBILITY

**Vision:** A people-first City where the pedestrian is prioritized in mobility options and community services are pathways to prosperity.

**Objectives:** Increase mobility and housing options for current and future residents and visitors.

**GOALS**

- Attract and Keep Young Families (2050)
- Become Less Car-centric (2050)
- Create a More Local Full-time Community (2050)

\* City of Miami Beach’s Strategic Plan adopted July 17, 2019

## MANAGEMENT OBJECTIVES

- 1 **Increase multi-modal mobility citywide and connectivity** regionally improving transportation equity by implementing the Transportation Master Plan and leveraging state and federal plans and funds. Support access to a quality, regional workforce through improved transportation options to the mainland.
- 2 **Address traffic congestion** through solutions such as Intelligent Transportation System (ITS); targeting loading, ride share, and any other mobility disruption.
- 3 **Improve the walking and biking experience** by providing safe, properly lit, shaded and well-maintained bike lanes, sidewalks, Beachwalk and Baywalk.
- 4 **Increase housing options for current and future residents** and enable growth in housing that protects seniors and encourages first-time home-buyers.
- 5 **Support affordable, compatible workforce housing** through public and private partners for key industries, including the use of development incentives.
- 6 **Address homelessness** by continuously evolving and innovating services to help those wishing to end their personal homelessness.

## FEATURED ACTIONS

**CONTINUE** to provide community service programming and expand resources to address resident needs.

**CONTINUE** implementing the Transportation Master Plan.

**IMPLEMENT** bus rapid transit on the Julia Tuttle Causeway.

**FACILITATE** bus rapid transit on the MacArthur Causeway.

**MAKE** substantial progress on the Baywalk.

**USE** federal allocation to promote homeownership and augment affordable housing opportunities.

**PURCHASE** multi-family units to build on the City's affordable housing portfolio.

**PROMOTE** the City's First-time Homebuyer Program and Rehabilitation Program.

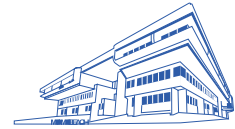
**EXPLORE** Transfer Development Rights Program for workforce and affordable housing.

**PILOT** test a subsidized Water Taxi Program.



# ORGANIZATIONAL INNOVATION





# ORGANIZATIONAL INNOVATION

**Vision:** A smart City of high quality and efficient services and employees.

**Objectives:** Improve strategic decision making and financial stewardship, making the City more business friendly and user-friendly with an employee culture of problem solving and engagement.

## GOALS

- G.O. Bond (2020)
- Technology and Innovation (2020)

\* City of Miami Beach's Strategic Plan adopted July 17, 2019

## MANAGEMENT OBJECTIVES

- 1 Implement City Commission goals and policies through the Strategic Plan and budget** with routine reporting through quarterly Commission goals conferences. Enhance decision making information through fact-based analyses, data, dashboards, and surveys. Streamline the delivery of services using best practice research, outsourcing, and benchmarking.
- 2 Ensure strong fiscal stewardship** by making sure expenditure trends are sustainable over the near and long-term, using pay-as-you-go, innovative funding (such as grants and financing), integrating resilience and sustainability (into the capital budget process), and innovative risk management. Focus on long-term viability of parking, sanitation, pensions and health plans.
- 3 Implement the General Obligation (G.O. Bond)** as promised to residents, through responsible oversight and coordinated project phasing.
- 4 Improve two-way communications and engagement** for construction projects and emergencies within neighborhoods, using creative tools such as an engagement toolbox.
- 5 Empower employees to provide excellent customer service, be problem solvers and solution finders** through building culture of process improvement. Use the Office of Inspector General as a resource to improve performance and identify inefficiencies.
- 6 Make Miami Beach more business and user-friendly** through streamlining the development, permitting, procurement, and Business Tax Receipts processes.
- 7 Maximize the use of innovative technology** to help us be a Smart City, including open data, online transactions for customers, and threats like cybersecurity.

- 8 **Attract and retain top talent** by building a strong, professional public administration and succession planning.
- 9 **Foster rewarding careers** through training and assignments, and align the management team decision-making, evaluations, and system of rewards.
- 10 **Improve employee safety and wellness** by offering an excellent wellness program, and explore policies to better align City functions for the modern workforce, including work hours (flex hours and days), travel, and cell phones.
- 11 **Increase intergovernmental cooperation** through Commission and administration relationship building with local, regional and national connections and strengthen the Miami Beach lobbying effort.
- 12 **Create an environment for interdepartmental collaboration.**

## FEATURED ACTIONS

**IMPLEMENT** biannual citywide resident and business survey in FY 2024 to gain an understanding of concerns, attitudes, opinions, experiences and needs.

**COLLABORATE** with the City Commission in 2024 to prepare a more thorough update of the City’s Strategic Plan.

**LINK** proposed budget enhancements to specific Featured Actions of the City’s Strategic Plan during the annual budget process.

**IMPLEMENT** a more robust five-year Capital Improvement Plan.

**MOVE** toward compliance with the City’s internal fiscal policies to improve the City’s overall fiscal health, including the funding of capital up to 5% of the annual General Fund operating budget; prioritizing full funding of the City’s reserves during the budget process instead of at year-end; and increasing funding for General Fund Other Post-Employment Benefits annual liability.

**CONTINUE** to report and monitor project progress and completion within Tranche 1 of 2018 voter-approved G.O. Bonds in order to advance the issuance of Tranche 2 funding in all bond categories: Parks, Infrastructure and Public Safety.

**CONTINUE** to promote all the various ways to stay connected with the City.

**INCREASE** community outreach and engagement through multiple channels of communication, including MB magazine, social media, e-newsletters, MBTV and the website.

**PARTICIPATE** in meetings with homeowner association representatives and senior staff.

**CONDUCT** an independent consultant process improvement study for development processes.

## CONTINUED...

CONTINUE the expedited plan review permitting program for technology and financial services.

CONTINUE business concierge services.

MAKE 50% of all customer (and financial) transactions with the City available online within two years.

CONTINUE the implementation of an open data program.

EXPAND digitization and access to government services by utilizing innovative technology and modernized applications to increase customer service.

EXPAND analytics and automation services for transparency and operational decision-making.

PROTECT City digital assets and systems and ensure business continuity through IT security programs.

DEVELOP creative ideas to attract and retain top talent.

DEVELOP/IMPLEMENT programs that build employee engagement.

MAINTAIN a safe working environment for all employees.

PROVIDE robust benefits that assist employees with work/personal life issues.

