



# MIAMI GARDENS COMPLETE STREETS GUIDELINES

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## Volume 1: General Guidelines

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# ACKNOWLEDGEMENTS

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# 1.0 Introduction

## 1.1 Purpose and Background

The City of Miami Gardens is committed to providing government services that enhance public safety and quality of life, while providing opportunities for economic viability through sustainable and responsible development.

In 2014, the City of Miami Gardens' Comprehensive Development Master Plan identified Complete Streets as a design approach that could progress the City towards its goals by guiding expansion of a multimodal transportation network that accounted for the safety of users of all ages and abilities.<sup>1</sup>

Live Healthy Miami Gardens is an initiative of the City of Miami Gardens that aims to fulfill the City's vision for a healthy and safe community by encouraging physical activity and making changes that improve community health and well-being. Through a collaborative effort, Live Healthy Miami Gardens, the Miami Gardens Public Works and Planning and Zoning Departments, and Urban Health Partnerships, a community partner working to improve mobility options in the City, have been jointly working towards facilitating implementation of Complete Streets within the City.

As a result of these collaborations, in 2022, the City of Miami Gardens Council adopted the Complete Streets Initiative Framework as a resolution to reaffirm its commitment to Complete Streets and to begin development of the Miami Gardens Complete Streets Guidelines.<sup>2</sup> The Complete Streets Initiative Framework is included herein to outline the main objectives of this document, and can be found on the next page.

The Miami Gardens Complete Streets Guidelines fulfills Objective 1.6, Policy 1.6.1 of the Transportation Element of the Miami Gardens Comprehensive Development Master Plan to adopt a Complete Streets Manual and Policy.

Additionally, the Miami-Dade County Vision Zero Framework Plan aims to eliminate all bicyclist and pedestrian traffic fatalities and severe injuries, while increasing safe, equitable, and healthy mobility for all.<sup>3</sup> As a municipality within Miami-Dade County, the City of Miami Gardens is committed to furthering the County's Vision Zero goal through these Complete Streets Guidelines.



## Complete Streets Initiative Framework Components

The following encompasses the Complete Streets Initiative Framework Components passed as part of the Complete Streets Initiative Resolution on October 26, 2022, and included herein as the main objectives of the Miami Gardens Complete Streets Guidelines.

- 1) **Develop Complete Streets policies, practices and projects** that help to ensure transportation improvements are planned, designed, constructed, operated and maintained to encourage walking, bicycling, and transit use while promoting safe operations for all users.
- 2) **Plan, design and create livable, safe and connected City streets** with a highly efficient, multimodal transportation network that promotes the health and mobility of all citizens and visitors of all ages and abilities while reducing the negative impacts on the environment.
- 3) **Design, operate and maintain transportation infrastructure** in a manner that provides a connected network of facilities and services accommodating all modes of travel and all users.
- 4) **Actively look for opportunities to repurpose rights-of-way** to enhance connectivity for pedestrians, bicyclists, and public transit.
- 5) **Focus on non-motorized connectivity improvements** on services, schools, parks, civic uses, regional connections, and commercial uses.
- 6) **Add regulations pertaining to the built environment within the land development code** such as parking location, building setbacks, and roadway design standards that support successful implementation of Complete Streets and which promote multimodal-oriented development.
- 7) **Develop a context sensitive Complete Streets Manual** to be used as reference guide for City Departments, outside agencies, and utility and service contractors in the planning, funding, design, construction, operation, and maintenance of new and modified public and private roadway projects in the City of Miami Gardens.
- 8) **Evaluate all new development and redevelopment** in the City for opportunities to implement Complete Streets policies and Standards.
- 9) **Leverage the resources of other agencies**, including, but not limited to, federal agencies, Miami-Dade County Government, Florida Department of Transportation (FDOT), Miami-Dade Public School District, Florida Department of Health in Miami-Dade County, Tri-Rail, and the Miami-Dade MPO, to achieve Complete Streets.
- 10) **Utilize** the Transportation Planning Organization's (TPO) Transportation Improvement Program (TIP) and the Long-Range Transportation Plan (LRTP), agency work programs, the TPO's Pedestrian and Bicycle Master Plans and the City's Bicycle and Pedestrian Master Plan as a guide when determining infrastructure investments to increase Complete Streets Implementation.
- 11) **Promote Active Design Miami** policy and design strategies for creating healthier streets, open spaces, and buildings, as set forth in their Transportation and Mobility Chapter.<sup>4</sup>

## Complete Streets Initiative Framework Components (continued)

- 12) **Provide well-designed pedestrian accommodations and crossings**, including, but not limited to, traffic signals, access management, lighting, roundabouts, bulb-outs, curb extensions, sidewalks, buffer zones, shared-use pathways, and perpendicular curb ramps, among others.
- 13) **Provide well-designed bicycle accommodations**, including, but not limited to, the use of bicycle lanes, striping, access management, slow streets, low auto volume streets, bicycle storage, traffic calming, signs, protective barriers, and pavement markings, among others.
- 14) **Install native landscaping that provides shade** or other shading devices as a part of street improvements.
- 15) **Provide transit amenities** when transit services are provided along a corridor including shelters, bus bulb-outs, bus turnouts, safe pedestrian and bike access, benches, and bike racks etc. placing an emphasis on providing connectivity between transit stops and destinations.
- 16) **Promote Smart Growth Principles that encourage walkable, livable communities through the design** of a strong street network that is in harmony with the adjacent land uses and neighborhoods.
- 17) **Solicit input from local stakeholders** during the planning process.
- 18) **Integrate natural features**, such as waterways into the design of streets as appropriate.
- 19) **Design City streets with a strong sense of place** using architecture, landscaping, street furniture, public art, signage, etc. to reflect the community and neighborhood where feasible.
- 20) **Establish performance measures and maintain an inventory** of bike and pedestrian infrastructure throughout the City to evaluate the City's progress towards Complete Streets implementation [see Section 4.0 Performance Measures].
- 21) **Prioritize Capital Improvement Projects that encourage implementation of bicycle, pedestrian, and transit improvements**, particularly those projects that eliminate gaps in the sidewalk and bikeway networks.
- 22) **Encourage inter-departmental project coordination** to promote the most responsible and efficient use of fiscal resources for activities within the public right of way.
- 23) **Actively seek sources for public and private funding** to implement Complete Streets.

## 1.2 Intent

These guidelines are intended to facilitate implementation of Complete Streets city-wide by planners, designers, and decision-makers. The guidelines define the benchmarks and processes that can provide safe and healthy multi-modal transportation options within the City.

The City of Miami Gardens has a thriving population of residents who have been engaged and provided input regarding their bicycling and pedestrian experiences to the City and Live Healthy Miami Gardens. Through Urban Health Partnerships' various community engagement activities aimed at improving the City's mobility, residents have been able to provide input on their priorities regarding alternative modes of transportation.

These activities included a community survey, resident-led meetings of the Miami Gardens Bike and Pedestrian Advisory Committee, and conversations with Urban Health Partnerships' Community Liaisons.

In addition to the goals of the City outlined in the introduction and the Complete Streets Initiative Framework, the learnings from these community engagements have further informed the objectives of the Miami Gardens Complete Streets Guidelines, and it is the intent of the City to continue to learn from and utilize the expertise of its residents to inform Complete Streets projects. Current decision-making processes will be evaluated to identify opportunities for public inclusion at all stages of a Complete Streets project. By utilizing the approaches of Complete Streets towards a community-focused development these guidelines are poised to bring about tangible improvements to transportation options in Miami Gardens.

## Benefits of Complete Streets

Complete Streets provide a multitude of benefits that align with the City's vision for a safe, enjoyable, and prosperous public realm for all, including but not limited to:

- Providing equitable access to multimodal transportation options such as walking, biking, and transit
- Improving air quality by reducing the use of single-occupant vehicles
- Improving safety through traffic-calming measures
- Encouraging physical activity
- Increasing affordability of travel
- Improving environmental sustainability and increasing shade to mitigate for the impacts of extreme heat
- Creating safer, more welcoming environments for pedestrians, bicyclists, transit users, and people of all ages and abilities



A background image of a city street with a green overlay. The street has a crosswalk with white stripes and a green arrow pointing right. There are trees and a traffic light in the background.

# 2.0 Project Prioritization

## 2.1 An Equitable Approach to Project Prioritization

The foremost goal of the Miami Gardens Complete Streets Initiative is to provide safe access to streets for all users of the transportation system, including bicyclists, pedestrians, transit users, and motorists, and inclusive of all ages and abilities. To work toward this goal, the City of Miami Gardens should prioritize projects that consider the many diverse experiences and challenges of community members interacting with transportation infrastructure, and improve safety for users not within a single-occupancy motorized vehicle who have been historically underserved in transportation planning and design practices.

The City's annual budgetary process includes the prioritization of Capital Improvement Projects for determining how funding will be programmed over the next five years. The following Complete Streets Project Prioritization Criteria is recommended for use

in ensuring that Capital Improvement projects with the highest impact toward advancing Complete Streets goals are prioritized during the annual budget programming process. The criteria is based not only on the type of infrastructure proposed, but also the existing context, potential users, and ability to support the mobility needs of Miami Gardens' most vulnerable users.

The following criteria should be used to guide discussions throughout the project prioritization process, and should serve as the foundation of the development of any points-based prioritization systems. See Section 3.5, Implementation Strategies for City Departments and Processes, for further details about next steps in operationalizing the prioritization development processes.

Complete Streets Project Prioritization Criteria		Resource Examples
<b>A</b>	<b>Projects that improve the connectivity of biking and pedestrian networks by eliminating gaps.</b>	<i>Bike facility and trail maps</i>
<b>B</b>	<b>Projects that improve multimodal connectivity and level of service.</b>	<i>Bus and trolley maps and schedules; last mile and on-demand services; audits for existing infrastructure</i>
<b>C</b>	<b>Projects that improve biking and pedestrian safety at crash hot spots associated with high incidence of bicyclist and pedestrian severe injuries or fatalities.</b>	<i>FDOT bike and pedestrian crash data</i>
<b>D</b>	<b>Projects that utilize Complete Streets solutions to address environmental concerns.</b>	<i>Heat, shade, and tree canopy mapping data</i>
<b>E</b>	<b>Projects that advance the objectives of any of the performance measures for Complete Streets projects.</b>	<i>See Section 4.1</i>
<b>F</b>	<b>Projects located within underinvested and underserved neighborhoods within the City.</b>	<i>See Section 2.2</i>
<b>G</b>	<b>Projects that provide complete streets solutions particularly benefitting groups with increased vulnerability using the transportation system.</b>	<i>See Section 2.2</i>

## 2.2 Vulnerable Communities & Underserved Locations

Complete Street Project Prioritization Criteria F and G require the identification of vulnerable communities and underserved neighborhoods within Miami Gardens. Most community members are experiencing an intersection of challenges based on their unique socioeconomic and demographic qualities. For example, a commuter who walks and takes transit out of necessity due to low income and whom also lives in an underinvested neighborhood with less biking and pedestrian safety enhancements, and whose route includes crossing a crash hot spot, and who is an older adult with disabilities, is a person experiencing an intersection of challenges that makes them one of the most vulnerable users of the transportation system.

The following resources and strategies should be used to gain an understanding of for whom, where, and how these challenges are compounded, and therefore inform which vulnerable communities and underserved areas should be prioritized for investment.

### **Prioritize areas located within the Miami-Dade County Vision Zero Framework Plan's Equity Priority Areas.**

In response to the over 300 fatalities and hundreds of severe injuries experienced by bicyclists and pedestrians annually within Miami-Dade County, the County has established the Vision Zero Framework Plan to achieve zero severe injuries and fatalities for bicyclists and pedestrians by 2040. As a municipality within the County and for the well-being of its City's community members, Miami Gardens has committed to progressing the County's Vision Zero goal.

The Miami-Dade County Vision Zero Framework Plan conducted a mapping analysis of various socioeconomic, demographics, and severe injury and fatal crash data for crashes involving bicyclists and pedestrians to identify the County's most crash-vulnerable areas. The result of this analysis was the Equity Priority Areas. Portions of the City of Miami Gardens are included in these Equity Priority Areas, and therefore Complete Streets projects located within the Equity Priority Areas of the City should be prioritized for investment when programming funding for the City's budget.

### **Prioritize areas with populations experiencing increased health disparities.**

US Census data can be used to identify areas with populations experiencing increased health factors such as asthma, heart disease, and diabetes that could benefit from increased opportunities for exercise provided by Complete Streets projects.

### **Prioritize projects with enhancements or systems changes specifically aimed to improve the safety and experience for groups experiencing increased vulnerability using the transportation system.**

Certain groups share characteristics that increase community members' vulnerabilities when interacting with City streets. These groups include, but are not limited to:

- Older adults
- Children and families traveling with children
- People with disabilities
- Women
- Black, Indigenous, or other People of Color
- LGBTQIA+ people
- Undocumented immigrants
- People who have a primary language other than English

Consideration of the unique challenges that these users experience when interacting with mobility infrastructure ensures that Complete Streets planning and implementation in Miami Gardens is inclusive, and as a result improves the experience and safety for all community members.

Many community members may be included in more than one of the above-listed groups, which compounds their individual challenges. Community engagement can assist in informing and guiding projects to best alleviate challenges for these individuals.

Locations or routes with a higher concentration of individuals from these groups such as schools, clinics, community centers, assisted living facilities, 55+ communities, or other locations where programs and services for these groups are provided. The Complete Streets planning and design processes should include evaluation of a project location's surrounding areas to determine if any of these locations exist so that they may be incorporated into the project's design solutions and help the City progress in meeting its Complete Streets objectives.



# 3.0 Implementation

## 3.1 Implementing a Complete Streets Approach

Any projects that impact the City's transportation right-of-ways may provide opportunities for progressing the City's Complete Streets goals. The Complete Streets elements presented in Volume 2, Design Guidelines, including the local and national design guides as well as the elements outlined specifically for the City of Miami Gardens, offer solutions for a wide variety of scenarios that can be applied to numerous areas within a right-of-way.

The right-of-way contains a dynamic environment that extends beyond the asphalt road. An exploration of potential opportunities should consider other areas found in right-of-ways such as medians, sidewalks, landscape and open spaces, and other ancillary paved areas. Projects should also be evaluated for spaces that could serve temporarily for piloting new enhancements. Areas that could be utilized for interim solutions include on-street parking spaces, underutilized right-of-way areas, or temporary repurposing of a portion or all of a travelway.

Determining the level of feasibility of applying Complete Streets solutions to a project will require flexibility in traditional transportation planning and design.

As such, all projects should be evaluated using a lens that seeks to accommodate Complete Streets solutions where possible. This evaluation process will vary by project scale, scope, funding source requirements, and other factors, and has been outlined in Section 3.2 Public Project Development Process Adjustments to Integrate Complete Streets and Section 3.3 Private Project Development Process Adjustments to Integrate Complete Streets.



As pertains to the design of Complete Streets projects, Sections 3.2 and 3.3 outline the review processes for public and private development projects. Generally, public projects will include a Complete Streets review within each design phase, and private development projects will include a Complete Streets review as part of the plans review by the Development Review Committee.

Since Complete Streets extends design considerations to the adjacent land uses, diversity of users and their abilities, and to a wide range of functions and programming of these public spaces, Complete Streets inherently encompass many more aspects beyond transportation that fall under the City's purview. This section outlines steps for updating various City department processes and policies to support successful implementation of Complete Streets.



*Illustration created by the Broward Metropolitan Planning Organization's Complete Streets Initiative*

## 3.2 Public Project Development Process Adjustments to Integrate Complete Streets

### Planning Phase

**Projects identification** will be based on local transportation or other mobility-related plans and studies and Section 2.2 Locations and Communities to Prioritize. All new or reconstruction transportation capital improvement projects will be considered Complete Streets Projects. Resurfacing, repair, and maintenance transportation projects are not required to apply the Miami Gardens Complete Streets Guidelines, but are encouraged to explore options within these projects to implement Complete Streets solutions

**Project scoping** for all Complete Streets Projects shall include review and application of Miami Gardens Complete Streets Guidelines by City of Miami Gardens staff to include at minimum the Department of Public Works Director and staff, the City Engineer, and staff from the Planning and Zoning Division.

### Funding

The **project prioritization** process for all new or reconstruction transportation capital improvement projects (Complete Streets Projects) will be based on the Complete Streets Project Prioritization Criteria in Section 2.1.

### Design Phases

- |             |                                                                                                                                                                                                                                                                                                                       |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>30%</b>  | All phases include reviews that include City Engineer, staff and Director of Public Works, Project Coordinator, coordinating agencies, and designers. The Department of Public Works with assistance from the Planning and Zoning Division will review for adherence to the Miami Gardens Complete Streets Guidelines |
| <b>60%</b>  |                                                                                                                                                                                                                                                                                                                       |
| <b>90%</b>  |                                                                                                                                                                                                                                                                                                                       |
| <b>100%</b> |                                                                                                                                                                                                                                                                                                                       |

**Coordinating agencies may include:**

- Miami Dade County DERM/RER, & Traffic
- South Florida Water Management District
- Florida Department of Transportation (FDOT)
- US Army Corps of Engineers

### Construction

Construction sites shall accommodate vulnerable users of all transportation modes with temporary solutions to ensure their safety during construction.

### Maintenance

Roadway assessments for maintenance needs shall include review for impacts to access and safety for all users and diverse modes of transportation.

**How would construction activities and maintenance needs impact:**

- |                            |                  |                                                     |
|----------------------------|------------------|-----------------------------------------------------|
| • Older Adults             | • Bicyclists     | • People with a primary language other than English |
| • Children                 | • Pedestrians    |                                                     |
| • People with disabilities | • Transit riders |                                                     |
| • Low-wealth individuals   |                  |                                                     |



### 3.3 Private Project Development Process Adjustments to Integrate Complete Streets

#### Project Initiation

Project proposal by the developer typically initiates a preliminary a pre-application process or initial review of the application. At this stage, City staff should ensure designers are informed about the Miami Gardens Complete Streets Guidelines. City staff are encouraged to explore the opportunities for implementing Complete Streets with the designer, and to utilize the Benefits of a Complete Streets Toolkit by Smart Growth America (see Section 4.2 for more information) to help illustrate the benefits of a Complete Streets project to the developer as applied to their specific project site and scope.

#### Development Reviews

For all development reviews, the Planning and Zoning Division staff will review for adherence to the Miami Gardens Complete Streets Guidelines. Private development projects undergo review by the City's Development Review Committee, consisting of staff from various City departments and coordinating agencies that vary by project scope. Depending on project complexity, scope, and scale, projects may have more than one development review.

##### Reviewers may include the following directors or their designees:

- Planning & Zoning
- Public Works
- Police Chief
- Building
- Code Enforcement
- Community Improvement

##### Coordinating agencies may include:

- Miami-Dade Fire Rescue Department
- Miami-Dade County DERM/RER
- North Miami Beach Water

#### Construction

Construction sites shall accommodate vulnerable users of all transportation modes with temporary solutions to ensure their safety during construction.

#### Maintenance

Roadway assessments for maintenance needs shall include review for impacts to access and safety for all users and diverse modes of transportation.

##### How would construction activities and maintenance needs impact:

- Older Adults
- Children
- People with disabilities
- People with a primary language other than English
- Low-wealth individuals
- Bicyclists
- Pedestrians
- Transit riders

## 3.4 Exceptions

Resurfacing, repair, and other regular maintenance transportation projects are not required to include Complete Streets, however, a list of any planned minor maintenance, repair, or resurfacing projects shall be provided to and reviewed annually by the Planning and Zoning Division for potential Complete Streets solution opportunities after Public Works' project scoping process. These projects will not require the full review and application of the Miami Gardens Complete Streets Guidelines as is required for new or reconstruction transportation projects.

Upon review by the Director of Public Works and the Director of Planning and Zoning, the following exceptions may be considered:

- 1) Accommodation is not necessary on roadways where specific users are prohibited, such as bicycles on interstate freeways.
- 2) Cost of accommodation or degree of impact of the Complete Street element is grossly disproportionate to the need or probable use if these elements were implemented. This determination should be made with due consideration to future users, latent demand, and the social and economic value of providing a safer and more convenient transportation system for all users.
- 3) Funding source is restricted in terms of how funds can be used or which transportation modes can be supported.
- 4) Project in 60% or later design phase or construction as of the effective date of this policy.
- 5) Project involves emergency repairs that require immediate, rapid response (such as a water main leak). Temporary accommodations for all transportation modalities shall still be made whenever feasible. Depending upon the severity and/or length of time required to complete the repairs, opportunities to improve multimodal access shall still be considered where possible as funding allows.
- 7) Project involves routine minor maintenance that does not change the roadway geometry or operations, such as mowing, sweeping, or spot repair.
- 8) Project is focused on resurfacing and does not modify the roadway and other Right of Way geometries or operations. The project must also be reviewed by the Planning and Zoning Division and determined to not have opportunities for reasonably integrating Complete Streets elements.



## 3.5 Implementation Strategies for City Departments and Processes

The following is a list of strategies to be undertaken by the City to progress its various processes and policies towards increased facilitation of implementing Complete Streets city-wide:

- 1) Identify, review, and revise existing relevant procedures, plans, regulations, and other processes for consistency with the Complete Streets Guidelines.
- 2) Identify ways to improve other City practices to better align with the purpose and intent of the Complete Streets Guidelines and changing trends in the industry, including smart technologies, parking regulations, and guidelines for transportation impact studies that include multimodal metrics (such as multimodal level of service analysis and multimodal/urban trip generation methods).
- 3) Update the annual budgeting process to include the Project Prioritization for Funding Criteria in Section 2.3.
- 4) Add complementary regulations that align with Complete Streets principles, or facilitate incorporating Complete Streets solutions within the land development code.
- 5) Integrate proactive land-use planning policies that facilitate Complete Streets implementation and anticipate its inherent benefits.
- 6) Use policy changes to maintain commitment to sustainable development as the City continues to grow and progress in its Complete Streets goals.
- 7) Use policy changes, programs, or other initiatives to prevent displacement of Miami Gardens residents due to increases in housing costs and decreased supply of affordable housing options.
- 8) Integrate a stronger focus on non-motorized connectivity improvements to schools, parks, civic uses, regional connections, commercial uses, and employment centers in the City's planning initiatives and processes.
- 9) Adjust project development processes for public capital improvement projects to include Complete Streets solutions per Section 3.2 Public Project Development Process Adjustments to Integrate Complete Streets.
- 10) Adjust the Project Development processes for private development projects to include Complete Streets solutions per Section 3.3 Private Project Development Process Adjustments to Integrate Complete Streets.
- 11) Ensure construction and maintenance inspections observe for any conflicts or barriers to access or safe use for users of all ages and abilities and for all modes of transportation.
- 12) Regularly measure the City's progress in Complete Streets success per Section 4.0 Performance Measures, and utilize findings to inform plans, initiatives, policies, and projects towards increased success.
- 13) Develop and adopt other tools, such as a Complete Streets Checklist, as necessary to help guide project implementation.

- 14) Create a plan to ensure robust, meaningful, and inclusive community engagement, with a particular emphasis on engagement of communities that have traditionally been underserved in planning and decision-making processes. The plan shall include specific strategies for overcoming barriers to engagement associated with race/ethnicity, income, age, disability, English language proficiency, vehicle access, and other factors that prevent community members from civic participation.
- 15) Offer training opportunities at least once per fiscal year to boost staff capacity in Complete Streets implementation. Trainings can focus on Complete Streets design and implementation, community engagement, equity, smart technology, or other relevant topics. The City shall also encourage and facilitate professional development in the Complete Streets approach by sending staff to national conferences or other trainings. The general public may also be included in these trainings, whenever feasible.
- 16) Actively seek sources of public and private funding to assist in the implementation of Complete Streets throughout the City.
- 17) Experiment with the use of "tactical urbanism" and "lighter, quicker, cheaper" techniques utilizing temporary materials—like paint, planters, and portable street furnishings—for a variety of Complete Streets enhancements (such as protected bike lanes, traffic calming and management features, plazas, parklets, and intersection safety improvements), to test out ideas, implement pilot projects, and gather community input more quickly.
- 18) Develop a project evaluation tool for all Capital Improvement Projects with transportation elements to include a scoring system to reward projects that incorporate the following Complete Streets solutions.

## Prioritization Criteria

- Projects that improve the connectivity of biking and pedestrian networks by eliminating gaps
- Projects that improve multimodal connectivity and level of service
- Projects that improve biking and pedestrian safety at crash hot spots associated with high incidence of bicyclist and pedestrian severe injuries or fatalities
- Projects located within underinvested and underserved neighborhoods within the City as defined in Section 2.2
- Projects that provide complete streets solutions particularly benefitting other groups determined to have increased vulnerability using the transportation system as defined in Section 2.2
- Projects that utilize complete streets solutions that address environmental concerns
- Projects that advance the objectives of any of the performance measures for Complete Streets projects outlined in Section 4.1



## 3.6 Interagency and Intra Departmental Coordination

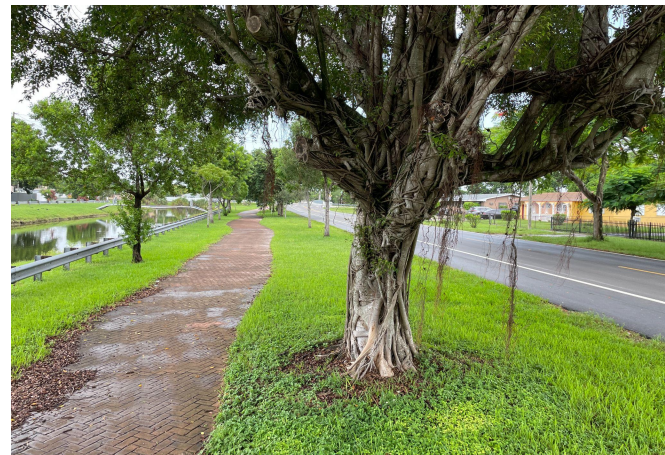
Success of the Complete Streets Initiative requires alignment and coordination within the City of Miami Gardens interdepartmentally and between the City and other agencies who influence, guide, or otherwise interact with the City's plans, projects, or right-of-ways.

City staff are urged to leverage the resources of other agencies, including, but not limited to, federal agencies, Miami-Dade County Government, Florida Department of Transportation (FDOT), Miami-Dade Public School District, Florida Department of Health in Miami-Dade County, Tri-Rail, and the Miami-Dade Transportation Planning Organization (TPO), to achieve the City's Complete Streets goals.

The City shall also utilize the Miami-Dade TPO's Transportation Improvement Program (TIP), Long-Range Transportation Plan (LRTP), agency work programs, Bicycle and Pedestrian Master Plans in tandem with the City's Bicycle and

Pedestrian Master Plan and other current of future relevant plans as a guide when determining infrastructure investments that can increase Complete Streets Implementation.

Internally, the City's departments are encouraged to engage in collaborative intradepartmental project coordination when possible to promote the most responsible and efficient use of fiscal resources for activities within the public right of way.



## 3.7 Community Involvement

All phases and processes involving Complete Streets planning, design, and implementation can benefit from community members' input due to their direct, lived experiences interacting with the City's streets. Additionally, since the community contains a diverse range of individuals with unique lived experience, it is also recommended that community engagement efforts be broadened to include as many different voices within the community as possible.

There are significant learnings to be gained by listening to the challenges experienced by groups and individuals that can be applied to projects, particularly when community engagement centers the lived experience of those users who may be most impacted by projects, such as youth, families, and school staff for projects supporting Safe Routes to School; or older adults that live in 55+ communities for projects enhancing crosswalks near their home.

Community involvement efforts for Complete Streets should also look to non-traditional engagement practices to ensure inclusivity.

Traditionally, community engagement for transportation plans and projects has resulted in underrepresentation due to a lack of culturally-sensitive or people-centered outreach. Integrating various and diverse outreach strategies can help in removing barriers to community engagement and enrich the community input received.

The recommendations listed on the next page provide a starting point for broadening outreach strategies.

A menu of outreach strategies has also been provided on the following page to assist with outreach planning, but other strategies may emerge during the outreach planning process based on the project location and scope and the characteristics of those community members identified as most impacted by the project.



Photo: A Miami Gardens Community Liaison promotes an upcoming community bike ride along a Miami Gardens trail.

## Recommendations for Broadening Community Outreach

- Utilize a combination of virtual print, and other in-person outreach methods
- Provide print and virtual communications in multiple languages
- Provide language interpretation at meetings
- Provide community engagement opportunities at varied points in the day to accommodate a wider range of schedules
- Provide opportunities for residents to attend outreach events virtually
- Provide childcare opportunities at in person outreach events by providing activities for children in a separate area or working with community-based organizations experienced with youth to help plan and assist in this effort.
- Provide outreach events at multiple locations geographically distributed around the City
- Ensure communications and events are accessible for people with disabilities or neurodivergences such as, but not limited to:
  - People who use wheelchairs or other assistive devices
  - Deaf or hard of hearing
  - Visually-impaired
  - Color blindness
  - Auditory, tactile, or visual processing preferences
- Provide compensation to community members' for their investment of time and input



# MENU OF OUTREACH OPTIONS<sup>5</sup>

## SOCIAL MEDIA



- Create a video post
- Share project-related posts
- Use hashtags
- Find others' relevant posts to interact with in comments
- Sponsored ads
- Social media flash mob (post the same thing at the same time on various social media platforms)

## VIRTUAL



- Whatsapp groups-existing or creating new ones
- Nextdoor app/website
- Facebook groups or pages
- Reddit subreddits (ex. r/miami, r/hialeah)
- Dotmocracy (in-person or virtual)
- Jam board
- Lead your own virtual meet-ups on Zoom
- Mass text/regular text

## NEWSLETTER



- E-newsletters
- Requesting partners to share in their e-newsletters
- Requesting people to sign-up to the mailing list
- Conferences/Forums with mailing list

## PRINT:



- Mail postcards
- Flyers
- Community-printed newspapers
- Posters
- Banners
- Advertisements

## FLYERS:



- School backpack inserts, bulletin boards
- Bus shelters
- Churches
- Salons
- Cafeterias
- Gyms
- Libraries
- Community centers
- Senior centers

## PRINTED ADS:



- Restaurant menus with ads
- Conference programs
- Local magazines or newspapers
- Bus shelter/ bench ads

## IN-PERSON:



- Community events
- Partner meetings
- Canvassing door-to-door
- Canvassing at public location
- Impromptu (grocery store, gas station, etc.)
- Visiting "third places"

## PARTNERING WITH OTHERS:



- Nonprofits
- Musicians/artists
- Businesses
- Government agencies
- Media outlets

## SWAG:



- Hats
- Pens
- Masks
- Stickers
- Collapsible fans

## QR CODES:



- Art murals or wall/window decals
- Sidewalk decals
- Flyers or printed ads



## Community-Led Outreach Approaches

*Community stakeholders are already experts of their community's needs, and can give specific and valuable insights based on identities they share with other community members, or based on their work through partner organizations who interact with specific populations such as youth, local business owners, people with disabilities, and local artists.*

*Engaging in this type of collaborative outreach planning process can identify barriers to community involvement and guide outreach towards successful inclusion of as many community members as possible.*







# 4.0 Performance Measures

## 4.1 Measuring City-wide Progress

The performance measures listed below are intended to measure the City's progress towards accomplishing its Complete Streets goals. This list includes performance measures originally listed within the Complete Streets Initiative Framework Resolution, as well as other performance measures identified during development of these guidelines as potentially meaningful insights into the City's progress towards increased safety, improved public health, and an excellent quality of life.

The performance measures are provided here in two categories: annual review and five-year review.

Some of the data needed for these performance measures may already be collected and available, such as health-related statistics available from the U.S. Census, traffic crash data available from the State of Florida, or total miles of transit routes and bike lanes collected by the City.<sup>6</sup>

Some data may need an initial effort to inventory the infrastructure, which can then be updated annually based on completed projects or identified repair or replacement needs.

### **Five Year Performance Measure Reviews:**

- Number of residents diagnosed as overweight or obese (data collected at the County level).
- Number of residents engaging in physical activity (moderate/vigorous) three times per week (data collected at the County level).
- Improvement in air quality (air monitoring or Air Quality Index report).
- Rate of residents diagnosed with chronic diseases such as heart disease, diabetes, asthma, or mental health conditions.

### **Annual Performance Measure Reviews:**

- Total miles of non-compliant sidewalks along City streets
- Total miles of transit routes throughout the City
- Total miles of on-street bikeways defined by streets with clearly marked or signed bicycle accommodation

## Annual Performance Measure Reviews (cont'd):

- Total miles of streets with pedestrian accommodations such as pedestrian lighting, furnishings, and ADA-compliant enhancements
- Total number of people (instead of cars) moved on street rights-of-way (i.e. transit riders, bicyclists, pedestrians)
- Number of missing or non-compliant curb ramps along City streets
- Percentage of tree canopy along City streets
- Percentage of new projects that are multimodal
- Number of alternative modes of transportation available
- Number and severity of pedestrian-vehicle and bicycle-vehicle crashes
- Number of pedestrian-vehicle and bicycle-vehicle fatalities
- Number of bike or scooter docks available

## 4.2 Measuring Project Benefits

This section outlines strategies and tools that can be used to capture and demonstrate the benefits of an individual Complete Streets project.

One of the most compelling ways to showcase project success is to prove an increase in number of bicyclists and pedestrians along improved routes. Below are two methods that can be used to capture numbers of non-motorized travelers:

- Installing bicyclist and pedestrian counters pre-project implementation to capture the number of bicyclists and pedestrians along an existing corridor and any improvements to numbers of users post-project
- Conducting site specific user audits or traffic studies where bicycle and pedestrian counters are not feasible to capture the number of bicyclists and pedestrians along an existing corridor and any improvements to numbers of users post-project



Community input can also provide insights that can validate increased enjoyment in user experience. Community members are able to give a wide variety of qualitative feedback based on their unique ways of interacting with the space.

Another useful tool for measuring project benefits is The Benefits of Complete Streets Tool developed and made available by Smart Growth America.<sup>7</sup> This tool is particularly useful at the pre-project stage for anticipating potential benefits if a project were to be implemented. The tool looks beyond the traditional cost-benefit analysis to benefits that can have positive impacts for the community in the following categories:

- Equity Analysis
- New Cyclists
- Cycling Environmental Impacts
- Pedestrian Intersection Safety
- Speed Reduction
- Tree Planting Environmental Improvements
- Cycling and Pedestrian Health Impacts
- Economic Impacts

## 4.3 Document Review & Updates

To ensure the Miami Gardens Complete Streets Guidelines remain up to date, the guidelines should be reviewed for potential updates on a regular basis.

Annually, an internal committee comprised of City staff members that have utilized the guidelines throughout the year should share learnings from their experience and collaboratively explore what modifications to City processes or to this document could be made to improve the efficiency of meeting the City's Complete Streets goals. At minimum, staff members from the Department of Public Works, the Planning and Zoning Division, and any staff overseeing community engagement throughout the project should be included.

Every five years, modifications can be made to the guidelines based on learnings and any changes made to City processes from the annual reviews. The five year review should also include opportunities for coordinating agencies such as FDOT and Miami-Dade TPO to provide input on the guidelines.



# REFERENCES & NOTES

1. City of Miami Gardens (2014). Comprehensive Development Master Plan.
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7. Smart Growth America (2021). The Benefits of Complete Streets Tool. <https://benefits.completestreets.org/>