

City of Miami Gardens  
Strategic Plan 2006 - 2009

Objective	Goals	Strategies	Measures	Actions
<p>Enhance the overall quality of life for the residents and businesses in the City of Miami Gardens.</p>	<p>I. Community Improvement</p>	<p>A. Enhance CMG Infrastructure</p> <ol style="list-style-type: none"> <li>1. Resurface interior city roads</li>   <li>1. Implement Park master plan</li>   <li>1. Improve intra-transportation Network.</li> </ol>	<p>A.1.1. Prepare an analysis of all city roads with ranking of needs and an estimated capital improvement program by 2006.</p> <ul style="list-style-type: none"> <li>• <b>The City completed the assessment of the roads with ranking in February 2006.</b></li> </ul> <p>A.2.1. Redevelop 16 parks by 2009</p> <ul style="list-style-type: none"> <li>• <b>Completed construction of 2 parks – AJ King and Scott Parks</b></li> <li>• <b>Miami Gardens Community Center 54,000 square foot facility under construction</b></li> <li>• <b>Bunche Park Pool plans 95% complete</b></li> <li>• <b>Miami Carol City Park 60 days from Bid</b></li> <li>• <b>Rolling Oaks Park Phase One 60 days from bid</b></li> <li>• <b>Design Underway for North Dade optimist</b></li> <li>• <b>Conceptual plans completed for all other facilities</b></li> </ul> <p>A.2.2. Increase utilization of parks 10-20% by 2009</p> <ul style="list-style-type: none"> <li>• <b>. Parks and Recreation has seen a 15% increase in afterschool enrollment</b></li> <li>• <b>Parks and Recreation has seen a 23% increase in summer camp enrollment</b></li> </ul> <p>A.2.3. Increase park acreage 5-10% by 2011. <b>Parks and recreation acreage has increased by 9 acres; this represents a 5% increase in total parks acreage</b></p> <p>A.3.1. Complete linkage transit &amp; other regional facilities by 2008.</p>	<p>A.1.1a Fund minimum of \$500K in each budget FY 05-06</p> <ul style="list-style-type: none"> <li>- <b>The City funded \$500,000 for road resurfacing.</b></li> <li>- <b>The City received \$1.3 million from the County to resurface roads.</b></li> <li>- <b>The County spent \$1.4 million to also resurface roads.</b></li> <li>- <b>The City applied for and received \$5.3 million to improve NW 7<sup>th</sup> Avenue between NW 199 Street and NW 183<sup>rd</sup> Street. It will include landscaping, medians with left turns, stormwater drainage, and re-construction of the road.</b></li> </ul> <p>A.2.1a Complete park designs by 2006</p> <p>A.2.2a Award contracts for construction by 2007</p> <ul style="list-style-type: none"> <li>• <b>3 park construction contracts awarded – 2 parks complete and 1 underway</b></li> <li>• <b>3 additional parks going to bid before December 2008</b></li> </ul> <p>A.2.3a Identify purchasing alternatives by 2006</p> <ul style="list-style-type: none"> <li>• <b>Two properties purchased totaling 8 acres</b></li> <li>• <b>1 property donated to City – Miami Tower Site</b></li> </ul> <p>A.3.1 Complete feasibility study by 2009</p> <ul style="list-style-type: none"> <li>• <b>Completed Transit Circulator Feasibility Study in 2009</b></li> <li>• <b>Park Design completed in July 2007</b></li> </ul>
		<p>B. Improve Delivery of Human Services</p> <ol style="list-style-type: none"> <li>1. Attainable Housing</li> </ol>	<p>B.1.1 Have 5% of new housing stock classified as</p>	<p>B.1.1a Institute an attainable housing plan</p>

City of Miami Gardens  
Strategic Plan 2006 - 2009

		1. Youth and elderly services	<p>attainable by 2008</p> <ul style="list-style-type: none"> <li>• <b>Authorized Chamber-funded study for improving Miami Gardens developing analysis of elderly housing.</b></li> </ul> <p>B.1.2 Establish CDBG program by 2007.</p> <ul style="list-style-type: none"> <li>• <b>CDBG program established in 2006</b></li> </ul> <p>B.2.1 Establish sports/cultural program for girls.</p> <ul style="list-style-type: none"> <li>• <b>Established in 2007</b></li> </ul> <p>B.2.2 Establish housing assistance program for repairs for the elderly by 2008</p> <ul style="list-style-type: none"> <li>• <b>Housing rehab program launched December 2006</b></li> </ul>	<p>by 2007.</p> <p>B.1.2a Complete a HUD consolidated plan by July 2006.</p> <ul style="list-style-type: none"> <li>• <b>HUD Consolidated plan completed in August of 2006</b></li> </ul> <p>B.2.1a Establish a girls soccer program in 2008.</p> <p>B.2.1b Establish a girls basketball tournament in 2007.</p> <ul style="list-style-type: none"> <li>• <b>Established coed soccer, flag football, T-ball, tennis, and swimming in 2007</b></li> </ul> <p>B.2.2a Allocate CDBG funds for home repair program by 2008</p> <ul style="list-style-type: none"> <li>• <b>Housing rehab program launched December 2006</b></li> </ul>
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	I. Community Improvement	<p>C. Enhance the image of CMG</p> <p>1. Enhance the aesthetics of the landscape of public and private property</p> <ul style="list-style-type: none"> <li>• <b>New sign code plus new landscape requirements adopt</b></li> </ul> <p>1. Reduce litter in community.</p>	<p>C.1.1 Assume responsibility for maintenance of major thoroughfares by 2007.</p> <p><b>The City assumed the maintenance of major thoroughfares from FDOT for landscaping improvements. Enhancements such as intersection pavers in crosswalks, etc.</b></p> <p>C. 1.2 Increase the tree canopy by 20% by 2009.</p> <p>-The City has planted 4003 trees to date.</p> <p>- Because of the past hurricanes the 20% canopy coverage for the City will not be accomplished until 2020. To date the estimated tree canopy is 8%.</p>	<p>C.1.1a Hire a third community corrections work crew by 2007.</p> <p><b>Hired a third correction crew.</b></p> <p>C.1.2a Complete an inventory of three canopy by January 2007.</p> <p>- Completed an inventory of trees.</p> <p>- Purchased software to maintain records of trees in the City.</p> <p>C.1.2b Certify community members as tree arborist by June 2007</p> <p>- Tsahai received her tree arborist certification.</p> <p>- I do not know about certifying the community</p>

City of Miami Gardens  
Strategic Plan 2006 - 2009

		<p>1. Establish branding of the city.</p>	<p>C.2.1 Have an enhanced litter program in place by 2007.</p> <ul style="list-style-type: none"> <li>- Litter Program is in place</li> <li>- Great American Cleanup</li> <li>- Swat A Litter Bug</li> <li>- Adopt a Road</li> <li>- Correction Crews for Litter Pickup</li> </ul> <p>C.3.1 Have a landscape plan ready to implement by 2007</p> <ul style="list-style-type: none"> <li>- Landscaping plans have been completed.</li> <li>- NW 27 Avenue Landscaping Project – Completed Plans and Construction</li> <li>- 441 (NW 2 Avenue) Landscaping Project – Phase One – Completed Plans and Construction</li> <li>- 441 (NW 2 Avenue) Landscaping Project – Phase Two – Completed Plans and Construction</li> <li>- NW 183 Street Landscaping Project – Completed Plans and in Permitting by North Miami Beach for water service connection.</li> </ul>	<p><b>members as arborists – long educational process and testing. Not realistic.</b></p> <p>C.1.2c Implement a program for community awareness about need for trees by 2007</p> <ul style="list-style-type: none"> <li>- <b>The community is made aware of the increase of tree canopy through Earth Day, Beautification Awards, Community Beautification Grants and Arbor Day.</b></li> <li>- <b>The installation of the 4003 trees in the neighborhoods that makes the community aware of the increase of tree canopy through the City’s interaction with residents.</b></li> </ul> <p>C.1.2.d Plant trees 1000 native trees with root deep root systems by 2008 <b>More than 4000 trees have been planted with deep root systems.</b></p> <p>C.2.1a Complete 6 city wide community clean-ups during 2006 <b>Completed 6 City Wide Cleanups during 2006</b></p> <p>C.3.1a Hire a marketing consultant to develop City branding plan by 2007</p> <p>C.3.1b Repaint all park buildings to match City building color palate and install park sign by 2008.</p> <ul style="list-style-type: none"> <li>• <b>All park painting and sign installation will be complete by the end of FY 2008 (if no construction on site)</b></li> </ul>
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City of Miami Gardens  
Strategic Plan 2006 - 2009

			<ul style="list-style-type: none"> <li>Completed in July 2007 as a park of the Parks Master Plan</li> </ul>	
		<p>B. Support Services</p> <p>1. Enhance the effectiveness of city personnel</p> <p>2. Technology</p>	<p>B.1.1 Establish &amp; implement a career path system by 2007</p> <p>B.2.1 Institute a web based payment system by 01/08</p> <ul style="list-style-type: none"> <li>Active Net will be operational in Parks and Recreation by December 2008 this will allow us to accept web based registrations and payments</li> </ul>	<p><b>B.1.1: Miami-Dade Solid Waste has implemented a recycling program in the City with new containers.</b></p> <p>B.1.1a Define pay range and career steps for each job classification by December 2006</p> <ul style="list-style-type: none"> <li>Done in 2007</li> </ul> <p>B.2.1a Review options and select new system by January 2007</p> <ul style="list-style-type: none"> <li>EDEN Implemented 2006</li> </ul>
		<p>C. Operation Delivery</p> <p>1. Police Department</p> <p>2. Customer Service</p>	<p>C.1.1 Establish a plan with MDPD by 06/06 that results in a reduction of robbery, drugs, violent crimes and quality of life crimes.</p> <ul style="list-style-type: none"> <li>Policy decision to create own department instead</li> </ul> <p>C.1.2 Facilitate the creation of more neighborhood crime prevention associations by 2008.</p> <ul style="list-style-type: none"> <li>2 new associations created since 2006, and since MGPD start up the department has launched the Neighborhood Crime Watch program.</li> </ul> <p>C.2.1 Enhance the CS skills and competencies of all employees by October 2007</p> <ul style="list-style-type: none"> <li>Training facilitated by Human Resources</li> </ul>	<p>C.1.1a Identify exclusive and mutual need of CMG &amp; MDPD and create plan to reduce Crime by December 2007.</p> <ul style="list-style-type: none"> <li>Policy decision to create PD instead</li> </ul> <p>C.1.2a Establish 3 new neighborhood crime prevention associations by December 2006.</p> <ul style="list-style-type: none"> <li>2 new associations created since 2006, and since MGPD start up the department has launched the Neighborhood Crime Watch</li> </ul> <p>C.2.1a Deliver four hours of CD training annually beginning in 2006 Customer Survey done in Building Department increase in satisfactory from 35% to 72%</p> <ul style="list-style-type: none"> <li></li> </ul>
	<p>II. Enhance citizens' knowledge about how local government operates.</p> <p><b>Building Planning &amp; Zoning website. Extensive sign publicity including almost 4,000 brochures.</b></p>	<p>A. Bridge the information gap between the community and the administrative side of CMG.</p>	<p>A.1.1 Conduct a pre and post polling of citizens to determine how much their knowledge has increased.</p>	<p>A.1.1a Create a residents guide by December 2006</p> <p>A.1.1b Initiate a comprehensive PR campaign by October 2007</p> <p>A.1.1c Hold a minimum of 1 town hall meeting annually beginning June 2006 to keep citizens abreast of issues and how they are being resolved.</p> <ul style="list-style-type: none"> <li>Outreach done via Budget workshops Strategic Planning Sessions – Town Hall Meeting on Budget and mailings to residents</li> </ul>

City of Miami Gardens  
Strategic Plan 2006 - 2009

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	III. Enhance citizens' knowledge about how local government operates. <b>Participated in School Career Day at Myrtle Grove Elementary</b>	A. Bridge the information gap between the community and the administrative side of CMG.	A.2.1 Increase citizen participation on city sponsored boards and committees.	A.2.1a Advertise all board and committee openings by 2006 and proactively reach out to encourage participation. A.2.1b Prepare a pres release about open positions to be sent to all churches within CMG by June 2006
	IV. Manage the growth of CMG to ensure economic prosperity	A. Outreach and Development 1. Attract and retain businesses  2. Facilitate small business development	A.1.1 Develop a target industry profile by 03/08 <ul style="list-style-type: none"> <li>• <b>Target Industry profile underway (March 2008) estimated completion in 30 days</b></li> </ul> A.2.1 Create a small business development program by 2008 <ul style="list-style-type: none"> <li>• <b>Community Development launched the Business Incentive Program in March of 2008</b></li> </ul>	A.1.1a Hire a consultant to create a profile of target industries by October 2007. <ul style="list-style-type: none"> <li>• <b>Consultant Hired March 2008</b></li> </ul> A.2.1a Conduct a statistical analysis to determine community & business needs nature of incentives and eligible businesses by May 2008 <ul style="list-style-type: none"> <li>• <b>Consultant Hired March 2008</b></li> </ul>
		B. Comprehensive Planning 1. Support principles of comprehensive planning and smart growth. <ul style="list-style-type: none"> <li>• <b>Required Water Plan by 2008/09</b></li> <li>• <b>Workforce Housing Analysis of City's needs</b></li> <li>• <b>Sign Code Implementation for all businesses</b></li> <li>• <b>Developed new business incentives</b></li> <li>• <b>Planned Corridor Development Zoning District with Density bonuses &amp; Workforce Housing</b></li> </ul>	B.1.1 Rewrite city land development regulations by 10/06. <b>(2009) 1<sup>st</sup> Part done – Sign Code underway, complete by late 2008/early 2009</b> B.1.2 Develop a minimum of 2 small area plans by 2008 <ul style="list-style-type: none"> <li>- <b>Town Center</b></li> <li>- <b>SR-7</b></li> <li>- <b>Palmetto Expressway</b></li> </ul>	B.1.1a Create a time table for land development May 2006 <b>Started in 2006; hired consultants in 2008; done in 2009</b> B.1.2a Obtain council approval for areas to study by 2007
	V. Improve Intergovernmental relationships <b>FAU Intern</b>	A. Increase city's involvement in improving the local schools. <b>Participated in School Career Day at Myrtle Grove Elementary</b>	A.1.1 Develop a formal working partnership with the school system by 2006. <ul style="list-style-type: none"> <li>• <b>Education compact Launched June 2008</b></li> </ul>	A.1.1a Designate a liaison to work with the School Board by January 2006. <ul style="list-style-type: none"> <li>• <b>Designated in 2005</b></li> </ul> A.1.1b Create a joint use agreement with school board for facilities use by September 2006 <ul style="list-style-type: none"> <li>• <b>Adopted July 9, 2008</b></li> </ul>

City of Miami Gardens  
Strategic Plan 2006 - 2009

				A.1.1c Create a mentor program by 2006. <ul style="list-style-type: none"> <li>• <b>GEM created in 2008</b></li> </ul>
		B. Improve relationships with other governments in support of better services to residents.	B.1.1 Improve delivery of solid waste services by December 2008.  B.2.1 Improve communication with the county	B.1.1a Have an agreement with MDC for better solid waste collection within CMG by 2007. B.1.1b Reduce solid waste sit time on curb by 75% from 3 weeks down to 1 week by end of December 2007. B.2.1a Develop a comprehensive contact guide for key county staff by December 2006.

Others: