



**It's where
you want
to be!**
Now & Tomorrow

STEP 1: FOUNDATIONAL REPORT

**NOW & TOMORROW
STRATEGIC PLAN**

Miami Gardens City Hall

18605

18601

CITY OF MIAMI GARDENS
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PREFACE

What is the Strategic Plan?

The strategic plan is a 10-year vision and integrated strategy for the City. The process places an emphasis on:

- Reviewing the current community vision
- Acknowledging the progress of the past
- Identifying emerging trends and needs
- Assembling a set of strategies that respond to existing and emerging challenges
- Recommending a set of policies, actions, and investments that will maximize future opportunities; and
- Monitoring progress through relevant performance targets and key indicators.

Entitled, "Now & Tomorrow, A Strategic Plan for Miami Gardens", the Plan respects the past efforts of our community by preparing for our future.

Who is Involved in Creation of the Strategic Plan?

- Residents
- Business owners/employees
- City Council
- City Staff
- Stakeholders

Why is it Important?

This is an exciting time for our community, filled with new opportunities and new challenges. As the City of Miami Gardens continues to grow and diversify, we'll need to identify ways to maintain our quality of life, safety, and economic vibrancy.

While our past plans have served us well, a new plan is needed to prepare us for what's to come. This requires that we:

- Reflect on what we've achieved;
- Understand current trends (good and bad);
- Invite genuine participation;
- Learn from the lived experiences of residents and community leadership;
- Research solutions to persistent challenges; and
- Aggressively pursue new opportunities for our community.

The Now & Tomorrow Strategic Plan is guided by...

Interdisciplinary Staff Team



A "Core Team" of planners, community engagement professionals, marketing experts, and policymakers from various City Departments and external agencies.

Community Leadership



City Council will play a critical role in affirming a shared vision, and agreeing on future actions designed to accelerate the pace of positive change.

Stakeholders



Community engagement will include residents, youth groups, faith-based leaders, seniors, and business owners.

Engagement Methods



Community meetings, listening sessions, City Council briefings, staff working sessions, neighborhood and stakeholder meetings.

Research and Analysis



Extensive research, data collection, analysis, best practices review, and peer community research will be performed.

DATA SOURCES & DEFINITIONS

The Foundational Report

The “Foundational Report” is a baseline assessment of trends affecting our City. The provided information is designed to create a foundational understanding for plan participants and function as a quick reference for the community. It is simply intended to set the stage for defining and shaping the vision for the City of Miami Gardens.

City of Miami Gardens Geographic Information System (GIS)

City Staff maintains spatially organized data such as the municipal boundary, parks, community features, infrastructure, transportation facilities, and places of interests in a Geographic Information System (GIS).

Housing & Transportation Affordability Index (HTA)

The HTA Index provides data on housing and transportation costs for population and households across the United States at the regional level down to the block group level. Estimated cost burdens are provided based on the average regional household and illustrate how costs vary between and within regions based on locational characteristics.

ESRI Business Analyst

ESRI BAO is a demographic mapping software that combines population, business, lifestyle, spending, and census data with map-based analytics.

Longitudinal Employer-Household Dynamics (LEHD) OnTheMap
LEHD OnTheMap is a web-based mapping platform that provides information on employment compiled from several sources, including from the Quarterly Census for Employment and Wages, Office of Personnel Management, and Unemployment Insurance Wage Records.

Walk-Bike-Transit Score

Walk Score, owned by Redfin real estate brokerage, provides ratings between 0 and 100 that measure the walkability, bikeability, and public transit access for a specific location using patented methods of analysis. The scores are based on data from Google, Open Street Map, US Geological Survey (USGS), and others.

Florida Department of Health, Behavioral Risk Factor Surveillance Survey

The purpose of the Behavioral Risk Factor Surveillance System (BRFSS) survey is to obtain estimates of the prevalence of personal health behaviors that contribute to morbidity and mortality on both county and state levels.

CDC - PLACES

PLACES is a collaboration between CDC, the Robert Wood Johnson Foundation, and the CDC Foundation. PLACES provides health data for small areas across the United States.

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SETTING THE STAGE | PAST PLANS AND INITIATIVES

2011 Community Visioning Plan

City leadership has historically been invested in the welfare and growth of the community. This was exemplified in two (2) visioning studies as part of authoring the Comprehensive Development Master Plan (CDMP). City Staff identified four "Quality of Life" goals listed below and the community provided feedback on the issues they were experiencing within each goal.

Four key "Quality of Life" goals were:

- Physical Development and Improvement
- Economic Growth and Development
- Psycho-social and human development
- Political empowerment

Top issues raised during the vision exercise were:

- Develop better parks and green area and maintain public facilities
- Develop programs to become a more business-friendly city
- Build a hospital for our residents
- Need more political activism by residents

Miami Gardens

Transportation Master Plan

The Miami Gardens Transportation Master Plan (MGTMP) was developed to provide an overall framework for transportation decision-making and transportation-related improvements. The development of a Transportation Master Plan was intended to provide a rational and organized response to addressing the problems of general travel and more specifically traffic congestion, and to anticipate future travel needs.

Street & Sidewalk Assessment

City Staff undertook an assessment of existing road and sidewalk conditions for the purpose of prioritizing transportation needs in support of the Capital Improvements Plan (CIP). A visual assessment of roadway asphalt and sidewalk conditions and an inventory of existing roadway signs and pavement markings at major intersections within the City were conducted. A point system was used to prioritize needed repairs and prioritized projects were added to the CIP.

Town Center Master Plan

The Town Center Master Plan was created in response to many residents expressing the desire for a community focal point such as a town center development that would include commercial and mixed-use development, entertainment, and quality restaurants. The City Council approved the plan and revised zoning regulations for the Town Center in 2006.

US 441/SR 7 Livable Communities Master Plan

In FY 06-07, City Staff completed a State Road 7 Corridor Study conducted under the Florida Department of Transportation's (District 6) Livable Communities contract. Existing land uses and transportation coverages were analyzed to identify corridor specific problems and solutions. The Florida Department of Transportation, City, neighborhood associations, key stakeholders, community leaders and elected officials were engaged throughout the Plan. Multimodal transportation alternatives were presented to City Council and adopted.

Circulator Pilot Program Study

This study's objective was to assist City Staff in establishing a City transit circulator. The focus of the study was to review, confirm, and potentially modify the existing work to ensure that the transit circulator interconnects with other regional transportation services, including Miami-Dade Transit (MDT), Broward County Transit (BCT) and Tri-Rail/South Florida Regional Transportation Authority (SFRTA). The circulator was to provide connectivity to existing transit services, senior housing developments, community shopping centers, parks and schools.

NW 27th Avenue Community Redevelopment Plan

The Plan focused on the NW 27th Avenue Community Redevelopment Area (CRA) and identified an opportunity for a catalyst project as well as actions to eliminate and prevent the spread of blighted conditions along the corridor. It also developed programs to support redevelopment and the rehabilitation of unfavorable conditions. The overall goals of the CRA and Redevelopment Plan are to increase the opportunities to build a destination that will attract visitors, create jobs and support the local economy.

Parks Master Plan

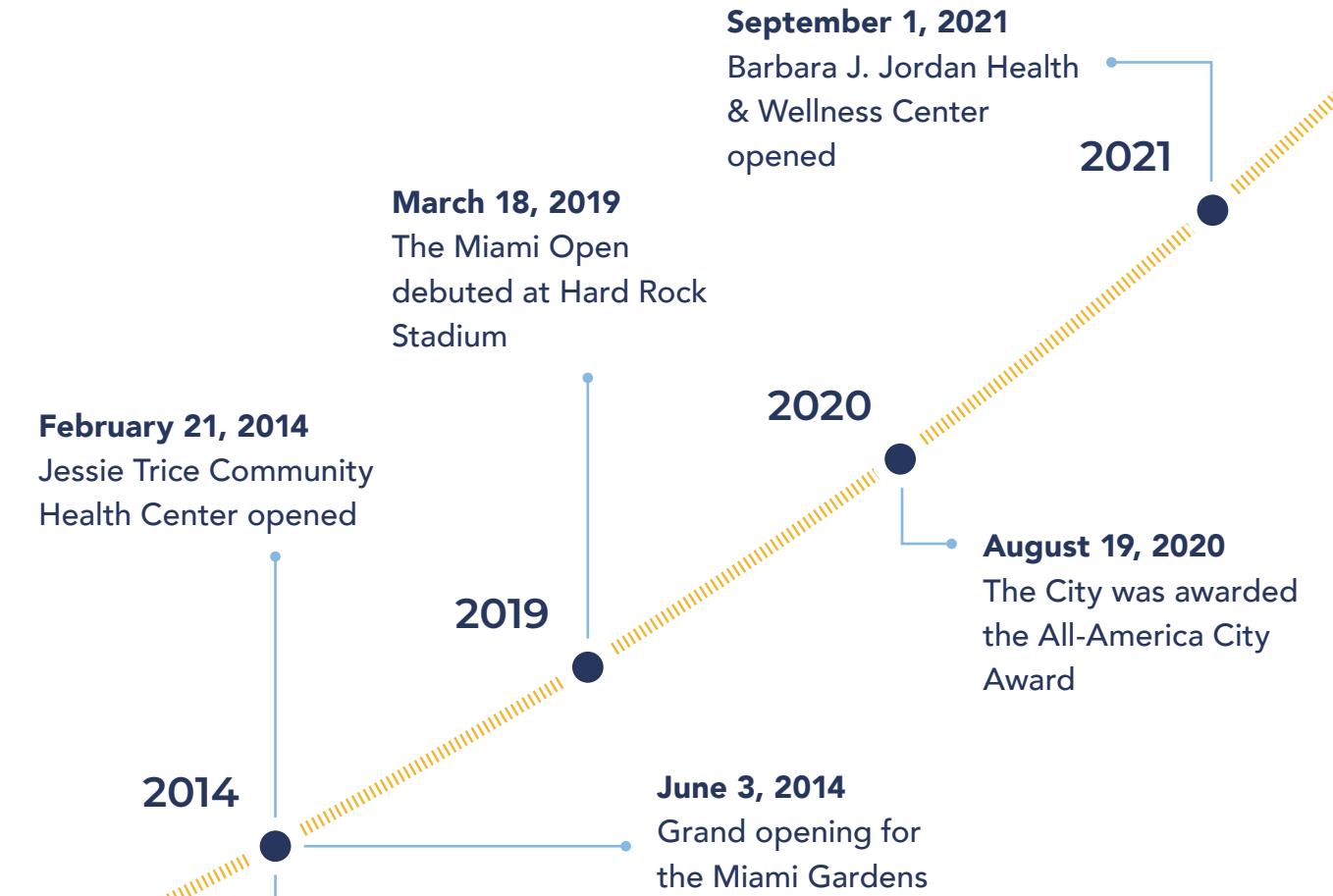
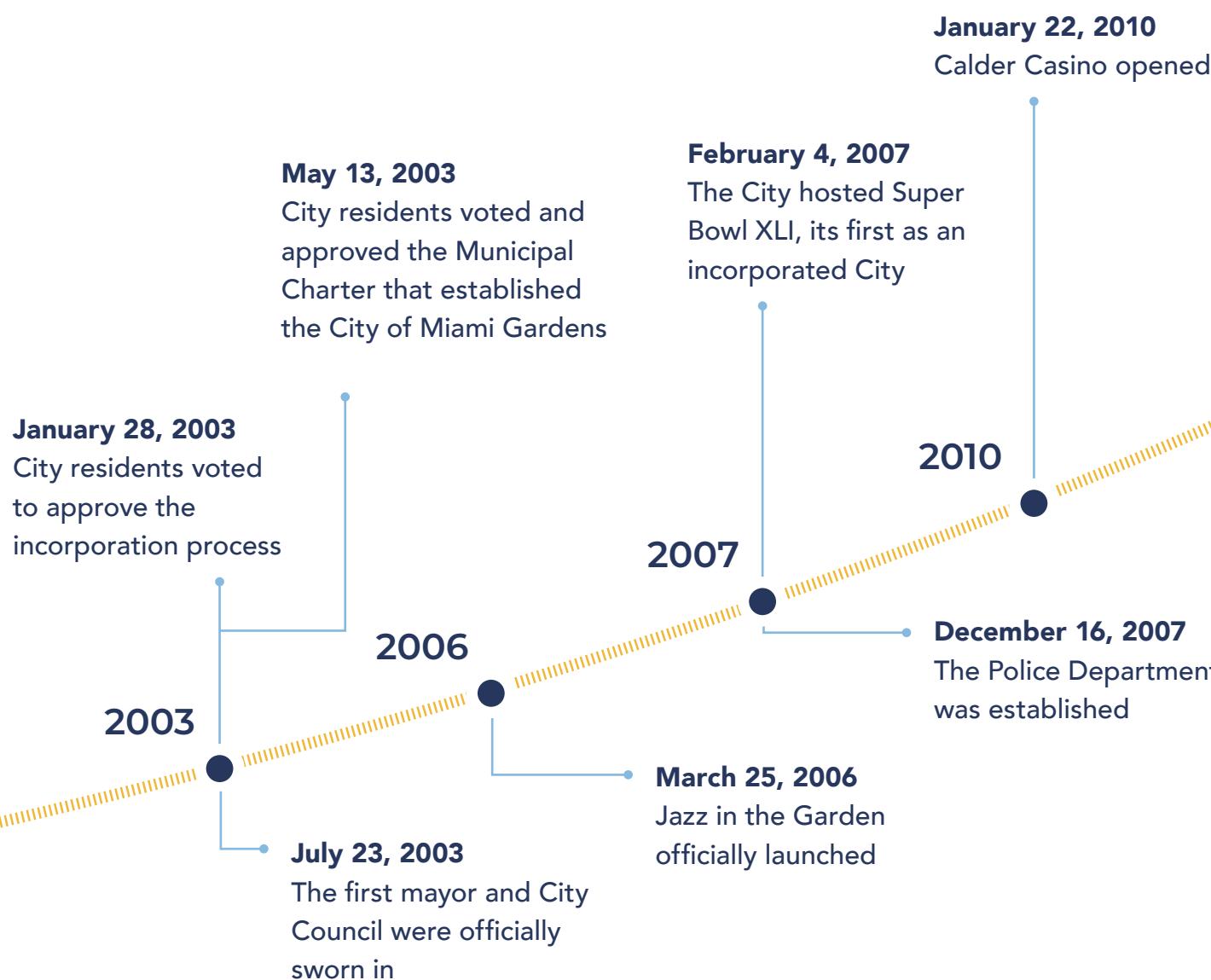
With incorporation in 2003, the City inherited eighteen (18) parks from Miami-Dade County that were in poor to fair condition. The goal of the Parks Master Plan was to create a consistent park system and create a framework for future development. A top priority was to re-establish these parks as an integral part of the community, providing for the needs of residents. The plan worked to implement the City's goal to preserve open space and promote the preservation of natural resources.

NW 27th Avenue Corridor Market Area Study

This study was performed by the Miami-Dade County Department of Planning and Zoning. This study analyzed the NW 27th Avenue Corridor from NW 151st Street to NW 215th Street (the County line). The purpose was to present an overall view of the Corridor and to provide relevant data and analysis that supports recommendations to enhance the business and economic health of the Corridor with respect to the County-owned site intended for future transit use. Business opportunities were also analyzed to determine sites for future commercial and business developments.

BRIEF HISTORY

Our community has continued to grow and change since the 1930s in both demographics and employment industries. The community was originally a part of unincorporated Metro-Dade County and home to numerous White single-family homeowners. A change occurred after World War II when Black veterans who served in the war returned home. This set the stage for more people of color to move to our community in the 1960s and 1970s as housing opportunities increased.



As the population continued to grow, so did the appetite to gain greater influence over the community's quality of life. Increased efforts were made by passionate residents and business owners to achieve increased representation on County boards and commissions. Ultimately, these efforts led to the incorporation of Miami Gardens on May 13, 2003. Our community continues to remember and commemorate the efforts of past community activists. Their vision, energy, and sacrifice fuel our sense of community and inspire future generations of leaders.

WHO ARE WE? HOW ARE WE TRENDING?

Population Change

Overall the City has seen slow but consistent population growth increasing from around 105,000 in 2010 to just over 111,500 today. While ACS data shows a drop in population between 2018 and 2020, this may be due to 2020 census undercounts during the COVID-19 Pandemic.

Age

Over the last 15 years, the community has begun to age. During this period, the median age increased from 32.8 (2010) to 38.2 (2022). During this same period, there was a measurable reduction in the number of young people. These changes are the result of more retirees moving to the City when compared with families with young children. This is a trend observed elsewhere in South Florida.

Income

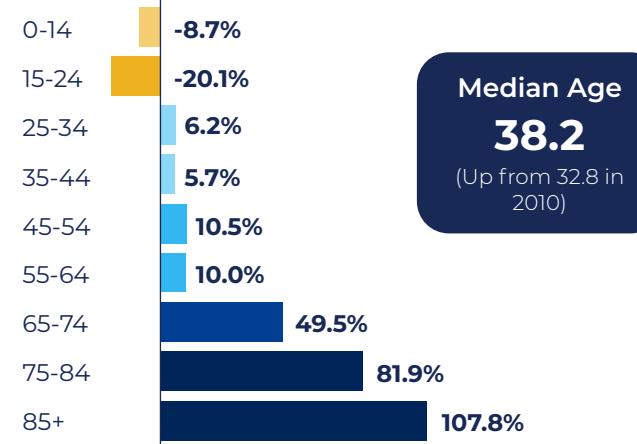
The current median household income is just over \$61K, slightly lower than the Miami-Dade County median of \$67K. Approximately 13% of Miami Gardens households have incomes of less than \$15,000 a year. These low wage households are disproportionately burdened by high housing or transportation costs.

Median Household Income
\$61,500
(Up from \$43,147 in 2010)

Population Change (2010-2022)

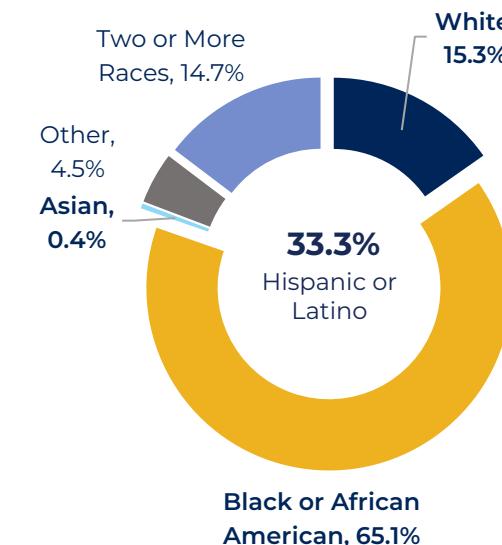


Population Change by Age (2010-2022)

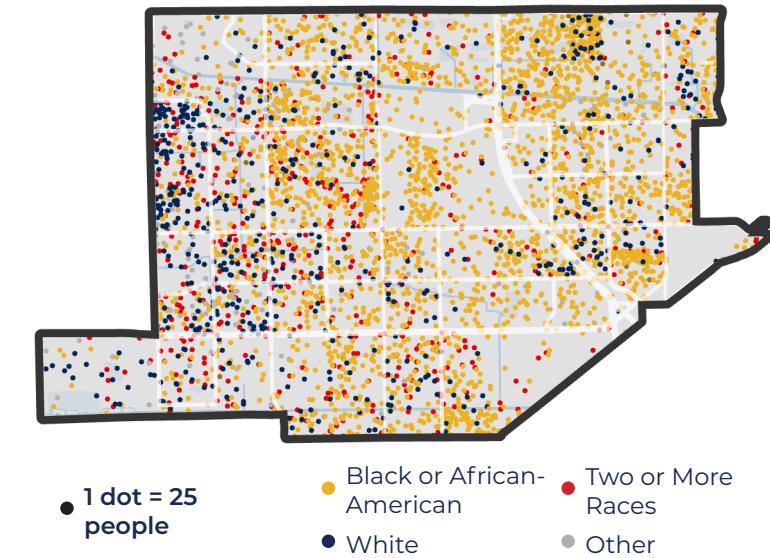


Ethnicity

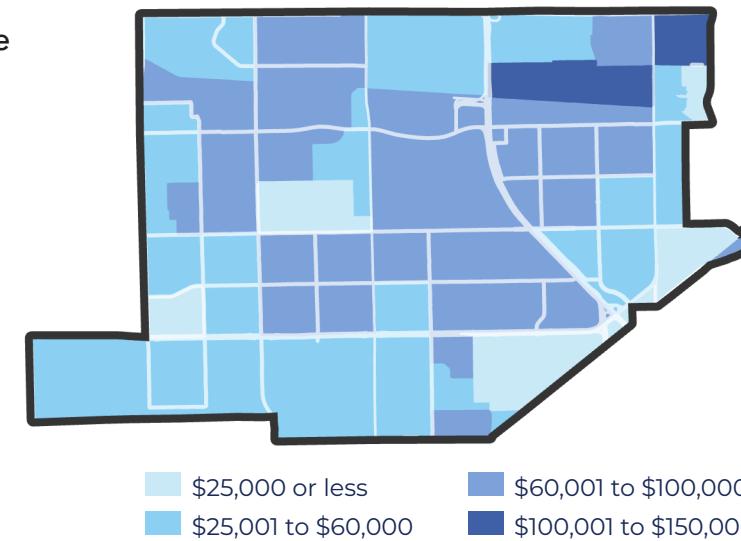
According to 2022 ACS US Census data, our community is majority Black/African American which includes Jamaicans, Haitians, Bahamians and many more Black racial groups, followed by sizable White and mixed race populations. Most of the White and mixed race population is concentrated in the western part of the City, with other pockets of White populations in the east. About a third of the population is Hispanic or Latino.



Population Density by Race (2022)



Median Household Income (2022)



OUR WORKFORCE

Inflow-Outflow

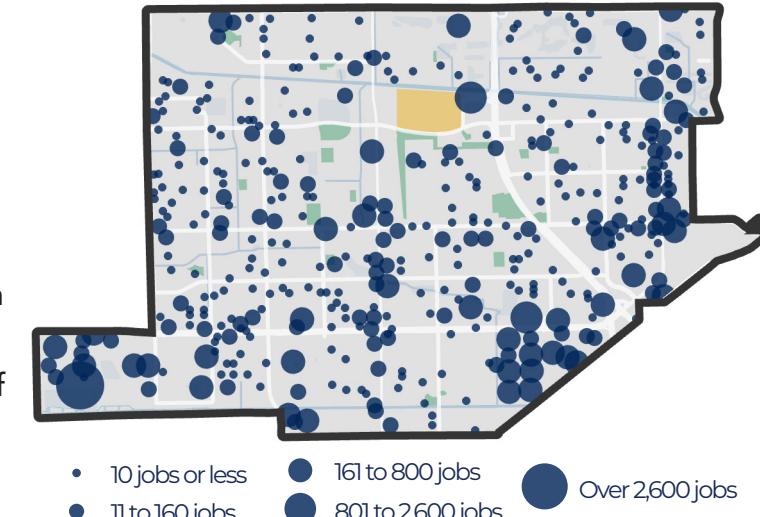
Most working residents commute out of the City for work, about a fifth of whom work in Miami. A smaller but notable amount of workers come into the City from elsewhere. Approximately 2,500 both live and work in the City.



Employers

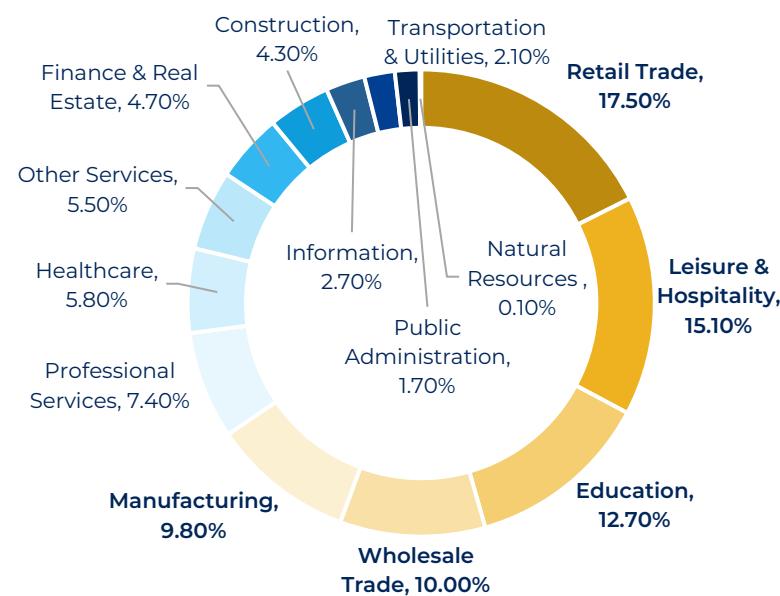
The largest job centers are mostly the industrial areas, primarily concentrated in the southwest, southern and eastern parts of the City. Retail corridors along US 441 and NW 27th Avenue and the Hard Rock Stadium complex also provide many of the jobs within the City. The top three (3) employers are Hard Rock Stadium, Wal-Mart and the City of Miami Gardens.

Job Density (2021)

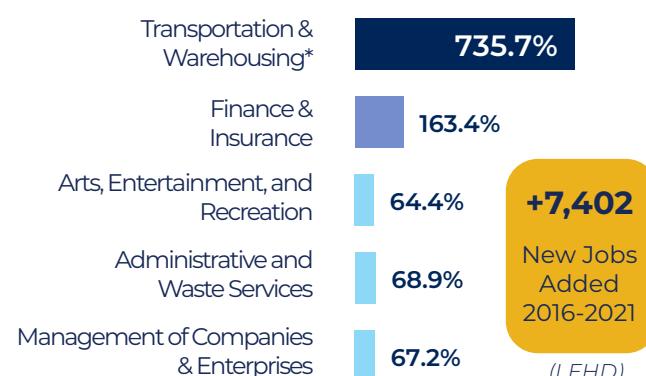


Job Sectors

Our City is home to over 35,000 jobs, the majority of which are in retail, hospitality, education, wholesale trade, and manufacturing. Transportation/warehousing and finance saw the most growth from 2016-2021.



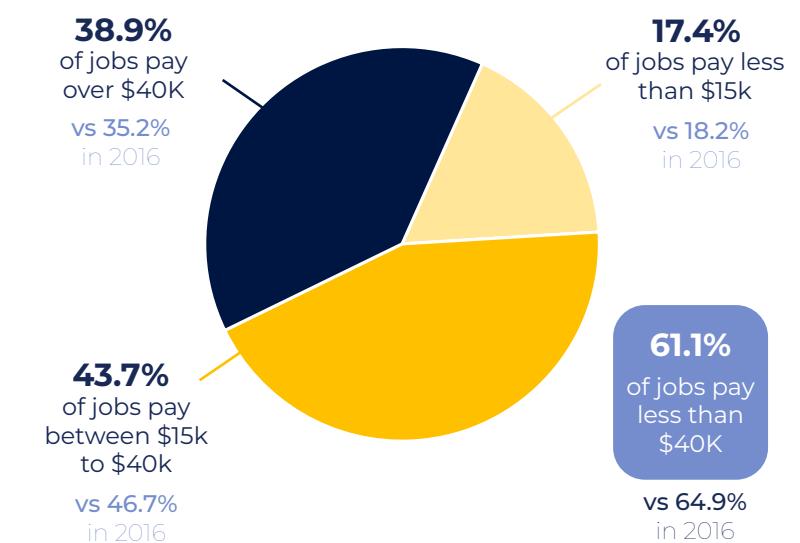
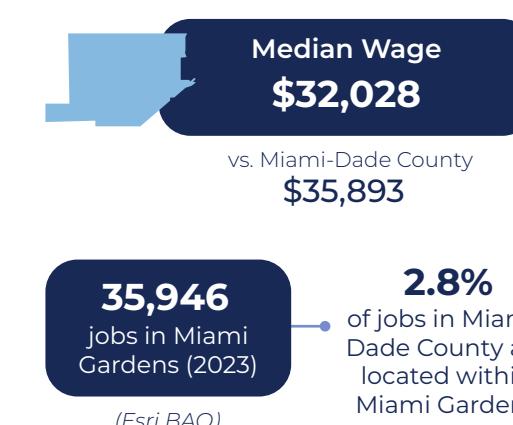
Job Sectors with Largest Growth (2016-2021)



*This degree of growth was likely temporary. 2023 BAO numbers are close to 2016 LEHD numbers

Wages

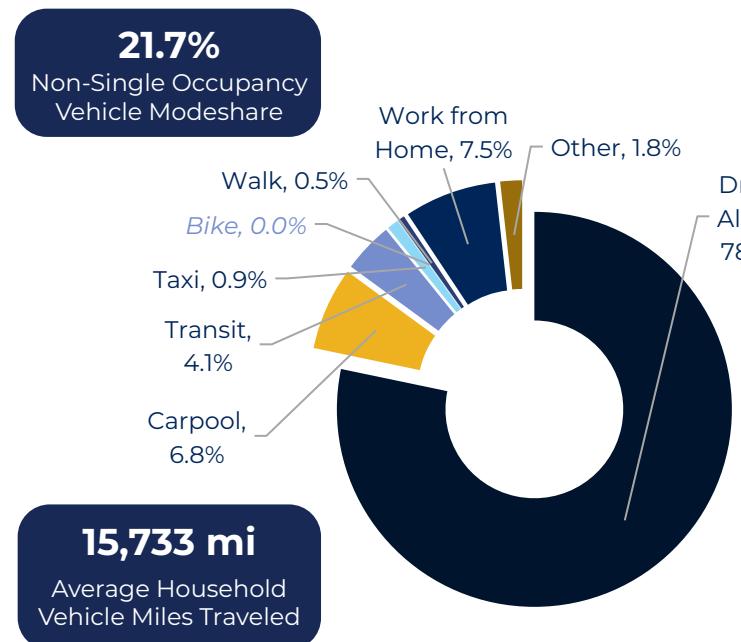
According to 2021 LEHD OnTheMap Data, just under half of the jobs in Miami Gardens pay between \$15,000 and \$40,000 a year. About 61% pay under \$40,000, compared to Miami-Dade County where only about half pay under \$40,000. This is a slight improvement from 2016, when about 65% of Miami Gardens jobs paid under \$40,000.



HOW WE TRAVEL

Travel Modes and Car Ownership

Over 75% of workers drive alone to work and almost 7% carpool. Over 4% commute by transit, but active transportation modes are less popular with only 0.5% walking to work. The vast majority of households have at least one vehicle available, and almost three-fourths of households have more than one vehicle.



Affordable Travel

Despite fairly robust sidewalk coverage and transit access, the City is primarily car-dependent, which comes at a high price to households. A typical household experiences transportation costs of over \$13,000 a year, nearly \$11,000 of which is the cost of auto ownership.

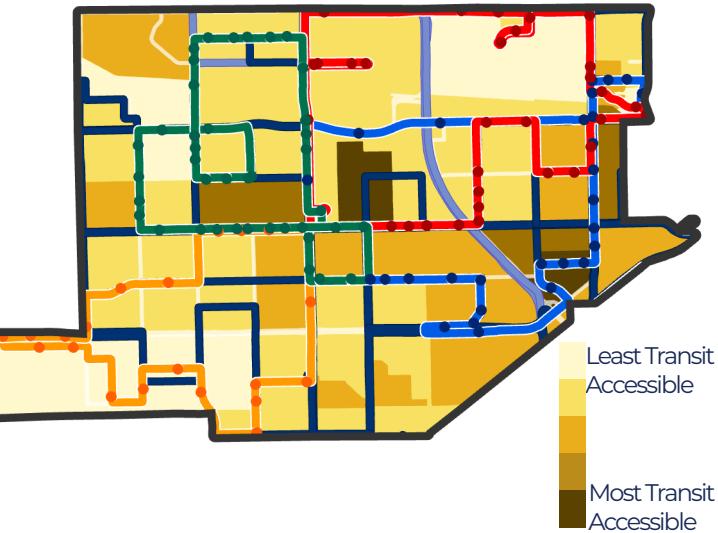
	Miami Gardens	Miami-Dade County
Annual Transportation Costs	\$13,279	\$11,871
Annual Auto Ownership Costs	\$10,952	\$9,720
% of households making under \$15,000 annually	13.3%	11.4%
% of income spent on transportation	23%	21%
% of households cost-burdened by transportation*	100%	100%

*(based on 15% of income benchmark)

Access to Transit

The City is served by Miami-Dade Transit and some Broward County Transit routes. In addition, the City-run Miami Gardens Express provides four neighborhood trolley circulators connecting within the City. Several bus routes, including the trolleys, meet in the central or eastern parts of the City.

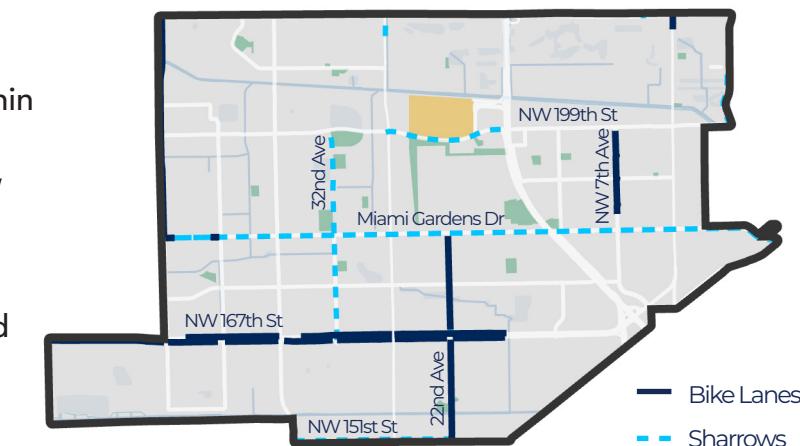
Transit Routes & Accessibility Index (US EPA)



Bike Mobility

There is fairly limited bike infrastructure within the City, primarily consisting of bike lanes on NW 167th Street, 22nd Avenue, and NW 7th Avenue. While there are also "sharrows" (shared lanes) on NW 199th Street, NW 151st Street, Miami Gardens Drive, and 32nd Avenue, sharrows have not been shown to improve safety for people biking.

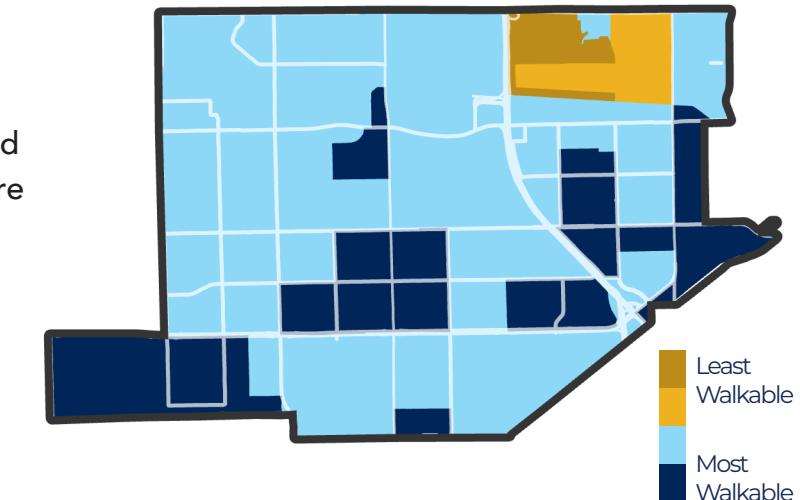
Bicycle Facilities



Walkability

Many (but not all) streets include sidewalks. While distance between residential areas and local destinations keeps the City's Walk Score at 38/100, the EPA's National Walkability Index rates most of the City as Above Average Walkability or Most Walkable.

National Walkability Index (US EPA)



OUR HEALTH

Life Expectancy

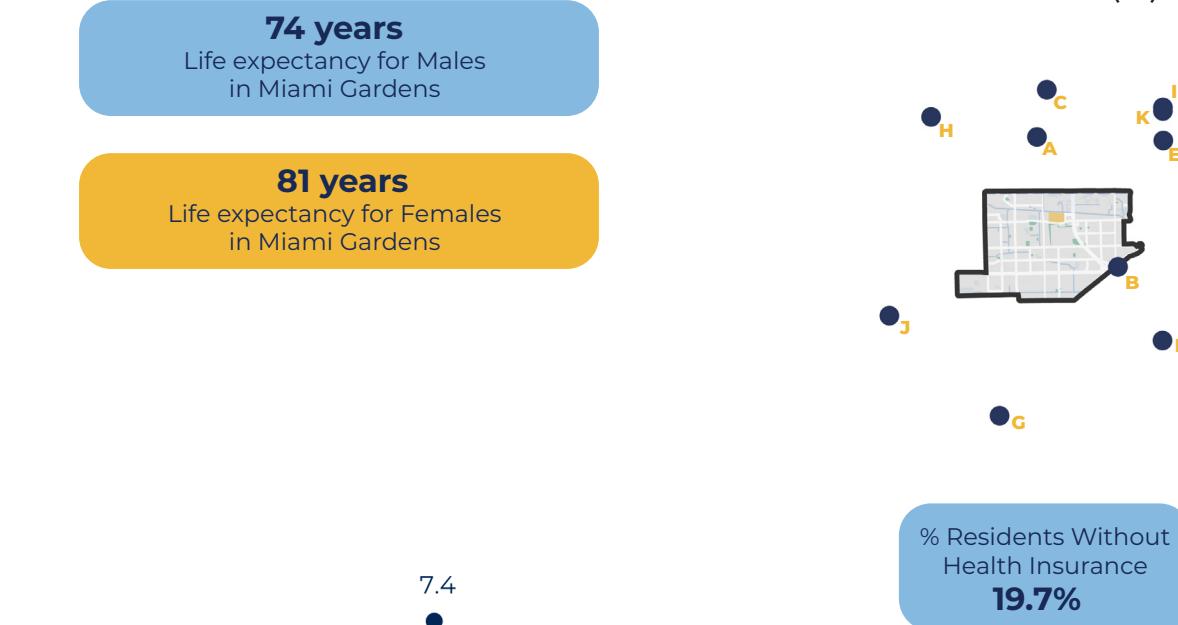
The Florida Department of Health releases a Life Expectancy Report which estimates the average number of years from birth a person is expected to live. Miami Gardens residents are expected to live 77 years on average, compared to Miami-Dade County where the average life expectancy is 82 years and the state average life expectancy is 80 years.

Heart Disease

As of 2020, 6.3% of our adults have been told by a healthcare provider that they had coronary heart disease. 6.8% of residents in Miami-Dade County and 6.4% of people within the US have had coronary heart disease.

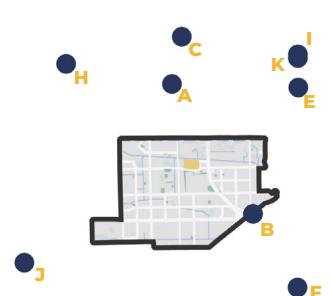
Obesity

As of 2020, 35.8% of our adults are obese which can lead to heart disease, Type 2 diabetes, and hypertension among other diseases and health conditions. 27.3% of Miami-Dade County residents and 31.9% of people within the US are considered obese.



Access to Healthcare

Approximately 80% of our residents have health insurance coverage which is below the state percentage of approximately 88%. The nearest hospital is located within 5 miles of City Hall and there are eleven (11) hospitals located 9 miles or less from City Hall in surrounding municipalities.



Hospital Distance from City Hall

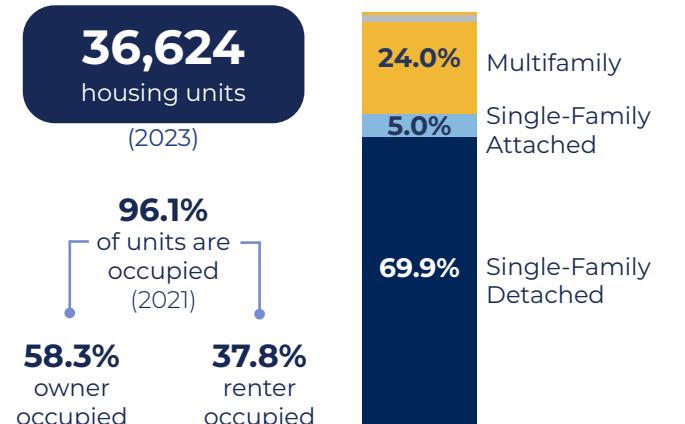
A	South Florida State Hospital	Pembroke Pines	4.1 mi
B	Jackson North Medical Center	North Miami Beach	4.8 mi
C	Memorial Hospital Pembroke	Pembroke Pines	6.3 mi
D	HCA Florida Aventura Hospital	Aventura	7.8 mi
E	Memorial Regional Hospital	Hollywood	8.2 mi
F	St Catherine's Rehabilitation Hospital	North Miami	8.3 mi
G	Steward Hialeah Hospital	Hialeah	8.4 mi
H	Memorial Hospital West	Pembroke Pines	8.4 mi
I	Larkin Hospital	Hollywood	8.7 mi
J	Select Specialty Hospital	Miami Lakes	9.0 mi
K	Memorial Regional Hospital	Hollywood	9.0 mi



OUR HOUSING

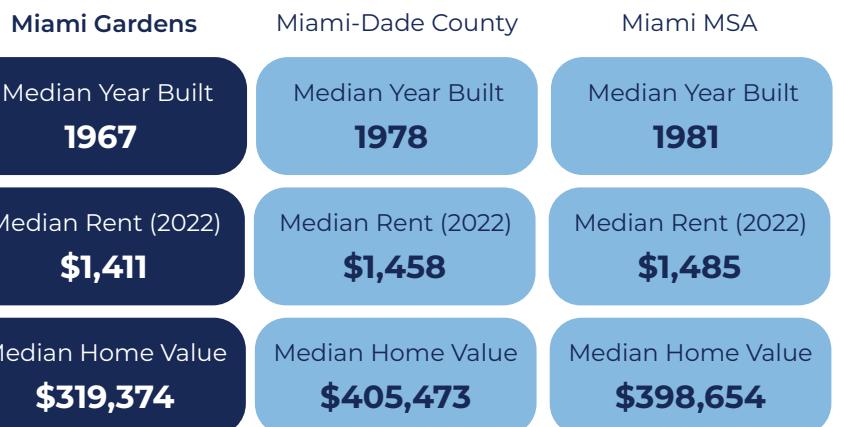
Housing Type

The City is home to around 36,000 housing units as of 2023. In 2021, approximately 4% of units were vacant. The majority of units are owner-occupied, and most housing is single family, whether detached homes or attached townhomes. Almost a quarter of homes are multifamily units.

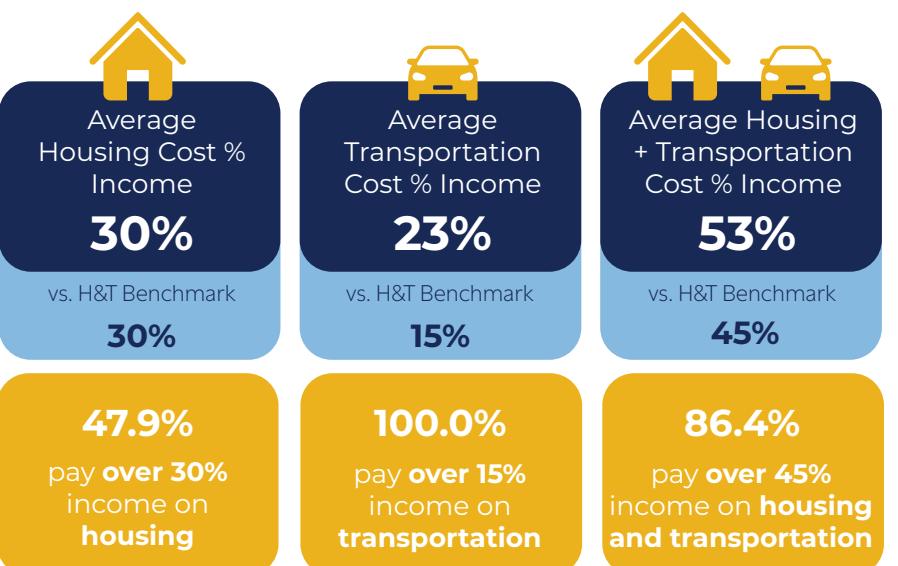


Housing Age, Rent, and Value

Miami Gardens has a slightly older housing supply than the county and Metropolitan Statistical Area (MSA). This may contribute to its slightly lower median rent and median home values as well.



Amongst Miami Gardens Households:



Affordable Living

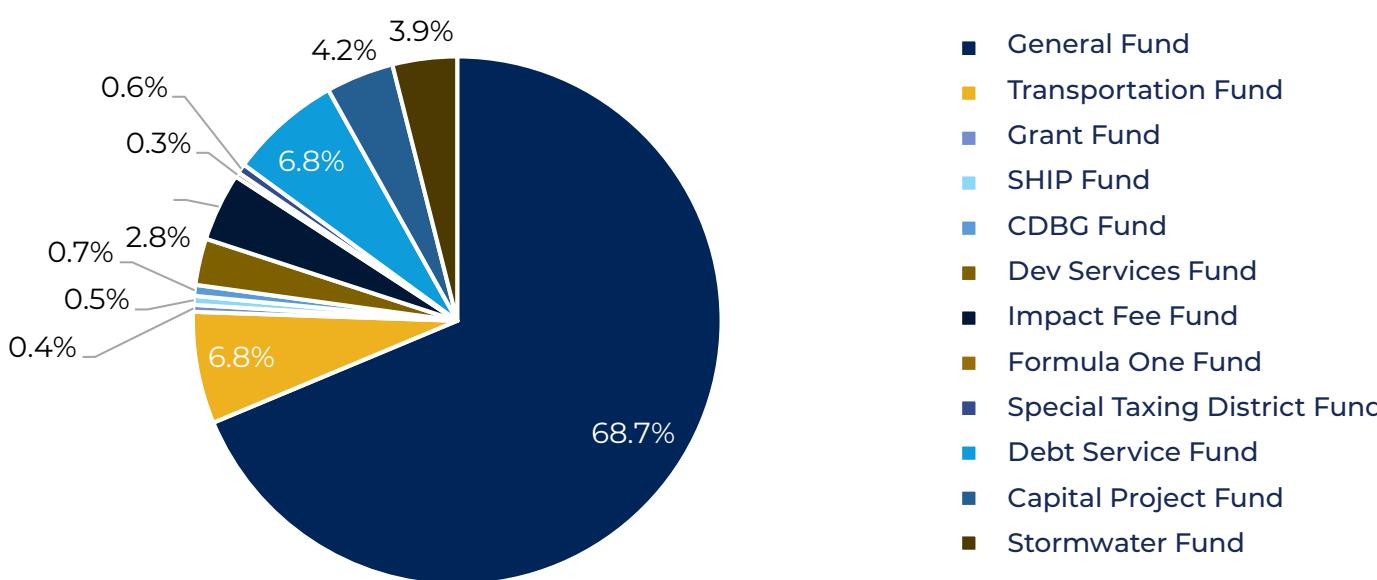
Per standard affordability metrics, for living expenses to be affordable and manageable, no more than 30% of annual income should be spent on housing and no more than 15% of annual income should be spent on transportation. By these metrics, a significant amount of Miami Gardens households are cost burdened with housing costs, transportation costs, or both.



HOW WE FUND OUR CITY

By analyzing the budget allocations and expenditures, we can gain a comprehensive understanding of how the City functions and the priorities it sets to ensure the well-being and prosperity of its residents. The City manages its finances through a number of accounting organizations known as "Funds." Every Fund is intended to function somewhat independently of the others. The primary fund used by the City to carry out its operations is the General Fund. The other operating funds supplement and assist its operations.

Citywide Revenue by Funds; Fiscal Year 2024



Revenue Sources

A comprehensive review of major revenues that make up the financial accounting system of the City can be found in the figure below. Nearly 76.0% of City revenue for fiscal year 2024 will come from property taxes, intergovernmental revenue, charges for services, interfund transfers, and utility taxes. An estimate of nearly 37% of revenue in fiscal year 2024 will be sourced through property taxes. These are taxes assessed against the taxable value of certain types of personal and real property. Intergovernmental revenues are the City's main source of income, after property taxes. Most of these funds come from the State Half-Cent Sales Tax and State Revenue Sharing. Charges for Services is a significant revenue category that includes income from fees collected for services provided, such as charges for parks and recreation and payments received from other governmental bodies.

Debt Reduction

The City has actively undertaken initiatives to strengthen its fiscal standing through the reduction of debt. The City holds both special and general obligation bonds, some of which were inherited upon incorporation from Miami-Dade County. Since 2013, the City has successfully reduced its debt related to special obligation bonds by approximately forty-seven (47) million dollars. The City achieved a significant milestone in FY 2022 by paying off the Land Acquisition Revenue Bonds, Series 2009, and Capital Improvement Revenue Bonds, Series 2016. This action resulted in a savings of approximately \$600,000 in interest payments over the loan periods and also led to a reduction of \$600,000 in annual debt service.



WHAT WE HAVE HEARD

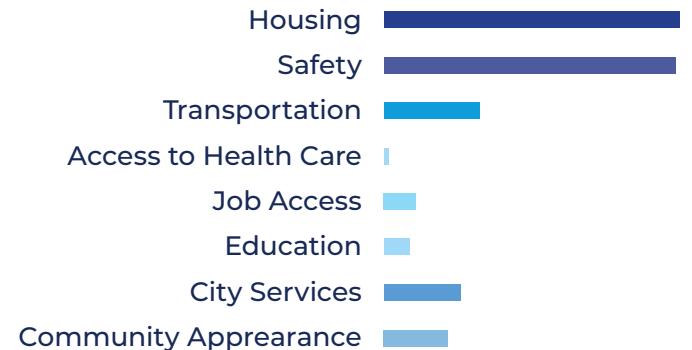
Residents of Miami Gardens will continue to be involved in the Now & Tomorrow Strategic Plan. Engagement activities began with a Community Survey that was released in February 2024 and sought to gain a better understanding of community values, vision and expectations.

As of March 25, 2024, the community survey has generated 361 responses from our residents and our visitors. The survey was made available online and was administered during Karaoke in the Gardens and Jazz in the Gardens. These calculated efforts validated the need to reach people where they are which not only built trust and consensus between our community and our staff but also ensured our community is engaged in the strategic planning process. As shown in the highlights below, key themes emerged from the initial survey results including:

What do you like most about the City of Miami Gardens?



What are the greatest challenges in the City of Miami Gardens?



What would you like the City of Miami Gardens to be known for?



Take the survey!
These results are just a snapshot—
We want to hear from you too!



The Community Survey will remain open for responses until the **end of May 2024**.

City Council Listening Sessions

A series of listening sessions were held with City Council members to receive their feedback on what each member would like to see accomplished through the strategic plan, things the City does well, and areas that could be improved. Key highlights and expectations include:

- Promoting a strong quality of life for our residents
- Ensuring financial stability for the future
- Creating more affordable housing, workforce housing, and hotel lodging
- Improving public perception
- Prioritizing public safety, education, infrastructure
- Using the strategic plan as a “north star” that guides decisions for the next 10 years

KEY TAKEAWAYS

This phase of the strategic planning process has revealed several key takeaways, including:

Our Community: Miami Gardens is a community with a rich diversity. The population is aging and has fewer young families when compared with the remainder of the County, and our residents tend to drive to a place of work outside the City.

Our Health: 80% of our residents have health insurance coverage and have access to 11 hospitals within 9 miles of City Hall. However, our life expectancy is trending lower than surrounding communities.

Our Funding: City finances are well managed with more than 37% of revenues coming from property taxes and a consistent decline in municipal debt.

Our Vibrancy: There are more than 35,000 jobs in Miami Gardens (most are filled with employees from outside the City). The majority of Miami Garden's workforce commutes to destinations outside the City. In 2022, the median household income is \$61,500. More than 58% of homes are owner occupied with a median home value of \$405,500.



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