



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

STEP 2: WHAT WE'VE HEARD

**NOW & TOMORROW
STRATEGIC PLAN**

Miami Gardens City Hall

18605

18601

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WHAT WE'VE DONE AND NEXT STEPS

Prior to beginning engagement activities, the Foundational Report was presented to City Council and finalized in March 2024. The Foundational Report described the purpose and importance of the strategic plan, provided information on how the Strategic Plan will be created, and established the foundation of the current state of Miami Gardens. During the completion of the Foundational Report, community members were engaged in the strategic planning process through a community survey. The community survey remained opened as the project progressed into the next phase which was focused on community engagement.

A series of in-reach and outreach engagement activities were launched immediately after the Foundational Report was finalized. In-reach engagement activities focused on gathering information about policies and procedures from internal City staff through a series of meetings, activities, and discussions. Public outreach focused on collecting input on the strategic plan through community meetings and a continuation of the public survey. After the engagement activities were completed, results were tallied and synthesized to inform future identification of planning themes. The themes will guide the remainder of the Strategic Plan's development and reflect the needs of the community.

Current Progress





WHAT WE'VE HEARD

Department Director Meetings

The Core Team facilitated meetings with the City's Department Directors to gather initial thoughts about the strategic planning process. The meetings were used to: identify items the City does well, opportunities for improvement, current challenges, and ways each Department could use the Strategic Plan to guide Departmental activities. The purpose of in-reach activities was to collect feedback from employees and to align input collected from the community to create a unified plan to achieve the vision for the future.

Meeting activities included:

- Presentations to inform the Department Directors of progress made
- Interactive dialogue through the use of Mentimeter, a live presentation feedback application
- Thought Wall to display City strengths and opportunities

January 25th and
April 11th



Outcomes/Themes

Appreciation for **civic pride and community engagement**

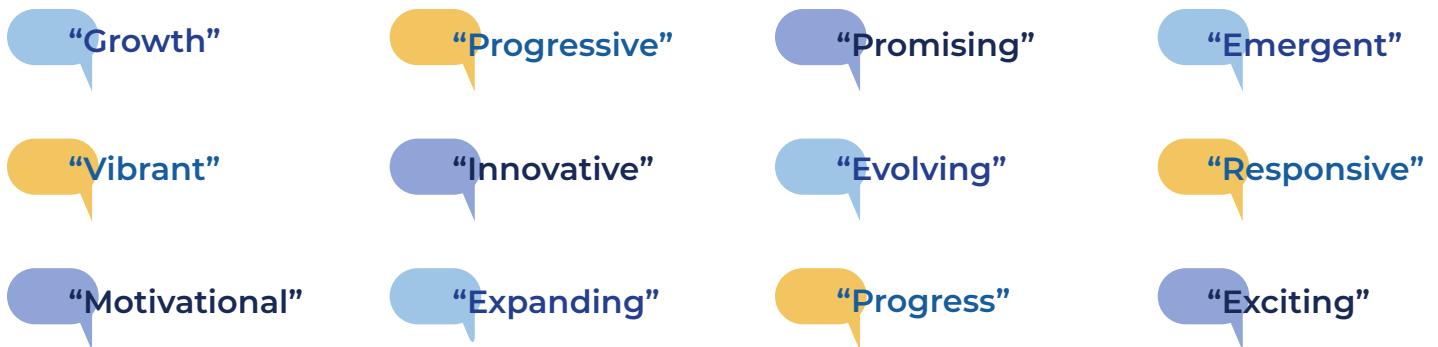
Recruitment and retention

Communication between departments

Resource allocation and alignment of priorities

Mentimeter Activity

During the first Department Director meeting, Mentimeter, a live presentation feedback application was used to gather real-time feedback from the Department Directors. One of the questions asked via Mentimeter was in one word, describe Miami Gardens today. The results of the “one word” exercise were largely positive, with words like motivational, vibrant, progress innovating, and responsive. Other responses emphasized growth. Words used to describe Miami Gardens today included:



WHAT WE'VE HEARD

Individual Staff Meetings

Individual staff members have been engaged to better understand how the strategic plan could be used to enhance the effectiveness of current policies and procedures. These meetings were held virtually and provided the opportunity to build trust between the Core Team and the City Departments that were engaged.

Subjects Covered Include:

- What the City has accomplished - changes over last few years
- Defining success and the vision and plan to achieve citywide goals
- Collaboration across Departments and with the community
- What resources Departments need to continue doing good work going forward

Outcomes/Themes

Building on existing collaboration

A unified vision to **guide** decision-making

Departmental **actions that reflect** citywide goals

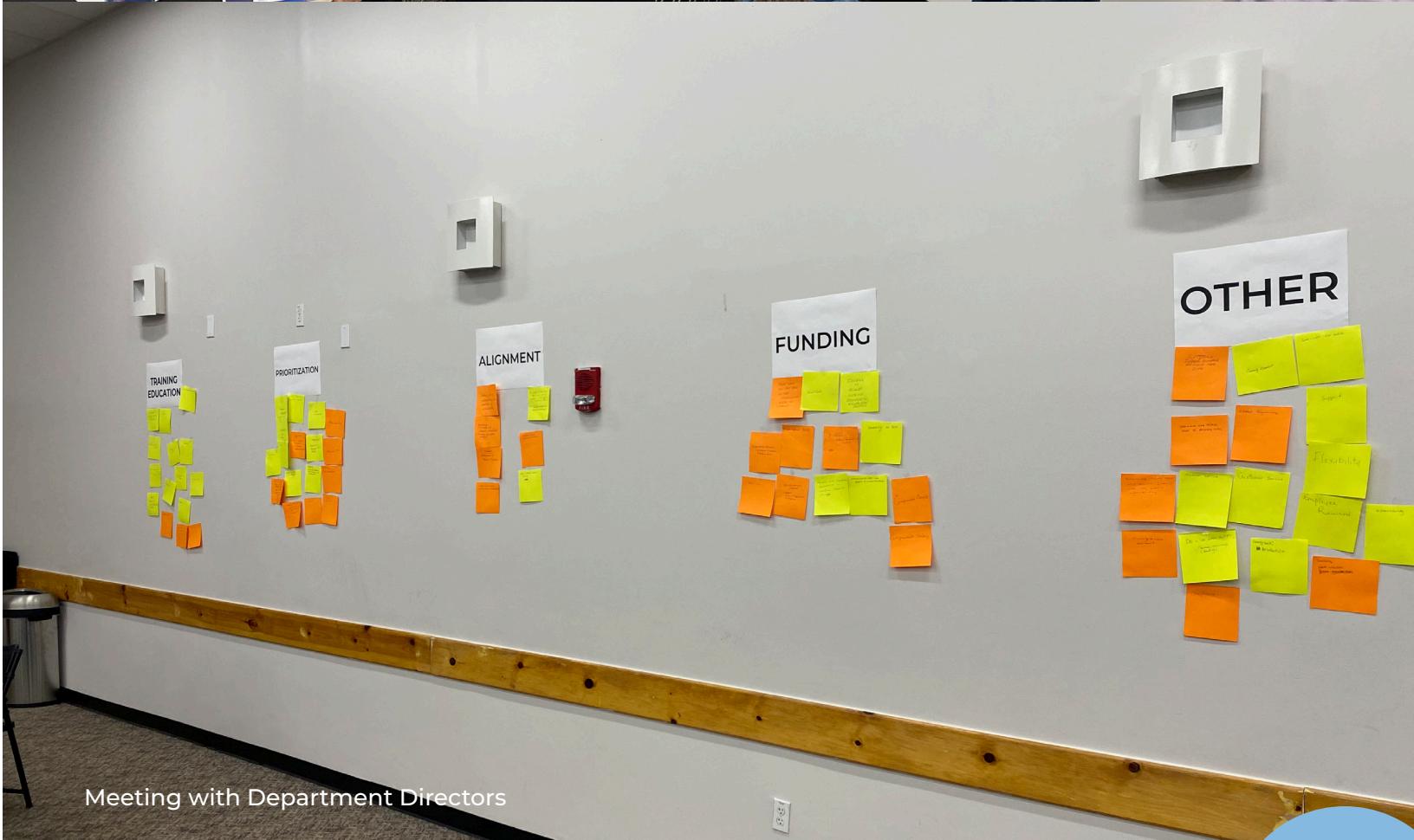
Staffing

Competitive hiring and retention

Training and mentoring the next generation

Having enough **staff capacity and resources** to meet day-to-day needs

Having the **increment of resources needed** to meet unmet or emerging needs



WHAT WE'VE HEARD

Community Meetings

The Core Team facilitated small group community meetings to present the strategic planning process and gain feedback on how community members envision the future of the City. Information was provided on the intended use of the Strategic Plan and how the community could help shape the plan. Meetings were held with residents and stakeholders from across the City.

Meeting activities were tailored to ensure participants could easily provide input, create a shared understanding of the plan purpose, and allow for all voices to be heard.

Meeting activities included:

- Community members describing their current view of the City and their desire for the future
- Creation of a priority pyramid that prioritized community themes
- Digital and paper surveys

Subjects Covered:

- Community assets and opportunities
- Priorities for the future

Participant Groups:

- First Fridays Business Breakfast
- Meet Me Monday
- Seniors of Miami Gardens
- Real Estate Board (NAREB)
- Seat 1 Virtual Town Hall
- Uni'Tea Town Hall
- WRAP Program
- Table Talk Tuesday

8+ Community Group Meetings



May 1st - June 5th

Open Discussions:

Community meetings were attended by a diverse set of community members with unique perspectives. During open discussions, community members provided authentic insight into the subjects covered. The Core team received comments such as:

The richness of the City needs to be highlighted- property value, universities, proximity to major highways and the stadium

Community land grants to attract residents

Less apartments and more condos to increase homeownership

Employment opportunities for residents with records

Bring more financial, entrepreneurship and vocational programs to the City

Outcomes/Themes

Safety, education, and community appearance

Educating and informing residents about City services

Affordable housing including housing for seniors and veterans

Emphasis on **black-owned businesses**

Priority Pyramid Activity

Community members ranked **safety, education, and community appearance** as the top priorities for the City to focus on moving forward. The lowest ranking priorities were housing, health care, and transportation.



Public safety solution: block captains to keep a lookout in the neighborhood

Communication to residents, local businesses and job seekers about projects, contracts and new businesses coming to the City

More healthy food options that are black owned – less fast food

Holding organizations accountable for the funds they have been allocated to provide services for the youth

Education is the solution to all the priorities on the pyramid. Education brings awareness.

Making the City more attractive to bring younger residents back

WHAT WE'VE HEARD

Public Survey

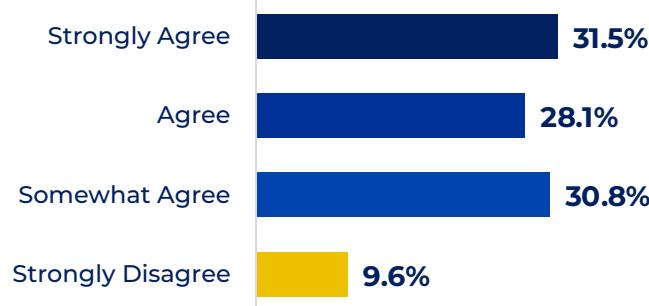
The public survey was intended to help capture community values, vision, and expectations for Miami Gardens through a quick and easily accessible process. The survey was provided in both online and paper formats, and was promoted via email, at community events, on social media, and in community newspaper. Local businesses and stores received copies of the survey as well.

Subjects Covered Include:

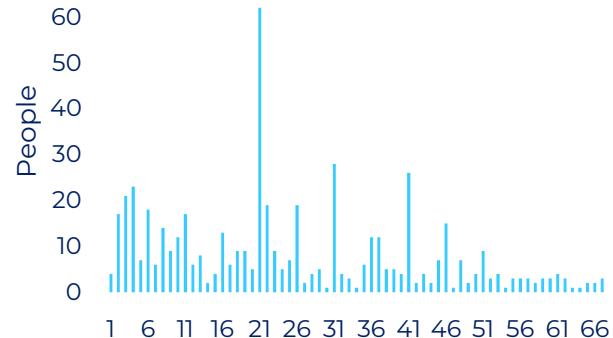
- Current progress
- Opportunities and challenges
- Expectations for the future

700+ Survey
Responses

Agree/Disagree: Like the Direction of the City



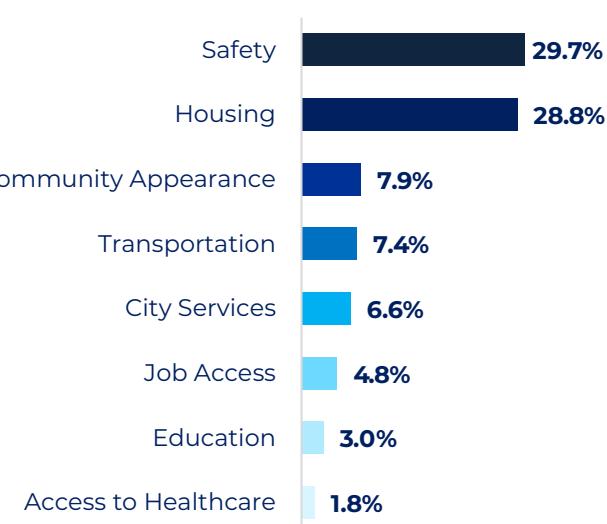
Years Lived or Worked in the City



What People Like Most



Greatest Challenges



Outcomes/Themes

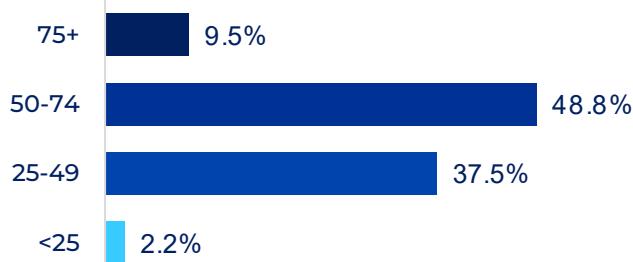
Concerns about **rapid change**, but agreement that **direction is positive**

Mixed sentiments on **special event focus**

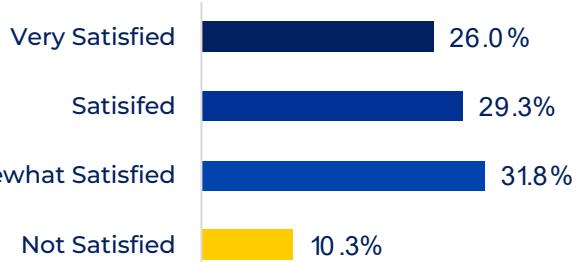
Importance of **affordability and economic opportunity**

Continued emphasis on **community and civic pride**
(including positive impact on appearance and safety)

Participant Age Cohorts



Satisfaction with City Services



KEY TAKEAWAYS

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

Our Talent: Recruitment, competitive hiring, and retention were each frequently mentioned during in-reach engagement initiatives.

Our Community: Civic pride and community involvement are both what community members want the City to be known for. This is shown in how well engaged the community continues to be throughout the strategic planning process.

Our Priorities: Safety, education, and community appearance have been identified as top priorities the City should focus on. These priorities will serve as the guide for future recommendations and actions.



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