



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

NOW & TOMORROW STRATEGIC PLAN



CITY OF MIAMI GARDENS
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Adopted January 2025



Dear Colleagues,

I am proud to introduce the City of Miami Gardens' new Strategic Plan, a comprehensive and forward-thinking roadmap designed to guide our City's operations and priorities in the years ahead. This plan represents a shared vision for our community—one that is rooted in collaboration, innovation, and a commitment to improving the quality of life for all our residents.

The Strategic Plan outlines clear objectives and actionable steps to ensure we remain focused on what matters most to our community. As we implement this plan, it will serve as our guiding document, helping us align resources, make informed decisions, and measure progress toward achieving our objectives. I am confident that with this roadmap, we will build a stronger, more vibrant Miami Gardens that thrives today and for future generations.

Together, we will continue to make Miami Gardens a place we are all proud to call home. Thank you for your continued trust and partnership.

Sincerely,

Mayor Rodney Harris

MAYOR AND COUNCIL



Mayor
Rodney Harris



Vice Mayor
Robert Stephens, III



Councilwoman
Katrina Baskin
Seat 1



Councilman
Reggie Leon
Seat 2



Councilwoman
Michelle Powell, D.O., MPH
Seat 3



Councilwoman
Katrina Wilson
Seat 4



Councilwoman
Linda Julien
Seat 5

CHARTER OFFICERS



City Manager
Cameron D. Benson



City Attorney
Sonja K. Dickens



City Clerk
Mario Bataille

PREFACE

What is the Strategic Plan?

The strategic plan is an 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
- 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 Creating the Strategic Plan?

- Residents
- Business owners and 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 us to:

- 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
- 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.



Stakeholders

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



Research and Analysis

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



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.



Engagement Methods

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

DATA SOURCES & DEFINITIONS

The Foundation Report

The “Foundation 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 intended to set the stage for defining and shaping the vision for the City of Miami Gardens.

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 GIS.

Housing and Transportation Affordability Index (HTA)

The HTA Index provides data on housing and transportation costs for population and households across the United States. 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 Online (BAO)

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 (BRFSS)

The purpose of the BRFSS survey is to obtain prevalence estimates 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.

TABLE OF CONTENTS

The Now & Tomorrow Strategic Plan is organized by the following:

1

Our Foundation (Pages 2 - 21)

This Chapter presents baseline data on the current state of our City. The data provided created a starting point for engaging the community.

2

What We've Heard (Pages 22 - 31)

Each method of community engagement was summarized and allowed for an alignment of strategies to be used to develop the Action Plan.

3

Action Plan and Strategies (Pages 31 - 67)

Culmination of the strategic planning process detailing how the City can move forward as one to realize a shared vision for the future.



Acknowledgments

This effort was guided by the City of Miami Gardens and the City of Miami Gardens City Council. Further support and guidance for the process is being provided by the people of Miami Gardens, as well as a variety of local stakeholders.

In partnership with the City of Miami Gardens, the Now & Tomorrow Strategic Plan and ongoing project efforts have been supported by the project consultant team:

Kimley»Horn

MOSAIC
GROUP



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OUR FOUNDATION

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SETTING THE STAGE | PAST PLANS AND INITIATIVES

2011 Community Visioning Plan

City leadership historically has been invested in the welfare and growth of the community. This was exemplified in two visioning studies as part of authoring the Comprehensive Development Master Plan (CDMP). City Staff identified the four "Quality of Life" goals listed below. 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 areas 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 Transportation Master Plan development was intended to provide a rational and organized response to addressing the problems of general travel, 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 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 fiscal year (FY) 06-07, City Staff completed a State Road 7 Corridor Study conducted under the Florida Department of Transportation's (FDOTs) District 6 Livable Communities contract. Existing land uses and transportation coverages were analyzed to identify corridor specific problems and solutions. FDOT, 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

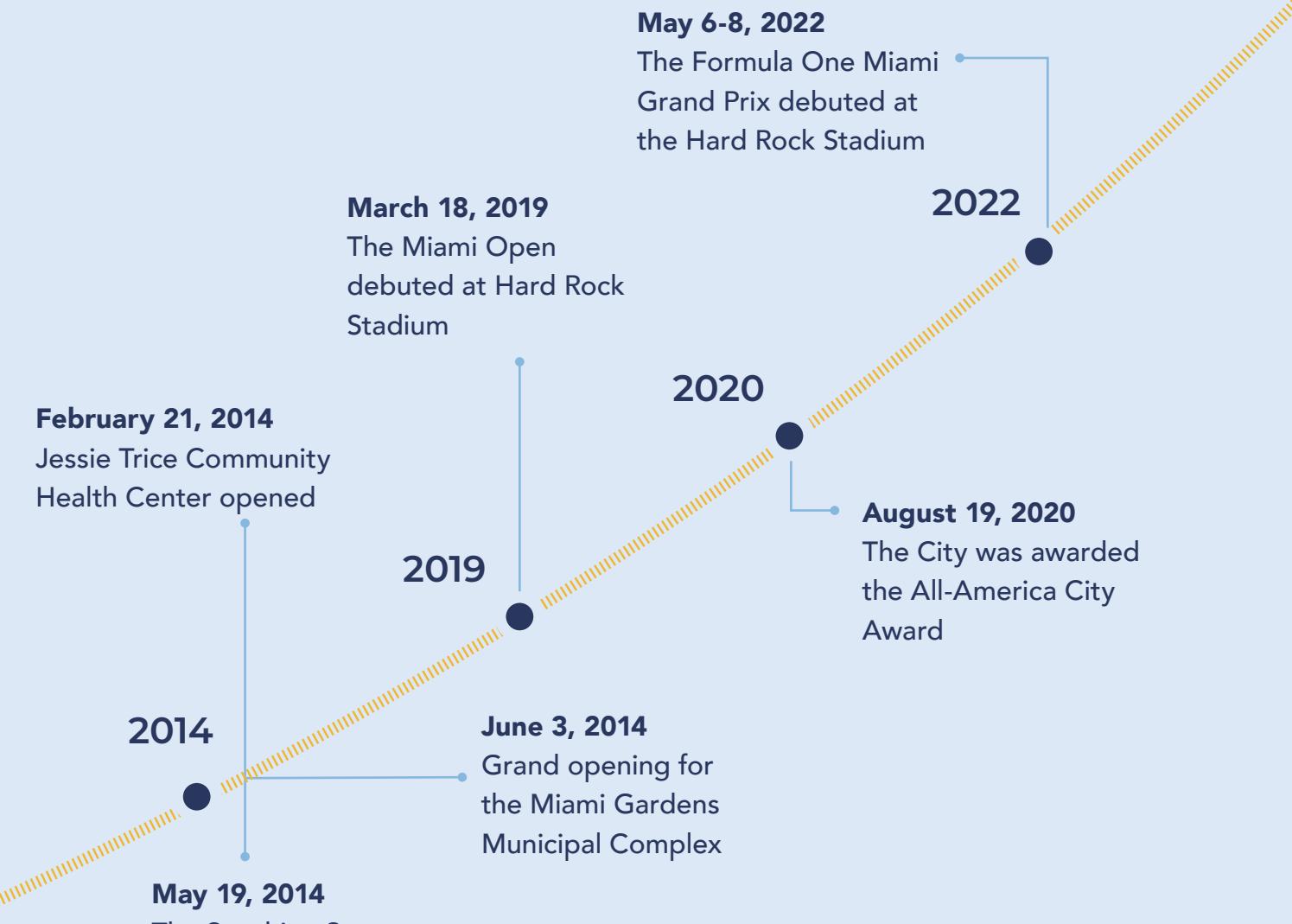
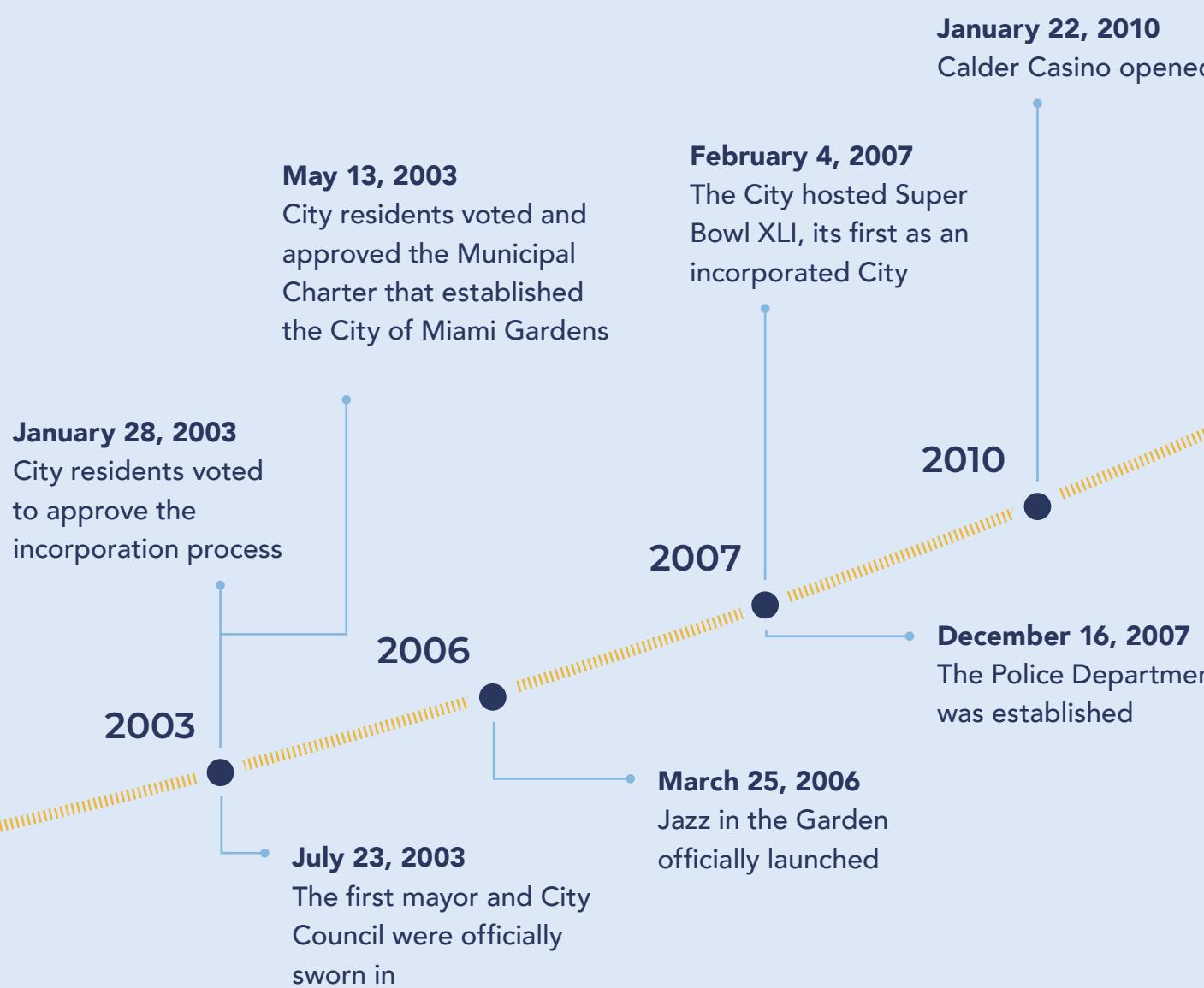
With incorporation in 2003, the City inherited 18 parks from Miami-Dade County that were in poor to fair condition. The goal of the Parks Master Plan was to create a consistent park system and create a framework for future development. A top priority was to re-establish these parks as an integral part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

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 corridor's business and economic health with respect to the County-owned site intended for future transit use. Business opportunities also were 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 WE ARE

Population Change

Overall the City has seen slow, but consistent, population growth increasing from around 105,000 in 2010 to more than 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 period, there was a measurable reduction in the number of young people. These changes resulted in more retirees moving to the City when compared to families with young children. This is a trend observed elsewhere in South Florida.

Income

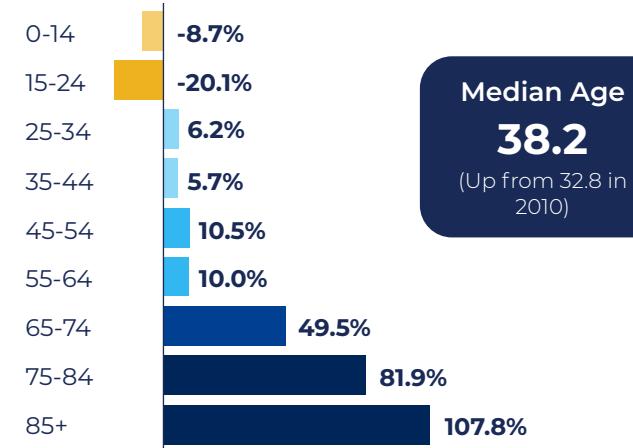
The current median household income is more than \$61K, slightly lower than the Miami-Dade County median of \$67K. Approximately 13% of Miami Gardens households have incomes of less than \$15,000 a year. These low wage households are disproportionately burdened by high housing or transportation costs.

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

Population Change (2010-2022)

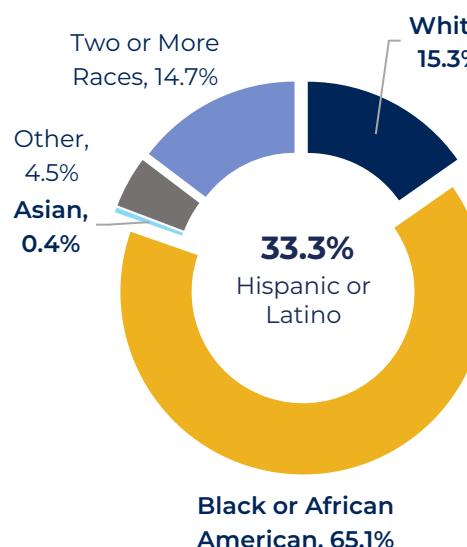


Population Change by Age (2010-2022)

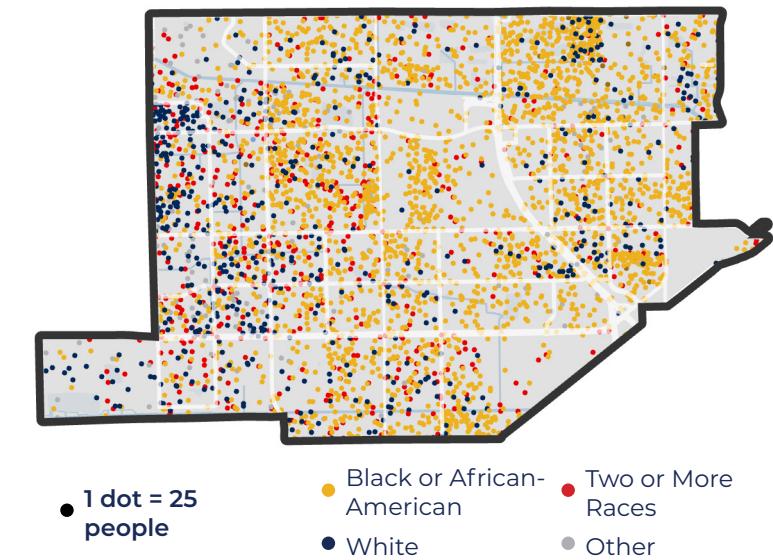


Ethnicity

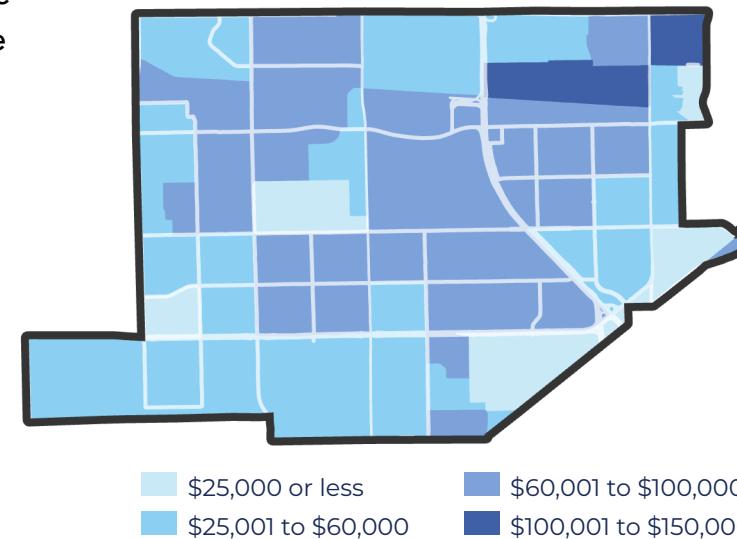
According to 2022 ACS US Census data, our community is majority Black/African American, including Jamaicans, Haitians, Bahamians and many more Black racial groups. This is followed by sizable White and mixed race populations. Most of the White and mixed race population is concentrated in the western 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

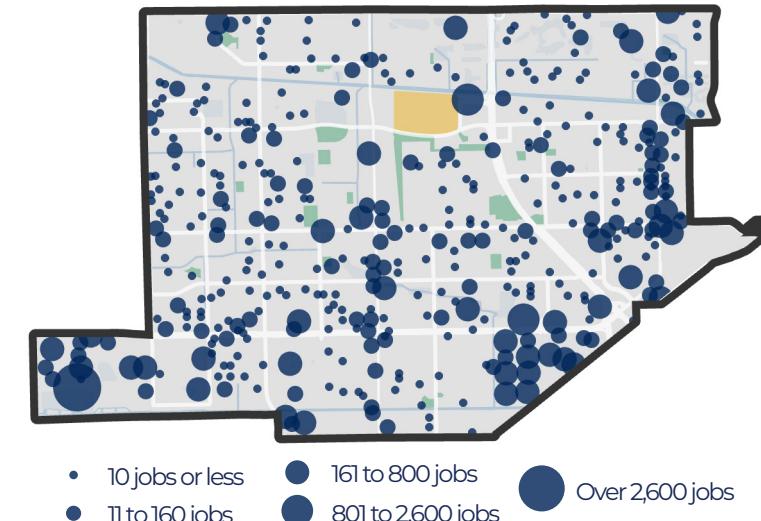
Most working residents commute out of the City for work, about a fifth of whom work in Miami. A smaller, but notable amount of workers come into the City from elsewhere. Approximately 2,500 live and work in the City.



Employers

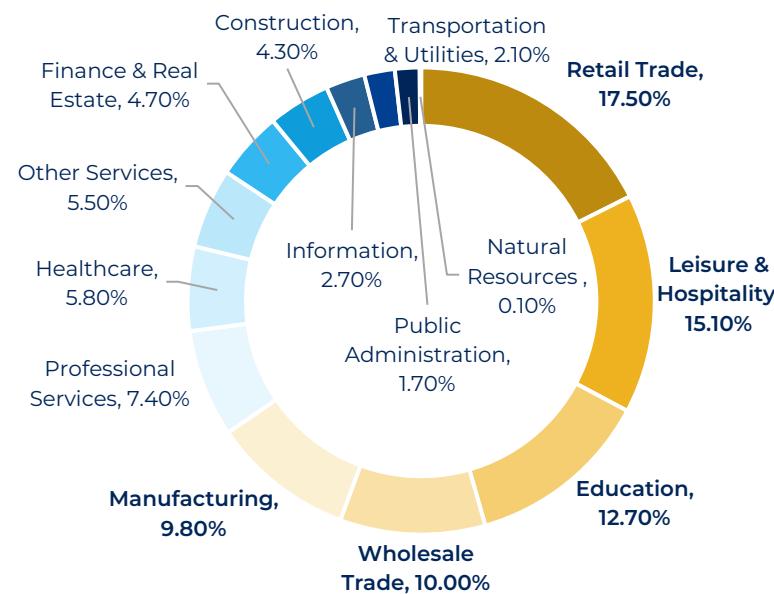
The largest job centers are mostly the industrial areas, primarily concentrated in the southwest, southern and eastern parts of the City. Retail corridors along US 441 and NW 27th Avenue and the Hard Rock Stadium complex also provide many jobs within the City. The top three employers are Hard Rock Stadium,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

Job Density (2021)

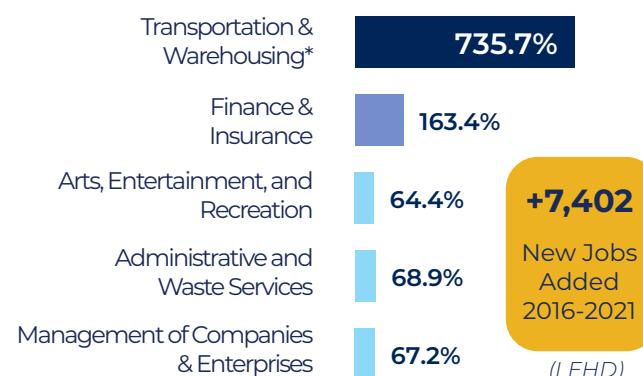


Job Sectors

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.



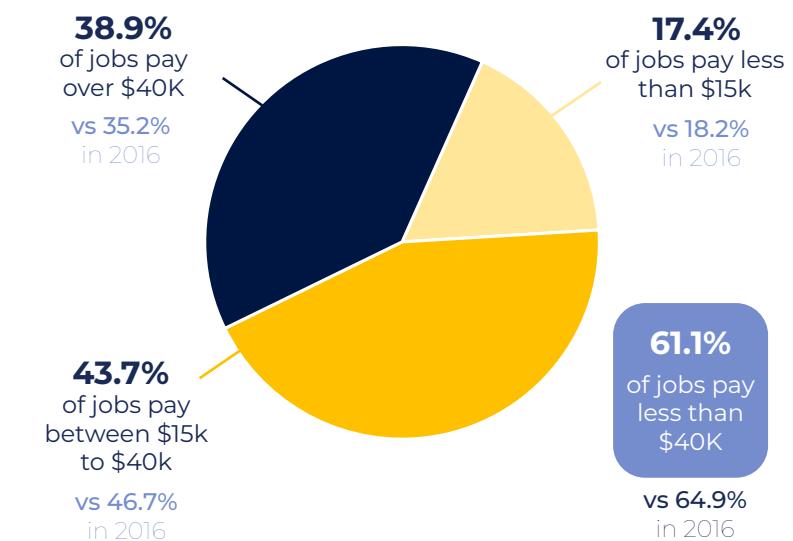
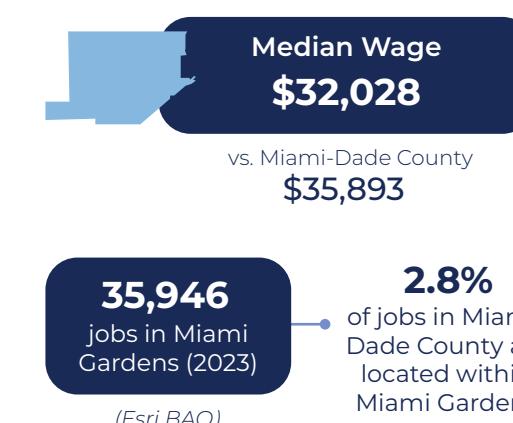
Job Sectors with Largest Growth (2016-2021)



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

Wages

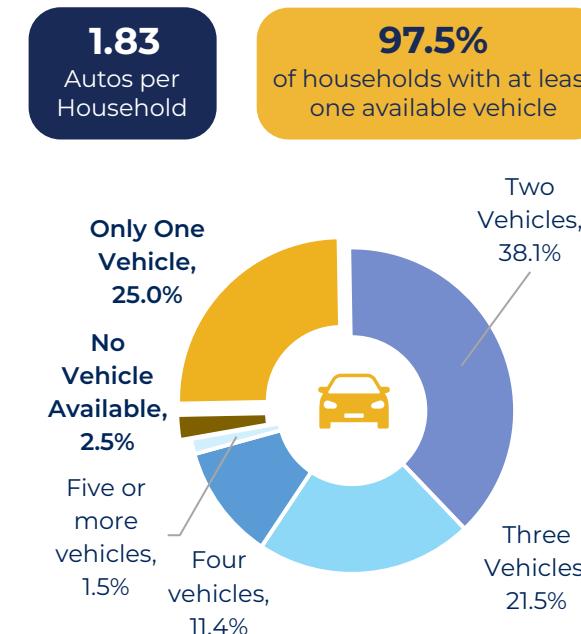
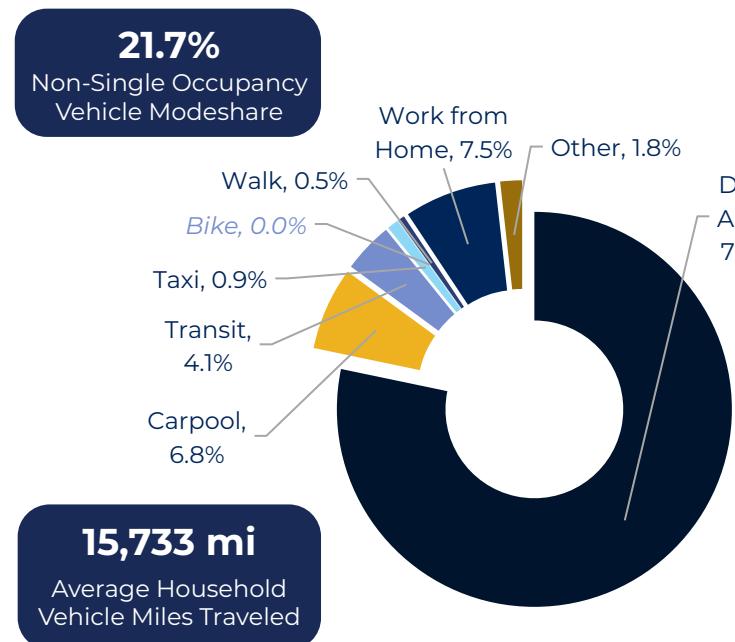
According to 2021 LEHD OnTheMap Data, just under half of the jobs in Miami Gardens pay between \$15,000 and \$40,000 a year. About 61% pay under \$40,000, compared to Miami-Dade County where only about half pay under \$40,000. This is a slight improvement from 2016, when about 65% of Miami Gardens jobs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



HOW WE TRAVEL

Travel Modes and Car Ownership

Over 75% of workers drive alone to work and almost 7% carpool. More than 4% commute by transit. 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.

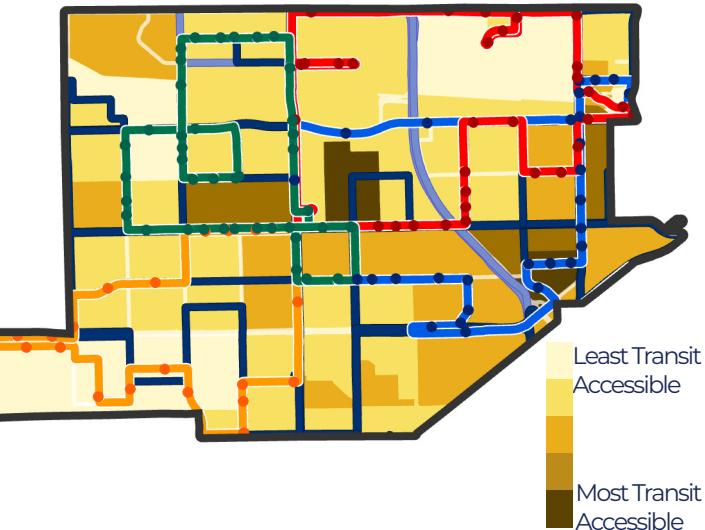
	Miami Gardens	Miami-Dade County
Annual Transportation Costs	\$13,279	\$11,871
Annual Auto Ownership Costs	\$10,952	\$9,720
% of households making under \$15,000 annually	13.3%	11.4%
% of income spent on transportation	23%	21%
% of households cost-burdened by transportation*	100%	100%

*(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.

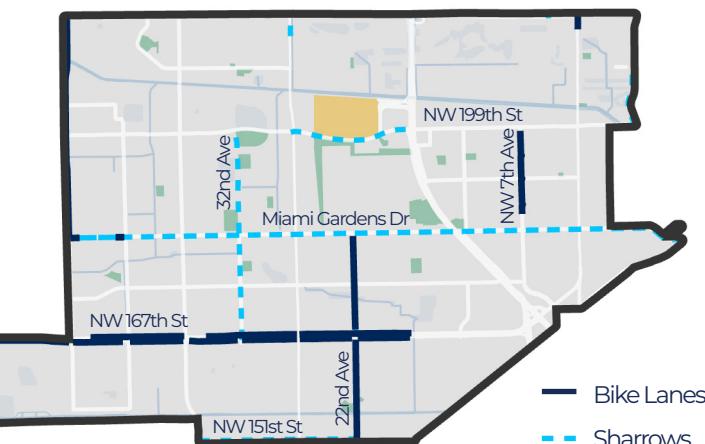
Transit Routes & Accessibility Index (US EPA)



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.

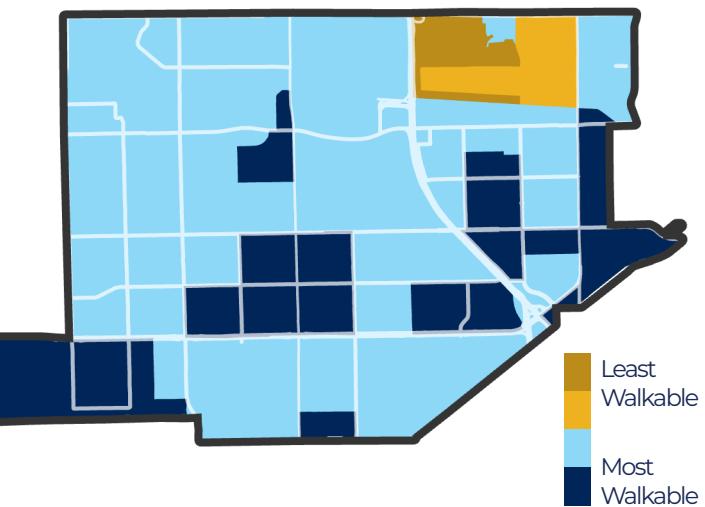
Bicycle Facilities



Walkability

Most 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 estimating the average 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.



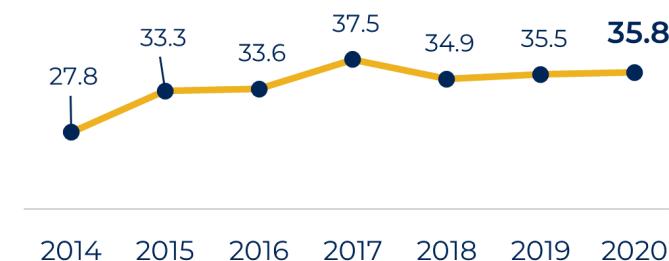
Heart Disease

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.



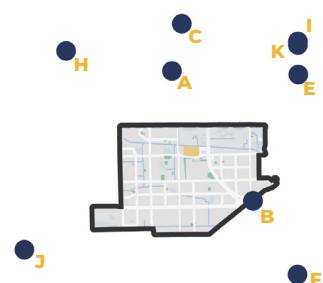
Obesity

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 11 hospitals located nine miles or less from City Hall in surrounding municipalities.



Hospital Distance from City Hall

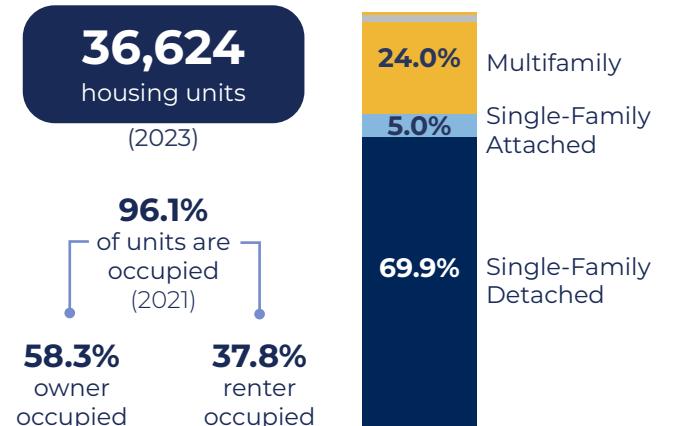
A	South Florida State Hospital	Pembroke Pines	4.1 mi
B	Jackson North Medical Center	North Miami Beach	4.8 mi
C	Memorial Hospital Pembroke	Pembroke Pines	6.3 mi
D	HCA Florida Aventura Hospital	Aventura	7.8 mi
E	Memorial Regional Hospital	Hollywood	8.2 mi
F	St Catherine's Rehabilitation Hospital	North 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



OUR HOUSING

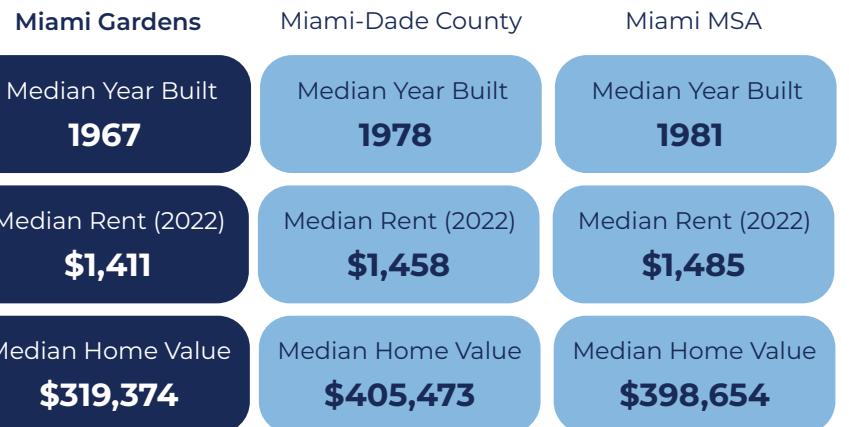
Housing Type

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.



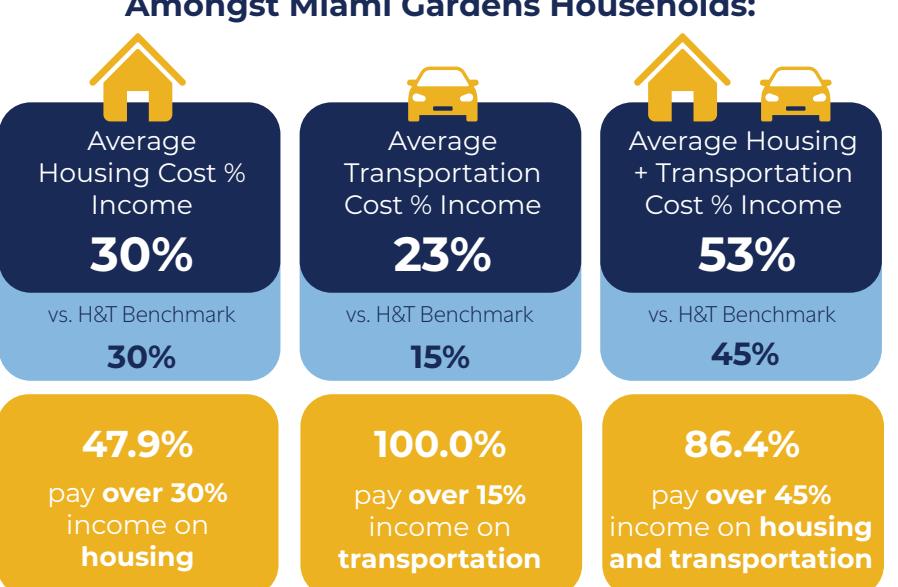
Housing Age, Rent, and Value

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.



Affordable Living

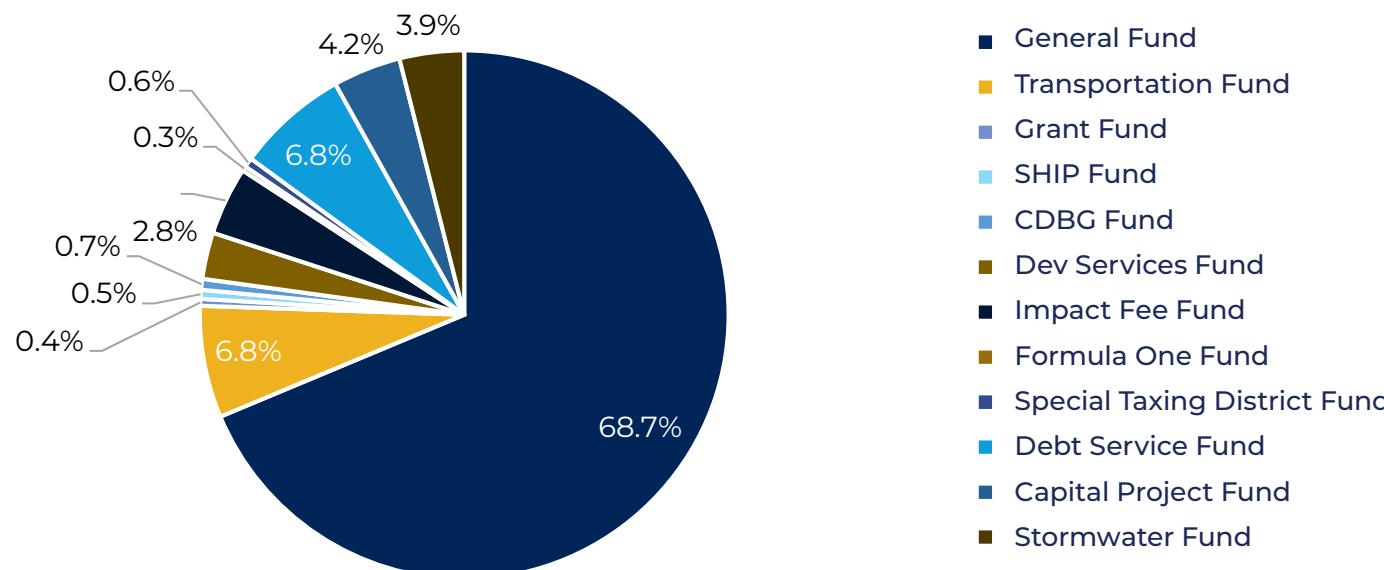
Per standard affordability metrics, for living expenses to be affordable and manageable, no more than 30% of annual income should be spent on housing and no more than 15% of annual income should be spent on transportation. By these metrics, a significant amount of Miami Gardens households are cost burdened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



Bond Ratings

Miami Gardens has demonstrated its strong financial stewardship with high bond ratings from three of the nation's leading credit rating agencies. S&P Global has awarded the City an "AA-" rating, Moody's Investors Service assigned a "Aa3" rating, and Fitch Ratings affirmed a robust "AA" rating. These ratings reflect the City's commitment to sound fiscal management, a stable economic base, and a responsible approach to financial stewardship.

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 FY 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.





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 their jobs 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.





WHAT WE'VE HEARD

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.

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



Mentimeter Activity

During the first Department Directors' 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." 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:

"Growth"	"Progressive"	"Promising"	"Emergent"
"Vibrant"	"Innovative"	"Evolving"	"Responsive"
"Motivational"	"Expanding"	"Progress"	"Exciting"

Outcomes/Themes

Appreciation for **civic pride and community engagement**

Recruitment and retention

Communication between Departments

Resource allocation and alignment of priorities

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

City Council Listening Sessions

A listening session series were held with City Council members to receive their feedback on what each member would like to see accomplished through the 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 City's future



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

PUBLIC SURVEY

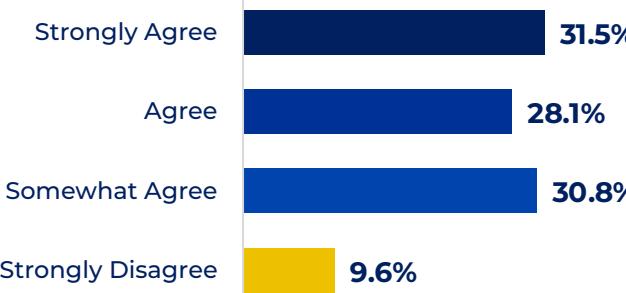
The public survey was intended to help capture community values, vision, and expectations for Miami Gardens through a quick and easily accessible process. The survey was provided in online and paper formats, and was promoted via email, at community events, on social media, and in community newspapers.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

Subjects Covered Include:

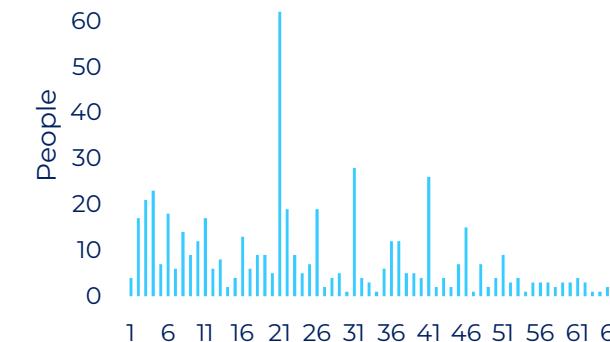
- Current progress
- Opportunities and challenges
- Expectations for the future

700+ Survey
Responses

Agree/Disagree: Like the Direction of the City



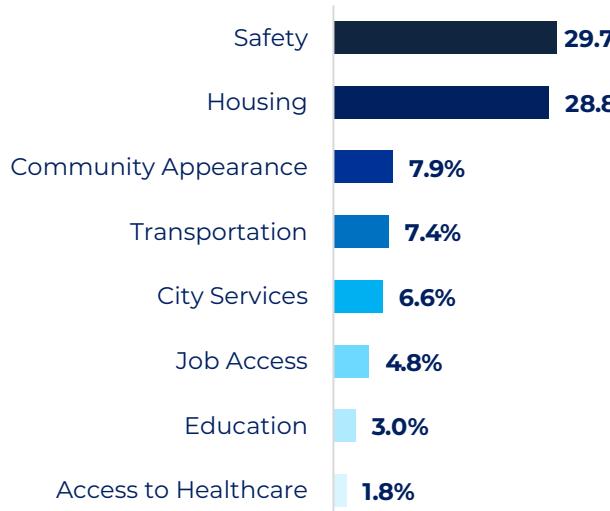
Years Lived or Worked in the City



What People Like Most



Greatest Challenges



Outcomes/Themes

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

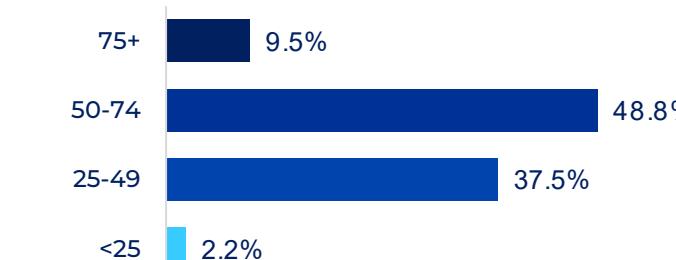
Mixed sentiments on **special event focus**

Importance of **affordability and economic opportunity**

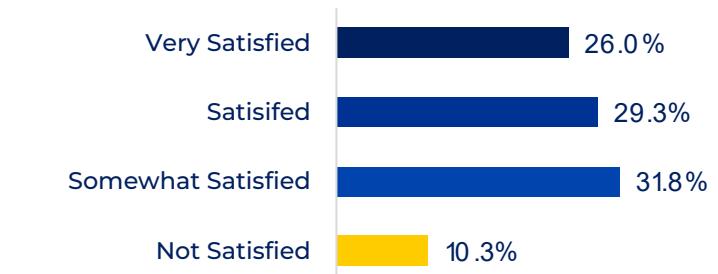
Continued emphasis on **community and civic pride**
(including positive impact on appearance and safety)

Participant Age Cohorts

Satisfaction with City Services



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.



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

ACTION PLAN AND STRATEGIES

NOW & TOMORROW
STRATEGIC PLAN

CITY OF MIAMI GARDENS
WWW.MIAMIGARDENS-FL.GOV



COMMUNITY THEMES

Community engagement efforts, included a combination of in-reach and outreach engagement activities and concluded in Summer 2024. The *What We've Heard Report* documents all of the feedback the project team collected during the planning process.

The key takeaways from the Foundational Report and the What We've Heard Report were used to identify themes to guide the remainder of the strategic planning process, including a set of Guiding Principles and subsequent Action Plan.

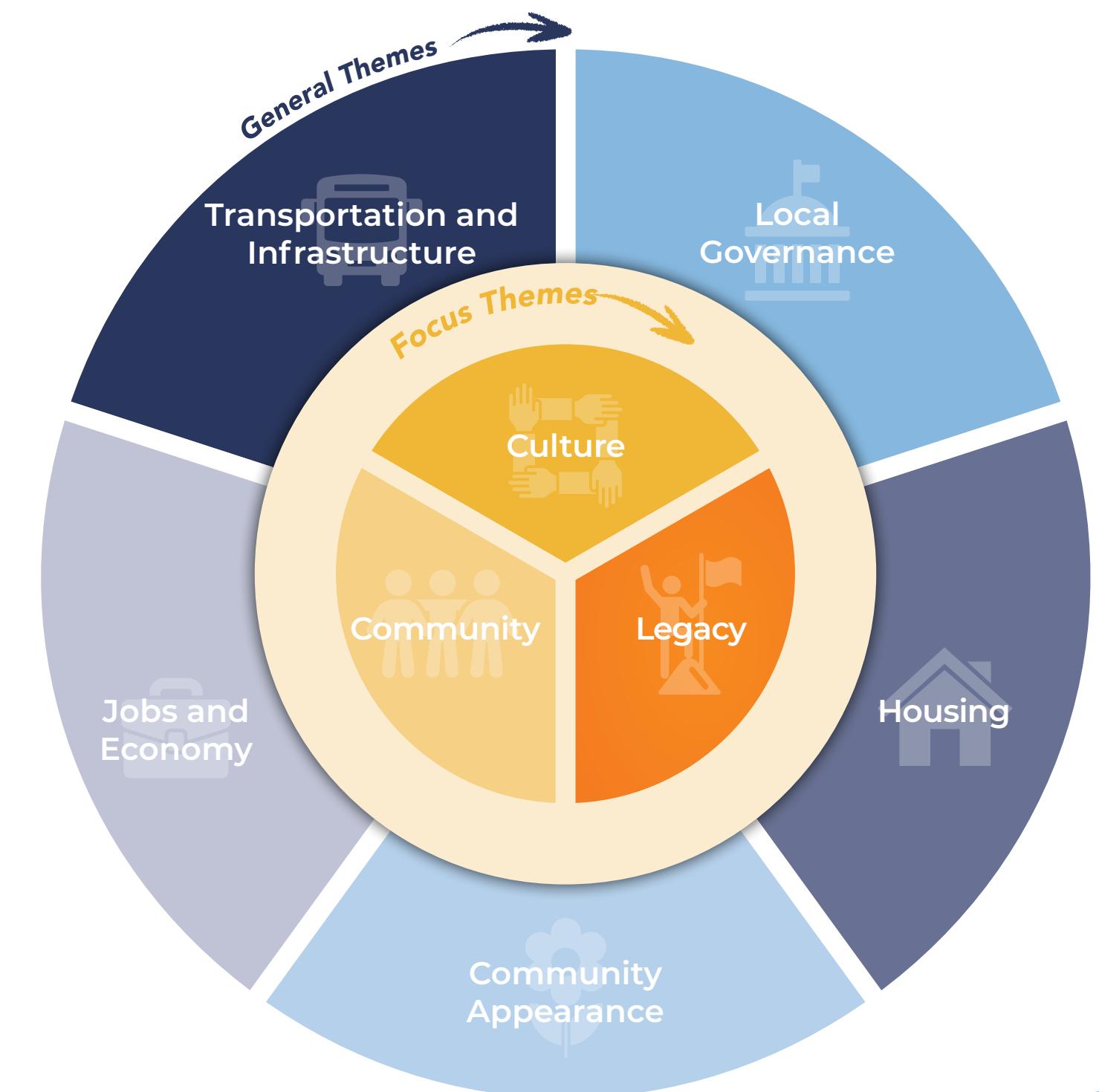
Each of the focus and general themes were identified, based on the feedback received, to develop a quality action plan that will help guide the City in future decision-making.

CURRENT PROGRESS



The Community Themes

This Chapter is organized around general themes that are generally understood and focus themes that require additional detail and explanation. General themes include local governance, community appearance, housing, jobs and economy and transportation and infrastructure. Focus themes include community, culture, and legacy.




 GENERAL THEME
LOCAL GOVERNANCE

The success of any great City is dependent upon how it governs itself with respect to those it serves and internal partners.

Local governance includes the accessibility of our staff, elected officials, and senior leadership within the City; how those seeking assistance from City employees and Departments are treated; and how the City operates both in-person and virtually. Our City Council is active and invested in the success of our residents and the City. Cities around the State look to Miami Gardens for inspiration on operating efficiently while meeting the demands associated with being a highly sought-after City to host events.

Fiscal health will continue to be a priority in the future. The City will continue to be good stewards of its finances, from effectively allocating revenue to paying off debt that has been incurred since Miami Gardens was incorporated.

The following sections describe pillars of local governance in Miami Gardens, based on the existing conditions and what the community has told us is important.

OBJECTIVES

Make decisions that:

- **Lead to positive community experiences**
- **Address community needs**
- **Prepare us for the future**
- **Reinforce good stewardship of community resources**



Key Actions:

- LG-1: Prioritize Customer Service**
- LG-2: Enhance Effectiveness and Responsiveness**
- LG-3: Prioritize Stewardship of Community Resources**
- LG-5: Facilitate Effective Training**
- LG-6: Improve Online Presence**
- LG-7: Continue Processing Improvements**

LG-1

Prioritize Customer Service

Everyone who lives, works, and visits Miami Gardens is our customer, and we want our customers to participate in local governance and feel welcomed. Fostering positive interactions with community members is the foundation of what we do and will continue to be emphasized in every Department and position within the City.

How we get there:

- *Putting the customer's needs above our own continues to set us apart from other municipalities.*
- *Maintain customer service mindset with a focus on: great communication, courtesy, kindness, contingency planning, and knowledge sharing between individuals and Departments.*

LG-2

Enhance Effectiveness and Responsiveness

Cities everywhere are using technology to enhance the customer experience. This includes enhanced websites, mobile applications, and social media to reach their residents more quickly and effectively. In some cities, residents use streamlined applications to access City services. Everything from Code Enforcement to accessing City Council members can be enhanced through app driven interfaces that are for efficient processing and timely responses.

How we get there:

- *The Office of Civic Engagement seeks innovative ways to become more efficient and respond quickly to residents, including through the use of technological innovations.*





GENERAL THEME

LOCAL GOVERNANCE

LG-3 Prioritize Stewardship of Community Resources

The City has a history of managing resources to address current community needs. This includes budgeting, making capital investments and managing an effective City staff. As the City enters the next era of growth, it will be important to weigh the cost to serve (infrastructure operations and City services) with our expectations for level of service, customer experience, and creation of a positive legacy by implementing the Strategic Plan.

How we get there:

- *Making funding and expense decisions with a stewardship mindset. This approach to decision-making allows us to consider whether decisions are: a) in alignment with the Strategic Plan, and b) whether the requested funding actions are effective and efficient.*
- *Monitoring success. Every program and event should have a stated purpose. When feasible, we should measure the effectiveness of a program or event in achieving desired outcomes using simple metrics. The results can be used to inform future decisions.*
- *Extend the impact of community resources through increased efficiency. Greater achievements are possible when we actively seek ways to streamline delivery, reduce redundancy and manage staff capacity.*

LG-4 Facilitate Effective Training

The City hosts regular training sessions to ensure Departments receive the latest techniques to help do their jobs better, including Department-specific technical training and training around more general topics, such as professionalism, safety, and customer service. In recent history, trainings that have been used by major businesses known for their excellent customer service have been released to City staff. Our employees were given the opportunity to learn customer service techniques that could be used in their day-to-day interactions.

Part of effective training is ensuring employees are trained on all functions critical to their Department and that no process is siloed to one employee within a Department.

How we get there:

- *Incorporate a balance of in-person and online training.*
- *Set clear expectations for customer service.*
- *Identify internal mentorship opportunities to avoid the loss of knowledge over time.*

LG-5 Improve Online Experience

Websites are one of the first places people go when researching a topic online. The City website provides an opportunity for others to connect with the City in a way that does not require staffing outside of the group maintaining the website. Having documents readily available such as permitting documents, fee schedules, and planning and zoning documents, reduces the number of inquiries and enhances the overall customer experience.

How we get there:

- *Make the City's online footprint accessible, easy to use, and aesthetically pleasing.*
- *Highlight social media accounts on the City's website.*
- *Organize an effective document repository for each department. Feature current plans, dynamic resources (including mapping), who to contact information, and popular forms.*

LG-6 Continue Processing Improvements

The speed in which things are processed such as permitting greatly impacts project schedules for developers, is reliant on adequate staffing as well staff's ability to make decisions. The City has made progress administratively in allowing staff to make decisions up to a certain dollar amount, through the Point of Development Teams and the Public-Private Development Round Table (PPDR). This has created faster approval times and made City Council meetings more efficient by excluding agenda items that could be reviewed and executed by staff.

How we get there:

- *Continue to leverage the Point of Development Teams and PPDR review process and seek ways to streamlining processing through online platforms.*



GENERAL THEME

COMMUNITY APPEARANCE

Focusing on community appearance is an opportunity to showcase what makes a community special.

Miami Gardens is a proud community, with a distinct heritage, and vibrant culture. Championing community appearance is one way for the City to continue building its identity in the minds of residents as well as throughout the region and nation.

The following sections describe major principles of community appearance and opportunities for the City to visually emphasize expectations for community appearance.

OBJECTIVES

Maintain a positive image of our City in ways that:

- Communicate our diversity and rich culture
- Ensure that our City is distinct and recognizable
- Honor our past while embracing the future
- Ensure residents and visitors feel safe and welcome



Key actions:

- CA-1: Express our Culture**
- CA-2: Commemorate History**
- CA-3: Emphasize a Sense of Arrival**
- CA-4: Revitalize the Old and Shape the New**
- CA-5: Maintain a Clean, Attractive, Safe, Proud Community**
- CA-6: Enhance Welcoming Places through Design and Placemaking**

CA-1

Express our Culture

Today, Miami Gardens has a rich identity and culture centered around its people and communities. Some of the ways we express ourselves include:

- The Miami Gardens Express, a trolley-styled bus with specific Miami Gardens-themed motifs on the side. This service has the potential for themed designs or local art at flagship transit stops.
- The Miami Gardens archway used as a symbol of the area on things like the Miami Gardens Express circulator signage.

How we get there:

- Build a visual sense of community.
- Sponsor public art and murals.
- Leverage community wayfinding.
- Promote cultural assets like our local cuisine, education, and festivals.

CA-2

Commemorate History

Miami Gardens may be a relatively new City, but it has a rich history that stretches beyond its incorporation and already has seen many successes.

How we get there:

- Integrate our history and our successes through commemorative art, neighborhood murals, and other placemaking.
- Seek ways to honor the past while investing in our youth.
- Invest in our seniors to help reinforce our history and honor their past efforts.

CA-3

Emphasize a Sense of Arrival

The entry to Miami Gardens is the first impression visitors get of the City, and what they see should make them feel welcome. Considering Miami Gardens' location in the larger Miami-Dade metro area, we can ask ourselves, "When visitors enter the City, can they notice any difference between us and next City over? If they can, is the difference a positive one?"

How we get there:

- Ensure visitors and residents immediately recognize that they've arrived in Miami Gardens.
- Use monumentation, landscaping, public art, and signage to establish a sense of arrival.
- Use investments in design to establish a sense of place, vibrancy, and safety.
- Prioritize investments and beautification in gateway corridors to set a positive impression of the City.





GENERAL THEME

COMMUNITY APPEARANCE

CA-4

Revitalize the Old and Shape the New

Miami Gardens has had success with planning and collaborating to promote new development that is well-designed and properly reflects the community. The City should continue championing great design by creating additional opportunities to enhance the appearance of existing places. Many communities have done placemaking grants for downtowns, commercial areas, and other neighborhoods to improve the appearance of buildings to match community desires or local themes.

How we get there:

- Explore approaches for revitalization in places where the City wants to enhance appearance and integration with the surrounding community.
- Seek community economic development grants available in Florida that could help provide the funds for revitalization programs.

CA-5

Maintain a Clean, Attractive, Safe, Proud Community

Miami Gardens is a community that has immense pride in their people and City. This sense of pride is beneficial in maintaining a clean, well-kept, and attractive community. When newcomers and visitors perceive that people want to take care of and have pride in their community, it can encourage them to respect it in their own actions.

We want to create a community where people and activity add to a perception of safety, and in turn, aesthetically pleasing places attract people and activity.

How we get there:

- Prioritize maintenance and public appearance of gateway corridors and community facilities.
- Encourage "corridor adoption" programs to build pride.
- Support public appearance campaigns.
- Maintain clean and attractive places through maintenance, refuge receptacles and trash removal.

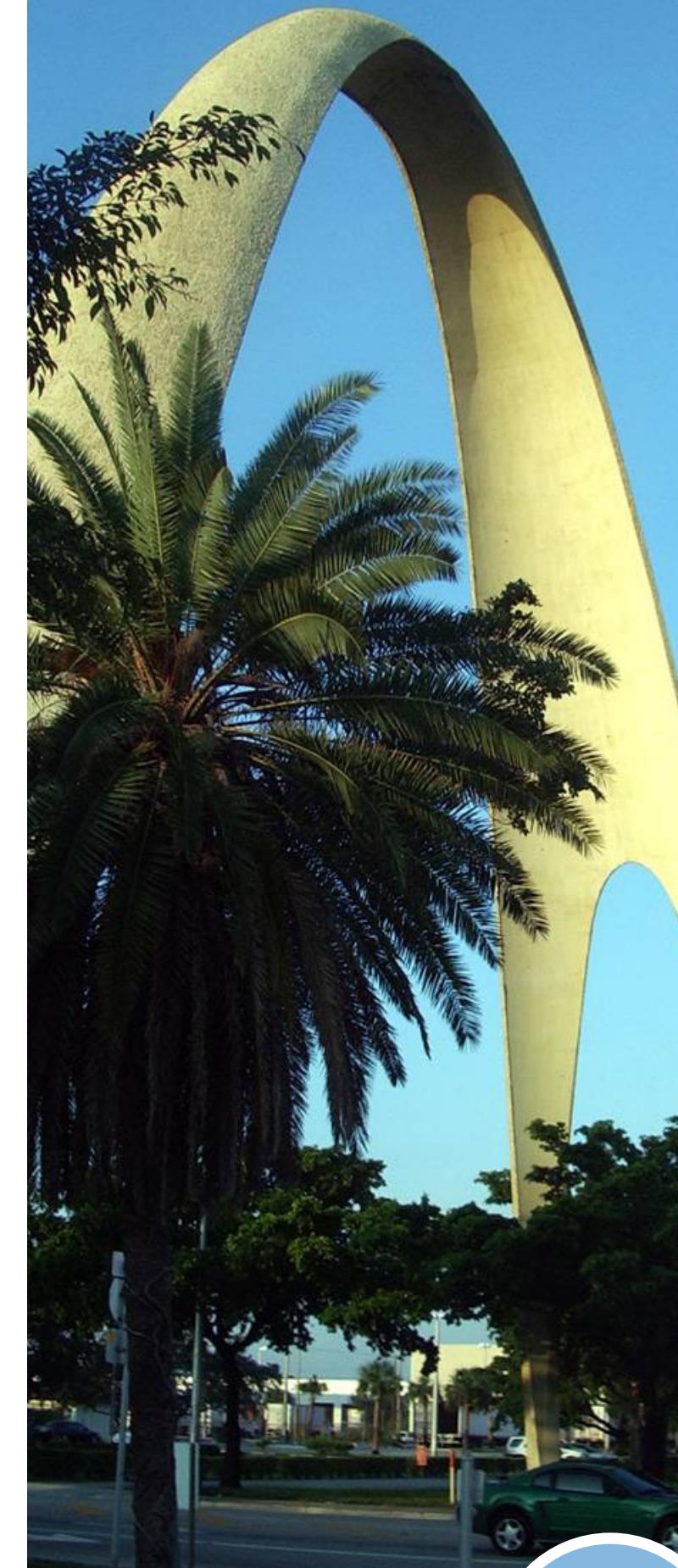
CA-6

Enhance Welcoming Places through Design and Placemaking

Transportation and land use play a significant role in community comfort. Safe streets that are inviting for people walking and biking, walkable land uses, human-scaled development, and other details like adequate lighting also can create a perception of a safe community, encourage activity, and help create a sense of place. Strategies like crosswalk art and intersection murals also can come with a combined safety and placemaking benefit.

How we get there:

- Focus on making transportation rights-of-way a safe environment for all and pair it with welcoming land uses that establish Miami Gardens as a vibrant destination for all who live in, work in, or visit our City.




 GENERAL THEME
HOUSING

Invest in our neighborhoods, increase housing options, and address housing affordability.

Our 35,000 housing units are home to a dynamic and diverse population. While much of the City's housing stock consists of single-family homes, the increasing number of multifamily units signals a shift in what residents are seeking and what the development community can successfully offer.

Many of the homes in our existing neighborhoods were built before 1970, highlighting the importance of routine maintenance. Equally important is ensuring that residents have strong connections to community assets, like schools, parks, and essential services. Access to these resources enhances quality of life and strengthens the bonds within neighborhoods.

Affordability remains the most pressing issue, with nearly half of householders spending more than 30% of their income on housing. Addressing affordability will be key to ensuring that everyone in the community can access quality housing. As Miami Gardens plans for the future, a heightened focus on these themes will help us build a more inclusive, connected, and resilient community where every resident can thrive.

OBJECTIVES

Create an environment where:

- **Neighborhoods are well-connected with community features**
- **More housing choices exist**
- **Our housing is in good repair**
- **Housing is more affordable**



Key Actions:

- H-1: Enhance Neighborhood Connectivity**
- H-2: Diversify Housing Types**
- H-3: Enhance Neighborhoods**
- H-4: Rehabilitate Aging Homes**
- H-5: Make Housing More Affordable**

H-1

Enhance Neighborhood Connectivity

Ensuring strong connectivity between housing and community assets is critical to enhancing the quality of life for residents in Miami Gardens. Connectivity isn't just about physical proximity; it's also about creating convenient and accessible pathways for residents to reach the places they frequent most.

Several neighborhoods in Miami Gardens already exemplify this approach to connectivity. Example: the Norland and Cloverleaf neighborhoods are known for their close-knit community feel and ease of access to local parks, schools, and public transit routes.

How we get there:

- Set expectations for the connectivity within and to new developments.
- Identify a pedestrian connectivity plan and prioritize implementation of access to public facilities and key destinations including sidewalks, trains, and paths.
- Overcome barriers to key destination through safe design alternatives.

H-2

Diversify Housing Types

Miami Gardens offers a range of housing types, but the City's housing stock remains heavily concentrated in single-family homes. Nearly one-third of housing units are single-family, either detached or attached, with multifamily units making up just 24% of the housing supply. While this has provided stability for many long-term homeowners, there is a growing need to diversify housing options to meet the evolving needs of the population.

Younger families, single professionals, and seniors require housing that fits their budgets and lifestyle preferences, which may differ from traditional single-family homes. As more residents seek homes closer to schools, parks, and community services, integrating diverse housing types into areas with access to these assets will help foster stronger neighborhoods.

How we get there:

- Request new development include a variety of housing types and price points.
- Identify places in the community where development densities could be increased (especially around parks and major corridors).
- Support developments that include housing options, such as townhomes, duplexes, and apartments.


 GENERAL THEME
HOUSING
H-3 **Enhance Neighborhoods**

Neighborhoods are the backbone of every community. As we consider ways to meet current needs and attract new families, we need to continue our efforts to provide a safe, effective, and well-connected neighborhoods. Our City continues to invest in effective ways to address code compliance issues, community safety, and maintain neighborhoods parks. Similar efforts can be used to determine the general condition and needs of neighborhood infrastructure and public spaces.

How we get there:
A combination of public engagement, data collection, and technical processes can be used to respond to the increasing and changing needs of our neighborhoods including:

- Leveraging the technology like the See-Click-Fix app to help residents report code violations and other problems in real-time.
- Engaging the community through regularly scheduled listening sessions.
- Creating prioritization processes for existing programs (ex: stormwater or sidewalk) to ensure we're addressing primary needs before general needs.
- Partnering with neighborhoods when appropriate to achieve align goals for safety, health, recreation, and connectivity.

H-4 **Rehabilitate Aging Homes**

Miami Gardens could further enhance neighborhood stability and resident wellbeing through its existing Home Rehabilitation Program. This program provides low-income homeowners with essential support to bring their homes into compliance with the City's housing code, addressing critical health, safety, and energy efficiency improvements in their homes.

By focusing on necessary repairs such as structural updates, lead hazard mitigation, and energy-saving upgrades, a Home Rehabilitation Program would enable vulnerable residents, including seniors, veterans, and low-income families to maintain safe, habitable homes. This addition to the City's support programs would help reduce long-term costs for residents while fostering a resilient, sustainable, and inclusive Miami Gardens, where neighborhoods thrive and residents feel secure in their homes.

How we get there:

- By building on these existing programs and providing additional resources for residents, Miami Gardens can further support home preservation and enhance the long-term value of its housing stock.
- Continued investment will improve individual homes and help maintain neighborhood cohesion and stability.

H-5 **Make Housing More Affordable**

Housing affordability remains one of the most pressing challenges facing Miami Gardens. With nearly half of households spending more than 30% of their income on housing, many residents are cost-burdened. As housing costs rise and income growth slows, many residents find themselves struggling to balance housing expenses with other necessities.

The City's median home value has climbed to approximately \$319,374, while median household income is estimated to stand at around \$51,600. This gap between rising home prices and stagnant income levels further compounds the affordability challenge, leaving many residents cost-burdened. Additionally, a sizable percentage of households, particularly low-income families and seniors, face the challenge of balancing housing costs with high transportation expenses, which collectively push their budgets to the limit.

The City's aging housing stock presents further challenges. Programs that offer financial assistance for home repairs and improvements help alleviate this burden, allowing homeowners with lower incomes to preserve their homes and avoid costly repairs down the line. To ensure affordability remains within reach for all residents, addressing challenges such as creating diverse housing options, enhancing neighborhood connectivity, and providing financial assistance for home repairs and preservation are crucial for building a resilient inclusive community where every resident has access to stable and affordable housing.

How we get there:

- The approach to housing affordability should be multifaceted, blending increased supply, evolving diversity, and continued maintenance of the existing housing units.
- The approach will likely require involvement from public and private interests to help expand affordability for the community.
- Seek partnerships and grant funding to develop workforce housing.



GENERAL THEME

JOBS AND ECONOMY

Retaining existing businesses, attracting new industry, and supporting small businesses creates expanded opportunities for our workforce and the potential to cultivate economic vibrancy throughout our community.

The City of Miami Gardens is at a critical point in its economic journey. With over 35,000 jobs many residents still commute outside the City for work, while only a smaller portion of jobs are filled by residents in the various businesses. As a result, there is a need to align available jobs with the skillsets and aspirations of the workforce. Approximately 61% of jobs in the City pay under \$40,000, emphasizing the need for workforce development to attract higher-wage options and better match residents with local employment. Strategies aimed at developing new projects and utilizing vacant land will help foster economic growth and provide opportunities for residents. By taking a proactive approach, the City can support a more vibrant and resilient local economy that meets the needs of both its workforce and businesses.

OBJECTIVES

Promote economic vibrancy and opportunities through:

- **Recruitment of businesses that offer living wages and robust benefits**
- **Identification and marketing of key development sites**
- **Investments in workforce education and training**
- **Support and promotion of small businesses**

**Key Actions:**

- JE-1: Align Jobs and Workforce**
- JE-2: Identify and Protect Prime Development Sites**
- JE-3: Build a Skilled and Resilient Workforce**

The Miami Gardens Strategic Plan should be leveraged as a tool to connect all aspects of quality of life in the community to achieve economic prosperity. This extends to diversification and affordability of the housing stock to be attractive to workers at all income levels, connecting employment centers to amenities and community services, and clearly communicating a brand for Miami Gardens. The culmination of the Strategic Plan should be a series of themes that support economic growth and increasing the prosperity of the community.

JE-1

Align Jobs, Workforce and Education

Approximately 45% of jobs in Miami Gardens are in the retail, hospitality, and education sectors, requiring a diverse skillset across the largest economic anchors. While these industries are vital to the local economy, they offer limited opportunities for higher wages, with a large portion of jobs paying between \$15,000 and \$40,000 annually. Over 60% of jobs fall within this wage range illustrating a mismatch between the types of jobs available and the City's vision for a prosperous future.

Addressing the alignment between education and job opportunities is critical for achieving economic growth. Expanding access to workforce training and higher education can better prepare residents for higher-paying industries, reducing the number of residents commuting out of the City for work. Over 40,000 residents commute out daily for work to cities such as Miami, Hialeah, and Fort Lauderdale, only about 2,540 live and work within the City limits.

How we get there:

- Create strategic alignments in the community, similar to the City University Partnership, to educate and train the local workforce.
- By partnering with businesses that share local values and promote beneficial economic and social consequences, Miami Gardens can create a workforce that not only thrives but also symbolizes the City's future vision.

JE-2

Identify and Protect Prime Development Sites

Land is a finite resource; and land that is well-suited to host major economic development initiatives is even more challenging to identify and protect. Maintaining an inventory of potential future sites that can support economic development and protecting them from encroachment is a critical step in expanding the job base and aligning jobs with the skilled workforce that exists in the community today.

How we get there:

- Once an inventory exists of potential future employment, engaging key property owners to foster an environment of collaboration and public buy-in is an important next step.
- Invest in employment properties as future opportunities could be accelerated with strategic public investment to support public-private partnerships.
- Recruit and invest in developments/employers that create living wage and good benefits.





GENERAL THEME JOBS AND ECONOMY

JE-3

Build a Skilled and Resilient Workforce

Miami Gardens' long-term economic prosperity depends on a skilled and resilient workforce. Several initiatives provide focused training, career development, and entrepreneurial support for this effort. As part of a regional initiative, Miami Tech Works collaborates with employers, educators, and government agencies to provide tech-focused training and develop a sustainable technology talent pipeline that offer pathways to high-demand tech careers. The Workforce Readiness Advancement & Placement (WRAP) Program focuses on preparing Miami Gardens' youth, aged 16-19, with career readiness, job training, and essential life skills. WRAP aims to break the cycle of poverty and set participants on a path toward long-term success.

Local initiatives such as The Oasis Business Incubator supports local entrepreneurs by offering business development services, mentoring, and financial resources. Black-owned coworking and content studio CoSpace provides flexible workplaces and resources for remote workers, entrepreneurs, and small enterprises. This project provides office solutions, including private conference rooms and content creation capabilities to help small enterprises and freelancers grow and communicate.

How we get there:

- Foster partnerships with educational institutions such as the City University Partnership and businesses to align workforce training with the skills needed for existing and emerging industries.*





Building on Economic Initiatives

The City of Miami Gardens is strategically investing in key development projects that will support its long-term economic growth and help realize its vision for a vibrant, sustainable economy. These projects not only align with the City's goals for job creation, business attraction, and community enhancement but also provide tangible opportunities to build upon existing assets.

35 Acres Mixed-Use Development

This \$400 million project includes retail, restaurants, hotels, and sports and entertainment venues, located in the heart of the Entertainment Overlay District. With plans to develop infrastructure and utilities, the project will enhance the area's appeal as a major hub for entertainment and economic activity.

Miami Dolphins Training Facility

Valued at \$100 million, this project relocates the Miami Dolphins' practice facility to the Hard Rock Stadium campus, bringing with it potential to host events such as Super Bowl and World Cup practices. This facility adds construction revenues and long-term economic opportunities by drawing visitors and media to the area.

MG Logistics Complex

This Class-A industrial building spans over 82,000 square feet and is located on a 4.5-acre site. The MG Logistics Complex supports the City's goals to attract investments, expand its tax base, and create job opportunities for residents. As part of Miami Gardens' mission to bolster its logistics and warehouse capabilities, this project will serve as a critical infrastructure piece, supporting growth in logistics, supply chain operations, and related industries.

Formula One Racing Complex

With a \$20 million investment, the Hard Rock Stadium campus has been transformed to host the Formula One race. This project will bring international visitors to Miami Gardens and create a permanent venue for events that support tourism and local business growth.

PACE District

The PACE District is a transformative mixed-use development that includes a 74,000 square foot performing arts center, a hotel with 150 guest rooms, a STEM facility, and a culinary arts institute. Designed to serve as a central hub for arts, education, and innovation, the PACE District will provide residents with access to educational resources and entertainment venues.

Innovation Overlay District

The Innovation Overlay District is designed to revitalize older light industrial areas in Miami Gardens by introducing a mix of new, innovative uses. This district encourages developments like food halls, live/work lofts, microbreweries, and maker spaces, aiming to attract creative industries and entrepreneurs. By blending industrial and modern mixed-use projects, the Innovation Overlay District promotes economic diversification.

GENERAL THEME



TRANSPORTATION AND INFRASTRUCTURE

How we move within our community and throughout the region can make a difference to our residents and visitors. We have the ability to enhance our travel experience, improve safety, and increase access to economic opportunity.

Growth in Miami Gardens isn't just about new land use and development – it's also about the expansion of the transportation and infrastructure network. These two pillars of community growth, transportation and land use, can't be considered in a vacuum, but must be part of a comprehensive vision that aligns land use and transportation with community vision and visual objectives.

Transportation shouldn't exclusively be about moving cars - it should focus on moving and connecting people with destinations and opportunities. It will be important for the City to adopt a comprehensive strategy for a multimodal network that serves citizens, not just those who can afford or have access to personal vehicles.

OBJECTIVES

Connect our community through enhanced transportation in ways that:

- **Are safe and effective for all**
- **Create travel choice and travel affordability**
- **Increase access to opportunities**
- **Contribute to the health of our community**



Key actions:

- TI-1: Prioritize Safety and Enforcement**
- TI-2: Address Transportation Affordability**
- TI-3: Enhance Walkability and Bikeability**
- TI-4: Improve Regional Activity**
- TI-5: Focus on Community Connectivity**

The City should use the larger vision to guide transportation investments, designs, and policies. This plan also will help the City be more successful in regional, statewide, and federal funding programs.

TI-1

Prioritize Safety and Enforcement

Safety is a critical challenge for Miami Gardens (almost 30% of survey participants listed it as the greatest challenge, the highest of all responses). Safety extends not just to community safety and crime prevention, but also to the transportation network. The community needs to feel safe moving around the City, regardless of travel mode. Transportation safety issues often disproportionately affect the most vulnerable communities.

How we get there:

- When maintaining the current transportation network and investing in new infrastructure, place emphasis on providing safe access and equitable enforcement.
- Prioritize safe access to local and regional destinations like Hard Rock Stadium, St. Thomas University, Florida Memorial University, education, healthcare, and civic buildings to achieve this vision.
- Align with Vision Zero which is a strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all.

TI-2

Address Transportation Affordability

Residents in Miami Gardens experience higher annual transportation costs compared to that of the typical Miami-Dade County residents (\$13,279 for the City versus \$11,871 for the County, an increase of more than 10%). With higher transportation costs, and higher percentages of low-income households, there is a critical need to increase access to affordable multimodal options that connect people to the places they need to go via walking, biking, and transit.

How we get there:

- There's a clear need to align multimodal (non-vehicular) investments in transportation in areas where the lowest-income communities live.
- Better access to transit is a critical need, making it easier for those without a vehicle to move around the City – and the region. This creates less economic burden on households and families and creates more access to opportunity for City residents.



GENERAL THEME



TRANSPORTATION AND INFRASTRUCTURE

1

TI-3 Enhance Walkability and Bikeability

Today, the City experiences some access to quality bicycle and sidewalk facilities, but that access can be inconsistent. Dedicated bike facilities only exist currently along NW 167th Street, 22nd Avenue, and a small portion of NW 7th Avenue. Additionally, the northeast portion of the community experiences the least amount of walkability, highlighting need for improvements. Bicycle and sidewalk access is critical for those who don't have access to or can't afford a vehicle, making it a critical need for vulnerable portions of the community.

How we get there:

- Creating awareness campaigns and community events to educate the public on the importance of bicycle and pedestrian safety and access to create a safer and more equitable transportation network.
- Modernize prioritization processes of capital programs for transportation to reflect safety and non-auto travel.

2

TI-4 Improve Regional Connectivity

Miami Gardens has significant draw for the region, especially for regional sporting events. Currently, the gateways into the community are notably lacking in character and sense of arrival. Many communities use gateways to create a strong first impression for visitors and this is something that Miami Gardens likely could improve. More than 27,000 people commute into Miami Gardens daily, while more than 40,000 commute out, which highlights the importance of investing in regional transportation for the City.

How we get there:

- Identify key gateways and invest in safety and operational enhancements.
- Participate in the creation of modern traffic control plans for special events.
- Improve access to transit to make it easier for people around the region and to better access regional events in ways that help manage congestion.

3

TI-5 Focus on Community Connectivity

The City has a strong grid network, which helps create a great foundation for connectivity of neighborhoods and commercial areas. The current network is mostly sufficient for those with access to vehicles but can be a challenge at times for those without. Access to bicycle facilities, sidewalks, and transit can be limited in some parts of the community. Additionally, large events with regional draws (like sporting events at Hard Rock Stadium) can disrupt local traffic patterns.

How we get there:

- With the street network largely built out, place focus on improving and better maintaining the current system as well as providing additional multimodal options (for biking, walking, and transit), rather than investing in costly new streets.
- Focus on major transportation corridors as community assets that can be leveraged for strategic land use and transportation investment. Corridors like NW 27th Avenue, Miami Gardens Drive, NW 199th Street, and NW 2nd Avenue all have potential to serve in this capacity.
- Develop a specific strategy for event management planning to help alleviate connectivity challenges that occur during large events.





FOCUS THEME

COMMUNITY

We can be known for our sense of community as much as our regional activities. It can be visible through our community spaces, community experiences, and the environment we offer to raise a family, work, visit, and retire.

At the heart of Miami Gardens is the sense of community, felt through the diversity of community events held throughout the year. We value and recognize our employees, we celebrate youth achievements, we are attracting a new workforce to the area, and we care for our elderly by equipping them with resources that allow them to age gracefully in place.

OBJECTIVES

Reflect a sense of community through our people, places, programs, and activities including:

- **Creation of spaces and places that add lasting value**
- **The City being recognized as a great place to work**
- **Being a family-friendly and age-in-place environment**
- **Showcasing our community through community events**

**Key actions:**

- CO-1: Identify Placemaking Opportunities**
- CO-2: Improve Our City's Employee Experience**
- CO-3: Care for Elderly/Seniors**
- CO-4: Motivate and Acknowledge Youth**
- CO-5: Attract Families**
- CO-6: Continue Community Events**

By ensuring proper regulations are in place when development and redevelopment occur, our community's vitality will continue to be a focus and priority moving forward. The following sections describe aspects of our community that should be considered when making decisions. It is based on information from research, documented sources, meetings, and themes from what we heard in the community engagement events.

CO-1

Identify Placemaking Opportunities

Placemaking is how we acknowledge the intersection of people and place, with the goal of creating a cohesive and memorable environment. Miami Gardens has a unique character. Aside from the Hard Rock Stadium, ensuring there are gateways into the City helps create a sense of place. When a visitor arrives, one way to enhance their overall experience is to have signage that lets them know they are in Miami Gardens, and not one of the neighboring cities.

Intersection murals, painted facades, and additional wayfinding signage are ways the City can differentiate itself from surrounding cities and create a sense of place. Additionally, having school-aged children involved in the design process provides the opportunity for the youth to have a hand in creating the City's branding and legacy.

How we get there:

- **Find ways to memorialize the past and celebrate the present and future through branding, wayfinding, local art, and local history to create a cohesive and recognizable sense of place.**

CO-2

Improve our City's Employee Experience

Those who work for our City are valued and appreciated. The City seeks to attract, hire, and retain the very best talent. Recruitment efforts are key to ensure a potential candidate meets Departmental standards and embodies the themes mentioned in this strategic plan.

Through periodic benefit assessments, the City can recognize the opportunities to increase benefit packages, increase the number of promotions, and add additional employee benefit incentives to current offerings. By performing a benefits assessment, Miami Gardens will be aware of what peer cities are offering and have the opportunity to try new initiatives or increase benefits if the City so chooses.

Additionally, to accommodate growth and ensure each event or initiative receives the same level of excellent service, the City should continue to analyze staffing levels. While hiring more employees may not always be feasible, the continued success of the City depends greatly on retaining and growing our own experts.

How we get there:

- **Continue to make smart hiring decisions based on the benefits assessments performed to accommodate the evolving needs of the community.**
- **Continue investments in training and development, succession planning, and creating career paths.**



FOCUS THEME COMMUNITY

co-3 Care for Elderly/Seniors

We recognize the importance of honoring those who came before us and those who laid the foundation for our City. Several large investments have been made to create facilities our seniors can use daily. Our seniors are physically active, willing to share stories of the past, and are well-represented at City events. Our commitment to our seniors can be found in the extensive programming available for all seniors who reside in Miami Gardens. The Senior Family Center hosts weekly activities that provide opportunities for seniors to connect in a variety of ways.

How we get there:

- *Invest in our seniors in ways that allow them to age actively and gracefully in place. This assists in maintaining the culture of Miami Gardens and acknowledges the importance of legacy.*

co-4 Motivate and Acknowledge Youth

Connecting with youth on their level, mentoring them, and having them participate in local governance positively impacts their outlook and can help guide their future. We recognize that acknowledging the success of school-aged children in our community is important and offers a great sense of pride in their work.

How we get there:

- *Seek ways to recognize various academic and athletic achievements. Examples include the existing recognition given during City Council meetings. When people see our sense of pride it will motivate our youth and attract more families.*

co-5 Attract Families

To attract families to Miami Gardens and youth who have left the City for higher education or career opportunities back to the City, a variety of social services should be in place. From daycares, after-school care, and nurseries to additional quality grocery stores to meet the needs of families, the City should encourage the types of support services most families rely on. Through continued partnerships with organizations like the YMCA, YWCA, Boys & Girls Clubs, and the City's Police Athletic League (PAL), the City of Miami Gardens can collaborate on programs to assist families with finding affordable, dependable care for their children.

There are several existing programs available for after-school care and tutoring. Adequate promotion and advertising will help with their continued success and raise additional awareness of their availability. Local schools also can apply for federal funding to support after-school care and programming.

How we get there:

- *Advocate for services that provide quality childcare, through community organizations.*
- *Create more housing options.*
- *Promote access to community facilities from neighborhood.*
- *Maintain a clean and safe environment.*
- *Prioritize family friendly events over other competing interests.*

co-6 Continue Community Events

Community events are great places for residents new and old to connect and maintain the culture of Miami Gardens. Events, such as food truck rallies, community farmer's markets, neighborhood parties, parades, and food drives, are all events that create a sense of community. Community events should have a significant local impact by drawing residents from the community to participate. Curating events around seasons and holidays as well as showcasing local organizations are strategies to having successful and well-attended community events.

How we get there:

- *The City has a history of successful community events, many as an outcome of local and council sponsorship. Careful efforts should be made to align these events with a clear purpose, monitor success, and be mindful to calibrate against staff capacity (identify reasonable annual targets).*
- *Seek ways to co-brand, partner, and consolidate similar activities to be efficient with community resources.*




 FOCUS THEME
CULTURE

Our history and culture are defining characteristics of our community.

The culture of Miami Gardens is something that is not easily explained. Rather, it is something experienced. It is tasted in our world-class cuisine representing the Caribbean culture that is prominent in our City. It is heard at Jazz in the Gardens, our annual music festival that attracts thousands of visitors each year. It is seen in our commitment to inspire the next generation of Miami Gardens residents and engage those who helped establish our City. The sections below describe some of the examples of how our culture can be fostered and enriched.

OBJECTIVES

Honor our history and share our heritage through actions that:

- Promote our community as being distinct from others
- Reinforce a reputation of excellence
- Leverage our culture as a community asset



Key actions:

- CU-1: Embrace Community Diversity
- CU-2: Commit to Community Distinction Through Fiscal Responsibility
- CU-3: Set Community Expectations

CU-1

Embrace Community Diversity

Community diversity is significant because of the exchange of thoughts and ideas that occurs when people of different backgrounds share the same space. Diversity is not limited to ethnicity and nationality but also in the activities available to residents and visitors, the types of jobs within the City, and the range of housing options that are available.

How we get there:

- *Continue to celebrate the diversity of our community because it is one of many factors that make our City unique and desirable.*

CU-2

Commit to Community Distinction Through Fiscal Responsibility

Prioritizing our fiscal health and maintaining the proven track record of financial success are examples of what sets our City apart from others. We are located between two major cities and near two of the busiest airports in the United States. Our distinctive location is attractive to those looking to do business in our region, those seeking a more affordable place to live in Florida, and those desiring to be part of a community with a rich, diverse history and a promising future.

How we get there:

- *Stay committed to being financially responsible and serving our residents with excellence.*

CU-3

Set Community Expectations

We host events within the City that have regional impacts. Our City will continue to be a desirable destination for events. It is our expectation that entities and organizations invest in our community through infrastructure improvements, donations to local organizations, or other initiatives that will positively impact our community. Investments in the community build trust between event organizers and the community and provide opportunities that may not have been available.

Having clean sidewalks, parks, and common spaces enhances the lives of our residents and our visitors. We want our residents and visitors to have pride in their property and the City's property and be mindful of keeping a clean, safe public realm. We expect visitors to the City to enjoy themselves safely and to visit again soon.

How we get there:

- *Through our continued emphasis on customer service, Miami Gardens will continue to be a world class destination that serves the needs of both residents and visitors.*



FOCUS THEME LEGACY

Legacy is an investment today that pays dividends in the future. It is a reflection of our respect for those who worked hard to get us to where we are today with the intent of positioning us for a better tomorrow.

Miami Gardens has a rich history of leadership. The first generation of leadership led the charge to incorporate the City. The second generation worked to establish the City, balancing finances and achieving stability. The third generation worked to handle the City's growth, including streamlining zoning processes and attracting and shaping investment, events, and development.

OBJECTIVES

Memorialize today by being prepared for tomorrow:

- Anticipate and plan for community needs
- Integrate cultural identity in public spaces, activities, and designs
- Be good stewards of public funds to accomplish the needs of today and the goals of the tomorrow



Key actions:

- L-1: Enhance the Built Environment
- L-2: Set Aside Resources for Opportunities
- L-3: Emphasize Identity, Culture, and Community Expectations

Going forward, current leadership and staff have an opportunity to add their own chapters to the story of Miami Gardens. The following sections detail areas that emerged during community engagement and discussions with the City. They have the potential to contribute in meaningful ways to the City's legacy.

L-1

Enhance the Built Environment

Miami Gardens' diverse and engaged communities are one of its biggest assets. The City also is home to many great physical community assets, including community centers, parks, event spaces, and new developments.

How we get there:

- Connect Miami Gardens' communities with the City's assets, emphasizing continued transportation safety improvements, strengthened walking and biking connections, and human-scaled development.

L-2

Set Aside Resources for Opportunities

Beyond the typical budget, Miami Gardens previously negotiated a community benefits package with Formula One that brought additional funds to the City to invest in other initiatives and also created opportunities for local businesses and internships for students. The City continues to attract large-scaled events and should negotiate similar benefit packages from large-scale events occurring in the community.

How we get there:

- Continue to negotiate to ensure community benefit when large scale events or organizers come to Miami Gardens. When the City receives funds from hosting events or other negotiations, funds can be set aside to prepare for new opportunities.

L-3

Emphasize Identity, Culture, and Community Expectations

Leadership should continue to establish the expectation of Miami Gardens as a safe, clean, vibrant, welcoming City with strong culture, healthy communities, and a strong vision for the future.

How we get there:

- Work to ensure that outside investment enhances the community by creating meaningful local jobs, incorporating vibrant design that reflects the Miami Gardens diversity, and emphasizing the City's rich culture.



ACTION PLAN AND STRATEGIES SUMMARY

The Action Plan and Strategies section of the Now & Tomorrow Strategic Plan provides a roadmap for Miami Gardens to achieve its strategic goals and help implement the strategic vision. The Plan is guided by feedback from City Staff, City Council, residents, business owners and employees, stakeholders, and residents of Miami Gardens. Organized into General Themes and Focus Themes, the Action Plan and Strategies highlight objectives and actionable steps to ensure sustained progress.

GENERAL THEMES

Local Governance: Focuses on ensuring effective and responsive government services by prioritizing customer service, enhancing online and in-person accessibility, and fostering fiscal stewardship.

Community Appearance: Highlights the importance of maintaining a clean, attractive, and welcoming environment that reflects Miami Gardens' rich culture and heritage.

Housing: Aims to address housing affordability, diversify housing options, and strengthen neighborhood connectivity to meet the needs of a growing and diverse population.

Jobs and Economy: Seeks to align workforce development with local job opportunities, attract businesses that offer living wages, and protect key development sites to foster economic growth.

Transportation and Infrastructure: Focuses on improving connectivity, accessibility, and infrastructure to support mobility and enhance quality of life.

FOCUS THEMES

Community: Reinforces the importance of civic pride, engagement, and building a sense of belonging among residents.

Culture: Celebrates the City's unique cultural identity, using art, event, and heritage initiatives to unite the community.

Legacy: Preserves the City's historical achievements while planning for a future that honors its roots and diverse population.



GENERAL THEME ACTION TABLE

Local Governance

- LG-1 Prioritize Customer Service
- LG-2 Enhance Effectiveness and Responsiveness
- LG-3 Prioritize Stewardship of Community Resources
- LG-4 Facilitate Effective Training
- LG-5 Improve Online Experience
- LG-6 Continue Processing Improvements

Community Appearance

- CA-1 Express our Culture
- CA-2 Commemorate History
- CA-3 Emphasize a Sense of Arrival
- CA-4 Revitalize the Old and Shape the New
- CA-5 Maintain a Clean, Attractive, Safe, Proud Community
- CA-6 Enhance Welcoming Places through Design and Placemaking

Housing

- H-1 Enhance Neighborhood Connectivity
- H-2 Diversify Housing Types
- H-3 Enhance Neighborhoods
- H-4 Rehabilitate Aging Homes
- H-5 Make Housing More Affordable

Jobs and Economy

- JE-1 Align Jobs, Workforce, and Education
- JE-2 Identify and Protect Prime Development Sites
- JE-3 Build a Skilled and Resilient Workforce

Transportation and Infrastructure

- TI-1 Prioritize Safety and Enforcement
- TI-2 Address Transportation Affordability
- TI-3 Enhance Walkability and Bikeability
- TI-4 Improve Regional Activity
- TI-5 Focus on Community Connectivity

FOCUS THEME ACTION TABLE

Community

- CO-1 Identify Placemaking Opportunities
- CO-2 Improve our City's Employee Experience
- CO-3 Care for Elderly/Seniors
- CO-4 Motivate and Acknowledge Youth
- CO-5 Attract Families
- CO-6 Continue Community Events

Culture

- CU-1 Embrace Community Diversity
- CU-2 Commit to Community Distinction Through Fiscal Responsibility
- CU-3 Set Community Expectations

Legacy

- L-1 Enhance the Built Environment
- L-2 Set Aside Resources for Opportunities
- L-3 Emphasize Identity, Culture, and Community Expectations

COMMUNITY PLANNING OVERVIEW

Community Planning Framework

Cities must plan for and anticipate future needs. This requires a variety of plans each with specific purposes. These plans can be categorized into three time horizons:



Long-Term

The Strategic Plan is a long-term plan; that serves as the City's guiding framework for the next decade. It defines a shared vision, strategic objectives, and key actions to address emerging challenges and maximize opportunities. This document should be revisited and revised every 10 years to ensure it remains relevant to the evolving needs of the community and reflects new trends, data, and priorities.



Mid-Term

Comprehensive Plans, System Master Plans, and Department-specific plans provide actionable strategies tailored to distinct areas of City management, operations, and growth. These plans should be developed or updated every 3 to 5 years to align with the overarching objectives outlined in the Strategic Plan.



Annual

Annual work plans and reports are essential tools for accountability and performance tracking. They enable departments to evaluate their progress against the Strategic Plan's objectives and identify the adjustments needed for continuous improvement. These should include metrics on achievements, ongoing challenges, and alignment with broader goals.



HOW TO USE THE PLAN

A. Adopt the Strategic Plan

The first and most essential step is adopting the Strategic Plan to establish it as the guiding framework for the City's future. Adoption formalizes the Plan as the blueprint for decision-making, investment prioritization, and policy development. It signals a unified commitment by City leadership to act on the key actions and objectives outlined in the Plan ensuring accountability and clarity for all stakeholders.

B. Operationalize the Strategic Plan

Once adopted, the Plan must be embedded into the City's day-to-day operations. This involves aligning departmental efforts, budgeting, and community investments with the Plan's priorities. The table below highlights key areas and recommended actions to help operationalize the Plan effectively.

Key Areas	Recommended Actions
Governance	Alignment of Council Agenda items with "Key Actions" Use the alpha-numeric system applied throughout the Plan to track alignment.
Stewardship	Ensure annual budgets reflect the Plan's objectives Review departmental budgets to track funding allocation toward Key Actions.
Services	Perform Department-specific planning to advance the Plan Assess Departmental needs, timelines, and resource requirements for success. Conduct review/update of ordinances and policies to ensure alignment with future growth of the City.
Investments	Identify community investments that directly support the Plan Ensure each project, program, or initiative ties back to relevant Key Actions.
Monitor Progress	Incorporate Strategic Plan updates into the City's annual reporting process Highlight performance on Key Actions and inform future adjustments.



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