



City of Miramar 2008

City Report

Dear Resident,



MAYOR
Lori C. Moseley

All great books are made up of wonderful chapters, where each chapter tells a tale to help the reader understand the story in the end.

Our City of Miramar, like a great story, has come to the end of an exciting chapter. This chapter covered the last five years where we began to accomplish the goals of our Five-Year Capital Improvement Program that included the construction of the new City Hall, the Miramar Youth Enrichment Center, Fire-Rescue Station 70, the Administration Offices at Fire-Rescue Station 84, and the near completion of the Cultural Arts Center, the Library-Education Center, Miramar Regional Park and the Miramar Regional Multi-Service Complex at the former site of the old City Hall.

Now our City will embark on the next chapter of its story. The chapter will be challenging, exciting, and completely different from how we did things before. We had the second half of the Five-Year Program in place but with the ongoing property tax reform and its effects on our City's budget, that program will have to be greatly adjusted. I know, as a community, we'll work together to overcome these challenges without taking away the special services and quality of life that we have come to expect. I, as your Mayor, along with the City Commission and the City staff, accept the challenge of working through these unique times and know that together we will remain at "the center of everything."

Respectfully yours,

A handwritten signature in cursive script that reads "Lori C. Moseley". The signature is written in black ink on a white background.

Lori C. Moseley
Mayor



VICE MAYOR
Yvonne Garth



COMMISSIONER
Carl J. Lanke



COMMISSIONER
Winston F. Barnes



COMMISSIONER
Troy R. Samuels

The Mayor and City Commissioners are elected at-large. The City Commission is designated by seat numbers, and elected for four-year terms. Elections are every other year in odd number years with staggered terms.

Mission

We value the dignity and worth of our citizens and to this end we pledge to continuously improve the quality of life and economic prosperity of our residents and businesses by assuring all of our citizens a clean, safe, economically viable and progressive city that is responsive to changing needs.

MESSAGE FROM THE CITY MANAGER



CITY MANAGER
Robert A. Payton

We have arrived! *Money* magazine has designated our City as one of the best places to live; the state has certified the City's Comprehensive Plan (one of only three in Florida) and our Town Center is on schedule to be substantially completed by 2011. We have also extended our Five-Year City Business Plan to 2013. Currently, Broward Community College and Nova Southeastern University are locating satellite campuses in our Town Center. Businesses are expanding such as Trane Air Conditioning and Royal Caribbean Cruise Line; Miramar has also become home to several new businesses like R.W.D.I. (wind tunnel testing engineering firm), the Marriott Residence Inn, the Marriott Courtyard Inn, Parbel (L'Oreal), Elizabeth Arden, Kohl's, and Hampton Inn.

With the efforts of City staff, long-range revenues and expenditures have been established, and will assure a balance in the City's long term financial stability.

What made this effort most outstanding was that it was accomplished in spite of the state-mandated \$20 million cut to the City's budget.

As we embark on the next chapter in Miramar's life, we are challenged with more possible cuts to the budget that may severely impact the level of services that our residents have come to enjoy and expect. As we recalibrate our new Five-Year Plan, there will be changes and our goal of having minimal impact on our residents and businesses will be the highest priority.

We will look upon this as an exciting time, because it will require us to rise above these abrupt and unplanned changes and truly be creative in how we provide for our residents. In spite of the State's efforts to reduce our budget, our goal remains to continue making Miramar the best place to live, work, play and prosper.

Being your City Manager is a great honor and responsibility. I truly thank the residents and the City Commission for the opportunity to lead our City staff during one of its most challenging times.

Sincerely,

A handwritten signature in black ink, appearing to read 'Robert A. Payton'. The signature is stylized and fluid.

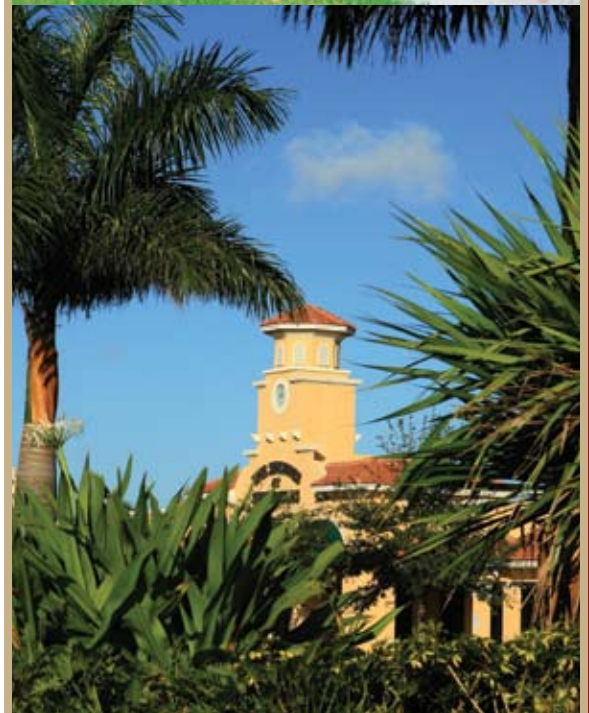
Robert A. Payton
City Manager

THE MIRAMAR REPORT

In the last 10 years, the City of Miramar has experienced tremendous economic and community growth. Miramar has become the preferred choice for major corporations and Fortune 500 companies. In addition, the City's small and medium-sized businesses continue to flourish.

Commitment to smart growth, lifestyle quality and ease of living are just a few of the reasons *Money* magazine recently selected Miramar as one of its "100 Best Places to Live." According to the U.S. Census Bureau, Miramar is not only the nation's eighth fastest growing municipality, it is also one of the most ethnically and culturally diverse.

The City of Miramar continues to work in association with our residents, businesses, Broward County, the State of Florida, federal agencies, various private sector and non-profit organizations to provide an array of services that promote quality and excellence for everyone in Miramar. In particular, the City has and will continue to aggressively address the challenges now being faced under property tax reform. The City is working collaboratively to balance the needs of the community and an established quality lifestyle with significantly reduced ad valorem tax revenue.





Miramar Town Center

The Excitement Continues to Build

In December 2005, the City of Miramar and developer, Rock-Kim Miramar LLC, closed on the Town Center's \$255-million, 40-acre non-governmental portion. Once completed, it will house over 175,000 square feet of retail space, almost 52,000 square-feet of offices, and 504 residential units. The project is divided into six development blocks, as shown on the previous page. Five of the six development blocks have received site plan approval with completion scheduled for 2011.

The project continued to make significant advancements in 2007. The main roadways and overall site infrastructure are near completion. The centrally located Block 3 garage, which contains 962 essential parking spaces for governmental and non-governmental uses and houses the transit hub, was completed in ten months and opened for operation in May 2007. The smaller 565-space Block 4B Parking Garage is near completion. The Mediterranean-style mixed-use buildings that wrap the garages have received permits and are in the early construction stages.

The transit hub is just 200 feet from City Hall and eventually will provide access to four Broward County transit routes, one Miami-Dade County route and the City of Miramar shuttle service; all routes will link to the broader county transit networks including Metrorail. The hub has a covered waiting area, driver relief areas, customer service booth, bike racks, showers and restrooms.

Considerable progress has also been made on the 14-acre governmental parcel. Construction of the 46,700 square-foot Miramar Cultural Center/ArtsPark and the 72,000 square-foot Miramar Branch Library/Education Complex was launched in early 2007. Both facilities are scheduled to open in 2008.

In addition to the development progress, the Miramar Town Center has recently received recognition at the regional, national and international levels. The project recently received the Associated Builders and Contractors - Excellence in Construction Merit Award and a design commendation in the New Downtowns with Mixed-Use Urban Fabric category at the 45th International Making Cities Livable Conference. Furthermore, the project was showcased as one of the best examples of public-private partnerships in mixed-use design at the Mixed-Use Development Conference. The City participated in the panel discussion topic: Public Policy Issues in Mixed-Use Development to an audience of over 1,500 developers, builders, designers and engineers from throughout the country.

The Miramar Town Center has been featured in several publications including *The Wall Street Journal*, *Urban Land Magazine*, *Florida Trend*, *South Florida CEO*, *South Florida Business Journal*, *Florida Real Estate Journal*, and the *Urban Land Institute Development Handbook*. The City Hall rendition even made the front cover of the 2007 *Real Yellow Pages Hollywood-Pembroke Pines* edition. Two websites have been established so you can easily check the ongoing progress of the Town Center. Please visit www.ci.miramar.fl.us/towncenter or www.miramartowncenterfla.com for more information.

Miramar Town Center

Miramar Cultural Center/ArtsPark

The Cultural Center/ArtsPark will house an 800-seat theatre, botanical garden, art galleries, banquet facility with a full-service kitchen, public art, recital hall, performance plaza and multi-purpose classrooms for cultural art disciplines. Programming will include family theatre, off-broadway shows, interdisciplinary arts and education classes, lectures, performances, workshops, community & multi-cultural events and festivals, gallery showings, as well as corporate events. Scheduled to open in the fall of 2008, the Miramar Cultural Center/ArtsPark will set the stage for Miramar residents, guests and community corporate partners to have a place “Where Community and Culture Converge!”

Miramar Branch Library/Education Complex

The three-story building will contain a Broward County Community Library on the first floor, which will include a collection of 100,000 items, multi-purpose room with a capacity for 100 people, tutoring rooms, quiet study room, conference room, 100 computer stations, wireless hot-spots, storytelling/program room, drive-up book return, Friends of the Library space and public art by Robert Calvo. The second and third floors will house Broward Community College and Nova Southeastern University, respectively. Construction completion is slated for April 2008.



CAPITAL IMPROVEMENT PROGRAM (CIP) *Update*

Miramar Regional Park

The park is located north of Miramar Parkway and east of 172 Avenue on 175 acres of land. It features amenities such as fields for soccer, football, baseball, cricket, and basketball courts. Water recreation includes a pool, water playground, and waterways with boat docks. There are pavilions of various sizes, including one corporate, that are perfect to accommodate birthday parties, family barbecues, and company picnics. Two concession stands are available for patrons of the park. Park offices are located within the pool compound and maintenance facility.

Phase I is currently open and has four football/soccer fields and two cricket grounds. It also has two playgrounds, two full-size basketball courts and an art exhibit area.

Phase II contains two baseball/softball fields and the Aquatic Complex. On a hot summer day, residents will be able to bring the family to cool off in the new interactive water playground and beach area which includes swimming lanes and a dive well.

Future phases will contain a number of amenities that may include more baseball/softball fields and more pavilions along with a boat dock with paddle boats and canoes. These athletic fields can host regional baseball/softball tournaments catering to adult and youth leagues. The Miramar Regional Park is a place where families can come together and find recreational activities to enjoy.



Water and Wastewater Plant Expansions

In 2006, the City conducted a utility capacity needs assessment and an impact analysis of all future developments and concluded that the City needed to expand the water and wastewater plant capacity. This proactive strategy assures the City to be in compliance with all water supply concurrency rules.

Recognizing the complexity and urgent needs of water and wastewater capacity issues, the City Commission, under the leadership of the City Manager, authorized the issuance of \$46 million Utility System Improvement Revenue Bonds, Series 2007, to fund the needed plant expansions. Specifically, 2.0 Million Gallons per Day (MGD) capacity of water will be added to the West Water Treatment Plant using alternative water supply from the Floridan Aquifer. Upon completion, the West Water Treatment Plant will have a total capacity of 11.25 MGD.

Concurrently, with the Water Plant expansion, the Wastewater Reclamation Facility has received 1.0 MGD capacity upgrade without capital costs. It is now undergoing a 2.0 MGD plant expansion. Upon completion, the total capacity will be 10.5 MGD; and 4.0 MGD of reclaimed water will be made available to the surrounding communities for irrigation use.

Youth Enrichment Center

Opened during the summer of 2007, the Youth Enrichment Center is a joint venture with the Police Athletic League (PAL) offering youth basketball, soccer, flag football, and weight training. The facility has a gymnasium with a 600-seat capacity, recreation room, classroom, computer lab, and a multi-purpose room/library. Also housed at the center is an after-school reading enrichment program for middle and high school students funded by the Jason Taylor Foundation which uses certified teachers as instructors. Located in historic Miramar, just east of the Florida Turnpike on Miramar Parkway (next to Miramar's beloved historic water tower), the center is perfectly situated within walking distance to Anabel C. Perry Elementary and Henry D. Perry Middle schools.

In addition, the Miramar Aquatic Center, located only a block away at 6920 SW 35th Street, offers learn-to-swim classes, along with other recreational water activities, to complement the services and programs offered at the Youth Enrichment Center.



Miramar Multi-Service Center

The new Miramar Multi-Service Center will soon be ready for the Miramar community's enjoyment. This 38,000 square foot state of the art building located at 6700 Miramar Parkway (formerly City Hall) will be a hub of activity and resources for residents of all ages. The Center will house a comprehensive Social Services Center with amenities such as a banquet hall, a computer lab, arts & crafts, and an aerobics room. In addition, the City has partnered with Memorial Healthcare to allow for a primary healthcare clinic for eligible residents. Further conveniences to the neighborhood include the new and improved Fire Rescue Station #19, a utility bill payment drive-thru and a transit hub, which will accommodate services from Broward County Mass Transit Bus Service, Miramar Community Bus Service, and Senior Transportation Services. In addition, the site plan has a pedestrian friendly relationship with the street where the buildings, a sidewalk, bus shelter, monument sign, time capsule, memorial wall, and a landscaped zone are fronting the street. The Miramar Multi-Service Center will exist in an effort to enrich and enhance the lives of all of Miramar's residents.

Police Headquarters Facility

The Police Department vacated its building at 8915 Miramar Parkway due to damage inflicted by Hurricane Wilma in 2006. Currently, the Police Department's headquarters are located at 3064 Commerce Parkway in the Miramar Park of Commerce, via a multi-year lease. Plans to design and construct a multi-story, 60,000 square-foot facility are currently on hold due to budget constraints resulting from property tax reform.

Fire Department Headquarters

A 13,000 square foot addition was constructed onto the existing Fire Station 84 Fire Department Headquarter facility located north of Miramar Parkway on Southwest 148th Avenue. In addition to housing fire-rescue first responder personnel, the facility accommodates the Fire Department's administration. Renovations were made to the existing facility in compliance with the City's Community Appearance Board standards.

Fire Station 70, located west of Douglas Road on Miramar Parkway, was replaced with a new 14,485 square-foot facility. New to the station are four bays, office spaces to house the on-duty Battalion Chief, conference room, private bunk rooms and an exercise area.

Ansin Sport Complex

Located just east of the Town Center on the north side of Miramar Boulevard, the Ansin Sport Complex is envisioned as a 24-acre full-service park with a "state of the art" track and field facility and a football/soccer field with sport lighting. It also includes two baseball fields, a cricket practice area with batting pitches covered by netting, and a handicapped accessible playground. A 9,000 square-foot recreation center features two classrooms, a multipurpose room, a concession area, restrooms, lockers, and an office. With its abundant space and proximity to Town Center, the park can be utilized for outdoor multi-cultural events and festivals. The development of the park is expected to be complete in December 2008.

REDEVELOPMENT & REVITALIZATION

Update



The Utility Fund Capital Improvement Program has provided residents with enhanced water service, sewer service, better fire and flood protection, and new landscaping (sod) along the affected streets. The project area was bounded east-west by U.S. 441/State Road 7 and Southwest 64th Avenue. Additional water distribution and fire flow improvement projects will extend west to University Drive and will replace inadequate or undersized water pipes located throughout historic Miramar. Larger diameter pipe will provide potable water at sufficient pressure and allow installation of additional fire hydrants to provide enhanced fire-fighting capabilities.

The Commercial Rehabilitation program provides funds to commercial property owners for facade renovations and site enhancements via a matching grant fund program. Qualifying properties are generally located east of Southwest 64th Avenue to U.S. 441/State Road 7. To date, seven properties have completed renovations with a \$2.3 million project value, \$1.1 million of that originating from Community Development Block Grant (CDBG) funds and the remainder from property owners. There are an additional six properties under construction and eight more currently being reviewed.

Immediately west of U.S. 441/State Road 7 on Southwest 19th Street, three lots were purchased for a public park and utility use. CDBG and utility funds were used to complement the infrastructure improvements and to provide park and recreation space in a part of the city where available property is limited.

Miramar

A City on the Move

In 2007, the City of Miramar's population was estimated at 111,705. This represents an over 50 percent increase since 2000 and nearly triples that of 1990. Miramar's population will continue to grow, but at a slower pace than that of the past couple of decades.

For many years Miramar has been one of the fastest growing cities in the nation. Miramar is also a culturally and ethnically diverse, family-oriented community. Miramar's households include an above-average number of school-age children and the average household income is higher than most places throughout the state. Combined with its good schools, arts and leisure activities, strong economy and ease of living, it is no wonder that Miramar's residents have propelled this fast-growing city into one of America's best places to live.





Miramar's Business Plan

The City's Business Plan, initiated in Fiscal Year 2003, includes revenue and expenditure projections as well as intended outcomes and the initiatives engaged to meet those outcomes in order to accomplish long-term financial stability for Miramar. The Business Plan serves as a guide to the financial and growth management strategies that will lead Miramar to maturity. The plan is continuously reviewed for improvement, including updated financial projections and examination of the Plan's intended outcomes and initiatives. Current intended outcomes and initiatives include:

Encourage annual commercial, industrial and office development of at least 500,000 square feet to add five million square feet of such development within Miramar at maturity

Maintain control of labor and other operating costs

Maintain control of pension costs – limit benefits/limit city contributions





Continue Five-Year Employee Attrition Plan

Complete a Workforce Resource Allocation Study

Maintain pay-as-you-go capital equipment acquisition; if not possible, limit financing to three years

Continue to alleviate the tax burden for all residents and businesses in Miramar

Each of these intended outcomes is in progress. As an economic development strategy, the attraction of additional commercial, industrial and office space will further balance Miramar's anticipated 140,000 total residents with a vibrant business community providing jobs and services to those residents and to the local, statewide and national markets as well.



Budget Highlights

The Annual Operating and Capital Budget for Fiscal Year (FY) 2008 includes a reduction in the Ad Valorem Tax millage from 6.55 mills to 5.29 mills and a 13 percent increase in the Fire Protection Assessment Fee to cover almost 50 percent of the fire protection operating costs.

For the fourth year in a row, the City General Fund has been balanced and required no fund balance carryover.

The proposed FY 08 total budget for all funds is \$184,800,428, a decrease of \$6,906,449 or 3.6 percent compared to the FY 07 budget.

Last year's General Fund budget was \$104,695,691; this year's General Fund budget is \$102,208,224, a 2.4 percent decrease.

The Utility Fund budget increased from \$26,618,452 to \$28,727,879, a 7.9 % increase.

The total personnel for the FY 08 Budget are 925 full-time equivalent (FTE) positions and 37.5 early childhood positions – a net decrease of 20.5 FTE positions over last year.





The largest departmental decreases are the Police Department; Law Enforcement Officers (LEO) with a reduction of 15.5 FTE positions and the Community Services Department with a reduction of 15.5 FTE positions, including 12 transfers to the Public Works Department.

Fire-Rescue Department reduced their staff by nine positions, the MIS Department by two positions and the Budget Department had three positions merged back with the Finance Department.

The costs of Personal Services citywide increased from \$83,053,108 to \$83,555,076, an increase of 0.6 percent due to continued salary, pension, health insurance and workers compensation increases.

Personnel costs represent 67 percent of all City operation expenditures and 72 percent of the General Fund's operating expenditures.

The budget is true to the City Business Plan with the goal of reducing the tax burden on the residential and business community, while providing the same quality services our community has come to expect. Working together, the City Commission, City staff, residents, and business community will continue to make Miramar a premier place to live, work, learn, play and prosper.



Miramar Profile

General

Date Incorporated	1955
Form of Government	Commission/ City Manager
	Four-year terms
	Elections every two years with staggered terms
	City Manager – Appointed by Mayor and Commission
FY 2008 Budget	\$184,800,428
Land Area	31 square miles
Miles of Streets	295 miles

Demographics

2000 population	72,739
2007 population	111,705
2010 population	121,160 projected
White Non-Hispanic	41.8%
Black/African American	41.9%
Asian	5.4%
Other	7.5%
Two or more races	3.4%
Hispanic Origin (of any race)	41.3%
Median Age	32
Number of Housing Units	37,009
Persons per Household	3.26
Median Household Income	\$61,361
Median Housing Unit Value	\$350,400
Area Public Elementary Schools	11
Area Public Middle Schools	3
Area Public High Schools	2
Area Community School	1
Area Private Schools	6
Area Colleges/Universities	12
Area Childcare Programs	16
City-operated Childcare Programs	5
Area Hospitals	7





City of Miramar

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