

CITY COMMISSION WORKSHOP MEETING 9:30 A.M. April 22, 2013

Meeting was called to order at 9:30 a.m. by Vice Mayor Roberts on the above date, at the Broward Center for the Performing Arts, Einstein Room, 201 S.W. 5 Avenue, Fort Lauderdale.

Roll call showed:

Present: Mayor John P. "Jack" Seiler arrived at 10:05 a.m.
Vice Mayor Bruce G. Roberts
Commissioner Dean J. Trantalis
Commissioner Bobby B. DuBose
Commissioner Romney Rogers

Also Present: City Manager Lee R. Feldman
City Auditor John Herbst arrived at 10:05 a.m.
City Clerk Jonda K. Joseph
Senior Assistant Paul Bangel
City Attorney

The City Commission worked with Lyle Sumek of Lyle Sumek Associates, Inc. and City staff on leadership and strategic planning topics listed on the agenda and attached to these minutes. *

A new Section 8 (Commission Plan 2013-2018) of the working document was developed during the meeting. A copy of Section 8 is attached to these minutes. A second workshop was scheduled for May 28, 2013.

Note: Mayor Seiler and the City Auditor arrived at 10:05 a.m. as they had attended an emergency meeting of the Broward County Resource Recovery Board. Commissioner DuBose left the meeting at 2:55 p.m. and returned at 4:22 p.m.

The meeting adjourned at 4:46 p.m.

Leadership and Strategic Planning Workshop for Mayor and City Commission City of Fort Lauderdale April 2013

Agenda

- 1. Strategic Planning Model and Process for the City Of Fort Lauderdale**
 - a) Basic Elements
 - b) Reconnecting the "Dots"
 - c) Process Review
- 2. Performance Report For 2012-2013**
 - a) Major City Successes 2013 – 2013
 - b) Actions: Reduce Costs, Lower Level of Service, New or Higher Level of Service
 - c) Departmental Successes 2013 – 2013: Review
- 3. Looking to Fort Lauderdale's Future**
 - a) New Realities for Fort Lauderdale: Changes from 2012
 - b) Success in 2018
 - c) Action Ideas for 2013 – 2014
 - d) Executive Top Priorities for 2013 – 2014
- 4. Fort Lauderdale Vision**
 - a) Critical Elements
 - b) Keys to Success
- 5. Plan 2013 – 2018: Update**

For each Goal:

 - a) Objectives - Desired Outcomes in 5 Years: Review and Refinement
 - b) Major Challenges and Urgent Opportunities: Review and Update; Short Term Priorities (1 year)
 - c) Initiatives 2013 – 2014: 2013 Status, New Actions - Expectations and Activities, Priority for 2013 – 2014
 - d) Management in Progress 2013 – 2014: Review
 - e) Major Projects 2013 – 2014
- 6. Commission Action Agenda 2013 – 2014**
 - a) Commission Action Agenda 2013 – 2014
- 7. Governance Topics**

SECTION 8

CITY OF FORT LAUDERDALE COMMISSION PLAN 2013 – 2018

**City of Fort Lauderdale
Goals 2018**

Sustainable, Healthy Coastal Community



Best of Class Municipal Services



Economic Hub of South Florida



Building Our Community

City of Fort Lauderdale Goals 2018 Worksheet

	IMPORTANCE	
	Personal	Team
1. Sustainable, Healthy Coastal Community		
2. Best of Class Municipal Services		
3. Economic Hub of South Florida		
4. Building Our Community		
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GOAL 1**SUSTAINABLE, HEALTHY COASTAL COMMUNITY****► Objectives****Objective 1**

Have well maintained city infrastructure and facilities

PRIORITY**Objective 2**

Maintain world class beach

Objective 3

Increase multi modal transportation options and use

Objective 4

Maintain safe community: neighbors and guests having a feeling of being safe and secure

Objective 5

Upgrade affordable housing stock

Objective 6

Increase businesses and investment for neighborhoods

Objective 7

Increase Riverwalk connectivity with increased commercial and residential investment

Objective 8

Preserve the identity, character and distinctiveness of each neighborhood

Objective 9**Objective 10**

GOAL 1**SUSTAINABLE, HEALTHY COASTAL
COMMUNITY****► Means to Neighbors****PRIORITY**

1. Improving quality of life for all

2. City acting to create a sustainable future

3. Preservation and protection of the City's natural resources

4. Choice of quality homes in distinctive neighborhoods

5. Conservation of natural resources

6. Protection of home values

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GOAL 1**SUSTAINABLE, HEALTHY COASTAL
COMMUNITY****► Challenges and Urgent Opportunities****PRIORITY**

1. Projects competing for limited dollars

2. Funding for beach renourishment

3. Defining *affordable* and *workforce* housing and public education

4. Working with Broward County

5. Tapping the full potential in the Riverwalk

6. Declining in Federal and State of Florida funding including the impacts from sequestration

7. Deteriorating neighborhoods and housing stock

8. Increasing connectivity through multiple transportation modes that are public and private

9. Working with property owners for compliance with codes and standards

10. Competition among transportation modes

GOAL 1**SUSTAINABLE, HEALTHY COASTAL
COMMUNITY****► Challenges and Urgent Opportunities****PRIORITY**

11. Public perception and reality that major corridors and highways are unsafe for pedestrians and bikes

12. Divide in the community

13. Climate changes and the rise in sea level impact Fort Lauderdale's future

14. Funding the operations and maintenance for new City infrastructure and facilities

15. Making code changes regulating vegetation at the beach

16. Changing approach to stormwater management

17. Increasing competition for grants

18. Leveraging private developments to enhance public spaces

19. City not meeting codes for landscaping and facilities

20. Acceptance of lower standards: it is as good as it can be

GOAL 1**SUSTAINABLE, HEALTHY COASTAL
COMMUNITY****► Challenges and Urgent Opportunities****PRIORITY**

21. High customer expectations with limited staff to absorbing higher or additional services

22. Deferred maintenance and upgrade for fleet and technology

23. Preparing the next generation of leaders and managers

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GOAL 1	SUSTAINABLE, HEALTHY COASTAL COMMUNITY
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► Initiatives 2013 – 2014		PRIORITY	
		TOP	HIGH
1.	Beach Renourishment Plan and Funding: A1A Cost Sharing, Long Term Plan (with County) <i>M/CC</i>		
2.	Downtown Walkability Plan: Short Term Plan Implementation, Long Term Plan Development (<i>link to New River Development</i>) <i>M/CC</i>		
3.	Urban Agriculture Ordinance (including Community Gardens): Direction		
4.	Stormwater Management Plan: Implementation: Direction on Options, <i>Funding Method</i> /Policy on Rate and Types of Projects, Five Area Master Plans <i>CM</i>		
5.	Sustainability Action Plan: Implementation, Project Priority, Funding: First Progress Report, Energy Performance Contract, Adoption of Action Area		
6.	Affordable Housing Study: Development, Direction		
7.	Neighborhood Development Criteria Revision (NDCR): Zoning and Code Changes		
8.	South Middle River Road: Construction, Funding (\$1.3 million)		

GOAL 1	SUSTAINABLE, HEALTHY COASTAL COMMUNITY
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► Initiatives 2013 – 2014 9. Master Plans: a. Davie Boulevard b. North U.S. 1	PRIORITY	
	TOP	HIGH
10. Unified Development Code: Revision		
11. Wastewater Master Plan: Update		
12. NCIP and BCIP: <i>Project Priority, Direction, Funding</i> <i>M/CC</i> a. Maintenance b. New Projects		
13. Green Space in Neighborhoods: Direction, Funding		
14. Central Beach Development: <i>Vision/Brand, Design Guidelines</i> <i>M/CC</i> <i>Rezoning (Las Olas to Pelican)</i>		
15. Infiltration and Inflow System: Plan, Direction, Funding		
16. Flood Plain Ordinance: Revision, Direction		

GOAL 1	SUSTAINABLE, HEALTHY COASTAL COMMUNITY
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► Initiatives 2013 – 2014 17. Energy Manager Position: Direction, Funding 18. Florida Friendly Landscape Ordinance: Development, Direction, Adoption 19. Property Assessed Clean Energy (PACE): Options, Direction 20. Community Residential Facilities, Social Service Residential Facilities: City Advocacy 21. “Green Street” Policy: Development, Direction 22. <i>Streetscape Master Plan (at Beach): Development M/CC</i> 23. <i>Broward Boulevard Plan for Streetscape and Pedestrian Friendly: Direction, Funding M/CC</i> 24. <i>New Parks (NE and NW): Locations, Land Acquisition, Design, Funding M/CC</i>	PRIORITY	
	TOP	HIGH

GOAL 1	SUSTAINABLE, HEALTHY COASTAL COMMUNITY
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► Initiatives 2013 – 2014			PRIORITY	
			TOP	HIGH
25.	<i>Bike Lane/Bike Path/Bikeways Projects: Direction, Funding</i> <i>a. Dixie Highway South of Wilton Manors (pavement widening)</i> <i>b. 13th Street: Direction, Complete Street Concept Application</i>	<i>M/CC</i>		
26.	<i>Birch State Park: Plan for Upgraded Appearance, Working with Private Organization, Direction, Funding</i>	<i>M/CC</i>		
27.	<i>Streetscape and Median Design and Planting Guidelines: Direction Type/Quality of Plants, Design Guidelines, Water use Guidelines</i>	<i>M/CC</i>		
28.	<i>Sea Turtle Strategy: Options for Compliance, Meeting with Stakeholders, Lighting Ordinance Direction</i>	<i>M/CC</i>		
29.	<i>Citywide Connectivity Plan for Walkable/Bikeable Community: Development, Direction, Funding</i>	<i>CM</i>		
30.	<i>Water Taxi (River Crossing): Evaluation, Direction, Actions</i>	<i>M/CC</i>		
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GOAL 1	SUSTAINABLE, HEALTHY COASTAL COMMUNITY
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▶ Initiatives 2013 – 2014	PRIORITY	
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GOAL 1**SUSTAINABLE, HEALTHY COASTAL
COMMUNITY****► Management in Progress 2013 – 2014**

		PRIORITY
1.	Beach Master Plan Projects: Implementation	
2.	Underground Utilities: Direction, Design, Construction <i>(The Isle)</i>	<i>M/CC</i>
3.	Water Master Plan: Update	
4.	Convenience Store Zoning Regulations (NW ROC): Direction	
5.	Citywide Street and Pedestrian Lighting Policy: Development	
6.	Long Term Regional Water Supply Strategy: Development	
7.	Multi Family/Commercial Recycling: Program Development	
8.	Multi Modal Connectivity Plan: Presentation, Public-Private Implementation	

GOAL 1**SUSTAINABLE, HEALTHY COASTAL
COMMUNITY****► Management in Progress 2013 – 2014**

	PRIORITY
9. Fiveash Plan Reliability Improvements	
10. Taxi Program with Stops: Police and Enforcement	
11. Florida Green Building Coalition (FGBC) Certification	
12. Adaptation Action Areas: Education Programs	
13. Innovative Development Ordinance: Implementation	
14. Land Use Plan to Increased Residential Units Allocated to Downtown Regional Activity Center: Implementation	
15. City Pedestrian and Bike Safety Program: Research, Development	<i>M/CC</i>
16. <i>New River Condo Project: Resolution</i>	<i>M/CC</i>
17. 2035 Vision: Implementation <ul style="list-style-type: none"> a. Community Partnerships b. Strategic Planning c. Annual Action Plan and Budget 	

GOAL 1**SUSTAINABLE, HEALTHY COASTAL
COMMUNITY****► Management in Progress 2013 – 2014****PRIORITY**

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GOAL 1**SUSTAINABLE, HEALTHY COASTAL
COMMUNITY****► Major Projects 2013 – 2014**

	PRIORITY
1. Southside School Project	
2. 15 th Street Boat Ramp Improvements	
3. Northwest Garden II and IV Streetscape	
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GOAL 1**SUSTAINABLE, HEALTHY COASTAL
COMMUNITY****► On the Horizon 2014 – 2018**

		PRIORITY
1.	Water Reuse Plan: Update	
2.	Taxi Program with Stops: Policy and Enforcement	
3.	EPA's Energy Star Certification	
4.	Energy Disclosure Ordinance: Adoption	
5.	Annexation: Report, Direction	
6.	Bridge on Broward Boulevard at I-95 (FDOT Project) (2016 – 2017)	<i>M/CC</i>
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GOAL 2**BEST OF CLASS MUNICIPAL SERVICES**

► Objectives		PRIORITY
Objective 1	Provide adequate resources to support defined City services and levels of service	
Objective 2	Maintain/enhance high neighbor satisfaction and value in City services	
Objective 3	Deliver City services in a cost effective manner	
Objective 4	Increase City service efficiency through the effective use of technology	
Objective 5	Use of public – private partnerships to leverage City resources	
Objective 6	Prepare for all hazards emergencies	
Objective 7	Develop a high performance organization and a culture of innovation	
Objective 8		
Objective 9		
Objective 10		

GOAL 2**BEST OF CLASS MUNICIPAL SERVICES**

► Means to Neighbors		PRIORITY
1.	Customer friendly services responsive to the needs of neighbors	
2.	Timely response to a call for service from the City – emergency or non emergency	
3.	City and community prepared for a hurricane and other disasters	
4.	City services delivered in a cost effective and efficient manner	
5.	City acting as a responsible steward of our City resources and assets	
6.	City working with the private sector and community to enhance services	
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GOAL 2**BEST OF CLASS MUNICIPAL SERVICES**

► Challenges and Urgent Opportunities		PRIORITY
1. Unfunded State and Federal mandates and regulations		
2. Determining who should pay, how much, and the willingness to pay		
3. Managing demands for City services and the City's organizational capacity to handle those demands		
4. Communicating with neighbors the basic information of service values		
5. Transforming the organization through process improvement and strategic planning		
6. Less dollars from outside funding sources		
7. Rising costs of doing City business: commodities and insurance		
8. Employee compensation and the tension between union and non-union employees		
9. Effective, positive engagement of neighbors in City governance and problem solving		
10. Funding for ways to recognize and reward employees		

GOAL 2**BEST OF CLASS MUNICIPAL SERVICES****► Challenges and Urgent Opportunities****PRIORITY**

11. Succession planning and process for managers and employees

12. Antiquated hiring process

13. Having a comprehensive, cohesive approach to customer service requests and management

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GOAL 2

BEST OF CLASS MUNICIPAL SERVICES

► Initiatives 2013 – 2014		PRIORITY	
		TOP	HIGH
1. Structured Balanced Budget: <i>New Revenues, Fire Assessment Fee, Millage Rate, Service Reductions/Eliminations</i>	<i>CM M/CC</i>		
2. Landscape Maintenance: Service Level, Funding	<i>M/CC</i>		
3. Pensions: Bargaining, Funding	<i>M/CC</i>		
4. Financial Policies and Plan: Review, Revision			
5. Grant Writing: Staffing, Funding			
6. User Fees Policy and Cost Recovery: Direction			
7. Purchasing Policy: Review, Direction			
8. City Real Estate Sale: <i>Inventory, Criteria for Surplus</i> Policy Direction <i>on Sale</i>	<i>M/CC</i>		

GOAL 2	BEST OF CLASS MUNICIPAL SERVICES
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► Initiatives 2013 – 2014	PRIORITY	
	TOP	HIGH
9. Position Description and Classification Study: Funding Policy Framework		
10. Employee Survey: Completion		
11. <i>Community</i> /Special Events: Staffing <i>Cost Analysis</i> Evaluation, <i>Direction, City Funding</i> a. Police b. Fire c. Other Departments		
12. Enterprise Resource Planning (ERP): Scope, Funding		
13. Fire Assessment Study: Update, Direction		
14. Civil Service Rules: Review, Revision		
15. Project Management System: Software Direction, Funding		
16. <i>Crime Reduction Strategy and Action Plan: IBM Study, Electronic Field Reporting, Smart Water Program Pilot Project</i>	<i>CM M/CC</i>	

GOAL 2

BEST OF CLASS MUNICIPAL SERVICES

► Initiatives 2013 – 2014			PRIORITY	
			TOP	HIGH
17.	<i>Code Enforcement Review and Fee Structure: City Priority, Process Improvements, Fee Structure for Compliance, Code Changes</i>	<i>M/CC</i>		
18.	<i>Real Estate Management Program: Options Evaluation, Direction, Funding</i>			
19.	<i>Arts in Pubic Places: Policy Direction, Funding</i>			
20.	<i>Sistrunk Corridor Crime Reduction Strategy: Police Substation, Police Presence Increase, Cameras, Lighting, Funding</i>	<i>CM M/CC</i>		
21.	<i>Public Cameras: Direction</i>	<i>CM M/CC</i>		
22.	<i>Bond Issue for Sidewalks: Evaluation, Direction</i>	<i>M/CC</i>		
23.	Fire ISO Rating: Actions, Direction, Funding			
24.	License Plate Reader: Proposal, Direction, Funding			

GOAL 2

BEST OF CLASS MUNICIPAL SERVICES

► Initiatives 2013 – 2014		PRIORITY	
		TOP	HIGH
25.	3D Forensic Mapping Unit: Proposal, Direction, Funding		
26.	Police Magnification Tool: Proposal, Direction, Funding		
27.	<i>IT Plan: Direction, Enhancements, Funding</i> <i>M/CC</i>		
28.	<i>Twin Lake Neighborhood Response Time: Report, Action Plan</i> <i>M/CC</i>		
29.	<i>Athletic Fields Increase (Soccer and Lacrosse): Partner with Schools, Direction, City Role and Participation</i> <i>M/CC</i>		
30.	<i>Security at City Hall: Evaluation, Plan with Costs, Direction, Funding</i> <i>M/CC</i>		
31.	<i>City Facility Upgrade and Long Term Plan: (New/Maintenance): Assessment, Plan Development, Direction, Funding (including City Hall Roof, Elevator)</i> <i>CM</i>		
32.	Public – Private Partnership: Implementation M/CC		

GOAL 2**BEST OF CLASS MUNICIPAL SERVICES****► Initiatives 2013 – 2014**

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GOAL 2**BEST OF CLASS MUNICIPAL SERVICES**

► Management in Progress 2013 – 2014		PRIORITY
1. Annual Neighborhood Survey: Completion		
2. Direct Deposit for City Employees		
3. Collective Bargaining Agreements <ul style="list-style-type: none"> a. Fraternal Order of Police b. International Association of Firefighters c. Teamsters d. Federation 		
4. Citywide Succession Planning Program: Development <ul style="list-style-type: none"> a. Leadership Pipeline b. Bench Strength 		
5. Continuity of Operation Plan: Update		
6. Community Portal: Development <ul style="list-style-type: none"> a. Sustainability b. Vision/Strategic Planning 		
7. Process Improvement Plan (PIP): Implementation	<i>CM</i>	

GOAL 2**BEST OF CLASS MUNICIPAL SERVICES**

► Management in Progress 2013 – 2014		PRIORITY
8. Customer Self Service (CSS): Website Upgrade		
9. Citywide Comprehensive Emergency Management Plan: Update		
10. Fire Department: Accreditation (Center for Public Safety Excellence)		
11. Human Resources IT: Upgrades <ul style="list-style-type: none">a. Applicant Tracking (AT)b. Human Resource Information System (HRIS)c. Position Controld. Payrolle. Learning Management System (LMS)f. Personnel Records		
12. Citywide “We Build Talent” Training and Development Program: Development	<i>CM</i>	
13. Employee Performance Evaluation Program: Revision	<i>CM</i>	
14. Citywide and Departmental Safety Program: Development		

GOAL 2**BEST OF CLASS MUNICIPAL SERVICES****► Management in Progress 2013 – 2014**

	PRIORITY
15. Police IT: Upgrades <ul style="list-style-type: none"> a. Intelligence Led Policing System (The BAIR System) b. City Resource Optimization Solution (IBM Collaborative Project) c. Electronic Citation and Accident Reports d. Field-based Police Reporting and Records Management System e. Data Center and Network Consolidation f. New Police Evidence Application 	
16. New City Website Content Management System (CMS) Development	
17. Department of Sustainability Community Plus to ONE Solution: Upgrade	
18. Automatic Vehicle Locator System (AVL): Implementation	
19. Fleet Plan 2014: Replacement Strategy (Right Purpose, Right Size)	
<i>20. Fire Consent Decree: Resolution</i>	<i>M/CC</i>
<i>21. Redistricting: Completion</i>	<i>M/CC</i>

GOAL 2

BEST OF CLASS MUNICIPAL SERVICES

► Management in Progress 2013 – 2014			PRIORITY
22.	<i>Project Management: Realign Staff, Additional Outside Consultants, Temporary Project Specific – Legal</i>	CM	
23.	<i>Utility Operations: Evaluations, Areas for Improvement/Cost Saving Measures, Future Investment</i>	CM	
24.	<i>Field Use with Schools: Fee Review, Direction</i>	M/CC	
25.	Fire Chief: Recruitment/Selection	CM	
26.	<i>9-1-1 Communication and Dispatch Center: Direction, Funding</i>	CM M/CC	
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GOAL 2**BEST OF CLASS MUNICIPAL SERVICES****► Major Projects 2013 – 2014***1. Fire Station 46 (Mills Pond)**M/CC***PRIORITY**

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GOAL 2**BEST OF CLASS MUNICIPAL SERVICES****► Major Projects 2013 – 2014**

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1. Fire Station 8: Design and Construction	<i>M/CC</i>	
2. Fire Station 13: Design and Construction		
3. Fire Station 54: Design and Construction	<i>M/CC</i>	
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GOAL 2**BEST OF CLASS MUNICIPAL SERVICES****► On the Horizon 2014 – 2018****PRIORITY**

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GOAL 3**ECONOMIC HUB OF SOUTH FLORIDA**

► Objectives		PRIORITY
Objective 1	Expand tourism: more first-time and returning tourists	
Objective 2	Expand marine industry: increased and expanded businesses, and more jobs	
Objective 3	Enhance schools (K-12) and universities/colleges presence	
Objective 4	Upgrade and expand multi modal transportation options linking pedestrians, bikes, cars, air, sea, and rail	
Objective 5	Increase business investments in Fort Lauderdale	
Objective 6	Expand retail, dining and entertainment venues for neighbors and guests in target areas	
Objective 7	Increase number of jobs: people coming to Fort Lauderdale to work, and neighbors working near home	
Objective 8	Increase emphasis on emerging technology to expand the local economy	
Objective 9	Increase financial sustainability for major events	
Objective 10		

GOAL 3**ECONOMIC HUB OF SOUTH FLORIDA****► Means to Neighbors****PRIORITY**

1. Job opportunities near home – decreased commute time with increased leisure time

2. More diverse tax base resulting in less reliance on the tax paying homeowner

3. Opportunities to start and grow a business in Fort Lauderdale

4. Convenient access to quality dining, shopping and entertainment

5. Tourist activities and amenities adding value to the neighbors' quality of life

6. Business bringing outside dollars to invest in Fort Lauderdale

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GOAL 3**ECONOMIC HUB OF SOUTH FLORIDA****► Challenges and Urgent Opportunities****PRIORITY**

1. Strengthening the link to travel partners: cruise lines, their excursions, and the airports		
2. Competing transportation projects with limited funding		
3. Addressing the issues associated with the homeless population		
4. Defining the City's initiative to enhance the perception of schools and educational programs		
5. Expanding connectivity through passenger rail		
6. Defining the City's role and financial partnerships in economic expansion		
7. Attracting the appropriate mix of targeted businesses to Fort Lauderdale		
8. National recession, slow recovery, and access to the capital markets		
9. Tapping the potential of an expanded Panama Canal		
10. Competition from other Cities in the region		

GOAL 3**ECONOMIC HUB OF SOUTH FLORIDA****► Challenges and Urgent Opportunities****PRIORITY**

11. Changing retail markets and the impact of internet sales

12. Funding for Economic Development staffing

13. Branding Fort Lauderdale as a place to play

14. Dredging waterways, canals and marina

15. Limited land for marine industry

16. Helping others to discover Fort Lauderdale as a major business destination

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GOAL 3

ECONOMIC HUB OF SOUTH FLORIDA

► Initiatives 2013 – 2014		PRIORITY	
		TOP	HIGH
1.	City Economic Development Policy and Plan: RFP, Plan Development		
2.	<i>Comprehensive Homeless Strategy: Development, New Methods to Protect Neighborhoods and Downtown, Funding, Panhandling Enforcement</i> M/CC		
3.	<i>Riverwalk District Plan: Implementation</i> M/CC <i>a. Public Programs and Activities</i> <i>b. Bryan Home RFP</i> <i>c. Connection: Icon and Stranahan House</i> <i>d. Pedestrian Crossing</i>		
4.	<i>WAVE: Funding, TOD (WAVE Specific) Ordinance, Connection to Airport and Rail Station</i> M/CC		
5.	<i>NOBE Business Development, Vision/Brand, Rezoning (North of Pelican)</i> M/CC		
6.	<i>Downtown Gateway Message Center Ordinance Repeal</i>		
7.	<i>Entertainment District Clean up</i> <i>a. Parking Lot Standards</i> <i>b. Entertainment District Agreement</i> <i>c. Cleaning Cycle</i>		
8.	<i>Surface Parking Lots in Downtown Ordinance: Direction</i>		

GOAL 3

ECONOMIC HUB OF SOUTH FLORIDA

► Initiatives 2013 – 2014			PRIORITY	
			TOP	HIGH
9.	<i>Sistrunk Boulevard Business Development Assistance/Incentive Program: Direction</i>	<i>M/CC</i>		
10.	<i>Transit Oriented Development (TOD) Ordinance: Development, Direction</i>			
11.	<i>FEC Passenger Rail and Station Area Plan: Development</i>	<i>M/CC</i>		
12.	<i>Sun Trolley Operations: Direction, Sustainable Funding</i>	<i>M/CC</i>		
13.	<i>Center City CRA Plan: Implementation Actions</i>	<i>M/CC</i>		
14.	<i>Tunnel (Northside – Las Olas): Evaluation, Plan, Direction, Funding</i>	<i>M/CC</i>		
15.	<i>Beach CRA Plan and Projects: Direction, Decision on Projects</i>	<i>M/CC</i>		
16.	<i>Las Olas (Andrews to 17th) Development Plan – Streetscape, Traffic Safety, Zoning: Direction, Funding (involving Businesses and Neighborhoods)</i>	<i>M/CC</i>		

GOAL 3

ECONOMIC HUB OF SOUTH FLORIDA

► Initiatives 2013 – 2014			PRIORITY	
			TOP	HIGH
17.	<i>Uptown Fort Lauderdale/Cypress Creek Corridor Master Plan (Executive Airport Area): Development, City Role, Zoning Changes, Trolley (Grand Funding), Direction, Funding</i>	<i>M/CC</i>		
18.	<i>Grocery Store for Downtown: Direction, Actions</i>	<i>M/CC</i>		
19.	FEC Passenger Rail: Monitoring and Advocacy			
20.	Marine Industry <i>Expansion</i> Strategy: Industry Summit, Recommendations, Decision (<i>including Mega Yachts</i>)	<i>M/CC</i>		
21.	Trolley System <ul style="list-style-type: none"> a. ADA Compliance b. Fare/Funding Model c. Ridership Promotion d. TMA: Organization Structure/Evaluation 			
22.	Education Partnership Strategy <ul style="list-style-type: none"> a. City Charter School: Evaluation, Direction b. Broward College c. FAU 			
23.	FLAC: Completion			
24.	Distinctive Water Park and Hotel			

GOAL 3

ECONOMIC HUB OF SOUTH FLORIDA

<p>► Initiatives 2013 – 2014</p>	<p>PRIORITY</p>	
	<p>TOP</p>	<p>HIGH</p>
<p>25. Five Year Plan for Northwest CRA</p>		
<p>26. Marina Dredging Environmental Study/Permitting</p> <ul style="list-style-type: none"> a. Las Olas b. Aquatic Center c. Bahia Mar 		
<p>27. City Excursions for Cruise Passenger: Pilot Program, Future Direction</p>		
<p>28. Marketing Program: Funding</p>		
<p>29. City Excursion for Air Passengers Pilot Program: Direction, Development, Marketing</p>		
<p>30. <i>Major Business Corridors Upgrade Plans: Development, Direction, Actions, Funding</i> <i>M/CC</i></p> <ul style="list-style-type: none"> a. <i>Federal Highway</i> b. <i>Commercial Boulevard</i> c. <i>Oakland Park</i> 		
<p>31. <i>Economic Impact Study: Completion, Direction, Actions (Insights on Job Creation)</i> <i>M/CC</i></p>		
<p>32. <i>American Tennis Association: Partnership, Homebase Facility</i> <i>M/CC</i></p>		

GOAL 3**ECONOMIC HUB OF SOUTH FLORIDA****► Initiatives 2013 – 2014**

	PRIORITY	
	TOP	HIGH
33.		
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GOAL 3**ECONOMIC HUB OF SOUTH FLORIDA**

► Management in Progress 2013 – 2014		PRIORITY
1. Business Development Program: Implementation		
2. Six Pillars Fort Lauderdale: Plan Implementation		
3. “Uptown” Commuter Shuttle Service: Implementation		
4. <i>Southside School: Lease with Nova University</i>	<i>M/CC</i>	
5. <i>Red Light Camera Additions: Installation</i>		
6. <i>First of a Kind (FOAK) Project for Predictive Policing: Development</i>		
7. <i>Energy Performance Contract (EPC) Project</i>		
8.		

GOAL 3**ECONOMIC HUB OF SOUTH FLORIDA****► Major Projects 2013 – 2014****PRIORITY**

1. U.S. Customs and Border Protection Facility: Construction (at Fort Lauderdale Executive Airport)

2. *Fort Lauderdale Aquatic Center*

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GOAL 3**ECONOMIC HUB OF SOUTH FLORIDA****► On the Horizon 2014 – 2018****PRIORITY**

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GOAL 4**BUILDING OUR COMMUNITY**

► Objectives		PRIORITY
Objective 1	Develop strong partnership among neighbors – individuals, organizations, and businesses contributing to the Fort Lauderdale community	
Objective 2	Have successful community events and festivals with increasing attendance	
Objective 3	Remote neighbors knowing and working with the city and their neighbors for community safety, initiatives and neighborhood wellness	
Objective 4	Increase neighbors active involvement and positive engagement in civic and community affairs	
Objective 5	Have everyone feeling welcome; inclusive community that respects diversity	
Objective 6	Maintain strong, united communities resulting in “One Fort Lauderdale”	
Objective 7	Enhance quality of life in Fort Lauderdale	
Objective 8		
Objective 9		
Objective 10		

GOAL 4**BUILDING OUR COMMUNITY****► Means to Neighbors****PRIORITY**

1. Everyone feels welcome

2. Opportunities and activities to meet neighbors

3. Neighbors and community organizations contribute to the community

4. Diversity embraced and celebrated in the community

5. Pride in Fort Lauderdale

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GOAL 4**BUILDING OUR COMMUNITY**

► Challenges and Urgent Opportunities	PRIORITY
1. Conflicting special interests and individual personal agendas	
2. Determining the level of City support and funding for events and festivals	
3. Transforming <i>residents and visitors</i> to <i>neighbors and guests</i>	
4. Funding for the development and maintenance of community gathering places	
5. Reduced funding and contributions for community organizations	
6. Neighbors resistance to meeting or working with a fellow neighbor	
7. Overcoming the barriers and prejudices that divide the City's diverse neighbors	
8. Determining priorities: hard assets (physical) versus soft assets (mental)	
9. Keeping events and festivals fresh and alive with expanding participation and support	
10. Transient population passing through Fort Lauderdale	

GOAL 4**BUILDING OUR COMMUNITY****► Challenges and Urgent Opportunities****PRIORITY**

11. Recruiting future City leadership

12. Defining the scope and purposes of City boards and committees

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GOAL 4

BUILDING OUR COMMUNITY

► Initiatives 2013 – 2014	PRIORITY	
	TOP	HIGH
1. Historic Preservation Ordinance: Revision		
2. “We Build Community”: Implementation		
3. Citywide Social Media Policy: Development a. City Commission b. Administration		
4. City’s Official Website: Upgrade		
5. "One Stop Shop" 311: Evaluation, Direction		
6. Citywide Tracking System for Neighbor Inquiries: Proposal Development, Direction, Funding		
7. <i>Gateway/Entrance Beautification Plan: Specific Locations, Design, Funding</i> M/CC		
8. <i>Partnership with Schools for Quality Education: Comprehensive Plan for Public Schools, Upgrade Older Schools, Joint Use of Schools by Community – City Neighborhood</i> M/CC		

GOAL 4

BUILDING OUR COMMUNITY

► **Initiatives 2013 – 2014**

			PRIORITY	
			TOP	HIGH
9.	<i>Ordinance for Public Participation in Development Review Process</i>			
10.	<i>Sistrunk Corridor Naming and Promotion, Community Education</i>	<i>M/CC</i>		
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GOAL 4**BUILDING OUR COMMUNITY****► Management in Progress 2013 – 2014****PRIORITY**

1. Neighborhood Communications and Tool Kit: Development

2. e-Newsletter: Implementation

3. Neighbor Support Night: Re-Establishment (with Council of Fort Lauderdale Civic Associations)

4. Non Recognized Neighborhoods: Recognition

5. Online Block Party Kit: Development

6. City of Service Plan: Implementation

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GOAL 4**BUILDING OUR COMMUNITY****► Major Projects 2013 – 2014***1. Southside School: Grand Opening**M/CC***PRIORITY**

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GOAL 4**BUILDING OUR COMMUNITY****► On the Horizon 2014 – 2018****PRIORITY**

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