



CITY OF FORT LAUDERDALE

VISION · STRATEGY · ACTION

FY 2027 PRIORITIZATION WORKSHOP RESOURCE GUIDE



CITY OF FORT LAUDERDALE

Agenda

January 13, 2026
9:00 AM – 2:00 PM

The Fort
891 SW 34th Street
Fort Lauderdale, FL 33315

9:00 am	Mayor's Welcome
9:10 am	Introduction of City Commission Priorities
9:15 am	FY 2026 Commission Priorities Progress Update
9:25 am	City Landscape Review
Opportunities for the Upcoming Year	
10:00 am	<ul style="list-style-type: none">• Infiltration and Inflow (I&I) Update• Broadband Access• Police District IV• Disposal of Federal Courthouse
11:30 am	Lunch
Opportunities for the Upcoming Year, continued	
12:00 pm	<ul style="list-style-type: none">• One Stop Shop• City Hall
12:30 pm	Neighbor Input
12:45 pm	Mayor and Commissioner Input for FY 2027
2:00 pm	Adjourn Meeting

City staff will consolidate and present a report of the
FY 2027 Commission Priorities and identified deliverables after the meeting.

FY 2027 Prioritization Workshop

Introduction

Purpose of City Commission Priorities

- Advance the Strategic Plan
- Adapt to evolving challenges and emerging opportunities
- Address the most pressing community needs

Governance and Roles

City Commission

- Set the goals, priorities, and policies for the City
- Approve funding to move the goals and priorities forward

City Staff

- Operationalize the goals and priorities through the annual budget
- Create plans and implement actions to achieve the goals and priorities

Implementation Timeline



Introduction, continued

2029 Strategic Plan Goals

Public Safety

Goal 1: Be a safe community that is proactive and responsive to risks

Housing

Goal 2: Enable housing options for all income levels

Infrastructure & Resilience

Goal 3: Be a sustainable and resilient community

Goal 4: Facilitate an efficient, multimodal transportation network

Public Places

Goal 5: Build a beautiful and welcoming community

Business Growth & Support

Goal 6: Build a diverse and attractive economy

FY 2026 City Commission Priorities

Public Safety

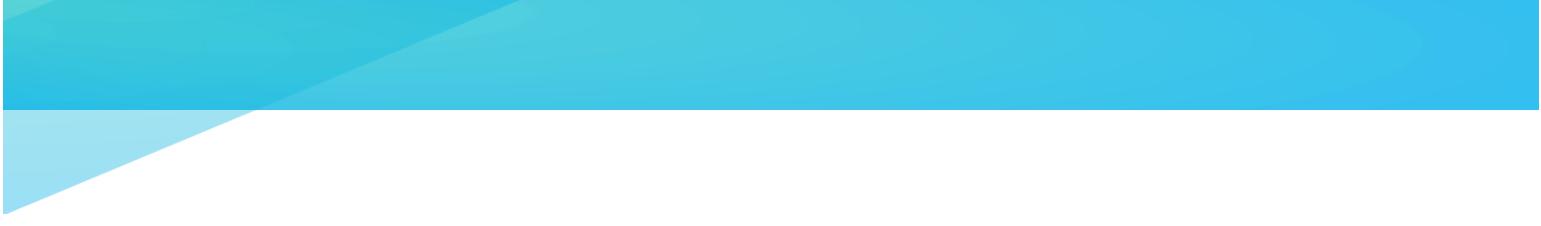
Homelessness Response

Infrastructure & Resilience

Public Enjoyment of Waterways

Public Spaces & Cultural Initiatives

Bolster Thriving Communities



City Landscape Review

Financial Forecast

Taxable Value Increases

Calendar Tax Year	Net New Construction	Final Gross Taxable Value	Increase/Decrease from Prior Year	Operating Millage Rate
2025 - July	\$1,118,251,262	\$63,504,763,583	8.50%	4.1193
2024 – Final	\$521,556,050	\$58,542,106,022	7.75%	4.1193
2023 - Final	\$1,131,926,110	\$54,333,485,464	11.33%	4.1193
2022 - Final	\$1,679,235,780	\$48,804,360,453	12.95%	4.1193
2021 - Final	\$1,141,870,340	\$43,209,678,707	5.73%	4.1193
2020 - Final	\$686,582,000	\$40,866,781,365	5.43%	4.1193
2019 - Final	\$1,139,083,000	\$38,762,628,574	7.36%	4.1193
2018 - Final	\$824,076,040	\$36,105,845,628	7.69%	4.1193
2017 - Final	\$340,929,480	\$33,528,048,467	8.27%	4.1193
2016 - Final	\$455,847,640	\$30,966,306,786	9.20%	4.1193

General Fund Anticipated Cash Flow Maintaining a 4.1193 Millage Rate

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Millage Rate	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193
Taxable Value Increase*	7.7%	7.0%	6.5%	6.5%	6.5%	6.5%
Cash Flow Surplus (Deficit) (\$ millions)	\$ 0.0	\$ (11.6)	\$ (27.6)	\$ (34.4)	\$ (23.7)	\$ (27.0)
End of Year Fund Balance (\$ millions)	\$ 137.0	\$ 125.4	\$ 97.9	\$ 63.5	\$ 39.7	\$ 12.8
Balance % of Expenses°	26.3%	22.5%	16.4%	10.1%	6.0%	1.8%

*Projected taxable value increase

°Target balance is 25%; minimum fund balance is 16.67%

Subsequent to the adoption of the FY 2026 Budget, the City advanced \$8.8 million in programmed FY 2027 funding which will significantly reduce the projected cash flow shortfall

The FY 2028 cash flow deficit is primarily due to the assumed initial payment associated with the new City Hall, Fire Rescue staffing for Fire Station #117 (the Heron Garage Full-Service Substation), as well as the expiration of the Staffing for Adequate Fire and Emergency Response (SAFER) Grant

Financial Forecast, continued

Planned Rate Increases

Fee	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Water and Sewer Based on an average usage of 5,000 gallons/month	\$116.78 9% Increase	\$124.61 6.7% Increase*	\$130.88 5% Increase	\$137.40 5% Increase	\$144.27 5% Increase	\$151.49 5% Increase
Sanitation Fee Monthly single-family residential rate	\$52.49 5% Increase	\$55.12 5% Increase	\$57.87 5% Increase	\$60.77 5% Increase	\$63.80 5% Increase	\$66.99 5% Increase
Stormwater Fee Annual residential assessment (per unit)	\$326.70 15% Increase	\$392.04 20% Increase	\$470.43 20% Increase	\$540.95 15% Increase	\$622.13 15% Increase	\$715.41 15% Increase

*Represents the blended rate increase of 9% for water and 5% for sewer services

Comparison of Monthly Water & Sewer Bill

at 5,000 Gallons per Month

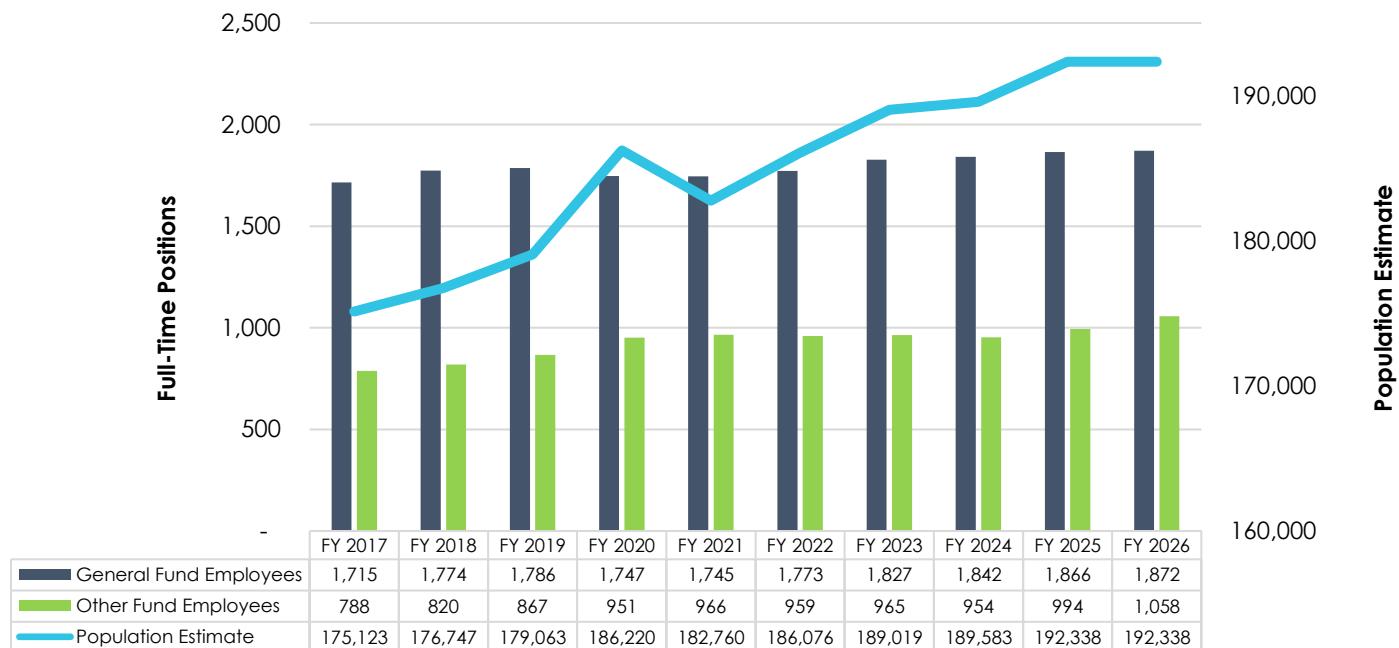
Municipality	Water and Sewer Bill
Coral Springs Improvement District	\$ 70.40
Tamarac	\$ 71.36
Deerfield Beach	\$ 74.67
Lauderhill	\$ 77.21
North Springs Improvement District	\$ 77.70
North Lauderdale	\$ 79.55
Pompano Beach	\$ 80.48
Pembroke Pines	\$ 85.05
Plantation	\$ 85.93
Coconut Creek	\$ 87.62
Broward County	\$ 90.19
Cooper City	\$ 92.61
Dania Beach	\$ 92.79

Municipality, continued	Water and Sewer Bill
Coral Springs	\$ 93.49
Margate	\$ 94.15
Royal Waterworks	\$ 99.79
Parkland	\$ 100.76
Sunrise	\$ 101.50
Hollywood	\$ 101.66
Hallandale Beach	\$ 112.65
Fort Lauderdale	\$ 116.79
Miramar	\$ 117.22
Oakland Park	\$ 119.83
Davie	\$ 142.65
Wilton Manors	\$ 224.12

Data Source: Stantec Consulting Services Inc.

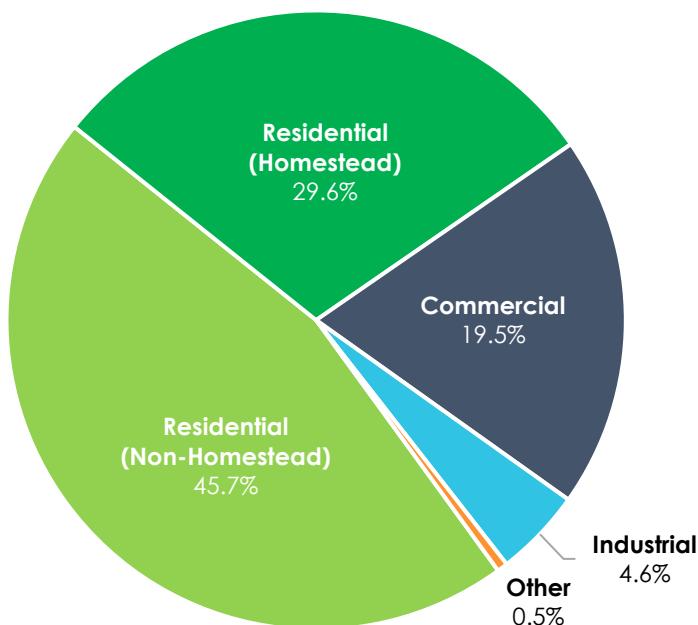
Financial Forecast, continued

Population and Full-Time Employee (FTE) Growth



Data Source: University of Florida's Bureau of Economic and Business Research (Population)

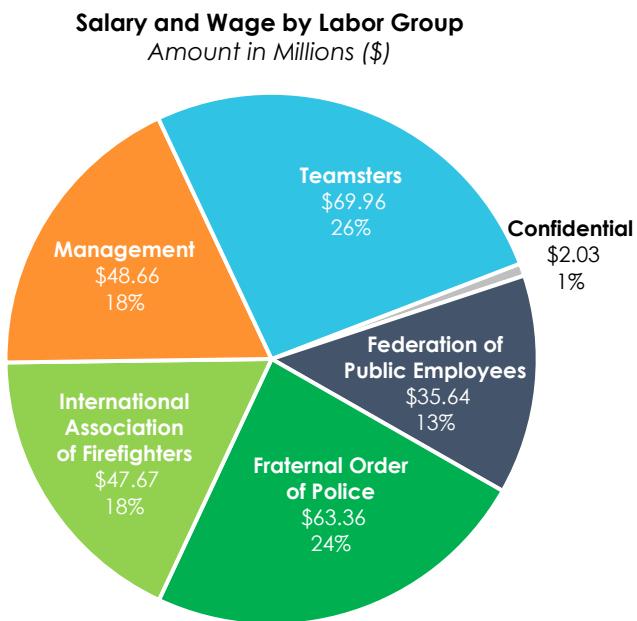
Tax Revenue by Property Type



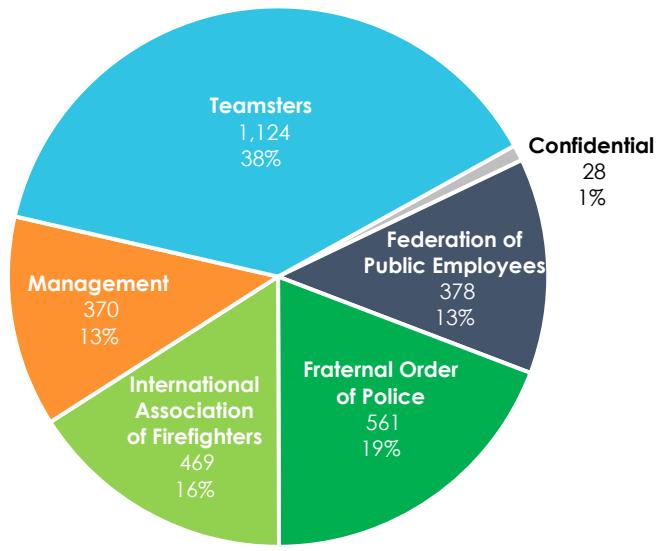
- **Non-Homestead Residential** is the largest source of tax revenue, generating \$117.0 M in FY 2026
- **Homestead Residential** is the second largest tax base, generating \$75.8 M in FY 2026
- **All other property types** account for less than one-quarter of the City's tax revenue

Financial Forecast, continued

Employees by Labor Group



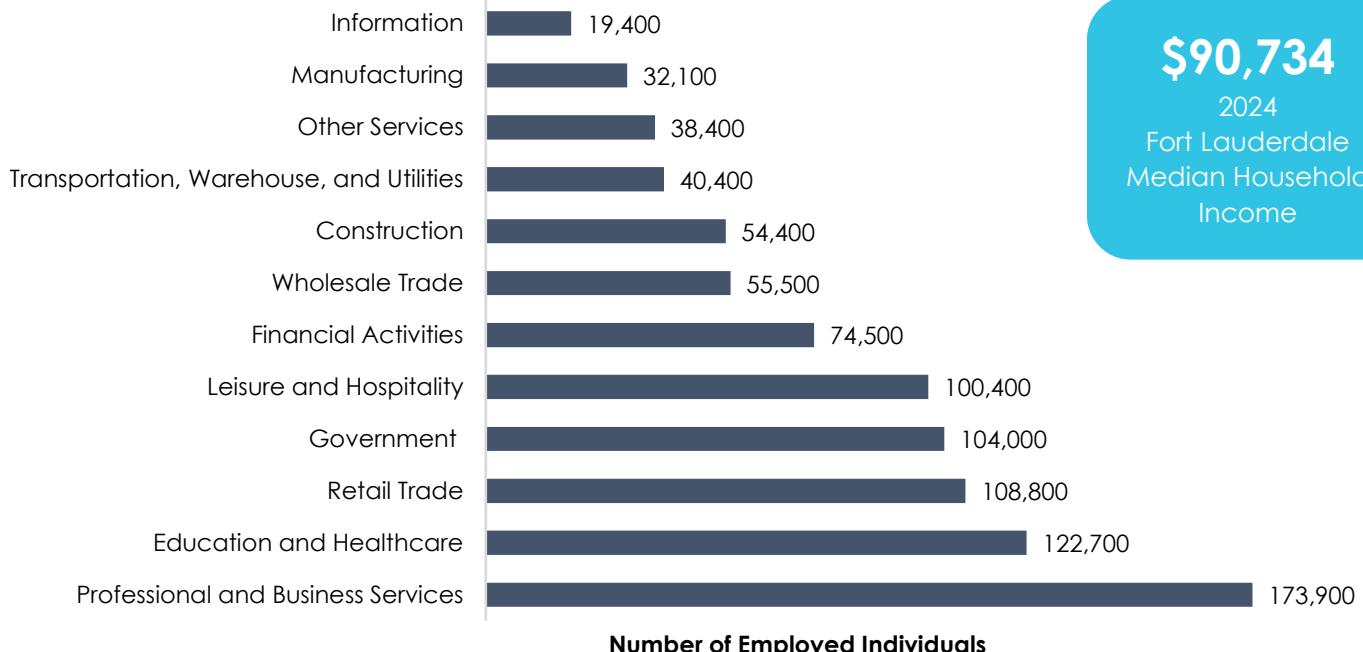
Positions by Labor Group



Workforce

Occupation by Industry

Broward County



\$90,734

2024

Fort Lauderdale
Median Household
Income

Data Source: Greater Fort Lauderdale Alliance Economic Source Book & Market Profile 2025; American Community Survey, 1-Year Estimates

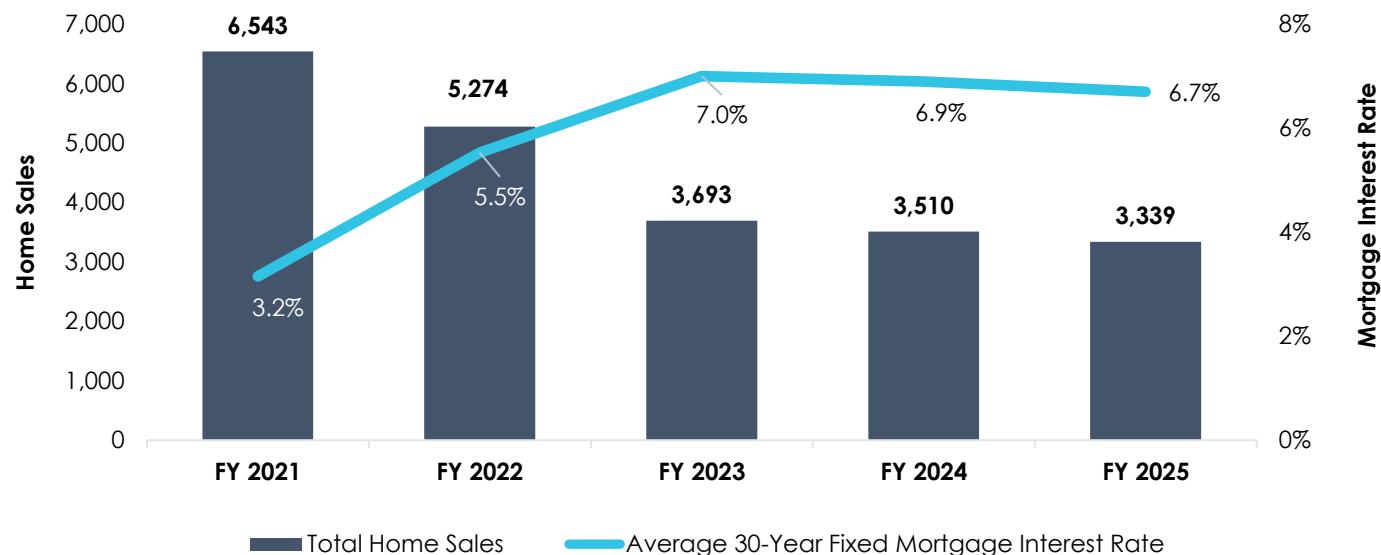
Business Relocations and Expansions in Fort Lauderdale

Business	Jobs Created	Direct Capital Investment
ARG America (Manufacturing)	4	\$2,000,000
Event Services Group (Service)	50	\$1,000,000
Screen Graphics (Graphics)	6	\$2,000,000
Shipmonk (Logistics)	200	\$14,000,000
West Marine (Retail)	225	\$800,000

Data Source: Greater Fort Lauderdale Alliance Economic Source Book & Market Profile 2026

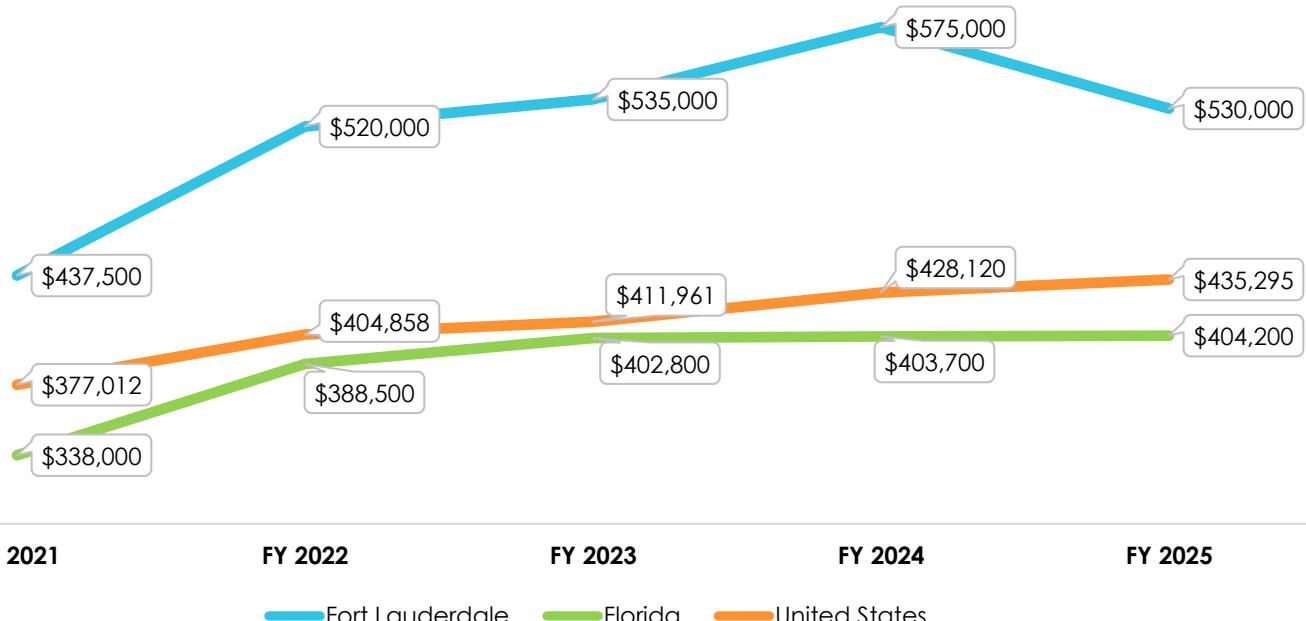
Housing Market

City of Fort Lauderdale Total Home Sales & Mortgage Interest Rates



Data Sources: Redfin (Home Sales); Bankrate (Mortgage Interest Rates)

Median Price of Sold Homes



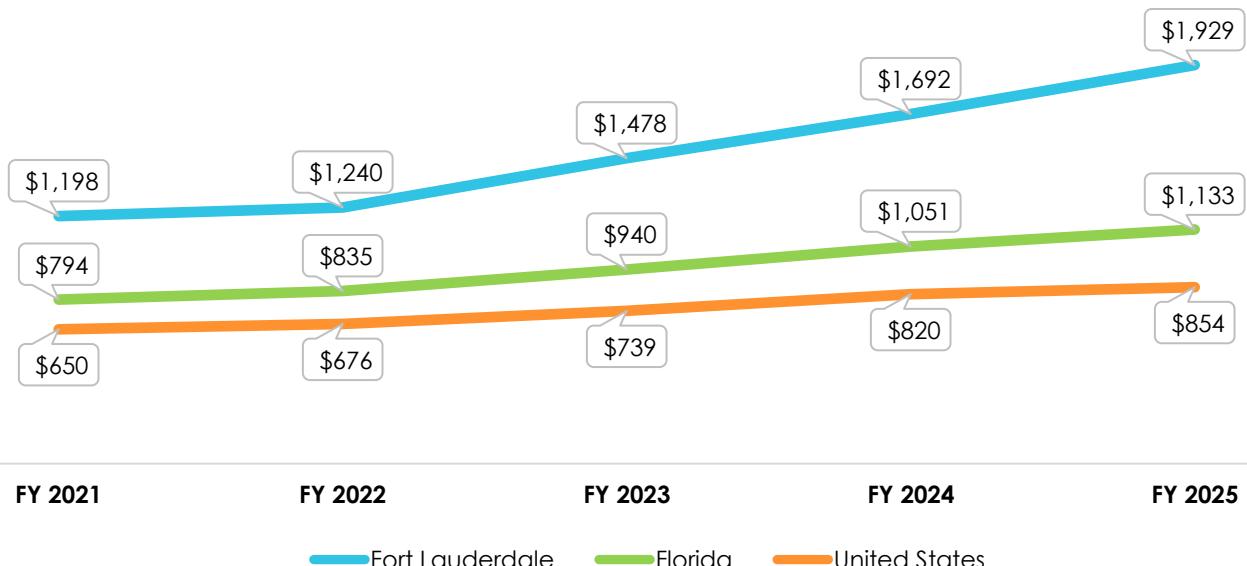
Data Source: Redfin

FY 2027 Prioritization Workshop

Housing Market, continued

1-Bedroom Fair Market Rent

Fort Lauderdale Department of Housing and Urban Development (HUD) Metro Area



Data Source: U.S. Department of Housing and Urban Development

Tourism

2024 Estimated Average Daily Population

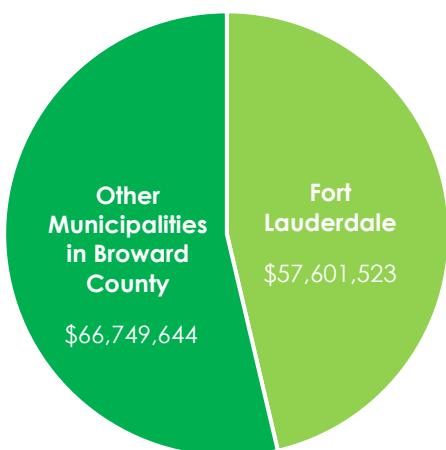


Data Sources: University of Florida's Bureau of Economic and Business Research (Population); Placer.ai (Annual and Peak Period Population) – vendor revised the methodology for data estimates in 2024 for improved accuracy

Annual and Peak Period population estimates are statistically significant and based upon domestic mobile devices from residents, visitors, and workers

Peak Period is defined as January – April and November – December

Percent of Broward County Tourism Tax Generated in Fort Lauderdale



46.3% of the total Broward County tourism tax was generated in Fort Lauderdale in FY 2025.

This represents a contribution of \$57.6 million towards the Broward County total of \$124.4 million in revenue.

Community Survey Results

The Community Survey is inclusive of both the Neighbor and Business Surveys. The information collected informs the City about neighbor and business satisfaction with City services, identifies where to focus attention and resources, and validates targeted improvements. The complete reports are available in Appendix C.

Neighbor Survey

During the reporting period of July – September 2025, 602 neighbors were surveyed.

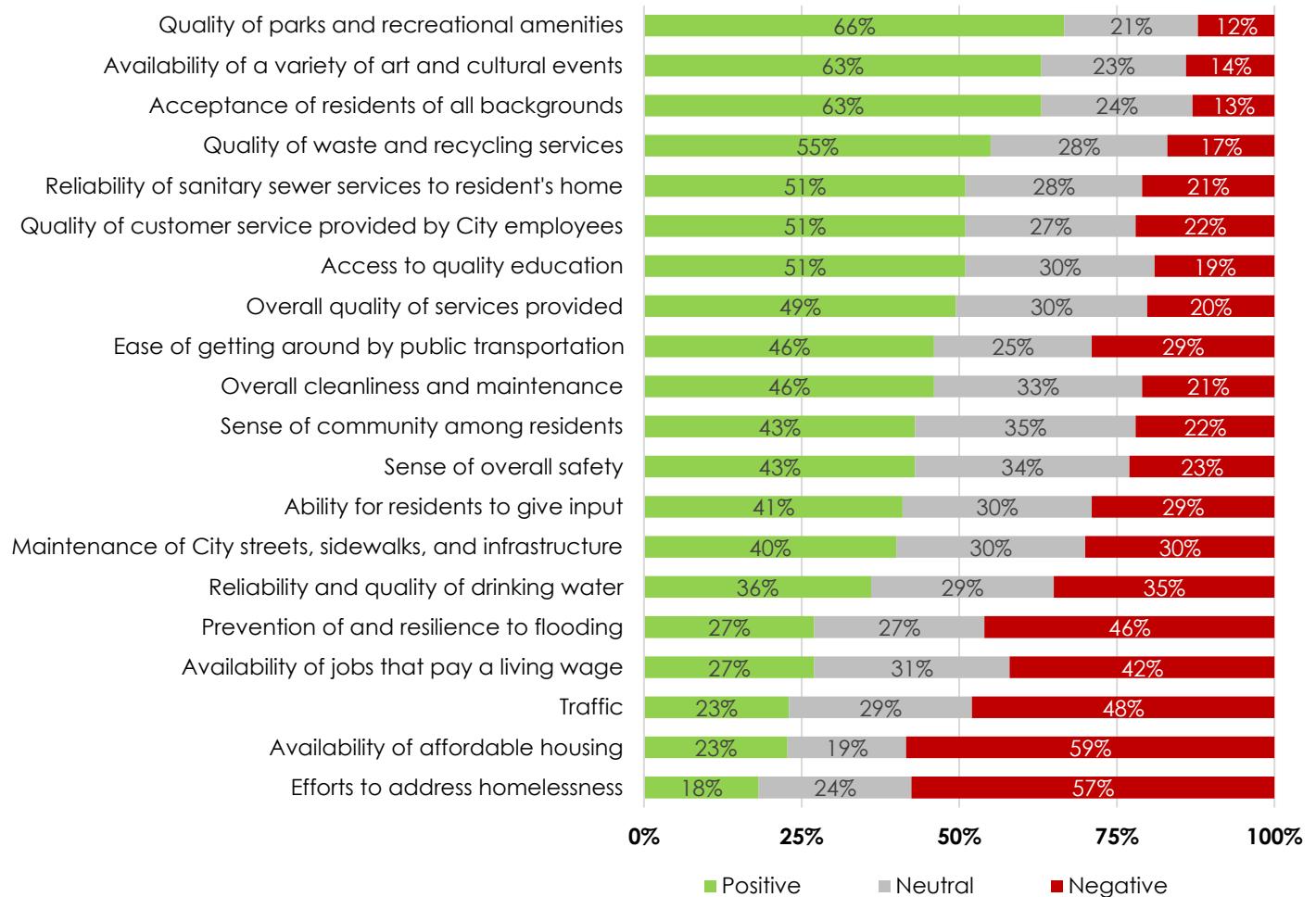
Strengths

- Overall quality of services provided
- Acceptance of residents of all backgrounds
- Availability of a variety of art and cultural events

Challenges

- Availability of jobs that pay a living wage
- Sense of overall safety
- Sense of community among residents
- Ability for residents to give input
- Overall cleanliness and maintenance

Response to Community Characteristics



Community Survey Results, continued

Focus Areas

Neighbors who responded negatively to the following items were prompted to select the most important thing Fort Lauderdale can do to improve.



Efforts to address homelessness

- Create more affordable housing for low-income households (38%)
- Provide more shelter beds such as “Pallet” shelters or repurposing a hotel (16%)
- Expand partnerships with nonprofits and houses of worship (12%)
- Offer case management (11%)
- Expand the homeless outreach team (9%)
- Other (7%)
- Offer safe parking locations for those living out of their vehicles (6%)



Quality of parks and recreational amenities

- Enhance safety with improved security and accessibility measures (28%)
- Other (19%)
- Enhance current parks and walking/biking trails and paths (18%)
- Increase the investment in sustainable practices (10%)
- Expand the hours of availability for parks and amenities (10%)
- Improve restroom maintenance and cleanliness (7%)
- Offer additional types of programs and classes (7%)
- Improve quality or quantity of City-hosted events (2%)



Sense of overall safety

- Put more officers on patrol (28%)
- Develop or improve crime prevention initiatives (23%)
- Reduce homelessness (15%)
- Reform police department practices (14%)
- Other (10%)
- Improved response times from the Police Department (6%)
- Increase the number of streetlights (4%)
- Improved response times from the Fire Rescue Department (0%)

Other Indicators for Quality of Life

- 63% rated the overall quality of life as “excellent” or “good”
- 54% are likely to recommend Fort Lauderdale as a place to live
- 58% are likely to be living in Fort Lauderdale 5 years from now
- 77% feel that they have a quality public park or recreational offering near their home

Community Survey Results, continued

Business Survey

During the reporting period of July – October 2025, 101 businesses were surveyed. Although there were not enough responses to provide a statistically valid and representative sample, it does provide context and insight into businesses' experiences and perceptions.

Strengths

- Regulatory environment
- Access to customers or markets

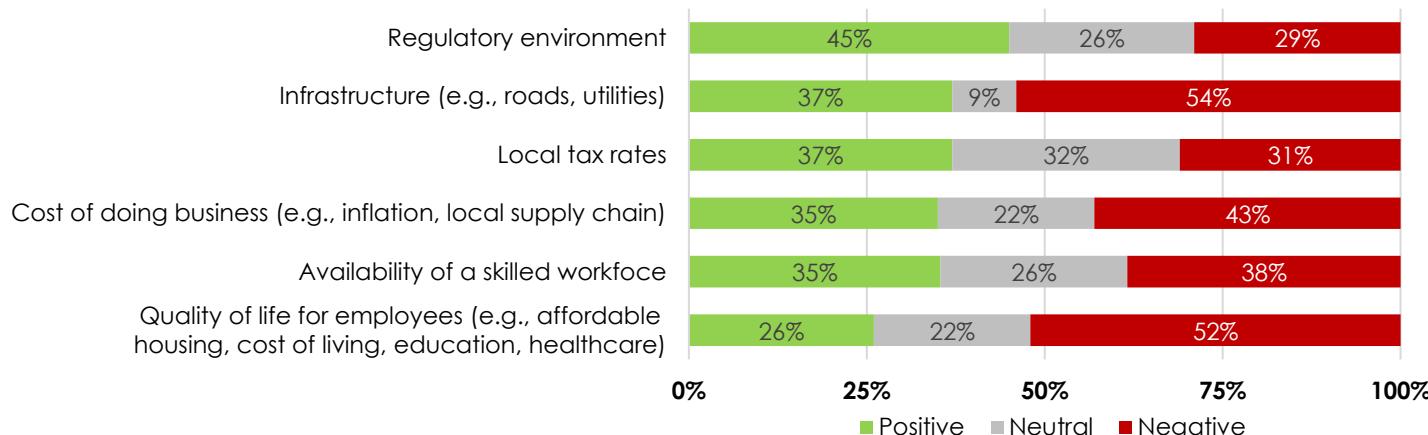
Challenges

- Infrastructure conditions
- Employee quality of life factors

Other Key Indicators

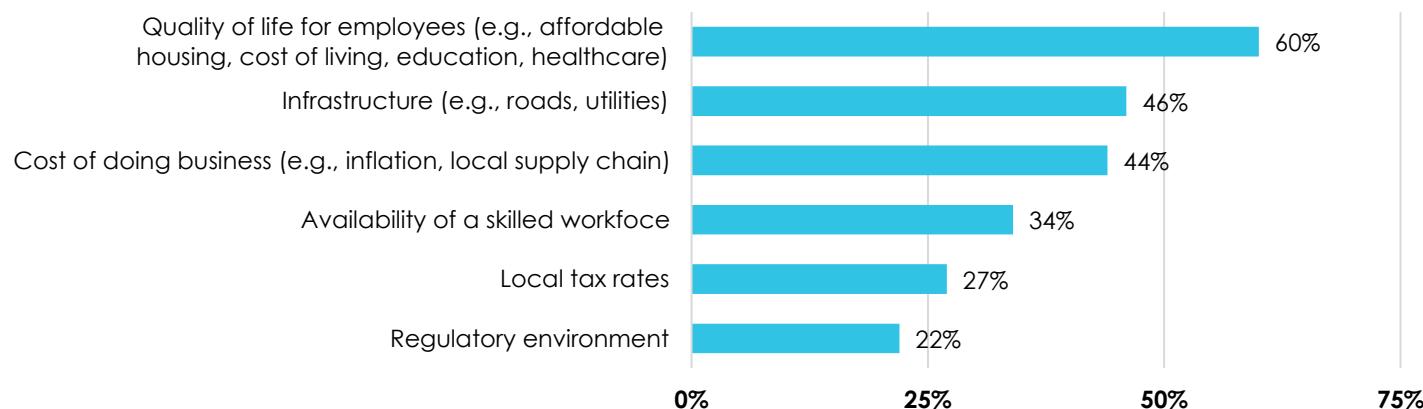
- 75% were satisfied with the City as a place to do business
- 36% were satisfied with the City's business-related support services
 - Support for navigating permitting, licensing, and regulatory processes was reported as a top need

Satisfaction with Elements of Fort Lauderdale's Business Climate



Most Important Elements of Fort Lauderdale's Business Climate

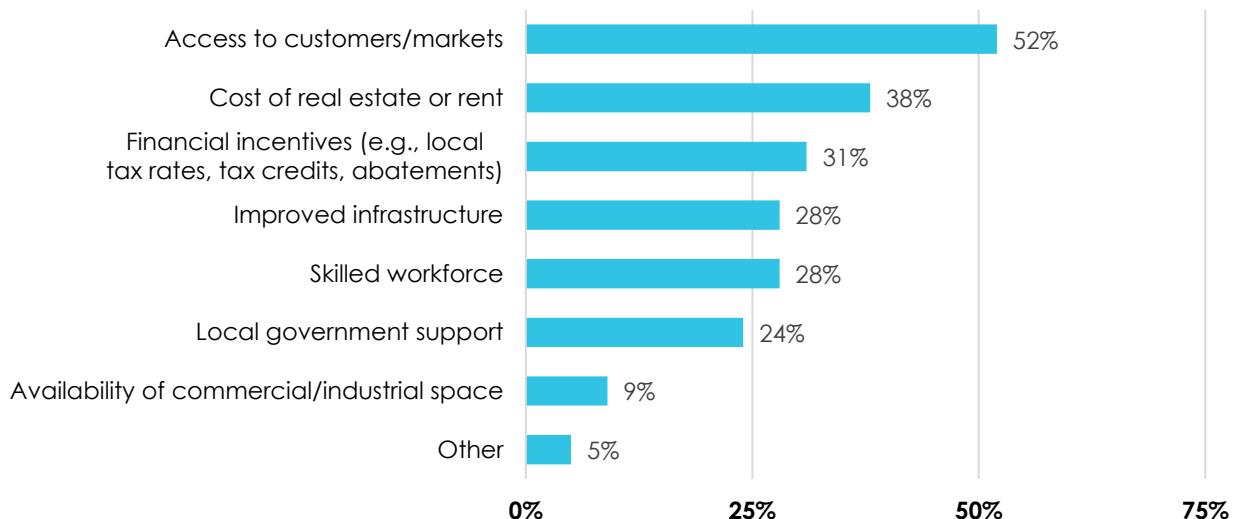
Up to three (3) responses could be provided



Community Survey Results, continued

Most Important Factors for Keeping or Expanding Businesses

Up to three (3) responses could be provided



Opportunities for the Upcoming Year

Infiltration and Inflow (I&I) Update	17
Broadband Access.....	18
Police District IV.....	19
Disposal of Federal Courthouse	20
One Stop Shop.....	21
City Hall.....	22

Infiltration and Inflow (I&I) Update

Background

- Infiltration occurs when groundwater seeps into gravity lines through broken or cracked pipe; inflow occurs when surface water (rain) inflows through open manholes or cleanouts
- The City is also working through another consent order due to sanitary sewer overflows (71 of the 76 milestones have been completed) and an amendment focused on Infiltration & Inflow (I&I)
- I&I introduces stormwater and groundwater into the sanitary sewer system, overwhelming pipes, pump stations, and treatment facilities
- I&I causes increases operational and treatment costs, strains system capacity, causes sewer overflows, and reduces the reliability of wastewater infrastructure, especially during rainfall and high-tide events
- Reducing I&I saves costs by reducing inflow to the treatment plant, improves system performance, protects public health and the environment, and preserves capacity for wastewater flows for future needs
- The Second Amendment to the City's existing Wastewater Consent Order (OGC 16-1487), anticipated in early 2026, will include a comprehensive I&I reduction requirement to improve our sewer collection system

I&I Evaluation and Rehabilitation Update

- The City has initiated a systemwide I&I assessment program to identify, evaluate, and prioritize high-risk sewer basins
- The City is conducting a comprehensive field Sanitary Sewer Evaluation Survey (SSES) - data from this evaluation survey will be used to determine where rehabilitation will provide the greatest system benefit
- Basin-specific rehabilitation plans will be developed to correct the underlying sources of I&I, such as:
 - Damaged, submerged, or deteriorated manholes
 - Unsealed or defective covers
 - Illicit or unauthorized openings
 - Broken or compromised laterals
 - Pump stations vulnerable to flooding
 - Illegal or improper stormwater connections
- Rehabilitation efforts will be prioritized based on severity, risk, and projected system impact

Accomplishments to Date:

- 33.7 Miles of pipe lined
- 184 Laterals lined
- 118 Cleanouts installed
- 40 Manholes repaired/lined
- 236 miles of smoke testing completed (approximately 50% of the total system)
- \$31 million spent to date reducing I&I

Available Funding

- The City's I&I Program is a multi-year infrastructure initiative requiring long-term investment
- The Community Investment Plan (CIP) includes approximately \$133.1 million in programmed funding

Funding Source	Available Balance ¹	FY 2027	FY 2028	FY 2029	FY 2030	Total
Water & Sewer Pay-As-You-Go Capital	\$13.8M	\$11.0M	\$6.4M	\$16.0M	\$12.8M	\$60.0M
Water & Sewer Revenue Bonds	\$1.2M	\$63.4M	-	\$8.5M	-	\$73.0M
Total						\$133.1M

¹As of December 17, 2025

Broadband Access

Current City Resources

- The City operates 35 public Wi-Fi locations, including parks and public facilities, though bandwidth is limited
- There is an upcoming grant funded wireless (5G/LTE) broadband pilot in a portion of District III; the total cost of the pilot is \$713,761 inclusive of an annual subscription cost of \$43,368

Other Available Resources

- Neighbors have private wired and wireless service options such as Xfinity, AT&T Fiber, AT&T Air, T-Mobile, and Verizon
 - Uneven speed availability: Strong wired and 5G options exist, but fiber availability varies
 - These providers offer various affordability programs (Xfinity Internet Essentials, AT&T Access, and Verizon discounts) with plans ranging from \$14.95 to \$29.95/month
 - T-Mobile Project 10Million also offers free service for eligible K-12 students
- Broward County offers hotspot lending through the public library as well as public Wi-Fi zones
- Free internet access is available at many local businesses, including restaurants and coffee shops, and is also provided through public transit services

Options to Enhance Broadband Access

A. Educate neighbors on affordable and free programs

- Host joint outreach and sign-up events with private service providers to help neighbors understand eligibility and enroll in affordability programs
- Launch a unified “Broadband Resource Hub” that lists all low-cost plans, eligibility criteria, and public Wi-Fi locations
- Integrate affordability program support into community engagement events

B. Train neighbors on how to utilize broadband equipment and services

- Offer workshops on setting up free Wi-Fi/5G equipment, using online services, and cybersecurity basics

C. Expand the City’s existing pilot internet service program

- The existing, approved program covers an eight (8) by eight (8) block perimeter in District III offering Wi-Fi via light poles
- An expansion of the program would include either widening the perimeter or replicating the service program throughout the City

D. Increase bandwidth in parks and public buildings

Police District IV

Background

- The City currently has three (3) police districts
- The impact of ongoing and future population growth, new residential and commercial construction, and the influx of businesses has led to the potential for a fourth police district, focused in the downtown corridor
 - An analysis of calls for service, specifically patterns in emergency and non-emergency call volumes, types of incidents, and peak service hours was assessed to determine where demand for policing is highest and where existing districts may be overextended

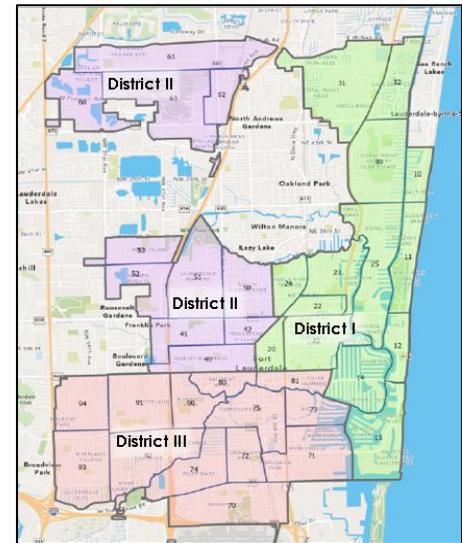
Impacts

- Potential District Boundaries: Sunrise Boulevard to the north, the intercoastal waterways to the east, New River to the south, and the railroad tracks and Avenue of the Arts to the west
- Geographical boundaries chosen due to their ability to impede response times from bridges, train crossings, and largest concentration of construction projects
- The potential district would incorporate portions of Police Districts I and III
 - Staffing would be provided by reassigning officers from Districts I and III to staff a fourth district
 - Based on current call data, calls for service (including non-emergency) in Police District I could decrease by an estimated 25%, while calls for service in Police District III could decrease by an estimated 17%
- The potential fourth police district would include the highest concentration of new developments in the City, as well as many retail businesses, restaurants, bars, nightclubs, residences, and landmarks like Holiday Park, War Memorial Auditorium, Parker Playhouse, and Las Olas Boulevard

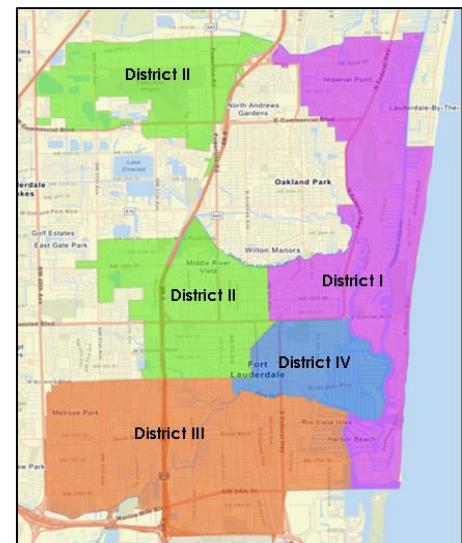
Options

- A. Maintain the existing three (3) police district structure while continuing to prioritize broader public safety initiatives
- B. Explore the creation of a fourth police district

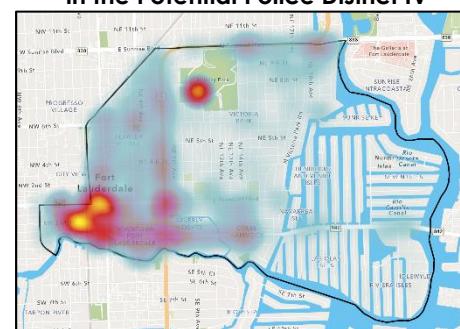
Current Police Districts



Potential Police Districts



Calls for Service Heat Map in the Potential Police District IV



Disposal of Federal Courthouse

Background

- The General Services Administration (GSA) is currently constructing a new federal courthouse building in Fort Lauderdale at 1000 SE 3 Avenue
 - Substantial completion is expected by the end of 2026
- GSA indicated that the disposal process of the existing courthouse, located at 299 E Broward Boulevard, will begin after it is vacated

Disposal Process Provided by the General Services Administration

- GSA first offers excess property to other federal agencies that may have a program need for it; if another federal agency identifies a need, the property can be transferred to that agency
- Conveyance to state and local governments and, in some cases, nonprofits can occur at up to a 100% discount for public benefit use, depending on GSA's determination of the highest and best use of the property
 - Some of the qualifying uses include public health, homeless assistance, education, park and recreation, correctional, law enforcement, and emergency management
- Negotiate a sale at the appraised fair market value with a state or local government if the property will be used for another public purpose
- If state and local governments or other eligible nonprofits do not wish to acquire the property, GSA disposes of surplus property via a competitive sale to the public

Options

A. Select an eligible public use and request conveyance from GSA

- a. Homeless Assistance – 100% discount - 30-year use restriction
- b. Public Health – Up to 100% discount – 30-year use restriction
- c. Affordable Housing - Up to 100% discount – 30-year use restriction for Multifamily and 20-year restriction for single family
- d. Education – Up to 100% discount – 30-year use restriction
- e. Park and Recreation – Up to 100% discount – Perpetual use restriction
- f. Correctional – 100% discount – Perpetual use restriction
- g. Law Enforcement – 100% discount – Perpetual use restriction
- h. Emergency Management Response – 100% discount – Perpetual use restriction

B. Negotiate a sale at the appraised fair market value

C. Take no action

One Stop Shop

Background

- The One Stop Shop parcel was once home to City Hall and later the City's One Stop Shop permitting office; the building located at the site was demolished in 2019, leaving a vacant green space and public parking lot at the corner of North Andrews Avenue and Northwest 2 Street
- In September 2021, the 2.75-acre property was appraised at \$26 million
- Located within the Regional Activity Center – City Center (RAC-CC) Zoning District
 - Most permissive zoning district that provides form-based development requirements and intent based design criteria
 - Height is only restricted by the maximum allowed by the Federal Aviation Administration (FAA)
 - No residential density limitation
 - Allows for single-use or mixed-use development
 - Residential development options include the Geller Amendment (inclusion of a percentage of affordable dwelling units or payment in lieu of affordable dwelling units) and Live Local (minimum of 40% of residential dwelling units dedicated as affordable with no payment in lieu of option)
 - Public Purpose facilities are permitted including, but not limited to:
 - Active and passive park
 - Educational facility
 - Cultural educational and civic facility
 - Police and Fire facility
 - Government facility
 - Library
 - Museum and art gallery
- The City's Downtown Master Plan, which serves as a guiding document for development within the Downtown Regional Activity Center, suggests that the One Stop Shop site could be used to increase the amount of public space within the downtown
 - Within the Open Space section of the Plan, it is encouraged that six (6) new major parks and public spaces be created including a "Community park located on the block currently occupied by the City's 'One Stop Shop' building"
 - While not a mandate, the Downtown Master Plan was created as a template for how Downtown Fort Lauderdale could be developed to enhance and solidify downtown during a time of dramatic transformation and redevelopment
- Downtown development consideration: site could be used for a sewer lift station

Previous Site Plans

- In 2020, the City received an unsolicited proposal for the development of a 98,400-square-foot Arts Park
- The project included green spaces, gardens, tree canopy, shade structures, green markets, structures for art and music fairs, educational and cultural events, and trade shows for active and passive uses

Opportunities

- **Consider a replacement public-private partnership (P3)**
- **Explore converting the site into a City park or other public asset**
- **Engage the community to obtain feedback about the desired use for the space**

City Hall

Background

- The former City Hall was approximately 100,000 square feet with 61,800 square feet of office space and housed about 310 employees; additional administrative offices including the City Attorney's Office, City Auditor's Office, City Clerk's Office, Office of Strategic Communications, Office of Management and Budget, and a division of the Public Works Department were located at 101 NE 3 Avenue and 1 East Broward Boulevard
- The feedback received via the Reimagining City Hall Community Outreach Initiative as well as the Infrastructure Task Force's guiding principles and the Urban Land Institute Needs Analysis, helped shape preliminary proposals for the programming and size of the new building
- On December 2, 2025, the City Commission finalized rankings for proposers for the new City Hall facility; FTL City Hall Partners was selected as the top-ranked proposer with Balfour Beatty, Fort Lauderdale Civic Partners, and FTL Beacon Collaborative following in the ranking respectively
- FTL City Hall Partners proposed a facility with a total estimated project costs of \$344 million
- Provided below is the estimated annual impact if the City were to finance 100% of the construction

Current and Planned Funding

- \$9.8 million is available through the CIP to support the initial cost to advance the project
- For FY 2026, the City has \$5.2 million in lease obligations (\$3.0 million for General Fund leases) which will no longer be needed with the construction of the new City Hall
- The City's existing financial plan incorporates the debt service for a \$200 million facility

\$200 Million Project Budget Debt Service

Fund	Debt-Service Contribution	Lease Agreement Savings	Net Impact
General Fund	\$7.0 – \$8.0 M	(\$3.0 M)	\$4.0 – \$5.0 M
Other Funds	\$5.2 – \$4.2 M	(\$2.2 M)	\$3.0 – \$2.0 M
Total	\$12.2 M	(\$5.2 M)	\$7.0 M

The values presented above do not include operations or maintenance costs

Comprehensive Agreement Considerations

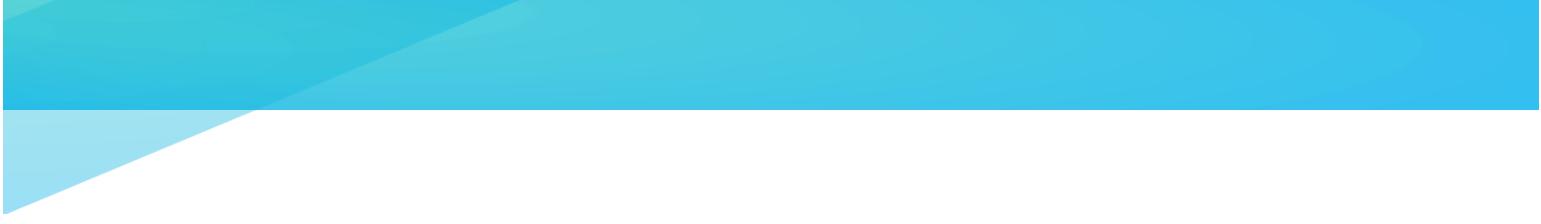
- Target Cost – the City will target the planned \$200 million project budget based on the existing long range financial plan
- Financing – the City will target a favorable mix of financing that is reflective of the City's low cost of borrowing while ensuring that the developer maintains equity risk in the project
- Operations and Maintenance – the City will pursue the lowest possible cost while also prioritizing high quality services

FY 2027 Priority Development

Over the course of the next year, considering that resources are finite, where should we focus our efforts?

Where should we focus our efforts and resources?

What should we reprioritize?



Appendix A

2025 Strategic Plan Progress Report



PRESS PLAY

FORT LAUDERDALE

2025 Annual Progress Report



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Vision Statement

Vision Statement

WE ARE CONNECTED.

We move seamlessly and easily through a safe transportation system where the pedestrian is first.

WE ARE READY.

We are a resilient and safe coastal community.

WE ARE COMMUNITY.

We are a neighborhood of neighborhoods.

WE ARE HERE.

We are an urban center and a vacationland in the heart of South Florida.

WE ARE PROSPEROUS.

We are a subtropical City, an urban laboratory for education and business.

WE ARE UNITED.

We are a strong and vibrant kaleidoscope of multi-generational cultures, ethnicities, and community partners.

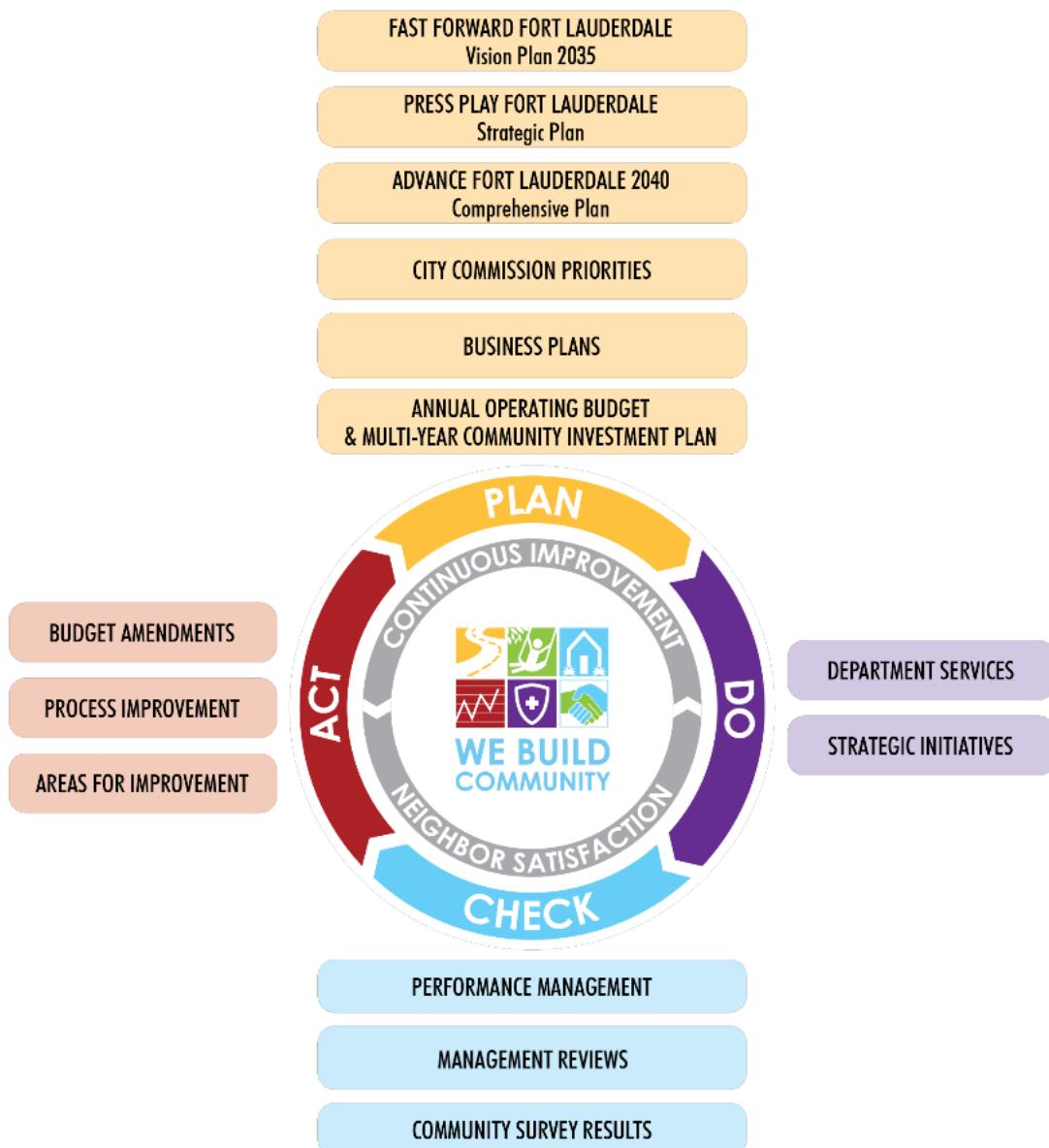
We are Fort Lauderdale, a community of choice.

We are the City you never want to leave.

Strategic Management

Under the City's Strategic Plan, the City outlines a results-focused and neighbor-centric government culture, created through its quality management system. This robust management system connects planning, budgeting, and performance measurement, linking the City's long-term Vision Plan to its day-to-day operations.

Using the Plan-Do-Check-Act process model as a guide, the City continually plans for the future by tracking and monitoring performance, evaluating progress toward its goals, demonstrating its commitment to provide the highest quality of services, and continuously improving service delivery for neighbors.



Press Play Fort Lauderdale 2029

Focus Areas and Goals

The Strategic Plan is categorized into five (5) focus areas designed to foster collaboration and innovation: Public Safety, Housing, Infrastructure and Resilience, Public Places, and Business Growth and Support. Within each of these areas, the plan contains six (6) goals to move the City forward over the next five (5) years.



Public Safety

Goal 1: Be a safe community that is proactive and responsive to risks.



Housing

Goal 2: Enable housing options for all income levels.



Infrastructure and Resilience

Goal 3: Be a sustainable and resilient community.

Goal 4: Facilitate an efficient, multimodal transportation network.



Public Places

Goal 5: Build a beautiful and welcoming community.



Business Growth and Support

Goal 6: Build a diverse and attractive economy.



Guiding Principles

Customer Service

Fiscal Responsibility

Innovation

Technology Adaptation

Inclusivity



PUBLIC SAFETY

Goal 1: Be a safe community that is proactive and responsive to risks.

Related FY 2026 Commission Priority

- Public Safety

Our Aim

The City is focused on improving its emergency response by leveraging technology, utilizing data analytics, and investing in critical infrastructure. This will further elevate the City's capability to prevent threats, respond to emergencies, and solve crimes.

Significant Accomplishments

Implementation of Police Co-Responders

The City has taken an important step in addressing community mental health by hiring and staffing a dedicated co-responder who is deployed alongside a police officer during calls for service. This position ensures that a trained mental health professional is available in the field to assess, de-escalate, and connect individuals experiencing crises with the support and services they need. By combining law enforcement presence with clinical expertise, the City is strengthening its ability to respond with both safety and compassion.

In addition to accompanying officers, the co-responder plays a broader role in public safety by providing follow-up care coordination, connecting neighbors to long-term community resources,

and reducing the likelihood of repeat crisis calls. This model helps alleviate strain on police officers by allowing them to focus on law enforcement while ensuring neighbors in need receive specialized care. Ultimately, the co-responder program enhances public trust, reduces unnecessary arrests or hospitalizations, and builds a safer, healthier Fort Lauderdale.

Other Community Safety Initiatives

The Police Department is working to advance community safety and is benefitting from grant funding where appropriate. For example, the City has initiated a Cyber Attack Response and Mitigation program funded through the City's annual Urban Area Security Initiative (UASI) Grant Program and secured a grant from the Florida Department of Transportation (FDOT) to conduct a pedestrian and bicycle safety public awareness and enforcement campaign.

The City also participated in a joint operation, "Risky Business," with the United States Coast Guard to conduct recreational safety boardings on charter vessels, resulting in the termination of nine (9) illegal charters and issuance of over 60 Coast Guard violations.

The Police Department has also expanded its online incident reporting system which has modernized interaction with the Police Department by allowing neighbors to submit non-emergency reports, such as misdemeanor theft, vandalism, or civil matters, without requiring a physical police response. Reports are submitted in real time, and neighbors receive a free copy of their police report via email for their records. This innovation has improved service delivery by saving neighbors time and providing greater convenience, while also allowing sworn officers to focus on high-priority emergency calls. By embracing this technology, the City has not only streamlined reporting but also enhanced overall efficiency in law enforcement, reinforcing Fort Lauderdale's commitment to responsive, accessible, and effective public safety services.

Police Headquarters Construction

The construction of the new Fort Lauderdale Police Headquarters has reached significant milestones, with the physical building largely completed and on track to open for operations in 2026. Once public safety personnel transition into the facility, the headquarters will provide a modern hub for law enforcement operations, designed to meet the needs of both officers and the growing community they serve.

By returning the headquarters to its original location downtown, the City is strategically positioning its law enforcement resources to strengthen community connections, improve accessibility for neighbors, and enhance coordination with neighboring jurisdictions. This investment demonstrates the City's commitment to public safety, ensuring officers have the tools and facilities they need to keep Fort Lauderdale safe well into the future.

Additional Fire Rescue Resources

Fort Lauderdale was awarded \$11.4 million through FEMA's Staffing for Adequate Fire and Emergency Response (SAFER) grant, enabling the hiring of 28 new firefighters. These additional personnel have been deployed to expand three-person staffing to six (6) medical rescue units, aligning with national safety standards and enhancing the City's capacity to deliver timely, effective responses to both fire and medical emergencies.

This investment ensures that first responders can operate more efficiently, improving outcomes for neighbors in need. By leveraging federal support to build stronger fire-rescue capabilities, the City is advancing its strategic goal of protecting lives and property while strengthening community confidence in the reliability of its emergency services.

The City is also making substantial capital investments in public safety infrastructure. A total of \$7.1 million in Community Investment Plan (CIP) funds is being appropriated to complete construction of the new Downtown Emergency Medical Services (EMS) Substation #88 and Fire Station #117 (Heron Garage Full-Service Substation). These strategically located, full-service stations are expected to enhance response times in high-demand areas of the downtown corridor.

Additionally, \$3.7 million in CIP appropriations will support the completion of Fire Station 13, marking the final project in the City's Fire Rescue Bond program. Once complete, the modernized station will provide first responders with a resilient, state-of-the-art facility designed to meet current and future service needs, ensuring the community continues to receive the highest standard of emergency care and fire protection.

These investments address critical facility needs, ensuring that fire-rescue operations are equipped with modern, safe, and resilient facilities. By investing in essential infrastructure, the City is not only improving the working conditions for first responders but also strengthening its long-term public safety framework, helping to safeguard Fort Lauderdale's neighborhoods for generations to come.

What's Next

Next year, the City will advance its public safety capabilities through cutting-edge technology, including enhanced digital forensics and investigative tools, to increase the success of criminal investigations. In the Fire Rescue Department, upgrades to the Tablet Command mobile operations platform will improve real-time data accuracy and location tracking, ensuring faster, more informed response during incidents. Neighbors will also benefit from the completion of the new Ocean Rescue Headquarters at the International Swimming Hall of Fame, bolstering safety along our waterfront.

Key Performance Measures

Measure	FY 2023 Baseline	FY 2025 Actual	FY 2029 Target
Crime rate per 10,000 population ¹	832.4	648.8	≤707.7
Police response times	Priority 1: 4:40 Priorities 2-4: 6:22	Priority 1: 4:40 Priorities 2-4: 6:09	Priority 1: ≤4:38 Priorities 2-4: ≤6:20
Fire Rescue response times	Residential Fire: 14:17 Commercial Fire: 18:21 EMS ² : 8:28	Residential Fire: 14:21 Commercial Fire: 13:56 EMS ² : 8:20	Residential Fire: ≤ 10:20 Commercial Fire: ≤ 14:20 EMS ² : ≤ 6:00

¹Group A crime rate is based on data in the Police Department's records management system and is subject to change after the Florida Department of Law Enforcement validates and audits totals

²Emergency Medical Services (EMS) response time is representative of Effective Response Force (ERF) 2 response which measures the time of arrival for two (2) firefighters/paramedics



HOUSING

Goal 2: Enable housing options for all income levels.

Related FY 2026 Commission Priorities

- ▶ Homelessness Response
- ▶ Bolster Thriving Communities

Our Aim

The City is committed to expanding housing opportunities that meet the needs of neighbors across all income levels, household types, and stages of life. In the coming years, it aims to increase the availability of diverse, attainable housing through strategic partnerships, redevelopment of key areas, and supportive policies. By doing so, Fort Lauderdale will remain an inclusive community where neighbors can find stable housing that fits their budget and supports long-term prosperity.

Significant Accomplishments

Habitat for Humanity Homeownership Program

The City has made significant progress in addressing the need for affordable housing and expanding opportunities for neighbors at all stages of life. In partnership with the Habitat for Humanity Homeownership Program, the City completed the design and began construction of 20 single-family townhomes for low- and moderate-income families. This program goes beyond

simply providing housing—it equips future homeowners with long-term skills by having them actively contribute to the construction process; assist in other families' builds; help with administrative tasks or volunteer at Habitat ReStores; and participate in educational classes on home maintenance, finances, and disaster preparedness. By engaging directly in these activities, neighbors gain hands-on experience, a deeper sense of ownership, and practical skills that support long-term success, while also strengthening neighborhoods and fostering sustainable homeownership.

HOME-American Rescue Plan Grant and Senior Rental Housing

To further expand affordable housing, the City issued a request for proposal and is in the process of selecting a vendor to construct non-congregate shelter units and rental housing paired with supportive services funded through the HOME-American Rescue Plan grant. This grant allows the City to provide not only safe and affordable housing but also wraparound services such as case management, employment support, and access to health resources, ensuring that neighbors can achieve long-term stability and self-sufficiency. Additionally, the City is loaning \$640,000 to the Pinnacle at Cypress Project for a new senior affordable housing development. This initiative emphasizes the City's commitment to enabling seniors to age in place with dignity and affordability. Together, these efforts reflect a proactive approach to meeting the needs of different populations—families, seniors, and those in need of supportive housing—while reinforcing the City's goal of building inclusive communities where all neighbors have access to safe and stable housing. Additionally, the Community Redevelopment Agency (CRA) contributed \$640,000 to the Mount Hermon apartment project that was constructed this year. The newly constructed seven-story development provides 104 energy-efficient apartment units designed to serve low-income seniors.

Homeless Initiatives and Safe Spaces

In addition to creating new housing opportunities, the City has also worked to directly address homelessness and housing insecurity. Funding has been allocated in the FY 2026 budget to bolster homeless initiatives. The City also continues to expand shelter bed availability and is launching a pilot program to provide safe spaces for individuals who regularly sleep in their cars. Signage will also be installed in high-traffic areas known for panhandling, informing individuals that panhandling is prohibited. These signs will direct individuals to services such as mental health treatment, substance abuse programs, and housing navigation resources. Additionally, the City has strategically located Narcan distribution hubs in areas of the City identified as overdose hot spots, significantly expanding access to live-saving intervention of opioid-related emergencies.

The FY 2026 budget memorializes the creation of the Community Services Department which will align the City's affordable housing and homelessness programs under one department. By approaching housing and homelessness with both compassion and strategy, the City is creating pathways out of crisis and into stability. These actions not only support those most in need but also reduce strain on public spaces and public safety resources, creating a healthier and more welcoming environment for all. Through innovative programs, strategic partnerships, and targeted investments, the City is steadily moving toward its goal of ensuring every resident has access to safe, affordable, and sustainable housing.

What's Next

The City will focus on expanding housing access and supportive services, starting with a new five-year consolidated plan to guide affordable housing initiatives and community development incentives. Enhanced service provider navigation and tracking procedures will better support vulnerable populations and monitor outcomes for participants in Community Court programs. These efforts aim to ensure that all neighbors have access to safe, stable housing options and resources to maintain long-term success in Fort Lauderdale.

Key Performance Measures

Measure	FY 2023 Baseline	FY 2025 Actual	FY 2029 Target
Number of individuals experiencing homelessness	780	979	≤624
Number of homeless individuals housed and reunified	87	31	≥156
Number of individuals receiving housing benefits	1,023	2,719	≥1,550
Number of affordable dwelling units, built for those with very low to moderate income, that received City funding	N/A ¹	79	≥686



INFRASTRUCTURE AND RESILIENCE

Goal 3: Be a sustainable and resilient community.

Related FY 2026 Commission Priority

- Infrastructure and Resilience

Our Aim

The City strives to protect its natural environment, modernize its infrastructure, and prepare for climate-related challenges by embedding sustainability and resilience into all operations. Over the next five (5) years, it will continue investing in innovative stormwater solutions, facility upgrades, and public amenities to create a stronger, greener, more adaptable city. This commitment ensures Fort Lauderdale can thrive today and into the future.

Significant Accomplishments

Prospect Clean Water Center

The City continues to make significant progress toward its goal of strengthening infrastructure and ensuring long-term environmental resilience. The construction of the Prospect Lake Clean Water Center remains on schedule, with pre-commissioning activities such as the flushing of raw water through the piping system underway. Staff onboarding and final equipment installations are advancing smoothly, marking a key milestone in improving water quality Citywide. This initiative

operationalizes the City's commitment to bringing more resilient and efficient water production to Fort Lauderdale neighbors and customers.

Fortify Lauderdale

The City has also made notable progress in the first phase of the Fortify Lauderdale Program - a comprehensive initiative designed to strengthen stormwater infrastructure, reduce flooding, and improve water management across multiple neighborhoods.

In Progresso Village, \$39 million has already been invested and construction has begun on more than 14,500 feet of new drainage piping, 78 drainage structures, and the addition of a stormwater pump station. In the Dorsey-Riverbend area, work to install a pump station and 90 drainage structures while laying 21,000 feet of pipe is now 80% complete. Meanwhile, design plans for stormwater upgrades in Melrose Manors are nearing completion, with construction scheduled to break ground next year. These improvements include drainage systems, water and sewer relocations, roadway and landscape restoration, and other vital components that will protect homes, businesses, and public spaces from flooding.

Fort Lauderdale continues to make bold strides toward a stronger, more resilient future. Phase II of the Fortify Lauderdale Program is already in conceptual design, spanning 17 neighborhoods where sequencing, expanded jet-vac fleets, new staffing, and a comprehensive inspection program will ensure the City's stormwater systems are ready for their next challenge. These efforts not only protect neighborhoods but also strengthen the City's eligibility for Federal Emergency Management Agency's (FEMA) Community Rating System program—positioning the City to pursue an additional 10% discount in flood insurance premiums for neighbors.

At the same time, Fort Lauderdale has secured \$88 million in federal disaster recovery funding to repair homes, restore infrastructure, mitigate flood risks, and expand essential services. Together, these investments reflect Fort Lauderdale's unwavering commitment to prepare for tomorrow while delivering tangible benefits for the people who call this city home.

Fort Lauderdale's leadership in resilience and infrastructure innovation has also earned international attention. As part of the 2025 Municipal Engineering Foundation Victoria Overseas Study Tour, two (2) municipal leaders from Australia, visited Fort Lauderdale to study its strategies for managing aging infrastructure and preparing for climate-related challenges. During their visit, City staff showcased Fort Lauderdale's forward-thinking approach—using advanced mapping technology and predictive data models to identify vulnerabilities, pursuing diverse funding strategies through grants and partnerships, and tracking project outcomes to ensure continuous protection from flooding and severe weather. This global exchange not only highlights Fort Lauderdale's leadership on the world stage but also reinforces the City's role as a model for resilience, innovation, and sustainable infrastructure planning.

What's Next

In the next year, key infrastructure projects will be prioritized including the rehabilitation of Bayview Drive bridge, replacement of the South Ocean Drive bridge, and the initiation of stormwater improvements in Victoria Park. Fort Lauderdale will also continue advancing its NetZero Plan to reduce greenhouse gas emissions and enhance environmental sustainability. These initiatives ensure a safer, more sustainable, and climate-ready community for generations to come.

Key Performance Measures

Measure	FY 2023 Baseline	FY 2025 Actual	FY 2029 Target
Percent of days in compliance with primary drinking water standards	100%	100%	100%
Number of breaks per 100 miles of water distribution pipe	7.02	4.72	≤18.92
Number of failures per 100 miles of wastewater collection pipe	4.20	1.01	≤2.52
Percent of Citywide tree canopy coverage on public and private property	26.5%	25.3%	≥29.8%



INFRASTRUCTURE AND RESILIENCE

Goal 4: Facilitate an efficient, multimodal transportation network.

Related FY 2026 Commission Priority

- Infrastructure and Resilience

Our Aim

The City seeks to create a transportation system that safely and efficiently moves people, improves connectivity, and supports alternatives to single-occupancy driving. In the next five (5) years, the City aims to expand multimodal options, enhance pedestrian and bicycle safety, and strengthen links between neighborhoods, transit hubs, schools, businesses, and regional networks. By building a more accessible and balanced transportation system, Fort Lauderdale will support mobility that is convenient, sustainable, and future-ready.

Significant Accomplishments

Mobility Improvements

This year, the City advanced several major initiatives aimed at improving safety, mobility, and connectivity for all roadway users. Work began on the Riverside Park Neighborhood Mobility Plan, laying the groundwork for targeted safety upgrades that will make daily travel safer for children, seniors, and families. This plan is expected to serve as a model for future neighborhood-scale mobility improvements Citywide.

In partnership with the Broward Metropolitan Planning Organization, the City also initiated the design of the Southeast/Southwest 17th Street Mobility Hub—a transformative project that will integrate new bike lanes, enhanced crosswalks, upgraded lighting, expanded sidewalks, landscaping, and traffic-calming improvements. These upgrades will significantly improve one of the City's most heavily traveled corridors, creating safer, more intuitive routes for neighbors, employees, hospital visitors, and maritime industry workers who rely on this roadway daily. The project's guiding goals include delivering a community-supported conceptual design, improving pedestrian and cyclist safety, increasing accessibility and Americans with Disabilities Act (ADA) compliance, promoting daily non-motorized travel, strengthening connections to the proposed Broward Commuter Rail Station, and supporting broader placemaking and wayfinding initiatives.

To support more efficient traffic operations, the City partnered with the Florida Department of Transportation and the U.S. Coast Guard to implement temporary modifications to the Southeast 17th Street Bridge opening schedule during peak hours. This pilot is intended to demonstrate a reduction in traffic backups that routinely affect commuters, freight movement, and emergency response vehicles. The U.S. Coast Guard will use this period to evaluate whether a permanent schedule change could sustain these congestion-reducing benefits while preserving marine access.

Additional infrastructure and mobility improvements continued throughout the year. Design work began on the Shady Banks and Tarpon River mobility projects—funded through the Complete Streets and Other Localized Initiatives Program—which will add sidewalks and traffic-calming elements identified through neighborhood mobility master planning. These improvements will provide safer walking routes to parks, schools, and transit stops, directly improving quality of life for neighbors in both neighborhoods.

The City also launched operations of the LauderGo! Micro Mover in the Northwest Community, expanding access to local businesses, restaurants, and residences through convenient, affordable, on-demand micro-transit service. Early usage has shown that the service is helping close first-mile/last-mile gaps and providing neighbors with more reliable mobility options.

Finally, the City expanded the electric vehicle (EV) Charging Station Program in City-owned parking lots and garages, supporting sustainability goals and making it easier for neighbors, businesses, and visitors to adopt cleaner transportation choices. This expansion helps position Fort Lauderdale as a forward-thinking, climate-conscious city ready to meet the growing demand for EV infrastructure.

What's Next

The City will continue improving traffic safety and mobility by installing traffic calming devices, including radar signs and speed cushions, throughout neighborhoods. Completion of the Citywide Sidewalk Master Plan and the start of priority sidewalk installations will increase walkability, accessibility, and safe connections for pedestrians. Together, these efforts will create a more connected, convenient, and multi-modal transportation network for neighbors and visitors.

Key Performance Measures

Measure	FY 2023 Baseline	FY 2025 Actual	FY 2029 Target
Average number of riders per hour per route on the Community Shuttle	8.5	9.9	≥7.1
Average time spent on major corridors (seconds) ¹	517	674	≥500
Percent of neighbors that use public transportation to commute	3.0%	N/A ²	≥3.0%
Installed linear feet of new bike lanes, sidewalks, and shared use paths	359,571	384,261	≥659,571

¹The major corridors are defined as Davie Boulevard, Broward Boulevard, and Sunrise Boulevard

²Data not available at the time of publication due to a one-year reporting delay from the U.S Census Bureau's American Community Survey



PUBLIC PLACES

Goal 5: Build a beautiful and welcoming community.

Related FY 2026 Commission Priorities

- Public Enjoyment of Waterways

Our Aim

The City is dedicated to creating public spaces and neighborhoods that are attractive, vibrant, and reflective of Fort Lauderdale's unique character and coastal identity. Over the next five years, it aims to enhance parks, streetscapes, and civic facilities while supporting placemaking efforts that foster pride, inclusion, and a strong sense of community. These investments ensure the City remains inviting to neighbors and visitors alike and continues to elevate quality of life.

Significant Accomplishments

Parks Bond Progress

The FY 2026 budget has created a new Capital Projects Department to better address how the City plans and executes major infrastructure projects, including the Parks Bond. This operational change will allow the Parks and Recreation Department to focus on the operations and maintenance of the City's current park and public spaces inventory.

This past year, the City of Fort Lauderdale made remarkable progress in delivering upon the promises of the Parks Bond, transforming public spaces into vibrant destinations that promote recreation, accessibility, and community connection. Improvements were completed across several neighborhood parks, including Tarpon Cove Park, where new landscaping, ADA upgrades, and the addition of a kayak launch have enhanced waterfront access and inclusivity.

The City also celebrated the opening of Bal Harbour Park, a brand-new green space made possible through Parks Bond land acquisition funding. This addition expands recreational opportunities and ensures that more neighbors have a park within walking distance of their home.

Major park renovations continue to reflect the City's dedication to maintaining high-quality public spaces for all neighbors. The Jimmy Evert Tennis Center saw significant upgrades, including new courts, improved lighting, drainage, and irrigation systems, as well as the construction of a new stadium court to attract future tournaments and elevate Fort Lauderdale's presence as a destination for athletic excellence. The Sara Horn Greenway was upgraded this year to include new signage, site furnishings, and landscaping improvements that will ensure the beauty of the greenway for years to come. Hardy Park now features a new playground, upgraded fitness equipment, and an enhanced walking trail, encouraging healthy living and family activity. At Annie Beck Park, shoreline stabilization efforts were completed alongside new kayak access and general site improvements, preserving the park's natural beauty for future generations. In addition, the City is moving forward with major improvements at Mills Pond Park, with a focus on the renovation of the administration and concessions buildings in the next year. Together, these projects demonstrate the City's unwavering commitment to building a resilient, active, and inclusive community through thoughtfully designed public spaces.

Building on the momentum of this year's completed parks projects, the City has made substantial progress on several signature park initiatives, moving key improvements from planning and design into actionable development. At Lockhart Park, the City finalized a settlement agreement with Miami Beckham United which allows for the City to move forward with an ambitious plan for redevelopment. The proposed project will feature an artificial turf multipurpose field, fitness area, dog park, pickleball courts, community center, and interconnected trails that weave these amenities together. At Holiday Park, the City released the Phase II construction solicitation to begin the design and construction of key improvements, including a new parking garage, upgraded lighting, splash pads and water features, enhanced landscaping, additional shade structures, and renovations to the activity center — ensuring that Holiday Park continues to serve as one of the City's most vibrant recreational hubs. Additional funding for Joseph C. Carter Park was also allocated this year, setting the stage for transformative upgrades. The project will deliver a new community center, expanded shade structures, modern playground, new athletic fields, aquatic complex renovations, and upgraded site lighting to better accommodate neighbors and visitors. Finally, the substantial completion of a shade structure at Tunnel Top Park has created a more comfortable and inviting environment for visitors along the Las Olas corridor. Together, these projects reflect the City's commitment to creating inclusive, sustainable, and accessible spaces that enhance recreation and foster community connection.

City Hall

There are few public places more recognizable than a city hall, and the City is moving forward, following the demolition and site preparation of the old building last year. This project represents one of the most ambitious civic investments in recent memory, designed to create a modern, accessible, and sustainable hub for government operations and public engagement. Staff received and reviewed an unsolicited proposal to design, finance, construct, operate, and maintain the new facility, which led to a competitive solicitation process in accordance with Florida state statute. Ultimately, FTL City Hall Partners was selected as the highest ranked proposer with Balfour Beatty ranked second.

Beyond creating a central location for City operations, the new City Hall will serve as a welcoming space for neighbors, businesses, and stakeholders, integrating technology, green building

practices, and community-focused amenities. This project demonstrates the City's commitment to thoughtful urban planning, long-term sustainability, and enhanced civic engagement. By investing in a facility built to meet the needs of the next generation, Fort Lauderdale is not only improving day-to-day government operations but also creating a landmark destination that reflects the City's vision, resilience, and growth.

Waterway Quality

As the "Venice of America," maintaining and protecting this asset is critical to the City's iconic image and recreational offerings. As such, the City has finalized regulations which make it unlawful to anchor a vessel for more than 30 days within a single six-month period. Additionally, through a grant from the Florida Department of Environmental Protection, the City will provide free sewage pump-out services to mitigate illegal sewage discharge from entering the City's waterways. Finally, the City planted 100 mangroves with another 50 scheduled. Mangroves act as natural filters that improve water quality and protect shorelines from erosion.

Historic Preservation

As the City continues to advance plans for the future, it is critical to honor the history of the past. The City has secured funding for a grant from the Florida Department of State's Division of Historical Resources to support architectural resource surveys of the Edgewood and River Oaks neighborhoods. Additionally, the City completed the installation of interpretive signs for the Sailboat Bend Historic District to offer interactive storytelling of the Sailboat Bend neighborhood.

What's Next

Next year, the City will enhance public spaces through expanded landscaping and signature tree installations at key medians and entryways, reinforcing Fort Lauderdale's identity as a vibrant and welcoming city. The installation of floating docks at Esplanade Park will improve water access, support recreational opportunities, and stimulate economic activity. Additionally, the City is moving forward with plans for a new living seawall permit fee assistance program which will encourage the use of living seawalls instead of traditional concrete seawalls. Living seawalls offer environmental benefits include improved water quality, enhanced marine habitat, and increased biodiversity.

Key Performance Measures

Measure	FY 2023 Baseline	FY 2025 Actual	FY 2029 Target
Percent of neighbors that live within a 10-minute walk of a park	83.7%	82.5%	≥87.5%
Number of new streetlights installed	0	0	≥300



BUSINESS GROWTH AND SUPPORT

Goal 6: Build a diverse and attractive economy.

Related FY 2026 Commission Priorities

- Bolster Thriving Communities

Our Aim

The City aims to cultivate a dynamic economy supported by thriving local businesses, strong workforce development opportunities, and strategic redevelopment that attracts investment. In the years ahead, it plans to expand entrepreneurial support, strengthen key industry sectors, and create pathways for neighbors to access high-quality jobs. Through these efforts, Fort Lauderdale will continue to grow as a competitive, innovative, and resilient economic hub.

Significant Accomplishments

StartUp FTL

The City of Fort Lauderdale made significant strides this year toward building a thriving and inclusive business ecosystem through its StartUp FTL program, which continues to empower entrepreneurs at every stage of their business journey. The program, based on the nationally recognized Kauffman FastTrac model, offers a dynamic 10-week course designed to help emerging entrepreneurs refine their ideas, understand their markets, strengthen financial management, and prepare for long-term resilience. Through group discussions, personalized coaching, and practical exercises, participants gain the confidence and knowledge to launch or expand successful ventures right here in Fort Lauderdale.

Building on that success, the City expanded its entrepreneurial ecosystem with the creation of the Grow Cohort, the second track of the StartUp FTL program. This free, six-week course targets business owners in the early years of operation who are ready to scale their enterprises. Participants engage in 12 hybrid workshops on topics ranging from operational efficiency and customer retention to financial sustainability and digital transformation. Local business leaders provide mentorship, while one-on-one technical assistance helps participants put new ideas into action immediately. The program concludes with a pitch competition and matchmaking event, awarding five (5) businesses \$1,000 each to invest back into their growth. Similarly, the City launched the Ideation Cohort, a six-week accelerator tailored for neighbors with a promising business idea but limited experience. This track helps aspiring entrepreneurs take their first tangible steps toward ownership—turning creativity and ambition into sustainable small businesses that enrich the local economy.

Sistrunk Empowerment Summit

The City hosted the Sistrunk Empowerment Summit, a first of its kind event, bringing together residents, business leaders, and City officials to explore practical solutions for stimulating economic growth, expand opportunities for entrepreneurs, and provide stronger support for small businesses and job creators. The summit included a series of panel discussions which were dedicated to creating a comprehensive economic revitalization plan, strengthening the local workforce, expanding access to capital for small businesses, and establishing a path for sustainable growth in the Sistrunk Corridor.

Community Redevelopment Agency Incentive Projects

The City's Community Redevelopment Agencies (CRA) also made measurable progress this year by funding projects that support job creation, business revitalization, and community reinvestment. In the Northwest-Progresso-Flagler Heights CRA, several transformative projects were completed, including Robert Bethel American Legion Post 220, Mount Hermon Housing, Blue Diamond Fitness, Boys and Girls Club of Broward, Provident Market 1937, LLC, Fat Village for the Gallery, and multiple commercial improvements along Sistrunk Boulevard. Collectively, these investments—totaling several million dollars—are bringing new energy and opportunity to the area. Likewise, in the Central City CRA, the City awarded forgivable loans to Call to Africa Realty, Inc. to rehabilitate an existing property, transforming it into new retail and service-oriented spaces while improving surrounding streetscapes. These projects not only support small business expansion but also strengthen neighborhood identity, attract visitors, and stimulate sustainable economic growth.

Education

In addition to entrepreneurship and business revitalization, the City prioritized workforce and educational advancement to sustain its long-term economic vitality. To meet a growing regional demand for skilled aviation professionals, the City commissioned a feasibility study through Broward College's Center for Applied Research (CFAR). The study revealed a significant shortage of aviation technicians, presenting both a challenge and an opportunity for Fort Lauderdale to become a leader in technical workforce development. In response, the City is funding efforts to establish an Airport Workforce Training Program at the Fort Lauderdale Executive Airport in partnership with the Barrington Irving Technical Training School (BITTS). This program will offer hands-on training, certification opportunities, and career pathways in aviation maintenance, repair, and overhaul—laying the foundation for Fort Lauderdale to emerge as a regional hub for aerospace education and high-skill employment.

To further strengthen its educational ecosystem, the City implemented a Teachers of the Year recognition program to honor and retain exceptional educators within its schools. Additionally, the City approved a scholarship fund agreement with the Broward Education Foundation to provide 12 annual scholarships for students attending Fort Lauderdale's six (6) public high schools. These initiatives reflect the City's belief that investing in people—entrepreneurs, business owners, workers, and students alike—is the cornerstone of a prosperous, resilient community.

What's Next

Fort Lauderdale will continue to advance economic growth with funding to create a comprehensive strategy to revitalize underperforming commercial corridors and support local businesses. Hiring a Chief Economic Development Officer will strengthen the City's ability to retain businesses, address commercial needs, and drive investment across the community. These actions aim to cultivate a thriving, resilient economy that attracts talent, entrepreneurs, and investment to the City.

Key Performance Measures

Measure	FY 2023 Baseline	FY 2025 Actual	FY 2029 Target
Assessed valuation for commercial properties	\$17,079,228,230	\$18,725,817,300	≥\$19,579,228,230
Percent of tourism tax generated by Fort Lauderdale	45.3%	46.3%	≥50.0%
Number of active retail properties (retail and restaurants)	1,810	N/A ¹	≥1,870

¹Data not available at the time of publication



Guiding Principles

Customer Service

The City continues to strengthen its commitment to delivering exceptional customer service through FixIt FTL – the City's mobile application for documenting and reporting areas of the City that require servicing. FixIt FTL continues to evolve as a reliable, accessible tool for neighbors to report service needs throughout the City. Over the past year, staff have created new outreach materials to encourage public use and developed performance dashboards to help City leaders make data-driven decisions that improve response times and resource allocation. The application also has a more concise listing of service requests from which neighbors can choose, improving the routing of inquiries to the appropriate City staff for a timely response.

The Customer Support Center is enhancing the quality of service by establishing new standard operating procedures to promote cross-training, improve one-call resolutions, and ensure staff are equipped to handle concerns with accuracy and care. Additionally, the City has allocated funding in FY 2026 to implement a post-call survey to better meet the expectations of its neighbors. At the Utility Billing desk, the average call queue time dropped by an impressive 73% over the fiscal year, demonstrating how strategic process improvements directly elevate the service experience for neighbors. Together, these efforts reflect a service-oriented culture that prioritizes communication, transparency, and efficiency.

Fiscal Responsibility

The City continued its long-standing commitment to prudent financial stewardship with the adoption of the FY 2026 budget, which includes strategic departmental reorganizations designed to streamline operations and establish clear points of accountability across functional areas. For the 19th consecutive year, the City maintained the same low millage rate, reflecting disciplined budgeting practices and a strong fiscal foundation. Continued growth in taxable value further reinforces the City's long-term revenue stability, ensuring that essential services and future investments can be sustained without increasing the tax burden on residents.

Innovation

The City also advanced a modern culture of innovation, launching its first-ever Innovation Blueprint to guide staff toward creative problem-solving and more effective service delivery. Employees from departments across the organization participated in hands-on training, learning new tools and best practices that they can apply directly to their roles. Innovations from City staff have already produced meaningful results, such as streamlining the Business Tax application process to eliminate unnecessary delays, improving the customer experience and reducing turnaround times for both new applications and renewals. By fostering a spirit of experimentation and continuous improvement, the City is building an organization that is not only responsive to today's challenges but prepared to innovate for tomorrow's needs.

Technology Adaptation

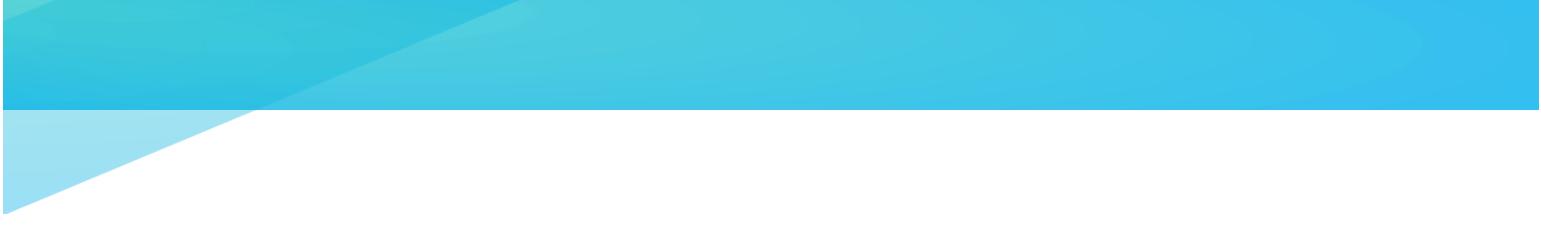
To strengthen resilience in an increasingly digital world, the City launched CyberSmart FTL, a community-focused cybersecurity education initiative led by the Information Technology Services Department. This program brings cybersecurity training directly into neighborhoods, offering accessible workshops in parks, libraries, and community spaces to help neighbors recognize phishing attempts, secure their personal information, and navigate the digital landscape with confidence. CyberSmart FTL also builds trust by promoting digital literacy, fostering open dialogue between government and community, and making cybersecurity knowledge approachable rather than intimidating. The program extends internally as well—equipping City employees with the tools needed to protect sensitive data and maintain secure operations to ensure uninterrupted service delivery. Additionally, the City advanced digital equity through its broadband initiative by selecting a vendor to launch a wireless broadband pilot in the Durrs neighborhood. This project represents an important step toward ensuring that all neighbors, regardless of income or location, have access to reliable internet connectivity and the opportunities it enables.

Inclusivity

This year, the City made meaningful progress in strengthening an inclusive, supportive, and stable workplace culture. The turnover rate decreased to 5.3% and the vacancy rate dropped to 6.6%—both the lowest levels in the past five years—demonstrating that employees are choosing to grow and stay with the organization. Community sentiment also remains strong, with 63% of neighbors in the latest survey expressing confidence that the City embraces people of all backgrounds. To continue fostering an environment where employees can succeed in an inclusive environment, the City revamped its supervisory training program, offering quarterly sessions tailored to newly promoted or newly hired supervisors and managers, ensuring they are well-equipped to lead diverse teams effectively.

Conclusion

Over the past year, the City has demonstrated its unwavering dedication to advancing the City Commission's Priorities and Strategic Plan goals by enhancing services and investing in infrastructure improvements. Through neighbor-focused initiatives like the Police Co-Responder Program, StartUp FTL, FixIt FTL customer service application, and CyberSmart FTL, the City is making significant strides in improving the quality of life. These comprehensive efforts underscore a commitment to building a responsive, efficient, and inclusive community that is well-prepared to meet current and future challenges with both resilience and creativity.



Appendix B

Fiscal Year 2026 City Commission Priority Funding

FY 2026 City Commission Priority Funding

The budget makes significant investments into each of the City Commission's identified priorities to improve the quality of life for neighbors today and prepare the City for tomorrow's challenges. The City strategically identified how to best align resources toward these priorities while maintaining the current millage rate. The table below demonstrates how funding in the FY 2026 Adopted Budget will advance the FY 2026 City Commission Priorities.

PRIORITY	FUNDED ITEMS (★ Newly funded initiatives for FY 2026)
Public Safety	<ul style="list-style-type: none"> ★The CIP includes \$3.7 million to enhance the existing \$7.6 million in unspent project balance for Fire Station 13. This station is the final project for the Fire Rescue Construction Bond.
	<ul style="list-style-type: none"> ★The Police Department budget includes approximately \$427,000 for the operation and maintenance of the new state-of-the-art 191,000-square-foot police headquarters.
	<ul style="list-style-type: none"> ★The Police Department budget includes an additional \$1.9 million for overtime expenses related to special event security – the majority of which represents the City's comprehensive approach to the management of Spring Break.
	<ul style="list-style-type: none"> ★An additional Forensic Specialist is funded in the Police Department in the amount of approximately \$162,000 to enhance DNA review and processing capabilities.
	<ul style="list-style-type: none"> The Police Department budget continues to fund the staffing of the Real Time Crime Center in the amount of approximately \$460,000.
	<ul style="list-style-type: none"> ★The Police Department budget includes \$128,000 to expand training opportunities that enhance crisis intervention tactics and promote community engagement.
	<ul style="list-style-type: none"> A police-focused public safety survey is funded in the amount of approximately \$48,000 to better understand the perception and satisfaction with the City's police and public safety efforts.
	<ul style="list-style-type: none"> The Police Department budget includes approximately \$484,000 for the continuation of the ShotSpotter Program.
	<ul style="list-style-type: none"> ★The Police Department budget includes \$220,000 for equipment such as tower surveillance camera trailers and message boards with integrated License Plate Readers to enhance neighborhood security.
	<ul style="list-style-type: none"> ★The Police Department budget includes approximately \$1.6 million for closed-circuit television (CCTV) cameras and vehicle stop barriers to improve public safety and crime prevention for special events.
	<ul style="list-style-type: none"> The Police Department budget includes approximately \$952,000 for the replacement of police equipment such as ballistic vests, high-resolution cameras, boat engines, and license plate readers.
	<ul style="list-style-type: none"> ★The Fire Rescue Department budget includes \$87,000 for handheld sonar devices, fire investigation cameras, and other technical rescue equipment, to enhance operational efficiency and emergency response capabilities.
	<ul style="list-style-type: none"> ★The Fire Rescue Department budget includes \$39,000 for the purchase of wetsuits and powered air-purifying respirators to improve operational safety and effectiveness.
	<ul style="list-style-type: none"> The Fire Rescue Department budget includes approximately \$1.3 million for the replacement of equipment and gear such as power-load systems and bunker gear.

PRIORITY	FUNDED ITEMS (★ Newly funded initiatives for FY 2026)
Public Safety, continued	<p>The Fleet Services budget includes \$9.4 million for the replacement of 136 public safety vehicles, per the vehicle replacement schedule, including two (2) Fire Rescue ambulances.</p> <p>The CIP includes approximately \$210,000 for the replacement of two (2) lifeguard towers which will feature artistic murals.</p>
Homelessness Response	<p>The Community Services Department budget includes \$330,000 for a Shelter Bed Access Program, which provides temporary shelter for neighbors experiencing homelessness for a period of up to 60 days.</p> <p>★Funding in the amount of \$250,000 is included for the continuation of a mental health and substance abuse treatment program with two (2) condition-specific housing service providers.</p> <p>The Community Services Department budget includes approximately \$315,000 to continue the Housing Navigation Program in partnership with the Taskforce For Ending Homelessness.</p> <p>★Funding in the amount of \$200,000 is included to pilot a new Safe Parking Program which will provide individuals living in their vehicles with a safe place to park and sleep overnight as well as resources, case management, and pathways to stable housing.</p> <p>Funding in the amount of approximately \$276,000 is included in the Community Services Department for two (2) positions to support homeless-related initiatives.</p> <p>★The Community Services Department budget includes \$116,000 for the new long-term lease of the Community Court Program site, which accommodates approximately 100 participants weekly.</p> <p>The Community Services Department budget includes approximately \$214,000 for the continuation of the Community Court Program, which includes one (1) position, to help individuals receive services tailored to their needs and link participants to restitution projects and onsite social services and treatment providers.</p> <p>The Police Department continues its efforts toward homeless support in the amount of approximately \$1.2 million through the General Fund for the Homeless Outreach Unit and Reunification Travel Voucher Program.</p> <p>The Fire Rescue Department budget includes approximately \$297,000 to continue the Mobile Integrated Health Program – Homeless Action Team which connects high utilizers (911 callers with three or more logged calls annually) to public and private resources.</p> <p>Entitlement grant funding will continue to support homelessness initiatives and is managed by the Housing and Community Development Division:</p> <ul style="list-style-type: none"> Community Development Block Grant (CDBG) funding will provide approximately \$227,000 to support local organizations' homelessness assistance and prevention programs. The City anticipates continuing to receive approximately \$1.3 million in State Housing Initiative Partnership funding to be used in part to assist those experiencing homelessness and to prevent homelessness.

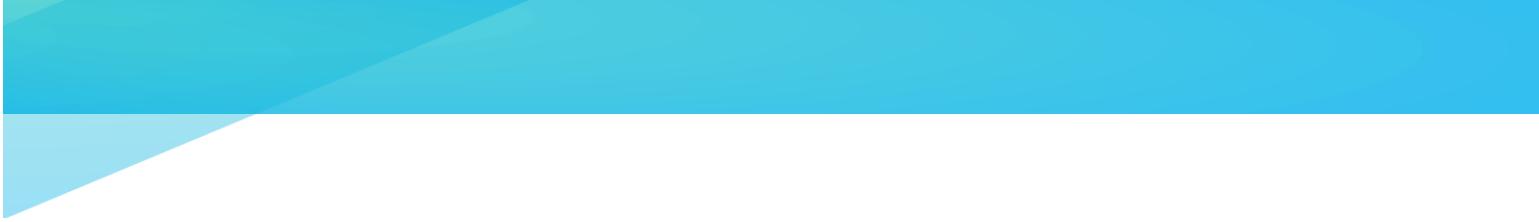
PRIORITY	FUNDED ITEMS (★ Newly funded initiatives for FY 2026)
Infrastructure and Resilience	<p>Transportation Initiatives</p> <p>The CIP includes \$4.7 million for the repair and maintenance of asphalt, roadways, and sidewalks, in addition to \$1.0 million, in designated surtax funding, to expand sidewalk access within the City.</p> <p>★The Utility Services Department budget includes enhanced funding in the amount of \$400,000 to complete asphalt repairs following utility rehabilitation work.</p> <p>The CIP includes \$19.2 million in unspent project balances for the repair and replacement of bridges. An additional \$2.1 million is included in FY 2026 for bridge restoration activities.</p> <p>The CIP includes \$4.8 million of unspent project balance to continue the implementation of the Las Olas Mobility Plan.</p> <p>The Transportation and Mobility Department budget includes \$2.1 million in ongoing funding for the City's Microtransit Program, funded in part through the Transportation Surtax Program.</p> <p>The CIP includes approximately \$52,600 in unspent project balance for traffic flow improvements as well as \$287,000 for the Rio Vista SE 6th Ave Traffic Calming Project.</p> <p>★The Transportation and Mobility Department budget includes an enhancement of \$200,000 for additional traffic calming improvements, expanding the City's existing \$325,000 Traffic Calming Program.</p>
	<p>Stormwater Initiatives</p> <p>The Fortify Lauderdale Program continues toward completion of the first tranche of stormwater improvements in the original eight (8) neighborhoods. There is a planned issuance of a Stormwater Bond to begin Phase 2 planned for FY 2026.</p> <p>The CIP appropriates an additional \$3.8 million for a condition assessment of the City's Watershed Asset Management Plan (WAMP) to enhance the \$7.5 million of available funding. Additionally, the Public Works Department Stormwater Operations budget includes \$1.3 million to support asset inventory improvements and implementation of the WAMP.</p> <p>The Public Works Department budget includes approximately \$143,000 for a Resilience Outreach Coordinator.</p> <p>The CIP includes \$1.5 million in funding for the restoration and replacement of City-owned seawalls.</p> <p>★As a part of the implementation of the Net Zero Plan, the CIP includes \$100,000 for the installation of solar panels. This program will create renewable energy systems that empower the City to lower utility costs and reduce greenhouse gas emissions.</p>
	<p>Water and Sewer Initiatives</p> <p>The CIP Water and Sewer – General Capital Projects include \$29.5 million in new cash funded capital projects in addition to approximately \$93.2 million in unspent project balances. The Central Regional Wastewater budget includes \$23.6 million in new cash funded capital projects prioritized based upon a renewal and replacement study in addition to approximately \$59.4 million in unspent project balances.</p> <p>The CIP includes \$149.4 million in unspent project balance for the new Prospect Lake Water Treatment Plant which includes enabling works.</p>

PRIORITY	FUNDED ITEMS (★ Newly funded initiatives for FY 2026)
Infrastructure and Resilience, continued	<p>★The Utility Services Department budget includes funding in the amount of \$2.9 million as a part of the City's financial obligation for the new Prospect Lake Clean Water Center. This funding will support 18 additional positions required to run the new facility as well as operations and maintenance related expenses.</p> <p>The CIP includes \$34.8 million in unspent project balance for implementation of Advanced Metering Infrastructure (AMI) as well as \$1.6 million in unspent project balance for a new utility billing software system.</p>
Public Enjoyment of Waterways	<p>The Public Works Department budget includes approximately \$133,000 for the continuation of the Chief Waterways Officer position.</p>
	<p>The Police Department budget includes \$2.1 million for personnel and operational expenses of the Marine Unit, which is staffed by eight (8) dedicated officers responsible for patrolling local waterways and enforcing marine laws and regulations.</p>
	<p>The Public Works Department budget includes \$3.5 million for the maintenance of the City's stormwater system, which includes street sweeping, catch basin maintenance, and illegal dumping cleanup to ensure the integrity of the City's waterways as a stormwater asset.</p>
	<p>The Public Works Department budget includes approximately \$212,000 for water quality monitoring in compliance with the National Pollutant Discharge Elimination System (NPDES), environmental clean-up efforts, and the purchase of pollution mitigation equipment to help protect local waterways.</p>
	<p>★The Utility Services Department budget includes \$122,000 to expand waterway sampling to five (5) additional testing sites and incorporate molecular source tracking to identify the potential urban sources of certain bacteria.</p>
	<p>The Public Works Department budget includes approximately \$864,000 for ongoing canal cleaning.</p>
	<p>The Utility Services Department budget includes approximately \$150,000 for the Waterway Quality Monitoring Program.</p>
	<p>The Parks and Recreation Department budget includes \$2.2 million for a new Marine Facilities Fund, which ensures neighbors have access to clean, well-maintained public boat ramps and marinas.</p>
	<p>A \$50,000 Broward Boating Improvement Program Derelict Vessel Removal Grant will continue to support the City's efforts to remove and dispose of vessels that present an environmental or navigational hazard.</p>
	<p>A \$1.1 million grant from the Florida Department of Environmental Protection Land Water and Conservation Fund will renovate the Cooley's Landing Marina including sea wall improvements, security lighting, and trash receptacles.</p>
Public Spaces and Cultural Initiatives	<p>The City continues progress toward the \$200 million voter-approved Parks Bond, which includes 81 open CIP projects.</p> <p>The CIP includes approximately \$2.7 million in unspent project balances for the Galt Ocean Mile beautification project.</p> <p>★The Development Services Department budget includes \$100,000 to develop a streetscape beautification plan for the Sailboat Bend Historic District.</p>

PRIORITY	FUNDED ITEMS (★ Newly funded initiatives for FY 2026)
Public Spaces and Cultural Initiatives, continued	<p>★The Parks and Recreation Department budget includes \$112,000 to enhance median beautification and resilience efforts through smart irrigation controllers.</p>
	<p>The Parks and Recreation Department budget includes \$4.0 million for median maintenance and landscaping beautification efforts.</p>
	<p>★The Parks and Recreation Department budget includes funding in the amount of approximately \$300,000 for a comprehensive facility asset management and work order platform, which will improve operational efficiency and proactive maintenance.</p>
	<p>★The Parks and Recreation Department budget includes approximately \$184,000 for the installation and maintenance of signage and dog waste stations in all City parks.</p>
	<p>★Funding in the amount of approximately \$462,600 is included in the Parks and Recreation Department budget to establish an equipment replacement plan for a wide range of assets including playgrounds, irrigation systems, pool systems, and lighting components.</p>
	<p>The CIP includes \$1.0 million to enhance the \$8.8 million in unspent project balance for the initial costs associated with the replacement of City Hall.</p>
	<p>★Funding in the amount of approximately \$411,500 is included in the Community Services Department budget to enhance the City's Cultural Affairs Program aimed at supporting economic development, promoting neighborhood beautification, and strengthening community engagement through the following initiatives:</p> <ul style="list-style-type: none"> • \$185,000 for permanent and temporary art installations, permitting, and advertising. • \$125,000 to sponsor programming, art activations, and art events • \$101,500 for a staff member to assist with the logistical tasks associated with the implementation of cultural programming, public art initiatives, and arts-related policy development.
	<p>★The Community Services Department budget includes \$49,000 for a historic Sistrunk neighborhood welcome mural or sign.</p>
Bolster Thriving Communities	<p>Entitlement grant funding in the amount of approximately \$907,000 will be used to provide access to internet in low-income neighborhoods.</p>
	<p>★Funding in the amount of \$13,300 is allocated to continue scholarships for 12 City of Fort Lauderdale students.</p>
	<p>★Funding in the amount of \$216,000 is allocated to build-out the space donated for an Airport Workforce Training Program. The program will equip students with the skills to support the aviation industry within the City.</p>
	<p>★A Chief Economic Development Officer is funded in the amount of approximately \$198,000 to create and implement a comprehensive plan for attracting, retaining, and expanding businesses in Fort Lauderdale.</p>
	<p>★Funding in the amount of \$40,000 is allocated to conduct an economic revitalization study which will identify challenges and develop targeted strategies to stimulate economic growth in specific neighborhoods.</p>
	<p>★The Development Services Department budget includes \$50,000 for the development of a conceptual vision plan focused on pedestrian and streetscape improvements in the Himmarshee Historic District.</p>

PRIORITY	FUNDED ITEMS (★ Newly funded initiatives for FY 2026)
Bolster Thriving Communities, continued	<p>Entitlement grant funding, managed by the Housing and Community Development Division, will continue to support the following initiatives:</p> <ul style="list-style-type: none"> • HOME Investment Partnerships funding will provide approximately \$400,000 to be used in part to support affordable housing initiatives. • Housing Opportunities for Persons with AIDS (HOPWA) funding will provide \$7.6 million to assist with facility-based housing, various rent programs, mortgage assistance, and utilities.
	<p>★Funding in the amount of \$640,000 is allocated for a loan to Pinnacle at Cypress Creek Phase 2, LLC. This funding will finance the construction of 96 workforce rental units.</p>
	<p>The Development Services Department budget includes approximately \$224,000 for planning and administration of the Historic Preservation Program funded by the General Fund.</p>
	<p>The Development Services Department budget includes \$85,000 for the Fort Lauderdale Historical Society, Inc. to continue services that contribute to the City's historical life and serve as a resource within the Riverwalk Arts and Entertainment District. Additionally, \$100,000 is available for improvements to a building being used by the Fort Lauderdale Historical Society, Inc.</p>
	<p>Funding in the amount of \$300,000 is allocated for the Summer Youth Employment Program, operated by CareerSource Broward, to provide a summer work experience program to Fort Lauderdale residents, ages 16 through 18.</p>
	<p>★The Community Services Department budget includes \$150,000 for a Municipal Services Affordability (MSA) Program to assist financially burdened households with paying for their water, sewer, and sanitation services. This program aims to maintain uninterrupted access to essential services for low-income households, enhancing housing stability, safety, and overall quality of life.</p>

*Some of these projects have elements that are components of other programs and initiatives; as such, the funding identified above may extend to multiple Commission Priorities.



Appendix C

FY 2025 Community Surveys

Neighbor Survey	57
Business Survey	101



Fort Lauderdale, FL Community Survey

July - September 2025

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Survey Methodology

The current cycle of the web-based Community Survey collected survey data between July - September 2025. Respondents were digitally recruited (e.g., over social media, mobile apps, websites, and survey panels). These ads are targeted to residents, and responses are only included in the data when a local valid zipcode is provided.

Respondents who self-reported being under 18, who declined to provide any demographic information, or those who provided an invalid zipcode are excluded from the results.

602 valid respondents participated in the web-based Community Survey during this cycle.

Representation

Zencity ensures broad demographic representation in several ways:

Before data collection, Zencity employs national statistical data to establish response targets. These targets are defined based on race/ethnicity, age, and gender.

During data collection, we track the demographic composition of the survey responses in real time, comparing them to the predetermined targets. We fine-tune our distribution and advertising strategies as needed to target all demographic groups.

After data collection, Zencity employs an industry-standard statistical technique called *rake* weighting. This assigns a unique weight to each respondent based on their demographic characteristics. This method ensures that the distribution of these characteristics in the final weighted sample aligns with the community's overall demographics.

Sample Composition

602 valid respondents

Key



- Unweighted demographics - What we collected, without adjustments

- Weighted demographics - Our sample, adjusted to be representative of the population

- Population demographics - The demographics of the 18+ population

* The "Other" category includes missing data, people who selected "prefer not to say", and other groups not defined in the census.

Overall Quality of Life

Residents' quality of life is a key metric for local government leaders. Here, we present how Fort Lauderdale residents are feeling about their quality of life, looking at how this changes by demographic group and geography.

We will show the percent of valid respondents who reported either a 4 or a 5 on the 1-5 scale, weighted by age, gender, and race/ethnicity (see page 3 for details).

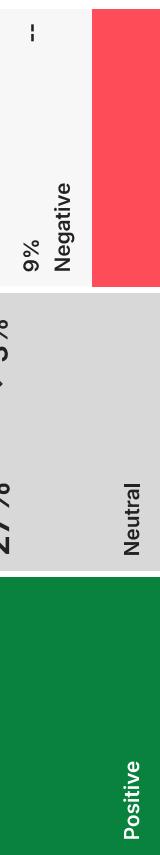
Scores will be shown only for groups (e.g., for a geographic area or for a demographic group) with at least 30 responses. For groups between 30 and 49 respondents, we highlight the small sample size using an (i). Use these scores with caution.

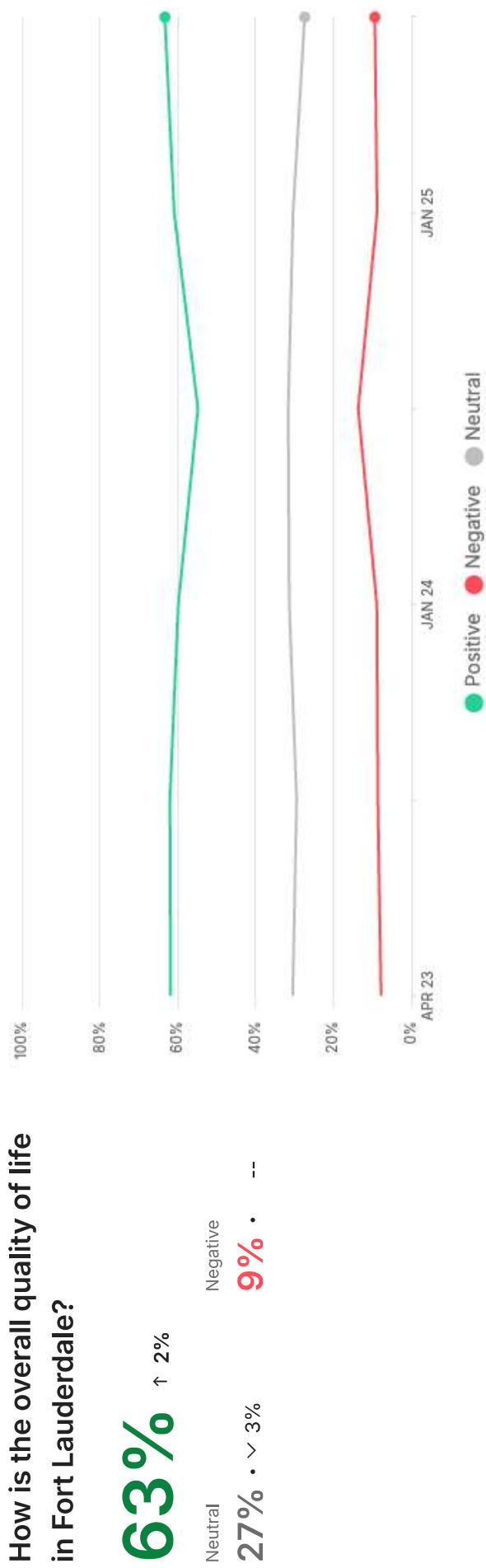
How is the overall quality of life in Fort Lauderdale?

63%

of 602 surveyed residents are satisfied with the overall quality of life in Fort Lauderdale

↑ 2% vs. previous cycle



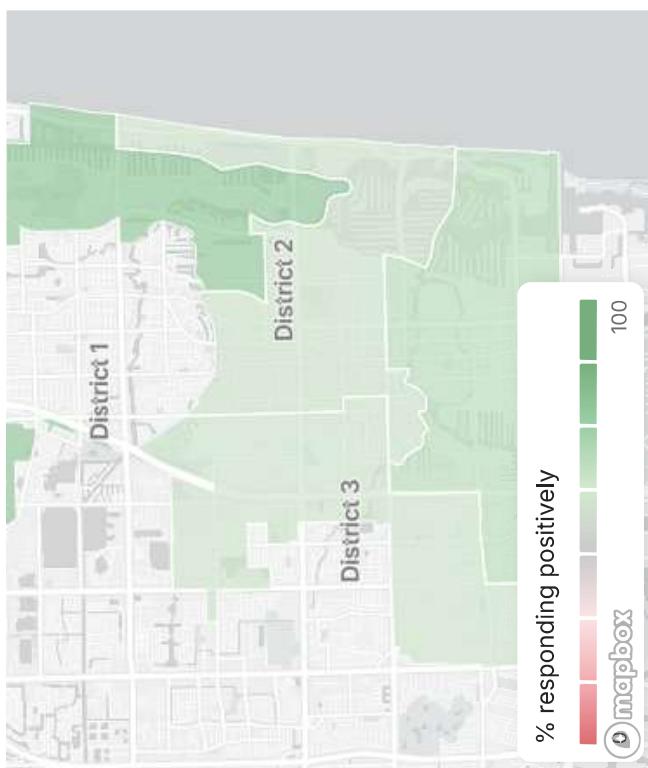


Zencity Community Survey

July - September 2025

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How is the overall quality of life in Fort Lauderdale? | **Geographic Breakdown**



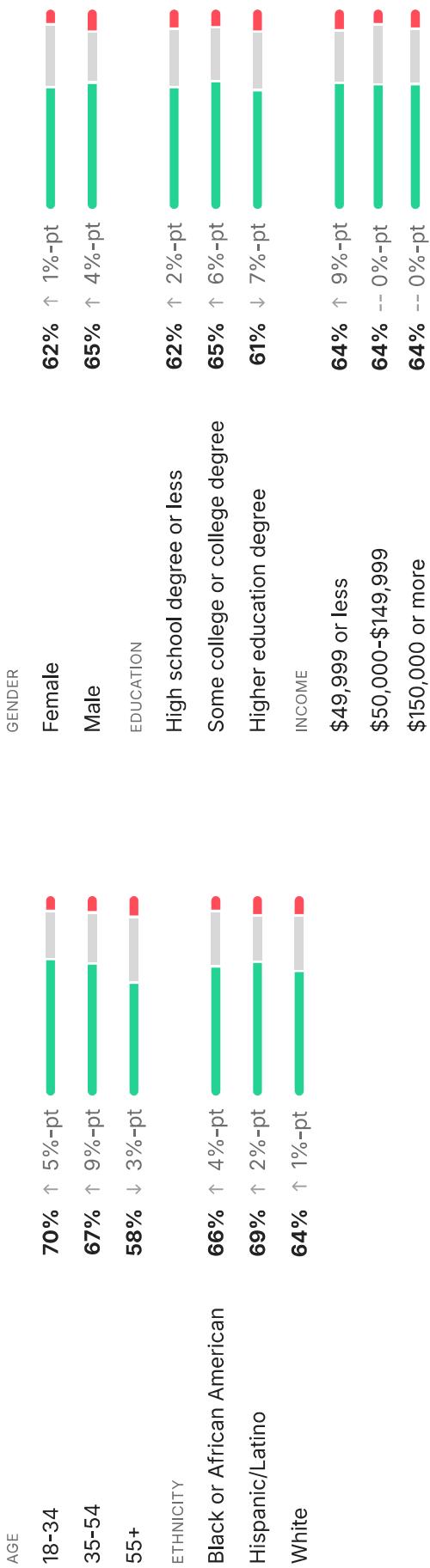
Area	Resident Satisfaction
District 1	73% • ↑ 10%
District 2	60% • ↑ 3%
District 3	60% • ↑ 3%
District 4	65% • ↑ 6%

Zencity Community Survey

July - September 2025

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How is the overall quality of life in Fort Lauderdale? | Demographic Breakdown



Zencity Community Survey

July - September 2025

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Other measures of satisfaction with life in Fort Lauderdale

How likely are you to recommend Fort Lauderdale as a place to live?



How likely are you to be living in Fort Lauderdale 5 years from now?



Community Characteristics

Respondents were asked to rate how satisfied they were with a range of community characteristics on a scale from 1 (Poor) to 5 (Excellent).

Zencity Community Survey

July - September 2025

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COMMUNITY CHARACTERISTIC	SATISFACTION SCORE			CHANGE			KEY
	POSITIVE	NEUTRAL	NEGATIVE	↓ 2%	↑ 1%	↓ 1%	
Quality of parks and recreational amenities	66%	21%	12%	↑ 2%	↑ 1%	↓ 1%	● POSITIVE
Availability of a variety of art and cultural events	63%	23%	14%	↓ 1%	↑ 5%	↓ 5%	● NEUTRAL
Acceptance of residents of all backgrounds	63%	24%	13%	↑ 4%	↓ 3%	↓ 1%	● NEGATIVE
Quality of waste and recycling services	55%	28%	17%	↑ 4%	↓ 3%	↓ 2%	● NON-SUBSTANTIVE
Quality of customer service provided by City employees	51%	27%	22%	↑ 6%	↑ 2%	↑ 1%	■ NOTEWORTHY
Access to quality education	51%	30%	19%	↑ 3%	↑ 1%	↑ 1%	■ SOMEWHAT NOTEWORTHY
Overall quality of services provided by Fort Lauderdale	49%	30%	20%	↑ 3%	↓ 0%	↓ 0%	■ NOTEWORTHY
Ease of getting around by public transportation	46%	25%	29%	↑ 3%	↓ 2%	↓ 2%	■ NOTEWORTHY

The 'Change' column shows percentage point changes from the previous cycle. Questions with changes above 5% are highlighted.

Zencity Community Survey

July - September 2025

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COMMUNITY CHARACTERISTIC	SATISFACTION SCORE	CHANGE				KEY
		-	0%	↑ 2%	↓	
Overall cleanliness and maintenance	46% 	33% 	21% 	-	0%	↑ 2%
Sense of community among residents	43% 	35% 	22% 	↑	2%	↓ 5%
Sense of overall safety	43% 	34% 	23% 	↓	1%	↑ 1%
Ability for residents to give input to the City of Fort Lauderdale	41% 	30% 	29% 	↑	1%	↑ 2%
Maintenance of City streets, sidewalks, and infrastructure	40% 	30% 	30% 	↓	2%	↑ 1%
Availability of jobs that pay a living wage	27% 	31% 	42% 	-	0%	- 0%
Availability of affordable housing	23% 	19% 	59% 	↑	2%	↑ 3%
Efforts to address homelessness	18% 	24% 	57% 	↓	3%	↑ 3%

The 'Change' column shows percentage point changes from the previous cycle. Questions with changes above 5% are highlighted.

Zencity Community Survey

Change Matrix Highlights

The Change Matrix showcases the questions with the largest changes from the previous cycle, highlighting the demographic groups and geographic areas contributing to these shifts.

Top Questions	Overall Score	Total Change	Ethnicity	Gender	Age	Geographic Area
Quality of customer service provided by City employees	51%	↑ +6%	Black or African American	Female	18-34	District 4
Acceptance of residents of all backgrounds	63%	+4%	White	Female	35-54	District 4
Quality of waste and recycling services	55%	+4%	White	Female	18-34	District 4

July - September 2025

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Priority Matrix

The Priority Matrix helps prioritize community characteristics by plotting them based on resident satisfaction and their impact on quality of life.

X-axis (Satisfaction): How residents rated each community characteristic.

Y-axis (Impact on quality of life): How strongly each characteristic predicts overall quality of life (calculated using statistical analysis, not direct resident input).

The matrix divides all community characteristics into quadrants using median values for both satisfaction and impact scores, ensuring a balanced distribution across all four categories for strategic prioritization purposes.

Learn more [HERE](#)

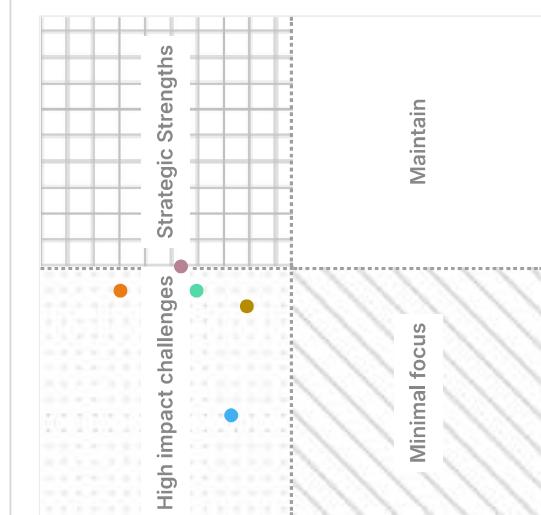
Zencity Community Survey

July - September 2025

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High Impact Challenges (Low satisfaction, High impact)

These are lower satisfaction areas that significantly affect residents' lives and community well-being; as such, they are high-impact challenges that should be prioritized.



Satisfaction →

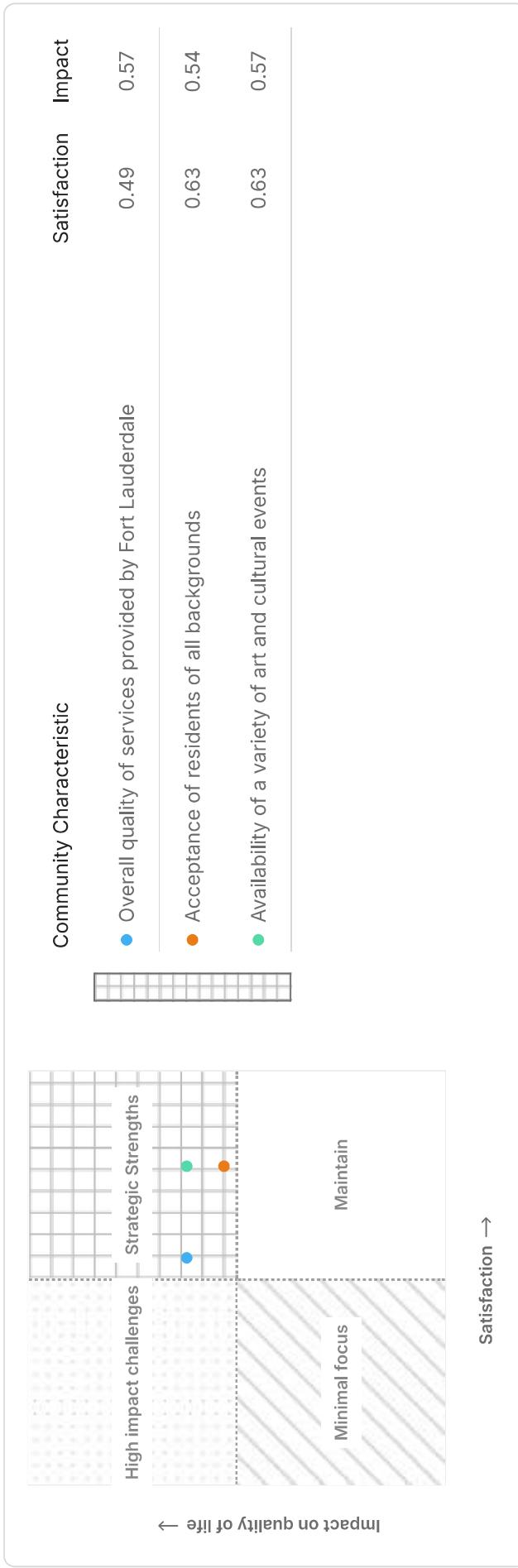
Zencity Community Survey

July - September 2025

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Strategic Strengths (High satisfaction, High impact)

These are characteristics that residents value highly and are satisfied with. Maintain or leverage these as community strengths.



Zencity Community Survey

July - September 2025

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Minimal Focus (Low satisfaction, Low impact)

These are lower satisfaction areas that do not significantly drive quality of life, suggesting a lower priority for investment unless specific strategic goals apply.



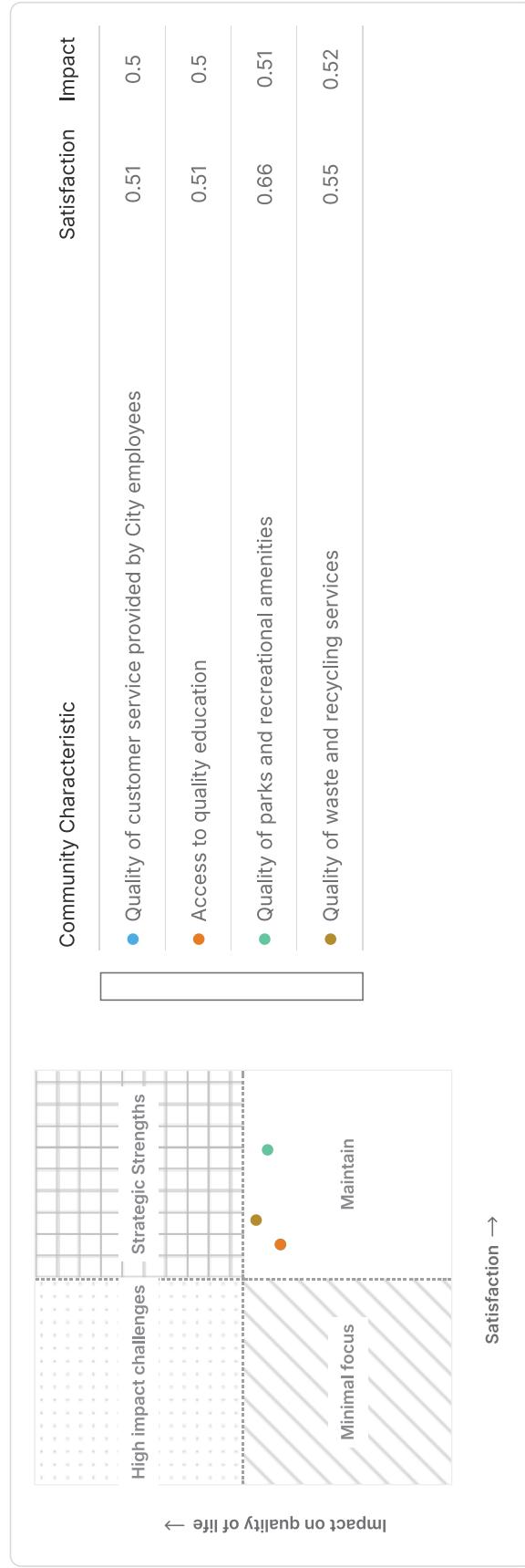
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Maintain (High satisfaction, Low impact)

These are well-regarded characteristics that do not strongly influence the overall quality of life. While they can be maintained efficiently, they may warrant attention if they align with specific strategic goals.



Focus Areas

The next pages highlight community characteristics of interest and provide insights into these characteristics, along with breakdowns by relevant groups for further analysis.

These insights are designed to support targeted strategic planning and deeper analysis. Where applicable, follow-up questions were included, focusing on responses that highlighted challenges (e.g., low ratings).

Follow-up questions in Zencity surveys gather detailed feedback, clarify responses, or provide context triggered by prior answers to help address issues or improve services.

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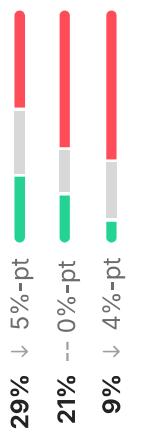
Efforts to address homelessness

18% ↘ 3%

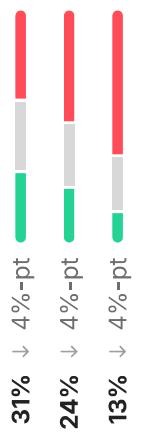
57% • ↑ 3%

24% • ↘ 1%

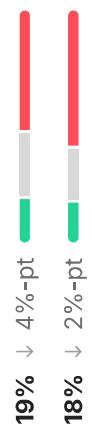
AGE



ETHNICITY



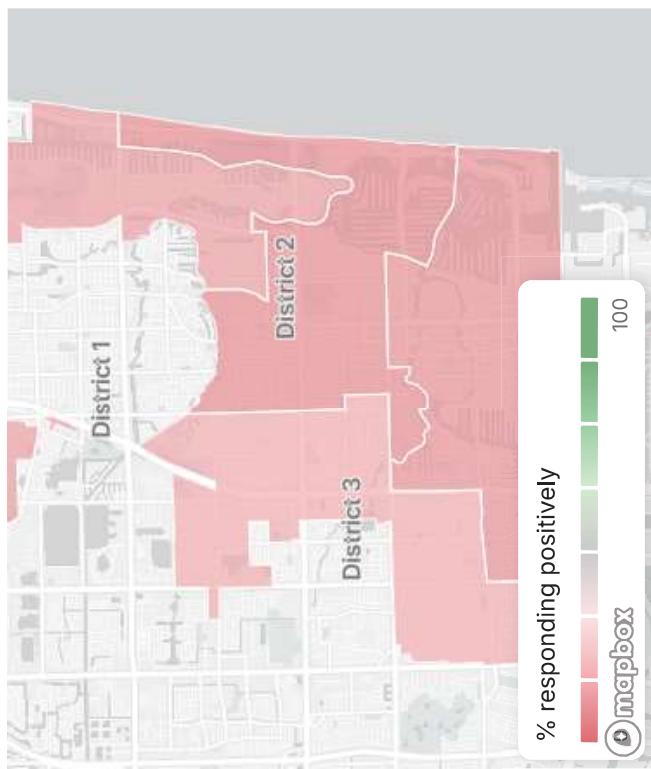
GENDER



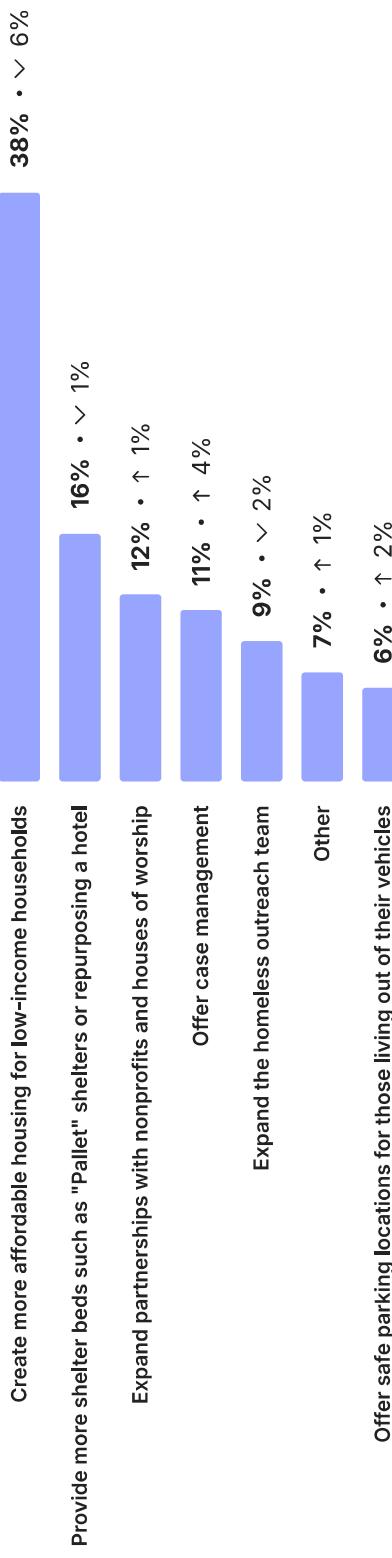
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What is the most important thing you think Fort Lauderdale can do to address homelessness?



To view the full question breakdown, visit your Zencity [dashboard](#)

Quality of parks and recreational amenities

66% ↑ 2%

Negative
12% • ↓ 1%

Neutral

21% • ↓ 2%

AGE



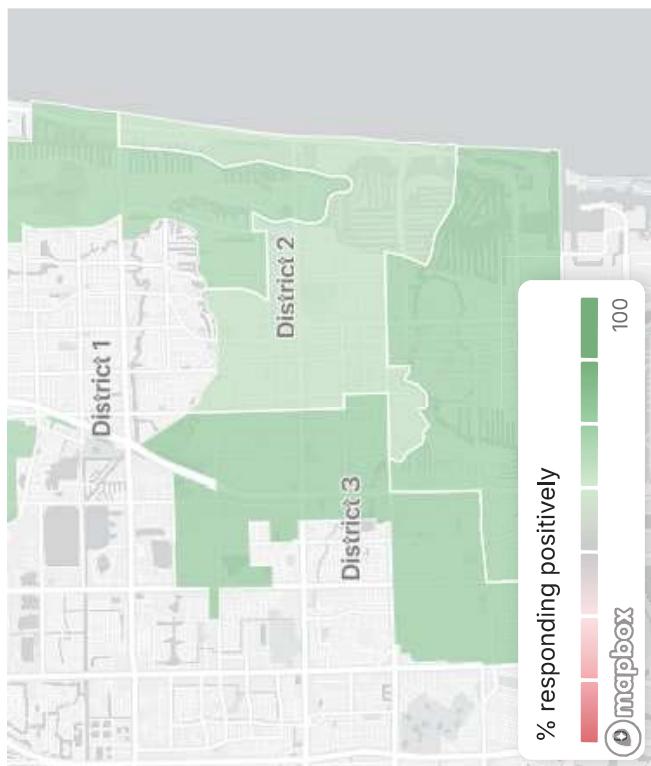
INCOME



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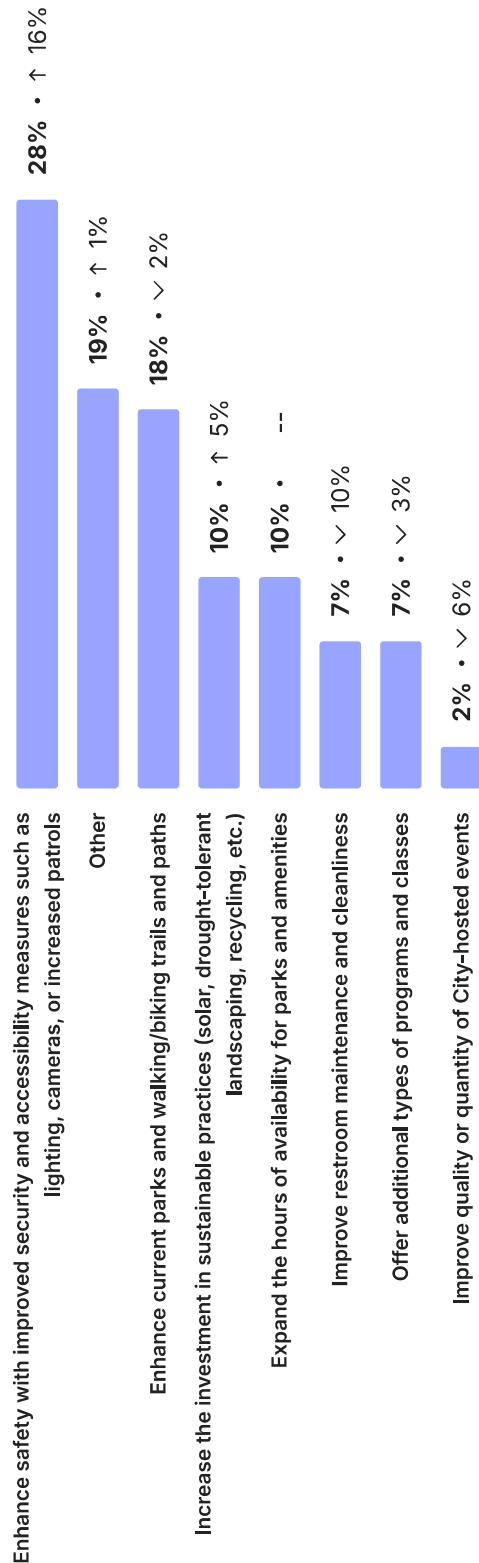


Zencity Community Survey

July - September 2025

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What is the most important thing you think Fort Lauderdale can do to improve the quality of parks and recreational amenities?



To view the full question breakdown, visit your Zencity [dashboard](#)

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Sense of overall safety

43% \searrow 1%

Neutral

23% \bullet \uparrow 1%

Negative

AGE

18-34

54% \uparrow 1%-pt

35-54

44% \downarrow 3%-pt

55+

36% \uparrow 1%-pt

ETHNICITY

Black or African American

52% \uparrow 1%-pt

Hispanic/Latino

55% \uparrow 5%-pt

White

40% \downarrow 1%-pt

GENDER

Female

41% \downarrow 1%-pt

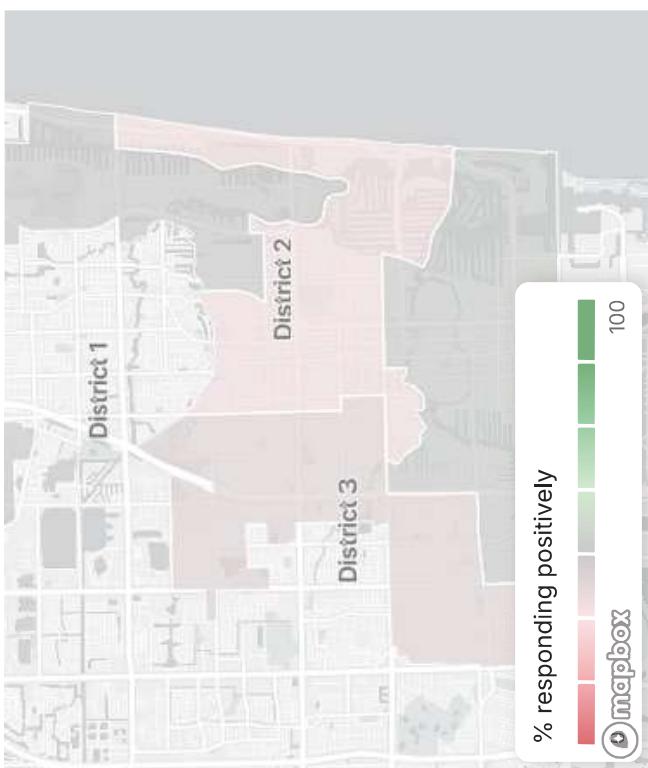
Male

45% \downarrow 1%-pt

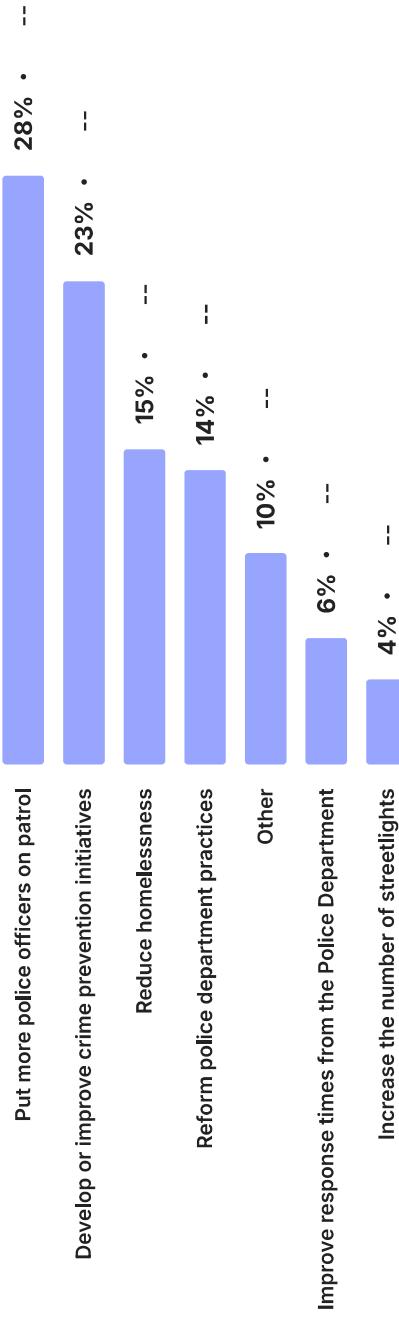
Zencity Community Survey

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What is the most important thing you think Fort Lauderdale can do to improve your sense of overall safety?



To view the full question breakdown, visit your Zencity [dashboard](#)

Community Benchmark

We aim to help Zencity clients understand their results and put them into context. To that end, we will compare Fort Lauderdale's results to the United States as a whole and against communities with similar characteristics such as size, population density, and region (their "cohort").

These cohorts help to distinguish patterns unique to each client from those that are common in similar communities.

How we compare Fort Lauderdale to other similar communities

Creating the cohorts

First, all cities, towns, and counties in the US--not just Zencity clients--are put into cohorts based on geography and demographics using a method known as cluster analysis. This method balances a range of different characteristics to put communities into cohorts that are statistically similar to one another. The result of this step is one set of cohorts for cities and towns and a second set for counties.

We chose this method to create objectively similar groups of communities with respect to characteristics that are likely to be correlated with answers to the survey questions.

By creating cohorts of larger sets of communities we have found that our benchmark baselines tend to be more reliable than they would be if we had direct comparisons of a small number of communities. See our Help Site for more information on cohorts, including the full list of communities in your cohort.

Creating cohort scores and national benchmark scores

The Zencity National Benchmark Survey is conducted semiannually, collecting about 5000 responses across the country. The cohort scores are the weighted average of scores for respondents in each cohort. These weights are calculated to match the clients' own demographics, to make them directly comparable to the clients' scores. National scores are calculated in a similar manner.

Community Benchmark

July - September 2025

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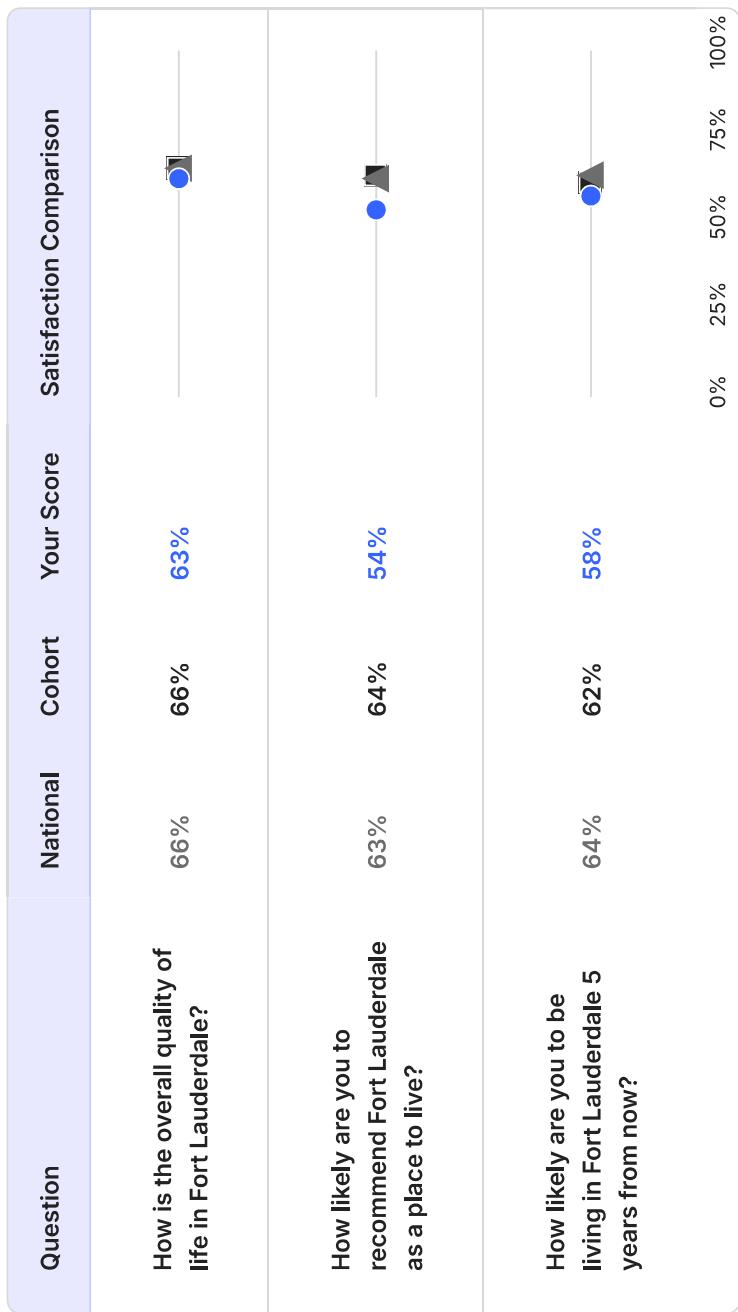
The overall quality of life in Fort Lauderdale is lower than its cohort and lower than the national score.

63%
Fort Lauderdale
Cohort
National

66%
Cohort
National

Score.

● Fort Lauderdale
■ Cohort
▲ National



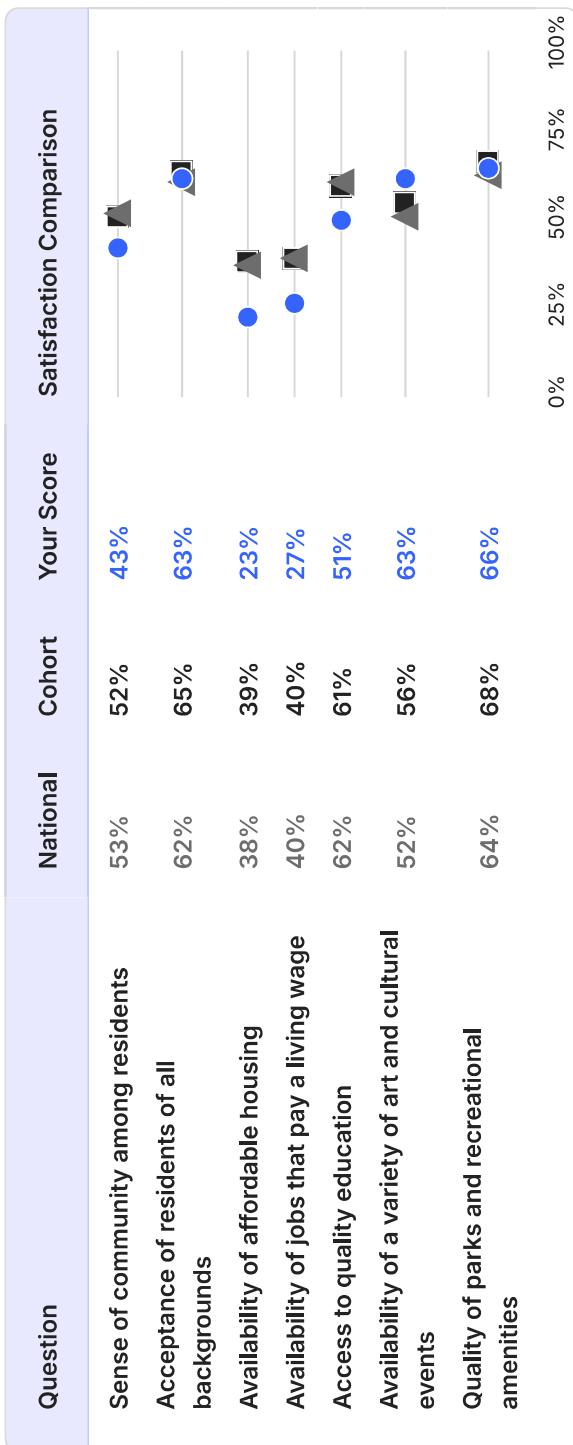
Community Benchmark

July - September 2025

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Satisfaction with Life in Fort Lauderdale

Breakdown by characteristic

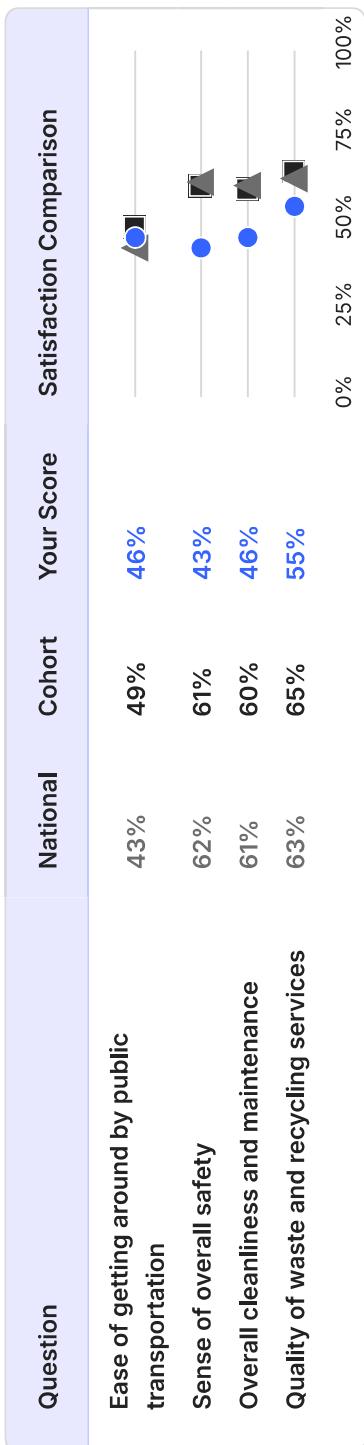


Community Benchmark

July - September 2025

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Satisfaction with Life in Fort Lauderdale



■ Cohort

▲ National

Free-Text

Responses

Respondents were asked open-ended questions about what the Fort Lauderdale government does well and how Fort Lauderdale could improve its services.

This section presents the main themes from both questions. Using our proprietary AI algorithm, responses are analyzed and categorized into

unique topics and subtopics for Fort Lauderdale, with multiple labels assigned to responses when relevant.

To ensure comprehensive information, responses that have been flagged as invalid (e.g., under 18, missing demographic data, or invalid zip codes excluded from the quantitative results.

but claiming residency in Fort Lauderdale), as well as responses collected through self-distribution efforts, are analyzed in the free-text responses but excluded from the quantitative results.

Zencity Community Survey

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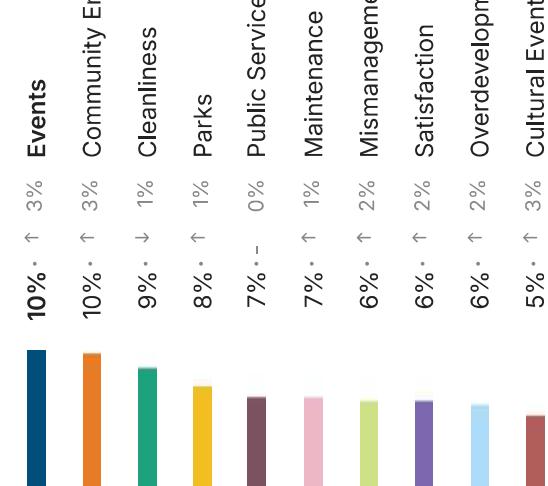
BETA

Most Common Topics

370 labeled responses out of 544

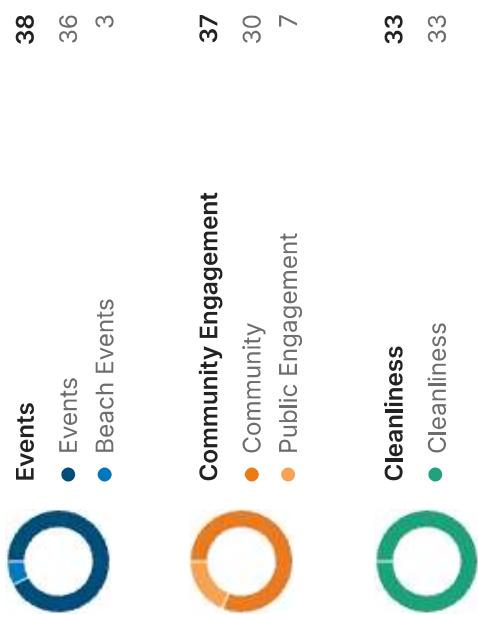
Question:

What is the #1 thing you think the Fort Lauderdale government does well?



Top 3 Topics Breakdown

Number of responses by leading subtopic



Zencity Community Survey

July - September 2025

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BETA

Most Common Topics

390 labeled responses out of 561

Question:

What is the #1 thing you think the Fort Lauderdale government could do to improve its services?



Top 3 Topics Breakdown

Number of responses by leading subtopic



Rotating Survey Section

The rotating survey section focuses on areas of interest each cycle and can be updated as new areas of interest emerge.

Zencity Community Survey

July - September 2025

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How would you rate traffic in Fort Lauderdale?

23% ↑ 1%

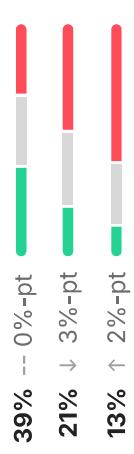
Neutral

29% • ↑ 4%

Negative

48% • ↘ 5%

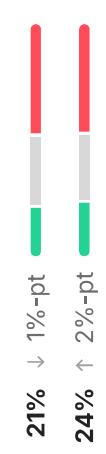
AGE



ETHNICITY



GENDER



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How would you rate the reliability and quality of drinking water in Fort Lauderdale?

36% ✓ 1%
29% • ✓ 3%
Neutral **35%** • ↑ 4%

AGE
18-34
35-54
55+

52% -- 0% -pt
34% ↓ 3% -pt
28% ↑ 1% -pt

ETHNICITY
Black or African American
Hispanic/Latino
White

53% ↑ 8% -pt
45% ↓ 9% -pt
32% ↓ 3% -pt

GENDER
Female
Male

31% ↓ 5% -pt
40% ↑ 2% -pt

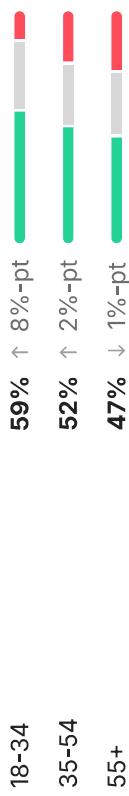
How would you rate the reliability of sanitary sewer services to your home?

51% ↑ 2%

Negative
21% • --

Neutral
28% • √ 1%

AGE



ETHNICITY



GENDER



Zencity Community Survey

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How would you rate Fort Lauderdale's prevention of and resilience to flooding?

27% ↑ 2%

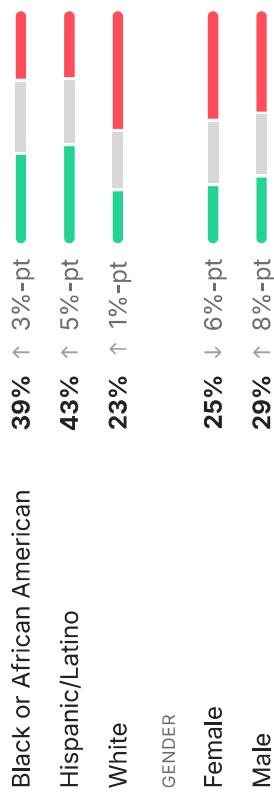
Neutral
27% • > 1%

Negative
46% • > 1%

AGE



ETHNICITY



GENDER



Zencity Community Survey

July - September 2025

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Do you feel that you have a quality public park or recreational offering near your home?



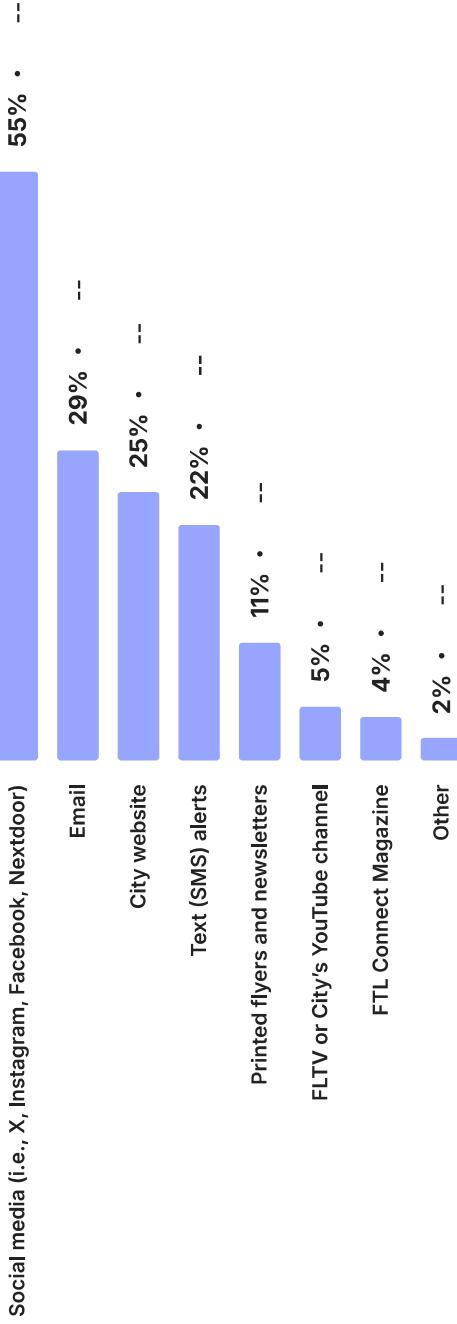
To view the full question breakdown, visit your Zencity [dashboard](#)

Zencity Community Survey

July - September 2025

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How do you prefer to receive information and news from the City?



To view the full question breakdown, visit your Zencity [dashboard](#)



Published on October 8th, 2025 by Zencity
support@zencity.io

Fort Lauderdale, FL

Business Survey Report
November 2025



Executive Summary

- Most surveyed businesses were long-established small employers, with high overall satisfaction—75% rated Fort Lauderdale positively as a place to do business.
- Key strengths included the regulatory environment and access to customers or markets, while the largest challenges were infrastructure conditions and employee quality-of-life factors.
- Difficulty finding qualified candidates and maintaining competitive wages are the leading workforce pressures; future skill needs centered on technology, trades, and administrative support.
- Email was the preferred communication method, and many respondents expressed interest in grants, incentives, and targeted assistance to support business growth and retention.

Methodology

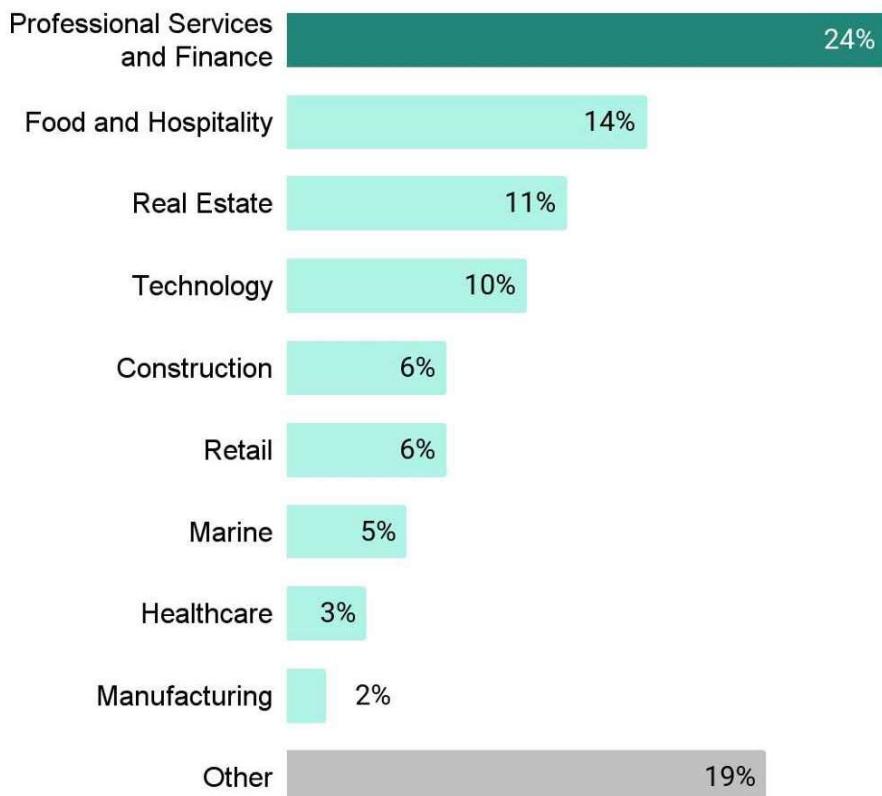
- The survey presented in this report was a business survey that was live from July to October 2025. It included eight topic questions, of which two were open ended, in addition to 14 demographic questions. See the questionnaire [here](#), which was developed in partnership with Fort Lauderdale.
- Responses from 101 businesses in Fort Lauderdale were collected through this online survey, and were included in the analysis presented in this report. Of these responses, 39 were partial responses that answered a minimum of five questions, and were therefore included in this analysis.
- Each question presented in this report reflects the breakdown of the valid responses and excludes missing data (due to partials or the respondent skipping the question).
- All duplicate responses were removed from the data. Unique fingerprint IDs were used to identify which responses were duplicates.

Sample Breakdown

The majority of survey respondents (68%) were business owners. Industries represented in the survey varied widely, with the most common sectors being professional services and finance, food and hospitality, and real estate. A small number of respondents selected "Other," noting additional sectors such as publishing and marketing, and film and media production.



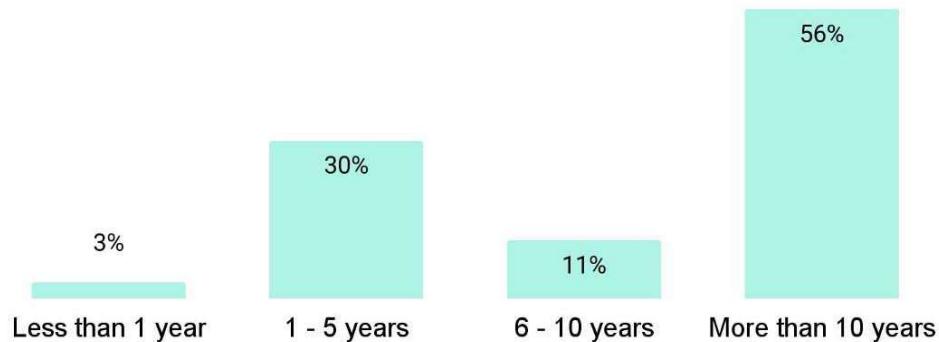
Business' industry



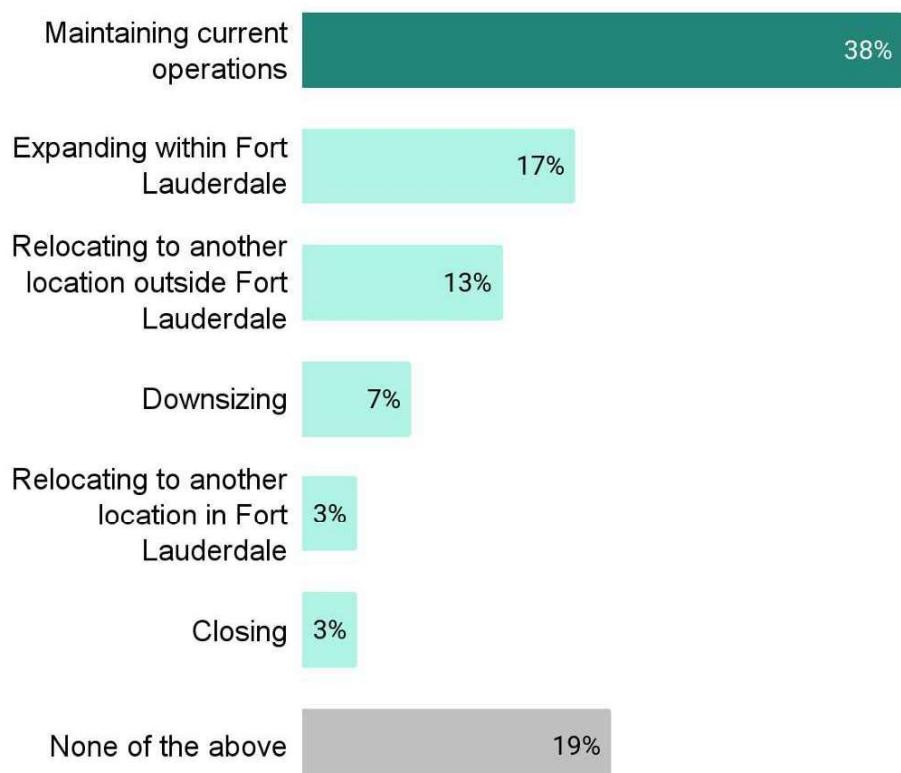
Sample Breakdown

The majority (56%) of the surveyed businesses have been operating in Fort Lauderdale for more than ten years. **38% of the surveyed businesses reported that they plan to maintain current operations in the next year.** Less than a fifth (17%) reported that they are planning to expand within Fort Lauderdale, and just over a tenth (13%) reported that they are planning to relocate to a location outside of Fort Lauderdale.

Time operating in Fort Lauderdale



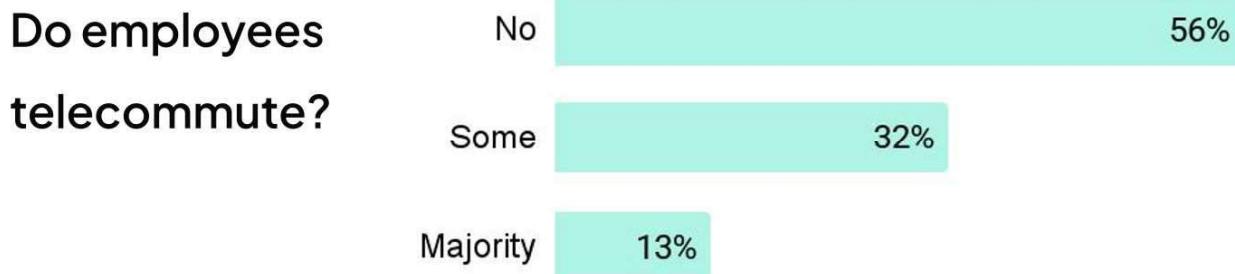
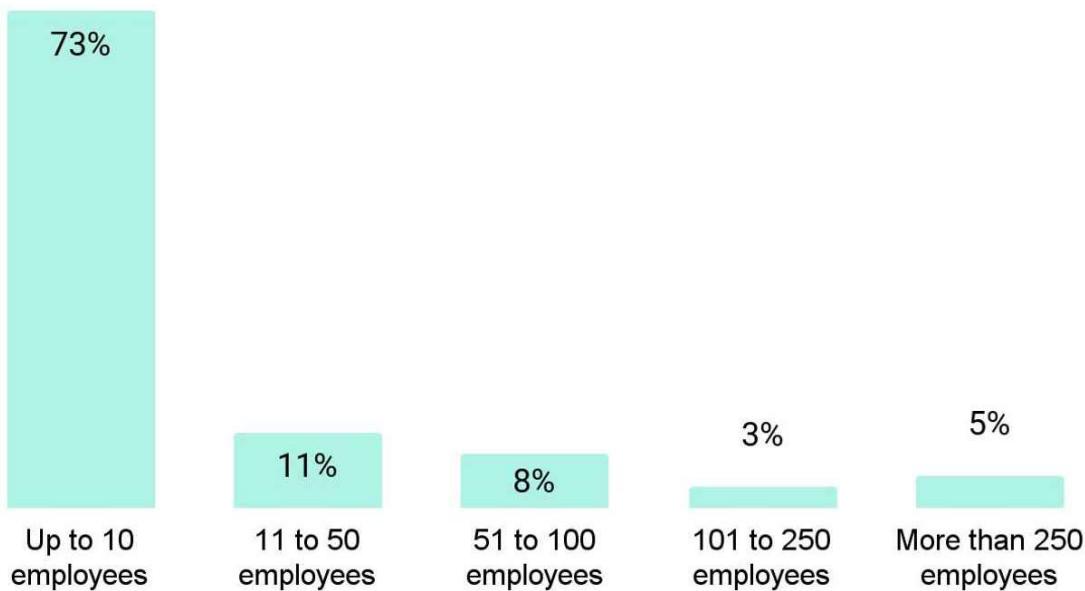
Plans for next year



Sample Breakdown

The businesses that were surveyed most commonly reported (73%) having between **1 to 10 employees**. The majority of them (56%) also reported that their employees do not telecommute.

Number of employees



How would you rate the City as a place to do business?

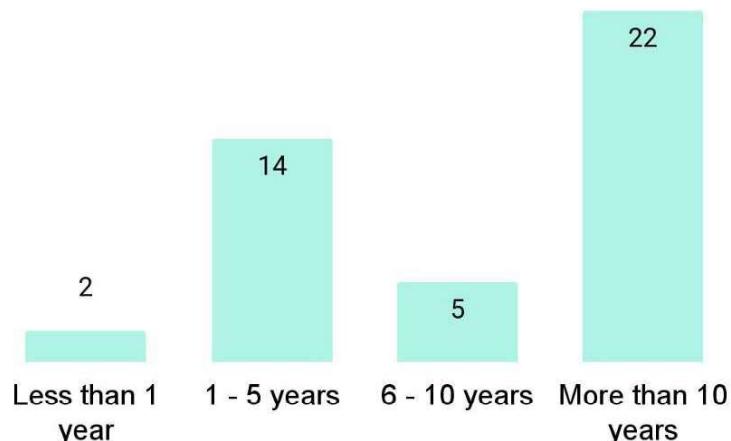
Scale from 1 (poor) to 5 (excellent)

The majority of surveyed businesses (**75%**) **were satisfied** (4 or 5 on scale) with the City as a place to do business. In comparison, only **5% were dissatisfied** with the City as a place to do business (1 or 2 on the scale), and **21% were neutral** (3 on the scale).



Among businesses that rated Fort Lauderdale positively as a place to do business (scores of 4 or 5), satisfaction was most common among long-established businesses. **Those operating in the City for more than 10 years accounted for the largest share of positive ratings** (22 respondents), followed by businesses in operation for 1-5 years (14 respondents).

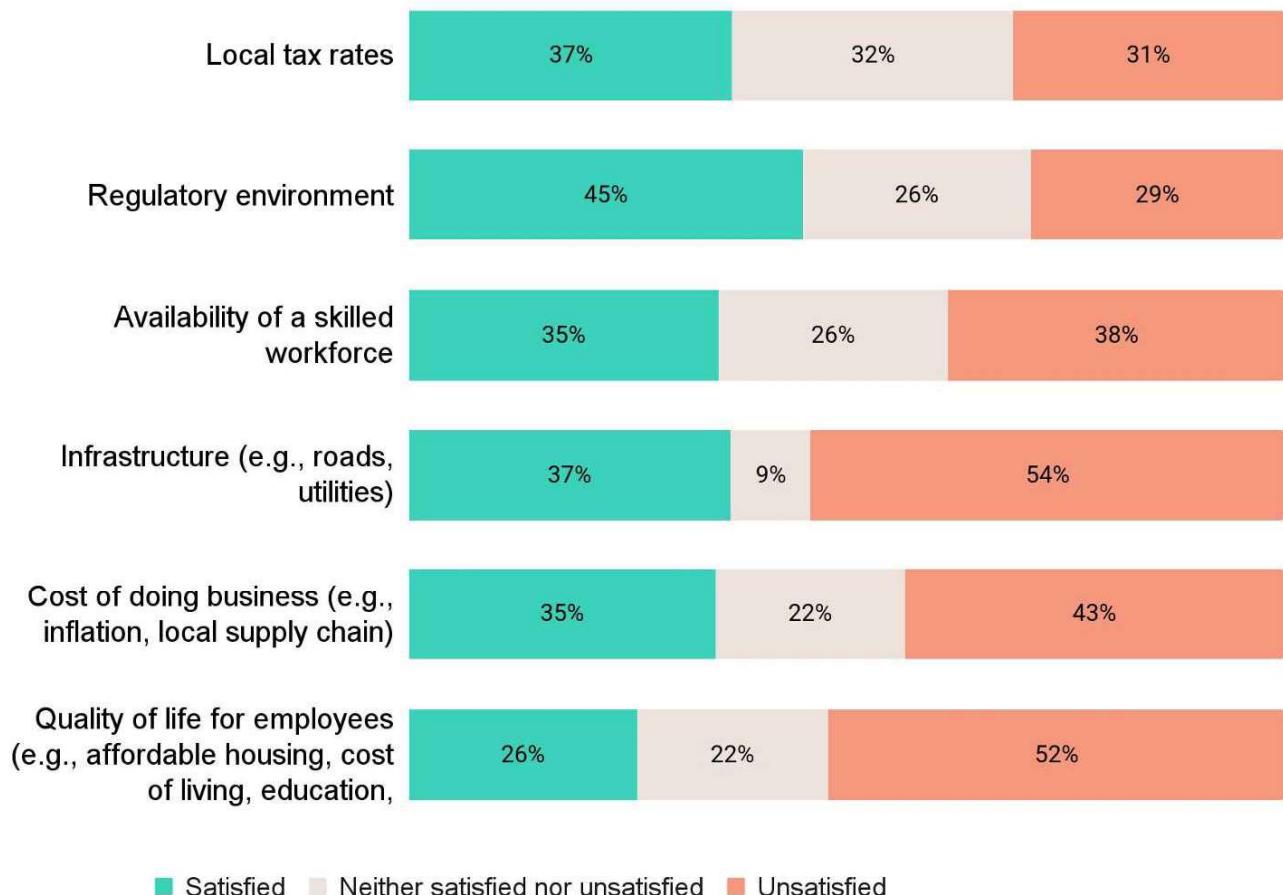
Distribution of Positive City Ratings by Business Tenure



How satisfied are you with each of the following?

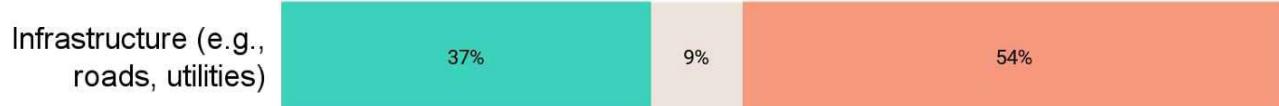
Scale from 1 (completely unsatisfied) to 5 (completely satisfied)

Among the surveyed businesses, **satisfaction was highest for the regulatory environment**, followed by a similar satisfaction share for local tax rates, and infrastructure (37%). **Dissatisfaction was found to be highest for infrastructure (54%), and quality of life for employees (52%).**



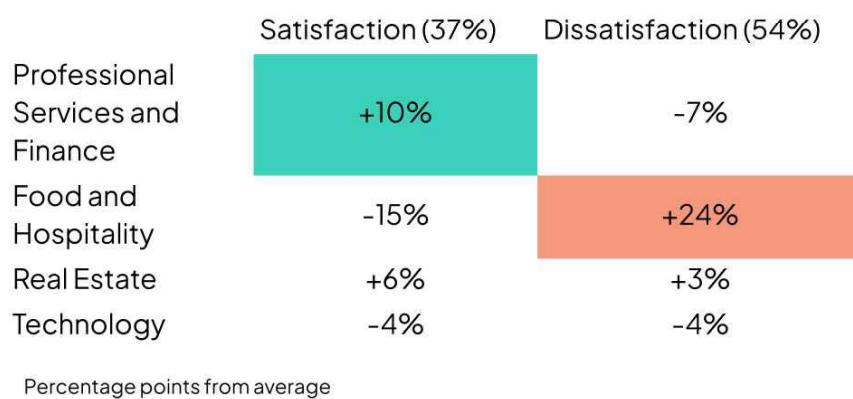
Infrastructure: A Key Point of Divergence Among Surveyed Businesses

Infrastructure emerged as one of the most polarizing aspects evaluated in the survey. It received both the highest share of dissatisfaction (54%) and one of the highest satisfaction levels (37%), resulting in the smallest neutral group (9%). This distribution indicates that businesses tend to hold strong views—positive or negative—about the City’s infrastructure conditions, prompting a closer look at which sectors contributed most to this divide.



Professional services and finance showed the largest positive deviation on satisfaction with infrastructure, scoring 10 percentage points above the overall average. **Food and hospitality had the strongest deviation on dissatisfaction**, exhibiting the highest dissatisfaction score among any other industry.

How Each Industry Diverged From the Overall Infrastructure Ratings

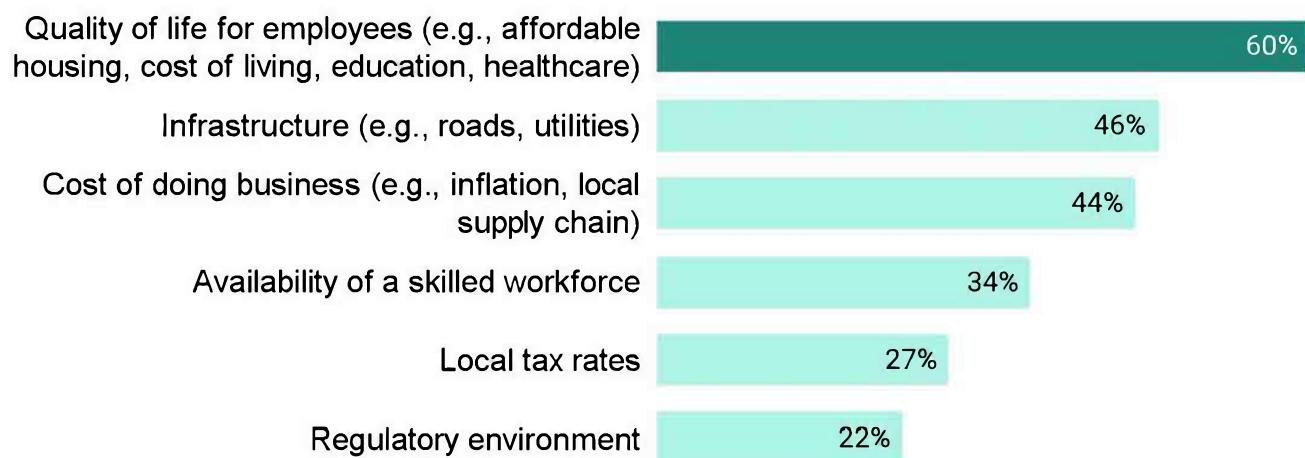


How to read the table: The values show how each business sector compares to the **overall survey average**. A **positive number means that sector reported more satisfaction or dissatisfaction than average**. For example, while **37% of all businesses** were satisfied with infrastructure, **47% of professional services and finance firms** reported satisfaction (**+10 points**). By contrast, **food and hospitality businesses reported 78% dissatisfaction**, which is **24 points higher than the overall average of 54%**. These differences highlight which sectors are most positively or negatively experiencing infrastructure conditions.

Which of the following elements of Fort Lauderdale's business climate are most important to you?

(Select the top 3)

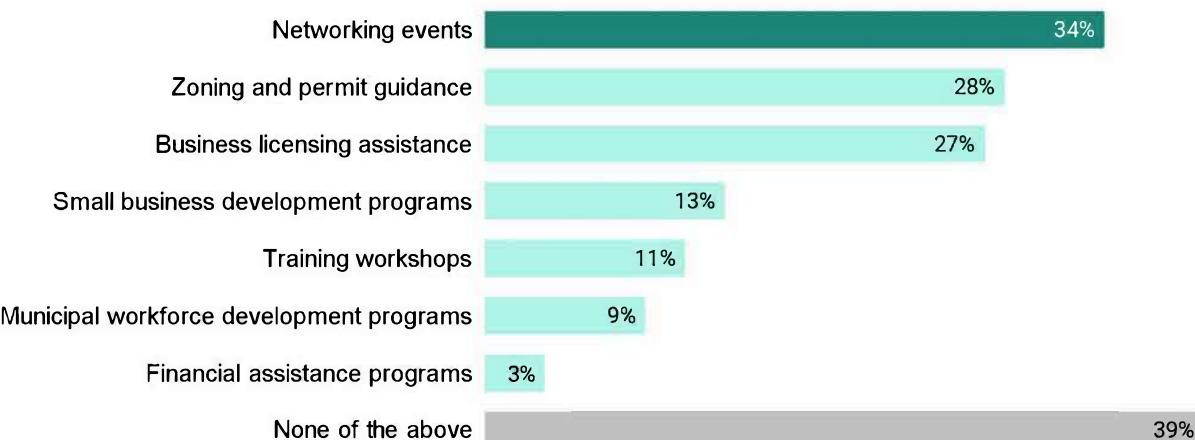
Quality of life for employees was the most frequently selected element of Fort Lauderdale's business climate (60%), followed by infrastructure at 46% and the cost of doing business at 44%.



Which of the following municipal business support services do you use?

(Select all that apply)

Networking events were the most commonly used municipal business support service (34%), followed by zoning and permit guidance at 28% and business licensing assistance at 27%. Notably, 39% of respondents indicated they do not use any of the listed services.



How satisfied are you with the local government's business-related support services?

Scale from 1 (very dissatisfied) to 5 (very satisfied)

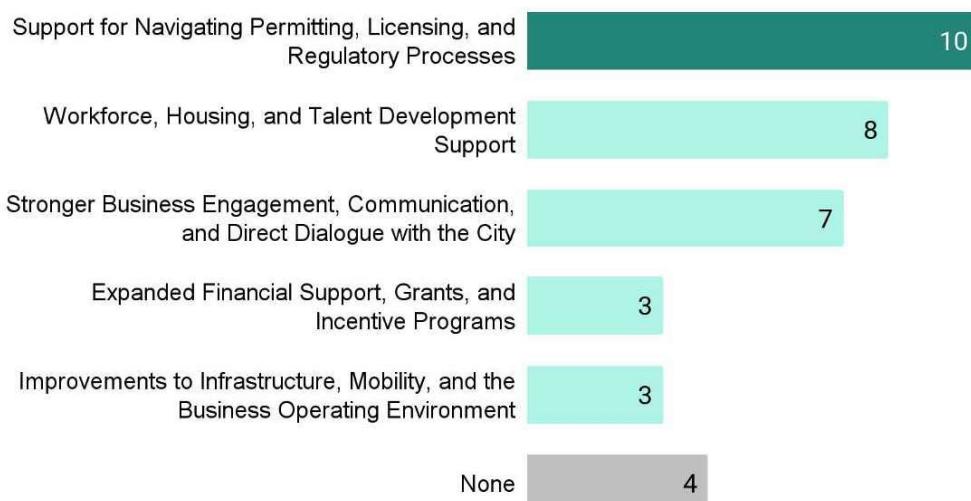
Satisfaction with the local government's business-related support services stood at 36% (4 or 5 on scale), approximately **twice the share of respondents who reported dissatisfaction** at 18% (1 or 2 on scale).



What support is needed?

(Open text)

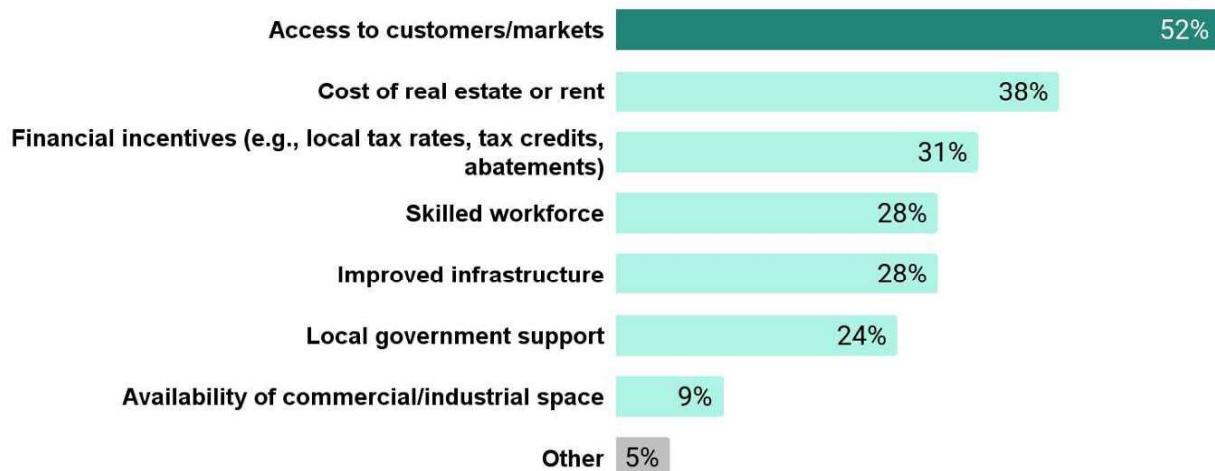
The most common requests centered on support for navigating permitting, licensing, and regulatory processes, with several respondents noting challenges such as “too many layers to get answers” and a need to “make it easier for businesses to navigate the licensing and permitting process.” Workforce and housing support also emerged as a key need, including calls for “workforce housing” and “affordable housing for hourly associates.”



Which of the following are the most important factors for keeping/expanding your business?

(Select the top 3)

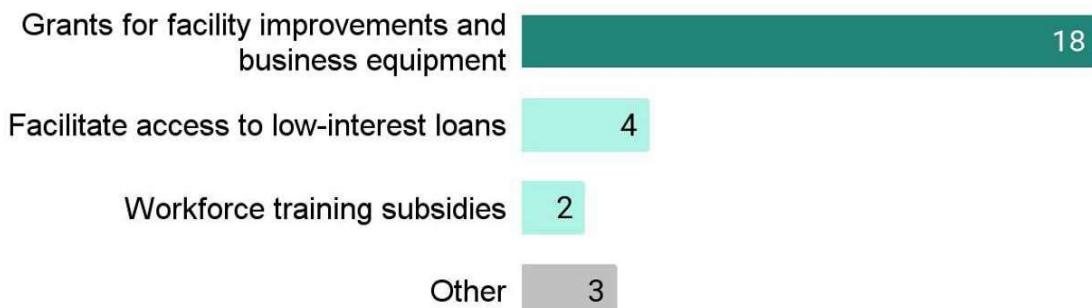
Access to customers or markets was the most frequently selected factor for retaining or expanding a business in Fort Lauderdale (52%), followed by the cost of real estate or rent at 38%. A small number of respondents selected “Other,” noting items such as access to capital, marketing support, and location.



What specific financial incentives would most motivate your business to expand locally?

(Follow-up question to respondents that marked "Financial incentives", N=27)

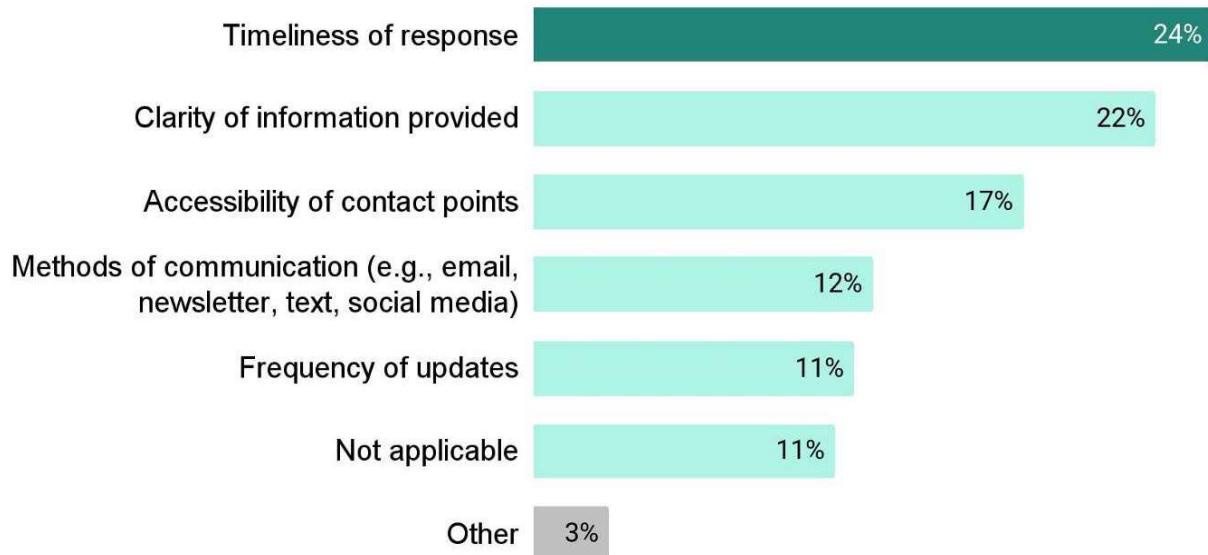
Among businesses that identified financial incentives as a priority, grants for facility improvements and business equipment were the most commonly selected option. A small number of open-ended responses referenced broader tax considerations, including property taxes, tangible business taxes, and interest in tax abatements.



What specific areas of communication with the City of Fort Lauderdale do you believe need improvement?

(Select all that apply)

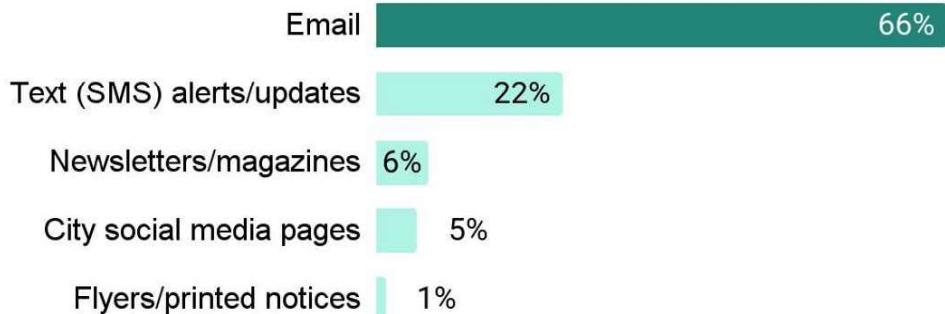
Timelines of response was the most commonly selected area for improvement, identified by 24% of surveyed businesses. Clarity of information followed at 22%. A small number of open-ended responses raised broader concerns about how the City engages with businesses and noted opportunities to improve website clarity.



Communication preferences

(Single select)

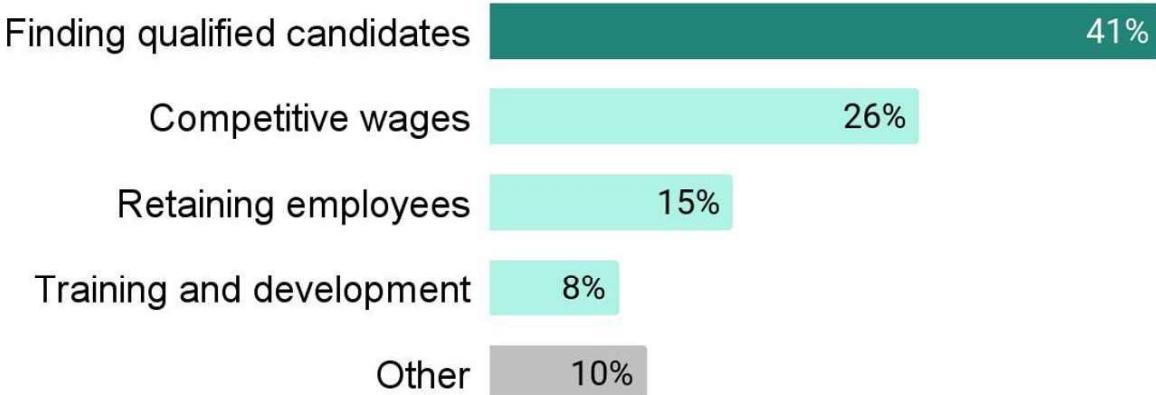
Email was the preferred communication method for most surveyed businesses (66%), followed by text alerts or updates at 22%.



Workforce challenges

(Select all that apply)

Finding qualified candidates was the most common workforce challenge, identified by 41% of surveyed businesses. Competitive wages followed at 26%. An additional 10% selected “Other,” with comments pointing to challenges related to expanding their customer base and accessing needed resources such as housing, transportation, and business support.



High demand skills in the next 3-5 years

(Open text)

Businesses most frequently pointed to **technology-related skills, technical trades, and administrative or operational support** as the skills they expect to need most over the next 3-5 years. Responses consistently highlighted the growing importance of digital capabilities, hands-on technical labor, and reliable day-to-day business support.

- **Technology, AI, and Digital Skills:** “Software, AI, data science.” / “Competence in computer/internet security.”
- **Skilled Trades and Technical Labor:** “Skilled tradesmen.” / “Geotechnical installation for seawalls and under concrete.”
- **Administrative and Operational Support:** “Administrative/secretarial.” / “Bookkeepers.”

Conclusion and Takeaways

- **Business Climate Perception Is Largely Positive.** A clear majority rated Fort Lauderdale favorably as a place to do business, with satisfaction levels twice as high as dissatisfaction. Long-established businesses—those operating in the City for more than ten years—comprised most of the satisfied respondents.
- **Infrastructure and Quality-of-Life Pressures Stand Out.** Infrastructure and employee quality-of-life received the highest dissatisfaction levels (54% and 52%), and these same areas were also identified as the most important elements of Fort Lauderdale's business climate (60% and 46%). This alignment shows that the issues generating the most concern are also the ones businesses consider most critical to address.
- **Businesses Seek Support Navigating City Processes.** Open-ended responses frequently pointed to complexity in permitting, licensing, and regulatory interactions, highlighting opportunities to streamline processes and improve coordination across departments. Timeliness of responses and clarity of information were also top areas identified for improvement.
- **Access to Markets and Real Estate Costs Influence Retention.** Access to customers or markets was the most important factor for businesses considering future growth, while the cost of real estate or rent also played a significant role in expansion planning.
- **Future Skill Needs Trend Toward Technology and Trades.** Businesses expect growing demand for AI, digital literacy, cybersecurity, and technical trades over the next 3–5 years, alongside continued reliance on administrative and operational support roles.

The survey results show a business community that values Fort Lauderdale's overall operating environment but continues to face notable challenges related to infrastructure, workforce availability, and the complexity of City processes. Improving permitting and licensing navigation, strengthening communication across departments, and expanding support for workforce and housing needs represent meaningful opportunities to reinforce the City's business-friendly posture. With many businesses expressing interest in grants, incentives, and growth within the City, targeted improvements in these areas could further support retention, expansion, and long-term economic vitality.