

FAST FORWARD FORT LAUDERDALE



Rewind: Year in Review



Happy 1st Birthday *Fast Forward Fort Lauderdale*! On April 16, 2013, the Visioning Committee and City Commission unanimously accepted *Fast Forward Fort Lauderdale: Our City, Our Vision 2035*. This April 15, 2014, is a moment to reflect on the progress. The organization's direction from the Visioning

Committee was loud and clear: fast forward, accelerate, and do not wait until 2035 to realize this Vision. Staff has been rapidly fulfilling this Vision in creating *the City you never want to leave*.

The robust two and half years of outreach gathered 1,562 ideas that resulted in *Fast Forward Fort Lauderdale*. The book itself is a source of great pride, representing the hopes and dreams of Fort Lauderdale neighbors and showcasing the beauty of the community through local photography. A five-year Strategic Plan, titled *Press Play Fort Lauderdale 2018* was developed immediately following the Vision Plan, and was brought to Commission for their unanimous acceptance on September 17th, 2013. This Strategic Plan is essentially staff's roadmap of actions to propel the City towards the year 2035, and contains an impressive 42% of Vision Plan ideas.

The current fiscal year has been coined as "The Year of Delivery." The City leadership team is quite familiar with this phrase and has been pushing hard on the Commission's high priority strategic initiatives. Most are complex and long-term for any community. Much of these are directly or indirectly in support of the community Vision and are instrumental in responding to the 2013 Neighbor Survey priority results. Many thanks to the leadership team that makes this all possible.

**We are Fort Lauderdale, a community of choice.
We are the City you never want to leave.**

It has been quite a year of celebration for the City of Fort Lauderdale. The City is receiving national attention for its economic resurgence and commitment to implementing the *Fast Forward Fort Lauderdale 2035* Vision Plan and *Press Play Fort Lauderdale 2018* Strategic Plan to create an active, vibrant, inclusive, and sustainable city. Fort Lauderdale has been ranked among the nation's best cities in a variety of areas, including:

- "Top 10 **Best Downtowns** in 2014" - Livability.com
- "America's 10 **Most Exciting Cities**" - Movoto National Real Estate
- "Top 10 **Best Places to Move** in 2014" - SML National Moving
- "Top 10 Small American **Cities of the Future**" - Foreign Direct Investment Magazine
- "Top 10 **Best Places for Veterans** to Live" - Best Places for Veterans Report
- "Top 10 **Great Cities for Family Vacations**" - Vacation Critic Travel Planning Guide
- "Top 10 **Best Places to Retire**" - Money Magazine
- "**Favorite Winter Destination** of Canadians" - FlightNetwork.com
- "**Most Outstanding Green Government**" - U.S. Green Building Council South Florida
- "**Happiest Cities** for Young Professionals" - Forbes Magazine
- "**Best Places for Business** and Careers" - Forbes Magazine
- "Top 100 **Best Cities to Start a Business**" - WalletHub
- "Certified as a **Florida Green Local Government**" - Florida Green Building Coalition
- "**Complete Streets Policy Ranked #1 in Florida and #3 Nationally**" - Smart Growth America
- "2013 All-America City **Diversity Award**" - National League of Cities

These awards and rankings also remind the City that its greatest accomplishments are achieved collectively as a unified city, together with public, private, and non-profit partners. Together, we are all community builders!



The City of Fort Lauderdale is committed to being a fully connected city of tomorrow by 2035. To achieve this vision, City staff has been busy designing and implementing multi-modal connectivity projects and programs since the City Commission unanimously approved *Fast Forward Fort Lauderdale 2035* on April 16, 2013. Neighbors called for Complete Streets with landscape buffers, narrowed lanes, and on-street parking requirements; a variety of transportation options that are safe, convenient, accessible, and comfortable; and most importantly, for the City of Fort Lauderdale to value the pedestrian-first. The City is pleased to revisit the significant accomplishments within We are Connected, the Vision Direction that received the most individual ideas throughout the community Visioning Initiative.

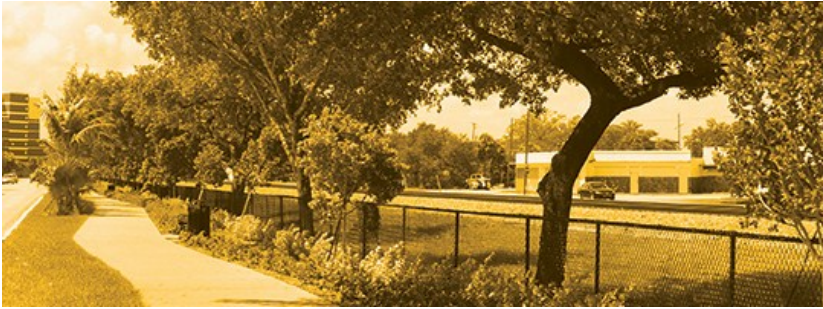
WE ARE CONNECTED

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

Direct Vision Ideas in the Strategic Plan in Progress



98%



Multimodal Connectivity Program

The City of Fort Lauderdale is developing a Multimodal Connectivity Program to make the community's vision of a connected transportation network where the pedestrian is first, a reality. Staff reached out to neighborhoods and used their input to identify the mobility infrastructure project needs. The draft Multimodal Connectivity Program was then presented to the City Commission in December 2013. Prioritization criteria was developed, based upon the City's Community Investment Plan and the Broward Metropolitan Planning Organization's Long Range Transportation Plan criteria, to assist in prioritizing projects. Once the final plan is endorsed by the City Commission, a funding plan will be developed that considers funding from the Broward MPO, FDOT, CIP, grants, and other funding opportunities. While this program is still under development, the City, in cooperation with the Broward MPO and FDOT, has been implementing program elements by expanding existing projects and beginning design of new Complete Streets projects across the City.

Almost **400 projects** were identified for the Multimodal Connectivity Program. Weighting prioritization criteria was developed. The final prioritization list of the projects will be brought back to the City Commission later this year. The list will serve as the direction for how the City will move forward "connecting the blocks." While this program is still under development, the City in cooperation with the Broward MPO and FDOT are implementing the Program. Since 2011, **2.8 miles of bike lanes** and **63 bicycle racks** have been added to the City's multimodal network. Over the next five years, staff has secured \$168 million towards design and construction of bike and pedestrian improvements.

PERCENT OF CONNECTIVITY MAP COMPLETED¹

WALKABILITY SCORE²

59

2012

54

2013

Walkscore.com is a third party evaluation assessing pedestrian friendliness by analyzing population density, road metrics, and distance to amenities from walking routes. The walkability of Fort Lauderdale ranges significantly by neighborhood, from **12 up to 91!** With an average walk score of **54**, Fort Lauderdale is "somewhat walkable," where some errands can be accomplished on foot. The walk score is growing in use by the development and real estate industries, as potential home buyers and renters evaluate their move options.

Complete Streets Policy and Manual

The City of Fort Lauderdale City Commission adopted a Complete Streets Policy in October 2013. A Complete Streets Manual was developed to aid in ensuring the development of a livable, connected, healthy and safe community for all modes of transportation. The Complete Streets Policy shows the commitment to implement Complete Streets, and the Manual illustrates how the City will plan for, design, construct, operate and maintain appropriate facilities for pedestrians, bicyclists, motor vehicles, transit vehicles and transit riders, freight carriers, emergency responders, and adjacent land users. The National Complete Streets Coalition recognized Fort Lauderdale's Complete Streets policy, which was developed in collaboration with the Broward Metropolitan Planning Organization with assistance from the Urban Health Partnership ranking it third in the nation, and number one in the state for policies adopted in 2013.

Downtown Fort Lauderdale Walkability Study

At the February 5, 2013 City Commission conference meeting, recommendations were made for short, mid, and long range improvements to increase walkability of downtown. The goal of the Study is to encourage neighbors to walk more by creating an improved safe and comfortable environment for pedestrian movement. Staff is currently implementing **\$500,000** worth of pedestrian safety improvements in Downtown Fort Lauderdale, using innovative design techniques that not only create a safer pedestrian environment, but also help contribute to a quality sense of place. Projects include painted intersections and crossings on Las Olas Boulevard, and a number of additional pedestrian improvements throughout Downtown.

PERCENT OF RESIDENTS THAT DRIVE TO WORK ALONE³



74%
2011

68%
2012

improving the availability of transportation options, we should see a decrease in single-occupancy vehicle commuters.

By promoting diverse transportation modes that are safe and low-cost, including walking, biking, and transit, we will reduce vehicle miles traveled and traffic congestion. As we work toward connecting our City blocks through increasing Complete Streets and

The Wave Streetcar

The Wave Streetcar is a model example of connectivity. Through a partnership of the City of Fort Lauderdale, Broward County, the Broward Metropolitan Planning Organization, the South Florida Regional Transportation Authority, and the Downtown Development Authority of Fort Lauderdale, the project evolved by having partners with connected goals. More than just transit and mobility, the project seeks to integrate land use with economic development while being environmentally sustainable. As a **2.7 mile** starter streetcar system, it will initially serve Downtown Fort Lauderdale connecting neighborhoods to the major economic generators in downtown. The route will start at Sistrunk Blvd. and go to SE 17th Street between Andrews and 3rd Avenues at a total capital cost of **\$143 million**. Plans for expansion to other major economic generators in the City are currently being planned, along with improvements to the pedestrian realm that further provide connectivity to people through all modes of transportation.

Sun Trolley Ridership and Services Increase

The City of Fort Lauderdale was awarded **\$1,203,363** in grant funding for FY 2014 to operate the Sun Trolley community bus service, purchase a replacement vehicle, expand the Downtown and Beach Links, and contract with a management consultant. To date, the City has received **\$880,661** of those grant dollars. The Sun Trolley is an important transportation option for the City's neighbors and guests, particularly for the routes that serve low-income neighborhoods, downtown commuters, and beach neighbors and guests. Without taking any of the route expansions or new routes into consideration, ridership on the five routes that were in operation in FY 2012 increased over **15%** from 247,448 riders to 285,595 in FY 2013.



All-Aboard Florida Announces Fort Lauderdale Station Location

In November 2013, All Aboard Florida announced that it will construct a **25,000 square foot** station adjacent to the Florida East Coast Railway tracks on NW 2nd Avenue, between Broward Boulevard and NW 4th Street. The All Aboard Florida project includes construction of a new inter-regional rail station and multi-modal transportation hub in Downtown Fort Lauderdale. The project serves as a regional rail service making connections to the Wave Streetcar, providing much needed access to the major activity generators in the City. It is expected that transit oriented development will occur in the area close to the station, further advancing the City's goal for access, connectivity, and sustainable development. City staff is currently working with All Aboard Florida representatives on station area plans.

SATISFACTION WITH OVERALL FLOW OF TRAFFIC⁴



39%
2012

30%
2013

The good news is that the City is growing, and it is a destination for tourists and local commuters. Some areas of the City are congested as a result of this. As the City's planned multi-modal connectivity program is implemented, neighbors and guests will increasingly be able to move around the City and to others cities without relying on personal vehicles, eventually reducing congestion. The ground work needed for repairing and creating the physical infrastructure to help achieve connectivity will temporarily disrupt the traffic flows, resulting in increased congestion during periods of construction.



» WE ARE READY

We are a resilient and safe coastal community.

Who we are is inherently and forever linked to our environment and, specifically, to the water that surrounds us.

To achieve this Vision to be the most resilient community in the United States by 2035, City staff has been busy designing and implementing sustainable projects and programs, and expanding its partner network to combat sea level rise on a regional, national, and global level since the City Commission unanimously approved *Fast Forward Fort Lauderdale 2035* on April 16, 2013. Neighbors called for the prevention of tidal-related flooding and innovative drainage and stormwater management; to sustain the City's long-term water supply through efforts that may include gray water reuse, desalination, and water efficiency and conservation campaigns; to invest in beach renourishment by having vegetated and aesthetic sand dunes, or even self-nourishing beaches; and to pioneer new technologies that will allow the City to better prepare for and respond to emergencies. The City is pleased to revisit the significant accomplishments within We are Ready, the Vision Direction that looks to guide the City of Fort Lauderdale into a sustainable and safe future.

Direct Vision Ideas in the Strategic Plan in Progress



66%



CityLinks Exchange between Fort Lauderdale, Florida and Durban, South Africa

The International City/County Management Association (ICMA)'s CityLinks program facilitated and funded a city-to-city trip in July 2013 between Fort Lauderdale and Durban, South Africa to assess the feasibility of creating a multi-municipality approach to address regional climate adaptation issues. The City of Durban, on the east coast of Africa, is a global climate adaptation leader. The Florida delegation (Fort Lauderdale and Broward County) worked with Durban to create an action plan outlining the initial steps they will take to begin a regional conservation with nearby municipalities.

In March 2014, a five-member delegation from the City of Durban, led by Dr. Debra Roberts, Deputy Head of the Environmental Planning and Climate Protection Department, spent a week in Fort Lauderdale focusing on a variety of environmental issues, including stormwater and visiting environmental restoration sites.

PERCENT OF CITY ROADWAYS WITH AN AVERAGE PAVEMENT CONDITION INDEX SCORE OF 70 OR ABOVE⁵

N/A **75%**
2012 **2013**



The quality of the pavement on the City's roadways is important for users, and the connections to other infrastructure, such as drainage and sidewalks. The Pavement Condition Index is a smart approach to roadway maintenance, allowing for the appropriate prioritization of street resurfacing needs

based on data, ultimately saving the City money as it repairs roads cost effectively.

This performance indicator has a complex methodology and data collection requirements. Generally, it requires six to eight months from the end of the calendar year to acquire the needed information and calculate the emissions. Results are expected in the Fall of 2014 with the Strategic Plan report.

CITYWIDE GREENHOUSE GAS EMISSIONS PER CAPITA⁶



Wind Turbines and Electric Vehicle Charging Stations at Mills Pond Park

The City of Fort Lauderdale, through a federal energy efficiency and conservation block grant, installed the City's first wind turbines and electric vehicle charging stations. The turbines are capable of producing up to **36,000 kW hours** of energy per year. That is enough energy to power three average-sized homes for an entire year, or enough power for a Chevy Volt to drive **7,200 miles** across the entire U.S. and back. The energy produced by the turbines will help power the electric vehicle charging stations (free to the public) and any excess energy produced will help offset costs to run field lights and the concession building at the park.

Stormwater Management Plan

On January 22, 2014, staff presented the City Commission with its recommendations for a three phased, 10-year Stormwater Management Plan. As a result of increased heavy and prolonged precipitation events and rising sea levels the Public Works Department has recommended a higher road crown level of service to sufficiently handle the drainage needs of the City. A higher level of service will result in increased public safety, enhanced quality of life, and decreased property damage and land erosion that can result from poor and insufficient drainage capacities. Staff also hosted the "Stormwater Financing for the Future" event, facilitated by Zelos and the Alliance for Innovation, on February 28, 2014 to gain stakeholder input on funding options. Additionally, a Stormwater Management Team has been formed to focus on and lead these efforts.

FEMA COMMUNITY RATING SYSTEM SCORE⁷

7
2012

6
2013



Community Rating System (CRS) scores determine the flood insurance rate for the community on a scale of 1-10. The lower the score, the greater the premium discount. Recently the City improved its rating to a 6 resulting in a **20% savings** for neighbors on flood insurance premiums.

Fort Lauderdale Hosts the 2013 Southeast Florida Regional Climate Leadership Summit

Fort Lauderdale is a leader in the Southeast Florida Regional Climate Change Compact (SFRCCC), the largest collaborative effort in the United States to respond to the impacts of climate change. The Compact developed the Southeast Florida Regional Climate Action Plan (RCAP), which outlines recommendations to reduce greenhouse gas emissions and adapt to the impacts of climate change. The RCAP is designed to protect the region's unique quality of life and economy, guide future infrastructure investments, and foster livable, sustainable and resilient communities.

On November 7th and 8th, 2013, the City of Fort Lauderdale and Broward County hosted the 5th Annual Southeast Florida Regional Climate Leadership Summit, celebrating the five-year commitment of the four counties of Southeast Florida to working together to develop solutions and best practices for responding to and mitigating the effects of climate change and sea level rise.

Adaptation Action Areas (AAA)

During the City's first televised open house meeting in January 2014, City staff discussed a new Adaptation Action Area initiative to craft policy language for the City's Comprehensive Plan. Once established, the AAA policy could be used to prioritize funding and infrastructure improvements for areas in the City that are more vulnerable to flooding, erosion, high tides, salt water intrusion and rising sea levels. Final policy language, revised with community input, will be presented to the City Commission for inclusion into the Comprehensive Plan in the Fall of 2014.



Get in the Green Multi-Family Recycling

Get in the Green is the City of Fort Lauderdale's Green Your Routine Multi-Family Recycling Program that encourages multi-family properties to reduce waste and increase recycling. Property owners of multi-unit complexes or condominiums in the City are required to implement a recycling program. Through the Get in the Green program, multi-family properties that start recycling collection services or substantially increase their existing recycling program may qualify for a rebate up to **\$1,000** or they may invest in supplemental materials and items to facilitate their current recycling program.

Green Features Added to Parking Lot to Enhance Sustainability

The Orchid Parking Lot located at City Hall is now a demonstration site for best practices, new technology, and innovative strategies. The lot includes **over 20** different sustainable components which are now used as the industry standard for sustainable parking lots. As many of these components as possible will be designed into up to **12** other City surface lots to promote sustainable practices, and reduce the urban heat island effect and storm-water runoff.

The City has made great strides in laying the foundation for becoming more sustainable. The City is reducing waste, cutting back on fuel and electricity and recycling more. From LED lighting at City Hall, hybrid vehicles in the fleet, Gold Certification from the Florida Green Build Coalition, reflective "cool" roofs on many City buildings and pursuit of Environmental and Sustainability Management System certification, the City's corporate culture is changing to ensure sustainability for the community, environment and economy.

PERCENT OF SUSTAINABILITY ACTION PLAN INITIATIVES IMPLEMENTED⁸



12%
2012

16%
2013



The character of our community is woven through the fabric of our neighborhoods. To achieve this vision of being an exciting, healthy, friendly, and close knit community, City staff has been busy designing and implementing community and neighborhood projects and programs since the City Commission unanimously approved *Fast Forward Fort Lauderdale 2035* on April 16, 2013. Neighbors called for neighborhood development to become more mixed-use, diverse, sustainable, and affordable; to be connected as one community, but maintain the unique neighborhood character and quality that is Fort Lauderdale; have neighbors more involved in the City's decision-making process; create communities of homeowners who are well-informed and considerate of the peaceful habitation of others, caring for and maintaining their personal property; reducing crime and making the City's neighborhoods and parks more safe for children to grow up in; and assisting those in the community who need assistance the most. The City is pleased to revisit the significant accomplishments within We are Community, the Vision Direction that celebrates every member of the community and how together they make up one great City of neighbors.

Direct Vision Ideas in the Strategic Plan in Progress



» WE ARE COMMUNITY
We are a neighborhood of neighborhoods.



Innovative Development Ordinance

Based on a request from various community members who believed the existing Planned Unit Development (PUD) ordinance did not contain appropriate criteria for rezoning property to a PUD, the City Commission adopted an ordinance establishing a moratorium on the filing or acceptance of applications for rezoning of any property to a PUD and providing for the establishment of a PUD Advisory Committee to recommend future changes. Since the adoption of the moratorium on May 17, 2011, the PUD Advisory Committee reviewed the existing PUD zoning district ordinance and proposed instead the creation of an "Innovative Development" (ID) ordinance. The ID zoning district, approved by the City Commission in the fall of 2013, is intended to foster, encourage and provide for development incorporating innovative elements that are not otherwise permitted under the Unified Land Development Regulations (ULDR) zoning districts and development standards. Some elements that the ID ordinance promotes is development that demonstrates substantial, significant and recognizable improvements to the neighboring community and the City in general; uses land resources more efficiently through compact building forms and infill development; and street design standards that encourage safety, sustainability, and multi-modal connectivity.

AVERAGE LENGTH OF CLOSED CODE CASES⁹



N/A
2012

223
2013

This key performance indicator represents the average time (in days) it takes a code violation case to be deemed closed. This process is a joint effort between the Code Enforcement Division and the Special Magistrate. A code violation case is considered closed when it has achieved compliance and has no outstanding financial obligations with the City. The goal is to close cases as quickly as possible, which represents a more efficient code enforcement process and enhances the beautification and environmental quality of the City.

Through the City's Chronic Homeless Housing Collaborative program **7 individuals** have been provided permanent housing and supportive services. These individuals were identified as some of the most vulnerable of the homeless population. A total of **22 units** will be available, of which two of the units will be for families.

NUMBER OF COUNTYWIDE CHRONICALLY HOMELESS¹⁰



408
2013

Housing Grant for Chronically Homeless

As homelessness has been identified as a top priority, the City has collaborated with several partners to reduce the incidence of homelessness in Fort Lauderdale. The City of Fort Lauderdale was accepted to become Broward County's partner in a Housing and Urban Development (HUD) Continuum of Care (CoC) competition on August 28, 2012. The intent of the HUD CoC Homeless Assistance Program is to reduce the incidence of homelessness by assisting homeless individuals and families to move to self-sufficiency. In accordance with the terms of the agreement with Broward County, the City is providing permanent supportive housing for chronically homeless individuals and families identified as the most vulnerable. To date, **seven** individuals have been provided with permanent housing and supportive services as part of the CoC program.

Adopt-a-Neighbor Program

The Department of Sustainable Development in partnership with the City Manager's Office conducted a process improvement effort for the City's code compliance efforts. The goal of the process improvement was to identify operational issues and areas of opportunity for efficiencies. Through the effort, staff developed a set of working action items to assist neighbors with code violations with coming into compliance as promptly as possible. Once such item was the Adopt-a-Neighbor Program. This program is designed to assist low-income, elderly, and disabled homeowners in the community become code compliant as it relates to certain exterior code violations. Once an eligible homeowner is identified, they are referred to the Office of Neighbor Support where the homeowner is matched with a community volunteer organization. The community organization then assists the property owner in addressing the code violation. This past year two Adopt-a-Neighbor events took place.

CRIME RATE PER 1,000 RESIDENTS¹¹

68.2
2012



FDLE has not released 2013 crime figures however, both the number of violent (2012: 1,543; 2013: **1,456**) and non-violent (2012: 9,960; 2013: **9,650**) part 1 crime incidents decreased in 2013, as reported by FLPD. It should be noted that this crime rate does not take into account the approximately 100,000 visitors, tourists, and commuters that come into the City on any given day.

Predictive Policing

On January 23, 2013, the Fort Lauderdale Police Department officially kicked off a First of a Kind (FOAK) partnership with IBM to begin the development of a City Resource Optimization Solution (CROS) program with regard to predictive policing. FLPD was one of only two police agencies nationwide tapped by IBM for inclusion in this project (the other being Minneapolis, Minnesota). Through this collaboration, IBM developed an innovative software system designed to improve efficiency by leveraging the vast amounts of data available within the City. As of December 31, 2013, the pilot project has ended, and the City has moved into the actual implementation phase of the product to help address crime issues and trends. Predictive policing, in conjunction with the department's Intelligence Lead Policing efforts allows the department to focus on both locations (predictive) and individuals (intelligence led) of high crime potential.

Sistrunk Boulevard Police Substation

The Sistrunk Police Substation is one of two substations opened this year in the City of Fort Lauderdale. The presence of the substation and its location in the heart of the Historic Sistrunk Corridor, allows for the Police Department to have an open door for residents, and direct communication between the community and the police. Additionally, the substation will assist with fostering positive relationships, and create a safe zone for everyone traveling along the Boulevard. Coupled with the rebuilding and revitalizing efforts of the NW CRA, the substation creates a sense of stability for a growing community while helping return it to its days of self-reliance and economic viability.




Ocean Rescue Extends Lifeguard Staffing Hours

Fort Lauderdale Ocean Rescue supervises three miles of continuous public beach from the South Beach Picnic Area up to and including the beach in front of Hugh Taylor Birch State Park. In the guarded areas of the beach, there are **20** year-round, permanently staffed lifeguard towers. Traditionally, the towers were staffed from 9:45 a.m. to 5:00 p.m. However, due to extended daylight, beachgoers tend to remain at the beach and in the water past 5:00 p.m. This, coupled with the fact that drowning is rare in the lifeguard-supervised areas of Fort Lauderdale Beach, the City proposed, and the lifeguards agreed, to extend lifeguard staffing hours until sundown. In addition to receiving a Vision idea to increase the presence of lifeguards on the beach, this is a major accomplishment as it demonstrates the lifeguards' commitment to ensuring all beachgoers have a safe and enjoyable experience on Fort Lauderdale Beach.

Housing expenditures that exceed 30% of household income have historically been viewed as the conventional indicator for housing affordability. Currently the City is working with three agencies who will acquire single family or multi-family properties to lease or sell to low income families. Additionally, the City is working with NSP Developers to acquire and rehabilitate properties for re-sale to low income families. Lastly, existing properties are being rehabilitated and down payment assistance is being provided for families to become first time homebuyers.

PERCENT OF HOUSEHOLDS SPENDING 30% OR MORE OF THEIR INCOME ON HOUSING¹²

	51%	46%
	2011	2012



» WE ARE HERE

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

We are here in Fort Lauderdale, a subtropical urban epicenter, because somewhere along our life's path of discovery we chose to stay and make it our home. To achieve this vision of being a City where neighbors find excitement, where they can truly relax, and where they always have fun, City staff has been busy developing, implementing, and advancing community programs and initiatives since the City Commission unanimously approved *Fast Forward Fort Lauderdale 2035* on April 16, 2013. Throughout the community Visioning outreach, neighbors highlighted the City's unique identifiers and stressed the desire to improve them, from the gateways into the City, to the Riverwalk, waterways, the beach, parks, and entertainment areas, and the need to nurture all of these to make it even easier to enjoy an outdoor lifestyle. Neighbors called for more green space, recreational facilities and programming for kids and seniors; a fishing pier; an enhanced presence of art, music, and festivals throughout public places; and for the City to expand upon its culture, history, and the future, rooted in its unique location in the world. The City is pleased to revisit the significant accomplishments within *We are Here*, the Vision Direction that celebrates Fort Lauderdale as the City that has everything you need to enjoy an exceptional and healthy lifestyle.

Direct Vision Ideas in the Strategic Plan in Progress





The Riverwalk

The Riverwalk District Plan was initiated to improve and enhance the blocks north and south of the New River in Downtown Fort Lauderdale. The intent was to build on existing assets to create a regional landmark destination that will generate significant economic and social value for the City and improve accessibility along the Riverwalk. Missing links in the linear park are being addressed as new private developments are coming out of the ground or going through the building permit process for future construction. Projects like the New River Yacht Club, New River Village Phase III, and the Broward Center for the Performing Arts are all providing active, commercial and mixed-use space along the water's edge, helping to provide vibrancy and activity at key points along the River. Small scale improvements to the public realm, such as exercise equipment and chess/checkers tables have even been added at strategic points along the river, creating new gathering areas with added wellness benefits. Events, such as the Jazz Brunches and St. Patrick's Day Parade and Festival, continue each year to rise in popularity and success.

The Riverwalk "Implementation Matrix" was developed to drill down on specific initiatives necessary to achieve the short-term actions associated with the Riverwalk District Plan. City staff is currently working to advance streamlining of event permitting, allowing for vendors, cross-river transportation, and Smoker and Esplanade Park improvements.

PERCENT OF THE RIVERWALK DISTRICT PLAN'S IMPLEMENTATION MATRIX IMPLEMENTED¹⁴

17%
2012

17%
2013



Cultivating our Urban Forest

The City continues to provide free trees to neighbors at Adopt-A-Tree events and as part of the Save a Tree, Plant a Tree program. Through these efforts, **1,246** trees were provided to neighbors or planted in public places throughout FY 2013. Trees are components of walkable, pedestrian-friendly streets, providing cooling shade and absorbing carbon emissions. The City will continue to research existing public and private programs to expand its tree canopy, and develop the right partnership program for Fort Lauderdale. To encourage the 'right tree in the right place' information is provided to neighbors during tree give away programs to encourage proper planting of trees. In addition, FPL has partnered with the City, providing additional literature to ensure that new trees are not planted in conflict with power lines. Additionally, the City has applied to become a Certified Community Wildlife Habitat which will include outreach to neighbors to create more wildlife habitats on private property.

Snyder Park Butterfly Garden and Educational Program

The Snyder Park Butterfly Garden and educational program was made possible through key partnerships with the National Recreation and Parks Association, Kids Ecology Corps, and Flamingo Road Nursery. These partnerships have provided the City of Fort Lauderdale with the necessary labor, materials and funds to create the picturesque butterfly garden as well as the butterfly and moth educational program. The City was one of five cities nationwide to receive the National Recreation and Park Association's Green Park—Green Kids program grant to increase the number of children participating in regular, outdoor environmental education programs.

PERCENT OF CITYWIDE TREE CANOPY COVERAGE ON PUBLIC AND PRIVATE PROPERTY¹³

20.6%
2012

21.3%
2013



In FY 2013 **1,246** trees were planted in public places or provided to neighbors through various initiatives. As part of several new projects, landscaping with trees have been factored into the


plans to continue to increase the tree coverage for both physical and psychological health benefits, and for beautification purposes.



City Gateway Enhancements

In the visioning process, participants clearly wanted to celebrate and enhance the beauty of Fort Lauderdale. Ideas included more attractive medians, more flowers, and quality Florida-Friendly landscaping. With the FY 2014 Budget, the City Commission funded and approved welcome signs and enhanced landscaping for approximately **22** gateway locations throughout Fort Lauderdale. The first new welcome sign was installed on Sunrise Boulevard just east of Interstate 95 this past December. It is anticipated that construction will be complete on the remaining signs this year. Coupled with these efforts is the establishment of a way-finding program aimed at making it easier to navigate around Fort Lauderdale and to create a sense of place. Transportation and Mobility staff is currently working on the construction agreement and permit required for the implementation of the Phase I family of signs on the beach. The design and build contract for Phase II is anticipated to be procured this summer, and staff will start working with the Downtown and 17th Street stakeholders shortly thereafter.

PERCENT OF RESIDENTS THAT LIVE WITHIN A 10-MINUTE WALK OF A PARK¹⁵



67%

2012

67%

2013

Parks are a resource for our neighbors and visitors to engage in active living and are also a valuable tool in the battle against rising obesity rates. Increasing access to parks through the addition of dockage, bike amenities, and pathways better allows individuals to integrate physical activity into their daily lives.

The City is committed to ensuring Parks and Recreation programs and facilities meet community expectations, as continued participation will ultimately lead to improved quality of life. Staff will be making improvements to facilities, as well as analyzing current programs, collaborating with external organizations, and identifying additional programming options that fit community needs. The City exceeds the national (70%) and state (71%) benchmarks in this area.



SATISFACTION WITH QUALITY OF PARKS AND RECREATION PROGRAMS AND FACILITIES ¹⁶

75% **73%**

2012 **2013**

Parks, Recreation and Events

With 3,000 hours of sunshine, our parks, beach, and public places are important gathering areas for neighbors and visitors, whether a little league game or a headliner event attracting thousands. The City hosted **29** major citywide special events, and supported many more, including the Annual St. Patrick's Parade which saw more than **20,000** people in attendance, the Great American Beach Party, July 4th Spectacular, and Light-up Sistrunk. This past year also saw the grand opening of Hardy Park, with major upgrades including a new restroom building, covered pavilion, playground shade structures, and a multi-purpose athletic field. Carter Park was activated with track and field events, football games, and other community activities.

The City is increasing waterway access through efforts such as the 15th street boat ramp improvements, a **\$1.6 million** project, which had its ground breaking on April 5, 2014. Recreation programs have also been expanded for seniors with the YMCA, and for youth aftercare and camp programs through the Presidential Fitness Program and Let's Move campaign, increasing participation by **300%**. In five different parks, **12** tennis and **12** basketball courts have been resurfaced. With direction from the City Commission, staff is also looking for a location to increase soccer and lacrosse fields.



In 2035, our vibrant and diverse economy transcends our famous sunny climate. To achieve the vision of having a strong, diversified economic base coupled with excellent business and education centers, City staff has been busy developing and implementing a number of plans and programs since the City Commission unanimously approved *Fast Forward Fort Lauderdale 2035* on April 16, 2013. Neighbors called for the retention of strong companies; to target emerging industries that are compatible with the City's current sectors; to offer a diverse range of incentives; to establish a community with a true brand; to become the home for numerous professional headquarters of major port trading partners, cruise lines, and business specializing in international commerce; for the City's education base to become a critical springboard to a prosperous economy; and to reverse-engineer the talents, skills, and connections needed to build a leading edge workforce. The City is pleased to revisit the significant accomplishments within *We are Prosperous*, the Vision Direction that acknowledges the importance of having both a strong economic base and leading educational programs from pre-K through higher education.

Direct Vision Ideas in the Strategic Plan in Progress



» WE ARE PROSPEROUS

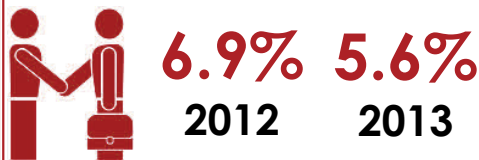
We are a subtropical, City, an urban laboratory for education and business



Economic Development Strategic Plan

The creation of a comprehensive Economic Development Strategic Plan was identified by the City Commission as a top priority during the strategic planning process. The objective of the plan is to sustain, expand and diversify the City's economic base by enhancing the business climate and creating higher paying jobs, thereby increasing the City's tax base and improving the quality of life for all neighbors. A key element will be to identify key strategies and action items that can be implemented within five years, and to set broader goals and objectives to be implemented within 10 years. Economic development success performance index are close to being finalized along with the plan. Specific geographic areas to be evaluated include: The Fort Lauderdale Executive Airport(FXE)/Uptown Business District, The Galt Ocean Mile, North Beach, The Downtown Regional Activity Center (DRAC) / East Las Olas Boulevard, Sistrunk Boulevard, and SE 17th Street / South Andrews Avenue.

AVERAGE UNEMPLOYMENT RATE¹⁷

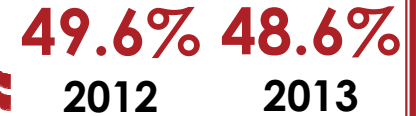


Unemployment and the unemployment rate is one of the major variables used to measure the overall health of the economy, by measuring the unproductive resources in an economy. "We lead the region in job growth, have the lowest unemployment rate in South Florida, and continue to attract record numbers

of tourists," said Fort Lauderdale Mayor John P. "Jack" Seiler in a press release.

Tourism plays a large role in the Fort Lauderdale economy and generates significant revenues for City businesses. The City of Fort Lauderdale generated \$22,603,323 in tourism tax for 2013 and the City experienced its 51st month of continued tourism growth.

PERCENT OF TOURISM TAX GENERATED BY FORT LAUDERDALE¹⁸



Uptown Fort Lauderdale Focus Group formalizes as Envision Uptown and the Uptown Trolley Begins

The Cypress Creek Road area, commonly referred to as 'Uptown,' is a target growth area in the City. The Uptown focus group is comprised of local business owners and is making great progress in formalizing their goals, recently incorporating as Envision Uptown. To further their efforts, City staff recently applied for and obtained a grant for a community bus route as a mid-day service to link commuters, students, employees, and guests in the area to the Cypress Creek Tri-Rail station and surrounding restaurants, shops, educational campuses, the Fort Lauderdale Executive Airport, and other destinations. This demonstration service fills the gap between the existing morning and afternoon shuttle service provided by Tri-Rail, and is intended to promote the use of public transit, reduce congestion, and encourage business development in the area.

Northwest-Progresso-Flagler Heights CRA Five-Year Strategic Plan

The Northwest-Progresso-Flagler Heights (NPF) CRA Five-Year Strategic Plan has been developed and approved! It establishes a roadmap to spend **\$25M** on projects, programs, and initiatives in the redevelopment area. The program developed outlines a clear vision and mission for the CRA over the next five years, in addition to a set of core strategic objectives and development goals that will maintain priorities and also utilize performance measurement to evaluate progress. The spending plan associated with the Five-Year Strategic Plan outlines detailed project allocations and incentive programs that are consistent with the overall development goals of the community redevelopment plan for the area.



Public Investment in Sistrunk Boulevard

Over the past year and a half, the Sistrunk Corridor in Northwest Fort Lauderdale has had a beauty overhaul. With **\$15 million** spent on infrastructure, lane reduction, traffic calming, undergrounding utilities, more on-street parking, wider sidewalks, decorative streetlights, median and landscape enhancements, and new bus shelters, Sistrunk Boulevard is looking like the street of days and years past. Today, the City is focusing efforts on maintaining the investments made along the Boulevard, implementing a streetscapes grant for Phase I of the Shoppes on Arts Avenue, and securing applications for the Commercial Façade Renovation Program by encouraging and assisting business along the corridor to participate in the program. Additionally, funding has been set aside for many projects in the NPF CRA Five-Year Strategic Plan, including repairs to the Mizell Center, Public Wi-Fi and wireless camera project, and Sistrunk lighting upgrades. Finally, the Sistrunk Boulevard name was extended along NE 6th street to the Federal Highway intersection, giving the Boulevard an enhanced presence for drivers within the area, and demonstrating the growth and community building efforts of our neighborhoods.

FORT LAUDERDALE PUBLIC HIGH SCHOOL GRADUATION RATE¹⁹



Statistics show that more than 60% of job opportunities in the skilled labor force require a high school diploma. Higher salaries are typically available to high school graduates, as most employers consider a high school graduate as someone who remained committed to finishing school and pursuing his/her education. Receiving a high school diploma enables someone to pursue a higher education. A high school diploma is simply the doorway to even more available long-term career opportunities.

The American Community Survey has not released 2013 data. Previous years' data suggests that the 33% reported in 2011 was higher than average (2008: 25.78%;2009: 23.63%; 2010: 28.35%). A high proportion of adults with college degrees is an indicator of both the presence of industries that demand such workers and a measure of a region's ability to educate or attract skilled workers.

PERCENT OF RESIDENTS AGED 18-44 WITH A BACHELOR'S DEGREE OR HIGHER²⁰



Promote and Develop the Foreign Trade Zone

The goal of the U.S. Government's Foreign Trade Zone (FTZ) is to enhance global competitiveness in local businesses, to attract and promote international business, create employment opportunities, and to encourage investment. Fort Lauderdale is the grantee to the quickly expanding FTZ-241, leveraging its prime location to attract businesses to meet the explosion of international commerce occurring in the region, and further enhance the City's status as a major port of international commerce. On April 30, 2013 the Zone was reorganized under the Alternative Site Framework (ASF), a significant achievement that allows for faster, more efficient designation and activation of eligible companies, resulting in four new operators already this year.

Creating Business Incubators

A key component of the City's Economic Development Strategic Plan will be focused on entrepreneurial and small business development. Broward College has partnered with the Enterprise Development Corporation (EDC) to establish and manage a business incubator program to be located at their new location off of Cypress Creek Road in Fort Lauderdale. The mixed-use incubator is expected to open by Summer 2014 and will be approximately **6,500 square feet** and will house **eight to 12 start-up companies**. The companies in the program will receive assistance with business strategy development and implementation, legal and accounting matters, marketing and business development, new product commercialization, strategic alliances, preparing to raise capital funds and will also provide resources to entrepreneurs located elsewhere in the County.



The City of Fort Lauderdale is committed to serving as a catalyst to unite all of the stakeholders and facilitate a cooperative environment to collectively achieve a higher level of prosperity. To achieve the vision of being a strong and vibrant kaleidoscope of multi-generational cultures, ethnicities and community partners, City staff has been working to improve processes, increase neighbor engagement and volunteer opportunities, and integrate sustainability into City operations since the City Commission unanimously approved *Fast Forward Fort Lauderdale 2035*. Our neighbors called for more social services to improve the quality of life; to reduce obstacles and simplify procedures to make it easier to do business with the City; to increase transparency and accountability; and to serve as a model of fiscal and operational efficiency, while meeting the needs of a flourishing population. The City is pleased to revisit the significant accomplishments within *We are United*, the Vision Direction that focuses on strong partnerships, and a transparent and accountable government.

» WE ARE UNITED

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

Direct Vision Ideas in the Strategic Plan in Progress





The second annual Neighbor Survey revealed an increase in neighbor satisfaction for the overall quality of City services. The City of Fort Lauderdale exceeds the national (55%) and state (59%) benchmarks in this area. This is one of four key community indicators included in the neighbor survey.

OVERALL QUALITY OF CITY SERVICES²²



67% 70%
2012 2013

Press Play Fort Lauderdale and Strategic Management System

On September 17, 2013 the City Commission unanimously adopted a resolution approving the City of Fort Lauderdale's five-year Strategic Plan, *Press Play Fort Lauderdale: Our City, Our Strategic Plan 2018* and a Strategic Management System. *Press Play Fort Lauderdale 2018* is tasked to the six staff Cylinder of Excellence teams, ten departments, and various community partners. The priority initiatives outlined in the Commission Annual Action Plan (CAAP), a product of collaboration by the City Commission, the City Manager, and departments, reflects the Commission's top priorities for the coming fiscal year. These initiatives are integrated as the main priorities of each Cylinder of Excellence team's annual work plan. Quarterly progress reports of the Commission Annual Action Plan will continue to be provided to the City Commission, and departmental cross-collaboration will continue to take place at monthly FL²STAT meetings.

Structurally Balanced Budget

In an effort to maintain long term sustainability for the City, a structurally balanced budget is required. Structurally balanced means that on-going revenues match on-going expenditures. The City met this goal for the first time with the adoption of the FY 2014 Budget. In order to maintain a structurally balanced budget going forward, it will be necessary to align the FY 2015 proposed operating expenditures with the estimated available revenues. The FY 2015 Budget Calendar and the Strategic Planning and Budgeting Cycle Map have been set. The calendar includes multiple budgetary review sessions to include extensive analysis of both revenues and expenditures to ensure that the City continues to maintain a structurally balanced budget. Departments have begun building their operating budgets and capital improvement requests. Once complete, the respective revenue, budget and Community Investment Plan (CIP) review committees will commence. The Revenue Estimating Conference Committee meetings began on March 12, 2014 and meetings are held weekly.

VOTER TURNOUT²¹

12.4% 11.1%
2012 2013



Voting is the primary tool for neighbors to control and participate in their government. By voting, neighbors are able to communicate information about their interests, and make important decisions about who to elect to represent them at City Hall. The City saw higher

levels of turnout in 2012 when there were two primary elections and one general election. In 2013 there was only a single special election for the District II City Commission seat.



Neighbor Support Night

The City of Fort Lauderdale, in partnership with The Council of Fort Lauderdale Civic Associations, hosted Neighbor Support Night on February 11, 2014. Neighbor Support Night was a free open house event focused on strengthening community ties, elevating public spirit, and encouraging citizen engagement. Throughout the night, neighbors had an opportunity to join together with Fort Lauderdale City Commissioners, City staff, and neighborhood associations to communicate, collaborate, and learn about a wide variety of City programs, services, and activities, as well as the many opportunities to get involved in Fort Lauderdale's community building process. Due to the large success of the event, and how well it was received by the community, the City looks forward to hosting Neighbor Support Nights on an annual basis.

Process Improvement Program

The Process Improvement Program supports the City's strategic management efforts and aims to transform the City of Fort Lauderdale into a results oriented, data driven, efficient organization. It focuses on utilizing process improvement methodologies such as LEAN (eliminating waste) and Six Sigma (reducing variability) to significantly increase productivity and reduce the time and costs associated with the delivery of goods and services to the community. To take on the Citywide deployment, a Process Improvement Cycle was defined which consisted of four phases: Planning, Team Selection & Training, Evaluation, and Process Management. As projects are completed and become part of the day-to-day operations in the City of Fort Lauderdale, new opportunities arise to improve. To date **74 employees** have received LEAN Yellow Belt Certifications and **20 employees** have completed LEAN Six/Sigma Green Belt Certifications. Current process improvements underway include Code Compliance, Special Events, and Engineering/Procurement.

GIS Day 2013

The City Commission proclaimed Wednesday, November 13, 2013 as GIS Day 2013. Geographic Information System (GIS) technologies are a powerful tool for supporting community engagement, emergency services, economic development, environmental protection, crime mapping, long-range planning, and much more. The management, use, and exchange of geographic information is essential for effective decision making. By having a day of GIS activities open to neighbors, students and government leaders greater awareness of the benefits of GIS was achieved.

CITYWIDE VOLUNTEER HOURS²³

N/A	77,720
2012	2013



The Office of Neighbor Support is implementing a series of new initiatives in addition to integrating several programs formerly run by Broward County such as Adopt-A-Street, Beach Clean-ups, Waterway clean-ups and Beach Re-nourishment, which have been taken over as

of October 2013. The actual volunteer activity in the current fiscal year is trending significantly upward and new volunteer initiatives such as the Fort Lauderdale Cares Day and HandsOnly CPR training are coming online in the third quarter.



Enhanced Neighbor Communications

The City has continued to enhance and expand efforts to communicate with neighbors, through both listening and outreach. On March 4, 2014 the second annual Neighbor Survey results were presented to the City Commission. The survey was conducted by ETC Institute, who ensured that households were randomly selected and representative of the four Commission Districts and the 2010 Census demographics. The 2013 Neighbor Survey confirms that the City is headed in the right direction, further reinforces how neighbors feel about complex issues within the community, and verifies that the City is correctly focusing the organization on priority issues. The City continues to conduct Telephone Town Hall Meetings, interacting with neighbors on a variety of issues related to City services, events, and programs. Additionally, neighbors have the opportunity to share their thoughts and ideas with the City on the interactive "We Build Community" website. The Neighbor Support Office provides additional outreach and enhanced services to neighbors, serving as a central resource to effectively address issues of interest and concern. Neighborhoods can internally communicate with each other via Nextdoor, a free, private social media website. When neighbors communicate with each other within their neighborhoods, they are building connections and strengthening a support system. At the end of FY 2013 the number of neighbors on Nextdoor grew to **2,338**. The City newsletter has been redesigned and is now electronically disseminated to a large readership monthly. The redesign included the addition of a neighborhood column, highlighting a different area of the City each month.



Sister Cities - Mataro, Spain and City of Fort Lauderdale

At the September 17, 2013 City Commission meeting, the City designated Mataro, Spain as an official Sister City with the City of Fort Lauderdale. Sister Cities allow for global cooperation at the municipal level by promoting cultural understanding. These partnerships provide the opportunity to collaboratively learn, work, and solve problems while also stimulating economic and community development. Mataro is an ancient town with its origins going back to Roman times and is now a thriving industrial, commercial and tourist center. It is located in northeast Spain on the Mediterranean Sea northeast of Barcelona. With its 125,000 inhabitants, Mataro is a lively catalan town, with a newly built part that includes modern hotels, fitness installations, swimming pools and a long promenade with clear waters and un-crowded beaches. Tourism, the marine industry and its port are major economic engines for Mataro. Like Fort Lauderdale, Mataro offers a great place to live, work and play.

TAXABLE PROPERTY VALUES²⁴

\$23.6B	\$23.7B
2012	2013



Increasing property values for our neighbors is a sign of the improvement in the economy and housing market. Additionally, property taxes represent an important

source of revenue for the city. The level of taxes levied by the city is based on the millage rate in conjunction with the taxable value of properties in the City.



As much as big ideas have been the inspiration, action is essential. The City of Fort Lauderdale is maturing in 'connecting the dots' between the community's priorities and action. Listening mechanisms, ranging from the Visioning outreach, the annual survey, and Telephone Town Hall Meetings define and validate what is working well, and where there are opportunities for improvement. These priorities help guide a strategic budget process, where decision makers have the information to thoughtfully allocate the right mix of resources to make advances in achieving the Vision. In all of this, innovation, agility, and collaboration with the community is key.

This report was provided in celebration of the accomplishments in the first year of *Fast Forward Fort Lauderdale 2035*. A progress report for *Press Play Fort Lauderdale 2018*, the City's Strategic Plan, will be developed annually at the conclusion of each fiscal year. This will provide an opportunity for the community and the organization to reflect on progress made as the City gears up for the coming year in becoming **the City You Never Want to Leave**.

Vision Plan Key Performance Indicator Sources:

- ¹Transportation and Mobility Department
- ²www.walkscore.com
- ³2012 American Community Survey
- ⁴City of Fort Lauderdale 2013 Neighbor Survey, ETC Institute
- ⁵Public Works Department
- ⁶Public Works Department
- ⁷National Flood Insurance Program Community Rating System, Federal Emergency Management Agency (FEMA)
- ⁸Public Works Department
- ⁹Department of Sustainable Development
- ¹⁰Broward County, Florida
- ¹¹Florida Department of Law Enforcement (FDLE)
- ¹²2012 American Community Survey
- ¹³Public Works Department
- ¹⁴Parks and Recreation Department
- ¹⁵Public Works Department
- ¹⁶City of Fort Lauderdale 2013 Neighbor Survey, ETC Institute
- ¹⁷Florida Department of Economic Opportunity
- ¹⁸Greater Fort Lauderdale Convention and Visitors Bureau
- ¹⁹Broward County Public School Board
- ²⁰2012 American Community Survey
- ²¹Broward County Supervisor of Elections
- ²²City of Fort Lauderdale 2013 Neighbor Survey, ETC Institute
- ²³City Manager's Office
- ²⁴City Manager's Office