

STRATEGIC PLAN

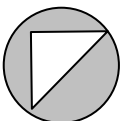
2005 → 2010 → 2020

EXECUTIVE SUMMARY

*Mayor, City Commission
and Executive Team*



*Parkland, Florida
April 2005*



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STRATEGIC PLANNING FOR THE CITY OF PARKLAND





PARKLAND VISION 2020

**City of PARKLAND is a
BEAUTIFUL AND GREEN, UPSCALE
RESIDENTIAL COMMUNITY with SMALL SCALE
COMMERCIAL VILLAGES.**

**Our HOMETOWN FEELING and
EXCELLENT NEIGHBORHOOD SCHOOLS
help to make us FAMILY FRIENDLY.**

**Our residents enjoy an active lifestyle
through 1st Class LEISURE AND CULTURAL
AMENITIES, and EASY MOVEMENT THROUGH
OUR STREETS AND MULTI USE TRAILS.**

**“PARKLAND –
The Place You Call Home”**

City of Parkland Goals 2010

Financially Sound City Government

Public Schools of Excellence

Preservation of Parkland's Character

Safest City in Broward County

**High Performance City Organization
Providing Superior Service**

Connectivity through Roads and Trails

1st Class Leisure and Cultural Amenities

GOAL 1	FINANCIALLY SOUND CITY GOVERNMENT
---------------	------------------------------------------

- **Objectives**
- | | |
|--------------------|-------------------------------------------------------------------------------------------------------|
| Objective 1 | Reasonable Tax Rate and Fees |
| Objective 2 | Infrastructure Cost Born by those Receiving Special Benefits |
| Objective 3 | Community Investment Program with Capital Project Priorities and Funded Based Upon Financial Capacity |
| Objective 4 | Responsibly Using Debt for Major Projects |
| Objective 5 | City Operating as an Effective Service Business |

- **Actions 2005 – 2006**
- | | | |
|----------------------------------------------------------------|--|-----------------|
| <i>Policy Agenda</i> | | PRIORITY |
| 1. Community Investment Plan: Development and Funding | | Top Priority |
| 2. New Alternative Revenues Study and Direction | | High Priority |
| 3. F.P.L. Franchise Fee: Decision | | |
| <i>Management Agenda</i> | | |
| 4. Five Year Financial Plan with Revenue/Expenditure Forecasts | | Top Priority |
| 5. Financial Policies: Development | | High Priority |

GOAL 2

PUBLIC SCHOOLS OF EXCELLENCE

► **Objectives**

Objective 1

Parkland Children Go to Parkland Schools

Objective 2

Additional Schools to Reduce Overcrowding

Objective 3

School Rated: A+

Objective 4

City Programs to Support Educational Program Excellence

Objective 5

Positive Working Relationship Between City and Schools

► **Major Projects 2005 – 2006**

1. High School Stadium: Completion

GOAL 3	PRESERVATION OF PARKLAND’S CHARACTER
---------------	---------------------------------------------

- **Objectives**
- | | |
|--------------------|-------------------------------------------------------------------|
| Objective 1 | Control Development Through Build Out |
| Objective 2 | Maintaining High Development and Design Standards |
| Objective 3 | Range of Quality Homes (Type, Size) for All Family Generations |
| Objective 4 | Decisions and Actions Consistent with Plans, Policies, Regulation |
| Objective 5 | Developing a Tree Canopied City |

- **Actions 2005 – 2006**
- | | | |
|---------------------------------|----------------------------------------------------------|-----------------|
| <i>Policy Agenda</i> | | PRIORITY |
| 1. | Annexation: Action (400Acres) and Plan | Top Priority |
| 2. | Affordable/Workforce Housing Policy and Strategy | High Priority |
| 3. | Road Infrastructure Plan for Pine Tree and Ranch Roads | |
| <i>Management Agenda</i> | | |
| 4. | Environmental Management Plan | High Priority |
| 5. | E.A.R./Comprehensive Plan: Update and Amendments | High Priority |
| 6. | Annexation: Country Acres Direction on Service Provision | |

GOAL 4	SAFEST CITY IN BROWARD COUNTY
---------------	--------------------------------------

- **Objectives**
- | | |
|--------------------|----------------------------------------------------------------------|
| Objective 1 | Meeting or Exceeding Defined Response Times: Fire ___ Police ___ 90% |
| Objective 2 | Appropriate Fire Equipment for Parkland Community |
| Objective 3 | Three Fire Stations Serving Parkland |
| Objective 4 | Low Crime Rate: Part 1 and Part 2 |
| Objective 5 | Residents Feeling Safe and Secure |

- **Actions 2005 – 2006**
- | | | |
|---------------------------------|-----------------------------------------------------------------|-----------------|
| <i>Policy Agenda</i> | | PRIORITY |
| | 1. Fire Station Evaluation, Direction Funding and Staffing Plan | High Priority |
| | 2. BSO/Fire Contract Performance Review | |
| <i>Management Agenda</i> | | |
| | 3. Fire Department Contingency Plan for the Future | Top Priority |
| | 4. Police Department Contingency Plan for the Future | Top Priority |
| | 5. Emergency Preparedness and Recovery Plan: Update | |

- **Major Projects 2005 – 2006**
- Public Safety Building Completion, Opening with Signage

GOAL 5	HIGH PERFORMANCE CITY ORGANIZATION PROVIDING SUPERIOR SERVICE
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- **Objectives**
- Objective 1** Realigning the Corporate Culture as a Service Business around Our Mission and S-P-I-R-I-T
 - Objective 2** Measuring Customer Satisfaction with a ___% Satisfaction Level
 - Objective 3** Effective Use of Technology to Enhance Service Delivery
 - Objective 4** Services Delivered in the Most Cost Effective Manner
 - Objective 5** Citizen Informed and Engaged Positively in City Governance

- **Actions 2005 – 2006**
- | | |
|-----------------------------------------------------------------------|-----------------|
| <i>Policy Agenda</i> | PRIORITY |
| 1. Public Information Program Expansion (Including a Possible P.I.O.) | |
| 2. Information Technology Plan for City | |
| <i>Management Agenda</i> | |
| 3. S-P-I-R-I-T Program: Implementing Our Corporate Beliefs | Top Priority |
| 4. City Organization: Evaluation and Reorganization | High Priority |
| 5. Service Measurements and Benchmark Program | High Priority |
| 6. City Hall Space Plan | High Priority |

GOAL 6	CONNECTIVITY THROUGH ROADS AND TRAILS
---------------	----------------------------------------------

- **Objectives**
- | | |
|--------------------|--------------------------------------------------------------------------------------------|
| Objective 1 | Development of Multi Use Trail System |
| Objective 2 | Avoiding Through Traffic in Parkland |
| Objective 3 | Improved Traffic Flows within the City |
| Objective 4 | Easy, Quick Access to Schools, Commercial Areas, Parks and Amenities by Car or Other Modes |

- **Actions 2005 – 2006**
- | | |
|---------------------------------------------------------------|-----------------|
| <i>Policy Agenda</i> | PRIORITY |
| 1. University Extension Prevention and Action Plan | Top Priority |
| 2. Sidewalk Policy and Funding | High Priority |
| 3. Gateway/Entry Beautification Plan, Projects and Funding | High Priority |
| 4. Master Plan for Multi Use Trails Development and Direction | High Priority |
| 5. Street Lights Priority and Funding | High Priority |

- **Major Projects 2005 – 2006**
1. University – Holmberg Road Traffic Light Installation, WCI Landscaping and Aesthetic Improvement
 2. Parkside Drive Round-a-Bout Feature
 3. Sawgrass Expressway Expansion (FDOT)
 4. Holmberg Road/State Road 7 Intersection Improvement Project

GOAL 7

1ST CLASS LEISURE AND CULTURAL AMENITIES

► **Objectives**

Objective 1

Facilities Responding to Parkland’s Community Needs

Objective 2

Recreation Programs and Services Responsive to Needs of Different Generations

Objective 3

Adequate Sports/Athletic Fields for Games and Practice

Objective 4

Strong Community Events that Support Families and Bring Residents Together

Objective 5

Full Range of Cultural Arts Venues and Programs

Objective 6

1st Class Library Serving Residents

► **Actions 2005 – 2006**

Policy Agenda

PRIORITY

1. Pine Trails Park: Direction, Project (Phase II and II) Priority, Funding
2. Community Events Coordinator and Program Enhancements
3. Amphitheater: Direction and Funding
4. Community Center: Direction and Funding
5. Community Spirit Award

Top Priority

Management Agenda

6. Sports Advisory Board Development

Policy Agenda 2005 – 2006

TOP PRIORITY

Community Investment Plan: Development and Funding

School Advocacy for City Education Priorities

Annexation: Action (400 Acres) and Plan

University Extension Prevention and Action Plan

**Pine Trails Park: Direction Project (Phase II & III)
Priority, Funding**

HIGH PRIORITY

New Alternative Revenue Study and Direction

Affordable/Workforce Housing Policy and Strategy

Fire Station Evaluation, Direction, Funding and Staffing Plan

Multi Use Trails/Sidewalk Policy and Funding

Gateway/Entry Beautification Plan Projects and Funding

Management Agenda 2005 – 2006

TOP PRIORITY

Five Year Financial Plan with Revenue/Expenditure Forecasts

Fire/Police Contingency Plan for the Future

S-P-I-R-I-T Program: Implementing Our Corporate Beliefs

Emergency Preparedness and Recovery Plan: Update

HIGH PRIORITY

Service Measurements and Benchmark Program

E.A.R./Comprehensive Plan: Update and Amendments

City Organization: Evaluation and Reorganization

Financial Policies: Development

Environment Management Plan

City Hall Space Plan

Major Projects 2005 – 2006

- 1. High School Stadium: Completion**
- 2. Public Safety Building Completion, Opening with Signage**
- 3. University – Holmberg Road Traffic Light Installation, WCI Landscaping and Aesthetic Improvement**
- 4. Parkside Drive Round-a-Bout Feature**
- 5. Sawgrass Expressway Expansion (FDOT)**
- 6. Holmberg Road/State Road 7 Intersection Improvement Project**

PARKLAND OUR MISSION

**Our PARKLAND City Government Mission
is to provide *SUPERIOR CITY SERVICES*⁽¹⁾
that add value to our residents' lives
while maintaining the City's
FINANCIAL SUSTAINABILITY.⁽²⁾**

**The City *ASSURES QUALITY DEVELOPMENT*⁽³⁾
while *PROTECTING OUR ENVIRONMENT
AND CHARACTER.*⁽⁴⁾**

**The City *BUILDS OUR COMMUNITY*⁽⁵⁾ and
*ADVOCATES TO PROTECT PARKLAND'S
INTERESTS.*⁽⁶⁾**

Core Beliefs

The City of Parkland

We S erve

We P roduce

We Act with I ntegrity

We Accept R esponsibility

We Look for I nitiative

We Practice T eamwork

“Show the S-P-I-R-I-T!”