



Item No. _____

Agenda Item Memorandum

Town Manager

Department

Connie Hoffmann

Department Director

| COMMISSION MEETING DATE - 6:00 PM | Deadline to Town Clerk |
|---|-------------------------------|
| <input checked="" type="checkbox"/> November 8, 2012 – Roundtable Meeting 6:00 PM | |

**Subject to Change*

SUBJECT TITLE: TOWN SWOT ANALYSIS

EXPLANATION: Commission input is requested to the draft SWOT Analysis (STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS) for the Town that was contained in the draft of the Strategic Plan.

EXHIBIT: Draft SWOT Analysis

Reviewed by Town Attorney

Yes No

Town Manager Initials _____

SWOT ANALYSIS- SUMMER 2012

A SWOT analysis is a strategic planning step in which the strengths, weaknesses (which we prefer to call challenges), opportunities and threats facing an organization – in this case, the Town itself – are identified. In the course of the past two years, the following issues have been identified during political campaigns and in a variety of public forums.

STRENGTHS

1. Beautiful, clean beaches
2. Coral reef within swimming distance of the beach
3. Has escaped overdevelopment of other South Florida cities
4. The built environment of Downtown and most of the original Town is human scale
5. Protective Charter restrictions on height have kept high rise buildings from blanketing the beach
6. The original Town is very walkable, with residents and tourists able to walk to stores, restaurants, and the beach.
7. Historic Anglin's Pier
8. Large number of restaurants- and quality restaurants - for a small town
9. A number of very successful restaurants are good corporate citizens that both host and provide financial support to special events
10. Friday and Saturday night music events draw visitors and provide tourists with free entertainment 52 weeks of the year
11. Citizenry that is passionate about their Town and of protecting its identity
12. Good tax base
13. Town has not ravaged been ravaged by foreclosures and single family homes sales are strong
14. Superb climate
15. Multiple public access points to the beach
16. Well-maintained parks
17. Low property tax rate; 4th lowest in Broward County
18. Volunteer fire department engenders civic pride and involvement and keeps fire assessment fees low
19. Five-Year Capital Improvement Plan and funding for it without debt or raising taxes.
20. Town Commission has a great deal of consensus on their vision for the Town's future.

CHALLENGES (WEAKNESSES)

1. Keeping the hotel industry healthy.
2. The prevalence of back out parking on commercial streets makes it difficult to beautify those streets and improve pedestrian safety
3. Retaining and attracting a mix of viable retail stores
4. Businesses and patrons reaction to the ~~moving very~~ moving very convenient parking spots from East Commercial to what will be perceived as less convenient spaces in the A1A lot and Bougainvillea Drive.
5. Keeping businesses viable during construction of streetscape improvements on Commercial Boulevard.
6. Improving utilization of the A1A parking lot.
7. Political changes & turmoil; frequency of Commission elections.
8. Competing for grants with larger communities and cities with lower average income levels
9. Managing a significant number of large capital projects in the next five years with a very small staff.
10. Businesses' and residents' patience with the dust, inconvenience and detours that will occur during construction of the big infrastructure projects.
11. Likelihood that old drainage systems will begin to fail.
12. Lack of a hardened facility for Town emergency operations in a hurricane or its aftermath.
13. No control and almost no influence on education for Town's students.
14. Only one point of access to the Town from the west and that access is over a bridge.
15. No market research about perceptions of visitors to our Town.
16. No control over the cost of water and sewage treatment and disposal and higher than desired water and sewer rates due to Pompano Beach and Fort Lauderdale levying a legal 25% surcharge on those services to Town residents.
17. Maintaining and programming new public spaces that will be built in 2013.
18. FDOT and Broward County Traffic Divisions orientation to moving traffic rather than accommodating pedestrians.
19. Fully built out residential neighborhoods limits Town's ability to create neighborhood parks, additional beach access, etc.
20. Most grant funding doesn't come through for 4-5 years.

OPPORTUNITIES

1. Historic architecture in sufficient quantity that it could serve as an identifying feature of the Town.
2. Low construction prices stretch available dollars for capital projects in the near term.
3. Upcoming streetscape projects provide opportunities to create more attractive southern and western entryways to Town.
4. Possible acquisition (by the private sector) of below standard properties and subsequent upgrading of them add to tax base and to the attractiveness of the Town.
5. Hoteliers have recently formed an association that has the potential to help them to form cooperative advertising and marketing alliances.
6. Assistance and marketing opportunities offered by the Convention & Visitors Bureau to LBTS.
7. An attentive County Commissioner representing our district.
8. Designs for East Commercial and West Commercial streetscapes will create beautiful public spaces and emphasize the uniqueness of the Town.
9. The Hotel Improvement Program and the Paint Only Program will upgrade the appearance of multiple commercial properties in Town.
10. Plans to create additional parking in A1A lot and on South Bougainvillea Drive.
11. Funds provided in the FY 2013 budget to solve significant drainage problems in three residential areas.
12. Opportunity to market Lauderdale by the Sea as an ecotourism destination:
 - a. a tourist destination where you do not really need a car.
 - b. the proximity of the reefs and inexpensive shore diving
13. Reduce Town sewer system costs through reduction of infiltration into the system.
14. Recognition that a long term parking strategy is needed. Funds are contained in the FY 13 budget to prepare such a strategy.

THREATS

1. Conversion of hotel properties to residential uses reduces the critical mass of hotels needed to sustain a viable hospitality industry.
2. The entire Town is located on the barrier island and is very vulnerable to hurricanes.
3. New hotels and redevelopment occurring north of us in Pompano Beach could lure business away from LBTS.
4. Deterioration of the U.S. economy will reduce discretionary spending and, therefore, the chances of reinvestment and redevelopment of commercial properties.
5. Hotel owners who do not maintain their properties at a quality level have already hurt the Town's reputation as a tourist destination and will continue to do so.
6. Chain operations could move into Town once they recognize the economic opportunity and threaten our uniqueness.

7. Climate change will raise sea level and may cause more severe weather than overwhelms our drainage systems.
8. Additional unfunded mandates and reduced revenues from State government could place financial burdens on the Town that cannot be absorbed within the existing tax rates.