

**STATUS REPORT OF PROGRESS ON THE  
LAUDERDALE-BY-THE-SEA STRATEGIC PLAN  
AS OF JANUARY 1, 2016**

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## INTRODUCTION

The Town of Lauderdale-By-The-Sea's Strategic Plan is the definition of our vision and goals, and the means by which we measure our progress towards attainment of them. It should be the foundation on which our annual budget, five year capital plan, and decisions on prioritization of resources are based.

The staff drafted and the Town Commission modified the assessment of existing conditions in our environment, a fundamental first step in developing a strategic plan. The purpose of the scan is to gather data, information, and facts, and identify perceived strengths, weaknesses, opportunities, threats, challenges and trends that are relevant to the planning for LBTS' future.

The Town Commission then developed Vision and Mission Statements that for the Town over a ten year horizon. Those Vision and Mission Statements were posted on the Town's website and citizen input on them invited by means of email, participation in an on-line survey, or comment at Commission meetings.

The Commission agreed upon **five Strategic Themes** that should guide the Town's decision-making processes and service delivery focus.

Specific goals were developed which are measurable indicators of how well we are succeeding in achieving the Strategic Themes. **Tactical steps** or **Tasks** were identified and include projects and deliverables that are placed in a timeline sorted by the Strategic Theme they fulfill. Each tactical deliverable will have dated milestones to measure progress and to signal issues with delivery or timeline.

# I. ASSESSMENT OF THE EXISTING ENVIRONMENT

## NARRATIVE DESCRIPTION OF EXISTING CONDITIONS

The Town of Lauderdale-By-The-Sea has been very successful in maintaining its identity as a small, charming, seaside community. Founding father Melvin Anglin's initial description of it as "the perfect place to live" is as apt today as when he wrote those words to his wife in 1924.

Unlike other South Florida communities, the Town kept its human scale by adopting low scale height restrictions, and assured that those height restrictions could not easily be modified by institutionalizing them in the Charter. Only by an affirmative vote of the residents can height restrictions be modified. Town residents remain vigilantly protective of the height restrictions and the strategic plan incorporates this fundamental issue.

The Town is financially sound. It has protected its residents from an excessive tax burden through conservative fiscal management, through annexation of residential areas with low service demands and strong property values, and through delivery of fire suppression services through a volunteer fire department. Lauderdale-By-The-Sea enjoys little debt and is currently making early payments to accelerate payment its debt.

The Town is blessed with a passionate and active citizenry. The citizens are fiercely protective of the qualities that make Lauderdale-By-The-Sea unique in South Florida.

Seasonal residents, who exist in numbers almost identical to those of permanent residents and who shoulder a substantive portion of the tax burden in Lauderdale-By-The-Sea, cannot vote in municipal elections and are not very involved in Town politics, but are very important to the Town's economic vitality.

### Economic Issues

The Town finds itself at a critical point in its 85 year history. The hospitality industry, which has helped define the Town's character for so long is characterized by a number of high quality businesses that are thriving and many more businesses that are struggling to survive in this economy and to compete with hotels that have upgraded their rooms and facilities, both in Lauderdale by the Sea and in other South Florida tourist destinations. In the last decade the Town lost a significant percentage of its lodging capacity to redevelopment as condominiums. Several small hotel properties have also been converted to residential use. While these redevelopments have been healthy for the Town's tax base, they mark a concerning trend which, if not altered, will undermine the hotel industry in Lauderdale-By-The-Sea and turn the Town into a suburban residential community.

The hospitality industry is centralized on El Mar Drive, on Ocean Boulevard south of Pine Avenue, and on Bougainvillea Drive. The primary tourist season is January through April, with a less developed summer season in July and August. Rack rates in season range from \$69.99 - \$439.00. Off season rates run from \$49.00 - \$325.00. Hoteliers that utilize on-line booking sites such as *Expedia* or *Orbitz* pay up to 40% of the rack rate in fees to those booking sites.

A large number of hotels offer efficiency and/or 1 bedroom units, which helps differentiate the Lauderdale-By-The-Sea market from Fort Lauderdale and make it a better value proposition for visitors.

The Town has nine (9) lodging properties that are certified members of the *Superior Small Lodgings* (SSL) organization, an organization that assesses quality of lodging establishments with 50 rooms or less in Florida. LBTS has more establishments with the SSL designation than any city in Broward County.

Anecdotal information indicates that tourists are drawn by the Town's pristine beaches, the small scale and walkability of the Town, and the restaurants and attendant active social life in the Pelican Square area. Hoteliers report substantial repeat business, that business travelers are a small part of their clientele, and that Canadians, Europeans and South Americans are important sources of Lauderdale-By-The-Sea's tourist clientele. The Town has no empirical data about the tourists and what draws them.

In 2011 the Town Commission decided that the Town must play a role in keeping the hotel industry a healthy and strong contributor to the Town's economy and identity. The Town Commission recently approved a matching grant program which provides up to \$20,000 per hotel for exterior improvements to hotels that are designated as *Superior Small Lodgings*.

Lauderdale-By-The-Sea is also a destination for many Broward County residents who are drawn to the frequent entertainment, fishing pier, restaurants, and nightlife on East Commercial Boulevard. Local visitors often remark that they get to experience Florida as it used to be when they come to Lauderdale-By-The-Sea. Local visitors and tourists who are lodging in other cities are also frequent users of the Town's beaches.

The Town is known for its restaurants, most of which are unique and not chain-owned operations. The Town Commission adopted a policy in 2011 to exempt up to 225 required parking spaces for new restaurants or restaurant expansions in order to further stimulate the restaurant industry. Since that policy was adopted, five (5) restaurants have expanded, and six (6) new restaurants were able to open that otherwise could not. The Commission also made it easier for restaurants to establish sidewalk cafes.

The Town's residents and the Town Commission have also expressed a strong desire to recruit and retain quality retail stores. Retail is centered on Commercial Boulevard and on Ocean Boulevard south of Commercial Boulevard. Retail stores in Town also have their challenges. In the last decade, the Town lost a treasured retail store – Mack's Groves - and saw it replaced by a chain t-shirt store. Shops that are individually-owned, particularly in the western blocks of Commercial Boulevard, need more foot traffic to their locations. The Town, in order to help reinvigorate Commercial Boulevard, both east and west of A1A, has begun projects that beautify and realign the streetscape to promote more foot traffic and an even better ambiance in the downtown commercial area. The Town has also implemented an exterior paint grant program and worked with the retailers to promote their businesses during 2012's Family Fun Week and other events.

The Town is 99.5% built-out, so there is little development pressure. Redevelopment in a manner sensitive to the Town's unique character is the name of the game for Lauderdale-By-The-Sea's future. The majority of the Town's commercial buildings, single family residences, and infrastructure were constructed in the 1950s and many buildings and residences have not been substantially renovated since initial construction. This creates both problems and opportunities. The opportunity is to have a distinct identity and sense of place through the preservation of the Miami Modern architectural style that is so prevalent in Town and to market the nostalgia that architectural style evokes to potential visitors. The problem is the energy inefficiency of older buildings, a lack of adequate parking spaces on site, inadequate space to expand to provide amenities desired by tourists today, and the cost to bring buildings up to current life safety codes.

Lauderdale-By-The-Sea did not experience anything approaching the level of redevelopment in its commercial and older residential neighborhoods that our neighboring city, Fort Lauderdale, did in the great real estate boom of the 2000-2006. Height restrictions and small parcels in Lauderdale-By-The-Sea have been cited as reasons why redevelopment of commercial properties did not occur, but we do not have a good explanation for why more single-family residential properties were not upgraded.

The Town's infrastructure is also aging. The sewer system is almost 60 years old. Ocean Drive (State Road A1A) in the original Town boundaries has changed little in the past four decades and does not present an attractive face to the visitor. Town Hall is 60 years old and looks it, and public safety functions are housed in a facility not really suitable for their operations.

On the other hand, the Town took decisive steps in 2002 - 2008 to establish attractive public access portals to the sea, with a new park at Washingtonia Street and the beach, and distinctive mid-century style shade structures at each portal. Also in the decade of 2000-2010, significant infrastructure improvements were made in the newly annexed

neighborhoods in the northern part of the Town, including installation of sewers and burying overhead utilities. In that same time frame, Sea Grape Drive received a multi-million dollar streetscape upgrade which included new sidewalks, lighting and landscaping. Land for parking lots was acquired and lots constructed in order to provide parking for anticipated economic development.

The Town has contracted with the Broward Sheriff's Office for police services for over a decade and in 2011 executed a new, five year service agreement with the Sheriff. The Town is safe, with a very competent policing staff that is aggressive in apprehending criminals and dealing with problems before they escalate.

Emergency Medical Services are provided by contract with AMR and fire suppression services are provided by the LBTS Volunteer Fire Department. The Town's ISO rating (an insurance industry rating on fire safety and fire department capability) is superb and was recently upgraded to a Class 3. Much larger cities in the County with professional, paid fire departments have not attained such a rating. The VFD has embarked on an extensive program of training and upgraded the requirements to serve in command positions, both of which will further improve safety.

Infrastructure issues that had been ignored for many years are being addressed. A storm drainage study done in 2011 outlined drainage priorities and engineering studies in 2012 analyzed the condition of the sewer system and identified needed repairs. Correction of significant drainage problems that have plagued residents for many years began in 2012 with the completion of the Harbor Drive, West Tradewinds, and Flamingo Drive drainage projects. In FY13 three more big drainage projects will be completed in residential neighborhoods and additional projects are planned in the Five-Year CIP. Sewer repairs began almost immediately after the engineer's study and will continue through 2016.

The Town has also begun to market itself as a desirable tourist destination. A brand identity for the Town's commercial areas was adopted in 2012 and promotion of the brand has begun. In 2012 an artificial reef was installed within swimming distance of our beach and the Town created BugFest, a marketing effort to bring attention to the Town as a shore diving destination.

#### Prior Planning Efforts

The Town's Comprehensive Plan was adopted in [REDACTED] and reviewed and revised in 2011. It is required by Florida law to dictate how a municipality develops physically and define the city's planning and development goals. Lauderdale-By-The-Sea's Comp Plan, as it is called, established guiding principles and objectives that are very relevant to, and have been included in, the Town's Strategic Plan.

The Town is required to do an evaluation report of the Comp Plan by September 1, 2015 and the decision made on the Strategic Plan, discussed here, should be reflected in amendments to the Comp Plan where it conflicts with that Plan.

Another piece of the planning puzzle for the Town was a well-thought out Master Plan adopted in 2004 that made specific recommendations to improve the Town's public facilities and spaces, the built environment and economic base. Only limited progress was achieved in implementing the Master Plan. The improvement and beautification of public beach access areas was the most visible result of the 2004 Master Plan. The Town's Master Plan was adopted by the Town Commission in 2004 and provided a detailed listing of suggested changes to the zoning code to implement design recommendations contained within the Master Plan. Some of those recommendations were implemented, some were implemented but later reversed, and many were never addressed.

In 2010 and 2011 a review of the Master Plan was conducted, citizen input sought, and a revised Master Plan adopted. Estimates of the cost to implement the most significant features of the Master Plan were developed and capital projects to implement key aspects of the Plan were prioritized by the Town Commission, and subsequently incorporated into Five Year Capital Improvement Plans.

In addition, a review of the Town's Comprehensive Plan, Zoning, Land Development Regulations (LDRs), planning and economic studies and the Master Plan was conducted in 2011 to determine where there were inconsistencies or gaps that need to be addressed. The Commission established the following planning priorities in the summer of 2011 as a result of that review and priorities 1 – 5 were accomplished in 2012:

Priority #1: Remove the mandate for Mediterranean-style architecture for new buildings and redevelopment projects. This Code change was adopted in 2012.

Priority #2: Modify the Code to encourage investment in and redevelopment of hotels, to discourage the conversion of tourist units to residential use, and to facilitate the development of new hotels. Modifications that could be implemented without a referendum vote were adopted in 2012.

Priority #3: Make improvements to the sign code. The sign code was overhauled in the winter of 2012.

Priority #4: Improve the Town's LDRs to address neighborhood and community compatibility issues with abutting redevelopment, and address historic preservation, archeological resources, and safety design issues. These improvements were adopted by the Commission in 2012.

Priority #5: Remove pyramidal zoning structure, improve the definitions of the purpose and intent of various districts, and revise the Code so that it is consistent with the Charter. The LDR amendments to accomplish this goal were adopted in the fall of 2012.



Work on Priority #6 (Adopt architectural guidelines for commercial and multi-family projects) is currently underway and will be completed in FY13.

## EXISTING CONDITIONS: STATISTICAL INFORMATION

### RESIDENTIAL POPULATION

(All population data is from the 2010 U.S. Census unless otherwise noted)

Population: 6,056

# occupied housing units: 3,595;  
2,536 are owner-occupied, 1,059 renter-occupied; 1,657 renters live in LBTS

# Rental Residential Units: 1,286 units (227 rental units were vacant at the time of the census)

# housing units used for seasonal or occasional use: 2,469

Population in Owner-Occupied Housing Units: 4,395 (average household size is 1.7 persons)

Seasonal Population: specific count not available

#### Age of Permanent Residents:

Under 18	398
20-24	131
25-34	340
35-49	1,013
50-64	1,716
65& over	2,412

#### Demographics:

49% Males  
51% Females

96% White

9% Hispanic or Latino (some overlap between people who identify themselves as white and Hispanic)

No other ethnic group represents more than 1% of the population.

## HOUSING STOCK

# single family homes – 931

# condominium apartments – 4,462

# multi-family rental structures – 221

## COMMERCIAL/ECONOMIC BASE

The following data is based on 2012 Business Tax Receipts.

# Hotel, Motel Businesses- 44

# Hotel, Motel rooms- 855

# Time Share Businesses- 5

# Time Share Units- 218

# Restaurants- 26

# Retail - 66

# Professional & Medical Practitioners – 85  
(in commercial offices; not home-based)

**TOWN GOVERNMENT FINANCIAL INFORMATION**

The taxable value of property in Lauderdale-By-The-Sea’s municipal boundaries did not decline as deeply during the recent recession and real estate market collapse as did the South Florida market as a whole. The table below shows the changes in taxable value of all LBTS property over the past 10 Fiscal Years. It reflects a rapid increase in values from 2003-2007, followed by four years of declining values from 2008-2011. Between January 1, 2007 and January 1, 2011, property values declined \$587 million, or 25%. Values began to rebound slightly as of January 1, 2012 and single family home sales were good in 2012.

<b>CHANGES IN LBTS TAXABLE VALUES 2003- 2012</b>		
<b>Calendar Year</b>	<b>Total Taxable Value</b>	<b>% Increase/ Decrease</b>
2012	\$1,761,104,207	1.53%
2011	\$1,734,133,452	-2.25%
2010	\$1,773,134,094	-9.18%
2009	\$1,935,973,843	-9.33%
2008	\$2,116,655,262	-9.69%
2007	\$2,321,656,228	7.80%
2006	\$2,140,677,012	19.27%
2005	\$1,728,223,953	15.88%
2004	\$1,453,739,511	13.39%
2003	\$1,259,147,591	

The Town’s ad valorem taxes are levied against the prior January’s taxable values. So the FY 2004 taxes are levied on the calendar year 2002’s values. As illustrated in the table on the following page, by keeping the Town’s millage rate the same 4.7 mils for four years during the real estate appreciation period, the Town enjoyed substantive increases in tax revenues. When the real estate decline took effect, the Town began to decrease its tax levy in recognition of the burden on homeowners and starting in FY 2009 – and continuing to today – the Town’s ad valorem tax revenues have steadily declined. From FY 2009 through the current fiscal year, actual tax revenues collected have declined 28%.

**MILLAGE RATE FOR THE PAST 10  
YEARS**

<b>Fiscal Year</b>	<b>Millage Rate</b>	<b>Ad Valorem Revenue</b>
FY2013	3.9312	\$ 6,577,090*
FY2012	3.9990	\$ 6,770,000
FY2011	3.9990	\$ 6,901,414
FY2010	3.9990	\$ 7,376,067
FY2009	3.9990	\$ 8,176,504
FY2008	4.1012	\$ 9,096,015
FY2007	4.7000	\$ 9,087,419
FY2006	4.7000	\$ 9,028,855
FY2005	4.7000	\$ 7,855,365
FY2004	4.7000	\$ 6,545,557

\*budgeted

## SWOT ANALYSIS- FALL 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.

### 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 businesses 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 throughout the year
11. Citizenry that is passionate about their Town and of protecting its identity
12. Good tax base
13. Town has not 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; 4<sup>th</sup> 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

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 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 and signage to parking in general.
7. Political changes & turmoil.
8. Continuity of elected officials to stay the course.
9. Competing for grants with larger communities and cities with lower average income levels
10. Managing a significant number of large capital projects in the next five years with a very small staff.
11. Businesses' and residents' patience with the dust, inconvenience and detours that will occur during construction of the big infrastructure projects.
12. Likelihood that old drainage systems will begin to fail.
13. Lack of a hardened facility for Town emergency operations in a hurricane or its aftermath.
14. No control and almost no influence on education for Town's students.
15. Only one point of access to the Town from the west and that access is over a bridge.
16. No market research about perceptions of visitors to our Town.
17. 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.
18. Maintaining and programming new public plazas that will be built in 2013.
19. FDOT and Broward County Traffic Divisions orientation to moving traffic rather than accommodating pedestrians.
20. Fully built out residential neighborhoods limits Town's ability to create neighborhood parks, additional beach access, etc.
21. Most grant funding doesn't come through for 4-5 years.

22. How does a local government improve retail offerings in Town?
23. Drawing pedestrians and shoppers to the western portion of Commercial Boulevard.
24. Providing more parking.

#### 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. Our Commission has good relationships with elected representatives at the County and State level.
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 Bougainville 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.
15. Benefits of alternative energy use and energy-saving technologies.
16. Underutilized marine/waterway resources.
17. Increased/improved recycling measures.



## THREATS

1. Conversion of hotel properties to residential uses could reduce 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 nearby cities could lure business away from LBTS.
4. National or global economic fluctuations that negatively affect tourism, reinvestment and redevelopment.
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 and rising sea levels may cause more severe weather that overwhelms our drainage systems, septic tanks, other infrastructure and the viability of certain properties.
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 rate.

## II. THE TOWN'S VISION & MISSION

### VISION:

By 2018 Lauderdale-By-The-Sea will have accomplished something rare. While staying authentic and protecting our small town character, we will have given the Town the facelift it needed to stay economically competitive and fiscally sound. Gorgeous beachside plazas will be the heart of the community's social life. All the features that residents and visitors love – the relaxed, village atmosphere, the easy walkability of the Town, the many dining choices, retail offerings and traditional festivals – will have been improved and expanded. The hospitality industry will have been reinvigorated and the Town widely known as an amazing shore diving destination and for its distinctive MIMO architecture. In a world where one city looks like another, Lauderdale-By-The-Sea will be uniquely different.

### MISSION:

The Mission of the Town of Lauderdale-By-The-Sea is to deliver local government services efficiently, effectively, transparently, and with integrity; to be responsible and careful stewards of the public's money; to provide leadership for the protection and enhancement of the Town's essential character, natural resources, and economic vitality; and to foster and be respectful of positive public participation in the work of governing this Town we love.

### III. STRATEGIC GOALS & OBJECTIVES

#### STRATEGIC THEME #1. PROTECT THE PUBLIC'S SAFETY IN AREAS OF MUNICIPAL RESPONSIBILITY

##### GOAL: EFFICIENT & EFFECTIVE FIRE SUPPRESSION

**OBJECTIVE:** Keep the Town's Fire Assessment Fee in the lowest quartile of fees charged by other Broward cities. ALL YEARS

**STATUS: ACHIEVED.**

**Task:** Implement a new methodology for fire assessment fees under which all commercial properties paying the same amount per square foot. FY 13

**STATUS: COMPLETED.**

**OBJECTIVE:** Measure the VFD's performance against nationally-recognized standards of performance for the fire service. BEGIN IN FY 14

**Task:** Track response times to determine whether the VFD meets the National Fire Protection Association's response time standard for urban areas that the first fire company response to 90% of fire calls occurs within 9 minutes as measured by total response time. (Total response time is defined as the time interval from the receipt of the alarm or call at the public safety answering point to when the first emergency response unit is initiating action or intervening to control the incident at the scene of the fire.)

**Task: C**

Annually compare the percentage of building fire calls where the VFD's response time (measured as turnout + travel time) is greater than 5 minutes and equal to or less than 9 minutes to the results for other cities as reported by the Florida Benchmarking Consortium.

**STATUS: VFD doesn't keep measures in this format.**

**OBJECTIVE:** Keep the Town's ISO rating in the top 20% among Broward jurisdictions. FY15-18

**STATUS: Achieved in FY 15.**

**GOAL: MINIMIZE FIRE DAMAGE THROUGH ENFORCEMENT OF FIRE SAFETY CODES**

**OBJECTIVE:** Complete a fire safety code inspection of every commercial building in Town once per year. ALL YEARS

**STATUS: Achieved in FY 13, 14 & 15.**

**OBJECTIVE:** Achieve compliance on 80% of life safety code violations within 45 days of notice to the property owner and 95% compliance within 90 days. START MEASURING in FY 15

**OBJECTIVE:** Conduct a field investigation of reported life safety violations within 1 business day of receipt of the complaint. ALL YEARS

**STATUS: Achieved annually.**

**OBJECTIVE:** Offer a fire safety review to every condominium in LBTS annually. START IN FY 14

**STATUS: Achieved in FY14.**

**GOAL: UTILIZE NON-TRADITIONAL TOOLS TO COMBAT CRIME.**

**OBJECTIVE:** Use surveillance cameras to assist in the prevention and clearance of crimes that occur in LBTS.

**Task:** Acquire and install a license plate reader system. FY 14

**STATUS: Became operational in October 2014 and has enabled BSO to arrest numerous criminals.**

**OBJECTIVE:** Utilize the nuisance abatement ordinance as a tool for dealing with businesses that have repeated criminal infractions or patrons who engage in criminal activities. ALL YEARS

**Task:** Identify properties with sufficient criminal activity and the type of activity required to pursue a nuisance abatement case.

**STATUS: Dolphin Motel declared a nuisance by Code Magistrate in 2014. Paid over \$25,000 in fines and upgraded property and operations as a result of Town's actions. Property sold to a new owner in December 2015.**

**OBJECTIVE:** Upgrade street lighting in neighborhoods where it is financially feasible and when residents have signed the necessary easements.

**STATUS: Lights were upgraded and a few lights added in Silver Shores area. Our experience is most residents will not sign FP&L easements**

necessary to install additional lights. Report provided to the Commission on the cost of solar street lights in January 2015. Cost is prohibitive.

**GOAL: REDUCE CRIME OPPORTUNITIES THROUGH PUBLIC AWARENESS AND COMMUNICATION.**

**OBJECTIVE:** Provide CPTED (Crime Prevention Through Environmental Design) advice to residents and neighborhood groups. FY14

**Task:** Make neighborhoods aware that CPTED services are available from BSO.

**STATUS: Done routinely.**

**Task:** Conduct at least 2 security/CPTED surveys per year.

**STATUS: Completed in FY13 & 14.**

**OBJECTIVE:** See that BSO assists those neighborhoods that wish to set up a neighborhood watch program to do so. ALL YEARS

**STATUS: BSO has offered this service. No takers.**

**OBJECTIVE:** Make the public aware of crime issues or trends via the Town's website and Channel 78. FY 14

**STATUS: Put a link on our website to BSO crime maps & data. Resident complained it was "lowering property values".**

**OBJECTIVE:** Recognize the good work and efforts of the COP. ALL YEARS

**Task:** Place an article in Town Topics regarding COP volunteers.

FY14

**STATUS: Completed**

**Task:** Recognize the COP participants at a Commission meeting.

ANNUALLY

**STATUS: Done in FY13, 14 & 15.**

**GOAL: STATISTICALLY EVALUATE THE EFFECTIVENESS OF BSO POLICE SERVICES IN LBTS THROUGH STANDARD MEASUREMENTS USED IN POLICING.**

**Task:** Annually evaluate changes in UCR statistics for LBTS against crime trends in Broward County for that same period of time.

ALL YEARS

**STATUS: Done in FY 13,14 & 15.**

**Task:** Annually compare crime clearance rates in LBTS to those of other Broward cities. START IN FY14  
**STATUS: Done in FY 14 & 15.**

**GOAL: POLICE SERVICES THAT ARE RESPONSIVE, FRIENDLY & HELPFUL TO RESIDENTS & VISITORS.**

**OBJECTIVE:** Monitor the frequency of complaints about police treatment of citizens.

**Task:** Police Chief to prepare a report every six months on the number and nature of complaints received about LBTS BSO personnel's behavior and the outcome of investigations into those complaints. START IN FY 14  
**STATUS: Done in FY14 and 15.**

**GOAL: EFFICIENT & EFFECTIVE EMERGENCY MEDICAL RESPONSE**

**OBJECTIVE:** Respond to 95% of emergency medical calls within 6 minutes as measured by time of dispatch to time an ALS unit is on scene. ALL YEARS

**STATUS: Achieved in FY13, 14 & 15.**

**Task:** Review emergency medical services provider's monthly call response data to verify that the contract standard is met.  
**STATUS: Done monthly by Town Manager and reviewed by Town Commission monthly.**

## STRATEGIC THEME # 2. PROTECT & ENHANCE THE LBTS SMALL TOWN, SEASIDE VILLAGE WAY OF LIFE

### GOAL# 1: PROTECT SINGLE-FAMILY NEIGHBORHOODS FROM NEGATIVE IMPACTS OF ADJACENT COMMERCIAL DEVELOPMENT OR REDEVELOPMENT.

**OBJECTIVE:** Keep development and redevelopment consistent and compatible with the pattern of existing land uses.

**Task:** Assure that the Town's code adequately addresses aesthetic treatment of the backs of commercial buildings and properties and protects residential neighborhoods from excessive noise from commercial properties. FY 16

### GOAL# 2: SUPPORT NEIGHBORHOOD EFFORTS TO PRESERVE THEIR IDENTITY AND QUALITY OF LIFE

**OBJECTIVE:** Provide the opportunity for neighborhoods to participate in the Town's neighborhood improvement grant program.

ALL YEARS

**STATUS:** Neighborhood grants implemented in FY13. No applications in FY14. Two projects approved for FY15.

**OBJECTIVE:** Correct drainage problems that pose a significant threat to property.

**Task:** Complete the Bougainvillea drainage project north of the municipal complex in FY 13. FY13

**STATUS:** Completed.

**Task:** Construct drainage in the four Town-owned parking areas in the shopping centers along Commercial west of Seagrape Drive.

FY13 & FY14

**STATUS:** Completed.

**Task:** Reconstruct the storm water drainage system on 19<sup>th</sup> Street in Bel-Air in FY 13. FY13

**STATUS:** Completed.

**Task:** Complete the swale restoration and drainage improvement projects in the Hibiscus/Allenwood/Tropic Neighborhood in FY 13.

**STATUS:** Completed.

**Task:** Reprioritize the remaining drainage projects identified in the 2010 Storm Water Master Plan, taking into consideration new information and observations. FY14

**STATUS: Completed.**

**Task:** Determine how to fund the highest priority projects in the Five Year (2015-2019) CIP. FY14

**STATUS: Completed.**

**Task:** Review drainage provisions in Chapter 30 and revise as necessary. FY15

**STATUS: Completed in FY15.**

**OBJECTIVE:** Improve street lighting, utilizing decorative street light poles and luminaires in neighborhoods. FY15 AND ON

**STATUS: See earlier item about street lighting.**

**Task:** Determine the cost of providing underground conduit for future street lighting projects when the Town is tearing up the street or right of way for other capital projects. FY16

**OBJECTIVE:** Take enforcement action on criminal or life safety violations that affect quality of life in residential neighborhoods within 2 work days from date of complaint or observation of the problem.

START MEASURING IN FY 14

**OBJECTIVE:** Communicate information to established, active civic or homeowner associations about planned or possible projects affecting their neighborhood. ALL YEARS

**STATUS: Ongoing.**

### **GOAL # 3: MAKE NON-CAR TRAVEL MORE PLEASANT IN CENTRAL LBTS.**

**OBJECTIVE: Improve pedestrian safety at the intersection of Commercial Boulevard and A1A.**

**Task:** Submit a Town resolution asking FDOT to consider an exclusive pedestrian phase in the signalization at the intersection of A1A and Commercial Boulevard.

**STATUS: Completed.**

**Task:** Ask our County Commissioner and state legislators to write letters to FDOT in support of our request.



**STATUS: Completed.**

**Task:** Work with FDOT to implement All Red Pedestrian Phase. FY 13 & FY 14 **STATUS: Completed.**

**OBJECTIVE:** Improve the transit options available in the Town.

**Task:** Improve and expand the schedule for the Pelican Hopper.  
**STATUS: Completed. Expanded to weekend evenings.**

**Task:** Determine the feasibility of partnering with the City of Fort Lauderdale to include Lauderdale-By-The-Sea as a stop on their Sun Trolley route. FY14

**STATUS: Worked in FY14 & 15 on this. Sun Trolley service started in LBTS on December 1, 2015.**

**OBJECTIVE:** Widen sidewalks in commercial areas.

**Task:** Widen sidewalks as called for in the Streetscape Design on the two easternmost blocks of Commercial Boulevard. FY 14

**STATUS: Completed in FY15.**

**Task:** Widen sidewalks on El Mar Drive to 8' provided that can be done without reducing the width of the median. FY15 & FY 16

**STATUS: To be addressed in EL Mar Greenway design in FY16.**

**OBJECTIVE:** Make it more pleasant to walk the streets in central LBTS.

**Task:** Add trees to shade walkways in central LBTS streets.

**STATUS: Trees were added on north A1A in FY 2012 and on Bougainvillea Drive in FY13. Completed tree plantings on 4 blocks of Commercial Blvd in FY14 and two more blocks in FY15.**

**Task:** Add benches and trash cans in commercial areas.

**STATUS: Completed on 6 blocks of Commercial Blvd, sections of El Mar and A1A in FY14.**

**OBJECTIVE:** Improve the El Mar Drive streetscape.

**STATUS:** Four public meetings held in FY14 & 15 to discuss possible redesign of EL Mar as a Greenway. Commission approved a typical section in January 2015. MPO has allocated \$2.5 million for design and construction. Will be designed in summer and fall of FY16.

**Task:** Seek approval of a speed limit reduction on El Mar Drive.

**Task:** Reduce the width of travel lanes on El Mar Drive to 9' in order to reduce speeds and allow for wider sidewalks.

**Task:** Create a safe environment for bicyclists.

**Task:** Add street furniture, landscaping including shade trees and other amenities for pedestrians.

**Task:** Adopt an ordinance that requires that existing vistas to the ocean be maintained and restored during renovation. FY15

**STATUS:-Completed in FY15.**

**Task:** Improve drainage to eliminate ponding.

**OBJECTIVE:** Improve the aesthetics of the alleyways north and south of Commercial Boulevard.

**Task:** Resurface the alleyways in connection with the East Commercial Streetscape project. FY13 & FY14

**STATUS:** North alleyway resurfaced east of El Mar in FY14 and west of El Mar it was reconstructed in FY15.

**Task:** Create incentives or redevelopment requirements for commercial properties to improve the backs of their buildings and properties that abut the alleys.

**GOAL# 4: FOSTER AND FURTHER DEVELOP OUR UNIQUE SENSE OF PLACE.**

**OBJECTIVE:** Provide for the perpetuation of the overall low-rise, pedestrian-oriented atmosphere of the southern portion of the Town consistent with the Charter.

**Task:** Improve the two easternmost blocks of Commercial Boulevard to reflect their importance as a gathering place.

**STATUS: Completed in FY14.**

**Task:** Develop and adopt Architectural Design Criteria based on Section 30-9 Architectural Standards in the Town's Code of Ordinances. FY13

**STATUS: Completed in FY14.**

**Task:** Develop and implement a process for reviewing development plans in accord with the Town's architectural standards.

**STATUS: Completed in FY14.**

**OBJECTIVE:** Create a sense of arrival and identity at the A1A southern entrance to the town and in the westernmost block of Commercial Boulevard.

**Task:** Commission and install the Coral Arch Entryway feature near the Town's western entrance on Commercial Boulevard.

**STATUS: Completed in FY14.**

**Task:** Find the funds to commission and install the reef motif plaza sculptures at the four shopping plazas on the western portion of Commercial Boulevard. FY14 & FY15

**STATUS: Completed in FY14.**

**Task:** Develop an entryway plan for the southern entry to the Town. FY16

**OBJECTIVE:** Create further awareness of LBTS' preponderance of Miami Modern architecture and understanding of what MIMO is.

**Task:** Educate property owners about the MIMO architectural features of their properties. ALL YEARS

**STATUS: Ongoing.**

**Task:** Place at least one article about LBTS' architectural style in the print media. FY 14.

**STATUS: Articles in two South Florida magazines in FY14 highlighted the Town's MIMO architecture.**

**Task:** Devote a section of the Town's website to the MIMO architecture in LBTS. FY 14

**STATUS: Completed in FY14 and expanded in FY15.**

**Task:** Develop a brochure that identifies the Town's MIMO architecture that can be used as a walking tour and have the brochure available for the Town's hotels and Chamber of Commerce. FY16

**STATUS: Awaiting final brochure from FAU.**

**OBJECTIVE:** Create attractive public spaces on Commercial Boulevard that are distinctive and enjoyed by residents and visitors alike.

**Task:** Construct the west Commercial streetscape project in FY 14.

**STATUS: Completed in FY14.**

**Task:** Construct the east Commercial Boulevard streetscape project in FY14.

**STATUS: Completed in FY14.**

**Task:** Design the central Commercial Boulevard streetscape project (from A1A to Seagrape Drive). FY 15

**STATUS: Underway**

**Task:** Implement the central Commercial Boulevard Streetscape project. FY15

**STATUS: Completed in January 2016.**

**OBJECTIVE:** Construct bathrooms at logical locations for the public to use.

**Task:** Provide a bathroom facility in the downtown/beach area.

**STATUS: Land was purchased on EL Mar Drive in FY14 for this purpose. Design of the restrooms is complete. Construction delayed til after tourist season in 2016. Bidding underway.**

**OBJECTIVE:** Make the Town’s new brand identity easily identifiable.

**GOAL:** Install way-finding signage with the logo design throughout the Town. FY13 & FY14

**STATUS: Completed in FY14.**

**Task:** Utilize the brand in marketing the Town, special events, etc.  
ALL YEARS

**STATUS: Ongoing.**

**Task:** Install signage at the Town Hall complex that reflects the brand. FY13

**STATUS: Some installed in FY 13. Additional signage added in FY14.**

**OBJECTIVE:** Prohibit the development of residential structures that are out of scale with the community.

**Task:** Reverse the rear yard setback changes made in 2007 or 2008 for waterfront property. FY15

**STATUS: Done in FY 15.**

**Task:** Develop an ordinance to modify such issues in the Town’s Land Development Regulations that, as currently written, allow the development of homes that are outsized for the community.

FY 16

**GOAL# 5: IMPROVE THE AESTHETIC CHARACTER OF PUBLIC FACILITIES AND AMENITIES.**

**OBJECTIVE:** Improve the appearance of the Town Hall complex.

**Task:** Complete painting of the complex in the MIMO colors.

**STATUS: Completed in FY13.**

**Task:** Repaint the curbs, railings, and sidewalks in a neutral color.

**STATUS: Completed in FY13.** FY13

**Task:** Develop a cohesive landscape plan for the complex. FY14

**STATUS: Landscaping in front of the Jarvis Hall complex was redesigned completely in FY14.**

**OBJECTIVE:** Redevelop town hall complex to more effectively utilize the site. FY18- FY20

**Task:** Incorporate parking in an attractive way into the site/building.

**Task:** Incorporate a community center and a senior recreational facility into the new Town Hall complex.

**OBJECTIVE:** House government functions in an architecturally striking building. FY18 – FY20

**GOAL# 6: DEVELOP AN OPEN AIR AMPHITHEATER IN EL PRADO PARK THAT DOES NOT OBSTRUCT THE VIEWS TO THE BEACH.** FY19

**GOAL# 7: SPONSOR QUALITY SPECIAL EVENTS THAT HAVE A SMALL TOWN FLAVOR THAT RESIDENTS & VISITORS ENJOY.**

**OBJECTIVE:** Annually evaluate Town-sponsored events. ALL YEARS  
**STATUS: Ongoing.**

**OBJECTIVE:** Take over sponsorship of Christmas by the Sea. FY13  
**STATUS: Done and have improved the event in following years.**

**GOAL#8: IDENTIFY, PRESERVE, PROTECT, AND HIGHLIGHT HISTORIC BUILDINGS/STRUCTURES.**

**OBJECTIVE:** Achieve the preservation and restoration of MIMO architecture in the Town's commercial buildings. ALL YEARS

**Task:** Through HIP grants and renovation reviews, encourage property owners to retain or restore MIMO features.  
**STATUS: Prior to the grant program's end, we funded upgrades to MIMO features at three hotels.**

## STRATEGIC THEME #3. FOSTER THE ECONOMIC VITALITY OF THE TOWN

**GOAL# 1: SUPPORT REDEVELOPMENT PROPOSALS WHICH MAINTAIN THE OVERALL SCALE OF THE TOWN THROUGH PROPER HEIGHT AND BULK DESIGNS.**

**GOAL# 2: ESTABLISH POLICIES AND PROGRAMS SUPPORTIVE OF THE HOTEL INDUSTRY IN ORDER TO KEEP THAT INDUSTRY AN IMPORTANT COMPONENT OF THE TOWN'S ECONOMY AND IDENTITY.**

**OBJECTIVE:** Educate Town staff and the Town Commission on those aspects of hotel viability, renovation, and investment that are pertinent to the development of a strategy to accomplish this goal. FY14

**Task:** Get input from hoteliers in LBTS, successful small hoteliers in other areas, hotel investors on the issues in LBTS that have a direct bearing on the economic viability of the industry in LBTS and what measures the Town could take to improve their viability. FY14

**STATUS:** Staff periodically meets with the Lodging Association to discuss matters. Our marketing consultant surveyed the hoteliers in FY14.

**OBJECTIVE:** Discourage the conversion of tourist units to condominiums.

**Task:** Identify additional changes we can make to the Code or propose to make to the Charter that will help us achieve this objective. FY14

**STATUS:** Completed in FY14.

**Task:** Provide matching grants of up to \$20,000 to at least 6 hotels to make exterior improvements to their properties. FY13

**STATUS:** Completed in FY15.

**Task:** Provide design advice to hoteliers that will enhance the viability of their hotel. ALL YEARS

**STATUS:** We have offered design advice through architects & interior designers with limited success.

**OBJECTIVE:** Support redevelopment of hotels within the confines of charter requirements.

**Task:** Fast track review of hotel redevelopment proposals.  
ALL YEARS  
**STATUS:** Staff does this with all hotel proposals. The problem is that the hotel owners/developers don't fast track their work.

**OBJECTIVE:** Clean up the appearance of existing hotels and motels.

**Task:** Promote the HIP grant program so that enough eligible hotels apply to utilize all the funds allocated for the program.  
FY13 & FY14  
**STATUS:** HIP grant program ended in the beginning of FY15. We were not successful in getting enough hotels to participate that we used all of the funds budgeted for the program.

**Task:** Monitor the Superior Small Lodgings designations to ensure that hotels that have received HIP funds stay in compliance.  
ALL YEARS  
**STATUS:** Ongoing.

**Task:** Continue the hotel code inspection program and quickly bring violations that are not corrected to the Code Magistrate.  
FY13 – FY15  
**STATUS:** Ongoing. We try to work with the property owners, so don't bring code violations to the Magistrate quickly if they are cooperative.

**GOAL# 3: PROVIDE A SUFFICIENT COMBINATION OF PUBLIC AND PRIVATE PARKING TO SUPPORT THE TOWN'S ECONOMIC VITALITY.**

**OBJECTIVE:** Expand public parking facilities in FY 13 to absorb the parking that will be displaced by the East Commercial streetscape project.

**Task:** Consolidate the Wings and A1A parking lots to create more parking spaces.  
**STATUS:** Completed in FY 13.

**Task:** Expand parking at the municipal complex to accommodate the Town workers .  
FY13 & 14  
**STATUS:** Completed in FY14.

**Task:** Build additional public parking spaces on South Bougainville Drive.  
**STATUS:** Completed in FY14.



**Task:** Pursue the lease of privately-owned properties on a temporary basis for public parking.

**STATUS:** Leased Minto lot for 18 months with great success and profit. Leased south A1A site and opened it for parking as the Minto lot closed. Secured a 20 year lease on that parcel. Entered into an agreement with Florida Development Group in November 2015 to utilize the parking spaces in front of the former Villa Caprice hotel until they redevelop it.

**OBJECTIVE:** Develop and implement additional short-term parking strategies (aside from those described in Objective A.). FY14

**OBJECTIVE:** Evaluate alternatives to parking requirements for new businesses.

**Task:** Consider Payment-In-lieu of parking as an option to providing required parking for new development or changes in use that require additional parking spaces. FY14

**STATUS:** Commission initially rejected the idea, then in FY15 resurrected it. Draft ordinance going to P&Z Board in January 2016.

**Task:** Monitor the success of the Restaurant Parking Exemption program and the Parking Reduction program and revise if necessary.

**STATUS:** Program very successful & fully utilized in east, little utilized on west Commercial. Program ended in March 2015.

**OBJECTIVE:** Improve access to and visibility of public parking.

**Task:** Install highly-visible signage directing drivers to the A1A lot. FY13

**STATUS:** Not done due to excessive cost. In FY16, we will install the new MIMO Parking signs there in FY16.

**Task:** Implement way-finding sign expert's recommendations on placement of parking way-finding signage. FY13 & FY14

**STATUS:** Completed.

**OBJECTIVE:** Create a long-term public parking strategy.

**Task:** Hire a consultant/consulting team to develop strategies, alternatives and cost projections. FY14

**STATUS: Consultant hired in FY14. Report done & reviewed by the Commission in FY15.**

**Task:** Have the consultant evaluate the feasibility of building parking garages in the downtown center of Town, including the possibility of a public/private garage development. Determine where the most efficient/ effective locations for parking would be based on parking demand. FY14

**STATUS: Completed. Consultant presented their findings, evaluation and recommendations to the Commission in fall of 2014.**

#### **GOAL# 4: MARKET THE TOWN AS A TOURIST DESTINATION.**

**OBJECTIVE:** Develop a Town marketing strategy and implementation plan.

**Task:** Select a marketing firm to develop the strategy. FY13

**STATUS: Completed. Ambit Marketing was selected.**

**Task:** Conduct market research to develop an understanding of the Town's strengths and problems in attracting visitors to stay, shop, and dine in LBTS. FY14

**STATUS: Completed in FY14.**

**Task:** Incorporate and promote the unique characteristics that define LBTS in advertising. FY14-FY18

**STATUS: Marketing themes agreed upon in FY14 and used in advertising campaigns in FY14 and 15.**

**OBJECTIVE:** Partner with the Florida Tourism Board and Broward County Visitors & Convention Bureau to promote the Town as a tourist destination.

**Task:** Promote the Town at various trade shows. FY14- FY18

**STATUS: Promoted Town as a diving destination at DEMA convention in FY14 and at Deep Blue in FY14 & FY15.**

**OBJECTIVE:** Engage the private sector to partner with the Town to improve the economic vitality of the Town.

**Task:** Determine the most effective working relationship with the Chamber of Commerce, the Lodging Association and any Retail Association that develops. FY14

**STATUS:** The Commission met several times with Chamber of Commerce Board members to discuss the appropriate functions.

**GOAL# 5: KEEP PROPERTY VALUES HIGH BY EFFECTIVE AND TIMELY ENFORCEMENT OF AESTHETIC CODES AND OF CRIMINAL NUISANCES.**

**OBJECTIVE:** In cooperation with the Chief of Police, utilize the Town's Nuisance Abatement Ordinance to achieve corrective action by owners of properties that meet the criteria of a nuisance under State law and the Town's Ordinance. ONGOING

**Task:** Meet with the Police Chief periodically to identify potential properties for enforcement under the Nuisance Abatement Ordinance and to monitor progress on preparing cases against such properties.

**STATUS:** Ongoing.

**Task:** Bring nuisance cases that do not take satisfactory corrective action to the Code Magistrate for determination of orders and fines.

**STATUS:** In FY14 the Town pursued a nuisance case against the Dolphin Motel with satisfactory results. In FY15 a serious arrest took place there, resulting in another fine to the property owner.

**OBJECTIVE:** Establish an effective working relationship with the State and County agencies that conduct inspections of commercial properties and share information with them so that we can coordinate enforcement activities against problem properties.

**STATUS:** We have found that the State has an insufficient number of hotel inspectors and so hotel inspections seem cursory and they not aggressive at all with problem properties. Both the state and the county say the other is responsible for dealing with bed bug issues, so no one deals with them at all. When we pressed the matter, we were told by the state hotel inspection staff that a hotel does not have to replace a bed infested with bed bugs, they just have to treat it.

**OBJECTIVE:** Evaluate whether changes are needed to the Town's code restrictions on the locations where generators can be installed at residential property. FY16

**STATUS:** Completed in FY15.

**OBJECTIVE:** Prepare code amendments to require that outside lights be screened for aesthetic reasons and so that the lights do not adversely affect traffic. FY14

**STATUS: Completed in FY14.**

**GOAL# 6: PROVIDE TIMELY AND PROFESSIONAL BUILDING REVIEW & INSPECTIONS.**

**OBJECTIVE:** Town's Building Services contractor to meet contract performance standard to provide review comments on building permits within the required number working days of submission.  
(Contract allows 2 days on small projects, 6 days on a single family home, 10 days on a commercial project)

**Task:** Have contractor provide a quarterly report on timeliness of reviews compared to the performance standard. FY14

**STATUS: Contractor started providing the report in FY14 but too frequently forgets to do it. The Assistant Town Manager is setting up a tickler system to make sure it is provided.**

**OBJECTIVE:** Town's Building Department Services contractor to do 90% of inspections within 1 working day of calls for inspection when called in before 3 p.m.

**Task:** Have contractor provide a quarterly report on compliance with the performance standard. FY14

**STATUS: Same comment as above.**

**OBJECTIVE:** Streamline the Town's Site Plan and development review processes.

**Task:** Review the Town's existing Development Review provisions and propose improvements. FY14

**STATUS: Completed in FY14.**

**GOAL# 7: IMPROVE THE OVERALL PHYSICAL APPEARANCE OF THE TOWN'S BUSINESS AND SEASONAL RESIDENTIAL AREAS.**

**OBJECTIVE:** Utilize the Town's existing architectural code requirements to require commercial property owners to improve the exterior appearance of their buildings when renovating.

**Task:** Utilize architects with expertise in site planning and MIMO architecture to assist the Town in architectural reviews of renovation or new commercial projects.

**STATUS: Ongoing.**

**OBJECTIVE:** Develop a set of community development guidelines which, at a minimum, govern signage, color, and facade treatments.

**Task:** Develop and adopt architectural design guidelines for buildings in the MIMO architectural style. FY13

**STATUS: Completed & implemented.**

**Task:** Develop and adopt architectural design guidelines to be applied to construction or renovation of non-MIMO style commercial and multi-family properties. FY16

**Task:** Develop and implement a process for reviewing development plans according to the Town's architectural standards. FY 13

**STATUS: Implemented in FY14.**

**OBJECTIVE:** Improve the Town's landscape code for commercial properties. FY16

**GOAL # 8. CORRECT SERIOUS STORM WATER DRAINAGE PROBLEMS IN COMMERCIAL AREAS.**

**Task:** Attain FDOT agreement to increase the number and/or size of the storm-water inlets on Commercial Boulevard west of Seagrape.

**STATUS: Achieved in FY13.**

**Task:** Execute Joint Project Agreement to implement FDOT drainage improvements (with full reimbursement of our costs) in connection with western Commercial Boulevard streetscape project. FY13

**STATUS: Achieved in FY14.**

**Task:** Construct drainage improvements in the Town-owned parking lots in the four shopping plazas west of Seagrape Drive. START IN FY13, COMPLETE IN FY14

**STATUS: Completed in FY14.**

**Task:** Construct drainage improvements on El Mar Drive between the two alleyways during construction of the East Commercial streetscape project. FY14

**STATUS:** Completed in FY14.

**Task:** Improve drainage on El Mar Drive. FY17

**STATUS:** Will be addressed in El Mar Greenway project.

**GOAL # 9: ACQUIRE STRATEGICALLY-LOCATED BUILDINGS OR PARCELS THAT WILL ENABLE THE TOWN TO ACHIEVE ECONOMIC DEVELOPMENT GOALS.**

**GOAL #10. REDEVELOP THE BASIN DRIVE MARINA AREA AS A THIRD WATERFRONT DESTINATION AREA.**

(Commission directed staff to leave this goal in the plan, but assigned it a low priority.)

**OBJECTIVE:** Utilize Basin Drive to create a strong east-west pedestrian linkage from the Intracoastal to the Atlantic.

**OBJECTIVE:** Improve the visibility of Basin Drive, possibly through the acquisition of property there.

**OBJECTIVE:** Open access to the Silver Shores Waterway by acquiring property that becomes available at a reasonable price or via grants for the development of a Waterway Promenade and transient boat dockage. Try to open up views of the marina and waterway.

**OBJECTIVE:** Enhance rear facades of buildings with rear entrances on Basin Drive through pedestrian scale features such as awnings, porches, attached lighting and signage.

## STRATEGIC THEME # 4. PROVIDE EFFICIENT & EFFECTIVE GOVERNMENT SERVICES

**GOAL: KEEP THE TOWN'S AD VALOREM TAXES, GARBAGE RATES, AND FIRE ASSESSMENT FEES COMPETITIVE OR BELOW OTHER BROWARD CITIES.**

**OBJECTIVE:** Keep the Town's millage rate in lowest quartile of all Broward cities. ALL YEARS

**STATUS:** Achieved in FY13, 14, 15 & 16. Town currently has the third lowest millage rate in the County.

**OBJECTIVE:** Maintain residential garbage collection rates that are competitive with – or lower than- other Broward cities that provide the same services.

**Task:** Periodically survey other cities' residential garbage collection rates and compare to our rates. START IN FY16

**STATUS:** Provided such a report to the Commission in the summer of 2015 in connection with decision on whether to renew the garbage collection contract. Town's rates are VERY competitive.

**GOAL: BE A FINANCIALLY CONSERVATIVE & RESPONSIBLE GOVERNMENT.**

**OBJECTIVE:** Maintain an Emergency Reserve sufficient to do initial cleanup required to open streets and essential Town facilities, and make essential repairs after a natural disaster before insurance claim payments or Federal emergency funds are remitted.

**STATUS:** The Finance Director did a detailed analysis in FY13 and determined that the emergency reserve is sufficient given our exposure and insurance. At that time the Commission decided not to formally reserve the funds, so they have been designated for that purpose rather than reserved.

**GOAL: PROVIDE MULTIPLE AVENUES FOR CITIZEN INVOLVEMENT & INPUT.**

**OBJECTIVE:** Provide periodic communications to Town property owners that update them on significant Town events and actions.

**Task:** Publish *Town Topics* quarterly.

**STATUS:** Achieved in FY13, 14 & 15.

**Task:** Expand the amount of information provided on Channel 78.  
FY 14

**STATUS:** Completed in FY14. Continue to add more in FY15.

**OBJECTIVE:** Make the Town's website more interactive for users. FY16

**GOAL: CONDUCT GOVERNMENT ACTIVITIES WITH CIVILITY AND RESPECT FOR INDIVIDUALS AND DIVERGENT OPINIONS.**

**OBJECTIVE:** Continue public comments at all Commission meetings.

**STATUS:** Ongoing.

**OBJECTIVE:** Mayor to maintain decorum in all public meetings.

**STATUS:** Ongoing.

**GOAL: OPERATE THE TOWN GOVERNMENT WITH A HIGH DEGREE OF TRANSPARENCY.**

**OBJECTIVE:** Make the Town's website the place for residents and businesses to go for ready access to Town reports, data and updates.

**STATUS:** WE have added many more reports and information to the website in the past four years.

**Task:** Communicate the Town's annual priorities on the website.

**STATUS:** Ongoing.

**OBJECTIVE:** Communicate designs, schedule and progress on major capital projects to residents and affected businesses.

**Task:** Create signage at East and West Commercial Boulevard project sites that depicts what will be built. FY13

**STATUS:** Was done.

**Task:** Provide weekly updates on construction project status on the website. ONGOING

**STATUS:** Was done for the Bougainvillea, Bel Air & HAT drainage projects and the Commercial Blvd streetscape projects.



**Task:** Create an email address list for businesses and residents on Commercial Boulevard. Utilize the email list to provide project updates and alerts. FY13

**STATUS: Done in FY13 and updated periodically.**

**GOAL: COMMUNICATE TO OUR RESIDENTS THE TOWN'S EFFECTIVENESS & EFFICIENCY COMPARED TO OTHER CITIES.**

**Task:** Compare the Town's property tax rate and fire assessment fees to other Broward cities each year in *Town Topics*.

ANNUALLY

**STATUS: Done in FY13, 14 & 15.**

**Task:** Report on Town's Fire and EMS response times compared to national standards in *Town Topics*. FY15

**STATUS: Done.**

**STRATEGIC THEME #5. BE ENVIRONMENTALLY RESPONSIBLE**

**GOAL: ACCELERATE THE AMOUNT OF RECYCLING IN TOWN.**

**OBJECTIVE:** Increase the tonnage of recycled materials collected by the Town's waste hauler by 50% in FY 13.

**Task:** Implement cart recycling for residential properties by January 30, 2013.

**STATUS: Completed in February 2013.**

**Task:** Report on the increase in tonnage of recycled materials collected in LBTS from residential properties. FY13

**STATUS: Done.**

**OBJECTIVE:** Promote greater recycling in condominiums.

**Task:** Develop a program to educate condominium boards about ways to increase recycling in their buildings. FY13

**STATUS: Done in FY13 and continued in FY14.**

**Task:** Meet with at least 10 condominium Boards of Directors or property managers to educate them about ways to increase recycling. FALL 2013

**STATUS: Achieved. Rolled out recycling tote program to condos in December 2015.**

**OBJECTIVE:** Provide constructive advice to Town businesses to increase their recycling. FY 14

**Task:** Engage the services of a commercial recycling expert to advise Town businesses on ways to increase recycling and have that individual call upon the businesses. FY16

**OBJECTIVE:** Integrate recycling receptacles in all streetscape projects. FY13-FY17

**STATUS: Ongoing.**

**GOAL: COMMUNICATE, EDUCATE AND IMPLEMENT STRATEGIES TO PROMOTE AWARENESS AND ACTION TO PRESERVE OUR NATURAL RESOURCES WHICH ARE SO VALUABLE TO OUR COMMUNITY'S VITALITY.**

**OBJECTIVE:** Preserve & create additional vistas to the sea.

**Task:** Protect or create vistas to the sea in conditions placed on new development and or redevelopment proposals. ONGOING

**STATUS: This was done on the site plan for the replacement hotel for Little Inn by the Sea and in architectural review for other hotel redevelopment projects.**

**OBJECTIVE:** Undertake sea oat plantings to stabilize our beaches.

**STATUS: Ongoing. As of Jan 1, 2016 we had completed 8 sea oat planting projects.**

**Task:** Complete a sea oat demonstration project utilizing volunteers to do the planting in order to educate the public about the importance of creating dunes to hold the sand.

**STATUS: Completed in FY14.**

**GOAL: MAINTAIN THE SEWER INFRASTRUCTURE**

**OBJECTIVE:** Reduce infiltration into the Town-owned sewer system.

**Task:** Complete the lateral repairs identified as needed in the 2012 King Engineering analysis. FY13 & FY14

**STATUS: Completed.**

**Task:** Evaluate the amount of infiltration occurring in FY 16 and compare to that in FY12.

**STATUS:** Funds were included in the FY16 Sewer budget to have this analysis done.

**GOAL: BE SUPPORTIVE OF ENVIRONMENTALLY-FRIENDLY MEANS OF TRANSPORT IN STREET, PARKING AND PUBLIC BUILDING DESIGN.** (from Comp Plan)

**OBJECTIVE:** Amend parking requirements to support a more pedestrian environment.

**Task:** Consider revising the parking requirements to allow provision of bicycles and NEV parking spaces to meet some of the required parking. FY15

**STATUS:** Made that change for hotels in FY13.

**GOAL: IMPROVE THE ENERGY EFFICIENCY OF PUBLIC BUILDINGS.**

**OBJECTIVE:** Reduce the annual electric consumption in Town facilities.

**Task:** Install motion sensors to activate lights and turn them off when room not in use.

**GOAL: PROTECT AND ENHANCE THE TOWN'S CORAL REEFS.**

**OBJECTIVE:** Comply with the reporting requirements of the permitting agencies for the Bio-Rock Reef Project. FY13 – FY17

**Task:** Monitor our contractor's timeliness and quality of reporting.

**STATUS:** Done.

**OBJECTIVE:** Obtain a grant that will fund a portion of the cost of a second reef restoration project utilizing a different technology than the Biorock project.

**Task:** Identify possible grant sources and evaluate their applicability to LBTS.

FY14

**STATUS:** Done.

**Task:** Present reef options to the Commission for policy direction. FY14

**STATUS: Done. Commission approved two year funding for NSU to outplant staghorn corals to four sites off LBTS. The first plantings were done in winter of 2015.**

**Task:** Apply for grants. FY14  
**STATUS:** Commission authorized staff to apply to the State and Feds for a permit for a limestone boulder/reef ball project in the fall of 2015. Staff is working on that application.

**OBJECTIVE:** Achieve designation of an underwater marine park. FY20

**STATUS:** In FY15, Commission deferred supporting request to make Dade & Broward a marine preserve.

**GOAL: EDUCATE THE PUBLIC ABOUT THE DIVING RESOURCES OF LBTS.**

**OBJECTIVE:** Put interpretive stations along the beach referencing diving and reefs.

**STATUS: IN FY13 the Town installed two educational signs (one at EL Prado entrance to the beach, the other at the Commercial Blvd entrance to the beach) that explain the coral reef system & common creatures found there.**

**Task:** Create and install an educational sign on the beach about the Copenhagen dive site. FY13  
**STATUS: Completed in FY14.**

**OBJECTIVE:** Make the public aware of the Copenhagen dive site.

**Task:** Create a laminated diver's guide for the Copenhagen to be distributed through dive shops. FY13  
**STATUS: Completed.**

**Task:** Get new publicity on-line or in the print media about the site.  
**STATUS: Have achieved multiple articles and references to the Copenhagen, including in the television show *Scuba Nation*.**

**OBJECTIVE:** Create facilities for accessing the reef and means (tools) to access the reef (e.g. rental of dive equipment, snorkeling equipment, glass bottom kayaks to access the reefs). FY15- FY17

**STATUS:** Divers' bench was custom made and put at the Datura portal in FY14. The Town Commission approved 2 conditional use applications for paddleboard rentals.

**OBJECTIVE:** Attain coverage in the print media, television, or on an internet site with sizeable distribution or readership about LBTS' snorkeling or diving opportunities. ONGOING

**STATUS:** We've achieved this objective beyond anyone's imagination with over 20 articles on the topic and three Scuba Nation shows devoted to LBTS diving.

**GOAL: PROVIDE PUBLIC BATHROOM FACILITIES NEAR THE BEACH.**

**FY15**

**STATUS:** Land purchased of a bathroom site in FY14. The design is complete and the facility will be constructed starting in mid-April 2016.

**GOAL: PROVIDE PROGRAMS TO ENCOURAGE A REDUCTION IN THE TOWN'S CARBON FOOTPRINT.**

**OBJECTIVE:** Create and task an LBTS Citizen's Task Force on Sustainability to develop recommendations to achieve this goal.

**Task:** Consider implementing recommendations into the Town's Development Review requirements.

**OBJECTIVE:** Create multiple transportation modes.

**Task:** Explore the feasibility of extending the Sun Trolley into LBTS. FY14

**STATUS:** Our efforts have finally come to fruition with the start of Sun Trolley service in December 2015.

**Task:** Explore the cost of establishing a shuttle operation from remote parking areas.

**STATUS:** Investigated cost in FY15, but analysis of parking utilization revealed no logical route for such a shuttle.

**Task:** Increase ridership on the Pelican Hopper through improved signage. FY13 & FY14

**STATUS:** We've expanded the visibility of the Hopper with a color, branded wrap, expanded the schedule to include evenings on the weekend. Double digit ridership over the prior year increases were experienced throughout FY14 and midway through FY15. However, beginning in the summer of 2015, ridership began declining. We are not sure why.

**Task:** Investigate any impediments to the use of pedi-cabs in the Town.

**OBJECTIVE:** Utilize solar power when the extra cost to purchase it can be recovered in energy savings within 5 years. ONGOING

**GOAL: IMPROVE THE LANDSCAPE CODE AND ENCOURAGE THE USE OF NATIVE, DROUGHT TOLERANT SPECIES.**

**GOAL: IN ANY NEW BUILDINGS THE TOWN CONSTRUCTS, IMPLEMENT ENERGY CONSERVATION AND THE REDUCTION OF GREENHOUSE GASSES BY UTILIZING THE US GREEN BUILDING COUNCIL LEADERSHIP IN ENERGY AND ENVIRONMENTAL DESIGN (LEED) GUIDELINES.**

**GOAL: GIVE RECOGNITION TO THE TOWN'S HISTORIC RESOURCES.**

**OBJECTIVE:** Get historical highway plaques installed on A1A and Commercial Boulevard. FY16

**GOAL: EXPAND THE AMOUNT OF GREEN/OPEN SPACE IN THE TOWN.**

**OBJECTIVE:** Acquire property for open space in neighborhoods away from the beach and where there are no parks or green spaces.

**GOAL: FACILITATE CREATION OF A WATER-TAXI STOP AT THE INTRACOASTAL WATERWAY NEAR COMMERCIAL BOULEVARD.**

**GOAL: IMPROVE THE IDENTITY AND USE OF EL PRADO PARK.**

**Tasks:** Install a sign with the park name. FY14  
Install way-finding signs directing people to the park. FY14

**STATUS:** Installed in FY14.

**Task:** Hold more functions at the park.

**STATUS:** Turtlefest was held in the Park in FY14 & 15. The Farmers Market was held there in FY14 but when we switched to a weekly market in FY15, the grassy area of the Park suffered and the decision was made to move the Market to the A1A parking lot. Multiple Bugfest events have been held in the park. We have come to the conclusion that the park is not well-suited for large events.