



STRATEGIC PLAN 2025-2030



Introduction

The City of Margate's Strategic Plan provides a clear vision and practical direction for the city's future, shaping future growth, development, and services. This plan identifies specific goals and objectives to meet the diverse needs and aspirations of Margate's population.

As Margate moves forward, having a well-defined path is crucial for making thoughtful, effective decisions. This Strategic Plan offers a cohesive framework to ensure that the city's actions and resources are purposefully aligned with community perspectives. It serves as a dynamic guide, addressing today's challenges while preparing for tomorrow's opportunities, and helping city leaders and staff make decisions that are both forward-looking and sustainable.

The plan highlights core priorities and establishes measurable targets to steer the city's initiatives in the coming years. By clearly outlining these areas of focus, the Strategic Plan ensures that Margate can continue to redevelop responsibly, all while preserving the qualities that make it an exceptional and vibrant place to live. It equips city leaders with the insights needed to navigate the evolving landscape, balancing current needs with long-term objectives to ensure that Margate remains a thriving, resilient community for generations to come.



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Why a strategic plan?

Strategic planning in local government is a vital process that helps communities define their long-term vision, set clear objectives, and allocate resources effectively to meet their goals. This forward-thinking approach allows Margate to address current challenges, seize opportunities for redevelopment and renewal, and prepare for future demands.

One of the greatest benefits of a strategic plan is its ability to improve accountability and transparency within the local government. With clearly defined goals, objectives, and performance measures, the city can track its progress and share updates with the community. This level of transparency builds trust between residents and government leaders, as the community can see measurable progress and understand how decisions are made. Regular updates ensure that stakeholders stay informed and engaged, fostering a culture of openness and responsibility.

This plan is intended to foster the long-term sustainability and resiliency of the city. Current needs of the community are addressed, and the groundwork is also laid for building for the future. Through careful planning, investment in infrastructure, and the cultivation of diverse economic opportunities, the objectives and goals in this plan look to create a city that enjoys sustainable growth capable of supporting future generations and positioning the community for long-term success.



Plan at a glance



STRATEGIC PLAN
2025-2030

CORE VALUES



Integrity

We make ethical and transparent decisions in our service to the community.

Team

We believe in the power of working together, fostering a culture of open communication, mutual respect, and shared goals to achieve exceptional results as a unified team.

Responsible and Accountable

We take ownership of our activities and decisions, honoring our commitments while prioritizing the well-being of our community in all our actions.

Service

We are respectful and responsive to those we serve, believing that every situation deserves our best effort.



OUR MISSION

The City of Margate actively enhances quality of life by delivering exceptional services, preserving family-friendly community values, and driving new opportunities for development, investment, and economic growth.

OUR VISION

Margate: where vibrant shopping, dining, and entertainment are complimented by beautiful neighborhoods, exciting community events, and residents who feel connected to the community.

City Renewed

OUR GOAL

Prepare the City for the future by maintaining, enhancing, and replacing existing infrastructure and implementing strategies to improve the overall appearance of the community.

OBJECTIVES

- Invest time and resources in the attractiveness of City facilities and property to set a high standard for residents and businesses to follow.
- Establish and enforce residential and commercial property standards to improve the quality and appearance of the overall community.
- Invest in the appearance of the roadway corridors so that Margate is recognized as a clean and inviting community.
- Increase safely lit areas to upgrade pedestrian access and improve safety for residents and visitors.
- Develop specific infrastructure investments in targeted neighborhoods to improve the overall community appearance.
- Upgrade water, sewer, and stormwater infrastructure to meet current and future needs.





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PERFORMANCE MEASURES

- Adopt property maintenance standards by October 2025
- Increase # annual sidewalk repairs (Current 235/Target 260)
- Establish maintenance and repair standards for the City facilities by October 2025
- Increase % residents satisfied with City efforts to maintain quality neighborhoods (Current 50.8% Target 55%)
- Increase % residents satisfied with appearance of medians in the City (Current 57.8%, Target 63.5%)
- Increase % residents satisfied with maintenance and appearance of City parks (Current 80.4%, Target 85%)



Vibrant Economy

OUR GOAL

Develop an economic ecosystem that creates diversified job opportunities, abundant dining and retail options, and attractive, high-quality commercial development.

OBJECTIVES

- Pursue a public-private partnership to develop a new City Center, to create a walkable, vibrant destination for residents of Margate and visitors from surrounding communities.
- Develop an activity center masterplan so that the City is primed for new commercial investment.
- Using best practices, continue to evaluate City development policies and the comprehensive plan structure to streamline the process for commercial real estate development.
- Partner with local agencies concentrating on business recruitment and retention to foster new business growth in targeted sectors.
- Continue to incorporate local businesses into City events to build opportunities for them to market their services in the community.

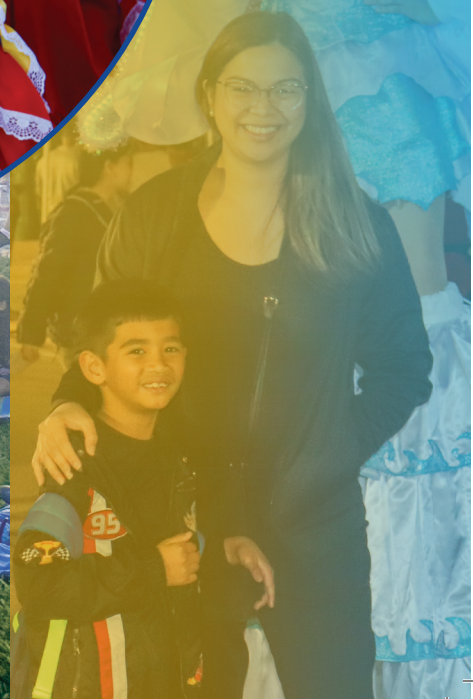




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PERFORMANCE MEASURES

- Select development partner and finalize agreements for the City Center project by March 2026
- Track % increase in commercial tax base (set baseline at the end of 2025 and then track)
- Increase # of commercial square footage renovated (set baseline at the end of 2025 and then track)
- Establish targeted sectors to attract new businesses by December 2026
- Track # of new businesses in targeted sectors
- Complete Activity Center Masterplan by September 2026
- Increase % residents satisfied with exterior maintenance of commercial properties (Current 39.3 %, Target 50%)



Service Excellence

OUR GOAL

Provide high-quality services so residents and visitors can access a variety of amenities, participate in community events, and enjoy safe neighborhoods.

OBJECTIVES

- Implement license plate readers, real-time crime center cameras, and other technology solutions to improve public safety.
- Improve neighborhood safety and quality of life by reducing crime.
- Engage with citizens through events, City education sessions, and individual interactions to help to help educate and inform residents about City services.
- Leverage various analog and digital communication platforms to share City stories and inform the public.
- Develop a strategy to create unified digital hub to efficiently respond to inquiries from citizens and businesses.
- Evaluate the impact on City operations as redevelopment occurs to ensure services meet future demand.
- Continue to host a wide range of family-friendly events to bring the community together and keep the small-town feel of Margate.





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PERFORMANCE MEASURES

- Increase # police community engagement activities per year (Current 6, Target 10)
- Increase amount of real time surveillance cameras by 2030 (Current 8, Target 18)
- Reduce traffic crashes 5% citywide (1,502 crashes in 2024)
- Reduce residential burglaries 25% (17 in 2024)
- Increase % residents satisfied with overall quality of services provided by the City (Current 60.1, Target 65)
- Increase % of residents satisfied with the quality of City events (Current 68, Target 72)
- Increase % of residents satisfied with City efforts to inform about local issues (Current 51.9, Target 55)



MARGATE
POLICE

Internal Operations

OUR GOAL

Provide for the long-term success of the City by making the appropriate investments in people, environment, processes, and systems.

OBJECTIVES

- Enhance employee wellness by offering financial planning webinars, wellness challenges, safety learning, and accompanying messages to meet the current and future needs of employees.
- Make investments in technology solutions to improve efficiency, automate processes, and enhance overall service delivery.
- Maintain the City's financial health by focusing on sustainability, application of industry standards, and affordability to preserve long-term fiscal viability.
- Regularly evaluate City service levels to determine the most efficient way to provide services for long-term fiscal sustainability.
- Develop an organizational development strategy that will build leadership competencies, promote career pathways, and support succession planning to ensure the long-term continuity of the City organization.
- Improve interdepartmental collaboration and coordination to enhance overall City services.
- Implement employee engagement activities to celebrate successes, sustain a welcoming workplace culture, and retain human capital, and gain meaningful input on City operations.





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PERFORMANCE MEASURES

- Hold two employee wellness seminars or trainings each quarter
- Implement ERP by FY2025 Q3
- Maintain AA bond rating
- Maintain staff turnover rate of less than 10%



March – April 2024

Project Initiation
and Planning



**April 2024 –
November 2024**

Participant Engagement
and Strategic Analysis



June 2024

Statistically Valid
Community Survey Conducted



**October 2024 –
December 2024**

Social Pinpoint
Engagement



**December 2024 –
May 2025**

Strategic Plan
Development



December 2024

City Commission
Plan Development



April 2025

City Commission Work Session
to Review Draft Plan



June 2025

City Commission
Final Adoption of Strategic Plan



April – June 2025

Implementation Planning



What's next?



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Implementation

As the City of Margate moves forward with implementing its Strategic Plan, it is crucial to keep track of our progress to ensure that we are meeting the established goals and objectives. To maintain accountability, the City will regularly monitor and assess performance measures, providing the community with clear updates on our work and its impact.

Every quarter, city staff will evaluate the progress of the strategic plan's goals and objectives to ensure we are staying on track.

Twice a year, city leadership will present progress reports to the City Commission, offering updates on each of the plan's key priorities.

Once a year, the City Manager will provide a more comprehensive update to the Commission, highlighting successes, key wins, and identifying any challenges encountered in each strategic focus area. This report will be shared with the City Commission and made available to the public on the City's website to allow the public to see how the city is advancing, and the tangible benefits being realized for the community.

Acknowledgements

This Strategic Plan is the result of the combined efforts of our City's residents, elected officials, employees, and stakeholders.

The City of Margate would like to thank all those who participated in the months-long process of providing knowledge, insights, and information, while also expressing gratitude to the BerryDunn Consulting Team for providing direction and expertise throughout the various stages of information gathering.

Commission Members

City Department Directors and Staff



BerryDunn

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PM and Facilitator: Karen Whichard

Facilitator and Research Analyst:

Maddison Powers Spencer





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