

Initial Draft Strategic Plan

March 12, 2025

Our Mission

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

Our Vision

Margate: where vibrant shopping, dining, and entertainment are complimented by beautiful neighborhoods and exciting community events.

Core Values

- **Integrity:** We are honest and work to 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.

Strategic Focus Area: City Renewed

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

Objectives:

- Be prideful in the look and feel 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 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.
- Add sidewalk and streetlights in areas with gaps to upgrade pedestrian access and improve safety for residents and visitors.
- Develop specific infrastructure investments in targeted neighborhoods to improve overall community appearance.
- Upgrade water, sewer, and stormwater infrastructure to meet current and future needs.

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%)

Strategic Focus Area: Vibrant Economy

Goal Statement: 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.
- As the CRA sunsets, develop an activity center masterplan so that the City is prime for new commercial investment.
- 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.

Performance Measures:

- Select development partner and finalize agreements for the City Center project by March 2025
- % 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
- # of new businesses in targeted sectors
- Activity Center Masterplan complete by September 2026
- Increase % residents satisfied with exterior maintenance of commercial properties (Current 39.3 %, Target 45%)

Strategic Focus Area: Service Excellence

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

Objectives:

- Develop a City-wide traffic calming proactive masterplan to identify, prioritize, plan, budget and execute a traffic calming strategy.
- 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 education 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.
- Evaluate the impact on City operations as redevelopment occurs to ensure services meet future demand.

Performance Measures:

- Increase # police community engagement activities per year (Current 6, Target 10)
- Increase amount of real time surveillance on 441 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)

Strategic Focus Area: Internal Operations

Goal Statement: 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 internal 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.

Performance Measures:

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