



Envision Margate

Forward Together

**City of Margate
Strategic Plan
FY 2018 – FY 2022**



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Strategic Planning is a process in which an organization reviews its current situation and provides a “roadmap” to achieve its desired destination. Margate’s Strategic Plan, aptly named “Envision Margate”, helps to translate the community’s vision and mission into goals. It is these goals that, if adhered to, enable the organization to better serve the residents and businesses of the community.

In Strategic Planning there are several items to consider:

- Realistic assessment of available resources
- Assessment of constraints and opportunities
- Establishment of a clear mission and vision
- Development of realistic and achievable goals and priorities
- Development of action items to reach these goals and priorities

The Margate City Commission and Department Directors met together in June 2017 to outline the vision, mission, values, and goals of the City of Margate for the subsequent five-year period (FY 2018 through FY 2022).

Under each goal, objectives have been established to further narrow the focus of the overarching goals. In order to provide progress on the established goals and objectives, an Action Plan will be prepared and reviewed on an annual basis. While “Envision Margate” is a policy document, the Action Plan is a managerial tool used for the daily management and execution of the Strategic Plan and may be modified as needed by the City Manager.



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COMMUNITY PROFILE

The City of Margate is located in Broward County and is part of the Miami-Fort Lauderdale-Pompano Beach Metropolitan Statistical Area. With a population of 57,226 (Bureau of Economic and Business Research, 2016), Margate is the 14th largest of the 31 cities in Broward County. Margate encompasses a nine square mile area of tree-lined streets and 30 miles of canals.

The City of Margate was originally created as a municipal corporation in 1955 to be known as the Town of Margate. In 1961, the Town of Margate was incorporated as a City. "Margate" is said to have derived its name from the first three letters of the founder's last name, Jack Marqusee, and the first four letters of gateway, since it was considered a "gateway" to western Broward County.

The City is widely known for its exceptional hometown quality of life and delivery of excellent municipal services. The City provides a wide range of services including police and fire protection, emergency medical services, water and wastewater services, stormwater services, recreation, public improvements, streets, planning and zoning, and general administrative services. The City boasts 19 parks and recreational facilities including the Calypso Cove Aquatics Facility. In addition to an award winning police department and an ISO Class I fire department, other recognitions and awards include Playful City, USA; Tree City, USA; the National Association of Town Watch's "National Night Out" Award, and the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting Program. In addition, the City has been recognized as the 6th highest performing agency out of 125 sector partners in the Department of Energy's Better Buildings Challenge.

The City operates under the City Commission/City Manager form of government. The City Commission consists of the Mayor, Vice Mayor, and three commissioners. The City Commission determines policy; adopts legislation; approves the City's annual budget; and hires the City Manager, City Attorney, and City Clerk. The City Manager is responsible for carrying out the policies of the City Commission, overseeing the daily management of the City, and appointing the City's department directors.



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Our Vision

Margate is a family-friendly community that embraces a hometown feel.

Our Mission

To partner with our community to provide the highest quality services in a progressive and cost-effective manner.

Our Values

Responsibility

Accountability

Integrity

Service

Excellence

*Margate will **RAISE** the bar!*



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GOAL A: City Image and Identity

Create an image and identity of Margate as a family-friendly community that is welcoming, business-oriented, safe, and aesthetically pleasing.

- 1) Encourage the development of a defined and well-promoted City image
- 2) Support and encourage community pride
- 3) Increase neighbor engagement and improve communication networks within the organization and throughout the City

GOAL B: Quality of Life

Support and enhance quality of life in Margate that is safe, family-friendly, and embraces our diverse population.

- 1) Take proactive measures to preserve and enhance the community's appearance
- 2) Focus on leisure, recreational, and sporting activities and events that meet the needs of our increasingly diverse community
- 3) Support and enhance our schools as well as our community assets and resources
- 4) Support high performance public safety throughout the City

GOAL C: Customer Service and Outreach

Deliver professional, courteous, and consistently timely customer service and communication.

- 1) Leverage technology and innovation to improve service delivery
- 2) Make advances in training to deliver superior service to our community
- 3) Expand and encourage citizen engagement



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GOAL D: Economic Development

Attract and retain a unique and diverse base of businesses.

- 1) Make it easy to do business with the City
- 2) Nurture local businesses and promote alignment of educational institutions, the local workforce, and job opportunities
- 3) Develop business attraction and retention initiatives that welcome new businesses and ensure their vibrancy
- 4) Define, cultivate, and attract targeted and emerging industries

GOAL E: Financial Management

Maintain long-term financial capacity and reserves to provide sustainable City services, as well as the opportunity to enhance current levels of City services.

- 1) Ensure sound fiscal management
- 2) Evaluate existing revenue streams and identify any and all new sources

GOAL F: Infrastructure and Public Facilities

Invest in the City's aging infrastructure by developing a long-term capital plan that addresses the funding and timing of expenditures.

- 1) Lead the identification and funding plan for addressing our water, wastewater, facility, and roadway infrastructure needs
- 2) Focus on enhancing the City's appearance through well-maintained parks, corridors, gateways, and medians