

***FAST FORWARD
FORT LAUDERDALE***



Our City, Our Vision 2035

FORT LAUDERDALE CITY COMMISSION



Bruce G. Roberts
Vice Mayor, District I

Dean J. Trantalis
Commissioner, District II

John P. "Jack" Seiler
Mayor

Bobby B. DuBose
Commissioner, District III

Romney Rogers
Commissioner, District IV

Lee R. Feldman, ICMA-CM
City Manager

Harry Stewart
City Attorney

John Herbst
City Auditor

Jonda Joseph
City Clerk

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INTRODUCTION

The year 2011 marked the celebration of Fort Lauderdale's Centennial. The historic milestone offered us an opportunity to observe and honor our City's past. It was a time when neighbors young and old could reflect upon how Fort Lauderdale began, recognize the challenges we had overcome, and appreciate the accomplishments we had achieved.

Now, in 2013, it is time to look ahead. It is time to prepare for our coming challenges and to anticipate the many opportunities that still await us. It is time to ***Fast Forward Fort Lauderdale!***

To thoughtfully chart a course for our future, the City has developed a Vision Plan, the heart of which is our 2035 Vision Statement. Our Vision Statement is an inspirational view of the future and what our community wants to become. It is a fusion of the collective values and aspirations that have been expressed by a diverse cross-section of our neighbors over the past two-and-a-half years through the citywide Visioning initiative. The outreach effort that took place was extensive, collecting 1,562 unique ideas from our highly active and invested community. Ideas were gathered through Stakeholder Interviews, Open Houses, Telephone Town Hall Meetings with the Mayor and City Commissioners, Meetings-In-A-Box, the OurVisionFTL.com social ideation website, the Big Ideas Fort Lauderdale 2012 event, and the culminating Neighbor Summit. It became apparent early on that we are a forward-looking community that is strongly invested in the progressive future and developing legacy of our City.

Visioning is not new to Fort Lauderdale. The City led two successful visioning efforts in the recent past, both of which transformed and redefined Fort Lauderdale. The visioning effort from the 1980s was the catalyst for redeveloping Fort Lauderdale Beach, establishing the Arts and Science District, and creating Riverwalk. The 1990s effort envisioned the revitalization of Sistrunk Boulevard and the surrounding Northwest Community. Today, the 2035 Vision Plan outlines the hopes, dreams, aspirations, and ideas for the future of our City. It is the inspiration and the promise that the 2012 neighbors of Fort Lauderdale have for the 2035 neighbors of our City.

Our Vision will become our City's greatest strength by allowing us to peer into the future and lend shape to the unknown. Together, through the Vision, we have been able to plan for the future of our City with imagination and thoughtful wisdom. Today, we lay the foundation for what Fort Lauderdale will look like in 2035. What will our streets look like? How will our neighbors move around? Where will they live? Where will they work? How will they be educated? What will they do for recreation and amusement? These questions and many more are addressed throughout the Vision Plan.

We now invite you to journey with us to the Fort Lauderdale of 2035, as envisioned by you, our neighbors. ***Fast Forward Fort Lauderdale!***



Dear Neighbors:

As we celebrated Fort Lauderdale's Centennial in 2011 and paid tribute to the enduring legacies of our past, we seized an opportunity to look ahead to the next hundred years. We launched a citywide Visioning initiative to imagine the Fort Lauderdale of tomorrow and consider the legacy we wanted to leave for future generations.

In order to develop a shared Vision that represented every segment of our community, we implemented a comprehensive campaign to gather as much public input as possible. A variety of event formats and methods of communication effectively facilitated widespread participation. The entire Visioning exercise has been an invaluable, neighbor-driven process that has allowed us to engage thousands of residents, listen to their ideas, and let them decide the future of Fort Lauderdale.

Thanks to our outstanding volunteer Visioning Committee, the passionate participation of our residents, and our dedicated City staff, this Commission priority has been an extremely successful endeavor. On the following pages, you will see the results of the hard work, including the Vision Statement that represents the culmination of our residents' aspirations. The City Commission will use this long-term plan as a guide in future policy and decision-making.

It's an exciting time to be in Fort Lauderdale. I have never been more optimistic about the bright future that lies ahead, and I look forward to working with my fellow Commissioners and our wonderful residents to make Fort Lauderdale an even better place to live, work, play, and raise a family.

Thank you,

A handwritten signature in blue ink, reading "John P. Seiler". The signature is fluid and cursive, with a long horizontal stroke at the end.

John P. "Jack" Seiler
Mayor



Honorable Mayor and City Commissioners:

On behalf of the City of Fort Lauderdale Visioning Committee, I am pleased to present the product and labor of our love for this beautiful City: ***Fast Forward Fort Lauderdale***, the Vision for 2035.

The Visioning Committee was created by the Fort Lauderdale City Commission to guide the Visioning planning process, to seek the perspectives of under-represented individuals, and to ensure that a citywide Vision truly reflects the hopes and viewpoints of all residents in the City of Fort Lauderdale.

I am proud to report that the Visioning Committee has accomplished its mission. The outreach efforts were impressive and unprecedented. We utilized traditional means and virtual means to listen to our neighbors – Stakeholder Interviews, Open House Meetings, Meetings-In-A-Box, Telephone Town Hall Meetings, an interactive ideas website, social media, a Big Ideas forum, and the culminating event – the Neighbor Summit. Through this effort, we interacted with more than 5,000 neighbors across the City and throughout the community, enabling us to capture and catalog over 1,500 distinct ideas. And that number nearly doubles when incorporating the 1,228 electronic and dot-sticker votes cast by the community on the interactive website and at the Neighbor Summit.

The Vision captures the excitement and energy of the process, while vividly depicting the dreams and aspirations of our community. We invite the Commission to use this product as a guide for policy and decision-making and encourage the administration to use it to guide the delivery of services in the City of Fort Lauderdale.

Yours truly,

A handwritten signature in blue ink that reads "Randall Vitale". The signature is written in a cursive, flowing style.

Randall Vitale
Visioning Committee Chair



Dear Neighbors:

It is an honor for me to serve as your City Manager, where I have the privilege of being responsible for the day-to-day operations of the City of Fort Lauderdale, from our beautiful beaches and vibrant business districts to the many charming neighborhoods that are the foundation of our community.

Our service delivery approach is simple – We Build Community. ***Fast Forward Fort Lauderdale***, the Vision for 2035, is now our roadmap to guide our everyday work. I commend the Visioning Committee and its mission to ensure that this is truly your Vision for the future of our great City.

The employees of the City of Fort Lauderdale are committed to integrating and connecting the Vision to your City’s strategic planning, budgeting, and day-to-day service delivery. This synergy will ensure the successful implementation of our Vision.

I would like to commend our City staff members, all of whom approached this project with excitement, passion and perseverance. Special thanks, in particular, to the core planning team from my office for staffing the Visioning Committee, coordinating so many logistics, and producing this important document.

The Vision for 2035 is the foundation of our future. That future is now. Join us as we build community together. ***Fast Forward Fort Lauderdale!***

Sincerely,

A handwritten signature in black ink, appearing to read "Lee R. Feldman". The signature is fluid and cursive, written over a light gray rectangular background.

Lee R. Feldman, ICMA-CM
City Manager

» ACKNOWLEDGEMENTS

Fort Lauderdale residents are passionate. Their thoughtfulness and dedication shined through at each event and in every idea. The 2035 Vision Plan would not have been possible without the 5,548 connections made during the Visioning process. The City Commission established the need and the drive for an aspirational, inspirational, and inclusive Vision Plan. The volunteer Visioning Committee provided leadership and guidance every step of the way. Community leaders and experts shared their time and knowledge, inspiring us all. City staff planned events, listened to dreams, wove together themes, and designed a Vision Plan to be read, reread, and brought to life.

CITY COMMISSION

Mayor John P. “Jack” Seiler

Vice Mayor, Bruce G. Roberts, District I

Commissioner Dean J. Trantalis, District II

Commissioner Bobby B. DuBose, District III

Commissioner Romney Rogers, District IV

Special thanks to former City Commissioner Charlotte E. Rodstrom, who represented District II during Phases I & II of the Visioning process.

VISIONING COMMITTEE

Randall Vitale, Visioning Committee Chair

Alan L. Gabriel, Visioning Committee Vice Chair

Peg Buchan

Stanley Eichelbaum

Desorae Giles-Smith

Leigh R. Kerr

Charles B. Ladd

Dan Lindblade

James B. McCulla

Gary T. Sieger

Wiley D. Thompson, III

Special thanks to former Committee Chair, Tim Smith and former Committee member, Gloria Katz.

SPECIAL THANKS TO ALL PARTICIPANTS AND CONTRIBUTORS

Stakeholder Interviews

Visioning Open Houses

Visioning Initiative Presentations

Meetings-In-A-Box

OurVisionFTL.com

Telephone Town Hall Meetings

Big Ideas Fort Lauderdale 2012 Event

Neighbor Summit and Kids Vision Camp

BIG IDEAS FORT LAUDERDALE 2012 EVENT

Katy Simon, Facilitator, County Manager, Washoe County, Nevada

Tracy Miller, Event Coordinator, Alliance for Innovation

Dr. Rich Luker, Keynote Speaker, Author

Dr. Nancy J. Gassman, Panelist, Natural Resources Administrator, Broward County

Patrick A. Davis, P.E., Panelist, Southeast Regional Director, Hazen and Sawyer, P.C.

Samuel E. Poole III, Panelist, Attorney, Berger Singerman

Assistant Chief Anthony C. Williams, Panelist, City of Fort Lauderdale Police Department

Frances M. Esposito, Panelist, Director, Broward County Central Homeless Assistance Center

Kelley Shanley, Panelist, President and CEO, Broward Center for the Performing Arts

Chris Wren, Panelist, Executive Director, Downtown Development Authority

Dr. George L. Hanbury II, Panelist, President/CEO, NOVA Southeastern University

Dr. Marie Wright, Panelist, Executive Director, Broward County Public Schools Instruction and Interventions Division



NEIGHBOR SUMMIT

Larry Schooler, Facilitator, Public Participation Partners
Parks and Recreation Department, Kids Vision Camp

VISIONING CORE STAFF TEAM

Susanne M. Torriente, Assistant City Manager
Jimmy Koeth, Principal Environmental Strategist,
Visioning Committee Liaison
Adrienne Ehle, Environmental Analyst
Amy Knowles, Structural Innovation Manager
Samantha Timko, Senior Management Fellow
Chaz Adams, Public Affairs Manager
Shannon Vezina, Public Information Specialist
Eden Volkert, Graphic Designer
Hal Barnes, Neighbor Support Manager
Junia Robinson, Neighbor Support Coordinator

MEETING AND EVENT SPONSORS

Alliance for Innovation
Community Foundation of Broward
Express Catering of South Florida, Inc.
First Baptist Church
Gibraltar Private Bank & Trust
Global Grille Café and Event Center
Greater Fort Lauderdale Chamber of Commerce
Jeren Tropicals, Inc.
JMI
Leigh Robinson Kerr & Associates, Inc.
Planning Developments, Inc.
Weiss Serota Helfman Pastoriza Cole & Boniske, P. L.
War Memorial Auditorium
Visioning Committee

Special thanks to all City of Fort Lauderdale Advisory Boards and Committee members, the Council of Fort Lauderdale Civic Associations, and all Fort Lauderdale Neighborhood Associations for their participation and support.

All City Departments played a vital role in assisting and facilitating community outreach and will be essential for the implementation of Fort Lauderdale's 2035 Vision Plan. Special thanks to Department Directors, staff volunteers, Information Technology Services staff, and the City Manager's Office administrative staff.

» VISION STATEMENT



WE ARE CONNECTED.

We move seamlessly and easily through a safe transportation system where the pedestrian is first.



WE ARE READY.

We are a resilient and safe coastal community.



WE ARE COMMUNITY.

We are a neighborhood of neighborhoods.



WE ARE HERE.

We are an urban center and a vacationland in the heart of South Florida.



WE ARE PROSPEROUS.

We are a subtropical City, an urban laboratory for education and business.



WE ARE UNITED.

We are a strong and vibrant kaleidoscope of multi-generational cultures, ethnicities, and community partners.

**We are Fort Lauderdale, a community of choice.
We are the City you never want to leave.**

EXECUTIVE SUMMARY

We cannot predict what the next 22 years will bring to our families, our work life, our City, or our world. Together, however, we can shape our own destiny. Through more than 1,500 ideas gathered from the City of Fort Lauderdale’s community Visioning process, in 2035, we will realize the importance of our collective passion, insight, and ability.

The concepts and ideas that form the foundation of this Vision Plan were gathered during a massive community outreach effort that utilized a variety of mechanisms including personal interviews, an interactive website, Meetings-In-A-Box, Telephone Town Hall Meetings, a Big Ideas event, and a Neighbor Summit. A statistically valid Neighbor Survey was conducted as well, which provided community-wide opinions about the quality of life in Fort Lauderdale. The Visioning Committee and City Staff Team listened, and, through this plan, we paint the picture of our collective aspirations. The 2035 Vision Plan is a remarkable compilation of big ideas that will guide our decision-making for many years to come. We have identified our future realities, hopes, dreams, and ambitions for this place we call home. We have articulated our 2035 Vision for the City of Fort Lauderdale.

FAST FORWARD FORT LAUDERDALE

Let the Vision Plan be our fast forward button; let’s not wait until 2035 to implement our big ideas. Our Vision imagines an exciting and bright future. It imagines our City realizing its true potential through thoughtful attention to its unique assets. There was not an overwhelming call for one singular Vision, but rather, a balance between many. Most importantly, however, our Vision is a plan. While some of the input and feedback reflect national trends, the sense of place, core beliefs, and big ideas expressed in our Vision are uniquely Fort Lauderdale. The focus on implementation makes it a living plan, an action plan.





IN 2035, WE ARE CONNECTED. We move seamlessly and easily through a safe transportation system where the pedestrian is first.

Visioning feedback calls for a connected City, easy and safe to move through by walking, biking, and public transportation. Great cities have great streets, and great streets are “Complete Streets” that prioritize the safety and experience of its people first. Complete Streets are a pleasure to stroll along; they are shaded, visually interesting, and connected to efficient modes of safe public transportation. In contrast with this model, the 2012 Neighbor Survey results show that only 43% of residents feel safe walking in the City, only 30% are satisfied with the safety of biking, and only 42% are satisfied with the availability of greenways for these modes of transportation. An integrated public transportation system would connect neighborhoods from Palm Aire Village to Edgewood; bridge our main City centers, Port Everglades, and airports; and ultimately, link our City with the surrounding region. Connected development was the third highest category of feedback generated from Meetings-In-A-Box and the category for discussion that received the second highest number of votes at the Neighbor Summit. The 2012 Neighbor Survey revealed that only 46% of residents are satisfied with public transportation options. It is exceedingly clear from the data and feedback obtained that a long-term Vision is essential to improve these results, improve our connections, and strengthen our infrastructure.

IN 2035, WE ARE READY. We are a resilient and safe coastal community.

We are surrounded by water, and this poses challenges and opportunities now and in 2035. In the 2012 Neighbor Survey, 70% of residents observed coastal water level increases and 68% observed increases in flooding. Infrastructure was the top-voted category for discussion at the Neighbor Summit. The more resilient we make our beaches, drainage systems, bridges, roads, and homes, the less damage inclement weather and high tides will inflict on our City. We will reduce our risk and avoid debilitating costs from disaster response and infrastructure rebuilding. As we make wise, calculated decisions about our infrastructure, we will be able to effectively manage increased water supply demands by reducing our per capita use and reuse. In addition, improved drainage of water and wastewater will ensure a cleaner water supply for our neighbors and visitors. Our investments in foundational infrastructure will continue to pay dividends by enhancing quality of life now and for future generations.

IN 2035, WE ARE COMMUNITY. We are a neighborhood of neighborhoods.

Our diverse neighborhoods are the most important places in our community because that is where our homes are, and in 2035, Fort Lauderdale expects to be home to more than 25% more residents. From downtown condominiums to historic neighborhoods, all of our housing options will be aesthetically pleasing, clean, and safe. In 2035, we will walk and bike more. This increase in physical activity along with ample community gardens will be beneficial to our personal health and well-being. At the Visioning Open Houses and Meetings-In-A-Box, participants expressed concerns about reasonably priced housing, affordable child care, elderly care, health care, and homelessness. A more supportive network of community services is needed for residents in 2035 in order to protect, preserve and enhance our quality of life.

IN 2035, WE ARE HERE. We are an urban center and a vacationland in the heart of South Florida.

We are a destination of choice known for our beautiful and accessible beaches, navigable waterways, outstanding parks, and distinct neighborhoods. Our City will continue to celebrate its impressive assets, and our community image will be strengthened through signature gateways and iconic landmarks. In the 2012 Neighbor Survey, 85% of residents favorably rated Fort Lauderdale as a place for play and leisure, an impressive statistic relating to our climate, amenities, and events. There is something for everyone in Fort Lauderdale. Our beaches are internationally known, and in 2035, our New River will be a polished gem. In spite of our urban fabric and feel, Fort Lauderdale will be green, shaded, and cool thanks to our outstanding public places and parks. Our arts and culture will be woven throughout the City, emanating from our world renowned Performing Arts Center, art institutions, museums, galleries, festivals, art in public places, and events. We have developed destination neighborhoods that attract distinctive lifestyles and tourists. These assets are key drivers of our prosperity.

IN 2035, WE ARE PROSPEROUS. We are a subtropical City, an urban laboratory for education and business.

In 2035, Fort Lauderdale will be known as a subtropical urban laboratory. Our economy, strengthening in 2013, will be more vibrant and more diverse in 2035. The City will work with partners to retain our businesses and attract entrepreneurs, emerging industries, and global companies. Fort Lauderdale's planning and regulatory agencies will be skilled at balancing business needs and providing a stable environment for development and investment. We will remain the Yachting Capital of the World, tourism will expand throughout the City, and we will experience exponential returns from our connections with neighboring transportation hubs. In 2012, our community has concerns about the education systems. Visioning will bring renewed attention to education as the springboard of a prosperous economy. We will reverse engineer the talent, skills, and connections needed to build a leading-edge diverse workforce.

IN 2035, WE ARE UNITED. We are a strong and vibrant kaleidoscope of multi-generational cultures, ethnicities, and community partners.

Our City will become increasingly multi-national and evolve into a vibrant kaleidoscope of multi-generational cultures and ethnicities whose philosophies, languages, music, and art will enrich the tapestry of our inclusive and close-knit community. Fort Lauderdale will become a leader in providing services to accommodate the changing face of our community. The increasing diversity will foster tremendous innovation and usher in a new era of cooperation and adaptation to meet the changing needs of our society. As entities work together, we will see to results, and ultimately, solve problems we could not solve on our own. In 2012, Fort Lauderdale committed to increasing transparency and accountability, to serve as a model of fiscal and operational efficiency, while meeting the needs of its flourishing population.

IN 2035, WE ARE FORT LAUDERDALE, a community of choice. We are the City you never want to leave.

The Visioning process conveyed that we are good, but we aspire to be great in 2035. We have all of the ingredients; now we have the recipe. It is our responsibility and opportunity to make it happen. Our children and their children will experience the benefits of this 2035 Vision Plan.

The year 2035 seems quite far away, and even as this document is reflective of community aspirations documented in 2012, we acknowledge that the world, our City, and our people will change in ways we cannot anticipate or even imagine today. As we implement this Vision and move toward 2035, it should be revisited, renewed, or even rewritten to reflect the reality of the changing times. This is the charge for residents of the future. We invite you to embrace it. We encourage you to support it. And we trust you will respect it. ***Fast Forward Fort Lauderdale!***

» HOW TO READ THE VISION PLAN

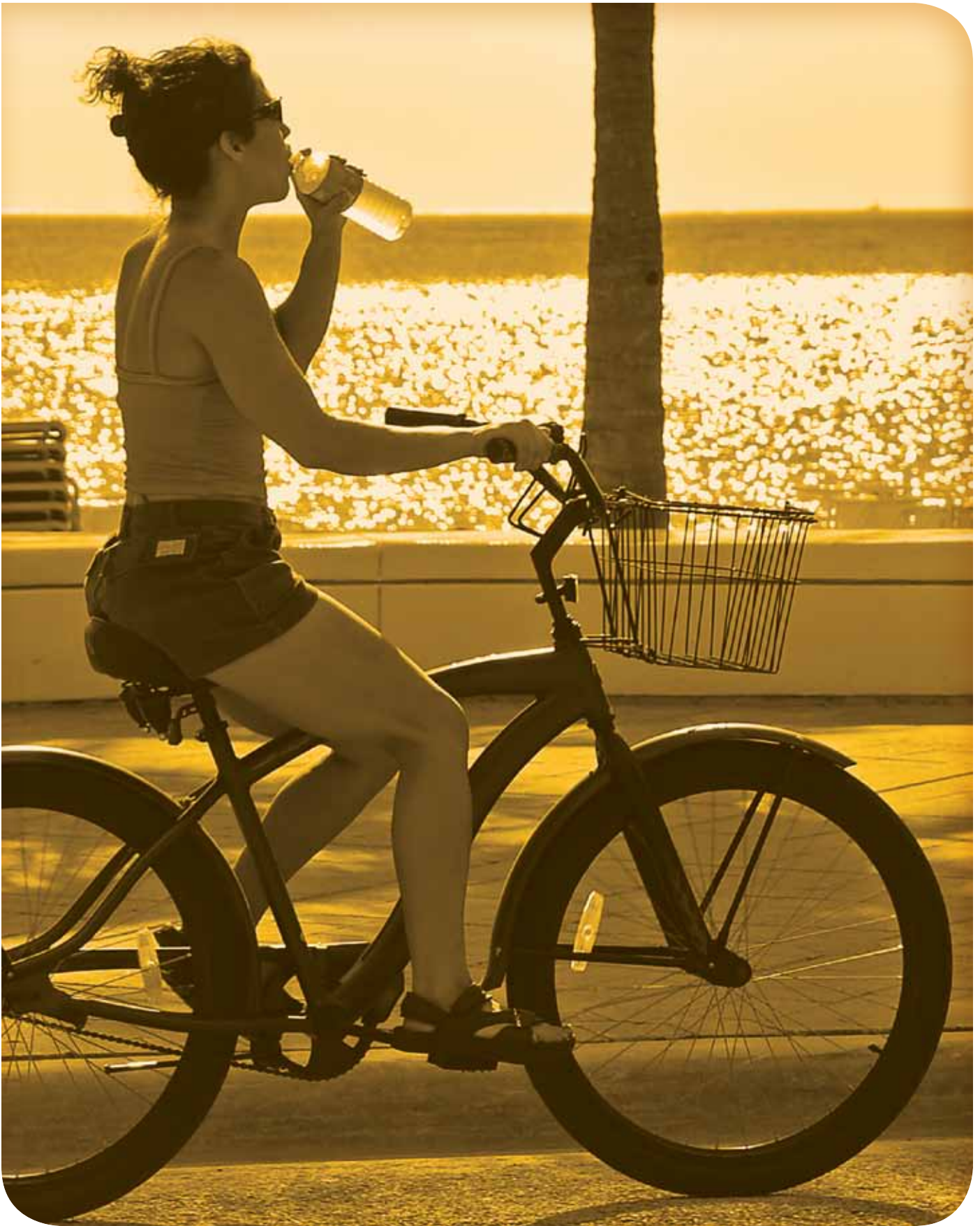


Imagine you have parked your car and found the perfect spot to set up your lounge chair on our beautiful sandy beach. While you watch children play and birds fly overhead, you crack open a new novel and settle in. It's balmy, breezy, and quite perfect for a nap. You must have dozed for hours, even years. As you awaken, the beach is different, the ocean shoreline has moved closer, with waves now lapping at your feet. The trees, flora, and fauna are more abundant, larger, and in different places than you recall. There are more people, and you detect different languages. Instead of your car behind you in a parking lot, you see folks strolling along a shady promenade. Others are biking safely down a path near a water playground for children. There even seems to be a row of covered cabanas where people are, could it be, working on some new type of mobile device? Is that a class field trip measuring the length of the beach to the shore? You do not hear honking, but instead you hear life, music, and laughter. You hop on a streetcar and head into downtown to visit the office (could it be that it only took seven minutes?) and then you take a trolley ride back to your home, skipping, but not missing, the congestion that used to make for a stressful drive.

Fast Forward to Fort Lauderdale 2035. We are now the City you never want to leave. The Vision Statement and Plan are an experiential journey that shape our community's big ideas and priorities into a visualization of life in 2035.

The Vision directions are presented in anticipation of what we, as a community, will be like in 2035. The directions incorporate the big ideas and sentiments received by the community, but also weave in today's data, trends, and projections to help explain where these big ideas came from and why they are important to our community now, in 2013.

As you read the plan, we hope that you find your big idea represented in bold font, and savor the vivid images of Fort Lauderdale that capture the essence of our community, realizing that while dreams are critical, implementation and action are the keys to success. Please enjoy your neighbors' dreams, delight in the plan, and come with us as we journey to implementation. Enjoy!





» WE ARE CONNECTED

We move seamlessly and easily through a safe transportation system where the pedestrian is first.

The City of Fort Lauderdale committed to be a *fully connected* city of tomorrow by 2035. Like other American cities, we grew through sprawl. Fort Lauderdale was anchored by the railroad, the interstate, and a network of waterways, which created a reliance on the vehicle. At the age of 100, the City was poised to transition to be a wise and mature city, instead, buoyed by mobility and walkability. While virtually connected in an era of rapid advances in technology, what we still lacked were the real-life community infrastructure connections.

Our original design was due in large part to road designers' traditional focus on adding lanes for cars and not making them safer for bikers, pedestrians, and transit riders. Our problems were similar to those encountered by much of the United States. Most cities built during the 1950s and 1960s typically built too much capacity into the roadway network without providing for adequate or, in many cases, any bike, pedestrian, or transit facilities. Through the community Visioning effort, the City committed to a major ideological shift - from moving cars to moving people. People first. **Complete Street** fundamentals such as **landscape buffers**, **narrow-**

ing lanes, and **on-street parking requirements** did not exist in the 2013 zoning code, even though 133 big ideas obtained through the Visioning effort reflected the community's substantial desire for these pedestrian-friendly elements. While the concept was widely discussed, it took time to integrate the principles of **Complete Streets** into local codes and more time for implementation. The City prioritized the pedestrian and committed to providing **transportation options** to connect great people to great places for our future.

The shift was not easy and it did not occur overnight. South Floridians loved their cars in the late 20th century and well into the millennium. At the time, the best way to get car lovers out of their cars was to provide **safe, convenient, accessible, and comfortable connections**. Compounding the challenge were Fort Lauderdale's rising temperatures and extreme weather events, which were becoming more and more frequent. The year 2012 was the warmest to date, with all but one of the 48 continental states recording temperatures above average. Shade structures, tree canopies, and other amenities became a necessity to realistically facilitate walking and biking.

Fort Lauderdale’s Visioning process generated 376 ideas related to developing a **fully connected multimodal city**, by far the community’s number one priority. There was a strong call for **better connections to parks and open spaces, investing in other modes of transportation**, and simply making the City **safe and walkable**. Data provided by the National Highway Traffic Safety Administration supported the need for a safer, multimodal city. At the time, Fort Lauderdale had more bicyclist crashes, bicyclist fatalities, pedestrian crashes and pedestrian fatalities than any other city in Florida. While our population was much higher than most municipalities, the City still ranked among the top five in per capita instances in each of the categories. Fort Lauderdale also exceeded the statewide and national figures for both the number of bicyclist and pedestrian fatalities per

“Look at the investment of public dollars through the lens of the pedestrian.” - Big Ideas Event, 2012

capita. The community wanted to make a change. They made their voices heard in the City’s 2012 Neighbor Survey where 60% of respondents selected more bikeable and walkable streets as the most important City capital improvement project. Our residents and visitors alike wanted to enjoy our great outdoors and amenities, and they wanted simpler ways to get around. The community spoke and the community reacted. Today, in 2035, there are many options.

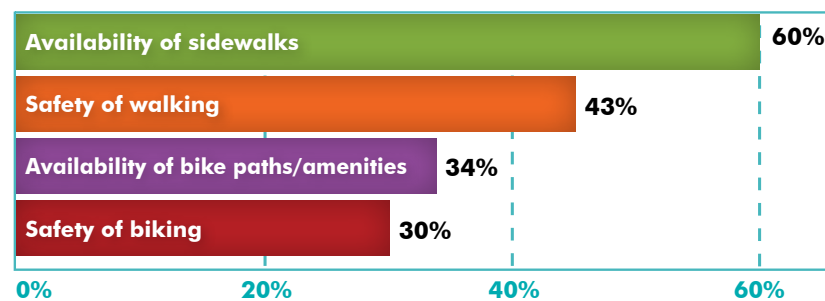
In 2013, the City Connectivity Map came to life. This effort was an early commitment to catalog existing **greenways, bikeways, and blueways** and to identify opportunities to connect through responsible development. **The Wave** arrived in Fort Lauderdale in 2016 amid great fanfare from locals, visitors and businesses. This modern **streetcar system** serving our downtown core was the result of 10 years of cultivating partnerships with local, regional, state, and federal transportation agencies. The **FEC Railroad** added a high speed Miami-to-Orlando passenger line to their existing network and located a station in downtown **Fort Lauderdale, the heart of South Florida**. With that foundation in place, public transit options continued to flourish leading to the development of an **integrated mass transit system**, citywide and regionally.

How pedestrian friendly do you find Fort Lauderdale?





Satisfaction with Walking and Biking in Fort Lauderdale



ETC Institute

2012 Neighbor Survey, Fort Lauderdale, FL

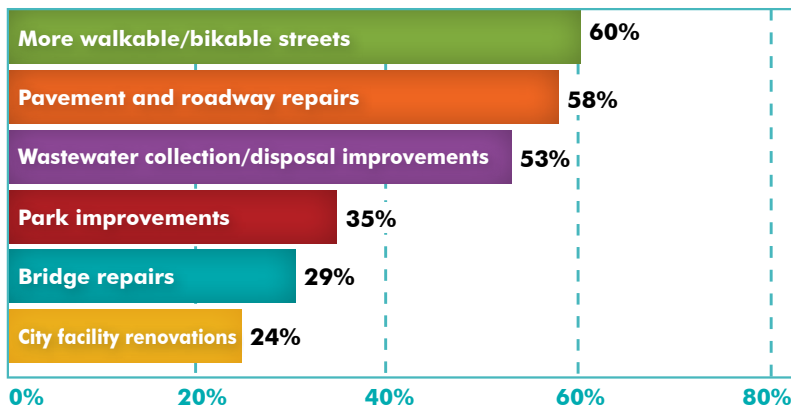
Research showed that better multi-modal design resulted in less accidents and injuries. Since the City's main roadway system was originally designed to handle large volumes of high-speed traffic, road configurations were revamped. **Education programs** were established to focus on **transportation and road safety for pedestrians, bicyclists, and vehicles**. Travel lanes were narrowed or reduced and retrofitted with visual cues, such as **wider sidewalks** separated by landscape buffers and trees. Locating on-street parking next to travel lanes signaled a change in conditions to drivers, which helped slow down vehicles and made walking and riding bicycles safer.

These mobility investments had an exponential impact on economic and business development in Fort Lauderdale. A greater influx of young professional residents and families were drawn to the City's car-free environment. Fort Lauderdale saw its tax base increase and property values rise. The City began attracting a new wave of national corporations and regional businesses, diversifying our economy, expanding our market share, and creating new, well-paying jobs. Tourism continued to climb to new record-setting heights.

“I think this is the right time to implement a well thought-out mass transportation system within Fort Lauderdale.” - Email from resident, 2010

By providing these alternative transportation options, we began doing our part globally and locally. We began to experience less traffic, fewer accidents, reduced injuries and fatalities, less dependence on fossil fuels, cleaner air and decreased carbon emissions. In Fort Lauderdale, we realized that climate change and sea level rise were local issues, as local as public safety and affordable housing. We made a commitment to do our part to save the world by increasing collective and individual community health and lowering greenhouse gas emissions. Residents now enjoy more connected bike paths, an improved pedestrian realm, more transit amenities, links within and between neighborhoods, and better facilities for the transit dependent. *We are connected and we are ready.*

Which three of these capital improvement options would you select as most important?



ETC Institute
2012 Neighbor Survey, Fort Lauderdale, FL



» IMAGINE 2035

"In 2035, the City of Fort Lauderdale will have a funded, coordinated, flexible, and well-communicated transportation network that connects the major economic hubs with the major traffic streets and then into neighborhoods." – Neighbor Summit, 2012

Do you remember traffic congestion and rush hour? I had to explain "rush hour" to my five-year-old granddaughter the other day. It was a time when people sat in their big, boxy, gas-guzzling cars, but the cars barely moved. People crawled for hours in these tin cans. No wonder the cars had to be so big and fancy – you spent more time in them than at home! People had to go to work, go to school, go to the market. It was go, go, go. People were always in a hurry and always late. It was rush, rush, rush. It was a very stressful time and not very healthy either. There was not enough biking and walking or talking to friends and family.

Fortunately, leaders at the time were very responsive. They asked residents what they wanted. The community responded by asking for options. We wanted to get out of our cars! From that rallying cry, our **People-Mover** was born, **connecting the airport, seaport, downtown, and beach. We said bicycling needed to be promoted as a viable transportation option in order to change the mindset that it's only recre-**

ational. And our City leaders listened. Our extensive greenways, blueways, zero-carbon buses and trolleys improved the look, feel and health of Fort Lauderdale.

The City of Fort Lauderdale continued to rise as the epicenter of the South Florida region. We said **make the FEC Railroad Bridge into an icon! Add a façade to this venerable bridge that spans the New River in downtown Fort Lauderdale along the Riverwalk.** Now, residents and visitors from Miami, Palm Beach, and Orlando are in our City Center in minutes.

So today, we don't rush at a certain hour to get to a certain place by a certain time. Instead, many of us work from home and receive our education online, any time and any place. Today, we have a more balanced, healthy and sustainable lifestyle. Those roads that used to be crowded with cars are now shared paths for all of us. We advanced virtual connections and preserved human connections.



WE ARE READY

We are a resilient and safe coastal community.

Who we are is inherently and forever linked to our environment and, specifically, to the water that surrounds us. Water has been part of Fort Lauderdale's culture since its inception. In 1921, the City was appropriately nicknamed "The Venice of America" by developer and visionary Charles G. Rodes, who pioneered a massive finger-island dredging project in the present-day Las Olas Isles neighborhood. From the time the area now called Fort Lauderdale was part of the River of Grass, providing sustenance to the indigenous peoples, to the 20th century when the term "Venice of America" first became synonymous with the City, through today, water has profoundly affected us. Water is the most vital ingredient for all life on earth, and provides for transportation, recreation, dispersal of vital elements, and countless other uses. Its ample supply, quality and delivery is essential to our health, our growth, and our progress.

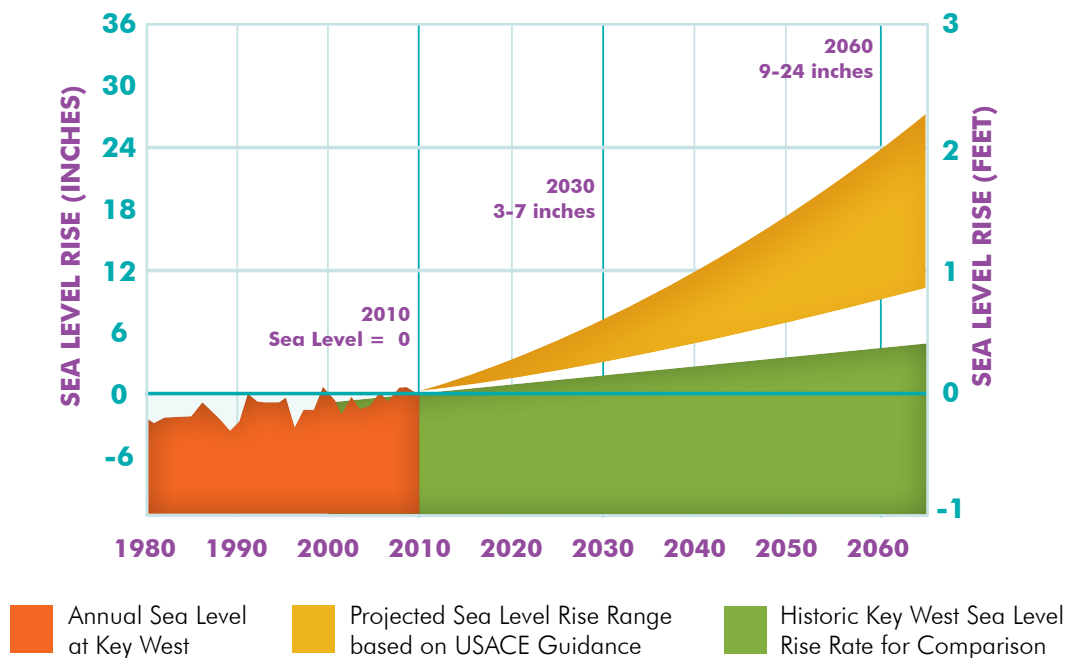
Now, in 2035, **water continues to be Fort Lauderdale's lifeblood.** From our world-class beaches, to our robust marine industry, to the world's largest boat show and Winterfest Boat Parade, water is the bond that connects our community and shapes our future. The City boasts seven miles of public beach and 165 miles of canals and waterways, equating to 337 miles of shoreline. The picturesque New River is the focal point of our main City Center. It winds through the heart of downtown Fort Lauderdale, banked by our lively Riverwalk and continues east to the Intracoastal Waterway, where it meets our award-winning, internationally renowned beach and offers breathtaking views of the Atlantic Ocean.

Years ago, when the science of **climate change, extreme weather, and global warming** were catalysts for debate, the City of Fort Lauderdale joined with Broward County and numerous **regional partners** to take a comprehensive look at this important issue. After reviewing the available data, the City concluded, without reservation, that the time was right to factor the **projected climate change impacts** into all of our functions and, most importantly, implement programs and projects to respond to those anticipated impacts. At the time, Fort Lauderdale was a leader in the Southeast Florida Regional Climate Change Compact, which was the largest collaborative effort in the United States undertaken to respond to the impacts of climate change. The Compact developed the Southeast Florida Regional Climate Action Plan, which outlined recommendations to reduce greenhouse gas emissions and adapt to regional and local impacts of **climate change** to protect the region’s unique quality of life and economy, guide future infrastructure investments, and foster livable, sustainable, and resilient communities.

“Where will sea levels be in 20-30 years? What do we do to prepare?” - Open House, 2011

Through proactive and informed decision-making, the City was able to turn the most severe forces of nature from a threat into an opportunity. Now, Fort Lauderdale is the most **resilient** community in the United States. The City continues to maintain a malleable decision-making model in order to respond to new data so we can be ready for what lies ahead and, ultimately, become the most resilient city on Earth.

Unified Sea Level Rise Projection



Southeast Florida Regional Climate Change Compact

The year 2012 had some of the most unusual weather patterns and events in the history of the United States. More record temperatures were broken in that single year than ever before. Superstorm Sandy (created by an extremely rare weather event in which a hurricane merged with a frontal system) came ashore in New Jersey, battered the coastline from Maryland to Massachusetts, and caused an estimated \$50 billion in damage. This event flooded New York City for the first time in history and created \$7.5 billion in infrastructure damage in the State of New York alone. During the same time period, Fort Lauderdale suffered extensive damage when seasonal high tides collided with the effects of Sandy as the storm passed over our coast. National news covered the destruction of a four-block stretch of State Road A1A, which prompted the City to close two lanes of traffic and a bicycle lane to make emergency repairs. Newspaper and social media headlines such as “A1A mess may be wave of our future” and “Floods linger after Sandy” sounded the alarm to act. It is important to note that the City’s damage was caused not by a direct weather event, but by an indirect weather event and an ever-emerging pattern.



Following these events, Fort Lauderdale implemented adaptive measures to ensure the sustainability of the City’s infrastructure, from utility distribution systems to bridges and roadways. Fort Lauderdale is now recognized worldwide as a City that successfully adapted and proved our resiliency. We have become the international City you never have to leave because we are ready and will be ready for what the future holds. Today, Fort Lauderdale is the global model of resiliency and flexibility, with a never-ending thirst for scientific data and the wherewithal to take action in order to preserve and advance confidently toward the future.

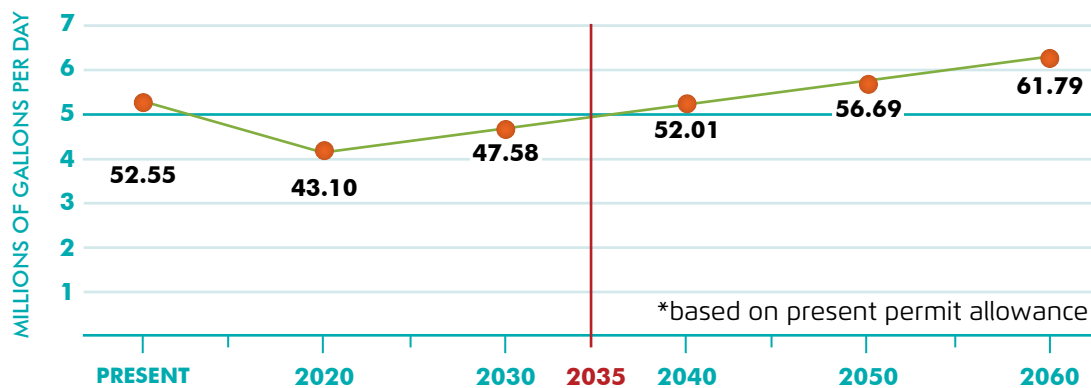


Today, in 2035, it is hard to imagine the issues Fort Lauderdale faced in 2012. During the City’s Visioning initiative, citizens consistently expressed concern over the **sustainability of our long-term water supply**. A concept evolved to **recycle our water**, then known as **gray water reuse**, or **purple piping**. That idea led to the development of the comprehensive and advanced water sustainability program that is currently in place. Thanks to these measures, our long-term water supply is no longer

“Build a sustainable infrastructure; underground wiring and purple (reclaimed) water piping; encourage ecotourism celebrating our reefs and water life.” - OurVisionFTL.com, 2012

an area of concern, but instead, a topic of pride. We now harvest 100% of all precipitation (including condensate, like dew and fog) that falls within our City limits and export surplus water to countries in need, including the Bahamas and Cuba. In the past, Fort Lauderdale received regional accolades for its water distribution. Now, we regularly win national water distribution and exportation awards. Our advanced hydrological leadership is attributable to a complex mixture of science and engineering processes that allow us to train and provide guidance to other cities and agencies.

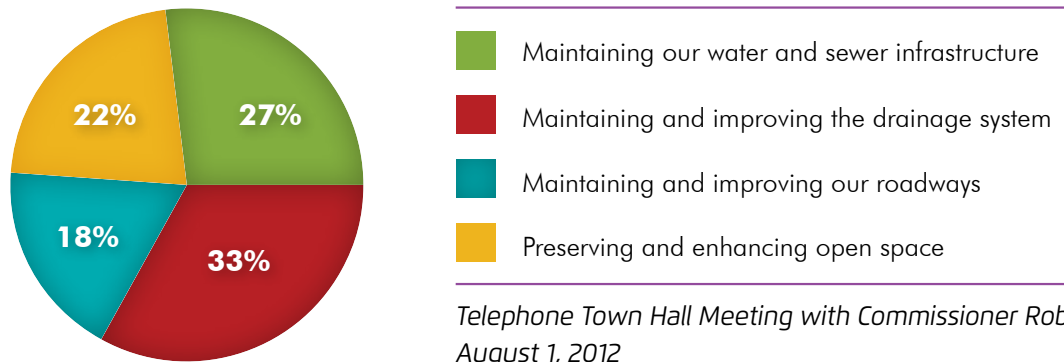
Future Water Demands*



City of Fort Lauderdale Public Works Department

The 2012 Fort Lauderdale Neighbor Survey found that 41% of respondents were dissatisfied with the City's **prevention of tidal-related flooding**, which reflected a shift from traditional concerns that had been focused more on water quality. In addition, at least 71% agreed that they had observed coastal water-level increases or increased flooding. These results, coupled with other climate change concerns, served as notice that something needed to be done. Today, due in large part to the forward thinking of Fort Lauderdale leaders who spearheaded the City's advanced water **sustainability** program, our **beaches are self-nourishing**. An innovative technique captures the southward natural coastal movement of sand and conveys every grain back to our beaches. This **self-nourishing system** has fortified our natural armoring system and has made severe erosion a thing of the past. In 2014, all of our systems were seeded in order to eventually model Florida's ancient coastline. Our visionary thought leaders fostered the implementation of the now **vegetated and aesthetic sand dunes** that tourists and locals flock to observe.

What do you think is the most critical infrastructure need in the City?



Fort Lauderdale was the first City in the world to employ this now-common **beach renourishment** and seeding program that, today, is utilized by thousands of coastal communities around the globe. It is a true recycling system, through which no new sand is ever required, thereby preserving and enhancing Fort Lauderdale's near-shore ecological system for eco-tourists and our residents who revel in outdoor living. In fact, many other near-shore ecological systems have deteriorated or have ceased to exist over the past 20 years, making **Fort Lauderdale's reef system** the healthiest in the Northern Hemisphere.

“By 2035, our beaches are sustainable (self-sustaining) and protected through sand dunes that are vegetated and aesthetic, through mitigation, through benchmarking.” - Neighbor Summit, 2012



“With Fort Lauderdale’s unique topography of canals and beachfront, without addressing global warming, it will be underwater in 2035,” was a defining citizen comment provided during the Visioning effort’s community outreach phase that expressed some of the fears our community was facing in 2012. Now, within that same topography of inland, low-lying neighborhoods in numerous communities that our rivers and canals flow through, **drainage and stormwater management** are no longer of concern. Today, our waterways are an integral part of our sophisticated water supply system, serving as conduits to deliver this essential resource. We ensure our abundance of water is harvested and retained for future usage to meet all of our potable and non-potable needs. Our aging infrastructure that was beginning to fatigue was replaced with a more resilient and **permeable system** that was engineered **to withstand the effects of climate change.**

“Develop a Climate Action Plan - will impact all City services, all residents, and all businesses.” - Open House, 2011

Recreational, business, and manufacturing users alike utilize Fort Lauderdale’s **urban waterway commuter grid to move throughout our City.** Surface buoy systems guide all maritime vessels, from mega yachts and water taxis to kayaks, canoes, and paddleboards. Underwater beacons accommodate the newest transportation technologies found in today’s personal electric underwater submarines.

In the past, like many other cities around the world, Fort Lauderdale was uncertain and wary of the future, especially in the face of emerging data on climate change. While some cities failed to act, Fort Lauderdale worked with its regional partners to safeguard the area against this potential threat. Today, the City remains committed to being flexible and resilient to ensure the health and safety of its citizenry, economy and environment. Fort Lauderdale continues to utilize the latest scientific data to pioneer innovative technologies that allow us to **prepare for and respond to emergencies.** This well-developed relationship between **resiliency** and **disaster preparedness** brings the co-benefit of quick and effective response to fires, accidents, and emergency medical needs present in daily life and exacerbated in disaster response. Being prepared minimizes the impact of weather events on our community and enables our neighbors to bounce back more quickly which, in turn, allows them to enjoy a higher quality of life. *We are ready and we are community.*



» IMAGINE 2035

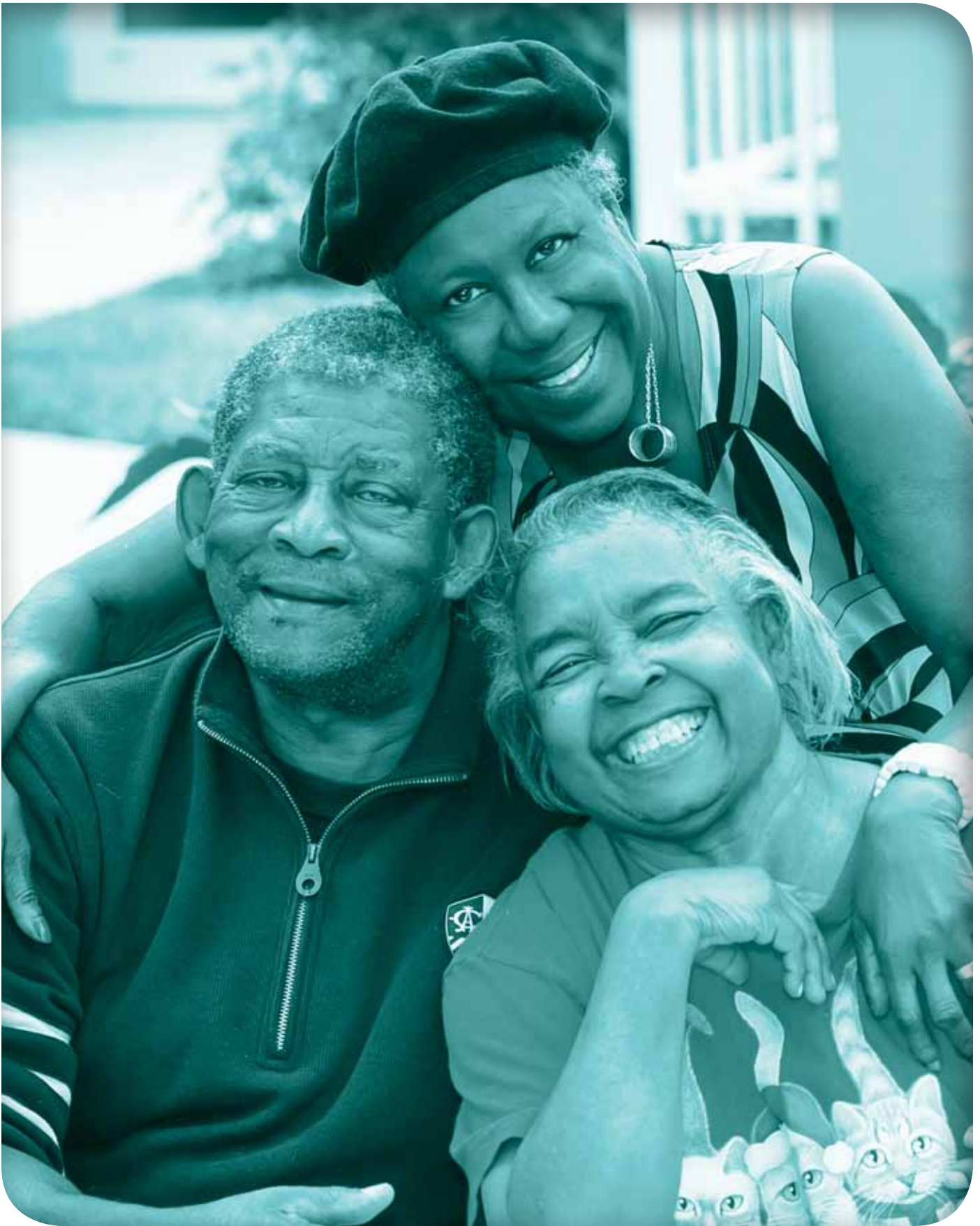
Where were you on August 17, 2032? I was sitting in the stands of the Fort Lauderdale Wave Arena watching the Opening Ceremonies of the XXXIII Summer Olympic Games.

It was an exciting few years for Fort Lauderdale and the rest of South Florida as we prepared to host such an extraordinary display of global athleticism. While Fort Lauderdale may not have been on many people's minds as a potential Summer Olympics Host City in 2012, the City has made significant strides over the past several years. These positive changes have opened our City up to a number of new and unique opportunities. **Hosting the Summer Olympics** is just the tip of the iceberg of the great things to come for our community!

The Olympic Games provided Fort Lauderdale with an opportunity to show the world the achievements we have made in sustainability and resiliency. We are proud to say that Fort Lauderdale is the first City to ever plan, implement, and achieve an overall net-zero carbon footprint for the entire Olympic Games. A by-

product of the Games is Fort Lauderdale's Olympic Village, which is now one of the most desired business and residential locations within the City, not just for its fame derived from hosting the athletes of the Games, but because of its energy efficiency. The net-negative carbon footprint mixed-use development model developed in Fort Lauderdale is being replicated all over the world. In fact, two similar projects were recently completed in Hong Kong and Jakarta.

2032 was a memorable year indeed! We made global history with our advances in sustainability, and none of us will ever forget the numerous medals that were awarded to many of our own, homegrown Olympians who spent countless hours training in the pools at our Aquatics Complex and on the running tracks at Carter Park. Fort Lauderdale, 2032 – Host of the XXXIII Summer Olympics!





» WE ARE COMMUNITY

We are a neighborhood of neighborhoods.

The character of our community is woven through the fabric of our neighborhoods. Today, in 2035, Fort Lauderdale has evolved into an exciting, healthy, friendly and close knit community. It is now common to see groups of diverse neighbors from across our City enjoying the sunshine as they walk together to board the Wave, go to work, attend school, or tend to their neighborhood **community garden**. They smile as they engage in friendly conversation about what awaits them at their destination, about their children's recent field trip to the **Fort Lauderdale Aquarium**, or about upcoming events in each of their neighborhoods. This dynamic interactive environment has become the norm in Fort Lauderdale. We are a neighborhood of neighborhoods, a community of communities, **each maintaining their own unique character**, but connected by the people that call this great place home.

A number of initiatives have been put in place to help nurture and develop the sense of community that is now enjoyed throughout the City. **Physical and visual barriers between neighborhoods have been removed**, creating a welcoming and inviting atmosphere and enabling neighbors to **move seamlessly from one neighborhood to the next**. Neighborhoods have developed into destinations that provide amenities that go far beyond traditional housing. Community safety is no longer a pressing issue, and with all new development projects required to include a percentage of reasonably priced units, everyone can find the perfect place to call home. We are community, inclusive and understanding of all segments of the population.

How would you rate your neighborhood beauty and aesthetics?



In 2035, Fort Lauderdale offers a neighborhood for everyone. Major progress in neighborhood enhancement began as a result of **changes made to the City's Codes of Ordinances** in the late 2010s. These changes allowed neighborhood development to become more **mixed-use, diverse, sustainable, and affordable**. Transit-oriented developments helped many neighborhoods evolve to fully integrated destinations where neighbors are truly **living, working, and playing**. It is now common to see residences built above and adjacent to dining, shopping, and offices. Homes are equipped with the latest renewable energy features, including **solar panels** and **roof gardens**, and **neighborhood associations have a strong voice in the design of public parks** and outdoor community centers that collectively form a network of key neighborhood linkages. In addition, with the 2012 passage of a **community gardens** ordinance, nearly every neighborhood experiences the health and educational benefits of growing their own produce. As Fort Lauderdale grows and develops, we are proud of our community's progress. Our historic preservation efforts continue to ensure that our City's rich, colorful heritage is preserved, while our sustainable development plan enables us to meet today's needs while leaving a brighter tomorrow for future generations.

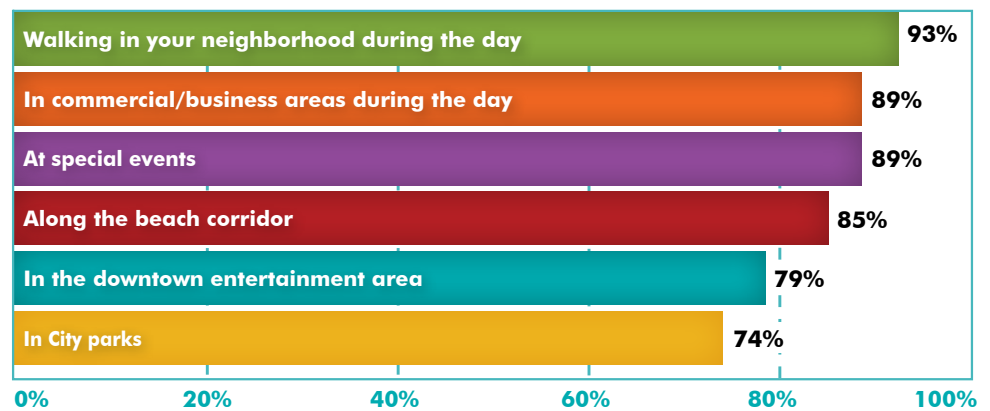
"Affordability for the youth who grew up and are growing up here to be able to live here as they complete their education in the residential areas in which they grew up." - Open House Meeting, 2011

No neighborhood was left behind as changes took hold and improvements began to enhance the general look, feel, and perception of our community. Areas that were once forgotten or neglected are now experiencing an influx of visitors and an increased interest in residential living. Additionally, the City's extensive **code education** effort has created a community of **homeowners who are well-informed and considerate of the peaceful habitation of others**, as well as the care and maintenance of their property. Today, it is rare to see a home suffering from extreme code violations. It is widely evident that neighbors care about their homes, their immediate neighbors, and the community-at-large. This caring sense of community is reflected in our City's efforts to address crime and homelessness, both of which have seen dramatic reductions over the past 22 years.



A Neighbor Survey conducted by the City of Fort Lauderdale in 2012 found that neighbors felt safe in their neighborhoods (93%) and in the downtown (79%). However, crime prevention remained a high priority, with 50% satisfaction, for leaders to focus on in the immediate future. At the same time, the City of Fort Lauderdale reported it was experiencing a 10-year downward trend in its crime rate. In addition, the Visioning initiative generated more than 60 ideas that reflected a need to **make neighborhoods and parks safer for children** and to **reduce crime** through grass roots public safety programs such as **Crime Watch**, the **Citizens Police Academy**, **community policing**, and the development of **more activities and programs for youths**.

How safe do you feel in Fort Lauderdale?



ETC Institute
2012 Neighbor Survey, Fort Lauderdale, FL



To answer the community's call for more crime prevention, Fort Lauderdale implemented a number of new initiatives during the past 22 years that have resulted in a dramatically different level of safety within the City. Instead of addressing crime, Fort Lauderdale is now a national leader in preventing crime. In 2013, crime prevention efforts were jump started with a research and development partnership. This initiative examined our data and technology to uncover crime trends before they became systemic issues or criminal events, and enhance resource coordination. This innovative approach set a new standard for crime

“We are unique because we occupy the middle ground, the best of both worlds, urban and suburban. Let’s improve them both and not lose either.” - OurVisionFTL.com, 2012

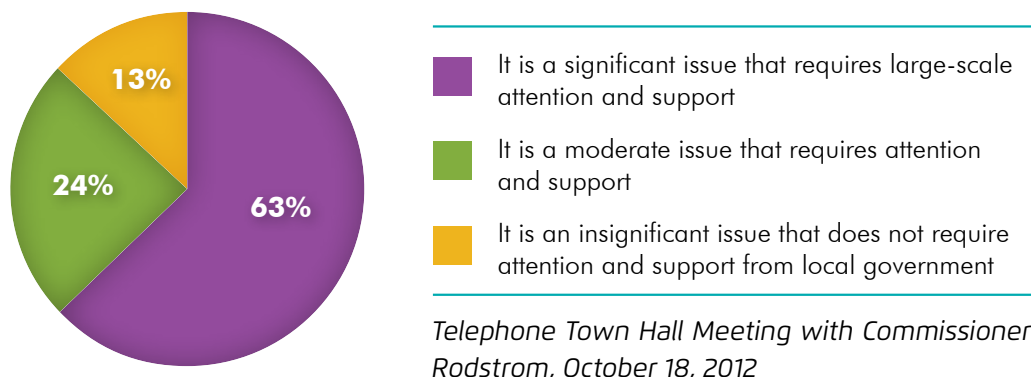
prevention and became a national model for other communities to emulate. Our many crime prevention efforts have led to a Fort Lauderdale community that works with one another, helps one another, and looks out for one another. Children in all areas of our City are now playing outside in neighborhood parks until called in for dinner. Parents are not worried about their safety and fellow neighbors are not concerned about the children causing any trouble.

In 2035, protection of life and property through fire-rescue response remains an important element of providing a safe and secure City. Improved traffic controls and a more pedestrian friendly environment have reduced injuries and fatalities. Structures continue to be upgraded in compliance with state-of-the-art fire codes, while losses due to fire remain on a steady decline. In 2012, only 44% of our community was satisfied with the availability of preventive health care. In 2035, the scope of our emergency medical response has expanded to include the delivery of in-home preventative care through partnerships with local medical care facilities.

“Fort Lauderdale has solved its homeless crisis, making downtown Fort Lauderdale an oasis of arts, history, and commerce.” – Meetings-In-A-Box, 2012

Homelessness was also a major issue for the City of Fort Lauderdale in 2012. Thirty-seven ideas from the Visioning initiative specifically addressed providing **more assistance** to helping this group of people find **permanent housing** and **quality jobs**. At the time, there were roughly 3,800 homeless individuals within Fort Lauderdale of which 1,276 were chronically homeless.

To what degree do you think homelessness is an issue in Fort Lauderdale?



The year 2012 was a turning point in addressing homelessness. That year, the United States Department of Housing and Urban Development redefined the business model for providing homeless assistance. Homeless assistance went from a four-step continuum of care to a two-step model aimed at moving individuals into housing as soon as possible. Individuals who were homeless were no longer seen as blight on the City, but rather, as equal members of our community who were struggling and in need of assistance to get back on their feet. As developments throughout the City began to accommodate **senior, retired, disabled, and single-parent** residents of all income levels, thousands of individuals who were once homeless, became able to find a quality place to live in Fort Lauderdale.

Fort Lauderdaleians have realized the benefits of being one community. We care for one another with more **supportive services**, as demonstrated in the safety of our neighborhoods and the inclusiveness of our City. Ordinances have been developed to enhance the places we call home, to beautify our City, and to physically and socially connect our community. We have found purpose and value in social, healthy, and active lifestyles, creating the perfect balance in our hectic, but simple lives. While we have always had a sufficient amount of good places to go in our City, the need for great places to gather has only been enhanced by these new community values. *We are community and we are here.*



“By 2035, Fort Lauderdale will make the most of space by utilizing pocket parks, greenways, rooftop gardens/spaces, promenades, centralized plazas, and areas will be connected by wide sidewalks, tree coverage, and visually appealing by integrating art into regular infrastructure (bike racks, light poles, etc.)”
- Neighbor Summit, 2012



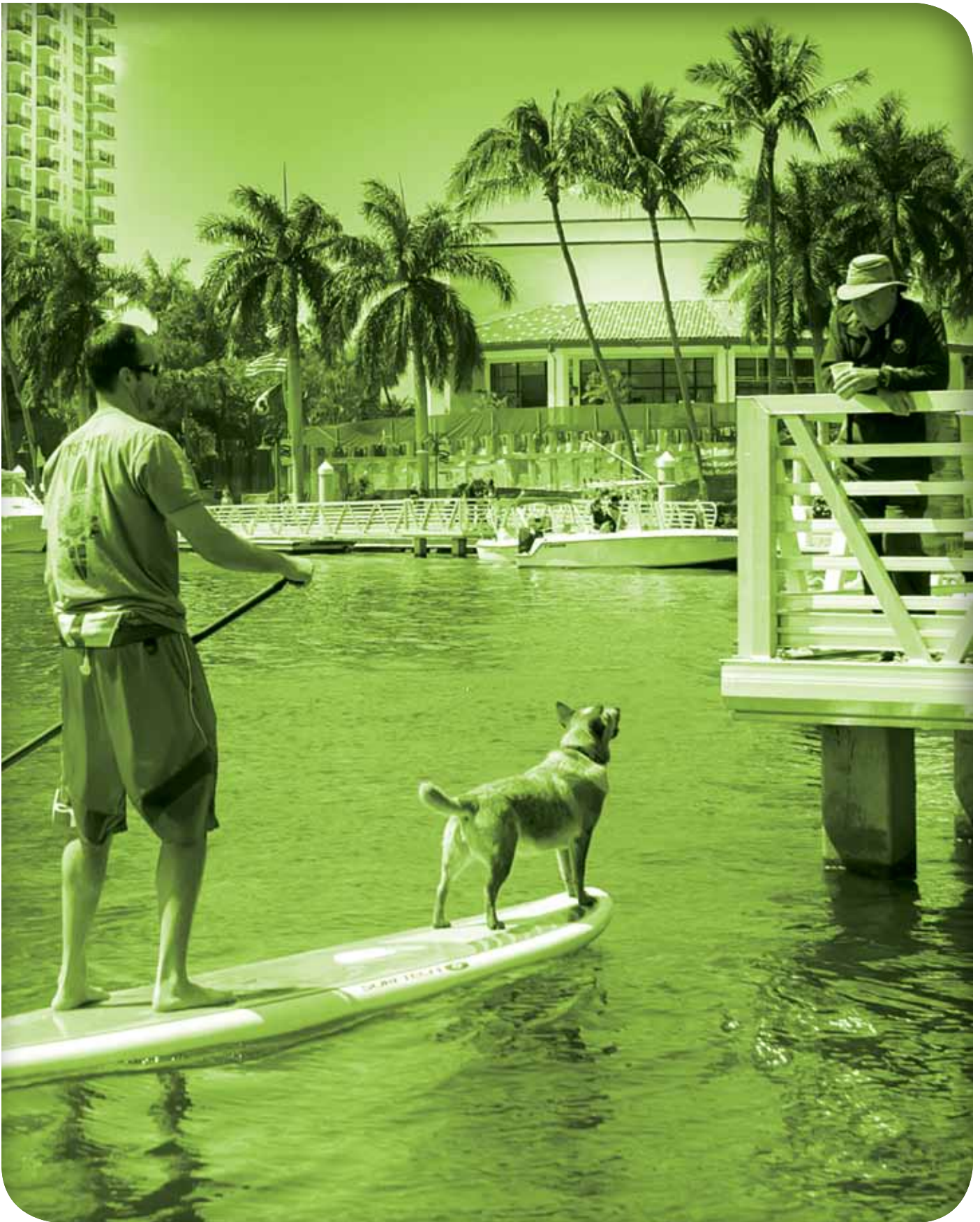
» IMAGINE 2035

“Sistrunk Boulevard – dreams have now become realities. Why? Because now Sistrunk Boulevard has been transformed from a thoroughfare to a destination for all of Broward County. Shops, restaurants, etc., attract all. Economic development has also become a reality.” - Open House Meeting, 2011

As I stand at the corner of South Andrews Avenue and Las Olas Boulevard waiting for the Wave, I strike up a conversation with one of our many visitors. They have been in town for a few days, have seen the beach, and want to experience something more. “Where can I go to really experience Fort Lauderdale; its culture, food, history, and people?” My response, as always, is the **Historic Northwest District**. That area, which includes the Sistrunk Corridor, is one of our most active, diverse and popular neighborhoods. It is Fort Lauderdale – a place rich in culture and history, a culinary splendor of South Florida seafood, and the region’s number one jazz and blues destination.

After infrastructure improvements were made to Sistrunk Boulevard in 2012, businesses saw the potential of the area and invested in it as a place for development and mentoring of our youth. As a result, the Sistrunk Corridor is now one of our most vibrant thriving City Centers. The area continues to experience an influx of **mixed demographic residents** and visitors. It has become Fort Lauderdale’s hip, urban core, where a diverse mix of young professionals relish living within the famous Sistrunk upper floor housing. They are close to the companies that have invested in their development and provided them with valuable career options, as well as the exciting nightlife that is anchored by South Florida’s most-frequented **House of Blues**. The young professionals living and working in the area are truly vested in our City, returning the educational investment the community has made in them over the past decade by contributing their talents to the local economy, adding value to the area, and leaving their legacy as a path for the next generation to follow.

As the Sistrunk Corridor developed into the destination it is today, it was vital that its historical significance was preserved. In order to help protect and promote the area’s history, local students came up with the idea for the City’s **History Walk**. Now, neighbors and visitors can walk through Fort Lauderdale’s history as they follow the trail of historic markers that line the neighborhood and lead to the City’s **Gospel Museum**. We all experience, appreciate and revel in the culture and history that has always been here, but is now being recognized and emphasized.



We are here in Fort Lauderdale, a subtropical urban epicenter, because somewhere along our life's path of discovery we chose to stay and make it our home. Fort Lauderdale is our City of choice. It is the place where we apply our energy and creativity through our work, and the community where we forever want to spend our time. This is the City where we find excitement, where we can truly relax, and where we always have FUN!

WE ARE HERE

We are an urban center and a vacationland in the heart of South Florida.

The Visioning effort highlighted the need to create strong **Fort Lauderdale identifiers** - **beautiful gateways, stunning bridges, iconic landmarks** - and memorable effects that would bring about a unique **sense of place**. To accomplish this, artistic community leaders convened neighbors to draw inspiration and worked with local planners and architects to identify opportune locations and attractions. They worked with business leaders to develop the image of the Fort Lauderdale brand, something that the entire community is now proud of, and that earns us local and international recognition.

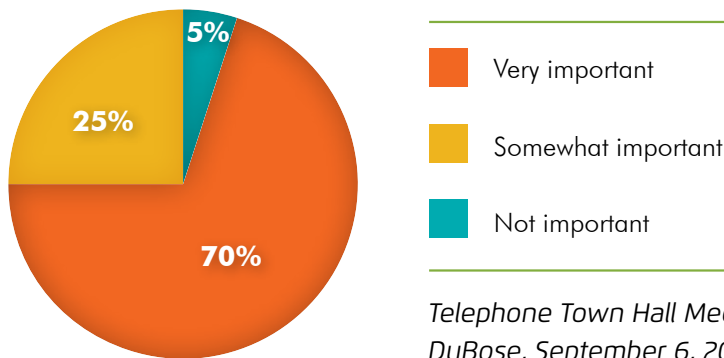
The Visioning effort helped us realize that all of the qualities we needed to live a full, healthy and balanced lifestyle existed here in Fort Lauderdale. In 2012, we could play tennis outdoors, year-round at Holiday Park, cruise along the New River on a Water Taxi, and stroll along the Riverwalk after dinner on our way to seeing a show at the Broward Center for the Performing Arts. We discovered that being here meant never wanting to leave. It occurred to us that we were at the cusp of transcending above and beyond our imagination. We were already in a place where countless opportunities existed and, at the time, we were confident that our dreams for this City could be achieved if our unique beach, waterways, Riverfront, and public spaces were given the attention they needed in order to realize their true potential.



“People are social animals and want to gather. We look for places where we can live, work, and play...” - Big Ideas Event, 2012

Now, in 2035, these assets have been remarkably updated and enhanced. Riverwalk is an active, vibrant destination that connects the Broward Center for the Performing Arts with Riverfront, the Museum of Art, and Las Olas Boulevard. During the day and at night, people of all ages gather in our new City Center to **experience Fort Lauderdale’s artistic and cultural offerings, scenic beauty, and vast array of shopping, dining and entertainment amenities.** Our reenergized downtown has created greater access to the **outdoors, more active green spaces lined with fountains, playgrounds, statues, and local public art.** In 2035, it is easier to enjoy a healthy **outdoor lifestyle** in our public spaces. People now choose to walk, rather than drive, down the block to embrace our **cultural festivals.** People maneuver along wide pathways by foot, on bikes, rollerblades, and skateboards, enjoying plenty of room to safely connect to their favorite places.

How important do you think arts and culture are to the future of Fort Lauderdale?



Telephone Town Hall Meeting with Commissioner DuBose, September 6, 2012

The 2012 Visioning outreach effort captured 88 ideas that expressed an interest in having **increased parks and green space** and 47 ideas for **community centers**. From adding more **community and recreational facilities**, to building a **fishing pier, amusement park and water park**, to opening an **aquarium and downtown zoo**, residents and stakeholders provided an endless amount of ideas to enhance Fort Lauderdale. The City began **converting unused open and vacant spaces into parks** and lively public places. Today, these **family-friendly** spaces are enjoyed year-round by neighbors and visitors.



In 2035, Fort Lauderdale beach is **stunningly clean and beautiful**, and a main attraction for visitors and residents alike. It serves a greater purpose now that it is easier to get to, not as crowded with cars, and **has sand dunes** that offer protection from high tides and storm surges. **Public access points to the waterways, pocket parks and kayak launches** along the Venice of America's **waterways, canals, rivers, and Intracoastal** are too numerous to count. Our waterways are very popular and used regularly by visitors soaking up the scenery, paddle boarders stopping by their favorite place to grab lunch, and daily commuters on their way to work in their kayaks. Today, we make bold choices to embrace new challenges, such as mastering the art of riding a wave on a kiteboard, or entering a photo contest after taking pictures of migratory birds during our weekend visits to Fort Lauderdale's iconic **beach**.

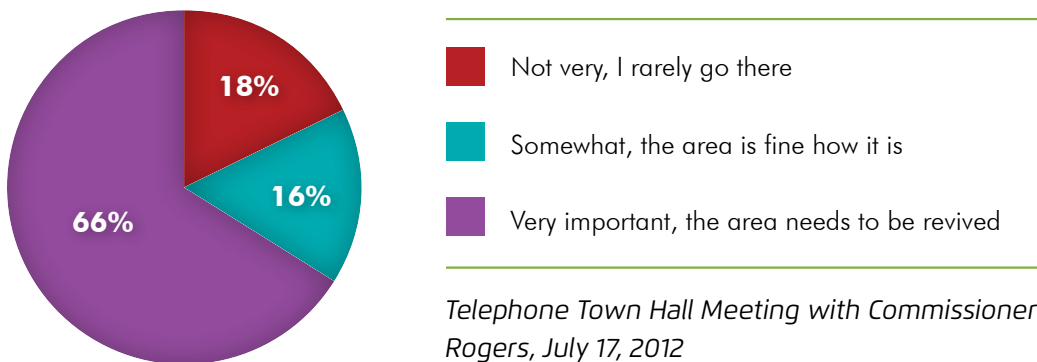
"I came to Fort Lauderdale for the weather and laid-back activities. It was my escape. There were activities that got people outside. I loved walking along the river. I loved riding bikes. I want Fort Lauderdale to return to many years ago. Natural. More areas to relax and enjoy." - Open House, 2011

“There are good bones here. There is a little something for everybody – upscale, downscale, and everything in between. We need to define for ourselves what ‘space’ our City occupies in Broward, in South Florida and in the nation.” - Stakeholder Interview, 2011

Fort Lauderdale’s swimming heritage dates back to the 1920s when the City first opened the “Casino Pool.” Today, over a century later, the best Olympic competitors are trained and coached here, perfecting their skills at our state-of-the-art **International Swimming Hall of Fame** and **Aquatic Complex** campus. Fort Lauderdale is **recognized as the world’s leading destination for swimming and diving**. Each year, hundreds of thousands of visitors flock to our signature **professional sports stadium** to enjoy these competitive water sports and help support our local economy.

People from all over the world come to Fort Lauderdale to be inspired. We are a world-class destination where visitors can relax and enjoy our iconic beach, historic neighborhoods, arts and cultural offerings, and our unique and extensive waterways that form the fabric of our community. *We are here, and we are prosperous.*

How important do you think the development of Riverwalk is to the future of Fort Lauderdale?



“Fort Lauderdale should emerge as the premier place to live if you wish to be outdoors.” - Open House, 2011

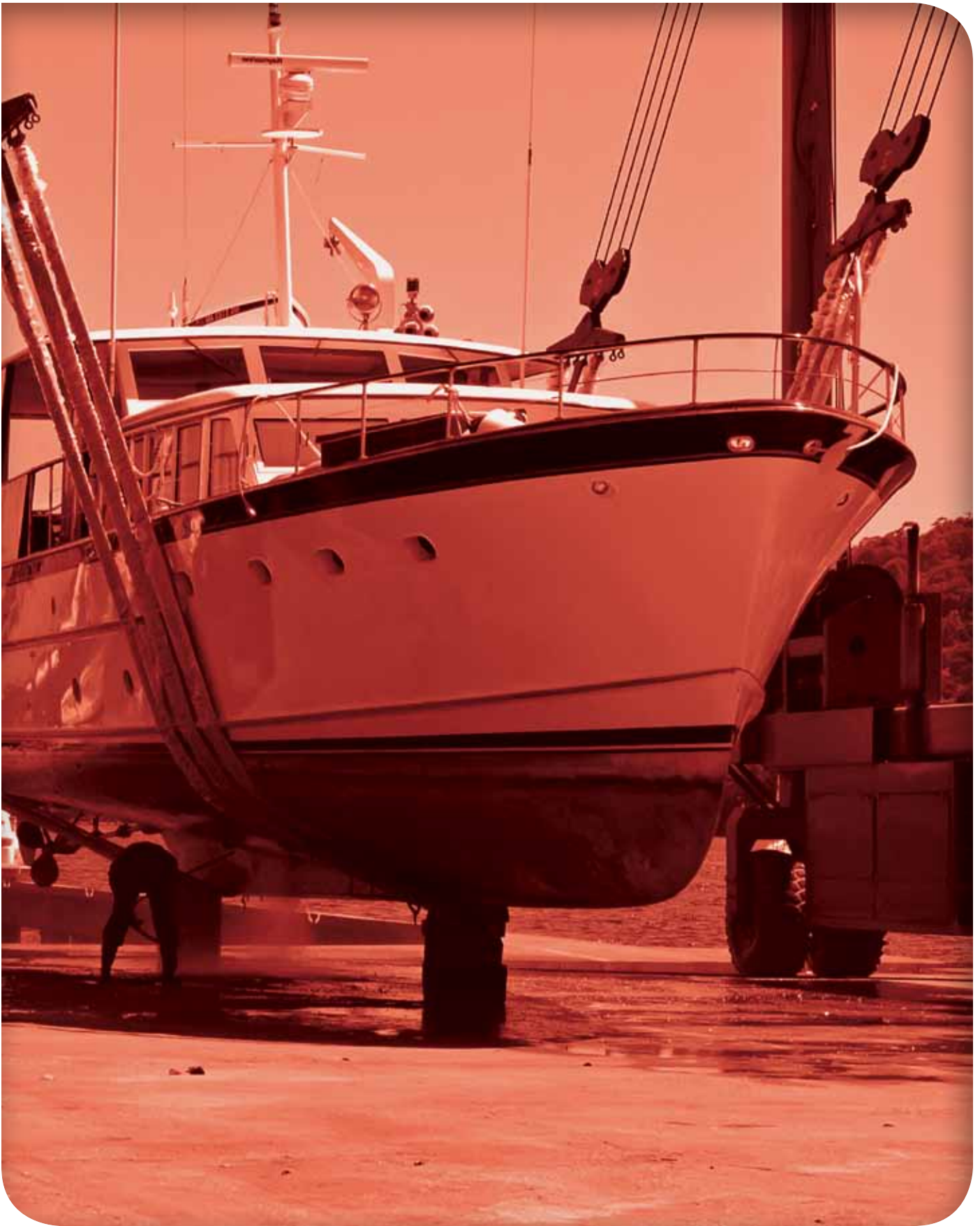


» IMAGINE 2035

"I was born and raised in Fort Lauderdale. My fondest memory was being able to sit on my great-grandfather's porch and watch the Air and Sea Show." - Open House, 2011

Fort Lauderdale continues to be the Yachting Capital of the World and the host city for the internationally renowned Fort Lauderdale Air and Sea Show. Growing up in the City, the Air and Sea Show was the highlight of my summers. Today, it continues to be a summer tradition, and is the one event my entire family makes sure to attend every year. Spending the day at the beach with my family and watching my growing children continue to be amazed by the aerial acrobatics of the fighter jets, is truly a special experience that only happens in Fort Lauderdale.

While the Fort Lauderdale Air and Sea Show continues to welcome active military personnel, Veterans, and civilians alike, drawing millions of attendees, a few things have changed over the years. The Air and Sea Show has become a national demonstration in modern, clean energy jets, solar powered gliders, and water-propulsion sea crafts. It has gained a worldwide following and is now the kick-off to Military Week in Fort Lauderdale, a series of events that highlight all of the Armed Forces, particularly the Navy, Air Force and Coast Guard. The Air and Sea show reflects Fort Lauderdale's **strong patriotic allegiance**, and is a national tribute to forever honoring our Veterans' service.



WE ARE PROSPEROUS

We are a subtropical City, an urban laboratory for education and business.

In 2035, our vibrant and diverse economy transcends our famous sunny climate. The exceptional elements of Fort Lauderdale, including our prime coastal location, world-ranked seaport and airport, seamless transportation network within the City and to the region, attractive and busy pedestrian-friendly corridors, competitive office space availability, unique neighborhoods and shops, plentiful parks and open spaces, and refined arts and culture, all translate to a special quality of life that makes us one of the **most attractive cities in the Americas to invest in, work in, and live in. Businesses leverage the accessibility and talent pool of Fort Lauderdale to achieve superior success.** Our economy is bolstered by the force multiplier that is an excellent public, private, and community education system directly linked to current and future **targeted industries.**

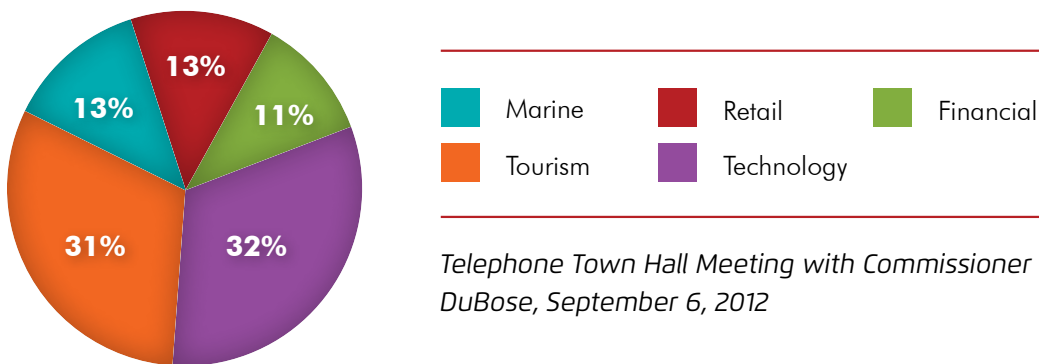
The economy in Fort Lauderdale has a true brand. A strong, diversified economic base coupled with excellent business and education centers allows Fort Lauderdale to capitalize on economic upswings and shield itself from cyclical nationwide downturns. Business in the City is relevant and current due to efforts in 2013 to **retain strong companies** and to **target emerging industries that are compatible** with our sectors. The City offers a **diverse range of incentives** that attract businesses and entrepreneurs who create quality, well-paying jobs. Our real estate remains competitive yet flexible enough to balance the needs of industry with our community's **sense of place.** Driving this growth is a strong and dynamic economic development team that steers and **effectively communicates** Fort Lauderdale's assets and investment options worldwide. This all-star group is a prosperous partnership made up of the City's biggest advocates, including our elected officials, our Chamber and Alliance, and our professional public sector, all of whom are adept at facilitating private decision-making. Fort Lauderdale's planning and regulatory agencies understand business needs and are skilled, innovative, and provide a stable environment to attract global companies. Development procedures are predictable, efficient and customer driven, encouraging the legitimate involvement of all key stakeholders in the process. This prosperity strategy is effectively coordinated with the City's long-term business, education, and transportation plans.

We are still the **Yachting Capital of the World**, forever home of the **Fort Lauderdale International Boat Show**, ensuring that boats, yachts, mega yachts and super yachts have ample **dockage, world class amenities**, and can **safely navigate the sufficiently dredged Intra-coastal and New River waterways**. An effective Marine Industry Strategy has led to massive private investment, public-private partnerships, and a true maximization of vacant and City-owned land. The Marine Industry, in particular, has successfully adapted its infrastructure to rising water levels, making us an international model of resiliency.

Cities are most powerful when they are small business incubators. There are 300,000 small businesses in Fort Lauderdale - there are opportunities for entrepreneurs.”- Big Ideas Event, 2012

Tourism continues to be a mainstay of our **diverse economy**, but Fort Lauderdale’s vacation-land experience has moved far beyond the beaches to the rest of the City. Tourists spend days with us before beginning their cruise to the Caribbean. They now travel easily to and throughout Fort Lauderdale and South Florida due to the **iconic passenger train station** that rivals Grand Central and Union Station. Visitors mix with locals and enjoy the **Wave** streetcar as they travel back and forth from the beach to downtown and to destination neighborhoods. They are spending days and evenings walking, biking, dining, shopping, boating, **enjoying live music**, shows, and art with local residents along the naturally stunning **Riverwalk**.

What type of future economic development do you think the City would benefit from?



“Prosperity equals hope – attainable to all people in our community.” - Big Ideas Event, 2012



The City is fortunate to neighbor **Port Everglades**, one of the busiest ports in the world. **We are home to numerous professional headquarters of major port trading partners, cruise lines, and businesses specializing in international commerce.** Fort Lauderdale's outstanding business climate makes us the perfect location for this dynamic mix of industry leaders, while our exceptional quality of life makes our City an even better place for their families and children to call home.

“Create a city of cultural, economic, educational and neighborhood excellence.” - Meetings-In-A-Box, 2012

The **Fort Lauderdale-Hollywood International Airport**, prime for tourists, makes business travel easy for residents needing to connect to major U.S. and international cities and still be home in time to tuck the kids in. With reasonably priced housing in safe neighborhoods, excellent schools, and endless outdoor living activities, Fort Lauderdale is consistently **ranked as one of the top cities nationally to live and raise a family.** We have come a long way since 2012, when only 49% of residents favorably rated Fort Lauderdale as a place to raise and educate children. We were facing a perception within the residential and business communities that schools were not up to par, but the Visioning effort brought renewed attention to the importance of **education as a critical springboard to a prosperous economy.** The perception and reality of Fort Lauderdale schools now match – they produce responsible, well-educated, and humanitarian adults that can provide for themselves, their families, and give back to the community that **they choose never to leave**, to the delight of grandparents throughout our City! Fort Lauderdale Executive Airport remains one of the busiest General Aviation Airports in the state. The airport is now home to a unique aviation and technical charter school and is surrounded by a bustling uptown business district, easily connected to downtown and the surrounding region.



We fought hard and fought smart to elevate our education system, now known for local, regional, and international excellence. Today, students from all walks of life look forward to an enriching and dynamic school experience. The 2035 classroom is the community, and it is virtual. Parents have a variety of acceptable public and private school options that uniquely develop each child in a way that prepares them for the economic diversification and advances of the day, and for those to come. Our major economic sectors hire first from our own graduating classes, full of the next generation of leading talent. A flourishing partnership between educational institutions and the business community has **reverse-engineered the talents, skills, and connections needed to build a leading edge workforce, and our mentorship program is nationally recognized**. It is unbelievable, but each child has a local community mentor vested in their educational and professional development. Juvenile crime is a distant memory, eliminated by education, activities, and mentors.

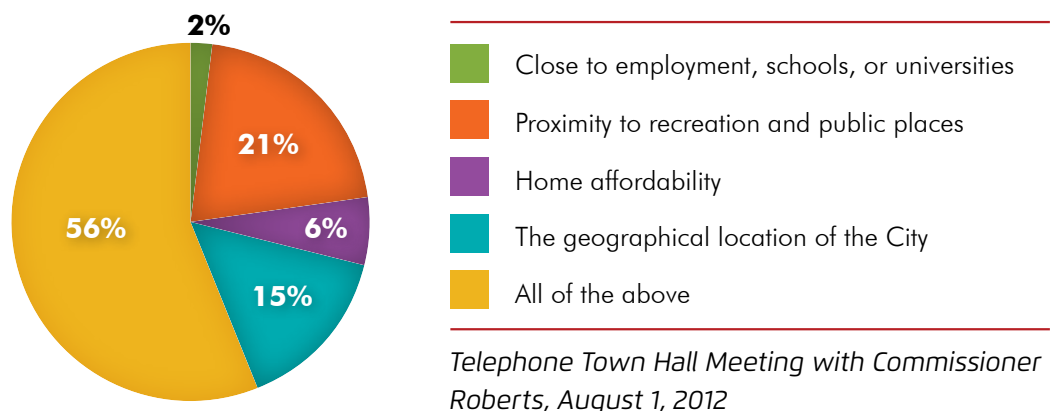
With this increased investment in the development of our homegrown talent supply, our new up-and-coming leaders have shared their creativity, innovation, and progressive thinking to help propel Fort Lauderdale to the forefront of the **technological, sustainable, and health care industries**. Our City is home to a **higher education center** that is anchored by our historic institutions and made more significant by **international college satellites**.

“If Fort Lauderdale really wants to have a world-class school system, then we need to engage with schools, not just send money and hope that teachers will prepare our students for the future. How can the City of Fort Lauderdale encourage owners of local businesses and others to engage with innovative teachers and create internship-mentor opportunities?” - OurVisionFTL.com, 2012

“We are the Sunshine state, so let’s take advantage of it. We should take street lights, park lights, and public building lights and convert them to solar power, with electric backup.” - OurVisionFTL.com, 2012

Technology now unites our education, cultures, languages, and socioeconomic levels. In the early millennium, our community experienced a technological divide, as this fast-growing medium continued to evolve and develop. A major turning point in the community’s relationship with technology occurred shortly after Fort Lauderdale established **citywide Wi-Fi**. This was accomplished by building partnerships with local businesses, Broward County, the School District, and local higher educational institutions, all of whom collaborated to establish a vast network of free Wi-Fi-accessible hot spots throughout our City. Almost overnight, we were all on an even playing field, benefiting from easy access to information and learning. Today, we are an urban laboratory, learning and conducting business anywhere. Students are seen studying live science and logging in at community parks, and our City’s workforce can be seen telecommuting from one of our many City Center plazas with their colleagues in major Asian, European, and South American countries.

What attracts you most to living in Fort Lauderdale?

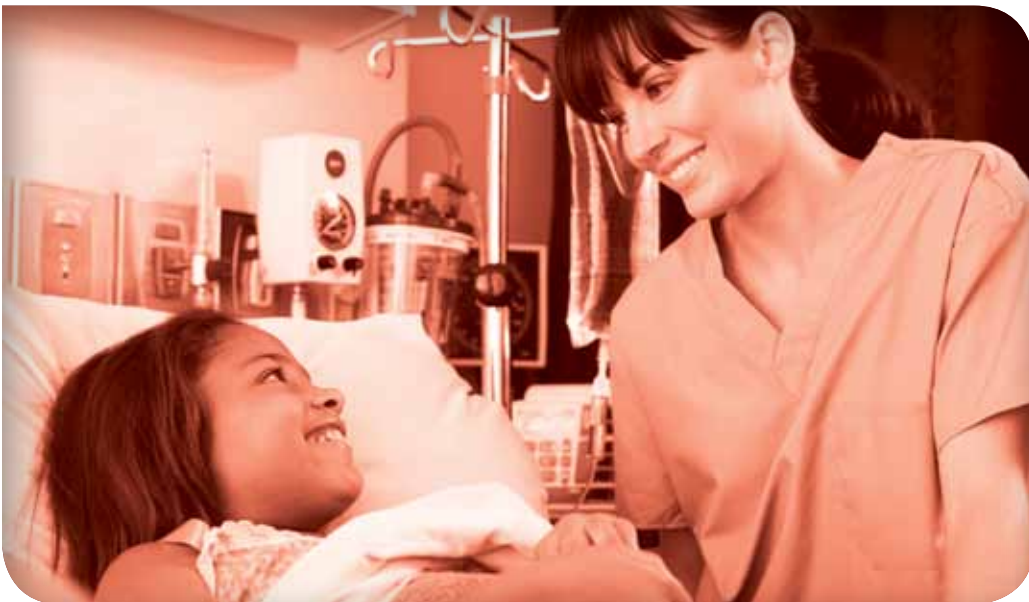


In addition to being a regional hotbed of technology, Fort Lauderdale has become an international leader in emerging energy industries. We earnestly began to frame both climate change and renewable energy as catalysts for renovation and growth within our City businesses. We stopped viewing these drivers as a cost, and instead, focused on their strategic value to the City by thinking in terms of embedded climate practices and energy productivity. Companies who were innovative and aggressive in pursuing and publicizing new products and services based on **climate adaptations** or **energy technologies** were **offered financial incentives**. What was once a threat to our survival has become a real-world, living science lab and school classroom. The advancements our leading environmental industries have achieved over the years have helped other coastal communities across the world successfully adapt to rising sea levels and other climate change threats. Additionally, our solar asset has pushed the City forward as a leader in green technologies. We have built on the success of the LEED-certified buildings of 2012, and our technologies have evolved and expanded throughout businesses and neighborhoods, many of which are now completely **off the grid** and fully sustaining themselves using this stable, **renewable, and natural resource**.

***“Preserve our natural assets while incorporating business to complement ‘the ultimate destination to work, play, and live.’”
- Open House, 2011***

Fort Lauderdale has become a **health care oasis**; a nationally recognized fully accessible epicenter that provides needed medical services and creates jobs. In 2012, three out of ten residents had below-average satisfaction with the availability of affordable, preventative health care. This, along with the projection of fewer and fewer general practitioners, forced the community to provide incentives to maintain this essential industry. Today, in 2035, there are clinics in every school, and many of the area’s leading medical centers are teaching hospitals where people come from all over the world to learn and be healed. Furthermore, due to the advances in quality public transit, our streets are safer, our accidents have greatly diminished, and our first responders are able to almost instantly arrive on-scene to deliver emergency medical services and transport patients to nearby hospitals.

Fort Lauderdale is an outstanding place to bring your business and your ideas. You will succeed and relish in being part of our community. Our employment sectors thrive, thanks to massive customer demand and an endless talent supply. Our residents enjoy superior employment options and a rewarding quality of life, all in a City you never have to leave or want to leave. Business and education go seamlessly hand-in-hand in this walkable community where we no longer spend part of our day battling traffic, but instead, have more time and energy to give and to enjoy. *We are prosperous and we are united.*





» IMAGINE 2035

“The Vision Plan needs to address the uniqueness of Fort Lauderdale as a tropical metropolis.”
- Stakeholder Interviews, 2011

We hold hands as we stroll to my youngest child’s first day of school, passing by the **downtown City Zoo** to offer a quick nibble to the row of parrots. We nod hello to the many others walking with us, and as we arrive at our destination, we are both a little anxious and a lot excited for the adventure that lies ahead. As I hand over my heart along with my child, I recognize how fortunate I am for this little neighborhood school. I pick up a coffee and head to one of the many **incubator office sites** scattered throughout the City. I chat with a few friends, then get to work putting the finishing touches on what I feel is a masterpiece of sustainable building design. I then spend a half-hour developing a mathematical problem for my eighth grader’s class

curriculum, this time challenging the students to create dimensions for a **rooftop garden**. I meet my wife for lunch in the **Las Olas Financial District** (where she puts together global deals that even I don’t understand) then run to meet my relatives who are arriving by shuttle from the airport to spend a week with us (we seem to have so many visitors these days). We take the trolley home and spend a couple of hours catching up. Then, it’s off to pick up the kids and spend a fun-filled afternoon with family enjoying the **Riverwalk’s attractions and shopping**. After a delightful gourmet dinner prepared by a local chef, we head home, tired, happy and blessed to live, work and play in such a magnificent City. We are Fort Lauderdale.



WE ARE UNITED

We are a strong and vibrant kaleidoscope of multi-generational cultures, ethnicities, and community partners.

More than 20 years ago, Fort Lauderdale neighbors aspired to work together to meet the needs of our community. While quality of life was generally high, there were disparities among our various age groups, income levels, and ethnicities. The City committed to serving as a catalyst to unite all of its stakeholders and facilitate a cooperative environment to collectively achieve a higher level of prosperity. It was this collaborative spirit that helped foster strong relationships among public and private partners at the local and regional level. By investing our shared resources, we were able to provide a greater level of higher quality services to the benefit of all throughout the City of Fort Lauderdale.

It was not long before the fruits of our labor were recognized. From our thriving economy, exceptional schools, and plentiful cultural and recreational offerings, to our sound infrastructure and spectacular natural surroundings, Fort Lauderdale transformed from the “must see” City to the “must be” City. Children no longer moved away to attend schools or find jobs elsewhere, choosing instead, to put down roots here and raise families in our City. This generation matured into passionate, involved parents who afforded their children many of the same opportunities that helped shape their own well-rounded

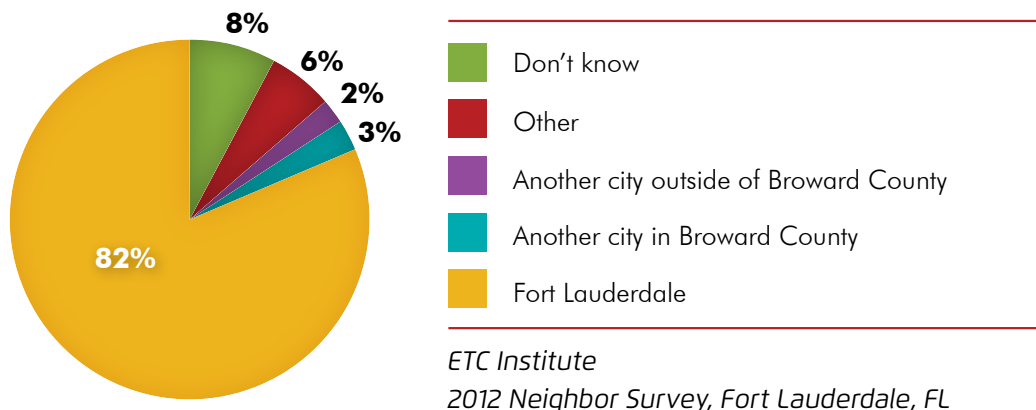
lives. They became motivated, engaged, and inspired community leaders, selflessly contributing their time, talent, and energy to the progress and advancement of our City. As this transformation took hold, people from nearby cities in Broward County and throughout South Florida began flocking to Fort Lauderdale. The migration soon expanded to other cities and towns across the United States, and eventually, to other countries, as word of our diverse assets and universal quality of life made its way to the Caribbean and Central and South America. Our City evolved into a vibrant kaleidoscope of multi-generational cultures and ethnicities whose philosophies, languages, music and art have enriched the tapestry of our inclusive and close-knit community.

While Fort Lauderdale’s Vision of being a unified community with partners working in lock step may not seem innovative now, it was at the time. For years, local governments had operated independently, stretching resources and doing their best to achieve specific objectives in the absence of a common direction. By the beginning of the 21st Century, there was overlap at the city, county, and state level, yet residents still lacked access to the services they needed. Governments everywhere were struggling to address the increasingly complex challenges they were facing with limited resources.

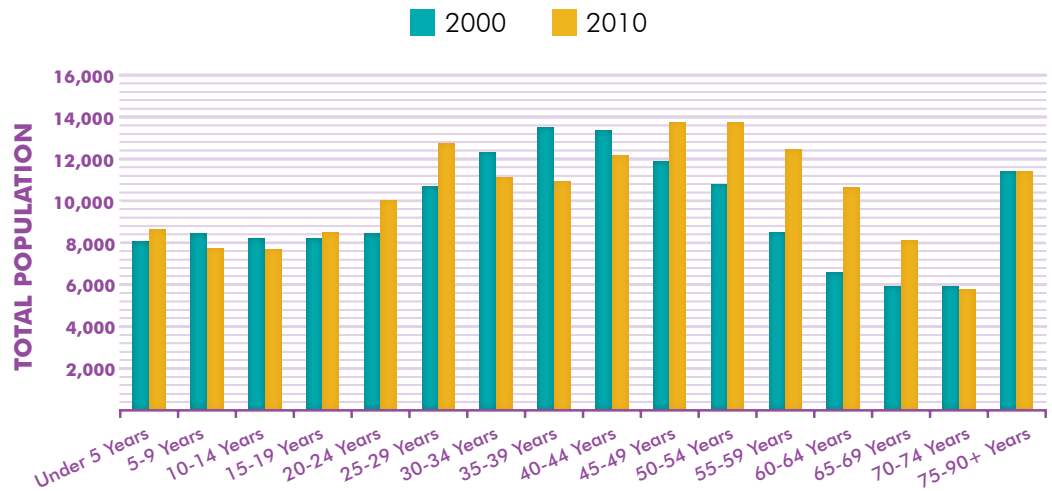


During the citywide Visioning process, **citizens called upon Fort Lauderdale to become a leader** in providing services to accommodate the changing face of our community. Residents expressed a desire for more social services that improved quality of life, including **more funding for schools, recreational centers, summer camps, and after-school programs**. There was a call to **reduce obstacles** and simplify procedures to **make it easier to do business with and in the City**. Stakeholders wanted Fort Lauderdale to streamline operations and provide more support for the community. The City made a commitment to **increase transparency and accountability**, to serve as a model of fiscal and operational efficiency, while meeting the needs of its flourishing population.

Where do you plan on living in the next 2-5 years?



Fort Lauderdale Age Distribution



United States Census Bureau

While our neighbors had aspirations for the future, during the Visioning initiative, we found that many were already invested in our community and planned to stay. According to the 2012 Neighbor Survey, 56% of the City’s population at that time had resided in Fort Lauderdale for more than 20 years. While typically thought of as a transitory place, only 11% of the City’s residents had lived here for less than five years. The same survey showed that an overwhelming majority (82%) of residents planned to remain living in Fort Lauderdale two to five years later.

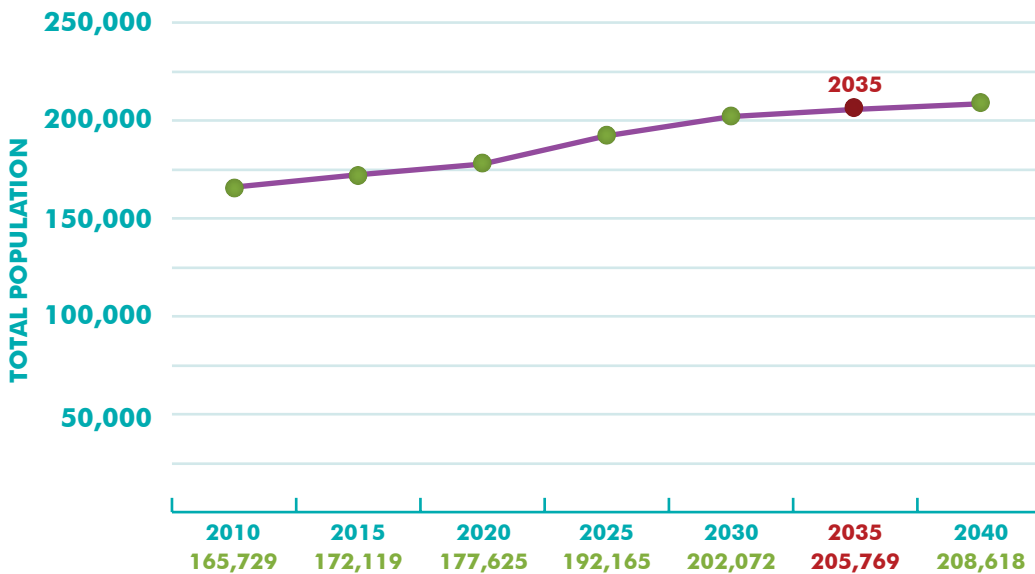
***“To get to the future, we have to work together – public with private, municipalities with county – none of us has all the tools to make it happen... We need to leverage funding, leverage opportunities, leverage thinking.”
– Stakeholder Interview, 2011***

True to their word, many of Fort Lauderdale’s residents have in fact stayed in the area. Today, multiple generations of families live in close proximity to one another and are able to celebrate birthdays, holidays, graduations, weddings and other special milestones together. Medical advances pioneered at our world-renowned health facilities are enabling our residents to live longer and healthier lives. All of these factors have resulted in a broader range of age groups, as well as a higher median age of our population.

The ethnic composition of Fort Lauderdale has also changed from a quarter-century ago. According to the 2010 U.S. Census, Fort Lauderdale had 165,521 residents. At that time, Fort Lauderdale was expected to grow 25%, to roughly 205,769 residents, by 2035. The majority of that growth has been among the Hispanic community, as people from Miami-Dade, the Caribbean, and Central and South America have relocated to Fort Lauderdale. The influx of global businesses and **international university satellite campuses** has led to the confluence of foreign professionals, students and their families in our City. Today's Fort Lauderdale is a magnificent melding of the flavors, sights, and sounds of an array of cultures from around the world.

The City's increasing diversity fostered tremendous innovation and ushered in a new era of cooperation and adaptation to meet the changing needs of our society. As Fort Lauderdale shifted its mindset and embraced comprehensive collaborative approaches, the community benefited from varied perspectives, backgrounds, and experiences. As entities began working together, we started to see results, and ultimately, solve problems we could not solve on our own. As partnerships expanded, the City was able to maximize its resources and modernize operations which, in turn, helped us work better, faster, and **reduce administrative costs**.

Fort Lauderdale Population Projections



*Broward County Planning and
Environmental Regulation Division, July 12, 2012*



Fort Lauderdale began building closer partnerships right in its own backyard by **improving inter-governmental communications and relations with other entities** at the municipal, county, and state level. The City worked with Broward County to **utilize a capital improvement bond to address aging infrastructure and drainage needs** that reduced flooding, improved our roads, and provided a fluid transportation network. This partnership also succeeded in **relocating the jail** from our world-renowned Riverwalk and **opening more public libraries**. Working with Broward County Public Schools enabled us to **provide financial and structural resources** that improved school facilities and enhanced the overall quality of education. Fort Lauderdale reached out to regional governmental entities to tackle widespread challenges including the eroding coastline, sea-level rise, energy consumption, and diminishing water supply, to safeguard our natural resources for future generations. The City also worked closely with the Housing Authority to **create more reasonably-priced housing**, so that in 2035, people who work in Fort Lauderdale can afford to live here and no longer have to spend hours each week commuting between their home and office.

“We have issues of silos. There are great ideas out there, but they exist in their own particular groups and they are not cross-pollinated. The resources are scattered rather than shared. We need to develop a fair and transparent system to allocate resources across the board.” – Big Ideas Event, 2012



City residents were essential to developing the Vision and bringing it to fruition. As **citizen engagement increased**, there were **more joint projects with neighboring communities**. Neighbors participated in **cooperative decision-making** and helped the City identify priorities and allocate resources accordingly. Fort Lauderdale also brought local civic groups and non-profit organizations together to **increase volunteer and community service opportunities**, as well as **increase public knowledge of the partnerships and opportunities**. Connecting these ideas was vital to getting the resources where they were needed to benefit our entire community.

Fort Lauderdale employees were instrumental in establishing positive relationships with a wide range of community and business partners. A team of trained and **friendly City staff “Ambassadors”** now serve as knowledgeable community liaisons. They help Fort Lauderdale deliver **better overall customer service** by providing one-stop-shopping for residents, tourists, and businesses seeking assistance for any public service, from setting up utilities to registering for recreational programs to facilitating business growth. Fort Lauderdale put a renewed emphasis on **addressing blighted neighborhoods through increased City staff interactions**. Partnering with residents, neighborhood leaders, and community “difference makers,” the City brought neglected properties into compliance and improved the overall look and feel of our community.

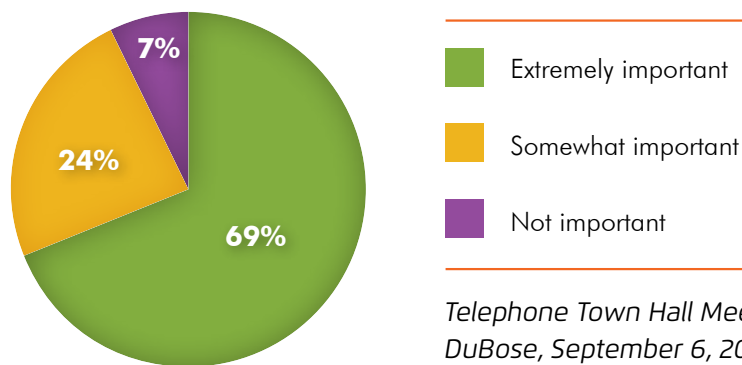
“The best representative government in Florida that adheres to the Vision of the residents and community.” - Meetings-In-A-Box, 2012

The City enhanced its relationships among the private sector to facilitate sustainable growth and integrate new development projects into existing master plans. Staff worked with local architects to incorporate **Green Building principles into all new City construction**. From siting and design to building and operation, this partnership ensured that our facilities were using natural resources efficiently, while minimizing waste and pollution. Fort Lauderdale worked with local businesses to identify and remove barriers to economic development. Business requirements were updated, the permit and application process was streamlined, and key code requirements were adjusted to help mitigate parking and signage issues.

The practice of **increasing connections and sharing between local public, private, and non-profit organizations** has transformed and improved the efficiency of City operations by providing actionable insight. Our inspiring leaders now solve difficult challenges routinely. By sharing information across agencies, such as metrics, events and processes, and by collaborating in real time, Fort Lauderdale has adapted and has become better prepared to anticipate and respond to situations, while optimizing City resources.

The City of Fort Lauderdale is a leader, a nationally recognized, well-run city, continuously improving its service delivery. We are financially secure, stable, and customer-focused. Our success can be attributed to our network of partners, cooperative decision-making, and community engagement. Fort Lauderdale has a progressive workforce, that utilizes a transparent, **data-driven, informed decision-making process**, resulting in smart strategic investments that residents benefit from in 2035.

How important is it to you to have a strong communication network within neighborhoods?



Telephone Town Hall Meeting with Commissioner DuBose, September 6, 2012



Today, the Fort Lauderdale of 2035 is a captivating and thriving community. Our convenient and accessible public transportation network complements our walkable streets, and our neighbors move easily throughout our City. Our sound infrastructure enables us to meet the daily needs of our residents and protect them in times of natural disasters. Through careful and balanced growth, we have been able to accommodate our increasing population, while preserving the distinct identity of our safe and unique neighborhoods. We have expanded our outdoor living spaces to provide accessible public destinations that support healthier lifestyles. Our robust economy attracts a global and specialized workforce whose children benefit from our quality educational system.

“Recognize that quality of life for families at all income levels is important to everyone’s quality of life.” – Big Ideas Event, 2012

Thanks to the visionary aspirations of its residents 22 years ago, Fort Lauderdale has evolved into a premier place to live, work, and play for every member of our diverse community. From jobs to schools to cultural and recreational amenities, we have everything needed to live a full and balanced life. From a practical perspective, we are the City you never have to leave; but more importantly, from a quality of life perspective, we are the City you never want to leave. *We are united. We are Fort Lauderdale.*



» IMAGINE 2035

“We have begun to see the recovery of downtown for residential life. What we need now is to create opportunities for this kind of connecting among people and invest in the great outdoor room. Consider the creation of the public promenade.” - Big Ideas Event, 2012

Can you believe there used to be a waterfront jail along the New River? Fortunately, as Fort Lauderdale became a more urban community and its downtown area increased in density, the City realized the value of the centralized property and sought a way for it to better serve the community.

About 20 years ago, there was a significant shortage of affordable housing in Fort Lauderdale. Oftentimes, people who worked in various businesses in the City, including the hotels, restaurants, shops and schools, could not afford to live here. They spent several hours in their vehicles each week commuting back and forth between work, home, and school.

Working in partnership with Broward County to increase the residential unit allowance and **relocate the jail**, Fort Lauderdale was able to convert the property into a workforce-housing complex. That conversion, in conjunction with the completion of the Riverwalk promenade, kicked off a construction boom along the water.

Today, the former jail is one of several reasonably-priced residential buildings that can be found along the New River, and Fort Lauderdale enjoys an abundant supply of workforce housing that is conveniently located adjacent to business districts on both sides of the river. Residents enjoy leisurely strolls as they walk from their homes, down the street to drop their children off at public school and continue around the corner to their place of employment, all in a matter of minutes. These popular downtown dwellings are convenient to workplaces, in close proximity to a variety of shops, restaurants and attractions, and within walking distance of several neighborhood parks that offer free recreational programming for children, adults, and seniors.



» MOVING FORWARD: THE IMPLEMENTATION PLAN

As much as big ideas have been our inspiration, action is essential. This is, first and foremost, a community Vision Plan and City government can by no means accomplish this without partners. Community leaders, civic groups, neighborhood associations, churches, developers, large and small business owners, primary and secondary education, colleges and universities, and regional, state, and local governments, this is your Plan as well. Over the coming days, months, and years, we look forward to sharing our community’s Vision and partnering with you to make Fort Lauderdale, “The City you never want to leave” by 2035.

We at the City of Fort Lauderdale are preparing our organization for the implementation of the 2035 Vision with a number of tools. These tools include our Neighbor Survey, five-year Strategic Plan, Commission Annual Action Plan, Fiscal Year Budget, five-year Community Investment Plan, Department Scorecards, FL²STAT Meetings and other key plans. We have even conceptualized a 2035 Vision Scorecard to track our community’s progress toward achieving specific aspects of the 2035 Vision (see page 74 for further details). This is how we will prioritize the 2035 Vision — by taking small steps to achieve a big Vision. These tools are designed to help elected officials and staff prioritize, fund, and complete the projects that will form Fort Lauderdale 2035. We are fortunate to have a strong fabric of civic associations, Advisory Boards and Committees, and community leaders that participated in the Visioning process, support the Visioning Plan, and will continue to be essential to its implementation.

VISION AND STRATEGIC PLAN: CONNECTING THE DOTS



NEIGHBOR SURVEY

The Neighbor Survey will annually gauge the overall pulse of the community and evaluate perceptions regarding quality of life and satisfaction with City services. Various survey results integrated into components of the Vision Plan will help prioritize the delivery of services through strategic planning and budgeting.

STRATEGIC PLAN

The City of Fort Lauderdale's five-year Strategic Plan will guide our government's medium (five-year) range efforts in alignment with and support of the 2035 Vision. While the Vision establishes the shared direction of the City, the Strategic Plan establishes how we get there. The City of Fort Lauderdale's mission is "We Build Community." Accordingly, we have organized our Departments and our six strategic areas, which we refer to as five Cylinders of Excellence and one Internal Support Platform, around this shared mission. Each area has goals, objectives, performance indicators, and initiatives that make sure the City is making progress with achieving the Vision.

COMMISSION ANNUAL ACTION PLAN

The Commission Annual Action Plan (CAAP) is the short-term product of collaboration and prioritization conducted by the City Commission, the City Manager's Office, and Department Directors. It highlights initiatives of significant importance to the City Commission and the organization. The initiatives identified by the City Commission in the CAAP are then integrated into their corresponding Cylinder of Excellence within the Strategic Plan. Staff focuses on implementation through Cylinder of Excellence Teams and routine FL²STAT meetings. Progress reports are provided to the Commission.

FISCAL YEAR BUDGET

The budget is our yearly opportunity to prioritize City resources and take incremental steps toward the 2035 Vision. Funding should be allocated in alignment with and support of the Vision, which provides a framework for budgeting. While we may not be able to fund all priorities in the immediate future, we can make strategic investments based on community priorities. Leveraging community partnerships and plans will help our dollars stretch and maximize our results.

COMMUNITY INVESTMENT PLAN

The five-year Community Investment Plan (CIP) includes ongoing projects, new projects, and projects in progress that require additional funding. The CIP also includes a plan for future projects based on expected revenues, bond issuance, and other financing mechanisms. CIP projects are carefully assessed and prioritized by objective criteria and weighting established by the City Commission to ensure the most pressing needs of the community, stakeholders, and neighbors are addressed. Additionally, CIP projects are aligned with the Cylinders of Excellence, which in turn, support the 2035 Vision. To ensure we remain a vibrant community, we must invest in our public infrastructure by creating Place. This is possible through the proper management and funding of the CIP.

DEPARTMENT SCORECARDS

The City utilizes Department Scorecards to internally monitor our progress and create a culture that focuses on results. The performance indicators that make up the Department Scorecards include a variety of output, quality, and outcome measures designed to illustrate our performance from a management perspective. Each measure coincides with the goals of the City, including the Strategic Plan and 2035 Vision. The data derived from Scorecards is used to help guide fiscal decision-making. The Scorecards are an important step in our efforts to improve the efficiency of the organization as they enable us to compare our efforts against that of other local governments through benchmarking. Through this process, we are able to identify best practices, along with areas we can improve, all in an effort to effectively allocate resources for desired projects that will help with fast-tracking the realization of our 2035 Vision.

FL²STAT MEETINGS

At a staff level, the Strategic Plan, CAAP, Fiscal Year Budget performance measures, CIP, and Scorecards are regularly monitored through the FL²STAT PerformanceSTAT leadership strategy, ensuring cross-disciplinary deployment, collaboration, and action.

OTHER KEY PLANS

The City has developed and adopted a number of additional plans aimed at establishing a framework for enhancing our City including: the Downtown Master Plan, Downtown New River Master Plan, Central Beach Master Plan, South Andrews Avenue Master Plan, Sustainability Action Plan, and the Fort Lauderdale Downtown Walkability Analysis, to name a few. As these plans continue to evolve and new ones emerge, they will be aligned with and reflective of the 2035 Vision of Fort Lauderdale.

While the City cannot direct our community partners to adopt similar tools to those we are employing, we ask that you thoughtfully consider what your organization can do to be a contributing part of the citywide Vision. We are about to embark on a long and exciting journey, and we invite and encourage you to join us for what promises to be the adventure of a lifetime. The road ahead will require leadership, collaboration, innovative thinking, and most of all, commitment. As we endeavor to accelerate our future and transform our Vision Plan into a Fort Lauderdale reality, we will unlock a new way of life. Only together will this be possible, because only together, “We are Fort Lauderdale.”

APPENDIX I

» HOW THE PLAN WAS CREATED: THE PLANNING PROCESS

The Vision Core Staff Team dedicates this chapter to other communities desiring to create their own community vision and to the City of Fort Lauderdale leadership and staff who will be writing Fort Lauderdale Vision 2050.

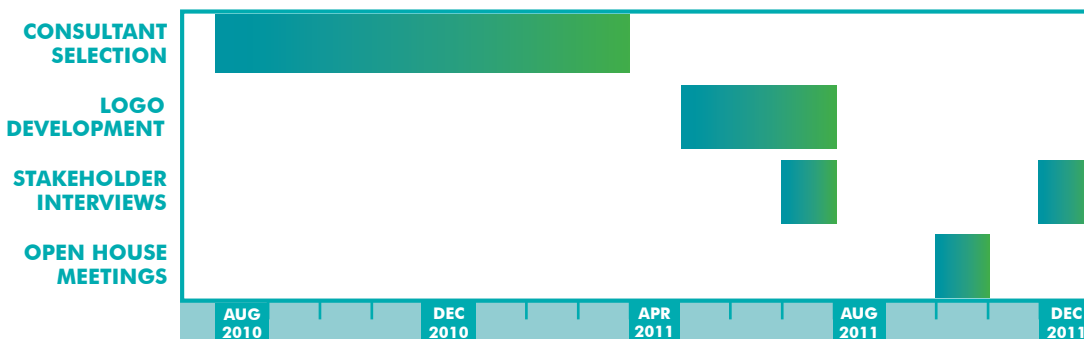
PHASE I

Fort Lauderdale turned 100 in 2011. As the City reflected on its first century, leaders recognized a need for a unified vision for the next 100 years. Rather than develop a plan based on what they thought residents would want in the future, the Commission wanted to hear directly from the residents themselves. They also wanted to engage the entire City as opposed to the small group of residents that typically participated in local government. Only after every sector of the community had provided input, could a truly citywide Vision be crafted.

With a strong emphasis on public participation and citizen involvement, the City Commission enlisted a volunteer committee to spearhead the program in early 2010. The founding resolution challenged the Visioning Committee to reach out to the community to seek input on the Vision from all individuals, particularly those that were under-represented; and to use the information obtained to craft a citywide Vision that reflected the viewpoints of all stakeholders and could guide the City Commission in their future policy and decision-making. With several former Commissioners at the helm, this diverse group of residents set out to engage Fort Lauderdale's hard to reach population.

After much discussion the Visioning Committee decided to seek professional assistance from a consultant with expertise in large-scale, civic engagement programs. A consulting firm with global experience in community planning initiatives was retained in April 2011. Working alongside the Visioning Committee and supported by City staff, a widespread effort was launched to solicit ideas for the future.

PHASE I TIMELINE





VISIONING INITIATIVE LOGO

One of the first tasks was to develop an exciting name and theme to brand the Visioning program. A citywide contest was launched to seek input from the community. The Visioning Committee voted to choose a name from the ideas submitted, and ultimately, the City Commission approved calling the initiative “Fort Lauderdale: Our City, Our Vision.” The consultant developed a logo that was used on all public materials related to the Visioning initiative including: the website, press releases, event fliers, and a fact sheet. The logo, which included a functional QR code, was designed to appeal to Fort Lauderdale’s younger population, and help engage them in the initiative by taking them directly to the Visioning website where they could access general information about the process, along with updates, event fliers, and photos.



*“We need to look beyond arbitrary City-County boundaries – problems of poverty, crime and disinvestment are pervasive and extend beyond lines on a map – the City must lead.”
- Quote from resident, 2011*



OPEN HOUSE MEETINGS

A series of four public Open House Meetings kicked-off the Visioning initiative and raised awareness among residents in the fall of 2011. One meeting took place in each Commission District to bring the program into the communities and make the location as convenient as possible for neighbors. Meeting times varied from early morning to early evening and took place on both weekdays and weekends to allow residents to participate without having to take time off work. The meetings were also family friendly, offering kids' activities and light refreshments.

At the meetings, residents were shown a brief introductory video and were provided with a verbal overview of the anticipated process. Attendees were also given an opportunity to share their impressions of Fort Lauderdale, as well as their hopes and dreams for the future of our City. More than 300 residents, community leaders and local elected officials from Fort Lauderdale and Broward County attended this roll out of the Visioning campaign.

STAKEHOLDER INTERVIEWS

Two rounds of Stakeholder Interviews enabled the City to obtain valuable input from more than 90 opinion leaders in a variety of key sectors, including but not limited to: economic development, education, public safety, tourism, marine, hospitality, sustainability and transportation. These sessions provided insight into the wide range of opinions regarding the City's future. They also helped to engage the crucial entities that would be instrumental in motivating community participation and building consensus throughout the Visioning process.

The Visioning Committee spent months reaching out to potential interview participants including leaders from faith-based, cultural, historical, social service and non-profit organizations to ensure a broad mix of groups were represented and given a voice in the Visioning process.

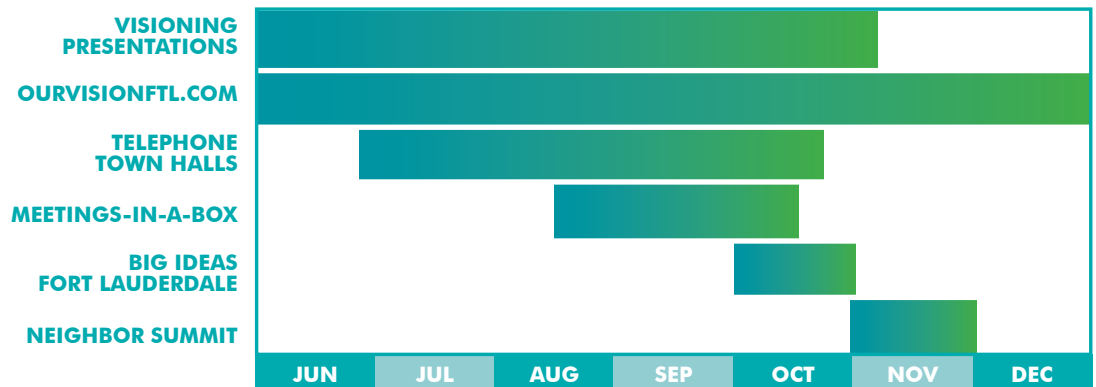
"Thirty years ago, our community was like a giant casual family picnic...then we grew and became too serious about ourselves. It's like the Howells kicked Gilligan off the island and you can't have Gilligan's Island without Gilligan." - Stakeholder Interview, 2011

PHASE II

When the new City Manager came on board in June 2011, the Commission asked him to evaluate the Visioning initiative. Ultimately, the Manager concluded that the City could execute the program more efficiently and with a greater emphasis on civic engagement, if it was managed internally, without the help of a consultant.

Phase II of the Fort Lauderdale Visioning initiative was led by a Visioning Team that consisted of City staff from three divisions within the City Manager's Office – Structural Innovation, Neighbor Support, and Public Affairs – along with Visioning Committee liaisons from the Public Works Department. The Visioning Core Staff Team served under the leadership of Assistant City Manager Susanne M. Torriente. Team members embraced their new responsibility with extreme motivation, dedication, and enthusiasm, charging forward to rally Fort Lauderdale neighbors around a common pursuit of a community Vision for 2035. By using an internal team to lead the remainder of the Visioning initiative, the City was able to maximize resources, minimize costs, capitalize on a diverse talent pool, and ensure the initiative remained on schedule. When appropriate, outside resources were brought in for consultation and facilitation of select outreach mechanisms and events.

PHASE II TIMELINE



Launched in June 2012, the focus of Phase II was a massive, six-month community outreach effort to solicit and collect a wave of big ideas from across the community. In order to accomplish an all-encompassing, inclusive, and accessible outreach effort, the City used a number of different outreach mechanisms that would appeal to a broad spectrum of neighbors, guests, and stakeholders throughout Fort Lauderdale. These mechanisms included Visioning Presentations, OurVisionFTL.com, Telephone Town Hall Meetings, Meetings-In-A-Box, Big Ideas Fort Lauderdale 2012, and the Neighbor Summit.

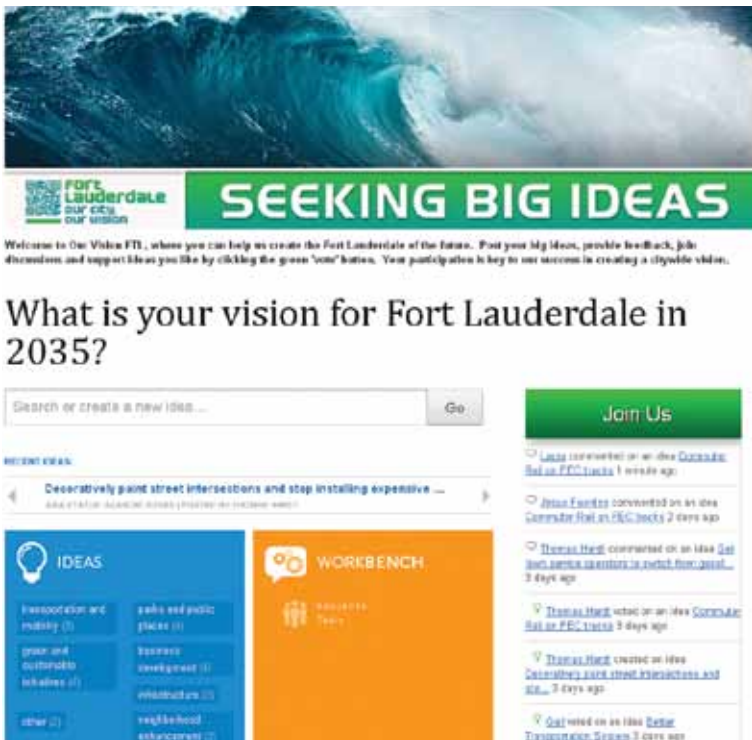
VISIONING PRESENTATIONS

The Visioning Core Staff Team conducted 25 Visioning Presentations for civic associations, neighborhood associations, and community boards, in addition to staffing tables at community meetings and events. As the first step in the outreach process, the majority of Visioning Presentations were conducted at the beginning of Phase II; however, staff continued to make presentations upon request throughout the duration of the initiative. The final presentation was given by the City Manager on November 5, 2012.

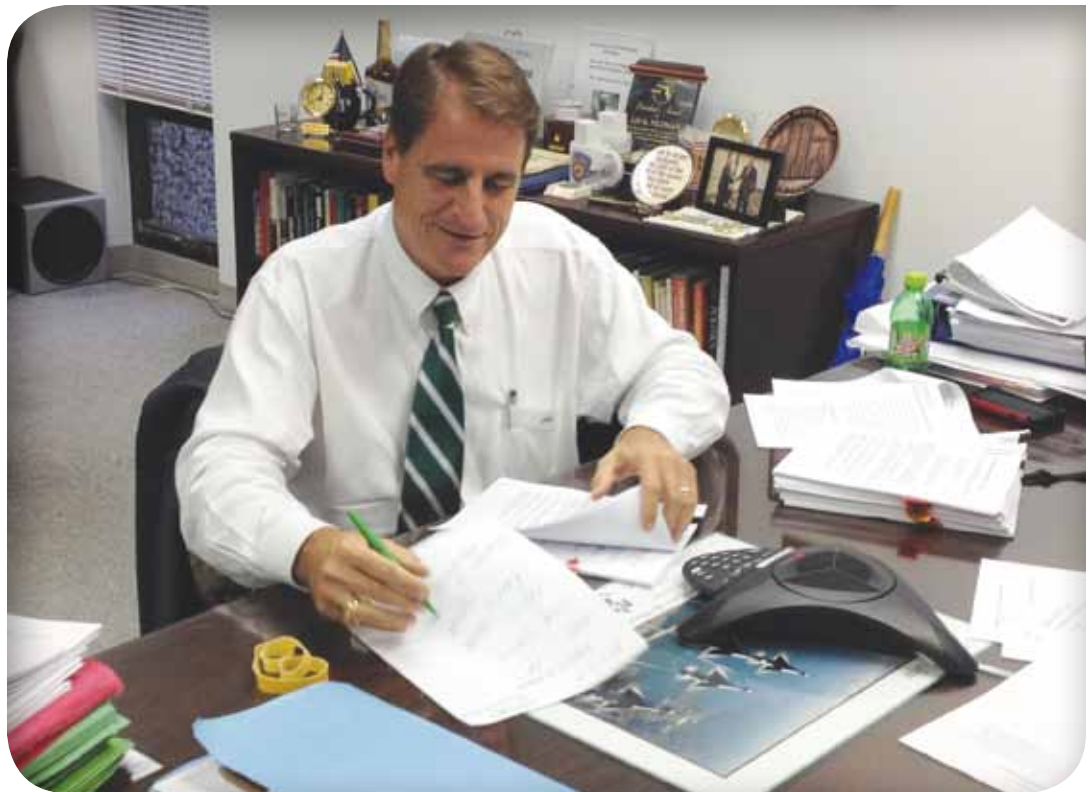
During the presentations, Visioning staff explained the purpose and benefits of Visioning, the number of outreach mechanisms that would be available to engage neighbors' participation, the emerging themes and ideas from Phase I, and the overall Visioning timeline. The Visioning Staff Team's main objectives were to create an overall air of excitement for the 2035 Visioning initiative and to encourage neighbors to get involved in the effort.

OURVISIONFTL.COM

OurVisionFTL.com was an interactive crowd-sourcing, social ideation website. By accessing OurVisionFTL.com, neighbors were able to post ideas, have public discussions with one another, and vote on the ideas they supported. The website was active from the beginning of Phase II (June 12, 2012) to December 12, 2012, making it the longest-running and most accessible outreach mechanism utilized for gathering ideas during the Visioning process.



"South Andrews Avenue as MAIN STREET with pedestrian supported thriving businesses, nestled under a cool canopy of native trees." – OurVisionFTL.com



TELEPHONE TOWN HALL MEETINGS

Telephone Town Hall Meetings were live, public forums conducted over the telephone, allowing the City to reach thousands of neighbors at one time. Neighbors were contacted by an automated dialing system, which then invited them to stay on the line to participate in the meeting. During the meeting, participants were able to listen to the live discussion, ask real-time questions, and provide feedback through interactive polling questions.

Five Telephone Town Hall Meetings were conducted from June through October 2012; one for the Mayor and each of the four City Commissioners. The meetings took place on weeknights from 6:30 p.m. to 7:30 p.m. Following the meetings, the City's Geographic Information Systems' (GIS) team mapped the location of participants, which enabled the City and Visioning Committee to gauge the effectiveness of this outreach mechanism using a visual depiction of its geographic reach.

"Need more opportunities for seniors to help the City - loves the Mayor - wants to donate her time." - Telephone Town Hall Meeting with Mayor Seiler, June 25, 2012



MEETINGS-IN-A-BOX

Meetings-In-A-Box was a tool that allowed neighbors throughout Fort Lauderdale to host their own interactive Visioning gatherings with family, friends, local organizations, school students, or any other small community group. These meetings were organized and led by the community without involvement from City staff.

A Community Engagement Facilitator developed a standardized set of instructions that served as a guide for those who wanted to host their own Meeting-In-A-Box. The materials, which were available in a customized Visioning “Box,” included: a facilitator guide, thought-provoking questions for participants to use as a starting point for developing their 2035 Visions, a method for capturing the feedback and basic demographic information about the group, and instructions on how to return the ideas generated from the Meetings-In-A-Box to the City’s Visioning Staff Team. Once feedback was returned to the City and/or the Community Engagement Facilitator, the ideas were categorized and integrated with the feedback received from the other outreach mechanisms.

*“Mobility – public transport – bike paths - pedestrian walkways. Fort Lauderdale surpasses Portland, Oregon for public transportation and pedestrian friendly mobility.”
– Meetings-In-A-Box, 2012*

BIG IDEAS FORT LAUDERDALE

The Big Ideas Fort Lauderdale event brought together a diverse cross-section of thought-leaders, community leaders, provocateurs, and representatives from throughout the community for an in-depth discussion about the future of our City. The purpose of the event was to truly generate Big Ideas about how to address Fort Lauderdale’s major challenges and to build upon our strengths. There were three areas of focus: Sustainable Development, Quality of Life, and Prosperity. Throughout the event, participant feedback was captured via live-scribing, which was conducted by the Big Ideas Event Coordinator from the Alliance for Innovation.

“Integration of higher education and economic development is the key to successful economic development.” - Big Ideas Event, 2012

NEIGHBOR SUMMIT

The Neighbor Summit was the culminating event for the community outreach phase of the Visioning initiative. The Summit provided neighbors with an opportunity to examine key findings from the Visioning outreach phase and work in small groups, facilitated by members of the City’s Visioning Staff Team, to collectively develop three 2035 Vision statements.

The half-day session began with an open-house style review of the nine Vision categories, during which time participants could explore Vision booths arranged around the perimeter of the room and discuss important future issues with City staff. Participants then used their cell phones to live-vote on the Visioning topic that they were most passionate about for their 2035 Vision of Fort Lauderdale. The three Visioning topics that received the most votes were Infrastructure, Connected Development, and Culture & Public Spaces. These themes became the areas of focus that each small group used to formulate their Vision statements for Fort Lauderdale in 2035.



KID’S VISION CAMP

The Kid’s Vision Camp, hosted by the City’s Parks and Recreation Department, took place in conjunction with the Neighbor Summit. During Vision Camp, local children were able to do their own voting on what they wanted Fort Lauderdale to be in 2035. Participating youngsters depicted their Visions on posters and banners, developed time capsules, discussed future careers, and were even able to see how they would look in the future, using photographic, time-rendered images of themselves.

“Raise Fort Lauderdale’s profile as a cultural destination through the revitalization of the Riverwalk with the centerpiece being a mid-sized professional sports stadium for soccer and other events.” - Neighbor Summit, 2012

PHASE III

At the conclusion of the outreach portion of Phase II on December 12, 2012, all 1,562 ideas received during the Visioning initiative were categorized (see page 79 for further details on the categorization of ideas). This allowed the Visioning Staff Team to determine which idea groups and overarching categories had risen to the top throughout the Visioning process. The team was then able to determine the key areas upon which to focus the Vision Statement and Plan. It was important to the Visioning Committee that the final Vision Statement and Plan be written in priority order of the feedback that was received from the community.

PHASE III TIMELINE



VISIONING COMMITTEE ROLE

The Visioning Committee was extremely vested in the development of the final Vision Plan. Therefore, two Visioning Committee writing sessions were scheduled in between the Visioning Committee’s regular meeting dates in January and February 2013. This provided Committee members with a look inside the factory to see firsthand the process the Visioning Staff Team was using to write the Plan. The Committee served as subject matter experts; listened and reacted to the products of the process; provided practical, local, and historical perspective; reviewed plan drafts; and ultimately, provided their recommendation to the City Commission.

VISION PLAN

A target deadline of two months (December 2012 through February 2013) was established for writing the Vision Plan, and another month (March 2013) was dedicated to design, edit, and print the final 2035 Vision Plan. To ensure the timeframe was met and that proper attention was dedicated to crafting the Vision Plan, each member of the Visioning Staff Team authored one of the six Vision Directions. The remaining sections of the publication were divided up among team members so that the Visioning process could remain inclusive and a product of the community. The Visioning Staff Team conducted a number of brainstorming sessions to verify milestone dates were being met, and to make decisions about the overall layout of the Plan, writing style, format, inclusion of supplemental information, and other critical details. To enhance creativity, the brainstorming sessions were held outdoors and at a variety of different City facilities. The images used in **Fast Forward Fort Lauderdale**, which were all taken in our City, were selected because they showcase the vibrant beauty and strong civic pride that radiate throughout our community.

2035 VISION STATEMENT

It was important to the Visioning Committee to know the content of the Vision directions prior to voting on a specific Vision Statement. To facilitate this process, drafts of the Executive Summary, How to Read the Vision Plan, and the six Vision Directions were sent to the Visioning Committee members prior to their regular Committee meeting on February 12. After reviewing the materials, the Visioning Committee provided input and direction on the format of the final Vision Statement. Based on the consensus of the Committee, the Visioning Staff Team was able to craft the final 2035 Vision Statement.

A number of the ideas and thoughts received during the Visioning initiative were utilized to develop the Vision Statement. This ensured that the Statement was reflective of the Visioning process, captured the flavor of Fort Lauderdale, and truly represented the entire community. The final 2035 Vision Statement serves as the foundation for the Vision Directions. The six Vision Directions build upon this foundation by presenting major concepts in priority order of the feedback that was received during the Visioning outreach process. As the Vision Plan unfolds, readers will notice that the relevant portion of the Vision Statement is presented at the beginning of each corresponding Vision Direction.

2035 CONCISE ASPIRATIONAL GOAL – WE ARE THE CITY YOU NEVER WANT TO LEAVE

The Visioning Committee decided that there was a need for a concise aspirational goal. The intent of the aspirational goal is to provide a one-sentence statement that summarizes the longer Vision Statement. A succinct, aspirational goal that could easily be remembered would foster support from the community and facilitate incorporation into their everyday lives as we work together to achieve the realization of the community's 2035 Vision.

FAST FORWARD FORT LAUDERDALE

The Visioning Committee sought to impress upon the community a sense of urgency, a rallying call to action to implement the Vision Plan. Using the term ***“Fast Forward Fort Lauderdale”*** for the Vision Plan's title evokes an air of immediacy and transports the reader to 2035.

APPENDIX II

» MEASURING OUR SUCCESS: THE VISION SCORECARD

Tracking progress is crucial to ***Fast Forward Fort Lauderdale***. The Vision Scorecard will be a living document that will evolve as the years pass by. It will show our successes and where we need to focus more attention in order to reach our goals.

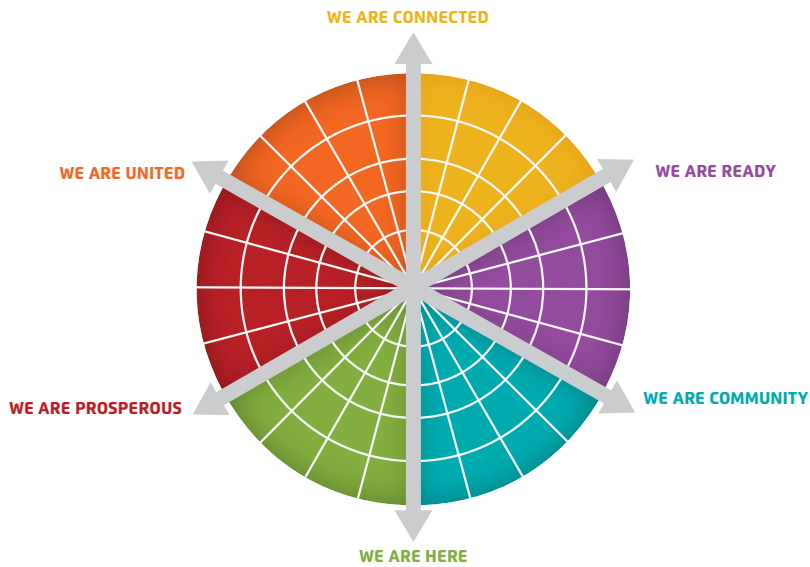
The Vision Scorecard is a clear and simple depiction of the high-level key community and performance indicators that best represent the overarching desired outcome of the associated Vision Direction. The 2035 Vision is a community vision; one that we cannot achieve without the help of our partners. Some of the indicators included in the Scorecard are not under the direct control of City government, but they are important to the quality of life in Fort Lauderdale and important to examine as we work together to achieve our collective goals. The Vision Scorecard is akin to the 10% of the iceberg visible above water. Below it, will be more specific operational and project specific performance indicators that will be monitored through the City's FL²STAT performance management system that includes five-year strategic planning, Department Scorecards, and one-year action plans.

Conceptually, the Scorecard is symbolized as a circle that is segmented into six pie pieces, each representing a Vision Direction. Within each Vision Direction are smaller slices of the pie that represent specific performance indicators.

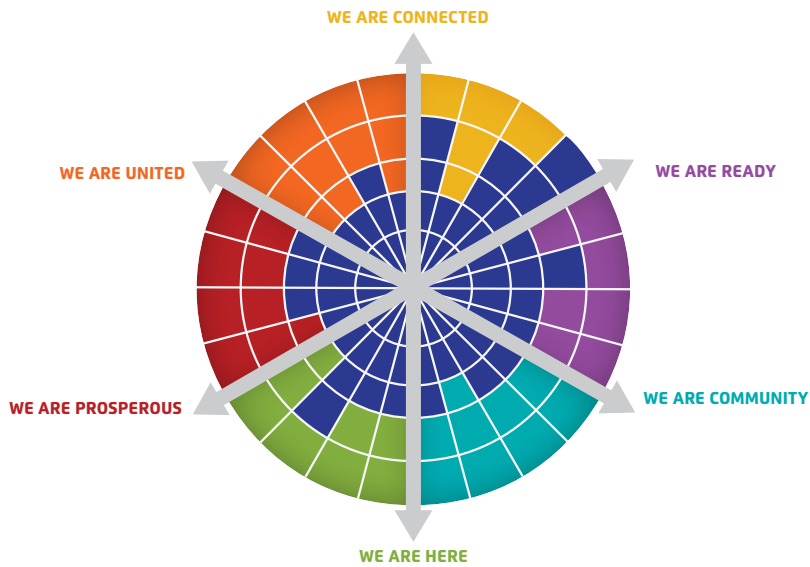
At the beginning of Vision implementation, each of the six pie pieces will be represented by its own distinct bright color. As we see accomplishments and move closer to achieving our Vision, the pie pieces will darken and begin to merge. When our 2035 Vision is a reality, the pie will no longer be divided into six individual pieces and colors, but instead, will be one – one fully connected, unified, and integrated circle reflecting progress and achievements much greater than the sum of its individual parts.

For example, one of the goals of the Vision for 2035 is We Are Connected - we can move seamlessly through the City and use multiple methods of transportation to get to our destination. An indicator of our progress toward becoming more connected could be the percentage of the City's Connectivity Map that has been completed. This measurement is represented by the slice of the Scorecard labeled "Complete Streets" (see chart on page 76). As the Connectivity Map nears completion, the Complete Streets slice of the pie will change from yellow to dark blue, the same color as other successful elements in the Scorecard. Ultimately, all of our pieces will be connected, making our pie whole, strong and vibrant, like our City.

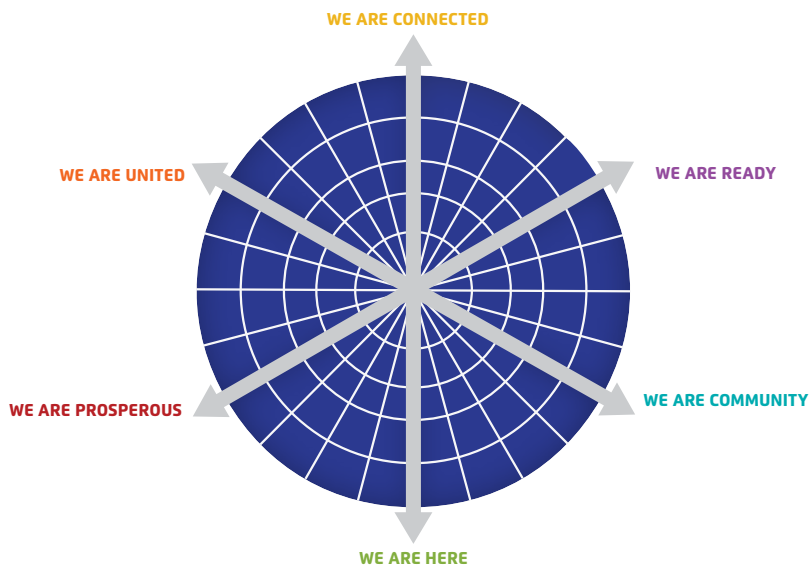
The final content and administration of the Vision Scorecard will be developed with community partners in the months following Vision Plan adoption. A conceptual Vision Scorecard has been included in the plan to illustrate how the final Vision Scorecard will look. The top four idea groups within each of the Vision directions serve as placeholders for the eventual Vision Plan indicators that will be measured over time.



VISION
IMPLEMENTATION
LAUNCH

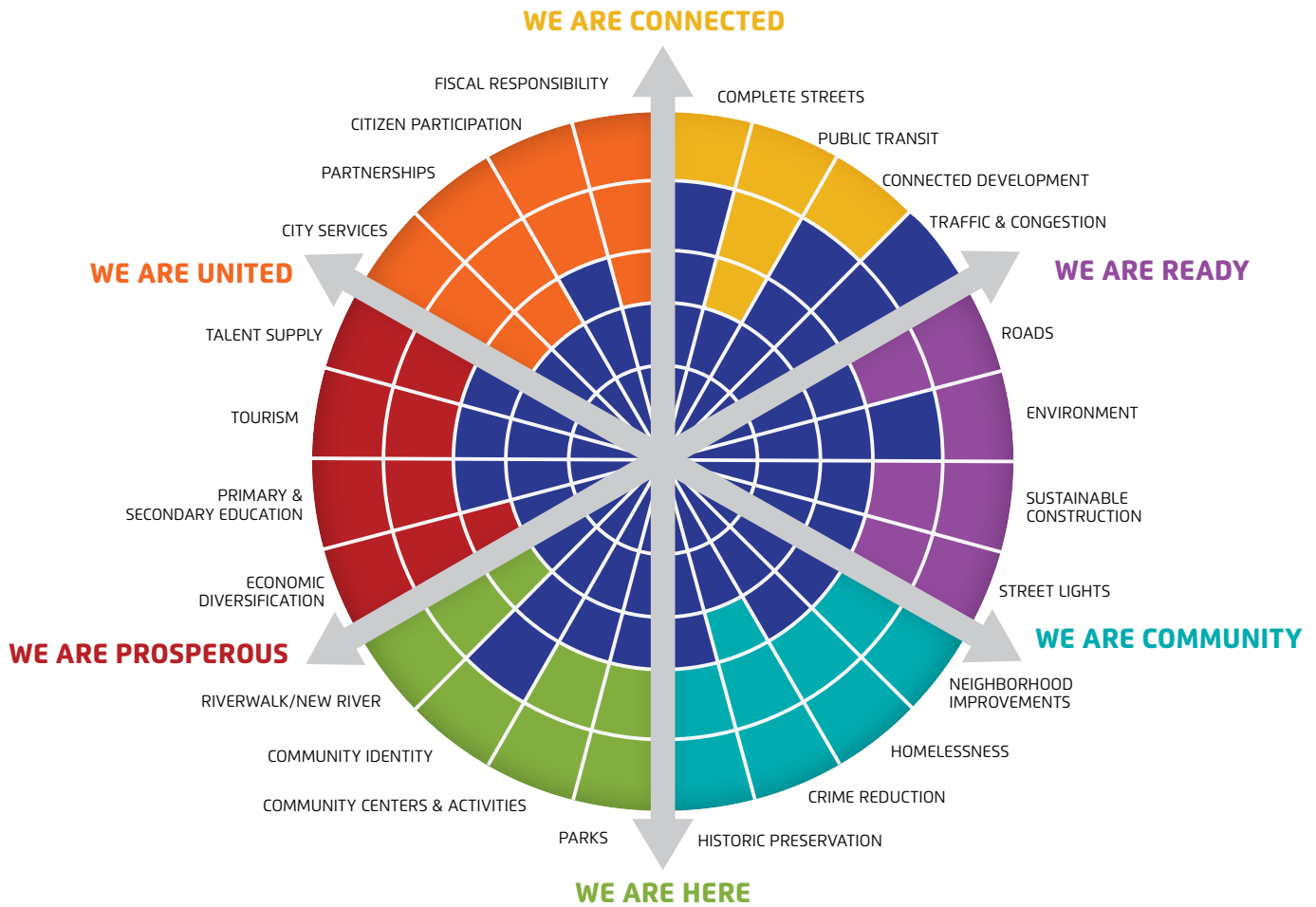


VISION
PROGRESSION



VISION
REALIZED

VISION SCORECARD



APPENDIX III

INVENTORY OF IDEAS

More than 1,500 community ideas were received from both Phase I and Phase II of the Visioning initiative. Since the Stakeholder Interviews and the Open Houses of Phase I were led by an outside consultant, City staff did not develop a method for collecting or categorizing feedback at that time. However, with the launch of Phase II and the OurVisionFTL.com social ideation website, the City began to receive a large wave of diverse and thoughtful Visioning input from the community, requiring the development of a system to categorize and track ideas. The Visioning Staff Team developed 10 Draft Working Categories and Trends (later reduced to nine, with the removal of the Visioning Category) based on input received during the implementation of Phase II, as well as preliminary issues raised by the community during Phase I. These categories served as the foundation for classifying all the Visioning feedback obtained from the eight outreach mechanisms utilized during Phase I and II.

THREE OVERARCHING CATEGORIES

With preparations for the Big Ideas Fort Lauderdale 2012 event, the Visioning Staff Team needed to broaden the nine working categories into three topic segments that would become the focus of the Big Ideas event. Therefore, Categories I, II, and III became Topic Segment I – Sustainable Development; Categories IV, V, VI, and VIII became Topic Segment II – Quality of Life; and Categories VII and IX became Topic Segment III – Prosperity. The three Topic Segments from Big Ideas remained as the Three Overarching Categories; the broadest categorization of Visioning feedback.

NINE SUBCATEGORY TITLES

The key element of our culminating Visioning event, the Neighbor Summit, was the live real-time cell phone voting of Visioning topics for discussion. In order to conduct the live voting, short titles were needed for each of the nine visioning categories. The titles continued to be used for the segmentation and summation of Visioning ideas, as a shorter way of communicating the contents of each Visioning category.

WORKING CATEGORIES AND TRENDS (OurVisionFTL.com/Meetings-in-a-Box/ Telephone Town Hall Meetings)

SUB-CATEGORY TITLES (Neighbor Summit)

OVERARCHING CATEGORIES (BIG IDEAS Fort Lauderdale)

Transportation, Pedestrian Friendliness, Smart Land-Use, and Connective Development Patterns	Connected Development	SUSTAINABLE DEVELOPMENT
Climate Resiliency, Sea-Level Rise, and Natural Resource Protection	Sustainability	
Drainage, Roads, Water, and Wastewater	Infrastructure	
Culture, Events, Parks, and Quality Places	Culture & Public Spaces	QUALITY OF LIFE
Quality of Life, Community Health, and Homelessness	Healthy Communities	
Neighborhood Aesthetics, Code Enforcement, Housing Affordability, and Historic Preservation	Neighborhoods	
Police, Fire, Emergency Preparedness, and Social Concerns	Safety	PROSPERITY
Innovation, Technology, Talent Supply, and Economic Development	Prosperity	
Civic and Governance Systems, Partnerships, and City Services	Governance & Services	

HOW TO READ THE INVENTORY OF IDEAS

A large spreadsheet was developed to accurately reflect the different types of ideas received and to differentiate which outreach mechanism the ideas came from. Therefore, when looking at the segmentation of ideas in the Inventory Table, one will first see the ideas divided by one of the Three Overarching Categories, followed by the nine subcategories, with the category title in the vertical left margin and the original, descriptive category as the first horizontal column. The ideas have been further sorted into IDEA GROUPS, such as Public Transit and Traffic/Congestion, which fall within the Connected Development subcategory and Sustainable Development overarching category. The final layer within the spreadsheet is the listing of specific ideas, such as Bus/mass transit shelters.

Moving through the spreadsheet to the right of the Ideas column begins the counting of individual ideas and their separation into their corresponding outreach mechanism. The outreach mechanisms have been separated into their appropriate Phase of the Visioning initiative, with the Stakeholder Interviews and the Open Houses in Phase I, and the remaining six outreach mechanisms in Phase II. A Total column follows the last outreach mechanism, which adds the total number of unique ideas from both Phases. The last column is for counting Alternative Viewpoints. The Alternative Viewpoint column captures ideas that contrast the majority perspective of an idea. For example, there are two alternate viewpoints to the Wave idea. These two ideas expressed a disinterest in the implementation of the Wave, while the other eight ideas related to the Wave were in favor of implementing the project. Alternative Viewpoints are not included in the total number of ideas. Lastly, there are a number of Total rows that follow each Idea Group, Subcategory, Overarching Category, and the Visioning Process overall. The Total rows add the total number of ideas within each classification by outreach mechanism, and then the overall total from the Total column. With that, one can see that the City received 389 ideas from Meetings-In-A-Box, 169 ideas from the OurVisionFTL.com website, and 1,562 ideas overall (see chart on page 110).

IDEA VOTING

Two outreach mechanisms allowed for participant voting (OurVisionFTL.com and the Neighbor Summit). While there were a total of 1,221 votes from these two mechanisms (nearly doubling the overall participation from 1,562 to 2,783), the votes were not counted in the overall total of ideas. Much of the feedback that was received from the OurVisionFTL.com website and the Neighbor Summit event encompassed many ideas. For example, if a comment left on OurVisionFTL.com received votes, but consisted of multiple ideas, it was not apparent which ideas within the comment were being voted on. Therefore, the votes could not be accurately applied to one idea and counted toward its total. Since it was not possible to accurately count votes in this situation, the votes that were applied to a comment with a single idea also could not be counted, for purposes of impartiality.

SUMMARY OF IDEAS

1,562 single ideas were received from the community. The following summary of ideas quantifies the types of ideas received from all Visioning feedback mechanisms.

1. Sustainable Development has a total of 600 ideas with three subcategories:

- **376 ideas about Connected Development within the following groups:**
Complete Streets (133), Public Transit (124), Connected Development (64), Traffic/Congestion (23), Parking Availability (17), and City Gateways (15).
- **132 ideas about Sustainability within the following groups:**
Environment (26), Sustainable Construction (25), Long-term Water Supply and Quality (22), Trees (19), Waterway Cleanliness (11), Energy Efficiency and Conservation (11), Climate Change and Sea-level Rise (9), Recycling and Composting (6), and Solar Energy (3).
- **92 ideas about Infrastructure within the following groups:**
Roads (41), Street Lights (23), Drainage (22), and Water and Wastewater Delivery (6).

2. Quality of Life has a total of 533 ideas in four subcategories:

- **267 ideas about Culture and Public Spaces within the following groups:**
Parks (88), Community Centers and Activity Centers (47), Community Identity (38), Riverwalk/New River (36), Arts (23), Events (24), Major League Sports (10), and Himmarshee Street (1).
- **62 ideas about Healthy Communities within the following groups:**
Homelessness (37), Local Foods (10), Quality of Life (8), and Community Health (7).
- **147 ideas about Neighborhoods within the following groups:**
Neighborhood Improvements (59), Historic Preservation (25), Landscaping (18), Zoning (13), Code Enforcement (10), Housing Affordability (11), Way-finding and Signage (6), and Noise Reduction (5).
- **57 ideas about Safety within the following groups:**
Crime Reduction (28), Social Services (13), Social Concerns (5), Police Services (6), Safety of Vacant Properties (2), Disaster Response (2), and Fire-Rescue Services (1).

3. Prosperity has a total of 429 ideas in two subcategories:

- **342 ideas about Prosperity within the following groups:**
Economic Diversification (134), Primary and Secondary Education (68), Tourism (36), Talent Supply (31), Beach Renourishment (29), Technology (14), Higher Education (13), Airport (9), Mentoring (5), and Beach Lighting Issues (3).
- **87 ideas about Governance and Services within the following groups:**
City Services (49), Partnerships (12), Fiscal Responsibility (7), Relocation State/County Facilities (7), Citizen Participation (7), City Ambassadors (3), and County Services (2).

Fort Lauderdale 2035: Our Vision - Segmentation of Ideas																	
Categories	Ideas	Phase 1: May - December 2011				Phase 2: June - November 2012						Phases 1 & 2					
		Stakeholder Interviews (July, Nov 2011)	Open Houses (Oct 2011)	Email, Facebook, Twitter	Telephone Town Hall Meetings (June - Oct 2012)	Meetings in a Box (Aug - Oct 2012)	OurVisionFTL.com (June - Nov 2012)	Big Ideas Event (Oct 2012)	Neighbor Summit (Nov 2012)	Total	Alternate Viewpoint						
Sustainable Development	Transportation, Pedestrian Friendliness, Smart Land Use, and Connective Development Patterns																
	Public Transit																
		1							1								5
		2								2							2
		3	2								1		1				4
		4	1						3								9
		5	5								1						10
		6									1						2
		7	2	22	2				3		9		3		1	12	54
		8									2						4
		9		5					3		3						11
		10									1						1
		11	2	3											1	2	8
		12											1				1
		13		2										2			5
		14														1	1
		15	1	5													6
		16													1		1
		Traffic / Congestion	8	45	2	12	21	12	4	20	124	2	4	20	124	2	2
		17		2	2						1						8
		18		3	1	2	2				1						10
		19		1		1											2
	20		1													1	
	21		1													1	
	22		1													1	
	Total	0	9	3	3	3	3	2	0	23	3	2	0	23	0	0	

Connected Development

Fort Lauderdale 2035: Our City, Our Vision - Segmentation of Ideas

Categories	Ideas	Phase 1: May - December 2011				Phase 2: June - November 2012						Phases 1 & 2		
		Stakeholder Interviews (July, Nov 2011)	Open Houses (Oct 2011)	Email, Facebook, Twitter	Telephone Town Hall Meetings (June - Oct 2012)	Meetings in a Box (Aug - Oct 2012)	OurVisionFTL.com (June - Nov 2012)	Big Ideas Event (Oct 2012)	Neighbor Summit (Nov 2012)	Total	Alternate Viewpoint			
Sustainable Development	Transportation, Pedestrian Friendliness, Smart Land Use, and Connective Development Patterns	Complete Streets												
		23	4		1		1		1			8		
		24				2						5		
		25				1						1		
		26	2		2	6		3		2		21		
		27	1					1				2		
		28	14		1			7		6		46	1	
		29	2					1		2		8		
		30	10		1	4		7		3		31		
		31	2					1				3		
		32	1							1		2		
		33				1				1		2		
		34	1								1	2		
		35										1		
		36						1				1		
		Total		0	37	6	11	25	23	18	13	133	1	
		City Gateways												
		37	1	3		1	3		3			12		
		38				1						1		
		39					1			1		2		
		Total		1	3	2	4	1	3	1	0	15	0	

Fort Lauderdale 2035: Our City, Our Vision - Segmentation of Ideas

Categories	Ideas	Phase 1: May - December 2011				Phase 2: June - November 2012						Phases 1 & 2		
		Stakeholder Interviews (July, Nov 2011)	Open Houses (Oct 2011)	Email, Facebook, Twitter	Telephone Town Hall Meetings	Meetings in a Box	OurVisionFTL.com (June - Nov 2012)	Big Ideas Event	Neighbor Summit	Total	Alternate Viewpoint			
Sustainable Development	Climate Resiliency, Sea Level Rise, and Natural Resource Protection	Environment												
		58	1	6	1	3	2	1	1	1	15			
		59				1					1			
		60	2		1	3					6			
		61				1					1			
		62	1						1		2			
		63	1								1			
		Total	1	10	1	8	2	2	2	1	26	0		
		Long-Term Water Supply and Quality												
		64				1					1			
		65					1				1			
		66						1			1			
		67									0			
68		1					1		2					
69		1		1	2	2	3	6	15					
70								1	1					
71									1					
Total	0	2	2	2	3	3	4	7	22	0				

Fort Lauderdale 2035: Our City, Our Vision - Segmentation of Ideas														
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Sustainable Development	Climate Resiliency, Sea Level Rise, and Natural Resource Protection	Improve Waterway Cleanliness												
		72	Clean/dredge waterways/canals		2		3	1				9		
		73	Increase water flow from ocean to Intracoastal (tunnel system)					1				1		
		74	Floating disposal for boaters			1						1		
		Total	0	2	0	4	3	2	0	0	11	0		
	Sustainability	Climate Change & Sea Level Rise	Climate Change & Sea Level Rise											
			75	Partially submerged city					1				1	
			76	City planning requires minimum flood plain consistent with the area							1		1	
			77	Resilient to climate change and sea level rise							3		3	
			78	Unified Plans (Climate Action Plan, Climate Compact, Sustainability Action Plan, etc.)	3	1							4	
		Total	3	1	0	0	0	4	0	1	9	0		
	Sustainability	Recycling and Composting	Recycling and Composting											
			79	Increase recycling and composting at parks/sites			1	1					3	
			80	Increase recycling throughout City					3				3	
				Total	0	0	1	1	3	1	0	0	6	0
	Sustainability	Energy Efficiency and Conservation	Energy Efficiency and Conservation											
			81	Electric/hybrid City/public vehicles						2			2	
82			Rely more on renewable energy (solar/wind) (become energy self-sufficient)		4				2		1	7		
83			Green City facilities/buildings					1				1		
84			Electrical charging stations							1		1		
			Total	0	4	0	0	1	4	0	2	11	0	
Sustainability			Solar Energy	Solar Energy										
				85	Solar lights (street, parks, buildings, etc.)						1			1
	87	Solar powered buildings						1				1		
	Total	0	0	0	0	1	2	0	0	3	0			

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Sustainable Development	Climate Resiliency, Sea Level Rise, and Natural Resource Protection														
	Promote Sustainable Construction (commercial and residential)														
	88 Underground utilities/make weather proof		2			2	1	1	3	9	8				
	89 Promote use of electric equipment/machines						1			1					
	90 Encourage residents to go green		1		1					2					
	91 Sustainably retrofit current buildings/structures							1		1					
	92 Create green jobs	1	1							3					
	93 Roof-top gardens/spaces								1	1					
	94 New construction built above flood elevation								1	1					
	95 Establish incentives to go green (commercial and residential)	1	2							3					
96 Clean industry	1	3							4						
Trees	Total	3	9	0	1	2	3	5	25	8					
97 More trees/canopies		4						3	18						
98 Strategically plant mangroves								1	1						
	Total	0	4	0	0	3	6	3	19	0					
	SUSTAINABILITY TOTAL	7	32	4	8	24	26	12	132	8					

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Sustainable Development	Drainage, Roads, Water and Wastewater Systems	Water and Wastewater Delivery												
		99				1	1	1					3	
		100								1			1	
		101								1			1	
		102									1		1	
		Total	0	0	0	0	2	3	1	0	0	6	0	
	Infrastructure	Roads												
		103	Better/Quality Roads		1		1	3			10	1		16
		104	Raise bridges (Including Broward, North Fork River)		1					1		1	3	6
		105	Decoratively paint street intersections									1		1
		106	More speed bumps					7		1		1	10	
		107	Overpass over RR for quick access to hospital									1		1
		108	Raise roads										1	1
		109	Adapt roadways for urban environment										1	1
		110	Bridges and tunnels are state of the art and iconic										1	1
111		Change neighborhood streets from 2-way to 1-way		1									1	
112	Take down the barriers at the end of the isles canals on Las Olas									1		1		
113	Make extensive use of roundabouts									1		1		
114	Reduce size of intersections		1									1		
	Total	0	4	5	10	12	4	0	6	41	0			

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Sustainable Development	Drainage, Roads, Water and Wastewater Systems																	
	Drainage																	
	115	Improve drainage																
	116	Pervious surfaces																
	117	Utilize dykes																
	118	Reservoirs on private property																
	119	Bio swales																
	120	Innovate building codes to address flooding and drainage																
		Total	0	0	0	13	1	1	1	6	22	0						
		Street Lights																
	121	More street lights		2	1	7	10											
	122	Solar street lights																
	123	Sustainable street lighting policy		1														
	Total	0	3	1	7	10	0	0	2	23	0							
	INFRASTRUCTURE TOTAL	0	7	6	30	25	8	2	14	92	0							
	SUSTAINABLE DEVELOPMENT TOTAL	22	159	27	71	106	83	51	81	600	15							

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Quality of Life	Culture, Events, Parks, and Quality Places																
	Community Identity																
	124	Institutionalize City/neighborhood memory (using active/engaged community members)			1										2		
	125	Big city with small community feel													1		
	126	Multi-cultural city (cultural destination)		2	1									2	7		
	127	City icon		1								1			3		
	128	More attractions													2		
	129	Yachting capital of the world		1											5		
	130	Overcome negative image of being dirty, unsafe, party city, etc.	2	1											5		
	131	Preserve and promote "community" (community values)		2									2		7		
	132	Bring back the '50s feel													1		
	133	Being proud of our community													1		
	134	Epicenter of an international cultural congress		1										1	2		
	135	Establish a stronger patriotic vein			1										1		
	136	Build upon our water asset		1											1		
		Total	2	9	3	0	18	0	3	3	38	0	3	0			

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Quality of Life	Culture, Events, Parks, and Quality Places	Riverwalk/New River																	
		158	Connect with Himmarshee					1								1			
		159	Activate (fill) improve	1	1		2	5	4	1				6		20			
		160	Connect with the Arts District						1							1			
		161	Create pedestrian walkway over the New River (connect both sides)					1	2							3			
		162	Support mixed-use development		2				1						1	4			
		163	Location for FEC passenger train stations						1							1			
		164	Upgrade dockage					2								2			
		165	Connect with Las Olas		1			1	1							4			
			Total	1	4	0	2	9	11	2	7	36	0				0		
		Quality of Life	Culture & Public Spaces	Arts															
				166	Create Art Council						1							2	
				167	Facade on FEC RR bridge						1							1	
				168	More/expand cultural arts/City as destination for public arts	1	2		1							3		7	
				169	More musicians on streets and outdoor concerts		2		1									3	
				170	All-inclusive art passes					1								1	
				171	More corporate participation in arts					1								1	
				172	Include art in public infrastructure (such as bike racks, light poles, etc.)												2	2	
173	Exporter of art and design														1	1			
174	Floating performance stage														1	1			
175	Better utilize Parker Playhouse and other facilities to promote local talent												1	1					
176	Require public art in private development												1	1					
177	Embellish/enhance Performing Arts Center area												1	1					
178	Concert arena		1											1					
	Total	1	5	0	2	2	2	0	11	23	0				0				

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Quality of Life	Culture & Public Spaces	Parks											
		179	More parks/green spaces/playgrounds (outdoor living rooms) (including in the downtown)	10	3	1	17	3	3	5	42		
		180	More dog parks		1	1					3		
		181	More basketball courts (including upkeep and equal distribution amongst community)	1			1				2		
		182	More football fields				1				1		
		183	Amusement/Water Park/Aquarium/Zoo (family attractions)	7	1			2		3	13		
		184	Cleaner and safer parks/facilities	1		3	6	1			11		
		185	More exercise equipment at beaches and parks				1				1		
		186	Equip school fields with field lights and bleachers				1				1		
		187	More public restrooms				1				2		
		188	Park partners (schools, neighborhoods, etc.)						2	1	3		
		189	Active parks (with art, monuments, cafes, movies in the park, etc.)	1					2		3		
		190	Utilize pocket parks							1	1		
		191	Use bond to purchase American Golfers Club course for a regional park							1	1		
192	Multi-purpose, adaptability options within all parks							1	1				
193	Preserve Hugh Taylor Birch State Park					1			1				
194	Full Service/fishing pier	1				1			2				
		0	21	8	5	29	5	8	12	88	0		

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Quality of Life	Culture, Events, Parks, and Quality Places																	
	Community Centers & Activities																	
	195 More community/recreational centers (gyms)					8												8
	196 kids/teens (including in the NW District)		6	1		7	1	1										16
	197 More programs for seniors							1										1
	198 More recreation opportunities/park programming (including at Riverwalk)		1		2				2					1				6
	199 More activities for adults		1					1										2
	200 Improve Swimming Hall of Fame and connection with City (aquatics complex)		3			1												5
	201 Better stadiums							1										1
	202 More water activities							1										1
	203 More community clubs							2										2
	204 Greater sports variety							2										2
	205 More public pools (including at Holiday Park)				1			1										2
	206 Updated malls									1								1
	Total		0	11	2	3	24	2	3	24	2	3	3	2	47	0		
	Himmarshee Street																	
	207 An entertainment center										1							1
Total		0	0	0	0	0	0	0	0	1	0	0	0	1	0		0	
CULTURE & PUBLIC SPACES TOTAL		4	62	18	14	87	27	17	38	267	1							

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Quality of Life	Homelessness																	
	208	More homeless shelters																
	209	Reduce homelessness	1	3		2	6										6	
	210	Provide homeless assistance/support homeless shelters		1			4			2							7	
	211	Training/retraining					1				1						3	
	212	Remove panhandling		1		1	2										4	
	213	Soup kitchens					1										1	
	214	More transitional and emergency shelters for homeless		1			2										3	
	215	Increase support for homeless children											1				1	
		Total	1	6	0	3	22	1	4	0	0	0	37	0	0			
	Healthy Communities																	
	Community Health																	
	216	AIDS prevention rally/clinic					1											1
	217	Bette/more hospitals					2											2
	218	Mandatory physical education					1											1
219	More charities providing healthy foods and other basic necessities (to children) (grant funded)			1		1											2	
220	Healthy community													1			1	
	Total	0	0	1	0	5	0	0	0	0	0	7	1	0				

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Quality of Life	Quality of Life, Community Health, and Homelessness																		
	Quality of Life																		
	221	Improve and maintain quality of life (for all income levels)	1						2								5		
	222	Rebuild the moral fiber of society	1						1								2		
	223	Increase community awareness of quality of life (educate if needed)											1				1		
		Total	0	2	0	0	0	0	3	0	0	0	3	0	0	8	0	0	
	Local Foods																		
	224	Equal access (Grocery stores in NW and beach areas)								1				1				3	
	225	Edible gardens/community garden centers (converted from vacant land)		4												1			6
	226	Green houses													1				1
	Total	0	4	1	0	0	0	2	2	2	3	1	1	0	10	0	0		
	HEALTHY COMMUNITIES TOTAL	1	12	2	3	32	8	1	62	1	0	0							

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Quality of Life	Neighborhoods Neighborhood Aesthetic, Code Enforcement, Housing Affordability, Historic Preservation	Historic Preservation											
		227	2				1					3	
		228	1	3		3	5	2		1	15		
		229						1			1		
		230		1						1	2		
		231								1	1		
		232			1						1		
		233			1						1		
		234		1							1		
			Total	1	7	2	3	5	4	0	3	25	0

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Quality of Life	Neighborhood Improvements												
		Preserve unique neighborhood characteristics/identity (balanced development)	1	5			6	2	2	3	19		
	236	Increase interest in NW District		5			1	1	1		8		
	237	Diverse housing					1			2			
	238	Increase in neighborhood /City beautification		2		2	6				10		
	239	Beautify buildings				1	2				3		
	240	More diversity in NW community					1				1		
	241	Safe communities		1			2				3		
	242	Kid-friendly communities					2				2		
	243	Senior-friendly communities					1				1		
	244	Improvements in low-income areas					1				1		
	245	Create a diverse community	1	1			1				3		
	246	Build stronger communities							1		1		
	247	Integrate/interconnect neighborhoods (overcome physical/visual barriers)	1						1	1	3		
	248	Neighborhood parks designed by neighborhoods								1	1		
249	Allow more housing in Progresso Village area		1							1			
	Total	3	15	0	3	24	4	5	5	59	0		

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Quality of Life	Neighborhoods															
	Neighborhood Aesthetic, Code Enforcement, Housing Affordability, Historic Preservation															
	Code Enforcement															
	250	Ordinance deadline to develop or sell vacant property							1						1	
	251	Education of code enforcement							1						1	
	252	Use codes to enforce and mandate neighborhood/City beautification					1								1	
	253	Enhance code enforcement	1				2								3	
	254	Build sustainable practices into the code							1						1	
	255	Evaluate codes	2						1						3	
		Total	2	1	0	0	3	2	2	2	0	0	2	0	10	0
	Zoning															
	256	Allow restaurants to have docks					1								1	
	257	Residential development with parks, shopping, dining, etc.		1								1		1	3	
	258	Fluid zoning ordinances that can adapt to aging population needs		1										2	3	
259	Zoning rules to limit the size of new homes (to address zero lot lines)			1										1		
260	Redevelop/rezone blighted neighborhoods		4											5		
	Total	0	6	1	0	1	1	1	1	3	1	1	3	13	0	
Noise Reduction																
261	Reduce noise around airport					1								1		
262	Reduce noise around beaches		1											2		
263	Reduce noise around RR tracks												1	1		
264	Reduce traffic noise (loud mufflers)			1										1		
	Total	0	1	1	2	0	0	1	1	0	0	0	0	5	0	

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Quality of Life	Neighborhood Aesthetic, Code Enforcement, Housing Affordability, Historic Preservation																			
	Way-Finding and Signage																			
	265	Riverfront and Himmarshee Village signage				1	1					2								
	266	Upgrade signs	1							2			3							
	267	Fix signage pollution		1									1							
		Total	1	1	0	0	3	0	0	0	6	0	0							
	Landscaping																			
	268	Better use of flowers in public places					1						1							
	269	Restrict the planting of large plants that obstruct driving views					1					1	2							
	270	Quality landscaping/xeriscaping (Florida-friendly/native)		4					3	1	1	3	12							
	271	Attractive medians						1					1							
	272	Only use environmentally-friendly fertilizers in all landscaping within City										1	1							
	273	Develop landscape strategy		1									1							
	Total	0	5	0	0	3	4	1	1	5	18	0								
Housing Affordability																				
274	Greater affordability (single family homes, housing in general, downtown)		2					1			3	8								
275	Make the moving affordable									1		1								
276	Make Flagler Village the affordable downtown			1								1								
277	Housing redevelopment		1									1								
	Total	0	3	1	0	1	1	4	1	1	11	0								
NEIGHBORHOODS TOTAL											7	39	5	8	40	18	13	17	147	0

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Quality of Life	Police, Fire, Emergency Preparedness, Social Concerns															
	Social Concerns															
	278	Prioritize animal rights/animal shelters			1	1									2	1
	279	People need to become more responsible as individuals	2					1							3	
		Total	0	2	0	1	1	1	0	0	1	0	0	0	5	1
	Crime Reduction															
	280	Crime watch					2		1						3	
	281	Community policing program	2				3		1						6	
	282	General reduction	2			2	5		1						10	
	283	Reduce drunk driving				1									1	
	284	Safer streets				2					1			2	5	
	285	Ban cell phones while driving				1									1	
	286	Install metal detectors in public places (schools, stores, banks, etc.)						1							1	
	287	Stricter enforcement on gangs						1							1	
		Total	0	4	0	6	12	3	1	2	1	2	0	0	28	0
	Social Services															
	288	Assistance for disabled children													0	
	289	Assist struggling homeowners		1		1	2								4	
	290	Assistance for single moms				1									1	
	291	Assistance for senior citizens (housing, internet safety checks)		3		1									4	
	292	Programs to help people be a part of society (jobs, paying bills, etc.)					1								1	
	293	Assistance for retirees (COLA)					1								1	
	294	More daycares (including in local businesses)					1				1				2	
		Total	0	4	1	2	5	0	1	0	1	0	0	0	13	0

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Quality of Life	Police, Fire, Emergency Preparedness, Social Concerns																
	Police Services																
	295	Greater amount of interactions (increase presence on the streets)	1			1									2		
	296	Better police system (increase training/qualifications)				2									2		
	297	More officers on horseback			1										1		
	298	More crossing guards				1									1		
		Total	0	1	1	4	0	0	0	0	0	0	0	0	6	0	
		Safety of Vacant Properties															
	299	Maintain vacant homes	1			1									2		
		Total	0	1	0	1	0	0	0	0	0	0	0	0	2	0	
	Disaster Response																
300	Have supply trucks come to people										1			1			
301	Develop plans to improve disaster response and preparedness								1					1			
	Total	0	0	0	1	0	0	1	1	0	0	0	0	2	0		
	Fire-Rescue Services																
302	More lifeguards								1					1			
	Total	0	0	0	1	0	0	1	0	0	0	0	0	1	0		
	SAFETY TOTAL	0	12	2	25	4	9	25	3	4	0	3	2	57	1		
	QUALITY OF LIFE TOTAL	12	125	27	34	184	52	41	58	533	2						

Fort Lauderdale 2035: Our City, Our Vision - Segmentation of Ideas

Categories	Ideas	Phase 1: May - December 2011				Phase 2: June - November 2012						Phases 1 & 2						
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Prosperity	Innovation, Technology, Education, Talent Supply, and Economic Development																	
	Mentoring																	
	303	Internships/mentorships/apprenticeships (for the entire community)	1				1										4	
	304	Volunteers at schools					1										1	
		Total	0	1	0	0	2	1	0	0	1	0	0	0	0	5	0	
	Technology																	
	305	Provide free Wi-Fi		1		2												10
	306	Better technology								2								2
	307	Virtual City											1					1
	308	Expand fiber optics into neighborhoods		1														1
		Total	0	2	0	2	5	1	2	2	1	2	0	0	14	0		
	Increasing the Talent Supply																	
	309	Establish skilled and educated workforce (including creative class)	2			1					2							11
	310	More jobs for teens (including apprenticeships)				2							1					5
	311	Business incubator									1							4
	312	English for speakers of other languages								1								1
313	Lifelong learning institute								2								2	
314	Industry partnership in education													5			5	
315	Use schools/universities to attract and develop interest in industries (technology and green)		1									1					2	
316	Encourage locals to stay and help region grow															1	1	
	Total	2	1	0	3	6	3	0	6	16	0	0	0	31	0			

Fort Lauderdale 2035: Our Vision - Segmentation of Ideas														
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Prosperity	Innovation, Technology, Education, Talent Supply, and Economic Development	Economic Diversification												
		317	Develop a pop-up vending program					1	1				2	
		318	Enhance Las Olas (more retail brands, additional development)	2			1		1				4	
		319	Improve shopping at Galleria Mall					1					1	
		320	More retail brands/businesses	2				6	1		1		10	
		321	More business opportunities (including technology, international, green, industry diversification)	1	10	2		4			8		25	
		322	Create new business incentives (marketing, tools, tax incentives)					4	1		6		11	
		323	Improve retail districts							1			1	
		324	Acquire land on 27th Avenue							1			1	
		325	Businesses that fit the community	1	2			3			1		8	
		326	More interesting retail and dining options on the beach										1	
		327	Health care industries centered in downtown								1		2	
		328	Plaza downtown					1					1	
		329	More jobs (including higher-wage and equal access)	1	6			1			2		12	
		330	Bring in entertainment (movie/television) filming		1					1			3	
		331	Boating/marine industry	1						1		1	3	
		332	Dining		1					1			2	
		333	Las Olas Marina redevelopment		1					2			3	
		334	Welcome center for visiting yachts							3			3	
335	Barge loading/unloading area (commercial operations)							2			2			
336	Sistrunk Boulevard as downtown for NW community		2					1			3			

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Prosperity	Economic Diversification, cont.														
	337	Attract millennial generation (young professionals)						7						7	
	338	Use academic community to drive jobs through research centers						3						3	
	339	Make the City affordable to attract companies and their workers (including workforce housing)	2	1				4						7	
	340	Promote small businesses (in ethnicity/diversity) (locate in downtown)		3				2						5	
	341	Improve/expand Port Everglades	1					1						2	
	342	Target emerging industries						1						1	
	343	Sustainable, recession-proof industry/economy	1	2				1						4	
	344	House of Blues on Sistrunk										1		1	
	345	Create gambling/gaming district on beach		2										2	
	346	Encourage entertainment venues along waterways (entertainment within restaurants)		1										1	
	347	Better/more hotels	1	1										2	1
	348	Convention Center		1										1	
		Total	9	38	3	6	30	8	39	1	134	1			
	Prosperity	Higher Education Institutions													
349		Subsidize education for illegal immigrant children												0	
350		Increase presence of higher-ed. facilities in downtown	2				1							4	
351		Enhance higher-ed opportunities, and make accessible		2	1								2	6	
352		Campuses for Latin American schools											1	1	
353		Engage to promote and breed cultural performance base			1								1	2	
		Total	2	2	2	0	2	1	3	1	13	0			

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Prosperity	Prosperity	Tourism											
		354	Develop community brand	1	1			1			3		
		355	Encourage ecotourism			1		1		2	6		
		356	Develop high-end hotel in downtown					1			1		
		357	Promote tourism (including international) (tourist capital of the world)		2			3			6		
		358	Make corner of A1A and Las Olas the highlight of the City					1			1		
		359	Tie Las Olas to the beach					1			1		
		360	Promote what we have (things that are unique to our City)	1	3					6	10		
		361	Encourage cruise-goers to stay in Fort Lauderdale							1	1		
		362	More beach activities for visiting children		1						1		
		363	Lower-cost boat dockage for visiting boats (smaller boats)		1						1		
		364	A1A as a "small village"		1						1		
		365	Create more destination opportunities		1						1		
		366	Create more stay opportunities (hotels)		1						1		
		367	Increase boat dockage (including for super yachts)	1	1						2		
		Total		3	12	1	0	4	5	9	2	36	0

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Prosperity	Innovation, Technology, Education, Talent Supply, and Economic Development																		
	Attention to Primary and Secondary Education																		
	368	Increase parental/family involvement								1	1		9					11	
	369	Encourage partnerships in education (business, neighborhood associations, community, etc.)									1		5					6	
	370	Schools run by local community, not County (change structure)						1		1	1		3					6	
	371	Better/bigger schools (remodel on cycles) (structured system/curriculum)		3	1						11		3					18	
	372	Better school resources (and their allocation) (textbooks, vending machines, soap, funding for programs, etc.)	1	2							6		3					12	
	373	Increase early childhood development											1					1	
	374	Better communicate value of education											4					4	
	375	Develop programs that teach life skills											2					2	
	376	Expand charter schools											1					1	
	377	Better behavior in schools											1					1	1
	378	Establish scholarship programs for youth to attend private schools			1													1	
	379	Increase City, private, and faith-based investments in education		2									3					5	
	Total		1	7	2	1	19	3	35	0	68	1							

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Prosperity	Beach Renourishment																	
	380	Cleaner beaches					2		4							6		
	381	Makes beaches handicap accessible (or improve accessibility)					2		1							3		
	382	Beach improvements (bathrooms, seating, additional amenities)							3							3		
	383	Preserve/reclaim		2					2		1			2		8		
	384	Grocery stores on beaches							1							1		
	385	Vegetated and aesthetic sand dunes												1		1		
	386	Off-shore artificial barrier reefs												1		1		
	387	Enhance the beach environment - more attractions/quality development		4												4	1	
	388	Enhance resident appeal and use of beach		2												2		
		Total	0	8	0	4	11	1	1	4	1	1	1	4	29	1		
		Beach Lighting Issues																
	389	Co-existence between sea turtles and humans (including construction of wall and new construction regulations)			2	1										3		
	Total	0	0	2	1	0	0	0	0	0	0	0	0	3	0			
	Airport																	
390	Airport Concierge								1						1			
391	Expand/exploit							1				2			3			
392	Improve							2							2			
393	Cargo capacity											1			1			
394	Keep prices/fares competitive														1			
395	Airbus service														1			
	Total	0	2	0	0	4	0	3	0	0	0	3	0	9	0			
	PROSPERITY TOTAL	17	73	10	17	83	24	108	10	83	24	108	10	342	3			

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Prosperity	Civic and Governance Systems, Partnerships, and City Services	City Services														
		396	Restructure recycling and trash pick-up				1				2					3
	397	New City buildings								1					1	
	398	More joint projects with neighboring communities			2										2	
	399	Make it easier for the community to do business with the City	3	1				1							5	
	400	Sponsor kids to go to camps (theatre and summer, etc.)						2							2	
	401	More funding for recreational centers/activities						1							1	
	402	Develop City-owned property		1				2							3	
	403	Help fund structure renovations						1							1	
	404	Increase City staff interactions with blighted neighborhoods						1							1	
	405	Pest control for neighborhoods with many trees and wildlife						1							1	
	406	Develop and promote City plans (Sustainability Action Plan, master plans, etc.)	1	3									2		6	
	407	Develop, utilize, and promote City performance indicators and benchmarks (quality of life meter)		3								1			5	

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Prosperity	Civic and Governance Systems, Partnerships, and City Services													
	City Services, cont.													
	408	City as a leader (within the City, County, Region, State and Nation)	5	2				2					9	
	409	Provide financial or structural resources to public schools						1					1	
	410	Obtain more decision-making power from County (urban planning, etc.)						1					1	
	411	Fort Lauderdale entertainment station to promote what is going on in the City								1			1	
	412	Green, net-zero City buildings		2									2	
	413	Maintain up-to-date maps of City infrastructure		1									1	
	414	Contract out all City services		1									1	
	415	Readdress and review the 1984 1990 marine charters			1								1	
	416	Transparency and accountability	1										1	
		Total	10	14	3	1	9	4	7	1	49	0		
		Governance & Services												
		Fiscal Responsibility												
417	Plan for future unfunded liability/spend responsibly		1									1		
418	Reduce, restructure, combine taxes					1						1		
419	Better/responsible/planned use of impact fees (for transportation, connected development, Complete Streets)										2	2		
420	Utilize capital improvement bond to address aging infrastructure and drainage needs										1	1		
421	Charge developers impact fees for light-rail		1									1		
422	Reduce administrative costs		1									1		
	Total	0	3	0	0	1	0	0	3	7	0			

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Prosperity	Civic and Governance Systems, Partnerships, and City Services	Re-locate State/ County Facilities														
		423 Move DJJ and jail outside of downtown		1		1					3				6	
	424 Move Museum of Art next to Stranahan House						1							1		
	Total	0	1	0	1	1	4	0	0	7	0	0	0	7	0	
	City Ambassadors															
	425 Friendly City staff (including police officers)	2	1												3	
	Total	2	1	0	0	0	0	0	0	3	0	0	0	3	0	
	County Services															
	426 More libraries						1								1	
	427 Conversion of Hospital District to private corporation				1										1	
Total	0	0	0	1	1	0	0	0	2	0	0	0	2	0		
Citizen Participation																
428 Cooperative decision-making											1			1		
429 Increase volunteer/community services opportunities (such as retired community)	1							2		1		1		5		
430 Community engagement												1		1		
Total	1	0	0	0	2	2	2	2	7	0	2	2	7	0		

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Prosperity	Civic and Governance Systems, Partnerships, and City Services																
	Partnerships																
	431	Partner with local churches to provide emergency shelters								2						2	
	432	Increase public knowledge of partnerships and opportunities										1				1	
	433	Increase connections and sharing between local public, private, and non-profit organizations	1	1								2				4	
	434	Improve inter-governmental communications/relations	1									1				2	
	435	City to work with residents, businesses, and County to put plans together										1				1	
	436	City to provide support for a Broward County Water Management District (in lieu of SFWMD)												1		1	
437	Establish more Sister Cities around the world		1												1		
	Total	2	2	0	0	2	0	0	0	2	0	5	1	12	0		
	GOVERNANCE & SERVICES TOTAL	15	21	3	3	16	10	14	5	87	0	0	0	87	0		
	PROSPERITY TOTAL	32	94	13	20	99	34	122	15	429	3	3	3	429	3		
	VISIONING TOTAL	66	378	67	125	389	169	214	154	1562	20	20	20	1562	20		

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CITY OF FORT LAUDERDALE
100 North Andrews Avenue
Fort Lauderdale, FL 33301

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