



# CORAL SPRINGS

## — STRATEGIC HIGHLIGHTS —

FISCAL YEAR 2025-2035



**FY2025**









## Letter from the City Manager

I am pleased to present the 2025-2035 Strategic Plan, a comprehensive guide designed to steer our city forward. This plan serves as our roadmap for improving and maintaining the high-quality services and amenities that our community values.

The development of the 2025-2035 Strategic Plan was deeply informed by the input gathered through our Visioning 2035: Impressions on the Future efforts. With the leadership of our elected officials and dedicated efforts of city staff, we have a plan reflecting the priorities and aspirations of our community.

Throughout the year, we engaged in a series of informative discussions, community forums, and surveys to gather your insights and feedback. This document stands as a testament to the community's contributions and outlines the actions we will take to achieve our shared goals.

A new element to this strategic plan is developing a plan with short-term, mid-term, and long-term milestones ensuring a dynamic and adaptable roadmap for achieving organizational goals. Short-term milestones focus on immediate priorities and quick successes, providing a foundation for progress and measurable outcomes within the first and second year. Mid-term milestones, typically set for 3-5 years, are

designed to build on initial achievements, refine strategies, and address evolving needs, ensuring sustained momentum and progress. Long-term milestones, spanning 5-10 years or more, aim for transformative impact and the realization of the organization's vision. Each milestone is designed to be revisited and updated annually, allowing the plan to remain responsive to evolving community needs while ensuring continuous alignment with the organization's vision and long-term objectives.

To everyone who played a role in this process, from our engaged community, and the City Commission for their visionary leadership, to our diligent city staff, I extend my heartfelt appreciation. Your commitment and collaboration have been instrumental in creating a plan that will guide Coral Springs toward continued success and growth.

Respectfully submitted,

## FAMILY FRIENDLY COMMUNITY



**91%** City government respects religious & ethnic diversity

Less than **5 minutes:**

response time to Part 1 crimes (murder, manslaughter, sex offenses, aggravated assault, burglary, motor vehicle theft, and arson)



**939.03** Crime Rate (crimes per 100,000 residents)

**97%**



of emergency calls had response times less than **8 min.**



**100%**

Charter school graduation rate

**91%**

Ratings of Quality of Life



## ACTIVE + HEALTHY COMMUNITY

**Yes**

Meet or exceed the State Average of Return of Spontaneous Circulation Rate (after cardiac arrest)

**47,526**

Participants in events that ensure an active lifestyle

**82%** quality rating

for senior recreational programs



**17,731**

participants in athletic leagues

**84%** quality rating

for adult recreational programs

**89%** quality rating

for youth recreational programs



## ATTRACTIVE COMMUNITY



**91%**

rating condition/appearance of medians/holes



**82%**

maintaining quality of neighborhoods



**87%**

ratings of litter collection from major streets

**94%**

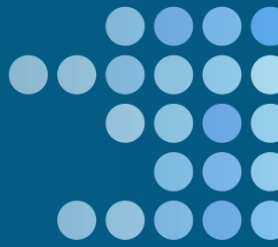
quality rating

for maintenance/appearance of city parks





# 2023 Strategic & Programming Metrics



## THRIVING, RESILIENT BUSINESS COMMUNITY



**7.79%**

CRA Tax Revenue increase



**97.01 %** business retention

**2.9%**

June unemployment rate



**8.71%**

increase in taxable value from previous year

**13**

businesses signed up for the real time crime center



**6.40%**

increase of non-residential tax growth from previous year

**98%**

business rating of the city's image (as of 2022)

## INNOVATIVE, HIGH-PERFORMING SUSTAINABLE ORGANIZATION



**96%**

employee satisfaction

**88 %**

rating of customer service



**81%**

satisfaction with communications



**79%**

rating of value for tax dollars & fees

**YES**

**AAA bond ratings**

with two financial agencies (Fitch & Moody)

Results reflect the FY2023 Actuals.



# Vision

To be the premier community in which to live, work, and raise a family.

# Mission

To provide an innovative, sustainable, high-performing organization that strives to make decisions and measure progress based on economic, social, and environmental factors improving the quality of life for the residents, businesses, and visitors of the diverse community we serve.

# Core Values

Teamwork • Respect • Accountability • Innovation •  
Leadership • Superior Service (Customer-Centric)

## Strategic Goals



I. A Family-Friendly Community



II. An Active, Healthy Community



III. An Attractive Community



IV. A Thriving, Resilient Business Community



V. An Innovative, High-Performing and Sustainable Organization



# About the Strategic Planning Process

The Commission Strategic Planning Workshop took place in February 2024. City staff developed a workshop manual to provide the Commission with summaries and highlights from the many sources of information used to analyze the city’s financial condition, operational performance, customer requirements, and the forces at work in our economic, demographic, and legislative environment. We have used rich and varied sources of data to prepare the information including:

- |                           |   |
|---------------------------|---|
| Residential Survey (2023) | Business Survey (2022)                    |
| Five-Year Forecast        | Performance Management Data               |
| Demographic Data          | Strategic Plan (2023)                     |
| Situational Analysis      | Visioning 2035: Impressions on the Future |

The strategic planning process is used throughout various industries and sectors, private and nonprofits, to direct an organization’s priorities, actions and overall direction. The City of Coral Springs utilizes the strategic planning process to study broad issues from Commission and resident concerns and propose direct tasks that will be implemented. Through the ongoing framework for performance excellence, the City of Coral Springs focuses on 1) leadership, 2) strategy, 3) customer focus, 4) measurement, analysis, and knowledge management, 5) workforce focus, 6) operations focus, and 7) results. The City Commission and staff renews its vision, mission, and strategic goals on an annual basis, to ensure we are meeting the needs of the community through our organizational action.

## Reading this Plan

### Performance Indicators

- Strategic Goals: Planned achievable targets that the city strives to achieve.
- Key Intended Outcomes: 28 key performance indicators identified as the indicators to evaluate the overall performance of the strategic plan.
- Key Performance Indicators: Quantifiable performance measures used to evaluate customer satisfaction levels and the overall performance of the city.
- Initiatives: Specific projects, programs or actions departments use or implement to accomplish goals. Initiatives serve as a detailed work plan that lead resource allocation.



# Strategic Goals



## I. A Family-Friendly Community

Engage our diverse community, enhance school partnerships, and assure premier public safety services.

Key Intended Outcomes	FY 2024 Goal	FY 2024* Actual	FY2025 Goal
City Government respects religious & ethnic diversity (Resident Survey)	92%	86%	92%
Ratings of Quality of Life (Resident & Business Survey)	95%	95%	95%
Coral Springs Charter School graduation rate	95%	100%	95%
Response time for EMS/Fire Rescue 8 minutes or less 90% of the time	90%	98%	90%
Crime rate (crimes/100,000 residents - Calendar Year)	2,500	-	2,500
Response time to Part 1 crime of 5 minutes or less ( <i>Part 1: murder, manslaughter, sex offenses, robbery, aggravated assault, burglary, motor vehicle theft, and arson</i> )	5 Minutes	3:36	5 Minutes



## II. An Active, Healthy Community

Expand leisure, cultural, recreational, and sporting activities and events for residents of all ages.

Key Intended Outcomes	FY 2024 Goal	FY 2024* Actual	FY 2025 Goal
Promote events that ensure an active lifestyle	12,000 participants	102,083 participants	12,000 participants
Meet or Exceed the National Average of Return of Spontaneous Circulation (ROSC)	Yes	Yes	Yes
Athletic league participation	12,000	8,050	12,000
Rating of quality of recreation programs for Youth (Resident Survey)	90%	88%	90%
Rating of quality of recreation programs for Adults (Resident Survey)	85%	78%	85%
Rating of quality of recreation programs for Seniors (Resident Survey)	85%	79%	85%

\* 2024 Actual reflects up to Q3 2024.

# Strategic Goals



## III. An Attractive Community

Preserve and enhance the community's appearance and maintenance of its vital infrastructure.

Key Intended Outcomes	FY 2024 Goal	FY 2024* Actual	FY 2025 Goal
Resident rating of appearance of Parks & Rec. facilities (Resident Survey)	95%	93%	95%
Ratings of litter collection on major streets (Resident & Business Survey)	85%	83%	85%
Rating of condition/appearance of medians (Resident Survey)	90%	88%	90%
Ratings of city efforts at maintaining quality of neighborhoods (Resident & Business Survey)	85%	78%	85%



## IV. A Thriving, Resilient Business Community

Encourage and support economic development and redevelopment as well as the expansion and retention of existing businesses.

Key Intended Outcomes	FY 2024 Goal	FY 2024* Actual	FY2025 Goal
Increase % of CRA Tax Revenue from previous year	4%	66.78%	4%
Business rating of the image of the city (Business Survey)	95%	-	95%
Retain a percent of businesses within the city who received a retention visit	80%	-	80%
Increase the # of businesses signed up for the real time crime center/crime prevention partnership	5	8	5
Increase % of Total Taxable Value from previous year	4%	8.66%	4%
Increase % of Non-residential tax base growth from previous year	3%	6.45%	3%
Coral Springs' June unemployment rate (Goal is to be below State)	3.50%	3.30%	3%

\* 2024 Actual reflects up to Q3 2024.



# Strategic Goals



## V. An Innovative, High-Performing and Sustainable Organization

Commitment to ethical governance, adherence to Core Values, and transparency while exceeding customer expectations and conserving natural resources.

Key Intended Outcomes	FY 2024 Goal	FY 2024* Actual	FY 2025 Goal
Maintain AAA bond ratings from two of the three financial agencies (S&P, Fitch, Moody's)	Yes	Yes	Yes
Ratings of value for tax dollars and fees (Resident & Business Survey)	75%	62%	75%
Ratings of customer service (Resident & Business Survey)	95%	86%	95%
Satisfaction with the city communications (Resident & Business Survey)	95%	76%	95%
Employee satisfaction rating (Employee Survey)	92%	-	92%

\* 2024 Actual reflects up to Q3 2024.

## Budget Process & The Plan

Strategic planning and budgeting are integral components of sound, fiscal management. The Strategic Plan provides direction, while the budget allocates resources to implement the plan. A strategic plan not linked to a budget, is an unfunded, reactionary dream. On the other hand, thoughtful resource allocation, when combined with big picture thinking ensures adaptability and responsiveness to future conditions.

Strategic planning guides the budget process. It provides management the opportunity to evaluate existing allocations of funds. Annually, the City of Coral Springs develops initiatives detailing the goals for the fiscal year. The planning of these initiatives are based on feedback provided by the public and data such as public opinion surveys and environmental scans. These initiatives, together with performance measures, provide the strongest links between the operating and capital outlay budgets. The city combines a top-down and bottom-up input approach, linking targets and resources to the Strategic Plan.







# Strategic Priorities

## A Family-Friendly Community



1. Build a community for our children while upgrading & sharing facilities (ST)
2. Plan Mental Health Option(s) for the Community (MT)
3. Enhance Senior Programming (ST)
4. Research Childcare Assistance Opportunities (ST)
5. Initiate Youth Ambassador Program (ST)
6. Establish Veteran Committee (ST)
7. Expand of the Teen Political Forum (ST)
8. Develop Crime Rate Strategy (ST)
9. Expand Special Needs Programs (ST)
10. Enhance Educational Focus (ST)
11. Host a High Level Concert Series (ST)
12. Redesign Center for the Arts (ST)

## An Active, Healthy Community



13. Advance City Mobility  
(previously Establish Bike Lanes) (LT)
14. Redevelop Kiwanis Park Community Center (ST)
15. Develop a Fitness Park (C)
16. Identify Special Needs Park (ST)
17. Relocate Coral Springs Museum of Art Gallery (ST)
18. Build Everglades Lookout (ST)
19. Optimize Sportsplex Area (ST)
20. Enhance Adult Intra-Mural (MT)
21. Continue Kiwanis Park Phase 3 (MT)
22. Enhance Everglades Strategy (MT)
23. Continue Cypress Hammocks (ST)

## An Innovative, High-Performing and Sustainable Organization

40. Research EV Lithium Fire Suppression (previously PPE) (C)
41. Continue Neighborhoods with Integrity (C)
42. Research Charter School Location (ST)
43. Expand K-9 Facility (ST)
44. Address Roof Replacement Plan (C)
45. Address HVAC Replacement Plan (C)
46. Closeout FEMA Reimbursement: Wilma (C)
47. Focus on IT Cyber Security (ST)
48. Establish Composting Ordinance (ST)
49. Leverage & Promote Community Chest (ST)
50. Initiate Water Plant Upgrades (ST)
51. Research Teen Leadership Program (MT)
52. Install Broadband Fiber Loop (MT)
53. Establish an ADA Compliance Strategy: Digital Technology (MT)

**\*ST = Short Term (1-2 years), MT = Mid Term (3-5 years), LT = Long Term (5+ years), C = Complete**  
**For more detailed information on the initiatives refer to the FY Budget Book.**

## An Attractive Community



- 24. Build Stormwater Improvements in Westchester (ST)
- 25. Complete Habitat for Humanity Affordable Housing Project (ST)
- 26. Enhance Citywide Aesthetics (ST)
- 27. Incorporate Downtown Placemaking & Connectivity (ST)
- 28. Install City Signage (Entryway & Park signs citywide) (MT)
- 29. Create a Communal Gathering in the Downtown (MT)
- 30. Address Sidewalk Replacement & ADA Streets Plan (MT)

## A Thriving, Resilient Business Community



- 31. Support Cornerstone Development (ST)
- 32. Support City Village Development (ST)
- 33. Continue Downtown Grocery Store Attraction (ST)
- 34. Research Rental Assistance for Businesses (ST)
- 35. Promote EDO/CRA Grant (Revisit Facade Improvement) (ST)
- 36. Support the attraction of a Rooftop bar in the Downtown (MT)
- 37. Initiate Disparity Study (MT)

- 38. Initiate Strategy for Mall Revitalization (MT)
- 39. Develop Workforce Training (LT)



- 54. Establish an ADA Compliance Strategy: Infrastructure (MT)
- 55. Install Solar in the Park (MT)
- 56. Emergency Communications Interoperability (MT)
- 57. ARPA Consultant (MT)
- 58. Closeout FEMA Reimbursement: Irma (MT)
- 59. Address All City Security Cameras Plan (MT)
- 60. Research Smart City (LT)

**\*ST = Short Term (1-2 years), MT = Mid Term (3-5 years), LT = Long Term (5+ years), C = Complete**  
**For more detailed information on the initiatives refer to the FY Budget Book.**



# Strategic Roadmap

	Short Term (1-2 Years)	Mid Term (3-5 Years)	Long Term (5+ Years)
	2025 - 2026	2027 - 2030	2030 - 2035
 <b>A Family-Friendly Community</b>	1. Build a community for our children upgrade and share facilities 2. Enhance Senior Programming 3. Research Childcare Assistance Opportunities 4. Initiate Youth Ambassador Program 5. Establish Veteran Committee 6. Expand Teen Political Forum 7. Develop Crime Rate Strategy 8. Expand Special Needs Programs 9. Enhance Educational Focus 10. Host a High Level Concert Series 11. Redesign Center for the Arts	12. Plan Mental Health Option(s) for the Community	
 <b>An Active, Healthy Community</b>	13. Redevelop Kiwanis Park Community Center 14. Develop a Fitness Park (C) 15. Continue Gypress Hammocks 16. Identify Special Needs Park 17. Relocate Coral Springs Museum of Art Gallery 18. Build Everglades Lookout 19. Optimize Sportsplex Area	20. Enhance Adult Intra-Mural 21. Continue Kiwanis Park Phase 3 22. Enhance Everglades Strategy	23. Advance City Mobility (previously Establish Bike Lanes)
 <b>An Attractive Community</b>	24. Build Stormwater Improvements in Westchester 25. Complete Habitat for Humanity 26. Enhance Citywide Aesthetics 27. Incorporate Downtown Placemaking & Connectivity	28. Install City Signage 29. Create a communal gathering in the Downtown 30. Address Sidewalk Replacement & ADA Streets Plan	
 <b>A Thriving, Resilient Business Community</b>	31. Support Cornerstone Development 32. Support City Village Development 33. Continue Downtown Grocery Store Attraction 34. Research Rental Assistance for Businesses 35. Promote EDO/CRA Grant (Revisit Façade)	36. Support the attraction of a rooftop bar in the Downtown 37. Initiate Disparity Study 38. Initiate Strategy for Mall Revitalization	39. Develop Workforce Training
 <b>An Innovative, High-Performing and Sustainable Organization</b>	40. Research EV Lithium Fire Suppression (previously PPE) (C) 41. Continue Neighborhoods with Integrity (C) 42. Research Charter School Relocation 43. Expand K-9 Facility 44. Address Roof Replacement Plan (C) 45. Address HVAC Replacement Plan (C) 46. Closeout FEMA; Wilma (C) 47. Focus on IT Cybersecurity 48. Establish Composting Ordinance 49. Leverage and Promote Community Chest 50. Initiate Water Plant Upgrades	51. Research Teen Leadership Program 52. Install Broadband Fiber Loop 53. Establish an ADA Strategy: Digital Technology 54. Establish an ADA Strategy: Infrastructure 55. Install Solar in the Park 56. Emergency Communication Interoperability 57. ARPA Consultant 58. Closeout FEMA: Irma 59. Address All City Security Cameras	60. Research Smart City

**\*ST = Short Term (1-2 years), MT = Mid Term (3-5 years), LT = Long Term (5+ years)**



### **The Purpose of Visioning**

Annually the city conducts a strategic planning process that includes a highly structured series of events. The outcomes of the strategic planning process are strategic priorities, measurable Key Intended Outcomes and initiatives in the city's annual Business Plan.

Every 10 years the city embarks on a larger process that asks the community, "What do you hope to see in your community in the next ten years?". This process is referred to as Visioning, in which participants explore possible futures for Coral Springs and recommend directions that are supported by our diverse community.

### **The Visioning Process**

Visioning 2035: Impressions on the Future began in October 2022 and concluded with a community summit in January 2024. Leveraging technology, such as online surveys and interactive digital platforms, the process aimed to empower the community to help shape the future of Coral Springs through a collaborative and inclusive approach. The process included qualitative and quantitative analysis to extract meaningful insights to include:

- Attend sixteen boards, committee, and group meetings, nine AED trainings, seventeen Back to School Events, and twenty-four city hosted events.
- Distributed seven meetings in a box.
- Attended twenty-four city hosted events.
- Hung banners in ten high traffic parks.
- Included survey in internal processes resulting in 101,720 interactions with the community.
- Distributed four mailers to households and business registrants.
- Emailed six distribution lists.
- Contacted four realtor's, two hospitals, eight businesses, four food banks, twenty-one HOA's, ten dance studios, fifteen churches, and seven recreational centers/living facilities to distribute the survey.
- Distributed 6,990 visioning colorings to our youth through camps, businesses, and schools.
- Hung posters at thirteen businesses throughout the city.

With the above outreach opportunities we created over 108,000 interaction opportunities with the public and collected 2,379 responses to the Visioning Survey. The community responses and feedback can be viewed on the city website at [www.coral Springs.gov/Visioning](http://www.coral Springs.gov/Visioning).





**WHAT'S YOUR VISION?**



JOIN OUR CORAL SPRINGS CITY COMMISSION AND HAVE YOUR VISION REALIZED:  
**CORALSPRINGS.GOV/VISIONING**

Visioning to Action

From the survey responses the city staff was able to identify seven common themes of focus to engage the public further at the Visioning Summit on January 27, 2024. Participants at the Visioning Summit spent the day sharing their vision for the future of Coral Springs and prioritizing areas of focus.

- 1

Housing & Living in Coral Springs
- 2

City Aesthetics
- 3

Economic Development
- 4

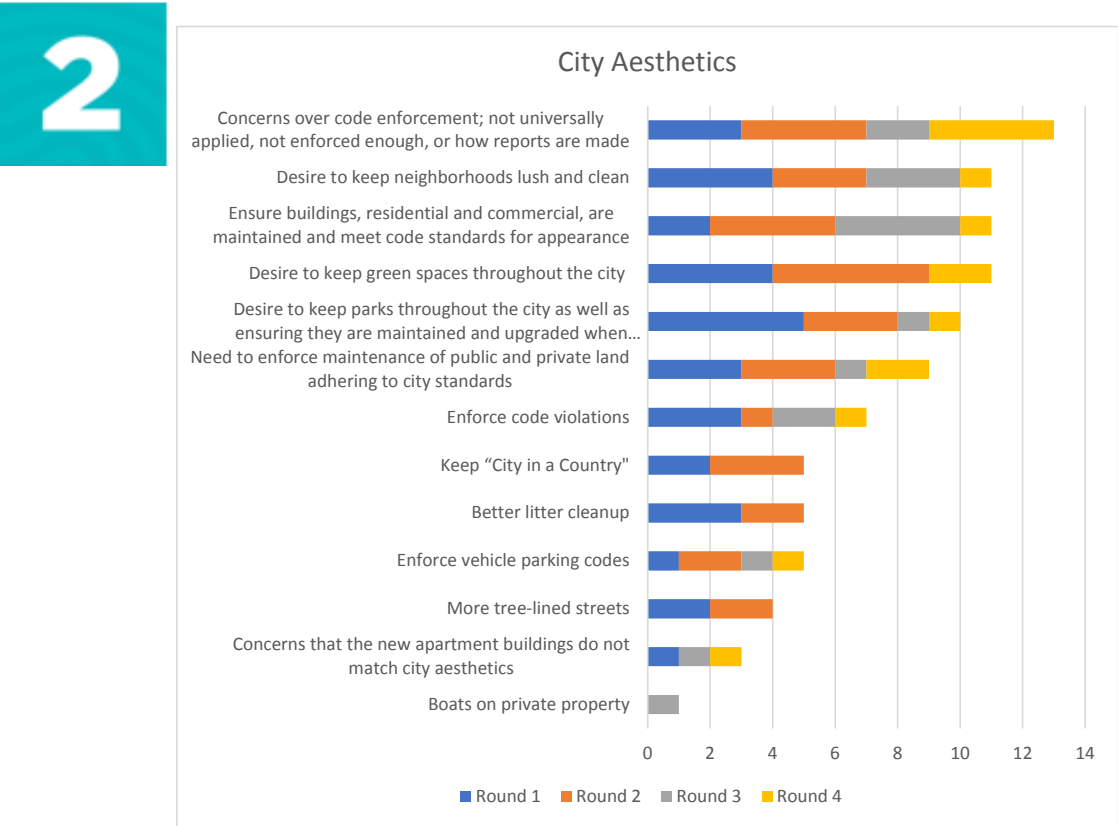
Parks Programming & Activities
- 5

Education Partnership
- 6

Safety & Transportation
- 7

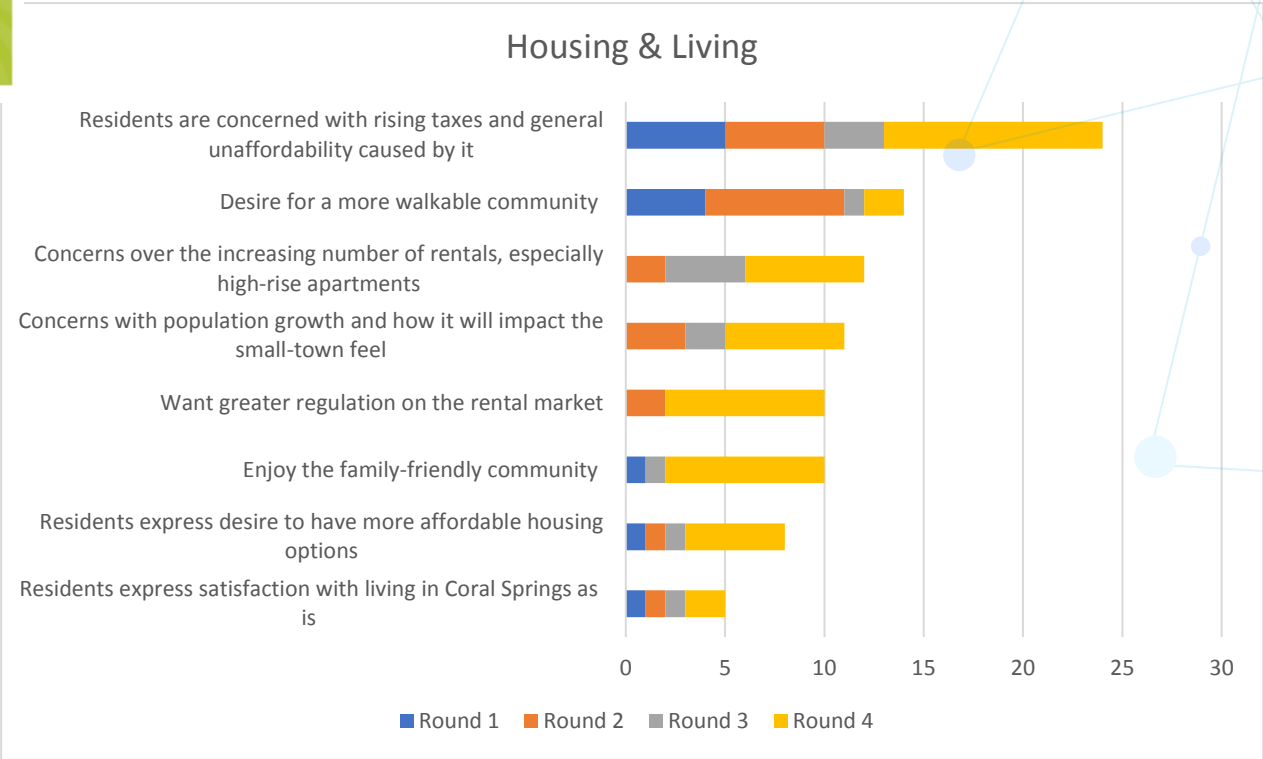
City Special Events

Results from the interactive discussions and exercises from the Visioning Summit are reflective in the graphs below in order of response and priority as identified by the community members in attendance. From these results the strategic priorities were established at the Strategic Planning Workshop in February 2024 by the City Commission to support the community feedback and ensure future budgets are reflected of the community’s needs.

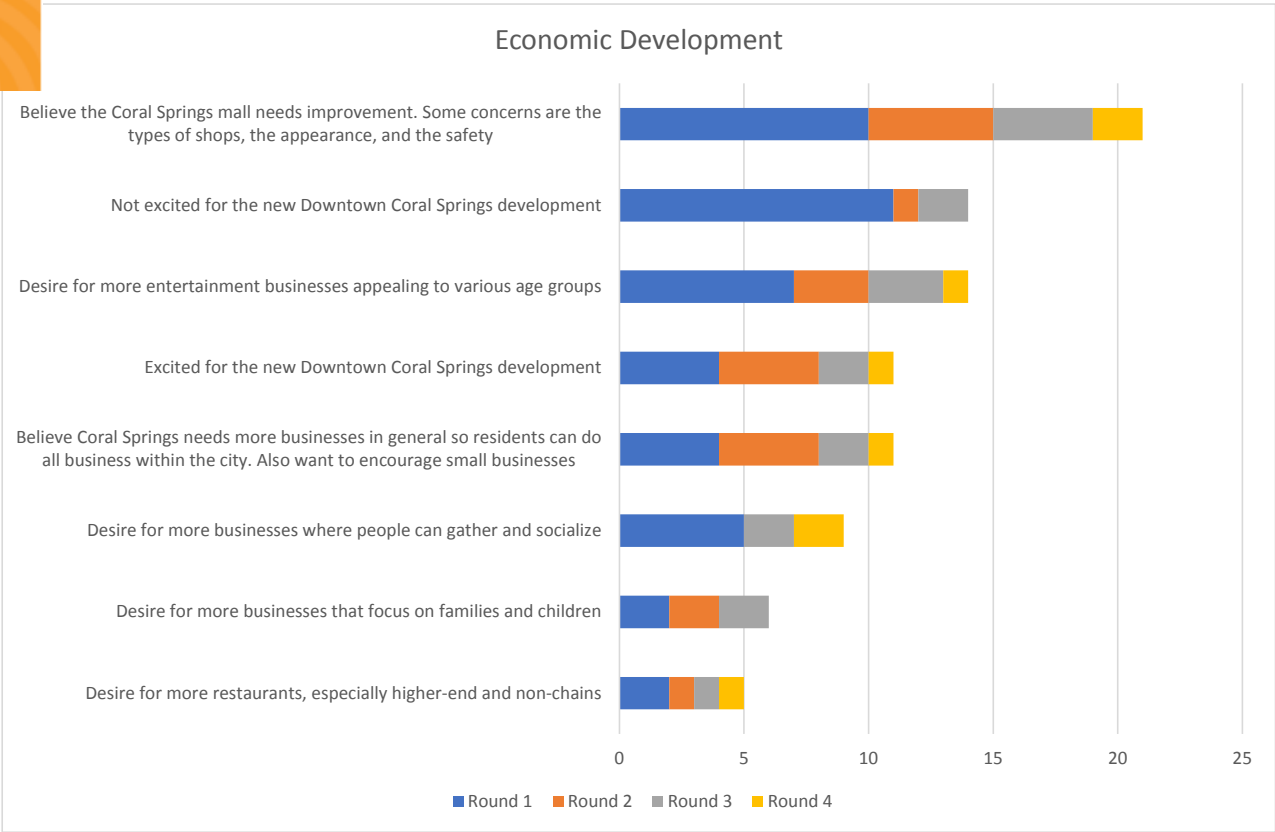


# Visioning 2035: Impressions on the Future

1



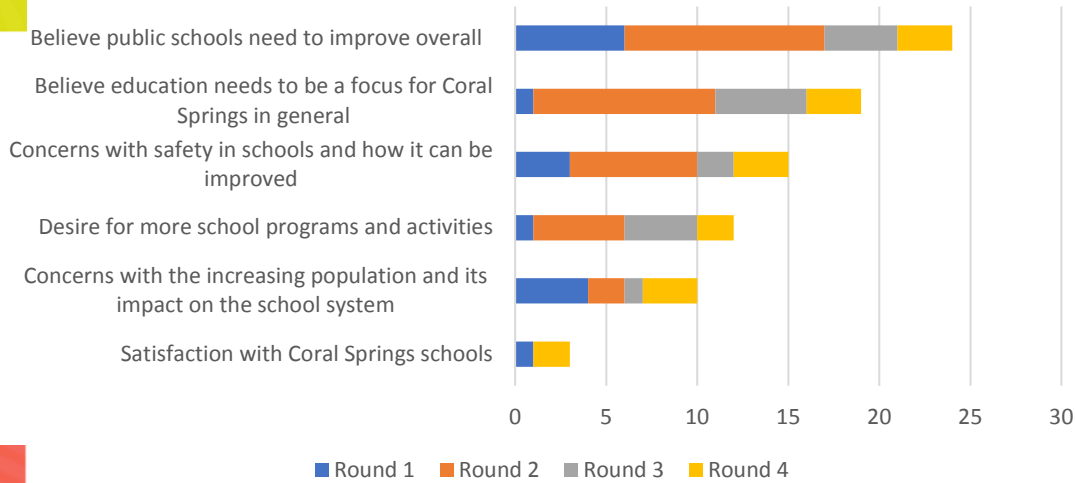
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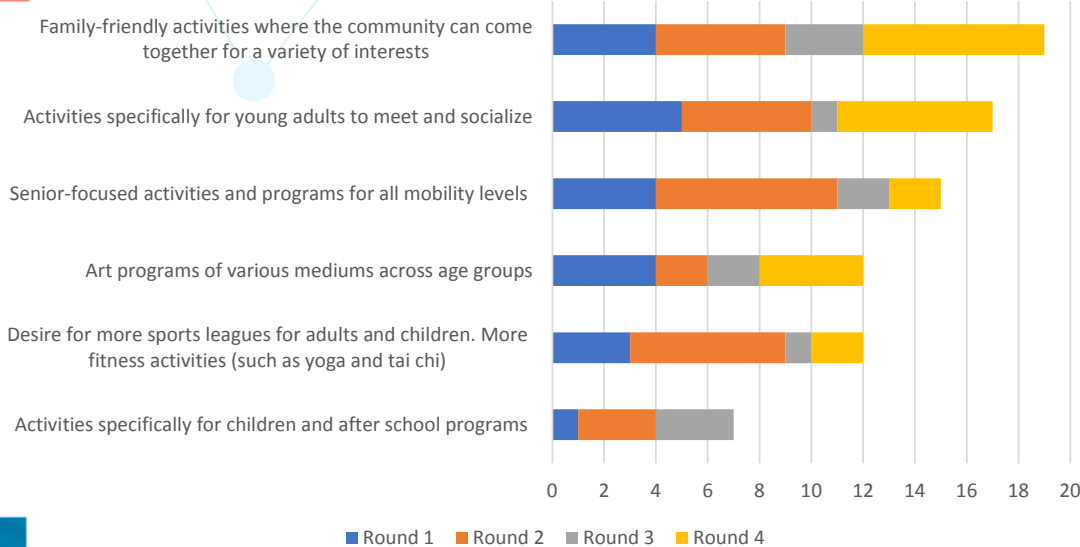
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## Education Partnership



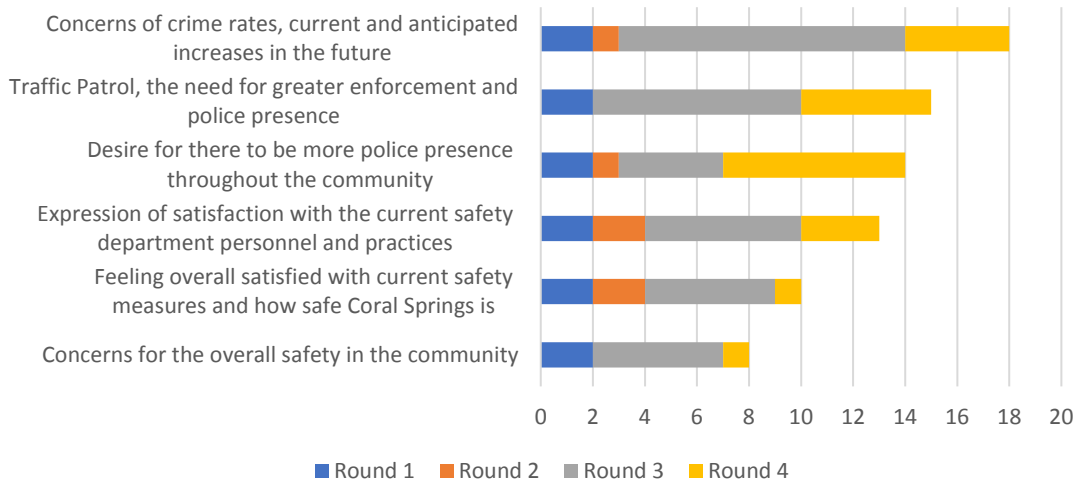
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## Parks Programming & Activities

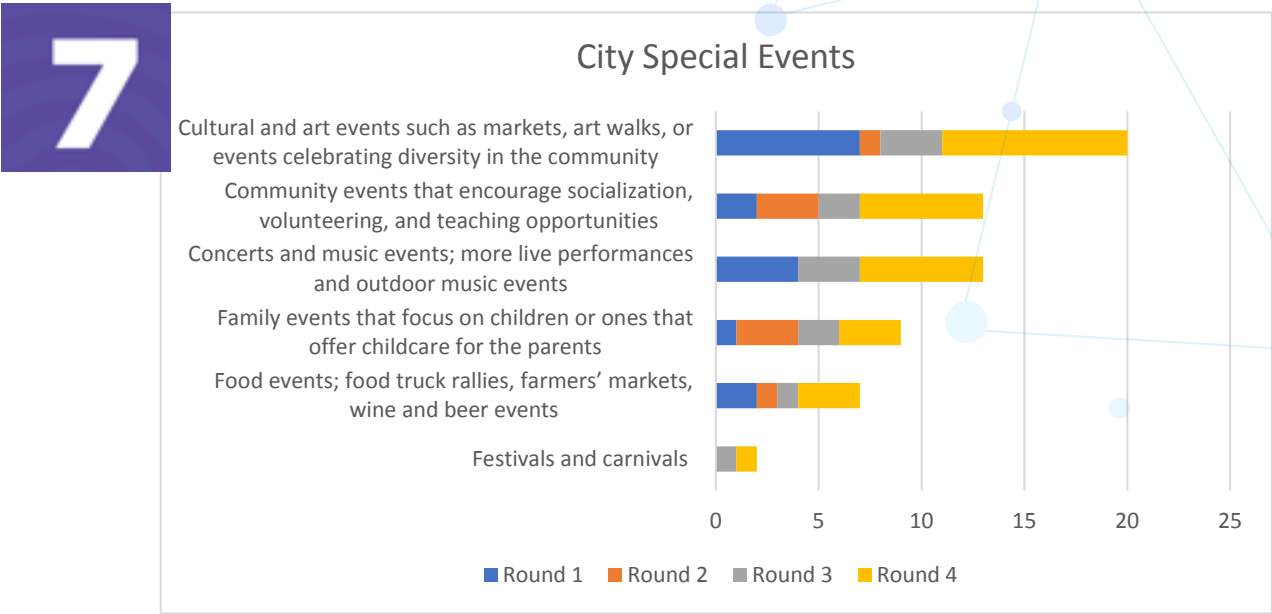


6

## Safety & Transportation



# Visioning 2035: Impressions on the Future



Emphasizing transparency and communication throughout this endeavor, the Visioning process involved the community, which led to informed, data-driven decision making process to form short-term, mid-term, and long-term strategic initiatives. This plan serves as a reflection of that effort and the trust and confidence among the community for the city to make it a reality.

By embracing the strategic priorities within this Strategic Plan, we position Coral Springs to not merely anticipate change, but to actively shape it. We step forward with confidence and determination, united in our vision to be the premier community in which to live, work, and raise a family.



VISIONING SUMMIT: RESIDENTS WERE INVITED TO PARTICIPATE IN A VISIONING SUMMIT HOSTED BY CITY LEADERS.





**EVENT ACTIVATION:** RESIDENTS WERE ASKED TO TAKE THE SURVEY FOR A CHANCE TO PHYSICALLY LEAVE THEIR PAINTED "IMPRESSIONS" ON OUR VISIONING BOARD!



## Visioning 2035

For additional information on the Visioning results visit the webpage at [www.coral Springs.gov/Visioning](http://www.coral Springs.gov/Visioning). To view the Visioning Summit Recap vidoe visit [www.youtube.com/@CityofCoralSprings](http://www.youtube.com/@CityofCoralSprings).





# Community Transparency

In 2019, staff developed the City of Coral Springs Community Dashboard. The intent of the dashboard is to provide a high-level look at the performance of each of the city's five (5) strategic outcomes.

## Welcome to the City of Coral Springs Community Dashboard!

This dashboard was created to keep our residents abreast of the status of the initiatives we are implementing as well as the performance of key City operations. These initiatives and projects are part of our City's Strategic Plan which begins with the City's Vision, Mission, Strategic Goals, and Core Values, all of which emphasize what is of value to our residents.

The strategic planning process is designed to identify issues that may prevent the City from achieving the Mission and Vision set forth by our City Commissioners. Key performance indicators (KPIs) monitor key operations and help us stay on track as we continue to keep our commitment to great customer service, operational excellence, continuous improvement, accountability and increased transparency.

To learn more about the status of City initiatives and KPIs, click on the Strategic Goals below!



A Family-Friendly Community



An Active, Healthy Community



An Attractive Community



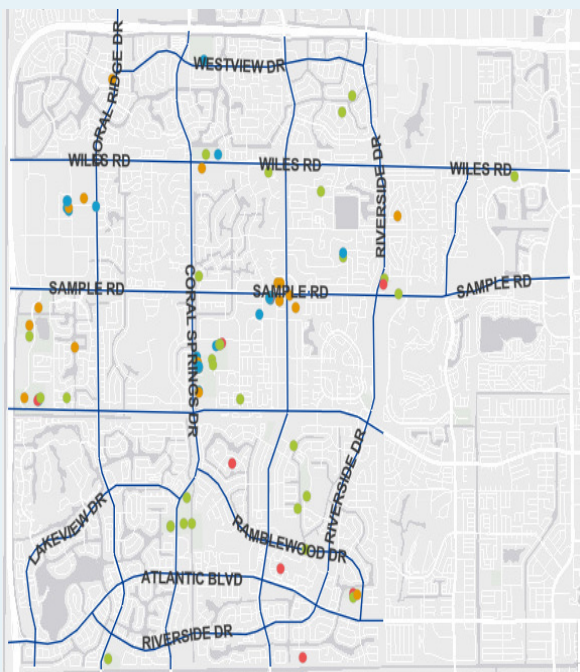
A Thriving, Resilient Business Community



An Innovative, High-Performing and Sustainable Organization

The dashboard reinforces the city's commitment to accountability, transparency, and continuous improvement. Through our transparency efforts and other performance measurement initiatives city staff continues to track and report progress toward community goals. Every measure has a target by which performance is evaluated. The dashboard is updated quarterly and is reviewed by the city's senior staff and department heads. An overview of the results are provided to the Commission during a quarterly retreat. The purpose is to understand the performance of each outcome and determine where actions are necessary to improve results. Targets are updated annually as part of the budgeting process and are finalized prior to the publishing of the first quarter's results.

Additional information on the dashboard can be found: <http://coralsprings.clearpointstrategy.com>.



## Data Visualization

Continued transparency is vital to the City of Coral Springs. In an effort to increase transparency, a citywide map of varying projects was presented during the Fiscal Year 2023 budget. The project map displays projects of various scope, type, and length of time.





