

Coconut Creek

Vision 2030

Strategic Plan

2020 - 2030



BUTTERFLY FESTIVAL



MULTICULTURAL CIRCLE

Letter from the **Commissioners**

Dear Coconut Creek Community,

We are pleased to share Coconut Creek Vision 2030. As a Commission, we are committed to ensuring that Coconut Creek continues to be livable, sustainable, and resilient. We are also determined to enhance and preserve our small-town quality of life, and we strive to offer a wide range of programs and services that make a positive difference every day in our community.

The Vision 2030 process started in the fall of 2019 and was created in a collaboration with our community through extensive outreach, a robust analysis of needs and desires, review of local and national trends, and important information provided by City staff. The plan provides high-level direction to our leadership team and staff through an updated Vision and Mission, which will drive our Key Areas of Focus and Strategic Outcomes, and provide a common set of priorities to ensure we continue to meet the evolving needs of our community. Vision 2030 is designed as a living document and a guiding road map to managing and surpassing our high standards.

We are committed to aligning this strategic direction with our daily operations that are outcome-oriented and responsive to community needs and opportunities. As we implement these strategies, we will learn from our successes and adapt to our challenges.

We appreciate the input from our community, the support and dedication of our staff, and the relationships we have built with our business community and other partners. We encourage everyone to read about our Vision 2030 progress and stay connected.



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About

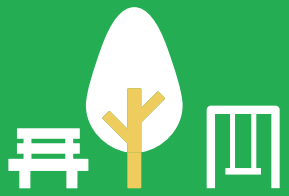
Coconut Creek

Population
61,248



158
acres
of City parks

2.8 miles
of greenways



18
parks

2 recreation centers



Travel time to work
28.3 minutes

Over 12,000 followers on Facebook

The City of Coconut Creek is a municipal government dedicated to providing responsive and personal services to nearly 62,000 residents, diverse businesses, and numerous educational and institutional partners. Located thirty-seven miles north of Miami, Coconut Creek is trademarked as the Butterfly Capital of the World, with the nationally known Butterfly World which houses over 8,000 butterflies in the largest butterfly aviary in the world. Conveniently located in a transportation hub, the City offers quick and easy access to surrounding areas.

About
Coconut Creek

With an active and engaged resident and business community, Coconut Creek is a well-planned community with a strong environmental consciousness. Abundant trees, waterways, landscaped roads, beautiful parks, and unique neighborhoods create a highly desirable place to live, and Coconut Creek is consistently rated among the best medium size cities to live in the United States.

The engaged and active lifestyle offers opportunities for families of all sizes and ages to get involved. Coconut Creek has a successful history of community participation to guide decision-making, City policies, and the delivery of services. A five-member Commission governs the City, each elected for four years and representing a specific district within the City, and the professional staff have a long history of personalized and responsive services with a focus on fiscal responsibility and environmental sustainability.

Everyone who lives, works, or plays within the City has a wide range of educational, recreational, and cultural activities to choose from as well as diverse shopping and dining options.

Coconut Creek is a Tree City USA designee and has more acres of open space than any other surrounding community. Based on direct input, the Vision shows strong support for preserving local police and fire, open space and natural areas, the friendly small-town feeling, and green initiatives. With an eye to the future, Coconut Creek is welcoming and inclusive, as well as innovative and progressive.

Coconut Creek is an award-winning City recognized for its high quality of services and amenities, sustainable management practices, and a forward-thinking, innovative culture.

Source data: https://www.census.gov/quickfacts/fact/table/coconutcreekCityflorida/PST045219



GOVERNMENT CENTER

Definitions

The following definitions are helpful to understand the strategic planning language used throughout the document.

ADAPTIVE STRATEGIES:

Strategies are methods or approaches used to accomplish a goal. They can be thought of as a broader tool or technique that will allow the City to have success more efficiently, and can adapt over time to meet the challenges and opportunities of the future.

KEY AREAS OF FOCUS:

The Key Areas of Focus are the big picture priorities that the City of Coconut Creek will focus time, attention, and resources on in the coming years. Some of these Key Areas of Focus may change in Vision 2040, but many of them will remain as they are issues that will continue to be priorities.

OUTCOMES:

Outcomes are the results of accomplishing the Strategic Goals – the desired end and positive changes that will be implemented by Vision 2030. They are bigger picture, long-term outcomes. Some Outcomes integrate with more than one Strategic Goal and more than one Key Area of Focus.

PERFORMANCE MEASURES:

Performance Measures are specific measures of progress and achievement. They can be measured at least annually and often more regularly such as quarterly or even monthly. These shorter term measurements will offer guidance and course correction as the bigger picture, longer term Outcomes are achieved.

STRATEGIC GOALS:

Strategic Goals are the broad ideas that, if accomplished, will address the challenges and opportunities in each Key Area of Focus. It may take three, seven, or even ten years to accomplish these Goals.

SMART:

SMART is an acronym for Specific, Measurable, Achievable, Realistic and Timely.

Vision 2030

Process

What is Vision 2030?

Vision 2030 is a road map establishing the priorities that will lead the community of Coconut Creek to an improved quality of life and a sustainable future. The information was built on the foundation of over 20 years of deliberate and thoughtful strategic planning, with an extensive community engagement process that included a 10-year vision for our community. Five Key Areas Of Focus with Strategic Goals and Outcomes are detailed in this document. Utilizing an outcome-based approach to setting priorities and budgeting will enable the City to proactively address community needs.

What does Vision 2030 do?

Alongside the City of Coconut Creek Comprehensive Plan, Vision 2030 reflects the values of the community. Both articulate a long-term community vision and growth framework. Vision 2030 also outlines short and mid-term objectives, influences the City's budgeting process, and guides the implementation of the City's full range of services, including:

- Police
- Fire Rescue
- Public Works – Streets, Facilities, and Fleet Maintenance; Transportation, Transit Infrastructure, and Operations
- Utilities & Engineering – Engineering, Water, Wastewater, and Stormwater
- Sustainable Development – Planning, Building, Economic Development, and Code Enforcement
- Parks and Recreation - Recreation, Parks and Natural Areas, and Cultural Activities
- Support Services – Leadership, Human Resources, Information Technology, Communication, Finance and Administrative Services, City Clerk, and Legal Services

How will Vision 2030 be used?

To achieve the City's Mission, Vision and Values, the Strategic Plan is aligned with the budget and focused on continuous improvement in five Key Areas of Focus with specific Outcomes. Those Outcomes will be achieved through Strategic Goals with SMART Objectives (Specific, Measurable, Achievable, Realistic and Timely) and will include Performance Measurements for indicators of success and progress.

Additionally, there are Adaptive Strategies to guide the community through the coming years. Knowing that change is constant, and that Vision 2030 is a living document, these strategies can adapt to changing needs and conditions over time.

This plan will be integrated with the City's budget processes. Progress will be reported annually to ensure we maintain our course in making a positive difference in the lives of Coconut Creek community members.



BUTTERFLY FESTIVAL

Community Engagement and Outreach

How was Vision 2030 created?

Vision 2030 was created in a collaborative process that included a robust public participation effort. Two online surveys were conducted with over 780 respondents and 3,000 specific comments; thousands of comments were left on white boards and sticky notes at the 2020 Butterfly Festival; the Advisory Group met and reviewed information and documents for a combined 72 hours of work; City staff met over the course of two years with many hours of planning and research; and two virtual community meetings were held to create the Vision and to discuss the results of the planning process. In addition, a cross-departmental collaborative team met to begin developing the implementation plan.

The informative insights from community surveys, feedback, and meetings have been integrated throughout Vision 2030 from the long-term vision to cohesive results-driven strategies.

As part of the overall community engagement, several approaches were used to gather feedback:

- 2020 initial community survey
- 2020 initial community interviews
- Gathering of feedback at the 2020 Butterfly Festival
- Ongoing social media posts
- Website notification
- 2021 community survey
- 2021 community interviews
- Two community meetings
    - Visioning session
    - Plan Review session
- Three meetings of a volunteer Advisory Group to guide the plan
- Staff implementation meeting to create additional details and the work plan
- Weekly meetings with staff to manage logistics and refine the process
- City Commission meetings including Vision 2030 updates and adoption

For more detailed information and reports, please visit CoconutCreek.net/Vision2030

Community Surveys

A community survey was conducted in 2020 and 2021 following the Covid pandemic. The questions were the same with only the mention of the pandemic as a differentiating factor. 789 responses were collected.

From December 28, 2020, through March 22, 2021, partners, supporters, and community members of the City of Coconut Creek were able to engage in the strategic planning process by answering an online survey. The survey was promoted via direct email, social media, CocoNEWS, the City's website, and through the process of interviews as well as asking partners to share within their organizations. The survey is a feedback/opinion survey and as such is not a statistically based form of information.

Demographic data was collected for the sole purpose of determining what involvement the respondents had with the City of Coconut Creek.

Presentations to Community Groups

During a series of on-site visits in 2020, the consultant met with and made presentations to a number of community groups including the Chamber of Commerce and the City Commission. Information was shared about the Vision 2030 process and how to engage and give feedback.

Personal Interviews

For every strategic plan, it is helpful to get feedback from those in the community, including residents, businesses, partners, and anyone who has had direct interaction with the City. That broad range of thoughts and feedback will inform areas of the Strategic Plan such as the Key Areas of Focus, Goals and Outcomes. For this reason the City also conducted interviews.

The interviews were conducted virtually, by phone, and email. There was a standard set of questions for both 2020 and 2021 interviews. The City of Coconut Creek identified twenty-four individuals to be interviewed, creating a list to ensure inclusion and diversity across a broad range of determinants. The City Manager personalized invitations to join this group, and sixteen individuals were part of the interview process.

Feedback at Butterfly Festival

At the 2020 Butterfly Festival, staff and the consultant had a booth specifically to engage attendees in the strategic plan process. Four different sticky notes were printed, and attendees of all ages were asked for their feedback, answering the questions:

- What do you like best about Coconut Creek?
- What are the biggest challenges we face?
- What is the one thing you would improve?
- What makes us special?

Over 350 unique comments were captured during the Festival, and 2,500 flyers were handed out informing people about the online survey and engagement opportunities.

Advisory Group Meetings

More than thirty members of the Coconut Creek community were invited to attend and participate in the Advisory Group meetings about Vision 2030. The Advisory Group was created to be a diverse, inclusive group of residents, business owners, partners and others who would review the community engagement feedback and craft the language for the strategic framework of Vision 2030.

The first meeting of the Advisory Group was held on March 18, 2021, with focus on a review of the community engagement feedback and reports.

The Advisory Group was also asked for their feedback on the four main strategic planning questions:

- Where are we now?
- Where do we want to be?
- How will we get there?
- How will we know?

The second meeting of the Advisory Group was held on March 31, 2021, and included a report on the community meeting and the community Vision Statement for Vision 2030. The Advisory Group was asked to review and update the Vision graphic, the Vision Statement, the Mission Statement, Key Areas of Focus, Strategic Outcomes, and Strategic Goals. Finally, Adaptive Strategies were discussed and approved.

The third and final meeting of the Advisory Group took place on April 5, 2021, with a full review of the updated Vision graphic, Vision Statement, Mission Statement, Key Areas of Focus (definitions were created), and final Adaptive Strategies.

Community Meetings

The first community meeting was held on March 23, 2021. Eighty-seven people registered for the virtual Zoom meeting which was focused on creating a community vision. The Zoom meeting was recorded, and all chat room language was archived.

To create the Vision image (drawn by graphic artist Alece Birnbach), five breakout rooms were created, each hosted by a facilitator. The questions in those breakout rooms included:

- What kinds of jobs are in Coconut Creek in 2030?
- In 2030, who lives in Coconut Creek (what ages, where are they from)?
- What does it look like in 2030 – what do you see in the City that is not here now?
- How does it feel to live in Coconut Creek in 2030?
- What kinds of shopping will be in Coconut Creek in 2030?
- Where will we eat? What kinds of dining will be available?
- What is different/new/improved about transportation? Safety? The environment? Open space? Parks? Recreation?

During this two-hour meeting, the breakout rooms reported on their conversations and the graphic artist continued to sketch based on those reports. The final artwork for the Vision can be seen on pages 17-18.

The second community meeting was held on April 28, 2021, to review the content from the draft Vision 2030 document. The Zoom meeting was recorded, all chat room language was archived. Sixty-two participants registered for the meeting, and a Power Point presentation was shown with detailed language from the Vision 2030 document. An open question and answer session was held, and minor changes were made to the document language based on the feedback from participants.

Some additional work included in the process of creating Vision 2030 involved:

- Benchmarking
- Best Practices Research
- Customer Data
- Department Performance Data
- Employee Feedback
- Environmental Scans
- Financial Forecasts
- Process and Workflow Analyses
- Risk Assessments
- Situational Analyses

Community Survey Insights

Nearly 800 respondents completed our **online survey** for Vision 2030, which included a diverse cross-section of the resident and business community. Based on your feedback and insight we were able to gain valuable information to include in our plan for the future!

789

SURVEY RESPONDENTS

WHAT MAKES COCONUT CREEK SPECIAL?

1. Safe community
2. "Small town" quality of life
3. Location of Coconut Creek
4. The overall look and feel of Coconut Creek



IF YOU HAD A MAGIC WAND, WHAT ARE THE FIRST THREE THINGS YOU WOULD IMPROVE ABOUT COCONUT CREEK?

Traffic was a main issue for many respondents, followed by walkability and green initiatives.

WHAT WE'RE DOING WELL



Quality of life is **excellent**

The overall quality of life in the City of Coconut Creek was rated excellent/good by over 96% of respondents!



The City is a **great place** to **live** and **raise a family**

94% said the City was a good or excellent place to live.



We are **clean** and **friendly**

Over 95% of respondents said that the appearance of the City was excellent or good.

5 MOST IMPORTANT PRIORITIES FOR THE FUTURE

- Keeping Coconut Creek from becoming overdeveloped
- Preservation of natural areas
- Sustainability for the City, businesses, and residents
- Diverse restaurant and entertainment options
- Traffic management and road conditions

WHAT ARE OUR CHALLENGES

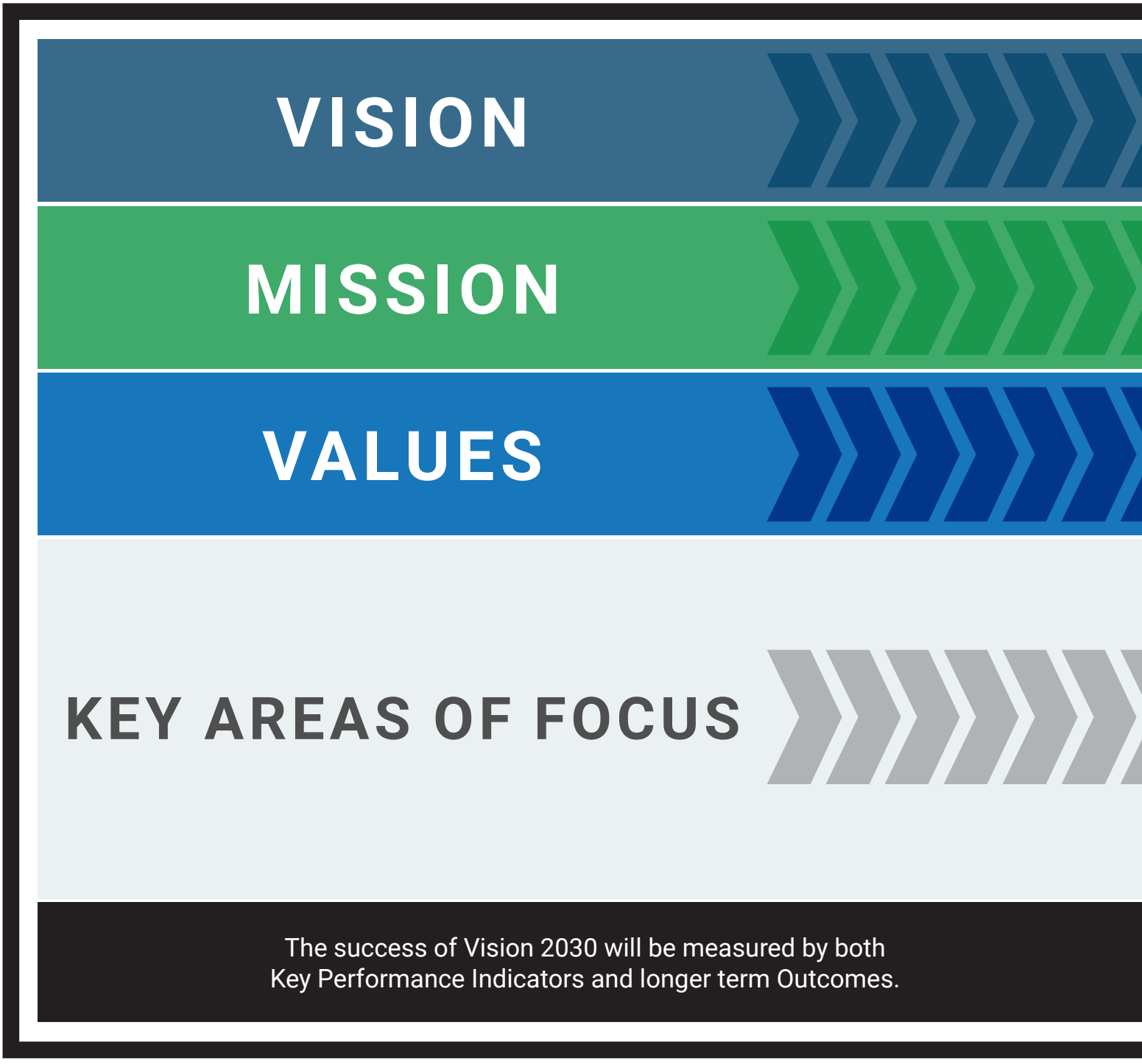
The challenges that the City faces now and into the future will include managing growth, protecting the public safety of our community, and addressing traffic within the City.

For full survey results, go to CoconutCreek.net/Vision2030.

Vision 2030

Strategic Framework

The framework for Vision 2030 is driven by a Vision for the future. That Vision is achieved through the Mission and driven by the Core Values. The five long term Key Area of Focus and related Strategic Goals serve as a priority focus for the City, and Adaptive Strategies will allow flexibility and innovation.



An innovative, inclusive and progressive community with a small-town personal touch.

To provide exceptional, responsive and sustainable services for the Coconut Creek community.

Service Excellence | Innovation
Continuous Improvement | Ethics and Integrity
Fiscal Accountability

Adaptable and Progressive Mobility

High Performance Government

Safety and Quality of Life

Smart Growth

Sustainable Environment

ADAPTIVE STRATEGIES | **KEY PERFORMANCE INDICATORS** | **OUTCOMES**


VISION 2030
COCONUT CREEK
FUN!
FOR ALL AGES
OPEN SPACES
FUN CENTER
AMPHITHEATER
GATHERING SPOTS
MAINS
KIOSK
EDUCATIONAL PARKS
SPORTSPLEX
GOOD SCHOOLS
INNOVATIVE
SMART TECH
LYONS RD
PUBLIC TRANSPORTATION
MULTI MODAL


RCH
3
021
CLEAN
GREEN SPACES
FRIENDLY
SMALL TOWN FEEL
COMMUNITY EVENTS
SAFETY
POLICE+ FIRE
WELCOMING
WE WILL PRESERVE
TREET
CULTURAL ACTIVITIES
SMART GROWTH
CLEAN ENERGY
THRIVING BUSINESSES
SUSTAINABLE
LOCAL SHOPS
LOCAL JOBS
GREEN INITIATIVES
DIVERSE DINING OPTIONS
EASY TO GET ACROSS TOWN
GRAPHIC RECORDING STUDIO.COM

Vision, Mission and Values

VISION

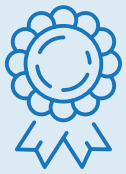
An innovative, inclusive and progressive community with a small-town personal touch.

MISSION

To provide exceptional, responsive and sustainable services for the Coconut Creek community.

VALUES

As part of the strategic plan process, the current Values of the City were reviewed and updated. Values serve as the compass to help guide the work along the road to the vision.



Service Excellence

We will go beyond customer expectations and deliver responsive and personalized experiences that directly meet the needs of our community.



Innovation

We will use innovation to drive new outcomes using original thinking, the passion to take on new challenges, and thoughtful consideration.



Continuous Improvement

We will never be satisfied with the status quo, and we believe that we can always improve. We are committed to continual learning, adaptability, and process improvements. We will leave everything we touch better.



Ethics and Integrity

We will communicate with unwavering honesty and respect and will measure ourselves against the highest standards of integrity.



Fiscal Accountability

We will be efficient and effective to assure the stability of our finances while remaining flexible enough to address changing needs and future opportunities.

Strategic Advantages and Challenges

The City has identified a number of advantages and challenges that could impact the implementation of Strategic Goals described in this document. Advantages are those strengths and attributes that will enable the City to achieve objectives; challenges reflect attributes that could impair the ability to achieve objectives. Each of the challenges described below is reflected in one or more Strategic Goals so that the challenges will be addressed in future budget proposals.

ADVANTAGES:

- A supportive, engaged, and innovative community
- Well planned growth and infrastructure
- Strong support for sustainable environmental actions
- A culture of excellence and continuous improvement
- Engaged and committed employees with a strong focus on customer service
- Safe and proactive community policing and fire services
- Collaborative local partners
- Strong revenue and City balance sheet

CHALLENGES:

- Housing that is affordable and available to all income levels
- Transportation and traffic issues such as congestion and a high volume of single-occupancy vehicles
- Balancing competing community desires with available resources
- Developing MainStreet consistent with the community vision of maintaining a small town feel while respecting private property rights
- Aging infrastructure and growth-related needs
- Being impactful in meaningful ways in the areas of waste management and education
- Planning for future technology needs

Key Areas **of Focus**

The Key Areas of Focus were developed based on a community-wide survey, personal interviews, community input at meetings, prior strategic planning work and the Advisory Group feedback. They are the most important areas on which the City of Coconut Creek will focus to accomplish the direction and address the needs of the community. They are not listed in priority order, and it should not be interpreted that an Area of Focus early in the list is of a greater priority than one later in the list.

The City budget will be aligned across these five areas, and funding is allocated to support policies and initiatives that drive improvement in each outcome. Each Area includes Strategic Goals that define accomplishments and outcomes. While each Area has unique characteristics, City investment in a single area impacts more than one Focus Area.









Adaptable and Progressive Mobility

The City will plan for multimodal mobility options that are safe, accessible, dependable, technologically advanced, and well maintained.

High Performance Government

The City will be fiscally responsible, responsive, innovative, and strategic, with experienced, professional staff who are customer service focused. Communication will be transparent and tailored to meet the needs of the diverse community.

Safety and Quality of Life

The City will continue to prioritize a high level of safety and proactive community policing and fire rescue services. The City will provide a wide range of diverse and inclusive recreational and cultural programming to community members. The City will continue to support the safety, health and well-being of residents, business owners and visitors.

Smart Growth

The City will embrace growth while maintaining its small-town welcoming feeling and atmosphere. The MainStreet project will include shopping, dining, and cultural activities and will be a destination location, serving as a central gathering place for the community. The City will support a vibrant and healthy business economy with a mix of commercial businesses that are unique and diverse. The housing mix will have options for multi-generational buyers and renters.

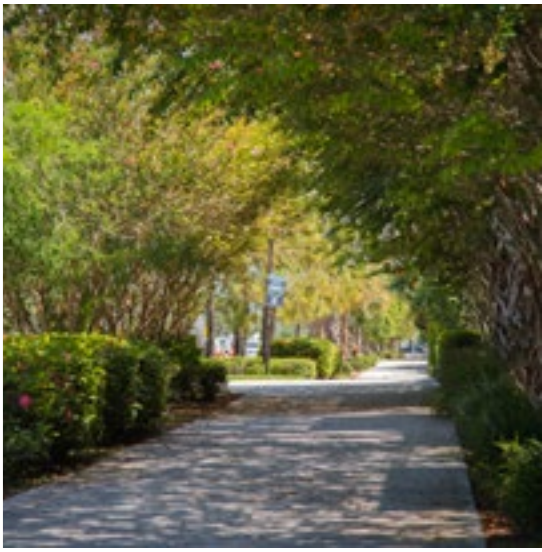
Sustainable Environment

The City is a leader in sustainability and will address issues of environmental preservation and climate change in all areas of service. The City will protect open space and natural areas and will promote sustainable practices within the community. Programs, projects, and services will be developed with sustainability in mind.

Adaptable and Progressive Mobility







The City will plan for multimodal mobility options that are safe, accessible, dependable, technologically advanced, and well maintained.

Having adaptable and progressive mobility in the City means:

- Vital and appealing transit-oriented activity centers and destinations throughout the City
- Integrated land use and transportation planning and investments
- Transportation facilities and networks that are reliable, affordable, efficient, connected and comfortable
- Capacity and systems for effective traffic flow with minimal congestion
- Technology that facilitate well-informed decisions
- Growing and leveraging changing transportation technologies

Adaptable and Progressive Mobility Outcomes

We will have public transit that connects residents to their homes, work, schools, park facilities and commercial centers. We will effectively manage the increasing demands on our transportation system through the availability of transportation alternatives and access to public transportation.

Strategic Goals:

1. Expand safe and walkable/bikeable options across the community
2. Plan for transportation technology
   a. Charging stations
   b. Ride-Share
   c. Fiber optics
   d. Transportation Aps
3. Increase public transportation opportunities
4. Invest in maintenance of all mobility systems

Success Measurements:

- Traffic congestion
- Transportation costs
- Accessibility to transportation choices
- Safety
- Condition of transportation-related infrastructure







High Performance Government





The City will be fiscally responsible, responsive, innovative, and strategic, with experienced, professional staff who are customer service focused. Communication will be transparent and tailored to meet the needs of the diverse community.

A high performing government includes:

- Effective and efficient local governance where all community voices are valued
- Fiscal sustainability and transparency
- A collaborative and community-based approach to problem solving
- Core processes that are consistently used across the organization
- An organizational culture of continuous improvement in all areas and a robust commitment to training
- A data-driven approach, to effectively solve problems, creatively pursue opportunities for improvement and develop innovative solutions
- A workforce of talented people who care deeply about public service and trust
- City-wide strategies and standards for meaningful and inclusive involvement in governance and decision-making
- Succession planning to ensure retention of institutional knowledge

High Performance Government Outcomes

Residents in Coconut Creek will reside in a welcoming and thriving community. Coconut Creek will be the regional place of choice and home to generations of families and cultures from all over the world and economic backgrounds. We will ensure a competitive tax rate and continued high quality of services.

Strategic Goals:

1. Proactively create collaborative communication
2. Implement and update Vision 2030
3. Continue to invest in, retain and develop high performing staff
4. Seek all possible federal, state and local grant opportunities

Success Measurements:

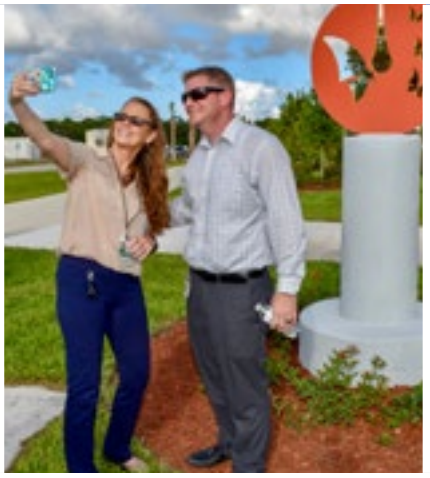
- Fiscal sustainability of City government
- Condition of City facilities and technology
- Community satisfaction with City services
- Employee engagement
- Community engagement and participation
- Equity of City programs and resource allocation
- Transparency and ethical practices







Safety and Quality of Life


Coconut Creek will continue to prioritize a high level of safety and proactive community policing and fire rescue services. The City will provide a wide range of diverse and inclusive recreational and cultural programming to community members. We will continue to support the safety, health and well-being of residents, business owners and visitors.

Having a safe community with a high quality of life means:

- Enforcement of laws to address behaviors that affect neighborhood quality
- Providing residents with opportunities to live healthy, safe, and active lifestyles
- Ensuring the legacy of parks, trails, natural areas, and cultural and recreational facilities for future generations
- Enhancing equitable access to cultural and recreation service offerings and facilities
- Providing a wide variety of high-quality recreation services and cultural opportunities
- Working with partner agencies to ensure the well-being of the community through behavioral and mental health services
- Creating an interconnected regional and local trail network of parks and accessible recreational facilities
- A safe and welcoming City in which to live, work, learn and play
- Proactive and skilled police and fire rescue services
- Safe, reliable, and best practice floodplain management
- An active emergency management system focused on prevention, preparedness and recovery with key partnerships in place to effectively respond to emergency situations
- Mitigating risks posed by hazards to businesses and property

Safety and Quality of Life Outcomes

We will have safe neighborhoods that provide affordable housing opportunities. Residents and visitors will learn about, be inspired by, and enjoy our community's arts, cultural, and recreational opportunities. Residents will actively participate in citizen involvement opportunities.

Strategic Goals:

1. Promote arts, culture and entertainment across the City
2. Enhance community health, safety and well-being
3. Continue to be a leader in community policing
4. Provide outstanding local emergency preparedness and response

Success Measurements:

- Health conditions among the public
- Accessibility to quality parks, trails, and recreational opportunities
- Timeliness and quality of emergency response
- Public compliance with laws and regulations
- Emergency preparedness and recovery
- Preserve the community's sense of place with a high value on natural areas, culture, recreation, and park systems
- Quality of cultural venues, events, programs, and resources
- Vibrancy of the creative industry
- Appreciation, respect, and welcoming of all people and cultures







Smart Growth







The City will embrace growth while maintaining its small-town welcoming feeling and atmosphere. The MainStreet project will include shopping, dining, and cultural activities and will be a destination location, serving as a central gathering place for the community. The City will support a vibrant and healthy business economy with a mix of commercial businesses that are unique and diverse. The housing mix will have options for multi-generational buyers and renters.

Smart Growth means:

- Equitable access to City services, amenities, and information for all neighborhoods
- Encouraging an inclusive, equitable community that embraces diversity
- Preserving character-defining features that make Coconut Creek unique
- Reducing the impacts of our built environment on the natural environment
- Encouraging the development of quality and affordable housing options for residents of all income levels
- Maintaining our unique character and sense of place
- Requiring adequate public facilities and infrastructure to serve existing development and new growth
- Thriving and growing local, unique, and creative businesses
- Connecting and developing qualified workers with employers by aligning education and workforce resources to create opportunities for upward career and wage mobility
- Maintaining the City's position as a strong regional center with cultural, natural and community amenities
- Encouraging investment and innovation to enable local businesses to start, sustain and renew through the use of technology

- Ensuring development and redevelopment opportunities can meet our employment space needs
- Coordinating efforts among City, regional, state, and federal programs to create a strong, resilient regional economic center
- Supporting an innovative, creative, and entrepreneurial atmosphere
- Efficient and transparent City processes and services that address the needs of local businesses

Smart Growth Outcomes

We will be innovative and have a vibrant economy as we attract new businesses and support existing businesses. We will celebrate diversity and inclusion, promote equality of opportunity, and have respect for everyone. Residents in Coconut Creek will have access to a system of parks, greenways and open space located throughout the city that connects neighborhoods and satisfies public recreation needs. We will have access to a broad range of quality housing that is safe, accessible, and affordable.

Strategic Goals:

1. Continue to support a mix of housing (apartments, condos, single family, townhomes)
2. Complete the MainStreet project
3. Protect the small town feeling and look
4. Enhance technological connectivity

Success Measurements:

- Employment/unemployment
- Cost of living compared to income
- Housing availability and affordability
- Quality and reliability of critical infrastructure







Sustainable Environment







The City is a leader in sustainability and will address issues of environmental preservation and climate change in all areas of service. The City will protect open space and natural areas and will promote sustainable practices within the community. Programs, projects, and services will be developed with sustainability in mind.

Having a sustainable environment means:

- Creating and preserving opportunities and land where residents can readily access nature
- Continuing a strong focus on exceptional natural resource stewardship and ecologically sound and sustainable operations
- Addressing abrupt and long-term climate changes increasing business risk to supply chains, infrastructure, and facilities
- Protecting and improving the quality of air, water, and night skies
- Conserving resources, including energy and water, and cultivating a healthy ecosystem
- Careful stewardship of, and access to, open lands and natural areas
- A comprehensive and connected system of natural areas and open space
- Partnerships with local, regional, state, and national affiliates to achieve desired goals and outcomes
- Integrating renewable energy technologies for the electric grid
- Solid waste reduction and diversion
- Promoting the use of sustainable building and site design techniques

Sustainable Environment Outcomes

We will sustain and enhance the environment by protecting natural resources and striving to be carbon neutral.

Strategic Goals:

1. Protect open space
2. Encourage businesses and community members to adopt green initiatives
3. Plan ahead for progressive technologies and business methods
4. Focus on climate change and resilience
5. Update and accomplish the goals established in the City of Coconut Creek Green Plan

Success Measurements:

- Identify and implement initiatives that achieve the City's environmental goals and objectives.
- Environmental quality
- Climate change and community resilience





Adaptive **Strategies**

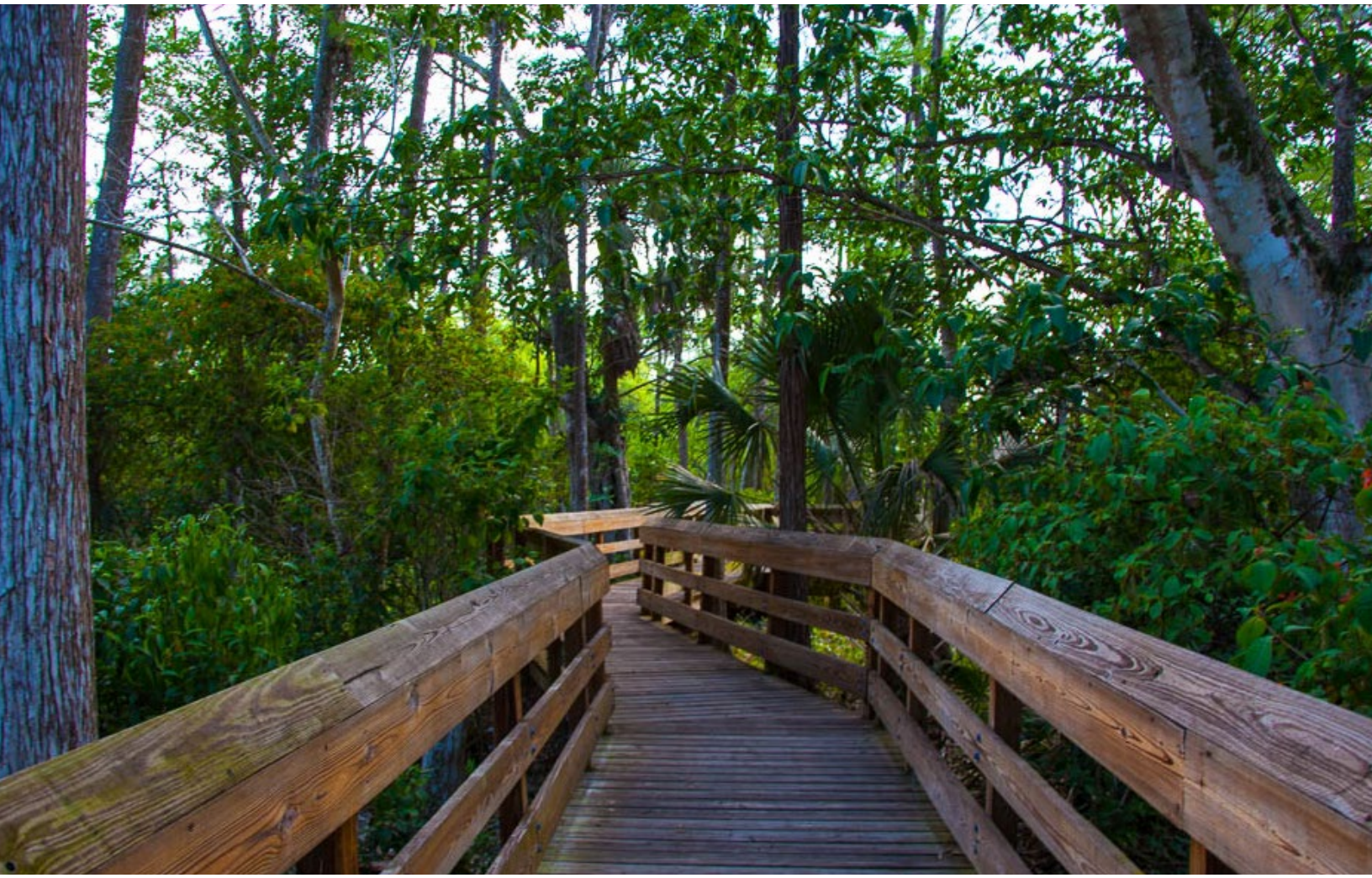
Adaptive Strategies are methods or approaches used to accomplish Goals. They are tools and techniques that will allow Coconut Creek to achieve success quickly and efficiently. Having an adaptive approach to strategy rests on the idea of being responsive to changing needs. In unpredictable or unknown environments, the emphasis is on real-time adjustments rather than solely on long-term analysis and planning. Strategizing in the adaptive context requires a process of watching and responding to changes in the environment through feedback loops, research, and outreach to the community. Below are the Adaptive Strategies identified by the community:

- Apply smart growth approach to all development projects
- Strengthen communication channels and outreach
- Invest in technology improvements within City government and the community
- Focus on environmental sustainability
- Use the lens of diversity and inclusion in all actions/programs/decisions
- Continue to develop strong relationships with community partners to leverage resources
- Ensure fiscal transparency and accountability
- Utilize innovative approaches
- Promote safety in City operations and throughout the community
- Equitable delivery of services



The Path
Forward

A strategic plan should never collect dust or sit on a shelf – it is a living document. Our plan will need to be adjusted based on community feedback, changes in the economy, or unforeseen circumstances and is designed to be flexible and adaptable. The City will use the information and lessons learned from this plan to make decisions about policies, programs, and services.



Through various paths such as the budget and daily activities, this plan will come to life and be continuously updated and improved. A key part of that will be the implementation plan as well as a regular reporting process to the City Commission. As we move into the future with Vision 2030, we look forward to achieving our vision of being an innovative, inclusive, and progressive community with a small-town personal touch.

Acknowledgements

We would like to thank the Creek community for your feedback and input on our Vision 2030. Our focus is to meet the needs of our community while providing exceptional, responsive and sustainable services. We truly appreciate everyone who completed our surveys, left sticky notes, commented on social media, attended a community meeting, and wrote on our white boards, as well as those members of our community that dedicated their time for one-on-one interviews.



We want to specifically recognize the members of the volunteer Advisory Group — your hard work and dedication has made this Strategic Plan possible. The countless hours you spent to truly understand the community feedback and create a cohesive vision moving forward, were much appreciated and valued. Finally, we want to recognize our outstanding staff who are, as was pointed out in the feedback, dedicated to serving our community.



For more information and to follow our progress, please visit:

CoconutCreek.net/Vision2030

Coconut Creek Vision 2030



Contact Information

954-973-6770

4800 West Copans Road
Coconut Creek, Florida 33063

bhughes@coconutcreek.net

CoconutCreek.net

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