



STRATEGIC PLAN

CITY OF PARKLAND, FLORIDA

Fiscal Year 2019-2020

Adopted:

MESSAGE FROM MAYOR AND COMMISSION

To our residents

Parkland is a distinctive community in Broward County. This strategic plan seeks to maintain that distinctiveness while, at the same time, improving the quality of life for our residents so that Parkland remains a preferred residential community.

As we all know, a tragedy occurred in a school located in our City. We were all touched in various ways by this tragedy. As a City, we have supported caring efforts seeking to help heal the trauma of that event. We will continue to do so while working to make our City an even better place to live and play.

This plan is based on extensive resident input and to your concerns, hopes, and priorities for the future. The vision statement offers a summary of the direction we heard from these conversations. The positioning statement in the appendix provides a more detailed discussion of the community features that you believe would be of value to residents, their families, and their friends.

We remain committed to maintaining the distinctive character of Parkland, maintaining and improving its safety, providing the infrastructure needed for mobility and utilities, promoting opportunity, providing great recreational options, and communicating with you.

We believe this plan will lead to an even better Parkland and we invite your participation with us in that journey.



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OUR VISION FOR OUR CITY

Parkland is a compassionate community united by our diverse lifestyles and supported by our family-friendly, kind, and peaceful suburban setting. We are committed to enhancing the quality of life in our City with superior community amenities and services. Parkland is a place to establish your roots and a place you will now call home.

OUR COMMUNITY VALUES & DEFINING FEATURES

- Compassion
- Inclusion
- Education
- Environment
- Culture

THE MISSION OF CITY GOVERNMENT

To provide quality services while protecting the community's unique character and natural environment, adding value to our residents lives, and advocating to protect community interests.

THE VALUES AND CORE BELIEFS OF CITY GOVERNMENT

- Customer service
- Efficient and quality results
- Integrity
- Responsibility and accountability
- Proactive
- Teamwork

THE FIVE STRATEGIES OF THIS STRATEGIC PLAN: OVERVIEW

Quality of Life Experiences. These strategies encompass the services, facilities, and infrastructure that provide the seven experiences that determine the quality of life in Parkland.

Community Engagement. This strategy addresses how City government works with the community to support the quality of life in Parkland.

Intergovernmental Engagement. This strategy addresses how City government works with other public bodies to address those policy issues that, while they go beyond the boundaries of City, impact the quality of life in Parkland.

Effective and Efficient Government. This strategy addresses how City government will operate internally to provide services and manage infrastructure in a cost-effective manner.

Policy Leadership. This strategy addresses how the City Commission will work as a leadership body to ensure execution of the strategic plan.

THE QUALITY OF LIFE STRATEGY

There are seven factors which determine quality of life in any community. They interact with each other, but can be understood separately. Figure 1 describes these factors.

Figure 1: The Quality of Life Pyramid



Community Character. The base of the pyramid is “Community Character.” This refers to the basic physical structure of the community, its natural characteristics, and its geographic location. It is what physically distinguishes one community from another. For Parkland, this includes its geographic location on the edge of Broward County, its physical layout of lots ranging in size, its road network, parks, and landscaping. These features make Parkland a distinctive community. It is at the base because it is the starting point upon which the other factors build. The physical environment of Parkland provides an experience of quality, of beauty, of quiet, and of restfulness.

Safety. The core determinant of quality of life is feeling safe. If one does not experience feeling safe, none of the other factors matter. Feeling safe on the other hand enables one to participate in, use, otherwise these other factors.

Mobility and Accessibility. Being able to move about the community, to get to events or services, impacts one's experience of the community. Traffic jams, a lack of parking, or other factors which restrict movement, can create a feeling of frustration and dissatisfaction.

Opportunity. Opportunity has many personal meanings. If a person experiences a lack of opportunity in their community, their quality of life is diminished. Opportunity in Parkland is most broadly defined as educational opportunity for the children of the community.

Play. This is the experience of recreation. It takes many forms dependent upon personal preferences. In Parkland, this is most often expressed as sports, biking and walking trails, community events, and the various experiences provided through the library.

Information and Recognition. People almost always feel better when they know what is going on. This increases our sense of control which is an experience required for quality of life. Another dimension of this is recognition. The element that brings a "small town" atmosphere is being recognized and recognizing others. Whether this is on a name basis or a facial basis is immaterial. It is the experience of the familiar, of the known that contributes to a quality of life experience.

THE REMAINING FOUR STRATEGIES

In addition to the Quality of Life strategies, there are four additional strategies which are illustrated in figure 2. These include:

Community engagement strategies. This strategy addresses how various community elements can contribute to the strategic plan.

Inter-governmental collaboration. This strategy addresses how Parkland could work with other public entities to better fulfill the strategic plan.

Efficient and effective government. This strategy addresses the internal operations of City government to enact the strategic plan.

Policy leadership. This strategy discusses how the City Commission can provide leadership to achieve the strategic plan.

ORGANIZATION OF THE PLAN

This five-strategy framework will be used to organize the various goals and action of this strategic plan. This first section will document all work projects underway or planned in each of these five strategic types. Section 2 will present the new work in priority order framework.

Figure 2: The five types of strategy



SECTION ONE: GOALS AND ACTIONS BY TYPE OF STRATEGY

QUALITY OF LIFE STRATEGIES (ORGANIZED BY THE QUALITY OF LIFE PYRAMID)

Factor I: Community Character

Goal: Improve and enhance the City's infrastructure

Goal: Prepare City regulations and standards for any potential annexation requests

New Actions

- Engage in annexation and land assembly – high priority
- Move forward with Comprehensive Plan amendments that would prepare the City for potential annexations – high priority
- Actively monitor status of open parcels of five acres or more for potential recreation uses – tier C
- Develop a list of annexation possibilities – tier C
- Develop a list of properties with the potential for a town center/commercial village – tier C

Continuation Actions

- Continue Ranches drainage improvement project
- Continue holding pattern on Ranches fire protection, water distribution, and roadway improvements projects pending drainage completion
- Continue study regarding water plant purchase
- Continue storm water utility study

FACTOR 2: SAFETY

Goal: Maintain a safe community

New Actions

- Hire a public safety coordinator – high priority
- Continue law enforcement services provided by the Broward Sheriff's Office (BSO) on an interim basis (2 years + 2-year extension) – high priority
- Conduct quarterly trust and confidence surveys regarding law enforcement services and establish performance measures – high priority
- Create a Police Explorer program – high priority
- Proceed with other CPSM recommendations – tier C
- Create a Citizen's Academy – tier C

Continuation Actions

- Continue effort to further secure City facilities
- Continue with hurricane and disaster planning
- Continue Code Enforcement practices

FACTOR 3: MOBILITY AND ACCESSIBILITY

Goal: Improve and enhance the City's transportation infrastructure

New Actions

- Proceed with development of a round-a-about at University Drive and Old Club Road – very high priority

Continuation

- Conduct physical ADA assessment and develop improvement plan
- Continue to monitor Loxahatchee Road Improvement project
- Continue current work on Pine Tree Estates Roadway Maintenance Plan

FACTOR 4: OPPORTUNITY

Goal: Maintain the capacity for Parkland youth to attend schools located in Parkland

New Actions

- Support community efforts for boundary changes that would benefit Parkland students – very high priority
- Pursue feasibility of 7th and 8th grade students taking high school classes – tier C

FACTOR 5: PLAY

Goal: Continue to be a pre-eminent City for parks and recreation programs

New Actions

- Develop a master plan for recreation that addresses programs, facilities, and spaces (owned or potentially owned) including connectivity of trail system – very high priority
- Actively engage in purchase of 24+ acres next to the 12 acres the City owns on Hillsboro Boulevard – very high priority
- Create a business plan for the purchase and potential uses of the Beaty house, including revenue projections – high priority
- Offer an electronic coaches training program with self-certification – tier C
- Consider a fitness court as an element of the recreation master plan – tier C

FACTOR 6: INFORMATION AND RECOGNITION

Goal: Foster a more fully informed community that strengthens community character

New Actions

- Develop a joint branding/marketing plan with a simultaneous communications plan – very high priority
- Move forward with phasing of wayfinding/signage program in concert with the branding/communication plan – high priority
- Schedule a State of the City presentation in concert with a regular City Commission meeting – high priority

Continuation

- Continue making the web-site and city documents ADA accessible
- Continue volunteer recognition efforts

Community Engagement Strategy

Goal: Utilize community resources and expertise to further the Strategic Plan

- Re-structure the Education Advisory Board to a Community Advisory Board for which the Commission would set the agenda – tier C
- Amend the ordinance to reflect the above direction – tier C
- Explore the feasibility of a Parks and Recreation Foundation
- Continue coordination with HOAs
- Explore potential community uses of the Beaty house as a consideration in business plan

Inter-governmental Collaboration Strategy

Goal: Actively collaborate with other public entities on topics of common interest

- Seek to improve working relationships with Broward County Public Schools (BCPS) – tier C
- Engage lobbyist for state advocacy
 - Pursue septic to sewer funding
- Enact lobbying effort with Broward County Commission to address road issues
- Enact lobbying effort with BCPS and BSO to address SRO topics

Efficient and Effective Government Strategy

Goal: Effective governance and internal communication

- Establish a Communications Department

Policy Leadership Strategy

Goal: Provide leadership and direction to fulfill the strategic plan

- Conduct quarterly review of status of strategic plan activities
- Hold workshop on compassionate City

SECTION TWO: NEW ACTIONS BY PRIORITY

Tier A (Very High Priority) Actions (19+ points)

- Proceed with development of a round-a-about at University Drive and Old Club Road
- Actively engage in purchase of 24+ acres next to the 12 acres the City owns on Hillsboro Boulevard
- Develop a master plan for recreation that addresses programs, facilities, and spaces (owned or potentially owned)
- Develop a joint branding/marketing plan with a simultaneous communications plan
- Support community efforts for boundary changes that would benefit Parkland students

Tier B (High Priority Actions (13-17 Points))

- Engage in annexation and land assembly
- Hire a Public Safety Coordinator
- Move forward with phasing of wayfinding/signage program in concert with the branding/communications plan
- Schedule a State of the City presentation in concert with a regular City Commission meeting
- Continue law enforcement services from BSO on an interim basis (2 years + 2-year extension)
- Conduct quarterly trust and confidence surveys regarding law enforcement services
- Create a Police Explorer program
- Create a business plan for the purchase and potential uses of the Beaty house, including revenue projections
- Move forward with Comprehensive Plan amendments that would prepare the City for potential annexations

Tier C (Opportunity) Actions (11 points or less)

- Actively monitor status of open parcels of five acres or more for potential recreation uses
- Have options prepared for a memorial area at the Covered Bridge Park location that has “plug and play” features
- Seek to improve working relationships with BCPS
- Develop a list of annexation possibilities
- Develop a list of properties with the potential for a town center/commercial village
- Offer an electronic coaches training program with self-certification
- Make storage preparations with Florida Atlantic University as well as temporary storage for memorial items left at Pine Trails Park and outside the perimeter fence at Stoneman Douglas
- Re-structure the Education Advisory Board to a Community Advisory Board that would be given specific assignments by the City Commission
- Consider a fitness court as an element of the recreation master plan

APPENDICES

- A Positioning statement
- B Scenarios (These are possible future scenarios for Parkland which were considered in the strategic planning process)

POSITIONING STATEMENT

Vision: Positioning statement

Note: this is written from the perspective of a future date

Parkland has grown to approximately 50,000 residents and, in doing so, has maintained and strengthened its identity and reputation as the premier family-oriented residential community in the north Broward County and south Palm Beach County area. To achieve and hold this position, the City successfully met three key challenges: it supported excellent educational opportunities, developed—in the face of significant population growth—the physical infrastructure that supports all the quality-of-life features of the City, and facilitated various community events and interactions that maintain the distinctive character of Parkland as a compassionate, welcoming, and inclusive community.

Parkland is a distinctive community from seven perspectives:

- Its community character resembles a park with a significant degree of greenery in landscaping and mature trees, open space, some larger home lots, many walking and biking trails, low-rise buildings, and a relaxed, comfortable, and quiet lifestyle.
- It is a very safe community where residents are comfortable in all areas of the City.
- While it has its own mobility challenges, Parkland is not a pass-through City for traffic. As such, traffic is predominantly comprised of residents.
- The quality of the Broward County schools located in the City are very good and attract many residents to the Parkland.
- There is a wide range of recreational and active experiences available to City residents.
- The government is highly accessible to residents.
- Despite its growth, the City retains many of the characteristics of a small town where residents are known to each other, there is a high degree of volunteerism, and Parkland is a place where values such as compassion, inclusiveness, and a welcoming community are practiced.

To keep and reach this position, Parkland successfully balanced the need to retain those features which made it so attractive in the first place while adding features which enriched the quality of life in the City.

By a combination of planning, regulation, and management, the City retained and helped foster a strong community infrastructure of community events, diverse youth programs, civic and religious institutions, recreational opportunities for all ages, and active volunteer participation. In addition to its strong community infrastructure, the public infrastructure of parks, trails, greenery, landscaping, roads, and utilities were well maintained and expanded with the capacity to serve the build-out population of approximately 50,000. In all these actions, the distinctive character of Parkland as a residential community consisting of low-rise structures with a variety of housing forms placed in a park-like setting has been protected and maintained.

At the same time the City recognized that change is natural and that public expectations evolve. In response to these new needs and wants, the City developed value-added features such as:

- Road improvements were made that improved mobility within the City. These improvements considered technological changes in transportation, multiple uses of the roadways, and changes in public preferences.
- A community gathering place where people congregate around restaurants and public venues and spaces that promote both community identity and a small-town feel.
- The City was made more accessible to its residents through signage, wayfinding features, and state of the art communication tools.
- Adult and senior sports were added to expanded youth recreation opportunities.
- The trails of the City were fully connected and the opportunities for activities such as walking and bicycling are broadly recognized as a distinctive asset.
- Additional land for both open space and sports fields were acquired.
- The recreational aspects of the city were expanded to include a broader range of cultural features such as public art, art shows, lectures, historical presentations, and other forms of arts and culture.
- The City has kept current with technology features that make a community attractive and has developed those features in response to resident expectations. Being hindered in using current technologies is not a barrier that Parkland residents experience. Those technological capacities have enabled many businesses to be managed from Parkland increasing the number of executives choosing to reside in the City. They have also enabled the City to communicate more effectively with residents.
- In addition to communication and networking technologies, the City has stayed current with other technological changes such as electric cars or autonomous vehicles so residents can take advantage of technological developments.
- The City, in collaboration with its many HOAs, has deployed a variety of technologies which serve to make the City an even safer place.
- Related to community safety, the City has developed extensive disaster plans so the quality of life in Parkland is quickly restored following a natural disaster.
- Private transportation services have been supported that provide residents with quality options for attending events or reaching other transportation hubs such as the BrightLine rail. As a result, any locational disadvantages of living in northwest Broward County have been minimized.
- Basic services that serve residents are available and thrive.

In this positioning effort, Parkland maintained its core character as a family-oriented residential community in a park-like setting. That character is a significant attractor and has served to maintain the revenue base of the City which is primarily homes. In addition to protecting this core character, the City has successfully established two brand identities.

One, it has branded itself as a City that supports educational excellence. Through a variety of creative strategies, it has managed to support a public education system widely recognized as superior. At the same time, there are excellent options for families who choose a non-public option. This emphasis on educational excellence has led to a business niche of firms focused on education and technology for whom the schools of Parkland provide a learning opportunity. This educational excellence strategy has led to increases in property values, further enhancing the capacity of the City to meet the expectations of its residents.

Second, it has branded itself as a compassionate, inclusive, and welcoming community that has a small town feel even as it becomes a more populous City. It has achieved this brand by intentionally fostering a community infrastructure of events which bring the community together, support of broad volunteer efforts and resident organizations that contribute to the quality of life in the community, and active outreach by City leaders who make the City personal by their extensive engagement in the community.

These two brand identities have been supported and strengthened through three strategies that the City has consistently followed. The first is operating its own governmental services in an efficient and effective manner. The second is that the city recognizes it is not an island and that, to succeed, it must actively collaborate with other public entities and, at appropriate times, take a leadership role on topics of significance to Parkland. Third, it has viewed community members as partners who are key to maintaining the character and quality of the City. As such, it has supported and facilitated several volunteer-driven activities which helped strengthened the two brand identities.

For all these reasons Parkland is a city where the American dream Lives. Parkland has the features of a community where optimism and the belief that a better future lies ahead is a basic fabric of the community. As such, it is a welcoming community whose residents have a high ownership of the City and show that in their commitment to its on-going improvement.

SCENERIOS

Possible scenarios about the future of the City of Parkland

Final

April 3, 2019

Scenario I

In this scenario, Parkland has grown to more than 40,000 in population, it has maintained its identity and reputation has a quality family-oriented, safe residential community with good schools, parks, and recreational amenities. The City maintains its quality level of landscaping and has become more distinctive through signage, wayfinding features, public art, and a gathering place that serves as the focal point of the community. It has re-evaluated the use of all its public spaces to optimize those spaces.

Parkland has developed a clear and strong brand identity as *the* family community in Broward County. This identity exists at two levels. At the most obvious level Parkland is a great place to raise a family. It is safe, there are excellent public and private schools, and the recreational facilities are top-notch. Beyond the individual family, the community itself has a small-town, family feel. There are numerous community events, active volunteers for many aspects of community life, and numerous ways for one to become and feel part of the community. There is an open, welcoming spirit, a sense of supportiveness and compassion, and a rare culture of community.

As a result, the core identity of Parkland is a family-friendly and supportive community in a park setting. To maintain this identity, it has set a standard through its policies and regulations for any future development so that the core identity will not only be protected, but enhanced.

Any future development is consistent with the character of the community. Architectural review and various development processes have been established to monitor development or redevelopment to ensure it is consistent with the identity of Parkland.

For all these reasons Parkland is a city where the American Dream Lives. Parkland has the features of a community where optimism and the belief that a better future lies ahead is a fabric of the community. It has a strong community infrastructure of community events, youth programs, religious institutions, recreational opportunities, and volunteer participation. It has developed a community gathering place where people congregate around restaurants, public

venues, and spaces that promote both community identity and a small-town feel. In addition to its strong community infrastructure, the public infrastructure of parks, trails, greenery, and roads have been well maintained and have the capacity to serve the City's build-out population. Because of this combined high quality community and public infrastructure, Parkland is viewed as a preferred place to live, a great place to raise a family, and as a distinctive community in south Florida

Scenario 2

In this scenario, Parkland has grown to more than 40,000 in population. This growth has outstripped the service capacity and infrastructure of the City because revenue growth has fallen behind operational and maintenance expenses. As a result, the quality of service to residents has slowly declined, the demand for recreational programs exceeds capacity, and the landscaping of the City is not up to historic standards. None of these changes are dramatic in and of themselves, but the level of service and distinctiveness of Parkland is lower than it has been historically. While it might have been rated as a five-star community in 2019, it is now a four-star trending toward a three-star.

Contributing to this marginal decline is a more obvious decline in the quality of public education. The financial difficulties of the Broward schools have resulted in a variety of cutbacks, both in facilities and academic programming. As a result, Parkland families are turning more to charter and private schools with less civic involvement in public education being the result.

Due to these factors, Parkland is no longer a preferred community. Home sales take longer. Property values have declined for some higher-end properties and, while holding stable for less expensive homes, are not increasing at an expected rate and as a result the City is even more financially constrained.

Scenario 3

In this scenario, the dominant theme is the continued evolution of Parkland. The ethnic composition of the City has become more diverse and it is also a more age-diverse community. This has created a broader set of expectations for recreational services and community events. The City has diversified its services, providing both police services and limited water services. It has also added more local businesses in the form of professional offices, deli and family-type restaurants, and entertainment venues for children and adults. Businesses include pediatric and senior health care, office services, and personal services such as hair care and laundry. These facilities have been constructed to maintain the look of Parkland, not a strip center look. Consequentially, the ratio of commercial to residential property has improved and somewhat diversified the tax base of the City. This has helped the City maintain its level of service and the quality of life in Parkland remains high. In addition, these developments have served to create a local destination for City residents.

Parkland is also more diverse in that it has become a multi-generational community in which empty-nesters move to the age-restricted neighborhoods while their children move into the traditional multi-bedroom neighborhoods with children. This has created additional demand for both senior services and multi-generational friendly events and places. This has strengthened the identity and social capital of the community as there are now generational relationships. One result of this is that the small-town feel of Parkland has been retained even as the population has grown.

Scenario 4

In this scenario, Parkland has strengthened its identity as a place of educational quality. It continues strong support for its public systems and there has been significant growth in charter or private schools. The City has been able to leverage potential development growth to establish an economic development presence in the interface of education and technology. This has resulted in a broader tax base and the financial capacity of the City to maintain a high level of services and adequate public facilities for the growing population. It has also made the City an even more attractive place for families with high values on the importance of education.

In addition to a growing economic presence in education and technology, the changing nature of technology, business, and work has made it feasible for many businesses to be managed by the owner from home offices. This fact, plus the development of professional office space in Parkland has led to a growth of the entrepreneurial class in the community. This has resulted in an even more dynamic community willing to consider differing forms of public services, housing, transportation, public funding, and community engagement. The traditional assets of Parkland—good schools, parks, greenery—remain assets and attractors to the community. The additional asset is the social capital and networks that can be developed in Parkland that help business.

Scenario 5

Parkland has become a long-term transitional community in that families move in when their children are entering school and the couple then leaves once the nest is empty. This means ownership of the community is limited to the school years and the willingness to invest in the community is limited to those components benefiting children. There is limited concern for the needs of those who are 20 years of age and older. As a result, there is a slow but steady decline in the quality of public assets not related to children and the overall image of the community.

Scenario 6

Through a variety of community events, development of east-west roadways, development of a community gathering place, and distribution of city services, the old identities of old Parkland, new Parkland, and newer Parkland have given way to a single Parkland identity. At the same time, there has been the re-establishment of old Parkland traditions as well as the start of new traditions with which the community identifies. As a result, there is greater willingness to invest in facilities, spaces, and infrastructure that maintain the quality of Parkland. Parkland has enhanced the quality of life in the community and remained a preferred place to live and play.

Scenario 7

Due to a variety of factors, Broward County schools located in Parkland have become severely over-crowded. This has led the BCPS to modify the school zones so a significant number of students residing in Parkland have been assigned to schools located in other cities. For those remaining in a still over-crowded school, the overall quality of the school experience has declined.

These events have had several consequences for the City. One is more parents are sending their children to charter schools or private schools, not always located in Parkland. In some cases, this has created significant financial burdens as well as the greater difficulty of being involved in school events. The “move to Parkland for the schools” phenomenon that has driven real estate in the City no longer exists. Buyers are no longer willing to pay a premium to live in Parkland. Therefore, the overall property valuation of the City has declined.

This decline in property values began a vicious cycle for the City in which diminished revenues led to cutbacks, first in maintenance and ultimately in programs. The recreational fields of the City are marginal and the program offerings are more limited. The City has not been able to

expand programs for seniors or adults. This has led to making Parkland less attractive to the point the premium for a Parkland residence no longer exists.

Given a lower property valuation and a continued reliance on residential property taxes for revenue, the City is now in a structural deficit problem in which revenues are seriously inadequate to fund even basic services.

Scenario 8

The Hendrix property was sold to a developer who chose to develop the property within the rules and regulations of Broward County and not to annex into the City. The development took the form of a mixed-use nature with significant density bonuses for affordable housing. Open space was provided in the development per county requirements, but no land was set aside for a future school site as the BCPS would not build a school. The open space that was set aside does not have many of the features of a Parkland park and the Hendrix residents are placing high demand on City parks.

Hillsboro Avenue was opened as part of the development requirements and improvements were made to Loxahatchee Road. Even with the road improvements, traffic is much more congested in Parkland as many of the Hendrix residents use University Drive to commute to work and for personal use. Loxahatchee Road is also congested. Broward County public schools located in Parkland are overwhelmed and over-crowded and being a Parkland resident does not guarantee attendance at a school located in Parkland.

Parkland has lost much of its distinctiveness. Property values have declined and the City faces challenges in both operations and maintenance. The quality of its public facilities and services no longer distinguish it from other cities.

Scenario 9

Parkland has positioned itself as the preferred residential community in the south Palm Beach County/north Broward County region by building upon its strength in education, recreation, character, environment, and small-town feel. It has added other features that have made Parkland an even more attractive community in which to reside. Among these are:

- The City offers technological advantages, such as community-wide Wi-Fi, that provide a valued service to residents.
- A co-working space has been developed which enables business owners who reside in Parkland but have their businesses elsewhere, to work and network in Parkland. This has fostered an entrepreneurial network that has created an additional attractor to the City.
- A private transportation company has coordinated with the City to provide coach service to BrightLine stations and major events so that living in the western edge of Broward County is not a barrier to business or entertainment.
- The City has developed the infrastructure necessary to support a broader use of electric vehicles with charging stations and other features.
- A group of high-quality pre-school programs have been established which have added to the reputation of Parkland as a place for quality education.
- The City has facilitated the development of an HOA network which enables HOAs to share solutions to various issues which has increased the sense of safety and quality of life.
- Relevant ethnic restaurants, such as a kosher restaurants, have developed which provide an interesting range of dining choices.
- The City has been a leader in preparing for stronger or more frequent hurricanes or other natural disasters and has worked with the community to minimize the disruption caused by such events.
- The City has enhanced its walking and biking options.
- The City has implemented a variety of technology tools, such as license plate readers, which increase the security of City residents.
- The recreational programs of the City are diverse and include children and youth programs, more programs for adults and seniors, and a variety of cultural events.
- The City has established a variety of partnerships with HOAs that have served to increase security and expand recreational options for residents.
- Basic services for residents are available in the City and are thriving.

Scenario I 0

Parkland has maintained a constructive, working relationship with the ownership of Hendrix Farms and, as a result, Hendrix Farms has annexed into the City. The property has developed in a form that is compatible with the character of Parkland and enables the City to better meet the needs of the community while positioning itself as the preferred residential community in the region.

Because of this constructive relationship, additional land for parks have been obtained, enabling the City to provide an even broader range of recreational services responsive to the desires of residents. The likelihood of the children and youth of Parkland being able to attend a school in Parkland has increased due to additional land for schools. The extension of Hillsboro Boulevard has created another east-west route relieving traffic on Holmberg Road and Loxahatchee Road.

The property has been developed in a form that has strengthened the property tax base of the City while enabling residents to obtain basic services that make residing in the City more pleasant. Because of building and maintaining this relationship, coupled with thoughtful planning by the City, the addition of this property has resulted in Parkland being an even more preferable city in which to reside.

Scenario I 1

Parkland has sustained major damage from a hurricane. Because it has planned for various emergencies, the City has been able to respond promptly in terms of debris removal and restoration of other public facilities. However, there is such extensive property damage to some homes that rebuilding may take more than one year. The City may have to use reserve funds to continue routine operations during this time.