



Sunrise Strategic Plan: Imagine Sunrise 2041

Engagement and Outreach

Executive Summary

This is a summary report of the community engagement and outreach process for the **City of Sunrise Strategic Plan: Imagine Sunrise 2041**. The feedback from the community came from five primary outreach areas: Surveys; Focus Group Meetings; Personal Interviews; Community Visioning Session; and Community Meetings. Each of these specific outreach areas also has a separate summary report. Where appropriate, the reports will have key themes identified. The key themes were identified by the City's consultant, SBrand Solutions, after reviewing ALL of the outreach and engagement information. In addition, the report was written by the consultant without attribution or citation.

- 1) **Surveys:** Two (2) surveys were conducted, one for the residents and business community and one for the organization. Eight hundred seventy-five (875) responses were received from the community and four hundred twenty-four (424) responses were received by employees within the organization.
- 2) **Focus Groups:** Five (5) Focus Group Meetings were held with various stakeholders from the community and key City employees.
- 3) **Interviews:** Eighteen (18) personal interviews were conducted with internal staff, external partners, City Commissioners, and community members.
- 4) **Community Visioning Session:** This public session was promoted as a Town Hall Meeting to encourage the community to participate and provide their feedback on the vision for the future of Sunrise.
- 5) **Community Meetings:** Two (2) community meetings were held to encourage deeper conversations with the community about what matters most for the future of Sunrise.

All of the data and information gathered was reviewed and used to create this overall Executive Summary report of the most common themes. While



this is perceptive data and based on opinion, there were thousands of individual data points which are used to **inform the strategic plan conversation** and help with the creation of Key Focus Areas, Strategic Goals, Critical Success Factors, and Outcomes.

Strategic Planning Process

The methodology and process for the creation of the City's Strategic Plan: **Imagine Sunrise 2041** included a kickoff with the Team and **five main phases of data gathering and project milestones**:

- **Phase 1:** Design and launch the project based on a customized process;
- **Phase 2:** Research, review, and analyze documents including the City's budget, master plans, regional plans, documents, and other policies;
- **Phase 3:** Comprehensive outreach to the community and City employees on the Strategic Planning Process and opportunities for interaction, such as the survey and public meetings;
- **Phase 4:** Facilitate strategic planning interactions including interviews, Focus Group Meetings, Community Meetings, Visioning Sessions, and implementation meetings; and
- **Phase 5:** Create strategic planning and implementation documents with actionable, realistic, and measurable long-term results.

This process was directly informed by the community, City staff, by City budgets and other documents, master plans adopted by the City, and other key information.



Engagement and Outreach Summary

Key Themes

The Key Themes evident in all of the engagement and outreach methods that should be considered during strategic planning were developed by listening to interviewees and carefully and thoughtfully reading all of the engagement and outreach comments. There are many areas where the City excels, and those areas should be part of the conversation as the City determines the most important areas to focus on for the future. There are also areas where opportunities for improvements were noted, which are also important to consider when thinking to the possible future of the City.

While we have included a description for each Key Theme, please note that the topics may not have the same definitions for everyone that participated in the process. Key Themes are often interrelated and support one another, adding to success in all areas when one area has success. These Key Themes are in alphabetical order, as there is no priority order.

Theme: A Connected Community

This theme was mentioned across all of the engagement opportunities as something to preserve, protect and create. Ideas to support the concept of a connected community included building community spaces for gathering, stronger community engagement, which would result in participation from all areas of the City, and a "sense" of community even as Sunrise continues to grow and develop.

Theme: Collaboration

Collaboration was often mentioned in a multitude of ways:

- The City collaborating with businesses
- The City collaborating with community members
- The City collaborating with staff
- The City collaborating with partners within the community to deliver services



A through line of this collaboration theme was that it will help leverage assets within the community such as wisdom, knowledge, skills and talents to ensure that the work of the City is elevated and effective.

Theme: Consistency of Service Delivery Throughout the City

The theme of service delivery was often associated with consistency and access – ensuring that ALL areas within the City have an equal opportunity to experience the amazing quality of life that Sunrise offers. Access can mean many things: is the service available to those who are differently abled? Can community members physically get from one part of the City to another to participate in services or activities? Are there inclusive options such as removal of language barriers, family friendly approaches, and a recognition that some services may not be culturally comfortable to everyone?

Of note here is the strong support and appreciation for public safety services in the community.

Theme: Enhanced Technology and More Diverse Communication

Transparency tied to communication was a thread through all of the conversations. While it is simply not possible for the City to communicate personally with each and every person in their preferred manner, it did seem that many respondents and participants were not aware of many of the programs, services, projects, improvements and enhancements available. When there is a lack of understanding or confusion, often it is perceived as a lack of transparency.

A secondary level within this theme is the desire and need for policies and procedures to be updated and modernized (technology, online accessibility).



Theme: Green, Natural, Open Spaces

Having access to green, natural and open spaces emerged as a theme. Of note here is the community recognition that recreation programming and developed recreation spaces (parks, ballfields, buildings) is important as well. However, the theme was strongest around the protection of current green spaces and the need for additional natural space as the community continues to grow.

Theme: Housing Accessibility/Costs

As with many other communities, the costs of housing (both renting and home ownership) continue to rise, which can cause unanticipated consequences impacting where people live, work and play. In particular, housing for the public sector workforce (teachers, public safety, health) was a concern as people looked to the future.

Theme: Strong and Supported Workforce

The community theme here included positive feedback around staff and services. Because a large number of internal staff responded to the survey, there was a theme about ensuring that the workforce felt supported by leadership at all levels, and that the staffing levels were appropriate for the amount of work and level of services expected.

Theme: Transportation

Many participants expressed concern about traffic congestion and transportation issues, particularly regarding multi-modal forms of transportation and safety. Being able to walk, bike, or take other forms of transportation around the community in a safe and easily accessible way is important to the community.

We want to thank everyone that took the time to take the survey, attend a meeting, or engage with the process of creating this information. Please contact Sheryl Trent at sheryl@sbrandsolutions.com with any questions or comments.