

# Economic Development Advisory Board

**October 15, 2013 at 8:30 a.m.**

Welcome Center – Chamber of Commerce  
151 W. Lyman Avenue – Winter Park, FL 32789



## **1 administrative**

- a. Approval of minutes from 09-17-13

## **2 action**

## **3 informational**

- a. Discussion with Mayor Ken Bradley
- b. Review of pending economic development activities

## **4 new business**

## **5 adjourn**

### appeals & assistance

"If a person decides to appeal any decision made by the Commission with respect to any matter considered at such meeting or hearing, he/she will need a record of the proceedings, and that, for such purpose, he/she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based." (F. S. 286.0105).

"Persons with disabilities needing assistance to participate in any of these proceedings should contact the City Clerk's Office (407-599-3277) at least 48 hours in advance of the meeting."

# Economic Development Advisory Board



meeting date 10/15/13

approved by

item type  Administrative  
 Action  
 Information

City Manager  
 City Attorney  
 N/A

**agenda  
item**

**Subject 1A**

Approval of minutes from 9/17/13

**motion | recommendation**

Approve the minutes from the meeting of September 17, 2013.

**CITY OF WINTER PARK  
ECONOMIC DEVELOPMENT ADVISORY BOARD**

**Regular Meeting  
8:30 a.m.**

**September 17, 2013  
Chapman Room**

**MINUTES**

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Meeting was called to order at 8:32 a.m. in the Chapman Room, Winter Park City Hall.

**BOARD MEMBERS PRESENT:** Marc Reicher, Stephen Flanagan, John Caron , Kelly Olinger, and Owen Beitsch

**BOARD MEMBERS ABSENT:** Patrick Chapin, Maura Weiner, and John Gill

**STAFF MEMBERS PRESENT:** Dori Stone, David Buchheit, Laura Neudorffer, Jeff Briggs

**ADMINISTRATIVE ITEMS**

**A. Approval of Minutes**

**Motion made by Stephen Flanagan, seconded by Owen Beitsch, to approve the June 18<sup>th</sup>, 2013 minutes with a slight amendment to page 1 correcting the spelling of Kelly Olinger and John Caron. Motion approved with a unanimous vote of 5-0.**

**ACTION ITEMS**

**INFORMATION ITEMS**

Dori Stone thanked the Board members for their assistance in the workshop with Sylvia Vargas and stated the Community Outreach portion may take 9-12 months to complete.

City Commission expressed their top five priorities with corridors being one of those. The areas to focus on appear to be West Fairbanks Ave., Lee Rd., Denning Dr., 17-92, and Aloma Ave. Mrs. Stone would like feedback from the Board regarding their suggested approach to these projects.

Mr. Reicher feels it is about sustainability and that the Board's role is to make recommendations while Planning & Zoning would handle the technical details. He also suggested a workshop with City Commission and Mayor Bradley to discuss their outlook on the vision and course of the projects.

Mr. Olinger agrees the corridors seem to be a top priority and questioned if there is a way to move forward with those projects before the visioning meeting.

Mr. Caron agrees that community outreach portion and inquired whether the commission is interested in a new comp plan from EDAB.

Mr. Flanagan feels the Board's role should be to identify and point out obstacles to the City and then let Planning & Zoning work out the details.

Mr. Beitsch feels it would be useful to discuss what it takes to change the Comp plan, land development code, etc. so we could have a better timeframe and be able to identify "buckets" that each obstacle would fall into.

Mr. Caron stated that while we cannot change the code we can voice what we think the priorities should be to help focus on the long term sustainability plan.

Mr. Olinger stated we should assess what we can do to fully maximize use of the areas we already have. If we maximize the use to be sustainable it will then be able to develop and take care of itself.

Corridor study will be broken down into corridors and prioritized by Mrs. Stone. She would like the Fairbanks corridor to serve as an example for the corridors to follow.

Mr. Reicher stated the Board should keep in mind the possibility of potential unintended consequences as we move through the process as well.

**NEW BUSINESS**

There being no further business, motion to adjourn made by Marc Reicher, seconded by Stephen Flanagan. Motion approved with a unanimous 5-0 vote and the meeting adjourned at 9:47 a.m.

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Marc Reicher, Chairperson

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Laura Neudorffer, Board Liaison



# city commission agenda item

<b>item type</b>	Action Item Requiring Discussion	<b>meeting date</b>	October 14, 2013
<b>prepared by</b>	Dori Stone	<b>approved by</b>	<input checked="" type="checkbox"/> City Manager
<b>department</b>	Planning & Community		<input type="checkbox"/> City Attorney
<b>division</b>	Development		<input type="checkbox"/> N A
<b>board approval</b>	<input type="checkbox"/> yes <input type="checkbox"/> no <input type="checkbox"/> N A		<b>final vote</b>

## Subject

Next Steps in the Visioning Planning Process

## motion | recommendation

Authorize staff to advertise the attached scope and to solicit bids based on the scope for consideration by the City Commission.

## Background

While the WRT study highlighted a number of recommendations, the principle theme behind the study showed the need for a shared consensus on a community vision. As the study noted, "A vision statement sets the tone and provides a "destination" for the comprehensive plan that every citizen can understand. The vision represents the consensus of the citizens. Consensus does not imply unanimity, but a process where everyone's input is carefully considered and the outcome best meets the needs of the community as a whole."

Given this, staff has researched several visioning exercises throughout the state and identified the following key points that symbolize the visioning process:

A Vision Statement is:

- A vivid description of what the community aspires to become
- An expression of the community's collective values and aspirations
- The community's destination
- The benchmark to establish priorities
- A statement of intent on new strategic directions to achieve the vision

A Vision Statement is not:

- A mission statement
- A visualization
- A comprehensive plan

An effective Vision Statement is:

- Honest
- Memorable
- Imaginable
- Positive
- Ambitious
- Inspiring
- Forward thinking

In all cases, a visioning process must have key participants that make the process work. These would include the City of Winter Park citizens and community stakeholders, a Steering Committee made up of nine members that represent key stakeholders from a cross-section of Winter Park and a Resource Team made up of City staff.

There are a number of models for visioning exercises available. As staff has researched these models they all seem to rely on a number of community outreach options and a group of volunteers that make up the advocacy and core of the effort. In addition, the time frame for a community of Winter Park's size seems to be about 6-8 months. Given this, staff is recommending that the City Commission authorize the advertisement of the attached scope and solicit bids based on this scope. This allows staff to negotiate the best fee possible. Staff will then bring back the bids for the Commission's consideration.

While the City Commission can choose to put the vision statement into the Comprehensive Plan, it can also be used to frame decisions about economic development capital investment in the City. Many communities incorporate their vision statements into their strategic plan as a foundation for their Capital Improvement Plan.

At this time, staff would also recommend the City Commission authorize the Planning and Zoning Board and the EDAB continue working on several of the key points brought out in the WRT study. These include discouraging the proliferation of sprawl, reconciling expectations of principal arterial corridors such as West Fairbanks and Orlando Avenue, any possible modifications to concurrency and addressing the lack of clear economic development goals in the Comprehensive Plan. Both boards have been discussing the study results and are interested in pursuing the recommendations in greater detail.

## **alternatives | other considerations**

The City Commission could decide to postpone or not pursue a visioning plan.

## **fiscal impact**

The fiscal impact of this plan would be determined at the time that the Commission decided to select a consultant.

## **long-term impact**

A vision statement that represents a consensus of the community will set the tone for the future update of the Comprehensive Plan and the economic considerations of the city as redevelopment

begins to occur.

# Economic Development Advisory Board



meeting date 10/15/13

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item type  Administrative  
 Action  
 Information

City Manager  
 City Attorney  
 N/A

**agenda  
item**

### Subject 3B

Discuss staff's recommendation for the city's visioning process and the status of the corridor studies

### [motion](#) | [recommendation](#)

N/A



## **Visioning Scope of Work**

### **Phase 1 – Mobilization**

#### ***Timeframe: 1 month***

The activities included in the mobilization phase are designed to allow the consultant team and the City to finalize organizational details of the work program and formally launch the visioning process through a series of high-profile events, meetings, briefings and activities directed to a variety of audiences. In addition, the consultant will assemble the data necessary to prepare and Existing Conditions report and begin communications with stakeholder groups and community opinion leaders to scan for key issues.

#### **1.1 Project Kickoff**

- 1.1.1. Vision Resource Team Kickoff.
- 1.1.2. Vision Plan Steering Committee Kickoff Meeting
- 1.1.3. Stakeholder/Opinion Leader Interviews
- 1.1.4. Commission Briefing(s)
- 1.1.5. Media Briefing

#### **1.2 Data Collection/Data Book**

The Resource Team will collect available maps, reports, plans, studies and other data necessary to the preparation of the Existing Conditions Report Card. The consultant will assemble all the data in a Data Book. The Data Book will provide the factual basis for the analysis to be carried out in the Existing Conditions Report Card in Phase 2.

#### **1.3 Social Networking Tools**

The consultant will be responsible for providing information and creating opportunities for input through Facebook and Twitter in coordination with the City's website. The consultant team will create content based on and limited to the deliverables identified herein.

#### **1.4 Public Open House(s)**

Hosted by the Steering Committee and the consultant team, one (1) open house event (approximately 2-3 hours) will be held to launch the public participation process.

### **Phase 2 - Existing Conditions Report Card**

#### ***Timeframe: 2-3 months***

#### **2.1 Existing Conditions Documentation and Analysis**

Using the information in the Data Book and in the city comprehensive plan, the consultant will analyze existing conditions and trends around such topics as:

- Socioeconomic Profile
- Demographic Projections
- Land Use / Development Patterns and Trends
- Community Character/Image
- Housing and Neighborhoods

- Economic Sectors and Activities
- Transportation
- Infrastructure
- Community Facilities
- Public Safety
- Parks and Recreation
- Natural / Coastal Resources
- Cultural / Historic Resources

**2.2 Identification/Research of Peer Communities** (optional)

The consultant working with the Steering Committee and the Resource Team, will identify up to three (3) cities in the United States that can be used as peer communities for the purpose of comparative references in the Existing Conditions Report Card.

**2.3 Draft Existing Conditions Report Card**

The consultant team will compile the results of Tasks 2.1 and 2.2 into a draft report, which will be submitted for review by the Resource Team and the Steering Committee.

**2.4 Community Forum Series 1 – “Community Report Card” Open Houses –**

The consultant team will conduct up to three (3) open houses (approximately 2-3 hours), held in different geographic areas of the city to present the findings of the existing conditions analysis and preliminary benchmarking in an informal setting, which will allow citizens one-on-one Q&A interaction with the project team. All materials presented at the open houses, will be posted on the project website (and made available for review and comment through the project’s social networking tools, if applicable).

**2.5 Final Existing Conditions Report Card**

Based on the input received from the Steering Committee, the Resource Team and the public, the consultant team will refine the draft report to create the final Existing Conditions Report Card. The consultant team will use the project website to post the final document.

**Meetings:** During this Phase, the Consultant team will participate in two (2) meetings with the Steering Committee and two (2) meetings the Resource Team.

**Phase 3 – Vision Statement / Strategic Directions**

***Timeframe: 3 months***

**3.1 Community Forums:**

The consultant team will lead a series of up to three (3) forums (approximately 2-3 hours), held in different geographic areas of the city. The consultant team will train member of the Steering Committee and the Resource Team to facilitate small group discussions focused on identifying consensus on present strengths and weaknesses in Winter Park, as well as future opportunities and threats. Keypad polling or other state-of-the-art techniques will be used to manage the brainstorming effort and aid in ranking consensus ideas.

In addition, the consultant team will prepare materials to allow the Resource Team to conduct small group meetings targeting specific groups such as business, civic and homeowners groups to host their own meetings. These meetings should also be targeted to reach out to groups and segments of the population that were under-represented in the community forums.

### **3.2 Synthesis: Community Aspirations and Issues**

The consultant team will prepare a working paper that summarizes the input collected from the community forums, small group meetings and from the website, which may be organized as follows:

- Summary of Visioning Results
  - Areas of Consensus
  - Areas of Divergence
- Identification of Overarching Themes
- Summary of Key Issues and Challenges
- Preliminary Identification of Focal Areas/Topical Areas

### **3.3 Draft Vision Statement**

Following the review and approval of the Community Aspirations and Issues Working Paper, the consultant team will develop a draft vision statement describing in what ways the City of Winter Park aspires to become an exceptional community of choice over the next two decades. The Vision Statement document may also begin to identify “focal areas” which may smaller geographic areas in need of attention such as downtown, highway corridors or distressed neighborhoods; or focal issues, such as economic diversification, community branding or connectivity.

### **3.4 Review and Refinement**

The consultant team will hold one or more meetings with the Steering Committee to refine and finalize the draft vision statement.

### **3.5 Strategic Directions**

The consultant team will facilitate a daylong retreat with the Steering Committee and the Resource Team to brainstorm strategic directions, and as appropriate, identify benchmarks for achievement and community improvement over time.

### **3.6 Community Forum - Vision Statement/Strategic Direction Validation**

The consultant team will facilitate a second series of three (3) open houses (approximately 2-3 hours), held in different geographic areas of the city. The purpose of the meetings will be to present and obtain input on the Vision Statement and Strategic Directions.

### **3.7 City of Winter Park Vision Document**

The consultant team will prepare a Vision Plan document which may be structured as follows.

- Executive Summary
- Introduction
  - Background
  - What is a Vision Plan?
  - Relationship to Comprehensive Plan and other Plans and Studies
- Vision Plan Process
- Winter Park Vision 2035

- Community-wide Vision Statement
  - Strategic Directions
- Next Steps
  - Comprehensive Plan Update

### **3.8 Presentation(s) to City Commission**

After refining the draft Vision Statement based on the input received at the second series of community forums, the consultant team and members of the Steering Committee will present the Vision Statement and Strategic Directions to the City Commission.

**Meetings:** During this Phase, the Consultant team will participate in up to four (4) meetings with the Steering Committee and up to two (2) meetings with the Resource Team.