

**CITY COMMISSION WORK SESSION**  
**April 14, 2014**

The work session was called to order by Mayor Kenneth Bradley at 2:00 p.m. in the Commission Chambers, 401 Park Avenue South, Winter Park, Florida.

Members present:

Mayor Kenneth Bradley  
Commissioner Steven Leary  
Commissioner Sarah Sprinkel  
Commissioner Tom McMacken

Also present:

City Manager Randy Knight  
Deputy City Clerk Michelle Bernstein  
Planning & Community Development  
Manager Dori Stone  
Performance Manager Peter Moore

Not present:

Commissioner Carolyn Cooper

This meeting was a work session with no public input. Its purpose was to brief the Commissioners on the strategy map development plan, the draft performance measurement document, and the affordable housing document; and provide feedback/direction to staff.

Strategy Map Development Update

City Manager Knight explained that using previous strategic planning work that the Commission had performed, staff created the following five objective categories:

- 1. Exceptional Quality of Life**
- 2. Intelligent Growth and Development**
- 3. Fiscal Stewardship**
- 4. Public Health & Safety**
- 5. Investment in Public Assets & Infrastructure**

These five objectives make up a backbone of this effort and ties together the functional planning, operational tasks, budgeting, strategic goals and the performance measurement tool that will be used.

Five Objective Category Planning Teams were created and comprised of both Department and Division Heads which shared common interests and expertise for each of the five major categories. Each team was tasked with taking the major objectives and making sure that any recommended strategies address the needs of stakeholders and reflect the findings of the SWOT analysis for the city (Strengths, Weaknesses, Opportunities, Threats).

City Manager Knight explained that the five teams will continue to meet to fill in the remaining portions of the strategic planning document which include highlighting the specific steps to accomplish each action, addressing priority, the estimation of resources to accomplish each task, the creation of timelines, identifying the

responsible departments, and evaluation tools to measure success. Each team expects this to be a work in progress and have stressed that the strategies outlined are merely at the draft stage and will require further refinement. However, this process of creating teams that focus on common objectives will foster cross-functional development, enhance communication, and promote efficiencies as they work together to accomplish their goals. Staff will bring further refinements and suggestions at the next quarter's strategic planning session where each team will report on their findings to date, along with the performance measurement scorecard and budget goals.

The Commission provided the following suggestions: to include a reference to one of the five objectives on every Commission agenda item, to provide the Commission with a monthly/quarterly summary sheet listing specific categories regarding the draft performance metrics and establish benchmarks for each item, to obtain feedback from the advisory boards and City employees regarding the SWOT, to list visitors and non-residents as guests in the document, to include the vision statement in the final document, to establish a long range plan to include City and public assets and how they tie into the global functions of the City for possible consolidation, to streamline the City's overall operations with our capital investment plan and to seek partnership opportunities with outside organizations.

Upon request, City Manager Knight said the next step is for staff to provide the Commission with the requested summary sheet and benchmarks for discussion/approval. This information would then be presented to the appropriate boards for feedback, concluding with a final presentation to the citizens for input.

#### Affordable Housing

City Manager Knight advised that the Commission requested a report on the City's Affordable Housing Program as part of the strategic plan discussion. He added that the affordable housing budget goals will be presented to the Commission within the next few months so they can discuss the operating millage rate and how they should maintain the funding for affordable housing.

Planning Manager Jeff Briggs presented a PowerPoint regarding Winter Park Affordable Housing to include the difference between affordable housing and workforce housing. He explained that the City's current ordinance only addresses affordable housing and not workforce housing and recommended that it be updated to address both housing needs.

Discussion transpired regarding the affordable housing fee and how we should proceed. Mr. Briggs offered the following suggestions: to re-implement the fee once the funds are exhausted; to reduce the fee based upon 1990 rates; or to allow commercial properties to be exempt from paying this fee. Upon questioning, Mr. Briggs explained that the Alford Inn was exempt due to a specific exemption in the original ordinance for educational institutions.

Planning & Community Development Manager Dori Stone provided a brief overview of the Affordable Housing Study dated March 2012. She addressed several Commissioner questions regarding the affordable housing ratio data, affordability using HUD's standard methodology and affordability using Winter Park's comprehensive methodology, and the estimated income ratio of two service workers and how much they could afford to pay for a home in Winter Park.

Suggestions made by the Commission included the need to define our goals, define what the plan of action is going to be in order to implement those goals and to list what the overall benefits will be to the community. They suggested to present a plan in time for inclusion in the budget discussion.

In conclusion, Ms. Stone advised that the Economic Development Advisory Board, Planning and Zoning Board and the Community Redevelopment Advisory Board will further review this item and will provide input and recommendations.

The meeting adjourned at 3:14 p.m.

A handwritten signature in cursive script, reading "Cynthia S. Bonham". The signature is written in black ink and is positioned above a horizontal line.

City Clerk Cynthia S. Bonham