

REGULAR MEETING OF THE CITY COMMISSION
March 8, 2010

The meeting of the Winter Park City Commission was called to order by Mayor Kenneth Bradley at 3:30 p.m. in the Commission Chambers, 401 Park Avenue South, Winter Park, Florida.

The invocation was given by Building Director George Wiggins, followed by the Pledge of Allegiance.

Members present:

Mayor Kenneth Bradley
Commissioner Phil Anderson
Commissioner Margie Bridges
Commissioner Beth Dillaha
Commissioner Karen Diebel (arrived at 3:54p.m)

Also present:

City Manager Randy Knight
City Attorney Larry Brown
Nancy McLean and Allison Vega
(recorded the meeting due to absence
of City Clerk Cynthia Bonham)

Approval of the agenda

The agenda was approved by acclamation of the City Commission.

Mayor's Report

Mayor Bradley spoke about the St. Patrick's Day parade held on March 7.

a. Recognition of Winter Park High School Varsity Cheerleaders Championship

Mayor Bradley recognized the Winter Park High School Varsity Cheerleaders for winning the State and Regional Championships. A video was shown of their performance. School Board member Joie Cadle provided brief remarks. Mayor Bradley invited Coach Angela Ryan, Choreographer Candace Guilford and the team to come forward for the presentation. Coach Ryan provided comments regarding their championship.

b. Presentation of checks from Chamber of Commerce Pancake Breakfast to local schools

Debra Hendrickson, Winter Park Chamber of Commerce, addressed the breakfast held and the monies that were raised for local schools at the Leadership Pancake Breakfast held in December. Co-Chairs Joyce Bates and Katie Miller presented checks to the local schools.

c. Proclamation -"Fix a Leak Week"

Mayor Bradley presented a proclamation for "Fix a Leak Week" from March 15-21. Utilities Director Dave Zusi spoke about amount of water that can be saved a year.

d. Proclamation - "Bicycle Month"

Mayor Bradley presented a proclamation marking March as "Bicycle Month". Jamie Krzeminski, Pedestrian and Bicycle Board, spoke about the promotion of bicycle week. Mayor Bradley mentioned two recent pedestrian related accidents; one on Balfour and Aloma (resulted in a fatality) and one at New York and Fairbanks that resulted in an injury requiring transportation to the hospital. He emphasized pedestrian safety as well as bicycle safety. He addressed the importance that the City communicates with residents to ensure their safety. He asked that the Pedestrian and Bicycle Board look into these two matters and to bring forward any specific proposals that need to come before the Commission. He stated an upcoming article will be in the Winter Park Update calling attention to this matter.

e. Florida League of Mayor's Tallahassee visit

Mayor Bradley stated he attended the Florida League of Mayors event in Tallahassee and had a wonderful meeting with State Lobbyist Bill Peebles and our entire delegation (Speaker Dean Cannon, Senator Lee Constantine, Representative Randolph's office, as well as other State representatives). He stated he provided the Commission work plan that was approved at the last meeting with the list of priorities to specifically discuss potential funding for some of the quiet zones, SunRail as a full dedicated source, and other items that were on the list.

Mayor Bradley personally thanked Commissioners Diebel and Bridges for their service and acknowledged this was their last official meeting.

City Manager's Report

City Manager Knight provided a report on the parking piazza contract that is still not completed but hoped to have resolved by the next meeting; the RFI for the State Office Building is out on the street; and our live audio broadcast is not working again for this meeting because of a malfunction with the cabling.

City Attorney's Report

a. Approval of the settlement in Miller vs. City of Winter Park/Trbovich

Attorney Brown addressed the Miller versus City and Trbovich case settlement agreement provided to the Commission. He stated the settlement agreement is consistent with what was discussed in the executive session on March 5.

Motion made by Commissioner Bridges to approve the settlement agreement; seconded by Commissioner Dillaha and carried unanimously with a 5-0 vote.

b. Discussion of Tolling Agreement

Attorney Brown addressed the tolling agreement distributed to the Commission on Friday and the version provided with technical changes that were made at the request of Ms. Becky Vose, Dan Bellows attorney. He explained that the agreement takes the time pressure off of Mr. Bellows to file a formal legal claim and gives the parties the opportunity to try to work cooperatively to resolve the development dispute that Mr. Bellows has. He recommended that

the tolling agreement with Ms. Vose's changes included be approved. He provided copies of the proposed changes. He stated there will be another tolling agreement for Frank Hamner who represents another landowner and possibly other landowners. It was clarified that the agreement is a standard agreement to be used for all parties and that other tolling agreements will be brought before the Commission for approval, even if there are only minor changes.

Commissioner Bridges asked if there is a deadline for a property owner to come forward to utilize this tolling agreement. Attorney Brown clarified that property owners have one year to make a formal Bert Harris claim from the adoption of the comprehensive plan (May 14, 2009) or the adoption of the Land Development Code.

Motion made by Commissioner Anderson to approve the tolling agreement with Ms. Vose and her client and his affiliates; seconded by Commissioner Bridges.

Ms. Vose thanked the Commission if they pass it.

Commissioner Diebel commented about emails she received regarding whether there is an issue with some of the comprehensive plan motions and approvals that went before P&Z because the alternate made the motion while there was a full quorum. The question was whether those particular issues are invalidated on the comprehensive plan. She asked Attorney Brown to put this on the list of things that need to come out in the tolling agreement discussion between the parties because of the legal opinion by our prior attorney on July 17, 2008 saying that was improper procedure. Attorney Brown stated during this negotiation process, the City land planning experts and their firm will work with Ms. Vose and her client and they will identify all the legal issues. Also, the parties will see if they can work out something that is satisfactory to them and if he and the City Manager believed that is satisfactory to the City, they will bring that back to the Commission. **The motion carried unanimously with a 5-0 vote.**

Non-Action Items

None.

Consent Agenda:

- a. Approve the minutes of 2/22/10. **PULLED FROM CONSENT AGENDA FOR DISCUSSION.**
- b. Approve Task Order 2010-02 for CH2M HILL for providing the 5 Year Consumptive Use Permit Compliance Report for CUP No. 7624.
- c. Approve Amendment VII to the interlocal agreement for the operation of the Iron Bridge Water Reclamation Facility. **PULLED FROM THE CONSENT AGENDA FOR DISCUSSION.**
- d. Award the demolition of the Community Center Building, including hazardous material remediation, demolition, recycling of selected materials and disposal of all other materials to The BG Group LLC of Boca Raton, Florida for the lump sum of \$53,880.00 and accept their unit pricing to excavate earth with debris and disposal of unsuitable earth from the site, if required and directed by the City (IFB-9-2010). **PULLED FROM THE CONSENT AGENDA FOR DISCUSSION.**
- e. Approve the award of RFP-6-2010, Melrose Retention Ponds Stormwater Project to JCB Construction, Inc.; \$585,431.00.

Motion made by Commissioner Bridges to approve Consent Agenda items 'b' and 'e'; seconded by Mayor Bradley and carried unanimously with a 5-0 vote.

Consent Agenda Item 'a' – Minutes of 2/22/10

Commissioner Anderson addressed page 10, last paragraph where Ms. Furman expressed concerns with the increase in the requirement for multi-family parking. He stated he did not see anything in the minutes that said this actually was not an increase but the provision had been previously passed.

Planning Director Briggs stated the minutes are correct that she brought this concern forward but that the parking requirement was changed for residential from 2 to 2 ½. He suggested adding this so the reader is informed: (there was no recent change in the multi family parking).

Commissioner Anderson addressed page 11, third full paragraph, last sentence as Mr. Bellows was addressing the Commission. "He stated it was made clear that the City's position was for the street to be C-2 in mixed use; not C-3". Commissioner Anderson wanted it made clear that Mr. Bellows offered his opinion that the City's position was for the street to be C-2 but that there was also ample evidence that the intention of the City was to keep it C-3. Commissioner Diebel spoke about the meeting minutes of November 26, 2007 where the City is on record regarding this.

Motion made by Commissioner Anderson to approve the minutes with the two modifications, seconded by Commissioner Dillaha and carried unanimously with a 5-0 vote.

Consent Agenda Item 'c'

Commissioner Dillaha asked that the changes be summarized. Utilities Director David Zusi provided the changes made. City Manager Knight spoke about the benefit of having the automatic renewal so the capacity does not have to be bought a second time. No public comments were made.

Motion made by Commissioner Dillaha to approve Consent Agenda Item 'c'; seconded by Commissioner Bridges and carried unanimously with a 5-0 vote.

Consent Agenda Item 'd'

Commissioner Diebel stated she is not supportive of the Community Center at this time (even though she wants it built). Commissioner Bridges asked how much of the brick will be reused (recycled) and wanted it clarified in the contract. It was discussed that the brick on the building walls will be crushed and reused and the bricks that are horizontal pavers will be used either on the site or elsewhere in the City. Mayor Bradley clarified that we are not demolishing the State Office Building at this time under this contract but have the pricing information if we decide to move forward. City Manager Knight agreed.

Motion made by Commissioner Bridges to approve Consent Agenda Item 'd', seconded by Commissioner Dillaha. Upon a roll call vote, Mayor Bradley and Commissioners Anderson, Dillaha and Bridges voted yes. Commissioner Diebel voted no. The motion carried with a 4-1 vote.

Further discussion regarding Consent Agenda Item 'e'

Commissioner Bridges addressed her motion to approve item 'e' and asked to clarify the funding for this project. Assistant Public Works Director Don Marcotte spoke about the funding and the Commission approval of the project in the FY 2006 budget; a portion of the project was constructed (the ponds currently there now); the remainder is funded under leftover funds from the recently constructed outfall improvement at Elizabeth Avenue and Alexander Place; and the associated grants with those as well from DEP. He explained it is a 60/40 split with DEP paying the 60%. Commissioner Dillaha asked why the project has been delayed. Mr. Marcotte explained they received bids in 2006 that were higher than anticipated so they cut that portion of the project out to be able to complete the rest of the project. He stated the 60/40 split will complete the project and explained where the money will come from. He did not believe there will be any problem with coming up with the 40% the City needs.

Action Items Requiring Discussion:

a. Amtrak Station building renovation

Assistant Public Works Director Don Marcotte presented the FTA schedule and the RFP process schedule. He stated that Helman Hurley Charvat Peacock (HHCP) is the best fit for the architectural services since they have been previously contracted with FDOT and has been working in concert with three local Winter Park architects to complete 100% of the design with an architectural style that best fits downtown Winter Park. He stated he is seeking approval this evening for the preliminary architecture done with HHCP. He stated he hopes the construction of the building coincides with the construction of commuter rail and they are anticipating construction beginning in March 2011. Mr. Marcotte answered questions.

Motion made by Mayor Bradley to procure architectural services from Helman Hurley Charvat Peacock (HHCP) for the preparation of preliminary architectural drawings to aid in the future request for proposal (RFP) process to select a design/build team for the project. The motion was seconded by Commissioner Diebel.

Commissioner Dillaha asked if we need the drawings to make application for the funds. Mr. Marcotte explained they are meeting with the FTA this month to discuss those details and what goes in with the application. Mayor Bradley stated that both Congressman Mica and Congresswoman Brown have stated the funding is there. Commissioner Dillaha stated she wants to make sure the money is there for Winter Park and asked about the timing of the funding versus the submittal of the designs. Mr. Marcotte stated until they meet with them they do not yet know what they will need for the application but believed they would want preliminary conceptual drawings. City Manager Knight stated they have been assured the money is there and available to us and that we want to do the design so we are ready for the RFP process.

Commissioner Dillaha asked if they should wait until the meeting with the FTA next week to better understand the requirements and vote on this on the March 22 agenda. Mayor Bradley stated this process has to be done and did not agree with delaying the beginning of the design. Commissioner Diebel agreed. City Manager Knight stated he does not want to be behind on the commuter rail project but that waiting two weeks should not impact the process. Commissioner Bridges questioned the funding and the sources of the money for the project. Mr. Marcotte stated the match for commuter rail is no longer necessary and that the Federal Government and the State are paying the entire \$3 million so the City no longer has to worry.

Upon questioning by Commissioner Bridges, Mr. Marcotte further explained the budget for this project. Commissioner Anderson asked where the \$25,000 for this request is coming from. It was clarified it will come from previously allocated CRA funds. Commissioner Anderson did not see the need to delay this request two weeks. Commissioner Diebel agreed and stated that this also takes care of the capital request for the restrooms in Central Park. No public comments were made.

Upon a roll call vote, Mayor Bradley and Commissioners Anderson, Dillaha, Diebel and Bridges voted yes. The motion carried unanimously with a 5-0 vote.

Public Hearings:

- a. AN ORDINANCE OF THE CITY OF WINTER PARK, FLORIDA, AMENDING CHAPTER 58 "LAND DEVELOPMENT CODE" ARTICLE III, "ZONING" SO AS TO ADOPT NEW ZONING REGULATIONS SECTION 58-89 AND SECTION 58-90 AMENDING THE PROCESS AND PROCEDURES, STANDARDS AND CRITERIA FOR APPROVAL OF CHANGES TO THE ZONING REGULATIONS TEXT AND OFFICIAL ZONING MAP AND FOR CONDITIONAL USES, PROVIDING FOR SEVERABILITY, CONFLICTS, PROVIDING AN EFFECTIVE DATE.
First Reading

Attorney Brown read the ordinance by title. Planning Director Jeff Briggs explained that the ordinance revises sections of the Land Development (Zoning) Code that deals with the process and procedures for conditional uses and zoning code changes. This ordinance was proposed at the initiative of the Planning and Zoning Commission (P&Z) as they worked on the other sections of the zoning code and it also implements the Comprehensive Plan. He summarized the changes made to the code which he stated were all good improvements.

Mr. Briggs addressed the one new supermajority policy issue involving the conditional use section of the code. The new text recommended by the Planning Commission would require a supermajority any time a conditional use was recommended for denial or if the City Commission increased density for any conditional use approved by P&Z. He stated that it is important to understand that conditional uses are quasi judicial proceedings. In these quasi-judicial conditional uses, the City is determining if the applicant meets the standards and criteria. If they do meet them, then they are entitled to an approval. Thus, the City would have difficulties defending a vote where a majority of the City Commission voted for to approve a conditional use (making the determination that the standards have been met) but the conditional use was denied because four votes were needed.

Attorney Brown agreed with Mr. Briggs not to require a supermajority vote for conditional uses when you are dealing with a specific applicant who has a right to a fair appellate review by the City Commission following a P&Z recommendation and that supermajority votes should be limited to quasi legislative matters only. He further explained his reasoning and was not aware of any other city that has a supermajority requirement in a quasi judicial context. Attorney Brown addressed a general rule that if the proceeding is quasi legislative where you are changing the future land use map or changing the text, it is legally permissible to require a supermajority in a legislative context but when you have a citizen coming before the city and asking for specific relief via a conditional use, there is a due process where they are entitled to a decision based upon a majority vote.

Commissioner Anderson asked for clarification if we are striking the supermajority vote for conditional use approvals for buildings over 10,000 square feet. Mr. Briggs confirmed that we were striking that section but not the provision for three story buildings in the CBD since that is in the comprehensive plan. All conditional uses must (per the first standard and criteria) meet the Comprehensive Plan policies and in that case we have a specific policy that requires the supermajority. So that portion would remain intact as we are implementing a specific comprehensive plan policy and not generally setting a supermajority standard for all types of conditional uses involving buildings over 10,000 square feet as the following text does. There was discussion regarding the necessary quorum for the Board of Adjustment.

No public comments were made.

Motion made by Commissioner Anderson to approve the ordinance on first reading striking the words “requiring the affirmative vote of four city commissioners to override a recommendation for denial by the planning and zoning commission or to modify conditions of approval that would grant additional height or square footage to a development in excess of that approved by the planning commission” in the conditional use section of the ordinance from the new text which starts on lines 41 and 42 of page 1 of Exhibit A for Section 58-90 regarding conditional uses; seconded by Mayor Bradley. Upon a roll call vote, Mayor Bradley and Commissioners Anderson, Dillaha, Diebel and Bridges voted yes. The motion carried unanimously with a 5-0 vote.

- b. RESOLUTION NO. 2047-10: A RESOLUTION OF THE CITY OF WINTER PARK, FLORIDA ENCOURAGING NEWLY ELECTED OFFICIALS TO ATTEND TRAINING PROVIDED BY THE FLORIDA LEAGUE OF CITIES; PROVIDING AN EFFECTIVE DATE**

Attorney Brown read the resolution by title.

Motion made by Commissioner Dillaha to adopt the resolution; seconded by Commissioner Bridges.

Commissioner Diebel stated she did not understand why they are putting this in the form of a resolution and that this should be an option or an encouragement for whatever is necessary for new board members. Commissioner Dillaha stated the resolution shows the Commission is encouraging this even though it is not binding. Commissioner Bridges agreed and commented that this resolution makes them aware of the training. Commissioner Anderson stated he does not have a problem with this but offered clarification to encourage newly elected officials at their option to attend the Institute for Elected Municipal Officials. Commissioner Dillaha did not disagree with clarifying the language. Mayor Bradley spoke about the current Commission and that none of them have attended this training. He addressed the City's purchase of a Sunshine Law video for newly elected officials as part of their training so he wanted to be sure this training would be worthwhile. Commissioner Anderson stated someone needs to screen this training and make sure it is the right thing to do.

Bill Shallcross, 1450 Bonnie Burn Circle, addressed his opinion of this discussion being foolish.

Commissioner Anderson thought it was odd to have this discussion since no one on the Commission has gone through this specific training and we do not know for sure if it is good or not.

Upon a roll call vote, Mayor Bradley and Commissioners Dillaha and Bridges voted yes. Commissioners Anderson and Diebel voted no. The motion carried with a 3-2 vote.

A recess was taken from 5:09 - 5:19 p.m.

Public Comments

Peter Weldon, 700 Via Lombardy spoke about Commissioner Anderson's letter that was posted on the website. A counter letter was provided by Mr. Weldon that he asked to be included in the minutes following Mr. Anderson's letter (to also be included in the minutes).

Bill Shallcross, 1450 Bonnie Burn Circle, addressed being a large proponent of public safety in Winter Park. He visually showed how much garbage he had picked up in 30 minutes from 17-92 and Minnesota down to Glenridge and Lakemont. He spoke about the difficulty of catching people who litter. He asked to come back in two weeks to do a formal presentation to get driver's education back into our high schools and to obtain a resolution from the City Commission to provide to the School Board on this matter. Commissioner Bridges agreed with adopting a resolution to pass to the School Board. After further comments, Mayor Bradley commented that this can come back either through the City Manager or if a City Commissioner wants to put this under their report.

Winter Park Chamber of Commerce President Patrick Chapin spoke on behalf of the Chamber in providing thanks to Commissioners Bridges and Diebel for their service.

Environmental Review Board (ERB) Update

Public Works Director Troy Attaway, as board liaison, introduced Vice Chairman Clark Sprinkel and provided the history of the board. Mr. Sprinkel provided a brief PowerPoint presentation that included their mission statement; membership; their mandates per Section 2: 61-70, Code of Ordinances; board highlights; becoming a certified green organization; restoration of Mead Garden; the board structure; and recycling.

Commissioner Dillaha asked about their method of communicating with the businesses and citizens. Mr. Sprinkel responded they have done inserts in the utility bills and that they communicate regularly with our City departments to get the word out. Board member Steven Pategas commented about the upcoming program to have a neighborhood contest for "Florida Friendly Landscape" that will last a year.

Commissioner Diebel asked that the board utilize the Outreach system and our citizen contact database to make all public notices that have to go out by paper more efficient and to look into a potential project to create more efficient public notice and awareness. Mr. Sprinkel stated the board can look into this.

Upon questioning by Mayor Bradley, Mr. Sprinkel stated the recycling program is the number one environmental issue of the board. Commissioner Bridges acknowledged the board and their contribution. Mr. Sprinkel acknowledged the staff that is very helpful to the board and does a fantastic job to include Troy Attaway and Debbie Wilkerson.

City Commission Reports

a) Commissioner Anderson

Commissioner Anderson stated he submitted a letter for the record that will be part of the minutes. He also apologized to Commissioner Dillaha about comments he made regarding the training. He thanked Commissioners Bridges and Diebel for their service and stated it was a pleasure serving with them.

b) Commissioner Dillaha

1. Policy regarding City support of private organizations

Commissioner Dillaha asked to defer this item until the budget session or strategic session.

Other items

Commissioner Dillaha asked Don Marcotte to forward the Technical Advisory Board minutes when he attends meetings.

Commissioner Dillaha thanked Commissioners Diebel and Bridges for their service and that she has enjoyed serving with them.

c) Commissioner Diebel

1. Update concerning the status of the Howell Branch pond proposal with Orange County

Commissioner Diebel asked for a status on the Howell Branch pond. City Manager Knight stated that staff met with Orange County to discuss several items they have been trying to coordinate with the County. They explained to Orange County why the City would like to take over the pond maintenance but in the past they also wanted the City to take over the maintenance of Howell Branch Road if we take the pond which the City refused to do. He stated they seem to be more open now that they have met with them and that Mr. Attaway is scheduling a meeting to talk about the mechanics of the City taking it over.

Mr. Knight also reported that the County landfill has not been accepting the City's hazardous materials and they are open to work out a deal where they will once again take the City's hazardous materials. He stated since we have been with Waste Pro, they take the City's waste to the Orange County landfill. He stated we do not want to sign a long term agreement unless there is an out clause in case of increases so the City has the option to go elsewhere and do not have to increase the cost to the City customers. He hoped to have an agreement in place in the next month regarding the Howell Branch pond.

Commissioner Diebel showed her appreciation to fellow Commissioners and the Mayor. She spoke about her three years on the Commission and their many accomplishments during that time.

d) Commissioner Bridges

Commissioner Bridges acknowledged the staff that stays through the Commission meetings and thanked staff for making her three year service wonderfully challenging and for always being very supportive.

Commissioner Bridges asked for consideration to sweep the leaves twice a week instead of once a week with the upcoming budget because of the dangers to bicycle riders.

Commissioner Bridges asked about the status of the temporary change of the Pro Shop and the Clubhouse. Mr. Holland stated they have not yet started the exploratory demolition that they had discussed but that Public Works has this on their agenda to find out what is underneath the building. He stated there are other ideas that have been brought forward because of encouragements of how wonderful the new Pro Shop is, where it is located and how well things are going. Because of this, they are looking into the possibility of that being a locker room/restroom facility that may generate additional revenue for the golf course. The surveys are being worked right now. Mayor Bradley addressed a letter received from the Men's League of the Golf Association saying to keep the temporary as is. Commissioner Bridges stated she does not want to see the building remain empty and deserted.

Commissioner Bridges thanked her fellow Commissioners for a very exciting intellectually and emotionally stimulating three years. She stated it has been a pleasure to serve.

e) Mayor Bradley

Mayor Bradley stated he will be scheduling an individual session with the new Commissioners.

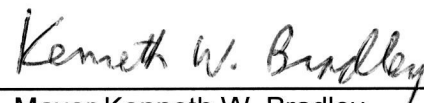
Mayor Bradley asked to call a work session a meeting for the 90 day plan for the Commission before the meeting of April 12 meeting at 2:00 p.m.

Mayor Bradley addressed the need to update the strategic plan within the next 45-60 days; and the need for team building exercises for the new Commission. Commissioner Dillaha stated she is in favor of having the strategic plan session the same way they did before using the same format.

Meeting Adjourned

Motion made by Commissioner Bridges to adjourn the meeting; seconded by Commissioner Diebel and carried unanimously.

The meeting adjourned at 5:58 p.m.



Mayor Kenneth W. Bradley

ATTEST:



City Clerk Cynthia S. Bonham

Comm. Anderson 3-8-10 CC Meeting

FOR THE RECORD, February 26, 2010

I believe in the maxim, **“You can have your own opinions, but you can’t have your own facts.”** I’ve received a good bit of campaign literature during the last few weeks and I wanted to look at some of the facts and express my view on their implication.

The city of Winter Park does NOT and WILL NOT have a \$6,000,000 deficit in 5 years as a recent mailer threatened. Regardless of whether revenues rise or fall, our City has made adjustments in the past and will make them in the future to deliver balanced budgets. While property tax assessments have fallen, the good news is that the majority (64%) of the city’s General Fund Revenue comes from OTHER revenues ---- not property taxes. Winter Park’s RESIDENTIAL property values have actually held up better than many other communities. I believe the key to our City’s role in an economic recovery is to enact policies that a) PRESERVE RESIDENT WEALTH and b) PROTECT OUR BIGGEST REVENUE BASE, RESIDENTIAL PROPERTY. Residential property taxes make up about 75% of our total property tax revenue. Therefore, our policies should include initiatives that maintain and enhance the things that make Winter Park unique -- our downtown charm, beautiful neighborhoods, and excellent services. (Note: General Fund Revenue is the “Fund” that pays for most of the services you see- Roads, Parks, Police and Fire. The City has several separate “Funds” for other businesses that the city operates such as the water company and the power company.)

The Long Term Budget (approved in the 2010 budget cycle) anticipated revenue declines and still showed a balanced budget. As the expectations change, our city budgets are adjusted accordingly. In Mayor Strong’s last year, the commission asked for a long term plan that adjusts based on the recession’s impact. As with any budget, we have the ability to make changes as needed, just as we did in 2008 when sales tax revenues declined. It may require deferring some capital improvements and other temporary cuts -- but they can be made.

Rule # 1 in any business is to protect your best revenue source. For our City, that is our residential property tax revenues. Winter Park thrives as a great place to live for several reasons and one key reason is the charm of Central Park. It attracts restaurants, retail, visitors, and events. It also directly contributes to YOUR PROPERTY VALUE. You can buy a mansion or a cottage or a ranch in many places, but you must live in Winter Park to claim “ownership” of Central Park, the Farmer’s Market, the Scenic Boat Tour, the Art Festivals or Rollins College. You also get the best police and fire response time in the county when you live in Winter Park.

Sales tax revenues will improve as the tourism industry rebounds. Our sales tax revenues are sales taxes that are collected across the county and then redistributed to cities based on the population of each city. Winter Park’s sales tax revenues, I am told, are directly tied to theme park and hotel (i.e. tourism) revenues. We should enact policies that encourage regional tourism, including “heritage visitors” who come to the city for the history and charm and have been shown to spend 2 – 4 times more dollars than the average visitor. Did you also know that National Geographic rated Winter Park number 38th of the TOP HISTORIC PLACES IN THE WORLD and that AARP, the largest circulation magazine in the world, included Winter Park as a recommended “19th century resort town” for walking clubs (excerpt attached)?

See (<http://traveler.nationalgeographic.com/2008/11/historic-destinations-rated/list-text>)

Commercial development, office buildings, shops and restaurants, are very important to diversify revenues. However, we must KEEP SOME PERSPECTIVE on the tax revenue potential. Increasing our commercial base is not a short-term bonanza. Only \$4 million of our \$45 million in general fund revenue comes from commercial property taxes. If we DOUBLE the value of our commercial property, and if 50% of the development is in the CRA area, then our City's General Fund revenues will increase by 5%. Again, diversifying our revenue base is a desirable goal, but it does not result in an immediate financial windfall.

Note: The CRA is the Community Redevelopment Authority which is a special tax district covering the area roughly between Lake Killarney and Interlachen, including Park Avenue and Winter Park Village. CRA funds are not generally available for our General Fund operations.

Redeveloping the West Fairbanks corridor is critical to Winter Park's success. We start the Sewer, road and beautification project this year. This project will cost over \$9 million and will include the first installation of sewer lines that can handle commercial development in that area. Did you know that right now, the majority of West Fairbanks is on septic systems- a huge problem and the real reason redevelopment has not taken place? We have also approved land development policies that will encourage that redevelopment.

We are working like the dickens to get our fair share of business growth as the economy improves. In 2008, our City recharged its Economic Development team to work with our Chamber of Commerce and our merchants to recruit more business to the city. Under Mayor Strong, we began a program that allocated over \$300,000 to CRA initiatives to make our retail base stronger and smarter going into and coming out of the recession. That commitment continues with initiatives such as targeting medical and banking businesses and funding the skating rink which helped our merchants this holiday season.

Operating the Power Company efficiently is very important to the city's financial strength. Almost 7% of General Fund Revenues comes from a return on the Power Company investment. After the city acquired the business, we encountered unexpected costs of more than \$15 million because the condition of the transformers, lines and poles was so bad. Those unexpected costs have delayed repayments of debt and forced the slow down of the undergrounding projects. Those repairs are behind us, reliability is way up, and we are beginning to repay the loans from the General Fund (\$2.8 mill) and other Funds, including the water company, (\$8 mill). After these loans are repaid, we can get back to the business of burying lines and improving service, and getting a business return on your investment. Another factoid, while non-profits like Florida Hospital do not pay property taxes, they do buy lots of electricity and water – which directly helps the city's revenues.

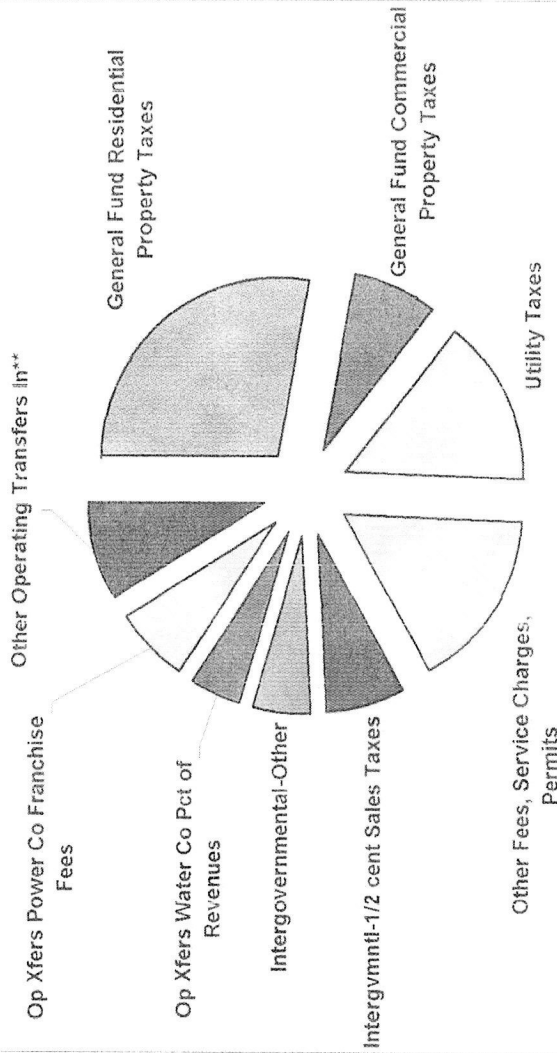
Commuter Rail is welcome and exciting. But because there is no imminent dedicated funding source, Winter Park's contract with Orange County forces the city to begin budgeting for a \$727,000 minimum annual cost to support it. Winter Park has been a train town since 1881, enough said. However, the contract that a prior WP commission approved with the county presents significant fiscal challenges to Winter Park. We technically don't have to worry until 2018 because the federal and state governments pay all expenses until then. But since the state legislature has repeatedly failed to authorize a "dedicated source of funding" (e.g. rental car taxes) for Miami's 20-year old Tri-Rail, it's uncertain whether they will approve a long term dedicated funding source for Sunrail. In 2018, Winter Park residents will have to decide if they want to "Opt Out" of the agreement or pay an ever-escalating \$727,000 a year for the privilege of a stop (on top of the County taxes you pay for the same thing). When the "Opting Out" game of chicken takes place, we will see whether the Orange County mayor and commissioners will be willing to change the agreement. Because the Winter Park rail stop is projected to generate \$500,000 a year in "fare box" revenue, I believe reasonable county commissioners will see the wisdom of keeping the station open and getting the revenue, since they would be on the hook for all of the expenses whether the station were closed or not. In the current agreement, Winter Park is responsible for approx 4% of operating expenses for the total 61 miles (approx 8% if only phase 1 is built). An additional challenge is that since that agreement was signed, the insurance program also changed. Now, there is an insurance "Retention", kind of like a deductible, that may have to be funded by our City to cover major accidents. If Winter Park gets charged for this retention cost as an operating cost, our share may be \$200,000 per year or more (4% of phase 1 and 2 based on the last information we heard that the Retention would be approximately \$5 million).

Thanks,

Phil Anderson

Winter Park Oct 2009-Sep 2010 General Fund Revenues

- General Fund Residential Property Taxes
- General Fund Commercial Property Taxes
- Utility Taxes
- Other Fees, Service Charges, Permits
- Intergvmntl-1/2 cent Sales Taxes
- Intergovernmental-Other
- Op Xfers Water Co Pct of Revenues
- Op Xfers Power Co Franchise Fees
- Other Operating Transfers In**



Winter Park Budget Overview

Winter Park

Budget Year	2010
Population	28,581
Households	11,000
Employees-FT	523

Commercial Property Tax Analysis

Pct of Total Property Taxes	24.8%
Pct of Total General Fund Revenues	8.0%

Residential Property Tax Analysis

Pct of Total Property Taxes	75.2%
Pct of Total General Fund Revenues	26.8%
Res Taxes Per Resident	\$ 506

General Fund Residential Pct of Property Taxes	77.6% per Wes Hamill 2-23-10
CRA Residential Pct of Property Taxes	63.7% per Wes Hamill 2-23-10
Weighted Average	75.2%

CRA Residential Property Taxes	4,275,716
Res Taxes Per Resident	\$ 581

Homestead Exempted Residential Property	50%
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General Fund Revenues

		of Total Revenues
Property Tax Revenues	15,895,265	35.6%
Broken Down		
General Fund Residential Property Taxes	12,334,726	27.7%
General Fund Commercial Property Taxes	3,560,539	8.0%
Utility Taxes	6,712,270	
Other Fees, Service Charges, Permits	7,190,288	
Intergvmntl-1/2 cent Sales Taxes	3,314,364	7.4%
Intergovernmental-Other	2,346,248	
Op Xfers Water Co Pct of Revenues	2,033,000	4.6%
Op Xfers Power Co Franchise Fees	3,131,000	7.0%
Other Operating Transfers In**	3,975,505	

Total Revenues plus Operating Transfers In	<u><u>44,597,940</u></u>
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CRA Revenues

Property Tax Revenues	3,336,685
Misc	221,000
Fund Balance*	4,942,183
Operating Transfers In	0

Total Revenues plus Operating Transfers In	<u><u>8,499,868</u></u>
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Detail of Other Fees, Service Charges, Permits

Franchise Fees	1,088,094
Licenses and Permits	1,423,597
Charges For Services	3,685,827
Fines and Forfeitures	664,570
Misc	328,200
Fund Balance*	0
Total Other Fees, Service Charges, Permits	<u><u>7,190,288</u></u>

* Fund Balance Revenues are generally for building prjects that use fund transfers from our savings or borrowed funds

** Other Fund Xfers In are mainly personnel costs, capital transfers from Power, Water, CRA, Cemetery and Misc funds

Peter Weldon

3-8-10 CC

Meeting

March 8, 2010

TO: Mayor and Commissioners, City of Winter Park, Florida

FROM: Peter J. Weldon, 700 Via Lombardy, Winter Park, FL 32789

This responds to Phil Anderson's letter submitted for the record at today's City Commission meeting. I ask that this letter be included in the minutes of this meeting along with Phil Anderson's letter.

Commissioner Anderson's letter demonstrates the need for real leadership at City Hall.

Mr. Anderson's letter simply accepts that the city will be forced to reduce spending, and thus service levels in order to balance future budgets without raising taxes. It is precisely this forced reduction in service levels that puts our quality of life and residential property values at risk.

Mr. Anderson's "plan" by default is to reduce spending until some undefined events magically occur that increase property values and economic activity, in the hope this will increase revenues needed to maintain our parks, our trees, our streets, sidewalks, and public safety.... our quality of life.

Mr. Anderson presumes a magical recovery. He also approved the most restrictive, controlling and inflexible Comprehensive Plan in the State of Florida, a Comprehensive Plan written by Carolyn Cooper that already generates legal challenges and destroys incentive for private interests to invest in Winter Park, thereby compounding the projected revenue shortfalls.

Finally, Mr. Anderson, while accurately describing the current circumstances involving Winter Park's participation in the SunRail commuter rail system, fails to demonstrate the needed political commitment to make it happen.

All the realities we face as a city refute Mr. Anderson's presentation. Winter Park needs leadership that has the political courage to plan and execute a future in which we can finance the quality of life that will sustain our property values, not sit by passively as the costs required to maintain our quality of life outstrip our ability to support it.

The following details what I believe are important realities we must face in setting reasoned policies and priorities for Winter Park. I encourage comments as we all seek to improve our knowledge and understanding. The fully documented version of this letter can be found here:

<http://www.winterparkperspective.org/2010/01/20/realities/>.

- We are essentially a no growth community.
- No growth does not mean no change.
- We cannot control growth around us.

- We cannot control traffic.
- Housing bubble is burst.
- Revenues are contrained.
- Expenses are ever increasing.
- Central park is not threatened.
- Central park is our commercial core.
- Commuter rail is an opportunity, not a threat.

No Growth: We have essentially been a "no growth" community and will continue to be a "no growth" community. The number of single family homes on the Winter Park tax rolls increased from 7,430 to 8,990 between 2000 and 2009, a 2.1 compound growth rate. The increase of 1,560 properties consists of Wind Song (310 lots, currently 235 homes) and several small annexations since 2001. With Wind Song developed there is no place for organic growth. Further annexations will only make sense if there is clear benefit for the existing residential base (e.g., includes park land, significant revenue net of marginal cost, compatible housing and demographics, etc.). The number of residential condominium units increased from 1773 to 2290 between 2000 and 2009, a 2.9% compound growth rate. The increase of 517 units can be seen in downtown and a few other areas. All other properties in Winter Park (which includes: commercial, not-for-profit, apartments, and government) increased from 1,106 to 1,273 between 2000 and 2009, a 1.6% growth rate. Residential properties constituted 72% of Winter Park taxable value in 2000 and 78% in 2009.

While we are and will continue to be a "no growth" community we cannot afford to be a "no change" community: Our quality of life depends on the revenues we collect and the efficiency of our local government to spend those revenues on maintaining and improving the character and quality of Winter Park. Our revenue base is directly related to our property values and uses. Our property values in turn are directly related to our quality of life in a competitive market. That is, we must offer tangible benefits that create demand for Winter Park real estate at higher prices relative to surrounding communities if we are to maintain our tax base. Both our property values and quality of life are threatened if revenues cannot sustain our public safety, roads, parks, trees, lakes, sidewalks and other factors that distinguish and maintain our character and appeal at the highest levels. (See: Letter from the Orange County Appraiser: [http://www.winterparkperspective.org/2009/12/29/what-to-do-what-to-do/.](http://www.winterparkperspective.org/2009/12/29/what-to-do-what-to-do/))

Growth Around Us: We have no control over growth occurring around us. Winter Park cannot stop developments that will impact our city. A million square feet of development could take place east of 436 and Aloma, and West of Fairbanks and I4 and we could scream all we want, but we could never control the outcome or the impact. This means that any redevelopment we agree to for Winter Park will end up having an inconsequential impact on total traffic, given the existing and expected impact we cannot control from outside our city limits. If you are a no growth advocate, spend your time at the Orange County Commission meetings, not Winter Parks'.

Traffic: Given that Winter Park is near the geographic center of one of the fastest growing metropolitan planning areas in the country, you will not be satisfied with whoever sits on our City Commission if your priority is to reduce traffic. We cannot control cut through traffic in any meaningful way. The State controls 426 (Fairbanks/Aloma) and 17/92 (Orlando Avenue) and we cannot deter or restrict traffic flow on these major corridors. The city has asked for jurisdiction over 426 and 17/92 in the past and has been denied. According to recent Orange County traffic counts 40,000 cars per day enter and leave Winter Park on Aloma at Lakemont every day, 37,000 cars cross Fairbanks at Park Avenue every day, 27,000 travel Fairbanks just East of 17/92, and about 37,000 cars travel 17/92 between Fairbanks and Lee Rd each day. Winter Park has no control over this traffic or its growth. We had modest influence over the development of Baldwin Park to help reduce its traffic impact through control of Lakemont Avenue, but now that door is open permanently with connections into Baldwin Park.

Housing: The bubble has burst. Winter Park permits for new single family homes fell from 118 in 2004 to 19 in 2009. Winter Park real estate brokers will tell you that residential prices in Winter Park are off between 20 to 30% from their 2006-2007 highs. That is, if you can find a buyer. Single family sales in 2009 were approximately 225, off 57% from the 2005 peak of 525 sales, and condominium sales were approximately 40, off 80% from their 2006 peak of 207.

Revenues: The General Fund includes police, fire, roads, tree, parks and almost everything other than our water and electric utilities. General Fund revenues are down 6% since a 2007 peak and we have limited flexibility to increase revenues without the benefit of increasing property values (which are in fact declining). Real estate sales transactions reset a property's taxable value based on the current price paid. If prices stay flat or continue to decline, our tax revenue can only go up if we increase the tax rate. I would hope none of us will accept an increase in taxes while the value of our property declines. Fee revenues for parks and affordable housing have dropped dramatically along with new home starts, additions, and alterations as would be expected. Parks impact fees have gone from \$110,000 in 2006 to \$4,000 in 2009, greatly reducing the discretionary dollars available to improve our parks on an annual basis. Further, direct annual park spending has been reduced by over 10% or \$700,000 since it peaked in 2007. Affordable housing fees have dropped from \$517,000 in 2006 to \$103,000 in 2009. The city made a 10 year \$100,000 per year commitment to an affordable senior housing project when this money was flowing in that now cannot be sustained through the fee payments. Taxable values used to calculate your property taxes are virtually unchanged while sales prices have declined as much as 30%. Save Our Homes rules allow a maximum INCREASE in taxable valuation of no more than 3% per year, while they do not provide for any DECREASE. Save Our Homes protects home owners during periods of rising prices but protects local governments during periods of declining prices.

Expenses: The city laid off people and reduced spending as a result of the revenue reductions, but overall General Fund spending remains flat at about \$45 million for the past five years. In real terms this is a reduction in spending given the

increasing costs of doing business (we are spending the same and getting less). Rising costs are to be expected given State mandates, competition for talent, rising personnel/health costs, and now, both our firemen and policemen are unionized.

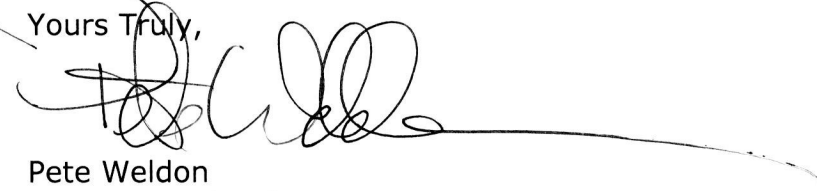
Central Park is not threatened: Central Park is defined by the borders of the 1911 Morse deed, through which runs a right of way for the railroad tracks. If the city uses the property for any use other than park the entire property reverts to the heirs of Mr. Morse, thereby assuring that Central Park remains intact in perpetuity. Not only is Central Park not threatened, it has been continuously improved with the aid of revenues to the city generated by the commercial buildings that border it. The volatile politics of the last few years have been driven by a group of people who live in fear of changing what surrounds Central Park, not changing Central Park itself.

Central Park is the commercial core of Winter Park: Our unique downtown area was created as, and has always been a commercial center. (To confirm this look up a map of 32789 and ask why the train track curves into and then out of Winter Park.) Preserving both the uniqueness and commercial viability of our downtown requires a cooperative effort between property owners, store owners/tenants, preservationists, and the city. The need for and benefits of such cooperation has been lost in the fights over the former post office redevelopment and two four story buildings constructed in our downtown area over the past several years. Advocates of a broader commercial tax base downtown approved 4 story buildings along New York Avenue and were slandered for doing so. Now preservation interests have imposed sweeping controls that effectively prohibit anything over two stories from being built downtown while also unilaterally seeking to impose National Historic designation for much of the downtown area without support or input from commercial interests. Everyone is losing in this fight. Constructive resolution can only come if we all accept that commercial priorities must have a seat at the table. We simply cannot turn downtown Winter Park into Williamsburg as there will be no paying customers at the gate. If you want a viable downtown you must allow commercial interests to significantly influence the outcome as, by definition, they have interest in and thus understanding of what works and what doesn't work.

Commuter Rail is an opportunity, not a threat: Now that Sun Rail has been approved by the State, those who have always opposed a stop at our downtown Amtrak station are claiming the commuter rail agreement between Orange County and the city is no good, too expensive, full of holes. Those calling for "renegotiation" are intentionally fabricating an excuse to terminate the agreement with Orange County in order to kill our participation in SunRail (there is nothing to "renegotiate"). No matter what they tell you, this is political posturing in a continuing effort to kill Winter Park's commuter rail stop. If these people are elected to the City Commission the trains will be coming through Winter Park and never stop. We should carefully consider the impact such a reality will have on the relevance of our community, the impact on the competitiveness of our local real estate market, the resulting impact on property values and taxes, and ultimately the impact on our quality of life.

The city has the clear and affirmed right to back out of the agreement after seven years of operation. This right makes all concerns over projected costs and revenues irrelevant. At the end of seven years the city will have operating realities and leverage to renegotiate a new agreement, or back out. During the seven year period the city gets a complete full ride (paid for from State and Federal dollars). If Sun Rail is a success, backing out now will diminish the relevance of Winter Park as the premiere residential community in central Florida. If Sun Rail is a failure we can walk away after seven years of operation with costs likely limited to repaying the \$2 to \$3 million cost of our station (which is being subsidized by State and Federal dollars). Finally, there are many working to secure a general funding source (county wide and regional taxation) to support mass transit initiatives that would remove local cost concerns for Winter Park.

Yours Truly,



Pete Weldon
700 Via Lombardy
Winter Park, FL 32789
Phone: (407) 645-1002

**Ten Year Pro-Forma
General Fund Pro-Forma at 4.0923 Mills for FY 2010**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
ESTIMATED REVENUES:										
Taxes:										
Property Taxes	15,895,265	15,744,112	16,531,318	17,357,884	18,225,778	19,137,067	20,093,920	21,098,616	22,153,547	23,261,224
Utility Taxes	6,712,270	6,862,362	7,016,445	7,174,632	7,337,041	7,503,794	7,675,017	7,850,837	8,031,388	8,216,805
Franchise Fees	1,088,094	1,142,499	1,199,624	1,259,605	1,322,585	1,388,714	1,458,150	1,531,058	1,607,610	1,687,991
Licenses and Permits	1,423,597	1,566,447	1,673,951	1,816,776	1,914,337	2,010,054	2,083,468	2,187,641	2,268,581	2,382,010
Intergovernmental Revenue	5,660,612	5,857,589	6,150,468	6,457,992	6,780,891	7,119,956	7,475,933	7,849,730	8,242,216	8,654,327
Charges for Services	3,685,827	3,870,118	4,063,624	4,266,805	4,480,146	4,704,153	4,939,361	5,186,329	5,445,645	5,717,927
Fines and Forfeitures	664,370	697,799	732,688	769,323	807,789	848,178	890,587	935,117	981,873	1,030,966
Other Revenue	328,200	378,090	410,387	430,906	452,451	468,577	485,315	502,688	520,724	539,448
Fund Transfers/Reimbursements	9,139,505	9,308,216	9,601,331	9,958,335	10,329,825	10,716,425	11,118,788	11,537,597	11,973,564	12,427,435
Total Estimated Revenues	44,597,940	45,427,232	47,379,836	49,492,258	51,650,843	53,896,899	56,220,539	58,679,613	61,225,148	63,918,134
	1.86%	1.86%	4.30%	4.46%	4.56%	4.55%	4.31%	4.37%	4.34%	4.40%

ESTIMATED APPROPRIATIONS

BY PROGRAM:	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
General Government	4,288,476	4,446,549	4,611,225	4,782,808	4,961,617	5,147,987	5,342,270	5,544,834	5,756,066	5,976,373
Plan/Community Development	1,925,249	1,993,620	2,060,646	2,130,303	2,202,710	2,277,996	2,356,294	2,437,744	2,522,495	2,610,703
Public Works	6,892,689	7,426,178	7,765,825	8,122,688	8,497,709	8,891,883	9,306,262	9,741,960	10,200,158	10,682,102
Police	11,358,079	11,883,036	12,370,154	12,885,099	13,429,952	14,006,970	14,618,610	15,267,542	15,956,672	16,685,166
Fire	9,127,839	9,548,894	9,937,323	10,348,047	10,782,751	11,243,271	11,731,602	12,249,918	12,800,588	13,386,191
Parks & Recreation	6,098,399	6,359,998	6,593,142	7,161,512	7,440,097	7,731,548	8,036,555	8,355,851	8,690,212	9,040,462
Organizational Support	1,386,212	1,421,867	1,458,464	1,496,028	1,534,586	1,574,167	1,614,797	1,656,507	1,699,327	1,743,287
Transfers/Reimbursements	2,330,496	1,844,178	1,818,671	1,638,424	2,379,739	2,459,944	2,544,160	2,632,586	2,707,957	2,805,447
Funding for commuter rail	154,000	231,000	308,000	385,000	462,000	539,000	616,000	693,000	772,650	864,033
Funding for community center operations	100,000	200,000	300,000	-	-	-	-	-	-	-
Early retirement incentives	-	-	-	-	-	-	-	-	-	-
Total Estimated Appropriations	43,661,439	45,355,321	47,225,450	48,939,910	51,691,163	53,872,767	56,166,549	58,579,942	60,561,124	63,197,763
	3.88%	3.88%	4.12%	3.63%	5.62%	4.22%	4.26%	4.30%	3.38%	4.35%

Excess Revenues (Deficit)

	936,501	71,911	154,386	552,348	(40,320)	24,133	53,990	99,671	664,024	720,371
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Funding for Parks Acquisition Fund (10% of increase after accumulated deficit has been recovered)

	19,881	19,881	76,239	93,735	42,168	56,313	66,999	79,267	139,167	148,440
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ESTIMATED APPROPRIATIONS

BY CATEGORY:	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
City operations	38,133,066	39,805,769	41,385,992	43,368,153	45,137,989	47,001,283	48,964,265	51,033,659	53,216,721	55,521,287
City capital maintenance	1,557,665	1,852,507	1,954,322	2,062,305	2,176,848	2,298,373	2,427,327	2,564,190	2,709,469	2,863,709
Organizational support	1,386,212	1,421,867	1,458,464	1,496,028	1,534,586	1,574,167	1,614,797	1,656,507	1,699,327	1,743,287
Transfers to other funds	2,330,496	1,844,178	1,818,671	1,638,424	2,379,739	2,459,944	2,544,160	2,632,586	2,707,957	2,805,447
Commuter rail funds	154,000	231,000	308,000	385,000	462,000	539,000	616,000	693,000	772,650	864,033
Contingency	936,501	71,911	154,386	552,348	(40,320)	24,133	53,990	99,671	664,024	720,371
	44,497,940	45,227,232	47,079,836	49,492,258	51,650,843	53,896,899	56,220,539	58,679,613	61,225,148	63,918,134

DETAIL OF CAPITAL MAINTENANCE APPROPRIATIONS:

Traffic control	283,411	296,732	309,561	322,996	337,068	351,810	367,255	383,440	400,403	418,183
Sidewalks, bikepaths and curbs	250,000	475,000	503,950	534,712	567,401	602,141	639,064	678,310	720,030	764,381
Street paving	1,024,254	1,080,774	1,140,812	1,204,597	1,272,379	1,344,422	1,421,008	1,500,037	1,589,057	1,681,145
	1,557,665	1,852,507	1,954,322	2,062,305	2,176,848	2,298,373	2,427,327	2,564,190	2,709,469	2,863,709

Reserves

Reserves as a Percentage of Expenditures	5,877,553	7,352,617	9,030,382	9,757,878	10,137,390	10,644,209	11,247,200	11,960,604	13,213,111	14,549,074
	14%	17%	20%	20%	20%	21%	21%	21%	23%	24%



City of Winter Park Strategy Map 2009

Commission revised 02/06/2009

DRIVERS

Vision

We aspire to continue to be the best place to live, work and play in Central Florida by preserving a superior quality of life for today's residents and for future generations.

- Residents and businesses will thrive and visitors will enjoy our history and community spirit.
- We will maintain a safe and healthy environment while preserving our city's friendly, hometown atmosphere and celebrating the diversity of its people.
- We will provide extensive recreational and cultural opportunities.
- We will provide municipal services of the highest quality in a fiscally prudent and customer friendly manner.
- We will achieve our vision through a commitment to a healthy economy, a vibrant downtown, and preservation of our environment, charm, culture and vital neighborhoods.

Values

- Spirit of volunteerism and ownership throughout our community
- Respect for heritage and culture
- Preserving character and charm
- Commitment to our environmental assets
- Economic viability and sustainability for future generations
- Diversity, both economically and culturally across generations
- Recognition of value in cultivating regional relationships while preserving our identity
- Integrity, honesty and respect in all interactions
- Decision-making based on facts and citizen participation
- Governance that is accessible, accountable and efficient
- Quality neighborhoods

DIFFERENTIATORS

Unique Sense of Place

- Charming village character & scale
- Attractive place to visit
- Heritage & culture
- Central Park
- High quality of life
- Pedestrian friendly
- Vibrant Central Business District (CBD)

Diverse Character & Quality of Neighborhoods

- Lakefront estate lots
- Historic neighborhoods
- Variety of housing options
- Strong sense of community
- Neighborhood Council
- Community involvement

High Quality of Services

- Fiscally responsible
- Exceptional
 - Customer service
 - Public safety
 - Responsiveness
 - Infrastructure & services
- Professional & responsive staff

Environmental Assets

- Extensive Tree Canopy
- Recreational opportunities for all ages
- 10 acres of parks per 1000 residents
- Healthy city lakes

Life-long Learning

- Excellent public & private education for K-12 & adults
- Rollins College and Valencia Community College as an integrated community partner
- World class library, museums & cultural experiences

Full-Service City

- Own Electric Utility
- Own police & fire
- Hospitals & schools
- Diverse shopping options

STRATEGIC OBJECTIVES

Provide superior quality of life

- Maintain a superior response time for fire & police
- Develop a traffic & transportation improvement plan
- Identify & preserve existing historic assets
- Establish a prioritized list of parks projects and costs
- Review the Cultural Plan to support the city as a destination
- Maintain & improve the quality of city lakes

Maintain the city's appeal through controlled, compatible & sustainable redevelopment

- Evaluate the costs and benefits of taking the city's "green plan" from the silver level to the gold level
- Develop a water conservation plan
- Partner in alternative water source planning
- Implement a phased approach to the annexation plan

Achieve financial security through good government practices

- Consider Charter Review
- Evaluate return on investment for electric & water utilities
- Develop strategic plan for the city's electric utility
- Revise budget format to make it easier to follow

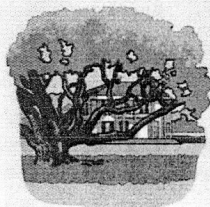
Deliver the highest quality facilities & infrastructure

- Complete long-term facilities & capital plan
- Monitor status of commuter rail
- Build new Winter Park community center
- Underground the electric system

know about, and dispense advice on where to stop for a memorable snack. Club walkers tend to be over 50, especially in Europe. And as I found in Normandy, they usually like company.

Tourist offices and local newspapers often announce scheduled walks that are open to all, so you can pick up information at the last minute and simply appear at the appointed time. Better still, around the United States and in even the remotest parts of such walker-friendly countries as England, France, and Germany, local clubs are easy to find with a computer search, or by asking the local tourism department. (If you read French, for example, you can find information about 3,200 clubs in France and its territories at frandonnee.fr/assos.aspx, the website of La Fédération Française de la Randonnée Pédestre.) Many walking groups post their schedules online, or you can e-mail or

Adventures Afoot From Coast to Coast



Winter Park, Florida

Explore a 19th-century resort town with its elegant houses, historic buildings, museums, lakes, and thousands of live oaks.

Mid-Florida Milers Walking Club
407-695-9181; midfloridamilers.org



Denver, Colorado

See the Mile-High City on foot, taking in the capitol building, college campuses, gardens, bike trails, and the statue of the Big Blue Bear.

Rocky Mountain Wanderers
303-680-7118; rockymountainwanderers.info



Folsom, California

Take a stroll back in time to gold rush days and visit a gold-panning exhibit, a Pony Express station, an old powerhouse, and a Chinese cemetery.

Sacramento Walking Sticks Club
916-283-4650; sacramentowalkingsticks.org

phone to ask about walks on specific dates. Some good resources:

● **The American Volkssport Association** This 34-year-old U.S. affiliate of an international organization maintains a list of more than 300 local walking and fitness clubs covering most states. AVA walks are ranked from 1 (easy) to 5 (for those in top shape) and generally take up to two hours (210-659-2112; ava.org).

● **The Ramblers** An umbrella organization for about 500 local clubs in England, Scotland, and Wales, this group offers hundreds of walks per week. The website has a searchable database of scheduled walks throughout Britain (011-44-20-7339-8500; ramblers.co.uk).

● **The European Ramblers' Association** Another umbrella organization, this group can direct you to walking federations in 26 European countries (011-420-251-627-356; era-ewv-ferp.org).

A footnote: Before you add a walk to your itinerary, make sure it's appropriate for your experience and physical condition. Find out the length of the route and the kind of paths you'll be on—and bring footwear suitable for the terrain. Then get ready to get acquainted with a place from a local's unique perspective.

That's what Nancy and I find on our French adventure. As we wander with the *Marcheurs* along the coast of Normandy, we pass a few abandoned German Army concrete blockhouses, then walk inland on grassy farm trails and narrow back roads lined with hedgerows, the terrain little changed since GIs trudged through here 65 years earlier.

We listen to frogs, admire swans in a pond by a lovely restored manor house, and take turns crowding into a small 15th-century church for a look before retracing a bit of the coast route back to our starting point. It is exactly the kind of rich, beneath-the-surface experience we were looking for. —*Dan Carlinsky*

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