

**CITY OF WINTER PARK  
STRATEGIC PLANNING SESSION OF THE CITY COMMISSION  
May 3, 2010**

The meeting of the Winter Park City Commission was called to order by Mayor Kenneth Bradley at 1:00 p.m. in the Public Safety Facility, Community Room, 2<sup>nd</sup> Floor, 500 North Virginia Avenue, Winter Park, Florida.

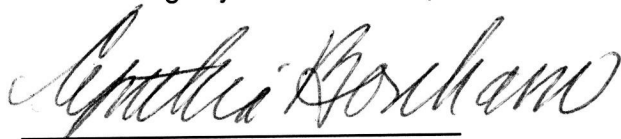
Present:

Mayor Kenneth Bradley  
Commissioner Phil Anderson  
Commissioner Beth Dillaha  
Commissioner Carolyn Cooper  
Commissioner Tom McMacken  
City Manager Randy Knight  
Assistant City Manager Michelle Del Valle  
City Department Heads

Mayor Bradley stated that they are meeting to address strategic planning.

Marilyn Crotty, Director of the Florida Institute of Government at the University of Central Florida facilitated the session. Please refer to the attached report prepared by Marilyn Crotty titled Strategic Planning Workshop, City of Winter Park, May 3, 2010 for detailed information.

The meeting adjourned at 6:36 p.m.



City Clerk Cynthia Bonham

**STRATEGIC PLANNING  
WORKSHOP**

**CITY OF WINTER PARK**

**MAY 3, 2010**

**Facilitated by  
Marilyn E. Crotty  
Florida Institute of Government  
University of Central Florida**

## INTRODUCTION

The Winter Park City Commission held a Strategic Planning Workshop on May 3, 2010. Ms. Marilyn Crotty, Director of the Florida Institute of Government at the University of Central Florida facilitated the session.

The Mayor, Commissioners, and senior staff set ground rules for the workshop and then the elected officials spoke about their visions for the future of the city in 2020. All of the participants assessed the strengths, weaknesses, opportunities and threats facing Winter Park.

After an update by the staff on progress on the City's Strategy Map that had been agreed upon in 2009, the elected officials revised the current strategic objectives into five categories. At this time, the Mayor and Commissioners identified initiatives they would like to see implemented in the next fiscal year. The initiatives receiving the most support were identified as Tier One initiatives; those of secondary importance were designated Tier Two; and all the rest of the initiatives were designated as Other.

This report is a summary of the discussions and conclusions of the workshop.

## **GROUND RULES**

*The following ground rules were agreed upon by the participants as guidelines for the workshop:*

- Engage in conversation
- Be open, honest, and direct
- Be respectful
- Keep long term vision in mind
- Tangible results – short term and long term
- Give clear direction about initiatives
- Encourage creativity

## **VISION – WINTER PARK 2020**

*The Mayor and Commissioners were asked to describe their visions for the future of the city ten years from now. The following comments were shared:*

People who feel like Winter Park is their hometown live here  
There is a focus on families  
Good places to eat, lots of trees, good streets  
It is a safe city - public safety; financially secure city  
Improvements have been made in parts of the city not up to standards  
The current sense of community continues  
There are a variety of housing options  
Historic resources are protected and draw people here  
The cultural amenities in the city continue to thrive - museums, college  
We have underground utilities  
The library is a valuable resource  
We have respect for west side neighbors  
Redevelopment of Fairbanks, Wymore, and 17-92 - keeping in mind needs of nearby residents  
Fairly enforce the rules that are agreed upon  
There has been an expansion of Park Avenue “feel” to other parts of city  
Being “home” feel continues  
Values and differentiators remain the same  
Initiatives should continue to incorporate values and move to vision  
Uniqueness in Central Florida continues

In 10 years- we expand on what we have now- assets preserved  
 Share success of city with others  
 The quality education system has been maintained  
 There is a “Brand” standard throughout the city  
 We have a sustainability plan for city that includes the business community  
 Health of our citizens improved

*The Commission and staff then identified what they perceive as strengths and weaknesses of the city and its government. They also identified opportunities and threats that the city faces. The following chart is a compilation of these ideas. The number in parentheses ( ) next to each comment indicates how many participants made this comment.*

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Staff/employees (9) (Loyal, depth of experience, dedicated, expertise, qualified, motivated, professional, care deeply, very skilled with extensive, relevant experience)	Lack of respect, condescension of staff by Commission (2) (questioning staff , loyalty, experience, best interests)	Mass transit (3) (Commuter rail, improve in any way possible, train, bus, bike, regional solutions)	Economy/Funding (6) (recession, weak, depression, troubled, availability/cost of resources, financial sustainment)
Natural Resources (5) (Lakes, Parks and Rec. facilities, open space, Winter Park chain of lakes)	Micromanagement of staff and resources by Commission (2)	Redevelopment (3) (desirable area for new businesses, Fairbanks/17-92/Lee Rd., Ravaudage	State/Federal Legislature (3) (threat on home rule, federal laws like health care bill)
History and culture (4) (Business district, Central park, Cultural venues, World Class Museums)	Employee morale (2) (economy, fear of layoffs)	Growth (2) (controlled, annexations, reducing suburban growth)	Transportation (2) (regional/roads, commuter rail)
Finances (4) (Intelligent financial management/awareness, financial stability as compared to our neighbors, fiscally sound community)	Some staff members fear for their jobs and see themselves in economic bondage. They therefore don't always shoot straight with the commission.	Cooperation with other cities/communities (2)	Divided community (2)
Management staff (4) (Experienced senior mgt., strong staff, city mgt. support, City Mgr. empowers staff to	Lack of direction on physical growth	Consistency in rules/policies (2) (guidance to departments)	Schools (2) (school dist. Capital-Brookshire, Orange County School Board)

exceed expectations)			
Schools (2) (partnership with public schools, education systems)	Traffic loading of roads	State office building site	Unions (2) (more unions, demands)
Infrastructure (2) (Utilities, safety-police/fire, water, roads)	Political decision making vs. following plan, rules, standards	Highly desirable city for visitors, residents and businesses	Will Winter Park still be affordable?
Services (2) (good access to needed dept. or service, high quality)	Consensus among leaders	Full of natural assets: lakes, parks, trees, historic buildings and places	Trust fund mentality of some citizens breeds entitled mindset
City commission serves for 'love of city' not self-interest	Lack of clear city processes and procedures	Healthier city	Highly political city with intense pressure from development interests to change character
Sustainability	Often a sense of complacency vs. striving for excellence and enthusiasm	Leverage all assets	De-valuation of vacant commercial space makes redevelopment difficult
Public safety	Lack of performance measurements throughout organization (some departments?)	Managed growth	Local outside influences setting policy
Library	Variety of workforce housing	Low taxes vs. nation- state income re: taxes	Economic downturn negatively impacting business redevelopment and neighborhoods
Internal capabilities exceed even larger cities	Risk losing key people without competitive compensation package	Growth of UCF Medical School, Nemours, other high tech medical endeavors	State and county balancing budgets at expense of locals
Small staff/frequent policy meetings allow city to be nimble and adjust to external forces	More community education meetings to review information and facts related to city matters	Already a special place of unique identity. No need to reinvent.	Legislative actions that negatively impact city resources
Improved budget	No tenure in	Chamber/business/community	Distant workforce

process- 5 year plan	commission	working together	
Involved citizens	Yearly elections	New technology	Hurricanes
Diversity of population	Rigid approach to rules and regulations	Consensus among residents for standards	Growth around us
High accountability to citizens	Dependence on residential tax base	Lack of community/property owner joint plan for Park Ave, Central Park	Low demand for commercial office SF
Control of development	Information sharing	Orlando's downtown success emerging as 24 hour city	Region's dependence on tourism
Tax base	Records retention	Set direction and let staff implement	Surrounded by increasing crime, noise, traffic in region, pressure
Website resources and use of internal computer resources to accomplish daily functions	Over focus on residents vs. businesses- threaten economic viability of Winter Park. Residents cannot pay for it all	Attractive residential destination for in-migration- history, culture, weather, education	Florida's financial health and economic model
	Park funding/quality control	Increase property values- Fairbanks, Lee Rd.	Letting special interests control big picture
	Involved citizens	Region's "capital"	Attracting/retaining talented staff, maintaining
	Sometimes commission over thinks policy decisions. All decisions can be reversed if they don't pan out.	Progressive thinking and involved residents	Land locked by others growth
	Parking for CBD, small lot redevelopment		
	Catering to vocal minority		
	Building civility		
	Trust		
	Park-median maintenance		

## **STRATEGIC OBJECTIVES**

*The Commission reviewed the existing strategic objectives and decided that it would be appropriate to revise them into the five categories below:*

- Quality environment
- Quality development and redevelopment
- Quality government, financial security, and economic development
- Highest quality facilities and infrastructure
- Quality of government services

*The Commission agreed these five strategic objectives were relevant for the next fiscal year. The Commission then identified initiatives under each objective. The final activity of the day was the selection of priorities. Any initiative that received four or more "dots" (number of dots identified by number in ( ) in front of each initiative) is considered a tier one priority. Initiatives with three "dots" are tier two priorities. The rest of the initiatives are listed as other. There is no significance to the order in which the strategic objectives are listed.*

## **QUALITY ENVIRONMENT**

### **Tier Two Initiative**

- (3) Develop and implement a plan for lake quality

### **Other Initiatives**

- (2) Continue the tree planting program- tree canopy rebuilt  
Expand reclaimed water program

## **QUALITY DEVELOPMENT AND REDEVELOPMENT**

### **Tier One Initiative**

- (5) Develop West Fairbanks vision plan

### **Other Initiatives**

- (2) Continue to provide information on historic preservation initiatives



(2) Develop Lee Road/17-92 vision plan

(1) Plan for redevelopment in central business district - New York Ave., alleys, parking

Develop a vision/plan for Denning Dr.

## **QUALITY GOVERNMENT, FINANCIAL SECURITY, AND ECONOMIC DEVELOPMENT**

### **Tier One Initiative**

(4) Prepare and adopt an economic development plan for city

### **Tier Two Initiative**

(3) Review city commission governance for effectiveness

### **Other Initiatives**

(2) Evaluation of citizen advisory boards for effectiveness

Evaluate "friends" groups

## **QUALITY OF GOVERNMENT SERVICES**

### **Other Initiatives**

(1) Maintain current level of service for police/fire service

(1) Make performance measurement information available and relevant for commission and citizens

Conduct citizen satisfaction survey

## **QUALITY FACILITIES AND INFRASTRUCTURE**

### **Tier Two Initiative**

- (3) Decision on library- expansion, location

### **Other Initiatives**

- (2) Ongoing rehabilitation of existing parks
  - (2) Decision on City Hall- long term plan for expansion, renovation
  - (1) Acquire additional park land for playing fields
  - (1) Analysis of traffic impact of commuter rail on CBD
- Renovation of Fire Station #63

## **PRIORITY INITIATIVES**

### **Tier One**

- (5) Develop West Fairbanks vision plan
- (4) Prepare and adopt an economic development plan for city

### **Tier Two**

- (3) Develop and implement plan for lake quality
- (3) Review city commission governance for effectiveness
- (3) Decision on library- expansion, location