

CITY OF WINTER PARK
CITY COMMISSION STRATEGIC PLANNING SESSION
JULY 5, 2006
9:00 a.m.

The meeting of the Winter Park City Commission was called to order by Mayor David Strong at 9:00 a.m. in Winter Park Country Club, 761 Old England Avenue, Winter Park, Florida.

Members present:

Mayor David Strong
Commissioner John Eckbert
Commissioner Douglas Metcalf
Commissioner Barbara DeVane
Commissioner Douglas Storer

Also present:

City Manager James Williams
Assistant City Manager Randy Knight
City Department Heads

The Commission met to discuss present and future strategic planning for the City. The meeting was facilitated by Karl Nebel of North Highland. Mr. Nebel elaborated on the purpose of the session to collaborate and develop a common vision, mission and values for the City to serve as a guide for the future. He addressed the outcomes they hoped to accomplish: 1) define the critical components for Winter Park's vision, mission and values; 2) define how Winter Park is a special and unique city; 3) determine in what ways Winter Park should remain the same and in what ways it should change; 4) outline strategic level initiatives; and 5) to document and understand areas of agreement and discord.

Mr. Nebel opened the day by making introductions and providing their expectations for the day. The Commission participated in a visioning exercise, "How do you want Winter Park to be in 50 years.?"; participated in developing a mission, defined values, determined how Winter Park is unique, determined what the Commission wanted to retain and change, and addressed the strategic plans needed to accomplish this.

Attached is the report generated by North Highland after completion of the session outlining the results.

Mayor Strong adjourned the meeting at 5:00 p.m.



Cynthia S. Bonham, City Clerk



CITY OF WINTER PARK

401 Park Avenue South

Winter Park, Florida

32789-4386

MEMORANDUM

To: James Williams, City Manager
Randy Knight, Assistant City Manager

CC: Department Heads

FROM: Clarissa Howard, Communications Director

DATE: 6/15/06

SUBJECT: Senior Staff Strategic Planning Report

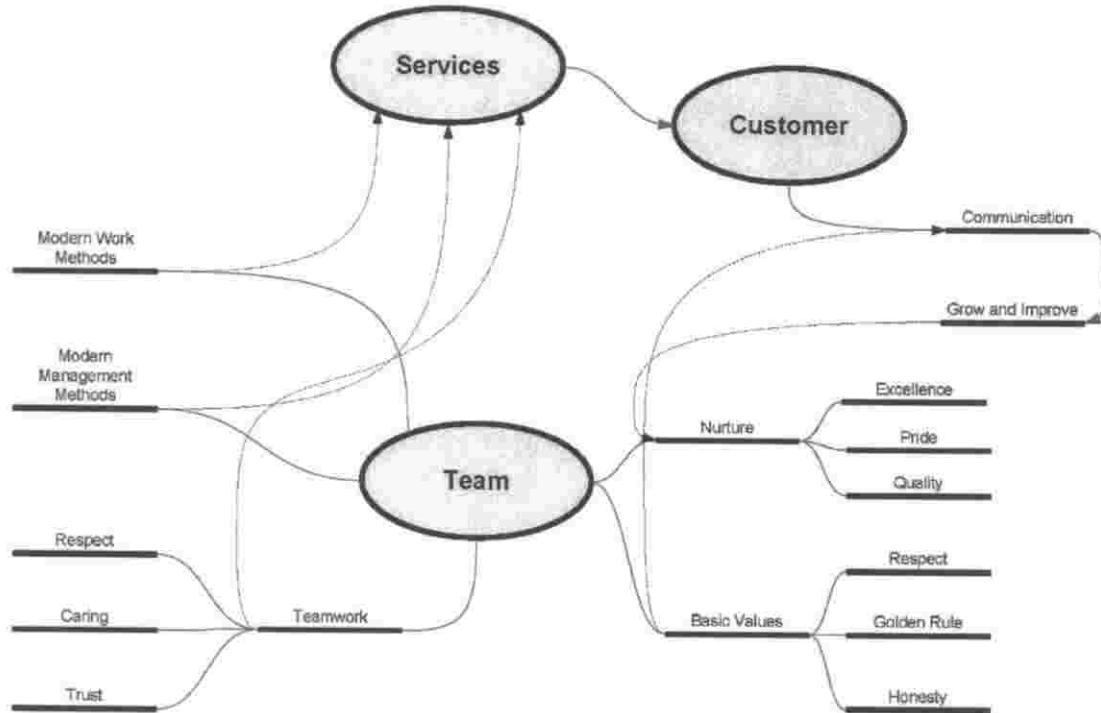
On June 2, 2006, North Highland facilitated a strategic planning session with all city department heads that included the following city staff:

1. James Williams, City Manager
2. Randy Knight, Assistant City Manager
3. Clarissa Howard, Communications Director
4. Don McBride, Electric Utility Director
5. Wes Hamil, Finance Director
6. Jim White, Fire Chief
7. John Holland, Parks & Recreation Director
8. Don Martin, Planning & Community Development Director
9. Doug Ball, Police Chief
10. Troy Attaway, Public Works Director
11. David Zusi, Water & Wastewater Utility Director

The purpose of this planning session was for city staff to frame the issues for the City Commission in preparation for the Commission's strategic planning session. Staff's objective was to identify the issues that staff felt were most important for the City Commission to include in their discussion. A series of processes were conducted that resulted in the attached documents:

- Mission Statement Map
- S.W.O.T. Analysis
- Identified Issues

Mission Statement Map



The table above is a graphical representation that segments the various elements of the city's current mission statement which reads:

"Our City is committed to providing quality service. To accomplish this we commit ourselves to using modern management and work methods assuring excellence and pride in performing our daily responsibilities. As part of that goal, we also commit ourselves to some basic values. More than ever in our society, we affirm the importance of treating others as you would like them to treat you. Every employee's personal goal is to treat citizens and fellow associates with respect and honesty. Through open personal communication aimed at cooperation and coordination of our efforts, we generate the trust, caring and respect necessary for effective teamwork. We commit ourselves to being an organization that nurtures excellence in our people and quality in the responsibilities that we perform.

When you see us providing quality service, let us know. If you see us not providing it, let us know that too, so we can continue to grow and improve."

North Highland recommends the City Commission to create a more concise mission statement and incorporate the various elements into the city's vision and values.

S.W.O.T. Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Ambiance • Amenities • Brand /reputation • Close-knit, small community • Committed and involved residents • Communications • Electric system ownership • Excellent relationship with the community • Full-service, independent community • High quality service • Highly educated citizenry • Innovative, trend setting leadership • Location • Open door policy • Parks system • Property values • Public safety • Quality staff • Stable tax base • Staff length of service • Strong institutions • Thriving downtown 	<ul style="list-style-type: none"> • Challenges to achieve commission and community consensus on topics such as development and annexation • General employee pensions • Lack of prominent city gateways • Infrastructure susceptibility <ul style="list-style-type: none"> ○ Aging ○ Capacity ○ Hurricane ○ Lack of redundant power paths • Lack of 4 or 5 star hotel • Lack of ability to control external forces <ul style="list-style-type: none"> ○ (i.e. decisions made by other government agencies that affect us – unfunded mandates) • Lack of commercial tax base • Lack of transportation alternatives • Land values going up <ul style="list-style-type: none"> ○ Increasing project costs ○ Loss of diversity (not enough workforce/affordable housing opportunities) • Largely built-out without diverse housing opportunities
Opportunities	Threats
<ul style="list-style-type: none"> • Annexation (not yet landlocked) • Automatic Meter Reading - AMR • Central Park expansion • Commuter rail • Creation of more affordable housing • Development of a Winter Park chartered school system • Development/deployment of citywide Wi-Fi • Geographic Information System - GIS • Improve electric system • Leverage hospital upgrade for surrounding areas <ul style="list-style-type: none"> ○ Expansion of healthcare system – WP Hospital • New vs. renovated schools (i.e. Brookshire) • Redevelopment of Holler, Progress Energy, Winter Park Hospital and Fairbanks corridor • Revision of the Comprehensive Plan • Underutilized public land (i.e. tree farm) • Use of McCarthy State Building 	<ul style="list-style-type: none"> • Changing demographics • Community friction – divided on issues • Consolidation of county (loss of identity) • Decisions for/against growth impacts land values • High costs of alternative water sources • Impact of growth on environment • Lack of affordable housing • Loss of local control of issues related to the electric utility due to regulations set by the Public Service Commission and legislation • Loss of revenue (state/federal) • Maintaining the high quality "A" school standard • Maintaining city's high quality of life <ul style="list-style-type: none"> ○ Increasing crime from surrounding cities ○ Cut-thru traffic ○ Large service population (city is only 9 square miles, however, it services a larger population for water, fire and police needs) ○ Not an island (surrounded by larger neighboring communities) • Smaller voice in Central Florida <ul style="list-style-type: none"> ○ Lost seat on MetroPlan Board • Stiffer federal/state/county permit requirements • Traffic/parking

Strategic Planning Session facilitated by



NORTH HIGHLAND

June 2, 2006

Identified Issues

Growth

Priority	Issue	Definitions / Comments
1	Growth	<ul style="list-style-type: none"> • Need direction on growth
2	Traffic / Transportation	<ul style="list-style-type: none"> • Commuter rail – Station in Winter Park? • Calming / Bricking • Regional Participation • Alternative Pedestrian / Bicycle / Bus
3	Diverse Housing Stock	<ul style="list-style-type: none"> • Does WP need to provide diverse housing to maintain social / economic diversity?
4	Hospital District Plan	<ul style="list-style-type: none"> • Leverage Winter Park hospital redevelopment plan
5	Adopt a Comprehensive Plan	<ul style="list-style-type: none"> • Complete the adoption process

Employee Retention and Recruitment

Priority	Issue	Definitions / Comments
1	General Employee Pensions	<ul style="list-style-type: none"> • Develop alternatives for improving general employee pension
2	Compensation/ Incentives	<ul style="list-style-type: none"> • Important as it relates to hiring/retaining the caliber staff we need
3	Creating a Diverse Workforce	<ul style="list-style-type: none"> • Challenges to attracting a workforce reflective of the community we service

Quality of Life

Priority	Issue	Definitions / Comments
1	Implementation of Central Park Plan	<ul style="list-style-type: none"> • Approval of funding for east side of park plan • West side plan deferred until decisions made – approval of budget
2	City Gateways	<ul style="list-style-type: none"> • Implement quick fix plan? (signage) • Build longer term improvement plan?
3	Fairbanks Gateway Plan	<ul style="list-style-type: none"> • Conceptual approval of plan (allocate resources)
4	Cultural Amenities and Additions	<ul style="list-style-type: none"> • Expand boat tour • Expand cultural opportunities and awareness • Enhance visitors' center

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Facilities

Priority	Issue	Definitions / Comments
1	City Hall Resolution	<ul style="list-style-type: none"> • Reconfirm the direction / need • Proceed? • Alternative scenarios: <ul style="list-style-type: none"> ○ Renovate/rehab current facilities ○ City-owned ○ Public-private partnership
2	State Office Building Future	<ul style="list-style-type: none"> • Review and approve short term building use plan • Initiate a long term plan/decision process (Blue Ribbon task force)
3	New Community Center	<ul style="list-style-type: none"> • Reconfirm the direction/need • Funding for planning/design
4	New Parks Maintenance Facilities	<ul style="list-style-type: none"> • Find a new place for facility • Funding needed

Policy

Priority	Issue	Definitions / Comments
1	CRA Spending	<ul style="list-style-type: none"> • Social vs. Capital (% split?)
2	Schools – Level of City Involvement	<ul style="list-style-type: none"> • Does city want to offset costs of school rebuilds/new school construction? • Complete analysis of the Brookshire decision
3	Budget Process	<ul style="list-style-type: none"> • Is there a need for a new process?
4	Clarify Direction on Economic Development	<ul style="list-style-type: none"> • Current focus is to attract business and expand visitor base. • Do we want to change?
5	Architectural Review Board	<ul style="list-style-type: none"> • Define need

Infrastructure

Priority	Issue	Definitions / Comments
1	Geographic Information System - GIS	<ul style="list-style-type: none"> • Present business case to City Commission for approval
2	Power Pole Survey/ Under-Grounding Electric System	<ul style="list-style-type: none"> • Pace and policy • Complete study, including long term alternative
3 (tie)	Way finding – Street Signs	<ul style="list-style-type: none"> • Dependent on decisions made regarding Economic Development
3 (tie)	Automatic Meter Reading - AMR	<ul style="list-style-type: none"> • Present business case to Commission for approval
4	Alternative Water Supply	<ul style="list-style-type: none"> • Identify alternative water supply opportunities
5	Septic Tanks/Sewer Expansion	<ul style="list-style-type: none"> • Complete study / gather estimated costs • Build generic strategy for septic/sewer impacts and trade-offs
6	Traffic Calming	<ul style="list-style-type: none"> • Complete traffic calming neighborhood policy • Traffic policies to work in conjunction with the traffic component of the Comprehensive Plan

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