CITY COMMISSION STRATEGIC PLANNING SESSION
April 4, 2012

The session was called to order by Mayor Bradley at 9:00 a.m. in the Winter Park Community Center, Winter Park, Florida. Marilyn Crotty was the facilitator. Ms. Crotty left around 3:15 p.m.

Members present:
Mayor Kenneth Bradley
Commissioner Leary (left at 1:45)
Commissioner Sprinkel
Commissioner Tom McMacken
Commissioner Carolyn Cooper

Also present:
City Manager Randy Knight
Assistant City Manager Michelle del Valle
City Clerk Cynthia Bonham
Department Heads

No public input was taken at this meeting.

Ms. Crotty provided a report summarizing the session. They include up to the time when she left around 3:15. After that time, discussion took place regarding the electric utility until the session ended.

The meeting was adjourned at 4:00 p.m.

[Signature]
City Clerk Cynthia S. Bonham
INTRODUCTION

The Winter Park City Commission held its annual Strategic Planning Workshop on April 4, 2012. Ms. Marilyn Crotty, Director of the Florida Institute of Government at the University of Central Florida facilitated the session. The Mayor, all of the City Commissioners, and senior staff attended the session.

After introductions and opening remarks, the group agreed to change the format and designations of the strategic plan that has been in effect for the last several years. The participants identified strategic issues that are facing the city and formulated them into eight goals. Objectives were then designated for each of the goals. The Mayor and Commissioners then selected the priority objectives that should be addressed in the next fiscal year.

The workshop continued with discussions on governance and budget issues. Ms. Crotty left the workshop at this point. This report is a summary of the discussions and conclusions of the workshop up to that time.
The Commission identified strategic issues that are facing the city and organized them into like categories:

Fiscal Stewardship
- Right sizing city- departments, staff, fleet, annexation

Infrastructure
- Undergrounding electric
- Utilities- water, sewer, etc.
- Transportation- sidewalks, parking, state roads
- Technology
- Parks, recreational facilities

Quality of Life
- Families, people
- Multi-Generational
- Recreation, special events
- Cultural organizations
- Preservation of heritage
- Not-for-profits

Public Safety
- Public health

Intelligent Development
- Economic development- mix residential and commercial
- Infill
- Brand management
- Quality development
- Complete city

Environmental Issues
- Open space
- Conservation
- Trees
- Lakes

Lifelong Learning

Governance
- Citizen participation
GOALS AND OBJECTIVES

The Commission agreed these eight strategic issues were appropriate goals for the city. The Commission then identified objectives under each goal. They selected priority objectives that should be implemented in the next fiscal year. Any objective that received four or more “dots” (number of dots identified by number in ( ) in front of each initiative) is considered a tier one priority. Objectives with three “dots” are tier two priorities. The rest of the objectives are listed as other. There is no significance to the order in which the goals and objectives are listed.

GOAL – FISCAL STEWARDSHIP

Objectives

Tier Two

(3) Tax base diversification

(3) Assessment of potential efficiencies- “right sizing” of city

(3) Pension reform

Other

(2) Maintain/ improve bond rating

(2) Continue sustainability of enterprise funds- competitiveness of rates

(2) Explore becoming debt free city

(1) Move to 30% reserve

(1) Review provision and level of service- fees charged

GOAL – INFRASTRUCTURE

Objectives

Tier One

(4) Adoption of realistic, actionable Capital Improvement Plan – 5 year

(4) Develop parking plan for downtown

Tier Two

(3) Continue undergrounding program
(1) Acquisition of additional open space
   Provide for a sustainable water/wastewater system
   Develop policy on jurisdictional control of state roads
   Update master plan for Parks and Recreation

GOAL - QUALITY OF LIFE
   Objectives
   Other

(2) Continue and expand family events
(1) Conduct citizen survey by professionals
(1) Maximize arts and culture in the city
(1) Increase community-wide utilization of community center
(1) Preserve historic neighborhoods and properties
   Use existing data to assess quality of life and develop performance indicators

GOAL - PUBLIC HEALTH AND SAFETY
   Objectives
   Other

(1) Maintain high rate of survivability of accidents (auto, pedestrian, bike) and low rate of accidents and crime
(1) Improve citizen perception of safety
(1) Continue partnership with Winter Park Health Foundation and Healthy Winter Park
   Support accreditation efforts of Police and Fire Departments
GOAL - INTELLIGENT DEVELOPMENT

Objectives

Tier One

(4) Continue to implement and review the economic development plan

Tier Two

(3) Review and update comprehensive plan and codes as appropriate

(3) Develop a master plan for city

Other

(2) Use innovative processes to review commercial corridors

(2) Evaluate becoming a “sustainable city”
   Evaluate cost and benefit of moving to “platinum level” certification

(2) Become a visually distinctive city (digital signs, etc.)

(1) Continue quality and compatibility of development
   Promote, protect and extend Winter Park brand

GOAL – ENVIRONMENTAL

Objectives

Other

(2) Maintain tree canopy

(2) Reduce number of septic tanks in city

(1) Maintain/increase water quality of lakes (in addition to clarity)

(1) Participate in regional air quality initiatives

(1) Protect existing conservation areas
GOAL - LIFE LONG LEARNING
Objectives
Tier Two

(3) Increase partnerships with educational institutions- “cradle to grave”

Other

(2) Continue to offer educational programs in partnership with community organizations

(1) Coordinate neighborhood council, neighborhood watch programs to educate residents

(1) Continue citizen police academies

(1) Reinstitute a youth advisory board

GOAL – GOVERNANCE
Objectives
Other

(2) Review and evaluate advisory boards

(2) Ratify and publish key indicators

(1) Seek and maintain state and national accreditations as appropriate

(1) Maintain positive intergovernmental relations- Fla. Legislature, Federal Gov’t.

Continue 2-way communication with citizens with a variety of methodologies

Examine the process and support (funding) of community organizations

Continue and increase participation in intergovernmental organizations and meetings
PRIORITY OBJECTIVES

Tier One

(4) Adoption of realistic, actionable Capital Improvement Plan – 5 year

(4) Develop parking plan for downtown

(4) Continue to implement and review economic plan

Tier Two

(3) Tax base diversification

(3) Assessment of potential efficiencies- “right sizing” of city

(3) Pension reform

(3) Continue undergrounding program

(3) Review and update comprehensive plan and codes as appropriate

(3) Develop a master plan for city

(3) Increase partnerships with educational institutions- “cradle to grave”
The City Commission discussed current issues and gave direction to staff on the following:

**Governance Issues**

The action minutes are well done and appreciated by the Commission.

Special meetings – the charter allows for calling of special meetings by one commissioner. It was suggested that if a commissioner had a need to do this, they should request it during a regular meeting.

**Codes** – revision of codes will be addressed in strategic plan.

**Annexations**
- Current reserve areas
- Explore moving east – staff will project preliminary costs/benefits

**State roads** – jurisdiction/maintenance by city
- Fairbanks to 17-92
- Lee Road to I-4 to 17-92
- East/West traffic concern

**Budget Goals**

Continue to build General Fund reserves to 30%.
- Staff should project amount or per cent needed to get closer to goal, sooner.
  - 1% = $400,000

**Millage rate**
- Estimate what the current millage plus rollback will generate and then decide rate.

**Employee pay and benefits**
- Same as last year

**Organizational support**
- Separate library support from this allocation
- CRA Funding – revenues down, funding down
- Historical preservation
  - Library and Historic Society
- Show fee waivers and revenues as part of budget for support
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