

**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

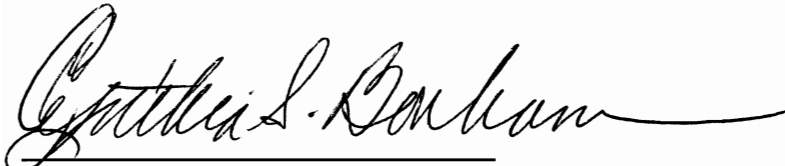
Also present:

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.



City Clerk Cynthia S. Bonham

# STRATEGIC PLANNING REPORT

## CITY OF WINTER PARK

APRIL 4, 2012

Facilitated by  
Marilyn E. Crotty  
University of Central Florida

## **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.

## STRATEGIC ISSUES

*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

**Other**

(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) Reconstitute 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”

## COMMISSION DISCUSSION

*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

**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 minutes that are attached. 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.

---

City Clerk Cynthia S. Bonham