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, 2nd 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.

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
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</thead>
<tbody>
<tr>
<td>Staff/employees (9) (Loyal, depth of experience, dedicated, expertise, qualified, motivated, professional, care deeply, very skilled with extensive, relevant experience)</td>
<td>Lack of respect, condescension of staff by Commission (2) (questioning staff, loyalty, experience, best interests)</td>
<td>Mass transit (3) (Commuter rail, improve in any way possible, train, bus, bike, regional solutions)</td>
<td>Economy/Funding (6) (recession, weak, depression, troubled, availability/cost of resources, financial sustainment)</td>
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<td>Natural Resources (5) (Lakes, Parks and Rec. facilities, open space, Winter Park chain of lakes)</td>
<td>Micromanagement of staff and resources by Commission (2)</td>
<td>Redevelopment (3) (desirable area for new businesses, Fairbanks/17-92/Lee Rd., Ravaudage)</td>
<td>State/Federal Legislature (3) (threat on home rule, federal laws like health care bill)</td>
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<tr>
<td>History and culture (4) (Business district, Central park, Cultural venues, World Class Museums)</td>
<td>Employee morale (2) (economy, fear of layoffs)</td>
<td>Growth (2) (controlled, annexations, reducing suburban growth)</td>
<td>Transportation (2) (regional/roads, commuter rail)</td>
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<td>Finances (4) (Intelligent financial management/awareness, financial stability as compared to our neighbors, fiscally sound community)</td>
<td>Some staff members fear for their jobs and see themselves in economic bondage. They therefore don’t always shoot straight with the commission.</td>
<td>Cooperation with other cities/communities (2)</td>
<td>Divided community (2)</td>
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<td>Management staff (4) (Experienced senior mgt., strong staff, city mgt. support, City Mgr. empowers staff to)</td>
<td>Lack of direction on physical growth</td>
<td>Consistency in rules/policies (2) (guidance to departments)</td>
<td>Schools (2) (school dist. Capital-Brookshire, Orange County School Board)</td>
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<td>schools (2) (partnership with public schools, education systems)</td>
<td>traffic loading of roads</td>
<td>state office building site</td>
<td>unions (2) (more unions, demands)</td>
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<tr>
<td>infrastructure (2) (utilities, safety-police/fire, water, roads)</td>
<td>political decision making vs. following plan, rules, standards</td>
<td>highly desirable city for visitors, residents and businesses</td>
<td>will winter park still be affordable?</td>
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<td>services (2) (good access to needed dept. or service, high quality)</td>
<td>consensus among leaders</td>
<td>full of natural assets: lakes, parks, trees, historic buildings and places</td>
<td>trust fund mentality of some citizens breeds entitled mindset</td>
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<td>city commission serves for ‘love of city’ not self-interest</td>
<td>lack of clear city processes and procedures</td>
<td>healthier city</td>
<td>highly political city with intense pressure from development interests to change character</td>
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<tr>
<td>sustainability</td>
<td>often a sense of complacency vs. striving for excellence and enthusiasm</td>
<td>leverage all assets</td>
<td>de-valuation of vacant commercial space makes redevelopment difficult</td>
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<td>public safety</td>
<td>lack of performance measurements throughout organization (some departments?)</td>
<td>managed growth</td>
<td>local outside influences setting policy</td>
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<td>library</td>
<td>variety of workforce housing</td>
<td>low taxes vs. nation-state income re: taxes</td>
<td>economic downturn negatively impacting business redevelopment and neighborhoods</td>
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<td>internal capabilities exceed even larger cities</td>
<td>risk losing key people without competitive compensation package</td>
<td>growth of ucf medical school, nemours, other high tech medical endeavors</td>
<td>state and county balancing budgets at expense of locals</td>
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<td>small staff/frequent policy meetings allow city to be nimble and adjust to external forces</td>
<td>more community education meetings to review information and facts related to city matters</td>
<td>already a special place of unique identity. no need to reinvent.</td>
<td>legislative actions that negatively impact city resources</td>
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<td>improved budget</td>
<td>no tenure in</td>
<td>chamber/business/community</td>
<td>distant workforce</td>
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<td>Process - 5 Year Plan</td>
<td>Commission</td>
<td>Working Together</td>
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<tr>
<td>Involved Citizens</td>
<td>Yearly elections</td>
<td>New technology</td>
<td>Hurricanes</td>
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<td>Diversity of Population</td>
<td>Rigid approach to rules and regulations</td>
<td>Consensus among residents for standards</td>
<td>Growth around us</td>
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<td>High Accountability to Citizens</td>
<td>Dependence on residential tax base</td>
<td>Lack of community/property owner joint plan for Park Ave, Central Park</td>
<td>Low demand for commercial office SF</td>
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<td>Control of Development</td>
<td>Information sharing</td>
<td>Orlando’s downtown success emerging as 24 hour city</td>
<td>Region’s dependence on tourism</td>
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<td>Tax Base</td>
<td>Records retention</td>
<td>Set direction and let staff implement</td>
<td>Surrounded by increasing crime, noise, traffic in region, pressure</td>
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<td>Website Resources and Use of Internal Computer Resources to Accomplish Daily Functions</td>
<td>Over focus on residents vs. businesses - threaten economic viability of Winter Park. Residents cannot pay for it all</td>
<td>Attractive residential destination for in-migration-history, culture, weather, education</td>
<td>Florida’s financial health and economic model</td>
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<td>Park Funding/Quality Control</td>
<td>Increase property values - Fairbanks, Lee Rd.</td>
<td>Letting special interests control big picture</td>
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<tr>
<td>Involved Citizens</td>
<td>Region’s “capital”</td>
<td>Attracting/Retaining talented staff, maintaining</td>
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<td>Sometimes commission over thinks policy decisions. All decisions can be reversed if they don’t pan out.</td>
<td>Progressive thinking and involved residents</td>
<td>Land locked by others growth</td>
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<td>Parking for CBD, small lot redevelopment</td>
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<tr>
<td>Catering to vocal minority</td>
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<td>Building civility</td>
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<tr>
<td>Trust</td>
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<td>Park-median maintenance</td>
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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