



City Commission Work Session

Agenda

July 14, 2021 @ 1:30 pm

Commission Chambers

welcome

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assistance & appeals

Persons with disabilities needing assistance to participate in any of these proceedings should contact the City Clerk's Office ([407-599-3277](tel:407-599-3277)) at least 48 hours in advance of the meeting.

"If a person decides to appeal any decision made by the Board with respect to any matter considered at this hearing, a record of the proceedings is needed to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based." (F.S. 286.0105).

please note

Times are projected and subject to change.

-
1. **Call to Order**
 2. **Discussion Item(s)**
 - a. [Strategic Planning - Initial Discussion of Project Priorities](#) 2 hours
 3. **Adjournment**



City Commission **agenda item**

item type Discussion Item(s)	meeting date July 14, 2021
prepared by Peter Moore	approved by Michelle Neuner, Randy Knight
board approval Completed	
strategic objective Fiscal Stewardship	

subject

Strategic Planning - Initial Discussion of Project Priorities

motion / recommendation

background

The Mayor and City Manager will start off this strategic planning session with a discussion of capital planning priorities.

alternatives / other considerations

fiscal impact

ATTACHMENTS:

[DRAFT- Non-Recurring Prioritized Project List 7-8-21 - for worksession.pdf](#)

Strategic Planning- Capital Projects

Agenda For Today

- **Lessons from Metro-Plan (Create 5 Year Plan ("TIP") from 45 year Project List)**
- **Overview of Funding Shortfalls, Context to Total Budget**
- **Review and Mark-up Line Item Budgeting (Similar to American Rescue Plan Act Process)**
 - **Top 5 Major Projects- (Central Park, Progress Point, MLK Park, Other Parks, Old Library)**
 - Which phases or projects be pushed out to 6-25 year horizon?
 - Establish Target Budget
 - Other Funding Sources to be pursued?
 - **Other Major Projects/Categories (Traffic, Safety, and Internet/Smart Cities)**
 - Which phases or projects be pushed out to 6-25 year horizon?
 - Establish Target Budget
 - Should we establish Investment Targets, rather than specific projects?
(e.g. allocate 10% of Non-Recurring Project Spending to Traffic?)
 - Other Funding Sources to be pursued?
- **Next Steps**

STRATEGIC PLANNING FOR NON-RECURRING PROJECTS

Next 5 Year Overview "Big Picture"

5 Year Plan- Costs	\$ 100,936,000
Funding Identified	\$ 61,428,000
Unfunded in 5 Years	\$ 39,508,000

Future Funds Available 2027-2047 For "Non-Recurring" Projects

CRA "Reversion" back into the General Fund	\$ 37,308,000
General Fund	\$ 17,500,000
Potential Bond Referendum- City Hall	\$ 12,500,000
Parks Acquisition and Maintenance Fund	\$ 2,000,000
Total	\$ 69,308,000

Options to Closing the Gap

- Put off some projects until after 5 years (e.g. Move "unfunded" projects to 2027-2047)
- Reduce the Cost of the Project
 - Simplify/Change Scope
 - Eliminate "Over the Top" elements
 - Add Phasing
- Find More Money (e.g. Borrow, Capital Campaign, Lease to Developer, Grants, State/Federal)
 - Non-Profit Capital Campaign
 - Grants from State or Federal Government
 - Lease or Partner with a User/Developer
 - Borrow Funds

<u>Major Projects (Central Park, Progress Point, MLK, Other Parks, Old Library)</u>	<u>Total Project Costs</u>	<u>5 Year Plan- Costs</u>	<u>Unfunded in 5 Years</u>	<u>6-25 Year Plan- Costs</u>
<u>1 Central Park/Post Office Expansion</u> Note: Assumes "Parks Acquisition Debt"	15,000,000	15,000,000	0	0
<u>2 Progress Point Park and Parking</u>	10,150,000	10,150,000	6,650,000	0
<u>3 MLK Park (Excl Sports Fields)</u>	7,700,000	7,700,000	0	0
<u>4 Other Parks and Land (Swope/Golf Course, Mead, Tree Farm, W:</u>	18,673,090	8,178,090	800,000	10,495,000
<u>5 Old Library</u>	7,800,000	7,800,000	7,500,000	0

	<u>Total Project Costs</u>	<u>5 Year Plan- Costs</u>	<u>Unfunded in 5 Years</u>	<u>6-25 Year Plan- Costs</u>
<u>6-8 Traffic, Parking and Fairbanks Ave</u>	46,760,348	38,071,348	21,750,000	8,689,000
<u>9 Programs and Operations, Small Projects</u>	4,804,000	4,804,000	400,000	0
<u>10 Internet- Broadband, Smart Cities</u>	2,212,000	2,212,000	0	0
<u>11-12 Other Capital and New Library</u>	7,020,920	7,020,920	2,408,000	0
<u>13 City Hall</u>	12,500,000	0	0	12,500,000

"Non-Recurring" Project Priorities

Non-Recurring Project Funding (Excluding FDOT and Utility Funds)

Total 5 Year Available
Committed
Balance Available

Subtotal- Non-Recurring Costs (Excluding FDOT, Utility Funds)

Total Project Costs	5 Year Plan- Costs	Unfunded in 5 Years	6-25 Year Plan- Costs
	65,165,702		69,308,848
	(61,428,358)		(31,684,000)
	3,737,344		37,624,848
132,620,358	100,936,358	39,508,000	31,684,000

5 YEAR PLAN FY 2022/2026					
CRA- Thru 2027	Amercan Recovery Act	General Funds- CIP Plan 22/26	Parks Acquisition Fund	Other Misc Funded Sources	Borrowed Funds/Sale of Assets
34,209,262	12,953,350	5,103,090	2,200,000	4,225,000	6,475,000
(31,509,268)	(12,116,000)	(5,103,090)	(2,000,000)	(4,225,000)	(6,475,000)
2,699,994	837,350	0	200,000	0	0

1.0	Central Park/Post Office Expansion								
Discuss	Land- Replacement Combined USPS Facility	15,000,000	15,000,000	0	0	7,525,000	0	1,000,000	6,475,000
	Note: Assumes "Parks Acquisition Debt"	6,475,000							
	Note: Northern 0.75 acre Valued at 3-4 million								
2.0	Progress Point Park and Parking								
	Park- Phase 1 - (incl UG exfiltration)	2,000,000	2,000,000	0	0		2,000,000		
	Palmetto Re-Alignment + Stormwater Phase 1	1,000,000	1,000,000	0	0			1,000,000	
	Connectivity South Phase 1- Progress Point to Mead to Orland Urban Trail	500,000	500,000	0	0		500,000		
Discuss Design/Budget	Park- Phase 2	2,100,000	2,100,000	2,100,000	0				
Discuss Design/Budget	Connectivity South Phase 2- Progress Point to Mead to Orland Urban Trail	1,600,000	1,600,000	1,600,000	0				
Discuss Design/Budget	Denning North of Palmetto	1,200,000	1,200,000	1,200,000	0				
By City???	"Activation" Pad Ready Improvements	750,000	750,000	750,000	0				
By City???	Arrival Court	1,000,000	1,000,000	1,000,000	0				
By City???	City Buildings/Stage	0	0	0	0				
By Others	Progress Point Garage	0	0	0	0				
By Others	Commercial/Non-Profit Buildings	0	0	0	0				
3.0	MLK Park (Excl Sports Fields)								
	MLK Park Improvements FY 23/24??CIP had 3 mill	3,000,000	3,000,000	0	0	3,000,000			
	Land - On Fairbanks, near Denning	3,000,000	3,000,000	0	0	3,000,000			
	Land - Cleaners, Spa Denning at Fairbanks- (Include 250k for Demo)	1,700,000	1,700,000	0	0	1,700,000	0		
4.0	Other Parks and Land (Swope/Golf Course, Mead, Tree Farm, Ward, Sports Fields)								
	WP 9 Hole/Swoope- Maint Facilities	800,000	800,000	800,000	0				
	Mead Garden "Advance Funding" Phase 1 - 2021-2031 (563,000 carryover; 500,000 repaid from GF to Water and Sewer)	638,090	638,090	0	0		638,090		
	Mead Gardens- Phase 2	495,000	0	0	495,000				
	Ward Park "Advance Funding" Sports Fields 2021-2031	2,300,000	2,300,000	0	0		2,300,000		
	Showalter, Tennis, Pavillion, Cady Way, Lake Baldwin- 5 yr CIP Plan-	1,540,000	1,540,000	0	0		1,540,000		
	Stadium Lighting - 5 yr CIP Plan	1,000,000	1,000,000	0	0		625,000		375,000
	Cemetery - 5 yr CIP Plan	1,600,000	1,600,000	0	0				1,600,000
	Shady Park Improvements - 5 yr CIP Plan	300,000	300,000	0	0	300,000			
	Tree Farm- NW Sports Complex	5,000,000	0	0	5,000,000				
	Note: Tree Farm 14 acres Value of \$3-5 mill								
	Land- Additional Park Space (WP Pines, Killarney)	5,000,000	0	0	5,000,000				
5.0	Old Library								
	Old Library Building roof and A/C	300,000	300,000	0	0		300,000		
	Garage (60 at 25k per space)	1,500,000	1,500,000	1,500,000	0				
	Building Improvements	6,000,000	6,000,000	6,000,000	0				
	Note: Value on Sale \$6-10 million								

"Non-Recurring" Project Priorities

Non-Recurring Project Funding (Excluding FDOT and Utility Funds)

Total 5 Year Available
Committed
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Subtotal- Non-Recurring Costs (Excluding FDOT, Utility Funds)

Traffic, Multi-Modal and Calming Priorities (Excluding FDOT Funded Projects)

Misc Traffic Projects

"Top 6" New York Streetscape
"Top 6" Neighborhood Traffic Calming
"Top 6" Bike and Mobility Plan Implementation (Excluding Progress Point to Mead)

"Top 6" Infrastructure Bill Prep- Conceptual Design and Studies-(for example: Lakemont, Aloma, Glenridge)
Discuss Traffic Enhancements
Discuss Pedestrian/Bike Bridge alongside SunRail at north 17-92

Ravaudage Roadway Improvements
Traffic Signalization (See Also Smart Cities/Internet)
Hannibal Sq Connectivity
Trees and ROW for 17/92 Project
Lakemont Ave "Complete Streets"
Downtown Circulator
Fairbanks Denning Traffic Improvements -Pedestrian Crossing???

Failing Intersections: "E,F" (See Also FDOT Projects)

Discuss Const - North/South Intersection Denning at Fairbanks- See also MLK Park
Discuss Fairbanks /Orange Ave/Pennsylvania at RR track - "Quick Solve" lane reduction
Aloma (426) at Lakemont

Note: FDOT Funded Projects are not included. Over \$15 million of projects on Fairbanks, 17-92 and Orange Ave are underway

Other Intersections: "C,D"

"Top 6" Orange Avenue Traffic Improvements (See also Intersection, below)
Orange/Denning/Minn-Roundabout? (EB is "F"), see also Traffic Improvements on Orange Ave, Above
Glenridge Intersection
Discuss East/West Intersection Denning at Fairbanks- See MLK Park
Westbound Morse onto 17-92

Parking Expansion

CRA-Comstock at MLK Parking Project Carryover 2021
Parking Garages (expand for detail)

Fairbanks Improvement

Discuss Killarney Annexation - Fire Station
Park Land and Parking

"Smart City" -Fiber/Broadband Future Phases

Public Wifi
Phase 1 Connect Facilities with Fiber
Phase 2 Smart City

"Top 6" Phase 2 Smart City - Traffic Signal Upgrades and Master Plan
Phase 3 - Fiber to the Home- WP Elec Customers
Phase 4 - Fiber to the Home- Duke Power Customers

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2,699,994	837,350	0	200,000	0	0

"Non-Recurring" Project Priorities					5 YEAR PLAN FY 2022/2026								
	Total Project Costs	5 Year Plan- Costs	Unfunded in 5 Years	6-25 Year Plan- Costs	CRA- Thru 2027	Amercan Recovery Act	General Funds- CIP Plan 22/26	Parks Acquisition Fund	Other Misc Funded Sources	Borrowed Funds/Sale of Assets			
Non-Recurring Project Funding (Excluding FDOT and Utility Funds)													
	Total 5 Year Available	65,165,702		69,308,848	34,209,262	12,953,350	5,103,090	2,200,000	4,225,000	6,475,000			
	Committed	(61,428,358)		(31,684,000)	(31,509,268)	(12,116,000)	(5,103,090)	(2,000,000)	(4,225,000)	(6,475,000)			
	Balance Available	3,737,344		37,624,848	2,699,994	837,350	0	200,000	0	0			
Subtotal- Non-Recurring Costs (Excluding FDOT, Utility Funds)					132,620,358	100,936,358	39,508,000	31,684,000					
10.1	General Fund - Programs and Operations												
	Offset Revenue Losses	800,000	800,000	0	0	800,000							
	2016 Vision and Village Charm Character Design and Survey	100,000	100,000	50,000	0	50,000							
	Community Survey		0										
10.2	Non-Profit Support												
	Library Operations- 18 months	600,000	600,000	0	0	600,000							
	Recurring Support Non-Profits	300,000	300,000	0	0	300,000							
	All Other Non-Profits	200,000	200,000	0	0	200,000							
	Library- See above		0										
	Mead Garden- See above		0										
10.3	Households and Small Businesses												
Discuss	Household and Small Business - American Recovery Act Allocation (\$7000 by Commission, specifics TBD)												
	Humanitarian Support	100,000	100,000	0	0	100,000							
	Utility Payment Assistance Program	100,000	100,000	0	0	100,000							
	Business Façade Program (One time In addition to "Recurring")	100,000	100,000	0	0	100,000							
	Business Recruitment Program	400,000	400,000	0	0	400,000							
	CRA Small Scale CIP Improvements- 5 yr CIP (Keep as "Recurring")	0	0	0	0	0							
	CRA Infrastructure Improvements- 5 yr CIP (Keep as "Recurring")	0	0	0	0	0							
10.4	Tourism, Travel and Hospitality												
Discuss	Central Park Stage (5 yr CIP had 500k in FY 24)	1,300,000	1,300,000	0	0	500,000	800,000						
	Downtown Restroom	350,000	350,000	350,000	0		0						
	Dredge Canal - Boat Tour	100,000	100,000	0	0		100,000						
	Other	200,000	200,000	0	0		200,000						
	Dinky Dock	154,000	154,000	0	0		154,000						
11.0	Library												
	Ampitheater	750,000	750,000	0	0				750,000				
	Library Art and Furnishings	800,000	800,000	0	0	800,000							
	Computers			0	0								
	Start-Up Deficit			0	0								
12.0	Other Capital Investments												
	City Hall Roof (Use Facility Maint Reserves)	0	0	0	0								
	Cyber-Security	500,000	500,000	0	0	500,000							
	CRA Stormwater Carryover from 2021	562,920	562,920	0	0	562,920							
	Station 64 Improvements	2,175,000	2,175,000	2,175,000	0								
	Fire Training Facility	550,000	550,000	0	0		550,000						
	Sustainability Program- Vehicles and Equipment	350,000	350,000	0	0		350,000						
	Charging Stations	100,000	100,000	0	0				100,000				
	Solar Farm/Awning	1,000,000	1,000,000	0	0				1,000,000				
	Accelerate Housing Authority Capex	233,000	233,000	233,000	0								
13.0	City Hall												
	City Hall- Reimagine/Replace	12,500,000	0	0	12,500,000								
Subtotal- Non-Recurring Costs (Excluding FDOT, Utility Funds)					132,620,358	100,936,358	39,508,000	31,684,000	31,509,268	12,116,000	5,103,090	4,225,000	6,475,000