



City Commission Work Session

Agenda

April 14, 2022 @ 1:00 pm

City Hall - Commission Chambers
401 S. Park Avenue

welcome

Agendas and all backup material supporting each agenda item are accessible via the city's website at cityofwinterpark.org/bpm and include virtual meeting instructions.

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.

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please note

Times are projected and subject to change.

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1. **Call to Order**
 2. **Discussion Item(s)**
 - a. [Commission Priorities](#) 2 hours
 3. **Adjournment**



City Commission **agenda item**

item type Discussion Item(s)	meeting date April 14, 2022
prepared by Randy Knight	approved by Randy Knight
board approval Completed	
strategic objective	

subject

Commission Priorities

motion / recommendation

Provide direction on priorities.

background

See attached suggested agenda and copy of priority discussion from 3-30-2021.

Also attached is the strategy map adopted by the Commission in 2012 and a draft revised strategy map put forth by the mayor as a strawman for discussion purposes.

alternatives / other considerations

fiscal impact

ATTACHMENTS:

[Priorities Work Session 4-14-22r.1.docx](#)

ATTACHMENTS:

[Priorities from 3-30-21.docx](#)

ATTACHMENTS:

[Strategy Map FY 2012.pdf](#)

ATTACHMENTS:

[Strategy Map FY 2022 DRAFT v2.docx](#)

Commission Priorities Work Session 4/14/22

Agenda:

1. Comments on Agenda
2. Does the Summary Outline/Grouping Still Work?
 - a. Parks, Traffic, Mobility, Parking (make Parks and Land a separate topic?)
 - b. CRA
 - c. Advance 2016 Values and Themes
 - d. Internet Bandwidth, Speed and Security
 - e. City Assets (Old Library, Swoope, etc)
 - f. Sustainability and Environmental
 - g. Resident Boards and Participation
 - h. Serving Businesses and Institutions
 - i. Serving City Staff
 - j. "Enterprise" (Elec, Water, Sewer) And Other Major Projects and Expenditures
 - k. Strategic Planning
3. Discuss Open Items from Last Year and New Priorities
 - a. Carryover Priorities NOT on the 3-2021 list Include:
 - i. Russian Invasion- Electric Utility Rate and Fuel Cost Adjustment mitigation
 - ii. Event Center Parking
 - iii. Grant Writing and Infrastructure Bill
 - iv. Fairbanks Annexation Approach
4. 5/25 year Strategic Investment Plan Highlights
 - a. 5 yr Available vs Committed
 - b. ARPA Funding remaining
5. Ranked Choice- Each Commissioner's top 3-5 Priorities
6. Next Steps
 - a. Work Sessions
 - i. Redirect any of the 5 year plan?
 - ii. Affordable Housing- Regional Efforts/Transportation (TDA and Sales Tax?)
 - iii. Joint Utility Adv Bd
 - iv. Joint P & Z
 - v. Board Mission Follow up
 - b. Other

Summary of 2021 Commission Priorities Planning Work Session of 3/30/21

NOTE: These are priorities for MUCH further discussion and do NOT represent intentions, directives or agreements of any member of the commission. This outline is a working outline and does NOT replace the meeting minutes.

- Parks, Traffic, Mobility, Parking- Major Projects, Land and Expenditures-
 - Fairbanks Traffic Flow Improvements
 - At Denning
 - Reduce Curb Cuts on Fairbanks
 - Central Park Expansion- Post Office
 - Progress Point Park and Connectivity
 - Howell Branch Preserve [in progress]
 - Mead Garden
 - “Emerald Necklace” and Bike/mobility paths
 - Parking Garages
 - Global List of land, IF opportunities arise
 - Other – TBD
 - Next Steps:
 - Staff to update Capital Projects Plan
 - Work Session dated 4-14 am before the Commission Meeting
 - Rank as Near Term (1-5 years) and Long Term
 - Review and discuss Staff Traffic Memo re Fairbanks and Denning which was circulated 3-22-21
- CRA- Discuss boundaries and time extensions
 - Denning to Progress Point
 - Fairbanks to I-4
 - Other Changes
 - Possible Reductions
 - Next Steps:
 - Commissioner Weaver to work with staff for work session and review
- Advance 2016 “Guiding Vision And Themes”
 - “Our Values” per Vision: “History/Heritage” and “Village Ambiance/small-town feel”
 - Enhance Traditional Scale and Charm

- Need to Define the terms in Pictures
- Create images of village charm and consistency in neighborhoods
- Create environment to promote and support arts and culture
- Next Steps:
 - Schedule work session as soon as OAO work sessions are done
 - Consider retaining a “traditional neighborhood design” expert
- Internet Bandwidth, Speed and Security
 - Phase 2 and 3 of Fiber Installation
 - Wifi for public parks and fields
 - Cybersecurity
 - Next Steps:
 - Staff Report on 4-14
- City Assets
 - Old Library
 - City Hall
 - Wellhead next to Golf Course
 - Tree Farm
 - Next Steps:
 - Strategic Planning Item
- Sustainability and Environmental
 - Install Solar where available
 - Move to Electric Vehicles (including Police)
 - Energy and Water Conservation
 - Tree Canopy and natural resources
 - Review and consider adopting [long term] Sustainability Action Plan
 - Carbon Footprint
 - Next Steps:
 - Work Session in 3-4 months
- Resident Boards and Participation
 - Study Obstacles
 - Give Direction
 - Consider Neighborhood Advisory Board
 - Education and training, similar to Orange County “Citizen’s Academy”??
 - Next Steps:

- Work Session in _____??
 - Commissioner DeCiccio to lead application process review with Staff
- Serving Businesses and Institutions
 - Incentivize business and institutional recovery
 - Support Existing Museums
 - Consider targeting certain retail and commercial uses
 - Next Steps:
 - ???
- Serving City Staff
 - Direction thru Strategic Planning
 - Benefit and Pension review
 - Next Steps:
 - Strategic Planning Topics
- “Enterprise” (Elec, Water, Sewer) And Other Major Projects and Expenditures;
 - Fire Dept Training Facility
 - Septic to Sewer
 - Improve Public Right of Way appearances
 - Service Areas for Internet and Electric
 - Annexations
 - Retrofitting Outfalls to Lakes
 - Sunrail to Airport/Brightline support
 - Next Steps:
 - Discuss in Work Session 4-14
 - Strategic Planning Topics
- Strategic Planning
 - Next Steps:
 - Process, survey and moderator discussion _____???

Work Session, March 30, 2021

Priority List:

Mayor Anderson:

Consolidated 5 and 50-year plan for projects on parks, mobility, traffic

CRA – possible boundary and time extension.

Visualize the Vision Statement – create images of village charm and consistency in neighborhoods.

Incentivize business and institutional recovery, use as opportunity to target certain retail and commercial office uses.

Study obstacles for serving on boards or city commission.

CRA – possible reduction in boundaries

Fairbanks Avenue – appropriate place to study for CRA extension or overlay.

Annexations – future plans, research

Consider neighborhood advisory board.

Commissioner Weaver:

CRA – CRA boundary down Denning including Progress Point and time extension.

Easements and land purchases for Denning/W. Fairbanks intersection improvements.

Reducing curb cuts on Fairbanks Ave.

City buildings have solar where space is available.

Lake quality and relationship to septic-planning for sewer hookup for lakefront homes and businesses.

Moving city-owned automotive vehicle to electric, including police department.

Start planning Howell Branch Preserve improvements, particularly canoe

Phase II and III for fiberoptics

Adopt sustainability action plan.

Retrofitting outfalls to lakes.

Support advancement of rail link between airport and Sunrail.

Commissioner Cooper:

Acquiring post office property.

City Hall

Expansion of CRA

Public rights-of-way improvements (aesthetic, higher standard of appearance)

City assets – well head next to golf course.

Traffic

Pension – moving from defined benefit to defined contribution.

Education and training – boards, commission, residents.

Commissioner DeCiccio

Expansion of CRA

Progress Point (connectivity, sidewalks, etc.)

Cybersecurity.

Fire Department training facility

Environmental (reduce carbon footprint)

Expand Wifi for public parks and playing fields.

Continue to support existing museums.

Commissioner Sullivan:

Protect historical heritage, enhance traditional scale and charm.

Environment – energy and water conservation, natural resources and tree canopy

Create environment to promote and support arts and culture.

Expansion of CRA.

Acquiring post office property.

Howell Branch Preserve.

Mead Garden improvements.

Randy Knight:

Strategic Planning Session – clear direction on where staff directs its efforts.

Global list of future property acquisition.

Decisions on city assets, i.e. library, tree farm, city hall.

DRAFT



City of Winter Park Strategy Map Fiscal Year 2023-2024

DRIVERS

Vision

Be the best place to live, work and play in Florida for today's residents and for future generations.

- Residents and businesses will thrive and visitors will enjoy our history and community spirit.
- We will maintain a safe and healthy environment while preserving our city's friendly, hometown atmosphere and celebrating the diversity of its people.
- We will provide extensive recreational and cultural opportunities.
- We will provide municipal services of the highest quality in a fiscally prudent and customer friendly manner.
- We will achieve our vision through a commitment to a healthy economy, a vibrant downtown, and preservation of our environment, charm, culture and vital neighborhoods.

Values

- Spirit of volunteerism and ownership through respect for heritage and culture
- Preserving character and charm
- Commitment to our environmental assets
- Economic viability and sustainability for future generations
- Diversity, both economically and culturally
- Recognition of value in cultivating regional resources
- Integrity, honesty and respect in all interactions
- Decision-making based on facts and citizen participation
- Governance that is accessible, accountable and transparent
- Quality neighborhoods

DIFFERENTIATORS

Unique Sense of Place

- Charming village character & scale
- Attractive place to visit
- Heritage & culture
- Central Park
- High quality of life
- Pedestrian friendly
- Vibrant Central Business District (CBD)

Diverse Character

& Quality of Neighborhoods

- Lakefront estate lots
- Historic neighborhoods
- Variety of housing options
- Strong sense of community
- Neighborhood Council
- Community involvement

High Quality of Services

- Fiscally responsible
- Exceptional
 - Customer service
 - Public safety
 - Responsiveness
 - Infrastructure & services
- Professional & responsive staff

Environmental Assets

- Extensive Tree Canopy
- Recreational opportunities for all ages
- 10 acres of parks per 1000 residents
- Healthy city lakes

Life-long Learning

- Excellent public education for K-12
- Rollins College & Community College integrated community partner
- World class library & cultural experiences

STRATEGIC OBJECTIVES

Quality environment

- Finalize Civility Code
- Work towards achieving the Green Local Government's Platinum level
- Increase average lake water clarity – currently 2.4 meters, long-term goal three meters
- Offer 20 new recreational programs to appeal to a wider and more diverse audience
- Pursue first right of refusal for the post office property
- Establish plans and initiatives to promote pedestrian safety

Quality development & redevelopment

- Continue to develop & redevelop underdeveloped, non-residential corridors
- Incentivize development and reannexation with a no-direct cost to existing tax payers approach

Quality government services & financial security

- Maintain current levels of service and current millage rate
- Fund \$1 million toward establishing a goal of having 30 percent of recurring expenses in the city's reserves
- Be in the top 35 percent of pay and top 50 percent in benefits based on the approved list of benchmark jurisdictions
- Provide additional methods of communication to increase opportunities for public input

Quality facilities & infrastructure

- Increase median maintenance and construction of new sidewalks
- Complete the Fairbanks Avenue Improvement project including the construction of new sewer system and some beautification
- Complete Capital Improvement Plan (CIP) projects on time and within budget
- Place all electric distribution facilities underground as soon as possible while maintaining competitive electric rates

INITIATIVES

VISION	Winter Park IS the city of arts and culture, cherishing its traditional scale and charm while building a healthy and vibrant future for generations.			
VALUES	<u>Cherish and sustain Winter Park’s extraordinary quality of life</u> • Preserve the legacy of Winter Park as a safe, beautiful, healthy, and family-friendly environment. • Honor our historic and cultural features throughout Winter Park. • Steward and enhance our tree canopy and lakes as the crown jewels of Winter Park’s natural system. • Invest in a sustainable future that encourages and supports lifelong learning, healthy living, and a daily connectivity to the natural world.	<u>Plan our growth through a collaborative process that protects our city’s timeless scale and character</u> • Recognize unique areas of the city and provide a collaborative planning process that ensures quality development while reflecting the context and heritage of the area. • Support our diverse population with a mix of housing types while respecting our traditional neighborhood character and scale. • Enhance walking, biking, and recreational activities through a connected and integrated network of open space. • Foster sustainable public and private parks and open spaces using state-of-the-art practices and techniques. • Increase the connection to nature by incentivizing public and private green space through the design and development process. • Protect and build on the local and unique brand and reputation of Park Avenue. • Retain and attract businesses that enhance the quality and character of the city. • Invest in innovative infrastructure to ensure that our means to get around is safe and efficient, through prioritization of pedestrians, bicyclists, and transit users.	<u>Enhance the Winter Park brand through a flourishing community of arts and culture</u> • Support our cultural institutions and the arts through the development of complementary improvements, innovative partnerships, marketing, events, and programs. • Recognize the value of our unique arts and cultural venues and their connection to Winter Park’s character as a destination. • Integrate arts into all environments - our businesses, parks, neighborhoods, and institutions.	<u>Build institutions for the future</u> • Preserve and enhance our cultural and historic resources. • Create a vibrant, healthy, and sustainable future for our community.
OBJECTIVES	Safety & Security “Peace of Mind”	Quality of Life & Stakeholder Wellbeing “Every Day Exceptional”		Financial Resilience “Resilient”

OBJECTIVES	Safety & Security "Peace of Mind"			Quality of Life & Community Resources "Every Day Exceptional"						Financial "F"
DRIVERS	Public Safety (Police, Fire, EMS & Code)	Utilities: Water, Sewer, Stormwater, Electric & Bandwidth	Exceptional Work Force (Relationships: Staff, Team, PR, HR, IT)	Village Charm	Residents & Neighborhoods Community Engagement	Mobility, Roads, & Traffic Calming	Sustainability & Environment	Enhanced Parks & Recreation Experiences (Parks, Lakes, Frees)	Business, Institutional, Arts & Culture Partners Thriving	General Fund
STRATEGIES	Maintain leading response times.	Underground Reliability Storm prep	Review Recruitment and On-boarding Process Making Changes to Attract and Equip Top Talent		Expand Social Media Communication Tools	Expand Pedestrian and Bicycle Connectivity	Improve recycling participation city-wide	Protect Central Park	Co-op marketing opportunities	Revenue: Reserves Rev Growth -2% -Roll to mkt -Supply – annex construction
		Continue City-Wide undergrounding program	Develop City Scorecard with Annual Goals & Benchmarks and Review Quarterly as Part of the Budgeting Process		Improve customer facing online experience	Work with FDOT to Improve Intersection Rankings	Invest in electric and hybrid fleet vehicles where applicable.	Control/acquire Post Office Property	Promote Awareness of Educational Opportunities	Comm Rev Growth: -Infl Rate -Supply – annex construction
		Expansion of reclaimed water system	Enhance Cybersecurity for city operations		Maintain Opportunities for Community Input	Maintain a robust repaving and ROW repair schedule		Progress Pt	Work with Business and Non-Profit Partners to Market the Historic Downtown	EXP: Reserve Policy
		Promote programs that improve customer demand	Develop a Corporate Culture that Promotes a "Can Do" attitude, focuses on Customer Service, and Encourages New Insights in a Safe and Inclusive Working		Re-establish Neighborhood Councils			Review and Enhance Recreational Facilities		