



# City of Winter Park Strategy Map Fiscal Year 2012

September 26, 2011

## 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 throughout our community
- 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 across generations
- Recognition of value in cultivating regional relationships while preserving our identity
- Integrity, honesty and respect in all interactions
- Decision-making based on facts and citizen participation
- Governance that is accessible, accountable and efficient
- 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 & private education for K-12 & adults
- Rollins College & Valencia Community College as an integrated community partner
- World class library, museums & cultural experiences

### Full-Service City

- Own electric utility
- Own police & fire
- Hospitals & schools
- Diverse shopping options

## STRATEGIC OBJECTIVES

### Quality environment

### Quality development & redevelopment

### Quality government services & financial security

### Quality facilities & infrastructure

### Quality economic development

## INITIATIVES

- 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

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

- 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

- 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

- Finalize economic development master plan
- Establish long-term goal for appropriate balance between residential and commercial property valuations
- Finalize framework and support businesses in establishing a Business Improvement District (BID)