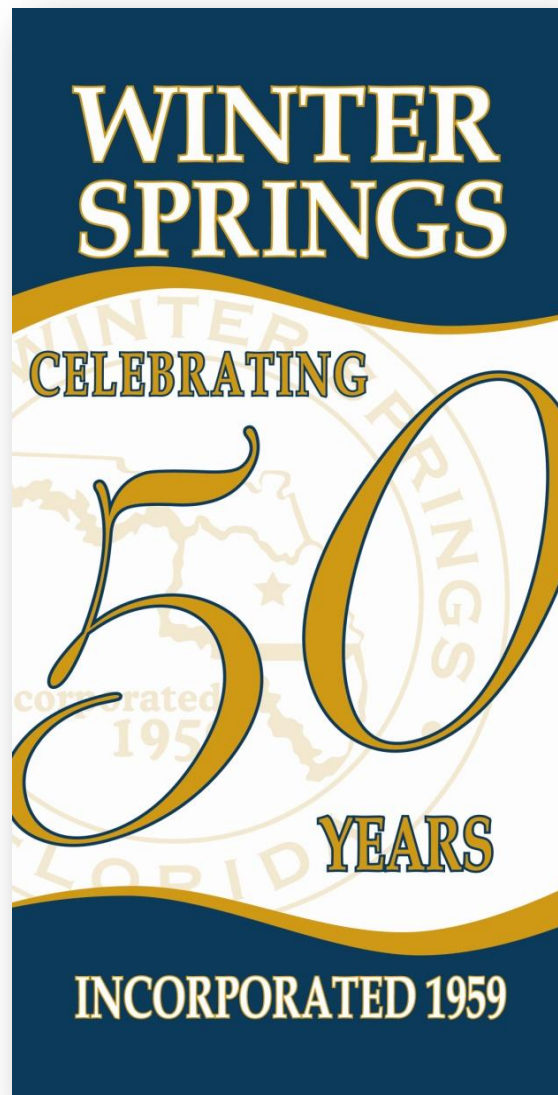


CITY OF WINTER SPRINGS **STRATEGIC PLAN**

FY 2010 - FY 2012



MAYOR

John F. Bush

COMMISSIONERS

Seat One – Jean Hovey

Seat Two – Rick Brown

Seat Three – Gary Bonner

Seat Four – Sally McGinnis

Deputy Mayor/Seat Five – Joanne M. Krebs

CITY MANAGER

Kevin L. Smith

CITY CLERK

Andrea Lorenzo-Luaces

CITY ATTORNEY

Anthony A. Garganese

DEPARTMENT DIRECTORS

Community Development	Randy Stevenson
Finance & Administrative Services	Kelly Balagia
Information Services	Joanne Dalka
Parks & Recreation	Chuck Pula
Police Department	Chief Kevin Brunelle
Utility/Public Works	Kip Lockcuff

OUR MISSION

To provide an efficient delivery of public services through innovation and excellence and promote quality of life by working cooperatively with all of our customers to protect health and safety, improve economic vitality, and enhance neighborhood livability throughout the City.

OUR VISION

To create a vibrant and sustainable high quality community by producing results that matter most to our customers through transparency, outstanding customer service, fiscal responsibility, excellence, and teamwork.

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INTRODUCTION

The *City of Winter Springs Strategic Plan FY 2010 - FY 2012* is the culmination of months of planning and effort by the various stakeholders in our community including the Mayor and City Commission, City staff, and our citizens and business owners.

The process began in February 2009 with the presentation of the City's Community Visioning Workshop and continued in March 2009 when the City Commission met to discuss the results of the workshop and to formulate those results into both *global* and *specific* goals. A Business Community Visioning Workshop was also held to afford business owners an opportunity to provide their input on the status and future of our city. City staff then met to formulate strategies aimed at accomplishing the specific goals established by the Commission. The final result of these comprehensive efforts is this strategic plan document.

Why did we develop this strategic plan? Strategic planning helps an organization identify where it wants to be at some point in the future and how it is going to get there. By setting goals, and strategies to achieve those goals, a roadmap is created to guide us, as a team, to our ultimate vision. To quote Hall of Fame Coach Paul "Bear" Bryant:

"Set goals - High goals for you and your organization. When your organization has a goal to shoot for, you create teamwork, people working for a common good."

Strategic planning also helps an organization make decisions on allocating its resources to pursue its goals, including its operating, capital and human resources. While each of the various components of a strategic plan is essential to its success, proper resource allocation is an increasingly important element in today's challenging economic environment.

The *City of Winter Springs Strategic Plan FY 2010 - FY 2012* is guided by our Mission Statement and Vision Statement, which are founded on the following basic values that guide all of our actions and reflect what we expect from our employees and elected officials:

- Transparent, Open, and Honest Government
- Customer Service
- Fiscal Responsibility
- Excellence
- Teamwork

The following goals and associated strategies for achieving those goals establish our course to the vision of our future. As we proceed forward, a periodic review of our progress will be undertaken in order to ensure we maintain that course, or adapt as deemed necessary.

As we proudly celebrate our City's 50th Anniversary, with this roadmap in hand we anxiously look forward to our next half century.

PROMOTE SENSE OF COMMUNITY

Goal 1

Identify tools, timelines, and resources to improve internal and external communication

Goal 1: Identify tools, timelines, and resources to improve internal and external communication.

Strategy 1: Create and implement a new and improved City website.

Timeline: To Be Completed By 12/31/2009

Fiscal Impact: \$0

Outcome: Improves ease of use and access to information by customers via a more intuitive and easier to navigate website.

Strategy 2: Offer Commission and staff external access to City intranet.

Timeline: To Be Completed By 12/31/2010

Fiscal Impact: TBD

Outcome: Improves efficiency by providing Commission and staff an additional means of access to resources, documents, and City archives.

Strategy 3: Implement a *Voice Over IP* phone system.

Timeline: To Be Completed By 09/30/2011

Fiscal Impact: TBD (based upon scope, options, vendor, etc.)

Outcome: Reduces costs, provides greater flexibility and reliability, provides faster response to customer requests, and improves access to users by offering enhanced modes of communication (voice mail notification, unified messaging, etc.).

Strategy 4: Develop and implement *Twitter* and/or *FaceBook* sites for the City.

Timeline: To Be Completed By 10/31/2009

Fiscal Impact: \$0

Outcome: Provides progressive, additional means of communication to advise citizens of ongoing City activities, information, and events (subject to Sunshine Law/Public Records limitations).

Strategy 5: Install a permanent electronic message sign at City Hall.

Timeline: To Be Completed By 04/01/2010

Fiscal Impact: \$27,000

Outcome: Provides an additional communication tool to disseminate information to the public.

Strategy 6: Automate processing and routing of internal forms within various City departments via utilization of *SharePoint*.

Timeline: To Be Completed By 09/30/2010

Fiscal Impact: \$0

Outcome: Improves efficiency by promoting the use of intelligent automated forms-based routing and providing a centralized location for internal users to locate routinely requested information. Reduces staff time. Reduces paper usage, lessening impacts on the environment.

Strategy 7: Facilitate periodic Community and Business Visioning Workshops.

Timeline: Ongoing (initial workshops completed)

Fiscal Impact: \$0 - \$2,000

Outcome: Provides an opportunity for customer input and involvement in on-going City visioning and strategic planning.

CUSTOMER SERVICE

Goal 2

**Identify opportunities and develop strategies to create a customer/
business friendly experience**

Goal 2: Identify opportunities and develop strategies to create a customer/business-friendly experience.

Strategy 1: Perform comprehensive review of current Utility Billing policies and procedures.

Timeline: To Be Completed By 09/30/2010

Fiscal Impact: \$0 - \$5,000 (Enterprise Fund)

Outcome: Revises policies and procedures as warranted to achieve a reasonable balance between customer relations and the City's fiduciary responsibilities.

Strategy 2: Implement additional customer service training for City staff.

Timeline: To Be Completed By 09/30/2010

Fiscal Impact: \$0-\$5,000 (Enterprise Fund)

Outcome: Provides employees with additional tools and enhanced skill set/knowledge base to assist in delivery of outstanding customer service.

Strategy 3: Implement e-Billing option for Utility customers.

Timeline: To Be Completed By 09/30/2010

Fiscal Impact: \$15,000 (Enterprise Fund)

Outcome: Provides utility customers an option to receive bills electronically and saves money by reducing printing and postage expenses.

Strategy 4: Implement an e-Application for permits, business tax receipts, and Utility Billing forms.

Timeline: To Be Completed By 12/31/2010

Fiscal Impact: \$5,000 - \$10,000 (Enterprise Fund)

Outcome: Creates a more convenient and expeditious process for customers to submit and receive licenses, permits, and forms.

Strategy 5: Implement an e-Application for processing development and building plans.

Timeline: To Be Completed By 09/30/2011

Fiscal Impact: \$0 - \$140,000 (Enterprise Fund)

Outcome: Creates a more expeditious and convenient process for customers to submit, and the City to review, development and building plans.

Strategy 6: Enter Business Tax Receipts and Building Permit payments in KIVA rather than MUNIS.

Timeline: Completed on 07/08/09

Fiscal Impact: \$0

Outcome: Eliminates redundant entry into two systems. Provides more expeditious business tax receipt distribution to customers and ensures timely payment remittance information to the Seminole County Tax Collector's Office.

Strategy 7: Evaluate the feasibility of both an over-the-counter and on-line credit/debit card payment acceptance system.

Timeline: To Be Completed By 09/30/2010

Fiscal Impact: \$5,000 - \$10,000 (Enterprise/General Fund)

Outcome: Expands customers' ability to utilize credit/debit cards in more service areas. Reduces processing fees.

Strategy 8: Institute an Escrow Account System process whereby developers/contractors may deposit funds with the City to offset future building plan and permit fee charges.

Timeline: To Be Completed By 09/30/2010

Fiscal Impact: \$5,000-\$15,000 (Enterprise Fund)

Outcome: Improves efficiency in the delivery of services by allowing developers/contractors the option to secure permits/approvals remotely. Provides an alternative method of payment for developers/contractors to pay for City services.

Strategy 9: Complete upgrade to MUNIS version 7.3 and implement new MUNIS on-line system and time/attendance modules.

Timeline: To Be Completed By 08/01/2010

Fiscal Impact: \$12,500 (Enterprise/General Fund)

Outcome: Provides external customers with an upgraded user interface for greater functionality to view and pay their utility bills. Increases functionality and efficiency in payroll processing and provides online employee access to appropriate Human Resource information.

Strategy 10: Modify current Community Development Department customer phone call routing to ensure prompt and proper customer response.

Timeline: To Be Completed By 10/01/2009

Fiscal Impact: \$1,200 (Enterprise Fund)

Outcome: Improves customer accessibility to staff. Ensures proper direction of calls to appropriate staff and timeliness of response to customer.

Strategy 11: Install an electronic information kiosk in City Hall lobby.

Timeline: To Be Completed By 10/31/2009

Fiscal Impact: \$500 - \$1,000

Outcome: Provides alternative to standing in line; reduces customer wait time; empowers customer by providing electronic access to a range of City information; and maximizes utilization of current staff.

Strategy 12: Develop an Economic Development Incentive Program.

Timeline: To Be Completed By 09/30/2010

Fiscal Impact: TBD

Outcome: Incentivizes smart development and diversifies tax base to reduce the residential tax burden.

ECONOMIC DEVELOPMENT

Goal 3

Aggressively complete the vision for Town Center

Goal 3: Aggressively complete the vision for Town Center.

Strategy 1: Conduct a Commission workshop on the history and vision of the Town Center.

Timeline: Completed on 08/01/2009

Fiscal Impact: \$0

Outcome: Provides the Commission with an outline of the history and original vision of the Town Center, to confirm that vision and modify if the Commission deems warranted.

Strategy 2: Finalize the EAR-based amendments to the Comprehensive Plan associated with the Town Center.

Timeline: To Be Completed By 12/31/2009

Fiscal Impact: \$0

Outcome: Ensures compliance with state mandated deadlines for the Evaluation and Appraisal Report (EAR) which includes goals, objectives, and policies aimed at the urbanization of this section of the City.

Strategy 3: Revise the Land Development Regulations to comply with the adopted EAR-based amendments, including the Town Center.

Timeline: To Be Completed By 08/31/2012

Fiscal Impact: \$10,000

Outcome: Ensures the City's Land Development regulations are consistent with the goals, objectives, and policies of the Comprehensive Plan and facilitate projects that have sustainable densities, promote multi-modal forms of transportation, and encourage mixed-use developments.

Strategy 4: Preserve and complete the street grid pattern established in the Town Center master plan.

Timeline: Ongoing

Fiscal Impact: \$1,000,000 - Michael Blake Blvd (One Cent Sales Tax)
Balance of grid cost TBD

Outcome: Provides the framework for projects that have sustainable densities, promote multi-modal forms of transportation, and encourage mixed-use developments.

Strategy 5: Develop multiple Town Center transportation options.

Timeline: Ongoing

Fiscal Impact: TBD

Outcome: Provides public transportation, multi-purpose sidewalks, bike lanes, trails, specialty-use parking and vehicular parking consistent with Town Center development standards.

Strategy 6: Pursue further reductions of the speed limit along SR 434 in the Town Center District.

Timeline: Ongoing

Fiscal Impact: \$0

Outcome: Reduces speeds and establishes a constrained roadway section that will promote the traditional neighborhood development standards of the Town Center.

Strategy 7: Annex enclaves within the Town Center District.

Timeline: Ongoing

Fiscal Impact: Varies by enclave. Staff will provide site-specific fiscal analysis.

Outcome: Ensures consistency of development standards and continuity of service delivery within the Town Center District.

Strategy 8: Construct Magnolia Park Amphitheater Complex.

Timeline: To Be Completed By 09/30/2010

Fiscal Impact: \$1,200,000 (1999 Bond Construction Fund)

Outcome: Provides a cultural component in the Town Center. Promotes a sense of community and serves as an economic generator. Provides an additional trailhead on the Cross Seminole Trail.

Strategy 9: Implement a revised signage code for the Town Center to include pedestrian and vehicular way-finding signage.

Timeline: To Be Completed By 09/30/2010

Fiscal Impact: \$1,500

Outcome: Enables provision of directional information signage for Town Center venues and businesses.

ECONOMIC DEVELOPMENT

Goal 4

**Partner with other entities to pursue the development of
SeminoleWay**

Goal 4: Partner with other entities to pursue the development of SeminoleWay.

Strategy 1: Continue ongoing efforts, in conjunction with SeminoleWay partners, to market the concept of SeminoleWay.

Timeline: Ongoing

Fiscal Impact: TBD

Outcome: Creates outside interest from international, national, and state-wide entities in relocating to Winter Springs/SeminoleWay. Utilize the marketing resources of the Chambers of Commerce, Metro Orlando Economic Development Commission, and East Central Florida Regional Planning Council.

Strategy 2: Conduct public hearings for all property owners within the SeminoleWay corridor to begin a dialogue on proposed development codes for the eight affected interchange areas.

Timeline: Ongoing (1st public hearing conducted July 2009)

Fiscal Impact: \$0

Outcome: Provides participation opportunities for stakeholders/property owners on development goals for SeminoleWay properties.

Strategy 3: Collaborate with Seminole County, Sanford, and Oviedo to discuss a unified development code for SeminoleWay.

Timeline: To Be Completed By 10/01/2010

Fiscal Impact: \$0 - \$15,000

Outcome: Provides current and potential property owners/developers within the SeminoleWay corridor assurances of standardized/consistent development standards regardless of the governmental entity within which the property is located.

Strategy 4: Produce a conceptual master/roadway plan for the Greenway Interchange District (GID)/SeminoleWay.

Timeline: To Be Completed By 4/01/2010

Fiscal Impact: \$5,000

Outcome: Provides a working document and marketing tool to be used as a guideline in meetings with property owners and developers when discussing proposed projects in the area. Enables the City staff to determine estimates of infrastructure costs for the GID.

Strategy 5: Pursue quality economic development opportunities in the Greenway Interchange District (GID)/SeminoleWay.

Timeline: Ongoing

Fiscal Impact: TBD

Outcome: Provides a diversified tax base by guiding the smart development of one of the City's premier corporate park properties.

FISCAL SUSTAINABILITY

Goal 5

**Develop strategies to ensure financial accountability and
transparency**

Goal 5: Develop strategies to ensure financial accountability and transparency.

Strategy 1: Implement a new budgeting paradigm aimed at providing greater fiscal stewardship.

Timeline: Initiated with preparation of FY 2010 budget

Fiscal Impact: \$0 (FY 2010 savings approx. \$1.0M)

Outcome: Ensures Commission established goals are properly aligned with the appropriation of financial resources; that appropriations are consistent with identified needs through implementation of zero-based budgeting; and that the Budget Document provides useful and relevant information to end users.

Strategy 2: Expand City website to include a section/webpage that presents information regarding City purchases, vendors and other useful financial information (“*Winter Springs Checkbook*”).

Timeline: To Be Completed By 12/31/2010

Fiscal Impact: \$0 - \$5,000

Outcome: Provides enhanced transparency on the City’s expenditure of taxpayer dollars.

Strategy 3: Prepare and present a Quarterly Financial Report to City Commission.

Timeline: Ongoing (initiated February 2009)

Fiscal Impact: \$0

Outcome: Provides Commission and citizens with timely information on City’s budgetary and financial position.

Strategy 4: Implement companion financial analysis to all potential development and redevelopment projects presented to City Commission for consideration.

Timeline: Ongoing (initiated August 2009)

Fiscal Impact: \$0

Outcome: Provides Commission with additional tools for informed decision-making regarding potential development and redevelopment projects.

Strategy 5: Create an employee advisory board to review and provide recommendations on employee benefit matters to include pension, safety, health, etc.

Timeline: To Be Initiated By 12/31/2009

Fiscal Impact: \$0

Outcome: Engages employees and affords them an additional opportunity to provide input on relevant personnel matters.

PUBLIC SAFETY

Goal 6

Continue to support and enhance Police/Citizens programs and services

Goal 6: Continue to support and enhance Police/Citizens' programs and services.

Strategy 1: Create a Citizens Police Academy.

Timeline: Convened *Class #1* on 09/01/2009

Fiscal Impact: \$1,000 (LETF Funded)

Outcome: Enhances communication between the community and the various bureaus within the Police Department to provide citizens with a better understanding of the functions and responsibilities of the Operations, Tech Services, Criminal Investigations, Code Enforcement, Administration, and Information Services bureaus.

Strategy 2: Expand Citizens Police Academy to include other City departments ("*Winter Springs Citizens Academy*").

Timeline: To Be Initiated By 09/01/2010

Fiscal Impact: \$0 - \$500

Outcome: Enhances communication between the community and the various departments within the City to provide citizens with a better understanding of the functions and responsibilities of those departments and the City as a whole.

Strategy 3: Implement Citizens on Patrol (COP) and Volunteers in Police Service (VIPS) Programs.

Timeline: To Be Completed By 10/01/2010

Fiscal Impact: \$1,000 - \$5,000 (potential for long-term cost savings)

Outcome: Enhances visibility and presence of qualified/trained persons to report criminal activity thereby reducing the need for additional sworn officers and civilian personnel.

Strategy 4: Expand Community Outreach Programs.

Timeline: Ongoing

Fiscal Impact: \$2,500 - \$5,000 (LETF funded)

Outcome: Provides enhanced response to the community, e.g. Lock Box and RUOK for the special needs population. Provides interaction between police and the youth of our community, e.g. CYO program, movie nights, and Shop-With-A-Cop, resulting in lower crime rates.

ENVIRONMENTAL STEWARDSHIP

Goal 7

Develop and implement a policy for addressing water supply and conservation

Goal 7: Develop and implement a policy for addressing water supply and conservation.

Strategy 1: Create a Water Conservation Coordinator staff position.

Timeline: To Be Completed By 04/01/2010

Fiscal Impact: \$0 (Reallocate existing staff)

Outcome: Reduces per capita water consumption by having a full time staff member dedicated to proactively working with utility customers to educate users and enforce, if necessary, the rules and regulations related to water use.

Strategy 2: Develop an Irrigation Audit Program to be available to customers at no charge.

Timeline: To Be Completed By 09/30/2010

Fiscal Impact: \$0

Outcome: Provides a customer friendly process to assist customers in reducing their utility bills by minimizing water usage, which will ultimately lower per capita water consumption.

Strategy 3: Adopt the water, sewer and reclaimed water rates necessary to support the state mandated replacement of potable water irrigation with an alternative water source.

Timeline: To Be Completed By 10/01/2009

Fiscal Impact: Increases utility revenues by approximately \$800,000 annually

Outcome: Generates sufficient revenues to cover the new debt required to fund the reclaimed water augmentation treatment and distribution system capital improvements, which will reduce potable water usage.

Strategy 4: Propose Florida Friendly/Waterwise modifications to the Land Development Code.

Timeline: To Be Completed By 10/01/2010

Fiscal Impact: \$5,000 (Enterprise Fund)

Outcome: Reduces the demand for water through the adoption of changes to the City's landscape codes which address native plant usage, water-saving technologies, etc.

Strategy 5: Evaluate alternatives for the City's long-term water supply needs.

Timeline: To Be Completed By 04/30/2012

Fiscal Impact: \$250,000 (Enterprise Fund)

Outcome: Provides the Commission with options for sustaining the long-term viability of the City's water supply, e.g. execute the Interlocal Agreement for the SR 46 Alternative Water Supply Project and have staff participate in the preliminary design and Consumptive Use Permitting process.

HUMAN CAPITAL

Goal 8

Explore potential use of volunteers to enhance provision of services

Goal 8: Explore potential use of volunteers to enhance provision of services.

Strategy 1: Develop a volunteer application process and associated volunteer policies and procedures.

Timeline: To Be Completed By 12/31/2009

Fiscal Impact: \$0

Outcome: Ensures compliance with applicable laws and consistency of implementation in the use of volunteers.

Strategy 2: Enhance and promote the use of volunteers for the provision of applicable City services.

Timeline: Ongoing

Fiscal Impact: \$0

Outcome: Reduces need for additional City staff, resulting in cost savings, and enhances supervision of programs and activities. Provides additional fund raising resources.

Strategy 3: Develop, in conjunction with Youth Sports Leagues, procedures for tracking of volunteer hours.

Timeline: To Be Completed By 12/31/2009

Fiscal Impact: \$0

Outcome: Provides information on volunteer usage and programs by the City's recreational partners to evaluate their effectiveness.

Appendix A

Strategic Planning (Community Visioning Workshop) Report

**CITY of WINTER SPRINGS
STRATEGIC PLANNING
REPORT**

March 21, 2009

**Facilitated by
Marilyn E. Crotty & Teresa Jacobs**

**The John Scott Dailey
Florida Institute of Government at the
University of Central Florida**

INTRODUCTION

The Winter Springs City Commission solicited the assistance of Ms. Marilyn Crotty and Ms. Teresa Jacobs with the John Scott Dailey Florida Institute of Government at the University of Central Florida (IOG) to guide and facilitate the development of a strategic plan for the City of Winter Springs.

To ensure that the strategic plan was responsive to the community's needs, the IOG conducted a Community Visioning Workshop on Thursday, February 26, 2009. The goal of the workshop was to give community stakeholders (residents, businesses, etc.) an opportunity to share their ideas and dreams for the future of the city. The workshop was very well attended, with over 100 community members participating.

The Mayor and all five members of the City Commission attended the workshop to listen to the ideas of the citizens and the findings of the first workshop informed the discussions and decisions made at the second workshop.

On March 21, 2009, the Winter Springs City Commission held the second workshop to establish and prioritize goals and objectives. Four members of the Commission attended the second workshop. Subsequently, the City Manager shared the results with the members of the Commission who were unable to attend the workshop and provided them an opportunity to prioritize the objectives established by the other members of the Commission.

This report is a summary of the discussions that occurred during these two workshops, and the goals, and prioritized objectives established by the Commission.

**WINTER SPRINGS
COMMISSION WORKSHOP SUMMARY
March 21, 2009**

The Winter Springs City Commission held a workshop to develop a strategic plan for the city. Four members of the Commission attended the workshop as well as senior staff.

The Commission began the Workshop by establishing ground rules and reviewing the results of the February 26, 2009 Community Workshop, using the community input to inform and guide their discussions and decisions.

Together with staff, they discussed both internal and external trends and issues that were or are likely to affect Winter Springs and conducted a strengths, weaknesses, opportunities, and threats analysis.

Next, the Commissioners developed a list of strategic issues and grouped these issues into ten goal areas. The Commissioners identified objectives for each goal and designated the objectives they felt were most important for implementation in the next year. Because the full Commission was not able to participate in the workshop, the City Manager shared the results with the other members of the Commission and provided them an opportunity to prioritize the objectives established by the other members of the Commission.

The objectives receiving the most support are identified as Tier One objectives; those of secondary importance are designated Tier Two; and all the rest of the objectives are 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 group as guidelines for the workshop:

- Informality
- One Speaker at a time
- Full participation
- Need lots of ideas
- No idea is a bad idea
- Stay focused
- Turn off cell phones
- Have fun

EXTERNAL TRENDS AND ISSUES

The Commissioners and staff discussed issues and trends that are occurring in the international, national, state, and regional environment that may have an impact on Winter Springs in the near future. The following external forces were identified as significant for the community:

Outsourcing of jobs

Change in demographics, age and population

Crime rate, computer crime, white collar crime; can't track the way we used to

Terrorism

Schools – loss of funding

Lack of Funding of public services

Unfunded mandates

Inequitable tax structure

Change in family structure

Environmental – water quality and quantity; fire hazards

Change in business model – contracting employees, work at home

Unemployment

Inability of small businesses to compete

Slow down in growth

Energy crisis – gas prices

Communication / technology

Technology

- impact on permitting, provision of services
- leveraging resources
- in law enforcement i.e. camera system, red light enforcement, video monitoring
- mobile technology
- impact on social interaction

High tech corridor- benefits for Winter Springs economic development

Transportation alternatives

Inflation

Impact on service provision

Potential frozen tax structure

INTERNAL TRENDS AND ISSUES

The Commission and staff analyzed internal issues and trends that may have an impact on the city. The following items were identified:

Funding challenges

- Public safety
- Quality of life
- Sustainability of city?

Lack of diversification tax base

Approaching build-out/redevelopment
 Multi-modal transportation/rail/high tech
 Turnover in neighborhoods
 Aging in population
 Winter Springs has more stable population than other communities
 Cultural diversity
 Lack of affordable housing
 Will remain family friendly
 Conflict due to different visioning for the community
 - example - commercial vehicle ordinance
 More form-based codes
 - example - buildings closer to roads
 Problem solving approach

S.W.O.T. ANALYSIS

Commissioners and staff identified what they perceived as strengths and weaknesses of the City of Winter Springs. They also identified opportunities and threats that affect their city. The following chart is a compilation of these ideas. The number in parenthesis () next to each comment indicates how many participants made this comment.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Staff (13) Unified goals and direction, knowledge and dedication, length of service, smart, hard working, ethical, professional, flexible, multi-tasking, responsive	Budget constraints (5) hindering the ability to replace technology, cannot maximize communication to citizens	Location (6) attractor for eco-development, centrally located, close proximity to major roads, favorable	Funding (5) unavailable, limited
Leadership (9) New, strong, knowledgeable, personal relationship with city leaders, open to new ideas, carin)	Communication with community (3)	Technology (5) e-commerce, telecommuting, website for economic development, citizen and other customer development, advances	Unfunded mandates (3)
Commission (4)	NIMBY-ism	Smart commercial growth (3)	Low tax revenues (3) reduced services, high residential tax revenues
Transparency (4) financial	Infrequent but sometimes critical breakdown of communications	Empowering staff/advisory boards (2) engaging ideas	Diminishing water supply (3) quality, volume
Location (4) waterfront property, proximity to greenway, intersection of resources, trails, natural areas, conducive to long-term growth	Top-down management not listening to those lower in the organization	Greenway Interchange (3)	Crime (2)
Public safety/Police Department (4)	Not maximizing resources, people	Seminole way (3)	Legislative intrusion (2)

Community (6) involvement, communication, family friendly, supportive, desirable, pride	Lack of performance metrics for commission down and through front-line employees	Town Center (3)	Economy (2) slowing, state and local
Town center (3)	Tax base	Economic condition/stimulation (2)	Consolidation (2)
Schools (2)	Other governmental agencies focus	Caring citizens dedicated to community (2)	NIMBY's/Status quo (2)
Parks (2) well maintained and staffed	Not enough focus on west side of the city (434 corridor)	Desires of community	Poor economic decision making by current federal administration
Neighborhoods	Undefined economic incentives to attract business	Engaging public participation	Careless spending
Events	Buy in	Communication on many levels	Funding from Tallahassee
Planning	Outdated codes and procedures	Education on local government	Tallahassee
Confidence	Retention of employees	Using our sense of community to help grow the city	"Rules" are changing- what are the "rules?"
Security	Close to buildout	Grants	Traffic
Diversity of experiences, talent and abilities	Poor customer service	Partnerships with other cities	Large number of freshman legislators have never served at municipal level
Innovative employees always improving processes	Uncertainty about future legislative actions	Multi-modal transportation bus, trails, pedestrian, smart vehicles	No champion for the town center
Problem solving attitude	Customer service & access to technology	Create a clear vision and mission and administer it	Foreclosed property
Clear sense of team within departments	Interdepartmental cooperation and cohesiveness- need to not work at odds with one another	West side redevelopment	Lack of understanding and knowledge about unique opportunities the town center affords
Future investments		Education	Blighted neighborhood- Lori Ann Lane, etc.
Pride in city		Lake Jesup water source/ environmental preserve	Not holding to the town center vision/code
Education level of community		Innovation way	Awareness
Transportation system		Open government	Housing market values
Communication		Enhanced communication	School budget cuts
Informed citizen input		Target- employment area	
		Winter Springs Golf Course	

STRATEGIC ISSUES

The Commission, with input from staff, identified the following strategic issues as areas of potential focus for the coming year.

Communication internal/external improved
Promoting sense of community
Plan for community/event center
Library branch
Strategic blueprints for events
Provide for variety of housing options
Business friendly - easy to do business
Focused commitment to Town Center
Seminole Way
Redevelopment of west side
Comp plan & code revisions
Economic development incentives
Diversification of tax base
Water supply and conservation
Green development
Energy
Maximum utilization of resources
Pursuit of partnerships
Pursuit of grants
Developing a capital replacement plan
Pension plan
Recruitment & retention qualified professional work force
Increased use of volunteers
Maintenance of an effective transportation system
Expanded trail network to connect to other modes of transportation
Parks & recreation for youth
Magnolia Park
Senior citizens issues / support
Dog park
Public safety
Technological advancements - increased productivity/enhance customer service
Environment - paperless
Ongoing technology refresher - network server and user side
WiFi
Website

GOALS

The Commissioners agreed that the following ten strategic issue areas were appropriate goals for the next fiscal year. The Commission then identified objectives under each goal. The final activity of the day was the selection of priorities. The number in the parenthesis () in front of each objective indicates the number of commissioners that identified this objective as a priority. There is no significance to the order in which the goals are listed.

GOALS AND OBJECTIVES

GOAL – PROMOTE SENSE OF COMMUNITY

Tier One Objectives

- (6) Identify tools, timelines, and resources to improve internal and external communication

Other Objectives

- (1) Revisit master plan for the community/event center and evaluate feasibility
- (1) Enhance training for citizen advisory boards for appropriate empowerment (of boards)
- Develop a set of guidelines, criteria and standard operating procedures for community events
- Evaluate and pursue opportunities for partnerships to leverage revolving housing rehabilitation funds

GOAL – CUSTOMER SERVICE

Tier One Objectives

- (5) Identify opportunities and develop strategies to create a customer/business-friendly experience

GOAL – ECONOMIC DEVELOPMENT/REDEVELOPMENT

Tier One Objectives

- (5) Aggressively complete the vision for Town Center

Tier Two

- (3) Partner with other entities to pursue the development of Seminole Way
- (3) Actively work with 13 existing development projects to remove impediments for completion

Other

- (2) Revise/rewrite code of ordinances to comply with updated comprehensive plan and to eliminate outdated, irrelevant, and/or unenforceable text
- Develop a comprehensive economic development and redevelopment plan for the city, complete with analysis of required resources, timelines, West Side development - Winter Springs Golf Course

GOAL – ENVIRONMENTAL STEWARDSHIP

Tier One Objectives

- (4) Develop and implement a policy for addressing water supply and conservation

Other

- (2) Develop a Winter Springs “Green Policy” for energy conservation, both internally and externally
- Develop a “Greenprint” that identifies areas that are deemed significant for preservation
- Work with regional and state partners to revitalize Lake Jesup

GOAL – FISCAL SUSTAINABILITY

Tier One Objectives

- (5) Develop strategies to ensure financial accountability and transparency

Tier Two

- (3) Develop comprehensive plan to address funding and timeline for capital replacement, i.e., buildings, vehicles, equipment, etc.

Other

- (2) Review and evaluate sustainability of existing pension plan
- (1) Develop a comprehensive plan to assure maximum utilization of resources (human, fiscal, facilities), including partnerships, grants, and revenue generating opportunities
- Conduct a facilities needs assessment – space, repairs, energy efficiency, etc.

GOAL – HUMAN CAPITAL

Tier One Objectives

- (4) Explore potential use of volunteers to enhance provision of services

Tier Two

- (3) Develop financially feasible strategies to recruit and retain qualified professional workforce, including benefits plan, pension plan, non-monetary benefits

Other

- Provide appropriate training as needed throughout city government

GOAL - MOBILITY
Other Objectives

- Develop an action plan to support or oppose transportation projects and initiatives based on their impact on the quality of life in Winter Springs
- Explore feasibility of expanding trail system/network

GOAL – PARKS & RECREATION
Other Objectives

- (2) Complete Magnolia Park
- Establish a Parks & Recreation of advisory board

GOAL – PUBLIC SAFETY
Tier One
Objectives

- (5) Continue to support and enhance Police/Citizens' programs and services

Other

- Explore technological enhancement to increase effectiveness and efficiency of Police Department

GOAL - TECHNOLOGY
Objectives

- (2) Implement technology plan as financially feasible
- (1) Commitment to ongoing evaluation of city website for effectiveness

PRIORITY OBJECTIVES

Tier One

- (6) Identify tools, timelines, and resources to improve internal and external communication
- (5) Identify opportunities and develop strategies to create a customer/business-friendly experience
- (5) Aggressively complete the vision for Town Center
- (5) Develop strategies to ensure financial accountability and transparency
- (5) Continue to support and enhance Police/Citizens' programs and services
- (4) Develop and implement a policy for addressing water supply and conservation
- (4) Explore potential use of volunteers to enhance provision of services

Tier Two

- 3) Partner with other entities to pursue the development of Seminole Way
- (3) Actively work with 13 existing development projects to remove impediments for completion
- (3) Develop comprehensive plan to address funding and timeline for capital replacement, i.e., buildings, vehicles, equipment, etc.
- (3) Develop financially feasible strategies to recruit and retain qualified professional workforce, including benefits plan, pension plan, non-monetary benefits

**WINTER SPRINGS
COMMUNITY WORKSHOP SUMMARY
February 26, 2009**

Approximately 110 community members attended the Saturday workshop to share their ideas and dreams for the future and to provide their input about what they value most about Winter Springs

COMMUNITY TREASURES

Participants were asked to list the things, both physical and intangible, that they most treasure about Winter Springs; those things that should be protected and preserved.

Many participants used different terms to describe the same or similar treasures. The following is a list of their responses, grouped into general categories. The number in the parenthesis indicates how many participants identified the same or very similar treasure.

Parks & Recreation (103)

(Central Winds Park (17), Dog park (8), Sam Smith Park (2) Trotwood Park (6), State parks, Magnolia Park, Baseball complex (2), Cute kids water park off Moss Rd., Partnership parks - Pop Warner (3), Babe Ruth, CFU, I9, Athletic fields, Playgrounds)

Park system (38)

Well used and maintained

For picnics and places for children to run

Award winning, well managed and beautiful

Winter Springs Golf Course (3)

Bear Creek walk (2)

Well maintained parks within the city limits

Recreation department

City mini golf course

Golf courses

Eating outside now with my family and dogs

Close to natural areas to hike, canoe

Events and sports

Winter Springs Basketball league

Access to lake

Green City (92)

City is clean / green (3)

Aesthetically pleasing (20)

Streetscape / landscaping / beautification (15)

SRSR434 (3)

Trees (13)

Green areas (13)

Especially former Winter Springs Golf Club

Open space (7)

Nature areas / wooded areas and parks and attention to their preservation (2)

Natural Environment (2)

Undeveloped land

Foliage

Natural landscape Wildlife (4)

Owls (2), hawks, eagles, cardinals, foxes

Conservation Areas

Minimal development / uncluttered feel / uncluttered neighborhoods (3)

Open air – natural feeling

Rural look/character (2)

Fountains

Recycling efforts

Active tree planting program

Clean air and water

Minimum development of SR434 between Tuskawilla Rd and SR417

Preserve areas of green along Tuskawilla Rd

Keeping the city with trees, grass, and very little concrete

The commission, the Mayor, and others have a proactive attitude on environmental issues

Conservation area that acts as residential drainage for water run off / home to many birds and animals, wildlife.

Public Safety (63)

Police/Fire (30)

Safe neighborhoods (22)

Low crime rate (7)

Good neighborhood (3)

Police attention to speed limits

Trails (46)

Cross Seminole Trail (8)

Convenience and scenic beauty

Bicycle trails (3)

Give me exercise and fresh air on weekends

Bicycle trail to Town Center through center of town

Bridge over SR434 well constructed and aesthetically pleasing

Rail trail (2)

Linear park through city

Nature trails

Walking paths

Superior and well maintained

Trails throughout the Highlands

Town Center (45)

Blumberg Blvd. (2)
Magnolia Park
Veterans Memorial (2)
Specialty businesses

Schools (42)

Good/great/excellent/wonderful (35)
Winter Springs High School (2)
Support for our schools
Progressive education policies and personnel, especially in the elementary category
Top schools in Seminole County
I came here originally because of the good school system
Diversified schools and school clubs

Town Atmosphere (39)

Small-town feeling / atmosphere (16)
 Residential look and feel
Home-town atmosphere
Slowed-down atmosphere
Controlled development (7)
 Controlled commercial growth
 Not buried in strip malls, ugly buildings fronting major roads
 Does not have to host large, commercial / retail outlets – we are “preserved”
 No distracting businesses, ex: car lots, nightclubs, etc.
Population size (2)
Family atmosphere (2)
Bedroom community (2)
Walkable community (2)
Character of architecture
Uncrowded
Quiet
Clean
 The clean look of commercial districts – no 17-92 or 436
Low density development
 Keep to minimum high density housing
Range of housing
Upscale atmosphere and enforced standards

Town Events / Activities (38)

4th of July/ fireworks (9)
Town Center Events (3)
Highland Games (3)
City sponsored community activities (2)

Christmas tree lighting (2)
Santa coming around (2)
Parades (2)
Tree giveaway (2)
Concerts (2)
 Holiday
Easter egg hunt
Organized as revenue neutral
Bringing our city together and especially great for families
Lots of planned activities
Community special events committee

Sense of Community (36)

Neighborhoods (8)
Warm, caring, friendly (7)
 Open to all
 When someone is in need, the community comes to support
 Neighbors who will help at the drop of a hat if needed
Diversity of population (3)
Religious community (3)
Local sense of identity (2)
Community involvement (2)
Strong community
One of the best places to live
Progressive character of the community
People's interest in community
All age groups
We are not dependent on the "Disney industry", away from the tourist traps,
Civic organizations that assist nearby. This is a very desirable place to live.

Responsive City (27)

City government (6)
City staff (5)
Low Taxes (5)
Long range smart growth (4)
Ordinances for preservation (3)
Citizen participation (in government)
Hurricane debris pick-up
Enforcement of laws/codes
Level of municipal services

Transportation (17)

Roads (6)
 Well maintained
Proximity to major roads- SR417 (5)
Low levels of traffic (3)

Speed limit
Proper street maintenance
Widened/paved/improved/lighted roads

Other

Senior Center (15)
Local businesses (9)
Tusawilla Country Club (9)
Lake Jesup (5)
National/Local reputation (4)
Tusawilla subdivision (2)
Civic Center (2)
Convenient shopping (2)
High/stable property values (2)
Sidewalks (2)
Location (2)
Historical wharf sites
Near hospital
Gateway to East Seminole County (Deleon Street)
Chamber of Commerce
UCF Incubator
Clear separation of urban and rural density and usage on the eastern border
Regional approach in the area
Tusawilla PUD
Proximity to Winter Park, highway, events
Availability of natural gas utilities/appliances

Comments concerning items people would like to have:

Keep the temporary dog park and make it into a permanent dog park
Winter Springs Golf Course - Purchase land now, in down real estate market in public-private partnership
Other parks that can be used to bring visitors
Fully utilize the parks and recreation facilities more fully
The trails system needs to be completed and expanded so that elementary school kids can bike to school

WINTER SPRINGS 2020

Community participants were invited to imagine that it was the year 2020 and all their hopes, dreams and desires for Winter Springs had come true. They were asked to describe what Winter Springs would look like and feel like, and what it would be like to live, work, and raise a family here.

Participants worked in small groups and documented their vision of Winter Springs in 2020. Many of the physical and intangible attributes were repeated and are grouped below in broad themes.

Communication / Technology

- Wifi city wide (6)
- Communications - state of the art
- Fully functional e-commerce website to conduct all city business (20)
- Web cam community meetings and state of the art annual reports
- Interactive televised Winter Springs community meetings
- More government services online
- Winter Springs activities TV Channel
- Better citizen information source
- Technology leader
- Paperless billing

Community, Sense of

- Wonderful small town feel (3)
- Keep historical identity alive - way back! (2)
- Winter Springs kids go to Winter Springs schools
- Community stays involved with schools
- Intergenerational community
- Scholarship for needy families (not academic)
- Raising families
- Family friendly centers (parks) larger, community pool, bowling, tennis (i.e. aquatic center in Orlando), art center, community theater, indoor basketball courts, etc.
- Communities that work together
- Stable population - non-transient
- Community level volunteer program- schools, groups, individuals
- Downtown- Winter Park-like
- Keep community as is
- Walkable community
- Community gardens - shared

Cultural Amenities

- Library (8)

Theater (5)
Cultural and Performing Arts Center (4)
Amphitheatre
Community music and theater for citizen participation
Information center
Public art
Cultural arts district
Museum
Art gallery (2)
Arts and culture - dinner theater
Town playhouse
Value based and affordable civic events
Better civic center
More art venues and permanent events, etc.

Economic Development

Hotel (7)
 Conference center, local, LEED certified
 Seminole Way - residential appearance
 B&B's
City support for business
Seminole Way- Office/Professional
Well done, clean industry in appropriate locations
Jobs- green sensitive, clean manufacturing
SRSR434 to US 17-92 redevelopment
Office parks along SR417
Large corporations along SR417
Renewal of older/ neglected part of SR434
High tech corridor
Multi-family dwellings planned
Town homes filled
Convention center
Business center with multi-service professional services- attorneys, CPA's, etc.
Economic activities: (no large corporations)
High wage, clean industry community
Use of ball fields for state and regional uses
Complete/finish all land development construction- condos
UCF incubator- medical research, competition or tie with Lake Nona

Education

Schools still attractive to families - high quality
Best schools in Florida
Art school/craft school

Energy

Renewable/alternative energy sources for city uses

Transportation - no fossil fuel, mass transportation, electric and alternative energy
Affordable alternative energy
CNG - natural gas for autos
Natural gas
Solar powered community lighting
Electric cars
Charging stations
Green energy leader incentives: solar, LEED standards, gas
Supplement Progress Energy with a solar power plant

Fiscally Responsible

Diversified tax base (3)
 More commercial to help tax base
 Increase non-residential tax base
Keep value incentive with tax base
All bond debt paid by communications tax
Lower franchise tax
Tax money spent as people voted- no increase without vote

Government Services / Partnerships / Growth Management

Simplify tax bills and structure
Infrastructure (maintenance and development: water drainage, sewers, bridges, power grid, underground utilities)
Better treatment of animals - city capability - strict anti-cruelty
More programs for animal control - spay/neuter education, no killing strays by 2020
Better communication between interlocal and county, especially police
Better county-city relationships
Enhanced relationship with sister cities
Private-public partnerships
Partner with SCC and UCF
Zoning, annexation, green preservation
Still strong and creative growth plan, residential in town center
County wide land use
Steady development
Sustainable growth
Controlled growth
Public services keep up with population
Commission follows steady growth
Clean up junk area on SR SR419 - state buy?
Ordinances in place - i.e. no parking on lawns
SRSR434 and WS Blvd - constrained corridors (no new lanes)

Green City

Environmental club - volunteer, pick up trash, etc.

Retained, functional ecosystem - south shore of Lake Jesup, north of SRSR434,
Seminole Way is threat to that area

Xeriscape (2)

homes/businesses

Agricultural extension center - eco-friendly planting, urban gardening, etc.

Conservation of water (naturally and use)

Environmentally green

Reclaimed water to all

Expanded recycling

Preserve trees in new developments

Keep city green areas

Green standards - water sense toilets and fixtures

Green city / environment

Healthcare

Hospital/health care - local urgent care, town center

Integrated healthcare system - progression of care

Medical center

Closer hospital

Small town clinic

Lake Jesup

Access to Lake Jesup (clean)

Lots of potential for Lake Jesup- recreation, clean, useable, renewed, beauty

Clean up Lake Jesup- make it attractive, have access to lake, marina restaurants

Parks / Trails / Recreation / Youth Programs

Swimming / aquatic center (4)

Golf course (3)

Premier natural golf course

Public golf course

Winter Springs golf course

Trails (3)

Bike trails, multi-links to schools, expansion, bike racks

Improve nature trails- Sidewalk to trail from neighborhoods, well lit,
better visibility

Connect bike trails

Restrooms along trail

Inside recreation center, movie theater, skating rink, bowling alley (2)

Dog parks (2) - 10 minutes from everyone

Maintain and improve excellent parks (2)

Full-time community youth center (2)

More athletic fields

Complete Central Winds Park

Multi-purpose facility by Winter Springs Golf Club

More youth programs

Quality of Life

- Underground power/utilities (2)
- Building height limitations (no skyscrapers)
- Growth - smart growth - retain small town feel, retain quality of life (green areas)
- More sports facilities, basketball
- More and more better streetscape projects - continued excellent maintenance
- Special needs activities
- Happiness
- Affordable living
- Keep division of rural and city
- No high rises
- Limit density - multi-family
- More street lighting
- No billboards (2)
- No neon signs
- No sleaze establishments
- More quality restaurants (non-chain)
- More outside dining (covered, music)
- Whole Foods or Fresh Market (2)
- Bakery, shoe repair, flower shop - reasonable rent
- High end restaurants
- Rural in nature
- Shopping - specialty stores, like Waterford
- Covered walkways within shopping districts
- Clean up promises met

Safety

- Handicap-friendly intersections
- SRSR434 - plans for safe school bus pickup with all new development
- Safe - outside, low crime, kids, walking
- Walkway across SRSR434 from town center
- Pedestrian bridges across SR434 to nature trail
- Cater to pedestrians / bikes
- Improved school zone signage - consistent
- Safe crossings and crosswalks
- Camera enforcement at signals
- Public safety- tornado sirens
- Sidewalks along all roads

Senior Citizen Friendly

- Senior / handicapped access
- Senior / independent living
- Expanded senior center

Town Center

Thriving town center
Completed town center - vibrant, daring, alternative transportation, all inclusive
Town center expansion adding unique, attractive, charming high-draw business and events
Town Center expansion - 90-100% capacity (2)
Town center is regional hub with more parking, parking garages, pedestrian friendly, friendly attitude towards business owners (city hall)
Move post office to Town Center
Completed Town Center and Central Winds Park
Town center completed per vision with parking garage (2)
User-friendly town center - commercially attractive
Expand Winter Springs Town Center - more businesses, more parking

Transportation

Better public transportation (all alternatives)
Public parking for bikes and motorcycles
All roads paved
Public transportation (6)
 connection to mass transit (Sunrail), internal loops, buses for local trips, trolleys (2)
 establish multi-modal transportation systems
 light rail/bus
 connecting to Lynx
State of the art transportation, more buses, golf cart community
Traffic signal at Tuscora and SR434
City/state owns all roads
Enhance SRSR434 West of SR SR419
Community travel and events

Other

Entrance to Central Winds Park off SRSR434 with message board
More business hiring of the disabled
Disposition / resolution of Winter Springs golf course
Former Winter Springs golf club restored to municipal golf club
UCF usage
Annex to SCC
Miller's Hardware or ACE
Waterfront district
I like it just like this... "If it's not broken..."
Why wait? ASAP
User friendly parking and code enforcement
Tuskawilla extended to Jessup with public access
More uniform city boundaries, eliminate enclaves
Parking garage, ample parking downtown
No overnight parking throughout all districts

Appendix B

Business Community Visioning Workshop Report

**City of Winter Springs
BUSINESS COMMUNITY
VISIONING WORKSHOP**

June 9, 2009

**Facilitated by
Marilyn E. Crotty**

**The John Scott Dailey
Florida Institute of Government at the
University of Central Florida**

INTRODUCTION

After a successful community visioning workshop in February, the Winter Springs City Commission asked the John Scott Dailey Florida Institute of Government at the University of Central Florida (IOG) to conduct a similar workshop to engage the business community in a discussion of the future of the City from their perspective.

On June 9, 2009, a diverse group of approximately 30 people gathered to describe their vision for the City of Winter Springs in the year 2020 and to identify needs and opportunities that should be addressed. Professionals, small manufacturing firms, retail, service, and at-home businesses were represented.

The Mayor, four members of the City Commission, and city staff attended the workshop to listen to the ideas of the attendees. This report is a summary of the discussions and conclusions of the Business Community Visioning Workshop.

WINTER SPRINGS – 2020

Participants were divided into three groups and asked to imagine it was eleven years in the future (2020) and to describe their vision for the business community at that time. Several themes were identified and are listed below:

Business Community

Known as “the” place to start/grow/diversify with appropriate incentives

Target 80/20 (residential/business) vs. current 90/10

Increase non-service industry business base

95% occupancy

Industrial district

Historical district

 Sidewalk sale

 Something for everyone (businesses)

 Walking district

West Winter Springs will be a desired location

 Historic district

 Increased tax revenues

 Facelift

Businesses that cater to seniors

 Day care

 Assisted Living Facilities

Business in clusters

Medical clinics

More office-type buildings vs. strip malls

Successful incubator programs

Access to businesses

 Points of access created

Facilities

Large entertainment/hospitality/conference center/ restaurant/dining

Town center and surrounding open land filled with quality development

Significant aquatic complex/center

Enhanced trail/Jesup water taxi/bike usage/use of lake

Signage for Town Center

 Customers can see/notice my business

 Electronic billboard

 Aesthetic signage

Activities

Local festivities/meet and greet/food/drinks/music

The Mardi Gras of Central Florida

 Hotels are full

 Businesses to purchase Gasparilla floats

25 participating high school and college bands (FAMU)
60,000 hungry people, restaurants
“Winter Park” walk/shop/eat/park in style
Cultural arts

Government

Strive to do business with each other- government/private cooperation/local preference
New businesses are able to come
 Design criteria of town center allows more flexibility based on business needs
 Form follows function
Personally assigned city staff to help any business person obtain their approval/permit
City adequately staffed to support the community demand
Positive police/fire presence
Government small, serve the business community- what can we do to help you, offer incentives
Economic development office for business development
Business friendly startup processes
Multi-modal transportation system

Education

Keep/enhance Winter Springs public schools- high reputation with additional amenities and activities
Encourage business/community/school volunteer cooperation

IDENTIFICATION OF NEEDS

The small groups next were then asked to identify things that are not now in place in Winter Springs that would improve the business environment or quality of life in the city. The following suggestions were made with the asterisked items considered the most important:

- *Promote and advertise Winter Springs as the place to do business
- *Economic development council
 - Bring businesses to community
- *Incentive programs to bring business
 - Tax cut
 - Reduce impact fees
 - Credits/grants
- *Quicker permitting process
- *Aquatic/entertainment center
- *Historical district
 - Flowers/flags
 - Lamps with landscaping
 - Walking path
- *Maintain quality aesthetics

- *Solid anchor restaurants in town center
- *Medical offices
- *Assisted living near medical offices
- Transportation
 - monorail with parking
 - east to west
- Send businesses the Winter Springs newsletter
- Signage
- More businesses
- Regional Economic Development Commission to target Winter Springs
- Recycling support services
- Transportation
- Expand reclaimed water opportunities
- Purified water

IDENTIFICATION OF OPPORTUNITIES

The final activity of the workshop was the identification of opportunities that have the potential to contribute to a better quality of life or business environment in the city. The following suggestions were made with the asterisked items considered the most important:

- *Opportunities at Lake Jesup (water taxi, recreation, boardwalk, boat rentals)
- *Better utilization of water/lakes/rivers/wetlands/trail/parks
- *Expand amphitheater concept- create a real destination or recurring event
- *Seminole Way
- *Town Center
- *Technology/communication/process/permit/online service
- *Growth appears, people are pleased
 - More tax revenue
 - More police
 - More security for residents
 - Lower tax burden on individuals
 - Lower crime
- *Increase east-west traffic flow- create new business
- *Can hire more employees - can grow business to next level - more work- less crime
- Wine and art museum or gallery
- City website/expand links to local business

General Comments

- Don't wait- move up these priorities
- Include businesses on city website
- Newsletter available for businesses
- Town Center business visibility
- Promote events to draw people to Winter Springs- develop a slogan