

City of Winter Haven Our Future By Design Stakeholders Report

March, 2003

“Our Future By Design” is a community visioning endeavor that began in the fall of 1998. Through the efforts of 150± participating visionaries, also referred to as stakeholders, a document outlining hopes, dreams, goals, and objectives for the creation of a Greater Winter Haven Community was developed and distributed. In summary, this document serves as the stakeholder vision plan for working with others to collectively establish a harmonious community of beauty that embraces diversity while nurturing and promoting growth, economic development, and quality of life for our citizens and visitors.

The City of Winter Haven, a limited participant in the initial visioning process, aspires to foster a spirit of public trust and high cooperation to achieve mutually beneficial plan identified results. As such, the City offers the following report as a demonstration of commitment and focus toward being considered a companion stakeholder. This report addresses the visionary developed strategic considerations by category, and provides a vision plan summary along with a non-prioritized list of action steps taken by the City to accomplish the stated objectives. By way of submitting this report, the City seeks to demonstrate willingness to actively embrace the “Our Future By Design” created dream and make it a reality!

Community

Neighborhoods -

Vision Plan Summary - develop an effective system of neighborhood associations for the purpose of promoting volunteerism to pro-actively address safety, code enforcement, beautification and related concerns; establish agreements with local public agencies for the purpose of providing support and education for the neighborhood association participants; and develop and maintain a community web-site to facilitate communications and the exchange of information among partnering groups.

Action Steps Taken -

1. Neighborhood Division Operations and Staff
 - a. Staff Increase Effected - 2 city employees are now assigned to this area.
 - b. Neighborhood Organizations - 14 have been organized and 8 are consistently active.
 - c. Neighborhood Meetings - 50 held in 2002, touching 1000 residents.
 - d. Neighborhood Breakfast Club - City Staff regularly attends monthly meetings.
 - e. Neighborhood Newsletter - Development of a quarterly newsletter is underway.

- f. Neighborhood Meeting Notices - Distributed with the aid of GIS (Geographic Information System).
 - g. Neighborhood Plans - Two plans (Lake Howard and the Northeast area) have been developed in draft form.
 - h. Neighborhood Grant Program - A program has been developed in draft form.
 - i. Neighborhood Clean-up - Clean-ups occur regularly in partnership with neighborhood associations and Keep Winter Haven Clean and Beautiful.
 - j. Neighborhood Community Conference - Sponsored by Polk County, attend annually.
 - k. Code Enforcement - Neighborhood staff work in conjunction with this unit to report problem areas and resolve issues of concern to the various neighborhoods; in 2002, assisted with the identification and provided support for the demolition of 15 substandard structures.
2. City Web Page
- a. Developed in early 1999.
 - b. Upgraded in 2002 to provide more information and faster service capability.
 - c. Contains links to multiple areas, such as the Winter Haven Chamber of Commerce, and includes meeting and special event schedules, City Commission agenda packets, minutes, etc.
 - d. E-mail capability with contact address list in place.
 - e. Intranet WHAM (Winter Haven Application Management) module offering employees on-line access to such information as state statutes, budget reports, municipal code, etc.
 - f. Utility customer On-line payment of monthly bill with a credit card.

Recreation and Culture -

Vision Plan Summary - examine current resources, community needs, and obtain the funding required to develop and enhance accessibility to innovative recreational and cultural opportunities that define us as a community, provide avenues for communication, and stimulate our intellectual and physical energies; improve and expand neighborhood parks and facilities; expand competitive and non-competitive youth sports activities; build a centralized state-of-the art lakefront facility; and establish a permanent exhibit featuring local history and art, representative of the various community cultures.

Action Steps Taken -

- 1. Leisure Services Facility and Program Use
 - a. Participant tracking is now being accomplished within the department.
 - b. 95,799 people participated in facility rentals in 2002.
 - c. Instructional Classes - 256 offered in 2002 reaching a total of 35,000 participants.

- d. Pool attendance - 18,000 used the Chain of Lakes and Winter Haven Recreational and Cultural Center pools, combined, and 410 individuals enrolled for swim lessons.
 - e. Tennis Courts - Use hours totaled 14,213.45 in 2002, and a number of high school and collegiate events were hosted at this facility.
 - f. Chain of Lakes Park and DiamondPlex - 70 tournaments and 868 league games were accommodated at these facilities.
 - g. Library - With a circulation of 334,022, 190,099 participants took advantage of the available services in 2002.
 - h. Willowbrook Golf Course- Played host to 53,148 rounds of golf in 2002, which includes 34 special outings and 84 leagues.
 - i. Summer Youth Program - 360 participants in 2002.
 - j. Summer Playground Program (Rotary Park) - 195 participants in 2002.
2. Neighborhood Park and Facility Expansion
- a. *Heritage Park* - With the aid of a donation of funds from Dr. Mary Mooty, designed and installed a high intensity landscape package at the Woman's Club on Lake Howard and created a vibrant garden at this historic site. Established a rose garden at the northwest corner of the property resulting in the city being declared a "Rose City" by the American Rose Society. Property adjacent to the Woman's Club, the McDonald's property, is being pursued through a joint use agreement and will be developed as a passive ornamental garden.
 - b. *Lake Maude Properties* - 29± acres located to the north of DiamondPlex and on the eastern shore of Lake Maude was originally purchased in 2001 for well fields and possible recreational development.
 - c. *Chain of Lakes Center Renovations* - In 2002, via a contract with TECO-BGA, Inc., the interior lighting was retrofitted, the HVAC system was totally renovated with automated control systems installed, and the Rowdy Gaines Pool, including the filtration and plumbing systems, was completely refurbished. Replacement of the center roof is now underway.
 - d. *Library Construction* - In 2002, design of the 32,000 square foot new Library facility was completed; acquired the property for location at Avenue A and Third Street, NW; the construction contract, in the amount of \$3,025,345 was awarded in December; and construction is expected to begin soon. The project budget totals \$5.45 million; other funding sources include a \$500,000 state grant, and an estimated \$900,000 from the sale of the Old Library; the Downtown District will also assist with project funding.
 - e. *PAL Building Renovations* - With the aid of CDBG funds, a new air conditioning system has been installed and some building improvements have been made.
 - f. *Sertoma Park* - resurfacing of walkways and bleacher areas, the common areas, has recently been accomplished.
 - g. *Winter Haven Recreation and Cultural Center* - A space study is expected to be conducted in 2003, with the aid of CDBG funds.

- h. *Dome* - The Florida Citrus Showcase group has leased office space for a period of five years; they have made facility renovations and a portion of the cost will be applied to their rent; the Showcase installed a permanent fence around the dome property in December, 2002.
 - i. *Aldora Park* - Renovations were coordinated and effected through the Neighborhood unit, with the aid of a \$5,000 grant from Polk County.
 - j. *Girl Scout Park* - Renovations coordinated and effected through the Neighborhood unit, with the aid of a \$5,000 grant from Polk County.
 - k. *Kiwanis Park* - Submitted FRDAP grant application for the redevelopment of this park; results of grant application are pending.
 - l. *Rails to Trails* - Near future development.
 - m. *South Lake Howard Boardwalk* - Under development.
3. Special Events (Community-wide)
- a. Special Projects Unit - Created for the purpose of coordinating special events.
 - b. 2002 Activity - Special events were planned, covering a total of 206 hours, with an estimated 47,650 event participants attending such events as Arts in the Park, Carols in the Park, etc.
 - c. City contribution (2002) - City donated special event service, supply, and facility costs totaled \$39,492.
4. Youth Sports Activity Expansion
- b. Strengthened relations with Polk County regarding the operations and management of Sertoma Park.
 - c. Initiated efforts to identify and acquire recreational lands for the construction of new youth sports venues.
 - d. Coordinated the contribution of \$2,000 from TRIBE and the Cleveland Indians for area youth sports programs.
5. Communication Avenues
- a. City web-site.
 - b. Opportunities brochure - Created in 2002 by Leisure Services staff and distributed community-wide; the brochure is also available through the city web-site.
 - c. Newspaper - Activity advertisements are routinely placed in the News Chief.
 - d. Radio - Advertisements are routinely played on local stations.
 - e. Television - Bay News 9 coverage.
 - f. City Employee Speakers Bureau implemented.
 - g. City Communication Plan - Draft complete.
6. Local History and Art Facility
- a. Woman's Club Renovations - Landscape project complete; window and air conditioning repairs are underway; worked in partnership with a citizen, the Chamber of Commerce, and the Winter Haven Historic Society.

- b. Ridge Art - \$10,000 city donation to the Ridge Art Fund; promoted availability via the Opportunities brochure; regularly coordinate with the Ridge Art Association on the provision of instructional art programs.
- c. Winter Haven Community Theatre - Regularly provide production assistance and promote performances.
- d. Ritz Theater Restoration - \$10,000 city donation to this endeavor.

Community Beautification -

Vision Plan Summary - through education, the development of beautification plans and design standards, strengthened and more effective code enforcement, and regular clean-up efforts, inspire community pride and empower citizens to take a greater responsibility for litter prevention, neighborhood beautification, and minimizing the impact of waste; to enhance the aesthetics of public entrances and gateways, residential neighborhoods, and commercial buildings and grounds, as well as establish a means to reduce noise and visual clutter to project a more attractive, positive image of our community identity.

Action Steps Taken -

1. Neighborhood Clean-ups
 - a. Partnerships - Worked with multiple neighborhoods, Keep Winter Haven Clean and Beautiful, Polk County and the general public to coordinate and participate in such events as Project Eagle, the Great American Clean-up, etc.
 - b. "Let's Make A Difference Day" - In 2002, 100 people participated in this event; one ton of trash was collected from five locations throughout the city.
 - c. Clean-up Winter Haven - The city collected 124.11 tons of horticulture; 179.23 tons of junk; 32 tons of white goods; 3.34 tons of abandoned tires.
 - d. City-wide Spring Clean-up - In 2002, this week long activity netted in the collection of 275 tons of junk, at no cost to our customers.
 - e. Solid Waste Division Activity - 8,660 customers per month are served; in 2002 a total of 31,971 tons of waste was collected and transported for disposal; this equates to a 7.9% increase in the product hauled in 2001.
 - f. Lake Elbert Neighborhood Association Activity - With city assistance, this association plans to beautify the area adjacent to the recently relocated Lift Station #9.
 - g. Community Service Weekend Work Program - City supervision of weekend workers is ongoing.
 - h. Litter Cop Program - A program newly developed by the Police Department in conjunction with Keep Winter Haven Clean and Beautiful.

2. Community Improvement Award Program - Implemented in 2001, four homeowners per year are recognized by the city for their efforts to improve their personal property; award recipients are currently given \$185 in certificates donated by area businesses. This fiscal year the intent is to join with Keep Winter Haven Clean and Beautiful to present individual winners with a \$200 cash award, in recognition of their beautification and neighborhood improvement efforts.
3. Beautification Plans
 - a. *Avenue T Improvement Project* - With a budget of \$1.5 million developed with city gas tax revenues, CDBG monies, and city sales tax revenue bonds, streetscape and infrastructure improvements will be made in 4 phases to occur over a 3 to 5 year period.
 - b. *Cypress Gardens Boulevard Beautification* - In progress.
 - c. *U.S. Highway 17 Crossover* - Completed 2002.
 - d. *Havendale Boulevard Beautification* - Near future.
 - e. *Central Avenue/Central Park Improvements* - With a budget of \$3,000,000 the city is reconstructing the majority of the roadway and sidewalk areas in the Downtown District; the park project should get underway in the spring of 2003 and be completed in the spring of 2004.
 - f. *U.S. Highway 17 Overpass* - Improvements planned for 2003.

Tolerance -

Vision Plan Summary - Promote dialogue, interaction, sensitivity, tolerance, and respect among diverse groups of people, in an effort to achieve harmony and understanding essential for effecting change and implementing our community vision.

Action Steps Taken -

1. External Endeavors
 - b. City Manager Letter To Community Regarding the City's Equal Employment Opportunity Program and Status - Distributed 2001.
 - c. Chamber of Commerce and City Team Meetings - Luncheon meetings are being held quarterly to cultivate communications and partnerships.
 - d. City Manager and staff meeting with NAACP and Florence Villa Community Members held in 2002 with additional meetings targeted for the future.
 - e. Police Department Human Diversity, Sensitivity, and Community Outreach Programs - implemented in 2002 and are ongoing.
2. Internal Endeavors
 - a. "Personality-Centered Approach to Management" Workshop - Conducted by Human Resources to introduce to management the importance of recognizing preferred leadership styles and how they impact and relate to communications, productivity, and effectiveness.

- b. “Mastering the Future” and “Masterful Coaching” Workshops - Conducted for staff by Jonathan Clark and designed to improve relationships through enhanced communication.
- c. Police Department Programs - Ongoing activities
 1. Human Diversity and Sensitivity training for employees.
 2. Community Outreach Program.
 3. Citizen Police Academy.
 4. Employee Early Warning/Intervention System.
 5. Disciplinary System Modifications.
 6. Less than lethal use of force means.

Economic Development

Vision Plan Summary - while maintaining and promoting our area’s unique physical assets and superior quality of life, and through the combined efforts of community leaders, expand and diversify our economic base by accomplishing the following not all inclusive list of activities:

- Enhance existing businesses.
- Develop a vibrant, thriving downtown that provides broad business and varied social and artistic opportunities.
- Capitalize on our geographic location between Tampa and Orlando to attract environmentally friendly and diverse businesses to our area, placing particular emphasis upon attracting information and technology driven businesses that will provide higher caliber, better paying jobs for our employees.
- Promote and encourage growth and expansion of our existing economic drivers, emphasizing medicine, tourism, and sports activities, and maximizing sports marketing opportunities.
- Coordinate and align our local education infrastructure and technology with varied employer needs.
- Establish and maintain public/private partnerships, mutually beneficial communications, and cooperative efforts to facilitate growth and expansion, share financial responsibility, plan for the future, and market the benefits obtained through city growth and annexation.
- Strategically position the City of Winter Haven to participate in the economic growth along the U.S. 27 corridor.
- Examine and assess the economic impact of Major League Baseball on our community, and investigate alternative funding sources to defray the cost should this activity remain.
- Formulate a viable contingency plan for economic development should professional baseball not be retained in the community.
- Seek a trained and educated work force, and provide the infrastructure and technology necessary to facilitate adapting for our future and building on our strengths.

Action Steps Taken -

12. Commercial Development (New)
 - a. City Technical Review Committee - Reviewed 53 new projects in 2002.
 - b. New Area Businesses - The businesses that located in the city in 2002 include Sonic, Oakridge Funeral Home, Superway Convenience Store, Longhorn Steakhouse, Pier One Imports. In 2003, the city anticipates the addition of Carrabbas and Home Depot.

13. Commercial Redevelopment
 - a. New Construction for Incumbent Businesses - Includes Choice Dantzler building, Beef O'Brady's, Bank of America, Publix-Northgate Shopping Center, Baker Law Office, Spring Lake Cobb Theater, Eye Clinic on First Street, Brooks Law Office, Book Traders Building, Tanners.

14. Infrastructure Improvements (2002)
 - a. WWTP#2 head works restoration costing \$2,625,546.
 - b. Sewer line installation - 5.16 miles installed for a total of 255.25 miles in the City.
 - c. Water line installation - 7.14 miles installed for a total of 378.90 miles in the City.
 - d. Meter installation - 518 new meters were installed, 317 in Garden Grove.
 - e. Lift Stations - Added 8 new stations for a total of 137 being maintained by the City.

15. Major League Baseball
 - a. Spring Training 2002 Attendance - 75,014 .
 - b. Spring Training 2003 - Underway and to conclude on March 26, 2003.
 - c. Cleveland Indians Contract Status - Agreement expires in 2003; City staff contacted Indians personnel in November, 2002 to inquire of their intentions, and to date, no definitive answers have been received.
 - d. Determination relative to options for renewal of Cleveland Indians agreement or agreement with an alternative team - pending.

16. Economic Development Opportunities
 - a. Florence Villa Area Commercial Economic Development Project - \$200,000 in CDBG financial assistance is being considered.
 - b. CDC Employment Incubator Program - \$25,000 in CDBG funds has been dedicated to this endeavor.

17. Economic Development Plan - a plan is being compiled by the "15 in 5" Marketing Task Force and the CRA Director; specific recommendations will include ideas to better market and promote the city.

18. CRA
 - a. Established in 1999
 - b. CRA Director Appointment - 2001.
 - c. Two Districts Established - Downtown District and Florence Villa District.
 - d. Tax Increment Revenues and Taxable Values for 2002.
 1. Downtown District - \$217,974,415 in taxable value for a tax increment of \$641,775 which is \$116,979 above preliminary estimates.
 2. Florence Villa District - \$48,180,528 in taxable value for a tax increment of \$118,053 which is \$13,808 above preliminary estimates.
 - e. Taxable value increase - since 1999, the values have increased a total of \$46,663,848 in the Downtown District and \$8,583,719 in the Florence Villa District.

19. City Operational Endeavors
 - a. February, 2002 reorganization to enhance operational efficiency and effectiveness, as well as establish a means to bring about personal and organization development.
 - b. "Achieving 15 in 5 through Employees" - A strategic plan was developed and introduced internally in 2002, with the focus to complete 15 years of progress in 5 years; 70 city employees are serving on four different task forces, to work towards creating ownership in this concept that will require operational changes in the areas of strategy, human resources, business processes, and marketing.
 - c. Sales Tax Savings Procedure - Implemented by Procurement Services to save cost for the purchase of city facility construction materials; \$160,000 in state sales tax was saved on the construction of the new Police station alone. This program is also being applied to the new Library construction project.
 - d. East Polk Committee of 100 - Staff actively participates in scheduled meetings.
 - e. Richard's Fine Coffee's - An agreement is in place to establish this business in the new Library to be constructed.

20. Urban Lakefront Study (see detail under Lakes Preservation and Enjoyment)

21. Reliant Energy - The city has been working with Reliant Energy for many months to pursue the possibility of placing a power generation plant at the WWTP#3 site, to enable the city to receive between \$5 and \$10 million per year; to generate over \$2 million per year in tax revenues for the county; to generate over \$2.5 million per year for the Polk County School Board; and to create the potential for expansion of city provided utility service.

Education

Vision Plan Summary - have a customized, nationally-recognized, and quality education system that capitalizes on available resources, technology and diversity necessary to provide the knowledge, skills and opportunities that promote lifelong learning; ensure that our education system is led by innovative and dedicated personnel who are highly valued, accountable, and adequately compensated; ensure that schools identify and accommodate the special needs of each student; have a computer with Internet access in every home in the Greater Winter Haven area; enhance communications and promote active learning; and encourage the use of community centers to complement the school system whenever possible in fulfilling educational, recreational, social and health needs.

Action Steps Taken -

3. Interlocal Agreements
 - a. Public School Facility Planning - Agreement with Polk County School Board, Polk County Board of County Commissioners, and other local municipalities executed in 2002.

4. City Provided Community Programs
 - a. Winter Haven Recreation and Cultural Center and Rotary Park After-School Programs - child care, homework assistance, computer training, and recreation opportunities are provided, and some transportation is available.
 - b. Florida Recreation and Parks Association request for participation in a statewide study to determine the effects of public recreation based after-school programs on lifestyle choices - children in the city after-school care programs are participating in this study which will continue through the spring of 2003.
 - c. Library Excellence in Reading Program.
 - d. Instructional Programs - Varied in subject, 256 offered in 2002 with 35,000 participating in these programs offered at various city facilities.

5. City Facility Use Agreements
 - a. Multiple agreements with the Polk County School Board are in place for their use of city facilities to include the Rowdy Gaines Pool, Chain of Lakes Complex, Willowbrook Golf Course, Chain of Lakes Park and Stadium, Winter Haven Tennis Courts, Winter Haven Recreation and Cultural Center, and the Orange Dome.

6. Computer Accessibility and Ownership
 - a. Computer Training - Offered at the Winter Haven Recreation and Cultural Center.
 - b. Library - Computers are readily available for public use.
 - c. City Employee Computer Purchase Loan Program - Implemented in 1997, and to date, 206 loans have been processed, 70 of which are currently active.

7. City Internal Education and Training Endeavors
 - a. Educational Assistance Program for employees.
 - b. Fire Department training hours recorded in 2002 - 9,730.
 - c. Leisure Services two day retreat for staff was provided in 2002.
 - d. Mastering the Future and Masterful Coaching Training - Offered to management in 2002 and 2003.
 - e. City Commission/Staff Retreat - Since July, 2001, two retreats have been held.
 - f. City and Chamber of Commerce sponsorship of a customer services training program.
 - g. Inside Winter Haven - Employee tour and information program provided quarterly.
 - h. City Manager Breakfast with Employees Program - Held quarterly.
 - i. CityFax - A monthly employee newsletter.
 - j. Hosted the Florida Recreation and Park Association District IV Training Program in 2002.
 - k. Developed and implemented a Turf Grass Training Program for city staff and non-city recreation and park employees (attendees included those from Polk County and Orange County).
 - l. Governor's Mentoring Program - Promoted among employees and provided support for interested participants.

Growth and Redevelopment

Downtown -

Vision Plan Summary - revitalize the downtown area, in a distinguished versus ordinary manner, to restore the self-image, spirit, and economic viability of the community, as well as serve as a catalyst for growth in other areas; ensure that zoning is sensitive to mixed use, parking, setback requirements, etc. in this area; develop a downtown design strategy to promote building design compatibility; develop tax and economic incentives for encouraging downtown investment; and promote quality housing on upper floors of commercial buildings.

Action Steps Taken -

1. Zoning - Code Sensitivity
 - a. Alcoholic Beverage Ordinance - Changes are in draft form.
2. Downtown Design Standards
 - a. Partnering with Main Street.

- b. Standards are developed in draft form and should be ready for adoption by December, 2003.
3. Projects
- a. Central Avenue and Central Park Improvement Project - \$3 million phased project for improvements to Central Avenue, Central Park, Virginia Miller Park, and all streets surrounding these parks. Proposed improvements include the installation of sidewalks, new street and park trees, park renovations, new pedestrian lighting, antique style benches, trash receptacles, etc., and replacement of the water main.
 - b. Library - Construction is funded and is to begin soon.
 - c. Underground Utilities - Library site utilities will be underground.
 - d. WHAT Terminal Site - City staff is exploring locations with the policy board.
 - e. Bank of America reconstruction - Complete.

Historic Preservation -

Vision Plan Summary - preserve, enhance, publicize, and promote the revitalization of historic residential and commercial structures; encourage and provide a means for appreciating historic heritage; adopt a historic preservation ordinance and work with the county to adopt ad valorem tax abatement programs for the restoration of qualifying historic sites; establish a grant program for qualified owners of historic residences; encourage the city to support a historical museum; adopt a historic structure designation plaque or marker program; and develop historic building visitor guides, brochures, and tours.

Action Steps Taken -

- 2. Revitalization Projects
 - a. Winter Haven Woman's Club Building - Leisure Services, the CRA, and the Winter Haven Historical Society are working together to renovate this facility with the aid of grant funds currently being pursued. Landscape improvements are complete and improvements to the facility windows and HVAC system are underway.
- 3. Historic Preservation
 - a. Neighborhood staff have prepared an ordinance in draft form.
 - b. Grant program options are being explored.
 - c. Tax incentive program options are being explored.
- 4. Historic/Heritage Festivals
 - a. Black History Month.
 - b. Heritage Day Celebration.
- 5. Historic Distinction - Districts

- a. Four districts within the city are now on the National Register of Historic Places.
- b. The four districts are as follows.
 - 1. Winter Haven Heights - The area north of Central Avenue to Lake Martha.
 - 2. Downtown.
 - 3. Interlaken - The area between Lake Howard, Lake Cannon and Lake Mirror.
 - 4. Pope Avenue District - Includes the Haven, the Woman's Club Building and a number of surrounding structures.

Transportation -

Vision Plan Summary - pro-actively maintain our infrastructure and transportation system; explore and develop alternative transportation corridors and creative inter-city and county modes of transportation (e.g. sidewalks/bike lanes/boats/other) that are sensitive to our unique lake-centered environment and the beautification of our community; enact lake-sensitive ordinances with regard to transportation; and promote the viability of the Winter Haven Area Transit.

Action Steps Taken -

- 1. Entry/Gateway Beautification Projects
 - a. Cypress Gardens Boulevard Grant Funded Project - The project is scheduled for completion in May, 2003; funding for the project is provided by the city (\$46,325 local match and \$142,877 in kind services) and a grant received from FDOT in the amount of \$155,453.
 - b. Havendale Boulevard Landscape Project - To begin in 2003; the budget for this project is \$134,861 from FDOT, a city cash match of \$12,900, and a city in kind match of \$131,158.
 - c. Highway 17 Crossover Project - Complete.
 - d. Highway 17 Overpass - Improvements planned for 2003.
- 2. Transportation Improvement Program Activity
 - a. Monies are budgeted annually for transportation improvements, sidewalk installation and repair, pedestrian crossings, etc. and work is scheduled according to priority need and available funding.
 - b. Roadway resurfacing and/or new construction - Refurbished 6 miles of roadway in 2002; there is a total of 117 miles of paved roadway in the City.
 - c. Staff routinely participates in county-wide Transportation Planning Organization meetings.
- 3. Projects Underway

- a. *Winter Haven/Lake Alfred Rails-to-Trails Project* - \$1,146,000 is budgeted for the design and construction of a 4 mile paved pedestrian trail between the City of Winter Haven and the City of Lake Alfred. The trail will be 12' wide with landscaping, lighting, rest areas, benches, trash receptacles and other improvements. In addition to bond money secured by the city, a current funding source is FDOT. The city is in the process of applying for additional funding through the Florida Office of Greenways, and Trails, for land acquisition, and the Florida Division of Forestry to plant additional trees. The estimated commencement date is January, 2004.
 - b. *Lake Shipp Area Improvements* - Neighborhood staff are currently working with residents to develop a median and sidewalk program.
 - c. *Lake Howard Trail* - It is the city's intent to build a trail on the Lake Howard shores; a feasibility study is being prepared by Kimley-Horn and Associates, Inc. to identify the exact location of the proposed trail. The area being considered is the lakeside of East Lake Howard Drive between Avenue D, NW and the City's new nature park.
 - d. *Urban Lakefront and Economic Revitalization* - Following the acquisition of public input in December, 2002, 75 individuals met with the consultant group a study was initiated for the purpose of analyzing and making recommendations on the area adjacent to Lake Shipp, May, Lulu and Howard. The study is to contain the following:
 - 1. Economic development and revitalization recommendations for the entire project.
 - 2. Analysis of the City's COL complex with emphasis on recreation entertainment, commercial retail and professional and/or amateur athletics.
 - 3. Recommendations to promote water front development.
 - 4. Recommendations to increase recreation uses that would act interactively with established commercial and residential areas.
 - 5. Land use recommendations to be incorporated into the City's comp plan.
 - 6. Downtown Rails to Trails connectivity study.
4. Winter Haven Area Transit Activity
- a. Staff participates in monthly meetings.
 - b. Staff has a cooperative work relationship to provide some assistance with related maintenance needs.
 - c. Bus Terminal Site Selection - Staff is working with the WHAT policy board to locate a new bus terminal in the downtown district. The deadline for site selection and contract finalization is September, 2003. The budget for this project is \$2-3 million.
 - d. Work Perk Pass Purchases - Offered to city employees.
 - e. A proposal for parking the buses at a city facility has recently been received and will be considered.
 - f. City funding of WHAT - \$60,000 annually.

- g. Coordinated continued use of Third Street Transfer Station without interruption during the new Library construction.
5. Airport Operations and Activities
- a. Grant funding - Obtained a total of \$1,587,797 in FDOT and FAA grant funds for future projects to include hangar construction, main terminal re-roofing, land acquisitions, taxiway improvements, master plan update, and a new main terminal design and construction.
 - b. Take-offs and Landings - 60,000 recorded in 2002 and this is a 9% increase over the 2001 activity.
 - c. Number of Planes Based at the Airport - 156.

Growth -

Vision Plan Summary - actively develop and sustain our community in a fiscally and environmentally responsible manner, without sacrificing our uniqueness, dynamics and beauty.

Action Steps Taken -

- 3. Annexation Plan - “Growth by Design,” a plan to expand boundaries and tax base while maintaining a focus on the City’s ability to supply quality services has been developed by Special Projects staff.
- 4. Annexation - In 2002, 1,412 acres with a tax base of \$42,443,121, and a personal property value of approximately \$20,813,120 was annexed which resulted in \$567,851 in revenue from ad valorem taxes and franchise utility tax proceeds. As a result of the 2002 annexations, the City grew to 27.47 miles, a 10% increase in the total number of square miles.
- 5. Development Agreements
 - a. Winter Haven Corporation - Agreement signed in 2002.
 - b. Central Suburban - Agreement is to be signed in 2003 for the development of residential/commercial complex on Old Lucerne Park Road.
- 4. Development Approval and Regulation Activity (2002) -
 - a. Planning Commission cases processed - 48
 - b. Board of Adjustment cases processed - 12
 - c. Comprehensive Plan/DCA activity - 8 cases transmitted to DCA and were eventually approved for implementation.
 - d. City-wide design standards - Under consideration for future implementation.
 - e. FEMA ordinance - Revised to comply with state regulations.

5. Utility Service Activity (2002)
 - a. Applications and Requests for new service process - 436 (222 commercial, 214 residential).

6. Building Permit Activity (2002)
 - b. Permits issued - 1,452.
 - b. Construction value - \$31 million in construction dollars for the renovation and new construction of residential and commercial structures.

7. Projects (2002)
 - a. Bonds issued - The City successfully issued \$9,645,000 in bonds for projects.
 - b. Library - Construction to begin in 2003.
 - c. Rails to Trails - Plans for development and funding are underway.
 - d. Central Avenue/Central Park Improvement Project.
 - e. Avenue T Improvement Project.
 - f. Winter Haven Police Station - Construction to be completed in 2003.
 - g. Urban Lakefront Study.
 - h. Cypresswood Utility Decommissioning Project.
 - i. WWTP#2 improvements.
 - j. WWTP#3 improvements.
 - k. Lift Station Improvements.
 - l. Airport Improvements.
 - m. Water System Improvements.
 - n. South Lake Howard Boardwalk.
 - o. Lake Howard Trail (sidewalk).
 - p. Membership Based Recreation Participation Program - a proposal is being developed to effectively establish fee schedules for recreation programs.

8. Subdivisions (New) With Estimated Total Value (Not Taxable Value)
 - a. 2002 New Subdivisions.
 1. Palma Ceia - 38 units, \$4.7 million.
 2. Kings Pond II - 81 lots, \$9.7 million.
 3. Highland Harbour - 74 lots, \$8.9 million.
 - b. 2003 New Subdivisions
 1. Villas at Lake Smart - 220 units, \$16 million.
 2. Lake Hartridge Estates - 55 units, \$12 million.
 3. Pinnacle Housing - 120 units, \$12 million.
 4. Hamilton West Phase I - 49 units, \$9.1 million.
 5. Lakes at Lucerne - 305 single family, 150 multi-family, \$45 million.
 6. Summit East - 128 units, \$15.4 million.
 7. Highland Cassidy - 75 units, \$9.0 million.
 8. Winter Haven Corporation Property - 550 multi-family units, \$35 million.

Neighborhood Revitalization -

Vision Plan Summary - support and revitalize our neighborhoods, through public/private partnership efforts, to attain maximum safety, beauty and livability; ensure the relevancy of revitalization efforts with the comprehensive plan; review, revise and enforce zoning laws and strengthen our code enforcement efforts; create inter-governmental planning organizations with neighboring cities and counties; create a plan and incentives for orderly annexation; maximize the effective use of our established core areas; create and preserve open spaces and parks; create and promote areas of economic activity and development on certain lake-fronts; provide adequate community policing; evaluate and strengthen our current Neighborhood Coordination Program; and implement neighborhood park improvement programs.

Action Steps Taken -

1. Neighborhood Plan Development and Revitalization
 - a. Aldora Park and Girl Scout Park Renovations.
 - b. Lake Howard and Northeast Area neighborhood plans - Prepared in draft form.
 - c. Neighborhood Grant Program - In development stage.
 - d. Kiwanis Park - submitted FRDAP grant application for the redevelopment of this park; results pending.
2. Community Policing
 - a. Youth Oriented Programs - To be developed in 2003.
 - b. Citizens Police Academy - To be developed in 2003 to afford citizens the opportunity to examine operations first hand.
 - c. Citizen Volunteer Program - To be developed in 2003 to allow citizens the opportunity to volunteer to assist with performing many tasks within the department.
 - d. Developed a partnership with the State Farm Regional Office to engage in regular meetings, training programs, and community project coordination efforts.
 - e. Police Take-Home Vehicle Program - A phased plan is being implemented so all sworn officers will be afforded the opportunity to participate in the Take-Home Vehicle Program which could aid in the reduction of neighborhood crime.
 - f. Police Department Dual Accreditation - Accredited by the Commission on Accreditation for Law Enforcement Agencies and the Florida Enforcement Commission on Accreditation.
3. Code Enforcement Activity
 - a. Unit transferred to the Police Department.
 - b. Neighborhood blitzes - Ongoing.
 - c. Demolition Program - Working with Community Development staff to enhance program for the demolition of substandard structures within the city.

- d. Repeat Offenders - To be targeted.
 - e. Violation Notice System - A checkoff, field distribution notice of violation system will be implemented in 2003.
4. Fire Department Activity
- a. The city currently staffs and operates three fire stations situated throughout our community.
 - b. Geographic response analysis - Conducted to identify areas of the city where future facilities may be located; a police/fire substation in the Cypress Gardens Boulevard area may be considered in the future; relocation of the station #1 is under consideration.
 - c. Department Information/Service Brochure - Created and distributed in 2002.
 - d. Fire Station #3 - A temporary station situated in the Garden Grove area for a project cost of \$65,000 was opened.
 - e. New response zones and map layouts developed in 2002 to provide efficient services to newly annexed lands.

Affordable Housing -

Vision Plan Summary - ensure desirable and affordable housing opportunities are available to attract new residents and businesses to the area.

Action Steps Taken -

- 1. Rehabilitation Activity
 - a. 2002 Funding Provided - \$161,000.
 - b. Structures Rehabilitated in 2002 - 17 area houses.
 - c. Structures to be Rehabilitated in 2003 - 20 (estimated).
- 2. Demolition Activity
 - a. 2002 Funding Provided - \$37,500 granted to Code Enforcement for the demolition of 15 substandard structures.
 - b. Number of Demolitions in 2002 - In cooperation with Code Enforcement staff, 15 substandard structures were demolished.
 - c. Structures to be Demolished in 2003 - 20 units (estimated).
- 3. Affordable Housing Developments
 - a. Villas of Lake Smart - \$150,000 in SHIP funds was previously awarded to Carlisle Group for the construction of this complex; construction is underway for a 220 unit complex; the projected value of this project is \$16 million.
 - b. State Road 540 Project - \$150,000 in CDBG is being considered for dedication to this project.
 - c. Lot Donation Program for Affordable Housing - To be developed.

- d. Habitat for Humanity - Assistance to continue to be provided.

Healthy Lives, Health Choices

Vision Plan Summary - improve the health status of the community by solving current and emerging health problems and promoting a quality of life and spirit that encourages diverse backgrounds to live, learn, work, and play harmoniously while developing physically, spiritually, mentally, and culturally; create a perpetual, nonprofit, nonpartisan, broad-based community organization to improve quality of life through positive change resulting from informed citizen participation, open dialogue, impartial research, and consensus building; coordinate existing health efforts and eliminate duplicate services.

Action Steps Taken -

- 4. Public Education and Awareness Activities
 - a. Public Contact Hours - In 2002, the Fire Department recorded 10,701 public education contacts made via schools, general public, civic groups, and city sponsored programs.
 - b. Community fire detector dissemination program - Ongoing.
 - c. "Citizens CPR Group" - Fire Department staff participated in this county-wide awareness and training seminar in 2002.
 - d. Citizens Emergency Response Team - Fire Department proposes to develop in 2003.
 - e. Automatic Defibrillator Program - The program to place machines in area businesses and provide training for their use is being further developed by the Fire Department.
 - f. Minor Medical Care Outreach and Education Program - To be developed by Fire Department staff in 2003.
 - g. Employee Assistance Program - Contract with Mid-Florida for EAP program for use by City employees and their dependents.
 - h. 2002 Relay for Life Event - Cosponsored by the City.
 - i. Swim Lessons - Provided free swim lessons at the Winter Haven Recreation and Cultural Center throughout the month of May, 2002; instructed 410 students overall in the Aquatics Programs offered at the Rowdy Gaines Pool and the Winter Haven Recreation and Cultural Center.
- 5. Medical Community Master Planning
 - a. Staff intends to propose this concept in the near future.
 - b. Instructional Classes at the Chain of Lakes Center will be considered.

Lakes Preservation and Enjoyment

Vision Plan Summary - enhance the accessibility, management, enjoyment and use of our lakes; create a long-range plan to improve water quality, protect wildlife habitat, and ensure our lakes are swimmable, fishable and aesthetically pleasing; develop an aesthetically pleasing, lake-centered recreational greenway that ties the city and redeveloped water properties to the surrounding lakes; designate and establish urban lakefront development areas to enhance recreational, aesthetic and economic values of our lakes; promote community awareness and pride in our lakes through public education program development and the provision of activities that are economically and environmentally beneficial.

Action Steps Taken -

1. Ordinance Development
 - a. Approval was received in 2002 to reestablish waterfront setbacks at 40' versus 25'.
2. Special Projects
 - a. *Lake Howard Nature Park* - A stormwater quality improvement project was completed and opened for public use April, 2001; the total cost of the project, \$918,500 was funded by the city (\$150,000) and with grant monies received from SWFWMD (\$240,000), FDEP (\$220,000), GFWFC (\$229,500), and FCT (\$79,000).
 - b. *Lake Howard Boardwalk, Piers, Observation Deck, Restrooms, and Picnic Pavilions* Enhancements to the existing Lake Howard nature park are planned at an estimated cost of \$148,000 to be funded with the aid of FRDAP grant monies in the amount of \$111,000.
 - c. *Lake Hartridge Stormwater Quality Improvement Project* - With cooperation and funding from SWFWMD and FDEP in place (\$560,000 and \$402,500 respectively), property along Lake Hartridge was recently purchased for the purpose of creating a facility similar to the Lake Howard Nature Park; the total estimated cost of this project is \$1,450,000.
 - d. *Lakes May and Lulu Alum Injection Projects* - Design plans are 90% complete; permitting is 95% complete; and interlocal with Polk County to provide \$45,000 towards the project has been signed. The Lake May project cost is estimated to be \$450,000, and the Lake Lulu project cost is estimated to be \$686,000; the city has obtained monies from SWFWMD to fund one-half of the cost of each of these projects.
 - e. *Lift Station #9 (Lake Elbert Drive) Relocation Project* - Complete
 - f. *Stormwater Utility Rate Study* - Under development.
 - g. *South Lake Howard Park Boardwalk Project* - Commencement authorization was recently received from FDEP.
 - h. *Downtown Stormwater Facility* - A preliminary feasibility study is now complete.
 - i. *Lake Howard Sidewalk* - Coordinating with the City Attorney concerning property acquisition and Kimley-Horn and Associates, Inc. is addressing this also.

- j. *Urban Lakefront and Economic Revitalization* - A study was initiated for the purpose of analyzing and making recommendations on the area adjacent to Lake Shipp, May, Lulu and Howard. The study is to contain the following:
 - 1. Economic development and revitalization recommendations for the entire project.
 - 2. Analysis of the City's COL complex with emphasis on recreation entertainment, commercial retail and professional and/or amateur athletics.
 - 3. Recommendation to promote water front development.
 - 4. Recommendations to increase recreation uses that would act interactively with established commercial and residential areas.
 - 5. Land use recommendations to be incorporated into the City's comp plan.
 - 6. Downtown Rails to Trails connectivity study.
 - k. *Lake Maude Property* - Acquired property adjacent to the lake.
 - l. *Conservation* - Central Suburban, planned development on Old Lucerne Park Road, has set aside 70 acres on the lake for conservation purposes.
 - m. *Kiwanis Park and Aldora Park* - Constructed fishing docks at Kiwanis Park and Aldora Park in 2002.
3. Community Education/Awareness Activity (2002)
- a. Lakes Alive Festival - Organized and assisted with its provision on October 19, 2002.
 - b. Chain of Lakes tour was provided for the Peace River Basin Board.
 - c. Lakes Education Action Drive (LE/AD) - To provide support financially and administratively.
4. Public Accessibility to Lakes
- a. Lakefront clearing to enhance public access is ongoing. In 2002, 1,600 feet was cleared at Lake Elbert; 1,300 feet cleared at Lake Howard; 900 feet cleared at Lake Silver; and Lake Ida was sprayed for Hyacinth.
 - b. Ecotourism -The City has engaged in discussions with at least two private sector groups concerning the provision of lake cruise service.

This concludes the City of Winter Haven's
Our Future By Design Stakeholders Report

