



The CITY OF

MAITLAND

Florida

**STRATEGIC
PLANNING
REPORT**

FY 2018

March 17, 2017

Introduction

The Maitland City Council held its annual Strategic Planning Workshop on March 17, 2017 at the Maitland Community Park. The entire City Council and senior staff participated in the workshop. Sharon Anselmo, City Manager facilitated the session.

After the welcome and introductions conducted by the Mayor, the facilitator reviewed the purpose of the session, agenda, ground rules, and reviewed the City's strategic planning elements. Staff provided updates on the City's workplan, which is located at the end of this report.

This report is a summary of the discussions conducted during the workshop.

City's Vision and Mission Review

A mission statement is an overarching, timeless expression of the City's purpose and aspiration. It is a declaration of why the City exists as an organization. Below is the City's mission statement.

To provide the level of service necessary to maintain the excellent quality of life that is enjoyed by our citizens, business partners and visitors. To be a Community for Life."

A vision statement provides a clear, easily understandable image of a better future, embodies values and directs the organization about what will be distinct and different about Maitland. Below is the City's vision statement.

To be known as a model City, acclaimed for our:						
Beautiful Parks and Lakes	Safe Neighborhoods	Robust Cultural Programs	Quality Government Services	Community Pride	Preservation of Natural Resources	State-of-the-Art Commerce Centers

Long Term Strategic Objectives

The City's adopted essential priorities remain unchanged. These focus areas span a three year or more time horizon to achieve the City's vision.



Short Term Priorities

Last year, the Mayor and Council identified the **most important** one (1) to three (3) year projects for the City. The majority of the priorities listed below relate to transportation, Downtown and Westside redevelopment and connectivity.



Staff provided an update on the short term priorities:

1. **Transit from SunRail/Westside/Downtown** – LYNX continues to fund the shuttle to Maitland Center, and the number of riders per hour is close to 5 (out of a fifteen seat shuttle). As outlined in the downtown master plan update, staff will work with private property owners to create a connection from SunRail to downtown.
2. **Bicycle-Pedestrian Movement** – A Bicycle Pedestrian master plan was budgeted for FY 2017 and the project will be kicking off this spring.
3. **Downtown Parking** – The City purchased a medical office building on Maitland Avenue adjacent to the Senior Center parking lot to provide for downtown surface parking and eventually structured parking.
4. **Cultural Corridor Development/Master Plan** – This project was rolled into the downtown plan update that will be ready for Council review in June.
5. **Westside Redevelopment** – Redevelopment opportunities will be more amenable after the completion of the I-4 Ultimate project in 2018.
6. **Maitland Avenue Redevelopment/Road Diet** – This project was rolled into the downtown plan update that will be ready for Council review in June.
7. **Maitland Avenue/Boulevard Grade Separation** – Staff have met with FDOT and the property owners. FDOT is proposing an alternate, at grade solution for staff review.
8. **CRA Master Plan** – The downtown plan update will be ready for Council review in June.
9. Independence Lane (North & South) – Conceptual plans are being finalized along with the “festival” street plans. Funding has been placed in the CIP for 2019 for design and construction of North Independence Lane.
10. **Branding** – The re-branding has been completed and over time the old City logo will be replaced with the new logo. Electronic and other easily re-branded items have been updated to the new logo.
11. **Tuscarora Sidewalks** – The sidewalks were budgeted in 2017, and the project will be completed over the summer.

Review of Action Items From 2017 Session

The following action items were outlined in the 2017 Strategic Planning session, staff reported the

1. **Developing a plan for the Dommerich Hills Sewer conversion and communicating to impacted residents.** – *The relocation and upgrade of Lift Station No. 1 is in the planning and review stages. This upgrade is necessary before the City can design the sewer system. The sewer conversion is in year 5 of the CIP.*
2. **Contacting FDOT to determine the possibility of a connection to the SunRail site along the rail corridor between George and Sybelia.** – *Staff submitted a request to FDOT for access to the rail corridor. Currently, FDOT will not allow trails/paths in the rail corridor. As part of the downtown master plan update, the consultants have recommended working with the property owners to develop a trail from downtown to the SunRail station.*
3. **Exploring the possibility of an overpass/tunnel to move people safely across 17-92 to the downtown.** – *This option of was explored as part of the downtown master plan*

updated and the consultants determined neither a tunnel nor an overpass are feasible options for 17-92 crossing in the downtown. The consultants have recommended intersection improvements, which City staff have discussed with FDOT. Upon adoption of the downtown master plan, staff will meet formally to present a request for safety enhancements at key intersections.

4. **Potentially lowering the speed on 17-92 through Maitland.** – Staff have met with FDOT to discuss lowering the speed. The consultants have also recommended a lower speed limit in the downtown master plan update. FDOT will consider lowering the speed limit, and after adoption of the master plan, staff will meet formally to present the request for a lower speed limit.
5. **Providing additional education or enforcement of fertilizer applications on lawns to homeowners and lawn service personnel.** – Staff distributed a special Lake’s Issue of the Maitland Express to communicate both the positive information on lake quality from the SLMP update and to remind homeowner about fertilizer application. Another special Lake’s issue will be distributed this spring to outline the rules and recommendations. Orange County’s Department of Environmental Protection regulates commercial applicators, requiring proof of completion of the Florida Green Industries Best Management certification program managed by UF/IFAS every three years.
6. **Pursuing West side economic development opportunities.** – Staff coordinated with Orange County to bring ADP’s operations from the northeast to West Maitland.

New Action Items From 2018 Session

1. Explore Public Lake Access (Passive / Non-motorized)
2. Amend Residential Tree Ordinance
3. Library / Civic Center Facilities
4. City Facility Space Needs/Staffing Levels
5. Green Initiatives – Reclaimed water, Encourage Low Impact Development,
6. Explore Alternative Revenues for SunRail
7. Volunteer Appreciation – Larger Event for FY 18

Conclusion

The priorities and projects outlined in this report will be used to formulate the City’s work plans and capital improvement programs for FY 2018- 2022.

City Workplan FY 17

Long-Term Objective		Lead Dept	Co-Op Dept	On Time?	Within Budget?	Complete? In Progress?
Essential Priority/Goal Area						
FY 2017 Project						
Beautiful Parks and Lakes						
Expand Recreation Facilities & East/West Park Facilities						
1	Parks & Recreation Master Plan Update	P&R	PW	No	Yes	In Progress
2	Lake Destiny Parking Refurbishment	P&R	PW	No	Yes	Not Started
3	Homer Hough Playground Refurbish	P&R	PW	No	Yes	In Progress
4	OCPS Joint Use Agreement Renewal	P&R	PW	No	Yes	In Progress
5	Independence Square Design and Enginnering	P&R	PW	Yes	Yes	In Progress
6	Hill Rec Park Design	P&R	PW	No	Yes	Not Started
7	Bellamy Park - Large Playground Sunshade Installation	P&R	PW	No	Yes	Not Started
8	Amenity Replacement	P&R	PW	Yes	Yes	In Progress
Safe Neighborhoods						
Quality Public Safety Programs						
9	Ambulance Accreditation from CAAS	FD	n/a	Yes	Yes	Complete
10	Insurance Services Organization	FD	n/a	Yes	Yes	In Progress
11	Center for Public Safety Excellence - Annual Compliance Report	FD	n/a	Yes	Yes	Complete
12	Implement Fire Department Strategic Plan	FD	n/a	Yes	Yes	Complete
13	Station Alerting Implementation	FD	n/a	Yes	Yes	In Progress
14	Pursue Grant Opportunities	FD	n/a	Yes	Yes	In Progress
15	New Police Officers Processed and Hired	PD	n/a	Yes	Yes	In Progress

City Workplan FY 17

Long-Term Objective		Lead Dept	Co-Op Dept	On Time?	Within Budget?	Complete? In Progress?
Essential Priority/Goal Area						
FY 2017 Project						
Quality Government Services						
Maintain / Improve Employee Morale						
16	Secure Agreement for Group Health	HR	All	Yes	Yes	Completed
17	Retirement Plans Committee for the City's 457(b) and 401(a)	HR	All	Yes	Yes	Completed
18	Implement the results of the Classification/Compensation Study	HR	All	Yes	Yes	Completed
19	Implement the 1% Across the Board Adjustment	HR	All	Yes	Yes	Completed
20	Maitland Firefighter Collective Bargaining Agreement	HR	All	Yes	Yes	Not Started
Expansion and Maintenance of Infrastructure						
21	FY 2018 Capital Improvements Program	ADM	PW	Yes	Yes	In Progress
Improve Interagency Communications						
22	Coordinate Federal/State Funding Request	ADM	CD	Yes	Yes	Completed
Community Pride						
Improve Quality of Neighborhoods						
23	Pre-planning Undergrounding - Greenwood Gardens	ADM	PW	Yes	Yes	In Progress
Develop Maitland's Identity						
24	Request for Proposals - Maitranet/Website Update	IT	All	No	Yes	In Progress
25	South 17-92 Entry Feature Project	PW	n/a	Yes	Yes	In Progress
Engage and Support the Business Community						
26	Implement CRA Branding / Marketing Program to Promote Downtown	CD	n/a	No	Yes	Completed

City Workplan FY 17

Long-Term Objective		Lead Dept	Co-Op Dept	On Time?	Within Budget?	Complete? In Progress?
Essential Priority/Goal Area						
FY 2017 Project						
Preservation of Natural Resources						
Lake Water Quality and Water Conservation						
27	Water Conservation Plan	PW	Fin	Yes	Yes	In Progress
28	Stormwater Fee Study	PW	Fin	Yes	Yes	Completed
State-of-the-Art Commerce Centers						
Improve Transportation City Wide						
29	Transit System Development for SunRail	CD	PW	No	Yes	In Progress
30	Mobility Fee Study & Implementation	CD	PW	No	Yes	In Progress
31	Westside Master Plan Implementation	CD	PW	Yes	n/a	In Progress
32	Gateway on I-4 / FDOT Ultimate I-4	PW	n/a	Yes	n/a	In Progress
33	Railroad Quiet Zones	PW	CD	Yes	n/a	In Progress
34	Independence Lane Extension	PW	CD	Yes	Yes	In Progress
Downtown Development						
35	North US 17-92 Projects/SunRail	CD	All	n/a	n/a	Developer
36	Town Center: Maitland City Centre	CD	All	Yes	n/a	In Progress
37	Town Center: North Block Property	CD	All	n/a	n/a	In Progress
38	Town Center: Independence Plaza/Festival Street	CD	P&R/PW	Yes	Yes	In Progress
39	Maitland Station Development	CD	All	Yes	n/a	In Progress
40	Uptown Maitland East / Dalton	CD	All	n/a	n/a	Developer

City Workplan FY 17

Long-Term Objective		Lead Dept	Co-Op Dept	On Time?	Within Budget?	Complete? In Progress?
Essential Priority/Goal Area						
FY 2017 Project						
Other Projects						
41	Maitland Concourse North Project Development	CD	n/a	Yes	n/a	In Progress
42	Ravaudage (Bellows) Project - development oversight, coordination	CD	n/a	Yes	n/a	In Progress
43	Maitland Shores (Reeser) Project - development oversight, coordination	CD	n/a	Yes	n/a	In Progress
44	Maitland West Project Development	CD	n/a	Yes	n/a	In Progress
45	Comprehensive Development Plan Update / Evaluation & Appraisal Report	CD	n/a	Yes	n/a	In Progress
46	Maitland Estates/Commons (Ravinia)	CD	n/a	Yes	n/a	In Progress
47	The Dwell Apartments	CD	n/a	Yes	n/a	In Progress
48	Summit Charter School	CD	n/a	Yes	n/a	In Progress

ADM = City Administration
CD = Community Development
FD = Fire/Rescue Department
FIN = Finance Department

IT = Information Technology Division
P&R = Parks and Recreation Department
PD = Police Department
PW = Public Works Department