



Strategic Planning Retreat

Groveland, Florida



January 19 - 20, 2022

Planning Session # 1 Agenda

- Welcome and Introduction
- Setting the Stage: Context for Strategic Planning
 - Environmental Scan and SWOT Analysis
- Develop the Mission and Vision Statements
- Scenario Planning
- Reflection and Closure



Guidelines for Effective Participation

1. Communicate in a genuine, direct, candid, and honest manner.
2. Be open-minded, curious, and inquisitive.
3. Fully engage and contribute your unique experiences and perspectives
4. Honor and respect the diverse and uniquely different experiences of your colleagues.
5. Listen with an open mind; strive to understand; be willing to change your mind.
6. Agree to disagree; if you disagree, state your position/reasons.
7. Look for areas of common interest and consensus and build off of them.
8. Stay future-focused, aspirational, and tuned into possibilities.
9. Be concrete and descriptive in what you want to achieve.
10. Identify and resolve to take action on the priorities that collectively move the City to a better future.



Setting the Stage: Context for Strategic Planning



Environmental Scan and SWOT Analysis

Strategic planning starts with an environmental scan and SWOT analysis to:



Identify potential opportunities, challenges, and trends that can drive the City's focus and effectiveness.



Provide everyone involved in strategic planning with a shared understanding of the City's current environment.



Help City leaders successfully navigate the forces and obstacles that can hinder the achievement of a shared vision.

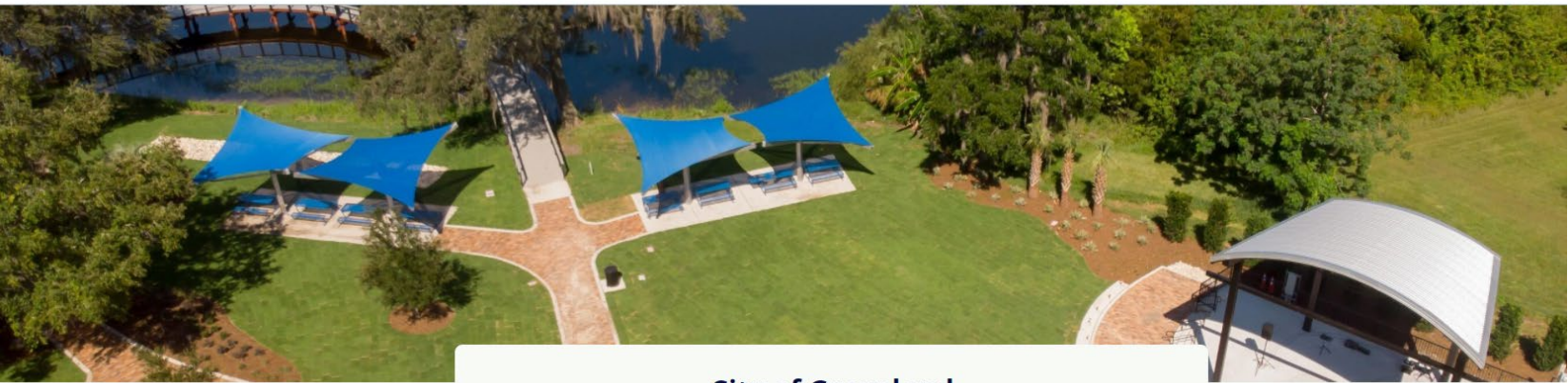
Community Engagement Approach



- ✓ One-on-one interviews with Groveland community members and stakeholders
- ✓ Survey of Groveland residents and idea opportunities on Social Pinpoint
- ✓ Community forums

Virtual Community Engagement Platform

City website 



City of Groveland

Welcome to the community engagement webpage for Groveland's next strategic plan, which will lay out goals and objectives for the long term. This plan's success depends on input from people like you – who know and love Groveland, and have a vested interest in making it an even better place going forward. To make the Groveland Strategic Plan work we need YOU! Please complete the survey, give us your thoughts on the "Ideas Wall," sign up for our virtual community forum or post your thoughts on social media.



Please click on the video below to view messages from our City leaders.



Virtual Community Engagement

Get Involved



Share your ideas

Dive into big topics, letting us know what you think Groveland should focus on – and how.

[Leave a comment](#)



Take a brief survey

Let City leaders know how Groveland is doing and how it should evolve.

[Give us a few minutes](#)



Envision our future

We are a diverse community with safe neighborhoods, beautiful parks, and open spaces. Share your ideas on how can have even more charm in the future.

[Join the Discussion](#)

Remain engaged, involved, and engaged

[!\[\]\(4f6bf54ae7e4144a72d78316053e412d_img.jpg\) Follow Us](#)

[!\[\]\(3342c215b2a8b663596a81468d5dc314_img.jpg\) City Council Meetings](#)

[!\[\]\(56549452e01ca28bdf2500ced9653143_img.jpg\) Check out our City Website](#)

Groveland Community Profile



Quality of Life in Groveland



30th Safest City out of 884 in Florida

- *Safewise 2021*



5th Best Place to Raise a Family in Lake County

- *Niche, 2021*



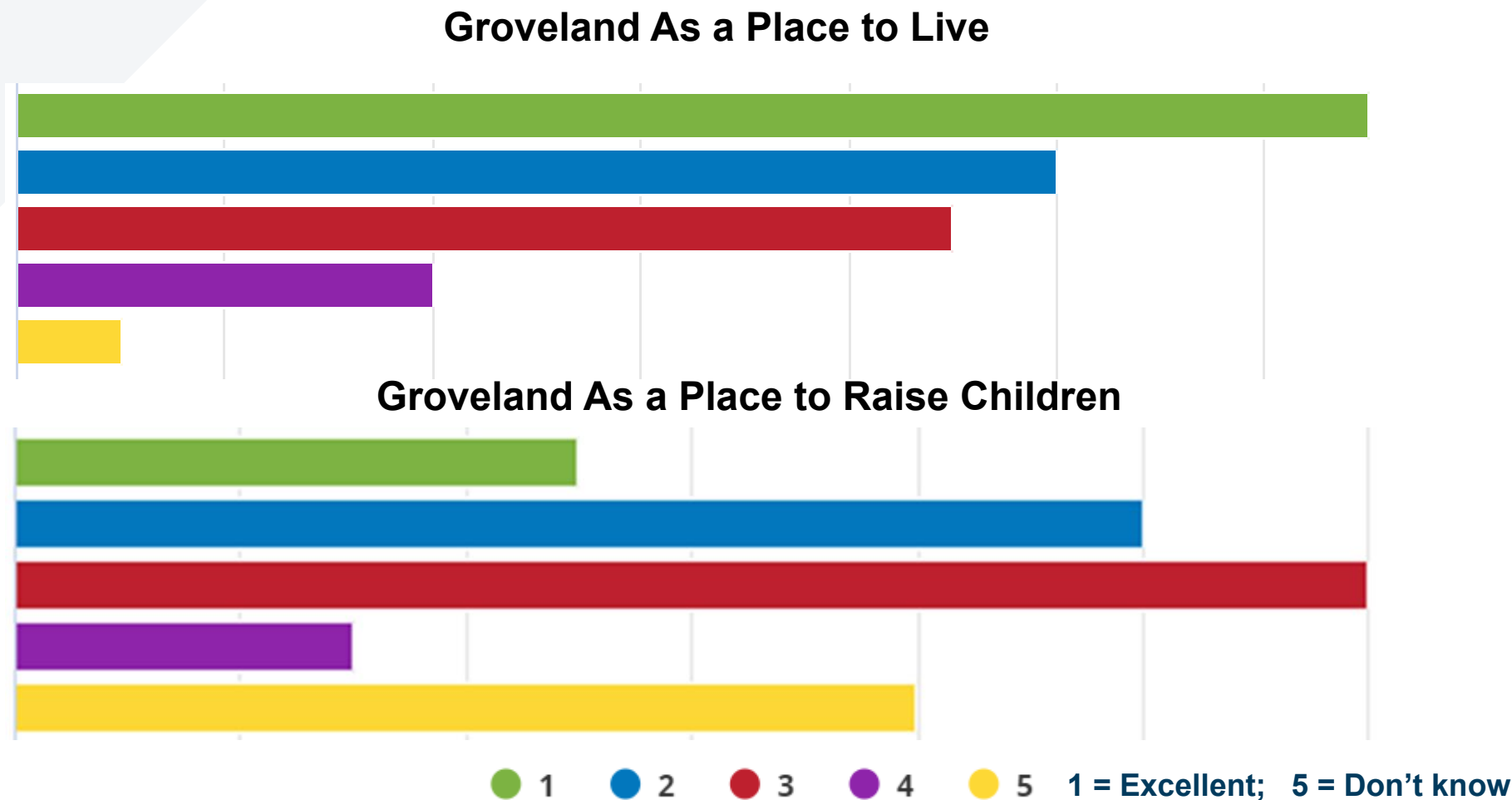
Most Diverse Place to Live in Lake County

- *Niche, 2021*



Quality of Life in Groveland

Strategic planning survey respondents gave Groveland fairly high marks as a place to live.



Source: 2021 Social Pinpoint Community Survey

Quality of Life in Groveland

B+

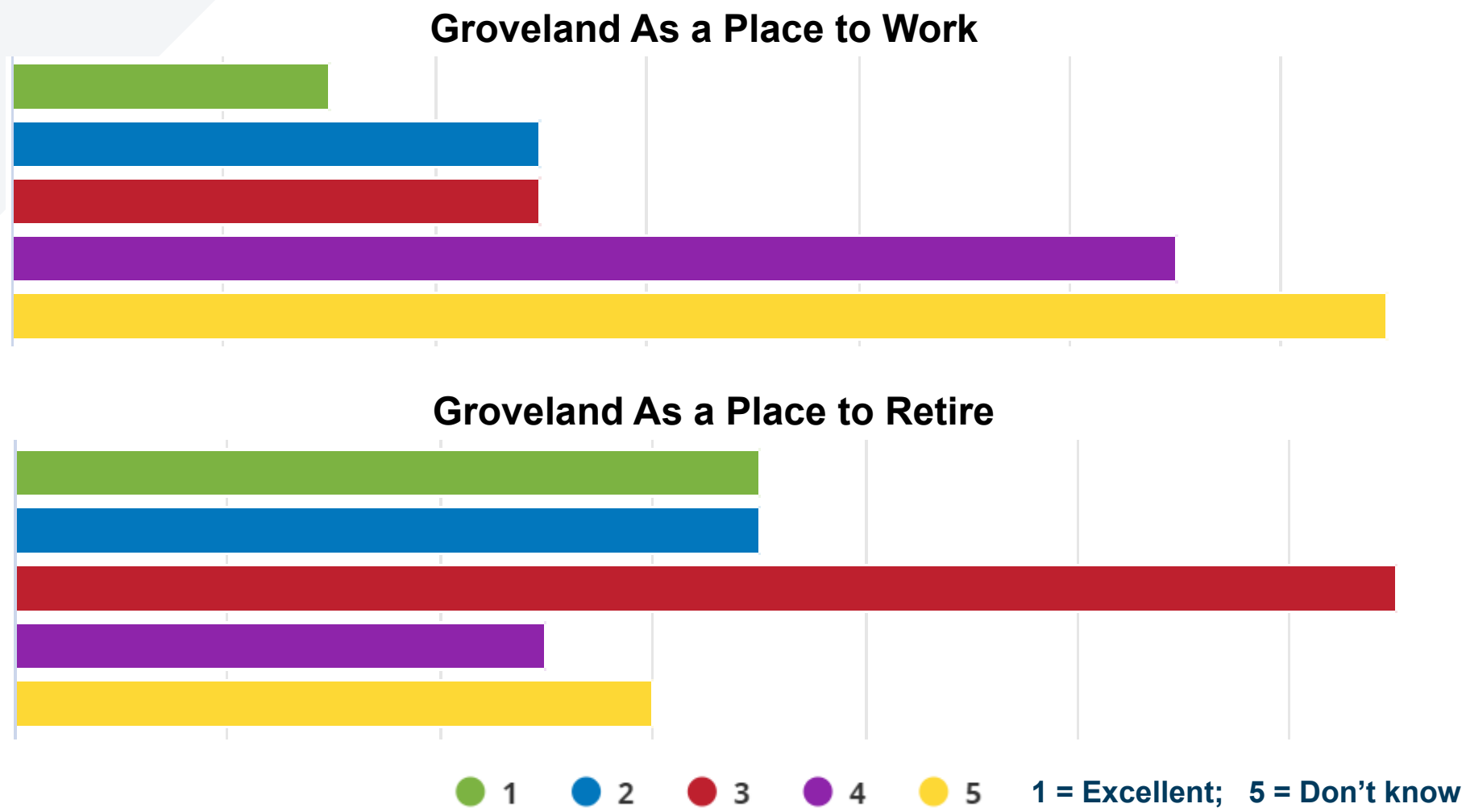
Overall Niche Grade

B-	Public Schools	B-	Crime & Safety
B	Housing	C+	Nightlife
B	Good for Families	A+	Diversity
B+	Jobs	A	Weather
B	Cost of Living	B-	Health & Fitness
B	Outdoor Activities	C+	Commute



Quality of Life in Groveland

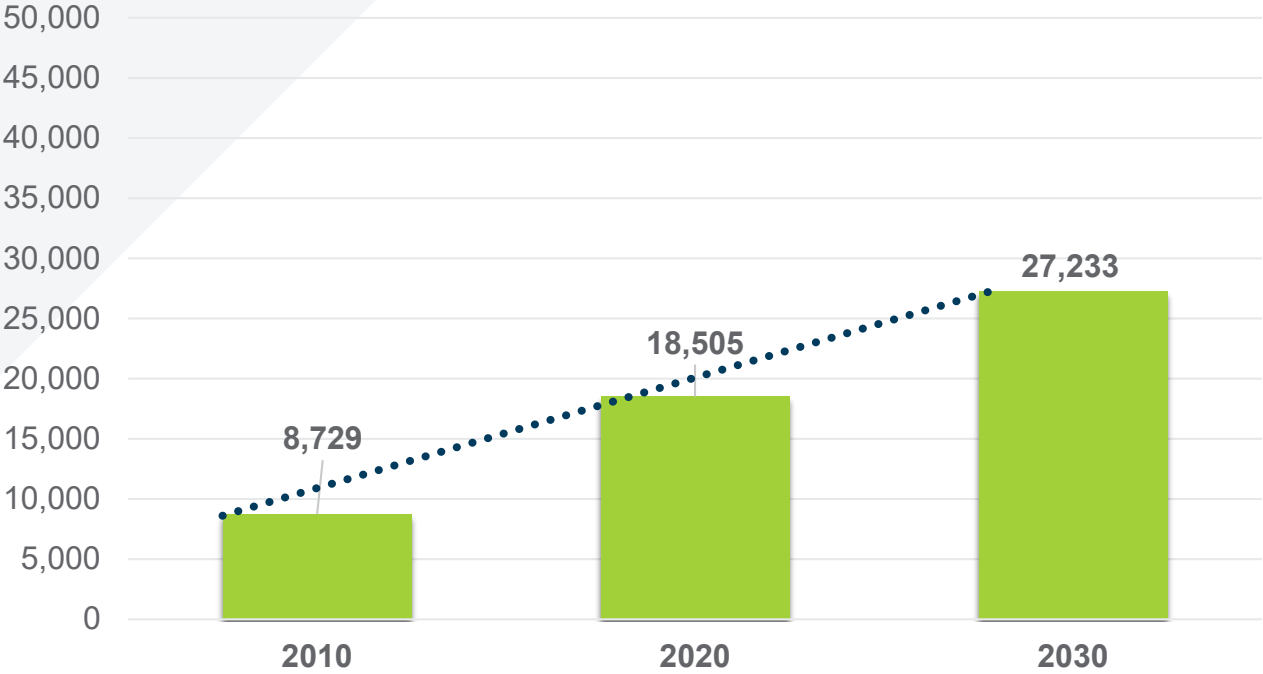
Strategic planning survey didn't rate Groveland as highly as a place to work or retire.



Source: 2021 Social Pinpoint Community Survey

About Groveland

Groveland Population



Source: U.S. Census Bureau, 2020 Census



\$62,384

Median Household Income



\$199,100

Median Home Value



87.3%

High School Graduate or Higher

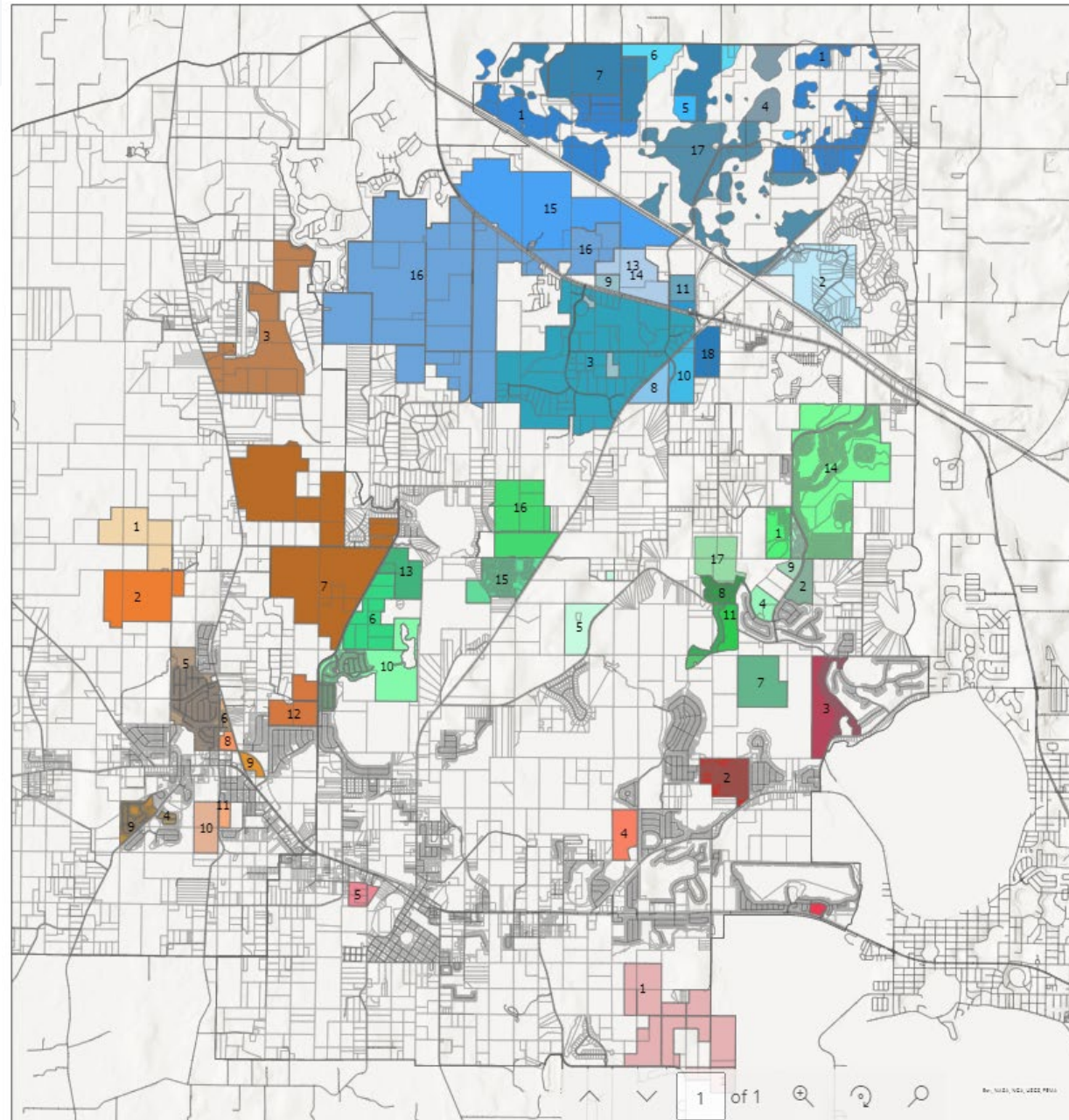


14%

Residents in Poverty

Growth Forecast

- ~ 8,000 built
- ~ 24,000 unbuilt
- ~ 600 per year



Entitled Development

North Groveland

ID,Lots,Name

- 1,131,Agriculture
- 2,164,BLUE SPRINGS RESERVE
- 3,45,CHRISTOPHER FORD COMMERCE PARK
- 4,718,Daryl Carter East
- 5,448,Daryl Carter South
- 6,1078,Daryl Carter West
- 7,1079,HAMLET
- 8,396,MATTHEW + LOURDES LIFE ESTATE
- 9,300,Meixell Properties (US 27)
- 10,0,O'BRIEN DEVELOPMENT
- 11,154,Phillip's Landing (Unincorporated)
- 12,7,US 27 Parcels South of Phillips Landing (Commercial)
- 13, US 27 Parcels West of Phillips Landing (Commercial)
- 14,420,US 27 Parcels West of Phillips Landing (SRP)
- 15,1940,Ville City Phase 1
- 16,5820,Ville City Phases 2-4
- 17,3073,Village
- 18,165,Village Park

Central Groveland

ID,Lots,Name

- 1,187,ARBORWOOD
- 2,131,BELLEVIEW @ ESTATES OF CHERRY LAKE
- 3,57,CAPE @ CHERRY LAKE VILLAGE
- 4,302,Commercial Area
- 5,3000,IMG Development
- 6,450,INDIGO LAKES (Cypress Bluff)
- 7,181,ISLAND @ CHERRY LAKE VILLAGE
- 8,42,Lakeside @ Estates of Cherry Lake
- 9,70,Paradise @ Estates of Cherry Lake
- 10,141,Preserve at Sunrise Phase 3
- 11,105,Springs @ Cherry Lake Village
- 12,133,Sunrise Ridge
- 13,180,THOMAS FERGUSON PROPERTY
- 14,23,TRILOGY
- 15,450,Trinity Lakes 1-2
- 16,703,Trinity Lakes Phase 3-6
- 17,377,Unnamed @ Estates of Cherry Lake
- 18,75,VISTA @ CHERRY LAKE VILLAGE
- 19,44,WILSON ESTATES

South Groveland

ID,Lots,Name

- 1,515,CYPRESS LAKE RESERVE
- 2,103,CYPRESS OAKS, Ph. 3
- 3,104,Palisades, Ph. 3
- 4,23,SILVER EAGLE RESERVE
- 5,76,The Preserve at Lake David
- 6,95,WATERSIDE POINTE TOWNHOMES

Mascotte

ID,Lots,Name

- 1,540,BL Investments
- 2,999,Heron's Glen
- 3,794,Indigo Lakes (River Meadows)
- 4,181,Knight's Lake, Phases 1+2
- 5,350,Lake Jackson Estates/Gardens
- 6,23,Lakeview Estates
- 7,2800,Langley Property
- 8,75,Roper Trails
- 9,200,Shearwater
- 9,78,Woodbury
- 10,134,Sunset Lakes Estates
- 11,80,The Grove (Chittenden Property)
- 12,351,Ville Pass

New Development Regulations

Town

Village

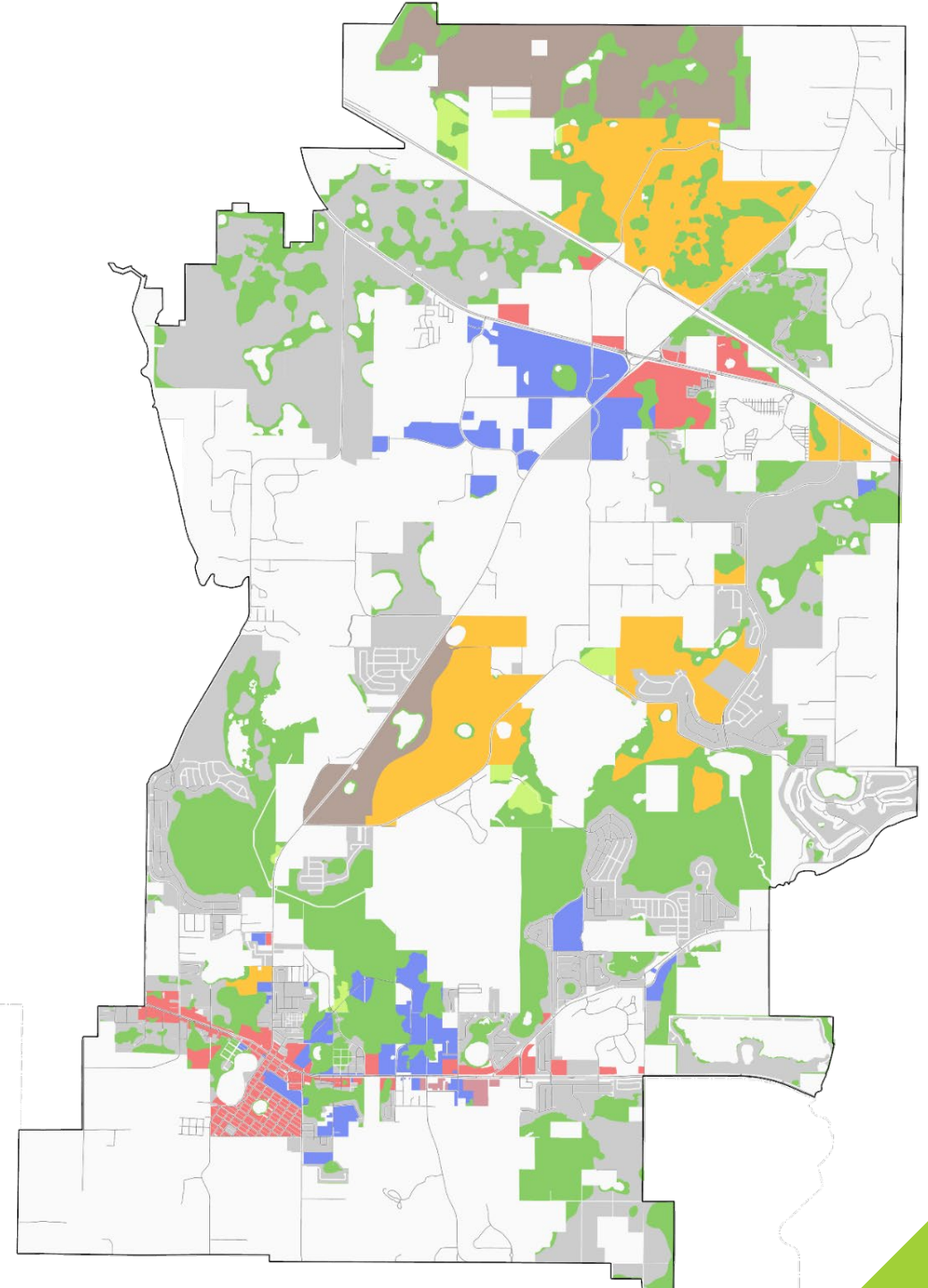
Hamlet

**Established
Neighborhood**

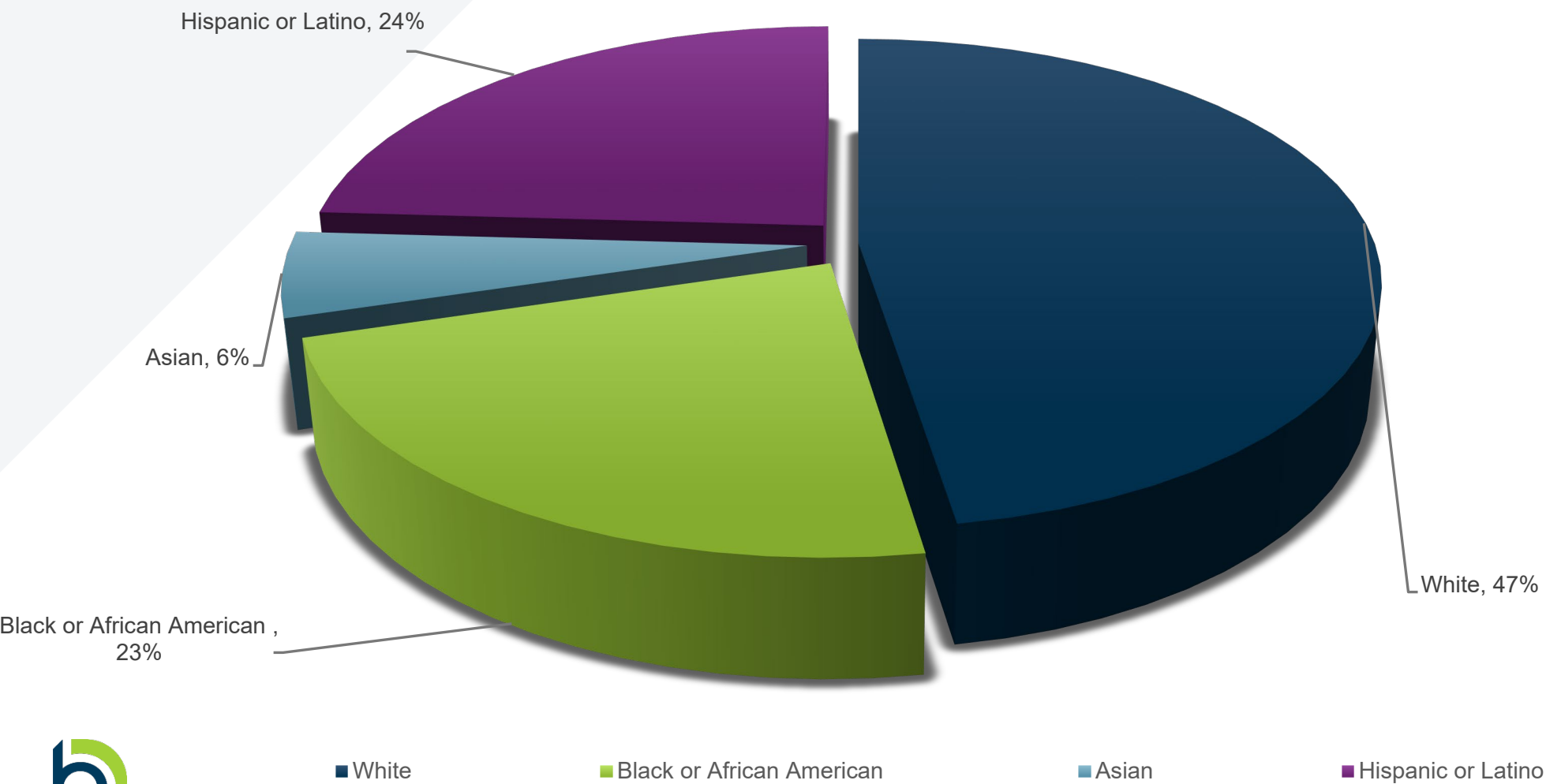
**Employment
Center**

Agriculture

Conservation

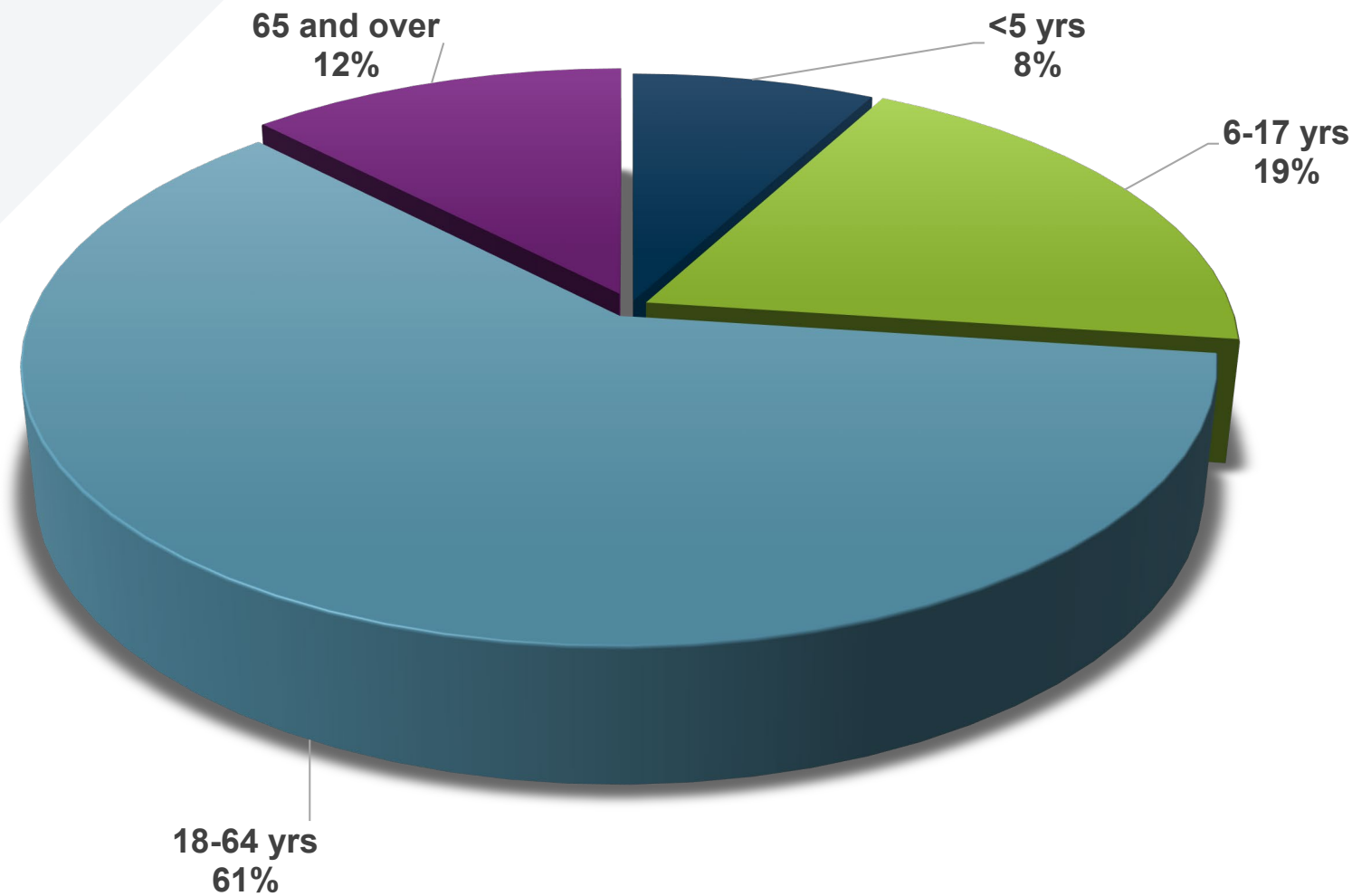


Demographics: Race and Ethnicity



Source: U.S. Census Bureau, 2020 Census

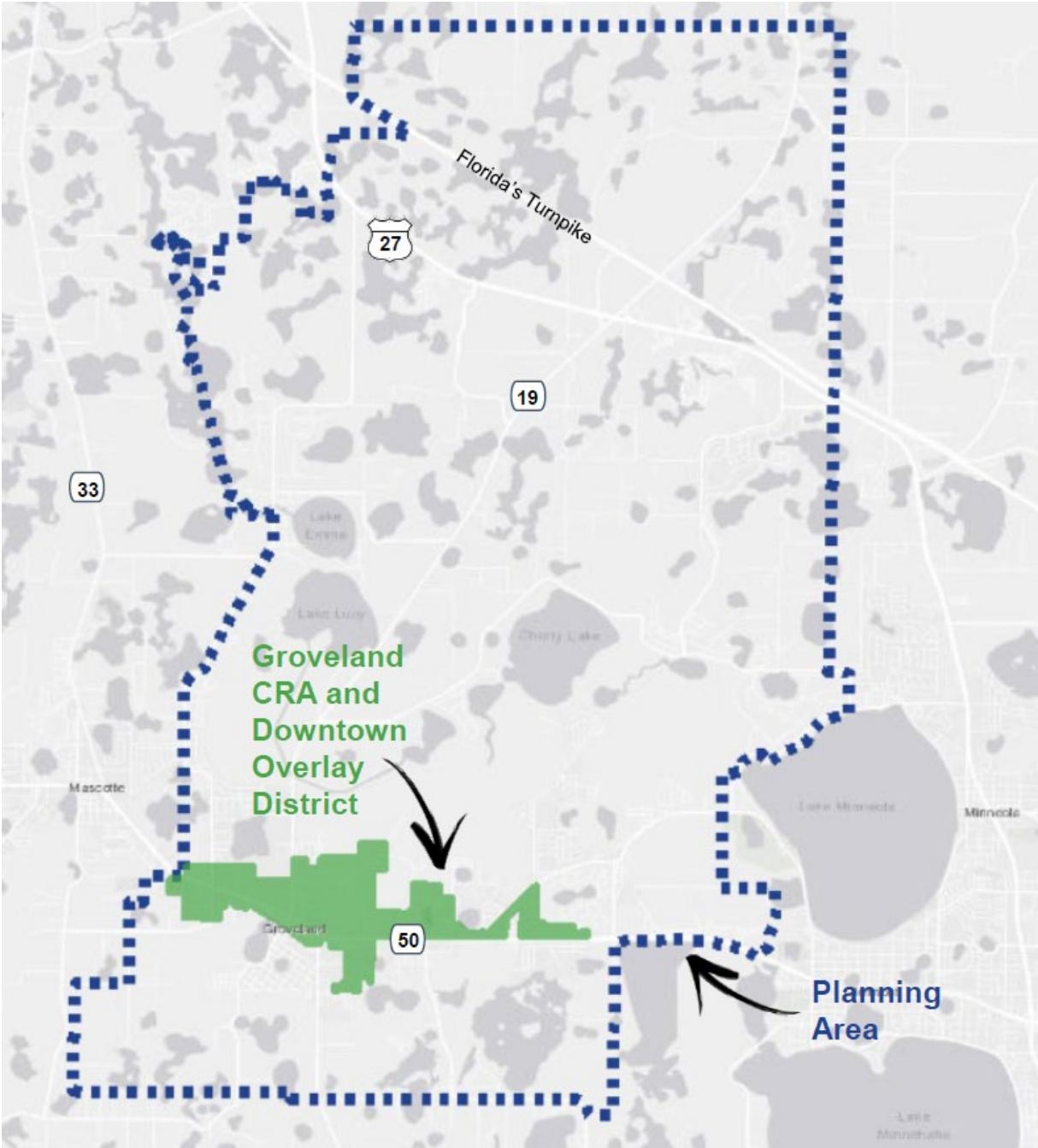
Demographics: Age



Source: U.S. Census Bureau, 2020 Census

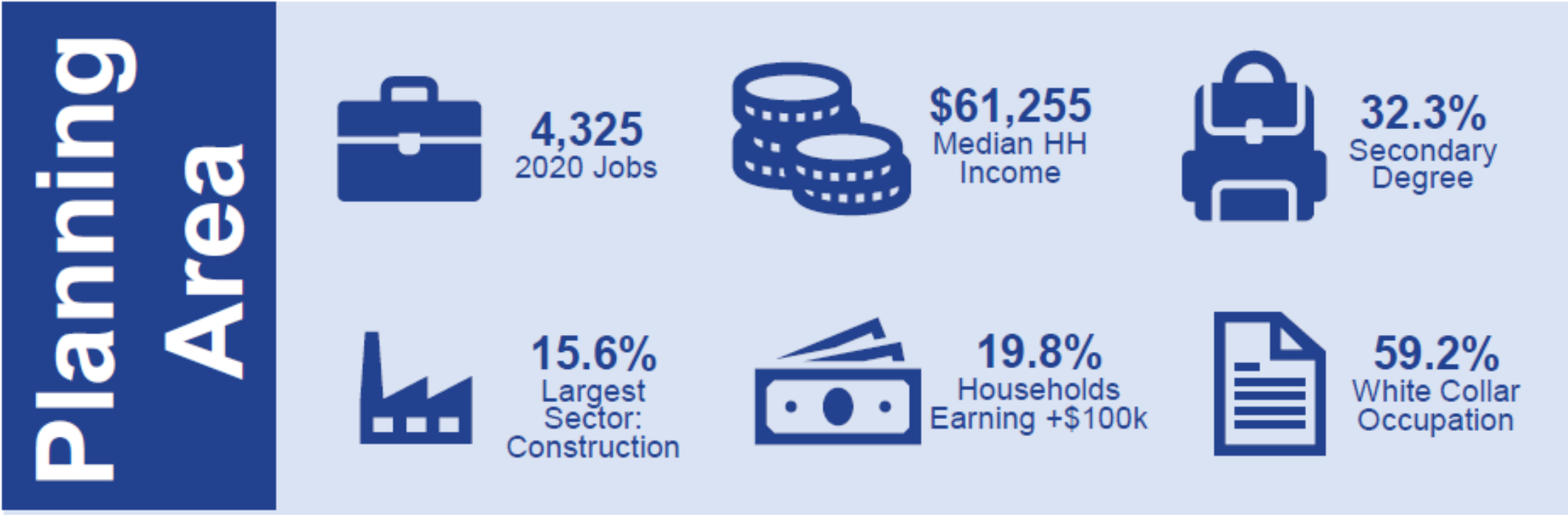


Groveland Planning Area



Economic Profile

Groveland’s location and transportation network provides residents with fast access to regional employment centers, the tourism attractions and airports.

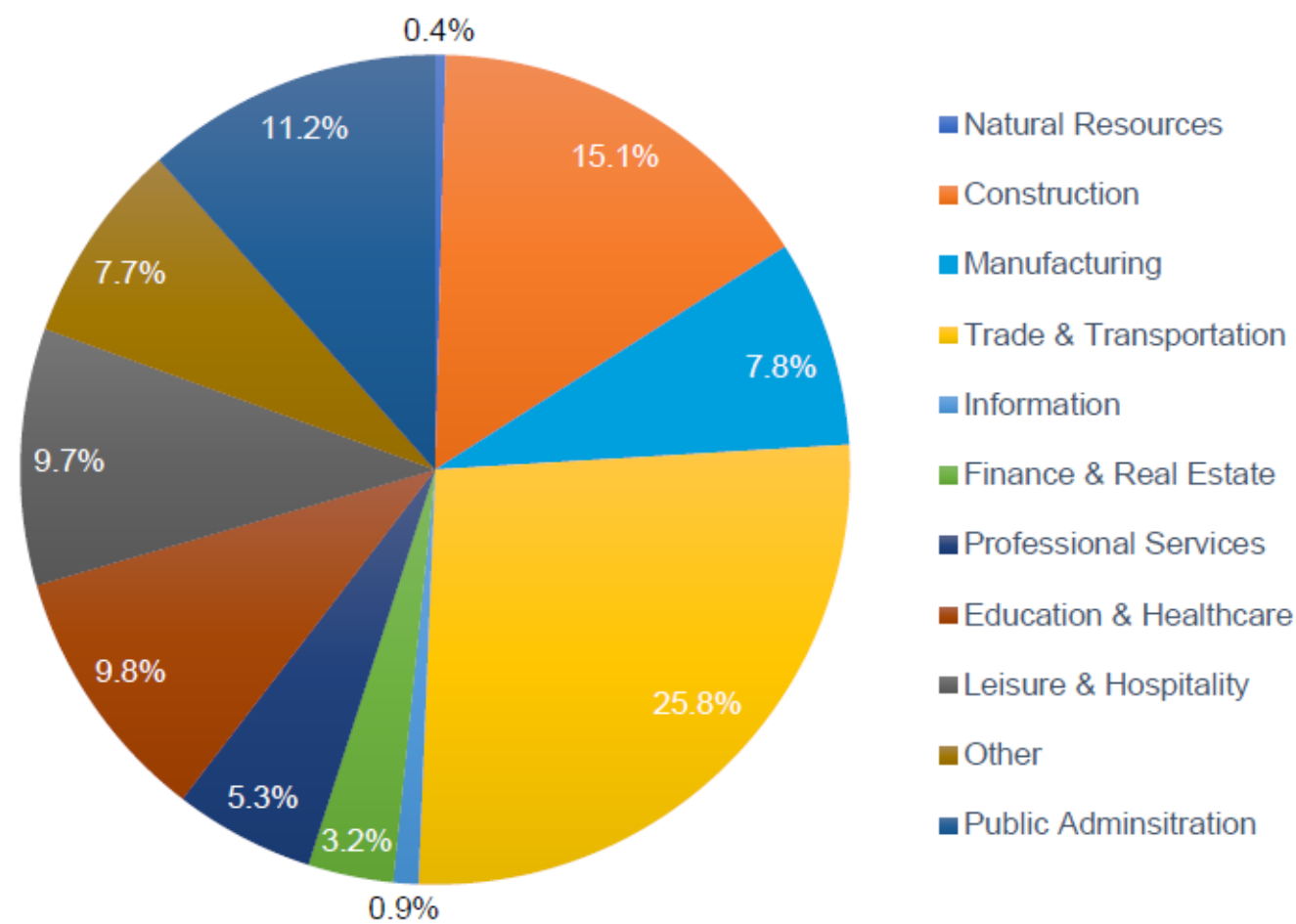


Source: Market Analysis for the Groveland Community Redevelopment Agency, August 2020



Economic Profile

At-Place of Employment Jobs, Planning Area, 2020

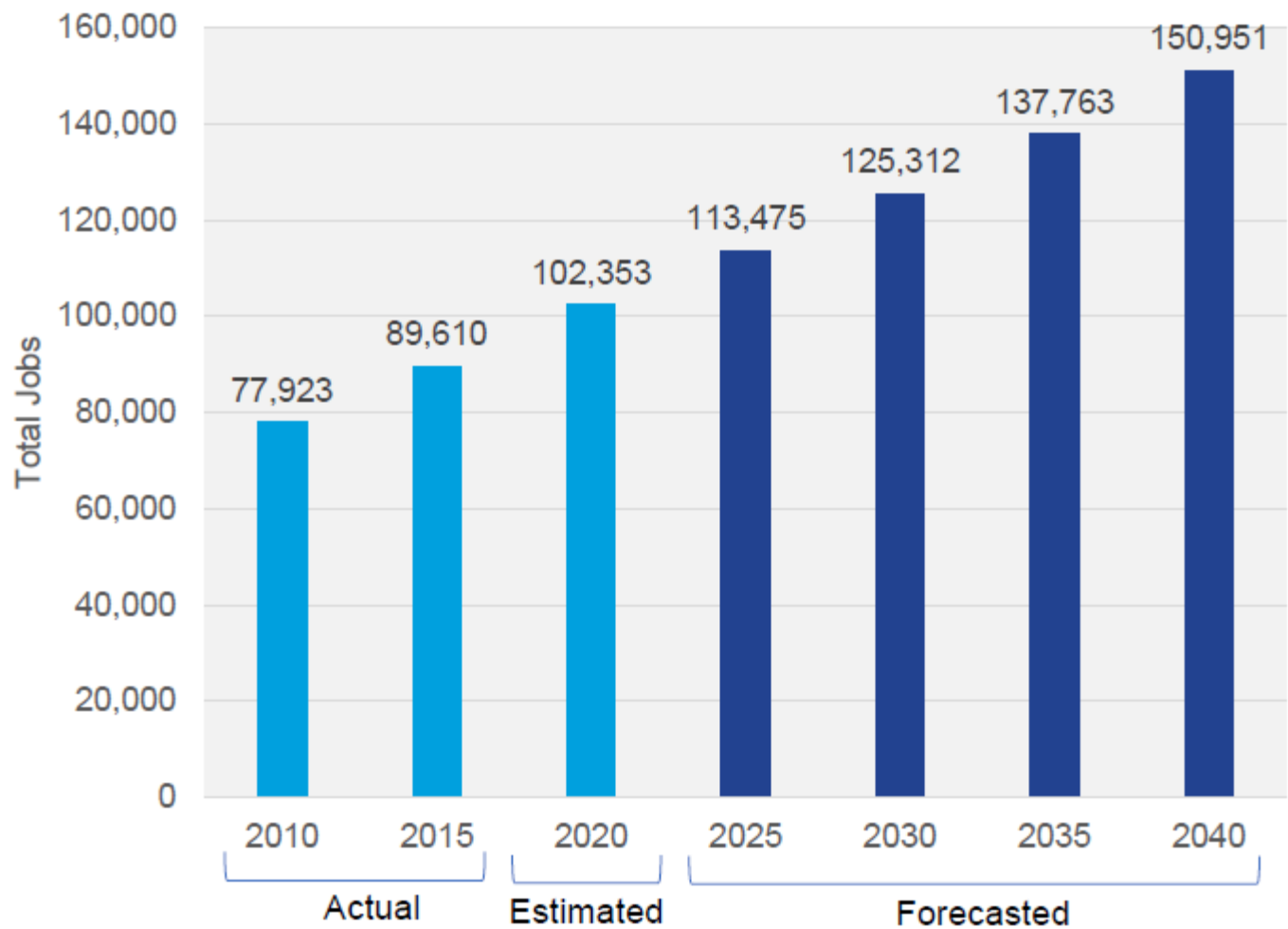


Source: ESRI, Kimley-Horn, US Census



Economic Profile

Forecasted Jobs, Lake County, 2010-2040

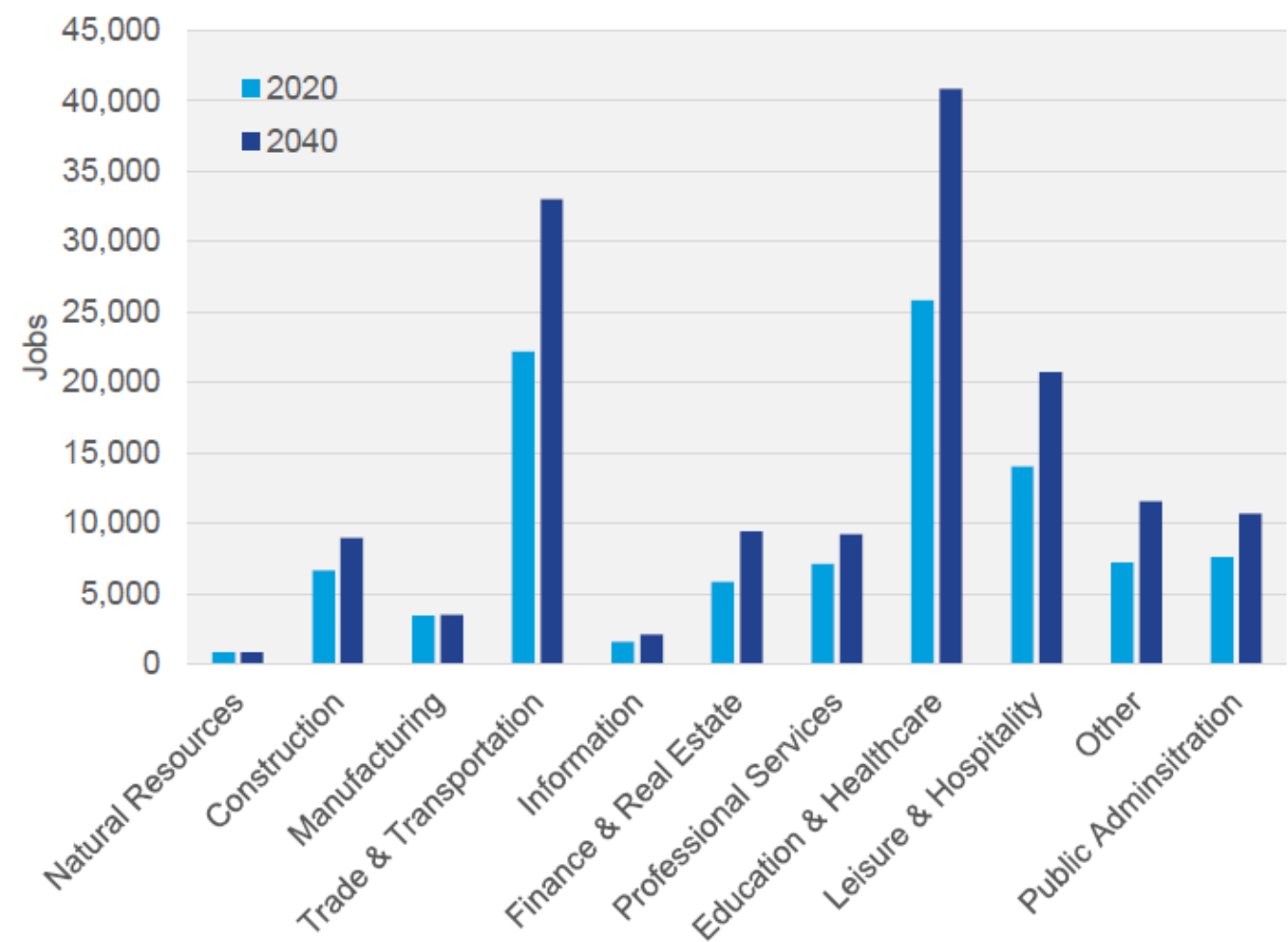


Source: ESRI, Kimley-Horn, US Census



Economic Profile

Forecasted Jobs by Industry Supersector, Lake County, 2020-2040



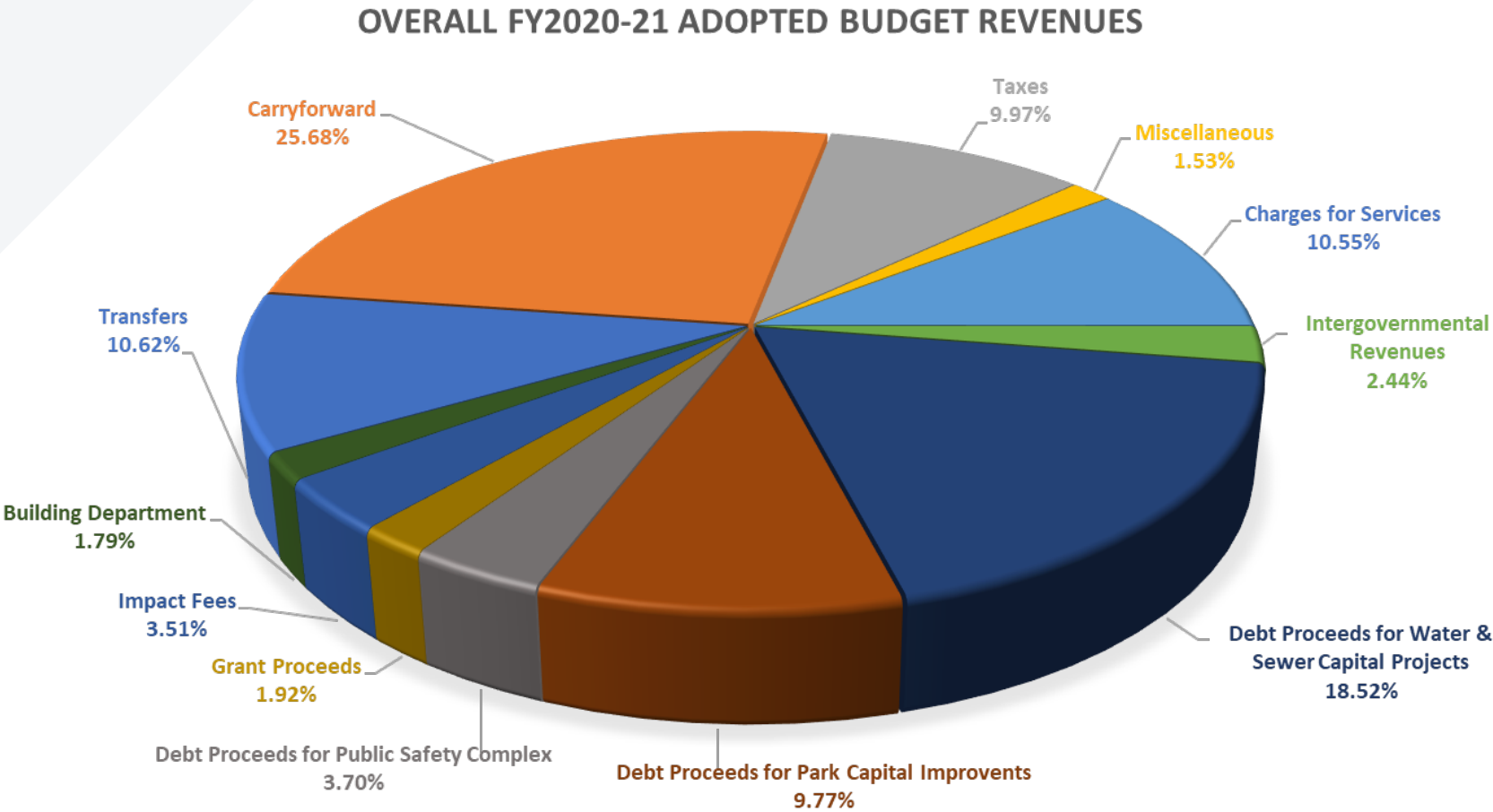
Source: ESRI, Kimley-Horn, US Census



Groveland Government



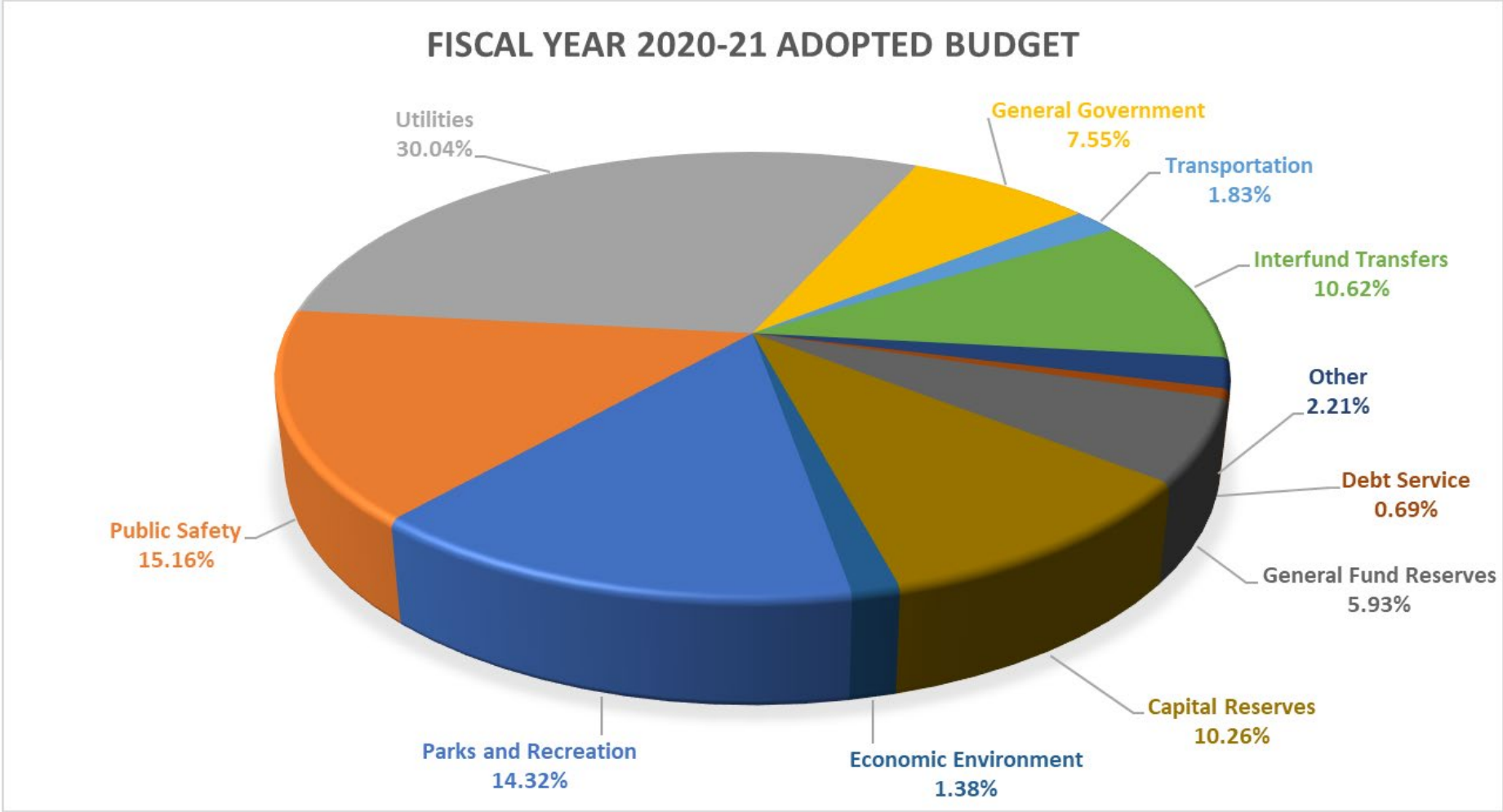
City Revenues



Source: Groveland Annual Adopted Budget FY 2020 - 2021



City Expenditures

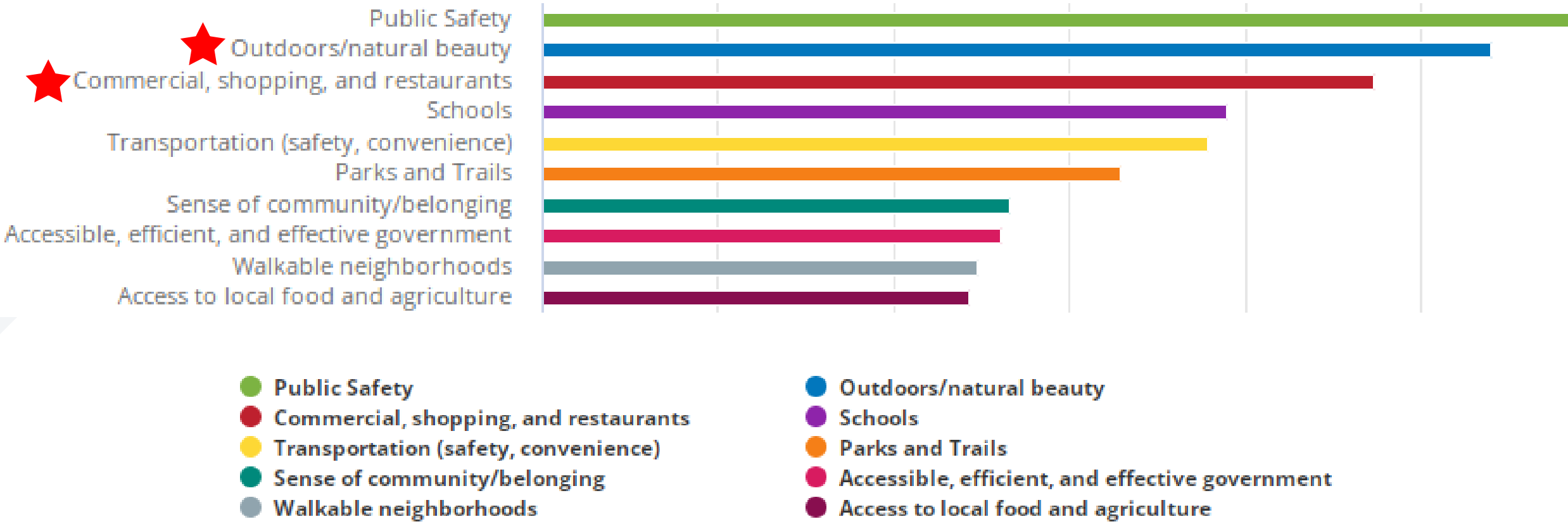


Source: Groveland Annual Adopted Budget FY 2020 - 2021



Quality of Life in Groveland

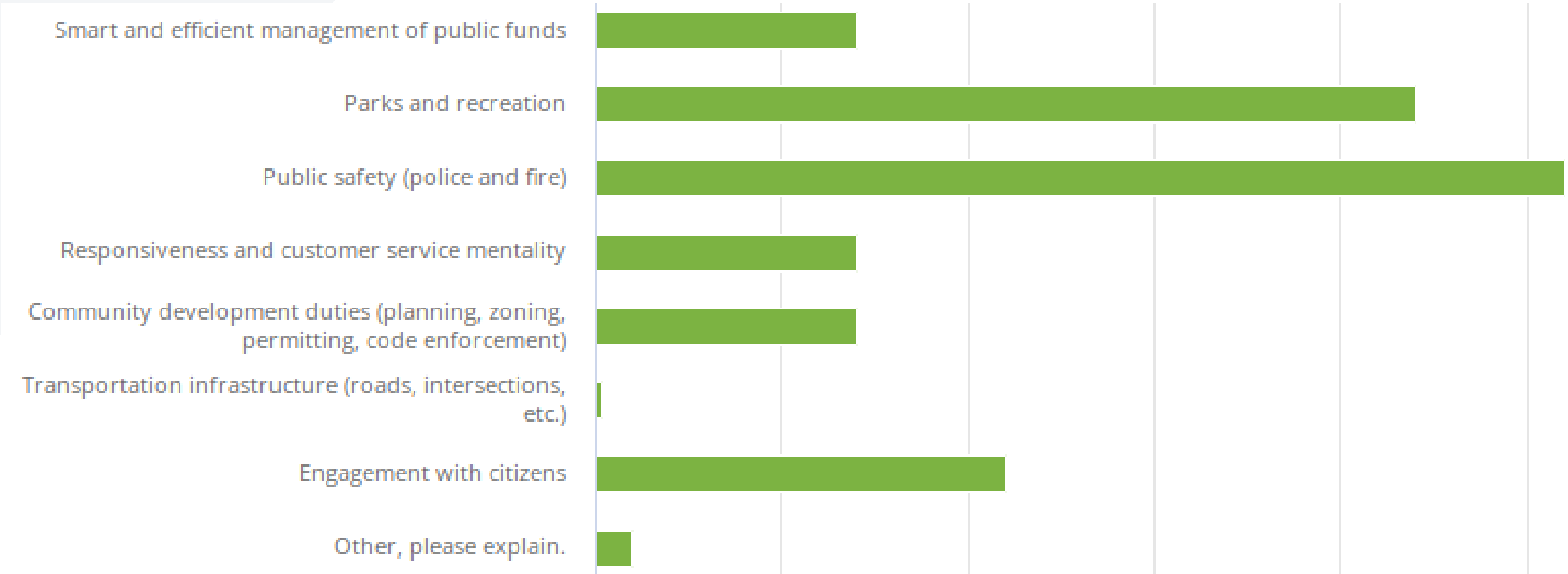
What “quality of life” factors for Groveland are most important to you?



Source: 2021 Social Pinpoint Community Survey

Quality of City Services

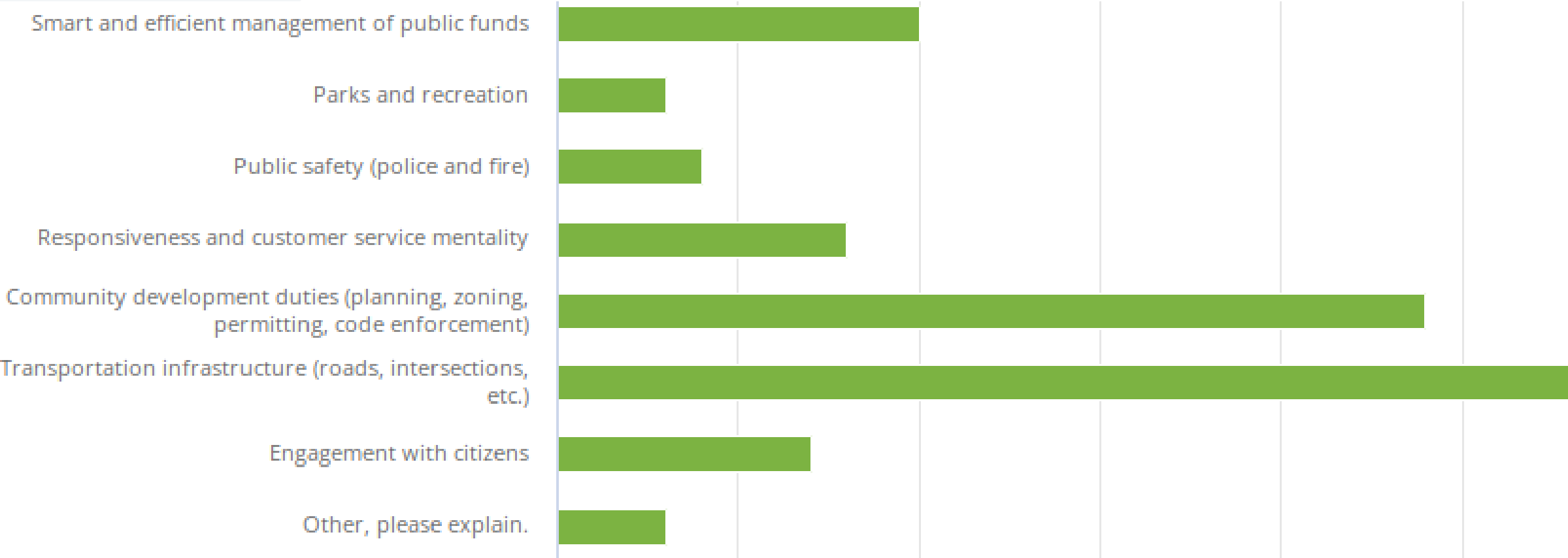
What are some things that Groveland Government Does Well?



Source: 2021 Social Pinpoint Community Survey

Quality of City Services

What are some things that City government could improve upon:



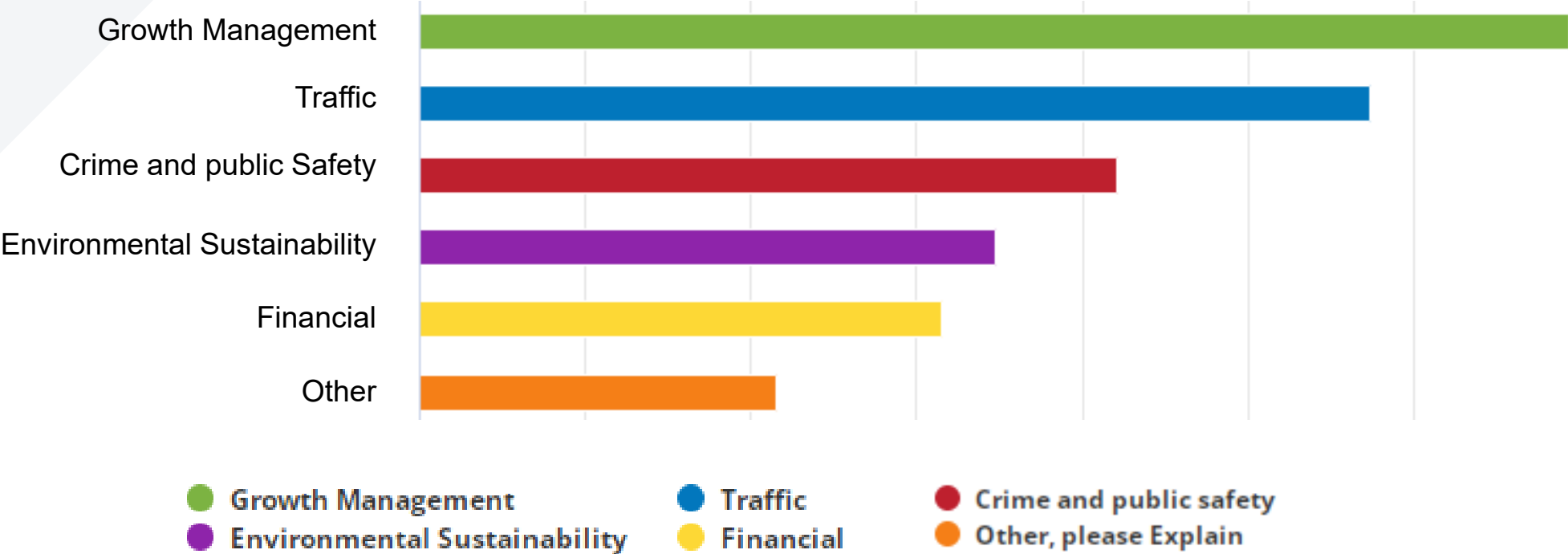
Source: 2021 Social Pinpoint Community Survey



Stakeholder Views on the City's Future

Most Significant Issues and Concerns

Rank your biggest concerns with Groveland:

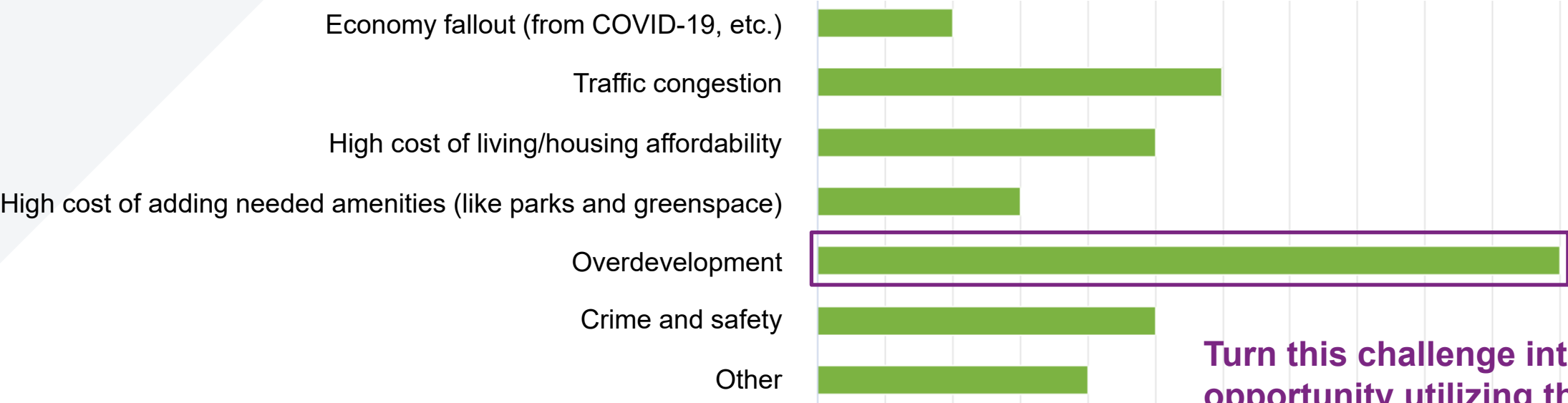


Source: 2021 Social Pinpoint Community Survey



Most Pressing Challenges

What do you foresee as Groveland's biggest challenge over the next 5 years?



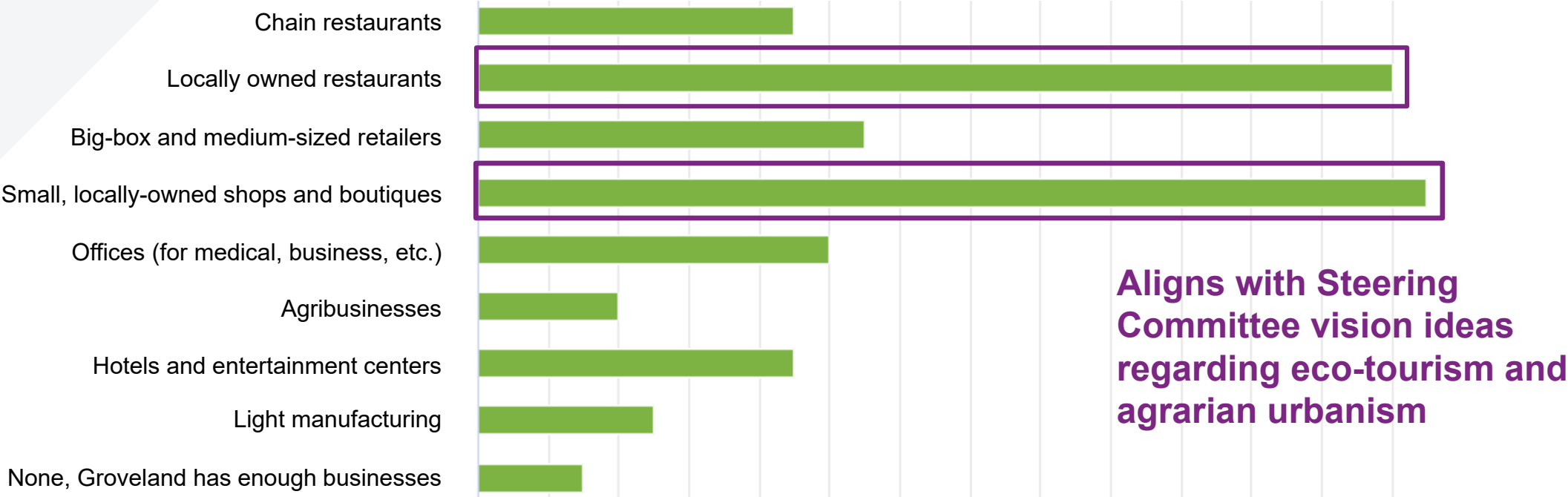
Source: 2021 Social Pinpoint Community Survey

Turn this challenge into an opportunity utilizing the new growth management plan and implementing the CRA Four-Point Action Plan



Opportunities

What types of businesses would you like to see in Groveland?



Source: 2021 Social Pinpoint Community Survey



How Community Members Describe Groveland



Aligns with Steering Committee vision ideas of eco-tourism, agrarian urbanism, and natural resources as a foundational community asset



Opportunities

Resident perspectives that align with vision ideas generated by Steering Committee members:

As a resident, I feel that Groveland is in need of a shopping area like the one in Winter Garden called the Winter Garden Village. The variety of stores and restaurants are all walkable and it has a 'charming' feel to it. We also need a Chick-fil-A and a Starbucks.

11 days ago

Like +1 Dislike

Business's need a reason to open a business in our downtown area. They need some sort of incentive. It would be great if our downtown could be like Downtown Clermont or any of the other little quaint downtown areas. The lakefront is looking great! We're looking forward to having a restaurant, brewery and a few quaint shopping stores. People from other towns will want to come to Groveland.

15 days ago

Like +4 Dislike

Groveland has such potential in its in town buildings. It would be awesome to change the face of some of these and give it the charm and necessary business that brings people to Groveland. For example take Winter Garden. If we could create our own charm with some of these really old buildings with a modern farmhouse industrial feel. Even more trees and plants or flowers on the main streets would be nice. Is there a library? The senior center could use some charm. Thanks

16 days ago

Like +3 Dislike

Downtown needs a good restaurant, ice cream parlor, and theater to get folks to visit and stay for an evening outing.

16 days ago

Like +2 Dislike

Definitely need to do something about the congestion of trucks and cars. I know we depend on the trucks and I'm all for that but there needs to be a better route for them. Fix the roads. I forgot the road name but the road next to the new 7-11 across from Racetrack needs to be fixed. I feel Groveland is on the right path. Keep it up.

12 days ago

Like +1 Dislike

more inter connected trails throughout the city and connected to trails to Winter Park

14 days ago

Like +2 Dislike

add more trees and plants in the Wilson Lake park and expand the park to offer more amenities

14 days ago

Like +1 Dislike



Source: 2021 Social PinPoint Ideas Wall

Quaint, walkable downtown; natural charm; community gardens; trails; green spaces; access to daily living amenities within the city

Vision for Groveland

Groveland should have an updated old time charm to its downtown area, with a magnificent welcome sign as you come into the downtown area and larger more attractive welcome signs entering Groveland's borders. A better choice of restaurants and stores that residents will be drawn to. Hopefully, an extension of the bike trail throughout Groveland. A hospital and medical offices would be nice. And the one thing that the nearby cities do not have, a Whole Foods or Trader Joes. God Bless you all.

 Like (0)

 Dislike (0)

 Share

Reply

I envision a community with an excellent school system, a local University or satellite college/community college, a historic downtown neighborhood, cultural experiences, festivals and events, abundant parks and recreational opportunities and safe diverse neighborhoods. I also would like to see a few hotels and grocery options including a weekend farmers style market. Finally I'd love to see an entertainment style district with dinner, movie theater, with retail and entertainment options.

 Like (2)

 Dislike (0)

 Share

Reply

City with beautiful parks, trails, first class sustainable landscaping, authentic farmer market, walkable neighborhood, access to good healthy local food, outdoor entertainment, agri tourism. Groveland should be a national leader on how to develop a great community while fighting global warming.

 Like (5)

 Dislike (0)

 Share

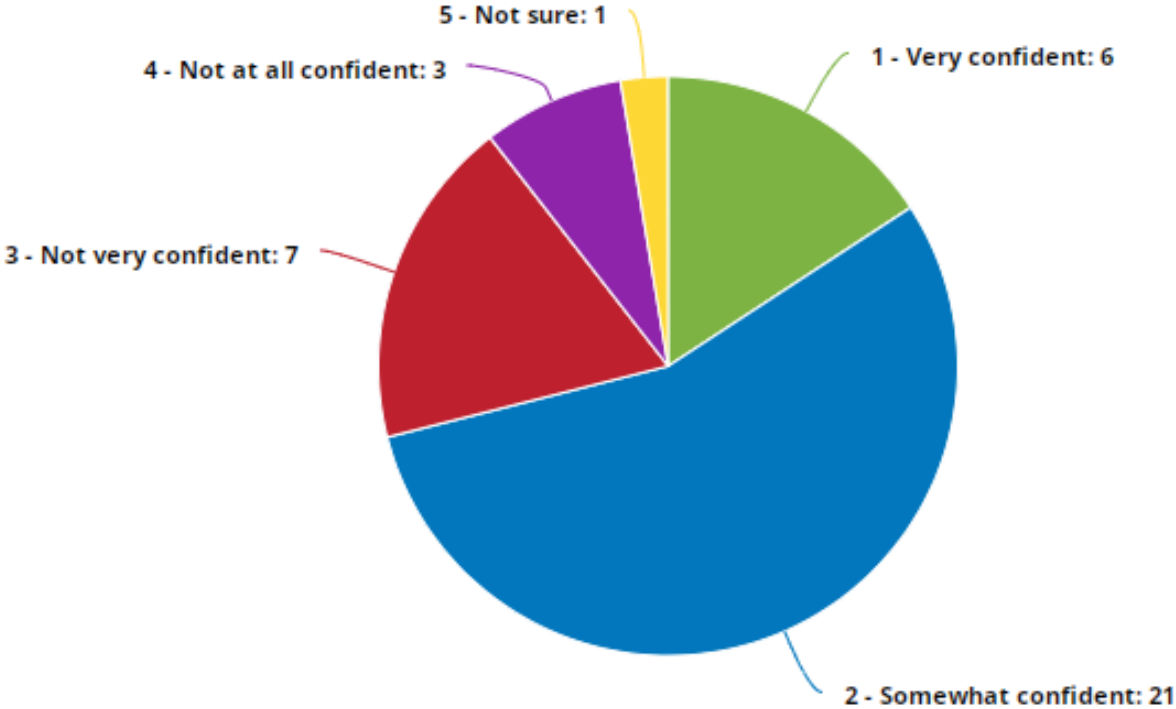
Reply

Steering Committee Member Ideas:

- Groveland as a **destination for eco-tourism and agri-tourism** – “The place to go for...” using existing assets like parks, lakes, trails, and the river to draw people in (possible dark sky certification)
- Food Capital of Florida – **agrarian urbanism** (convergence of sustainability and hospitality), vertical farming, town squares, common kitchens
- Protection and **stewardship of the City's natural resources as a fundamental community asset** that promotes sustainability, well-being and attracts environmentally based investments
- Cultivating **racial and cultural diversity and equitable access to opportunity** as the anchor of a strong, resilient community
- Youth and family-oriented – cultural activities and education that help people to connect and thrive; **greater investment in youth**; strong education system with smaller schools integrated into neighborhoods
- **Quaint, walkable, and vibrant downtown** – restaurants, shopping, entertainment, attractive streetscapes, and rooftop and community gardens
- **European look and feel:** amenities within city limits, locally-sourced food and products (farm to table), walkable community, live-in workspaces

Confidence in Groveland's Future

On a scale of 1-to-5, with 5 being the highest, how confident are you that Groveland will be an even better place to live five years from now?



1 - Very confident 2 - Somewhat confident 3 - Not very confident 4 - Not at all confident 5 - Not sure

Source: 2021 Social Pinpoint Community Survey

SWOT Analysis

- **SWOT** stands for strengths, weaknesses, opportunities, and threats.
- A SWOT analysis assesses the organization's current position before deciding on any strategies.
- Using a SWOT analysis allows the City to make the most of its strengths and reduce the chances of failure by understanding what is lacking and eliminating obstacles that get in the way of effective strategy.



SWOT Analysis Discussion

- ▲ What are Groveland's **strengths** as a community? What assets does the city have?
- ▲ What are Groveland's **weaknesses** as a community? What does it lack?
- ▲ What **opportunities** does Groveland have to provide the amenities and quality of life that residents and businesses want?
- ▲ What **threats** does Groveland face to being a thriving community that provides residents with the quality of life they desire?



Develop the Mission and Vision Statements



Develop the Mission Statement

What is a mission statement?

- A mission statement defines why your organization exists. A mission statement is present tense statement of purpose, defines where you are now, and is immediately actionable.



Mission Statement Discussion

- *Why does Groveland exist?*
- *What core functions does the City carry out on behalf of the community and its residents?*
- *How does the City go about carrying out those core functions?*



Develop the Vision Statement

What is a vision statement?

- A vision statement is a short description of an organization's aspirations and the wider impact it aims to create. Vision statements answer the questions: Where are we going? What will our community be like 10 years from now? It serves as your North Star or guiding light.



Vision Statement Discussion

- *As a starting point, consider the vision themes developed by Steering Committee members.*
 - **Intentionality**
 - **Connectivity**
 - **Vitality**
 - **Knowledge**
 - **Heart/Faith**
- *As you weave together these themes and the specific ideas encompassed in them, what is your ideal vision for how the City will look and feel?*
- *What, specifically will be different than now? What will be the same?*
- *How will those who are part of the community and visitors to the community be experiencing life in Groveland?*

Scenario Planning

Scenario planning is a process used to eliminate the two most common errors in strategic analysis – over-prediction or under-prediction of the organization's future.

- What scenarios could detract from or support the City's ability to make process toward the desired vision?

Financial

Political

*Governmental
(city, county,
regional, state)*

Economic

Social/Cultural

Environmental



Reflection and Closure

- ▲ What worked well today?
- ▲ Is there anything we could have done differently to make the experience better?
- ▲ What questions do you have going into Planning Session 2?
- ▲ What additional information would you like City staff to provide?



Planning Session 2



Planning Session # 2 Agenda

- Welcome and Introduction
- Review the Mission and Vision Statements and Develop Strategic Goals
- Develop Strategic Priorities and Goals
- Develop Strategic Objectives/Actions
- Reflection, Closure, and Next Steps





Review the Mission and Vision Statements and Develop Strategic Goals

Review the Mission Statement

Mission Statement Discussion

- *As you reflect on this statement, does it still accurately describe the purpose of Groveland?*
- *Does it describe what you do, why you do it, and how you do it?*
- *If not, what needs to be changed?*



Mission Statement developed yesterday

- An ecosystem connecting safety, service, and innovation in responding to our community members' vital needs.
- Groveland is an evolving and prosperous City dedicated to protecting the interests of its community.
- People connecting to be a unique and creative City with natural charm
- An ecosystem connecting safety, service and innovation to support a vibrant community with natural charm.

Review the Vision Statement

Vision Statement Discussion

- ▲ *Does this vision statement describe the ideal future Groveland?*
- ▲ *What, if anything, would you change?*



Vision Statement Developed Yesterday

- ▲ A city who's natural charm drives prosperity and connection with others.
- ▲ A purposeful and welcoming community creating opportunity for all.
- ▲ Groveland is a regional leader bridging the gap between people and nature to improve the well-being of its community members holistically.
- ▲ Groveland strives to be recognized as a self-reliant, community-oriented City that is growing while preserving its natural charm.
- ▲ A collection of towns, villages, and hamlets interweaving people and nature into an eco-agrarian landscape, embodying: *list of values*

Develop Strategic Priorities

- ▲ **Strategic Priorities** are the broad areas where you want to focus the City's resources and energy to achieve the vision. It is best to keep this list to five things or less so that they are achievable and so that you do not overwhelm the organization.
- ▲ It's the small number of focus areas that you have determined to be strategically and operationally critical to your success as you strive to achieve your mission and vision.



Strategic Priorities Discussion

- *What should the City focus on to make progress toward the vision?*
- *What are the four or five strategic areas of focus that should guide the next 2 to 5 years so the City can make progress toward its shared vision?*
- *Considering the scenarios the group developed how would you define the current and future state of each of these focus areas?*

Instructions: Come to consensus on **NOT MORE THAN FIVE IDEAS** for strategic priorities. Record your ideas on the Post-It half-sheets using **ONE to FIVE WORDS**.

Write BIG!

Develop Strategic Goals

- ▲ **Strategic Goals** are the specific results the organization aims to achieve over a specific period of time, usually the next two to five years. It's how you focus on each strategic priority.

Strategic Goal Example

- ▲ If **Robust Infrastructure** is a strategic priority, what, specifically, do we want to accomplish related to it? For example: **Goal Statement** – *The City plans strategic infrastructure maintenance and investments that have the highest return for safety, community vibrancy and long-term environmental benefit.*



Strategic Goals Discussion

- *What is the specific result we want to achieve for each strategic priority? For example, if cultivating **Economic Vitality and Infrastructure** is a strategic priority, what specifically do you want to accomplish in the next five years?*
- *What is the tangible outcome statement that defines what we will achieve and that lets us know we have made progress on that priority?*

Goal Development Structure:

- To _____ (action verb) *do what* _____ (description of effort/strategy) *so that* _____ (outcome to be achieved).
- *What are some strategic initiatives that will help us make progress toward each strategic goal?*

Instructions: Use the white chart on your easel to present your goal statements. Write BIG!!

Develop Strategic Objectives/ Actions

- ▲ **Strategic Objectives** are the precise actions or measurable steps you will take to move closer to the goal. They are usually time-bound with a milestone or schedule for completion.

Strategic Objective Discussion

- *What are the specific steps or actions we will take to achieve the goal? For example:*
- If your strategic goal is: Getting around Groveland is easier for people who live work and play here, some examples of objectives include:
 - Establish additional bus routes with expanded schedules
 - Alleviate traffic congestion to reduce travel time and speed of traffic throughout Groveland
 - Improve sidewalk connectivity in (name the specific locations).
- Develop a plan for bike paths connecting neighborhoods to workplaces, downtown, parks, and community/city services.

- ▲ **Instructions:** Small groups will discuss the ideas and achieve consensus on the ideas they want to put forward to the large group. As you discuss each objective, consider the following questions:

- *If we achieve this objective/action does it move us closer to the goal?*
- *If the answer is “no” what objectives will move us closer to the goal?*

- ▲ Once each group has achieved consensus on their objectives/actions, **each group will generate color cards with ONLY ONE OBJECTIVE ON EACH CARD.**

- ▲ **FIVE words maximum and write BIG!**



Reflection and Closure

- What worked well today? Is there anything we could have done differently to make the experience better?
- What are your expectations for monitoring and reporting progress on the plan?
- What is your process for considering changes or additions to the plan in the current cycle?



Next Steps

- ▲ Work with department leadership and staff to fine-tune short term objectives and develop performance/outcome measures
- ▲ Provide a report of the work of the Steering Committee to City Council
- ▲ Work with department leadership and staff to develop:
 - Growth, revenue and budget forecasting based on strategic priorities
 - Prioritization and sequencing of Capital investments and city services
 - Development of a personnel organizational chart to support the priorities and objectives chosen for inclusion in the Strategic Plan

- ▲ Develop first draft of the Strategic Plan
- ▲ Review and refine with Steering Committee
- ▲ Present final Strategic Plan to City Council for review and adoption

