

# *Collaborative Labs*

at St. Petersburg College

*Accelerate business results*

presents



[Click here to view a Word document of this Real-Time Record](#)

.....

[Click here to view a Word document of the Bold Strategies](#)

## Welcome and Opening Comments



**Andrea Henning:** Good morning and welcome everyone. In about a minute we're going to kick the morning off. If you all could please come in more towards the front...We want you to be able to hear.

Every chair is comfortable here so don't be afraid to move in closer. You're in the tropics lab now and we welcome you. Let me just say, this proves real dedication, being here on a Saturday. My name is Andrea Henning and I recognized a lot of familiar faces. Some faces from all three Collaborative Lab Events, that's great!...Let me introduce our team.

Milo is my partner in crime and he'll be facilitating with me today. Ben over there will be taking pictures of all your work today and that will be captured in the real time record. We have Lindsay on the keyboards and she will be putting together the real time record for today's meeting. Pj is in the back and he'll be helping with our voting technology, Gene's here again to capture your work through visible artwork...Is Laura here? I'd like her to share something with you all today...

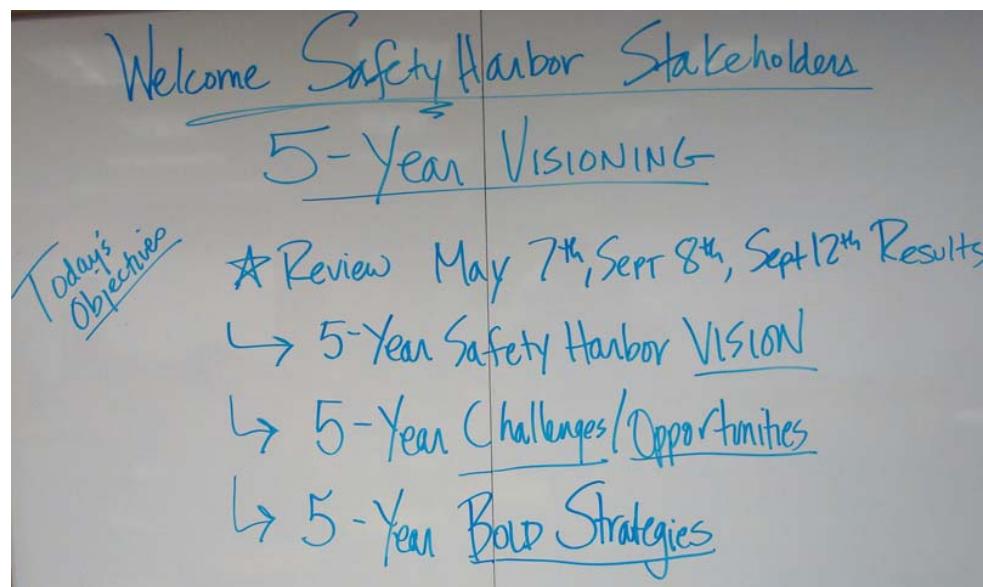
**Laura Dent:** I just wanted to let you know that a very special and dedicated person to this cause, that attended the past two Collaborative Labs Events, Linda Fairman passed away yesterday around 4pm while she was volunteering. She was a true testament to dedication in this cause...to protect and beautify the city of Safety Harbor today and in the future. Thank you.

**Andrea:** This is a picture of Linda we will carry her spirit forward today. Let us position today. We'll be here probably till about 1pm. We do have quite a bit to accomplish. Milo would you like to begin?

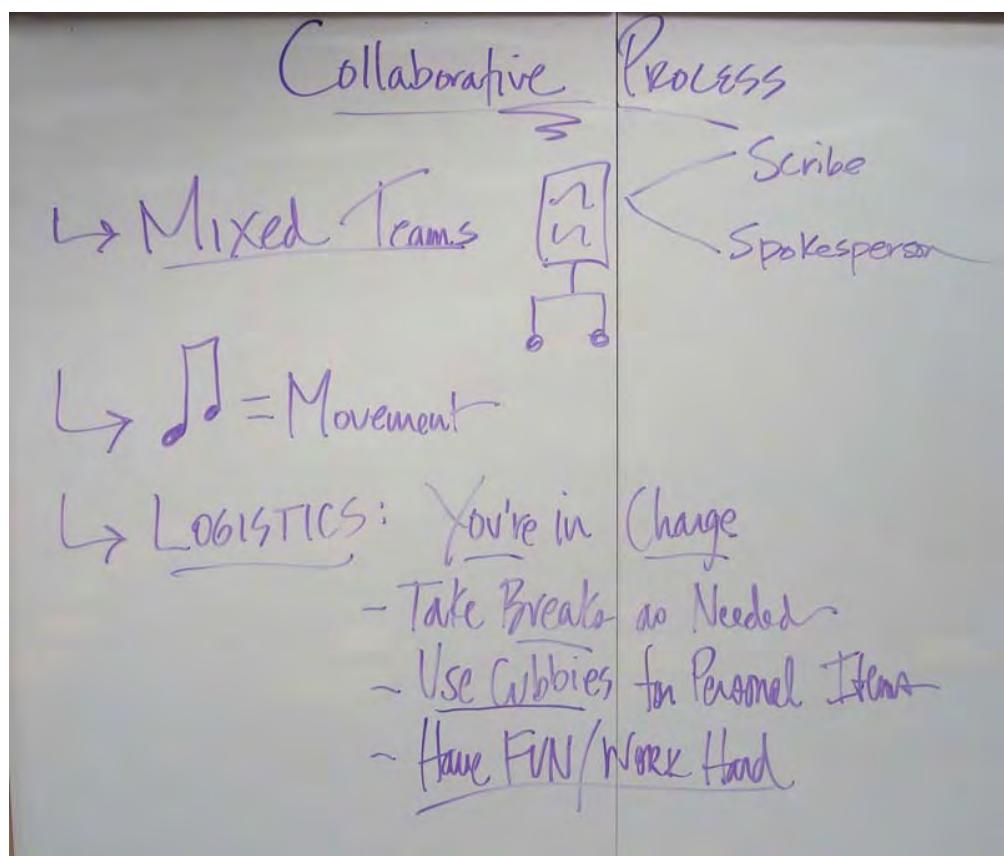
**Milo:** Good morning everyone. We are moving forward with a process today. We started with an online survey, we've had two community forums and today we're here at the stakeholder's meeting.



**Milo:** Through our activities this morning we will draft possible vision statements...analyze opportunities and identify challenges in various parts of the community ...and develop some bold steps to achieve your goals.



**Andrea:** For those of you that this might be your first Collaborative Labs event, let me acquaint you to our process.



**Milo:** I think we can move straight into the first activity. Which is to develop a vision statement for the community of Safety Harbor! Here's how our first activity is structured.

## Activity 1: "A Vision Statement for Safety Harbor"

There's been great input from Safety Harbor citizens in the surveys and community forums. Let's pull together what we've learned, and begin to craft a Vision Statement that captures where Safety Harbor wants to be in 2012. **Join a team at one of the whiteboards.**

### INSTRUCTIONS FOR EACH TEAM:

- Refer to the available resources.
- Draft a one-paragraph vision statement for Safety Harbor.
- Then, highlight or circle three keywords that capture the essence of the vision.

Everyone on the team should participate. Select a scribe to manage the whiteboard and a spokesperson who will present your team's work.

Meanwhile, we will have documented the various keywords. Following the presentations, we'll conduct electronic polling to identify the top 3 keywords that should drive the next version of the Vision Statement.

### Available Resources for Activity 1:

Refer to the "headline news" stories from May 7 startup engagement and September 8 and September 12 Community Forums

Refer to the following sample vision statement from the City of Dunedin:

**"Dunedin will continue to be a livable coastal community with a unique sense of place within the Tampa Bay metro area. We shall maximize our future by fostering innovative redevelopment, increasing citizen satisfaction, preserving and enhancing our natural environment, while maintaining our small town ambiance."**

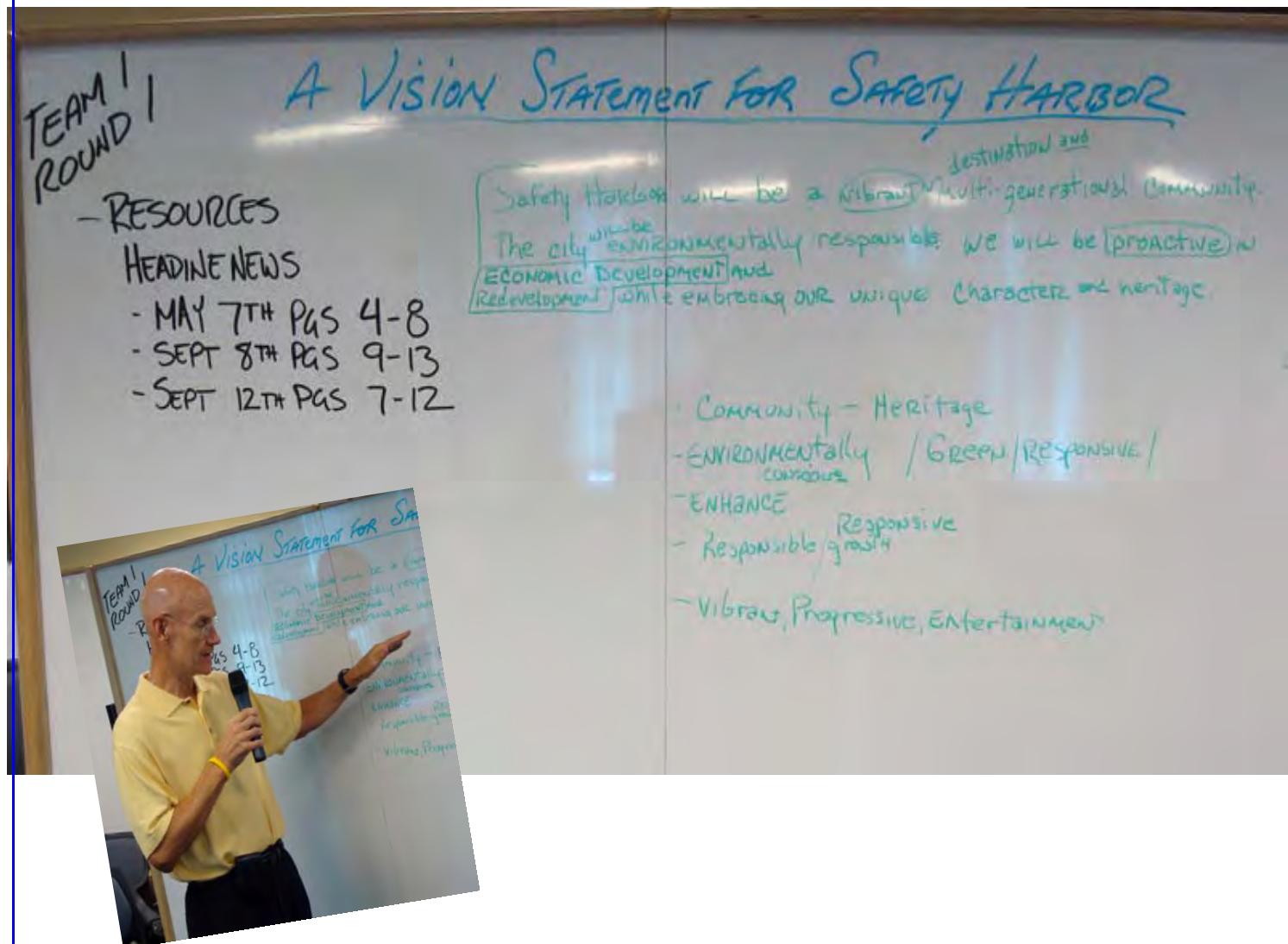
Refer to the following "Ingredients of a Vision Statement" from the National Civic League:

- Positive, present-tense language
- Qualities that provide the reader with a feeling for the region's uniqueness
- Inclusiveness of the region's diverse population
- A depiction of the highest standards of excellence and achievement
- A focus on people and the quality of life
- Addresses a time period

## Activity 1 – Teams Brainstorming



## Activity 1 – Team 1 Report Outs



**Rob Vaughn:** Vibrant was a cultural statement so we thought that was important. Being proactive, we thought there was an interest for that keyword in marketing from our perspective. We thought that downtown was important to have a strong core...Redevelopment is going to be an issue and we didn't want to forget that. We want downtown businesses to be successful. We focused a lot of our attention to economics and redevelopment.

## Activity 1 – Team 2 Report Outs

**TEAM 2  
ROUND 1**

A Vision Statement FOR SAFETY HARBOR

**RESOURCES**

**HEADLINE NEWS**

- MAY 7<sup>th</sup> PGS 4-8
- SEPT 8<sup>th</sup> PGS 9-13
- SEPT 12<sup>th</sup> PGS 7-12

**\*5-year Vision \***

Safety Harbor will maintain its **small town** character by fostering **environmentally conscious**, **family-oriented**, **quality urban design**, **accessible**, **green spaces** & **waterfront**, **balanced** & **growth management**.

**Priorities**

Growth Mgmt  
Environmental Pres.  
Economic Development

**Look**      **Feel**

architecture  
density/intensity  
urban design

**Likes**

**Small town feel/look**

- Downtown
- Neighborhoods
- Family-oriented

**Green**

- Streetscape
- casual lifestyle (events/programs)
- calmed traffic
- waterfront/marina
- parks/green space
  - active
  - passive
- history



**Tammy Verana:** I'm responsible for all the scribble. We thought that small town-family oriented was very important. Here's our statement that we came up with. We circled our key terms that we think should be identified in our vision statement. Also, we highlighted in order the most important using a, b, c, order. Thanks.

## Activity 1 – Team 3 Report Outs

TEAM 3  
ROUND 1

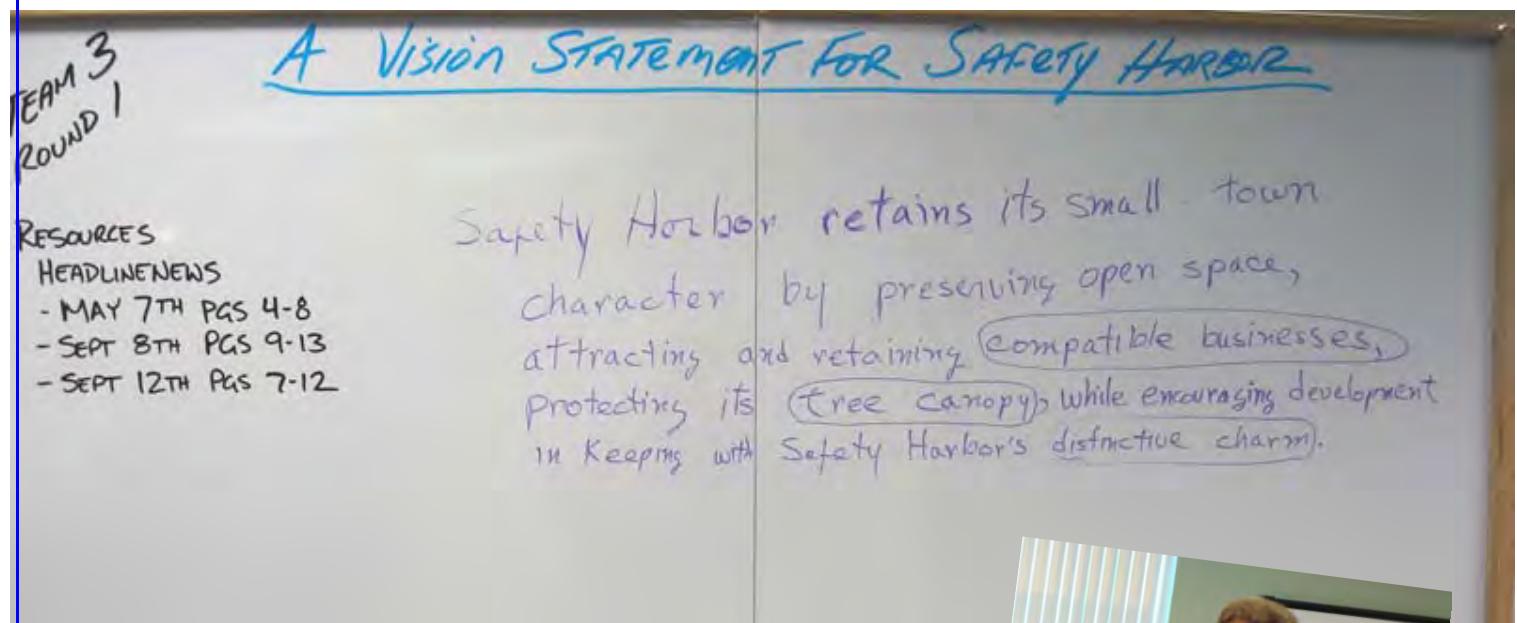
### A Vision Statement For Safety Harbor

RESOURCES

HEADLINE NEWS

- MAY 7TH PGS 4-8
- SEPT 8TH PGS 9-13
- SEPT 12TH PGS 7-12

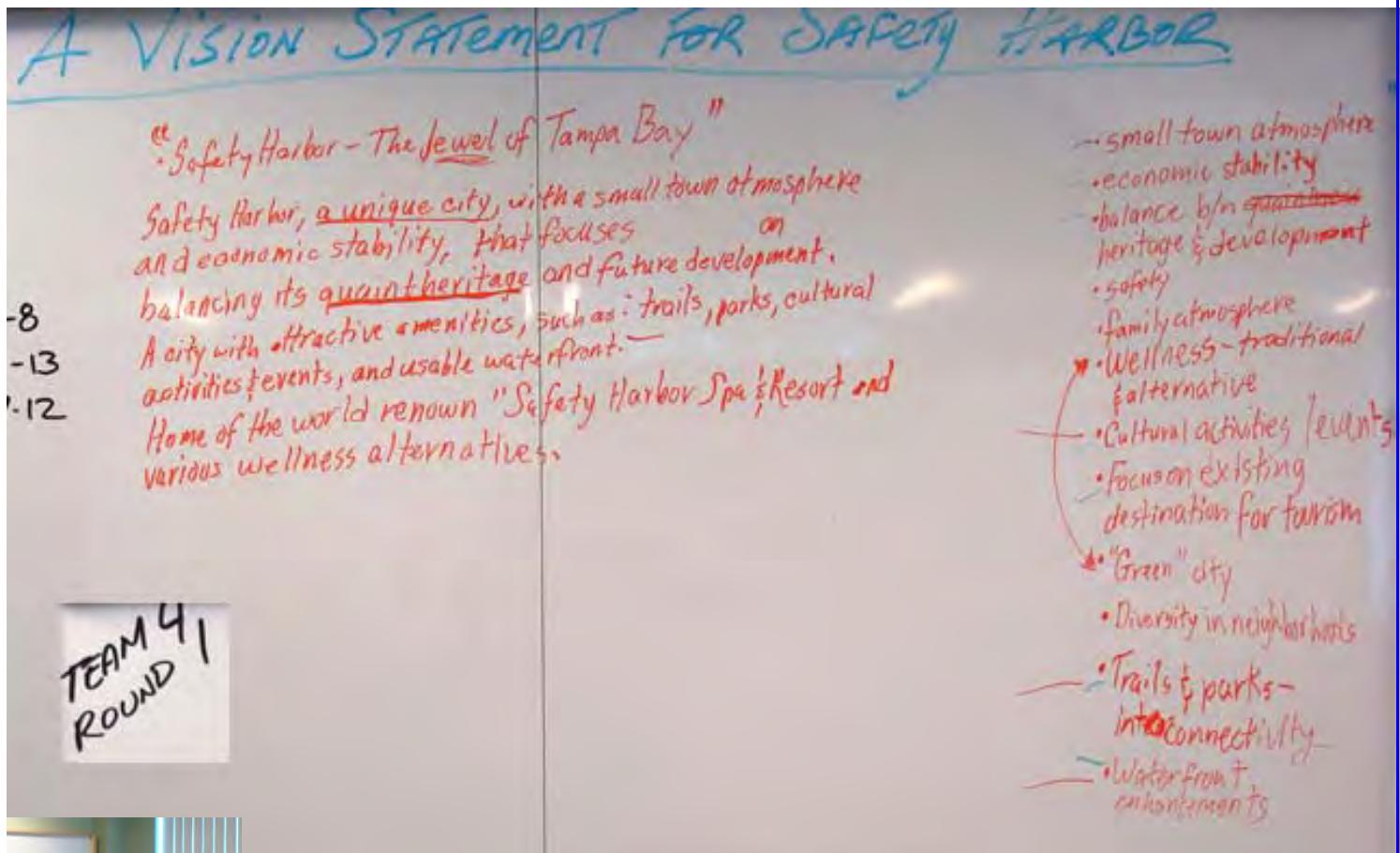
Safety Harbor retains its small town character by preserving open space, attracting and retaining compatible businesses, protecting its (tree canopy) while encouraging development in keeping with Safety Harbor's distinctive charm.



**Reporter:** We achieved a consensus at our table within 5-10 minutes. We all felt that preserving Safety Harbor's small town feel and charm are probably the most important key terms that we identified. I want to emphasize...there's a strong opinion in our group to keep the town's current atmosphere. It's what attracted many of us here to begin with. Thank you.



## Activity 1 – Team 4 Report Outs



**Eddie:** We identified Safety Harbor as the jewel of Tampa Bay and the home of many wellness facilities. The focus of our group was to concentrate on the uniqueness and the heritage of Safety Harbor...while identifying with continuity of growth and redevelopment.

**Milo:** Four very strong teams. Great job all around. These are all very distinctive vision statements. Now we're going to ask for you all to choose the best of the best for your favorite keywords in a voting exercise.

**Andrea:** Has everyone experienced a voting? We're going to vote on your favorite keywords that you developed from the first half of the first activity.

**Milo:** Many of us know how the voting devices work. Is there anyone that's not familiar with our voting? Okay let's begin our voting. We would like you to choose your favorite top 3 keywords that you want included in your vision statement for the city of Safety Harbor.

## Activity 1 – Voting Exercise Results

**[Documenter's note]** Audience was given the opportunity to vote on their top 3 keywords that should drive the next version of the vision Statement.

## Choose the top 3 keywords that should drive the next version of the Vision Statement

1. **Vibrant ; 25%-Voted**
2. **Proactive; 25%-Voted**
3. **Compatible businesses; 11%-Voted**
4. **Tree canopy; 21%-Voted**
5. **Quaint heritage; 25%-Voted**
6. **Small town-Family oriented; 46%-Voted**
7. **Accessible, green spaces & waterfront; 29%-Voted**
8. **distinctive charm/unique city; 32%-Voted**
9. **Balanced & growth mgmt; 21%-Voted**
10. **Economic Development/Redevelopment; 32%-Voted**



**Milo:** We are now going to move on to the next level with our second planned activity. Here's how this second activity is structured.

## Activity 2: "Opportunities and Challenges"

Safety Harbor has many opportunities that make a great vision achievable. And... there are challenges to overcome on the way to the vision. **Join another team at a whiteboard.**

### INSTRUCTIONS FOR EACH TEAM:

- Refer to the **available resources**.
- Complete an "**opportunities and challenges**" **analysis** for part of Safety Harbor. Each whiteboard is labeled with one of the following Focus Areas:

<b>Traditional Neighborhoods</b>	<b>Mixed-Use Activity Centers</b>	<b>9<sup>th</sup> Avenue Service Corridor</b>	<b>Planned Development &amp; Public Districts</b>	<b>Other Areas of Safety Harbor</b>
----------------------------------	-----------------------------------	---	---	-------------------------------------

Everyone on the team should participate. Select a scribe to manage the whiteboard and a spokesperson who will present your team's work.

We'll call time and ask each team to present their Opportunities and Challenges Analysis.

Then we will conduct electronic polling to identify the **top 2 opportunities** and the **top 2 challenges** in each area of Safety Harbor.

### Available Resources for Activity 2:

Refer to the map of Safety Harbor on the other side of this sheet.

For Opportunities, refer to the lists of "strengths" from the online survey and the lists of "start/continue" items from both Community Forums.

For Challenges, refer to the lists of "stop" items from both Community Forums.

## Activity 2 – Team 1 Report Outs

ACT 2 TEAM 1	TRADITIONAL	Neighborhoods
<u>available resources</u>	<u>Opportunities</u>	<u>Challenges</u>
SURVEY STRENGTHS		
PAGE 6	#3	
START-STOP-CONTINUE		
Sept 8: Pgs. 23, 25, 27	① Identify property for public green space, redevelopment + preservation.	Funding
Sept 12: Pgs. 21, 22, 23, 24		
	#1	
	② Preserve Safet Harbor's small town charm + history.	
	③ Location	
	#2	
	④ Re-development	Maintaining its beauty at the face of irresponsible redevelopment.
	⑤ Empty buildings.	
	#3	
		Attracting businesses / homeowners that reflect our vision.
	#4	
		Structure with proper scale, architecturally pleasing design, while maintaining green space.
		Marketing off-street businesses to bring people into the community.

**Milo:** Okay...A lot of energy! Here's what we would like each team to do...Please choose a spokesperson and if that person could explain to the larger group each opportunity and challenge that your team came up with. Can we have someone from team 1 come up and report out?

**Reporter:** We identified property to preserve public green space and our challenge is funding. We discussed property on Bayshore for sale and wondered if the city could purchase it for preservation...The charm of our city we want to maintain and ensure that any redevelopment design maintains our vision...For redevelopment, we want green space but again, we want to keep the charm of our community intact...Anything else?

**Audience member:** I'd also like to see some type of preservation committee for places like the Boot home.

**Milo:** Thank you and the idea of the preservation committee might be a strategy to choose on the next activity...Any other comments for team one?

**Audience member:** He was speaking about properties that are really blighted and it would be nice to see something go in there possibly something for our low income senior citizens.

**Milo:** Thanks for adding that. These are the things that we want captured for the real time record. Can we have a spokesperson for team 2?



## Activity 2 – Team 2 Report Outs

**Reporter:** We had a quite lengthy discussion. We see some opportunity for residents to be present and support the economical and social vibrancy of our community. We are looking for input from the

ACT 2 Team 2 Mixed Use Activity Centers	
<u>Available Resources</u> Survey pg. 6 Sept 8: pgs 23, 25, 27 #1 Sept 12: pgs 21-24	<u>Opportunities</u> Residential presence to support economic <sup>and</sup> social vibrancy public use space and green space Citizen and business collaboration Land use code development reassessment and update <u>Architectural Design and building form</u> Joint venture to resolve parking issues Encourage small business development (small retail spaces) City & developer working to attract mutual retailers expand 'market place' to 10th Ave (includes surface parking & mixed use) spa
	<u>Challenges</u> parking - pedestrian environment - marketing - economic development  #2 - preserving public use and green space - establish positive relationships with developers - attract the 'right type' of retail to 1st floor locations - residential density

citizens for our development. Another big opportunity is for the city to look at building and design...We're looking for neighborhood shops to service downtown...Possibly the citizens, the city, and developers sitting down and deciding together what kind of businesses they want and can bring to downtown. The challenges are parking, pedestrian environment, marketing, preserving the public and green spaces, which is sometimes a challenge due to costs...Attract the right type of retailers and without office space.



**Milo:** Great job by team 2. Let's clarify one of the ideas: attracting the "right" type of retail vs office spaces.

**Audience member:** Locally serving retailers such as produce stores, bakeries, and pharmacies. Accessible by walking, with attractive store fronts are what's being envisioned.

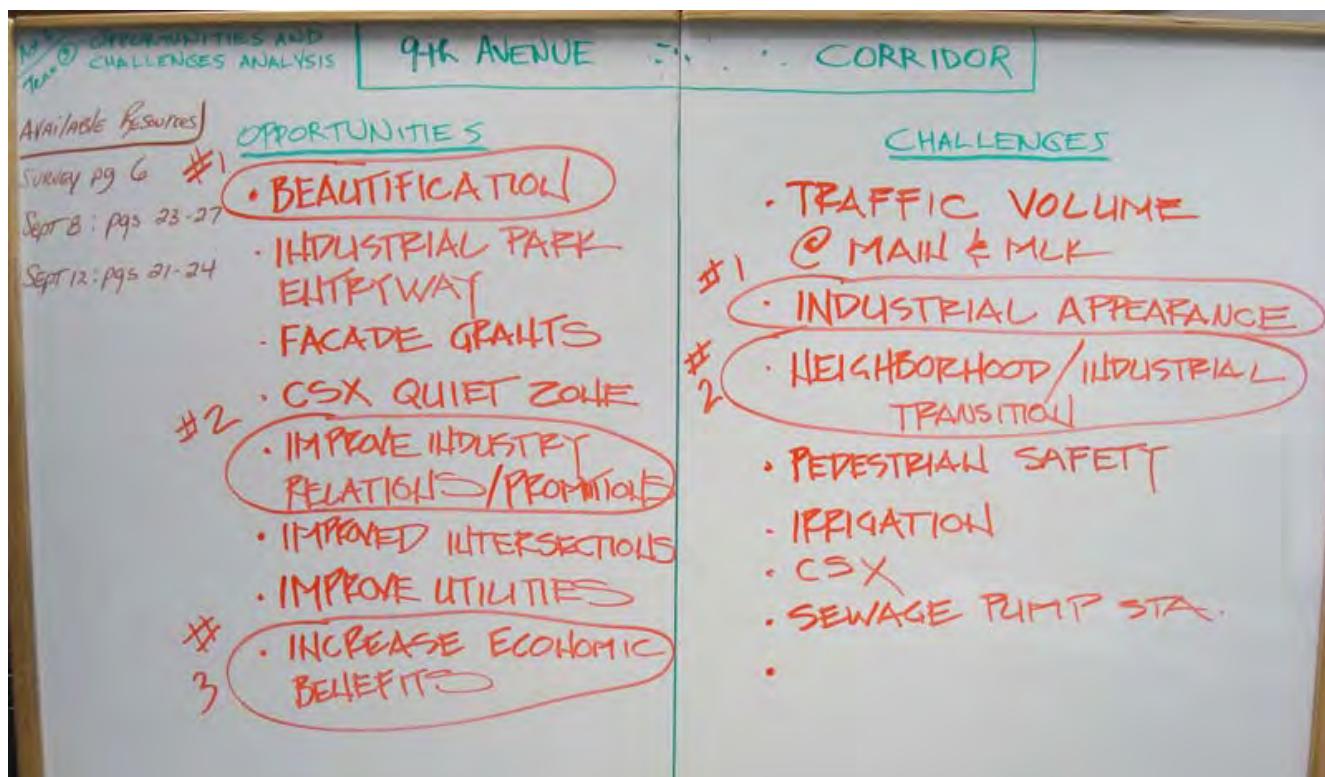
**Milo:** Thanks for clarifying that...Something that preserves the atmosphere and yet is

## Activity 2 – Team 3 Report Outs

accessible. Okay some great opportunities and challenges. Was there any discussion on a challenge that jumped out more than another?

**Reporter:** A large challenge is the cost. Also, in the past, there's been community resistance to multi level development. However, multi story supports the businesses.

**Milo:** Thank you and that reinforces the first item of residential input. Do we have a spokesperson for team 3?

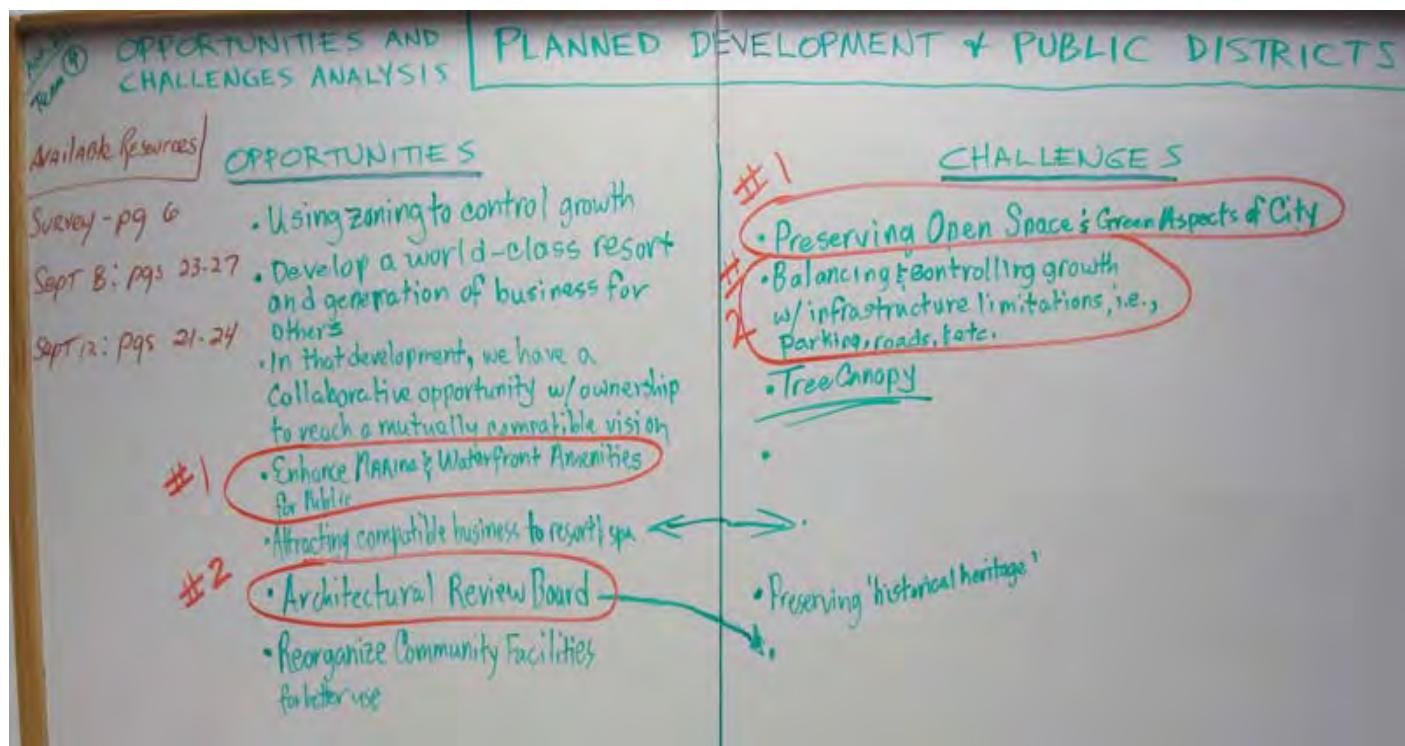


**Reporter:** We'll start out with our challenges. The first was the traffic volume at Main and MLK...I think it's a connector of our north and south communities. Industrial appearance...that Ninth Ave is kind of bland. It's not the gateway to our community that it could be. Pedestrian safety...there's a lot of kids and how do you deal with that when you have big trucks on the roads. There is no irrigation right now and that's going to be a challenge...CSX, always friendly to work with. There's also a sewage pump station...maybe there's some thing that can be done to stop some of that odor.

As far as opportunities, there's a lot of space and we would like some beatification...There's all kinds of things that could help. I'd like to see a...Some of the buildings are old and what if some grants could be provided to the owners so that they could enhance the look of their buildings...There's a lot of industrial businesses, they're not the most community involved group however, maybe we could form a relationship with them as a joint partnership to improve the appearance of the area. Improved utilities...I've had the opportunity to do some utility work in that area and to upgrade some of those buildings would involve a big transition...and if we did some of these things that we've identified we would meet our next opportunity which is to increase economic benefits. Thanks.

**Milo:** So is it safe to say that five years from now the 9<sup>th</sup> corridor might be the most improved? There are a number of opportunities, some of which require building relations with CSX and other industrial businesses. Okay, let's hear from our team 4. Can we have a spokesperson?

## Activity 2 – Team 4 Report Outs



**Reporter:** Here I go. We focused mainly on the marina and spa. We would like to get a world class resort in order to complement our current businesses and become attractive to tourism. We would like to enhance the marina for public use...to offer more boat slips to provide other services to the community. Not only will the world class resort help current business but may attract new businesses. In order to address our challenges, we need to control growth according to the vision of the community. One of the members of our team suggested that we should reorganize community centers to provide more services to our residents. Challenges...obviously, preserve open space and keep and make green. We think that's a priority and a challenge that needs to be met...Balancing growth and development so that we don't exacerbate the problem that already exists. We want to preserve as many tree canopies as possible. As well, we want to ensure that buildings like the Tucker mansion are not sacrificed for growth and development.

**Milo:** Great work. Some focus of preservation...some collaboration and synergies attracting business to the spa...We've captured all of these opportunities and challenges and now we'd like to get a snap shot of the ideas you've highlighted now by voting. If you all would, move to the Tropics lab and we'll begin another voting session.

**Documenter's note:** The audience participated in a voting to decide the top two opportunities and the top two challenges for each of the topics discussed by each team.

## Activity 2 – Voting Exercise Results



### **Choose the Top 2 Opportunities for Traditional Neighborhoods**

- 1. Identify property for public green space , redevelopment & preservation; 46%-Voted**
- 2. Preserve Safety Harbor small town charm & history; 61%-Voted**
- 3. Location; 4%-Voted**
- 4. Re-development; 54%-Voted**
- 5. Empty buildings; 18%-Voted**

### **Choose the Top 2 Challenges for Traditional Neighborhoods**

- 1. Funding; 25%-Voted**
- 2. Maintaining its beauty at the face of irresponsible redevelopment; 25%-Voted**
- 3. Attracting businesses / homeowners that reflect our vision; 43%-Voted**
- 4. Structure with proper scale, architecturally pleasing design, while maintaining green space; 82%-Voted**
- 5. Marketing off-street businesses to bring people into the community; 18%-Voted**

### **Activity 2 – Voting Exercise Results Cont.**

## Choose the Top 2 Opportunities for Mixed-Use Activity Centers

1. Residential presence to support econ/social vibrancy; 38%-Voted
2. Public Use Space & Green Space; 7%-Voted
3. Citizen & Business Collaboration; 10%-Voted
4. Land Use Code Development Reassessment & Update; 24%-Voted
5. Architectural Design & Building Form; 28%-Voted
6. Joint venture to resolve parking issues; 21%-Voted
7. Encourage small business development; 17%-Voted
8. City & developer working to attract mutual retailers; 24%-Voted
9. Expand marketplace to 10<sup>th</sup> Ave - Redevelop mixed use surface parking @ spa; 17%-Voted

## Choose the Top 2 Challenges for Mixed-Use Activity Centers

1. Parking; 28%-Voted
2. Pedestrian Environment; 14%-Voted
3. Marketing; 10%-Voted
4. Economic Development; 21%-Voted
5. Preserving public use and Green Space; 24%-Voted
6. Est. Positive relationships with Developers; 31%-Voted
7. Attract the right type of retail to 1<sup>st</sup> floor locations; 38%-Voted
8. Residential density; 28%-Voted

## Activity 2 – Voting Exercise Results Cont.

## Choose the Top 2 Opportunities for 9<sup>th</sup> Ave. Service Corridor

1. **Beautification; 75%-Voted**
2. **Industrial Park Entryway; 14%-Voted**
3. **Façade Grants; 14%-Voted**
4. **CSX Quiet Zone; 4%-Voted**
5. **Improve Industry Relations/Promotions; 29%-Voted**
6. **Improved Intersections; 18%-Voted**
7. **Improved utilities; 7%-Voted**
8. **Increase economic benefits; 29%-Voted**

## Choose the Top 2 Challenges for 9<sup>th</sup> Ave. Service Corridor

1. **Traffic Volume @ Main/MLK; 28%-Voted**
2. **Industrial Appearance; 55%-Voted**
3. **Neighborhood/Indust. Trans.; 45%-Voted**
4. **Pedestrian Safety; 24%-Voted**
5. **Irrigation; 21%-Voted**
6. **CSX; 17%-Voted**
7. **Sewage Pump Station; 3%-Voted**

## Activity 2 – Voting Exercise Results Cont.

### Choose the Top 2 Opportunities for Planned Dev. & Public Districts

1. Use Zoning to Control Growth; 32%-Voted
2. Develop a world-class resort & generation of business for others; 29%-Voted
3. Have a collaborative opp with ownership to reach a compatible vision; 29%-Voted
4. Enhance Marina & Waterfront Amenities for public; 50%-Voted
5. Attract Compatible bus. to resort and spa; 14%-Voted
6. Architectural review board; 36%-Voted
7. Reorganize Community Facilities for better use; 4%-Voted

### Choose the Top 2 Challenges for Planned Dev. & Public Districts

1. Preserving Open Space and Green Aspects of City; 59%-Voted
2. Balancing/Controlling growth w/infrastructure limitations; 48%-Voted
3. Tree Canopy; 21%-Voted
4. Preserving Historical Heritage; 31%-Voted
5. Attracting compatible business to resort & spa; 28%-Voted
6. Architectural Review Board; 7%-Voted

## Activity 3: "Bold, Achievable 5-Year Strategies"

[Click here to view a Word document of the Bold Strategies](#)

To reach our vision will require strategies that are bold, yet achievable. Let's develop ideas for visionary things that we can actually get done! **Join another team at a whiteboard.**

### INSTRUCTIONS FOR EACH TEAM:

- Refer to the work that we've done so far this morning, along with your personal insights and knowledge about our community.
- Work as a team to create ***three bold and achievable strategies*** for part of Safety Harbor. Each whiteboard is labeled with one of the following Focus Areas:.

Traditional Neighborhoods	Mixed-Use Activity Centers	9 <sup>th</sup> Avenue Service Corridor	Planned Development & Public Districts	Other Areas of Safety Harbor
---------------------------	----------------------------	---	--	------------------------------

- Each strategy should make progress 2008-2012 toward the "keywords" of the vision by pursuing opportunities and overcoming identified challenges.
- Each strategy should include an **action statement**, an assessment of **resources required**, including resource gaps; **benchmarks** to measure progress; and **champions** who are interested in being part of the strategy.
- Highlight or circle your team's choice of a **#1 strategy** from the list.

Everyone on the team should participate. Select a scribe to manage the whiteboard and a spokesperson who will present your team's work.

We'll call time and ask each team to present their Bold, Achievable 5-Year Strategies.

Then we will conduct electronic polling to identify the **top 5 strategies** that the group recommends for Safety Harbor to pursue.

### Activity 3 – Team 1 Report Outs

STRATEGIC ACTION		BENCHMARKS	RESOURCES	CHAMPIONS	08	09	10	11	12
					08	09	10	11	12
① Incentives to preserve & encourage complementary development	② Amend zoning to balance architectural preservation, green space, character, without undermining all redevelopment	<ul style="list-style-type: none"> <li>Safety Harbor Elementary preserved</li> <li>Upgrading of existing bungalows</li> <li>Tucker Mansion</li> <li>Architectural Review Board</li> <li>Grand Tree Ordinance</li> </ul>	<ul style="list-style-type: none"> <li>Funding?</li> <li>Planning Dept.</li> <li>Preservation Fund</li> <li>State Preservation Fund</li> </ul>	<ul style="list-style-type: none"> <li>Citizen Committee (like Briar Creek Committee to work media and organizations)</li> </ul>	X	X	X	X	X
③ Incentives to preserve historic buildings	④ Historical Society				\$	\$	\$	\$	\$
⑤ Assess existing underutilized buildings spaces (make green space more public friendly)	⑥ Maximize the above, prior to developing new	<ul style="list-style-type: none"> <li>Buildings fully utilized (green friendly)</li> <li>Collaborative/Joint Use w/ building owners</li> </ul>	<ul style="list-style-type: none"> <li>Business-Focused Chamber</li> <li>Downtown Districts (area)</li> </ul>						
⑦ See ⑥ above									
⑧ Funding to purchase Green Space & Historic Property		• See above	<ul style="list-style-type: none"> <li>Taxes ↑</li> <li>Private funds</li> <li>Fundraising</li> </ul>						

**Milo:** We'd like to go ahead and have some quick report outs from each team. Each team's ideas were so strong that we decided not to do an electronic voting. We'll keep all of the ideas. Can we have a reporter for team 1?



**Reporter:** As you can see...I think it's going to take a lot of money, time, and effort from the citizens. We wanted to focus on the carrot vs the stick...Putting in zoning laws, tax breaks...Also incentives to preserve buildings like the Tucker mansion and creating a historical society...Upgrading existing bungalows. The resources we need are funding and we're not sure where that's going to come from. We thought about collecting for a fund for the community. We all saw Briar Creek come together and get involved to work with media and other organizations. Citizens vs politicians need to work together...It's going to be a working progress all the way. One of the other issues that came up is identifying existing spaces and maximizing this space. Reaching out and developing relationships with the businesses would be our champions.

Funding to Purchase green space is necessary to achieve our last strategic action.

## Activity 3 – Team 2 Report Outs

ACT 3 TEAM 2 BOLD ACHIEVABLE 5 YEAR STRATEGIES		MIXED USE Activity Centers			Resources	Champions	08	09	10	11	12
STRATEGIC ACTIONS	BENCHMARKS	08	09	10	11	12					
① LAND DEVELOPMENT CODE COMPREHENSIVE REVIEW • ARCHITECTURAL • SET BACKS • GREENSPACE • DENSITY	Revision Form Based Code Architectural Pattern Book	Outside Consultants Workshops	PZ Planning Directorate Commission								
② Property owners, CITY & DEVELOPERS WORKING TOGETHER TO ACHIEVE <sup>QUALITY</sup> MIXED USE VISION	• FITS DEV. CODE • Consistent with VISION • Pre application meeting • LAND Assembly & PLANNING USE	Property Owners City Developers	Property owner City Developers								
③ Develop Marketing Plan to support a vibrant downtown	• identification recruitment, & maintaining strategies	Chamber of Commerce County economic development									



**Reporter:** We decided that number one must happen before anything else. We need to address architect setbacks first. We feel that workshops like this one to strategize will be needed. Some feel a short frame of time is achievable but we think 2009. We're looking into pre-application meetings prior to getting to the point of land development...Possibly the city purchasing unutilized land and preserving it. The city, politicians, and people need to come together for this. We need to develop a marketing plan to bring commercial people downtown.

### Activity 3 – Team 3 Report Outs

BOLD ACHIEVABLE 5-YEAR STRATEGIES		9th AVENUE	SERVICE CORRIDOR	BENCH MARKS	RESOURCES	CHAMPIONS	'08	'09	'10	'11	'12
STRATEGIC ACTION											
①	Create Façade/beautification Grant PROGRAM and improve city owned right of ways, with landscape and hardscape.	WRITE Plan Budget	\$50,000	City			X	X			
②	Create an Industrial Park Association and ensure effective collaboration the city and local Chamber of Commerce.	-Identify industry stakeholders - IPA - Industry DVL Plan	CHAMBER City		JACOBSEN HOMES PROGRESS ENERGY CHAMBER City				X		
③	City Promotion of business and industry.	Identify key STAKEHOLDERS	CHAMBER MEDIA City County		Olympia Whistle Stop JACOBSEN SAUSAGE HOUSE						

**Reporter:** Our number 2 is really number 1. We want to create an industrial park with an association that will work with the city. The benchmarks would be the formation of the association and develop a plan. Resources would be the downtown business council and perhaps they can help the form a citizens council especially for that. We are certain that Progress Energy would like to help. Time...I think probably six months to a year. Secondly, we think that we should get a façade-beautification grant. Benchmarks would be for the city to budget for the plan and the city to develop the plan. We feel this can be accomplished quickly within the next two years. Finally we feel that the city should utilize their own resources here in the area to help us promote our businesses. We feel that Olympia could help by being champions as well as Whistle Stop, Jacobson, and Sausage House.



**Milo:** In the earlier activity, this area had the most significant challenges. And here are some strategies that can be implemented or jump-started almost immediately.

## Activity 3 – Team 4 Report Outs

Bold Achievable Planned Development and Public Districts 5 Year Strategies						
Strategic Actions	Benchmarks	Resources	Champions	08	09	10/11/12
① Update zoning ordinance	Update	Planning & Zoning Board	Planning & Zoning Board -City Commission		✓	
② Adopt tree ordinance	Adoption	Arborist	Concerned citizens -City Commission	✓		
③ Create architectural Review Board	Creation	Qualified residents architects	Concerned citizens -City Commission		✓	
④ beautification/preservation tax	Creation	Residents state/fed grants	Residents -Commission		✓	



**Reporter:** Sorry, I'm afraid you'll have to listen to me again. We recommend that the zone ordinance be updated. We voted for the city to reanalyze the current policy. We would work with the city as champions to see that happen. Secondly, adopt a tree program. Our champion needed for that would be an arborist...assigned to protect the tree canopy of our city despite development. Third, we see a need for an architectural review board to protect the ambiance of our city. We could provide a recommendation to the city as to any and all future proposals. Also, another recommendation not welcomed by all group members...This would be a fund to protect existing structures in the city. Not officially on our board, we voted to include a tiki bar at the marina.

**[Audience applause]**

**Milo:** You've made great progress today. I think you all should give yourselves an applause. You know, just as you all have worked so hard today, our business illustrator Gene has been creating a masterpiece of your progress...Gene would you walk us through some of your artwork?

## Closing Artwork and Final Comments...



**Gene:** I grasped from your first round some ideas...One in particular, protecting the small town feel. I then captured your challenges that you came up with...Then some of the opportunities that you gathered. Finally, this was done using one of your maps to try and get an idea of your future in 5 years that balances growth with your small town atmosphere...A lot of hard work on your part today!

**Milo:** All of your work today will be included in the real time record. There will be a link available to you by the close of business Monday. This group continues to amaze me. We want to thank you all for your participation.

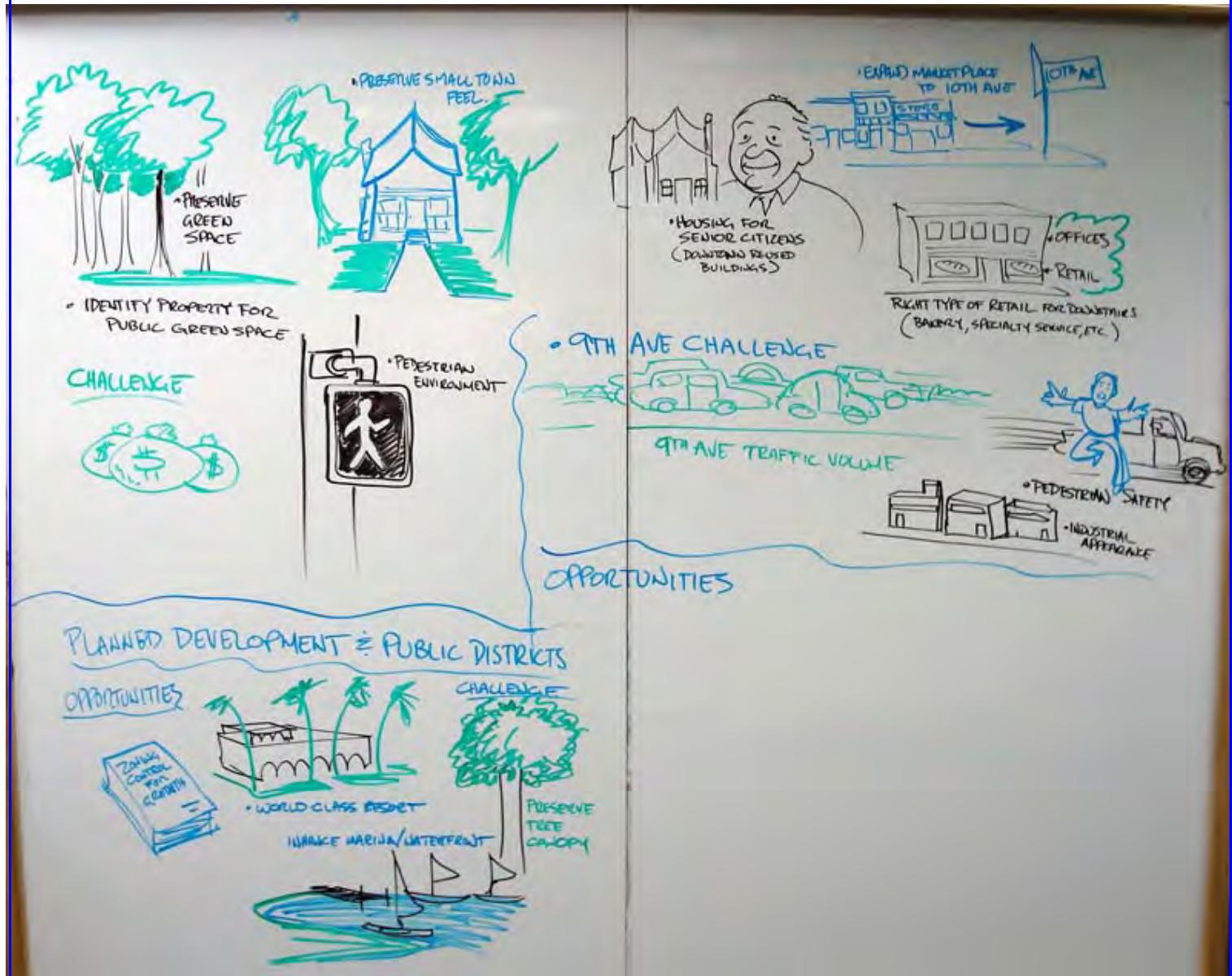


**Audience member:** I would like to say, that it's wonderful to see that pertaining to the big things, we are all together...concerning the smaller things I feel we need to be a little more accepting of other's opinions as well...and we're going to move forward.

**Audience member:** What's the document that we're going to receive so that we know what our plan is?

**Andrea:** Lindsay is preparing this real time record for your viewing by the close of business Monday. You saw examples of past Real Time Records from the two previous meetings during activity one. You will have a continuous copy of your progress from all the collaborative lab sessions. Go out and enjoy the rest of your Saturday. Thanks for all your hard work today.

## Additional Artwork ...



## Additional Artwork ...



# *Collaborative Labs*

at St. Petersburg College

*Accelerate business results*

presents

## *Safety Harbor Community Forum Collaborative Engagement*

September 8, 2007

### **Real-Time Record**



[Click here to view a Word document of this Real-Time Record](#)

## Safety Harbor Community Forum



### Welcome and Opening Comments

**Andrea Henning:** Welcome everyone. We would like you all to choose a category from one of the whiteboards that interests you most and join a team in that area. My name is Andrea Henning and I'm with the Collaborative Labs at St. Petersburg College. We have an outstanding innovation environment at the Epicenter in St. Petersburg however, today we're also mobile and we've come to you. Let me introduce to you our team. Our facilitators today are Milo Paich, Josee Richmond, and Marion Starks. We have PJ Petrick and Ben Fonseca in charge of our technology today. Mike Ewell and Lindsay Power are here to document everything that happens today in real time. This real-time record will be available to you on the City of Safety Harbor's website on Monday. We also will be taking pictures of all your work on the whiteboards and they will be included in the real time record. Gene Gonzales is our business illustrator, (AKA artist extraordinaire) and he's here to capture in picture form your progress today. Let me turn things over to Milo and let him kick off today's collaborative event.



**Milo:** Good morning everyone. We are delighted you're here with us today. The City of Safety Harbor would like to build a five year vision and they've called on you for your involvement. The process started a few months ago and that process was an online survey. We are here today as well as a meeting scheduled next week...Also, there are a series of telephone surveys that will be conducted and all that information will help to build a process for improvements for your city.

**Andrea:** What you want to do is look under your chairs for your voting

devices...and we mentioned that we had an online survey. However, this morning we would like to compare your choices with the online survey results. Wow, did we lose our projector? Let me go ahead and explain to you the collaborative process while we wait on our technical experts to bring the projector back up.

As you can see with the arrangement of this room, we can divide and conquer and truly get your individual opinions instead of just one idea. Elect within your group a scribe and their job is to capture all the voices of the team's brainstorming. For the Collaborative Labs, music means movement and that will be a queue for you to move to the next whiteboard or come to the front of the room for report outs. As well, we would like you to choose a spokesperson to explain to the larger group in detail your team's ideas. Remember, you're in charge of your destiny today. Take breaks as you need them this morning; we don't do formal breaks...and remember that today we want you to dream big!





**Milo:** This is our opportunity to capture a real time vote and compare to the online results. Your voting devices cannot open a garage door; however, they can record what's most important to you.

**Documenter's Note:** The audience was given the opportunity to vote live using the same survey questions that were on the online survey.

## Group Survey Results vs. Online Survey:

**Milo:** There's definitely a sense of synergy from what we've already seen in the online forum. That's good to know that everyone here as well as those who could not be here today has some common interests for this city.

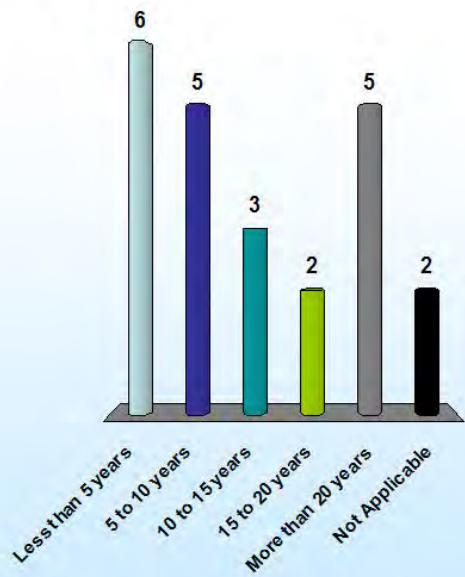
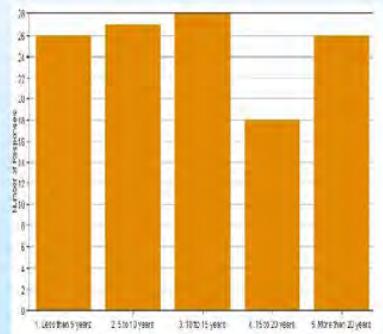
**Group Voting ...**

**Andrea:** That was a great voting session. Now I'd like to move forward to our next activity. Here's how it's structured



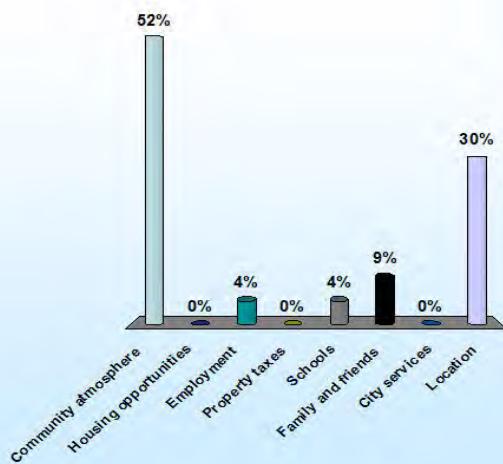
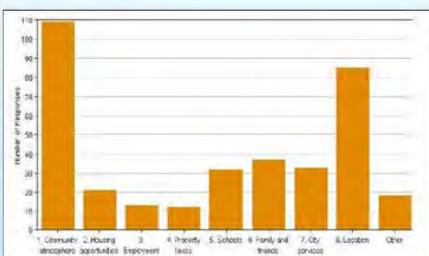
## If you live in Safety Harbor, for how long have you lived here?

1. Less than 5 years (6)
2. 5 to 10 years (5)
3. 10 to 15 years (3)
4. 15 to 20 years (2)
5. More than 20 years (5)
6. Not Applicable (2)



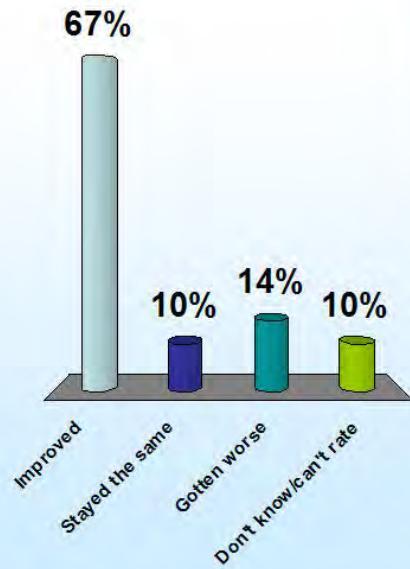
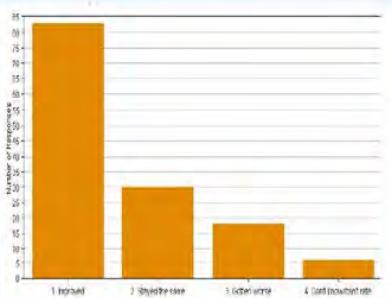
## Why did you (and your family, if applicable) choose to live in Safety Harbor?

1. Community atmosphere 52%
2. Housing opportunities 0%
3. Employment 4%
4. Property taxes 0%
5. Schools 4%
6. Family and friends 9%
7. City services 0%
8. Location 30%



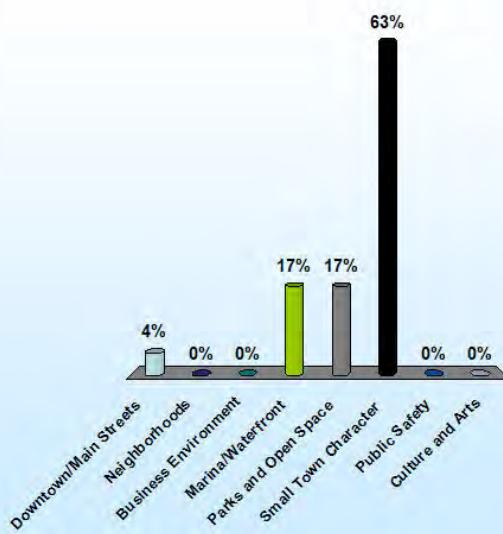
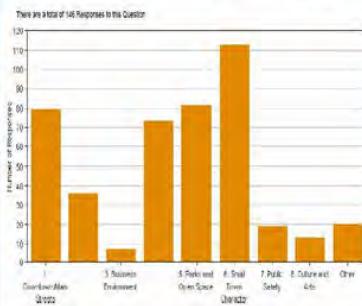
**Looking back, would you say that life in Safety Harbor, during the last few years, has generally improved, stayed pretty much the same, or has gotten worse than a few years ago?**

1. Improved 67%
2. Stayed the same 10%
3. Gotten worse 14%
4. Don't know/can't rate 10%



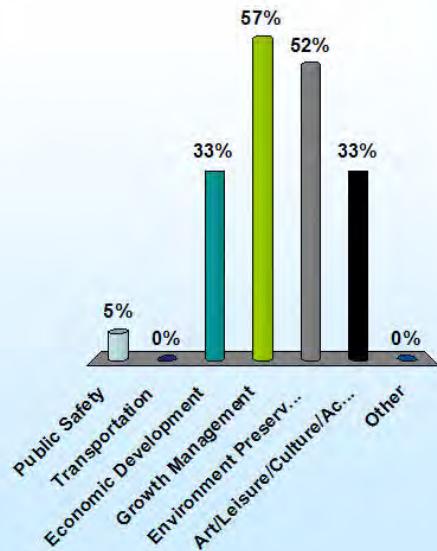
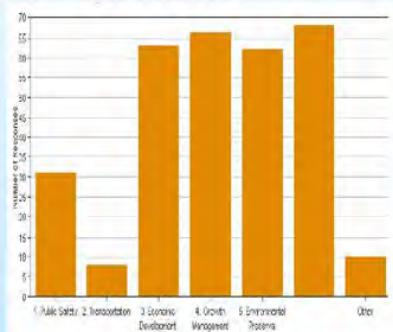
## What do you feel are Safety Harbor's greatest strengths?

1. Downtown/Main Streets 4%
2. Neighborhoods 0%
3. Business Environment 0%
4. Marina/Waterfront 17%
5. Parks and Open Space 17%
6. Small Town Character 63%
7. Public Safety 0%
8. Culture and Arts 0%



## To make Safety harbor a better place in the next 5 years, which of these should be our Top 2 Priorities?

1. **Public Safety** 5%
2. **Transportation** 0%
3. **Economic Development** 33%
4. **Growth Management** 57%
5. **Environment Preservation** 52%
6. **Art/Leisure/Culture/Activities** 33%
7. **Other** 0%



## Activity 1: "Envisioning A Great Safety Harbor in 2012"

It's 2012, and Safety Harbor has made headline news for our progress toward a great future.

Join a team at one of the whiteboards. Your team will prepare and present a 2012 headline story of great news for Safety Harbor, including:

- **A big headline, in 8 words or less, that captures the story.**
- **A brief quote about a challenge that Safety Harbor overcame on the way.**

Everyone on the team should participate. Select a scribe and a spokesperson.

After 30 minutes, have your scribe transfer your team's Headline & Challenge to the Community Whiteboard at the front of the room.

Then your spokesperson will present the headline to the full group.

Each team has a specific headline focus area:

### Teams 1 – 2: Safety & Security

- Keeping our city a safe and secure place to live, work, play and walk. Anticipating the possibilities and having plans in place.

### Teams 3 – 4: Transportation

- Considering mobility around and through our city. Streets, sidewalks, bike lanes. Traffic routing and traffic calming. Mass transit.

### Teams 5 – 6: Economic Development

- Bringing jobs and opportunities to Safety Harbor. Considering what kind of businesses (and regulations) we want.

### Teams 7 – 8: Cultural/Historic Preservation

- Considering what really matters about the atmosphere and feel of living here, including the tangible history that we want to preserve.

### Teams 9 – 10: Arts and Leisure

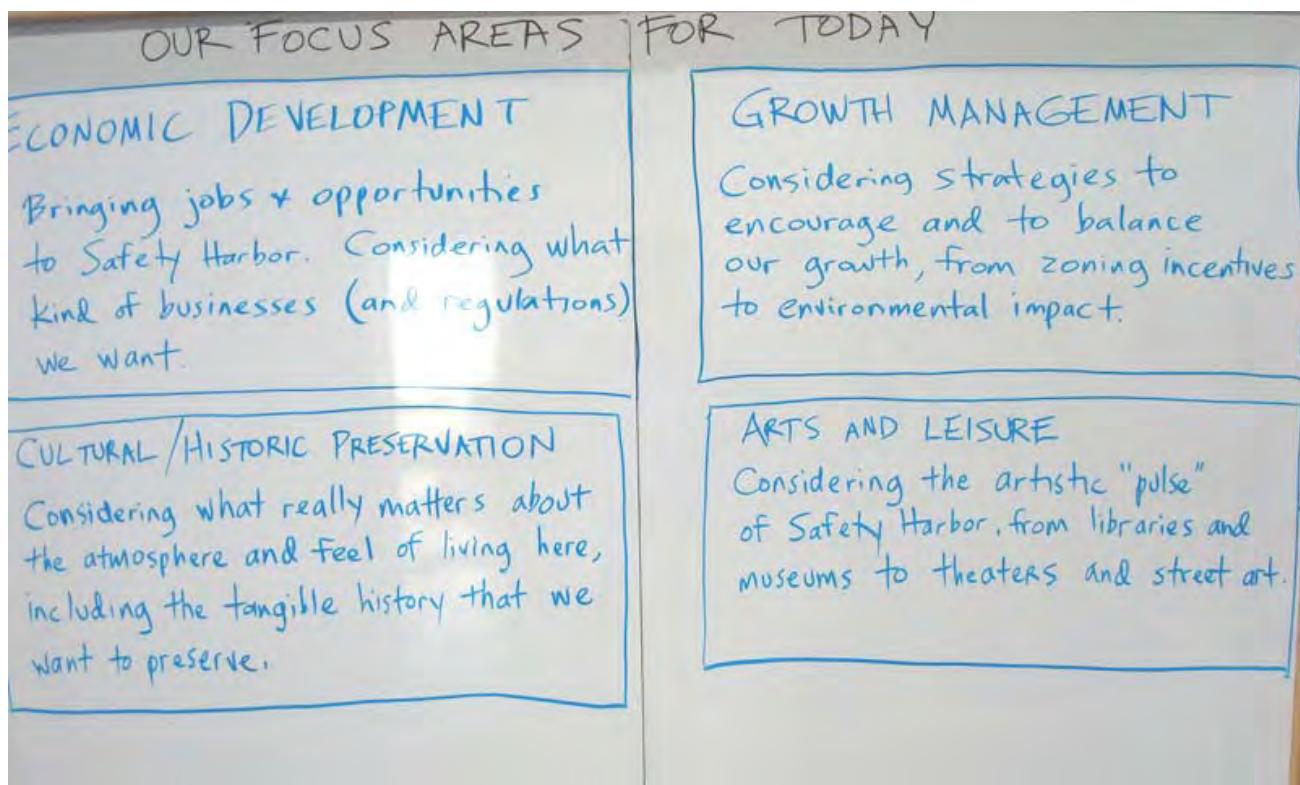
- Considering the artistic "pulse" of Safety Harbor, from libraries and museums to theater and street art.

### Teams 11 – 12: Growth Management

- Considering strategies to encourage and to balance our growth, from zoning incentives to environmental impact.

**Remember – our focus is the whole of Safety Harbor!**

## "Envisioning A Great Safety Harbor in 2012" – Focus and News



## "Envisioning A Great Safety Harbor in 2012" – Teams Working

	
<b>Economic Development Team</b>	<b>Cultural / Historical Preservation Team</b>
	
<b>Arts and Leisure Team</b>	<b>Growth Management Team</b>

## Report Outs

### Activity 1 – Economic Development

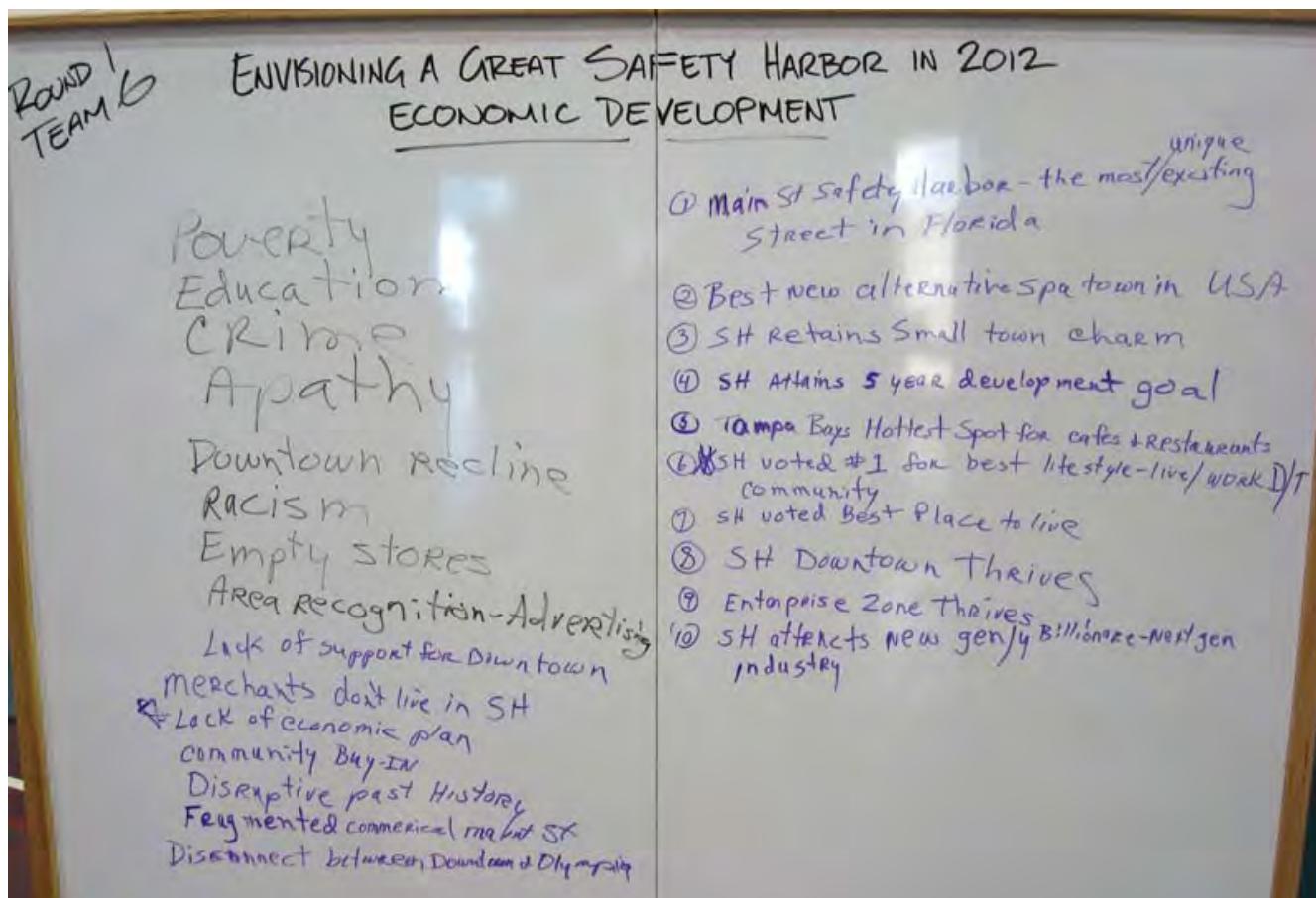
**Milo:** We would now like each team's spokesperson to come to the front and explain to the larger group your team brainstorming results.



**Reporter, James Montgomery:** The challenge that we felt we needed to overcome was the lack of downtown economic planning. We molded all of our ideas and came up with the consensus to home in and focus on building a better downtown.

**Milo:** Great job by the first team...They came up with some great ideas. Let's move on to our second group. Is there a representative for the next group?

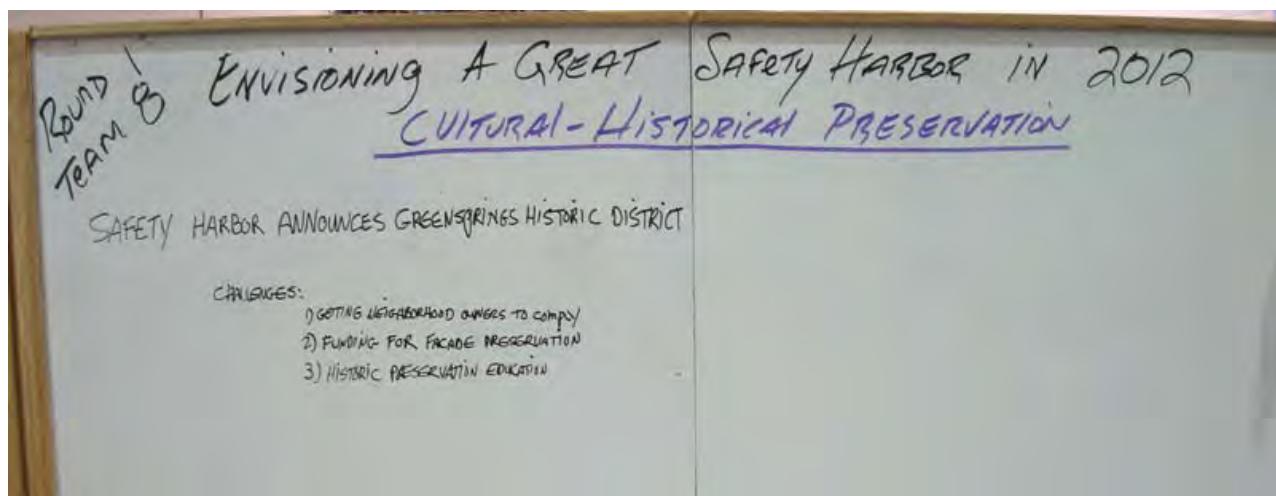
## Activity 1 - Economic Development – Whiteboard

**"Envisioning A Great Safety Harbor in 2012" – Report Outs****Activity 1 – Cultural/Historic Preservation**

**Reporter, Joe Case:** Our headline was Safety Harbor Announces Green. Our challenges include compliance. Such as restrictions on historic homes...Many people don't have the money for the improvements needed on their homes...Also education for possible improvements.

Some people don't know where or how to begin with the improvement on their homes that will maintain their historic value.

**Milo:** Great job from these two teams. Now can we have a representative from Art and Leisure, a very important topic for the city of Safety Harbor?



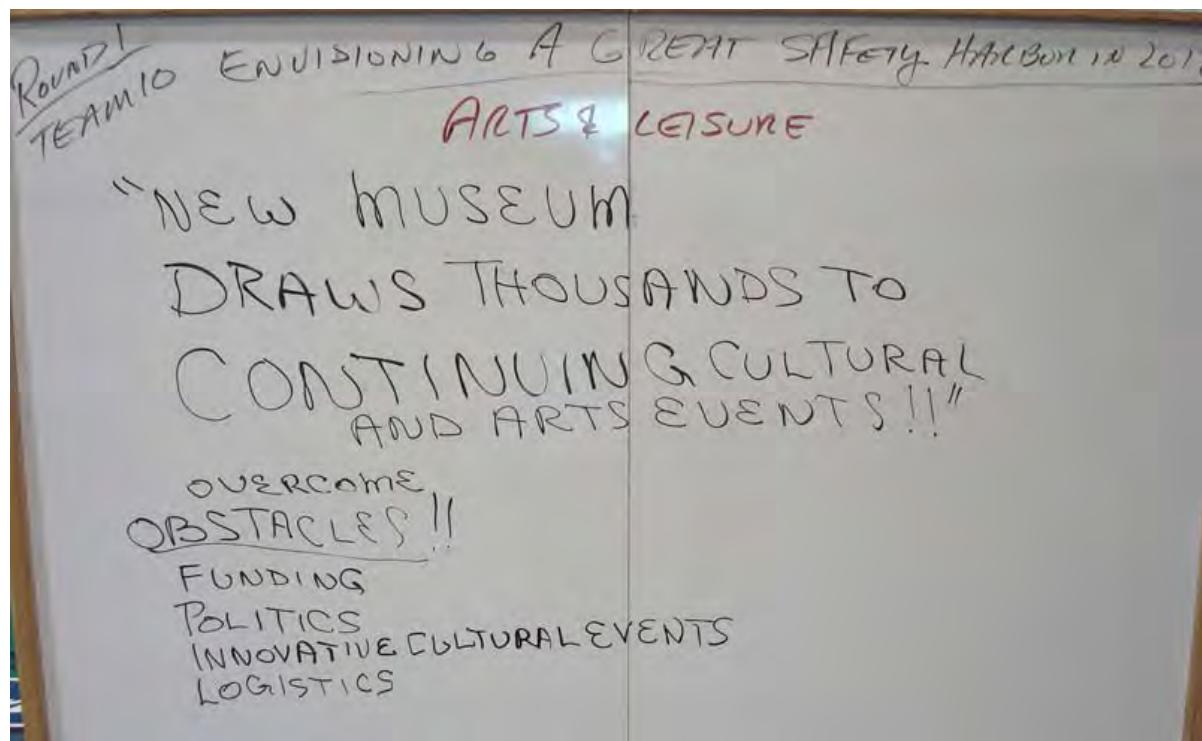
## "Envisioning A Great Safety Harbor in 2012" – Report Outs



### Activity 1 – Arts & Leisure

**Reporter:** The spot lights are in the sky...People are getting out of their cars in beautiful gowns and formal wear on their way to the main event tonight. The obstacles that we've overcome include funding, politics, and logistics. The logistics was a big obstacle...do we move it? Do we keep it where it is? It is a historical place. Perhaps a meeting place for girl/boy scouts. The biggest focus was the enlargement of the museum.

**Milo:** Great job. We have one more headline...Could we get a representative from Growth Management to come up here and share your team's ideas with the larger group?



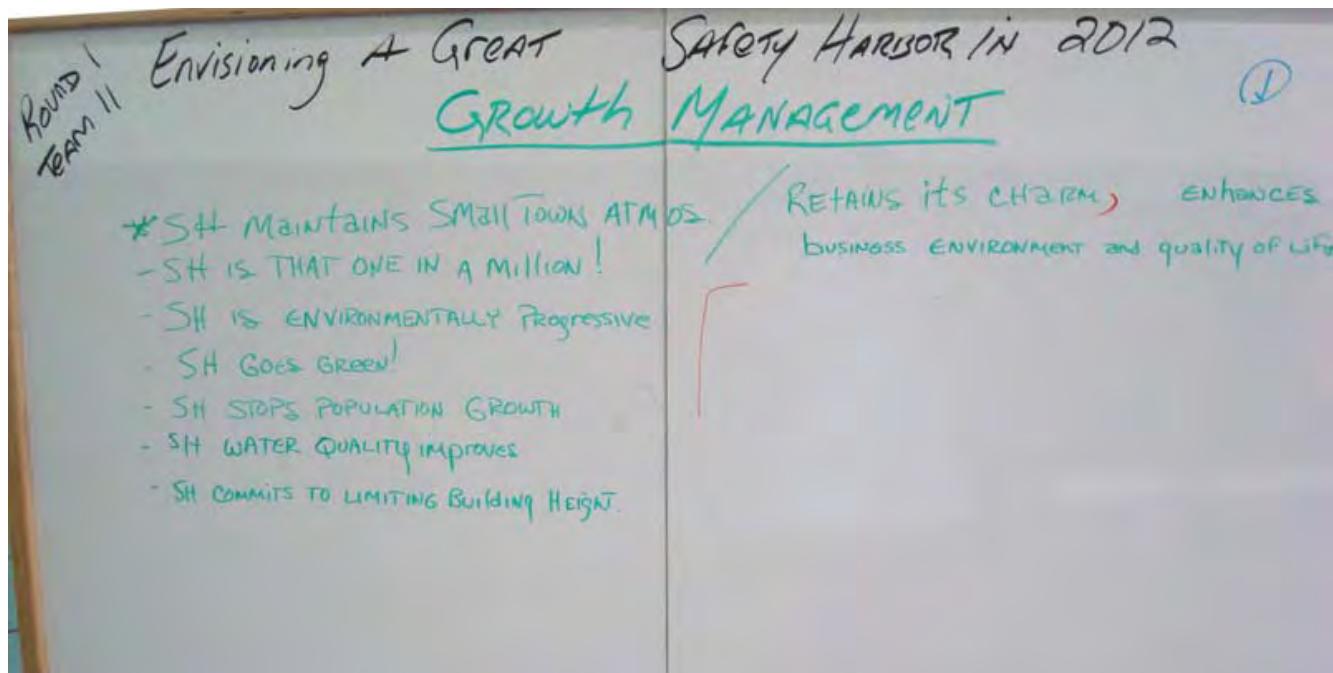
## "Envisioning A Great Safety Harbor in 2012" – Report Outs

### Activity 1 – Growth Management

**Reporter:** Our group was in total agreement that our small town atmosphere we want to protect most of all while enhancing the businesses. We want business that will help bring attractiveness to our city. We touched a little on building and in conjunction with parking and other issues.



#### Growth Management Whiteboard



**Milo:** So now we have four very clear headline stories. Now we'd like to develop some strategies to help the city enable to be voted #1 to work and play. How do we achieve all of these ideas? Now we would like you to decide on some "bold strategies" that will help deliver these ideas to your city. Here's how our next activity is structured.



## Activity 2: "Big Bold Strategies"

Back to 2007! We will start by mixing teams sharing the same focus area so that new ideas and friends will emerge.

Your team will **identify "big bold strategies"** that will take our community closer to an ideal future.

- **A list of possible strategies, each in 6 words or less, for your focus area.**
- **Circles marked around your team's top 2 bold strategies.**

Everyone on the team should participate. Select a new spokesperson who will be available to clarify your team's bold strategies.

After 30 minutes, we'll call time and do electronic polling to prioritize the **Top Bold Strategies** in each focus area.

### Teams 1 – 2: Safety & Security

- Keeping our city a safe and secure place to live, work, play and walk. Anticipating the possibilities and having plans in place.

### Teams 3 – 4: Transportation

- Considering mobility around and through our city. Streets, sidewalks, bike lanes. Traffic routing and traffic calming. Mass transit.

### Teams 5 – 6: Economic Development

- Bringing jobs and opportunities to Safety Harbor. Considering what kind of businesses (and regulations) we want.

### Teams 7 – 8: Cultural/Historic Preservation

- Considering what really matters about the atmosphere and feel of living here, including the tangible history that we want to preserve.

### Teams 9 – 10: Arts and Leisure

- Considering the artistic "pulse" of Safety Harbor, from libraries and museums to theater and street art.

### Teams 11 – 12: Growth Management

- Considering strategies to encourage and to balance our growth, from zoning incentives to environmental impact.

**Remember – our focus is the whole of Safety Harbor!**

## Activity 2 – Big Bold Steps -Teams Working

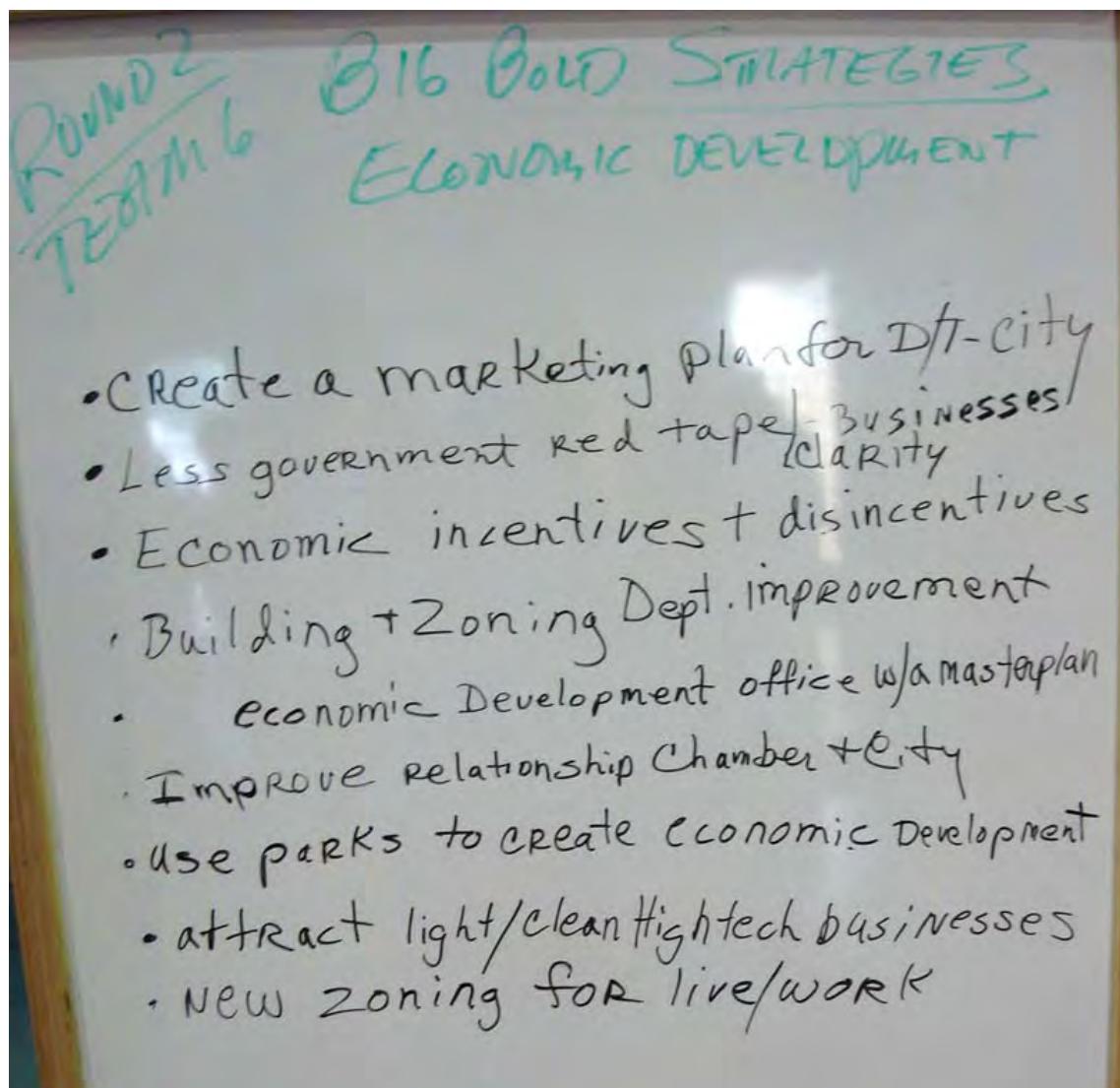
	
<b>Economic Development Team</b>	<b>Cultural/Historical – Arts/Leisure</b>
	
<b>Growth Management Team</b>	<b>Group Photo</b>

### Report Outs: Economic Development-Clarification/Comments

**John Mayham:** As part of our bold strategies, we talked about creating a marketing plan throughout the entire community in order to engage the community. We felt that it was "key" to involve everyone. We also want less red tape, and more incentives for businesses to come to our city...Because we here in Safety Harbor control our own taxes, we could create economic incentives/disincentives for businesses.

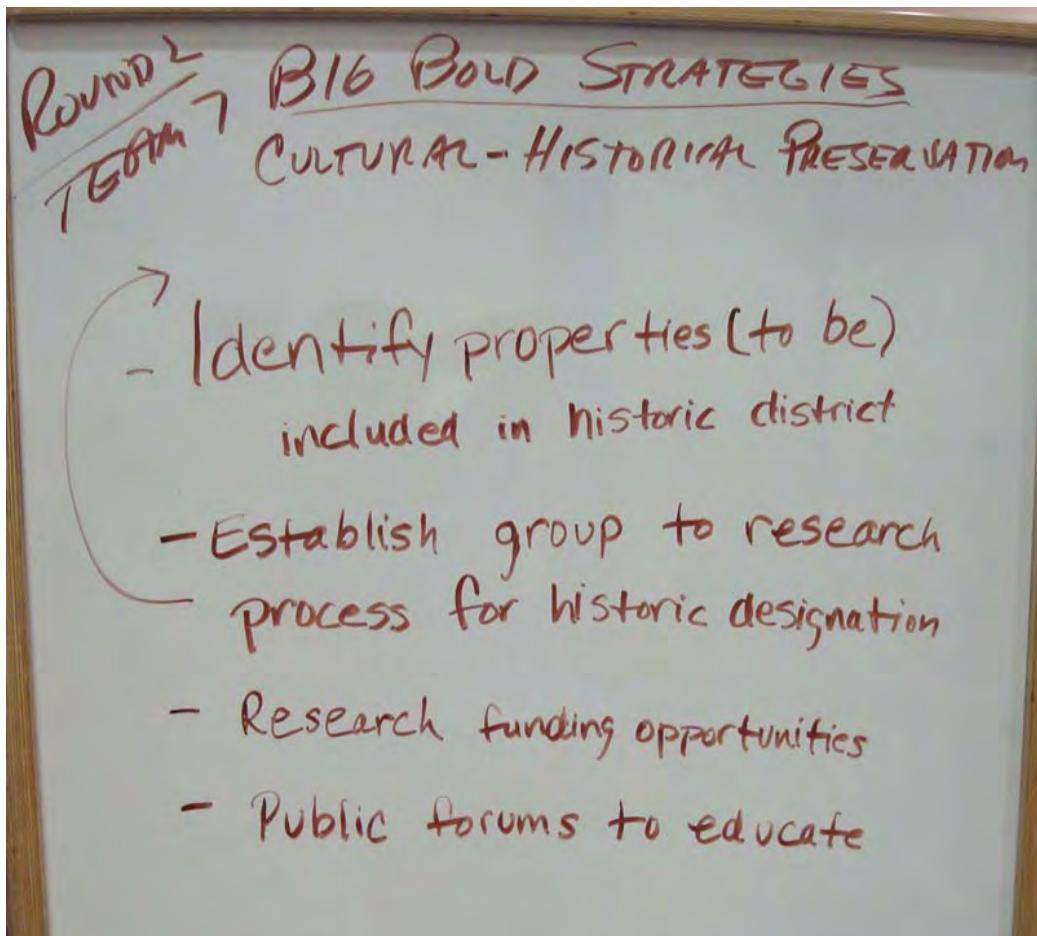
We want the building department to be more resident friendly. Safety Harbor is very much a green city, and we felt that as an incentive, we could attract green businesses to the area. If our goal is to create a live/work community, in order to do that, we need a tech friendly city where I can open my laptop and have internet service anywhere. We can attract this, generation X, they have the money and if we want to attract these people, we must improve our technology





## Cultural/Historic Preservation-Clarification Comments

**Helene Shepherd:** We were talking about properties to be included in this historic district. We would elect a committee to research the properties as well and decide routes for funding. Hopefully, the city will provide the education regarding architectural opportunities for an individual's property



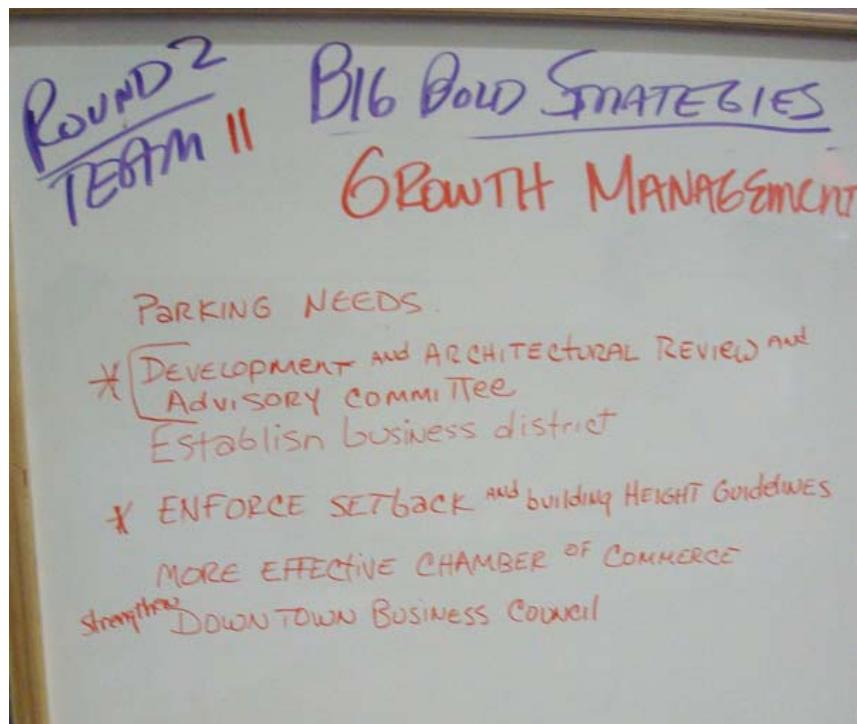
## Arts & Leisure-Clarification Comments



**Helene Shepherd:** What was real important was to tell you that this group is very big on arts and culture being part of the museum and not just an ordinary museum...We talked about whether it would be a downtown location etc...We were all in agreement that we would like it to be a community project...And finally, we would like to encourage partnerships with schools, theaters, and parks to take part as well.

## Growth Management-Clarification Comments

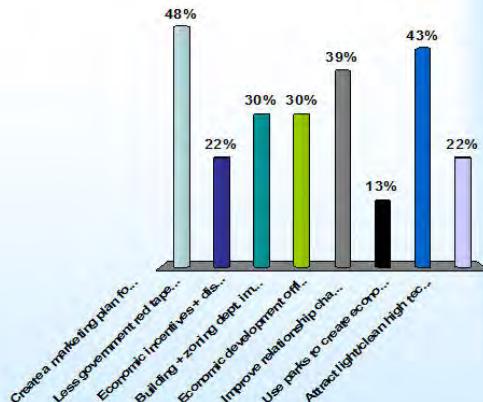
**Bob Diaz:** Parking need is a real problem for our city. I think that the city needs to purchase more property for this. I think that the advisory committee is going to be an extremely important need...We can have professionals such as engineers and architects and use our own resources, meaning our community of professionals. In my opinion we need educated people that could have the city's best interest at heart to maintain the atmosphere of this community...We need to decide how far out to establish the business district. I'm expressing a lot of my person views here but, I think there are certain types of businesses that we want here in town. We've all heard over and over about height restrictions I think that this could be helped by item #2. Is there someone else in this group that could elaborate for some of the other ideas?



## Voting Slides for Activity 2

**Choose the top 3 bold strategies for Economic Development**

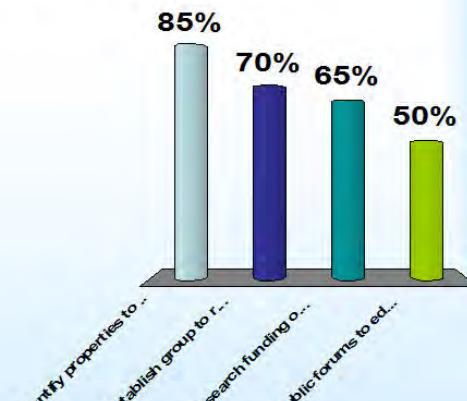
- 1. Create a marketing plan for D/T-city 48%
- 2. Less government red tape/Business clarity 22%
- 3. Economic incentives + disincentives 30%
- 4. Building + zoning dept. improvement 30%
- 5. Economic development office w/ master plan 39%
- 6. Improve relationship chamber & city 13%
- 7. Use parks to create economic development 43%
- 8. Attract light/clean high tech businesses 22%



Strategy	Percentage
Create a marketing plan for D/T-city	48%
Less government red tape/Business clarity	22%
Economic incentives + disincentives	30%
Building + zoning dept. improvement	30%
Economic development office w/ master plan	39%
Improve relationship chamber & city	13%
Use parks to create economic development	43%
Attract light/clean high tech businesses	22%

**Choose the top 3 bold strategies for Culture/Historical Preservation**

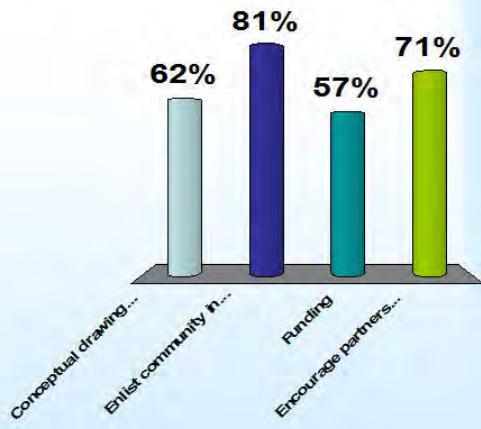
- 1. Identify properties to be included in historic district 85%
- 2. Establish group to research process for historic designation 70%
- 3. Research funding opportunities 65%
- 4. Public forums to educate 50%



Strategy	Percentage
Identify properties to be included in historic district	85%
Establish group to research process for historic designation	70%
Research funding opportunities	65%
Public forums to educate	50%

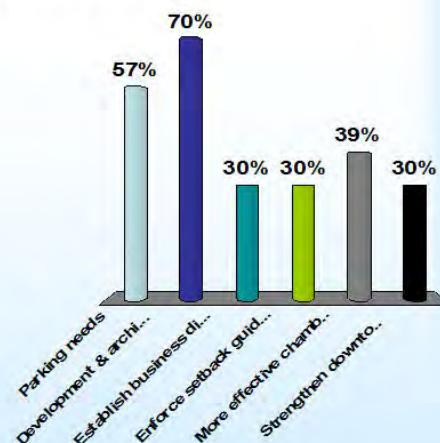
## Choose the top 3 bold strategies for Arts & Leisure

1. Conceptual drawing competition for design of new museum-to meet future needs such as parking! 62%
2. Enlist community interest & support 81%
3. Funding 57%
4. Encourage partnerships & expanding w/cultural groups 71%



## Choose the top 3 bold strategies for Growth Management

1. Parking needs 57%
2. Development & architectural review & advisory committee 70%
3. Establish business district 30%
4. Enforce setback guidelines & building height guidelines 30%
5. More effective chamber of commerce 39%
6. Strengthen downtown business council 30%



**Audience member comment:** The only comment that I have is that the Chamber does nothing but collect dues.

**Bob Diaz:** That's why we suggested another advisory committee. If there's a business owner that wants to come to town, and we had another advisory committee that could encourage them to develop here a certain way...it would help to ensure their success. Thank you.



**Milo:** How many of you thought that you could take these giant steps on a Saturday? This next activity, we want to look at three questions. And what are some things based on these questions, what can we start, stop, and continue doing? Here are the instructions for this activity.



### Activity 3: "Start/Stop/Continue"

Consider all of the ideas we've gathered so far in this Community Forum. Now, let's identify things we need to Start, Stop and Continue if we are to achieve our bold strategies:

- A list of items, each in 6 words or less, to start, stop and continue.
- A circle around one item in each column, to mark your team's #1 idea.

**Teams 1**  
**To grow**  
**Safety Harbor**  
**at the right pace**  
**(fast enough... but**  
**not too fast)**

**Teams 2**  
**To preserve**  
**what really**  
**matters in our**  
**community...**

**Teams 3**  
**To introduce**  
**what this**  
**community**  
**really needs...**

After 15 minutes, we will call two rotations of 10 minutes each, so that every team can contribute a #1 Start, Stop & Continue idea in each of the three focus areas.

Rotation Schedule:

Starting Place	Rotation 1	Rotation 2
Team 1 starts in Area 1	Team 1 moves to Area 2	Team 1 moves to Area 3
Team 2 starts in Area 2	Team 2 moves to Area 3	Team 2 moves to Area 1
Team 3 starts in Area 3	Team 3 moves to Area 1	Team 3 moves to Area 2

All ideas will be captured in the Real-Time Record of today's Community Forum, and used to inform our process of developing a great community vision for Safety Harbor.

**Important – circle your team's #1 idea in each column: Start, Stop and Continue!**



### Activity 3-

## **"To grow Safety Harbor at the right pace–Fast enough...But not too fast"**

#### **Start**

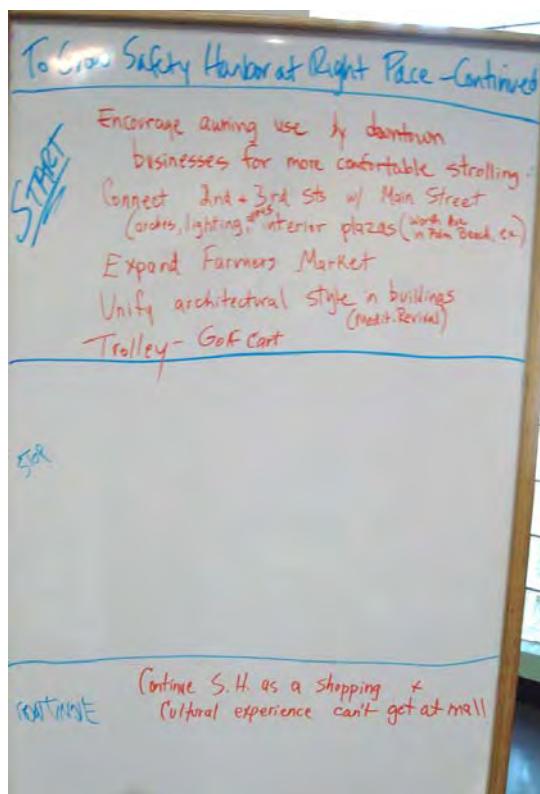
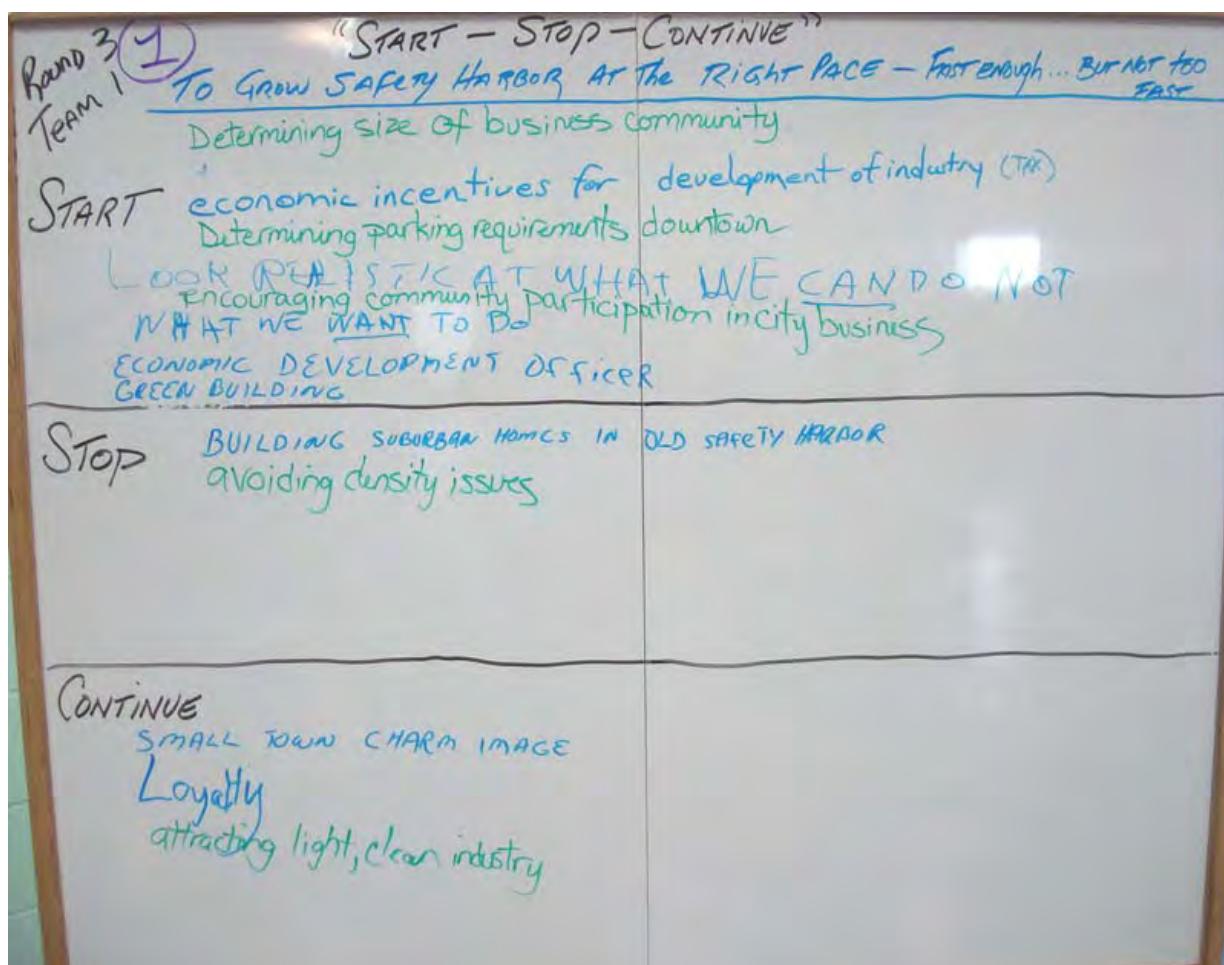
- Determining size of the business community
- Economic incentives for development of industry (tax)
- Determining parking requirements downtown
- Look realistic at what we can do, not what we want to do
- Encourage community participation in city business
- Economic development officer
- Green building
- Encourage awning use by downtown businesses for more comfortable strolling
- Connect 2<sup>nd</sup> and 3<sup>rd</sup> Street with Main Street (arches, lighting, alleys, interior plazas, (like Worth Avenue in Palm Beach, example)
- Expand Farmer's Market
- Unify architectural style in buildings (revival)
- Trolley – Golf Cart

#### **Stop**

- Building suburban homes in old Safety Harbor
- Avoiding density issues

#### **Continue**

- Small town charm image
- Loyalty
- Attracting light clean industry
- Continue Safety Harbor as a shopping and cultural experience that you can't get at the mall





### **Activity 3- "To introduce what this community really needs"**

**Start**

- November "Art Work"
- Create Economic Development Office
- Create Brand for Safety Harbor
  - City of the Arts
  - City of Health and Wellness
  - What makes us different
- Additional signage to explain Safety Harbor
- Build affordable housing
- Create and implement a marketing plan
- Architectural design committee encourage architectural continuity
- Leisure services (bike rental, kayak, canoes, Blue Water Trail)

**Stop**

- Remove obstacles for business development
- Stop separation of Olympia and Downtown Goals
- Removing trees
- Harsh lighting
- Stop allowing large developers to dictate city policies

**Continue**

- Good park events programs
- Downtown beautification
- Third Friday Funding
- Bus in seniors for the day
- What makes a different and promote it!
  - "City of Health and Wellness (message)"
- Supporting off-street businesses
- Locals supporting local businesses as citizens academy

"START—STOP—CONTINUE" To introduce what this community really needs (2)	
<p><b>START</b></p> <p>Team 7 and 3</p> <ul style="list-style-type: none"> <li>November "Art Walk"</li> <li>Create Economic Development Office</li> <li>Create Board for Safety Harbor</li> <li>Eg. "City of the Arts"</li> <li>In "City of Health + Wellness"</li> <li>What makes us different?</li> <li>Additional Signage to Safety H.</li> <li>Build affordable housing</li> </ul>	<p>Greater implementation of marketing plan Architectural Design committee encourage architectural consistency</p> <p><b>LEISURE SERVICES</b> (BIKE RENTALS, KAYAKS) CANOES (BLUE TRAIL)</p> <p>Stop allowing large developers to dictate city policies</p>
<p><b>Stop</b></p> <ul style="list-style-type: none"> <li>Remove obstacles for business development</li> <li>Stop operation of Olympia a downtown goals</li> <li>Renewing trees</li> <li>Harsh lighting</li> </ul>	
<p><b>CONTINUE</b></p> <p>PARK Local Parents programs (Gutterfest)</p> <ul style="list-style-type: none"> <li>Downtown beautification</li> <li>Third Friday Funding</li> <li>Bus in series for city</li> <li>Community law enforcement</li> </ul>	<p>WHAT MAKES US DIFFERENT &amp; PROMOTE IT!!</p> <p>City of Health + Wellness (message)</p> <p>Supporting citizens + businesses locally supporting local businesses citizen's voice</p>



### Activity 3-

#### "To preserve what really matters in our community"

Start	Stop
<ul style="list-style-type: none"> <li>• Soccer field</li> <li>• Enforcing height and setback</li> <li>• Design criteria</li> <li>• Repair boat ramp</li> <li>• Mooring field for boats</li> <li>• Maintenance on N &amp; S streets</li> <li>• Preserve and improve waterfront</li> <li>• Encourage "green" building (tax credit)</li> <li>• Build city park with bird watching platform</li> <li>• Tourist information center</li> <li>• Legal aid</li> <li>• Research triangle near Mease</li> </ul>	<ul style="list-style-type: none"> <li>• Stop/reconsider library expansion</li> <li>• Concentrate on Main street maintenance</li> <li>• Stop allowing inconsistent design standards</li> <li>• Stop destruction of native habitat</li> </ul>
	<p><b>Continue</b></p> <ul style="list-style-type: none"> <li>• Main street activity</li> <li>• Recreation programs</li> <li>• Patient growth</li> <li>• Tree preservation</li> <li>• Pursuit of cultural activities</li> <li>• Free events-family oriented</li> <li>• Promote cultural arts</li> <li>• Library expansion</li> <li>• Quaintness</li> <li>• Food pantry</li> <li>• Beautification – city wide</li> </ul>

Round 3 Team 3	START—STOP— <u>To PRESERVE what Really</u>	CONTINUE <u>MATTERS in our Community</u>	(3)
	<p><b>START</b></p> <ul style="list-style-type: none"> <li>Soccer field</li> <li>enforcing height + set back</li> <li>Design criteria</li> <li>Repair boat ramp</li> <li>Mooring field for boats</li> <li>maintenance on N+S streets</li> <li>PRESERVE + IMPROVE WATERFRONT</li> <li>ENCOURAGE "GREEN" BUILDING (TAX CREDIT)</li> </ul>	<p><b>STOP</b></p> <ul style="list-style-type: none"> <li>Stop/ RE consider library expansion</li> <li>concentrating on Main street . maintenance</li> <li>STOP ALLOWING INCONSISTANT DESIGN STANDARDS</li> <li>STOP DESTRUCTION OF NATIVE HABITAT</li> </ul>	<p>BUILD CITY PARK BIRD WATCHING PLATFORM TOURIST INFO CENTER Legal Aid Research triangle near Mease</p>
	<p><b>CONTINUE</b></p> <ul style="list-style-type: none"> <li>Main street activity</li> <li>Recreation programs</li> <li>patient growth</li> <li>+ree preservation</li> <li>pursuit of cultural activities</li> <li>FREE EVENTS - FAMILY oriented</li> <li>PROMOTE CULTURAL ARTS</li> <li>PROMOTE NATIVE AMERICAN INDIAN CULTURE</li> </ul>	<p>Library Expansion Quaintness Food Pantry Beautification (Citywide)</p>	

## Closing Comments & Final Artwork

**Milo:** All day today our business illustrator Gene has been trying to capture your ideas in picture form. Let's find out what he's come up with that demonstrates the development of your city.



**Gene:** I tried to grab some of your big ideas to set apart your city from other places. I tried to capture an upgrade of the city however, not losing your small town feel.

**Audience member:** Great! I love it. Can we take it outside now?

**Gene:** Sure, we'll just roll this whiteboard down the street and we can start working on the project now.





**Milo:** I would like to applaud all of you for taking the time out of your Saturday morning to collaborate for your city your desires to help inspire the future of your beautiful city. Thanks again, and remember, tell your neighbors we have another forum scheduled on Wednesday and you are all welcome to come back and join us. Recap of Today's Forum...



# *Collaborative Labs*

at St. Petersburg College

*Accelerate business results*

presents

## *City of Safety Harbor Collaborative Engagement*



[Click here to view a Word document of this Real-Time Record](#)

## Introduction:

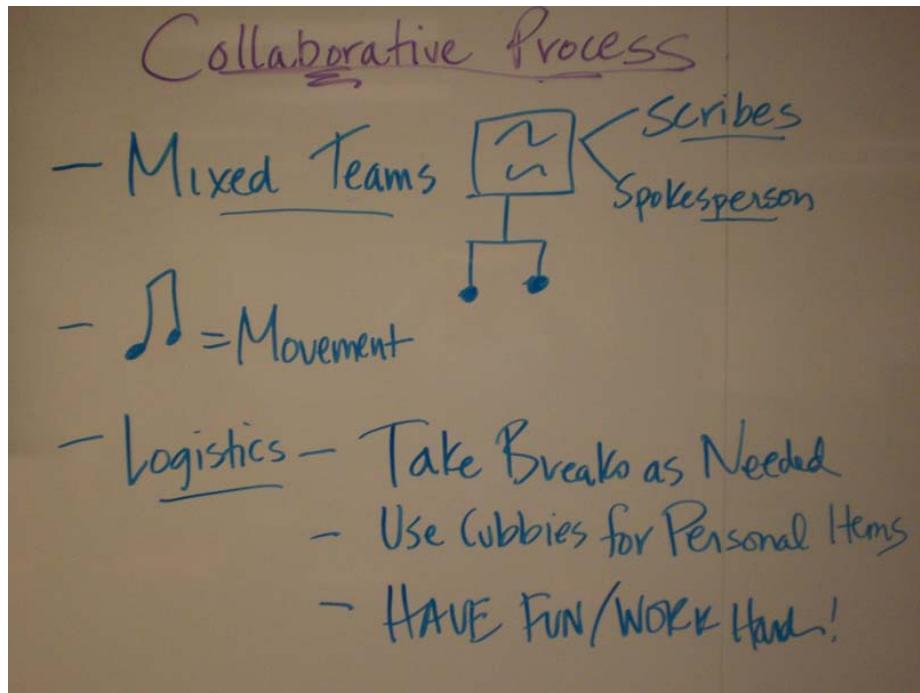
**Andrea Henning (Executive Director, Collaborative Labs):**



We are here to launch a vision process for the City of Safety Harbor. Tonight is the first of many meetings. This will be a multi-phase process that will include an online survey that can be taken by as many as 10,000 of your citizens. We need to come up with some questions that we'll put in that survey. It will also include two half-day forums with the community. Then we'll do a full-day session with stakeholders: chamber, arts, businesses, etc. They'll begin to develop a plan. Then we'll conclude with a City Commission re-convene where we'll look at the recommendations and begin to build a plan. Milo will be the lead facilitator this evening. Joyce is the documenter and will be putting together the Real-Time Record that you will receive tomorrow.

PJ is our technology specialist who will be taking pictures for the Real-Time Record. We also have voting technology. We won't be using it tonight, but we'll introduce that in the community forums. You've met Alan, our Business Development Officer. Jonathan is the business illustrator who will develop visual metaphors as you are working this evening.

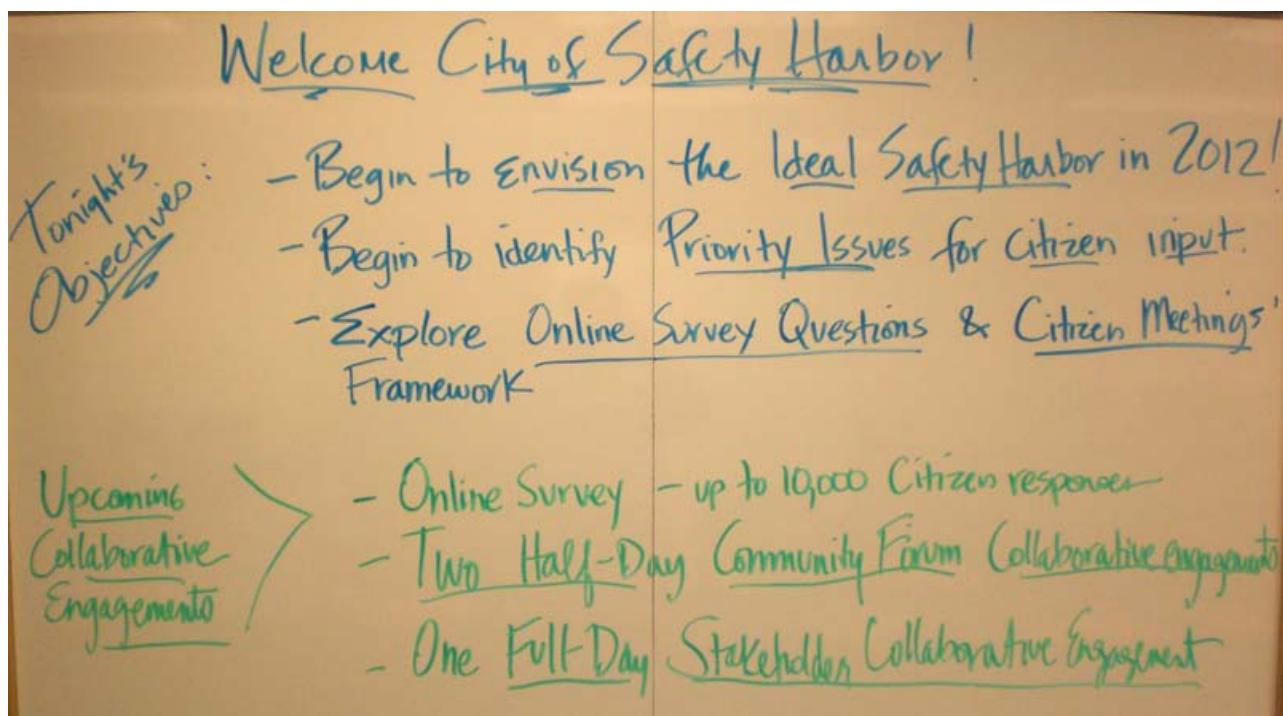
We have small groups tonight. We've mixed you as best as we can for the three activities that we have tonight. We'll capture all the ideas on the whiteboards, so you'll need to appoint a scribe. You'll need a spokesperson to share what your group has come up with. When you hear the music, that's your cue to move. You are in charge. Take breaks as you need them.



**Milo Paich:** The whole visioning process will be a lot to accomplish in an accelerated timeframe. We're not asking this group to develop that process tonight. The three activities tonight have a common purpose. This is the beginning of the framework that will make community visioning successful.

Our first activity is to create some initial viewpoints of Safety Harbor in 2012. Then, we'll work to identify the top priority issues that we want to get citizen input on. The last activity will begin to identify next steps. With that, let's look at the first activity.

**Envisioning 2012: A Tour of Safety Harbor:** While you're eating dinner, we want you to work on a tour that you would give to a group of visitors to Safety Harbor in 2012. Fill your whiteboards with words, sketches, maps, etc. Three highlights: 1) how a long standing issue in Safety Harbor has finally been resolved; 2) how the downtown area has improved; and 3) how life in Safety Harbor has improved overall.



At the end of the activity, we'll ask the teams to present their tour to the rest of the group.

## Activity 1: "Envisioning 2012: A Tour of Safety Harbor"

### INSTRUCTIONS AND PROCESS:

We're here to design the framework for building a sustainable vision, with plenty of input from our citizens. Let's start with a few pictures of our own. Imagine that we're 5 years into the future!

Break into two teams as shown below. Then work together to prepare and present a 5-minute tour of Safety Harbor in 2012.

Use a double whiteboard as the centerpiece of your team's presentation.

**Fill the whiteboard** with words, rough sketches, maps – anything and everything that captures your vision.

Your tour should include three highlights:

- 1. How a long-standing issue has been resolved in a positive way.**
- 2. How the downtown area has improved.**
- 3. How life is better in the community as a whole.**

At +30 minutes, we'll call time and ask each team to appoint three presenters to conduct their tour. Then we'll discuss and synthesize our key points in the full group.

Team 1	
1	Andy Steingold – Mayor
2	James McCormick, Jr. – City Commissioner
3	Joseph Ayoub – City Commissioner
4	Matt McLachlan – Community Development Director
Team 2	
1	Kathleen Earle – City Commissioner
2	Nadine Nickeson – City Commissioner
3	JoAnne Ryan – Finance Director
4	William Baker – City Engineer/Capital Projects Manager



## Activity 1 Presentations:

**Milo:** We've got two tours of Safety Harbor that will give us the first step of a community vision.

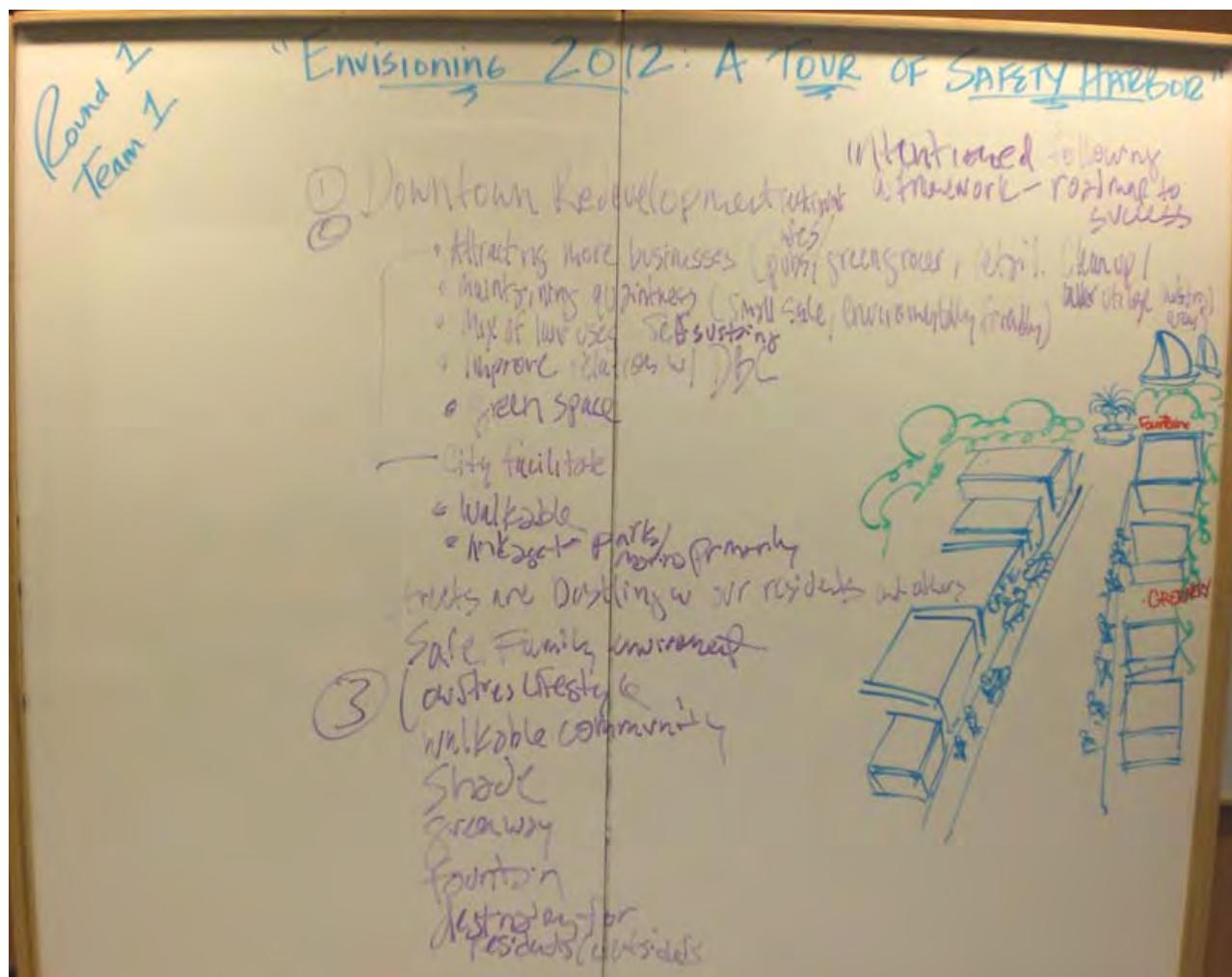
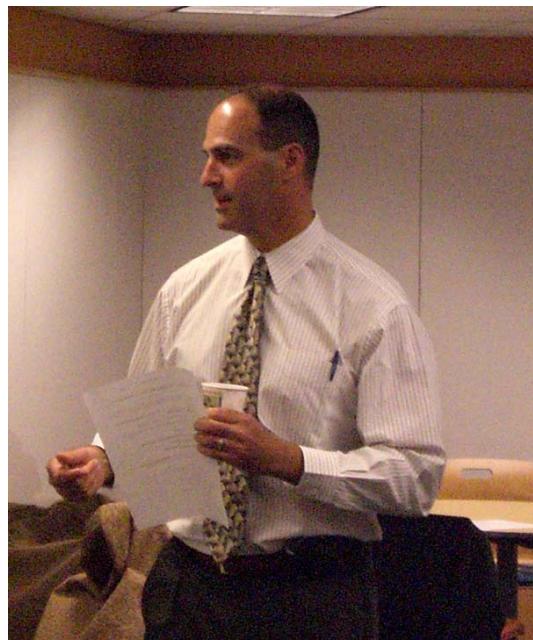
### Team 1: Andy

We've attracted new businesses to downtown – pubs, cafes – even a green grocer. As well, we've cleaned up around the city; we have more retail and nice signage. If you're looking for something off of Main Street, you can look at one of the kiosks on the corners to find it. We were successful in maintaining the quaintness by maintaining the small scale. We decided to go with lower, lower-density buildings. We've got more of the stucco look. We've maintained some



residential areas by incorporating mixed-use so we have housing above some retail units. We've enhanced our relationship with downtown businesses and the Chamber. We've incorporated some of our green space into the area. The trees have begun to form a canopy. We feel that is part of the charm of the city. It's a more walk-able city, it's safe. We've attracted the citizens of Safety Harbor – not just the people from outside our city. The citizens have no reason to leave Safety Harbor because we offer everything. We have a hustling, bustling downtown. Not cars, but foot traffic. Safety Harbor has become a destination for the citizens in the Tampa Bay area. We have people using the businesses and cafes. We have happy business people. We've continued many of the events from five years ago, but now they have cafes and restaurants to go to after the events.

Back in 2007, lots of people wanted to move to Safety Harbor. We now have a stress-free lifestyle. As people were trying to move through Safety Harbor in 2007 they were pulling their hair out. Now it's more walk-able. There's more shade. They walk through downtown and the north part of the city. We have water fountains - it's a more pleasant place to be.



**Team 2: Kathleen**

Safety Harbor has had an identify crisis for some time. Redevelopment has been ongoing for about 30 years at this point. There has been a tension between the needs/desire for development and the citizens who want a quaint place to live. We've reached an agreement on what type of community we want.

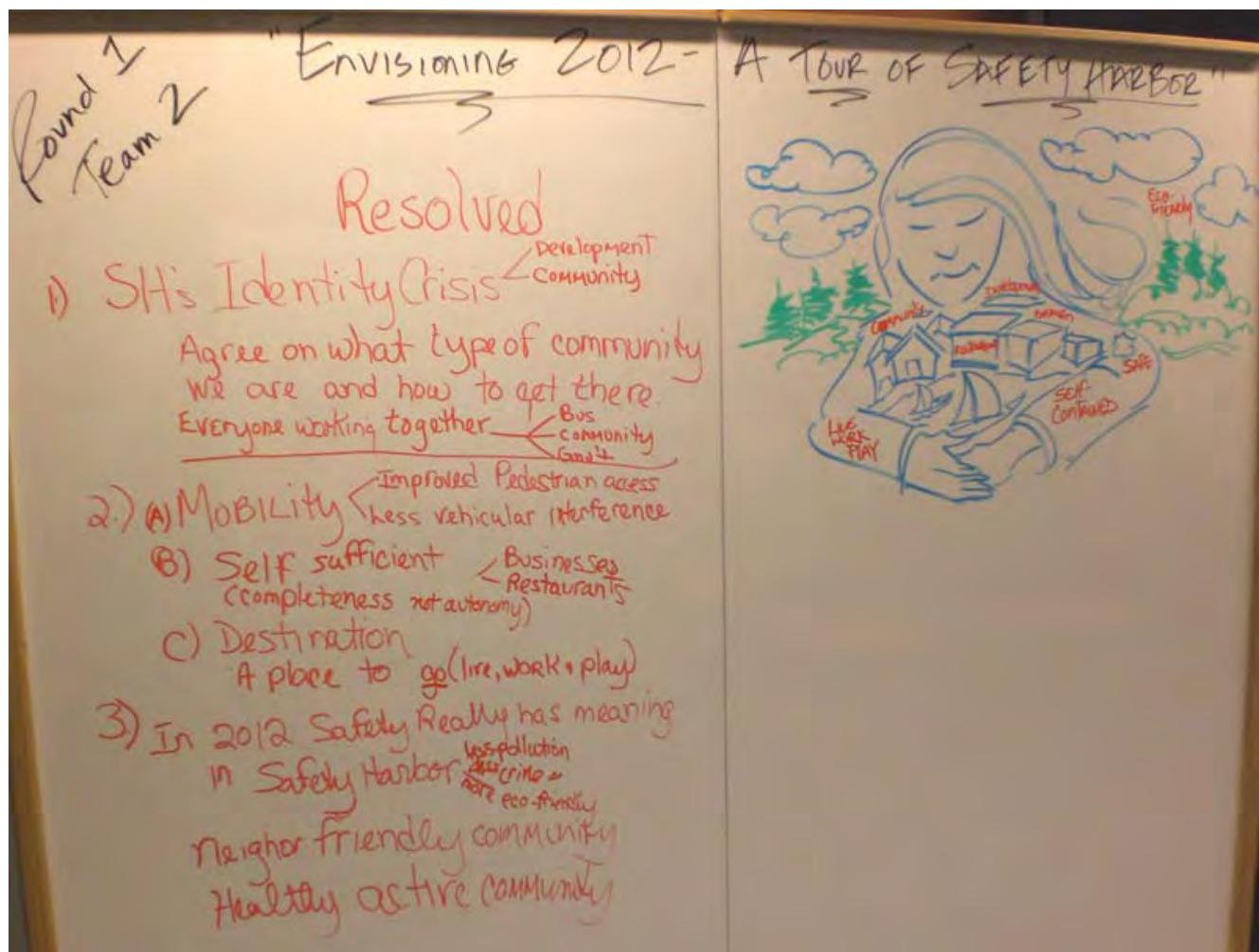
The graphics of the downtown envisioned by the other team demonstrates the walk-ability of the city. Ours is more a metaphorical vision – people encompassed by the community.

We've termed it more in terms of mobility. There are improvements in pedestrian access. We've become more self-sufficient. Autonomy is a myth. We can't be totally autonomous. But, we have everything we need in Safety Harbor. There's a sense of completeness. We don't *have* to go

anywhere else. This merges nicely with our new status as a destination city. Other people want to be there with us because of the green space, walk-ability, and safety. We are also a community that can walk down town, get our hair cut, go out to eat.

Even with this boom of economic development, restaurants and businesses, we still have less pollution and less crime. We are a neighbor-friendly community. Like the other team, we have a city that is both relaxed and bustling. Being neighbor-friendly, we're out more. We have a younger median age than many of the communities in this area. We have a more healthy and active community. With downtown more self-sufficient, businesses are struggling less. We're doing quite well.





**Milo:** So there are some common dimensions: mobility is common; attraction – Safety Harbor is a destination; a sense of completeness – we have everything we need around us. Yet there are some differences in how those are interpreted. That was the point of this activity. There are some issues where some citizens agree and disagree. There are some issues that we can control and can't control. We want to use that model to help us organize how we get citizen input. That is our next activity.

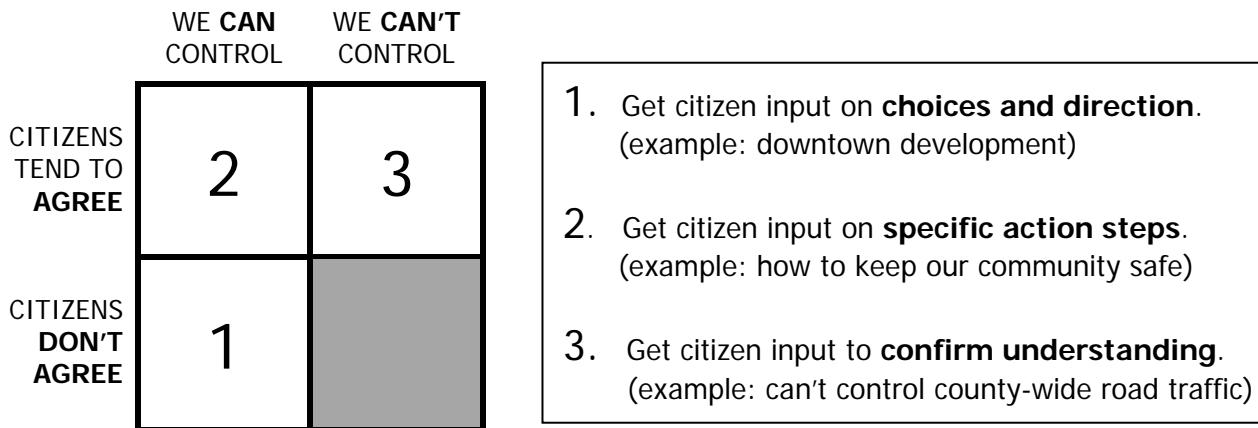
Let's get back to 2007 where we're just now building a framework for a vision. Considering the matrix, what are issues where the citizens can't agree? We need to get input on these. We have some things we can control – we need to get priority on these next steps. There may be some things we can't control – traffic. We still need to get input to make sure we're on the same page about these. That's really our next activity. Boards are set up in the next room. We're going to ask each team to list issues in these three areas. We'll give you 30 minutes to work on that and then we'll reconvene as a group.

## Activity 2: "Priority Issues"

### INSTRUCTIONS AND PROCESS:

Back to 2007! To build a framework for a sustainable vision, we'll need to consider issues about which our citizens have varying levels of **agreement**. Some of these issues are more **controllable** (within our community) than others.

Let's use these dimensions to help organize issues related to our community vision:



Break into three teams as shown below. Then work together, using the above matrix, to [prepare and present a framework of issues on which to gather citizen input](#).

At +30 minutes, we'll ask each team to present their work. Then we'll clarify, synthesize and discuss in the full group.

Team 1	
1	Andy Steingold – Mayor
2	JoAnne Ryan – Finance Director
3	Nadine Nickeson – City Commissioner
Team 2	
1	James McCormick, Jr. – City Commissioner
2	Kathleen Earle – City Commissioner
3	William Baker – City Engineer/Capital Projects Manager
Team 3	
1	Matt McLachlan – Community Development Director
2	Joseph Ayoub – City Commissioner

## Activity 2 Presentations:

**Milo:** This model was a way to get people thinking. We have three very productive teams in terms of lists of possible issues. In this stage, we are looking at how we want to get input from the citizens.

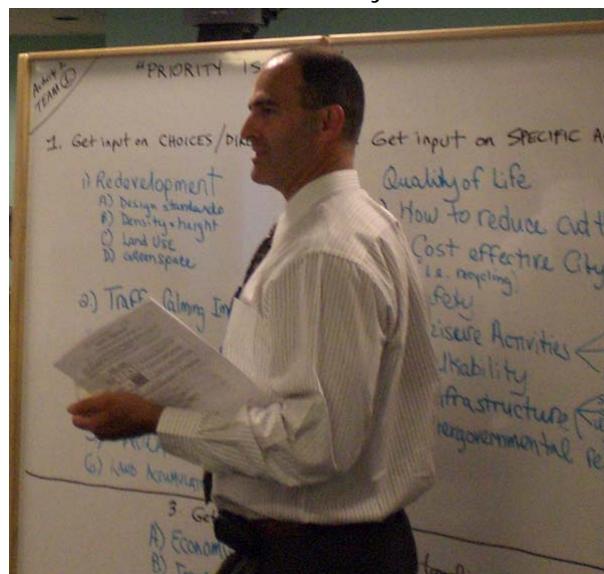
### Team 1: Andy

In section 1, we used a broad term of redevelopment – land use, change zoning, down-zone. Green space – we control that as a city, but not everyone agrees.

Traffic calming implementation.  
Level of service, leisure service.  
Maybe everyone doesn't agree on these levels. Accumulation for parking.

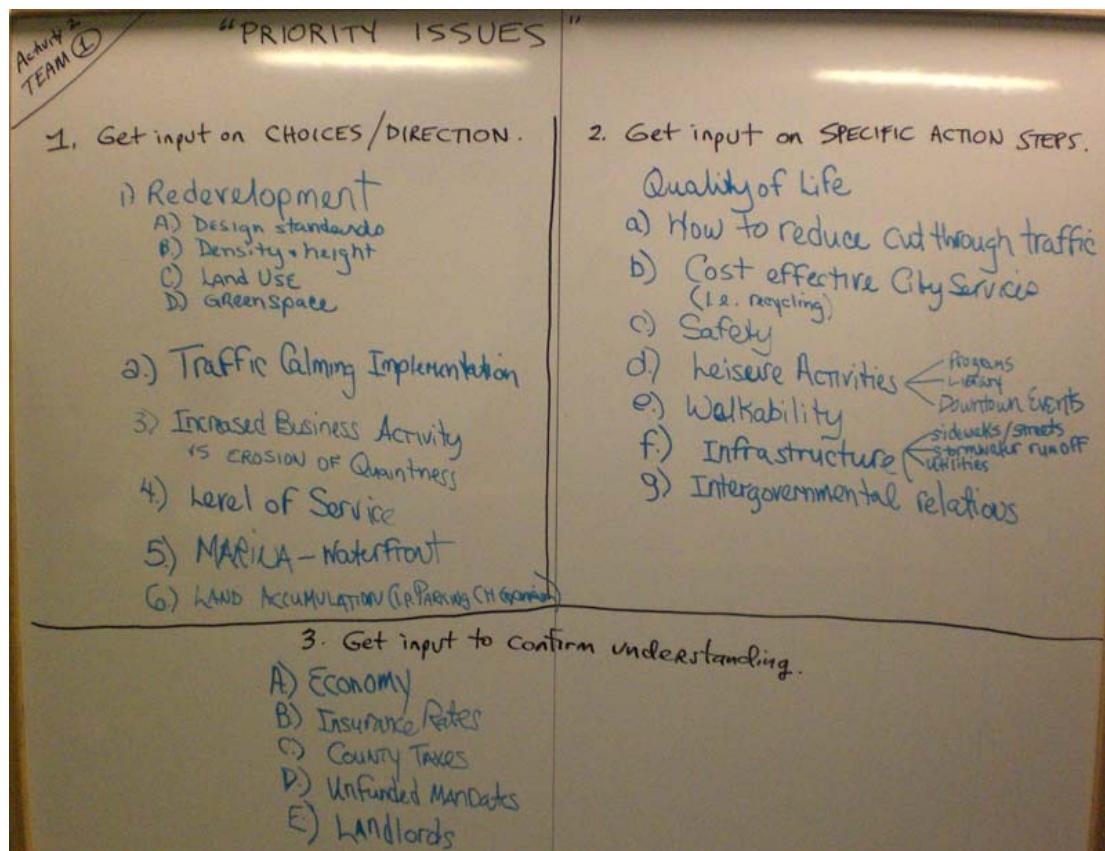
2. Citizens can agree and we can control – how to reduce cut-through traffic. Cost effective services. We can make sure citizens are safe from crime and fire. Intergovernmental relations – citizens want us to get along with communities around us (Clearwater and Oldsmar).

3. We can't control the economy, insurance rates, and taxes outside of Safety Harbor. We don't control unfunded mandates by the State of Florida. We also can't control what the landlords do within the boundaries of our city.



## Team 1

1. Get Input on choices & direction	2. Get input on Specific Action Steps
1. Redevelopment <ul style="list-style-type: none"> <li>a. design standards</li> <li>b. density &amp; height</li> <li>c. land use</li> <li>d. green space</li> </ul> 2. Traffic calming implementation 3. Increased business activity vs. erosion of quaintness 4. Level of service 5. Marina – waterfront 6. Land accumulation (i.e., parking City Hall expansion)	Quality of Life <ul style="list-style-type: none"> <li>a. How to reduce cut through traffic</li> <li>b. Cost effective city services (i.e., recycling)</li> <li>c. Safety</li> <li>d. Leisure Activities – programs, library, downtown events</li> <li>e. Walk-ability</li> <li>f. Infrastructure – sidewalks/streets, storm water runoff, utilities</li> <li>g. intergovernmental relations</li> </ul>
3. Get input to confirm understanding	
a. Economy b. Insurance Rates c. County taxes d. Unfunded mandates e. Landlords	



**Team 2: James**

Cost – how much it's going to cost from a tax-payers standpoint. #5 - how do we unify what people see throughout the city?

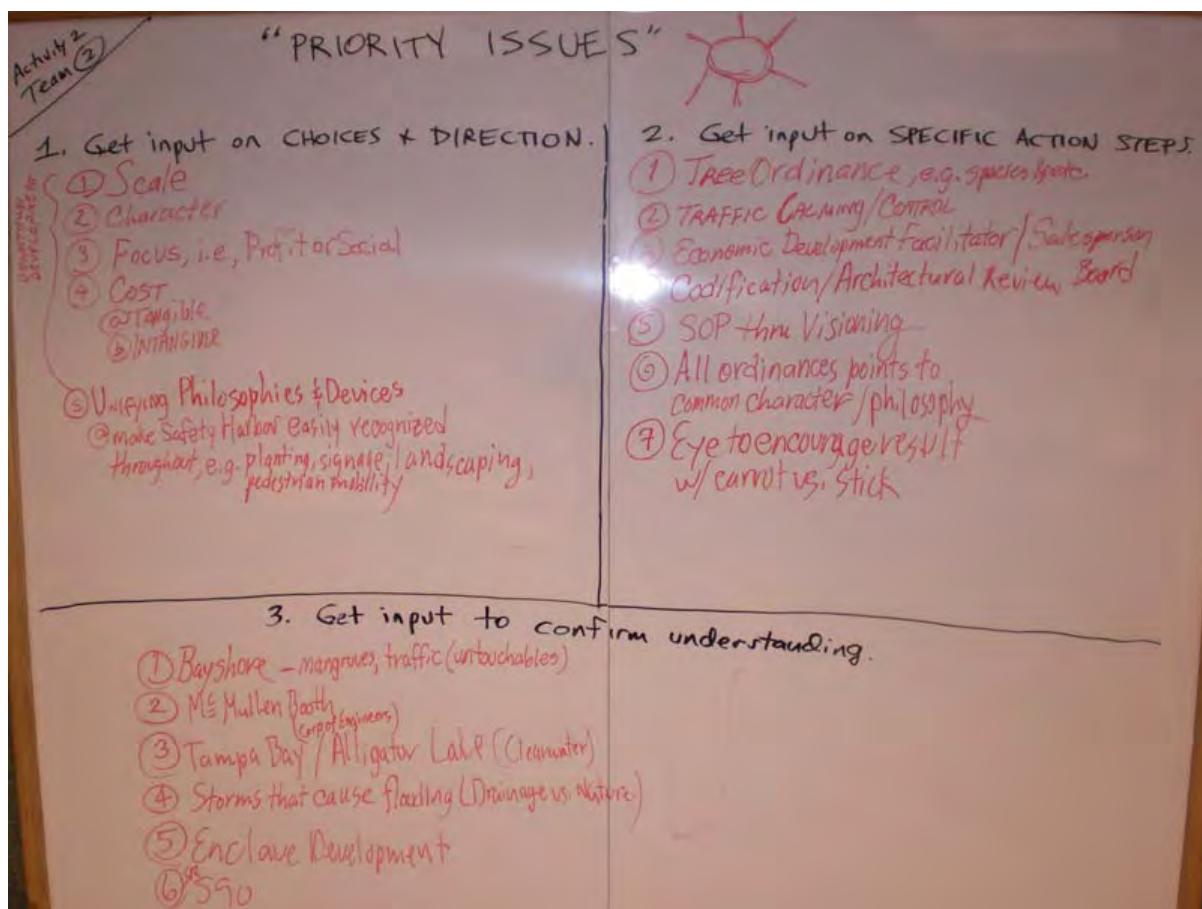
Things we can control: We can put these things in place. We need Standard Operating Procedures so that they know what to expect.

Things that we can't control – we went more specifically within the city. We can plan for a 10-year flood, not a 100-year flood. Enclave development – 590 with a bus depot going in.

**Milo:** We like to divide people into teams because we get very different views on some things. Team 1 gave us some tangible things, while Team 2 gave us some intangibles. Team 2 focused on some downtown related issues.

**Team 2**

1. Get Input on choices & direction	2. Get input on Specific Action Steps
<p>Downtown development:</p> <ol style="list-style-type: none"> <li>1. Scale</li> <li>2. Character</li> <li>3. focus, i.e., profit or social</li> <li>4. Cost <ul style="list-style-type: none"> <li>a. tangible</li> <li>b. intangible</li> </ul> </li> <li>5. Unifying Philosophies &amp; Devices <ul style="list-style-type: none"> <li>a. make Safety Harbor easily recognized throughout, e.g., planting, signage, landscaping, pedestrian mobility</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Tree ordinance, e.g., species, etc.</li> <li>2. Traffic calming/control</li> <li>3. Economic Development facilitator/salesperson</li> <li>4. Codification/Architectural review board</li> <li>5. SOP thru visioning</li> <li>6. All ordinances points to common character/philosophy</li> <li>7. Eye to encourage result w/ carrot vs. stick</li> </ol>
3. Get input to confirm understanding	
<ol style="list-style-type: none"> <li>1. Bayshore – mangroves, traffic (untouchables)</li> <li>2. McMullen Booth</li> <li>3. Tampa Bay (Core of Engineers)/ Alligator Lake (Clearwater)</li> <li>4. Storms that cause flooding (drainage vs. nature)</li> <li>5. Enclave development</li> <li>6. SR 590</li> </ol>	



**Team 3: Matt**

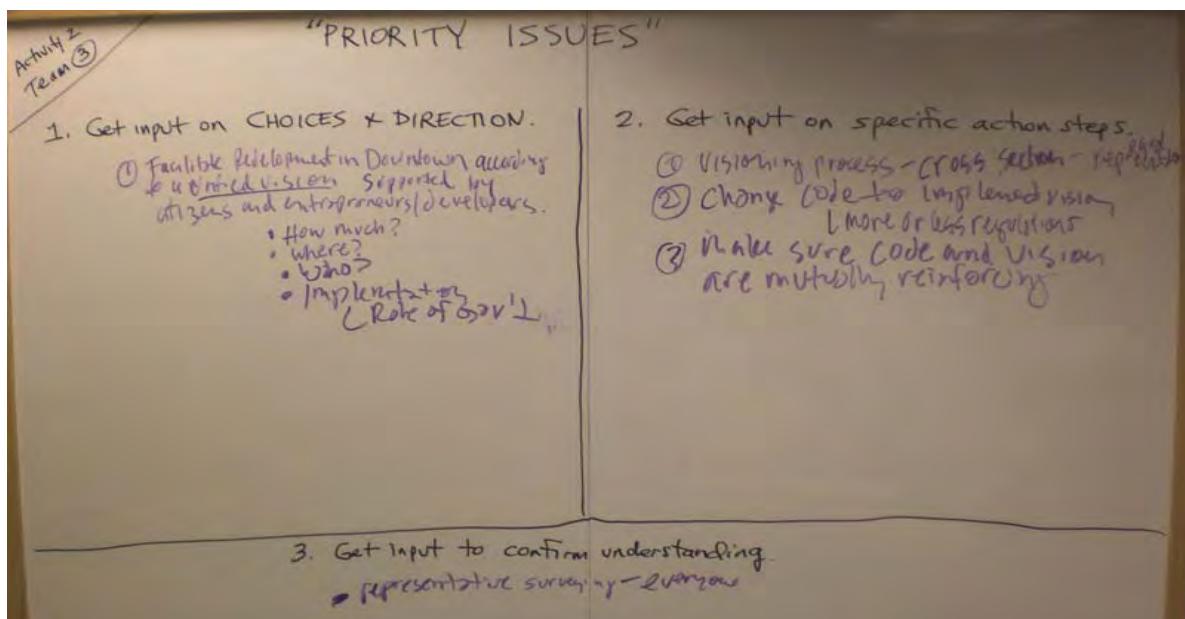
We have a lot of overlap with Team 2. We also wanted a unified vision from all parties. Answering some questions about that redevelopment. Also the role of government in the implementation stage.

Getting input on specific action steps: Making sure that the code and the vision are mutually reinforcing. Making sure that the vision is reflected in the controls set by the city.

In #3, making sure we get good representation from everyone.

**Team 3**

<b>1. Get Input on choices &amp; direction</b>	<b>2. Get input on Specific Action Steps</b>
1. Facilitate redevelopment in downtown according to a unified vision. Supported by citizens and entrepreneurs/developers. <ul style="list-style-type: none"> <li>• how much?</li> <li>• where?</li> <li>• who?</li> <li>• Implementation (Role of gov't)</li> </ul>	1. Visioning process – cross section – equal representation. 2. Change code to implement vision (more or less regulations) 3. Make sure code and vision are mutually reinforcing.
<b>3. Get input to confirm understanding</b>	
Representative surveying – everyone.	



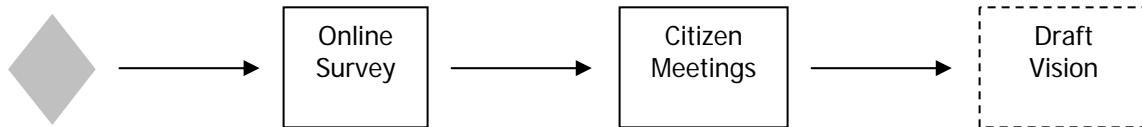
**Milo:** One of our deliverables is the Real-Time Record that will document all of this for you.

Now, we're going to ask you to take a cut at some actions steps in two teams. Considering where we are, we want to start to put some structure to this. Team 1 will build the first five questions of a citizens' survey. Team 2 will look at an agenda. Neither of these will be polished, but we're just taking a first stab at this. Then we'll ask the teams to rotate and add to each others' work.



## Activity 3: "Next Steps"

### INSTRUCTIONS AND PROCESS:



Time to put more structure to all of this. Two important stages of our process are coming up fast: an **online survey** and a series of **citizen meetings** to gather meaningful input for our community vision.

The assignment is:

Team 1:	Team 2:
Build a set of 10 questions for the online citizen survey	Build a draft agenda for a 2-hour community meeting about the vision

At +20 minutes, we'll ask teams to **rotate to the other whiteboard and add material.**

At +40 minutes, we'll call time. Then we'll discuss and amplify our results in the full group.

Team 1	
1	Andy Steingold – Mayor
2	Nadine Nickeson – City Commissioner
3	Kathleen Earle – City Commissioner
4	Matt McLachlan – Community Development Director
5	Billy Beckett - City Manager (not present)

Team 2	
1	JoAnne Ryan – Finance Director
2	James McCormick, Jr. – City Commissioner
3	William Baker – City Engineer/Capital Projects Manager
4	Joseph Ayoub – City Commissioner

## Activity 3:



**Milo:** We're going to quickly look at these draft questions and the agendas.

### Team 1: Nadine

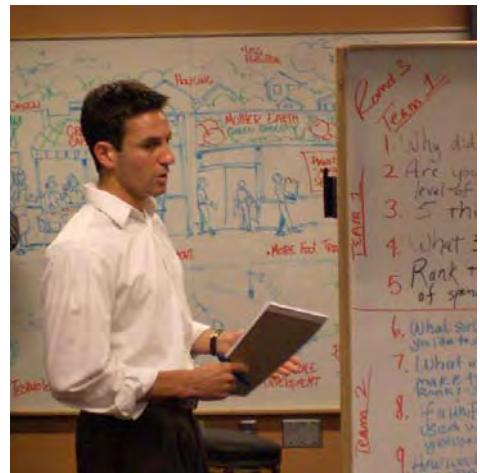
All of these were predicated on that we would like to know the demographics, the neighborhood they were in, the kind of family they were.

**Milo:** How granular do you want to get on demographics?

**Andy:** We could use addresses to get that information. We also would want to ask if they work in Safety Harbor.



**Joe:** We would ask what kind of businesses they would like to see in Safety Harbor. Also, what improvements they want to see in city services. We would ask them about the type of architectural style they would like to see in the city, and we want to know how they would fix the parking issue.



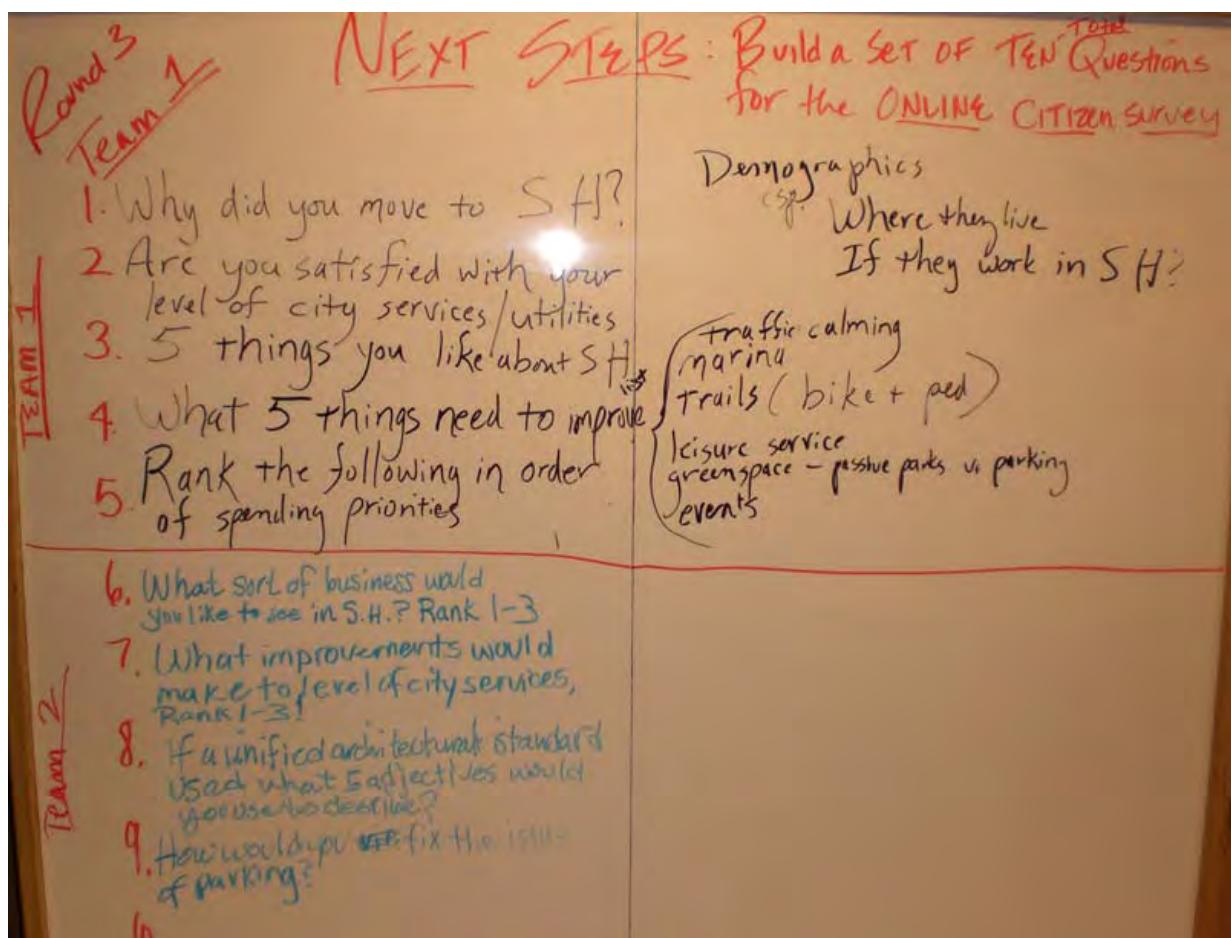
**Ten questions for an Online Citizen Survey:****Team 1:**

1. Why did you move to Safety Harbor?
2. Are you satisfied with your level of city services/utilities?
3. 5 things you like about Safety Harbor
4. What 5 things need to improve
5. Rank the following in order of spending priorities: (traffic calming, marina, trails (bike & ped), leisure service, green space – passive parks vs. parking, events)

Demographics (where they live, if they work in Safety Harbor)

**Team 2:**

6. What sort of business would you like to see in Safety Harbor? Rank 1-3.
7. What level of improvements would you make to level of city services, Rank 1-3
8. If a unified architectural standard used what 5 adjectives would you use to describe?
9. How would you fix the issue of parking?
- 10.



**Milo:** we'll now flip this chart and look at the agendas.

**Nadine:** We realize that when we get to this stage, we'll have some of this information. We wanted to make it very picture-friendly – the pie charts of current expenditures. Give them the list of items and include very specific details.

**Kathleen:** Very specific details.

**Nadine:** If we gave them \$100, where would they spend it? They've got to be able to see where we've been spending over the last 10 years. We've really been concentrating on what we want to be as a city. We only have one social agency, so that's not where the spending has been in the past.

**Milo:** So it's important to present the history, in addition to where the money should be spent in the future. How about Team 2?



**Team 2: Joe**

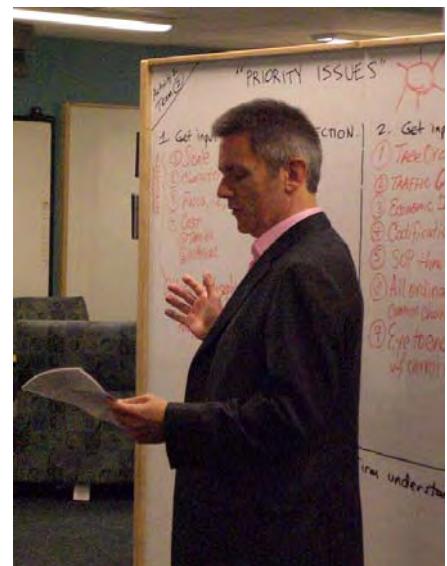
**Joe:** Letting everybody know the purpose of the meeting. Crystallize where we want to go with the agenda. Start up with the high-level idea of the city's image, working down to more specific ideas about redevelopment and then the levels of service.

Team 2 Draft Agenda Items	Team 1 Draft Agenda Items
I. Purpose of Meeting II. Safety Harbor's Image III. Downtown Redevelopment a. Character b. Boundaries IV. Level of Service	Why? (Show pie chart of how \$ have been spent) Current expend categories. Where do you want \$ to go?  Details include \$: Infrastructure Downtown/ Leisure CIP Land Banking Specifics  \$ to accomplish

NEXT STEPS: Build a Draft Agenda for a 2-Hour COMMUNITY MEETING ABOUT the VISION	
<b>Team 2 Draft AGENDA Items</b> <ul style="list-style-type: none"> <li>I. Purpose of Meeting</li> <li>II. Safety Harbor's Image</li> <li>III. Downtown Redevelopment           <ul style="list-style-type: none"> <li>A) Character</li> <li>B) Boundaries</li> </ul> </li> <li>IV. Level of Service</li> </ul>	<b>TEAM 1 DRAFT AGENDA Items</b> <ul style="list-style-type: none"> <li>Why (Show pie chart of how \$ have been spent)</li> <li>Current expend. categories</li> <li>Where do you want \$ to go?</li> <li>Infrastructure</li> <li>Downtown/</li> <li>Leisure</li> <li>CIP</li> <li>Land Banking</li> <li>Specifics</li> <li>\$ to accomplish with \$0 spend</li> </ul>

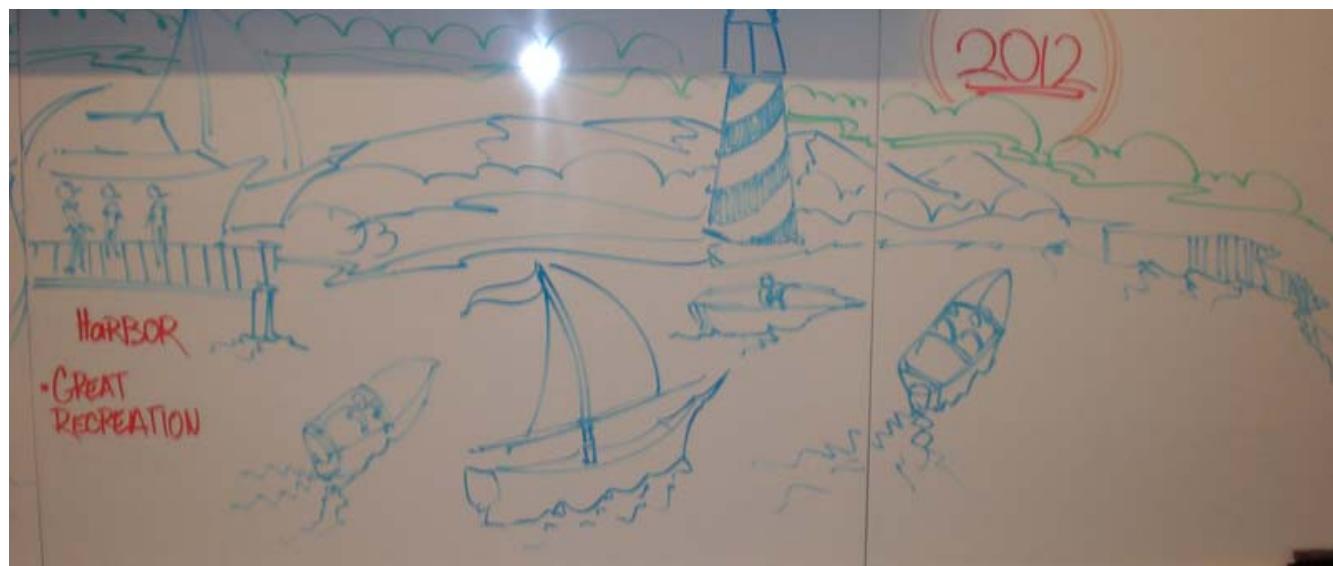
**Milo:** In just two hours and 45 minutes, we've gotten a start on a vision for Safety Harbor, a strong set of priority issues for citizen input, and a start on the surveys and meeting agendas that we'll need to move forward.

Now let's take a look at the work Jonathan, our business illustrator, has been doing.



**Jonathan:** I call this "Sunset in the Harbor." I've tried to capture some of the keywords that I've heard this evening. Safety Harbor has this charm. You pull off of McMullen-Booth Road at 6pm and you stumble onto this oasis. Some keywords: building something that attracts other businesses. Basically you have a place where there are cafes, retail, grocery, housing. It's safe and secure. Small development, mixed use development. A change in vehicles: recumbent bikes and Segways.





**Andrea:** Great productivity and work tonight! Look for the Real-Time Record in your email tomorrow. Any highlights or closing comments from the group?

**Kathleen:** it's a fascinating process and I love the way it expedites the things we've been talking about for a year among ourselves. This is a way to get it to happen in a practical way.

**Andrea:** Multiply what we did here by 100 and this is what we can accomplish with the community.

**Andy:** How will we get the questionnaire out to the public?

**Andrea:** We'll design a draft survey, based upon your input tonight and feed that back to you. In terms of the forum for the survey, we'll need your feedback on that.

**General Audience Discussion:** There was a discussion among the participants regarding the method for distributing the surveys. Several concerns were raised including: how to control the survey so that there is only one survey completed per household; how to maximize participation (online, include survey with utility bills, mass mailing, make surveys available at Library, etc.), coding the surveys, who and how will the survey data be analyzed and presented back to the community.

**Andrea:** The next step will be to identify the timeline of the survey and community engagements. Thank you for coming tonight.



## Bold Achievable 5-Year Strategies for Safety Harbor

Mixed Use Activity Centers									
	Strategic Actions	Benchmarks	Resources	Champions	'08	'09	'10	'11	'12
1	<i>Land development code Comprehensive review</i> -Architectural -Setbacks -Green space -Density	Revision form based code architectural pattern book	Outside consultants Workshops	P & Z Planning Director Commission	→	*			
2	<i>Property owners, city &amp; developers working together to achieve quality mixed use vision</i>	➤ Fits dev code ➤ Consistent with vision ➤ Pre-application meetings ➤ Land assembly & planned use	Property Owners City Developers	Property owner city developers	→	→	→	→	→
3	<i>Develop marketing plan to support a vibrant downtown</i>	➤ Identification recruitment, & maintaining strategies	Chamber of Commerce County economic development						

Planned Development & Public Districts									
	Strategic Actions	Benchmarks	Resources	Champions	'08	'09	'10	'11	'12
1	<i>Update zoning ordinance</i>	Update	Planning & zoning board	Planning & zoning board City commission	✓				
2	<i>Adopt tree ordinance</i>	Adoption	Arborist	Concerned citizens City commission	✓ 2007				
3	<i>Create architectural review board</i>	Creation	Qualified residents Architects	Concerned citizens City commission	✓				
4	<i>Beautification/Preservation Tax</i>	Creation	Residents State/Fed grants	Residents Commission	✓				

## Bold Achievable 5-Year Strategies for Safety Harbor

Traditional Neighborhoods									
	Strategic Actions	Benchmarks	Resources	Champions	'08	'09	'10	'11	'12
1	<p><i>Incentives to preserve &amp; encourage complementary development</i></p> <p><i>Amend zoning to balance architectural preservation, green space, character, w/out undermining all redevelopment</i></p> <p><i>Incentives to preserve historic buildings</i></p> <p><i>Historical Society</i></p>	<ul style="list-style-type: none"> <li>➤ Safety Harbor Elementary preserved</li> <li>➤ Upgrading of existing bungalows</li> <li>➤ Tucker Mansion</li> <li>➤ Architectural review board</li> <li>➤ Grand tree ordinance</li> </ul>	<ul style="list-style-type: none"> <li>➤ Funding?</li> <li>➤ Planning Dept.</li> <li>➤ Preservation Fund</li> <li>➤ State Preservation fund</li> </ul>	Citizens committee (like Briar Creek Committee)	✗	✗	✗	✗	✗
2	<p><i>Assess existing underutilized building spaces (make green space more public friendly)</i></p> <p><i>Maximize the above, prior to developing new</i></p> <p><i>See above</i></p>	<p>Buildings fully utilized (gaps in activity)</p> <p>Collaborative/joint use w/building owners</p>	<p>Business focused chamber</p> <p>Downtown business council</p>						
3	<i>Funding to purchase green space and historic property</i>	See above	<ul style="list-style-type: none"> <li>➤ Taxes ↑</li> <li>➤ Private Funds</li> <li>➤ Fundraising</li> </ul>						

## Bold Achievable 5-Year Strategies for Safety Harbor

9 <sup>th</sup> Ave Service Corridor									
	Strategic Actions	Benchmarks	Resources	Champions	'08	'09	'10	'11	'12
1	<i>Create façade/beautification grant program and improve city owned right of ways, with landscape and hardscape</i>	Write Plan  Budget	\$50,000	City	✗	✗			
2	<i>Create an industrial park association and ensure effective collaboration the city and local chamber of commerce</i>	➤ Identify industry stakeholders ➤ IPA ➤ Industry Dvlp Plan	Chamber City	Jacobsen Homes  Progress Energy  Chamber City	✗				
3	<i>City promotion of business and industry</i>	Identify key stakeholders	Chamber media city county	Olympia  Whistle Stop  Jacobsen  Sausage House	➔	➔	➔	➔	➔