

# WELLINGTON, FLORIDA



2010-2011 POPULAR ANNUAL FINANCIAL REPORT

# WELLINGTON, FLORIDA

The GFOA established the Award for Outstanding Achievement in Popular Annual Financial Reporting program to encourage governments to prepare popular annual financial reports (PAFR) specifically designed to meet the needs of interested parties who may be unable to easily comprehend traditional financial statements. Popular annual reports can play an important role in making financial information accessible to residents and other stakeholders who may be challenged by more detailed traditional financial reports.

Wellington's Comprehensive Annual Financial Reports for the years ended 1996 through 2010, from which the information in this report has been drawn, were awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada (GFOA). The Certificate of Achievement is the highest form of recognition for excellence in state and local government financial reporting.

In order to be awarded the Certificate of Achievement, a government unit must publish an easily readable and efficiently organized comprehensive annual financial report, whose contents conform to program standards. Such CAFR must satisfy both generally accepted accounting principals and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. We believe our CAFR continues to conform to the Certificate of Achievement program requirements and we are submitting our CAFR for the 2001 fiscal year to the GFOA.

For more detailed financial information the Capital Plan, Comprehensive Annual Financial Report, and Annual Operating Budget as well as this financial summary are available as separate documents on the award winning Wellington website [www.wellingtonfl.gov](http://www.wellingtonfl.gov).

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## **Vision**

**A Great Hometown**  
Great Neighborhoods  
Great Schools  
Great Parks

## **Mission**

To provide high quality  
services that create economic,  
environmental  
and social sustainability  
for residents

## **Goals**

**Neighborhood Renaissance**  
**Respecting the Environment**  
**Protecting our Investment**  
**Economic Development**  
**Responsive Government**



A GREAT HOMETOWN

**Council**

Darell Bowen, Mayor  
Matt Willhite, Vice Mayor  
Dr. Carmine A. Priore, Mayor pro tem  
Howard K. Coates, Jr., Councilman  
Anne Gerwig, Councilwoman

**Manager**

Paul Schofield

**To the Council and the Residents of Wellington:**

It is my privilege to present our second Popular Annual Financial Report (PAFR) regarding Wellington's financial and administrative operations for the fiscal year ending September 30, 2011. This document summarizes information originally presented in the Comprehensive Annual Financial Report (CAFR) and provides an understandable, easy to read document that reflects our commitment to financial transparency and vision of "***A Great Hometown.***"

Wellington has led the way for governmental transparency, financial accountability, and fiscal management. With "Open Wellington," an online portal allowing resident access to financial information and public records, Wellington is the first city to receive "Gold Certification in Transparency" from the National Bureau of Business Licensing and Code Enforcement Officials (NBBLO). In 2009 Wellington's fiscal accountability was recognized and the city received awards from the Government Finance Officers Association for the Annual Budget and year-end Comprehensive Annual Financial Report.

This year offered unique economic challenges and Wellington responded to those challenges with an emphasis on redevelopment, reinvestment in community services and planning for our future. Information contained in this report reflects the community's success in the areas of Economic Development, Capital Improvement, and Responsive Government and our expectation for continued growth in those areas.

As we look to the future focus will be maintained on long-term planning, community outreach and infrastructure maintenance through Economic Development Initiatives, Capital Improvements and Responsive Government. To sustain these initiatives the following programs have been implemented:

**Wellington 2060** – planning for Neighborhood Renaissance and the long term redevelopment and sustainability of Wellington

**Senior Services Division** – offering needed services to senior citizens including transportation

**Infrastructure Maintenance** – maintenance for utilities and roads, including roadway improvements; park improvements; drainage and flood control maintenance; and water/wastewater projects.

The changes in spending reflect the Council's emphasis on financial reinvestment to ensure a sustainable future. Our history of fiscal responsibility and ability to anticipate change has enabled us to maintain high levels of service despite economic and legislative uncertainty. The financial information provided in the PAFR showcases our commitment ***to provide the services our residents want, need and are willing to pay for*** as we address the challenges of the future.

Sincerely,

A handwritten signature in black ink that reads "Paul Schofield". The signature is written in a cursive, flowing style.

Paul Schofield, City Manager

Wellington, Florida is located in South Florida and Western Palm Beach County and is situated twelve miles west of the Atlantic Ocean, southeast of Lake Okeechobee. Palm Beach County is bordered on the south by Broward County, on the west by Hendry County and to the north by Martin County. In 1951, C. Oliver Wellington, a successful accountant in New York, followed the recommendations of Arthur William “Bink” Glisson and purchased several tracts of South Florida land as investment property. Mr. Wellington then hired Bink Glisson to oversee the property that was soon to become known as the Flying Cow (Charles Oliver Wellington) Ranch.

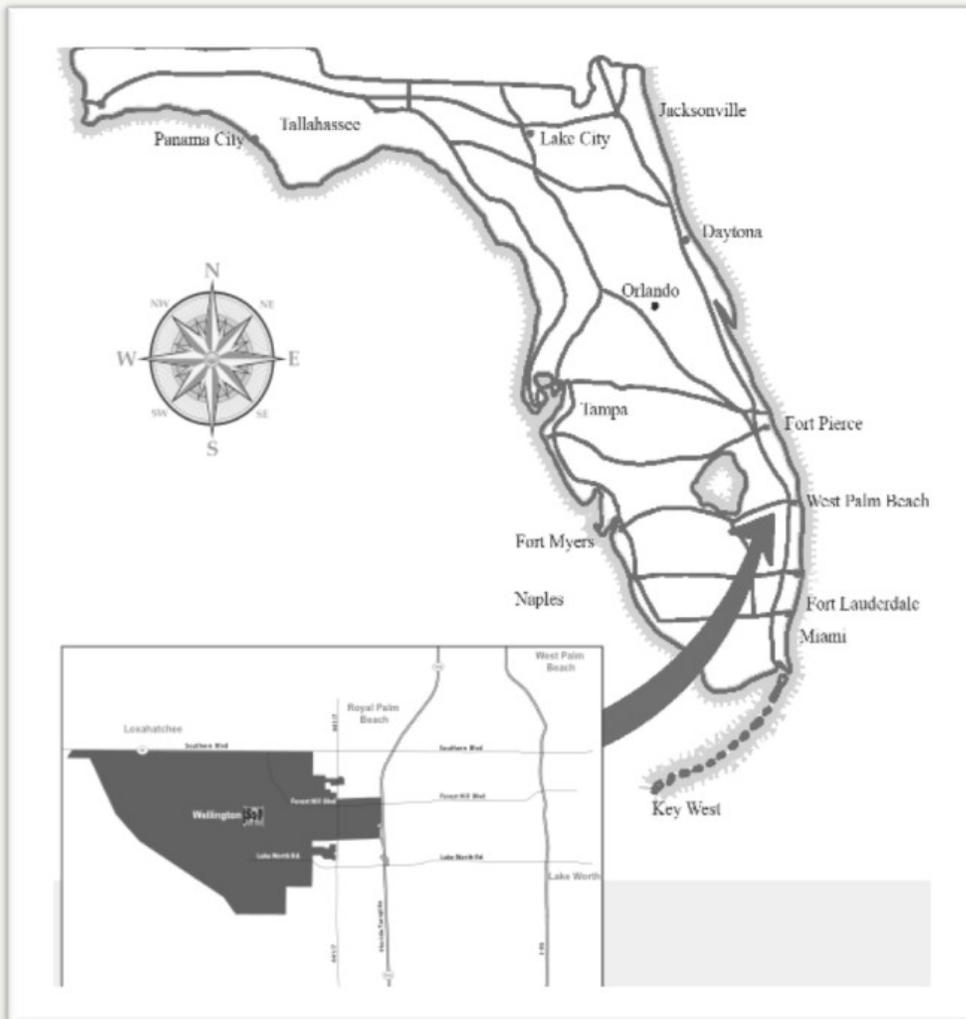


Because the land was frequently water-logged, in 1953 the State of Florida created the Acme Improvement District to provide drainage for flood control and to make the land suitable for agricultural purposes. Parcels of land were either sold or leased to farmers for a period of time. There once were over 2,000 acres of strawberry fields in the area, laying claim to the world’s largest patch of strawberries. In addition, it was discovered that citrus groves thrived.

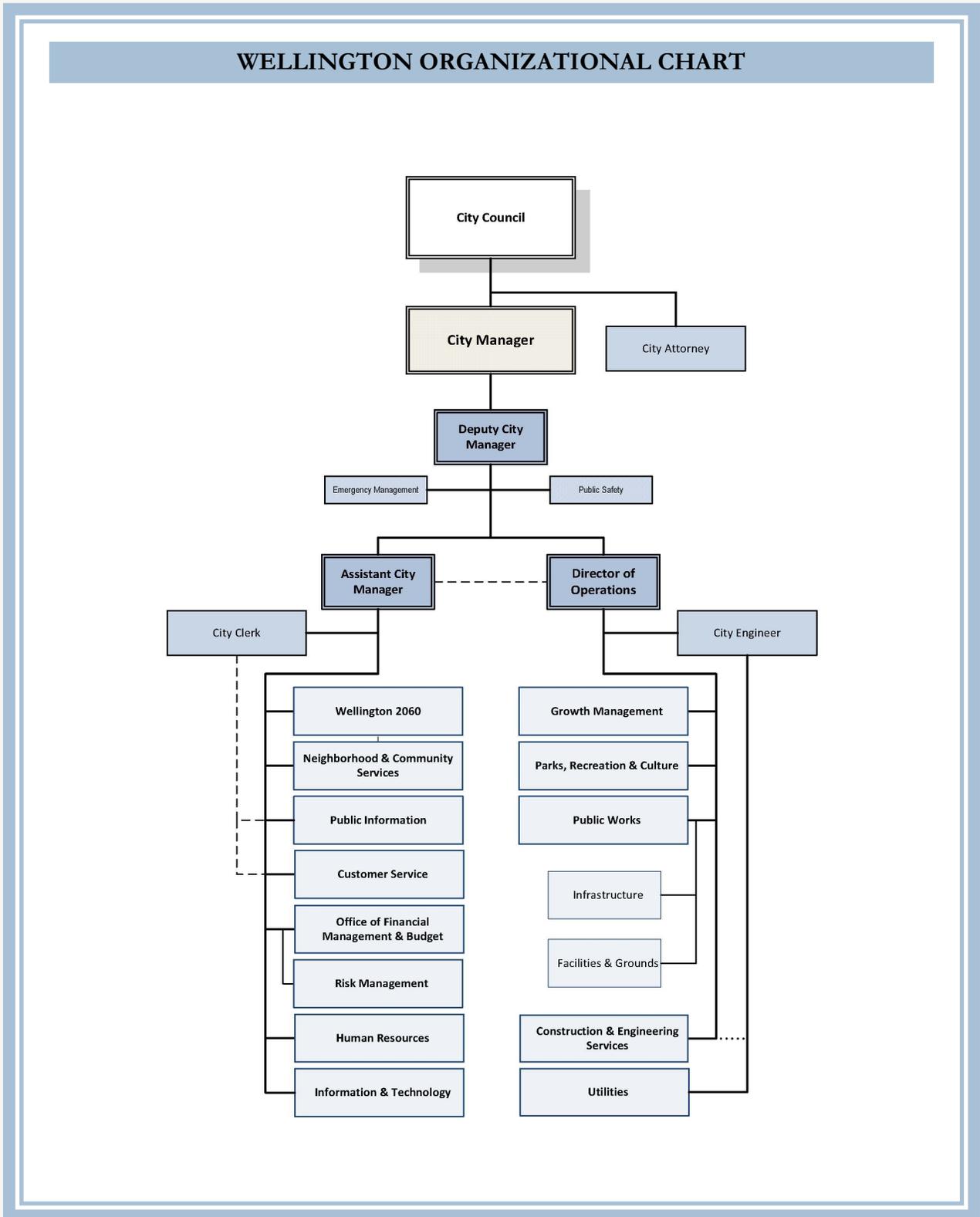
Prior to incorporation the District served as the local government providing the majority of community services and facilities including storm water drainage, water, sewer, roadways, street lighting and parks and recreation facilities.

Mr. Wellington was the first Chairman of the Acme Drainage District and served until his death in 1959. Bink Glisson also served as the Acme Drainage District’s first employee and general manager. Carrying on as the District Chairman until he retired in 1984 was C. Oliver’s son, Roger.

The Village of Wellington Charter was established on May 11, 1995. Incorporation became effective on December 31, 1995 and operations commenced on March 28, 1996. The City now provides municipal services previously provided by Palm Beach County (with the exception of fire rescue and library facilities) and the Acme District has become a dependent district of Wellington.





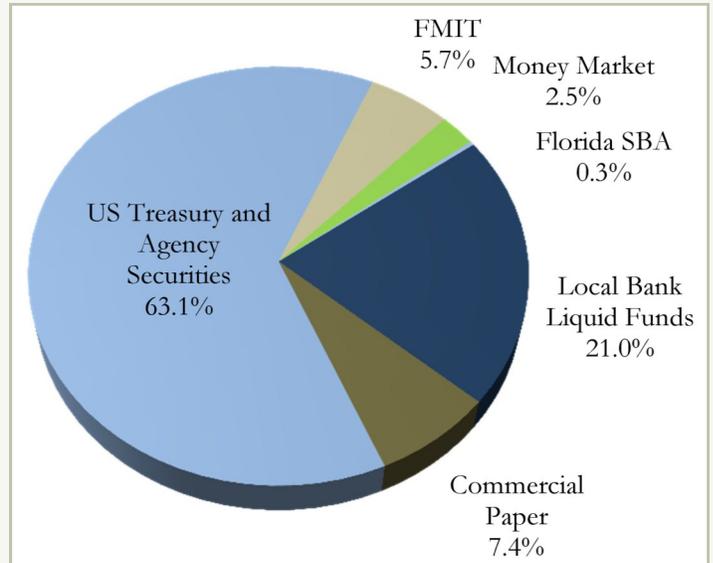


## CASH AND INVESTMENTS

The investment management policy stresses safety, liquidity, and investment yields. To ensure the protection of the public’s assets, investments have the highest possible credit rating. The portfolio consists of securities that maximize return on investments while structured to provide sufficient liquidity to pay current obligations and future capital project spending.

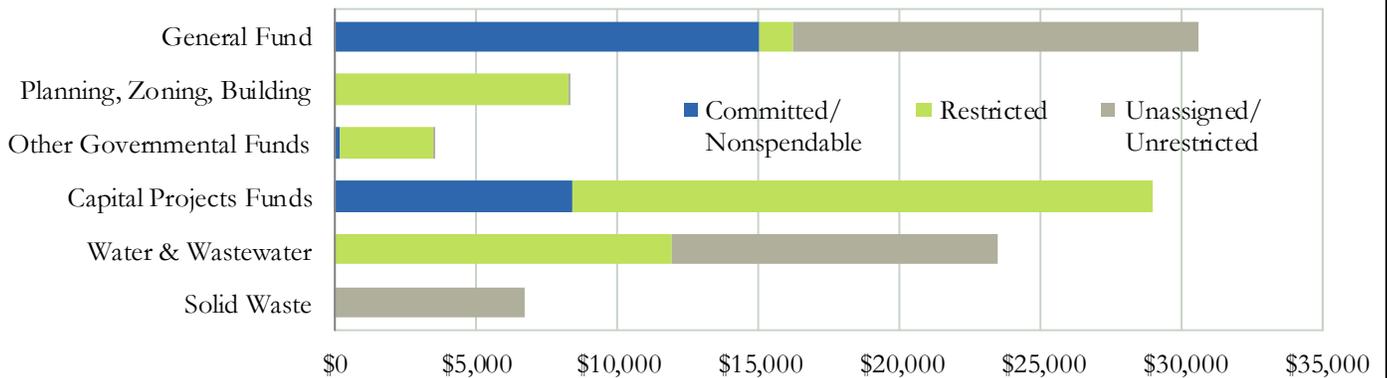
Wellington is authorized to invest in obligations of the US Treasury, its agencies and instrumentalities, repurchase agreements, certificates of deposit, Florida PRIME, SEC registered money market funds with the highest credit quality ratings, and mutual funds that restrict its investments to obligations of the US government.

Cash and investments of each fund, except certain investments in the debt service and enterprise funds, are accounted for in pooled cash and investment accounts with each fund maintaining its proportionate equity in the pooled accounts. The use of pooled cash and investment accounts enables Wellington to invest idle cash for short periods of time, thereby maximizing earnings potential.



Investment	Amount
Commercial Paper	\$ 7,498,123
US Treasury & Agency Securities	64,001,336
FMIT	5,822,590
Money Market	2,538,666
Florida SBA	304,363
Local Bank Liquid Funds	21,326,232
<b>Total</b>	<b>\$ 101,491,308</b>

**Cash and Investment Balances by Fund (in thousands)  
September 30, 2011**



### PROPERTY TAXES AND TAXABLE VALUE

Ad Valorem taxes are based “according to value” of property and used to support the general fund. Wellington has limited number of revenue options and the dilemma is how to provide the highest quality of services within the imposed fiscal constraints. Because of its incorporation from an improvement district, Wellington is unique in that its flexibility to establish a revenue strategy is greater than is normally found in Florida municipalities.

Wellington balanced the FY 2011 budget with a millage rate of 2.50 mills, which is over 11% below the roll back rate of 2.82 mills that would provide the same ad valorem tax revenues as in the prior year. The tax structure is based on optimizing municipal financing mechanisms with the objective of minimizing residents’ total tax burden. Decreased property values reduced the local tax burden by \$1.6 million, or 11%. Wellington continues with one of the lowest ad valorem rates for a full-service municipality in Palm Beach County.

As shown in the chart below, Wellington’s taxable value has declined \$2.4 billion or 30.8% since its peak in 2008.

#### PROPERTY TAXABLE VALUES—LAST 10 YEARS



#### AD VALOREM HIGHLIGHTS

2003—Council voted to allow seniors an additional \$25,000 homestead exemption

2007—Legislature reduced taxes, resulting in a 9% reduction in ad valorem tax revenue in 2008

2008—Amendment One allowed for an additional \$25,000 homestead exemption

2011—Current economic downturn has reduced property values over 30% since 2008

## GOVERNMENT-WIDE BALANCE SHEET

Formally known as the Statement of Net Assets, Wellington's balance sheet presents information on all assets and liabilities, with the difference between the two reported as net assets. Increases or decreases in net assets over time may serve as a useful indicator of whether Wellington's financial position is improving or deteriorating. Total net assets increased \$7.6 million from the prior year and are comprised of three categories:

**Capital Assets** - The value of all capital assets associated with their purchase or construction. Capital Assets, net of related debt amount to \$268.4 million and reflect the largest portion of net assets.

**Restricted Net Assets** - Assets having a restriction placed on them. Examples are unspent bond proceeds, gas tax, impact fees and funds set aside for the payment of debt. Restricted Net Assets amount to \$47.1 million for FY 2011.

**Unrestricted Net Assets** - Represent the resources that are available to finance on-going operations and amount to \$51 million.

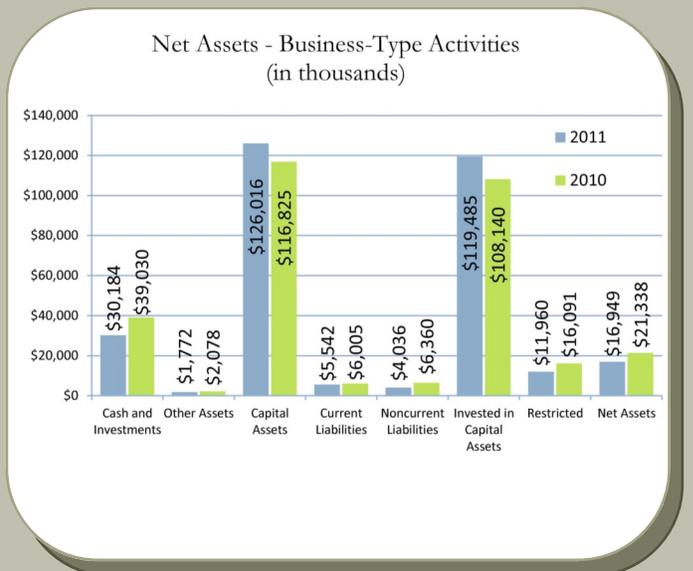
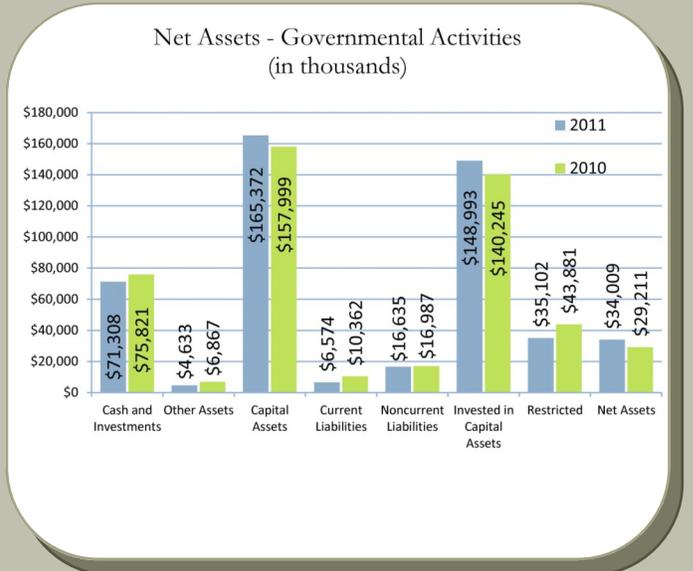
Governmental activities are those primarily supported by tax dollars and increased net assets by \$4.8 million from the prior year. Key elements to the increase include:

- ◆ Capital assets increased \$8.7 million
- ◆ Restricted assets decreased \$8.7 million
- ◆ Unrestricted assets increased \$4.8 million

Business-type activities offer goods and services for sale (Utilities, etc.) and are intended to be self supporting through the charges for those goods and services. These activities increased net assets by \$2.8 million from the prior year and key elements to the increase include:

- ◆ Capital assets, net of related debt increased \$11.3 million
- ◆ Restricted assets decreased \$4.1 million
- ◆ Unrestricted assets decreased \$4.4 million

The adjacent graphs depict Wellington's changes in net assets and categorize them into assets, liabilities and net assets. The charts reflect the improved financial position in comparison to the prior year.



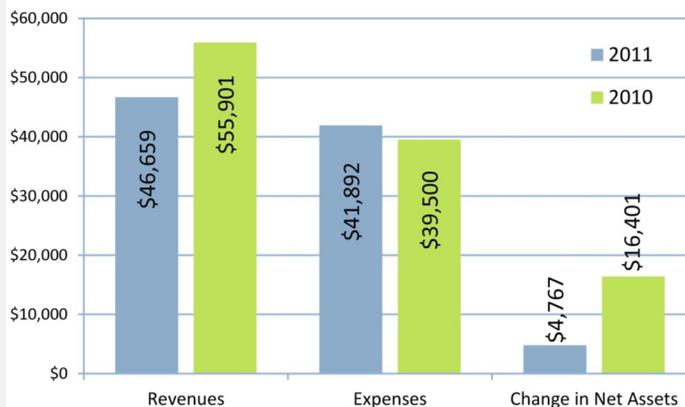
## GOVERNMENT-WIDE INCOME STATEMENT

The following comparative government-wide Statement of Activities (income statement) and related graphs present the revenues, expenditures and changes in net assets for the past two years. Total revenues decreased \$10.3 million and total expenditures increased by \$2.9 million, reflecting the financial impact from the reduction in real estate values and the economic downturn.

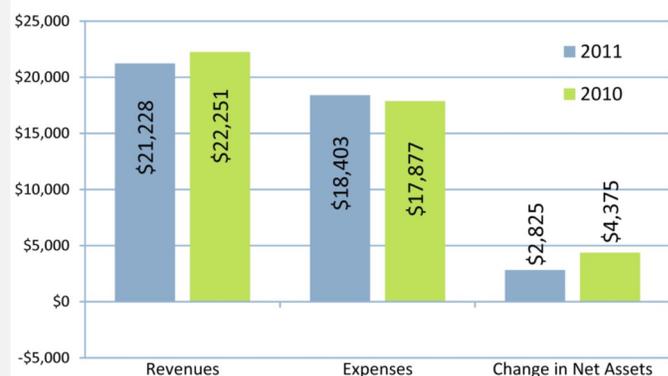
## WELLINGTON'S CHANGE IN NET ASSETS

	GOVERNMENTAL ACTIVITIES		BUSINESS-TYPE ACTIVITIES		TOTAL	
	2011	2010	2011	2010	2011	2010
<b>REVENUES</b>						
Program Revenues	\$ 17,699,940	\$ 23,961,870	\$ 20,853,705	\$ 21,635,315	\$ 38,553,645	\$ 45,597,185
General Revenues	28,959,391	31,938,194	374,025	616,175	29,333,416	32,554,369
<b>Total Revenues</b>	<b>46,659,331</b>	<b>55,900,064</b>	<b>21,227,730</b>	<b>22,251,490</b>	<b>67,887,061</b>	<b>78,151,554</b>
<b>EXPENSES</b>						
General Government	\$ 5,234,598	\$ 4,749,143	\$ -	\$ -	\$ 5,234,598	\$ 4,749,143
Public Safety	7,572,400	7,484,841	-	-	7,572,400	7,484,841
Planning and Development	4,000,825	3,338,003	-	-	4,000,825	3,338,003
Engineering & Public Works	8,278,063	9,017,755	-	-	8,278,063	9,017,755
Surface Water Management	7,057,851	4,987,861	-	-	7,057,851	4,987,861
Transportation	2,194,455	2,870,890	-	-	2,194,455	2,870,890
Culture and Recreation	6,791,972	6,229,044	-	-	6,791,972	6,229,044
Water and Wastewater	-	-	14,856,269	14,395,882	14,856,269	14,395,882
Solid Waste	-	-	3,546,414	3,481,059	3,546,414	3,481,059
Other	762,276	822,027	-	-	762,276	822,027
<b>Total Expenses</b>	<b>41,892,440</b>	<b>39,499,564</b>	<b>18,402,683</b>	<b>17,876,941</b>	<b>60,295,123</b>	<b>57,376,505</b>
<b>NET ASSETS</b>						
Changes in Net Assets	4,766,891	16,400,500	2,825,047	4,374,549	7,591,938	20,775,049
Beginning Net Assets	213,337,552	196,937,052	145,568,639	141,194,090	358,906,191	338,131,142
<b>Ending Net Assets</b>	<b>\$ 218,104,443</b>	<b>\$ 213,337,552</b>	<b>\$ 148,393,686</b>	<b>\$ 145,568,639</b>	<b>\$ 366,498,129</b>	<b>\$ 358,906,191</b>

Change in Net Assets - Governmental Activities  
(in thousands)



Change in Net Assets - Business-Type Activities  
(in thousands)



## GOVERNMENTAL FUNDS

### WHERE THE MONEY COMES FROM...

(IN THOUSANDS)

	2011	2010	2009	2008
Ad Valorem Taxes	\$ 12,876	\$ 14,460	\$ 16,049	\$ 17,412
Other Taxes	14,710	14,263	13,779	13,250
Impact Fees	1,058	479	357	677
Licenses & Permits	3,698	3,315	2,963	3,277
Inter- governmental	9,530	18,248	13,508	9,716
Charges for Services	1,943	1,710	1,767	2,145
Fines and Forfeitures	726	447	541	613
Investment Income	835	1,336	3,401	2,911
Miscellaneous	684	1,160	793	660
<b>Total Revenues</b>	<b>\$ 46,060</b>	<b>\$ 55,417</b>	<b>\$ 53,157</b>	<b>\$ 50,661</b>

### WHERE THE MONEY GOES...

(IN THOUSANDS)

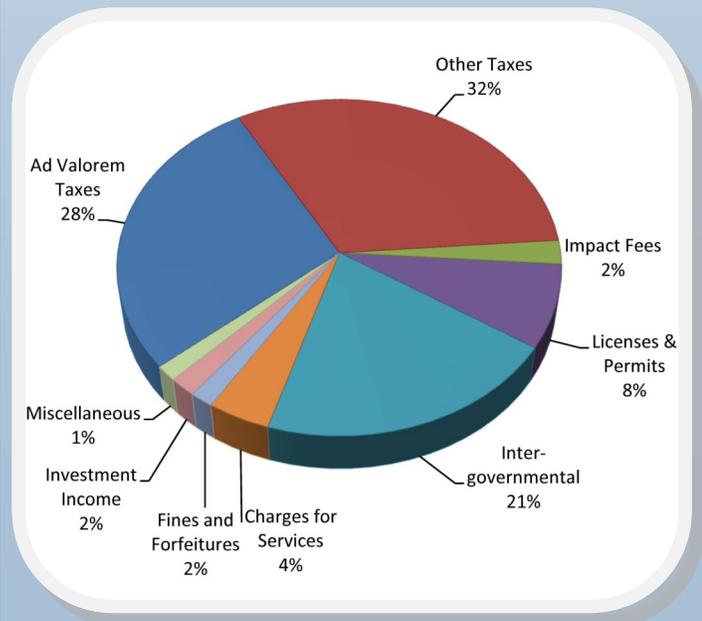
	2011	2010	2009	2008
General Government	\$ 9,778	\$ 9,932	\$ 8,776	\$ 9,229
Public Safety	7,462	7,386	6,987	6,458
Physical Environment	12,920	12,173	11,443	10,379
Transportation	1,512	1,399	1,527	1,453
Culture & Recreation	3,042	2,873	6,017	7,035
Capital Outlay	15,386	31,637	13,774	7,500
Debt Service	2,150	2,149	2,154	2,152
<b>Total Expenditures</b>	<b>\$ 52,250</b>	<b>\$ 67,550</b>	<b>\$ 50,677</b>	<b>\$ 44,206</b>

Basic services are reported in governmental funds, which focus on near-term inflows, outflows and balances of spendable resources. Governmental fund information helps to determine whether there are more or fewer financial resources that can be spent in the near future to finance programs and services.

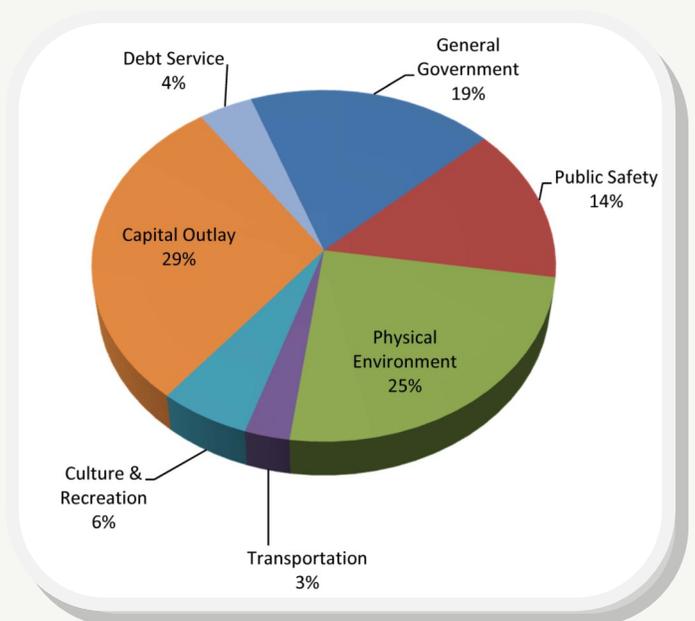
**Governmental Fund Revenues**—include all proceeds from the sale of capital assets, but exclude donations, net revenue of internal service funds and certain deferred revenues.

**Governmental Fund Expenditures**—include capital outlays for the acquisition of new assets, expenditures for debt issuance costs and the repayment of principal on long-term debt, but exclude deferred expenditures and annual depreciation and amortization charges.

### REVENUE SOURCES



### GOVERNMENTAL SERVICES



## BUSINESS-TYPE FUNDS

### WHERE THE MONEY COMES FROM...

(IN THOUSANDS)

	2011	2010	2009	2008
Charges for Services	\$ 16,626	\$ 15,069	\$ 13,646	\$ 12,661
Inter- governmental	20	-	-	-
Special Assessments	3,391	3,394	3,409	2,693
Franchise Fees	253	252	214	141
Miscellaneous	47	69	923	654
<b>Total Revenues</b>	<b>\$ 20,336</b>	<b>\$ 18,784</b>	<b>\$ 18,192</b>	<b>\$ 16,149</b>

### WHERE THE MONEY GOES...

(IN THOUSANDS)

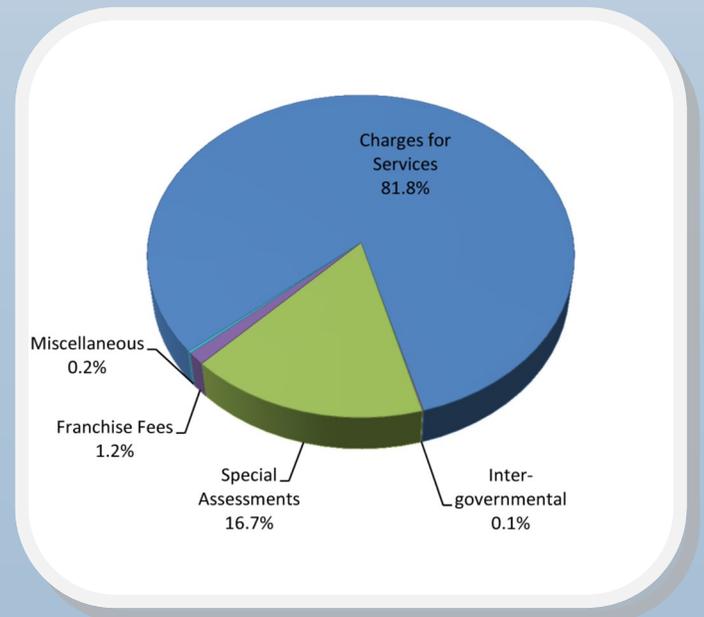
	2011	2010	2009	2008
Water Services	\$ 3,961	\$ 3,806	\$ 4,508	\$ 4,438
Wastewater Services	2,007	1,856	2,256	2,090
Laboratory	101	104	103	100
Customer Service	748	660	709	664
Administration	856	754	686	8
Solid Waste	3,174	3,125	5,819	2,087
<b>Total Expenditures</b>	<b>\$ 10,847</b>	<b>\$ 10,305</b>	<b>\$ 14,081</b>	<b>\$ 9,387</b>

Enterprise funds are business like activities financed and operated in a manner similar to private enterprises in that the costs of providing services are recovered primarily through user charges. Wellington has two enterprise funds, Water and Wastewater Fund and Solid Waste Fund. Both funds are reported under the full accrual basis of accounting; revenues are recorded when earned and expenses are reported when incurred, regardless of the timing of the cash flow.

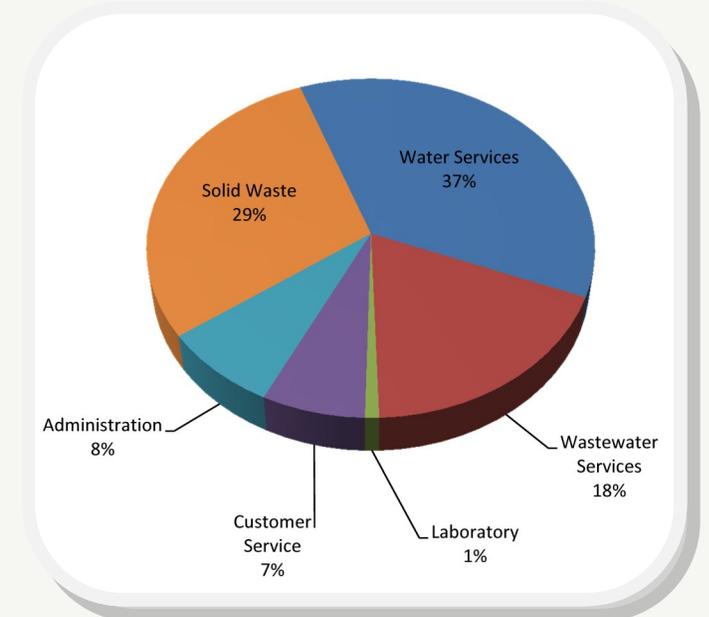
**Water and Wastewater Fund**—Wellington maintains and operates a water and wastewater utility system that is funded by utility rate revenue generated by usage and various user charges. Neither general governmental revenues nor non-ad valorem assessments are used to pay for the water and wastewater system. Wellington invests the usage fees in constructing, maintaining, and rehabilitating its infrastructure to ensure services are delivered in a safe and cost effective manner.

**Solid Waste Fund**—Wellington’s objective is to provide its residents with the highest levels of service for residential and commercial trash, recycling, and vegetation pick up at the lowest possible cost. Revenues for this fund are primarily collected through non-ad valorem special assessments. Wellington collected \$3.39 million in special assessments in 2011 or 16.7% of total enterprise revenues.

### REVENUE SOURCES

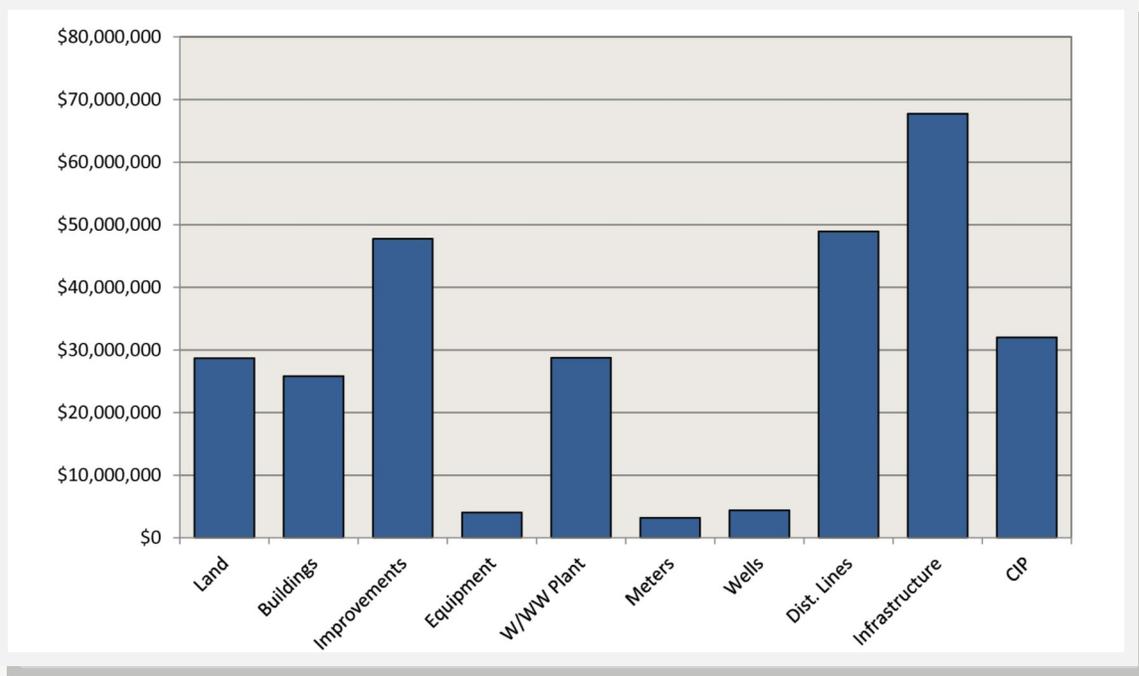


### BUSINESS-TYPE SERVICES



## CAPITAL ASSETS

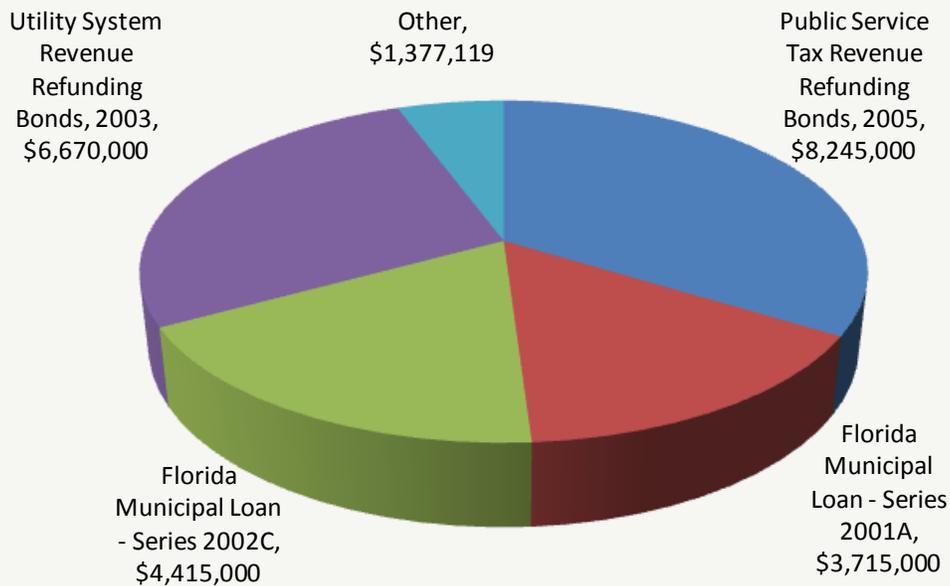
CAPITAL ASSETS BY CATEGORY			
Description	Governmental	Business-Type	Total Assets
Land	\$ 19,703,294	\$ 8,996,705	\$ 28,699,999
Buildings	22,143,665	3,694,250	25,837,915
Improvements	45,654,462	2,118,027	47,772,489
Equipment	2,629,139	1,407,488	4,036,627
Water/Wastewater Plant	-	28,774,602	28,774,602
Meters	-	3,189,601	3,189,601
Wells	-	4,384,681	4,384,681
Distribution Lines	-	48,920,678	48,920,678
Infrastructure	67,756,827	-	67,756,827
Construction in Progress	7,485,145	24,530,034	32,015,179
<b>Total Assets</b>	<b>\$ 165,372,532</b>	<b>\$ 126,016,066</b>	<b>\$ 291,388,598</b>



Wellington's investment in capital assets as of September 30, 2011 is \$291,388,598 (net of accumulated depreciation). Major projects completed during the 2011 fiscal year include:

- ◆ City Hall
- ◆ Forest Hill Boulevard Improvements
- ◆ Wellington Environmental Preserve
- ◆ Patriot Memorial
- ◆ Utility Field Services Building

## LONG-TERM DEBT



Wellington's bond rating was upgraded by Fitch from AA to AA+ and in 2010 Moody's upgraded its bond rating to AA3. At the end of fiscal year 2011 there was over \$23 million in outstanding bond and loan obligations. The following is a list of outstanding debt on September 30, 2011:

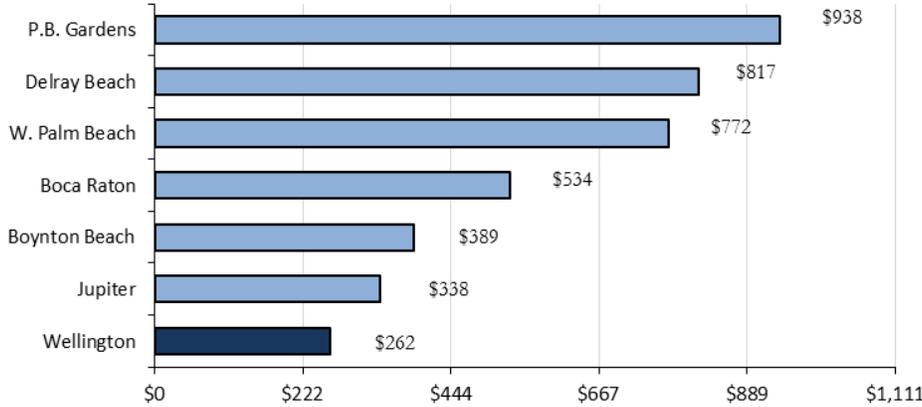
- ◆ Public Service Tax Refunding Bonds, 2005—To reduce interest rates, \$9,995,000 of bonds was issued to refund a portion of the 1999 issue. The amount outstanding at year end is \$8,245,000
- ◆ Florida Municipal Loan Council, Series 2001A—Loan agreement with the Florida Municipal Loan Council for \$5,605,000 was designated for road construction, storm water improvements and public buildings acquisition. The amount outstanding at year end was \$3,715,000.
- ◆ Florida Municipal Loan Council, Series 2002C—Loan agreement with the Florida Municipal Loan Council for \$6,290,000 was designated for parks and recreation, road extension, and surface water management projects. The amount outstanding at year end was \$4,415,000.
- ◆ Utility System Revenue Refunding Bonds, 2003—The bonds were issued to refund all of the Utility System Revenue Refunding Bonds, Series 1993, and to finance certain capital expenditures related to the water and wastewater system.

Wellington defeased the Florida Municipal Loans (2001A and 2002C) in December 2011.

## TOP SEVEN CITY COMPARISON

The following charts compare tax revenues, governmental expenditures and full-time employees to the population for Wellington and six similar cities in Palm Beach County using data from the 2011 fiscal year. Wellington has the lowest per capita ad valorem revenue and expenditure rates, and one of the lowest employee count per 1,000 population ratio.

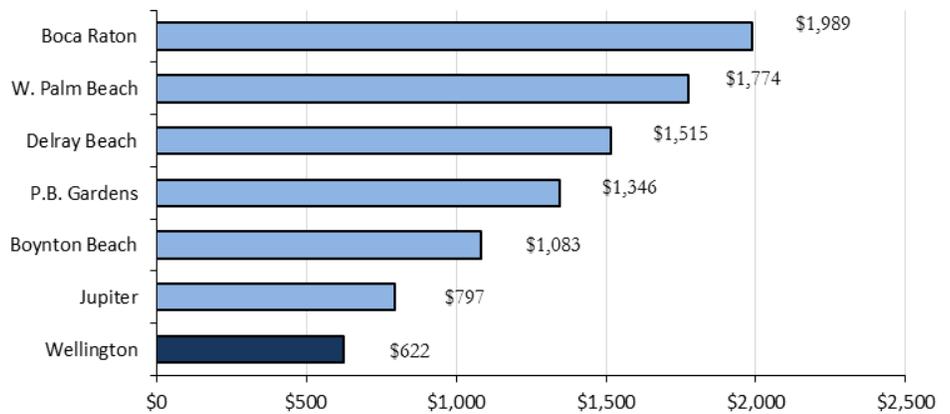
**Ad Valorem Tax Revenues per Capita**



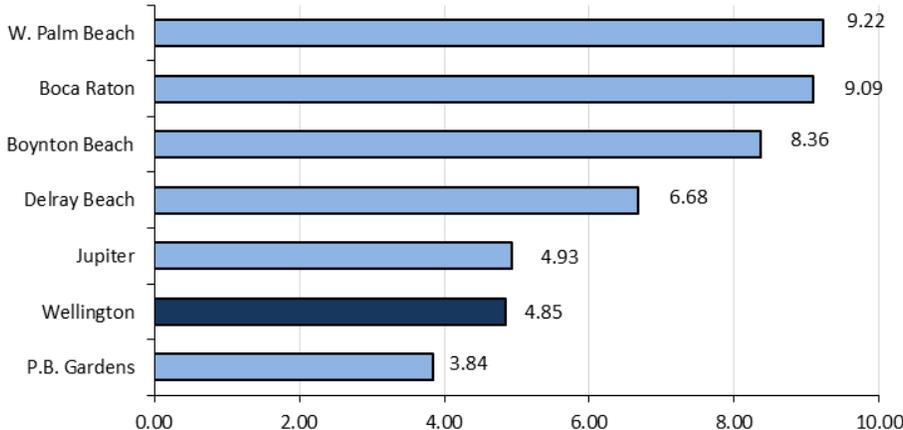
The adjacent chart illustrates the amount of ad valorem taxes revenue per capita collected by each city. Wellington has the lowest per capita rates of similar cities in Palm Beach County.

The chart to the right displays the general fund expenses per capita of each city. These expenditures are usually funded by taxes, impact fees and state revenue sharing. Wellington has the lowest per capita expenditure rates of similar cities.

**Total General Fund Expenditures (including transfers) per Capita**



**Employees per 1,000 Population**

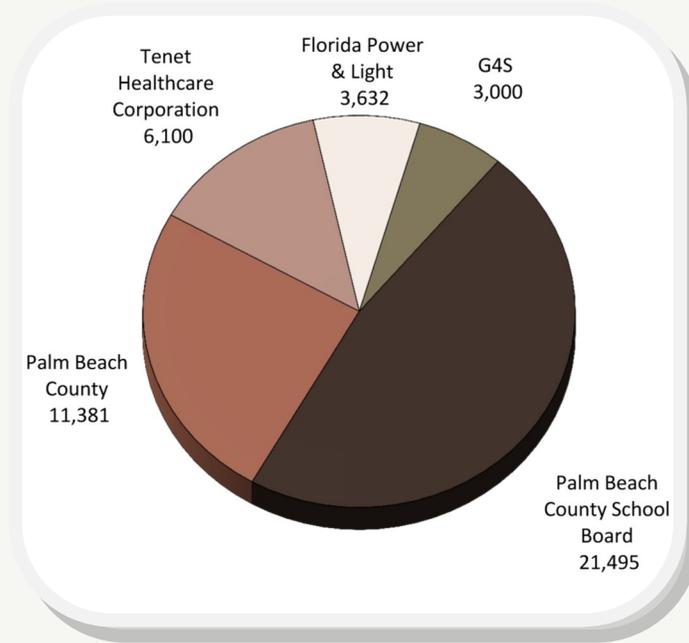


The chart to the left shows the number of employees per 1,000 population of the city. Wellington has one of the lowest number of employees per 1,000 residents of similar cities in Palm Beach County.

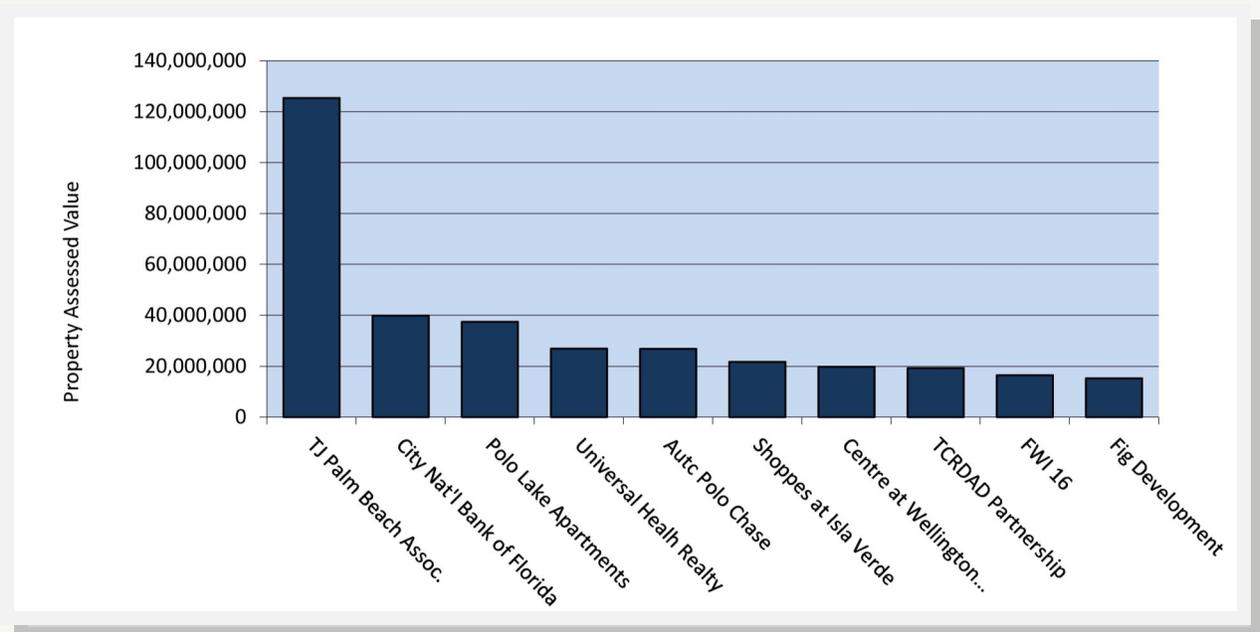
## OTHER FINANCIAL INFORMATION

The charts below illustrate Wellington’s principal property taxpayers and Palm Beach County’s principal Employers.

### PRINCIPAL EMPLOYERS—PALM BEACH COUNTY



### WELLINGTON PRINCIPAL TAXPAYERS



## STRATEGIC INITIATIVES

Strategic Initiatives are developed by council and senior management so department action plans can reflect the overall strategic direction. The following goals highlight Wellington’s progress in achieving its mission and vision.

- ◆ **Neighborhood Renaissance** - create renewal, prosperity and stabilization of property values.

- ◇ Town Center Development
- ◇ Main Street
- ◇ Equestrian Branding
- ◇ Safe Neighborhoods Program

- ◆ **Economic Development** – promotes business education and enhancing the standard of living. Concepts are designed to infuse core business centers and housing stock.

- ◇ Medical Arts District and Mixed Use Development District
- ◇ Town Center Development and Amphitheater
- ◇ Forest Hill Boulevard Project
- ◇ Equestrian Branding

- ◆ **Protecting our Investment** – focusing on maintaining and improving long-term resources, while enhancing safety and addressing emergency needs.

- ◇ Infrastructure and Public Facility Maintenance Programs
- ◇ Drainage and Flood Control Improvement Programs
- ◇ Road Maintenance and Swale Maintenance Programs
- ◇ Parks & Public Facilities Maintenance Programs

- ◆ **Responsive Government** – connecting as a government that is responsive to the public, provides services that residents need and pursue policies that are accountable to the stakeholders.

- ◇ Transparency
- ◇ Expanded E-Services
- ◇ Emergency Management
- ◇ Document Management Project

- ◆ **Respecting the Environment** - develop processes which provide affordable, clean, energy-saving options for residences and businesses; investigating technological advances educating residents and working with all concerned agencies to protect natural resources and reduce environmental impact.

- ◇ Restoration of Tree Canopy
- ◇ Section 24 Impoundment
- ◇ Go Green Programs and BMP Program



## NEIGHBORHOOD RENAISSANCE

## CREATING A SENSE OF PLACE

**Town Center Development**—At the heart of Midtown in Wellington’s Town Center, a 23-acre site predominantly anchors Wellington’s Main Street. Town Center is home to:

- ◆ A Gold LEED-certified City Hall
- ◆ Patriot Memorial featuring a steel beam from the World Trade Center,
- ◆ Scott’s Place—a barrier-free playground for children of all physical abilities,
- ◆ Aquatics Complex
- ◆ Amphitheater that can accommodate up to 1,500 people for concerts and regular community events,
- ◆ Community Center—home to a variety of activities open to the general public and about to be razed and rebuilt following a variety of public input sessions
- ◆ A 16 court tennis facility

**Main Street**—The main roadway in Wellington, Forest Hill Boulevard, runs several miles through the heart of town and continues east all the way to the coast. Wellington is currently transforming this roadway into a native-landscaped, pedestrian friendly Main Street. This is a critical step in making Wellington a walkable town.

**Equestrian Branding**—The equestrian community is an integral part of the economic demographic and physical infrastructure of Wellington, adding to its unique lifestyle and ambience. Over the years Wellington has made a



substantial investment in the special infrastructure requirements to encourage and support these interests including: unique legislative protection for the industry; the Equestrian Preservation Area; an optional comprehensive plan element; an equestrian overlay zoning district, a riding trail master plan and numerous water quality improvements.

The economic impact of the industry is substantial.

## SAFE NEIGHBORHOODS

The safe neighborhoods mission is to identify social and economic factors that contribute to neighborhood decline and to prepare a set of strategies that will (1) develop a community based movement that restores a safe family neighborhood orientation; (2) engage residents in their neighborhoods; and (3) encourage investments in appearance and the long-term maintenance of neighborhood values.



The objectives of this initiatives are as follows:

- ◆ Build a structure to maintain communication between Wellington, organizations, residents, and neighborhoods and create positive perceptions of neighborhoods
- ◆ Unite neighborhoods through community groups, forums, services, education and outreach programming
- ◆ Work with community oriented policing to implement an action plan and use police data to analyze trends.
- ◆ Support the development of infrastructure and neighborhood improvements including road closures, road paving, fencing, sidewalks and lighting
- ◆ Develop community partnerships including Citizens Volunteer Organization; crime watch groups; county non-profit organizations; homeowners associations; religious organizations; and chambers of commerce
- ◆ Improve neighborhood beautification through clean-up events organized by non-profit groups, residents, and organizations.

## ECONOMIC DEVELOPMENT

### WELLINGTON LIVING LAB

The Wellington Living Lab is a result of a collaboration with the School of Urban and Regional Planning at Florida Atlantic University. On July 12, 2011, the Wellington Council approved a three-year partnership with Florida Atlantic University (FAU). FAU and Wellington are teaming up to focus on long-term planning and economic development strategies.

The main vehicle for the FAU/Wellington partnership is the Wellington “Living Lab”. The Living Lab utilizes the concept of open-innovation and allows input of stakeholders throughout the research and planning process on the FAU Living Lab website ([www.fplln.fau.edu/wellington/](http://www.fplln.fau.edu/wellington/)).

### MEDICAL ARTS DISTRICT

Wellington is home to many medical businesses on State Road 7 surrounding the Wellington Regional Medical Center. To further develop the existing presence of these businesses the creation of a mixed-use district to attract medical related businesses with family-sustaining employment opportunities.

The entire Medical Arts District is estimated to create or retain up to 6,000 jobs with annual salaries topping \$400 million. The vision for the Medical Arts District is completion of a 200 bed congregate care facility, 150 room hotel, biotech and biomedical facilities, medical offices, diagnostic and treatment centers, medical research, development and manufacturing, and ancillary retail space. The campus will provide for both professional and technical medical education serving as many as 1,000 students.

Looking ahead, Wellington intends to do all of the infrastructure improvements and financing, and investment of \$25 to \$40 million for roadways, drainage, environmental preservation as well as broadband and other technology. This is in addition to the utility infrastructure already in place. Wellington has already received interest from several medical schools as well as an innovative cancer treatment center. A recent economic impact analysis indicates a five year benefit to our local economy from the treatment center to be as much as \$500 million and 800 to 1,000 permanent jobs.

The screenshot shows the 'Wellington Living Laboratory' website. Under 'The Projects', it lists:
 

- Economic Opportunities I - 2011-2012
- Equestrian Plan - 2012-2013
- Commercial Retail Reuse - 2012-2013
- Medical Arts - 2013-2014
- Economic Opportunities II - 2013-2014

 Below this is a diagram titled 'What is the Wellington Living Laboratory?' showing a flow from 'ACADEMIC' (Research, Planning Living Laboratory, Economic Development) to 'PRACTICE' (Wellington Living Laboratory). A caption below the diagram states: 'The above diagram illustrates the living laboratory concept by showing how the Economic Opportunities I project of the Wellington Living Laboratory relies on the continuous flow of information and feedback from all stakeholders within the University and Wellington.'

The first project completed is an economic opportunities assessment. The FAU students analyzed Wellington demographics, physical resources, and economic conditions within the larger region. This report can be found on the website above.

Future projects include an equestrian plan, commercial retail reuse and Medical Arts District.



## PROTECTING OUR INVESTMENT

**Public Works**—Wellington has made a concerted effort to address aging infrastructure by increasing maintenance programs and investing in upgrades to systems to provide extra resources to care for the health of residents, businesses and employees, while enhancing safety, and emergency needs. These programs include a drainage rehabilitation program, drainage and flood control improvement program, swale maintenance and improvement program, and roads maintenance program.



**Parks and Public Facilities Maintenance**—Wellington has implemented several maintenance programs to benefit parks and public facilities. The following highlight some of those programs:

- ◆ Entrance signs added to equestrian area
- ◆ Ten trail heads have been moved and renovated
- ◆ Horse trail improvements, including drainage work, sodding, adding new bases, etc.
- ◆ New facilities have been added to Greenbriar Park, Village Park and the new Wellington Environmental Preserve at Section 24.

**Facility Improvements**—Many facility improvements have been completed in 2011. Below is a sample of the work done or currently underway:

- ◆ Weatherproofing and exterior renovations to Village Park Gym
- ◆ Construction of a new Wellington Community Center
- ◆ Burying of power lines, installation of mast arms and installation of turn lanes at the Town Center complex
- ◆ Renovations to the former municipal offices at Greenbriar Boulevard for conversion to a sheriff substation



## RESPONSIVE GOVERNMENT

In an effort to connect residents with the responsive government that is accountable to stakeholders and provide services that residents need, Wellington has implemented the following initiatives for the 2011 fiscal year.

### OPEN WELLINGTON AND DOCUMENT MANAGEMENT SYSTEM

The document management system project has been expanded to include the entire Open Wellington Initiative. The program was implemented with the financial transparency reporting tool and has completed its second phase. This includes an upgrade of the document management system, backlog scanning of all city records, integration of the document management system with SharePoint, GIS and SunGard and the expansion of Open Wellington online.



### EXPANDED E-SERVICES

Wellington is striving to be the most user friendly government in the United States. To this end, we are working to make as much information and as many resources as possible available electronically. We have added the Open Wellington system, the Browse Aloud website reading feature, and have made the directory of services information searchable. We have most recently added the Citizens Action Center website for anyone to report a problem, register a complaint, get information on a variety of topics and to ask a general question. Wellington is in the process of transitioning all of our forms to electronic submittal forms for more convenience as well.

### BOYS AND GIRLS CLUB

The Boys and Girls Club of Palm Beach provides a variety of recreation and community programming at the existing Wellington Community Park location. In an effort to better serve the increased demand Wellington proposed to build a new facility on city owned property in a more centrally located area. This will allow the club to better serve its clients and partner with Wellington on programs at our Safe Neighborhoods Office. Through this relocation, this agreement eliminates the \$50,000 annual programming contribution from Wellington to the Boys and Girls Club.



### EMERGENCY MANAGEMENT

Wellington's emergency management plan follows the Incident Command System (ICS), which is the fundamental component of the National Incident Management System. Staff completed a Comprehensive Emergency Management Plan to provide for preparation, response, recovery and continuity of service for disaster conditions resulting from hurricanes or other hazards that threaten the lives and property of Wellington residents.

## RESPECTING THE ENVIRONMENT

By continuously investigating technological advances, studying environmental indicators, educating the public and working as a team with all concerned agencies, Wellington is taking responsibility for protecting natural resources while reducing environmental impacts.



### RESTORATION OF TREE CANOPY

In an attempt to increase the overall canopy of Wellington we have set a goal of obtaining a 60% canopy by 2060 (60 by 60). In order to accomplish this goal the following steps will be needed:

- ◆ Obtaining a new urban ecosystem analysis
- ◆ Increase plantings on public land adding trees to neighborhood parks
- ◆ Exploring incentives for private property owners to plant trees,
- ◆ Provide assistance for replacement of invasive exotics species and education of the FPL “right tree, right place” program

Refilling our current nursery to replace trees that have been used during the Forest Hill Boulevard project and the possibility of adding a second nursery sometime in the future.

### GO GREEN PROGRAM

Staff continues to identify opportunities to improve energy efficiency and environmental sustainability through its Go Green Team. In 2009 the team partnered with local schools and Jet Hauling to sponsor the Cash for Cans project. Local schools competed to collect the most aluminum cans, with the top three schools winning cash prizes. The program won national acclaim and \$5,000 from Novelis Corporation.

### WIFI EXPANSION

The WiFi Expansion project is underway as additional WiFi radios have been added and all lift stations are now communicating through the WiFi system. Public Works is expanding the WiFi system to include communication with the Surface Water Management system. Wireless Cameras in parks and in heavily used intersections are also used to improve public safety.

### EQUINE WASTE AND ENVIRONMENTAL PROGRAM

Wellington has modified the code of ordinances, Article V – Stormwater Quality Management, to improve the Best Management Practice (BMP) designed to further enhance flood attenuation, improve water quality and provide additional storage of surface water. The program’s goal is to further reduce nutrient concentrations and other pollutants that potentially may enter the regional storm water systems. This goal is consistent with, and complimentary to, other State and Federal efforts to improve water quality in South Florida and the Florida Everglades.





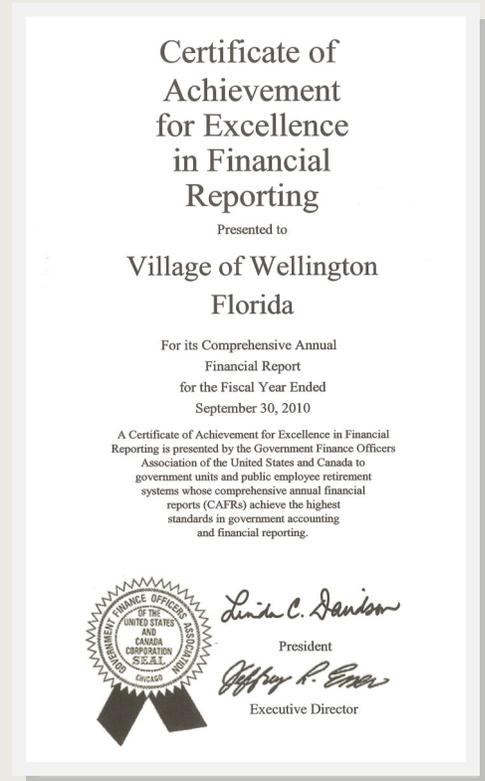
LEED CERTIFIED GOLD BUILDING



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TREE CITY AND GROWTH AWARDS



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*Linda C. Sandson*  
President

*Jeffrey L. Esser*  
Executive Director

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