



CITY OF WESTLAKE, FLORIDA

DRAFT 2026–2027 STRATEGIC PLAN

Updated Following the September 8, 2026 Strategic Planning Session

Includes 2025 Strategic Plan Crosswalk

MISSION, VISION AND CORE VALUES

During the September 8, 2026 Strategic Planning Session, the Mayor and City Council reviewed the City's existing Mission and Vision and determined that changes were not necessary. The Mission and Vision are therefore reaffirmed. The City's existing Core Values are also carried forward.

OUR VISION

Westlake is a thriving, inclusive, and sustainable city-where innovation flourishes, safety is foundational, and a community where its residents are proud to call home, now and for generations to come.

OUR MISSION

The City of Westlake is committed to building a safe, inclusive, and sustainable community by thoughtfully guiding growth, prioritizing public safety, and enhancing the quality of life by demonstrating responsive leadership.

OUR CORE VALUES

- We will act with integrity and honesty.
- We will be ethical in all our efforts.
- We will demonstrate responsible stewardship.
- We will always place safety first.
- We will be transparent and accountable.
- We will lead and treat everyone with respect.

The Mission, Vision, and Core Values are carried forward from the 2025 Strategic Plan.

GOAL 1 — COLLABORATING WITH MINTO COMMUNITIES

Objective: Continue communication and collaboration between the City and Minto Communities regarding future plans and development within the City.

The 2025 Strategic Plan included sharing the Strategic Plan with Minto Communities, inviting the developer to discuss plans with the City Council, and holding an open dialogue regarding activities planned by the City and Minto Communities.

Activity	Timeframe
Continue open dialogue with Minto Communities regarding activities and future plans of the City and Minto Communities.	Ongoing
Determine whether the developer has already completed market analysis related to commercial development in the City.	Proposed: December 2026
Based on the information provided by the developer, determine whether additional market analysis by the City is necessary to assist with future commercial development and opportunities such as ICSC.	Proposed: February 2027

GOAL 2 — INNOVATION, EFFICIENCY AND FUTURE READINESS — POSITION WESTLAKE AS A CITY OF INNOVATION

Objective: Continue to evaluate opportunities to improve the City's use of technology, communications, financial management, and access to City information and services.

This goal replaces the previous “Developing a Westlake App” goal. The 2025 Strategic Plan included activities related to a Westlake app, redesigning and updating the City's website, and considering the hiring of a Public Information Officer.

Activity	Timeframe
Redesign and update the City's website.	Proposed: FY 2027
Consider hiring or establishing a Public Information Officer function.	October 2027
Evaluate the feasibility of acquiring and implementing an Enterprise Resource Planning (ERP) system to bring the City's accounting and financial management functions within the City.	Proposed: January–March 2027
As part of the ERP evaluation, identify the City's accounting, budgeting, financial reporting, accounts payable, purchasing, and other financial-management requirements.	Proposed: March 2027
Evaluate the costs, implementation requirements, and available options for acquiring an ERP system.	Proposed: March 2027
Evaluate retaining the services of a Finance Director, financial management company, or other qualified firm to manage and assist with the transition and implementation of the City's accounting and financial functions.	Proposed: March–April 2027
Present the ERP and financial-management options to the City Council for consideration and direction.	Proposed: May 2027
Establish an accounting and financial-management structure, including the ERP and Finance Director or financial-management firm, that supports timely preparation of the City's financial records and annual audit.	September 30, 2027
Evaluate opportunities to utilize the FCCMA and/or ICMA Manager in Transition (MIT) programs to provide experienced local government management professionals for short-term assignments, special projects, organizational support, and other temporary needs of the City.	FY 2027 / As Needed
Prepare and maintain a City organizational chart identifying the City's organizational structure, Charter Officers, departments/functions, and reporting relationships. The organizational chart shall be approved by the City Manager and provided to the Mayor and City Council.	January 2027 / Updated as Needed
Establish an Auditor Selection Committee and complete the competitive process for selection of the City's independent certified public accounting firm in accordance with F.S. § 218.391.	FY 2027
Ensure completion of the City's annual financial audit in accordance with F.S. § 218.39.	Annually — no later than June 30

The previous activities to collect a list of app vendors at the Florida League of Cities Annual Conference and complete the evaluation of potential app vendors are not carried forward.

GOAL 3 — ESTABLISHING A CITY HALL

Objective: Provide for the City's temporary and permanent City Hall needs.

The 2025 Strategic Plan called for developing and publishing an RFP for temporary leased space for a City Hall presence.

Activity	Timeframe
Develop and issue an RFP for temporary modular City Hall facilities on the property intended for construction of the future permanent City Hall.	Proposed: January 2027
Include administrative office space, meeting space, Mayor and City Council space, a Council Chamber/public meeting space, and necessary site improvements in the temporary modular project.	As part of RFP
Locate the temporary modular facilities so they do not interfere with future construction of the permanent City Hall.	As part of RFP
Where possible, plan infrastructure and site improvements associated with the temporary modular facilities so they can support or be incorporated into the future permanent City Hall development.	As part of RFP
Obtain community input regarding ideas for the future construction of the permanent City Hall as part of the Citywide Public Engagement Sessions.	Proposed: Spring 2027

The public engagement component concerns the future permanent City Hall, not the temporary modular facilities.

GOAL 4 — INSTALLING PUBLIC SAFETY TECHNOLOGY

Objective: Continue evaluating and implementing public-safety technology within the City.

The 2025 Strategic Plan included activities related to a public-private CCTV partnership, school-zone speed detection cameras, and License Plate Readers.

Activity	Timeframe
Continue the City's efforts regarding implementation of the school-zone speed detection system.	In Progress
Continue coordination with the Palm Beach County Sheriff's Office regarding implementation and enforcement of the school-zone speed detection system.	In Progress
Determine whether the City wants to expand the use of License Plate Readers.	Proposed: FY 2027
Determine whether the previously proposed public-private partnership regarding access to business CCTV systems should continue to be pursued.	Proposed: FY 2027

GOAL 5 — COMPLETING ROAD INTERCONNECTIVITY

Objective: Continue supporting road and multimodal interconnectivity affecting Westlake and the surrounding area.

The 2025 Strategic Plan identified two activities: adoption of a Resolution of Support for construction of 60th Street N from Seminole Pratt Whitney Road to State Road 7 and adoption of a Resolution of Support for multimodal access between Seminole Ridge High School and Grove Market Place. The City Council has completed the two resolution activities. The underlying transportation initiatives continue.

Activity	Timeframe
Continue supporting construction of 60th Street N from Seminole Pratt Whitney Road to State Road 7. The City's Resolution of Support has been completed and transmitted to the Palm Beach County Commission.	City Action Completed / Continued Support
Continue supporting multimodal access between Seminole Ridge High School and Grove Market Place. The City's Resolution of Support has been completed.	City Action Completed / Continued Support
Work collaboratively with the Indian Trail Improvement District (ITID) regarding opportunities to advance road interconnectivity affecting Westlake and surrounding communities.	Ongoing
Continue supporting the extension of Persimmon Boulevard East to improve regional roadway connectivity and access affecting Westlake and surrounding communities	Ongoing / Continued Support

GOAL 6 — DETERMINING THE FUTURE OF A CITY PARK

Objective: Continue planning for the future City Park through coordination with the Seminole Improvement District, pursuit of funding, and community input regarding park amenities and programming.

The 2025 Strategic Plan called for City/SID meetings, investigation of future funding sources, and a community survey concerning the proposed City Park.

Activity	Timeframe
Continue biannual meetings between the City and the Seminole Improvement District (SID) regarding the City Park.	Biannually
Continue seeking funding for the City Park, including grants, State appropriations, public-private partnerships, donations, sponsorships, and other available funding opportunities.	Ongoing
Pursue Phase II State appropriation funding for the City Park.	October 2027
Conduct an online community survey to determine what amenities, facilities, and programming residents would like to include in the future City Park.	Proposed: Spring 2027
Include the future City Park and desired park amenities and programming as part of the Citywide Public Engagement Sessions.	Proposed: Spring 2027
Consider opportunities for technical assistance or similar grant funding to assist with park programming, community engagement, planning, or implementation.	Proposed: FY 2027
<i>Community engagement will focus on what residents want to include in the park, including potential amenities such as covered playgrounds, covered or shaded areas, recreational amenities, community spaces, and other park features.</i>	

GOAL 7 — COST RECOVERY

Objective: Review City fees and revenues associated with contracted and fee-supported services to determine whether they adequately cover the City's costs of providing those services.

Activity	Timeframe
Develop a cost-recovery model for City services that generate fees or revenues.	Proposed: April 2027
Review fees and revenues associated with contractors providing revenue-generating or fee-supported City services.	Proposed: April 2027
Review Chen Moore and Associates development-related engineering services and associated fees and costs.	Proposed: April 2027
Review NOVA Engineering building permitting, inspections, and related services and associated fees and costs.	Proposed: April 2027
Determine whether changes to applicable fees or other cost-recovery mechanisms should be presented to the City Council for consideration.	Proposed: June 2027

GOAL 8 — CHARTER REVIEW AND POTENTIAL AMENDMENTS TO THE CHARTER AND ORDINANCES

Objective: Review potential amendments to the City's Charter and related ordinances and obtain community input regarding proposed changes.

Activity	Timeframe
Review potential Charter changes that would allow the City Manager and City Attorney to serve as City employees as well as through contractual arrangements.	Proposed: January 2027
Review adding the City Clerk as a Charter Officer.	Proposed: January 2027
Evaluate the feasibility of providing compensation and benefits to the Mayor and City Council, including compensation, Florida Retirement System participation, and group health coverage.	Proposed: February 2027
Conduct three Citywide Public Engagement Sessions, including at least one session on a Saturday.	Proposed: March–May 2027
Include Charter review and potential amendments as part of the Citywide Public Engagement Sessions.	March–May 2027
Include discussion and community ideas regarding the future construction of the permanent City Hall as part of the Citywide Public Engagement Sessions.	March–May 2027
Include discussion regarding the amenities and programming residents would like to be included in the future City Park as part of the Citywide Public Engagement Sessions.	March–May 2027
Review public input and identify Charter amendments to move forward for City Council consideration.	June–July 2027
City Attorney prepares proposed Charter amendments and ballot language for City Council consideration.	August–September 2027
Present the proposed Charter amendments to the City Council for consideration and action.	October–November 2027
Submit approved Charter amendment ballot materials to the Palm Beach County Supervisor of Elections at least 95 days before the March 14, 2028 election.	Deadline: December 10, 2027
Proposed Charter amendments submitted to Westlake voters.	March 14, 2028 Election

The City Hall portion concerns new construction of the future permanent City Hall, not the temporary modular facilities. The City Park portion focuses on future park amenities and programming; the online City Park survey under Goal 6 supplements the in-person engagement. Charter amendments intended for the March 14, 2028 election must be submitted to the Palm Beach County Supervisor of Elections at least 95 days before the election, establishing a December 10, 2027 submission deadline.

GOAL 9 — CITY COUNCIL RULES OF PROCEDURE AND DECORUM

Objective: Update the City's existing City Council meeting policy to include rules regarding decorum and meeting procedures.

Activity	Timeframe
Review and update the City's existing City Council meeting rules/policy.	Proposed: November 2026
Add a dedicated Decorum section addressing Councilmember conduct, preservation of order, respectful communications, procedural rulings, public participation, and related meeting procedures.	Proposed: November 2026
Prepare the updated policy for City Council consideration by Resolution.	Proposed: January 2027

GOAL 10 — INFRAMARK AGREEMENT

Objective: Provide the City Council with a separate opportunity to review and discuss the Inframark agreement.

Activity	Timeframe
Schedule a separate City Council workshop for discussion of the Inframark agreement, as directed by the City Council.	Proposed: Fall 2026
Discuss the proposed agreement, including scope of services, staffing, responsibilities, financial provisions, reporting, and other proposed contractual provisions.	At Workshop
Revise the proposed agreement as necessary based on City Council direction and return it for City Council consideration.	Following Workshop

2025–2027 STRATEGIC PLAN CROSSWALK

The following crosswalk shows how the six goals contained in the 2025 Strategic Plan relate to the draft 2026–2027 Strategic Plan. It identifies whether each 2025 goal is continued, modified, or updated and shows where the related work appears in the current draft.

2025 Strategic Plan Goal	2026–2027 Draft Relationship	Treatment	Crosswalk / Change
Collaborating with Minto Communities	Goal 1 — Collaborating with Minto Communities	Continued	Continues open dialogue with Minto Communities. Adds review of whether existing market analysis is available and whether additional City analysis is necessary.
Developing a Westlake App	Goal 2 — Innovation, Efficiency and Future Readiness — Position Westlake as a City of Innovation	Modified / Renamed	Broadens the former app-focused goal. Carries forward website redesign and the Public Information Officer discussion; adds evaluation of an ERP and financial-management structure. Prior app-vendor collection/evaluation activities are not carried forward.
Establishing a City Hall	Goal 3 — Establishing a City Hall	Continued / Updated	Moves from the 2025 temporary leased-space activity to evaluation and procurement of temporary modular City Hall facilities on the future permanent City Hall property, while also obtaining public input on the future permanent City Hall.
Installing Public Safety Technology	Goal 4 — Installing Public Safety Technology	Continued	Continues school-zone speed detection implementation and consideration of License Plate Readers and the previously proposed CCTV partnership.
Completing Road Interconnectivity	Goal 5 — Completing Road Interconnectivity	Continued; 2025 resolution activities completed	Recognizes completion of the City's two resolution activities while continuing support for 60th Street N and multimodal access and adding collaboration with ITID.
Determining the Future of a City Park	Goal 6 — Determining the Future of a City Park	Continued / Updated	Continues SID coordination and funding efforts. Updates the community-engagement activity to focus on desired park amenities and programming and includes pursuit of Phase II State appropriation funding.

New Strategic Areas Added in the 2026–2027 Draft

New 2026–2027 Strategic Area	Relationship to 2025 Plan
Goal 7 — Cost Recovery	Adds review of City fees and revenues associated with contracted and fee-supported services.
Goal 8 — Charter Review and Potential Amendments to the Charter and Ordinances	Adds the Charter review and public-engagement items discussed during the September 8, 2026 Strategic Planning Session.
Goal 9 — City Council Rules of Procedure and Decorum	Adds the directed review of the existing City Council meeting policy and preparation of an updated policy by Resolution.
Goal 10 — Inframark Agreement	Adds the separately directed City Council workshop concerning the Inframark agreement.

STRATEGIC GOALS AT A GLANCE

#	Strategic Goal
1	Collaborating with Minto Communities
2	Innovation, Efficiency and Future Readiness — Position Westlake as a City of Innovation
3	Establishing a City Hall
4	Installing Public Safety Technology
5	Completing Road Interconnectivity
6	Determining the Future of a City Park
7	Cost Recovery
8	Charter Review and Potential Amendments to the Charter and Ordinances
9	City Council Rules of Procedure and Decorum
10	Inframark Agreement

Draft Timeframes: Dates identified as “Proposed” are working implementation dates for the draft Strategic Plan and are not intended to indicate that the City Council formally established those specific deadlines during the September 8, 2026 Strategic Planning Session. The December 10, 2027 Supervisor of Elections submission deadline and March 14, 2028 election date are shown as fixed election milestones.