

STRATEGIC PLAN

2009 → 2014 → 2024

EXECUTIVE SUMMARY

***Mayor and
City Council***



***Orange City, Florida
FY 09/10***



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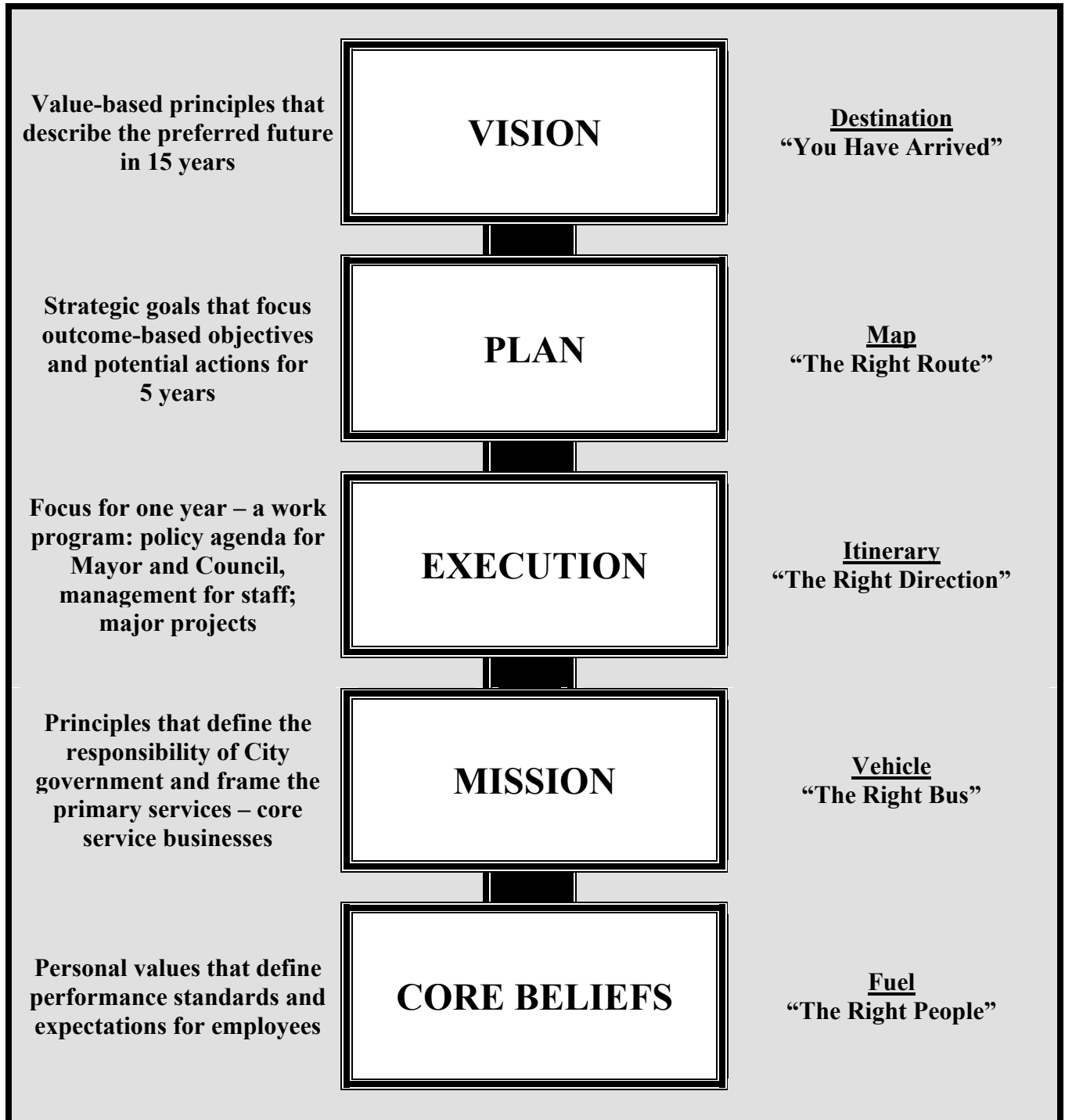
Table of Contents

EXECUTIVE SUMMARY

Strategic Planning for the City of Orange City	1
Orange City Vision 2024	2
Plan 2009 – 2014	7
Orange City Mission	17
Action Agenda 2009 – 2010	18

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STRATEGIC PLANNING MODEL



**Orange City
Vision 2024**

ORANGE CITY
is the *HEART OF SOUTHWEST*
VOLUSIA COUNTY.^(A)

=====

ORANGE CITY
is a *HISTORIC SMALL TOWN,*^(B)
that is a *GREAT PLACE TO LIVE.*^(C)

=====

OUR RESIDENTS OF ORANGE CITY
live in a *BEAUTIFUL COMMUNITY,*^(D)
enjoy *CONVENIENT LIVING,*^(E)
and have a choice of *QUALITY HOMES.*^(F)

Vision 2024

Guiding Principles

PRINCIPLE A

HEART OF SOUTHWEST VOLUSIA COUNTY

► Means

1. Being a destination for medical and health care services
2. Attracting targeted clean industries such as software and technology-based businesses with quality high-paying jobs
3. Being the regional commercial center
4. Public regional transportation hub
5. Multi-level education center offering courses and degrees
6. Green and environmental sensitive community
7. Destination for entertainment, recreation and cultural opportunities
8. Destination for retirees
9. Attractive for family living
10. Being a destination for financial services
11. Reputation as the place to go – attracting non residents coming to Orange City for shopping
12. Community rich activities

PRINCIPLE B

HISTORIC SMALL TOWN

► **Means**

1. Variety of small businesses supported by the community
2. Community Civic Center: City Hall, Library, Dickinson
3. Strong community and non-profit organizations contributing to Orange City
4. Orange City “Elementary School” as multi-purpose activity center
5. Preserving our small-town character
6. Incentives for historic revitalization
7. Successful community and neighborhood events and festivals bringing residents together
8. Teen Center for youths
9. Aesthetic appearance using architects with modern concepts
10. Residents involved in civic and community affairs
11. Streetscape and xeriscaping
12. Residents living within 1 mile of civic center in a walkable area
13. Neighbors knowing, interacting and helping with neighbors
14. History: information dissemination and marketed
15. Community gathering places throughout the City

PRINCIPLE C

GREAT PLACE TO LIVE

► **Means**

1. Quality opportunities for education, enrichment and mentoring
2. Safe community where residents feel safe and secure
3. Reasonable taxes with affordable and appropriate services that make Orange City a great place to live
4. Opportunities to work in Orange City
5. Youth Center and Programs
6. All generations want to live here
7. Variety of opportunities for leisure time
8. Residents involved in civic and community affairs
9. Cultural and performing arts
10. Museum
11. Athletic fields

PRINCIPLE D

BEAUTIFUL COMMUNITY

► **Means**

1. Attractive corridors and streetscapes throughout the City
2. Business centers and buildings well-maintained and landscaped
3. Well-maintained city facilities, parks and infrastructure
4. Design guidelines followed in new developments and redevelopment
5. Trees throughout the City
6. Median down Highway 17-92
7. Underground utilities
8. Drought tolerant – plants requiring low water use
9. Use of native flowers
10. Local newspaper

PRINCIPLE E

CONVENIENT LIVING

► **Means**

1. Easy access and mobility for handicapped
2. Easy access to services
3. Parks linked through a multi-use trail system
4. Medical and healthcare
5. Mass transit link shopping area
6. Easy access to shopping
7. Easy access to restaurants, entertainment and culture
8. Sidewalks on every street
9. Golf carts on city streets
10. Pedestrian bridge(s) for Highway 17-92
11. Easy access to Orlando and to the beach

PRINCIPLE F

QUALITY HOMES

► **Means**

1. Range of housing choices: prices and types
2. Historic homes preserved and upgraded
3. Green and sustainable concepts incorporated in new homes and remodeled homes
4. Energy efficient homes
5. Quality homes in new developments
6. People taking pride in their homes and property
7. Affordable housing available
8. Older homes up to code
9. Hurricane standards applied to homes and buildings

City of Orange City Goals 2014

Strong Local Economy and Tax Base

Recognized for 1st Class, Cost-Effective City Services

Revitalized Highway 17-92 Corridor

Quality Development through Build-Out and Infill

Orange City – A Beautiful Showcase

GOAL 1	STRONG LOCAL ECONOMY AND TAX BASE
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- **Objectives**
- Objective 1** Maintain adequate resources to support defined services and service levels
 - Objective 2** 30% – 70% tax base (residential vs. commercial) which allows for less ad valorem tax burden on the residents
 - Objective 3** Expand revenue sources for the City
 - Objective 4** Develop strong partnership with local small businesses
 - Objective 5** Retain and attract quality businesses

- **Short-Term Challenges and Opportunities**
1. Federal and state unfunded mandates and regulations
 2. Rising costs of daily operations
 3. Local and national economic recession impacting city revenues and local businesses
 4. Decreased valuation of housing and commercial markets

- **Actions 2009 – 2014** **PRIORITY**
- Policy Agenda 2009 – 2010*
1. City Branding: Direction, Actions (link to Manatees, Blue Springs, River of Lakes)
 2. Higher Education Attraction Strategy (including UCF High Tech Corridor and Chamber Incubator Program)
- Management Agenda 2009 – 2010*
- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Southwest Volusia Regional Transportation Study 2. City Economic Development Strategy (with Chambers and others) including Small Business Retention/Visits: Development | <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Top Priority</div> <div style="border: 1px solid black; padding: 2px;">High Priority</div> |
|---|--|

GOAL 2

RECOGNIZED FOR 1ST CLASS, COST-EFFECTIVE CITY SERVICES

► **Objectives**

Objective 1 Become the preferred service provider in Southwest Volusia County

Objective 2 Maintain high citizen satisfaction with city services

Objective 3 Effective use of technology in our City service delivery

Objective 4 Better quality City facilities and equipment

Objective 5 Maintain high City employee morale and ethics

Objective 6 Maintain positive relationship with business community

► **Short-Term Challenges and Opportunities**

1. Cost of maintaining equipment and facilities
2. Regionalization or service collaboration within Southwest Volusia County
3. Service demands and workforce capacity
4. Fears vs. financial realities of Orange City
5. Low tax mentality – “We want it all and we do not want to pay”

► **Actions 2009 – 2014**

PRIORITY

Policy Agenda 2009 – 2010

1. Preferred Service Provider Strategy and Actions
2. Police Staffing Study: Evaluation, Direction and Funding
3. Budget and Tax Rate: Direction

Top Priority

Top Priority

Top Priority

Management Agenda 2009 – 2010

1. Alternative Revenues: Evaluation and Direction
2. Fire Station 68: Alternative Locations and Renovations

Top Priority

High Priority

Management in Progress 2009 – 2010

1. Website: Further Update
2. Development of Permit Fees: Evaluation and Direction
3. Electronic Records Policy: Direction
4. Auditor: Selection

GOAL 3

REVITALIZED HIGHWAY 17-92 CORRIDOR

► **Objectives**

Objective 1 A beautiful Highway 17-92 corridor with landscaped medians

Objective 2 Provide sewer services along Highway 17-92 corridor

Objective 3 Upgrade Highway 17-92 commercial areas and upgrade to standards

Objective 4 Stricter enforcement of speed limits

Objective 5 Relocate power utilities along the Highway 17-92 corridor

► **Short-Term Challenges and Opportunities**

1. Understaffed police force
2. Common vision and goals for the corridor
3. Business and property owners engagement
4. Provision of sewer service
5. Storm water and drainage problems
6. Attracting new sustainable businesses and business development

► **Actions 2009 – 2014**

PRIORITY

Policy Agenda 2009 – 2010

1. Sewer Line Extension
2. River of Lakes Heritage Corridor: District Definition
3. “Dark” (Vacant) Building Ordinance: Direction
4. Western Beltway Development: Lobbying

High Priority

High Priority

High Priority

Management Agenda 2009 – 2010

1. Covered Bus Stops: Direction and Actions
2. Traffic Control at Graves and Highway 17-92 (vehicle and pedestrian)

Top Priority

High Priority

► **Major Projects 2009 – 2010**

1. Highway 17-92 Streetscape and ROW Beautification

GOAL 4

QUALITY DEVELOPMENT THROUGH BUILD-OUT AND INFILL

► **Objectives**

Objective 1 Maintain or strengthen standards to guide future development and redevelopment

Objective 2 Annex to planning border and enclaves

Objective 3 30 – 70% balance (residential-commercial)

Objective 4 Improve traffic flow and access to the city

Objective 5 Have well-maintained city infrastructure in old and new areas

Objective 6 Develop an affordable water supply for the future

► **Short-Term Challenges and Opportunities**

1. Aging utility infrastructure (water and sewer)
2. Availability of water – affordable water supply
3. Growing traffic volume and limited road capacity contributing to congestion
4. Inconsistent sidewalks throughout the city
5. Lack of sewer service

► **Actions 2009 – 2014**

PRIORITY

Policy Agenda 2009 – 2010

1. Alternative Water Supply: Direction and Funding
2. Annexation: Direction, Legislation and Actions
 - a. Enclaves
 - b. Planning Boundary
3. Western Beltway Corridor: Lobbying and Funding

Top Priority

High Priority

Management Agenda 2009 – 2010

1. Water Conservation Ordinance and Program: Development
2. Southwest Volusia Regional Transportation Study and Interlocal Agreement
3. Red Light Cameras: Evaluation and Direction
4. Florida Building Bad House Ordinance

Top Priority

Top Priority

High Priority

High Priority

Management in Progress 2009 – 2010

1. Evaluation and Appraisal Report/Comprehensive Plan Amendments
2. Votran Facility

► **Major Projects 2009 – 2010**

1. Sparkman Avenue Connection

GOAL 5

ORANGE CITY – A BEAUTIFUL SHOWCASE

► **Objectives**

Objective 1 Beautify major corridors and gateways

Objective 2 Upgrade parks and maintain current parks

Objective 3 Active code compliance – meeting city standards

Objective 4 More attractive, Florida-friendly landscaped commercial areas

Objective 5 More visual appeal that is inviting for people

Objective 6 Expand recreation and leisure activities for all family generations

► **Short-Term Challenges and Opportunities**

1. Funding for projects
2. Enforcing the codes
3. Defining “beautiful”
4. Demonstrating the value of beautification to small businesses
5. Resistance by some property owners
6. Defining the City’s role

► **Actions 2009 – 2014**

PRIORITY

Policy Agenda 2009 – 2010

1. Recycling Facility Litigation: Resolution and Follow Up Actions
2. Valentine Park Improvements and Funding
3. Mill Lake and Pond: Direction and Funding

Top Priority

High Priority

Management Agenda 2009 – 2010

1. After School Program/Facilities: Evaluation and Direction (in partnership with churches and community organizations)

Top Priority

Management in Progress 2009 – 2010

1. Mill Lake Park Clean Up

**City of Orange City
Our Mission**

ORANGE CITY GOVERNMENT

is *FINANCIALLY SUSTAINABLE*,⁽¹⁾

provides *TOP-QUALITY MUNICIPAL SERVICES*⁽²⁾

and is recognized as the *REGIONAL LEADER*.⁽³⁾

City of Orange City Policy Agenda 2009

TOP PRIORITY

Budget and Tax Rate: Direction
Preferred Service Provider Strategy and Actions
Police Staffing Study: Evaluation, Direction and Funding
Alternative Water Supply: Direction and Funding
Recycling Facility Litigation: Resolution and Follow Up Actions
Valentine Park Improvements and Funding

HIGH PRIORITY

Sewer Line Extension
River of Lakes Heritage Corridor: District Definition
“Dark” (Vacant) Building Ordinance: Direction
Annexation: Direction, Legislation and Actions

City of Orange City Management Agenda 2009

TOP PRIORITY

**Southwest Volusia Regional Transportation Study
and Interlocal Agreement**
Alternative Revenues: Evaluation and Direction
Covered Bus Stops: Direction and Actions
Water Conservation Ordinance and Program: Development
After School Program/Facilities: Evaluation and Direction

HIGH PRIORITY

**City Economic Development Strategy (with Chambers and others)
including Small Business Retention/Visits: Development**
Fire Station 68: Alternative Location and Renovation
**Traffic Control at Graves and Highway 17-92
(vehicle and pedestrian)**
Florida Building Bad House Ordinance
Red Light Cameras: Evaluation and Direction

Management in Progress 2009

- 1. Website: Further Update**
- 2. Development of Permit Fees: Evaluation and Direction**
- 3. Electronic Records Policy: Direction**
- 4. Auditor: Selection**
- 5. Evaluation and Appraisal Report/Comprehensive Plan Amendments**
- 6. Votran Facility**
- 7. Mill Lake Park Clean Up**
- 8. Council Districts: Decision**
- 9. High School Name: Orange City High**
- 10. New City Manager: Selection**

Major Projects 2009

- 1. Highway 17-92 Streetscape and ROW Beautification**
- 2. Sparkman Avenue Connection**