

**STRATEGIC PLANNING
WORKSHOP**

CITY OF ORANGE CITY

MAY 15, 2010

**Facilitated by
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INTRODUCTION

The second part of the strategic planning process for the City of Orange City was held on May 15, 2010. This day-long workshop for the City Council and senior staff followed the Community Conversations workshop held April 29. The Mayor and all of the Council Members were in attendance along with senior staff. Ms. Marilyn Crotty, Director of the Florida Institute of Government at the University of Central Florida, facilitated the workshop.

After the participants set ground rules for the workshop, the elected officials were asked to share their visions for the future of the city. Ms. Crotty reviewed the report from the citizen workshop and staff gave a brief overview of the budget forecast for the next fiscal year. The elected officials discussed some parameters they would like staff to follow as they develop the new budget.

The participants then assessed the strengths, weaknesses, opportunities and threats facing the city. The next part of the workshop consisted of a listing of strategic issues that are significant for the City of Orange City. At this point, the participants grouped the issues into six goal areas.

The elected officials then identified objectives for each goal. The Council designated the objectives they felt were most important for implementation in the next year. The objectives receiving the most support are identified as Tier One objectives; those of secondary importance are designated Tier Two; and all the rest of the objectives are designated as Other. This report is a summary of the discussions and conclusions of the workshop.

GROUND RULES

The following ground rules were agreed upon by the participants as guidelines for the day:

- Be respectful
- Listen
- Be concise
- No cross talk
- Balanced opinions, common interest
- Stay on task
- Be open and honest
- End on time

ORANGE CITY– 2020

Each of the elected officials was asked to describe their visions for the future of the city. They spoke about the following:

Provision of Services

Continue excellent levels of service

More youth programs- recreation, more educational programs

Program to provide cultural opportunities

Development and Redevelopment

Have a vision for all parts of city

Redevelopment of downtown (with infrastructure to support it)

Partnerships with businesses

Define targeted businesses to draw to city to provide local jobs

Attract and develop new businesses related to natural resources, eco-tourism

Increased density in downtown core

Decreased density in outside core

Aggressive annexation - fill in holes, new businesses

Plan in place for all future development in service area

Enhance medical hub - research facility

Parks, shopping, to attract tourists

No enclaves - along 17-92, Enterprise

Smart growth- sustainability, walkable community

Transportation

Rail station connectivity- trails, etc.

Transit to support commuter rail station

30 mph speed limit- 17-92, Saxon Blvd., Veterans Memorial
Western beltway

Housing

Plan for long-term needs of residents in manufactured homes/trailers, meet housing needs
Affordable housing- planned for inclusion in developments
Housing for elderly- communities
Study of gated communities- false sense of security, lack of interaction with city

Municipal Facilities

City complex- city hall, public safety building, acquire and develop property
Plan for police and fire facilities throughout city

Water Issues

Contain water costs
New water system

Citizen Engagement

Increased citizen participation
Interactive community- retirees, young people
Young people will want to live in the city
Website expansion for improved citizen use

Green City

Planting trees - older part of city- in right of ways, green city appearance
Energy efficient, green technology in city

Other Comments

Keep taxes low
Maintain community schools - change name of new high school
Identity/image of the city is clear
Safe community- perception and reality
Monitor and implement strategic plan - staff trained to do this
Integrate all areas of the city, all are thriving

BUDGET PARAMETERS

The Council discussed guidelines for staff to follow as they develop the budget for FY2010-11

Consider millage increase

As high as 7.5 or “rollback”

Develop good explanation for public of what “rollback” is

Staff provides scenarios about how millage rate relates to level of service

Efficiency in provision of services

Review pay inequities

Explore opportunities based on recessionary issues

Make investments for the future

Continue policy-use reserves for non-recurring costs

Don't balance budget “on the back of the employees”

Review expenditures for possible savings

Define levels of service- can there be new levels of service? – ALS vs BLS

Explore possibility of fire service fee and other special assessments

Explore functional consolidation of services

Unknown impacts of unfunded mandates- EPA water quality standards, water management district, etc.

Explore public/private partnerships

The Council and staff then identified what they perceive as strengths and weaknesses of the city and its government. They also identified opportunities and threats that the city faces. The following chart is a compilation of these ideas. The number in parens () next to each comment indicates how many participants made this comment.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Staff (13) (longevity, knowledgeable, dedicated, committed, employee communication friendliness to help developers, collective ability to paradigm shift, helpful, morale, loyalty, sufficient staffing)	Lack of communication with public/citizens (2)	Natural resources (6) (trails, Blue Springs, take advantage of, river, green space, TR, spring to spring trail, manatees)	Unfunded mandates (7) (SJRWMD, DEP, state)
Citizens (6) (Informed, engaged, love the city, committees, intrinsic intellectual and experiential resources (citizens),	Lack of funding for utility projects (2)	Growth (3) (great time to plan and get ready for next wave of growth, while costs are low, available growth)	Economy (5) (prolonged recession)
Council (4) (supportive, relationship, great team, respects each other's ideas)	Uninformed citizens (2) (limited training, lack of education of staff functions)	Train/Sun Rail (3) (station)	Volusia County (3) (East, resources, employees)
Community (3) (Pride, sense of, lots of smart people with community spirit)	Antiquated water system	Citizens (2) (educate)	Misinformation (3) (citizens, false information, Deland Beacon Blog)
Equipment (3) (tools to get the job done, cars and trucks)	Negative thinking of council/citizens	Annexations (2) (county agreement)	Hurricanes (3)
City Manager (3) (great, capable)	Personal agendas	Economy (2) (prepare for recovery)	State legislature (2) (Tabor)
Schools (2) (local and countywide)	Lack of partnerships with community organizations (churches, clubs, civic groups, fraternal)	Location (2) (geography, proximity to beaches)	Negativity (2) (some citizens do not reflect the entire city)

Technology (2) (software)	Staff longevity, opposition to change	New schools (2)	Increase in population
Small town (2) (easier to re-establish/develop relationships than in larger communities, small town atmosphere)	Limited resources	Expand tax base (2) (annexations, public private partnerships)	Lack of education for public re: city services they pay for
Parks	Traffic congestion on Saxon and Veterans Memorial	Change in leadership- council and manager	St. Johns water Management Project
Fire Department	Enclaves	Our geographic 'fit' to attract eco-tourists	TARP
Good commercial tax base	Size/smaller city	Lack of jobs	Sprawl
Support from politicians	Low education level	Progressive attitude	Disrespect for authority
Homogeneous	Public disinterest	Attract business with job opportunities	Misconception- our situation vs. neighboring cities
Relationships with other government agencies	Perception of future/economy	Willing to perceive threats	War outside US
City history	The sky is falling (not everywhere)	Joint partnership agreements	Amendment 4
Blue Springs	Deteriorating business corridor downtown	Location	Litigation
Level of service	Slightly behind the curve in many areas	32763	Declining property values
Success of the past (tax base, infrastructure, planning, controls on development)	Lack of programs offered to different cultural groups	Transportation- roads, trails, county	Lack of understanding of government functions and duties by citizens
	Communication within	Climate- sun	Water Mgt. District
	Presentation of incorrect information by influential providers	DeBary services agreement(s)	Garbage and recycling
	Absence of diversity	Grants	Annexation- county agreement
		Time to invest in future. Things are going to get better	Political nonsense

		Taking over services from other cities	County redistricting
		Building stronger social connections and engage citizens in innovative programs	Potential to lose part of vision as providing “world class opportunity” if we do not incorporate innovation into future planning
		Trailer parks, manufactured homes	Environmental Protection Agency
		St. Johns water management project	Growing crime
		Increase in population	Drug use
		Garbage and recycling	Trailer parks and manufactured homes
		Natural environment for development and marketing	Transportation, roads, trails, county
		To create a great downtown (2) (17-92 redevelopment)	32763
		Home Owners Assocs.	Location
			Lack of jobs
			Blue Springs

STRATEGIC ISSUES

At this point, participants were asked to identify issues that are important to the future well-being of the city. The following items were listed:

Water Issues

Quantity, quality, sources, stormwater

Planning and Growth Management

Annexations and JPA's- 32763

Prepare for train station

17-92 corridor overlay

Redevelopment of downtown, historical district

Trees/beautification

Transportation- connectivity, rails, roads, transit, sidewalk, trails, etc. MMTD (multi-modal transportation district)

Planning for future growth-density

Organizational Sufficiency

Fund activities to bring city up to date with best practices

Refueling facility with Votran

Community and Identity

Marketing and branding of Orange City – community identity

Develop new events
Parks- recreation programs, cultural programs
Improve relationship with the media
Continue to improve communication with and information to citizens

Fiscal/financial Sustainability

Attract business/jobs
Enable city to participate/benefit from external funding opportunities
Continued expansion of contractual services with other entities that are cost effective for the city and revenue enhancing

Public Safety

Fire station- S. Orange City
Plan for 32763 fire service
Prepare for high school

The Council agreed these six strategic issue areas were appropriate goals for the next fiscal year. The Council then identified objectives under each goal. The final activity of the day was the selection of priorities. Any objective that received five or more "dots" (number of dots identified by number in () in front of each objective) is considered a tier one priority. Objectives with four "dots" are tier two priorities. The rest of the objectives are listed as other. There is no significance to the order in which the goals are listed.

GOALS AND OBJECTIVES

GOAL - WATER ISSUES

Objectives

Tier One

(5) Upgrade existing infrastructure

Tier Two

(4) Fund and implement storm water plan

Other

(2) Continue to support sustainable water committee

(1) Conduct a rate sufficiency study

Develop a water conservation plan

SJRWMD and alternative water sources

GOAL - PLANNING AND GROWTH MANAGEMENT

Objectives

Tier One

(5) Planning for annexations - JPA's and 32763

(5) Growth management study to include 17-92 corridor overlay, redevelopment of downtown, historic district, transportation (connectivity, rails, roads, transit, sidewalk, trails, etc. MMTD {multi-modal transportation district}), planning for future growth-density, visioning programs

Other

Beautification program

Trees

Drought tolerant

Cold tolerant

Low maintenance

GOAL - ORGANIZATIONAL SUFFICIENCY

Objectives

Tier Two

(4) Provide funding to bring city up to date with best practices

Benchmarking, compensation and class study, personnel policy manual

Other

(2) Review code of ordinances for conflicts, compliance with current law and obsolescence and need for new ordinances

(1) Refueling station for/with Votran

GOAL - COMMUNITY IDENTITY

Objectives

Tier Two

(4) Create a brand and image for Orange City

Other

(2) Improve 2-way communication with and information to citizens- website, other methodologies, neighborhood associations

(2) Increase communication with schools and educate students about city government

(2) Expand recreational programs and community events

Explore partnership with Stetson and others to develop Citizen Academies

GOAL – FISCAL SUSTAINABILITY

Objectives

Tier Two

(4) Support existing businesses and attract businesses and jobs

Other

(3) Capability to benefit from external funding opportunities

(2) Expansion of contractual services

GOAL - PUBLIC SAFETY

Objectives

Tier Two

(4) Plan and respond to the impacts of new high school

Other

(2) Conduct study for siting of fire stations to meet current and future needs

(1) Interim fire station for south Orange City

(1) Plan for new public safety facility

PRIORITIES FY 2010-11

Tier One

- (5) Upgrade existing water facilities infrastructure
- (5) Planning for annexations, Joint Planning Agreements, and area 32763
- (5) Growth management study to include 17-92 corridor overlay, redevelopment of downtown, historic district, transportation (connectivity, rails, roads, transit, sidewalk, trails, etc. MMTD {multi-modal transportation district}), planning for future growth-density, visioning programs

Tier Two

- (4) Fund and implement stormwater plan
- (4) Provide funding to bring city up-to-date with best practices (benchmarking, compensation and class study, personnel policy manual, etc.)
- (4) Create a brand and image for Orange City
- (4) Support existing businesses and attract new businesses and jobs
- (4) Plan for and respond to the impacts of the new high school