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# **STRATEGIC PLANNING FOR THE CITY OF ORANGE CITY**

# Strategic Planning Model for the City of Orange City

Value-based principles that describe the preferred future in 15 years

**VISION**

Destination  
“You Have Arrived”

Strategic goals that focus outcome-base objectives and potential actions for 5 years

**PLAN**

Map  
“The Right Route”

Focus for one year – a work program: policy agenda for Mayor and Council, Management for staff; major projects

**EXECUTION**

Itinerary  
“The Right Direction”

Principles that define the responsibility of city government and frame the primary services – core service businesses

**MISSION**

Vehicle  
“The Right Bus”

Personal values that define performance standards and expectations for employees

**CORE BELIEFS**

Fuel  
“The Right People”

# **ORANGE CITY VISION 2024**

# *Orange City Vision 2024*

**ORANGE CITY**

**is the *HEART OF SOUTHWEST VOLUSIA COUNTY.*<sup>(A)</sup>**

=====

**ORANGE CITY**

**is a *HISTORIC SMALL TOWN,*<sup>(B)</sup>**

**that is a *GREAT PLACE TO LIVE.*<sup>(C)</sup>**

=====

**OUR RESIDENTS OF ORANGE CITY**

**live in a *BEAUTIFUL COMMUNITY,*<sup>(D)</sup>**

**enjoy *CONVENIENT LIVING,*<sup>(E)</sup>**

**and have a choice of *QUALITY HOMES.*<sup>(F)</sup>**

# *Orange City Vision 2024*

## **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 PLAN 2009 – 2014**

# *City of Orange City Goals 2014*

**Strong Local Economy and Tax Base**

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**Recognized for 1<sup>st</sup> Class, Cost-Effective City Services**

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**Revitalized Highway 17-92 Corridor**

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**Quality Development through Build-Out and Infill**

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**Orange City – A Beautiful Showcase**

# Goal 1

## Strong Local Economy and Tax Base

### OBJECTIVES

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

### MEANS TO CITIZENS

1. Reasonable tax rate.
2. Resources necessary to provide quality services.
3. Opportunities to work in Orange City.
4. Opportunities to start and grow a business in Orange City.

### 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

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. State legislature and changes in local taxes including tax and revenue cap
2. Business investments during uncertain economic times
3. Local control and sovereignty
4. Federal stimulus funding

**POLICY ACTIONS 2009 – 2010**

**PRIORITY**

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)

**ON THE HORIZON**

1. Annexation: Enclaves
2. Veterans' Memorial Parkway Realignment: Direction and Funding
3. Specialized Medical Services: Attraction Strategy

**MANAGEMENT ACTIONS 2009 – 2010**

**PRIORITY**

1. Southwest Volusia Regional Transportation Study 

Top Priority
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2. City Economic Development Strategy (with Chambers and others) including Small Business Retention/Visits: Development 

High Priority
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# Goal 2

## Recognized for 1<sup>st</sup> Class, Cost-Effective City Services

### OBJECTIVES

1. Become the preferred service provider in Southwest Volusia County
2. Maintain high citizen satisfaction with city services
3. Effective use of technology in our City service delivery
4. Better quality City facilities and equipment
5. Maintain high City employee morale and ethics
6. Maintain positive relationship with business community

### MEANS TO CITIZENS

1. Timely response to an emergency.
2. Reliable water service.
3. Quality, development-enhancing property values.
4. Easy access to City services.
5. Personal service with a smile.

### 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”

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Maintaining high morale among City employees
2. How to “effectively” inform and involve residents
3. Budget constraints and potential impact on services
4. Educating residents on City services and finances
5. Living in the County costs more with less service

**POLICY ACTIONS 2009 – 2010**

- |   | <b>PRIORITY</b> |
|---|-----------------|
| 1. Preferred Service Provider Strategy and Actions          | Top Priority    |
| 2. Police Staffing Study: Evaluation, Direction and Funding | Top Priority    |
| 3. Budget and Tax Rate: Direction                           | Top Priority    |

**MANAGEMENT ACTIONS 2009 – 2010**

- |   | <b>PRIORITY</b> |
|---|-----------------|
| 1. Alternative Revenues: Evaluation and Direction         | Top Priority    |
| 2. Fire Station 68: Alternative Locations and Renovations | 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

**ON THE HORIZON**

1. Personnel Policies and Procedures: Update
2. User Fees: Evaluation and Direction
3. Grants: Actions
4. Compensation: Evaluation and Direction
5. City Services and Staffing: Evaluation, Plan
6. Credit Cards: Evaluation and Direction
7. EMS Transport: Evaluation and Direction
8. City Finances and Budget: Handbook for Residents (Simple Primer)

# Goal 3

## Revitalized Highway 17-92 Corridor

### OBJECTIVES

1. A beautiful Highway 17-92 corridor with landscaped medians
2. Provide sewer services along Highway 17-92 corridor
3. Upgrade Highway 17-92 commercial areas and upgrade to standards
4. Stricter enforcement of speed limits
5. Relocate power utilities along the Highway 17-92 corridor

### MEANS TO CITIZENS

1. Greater pride in Highway 17-92.
2. More attractive corridor: streetscapes and buildings.
3. Increased property values.
4. Places to shop.

### 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

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Old infrastructure
2. City's role and funding
3. Number of businesses that did not reopen after Tropical Storm Faye

**POLICY ACTIONS 2009 – 2010**

- |   | <b>PRIORITY</b> |
|---|-----------------|
| 1. Sewer Line Extension                                     | High Priority   |
| 2. River of Lakes Heritage Corridor:<br>District Definition | High Priority   |
| 3. “Dark” (Vacant) Building Ordinance:<br>Direction         | High Priority   |
| 4. Western Beltway Development:<br>Lobbying                 |                 |

**MANAGEMENT ACTIONS 2009 – 2010**

- |  | <b>PRIORITY</b> |
|--|-----------------|
| 1. Covered Bus Stops: Direction and<br>Actions                             | Top Priority    |
| 2. Traffic Control at Graves and Highway<br>17-92 (vehicle and pedestrian) | High Priority   |

**MAJOR PROJECTS 2009 – 2010**

1. Highway 17-92 Streetscape and ROW  
Beautification

**ON THE HORIZON**

1. Sign Ordinance on Highway 17-92  
Promoting the City: Information and  
Implementation
2. Street Lights: Direction
3. Electronic Billboard Ordinance:  
Direction
4. Signage on I-4: Promoting
5. Power Lines Relocation: Direction and  
Funding

# Goal 4

## Quality Development through Build-Out and Infill

### OBJECTIVES

1. Maintain or strengthen standards to guide future development and redevelopment
2. Annex to planning border and enclaves
3. 30 – 70% balance (residential-commercial)
4. Improve traffic flow and access to the city
5. Have well-maintained city infrastructure in old and new areas
6. Develop an affordable water supply for the future

### MEANS TO CITIZENS

1. City's history will be preserved.
2. Protection of property values.
3. Predictable development patterns.
4. City minimizing impacts on growth outside Orange City's borders.

### 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

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Incorporating SMART Growth Principles in future developments
2. Aging roads needing maintenance or reconstruction
3. Private property rights vs. community benefits

**POLICY ACTIONS 2009 – 2010**

- |  | <b>PRIORITY</b> |
|--|-----------------|
| 1. Alternative Water Supply: Direction and Funding | Top Priority    |
| 2. Annexation: Direction, Legislation and Actions  | High Priority   |
| a. Enclaves  |                 |
| b. Planning Boundary                               |                 |
| 3. Western Beltway Corridor: Lobbying and Funding  |                 |

**MANAGEMENT ACTIONS 2009 – 2010**

- |   | <b>PRIORITY</b> |
|---|-----------------|
| 1. Water Conservation Ordinance and Program: Development                    | Top Priority    |
| 2. Southwest Volusia Regional Transportation Study and Interlocal Agreement | Top Priority    |
| 3. Red Light Cameras: Evaluation and Direction                              | High Priority   |
| 4. Florida Building Bad House Ordinance                                     | 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

**ON THE HORIZON**

1. Sidewalks: Direction, Use and Funding
2. Rhode Island Avenue (East): Direction and Funding
3. Carpenter Avenue Water and Sewer Line Extension Funding
4. Irrigation Meters: Evaluation, Direction, Actions
5. Paved Streets Maintenance/5 Year Street Resurfacing Plan: Updating and Funding
6. Pocket Parks: Direction and Funding
7. LDC Update for Green Developments Direction
8. Storm Water Utility: Direction and Action

# Goal 5

## Orange City – A Beautiful Showcase

### OBJECTIVES

1. Beautify major corridors and gateways
2. Upgrade parks and maintain current parks
3. Active code compliance – meeting city standards
4. More attractive, Florida-friendly landscaped commercial areas
5. More visual appeal that is inviting for people
6. Expand recreation and leisure activities for all family generations

### MEANS TO CITIZENS

1. Visually pleasing community.
2. People taking pride in their buildings and homes.
3. Protects property values.
4. Community pride.

### 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

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. GEL and Recycling Center
2. Differing perceptions and values among residents
3. Freezing weather impact on plants
4. Invasive plants

**POLICY ACTIONS 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

**PRIORITY**

Top Priority

High Priority

**MANAGEMENT ACTIONS 2009 – 2010**

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

**PRIORITY**

Top Priority

**MANAGEMENT IN PROGRESS 2009 – 2010**

1. Mill Lake Park Clean Up

**ON THE HORIZON**

1. Community Center Concept: Evaluation, Direction and Actions
2. Tree Policy: Evaluation and Direction
3. Dog Park: Direction and Funding
4. “Keep Orange City Clean” Campaign: Development
5. Farmers Market: Upgrade/Improvements

# **ACTION AGENDA 2009 – 2010**

# *City of Orange City Policy Agenda 2009 – 2010*

## **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 – 2010*

## **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 – 2010*

**Website: Further Update**

**Development of Permit Fees: Evaluation and Direction**

**Electronic Records Policy: Direction**

**Auditor: Selection**

**Evaluation and Appraisal Report/Comprehensive Plan Amendments**

**Votran Facility**

**Mill Lake Park Clean Up**

**Council Districts: Decision**

**High School Name: Orange City High**

**New City Manager: Selection**

# *Major Projects 2009 – 2010*

## **Highway 17-92 Streetscape and ROW Beautification Sparkman Avenue Connection**