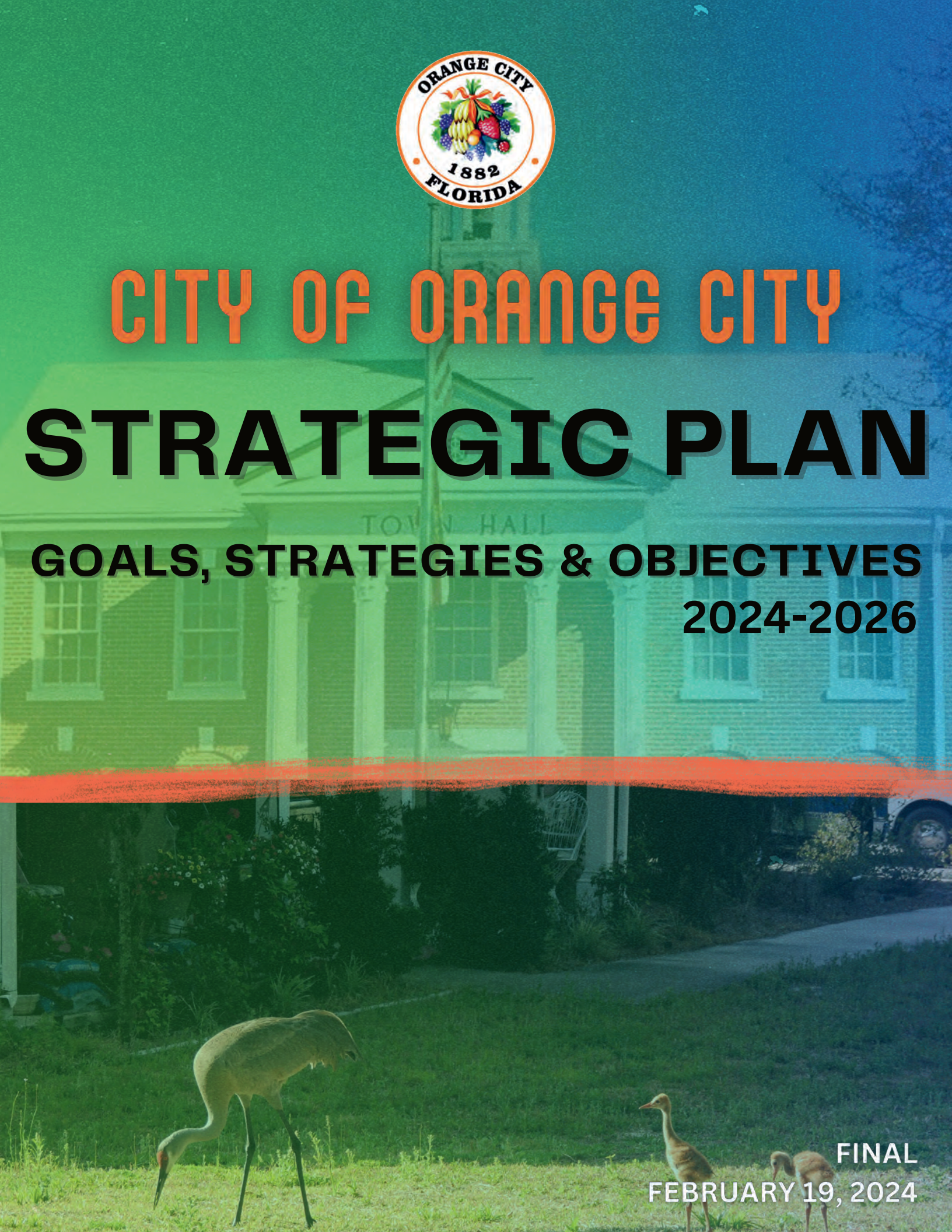
CITY OF ORANGE CITY

STRATEGIC PLAN

GOALS, STRATEGIES & OBJECTIVES

2024-2026



FINAL

FEBRUARY 19, 2024

The Highest Priorities

Based on the 2023 ranking system, the following objectives were the highest priorities in this strategic plan. These were reaffirmed in the 2024 retreat. Completed objectives have been deleted. One new top priority was added as noted below.

- Design and construction of big three building replacements: police department on Ohio Avenue; public works facility on Thorpe Avenue; and replacement fire station on Saxon Blvd/Enterprise Rd corridor. Acquire fire station site on Saxon/Enterprise Rod corridor (21 points)
- Complete repairs to City Hall (roof, mitigation of mold, asbestos and lead paint; repaint interior). (21 points)
- Complete improvements to utilities building; construct parking lot at 440 South Holly Avenue. (20 points)
- Continue to advocate for west side parkway and other county road improvements (17 points)
- Continue with septic to sewer conversion. (16 points)
- Identify/Develop an area that would serve as a community gathering place. (New Top Priority)

The remaining current objectives were evaluated on a scale of (1) make it a top priority, (2) increase the priority; (3) maintain current priority; (4) lower the priority or (5) stop the effort. There were no votes to stop work on any objectives. With the exception of the above-mentioned gathering place objective all remaining objectives except six maintained their current ranking. The objective, improve planning for major storm events, was moved from an approved objective to a priority objective. The objective, continue development of business district along Holley Avenue, was moved to a priority objective from an approved objective. ERP implementation, Energov conversion, CUP submittal and Asset Management Work Order system approved objectives were elevated to priority objectives.

In addition to the current objectives new objective were added as approved objectives. These are noted as “new” objectives. Also new strategies were added which are noted.

Goal: Manage Growth to maintain and enhance the livability and identity of the City.

Strategies & Objectives

Strategy: Access and Movement in the City

Highest Priority Objective:

- Continue to advocate for west side parkway and other county road improvements (17 points)

Priority Objectives:

- Finish design and assessment district for Kentucky Avenue. Bid out and commence reconstruction (13 points)
- Seek Industrial Avenue rehabilitation funding and when obtained bid and construct project. (11 points)

Approved Objectives:

- Connect city parks with trails (9 points)
- Evaluate traffic impacts of new developments (7 points)

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Strategy: Water Quality and Supply

Priority Objective:

- Finish water supply Loop system (12 points)
- Complete CUP submittal (elevated in 2024)

Approved Objectives:

- Develop Green sand filter project. (not voted)
- Continue and complete SRF pipe rehabilitation project (not voted)

Strategy: Minimize Flooding and impacts of other natural disasters

Priority Objective:

- Improve planning for major storm events (Elevated in 2024)

Approved Objectives:

- Complete update to Stormwater Master Plan and revise rates that capture operating and maintenance costs. (10 points)

Strategy: Recreation for all

Priority Objective:

- Work with Volusia County to complete Medium French Trail at the terminus (13 points)

Approved Objective:

- Complete Parks and Recreation Master Plan. (not voted)
- New Objective: Increase recreational programs for youth

New Strategy: Straighten Capacity of City to Manage Growth

New Approved Objective:

- Review permitting process to determine if changes would enhance the City's ability to manage growth

Strategy: Protect natural systems

Highest Priority Objective:

- Continue with septic to sewer conversion. (16 points)

Approved Objective:

- Preserve existing natural habitat (9 points)

Strategy: Distinctive community features and city beautification

Top Priority Objective:

- Identify/Develop an area that would serve as a community gathering place. (12 points)

Priority Objective:

- Continue development of business district along Holly Avenue (elevated to priority in 2024)

Approved Objectives:

- Complete Gateway and Wayfinding signage plan study (not voted)
- Maintain design standards to ensure a distinctive look for the City. (8 points)
- Enhance beautification of corridors with wildflowers and other natural attractions (7 points)
- New approved objective: Identify a site for a community center
- New approved objective: Expand parking capacity
- New approved objective: Issue an RFP/RFQ or examine contracted event management services.

Goal: Provide efficient and effective public services

Strategy: Adequate and efficient facilities

Highest Priority Objective:

- Design and construction of big three building replacements: police department on Ohio Avenue; public works facility on Thorpe Avenue; and replacement fire station on Saxon Blvd/Enterprise Rd corridor. Acquire fire station site on Saxon/Enterprise Rod corridor (21 points)

Strategy: Technology improvements

Priority Objective:

- Energov conversion (BTR) and implementation. (Objective elevated in 2024)
- Complete the ERP implementation. (Objective elevated in 2024)

Approved Objectives:

- Electronic records conversion and implementation (7 points)
- Implementation of new software programs (GASB 87, Budget). (7 points)

Strategy: Maintain competitive work environment

Approved Objectives:

- Maintain competitive salary and benefit packages (10 points)
- New Objective:
    - Examine work options such as remote work or 4-day work weeks for appropriate positions
- New Objective:
    - Increase staffing to provide additional services

Strategy: Public Health & Safety

Priority Objective:

- Evaluate public safety improvements on 17/92 (12 points)

Approved Objective:

- Review homeless services strategies (10 points)

Strategy: Public Communication

Priority Objective:

- Revise Council rules of procedure to allow for more responsive public comment. (12 points)

New Strategy: Ensure Up-To-Date Government Powers and Structure

New Approved Objective:

- Conduct Charter Review

Goal: Maintain City Assets and Financial Stability of the City

Strategy: Maintain physical condition and functionality of facilities

Highest Priority Objectives:

- Complete repairs to City Hall (roof, mitigation of mold, asbestos and lead paint; repaint interior). (21 points)
- Complete improvements to utilities building; construct parking lot at 440 South Holly Avenue. (20 points)

Strategy: Control and improved information on city assets

Approved Objective:

- Implement an Asset Management Plan/Work Order system in Public Works Department (all divisions) and other departments (8 points)

Strategy: Corporate focused economic development strategy

Approved Objective:

- Review economic development strategy to determine potential for corporate offices (7 points)

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- Strategy: Access and movement in the City
- Strategy: Water quality and supply
- Strategy: Minimize flooding and impacts of other natural disasters
- Strategy: Recreation for all
- Strategy: Protect natural systems
- Strategy: Straighten Capacity of City to Manage Growth
- Strategy: Distinctive community features and city beautification

Goal: Provide efficient and effective public services

- Strategy: Adequate and efficient facilities
- Strategy: Technology improvements
- Strategy: Maintain competitive work environment
- Strategy: Public health and safety
- Strategy: Public communication
- Strategy: Ensure Up-To-Date Government Powers and Structure

Goal: Maintain City assets and financial stability of the City

- Strategy: Maintain physical condition and functionality of facilities
- Strategy: Control and improved information on city assets
- Strategy: Corporate focused economic development strategy

The Heart of Southwest Volusia

www.OrangeCityFL.gov