



Strategic Plan

Citizens, City Council, Executive Staff

Facilitated by Marilyn Crotty
Institute of Government, UCF

Guide to Future Policy and Budget Development

As the City undertakes future policy decisions and budget development it should consider both the treasure and values and the ten year vision expressed by citizens at the recent Visioning Sessions.

The citizens at the Visioning Sessions identified the Treasures and Value of the community, "...the things that they love about the city and want to see continued, protected or improved..."

In addition the citizens expressed their vision of the community in ten years. Those issues are contained in the Vision 2024 section.

Treasures and Values

Environmental

St. Johns River
Parks
Trails
Gemini Springs
Natural areas

Structures/Infrastructures

SunRail
Library
Gateway Center for the Arts
Good schools
DeBary Hall, historical buildings
Farmers Market
Splash pad

Values

Small town/hometown feel

Qualities

Safe, low crime, neighborhood watch
Quiet
Low taxes
Friendly, caring people-look out for one another
Government – open, supportive,city/county relationship, responsive staff

Events

4th of July
Youth celebration
Youth sports
Christmas parade

Government Services

Parks and recreation
Newsletter

Citizen Community Vision 2024:

An additional task assigned to the Citizen groups was to discuss their vision for the community in ten years. The citizens were encouraged to share their hopes and dreams for the future of the city. Their responses were organized into categories and the highest mean ranking issues are indicated below.

Environmental

Limit development of green space
Parks with safer areas, playgrounds
Gemini Springs
Expand trail to SunRail
Nature still abounds
Clear water/fishing
Plant more trees and bamboo
Access to St. Johns River

Infrastructure

Enlarge SunRail parking – add restrooms, shelters and amenities
Bridge (pedestrian) over 17-92 – SunRail to multi-use development
Expansion of utilities – water, sewer (no septic), stormwater
Medians – 17-92 downtown
Better drinking water – safe well water

Quality of Life

Maintain small town/hometown feel
Business friendly
Attract young families and singles

Government Issues and Programs

Code enforcement – proactive, expedited and enforced
Low taxes
Address safety issues
Traffic speeds reduced
Improved zoning – business placement; change to attract
Self-sufficient city – increased public works, police, fire
Community gardens
Increased opportunities and activities for all ages

Business and Redevelopment

Town square –near SunRail
Develop 17-92 – Dirksen area – city center, public events, emergency center

Economic Development

Convention/civic center close to SunRail
Community pool. Aquatic center
More small shops and businesses
More restaurants
Bring in successful businesses –to provide additional tax revenue
Market the City – embrace River City
Provide incentives
Senior living options
No big box retailers

Priority Objectives of the City Council

Community Meetings Held:

8/2/14 & 8/23/14

Council and Staff Strategic

Planning Process: 9/13/14

GOAL 1:**INFRASTRUCTURE****➤ Objective 1.1:****DEVELOP PLAN FOR ONGOING MAINTENANCE OF STORMWATER**

Strategy 1.1.1. Identify, map and itemize all developer, County and City installed infrastructure which requires City maintenance in one comprehensive listing for the development of an efficient maintenance and capital improvement plan.

STAFF ASSIGNED: Assistant City Manager, Public Works and Consulting Stormwater Engineer

TIME FRAME:

MARCH 2015	Research and purchase stormwater asset management system
JULY 2015	Implement stormwater asset management system
AUGUST – NOVEMBER 2015	Inspect and inventory all stormwater infrastructure in SE quadrant of the City
DECEMBER 2015-MARCH 2016	Inspect and inventory all stormwater infrastructure in SW quadrant of the City
APRIL 2016-MAY 2016	Inspect and inventory all stormwater infrastructure in NE quadrant of the City
JUNE 2016-JULY 2016	Inspect and inventory all stormwater infrastructure in NW quadrant of the City
AUGUST 2016	Enhance GIS infrastructure mapping from approximately 95% to 100% complete
AUGUST-SEPTEMBER 2016	Develop Capital Improvement Plan for 2016-2017 budget

COST: To be determined in conjunction with stormwater assessment study, which is anticipated to be presented within a few month.

BUDGETED: No.

➤ Objective 1.2:**ASSESSMENT OF CURRENT AND FUTURE IT NEEDS**

Strategy 1.2.1. Conduct citywide comprehensive study, to include security analysis, municipal software integration, and development of plan/schedule for capital replacement program.

STAFF ASSIGNED: Assistant City Manager in conjunction with consultant.

TIME FRAME: Spring 2015

COST: \$20,000

BUDGETED: No.

➤ Objective 1.3:**DEVELOP PLAN FOR ONGOING MAINTENANCE OF STORMWATER FACILITIES.**

Strategy 1.3.1. Assess the appropriate level of maintenance necessary to ensure effective operations of the citywide stormwater system.

STAFF ASSIGNED: Public Works and Consulting Stormwater Engineer

TIME FRAME: Pegasus Engineering has been engaged to conduct a stormwater assessment fee study and the final report to council is anticipated December 2014.

COST: \$65,000 for the study.

BUDGETED: Yes.

GOAL 1:

INFRASTRUCTURE

Strategy 1.3.2. Develop staffing plan, equipment needs, and budget for operations to maintain stormwater infrastructure systems.

Action Plan 1.3.2.1. Complete budget for Strategy 1.3.2.

STAFF ASSIGNED: City Manager, Assistant City Manager, Finance Director

TIME FRAME: November 2014

COST: \$350,000

Action Plan 1.3.2.2. Establish Reserve Fund for Asset Replacement

STAFF ASSIGNED: Finance Director

TIME FRAME: December 2014

COST: \$800,000

Action Plan 1.3.2.3. Assemble necessary manpower and equipment (hiring/purchasing).

STAFF ASSIGNED: Assistant City Manager and Public Works.

TIME FRAME: June 2015

COST: \$350,000

➤ **Objective 1.4:**

PLAN FOR PEDESTRIAN FACILITIES INCLUDING CONNECTED TRAILS, PEDESTRIAN OVERPASS, ETC. TO ENCOURAGE WALKABILITY

Strategy 1.4.1. Continue to engage County, TPO, and FDOT in dialogue to pursue beneficial partnerships in an effort to connect the trail system with the City.

STAFF ASSIGNED: Assistant City Manager, Planning Administrator.

TIME FRAME: Continual

COST: Budget as accordingly based on opportunities.

BUDGETED: No.

Strategy 1.4.2. Assess the feasibility of a pedestrian overpass in the area of the SunRail station, in an effort to promote and support a walkable community

STAFF ASSIGNED: City Manager, Planning Administrator.

TIME FRAME: Continual and possible in conjunction with the legislative cycle.

COST: Unknown at this time.

BUDGETED: No.

GOAL 1:

INFRASTRUCTURE

Strategy 1.4.3. Work closely with County and FDOT to encourage amenity development at the SunRail Station including, restrooms and additional parking.

STAFF ASSIGNED: Assistant City Manager, TOD Manager.

TIME FRAME: Continual until completed.

COST: To be determined.

BUDGETED: No.

GOAL 2: DEVELOPMENT OF TRANSIT ORIENTED DEVELOPMENT (TOD) OVERLAY DISTRICT

➤ **Objective 2.1:**

DEVELOP MASTER PLAN FOR INFRASTRUCTURE AND LAND USE IN TOD

Strategy 2.1.3. Review and adopt acceptable Recommendations of the East Central Florida Regional Planning Council TOD Economic Development Strategic Plan.

Recommendations from the (ECFRPC) TOD Economic Development Strategic Plan:

1. Amend Future Land Use Policy 5.406(a)(5) of the comprehensive plan and Section 5-130(c) General Applicability of the LDC to make TOD development mandatory and not optional. DeBary TOD criteria is currently considered optional, which according to the strategic plan is a deterrent to reaching the desired densities and could create haphazard and leap frog development. Also, in order to effectively implement a TOD Master Plan, TOD development would need to be mandatory.
2. Amend Future Land Use Policy 5.406(a)(5)(c)(iv) and Section 5-131(d) of the Land Development Code to reduce minimum density requirements due to the suburban nature of the area and to provide for more flexibility.
3. Amend the Land Development Code, Section 5-133(b)(1) Lot Requirements to require minimum lot widths as a tool to promote the consolidation of parcels.
4. Amend Land Development Code regulations to establish maximum lot sizes for single family residential to encourage the highest density possible.
5. Amend the Land Development Code, Section 5-131(b)(2) to revise permitted uses to:
 - a. Allow light industrial and manufacturing uses in the outside core and transitional areas.
 - b. Allow warehouse and flex space uses as special exception uses with strict standards in the outside core and transitional areas in order to attract employers and create an employment center as a destination for commuters.
 - c. Revise permitted uses to only allow catering businesses in the outside core and transitional areas since these businesses have a lot of deliveries and use box trucks, which do not foster a pedestrian environment.
 - d. Allow campus employment, customer service centers, call centers, back office operation centers as permitted uses in the outside core and transitional areas of the TOD.
6. Amend Section 5-131(c) Land Use Distribution to add maximum land use percentages for additional permitted uses listed above i.e. light industrial uses and campus employment.
7. Amend Section 5-133(b)(2) Setbacks and Building Heights to increase maximum allowable building heights in the TOD area to support desired densities.
8. Develop a TOD Master Plan inclusive of a market analysis, capital improvements program and land use plan. The master planning process will also evaluate existing studies and include identification of possible private/public partnership opportunities and funding sources for needed capital improvements.

STAFF ASSIGNED: Planning Administrator

GOAL 2: DEVELOPMENT OF TRANSIT ORIENTED DEVELOPMENT (TOD) OVERLAY DISTRICT

TIME FRAME: Steps 1 through 7, Review and Adoption Complete by July 2015. Step 8. Award Contract for Master Plan June 2015. Master Plan Completed September 2015

Strategy 2.1.2. Complete Stormwater Master Plan for TOD Area to prepare for implementation to encourage development.

STAFF ASSIGNED: City Manager and Consulting Stormwater Engineer

TIME FRAME: Currently underway. Consultant presentations on findings will occur by December 2014.

COST: Remaining Cost \$39,918

BUDGETED: Yes and funded by the HUD Sustainable Communities Regional Planning Grant

GOAL 3:

PUBLIC SAFETY

➤ **Objective 3.1:**

UPDATE RISK MITIGATION PLAN.

Strategy 3.1.1. Assess potential hazards, liabilities and risk (structural and non-structural) to include environmental, emergency medical services, and fire.

STAFF ASSIGNED: Fire Department and City Manager.

TIME FRAME: August 2015

COST: Unknown.

BUDGETED: No.

GOAL 4:

FINANCIAL HEALTH

➤ **Objective 4.1:**

IDENTIFY CITY'S RESPONSIBILITY FOR FINANCIALLY SUPPORTING SUNRAIL IN THE FUTURE

Strategy 4.1.1. Engage and bolster relationship and dialogue with County and FDOT in an effort to be completely involved in development of financial plan for debt service or future SunRail operations.

STAFF ASSIGNED: City Manager, Assistant City Manager, TOD Manager

TIME FRAME: Continual

COST: Unknown at this time.

BUDGETED: No.

GOAL 5:

CITY SERVICES

➤ **Objective 5.1:**

REVIEW AND REVISE AS NEEDED DEVELOPMENT REVIEW PROCESS AND FEES.

Strategy 5.1.1. Survey users to determine deficiencies or inadequacies in the development review process to determine if our City services encourage and support the Council's "business friendly" philosophy and make improvements as appropriate to bolster efficiencies.

STAFF ASSIGNED: Planning Administrator, City Manager, TOD Manager

TIME FRAME: Review completed by September 2015.

COST: Unknown at this time.

BUDGETED: No.