AGENDA

CITY OF ORMOND BEACH, FLORIDA

CITY COMMISSION WORKSHOP

January 31, 2023

5:30 PM

Mayor Bill Partington

Zone 1 - Commissioner Lori Tolland
Zone 2 - Commissioner Travis Sargent
Zone 3 - Commissioner Susan Persis
Zone 4 - Commissioner Harold Briley

COMMISSION CONFERENCE ROOM
22 South Beach Street, Ormond Beach, FL 32174
Phone: 386-677-0311 Web: www.ormondbeach.org

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1. CALL TO ORDER

2. DISCUSSIONS

A. **Strategic Plan Update Workshop 2023**

Staff Contact: *Joyce Shanahan, City Manager, (386) 676-3200*

3. ADJOURNMENT

Website Address – www.ormondbeach.org

NOTICE – Pursuant to Section 286.0105 of the Florida Statutes, if any person decides to appeal any decision made by the City Commission with respect to any matter considered at this public meeting, such person will need a record of the proceedings and for such purpose, such person may need to ensure that a verbatim record of the proceedings is made, including the testimony and evidence upon which the appeal is to be based.

For special accommodations, please notify the City Clerk's Office at least 72 hours in advance.
Phone: 386-677-0311

Help for the hearing impaired is available through the Assistive Listening System. Receivers can be obtained from the City Clerk's Office.

In accordance with the Americans with Disabilities Act (ADA), persons with a disability, such as a vision, hearing or speech impairment, or persons needing other types of assistance, and who wish to attend City Commission meetings or any other board or committee meeting may contact the City Clerk's Office in writing, or may call 386-677-0311 for information regarding available aids and services.

CITY OF ORMOND BEACH

22 South Beach Street • Ormond Beach, FL 32174 • (386) 677-0311 • Fax (386) 676-3330

Meeting Date: 1/31/2023	**AGENDA ITEM**		**Number:** 2.A
Section:	DISCUSSIONS		
Item Category:	City Commission Workshop	**Res./Ord. No:**	
Strategic Goal:	Governance – Other		
Department :	City Manager		
Subject:	Strategic Plan Update Workshop 2023		
Budget Impact:	There is no budget impact for this item.		
Summary:	Strategic Plan Update Workshop 2023 background and materials for discussion.		
Recommended Action:	Strategic planning is essential for good governance and vital for the efficient use of financial and human resources.		
Staff Contact:	Joyce Shanahan, City Manager, (386) 676-3200		

Approval:

Claire Whitley, Assistant City Manager	1/25/2023	
Joyce Shanahan, City Manager	1/27/2023	

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CITY MANAGER
MEMORANDUM

To: The Honorable Mayor Partington and City Commissioners

Through: Joyce Shanahan, City Manager

From: Joyce Shanahan, City Manager

Date: January 31, 2023

Subject: Strategic Plan Update Workshop 2023

Commission Goal: Governance – Other

Introduction

This is a strategic plan update workshop facilitated by Michelle Bono of Bono Communications and Marketing, LLC. Ms. Bono has worked closely with the City of Ormond Beach on the OB Life citizen engagement meetings and facilitated strategic planning sessions for communities across the state of Florida.

Background

The City began formally adopting a strategic plan in 2015. At that time, the process consisted of two community workshops during which the Ormond Beach residents shared their visions and aspirations for the future of Ormond Beach, followed by a strategic planning workshop where the City Commission identified strategic issues for the City to address and a set of goals and objectives for the City to accomplish over the next several years. The 2015 Strategic Plan was updated in 2017.

Since that time, the City has established a strong tradition of gathering resident feedback through ten community meetings utilizing the award winning OB Life format, multiple Leisure Services Recreation Master Plan meetings, and both informal and statistically valid surveys requesting feedback on City parks and services. The City Commission utilized this feedback to develop and adopt its most recent 2019 Strategic Plan, in which it identified the following seven strategic issues:

- Community Development
- Economic Development
- Governence
- Public Safety
- Quality of Life
- Transportation

- Water Quality and Environment

Progress Reports to the 2019 Strategic Plan are published annually using the previously identified strategic issues and objectives.

Discussion

This workshop is designed for the City Commission to review the strategic issues identified in the 2019 Strategic Report and update the objectives to be accomplished over the next three years. Attached is the 2019 Strategic Plan and Progress Report as of 2022.

Budget Impact

There is no budget impact for this item.

Citizen Impact

Strategic planning with clearly established goals helps to focus efforts and financial resources on issues and outcomes most important to the community.

Recommendation

Strategic planning is essential for good governance and vital for the efficient use of financial and human resources.

Attachments:

1. Strategic Plan Agenda
2. 2019 Strategic Plan Update
3. 2022 Strategic Plan Progress Report

Approvals:

Claire Whitley, Assistant City Manager — Date: January 25, 2023

Joyce Shanahan, City Manager — Date: January 27, 2023

Ormond Beach City Commission
Strategic Plan Update Workshop Agenda
January 31, 2023, 5:30 p.m. to 8:00 p.m.

5:30 p.m. Call to Order – Mayor Bill Partington

5:35 p.m. Strategic Planning Process and 2019-2022 Accomplishments – City Manager Joyce Shanahan

5:45 p.m. Who Inspires You? – Strategic Plan Update Facilitator Michelle Bono

6:00 p.m. Financial Overview – Finance Director Kelly McGuire

6:10 p.m. The Strategic Planning Update Process
- Mission Statement
- Review of the Seven Strategic Issues

6:25 p.m. City Commission Sharing of Top Three Priorities for the Fiscal Years 2024-26
- Review and Discussion
- Selecting Priority Objectives
- Follow Up Discussion

7:50 p.m. Summary and Next Steps

City of Ormond Beach

2019
Strategic Planning Report

May 21, 2019

City of Ormond Beach

Mission Statement

To ensure Ormond Beach is one of the most attractive, stimulating and innovative communities in Florida, while protecting our rich history and maintaining our unique charm. Boasting an environment where our children can thrive, with a prosperously diverse and balanced economy, within a fiscally strong community. All the while, delivering exceptionally responsive service to our citizens and cultivating the highest quality of life.

INTRODUCTION

The City of Ormond Beach, population 40,000, is a beachside community on the east coast of Central Florida that prides itself on providing a high quality of life for all. As nearby communities have transformed into densely populated and congested areas, Ormond Beach has strategically managed growth to retain its charm and character. Instrumental in this effort is the city's long history of engaging residents to help shape their community.

In 2015, as economic recovery started to gain momentum, the city conducted two community workshops in which Ormond Beach residents shared their dreams and aspirations for the future of the city. Because of the importance in gathering input at this critical time, the city launched a partnership with the Florida Institute of Government at the University of Central Florida to facilitate the workshops called "community conversations." The facilitator summarized the information from the workshops and incorporated it into the City Commission's formal strategic planning process.

Utilizing this information, key strategic goals were developed and tracked through the City Commission agenda process. In 2016 & 2017, working again with UCF, the City Commission evaluated the progress of and updated the key strategic goals.

Pictured Left to Right:
Commissioner Zone 1 Dwight Selby
Deputy Mayor/Zone 2 Commissioner Troy Kent
Mayor Bill Partington
Commissioner Zone 3 Susan Persis
Commissioner Zone 4 Rob Littleton

2019 STRATEGIC PLANNING PROCCESS

In 2018, the City of Ormond Beach conducted an extensive citizen engagement process, The OB Life, to fully engage the community to help determine the kind of city Ormond Beach would be in the future. A series of six community forums were held addressing community development; transportation and livable communities; environment and water quality; public safety; leisure and culture; and economic development. Nearly 700 people attended the meetings where they heard presentations from 17 speakers, participated in small group discussions, and posed more than 600 questions which are all answered by city staff and posted on the city's website.

This comprehensive process provided community education and gathered valuable input that guided the discussions of the Mayor and City Commissioners during the strategic planning workshop held on February 27, 2019, which was also attended by the City Manager, City Attorney and the city's senior staff.

Using the information gathered from participants in The OB Life series, the Commissioners identified strategic issues the city should address along with specific objectives for the city to accomplish in the next few years. The final activity of the workshop was for the City Commission to select and refine priority objectives for implementation.

This report is a summary of the discussions and conclusions reached at the workshop.

Ms. Marilyn Crotty, recently retired executive director of the University of Central Florida's Institute of Government, facilitated all the City's strategic planning efforts since 2015.

Pictured left to right :
Zone 3 Commissioner Susan Persis
Deputy Mayor/Zone 2 Commissioner Troy Kent
Zone 4 Commissioner Rob Littleton
Mayor Bill Partington
Zone 1 Commissioner Dwight Selby

STRATEGIC ISSUES IDENTIFIED

The City Commission confirmed that the seven strategic issues listed were appropriate areas for the city to address. They are listed in alphabetical order. The Commission then identified objectives under each strategic issue and selected their priorities.

On the following pages are the details for each strategic issue:

- goal statement
- priority objectives
- other objectives
- department responsible for implementation.

The number of Commissioners that identified an objective as a priority is identified in parenthesis. Any objective that received support from at least three commissioners is considered a priority.

Pictured below: Ms. Marilyn Crotty, City Commission, and city staff participating in the strategic planning process.

COMMUNITY DEVELOPMENT

- Annexation – develop policy, growth potential
- Complete Master Plan Update for Downtown – walkability, density, housing
- Address Impacts of development on the south side SR40 beyond I-95

ECONOMIC DEVELOPMENT

- Create an incentive program
- Extend the Community Redevelopment Area (CRA) along A1A to Daytona Beach
- Continue bringing high wage jobs and businesses to the city
- Continue the development of Ormond Crossings
- Develop pad ready sites at the airport and Ormond Crossings
- Create/open access road between airport and Pineland Trail

GOVERNENCE

- Campaign finance efficiency – participate in County reporting system
- Multi-year employment agreements with union and non-union employees – wages & benefits
- Animal anti-tethering ordinance – modeled after Ponce Inlet
- Continue legislative advocacy efforts – home rule
- Secure new agenda management program
- Better engagement with social media and public information
- Address ADA accessibility compliance for website

PUBLIC SAFETY

- Develop a new Police Station and Emergency Operations Center
- Provide emergency services beachside
- Develop long range plan for purchase of emergency vehicles and equipment
- Provide latest up-to-date equipment for first responders

QUALITY OF LIFE

- Build a concrete ocean pier
- Update Parks & Recreation Master Plan
- Plan to replace old lighting with LED at sports facilities
- Create linear parks between Lincoln and Division, Mizner's Creek – Granada to Hand
- Restore Chief Tomokie statue in partnership with other entities
- Increase the size of Central Park
- Make upgrades to Cassen Park – floating pier, bait shop, bathrooms, parking
- Increase activities at the Environmental Discovery Center
- Determine redevelopment of the church property
- Bring back Santa Land

TRANSPORTATION

- Implementation of adaptive signalization system – SR40/Granada Blvd.
- Create double left turn lanes on Beach Street going east onto Granada Blvd.
- Develop additional bike paths according to plan
- Increase public transit opportunities – ferry, pedi-cabs, etc.
- Fund and implement Hand Ave. extension
- Explore establishing a station for Virgin train on route from Cocoa to Jacksonville
- Fund I-95/US1 Interchange

WATER QUALITY & ENVIRONMENT

- Converting septic tanks to city sewer systems
- Improvement of recycling program to include banning harmful items
- Expansion of reclaimed water system
- Development of a fertilizer ordinance – for use in medians and city properties.

STRATEGIC ISSUE: COMMUNITY DEVELOPMENT

GOAL STATEMENT:

To ensure the charm and rich history of our community is well-maintained through orderly development and redevelopment utilizing existing infra-structure, including utility service areas outside the City's municipal boundaries.

Priority Objective

(3) Develop an annexation policy for future growth

Timeline: March 2020

Responsibilities: *Planning & Finance Departments*

Progress Measures:

- *Number of parcels available for voluntary annexation*
- *Number of parcels in Volusia County ISBA area suitable for annexation*
- *Number of properties outside city limits with water and sewer agreements*
- *Development of annexation policy*
- *Execution of annexation agreements*
- *Analysis of service delivery costs*

Other Objectives

(2) Complete Downtown Master Plan Update

(1) Identify and develop strategies to deal with future impacts of Daytona Beach development that boarders the south side of SR40 West

Pictured left:
Downtown Ormond Beach

STRATEGIC ISSUE: ECONOMIC DEVELOPMENT

GOAL STATEMENT:

To ensure the economic health and vitality of the City of Ormond Beach by providing an environment allowing businesses to thrive through retention, expansion, and attraction.

Pictured below: Security First Insurance Bldg. under construction.

Priority Objective

(3) Continue attracting and retaining high wage jobs/ businesses to the city—development of Ormond Crossings

Timeline: *On-going*

Responsibilities: *Economic Development & Planning*

Progress Measures:

- *Number of Business Recruitments*
- *Number of Business Expansions*
- *Number of Business Retentions*

Other Objectives

(1) Identify and develop pad ready sites at airport and Ormond Crossings

(1) Negotiate with County to expand CRA along A1A to Daytona Beach

(0) Construct open access road between Business Park and Pineland Trail

(0) Continue economic development incentive program

(0) Develop PILOT (Payment in Lieu of Taxes) Policy

STRATEGIC ISSUE: GOVERNANCE

GOAL STATEMENT:

To build and maintain strong governance practices internally and externally through continued civic engagement efforts with residents, effective management and operational policies, and strategic partnerships with other governments and agencies to support the city's directions.

Priority Objective

(5) Improve public information outreach—social media and other methods

Timeline: *December 2019*

Responsibilities: *City Manager's Office*

Progress Measures:

- *Hire Public Information Officer—June 2019*
- *Develop Social Media Strategy– August 2019*
- *Increased social media engagements—December 2019*

(3) Develop multi-year employment agreements with all employees

Timeline: *October 2019*

Responsibilities: *Finance and Human Resources Departments*

Progress Measures:

- *New three-year agreements with the City's unions*

(3) Make Ormond Beach a pet-friendly community—create an anti-tethering ordinance

Timeline: *May 2019*

Responsibilities: *City Attorney's Office*

Progress Measures:

- *Anti-Tethering Ordinance Adopted (05/07/19)*

Other Objectives

(1) Utilize Supervisor of Elections Office for campaign reporting—develop policy

(1) Explore acquisition of new agenda management system and ADA accessibility compliance

(0) Continue legislative advocacy program—Home Rule

STRATEGIC ISSUE: PUBLIC SAFETY

GOAL STATEMENT:

To provide a safe and secure city that maintains a sense of security and responsiveness for all residents; by protecting and serving our community through the provision of effective, efficient and responsive emergency services.

Priority Objective

(4) Complete feasibility study and identify funding options for new Police Station/Emergency Operations Center

Timeline: *December 2020*

Responsibilities: *Police, Fire, Engineering & Finance Departments*

Progress Measures:

- *Completion of feasibility study—September 2019*
- *Completion of space needs analysis—January 2020*
- *Identify funding options—January 2021*

(3) Work with private sector to bring emergency services back to beachside

Timeline: *December 2020*

Responsibilities: *Economic Development & Planning*

Progress Measures:

- *Identify community needs*
- *Identify available locations*
- *Meet with medical providers*

Other Objectives

(1) Purchase latest and up-to-date equipment for all first responders

(1) Develop a long-range plan for purchase of emergency equipment and vehicles

Pictured top left: DARE program at local elementary school

Pictured bottom left: School children visiting Fire Station #92

STRATEGIC ISSUE: QUALITY OF LIFE

GOAL STATEMENT:

To ensure Ormond Beach remains the crown jewel of central Florida, by providing for the quality, quantity and variety of passive and active recreation areas and facilities to serve the needs of our community.

Priority Objective

(3) Update parks/recreation master plan including LED lighting, linear parks, and Central Park Expansion

Timeline: *See below*

Responsibilities: *Leisure Services, Engineering & Finance Departments*

Progress Measures:

- *Prepare Request for Proposals and award contract for Parks and Recreation Master Plan Study – May 2020*
- *Identify areas for Central Park expansion—September 2020*
- *Evaluate LED lighting projects for FY 2020-2021 CIP*
- *Evaluate Linear Parks for FY 2021-2022 CIP*

Other Objectives

(2) Complete Cassen Park Upgrades

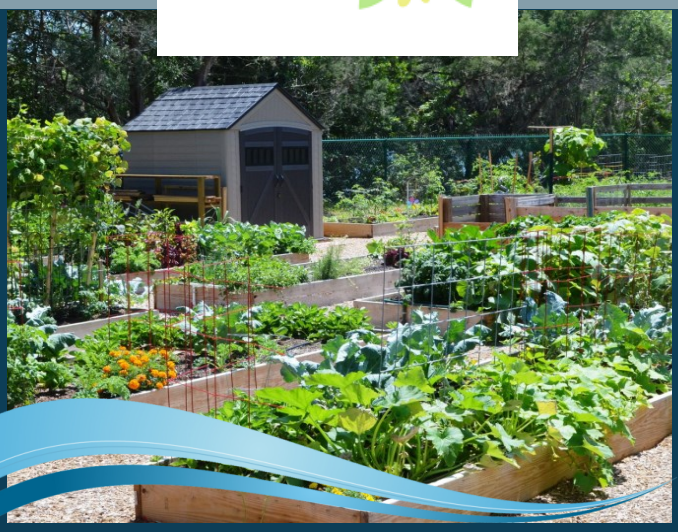
(2) Expand activities at Environmental Discovery Center

(2) Explore feasibility/funding for concrete pier, seek partners

(2) Complete feasibility/funding option for proposed uses of the church property

(2) Explore grant opportunities to restore and preserve Chief Tomokie Statue

(2) Bring back Santa Land—at The Casements



STRATEGIC ISSUE: TRANSPORTATION

GOAL STATEMENT:

To develop and maintain a balanced, efficient and safe transportation system incorporating multi-modal strategies while working in conjunction with partners, including, other cities, county, and regional organizations, as well as state and federal partners.

Pictured below: Area map of Hand Ave Ext

Priority Objective

(3) Work with County, State and Daytona Beach to develop Hand Ave. Extension

Timeline: *September 2025*

Responsibilities: *Engineering & Planning Departments*

Progress Measures:

- *Include Hand Ave Extension in TPO 5 Year Plan*
- *FDOT Conduct preliminary design & environmental assessment*
- *FDOT Approve budget appropriation for design & engineering*
- *FDOT Approve budget for construction*

Other Objectives

(2) Add double left turn lanes on Beach St. going east onto Granada Blvd.

(2) Redesign and rebuild I-95/US1 Interchange.

(2) Continue implementation of adaptive signalization system

(0) Increase multi-modal transportation options—Virgin Train station, bike paths, ferry and pedi-cabs

STRATEGIC ISSUE: WATER QUALITY & ENVIRONMENT

GOAL STATEMENT:

To maintain the City's environmental stewardship by reducing negative impacts of pollutants to waterbodies, such as the Halifax and Tomoka Rivers and their tributaries that decrease the quality of life of Ormond Beach residents.

Priority Objective

(3) Septic to sewer - invest $1M in phase one —Design and permitting of 700 homes on the North Peninsula

Timeline: *September 2020*

Responsibilities: *Engineering, Utilities and Finance Departments*

Progress Measures:

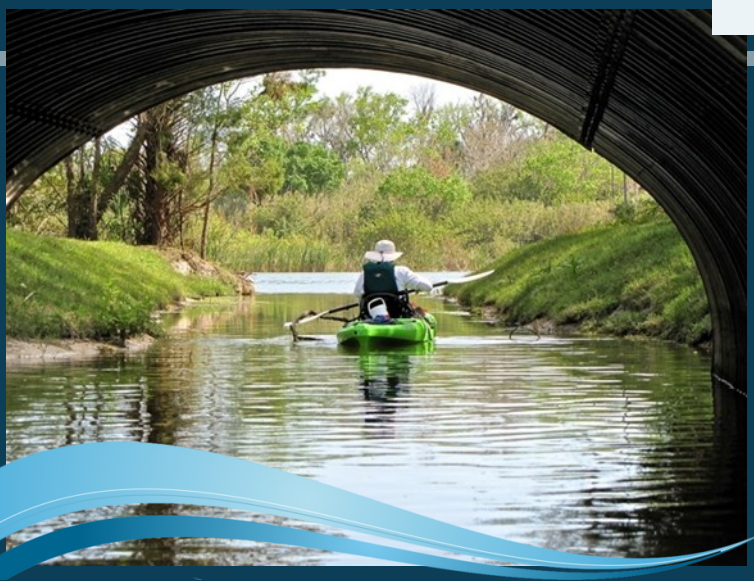
- *Include funding for design for Septic to Sewer in FY 2019-2020 CIP*
- *Present needs at State Local Legislative Delegation Meeting in September 2019*
- *Seek Legislative appropriation for design costs, March 2020*
- *Seek St. John's River Water Management Grants, March 2020*

Other Objectives

(1) Development of fertilizer ordinance

(0) Expand reclaimed water system to other areas based upon availability and participation.

(0) Educating and eliminating use of plastics—straws, bottles, etc.



Pictured left: Kayaker in Central Park Lake

SUMMARY: PRIORITY OBJECTIVES

SUMMARY:

The City Commission confirmed the following as their priority objectives . City staff will develop action plans for the highest ranked objectives for the FY 2019-20 year. *The goals are listed in alphabetical order.*

PRIORITY OBJECTIVES:

COMMUNITY DEVELOPMENT

(3) Develop an annexation policy for future growth

ECONOMIC DEVELOPMENT

(3) Continue attracting and retaining high wage jobs/ businesses to the city—development of Ormond Crossings

GOVERNANCE

(5) Improve public information outreach—social media and other methods

(3) Develop multi-year employment agreements will all employees

(3) Make Ormond Beach a pet-friendly community—create an anti-tethering ordinance

PUBLIC SAFETY

(4) Complete feasibility study and identify funding options for new Police Station/Emergency Operations Center

(3) Work with the private sector to bring emergency services back to beachside

QUALITY OF LIFE

(3) Update parks/recreation master plan including LED lighting, linear parks, and Central Park Expansion

TRANSPORTATION

(3) Work with County, State and Daytona Beach to develop Hand Ave. Extension

WATER QUALITY AND ENVIRONMENT

(3) Septic to sewer - invest $1M in phase one —Design and permitting of 700 homes on the North Peninsula

2019 Strategic Plan

Progress Report as of June 2022

City of Ormond Beach

The Crown Jewel of Volusia County

MISSION STATEMENT

To ensure Ormond Beach is one of the most attractive, stimulating and innovative communities in Florida, while protecting our rich history and maintaining our unique charm. Boasting an environment where our children can thrive, with a prosperously diverse and balanced economy, within a fiscally strong community. All the while, delivering exceptionally responsive service to our citizens and cultivating the highest quality of life.

Pictured Left to Right:
Commissioner Zone 1 **Dwight Selby**
Commissioner Zone 2 **Troy Kent**
Mayor **Bill Partington**
Deputy Mayor/Commissioner Zone 3 **Susan Persis**
Commissioner Zone 4 **Rob Littleton**

INTRODUCTION

The City of Ormond Beach, population 45,000, is a beachside community on the east coast of Central Florida that prides itself on providing a high quality of life for all. As nearby communities have transformed into densely populated and congested areas, Ormond Beach has strategically managed growth to retain its charm and character. Instrumental in this effort is the city's long history of engaging residents to help shape their community.

In 2015, as economic recovery started to gain momentum, the city conducted two community workshops in which Ormond Beach residents shared their dreams and aspirations for the future of the city. Because of the importance of gathering input at this critical time, the city launched a partnership with the Florida Institute of Government at the University of Central Florida to facilitate the workshops called "community conversations." The facilitator summarized the information from the workshops and incorporated it into the City Commission's formal strategic planning process.

Utilizing this information, key strategic goals were developed and tracked through the City Commission agenda process. In 2016 & 2017, working again with UCF, the City Commission evaluated the progress of and updated the key strategic goals.

STRATEGIC PLANNING PROCESS

During 2018-2019, the City of Ormond Beach conducted an extensive citizen engagement process, the award-winning OB Life project, to fully engage the community to help determine the kind of city Ormond Beach would be in the future. A series of six community forums were held addressing community development; transportation and livable communities; environment and water quality; public safety; leisure and culture; and economic development.

This comprehensive process provided community education and gathered valuable input that guided the discussions of the Mayor and City Commissioners during the strategic planning workshop held on February 27, 2019 (which was also attended by the City Manager, City Attorney, and the city's senior staff).

Using the information gathered from participants in The OB Life series, the Commissioners identified overall strategic issues the city should address along with specific objectives for the city to accomplish in the next few years. The final activity of the workshop was for the City Commission to select and refine priority objectives for implementation.

UPDATES

Updates new to 2021-2022 will be indicated with a ★.

Proposed future updates for 2022-2023 will be indicated with a ● .

2019 Strategic Plan
Priority Objectives

Community Development

- **Develop an annexation policy for future growth**

Economic Development

- Continue attracting and retaining high wage jobs/businesses to the city—development of Ormond Crossings

Governance

- Improve public information outreach—social media and other methods
- Develop multi-year employment agreements with all employees
- Make Ormond Beach a pet-friendly community—create an anti-tethering ordinance

Public Safety

- Complete feasibility study and identify funding options for new Police Station/Emergency Operations Center
- Work with the private sector to bring emergency services back to beachside

Quality of Life

- Update parks/recreation master plan including LED lighting, linear parks, and Central Park Expansion

Transportation

- Work with County, State and Daytona Beach to develop Hand Ave. extension

Water Quality and Environment

- Septic to sewer - invest $1M in phase one —Design and permitting of 700 homes on the North Peninsula

2019 Strategic Plan
Other Objectives

COMMUNITY DEVELOPMENT
· Complete Master Plan Update for Downtown – walkability, density, housing
· Address Impacts of development on the south side of SR40 beyond I-95

ECONOMIC DEVELOPMENT
· Create an incentive program
· Extend the Community Redevelopment Area (CRA) along A1A to Daytona Beach
· Continue bringing high wage jobs and businesses to the city
· Create/open access road between airport and Pineland Trail

GOVERNANCE
· Campaign finance efficiency – participate in County reporting system
· Continue legislative advocacy efforts – home rule
· Secure new agenda management program
· Address ADA accessibility compliance for website

PUBLIC SAFETY
· Develop long range plan for purchase of emergency vehicles and equipment
· Provide latest up-to-date equipment for first responders

QUALITY OF LIFE
· Build a concrete ocean pier
· Restore Chief Tomokie statue in partnership with other entities
· Make upgrades to Cassen Park – floating pier, bait shop, bathrooms, parking
· Increase activities at the Environmental Discovery Center
· Determine redevelopment of the church property
· Bring back Santa Land

TRANSPORTATION
· Implementation of adaptive signalization system – SR40/Granada Blvd.
· Create double left turn lanes on Beach Street going east onto Granada Blvd.
· Develop additional bike paths according to plan
· Increase public transit opportunities – ferry, pedi-cabs, etc.
· Explore establishing a station for Virgin train on route from Cocoa to Jacksonville
· Fund I-95/US1 Interchange

WATER QUALITY & ENVIRONMENT
· Improvement of recycling program to include banning harmful items
· Expansion of reclaimed water system
· Development of a fertilizer ordinance – for use in medians and city properties.

STRATEGIC ISSUE: COMMUNITY DEVELOPMENT

GOAL STATEMENT:

To ensure the charm and rich history of our community is well-maintained through orderly development and redevelopment utilizing existing infra-structure, including utility service areas outside the City's municipal boundaries.

OTHER OBJECTIVES:

- **Complete Downtown Master Plan Update (June 2019)**
  - Master Plan Update has been adopted by the City Commission.
  - Capital Improvement Program seeks to implement policies and themes within the master plan.
  - **Completed MacDonald House restoration and Ormond Memorial Art Museum expansion.**
  - **Newly opened businesses include Publix, Neighborhood Scoops, and Pumphouse BBQ.**
  - **Bid proposals sought for sidewalk banding repair project.**
- **Identify and develop strategies to deal with future impacts of Daytona Beach development that borders the south side of SR40 West**
  - Staff continues to monitor the Comprehensive Plan and Zoning Map amendments in Daytona Beach associated with Avalon Park.
  - Staff has hired a traffic consultant to review the Avalon Park traffic impacts.
  - **Conducted OB Life listening sessions regarding community issues.**

PRIORITY OBJECTIVE:

Develop an annexation policy for future growth

Updates:

- Comprehensive Plan, Land Development Code, and Code of Ordinance amendments were adopted to clarify and update the city's annexation policies.
- Annexation of the Plantation Oaks subdivision (1,055 acres) was completed consistent with the same required land uses as they held in the county.
- Annexation of 350 Clyde Morris Boulevard (18.5 acres) occurred.
- **Adopted Second Interlocal Service Boundary Agreement for the RidgeHaven subdivision.**
- **Annexation of 103.45 acres for the future RidgeHaven subdivision.**
- Work continues along the North U.S. 1 corridor and properties are annexed as utility connections occur.
- There are remaining enclaves that lack utility connections, have the older street infrastructure, and would require significant stormwater maintenance and improvements.

STRATEGIC ISSUE: ECONOMIC DEVELOPMENT

GOAL STATEMENT:

To ensure the economic health and vitality of the City of Ormond Beach by providing an environment allowing businesses to thrive through retention, expansion, and attraction.

OTHER OBJECTIVES:

- **Construct open access road between Business Park and Pineland Trail**
  - The design phase for the airport access road project from the Airport Business Park into the southwest quadrant of the airport is complete and construction is anticipated to commence in FY 2022-2023.
  - This project is made possible due to state appropriations in the amount of $472,500 for the construction of the project.
- **Continue to implement programs and initiatives to grow and support entrepreneurial and small business development in Ormond Beach**
  - The City continues work with partners to establish these opportunities.
- **Continue economic development incentive program**
  - The City's economic development program is utilized and continues to work effectively.

PRIORITY OBJECTIVE:

Continue attracting and retaining high-wage jobs/businesses to the city—development of Ormond Crossings

Updates:

- **CO2Meter, Inc. expanded its operations in the City. The company retained 19 high-wage, highly skilled jobs, and invested $1.2 million to build out a 20,000-square-foot space that will serve as the new headquarters, office, and assembly/warehouse facility.**
- **Hosted three courses of the Kauffman FastTRAC Program as part of the National League of Cities and Ewing Kauffman Foundation's City Innovation Ecosystems (CIE) program in partnership with the Volusia/Flagler SCORE Chapter.**
- **Launched SizeUp Ormond Beach, which provides business owners and aspiring entrepreneurs with market research and business insights to help them make smarter decisions with data to effectively grow their business.**

STRATEGIC ISSUE: GOVERNANCE

GOAL STATEMENT:

To build and maintain strong governance practices internally and externally through continued civic engagement efforts with residents, effective management and operational policies, and strategic partnerships with other governments and agencies to support the city's directions.

OTHER OBJECTIVES:

- **Explore acquisition of a new agenda management system and ADA accessibility compliance**
  - **City is implementing CivicClerk, an agenda management software.**
  - **City is utilizing JustFOIA, an online submission portal to manage Public Records requests.**
  - **Closed captioning is available through a 3rd party on all recorded meetings.**
- **Continue legislative advocacy program—Home Rule**
  - Home Rule program continues to remain strong.

PRIORITY OBJECTIVES:

Improve public information outreach—social media and other methods

Updates

- Hired Public Information Officer in June of 2019.
- Social Media Strategy developed in August of 2019.
- Social media engagements continue to increase on an ongoing basis.
- **Hosted two OB Life listening sessions:**
  - **OB Life Westward Focus:**
    - **Nov 9: 285 Attendees (85 in-person & 200 online) with 450 online video views after the meeting**
      - **111 fishbowl questions submitted and answered**
    - **Dec 2: 132 Attendees (28 in-person & 103 online) with 201 online video views after the meeting**
      - **41 fishbowl questions submitted and answered**
  - **OB Life Airport Focus:**
    - **May 10: (140 in-person and ~200 online) with 218 online video views after the meeting**
    - **162 fishbowl questions submitted and answered**

Develop multi-year employment agreements with all employees

Updates:

- The City reached three-year agreements with all three unions.

Make Ormond Beach a pet-friendly community—create an anti-tethering ordinance

Updates:

- Anti-Tethering Ordinance Adopted in May of 2019.

STRATEGIC ISSUE: PUBLIC SAFETY

GOAL STATEMENT:

To provide a safe and secure city that maintains a sense of security and responsiveness for all residents by protecting and serving our community through the provision of effective, efficient and responsive emergency services.

OTHER OBJECTIVES:

- **Purchase the latest and up-to-date equipment and vehicles**
  - Purchased two new fire engines.
  - Purchased six new patrol cars. purchased.
  - Instituted fire turnout gear replacement program.
  - ★ **First in the county to purchase and activate P25 radios for mutual aid response**
- **Develop a long-range plan for the purchase of emergency equipment and vehicles**
  - Dedicated millage approved for the creation of a capital equipment fund for public safety.
    - Replacement of six patrol cars, two specialty units, one motorcycle, two commercial dryers for Fire turnout gear, and communication headsets for two firetrucks.
  - ★ **New Public Safety Capital Fund provides dedicated ongoing funding to continue to meet the needs of our fire and police departments.**

PRIORITY OBJECTIVES:

Complete feasibility study and identify funding options for new Police Station/Emergency Operations Center

Updates:

- Study has been completed and site assessment is under review by City staff to determine future planning needs. Efforts were placed temporarily on hold during the Covid-19 pandemic and have now resumed.
- Exploring Police and Fire Impact fees as part of the Impact Fee update.

Work with private sector to bring emergency services back to beachside

Updates:

- Staff have conducted several meetings with medical providers to gauge interest and feasibility. Efforts are ongoing.

STRATEGIC ISSUE: QUALITY OF LIFE

GOAL STATEMENT:

To ensure Ormond Beach remains the crown jewel of central Florida, by providing for the quality, quantity and variety of passive and active recreation areas and facilities to serve the needs of our community.

OTHER OBJECTIVES:

- **Expand activities at Environmental Discovery Center (EDC)**
  - EDC offers regular programming surrounding local wildlife, nature walks, and environmental education opportunities.
  - Expanded virtual/web broadcasts to two or more per week during the COVID-19 event, offered bimonthly nature/bird walk, virtual Backyard Bird Count, upgraded indoor beehive entrance, acquired display black bear from FWC for interpretive programming.
  - Obtained grant from Florida Wildflower Foundation and upgraded wildflower garden.
  - ★ **Hosted successful in-person Backyard Bird Count in partnership with Florida Audubon Society.**
  - ★ **Upgraded the butterfly garden.**
  - ★ **Partnered with Volusia Master Gardeners to present regular live gardening programs.**
- **Complete feasibility/funding option for proposed uses of the church property**
  - Temporary parking lot established.

PRIORITY OBJECTIVE:

Update parks/recreation master plan including LED lighting, linear parks, and Central Park Expansion

Updates:

- City worked with FPL to replace the majority of streetlights with LED.
  - Nova Community Park Tennis Center LED upgrade complete.
- Included Linear Parks in FY 2020-2021 CIP.
- Cassen Park Floating Dock completed March 2020 & awarded Florida MainStreet's "Best Public Improvement of the Year."
- Cassen Park public survey was conducted to determine future park improvements and received 600+ responses.
  - ★ **Staff has advertised, by Request for Qualifications (RFQ), for design firms qualified in the redesign of public parks to prepare plans for Cassen Park that incorporate the recommendations and suggestions provided through public input sessions.**
  - ● **There will be additional opportunities for the Commission and the public to provide input.**
- **Central Park Expansion:**
  - ★ **Old Kings Road property (3.7 acres located at Division & S. Old Kings) has had the debris removed and the soil & groundwater testing is complete with no issues present.**
  - ★ **Future Capital Improvement Plan (CIP) projects could include a pedestrian path across the spring well, through the Duncan property, and out to Hammock Lane connecting to the existing Central Park trail system.**
  - ● **Additional trail interconnects and park amenities could be planned for future years.**
- ★ **Parks & Recreation Master Plan update was adopted by the City Commission June 2022 implementation is expected throughout the next 10 years.**
- ★ **Performing Arts Center updates have been approved for an ECHO grant, which will allow for renovation of PAC lobby and gallery, as well as upgrades to the building exterior.**
- ★ **City has requested that St Johns Water Management District purchase the property adjacent to Riverbend Park and donate it to the City with conservation easements.**
- ★ **Thompson Creek Trail expansion (20+ acres) is moving forward with the help of the River to Sea Transportation Planning Organization.**
  - ● **Design begins in 2022 and construction will commence in 2023.**

STRATEGIC ISSUE: TRANSPORTATION

GOAL STATEMENT:

To develop and maintain a balanced, efficient and safe transportation system incorporating multi-modal strategies while working in conjunction with partners, including, other cities, county, and regional organizations, as well as state and federal partners.

OTHER OBJECTIVES:

- **Redesign and rebuild I-95/US1 Interchange**
  - State funds awarded for design, engineering, and construction planning.
  - **FDOT has begun its Preliminary Design and Environment (PD&E) study for the I-95 / US 1 Interchange.**
  - **Public meeting conducted on alternatives.**
- **Implementation of adaptive signalization system**
  - **Adaptive signalization system has been fully implemented on Sr 40 / Granada Blvd. from A1A to Breakaway Trails.**
- **Increase multi-modal transportation options—Virgin Train station, bike paths, ferry and pedicabs**
  - Forest Hills bike path sidewalk built to connect the neighborhood directly to school and across city access points.
  - **City is working with FDOT to implement pedestrian safety measures along S.R. A1A which includes the implementation of additional mid-block crossings located close to beach access points and other pedestrian destinations.**
  - **City implemented a traffic calming program and thus far have utilized it on the following streets: Hernandez Ave., Dix Ave., Highland Ave., Fleming Ave., North Halifax Dr., Division Ave., Riverside Dr., Beach St., Melrose Ave.**

PRIORITY OBJECTIVE:

Work with County, State, and Daytona Beach to develop Hand Ave. Extension

Updates:

- Include Hand Ave in TPO 5-Year Plan

FY 2021-22 Proposed Additional Objective:

- **Increase funding for transportation for local road rehabilitation to increase the rate at which local roadways are rehabilitated.**
  - **Staff has expanded the roadway resurfacing program by 50%, utilizing the increase in budget funding awarded by Commission.**

STRATEGIC ISSUE: WATER QUALITY & ENVIRONMENT

GOAL STATEMENT:

To maintain the City's environmental stewardship by reducing negative impacts of pollutants to waterbodies, such as the Halifax and Tomoka Rivers and their tributaries that decrease the quality of life of Ormond Beach residents.

OTHER OBJECTIVES:

- **Expand reclaimed water system to other areas based upon availability and participation.**
  - Breakaway Trails storage tank completed June 2020.
  - **Holly Hill Interconnect project completed.**
- **Educating and eliminating use of plastics—straws, bottles, etc.**
  - Adopted city-wide plastic straw ordinance.
  - One Less educational campaign launched.
    - Educational presentations at Ormond Beach Middle School and other local elementary schools.
    - Reusable straws distributed at local events.

PRIORITY OBJECTIVE:

Septic to sewer - invest $1M in phase one —Design and permitting of 700 homes on the North Peninsula

Updates:

- City Commission rejected proposals for the North Peninsula Sewer Retrofit Phase 1.

FY 2021-22 Proposed Additional Objective:

- Increase funding for water and water reclamation infrastructure by upgrading our facilities to ensure our facilities operate at adequate capacity and with the highest efficiency.
  - Add funds for essential capital infrastructure repair, replacements, and improvements projects to ensure we remain good environmental stewards of our water bodies and their tributaries.
  - **Staff has completed upgrades to the chlorine contact chamber at the Water Reclamation Facility.**
  - **City received $2+ million to install UV Disinfection equipment at the Water Reclamation Facility and offer conversion of 76 residences from septic tanks to the City of Ormond Beach sewer on Magnolia Drive, Oak Drive, and Bonita Ave.**
  - **City staff are working with the St. Johns River Water Management District to prepare a plan for Alternative Water Utilization that maximizes the City's use of reclaimed water and achieves the goal of zero discharge of treated effluent by 2032 set forth by Florida Senate Bill 64.**