



An ‘American Assembly’ to Seek Community Consensus for “Grow Apopka 2025 Vision”

**February 23, 2016
6:00 PM
Highland Manor
604 E Main Street**

US President Dwight D. Eisenhower is credited with creating The American Assembly technique, a means “... through which thoughtful men and women ... [can]... address difficult problems and identify effective solutions.”¹ In this workshop setting the K&S Planning Team will use a derivation of this method to elicit public comment, constructive debate and differing ideas endeavoring to facilitate Apopka community consensus.

- I. Welcome, Introduction, and Objectives. What does the outcome of this Plan mean?**
- II. Apopka Vision Plan in the Making - Telling the Story, Plan Inputs.**
- III. Summary of Proposed Plan (Vision and Strategies)**
- IV. How do you like the Plan? Constructive feedback and improvements.**
 - a.** Proposed Grow Apopka 2025 Vision
 - b.** Development Hub's Map
- V. Small Group deliberations (if needed).**
- VI. Final reflections, solicit feedback and evaluation.**
- VII. Adjournment**

¹ - Travis Beal Jacobs, Dwight D. Eisenhower and the Founding of the American Assembly, 2004.

Backup material for agenda item:

1. Proposed Grow Apopka 2025 Vision

February 18, 2016

Proposed Grow Apopka 2025 Vision
Subject to council approval.

FUNDING: Funding, deadlines, and implementation are continuing challenges for any local government. The strategies in this proposed plan are contingent upon funding sources which may not yet be identified or realized. Accordingly, some target dates to implement each strategy are “soft” deadlines not yet tied to specific work plans, are subject to annual budget decisions for recurring revenue, and the city’s 5-year Capital Improvements Plan.

A long list of funding options is available for local governments, ranging from simple to complex. Project funding often involves multiple sources. Among the menu of sources are: public private partnerships (which can take several forms); bonds (General obligation, industrial revenue, other); general revenue; user fees; leases; impact or mobility fees; Ad Valorem taxes; State or Federal grants; tax increment financing (CRAs); public sector partnerships; foundations (public or private); special districts (several types including municipal service benefit units, transportation development authorities, and educational facilities benefit districts); State Investment Bank Loans; State Revolving loans; stormwater utilities; and annexation (if net positive);

Respondents to the survey questionnaire used for this planning project chose preferences from a menu of options for funding sources. Among the top desired means of funding were to a) cost share projects with other government entities, b) enlist public-private partnerships where city and other party(ies) contribute funding, and c) hold the line on current taxes, budget and fees.

Acronyms

ADM	Administration
CC	City Clerk
CD	Community Development
CE	Code Enforcement
ECD	Economic and Community Development
FD	Fire
FN	Finance
FTE	Full Time Equivalent (Staff commitment)
HR	Human Resources
IT	Information Technology
MAY	Office of the Mayor
PD	Police
PS	Public Services
REC	Recreation
SE	Recreation Programs & Special Events

Achieve thriving economic development with an outstanding business climate, competitiveness, and innovation: Assist entrepreneurs, new and existing businesses, recruitment, business and image marketing -- to attract, retain and grow businesses in targeted areas of the City. Convey awareness of City's exceptional attributes, brand and welcoming hospitality.

Performance Measures:

1. In an attempt to reduce the local jobs-to-housing ratio deficit, achieve a minimum of 1500 new local jobs per year for 10 years.
2. Successful marketing to be gauged by:
 - a) Increased website traffic;
 - b) Social media activity, including Facebook "likes"; and
 - c) Attendance at special events.
3. Reduced non-residential vacancy rates.
4. Increased business tax receipts.
5. Increased ad valorem valuation above the neighboring and competing communities.
6. New commercial/retail shopping center development with wide variety of store options.

Plan % Complete

Lead Dept/ Partners	Strategy - (How to achieve each goal, including partnerships, legality, timing, anticipated staff, funding & cost.)	Year Start	Duration	Percent Complete	YEAR									
					2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
ADM	1. Marketing and Branding													
	a. Marketing Campaign: By 2017, create a plan and implement a focused, city-led business marketing campaign (unique among competing cities).	2016	2	10%										
	i. The campaign will include business partnerships, advertising internships, and print publications, marketing to attract businesses that require easy access to Central Florida. Establishing incentives package, offering land compatibility assessments (zoning/ land use compliance), etc. \$325K (Plan and initial advertising), with est. \$40k annually (advertising), (0.1 FTE of staff time).	2016	4	0%										
	b. Establish Image Advisory Board to implement in the next four years the marketing plan, in part by promoting the City's image around Florida, including applying a portion of a tourist tax to fund city advertisement billboards throughout Florida. (0.05 FTE of staff time; advertising cost TBD)	2017	4	0%										
	c. City Website Update: Rollout of redesigned city website. Est. cost: \$ 50K 2 nd quarter 2017.	2017	1	0%										
	2. Reorganize: Create an "Economic and Community Development" (ECD) department by expanding the mission of the current community development department.	2016	1	0%										

ADM	<p>a. ECD Director: Through the new ECD Director hired in 2016, and continuing through the Plan's duration, emphasize economic development and accomplish catalyst infrastructure improvements while ensuring a "hometown feel," and embracing small town appeal to welcome new residents, businesses and visitors by managing controlling its growth. The department/director's assignments are:</p> <p>i. As part of the preparation of revised Land Development Code and Design Standards (See Infrastructure and Growth Leadership), complete a survey of restaurants to determine their needs regarding café/sidewalk dining and include criteria related to café/sidewalk dining and repurposing older plazas to mixed use Live-Work-Play developments in the new code. \$100 K budgeted and 0.1 FTE of staff time.</p> <p>ii. Establish and execute a much improved program similar to Enterprise Zone (if it is not re-enacted by Legislature) or re-establish and improve upon existing EZ (with potential redefined boundaries), if re-enacted by the Legislature to capitalize on industrial and agricultural jobs creation, supplemented by the marketing study findings for additional target industries. By 2017, \$10K annually and 0.1 FTE.</p> <p>iii. Support the Tri-City Business Partnership (with Ocoee and Winter Garden) to attract desired businesses (could include restaurants) to key interchanges/intersections assuring such development does not preclude city-desired industrial hub and jobs creation (\$50K per year; 0.10 FTE staff time).</p> <p>iv. Use the legal authority to the ECD to enable proprietary negotiations during business recruitment (model after Business Development Councils) Complete 3rd quarter 2016. Pursuant to Section 288.075 of the Florida Statue, provide for confidentiality of proprietary economic development information from businesses.</p> <p>v. Continue participation in Metro Orlando Economic Development Commission. However, emphasize real results and use its ability to negotiate with prospective businesses (proprietary). Immediate and continuing.</p> <p>vi. Serve as the Business Development Ambassador, attend business trade shows and conferences to market the city's business climate and recruit new businesses to the City. Immediate and continuing, \$10k annually.</p> <p>vii. Build upon the Angelos Study, conduct a new market demand study, est. cost \$30K; and, b) land use suitability analysis, 0.1 FTE staff time to determine targeted industries, including potentially new fine-dining and family-style restaurants. 1st Quarter 2017.</p> <p>viii. Conduct a facilitated Developer Roundtable testing the results of the market analysis and gauging interest, propensity for investment and risk, and potential incentives package, i.e., land compatibility assessments (zoning/ land use compliance), etc. 2nd Quarter 2017. \$10K for consultant) or 0.10 FTE of staff time.</p> <p>ix. Eco-Business Plan: By 2017, devise a specific, business development strategy focusing on eco-tourism linked to Lake Apopka and other natural resource areas as well as light industrial sectors like eco-friendly or plant-based products. 0.10 FTE staff time</p>	2016	10	0%																
ECD		2016	1	10%																
ECD		2017	10	0%																
ECD		2016	10	0%																
ECD		2016	1	0%																
ECD		2016	10	0%																
ECD		2016	10	0%																
ECD		2017	1	0%																
ECD		2017	1	0%																
ECD		2016	1	0%																

ECD	3. CRA Reinvigoration: a. Hire an Executive Director who reports to the City Administrator. 90K, by 4 th Quarter 2017. b. Appoint advisory board by 2017. c. Expand and realign the existing Community Redevelopment Agency (CRA) boundary following a Finding of Necessity and subsequent County approval. \$20K d. By 2017, update the existing outdated 1993 CRA Plan (est. cost \$75,000 for outside consultant) with focus areas: business assistance, design guidelines, façade improvement program, parking deficiencies, and cafe dining. Staff allocation 1.25 FTE (including administrative support). e. Review existing agreement with UCF regarding Business Incubation. f. Design and Implement a Façade Improvement Program for both business and residential, which may consist of: free paint, grants for external building rehab or repair, signage and/or expedited sign approval, assistance with landscape design or landscape material or free irrigation watering. \$40K annually for 10 such grant awards (max \$4K each).																			
ECD		2016	2	0%																
ECD		2016	2	0%																
ECD		2018	1	0%																
ECD		2017	2	0%																
ECD		2017	2	0%																
ECD	2018	10	0%																	
ECD	4. Public Land Asset Study: Attract and accommodate interspersed mix of professional services, offices and business by: a. Complete inventory of city-owned lands by 2016 b. By 2017, evaluate optimal use and value of each asset. (0.50 FTE of staff time)																			
ECD		2016	1	100%																
ECD		2016	2	0%																
ECD	5. Eastshore Activity Hub: Beginning in 2017, design and complete development by 2020, as an eco-tourism activity hub, interconnecting with the new hospital and Healthy District theme. (0.50 FTE of staff time; cost estimate and development partnerships TBD)	2017	4	0%																
ECD	6. Annexation Study: By 2020, complete an annexation study to evaluate desirable annexation areas, in concert with City-County Joint Planning Agreement. \$65k estimated	2016	5	0%																

Infrastructure and Growth Leadership: Become a premier, self-sustaining suburban community with an ideal mix of residential neighborhoods, employment centers, and educational and recreational facilities that welcomes new residents, businesses and visitors. The city with a growth strategy that embraces small town appeal, multi-modal connectivity and mobility (regionally and between development hubs) through enhanced connectivity of the transportation system to support growth with access to the four development nodes/hubs and popular destinations, including Lake Apopka and between the Downtown (Station Street Hub) and the proposed City Center to the new hospital.

Performance Measures:

1. A Multi-modal Transportation Plan.
2. An Eco-Business Plan.
3. Revised land development regulations that:
 - a) streamlines development approval;
 - b) protects historic resources;
 - c) increase supply of attainable housing; and
 - d) incentivizes the desired small town scale and mix of uses, densities and intensities and repurposing of existing buildings.
4. The installation of street lamps, way-finding signage and sidewalks.
5. Does the improved infrastructure accommodate desired Downtown development?
6. City codes are equally and fairly enforced, as determined through a Citizen’s Satisfaction Survey.

Plan % Complete

Lead Dept/ Partners	Strategy - (How to achieve each goal, including partnerships, legality, timing, anticipated staff, funding & cost.)	Year Start	Duration	Percent Complete	YEAR										
					2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
CD	1. Multi-Modal Planning: Sec. 163.3180, F.S., identifies mobility plans and fees as the preferred method (replacing transportation concurrency, road impact fees and proportionate fair share) to mitigate the impacts to the transportation system while encouraging pedestrian friendly infill and redevelopment. Also see “Evaluation of the Mobility Fee Concept”, Center for Urban Transportation, USF, 2009.														
	a. Complete an inventory of existing roads, bicycle lanes, sidewalks, and lighting within the City by 2017. (0.10 FTE of staff time)	2016	2	10%											
	b. Adopt a Transportation Master Plan that includes comprehensive pedestrian, bicycle/ other non-vehicular circulation components that compliment the West Orange Trail (WOT), fully integrate the WOT into the downtown circulation solutions plan, intersect with the Coast to Coast connector, promote bike rental, Complete Streets, specifically improving sidewalks and continuing themed lighting in Downtown and along US 441 from Sheeler to Piedmont-Wekiva Road; provide bike paths and trails giving easier access to Lake Apopka. Estimated cost: \$150K (0.05 FTE of staff time)	2018	1	0%											

CD	<p>2. In conjunction with or as an alternative to a Master Transportation Plan, prepare a Mobility Plan that will:</p> <p>a. Improve coordination and funding partnerships and minimize intergovernmental delays for County and State roads, tollways, and mass transit, with FDOT, Orange County, LYNX, Central Florida Expressway Authority.</p> <p>b. Coordinate all key transportation plans (e.g. 5 Year Transportation Improvement Plan, Long Range Transportation Plan, Comprehensive Plan and the CRA Plan).</p> <p>c. Build or expand roadways to adequately manage and/or reduce congestion, including:</p> <p>i. Solve Downtown circulation capacity of secondary roads appropriately as an alternative to US441.</p> <p>ii. Alleviate bottleneck at US 441 (Main/OBT) / 436 (Semoran) intersection.</p> <p>iii. Widen Plymouth Sorrento Road from 1 lane in either direction to 2 lanes in either direction; include sidewalks and lighting from S.R. 441 to Kelly Park Road in order to establish safe, and complete streets and establish better access and hub connection.</p> <p>d. Encourage a train depot in the Downtown.</p> <p>e. Develop a Park 'n' Ride along S.R. 429.</p> <p>f. Installation of additional lighting, trails and sidewalks throughout the City, and south of Apopka (441 from Sheeler Avenue to Piedmont Wekiva Road). Cost TBD.</p> <p>g. Incentivize desired type and location of development.</p> <p>h. Solve safety issues by creating Complete Streets wherever possible. Cost \$150K and 0.10 FTE of staff time, complete by 2018.</p>	2018	2	0%									
		2018	9	0%									
		2018	2	0%									
		2018	2										
		2019	2	0%									
		2019	2	0%									
		2020	4	0%									
		2018	3	0%									
		2019	2	0%									
		2020	4	0%									
		2018	2	0%									
		2016	2	0%									

CD	3. Regulatory Improvements: (Comprehensive Plan by 2019 and LDC update and Design Guidelines by 2020) Code may change sooner upon negotiation with desirable developments.																			
	a. As part of the update of the Comprehensive Plan include the following:																			
	i. Revise to focus upon multi-modal planning.	2016	4	10%																
	ii. Update the transportation maps with corridors by type, i.e., transit corridor, Complete Streets corridor.	2016	4	10%																
	b. Incorporate into the larger LDC update the following:																			
	i. Pedestrian-friendly Design: Encourage, pedestrian-friendly development and redevelopment.	2016	4	10%																
	ii. Repurposing of Buildings: Allow the creative re-use of buildings (without comprising life-safety issues), including non-conforming structures, i.e., come into compliance to the greatest extent practicable as determined by the planning official.	2016	4	10%																
	iii. Historic Preservation: Revisit existing historic district boundaries; consider potential expansion to include other areas.	2016	4	10%																
	iv. Business Growth: Assuring adequate land uses and zoning to accommodate desired and targeted industries and incentivizes the desired mix of uses, i.e., density bonuses, parking variances, tax or fee waivers, etc.	2016	4	10%																
	v. Design Standards: Ensure future buildings are consistent with an architectural design standards and styles which support and maintain the City character.	2016	4	10%																
	vi. Ensure pet friendly in select locations and uses. Develop criteria to allow pets (other than service animals) in desired commercial and public places. (See Economic Development)	2016	4	10%																
	vii. Parking Lot Lighting: Require retrofitting of lighting in existing parking lots (within a reasonable timeframe TBD or at the time of redevelopment (to the greatest extent practicable as determined by the planning official).	2016	4	10%																
	viii. Parking: Revise LDC to reflect the results of the parking study recommendations.	2016	4	10%																
	ix. Signage: Building signage should complement the re-branding/ design.	2016	4	10%																
x. Broadcast RFP; select Consultant. Cost: \$100K (Revisit budget estimate) (0.25 FTE of staff time)	2016	4	10%																	

CD	4. Entry Feature and Wayfinding: Design, permit and construct gateway entry and wayfinding features (future annexations may impact location): a. <i>Central Quadrant/District:</i> By 2017, in the central quadrant/district. Cost: Indeterminate b. <i>Downtown:</i> Cost: \$250k (0.10 FTE of staff time) i. Build a gateway feature / sign that mimic the existing City Hall fern sculpture. ii. Design and install themed way-finding signage. iii. Create a Welcome Center. Consider utilizing existing vacant store frontage.																			
		2016	2	0%																
		2024	2	0%																
		2016	2	10%																
		2017	2	10%																
ECD	5. Downtown Re-design: a. Downtown Master Plan: Update of the CRA Plan to include a Downtown Master Plan (See CRA discussion in Economic Development), which may include: i. Parking, theming, desired uses, cultural and arts, public safety, architectural character, landscape design, programming, i.e., farmer’s market, youth events, etc., infrastructure needs, including water, sewer, telecommunications, utilities, lighting, gas, undergrounding, and solving parking and transportation circulation challenges, e.g., US 441 pass through traffic and pedestrian friendly design. b. Parking Area Redesign: Redesign, re-engineer and re-program the parking area behind the Chuck Wagon restaurant, and the feed store (at Park Avenue and Fifth Street). Re-design concepts include: Facing the businesses to the rear, adding an ice cream store, small shops, and a center kiosk for musicians, (such as for blue grass musicians), coffee shops and cafes that offer outdoor seating and dining. i. Purchase the parking lot by 2016. (Cost: TBD) ii. Employ an urban designer/engineer on staff or outsource. \$75K and, assuming outsourcing (0.10 FTE of staff time) c. To implement a re-design with CRA funds, a CRA work plan amendment is needed.																			
		2017	2	0%																
		2016	2	0%																
		2016	1	0%																
		2016	1	0%																
2017	2	0%																		
CD	6. Healthy Hub: a. Small Area Plan: By 2018, establish, through Council adoption, a Small Area Plan (SAP) designating a “Healthy Hub”, including and surrounding the new Hospital, and the east shore of Lake Apopka. The SAP should attract “high tech” business, higher education facilities and promote eco-tourism. Estimated Cost: \$60K b. Fire Station: In 2019, construct Fire Station No. 6 near Harmon Road. Estimate: \$2 million (building, equipment and personnel).																			
		2016	3	0%																
		2019	1	0%																

CD	7. Northwest Hub: a. Kelly Park Crossing: With owner cooperation, integrate the proposed Kelly Park Crossing development into the community fabric; accommodate this development by adopting Form-based code, extend development approval duration, and allow for phasing per Comprehensive Plan Policy and County Joint Planning Agreement. \$50K cost offset with possible developer contribution b. Wekiva Interchange: By 2017, amend the Comprehensive Plan to include standards that encourage and guide mixed-use development, and its supporting infrastructure, within the approximate 1,800 acres.	2018	2	0%														
		2017	1	0%														
CD	8. Attainable Housing: By Q1 2016, coordinate with attainable housing providers in Apopka to further their efforts to deliver attainable housing that does not gentrify neighborhoods Estimated Cost: TBD	2016	1	0%														
PW	9. Solar Lighting: Beginning in 2017, obtain energy assessments, cost estimates for installing solar lighting for governmental buildings, and return on investment payback period to determine the efficacy of adding solar. Estimated Cost: TBD	2016	3	0%														
PD	10. Code Enforcement: Ensure that Code Enforcement officers are properly equipped, empowered, trained and scheduled to effectively enforce city codes (with a special focus upon signage conformity, lighting, landscape and hardscape elements are applicable to all residential and commercial properties). 2 existing budgeted full-time staff members.	2016	10	10%														
PS	11. Building landscape medians and installing lightning along Park Avenue to Kelly Park Road. (Safety/Aesthetics).	2019	2	0%														

Achieve the highest Quality of Life and Places for residents and visitors making Apopka a premier safe, hometown destination by offering diverse and multiple cultural and social opportunities, and a comprehensive and balanced array of recreational activities, services and events; continue to exceed the highest quality delivery of public safety and emergency service, and encouraging respect between police officers and the residents; and provide realistic expansion, improvement, and financing of facilities.

Performance Measures:

1. Demonstrate exceptional resident satisfaction through favorable National Citizen Survey results.
2. Achievement of meaningful and desirable activities for youth and adult programming, such as jazz festivals, music and arts events, plant expos, etc.
3. Maintain Class I certification for outstanding fire/rescue response time
4. Obtain and maintain state accreditation for the police department in 2018.
5. Increase the number of attendees at city-sponsored events.

Plan % Complete

Lead Dept/ Partners	Strategy - (How to achieve each goal, including partnerships, legality, timing, anticipated staff, funding & cost.)	Year Start	Duration	Percent Complete	YEAR										
					2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
REC	1. Fireworks: In 2016 establishing annual 4th of July fireworks show at Northwest Recreation Complex. By Q1, 2016, determine desired program, solicit sponsors and vendor bids, market and advertise the event, and by Q3, collect user feedback. Est. \$50K	2016	10	10%	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
ADM	2. Welcome Campaign: Beginning in 2016, establish a five-year “Welcome to Apopka Come Grow With Us” branding and marketing campaign celebrating small-town traditions and establishes reputation for small-town qualities, outdoor living/lifestyles; an appreciation of the natural environment; sustainable production of locally grown food; patriotism; embracing visitors and diverse heritages and faith-based lifestyles. The program, which may include advertising collateral and buys, logo design, signage design, business partnerships, etc. Cost indeterminate. (Est. 0.25 FTE staff time)	2016	5	10%	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
REC	3. Amphitheatre Programming: Implement, by 2017, a new series of family recreation events and activities at the amphitheater (evaluating if it is best venue), such as: movie nights; family festivals; concerts; plays; dances. \$100K est. (Est. 0.30 FTE staff time)	2016	2	0%	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
SE	4. Special Events: \$100 K est. (combined) (Est. 1.0 FTE staff time) a. Beginning in 2016, host annual events, including Gospel Fest, Farm to Feast, and Old Florida Festival and other current programmed events (Foliage Festival, Apopka Fair, Food Truck Roundup and Christmas Parade). b. By 2017, add new concerts, large seasonal festivals, hosting farmers markets & other variety of events, i.e., movie nights (\$6K annual est.) year-round throughout City and possible other ancillary activities such as community gardens. Determine program, location, frequency schedule and funding (e.g. user fee, underwriting, etc.)				Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
		2016	10	10%	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
		2016	2	0%	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan

FD	5. Fire Station: Build fire station in Rock Springs. Issue RFP for design-build by 2016; complete construction by 2017 at cost of \$2 million capital cost, including equipment (\$1 million currently budgeted; \$1million to be budgeted) (Est. 0.10 FTE staff time)	2016	1	0%																
PD	6. Public Safety Involvement: a. Continue and expand the public safety community outreach between police, citizens and visitors through awareness (Public Safety Day, Coffee with A Cop, Meet and Greet, Business Safety Days), educational classes (Citizen’s-Police Public Safety Academy and the Youth-Police Public Safety Academy), and neighborhood crime watch groups (within existing budgeted items) . b. Provide public information at kiosks, and through signage, newsletter and social media page that keep residents and visitors up-to-date regarding safety or other concerns (\$6K annually). c. By 2018, determine resident satisfaction through a survey. Survey options include, use of Survey Monkey, outsourcing (\$15K), or using National Citizen Survey, as described elsewhere.																			
		2016	10	10%																
		2017	9	0%																
		2016	2	10%																
MAY	7. Monument: By 2020, honor Sarah Mead and other African American early settlers with a fountain or other monument in the downtown plaza/square. Issue an RFP for creation of monument. Cost estimate \$50k (Est. 0.10 FTE staff time)	2016	5	0%																
REC	8. Expand Alonzo Williams Park: a. Including use of CDBG funds, completion construction by 2019, a larger building or community center with better access (\$850K). (CIP 2017/2018) b. Establish or expand in 2016, afterschool programs (\$1K/annually).																			
		2016	3	0%																
		2016	10	10%																
PD	9. Red Light Cameras: Maintaining or removing red light cameras is a policy decision to be made by the City-Council. However, according to the Florida Department of Highway Safety and Motor Vehicles' (DHSMV) fourth annual report on red-light safety cameras across the state, a driver is safer traveling through intersections equipped with cameras. Since 2011, total crashes in Florida are up statewide by 50%, however the DHSMV report found that angle crashes - the most violent and dangerous type of crash, did not increase at intersections equipped with red-light safety cameras. Furthermore, drivers at intersections with red-light safety cameras had a 36 percent less likelihood of being involved in a collision than the overall statewide trend.	-	-	10%																
PD	10. School Zone: The City will coordinate with Orange County Schools to ensure school-zone markings at Wolf Lake Middle School are consistent with those employed throughout the District.	2016	2	10%																

Improve Civic and Governance Systems through delivery of social services, general city programs, aesthetics, and coordination with non-profits.

Performance Measures:

1. Win Clean City award(s). Through citizen satisfaction survey, show improved citizen satisfaction with
2. Increase in the number of residents using city's website to conduct business, such as bill payments, permitting, and requesting services.

Plan % Complete

Lead Dept/ Partners	Strategy - (How to achieve each goal, including partnerships, legality, timing, anticipated staff, funding & cost.)	Year Start	Duration	Percent Complete	YEAR									
					2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
ADM	1. Outstanding Customer Service: Strive toward exceptional customer service through: a. Citizen Interaction: 0.05 FTE administrative support i. By 2017, enlist volunteers to implement centralized citizen assistance intake, community hotline and/or committee so residents can voice opinions, issues, concerns safely & comfortably, which will be routed to the appropriate departments for rapid resolution. ii. City will improve communication of available services through the city newsletter, social media, and interactive website \$50K (website roll-out 2017). iii. In 2016, find and distribute/advertise mobile applications (for low-tech and smart phones) that enable citizens' reports of issues directly to the City.													
		2016	2	0%										
		2016	2	25%										
		2016	1	0%										
ADM, PD, FD	b. Customer Service Incentives: Monthly eligibility, continue to sponsor the "Standing Ovation" Award. Police continue to use various awards [Officer of the Quarter, Dispatcher of the Quarter, Officer of the Year, Rookie of the Year, Civilian of the Year, Annual Awards Banquet] and the Firefighter of the Year annual award. \$5K annually for awards and 0.1 FTE administrative staff time.	2016	10	0%										
ADM	c. Satisfaction Survey: By 3 rd quarter 2016, evaluate whether to administer in 2017 a bi-annual citizen survey, such as that offered by the National Citizen Survey (National League of Cities) to gauge resident satisfaction on many community issues including city services and safety. (Est. budget basic package \$8K/year; 0.05 FTE administrative support) (see www.n-r-c.com/survey-products/the-national-citizen-survey/)	2016	2	0%										

REC	<p>2. Recreational/Social Services Programming: Expand recreational/social activities by primarily using the 5-year Recreation Master Plan (2017 roll-out), and partnering with local groups, and an active community-wide Recreation Advisory Committee (RAC), the City will expand its recreational/social activities to include:</p> <p>a. Aquatic Facility: Design and construct of an aquatic facility possibly at the NW Recreation center near amphitheater (est. cost \$10M)</p> <p>b. Youth Activities: Improve programming of field-base play (soccer, football, and lacrosse), pocket parks, fish ponds, and eventual construction of a multi-use skate park at a desirable location.</p> <p>c. Youth Volunteers: Include youth volunteers for recreational events to earn community service or college credit hours. (Est. \$5 K/ year administration plus 0.05 FTE)</p> <p>d. “Adopt A” Programs: Expand upon Orange County’s existing “Adopt a tree” and “Adopt a park” programs, and implement “Adopt a...” programs for clean-up, security, and community pride (e.g. "Adopt a street") and enlist volunteers & rehabilitation program participants implement road, property clean-up, litter prevention programs. (Est. \$5 K/ year administration plus 0.05 FTE)</p> <p>e. Tree City Designation: Take all necessary steps to maintain and re-apply for Tree City USA designation. (Est. 0.05 FTE in REC; what is PS staff need? – dependent upon intensity of effort)</p> <p>f. Youth Mentoring and Education: The City will initiate and implement a youth mentoring and educational program in partnership with civic organization (s): [XX?]. (Est. \$5 K/ year administration plus 0.05 FTE)</p> <p>g. Fran Carlton Center Programming: Optimize use of Fran Carlton Center with expanded programming for all age groups, such as: dance classes, self-defense classes, art classes and exhibits, music and Zumba classes.</p> <p>i. Review current programs/ activities at Fran Carlton.</p> <p>ii. Survey users about potential additions.</p> <p>iii. Establish funding mechanism(s). (Cost Dependent upon selected programs; 0.10 FTE)</p> <p>h. Dog Friendly: Expand dog park facilities to include seating and dog activities (ramps, tunnels, training classes) and signage, and bags. (0.10 FTE) Seek sponsors for signage and bags; cost indeterminate.</p>	2017	5	20%						
		2017	5	20%						
		2017	5	20%						
		2017	5	20%						
		2017	5	20%						
		2017	5	20%						
		2017	5	20%						
		2017	5	20%						
		2017	5	20%						

Improve Educational Opportunities and Talent Supply by increasing opportunities for higher education, state college, technical and adult education as well as workforce training, and increasing the performance and perception of area K-12 schools.

Performance Measures:

1. Available higher educational/vocational schools within reasonable (30 minute) commute time. Demonstrate K-12 improved performance by improved student testing results and state recognition as schools of merit.

Plan % Complete

Lead Dept/ Partners	Strategy - (How to achieve each goal, including partnerships, legality, timing, anticipated staff, funding & cost.)	Year Start	Duration	Percent Complete	YEAR										
					2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
MAY	1. "Apopka Begins and Ends with A" Initiative: The City of Apopka is deploying the City of Life's Community Action Team (CAT) model to implement a community-wide, K-12 educational initiative with the following goal: Every public school in Apopka should earn an 'A' rating from the state of Florida. The CAT model brings together community leaders, business leaders, teachers, administrators and parents in facilitated discussions that focus on the issues of each individual school. CAT's identify obstacles and seek to locate community resources that will overcome those obstacles that prevent a school from achieving an 'A.'	2015	5	0%	Plan	Plan	Plan	Plan							
MAY	2. Community-Based Teams: By 2017, establish community-based teams to recommend specific, achievable actions in the next five years, including attracting and establishing nearby higher education and vocational training	2016	2	0%	Plan	Plan									
MAY	3. Education/ Hospital District: By 2021, as part of the Healthy Hub, attract higher educational facilities near the new hospital area which could be all or a combination of: 1) Community College, 2) Technical College, 3) Culinary School.	2016	5	0%	Plan	Plan	Plan	Plan							
MAY	4. Career-Based Educational Initiative: Establish and maintain dialogue between the City, its Economic Development Director and local manufacturers to identify current and future manufacturing business-based needs and recommend specific, achievable actions in the next five years, including attracting and establishing nearby higher education and career training schools.	2016	10	0%	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan

Backup material for agenda item:

2. Development Hub's Map

