

**A List of Targeted
Objectives to Achieve
within 5-Years**

**City of Deltona
Strategic Plan**



Chris Bowley, AICP, Planning Director



I. Introduction

The City of Deltona (City) is a relatively young community, historically speaking, having been established as an incorporated community in 1995. Although it has physically been a community since the early 1960s, it has grown into the largest city in Volusia County, with a population of over 87,000 residents in a short period of time. This rapid growth has led to the need to identify community goals that galvanize and focus City efforts for both short-range and long-range planning horizons.

The purpose of this Strategic Plan is to identify targeted achievable goals for a short-range planning horizon (no greater than 10 years). The City employed the assistance of Ms. Marilyn Crotty of the Florida Institute of Government at the University of Central Florida to facilitate a community vision to create common goals and objectives to place into this Strategic Plan. The Strategic Plan will also be used to create an Economic Development Element within the City's Comprehensive Plan to expand the short-range planning horizon into a longer-range version.

Two Community Visioning and Strategic Planning Workshops were conducted, one on October 17th and one on November 7th, 2015. The first meeting on October 17th was with residents and interested members of the community to create the topics to present to the City Commission for further focus. The second meeting on November 7th was with the City Commission and representatives of each City department to review the information provided from the community and to narrow it into a short list of priority objectives, to achieve within five years, as follows:

Strategic Issues

1. **Economic Development:** Provide a strategic focused effort towards economic development throughout the City to enhance existing businesses and attract new businesses.
2. **Fiscal Issues:** Maintain current fiscal stability, maximize alternative funding sources, and promote an effective system of checks and balances.
3. **Infrastructure:** Focus on the expansion of park facilities, commercial utilities, technology, roadways and trails to make Deltona a more sustainable community.
4. **Internal and External Communication:** Provide consistent and effective communication that promotes economic development, civic pride and service delivery.
5. **Public Safety:** To provide quality high-level public safety services to the community through consistent regulations within a coordinated management plan process.
6. **Social Services:** Continue to foster a wide variety of effective and targeted social services for City residents. *Note: no priority objectives were listed for this issue.*



The names of the department per task are listed next to each objective, with a projected time period to complete, if not an on-going or already completed effort.

II. Priority Objectives

From the above listed strategic issues, the following ranked priority objectives were created *(with the number of City Commissioner preferences listed in parentheses, where listed)*:

1. **Fiscal Issues** – create a grants management program: find and write grants, administer grants, and provide quarterly updates and pursue new/alternate revenue sources (6) – a grant writer was selected and will begin to assist on the following tasks:
 - New Senior Community Center – *Planning & Development Services; contact person Chris Bowley. Two year project completing in 2017.*
 - Improvements to the existing Community Center – *Parks & Recreation Department; contact person Steve Moore. Two year project following the new Senior Center.*
 - Transportation/CIP (i.e. Tivoli Dr. expansion, Normandy Blvd. construction, Howland Blvd./Catalina Dr. intersection, TPO listed roads, sidewalks, trails/bike lanes) – *Public Works Department; contact person Gerald Chancellor. Start Normandy Blvd. and Tivoli Dr. in 2016.*
 - Thornby Park HERE Project – *City Manager's Office; contact persons Jerry Mayes and Lee Lopez. Project based on available funding with decision in 2016.*
 - Veteran's Museum – *Parks & Recreation Department; contact person Steve Moore. On-going with available funding.*
 - Overall beautification grants – *Varies by department. Underway and on-going effort.*
 - Other grants as approved by the City Commission – *Varies by department. On-going per grant opportunities, as they are available.*

2. **Economic Development** – update the economic development plan (including the Land Development Code) (5) – underway with real estate analysis with TVEDC and Phase III of the LDC to be adopted in 2016.
 - Team Volusia coordination and creation of a database of commercial properties on the Team Volusia website and City website (market analysis of available properties) – *Planning & Development Services; contact person Chris Bowley. Underway with completion in 2016.*
 - Determine the business niche for the City to target/pursue (i.e. medical campus/offices/business park) – *Planning & Development Services; contact person Chris Bowley. Underway with completion in 2016.*
 - Focus on Howland Boulevard as the gateway for commercial growth (create a City Center and pursue acquisition of Casey property) – *Planning & Development Services; contact person Chris Bowley. On-going until all parcels are developed.*
 - Work with existing businesses to expand/grow, including a questionnaire and one-on-one site visits – *City Manager's Office; contact person Jerry Mayes. Questionnaire to be completed in 2016 and site visits on-going.*
 - Promote customer service environment, including creation of a one-stop shop concept and any required staff development/training to achieve it – *City Manager's Office; contact persons Jerry Mayes and Dale Baker. Underway with completion in 2016.*



- Construct a Senior Community Center and prepare a business pro forma, including the need for an events manager – *Planning & Development Services; contact person Chris Bowley. Two year project completing in 2017.*
 - Pursue the creation of CRA for Deltona Boulevard – *Planning & Development Services; contact person Ron Paradise. CRA submitted and obtain CRA authority/set-up within 2016.*
 - Create more diversified and high-quality housing opportunities to provide for all market demands – *Planning & Development Services; contact person Chris Bowley. Underway and on-going.*
3. **Economic Development** – analyze City-owned properties and determine their highest and best use, need for land acquisition/disposition, etc. (4) – underway with three efforts for real estate, parks, and utility master planning.
- Obtain master planning services, once the niche is determined – *Planning & Development Services; contact person Chris Bowley. Underway with completion in 2016.*
 - Review relocation of existing facilities (i.e. Public Works) – *Public Works Department; contact person Gerald Chancellor. Analyze properties in 2016, with funding, relocation within two years from funding date.*
4. **Public Safety** – strengthen code enforcement (abandoned properties, rental properties) (5) – underway with actions taken to notify residents of trash pick-up timing and letters sent to property owners to take action on sites in disrepair.
- Focus on the City’s beautification program (landscaping, trash removal, seasonal/holiday themes at the gateways, and major intersections) – *Enforcement Services; contact person Dale Baker. Underway and on-going.*
 - Fund and implement a demolition program for homes in disrepair. *Enforcement Services; contact person Dale Baker. Underway and on-going.*
 - Review the need for additional staff – *Enforcement Services; contact person Dale Baker. Underway and to be completed in 2016.*
 - Sign ordinance amendment/rewrite the sign code – *Planning & Development Services; contact person Chris Bowley. Underway with completion in 2016.*
5. **Public Safety** – pursue the ability of the City to be able to provide medical transport (4).
- Prepare a fire assessment fee cost-benefit analysis – *Fire Department; contact person Chief Bob Rogers. Underway with completion in 2016.*
 - Begin dialogue with Volusia County officials/staff – *Fire Department; contact person Chief Bob Rogers. Underway and on-going.*
 - Review the need for additional staff – *Fire Department; contact person Chief Bob Rogers. Underway and to be completed in 2016.*
 - Prepare a medical transport cost-benefit analysis – *Fire Department; contact person Chief Bob Rogers. To be completed in 2016.*
6. **Internal and External Communication** – improve intergovernmental coordination (advocacy, proper courthouse annex location) (4) – always a top priority and on-going effort.
- Proactively contact agencies and review mailing lists (especially for invitations to special events) – *City Manager’s Office; contact person Jerry Mayes. Underway and on-going.*



- Conduct partnering sessions with County staff and State Legislature, with trips to Tallahassee, and review of lobbyist contract – *City Manager's Office; contact person Jane Shang. Underway and on-going.*
 - Update the City's media (City website) and broaden Deltona TV outreach – *City Manager's Office; contact person Lee Lopez. Underway and on-going.*
 - Mayor's Annual State of the City Address – *City Manager's Office; contact person Jane Shang. Underway and on-going.*
7. **Internal and External Communication** – develop a Deltona brand and improve image (4) – efforts underway since 2007 with request to update that information.
- Continue the partnership with FDOT for I-4 expansion and City beautification – *Planning & Development Services; contact person Chris Bowley. On-going with Bold Initiative Grant awarded in 2015.*
 - Beautify gateways and key locations – Howland Blvd./Graves Ave., Normandy Blvd./Saxon Blvd., Saxon Blvd./I-4, DeBary Ave./Deltona Blvd., City Hall, and City facilities (including lift stations, stormwater ponds, park entrances, etc.) – *Parks & Recreation Department; contact person Steve Moore. Underway and on-going.*
 - Solicit partnerships with businesses, schools, hospitals, and residents for information dissemination – *City Manager's Office; contact person Jerry Mayes. Underway and on-going.*
 - Create a new branding slogan and implement a new marketing campaign – *City Manager's Office; contact persons Jerry Mayes and Lee Lopez. Underway with completion in 2016.*
 - Conduct a needs assessment for social services and communicate resources for public benefit – *Planning & Development Services; contact person Chris Bowley. Two social services summits held with the third to be in February 2016. Coordination for expanded 211/HMIS.*
8. **Infrastructure** – update the Parks and Recreation Master Plan (4) – combining efforts for parks and utility master plan for efficient land use planning.
- Engage a consultant for parks master planning – *Parks & Recreation; contact person Steve Moore. Underway and will be completed in 2016.*
 - Determine a sports facility niche for the City (define the 'stadium' concept) – *Parks & Recreation; contact person Steve Moore. Included in parks master planning in 2016.*
 - Expand existing park facilities (including lighting at Dwight Hawkins and Manny Rodriguez Parks) – *Parks & Recreation; contact person Steve Moore. Included in parks master planning in 2016.*
 - Work with schools, YMCA, and Council on Aging to develop recreational programs in partnership at Volusia County middle school sites utilizing existing infrastructure – *Parks & Recreation; contact person Steve Moore. Included in parks master planning in 2016.*
 - Review the amphitheater agreement for Lyonia Library – *City Attorney's Office; contact person Becky Vose. To be completed in 2016.*
9. **Infrastructure** – create a utility master plan consistent with zoning (water, sewer, natural gas, information technology, etc.) (4) – to be worked jointly with the parks and real estate master planning for greatest efficiency in long-range planning.



- Create a map that identifies existing infrastructure – *Planning & Development Services; contact person Chris Bowley. Underway and to be completed in 2016.*
- Upon completion of a master development plan for the City, identify areas for utility expansion – *Public Works; contact person Gerald Chancellor. Underway and to be completed in 2016.*
- Preserve and increase the City's water supply (Farnton/SJRWMD/Deltona North) – *Public Works Department; contact person Gerald Chancellor. Underway and on-going.*
- Include requirements for utilities when reviewing site plans for permitting – *Public Works Department; contact person Gerald Chancellor. Underway and on-going.*
- Implement Phase I of the Transportation CIP program and develop Phase II of the Transportation CIP program for roads and sidewalks – *Public Works Department; contact person Gerald Chancellor. Underway and on-going.*
- Support a ½-cent to 1 cent sales tax for transportation projects, upon agreement of a methodology for distribution and eligible projects within the TPO – *Planning & Development Services; contact person Ron Paradise. Begin dialogue with the TPO in 2016.*

III. On-going Projects & Other Priority Objectives Identified

On-going Projects

- Granicus implementation – *City Clerk; contact person Joyce Raftery.*
- TNR program – *Enforcement Services; contact person Dale Baker.*
- Health insurance alternative access (2) – *Human Resources; contact person Cara Burgess.*

Other Priority Objectives Identified

- City engagement and two-way communication (social media, advisory boards) (3) – *City Manager's Office; contact person Wendi Jackson.*
- Employee development and training (2); education and bonuses – *Human Resources; contact person Cara Burgess.*
- Explore multi-modal transportation opportunities with other government entities (2) – *Planning & Development Services; contact person Chris Bowley.*
- Community services summit for the provision of social services (2) and a needs assessment (1) – *Planning & Development Services; contact person Chris Bowley.*
- Maintain a balanced budget, reserves, and investments (1) – *Finance; contact person Bob Clinger.*
- Expand special events (1) – *Parks & Recreation; contact person Steve Moore.*
- Review the City's annexation policy (1) – *City Attorney's Office; contact person Becky Vose.*
- Support an Emergency Management Plan (1) – *Fire Department; contact person Chief Bob Rogers.*
- Continue to support the public safety education program/plan – *Fire Department; contact person Chief Bob Rogers.*