

Sustainable Orange County **PLAN**



Orange County, Florida

Healthy • Prosperous • Connected



Message from **Mayor Teresa Jacobs**

ORANGE COUNTY GOVERNMENT

Orange County is blessed with outstanding natural, cultural, economic, and social resources. It is no wonder that we are one of the top tourist destinations in the U.S. and that our population has grown steadily for decades, with significant additional growth projected for years to come. The question is not whether we will grow and change, but how. Assessing where our community is now and looking to the future, we face significant challenges, as well as wonderful opportunities.

My top priority as Mayor is to continue on our path of transformation and sustainability during the coming years. Sustainability begins by developing a collective vision of what we want our community to be and then taking definitive steps toward making that vision a reality at home, in our neighborhoods, in our schools, and in our workplaces. We all play a part in transforming Orange County into one of the best places in the world to live, learn, work, and raise a family.

Our increasingly diverse and creative population is our greatest resource. From entrepreneurs creating jobs through innovation to celebrating arts, culture and creativity, we will join together on the journey to sustainability in countless ways. We are committed to leaving a legacy for future generations that will provide them with a quality of life that is even better than today. Our Sustainability Plan, "Our Home for Life," will lead us in achieving a more diverse, resilient, and thriving economy while protecting and enhancing our cultural and environmental legacy for generations to come.





Message from **Commissioner John Martinez**

**CHAIRMAN, SUSTAINABILITY COMMITTEE
FOR ORANGE COUNTY GOVERNMENT**

As a native to Orange County, I consider it a great honor and privilege to have served as chairman of the Sustainability Committee appointed by Mayor Teresa Jacobs. It has also been a particular pleasure to work alongside the other eleven distinguished members of the committee, who have so generously given their time, expertise, and wisdom to this extremely important undertaking.

The Committee's mission was to, "Develop a Sustainability Plan to make Orange County a more prosperous, healthy, and livable community for current and future generations by addressing economic, environmental, social, and cultural issues in a holistic manner." The Plan seeks to provide a roadmap for helping Orange County develop a more prosperous, resilient, and diverse economy; a healthy, livable, and beautiful environment; a fair, inclusive, and diverse society; and a thriving, creative, and innovative culture.

Orange County is the place I have lived and worked all my life, so the name of the Plan, "Our Home for Life," resonates deeply with me on a personal level. It is important for every citizen of every age to recognize that, individually and collectively, we can work together to improve our quality of life as well as leave a rich legacy for future generations.

On behalf of the Committee, I would like to thank the many citizen stakeholders and employees of Orange County Government who assisted our Committee in developing the Sustainability Assessment and Plan.



John Martinez
Director of Public Finance
PNC Capital Markets LLC

Harold W. Barley
Executive Director
MetroPlan Orlando



Jill Hamilton Buss
Executive Director, Healthy Central Florida
Winter Park Health Foundation



Dee Danmeyer
President/CEO
Habitat for Humanity of Greater Orlando



Flora Maria Garcia
President/CEO
United Arts of Central Florida



Greg Hardwick, P.E., CGB, CGP, LEED AP
President
Hardwick General Contracting, Inc.



Eliza Harris (Vice Chair)
Principal, Director of Urbanism
Canin Associates



Dr. Cathy Pope
Chief of Staff
Orange County Public Schools



Jim Thomas
President
Biosphere



Pastor Frank Thompson
President/CEO
Youth Central/AWCD, The Worship Center Orlando



Brandon Tidwell
Manager, Sustainability
Darden Restaurants



Dr. Martin P. Wanilista, P.E.
Director, Stormwater Management Academy
Professor of Engineering, University of Central Florida



SUSTAINABLE ORANGE COUNTY





ADOPTED BY THE ORANGE COUNTY SUSTAINABILITY COMMITTEE
April 28, 2014

ACCEPTED BY THE ORANGE COUNTY BOARD OF COUNTY COMMISSIONERS
May 13, 2014

PUBLISHED
January 31, 2018 Version 1.1

NOTE: TO ACCESS THE LINKS IN THE PRINT VERSION OF THIS DOCUMENT, GO TO THE ONLINE VERSION AT:
www.ochomeforlife.net

CONTENTS

	BACKGROUND	7
	What is sustainability? Why is it important?	8
	Purpose of the Sustainability Plan	8
	Preparing the Sustainability Plan	8
	Next Steps	10
	What's in this Plan?	11
	Guiding principles	12
	COMMUNITY	13
	1. Our communities are safe	18
	2. Our residents are healthy	18
	3. Our communities are connected	18
	4. Our communities are thriving	18
	NATURAL RESOURCES	21
	5. Clean water for all	24
	6. Zero waste	26
	7. Clean air for all	28
	8. Green and open spaces are preserved and valued	30
	9. Our products and services are green, safe, and healthy	32
	MOBILITY	35
	10. People have multiple transportation options	38
	11. Land use and urban form support multimodal transportation	40
	12. Our transportation system is safe	42
	13. Investments in transportation are fiscally sustainable	44
	14. Our transportation options are clean, green, and aesthetically pleasing	46
	15. Freight movement is safe and efficient	48
	BUILT ENVIRONMENT	51
	16. Energy and water are used efficiently	54
	17. Our renewable energy supplies are affordable and secure	58
	18. Our neighborhoods are transit-ready and walkable	60
	19. Infill and redevelopment are encouraged	64
	20. Workforce housing is affordable and readily available	68

CONTENTS

ARTS & CULTURE

73



- 21. Our arts organizations are well-established and stable.....76
- 22. Cultural events and venues are well-attended78
- 23. Our cultural reputation is international80
- 24. Arts education is excellent82
- 25. The arts support environmental sustainability84

EDUCATION

87



- 26. Children enter school ready to learn90
- 27. Learners value the environment92
- 28. Schools embrace STEM/STEAM.....94
- 29. Students graduate prepared for life.....96
- 30. Quality learning opportunities are available for all ages98
- 31. Schools are community centers.....100
- 32. Schools operate sustainably102

CIVIC ENGAGEMENT

105



- 33. Job training is community-based.....108
- 34. Residents actively participate in government110
- 35. Residents are aware of support available from NCFs and community centers.112
- 36. The number of registered neighborhood organizations is increasing114
- 37. Our residents volunteer in their community116

APPENDICES

119

- A. Complete list of goals, strategies, and targets.....120
- B. Community strategies and programs142
- C. Participation/acknowledgments154
- D. Summary of public input.....164
- E. Acronyms170



Background



BACKGROUND

What is sustainability? Why is it important?

Sustainability may have become a buzzword bandied about in all kinds of contexts, but for Orange County, it articulates an opportunity we cannot afford to ignore. Promoting vibrant, livable communities, whether rural or urban, is what good government does – government should make it possible to develop places where people want to live and businesses want to establish roots. Sustainability represents:

- An economic strategy – a more livable community attracts more businesses and jobs
- An environmental strategy – when we take steps to improve efficiency, we save money and conserve resources
- A social strategy – it involves community members, businesses, and other stakeholders in the process, and when everyone is involved, the decision-making is always more comprehensive in scope.

Eco. Green. Resilient. Sustainable. No matter the lexicon, sustainability represents an approach to – well, an approach to everything we do – that is respectful of people and the places they live.

Purpose of the Sustainability Plan

This Plan embodies the sustainability vision for our community. The Plan's purpose is to provide a framework for working toward sustainability, as well as goals and strategies that will serve to integrate sustainability into our culture, decision-making, and governance. Sustainability should not be viewed as something separate and apart from what we do – it should be an integral component of our priorities, policies, programs, services, and initiatives.

Preparing the Sustainability Plan

Staff Steering Committee. In January 2012, Mayor Teresa Jacobs kicked off Orange County's sustainability planning efforts by forming a staff-level Steering Committee to pre-plan and oversee this sustainability

effort. The Steering Committee, which was co-chaired by her Chief of Staff, Graciela Noriega Jacoby, and Orange County's Economic Development Administrator, Eric Ushkowitz, included representation from a broad range of departments and divisions across Orange County government. (A list of Steering Committee members is provided in Appendix C.) During their first meeting, the Steering Committee selected seven focus areas: *Natural Resources; Community; Mobility; Built Environment; Arts & Culture; Education; and Civic Engagement*. The Committee identified internal stakeholder divisions to participate on focus area subcommittees, which are discussed in more detail below.

Sustainability Committee. In February 2013, Mayor Jacobs appointed a 12-member, ad-hoc Sustainability Committee, chaired by former Commissioner John Martinez. Sustainability Committee members were chosen based on their expertise in the focus areas, as well as their experience and demonstrated commitment to improving Orange County's quality of life. The Committee set their mission as: *Develop a Sustainability Plan to make Orange County a more prosperous, healthy, and livable community for current and future generations by addressing economic, environmental, social, and cultural issues in a holistic manner.*

Kickoff planning seminar. Soon after the Sustainability Committee was appointed, a seminar on community sustainability planning was held on February 19, 2013. The seminar featured the former Mayor of Vancouver, Canada, Mike Harcourt, as the speaker.

Sustainability Committee deliberations. The Sustainability Committee began meeting on a monthly basis in March 2013. Initially, the Committee received briefings on the assessment for each focus area. Beginning in August 2013, the Committee received briefings on draft goals, targets, and strategies



developed by the subcommittees, and they amended and prioritized the strategies. The Committee held its last meeting on April 28, 2014. (Committee proceedings can be found on the [Sustainability Committee webpage](#).)

Subcommittees. Subcommittees were formed for each sustainability focus area soon after the Steering Committee had their first meeting. Each of the subcommittees was chaired by a member of the Steering Committee. Initially, subcommittee members comprised County staff from divisions and offices identified by the Steering Committee based on their involvement with the focus area. Subcommittee chairs also were encouraged to invite external representatives to participate in subcommittee discussions. The subcommittees' first task was to develop a [Sustainability Assessment](#)—a snapshot of where we are now, including challenges, opportunities, assessment of appropriate metrics, recent accomplishments, and current initiatives. This assessment was presented to the Board of County Commissioners on September 24, 2013.

Once the assessment was completed, external stakeholders were selected to serve on each subcommittee. Mayor Jacobs also invited mayors from the County's 13 municipalities to participate in subcommittee discussions. Other individuals who expressed a desire to participate were invited to join subcommittees best aligned with their interests. (A list of subcommittee members is provided in Appendix C.)

Drafting the Sustainability Plan. The subcommittees prepared an initial draft of the Sustainability Plan,

including goals (where we want to be in the future), targets (quantifiable results desired in the short term and long term), strategies (to make progress toward the goals and targets), details about implementation (defining the lead for each strategy, other stakeholders and partners, and funding sources), and metrics (how we will measure progress along the way). The draft was discussed by the Sustainability Committee between August 2013 and March 2014.

Public engagement. In addition to input from community members who served on the Sustainability Committee and subcommittees, opportunities for public input were provided at each Sustainability Committee meeting and through two community workshops, which were held on March 13 and April 7, 2014. The County also used PlaceSpeak, an on-line town hall public engagement tool, to obtain input on draft goals and strategies from anyone living or working in Orange County who chose to provide input. (A summary of public input is provided in Appendix D.)

Community collaboration. In the spirit of collaboration, County staff participated in preparation of the City of Orlando's Greenworks Community Action Plan, which was published in September 2013. In addition, one member of the City's Sustainability Task Force, Eliza Harris, also served on the County's Sustainability Committee, which provided additional cross-fertilization of ideas. Collaboration on various sustainability efforts also has been ongoing through the Central Florida Energy Efficiency Alliance (promoting energy efficiency in the commercial and governmental sectors), the Green Future Alliance (Department of Energy Solar Cities America grant to promote solar energy), Get Ready Central Florida (preparing the

MISSION

Develop a Sustainability Plan to make Orange County a more prosperous, healthy, and livable community for current and future generations by addressing economic, environmental, social, and cultural issues in a holistic manner.

BACKGROUND (CONTINUED)

region for electric vehicle transportation), and the Central Florida Clean Cities Coalition (promoting the use of alternative fuels), among other efforts.

Next Steps

This Plan contains goals and strategies to help us continue our journey toward sustainability. But the greatest value of this sustainability planning effort is the message that sustainability should be a way of life. This Plan should set the framework for County operations. The following steps are proposed to accomplish this:¹

- Create a shared understanding of sustainability that can be integrated into the County's long-term goals. Constantly and persistently communicate the sustainability need, vision, goals, and strategies.
- Establish sustainability as a strategic priority for Orange County, meaning it is a priority of the Mayor and County Commission, signaling that all plans, policies, and programs need to reflect how sustainability is addressed.
- Establish the sustainability initiative at a high level within the organization, so that sustainability is seen as an overarching framework for County operations, rather than one department telling another what to do.
- To oversee implementation and reporting, establish a Sustainability Advisory Board; appoint a staff Sustainability Coordinator; and retain the staff-level Steering Committee, so that staff throughout the County are charged with Plan implementation.
- Use cross-cutting themes identified in the Plan as a focus for multi-departmental initiatives. Establish teams of people across the organization and from different levels of management to support these initiatives.
- Establish a sustainability training program to help people understand what sustainability is, why it is important, and how to integrate it into their work.
- Integrate sustainability into policies and procedures so that sustainability becomes "the way things are done."
- Connect with stakeholders outside of the County to create a critical mass of people engaged in sustainability.
- Report on progress annually, and learn from the journey.



At their initial meeting, the Sustainability Committee discusses the initiative with Mayor Jacobs.

¹ Adapted from **Natural Step Communities Progress Report 2010**: <http://www.sustainfv.org/resources/tnscommunitiesreport2010final.pdf>

WHAT'S IN THIS PLAN

Guiding principles

The Sustainability Plan is founded on guiding principles that provide the basis from which effective and sustainable decisions can be made.

Focus areas

Seven focus areas were addressed for the Sustainability Plan:



Additional areas for consideration

In addition to the seven focus areas shown above, four additional cross-cutting areas were considered by all subcommittees due to their importance from a sustainability perspective:



Goals

The goal statements represent what a sustainable future would look like in Orange County. A total of thirty-seven goals are contained in the Plan.

Measures

In many cases the goals and strategies will have metrics associated with them (e.g., per capita water consumption) that allow for quantification and tracking of progress over time.

Strategies

Focus area subcommittees developed strategies for each goal. Strategies are the specific methods or actions for making progress toward the goals. The Sustainability Committee prioritized the strategies, and the top priority strategies are shown alongside the goal. (Appendix A lists all goals, strategies, and measures.)

Each strategy contains the following elements:

- **Brief narrative summary.** A concise explanation of the strategy.
- **Lead agency responsible for implementation.** To ensure the strategy is implemented, it is important to designate one agency to take a leadership role and have overall accountability.
- **Potential partners.** To be successful, many strategies will require a variety of stakeholders within and outside of local government to participate. (Note: Acronyms for partners can be found in Appendix E.)
- **Funding sources.** Many, but not all, strategies will require funding to implement them. This portion of the strategy provides an indication of the likely source(s) of such funding.
- **Cross-benefits.** Although a particular strategy is assigned to a specific sustainability focus area, it may have benefits that extend to other focus areas or additional areas of emphasis as noted above.



SUSTAINABLE ORANGE COUNTY

GUIDING PRINCIPLES

- 1 WE RLY ON THE CONCEPT OF SUSTAINABILITY TO GUIDE OUR POLICY.** Orange County is committed to meeting existing needs without compromising the ability of future generations to meet their needs. Long-term impacts of policy choices will be considered to ensure that the County's social, economic, cultural, and environmental systems are well-integrated and will endure.
- 2 WE RECOGNIZE THAT OUR COMMUNITY IS A SYSTEM.** Interrelationships among our social, economic, cultural, and environmental systems mean that a change to one system will affect the others. Understanding the interrelationships—and integrating policies and programs across these systems—allows proactive decision-making and is critical in the move toward sustainability.
- 3 WE VALUE EQUITY.** We will work actively to eliminate barriers to participation in community life. We will ensure that our resources and opportunities are fairly distributed and that every person has the capacity to meet their basic needs.
- 4 WE ARE COMMITTED TO INVESTMENTS THAT PROMOTE LONG-TERM FISCAL SUSTAINABILITY.** We will make strategic investments that maximize long-term return. We will use our existing infrastructure and facilities to their maximum capacity; understand the full life-cycle cost of decisions; maximize property value by strengthening communities; periodically re-evaluate our priorities and programs to ensure we are making the best possible investments in the future; and look for innovative funding and financing opportunities. We will take measures to ensure that we can respond to—and bounce back from—adversity.
- 5 PARTNERSHIPS ARE ESSENTIAL.** Because the community is a series of interconnected systems that function together, partnerships among County government, other governments and agencies, businesses, professional organizations, residents, and all community stakeholders are necessary to achieve a sustainable community.
- 6 WE MEASURE WHAT MATTERS.** As environmental educator and author Donella Meadows once said, "We try to measure what we value. We come to value what we measure." To become more sustainable, we must be able to measure the full range of impacts of decisions across systems – not merely financial or program-specific, but social and environmental as well. This involves asking the right questions and having the data we need to answer those questions.
- 7 EDUCATION IS KEY TO ACHIEVING SUSTAINABILITY GOALS.** The County will continue to offer educational opportunities and use community-based social marketing techniques to support community awareness about sustainability and about the actions everyone can take to help achieve sustainability goals.
- 8 WE WILL TRACK OUR PROGRESS AND LEARN FROM EXPERIENCE.** Incorporating sustainable thinking into everything we do involves not a single solution, but a multitude of strategies. In our commitment to moving toward sustainability, we will foster a culture of innovative problem-solving. As we implement strategies, we will track both positive and negative changes in community sustainability, share those results with the community, and strive to continuously improve.
- 9 THE COUNTY IS JUST ONE PIECE OF THE PUZZLE.** Everyone has a role in achieving sustainability, and everyone can make a difference. The County can achieve more by fostering relationships within communities and by actively engaging residents in forming and implementing solutions. We can lead by example, but it will be the actions of individuals, businesses, and community organizations that together will achieve sustainability.



Community



COMMUNITY

Trying to get a handle on exactly what *community* means can be a challenge. Community often is used to denote a place, but a community is more than a place – it is the people in that place. It is the social fabric and the physical fabric. It is health. It is economic development. It is opportunity. The community is where all of these elements come together and work together. *Community* is what happens when there's a successful mix of these elements, and when elements are missing, the community suffers.

In developing this Sustainability Plan, it became clear that the Community focus area overlaps extensively with all of the other areas. Our natural resources; the ways we get from place to place; the built environment we live in; our educational system; and our arts and culture all come together in our communities. How we relate to one another and to our government and institutions – how we engage – is affected by the communities in which we live. Consequently, achieving sustainable communities involves successfully tying these elements together, which is what we propose to accomplish with the proposed Community strategies.

The defining attributes of sustainable communities are embodied in these four goals.

1. Our communities are safe.
2. Our residents are healthy.
3. Our communities are connected.
4. Our communities are thriving.

What these goals mean to us. A *safe* community is one in which residents are protected from accidents and natural disasters; where the air and water are clean and the environment is free from hazardous substances; and where residents feel secure (from crime, including domestic violence). *Healthy* residents have nourishing food choices available within the community; opportunities for physical activity, including easy access to parks, as well as neighborhoods that are walkable;

and convenient access to a full range of healthcare services. A *connected* community is connected in many ways. It is connected to nature – green space located throughout the County connects its many communities. It is walkable, bikeable, and connected with transit. It has a mix of uses that provides nearby destinations. It also is connected through technology – people in the connected community are connected to one another and to the larger community through social networks, through the County's website and other outreach, and through other means. A *thriving* community provides, at a community level (a much smaller area than countywide), for daily needs, including a variety of housing, jobs, shopping, services, schools, community gathering places, and access to nature. It is a stable, desirable place to live, with unique character. The community accommodates all, including populations with special needs, and it facilitates aging in place. It is inclusive, and it maintains its value and character over time.

Strategies for achieving community sustainability. For each of these goals, we developed numerous strategies. Many of those strategies addressed specific, discrete issues (such as improving pedestrian safety). Nearly all of these strategies already are being addressed in some way by organizations both within and outside the County. In fact, we have been doing many of these things for a long time – in some cases, a very long time. Current programs and activities in the County (some County programs, some being done by other agencies) that address the strategies we identified range from increasing neighborhood walkability to providing opportunities for early childhood education. (A cross-reference of these Community strategies with other Sustainability Plan goals is shown in the table at right. A more detailed cross-reference of Plan goals and strategies, along with a listing of some of the programs already in place that address these issues, can be found in Appendix B.)



Community goals and strategies	Other Plan goals that address this issue
1. Our communities are safe.	
Fewer accidents: traffic safety, water safety	Mobility: Goals 10, 12, 14; Built Environment: Goal 18; Education: Goals 31, 32
Opportunities are available: educational opportunities, job training, employment opportunities	Education: Goals 26, 28, 30; Civic Engagement: Goal 33
Childcare, school extracurricular activities are available	Civic Engagement: Goal 35
Blight and vandalism are addressed	Built Environment: Goal 18
Crime rates are low	Education: Goal 30; Civic Engagement: Goals 33, 36
Emergency response and disaster preparedness are addressed	Mobility: Goal 10
Communities are free from pollution and environmental hazards	Natural Resources: Goals 5, 7, 9; Education: Goal 32
2. Our residents are healthy.	
Healthy food choices are available	Natural Resources: Goal 9; Built Environment: Goal 19; Education: Goal 27
There are opportunities for physical activity	Mobility: Goals 10, 11, 12, 14; Built Environment: Goals 18, 19, 20; Arts & Culture: Goal 22; Education: Goals 31, 32
Communities are walkable	Mobility: Goals 10, 11, 12, 13, 14; Built Environment: Goals 18, 19, 20; Arts & Culture: Goals 22, 23, 25; Education: Goals 31, 32
There is easy access to healthcare	Mobility: Goals 10, 11, 13, 14; Built Environment: Goals 18, 19, 20; Education: Goal 26; Civic Engagement: Goal 35
Programs are available to address the full range of health issues, including mental health	Education: Goals 26, 29; Civic Engagement: Goal 35
Coordinated planning that brings together planners, healthcare professionals, other organizations, and residents to increase community awareness of health issues and solutions	While none of the Plan goals address specifically the issue of coordinating planning and health, health is an integral issue throughout the plan – Natural Resources goals 5, 7, 8, and 9, Mobility goals 10 and 14, Built Environment goal 16, and Education goals 26, 29, and 31 all address health in some way – which illustrates perfectly the need for this kind of coordination. Strategy 1 in this Community focus area calls for a program inventory, part of the purpose of which is to identify opportunities for just this kind of collaboration.
3. Our communities are connected.	
Connected to nature, with green space throughout the community, community parks, LID techniques to design stormwater as community amenities, and opportunities for community gardens	Natural Resources: Goals 5, 7, 8; Mobility: Goal 14; Built Environment: Goals 18, 19
Connected geographically: Communities are walkable, bikeable, and connected with transit. They have a mix of uses that provides nearby destinations	Natural Resources: Goals 5, 7, 8; Mobility: Goals 10, 11, 12, 13, 14; Built Environment: Goals 18, 19, 20; Arts & Culture: Goal 22; Education: Goals 31, 32
Connected through technology: People in our communities are connected to one another and to the larger community through social networks, the County's website, and other outreach	Civic Engagement: Goals 34, 37
4. Our communities are thriving.	
At a community level, our communities provide for our daily needs. They accommodate all, including populations with special needs, and they facilitate aging in place	Natural Resources: Goals 5, 7, 8; Mobility: Goals 10, 11, 12, 13, 14; Built Environment: Goals 18, 19, 20 ; Arts & Culture: Goals 22, 23, 25 ; Education: Goals 31, 32 ; Civic Engagement: Goal 36
Communities have a range of housing choices and services that accommodate people of all ages and incomes, as well as people with special needs	Built Environment: Goals 19, 20
Services are targeted based on community needs	Arts & Culture: Goals 22, 23, 25 ; Education: Goals 26, 29, 31, 32 ; Civic Engagement: Goals 33, 34, 35, 36, 37
Preventing homelessness requires a multi-faceted strategy that starts in the community	Mobility: Goal 10; Built Environment: Goals 18, 20 ; Education: Goal 30 ; Civic Engagement: Goals 33, 35
Communities encourage and facilitate civic engagement and a sense of community	Mobility: Goals 10, 11, 12, 14; Built Environment: Goals 18, 19, 20 ; Arts & Culture: Goals 22, 25 ; Education: Goals 26, 31, 32 ; Civic Engagement: Goals 34, 35, 36, 37
Communities maintain their value/character over time (they are stable and unique, as well as well designed, built, and maintained)	Natural Resources: Goal 8 ; Mobility: Goals 10, 11, 12, 13, 14; Built Environment: Goals 18, 19, 20 ; Arts & Culture: Goals 22, 25 ; Education: Goals 31, 32 ; Civic Engagement: Goals 35, 36

COMMUNITY (CONTINUED)

With so much already being done, how can this Plan add value? Clearly, so many of the things identified as necessary for creating sustainable communities already are being addressed in some fashion. But the question remains: how can this Plan add value to these efforts? What can we do that isn't already being done?

We answer this question with a question. While we are expending an impressive amount of effort helping individuals and families, improving our neighborhoods and communities, and we are no doubt accomplishing program goals, are we changing the underlying situations? Are we creating communities that are safe, healthy, connected, and thriving? Are our programs and services as effective as they could be?

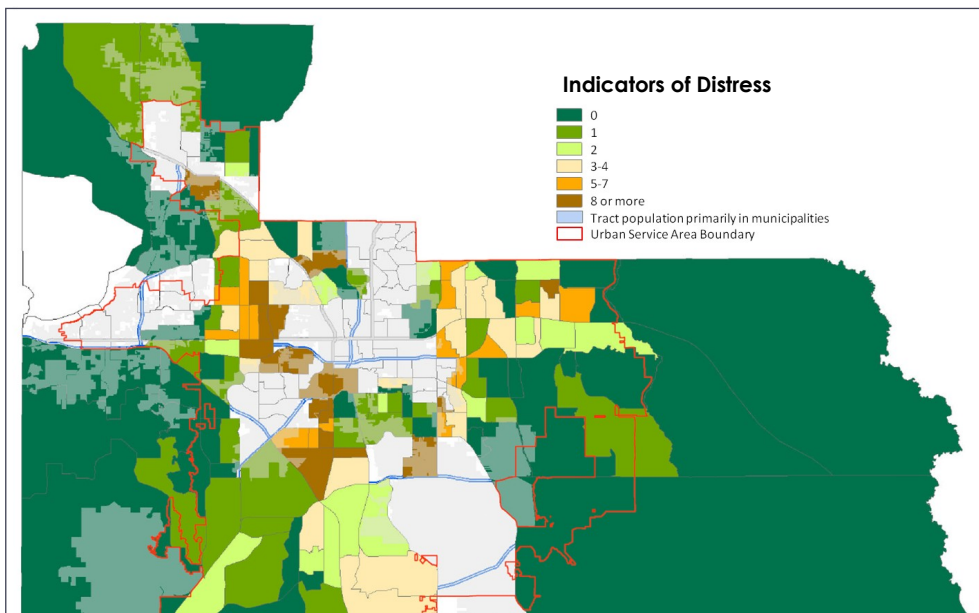
The answer may be: We don't really know, because we have not asked ourselves that question. We are not looking at our communities that way, likely because we have been, out of necessity, focused on another issue—how to accommodate decades of rapid growth.

Growth and change in Orange County. The County grew incredibly fast in the past six decades—from about 115,000 in 1950 to 1.15 million in 2010, an

increase of 1000 percent. County government's role over this time has been keeping up with this growth, providing infrastructure and services to an ever-expanding area.

Now, after six decades of rapid growth, the County is faced with a different set of issues. While the County's housing stock is still relatively new, almost 30 percent is at or near the 50-year mark (housing built in 1979 or earlier). So while the focus has been on accommodating rapid growth with greenfield development, a sizable portion of the County's built environment is reaching an age where infrastructure maintenance is necessary, while at the same time housing condition may be deteriorating and property values stagnating.

We need a comprehensive understanding of what is happening in the County's many communities. The Orange County [*Sustainability Assessment*](#), the first step of this sustainability planning effort, identified areas of the County that show signs of community distress. This analysis was based primarily on *people* measures, including population changes, income, education level, and employment. (The map below shows the results of this analysis.) However, more information is needed about these areas, as well as the people who live there. Looking at these communities



Source: 2000 and 2010 US Census of Population and Housing, Orange County.

This map (taken from the [*Sustainability Assessment*](#)) shows communities with indicators of distress, including: low median income; high percentage of people living at or near poverty; lower educational attainment; higher unemployment; high vacancy rates; low vehicle availability; high percentage of households paying too much for housing; and food deserts.

more holistically would provide a better understanding of varying community dynamics. Understanding the connections between the way a community is structured (urban form), the community's stability, and the health and well-being of its residents is essential. The County's many communities each have their own particular characteristics, their own challenges and assets. While we are undoubtedly helping people with our programs, and we are helping places with our programs, we need a comprehensive perspective that ties our people-based and place-based initiatives together. In many cases, we may not be directing programs and services based on a comprehensive understanding of community needs. We have volumes of data, but the data are not organized in a way that allows us to identify the needs of specific communities, nor to answer the question of whether we really are having a lasting impact with our programs and services.

Focusing our strategies to change how we look at community. In addition to the strategies listed in the table on the preceding page, we also came up with a handful of strategies that were more complex, addressing a wider range of issues that *require a holistic understanding of our communities*, as well as *collaboration across disciplines*. For the most part, these strategies call for working at the community level—creating community-level planning processes that rely heavily on civic engagement, and targeting services based on community needs. They involve combining people- and place-based strategies to achieve maximum effectiveness. The inset above illustrates this concept using the issue of homelessness.

What we recommend—strategies for creating sustainable communities. As you read further in this document, you will see that the Community focus area of this Sustainability Plan differs from the other focus areas, in that one set of strategies has been recommended as a starting point to achieve all four of the Community goals. This set of strategies involves an

Addressing homelessness with a comprehensive approach

While we provide a full range of services for the homeless—from crisis intervention, to transitional housing, to addiction and mental health services, to job training, to programs for homeless children (Appendix B contains a listing of existing homeless programs in the community)—we also recognize that one of the most effective, least expensive ways to deal with homelessness is to prevent it, and homeless prevention requires a multi-faceted approach that starts in our communities. Goals and strategies throughout this Plan will help with homeless prevention, by providing community-based job training (Goal 33); multiple transportation options (Goal 10); a mix of uses (including job opportunities) in neighborhoods (Goal 18); workforce housing (Goal 20); and support through our community centers (Goal 35). Understanding where these services are needed most is critical to a successful homeless prevention strategy.

adjustment of the County's approach to planning, providing services, and using our resources (our infrastructure, facilities, programs, funding, and staff). The new approach includes assessing the programs and services we already provide—developing an inventory of these services and finding opportunities for collaboration across disciplines. It includes assembling and using community-level data that would allow us to look at our communities more holistically, and developing a GIS-based community assessment tool that would allow us to use the database to conduct community assessments. These assessments would identify community assets, needs, and other specific characteristics that would help us provide services more effectively and to strengthen our communities.

It's time to step back; look at what we do and how we do it; use our data to get a clearer picture of our communities; and target our efforts toward creating communities that are safe, healthy, connected, and thriving.



GOALS 1-4: OUR COMMUNITIES ARE SAFE, HEALTHY, CONNECTED, AND THRIVING

To meet these goals, a set of strategies is proposed that will create a mechanism for understanding community context. The County will complete an inventory of existing programs and initiatives, develop a database to evaluate individual communities, and focus planning and service provision with a holistic goal of creating and maintaining sustainable communities.

STRATEGIES

1

Inventory existing programs

Develop an inventory of existing programs that provide services to County residents. For each program, determine the program's mission and overall objectives; issues the program addresses; geographic areas and people served; data collected and used; funding, both operational and programmatic; partners; and areas of expertise. Use this inventory to identify opportunities for collaboration with other agencies, cross-disciplinary coordination of efforts both within and outside County government, and opportunities to share data.

LEAD AGENCY

Orange County Community, Environmental, and Development Services (CEDS)

POTENTIAL PARTNERS

Other County departments and divisions; agencies and organizations that provide community services

FUNDING SOURCE

County funds

CROSS-BENEFITS



MEASURING SUCCESS

- Program inventory completed
- Data collected, database created
- Community assessment model developed
- Five community assessments completed by 2020

2

Develop a database for community assessment

Develop a database of neighborhood indicators for use in conducting community assessments. This database should be designed to link data across programs. Data would include people measures (demographics, socioeconomic characteristics, social environment) as well as measures of place (physical environment, infrastructure condition, property values, economic activity, crime, health, school quality, availability of facilities and services). The database would allow for an analysis of neighborhood typology, which would enable more strategic planning and provision of services. The database would focus on collecting information needed to begin measuring the elements of communities that are safe, healthy, connected, and thriving (as shown on page 15). The database should be designed to allow measurement over time.

LEAD AGENCY

Orange County CEDS

POTENTIAL PARTNERS

Orange County ISS, other County departments and divisions

FUNDING SOURCE

County funds

CROSS-BENEFITS



3

Adopt a community-based model for planning and providing services

Community assessments would provide valuable information about a community's assets and needs, as well as programs and strategies likely to be successful. The information would be used to understand local markets and development potential; target existing services and programs based on need; engage the community in planning for its future; and coordinate people- and place-based strategies to maximize program effectiveness for the community.

LEAD AGENCY

Orange County CEDS

POTENTIAL PARTNERS

Other County departments and divisions; agencies and organizations that provide community services

FUNDING SOURCE

County funds

CROSS-BENEFITS





TAKE ACTION

At Home

- Start a garden in your yard or join a community garden. Growing your own food can be beneficial to your health and wallet. Go to [UF/IFAS Extension](#) for ideas and tips.
- Stay connected to your community through technology: social media, neighborhood networks, Orange County's [website](#) or [Orange TV](#).
- If you are a board member of an HOA or Condo Association, consider attending Orange County's [Community Connections](#) Workshop Series to learn about enhancing neighborhood safety, neighborhood beautification, neighborhood wellness challenge, preparing your neighborhood for emergencies, community gardening, and enhancing the value of your community.
- Attend Orange County's annual [Community Conference](#) to learn about new and exciting ways to improve your neighborhood.
- Nominate someone who is making valuable contributions in helping your neighborhood flourish for recognition as an Orange County [Community Champion](#).
- Request a free home assessment from the County's [Pollution Prevention Program](#) to identify ways to decrease your energy, garbage, and water bills, and conserve natural resources.

At Work

- Take advantage of energy efficiency programs and rebates available from your local utility provider. Learn more [here](#).
- Request a free assessment from Orange County's [Pollution Prevention Program](#) to determine ways you can decrease your energy, garbage, and water bills, and conserve natural resources. (You also can e-mail p2@ocfl.net for more information.)
- Use EPA's free [ENERGY STAR Portfolio Manager](#) tool to benchmark your energy and water usage.
- Promote volunteerism as a group effort in your workplace. Organize a volunteer group to help a local nonprofit, school, park, or other worthy cause. Consider assisting with a project during National Public Lands Day. Visit the County website for [information about volunteering](#).
- If your business involves selling groceries, consider partnering with Second Harvest Food Bank of Central Florida through their [Grocery Alliance Program](#) to take food that would otherwise be wasted to help feed hungry people in our community.
- If feasible, consider installing bike racks at your business to accommodate patrons and employees who want to ride their bikes.



Natural Resources



NATURAL RESOURCES

Goal 5. Clean water for all

1. Establish a stormwater utility fee or funding mechanism
2. Encourage and support low impact development (LID) for new development, and retrofit older stormwater systems with LID
3. Promote water conservation in the built environment and develop a Florida-Friendly Landscaping™ ordinance

Goal 6. Zero waste

1. Improve commercial recycling rates
2. Develop a C&D debris diversion ordinance
3. Increase collection system efficiency

Goal 7. Clean air for all

1. Support alternative fuel vehicles, with an emphasis on fleets
2. Promote urban forestry and expand tree canopy
3. Develop anti-idling programs and reduce gas lawnmower use

Goal 8. Green and open spaces are preserved and valued

1. Dedicated funding to buy and maintain targeted environmentally sensitive lands
2. Provide incentives to preserve and maintain conservation lands, including safe, healthy farmlands
3. Strengthen regional trail, bike trail, waterway, and park systems to promote healthy lifestyles and ecotourism

Goal 9. Our products and services are green, safe, and healthy

1. Develop and participate in consortium committed to green local procurement
2. Encourage green certifications for government and businesses
3. Support and incubate locally made and grown products and businesses



Orange County has tremendous natural resources, including the Wekiva and Econlockhatchee rivers; natural springs; over 600 named lakes; significant wetlands; the Floridan Aquifer, which supplies our drinking water; and green spaces that support wildlife, trees, diverse flora, water resource protection, local agriculture, and recreational use. It is also important that we not take for granted the air we breathe. These resources have a profound impact on our quality of life.

Natural resources are not unlimited, and we must be responsible stewards if we want to preserve our present quality of life and to pass on the natural legacy we have received to future generations. To grow sustainably, we need to continue providing services without overwhelming nature's capacity. This will become increasingly critical as the County's population of approximately 1.2 million is projected to grow by over 50% by the year 2040.

Proper natural resource management involves building and maintaining infrastructure for water, wastewater, stormwater, solid waste disposal, recycling, and energy. It also involves programs to acquire and maintain environmentally sensitive lands; protect watersheds, including lakes and wetlands; provide recreational areas; protect air quality; and procure products and services in the most sustainable manner possible.

Quality of life. Clean air to breathe and water to drink; electricity to power our homes and businesses; and the ability to dispose of solid waste and wastewater in ways that do not contaminate our water, land, and air are fundamental to our health and quality of life. Programs are in place to collect domestic and industrial waste and deliver it safely to treatment or recovery facilities for sanitary, economical, and technologically appropriate management. Landfill gas and digester gas is collected and used as a source of energy. In addition, efforts to increase energy efficiency and expand renewable energy will decrease natural resource

consumption, lower operating costs, and decrease pollution. Efforts are being made to preserve and enhance natural lands as well as green and open spaces for future generations. Our air, trees, lakes, and rivers are monitored and protected. Yet, it is important that we continually improve what we do and increasingly enlist residents and businesses in our efforts to conserve natural resources and decrease pollution and waste.

Orange County approaches natural resource protection through many avenues, including proper zoning, intelligent permitting, public education, public-private partnerships, land acquisition, developer assistance, and relevant regulation. By showing residents and businesses the health and economic benefits of strong environmental stewardship, our goal is to ensure that over time, less government involvement is necessary.

Economic vitality. Ultimately, our local economy is dependent on local natural resources as well as those imported from other locations. Sufficient water and other resources are necessary to sustain and grow the local economy. Maintaining a beautiful and healthy environment is vital to continued economic growth and development, because it makes Orange County a desirable place for businesses and individuals to come and stay. Our potential for growth in eco-tourism is substantial, and efforts already are underway to promote and develop those opportunities, including enhancing our urban trail network and water-related activities.



GOAL 5: CLEAN WATER FOR ALL

STRATEGIES

1

Establish a stormwater utility fee or funding mechanism

Create a stormwater utility ordinance with a fee or other funding mechanism to ensure dedicated funding is in place to maintain stormwater systems and restore water bodies to help improve water quality and reduce flooding.

LEAD AGENCY

Orange County EPD, Public Works

POTENTIAL PARTNERS

FDEP

FUNDING SOURCE

Fee on all properties, MSTU/MSBU, County general fund, grants

CROSS-BENEFITS



MEASURING SUCCESS

- Achieve good water quality in 85% of water bodies by 2020 and all water bodies by 2040



To protect Bay Lake from pollution, this modular wetland filters stormwater runoff before it enters the lake. It includes four treatment components (a concept known as a treatment train): a screen that removes debris; a sedimentation cell that allows large sediments to settle out; a filtration cell that removes a range of pollutants, including dissolved metals and hydrocarbons; and a wetland feature where plants absorb some of the stormwater.

**2**

Encourage and support low impact development (LID) for new development, and retrofit older stormwater systems with LID

LID is an approach to land development that works with nature to manage stormwater as close to its source as possible. LID employs principles such as preserving and recreating natural landscape features, minimizing imperviousness to create functional and appealing site drainage that treats stormwater as a resource rather than a waste product. Examples include rain gardens, green roofs, rain barrels, and permeable pavements. LID allows water to be managed in a way that reduces the effects of development and promotes more natural hydrologic and ecological functions within the watershed. Artistic design can be incorporated to create a valued asset. LID can be particularly effective in retrofits, where space for large stormwater ponds is limited.

LEAD AGENCY

Orange County Planning

POTENTIAL PARTNERS

Orange County EPD, Public Works; WMDs; development community; municipalities

FUNDING SOURCE

Incorporated into development process in place of traditional design

CROSS-BENEFITS



Promote water conservation in the built environment and develop a Florida-Friendly Landscaping™ ordinance

Smart use of water in the built environment and landscaping would reduce water consumption. This strategy includes exploring water-conserving features for County facilities, as well as adopting a Florida-Friendly Landscape™ ordinance. A landscape that is Florida-friendly requires less of both water and fertilizer. An ordinance would protect water quantity and also quality, because it would minimize the need for fertilizers (which enter our waterways and degrade water quality) and reduce overall water use for irrigation.

LEAD AGENCY

Orange County Utilities, EPD; OUC

POTENTIAL PARTNERS

Orange County CE/IFAS, FDEP, HOAs, FIS, FTGA, FPMA, WMDs, municipalities

FUNDING SOURCE

County general fund, utilities

CROSS-BENEFITS

**3**



GOAL 6: ZERO WASTE

STRATEGIES

1

Improve commercial recycling rates

Managing waste is resource-intensive. Recycling efforts could reduce garbage generation. A new statewide recycling goal of 75% has been set for the year 2020. Orange County residential recycling rate is one of the highest in the state, around 41% and single family participation in curbside is around 90%. However, multi-family curbside recycling is only at 14% and commercial units are around 40%. To improve our rates and reach our goal of 75%, a plan must be devised to help improve these commercial recycling rates. Strategies could include evaluating residential composting, post-collection consumer sorting, and enforcement of mandatory recycling requirements in the Orange County Code.

LEAD AGENCY

Orange County EPD

POTENTIAL PARTNERS

Waste companies; BOMA; Orange County HCD, Solid Waste; multi-family residential ; municipalities; CDO; CFEEA

FUNDING SOURCE

TBD

CROSS-BENEFITS



MEASURING SUCCESS

- 75% recycling by 2020
- Zero waste by 2040

2 Develop a C&D debris diversion ordinance

One of the target waste types for increasing recycling goals to 75% is Construction and Demolition Debris (C&D). The recycling rate is currently about 32% in Orange County for C&D. Results of a study on this issue recommended diverting 40% of this target waste type away from landfill disposal and toward beneficial reuse or recycling. Such a diversion not only would help our community meet the 75% recycling goal, but it also could extend the life of the landfill.

LEAD AGENCY

Orange County EPD

POTENTIAL PARTNERS

Orange County Solid Waste, GOBA, construction companies, recycling companies, municipalities, private Class III and C&D landfill owners and operators

FUNDING SOURCE

TBD

CROSS-BENEFITS



3 Increase collection system efficiency

This strategy includes improving the efficiency of trash collection both in saving money and improving operations. As Orange County rebids collection contracts, efficiencies such as automated vehicles and compressed natural gas (CNG) vehicles can be evaluated. Reducing the number of pickup days and using larger recycling containers also could be considered.

LEAD AGENCY

Orange County Solid Waste

POTENTIAL PARTNERS

Waste haulers

FUNDING SOURCE

Contract (Solid Waste enterprise fund)

CROSS-BENEFITS



RECYCLING

As of 2012,
Orange County
had the highest
recycling rate of
the five largest
counties in
Florida, with

41%

of waste
recycled.



GOAL 7: CLEAN AIR FOR ALL

Reduce criteria pollutants and greenhouse gases to ensure that outdoor air quality is healthy for all segments of the population and protects the welfare of the community.

STRATEGIES

1

Support alternative fuel vehicles, with an emphasis on fleets

In general, air quality in Orange County is very good, and we have attainment status under the National Ambient Air Quality Standards (NAAQS). The primary air pollutant that may become a concern at some point is ground-level ozone. At ground level, ozone is a health hazard for all of us, especially children, seniors, and people with asthma or other lung- or heart-related conditions. Approximately half of our ozone emissions come from mobile sources (motor vehicles, engines, and equipment that can be moved from one location to another). Therefore, we are interested in supporting vehicles with lower emissions and alternative fuels, including CNG and electric. Fast-fill CNG public stations are being installed in the area, which would support the use of CNG.

LEAD AGENCY

MetroPlan Orlando

POTENTIAL PARTNERS

Orange County Fleet, EPD; business partnerships, municipalities, OCPS, LYNX, GOAA, Central Florida Clean Cities Coalition

FUNDING SOURCE

Grants, County funds, state and federal funds, private funds

CROSS-BENEFITS



MEASURING SUCCESS

- GHG neutral by 2040
- Maintain attainment status for criteria pollutants

Promote urban forestry and expand tree canopy

Mature trees provide stormwater management, noise buffering, erosion control, cleaner air, shade from heat and light, water pollution filtering, and increased property values. Knowing the extent of our urban tree canopy (UTC) would help the County protect and increase the canopy over time, focusing on non-invasive species.

LEAD AGENCY

Orange County Zoning

POTENTIAL PARTNERS

Orange County EPD, Code Enforcement, CE/IFAS; USDA Forestry Service; municipalities; environmental organizations

FUNDING SOURCE

Grants, County funds

CROSS-BENEFITS



Develop anti-idling programs and reduce gas lawnmower use

The *Anti-Idling Campaign to Protect Young Lungs* was a collaborative effort among Orange County EPD, OCPS, the American Lung Association, and MetroPlan Orlando. The campaign involved instituting *idle-free* zones at several schools. This program could be expanded to other schools and a similar program created wherever buses and/or automobiles may idle. Additionally, a program addressing lawnmower use could be developed. This could involve electric lawnmowers, Florida-friendly Landscaping™, or other educational methods.

LEAD AGENCY

Orange County EPD

POTENTIAL PARTNERS

OCCC, OCPS, MetroPlan Orlando, FDHOC, American Lung Association, WPHF

FUNDING SOURCE

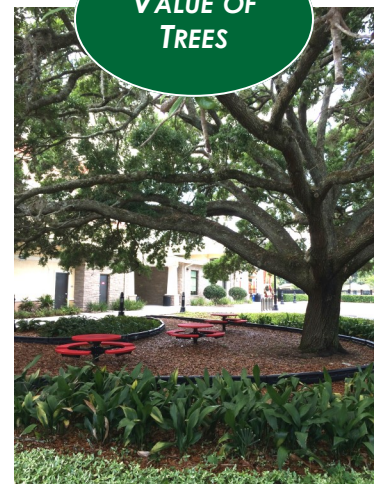
Grants, County funds

CROSS-BENEFITS



2

VALUE OF TREES



3

In one year, a single tree...

- Cools as much as 10 air conditioners running continuously
- Absorbs 750 gallons of stormwater
- Filters 60 pounds of pollutants from the air

Source: Earth Gauge
(<http://www.earthgauge.net/>)



GOAL 8: GREEN AND OPEN SPACES ARE PRESERVED AND VALUED

STRATEGIES

1

Dedicated funding to buy and maintain prioritized environmentally sensitive lands

The Board of County Commissioners (BCC) created a Green PLACE committee to review and recommend appropriate lands for acquisition as environmentally sensitive lands. Wildlife corridors were one of the important considerations. More than 22,000 acres have been acquired, and there are about 40,000 acres remaining on the prioritized list. Land management for the acquired parcels is important to ensure habitat protection.

LEAD AGENCY

Environmental organizations and/or Orange County EPD

POTENTIAL PARTNERS

State of Florida, FCT, WMDs, municipalities, land owners

FUNDING SOURCE

Grants, partnership acquisition, creating an assessment

CROSS-BENEFITS



MEASURING SUCCESS

- 90% of residents live within one mile of public open space by 2040
- Acquire and manage public and private environmentally sensitive lands to support ecological corridors, biodiversity, wildlife habitat, and watershed protection: 40,000 acres by 2020 and an additional 40,000 acres by 2040



Since 2002, the County and its partners have purchased 22,000 acres of land through the Green PLACE Program, including the Savage Christmas Creek Preserve.

Provide incentives to preserve and maintain conservation lands, including safe, healthy farmlands

2

It is not possible to purchase all the conservation lands needed with public funds. What is possible is to encourage private property owners to maintain and preserve open land, such as agricultural land, with incentivized conservation easements and similar strategies.

LEAD AGENCY

Environmental organizations and/or Orange County EPD

POTENTIAL PARTNERS

FDEP, WMDs, land trust, Farm Reserve Program, land owners

FUNDING SOURCE

Grants, partnership acquisition

CROSS-BENEFITS



Strengthen regional trail, bike trail, waterway, and park systems to promote healthy lifestyles and ecotourism

3

Orange County maintains an extensive network of wide, paved, multi-purpose trails that offers the public a wonderful recreational opportunity to safely bike, hike, jog, walk, or even ride horseback through natural areas and to connect with other trail systems. Trails provide the opportunity to exercise safely while becoming familiar with many of our natural lands. About 1.7 million people use these trails each year for recreation, health and fitness, or transportation, resulting in an estimated economic impact of \$42.6 million and supporting over 500 jobs. There is value in strengthening this system.

The Trails Master Plan, adopted in 2012, will add 113 miles to the system. The County also should consider developing ecotourism projects incorporating sustainability education programs.

LEAD AGENCY

Orange County Parks and Recreation

POTENTIAL PARTNERS

EPD, FDEP, FCT, WMDs, GWT, municipalities, land owners

FUNDING SOURCE

Grants, partnership acquisitions, partnership donations

CROSS-BENEFITS





GOAL 9: OUR PRODUCTS AND SERVICES ARE GREEN, SAFE, AND HEALTHY

STRATEGIES

1

Develop and participate in consortium committed to green local procurement

A green procurement policy could provide guidelines to purchase items that are less environmentally harmful. Green procurement presents challenges in balancing the cost of items with the amount of environmental benefit involved. In addition, technology and innovation constantly provide new options. By joining together, Orange County, along with other municipalities and companies committed to green procurement, could increase purchasing power with some of the less readily available products and potentially reduce the cost due to larger purchases. Additionally, such a group could help to broaden education to increase green procurement.

LEAD AGENCY

Organization such as [GDO](#)

POTENTIAL PARTNERS

Orange County EPD, FDEP, hospitality industry, large- and medium-sized businesses

FUNDING SOURCE

Minimal cost or cost-neutral

CROSS-BENEFITS



MEASURING SUCCESS

- Baseline data obtained that allows comparison to other sustainable cities
- Data used to determine an appropriate percentage increase in the number of green jobs



Encourage green certifications for government and businesses

2

Many types of certifications are available for development, businesses, and government, including LEED, Green Globes, and FGBC. One example is the US Green Building Council (USGBC) LEED certification, which combines energy efficiency with elements of pollution prevention, air quality, water and soil conservation, and use of products made from recycled materials. Achieving LEED certification for a building results in many benefits for the owners. Orange County was the first Florida county to reach gold-level certification under the Florida Green Building Coalition (FGBC) *Green Local Government* designation. This sets a standard for other organizations to follow, and gives County representatives expertise so that they can convey successes and challenges to others, while making operations more sustainable.

LEAD AGENCY

Orange County EPD

POTENTIAL PARTNERS

USGBC, FGBC, FDOT, CFEEA, MetroPlan Orlando, developers, commercial property owners

FUNDING SOURCE

Grants, organization seeking certification

CROSS-BENEFITS



Support and incubate locally made and grown products and businesses

3

We can support our regional economy by purchasing products that are grown, crafted, and manufactured in our region. When we buy goods made by local workers and craftsmen, our money stays in the community. The businesses we support in turn pay local workers, pay local taxes, use local services, and contribute to the community in a variety of ways. We can grow our local business by supporting business incubators, whose goal is to produce successful businesses that are able to operate independently and be financially viable.

LEAD AGENCY

TBD—economic development organization

POTENTIAL PARTNERS

Orange County EPD, Office of Economic Development; FDEP; EPA; FDOT; CFEEA; MetroPlan Orlando; EDC

FUNDING SOURCE

County, state, federal funds; private funds; tap into existing incubators

CROSS-BENEFITS





TAKE ACTION

At Home

- Maintain a healthy yard using native plants! Use Florida Friendly Landscaping™ to save water and support the local ecosystem. Avoid non-native species by checking this [list](#), courtesy of the Florida Invasive Species Partnership.
- ONLY rain should go down the storm drain: help keep our streets and stormwater pollution free by keeping grass, leaves, fertilizer, dog waste, and trash out.
- Enjoy more than 22,000 acres of natural lands preserved through the [Green PLACE](#) Program.
- Eating healthier not only is good for you, it also can protect the environment. Learn more [here](#), [here](#), and [here](#).
- Take the [Eat Local Challenge](#).
- Learn how to [coexist with our state wildlife](#).
- Use a reusable water bottle as well as other reusable containers and bags.
- Use sustainable products and make greener purchases with help from [Greener Choices](#).
- Be paper free: reduce, reuse and recycle as much as possible.
- Make purchases in bulk and avoid items that are individually packaged.
- Conserve water at home—here are some [resources](#) from Orange County Utilities .

At Work

- Green your business, reduce waste and save money! Schedule a FREE P2 (Pollution Prevention) Assessment: P2@ocfl.net.
- Start a recycling program in your workplace or enhance the current program.
- Buy local merchandise to support your local economy and reduce energy needed to transport goods long distances.
- Use sustainable products and make greener purchases with help from [Greener Choices](#).
- Be paper free: reduce, reuse and recycle as much as possible.
- Make purchases in bulk and avoid items that are individually packaged.
- Work in the hospitality industry? Encourage your business to become designated a Florida Green Lodging or join Green Destination Orlando.



Sand Lake Road Station

NORTHBOUND TO ORLANDO HEALTH STATION



Mobility



MOBILITY

Goal 10. People have multiple transportation options

1. Enhance access to premium transit (such as SunRail and express bus)
2. Enhance connectivity throughout the region for all modes of transportation
3. Complete streets that are interconnected and that connect to regional activity centers

Goal 11. Land use and urban form support multimodal transportation

1. Encourage and support transit-oriented development and walkable development
2. Encourage and incentivize infill development and redevelopment
3. Encourage and incentivize denser development that can support better public transit options

Goal 12. Our transportation system is safe

1. Adopt a complete streets policy and manual
2. Proactively monitor and analyze safety-related data
3. Implement bicycle/pedestrian safety strategies and programs

Goal 13. Investments in transportation are fiscally sustainable

1. Invest in transportation infrastructure that supports economic development
2. Pursue dedicated transit funding
3. Flexibility of funding sources for multimodal operations and maintenance

Goal 14. Our transportation options are clean, green, and aesthetically pleasing

1. Develop infrastructure for alternative fuel vehicles (such as electric vehicles, CNG) and bikesharing/carsharing
2. Accelerate build-out of Trails Master Plan
3. Context sensitive design that incorporates aesthetics and amenities

Goal 15. Freight movement is safe and efficient

1. Support state/regional freight strategy
2. Coordinate freight routing to reduce congestion and expedite flow
3. Incorporate land use planning with freight planning





Mobility is a qualitative measure of accessibility to places where we live, work, and play for all transportation users, including drivers, transit users, bicyclists, and pedestrians. An efficient, interconnected, multimodal transportation system provides quality transportation choices and must be planned, constructed, and operated in a manner that balances our need to get around and the natural environment. It is clear, however, that with the projected increase in population, employment, and visitors, our plans, programs, and funding are not sufficient to accommodate future need—our current path will not lead us toward a sustainable transportation future.

Quality of life. A key issue associated with sustainable mobility is also the successful elimination of barriers to equal access to schools, employment, health services and food shopping. Being able to conveniently access people and places, such as jobs, shopping, entertainment, recreation, and housing are critical to the ongoing quality of life in Orange County.

Transportation-related issues are often central to development decisions. Providing multiple transportation options and reducing reliance on single-occupancy vehicles will become increasingly important as the County's population grows. Solutions to mobility go beyond building new roads and widening existing roads to accommodate the growing population. The transportation network is inextricably linked with urban form and land uses, making it essential that transportation planning take a multimodal approach that is context sensitive.

The new SunRail commuter rail system is an important step in providing transportation options for the region, and since every transit trip begins with the pedestrian, it is also important that we improve the safety of our transportation system for pedestrians and bicyclists.

By increasing the number of complete streets designed to safely accommodate all modes of transportation,

along with amenities such as urban trails, we make it possible for people to choose more active ways to reach destinations and thereby promote healthier lifestyles.

Increased use of public transit as well as electric vehicles and other alternative fuel vehicles (such as compressed natural gas, or CNG) also will contribute to the reduction of greenhouse gas and other air emissions and promote improved air quality. A successful mobility strategy will have a positive long-term effect on our local environment and conserve resources.

Economic vitality. When we talk about mobility and economic vitality, we are talking about transporting both people and goods. Accessibility to local businesses by consumers and employees influence business development decisions. Similarly, the ability to transport freight and goods to and within a community is an important factor in business decision-making. A successful mobility strategy also must be sustainable in a variety of economic conditions. Because one of the foundations of our local economy is tourism, the temporary perception of quality of life by our visitors has longer-term economic implications.

A study by the East Central Florida Regional Planning Council quantified the significant positive economic impact of urban trails to Orange County's local economy. Therefore, build out of the County's trails master plan has economic as well as health and other benefits.



GOAL 10: PEOPLE HAVE MULTIPLE TRANSPORTATION OPTIONS

STRATEGIES

1

Enhance access to premium transit and further enhance existing services (such as SunRail and express bus)

The existing transit system is limited to a few premium transit services, such as SunRail and express bus service, which provide service to limited areas and corridors. Development of additional premium transit services and corridors is necessary to provide greater access to the transit system by communities throughout the County and to encourage choice-riders to use the transit system.

LEAD AGENCY

Orange County Office of Regional Mobility, LYNX, MetroPlan Orlando

POTENTIAL PARTNERS

FDOT, FTA, municipalities

FUNDING SOURCE

County, state, and federal funds

CROSS-BENEFITS



MEASURING SUCCESS

- Journey to work:
 - Drive alone: < 60%
 - Transit + bike + walk: >25%
 - Bike + walk: >5%
- Bus headways in urban areas: 30 minutes
- Increased number of premium transit corridors
- Increased percentage of complete streets in CIP

Urban trails provide alternate modes of transportation, encourage healthier lifestyles, and offer a unique way of connecting people with their community. Orange County has more than 40 miles of trails for biking, skating, running, walking, and even horseback riding. Scan the code to learn more:



Enhance connectivity throughout the region for all modes of transportation

Provide seamless connections between the various modes of transportation throughout the region so that travel within and between modes is convenient.

LEAD AGENCY

Orange County, MetroPlan Orlando, LYNX, GOAA

POTENTIAL PARTNERS

FDOT, FTA

FUNDING SOURCES

County, state, and federal funds

CROSS-BENEFITS



Complete streets that are interconnected and that connect to regional activity centers

Design and “redesign” roadways that allow safe access for all users, including pedestrians, bicyclists, motorists, and transit riders of all ages and abilities. Complete streets make it easy to cross the street, walk to shops, and bicycle to work. They allow buses to run on time and make it safe for people to walk to and from train stations. They also allow for faster emergency response times. Roadways should be interconnected and provide access to regional activity centers. To ensure interconnectivity, require new development to build interconnected street networks, to provide connections to existing streets in adjacent developments, and to provide stub-outs to potential new development sites.

LEAD AGENCY

Orange County

POTENTIAL PARTNERS

FDOT, MetroPlan Orlando, municipalities

FUNDING SOURCES

County, state, and federal funds

CROSS-BENEFITS



2

LYNX

LYNX has a service area of

2,500

square miles. The bus system serves a resident population of more than

1.8

million.

3



GOAL 11: LAND USE AND URBAN FORM SUPPORT MULTIMODAL TRANSPORTATION

Land uses and development patterns are transformed to an urban context that encourages transportation by a variety of modes using fewer and shorter trips.

STRATEGIES

1

Encourage and support transit-oriented development and walkable development

Transit-oriented development (TOD) is characterized by a mix of residential and commercial land uses surrounding a transit station or stop where streets have a high level of connectivity, blocks are small, and buildings cater to the pedestrian. This type of development should be encouraged in order to facilitate transit ridership and create accessible, walkable, bikeable communities that reduce reliance upon single occupancy vehicles.

LEAD AGENCY

Orange County Planning

POTENTIAL PARTNERS

MetroPlan Orlando, ECFRPC, municipalities, private sector

FUNDING SOURCE

County funds, private

CROSS-BENEFITS



MEASURING SUCCESS

- Annual decrease in vehicle miles traveled (VMT)
- Increase in transit ridership
- Number of TODs



Avalon Park, located in east Orange County, provides a mix of uses in a walkable environment.

Encourage and incentivize infill development and redevelopment

2

Infill development allows for new development to occur on vacant or underutilized land in existing urban areas, while redevelopment allows for reuse of previously developed land to revitalize communities. These types of urban development should be encouraged and incentivized as an alternative to suburban sprawl because they create sustainable communities and reduce traffic congestion.

LEAD AGENCY

Orange County Planning

POTENTIAL PARTNERS

Orange County HCD, NPR; municipalities; private sector

FUNDING SOURCES

County funds, private

CROSS-BENEFITS



Encourage and incentivize denser development that can support better public transit options

3

Higher density development should be encouraged because it is necessary to support a more mature transit system with reduced commute times for public transit. Better transit options will encourage use of the transit system and reduce reliance upon single occupancy vehicles – which translates to decreased traffic congestion and the associated environmental impacts.

LEAD AGENCY

Orange County Planning

POTENTIAL PARTNERS

Orange County Transportation Planning, HCD; LYNX, private sector

FUNDING SOURCES

County funds, grants, private

CROSS-BENEFITS





GOAL 12: OUR TRANSPORTATION SYSTEM IS SAFE

STRATEGIES

1

Adopt a complete streets policy and manual

Complete streets are roadways that allow safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Adoption of a policy and manual for complete streets demonstrates a commitment to enhanced transportation choices by requiring that walking, bicycling, and taking public transit be given equal consideration to driving an automobile when designing roadways. This creates a sense of safety for users of all modes of travel on our roadway corridors.

LEAD AGENCY

Orange County Transportation Planning

POTENTIAL PARTNERS

Orange County Planning, Traffic Engineering; FDOT; MetroPlan Orlando; BWCF; BFF; Healthy Central Florida

FUNDING SOURCE

County, state funds

CROSS-BENEFITS



MEASURING SUCCESS

- Annual decrease in pedestrian/bicycle fatalities from baseline
- Mandatory school education program/ curriculum for bicycle/ pedestrian safety
- Reinstatement of driver's education in high school



Walk N' Roll programs encourage students to ride or walk to school, which decreases traffic congestion in school areas and promotes better health.

2 Proactively monitor and analyze safety-related data

Safety-related data and statistics are continually gathered for our transportation system. These data, related to crashes, posted/actual speeds, intersection operations, ADA accessibility, and more, should be monitored and analyzed to proactively identify opportunities to implement infrastructure and operational improvements that enhance safety.

LEAD AGENCY

Orange County Traffic Engineering

POTENTIAL PARTNERS

Orange County Transportation Planning, FDOT, MetroPlan Orlando

FUNDING SOURCES

County, state funds

CROSS-BENEFITS



3 Implement bicycle/pedestrian safety strategies and programs

Our region has been challenged by a national ranking associated with high numbers of pedestrian injuries and fatalities. Bicycle and pedestrian safety programs and initiatives that focus on engineering, education, and enforcement recently have been launched to combat these incidences and will need to be sustained until this trend is reversed.

LEAD AGENCY

Orange County Traffic Engineering

POTENTIAL PARTNERS

Orange County Transportation Planning, FDOT, BWCF, OCSO, OCPS, BFF, municipalities, local police departments, area hospitals

FUNDING SOURCES

County, state, federal funds

CROSS-BENEFITS



WALKING TO SCHOOL

Percent of children ages 5 to 14 who walked to school in 1969:

48

By 2009, that percentage had decreased to:

13

The two most common reasons for not walking were distance to school and traffic safety.

Source: [Safe Routes to School](#)



GOAL 13: INVESTMENTS IN TRANSPORTATION ARE FISCALLY SUSTAINABLE

We continually invest in our transportation system, and that investment is fiscally sustainable for the long-term and makes our transportation system affordable for the user.

STRATEGIES

1

Invest in transportation infrastructure that supports economic development

A sustainable investment in transportation considers the longer-term return on that investment. One form of such a return is the ability to support and sustain economic development objectives, including private sector job creation as well as public sector growth in tax revenues that can be reinvested in the community. Economic development objectives vary by location, and infrastructure investments should be prioritized with these objectives in mind. To accomplish this, a methodology for comparing long-term cost to value is necessary. The methodology should balance the impacts of roadway improvement projects against other economic development objectives, and it should demonstrate that roadway improvements will increase property values and tax base sufficient to cover both short- and long-term costs.

LEAD AGENCY

Orange County Public Works

POTENTIAL PARTNERS

Orange County Transportation Planning, Office of Economic Development, Convention Center; Orange County Property Appraiser; FDOT, LYNX, MetroPlan Orlando, EDC, Visit Orlando

FUNDING SOURCE

County, state, federal funds; private investment

CROSS-BENEFITS



MEASURING SUCCESS

- Increase in percentage of households that spend less than 15% of income on transportation costs
- Increase in property values after transportation investments compared to before the investments
- Reduction of funding gaps for new construction and maintenance

Pursue dedicated transit funding

2

Enhancement of our public transit system to make it convenient and attractive to choice riders is a critical component of sustainability and is directly dependent upon funding to operate the service. Unlike many urban areas comparable to our region, our community has not identified a dedicated funding source for transit. This dedicated transit funding is necessary to plan for, and implement, both short- and long-term transit needs that will provide additional mobility options and encourage sustainable urban development.

LEAD AGENCY

Orange County

POTENTIAL PARTNERS

MetroPlan Orlando (including the Regional Transportation Funding Task Force), Central Florida Partnership, CFF, municipalities

FUNDING SOURCES

TBD

CROSS-BENEFITS



Flexibility of funding sources for multimodal operations and maintenance

3

Transportation revenues typically have been designated for specific purposes, either by policy or by practice. Greater flexibility is necessary to allow use of these revenues for both capital and operations/maintenance to support a multimodal transportation system. Additional flexibility in the use of revenues between modes also should be considered as a means of supporting the development of a sustainable transportation system.

LEAD AGENCY

Orange County, MetroPlan Orlando

POTENTIAL PARTNERS

FDOT, LYNX, OOCEA

FUNDING SOURCES

County, state, federal funds; toll revenue

CROSS-BENEFITS



GOAL 14: OUR TRANSPORTATION OPTIONS ARE CLEAN, GREEN, AND AESTHETICALLY PLEASING



We encourage the use of transportation options that minimize environmental impacts and that incorporate aesthetics into the transportation experience.

STRATEGIES

1

Develop infrastructure for alternative fuel vehicles (such as electric vehicles, CNG) and bikesharing/carsharing

Continue development of the infrastructure that is necessary to encourage use of alternative fuel vehicles by providing additional options for access to resources such as electric vehicle charging stations and Compressed Natural Gas (CNG) fueling stations. And, develop and expand bikeshare and carshare programs which make access to these modes of travel convenient for residents and visitors.

LEAD AGENCY

Orange County EPD

POTENTIAL PARTNERS

Orange County Transportation Planning, Fleet Management; CFCCC; Get Ready Central Florida; municipalities; BWCF; OCPS; LYNX; SunRail; MetroPlan Orlando; rental car companies; other public agencies; private sector

FUNDING SOURCE

County, state, federal funds; private sector

CROSS-BENEFITS



MEASURING SUCCESS

- Increase ownership/procurement of alternative fuel vehicles
- Increase number of electric vehicle charging stations
- Reduce vehicle emissions
- Increase number of miles of landscaped roadways
- Increased number of miles of trails



A Frito-Lay vehicle refuels at the first CNG station open to the public in Central Florida. Frito-Lay selected Trillium CNG to build these stations to fuel its CNG fleet. The station is located on Silver Star Road near the Frito Lay plant. CNG is about 40% cheaper than gasoline and produces less air pollutants than gasoline or diesel.



Accelerate build-out of Trails Master Plan

2

Orange County currently has 51 miles of paved multi-purpose trails, which serve as the backbone of the County's bikeways and trails system vision. In 2012, the County adopted the Trails Master Plan, which will add 113 miles to the system. However, due to funding constraints associated with the economic downturn, investment in new trail corridors has declined significantly over the past five years. Completion of the Trails Master Plan should be accelerated, because this trails network will provide additional mobility options that are cleaner, greener, and aesthetically pleasing and will support a healthy community by encouraging walking and bicycling. Urban trails have also been demonstrated to promote significant local economic development.

LEAD AGENCY

Orange County Parks and Recreation

POTENTIAL PARTNERS

Orange County Transportation Planning, Public Works; MetroPlan Orlando; FDOT

FUNDING SOURCES

County, state, federal funds

CROSS-BENEFITS



Context sensitive design that incorporates aesthetics and amenities

3

Roadway corridors should be designed in a manner that considers not only the need for transportation capacity, but also the character of the community in which the corridor will be built. This type of context-sensitive design identifies the types of mobility improvements that will support the community's existing character or future vision and incorporates aesthetics and amenities such as landscaping, hardscaping, and transit shelters that enhance the experience of users of the corridor.

LEAD AGENCY

Orange County Transportation Planning

POTENTIAL PARTNERS

FDOT, private sector

FUNDING SOURCES

County, state funds; private funds

CROSS-BENEFITS





GOAL 15: FREIGHT MOVEMENT IS SAFE AND EFFICIENT

The movement of freight and goods, and the associated economic benefits, requires a safe and efficient transportation system that is planned for such movement.

STRATEGIES

1

Support state/regional freight strategy

The State of Florida and the central Florida region, through MetroPlan Orlando, have developed comprehensive freight mobility strategies in partnership with public and private sector stakeholders. These strategies include recommendations related to physical infrastructure, operations, and institutional policies, and should be supported and used to guide future transportation plans and investments.

LEAD AGENCY

Orange County

POTENTIAL PARTNERS

FDOT, MetroPlan Orlando, municipalities, private sector

FUNDING SOURCE

County, state funds

CROSS-BENEFITS



MEASURING SUCCESS

- Increase in number of designated truck routes
- Designated freight villages/intermodal logistics centers



In order to support a thriving commercial sector, it is important for freight to move through our community as safely and efficiently as possible. In December 2013, MetroPlan Orlando released a Regional Freight Mobility Study that provided a detailed analysis and draft recommendations and solutions that will inform the Long Range Transportation Plan.

Coordinate freight routing to reduce congestion and expedite flow

2

The ability to transport freight and goods to and within our community in an efficient manner is critical to our economy and quality of life. Freight routing should be coordinated and planned along corridors with appropriate infrastructure to allow for the most efficient flow of these commodities to their destinations, with the goal of reducing traffic congestion.

LEAD AGENCY

Orange County Transportation Planning

POTENTIAL PARTNERS

FDOT, MetroPlan Orlando, private sector

FUNDING SOURCES

County, state funds

CROSS-BENEFITS



Incorporate land use planning with freight planning

3

Land use planning should be integrated with freight planning to ensure compatibility with adjacent communities and to make smart decisions regarding the use of land and infrastructure for moving goods. The coordination of industrial development with freight transportation planning will help to maximize commercial productivity while minimizing use of land, infrastructure, and other environmental impacts associated with freight movement.

LEAD AGENCY

Orange County Planning

POTENTIAL PARTNERS

Orange County Transportation Planning, private sector

FUNDING SOURCES

County funds, private funds

CROSS-BENEFITS





TAKE ACTION

Both Home and Work

- Explore the County's [trails](#).
- Rethink your ride and reduce emissions by carpooling, walking, biking, or using public transit. [ReThink](#) helps you rethink your commute with a variety of programs and services, including ride-matching, employer outreach, commuter outreach, and incentive programs..
- Buy or rent a fuel efficient car. Learn about electric and hybrid vehicles and find charging stations at [Get Ready Central Florida](#).
- Save money through car-sharing—find more information at [ReThink](#) your commute.
- Drive smart: gradually accelerate and drive the speed limit. Become educated about intersections, roadways, pedestrian safety, and more. Information is available on the County's [Traffic and Transportation page](#).
- Combine errands in one trip and save up to 500 miles of driving per year.
- Be sure to keep tires inflated to save money and reduce pollution.
- Avoid unnecessary engine idling to reduce costs and emissions.



Built Environment



BUILT ENVIRONMENT

Goal 16. Energy and water are used efficiently

1. Provide incentive programs for increasing efficiency in new and existing buildings
2. Promote existing energy assessment services and rebate programs offered by utility providers
3. Energy monitoring and automation in commercial and residential buildings
4. Adopt an energy benchmarking and disclosure ordinance for commercial buildings
5. Develop incentives for green building

Goal 17. Our renewable energy supplies are affordable and secure

1. Participate in financing programs, such as Property Assessed Clean Energy (PACE) and Solar Energy Loan Fund (SELF)
2. Establish a renewable portfolio standard for government
3. Identify and reduce barriers to alternative energy
4. Participate in solar feed-in tariff program

Goal 18. Our neighborhoods are transit- ready and walkable

1. Retrofit suburban strip malls into neighborhood centers
2. Advance pedestrian friendly and complete street principles in new and existing developments
3. Use a shared-parking matrix in activity center areas
4. Modify regulations to develop transit-ready communities
5. Establish context-sensitive development standards
6. Consider conservation subdivisions in the Rural Service Area

Goal 19. Infill and redevelopment are encouraged

1. Develop a prioritized list of sites most ready for redevelopment
2. Support temporary creative neighborhood uses for vacant properties and greyfields
3. Calculate return on investment for new development and provide regulatory and financial incentives to encourage infill and redevelopment
4. Modify land development code to encourage sustainable development
5. Promote and encourage local food production

Goal 20. Workforce housing is affordable and readily available

1. Consider the impact of urban form on transportation cost, as well as housing cost
2. Incorporate workforce housing in areas served by transit and in mixed-use development areas
3. Encourage a live-near-your-work or employer-assisted housing financial incentive
4. Establish land trust for workforce housing with a location-specific approach
5. Fund workforce housing with linkage fee on new developments
6. Provide incentive programs for increasing energy efficiency and recycling in workforce housing developments





The built environment comprises our man-made surroundings that supports human activity, such as buildings—homes, work places, stores and restaurants—infrastructure—utilities, streets, sidewalks, trails—and places—parks, urban plazas, squares, and the public realm. It is the primary place where we live, learn, work, play, and raise our families. The design of the built environment has a tremendous impact on the health, prosperity, livability, and connectedness of our community. Orange County's Comprehensive Plan declares that, "Orange County shall set the pace to become a livable, sustainable community." To achieve this objective, the County has committed to making county buildings, utilities, and public infrastructure more efficient, as well as instituting development codes and policies to ensure a sustainable built environment.

Quality of life. The built environment provides the backdrop by which we live our lives; and the spaces, places, and buildings bear meaning in the wider culture. How the built environment interacts with and shapes our land, air, and water directly affects our health and our quality of life. Energy and water conservation; structural stability; architectural and civil engineering aesthetics; urban designs; and property operation and maintenance are all components of a sustainable built environment. A high-quality built environment not only provides us with shelter and safety, but also instills feelings of attachment and a sense of personal and collective identity. Our homes, buildings, urban spaces, and public realm should be efficiently designed, effectively constructed, and superbly maintained with a focus on conservation of energy, land, and water.

Because infrastructure, buildings, and communities age, it is important that we preserve what is historically and culturally significant while making strategic investments in infill and redevelopment. It is equally important that we prevent urban sprawl and protect green and open

spaces. Quality of life is enhanced where the built environment provides visual coherence, diversity and attractiveness, and easy access, and is designed to maximize resident interaction.

Economic vitality. When we understand the interactive relationship between people and the built environment and unite these elements in a way that each are optimized, the form, configuration, and use provide the greatest capacity for economic development. Attractive, well-maintained, and efficient structures—along with adequate infrastructure and complete streets—attracts investment, business opportunities, and economic growth because companies want to invest in places where people want to live.

Sustainable approaches to the built environment include the availability of affordable housing, made more readily available because of the overall reductions in infrastructure life-cycle costs, greater efficiency, and fewer environmental impacts than traditional development. Less obvious economic factors influenced by the built environment include activities that occur well into the future, such as property resales, ongoing maintenance of grounds and structures, renovation activities, and even natural disaster remediation and repair.



GOAL 16: ENERGY AND WATER ARE USED EFFICIENTLY

Improve the energy and water efficiency of the community's residential, commercial, and institutional building stock.

STRATEGIES

1

Provide incentive programs for increasing efficiency in new and existing buildings

To encourage investment in green upgrades, provide monetary incentives such as loans and grants to consumers and businesses to put toward energy retrofits or renewable energy installations. Programs could include Property Assessed Clean Energy (PACE) and the Solar Energy Loan Fund (SELF). PACE is an innovative way to finance energy efficiency and renewable energy upgrades, where interested property owners use measures that achieve energy savings and receive financing in the form of a property tax assessment, repaid over a period up to 20 years. SELF is a nonprofit organization that focuses on rebuilding and empowering underserved communities by providing education, energy audits, and affordable financing to help property owners identify and make cost-effective energy efficiency and renewable energy upgrades.

LEAD AGENCY

Orange County EPD

POTENTIAL PARTNERS

Orange County Building Safety, Duke Energy, OUC, FPL, City of Winter Park, FSEC, local lenders, energy consulting firms

FUNDING SOURCE

Grants; County, state, federal funds

CROSS-BENEFITS



MEASURING SUCCESS

- Energy use intensity of the community's building stock reduced 25% by 2020, 50% by 2040
- Water use per capita reduced by 20% by 2040 — subject to change based on a level mandated and/or regulated by the Water Management Districts per the Central Florida Water Initiative.

Promote existing energy assessment services and rebate programs offered by utility providers

Assist in advertising existing incentive programs offered by local electrical, water, and gas providers to encourage participation by consumers and businesses

LEAD AGENCY

Orange County EPD

POTENTIAL PARTNERS

Orange County Building Safety, NPR, Communications; Duke Energy; OUC; FPL; municipalities; GDO; CFEEA; FSEC; FGBC; USGBC; IFMA; BOMA; private sector

FUNDING SOURCES

Cost-neutral

CROSS-BENEFITS



2

SAVING
ENERGY

Orange County
has converted

100%

of its traffic
signals to LED.

3

Promote water conservation through smart irrigation and other technologies and methods.

Orange County will work with its partners, including the Central Florida Water Initiative (CFWI) to implement the CFWI water conservation strategies, including the promotion of smart irrigation and other water conserving technologies and methods.

LEAD AGENCY

Orange County Utilities, Water Division

POTENTIAL PARTNERS

CFWI, Orange County's EPD, Facilities Management Division, and Convention Center and the Central Florida Energy Efficiency Alliance.

FUNDING SOURCES

Grants; County, state, federal funds

CROSS-BENEFITS





GOAL 16 (CONTINUED)

STRATEGIES

4

Adopt an energy benchmarking and disclosure ordinance for commercial buildings

Adopt an ordinance to require measurement and disclosure of energy performance for large multifamily and non-residential buildings, including County buildings. Benchmarking provides the public a standard comparison of energy efficiency between buildings, similar to a miles-per-gallon comparison of automobile fuel efficiency. When disclosed to government agencies and the public, benchmarking data assist consumers with the decision to buy or rent a property.

LEAD AGENCY

Orange County EPD

POTENTIAL PARTNERS

Orange County Building Safety, USGBC, FGBC, BOMA, municipalities, GDO, CFEEA, IFMA, Institute for Market Transformation, Southeast Energy Efficiency Alliance, local chambers of commerce, private sector

FUNDING SOURCE

Cost-neutral

CROSS-BENEFITS



MEASURING SUCCESS

- Energy use intensity of the community's building stock reduced 25% by 2020, 50% by 2040
- Water use per capita reduced by 20% by 2040 — subject to change based on a level mandated and/or regulated by the Water Management Districts per the Central Florida Water Initiative.

5

Develop incentives for green building

Green building standards—such as LEED, FGBC, and Green Globe—guide construction of buildings that are resource-efficient, minimize environmental impacts, and provide comfort and health indoors. Provide Orange County green building guidelines as a community model and share best practices in efficient building construction and operation. Incentives could include waiving or reducing building and other development fees to encourage building to higher green standards. The incentives program could be funded by fees collected from builders and developers only meeting the minimum building standards.

LEAD AGENCY

Orange County Building Safety

POTENTIAL PARTNERS

Orange County EPD, Planning; USGBC; FGBC; FSEC; municipalities; local commercial lenders; commercial real estate companies

FUNDING SOURCES

Grants; County, state, federal funds

CROSS-BENEFITS



LEED BUILDINGS

A number of County buildings are LEED-certified, including the Convention Center, the largest building in the world to achieve LEED gold certification for Existing Buildings: Operations and Maintenance.



Orange County Convention Center

GOAL 17: OUR RENEWABLE ENERGY SUPPLIES ARE AFFORDABLE AND SECURE



STRATEGIES

1

Participate in financing programs, such as Property Assessed Clean Energy (PACE) and Solar Energy Loan Fund (SELF)

See Goal 16, Strategy 1.

2

Continue to expand the existing landfill gas reutilization system

Landfill gas (LFG) includes a high percentage of methane, which is a powerful greenhouse gas. A partnership between Orange County Government and OUC has led to the development of an award-winning LFG reutilization system, which captures LFG for use as a supplemental fuel at OUC's Curtis H. Stanton Energy Center. Expanding the system will ensure that a larger proportion of the LFG is turned from a waste into a beneficial fuel.

LEAD AGENCY

Solid Waste Division

POTENTIAL PARTNERS

OUC

FUNDING SOURCES

Solid Waste Enterprise Fund and OUC

CROSS-BENEFITS



MEASURING SUCCESS

- Increase renewable energy production in commercial and residential buildings by 10% by 2020, 25% by 2040
- Increase renewable energy production in County buildings by 20% by 2020, 40% by 2040
- Increase energy generated annually from LFG



In addition to the 1-megawatt solar photovoltaic (PV) array installed on the roof of the Orange County Convention Center's North/South Building, four 10-kilowatt demonstration PV systems were installed at the Convention Center in 2009 for educational purposes. The system shown demonstrates a technology where each solar module has its own micro-inverter.

Identify and reduce barriers to alternative energy

3

Identify barriers in the community that limit or prevent installation of alternative energy projects. Create incentives to overcome barriers and encourage adoption of renewable energy. Incentives could include tax benefits, energy credits, rebates, or low interest loans. Review current policies to identify ways to streamline the permitting process by reducing the cost and time for permitting alternative energy projects. Support of renewable energy may promote job growth in areas such as solar water system manufacturing and installation.

LEAD AGENCY

Orange County Building Safety

CROSS-BENEFITS



POTENTIAL PARTNERS

Orange County EPD, Facilities Management, OCCC, FDACS

FUNDING SOURCES

Grants; County, state, federal funds

Promote and increase in solar power used through solar co-ops and other solar aggregation programs

4

Solar co-ops provide a way for a group of residents to purchase solar systems together, which allows them to get a discount and support from their peers as they go through the process. Co-ops are run by and for their members. Normally about 20 participants are needed in order to get a bulk discount, which makes solar more affordable and accessible. The Community Power Network (CPN) and Florida Solar United Neighborhoods (FL SUN) are 501(c)(3) non-profits that have assisted solar co-ops by providing unbiased technical support to help get co-ops up and running and to assist them with the solicitation and bid review process. The combination of support from a knowledgeable third party and peers can make the process of going solar easier as well as more affordable. In addition, local utilities may choose to implement solar aggregation programs where they buy solar panels in bulk and pass on the discount to their customers who want to go solar.

LEAD AGENCY

Orange County EPD

CROSS-BENEFITS



POTENTIAL PARTNERS

League of Women Voters, OUC, municipalities, Solar United Neighbors of Florida and CPN

FUNDING SOURCES

County, municipalities, OUC, contributions to non-profits that assist solar cooperatives and grants



GOAL 18: OUR NEIGHBORHOODS ARE TRANSIT-READY AND WALKABLE

Concentrate development in compact, human-scaled, walkable centers and neighborhoods that connect to transit, offer diverse uses and services, and provide housing options for families of all income levels.

STRATEGIES

1

Retrofit suburban strip malls into neighborhood centers

Redevelop typical, one-story strip shopping centers surrounded by parking lots with infill buildings that are adjacent to the street, allowing on-street parking in an interconnected, walkable street grid, landscaped public realm, and a mix of uses.

LEAD AGENCY

Orange County Planning

POTENTIAL PARTNERS

Orange County Office of Economic Development, Public Works; UCF, Rollins College, ULI, CNU, LYNX

FUNDING SOURCE

Grants; County, state, federal funds

CROSS-BENEFITS



MEASURING SUCCESS

- Development or retrofit of neighborhoods that enable diverse activity within Orange County's Urban Service Area
- Community gardens in neighborhoods



Orange County is planning for transit-oriented development (TOD) near the Sand Lake Road SunRail station. TOD is characterized by a mix of uses, higher density/intensity development, and walkable streets.

Advance pedestrian friendly and complete street principles in new and existing developments

2

Design streets to be safe, comfortable, and appealing for a variety of transit and recreational uses. Use *Complete Streets* practices in transportation planning, design, and operation to enable safe access and mobility for all users—motorists, bicyclists, public transit riders, and pedestrians—regardless of age, ability, or mode of transportation.

LEAD AGENCY

Orange County Office of Regional Mobility

POTENTIAL PARTNERS

Orange County Planning, Transportation Planning, Public Works; municipalities; BWCF; UCF; Rollins College; ULI; CNU

FUNDING SOURCES

Grants; County, state, federal funds

CROSS-BENEFITS



Use a shared-parking matrix in activity center areas

3

Reduce the amount of land needed for parking by encouraging shared parking between neighboring destinations. A shared-parking matrix could be used to identify the optimal combination of land uses to determine the most cost-effective amount of parking needed. For example, parking spaces used by an office building during the day could be used by a theater or restaurant at night. By optimizing shared parking, total space needed would be reduced, freeing land for other uses.

LEAD AGENCY

Orange County Planning

POTENTIAL PARTNERS

UCF, Rollins College, ULI, CNU

FUNDING SOURCES

Cost-neutral

CROSS-BENEFITS





GOAL 18 (CONTINUED)

STRATEGIES

4

Modify regulations to develop transit-ready communities

Amend the land development code to support a diversity of land uses and improve infrastructure planning to support walking, bicycling, and easy access to transit.

LEAD AGENCY

Orange County Planning

POTENTIAL PARTNERS

Orange County CEDS, UCF, Rollins College, ULI, CNU

FUNDING SOURCE

Grants; County, state, federal funds

CROSS-BENEFITS



5

Establish context-sensitive development standards

The purpose of context-sensitive development standards is to achieve a community vision by blending architecture, landscape architecture, and environmental stewardship to create areas that are both functional and attractive. Such standards address the physical form of a community, with an emphasis on the public realm and the way public and private spaces interact.

LEAD AGENCY

Orange County Planning

POTENTIAL PARTNERS

Orange County CEDS, UCF, Rollins College, ULI, CNU

FUNDING SOURCES

Cost-neutral

CROSS-BENEFITS



MEASURING SUCCESS

- Development or retrofit of neighborhoods that enable diverse activity within Orange County's Urban Service Area
- Community gardens in neighborhoods

Consider conservation subdivisions in the Rural Service Area

Conservation subdivision design can be a useful tool to accomplish certain objectives, including: protecting an ecological corridor; linking patches of habitat; preserving agriculture; linking wetland systems; minimizing habitat fragmentation; or preserving forested areas. Appropriate areas for conservation subdivisions should be close to facilities, services, jobs, and transportation. Conservation subdivision design principles recognize that the first step involves identifying ecologically important areas, and this must be done in the context of the site's location and the ecosystem of which it is a part.

LEAD AGENCY

Orange County Planning

POTENTIAL PARTNERS

Orange County EPD, UCF, Rollins College, ULI, CNU

FUNDING SOURCES

TBD

CROSS-BENEFITS



Scan this code to take a virtual tour of SunRail.

SunRail preview celebration at the Sand Lake Road station. The event gave people the opportunity to board and tour SunRail and become familiar with the commuter train system. Located near the intersection of Orange Avenue and Sand Lake Road, the SunRail station serves an expanding residential and business hub in South Orlando. The station offers easy bus access to the Florida Mall, theme park attractions and Orlando International Airport (MCO).



GOAL 19: INFILL AND REDEVELOPMENT ARE ENCOURAGED

STRATEGIES

1

Develop a prioritized list of sites most ready for redevelopment

Assess infill and redevelopment potential based on a susceptibility to change for vacant or underutilized land within the County.

LEAD AGENCY

Orange County Planning

POTENTIAL PARTNERS

Orange County CEDS

FUNDING SOURCE

Cost-neutral

CROSS-BENEFITS



2

Support temporary creative neighborhood uses for vacant properties and greyfields

Temporary uses are flexible and responsive to changing conditions and demands. They generally are inexpensive to implement, and they create the perception of vibrancy in a community.

LEAD AGENCY

Orange County Planning

POTENTIAL PARTNERS

Orange County Office of Economic Development

FUNDING SOURCES

Grants

CROSS-BENEFITS



MEASURING SUCCESS

- Using techniques such as tactical and agrarian urbanism, retrofit 15% of identified destination-rich areas by 2020, and 35% by 2040

Calculate return on investment for new development and provide regulatory and financial incentives to encourage infill and redevelopment

3

Through analysis of the economic benefit of a development, the County can create the appropriate incentives to encourage infill and redevelopment in specific locations

LEAD AGENCY

Orange County Office of Economic Development

POTENTIAL PARTNERS

Orange County Planning

FUNDING SOURCES

Grants, County funds

CROSS-BENEFITS



A Citizen Planner Academy class took a walking tour in Baldwin Park, a mixed-use, walkable development near downtown Orlando. Originally the Orlando Naval Training Center, this site was redeveloped after the base closed in 1999.



GOAL 19 (CONTINUED)

STRATEGIES

4

Modify land development code to encourage sustainable development

Amend the land development code to support development that is compact, conserves land, protects resources, and integrates uses. Sustainable development requirements aim to reduce traffic congestion, save open space, and promote betterment of city centers to allow rural areas and open spaces to remain less developed, and to create communities that people find more desirable.

LEAD AGENCY

Orange County Planning

POTENTIAL PARTNERS

Orange County Zoning

FUNDING SOURCE

County funds

CROSS-BENEFITS



5

Promote and encourage local food production

Develop incentive programs and offer grants for creating farmer's markets and community gardens, which would improve the availability and accessibility of healthy food.

LEAD AGENCY

Orange County CE/IFAS

POTENTIAL PARTNERS

Orange County Planning, Zoning, NPR; WPHF

FUNDING SOURCES

Grants, County funds

CROSS-BENEFITS



MEASURING SUCCESS

- Using techniques such as tactical and agrarian urbanism, retrofit 15% of identified destination-rich areas by 2020, and 35% by 2040



Children and adults watering the St. Paul's Presbyterian Church community garden. Residents of the Lee Road Safe Neighborhood work in the garden alongside members of the church, and some of the produce from the garden is distributed to residents of the nearby neighborhood.

Orange County Cooperative Extension/UF IFAS provided technical assistance to help St. Paul's start their community garden. For more information, download the [Orange County Community Gardeners Guide](#).

COMMUNITY GARDENS

There are

26

community gardens in Orange County: 16 in Orlando, 6 in Winter Park, and one each in Apopka, Eatonville, Ocoee, and Winter Garden.



GOAL 20: WORKFORCE HOUSING IS AFFORDABLE AND READILY AVAILABLE

Promote the development and preservation of workforce housing through innovative policy recommendations that will improve the production and sustainability of workforce housing.

STRATEGIES

1

Consider the impact of urban form on transportation cost, as well as housing cost

When affordable housing is located in areas far from jobs and services, increased transportation costs often can completely negate the housing cost savings. Traffic congestion and longer commute times increase stress, further canceling out any benefit from lower housing cost. The combined cost of transportation and housing should be considered when updating land development codes and when evaluating development proposals, because it provides a better overall picture of the effect of urban form on household budgets than looking at housing cost alone.

LEAD AGENCY

Orange County Planning

POTENTIAL PARTNERS

Orange County Public Works, Utilities

FUNDING SOURCE

Cost-neutral

CROSS-BENEFITS



2

Incorporate workforce housing in areas served by transit and in mixed-use development areas

Use incentives and regulatory and design strategies to encourage compatible infill and redevelopment with a mix of housing types in neighborhoods close to employment centers, mixed-use commercial areas, and where transit or transportation alternatives exist.

LEAD AGENCY

Orange County Planning

POTENTIAL PARTNERS

Orange County HCD

FUNDING SOURCES

Grants; County, state, and federal funds

CROSS-BENEFITS



MEASURING SUCCESS

- 5% of units will be developed in areas of opportunity and dedicated to affordable housing
- 500 units per year produced as affordable housing

Encourage work force housing development in areas of opportunity close to labor markets, transportation and general services

Orange County is exploring housing solutions to incentivize workforce housing using the Access and Opportunity Model which factors in the relationships between housing, jobs, transportation, community services and neighborhood characteristics to identify areas that could be better suited for locating housing. This strategy offers a context-sensitive approach for locating and encouraging workforce housing opportunities and serves as a platform for developing flexibility in land use codes and incentives for workforce housing.

LEAD AGENCY

Orange County HCD and Planning Division

POTENTIAL PARTNERS

Orange County Housing Finance Agency, and Florida Housing Finance Corporation

FUNDING SOURCES

Grants, County funds

CROSS-BENEFITS



Establish regulatory and financial mechanisms that support the production of affordable housing

Creating a supportive environment for affordable housing regulations is necessary in order to increase the number of affordable units in Orange County. Utilizing a mix of regulatory and financial tools can effectively address barriers to housing affordability. These tools include streamlined and expedited permitting, land development code changes, inclusionary zoning, Local Housing Assistance Plan (LHAP), Comprehensive Plan changes, land trusts, grants and loans, revolving loan funds, impact fee reductions or reimbursements, local funds and support of federal low income tax credit projects, and land and rent restrictive covenants.

LEAD AGENCY

Orange County HCD and Planning Division

POTENTIAL PARTNERS

Orange County Housing Finance Agency, and Florida Housing Finance Corporation

FUNDING SOURCE

Grants and county funds

CROSS-BENEFITS



3

4



GOAL 20 (CONTINUED)

Promote the development and preservation of workforce housing through innovative policy recommendations that will improve the production and sustainability of workforce housing.

STRATEGIES

5

Fund workforce housing with linkage fee on new developments

Explore opportunities for funding workforce housing, including learning from the linkage fee adopted by Winter Park. In Winter Park, the affordable housing linkage fee is applied to all new residential construction in the city and is used for the creation of affordable housing. The affordable housing linkage fee is based on a 50 cents per square foot building permit surcharge on new buildings, additions, and substantial remodeling projects. A linkage fee study would be necessary to determine the relationship between non-residential development and the need for workforce housing and to develop methodologies for calculating the appropriate fee.

LEAD AGENCY

Orange County Planning

POTENTIAL PARTNERS

City of Winter Park, Coalition for the Homeless, Habitat for Humanity

FUNDING SOURCES

County funds, potential linkage fee

CROSS-BENEFITS



MEASURING SUCCESS

- 5% of units will be developed in areas of opportunity and dedicated to affordable housing
- 500 units per year produced as affordable housing

6

Provide incentive programs for increasing energy efficiency and recycling in workforce housing projects

Investigate the cost of incorporating green building standards to increase a home's longevity, as well as to reduce utility and maintenance costs for residents. Prepare a strategy to market the available state and federal incentives for green building to workforce housing developers and builders. Educate workforce housing residents on saving energy, water, and waste in the home to maintain affordability.

LEAD AGENCY

Orange County HCD

POTENTIAL PARTNERS

Orange County EPD, Building Safety

FUNDING SOURCE

County, state, federal funds; potential linkage fee revenue (see strategy 5)

CROSS-BENEFITS



Emerald Villas apartments opened in Pine Hills in 2013 with 264 affordable rental units. Orange County contributed \$7 million of Neighborhood Stabilization Program funds to the development.



TAKE ACTION

Both Home and Work

- Explore the County's [trails](#).
- Rethink your ride and reduce emissions by carpooling, walking, biking, or using public transit. [ReThink](#) helps you rethink your commute with a variety of programs and services, including ride-matching, employer outreach, commuter outreach, and incentive programs..
- Buy or rent a fuel efficient car. Learn about electric and hybrid vehicles and find charging stations at [Get Ready Central Florida](#).
- Save money through car-sharing—find more information at [ReThink](#) your commute.
- Find federal, state, and local incentives for renewable energy and energy efficiency upgrades. Learn more [here](#).
- Drive smart: gradually accelerate and drive the speed limit. Become educated about intersections, roadways, pedestrian safety, and more. Information is available on the County's [Traffic and Transportation page](#).
- Combine errands in one trip and save up to 500 miles of driving per year.
- Be sure to keep tires inflated to save money and reduce pollution.
- Avoid unnecessary engine idling to reduce costs and emissions.



Arts & Culture



ARTS & CULTURE

Goal 21. Our arts organizations are well-established and stable

1. Restore contributions from Orange County's general fund to \$1 per capita
2. Dedicate at least \$2 million from TDT revenue to renovate, repair, and build cultural facilities
3. Create an incubator fund/program to support growth of culturally diverse organizations and initiatives

Goal 22. Cultural events and venues are well-attended

1. Invest in making cultural centers accessible to locals and tourists, providing public transit options and diversity of uses
2. Increase tourist awareness by promoting cultural and arts offerings to hospitality industry and transit providers
3. Create a unified, centralized marketing campaign for arts organizations

Goal 23. Our cultural reputation is international

1. Host large-scale, blockbuster events
2. Support noteworthy public art
3. Build architecturally significant cultural venues and government buildings

Goal 24. Arts education is excellent

1. Turn STEM to STEAM—recognize the arts as an essential component of curriculum
2. Attract top-tier art educators
3. Expose students to professional-levels arts, in school and off campus

Goal 25. The arts support environmental sustainability

1. Use artistic solutions to solve environmental problems
2. Create an ordinance to preserve historic structures and places
3. Engage the community in using sustainable approaches to facilities and events





The state of the arts has been an indicator of great communities throughout history, making art and culture a pillar of community sustainability. A lively, dynamic arts and cultural environment is necessary to create a leading place to live, work, and play.

Quality of life. The John S. and James L. Knight Foundation sponsored the *Soul of the Community* Report, designed to “find out what emotionally attaches people to a community—what makes them want to put down roots and build a life there.” Social offerings (places for people to meet and the feeling that people in the community care about each other) was one of the highest rated categories, and residents rated their community’s availability of arts and cultural opportunities of highest importance within that category. If we want Orange County residents to feel like this is their home for life—to put down roots and invest in the local community—we need to expand our efforts to connect them with local arts and cultural organizations.

Public art and significant architecture act as catalysts for social interaction, and they inspire contemplation and higher-order thinking. The arts are essential for developing the creative and communicative skills of a 21st century workforce and are one of the most successful tools for retaining at-risk students, reducing disciplinary issues, improving learning, and increasing graduation rates. Arts, along with cultural events, can bridge cultural gaps in Orange County’s diverse population and promote a rich appreciation for that diversity.

Finally, the arts affect us in ways that are less well-known. Research has shown that integrating art into healthcare is transforming patient experience by connecting people to the arts in a wide variety of healthcare and community settings for therapeutic purposes. The arts influence civic engagement, encourage residents to think about issues, and—

according to research—arts attendees are more likely to vote than the general population. Arts, culture, and media can be powerful catalysts for connecting residents to their community and affect health, creative and compelling social engagement, and social change.

Economic vitality. The arts attract the creative class and a strong presence of creative class residents will spur innovation and bring wealth to the community. A community with significant art and cultural offerings attracts and retains creative industries and high wage workers, as well as cultural tourists. Art inspires creativity and innovation in businesses and when state and federal dollars are invested in the arts in our community, there is often as much as a 12:1 return to the economy. High-wage businesses are especially interested in the cultural offerings of a community when considering appropriate business locations. In areas with a substantial portfolio of public art, the art can be a top tourist draw and can contribute to the area’s overall brand. Because our local tourism industry relies heavily on a workforce knowledgeable in performing and visual arts, the ability to attract trained musicians, actors, dancers and artists is important in order to sustain the industry and create greater resilience. In fact, businesses of all kinds in the 21st century require creativity and collaboration—skills most successfully taught through the arts.

GOAL 21: OUR ARTS ORGANIZATIONS ARE WELL-ESTABLISHED AND STABLE

Our arts and cultural community needs stability and resources to continue to provide the dynamic product that will attract the creative class, increase cultural tourism, and inspire creativity in our citizenry.

STRATEGIES

1

Restore contributions from Orange County's general fund to \$1 per capita

Annual contributions to Orange County arts and cultural nonprofits from the general fund (GF) remained at \$1 per capita for nearly 20 years, from the date of United Arts' formation in 1989. These funds, distributed through United Arts (UA), were reduced starting in 2007 to the current rate of \$0.57 per capita, while population and need continued to grow. If restored to \$1 per capita, GF contribution for FY14 would have been \$1,172,493. The *2012 Arts & Economic Prosperity IV* study revealed that the nonprofit arts in Orange County generated \$181 million in direct economic activity and provided more than 6,700 jobs.

LEAD AGENCY

Orange County Office of Arts and Cultural Affairs

POTENTIAL PARTNERS

UA, under the advice of the ACAAC

FUNDING SOURCE

County general fund

CROSS-BENEFITS



MEASURING SUCCESS

- Predictable, recurring funding
- Reserves for arts organizations



The Dr. Phillips Center for the Performing Arts will have its grand opening in November 2014.

Scan the code to take a virtual tour:



Dedicate at least \$2 million from TDT revenue to renovate, repair, and build cultural facilities

2

TDT revenue has been partially funding the arts since 2001, when the BCC voted to set aside 3% of the first four cents for arts and culture. That full formula was applied starting in 2006, with \$1.5M set aside for cultural facilities (CF) and \$1.5M for cultural tourism (CT). An additional \$1 million from the general fund (GF) was allocated to a variety of cultural groups through United Arts. The same amount was dedicated until FY2010. When revenues declined in FY2010, CF funding was eliminated because the ACAAC prioritized maintaining support for cultural programs over venues—facility needs might more easily be delayed. At the same time, GF investment for operating support was reduced, so the ACAAC diverted part of the TDT revenue as a short-term measure to maintain operating support for cultural programs. This diversion reduced TDT revenue for both CF and CT. Once the GF investment is restored (see strategy 1), TDT revenue can be restored for CF, with the possibility of raising it to \$2M. Current facility needs are estimated to be more than \$20 million, in addition to the Dr. Phillips Center for the Performing Arts.

LEAD AGENCY

Orange County Office of Arts and Cultural Affairs

POTENTIAL PARTNERS

UA, under the advice of the ACAAC

FUNDING SOURCES

County general fund, TDT

CROSS-BENEFITS



Create an incubator fund/program to support growth of culturally diverse organizations and initiatives

3

The number of culturally specific arts groups in the County does not match the diversity of our residents. For example, as the Hispanic population has grown, demand for Hispanic arts organizations has increased. Without institutional history and infrastructure, our minority communities need assistance to catch up to the mature and stable level of traditional Western European-oriented arts organizations. The Office of Arts and Cultural Affairs did a study of incubator programs ten years ago that has not been implemented because of lack of funding.

LEAD AGENCY

Orange County Office of Arts and Cultural Affairs

POTENTIAL PARTNERS

UA; Philanthropy and Nonprofit Leadership Center at Rollins College

FUNDING SOURCES

County funds, sponsorships to match County revenue

CROSS-BENEFITS



GOAL 22: CULTURAL EVENTS AND VENUES ARE WELL-ATTENDED

STRATEGIES

1

Invest in making cultural centers accessible to locals and tourists, providing public transit options and diversity of uses

If our community is successful in making our venues physically accessible to 60 million visitors coming to our area and the 20 million Florida residents, our arts and cultural nonprofits will realize a broad exposure to people of the world and increase earned revenues. Most of the County's tourist area is separated by up to 25 miles from the majority of our cultural venues. Mass transit to take attendees from tourist areas to other cultural venues would not only reduce road congestion but increase attendance to our arts and cultural organizations. Solutions include SunRail operating at night and on weekends, or cultural buses running from Gainesville, Tampa or other nearby cities.

LEAD AGENCY

Office of Regional Mobility

POTENTIAL PARTNERS

Orange County OACA, LYNX, SunRail

FUNDING SOURCE

County, state, federal funds; user fees

CROSS-BENEFITS



MEASURING SUCCESS

- Annual attendance increased to five million



The Florida Symphony Youth Orchestra educates and inspires Central Florida's top young musicians. All programs reflect a commitment to provide musicians the opportunity to strengthen their musical talents and develop an appreciation of the arts through classical music.



Increase tourist awareness by promoting cultural and arts offerings to hospitality industry and transit providers

2

With 60 million visitors coming to our area, and numerous leisure- time destinations spending large amounts to attract visitors, local cultural organizations have an increasingly challenging job of making people aware of their offerings. Studies show that a growing percentage of tourists are interested in experiencing local arts. Providing current and consistent messaging to those visiting Orlando and surrounding areas showcases visitors' opportunity for exploring the other side of Central Florida, allowing arts organizations to capitalize on potential audiences. Information sessions for hotel clerks and concierges, brochures in lobbies and on public transportation, and dedicated information disseminators would increase tourist awareness.

LEAD AGENCY

United Arts of Central Florida

POTENTIAL PARTNERS

Orange County OACA, Visit Orlando

FUNDING SOURCES

County funds

CROSS-BENEFITS



Create a unified, centralized marketing campaign for arts organizations

3

Create a *one-voice* marketing campaign that supports all of the County's arts and cultural organizations. This unified message would "cut through the clutter" to highlight the area's arts and cultural offerings in a more comprehensive and effective way.

LEAD AGENCY

Orange County Office of Arts and Cultural Affairs

POTENTIAL PARTNERS

UA, area arts and cultural organizations

FUNDING SOURCES

County funds, contributions from arts and cultural organizations

CROSS-BENEFITS



GOAL 23: OUR CULTURAL REPUTATION IS INTERNATIONAL

Orange County will be widely recognized around the world as a premiere cultural capital, a top destination nationally and internationally. Our arts and cultural venues, public art, organizations, programs, and events will be considered among the very best.

STRATEGIES

1

Host large-scale, blockbuster events

Signature community events, like the New Orleans Jazz Festival, or regularly occurring events, like three-times-daily Munich Glockenspiel, can develop ongoing international word-of-mouth that will bring cultural visitors to our area. The Arts and Cultural Affairs Advisory Council has been exploring funding options from current TDT allocations, with the possibility of setting aside money for a Blockbuster Fund.

LEAD AGENCY

Orange County Office of Arts and Cultural Affairs

POTENTIAL PARTNERS

UA, municipalities, area arts and cultural organizations

FUNDING SOURCE

Tourist Development Tax

CROSS-BENEFITS



MEASURING SUCCESS

- Increased international press on Orange County arts offerings



The Muse of Discovery, sculpted by Meg White, is one of eight sculptures in the See Art Orlando exhibit, recently installed at Lake Eola and other locations in downtown Orlando.

Support noteworthy public art

Public art can change and crystallize an area's identity. The eight recently installed *SeeART Orlando* sculptures have made a noteworthy impact on downtown Orlando. Significant public art gives residents a sense of pride and visitors a more comprehensive impression of our County as more than a threshold to the theme parks. Over 500 government units across the country have public art ordinances. Most set aside 1 to 2% of capital improvement budgets for public art. An Orange County ordinance designating a percentage of capital budgets would begin to develop a public art collection, and an ordinance setting a process for private development to contribute to public art would exponentially increase the public art in our area.

LEAD AGENCY

Orange County Office of Arts and Cultural Affairs

POTENTIAL PARTNERS

Orange County Capital Improvement Projects (CIP), Planning, Zoning

FUNDING SOURCES

CIP funds; private development

CROSS-BENEFITS



Build architecturally significant cultural venues and government buildings

The Dr. Phillips Center for the Performing Arts is one example of an architecturally significant venue. Ensuring that building renovations or new buildings are aesthetically and technologically interesting will attract more people.

LEAD AGENCY

Orange County Planning, Building Safety

POTENTIAL PARTNERS

Municipalities, area arts and cultural organizations

FUNDING SOURCES

Local, state, federal funds; grants; donations

CROSS-BENEFITS



2

PUBLIC ART

Orange County has more than

700

publicly viewable works of art, with

48

listed in the County's Public Art Archive.

3



GOAL 24: ARTS EDUCATION IS EXCELLENT

Orange County's top-rated education system excels in arts education. The arts are embraced as an essential component of a quality educational curriculum, and the arts should be integrated with others subjects. All students should have exposure to multiple quality arts and cultural experiences each year, as well as the opportunity to regularly express themselves creatively through the arts.

STRATEGIES

1

Turn STEM to STEAM—recognize the arts as an essential component of curriculum

Integrating arts into STEM education engages students that wouldn't otherwise be engaged; retains at risk students; and enhances innovation and creativity. Adding the "A" to STEM gives it its needed STEAM. (For more detail on STEM and STEAM, please see Goal 28.)

LEAD AGENCY

OCPS

POTENTIAL PARTNERS

UA, area colleges and universities, area arts and cultural organizations

FUNDING SOURCE

Cost-neutral

CROSS-BENEFITS



A class at the Edgewater High School Engineering, Science and Technology (EST) Magnet Program, where technology majors delve into the world of 3D animation, graphic design or web design. EST students also work on the EST STEAM project, which simulates the research, development, and marketing of the modern engineering and technology company.

Attract top-tier art educators

2

Many top artists and performers can point to a teacher who “changed their life.” Attracting the best educators through salary and other benefits is vital to our having a top-rated education system.

LEAD AGENCY

OCPS

POTENTIAL PARTNERS

Area colleges and universities

FUNDING SOURCES

Grants; County, state, federal funds

CROSS-BENEFITS



Expose students to professional-levels arts, in school and off campus

3

Students who regularly experience artists, both at school and through off-site learning experiences at our cultural venues, are more likely to gain a deeper appreciation for the arts.

LEAD AGENCY

OCPS

POTENTIAL PARTNERS

UA, area arts and cultural organizations

FUNDING SOURCES

School funds, grants

CROSS-BENEFITS





GOAL 25: THE ARTS SUPPORT ENVIRONMENTAL SUSTAINABILITY

STRATEGIES

1

Use artistic solutions to solve environmental problems

The arts can educate, illuminate, inspire, and engender an emotional awareness of environmental problems. When both the heart and head are engaged, action follows. Visual and performing arts can focus on environmental issues to effect change. Building architecture and infrastructure (including environmental infrastructure) can be opportunities to create beauty and highlight the value of design. Aesthetics and cross-disciplinary approaches should be included in the creation of new environmental solutions.

LEAD AGENCY

Area arts and cultural organizations

POTENTIAL PARTNERS

United Arts of Central Florida, EPD, ecologists

FUNDING SOURCE

Cost-neutral

CROSS-BENEFITS



Mother and child view a turtle sculpture at the 2013 The Art of ReUse exhibit. This County-sponsored art exhibit showcased high school students' art projects, which were made from reused items to communicate the importance of repurposing materials as a way to prevent pollution. Winners are featured in an art calendar.

Create an ordinance to preserve historic structures and places

2

Adopt an ordinance to protect defined categories of historic structures and places.

LEAD AGENCY

Orange County Planning, Zoning

POTENTIAL PARTNERS

Orange County Office of Arts and Cultural Affairs, Regional History Center; Historical Society of Central Florida; municipalities; State Historic Preservation Office; nonprofits

FUNDING SOURCES

Cost-neutral

CROSS-BENEFITS



Engage the community in using sustainable approaches to facilities and events

3

Encourage arts organizations to use energy efficient equipment, to recycle, and to operate their organizations in eco-friendly ways.

LEAD AGENCY

Arts and cultural organizations

POTENTIAL PARTNERS

UA, Office of Arts and Cultural Affairs

FUNDING SOURCES

TDT through cultural facilities

CROSS-BENEFITS





TAKE ACTION

At Home

- Discover art in Central Florida! Find the 700+ publicly viewable works of art that Orange County has to offer. Find more information at the [Art of Orange County](#).
- Visit all 8 of the [See Art Orlando](#) sculptures in and around Lake Eola for a start.
- Support the sustainable improvements and efforts of arts and cultural facilities.
- View and participate in our local art and cultural treasures. Visit a museum, attend a performance, or take a class to boost creativity. Find what you are looking for at [Red Chair Project](#). (Note: by July 2014, this address will change to www.Orlando365.org.)
- If you have children, take them to cultural venues and activities from the time they are young.
- If you are able, consider making a gift to support local arts and culture through [United Arts of Central Florida](#).
- If you are able, consider sending your children to art, music, dance, drama, or writing camps sponsored by local arts and cultural groups.
- Visit great museums and other cultural venues and attractions when travelling to places that have them.

At Work

- Check with your employer to see whether your company sponsors a gift matching program for donations made to arts organizations or [United Arts of Central Florida](#).
- Organize an office outing to events at [Orange County's cultural venues](#).
- If you are a business owner and in a position to do so, consider sponsoring local arts and cultural activities. Consider coordinating with local artists to display their artwork at your business .



Education



EDUCATION

Goal 26. Children enter school ready to learn

1. Establish a Children's Services Council (CSC) to administer programs funded by a special assessment
2. Promote Healthy Families Orange, Nurse-Family Partnerships, and voluntary pre-kindergarten programs
3. Develop a parent engagement strategy

Goal 27. Learners value the environment

1. Enhance student science curriculum by bringing in living laboratories and setting up gardens in schools
2. Promote field trips and hands-on activities that enhance student appreciation for the environment

Goal 28. Schools embrace STEM/ STEAM

1. Engage students in math and science from a play and project-based perspective
2. Engage industry clusters of STEAM professionals in creating student learning experiences
3. Identify partners for immersive learning before high school

Goal 29. Students graduate prepared for life

1. Increase funding and support for nurse, counseling, and mental health services in schools
2. Evaluate previously successful programs for potential restoration and funding
3. Provide internship and mentorship programs early on


Goal 30. Quality learning opportunities are available for all ages

1. Create opportunities for sustainability education, green job training, and retraining for occupations of the future
2. Strengthen ties with colleges and universities

Goal 31. Schools are community centers

1. Reinforce and standardize community school model
2. Use schools as joint-use facilities
3. Locate schools in central community locations with compatible design

Goal 32. Schools operate sustainably

1. Locate and build schools sustainably
 2. Operate schools sustainably
 3. Create sustainable and healthy options for getting to and from school
 4. Sustainability-specific education tailored to student learning
- 



Without a well-educated society, we cannot move toward sustainability. Sustainable communities require new behavior based on sustainable thinking, and by changing mechanisms in our formal education system, we can enhance creativity and improve entrepreneurial skills in future generations. An outstanding educational environment for our children, college students, and adults of all ages can help to build a thriving, diverse, and resilient economy that promotes healthy living and an exceptional quality of life for all our residents.

Quality of life. Establishing the relevance of education for individuals and society can contribute in important ways to our quality of life. Access to high quality education and lifelong learning provides people with opportunities to develop their full, social, intellectual, economic, cultural, and physical potential. When we support developing the potential passions and gifts of students of all ages, we expand avenues for them to make significant contributions to their communities. Along with the pragmatic benefits of education, such as employment opportunities, additional benefits become apparent that are less tangible, but are no less important for enhancing our ability to enjoy full, meaningful, and productive lives. Learning is not something we ever outgrow—indeed, lifelong learning is important for the flourishing of every individual.

Effective environmental stewardship that leaves a rich and enduring legacy for future generations is not possible without actively engaging the majority of our residents. In order to be effective environmental stewards, people must understand the interrelationships between the economy, the environment, and society. Educators at all levels equip people with the ability to make such connections in every facet of their lives. An educated citizenry is vital to our democratic institutions.

Economic vitality. Orange County boasts the 10th largest public school system in the entire U.S., as well as the second-largest post-secondary institution, the University of Central Florida. Based on sheer size, these institutions have the ability to have a major impact, both directly and through the educated graduates they produce. Each of our educational institutions, both public and private, can make a substantial difference. Businesses require an educated and trained workforce that is able to continually learn, adapt, and innovate with changes in technology and economic conditions in the global marketplace.

A trained and educated workforce is also important for successfully attracting high-tech jobs to Orange County. An educated workforce and high quality schools are essential for attracting both new business and their employees. Our institutions of higher learning can serve as research centers and business incubators that promote entrepreneurship and innovation, which are critical to a flourishing economy.

Successful early childhood development and education programs, particularly for at-risk children, can result in enormous cost savings through the avoidance of negative outcomes such as school drop outs, drug abuse, teen pregnancy, domestic abuse, or incarceration.



GOAL 26: CHILDREN ENTER SCHOOL READY TO LEARN

Our children enter school ready to learn because they have been supported and prepared from birth.

STRATEGIES

1

Establish a Children's Services Council (CSC) to administer programs funded by a special assessment

Create an ordinance and ballot initiative to establish a CSC to help fund organizations that serve children and families. If approved by voters, a countywide special taxing district would be established and a portion of property taxes would be used to ensure a dedicated funding source is available for programs and services for children and families. The CSC would ensure tax dollars are spent wisely and invest in programs that promote safety, health, and learning to ensure the best outcomes for children and families. Early investments in children translate into greater savings down the road.

LEAD AGENCY

Orange County Children's Cabinet

POTENTIAL PARTNERS

Orange County Head Start, early education partners

FUNDING SOURCE

Voter-approved special property tax assessment

CROSS-BENEFITS



MEASURING SUCCESS

- Special assessment approved for children's services
- Children's Services Council established
- Nurse-family partnerships created
- Accessibility of pre-kindergarten programs



Head Start is a federally funded program for low-income children and children with disabilities. The program emphasizes children's cognitive, social, emotional, and physical development. The County's Head Start Division serves over 1,500 children and their families in 19 centers.

Develop a parent engagement strategy

Promote family engagement in the educational process from early childhood through the school years. Provide training and support for families in reinforcing learning in the home. Help families connect with their children and encourage successful outcomes by supporting healthy nutrition, supplementing curriculum, and encouraging involvement in extracurricular activities.

LEAD AGENCY

Orange County Family Services

POTENTIAL PARTNERS

OCPS, other K-12 schools, early education partners, faith-based organizations

FUNDING SOURCES

Children's services assessment, grants, County funds

CROSS-BENEFITS



2

DID YOU KNOW?

With over
187,000
students, Orange
County Public
Schools is the
10th
largest school
district in the
nation and the
4th
largest in Florida.

Promote Healthy Families Orange, Nurse-Family Partnerships, and voluntary pre-kindergarten programs

Expand services such as [Healthy Families Orange](#), a voluntary home visitation program, and [Nurse-Family Partnerships](#), a maternal and early childhood health program, throughout the County to promote healthy families and school readiness. Assess whether [voluntary pre-kindergarten](#) programs are geographically accessible to families throughout the County.

LEAD AGENCY

Orange County Family Services

POTENTIAL PARTNERS

Healthy Families Orange, Orange County Healthy Start Coalition, early education partners, Howard Phillips Center for Children and Families, Orlando Health, municipalities

FUNDING SOURCES

Children's services assessment, grants, County funds

CROSS-BENEFITS



3

4th

largest in Florida.



GOAL 27: LEARNERS VALUE THE ENVIRONMENT

Our schools teach children and adults the value of our environment.

STRATEGIES

1

Enhance student science curriculum by bringing in living laboratories and setting up gardens in schools

Use school facilities or outside resources to provide students with hands on learning opportunities to promote appreciation for natural resources. Adopt and seek to expand the Orange County Public School's "Eating from the Garden" nutrition and gardening program as a model for other schools. Research shows that school gardening may create self-esteem; develop a sense of responsibility and ownership; increase test scores; foster relationships; and increase parental involvement. Encourage community engagement in development and maintenance of school gardens. Promote student awareness of energy and water conservation aspects of school infrastructure and natural resources available on school grounds as part of the learning experience.

LEAD AGENCY

Orange County/IFAS Extension

POTENTIAL PARTNERS

OCPS, other K-12 schools, Orlando Science Center

FUNDING SOURCE

Grants, fundraising

CROSS-BENEFITS



MEASURING SUCCESS

- Provide the opportunity for every student to visit a nature center or other field-type experience in grades K-6
- All students experience at least two days outdoors in a natural environment every month

2

Promote field trips and hands-on activities that enhance student appreciation for the environment

Encourage students and families to appreciate Central Florida's rich natural resources from a young age (grades k-6). Provide opportunities for youth to get outside to enjoy and experience nature, resulting in improved health and quality of life, a connection to place, and encouraging life-long environmental stewardship. Encourage parent-driven involvement in environmental and outdoor activities.

LEAD AGENCY

Orange County Parks and Recreation

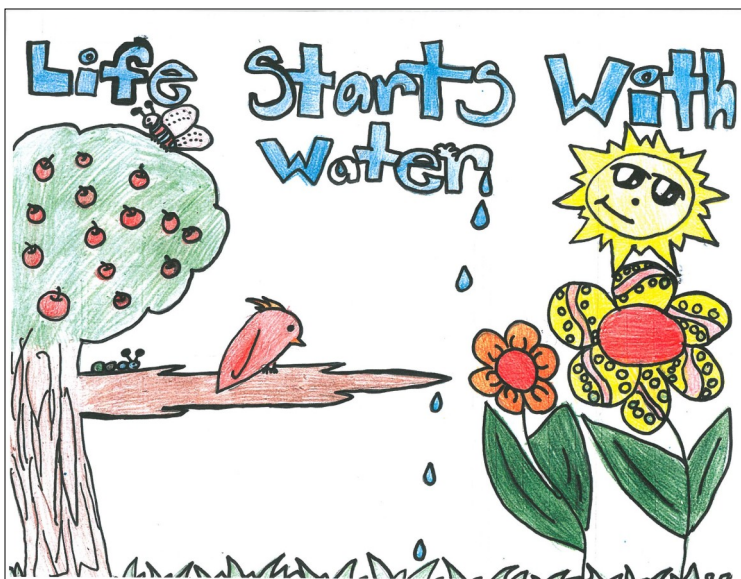
POTENTIAL PARTNERS

OCPS; other K-12 schools; Orange County EPD, CE/IFAS; Seminole County Public Schools Environmental Studies Center; Oakland Nature Preserve; environmental advocacy groups; business organizations

FUNDING SOURCES

Grants, County funds

CROSS-BENEFITS



Participation in the arts at school has been demonstrated to improve student success. The County annually hosts two student art contests with environmental themes. Adianez Perez's drawing, *Life Starts with Water*, won the County's 2014 Water Conservation Calendar Contest.



GOAL 28: SCHOOLS EMBRACE STEM/STEAM

STRATEGIES

1

Engage students in math and science from a play and project-based perspective

Encourage innovative and creative thinking in science, technology, and mathematics curriculum from early education through high school. Prepare students for real world working environments through collaborative, cross-curriculum learning projects. Broaden educator training to include arts integration and collaborative project-based learning practices. Orange County Public Schools (OCPS) has several existing high school magnet programs with a STEM focus. In addition, OCPS has arts related magnets at the middle and high school levels. Lessons learned and practical experience from such schools may serve as models for the broader community on how to teach science and math from a play and project-based perspective at other schools and other levels.

LEAD AGENCY

OCPS

POTENTIAL PARTNERS

Orange County Office of Arts and Cultural Affairs, K-12 schools; higher education institutions; area arts and cultural organizations; businesses and professional groups

FUNDING SOURCE

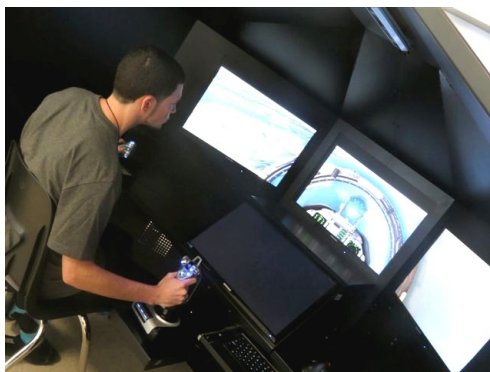
Grants, fundraising

CROSS-BENEFITS



MEASURING SUCCESS

- Broad array of arts education provided at all levels
- Increase enrollment in secondary fine arts courses to 60% by 2018 [OCPS]



A student at Oak Ridge High School's Flight Academy, an Aviation Magnet School, works on a real-time, problem-solving mission on new state-of-the-art simulators as a result of a partnership with Lockheed Martin.



Identify partners for immersive learning before high school

2

Partner with the Orlando Science Center, arts institutions, businesses, professional organizations, and other organizations to create opportunities for elementary and middle school students to be exposed to STEAM learning experiences. Activities could include two-week “mini-mesters” for career or project-based learning immersion.

LEAD AGENCY

Orange County Office of Economic Development

POTENTIAL PARTNERS

OCPS, other K-12 schools, higher education institutions, Orlando Science Center, area arts and cultural organizations, businesses, professional groups

FUNDING SOURCES

Grants, private donors

CROSS-BENEFITS



Engage industry clusters of STEAM professionals in creating student learning experiences

3

Identify and create partnerships with local STEAM industry leaders. Leverage professional partnerships helping students apply school curriculum to real life applications. Promote opportunities including “teach-ins” and living laboratories. Targeted industries could include medical; engineering; architecture; modeling, simulation, and training; arts and culture; and the business community.

LEAD AGENCY

Orange County Office of Economic Development

POTENTIAL PARTNERS

K-12 schools, higher education institutions, STEM and arts industry groups, businesses (such as Medical City, Loch Haven Arts District)

FUNDING SOURCES

Cost-neutral

CROSS-BENEFITS





GOAL 29: STUDENTS GRADUATE PREPARED FOR LIFE

Our high school and college graduates are among the best prepared in the nation.

STRATEGIES

1

Increase funding and support for nurse, counseling, and mental health services in schools

School nurses and counselors play a key role in implementing wellness programs within schools, but licensed practitioners are not available at every school. Hiring of nurses and counselors in some cases has been accomplished with philanthropic assistance. Having nurses and counselors in schools has benefits beyond student health—it keeps kids in the classroom.

Learn and share best practices from models such as Winter Park Health Foundation's CHILL program, which offers free counseling to students and families. Provide adequate nursing, counseling, and mental health services in all schools to keep students in the classroom happy, healthy, and ready to learn. Cultivate a culture of community acceptance for balanced wellness and mental health support. Secure and provide funding to maintain support services.

LEAD AGENCY

OCPS, other K-12 schools

POTENTIAL PARTNERS

Foundation for OCPS, health and business organizations, foundations

FUNDING SOURCE

Grants; County, state, federal funds; private funds; foundations

CROSS-BENEFITS



MEASURING SUCCESS

- Decrease the achievement gap for targeted subgroups by 10% by mid 2017 [OCPS]
- Increase Advanced Placement enrollment in to 36.7% and IB enrollment in high schools by 20% by mid 2017 [OCPS]
- Increase the percent of students entering the workforce in skilled jobs or going on to higher education

Provide internship and mentorship programs early on

2

Leverage partnerships with businesses and community members to mentor students from an early age, connecting students with pathways to success. Provide opportunities for career exploration by providing mentorships and internships as early as middle school. Train students in skills needed for paid internships in growing industries.

LEAD AGENCY

Orange County Family Services

POTENTIAL PARTNERS

K-12 schools; higher education institutions, businesses, government agencies, nonprofit organizations, faith-based organizations

FUNDING SOURCES

Grants, County funds, private funds

CROSS-BENEFITS



Evaluate previously successful programs for potential restoration and funding

3

Review previously successful programs, such as Healthy Families, Weekends, Parent Resource Centers and other programs from the past that ceased due to lack of funding. Assess programs for potential applicability to current community needs and conditions. Secure funding and resources to restore extracurricular programs promoting youth and parent engagement, civic leadership, physical activity, and crime reduction.

LEAD AGENCY

Orange County Family Services

POTENTIAL PARTNERS

Early education partners, K-12 schools, PTA groups

FUNDING SOURCES

Children's services tax, grants, County funds, private funds

CROSS-BENEFITS



UCF

With nearly
60,000
students enrolled
this year, the
University of
Central Florida is
the nation's
2nd
largest
university.



GOAL 30: QUALITY LEARNING OPPORTUNITIES ARE AVAILABLE FOR ALL AGES

STRATEGIES

1

Create opportunities for sustainability education, green job training, and retraining for occupations of the future

Develop resources for neighborhood residents, including marketing materials, workshops, presentations, and activities to educate diverse populations on sustainability. Create opportunities for parents and community residents to improve job skills, take advantage of sustainable green jobs, and participate in teaching sustainability to youth. Promote existing community programs for sustainability education and green job training, including Orange County/IFAS extension.

LEAD AGENCY

Orange County Office of Economic Development

POTENTIAL PARTNERS

OCPS (Career and Technical Education); K-12 schools; higher education institutions; CareerSource Central Florida; Orange County EPD, NPR, CE/IFAS, Utilities; nonprofits; businesses; professional groups

FUNDING SOURCE

Grants, County funds, private funds

CROSS-BENEFITS



MEASURING SUCCESS

- Increase number of high school career and professional education (CAPE) academies from 31 to 65 by 2018 [OCPS]
- Career and Technical Education Centers maintain or exceed a job placement rate of 85% through June 30, 2015. [OCPS]

Strengthen ties with colleges and universities

2

Partner with post-secondary institutions to inventory and promote programs providing sustainability education and green job training. Collaborate on development and outreach of community education and social marketing campaigns encouraging sustainable behavior. Recruit post-secondary students to mentor and inspire youth in sustainable behavior and environmental stewardship. Promote innovation from post-secondary institutions and students to develop solutions for community and regional challenges.

LEAD AGENCY

Orange County Office of Economic Development

POTENTIAL PARTNERS

Orange County CEDS, NPR, CE/IFAS; higher education institutions

FUNDING SOURCES

Cost-neutral

CROSS-BENEFITS



Orange County/UF IFAS Extension's Family Nutrition Program provides *Eating from the Garden*, a nutrition and gardening program for 4th and 5th grade students at eight OCPS elementary schools. Children grow, prepare, and taste vegetables grown in an outdoor raised-bed school garden. Scan the code to learn more about the OCPS Garden and Nutrition Program.





GOAL 31: SCHOOLS ARE COMMUNITY CENTERS

STRATEGIES

1

Reinforce and standardize community school model

Partner with schools to provide an integrated approach to academics, health and social services, youth and community development, and community engagement in the schools. Learn and share best practices from campuses that have adopted the community school model (Evans High, Oakridge High, Northlake Park Community Elementary, and Lancaster Elementary). Co-locate schools with other community facilities (such as the Northlake Park Community School, co-located with the Lake Nona YMCA).

LEAD AGENCY

OCPS

POTENTIAL PARTNERS

K-12 schools, Orange County Family Services, nonprofits, social service organizations, businesses, faith-based community

FUNDING SOURCE

Fundraising needed

CROSS-BENEFITS



MEASURING SUCCESS

- Increase number of schools acting as joint-use facilities, offering a variety of free services and/or events for residents



Evans High School is a community school, the first of its kind in Florida. The school “brings together top organizations – social services, health services, higher education and more – partnering for a common cause: student success in school and in life.” <http://www.evanscommunityschool.org/>

Locate schools in central community locations with compatible design

2

Site schools in the center of communities. When designing school security, ensure access for all modes of transportation, including walkers and cyclists, who may require access from more than one location on a school campus. Ensure campus design, architecture, and school size appeal to community aesthetics and needs.

LEAD AGENCY

Orange County Planning

POTENTIAL PARTNERS

OCPS, other K-12 schools, real estate developers, architect groups, transportation agencies

FUNDING SOURCES

Cost-neutral

CROSS-BENEFITS



Use schools as joint-use facilities

3

To the extent compatible with safety and security assessments, keep school facilities and playgrounds open to youth and neighborhood members as hubs for community activities and support services during non-school hours, including evenings and weekends.

LEAD AGENCY

OCPS

POTENTIAL PARTNERS

Other K-12 schools, Orange County NPR, nonprofits, community organizations

FUNDING SOURCES

Facility fees (as outlined in specific *joint-use facility agreements*)

CROSS-BENEFITS





GOAL 32: SCHOOLS OPERATE SUSTAINABLY

Our school operations are more sustainable, with energy- and resource-efficient buildings and transportation; safe routes to schools for walking, biking, and rolling; and educational programs focused on sustainability.

STRATEGIES

1

Locate and build schools sustainably

Consider co-location of schools with parks, as well as proximity to and connectivity with libraries, colleges, and natural resources (such as location of the Silver Star Community Park/Magic Recreation Center next to Pinewood Elementary). Conserve resources by building schools using green building principles, such as LEED, Florida Green Building Coalition, or Green Globe Standards, that are resource-efficient and minimize environmental impacts. Conserve water and promote native habitats by using Florida-friendly landscaping™ in schoolyards.

LEAD AGENCY

OCPS

POTENTIAL PARTNERS

Orange County Planning, other K-12 schools

FUNDING SOURCE

County, OCPS funds

CROSS-BENEFITS



MEASURING SUCCESS

- Improved reliability
- Reduced energy consumption
- Recycle 45% of waste by 2015
- Transportation: reduced idling, reduced consumption of diesel fuel, increased use of alternative fuel

2

Operate schools sustainably

Evaluate school operations to assess efficiency and identify barriers to sustainable behavior. Implement practices to conserve energy and water and minimize waste. Use environmental- and health-friendly procurement practices to procure cleaning supplies and instructional materials. Identify and share best practices to motivate other institutions.

LEAD AGENCY

OCPS, other K-12 schools

POTENTIAL PARTNERS

Orange County EPD, businesses

FUNDING SOURCES

Education funds; grants; state and federal funds

CROSS-BENEFITS



Create sustainable and healthy options for getting to and from school

Identify and implement practical, cost-effective ways to travel safely to and from school. Explore partnerships with LYNX, SunRail, and MetroPlan Orlando to identify public transit opportunities for schools. School transportation services seek to minimize greenhouse gas emissions through use of alternative fuels and maximizing transportation planning. Improve air quality around schools by implementing anti-idling programs for vehicles picking up students. Promote and implement programs for walking, biking, and rolling to school to promote student health and well-being, socialization, and environmental awareness.

LEAD AGENCY

Orange County Office of Regional Mobility

POTENTIAL PARTNERS

Orange County Planning, Transportation Planning, Public Works; OCPS; other K-12 schools; LYNX; SunRail; MetroPlan Orlando; WPHF; BWCF; UCF; BFF; ECFRPC

FUNDING SOURCES

County, state, federal funds; grants; private donations

CROSS-BENEFITS



Sustainability-specific education tailored to student learning

Provide educational resources and curriculum for students to learn sustainable behaviors and actions. Offer schools, families, and neighborhood residents opportunities to voice their opinions on what sustainability means to them. Use facility operations and best practices as teaching opportunities for students and the neighboring community. Educate community members on the advantages of, and savings from, green building techniques; energy, water, and waste reduction measures; and environmentally-friendly procurement policies.

LEAD AGENCY

K-12 schools, higher education institutions

POTENTIAL PARTNERS

Orange County EPD, CE/IFAS

FUNDING SOURCES

Cost-neutral

CROSS-BENEFITS



3

4



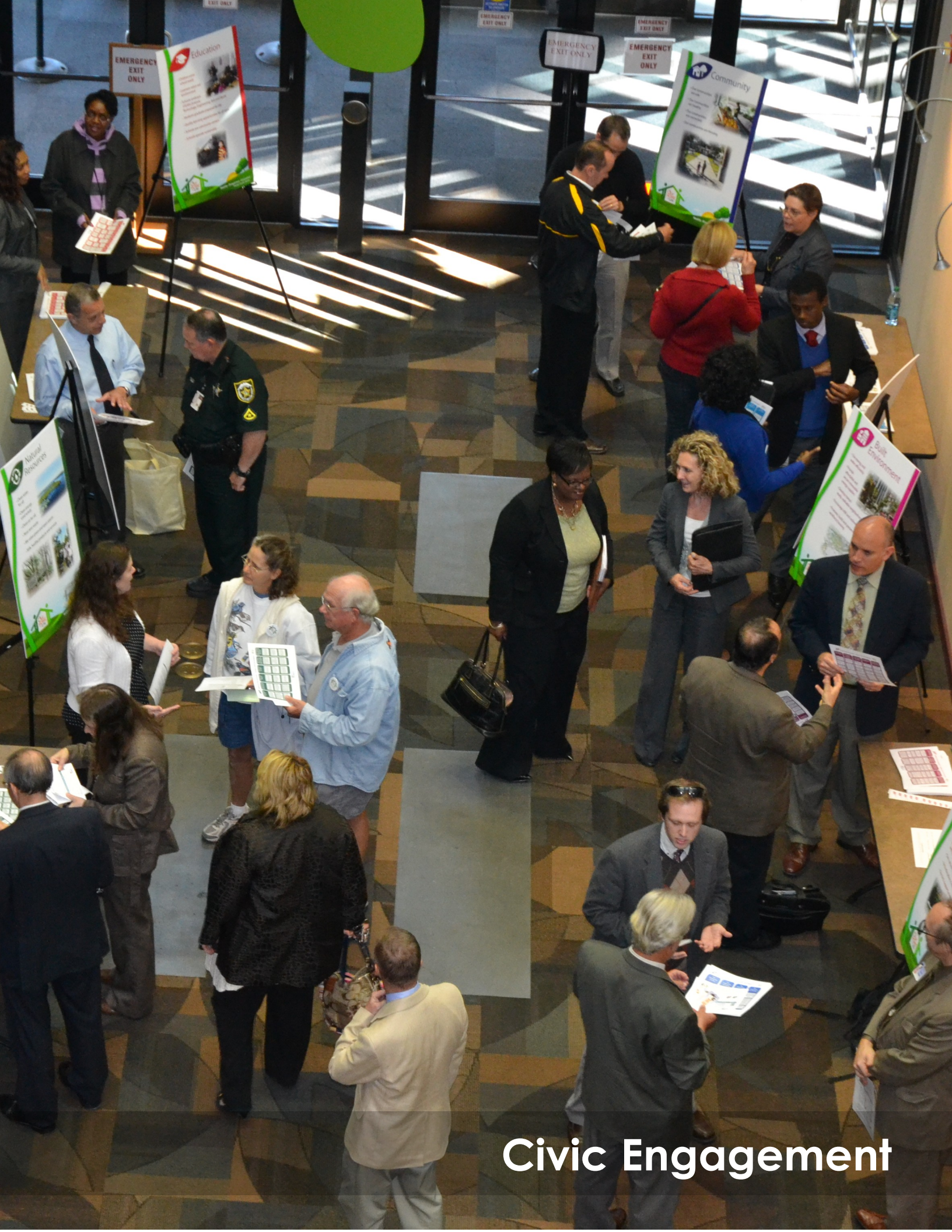
TAKE ACTION

At Home

- Take courses through the community and learn about sustainability.
- Walk your children to school or to the bus stop instead of driving them.
- Learn about [walking school buses](#) at UCF's [Center for Public and Nonprofit Management](#).
- Learn about the [Walk N' Roll Program](#) recently established at several area elementary schools, funded by the [Winter Park Health Foundation](#).
- Volunteer in your child's or grandchild's school.
- Become actively involved in the PTA/PTSA of the school(s) that your children attend.
- Make sure your children have opportunities to experience natural environments, including parks and Green PLACE properties, on a regular basis from the time they are young.
- Get your children involved in recycling and electricity and water conservation at home.
- Volunteer in adult literacy or other education programs for adults.
- Encourage your teens to volunteer or work in places where they think they would like to have a career.
- Don't keep your vehicle idling when waiting to pick up or drop off children at school.
- If you are bilingual, pass that on to your children.

At Work

- Encourage your workplace to join Orange County Public Schools Partners in Education, a program linking businesses and organizations with schools to share resources so each may flourish from the support and prosperity of the other. Learn more at the [OCPS volunteer page](#).
- Volunteer to participate in teach-in programs that expose students to various career options.
- Take advantage of educational assistance programs that may be offered through your work to improve your own education.
- If you are in a position to do so, consider establishing or supporting programs for paid or unpaid internship programs for high school and college students.
- If you are in a position to do so, consider philanthropic giving to support schools.



Civic Engagement



CIVIC ENGAGEMENT

Goal 33. Job training is community-based

1. Promote existing programs and services provided by nonprofits, vocational schools, and government agencies
2. Develop and promote internship and apprenticeship opportunities
3. Incentivize funding for training of target groups (hard to employ, such as ex-offenders, seniors, homeless, youth)

Goal 34. Residents actively participate in government

1. Develop a citizen participation guide for residents and County divisions
2. Use online tools and social media to encourage sustainability dialogue
3. Launch a *Sustainability Challenge Campaign*

Goal 35. Residents are aware of support available from NCFs and community centers

1. Develop an outreach strategy for each Orange County community center
2. Educate employees on the services provided by NCFs and community centers
3. Use NCFs and community centers to promote sustainable living

Goal 36. The number of registered neighborhood organizations is increasing

1. Identify all registered Home Owners Associations (HOAs) in Orange County
2. Develop certification programs for HOA and Condominium Owners Association (COA) directors
3. Increase participation at the Community Connections workshops

Goal 37. Our residents volunteer in their community

1. Develop a reporting tool for County departments to log volunteer hours
2. Develop a recognition program for advisory board members
3. Develop a web-based volunteer orientation for all County volunteers



As we work to address complex issues relating to sustainability, input from multiple perspectives is essential. Ultimately, sustainability comes down to individually and collectively making choices that promote the wellbeing of current and future generations. It means taking action and making a positive difference in our homes, neighborhoods, workplaces, schools, and the broader community. At the most basic level, if a community does not communicate, its sustainability is threatened.

Quality of life. Greater civic engagement is an integral part of what it means for a community to be sustainable. The nature of the community where we live has a tremendous impact on our quality of life, but we are not merely passive receptors of what is before us. Instead, we all have significant opportunities to influence our community for good. Our willingness to be actively involved in shaping our community within our various spheres of influence contributes directly to shaping a more prosperous, healthy, livable, and connected community. The very giving of ourselves in service to others and our community is, in itself, an act that promotes our own fulfillment. It is important that residents actively participate in government, and that they believe their government can be trusted to do the right things and to be open, accountable, and ethical in what it does. It also is important for

individuals to take personal responsibility and to collaborate with others to solve problems and deal with issues that governments are not necessarily set up to address or that can be better addressed in public-private partnerships. A community that embraces civic engagement creates opportunities to empower its residents, from youth to seniors, making them more likely to serve in the community.

For our community to become sustainable, our residents need to be educated about sustainable practices, to experience our County's rich natural and cultural resources, and to engage in making a difference

Economic vitality. The John S. and James L. Knight Foundation sponsored report, the *Soul of the Community*, showed that communities with the highest rates of people with an emotional attachment to their community also had the highest rates of domestic product growth.

The Lake Jessamine Advisory Board. Community advisory boards play a key role in providing advice to the BCC on a variety of issues. The primary responsibility of the Lake Jessamine Advisory Board is to provide the BCC with advice and assistance in providing for the general improvement and enhancement of the lake.





GOAL 33: JOB TRAINING IS COMMUNITY-BASED

STRATEGIES

1

People cannot actively engage in the community if their basic needs are not met. Having a job that can meet a family's needs is a critical first step in motivating residents to interact within the community. Empowering disenfranchised workers through job training in their communities has proven successful at moving families out of poverty.

Promote existing programs and services provided by nonprofits, vocational schools, and government agencies

Countless nonprofits, schools, and agencies in Orange County provide job training programs for target populations. We need to promote these programs and build their capacity to serve the community by leveraging our resources. In addition to job-specific training, class offerings (e.g., literacy, GED, English as a second language, and computer classes) help individuals overcome significant barriers to employment opportunity. Training in resume preparation, interviewing skills, dressing for success, networking, and other job search skills also can be vital to those who are unemployed or underemployed.

LEAD AGENCY

Orange County Family Services

POTENTIAL PARTNERS

CareerSource Central Florida, OCPS (career and technical education, adult education), Valencia College, Goodwill Industries of Central Florida, The Jobs Partnership of Florida, Adult Literacy League, Florida Literacy Coalition, GROWS Literacy Council, Apopka Family Learning Center, College Park Baptist Church, nonprofits, other faith-based organizations

FUNDING SOURCE

Local, state, federal funds; nonprofit fundraising; grants; private donations; user fees

CROSS-BENEFITS



MEASURING SUCCESS

- Reduced overall unemployment rate
- Reduced unemployment rate for targeted groups



Develop and promote internship and apprenticeship opportunities

2

Teenagers and young adults are essential to maintaining a robust workforce. It is critical that we assist them by providing opportunities to learn and gain work experience. Internships and apprenticeships provide valuable experience and learning opportunities that can aid individuals in exploring their vocational interests and obtaining full-time employment. In addition to hands-on exposure to workplace environments, such experiences can be valuable for applying what is learned in the classroom, networking, and developing useful skills. Interns and apprentices also benefit the organizations for which they work, by contributing their labor, energy, and abilities to accomplish meaningful tasks.

LEAD AGENCY

Orange County Office of Economic Development

POTENTIAL PARTNERS

Orange County Family Services, Human Resources; OCPS; Valencia College; UCF; Rollins College; CareerSource Central Florida; Orlando Regional, East Orlando, and West Orange chambers of commerce; nonprofits; faith-based organizations

FUNDING SOURCE

Local funds, private sector

CROSS-BENEFITS



Incentivize funding for training of target groups (hard to employ, such as ex-offenders, seniors, homeless, youth)

3

Some individuals face barriers to employment that are difficult to overcome. Local organizations already exist to provide assistance specific to their situations, but these organizations may be resource-constrained in what they do and how many people they reach. In addition, they may need assistance in marketing their services. The County's existing processes for awarding funds to nonprofits could be expanded, and the focus of funding could include financial incentives for programs that provide services for targeted groups.

LEAD AGENCY

Orange County Family Services

POTENTIAL PARTNERS

Orange County Citizens' Review Panel; Orange County Corrections; CareerSource Central Florida; FDOE; CFEC; Christian HELP Foundation; Jobs Partnership of Central Florida; Goodwill Job Connection Center; Home Builders Institute; Westside Tech; Coalition for the Homeless of Central Florida; HSN; Orlando Rescue Mission; nonprofits, faith-based organizations

FUNDING SOURCE

Government, nonprofits, grants, private donors

CROSS-BENEFITS





GOAL 34: RESIDENTS ACTIVELY PARTICIPATE IN GOVERNMENT

STRATEGIES

1

Develop a citizen participation guide for residents and County divisions

Effective citizen participation strategies are needed throughout government. Staff should have a clear understanding of how to create meaningful, useful, and timely opportunities for residents to engage with government. Likewise, residents should be guided to these opportunities.

LEAD AGENCY

Orange County Neighborhood Preservation and Revitalization

POTENTIAL PARTNERS

Orange County Communications, Orange County Division Public Information Officers, faith-based organizations

FUNDING SOURCE

Cost-neutral

CROSS-BENEFITS



MEASURING SUCCESS

- Increase voter participation in local elections
- Increase in residents' confidence in government above 75%



The Environmental Volunteer and Internship Program (eVIP) provides opportunities for residents to get involved in promoting a cleaner and healthier environment. These volunteers removed invasive plant species and picked up debris at Lake Lotus Park during Earth Day 2012.

Scan to download the OC Serves App, helping employees and residents to find volunteer opportunities and track their efforts.



Use online tools and social media to encourage sustainability dialogue

2

The internet and social media have completely transformed the way that our residents receive and send information. Orange County should capitalize on this market to create healthy community dialogues on issues important to its residents.

LEAD AGENCY

Orange County Communications

POTENTIAL PARTNERS

Orange County Information System and Services; Orange County Division Public Information Officers, faith-based organizations

FUNDING SOURCE

Cost-neutral

CROSS-BENEFITS



Launch a Sustainability Challenge Campaign

3

A Sustainability Challenge Campaign would raise awareness of sustainability issues, as well as actions that could be undertaken in the community. Healthy competition should be encouraged in the community, and residents, neighborhood organizations, and businesses that are implementing sustainability measures should be recognized. Such measures include reducing waste, reducing water consumption, eliminating dependence on pesticides, conserving energy, promoting health, and encouraging community engagement.

LEAD AGENCY

Orange County Neighborhood Preservation and Revitalization

POTENTIAL PARTNERS

Orange County EPD; municipalities; Orlando Regional, East Orlando, and West Orange chambers of commerce; environmental organizations; faith-based organizations

FUNDING SOURCE

Local government; grants; and private sponsors

CROSS-BENEFITS





GOAL 35: RESIDENTS ARE AWARE OF SUPPORT AVAILABLE FROM NCFs AND COMMUNITY CENTERS

STRATEGIES

1

Develop an outreach strategy for each Orange County community center

Seven community centers, located throughout Orange County, are designed to provide services to help eliminate poverty in our community. Outreach strategies are needed to reach families that live near these centers to ensure that services meet their needs and that these services are being used.

LEAD AGENCY

Orange County Community Action

POTENTIAL PARTNERS

Orange County Family Services, Communications, Information System and Services; service providers

FUNDING SOURCE

Local government, grants, partner service providers

CROSS-BENEFITS



MEASURING SUCCESS

- Decrease in the percentage of families living at or below poverty level



NCFs offer many services to residents in 13 communities throughout Orange County, including counseling programs, health services, and other types of family support services, such as the job fair depicted here.



Educate employees on the services provided by NCFs and community centers

2

Employees are the best ambassadors. We should equip employees with information about community programs and services. Regular communication about the NCFs and community centers through the employee newsletter and the intranet can help our employees and families in the community.

LEAD AGENCY

Orange County Communications

POTENTIAL PARTNERS

Orange County Human Resources, Community Action, Citizens' Commission for Children, Communications, Division Public Information Officers

FUNDING SOURCE

Local government

CROSS-BENEFITS



Use NCFs and community centers to promote sustainable living

3

Hundreds of families interact with our NCFs and community centers on a daily basis. We should use this as an opportunity to promote sustainable lifestyles and practices by providing educational materials and workshops.

LEAD AGENCY

Orange County Family Services

POTENTIAL PARTNERS

Orange County NPR, EPD, Citizens' Commission for Children, Community Action, CE/IFAS

FUNDING SOURCE

Local government, nonprofits

CROSS-BENEFITS





GOAL 36: THE NUMBER OF REGISTERED NEIGHBORHOOD ORGANIZATIONS IS INCREASING

Neighborhood organizations are critical to the network that makes our community strong. They play a vital role in ensuring the quality of our neighborhoods and provide a unified voice for residents.

STRATEGIES

1

Identify all registered Home Owners Associations (HOAs) in Orange County

As of October 1, 2013, all mandatory homeowner associations were required to register with the Florida Department of State. These organizations have deed restrictions and covenants that regulate their communities. As a local government, Orange County does not regulate homeowner associations, but often the County is called upon to help educate and support boards of directors as they carry out their fiduciary duties to their neighborhoods. Orange County should obtain information from the state's database of homeowner associations.

LEAD AGENCY

Orange County Neighborhood Preservation and Revitalization

POTENTIAL PARTNERS

State of Florida

FUNDING SOURCE

Cost-neutral

CROSS-BENEFITS



MEASURING SUCCESS

- Increased number of registered neighborhood organizations
- At least five new neighborhood organizations formed per year

Develop certification programs for HOA and Condominium Owners Association (COA) directors

The state now requires that all directors for homeowner associations and condominium associations be certified. Orange County should aid in this process by providing free opportunities for directors to become certified.

LEAD AGENCY

Orange County Neighborhood Preservation and Revitalization

POTENTIAL PARTNERS

Local attorneys, management companies, CAI

FUNDING SOURCE

Leveraged resources

CROSS-BENEFITS



2

DID YOU KNOW?

There are currently nearly

1,600

neighborhood and civic organizations registered with the County.

Increase participation at the *Community Connections* workshops

Every second Saturday, the County hosts classes that benefit neighborhood organizations. Topics range from how to run effective meetings to managing finances. Every aspect of running a neighborhood organization is covered. These courses are free to residents and are usually taught by community experts, attorneys, and county staff.

LEAD AGENCY

Orange County Neighborhood Preservation and Revitalization

POTENTIAL PARTNERS

Orange County Division Public Information Officers, management companies

FUNDING SOURCE

Leveraged resources

CROSS-BENEFITS



3



GOAL 37: OUR RESIDENTS VOLUNTEER IN THEIR COMMUNITY

STRATEGIES

1

Develop a reporting tool for County departments to log volunteer hours

Several County departments have robust volunteer programs that use residents who are concerned about our community. A consistent tool should be developed and used to better track where we are using volunteers and how many hours these volunteers are contributing to the community.

LEAD AGENCY

Orange County Human Resources

POTENTIAL PARTNERS

Orange County NPR, EPD, Parks and Recreation, ISS, Head Start, Animal Services, CE/IFAS

FUNDING SOURCE

Cost-neutral

CROSS-BENEFITS



MEASURING SUCCESS

- Maintain or increase the current level of partnerships
- Engage a target number of volunteers annually



Volunteers plant flowers at the Orange County Convention Center during Earth Day 2014.

Develop a recognition program for advisory board members

2

Orange County has numerous advisory boards. Residents who volunteer to serve on these boards give many hours, both in and out of meetings, in fulfilling their duties. The County should develop a routine method for thanking these people for their service.

LEAD AGENCY

Orange County Office of Public Engagement and Citizen Advocacy

POTENTIAL PARTNERS

Orange County Membership and Mission Review Board, Agenda Development Office

FUNDING SOURCE

Local government

CROSS-BENEFITS



Develop a web-based volunteer orientation for all County volunteers

3

Every volunteer or potential volunteer should have some understanding of the County's overall structure and functions. This can be accomplished by posting a video on the County's website to which volunteers can be directed.

LEAD AGENCY

Orange County Communications

POTENTIAL PARTNERS

Orange County Human Resources, ISS

FUNDING SOURCE

Local government

CROSS-BENEFITS





TAKE ACTION

At Home

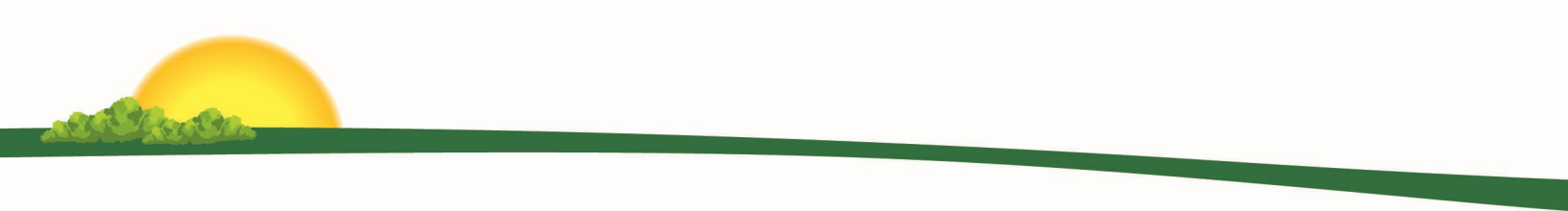
- Volunteer with Orange County or a local group that you are passionate about! Whether you have a lot of time or just a little, you can make a huge difference by giving back to the community. Find out all of the opportunities to [get involved](#).
- Attend a community meeting. Whether it be your homeowners association, your city council, or Orange County government, consider going to a meeting and learn what is going on in your local community. Find community meetings in the [County Calendar](#).
- Make sure to vote in elections in favor of sustainable community practices.
- Consider applying to serve on one of Orange County or your local municipality's advisory boards. A listing of the County's boards can be found [here](#). Advisory board and committees are an integral part of the government process in Orange County. You can make a real difference.
- Learn how you can more effectively make a difference in your local government by attending [Citizen Planner Academy](#) classes or the [Orange County Experience](#).

At Work

- Organize a volunteer event for your staff. Your group or organization can partner up with Orange County and [volunteer](#) to restore natural lands or lead a [neighborhood improvement project](#).
- Guide our future professionals: mentor a student through [Orange County Public Schools](#) or local university and college mentorship programs.



Appendices



APPENDIX A. GOALS, STRATEGIES, AND TARGETS

TOP PRIORITY GOALS AND STRATEGIES

These top-prioritized strategies for each goal are discussed in the body of this Plan. Following these tables is a listing of all the strategies discussed by the subcommittees and Sustainability Committee.

Topic	Goal Description	Target
COMMUNITY		
1. Our communities are safe 2. Our residents are healthy 3. Our communities area connected 4. Our communities are thriving	To meet these goals, a set of strategies is proposed that will create a mechanism for understanding community context. The County will complete an inventory of existing programs and initiatives develop a database to evaluate individual communities, and focus planning and service provision with a holistic goal of creating and maintaining sustainable communities.	<ul style="list-style-type: none">■ Program inventory completed■ Database created for community assessment model■ Community assessment model developed■ Five community assessments completed by 2020



2010 Baseline	Data Source (2010, unless otherwise noted)	Strategies
N/A	N/A	<ol style="list-style-type: none"> 1. Inventory existing programs: a comprehensive inventory of County programs and services 2. Develop a database for community assessment: data collected from the inventory, as well as other area-specific data, is assembled into a database 3. Adopt a community-based model for planning and providing services: A GIS-based community assessment model is developed, and community assessments have been completed for five communities by 2020

APPENDIX A (CONTINUED)

Topic	Goal Description	Target
NATURAL RESOURCES		
5. Clean water for all	Design and maintain an integrated water, stormwater, and wastewater system that reduces pollution, protects and restores ecological systems, maximizes efficiency and energy conservation, and provides equitable distribution and pricing.	Reduce potable water consumption 10% by 2020 and 25% by 2040 Achieve good water quality in 85% of water bodies by 2020 and all water bodies by 2040
6. Zero waste	Minimize waste and optimally reuse and recycle material resources to protect natural systems by reducing resource extraction, greenhouse gas emissions, and air and water pollution, using proven technologies and practices.	75% recycling by 2020 Zero waste by 2040
7. Clean air for all	Reduce criteria pollutants and greenhouse gases to ensure that outdoor air quality is healthy for all segments of the population and protects the welfare of the community	GHG neutral by 2040 Maintain attainment status for criteria pollutants
8. Green and open spaces are preserved and valued	Expand, incentivize and maintain a strategically planned and managed green infrastructure network composed of natural lands, working landscapes and other open spaces that conserve ecosystem values and functions, and provide associated benefits to all populations	90% of residents live within 1 mile of public open space by 2040 Acquire and manage 40,000 acres of public and private environmentally sensitive lands to support ecological corridors, biodiversity, wildlife habitat and watershed protection by 2020 and another 40,000 by 2040
9. Our products and services are green, safe, and healthy	Increase overall market demand for products and services that protect the environment and support health	Obtain baseline data to compare us to other sustainable cities. Use that data to determine an appropriate % increase in the number of green jobs

2010 Baseline	Data Source (from 2010, unless otherwise noted)	Strategies
176.2 gallons per day per capita 103 impairments out of 150 monitored water bodies	Sustainable Orange County Assessment, pg. 30 Sustainable Orange County Assessment, pg. 36	<ol style="list-style-type: none"> 1. Establish a stormwater utility fee or funding mechanism 2. Encourage low impact development (LID) for new development, and retrofit older stormwater systems with LID 3. Promote water conservation in the built environment and develop a Florida-Friendly Landscaping™ ordinance
32% total recycling rate 1.31 municipal solid waste (landfilled and combusted) tons per capita	FDEP Solid Waste Management in Florida, 2010 Annual Report	<ol style="list-style-type: none"> 1. Improve commercial recycling rates 2. Develop a construction and demolition (C&D) debris diversion ordinance 3. Increase collection system efficiency
20,372,062 tons GHG emissions In attainment status for criteria pollutants	Sustainable Orange County Assessment, Appendices pg. 34 Sustainable Orange County Assessment, pg. 16	<ol style="list-style-type: none"> 1. Support alternative fuel vehicles, with an emphasis on fleets 2. Promote urban forestry and expand tree canopy 3. Develop anti-idling programs and reduce gas lawnmower use
TBD 22,000 acres	Natural Resources, Sustainable Orange County Assessment, pg. 23	<ol style="list-style-type: none"> 1. Dedicated funding to buy and maintain targeted environmentally sensitive lands. 2. Provide incentives to preserve and maintain conservation lands, including safe, healthy farmlands 3. Strengthen regional trail, bike trail, waterway, and park systems to promote healthy lifestyles and ecotourism
TBD		<ol style="list-style-type: none"> 1. Develop and participate in consortium committed to green local procurement 2. Encourage green certifications for government and businesses 3. Support and incubate locally made and grown products and businesses

APPENDIX A (CONTINUED)

Topic	Goal Description	Target
MOBILITY		
10. People have multiple transportation options	Our transportation system includes multiple modes that are easily accessible and pleasant to use to get to the places that we live, work, play, and do business.	For journey to work: drive alone: < 60%, transit + bike + walk: >25%, bike + walk: > 5% 30 minute bus headways in urban areas Additional premium transit corridors Percentage of complete streets in Capital Improvements Plan
11. Land use and urban form support multimodal transportation	Land uses and development patterns are transformed to an urban context that encourages transportation by a variety of modes using fewer and shorter trips.	Annual decrease in vehicle miles traveled (VMT) Increase in transit ridership Implement/increase transit-oriented developments
12. Our transportation system is safe	Our transportation system is safe for all users, including pedestrians, cyclists, transit riders, and drivers.	Proactively monitor and analyze safety-related data Annual decrease in pedestrian/ bicycle fatalities from baseline Mandatory education program/ curriculum for bike/pedestrian safety Reinstatement of driver's education in high school
13. Investments in transportation are fiscally sustainable	We continually invest in our transportation system, and that investment is fiscally sustainable for the long-term and makes our transportation system affordable for the user.	Increase in the percentage of households that spend less than 15% of income on transportation costs Reduce funding gaps for new construction and maintenance Flexibility of funding sources for multimodal operations and maintenance
14. Our transportation options are clean, green, and aesthetically pleasing	We encourage the use of transportation options that minimize environmental impacts and that incorporate aesthetics into the transportation experience.	Increase ownership/procurement of alternative fuel vehicles Increase number of electric vehicle charging stations Reduce vehicle emissions Increase number of miles of landscaped roadways Increased number of miles of trails
15. Freight movement safe and efficient	The movement of freight and goods, and the associated economic benefits, requires a safe and efficient transportation system that is planned for such movement.	Increase in designated truck routes Designated freight village/ intermodal logistics center

2010 Baseline	Data Source (from 2010, unless otherwise noted)	Strategies
79.8% drove alone, 10.3% carpoolled 2.5% public transportation, 1.2% walked, 2.0% other means, 4.2% worked at home N/A N/A N/A	American Community Survey, United States Census Bureau	1. Enhance access to premium transit (such as SunRail and express bus) and further enhancement of existing services 2. Enhance connectivity throughout the region for all modes of transportation 3. Complete streets that are interconnected and that connect to regional activity centers
Total daily VMT: 35,657,527 LYNX Ridership: 25,729,897 N/A	Sustainable Orange County Assessment, pg. 73 LYNX, Sustainable Orange County Assessment, pg. 84	1. Encourage and support transit-oriented development 2. Encourage and incentivize infill development and redevelopment 3. Encourage and incentivize denser development that can support better public transit options
N/A Bicycle fatalities: 4 Bicycle injuries: 295 Pedestrian fatalities: 43 Pedestrian injuries: 509 N/A N/A	Sustainable Orange County Community Assessment, pg. 82	1. Adopt a Complete Streets policy and manual 2. Proactively monitor and analyze safety-related data 3. Support and supplement existing bicycle and pedestrian safety strategies and programs
Percent of income spent on transportation by Orange County households: 0% spend <15%, 9.7% spend 15-25%, 84.3% spend 25-30%, 6% spend 30-35% Gas tax/expenditure disparity= -\$57,840,645 N/A	2012, H+T Affordability Index Sustainable Orange County Community Assessment, pg. 76	1. Invest in transportation infrastructure that supports economic development 2. Pursue dedicated transit funding 3. Flexibility of funding sources for multimodal operations and maintenance
Central Florida EV sales: 3,985 hybrids and 5 electric vehicles Nearly 300 publicly accessible charging stations have been installed within a 70-mile radius of downtown Orlando Orange County Government GHG emissions: Fleet = 41,107, Commute = 13,991 Orange County Community GHG emissions: Mobile: 6,018,529 51 miles of trails TBD	OUC Natural Resources, Sustainable Orange County Assessment, pg. 40 2011, Greenhouse Gas Inventory, Sustainable Orange County Assessment, Appendices pgs. 28, 36 Sustainable Orange County Assessment, pg. 76	1. Develop infrastructure for alternative fuel vehicles (such as electric vehicles, CNG) And bikesharing/carsharing 2. Accelerate build-out of trails master plan 3. Context-sensitive design that incorporates aesthetics and amenities
		1. Support state/regional freight strategy 2. Coordinate freight routing to reduce congestion and expedite flow 3. Incorporate land use planning with freight planning



APPENDIX A (CONTINUED)

Topic	Goal Description	Target
BUILT ENVIRONMENT		
16. Energy and water are used efficiently	Improve the energy and water efficiency of the community's residential, commercial, and institutional building stock.	Reduce the energy use intensity of the community's building stock 25% by 2020, 50% by 2040. Reduce the water use per capita 25% by 2020, 50% by 2040.
17. Our renewable energy supplies are affordable and secure	Provide affordable and secure renewable energy supplies that minimize environmental pollution, conserve natural resources, and benefit the local economy.	Increase renewable energy production in commercial and residential buildings by 10% by 2020, 25% by 2040. Increase renewable energy production in County buildings by 20% by 2020, 40% by 2040.
18. Our neighborhoods are transit-ready and walkable	Concentrate development in compact, human-scaled, walkable centers and neighborhoods that connect to transit, offer diverse uses and services, and provide housing options for families of all income levels.	Create or retrofit neighborhoods that enable diverse activity within Orange County Urban Service Area 10% by 2020, 20% by 2040. Encourage food production via community gardens within neighborhoods 5% by 2020, 15% by 2040.
19. Infill and redevelopment are encouraged	Focus new growth in infill areas and on redevelopment that does not require the extension of water, sewer, and road infrastructure or facilitate sprawl.	Retrofit 15% of the identified destination-rich areas by 2020 using techniques such as tactical and agrarian urbanism, and 35% by 2040.
20. Workforce housing is affordable and readily available	Promote the development and preservation of workforce housing through innovative policy recommendations that will improve the production and sustainability of workforce housing.	Demonstrate that 10% of residential units built or substantially rehabilitated in the community's compact and complete centers are dedicated as affordable housing.

2010 Baseline	Data Source (2010, unless otherwise noted)	Strategies
Energy usage by sector: Residential = 6,538,136,418kWh Commercial = 7,978,680,046kWh Industrial = 540,316,068kWh	Built Environment, Sustainable Orange County Assessment, pg. 102	<ol style="list-style-type: none"> 1. Provide incentive programs for increasing efficiency in new and existing buildings 2. Energy monitoring and automation in commercial and residential buildings 3. Promote existing energy assessment services and rebate programs offered by utility providers 4. Adopt an energy benchmarking and disclosure ordinance for commercial and multi-family residential buildings 5. Develop incentives for green building 6. Establish a renewable portfolio standard for government
Orange County: 1,523,436 kWh Florida Electric generation fuel source mix: 1.16% from renewables	OCCC 2011, Florida Department of Agriculture and Consumer Services (FDACS) Annual Energy Report, pg. 9	<ol style="list-style-type: none"> 1. Participate in financing programs, such as Property Assessed Clean Energy (PACE) and Solar Energy Loan Fund (SELF) 2. Participate in solar feed-in tariff program 3. Identify and reduce barriers to alternative energy
NA At least 26 community gardens in Orange County in 2011. Of those, 16 are in Orlando (36,100 sq. ft. total), six in other cities	Sustainable Orange County Assessment, Appendices pg. 68 Orlando Community Garden acreage from Orlando Green Works Community Action Plan, pg. 49	<ol style="list-style-type: none"> 1. Retrofit suburban strip malls into neighborhood centers 2. Use a shared-parking matrix in activity center areas 3. Advance pedestrian friendly and Complete Street principles in new and existing developments 4. Modify regulations to develop transit-ready communities 5. Establish context-sensitive development standards 6. Consider conservation subdivisions in the Rural Service Area
TBD		<ol style="list-style-type: none"> 1. Develop a prioritized list of sites most ready for redevelopment 2. Calculate return on investment for new development and provide regulatory and financial incentives to encourage infill and redevelopment 3. Support temporary creative neighborhood uses for vacant properties and greyfields 4. Modify land development code to encourage sustainable development
N/A		<ol style="list-style-type: none"> 1. Consider the impact of urban form on transportation cost, as well as housing cost 2. Incorporate workforce housing in areas served by transit and in mixed-use development areas 3. Encourage a live-near-your-work or employer-assisted housing financial incentive 4. Encourage and incentivize energy efficiency and recycling in workforce housing projects 5. Fund workforce housing with linkage fee on new developments 6. Establish land trust for workforce housing in efficient locations



APPENDIX A (CONTINUED)

Topic	Goal Description	Target
ARTS & CULTURE		
21. Our arts organizations are well-established and stable	Our arts and cultural community needs stability and resources to continue to provide the dynamic product that will attract the creative class, increase cultural tourism, and inspire creativity in our citizenry.	Recurring, predictable funding Reserves for arts organizations
22. Cultural events and venues are well-attended	Promote the full range of our arts offerings, and ensure that our cultural events and venues are accessible to residents and visitors alike.	5 million annual attendance
23. Our cultural reputation is international	Orange County will be widely recognized around the world as a premiere cultural capital, a top destination nationally and internationally. Our arts and cultural venues, public art, organizations, programs, and events will be considered among the very best.	Frequent International press on Orange County arts offerings
24. Arts education is excellent	Orange County's top-rated education system excels in arts education. The arts are embraced as an essential component of a quality educational curriculum, and the arts should be integrated with others subjects. All students should have exposure to multiple quality arts and cultural experiences each year, as well as the opportunity to regularly express themselves creatively through the arts.	
25. The arts support environmental sustainability	The arts in Orange County should be widely used to promote a sustainable society. Our cultural heritage is preserved and continually enriched. Aesthetics are integrated into technological solutions to address environmental problems.	



2010 Baseline	Data Source (2010, unless otherwise noted)	Strategies
N/A Average cash reserve: 69 days cash on hand (90 recommended)	United Arts, Arts and Culture, Sustainable Orange County Assessment, pg. 129	<ol style="list-style-type: none"> 1. Restore contributions from Orange County's general fund to \$1 per capita 2. Dedicate at least \$2 million from TDT revenue to renovate, repair, and build cultural facilities 3. Create an incubator fund/program to support growth of culturally diverse organizations and initiatives
Attendance to arts and culture events: 1,820,725 resident attendees + 1,687,416 non-resident attendees = 3,508,141 all cultural audiences	Americans for the Arts, Arts and Economic Prosperity IV Report – Orange County FL	<ol style="list-style-type: none"> 1. Invest in making cultural centers accessible to locals and tourists, providing public transit options and diversity of uses 2. Increase tourist awareness by promoting cultural and arts offerings to hospitality industry and transit providers 3. Create a unified, centralized marketing campaign for arts organizations
N/A		<ol style="list-style-type: none"> 1. Host large-scale, blockbuster events 2. Support noteworthy public art 3. Build architecturally significant cultural venues and government buildings
Visual and performing arts degrees per 100,000 population, 2003-2009: 1590.64	Americans for the Arts Local Arts Index	<ol style="list-style-type: none"> 1. Turn STEM to STEAM—recognize the arts as an essential component of curriculum 2. Attract top-tier art educators 3. Expose students to professional-levels arts, in school and off campus
		<ol style="list-style-type: none"> 1. Use artistic solutions to solve environmental problems 2. Create an ordinance to preserve historic structures and places 3. Engage the community in using sustainable approaches to facilities and events

APPENDIX A (CONTINUED)

Topic	Goal Description	Target
EDUCATION		
26. Children enter school ready to learn	Our schools teach children and adults the value of our environment.	Children's Services Commission in place by 2020 Nurse-family Partnership in place by 2020 Increase the % of Voluntary Pre-Kindergarten (VPK) programs successfully preparing students to be school ready to 100% by mid 2017 [OCPS]
27. Learners value the environment		Provide an opportunity to visit a nature center or other field type experience by grade 3 All students experience at least two days outdoors in a natural environment every month
28. Schools embrace STEM/STEAM	Our schools have embraced STEAM (Science, Technology, Engineering, Art, and Mathematics), weaving arts into STEM education.	Broad array of arts education provided at all levels Increase enrollment in secondary fine arts courses to 60% by 2018 [OCPS]
29. Students graduate prepared for life	Our high school and college graduates are among the best prepared in the nation.	Decrease the achievement gap for targeted subgroups by 10% by mid 2017 [OCPS] Expand opportunities for students to receive a rigorous education by increasing Advanced Placement enrollment in to 36.7% and IB enrollment in high schools by 20% by mid 2017 [OCPS] Increase the percent of students entering the workforce in skilled jobs or go on to higher education
30. Quality learning opportunities are available for all ages	Quality higher education and adult education programs are available to provide career technical education, professional literacy, sustainability, and other learning opportunities.	Increase the number of high school career and professional education (CAPE) academies from 31 to 65 by 2018 [OCPS] Career and Technical Education Centers maintain or exceed a job placement rate of 85% through June 30, 2015. [OCPS]
31. Schools are community centers	Our schools will be valued as community centers for all ages, infants through senior citizens. Schools will be used as community-oriented gathering places to function as a centralized resource for parents, families, and the public.	Increase number of schools acting as joint use facilities, offering a variety of free services and/or events for residents
32. Schools operate sustainably	Our school operations are more sustainable, with energy- and resource-efficient buildings and transportation; safe routes to schools for walking, biking, and rolling; and educational programs focused on sustainability.	Improve reliability and reduce energy consumption at schools [OCPS]; 45% recycling rate by 2015 [OCPS]; Reduce idling for all daily route buses; Demonstrate percent reduction in diesel fuel consumption; Increase alternative fuel use in fleets using live cycle cost analysis [OCPS]

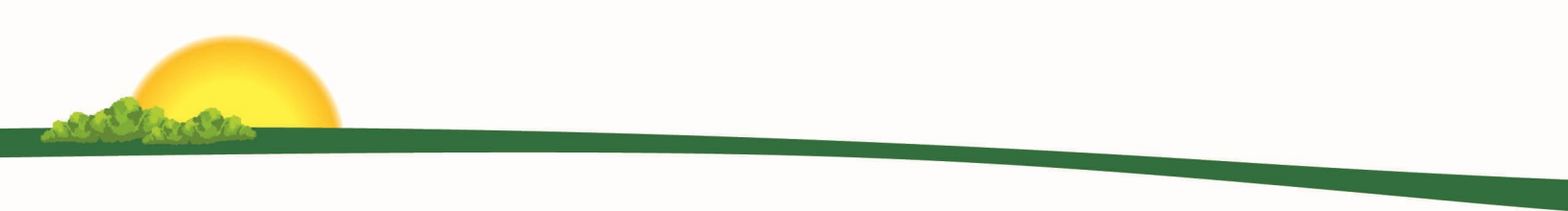


2010 Baseline	Data Source (2010, unless otherwise noted)	Strategies
N/A 33% percent of Orange County's 2010-2011 kindergarteners started the school year not ready	OCPS Philanthropic Strategic Plan	1. Establish a Children's Services Council (CSC) to administer programs funded by a special assessment 2. Promote Healthy Families Orange, Nurse-Family Partnerships, and voluntary pre-kindergarten programs 3. Develop a parent engagement strategy
District-Based State-Funded Pre-K Enrollment: 10,556 IDEA Section 619 Preschool Program Enrollment: 1,661	Federal Education Budget Project	
N/A N/A		1. Enhance student science curriculum by bringing in living laboratories and setting up gardens in schools 2. Promote field trips and hands-on activities that enhance student appreciation for the environment
N/A 52% of secondary students enrolled in fine arts courses	Division of Teaching and Learning, OCPS Extended Scorecard Data	1. Engage students in math and science from a play and project-based perspective 2. Engage industry clusters of STEAM professionals in creating student learning experiences 3. Identify partners for immersive learning before high school
Reading: Black/White: -30, Hispanic/ White: -21, English Language Learners (ELL)/ Total: -25, Exceptional Student Education (ESE)/Total: -32, Free or Reduced Lunch (FRL)/ Total: -10 Math: Black/White: -32, Hispanic/ White: -21, ELL/ Total: -26, ESE/Total: -32, FRL/Total: -10 Writing: Black/White: -9, Hispanic/ White: -8, ELL/ Total: -13, ESE/Total: -20, FRL/Total: -4 Science: Black/White: -38, Hispanic/ White: -28, ELL/ Total: -32, ESE/Total: -24, FRL/Total: -13 AP Enrollment: 26.1% IB Enrollment: 15.1% Career and technical education program job placement rate: 82.0% Educational attainment: High school graduate or higher: 86.7% Bachelor's degree or higher: 30.3%	Division of Teaching and Learning, OCPS Extended Scorecard Data Division of Teaching and Learning, OCPS Extended Scorecard Data Division of Teaching and Learning, OCPS Extended Scorecard Data 2006-2010, Sustainable Orange County Assessment, pg. 161	1. Increase funding and support for nurse, counseling, and mental health services in schools 2. Evaluate previously successful programs for potential restoration and funding 3. Provide internship and mentorship programs early on
31 academies Job placement rate: 82.0%	2011-2012, Division of Teaching and Learning, OCPS Extended Scorecard Data	1. Create opportunities for sustainability education, green job training and retraining for occupations of the future 2. Strengthen ties with colleges and universities
		1. Reinforce and standardize community school model 2. Use schools as joint-use facilities 3. Locate schools in central community locations with compatible design
District energy consumption: 16.5 KWH 28% 520.7 hours per school day Trend New	Facilities, OCPS Extended Scorecard Data 2012-2013, Environmental Compliance- Recycling, OCPS District Scorecard Transportation, OCPS Extended Scorecard Data	1. Locate and build schools sustainably 2. Operate schools sustainably 3. Sustainability-specific education tailored to student learning

APPENDIX A (CONTINUED)

Topic	Goal Description	Target
CIVIC ENGAGEMENT		
33. Job training is community-based	People cannot actively engage in the community if their basic needs are not met. Having a job that can meet a family's needs is a critical first step in motivating residents to interact within the community. Empowering disenfranchised workers through job training in their communities has proven successful at moving families out of poverty.	Reduce unemployment rate
34. Residents actively participate in government	Representative government depends on constant feedback from residents. In order to make decisions that are best for and desired by residents, policy makers must create meaningful opportunities for public input.	Voter participation Citizen confidence in government survey
35. Residents are aware of support available from NCFs and community centers	Neighborhood Centers for Families (NCFs) and community centers are key hubs in the community where people can connect with a myriad of partnering agencies that provide services to support families. It is essential that Orange County continue to expand and promote these facilities.	% of families living at or below the poverty level
36. The number of registered neighborhood organizations is increasing	Neighborhood organizations are critical to the network that makes our community strong. They play a vital role in ensuring the quality of our neighborhoods and provide a unified voice for residents.	% increase in number of NO's registered with the County Number of new neighborhood organizations created
37. Our residents volunteer in their community	Volunteerism is at the heart of civic engagement. Engaging residents by encouraging them to go beyond their everyday routines to volunteer their time, energy, and expertise for our community is vital to a robust civic life.	Target number of partnerships Target number of volunteers

2010 Baseline	Data Source (2010, unless otherwise noted)	Strategies
11.30%	Sustainable Orange County Assessment, Appendices pg. 34	<ol style="list-style-type: none"> 1. Promote existing programs and services provided by nonprofits, vocational schools, and government agencies 2. Develop and promote internship and apprenticeship opportunities 3. Incentivize funding for training of target groups (hard to employ, such as ex-offenders, seniors, homeless, youth)
2010 (non-presidential): 44% 2012: (presidential): 68% N/A	Sustainable Orange County Assessment, pg. 184	<ol style="list-style-type: none"> 1. Develop a citizen participation guide for residents and County divisions 2. Use online tools and social media to encourage sustainability dialogue 3. Launch a Sustainability Challenge Campaign
10% of all families 14.5% of families with related children under 18 years 17.2% of children	2006-2010, American Community Survey, United States Census Bureau	<ol style="list-style-type: none"> 1. Develop an outreach strategy for each Orange County community center 2. Educate employees on the services provided by NCFs and community centers 3. Use NCFs and community centers to promote sustainable living
1,600 neighborhood and civic organizations registered N/A	Civic Engagement, Sustainable Orange County Assessment, pg. 185	<ol style="list-style-type: none"> 1. Identify all registered Home Owners Associations (HOAs) in Orange County 2. Develop certification programs for HOA and Condominium Owners Association (COA) directors 3. Increase participation at the Community Connections workshops
Over 600 active partnerships with nonprofits, businesses, state agencies, and neighborhood groups 321,938 volunteers in the Orlando Metropolitan Statistical Area	2011, Sustainable Orange County Assessment, pg. 185 Volunteering and Civic Engagement in Orlando, FL, Corporation for National and Community Service	<ol style="list-style-type: none"> 1. Develop a reporting tool for County departments to log volunteer hours 2. Develop a recognition program for advisory board members 3. Develop a web-based volunteer orientation for all County volunteers



APPENDIX A (CONTINUED)

ALL GOALS AND STRATEGIES

The top-prioritized strategies for each goal are shown in the preceding table and discussed in the body of this Plan. In this table, all of the strategies discussed by the subcommittees and Sustainability Committee are included. As strategies are accomplished, additional strategies from this list should be considered for implementation. (Note: Community strategies are contained in Appendix B.)

NATURAL RESOURCES

Water	Florida Friendly Landscaping™ ordinance Reduce reclaimed water uses, such as wetland and RIB recharge with uses that directly replaces groundwater demand (such as irrigation) Water conservation in built environment Low impact development (LID) for new development Stormwater utility fee Improve existing regulations –wetlands and fertilizer Implement stormwater pond sustainability study Retrofit older stormwater systems with LID Education campaign
Energy	Develop financing program for energy efficiency Upgrades/ renewable energy Streamline regulations to support alternative energy Education campaign on energy efficiency and alternatives Leverage smart grid investments for market-based incentives Rate decoupling Mandatory building benchmarking and disclosure for commercial buildings Participate in solar feed-in tariff program Voluntary premium for renewable energy program Establish a renewable portfolio standard for government
Waste	Increase education to reduce, reuse, and recycle Increase recycling in public and tourist areas Improve commercial recycling rates C&D diversion ordinance Pay-as-you-throw program Product bans that support waste reduction Alternative waste processing other than landfill Curbside or backyard composting program Increase collection system efficiency





NATURAL RESOURCES

Air	<ul style="list-style-type: none">Promote urban forestry and expand tree canopyGreenhouse gas disclosureDevelop anti-idling programs and reduce lawnmower useAnnual budget to fully build out Trails Master PlanDevelop financial incentives for mass transit utilization and carpoolSupport alternative fuel vehicles, and require taxis to reduce emissionsCar and bike-share programsAnnual budget for 100% SCOOT system implementationWalking school bus as alternative
Open space	<ul style="list-style-type: none">Strengthen regional greenway and trail systemPromote community gardensDedicated funding to buy and maintain environmentally sensitive landsIncentivize conservation lands being maintained and preservedDevelop and promote ecotourismSupport food systems that reduce food miles and strengthen local economy
Green products	<ul style="list-style-type: none">Develop consortium of anchor institutions committed to green local procurementEncourage green certifications for government and businessesEcotourism plan tied to local food and agricultureSupport locally made products and businessesDevelop business transparency programReduce food desertsDevelop cooperative initiative in areas of disinvestment

MOBILITY

Provide diverse modes of transportation	<ul style="list-style-type: none">Enhance access to existing premium transit (i.e. SunRail, express bus, and others)Enhance connectivity throughout the region for all modes of transportationComplete streets that are interconnected and that connect to regional activity centers
Land use and urban form that supports multimodal transportation	<ul style="list-style-type: none">Encourage and support transit-oriented developmentEncourage and incentivize infill/redevelopmentEncourage and incentivize denser development that can support better public transit options
Transportation system is safe	<ul style="list-style-type: none">Adopt a complete streets policy and manualProactively monitor and analyze safety-related dataImplement bicycle/pedestrian safety strategies and programs



APPENDIX A (CONTINUED)

ALL GOALS AND STRATEGIES

MOBILITY

Transportation investment is fiscally sustainable	Invest in transportation infrastructure that supports economic development
	Pursue dedicated transit funding
	Flexibility of funding sources for multimodal operations and maintenance
Encourage cleaner, greener, aesthetically pleasing transportation options	Develop infrastructure for alternative fuel vehicles (i.e. electric vehicles, CNG) and bikesharing/carsharing
	Accelerate build-out of Trails Master Plan
Safe and efficient intermodal system for movement of freight and goods	Context sensitive design that incorporates aesthetics and amenities to complement urban form
	Support state/regional freight strategy
	Coordinate freight routing to reduce congestion and expedite flow
	Incorporate land use planning with freight planning

BUILT ENVIRONMENT

Water and energy efficiency	Provide financial programs for increasing efficiency
	Promote existing energy assessment and rebate programs from utilities
	Launch education campaign on energy and water efficiency
	Develop building energy benchmarking and disclosure ordinance
	Adopt green building policies
	Seek increases in energy code, raise over time
	Enforce efficiency standards in adopted building codes
Renewable energy	Continuous energy monitoring in commercial and residential buildings
	Participate in financing programs, such as PACE, SELF
	Establish a renewable portfolio standard for government
	Streamline permitting to support alternative energy
	Participate in solar feed-in tariff program (Gainesville ex.)
	Launch education campaign on renewable energy



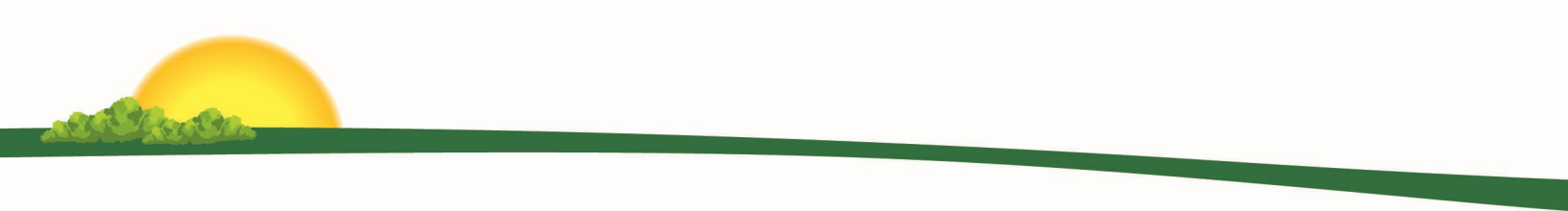


BUILT ENVIRONMENT

Urban design and placemaking	<ul style="list-style-type: none">Retrofit suburban strip-malls into neighborhood centersApply complete streets principles in new developmentsUse a shared parking matrix within activity center areasModify regulations to develop transit ready communitiesConsider conservation subdivisions in rural service areaEstablish context sensitive development standardsIncentivize low impact development (LID) practicesEstablish eco-districts within the urban service areaEncourage LEED ND for new developments
Infill and redevelopment	<ul style="list-style-type: none">Develop a prioritized list of sites most ready for redevelopmentSupport temporary, creative neighborhood uses for vacant properties and greyfieldsPromote and encourage local food productionModify land development code to encourage sustainable developmentProvide financial incentives to encourage infill and redevelopment
Workforce housing	<ul style="list-style-type: none">Consider the impact of urban form on transportation cost, as well as housing costPartner to provide educational and financial assistance to homebuyers or rentersEncourage live-near-your-work or employer-assisted housing financial incentivesEstablish land trust for workforce housing with a location-specific approachFund workforce housing with linkage fee on new developments (ex. Winter Park)Provide incentives for energy efficiency and recycling in workforce housing projectsRequire workforce housing in transit-served and mixed-use development areasIncrease variety of allowable housing type options, inc. “step up” housingRequirement waivers for workforce housing projects

ARTS & CULTURE

Stability	<ul style="list-style-type: none">Orange County general fund contribution to \$1/capitaPass a quarter penny sales taxState funding to \$2/capitaCreate an Office of Philanthropy\$2 million/year cultural facilities fundingMulti-year fundingIncubator fundFund for enhanced development staffAdvocate importance of arts to our political leaders
-----------	---



APPENDIX A (CONTINUED)

ALL GOALS AND STRATEGIES

ARTS & CULTURE

Attendance	Expand public transit options Educate tourists at points of contact Create a one-voice centralized marketing message First-time attendance incentives Public space performances
Reputation	Branding the arts with significant events Significant public art Cultural exchanges Architecturally-significant venues Wide array of venues
Eco-friendly	Encourage sustainable materials, methods, facilities and the establishment of a “Green Arts Council” Advocating sustainability awareness through the arts Seek LEED status for arts facilities Preservation of historic structures Arts solutions for environmental problems

EDUCATION

Children enter school ready	Establish a children’s services commission with children and family services assessment Dedicate tax to fund child targeted prevention programs Nurse-family Partnership Program Partner with early childhood development and family services groups Address needs of single parent homes Support family planning education Engage males in early childhood education Develop a parent engagement strategy (i.e. boot camp for new dads) Develop an ordinance requiring private school readiness assessments
Community values education	Develop websites marketing value of education Promote awareness campaigns Ensure foundation from before birth Open communications between public, school, parents, and other stakeholders





EDUCATION

Learners value our environment	<ul style="list-style-type: none">Promote field trips and hands-on activitiesPartner with extension programsSet up gardens in schoolsSpecialized education (gardening, food and nutrition programs)Supplement science curriculumBring in living laboratories to the schoolsProvide opportunities for tree plantingEncourage parent-driven outings
Schools embrace steam	<ul style="list-style-type: none">Partner Orlando Science Center with schools and arts communitiesArticulated Common Core agenda through third gradeEngage kids in math and science from a play perspectiveDevelop pre-k magnet programsIdentify partners for immersive learning before high schoolEstablish two-week mini-mesters for immersive learningLeverage “Medical City” professionals in stem experience
Students graduate prepared for life	<ul style="list-style-type: none">Create pathways to graduation within all school levels, from birth through 12thIncrease support for nurse/counselor/mental health services in the schoolsRestore and fund previously successful programs (healthy families, weekends, parent resources centers)Promote “Take Stock in Children” and Tangelo Park modelProvide internship and mentorship programs early onPromote “Bright Futures” type programs
Quality learning opportunities for all ages	<ul style="list-style-type: none">Create opportunities for sustainability education and green job trainingCreate pathways for parents and families to access K-12 educationEncourage employers to offer programs for adult buy-in to community planPromote programs such as Nemours “Brightstart” early learning program modelProvide retraining for occupations of the future
Schools embrace diversity	<ul style="list-style-type: none">Involve churches, families, advocates, seniors, and businesses in supporting diversitySupport and promote events and programs that celebrate social and cultural diversity in the communityEstablish an office to ensure access, equity, and inclusion in policies and programsEstablish and promote diversity days to create appreciation



APPENDIX A (CONTINUED)

ALL GOALS AND STRATEGIES

EDUCATION

Schools are
community
centers

- Establish child care on-site
- Use schools as joint-use facilities
- Reinforce and standardize community school model (Evans HS, Oakridge HS, Northlake Park Community School, Lancaster ES)
- Pair neighborhood centers for families with high schools

Schools operate
sustainably

- Offer schools, students and parents to voice what sustainability means to them
- Build new schools to LEED, FGBC, or Green Globe standards
- Use environmentally friendly procurement for cleaning and instruction materials
- Retrofit school buses to alternative fuels
- Identify and implement practical, cost effective ways for families to safely travel to/from school
- Explore partnerships (LYNX, SunRail, MetroPlan Orlando) to identify opportunities for schools
- Anti-idling programs for vehicles picking up students
- Florida-friendly vegetation in schoolyards





CIVIC ENGAGEMENT

Create civic engagement opportunities	<ul style="list-style-type: none">Encourage participation in Orange County Experience and Citizen Planner AcademyIncrease participation at Orange County Community ConferenceExpand Mayor's Youth Leadership SummitLaunch a Sustainability Challenge CampaignDevelop an application for smart phones, building on the existing EcomapUse online tools and social media to encourage sustainability dialogueConduct a sense of empowerment survey for citizensDevelop a civic engagement guide for orange county departments
Promote NCFs and community centers	<ul style="list-style-type: none">Educate employees on the services provided by NCFs and community centersDevelop and outreach plan that will promote NCF and community center programsDevelop a marketing strategyExpand the role of citizen advisory councilsUse NCFs and community centers to promote sustainable living
Increase registered neighborhood organizations	<ul style="list-style-type: none">Reach out to homeowner associations through management companiesDevelop certification programs for HOA directorsIncrease participation in Community Connections workshopsIncrease number of organizations using neighborhood grant programs
Promote volunteerism	<ul style="list-style-type: none">Continue Mayor's Summer of ServiceDevelop a recognition program for advisory board membersDevelop a reporting tool for departments to log volunteer hours

APPENDIX B. COMMUNITY STRATEGIES AND PROGRAMS

Goal 1. Our communities are safe.

Community strategies	Addressed by other Plan goals, strategies	Addressed by existing programs in the County
Fewer accidents: traffic safety, water safety	Goal 10 , strategies 2, 3 Goal 12 , strategies 1, 2, 3 Goal 14 , strategies 1, 2, 3 Goal 18 , strategies 2, 5 Goal 31 , strategies 1, 2 Goal 32 , strategies 1, 3	<ul style="list-style-type: none"> • Pedestrian Safety Plan (Metroplan) • Public school safety studies • Safe Routes to School Initiative • Best Foot Forward • Bike/Walk Central Florida • Walking School Bus Central Florida, at the Center for Nonprofit and Public Management at UCF • Walk N Roll (Winter Park Health Foundations, area schools) • Swimming instruction, water safety instruction, CPR directory • Florida Department of Health public information campaign to prevent drowning ("Keep your Eyes on the Kids") • Prescription drug drop-off program
Opportunities are available: educational opportunities, job training, employment opportunities	Goal 26 , strategies 1, 2, 3 Goal 28 , strategies 1, 2, 3 Goal 30 , strategy 1 Goal 33 , strategies 1, 2, 3	<ul style="list-style-type: none"> • Head Start • Workforce Central Florida • OCPS career and technical education programs • OCPS GED and literacy classes • Enterprise Zone Program • Pine Hills Neighborhood Improvement District • Business Assistance for Neighborhood Corridors (BANC)
Childcare, school extracurricular activities are available	Goal 35 , strategies 1, 2, 3	<ul style="list-style-type: none"> • Rec Squad (afterschool program) • Rec Zone (free afterschool program) • Camp Scooter (summer camp) • After School Zone and Summer Zone • 4-H after-school programs
Blight and vandalism are addressed	Goal 18 , strategy 1	<ul style="list-style-type: none"> • Code enforcement: vehicles (junk vehicles, dual rear wheeled vehicles, recreational vehicles, boats), lot cleaning, housing and residential property maintenance, construction without permit, garage sales, illegal signs, education and outreach • Community Clean Up Program • Neighborhood Stabilization Program • Business Assistance for Neighborhood Corridors (BANC) • Neighborhood Pride Grants • Fixin' Up the Neighborhood

Community strategies	Addressed by other Plan goals, strategies	Addressed by existing programs in the County
Crime rates are low	Goal 30 , strategy 1 Goal 33 , strategies 1, 2, 3 Goal 36 , strategies 1, 2, 3	<ul style="list-style-type: none"> • Off-Duty Deputy Program • Non-Profit Organization Safety Grant • Crime Prevention and Safety Grant • Safe Neighborhoods Program • National Night Out Against Crime • Criminal Justice/Public Safety Coordinating Council
Emergency response and disaster preparedness are addressed	Goal 10 , strategy 3	<ul style="list-style-type: none"> • County disaster preparedness and post-disaster plans: Post-Disaster Redevelopment Plan, Housing Disaster Plan, Local Emergency Planning Committee • Registry for people with special needs • OCFR assessments (fiscal management, infrastructure needs, deployment models, response time reduction initiative) • Orange County Community Bridge Program (partnership between United Way and OCFR designed to bridge the gap between citizens and available community resources. Fire Rescue personnel can be the bridge that makes a difference in the life of a person or family in need.) • Neighborhood Emergency Response Planning (Orange County Citizen Corps)
Communities are free from pollution and environmental hazards	Goal 1 , strategies 1, 2, 3 Goal 3 , strategies 1, 2, 3 Goal 5 , strategies 1, 2	<ul style="list-style-type: none"> • Anti-idling campaign at schools • Environmental programs: air quality management, storage tank compliance, petroleum cleanup, small quantity generators program, pollution prevention, lake management, NPDES, household hazardous waste collection • Orange to Green initiative: reducing petroleum fuel consumption and protecting air quality by using electric and diesel carts (to reduce emissions), converting hybrids to plug-in hybrid electric vehicles, conducting a feasibility study for conversion of County vehicles and road maintenance equipment from gasoline/diesel to propane and/or compressed natural gas (CNG) providing refueling options for cleaner-burning vehicles (electric, CNG, propane or biodiesel) • ReThink Your Commute – commuter assistance program • Efficient Vehicle Purchase Program (right-sized vehicles) • Electric vehicle program/"Electric Avenue" charging station locations



APPENDIX B (CONTINUED)

Goal 2. Our residents are healthy.		
Community strategies	Addressed by other Plan goals and strategies	Addressed by existing programs in the County
Healthy food choices are available	Goal 5 , strategy 3 Goal 19 , strategies 1 – 5 Goal 27 , strategy 1	<ul style="list-style-type: none">• Second Harvest Food Bank of Central Florida• Community Food and Outreach Center• Mobile farmers market• Green Sprouts Initiative• Building a Healthier Parramore• Chefs Move to Schools• OCPS Food Show• Farm to school program• Healthier US Schools Challenge• Family Nutrition Program• 4-H Youth Development school enrichment, classroom, after-school programs (science, citizenship and leadership, healthy living)• Hi-Five Kids Pack Program• Kids Cafe• School food pantries• Reduce Obesity in Central Florida Kids (ROCK)• Orange County Community Gardens Program• Community gardens at schools• Winter Park Health Foundation Grants for Community Gardens• Local Food Guide (a list of community gardens, farmer's markets, farms, food co-ops)• Orange County Community Gardeners Guide• Urban farming workshops• Central Florida gardening videos on Orange TV• IFAS/Orange County Cooperative Extension educational programs (including for organic gardening and community gardens)• Local Food Policy Council (Good Food Central Florida)



Community strategies	Addressed by other Plan goals and strategies	Addressed by existing programs in the County
There are opportunities for physical activity	Goal 10 , strategies 2, 3 Goal 11 , strategies 1, 2, 3 Goal 12 , strategies 1, 3 Goal 14 , strategies 1, 2, 3 Goal 18 , strategies 1, 2, 5 Goal 19 , strategies 1, 2, 3 Goal 20 , strategies 2, 3 Goal 22 , strategy 1 Goal 31 , strategies 1, 2 Goal 32 , strategies 1, 3	<ul style="list-style-type: none"> • Parks/Trails Master Plans • Bike racks in County parks • Sidewalk and bicycle lane policies and capital programs • OCPS Healthy School Teams (formed at all schools during the 06-07 school year to increase the health and wellness of students and staff by prioritizing health and nutrition education, increasing opportunities for physical activity for students, selling healthier foods as fundraisers, reducing the number of junk food snacks used in reward programs and class parties, starting employee fitness programs, hosting family and community health fairs, adding health and wellness information to school newsletters and websites.) • Physical education in schools
Communities are walkable	Goal 10 , strategies 2, 3 Goal 11 , strategies 2, 3 Goal 12 , strategies 1, 2, 3 Goal 13 , strategy 3 Goal 14 , strategies 1, 2, 3 Goal 18 , strategies 1 through 5 Goal 22 , strategy 1 Goal 23 , strategies 2, 3 Goal 25 , strategy 2 Goal 31 , strategies 1, 2 Goal 32 , strategies 1, 3	<ul style="list-style-type: none"> • Plans: Comprehensive Plan, Parks/Trails Master Plans • Bike racks in County parks • Sidewalk and bicycle lane policies and capital programs • OCPS Healthy School Teams (formed at all schools during the 06-07 school year to increase the health and wellness of students and staff by prioritizing health and nutrition education, increasing opportunities for physical activity for students, selling healthier foods as fundraisers, reducing the number of junk food snacks used in reward programs and class parties, starting employee fitness programs, hosting family and community health fairs, adding health and wellness information to school newsletters and websites.) • Pedestrian Safety Plan (Metroplan) • Public school safety studies • Safe Routes to School Initiative • Best Foot Forward • Bike/Walk Central Florida • Walking School Bus Central Florida, at the Center for Nonprofit and Public Management at UCF • Walk N Roll (Winter Park Health Foundations, area schools)



APPENDIX B (CONTINUED)

Community strategies	Addressed by other Plan goals and strategies	Addressed by existing programs in the County
There is easy access to healthcare	Goal 10 , strategies 1, 2, 3 Goal 11 , strategies 2, 3 Goal 13 , strategy 3 Goal 14 , strategy 1 Goal 18 , strategies 1, 2, 4, 5 Goal 19 , strategies 1, 3 Goal 26 , strategies 1, 3 Goal 29 , strategy 1 Goal 35 , strategies 1, 3	<ul style="list-style-type: none">• Primary Care Access Network (PCAN) clinics• Neighborhood Centers for Families• Florida Department of Health in Orange County: health care assistance identification of community health problems and health hazards health education community partnerships to identify and solve health problems regulatory enforcement• Apopka Community Lung Clinic, Florida Hospital
Programs are available to address the full range of health issues, including mental health	Goal 26 , strategies 1, 3 Goal 29 , strategy 1 Goal 35 , strategies 1, 3	<ul style="list-style-type: none">• Central Receiving Center (a single point of entry for people with mental health and substance use disorders)• Wraparound Orange• Adult mental health programs• Addictions Receiving Facility (ARF)• Community Health Needs Assessments• Winter Park Health Foundation – Healthy Central Florida initiative (Healthy Central Florida’s vision for the community includes: cyclist and pedestrian safety walkability fresh fruits and vegetables and other healthy foods served frequently at school, work, home, public gatherings healthy menu alternatives offered at area restaurants public spaces free of cigarette smoke no smoke ever around children a connected, health-conscious, friendly community where healthy living is the norm and the healthy choice is the easy choice)• YMCA healthy living initiative (one of three areas of focus – other two are youth development and social responsibility)• Florida Department of Health in Orange County: health care assistance identification of community health problems and health hazards health education community partnerships to identify and solve health problems regulatory enforcement• Healthy 100 Initiative – Florida Hospital• Central Florida Women’s Resource Center (WRC)





Community strategies	Addressed by other Plan goals and strategies	Addressed by existing programs in the County
Coordinated planning that brings together planners, healthcare professionals, other organizations, residents to increase community awareness of health issues and solutions	While none of the Plan goals address specifically the issue of coordinating planning and health, health is an integral issue throughout the plan – Natural Resources goals 5, 7, 8, 9, Mobility goals 10 and 14, Built Environment goal 16, Education goals 26, 29, 31 all address health in some way – which illustrates perfectly the need for this kind of coordination. Strategy 1 in this Community focus area calls for a program inventory, part of the purpose of which is to identify opportunities for just this kind of collaboration.	<ul style="list-style-type: none">• Health Impact Assessments• Healthy Central Florida





APPENDIX B (CONTINUED)

Goal 3. Our communities are connected.

Community goals	Addressed by other Plan goals and strategies	Addressed by existing programs in the County
Connected to nature, with green space throughout the community, community parks (smaller than 20 acres), low impact development techniques to design stormwater as community amenities, opportunities for community gardens	Goal 1 , strategy 2 Goal 3 , strategy 2 Goal 4 , strategies 1, 2, 3 Goal 14 , strategies 2, 3 Goal 18 , strategies 5, 6 Goal 19 , strategies 4, 5	<ul style="list-style-type: none"> • Low impact development techniques to design stormwater as community amenities (code changes being drafted) • Green space throughout the community (environmental acquisition programs such as GreenPLACE) • Community parks (smaller than 20 acres) and recreational facilities (existing facilities, code requirements) • Opportunities for community gardens (see healthy food above)
Connected geographically: Communities are walkable, bikeable, connected with transit. They have a mix of uses that provides nearby destinations.	Goal 1 , strategy 2 Goal 3 , strategy 2 Goal 4 , strategy 3 Goal 10 , strategies 1, 2, 3 Goal 11 , strategies 1, 2, 3 Goal 12 , strategies 1, 2, 3 Goal 13 , strategy 3 Goal 14 , strategies 1, 2, 3 Goal 18 , strategies 1, 2, 4, 5 Goal 19 , strategies 1, 2, 3, 4 Goal 20 , strategies 2, 3, 4 Goal 22 , strategy 1 Goal 31 , strategies 1, 2 Goal 32 , strategies 1, 3	<ul style="list-style-type: none"> • Networks of sidewalks, bike paths, trails (inventory to identify gaps – Metroplan Long-Range Plan, County plan) • Transit stops and routes that provide alternatives to traveling by car (Lynx, SunRail, transportation for the disadvantaged) • Facilities to make walking and bicycling convenient • Complete streets – streets that are designed and operated to enable safe access for all • Adequate street lighting, well-marked crosswalks and bike paths, buffering between sidewalks and cars • Walkways shaded with trees and/or protected from the weather • Street and block structure, mix of uses, building orientation and access designed for walking and bicycling • Aesthetically pleasing areas, with public art and other amenities that create community gathering spaces, providing destinations for bicyclists and pedestrians



Community goals	Addressed by other Plan goals and strategies	Addressed by existing programs in the County
Connected through technology: People in our communities are connected to one another and to the larger community through social networks, as well as through the County's website and other outreach.	Goal 34 , strategy 2 Goal 37 , strategy 3	<ul style="list-style-type: none"> Communities have a sense of identity that encourages interaction among residents Private social networks for neighborhoods (such as NextDoor.com) that provide a mechanism for community organizing, sharing information, planning events The County's website and its many facilities provide opportunities for sharing information, civic engagement, connecting communities <ul style="list-style-type: none"> Community Conference Community Connections Workshop Series Neighborhood Organization Directory Neighborhood Organization Mentor Network <i>Neighbor 2 Neighbor</i> magazine (informs neighborhood leaders about programs and services available to help with neighborhood improvement efforts) <i>Neighborhood Update</i> e-newsletter Orange County Live (show designed to encourage residents to stay connected with their government via technology, including the Internet and mobile phone applications. Topics range from pedestrian and traffic issues to services provided at local community centers)



APPENDIX B (CONTINUED)

Goal 4. Our communities are thriving.		
Community strategies	Addressed by other Plan goals and strategies	Addressed by existing programs in the County
At a community level (a smaller area than Countywide), our communities provide for our daily needs (jobs, shopping, services, schools, community gathering places, access to nature). They accommodate all, including populations with special needs, they facilitate aging in place.	Goal 1 , strategy 2 Goal 3 , strategy 2 Goal 4 , strategies 1, 2, 3 Goal 10 , strategies 1, 2, 3 Goal 11 , strategies 1, 2, 3 Goal 12 , strategy 1 Goal 13 , strategies 1, 3 Goal 14 , strategies 1, 2, 3 Goal 18 , strategies 1 – 5 Goal 19 , strategies 1 – 5 Goal 20 , strategies 2 – 5 Goal 22 , strategy 1 Goal 23 , strategies 2, 3 Goal 25 , strategies 2, 3 Goal 31 , strategies 1, 2, 3 Goal 32 , strategies 1, 3 Goal 36 , strategies 1, 2, 3	<ul style="list-style-type: none"> Plans (Comprehensive Plan, Infill Master Plan, Consolidated Plan, Parks/Trails Master Plan, etc.) Neighborhood Stabilization Program Orange County Children's Leadership Alliance Primary Care Access Network (PCAN) clinics
Communities have a range of housing choices and services that accommodate people of all ages and incomes, as well as people with special needs.	Goal 19 , strategies 1 – 5 Goal 20 , strategies 1 – 5	<ul style="list-style-type: none"> Homebuyer down payment assistance Homeowner Energy Efficiency Program rebates Housing rehabilitation assistance Rental assistance Weatherization assistance Energy bill assistance Homebuyer education programs Veteran's services (helps veterans claim benefits, including compensation for service related injury/disease medical care vocational training and financial assistance. Services include assisting with filing claims for benefits and appeals assisting with obtaining military records/medals advocating on veterans issues at the state and national level referrals to other agencies assisting with benefit plan applications for retired military survivors) Senior services: Seniors First, Commission on Aging, Senior Resource Alliance (Area Agency on Aging of Central Florida)





Community strategies	Addressed by other Plan goals and strategies	Addressed by existing programs in the County
Services are targeted based on community needs.	Goal 22, strategy 1 Goal 23, strategy 2 Goal 25, strategy 2 Goal 26, strategies 1, 2, 3 Goal 29, strategy 1 Goal 31, strategies 1, 2, 3 Goal 32, strategies 1, 3 Goal 33, strategies 1, 2, 3 Goal 34, strategies 1, 2, 3 Goal 35, strategies 1, 2, 3 Goal 36, strategies 1, 2, 3 Goal 37, strategies 2, 3	<ul style="list-style-type: none">• Neighborhood Centers for Families• Neighborhood Stabilization Program• Primary Care Access Network (PCAN) clinics



APPENDIX B (CONTINUED)

Community strategies	Addressed by other Plan goals and strategies	Addressed by existing programs in the County
<p>Preventing homelessness requires a multi-faceted strategy that starts in the community.</p>	<p>Goal 10, strategies 1, 2, 3 Goal 18, strategies 1, 2, 4, 5 Goal 20, strategies 2 – 5 Goal 30, strategies 1, 2 Goal 33, strategies 1, 2, 3 Goal 35, strategies 1, 2, 3</p>	<ul style="list-style-type: none"> • Homeless – assistance to homeless and special needs homeless populations: emergency shelter operation and maintenance shelters, social services, case management for victims of domestic violence shelters, skills training, employment, counseling, healthcare, other assistance for homeless youth mental health and substance abuse services for homeless and at risk persons tutoring, after school care, self-esteem classes for children of homeless families transitional housing for youth who have aged out of the foster care system and have subsequently become homeless living skills training for disabled youth and adults, as well as youth aging out of foster care shelter and assistance to homeless women with children needing residential substance abuse treatment • Crisis assistance program (http://www.ocfl.net/FamiliesHealthSocialSvcs/CrisisAssistanceProgram.aspx) • Crisis intervention (http://www.ocfl.net/FamiliesHealthSocialSvcs/CrisisIntervention.aspx) • Health Care Center for the Homeless (http://www.hcch.org/) • Central Receiving Center (CRC), CRC Care Coordination • Addictions Receiving Facility (ARF) • Accessing New Choices for Housing Opportunities and Recovery (ANCHOR) • Central Florida Commission on Homelessness • Homeless Services Network (HSN) • Domestic Violence Commission • OCPS McKinney-Vento Program • Family Resource Program (helps families facing long-term hardship from illness or disability to find the help they need to get back to work or claim Social Security benefits. Services include learning how to budget, financial assistance, help with finding community services and benefits) • East side drop-in center • New men's service center • Wraparound Orange

Community strategies	Addressed by other Plan goals and strategies	Addressed by existing programs in the County
Communities encourage and facilitate civic engagement and a sense of community.	Goal 10 , strategies 1, 2, 3 Goal 11 , strategies 1, 2, 3 Goal 12 , strategies 1, 2, 3 Goal 14 , strategies 1, 2, 3 Goal 18 , strategies 1, 2, 5 Goal 19 , strategies 1 – 5 Goal 20 , strategies 2 – 5 Goal 22 , strategy 1 Goal 25 , strategy 3 Goal 26 , strategy 2 Goal 31 , strategies 1, 2, 3 Goal 32 , strategies 1, 3 Goal 34 , strategies 1, 2, 3 Goal 35 , strategies 1, 2, 3 Goal 36 , strategies 1, 2, 3 Goal 37 , strategies 2, 3	<ul style="list-style-type: none"> • Citizen Planner Academy • Community Conference • Community Connections Workshop Series • Neighborhood Organization Directory • Neighborhood Organization Mentor Network • Neighbor 2 Neighbor magazine (published twice a year to inform neighborhood leaders about programs and services available to help with neighborhood improvement efforts) • Neighborhood Resource Guide (a tool for neighborhood groups wishing to organize for the first time or to reactivate existing neighborhood organizations.) • Getting Organized (GO) Program
Communities maintain their value/character over time (they are stable and unique, as well as well designed, built, maintained).	Goal 4 , strategy 3 Goal 10 , strategies 1, 2, 3 Goal 11 , strategies 1, 2, 3 Goal 12 , strategies 1, 2, 3 Goal 13 , strategies 1, 3 Goal 14 , strategies 1, 2, 3 Goal 18 , strategies 1, 2, 4, 5 Goal 19 , strategies 1 – 5 Goal 20 , strategies 2 – 5 Goal 22 , strategy 1 Goal 25 , strategy 2 Goal 31 , strategies 1, 2 Goal 32 , strategies 1, 3 Goal 35 , strategies 1, 3 Goal 36 , strategies 1, 2, 3	<ul style="list-style-type: none"> • Non-Profit Housing Repair Grant • Litter Free Orange County • Capital improvements initiatives (CDBG) • Sign and Mini Grant • Orange to Green Development (OCGD) Program (incentives for incorporating environmentally-friendly and resource-efficient building techniques into new facilities and renovations) • Orange County Homeowner Energy Efficiency Program (OCHEEP)



APPENDIX C. PARTICIPATION/ACKNOWLEDGMENTS

STEERING COMMITTEE MEMBERS

Name	Title	Department (Division)
Graciela Noriega Jacoby (Co-Chair)	Chief of Staff	Mayor's Office
Eric Ushkowitz (Co-Chair)	Administrator	County Administrator's Office, Office of Economic Development
Jan Addison	Deputy General Manager	Orange County Convention Center
Diana Almodovar	Manager	Public Works (Development Engineering)
Jim Becker	Manager	Utilities (Solid Waste)
Lonnie Bell	Director	Family Services
Carla Bell Johnson ¹	Assistant to the Director	County Administrator's Office, Office of Regional Mobility
Tim Boldig	Manager	Community, Environmental, and Development Services (CEDS) (Building Safety)
Margaret Brennan	Manager	Health Services (Medical Clinic)
Deodat Budhu	Manager	Public Works (Roads and Drainage)
Susan Caswell ¹	Assistant to the Director	CEDS
Angela Chestang	Sr. Monitoring and Evaluation Coordinator	Family Services (Citizens' Commission for Children)
Carol Clark	Assistant to the Mayor	Mayor's Office
Tony Cotter	Assistant County Attorney	County Attorney's Office
Lori Cunniff ¹	Deputy Director	CEDS (Environmental Protection)
Jodi Dittell ²	Environmental Program Supervisor	CEDS (Environmental Protection)
Frantz Dutes	Assistant Manager	CEDS (Housing and Community Development)
Sara Flynn-Kramer ¹	Manager	Administrative Services (Capital Projects)
Tarzan Frazier ^{1,3}	Manager	Administrative Services (Energy Management)
Mitch Glasser	Manager	CEDS (Housing and Community Development)
Abby Gulden	Sustainability Coordinator	Orange County Convention Center
Ray Hanson	Director	Utilities
Jim Harrison	Assistant County Administrator	County Administrator's Office, Office of Regional Mobility
Jacquelyn Jenkins ^{1,2}	Manager	Family Services (Head Start)
David Jones	Environmental Programs Administrator	CEDS (Environmental Protection)
Robin Katz	Sustainability and Energy Specialist	CEDS (Environmental Protection)
Joe Kunkel	Deputy Director	Public Works
Bryan Lucas	Acting Manager	Administrative Services (Fleet Management)
Rodney Lynn	Manager	Public Works (Stormwater Management)
Laureen Martinez	Assistant Manager	County Administrator's Office, Communications
Mark Massaro	Director	Public Works
Renzo Nastasi ¹	Manager	CEDS (Transportation Planning)
Bob Olin ^{1,3}	Manager	CEDS (Building Safety)



Name	Title	Department
Terry Olson ¹	Administrator	Economic Trade and Tourism Development (Arts and Cultural Affairs)
George Ralls	Director	Health Services
David Roussel ³	Manager	Administrative Services (Fleet Management)
Ruby Rozier	Manager	Public Works (Traffic Engineering)
Bob Spivey	Manager	CEDS (Code Enforcement)
Rich Steiger	Assistant Manager	Administrative Services (Facilities Management)
Matt Suedmeyer	Manager	CEDS (Parks and Recreation)
Jacqueline Torbert	Manager	Utilities (Water)
Richard Tyson	Manager	Family Services (Cooperative Extension)
Sara Van Arsdell	Manager	Family Services (Regional History Center)
Ann Marie Varga	Manager	County Administrator's Office (Communications)
Alberto Vargas ¹	Manager	CEDS (Planning)
Jon Weiss	Director	CEDS
Lavon Williams ¹	Manager	Family Services (Neighborhood Preservation and Revitalization)

Notes:

¹Subcommittee chair/co-chair

²No longer employed by Orange County

³Retired from Orange County Government



APPENDIX C (CONTINUED)

SUBCOMMITTEE MEMBERS

ARTS & CULTURE

Name	Organization
Terry Olson (Chair)	Orange County Arts & Cultural Affairs Unit
Zac Alfson	Bach Festival Society
Jennifer Bonner	Orange County Arts Education Center (now with Orlando Shakespeare Theater)
Jason Burton	City of Orlando
Gene Columbus	Orlando Repertory Theatre
Scott Evans	Orange County Public Schools
Jeff Flowers	Flowers Chemical Laboratories and Performing Arts of Maitland
Glen Gentele	Orlando Museum of Art
Tanja Gerhartz	City of Winter Garden
Marcia Hope Goodwin	City of Orlando
Abby Gulden	Orange County Convention Center
John Harris	Orange County Public Works
David Jones	Orange County Environmental Protection Division
Robin Katz	Orange County Environmental Protection Division
Bob Kovacevich	Avatar Company
Vicki Landon	Orlando Repertory Theatre
Mitzi Maxwell	Mad Cow Theatre
Commissioner Joseph McMullen	Town of Oakland
David Odahowski	Edyth Bush Charitable Foundation
Michael Osowski	Orange County Arts & Cultural Affairs Unit
Nancy Rodlun	Orange County Environmental Protection Division
Kristin Rothbauer	Visit Orlando, Community Relations
David Schillhammer	Orlando Philharmonic Orchestra
Maye St. Julien	Town of Eatonville
Sara Van Arsdel	Orange County Regional History Center
Jim Ward	Orange County Planning Division
David Whitfield	Orlando Philharmonic Orchestra
Trudy Wild	United Arts of Central Florida
Beverly Winesburgh	Orange County Arts & Cultural Affairs Advisory Council



BUILT ENVIRONMENT

Name	Organization
Sara Flynn-Kramer (Co-Chair)	Orange County Capital Projects Division
Alberto Vargas (Co-Chair)	Orange County Planning Division
Jason Aki	The Trane Company
Robert Ansley	Orlando Neighborhood Improvement Corporation
Dina Belon-Sayre	The Peabody Orlando (now with Mindclick Global)
Alaina Bernard	University of Central Florida
Sean Bernardeau	Orange County Facilities Management Division (now with ECO Roof and Solar)
Michael Biscoe	Duke Energy
Tommy Boroughs	Holland & Knight
John Brennan	Orange County Public Schools, Energy Administration
Susan Caswell	Orange County Community, Environmental & Development Services Department
Robert N. Collins	OUC
Dean Cousins	Orange County Facilities Management Division
Lori Cunniff	Orange County CEDS and Environmental Protection Division
Jeff Daniels	Greater Orlando Aviation Authority
Dana DeClerk	Reynolds, Smith & Hills, Inc. (now with Orange County Public Schools)
Roberta Fennessey	Columbia University
Tarzan Frazier ¹	Energy Management
Tyler Geesse	The Trane Company
John Geiger	Orange County Environmental Protection Division
Dr. Deborah Green	Valencia College
Jane Gregory	Orange County Environmental Protection Division
Abby Gulden	Orange County Convention Center
Marty Hardin	The Trane Company

Name	Organization
Eliza Harris	Canin Associates
Jason Helvenston	Simply Sustain, Inc.
Wendell Hines	Duke Energy
Jon Ippel	City of Orlando
David Jones	Orange County Environmental Protection Division
Robin Katz	Orange County Environmental Protection Division
Mary Sue Kennington	Univ. of Florida IFAS/Orange County Extension
Mark Loeb	Solstice Real Estate, Inc.
Brendan Loflin	Kuykendall Gardner Insurance
Tim Maslow	City of Winter Park (now with Orange County Planning Division)
Brent McCallister	Orange County Parks & Recreation Division
Rick McEntee	Jones Lang LaSalle
Kerwin Mellott	Orange County Housing & Community Development Division
Alan Morrison	Waste Management, Inc.
Cindy Nielsen	Orange County Building Safety Division
Bob Olin ¹	Orange County Building Safety Division
David Overfield	Orange County Health Department
Alyson Peters	BOMA Orlando
James E. Robinson	Duke Energy
Alandus Sims	OUC
Kris Stenger	Orange County Building Safety Division (now with City of Winter Park)
Alexa Stone	EcoPreserve
Heather Tribou	Integrated Perceptions (now with Redevelopment Management Associates, LLC)

¹Served as Co-Chair prior to retiring from Orange County Government



APPENDIX C (CONTINUED)

SUBCOMMITTEE MEMBERS

CIVIC ENGAGEMENT

Name	Division/Office
Lavon Williams (Chair)	Orange County Neighborhood Preservation & Revitalization Division
Karl Anderson ¹	Orange County Community Action Division
Yulissa Arce	Orange County Property Appraiser's Office
Debbie Belanoff	Orange County Medical Clinic (PCAN)
Allie Braswell	Braswell Management Group (formerly with Central Florida Urban League)
Angela Chestang	Orange County Citizens' Commission for Children Division
Carol Clark	Orange County Office of Public Engagement and Citizen Advocacy
Tarzan Frazier ²	Orange County Energy Management Division
David Jones	Orange County Environmental Protection Division
Robin Katz	Orange County Environmental Protection Division
Ralph Martin	RKRM Consulting
Laureen Martinez	Orange County Communications Division
Mike Robinson	Orange County Community Action Division
Jacquelyn Taylor	"Keep Up" Alternative School Program

¹Formerly employed by Orange County Government

²Retired from Orange County Government



COMMUNITY

Name	Organization
Susan Caswell (Chair)	Orange County Community, Environmental, and Development Services Department
Harry Barley	MetroPlan Orlando
Debbie Belanoff	Orange County Medical Clinic (PCAN)
Margaret Brennan	Orange County Health Services Division
Lori Cunniff	Orange County Environmental Protection Division
Frantz Dutes	Orange County Housing & Community Development Division
Sara Forelle ¹	Orange County Planning Division
David Jones	Orange County Environmental Protection Division
Robin Katz	Orange County Environmental Protection Division
Ben Lytle ¹	Orange County Parks and Recreation Division
Kevin Miller	Orange County Public Works
Terry Olson	Orange County Arts & Cultural Affairs Unit
David Overfield	Orange County Health Department
Renee Parker	Orange County Environmental Protection Division
Andi Perez	Yelp (formerly of Land Advisors Organization)
Jason Reynolds	Orange County Neighborhood Preservation and Revitalization Division
Julie Salvo	Orange County Public Schools
Bob Spivey	Orange County Code Enforcement Division
Matt Suedmeyer	Orange County Parks and Recreation Division
Heather Tribou	Redevelopment Management Associates, LLC

¹Formerly employed by Orange County Government

²Retired from Orange County Government



APPENDIX C (CONTINUED)

SUBCOMMITTEE MEMBERS

EDUCATION

Name	Organization
Dr. Jacquelyn Jenkins (Chair)	Orange County Head Start Division
Jennifer Bonner	Orange County Arts Education Center (now with Orlando Shakespeare Theater)
Shirley Brown	Orange County Citizens' Commission for Children Division
Susan Caswell	Orange County Community, Environmental & Development Services Department
Angela Chestang	Orange County Citizens' Commission for Children Division
Jennifer Fowler ¹	Orange County Public Schools
Dan Homblette ¹	Orange County Environmental Protection Division
David Jones	Orange County Environmental Protection Division
Robin Katz	Orange County Environmental Protection Division
Mady Plumey	Orange County Council for PTA/PTSAs
Shana Rafalski	Orange County Public Schools
Julie Salvo ¹	Orange County Public Schools
Ella Shanks	Orange County Public Schools
Linda Sutherland	Orange County Healthy Start Coalition
Dr. Ilene Wilkins	UCP of Central Florida
Chenicqua Williams	Orange County Planning Division
Cindy Williams	The Foundation for Orange County Public Schools
Karen Willis	Early Learning Coalition of Orange County
Tyra Witsell ¹	Orange County Citizens' Commission for Children Division

¹Served during Assessment phase only





MOBILITY

Name	Organization
Carla Bell Johnson (Co-Chair)	Orange County Office of Regional Mobility
Renzo Nastasi (Co-Chair)	Orange County Transportation Planning Division
Libertad Acosta-Anderson	Florida Department of Transportation
Jim Beekman	Orange County Public Schools
Amanda Day	Bike/Walk Central Florida
Sara Forelle ¹	Orange County Planning Division
Eliza Harris	Canin Associates
David Jones	Orange County Environmental Protection Division
Robin Katz	Orange County Environmental Protection Division
Joe Kunkel	Orange County Public Works Department
Jane Lim-Yap	Kittelson & Associates, Inc.
Bryan Lucas	Orange County Fleet Management Division
Reginald Mells	reThink
Courtney Miller	reThink
Terry Olson	Orange County Arts and Cultural Affairs Unit
John Parker	Orange County Environmental Protection Division
Bill Thomas	Orange County Parks and Recreation Division
Dr. Alissa Torres	Orange County Transportation Planning Division
Virginia Whittington	MetroPlan Orlando
Brenda Young	Florida Department of Transportation

¹Formerly employed by Orange County Government



APPENDIX C (CONTINUED)

SUBCOMMITTEE MEMBERS

NATURAL RESOURCES

Name	Organization
Lori Cunniff (Chair)	Orange County CEDS and Environmental Protection Division
Alicia Baxter	Orange County Parks and Recreation Division
Jim Becker	Orange County Solid Waste Division
Bryson Bell	NexLube Tampa
Dina Belon-Sayre	The Peabody Orlando (now with Mindclick Global)
Laura Bibb	Orange County Information System and Services Division
John Bobek	Collis Roofing
Nancy Christman	St. Johns Regional Water Management District
Tony Cotter	Orange County Attorney's Office
Jeff Daniels	Greater Orlando Aviation Authority
Jodi Dittell	Orange County Environmental Protection Division (now with Orange County Public Schools)
Dr. Jay H. Exum	AECOM
Jennifer Fowler	Orange County Public Schools
Tarzan Frazier ¹	Orange County Energy Management Division
Anna Fullen	Wheeled Coach Industries
Jane Gregory	Orange County Environmental Protection Division
Kathy Hale	Environmental Management & Design, Inc.
Mital Hall	ICF International
Jason Helvenston	Simply Sustain, LLC
Keni Herman	Sierra Club
Marge Holt	Sierra Club
Jon Ippel	City of Orlando
Beth Jackson	Orange County Environmental Protection Division
Liz Johnson	Orange County Environmental Protection Division
David Jones	Orange County Environmental Protection Division
Robin Katz	Orange County Environmental Protection Division
Mary Lynn Kisner	Orange County Information Systems and Services Division
Rod Lynn	Orange County Stormwater Division
Alan Morrison	Waste Management, Inc.
Terry Olson	Orange County Office of Arts & Cultural Affairs
Mehul Parekh	Orange County Roads and Drainage Division
Nancy Rodlun	Orange County Environmental Protection Division
Commissioner Molly Rose	Town of Windermere
Debbie Sponsler	Orange County Solid Waste Division
Rich Steiger	Orange County Facilities Management Division
Alexa Stone	EcoPreserve
Michael Studley	Organic Waste Remediation, LLC
Jennifer Szaro	OUC
Jackie Torbert	Orange County Water Division
Dr. Marty Wanielista	University of Central Florida, Stormwater Management Academy
Macy Zander	Sierra Club
Ray Zimmerman	NexLube Tampa

¹ Retired from Orange County Government



PHOTO CREDITS

Page	Photo	Source
7	Gardenia Solar Farm	OUC
10	Sustainability Committee	OC Communications
13	Barnett Park Splash Pad	OC Communications
21	Wiregrass on GreenPLACE Property	Beth Jackson, OC EPD
24	Modular wetland near Bay Lake	OC EPD
29	Tree outside Winter Park Community Center	Susan Caswell, OC CEDS
30	Savage Christmas Creek Preserve	Mark Rizzo, OC EPD
35	Sand Lake Road SunRail Station	OC Communications
38	Cady Way Trail	Mandy Kimmer, OC Parks and Recreation
40	Avalon Park	OC Planning
42	Walk N Roll	Healthy Central Florida/WPHF
46	Refueling at CNG station	John Parker, OC EPD
51	Avalon Park	OC Planning
57	Orange County Convention Center (OCCC)	Laura Lord, OC EPD
58	PV array at OCCC	John Parker, Orange County EPD
60	SunRail Sand Lake Station TOD conceptual drawing	OC Planning/AECOM
63	SunRail Sand Lake Station preview	OC Communications
65	Walking tour, Baldwin Park	Lou Jones
67	Community garden	St. Paul's Presbyterian Church, Orlando
71	Grand opening, Emerald Villas in Pine Hills	OC Communications
73	Dale Chihuly glass sculpture	Orlando Museum of Art
76	Dr. Phillips Center for the Performing Arts	Douglas J. Nesbitt, DPAC
78	Florida Symphony Youth Orchestra (FSYO)	RFPhotography/FSYO
80	<i>The Muse of Discovery</i> , sculpted by Meg White	Heather Riley
82	Edgewater High School—EST Magnet	OCPS
84	The Art of ReUse Exhibit	Laura Lord, OC EPD
87	Teach-in at OCPS	OC EPD
90	Head Start class	Laura Lord, OC EPD
93	<i>Life Starts with Water</i> , drawing by Adianez Perez	OCU
94	Oak Ridge High School Flight Academy	OCPS
99	Family Nutrition Program	OC Cooperative Extension UF/IFAS
100	Evans High School	OC Public Works
105	Sustainability Community Workshop	Jae Nale, OC Communications
107	Lake Jessamine Advisory Board	OC EPD
110	eVIP Cleanup at Lake Lotus Park	OC EPD
112	NCF Job Fair	Citizens' Commission for Children
116	Volunteers planting flowers at OCCC	OC EPD
119	Living Harmony Aquaponics Project	Will Chorvat

SPECIAL THANKS

This Sustainability Plan was designed, compiled, written, and published by Orange County staff. In addition to the members of the Sustainability Committee and subcommittees who developed the goals, targets, strategies, and measures, special acknowledgment is due to the following staff, who devoted a significant amount of time and effort to completing the Plan: Susan Caswell, Lori Cuniff, Jane Gregory, David Jones, Robin Katz, and Rena Seibert.

We also thank Planning Design Group and Sara Brady Public Relations for their assistance in completing this Plan.



APPENDIX D. SUMMARY OF PUBLIC INPUT

The following summarizes public input received regarding sustainability in Orange County, obtained during the Community Sustainability Workshop and on PlaceSpeak.

Economic Development

"There should be an emphasis on the economic development in the plan. Where does the County invest its funds? The County and municipalities should deposit and invest funds in local banks and credit unions where it could benefit and be invested in the local economy."

Arts and Culture

"Artists feel a lack of presence of art in this community. Many artists leave Orlando due to a lack of arts support. How can we make arts more visible? A potential opportunity includes displaying local art along empty walls in airport walkways."

Built Environment

"We should build buildings taller to increase density and integrate green spaces into our cities."

Community

"I would like Orange County to look at parts of unincorporated areas that are old, look at the statutes and look what I going to be done about the large amounts of infrastructure that will have to go into redeveloping those areas. How is Orange County government going to help unincorporated areas, especially as the Florida Legislature considers expensive costs on septic users? How is Orange County going to help with these difficult problems?"

"Many unincorporated areas have a problem with litter. How is the County going to address sustainability and quality of life in unincorporated areas?"

"In the plan, can you factor into your planning a national best practice model for housing the homeless? Homelessness is becoming a significant issue, especially downtown. There is a need for immediate shelter beds and housing first, followed by administration of treatment for mental illness, addiction, and other needs."

Education

"In the education system, focus on teaching skills needed to learn a trade."

Natural Resources

"We want to preserve our forests and natural lands for future generations."

"We should find ways to encourage people to recycle in our neighborhoods and tourist areas."

Air strategy prioritized on PlaceSpeak: Develop financial incentives for use of mass transit and carpooling

Water strategy prioritized on PlaceSpeak: Strengthen regulations that improve water quality

Mobility

"57 million tourists have an effect on our environment. Many are renting cars, which pollutes our air. Let's leverage opportunities for tourists to use public transit so they don't have to rent a car. Can we make SunRail or other premium transportation system goes from airport to the tourist areas?"

"Make it a premium to rent a car and make it more affordable for tourists to use public transit."

"Explore making Zip Car and bike share available in the county outside of Orlando."

"Streets need to be safer for walkers and bikers. Streets should be safer for young people to walk to school, which would help reduce obesity in our youth."

"It would be great to add water stands to bike trails."

What does having a "sustainable community" mean to you?

"Sustainability would mean a community that is enhanced over time, attracting new residents who contribute to the economy and pay taxes for services so that there is an endless loop of improvement."



“Ecological[ly] minded, energy conservative.”

“Great place to live with healthy environment and places to get back to nature, along with decent paying jobs.”

“Prior to attending meeting I was thinking primarily of living within the limits of our natural resources, but learned from meeting that county is approaching it more broadly.”

“To me, a sustainable community is one that could survive on its own without outside help, which is next to impossible now-a-days. A version on a smaller scale would be more or less one that you could work, shop, play, entertain and be entertained in an area easily accessible.”

“A place people can make be economically secure to participate fully in a responsive and vibrant government that fully funds and supports arts, public transportation, safe walking communities and put an end to environmentally abusive sprawl. A place that nurtures its people, environment and democratic institutions.”



APPENDIX D (CONTINUED)

The following summarizes public input received regarding sustainability in Orange County, obtained during the Community Sustainability Workshop and on PlaceSpeak.

Polling Results from Sustainability Community Workshop, March 13 2014

1. Do you live and/or work in Orange County? (Multiple Choice)

Responses	
	Percent
Live	29.03%
Work	9.68%
I live here AND work here	58.06%
Neither	3.23%
Totals	100%

2. How long have you lived in Orange County? (Multiple Choice)

Responses	
	Percent
Less than a year	3.13%
1 to 4 years	15.63%
5 to 9 years	0.00%
10 or more years	71.88%
I don't live in Orange County, but I work there	9.38%
I don't live or work in Orange County at this time	0.00%
Totals	100%

3. What is your primary reason for attending today's workshop? (Multiple Choice)

Responses	
	Percent
Interested in learning more about County sustainability planning efforts	63.64%
Interested in learning more about how to be sustainable in my own life	9.09%
General curiosity	12.12%
None of the above	15.15%
Totals	100%

4. How familiar are you with the concepts of sustainability? (Multiple Choice)

Responses	
	Percent
Not at all familiar	15.63%
Somewhat familiar	9.38%
Familiar	28.13%
Very familiar	46.88%
Totals	100%

5. On average, how many hours do you spend taking part in community volunteer activities or events? (Multiple Choice)

Responses	
	Percent
Less than one hour per month	21.21%
1 to 4 hours per month	21.21%
5 to 10 hours per month	21.21%
More than 10 hours per month	36.36%
Totals	100%

6. Which of the following best describes how "walkable" your neighborhood is? (Multiple Choice)

Responses	
	Percent
Walking is easy, safe, and I do it often	54.55%
I feel nervous due to traffic, crime or other reasons	0.00%
My neighborhood has sidewalks... but there aren't any stores, restaurants, entertaining venues, or community features that are close enough	30.30%
There are no sidewalks in my neighborhood and I need transportation to get almost everywhere I need to go	15.15%
Totals	100%

7. What do you think is the biggest challenge we are facing as a community? (Multiple Choice)

Responses	
	Percent
Unemployment	21.88%
Water quality	6.25%
Poverty and affordable housing	31.25%
Diverse energy options (solar etc.)	9.38%
Garbage disposal and recycling	9.38%
Access to transit	3.13%
Quality of education	18.75%
Totals	100%

8. What in the County seems most out of balance or unfair? (Multiple Choice)

Responses	
	Percent
Housing	12.50%
Transportation	18.75%
Education	9.38%
Jobs	15.63%
Access to services	9.38%
Distribution of wealth	34.38%
Totals	100%

9. Which service do you think seems most fairly provided in our County? (Multiple Choice)

Responses	
	Percent
Housing	6.25%
Transportation	25.00%
Education	21.88%
Jobs	3.13%
Access to services	40.63%
Distribution of wealth	3.13%
Totals	100%

10. In what areas of sustainability would you say Orange County is strongest? (Multiple Choice)

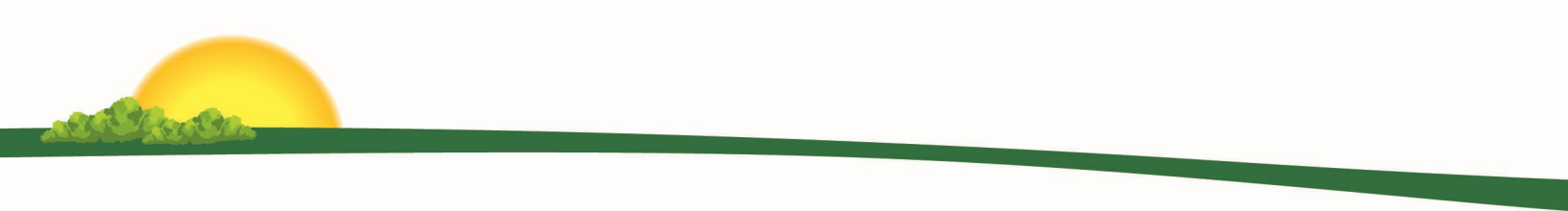
Responses	
	Percent
Environmental protection	28.13%
Transportation	15.63%
Economic development/jobs	12.50%
Education	0.00%
Building sustainable neighborhoods	3.13%
Arts and culture	15.63%
Civic engagement	25.00%
Totals	100%

11. In what areas of sustainability would you say Orange County is weakest? (Multiple Choice)

Responses	
	Percent
Environmental protection	9.68%
Transportation	9.68%
Economic development/jobs	22.58%
Education	29.03%
Building sustainable neighborhoods	16.13%
Arts and culture	6.45%
Civic engagement	6.45%
Totals	100%

12. On what sustainability efforts would you like to see Orange County focus? (Multiple Choice)

Responses	
	Percent
Environmental protection	21.88%
Transportation	12.50%
Economic development/jobs	9.38%
Education	21.88%
Sustainable neighborhoods	21.88%
Arts and culture	9.38%
Civic engagement	3.13%
Totals	100%



APPENDIX D (CONTINUED)

The following summarizes public input received regarding sustainability in Orange County, obtained during the Community Sustainability Workshop and on PlaceSpeak.

13. Please respond to this statement: I have a personal responsibility to help make a difference on ENVIRONMENTAL issues such as reducing how much I waste, using less power and fuel, and reducing my water use. (Multiple Choice)

Responses	
	Percent
Strongly disagree	26.92%
Disagree	7.69%
Agree	7.69%
Strongly agree	57.69%
Totals	100%

14. Please respond to this statement: I have a personal responsibility to help make a difference on SOCIAL issues such as safety and security, education, and health and wellness. (Multiple Choice)

Responses	
	Percent
Strongly disagree	7.69%
Disagree	3.85%
Agree	26.92%
Strongly agree	61.54%
Totals	100%

15. Please respond to this statement: I have a personal responsibility to help make a difference on ECONOMIC issues such as unemployment, inflation, and local business/local economy. (Multiple Choice)

Responses	
	Percent
Strongly disagree	12.00%
Disagree	24.00%
Agree	24.00%
Strongly agree	40.00%
Totals	100%

16. Would you replace faucets or showerheads at home with water-conserving fixtures? (Multiple Choice)

Responses	
	Percent
Yes	69.23%
Only if there was no difference in performance of the fixture (including appearance)	19.23%
Only when they stop working	7.69%
Only if I got a rebate	3.85%
No	0.00%
Totals	100%

17. If a vacant parcel in your neighborhood were to be redeveloped as a community garden providing local produce, would you: (Multiple Choice)

Responses	
	Percent
Actively participate as a grower	19.23%
Support the initiative as a buyer of produce grown in the garden	50.00%
Buy, grow, and purchase produce	26.92%
Be opposed to a community garden	3.85%
Totals	100%

18. Would you live in a neighborhood with offices and shops within walking distance? (Multiple Choice)

Responses	
	Percent
Yes	46.15%
Yes, if I could have a house with a yard	30.77%
Maybe, but there would have to be lots of green space, too	19.23%
No	3.85%
Totals	100%



19. If your employer offered an incentive program to take public transit, would you do it? (Multiple Choice)

	Responses
	Percent
Yes	53.85%
No	3.85%
Maybe	42.31%
Totals	100%

20. Which factor would most increase your willingness to ride a bike in the County (to work, to school, for errands, for pleasure)? (Multiple Choice)

	Responses
	Percent
Bike lanes	42.31%
Places to shower and change at or near work	15.38%
Expanded bike transport on buses	7.69%
Bike sharing programs	7.69%
Other	26.92%
Totals	100%

Total: 35 participants



APPENDIX E. ACRONYMS

AASHE	Advancement of Sustainability in Higher Education
ACAAC	Arts and Cultural Affairs Advisory Council
AI	Appraisal Institute
AMA	Alternative Mobility Area
ANCHOR	Accessing New Choices for Housing Opportunities and Recovery
AQM	Air Quality Management section of EPD
ARF	Addictions Receiving Facility
BANC	Business Assistance for Neighborhood Corridors
BAS	Building Automation Systems
BCC	Orange County Board of County Commissioners
BFF	Best Foot Forward
BID	Business improvement district
BMAP	Basin management action plan
BMP	Best management practices
BOMA	Building Owners and Managers Association
BRFSS	Behavioral Risk Factor Surveillance System
BWCF	Bike/Walk Central Florida
CAI	Community Association Institute
C&D	Construction and demolition debris (type of landfill)
CCTV	Closed-circuit television
CDC	Centers for Disease Control and Prevention
CE/IFAS	Orange County Cooperative Extension/Institute of Food and Agricultural Sciences, University of Florida
CEDS	Community, Environmental, and Development Services Department
CESQG	Conditionally Exempt Small Quantity Generator
CF	Cultural facilities
CFCAA	Central Florida Community Action Agency
CFCCC	Central Florida Clean Cities Coalition
CFEC	Central Florida Employment Council
CFEEA	Central Florida Energy Efficiency Alliance
CFF	Central Florida Foundation
CFR	Code of Federal Regulations
CHNA	Community health needs assessment
CIP	Capital Improvement Plan
CNG	Compressed natural gas
CNU	Congress for the New Urbanism
CoC	Continuum of Care
CRC	Central Receiving Center
CRP	Citizens' Review Panel
CSC	Children's Services Council
CT	Cultural tourism
DCF	Florida Department of Children and Families

DOE	Florida Department of Education
DOR	Florida Department of Revenue
ECFRPC	East Central Florida Regional Planning Council
EDC	Metro Orlando Economic Development Commission
EECBG	Energy Efficiency and Conservation Block Grant
EIA	Environmental impact assessment
EPA	U.S. Environmental Protection Agency
EPCRA	Emergency Planning and Community Right-to-Know Act
EPD	Orange County Environmental Protection Division
FAC	Florida Administrative Code
FBC	Florida Building Code
FCAT	Florida Comprehensive Assessment Test
FCT	Florida Communities Trust
FDACS	Florida Department of Agriculture and Consumer Services
FDEP	Florida Department of Environmental Protection
FDHOC	Florida Department of Health in Orange County
FDOT	Florida Department of Transportation
FGBC	Florida Green Building Coalition
FGLG	Florida Green Local Government
FIS	Florida Irrigation Society
FPL	Florida Power and Light
FPMA	Florida Pest Management Association
FSEC	Florida Solar Energy Center
FTA	Federal Transit Administration
FTGA	Florida Turfgrass Association
GDO	Green Destination Orlando
GF	General fund
GHG	Greenhouse gases
GO	Getting Organized
GOAA	Greater Orlando Aviation Authority
GOBA	Greater Orlando Builders Association
GPD	Gallons per day
GWT	Office of Greenways and Trails
HCD	Orange County Housing and Community Development Division
HHW	Household hazardous waste
HIA	Health impact assessment
HOA	Home Owners Association
HSN	Homeless Services Network of Central Florida
HUD	US Department of Housing and Urban Development



HVAC	Heating, ventilation, and air conditioning
ICLEI	International Council for Local Environmental Initiatives
IFAS	Institute of Food and Agricultural Sciences
IMT	Institute for Market Transformation
ISS	Orange County Information Systems and Services
ITS	Intelligent transportation systems
KWCC	Kilowatt Crackdown Challenge
LED	Light-emitting diode
LEED	Leadership in Energy and Environmental Design, developed by the U.S. Green Building Council
LFG	Landfill gas
LID	Low impact development
LOS	Level of service
LYNX	Tri-County Transit
MMRB	Membership and Mission Review Board
MMTD	Multimodal transportation districts
MSBU	Municipal services benefit unit
MSC	Men's Service Center
MSTU	Municipal services taxing unit
MSW	Municipal solid waste
MVP	McKinney Vento Program
NAAQS	National Ambient Air Quality Standards
NCF	Neighborhood Centers for Families
NCSES	National Center for Science Engineering Statistics
NEA	National Education Association
NGA	National Governors Association
NID	Neighborhood improvement district
NPR	Orange County Neighborhood Preservation and Revitalization
NSF	National Science Foundation
NSP	Neighborhood Stabilization Program
OACA	Office of Arts and Cultural Affairs
OCCC	Orange County Convention Center
OCGD	Orange to Green Development
OCHEEP!	Orange County Homeowner Energy Efficiency Program
OCPS	Orange County Public Schools
OCISO	Orange County Sheriff's Office
OCU	Orange County Utilities
OECD	Organisation for Economic Cooperation and Development
OFW	Outstanding Florida Waters
OIA	Orlando International Airport

OMA	Orlando Museum of Art
OOCEA	Orlando-Orange County Expressway Authority
OUC	Orlando Utilities Commission
PACE	Property Assessed Clean Energy
PCAN	Primary Care Access Network
PISA	Program for International Student Assessment
POA	Property owners association
PPB	Parts per billion
PV	Photovoltaic
RAC	Road Agreement Committee
RCRA	Resource Conservation and Recovery Act
RET	Renewable energy technologies
SAVE	System Adjustment & Verified Efficiency
SCADA	Supervisory Control and Data Acquisition
SCOOT	Split, Cycle and Offset Optimisation Technique
SFWM	South Florida Water Management District
SGA	Smart Growth America
SJRWMD	St Johns River Water Management District
SQG	Small quantity generator
SSO	Sanitary sewer overflow
STARS	Sustainability Tracking, Assessment and Rating System™
STEAM	Science, technology, engineering, art, and mathematics
STEM	Science, technology, engineering, and mathematics
SWIRP	Solid Waste Integrated Resources Plan
TBRA	Tenant-based rental assistance
TDI	Tourist development tax
TMDL	Total maximum daily load
TOD	Transit-oriented development
TRG	Target resource group
TRI	Toxic Release Inventory
TSI	Trophic State Index
UA	United Arts of Central Florida
UCF	University of Central Florida
ULI	Urban Land Institute
USDA	United States Department of Agriculture
USGBC	United States Green Building Council
UTC	Urban tree canopy
VMT	Vehicle miles traveled
WMD	Water Management District (St. Johns River and South Florida WMDs cover Orange County)
WPHF	Winter Park Health Foundation



VERSION DESCRIPTION LIST

Version Number	Revision/ Release date	Previous Goal/Strategy	New Goal/Strategy	Sustainability Advisory Board Approval date
1.0	May 2014 Initial release			
1.1	January 2018	Goal 17 Strategy 4 – Solar Feed-In Tariff – <i>removed and replaced</i>	Goal 17 Strategy 4 – Increase solar power through solar co-ops	16 March 2017
1.1	January 2018	Goal 17 Strategy 2 – Renewable Portfolio Standard – <i>removed and replaced</i>	Goal 17 Strategy 2 – Expansion to Landfill Gas Reutilization System.	25 May 2017
1.1	January 2018	Goal 20 Strategy 3 – Workforce Housing Financial Incentives - <i>changed</i>	Goal 20 Strategy 3 – Workforce Housing Development in Areas of Opportunity	16 Nov 2017
1.1	January 2018	Goal 20 Strategy 4 – Workforce Housing Land trust - <i>changed</i>	Goal 20 Strategy 4 – Regulatory and Financial Mechanisms to support affordable housing.	16 Nov 2017
1.1	January 2018	Goal 16 Strategy 3 – Energy Monitoring System – <i>removed and replaced</i>	Goal 16 Strategy 3 – Promote water conservation technologies in irrigation	16 Nov 2017



