

Chapter 6

Responsible and Accessible Government



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CHAPTER INTRODUCTION

The City of Orlando's mission is to deliver public services in a knowledgeable, responsive, and financially responsible manner. We strive each day to fulfill that mission through transparency and open communication.

The **Capital Improvements Element (CIE)** establishes the principles for matching deficiencies and facility development and expansions to match growth and redevelopment needs for a 5-year capital budget period and is updated annually. The CIE also collects and restates the level of service standards for essential services found in other elements of the GMP to ensure consistency, as well as those the City relies on from other government agency budgets. The CIE ensures that public facilities and services are available concurrent with the impacts of development. Efficient government is the key principle guiding our capital budgeting and the provision of services.

The **Intergovernmental Coordination Element** includes guidance for coordination with other governmental entities, many of which surround Orlando, and both influence land use decisions and are influenced by Orlando's decisions. Because Orlando is the region's central city and a significant provider of urban services, intergovernmental coordination is essential in the orderly growth of the City.

The **Public School Facilities Element** provides guidance regarding the joint processes between the City of Orlando, Orange County, and Orange County Public Schools for collaborative planning and decision making on growth projections and public school siting as well as the necessary location and extension of adequate public facilities to establish and maintain concurrency. This element ensures that adequate school facilities will be available as growth continues to increase student populations.

Finally, this chapter includes a **Monitoring & Evaluation Section** which identifies monitoring, updating, and evaluation procedures to be followed in the preparation of the required evaluation and appraisal process for the GMP as described in Florida Statutes.

Capital Improvements Element

OUR GUIDANCE

- Section 163.3177, Florida Statutes – Required and optional elements of the comprehensive plan; studies and surveys.
- Chapter 187, Florida Statutes – State Comprehensive Plan.
- East Central Florida Regional Planning Council's 2060 Strategic Regional Policy Plan.
- City of Orlando Annual Budget 2024/2025.
- Florida Department of Transportation 2023, 5-Year Work Program.
- Orange County Public Schools adopted 10-Year Capital Improvement Plan.
- Central Florida Water Initiative, Regional Water Supply Plan, 2020.
- SJRWMD Strategic Plan, 2024-2028.
- SFWMD Strategic Plan, 2022-2027.
- 2022 City of Orlando Water Supply Facilities Work Plan.

Our Trends:

The purpose of the Capital Improvements Element (CIE) is to identify all the needed capital improvements in all the other elements of the Growth Management Plan (GMP) to ensure that projects maintain the adopted level of service standards or fulfilling the goals and policies of the GMP Plan. The projects must be feasible and fiscally responsible, programmed, and completed in a timely manner to accommodate future growth. Once all the capital improvements are incorporated into the CIE, it can then be used to implement and monitor the effectiveness of the GMP.

The CIE has great significance in that it touches the lives of each City resident and visitor through the provision of the necessary public facilities and services such as roads, mass transit, stormwater, potable water, wastewater, solid waste, and parks upon which we all depend.

The CIE is an important tool for implementing the City's Growth Management Plan, as it shows exactly how much it will cost the City to preserve the approved "quality of life" based on adopted level of service standards. Along with the Land Development Code (LDC), it bridges the gap between the day-to-day operations of city government

and the City's long-range development goals. It also gives the community an opportunity to review overall development goals on an annual basis, while ensuring that needed public facilities and services will be in place and concurrent with new development through the Concurrency Management System (CMS). The CIE provides a 5-year Capital Improvements Fund Schedule with the specific projects, cost, and revenues available to fund the projects, as required by the Florida Statutes 163.3177(3)(a).

EXISTING REVENUE SOURCES

To implement the Growth Management Plan, adequate funding must be identified and programmed through the Capital Improvements Element to achieve the desired urban environment envisioned for

the City of Orlando. The Growth Management Plan will only be as effective as the resources behind it. To accomplish this, the Growth Management Plan needs to reflect a "financially feasible" plan. This means that whatever level of service standards and whatever goals, objectives, and policies the City adopts, there must be adequate funding available to successfully implement the Growth Management Plan.

A schedule of capital improvements which includes any publicly funded projects of federal, state, or local government, and may include privately funded projects for which the local government has no fiscal responsibility. Projects necessary to ensure that any adopted level-of-service standards are achieved and maintained for the 5-year period must be identified as either funded or unfunded and given a level of priority for funding.

On September 23, 2024 the City of Orlando adopted its Annual Budget 2024/2025, totalizing \$1,819,744,594. Figure CI-1 provides a fund comparison summary of the budget by fund description. The total General Fund budget for FY 2024-2025 is \$708,572,543, see Figure CI-2, for the summary of the major revenue sources.

The main funding sources for operating costs are derived from the general fund, which is made up of revenue from property tax, sales tax, franchise fees, service charges, licenses and permits, Intergovernmental, and fines and forfeitures. Ad Valorem Taxes is the single largest revenue source for the City, and primarily used to support general fund operations. Figure CI-3 provides a five-year general fund projection 2024-2029.

Figure CI-1 – Budget, All Funds Comparison

Fund Description	FY 2023/24	FY 2024/25
General Fund Revenue	\$659,800,250	\$708,572,543
Special Revenue Funds	\$337,058,462	\$318,109,707
Enterprise Funds	\$409,056,318	\$404,332,823
Debt Service Funds	\$69,773,894	\$70,312,175
Internal Service Funds	\$189,866,461	\$204,589,063
Component Unit Funds	\$5,607,767	\$5,444,623
Pension Trust Funds	\$95,317,462	\$108,383,660
All Funds Total	\$1,766,480,614	\$1,819,744,594

Source: City of Orlando, Budget in Brief 2024-2025

Figure CI-2 – General Fund, Revenues by Source FY 2024-2025

Source of General Revenue	FY 2024/25	% of Total
Ad Valorem Taxes	\$338,428,958	47.8%
Charges for Services	\$69,317,220	9.8%
Fines and Forfeitures	\$4,350,000	0.6%
Franchise Fees	\$47,525,000	6.7%
Intergovernmental	\$98,446,686	13.9%
Licenses and Permits	\$15,703,000	2.2%
Sales and Use Taxes	\$69,552,000	9.8%
Other Revenues	\$20,420,105	2.9%
Transfers In	\$44,829,574	6.3%
Total	\$708,572,543	100.00%

Source: City of Orlando, Budget in Brief 2024-2025

Figure CI-3 – General Fund Revenue Actuals and Projections To 2029

	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Actual (Unaudited) 2024
Conservative Projection	N/A	N/A	N/A	N/A	\$669,667,830
Actuals	\$480,973,727	\$503,422,988	\$538,562,136	\$611,720,564	\$669,667,830
Likely Projection	N/A	N/A	N/A	N/A	\$669,667,830

	Projected 2025	Projected 2026	Projected 2027	Projected 2028	Projected 2029
Conservative Projection	\$696,454,543	\$717,348,179	\$746,042,106	\$783,344,212	\$830,344,864
Actuals	N/A	N/A	N/A	N/A	N/A
Likely Projection	\$703,151,221	\$745,340,294	\$797,514,115	\$861,315,244	\$938,833,616

Source: City of Orlando, Finance Department, January 2025

Capital Improvements are defined as physical assets, constructed, or purchased, that have a minimum useful life of five years. The Capital Improvement Plan is the vehicle that links capital expenditures with adopted public policy. The CIP includes all City-funded projects listed in the CIE as well as other capital

projects to be funded by the City and is adopted by City Council with the annual operating and capital budget. The adoption of the CIP does not commit the City to expenditures or appropriations beyond the first year, except for those capital improvements programmed in the CIE. The FY 2024/2025 CIP totalizes \$197,367,387 and includes several funding sources such as capital improvement fund, gas tax, transportation, parks and sewer impact fees, stormwater utility fees, and service charges (sewer and solid waste), see Figure CI-4. Each year, the City Council sets aside a portion of property tax revenues for the capital improvements fund, for FY 2024/2025 the allocation is for \$37,286,000.

Figure CI-4 – Capital Improvement Projects by Fund FY 2024-2025

FUND	FY2023/24	FY2024/25 Adopted
Capital Improvements Fund	\$46,697,000	\$37,286,000
55 West Garage Renewal and Replacement Fund	\$300,000	\$330,000
KIA Center Renewal and Replacement Fund	\$1,000,000	\$1,000,000
Centroplex Garages Fund		\$100,000
Community Redevelopment Fund	\$31,707,237	\$28,230,117
Downtown South Neighborhood Improvement District	\$470,710	\$550,000
Dubsdread Renewal and Replacement Fund	\$215,000	\$190,000
Fleet Replacement Fund		\$250,000
Gas Tax Fund	\$5,337,000	\$6,040,000
Orlando Stadiums Operations Renewal and Replacement Fund	\$100,000	\$100,000
Park Impact Fee - North	\$3,020,000	\$0
Park Impact Fee - Southeast	\$1,745,000	\$0
Park Impact Fee - Southwest	\$2,025,000	\$0
Parking Renewal and Replacement Fund	\$2,750,000	\$3,900,000
Real Estate Acquisition Fund	\$1,750,000	\$1,250,000
Stormwater Capital Fund	\$22,480,000	\$3,900,000
Transportation Impact Fee-North Fund	\$4,200,000	\$0
Transportation Impact Fee-Southeast Fund	\$1,550,000	\$500,000
Transportation Impact Fee-Southwest Fund	\$1,850,000	\$1,150,000
Water Reclamation Bonds 2024 Construction Fund	\$56,546,000	\$83,454,000
Water Reclamation Collection System Impact Fees Fund	\$2,500,000	\$0
Water Reclamation General Construction Fund	\$42,713,000	\$26,137,270
Water Reclamation Impact Fees Fund	\$24,000,000	\$0
Water Reclamation Renewal and Replacement Fund	\$3,000,000	\$3,000,000
Capital Improvement Plan Total	\$255,955,947	\$197,367,387

Source: City of Orlando, Finance Department

FIVE YEAR CAPITAL IMPROVEMENTS FUND SCHEDULE

Figure CI-5 corresponds to the City of Orlando 2024-2029 Capital Improvements Fund Schedule, adopted by City Council on October 21, 2024. This schedule is intended to meet the requirements of Section 163.3177(3)(a)(1-5) and (3)(B), of the Florida Statutes.

These project types correspond to the categories of public facilities for which the City has adopted level of service standards. The City includes capital improvement projects that are implemented by other state or local agencies, as required by legislation. These include Orlando Utilities Commission (OUC) for potable water projects, and the Florida Department of Transportation (FDOT) for state road and transit projects that are based on the latest FDOT's Five Year Transportation Improvement Program as adopted. This analysis assumes that projected costs and revenues for these agencies will stay constant, unless additional information, becomes available. For school projects, the City amends GMP Public School Facilities Element Policy PS.3.1.2 adopting by reference the Orange County Public Schools, Long Range Capital Improvement Plan for Additional Schools, a 10-year capital improvement plan, concurrent with the CIE.

For the five-year period from 2024 to 2029, the schedule represents a public and private investment totaling \$3.1 billion, of which the City is financially responsible for \$954 million. The fund schedule includes the project name, project number, funding source, and cost for each project is to be funded. The projects included in the fund schedule correspond to a subset of the projects listed in the City's adopted Capital Improvement Program. The fund schedule includes projects from the adopted CIP that are needed to meet LOS standards. Additional projects funded by OUC, and FDOT, are included in the fund schedule because although they are not the City's financial responsibility, they are needed to meet LOS standards.

The fund schedule is organized by project type and includes the following categories: roadway, mass transit, bicycle and pedestrian facilities, parks and open space, solid waste collection, wastewater water reclamation, stormwater, and potable water. Priority is first given to any emergency or high priority deficiencies (none identified in this document), followed by repair and replacement, existing deficiencies, and finally future needs.

Additional prioritization factors include:

- If project is required based on legislative mandate.
- The extent to which the project furthers the City's growth policy goals as described in the Future Land Use Element.
- The extent to which the project promotes stability and vitality in established neighborhoods.

- The extent to which the project promotes inter-governmental coordination.
- The extent to which the project goals are not already addressed by other facilities (limit duplication).
- The extent to which the project impacts the City's operating budget.
- The extent to which the project leverages City funding by obtaining grants or by coordinating with other local jurisdictions to jointly fund a project.

Because capital projects are paid for from different funds, this prioritization primarily occurs within facility types, rather than between them. In other words, if the City has gas tax funding available, it has to be spent on transportation projects, even if a high-priority parks project is identified. The same is true for funds collected from payment for services such as wastewater, potable water, stormwater, and solid waste. Projects are prioritized annually during the capital budgeting process. Each department is aware of existing LOS needs as provided in the Capacity Availability Report. The other factors are weighed, and consensus is reached to present an overall capital budget recommendation to City Council. The projects presented in this document reflect the five-year adopted schedule. Additional projects are planned for future years and will be included in the schedule as funding becomes financially feasible.

IMPLEMENTATION AND MONITORING

The existing Capital Improvement Program (CIP) and Land Development Code (LDC) serve as the implementing mechanisms for the GMP Capital Improvements Element. Together, these two devices comprise the Concurrency Management System (CMS). The LDC includes adopted provisions for the CMS. This section describes the CMS and CIP process to ensure that the goals, objectives, and policies of the CIE are met or exceeded.

Section 163.3180, Florida Statutes (F.S.), Concurrency, establishes that sanitary sewer, solid waste, drainage (i.e., stormwater), and potable water are the only public facilities and services subject to the concurrency requirement on a statewide basis; however, local governments may extend the concurrency requirement so that it applies to additional public facilities within its jurisdiction. Orlando has chosen to extend the concurrency requirement to parks, schools, and mobility. It should be noted that Orlando's municipal jurisdiction is a Transportation Concurrency Exception Area (TCEA) by virtue of meeting the statutory definition of a dense urban land area (see Section 380.0651(3)(a), F.S.). In order to promote infill development and encourage use of alternative transportation modes, new development within the TCEA is exempt from compliance with the CMS so long as such development complies with the mobility requirements set forth in the GMP Transportation Element and LDC.

Local governments have the prerogative to set whatever LOS standards they find acceptable for these public facilities. However, the state mandate precludes local governments from issuing development approval which would result in a lowering of LOS below the adopted standards. For the concurrency requirement to be effective, local governments must have an integrated and interactive system available to implement this mandate. The City of Orlando Concurrency Management System has been effective since January 1, 1992 and is referred to as Chapter 59 of the City Code. Implementation successfully ensured that the CMS is integrated into the permitting system and corresponds to the facility needs identified in the CIE. Currently, the City has not identified any infrastructure backlogs caused by existing development.

CONCURRENCY MANAGEMENT

The goals of the CIE are implemented through the City's Concurrency Management System (CMS). The CMS allows the City to collect project data, perform concurrency analyses, allocate approved capacity to development projects, monitor available capacity, and identify areas where limits to available capacity indicate that a capital improvement project is needed. The City Planning and Permitting Divisions are responsible for implementing concurrency. The City also works closely with Orange County Public Schools and Orange County to implement a concurrency management system for public schools.

The city ensures that level of service standards are met by requiring all building permit applicants to meet the standards of LDC Chapter 59, the Concurrency Management Regulations. Chapter 59 adopts the LOS standards included in the GMP. It requires a concurrency evaluation as part of any application for a zoning map amendment or GMP amendment which would increase the permitted density or intensity. The regulations establish a concurrency management system to track available capacity. This is accomplished by drawing down capacity from each public facility (potable water, wastewater, parks and recreation, and stormwater) capacity banks set up within the Infor permit tracking system, a software program the City uses to track and issue building permits. For each building permit, a concurrency analysis is performed, and standard multipliers are applied to the amount of development proposed. The resulting demand (or capacity) for each facility is then withdrawn from each type of public facility. If no additional capacity is available, no additional permits can be issued. This would indicate that the City needs to add capacity through a capital improvement project. In reality, the city carefully tracks the bank balances to ensure that capital improvement projects are added to the CIP and completed prior to reaching a zero account balance. The balances are reported annually by each service provider and summarized in the "Capacity Availability Report." If capacity is not available, and none is planned in the near future, the City works with property owners to enter into a concurrency resolution agreement. To provide transparency and a degree of certainty to developers, they may

request a concurrency verification request (to find out if capacity is available) or a capacity reservation (to reserve available capacity for up to three years prior to submitting a building permit).

The City prepares an annual Capacity Availability Report which describes current levels of service for all public facilities identified in the Capital Improvements Element and determines the amount and location of available capacity by July 1st of each year. This report is transmitted as supporting documentation for each year's update of the capital improvements fund schedule. It demonstrates that "real" levels of service are being maintained by providing documentation of demand for various facilities over the last year. This can be compared to results of the CMS to ensure that standard CMS-based recordkeeping is consistent with real-world results. This report also helps the City prioritize timing and location of needed capital improvements.

Goals, Objectives and Policies: Capital Improvements

The following goals, objectives and policies have been developed for the use of local policy makers to help guide and direct the decision-making process pertaining to Orlando's capital improvements. For purposes of understanding, goals are generalized statements of desired end states toward which objectives and policies are directed. The objectives provide the attainable ends toward which specific efforts are directed and typically include a timeframe. Policies are the specific recommended actions that the City will pursue to achieve the stated goal.

The following goals, objectives, and policies are consistent with the requirements of Chapter 163, Florida Statutes, the State Comprehensive Plan (Chapter 187, Florida Statutes), and with the goals and policies of the East Central Florida Regional Planning Council's 2060 Strategic Regional Policy Plan. The goals, objectives, and policies are the legally adopted portions of the Growth Management Plan and are used to evaluate development proposals and City investments.

CAPITAL IMPROVEMENTS GOAL CI-1

To provide and maintain, in an efficient and balanced manner, public facilities and services which protect the public health, safety, and welfare of its citizens, concurrent with the impacts of new development, are environmentally sensitive, are consistent with the desired urban form, achieve acceptable levels of service, maintain the existing infrastructure, and minimize public costs.

- Objective CI.1.1** Capital improvements shall be provided to correct existing deficiencies, repair and replace worn out or obsolete facilities, and to accommodate new growth in an efficient, cost effective, and timely manner upon plan adoption.
- Policy CI.1.1.1** The Capital Improvements Element shall be the mechanism used to guide and implement the Growth Management Plan through the programming of public facilities and services as identified in other elements of the GMP. The Capital Improvements Element shall concentrate on the first five years of capital needs, shall be identified as either funded or unfunded, and shall be reviewed and updated annually. The five year capital improvements schedule, referred to as Figure CI-5, shall be adopted as part of the Growth Management Plan.
(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; Amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203)
- Policy CI.1.1.2** Capital improvements identified in the Growth Management Plan that have an estimated cost of \$100,000 or over with a minimum useful life of three years shall be included in the Capital Improvements Element. Capital improvements shall fulfill one of four purposes:
1. Protect the public's health and safety by preventing a critical breakdown in the City's public facilities and services.
 2. Maintain, upgrade, repair or replace existing public facilities.
 3. Eliminate existing deficiencies.
 4. Expand existing public facilities or construct new public facilities concurrent with new growth.
- (Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)*
- Policy CI.1.1.3** For the purpose of this element, public facilities shall pertain to the following: roads, schools, public transit, multi-modal transportation facilities, wastewater, potable water, solid waste, stormwater, and parks, recreation and open space that are located within the City. Needed public facilities and services that meet the capital improvements definition and are the City's fiscal responsibility shall be included in the Capital Improvements Element. Publicly funded projects that are the fiscal responsibility of federal, state or other local governments may also be included, if needed to provide public facilities within the City.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203)
- Policy CI.1.1.4** Recommended public facilities and services identified in the Housing or Preservation and Design Elements that meet the capital improvements definition and are the City's fiscal responsibility shall also be included in the Capital Improvements Element.
Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a

- Policy CI.1.1.5 Capital improvements identified in development orders executed for all Developments of Regional Impact and development agreements shall be included in the Capital Improvements Element, if improvements are proven to be financially feasible and necessary.
- Policy CI.1.1.6 Capital improvements shall be prioritized in a manner that is consistent with the Growth Management Plan. This prioritization system shall be comprised of the following three components:
- a. The timing of capital improvements shall be based on the following priorities:
 1. To preserve the health and ensure the safety and welfare of the public by eliminating or preventing a critical breakdown in the City's public facilities and services.
 2. To maintain existing public facilities through a repair and replacement program.
 3. To eliminate existing deficiencies in a timely and cost efficient manner.
 4. To accommodate new growth through the timely and cost effective planning and construction of new or expanded public facilities.
 - b. The needed capital improvements shall be located to promote efficient and compact development patterns through the strategic placement of new and expanded facilities that support the activity center concept. In an effort to promote compact development patterns, capital improvements shall be given the following priority based on project location:
 1. Downtown
 2. Metropolitan activity centers
 3. Other activity centers and mixed use corridors
 4. Fully developed areas
 5. All other areas in the City
 - c. The fiscal impact of needed capital improvements shall be taken into consideration so that programmed capital improvements shall not overburden the operating budget in a particular year, and also to ensure that capital improvements are programmed in a cost efficient manner. Participation of other private and public entities (Florida Department of Transportation, Orange County, Water Management District) shall be taken into consideration for cost effectiveness and to avoid duplication. The following criteria shall be applied to determine the fiscal impact of capital improvements:
 1. Consideration of the fiscal impact on the operating and capital budget.
 2. Relationship between project costs and potential revenue.
 3. Protection of a prior or potential public investment.

4. Value of project to improve City's efficiency.
5. Avoidance of inefficient duplication of public facilities and services.

- Policy CI.1.1.7** The Capital Improvements Fund Schedule (Figure CI-5) shall be a five year program that is updated annually after a single adoption hearing.
(Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; Amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203)
- Policy CI.1.1.8** The Capital Improvements Element shall be integrated into the Capital Improvement Program process, and the first year of the Capital Improvement Program will represent the capital budget that is adopted by City Council. The capital budget will include the first year of the Capital Improvements Fund Schedule (Figure CI-5) and all other capital improvements identified in the Capital Improvement Program.
(Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; Amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203)
- Policy CI.1.1.9** All operating costs associated with public facilities and services programmed in the Capital Improvements Element shall be incorporated into the operating budget. The budget process shall be amended to ensure that operating revenue needed to support capital improvements is provided.
Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a
- Objective CI.1.2** Upon plan adoption, the City shall utilize the Level of Service (LOS) standards identified in this plan to evaluate and permit new development in order to maintain adopted level of service standards for existing and future needs.
- Policy CI.1.2.1** The LOS standards adopted for each of the following public facilities and services shall apply to new development: transportation/mobility, schools, wastewater, parks, stormwater, potable water, and solid waste.
(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)
- Policy CI.1.2.2** Assessment of the level of service for transportation/mobility, where required, within city boundaries shall be based on accepted transportation engineering procedures as well as the adopted goals, objectives, and policies contained in GMP Chapter 3 – Safe and Convenient Mobility Options.
(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)
- Policy CI.1.2.3** The City of Orlando's municipal jurisdiction is a Transportation Concurrency Exception Area (TCEA), consistent with Section 163.3180. F.S. The City shall exempt development within the TCEA from transportation concurrency for roadways in order

to promote infill development and encourage use of alternative transportation modes.

(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101; Amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203; Amended September 8, 2014, Effective October 18, 2014, Doc. No. 1409081202; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)

- Policy CI.1.2.4 The City shall provide wastewater service based upon the adopted Levels of Service standards found in Wastewater Element Policy WW.1.1.1.
(Amended April 14, 2003, Effective June 7, 2003, Doc. No. 030414702, Amended August 28, 2017, Effective October 27, 2017, Doc. No. 1708281201; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)
- Policy CI.1.2.5 The City shall provide parks and recreation services based upon the adopted Level of Service standards found in Parks, Recreation & Open Space Element Policies R.1.1.1 and R.1.1.2.
(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)
- Policy CI.1.2.6 The City shall provide solid waste services based upon the adopted Level of Service standards found in Solid Waste Element Policy S.1.1.1.
(Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103, Amended August 28, 2017, Effective October 27, 2017, Doc. No. 1708281201; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)
- Policy CI.1.2.7 The City shall ensure that new development complies with the adopted Level of Service standards found in Stormwater & Aquifer Recharge Element Policies SA.1.1.1 and SA.1.1.2.
(Amended June 29, 1998, Effective July 30, 1998, Doc. No. 31329; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103, Amended August 28, 2017, Effective October 27, 2017, Doc. No. 1708281201; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)
- Policy CI.1.2.8 The City shall provide potable water service based on the adopted Level of Service standards found in Potable Water Element Policy PW.1.5.2.
(Amended January 30, 2006, Effective March 2, 2006, Doc. No. 060130908; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)
- Policy CI.1.2.9 Levels of service for the maintenance of existing public facilities shall be determined based on the average useful life for equipment and public facilities or as conditions warrant the need to repair or replace existing public facilities.
(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636)
- Policy CI.1.2.10 The formula used to determine the need for capital improvements to eliminate existing deficiencies or meet the needs of future growth shall be as follows:
$$(S \times D) - I = Q:$$

S =Level Of Service Standard (e.g. 1 acre of parkland per 1,000 population)
D =Demand (e.g. population, number of trips)
I = Inventory (existing inventory of public facilities)
Q = Quantity (e.g. needed capital improvements)

- Policy CI.1.2.11** Public school Level of Service standards shall be applied to new development consistent with Public School Facilities Element Policy PS.1.1.1:
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102, Amended August 28, 2017, Effective October 27, 2017, Doc. No. 1708281201; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)
- Objective CI.1.3** The Capital Improvements Element shall support the Future Land Use Element, be consistent with all other elements of the GMP, and where appropriate, be consistent with all other state, regional, and county plans upon plan adoption.
- Policy CI.1.3.1** The Capital Improvements Element and Concurrency Management System shall encourage compact development through the provision of development approval incentives and prioritization of capital improvements within activity centers and mixed use corridors that maximizes the use of existing infrastructure.
- Policy CI.1.3.2** The City shall encourage Orange County participation in the funding of the capital improvements that jointly serve both City and Orange County residents, based on each jurisdiction's pro rata share.
- Objective CI.1.4** The City shall continue utilization of the existing fiscal management process that provides efficiency and flexibility in the equitable financing of needed public facilities and services and ensures the financial feasibility of the Growth Management Plan.
(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636)
- Policy CI.1.4.1** The City shall demonstrate that projects in the Capital Improvements Element have sufficient funding available or are prioritized for future funding. Revenue sources may include: tax revenues, bonds, state and federal funds, impact fees, service charges and developer contributions. The Capital Improvements Element shall contain a balanced program which addresses the repair and replacement of existing public facilities, elimination of existing deficiencies, and the provision for new public facilities.
(Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; Amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203)
- Policy CI.1.4.2** Existing development shall be responsible for the costs associated with the repair and replacement of existing public facilities and services through the payment of property tax revenue, utility fees, local option gas tax revenue, user fees, service charges and other appropriate revenue.

(Amended August 28, 2017, Effective October 27, 2017, Doc. No. 1708281201)

- Policy CI.1.4.3 Existing development shall be responsible for the cost of capital improvements needed to eliminate pre-1991 existing deficiencies through property tax revenue, utility fees, local option gas tax revenue, user fees, service charges and other appropriate revenue.
- Policy CI.1.4.4 Development shall bear a proportionate share of the cost of providing new or expanded public facilities and infrastructure required to maintain adopted levels of service through impact fees, site-related developer dedications, and developer contributions.
- Policy CI.1.4.5 The City shall participate in funding a capital improvement program that will add capacity to the transportation system over the planning periods consistent with Transportation Element Figure T-12. The projects shown in the first five year planning period of Figure T-12 shall be included in Capital Improvements Figure CI-5, except those that do not meet the requirements of Capital Improvements Policy CI.1.1.2 or those that have already been fully funded by other means.
(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)
- Policy CI.1.4.6 The City shall rely only upon developer contributions as a funding source within the Capital Improvements Fund Schedule when the obligation to fund a specific capital improvement is addressed in a development agreement or development order. The City will not be responsible for funding capital improvements that are the obligation of the developer. If the developer fails to meet any capital improvement commitment that is programmed in the Capital Improvement Fund Schedule, a plan amendment to delete the capital improvement from the Fund Schedule shall be required. The developer's project must be revised based on amendment to the Fund Schedule that directly impact the project.
(Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)
- Policy CI.1.4.7 As a reasonable alternative for the establishment, power, operation, and duration of independent districts to manage and finance basic community development services, the City may approve the establishment of one or more community development districts (CDD's) in the City limits, provided that any approved CDD petition is consistent with the requirements of Chapter 190, Florida Statutes.
(Amended April 19, 2004, Effective July 5, 2004, Doc. No. 040419907; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)

- Policy CI.1.4.8 If long term level of service deficiencies are projected, the City may choose to adopt a long-term concurrency management system and a financially feasible long-term capital improvements schedule to address those deficiencies.
(Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007)
- Policy CI.1.4.9 As part of the Evaluation and Appraisal Reporting process, the City shall monitor progress toward implementation of the projects identified in Transportation Figure T-12 and amend the figure consistent with City plans and Metroplan's Long Range Transportation Plan.
(Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)

CAPITAL IMPROVEMENTS GOAL CI-2

To provide and maintain public facilities, concurrent with the impacts of new development, in a manner consistent with the desired urban form through implementation of this plan and the City's land development regulations.

- Objective CI.2.1** Throughout the planning period, the Land Development Code shall include a Concurrency Management System (CMS) to ensure the availability of public facilities to serve new development.
(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636)
- Policy CI.2.1.1 The City's Concurrency Management System must include the procedures, requirements, and analysis needed to ensure that the adopted level of service standards for schools, potable water, wastewater, solid waste, stormwater, and parks, recreation and open space are not lowered by development below adopted LOS standards and that needed public facilities to serve the development are provided concurrent with development.
(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)
- Policy CI.2.1.2 The City's Concurrency Management System shall encourage a concentrated urban form in order to efficiently accommodate its projected population and employment. The City recognizes that the benefits of a concentrated urban form maximizes the use of the existing infrastructure, promotes efficiency in the areas of transportation, public facilities and services, neighborhood protection, energy consumption and environmental protection.
- Policy CI.2.1.3 The City shall deny the approval and issuance of development permits and development orders for development which would reduce the level of service standards for schools, wastewater, potable water, solid waste, stormwater, and parks, recreation and open space, as set forth in this plan. For parks, recreation and

open space, the level of service standards shall be deemed to be met for development if the required land for such facilities is available at the time a certificate of occupancy is issued and necessary facilities are developed on such land consistent with Policy R.1.1.1.

The City shall require that adequate water supplies and potable water facilities are in place and available to serve development prior to issuance of a certificate of occupancy. Prior to issuance of a building permit, the City shall consult with OUC, Orange County Utilities, Winter Park Utilities, or Taft Water Association, as applicable, to determine whether adequate water supplies are available to serve the development.

(Amended May 16, 1994, Effective July 28, 1994, Doc. No. 27538; Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)

- Policy CI.2.1.4** New development shall be responsible for mitigating its impact on public facilities and services when the development causes the facility to fall below the level of service standards established in this plan. Mitigation shall be satisfied through the provision of new or upgraded facilities or by paying a sum equivalent to the cost of the needed improvements.
- Policy CI.2.1.5** The City's Concurrency Management System shall include reservation criteria and safeguards that allow for varied reservation time periods depending upon the size, land use type, phasing, capacity availability, and geographic location of the development.
- Policy CI.2.1.6** The City's Concurrency Management System shall include a vesting and appeals review process that establishes vesting criteria and procedures, to be applied on a case by case basis.
- Policy CI.2.1.7** The City's Concurrency Management System shall include an integrated development monitoring system that will ensure that the adopted level of service standards are maintained. An annual capacity availability report shall be prepared by the Economic Development Department and approved by City Council.
(Amended April 14, 2003, Effective June 7, 2003, Doc. No. 030414702; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)
- Objective CI.2.2** Throughout the planning period, the City shall utilize the level of service (LOS) standards identified in this plan to evaluate and permit new development as part of the City's Concurrency Management System.
(Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)

- Policy CI.2.2.1 The City shall permit development within the Transportation Concurrency Exception Area consistent with the land uses and intensities allowed in the Growth Management Plan. Such development shall support a range of transportation alternatives to satisfy mobility needs, manage congestion, and achieve healthy, vibrant urban centers. Developments inside the Transportation Concurrency Exception Area are exempted from compliance with the concurrency management system and shall comply with the mobility requirements of the Growth Management Plan and the City's Land Development Code.
(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)
- Policy CI.2.2.2 The City shall coordinate with Orange County in the review, monitoring, and update of the County's socioeconomic data, development approvals, land use amendments, and LOS standards in order to monitor the external changes in the County that may impact the City's transportation system.
(Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610)
- Policy CI.2.2.3 The wastewater LOS standard shall be applied, through the application of the following performance standards to ensure that wastewater public facilities are in place when the impacts of development occur:
1. Adequate plant capacity is available, or under construction, at the time a development permit is issued; not to exceed permitted plant capacity; and
 2. Line capacity is available, or under construction, at the time a development permit is issued, not to exceed 90% of available line capacity.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610)*
- Policy CI.2.2.4 The parks and recreation LOS standards shall be applied, through the application of the following performance standards to ensure that parks and recreation facilities are in place when the impacts of development occur:
1. Adequate park capacity exists to serve the residential development; or
 2. The necessary capital improvements are guaranteed in a development agreement which provides for the actual construction to begin within one year from the issuance of a development permit; or
 3. The necessary capital improvements are programmed in the Capital Improvements Element for actual construction to begin consistent with Policy R.1.1.1.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)*
- Policy CI.2.2.5 The potable water LOS standards shall be applied, through the application of the following performance standards to ensure that potable water public facilities are in place when the impacts of development occur:

1. Adequate plant capacity is available, or under construction, at the time a development permit is issued;
2. Adequate minimum pressure under average day demand conditions is available, or under construction, at the time a development permit is issued. Adequate line pressure shall be measured at the nearest transmission or distribution line; and
3. Adequate permitted capacity is available (through the CUP) from the water provider.

(Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610; Amended January 22, 2007, Effective April 9, 2007, Doc. No. 0701221004)

Policy CI.2.2.6 The solid waste LOS standards shall be applied through the application of the following performance standards to ensure that solid waste public facilities are in place when the impacts of development occur:

1. Adequate truck fleet capacity is available at the time a development permit is issued, or
2. The necessary capital equipment is programmed in the Capital Improvements Element to be purchased at the time a development permit is issued; or
3. The necessary capital equipment is guaranteed in a development agreement which provides for the actual purchase of the equipment upon issuance of a development permit.

(Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610)

Policy CI.2.2.7 The stormwater LOS standards shall be applied, through the application of the following performance standards to ensure that stormwater public facilities are in place when the impacts of development occur:

1. The necessary improvements are in place at the time a development permit is issued; or
2. The necessary improvements are guaranteed in a development agreement that ensures that the improvements will be in place at the time a development permit is issued.

(Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610)

Policy CI.2.2.8 School LOS standards and school concurrency shall be implemented through the application of the goals, objectives, policies and figures of this Element, the Intergovernmental Coordination Element, and the Public School Facilities Element.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)

Policy CI.2.2.9 Prior to June 1st of each year, OCPS shall coordinate with the City to develop a financially feasible ten (10) year District Capital Outlay Plan (DCOP) for review and approval by the OCPS Board and adoption into Orlando's Capital Improvements Element.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001, Amended August 28, 2017, Effective October 27, 2017, Doc. No. 1708281201)

- Policy CI.2.2.10 The City shall review the updated ten (10) year DCOP to determine if the projected capacity, projected enrollment, and LOS for each school and Concurrency Service Area (CSA) within the City's jurisdiction is consistent with its growth projections.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)
- Policy CI.2.2.11 The City, in conjunction with OCPS, shall review and update OCPS' adopted CSA boundaries, adopted LOS standards and enrollment projections in the annual update of the CIE to ensure that the CIE continues to be financially feasible and that the LOS will be achieved.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203)
- Policy CI.2.2.12 The ten (10) year DCOP shall include all planned capital projects which increase the capacity of public schools within the City.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)
- Policy CI.2.2.13 The City shall include the ten (10) year DCOP in the annual update of the CIE.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)
- Policy CI.2.2.14 The City hereby incorporates by reference the OCPS 10-Year Capital Outlay Plan for 2024-2025, adopted by the Orange County School Board on September 10, 2024 which includes school capacity sufficient to meet anticipated student demands projected by OCPS.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended December 14, 2009, Effective March 11, 2010, Doc. No. 0912141101; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102; Amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203; Amended December 3, 2012, Effective December 3, 2012, Doc. No. 1212031203; Amended December 9, 2013, Effective December 9, 2013, Doc. No. 1312091203; Amended November 17, 2014, Effective November 17, 2014, Doc. Num. 1411171201; Amended November 16, 2015, Effective November 16, 2015, Doc. Num. 1511161201; Amended November 14, 2016, Effective November 14, 2016, Doc. Num. 1611141203; Amended November 13, 2017, Effective November 13, 2017, Doc. No. 1711131206; Amended December 7, 2020, Effective December 29, 2020, Doc. No. 2012071201; Amended October 11, 2021, Effective November 11, 2021, Doc. No. 2110111202; Amended October 10, 2022, Effective October 10, 2022, Doc. No. 2210101202; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)
- Policy CI.2.2.15 The City may cooperate with the School Board to ensure that future needs are addressed consistent with the adopted LOS standards for public schools.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)
- Policy CI.2.2.16 The LOS standards to implement school concurrency shall be calculated as a percentage of the Adjusted FISH Capacity as follows:
a. Elementary: 110% of Adjusted FISH using Modified Middle School Attendance Zones as CSAs

- b. Middle: 100% of Adjusted FISH using Middle School Attendance Zones as CSAs
- c. High, including ninth grade centers: 100% of Adjusted FISH using High School Attendance Zones as CSAs (Note: Adjusted FISH for High Schools does not include in-slots.)

The LOS for all zoned K-8 schools is as follows: grades kindergarten through five shall be included in the adopted LOS for elementary schools and grades six through eight shall be included in the adopted LOS for middle schools.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102, Amended August 28, 2017, Effective October 27, 2017, Doc. No. 1708281201)

Policy CI.2.2.17 Consistent with Section 15 of the Amended and Restated Interlocal Agreement, the LOS standards shall be applied consistently within Orange County and by the School Board to all schools of the same type. All CSAs must maintain the adopted LOS standards identified in Public School Facilities Element Policy PS.1.1.1.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102; Amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203, Amended August 28, 2017, Effective October 27, 2017, Doc. No. 1708281201; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)

Policy CI.2.2.18 The City shall annually review compliance and appropriateness of the adopted LOS standard.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)

Maps & Figures: Capital Improvements

Maps & Figures that support this Element include:

Figure CI-1: Budget, All Funds Comparison

Figure CI-2: General Fund, Revenues by Source FY 2024-2025

Figure CI-3: General Fund Revenue Actuals and Projections to 2029

Figure CI-4: Capital Improvements Projects by Fund FY 2024-2025

Figure CI-5: 2024-2029 Capital Improvements Fund Schedule

Figure CI-5 is an adopted part of the Growth Management Plan (Orlando's comprehensive plan) and any amendments to that figure will be adopted by ordinance. The remaining figures are provided for reference and are not regulatory in nature.

(Adopted Figures Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)

Figure CI-5 – 2024-2029 Capital Improvements Fund Schedule

Project Name	Project #	Funding Source	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	5-Year Total
Roadways								
Edgewater Dr from Lakeview St. to Par St. Complete Streets	441275-1	FDOT	10,925,000	0	0	0	0	10,925,000
New Traffic Signal Locations	TRE0001_P	Gas Tax Fund	150,000	150,000	100,000	0	0	400,000
New Traffic Signal Locations (IFT-Southwest)	TRE0001_P	Impact Fees	150,000	150,000	0	0	0	300,000
Robinson Street "Complete Streets"	TRN0012_P	Capital Improvement Fund	0	1,625,000	0	0	0	1,625,000
SR 417 Widening from Boggy Creek Road to Narcoossee Road	417-151	Expressway	5,432,000	0	0	0	0	5,432,000
SR 417 Widening from Narcoossee Road to SR 528	417-150	Expressway	7,526,000	0	0	0	0	7,526,000
SR 528 Widening from SR 417 to Innovation Way	528-161	Expressway	413,000	0	0	285,000	73,432,000	74,131,000
SR 528 Widening from Goldenrod Rd. to Narcoossee Rd	528-168	Expressway	10,506,000	41,584,000	10,396,000	0	0	62,486,000
SR 408 Capacity Improvement from Kirkman to E Church St	408-174	Expressway	6,344,000	8,452,000	3,370,000	69,260,000	92,556,000	179,982,000
SR 408 WB widening from I-4 to Bumby & W of SR436 to Goldenrod	408-175	Expressway	3,360,000	3,060,000	118,000	42,100,000	43,092,000	91,730,000
SR 534- Segment 1- SR 534/SR 417 Interchange South portion	534-241	Expressway	8,755,000	49,070,000	98,120,000	98,890,000	60,434,000	315,269,000
SR 534- Segment 1- SR 534/SR 417 Interchange North portion	534-241A	Expressway	0	3,468,000	0	537,000	63,549,000	67,554,000
SR 534 Segment 2- SR 534 from Laureate Blvd to E Simpson Rd extension	534-242	Expressway	3,678,000	5,514,000	50,014,000	67,027,000	40,339,000	166,572,000
SR 534- Segment 2A- Simpson Rd extension	534-242A	Expressway	904,000	8,131,000	25,417,000	6,355,000	0	40,807,000
SR 534- Segment 3- SR 534 E Simpson to Narcoossee Rd	534-243	Expressway	5,148,000	1,915,000	83,560,000	84,050,000	46,754,000	221,427,000
Terry Avenue- Amelia to Colonial (IFT)	TSP0046_P	Impact Fees	0	0	750,000	750,000	750,000	2,250,000
Corrine Drive/Virginia Drive		Grant	0	3,510,000	0	0	0	3,510,000
Virginia Drive -Forest Avenue-Corrine Dr. from SR527 to Bennett Rd.	446485-1	FDOT	0	8,010,000	0	0	0	8,010,000
Corrine Drive/Virginia Drive (Bond)		Bond or Loan	0	5,250,000	5,250,000	0	0	10,500,000
President Barack Obama Parkway PH 2 (IFT)		Impact Fees	500,000	500,000	500,000	500,000	500,000	2,500,000
Augusta National/Commander Drive (IFT)		Impact Fees	0	0	0	0	500,000	500,000
Econ Trail E1: City limits to Lee Vista	TSP0041_P	Bond or Loan	0	0	0	0	16,800,000	16,800,000
Econ Trail E2-E5: Vista Park		Bond or Loan	0	12,400,000	6,200,000	6,200,000	6,200,000	31,000,000
West Dowden Rd Extension (IFT)	TSP0082_P	Impact Fees	500,000	500,000	500,000	500,000	1,000,000	3,000,000
East Dowden Rd (Southeast roadway network)	TSP0084-P	Bond or Loan	0	7,500,000	0	0	0	7,500,000
Boggy Creek Tavistock (Narcoossee/Osceola Co)(Bond-Loan)		Bond or Loan	0	4,160,000	2,080,000	0	0	6,240,000
Division Avenue Complete Streets (IFT)		Impact Fees	0	750,000	0	1,300,000	0	2,050,000
North Quarter Two Way Conversion (IFT)	TSP0063-P	Impact Fees	0	0	4,500,000	0	0	4,500,000
Curry Ford Complete Streets- West		Gas Tax Fund	0	0	250,000	500,000	0	750,000
Edgewater Drive Complete Streets	TSP0079_P	Bond or Loan	0	18,075,000	0	0	0	18,075,000
Edgewater Drive Complete Streets	TSP0079_P	Grant	0	7,925,000	0	0	0	7,925,000
Millenia Plaza Way Extension (IFT)	TSP0078_P	Impact Fees	0	500,000	0	0	0	500,000
Oak Ridge Rd Median Improvements		Gas Tax Fund	0	550,000	550,000	0	0	1,100,000
Oak Ridge Rd Median Improvements (IFT)		Impact Fees	0	200,000	200,000	0	0	400,000
Pavement Rehabilitation	STW0009_P	Gas Tax Fund	2,500,000	6,000,000	6,000,000	7,000,000	7,000,000	28,500,000
Hazeltine National to Narcoossee connection		Bond or Loan	0	0	3,770,000	0	0	3,770,000
McCoy Rd Extension	STW0101_P	Bond or Loan	0	4,000,000	0	0	0	4,000,000
Sligh Boulevard & Columbia Street	TSP0045_P	Bond or Loan	0	10,700,000	0	0	0	10,700,000
Sligh Boulevard & Columbia Street	TSP0045_P	Grant	0	4,833,339	0	0	0	4,833,339
Storey Park Blvd. Extension	TSP0069_P	Bond or Loan	0	0	2,100,000	0	0	2,100,000
Sunbridge Development		Bond or Loan	0	0	0	0	1,000,000	1,000,000
Lake Nona Blvd. overpass (IFT)		Impact Fees	0	0	0	3,300,000	0	3,300,000
Gran National Drive Phase 3 (IFSW)		Impact Fees	0	0	0	0	15,000,000	15,000,000
TOTAL			66,791,000	218,482,339	303,745,000	388,555,000	468,906,000	1,446,479,339
Mass Transit								
Sunrail Airport Extension		Bond or Loan	0	0	3,125,000	0	100,000,000	103,125,000
TOTAL			0	0	3,125,000	0	100,000,000	103,125,000
Bicycle and Pedestrian Facilities								
Bicycle Plan Implementation	TSP0013_P	Gas Tax Fund	50,000	200,000	200,000	200,000	200,000	850,000
Curb Ramp Construction and Curb Repair	TRE0023_P	Gas Tax Fund	100,000	0	150,000	0	150,000	400,000
MetroPlan Bike Path/Pedestrian Projects to be identified	239505-1	FDOT	0	0	7,351,835	14,000,000	12,790,956	34,142,791
Orlando Bicycle study from Sunrail al ORL Health to Lake Ivanhoe	441163-1	FDOT	0	0	199,972	0	0	199,972
Orlando cross bike/pedestrian safety study	450582-1	FDOT	757,500	0	0	0	0	757,500
Shingle Creek Kirkman Trail (Old Winter Garden Rd to Raleigh)	448756-1	FDOT	0	2,211,400	0	0	0	2,211,400
Miscellaneous Sidewalk Repair	STW0013_P	Gas Tax Fund	700,000	700,000	700,000	700,000	700,000	3,500,000
Miscellaneous Sidewalk Repair	STW0013_P	Capital Improvement Fund	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	9,000,000
Sidewalk Remediation Program	STW0023_P	Capital Improvement Fund	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Streetscape, Plazas, Corridors Improvements	CRA0018_P	CRA	793,035	5,000,000	5,000,000	2,000,000	2,000,000	14,793,035
Southwest Bike Study Implementation (IFT)	TSP0075_P	Impact Fee	500,000	500,000	500,000	0	0	1,500,000
Kirkman Trail Design:Raleigh to Old Winter Garden (IFT)		Impact Fee	0	0	550,000	550,000	0	1,100,000
Milk District Bicycle & Pedestrian recommendations(IFT)		Impact Fee	0	250,000	0	0	0	250,000
Mills 50 Bicycle & Pedestrian recommendations (IFT)		Impact Fee	0	250,000	0	0	0	250,000
TOTAL			6,200,535	12,411,400	17,951,807	20,750,000	19,140,956	76,454,698

Figure CI-5 – 2024-2029 Capital Improvements Fund Schedule (continued)

Project Name	Project #	Funding Source	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	5-Year Total
Parks and Open Space								
Parks and Playground Renovation	PKS0009_P	Capital Improvement Fund	1,500,000	2,300,000	2,415,000	2,535,750	2,662,538	11,413,288
Under I Design	CRA0019_P	CRA	8,000,000	8,000,000	0	0	0	16,000,000
Recreation Pools and Courts	REC0007_P	Capital Improvement Fund	500,000	500,000	500,000	500,000	500,000	2,500,000
Signature Park Improvements	PKS0007_P	Capital Improvement Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Venus and Open Space	CRA0021_P	CRA	3,000,000	5,000,000	5,000,000	0	0	13,000,000
Postras Park		Bond or Loan	0	10,000,000	0	0	0	10,000,000
Starwood Park (aka Meridian Parks)		Bond or Loan	0	0	0	0	8,500,000	8,500,000
Starwood Park (IFP) (aka Meridian Parks)		Impact Fee	0	0	0	15,000,000	15,000,000	30,000,000
Lake Driud upgrades (IFP)		Impact Fee	0	0	3,150,000	0	0	3,150,000
Lake Eola CRA-Capital maintenance	CRA0009_P	CRA	0	200,000	200,000	0	0	400,000
Lake Eola CRA-Master Plan	CRA0027_P	CRA	3,500,000	10,000,000	10,000,000	15,000,000	0	38,500,000
Azalea Park Renovations (IFP)		Impact Fee	0	1,300,000	11,700,000	0	0	13,000,000
Grove Dog Park	FPR0031_P	Capital Improvement Fund	330,000	0	0	0	0	330,000
Lake Fairview Phase II		Capital Improvement Fund	0	0	3,250,000	0	0	3,250,000
Skate Park design and buildout		Capital Improvement Fund	0	1,400,000	0	0	0	1,400,000
Trotters Park Phase II (IFP)		Impact Fee	0	0	10,000,000	11,160,000	0	21,160,000
EverBe Park		Bond or Loan	0	16,500,000	13,500,000	0	0	30,000,000
Albert Park Renovations	FPR0030_P	Capital Improvement Fund	280,000	0	0	0	0	280,000
Sand Volleyball at Blue Jacket Park (IFP)		Impact Fee	0	0	0	788,000	0	788,000
Beardall Pickleball Courts (IFP)	FRP0019_P	Impact Fee	0	0	805,000	0	0	805,000
TOTAL			18,110,000	56,200,000	61,520,000	45,983,750	27,662,538	209,476,288
Wastewater Water Reclamation								
Conserv I Solid Processing System Replacement*	WAS0045_P	SRF Loan Funds	0	1,700,000	0	0	0	1,700,000
Conserv I Solid Processing System Replacement*	WAS0045_P	Service Charges	800,000	0	0	0	0	800,000
Conserv I Area Collection System Improvements*	CIP0214_P	Service Charges	0	3,000,000	3,000,000	3,000,000	3,000,000	12,000,000
Conserv I Biosolids Upgrades*	CIP0271_P	Service Charges	0	9,000,000	1,320,000	0	0	10,320,000
Conserv I Electrical Improvements*	WAS0012_P	Service Charges	2,000,000	42,200,000	0	0	0	44,200,000
Conserv I Reclaimed Water Storage*	CIP0205_P	Bond or Loan	4,046,000	0	0	0	0	4,046,000
Conserv I RIB Sand Replacement*	WAS0044_P	SRF Loan Funds	0	1,500,000	0	0	0	1,500,000
Conserv I RIB Sand Replacement*	WAS0044_P	Service Charges	100,000	0	0	0	0	100,000
Conserv I Treatment Plant Improvements*	CIP0251_P	Service Charges	0	0	100,000,000	100,000,000	0	200,000,000
Conserv I Treatment Plant Improvements*	CIP0251_P	SRF Loan Funds	0	20,000,000	20,000,000	0	0	40,000,000
Conserv II 480V Electrical Upgrades*	WAS0013_P	Service Charges	500,000	25,000,000	0	0	0	25,500,000
Conserv II Anaerobic Digester#1&Sludge storage*	WAS0046_P	Service Charges	142,800	532,300	4,727,200	0	0	5,402,300
Conserv II Area Collection System Improvements*	CIP0059_P	Service Charges	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Conserv II Blowers replacement*	WAS0039_P	Service Charges	2,000,000	0	0	0	0	2,000,000
Conserv II BNR Flow split improvements*	WAS0014_P	Service Charges	800,000	7,000,000	0	0	0	7,800,000
Conserv II Deep Bed Filters*	WAS0005_P	Bond or Loan	19,500,000	0	0	0	0	19,500,000
Conserv II Equalization pumping station rehab*	CIP0199_P	SRF Loan Funds	0	6,000,000	0	0	0	6,000,000
Conserv II Nutrient Removal and treatment*	CIP0274_P	Service Charges	0	7,141,000	0	0	0	7,141,000
Conserv II RAS piping improvements*	WAS0016_P	Service Charges	0	1,738,000	0	0	0	1,738,000
Conserv II Sidestream treatment improvements*	WAS0017_P	Service Charges	524,300	4,496,800	0	0	0	5,021,100
Inflow and Infiltration Reduction Project*	CIP0248_P	Service Charges	0	2,000,000	1,000,000	1,000,000	1,000,000	5,000,000

Figure CI-5 – 2024-2029 Capital Improvements Fund Schedule (continued)

Project Name	Project #	Funding Source	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	5-Year Total
Iron Bridge Area Collection Systems Improvements*	CIP0176_P	Service Charges	0	5,000,000	3,000,000	3,000,000	3,000,000	14,000,000
Iron Bridge Biosolids Disposal Improvements*	CIP0236_P	Service Charges	0	0	15,000,000	0	0	15,000,000
Iron Bridge clarifier expansion study*		Service Charges	0	0	200,000	0	0	200,000
Iron Bridge clarifier improvements*	WAS0020_P	Service Charges	4,000,000	0	0	0	0	4,000,000
Iron Bridge grit system replacement*	WAS0006_P	Bond or Loan	2,047,800	0	0	0	0	2,047,800
Iron Bridge grit system replacement*	WAS0006_P	Service Charges	1,916,195	0	0	0	0	1,916,195
Iron Bridge Power Generator Improvements*	CIP0279_P	Service Charges	300,000	0	0	0	0	300,000
Iron Bridge reclaim pump station improvements*	WAS0042_P	Service Charges	0	800,000	0	0	0	800,000
Iron Bridge reclaim pump station improvements*	WAS0042_P	SRF Loan Funds	0	1,700,000	0	0	0	1,700,000
Iron Bridge ventilation for biosolids press room*	CIP0221_P	SRF Loan Funds	0	4,000,000	0	0	0	4,000,000
Lift Station 115 Rehabilitation*		Service Charges	0	6,000,000	0	0	0	6,000,000
Lift Station 139 Rehabilitation*	WAS0023_P	Service Charges	500,000	10,000,000	0	0	0	10,500,000
Lift Station 2 Replacement *	WAS0007_P	Bond or Loan	5,000,000	0	0	0	0	5,000,000
Lift Station 248 replacement*	CIP0290_P	Bond or Loan	15,000,000	0	0	0	0	15,000,000
Lift Station 249 rehabilitation*	CIP0275_P	Service Charges	0	1,500,000	8,000,000	0	0	9,500,000
Lift Station 85 replacement*	WAS0008_P	Bond or Loan	10,000,000	0	0	0	0	10,000,000
Lift Station Rehabilitation Ph 1*	CIP0103_P	Service Charges	0	6,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Lift Station Telemetry Replacement*	CIP0106_P	Service Charges	500,000	0	0	0	0	500,000
Lift Station Underground Rehabilitation*	CIP0272_P	Service Charges	0	5,000,000	4,000,000	4,000,000	4,000,000	17,000,000
Lift Stations Electrical Safety Generator Improvements*	CIP0217_P	Service Charges	0	6,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Line Sewers*	CIP0105_P	Service Charges	0	5,000,000	3,000,000	2,000,000	3,000,000	13,000,000
LS 1, 2, 3 and 4 Force Main Evaluation PH 3*	WAS0010_P	Bond or Loan	27,860,200	0	0	0		27,860,200
Miscellaneous Renewal and Replacement*	WAS0001_P	R & R Funds	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Rapid Response Construction*	CIP0055_P	Service Charges	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Reclaimed Water System Valve Replacements*	CIP0250_P	Service Charges	0	2,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Sanitary Service Lateral Rehabilitation*	CIP0200_P	Service Charges	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Sanitary System Corrosion Abatement*	CIP0201_P	Service Charges	0	4,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Sanitary Upgrades with other projects*	CIP0202_P	Service Charges	0	8,000,000	4,000,000	4,000,000	4,000,000	20,000,000
Sewage Air Release Valve Replacement*	CIP0114_P	Service Charges	0	2,500,000	3,000,000	0	0	5,500,000
Lift Station 19,20,21,22,34 &136*	WAS0052_P	SRF Loan Funds	0	4,000,000	0	0	0	4,000,000
Lift Station 19,20,21,22,34 &136*	WAS0052_P	Service Charges	1,000,000	0	0	0	0	1,000,000
Conserv II Automated Switch gear to ring topology*	WAS0047_P	Service Charges	300,000	2,500,000	300,000	300,000	0	3,400,000
Conserv II Internal Recycle Pump Replacement*	WAS0048_P	Service Charges	500,000	1,500,000	1,500,000	1,500,000	0	5,000,000
Conserv II IPS Expansion and Upgrades*		Service Charges	0	300,000	2,500,000	0	0	2,800,000
Conserv II Plant water system evaluation*	CIP0235_P	Service Charges	200,000	0	0	0	0	200,000
Conserv II Rapid Infiltration Basin sites 1 & 10*	CIP0118_P	Service Charges	0	4,000,000	0	0	0	4,000,000
Conserv II Wash Station*	WAS0049_P	Service Charges	35,000	500,000	0	0	0	535,000
Easterly Wetlands Restoration*	CIP0161_P	Service Charges	500,000	0	0	0	0	500,000
Iron Bridge flow EQ system improvements*	WAS0040_P	Service Charges	1,200,000	15,000,000	0	0	0	16,200,000
Iron Bridge Hydraulic throughput evaluation*		Service Charges	0	325,000	0	0	0	325,000
Lake Notasulga/Haralson Estates-WAS*	WAS0051_P	Service Charges	2,018,975	0	0	0	0	2,018,975

Figure CI-5 – 2024-2029 Capital Improvements Fund Schedule (continued)

Project Name	Project #	Funding Source	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	5-Year Total
Lift Station 55 replacement*	CIP0260_P	Service Charges	750,000	0	0	0	0	750,000
Metrowest Lift Station*	WAS0026_P	Service Charges	150,000	0	0	0	0	150,000
Minor plant updates and installation*	WAS0022_P	Service Charges	0	7,000,000	3,500,000	3,500,000	3,500,000	17,500,000
S Parramore Avenue Improvements-WAS*	WAS0053_P	Service Charges	1,000,000	0	0	0	0	1,000,000
Iron Bridge Diversion Box to hyacinth ponds*	WAS0050_P	Service Charges	100,000	1,000,000	0	0	0	1,100,000
TOTAL			112,291,270	241,933,100	193,047,200	137,300,000	36,500,000	721,071,570
Stormwater Capital Fund								
CT Phase 2 Oregon Street (Fern Creek to Shine)*	STW0054_P	Bond or Loan	0	4,740,000	0	0	0	4,740,000
System Repair and Rehabilitation*	STW0056_P	Stormwater	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Colonialtown Phase 4 -Shine (Marks to Colonial)*	STW0107_P	Utility Fee	0	2,700,000	0	0	0	2,700,000
Colonialtown Phase 4 -Shine (Marks to Colonial)*	STW0107_P	Stormwater	0	200,000	0	0	0	200,000
Rapid Response Construction STW*	STW0044_P	Utility Fee	2,300,000	1,000,000	1,000,000	1,000,000	1,000,000	6,300,000
Flood Plain Remediation Projects*	STW0108_P	Stormwater	0	300,000	300,000	300,000	300,000	1,200,000
Flood Plain Remediation Projects*	STW0108_P	Utility Fee	0	400,000	0	0	0	400,000
Baffle Box Repair and Replacement*	STW0108_P	Bond or Loan	0	100,000	100,000	100,000	100,000	400,000
Drainage Well Enhancements*	STW0058_P	Stormwater	0	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
Drainage Well Enhancements*	STW0058_P	Utility Fee	0	2,000,000	0	0	0	2,000,000
Shingle Creek Basin Study-Phase 2*	STW0093_P	Bond or Loan	0	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
Colonialtown Phase 3- Shine(Oregon to Marks)*	STW0072_P	Stormwater	0	6,000,000	0	0	0	6,000,000
Delaney Drainage and Roadway Improvements*	STW0106_P	Utility Fee	0	155,000	0	0	0	155,000
Lake Fran Alum Treatment Facility (PBO PKWY)*	STW0096_P	Bond or Loan	0	2,500,000	2,500,000	0	0	5,000,000
Lake Lawne Property Acquisition & Treatment*	STW0089_P	Stormwater	0	2,000,000	0	0	0	2,000,000
Lake Notasulga/Haralson Estates-Phase II*	STW0089_P	Utility Fee	0	2,000,000	4,000,000	0	0	6,000,000
Lake Notasulga/Haralson Estates-Phase II*	STW0089_P	Bond or Loan	300,000	0	0	0	0	300,000
Lake Notasulga/Haralson Estates-Phase III*	STW0089_P	Stormwater	0	0	300,000	5,000,000	0	5,300,000
Lake Notasulga/Haralson Estates-STW*	STW0065_P	Utility Fee	0	480,000	0	0	0	480,000
Lake Orlando 4e*	STW0100_P	Bond or Loan	0	2,000,000	2,000,000	2,000,000	0	6,000,000
Lake Orlando 4e*	STW0100_P	Stormwater	0	300,000	0	0	0	300,000
Mills & Jackson at Lake Lawsona Drainage Improv.*	STW0101_P	Utility Fee	100,000	0	0	0	0	100,000
S Parramore Ave. Drainage Improvements*	STW0102_P	Bond or Loan	0	50,000	0	0	0	50,000
SEL:Lake of the Woods Diversion Weir*	STW0102_P	Stormwater	0	100,000	700,000	0	0	800,000
Summerlin Ave. stormwater Improv.&roadway restoration*	STW0092_P	Utility Fee	0	200,000	0	0	0	200,000
Lake Adair TMDL-PH II-Study/Construction*	STW0096_P	Bond or Loan	0	0	300,000	0	0	300,000
Lake Adair TMDL-PH II-Study/Construction*	STW0096_P	Stormwater	0	300,000	4,000,000	4,000,000	4,000,000	12,300,000
Flow and Pollutant Load Monitoring*	STW0103_P	Utility Fee	0	350,000	0	0	0	350,000
Flow and Pollutant Load Monitoring*	STW0103_P	Bond or Loan	0	350,000	350,000	0	0	700,000
SEL: Basin Study Phase II-Construction*	STW0103_P	Stormwater	0	2,000,000	0	0	0	2,000,000
SEL: Basin Study Phase II-Construction*	STW0103_P	Utility Fee	0	2,000,000	2,000,000	4,000,000	4,000,000	12,000,000
Stormwater quality Studies Projects*	STW0103_P	Bond or Loan	0	500,000	0	0	0	500,000
CRS Improvements*	STW0103_P	Stormwater	0	0	100,000	100,000	100,000	300,000
FL resiliency vulnerability project implementation*	STW0103_P	Utility Fee	0	0	4,000,000	4,000,000	4,000,000	12,000,000
Howell Branch Study/Construction*	STW0103_P	Stormwater	0	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
Richmond Heights and Washington Shores*	STW0103_P	Utility Fee	0	0	150,000	150,000	0	300,000
TOTAL			4,200,000	40,225,000	29,300,000	28,150,000	21,000,000	122,875,000
Potable Water - OUC Projects								
Major Developer Initiated Projects	OUC	OUC Funds	0	300,000	300,000	300,000	300,000	1,200,000
Constructed Water T&D*	OUC	OUC Funds	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	5,500,000

Figure CI-5 – 2024-2029 Capital Improvements Fund Schedule (continued)

Project Name	Project #	Funding Source	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	5-Year Total
Engineering R&R and Inter Agency*	OUC	OUC Funds	12,000,000	12,000,000	12,000,000	12,000,000	16,047,000	64,047,000
Summerlin Ave. Water Main Replacement PH 1*	OUC	OUC Funds	6,337,000	6,337,000	5,281,000	0	0	17,955,000
Brick Street Project (RR)*	OUC	OUC Funds	1,373,000	1,388,000	1,388,000	1,388,000	1,388,000	6,925,000
Lift Station 2 Project (RR)*	OUC	OUC Funds	13,187,000	10,652,000	5,342,000	2,270,000	0	31,451,000
WDIS Projects R&R combine (notes 2&6)*	OUC	OUC Funds	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Loop Closures/Tools & Equipment (Note 7)*	OUC	OUC Funds	350,000	350,000	350,000	350,000	350,000	1,750,000
Donated Water T&D (100% Funded)*	OUC	OUC Funds	4,500,000	4,000,000	4,000,000	4,000,000	4,000,000	20,500,000
Backflow Residential*	OUC	OUC Funds	3,474,000	3,474,000	2,500,000	1,000,000	0	10,448,000
Skylake Pipeline Extension*	OUC	OUC Funds	500,000	4,000,000	5,500,000	0	0	10,000,000
Well & High Service Pump & VFD Upgrades*	OUC	OUC Funds	400,000	400,000	400,000	400,000	400,000	2,000,000
Production Plant Modification & Equip.*	OUC	OUC Funds	300,000	300,000	300,000	300,000	300,000	1,500,000
Granular Activated Carbon - Lake Highland*	OUC	OUC Funds	1,579,000	11,760,000	18,266,000	7,595,000	0	39,200,000
Granular Activated Carbon - Sky Lake*	OUC	OUC Funds	0	0	0	1,000,000	15,000,000	16,000,000
Granular Activated Carbon - Southwest WT*	OUC	OUC Funds	0	0	0	0	1,000,000	1,000,000
Ozone Generator Program - Direct Injection - Kirkman*	OUC	OUC Funds	8,630,000	8,630,000	0	0	0	17,260,000
Ozone Generator Program - Direct Injection - Lake Highland*	OUC	OUC Funds	647,000	5,757,000	9,540,000	3,605,000	0	19,549,000
Ozone Generator Program - Direct Injection - Sky Lake*	OUC	OUC Funds	0	0	0	200,000	550,000	750,000
System Reliability - Kirkman*	OUC	OUC Funds	3,770,000	3,770,000	0	0	0	7,540,000
System Reliability - Lake Highland*	OUC	OUC Funds	94,000	2,244,000	5,237,000	2,525,000	0	10,100,000
Southeast reverse Osmosis (SERO) WTP-LLFA*	OUC	OUC Funds	4,750,000	12,950,000	10,500,000	10,280,000	27,340,000	65,820,000
Chlorine Conversion - Kirkman*	OUC	OUC Funds	830,000	830,000	0	0	0	1,660,000
Chlorine Conversion - Lake Highland*	OUC	OUC Funds	1,620,000	1,980,000	0	0	0	3,600,000
Chlorine Conversion - Sky Lake*	OUC	OUC Funds	0	40,000	110,000	110,000	50,000	310,000
Chlorine Conversion - Southwest*	OUC	OUC Funds	0	0	1,620,000	1,980,000	-	3,600,000
Skylake WTP 7.5 MGD Well (2)*	OUC	OUC Funds	0	50,000	130,000	130,000	60,000	370,000
Replace Kirkman Rd GST/HSP Building*	OUC	OUC Funds	0	0	0	0	1,000,000	1,000,000
Consumptive Use Compliance (City Payment)	OUC	OUC Funds	100,000	0	0	0	0	100,000
Alternative Water Supply TCR/SJR*	OUC	OUC Funds	200,000	200,000	200,000	100,000	10,000,000	10,700,000
Potable Water Avoidance Projects*	OUC	OUC Funds	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
CUP Renewal	OUC	OUC Funds	50,000	0	0	0	0	50,000
Secondary WM Replacement Program*	OUC	OUC Funds	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
CUP Mitigation projects TBD*	OUC	OUC Funds	0	750,000	5,000,000	5,000,000	5,000,000	15,750,000
Reroofing of Water Plants	OUC	OUC Funds	1,492,000	358,000	0	0	0	1,850,000
Well House Replacement-Lake Highland*	OUC	OUC Funds	666,000	13,130,000	1,404,000	0	0	15,200,000
Raw Water Main Replacement-Lake Highland*	OUC	OUC Funds	666,000	13,130,000	1,404,000	0	0	15,200,000
Water Tower addition-Lake Nona*	OUC	OUC Funds	0	2,000	2,000	0	10,000,000	10,004,000
TOTAL			76,015,000	126,782,000	98,774,000	62,533,000	100,785,000	464,889,000
Subtotal: City funding sources (Capital improvement fund, service charges, impact fees, etc.)			60,090,305	280,708,100	273,817,200	232,033,750	107,762,538	954,411,893
Subtotal: Outside funding sources (OUC,FDOT,Expressway), Grants, Loans, Bonds			223,217,500	415,325,739	433,645,807	451,238,000	666,231,956	2,189,659,002
GRAND TOTAL 2024-2029 CIE			283,307,805	696,033,839	707,463,007	683,271,750	773,994,494	3,144,070,895

NOTES:

1) Please refer to the 2024-2029 Capital Improvements Program for detailed information on City projects. City project costs were prepared by the submitting departments as of August 2024. Costs were derived using construction cost manuals, prior project costs, recent bids and contracts of similar type, size and scope. Project costs for projects funded by other agencies were obtained from the appropriate capital improvement program (FDOT Work Program, etc).

2) Projects marked with an asterisk (*) will help in lowering the pollutant load in compliance with Section 163.3177 (3)(a)4.b., Florida Statutes.

Economic Development Department, City Planning Division, 2025

(Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)

Intergovernmental Coordination Element

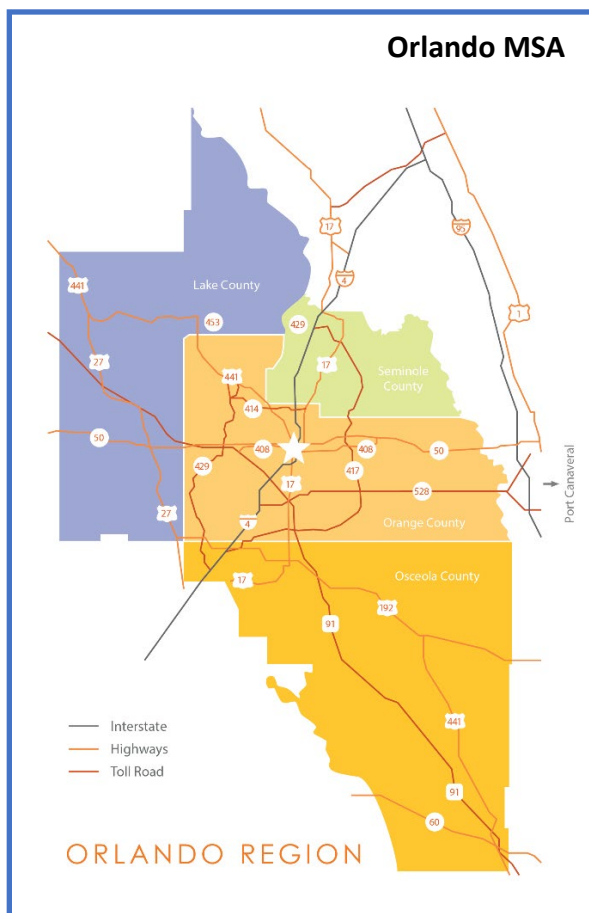
OUR GUIDANCE

- Section 163.3177, Florida Statutes – Required and optional elements of the comprehensive plan; studies and surveys.
- Chapter 189, Florida Statutes – Uniform Special District Accountability Act
- East Central Florida Regional Planning Council’s 2060 Strategic Regional Policy Plan
- School Board of Orange County 2011 First Amended and Restated Interlocal Agreement for Public School Facility Planning and Implementation of Concurrency
- Orlando Utility Commission Consumptive Use Permit #3159
- 2020 Central Florida Water Initiative Regional Water Supply Plan
- City of Orlando 2022 Water Supply Facilities Work Plan

The purpose of this Intergovernmental Coordination element is to determine and respond to the need for coordination processes and procedures and to create an improved coordination process for the City of Orlando and adjacent municipalities, and other local, regional and state agencies. The successful implementation of comprehensive planning policies requires mutual recognition of problems and policies for corrective action amongst all affected parties. The rapid growth

Our Trends:

Orlando, located in the approximate center of the State, is part of the Orlando Metropolitan Statistical Area (MSA) which consists of Orange, Seminole, Osceola, and Lake Counties. It is the largest city in the area (137.60 square miles) and an estimated 2024 population of 334,490. A successful growth management system depends on the City’s ability to coordinate and cooperate with a multitude of entities, including regional, state and federal agencies, quasi-governmental groups and organizations, all Orange County municipalities, and the governments of Orange, Seminole and Osceola Counties.



Source: Orlando Economic Partnership, 2020

in the central Florida area demands the coordinated planning efforts of all responsible agencies to assure quality development and equal protection of finite resources.

Absent functional consolidation of services and a coordinated planning framework, intergovernmental coordination can best be accomplished through discussion, negotiations, and adoption of formal interlocal agreements subject to periodic review. The goals, objectives and policies in this Element demonstrates a dedication to increased partnership between the City and other governmental agencies with regard to development review. Specifically, the City utilizes its Technical Review Committee, comprised of representative members from various bodies, to comprehensively review all development proposals within the City and make recommendations accordingly.

Goals, Objectives, and Policies: Intergovernmental Coordination

The following goals, objectives and policies have been developed for the use of local policy makers to help guide and direct the decision-making process pertaining to intergovernmental coordination efforts with neighboring local governments, including other governmental and quasi-governmental agencies. For purposes of understanding, goals are generalized statements of desired end states toward which objectives and policies are directed. The objectives provide the attainable ends toward which specific efforts are directed and typically include a timeframe. Policies are the specific recommended actions that the city will pursue to achieve the stated goal.

The following goals, objectives, and policies are consistent with the requirements of Chapter 163, Florida Statutes, the State Comprehensive Plan (Chapter 187, Florida Statutes), and with the goals and policies of the East Central Florida Regional Planning Council's 2060 Strategic Regional Policy Plan. The goals, objectives, and policies are the legally adopted portions of the Growth Management Plan and are used to evaluate development proposals and City investments.

INTERGOVERNMENTAL COORDINATION GOAL I-1

To establish and maintain an efficient, effective program of public and private cooperation which achieves the maximum quality of life for residents and visitors, while preserving to the maximum extent possible, the fiscal, natural, and social resources of the City. To this end, the City of Orlando is committed to resolving incompatible goals, objectives, policies, and development proposals in the City of Orlando Growth Management Plan with the plans of incorporated cities in Orange County; Orange, Seminole, and Osceola County; the plans of regional, state and federal agencies; and the plans of units of local government, miscellaneous agencies and facility providers which provide services but do not have regulatory authority over land.

Objective I.1.1 The City of Orlando shall continue to coordinate the review of planning activities mandated by the Comprehensive Plan with the City's Technical Review Committee and agencies responsible for reviewing land development proposals including but not limited to other local governments, school boards, other units of local government providing services but not having regulatory authority over the use of land, the region, and the state.

Policy I.1.1.1 The development activities within the City of Orlando shall be coordinated with the development plans of Orange County and adjacent local governments. The City shall monitor growth and development in the Orlando urban area for impact on the City's Level of Service (LOS) standards by monitoring the implementation of comprehensive plans of adjacent local governments and by review of development proposals to the end that:

- a. the City's Level of Service Standards shall not be negatively impacted,
- b. the transportation system affected by the proposed activity will have sufficient current and projected capacity to handle the travel demand generated by the increased intensity,
- c. development shall be concentrated to minimize sprawl, and
- d. the development proposal will minimize disruption to the existing community and natural environment.

Policy I.1.1.2 The City of Orlando shall continue to work closely with the Orange County School Board, other municipalities, Orange County, and affected regional, state and national governmental agencies to coordinate the comprehensive planning effort of the City with those agencies affected through the provision of information and participation on committees such as the City of Orlando Technical Review Committee.

- Policy I.1.1.3 The City of Orlando shall participate in meetings of existing planning groups and agencies to exchange information and coordinate adopted level of service standards with agencies within the urban area.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220)
- Policy I.1.1.4 The City of Orlando shall make every attempt to resolve conflicts with the parties affected by its planning activities. Should these efforts fail, the City shall utilize the East Central Florida Regional Planning Council's dispute resolution process to bring closure to the dispute in a timely manner. If those efforts fail, the procedures outline in Florida Statute shall be utilized.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220, Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)
- Policy I.1.1.5 The City of Orlando shall continue to work closely with the Orange County School Board, other municipalities, Orange County, and affected regional, state and national governmental agencies having operational and maintenance responsibilities, to establish coordinated Level of Service (LOS) standards for public facilities.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220)
- Policy I.1.1.6 The City of Orlando shall continue to work closely with the Orange County School Board, other municipalities, Orange County, and affected regional, state and national governmental agencies to inform affected entities of development proposals within the City so as to address the impacts of such development in a timely fashion.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220)
- Policy I.1.1.7 The City of Orlando shall coordinate the review of planning activities mandated by the Comprehensive Plan through the City's Technical Review Committee (TRC). The TRC shall determine the impact of proposed developments upon the City's public facilities and services and uphold Level of Service standards established in the Capital Improvements Element. The TRC is composed of representatives of City departments and agencies responsible for reviewing land development proposals including but not limited to the Orange County Public Schools, the Orlando Utilities Commission, Florida Department of Transportation, Greater Orlando Aviation Authority, TECO, and AT&T. For developments located outside the service areas of these agencies, the appropriate organization shall be contacted. New agencies may be added to the committee on an as-needed basis.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220; Amended January 22, 2007, Effective April 9, 2007, Doc. No. 0701221004, Amended August 28, 2017, Effective October 27, 2017, Doc. No. 1708281201; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)

- Policy I.1.1.8** The City of Orlando shall continue to work closely with the Orange County School Board, other municipalities, Orange County, and affected regional, state and national governmental agencies to plan for the siting of facilities with county-wide significance, including locally unwanted land uses, such as solid waste disposal facilities.
(Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103)
- Objective I.1.2** Throughout the planning period, the City shall include in the Land Development Code specific provisions for consistency review of development proposals with the East Central Florida Comprehensive Policy Plan, the State of Florida Comprehensive Plan and other plans as appropriate.
- Policy I.1.2.1** The review of development proposals within the City of Orlando shall include a statement indicating the relationship of the proposed development to the existing comprehensive plans of affected adjacent local governments where appropriate.
(Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)
- Objective I.1.3** Throughout the planning period, the City of Orlando shall implement a strategy to ensure the efficient provision of urban services and ensure sound urban development and accommodation of growth. This strategy shall include negotiating interlocal agreements with Orange County and other local governments for joint planning areas and where appropriate, the provision of public services and utilities.
(Amended May 16, 1994, Effective July 28, 1994, Doc. No. 27538; Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220)
- Policy I.1.3.1** All annexations by the City of Orlando shall be undertaken in accordance with Florida Statutes. The City of Orlando and Orange County have entered into a Wastewater Territorial Agreement. This agreement, together with the Amended Water Territorial Agreement with the Orlando Utilities Commission, sets forth a long-term framework for cooperative and efficient growth management and effective provision of services in and around the Orlando City limits.
(Amended May 16, 1994, Effective July 28, 1994, Doc. No. 27538; Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220; Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007)
- Policy I.1.3.2** The City of Orlando shall continue to work with OUC, Orange County and Winter Park to maintain agreements describing the location of each utility's potable water service area and associated service provision commitments.
(Amended March 6, 1995, Effective May 5, 1995, Doc. No. 28305; Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071004)

- Policy I.1.3.3 Special Districts, as defined in Chapter 189, Florida Statutes, are a unit of local special-purpose government. Therefore, as a quasi-public entity, the city shall coordinate activities to provide services in an efficient and equitable fashion.
(Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)

INTERGOVERNMENTAL COORDINATION GOAL I-2

To provide and maintain adequate public education facilities which protect and enhance the public health, safety and welfare; maximize the use of educational facilities; minimize unnecessary public expense; ensure that development or renovation of public school properties is supportive of the scale and character of the surrounding neighborhood; and accommodate new development without degrading the quality of existing educational facilities.

- Objective I.2.1** Throughout the planning period, the City of Orlando shall promote the efficient provision of public educational facilities concurrent with development impacting such facilities. The City shall coordinate with Orange County Public Schools (OCPS) to ensure that sufficient school capacity is available to support proposed development and that necessary infrastructure is available to accommodate new schools.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220; Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)

- Policy I.2.1.1 The City shall comply with the First Amended and Restated Interlocal Agreement for Public School Facility Planning and Implementation of Concurrency adopted in 2011 along with the goals, objectives and policies of the Public School Facilities Element. In addition, the City shall support and encourage the use of interlocal agreements for the joint-use of School Board and City facilities.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220; Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001, Amended August 28, 2017, Effective October 27, 2017, Doc. No. 1708281201)

- Policy I.2.1.2 Upon notice that the School Board is considering the acquisition of a school site, the City shall promptly notify the School Board of the City's interest, if any, in joint acquisition for other public facilities.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220)

- Policy I.2.1.3 The City shall cooperate with the School Board and other local jurisdictions and agencies to address and resolve multi-jurisdictional public school issues.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220)

- Policy I.2.1.4 The City shall encourage and support area-wide planning activities which make school siting the cornerstone for the planning and design of neighborhoods.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220)
- Policy I.2.1.5 The City shall coordinate with the School Board to research and identify alternative planning and funding mechanisms to provide sufficient school capacity for future growth.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220; Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)
- Policy I.2.1.6 The City of Orlando shall designate a representative to serve on the Technical Advisory Committee to discuss issues and formulate recommendations regarding the coordination of land use and schools.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220; Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)
- Policy I.2.1.7 The City shall provide projected development data to OCPS on a regular basis to assist in the development of a long range planning model to project student enrollment.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)
- Policy I.2.1.8 As a member of the OCPS Interlocal School Planning Committee, the City shall review OCPS model projections for consistency with the City's projections and, if necessary, shall recommend additions or modifications to the model results.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)
- Policy I.2.1.9 The City of Orlando shall participate in the periodic school impact fee study/ordinance update process, providing input and recommendations to Orange County and OCPS as appropriate.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)
- Objective I.2.2** The City shall recognize schools as the cornerstone of community planning and design.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220)
- Policy I.2.2.1 Elementary and middle schools shall be permitted land uses in all compatible zoning districts (including residential and office districts), subject to locational and site performance criteria.
- Policy I.2.2.2 Locational and site performance criteria included in the Land Development Code shall include provisions to buffer new school facilities from incompatible land uses and shall identify minimum criteria for the location of any new or expanded school facility.

- Policy I.2.2.3 Locational and site performance criteria included in the Land Development Code shall identify appropriate transportation and roadway classification requirements for the location of new elementary, middle and high schools.
- Policy I.2.2.4 The City of Orlando shall work with the Orange County School Board to develop standards and preserve potential school facility locations through reservations and dedications consistent with a comprehensive county-wide approach to such requirements.
- Policy I.2.2.5 Retention and expansion of schools within the Traditional City shall be encouraged in a manner which efficiently uses existing campuses, integrates expansion with adjacent public, recreational and institutional uses, and reduces encroachment into surrounding neighborhoods.
- Policy I.2.2.6 Schools shall be located at prominent sites that reinforce neighborhood identity and promote community interaction.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220)
- Policy I.2.2.7 The City shall work with the School Board and charter school sponsors to identify new elementary and middle schools sites in locations that provide logical focal points for community activities and serve as the corner stone for innovative and urban design.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220)
- Policy I.2.2.8 The City shall encourage and support efforts to locate schools in conjunction with other public facilities, such as parks, recreation facilities, libraries, and community centers.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220)
- Policy I.2.2.9 The City shall encourage and support the provision of school sites and facilities within planned neighborhoods, unless precluded by existing development patterns or unnecessary due to other existing or planned facilities.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220)
- Policy I.2.2.10 The City shall support and encourage the location of new elementary and middle schools internal to residential neighborhoods, within reasonable walking distance of the dwelling units served by the school.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220)
- Policy I.2.2.11 The City shall coordinate with the School Board to identify the locations for new high schools on the periphery of residential neighborhoods, where access to major roads is available.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220)

- Policy I.2.2.12 The City shall coordinate with the School Board to review and update School Concept Plans annually to ensure that proposed new school sites are based on the best available growth and development patterns and related design considerations.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220)
- Objective I.2.3** The City shall support supplemental and alternative sources for school capital funding.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220)
- Policy I.2.3.1 The City shall support and encourage the adoption by the Orange County School Board of a legally enforceable countywide impact fee to fund elementary, middle and high schools sufficient in size and number to provide quality education, support the community land use pattern and accommodate the City's projected population growth.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220)
- Policy I.2.3.2 The City shall encourage the private sector to identify and implement creative solutions in developing adequate school facilities in residential developments.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220)
- Policy I.2.3.3 The City shall review standards for school sites appraisal and acquisition to ensure that school site appraisals are determined on pre-development prices and that costs are not inflated by the reservation process or by values arising from approvals based on the presumed availability of schools.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220)
- Policy I.2.3.4 The City shall support School Board efforts to acquire school sites through donation, reservation or purchase at pre-development prices, and developer funded construction of new facilities or renovation of existing facilities.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220)
- Policy I.2.3.5 The City shall support School Board efforts to allow local governments or the private sector to construct school facilities and/or lease land or facilities to the School Board.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220)
- Policy I.2.3.6 The City shall encourage the business community and other private organizations to coordinate with the City, Orange County, and the School Board to jointly fund and design community-based services and facilities in conjunction with existing and proposed school sites.
(Amended July 19, 1999, Effective August 19, 1999, Doc. No. 32220)
- Objective I.2.4** The City shall recognize potable water as a valuable and scarce resource that requires management.

(Amended January 22, 2007, Effective April 9, 2007, Doc. No. 0701221004)

- Policy I.2.4.1 The City shall coordinate with the SJRWMD, the SFWMD and the Army Corps of Engineers to require environmental permits for development that may impact environmentally sensitive areas, including wetlands and karst features.
(Amended January 22, 2007, Effective April 9, 2007, Doc. No. 0701221004)
- Policy I.2.4.2 The City shall coordinate with OUC to provide reclaimed water through Project Renew, as detailed in OUC's Consumptive Use Permit #3149.
(Amended January 22, 2007, Effective April 9, 2007, Doc. No. 0701221004; Amended April 24, 2017, Effective May 25, 2017, Doc. No. 1704241203)
- Policy I.2.4.3 The City shall coordinate with OUC to implement water conservation measures consistent with recommendations from the Central Florida Water Initiative Regional Water Supply Plan and St Johns River and South Florida Water Management Districts sufficient to meet goals provided in OUC's Consumptive Use Permit.
(Amended January 22, 2007, Effective April 9, 2007, Doc. No. 0701221004; Amended April 24, 2017, Effective May 25, 2017, Doc. No. 1704241203)
- Policy I.2.4.4 The City shall coordinate with OUC to implement the 10-year Water Supply Facilities Work Plan.
(Amended January 22, 2007, Effective April 9, 2007, Doc. No. 0701221004)
-

Maps & Figures: Intergovernmental Coordination

Maps & Figures that support this Element include:

Figure I-1 Orlando & Surrounding Orange County Local Governments

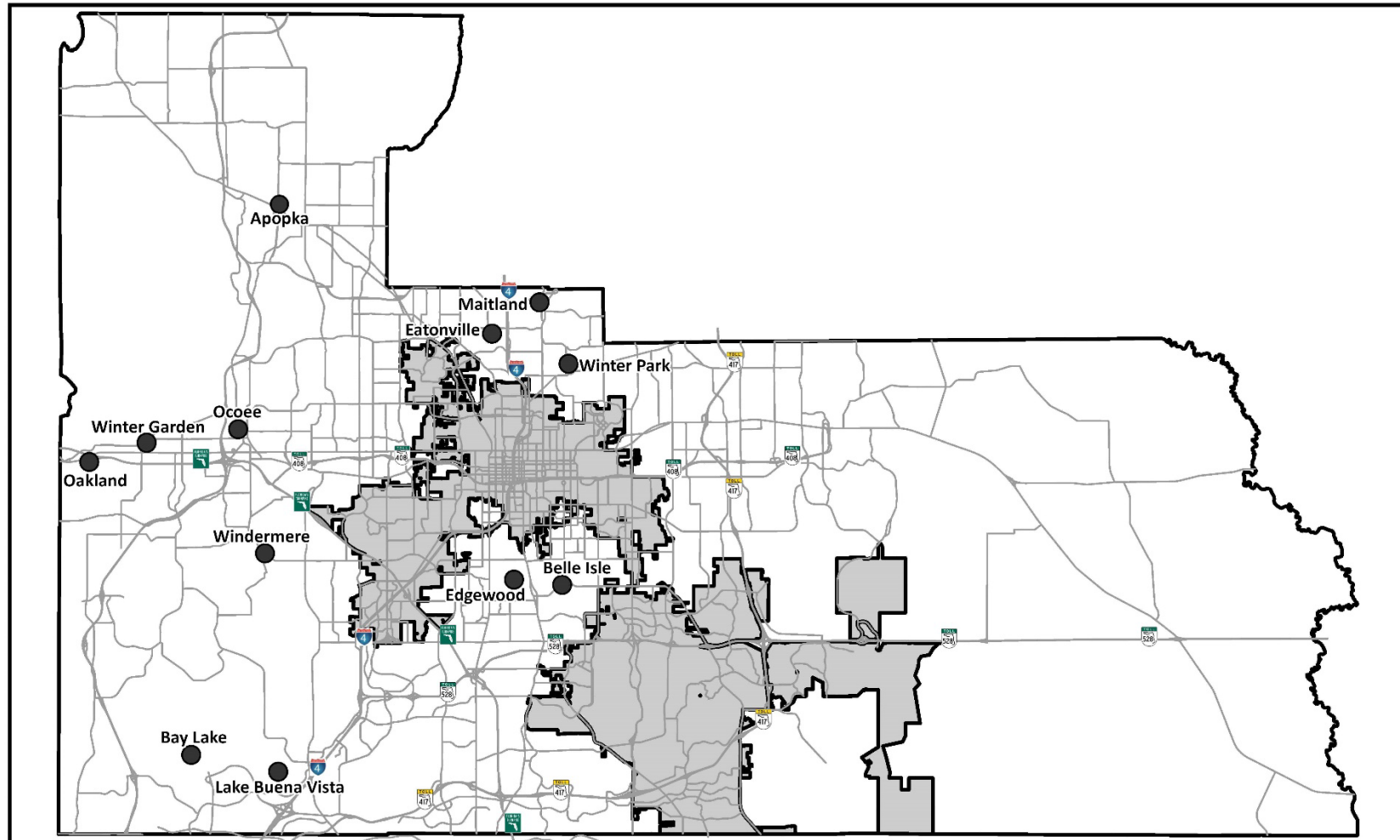
Figure I-1 is not an adopted part of the Growth Management Plan (Orlando's comprehensive plan). It has been provided for reference and is not regulatory in nature.





Figure I-1
Orlando & Surrounding Orange County Local Governments



November 2024



LEGEND

-  City of Orlando Jurisdiction
-  Other Jurisdiction

0 5 10 Miles

City of Orlando Economic Development Department
City Planning Division

Public School Facilities Element

OUR GUIDANCE

- Florida Statutes, Sections 163.3180, 163.31801, 1013.372, 1006.23, concurrency, capacity, impact fees, and emergency shelters.
- Chapter 187, FL Statutes-State Comprehensive Plan
- First amended and restated Interlocal Agreement for public school facility planning and implementation for concurrency, 2011.
- Orange County Code Section 34-155 (b)(1), student generation rates.
- Land Development Code, City of Orlando, Chapter 59, concurrency management.

Our Trends:

Everyone in a community shares responsibility for assuring that our children receive an excellent education and that their school environment is safe, conducive to learning and not overcrowded.

Public buildings and spaces help to create a sense of permanence, assurance, and a quality of place. Public buildings should have civic stature, utilize quality and sustainable materials, and have prominent settings that project a sense of permanence and human scale.

Orlando's role as a local government is to continue to advocate for good schools and a high quality of life for its residents. With that in mind, the City of Orlando sets out a long-term goal that public

buildings, especially schools, and their surroundings should set the standard for the Central Florida community.

The Public School Facilities Element is considered to be a fundamental component of Orlando's GMP, because it recognizes that schools form the cornerstone of neighborhoods and quality community planning and design. The City of Orlando is dedicated to supporting OCPS in their endeavor to create and maintain a high quality public education system.

In the past decade, the importance of school capacity planning within the greater context of urban planning and community building has become increasingly evident. Residential development within Orange County is well coordinated with OCPS and other municipalities to effectively utilize several methods to ensure successful coordination of residential development with public school capacity.



HISTORY

Martinez Doctrine

In March 2000, Orange County's practice of linking certain land use changes to school capacity was termed the Martinez Doctrine, in honor of former Orange County Mayor Mel Martinez. According to this policy directive, if a comprehensive plan amendment or rezoning had an adverse impact on schools within unincorporated Orange County, staff would recommend denial of the request as exceeding the capacity of public infrastructure. The adoption of this practice led to more coordination and information sharing with OCPS staff, and created the beginnings of the mechanism where projects denied under the doctrine could enter into Capacity Enhancement Agreements with the School Board to mitigate adverse impacts. The practice has withstood judicial challenge up to the Florida Supreme Court. While no formal policy was adopted by the Orlando City Council, the City of Orlando informally complied with the Martinez Doctrine in the early part of the decade.

2002 Interlocal Agreement

In August 2002, the City of Orlando, Orange County Public Schools and Orange County entered into a tri-party agreement, related to public school capacity and facility planning. The agreement, "Interlocal Agreement regarding School Overcrowding and Land Use Approvals", essentially formalized what has become known as the "Martinez Doctrine", which requires a local government to consider the impact of land use decisions that increase residential density on school capacity. Pursuant to this agreement, the County and/or City notifies OCPS of all rezoning and comprehensive amendment requests received that increase residential density. OCPS responds with a determination as to whether the capacities of the affected public schools are sufficient to handle the expected additional students generated from the land use action.

2003 Interlocal Agreement

In October 2003, the City of Orlando entered into an "Interlocal Agreement for Public School Facility Planning" between the School Board, Orange County and several other Orange County municipalities, as required by sections 163.31777 and 1013.33, Florida Statutes. This agreement required certain joint planning efforts between local governments and the school district as it relates to school facility planning and growth.

2006 Interlocal Agreement

In 2004, Orange County voters adopted a charter amendment related to school capacity. To implement this, the "Interlocal Agreement Regarding School Capacity" was adopted on May 9, 2006. The agreement defines which rezoning and comprehensive plan amendments are subject to interlocal review and addresses de minimis impacts.

2008 Interlocal Agreement

The 2005 Growth Management Act required all local governments to implement school concurrency by April 1, 2008. The Act also required updates to local comprehensive plans to address financial feasibility and capital improvements planning for schools. Therefore, the City updated the GMP by adopting the Public School Facilities Element in 2008. Also in 2008, the City signed on as a party to the “Amended Interlocal Agreement for Public School Facility Planning and Implementation of Concurrency.” This agreement supersedes previous interlocal agreements and addresses the process and procedures for school concurrency, capacity enhancement, and capital improvements planning.

2011 Interlocal Agreement

In 2011, local governments adopted the “First Amended and Restated Interlocal Agreement for Public School Facility Planning and Implementation of Concurrency” to address minor changes in procedures that were needed after the 2008 agreement was implemented. This agreement supersedes the 2008 agreement and is currently implemented through the following activities:

- Joint Meetings – An Interlocal Planners committee, consisting of a representative from each of the parties to the Interlocal agreement, meet periodically to discuss issues and formulate recommendations regarding coordination of land use and school facilities planning, including such issues as population and student projections, development trends, school needs, co-location and joint use opportunities, and ancillary infrastructure improvements needed to support the school facilities and ensure safe student access as well as the implementation of the Interlocal Agreement. In addition, the City of Orlando and OCPS senior staffs meet on a quarterly basis to discuss school needs and potential joint-use opportunities.
- Student Enrollment and Population Projections – The City of Orlando and OCPS staff exchange student enrollment and population projections on a regular basis.
- Coordinating and Sharing of Information –The City and OCPS staff participate in the analysis of planned school facilities reports and growth and development trends.
- Land Use and School Capacity – The City of Orlando includes a non-voting representative designated by the School Board to serve on the City’s Technical Review Committee (TRC) and Municipal Planning Board (MPB). This representative also attends project review meetings where future land use map amendments, development proposals and rezoning requests are initially evaluated. OCPS submits its comments to the City in the form of the

School Capacity Report. Through these processes, adequate school capacity is verified before new development approval is granted.

- Co-Location and Shared Use of Facilities – Co-location and shared use of facilities are important to both the School Board and the City of Orlando. As of 2024, 13 agreements have been approved for joint use of public school and City park facilities.
- Capacity Enhancement Agreement (CEA) Process – The CEA applies to new development that is the subject of a comprehensive plan amendment or rezoning that would increase residential density. OCPS reviews residential development proposals and comments as to the availability of school capacity at the directly impacted elementary, middle and high school. The units that are permitted under the existing future land use designation and zoning are considered “vested” units, and are not subject to capacity enhancement, any additional units that would be obtained when a property is successfully rezoned are considered “unvested” and are subject to the CEA process.

Central to the process is the OCPS commitment that educational quality not be compromised, but if it is determined that a physical and fiscal solution is possible, then the School Board will enter into a Capacity Enhancement Agreement between OCPS and the project applicant setting forth terms under which capacity enhancement can be achieved. The affected local government will assist with the monitoring and implementation of the agreement.

- School Concurrency Process – School concurrency was adopted in 2008. In 2011, the Florida Legislature adopted the Community Planning Act, which changed school concurrency from mandatory to optional. If implemented, the statutes provide standards for adopting an interlocal agreement and comprehensive plan amendments. The 2008 comprehensive plan amendments, and 2011 interlocal agreement, continue to meet the state statutory requirements, and the County has opted to maintain school concurrency.

The concurrency process applies to all residential projects, developments that meet one or more of the criteria in Section 18.2 of the 2011 Interlocal Agreement are exempt from school concurrency review. For projects that include single family lots or multifamily with fee simple lots (such as a townhome or duplex), an applicant must apply for school concurrency prior to or along with the submission of an application for a preliminary subdivision plat. A final agreement with OCPS is required prior to recording the final subdivision plat and prior to issuance of a building permit.

For projects that include multifamily units on a single lot (typically apartments or condos), an applicant must apply for school concurrency prior to or along with the submission of a master plan. The City has determined that the building permit serves as the “Final Site Plan” described in the Interlocal Agreement. Therefore, a final agreement with OCPS is required prior to issuance of a building permit.

2019 House Bill 7103

In 2019, the State Legislature approved the House Bill 7103, amending Section 163.31801 of the statute, which required that impact fee credits be given for “any contribution” related to public education facilities. This results in OCPS no longer receiving funds above and beyond the required impact fees for a development, and the inability to execute CEAs to mitigate the impacts of school overcrowding, through the established process. Developers and citizens must rely on the Joint Approval Process, established in 2004, but never used, for all future land use and rezoning applications that exacerbate school overcrowding. This process requires the approval of all significant affected local governments, defined in the Orange County Charter, as any local government with more than 10% of the student population of an impacted school. A new amendment to the Interlocal Agreement is underway between Orange County, School Board, and several municipalities to revise Section 10 of the Interlocal Agreement and remove the CEA process and replace it with a multi-jurisdictional review process.

GROWTH AND DEVELOPMENT TRENDS

The City of Orlando provides data and analysis to Orange County Public Schools including a Current Plans & Projects List (maintained on a monthly basis) and residential growth projections which are updated every two to three years, the most recent being the 2024-2050 Growth Projections Report (September 2024). These projections are summarized in Chapter 1 of this GMP.

Orange County Public Schools utilizes the above data and maintains an inventory of approved residential development projects and identifies the number of projected students from each. This shared information helps OCPS to develop its 10-year school capacity projections. This data is available on the following website: [OCPS Demographics](#).

School District Profile

During the 2023/2024 school year, 207,993 students were enrolled in the Orange County Public School system (Figure PS-1). Over the last 10 years, enrollment increased by approximately 13,679 students, an increase of 7 percent. Enrollment is expected to remain at current levels until approximately 2029, when it is anticipated to start growing again. This is due to changes in birth rates, not a lack of new residential development.

Figure PS-1: Historical Student Enrollment 2015-2024 & Projections 2025-2035

Historical Enrollment		Projections (including special schools)	
YEAR	TOTAL ENROLLMENT	YEAR	TOTAL ENROLLMENT
2015	194,314	2025	207,496
2016	199,818	2026	208,166
2017	203,445	2027	207,569
2018	207,253	2028	207,844
2019	212,605	2029	208,817
2020	212,401	2030	209,823
2021	203,094	2031	212,113
2022	206,246	2032	214,931
2023	208,788	2033	217,011
2024	207,993	2034	219,550
		2035	222,222

Source: OCPS Student Enrollment Department, February 2024

Figure PS-2: Student Enrollment and Capacity by Level

School Level	Enrollment	Capacity
Elementary	77,904	89,361
Middle	38,837	44,422
K-8	9,387	10,042
High	61,186	60,264
Sub-Total	187,314	204,089
Specials	20,679	n/a
Total	207,993	n/a

Source: OCPS Student Enrollment Department, October 16, 2023

As of October 2023, the permanent program capacity of Orange County's public school system was 204,089 student stations. Additional student stations are provided through use of portable facilities. Portables are also used for other purposes such as special classrooms, or to avoid a rezoning if overcrowding is expected to be temporary.

Orange County is home to 132 public elementary schools and ten K-8 schools. New elementary schools opening in Orlando in 2024 and 2025 include: Site 97 at Dowden Road & Founders Street and Site 130 on Luminary Boulevard in the Lake Nona Planned Development area.

Forty (40) public middle schools are provided in Orange County. OCPS plans to build one middle school at Site 129 on Luminary Boulevard within the Lake Nona PD for the 2024-2025 school year.

Twenty-two (22) public high schools are provided in Orange County. OCPS opened Meridian Parks High School on Dowden Road in 2024 to relieve Lake Nona High School.

Special schools, which include charter schools, account for nine percent of total enrollment. There are 69 special or charter schools in the District. New charter schools are proposed periodically by outside developers, therefore OCPS does not project the number, size, or location of new charter schools.

Student Generation Rates

The Student Generation Rate (SGR) refers to the number of students produced by an individual housing unit. In Orange County, the rate varies by single family, multifamily, multifamily high rise, townhome, and mobile home. The most recent SGRs was derived as part of the 2020 Orange County Public School Impact Fee Update Study. For more information please see: https://www.ocps.net/departments/facilities/departments/facilities_planning/capacity_currency.

Figure PS-3: Student Generation Rates 2020*

Dwelling Unit Type	School Level			Total
	Elementary	Middle	High	
Single Family (average)	0.178	0.094	0.133	0.405
<2,000 sq. ft.	0.170	0.086	0.118	0.374
2,000-2,499 sq. ft.	0.171	0.094	0.139	0.403
2,500-2,999 sq. ft.	0.204	0.114	0.165	0.483
3,000-3,999 sq. ft.	0.217	0.121	0.172	0.509
>4,000 sq. ft.	0.169	0.092	0.145	0.406
Townhouse	0.173	0.087	0.113	0.373
Multifamily (High Rise)	0.005	0.003	0.004	0.013
Multifamily (other)	0.141	0.065	0.080	0.286
Mobile Home	0.217	0.107	0.116	0.440
<i>*Effective June 22, 2021</i>				

Source: OCPS Facilities Planning Department

Projected Enrollment

OCPS annual enrollment projections are contained in Figure PS-4, and are based on the Orange County population projections and OCPS demographic information. Detailed, school-specific projections are available on the OCPS website: https://www.ocps.net/departments/student_enrollment/demographics/.

Figure PS-4: Ten-Year Student Enrollment Projections, 2024-2025 to 2033-2034

School Level	Program Capacity	Existing Enrollment	Projected Enrollment									
		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Elementary	89,368	77,904	78,241	77,356	77,524	77,655	78,072	78,902	79,936	81,591	83,468	85,027
Middle	44,425	38,837	38,441	37,945	37,917	38,321	37,780	37,859	37,998	38,408	38,945	39,582
K-8	10,042	9,387	9,476	9,643	9,526	9,461	9,379	9,315	9,337	9,438	9,536	9,654
High	60,266	61,186	60,536	62,315	61,726	61,575	62,878	63,092	64,239	64,897	64,438	64,588
Specials	n/a	20,679	20,889	20,931	20,900	20,889	20,843	20,863	20,903	20,941	20,981	21,022
Total	204,101	207,993	207,583	208,190	207,593	207,901	208,952	210,031	212,413	215,275	217,368	219,873

Source: OCPS Student Enrollment, 2024

Projected Student Station Needs and Construction of New Schools

Based on the projections above, and a typical prototype school size, the growth in enrollment through 2033 is expected to generate demand for 13 new schools.

Figure PS-5: Projected School Needs by 2033

School Level	Student Stations Per Prototype School	Number of New Schools by 2033
Elementary	837	9
Middle	1,213	3
K-8	n/a	n/a
High	3,410	1
Total	n/a	13

Source: OCPS Student Enrollment, 2024

The 2023 10-Year Capital Outlay Plan anticipates construction between 2024 to 2032 of 7 elementary, 3 middle, and one (1) high school in Orange County. The Plan is subject to change from year to year, based on needs and available funding. For the complete OCPS 2023, 10-Year Capital Outlay Plan please visit: <https://ocpsbudget2023-2024.com>.

SCHOOL CONCURRENCY IMPLEMENTATION

Capacity, Concurrency Service Areas and Level of Service make up the three components of concurrency. The sections below describe OCPS's approach to each component.

Capacity

Permanent Florida Inventory of School Houses (FISH) Capacity refers to the number of students that can be housed in the permanent portion of a school as determined by a formula developed by the state. This formula is based on the square footage of classroom space divided by the allocated square footage per student station and takes into account the 18/22/25 students per classroom requirement of the class size amendment.

“Adjusted FISH” uses Permanent FISH as a base, but includes the capacity from the District’s campuses that have modular (in-slot) classrooms connected by covered walkways. Adjusted FISH is further refined by capping the total at Core Capacity, which only applies when the facility’s FISH capacity is greater than the facility’s core capacity. Core capacity indicates the total enrollment that can be served by the lunch facilities in three shifts. Core capacity is calculated by dividing the square footage of the school’s dining room by a state-determined factor. If the core space is too small for the number of classrooms, a school is required to add lunch periods. This often results in students eating lunch too early or too late in the day. In summary, the formula for Adjusted FISH is as follows: *(Not to Exceed Core) Permanent FISH + In-Slots = Adjusted FISH.*

Concurrency Service Areas (CSA)

An essential requirement for school concurrency is a designation of the area within which the level of service will be measured when an application for a residential development permit is reviewed for school concurrency purposes. This delineation is also important for purposes of determining whether the local government has a financially feasible public school capital facilities program that will provide schools which will achieve and maintain the adopted level-of-service standards.

Section 163.3180 of the Florida Statutes allows communities to adopt a districtwide or less than districtwide CSA. In Orange County, less than districtwide CSAs are employed, due to the size of the County and the desire to recognize the link between an individual development and the affected school.

According to the Statutes, for local governments applying school concurrency on a less than districtwide basis, such as utilizing school attendance zones or larger school concurrency service areas, local governments and school boards must demonstrate that the utilization of school capacity is maximized to the greatest extent possible in the comprehensive plan, taking into account transportation costs and court-approved desegregation plans, as well as other factors. In addition, in order to achieve concurrency within the service area boundaries selected by local governments and school boards, the service area boundaries, together with the standards for establishing those boundaries, shall be identified and included as supporting data and analysis for the comprehensive plan.

For elementary schools, CSA boundaries group school attendance boundaries together in a way to balance out the over capacity and under capacity schools. For middle and high schools, CSAs follow attendance boundaries, see OCPS current School Attendance Zone Maps at: [School Attendance Zone Maps - Orange County Public Schools \(ocps.net\)](https://www.ocps.net/school-attendance-zone-maps).

Level of Service

Capacity is central to the concept of concurrency because it forms the basis for level of service (LOS). Public facilities and services have limits beyond which they become overburdened. State law provides specific measures for determining the capacity of a particular public facility or service.

LOS is defined as “...an indicator of the extent or degree of service provided by, or proposed to be provided by, a facility based on and related to the operational characteristics of the facility. Level of Service shall indicate the capacity per unit of demand for each public facility” [formerly found in Rule 9J-5.003, Florida Administrative Code].

The LOS standard for public schools is based upon the “capacity of the facility,” which is the number of students to be serviced by the facility, rather than on the basis of the school performance as determined by the level of student achievement or some other qualitative measurement. For public school facilities, the LOS may be expressed as the percentage or ratio of student enrollment to the student capacity of the school.

The following LOS has been adopted:

Elementary – 110% of Adjusted FISH Capacity

K through 8 – Elementary LOS for grades K- 5, and Middle LOS for grades 6- 8

Middle – 100% of Adjusted FISH Capacity

High – 100% of Adjusted FISH Capacity

OCPS projects level of service for the next five years for every school. For the completed list of schools , please visit the OCPS website: [Capacity Comparison Table](#).

A total of 13% of elementary schools, 21% of middle schools, and 28% of high schools are over the 110% capacity. However, some schools are under capacity. While OCPS strives to balance out enrollment, geographic constraints often result in over or under capacity schools in the short term. Over time, OCPS can introduce magnet programs or other strategies to support enrollment in schools that are under capacity.

OCPS Funding Sources

The following section briefly describes OCPS’s main sources of revenue:

- **The Public Education Capital Outlay Funds (PECO)** are derived from proceeds of the Gross Receipts Tax on utilities, which is constitutionally allocated for education capital improvement. These funds are provided primarily to charter schools. Some funds may be available to the district for construction, remodeling or renovations.

- **The Half Cent Sales Tax.** On September 10, 2002, Orange County voters passed a half-cent sales tax increase for public schools. Voters renewed the tax in 2014 and 2024. The sales tax will be in effect for until the end of 2035. Sales tax revenues can be used for the construction and renovation of school facilities including the costs of retrofitting and providing technology implementation and any related land acquisition, land improvement, design and engineering costs, including any bond indebtedness.
- **Property Tax-funds** are derived from a 1.5 millage levy on local property. The legal limit for capital improvement tax is 2.0 mills. This millage represents a rollback of 0.5 mills as a result of the voter-approved sales tax referendum. Revenues may be used for payment of principal and interest on COPS (Certificates of Participation); for purchase of new and replacement equipment; for maintenance of existing facilities; rental and leasing of educational facilities and sites; purchase of new and replacement school buses; project management; and construction and remodeling of new or existing facilities.
- **State Capital Outlay and Debt Service (CO&DS)** are derived from the first proceeds of the State auto license fees and are constitutionally earmarked for educational capital improvement needs. Allocations are made on the basis of the calculated number of “teacher units,” and at a rate prescribed by the Constitution. CO&DS funds may be used in the acquisition, building, construction, renovation or replacement of capital outlay projects. The requirement is that these projects be listed on a project priority list that is developed from the plant survey.
- **School Impact Fees** have been levied countywide in Orange County since 1993. As required by law, impact fees can only be levied on new development and cannot be used to correct existing infrastructure deficiencies. Impact fees fund the majority of new schools on the 10-year CIP list. The school impact fee was recently updated as of October 1, 2022, the impact fees are:

Figure PS-6: OCPS Residential Impact Fees, 2022

Dwelling Unit Type	October 1, 2022 Impact Fee
Single-Family Detached <2,000 sq. ft.	\$8,829.00
Single-Family Detached 2,000 - 2,499 sq. ft.	\$9,513.00
Single-Family Detached 2,500 - 2,999 sq. ft.	\$11,402.00
Single-Family Detached 3,000 - 3,999 sq. ft.	\$12,015.00
Single-Family Detached >= 4,000 sq. ft.	\$9,584.00
Multifamily (High Rise*)	\$307.00
Multifamily (Non High Rise)	\$6,751.00
Townhouse	\$8,805.00
Mobile Home	\$9,132.00

* 70 du/ac with attached parking, 7-story minimum

Budgeting Process

OCPS updates the budget annually, and includes planned revenues and capital expenditures over the next 10 years. This demonstrates financial feasibility of their planning efforts. Planned new schools are included in this 10 year budget, unless otherwise indicated. The OCPS budget is available on the following website: [Budget Documents](#).

OCPS has extensive planning processes in place to keep up with a fast-growing student population. New school construction, and comprehensive renovation of existing schools, help to provide high quality education across the County. While overcrowding remains a concern, OCPS continues to plan proactively to minimize disruptions to students. The City is a committed partner by working with developers to understand and implement school concurrency and capacity enhancement.

Goals, Objectives and Policies: Public School Facilities

The following goals, objectives and policies have been developed for the use of local policy makers to help guide and direct the decision-making process pertaining to Orlando's Public-School Facilities. For purposes of understanding, goals are generalized statements of desired end states toward which objectives and policies are directed. The objectives provide the attainable ends toward which specific efforts are directed and typically include a timeframe. Policies are the specific recommended actions that the city will pursue to achieve the stated goal.

The following goals, objectives, and policies are consistent with the requirements of Chapter 163, Florida Statutes, the State Comprehensive Plan (Chapter 187, Florida Statutes), and with the goals and policies of the East Central Florida Regional Planning Council's 2060 Strategic Regional Policy Plan. The goals, objectives, and policies are the legally adopted portions of the Growth Management Plan and are used to evaluate development proposals and City investments.

PUBLIC SCHOOL FACILITIES GOAL PS-1

To establish plans, regulations and programs in conjunction with Orange County Public Schools (OCPS) to facilitate the future availability of public school facilities to serve City residents, consistent with the adopted level of service for public schools and with State of Florida concurrency statutes and regulations.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)

Objective PS.1.1 The City of Orlando shall coordinate with OCPS to implement a School Concurrency Management System that ensures adequate classroom capacity to accommodate impacts of new residential development throughout the planning period.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)

Policy PS.1.1.1 The School Concurrency Management System shall include standards and procedures to ensure that new residential development complies with the adopted Level of Service (LOS) standards as established in Section 15.1 of the First Amended and Restated Interlocal Agreement for Public School Facility Planning and Implementation of Concurrency of 2011 (hereafter referred to as the Interlocal Agreement). The adopted LOS shall be used to determine the available capacity of Elementary, Middle and High Schools within the designated Concurrency Service Area (CSA) where the development is proposed. The adopted LOS must be maintained in all CSAs for each school type.

In accordance with section 163.3180(1)(b), Florida Statutes, the adopted LOS standards for the purposes of implementing school concurrency shall be:

School Type	Standard*	Concurrency Service Area (CSA)
Elementary (ES)	110%	Modified Middle School Attendance Zones
Middle (MS)	100%	Middle School Attendance Zones
High (HS)	100%	High School Attendance Zones

* Permanent FISH + “In-Slot” school, not to exceed Core Capacity for Elementary, and Middle school types. Permanent FISH, not to exceed Core Capacity for High Schools.

The LOS for all zoned K-8 schools is as follows: grades kindergarten through five shall be included in the adopted LOS for elementary schools and grades six through eight shall be included in the adopted LOS for middle schools.

A development shall be deemed to meet school concurrency if there is sufficient capacity in the CSA where the development is located or where sufficient capacity exists in one or more contiguous CSAs, so long as the LOS in the adjacent zone does not exceed 95% of the LOS and the School District does not exceed 100% of capacity on a district-wide basis for the school type. The evaluation of capacity in the adjacent CSAs will also take into account transportation costs and court-ordered desegregation plans. CSA boundaries are depicted in the support document of the Public School Facilities Element.

Any changes or modifications to the adopted LOS shall follow the process and guidelines as outlined in the Interlocal Agreement.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102; Amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203; Amended August 28, 2017, Effective October 27, 2017, Doc. No. 1708281201; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)

Policy PS.1.1.2 The City of Orlando shall cooperate with and encourage OCPS to initiate and implement any appropriate combination of the following strategies to ensure compliance with adopted LOS standards:

- a. Build new schools to relieve over-capacity schools in CSA's that exceed the adopted LOS;
- b. Renovate over-capacity schools to add permanent capacity and replace on-campus portables;
- c. Rezone students from over-capacity schools to under-capacity schools;
- d. Move special programs from over-capacity schools to under-capacity schools to utilize excess permanent capacity where it exists.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)

Policy PS.1.1.3 The City shall utilize the OCPS calculation of school capacity, which is annually determined by OCPS using the Adjusted FISH Capacity for each school and CSA within the school district. Consistent with the Interlocal Agreement, Adjusted FISH Capacity shall be defined as the number of students who can be served in a permanent public school facility as provided in FISH (Florida Inventory of School Houses) Capacity, adjusted to include the design capacity of modular or In-Slot classrooms on the campuses designed as Modular or In-Slot schools, not to exceed the adopted Core Capacity for that school.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)

Policy PS.1.1.4 The number of elementary, middle and high school students generated by a residential development shall be calculated by multiplying the number of dwelling units by the student generation rates by school type as set forth in the Orange County Code, Section 34-155(b)(1).

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended August 28, 2017, Effective October 27, 2017, Doc. No. 1708281201)

- Policy PS.1.1.5** The City shall cooperate with OCPS in its efforts to meet adopted LOS standards through the adoption of a ten (10) year, financially feasible District Capital Outlay Plan (DCOP). Where the LOS cannot be achieved through the construction of new school capacity as provided in the five (5) year DCOP, the City shall cooperate with OCPS in its efforts to adopt a long range ten (10) year DCOP as part of the School District's annual capital planning process.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)
- Policy PS.1.1.6** Where adequate school facilities will be in place or under actual construction within three (3) years after the issuance of final subdivision or site plan approval, or the functional equivalent, the City of Orlando shall not deny an application for site plan approval, final subdivision approval, or the functional equivalent thereof, for any development or phase of a development that includes residential uses, based solely on failure to achieve and maintain the adopted LOS in a CSA.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)
- Policy PS.1.1.7** The City of Orlando, in conjunction with OCPS, shall review LOS standards for public school facilities as needed, and any changes to those standards shall be processed as amendments to this element and the Capital Improvements Element.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)
- Policy PS.1.1.8** The City of Orlando shall amend as needed the Concurrency Management System in its Land Development Code in order to implement school concurrency.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)
- Objective PS.1.2** School capacity shall be calculated using School Concurrency Service Areas (CSAs) adopted by OCPS throughout the planning period. Such CSAs shall be used to evaluate capacity of schools available to accommodate students generated by proposed development.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)
- Policy PS.1.2.1** OCPS, in coordination with Orange County, the City of Orlando and other municipalities, has established CSAs that are less than district-wide. The CSAs are available from OCPS.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended August 28, 2017, Effective October 27, 2017, Doc. No. 1708281201)

- Policy PS.1.2.2** CSAs shall be reviewed annually in conjunction with the adoption of an updated ten (10) year DCOP. CSA boundaries may be adjusted to ensure that the utilization of school capacity is maximized to the greatest extent possible, taking into account transportation costs, court approved desegregation plans, and other factors.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)
- Policy PS.1.2.3** Changes or modifications to the adopted CSAs shall follow the process and guidelines as outlined in Section 16.23 of the Interlocal Agreement.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended August 28, 2017, Effective October 27, 2017, Doc. No. 1708281201; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)
- Objective PS.1.3** The City of Orlando and OCPS shall develop and maintain throughout the planning period a joint process for the implementation of School Concurrency as provided for in the adopted Interlocal Agreement.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended August 28, 2017, Effective October 27, 2017, Doc. No. 1708281201; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)
- Policy PS.1.3.1** When reviewing a developer-initiated Growth Management Plan amendment or rezoning that would increase residential density, the City of Orlando shall seek input from OCPS as to whether sufficient school capacity will exist concurrent with the development. If OCPS indicates that there is insufficient capacity in the affected schools, then the City of Orlando may take into consideration the severity of overcrowding and the timing of the availability of the needed capacity to accommodate the proposed development when deciding whether to approve or deny the requested Comprehensive Plan amendment or rezoning.
(Amended January 11, 2021, Effective March 4, 2021, Doc. No. 2101111201)
- Policy PS.1.3.2** The City of Orlando shall determine if a residential development is vested or exempt from school concurrency in conformance with Section 18.2 of the Interlocal Agreement. Unless the development is determined to be vested or exempt from concurrency, the City shall not approve a residential site plan, plat, or its functional equivalent, until a concurrency determination has been conducted by OCPS and a School Concurrency Certificate (or similar instrument) has been issued for the development consistent with the provisions of the adopted Interlocal Agreement. Vested rights and exemptions respecting concurrency and consistency shall be in accordance with applicable law.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)

Policy PS.1.3.3 School concurrency shall not apply to property within a Development of Regional Impact (DRI) for which a Development Order was issued prior to July 1, 2005, or for which a DRI application was submitted prior to May 1, 2005, unless the developer elects otherwise or unless the developer files a Notice of Proposed Change (NOPC) and/or Substantial Deviation to increase the total number of residential dwelling units.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)

Policy PS.1.3.4 The City of Orlando shall include OCPS planning staff as members of the City's Technical Review Committee (TRC). The TRC shall review all projects with a residential component to address any school capacity concerns. For projects exempt from TRC review (such as Live Local projects or administrative master plans), City staff shall route each project to TRC members for written comment that will be included in the applicable staff report. Where existing school capacity is exceeded, the procedures described in Policy PS.1.3.1 and the Interlocal Agreement shall apply.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)

Objective PS.1.4 Upon completion of an OCPS Concurrency Review, a development that fails to meet school concurrency may be postponed until adequate public school capacity is created through the construction of new schools or any combination of the methods specified in Policy PS.1.1.2. As an alternative, the impact of a development may be mitigated by making a Proportionate Share contribution consistent with Section 19 of the Interlocal Agreement. The applicant shall enter into a binding School Concurrency Mitigation Agreement with OCPS and the City.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)

Policy PS.1.4.1 Proportionate Share, when used for mitigation, shall be calculated based on the number of elementary, middle, and high school students generated by the development at build-out. As provided for in the adopted Interlocal Agreement, proportionate share shall be calculated based on reasonable methods of estimating cost of school construction, including the cost of land, equipment, and school buses. Any Proportionate Share Mitigation must be directed by OCPS to a school capacity improvement identified in the capital improvement schedule in the financially feasible five (5) year district work plan of the District Facilities Work Program, and in Orlando's Capital Improvement Element to maintain financial feasibility based upon the adopted LOS standards. If a school capacity improvement does not exist in the District Facilities Work Program, OCPS may in its sole discretion, add a school capacity improvement to mitigate the impacts from a proposed residential development, so long as the financial feasibility of the District Facilities Work Program can be maintained.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended August 28, 2017, Effective October 27, 2017, Doc. No. 1708281201; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)

Policy PS.1.4.2 Proportionate Share mitigation options are provided in Section 19.6(b) of the Interlocal Agreement and may be negotiated between the developer and OCPS, and as appropriate, the City of Orlando. Any of the Proportionate Share options set forth in the Interlocal Agreement that are utilized by developers as mitigation are eligible for school impact fee credits as provided by Florida Statutes.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended August 28, 2017, Effective October 27, 2017, Doc. No. 1708281201; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)

PUBLIC SCHOOL FACILITIES GOAL PS-2

To maintain a high quality education system for the current and future residents of the City of Orlando through enhanced and meaningful coordination between the City, Orange County, and Orange County Public Schools (OCPS).

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)

Objective PS.2.1 Throughout the planning period, the City of Orlando and OCPS shall establish and maintain coordination and review policies and procedures to ensure consistency with the adopted Comprehensive Plan.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)

Policy PS.2.1.1 Pursuant to Section 31 of the adopted Interlocal Agreement, a Technical Advisory Committee comprised of representatives from the City of Orlando, Orange County, other Orange County municipalities, OCPS and the East Central Florida Regional Planning Council shall be established to discuss issues of mutual concern. In accordance with the Interlocal Agreement, OCPS shall be responsible for making meeting arrangements, providing notification and maintaining a written summary of meeting actions.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended August 28, 2017, Effective October 27, 2017, Doc. No. 1708281201; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)

Policy PS.2.1.2 The Technical Advisory Committee shall meet quarterly, or as needed, to discuss issues and formulate recommendations regarding coordination of land use and school facilities. Specific areas addressed by the committee shall include, but shall not be limited to:

- a. Short and long range planning, population and student projections, and future development trends;
- b. Co-location and joint use opportunities, and ancillary infrastructure improvements needed to support the school facilities and ensure safe student access to schools;

- c. Planning for needed supporting infrastructure for schools such as utilities, roads, sidewalks, etc.;
- d. The need for new schools to meet the adopted LOS within the adopted CSAs and the coordination of annual revisions to the (10) ten year District Capital Outlay Plan (DCOP); and
- 1. Update of the DCOP for inclusion in Orlando's Growth Management Plan.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)

Policy PS.2.1.3 The City of Orlando shall provide updated residential dwelling unit and population projections (the City of Orlando's Growth Projections Report), including approved developments, anticipated timing of development by phase, and estimated build-out by phase to the OCPS Planning Department upon request.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended August 28, 2017, Effective October 27, 2017, Doc. No. 1708281201)

Policy PS.2.1.4 The City of Orlando shall review OCPS generated future enrollment and growth projections on an annual basis and provide input to the OCPS Planning Department.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)

Objective PS.2.2 Throughout the planning period, the City of Orlando and OCPS shall coordinate the siting of new public schools to ensure, to the extent possible, public school facilities are located to address the needs of future residential development, are coordinated with necessary services and infrastructure development, and provide for safe learning environments so that the school serves as a focal point for the community. School sites shall be reviewed for consistency and compatibility with the adopted Future Land Use Map and shall comply with the applicable provisions of the Comprehensive Plan and Land Development Code.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)

Policy PS.2.2.1 Applications for Future Land Use Map amendments, rezonings, Conditional Use approvals and site development review for schools shall be given priority status. OCPS shall not be required to pay application fees or impact fees for the development of public school facilities, provided, however, OCPS shall not be exempt from payment of connection fees for water and wastewater.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)

- Policy PS.2.2.2 The City shall protect existing schools from the intrusion of incompatible land uses through the development review process. Likewise, the City shall provide protection to existing residential neighborhoods through the development review process as new schools or school renovations and/or expansions are proposed by OCPS.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)
- Policy PS.2.2.3 Where feasible, the City shall work with OCPS to co-locate parks, libraries, community centers and/or other similar civic uses with public schools. Where such co-location occurs, both entities shall establish an ongoing management relationship via a written joint use agreement that permits the school's use of the park facilities and the public's use of school facilities for community meetings and sports activities, and other mutually agreeable uses.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)
- Policy PS.2.2.4 In accordance with Section 1006.23, Florida Statutes, and as funding permits, the City of Orlando shall ensure the construction of sidewalks along roadways and trails connecting neighborhoods that are within two miles of schools to the school facility. OCPS shall be responsible for the construction of sidewalks and trails on school property and shall provide connections to existing and future sidewalks and trails identified by the City.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)
- Policy PS.2.2.5 OCPS and the City of Orlando will jointly determine the need for and timing of on-site and off-site improvements necessary to support each new school or the proposed significant renovation of an existing school, and where appropriate will enter into a written agreement as to the timing, location, and the party or parties responsible for constructing, operating and maintaining the required improvements.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)
- Policy PS.2.2.6 The City of Orlando shall coordinate with OCPS in their efforts to construct new school facilities and rehabilitate existing facilities to serve as emergency shelters as required by Section 1013.372, Florida Statutes.
(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)

PUBLIC SCHOOL FACILITIES GOAL PS-3

To work with OCPS to develop a financially feasible ten (10) Year District Capital Outlay Plan (DCOP) and consistent GMP Public School Facilities Element and Capital Improvements Element.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)

Objective PS.3.1 Prior to June 1st of each year, OCPS shall coordinate with the City of Orlando to develop a financially feasible ten (10) year DCOP for review and approval by the OCPS Board and adoption into the City of Orlando’s Capital Improvements Element through the GMP amendment process.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)

Policy PS.3.1.1 The ten (10) year DCOP shall include all capital projects which increase capacity of public schools within the City of Orlando and address the deficiencies necessary to maintain or improve LOS.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)

Policy PS.3.1.2 The City of Orlando shall include the ten (10) year DCOP in the annual update of the GMP Capital Improvements Element.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)

Policy PS.3.1.3 The City of Orlando shall coordinate with OCPS to review and update the adopted Concurrency Service Area (CSA) boundaries, and associated enrollment projections as needed in the Public School Facilities Element and Capital Improvements Element, to ensure that the GMP Capital Improvements Element continues to be financially feasible and that the adopted school LOS will continue to be achieved.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended September 8, 2025, Effective October 9, 2025, Doc. No. 25090812a)

Maps & Figures: Public School Facilities

Maps & Figures that support this Element include:

Figure PS-1	Historical Student Enrollment 2015-2024 & Projections 2025-2035
Figure PS-2	Student Enrollment and Capacity by Level
Figure PS-3	Student Generation Rates 2020
Figure PS-4	Ten-Year Student Enrollment Projections, 2024-2025 to 2033-2034
Figure PS-5	Projected School Needs by 2033
Figure PS-6	OCPS Residential Impact Fees, 2022

The figures above are not an adopted part of the Growth Management Plan (Orlando’s comprehensive plan). They have been provided for reference and are not regulatory in nature.

GMP Monitoring & Evaluation

OUR GUIDANCE

- Section 163.3177, Florida Statutes – Required and optional elements of the comprehensive plan; studies and surveys.
- Section 163.3191, Florida Statutes – Evaluation and Appraisal of Comprehensive Plan.
- Chapter 187, Florida Statutes – State Comprehensive Plan.
- East Central Florida Regional Planning Council’s 2060 Strategic Regional Policy Plan.

Our Trends:

This Monitoring & Evaluation Section identifies monitoring, updating and evaluation procedures to be followed in the preparation of the required evaluation and appraisal process for the Growth Management Plan.

Section 163.3191, Florida Statutes, requires each local government to complete an Evaluation and Appraisal of its comprehensive plan, at least once every seven (7) years, to determine if plan amendments are necessary to reflect changes in state growth management requirements; to notify the state land planning agency as to its determination; and if amendments are determined necessary, to prepare and transmit those

amendments for state review within one (1) year of the Evaluation & Appraisal process. Of course, Orlando takes pride in proactively amending its GMP in response to changes in state law, closely monitoring each legislative session to ensure we remain in compliance.

The City of Orlando prepared its most recent Evaluation and Appraisal Report (EAR) in 2023. As part of that process, staff analyzed each legislative/statutory change between 2016 and 2022 to determine if said change required an amendment to the GMP. In some instances, such as the required Property Rights Element, GMP amendments had already been reviewed by the state and subsequently adopted by the Orlando City Council. In other instances, while GMP amendments were not required, the City amended its Land Development Code (Code of Ordinances) to ensure compliance with applicable Florida Statutes. In our latest evaluation and appraisal review (2023), it was determined that only one EAR-Based GMP amendment was required. That GMP amendment was adopted by City Council on March 11, 2024. Orlando’s most recent EAR-Based GMP amendments were effective in May 2024. Orlando’s next evaluation and appraisal process should commence in 2029 with the next EAR due in 2030 subject to the schedule provided by statute.

CITIZEN PARTICIPATION IN THE MONITORING & EVALUATION PROCESS

Public participation in the monitoring, updating, and evaluation of this GMP will consist of opportunities for review and comment by the public and by citizens groups and special interests, as well as review by the Municipal Planning Board (Local Planning Agency) and adoption by the City Council.

Procedures used for this public participation process will be generally similar to those described in the public participation document of this GMP; however, the Land Planning Agency will review the procedures and recommend any modifications to them prior to the commencement of updating and evaluation of the Plan.

UPDATING OF BASELINE DATA

The first step in the periodic monitoring, updating, and evaluation of the GMP is the updating of baseline data. The City's growth projections report will be used to establish baseline data and future projections. The City has a well-established methodology that is fully described in the report. Results are compared to data collected and disseminated by the US Census, the Office of Economic and Demographic Research, and the University of Florida's Bureau of Economic and Business Research.

ACCOMPLISHMENTS, OBSTACLES & PROBLEMS UPDATING ANALYSIS AND SUPPORT DOCUMENTS

The second step in the periodic monitoring, updating, and evaluation of the GMP is to update the Plan's analytical sections (the "Our Trends" components). This review will include an evaluation of new data collected, and updating needed sections to reflect those changes. Analysis of new topics may also be added as needed. Following the analytical update and based on its findings, the third step in the update will be the re-evaluation and revision of the adopted Level of Service (LOS) standards of the GMP, if needed.

NEW OR MODIFIED GOALS, OBJECTIVES AND POLICIES

The final step in the monitoring, updating and evaluation of the GMP will be the preparation of new or modified goals, objectives and policies needed to reflect new data and analysis. This final step builds on the update of the baseline data and projections, the analytical update, and the recommended revised LOS standards.

CONTINUOUS MONITORING & EVALUATION OF THE PLAN

The monitoring and evaluation of the Growth Management Plan following its adoption does not occur just once during the planning period. Rather, it is a continuous process with many points at which individual goals, objectives and policies can be re-evaluated and amended on a case-

by-case basis, and which culminates with the major update of the Plan resulting from the evaluation and appraisal process.

Four (4) kinds of continuous monitoring and evaluation are particularly important:

- First, amendments to GMP goals, objectives and policies and the Future Land Use Map may be made by the City Council as needed. Amendment applications may be made either by the public to accommodate the needs of property owners, citizen groups or special interests, or by the City itself because of its on-going monitoring and evaluation of the Plan's effectiveness.
- Second, the Capital Improvements Element (CIE) is reviewed and updated on an annual basis to reflect projects needed to maintain the City's adopted level of service standards. Thus, the annual CIE review serves to continually monitor and evaluate the effectiveness of those aspects of the GMP related to LOS standards and the implementation of capital projects.
- Third, the City maintains a Concurrency Management System. The Concurrency Management System determines the availability of capacity and monitors the impact new development will have on the provision of service for the following public facilities: transit, sewer, potable water, solid waste, stormwater, and parks. A concurrency determination is required for all final development approvals. Sewer and parks require a concurrency determination before a final development permit can be issued; while transit, stormwater, potable water, and solid waste Level of Service standards are reviewed for capacity availability and provision of service on an annual basis. An Annual Capacity Availability Report will be prepared which addresses the City's ability to achieve and maintain adopted Level of Service standards for each public facility and the availability of capacity and provision of service for upcoming years.
- Fourth, GMP Future Land Use Policy LU.1.5.1 states, *"The City shall monitor and implement its GMP, Land Development Code, and other portions of the City Code in order to provide for a higher quality of life and development. The City shall monitor necessary community development and land use indicators and report results annually to the Municipal Planning Board."* Orlando has prepared an annual GMP Indicators Report since 2004, reporting progress made on a wide range of topics including:
 - Yearly population and employment growth, as well as development projects approved and completed;
 - Smart Growth indicators such as residential and employment density, compactness, mixed use development, and transit access;
 - Housing indicators such as housing mix, tenure, and affordable housing;

- Transportation indicators such as multimodal infrastructure (sidewalks, bicycle, transit), active transportation (Walkscore, Bikescore), vehicle miles traveled, and mode choice; and
- Environmental indicators such as conservation acreage, park acreage, and water and energy consumption.

This information is presented to the Municipal Planning Board each year and is posted on the City's webpage here: [Comprehensive Plan – City of Orlando](#). The City will continue to produce an annual GMP Indicators Report throughout the planning period.

(Amended August 28, 2017, Effective October 27, 2017, Doc. No. 1708281201)
