

# STRATEGIC PLANNING WORK SESSION

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CITY OF MOUNT DORA, FLORIDA

JANUARY 17, 2020

# SESSION I: LYNN TIPTON

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8:30 am – 10:00 am



# SESSION 2: STRATEGIC PLANNING PART I

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10:00 am – 11:30 am



# OPENING THOUGHT

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“Have a bias toward action. Let’s see something happen now. You can break that big plan into small steps and take the first step right away”

-Indira Gandhi

# STRATEGIC PLAN 2019-2024 REVIEW

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# STRATEGIC PLAN FY 2019 TO 2024 REVIEW

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## VISION

- Create a diverse, vibrant, and sustainable community featuring a *thriving downtown* in conjunction with a more *accessible and inviting lakefront*, while respecting its *historic character* and *small-town charm*, and serving as a *unique regional and local destination* for both residents and visitors.

## MISSION (EXAMPLE TO BE CONSIDERED)

- Mount Dora provides a full range of *high-quality municipal services* to all our stakeholders in a *safe, clean, attractive environment* while safeguarding our *historical and natural resources* and building a strong *sense of community*.
- **Workshop input:**
  - Define final version of a Mission Statement

# STRATEGIC PLAN FY 2019 TO 2024 REVIEW

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## GOALS

1. Economic development
2. Infrastructure
3. Fiscal resources
4. Growth management
5. Public safety

## OBJECTIVES

1. CRAs, innovation/commercial districts
2. Sewer/water/reclaimed systems, pedestrian safety, stormwater, utility lines
3. Comp plan, parking, rate structure/study
4. Multi-modal transportation, service demand
5. PD and FD accreditation, new fire stations, Public Safety Citizen Academies

# EXPANDED DISCUSSION QUESTIONS

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- For the area we are reviewing, what must we accomplish during the next 12-24 months in order to stay on track with the *FY 2019-2024 Strategic Plan* goals and objectives?
- For each of those that we must accomplish, what is our current status?
- Knowing the current status, what actions must be taken this year to stay on track or to get back on track?
- Who needs to perform these actions?
- What resources will be required to complete these actions?



## THOUGHT FOR LUNCH

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“When people you greatly admire appear to be thinking deep thoughts, they probably are thinking about lunch.”

- Douglas Adams

# LUNCH

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11:30 am – 1:30 pm



# SESSION 3: STRATEGIC PLANNING PART 2

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1:30 pm – 2:30 pm



# REVISED STRATEGIC PLAN 2019-2024

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## **Economic Development**

- Attract new commercial business
- Promote tourism
- Develop Wolf Branch Innovation District
- Expand trail systems and enhance connectivity
- Create the foundation to support economic growth

## **Infrastructure / Public Safety**

- Seek city sustainability
- Support and extend utilities and communications infrastructure
- Improve parking capacity
- Enhance pedestrian safety

## **Fiscal Resources / HR**

- Identify and seek funding sources to support economic development and infrastructure
- Attract and maintain city human resources through competitive compensation and benefits

# ECONOMIC DEVELOPMENT

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# ECONOMIC DEVELOPMENT

## *ATTRACT NEW COMMERCIAL BUSINESS...*

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- **Workshop input:**

- Determine building heights
  - Public input
- Encourage waterfront development
- Address parking issues
- Improve workforce
  - Housing for workers
  - Training in required job skills
  - Increase education opportunities

- Encourage green construction
  - Seek LEED status for new construction
- Implement Grandview plan
  - Areas adjacent to retail
- Offer an easier new business launch process



# ECONOMIC DEVELOPMENT

## *MOUNT DORA COMMUNITY DEVELOPMENT PLANS*

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- Increased number of Millennial generation and family residents seek active downtown
- Faster access for residents to Orlando
- Community Redevelopment Assessments
  - Completed Market Study addressed economic development, connectivity, infrastructure, neighborhoods, and redevelopment support
  - Northeast CRA Grandview Business District study addressed land, labor, capital, markets, and regulations
- **Opportunities:** Lake Dora waterfront, downtown parking, business retention, beautification, public/private partnerships, regional connectivity, creative environment for business, tourism, retail marketing, live and work studios, wayfinding, code enforcement, and expansion to Limit Avenue

# ECONOMIC DEVELOPMENT

## *PROMOTE TOURISM*

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- **Define tourism:**

- Tourist – comes seeking an event or with a specific one-time interest
- Visitor – comes with a plan to return

- **Attractions:**

- Special events
- Historic downtown restaurants and stores / Wi-Fi and Smart City broadband
- Multi-use trail between Sorrento and Mount Dora, Wekiva Trail

- **Workshop input:**

- Plan marketing and branding
- Focus on downtown tourism
- Increase accommodations for visitors



# ECONOMIC DEVELOPMENT

## *DEVELOP WOLF BRANCH INNOVATION DISTRICT*

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- Mixed use employment center
  - Mt. Dora and Lake County planning effort
  - Includes master plan, design guidelines, capital improvement plan, administrative plan
  - “Gateway District”
  - Multi-use trail (next slide)
  - High quality urban form with street and block standards
- **Workshop input:**
    - Complete regulatory requirements
    - Complete lift station
    - Incorporate marketing and wayfinding
    - Target companies
      - Promote workforce education
    - Include park land

# ECONOMIC DEVELOPMENT

## *EXPAND TRAIL SYSTEMS AND ENHANCE CONNECTIVITY*

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- **Workshop input:**
  - Consider trail head opportunities like other communities
  - Encourage continued county, Tavares, railroad, and FDOT cooperation
  - Seek funds from all sources
  - Secure right-of-way railroad access

# INFRASTRUCTURE AND PUBLIC SAFETY

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# INFRASTRUCTURE AND PUBLIC SAFETY

## *SEEK CITY SUSTAINABILITY*

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- **Workshop input:**
  - Improve city hall security
  - Encourage environmental conservation
  - Address traffic and transportation to increase people movement

# INFRASTRUCTURE AND PUBLIC SAFETY

## *SUPPORT AND EXTEND UTILITIES/COMMUNICATION INFRASTRUCTURE*

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- Smart City
  - Underground power
  - Water, sewer, electric utilities
  - WiFi and broadband communications
- **Workshop input:**
    - Complete connector roads
    - Identify alternate and sustainable water sources
    - Strengthen cyber-security
    - Seek solar power expansion

# INFRASTRUCTURE AND PUBLIC SAFETY

## *IMPROVE PARKING CAPACITY*

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- **Findings:** lack of convenient parking, free parking, fringe parking lacks connection, restricted supply, survey (75% difficult to find / 78% don't want to pay), length of stay (55% 0-3 hours, 32% 3-6 hours, 13% 6+ hours), difficult wayfinding, loading obstructs traffic
- **Recommendations:**
  - Short term: better signage, time limits, shared parking, valet parking, other transportation, enhance fringe, enforce regulations, improve loading logistics, clear messaging, improve safety
  - Medium term: shuttle, partnerships, technology, revisit paid parking
  - Long term: expand garage and lots, partnerships
- **Workshop input:**
  - Identify a final garage location
  - Explore partnership trolley service
  - Consider how best to address downtown employee parking

# INFRASTRUCTURE AND PUBLIC SAFETY *ENHANCE PEDESTRIAN SAFETY...*

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- **Workshop input:**
  - Improve crosswalk safety
    - Better signage
    - More enforcement

# INFRASTRUCTURE AND PUBLIC SAFETY

## *PARKS AND RECREATION*

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- **Findings:** provide safe and walkable access, invest in existing parks to make them better, cater to residents of all ages and abilities, support festivals, engage residents, showcase offerings
- **Connectivity and accessible:** expand standards to new developments, improve pedestrian safety, provide regional trail connections, partner with schools to access amenities
- **Equitable:** park within a 10-minute walk, adopt equity standards, modernize equipment and facilities, scheduled site reviews, promote natural surveillance, consistent signage, FL friendly plants
- **Ages and abilities:** ADA accessible, diverse programming, active recreation opportunities, multi-generational center
- **Special events space:** shuttle for events, public art
- **Engagement:** social media and webpage, public master plan insight, public input
- **Workshop input:**
  - Ensure parks are within walking distance of all neighborhoods
  - Serve all ages and abilities
  - Host events to spotlight and encourage park use



## THOUGHT FOR A BREAK

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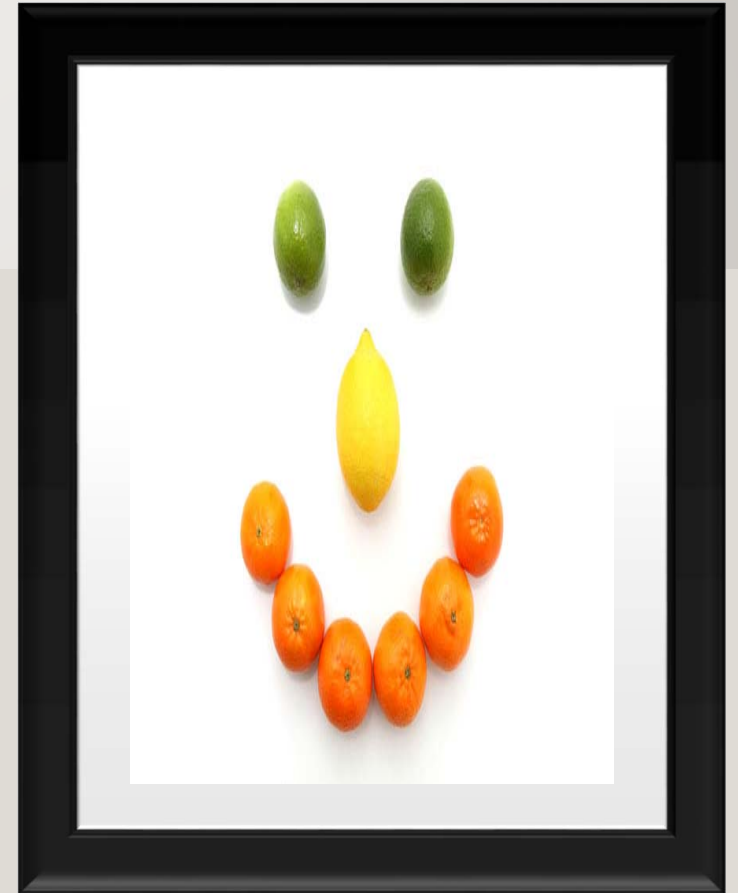
“There’s nothing better than a good friend, except a good friend with CHOCOLATE.”

- Unknown author

# BREAK

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2:30 PM – 2:45 PM



# SESSION 4: STRATEGIC PLANNING PART 3

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2:45 pm – 3:45 pm



# FISCAL RESOURCES / HUMAN RESOURCES

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# FISCAL RESOURCES

## *IDENTIFY AND SEEK FUNDING SOURCES TO SUPPORT ECONOMIC DEVELOPMENT AND INFRASTRUCTURE*

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- **Workshop input:**
  - Pursue grants (P3)
    - Federal
    - State
    - Local
  - Seek public / private partnerships
  - Use detailed plans to support grant applications

# HUMAN RESOURCES

## *ATTRACT AND MAINTAIN CITY HUMAN RESOURCES THROUGH COMPETITIVE COMPENSATION AND BENEFITS*

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- **Workshop input:**

- Conduct salary study
- Ensure retention
  - Offer training and education opportunities
- Write succession plan

## CLOSING THOUGHT

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“I know the price of success: dedication, hard work and an unremitting devotion to the things you want to see happen.”

— Frank Lloyd Wright

# MAYOR AND COUNCIL MEMBER DISCUSSION

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3:45 pm – 4:30 pm

