

STRATEGIC PLAN 2019-2024 REVIEW



WHAT WAS ACCOMPLISHED AT THE WORKSHOP?

- Consolidated 5 goals to 3
- Wrote active objectives
- Incorporated an overview of other plans into the Strategic Plan:
 - Wolf Branch Innovation District
 - Parks and Recreation Master Plan
- Captured additional input to review today under the “Workshop” heading

STRATEGIC PLAN FY 2019 TO 2024 REVIEW

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

REVISED STRATEGIC PLAN 2019-2024

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
- Develop parks & recreation infrastructure

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



ECONOMIC DEVELOPMENT

ATTRACT NEW COMMERCIAL BUSINESS

- **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

PROMOTE TOURISM

- **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

- Mixed use employment center
 - Mount 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

- **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

ECONOMIC DEVELOPMENT

CREATE FOUNDATION TO SUPPORT ECONOMIC GROWTH

- 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

INFRASTRUCTURE AND PUBLIC SAFETY



INFRASTRUCTURE AND PUBLIC SAFETY *SEEK CITY SUSTAINABILITY*

- **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

- 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

- **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...*

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

INFRASTRUCTURE AND PUBLIC SAFETY

DEVELOP PARKS AND RECREATION INFRASTRUCTURE

- **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

FISCAL RESOURCES / HUMAN RESOURCES



FISCAL RESOURCES

IDENTIFY AND SEEK FUNDING SOURCES TO SUPPORT ECONOMIC DEVELOPMENT AND INFRASTRUCTURE

- **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

- **Workshop input:**

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

RANKING OBJECTIVES



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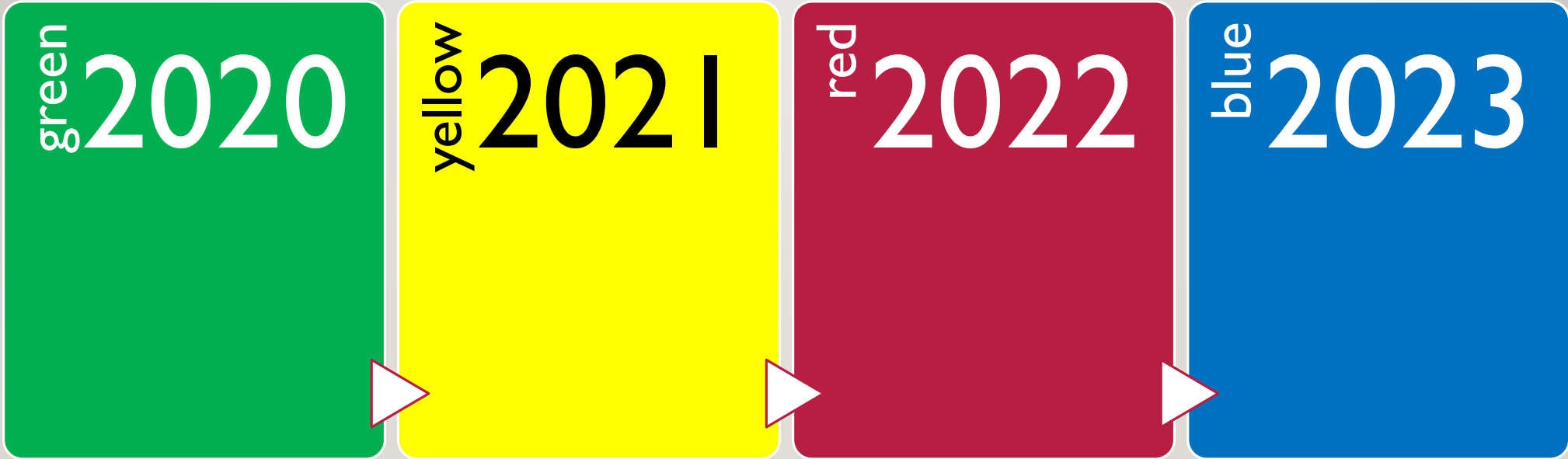
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Fiscal Resources / HR

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RANK ANNUAL PRIORITIES BY COLOR DOT
EACH MEMBER OF COUNCIL GETS 4 DOTS



RANK ECONOMIC OBJECTIVES USING YOUR COLOR DOTS

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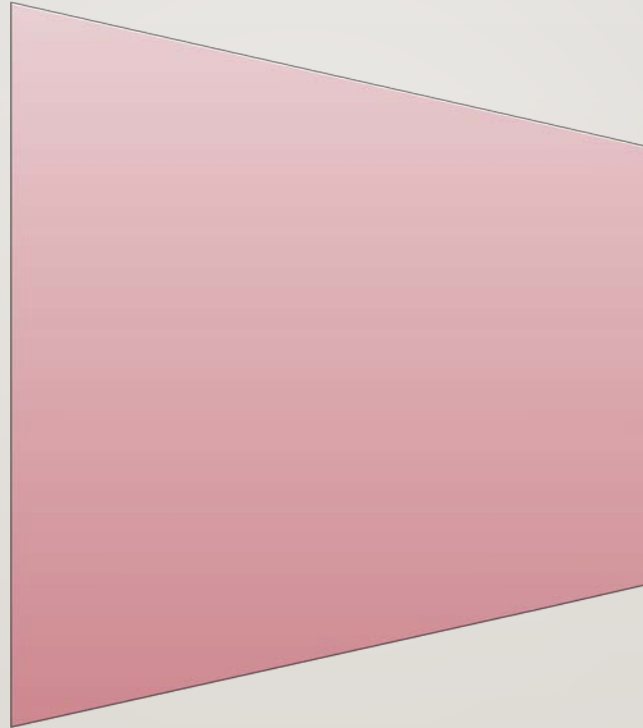
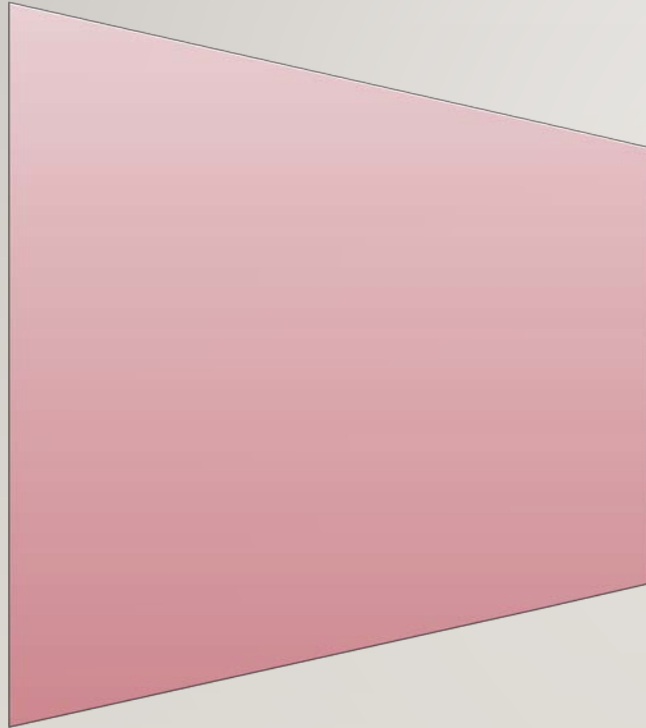


RANK INFRASTRUCTURE AND PUBLIC SAFETY OBJECTIVES USING YOUR COLOR DOTS

Infrastructure / Public Safety

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RANK FISCAL RESOURCES AND HR OBJECTIVES USING YOUR COLOR DOTS



Fiscal Resources / HR

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WHAT YOU HAVE ACCOMPLISHED

- Simplified the 2019-2024 Strategic Plan
- Prioritized the workplan for objectives to be completed
- Provided guidance to the city departments

WHAT IS NEXT? *CASCADED PLANS*



2019- 2024 Strategic
Plan



Annual City
Administration
Action Plan



City Department
Plans

