



# Strategic Plan Summary

## Goals, Strategies & City Council Ranking

### August 25, 2020 City Council Work Session

#### GOAL 1: Economic Development

Strategy 1.1. Attract new commercial businesses

City Council Ranking: 10

- 1.1.1. Explore taller building heights
- 1.1.2. Encourage waterfront development
- 1.1.3. Improve access to the trained workforce
- 1.1.4. Encourage energy-conserving construction
- 1.1.5. Promote residential development adjacent to retail in the Grandview district
- 1.1.6. Streamline occupational and business license processes

Strategy 1.2. Promote tourism

City Council Ranking: 10

- 1.2.1. Schedule special events throughout the year
- 1.2.2. Develop a standard brand image
- 1.2.3. Encourage the opening of additional overnight accommodations
- 1.2.4. Advertise the trails, downtown Wi-Fi, waterfront, and other city amenities that draw tourists and visitors
- 1.2.5. Encourage easy access from Orlando

Strategy 1.3. Develop Wolf Branch Innovation District

City Council Ranking: 12

- 1.3.1. Continue to implement Wolf Branch Master Plan
- 1.3.2. Promote the District as a “gateway”
- 1.3.3. Maintain high-quality urban form as defined in the Wolf Branch master plan
- 1.3.4. Incorporate branded marketing and wayfinding signage
- 1.3.5. Include park space within the District

Strategy 1.4. Expand trail systems and enhance connectivity

City Council Ranking: 12

- 1.4.1. Seek partnerships to establish trailheads
- 1.4.2. Continue coordination with Lake County, City of Tavares, railroad, and FDOT
- 1.4.3. Seek funding sources to pay for trail expansion

#### GOAL 2: Infrastructure / Public Safety

Strategy 2.1. Seek city sustainability

City Council Ranking: 12

- 2.1.1. Encourage residents to practice environmental conservation
- 2.1.2. Teach and promote residential use of composting
- 2.1.3. Encourage community gardening and planting of native species

Strategy 2.2. Support and extend utilities and communications infrastructure

City Council Ranking: 9

- 2.2.1. Identify alternate, sustainable water supply sources
- 2.2.2. Increase underground electrical power connections
- 2.2.3. Community Wi-Fi/broadband “smart city” communications systems
- 2.2.4. Strengthen city cyber-security
- 2.2.5. Expand the use of solar power

Strategy 2.3. Improve parking capacity

City Council Ranking: 33

- 2.3.1. Implement all short-term and medium-term recommendations from the parking study
- 2.3.2. Identify a final location for a new parking garage
- 2.3.3. Partnership for shuttle service within the City
- 2.3.4. Identify revenue sources to fund parking garage
- 2.3.5. Acquire land for parking garage
- 2.3.6. Enter into construction contract for parking garage

Strategy 2.4. Enhance pedestrian safety

City Council Ranking: 12

- 2.4.1. Improve pedestrian crosswalk safety
- 2.4.2. Implement Parks and Recreation master study recommendations
- 2.4.3. Parks are within walking distance of new residential neighborhoods
- 2.4.4. Parks & Recreation system for all ages and abilities

Strategy 2.5. Develop parks & recreation infrastructure

City Council Ranking: 12\*

- 2.5.1. Invest in an equitable Parks system
- 2.5.2. Support Special Events and dedicated open space
- 2.5.3. Increase engagement and collaboration with residents

#### GOAL 3: Fiscal Resources / Human Resources

Strategy 3.1. Identify and seek funding sources to support economic development and infrastructure

City Council Ranking: Not ranked due to integral nature of this strategy to City operations

- 3.1.1. Pursue federal, state, and local grants to fund city department technology, studies, and projects
- 3.1.2. Seek to create public and private partnerships to conserve government funds and resources for priority projects

Strategy 3.2. Attract and maintain city human resources through competitive compensation and benefits

City Council Ranking: Not ranked due to integral nature of this strategy to City operations

- 3.2.1. Conduct a salary survey to ensure that city salaries are in line with the Lake County market
- 3.2.2. Encourage staff retention by offering continuing training and education in new skills
- 3.2.3. Ensure that a succession plan is in place for all city department managers and key staff