



Mount Dora Strategic Plan Goal 1: Economic Development

GOAL 1: Economic Development

Strategy 1.1. Develop Wolf Branch Innovation District (WBID)

- 1.1.1. Continue to implement Wolf Branch Master Plan
- 1.1.2. Incorporate branded marketing and wayfinding signage
- 1.1.3. Promote the WBID as a “gateway”
- 1.1.4. Include park space and recreation within the WBID
- 1.1.5. Maintain high-quality urban form and design guidelines in the WBID

Strategy 1.2. Enhance mobility, connectivity, and expand trail network

- 1.2.1. Develop transportation master plan and associated revisions to the City’s Traffic Impact Analysis (TIA) requirements
- 1.2.2. Continue coordination with Lake County, City of Tavares, railroad, and FDOT on trails
- 1.2.3. Seek funding sources to pay for trail improvements and future maintenance
- 1.2.4. Seek partnerships to establish trailheads and associated amenities

Strategy 1.3. Attract new commercial businesses

- 1.3.1. Encourage waterfront development
- 1.3.2. Promote residential development and redevelopment within the Northeast CRA (including mixed-use development of the Grandview Commercial District)
- 1.3.3. Streamline and evaluate occupational license and business tax receipt programs
- 1.3.4. Encourage energy-conserving construction and practices
- 1.3.5. Improve access to the trained workforce
- 1.3.6. Explore building height policies where appropriate

Strategy 1.4. Promote tourism

- 1.4.1. Advertise the trails, downtown Wi-Fi, waterfront, and other city amenities that draw tourists and visitors
- 1.4.2. Provide business attraction for new hotels
- 1.4.3. Develop a standard brand image
- 1.4.4. Encourage easy access from Orlando
- 1.4.5. Schedule special events throughout the year

Strategy 1.1. Develop Wolf Branch Innovation District (WBID)

Description: Support economic growth of the City by developing the Wolf Branch Innovation District.

Status: Ongoing

Initiatives

- Initiative 1.1.1. Continue to implement Wolf Branch Master Plan
- Initiative 1.1.2. Incorporate branded marketing and wayfinding signage
- Initiative 1.1.3. Promote the WBID as a “gateway”
- Initiative 1.1.4. Include park space and recreation within the WBID
- Initiative 1.1.5. Maintain high-quality urban form and design guidelines in the WBID

Initiative 1.1.1. Continue to implement Wolf Branch Master Plan

Description: Continue to implement the Wolf Branch Innovation District Master Plan that includes guidelines, capital improvements, and administration within the district.

Measure	Baseline	Target	Lead Dept.	Activity Progress Notes (include date)
Comp Plan update to create the appropriate zoning for WBID	Completed	Completed	Economic Development	Completed by adoption of EAR-based amendments on June 16, 2020
Establish a City multi-modal transportation funding program	Ongoing	2021	Economic Development	Adopt a technical justification study

Initiative 1.1.2. Incorporate branded marketing and wayfinding signage

Description: Incorporate branded marketing and wayfinding to attract businesses and to make finding the District easy for prospective businesses and workers.

Measure	Baseline	Target	Lead Dept.	Activity Progress Notes (include date)
Funding needed to develop a marketing strategy for the District	Ongoing	FY21-22	Economic Development	Ongoing

Initiative 1.1.3. Promote the WBID as a “gateway”

Description: Promote the WBID as a “gateway” by featuring its location, easy access, and community benefits for business.

Measure	Baseline	Target	Lead Dept.	Activity Progress Notes (include date)
Wolf Branch Innovation District Comp Plan Amendment, Design Guidelines, Land Development Code Amendments	Ongoing	Ongoing	Planning, Economic Development and Public Works	Completed by adoption of EAR-based amendments on June 16, 2020

Initiative 1.1.4. Include park space and recreation within the WBID

Description: Include park space within the District to encourage physical activity opportunities for employees.

Measure	Baseline	Target	Lead Dept.	Activity Progress Notes (include date)
Councilmember Districts to provide opportunities for recreation and site selections where appropriate consistent with the Parks and Recreation Master Plan	Ongoing	Ongoing	Leisure Services	Parks and Recreation Master Plan adopted Reso. No. 2019-22 on March 19, 2019

Initiative 1.1.5. Maintain high-quality urban form and design guidelines in the WBID

Description: Seek to maintain a high-quality urban form through street and block standards as defined in the District Master Plan.

Measure	Baseline	Target	Lead Dept.	Activity Progress Notes (include date)
Comp Plan Future Land Use Element: Policy 6.c. Subdivision developments should avoid the use of cul-de-sac roadways in order to preserve connectivity through the expanded roadway grid.	Update LDC	LDC Update	Planning	Completed by adoption of EAR-based amendments on June 16, 2020
Policy 6.d. Each new subdivision should have at least two points of ingress and egress, with at least one access required to lie above the FEMA base flood elevation for emergency service.	Update LDC	LDC Update	Planning	Completed by adoption of EAR-based amendments on June 16, 2020

Strategy 1.2. Enhance mobility, connectivity, and expand trail network

Description: Support economic growth of the City by enhancing and mobility throughout the City and expanding and connecting trail systems.

Status: Ongoing

Initiatives

- Initiative 1.2.1. Develop transportation master plan and associated revisions to the City’s Traffic Impact Analysis (TIA) requirements
- Initiative 1.2.2. Continue coordination with Lake County, City of Tavares, railroad, and FDOT
- Initiative 1.2.3. Seek funding sources to pay for trail expansion
- Initiative 1.2.4. Seek partnerships to establish trailheads and associated amenities

Initiative 1.2.1. Develop transportation master plan

Description: Develop transportation master plan to direct future roadway enhancements, improvements, and other augmentations to promote better and safer mobility alternatives within the City.

Measure	Baseline	Target	Lead Dept.	Activity Progress Notes (include date)
Develop a transportation master plan		FY20-21	Planning / Public Service / Economic Development	Prepare scope of services and include funding FY20-21 Budget

Initiative 1.2.2. Continue coordination with Lake County, City of Tavares, railroad, and FDOT on trails

Description: Continue coordination with Lake County, City of Tavares, railroad, and FDOT to encourage trail extension within and to entrances to the City.

Measure	Baseline	Target	Lead Dept.	Activity Progress Notes (include date)
Advance trail design and construction on railroad corridor	May 2020 (grant application)	September 2020 (grant award)	Economic Development / Planning	Coordinate with Lake Co. if grant award is authorized in September 2020
Continue to partner with stakeholders to focus on the railroad corridor or alternate alignment for the Wekiva Trail extension	Ongoing	Ongoing	Economic Development/ Planning/ Leisure Services	Ongoing

Initiative 1.2.3. Seek funding sources to pay for trail expansion

Description: Seek funding sources to pay for the expansion of trails within and connecting to trails outside the City.

Measure	Baseline	Target	Lead Dept.	Activity Progress Notes (include date)
Coordinate with Lake County, MPO, & FDOT to enhance trail funding	Ongoing	Ongoing	Economic Development / Planning/ Leisure Services	Ongoing

Initiative 1.2.4. Seek partnerships to establish trailheads

Description: Seek partnerships with organizations to establish trailhead services that welcome and support pedestrians and bicycle users.

Measure	Baseline	Target	Lead Dept.	Activity Progress Notes (include date)
Continue to partner with stakeholders to determine trailhead locations as identified in trail design documents	Ongoing	TBD	Economic Development / Planning / Leisure Services	Ongoing

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Strategy 1.3. Attract new commercial businesses

Description: Support economic growth of the City by attracting new commercial businesses.

Status: Ongoing

Initiatives

- Initiative 1.3.1. Encourage waterfront development
- Initiative 1.3.2. Promote residential development redevelopment within the Northeast CRA (including mixed-use development of the Grandview Commercial District)
- Initiative 1.3.3. Streamline and evaluate occupational and business tax receipt programs
- Initiative 1.3.4. Encourage energy-conserving construction and practices
- Initiative 1.3.5. Improve access to the trained workforce
- Initiative 1.3.6. Explore building height policies where appropriate

Initiative 1.3.1. Encourage waterfront development

Description: Encourage waterfront development to expand businesses that can benefit from lake vistas.

Measure	Baseline	Target	Lead Dept.	Activity Progress Notes (include date)
Comp Plan Policy 15.c. Future Land Use Element: "The City shall amend the MU-1 Future Land Use designation and corresponding zoning category pursuant to the findings of the Small Area Studies described in policies..."	LDC Amendment	Hire consultant to conduct small scale study by December 31, 2023	all impacted departments	Policy framework has been completed by adoption of EAR-Based Amendments on June 16, 2020

Initiative 1.3.2. Promote residential development adjacent to retail in the Grandview district

Description: In line with the Northeast CRA Grandview Business District Study, promote residential development adjacent to retail in the Grandview area of the city to encourage a pedestrian friendly environment.

Measure-	Baseline	Target	Lead Dept.	Activity Progress Notes (include date)
Per the Northeast CRA Redevelopment Plan of 2020, focus on development of affordable/attainable housing, stormwater management and development of Community Resource and Recreation Center.	Implement the Redevelopment Plan.	Achieve the goals in the Plan	Northeast CRA, Planning, & Economic Development	Annual reports as required by state law.

Initiative 1.3.3. Streamline and evaluate occupational license and business tax programs

Description: In line with the Northeast CRA Grandview Business District Study, promote residential development adjacent to retail in the Grandview area of the city to encourage a pedestrian friendly environment. Streamline the process necessary to obtain occupational and business licenses when opening, relocating, or expanding a business in the city.

Measure	Baseline	Target	Lead Dept.	Activity Progress Notes (include date)
The City has updated the Business Tax Receipt Process and now accepts the applications and payments on-line.	Completed	Completed	Planning and Finance	Track number of BTRs issued and renewed.

Initiative 1.3.4. Encourage energy-conserving construction

Description: Encourage energy-conserving new commercial construction by adopting LEED standards in the building codes.

Measure	Baseline	Target	Lead Dept.	Activity Progress Notes (include date)
Comp Plan Policy 8.d Future Land Use Element: "The City should encourage new developments to provide conservation design and practices, such as but not limited to dark sky lighting principals, energy star, green building design, solar, LEED principals, etc. During Planned Unit Development reviews these conversation items should be considered"	Ongoing	Comp Plan Policy Updated	Planning	Completed by adoption of EAR-Based Amendments on June 16, 2020

Initiative 1.3.5. Improve access to the trained workforce

Description: Improve access to the trained workforce that is needed to staff local business by working with local schools and colleges to enhance career preparation course offerings.

Measure	Baseline	Target	Lead Dept.	Activity Progress Notes (include date)
Continue to collaborate with CareerSource Central Florida, Lake Technical College, Lake Sumter State College, Lake County Public Schools, Goodwill Industries, and Lake County to create targeting training programs to meet the needs of the businesses in the city.	Summer Youth Program	New programs and grow existing programs	Economic Development	Track number of participants

Initiative 1.3.6. Explore building height policies where appropriate

Description: Explore with public input the opportunity to allow taller building heights in order to open additional space for downtown businesses, millennial generation and other residential housing.

Measure	Baseline	Target	Lead Dept.	Activity Progress Notes (include date)
Update Comprehensive Plan Policies	Public Meetings	Gain consensus	Planning / Economic Development/ PIO	Re-evaluate previously adopted policies

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Strategy 1.4. Promote tourism

Description: Support economic growth of the City by promoting tourism.

Status: Ongoing

Initiatives

- Initiative 1.4.1. Advertise the trails, downtown Wi-Fi, waterfront, and other city amenities that draw tourists and visitors
- Initiative 1.4.2. Provide business attraction for new hotels
- Initiative 1.4.3. Develop a standard brand image
- Initiative 1.4.4. Encourage easy access from Orlando
- Initiative 1.4.5. Schedule special events throughout the year

Initiative 1.4.1. Advertise the trails, downtown Wi-Fi, waterfront, and other city amenities that draw tourists and visitors

Description: Advertise the trails, downtown Wi-Fi, waterfront, and other city amenities that draw tourists and visitors.

Measure	Baseline	Target	Lead Dept.	Activity Progress Notes (include date)
Funding needed for ongoing ad campaigns	Budget funding source to be determined	5-10 year work plan	PIO, CRA, NE-CRA, Economic Dev. & Leisure Services	Ongoing

Initiative 1.4.2. Provide business attraction for new hotels

Description: Locate sites, zone, and encourage the opening of hotels to increase the number of multi-day tourists and visitors.

Measure	Baseline	Target	Lead Dept.	Activity Progress Notes (include date)
Hotels are allowed in C-2, C-3, and PUD Commercial zoning.	Completed	Completed	Planning	Ongoing
Meet with potential hotel developers.	Ongoing	Target areas for successful hotel	Economic Development	Ongoing

Initiative 1.4.3. Develop a standard brand image

Description: Develop a standard brand image and slogan that tourists and visitors will be able to automatically associate with the City of Mount Dora.

Measure	Baseline	Target	Lead Dept.	Activity Progress Notes (include date)
Review/Update logo and slogan	Someplace Special!	FY 21/22	Economic Development / PIO	Ongoing

Initiative 1.4.4. Encourage easy access from Orlando

Description: Encourage easy Orlando access by conducting traffic studies to streamline vehicle flow and installing wayfinding to and from Highways 441 and SR 453/429.

Measure	Baseline	Target	Lead Dept.	Activity Progress Notes (include date)
Continue to work with FDOT to achieve this goal.	Ongoing	Ongoing	Economic Development / Planning/ Public Works	Ongoing
Establish gateway/wayfinding directional hierarchy (1st Ave, Limit, Lincoln & Donnelly)	Ongoing	FY 21/22	Economic Development / Planning/ Public Works	Ongoing

Initiative 1.4.5. Schedule special events throughout the year

Description: Continue to schedule special events that bring tourists and visitors more than once to the city throughout the year.

Measure	Baseline	Target	Lead Dept.	Activity Progress Notes (include date)
Number of new events.	1	Ongoing	Leisure	Track # of events
Number of returning events	35	Ongoing	Leisure	Track # of events