



**CITY OF  
MOUNT  
DORA**

**Parks and Recreation  
900 N. Donnelly St.  
Mount Dora, FL 32757  
352-735-7183  
Fax: 352-735-3681**

**E-mail: [parksandrec@cityofmoundora.com](mailto:parksandrec@cityofmoundora.com)**

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**PARKS AND RECREATION  
ADVISORY BOARD MEETING  
City Hall Board Room, 510 N. Baker Street, Mount Dora, FL 32757  
May 27, 2025 at 5:30 PM**

**AGENDA**

- I. Call to Order
- II. Roll Call
- III. Approval of Minutes
  - A. March 17, 2025 Meeting Minutes
- IV. Public Comment
- V. Presentations
- VI. Action Items
  - A. Donnelly Park Site Concept
- VII. Resolutions
- VIII. Ordinances
- IX. Discussion Items
  - A. Strategic Plan - City Council Approved
- X. City Staff
  - A. Budget Update
    - B. Parks and Recreation Update
    - C. Cultural and Special Events Update
- XI. Communications and Reports
  - A. Board Member Karla Rainer
  - B. Board Member Bailey Stack

- C. Board Member Derrick Campbell
- D. Board Member Patrick Murray
- E. Chair Mark Woerner
- F. Board Member William Larkin
- G. Board Member Jack Whittaker

XII. Future Meeting Dates

- A. Monday, July 21, 2025, 5:30 p.m
- B. Monday, September 15, 2025, 5:30 p.m
- C. Monday, November 17, 2025, 5:30 p.m

XIII. Adjournment

**NOTICE:** Please note that, for purposes of Section 286.011, Florida Statutes, two or more members of the City Council may be present at this meeting, and this meeting may be considered a City Council meeting.

**NOTICE:** If any person decides to appeal any decisions at this meeting with respect to any matter considered, such person may need a record of these proceedings. For such purpose, a person may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.

**NOTICE:** In accordance with the Americans with Disabilities Act (“ADA”) and Florida Statutes, Section 286.26, persons with disabilities needing a reasonable accommodation to participate in a public hearing or meeting should contact the City of Mount Dora’s ADA Coordinator at least 48 hours prior to the proceeding. The ADA Coordinator may be contacted by phone at 352-735-7126, ext. 1111, or by email at [clerk@cityofmounddora.com](mailto:clerk@cityofmounddora.com).

If hearing impaired, telephone the Florida Relay Service numbers (800) 955-8771 (TDD) or (800) 955- 8770 (Voice) for assistance.

If you have any comments or question regarding the contents of this agenda packet, please call Jennifer Schwarz at (352) 735-7183 ext. 1605.



**CITY OF  
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**Leisure Services  
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**DATE:** May 27, 2025

**TO:** Parks and Recreation Advisory Board Members

**FROM:** Troy Shonk, Director of Parks and Recreation

**SUBJECT:** March 17, 2025 Meeting Minutes

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**Introduction:**

**Discussion:**

**Budget Impact:**

**Strategic Impact:**

**Recommendation**

**Attachment(s):**

1. 3.17.25 PRAB Minutes

Prepared by: Jennifer Schwarz, Operations Manager  
Reviewed by: Troy Shonk, Parks & Recreation Director

Final Approval - 5/20/2025

**CITY OF  
MOUNT DORA, FLORIDA  
PARKS & RECREATION  
ADVISORY BOARD  
MINUTES**



**March 17, 2025  
City Hall  
510 N. Baker St.  
Mount Dora, FL 32757**

**CALL TO ORDER**

Having been duly advertised as required by law, Chairperson Mark Woerner called to order the March 17, 2025, regular meeting of the Parks & Recreation Advisory Board at 5:30 P.M. in the City Hall Council Chambers.

**ROLL CALL**

**Members Present:**

Mark Woerner, Chairperson  
Karla Rainer, Vice-Chairperson  
William Larkin  
Dereck Campbell  
Patrick Murray  
Jack Whittaker

**Also Present:**

Troy Shonk, Parks & Recreation Director  
Jennifer Schwarz, Parks & Recreation Deputy Director  
Christopher Carson, Cultural & Special Events Manager  
Gretchen Gomez, Parks & Recreation Admin Coordinator

**Members Not Present:**

Bailey Stack

**APPROVAL OF MINUTES**

**A. January 23, 2025 Meeting Minutes**

***MOTION TO APPROVE MINUTES BY BOARD MEMBER WHITTAKER; BOARD MEMBER MURRAY SECONDED THE MOTION. MOTION APPROVED BY A ROLL CALL VOTE.***

*YES*      *Chairperson Woerner  
Vice-Chairperson Rainer  
Board Member Larkin  
Board Member Campbell  
Board Member Murray  
Board Member Whittaker*

*NO*      *None*

**PUBLIC COMMENT**

**PRESENTATIONS**

**ACTION ITEMS**

## **RESOLUTIONS**

## **ORDINANCES**

### **CITY STAFF**

#### **A. Parks & Recreation Update**

- Aquatics and Wellness Supervisor, Kristi Kay, and Aquatics and Wellness Coordinator, Madison Foster, discuss different kinds of swim programs, AAU swim team, lifeguard courses, and monthly schedule of water and land-based classes.
- Youth and Camp Supervisor, Megan Mathews, went over different themed summer camps and what each one entails.
- Athletics Supervisor, Michael Davis, went over sports camps and leagues that happen during different seasons for different age groups.

#### **B. Cultural and Special Events Update**

- Mr. Carson discussed the Spring Craft Fair, Sailboat Regatta, and Corn Festival.

### **DISCUSSION ITEMS**

#### **C. Parks & Recreation Master Plan – 5 Year Plan Update**

Following discussion, the board came to the consensus of prioritizing the 5 Year Plan in the following order

- Completion of Donnelly Park
- 4<sup>th</sup> Ave & Simpson Cove Docks
- Waterfront Master Plan
- Musco Athletic Field Lighting at Lincoln & Summerview Parks
- Dog Park Renovation
- Electric Department Security Lighting at Frank Brown Park
- Electronic Scoreboard at Frank Brown for Pop Warner
- Athletic Complex
- Ongoing search for parks and green space

### **COMMUNICATIONS AND REPORTS**

#### **A. Chairperson Mark Woerner**

#### **B. Vice-Chairperson Karla Rainer**

#### **C. Board Member Bailey Stack**

#### **D. Board Member Derrick Campbell**

#### **E. Board Member Patrick Murray**

#### **F. Board Member William Larkin**

#### **G. Board Member Jack Whittaker**

### **FUTURE MEETING DATES**

#### **A. Monday, May 19, 2025, 5:30 p.m.**

- B. Monday, July 21, 2025, 5:30 p.m.**
- C. Monday, September 15, 2025, 5:30 p.m.**
- D. Monday, November 17, 2025, 5:30 p.m.**

**ADJOURNMENT**

***MOTION BY BOARD MEMBER WHITTAKER TO ADJOURN; VICE CHAIRPERSON RAINER SECONDED THE MOTION. MOTION APPROVED BY A UNANIMOUS VOICE VOTE.***

There being no further business for discussion, the meeting adjourned at approximately 7:31 P.M.

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**MARK WOERNER, CHAIRPERSON**  
**City of Mount Dora**

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**GRETCHEN GOMEZ, ADMIN COORDINATOR**  
**City of Mount Dora**



# CITY OF MOUNT DORA

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E-mail: [parksandrec@cityofmoundora.com](mailto:parksandrec@cityofmoundora.com)

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**DATE:** May 27, 2025

**TO:** Parks and Recreation Advisory Board Members

**FROM:** Troy Shonk, Director of Parks and Recreation

**SUBJECT:** Donnelly Park Site Concept

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**Introduction:**

Request Approval of Donnelly Park Site Concept Plans

**Discussion:**

The development program for the Project includes the following:

- Outdoor amphitheater / terraced area in the south of the park with seating areas, seat walls, walkways and pedestrian connections.
- Patio seating areas incorporated into the amphitheater.
- VIP outdoor seating area in the southeast corner of park in shaded area.
- Promenade to accommodate vehicular access provided through the site (running north/south) – utilize pavers to make this area look more like a pedestrian corridor. To be utilized by vehicles for maintenance only.
- Stormwater ideas for capturing sheet flow of water from the north may be able to utilize green infrastructure such as bioswales or rain gardens that could also function as landscape areas.
- Festival and booth spaces on the north side of the park.
- Ideas for beautification along the entire park perimeter.

**Budget Impact:**

In the current FY 24-25 budget, there is \$508,261.33 remaining in GL 310-5555-580.63-01-PK2411.

**Strategic Impact:**

Strategic Initiative 2: Enhance the aesthetic appeal of Mount Dora through well-maintained landscaping, public art, hardscape design elements, and streetscapes where appropriate.  
Goal 5: Implement beautification improvements to parks, and open spaces.

Objective 5.1 - Complete landscape improvements to Donnelly Park by the end of FY 2025-2026, providing a “Central Park” atmosphere with special events space.

**Recommendation** Request approval on one of the two concept designs of Donnelly Park

**Attachment(s):**

- 1. Donnelly Park\_Concept Package

Prepared by: Jennifer Schwarz, Operations Manager

Reviewed by: Troy Shonk, Parks & Recreation Director

Final Approval - 5/21/2025

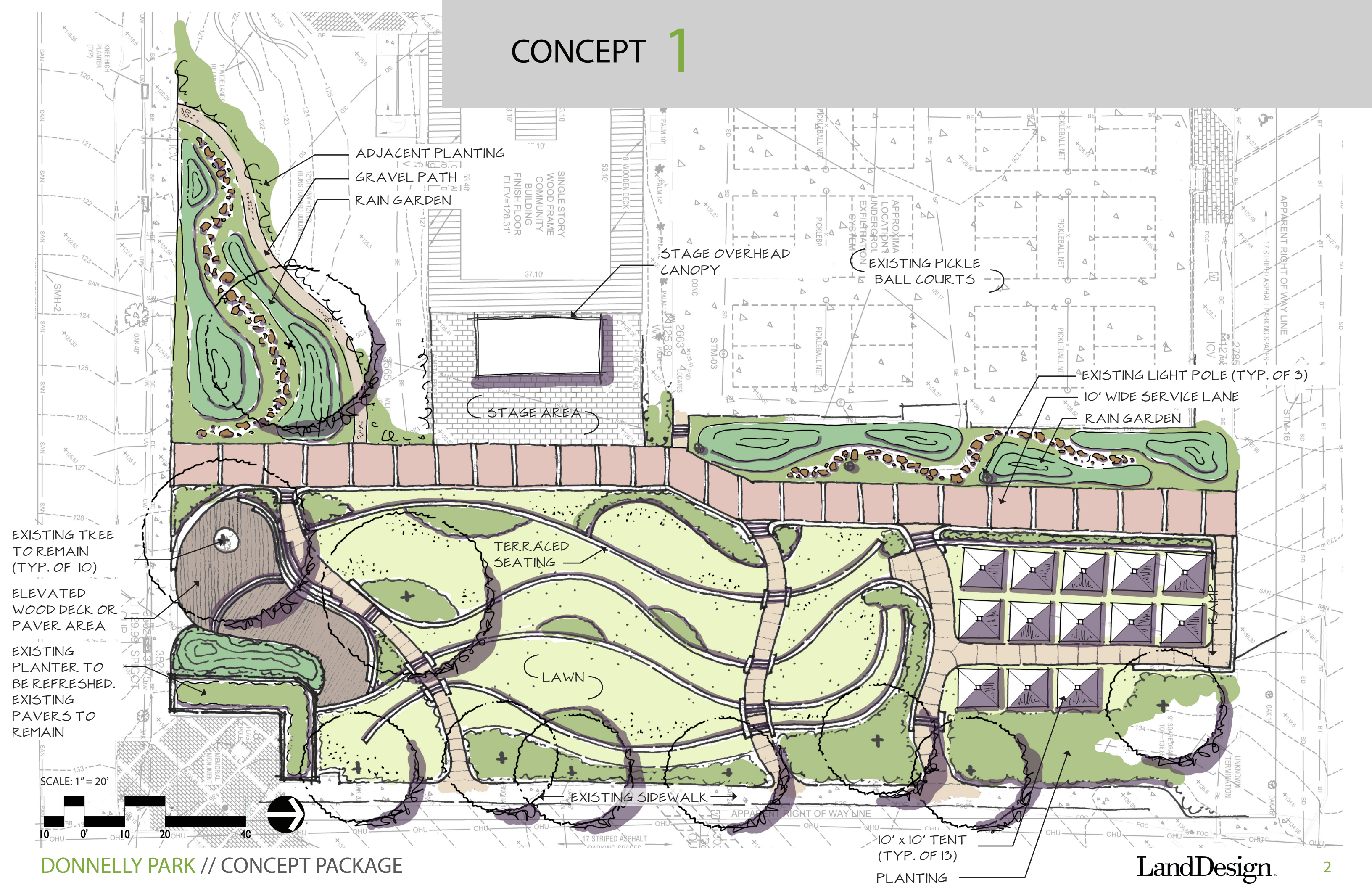


# DONNELLY PARK

## CENTRAL PARK

CONCEPT PACKAGE

# CONCEPT 1



ADJACENT PLANTING  
GRAVEL PATH  
RAIN GARDEN

SINGLE STORY  
WOOD FRAME  
COMMUNITY  
BUILDING  
FINISH FLOOR  
ELEV=128.31'

STAGE OVERHEAD  
CANOPY

EXISTING PICKLE  
BALL COURTS

STAGE AREA

EXISTING LIGHT POLE (TYP. OF 3)  
10' WIDE SERVICE LANE  
RAIN GARDEN

EXISTING TREE  
TO REMAIN  
(TYP. OF 10)

ELEVATED  
WOOD DECK OR  
PAVER AREA

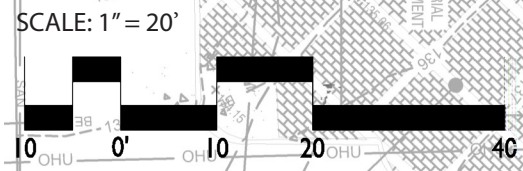
EXISTING  
PLANTER TO  
BE REFRESHED.  
EXISTING  
PAVERS TO  
REMAIN

TERRACED  
SEATING

LAWN

EXISTING SIDEWALK

10' x 10' TENT  
(TYP. OF 13)  
PLANTING



# CONCEPT 1

PRECEDENT IMAGERY



RAIN GARDEN



EVENT SPACE

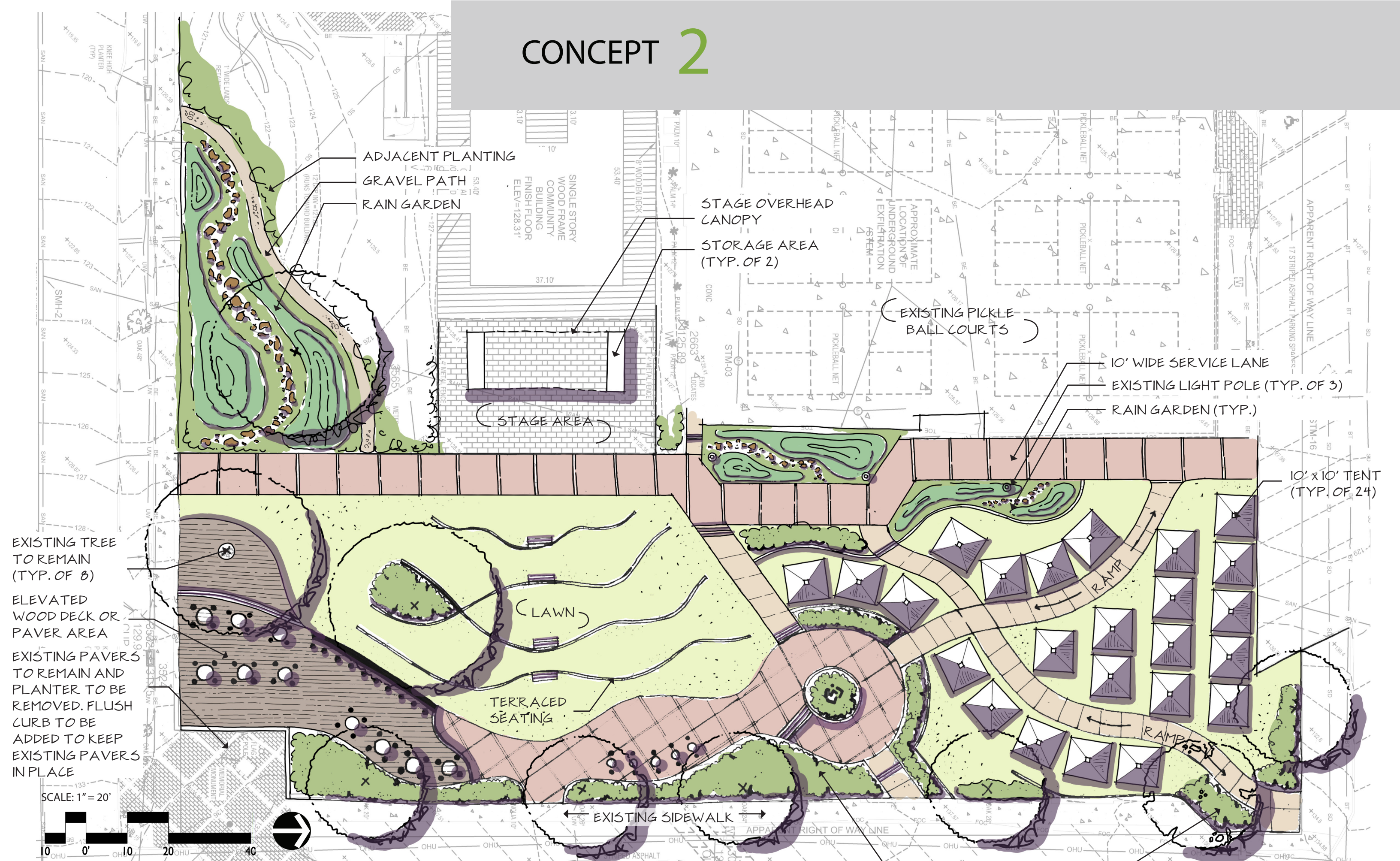


TERRACE



STAGE BAND SHELL

# CONCEPT 2



ADJACENT PLANTING  
GRAVEL PATH  
RAIN GARDEN

STAGE OVERHEAD CANOPY  
STORAGE AREA (TYP. OF 2)

(EXISTING PICKLEBALL COURTS)

10' WIDE SERVICE LANE  
EXISTING LIGHT POLE (TYP. OF 3)  
RAIN GARDEN (TYP.)

STAGE AREA

10' x 10' TENT (TYP. OF 24)

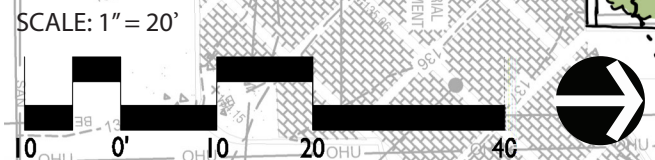
EXISTING TREE TO REMAIN (TYP. OF 8)  
ELEVATED WOOD DECK OR PAVER AREA  
EXISTING PAVERS TO REMAIN AND PLANTER TO BE REMOVED. FLUSH CURB TO BE ADDED TO KEEP EXISTING PAVERS IN PLACE

(LAWN)

TERRACED SEATING

EXISTING SIDEWALK

PROPOSED TREE PLANTING



# CONCEPT 2

PRECEDENT IMAGERY





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**DATE:** May 27, 2025

**TO:** Parks and Recreation Advisory Board Members

**FROM:** Troy Shonk, Director of Parks and Recreation

**SUBJECT:** Strategic Plan - City Council Approved

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## **Introduction:**

Strategic Plan - City Council Approved

## **Discussion:**

The plan is structured around five key Strategic Initiatives, each designed to support our long-term goals:

**Promote Economic Development** – Position Mount Dora for a strong, diverse, and sustainable economy while preserving our small-town charm.

**Beautify Mount Dora** – Enhance the city’s aesthetic appeal through landscaping, public art, and well-maintained streetscapes.

**Maintain and Improve Infrastructure** – Invest in modern and reliable infrastructure to support our growing community.

**Provide High-Quality Services** – Deliver exceptional municipal services that promote a vibrant, safe, and healthy environment.

**Invest in Fiscal and Human Resources** – Ensure financial sustainability and attract top talent to serve our city.

## **Budget Impact:**

The strategic plan establishes priorities that will shape budgeting decisions and guide resource allocations for the coming years.

## **Strategic Impact:**

The strategic plan outlines key priorities that serve as a framework for future budgeting and resource allocation decisions.

## **Recommendation**

**Attachment(s):**

1. Strategic Plan 2025-2030-Final (002)

Prepared by: Jennifer Schwarz, Operations Manager  
Reviewed by: Troy Shonk, Parks & Recreation Director

Final Approval - 5/20/2025

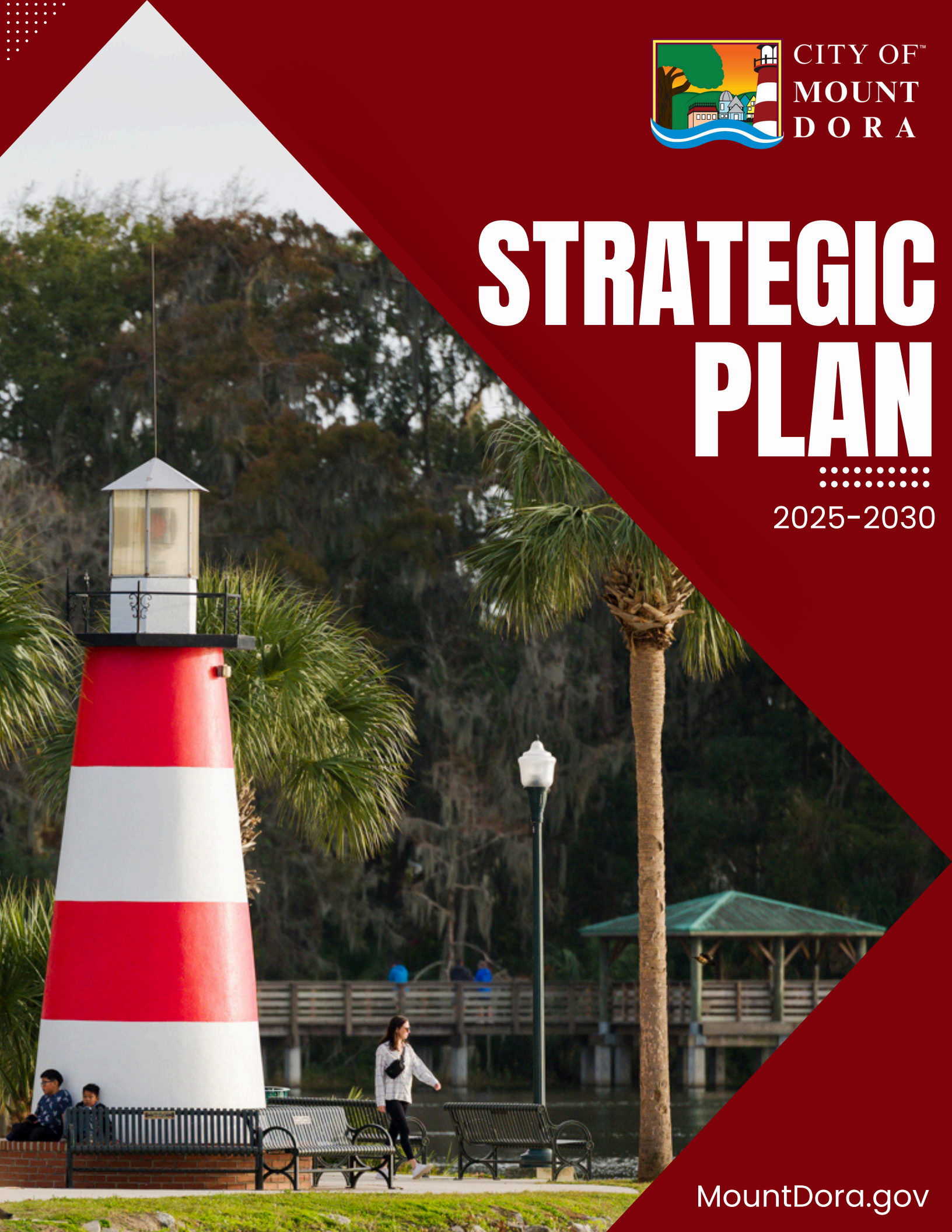


CITY OF  
MOUNT  
DORA

# STRATEGIC PLAN



2025-2030



MountDora.gov

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# MEET CITY COUNCIL



**James Homich**  
Mayor



**John Cataldo**  
Vice-Mayor



**Cal Rolfson**  
District 2



**Dennis Dawson**  
District 3



**Marc Crail**  
District 4



**Nate Walker**  
District 5



**Doug Bryant**  
At-Large



# CITY MANAGER MESSAGE



## Dear Mount Dora Community,

It is with great enthusiasm that I share the City of Mount Dora’s Strategic Plan Update for FY2025–2030, a forward-thinking roadmap designed to guide our community toward a vibrant and sustainable future. Rooted in our rich history and small-town charm, this plan reflects our collective vision to enhance Mount Dora’s unique character while embracing opportunities for growth and innovation.

Our vision is clear: to cultivate a diverse, thriving, and sustainable community—one that celebrates a vibrant downtown, an inviting and accessible lakefront, and a deep respect for our historic and natural resources. This strategic plan, developed with input from City leadership, staff, and community stakeholders, establishes a framework to ensure Mount Dora continues to be a premier destination for both residents and visitors alike.

The plan is structured around five key Strategic Initiatives, each designed to support our long-term goals:

- Promote Economic Development – Position Mount Dora for a strong, diverse, and sustainable economy while preserving our small-town charm.
- Beautify Mount Dora – Enhance the city’s aesthetic appeal through landscaping, public art, and well-maintained streetscapes.
- Maintain and Improve Infrastructure – Invest in modern and reliable infrastructure to support our growing community.
- Provide High-Quality Services – Deliver exceptional municipal services that promote a vibrant, safe, and healthy environment.
- Invest in Fiscal and Human Resources – Ensure financial sustainability and attract top talent to serve our city.

This plan is more than just a document—it is a dynamic blueprint for action. With well-defined goals, including redevelopment opportunities, enhanced mobility, strategic business attraction, public safety enhancements, and expanded green spaces, we are committed to making measurable progress.

As we move forward, we will continue to engage with our community, implement best practices, and leverage partnerships to bring this vision to life. Together, we will ensure that Mount Dora remains a welcoming, vibrant, and prosperous place to live, work, and visit for years to come.

We look forward to working alongside you to bring this vision to reality.

Sincerely,

*Vince Sandersfeld*

City Manager

# VISION AND MISSION

## Vision

Create a diverse, vibrant, and sustainable community featuring a thriving business community 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

Mount Dora provides a full range of high-quality municipal services to all stakeholders in a safe, clean, attractive environment while safeguarding our historical and natural resources and building a strong sense of community.



# STRATEGIC INITIATIVE 1:

## Promote Economic Development

*Promote Economic Development to position Mount Dora as a City with a diverse, vibrant, sustainable economy.*

### Goal 1

**Promote strategic corridors for development and redevelopment: Golden Triangle District, Grandview Business District, Highland Street District, Downtown/Waterfront District, and the Wolf Branch Innovation District with special focus on high-wage job creation.**

- **Objective 1.1** - Create marketing materials promoting development for each district by the end of FY 2024-2025.
- **Objective 1.2** - Each year promote areas for development/redevelopment by engaging with stakeholders, collaborating with Economic Development organizations, and where possible promoting Public-Private Partnerships (PPP).
- **Objective 1.3** - Complete *Revitalization Action Plan* for these districts to focus where feasible industry-specific recruitment.
- **Objective 1.4** - Enhance or streamline business/permitting process improvements for customer applications, inspections, and pass-through fees.

### Goal 2

**Enhance alternative mobility transportation modes to include trail networks.**

- **Objective 2.1** - Promote golf carts, pedestrian, and bike access throughout the City with focus on safety.
  1. Donnelly Boardwalk Project to be completed by end of FY2025-2026.
  2. On an annual basis complete sidewalk repair by targeting different areas of the City.
  3. Develop and implement a mobility transportation plan to provide ideas to improve alternative modes and improvements throughout the City.
- **Objective 2.2** - Research grants to help with trail and bike corridors.
- **Objective 2.3** - Update the *Trails Master Plan* to the today's trail strategy with Lake County ensuring new trailheads and amenities are defined.
- **Objective 2.4** - Updates, when required, to the City Comprehensive Plan and E.A.R-Based Amendments.



**Goal  
3**

**Promote tourism.**

- **Objective 3.1** - Each year create a campaign with a minimum \$40,000 budget targeting day-trippers to Mount Dora (subject to funding/budget).
- **Objective 3.2** -Develop premier festivals that drive tourism by partnering with event sponsors to deliver cost-effective City services while safeguarding the public.
- **Objective 3.3** - Seek grants or other appropriations for the construction of the *4th Avenue docks*; and complete the 4th Avenue Docks Feasibility Study to determine the proper dock design and/or alternatives.



# STRATEGIC INITIATIVE 2:

## Beautify Mount Dora

*Enhance the aesthetic appeal of Mount Dora through well-maintained landscaping, public art, hardscape design elements, and streetscapes where appropriate.*

### Goal 4

#### Promote urban greening throughout the City with special focus on corridors, parks, open spaces, and gateways.

- **Objective 4.1** - Promote an Urban forest in Mount Dora by planting at a minimum of 50 trees per year through end of 2030 using the *Right Tree, Right Place* program.
- **Objective 4.2** - Update the Land Development Code to require appropriate tree planting methods within an urban environment by the end of FY2025-2026.
- **Objective 4.3** - Work with outside organizations to gather volunteers to care for newly planted trees, landscape beds, and flowers.
- **Objective 4.4** - Add plantings and irrigation system at the Mount Dora gateways and major corridors and arrange for maintenance and watering of the new planting and ground covering.

### Goal 5

#### Implement beautification improvements to parks, and open spaces.

- **Objective 5.1** - Complete landscape improvements to Donnelly Park by the end of FY 2025-2026 providing a “central park” atmosphere with special events space.
- **Objective 5.2** - Provide staff training to improve the standard of care for Mount Dora’s green space.
- **Objective 5.3** - Underground electric lines along Donnelly Street in order to plant trees along the roadway to develop a tree canopy.
- **Objective 5.4** - Perform a streetscape project to match the existing completed streets in the downtown District. The project will be executed in two phases: (1) Engineering and Design, and (2) Construction. The project schedule will be contingent upon the availability of CRA funds.
- **Objective 5.5** - Pursue grants and other funding opportunities to develop the Lake Dora Waterfront Master Plan.
- **Objective 5.6** - Continue improvements and enhancements to, and, where feasible, acquire additional lands for the athletic complex with programs, leagues, and other amenities.

- **Objective 5.7** - Acquire land by developer donation or City direct purchase as green space becomes available. Special focus will be on communities lacking appropriate parks for their communities and locations where trails and trailhead amenities may be provided in the future. The intent is to develop Neighborhood and Community Parks that draw users across many neighborhoods and provide community amenities pursuant to the Parks and Recreation Master Plan.
- **Objective 5.8** - Acquire new and enhance existing public green space and open spaces.



### **Enhance public green and open spaces.**

- **Objective 6.1** -Identify potential locations for park spaces in the Wolf Branch Innovation District (WBID) and the Golden Triangle District as development occurs.

# STRATEGIC INITIATIVE 3:

## Strengthen and Expand Mount Dora's Infrastructure

*Ensure Mount Dora's critical infrastructure is properly maintained and expanded as needed.*

### Goal 7

#### Develop new infrastructure to support sustainable growth management

- **Objective 7.1** - Expand infrastructure to meet the needs of a growing community.
  1. Complete the Wastewater Treatment Plant #2 expansion.
  2. Construct ground storage tank to store additional potable water.
  3. Expand Electric Substation by adding an additional circuit with breaker and underground cable to feed the Groves South area the end of FY2025-2026.
- **Objective 7.2** - Focus on strategies and infrastructure to improve public health, safety, and welfare within the City.
- **Objective 7.3** - Provide parking management strategies and increase parking space inventory in the downtown area.
- **Objective 7.4** - Enhance transportation safety and accessibility by implementing data-driven strategies from the Safe Streets and Roads for All (SS4A) program to create safer, more efficient, and inclusive roadways for all users.
  1. Implement Traffic Calming Measures: Introduce speed reductions, pedestrian crossings, roundabouts, and protected bike lanes in high-risk corridors.
  2. Enhance Public Engagement and Equity: Ensure that safety improvements benefit all communities, particularly the underserved areas, by involving residents in planning and decision-making.
  3. Leverage Federal and Local Funding: Secure SS4A grants and match them with local funds to implement infrastructure and policy improvements.
  4. Monitor and Evaluate Progress: Track safety metrics, conduct before-and-after studies, and adjust strategies based on effectiveness.



**Goal  
8**

**Ensure that utility and public works infrastructure is properly maintained to meet established safety and minimum level of maintenance standards.**

- **Objective 8.1** – Institute a *Pavement Management Program* including repair, resurfacing, and replacement based on priorities.
- **Objective 8.2** – Repair broken or ADA-hazard sidewalks targeting different areas of the City each year.
- **Objective 8.3** – Strengthen in-house skills to perform miscellaneous concrete repair work on such things as curbs and gutters, sidewalks, and storm inlet tops.
- **Objective 8.4** – Ensure the City network is protected by securing digital storage, controlling access, and preventing unauthorized data processing.
  1. Upgrade to Microsoft 365 by the end of FY2026–2027.
- **Objective 8.5** – Implement Water and Wastewater maintenance programs to reduce operating cost and ensure good, reliable service.
  1. Rehabilitation & Upgrade of Wastewater Treatment Plant 1.
  2. Add new pump room and associated electrical controls to allow for taking a pump off line.
  3. Upgrade various mains and lift stations to extend the life of the wastewater system.
- **Objective 8.6** – Perform NPDES permit required inspections, monitoring, and repairs on schedule of the Stormwater System.

**Goal  
9**

**Maintain Parks equipment, City buildings, and facilities in accordance with established safety and maintenance guidelines.**

- **Objective 9.1** – Maintain playground and sports equipment to meet the state requirements through regular inspections, prompt repairs and addressing natural hazards.
- **Objective 9.2** – Ensure a safe, functional, and comfortable environment while extending the life of the buildings and their systems.
  1. Renovation of Fire Station 34 using the remaining bond funds.

# STRATEGIC INITIATIVE 4:

## Provide High-Quality Services

*Provide high-quality City services that sustain a vibrant, safe, and healthy community.*

### Goal 10

#### Ensure safe and reliable electric and water supply and protect the environment and public through proper wastewater and stormwater management.

- **Objective 10.1** - Install *Advanced Metering Infrastructure* system to enhance reliability, and provide real-time data to the electric customer by end of FY 2026-2027.
- **Objective 10.2** - Pursue a citywide GIS map and database to enhance reliability and efficiency in various task.
- **Objective 10.3** - Convert at a minimum one radial water line per year to a loop system in order to provide water redundancy and resiliency.
- **Objective 10.4** - Effectively manage stormwater runoff while protecting the environment and minimizing flooding.

### Goal 11

#### Ensure an exceptional level of Public Safety services.

- **Objective 11.1** - Provide an environment within the Police and Fire Departments that encourages long careers, retention and advancements. This includes proper training and development.
- **Objective 11.2** - Promote community engagement by offering classes to educate the public about police practices.
- **Objective 11.3** - Promote the safety of the community by ensuring: annual fire inspections, short term rental inspections, and swimming pool safety based on applicable building codes for the State of Florida.
- **Objective 11.4** - Review and evaluate the fire protection capabilities opportunities to obtain enhanced Insurance Services Office (ISO) fire rating (Public Protection Classification)



## Provide high-quality programs to benefit all age groups: Parks and Recreation; the Northeast Resource and Recreation Center; and the Library

- **Objective 12.1** - Develop premier festivals that cultivate community spirit by partnering with event sponsors to deliver cost-effective City services while safeguarding the public.
- **Objective 12.2** - Assess summer, educational, and after-school care programs to make changes as needed to ensure quality, safety, and the fulfillment of the needs of the community.
- **Objective 12.3** - Ensure program opportunities are provided to all demographics of the community and ensure low-cost programs.
- **Objective 12.4** - Strive to achieve the library’s mission of “lifelong learning and access to information” through innovative programming.
  1. *Farmhouse Expansion for community meeting space*
  2. *Creation of Nature Lab Learning Space as part of the Children’s Library*
  3. *Forest Preserve Restoration*

# STRATEGIC INITIATIVE 5:

## Invest in Fiscal and Human Resources

*Building a resilient foundation for enhanced financial performance and organizational excellence.*

### Goal 13

#### Identify and seek alternative funding sources.

- **Objective 13.1** – Pursue federal, state and local grants to fund City projects and studies.
- **Objective 13.2** – Use restricted funds to fullest ability.
- **Objective 13.3** – Refine and streamline the donation process for receiving donations.

### Goal 14

#### Retain and attract highly-qualified talent and provide succession planning.

- **Objective 14.1** – Develop and implement a robust recruitment strategy to attract diverse, highly qualified talent to the City workforce.
  1. Implement HR technologies (ADP Implementation) to streamline hiring, onboarding, performance reviews, and payroll processes
- **Objective 14.2** – Introduce innovative retention strategies to reduce turnover and ensure continuity of critical roles.
  1. Regularly assess employee engagement through surveys and feedback mechanisms, and act on results to improve workplace culture.
  2. Continuously review and adjust compensation packages to ensure they remain competitive with the public and private sectors.
  3. Create a clear, transparent structure for promotions and salary increases to enhance job satisfaction.



- **Objective 14.3** – Create a comprehensive training and professional development program to build skills and foster career advancement within the City workforce.
  1. Implement mentorship and leadership development programs to support employees’ growth.
  2. Enhance PD personnel development through advanced training programs. The department will implement leadership training for supervisors through partnerships with leading organizations.
  3. Officers will also be encouraged to pursue higher education, with assistance provided for enrollment in college programs and support navigating coursework.
  4. Re-assign the employee pay-grade structure as a City Administration function.
  5. Review and update City Employee Policy and Procedure Guide FY24-25.
  
- **Objective 14.4** – Establish a strong succession planning framework to identify and prepare high-potential employees for leadership roles, ensuring smooth transitions and minimizing talent gaps.
  1. *Foster a pipeline of internal talent to meet the future leadership needs of the City.*



**Provide accounting services supported by advanced IT systems to streamline and enhance financial reporting.**

- **Objective 15.1** – Establish an updated in-house or cloud-based financial system to streamline City operations, financial management, and reporting.
  1. Software (BS&A) upgrade to a cloud system.
- **Objective 15.2** – Provide efficiencies and additional revenue by improving financial processes.
  1. Improve the FEMA reimbursement process.
  2. Improve year-end close out of Purchase Orders.
  3. Update allocations for utility billing.
  4. Review all City master fee schedule, impact fees, as needed.

# CONCLUSION

The City of Mount Dora's 2025 Strategic Plan focuses on growth, infrastructure, public safety, and community development to enhance the city's future. Key initiatives include expanding business districts, attracting new industries, and improving mobility plans to support economic growth. Infrastructure improvements such as fiber connectivity expansion, water system enhancements, and public space restoration will ensure long-term sustainability. Public safety remains a priority with plans to strengthen emergency preparedness, upgrade fire and police facilities, and improve response times. The city is also investing in its workforce by modernizing HR systems, enhancing employee training, and implementing cloud-based operations for efficiency. Additionally, community growth initiatives include developing affordable housing and expanding recreational facilities. Mount Dora is committed to smart growth, innovation, and preserving its charm while creating a safe, sustainable, and thriving future for all residents.



# UPDATED 2019-2024 PROJECT LIST & PROPOSED FUTURE PROJECTS

## *Economic Development*

### Completed



- Parks & Recreation Master Plan
- Wi-Fi/Bandwidth/Fiber Connection in Downtown CRA
- Wi-Fi/Bandwidth/Fiber Connection in Wolf Branch Innovation District
- Economic Development Consultant for Wolf Branch Innovation District
- Impact Fee Review by Consultant
- Construct Parks & Recreation General Purpose Building

### Ongoing



- Plan & Develop Trail the Wekiva Trail
- Update JPA Contract with County

### Carried Forward



- Evaluation of Special Events
- Master Mobility Plan as part of EAR/Comp Plan
- Review/Revise Impact Fees to include potential Mobility Fee

### Future



- Develop Waterfront Master Plan for Parks and Recreation (special events).
- Feasibility and Construction of the 4th Avenue Docks
- Revitalization Action Plans for Golden Triangle, Grandview Commercial District, Downtown Lake Front, and Highland Street Corridor
- Explore Public-Private Partnerships (PPPs) opportunities for Grandview Commercial District (incubator type businesses) and Highland Street Corridor
- Industry-Specific Recruitment for WBID: Partner with regional economic development councils to attract technology, healthcare, or clean energy companies that align with Mount Dora's economic vision.
- Tourism Enhancement Initiatives: Develop marketing campaigns to boost tourism, focusing on Mount Dora's charm, such as historical sites, festivals and outdoor activities.
- Update Trails Master Plan.

# UPDATED 2019-2024 PROJECT LIST & PROPOSED FUTURE PROJECTS

## *Infrastructure*



### Completed

- Construct Public Works Facility
- Stormwater Improvements in Northeast CRA
- Apopka Reclaim Interconnect
- FDOT/County/City water/wastewater piping
- Dogwood Mountain Restoration
- Renovate Public Safety Building
- Utility Master Plan to include Wolf Branch Innovation District
- Sewer and reclaimed water system outside the interior City limits
- Stormwater Master Plan



### Ongoing

- Parking improvements in Downtown CRA
- Explore additional properties for future City use
- Water and Wastewater Infrastructure Master Plan
- Support roadway improvements such as US 441 and SR 44
- Stormwater Improvements in Northeast CRA
- Downtown Parking Improvements



### Future

- Establish a robust data center or cloud-based system to centralize city operations and provide redundancy.
- Advance the expansion of fiber optic connections to city facilities and finalize the fiber optic ring to enhance system resiliency.
- Simpson Farmhouse Expansion – add meeting room capacity to the library’s already double and triple-booked spaces and provide connectivity with a landscaped sidewalk to Forest Preserve from N. Donnelly.
- Nature Lab – create a learning space inside the Children’s Library where young learners can explore the natural world with child-friendly materials and observation equipment.
- Forest Preserve Restoration Plan – long-term segmented approach to restoring Forest Preserve over the course of the next two decades.
- Completion of Donnelly Park phases as a completed “Central Park” location.
- Internal engineering study to improve Electric Utility system protection coordination

# UPDATED 2019-2024 PROJECT LIST & PROPOSED FUTURE PROJECTS

## ***Infrastructure*** Cont...



### Future

- Install communications infrastructure and deploy AMI meters to the electric service territory
- Provide a Customer Portal for Electric Utility service and consumption information
- Each year convert a portion of overhead power lines serving commercial areas to underground
- Wastewater Treatment Plant #1 Rehabilitation
- Water Treatment Plant #2 Capacity Upgrades
- Rehabilitation of Collections System Lift Stations
- Looping and Redundancy of Potable Water Mains
- Collections System Pipe Lining
- Renovation of Station Fire 34 (Donnelly Street Station) to include Administrative/Training/EOC addition
- Procure equipment that enhances public safety and ensures the department maintains state-of-the-art resources for our officers. This includes a commitment to providing the best tools and technology, ensuring officers are equipped to effectively perform their duties to the highest standards. By prioritizing cutting-edge equipment, the department aims to support operational efficiency, officer safety, and community well-being.
- Donnelly Street Boardwalk
- Donnelly Street Repaving (Phases I & II)
- St. Andrews Country Club of Mount Dora Resurfacing and Repair
- Liberty Avenue Stormwater Phase II
- John Street Roadway Improvements
- Park Forest Boulevard Repairs
- Sidewalk Repair Program
- Pavement Management and Resurfacing Program

# UPDATED 2019-2024 PROJECT LIST & PROPOSED FUTURE PROJECTS

## *Fiscal Resources // Human Resources*



### Completed

- Lincoln Avenue Pool Resurfacing
- Expansion of Library Parking Lot
- Internship Programs (Library and Northeast CRA)
- Joint Internship Program with College
- Evaluate Mount Dora Golf Association Contract
- Purchase property for future Parks & Recreation General Purpose Building
- Install cloud-based fiscal asset system for vehicles, mobile equipment and facilities
- Install bar-coding system within the warehouse/inventory structure
- Establish Allocation Method for all Enterprise Funds and Special Revenue Funds
- Improve Budget & CIP Process
- Prepare Sale of Future Bonds



### Ongoing

- Lease/Purchase Property for Downtown Parking



### Carried Forward

- Hire Key Personnel: Finance Director



### Future

- Prioritize installing a cloud-based Enterprise Resource Planning (ERP) system to streamline city operations, financial management, and reporting.
- Implement advanced GIS (Geographic Information System) tools to aid in urban planning and resource allocation.
- BS&A Migration to the Cloud
- ADP Implementation
- Improve Process for FEMA Reimbursement
- Improve Process for year-end close out of Purchase Orders

# UPDATED 2019-2024 PROJECT LIST & PROPOSED FUTURE PROJECTS

## ***Fiscal Resources // Human Resources***

Cont...



### Future

- Work with BS&A to develop reports needed for year-end commitments
- Convert to BS&A Payments Module potentially replacing other third party systems
- Update Allocation for Utility Billing
- Develop and implement a robust recruitment strategy to attract diverse, highly qualified talent for the city workforce.
- Introduce innovative retention strategies to reduce turnover and ensure continuity of critical roles.
- Create a comprehensive training and professional development program to build skills and foster career advancement within the city workforce.
- Implement mentorship and leadership development programs to support employees' growth.
- Continuously review and adjust compensation packages to ensure they remain competitive with the public and private sectors.
- Create a clear, transparent structure for promotions and salary increases to enhance job satisfaction.
- Implement HR technologies to streamline hiring, onboarding, performance reviews, and payroll processes, improving efficiency and employee experience.
- Establish a strong succession planning framework to identify and prepare high-potential employees for leadership roles, ensuring smooth transitions and minimizing talent gaps.
- Foster a pipeline of internal talent to meet the future leadership needs of the city.
- Enhance PD personnel development through advanced training programs. The department will implement leadership training for supervisors through partnerships with leading organizations, including Valencia College's Public Safety Leadership Development Course, Southern Police Institute's Command Officer Development Course and the FBI National Academy. Officers will also be encouraged to pursue higher education, with assistance provided for enrollment in college programs and support navigating coursework.

# UPDATED 2019-2024 PROJECT LIST & PROPOSED FUTURE PROJECTS

## ***Growth Management***



### Completed

- Wi-Fi Plan for Downtown/Highland Corridor
- Downtown CRA Parking Lot Options Evaluation
- Expand Highland Tennis Courts
- Facilities/Building Master Plan
- Request the State Legislature to Designate the Golden Triangle area as a CRA
- City Hall Renovations & Parking Lot
- Trail Lighting/Mobility
- Valet Parking



### Ongoing

- Multi-modal Transportation



### Carried Forward

- Comp Plan and EAR 2026/27



### Future

- Update the next 3-5 years of the Parks and Recreation Master Plan
- Acquire new land for athletic fields
- Develop parks North of 441
- Affordable Housing Development: Partner with developers to create affordable and mixed-income housing options, ensuring housing availability for diverse income levels.

# UPDATED 2019-2024 PROJECT LIST & PROPOSED FUTURE PROJECTS

## *Public Safety*

### Completed



- Acquire National Accreditation for Fire Department
- Purchase property for Fire Stations

### Ongoing



- Install Cameras in Parks and Facilities as needed
- Improve response times for Fire Department
- Pedestrian Safety at US 441 and other major intersections

### Future



- Develop Police Department Strategic Plan
- Enhance community relations and effectively reduce crime through collaborative community efforts.
- Maintain accreditation to ensure the department upholds the highest standards in law enforcement. This includes meeting rigorous benchmarks for policies, procedures, and practices, conducting regular reviews to ensure compliance with accreditation standards, and participating in assessments by Florida Police Accreditation Coalition. Maintaining accreditation reinforces public trust, enhances accountability, and demonstrates the department's commitment to excellence and professionalism.
- Improve emergency preparedness and response to natural disasters, large-scale events, and other emergencies. Key initiatives include conducting annual multi-agency disaster drills, emergency response protocols, and training officers in FEMA's National Incident Management System.
- Use AI and machine learning for predictive policing and fire risk analysis.
- Regularly test an IT disaster recovery plan to ensure resilience in the event of a natural disaster or cyberattack.
- Replace Engine Apparatus 341
- Design/Construct Training Facility (Burn Building)
- Safe Streets & Roads for All Action Plan

# UPDATED 2019-2024 PROJECT LIST & PROPOSED FUTURE PROJECTS

## *Potential Long-Term Project Considerations*



- Expand the "Smart City initiatives" scope by incorporating data analytics, IoT sensors, and AI for real-time monitoring and decision-making in public services.
- Expand public access to Wi-Fi in underserved areas beyond the historic downtown district and the Wolf Branch Innovation District.
- Based on population growth): Fire Station 36 Design/Build at SR 46/Wolf Branch Innovation District
- 10-Year Plan (based on population growth): Build a new Police Department to accommodate growth, improve operational efficiency, and enhance community engagement. The new facility will include community spaces for interaction, state-of-the-art security features, and ensure functionality for modern policing operations.
- Purchase (1) Engine Apparatus for Station 36
- Enhance partnerships with local universities and job training programs to build a pipeline of future talent.
- Regularly assess employee engagement through surveys and feedback mechanisms, and act on results to improve workplace culture.
- Expand benefits offerings (e.g., wellness programs, retirement planning) to improve employee satisfaction and work-life balance.
- Introduce data-driven decision-making to track employee performance, engagement, and productivity to identify areas for improvement.
- By 2030, complete study on expanding the library so that it once again attains the Florida Library Association's collection size ranking of "exemplary."



**CITY OF  
MOUNT  
DORA**



Phone Number  
**352-735-7100**



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City Council Approval  
**Resolution NO. 2025-09  
April 1, 2025**





CITY OF  
MOUNT  
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**DATE:** May 27, 2025

**TO:** Parks and Recreation Advisory Board Members

**FROM:** Troy Shonk, Director of Parks and Recreation

**SUBJECT:** Parks and Recreation Update

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**Introduction:**

Staff update on Parks & Recreation items.

**Discussion:**

- Camps
- Aquatics
- Projects

**Budget Impact:**

**Strategic Impact:**

**Recommendation**

**Attachment(s):**

Prepared by: Jennifer Schwarz, Operations Manager  
Reviewed by: Troy Shonk, Parks & Recreation Director

Final Approval - 5/20/2025





# CITY OF MOUNT DORA

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E-mail: [parksandrec@cityofmoundora.com](mailto:parksandrec@cityofmoundora.com)

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**DATE:** May 27, 2025

**TO:** Parks and Recreation Advisory Board Members

**FROM:** Troy Shonk, Director of Parks and Recreation

**SUBJECT:** Cultural and Special Events Update

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**Introduction:**

This is an opportunity for staff provide an update on recent special events and what is upcoming.

**Discussion:**

Updates on recent events and upcoming events that include:

- \* Mount Dora Corn Festival on May 24
- \* Memorial Day Ceremony @ Pine Forest Cemetery on May 26
- \* Juneteenth Festival scheduled for June 21
- \* Freedom on the Waterfront on July 3
- \* July 4 Parade
- \* Last Call Mount Dora on July 26

**Budget Impact:**

**Strategic Impact:**

**Recommendation**

**Attachment(s):**

Prepared by: Jennifer Schwarz, Operations Manager  
Reviewed by: carsonc carsonc, Special Events Manager  
Troy Shonk, Parks & Recreation Director

Approved - 5/20/2025  
Final Approval - 5/20/2025

