

2019-2020 Florida Job Growth Grant Fund Public Infrastructure Grant Proposal

Proposal Instructions: The Florida Job Growth Grant Fund Proposal (this document) must be completed by the governmental entity applying for the grant and signed by either the chief elected official, the administrator for the governmental entity or their designee. Please read the proposal carefully as some questions may require a separate narrative to be completed. If additional space is needed, attach a word document with your entire answer.

Governmental Entity Information

Name of Governmental Entity: City of Mount Dora

Government Federal Employer Identification Number [REDACTED]

Primary Contact Name: Tim Wilson

Title: Economic Development Manager

Mailing Address: 510 N. Baker Street

Mount Dora, FL 32757

Phone Number: (352) 735-7114

Email: WilsonT@cityofmoundora.com

Secondary Contact Name: Misty Sommer

Title: Deputy City Clerk

Phone Number: (352) 735-7126

Public Infrastructure Grant Eligibility

Pursuant to section 288.101, F.S., the Florida Job Growth Grant Fund was created to promote economic opportunity by improving public infrastructure and enhancing workforce training. Eligible entities that wish to access this grant fund must submit public infrastructure proposals that:

- Promote economic recovery in specific regions of the state, economic diversification or economic enhancement in a targeted industry ([View Florida's Targeted Industries here](#)).
- Are not for the exclusive benefit of any single company, corporation or business entity.
- Are for infrastructure that is owned by the public and is for public use or predominately benefits the public.

1. Program Requirements:

(If additional space is needed, attach a word document with your entire answer.)

Each proposal must include the following information describing how the project satisfies eligibility requirements listed on page 1.

A. Provide a detailed description of the public infrastructure improvements.

City of Mount Dora is proposing infrastructure improvements for extension of reclaimed water, potable water and fiber optic cable in specific locations. (see attached document for more explanation).

B. Provide location of public infrastructure, including physical address and county of project.

Project is located within the City of Mount Dora (existing and proposed City area) in Lake County. The infrastructure improvements are located within designated employment areas. See Exhibit A.

C. Is this infrastructure currently owned by the public?

☒ Yes

☐ No

If no, is there a current option to purchase or right of way provided to the County?

The City will place improvements within current local or state R-O-W or existing utility easements.

D. Provide current property owner.

City of Mount Dora, Lake County and State of Florida in the respective road rights-of-ways.

E. Is this infrastructure for public use or does it predominately benefit the public?

☒ Yes

☐ No

All current and future businesses and residents will be able to utilize the expanded reclaimed water, potable water and high speed fiber optic cable services.

F. Will the public infrastructure improvements be for the exclusive benefit of any single company, corporation or business entity?

☒ Yes

☐ No

All current and future businesses and residents will be able to utilize the expanded reclaimed water, potable water and high speed fiber cable services.

G. Provide a detailed description of, and quantitative evidence demonstrating, how the proposed public infrastructure project will promote:

- Economic recovery in specific regions of the state;
- Economic diversification; or
- Economic enhancement of a Targeted Industry ([View Florida's Targeted Industries here](#)).
 - o Describe how the project will promote specific job growth. Include the number of jobs that will be retained or created, and in which industry(ies) the new net jobs will be created using the North American Industry Classification System ([NAICS](#)) codes. Where applicable, you may list specific businesses that will retain or create jobs or make capital investment.
 - o Provide a detailed explanation of how the public infrastructure improvements will connect to a broader economic development vision for the community and benefit additional current or future businesses.

(See attached explanation and job projections (see Exhibit D) by employment target area as shown on Exhibit A.

2. Additional Information:

(If additional space is needed, attach a word document with your entire answer.)

A. Provide the proposed commencement date and number of days required to complete construction of the public infrastructure project.

The proposed utility improvements will provide infrastructure to support new economic investment in the three (3) employment target areas. (See attached document for more detailed explanation).

B. What permits are necessary for the public infrastructure project?

See attached document for necessary permits for the three (3) utility infrastructure improvements.

- C. Detail whether required permits have been secured, and if not, detail the timeline for securing these permits. Additionally, if any required permits are local permits, will these permits be prioritized?

See attached document for permitting details.

- D. What is the future land use and zoning designation on the proposed site of the infrastructure improvements, and will the improvements conform to those uses?

See attached document for explanation of land use and zoning patterns.

- E. Will an amendment to the local comprehensive plan or a development order be required on the site of the proposed project or on adjacent property to accommodate the infrastructure and potential current or future job creation opportunities? If yes, please detail the timeline.

☒ Yes ☐ No

- F. Is the project ready to commence upon grant fund approval and contract execution? If no, please explain.

☒ Yes ☐ No

See attached document for project time line details.

- G. Does this project have a local match amount?

☒ Yes ☐ No

If yes, please describe the entity providing the match and the amount.

The City of Mount Dora is providing a local match of \$880,000 to support the three (3) utility projects.
(Includes designated funding in City CIP budget).

- H. Provide any additional information or attachments to be considered for this proposal. Maps and other supporting documents are encouraged.

See attached document for additional maps and exhibits to support the application.

3. Program Budget

(If additional space is needed, attach a word document with your entire answer.)

Estimated Costs and Sources of Funding: Include all applicable public infrastructure costs and other funding sources available to support the proposal.

1.) Total Amount Requested \$ 3,214,279 (See cost breakdown in Exhibit H)
 Florida Job Growth Grant Fund

A. Other Workforce Training Project Funding Sources:

City/County \$ 880,000

Private Sources \$

Other (grants, etc.) \$

Please Specify: See attached

Total Other Funding \$ 880,000

B. Public Infrastructure Project Funding Sources:

Construction \$ 3,812,227

Reconstruction \$

Design & Engineering \$ 282,052

Land Acquisition \$

Land Improvement \$

Other \$

Please Specify: See attached

Total Project Costs \$ 4,094,279

Note: The total amount requested must equal the difference between the workforce training project costs in 3. and the other Public infrastructure project funding sources in 2.

- C. Provide a detailed budget narrative, including the timing and steps necessary to obtain the funding and any other pertinent budget-related information.

See attached document for details outlining budget, timing and steps to obtain funding.

4. Approvals and Authority

(If additional space is needed, attach a word document with your entire answer.)

- A. If the governmental entity is awarded grant funds based on this proposal, what approvals must be obtained before it can execute a grant agreement with the Florida Department of Economic Opportunity (e.g., approval of a board, commission or council)?

The City Council will enter into the agreement for funding. No other approvals are necessary.

If board authorization is not required, who is authorized to sign?

N/A

- B. If approval of a board, commission, council or other group is needed prior to execution of an agreement between the governmental entity and the Florida Department of Economic Opportunity:

- i. Provide the schedule of upcoming meetings for the group for a period of at least six months.
- ii. State whether entity is willing and able to hold special meetings, and if so, upon how many days' notice.
 - i. The City Council meets twice per month every month of the year.
 - ii. The City Council has the authority to hold special meetings upon three (3) days notice.

- C. Attach evidence that the undersigned has all necessary authority to execute this proposal on behalf of the governmental entity. This evidence may take a variety of forms, including but not limited to: a delegation of authority, citation to relevant laws or codes, policy documents, etc.

See attached- The City Manager has authority to sign grant application.

PUBLIC INFRASTRUCTURE GRANT PROPOSAL

I, the undersigned, do hereby certify that I have express authority to sign this proposal on behalf of the above-described entity and to the best of my knowledge, that all data and information submitted in proposal is truthful and accurate and no material fact has been omitted.

Name of Governmental Entity: City of Mount Dora

Name and Title of Authorized Representative: Robin R. Hayes, City Manager

Representative Signature: Robin R. Hayes

Signature Date: October 17, 2019

2018-2019 Florida Job Growth Grant Fund

1. Program Requirements

1-A. Provide a detailed description of the public infrastructure improvements.

The City of Mount Dora is proposing infrastructure improvements that will support future employment in three (3) designated target areas: Wolf Branch Innovation District (WBID)- 850 acres, US 441 corridor- 500 acres and Highland Street corridor- 200 acres (see exhibit A). The total geographic area is 1550 acres that will support the majority of future employment in the City of Mount Dora for the foreseeable future. The City is projecting 4,600 future employment that will occur over the next 10-15 years. (See section 1-G for a more detailed explanation on the range of employment within each of the three (3) employment target areas).

In the Wolf Branch Innovation District area, Lake County received a DEO Job Growth Grant dated June 2019 for similar but different infrastructure improvements. The current \$2.5M grant will facilitate the design of Round Lake Road improvements for a 4 lane roadway (urban collector) and the City of Mount Dora is constructing a master sewer lift station to serve the sewer treatment pumping needs for treatment to the wastewater treatment plant.

The summary of the proposed improvements are: extension of both potable water 16" line and reclaimed water 12" line approximately .75 miles along Round Lake Road and the extension of the City's high speed fiber ring a distance of 10.21 miles to serve the three (3) employment areas and interconnect fiber to existing and proposed City utility, recreation and other public buildings and facilities throughout the City into the 3 designated employment target areas. (See exhibits B and C).

The Wolf Branch Innovation District is a strategic growth corridor located in the joint planning area between Lake County and the City of Mount Dora which is approximately 850 acres in size. It is anticipated that the Innovation District will provide potentially up to 17,000 new job opportunities over a 20 -30 year horizon. The area is being planned as a vibrant and impactful job generating, mixed -use project area that will see accelerated economic opportunity due to the newly realized access to the greater Orlando metro area brought about by the Wekiva Parkway (SR 429) and SR 453. The Central Florida Expressway has recently extended the Wekiva Parkway into Lake County and the complete beltway (SR 429, SR 417) will be finished by 2022.

The proposed infrastructure improvements compliment the current utility improvements in the WBID area and introduces City high speed fiber (gigabit/sec) throughout the City where new growth is proposed and provide this communications service to targeted industries. The proposed investment will be attractive to businesses that want and need to have access to smart technologies for video services, intelligent transportation systems, automatic metering, teleworkers, smart homes, and other uses for high speed fiber optics infrastructure. Both City facilities and private sector businesses such as medical facilities, educational and training campuses and facilities, high technology industries will have access to create a smart grid for telecommunication services with these improvements. The telecommunication service will operate in accordance with Chapter 350.81 F.S. Once the primary grid is installed, local extensions of the service into new development projects will be easily

accommodated and interconnected with local streets and trails constructed with new development.

The City fiber grid is proposed in 3 phases and will be constructed within the designated maximum 5 year timeframe for the grant requirements. The detailed implementation timeframe is described in section 2-A.

1-B. Provide location of public infrastructure, including physical address and county of project.

The project area is in the City of Mount Dora and is identified on the project area map (see Exhibit A) and also part of the joint planning area between Lake County and the City of Mount Dora. Exhibit B illustrates the fiber ring improvements and Exhibit C illustrates the proposed utility improvements.

1-G. Provide a detailed description of, and quantitative evidence demonstrating, how the proposed public infrastructure project will promote:

- **Economic recovery in specific region of the state;**
- **Economic diversification; or**
- **Economic enhancement of a Targeted Industry**
 - **Describe how the project will promote specific job growth. Include the number of jobs that will be retained or created, and in which industry(is) the new net jobs will be created using the North American Industry Classification System (NAICS) codes. Where applicable, you may list specific businesses that will retain or create jobs or make capital investment.**
 - **Provide a detailed explanation of how the public infrastructure improvements will connect to a broader economic development vision for the community and benefit additional current or future businesses.**

The three (3) identified target employment areas serve different economic needs for the City of Mount Dora and surrounding areas.

Specific employment categories tied to the NAICS codes are listed below. The specific job categories are provided in Exhibit D for each of the employment target areas.

Sector 31-33 Manufacturing

333 Machinery Manufacturing, 334 Computer and Electronic Product Manufacturing, 339 Miscellaneous Manufacturing (3391- Medical Equipment and Supplies Manufacturing)

Sector 51 - Information

5112 Software Publishers, 519 Other Information Services

Sector 54 - Professional, Scientific, and Technical Services

5413 Architectural , Engineering, and Related Services, 5414 Specialized Design Services , 5415 Computer Systems Design and Related Services , 5417 Scientific Research and Development Service s, 5419 Other Professional, Scientific, and Technical Services

Sector 61 - Educational Services

6113 Educational Services

Sector 62 - Health Care and Social Assistance

6219 Ambulatory Health Care Services, 6221 Hospitals, 623 Nursing and Residential Care Facilities
6215 Medical and Diagnostic Laboratories

Demographic Information- The demographic trends for the area are an expanding population that will need public utility services and will create opportunities for additional employment in and around this portion of Lake County. The City's current population is 14,928. 2019 estimate and projected to expand to 18,759 by 2030 with a projected population of 20,635 by 2035. This calculates to an increase of 38% population increase over a 15+ timeframe (2.55%/year). Population is expanding at an equal or greater rate in unincorporated Lake County. Population expansion and migration is not simply coming from new additions to the area from out of state, but also a push of population relocation out of the metro Orlando area into Lake County. The City and County intend to change the paradigm of people having to commute 30 minutes to an hour or more from Lake County to Metro Orlando (Orange, Seminole, and Osceola Counties) and establish local employment. To achieve this goal will require public resources to create a well-trained work force. We intend to promote the inclusion of education and training facilities within the employment center and curriculums can be developed and adapted to match employer's needs in the medical field (nursing, lab technicians and specialists), technical training and high technology curriculums for emerging and expanding skills in computers, animation and digital technology.

Lake Sumter State College and Lake Technical College are in the process of planning a shared urban scale educational campus that will supply the educational and training needs described above to adapt specific academic curriculums and job training needs to the future work force in this area. The property is located in the Summer Lake Grace PUD project within the WBID area (see Exhibit J). Two specific high technology employers are proposing to relocate or add additional work space near the campus and collaborate to develop education and training programs providing a skilled work force with initial employment. This developing partnership will spur the opportunity for other education and training partnerships with other future employers to create a workforce pipeline in the employment center. Employers will also provide internships and apprenticeships for students to provide exposure to gain job skills in an actual work setting.

The City is also proposing to extend the fiber ring an additional mile from Round Lake Road to the proposed joint Lake Sumter State College/ Lake Technical College proposed campus to ensure high speed fiber optic service is available to support the infrastructure needs.

Employment target areas - The three (3) employment target areas will be classified as follows and will promote specific target industries.

(1) WBID-850 acres – Regional Employment Activity Center with a wide range of larger employers and business industry (except large scale distribution uses). *Proposed employment – 1,800 jobs*

- Medical facilities
- Medical research facilities
- High technology users (both <100 employees, >200 employees)
- Higher education colleges and technical training facilities
- Support business services
- Professional consulting firms
- Light Manufacturing (wholesale distributors)

The recently completed Wolf Branch Innovation District (WBID) Implementation Plan – September 2019 is included for review in Exhibit F. The plan defines the detailed land use program for the area, outlines both a roadway and trail network for interconnectivity within the district and access to surrounding highways and recommends design guidelines to establish a “quality of place” for this employment district. We believe target industries will be attracted to a master planned district area that will ensure that surrounding development will complement individual project investment in the district.

Local transportation facilities will be designed as multi-modal with wider sidewalks, bike trails, streetscape elements, decorative lighting and landscaping (see page 7 of the WBID report). We will also evaluate the possibility of additional transportation modes on the local trails in addition to segways. Connectivity to regional transportation facilities could be planned for autonomous vehicles access. Trail users will be able to connect to the expanded regional trail network for the Wekiva Trail and connect to trails in Seminole and Orange Counties and trails beyond that connect to the east coast of the state.

Finally, the WBID district offers an opportunity to diversify and expand our employment base by recruiting the types of industry and high wage jobs that are desired. Currently, the largest employers in Lake County are the public school system, 3 hospitals in the County and local governments. If we are successful in achieving the level of employment in this area in the next 15 years, the current level of employment of the public schools- 5,500 jobs would be matched within the 850 acre employment center. The City has adopted a strategic plan (see exhibit G) that defines the City's strategy for economic diversification and the enhancement of target industries such as healthcare, life sciences, medical research and treatment facilities for the WBID district.

(2) US 441 corridor-500 acres-Commuter Business corridor with a mixture of small (<25) medium (25-99) and large (>100+) employers. *Proposed employment-2,500 jobs*

This corridor is a regional transportation corridor that divides the east and west side of the City. US 441 serves as the primary highway gateway into the City that will change with the improvements to SR 46, but will continue to serve as the prime north/south highway artery through the City. There is significant development land in the 500 acre corridor (3.5 miles in length) approx. 250 acres is vacant. Current development consists of highway commercial and community uses, with residential behind the highway frontage uses. New commercial development is likely in the short term (< 5 years) to occur east of Donnelly Street. In the long term (10+ years), the area between Donnelly Street and SR 46 may transition in both density and intensity with mixed land use nodes near these two major intersections with connectivity of transitional uses. Project development sizes can range from 1-2 acres to over 100 acres based on current ownership patterns.

The corridor will also intersect the extension of the regional bike trail to connect to historic downtown Mount Dora. The trail crossing could be from the current railroad overpass just south of SR 46 up to Pine Avenue or Lincoln Avenue. The final trail crossing location will affect adjacent land use patterns to provide multi-modal access to surrounding properties.

Proposed target industries include:

- Medical laboratories
- Diagnostic Imaging Centers
- Optical Instrument & Lens Manufacturing
- Professional ,Scientific and technical services
- Financial Investment companies
- Management consulting firms
- Property Management and Real estate businesses
- Retail(Grocers, Pharmacies ,optical goods, small shops retail)
- Restaurants

The US 441 corridor will attract a combination of corporate chain stores and businesses not currently located in the City. Professional office and business services will be at the appropriate size and scale that will not compete with uses in the WBID area. The City will require a mixture of uses that will be master planned on larger parcels in excess of 10-15 acres. The type of development pattern will be urban in nature to maximize buildings at the street edge that will enhance the street appeal of the use(s).

The City has recently upgraded utility service in the corridor and will extend the fiber ring along the entire 3.5 mile corridor. The City will work with developers to ensure that the timing of development will allow for the fiber service to be provided as part of the project infrastructure.

(3) Highland Street Corridor -200 acres identified and Infill Redevelopment corridor.-*Proposed employment 300 jobs*

This corridor is ripe for redevelopment. Utility services already exist but will be upgraded as redevelopment occurs particularly near the Robie Avenue intersection area with Highland Street. There are nonconforming industrial uses on several parcels that are prime for redevelopment. The City envisions a combination of retail, office, personal services and small companies that want to be near downtown but the ease as access to US 441 and SR 46. This corridor is also referred to as the Uptown district area of the City given the close proximity to

downtown. Current businesses in the corridor include specialty retail uses, gourmet grocer, household businesses and antique shops.

Uses promoted in the corridor are:

- Light manufacturing with store front offices
- Professional, scientific and technical service uses
- Health and wellness shops
- Restaurants
- Architectural and Engineering firms

In conclusion, Lake County and Mount Dora have been, and continue to be, partners that are both heavily invested in this area. Both governmental entities are coordinating infrastructure investment and sharing consulting services for strategic and implementation plans for the Wolf Branch Innovation District.

Other important studies completed in the district include a market study done by the Renaissance Planning group (see Exhibit M), and a Site Readiness Assessment done by Duke Energy and McCallum Sweeney which rendered an A grade for development (see Exhibit I). This information validates the market conditions and development readiness within the WBID area.

2. Additional Information

2-A. Provide the proposed commencement date and number of days required to complete construction of the public infrastructure project.

The Design and Engineering phase of this project can start immediately after funds are received. The total time from start to completion of Design and Engineering will take approximately 20 months (by June 2021) for both the utilities design and the fiber ring expansion design. The water and reclaimed improvements will occur at the same time. The start to completion time frame is less than 12 months once a notice to proceed is issued to a contractor. The design for the fiber ring expansion will occur at one time. The construction is proposed to be completed in 3 phases.

Phase I is 2.51 Miles in length and will connect the City's Public Works/ WTP #1 property on Limit Avenue to the WTP#2 located on Niles Road via Wolf Branch Road. (Construction- FY 2021/22).

Phase II is 4.2 Miles in length and will connect from WTP#2 to WWTP#2, master lift station via SR 46 to Round Lake Road and also extend 1.0 mile to the proposed Joint educational campus in the Summer Lake Grace PUD development. (Construction-FY 2022/23).

Phase III is 3.5 miles in length and will provide fiber optic service to the US 441 corridor. Once the US 441 improvements are in place will complete the primary fiber ring to both the existing west side of the City and the east side of the City. The Highland Street corridor will have fiber access when both the Phase II and III improvements are in place. (Construction – FY 2023/24).

The timing on the fiber ring phasing can be combined based on projected development which may shorten the time frame for the improvements.

2-B. What permits are necessary for the public infrastructure project?

The City will need the following permits for potable/ reclaimed utility improvements:

- FDEP water permit
- License agreement with Railroad for utility crossing
- Lake County right-of-way utilization permit

The City will need the following permits for the fiber ring extension project:

- FDOT utility permit(SR 46 and US 441) if not located in the City's utility easement
- Lake County right-of-way utilization permit (Limit Avenue, Wolf Branch Road, Round Lake Road)
- License agreement with Railroad for utility crossing

2-C. Detail whether required permits have been secured, and if not, detail the timeline for securing these permits. Additionally, if any required permits are local permits, will these permits be prioritized?

The City has already secured the FDEP Water Permit, the FDEP Waste Water Permit, and the Railroad License Agreements for utility crossings. The Lake County permits needed for the project will be prioritized when they are submitted.

2-D. What is the future land use and zoning designation on the proposed site of the infrastructure improvements, and will the improvements conform to those uses?

The future land use patterns are different for each of the three (3) employment target areas.

WBID- The properties will be annexed into the City per the JPA with Lake County and consistent with the recently completed Wolf Branch Innovation District Implementation Plan. The proposed future land use is Employment Center, Gateway overlay or highway commercial. Allowed FAR is 1.0 and higher by development incentives. Minimum residential density for workforce housing is 8 DU/AC.

US 441 corridor- The future land use pattern is a mixture of employment center, regional office and highway commercial. The City will be adopting a design standard overlay district to require urban form along the corridor.

Highland Street corridor- The future land uses are mixed use development and commercial. Redevelopment will eliminate non-conforming industrial uses and locate new businesses in close proximity to the historic downtown district.

Allowed zoning in each area is Employment Center (EC), PUD, C-1 and Commercial light as appropriate. The Gateway overlay in WBID will have special design and architectural standards (to be adopted by end of 2020). The zoning pattern on US 441 corridor is C-1 and PUD as an approved category for master planned development. The zoning pattern on the Highland Street corridor is C2-A (light commercial), WP-1 (Work Place) and PUD.

2-F. Is the project ready to commence upon grant fund approval and contract execution? If no, please explain.

Yes. Immediately upon grant funding approval, the City can commence designs for all the utility improvements. The City has a general services contract with a consultant for the utility designs. The City will coordinate the designs and work can commence once work scopes have been prepared and work authorized. The designs will be completed within 12 months for the water /reclaimed improvements and no more than 20 months for the fiber

ring designs.

2-G. Does this project have a local match amount? If yes, please describe the entity providing the match and the amount.

Yes. The City will apply local funding to include the cost of obtaining a utility easement and local designated funding for the fiber ring expansion. The cost breakdown is \$100,000 for the utility easement and \$780,000 for the plans and capital cost for the fiber ring for a total local match of \$880,000.

2-H. Provide any additional information or attachments to be considered for this proposal. Maps and other documents are encouraged.

Exhibit A- Project Area Map/ Employment Target
Exhibit B- City Facilities/ Fiber Ring Improvements
Exhibit C- Utility Plan Map
Exhibit D- Job Projections by Employment Area
Exhibit E- Lake County and City Joint Agreement (JPA)
Exhibit F- Wolf Branch Innovation District Implementation Plan- September 2019
Exhibit G- City Strategic Plan -2017
Exhibit H- Project CIP Lists
Exhibit I- Duke Site Readiness Assessment
Exhibit J- Summer Lake Grace PUD plan
Exhibit K- Approvals and Authority (City Council October 15th agenda and City Manager Authority)
Exhibit L- Support Letters
Exhibit M- Renaissance Planning Group Market Study

3. Program Budget

3-1. Total Amount Requested \$3,214,279

3-A. Other Public Infrastructure Project Funding Sources:

City/County	\$880,000
Private Sources	N/A
Other (Grants, etc.)	N/A

Total Other Funding	\$880,000
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3-B. Public Infrastructure Project Costs

Construction	\$3,812,227
Reconstruction	N/A
Design & Engineering	\$282,052
Land Acquisition	N/A

Total Project Costs	\$4,094,279
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3-C. Provide a detailed budget narrative, including the timing and steps necessary to obtain the funding and any other pertinent budget related information.

City of Mount Dora Budget Narrative:

1. Once funding is received, City will immediately proceed with preparation of designs for all proposed utility improvement through continuing consultant design services and authorize work orders once an agreed to scope of work is negotiated.
2. Designs will be prepared and updated within the next 12 months on the potable water/ reclaimed water improvements and within 20 months (by June 2021) for the City fiber ring expansion.
3. Construction funds will be authorized through the City's <\$2M contractor to install improvement for potable water/ reclaimed improvements.
4. Construction funds will be authorized and determination made on phasing fiber improvements with initial construction. City may choose to do Phases I and II together or separately depending on private development to tie into the fiber network.
5. The City will apply the local match funding in concert with the project phasing for the fiber ring improvements.

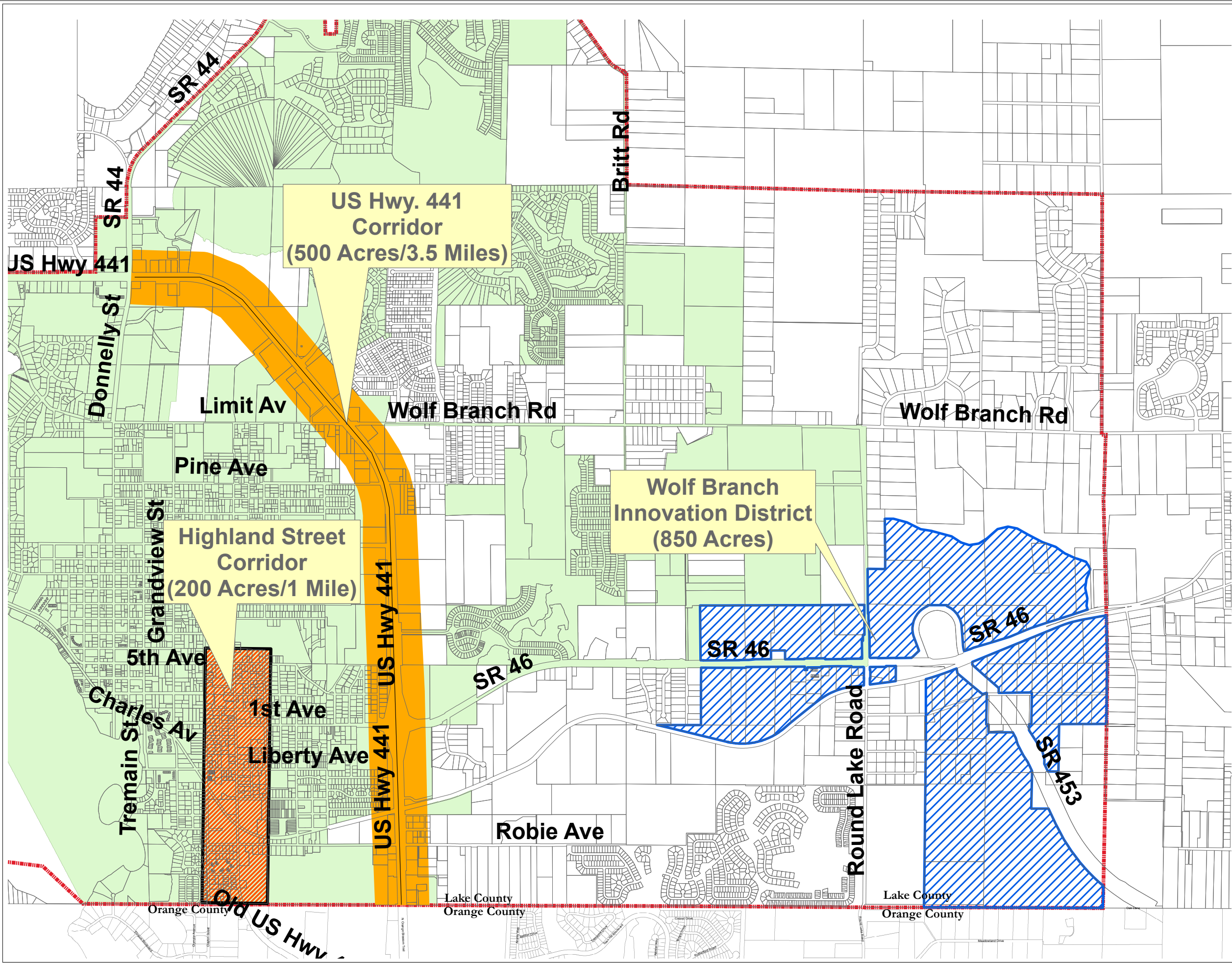
4. Approvals and Authority

4-C. Attach evidence that the undersigned has all necessary authority to execute this proposal on behalf of the governmental entity. This evidence may take a variety of forms, including but not limited to: a delegation of authority, citation to relevant laws or codes, policy documents, etc.

Please see Exhibit K.

EXHIBIT A

Project Area Map/ Employment Target








1 inch = 2,079 feet

STUDY AREA MAP

Legend

Study Areas

-  Wolf Branch Innovation District
-  Highland Street Corridor
-  US Hwy 441 Corridor
-  Joint Planning Area Boundary
-  Mount Dora City Limits

Map Date: 8/23/2019

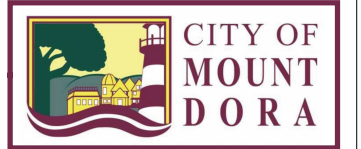
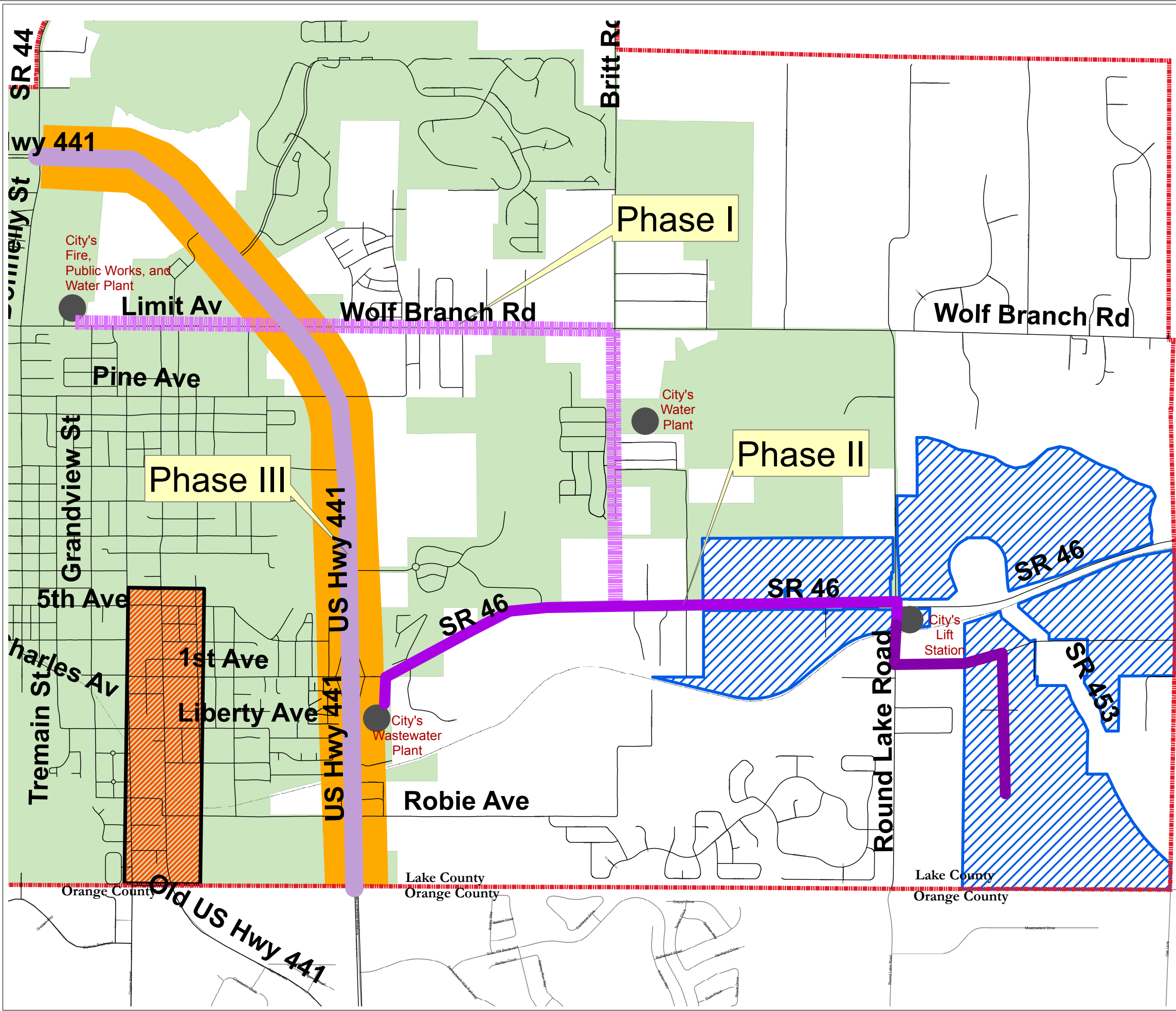


EXHIBIT B






City Facilities/ Fiber Ring Improvements



1 inch = 1,880 feet

FIBER-OPTIC CORRIDORS MAP

Legend

-  Joint Planning Area Boundary
-  Mount Dora City Limits
- Study Areas**
 -  Wolf Branch Innovation District
 -  Highland Street Corridor
 -  US Hwy 441 Corridor

Proposed Fiber-Optic Lines

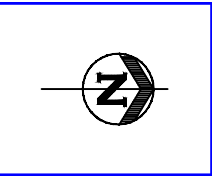
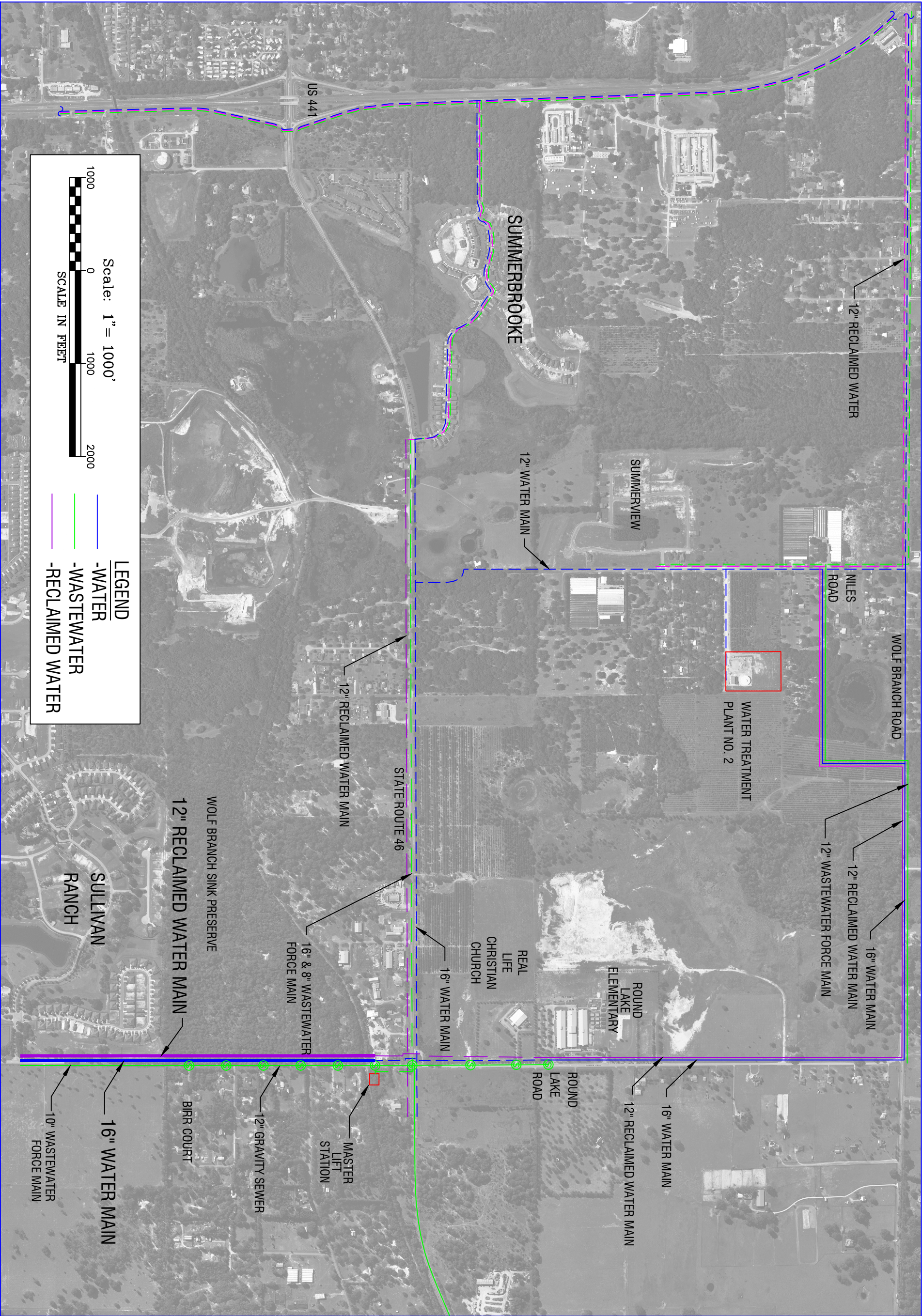
-  Phase I
-  Phase II
-  Phase III

Map Date: 10/4/2019



EXHIBIT C

Utility Plan Map



ALTERNATIVE #2: CONSTRUCTION OF UTILITIES
WITHIN THE RIGHT OF WAY

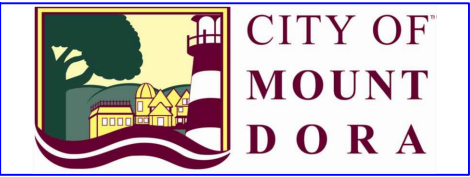


Figure 2-1

EXHIBIT D

Job Projections by Employment Area

2019 FL Job Growth Grant - US HWY 441 Corridor

NAICS	Description	# of jobs
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Manufacturing Sector 31-33

Land Use:

Industrial

325411	Medical & Botanical Manufacturing	
325412	Pharmaceutical Preparation Manufacturing	
333314	Optical Instrument & Lens Manufacturing	100
333318	Printed Circuit Assembly Manufacturing	
334510	Electromedical & Electrotherapeutic Apparatus Manufacturing	90
334516	Analytical Laboratory Instrument Manufacturing	
339112	Surgical & Medical Instrument Manufacturing	
339114	Dental Equipment & Supplies Manufacturing	60
339116	Dental Laboratories	
		250

Information - Sector 51, Finance and Insurance 52
Professional, Scientific, and Technical Services - Sector 54
Management of Companies and Enterprises - Sector 55
Educational Services - Sector 61, Health Care and Social Assistance - Sector 62

Office

511210	Software Publishers	60
512110	Motion picture and video production	
512191	Motion picture animation, post-production	
524126	Other Financial Investment Activities	130
541310	Architectural, Engineering, & Related Services	75
541511	Custom Computer Programming Services	50
541511	Applications software programming services, custom computer	50
541611	Management Consulting Services	125
541711	Scientific Research & Development Services	60
541810	Advertising, Public Relations, and Related Services	50
541910	Marketing Research & all other miscellaneous professional, scientific, & technical services	450
551114	Management of companies and enterprises	150
611310	Junior colleges, colleges, universities, and professional schools	
621512	Medical and Diagnostic Laboratories	75
621512	Diagnostic Imaging Centers	50
621910	Ambulatory Health Care Services	50
621991	Blood & Organ Banks	
622110	Hospitals	
623110	Nursing Care Facilities (Skilled Nursing Facilities)	
		1375

Retail Trade - Sector 44-45, Accommodation and Food Services - Sector 72

Retail

445110	Supermarkets & Other Grocery	110
446110	Pharmacies & Drug Stores	55
446130	Optical Goods Stores	30
446191	Good (Health) Supplement Stores	
446199	All other Health & Personal Care	
447110	Gasoline w/ Convenience Store	
721110	Hotels	
722513	Limited Service Restaurants	225
722514	Cafeterias, Grills Buffets, & Buffets	30
722515	Snack & Non-Alcoholic Beverage Bars	80
	General Retail- 150,000 s.f.	345
		875

Grand Total

2500

2019 FL Job Growth Grant - Downtown Corridor

NAICS	Description	# of jobs
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Manufacturing Sector 31-33

Land Use: Industrial	325411	Medical & Botanical Manufacturing	
	325412	Pharmaceutical Preparation Manufacturing	
	333314	Optical Instrument & Lens Manufacturing	
	333318	Printed Circuit Assembly Manufacturing	15
	334510	Electromedical & Electrotherapeutic Apparatus Manufacturing	
	334516	Analytical Laboratory Instrument Manufacturing	
	339112	Surgical & Medical Instrument Manufacturing	15
	339114	Dental Equipment & Supplies Manufacturing	
	339116	Dental Laboratories	
			30

Information - Sector 51, Finance and Insurance 52
Professional, Scientific, and Technical Services - Sector 54
Management of Companies and Enterprises - Sector 55
Educational Services - Sector 61, Health Care and Social Assistance - Sector 62

Office	511210	Software Publishers	
	512110	Motion picture and video production	
	512191	Motion picture animation, post-production	
	524126	Other Financial Investment Activities	30
	541310	Architectural, Engineering, & Related Services	35
	541511	Custom Computer Programming Services	
	541511	Applications software programming services, custom computer	
	541611	Management Consulting Services	30
	541711	Scientific Research & Development Services	
	541810	Advertising, Public Relations, and Related Services	10
	541910	Marketing Research & all other miscellaneous professional, scientific, & technical services	75
	551114	Management of companies and enterprises	
	611310	Junior colleges, colleges, universities, and professional schools	
	621512	Medical and Diagnostic Laboratories	
	621512	Diagnostic Imaging Centers	
	621910	Ambulatory Health Care Services	
	621991	Blood & Organ Banks	
	622110	Hospitals	
	623110	Nursing Care Facilities (Skilled Nursing Facilities)	
			180

Retail Trade - Sector 44-45, Accommodation and Food Services - Sector 72

Retail	445110	Supermarkets & Other Grocery	
	446110	Pharmacies & Drug Stores	
	446130	Optical Goods Stores	
	446191	Good (Health) Supplement Stores	30
	446199	All other Health & Personal Care	20
	447110	Gasoline w/ Convenience Store	
	721110	Hotels	
	722513	Limited Service Restaurants	20
	722514	Cafeterias, Grills Buffets, & Buffets	
	722515	Snack & Non-Alcoholic Beverage Bars	20
			90

Grand Total

300

2019 FL Job Growth Grant - Wolf Branch Innovation District

NAICS	Description	# of jobs
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Manufacturing Sector 31-33

Land Use: Industrial	325411	Medical & Botanical Manufacturing	120
	325412	Pharmaceutical Preparation Manufacturing	120
	333314	Optical Instrument & Lens Manufacturing	
	333318	Printed Circuit Assembly Manufacturing	
	334510	Electromedical & Electrotherapeutic Apparatus Manufacturing	
	334516	Analytical Laboratory Instrument Manufacturing	
	339112	Surgical & Medical Instrument Manufacturing	120
	339114	Dental Equipment & Supplies Manufacturing	
	339116	Dental Laboratories	
			360

Information - Sector 51, Finance and Insurance 52
Professional, Scientific, and Technical Services - Sector 54
Management of Companies and Enterprises - Sector 55
Educational Services - Sector 61, Health Care and Social Assistance - Sector 62

Office	511210	Software Publishers	45
	512110	Motion picture and video production	200
	512191	Motion picture animation, post-production	200
	524126	Other Financial Investment Activities	
	541310	Architectural, Engineering, & Related Services	
	541511	Custom Computer Programming Services	
	541511	Applications software programming services, custom computer	
	541611	Management Consulting Services	
	541711	Scientific Research & Development Services	
	541810	Advertising, Public Relations, and Related Services	
	541910	Marketing Research & all other miscellaneous professional, scientific, & technical services	150
	551114	Management of companies and enterprises	
	611310	Junior colleges, colleges, universities, and professional schools	300
	621512	Medical and Diagnostic Laboratories	150
	621512	Diagnostic Imaging Centers	
	621910	Ambulatory Health Care Services	100
	621991	Blood & Organ Banks	
	622110	Hospitals	
	623110	Nursing Care Facilities (Skilled Nursing Facilities)	
		Home based Businesses	80
			1,225

Retail Trade - Sector 44-45, Accommodation and Food Services - Sector 72

Retail	445110	Supermarkets & Other Grocery	
	446110	Pharmacies & Drug Stores	
	446130	Optical Goods Stores	
	446191	Good (Health) Supplement Stores	
	446199	All other Health & Personal Care	40
	447110	Gasoline w/ Convenience Store	
	721110	Hotels	115
	722513	Limited Service Restaurants	60
	722514	Cafeterias, Grills Buffets, & Buffets	
	722515	Snack & Non-Alcoholic Beverage Bars	
			215

Grand Total

1,800

EXHIBIT E

Lake County and City Joint Agreement (JPA)

1 **CITY OF MOUNT DORA - LAKE COUNTY**

2 **JOINT PLANNING AGREEMENT**

3 This Joint Planning Agreement is made and entered this 28th day of September
4 2004 by and between the City of Mount Dora, a Florida Municipal Corporation (the "City") and
5 Lake County, Florida, a political subdivision of the State of Florida (the "County").

6 **PREAMBLE**

7 WHEREAS, the County and the City recognize that proper intergovernmental
8 coordination is essential for sound growth management; and

9 WHEREAS, the County and City seek to have compatible land uses adjacent to their
10 common boundary; and

11 WHEREAS, pursuant to Part II of Chapter 163, Florida Statutes, the Local Government
12 Comprehensive Planning and Land Development Regulation Act (the "Act"), and Chapters 9J-5
13 and 9J-12, Florida Administrative Code, the City and the County adopted and subsequently
14 amended Comprehensive Plans (the "Comprehensive Plan(s)"); and

15 WHEREAS, the State Comprehensive Plan requires local governments to direct
16 development to those areas which have in place the land and water resources, physical abilities
17 and service capacities to accommodate growth in an environmentally acceptable manner and use
18 incentives and disincentives to achieve a separation of urban and rural land uses; and

19 WHEREAS, the State Comprehensive Plan requires local governments to protect the
20 substantial investment in public facilities which already exists and to plan for and finance new
21 facilities in a timely, orderly and efficient manner; and

1 WHEREAS, the City and the County are desirous of engaging in joint efforts to
2 comprehensively plan certain areas within the City limits of the City of Mount Dora and as well
3 as certain areas located within the boundaries of Lake County, (the "Joint Planning Area" or the
4 "JPA"); and

5 WHEREAS, the JPA, as depicted in Exhibit "A," delineates areas to which the City of
6 Mount Dora is providing utility and other municipal services or intends to provide utility and
7 other municipal services within the next five years; and

8 WHEREAS, the City and the County wish to agree on certain procedures for the timely
9 review and processing of annexation and development proposals within the JPA; and

10 WHEREAS, there is no intent for this Agreement to restrict the County's authority to
11 amend its Comprehensive Plan, Official Zoning Map, or apply land development regulations
12 consistent with the provisions contained herein or otherwise to make land use decisions for
13 unincorporated areas within the JPA; and

14 WHEREAS, there is no intent for this Agreement to restrict the City's authority to amend
15 its Comprehensive Plan, Official Zoning Map, or apply land development regulations consistent
16 with the provisions contained herein, or otherwise to make land use decisions for lands within
17 the corporate boundaries of the City or within the JPA should such lands be annexed by City; and

18 WHEREAS, this joint planning agreement (this "Agreement") will provide a basis for
19 the evaluation of future development applications and annexation proposals as well as for the
20 adequate provision of public services; and

21 WHEREAS, the City and County wish to identify a joint planning area and have

1 determined that a joint planning agreement will foster intergovernmental coordination and
2 cooperation, economical provision of services, including police, fire and other services, and
3 adequate utilization of existing and proposed infrastructure; and

4 WHEREAS, this Agreement provides the City and the County with ample opportunities
5 for renegotiation in response to changed circumstances, including the ability to seek refinement
6 or expansion of the Joint Planning Area; and

7 WHEREAS, public hearings with due public notice have been held by the City and the
8 County prior to approval of this Agreement and as set forth in Section 163.3171(3), Florida
9 Statutes; and

10 WHEREAS, it is the intent of the City and the County that this Agreement shall be
11 immediately applicable to any issuance of a Development Order, as defined in Article II of this
12 Agreement, for a parcel of land located in the JPA and submitted to the County or the City after
13 the effective date of this agreement; and

14 WHEREAS, annexation of properties can affect the responsibility for maintenance of
15 public facilities such as roadways and drainage facilities; and

16 WHEREAS, the County and the City desire to enter into this Joint Planning Agreement to
17 address post-annexation issues related to road right-of-way and drainage facility maintenance
18 responsibility as well as development order requests within the Joint Planning Area; and

19 WHEREAS, it is desirable for the City and the County to enter into such an agreement to
20 better identify areas proposed for future municipal service, and jurisdiction and to ensure better
21 coordination of government services and reduce or eliminate substantial future non-conformities;

1 and

2 WHEREAS, the establishment of this agreement will provide for a better defined
3 boundary between the City and the County including the elimination of enclaves and reduce
4 confusion to residents and service providers; and

5 WHEREAS, the agreement will facilitate the flow of information regarding land
6 development issues between the City and the County; and

7 WHEREAS, the City and County desire to provide opportunities for employment in
8 proximity to nearby populations centers, and uphold this mutual objective as a tenant of smart
9 growth; and

10 WHEREAS, the City and County recognize Mount Dora and the unincorporated area of
11 Sorrento/Mount Plymouth as distinctive communities, and desire to protect the unique character
12 of each; and

13 WHEREAS, the City and County recognize the scenic nature of Wolfbranch Road and
14 character of established residential neighborhoods appurtenant to this roadway corridor; and

15 WHEREAS, the City and County affirm a shared commitment to furthering
16 transportation and conservation objectives of the Wekiva River Basin Coordinating Committee
17 as set forth by the Wekiva Parkway and Protection Act, Part III, Chapter 369, Florida Statutes
18 (2004);

19 NOW, THEREFORE, in consideration of the mutual covenants set forth in this
20 Agreement, the receipt and sufficiency of which are hereby acknowledged, the City and the
21 County agree with each other to create and participate in this Agreement as follows:

1 **ARTICLE I - INCORPORATION OF PREAMBLE**

2 1. Incorporation of Preamble. The preamble above is true and correct and is
3 incorporated into this Agreement as if fully set forth below. This Agreement shall be considered
4 an interlocal agreement pursuant to the authority given to the County and the City, including the
5 authority found within, but not limited to, Sections 163.01, 163.3171, and 163.3177(6)(h)1.a,
6 Florida Statutes (2003), as well as Chapter 125, Chapter 166 and Chapter 171, Florida Statutes
7 and the Constitution of the State of Florida.

8 **ARTICLE II - DEFINITIONS**

9 1. Act. Means the "Local Government Comprehensive Planning and Land
10 Development Regulation Act" set forth in Section 163.3161 *et. seq.*, Florida Statutes, as the same
11 may be amended or superseded from time to time.

12 2. Agreement. Means this Agreement, as the same may be amended or
13 supplemented as provided for herein.

14 3. City. Means the City of Mount Dora, a Florida municipal corporation.

15 4. City Comprehensive Plan. Means the comprehensive plan of the City adopted
16 pursuant to the Act, as amended from time to time.

17 5. City Council. Means the elected legislative governing board of the City of Mount
18 Dora .

19 6. Collector Road. Means the type of road that provides for movement between
20 local streets and the regional road network. A collector road may include an arterial road.

21 7. County. Means Lake County, Florida, a political subdivision of the State of

1 Florida.

2 8. County Commission. Means the elected legislative governing board of Lake
3 County.

4 9. County Comprehensive Plan. Means the comprehensive plan of the County
5 adopted pursuant to the Act, as amended from time to time.

6 10. County-Maintained Roads. Means roadways, or segments thereof, along with
7 associated drainage facilities, actually maintained or required to be maintained by the County,
8 which may or may not have been transferred to the County for maintenance responsibility by the
9 State of Florida as outlined in Chapter 335, Florida Statutes, as amended or superseded from time
10 to time.

11 11. Development. Means development as set forth in Sections 163.3164(6) and
12 380.04, Florida Statutes (2003), as amended or superseded from time to time.

13 12. Employment Center. Means an area in which light industrial, wholesale,
14 manufacturing and assembly uses, offices and combinations of these uses are appropriate, as
15 designated on the Lake County Future Land Use Map.

16 13. Enclave. Means enclave as set forth in Section 171.031, Florida Statutes (2003),
17 as amended or superseded from time to time.

18 14. Future Land Use Element. Means to that section of either the City's or the
19 County's Comprehensive Plan, which includes all of the requirements of Section 163.3177(6)(a),
20 Florida Statutes (2003), as the same may be amended or renumbered from time to time.

21 15. Governing Body. Means, in the case of the County, the County Commissioners,

1 and in the case of the City, the City Council.

2 16. Infrastructure or Utility Improvements. Means any proposed sewer, water, reuse
3 water, stormwater, right-of-way, roadway, electric, gas, telecommunication, park, open space,
4 public building, public utility, public drainage, or public retention owned or operated by a local
5 government or private entity.

6 17. Joint Planning Area or JPA. Means that area depicted in Exhibit "A."

7 18. JPA Map. Means and refers to the map attached hereto and incorporated herein
8 by reference as Exhibit "A", which designates parcels of land encompassed by this Agreement.

9 19. Land Development Regulations. Means ordinances enacted by the City or the
10 County for the regulation of any aspect of land development.

11 20. Local Planning Agency or LPA. Means the respective recommending agencies
12 appointed by the County Commission or City Council to review comprehensive plan and Land
13 Development Regulation amendments, and designated as the "local planning agency" pursuant to
14 Section 163.3174, Florida Statutes. The City LPA is currently the City Planning and Zoning
15 Commission. The County LPA is currently the Land Planning Agency (Planning Board).

16 21. Non-conforming use. Means existing land use that is prohibited by current
17 regulations.

18 22. Parcel of Land. Means any quantity of land capable of being described with such
19 precision or exactness that its location and boundaries may be established, which is designated by
20 the City, by the County, or by its owner or developer as land to be used or developed as a unit or
21 which has been used or developed as a unit.

1 23. Professional Employment Center. Means an area in which light industrial,
2 offices, and combinations of these uses are appropriate, as designated on the Lake County Future
3 Land Use Map.

4 24. Significant Development Order. Means any determination or decision requiring
5 either legislative, quasi-judicial, or administrative review and approval by either governing body
6 related to annexations or Covenant to Annex agreements, comprehensive plan amendments, site
7 plans (excluding those resulting in less than a fifty percent (50%) expansion of a building, unless
8 such expansion results in changes to parking, stormwater, water connections, or wastewater
9 connections), development of regional impact ("DRI"), planned unit developments ("PUD"),
10 subdivision and plat approvals, rezonings, special exceptions, conditional uses, special permits,
11 or utility improvements.

12 25. Unincorporated JPA. Means the area of the JPA that is not currently within the
13 municipal limits of the City, as depicted in Exhibit "A."

14 26. Vested Development. Means development that has been issued a final
15 development order.

16 **ARTICLE III - CREATION OF**

17 **JOINT PLANNING AREA**

18 1. Joint Planning Area Created.

19 The Joint Planning Area shall consist of those lands identified in Exhibit "A."

20 2. The County and the City will use their best efforts to incorporate the boundaries
21 of the Joint Planning Area into the Future Land Use Maps of their respective plans and to

1 including the terms and conditions stated herein. The County and the City will use their best
2 efforts to amend their Land Development Regulations to incorporate the terms and conditions
3 stated herein. The County and the City will use their best efforts to implement the ideas set forth
4 in Article V hereof.

5 3. a. It is the intent of the City and the County that the comprehensive plans of
6 the City and the County shall ensure that the lands in the Joint Planning Area are developed
7 consistent with development within the City, and, at the same time, develop in a way that will
8 ensure efficient provision of public infrastructure and services in this area. Any property
9 annexed subsequent to the adoption hereof shall be limited to a maximum density no greater than
10 the highest density allowed within the Future Land Use category established for the property by
11 the County immediately prior to annexation.

12 b. The amendments contemplated in paragraph a, above, shall cover growth
13 management issues and may include, but are not limited to, the following topics:

- 14 (1) Timing of urban growth
- 15 (2) Density of urban and pre-urban areas
- 16 (3) Limiting private utility providers to areas outside the JPA
- 17 (4) Environmental resource management, including potential greenbelt
18 areas
- 19 (5) Innovative and flexible planning such as mixed-use, clustering and
20 open space provisions
- 21 (6) Transportation planning consistent with Lake County

transportation plan

4. If the County creates a land development overlay district, the City shall be consulted and allowed to formally comment on the proposed district and associated regulations in an effort to ensure an orderly transition of land development between the City and the County. It is the intent of the City and the County that any proposed Land Development Regulation of the City and the County shall ensure that the lands in the Joint Planning Area are developed consistent with development within the City. In order to accomplish this goal, the City and the County agree that the amendments to the Land Development Regulations of both the City and the County, that may be jointly developed to apply within the JPA, are intended to create a unified development code, which shall apply within both the incorporated and the unincorporated portions of the Joint Planning Area. The City and the County staffs shall recommend to the City Council and County Commission, amendments to the City and the County Land Development Regulations, establishing standards for Development within the Joint Planning Area. The standards shall incorporate the standards from current City and County standards that are superior to the standards currently applied.

5. Requests for municipal services within the JPA may at the discretion of the City, require a covenant to annex or, if contiguous to the City boundary, annexation into the City in order to receive municipal services. If the City notifies the County as part of a Development Order application review process that a covenant to annex will be required because of the provision of City utilities to the development and the property is located within the JPA, the County shall not approve a Development Order until such time as a covenant to annex has been

1 executed by the City and the Development Order applicant unless the City refuses to provide
2 utilities per this section, or does not allow the Development Order applicant to recoup all costs of
3 the utility line extension not directly attributable to the development as others hook up to such
4 lines within a reasonable time period not to exceed five (5) years. If the City notifies the County
5 as part of a Development Order application review process that annexation will be required
6 because of the provision of City utilities to the development and the property is located within
7 the JPA and contiguous to the City's boundary, the County shall not approve a Development
8 Order, but shall require the Development Order applicant to annex and submit to the City's
9 development process unless the City refuses to provide utilities per this section, or does not allow
10 the Development Order applicant to recoup all costs of the utility line extension not directly
11 attributable to the development as others hook up to such lines within a reasonable time period
12 not to exceed five (5) years.

13 The City shall provide utility services within the JPA and may, at the discretion of the
14 City, require those persons desiring service to pay the initial expense of extending utility
15 services through a refundable facilities program which allows the person extending utility
16 services to recoup all costs of the utility line extension not directly attributable to the person
17 desiring service as others hook up to such lines within a reasonable time period not to exceed
18 five (5) years. The County shall not issue development orders within the JPA without reviewing
19 the proposed development with the City to ensure the appropriate utility design for the
20 development. If the City is willing to provide utility services or provide utility services through a
21 refundable facilities program as described above, the County shall not permit any new private

1 utilities, septic tanks or wells to be constructed as part of development within the JPA without
2 prior approval by the City.

3 6. a. The City shall annex only lands in the Joint Planning Area and shall not
4 annex any lands outside of the Joint Planning Area without amendment of Exhibit "A" of this
5 Agreement.

6 As real property within the area depicted as unincorporated is annexed into
7 the City, it shall be unnecessary to amend this Agreement or Exhibit "A."

8 b. Terms of Annexation Related to Transfer of Infrastructure. All future
9 municipal annexation-related transfers of infrastructure shall occur consistent with the following
10 terms: Upon annexation of a sum greater than fifty (50%) of the existing front footage of
11 properties abutting any subject road right-of-way, other than a State of Florida operated and
12 maintained right-of-way, located between the two nearest collector streets (or streets with a
13 higher classification) intersecting right-of-ways (i.e. cross streets), except for existing County
14 roads currently being maintained within the City, the City shall assume maintenance
15 responsibility for such road right-of-way segment and associated drainage facilities not
16 terminating at any right-of-way centerline, but between and extending to and including the above
17 mentioned local cross street intersections, or as may be mutually designated. All such transfers of
18 maintenance responsibility related to an annexation shall include the entire width of the right-of-
19 way adjacent to annexed properties.

20 The following list of County roads shall not require assumption of
21 maintenance:

- 1 1. Wolfbranch Road;
- 2 2. Robie Avenue;
- 3 3. Old Highway 441;
- 4 4. CR19A;
- 5 5. Britt Road; and
- 6 6. Round Lake Road.

7 c. Terms of Non-Annexation Related Transfer of Infrastructure and Right-of-
8 Way. Transfers of maintenance responsibility and ownership from the County to the City related
9 to road right-of-ways and their associated drainage facilities not associated with an annexation
10 shall require an agreement between the City and the County.

11 7. County Right-of-Way Maintenance Responsibility. Unless this Agreement is
12 modified pursuant to Article V below, the County agrees to continue to maintain, regardless of
13 any adjacent annexations, the particular roadways or segments thereof, and associated drainage
14 facilities within the JPA. The County agrees to continue to maintain these facilities until
15 transferred to the City in accordance with the terms of this Agreement, or as this Agreement is
16 modified pursuant to Article V below. Upon execution of this Agreement, any new roads
17 constructed by the County in the City shall be maintained and owned by the County.

18 **ARTICLE IV – PROCEDURES FOR REVIEWING AND**

19 **COMMENTING ON DEVELOPMENT ORDERS**

20 **WITHIN THE JPA**

21 1. Forwarding of Development Order applications from the County to the City and

1 from the City to the County. The City and the County, within five (5) working days of receipt of
2 any applications or preliminary plans associated with an application for a Significant
3 Development Order within the JPA shall provide a copy of such application materials to the
4 designated department, division or office of the other party as is designated by the other party via
5 written correspondence to the persons described in Section 6, Article V herein. The City or the
6 County may request a meeting to discuss the effect of such development.

7 The County/City staff shall provide to the City/County its comments on the matters
8 above, within ten (10) working days of receipt of a copy of any such application. The noted time
9 frames may be extended by consent of both parties in order for the City staff or the County staff
10 to review the objecting party's comments so long as the time frames within the City's or the
11 County's Land Development Regulations are met. If at any time the secondary jurisdiction shall
12 consider the Development Order at a public meeting, the landowner or applicant for the proposed
13 Development Order shall be given notice of the time, date, and place of the public meeting.

14 If a modification of a development order application is submitted to the primary
15 jurisdiction, the secondary jurisdiction shall be afforded review pursuant the review time periods
16 described herein.

17 2. Review of Development Applications described in 1, above. In addition to the
18 evaluation and comments normally prepared by the City or the County agency initially accepting
19 an application for a Development Order, any comments submitted by the agency of secondary
20 jurisdiction in their review of the copy of a Development Order application shall be considered
21 by the agency of primary jurisdiction in its review of the Development Order, which review shall

1 include an examination of the relationship between the application, the City's and the County's
2 Comprehensive Plans, Land Development Regulations and this Agreement.

3 3. When reviewing any Development Order plan(s) or application(s) for properties
4 within the JPA that are bound by a City covenant to annex, the City staff shall provide review
5 comments and forward such covenant to annex directly to the County. Formal review of said
6 plan(s) or application(s) along with the permitting, inspection and the issuance of Certificates of
7 Occupancy on such properties shall then be the responsibility of the County. Such properties
8 shall meet the supplemental development criteria, if any, as stipulated in the City's covenant to
9 annex and related agreements. The County shall not issue a Certificate of Occupancy until the
10 City has approved all public infrastructure to be transferred to the City pursuant the terms
11 established in the covenant to annex and related agreements and any additional City
12 requirements, including concurrency, have been met, which requirements shall be forwarded to
13 the County as part of the Development Order application review process.

14 4. Development Orders within the City's portion of the JPA. The governing and/or
15 administrative body of the City shall consider the comments of the County for property annexed
16 after execution of this agreement.

17 **ARTICLE V - SPECIFIC DEVELOPMENTAL**
18 **AND ENVIRONMENTAL CONSIDERATIONS**

19 1. It is the intent of the City and the County to designate and promote the creation of
20 an employment center located in the vicinity of Round Lake Road and State Road 46, as
21 conceptually depicted in Exhibit "B." The objective of this land use designation shall be to

1 provide quality job opportunities, including professional offices, convenient to both the City of
2 Mount Dora and unincorporated area of Sorrento and Mount Plymouth. The City and the County
3 shall coordinate efforts to develop Comprehensive Plan policies that are appropriate for this
4 employment center, ensure compatibility with neighboring land uses, and respect the distinct
5 identities of both the city and the unincorporated area.

6 2. It is the intent of the City and the County to create a local scenic roadway
7 designation for Wolfbranch Road and to develop Comprehensive Plan policies that protect the
8 aesthetic characteristics of this residential corridor. Such policies shall consider lighting,
9 signage, buffers, protection of canopy trees, and restrictions on incompatible development.

10 3. It is the intent of the City and the County to designate a transitional area within the
11 JPA between Round Lake Road and the Mount Plymouth/Sorrento Urban Compact Node, as
12 depicted in Exhibit "B." The objective of this designation shall be to support the professional
13 employment center identified in paragraph 1 and to provide for transitional residential densities
14 of no more than one unit per acre, compatible with established neighborhoods in the Wolfbranch
15 Road corridor.

16 4. It is the intent of the City and the County to coordinate with state agencies and
17 local governments to implement requirements of the Wekiva Parkway and Protection Act.
18 Within the JPA, these activities may include but are not limited to the establishment of
19 Comprehensive Plan policies and land development regulations, creation of a master stormwater
20 management plan, and the protection of habitat and recharge areas. Consistent with this, the City
21 and the County shall explore cooperative efforts to acquire environmentally sensitive land within

1 the JPA and consider development of a trail system to link natural areas with the surrounding
2 community and employment center.

3 **ARTICLE VI - GENERAL PROVISIONS**

4 1. Disclaimer of Third Party Beneficiaries. This Agreement is solely for the benefit
5 of the parties executing this Agreement, and no right or cause of action shall accrue upon or by
6 reason hereof, to or for the benefit of any third party not a formal named party hereto. Nothing in
7 this Agreement expressed or implied is intended or shall be construed to confer upon or give any
8 person or corporation other than the parties hereto any right, remedy or claim under or by reason
9 of this Agreement or any provisions or conditions hereto; and all of the provisions,
10 representations, covenants and conditions herein contained shall inure to the sole benefit of, and
11 shall be binding upon, the parties hereto and their respective and express representatives,
12 successors and assigns.

13 2. Renegotiation. The County or the City may call for renegotiation of this
14 Agreement by written notice to the other party at any time. The City and the County may
15 renegotiate this Agreement in response to changed circumstances, to seek refinement, expand or
16 contract the JPA boundary, or alter the designated time allowances as described in this
17 Agreement. Upon such written notice, for a period of 90 days thereafter, the City and the County
18 shall attempt to renegotiate this Agreement in good faith. During that 90-day period, where
19 either party, in its sole discretion and in good faith, determines that such renegotiations have
20 reached an impasse, it may invoke the conflict resolution procedures set forth in Chapter 164,
21 Florida Statutes. If no Agreement is negotiated during the 90-day period or during the conflict

1 resolution process, the terms of this Agreement shall continue to govern and remain in full force
2 and effect. Should the City or the County seek judicial review of this Agreement, or to enforce
3 this Agreement, the City and the County recognize that venue will be properly located in Lake
4 County, Florida for any action regarding this Agreement. The failure of any party to this
5 Agreement to enforce any provision contained herein shall in no event be deemed a waiver of its
6 rights to thereafter enforce this Agreement. Utilization of one remedy to enforce this Agreement
7 shall not be deemed the only method by which to enforce the provisions of this Agreement.

8 3. Severability, Construction and Interpretation. In the event that any section,
9 subsection, sentence, clause, or word of this Agreement shall be held by a court of competent
10 jurisdiction to be partially or wholly invalid or unenforceable for any reason whatsoever, any
11 such invalidity, illegality, or unenforceability shall not affect any of the other remaining articles,
12 sections, subsections, sentences, clauses or words of this Agreement, and this Agreement shall be
13 read and/or applied as if the invalid, illegal, or unenforceable section, subsection, sentence,
14 clause, or word did not exist. This Agreement was mutually negotiated by all parties who have
15 executed the same. Consequently, it is the intent of the parties that no provision shall be more
16 harshly construed against either party as the drafter hereof.

17 4. Effective Date. Prior to this Agreement, or any amendment hereto, becoming
18 effective, it shall be approved and executed by both parties hereto, and pursuant to Section
19 163.01(11), Florida Statutes (2003), this Agreement shall become effective immediately after
20 filing of this Agreement with the Clerk of the Circuit Court of Lake County, Florida. This
21 Agreement shall be recorded in the public Records of Lake County, Florida, and the cost thereof,

1 if any, shall be shared equally by both governing bodies

2 5. Termination and Amendment.

3 a. Termination.

4 (1) This Agreement shall renew automatically after five (5) years from
5 the date of final adoption, and every five (5) years thereafter, unless it is terminated pursuant to
6 paragraph 2 below.

7 (2) Either party may terminate this Agreement at any time by
8 delivering written notice to the other party of its intent to terminate this Agreement at least 180
9 days prior to the intended date of termination.

10 b. Amendment. This Agreement may be amended at any time provided both
11 parties authorize said amendment.

12 c. Amendment or Termination of Agreement to be in Writing. Except as
13 provided for herein, no amendment or termination of this Agreement shall be binding on either
14 party unless a written instrument terminating or amending this Agreement is executed by the
15 County Commission Chairman and the Mayor after being duly authorized to do so by their
16 respective governing bodies, and such termination or amendment shall not be effective until after
17 it has been filed with the Clerk of the Circuit Court of Lake County, Florida. Except as set forth
18 herein, all instruments amending or terminating this Agreement shall be recorded in the Public
19 Records of Lake County, Florida.

20 6. Notice; Proper Form. Any notice to be delivered hereunder to either the City or
21 the County by the other party shall be in writing and shall be deemed to be delivered when: (a)

1 hand delivered to the official designated hereunder with receipt acknowledged in writing, or (b)
2 upon receipt of such notice when deposited in the United States Mail, postage prepaid, certified
3 or registered mail, return receipt requested, addressed to the party at the address set forth under
4 the party's name below, or at such other address as the party shall have specified by written
5 notice to the other party delivered in accordance herewith. Copies need not, but are encouraged
6 to be sent pursuant to the above referenced provisions. Mere delivery of copies shall not be
7 determined to be a compliance with the requirements hereof:

8	COUNTY	CITY
9	County Manager	City Manager
10	Lake County Administration Building	City of Mount Dora
11	P.O. Box 7800	P.O. Box 176
12	315 West Main Street	510 North Baker Street
13	Tavares, FL 32778-7800	Mount Dora, FL 32757

14
15 Either party to this Agreement may unilaterally amend the address or designee to whom notices
16 are to be delivered by providing notice to the other party as provided herein.

17 7. Rules of Construction. As used in this Agreement, the plural includes the
18 singular, and the singular includes the plural. Use of one gender includes all genders. Subtitles
19 or catchlines for articles, sections, or subsections herein are used for ease in reading this
20 Agreement, and the subtitles or catchlines do not form a substantive part of this Agreement for
21 purposes of interpretation. This Agreement shall be liberally interpreted to achieve its goals and
22 purposes.

23 IN WITNESS WHEREOF, the parties hereto have made and executed this Agreement on
24 the respective dates under each signature: the COUNTY through its Board of County

1 Commissioners, signing by and through its Chairman, duly authorized to execute same by Board
2 action on the 28th day of September, 2004, and the CITY through its City Council,
3 signing by and through its Mayor, duly authorized to execute same by Council action on the
4 3rd day of August, 2004.

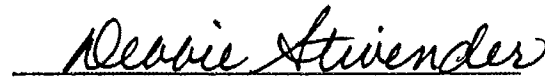
5 COUNTY

6 ATTEST:

7 
8
9

10 James C. Watkins, Clerk
11 of the Board of County
12 Commissioners of Lake County, Florida
13
14

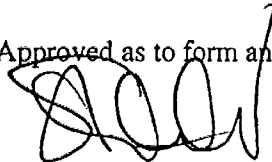
LAKE COUNTY, through its
BOARD OF COUNTY COMMISSIONERS



Debbie Stivender Chairman

This 15th day of October,
2004.

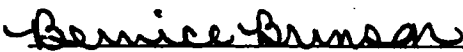
15 Approved as to form and legality:

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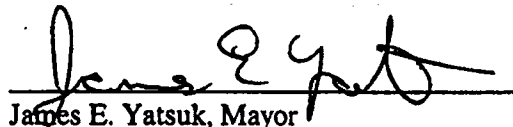
20 Sanford A. Minkoff
21 County Attorney
22

23 CITY

24 ATTEST:

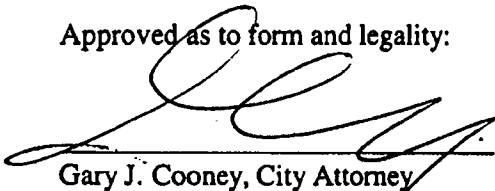
25 
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27

28 Bernice Brinson, City Clerk
29
30

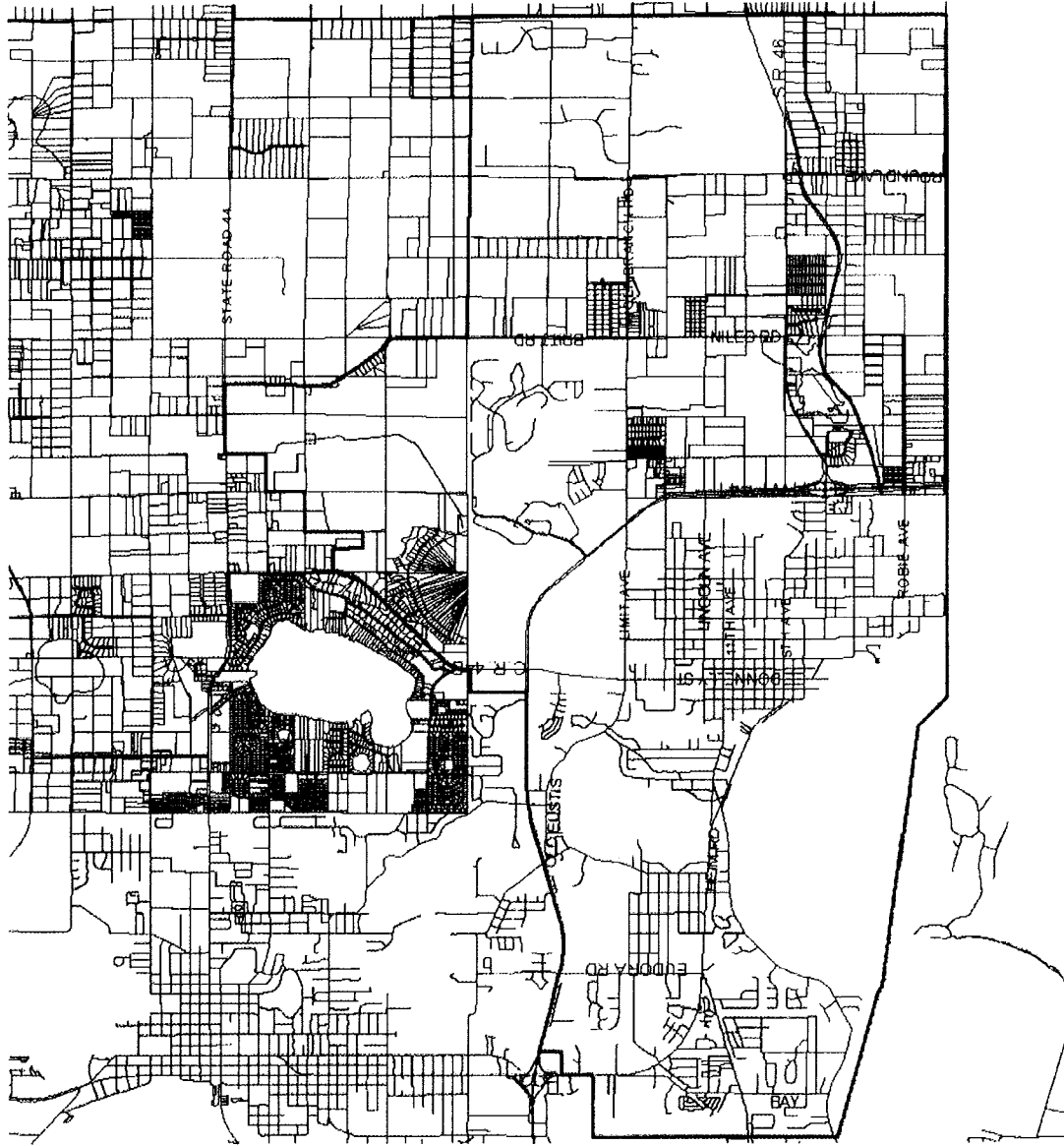
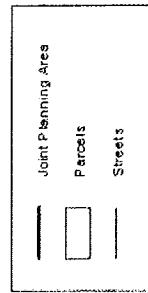
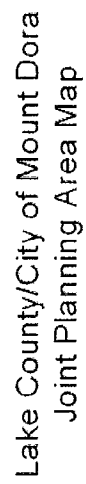

James E. Yatsuk, Mayor

This 8th day of October, 2004.

31 Approved as to form and legality:

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34
35
36
37

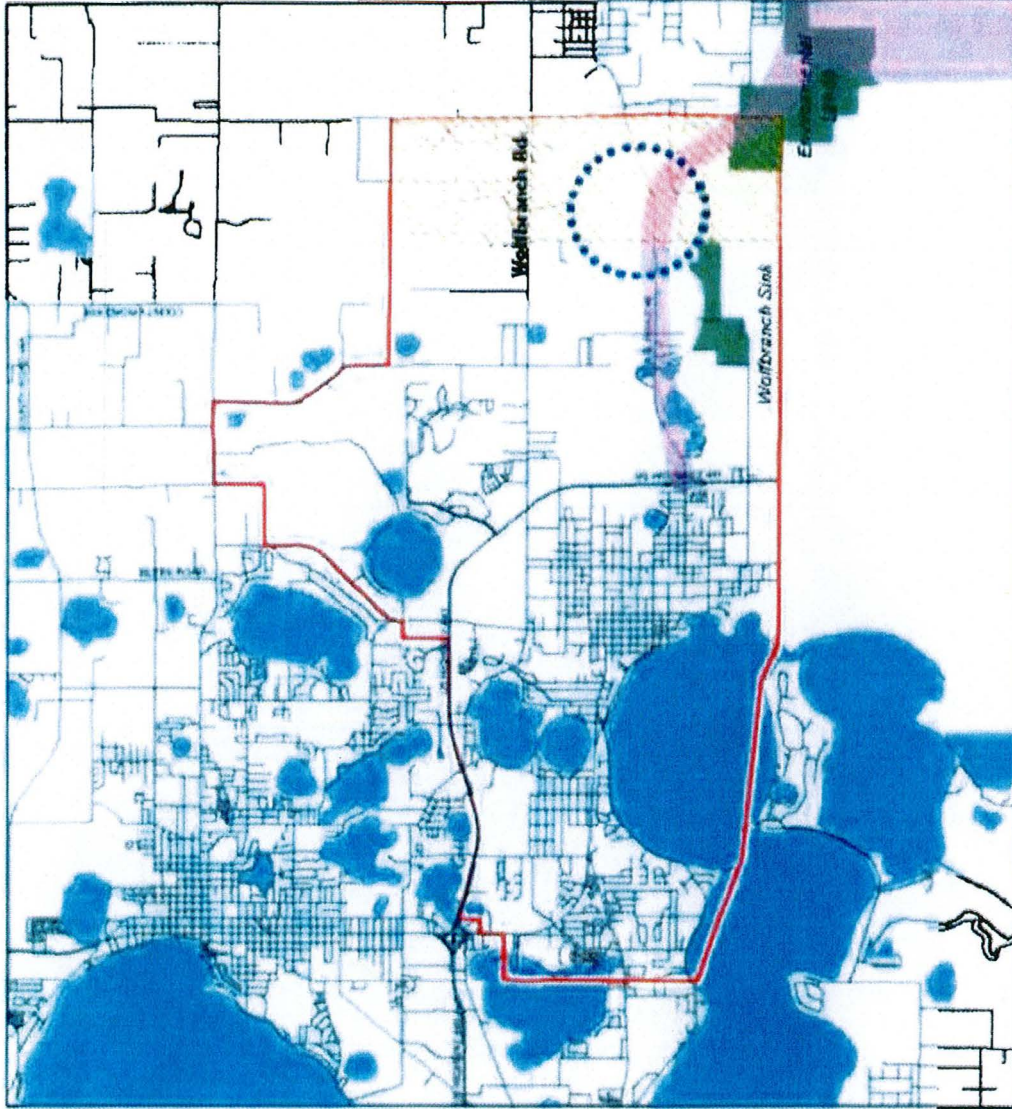
Gary J. Cooney, City Attorney



Lake County / Mount Dora Joint Planning Area Map

Exhibit "B"

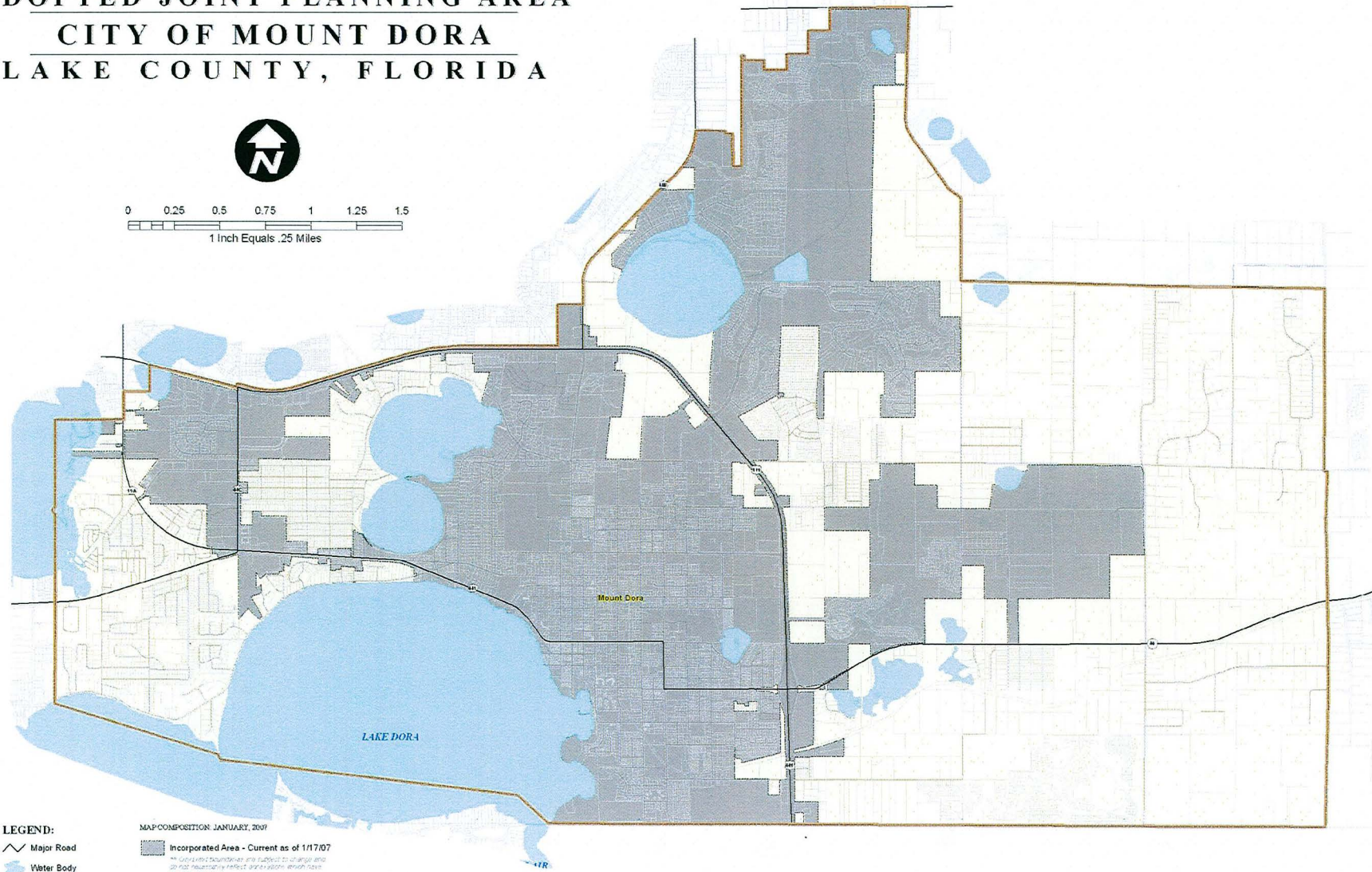
- Mt Dora JPA Boundary
- JPA Transitional Area
- Conceptual Location for "Office Employment Center"
- Wetiva Transportation Improvement
- Streets and Roads



ADOPTED JOINT PLANNING AREA CITY OF MOUNT DORA LAKE COUNTY, FLORIDA



0 0.25 0.5 0.75 1 1.25 1.5
1 Inch Equals .25 Miles



LEGEND:

- Major Road
- Water Body
- JPA Boundary (adopted)

MAP COMPOSITION: JANUARY, 2009

Incorporated Area - Current as of 1/17/07

* City limits boundaries are subject to change and do not necessarily reflect areas which have recently occurred

SOURCES:

Lake County GIS Department: Planimetrics,
Data Compilation and map Production Compliments of,
Growth Management/ Comprehensive Planning

This map product was prepared from a Geographic Information System established by the Lake County Board of County Commissioners. The employees, agents and personnel, make no warranty as to its accuracy, and in no way shall be held responsible for any errors, omissions, or delays in its use. The user assumes all liability for any and all consequences resulting from the use of this map. THE LAKE COUNTY BOARD OF COUNTY COMMISSIONERS, ITS EMPLOYEES, AGENTS AND PERSONNEL MAKE NO WARRANTY OF MERCHANTABILITY FOR THE USE OF THIS MAP PRODUCT. THE LAKE COUNTY BOARD OF COUNTY COMMISSIONERS, ITS EMPLOYEES, AGENTS AND PERSONNEL MAKE NO WARRANTY OF MERCHANTABILITY FOR THE USE OF THIS MAP PRODUCT. THE LAKE COUNTY BOARD OF COUNTY COMMISSIONERS, ITS EMPLOYEES, AGENTS AND PERSONNEL MAKE NO WARRANTY OF MERCHANTABILITY FOR THE USE OF THIS MAP PRODUCT. THE LAKE COUNTY BOARD OF COUNTY COMMISSIONERS, ITS EMPLOYEES, AGENTS AND PERSONNEL MAKE NO WARRANTY OF MERCHANTABILITY FOR THE USE OF THIS MAP PRODUCT.



LAKE COUNTY
BOARD OF COUNTY COMMISSIONERS

**FIRST AMENDMENT TO JOINT PLANNING AREA AGREEMENT BETWEEN
LAKE COUNTY AND THE CITY OF MOUNT DORA**

THIS FIRST AMENDMENT TO THE JOINT PLANNING AREA AGREEMENT ("Amendment") in made and entered into as of the 3rd day of March, 2015, by and between **LAKE COUNTY, FLORIDA**, a political subdivision of the State of Florida ("County") and the **CITY OF MOUNT DORA**, a Florida municipal corporation ("City").

RECITALS

WHEREAS, County and City have entered into a certain Joint Planning Agreement on September 28, 2004 ("Agreement"); and

WHEREAS, the City wishes to provide for better intergovernmental relations and coordinate planning efforts, as authorized pursuant to Section 163.01, Florida Statutes; and

WHEREAS, the County and City Joint Planning Agreement may be amended from time to time provided authorization by both parties; and

WHEREAS, the City Council of the City of Mount Dora and the Board of County Commissioners of Lake County wish to eliminate any conflict in jurisdictional boundaries for annexation and utility provision between the City of Mount Dora and City of Tavares; and

WHEREAS, the City requested that the County amend the Agreement's Land Use Map; and

WHEREAS, the local planning agencies of both the County and City have considered the Amendment and made recommendations to the Lake County Board of County Commissioners and the Mount Dora City Council, respectively; and

WHEREAS, pursuant to 163.3171(3), Florida Statutes, this Amendment has been approved at advertised public hearings held by both the Lake County Board of County Commissioners and the Mount Dora City Council.

NOW, THEREFORE, in Consideration of the covenants made by each party to the other and of the mutual advantages to be realized by the parties hereto, the receipt and sufficiency of which is hereby acknowledged, County and City hereby agree as follows.

SECTION I. The Recitals set forth above are true and correct and are incorporated herein by reference.

SECTION II. The Joint Planning Agreement dated September 28, 2004, is hereby amended to reflect an adjustment in the Joint Planning Area boundary in the vicinity of the intersection of Bay Road and Old Highway 441. The boundary of the JPA Map attached hereto and incorporated herein by reference as Exhibit "A," which designates parcels of land encompassed by the terms and conditions of said Agreement.

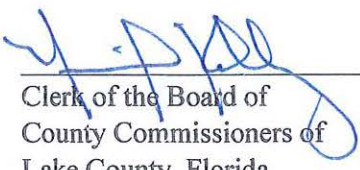
SECTION III. The City and County shall amend their respective Comprehensive Plans pursuant to the revised JPA Map boundary of this Amendment accordingly and in a timely manner.


SECTION IV. Except as expressly set forth herein, the Joint Planning Agreement remains unchanged and in full force and effect.

IN WITNESS WHEREOF, the County and City have executed this Amendment on behalf of the County and City, respectively, and have set their seals hereto as of the date set forth above.

COUNTY
ATTEST:

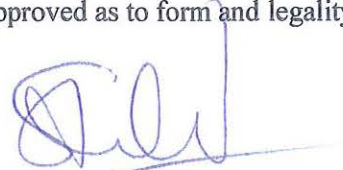
LAKE COUNTY, though its
BOARD OF COUNTY COMMISSIONERS


Clerk of the Board of
County Commissioners of
Lake County, Florida


Jimmy Conner, Chairman

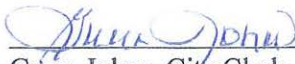
This 18th Day of May, 2015


Approved as to form and legality:


Sanford A. Minkoff
County Attorney

CITY
ATTEST:

CITY OF MOUNT DORA


Gwen Johns, City Clerk
City of Mount Dora


Catherine T. Hoechst, Mayor
City of Mount Dora

This 5 Day of May, 2015

Approved as to form and legality:



Clifford B. Shepard
City Attorney



Exhibit "A"

Lake County and City of Mount Dora Joint Planning Area Map

**** Revised JPA Boundary ****

March 3, 2015

Legend

-  JPA Boundary
-  City Limits



0 0.5 1 Mile

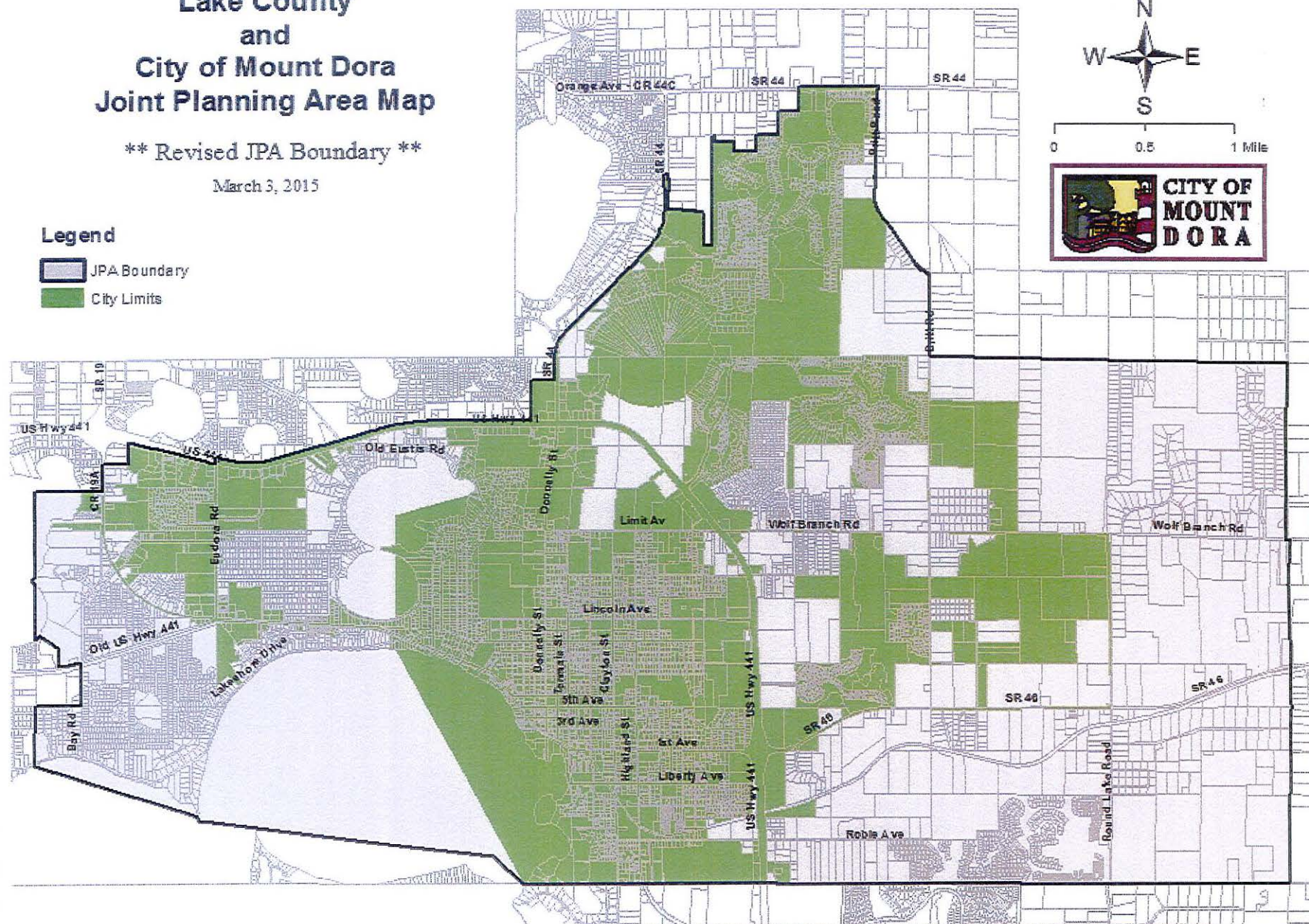


EXHIBIT F

Wolf Branch Innovation District Implementation Plan - September 2019

Wolf Branch Innovation District Implementation Plan

SEPTEMBER 20, 2019



Executive Summary

The Wolf Branch Innovation District (WBID) represents a unique opportunity for the City of Mount Dora and Lake County to collaborate on establishing a mixed-use employment center of regional importance in central Florida. The long-awaited opening of the Wekiva Parkway segment of the perimeter expressway system encircling metro Orlando is here.

In order to be prepared for the inevitable private investment response to the mobility improvements in northeast Lake County, the two governments commissioned this implementation plan to ensure that the necessary regulatory structure was in place to guide the creation of a high quality physical, economic and social place.

This implementation plan includes the following:

1. A recommended Master Plan which has the following elements:
 - The ‘right-sizing’ of the supply of properly designated land for employment center uses based on market expectations;
 - A detailed land use program for the WBID based on the recommendations in this plan;
 - A ‘Gateway District’ to allow for commercial and other land uses necessary to support the day-to-day needs of the surrounding community;
 - Creation of unique multi-purpose trail features connecting the WBID to the surrounding community and ultimately into the planned regional trail system in Lake County;
 - Reinforcement of the importance of the ‘quality of place’ by establishing design guidelines recommended for adoption by the City and the County; and
 - Recommended modifications of the existing Comprehensive Plan of the City and the County, including Future Land Use map designations, as well as changes to policies and standards.
2. A recommended set of Design Guidelines which:
 - Establishes overall design principles and intent;
 - Creates standard roadway cross sections that promote consistency and quality of the public realm within the WBID;
 - Promotes higher quality urban form via street and block standards, building placement, massing and site orientation; and
 - Promotes improved building and site design via building character, site elements, and landscape design standards.
3. A Capital Improvement Plan which summarizes the required public and private investment in infrastructure and physical enhancements necessary to achieve the desired economic success of the WBID, as well as a discussion of potential financing tools available for implementation.
4. An Administration Plan that defines necessary changes to land use regulations and outlines ongoing City/County collaboration activities necessary to implement the plan.

Acknowledgements

City of Mount Dora

City Council
Nick Girone, Mayor
Cal Rolfson, Vice Mayor
Laurie Tillett
John Tucker
Marc Crail
Crissy Stile
Harmon Massey

Staff
Robin Hayes
Tim Wilson
Vince Sandersfeld
Adam Sumner
Misty Sommer
Shelby Eldridge

Consultants

Levey Consulting
Richard Levey, Ph.D, AICP

GAI Consultants, Inc.
Blake Drury, AICP
Patrick Panza, AICP
Wes Shaffer, AICP
Molly Stahl

Lake County

County Commission
Leslie Campione, Chair
Wendy Breeden, Vice-Chair
Timothy I. Sullivan
Sean Parks
Josh Blake

Staff
Jeff Cole
Brandon Matulka
Tracy Garcia
Tim McClendon
Michelle Janiszewski

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A photograph of a modern building facade. The building features a combination of white and blue architectural elements. There are large glass windows reflecting the sky and surrounding environment. The text "Master Plan" is overlaid on the right side of the image in a dark red, serif font.

Master Plan

Wolf Branch Innovation District Plan

Wolf Branch Innovation District

The Wolf Branch Innovation District (WBID) in unincorporated Lake County represents a bold initiative by the City of Mount Dora and Lake County to diversify the economic base of the region. It represents an opportunity to establish new employment in targeted industries such as clinical healthcare and life sciences, research and development, advanced manufacturing, and higher education.

The location of the WBID must be viewed in light of its regional context. While the City of Mount Dora has enjoyed the benefit of a setting between Lake Dora and US 441, the more local nature of its roadway infrastructure has limited its potential for major employment. This area of Lake County will be further connected to the regional economy due to improved access and reduced travel times created by the new SR 453 connection between the Wekiva Parkway and State Road 46. Economic geographers view distance not in terms of the measured length between locations, but in terms of time. The opening of SR 453 to SR 429 reduces the ‘friction of time’ between WBID and metro Orlando’s major centers – Downtown Orlando (30 minutes), Orlando International Airport (38 minutes), and the University of Central Florida (42 minutes) – all interrelated to the WBID as a regional employment center.

Intent

The WBID can be a contending location for users who are part of the global innovation economy. However, there are key factors of the innovation economy that must be understood in attempting to position the WBID in the competition for employers:

- Scientists and engineers are the drivers of the innovation economy
- Scientists and engineers tend to co-locate in areas with relatively large populations of scientists and engineers and around highly rated universities
- Access to common pools of labor or talent rather than access to suppliers and customers is what drives the tendency of firms, including high-technology firms to cluster together in regional complexes
- High Technology and R & D firms are disproportionately attracted by amenities and quality-of-place

Most of these factors are beyond the influence of state or local government and they are difficult to begin from scratch. The community must examine its existing intellectual capital and determine how to build into these global innovation factors through collaboration and starting small.

Factors of Success

Starting from scratch and trying to build an economic engine at the WBID is a long-term endeavor. Efforts by the City and County to recruit smaller companies in technology related industries might be the best foundation that can be laid for success. Most economic development success stories come from homegrown businesses. Pursuing a dual strategy of recruiting small technology companies to the area while taking the long view toward the WBID is the most prudent approach to enhancing Mount Dora’s role as a creative city. The following are further justifications for starting with small steps:

- Building a reputation for technology/innovation in the market place takes time
- The City of Mount Dora has unprecedented attributes in the existing city to build a new expanded reputation of a creative community
- Small steps are manageable and affordable, and not disruptive to the character of the City
- Starting small supplements the thinking about larger WBID pursuits

There are many theories of economic development and what factors drive high value-high wage job creation in any given region. Firms make location decisions based on numerous data points that are different for each industry sector. While it is believed that the creation of the SR 453 interchange with SR 46 creates the opportunity for economic expansion, there is no guarantee of the type, quality and timing of any job creation.

Quality of Place

Previous research has found a clear association between places with higher endowments of human capital and higher than average amenities. In other words, workforce talent in high value-high wage industry sectors is drawn to places with a high concentration of amenities and high quality of life, sometimes referred to as “quality of place.” Access to human capital will be one of the keys to the attraction of firms to the WBID.

Quality of place can be thought of as “the bundle of goods and services that come under the rubric of amenities”¹. These amenities are genuine foundational characteristics of a community such as its cultural and educational institutions, parks, neighborhoods, and festivals – elements that establish and reinforce a City’s reputation. This reputation is an attraction for human capital and therefore is also important in the relocation or location decision of firms that require an educated and skilled workforce. Several studies suggest that firms that utilize high levels of human capital are likely to prefer locations with higher levels of amenities. Recent research has shown that quality of place is now the key economic and social organizing unit in the modern-day knowledge economy².

Mount Dora’s quality of place is unique in central Florida and it is critically important for the development of the WBID. Firms that choose to locate in the WBID will likely weigh the quality of place as an attractor for their workforce as a high factor in the decision. The purpose here is not to weigh one factor higher than another such as improved regional access, but to note that quality of place is a clear ‘differentiator’ of the WBID from other established and emerging regional centers on the beltway around metro Orlando. As stated earlier, the WBID will be competing with other similarly situated centers in the region.

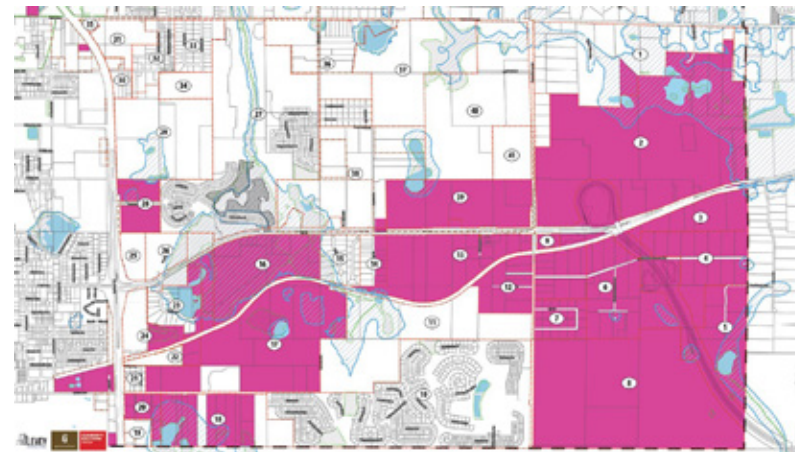
¹ Arora, A., Florida, R., Gates, G. and Kamlet, M., Human Capital, Quality of Place, and Location; 2000

² Florida, R., Adler, P., and Mellander, C., The City as Innovation Machine, 2017

Land Supply for Regional Development

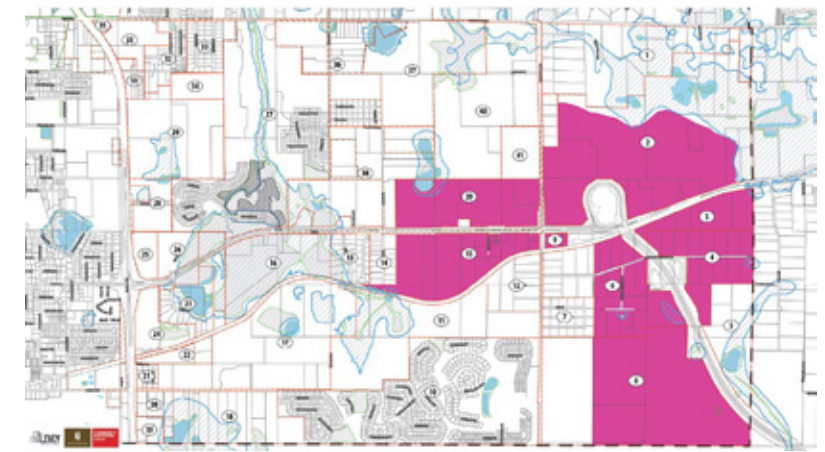
Ensuring that there is sufficient land area designated for employment center uses in the right location and configuration is critical to the success of the WBID. Market studies conducted for the project determined the required land supply needed to meet the projected demand. Figures 2 and 3 represent the recommendation to reconfigure Future Land Use designations to facilitate the greatest success of the WBID.

Figure 1: Current Employment Center FLU Designation



Current Employment Center FLU designation covers 1,328 acres net of wetlands, floodplains, and rights of way.

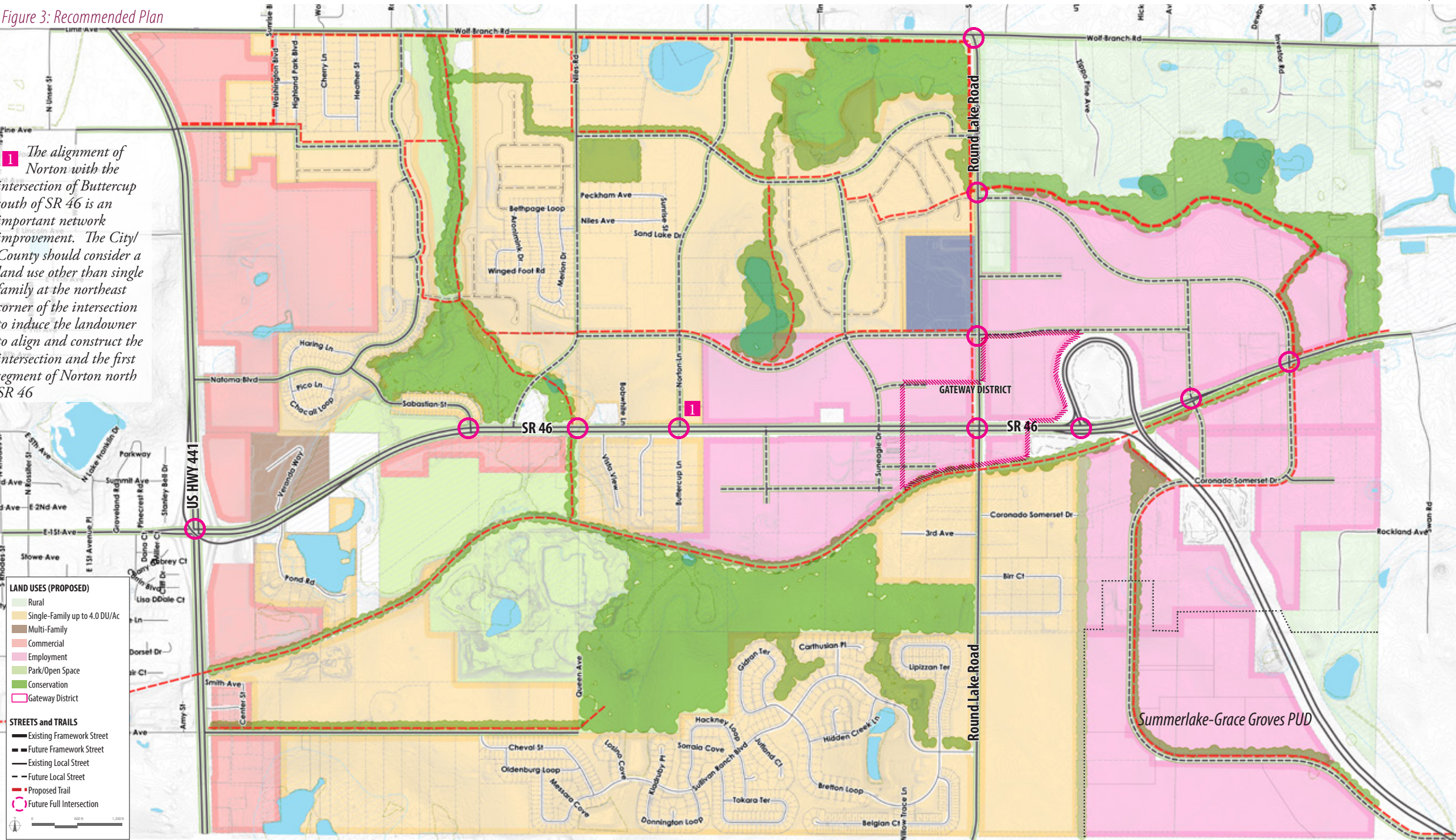
Figure 2: Proposed Employment Center FLU Designation



Proposed Employment Center FLU designation covers 850 acres net of wetlands, floodplains, and rights of way.

Figure 3: Recommended Plan

1 The alignment of Norton with the intersection of Buttercup south of SR 46 is an important network improvement. The City/County should consider a land use other than single family at the northeast corner of the intersection to align and construct the intersection and the first segment of Norton north SR 46



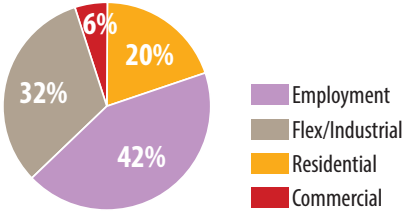
Land Use / Program

Future Land Uses and the WBID Development Program

There is an inherent symbiotic relationship between an emerging employment center and its immediate surrounding community. Throughout the planning process, it became clear that the area to be analyzed had to be larger than just the WBID to ensure the highest possible resulting quality of place. Therefore, the Concept Plan area is approximately six square miles in size.

While the Concept Plan includes recommended Future Land Use designations for the entire six square mile study area, this plan recommends specific development standards and guidelines for only the 850-acre WBID. As a result of the recommendations further in this document, the overall build out scenario is projected to have the mix of land uses displayed in Figure 4 and Table 1.

Figure 4: Employment Center Recommended Land Use Mix



Gateway Employment Center

The Gateway Employment Center is intended to be the ‘core’ of the WBID where the highest concentration of retail and services are located to conveniently serve the needs of the tenants of the WBID and residents of surrounding neighborhoods. The vertical mixing of uses is encouraged. Each quadrant of the Gateway District will be subject to the requisite mix of uses shown in Table 4 on Page 11.

Table 1: Projected Employment Center Program at Build Out

Phase	Development Area (Subareas)	Developable Acres	Residential				Employment ¹				Flex / Industrial				Commercial			
			Mix	Acres	Desired Average Density	Build-out	Mix	Acres	Desired Intensity	Build-out	Mix	Acres	Desired Intensity	Build-out	Mix	Acres	Desired Intensity	Build-out
					(du/ac)	(units)			(FAR)	(kSF)			(FAR)	(kSF)			(FAR)	(kSF)
1	Employment Center West 1	174.74	25%	43.69	18	786	57%	99.60	0.25	1,085	15%	26.21	0.25	285	3%	5.24	0.25	57
	Employment Center East 1	252.20	25%	63.05	18	1,135	57%	143.75	0.25	1,565	15%	37.83	0.25	412	3%	7.57	0.25	82
	Employment Center Gateway	62.80	25%	15.70	8	126	25%	15.70	0.35	239	0%	-	0.25	-	50%	31.41	0.25	342
2	Employment Center East 2A	187.81	10%	18.78	18	338	15%	28.17	0.25	307	55%	103.30	0.25	1,125	0%	-	0.25	-
	Employment Center East 2B	218.83	10%	21.88	8	175	23%	50.33	0.20	438	38%	83.16	0.15	543	4%	8.75	0.10	38

¹ Employment includes, but is not limited to, Research, Education, Clinical Health Care, and Professional Services

Figure 5: Development Sub-Areas

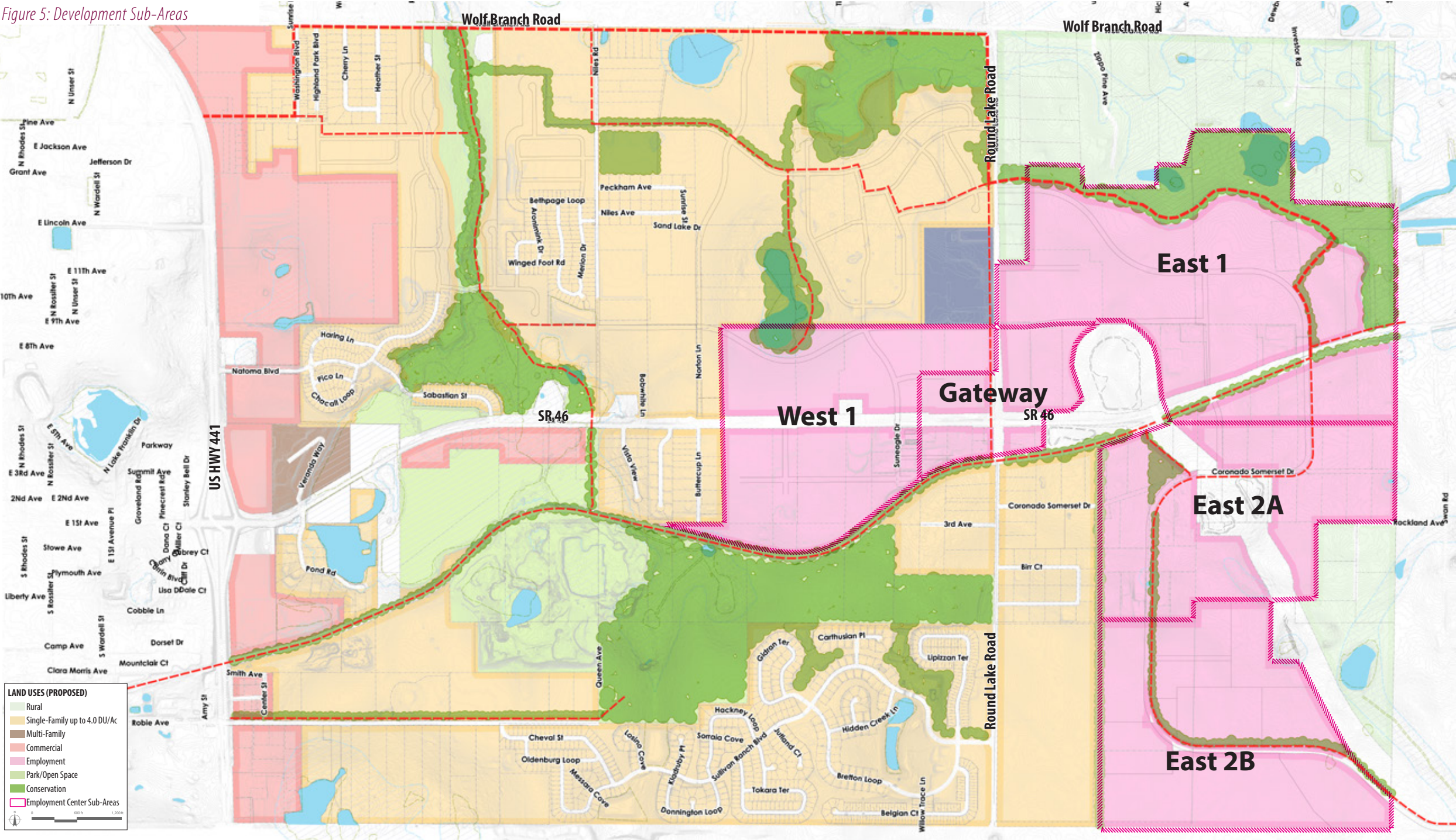
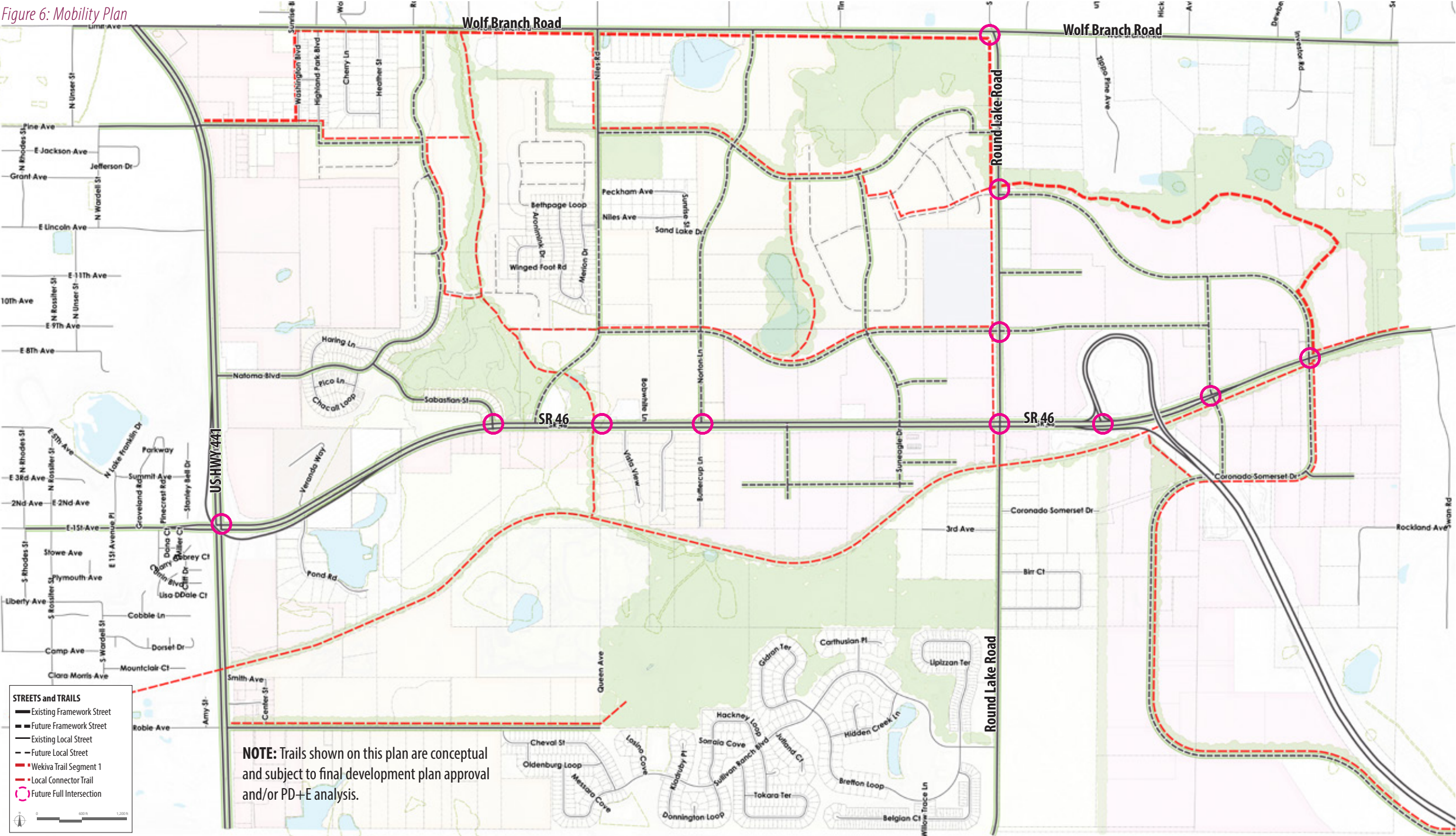


Figure 6: Mobility Plan



Mobility

The success of the WBID is subject to a number of factors, including the ability of residents, employees, and visitors to have ease of movement to and through the study area. As a result, overall mobility was a high priority during the planning process. The Concept Plan contains a recommended secondary roadway network designed to provide a robust level of movement for vehicular traffic.

In addition to roadways, the Concept Plan includes an area-wide multi-use trail system to provide a unique amenity system and alternative means of moving people throughout the study area and to and from the WBID.

See Figure 6 for street and trail locations.

Summerlake-Grace Groves PUD

An existing approved Planned Unit Development (Summerlake-Grace Groves PUD) exists in the southeast quadrant of the proposed WBID. (See Figure 3). Due to the size and scale of the approved development program, a phased approach to the development is required to avoid using SR 46 as the only access point for the project. A planned secondary access is anticipated via an extension of the internal spine road east to CR 437. A condition shall be included on any annexation and/or approval of the project requiring a maximum Average Daily Trip (ADT) threshold or other traffic condition which would require a roadway extension to CR 437. The determination of any trip threshold should be established after a traffic study is provided to show how much of the project’s traffic can be accommodated with a single access point to SR 46.

Figure 7: Employment Center Framework A-Street

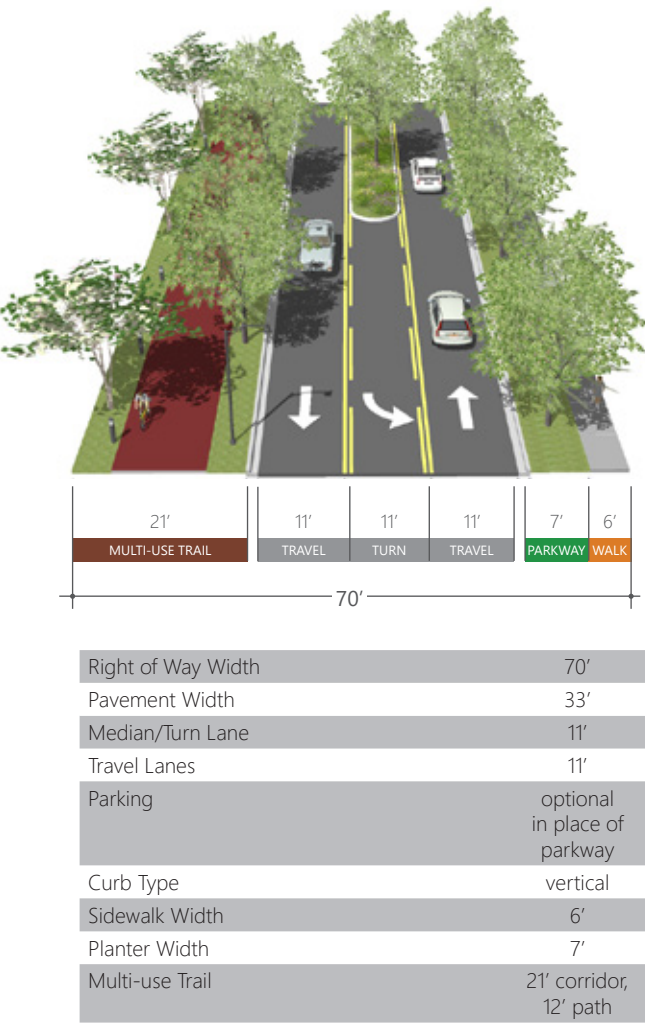
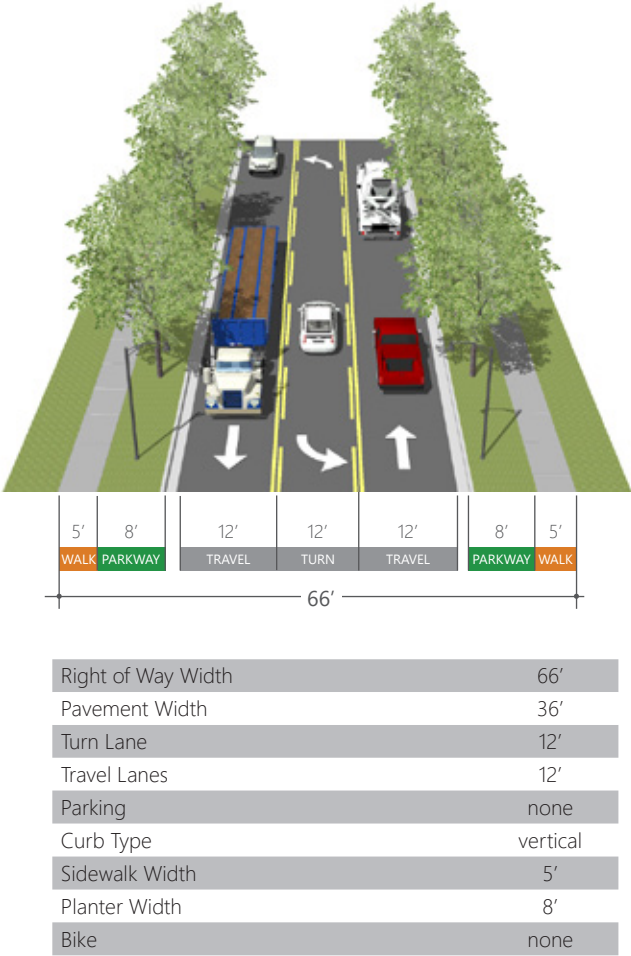


Figure 8: Employment Center Framework B-Street



NOTE: The above cross-sections are intended to be part of internal WBID mobility network and not part of County road system.

Future Land Use Amendments

In order to implement the findings and conclusions in this Plan, a number of parcels will require a change to the Future Land Use designation within the Lake County Comprehensive Plan. Table 2 identifies those parcels. The parcels are also shown on Figure 9. The City of Mount Dora would also incorporate the recommended changes in Future Land Use designation in any future annexations of the designated parcels.

The recommended changes achieve the following objectives:

- 1. The “right-sizing” of the supply of land for regional office/employment center uses to align with the market study conducted for the area;
- 2. Removing higher intensity land uses in areas where the needed infrastructure will never be in place to support regional office/employment center uses; and
- 3. Providing new, lower density/intensity land uses where surrounding residential characteristics require more compatible planned uses.

Table 2: Parcels Recommended for FLU Change

MAP ID	AltKey	Owner Name
1	1048397	O J BREAK LLLP ET AL
2	1048419	O J BREAK LLLP & CAROL A SIMPSON
3	1048443	HUBBARD CONSTRUCTION COMPANY
4	1048877	HUBBARD CONSTRUCTION COMPANY
5	1124786	O J BREAK LLLP & CAROL A SIMPSON
6	1098491	CSD GROVES C/O CHARLES BROWN
7	1124697	HUBBARD CONSTRUCTION COMPANY
8	1685168	SHEPP JUDITH R
9	1709245	DROZ DORA O LIFE ESTATE
10	1735815	MAREK GEORGE W JR & REBECCA J
11	2505192	BERNFELD HARVEY
12	2505362	PALACIOS FREDDY O
13	2505371	WESLEY FRANCES
14	2505389	TEMPLE DONALD A & MARY A
15	2505397	LANGFORD BLAINE
16	2515848	WINDSOR MAXWELL L
17	1085101	O J BREAK LLLP ET AL
18	2601175	PANDOLPH GEORGE J
19	1124727	LINDSLEY PAVING CO INC
20	1124743	HUBBARD CONSTRUCTION COMPANY
21	1124859	WINDSOR MAXWELL L & CONNIE J
22	2810211	TIMMONS EARL E JR & PATRICIA H
23	1510511	COSSIO MENDOZA SAUL ET AL
24	1510597	KEY LOLITA
25	1510601	MARVIN GERALD P & DEBORAH G
26	1709326	STUBBS CHARLES L & PATRICIA G
27	1510449	PARKER JAY L TRUSTEE
28	1510759	SWAILS HAZEL A
29	1709270	LUCAS RICHARD G & CRYSTAL G
30	1709318	ROGERS GREGORY W
31	2505214	WEST ROBERT C & WINIFRED T
32	2505231	FEDERAL NATIONAL MORTGAGE ASSN
33	2505354	GREEN BRUCE E JR & PHYLLIS A H
34	2505401	PALACIOS FREDDY O & ELSA
35	2505427	BROWN SARA S
36	2511591	MC GHEE KEVIN W & RACHEL
37	2569077	O J BREAK LLLP ET AL

MAP ID	AltKey	Owner Name
38	2505249	FOREMAN VIRGINIA L LIFE ESTATE & I WILLIAM ROTHE TRUSTEE
39	2505257	JONES MICHAEL EUGENE
40	2505290	SIMMONS MARY C LIFE ESTATE
41	2505303	RICHTER KENT A & DONNA J TRUSTEES
42	2505311	LUPO FREDRIC J & SANDRA L
43	2505460	REAGAN LARRY & LANA S
44	2505478	COLEMAN LINDA EVERETT
45	2600110	DUNLAP AUSTIN L & KAYE
46	2600144	FISHER MATTHEW E & KATHRYN
47	2832088	PANDOLPH GEORGE J & LYNDA W
48	1124701	SMITH LEO C & TERESA R
49	1124808	LINDSLEY PAVING COMPANY INC
50	3330986	PANDOLPH GEORGE J & LINDA
51	1784310	HUBBARD CONSTRUCTION COMPANY
52	3266391	PANDOLPH GEORGE & LYN
53	1510392	FAY WILLIAM JOSEPH
54	1510465	QUINTON ERNEST
55	1510643	CLARK PATRICK L JR
56	1510694	CORTES RODNEY
57	2505206	LASH RAYMOND W
58	2505222	DAVIS DELTA P LIFE ESTATE
59	2505346	ZWICK PHILLIP J
60	2505419	PALACIOS FREDDY O & ELSA B
61	1799449	TURNER DANNIE C & KATHERINE D
62	3819018	FAY WILLIAM J
63	2505281	CARLTON MICHAEL N & ANN H
64	2505273	WILLIAMSON JOHN T
65	2505265	COCHRAN CAROL LIFE ESTATE
66	3851987	RINEHART RODNEY & TRACEY
67	2600136	DAVIS WILLIAM C & DEBRA L
68	1806305	HENDERSON ROBERT W & CATHERINE H TRUSTEES
69	2566329	SELLERS LAURENCE
70	2600128	TAYAL GEETANJALI & SHOBHIT GUPTA
71	1510422	NEULIFE NEUROLOGICAL SERVICES LLC
72	3860119	HUBBARD CONSTRUCTION COMPANY
73	1124719	LINDSLEY PAVING COMPANY INC

Policies & Standards

The implementation of the WBID Master Plan requires an updated regulatory framework to be adopted by the City of Mount Dora and Lake County. While the effort to develop the Plan has been collaborative, both jurisdictions have slightly different nomenclature and approaches in their Future Land Use elements of the respective Comprehensive Plans.

Policy I-1.3.6 in the Future Land Use element (FLU) of the Lake County Comprehensive Plan establishes the Regional Office Future Land Use category. This is the current FLU designation for the land in the unincorporated area that is proposed to be the new boundary of the WBID as well as multiple areas throughout Lake County. The City of Mount Dora Comprehensive Plan contains an Employment Center FLU category which would be the designation placed on lands in the proposed WBID

following annexation. This category is described in Policy 4.g(12) of the Comprehensive Plan.

There is great similarity in approach between Lake County’s Regional Office FLU category and the City of Mount Dora’s Employment Center FLU category. However, there are some differences that are highlighted in the table below.

Throughout the planning process, there was considerable discussion regarding what changes to the respective Future Land Use categories would foster a more supportive regulatory regime for the acceleration of employment growth in the WBID. A number of significant principles emerged:

- 1. Align the City and County FLU categories to allow all probable employment sectors as allowable uses (i.e. Hospitals);

- 2. Reduce the FAR to a more realistic scale and massing for this regional location. Include incentive criteria to allow for increases in FAR;
- 3. Encourage residential uses to create more of a mixed-use environment, allowing for employees to live closer to work;
- 4. Use a performance approach to height limit, ensuring compatibility with land uses adjoining the perimeter of the proposed WBID;
- 5. Utilize the Lake County Wellness Way Jobs/Housing standard as a more practical approach to ensuring land supply for employment uses; and
- 6. Provide separate land use standards for the recommended Gateway District.

Table 4 summarizes the recommended changes.

Table 3: Comparison of Existing City and County Future Land Use Categories

	County Existing Regional Office FLU	City Existing Employment Center FLU
Floor Area Ratio Maximum	3.0	3.0
Residential Use	Allowed in mixed-use commercial buildings or as stand-alone multi-family units as part of a mixed-use development; Single Family prohibited; only permitted to be constructed after or simultaneously with commercial uses	Limited multi-family as a Conditional Use
Jobs/Housing Ratio	10,000 SF/1 Dwelling Unit	NA
Commercial Use	No more than 20% of floor area (hotels excluded)	No more than 20% of floor area (hotels excluded)
Permitted Uses	Office; limited retail; light industrial (within a building); health services (except hospital); civic; religious organizations; colleges, universities and professional schools; hotels; utilities; limited multi-family	Office; limited retail; light industrial (within a building); health services (except hospital); civic; religious organizations; colleges, universities and professional schools; public order and safety; hotels; hospitals; and utilities
Conditional Uses	Light industrial (outside enclosed building); hospitals; heliports; borrow pits	Light industrial (outside enclosed building); heliports; and limited multi-family
Prohibited Uses	Single Family	Single Family

Table 4: Summary of Recommended Changes

Zone	Existing FLU	Recommendation	
Employment	Employment Center FAR	Up to 3.0	1.0 by Right; Up to 2.0 via incentives
	Residential Use	Only Multi-Family permitted. Single Family prohibited	Keep existing prohibition of single family; 8 DU/ac minimum density; Maximum 25% of EC land area can be in residential use; Vertically mixed-use buildings exempt from 25% standard up to 50% of land area in EC zone
	Commercial use	No more than 20% of floor area allocated to commercial uses (Hotels excluded - City FLU)	No change
	Height Limit	Determined by FAR	100’ Maximum; 25’ setback when EC use is 35’ in height or less; 1’ additional for each 3’ of additional building height
	Jobs/Housing	Residential can only be constructed with or after the provision of employment use at a rate of 1 DU/10,000 SF of GLA	2 jobs/DU (450 SF of Employment Use per job); Land sufficient to meet proper housing/jobs balance must be set aside for employment only uses only
	Conditional Uses	Varies between City and County	Make Hospitals, Colleges/Universities and private schools permitted uses; Make Manufacturing, R & D facilities permitted uses (warehousing & distribution would be allowed as accessory uses
	Mix of Uses	No more than 20% of floor area allocated to commercial uses (Hotels excluded - City FLU)	No change
	Open Space	Minimum of fifteen percent (15%) of the net buildable area as open space	No change
Gateway	ISR	Max 0.75	No change
	FAR	NA	0.35 Min/1.0 Max
	Minimum Size of Development Site	NA	3 acres
	Commercial Use	NA	Permitted as part of mixed-use site. Can be up to 75% of land area
	Residential Use	NA	Permitted as part of mixed-use site. Can be up to 60% of land area; Minimum 8 DU/Ac
	Urban Design	NA	High level of walkability and urban character; building placements and architectural design indicative of exemplary character and feel of a true gateway district. Vertical mixing of uses is encouraged.
Other	Outside EC District Density	NA	Maximum 4.0 DU/Ac
	Trail Dedication Requirement	NA	City has requirement for Trail dedication and construction in Section. 6.15 of Land Development Code



The background of the slide is a photograph of a modern, multi-story building with a facade of large glass windows and light-colored panels. The building is angled upwards from the bottom left towards the top right. The sky above is bright and filled with soft, white clouds. Overlaid on the right side of the image is the title text in a dark red, serif font.

Design Standards and Guidelines

Introduction and Overview

Purpose and Intent

Placemaking is the process of designing places that people find desirable to live and work, resulting in a high-quality built environment. Successful placemaking establishes locations that attract residents, businesses, and institutions that are all uniquely connected by a common identity. The disciplines of architecture, urban design, and landscape architecture are used to create high quality places.

These Design Guidelines are intended to implement the character of place that has been identified in the Wolf Branch Innovation District Strategy Report. The approach taken in these guidelines will direct the form and character of development to achieve the overall objectives of the Master Plan, by using the most relevant principles of architecture, urban design, and landscape architecture.

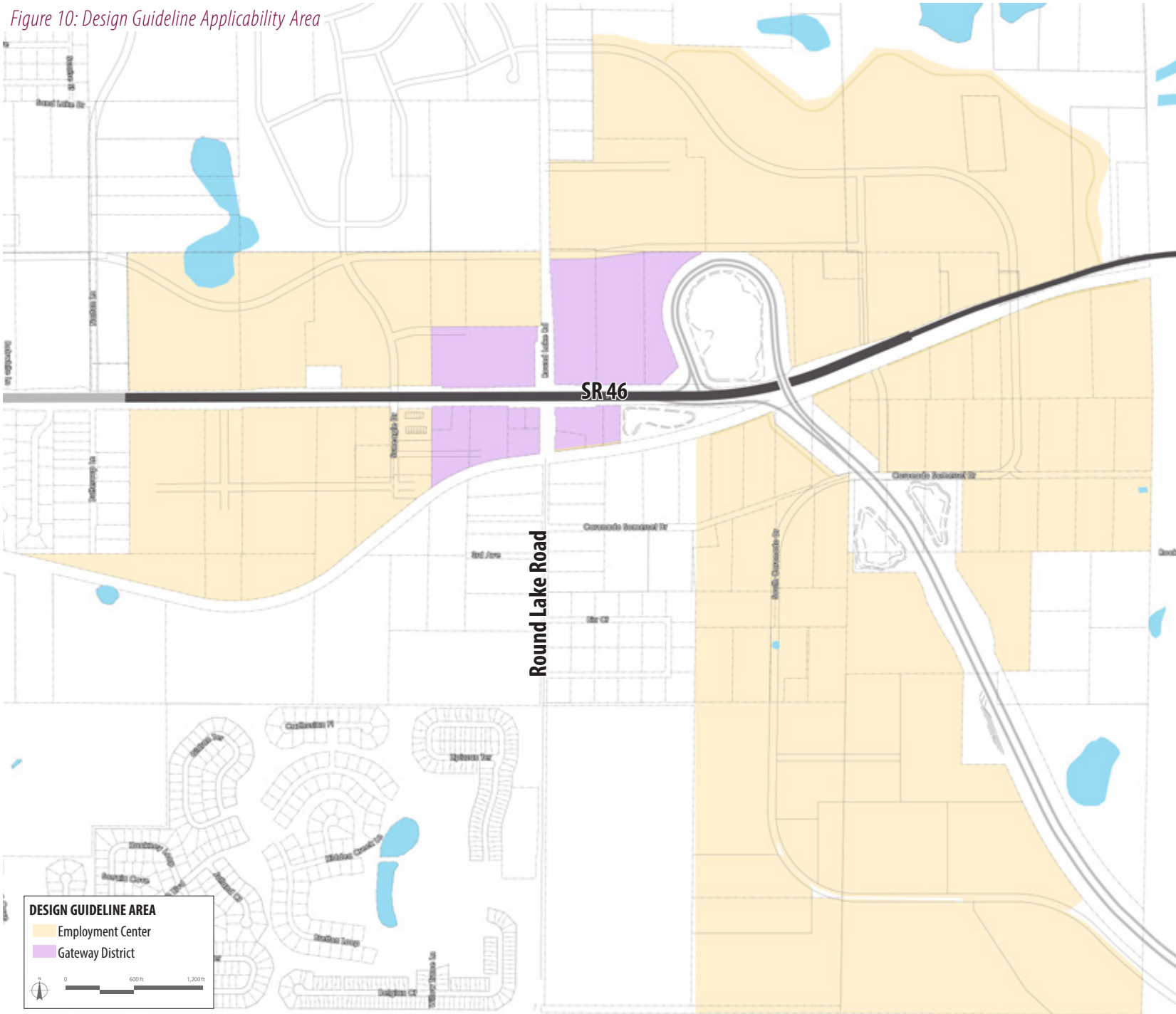
Applicability

The City of Mount Dora and Lake County may have different approaches to implementation by way of their unique regulatory framework. While their nomenclature may differ, it is highly encouraged that the core principles of these guidelines be adopted in total by each local government. For instance, the City of Mount Dora may choose to utilize the guidelines as a supplement to their Commercial Architectural and Site Design requirements contained in Section 6.134 of the Land Development Code. In contrast, Lake County may elect to adopt the Master Plan and Design Guidelines as an overlay district in their Land Development Code.

Urban Form

The Master Plan envisions this area as a mixed use area with uses ranging from manufacturing to retail to multi-family housing to support the growth of Mount Dora. Its urban form is intended to reflect a workplace environment with larger buildings that still honors the character of the community and its small town urbanism linked by pedestrian-oriented design.

Figure 10: Design Guideline Applicability Area



Design Principles and Precedents

Design Principles

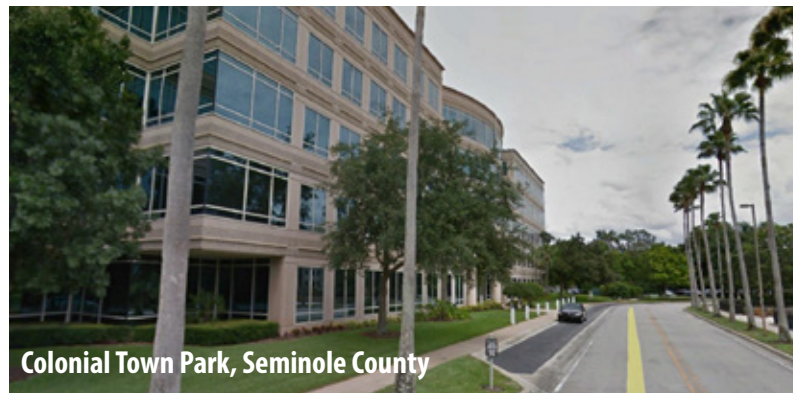
This section includes design guidelines related to the placement, orientation, and design of buildings on sites. A building's form and scale is a key factor in the development of an aesthetically pleasing workplace environment. The design principles listed below reflect a commitment to create a sense of place where diverse uses can exist in a district that is linked by high quality, pedestrian-oriented streetscapes that are able to adapt to changing conditions over time. These principles are intended to ensure high quality development that facilitates a wide range of uses from light manufacturing to offices.

1. All site improvements and buildings shall be designed to enhance the Innovation District's overall sense of place.
2. Building facades that are visible from the public realm shall be designed to contribute to an attractive overall streetscape.
3. New buildings shall utilize appropriate, durable exterior building materials to create a coherent urban form and promote sustainability and the reuse of buildings over time.
4. Parking and vehicular uses, particularly loading docks, shall be designed and located to reduce their visual impact on the streetscape and their functional impact on the pedestrian.
5. All sites shall be landscaped with the intent of softening the appearance of large building masses and easing transitions between adjacent sites.
6. Streets shall be designed to accommodate both heavier vehicles and pedestrians in a safe manner.
7. Buildings shall feature clean, simple massing that accentuates the office uses and minimizes the visual impact of larger industrial and warehousing elements of the building.

Design Precedents: Employment Center Land Uses

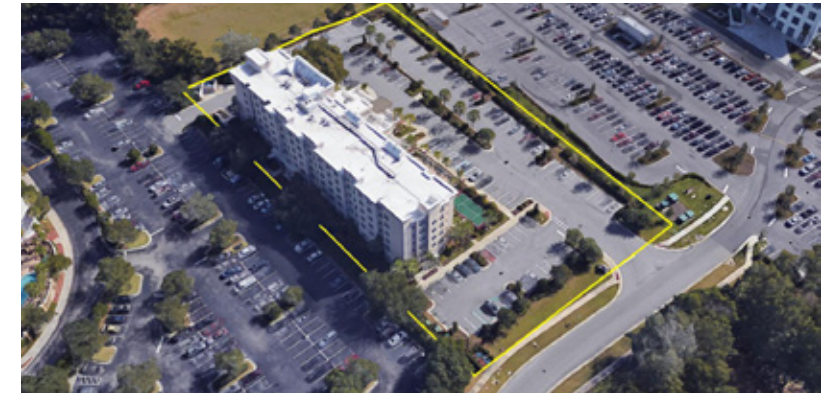
Surface Parked Office

- 160,500 SF
- 8.45 Acres (net of stormwater)
- FAR 0.44 @ 5 stories



Hotel

- 87,500 SF
- 2.50 Acres (net of stormwater)
- FAR 0.80 @ 5 stories



Design Precedents: Employment Center Land Uses *(continued)*

Hospital

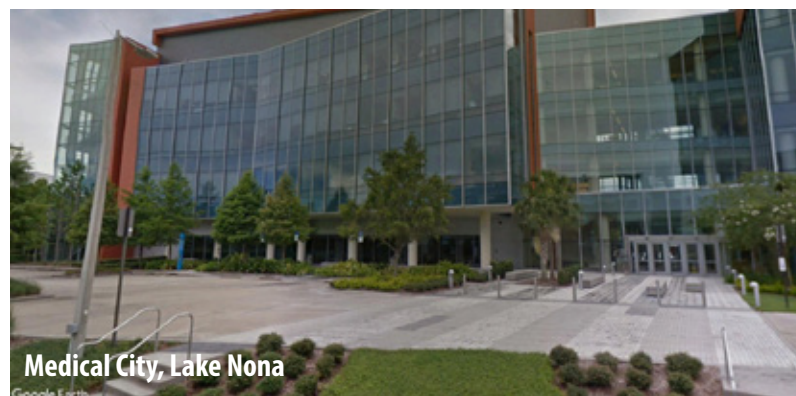
- 853,700 SF
- 23.5 Acres (net of stormwater)
- FAR 0.83 @ 6 stories



Nemours Children's Hospital, Lake Nona

Research

- 267,000 SF
- 17.25 Acres (net of stormwater)
- FAR 0.35 @ 4 stories



Medical City, Lake Nona

Flex Industrial & Office

- Varies
- FAR 0.25 to 0.40 @ 1 story



Lake Point, Orlando

Design Precedents: Commercial/Mixed Use Land Uses

- 230,000 SF
- 15.0 Acres (net of stormwater)
- FAR 0.35 @ 1 and 2 stories



- 337,000 SF
- 21.3 Acres (net of stormwater)
- FAR 0.36 @ 1 and 2 stories

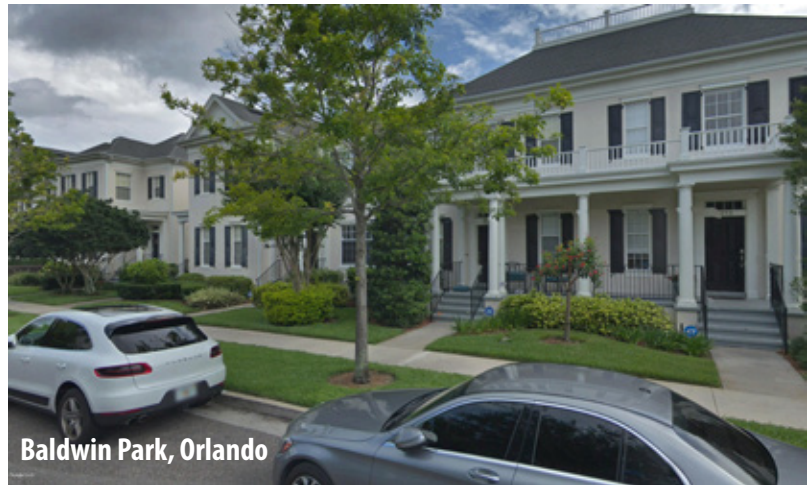


The Grove, Windermere



Colonial Town Park, Seminole County

Design Precedents: Townhouse and Multi-Family Land Uses (min 8 DU/Acre)



Streets and Blocks

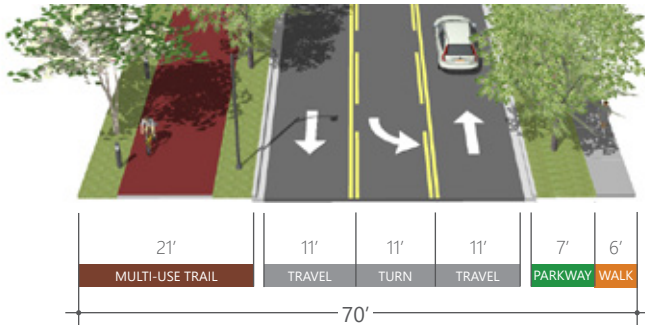
Purpose and Intent

Multi-modal mobility is an important design element of the Innovation District. In addition to moving vehicles throughout the area, the mobility network design is intended to accommodate cyclists and pedestrians in a safe and attractive environment.

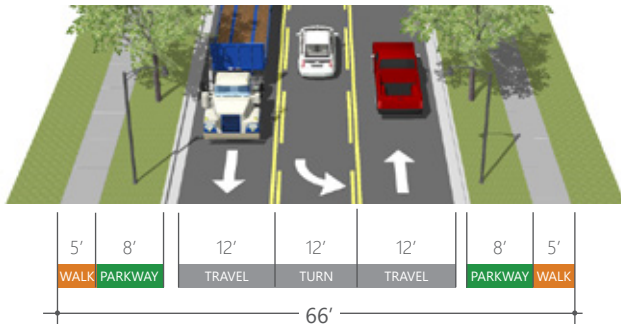
New Streets and Blocks

Within the Innovation District, new development shall provide a network of new framework streets and blocks consistent with the Regulating Plan. New streets shall be designed consistent with the street cross sections on this page. The maximum perimeter of an individual interior block shall be 2500'. Development on blocks larger than the maximum shall be required to provide a system of alleys and driveways consistent with the intent of the example shown on in these standards.

A-Street Cross Section

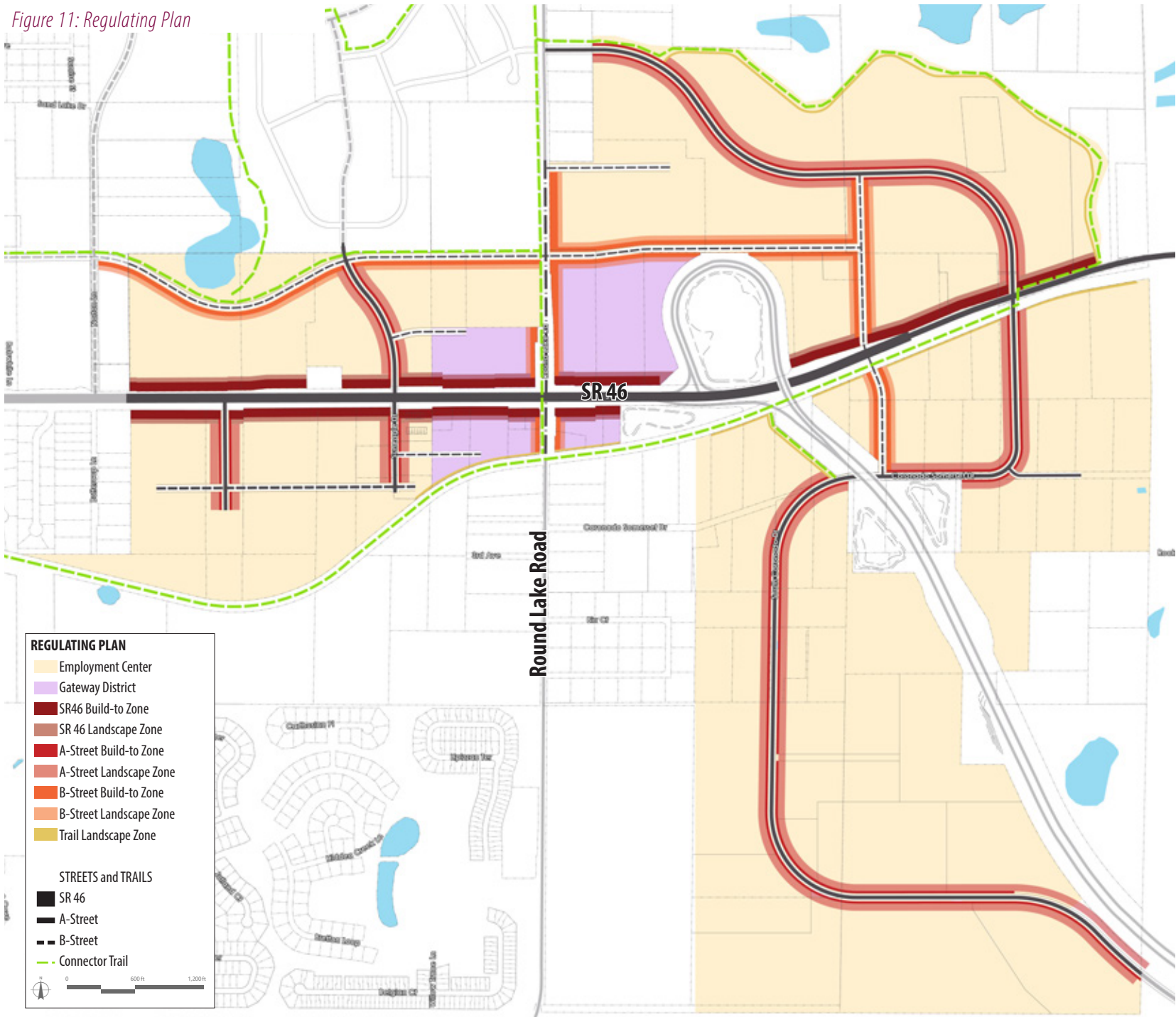


B-Street Cross Section



NOTE: The above cross-sections are intended to be part of internal WBID mobility network and not part of County road system.

Figure 11: Regulating Plan



Building Placement, Massing, and Site Orientation

In general, buildings shall be located and oriented toward the street to create a character of place that is defined by buildings and landscape rather than parking areas. In order to create a consistent building wall along the street, design standards for the area require a significant percentage of each lot to maintain a building frontage within a Build-to-Zone behind the sidewalk edge along all streets. The width of this Build-to-Zone varies to allow variation in building setbacks to avoid monotony along a street.

Build-To Zone

Building facades shall be placed in the Build-To Zone of the applicable street frontage and shall occupy at least the specified percentage of the linear frontage of the site:

- SR 46: 60%
- A-Streets: 60%
- B-Streets: 40%

Parking and service areas shall not be located between the principal building and the street, with the exception of the SR 46 frontage. Along SR 46, a single bay of parking is permissible within the Build-to-Zone so long as the frontage requirements of this section are met. Buildings on corner parcels shall be located up to and address the corner. They are encouraged to wrap the corner where possible.

Landscape Zone

The Landscape Zone accommodates site access (dropoffs and visitor parking) and pedestrian access from parking to buildings. Parking is permitted within this zone.

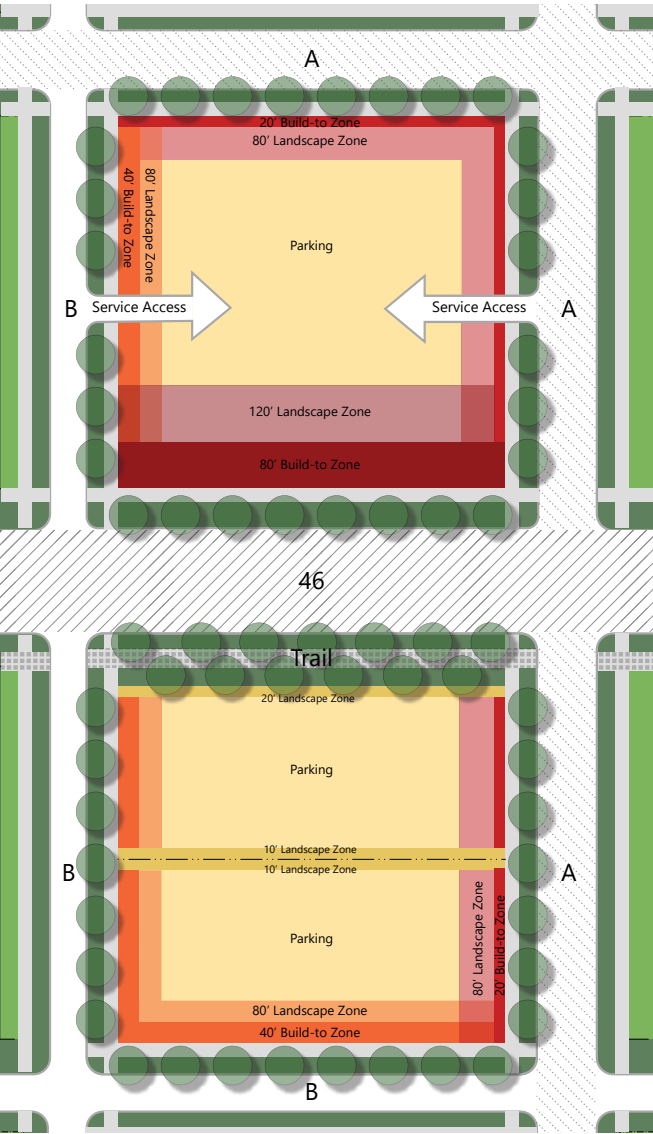
Parking and Service Zone

Building service elements (e.g., loading docks, dumpsters, etc...) shall be located at the rear of the building and screened from view of all adjacent streets. New development is encouraged to develop a system of service alleys to provide access to these areas.

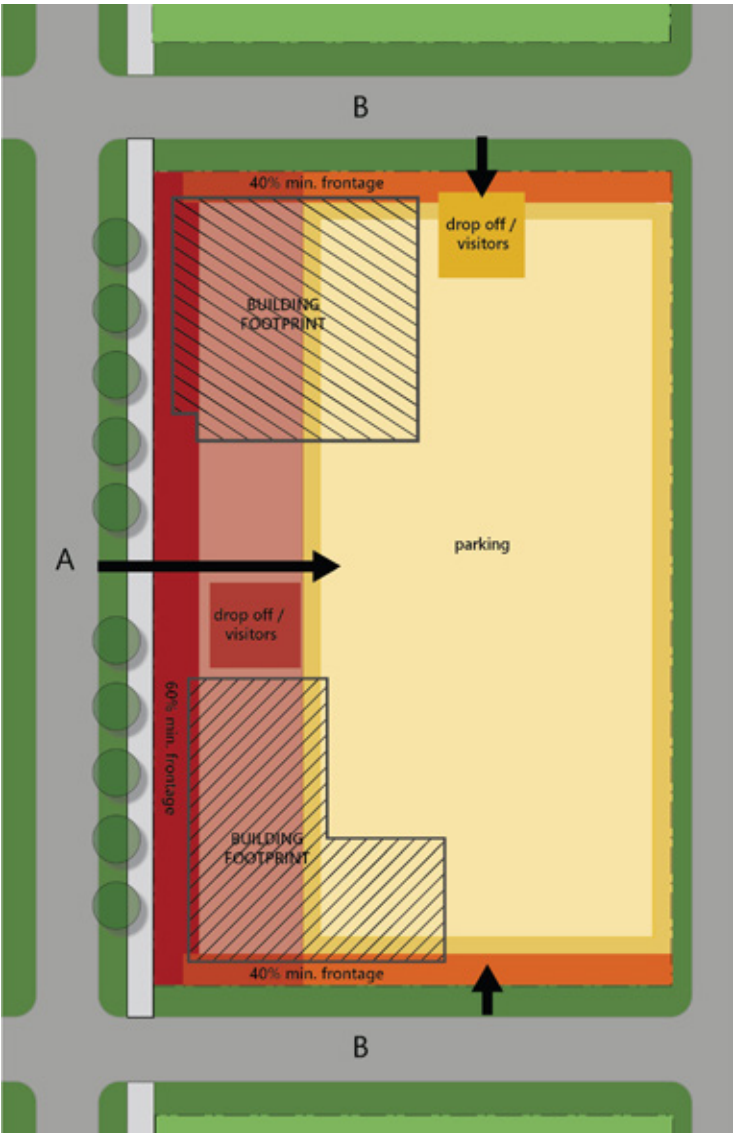
Access

Site access shall be oriented toward B-Streets and minimized on A-Streets to the extent possible. Sites fronting on A-Streets and SR 46 shall be allowed a single driveway curb-cut. Multiple curb-cuts are permitted on B-Streets.

Build-To Zones and Landscape Zones



Example Block



Building Location and Site Orientation in the Gateway District

In general, urban architecture should be built up to all property lines that front SR 46. The intent of the area is to promote a substantially continuous edge along the corridor to encourage density, connection to adjacent properties, and street activity.

Guidelines:

1. In order to create a consistent building wall along the street, design standards for the area require a significant percentage of each lot to maintain a building frontage within a Build-to-Zone of 0 feet to 80 feet behind the sidewalk edge along SR 46.
2. To create a pedestrian scale in the space, along SR 46 a minimum building height of 25' is required within this Build-to-Zone. Courtyards or other interruptions in the building wall along street frontages may be permitted at the discretion of the City if they do not substantially diminish the effect of the building wall or the pedestrian character of the street.
3. Service areas shall not be located between the principal building and the street. A single row of parking may be located to the front of the principal building so long as the frontage requirements of this section are met.
4. Building service elements (e.g., loading docks, dumpsters, etc...) shall be located at the rear of the building and screened from view of all adjacent streets. New development is encouraged to develop a system of service alleys to provide access to these areas.
5. Buildings on corner parcels shall be located up to and address the corner. They are encouraged to wrap the corner where possible.



Example: Buildings are located near the main road with a single row of parking. Bulk of parking is located at center of block where its impact on surrounding pedestrian areas is minimized.

Building Location and Site Orientation for Residential Buildings

Site planning for residential buildings (townhomes and apartments) in the Innovation District should respect the environment, connect the project to surrounding development, and ensure effective access and promote walkability. The intent of the area is to promote a substantially continuous edge along new blocks to encourage density, connection to adjacent properties, and street activity.

Guidelines:

1. Units shall be located to spatially define streets and open spaces to the greatest extent possible.
2. Project design shall treat major intersections and corners as project entryways.
3. Parking and service areas shall not be located between the principal building and the street. Parking may be located to the side of the principal building so long as the frontage requirements of this section are met. If parking is located next to the building, adjacent to the street, a kneewall of 30-36" in height is required to visually hold the edge of the sidewalk.
4. Service areas shall not be located between the principal building and the street.
5. Building service elements (e.g., loading docks, dumpsters, etc...) shall be located at the rear of the building and screened from view of all adjacent streets. New development is encouraged to develop a system of service alleys to provide access to these areas.
6. Buildings on corner parcels shall be located up to and address the corner. They are encouraged to wrap the corner where possible.



Example: Buildings are located at edge of sidewalk to spatially define the public realm. Parking is located at center of block where its impact on surrounding pedestrian areas is minimized.

Building Placement and Site Orientation for Industrial and Manufacturing Buildings

Considerations: Within the Innovation District, industrial and manufacturing buildings should be sited, regardless of their use, in a manner that emphasizes building and landscape more than parking and service/loading areas. While there is not a requirement that buildings be placed at the edge of the sidewalk, the intent of these guidelines is to encourage a varied streetscape that allows buildings with a mix of employment uses in close proximity to each other.

Guidelines:

1. Buildings are encouraged to have a variety of front setbacks in order to avoid the creation of a constant wall of buildings. This is particularly important where proposed buildings have similar heights and massing.
2. Large scale parking and service areas shall not be located between the principal building and the street. No more than a single bay of parking may be located between the principal building and the street at the front of the parcel. Where parking is provided between the building and street, at least 25% of the building frontage must be kept free of parking stalls.
3. Parking may be located to the side of the principal building. In this condition, special screening guidelines apply.
4. Building service elements (e.g., loading docks, dumpsters, etc...) shall be screened from view of all A-Streets and SR 46 with landscape screening and/or berming. New development is encouraged to develop a system of service drives to provide access to these areas.



Example industrial building site configuration, with loading oriented away from street and limited parking in front of building



Example office building with limited parking between building and street and main parking field behind building

Building Character

Building Facades: Commercial and Mixed-Use Buildings

Considerations: Building facades of commercial and mixed-use buildings should be composed with elements that reinforce a pedestrian scale. These elements shall be utilized to create a rhythm and scale consistent with traditional architecture. Large unarticulated facades along the sidewalk are not conducive to a pedestrian experience. The street-front facades of new buildings shall be broken down into a number of smaller bays that relate to the context. Additional interest can be added through variations in solid and void composition, color, material, and height.

Guidelines:

1. All facades visible from a publicly accessible street or open space shall reflect appropriate structural elements and variation of the wall plane through the expression of:
 - Floors (banding, belt courses, etc.)
 - Vertical support (columns, pilasters, piers, quoins, etc.)
 - Foundation (watertables, rustication, etc.)
 - Variation in wall plane through the use of projecting and recessed elements
 - Changes in material or material pattern
2. Facades oriented to a publicly accessible street or open space shall include clear delineation between the first or second level and the upper levels with a cornice, canopy, balcony, arcade, or other architectural feature.
3. Each block of new construction shall contain unique building facades to encourage architectural variety within the Innovation District.



Example of simple, but well-executed building massing expressing floors, columns, foundation, and wall plane variation



Example of proper building proportioning and clear delineation between ground floor and upper levels.



Example variation in building facades along street to add variety

Building Facades: Industrial and Manufacturing Buildings

Considerations: Building facades of industrial and manufacturing buildings shall be composed with elements that reduce the mass of building walls, reinforce locations of entries, and create architectural interest. This can be done through variations in solid and void composition, color, material, and height.

Guidelines:

1. The front façade of every building shall reflect appropriate structural elements and variation of the wall plane through the expression of:
 - Floors (banding, belt courses, etc.)
 - Vertical support (columns, pilasters, piers, quoins, etc.)
 - Foundation (watertables, rustication, etc.)
 - Variation in wall plane through the use of projecting and recessed elements
 - Changes in material or material pattern
2. The sides of each building on a site, particularly buildings visible from multiple streets, shall be consistent in design and shall be compatible with other development in the immediate vicinity.
3. Industrial building frontages shall be broken up and/or screened with landscape at intervals of no more than 50 linear feet.



Example of appropriate facade treatment in Innovation District

Building Facades: Residential Buildings

Considerations: Building facades of residential buildings should create character and visual interest and be composed with elements that reinforce a pedestrian scale. These elements shall be utilized create a rhythm and scale consistent with traditional architecture. The design concept shall utilize architectural elements commonly associated with the chosen style. Additional interest can be added through variations in solid and void composition, color, material, and height.

Guidelines:

1. All facades visible from a publicly accessible street or open space shall reflect appropriate structural elements and variation of the wall plane through the expression of:
 - Floors (banding, belt courses, etc.)
 - Vertical support (columns, pilasters, piers, quoins, etc.)
 - Foundation (watertables, rustication, etc.)
 - Variation in wall plane through the use of projecting and recessed elements
 - Changes in material or material pattern
2. Variations in wall planes, rooflines, and other massing elements shall be incorporated to create visual interest in buildings. Large expanses of flat and/or blank walls are prohibited.
3. Building entries shall be clearly defined and pedestrian-scaled entries must be a prominent feature of the front elevation.



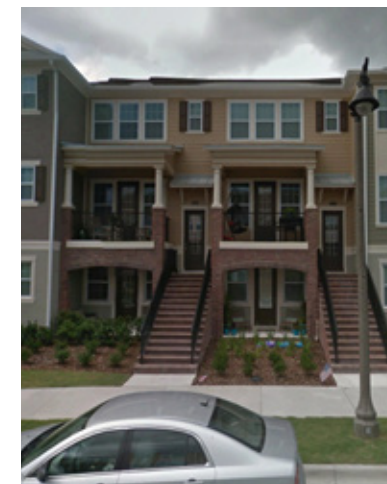
Example multi-family facade creating interest through variations in solid and void composition, color, material, and height.



Example appropriate reflection of structural elements and variation in wall plane in multi-family building.



Example utilization of balconies and porches on townhome building creating rhythm and scale consistent with traditional architecture.



Example multi-family buildings with clearly defined and prominent pedestrian-scaled entries.

Ground Floor Residential Character

Considerations: The integration of residential buildings within the Innovation District is important to the mixed use nature of the district. Rather than units segregated from other non-residential uses, careful design can integrate residential uses within mixed-use streetscapes.

Guidelines:

1. Where residential occurs on the ground floor of a building, a maximum 8 foot setback is allowed, but not required, to accommodate entrance stoops, planters, canopies or landscaped areas.
2. Ground floor residential uses shall provide a clear delineation between public and private space through the use of a patio, landscaped yard, or raised stoop.
3. Residential characteristics such as elevated stoops, entrance canopies, balconies, and other features are encouraged in all residential development.



Example ground floor residential character, with stoop and landscaped area providing transition to public sidewalk.

Pedestrian Access

Considerations: Buildings shall feature true pedestrian entrances. When parking is located to the rear of a street-facing building, entrances shall be provided from both sides rather than solely from the parking lot.

Guidelines:

1. All buildings fronting SR 46 shall have a main entrance from the public sidewalk. In addition, any retail use along this street shall have an individual public entry from the street.
2. Primary entrances to corner buildings shall be located at the street corner.
3. Primary entrances shall be both architecturally and functionally designed to demonstrate their prominence.
4. Entrances along a public sidewalk shall incorporate arcades, roofs, porches, alcoves or awnings that protect pedestrians from the sun and rain.

Materials and Colors

Considerations: The materials used in building facades adjacent to public streets shall reflect a simplicity consistent with the City’s architectural past and serve to mitigate the effects of large expanses of building mass on the surrounding public realm.

Guidelines:

1. In general, facades shall utilize one clearly dominant material and no more than three exterior building materials (in addition to glass). Selection shall be based on the material’s durability and its ability to weather and age within the environment.
2. Street level design shall reflect a direct relationship to pedestrians. Materials used at street level shall reflect a higher level of finish and tactile interest to reinforce the pedestrian environment.
3. Inappropriate materials:
 - EIFS (Exterior Insulation & Finish System)
 - Applied Stone - any stone system without cavity wall construction
 - Vinyl or Aluminum Siding
 - Mirrored or Tinted Glass (on the ground floor)
 - Metal seam roof
4. Colors will be reviewed and approved by City staff. No primary, overly saturated or fluorescent colors will be permitted.



Workplace example of appropriate material selection and composition

Site Elements and Landscape

Landscape, Buffers, Walls, and Fencing

Considerations: Within the Innovation District, there shall be a focus on creating an image of buildings and landscape rather than parking and service areas. Public area landscape, between the building and public streets, is intended to be informal and create a soft appearance over time. Screening landscape is intended to mask the appearance of more industrial elements of sites to allow for integrated uses within the district.

Guidelines:

1. Where the parking area is visible from a public street or highway, the area shall be screened from view by some combination of landscaping, earth berms and decorative walls. Landscape screens consisting of trees, shrubs, ground cover and earth berms are preferred.
2. All service yards and maintenance equipment must be enclosed and screened from off-site view. Screening may be accomplished with a combination of buildings, walls, landscaping, and landscaped earth berms.
3. Walls and accessory structures shall be consistent with the building materials, finish and colors used in the main building or buildings.
4. Masonry walls and buffer landscaping shall be provided along the side and rear property lines and streets adjacent to property planned or zoned for residential use.
5. Walls or fences of more than 100' in length shall be broken up by landscaping, pilasters, offsets in the alignment of the wall or fence, and/or changes in materials and colors.

Service and Storage Yards and Loading Docks

Considerations: The mix of uses in the Innovation District necessitates a certain amount of service and loading areas. In order to maintain a positive image of building and landscape from the street, service and loading shall be oriented toward the interior of blocks and screened with landscape.

Guidelines:

1. Loading docks shall be oriented toward the interior of a block to the extent possible. Where no feasible option exists to orient inward, docks shall be completely screened from view of adjacent public rights of way by an appropriate landscape buffer. In no case shall loading docks be located less than 150 feet from a residential use.
2. Loading areas are not to interfere with on-site pedestrian and vehicular circulation. Loading areas shall be separate from areas that are devoted to public parking and public entrances.
3. Loading operations shall not be conducted on or from a public street.
4. No outdoor storage is permitted within the Innovation District. Storage of equipment and vehicles shall be within a building or an enclosed storage yard.
5. Service and/or storage yards shall include, but not be limited to, loading areas, refuse and recycle bins, trash compactors, equipment and material storage, utility cabinets and transformers.
6. Service yards shall be easily accessible to tenants and service vehicles and shall be located to minimize conflicts with other activities on the site. Public circulation shall be separated from service yards.
7. Service yards may not be located next to properties planned or zoned for residential use.

Accommodating Parking: Parking Lot Design

Considerations: Parking shall be designed to be safe, shaded, and easily accessible, but should not dominate the development of a site.

Guidelines:

1. Surface parking within the Character Area is to be limited to the minimum required by governing code. Additional parking above code minimum is permitted provided that it is contained within the footprint of a building or in a parking structure.
2. Pedestrian walkways through parking areas are required and shall be carefully defined, particularly where pedestrian and vehicle conflicts are unavoidable.
3. Building exposure shall be maximized and parking areas minimized along all street frontages, where parking areas should be located behind buildings and be screened from direct view from the street.
4. Where parking areas cannot be located behind buildings and are therefore adjacent to public streets, parking areas shall be screened using some combination of landscaping, colonnades, trellises, pergolas, kneewalls, low masonry or concrete walls.

Parking and the Streetscape: Parking Lot Screening

Considerations: Site design guidelines serve to position buildings on the street. However, on larger blocks, parking may be located to the side of, but never in front of, the building. In these cases, when parking is visible from public or private streets, walls, architectural elements, and/or landscaping materials shall be used to screen views.

Guidelines:

1. Where parking lots are located adjacent to public streets, a street wall edge to the sidewalk shall be maintained by a kneewall of 30" to 36" in height in order to reduce visual impact of parking fields and headlights.
2. Wall materials shall be consistent with the composition of the adjacent building façade.



Example of appropriate parking lot screening with kneewall and landscape along public sidewalk.



Example of appropriate parking lot screening along public streetscape.





Capital Improvement Plan

Capital Improvement Plan

Capital Improvement Program

The Master Plan and Design Guidelines for the WBID is the product of a review of prior planning and market studies, and a reconceptualization of a more contemporary approach to designing and constructing an attractive and economically competitive location for employment. The creation of such a place requires investment – both public and private – to be successful.

Identifying the large-scale expenditures necessary for success is important for policymakers and stakeholders to understand what level of investment is necessary to achieve success. This section of the Master Plan is included to identify those required investments, the estimated timing, and which sector, public or private, is responsible for implementation.

The following Capital Improvement Program (CIP) table highlights the first seven years of a capital program. The following assumptions were used in developing the proposed CIP:

1. The utility program is identical to the existing CIP for the City of Mount Dora for the WBID;
2. The estimated costs for the local roads are organized by WBID quadrant. Assumptions on timing are based on an estimated timing of development, but is entirely dependent upon the timing of private development;
3. Due to logistical and timing concerns, the regional trail is prioritized to be the northern route. Two options for this route exist as shown in Figure 6.

The east-west roadway between the Round Lake Charter School and the Real Life Christian Church of Mount Dora is the highest ranking capital improvement project to be undertaken by the public sector. It will ensure that the critical traffic relieving function of the east-west roadway corridor in the NW quadrant of the WBID is preserved, providing a through connection from Round Lake Road to Niles Road parallel to SR 46. Secondly, it could provide a much-needed alternative to the drop off and pick up sequence at the school, removing the stacked traffic on Round Lake Road. It is highly recommended that discussions begin immediately while Lake County is conducting their PD+E study of Round Lake Road to incorporate this new roadway.

Table 5: Capital Improvement Program Table

	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY24-25	Total	Notes
Roads - Public									
Niles Rd - Southerly completion to SR 46			\$2,200,000					\$2,200,000	2400 LF @ \$4.85MM/mile; outside WBID*
Church-School Road		\$920,000						\$920,000	1000 LF @ \$4.85MM/mile
Roads - Private									
NE Quadrant			\$1,635,000	\$1,635,000	\$1,635,000	\$1,635,000	\$1,635,000	\$8,175,000	8,900 LF @ \$4.85MM/mile**
NW Quadrant			\$884,000	\$884,000	\$884,000	\$884,000	\$884,000	\$4,420,000	4,810 LF @ \$4.85MM/mile**
SW Quadrant			\$775,000	\$775,000	\$775,000	\$775,000	\$775,000	\$3,875,000	4,210 LF @ \$4.85MM/mile**
SE Quadrant - Phase 1			\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$14,000,000	15,230 LF @ \$4.85MM/mile**
SE Quadrant - Phase 2			\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$14,000,000	15,230 LF @ \$4.85MM/mile**
Traffic Signals									
New/Upgraded Signals		\$300,000	\$300,000					\$600,000	\$300,000 each
Utilities									
Round Lake Utilities Phase I	\$1,200,000		\$2,043,500		\$2,533,000			\$5,776,500	Existing CIP Project ***
Round Lake Utilities Phase II					\$5,245,000			\$5,245,000	Existing CIP Project ***
Wolf Branch Utilities Extension Phase I					\$4,488,700			\$4,488,700	Existing CIP Project ***
Wolf Branch Utilities Extension Phase II						\$5,450,000		\$5,450,000	Existing CIP Project ***
Trails									
Local Trail - SE Quadrant						\$625,000		\$625,000	11,600 LF @ \$285k/mile
Local Trail - SE Quadrant *							\$245,000	\$245,000	4,500 LF @ \$285k/mile
Local Trail - Tremain to CR 437 (Former rail spur)							\$1,567,500	\$1,567,500	5.5 miles @ \$285k/mile
Regional Trail (Option A or B)			\$869,250	\$869,250				\$1,738,500	6.1 miles @ \$285k/mile****
Gateway Monumentation									
SR 46 and Round Lake Road Intersection						\$250,000		\$250,000	Monumentation and landscape on all four quadrants

* - Not within WBID

** - Private sector cost likely lower than Lake County cost per mile

*** - portions of project not within WBID

**** - only one option to be selected (A or B)

Finance

There are a wide variety of tools available for both the public and private sector to fund the required capital improvements necessary to implement the WBID Master Plan. Prior to identifying the various tools, a high-level policy discussion surrounding the question of ‘Who pays?’ is in order.

Local governments vary widely on their view of their role in economic development. Some will advance their goals by providing a wide array of services to businesses to promote economic expansion, but refrain from making any direct investment, either capital or participation in incentive agreements to attract employers. Others take a more aggressive approach and view their role in economic development as a funding partner, often evaluating the level of investment based on a number of Return on Investment (ROI) metrics which differ greatly from the private sector. These ROI metrics can take many different forms, including increased revenues from ad-valorem taxes, serviced fees, and other direct and indirect returns.

The methods and tools discussed below can be utilized in a number of different ways once the policy approach of the investing local government is established. Some of the capital projects listed in Table 5 are clearly and solely the responsibility of the public sector, such as utility extensions. How or whether the City chooses to seek reimbursement of those costs over time via connection charges and monthly fees is part of this policy discussion. Other capital improvements such as internal roadways like Road A in each of the quadrants can be left to the private sector to deliver incrementally when site development occurs or can be constructed as a single system and financed by one or more of the methods discussed below.

One final policy issue is important to consider, and that is one of private property rights. Some view the role of the public sector as limited in compelling property owners to participate in any mandatory capital financing mechanism. Opposite views include the idea that with enhanced

entitlements and the ability to develop land, there is a certain obligation to participate and pay a fair share, regardless of whether the timing of development is short or long term. These issues should be fully vetted when considering how and when to use the tools and mechanisms listed in this section.

The list of financing tools included in Table 6 is not exhaustive. It is a list of some of the most common tools used to finance infrastructure. In addition, the use of grants and loans such as State DEO Job Growth grants, State Revolving Loans, FDOT, FDER, and other agency grants and loans, can supplement the financing of infrastructure.

Table 6: Capital Improvement Financing Options

Method	Description	Strengths	Weaknesses	Applicability to WBID
Special Assessment	A financing approach created to provide for projects and/or services to a specifically defined area. Special assessments imposed pursuant to Chapter 170, Florida Statutes, must be “on benefited real property at a rate of assessment based on the special benefit accruing to such property from such improvements when the improvements funded by the special assessment provide a benefit which is different in type or degree from benefits provided to the community as a whole.” An MSBU is a form of Special Assessment commonly used in unincorporated areas.	Assignment of costs to only those properties that benefit from the improvements. Can be used as a secondary pledge for other financing mechanisms	Not all properties want the benefit of the capital improvements. The WBID boundary includes single family residential properties without any near term plans for redevelopment	Could be used to assess the costs of roadways, gateway monumentation, and/or other public realm improvements. Assessment districts could be designed for just the Gateway or for the entire WBID, or both.
Tax Increment Financing (TIF)	The ‘freezing’ of the assessed value of properties creating base year value for a specified district. The ad-valorem revenue for the City and County due to any increase in assessed value would flow to a newly created Community Redevelopment Agency (CRA). CRA revenues would be limited to spending within the CRA boundary and subject to spending based upon an approved CRA plan.	In general, property values are increasing due to investment in public infrastructure (SR 453, City utilities). There is a direct nexus between revenues generated and benefitting properties.	CRA revenues are unpredictable, especially in newly created areas. TIF districts typically rely upon tax-exempt debt to fund capital improvements. Uncertainty about future revenues will make underwriting issuance of debt very challenging.	Appropriate for long term capital financing and construction. Best approach may be to combine with a special assessment district used to generate debt service payments until such time as TIF revenues can cover obligations.
Impact Fees	A well established approach to financing public infrastructure. Structured as an ‘up-front’ fee on a development program based on an approved assessment methodology.	Fees assessed on development that create the impact on the public facility or service.	Impact fees are assessed at the time of development and are difficult to use as a primary source of debt service.	<u>Sewer & Water:</u> An additional fee on top of the existing sewer and water impact fees could be used by the City to recapture the cost of utility trunk line extensions from US 441 to Round Lake Road. <u>Roads:</u> The internal roadway system is anticipated to be constructed by developers when land is developed. All impact fees generated will be used by the County to construct arterial roadway capacity.-



A photograph of a multi-story building with a light-colored facade and a tiled roof. Several tall palm trees are planted in front of the building. In the foreground, several cars are parked in a lot. The building has multiple windows, some with balconies, and a few signs are visible, including one for 'BILLY'S RESTAURANT'. The overall scene is bright and sunny.

Administration Plan

Administration Plan

Land Use Regulation Changes

In order to implement the findings and recommendations in this report, each government will need to process Comprehensive Plan amendments and Zoning/Land Development Code amendments. Table 7 outlines the specific recommended actions to ensure that Lake County and the City of Mount Dora adopt changes to their respective land use regulatory systems which will result in identical development criteria.

Table 7: Recommended Implementation Actions

Action Item	Lake County	City of Mount Dora
Future Land Use (FLU) Map	Figure 9 and Table 2 identify the parcels that require Future Land Use changes to implement this plan. The County should initiate FLU map changes for those parcels listed in Table 2. Upon final adoption, the updated County FLU map will be consistent with the recommendations in this Implementation Plan	The City cannot adopt official FLU Map designations until properties are annexed. However, as part of the current Evaluation and Appraisal Report (EAR) process, the City has identified the WBID as a desired addition to the City. In the EAR, the City should identify the recommended Plan on Page 6 as the instrument that will guide all FLU changes as a result of annexation.
Policy Changes	Policy I-1.3.6 of the Future Land Use Element Goals, Objectives and Policies sets out the criteria for the Regional Office FLU category countywide. Because other areas of Lake County are subject to this designation, it is recommended that Lake County adopt a new policy specifically tailored to the Wolf Branch Innovation District , which would include the use and development criteria recommended in Section 01 of this plan.	Policy 4.g.(12) of the City's Goals, Objectives and Policies of the Comprehensive Plan describes the Employment Center Future Land Use category. This category should be amended and renamed to the Wolf Branch Innovation District category. In addition, the use and development criteria recommended in Section 01 of this plan should be included in the policy amendment.
Zoning District	Section 3.00.00 of the County Code (Zoning District Regulations) establishes the "C-3" Employment Center District, as the implementing vehicle for the Regional Employment Center Future Land Use category. Since there are multiple locations in Lake County designated as Regional Office, it is recommended that Lake County establish zoning use and development standards applicable only to the Wolf Branch Innovation District. This can be achieved in varying ways within the code, including the establishment of a new 'Special District' or by amending the C-3 zone to include use and development criteria only applicable to the WBID	The City has an established Zoning District - "Employment Center" (EC) in the Land Development Code. The following code sections should be updated to be consistent with the recommendations in this report: Section 1.4. - Future Land Use category and Zoning District compatibility Section 3.4.15 - EC Employment Center District
Architectural and Site Design Standards	Chapter IX of the County Code contains the Development Design and Improvement Standards. Subsection 9.10.00 contains the architectural and site design standards of the County. Similar to Section 9.10.03 - Mt. Plymouth-Sorrento Community Redevelopment Area Commercial Design Standards, it is recommended that the County create a new section establishing the design guidelines for the WBID. In the alternative, the County could adopt the design guidelines by reference to the WBID Implementation Plan.	Chapter VI. Design Standards of the Land Development Code sets out the commercial (6.13) and residential (6.11) architectural and site design standards for the City. The design guidelines in this report are recommended to be applied only to the WBID and used to supplement the City's existing design criteria. When in conflict, the WBID design guidelines should prevail. The City may choose to adopt these guidelines by incorporating them into Chapter VI, or adopt them by reference to the WBID Implementation Plan.

Ongoing Collaboration

The success of the WBID depends largely on two factors – market forces and marketing. The former is beyond the control of any local government and is subject to macro-economic conditions. By adopting the recommendations in this plan and implementing the recommended actions, Lake County and the City of Mount Dora will have done the lion’s share of effort to create a regulatory environment conducive to economic success. Investments by the Central Florida Expressway Authority and the Florida Department of Transportation have accelerated the emergence of the WBID. Additional future investments by the City of Mount Dora in utilities and fiber optic capacity, and Lake County in roadway capacity, will further fuel the location as a unique economic and business district.

The second factor is marketing and business development. Selling the WBID as a remarkable location for the establishment of businesses in targeted industries such as Clinical Health Care/Life Sciences, Research & Development, Advanced Manufacturing, and Higher Education is in the hands of the private and the public sector. Private sector land interests largely control the timing of the emerging employment center by bringing land supply to the market.

The public sector also plays a critical role in marketing and business development. The City and County each employ highly trained staff in Economic Development. Through maintaining the strong collaborative effort built to date, both governments can combine resources to market the WBID as one of the emerging corporate business centers in central Florida. It is highly recommended that the momentum established between the two governments be continued going forward. Coordinating marketing and business development initiatives for the WBID should occur on an ongoing basis.

EXHIBIT G

City Strategic Plan – 2017

City of Mount Dora, Florida Strategic Plan

FY 2019 to 2024



Includes

Vision | Mission
Goals | Objectives
Performance Indicators

March 19, 2019 City Council Work Session



CITY OF
MOUNT
DORA
Someplace Special



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Approach



Mount Dora was established as “Royellou” in 1880, and then renamed “Mount Dora” in 1883. The City received its charter in 1910.

The City of Mount Dora City Council held a Strategic Planning Workshop on July 9, 2016. Ms. Marilyn Crotty, director of the Florida Institute of Government at the University of Central Florida, facilitated the session, wherein the Mayor, the Council Members identified strategic issues. Council Members identified eight goals and objectives, which were prioritized for implementation. This exercise identified and prioritized projects and initiatives to provide City staff detailed information regarding expectations for future planning and performance.

The 2018 estimated population of Mount Dora was 14,536; a 17.5% increase since the 2010 census.

Mount Dora encompasses approximately 11.4 square miles.

The City Council held a subsequent Work Session on January 21, 2017, and amended the Strategic Plan, condensing it to include five goals: Economic Development, Infrastructure, Fiscal Resources, Growth Management, and Public Safety. Staff brings quarterly updates to council and an opportunity to fine tune the Strategic Plan.

The strategic plan reports the priorities that will guide budgeting and resource allocation for the next several years.

Vision and Mission



The vision and mission represent the City of Mount Dora's long-term aspirations and the ongoing commitment of Council and City leadership to provide quality municipal services.

Vision

The City Council on February 7, 2012, formally adopted the “Envision Mount Dora Citywide Visioning Study.” This document included the following vision statement:

The long-range vision of the City of Mount Dora is to 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

An 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.

Goal 1: Economic Development



To have Lake County's top performing economy and be recognized as Lake County's best place to live, learn, play, work, and do business.

Objectives

1. The City will seek the best strategies to attract companies and businesses that will strengthen Mount Dora for future intelligent growth.
2. Mount Dora will strive to have the County's top performing economy and be recognized as Lake County's best place to live, learn, play, work, and do business.
3. The City will provide the infrastructure necessary to support Economic Development by upgrading existing facilities to serve our existing business base and expand our facilities to support future business economic opportunities within the Wolf Branch Innovation District.
4. The Strategic Plan indicates an increase in population, therefore the City will lay the foundation to keep up with growth by investing in technology and Smart City initiatives and embracing the philosophy of 21st Century Policing.
5. While the city lays out the framework for regional economic development, it will promote and implement economic development planning activities and master planning for:
 - a. The two (2) Community Redevelopment Agencies (CRAs)
 - b. Wolf Branch Innovation District
 - c. Grandview Street Commercial District
 - d. Other properties and areas as defined.

Goal 2: Infrastructure



To improve Mount Dora's infrastructure and growth decisions to support a competitive economy and high quality of life while at the same time preserving the historical qualities that make the city "Someplace Special."

Objectives

1. Improving Mount Dora's infrastructure and growth decisions to support a competitive economy and high quality of life while at the same time preserving the historical qualities that make this city "Someplace Special."
2. Maintain and operate an efficient and sustainable city that will ensure its longevity:
 - a. Install central sewer/water/reclaimed systems north and east of US 441.
 - b. Expand/Improve central sewer system and eliminate septic tank use in areas south and west of US 441;
3. The City is committed to maintaining our entire infrastructure in reliable working order while pursuing opportunities to expand our facilities to serve underserved areas within the Joint Planning Area (JPA) and/or the Wolf Branch Innovation District.
4. Improve and maintain pedestrian safety making Mount Dora a walkable community:
 - a. Develop/Fund program to complete sidewalk network in pre-established areas south and west of US 441;
 - b. Develop an implementation street lighting plan; identify city streetlight design;
 - c. Develop a city-wide trail master plan.

5. Improve City's stormwater collection/retention system:
 - a. Develop/Fund a program to curb and gutter streets with a stormwater collection system;
 - b. Identify possible joint stormwater pond sites the City can purchase.
6. The City will extend Fiber to the Wolf Branch Innovation District via installation of utility infrastructure and install Wi-Fi in the Historic Downtown District to surround City facilities.
7. Reduce visual clutter:
 - a. Underground power/utilities on streets where streetscape improvements are being made and where economically viable.
8. Make City, County and other groups aware that the Library offers a great opportunity to educate their stakeholders through the use of displays, programs, meeting spaces, etc.

Goal 3: Fiscal Resources



To grow, sustain, integrate efforts related to research and development, technology transfer and commercialization, and capital to create, nurture, and expand innovation businesses.

Objectives

1. Grow, sustain, integrate efforts related to research and development for the Wolf Branch Innovation District and Smart City initiatives partnering with private, State or County organizations to create, nurture, and expand innovation businesses and capital.
2. Provide for an environment to facilitate the account and reporting to departments, management and state agencies. Provide for a comprehensive budget process to manage the cities expenditures and associated revenues. Provide allocation of resources to be distributed to departmental funding in an equitable manner. Looking into implementing new and improved systems to assist the employees and maximize their performance. Strive to maintain a budget which is sustainable from one year to the next and not revert to use of surplus to run day to day operations.
3. Human resources is one of the City's biggest assets and human capital is a significant investment into the quality of services provided to citizens. The City will strive to provide meaningful and competitive compensation and cost effective benefits that will attract, motivate and retain highly qualified talent.
4. Meet community needs by directly providing or facilitating the delivery of a wide range of parks and recreation offerings, educational and informative services to enhance the rich and diverse interest of both visitors and citizens.

5. The City is committed to protecting the public's investment in infrastructure a rate structure through an allocation of enterprise funding to support City functions and a rate study which supports sound financial principles by reviewing our rate structure every three years.
6. The City will fund:
 - a. Downtown parking projects and improvements;
 - b. The 2019 Mount Dora Comprehensive Plan Evaluation and Appraisal Report (E.A.R) and associated amendments;
 - c. Consultant master planning of the various Comprehensive Plan Elements: Transportation and Mobility, Parks/Recreation and Open Space, Housing, Future Land Use, and Infrastructure.

Goal 4: Growth Management



To ensure Mount Dora's environment and quality of life are sustained and enhanced by future growth plans and development decisions, and to promote, develop, protect, and leverage Mount Dora's natural, art, and cultural assets in a sustainable manner.

Objectives

1. Create a dynamic organization committed to an ongoing process of innovation in the Historic Downtown District while increasing program participation rates for target populations. Enhance special events and delivery of services that influence community image and sense of place.
2. The City will continuously review and maintain a high level of customer service as we move into a growth period. Growth in our city will bring with it an increase in demand for more diversified services. Creating bench strength in each department and division by way of additional training and education will be critical to successful succession planning.
3. The City is a key player in the City of Mount Dora Growth Management initiatives through participation in the various advisory boards, providing new infrastructure to support future growth, and developing policies to support quality growth.
4. The City will provide an effective multi-modal transportation network to accommodate and guide future growth in areas north and east of US 441, while considering the trail system between Mount Dora and Tavares, and within the City.

Goal 5: Public Safety



To create and sustain vibrant, safe, and healthy communities that attract workers residents, businesses, and visitors.

Objectives

1. The Mount Dora community one is of the safest in Central Florida and the Southeast United States. The City will continue its focus on safety and crime reduction through a collaborative effort of Community Oriented Policing.
2. The City will seek continuous process improvement in Public Safety through accreditation for both the Police Department and Fire Department.
3. Following recommendations of the Fitch Report, the City will construct three new fire stations, thereby reducing the average response time and improving the City's ISO Fire rating.
4. The City will continue to engage residents in Public Safety Citizen Academies through the Police and Fire Departments.

Conclusion



The City of Mount Dora's Strategic Plan contains five goals that address economic development, infrastructure, fiscal resources, growth management, and public safety. Attachment A provides project ideas generated during the various strategic planning work sessions that have been held since July 9, 2016.

Mount Dora's elected officials and City staff are committed to operational excellence, process implementation, and continuous improvement using measurable outcomes and performance indicators. This Strategic Plan demonstrates that commitment.

City of Mount Dora Council

Nick Girone
Mayor

Cal Rolfson
Vice Mayor / District 2

Harmon Massey
At-Large

Crissy Stile
At-Large

Laurie Tillett
District 1

John Tucker
District 3

Marc Crail
District 4

Attachment A

Projects List

Economic Development

- Parks & Recreation Master Plan
- Wi-Fi/Bandwidth/Fiber Connection in Downtown CRA
- Wi-Fi/Bandwidth/Fiber Connection in Wolf Branch Innovation District
- Evaluation of Special Events
- Update JPA Contract with County
- Master Mobility Plan as part of EAR/Comp Plan
- Review/Revise Impact Fees to include potential Mobility Fee
- Economic Development Consultant for Wolf Branch Innovation District
- Impact Fee Review by Consultant
- Construct Parks & Recreation General Purpose Building
- Plan & Develop Trail System – Wekiva
- Plan & Develop Trail System – TavDora

Infrastructure

- Construct Public Works Facility
- Stormwater Improvements in Northeast CRA
- Parking Lots in Downtown CRA
- Explore additional properties for future City use
- Apopka Reclaim Interconnect
- FDOT/County/City water/wastewater piping
- Dogwood Mountain Restoration
- Infrastructure Master Plan
- Stormwater Master Plan
- US 441 and SR 44 enhancements
- Construct three Fire Stations
- Renovate Public Safety Building
- Utility Master Plan to include Wolf Branch Innovation District
- Sewer and reclaimed water system outside the interior City limits

Fiscal Resources

- Lincoln Avenue Pool Resurfacing
- Expansion of Library Parking Lot
- Internship Programs (Library and Northeast CRA)
- Joint Internship Program with College
- Lease/Purchase of Post Office Property for Downtown Parking
- 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
- Hire Key Personnel: Finance Director and IT Director
- Establish Allocation Method for all Enterprise Funds and Special Revenue Funds
- Improve Budget & CIP Process
- Prepare Sale of Future Bonds

Growth Management

- Wi-Fi Plan for Downtown/Highland Corridor
- Downtown CRA Parking Lot Options Evaluation
- Multi-modal Transportation Network
- Expand Highland Tennis Courts
- Comp Plan and EAR
- 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

Public Safety

- Acquire National Accreditation for Fire Department
- Develop Public Safety Plan
- Install Cameras in Parks and Facilities as needed
- Purchase property for Fire Stations
- Goal of six (6) minute response time for Fire Department
- Pedestrian Safety at US 441 and other major intersections
- Place into service an additional Fire Apparatus Ladder Truck using SAFER Personnel



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EXHIBIT H

Project CIP Lists

2019 DEO grant infrastructure cost assumptions worksheet

Summary cost for both the potable water/ reclaimed water extensions and the extension of the High Speed fiber cable/ conduit costs are included

1. Utility extension costs- Potable Water/ Reclaimed Water

Reclaimed Water- \$659,083
Potable water \$350,235
Contingency (10%) \$100,932
Total cost \$1,110,250

Easement Acquisition-\$100,000
(Local match)

Total cost- **\$ 1,210,250**

2. High Speed Fiber optic cable (9.1 miles) 3 phases

Fiber optic cable- \$148,052 / mile (estimate 2019 costs)
Double 2" conduit- \$ 134,419/ mile (includes 20 % contingency & design)
& Quazite boxes

Total combined cost \$282,471/ mile

Phase I- 2.51 miles from PW Limit Avenue to WTP#2
\$709,002

Phase 2- 4.2 miles from WTP #2 to both WWTP #2 and master lift station- Round Lake Road and 1 mile extension to proposed Education campus
\$1,186,378

Phase 3- US 441 corridor – 3.5 miles from Donnelly Street to County line
\$988,649

Cost Summary- **\$2,884,029**

Local match- \$780,000

(CIP funds for City fiber ring)

Total improvement costs- \$4,094,279

Less local match- \$880,000

Total grant request- \$3,214,279



**CITY OF
MOUNT
D O R A**

Capital Improvement Project (CIP) Request Form

Priority #: _____

Department Division: ☐ Multiple

Fiscal Year:

GL#:

Public Works

19-20

Project Title:

Utility Extensions

Type of Project: (Check all that apply)

☒ New Project

☐ Replacement

☐ Project Continuation

Project #: _____

Description, Objective and Benefits of Project:

With this project, the City will extend reclaimed and potable water lines out to the area in anticipation of the major growth will occur as the area develops. One of the main service areas will be the Wolf Branch Innovation District which will consist of new businesses and homes to be built. With the availability of City owned utilities, it will eliminate the need for private wells and septic tanks that could potentially pollute the watershed. The land acquisition cost as part of this project will be considered the local match for the grant.

Needs Criteria: (Check all that apply and explain below)

☐ Building

☒ Imp. Other than Building

☐ Machinery & Equipment

☐ Land

Needs/Issues/Problems: What specific need, issue, or problem does this request address?

Mount Dora East is projected to grow in the immediate future with the construction of new subdivisions and business districts, thus utility services will need to extended to supply the future citizens.

Alternatives: What alternative measures have been taken to address this need/issue/problem? Are there solutions other than adding a new project that have been utilized or considered?

If we do not supply the expanding area with utilities, it will required private wells to be drilled and septic tanks that could potentially harm the local watershed.

Outcomes / Measurable Results: What specific outcomes are expected with this project? Describe in detail what performance measures will be used to measure the impact of the new project. How do the proposed measures compare to current measures, if different?

The performance measures that will be used to measure the impact of the project will be the amount of businesses & homes that become utility customers of the City.

Funding Sources						
Funding Sources: (Check all that apply)						
<input type="checkbox"/> General Fund	<input checked="" type="checkbox"/> Water & WW Fund	<input type="checkbox"/> Stormwater Utility Fund	<input type="checkbox"/> Electric Utility Fund			
<input type="checkbox"/> CRA	<input type="checkbox"/> Downtown CRA	<input type="checkbox"/> Debt (SRF loan, lease)	<input checked="" type="checkbox"/> Grant (federal, state, local)			
<input type="checkbox"/> Other Funds		<input type="checkbox"/> FDOT	<input type="checkbox"/> Donation/Contribution			
Impact Fees: <input type="checkbox"/> Wastewater <input type="checkbox"/> Water <input type="checkbox"/> Parks <input type="checkbox"/> Fire <input type="checkbox"/> Police <input type="checkbox"/> Library						
Funding Sources	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	
Transfer between projects	\$ -	\$ -	\$ -	\$ -	\$ -	
Debt/Borrowed Funds	-	-	-	-	-	
General Fund	-	-	-	-	-	
Enterprise Fund	100,000	-	-	-	-	
Other Fund	-	-	-	-	-	
Grant	-	1,110,250	-	-	-	
Total	\$ 100,000	\$ 1,110,250	\$ -	\$ -	\$ -	
Project Costs						
Estimated Project Costs						
Description	Five Year Schedule					Total 5 Year Cost
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	
Planning & Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition	100,000	-	-	-	-	100,000
Engineering	-	100,000	-	-	-	100,000
Construction	-	909,318	-	-	-	909,318
Vehicle & Equipment	-	-	-	-	-	-
Other	-	-	-	-	-	-
Contingency	-	100,932	-	-	-	100,932
Inflation	-	-	-	-	-	-
Total Capital Costs	\$ 100,000	\$ 1,110,250	\$ -	\$ -	\$ -	\$ 1,210,250
Estimated Operating Costs ¹						
Equipment ²	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Additional Staff ³	-	-	-	-	-	-
Other (describe below)	-	-	-	-	-	-
Total Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Project Costs	\$ 100,000	\$ 1,110,250	\$ -	\$ -	\$ -	\$ 1,210,250
Other Costs: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>						
¹ Are the estimated operating costs listed above included in your budget? <div style="border: 1px solid black; width: 100px; height: 20px; float: right;"></div>						
² Machinery & Equipment requests require Request Justification.						
³ New Staff positions require Personnel Requisition Form and must be submitted to Human Resources.						
Finance Department Use Only						
<div style="display: flex; justify-content: space-between;"> <input type="checkbox"/> Approved <input type="checkbox"/> Denied </div>						
Comments:						



CITY OF
MOUNT
D O R A

Capital Improvement Project (CIP) Request Form

Priority #: _____ 4

Department Division: ☒ Multiple

Fiscal Year:

GL#:

IT

2019-20

Project Title:

Fiber Upgrades

Type of Project: (Check all that apply)

☐ New Project

☐ Replacement

☒ Project Continuation

Project #: _____

Description, Objective and Benefits of Project:

Continuation of fiber upgrades - Phase I (City Hall to Annex) and Phase II (Annex to Water Tower and Police Department) have been completed.

Needs Criteria: (Check all that apply and explain below)

☐ Building

☒ Imp. Other than Building

☒ Machinery & Equipment

☐ Land

Needs/Issues/Problems: What specific need, issue, or problem does this request address?

The use of fiber has many benefits, such as higher data transmission rates, far less signal loss than traditional CAT5/CAT6 copper wires, and fiber does not conduct electricity. Fiber should be utilized to create a reliable high speed backhaul for the City's wireless infrastructure, expand the current public WiFi offering, connectivity to all camera systems, and satellite office locations. In addition, an appropriately designed network will allow adding IoT (Internet of Things) devices that will move Mount Dora into a Smart City.

Alternatives: What alternative measures have been taken to address this need/issue/problem? Are there solutions other than adding a new project that have been utilized or considered?

Currently, the only alternative is to use private broadband connections that are quite costly and do not create interconnectivity throughout the city.

Outcomes / Measurable Results: What specific outcomes are expected with this project? Describe in detail what performance measures will be used to measure the impact of the new project. How do the proposed measures compare to current measures, if different?

No current measures. Future measures could include network latency reports, costs / reductions in portable MiFi devices for City personnel, public WiFi utilization, and in the future, reporting based on IoT sensors (such as parking availability sensors).

Funding Sources						
Funding Sources: (Check all that apply)						
<input checked="" type="checkbox"/> General Fund	<input type="checkbox"/> Water & WW Fund	<input type="checkbox"/> Stormwater Utility Fund	<input type="checkbox"/> Electric Utility Fund			
<input type="checkbox"/> CRA	<input type="checkbox"/> Downtown CRA	<input type="checkbox"/> Debt (SRF loan, lease)	<input type="checkbox"/> Grant (federal, state, local)			
<input checked="" type="checkbox"/> Other Funds		<input type="checkbox"/> FDOT	<input type="checkbox"/> Donation/Contribution			
Impact Fees: <input type="checkbox"/> Wastewater <input type="checkbox"/> Water <input type="checkbox"/> Parks <input type="checkbox"/> Fire <input type="checkbox"/> Police <input type="checkbox"/> Library						
Funding Sources	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	
Transfer between projects			\$ -	\$ -	\$ -	
Debt/Borrowed Funds	-	-	-	-	-	-
General Fund	10,000	10,000	10,000	-	-	-
Enterprise Fund	-	-	-	-	-	-
Other Fund	250,000	250,000	250,000	-	-	-
Grant	-	-	-	-	-	-
Total	\$ 260,000	\$ 260,000	\$ 260,000	\$ -	\$ -	
Project Costs						
Estimated Project Costs						
Description	Five Year Schedule					Total 5 Year Cost
	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	
Planning & Design	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 30,000
Land Acquisition	-	-	-	-	-	-
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle & Equipment	250,000	250,000	250,000	-	-	750,000
Other			-	-	-	-
Contingency				-	-	-
Inflation				-	-	-
Total Capital Costs	\$ 260,000	\$ 260,000	\$ 260,000	\$ -	\$ -	\$ 780,000
Estimated Operating Costs ¹						
Equipment ²	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Additional Staff ³	-	-	-	-	-	-
Other (describe below)	-	-	-	-	-	-
Total Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Project Costs	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ 780,000
Other Costs: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>						
¹ Are the estimated operating costs listed above included in your budget? <div style="border: 1px solid black; width: 100px; height: 20px; float: right;"></div>						
² Machinery & Equipment requests require Request Justification.						
³ New Staff positions require Personnel Requisition Form and must be submitted to Human Resources.						
Finance Department Use Only						
<div style="display: flex; justify-content: space-between;"> <input type="checkbox"/> Approved <input type="checkbox"/> Denied </div>						
Comments:						



Cost Allocation to Multiple Funds/Departments

Fiscal Year:	2019-20	Total Purchase Cost	\$	930,000
Department/Division:	GL Number		Allocation %	Fund/Dept Cost
IT	001-5160-563.00-00		3%	30,000
IT	111-5160-564.00-00		97%	750,000
			0%	-
			0%	-
			0%	-
			0%	-
			0%	-
			0%	-
			0%	-
			0%	-
			0%	-
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			0%	-
			0%	-
			0%	-
			0%	-
			0%	-
			0%	-
			0%	-
Total	(Allocation % must equal 100% and Fund/Dept Cost must equal Total Purchase Cost)		100%	<u>\$ 780,000</u>
Allocation Balanced			-	
Notes				

EXHIBIT I

Duke Site Readiness Assessment

DUKE ENERGY SITE READINESS PROGRAM SITE VISIT REPORT CARD

Property Name: Summer Lake – Grace at the Wolf Branch Innovation District

Site Location: Lake County, FL

Category: Large Park

Overview

In addition to evaluating properties to determine their readiness, an objective of the Duke Energy Site Readiness Program is to help communities be better prepared when competing for projects. McCallum Sweeney Consulting (MSC) helps communities be better prepared by providing an evaluation of the evaluation application and the site visit. The evaluation application report card was provided prior to the site visit.

MSC performed an evaluation of the community's ability to conduct a site visit. In many cases, a site visit is the introduction of your community to representatives of the company who will be decision makers in the ultimate location of the project. The way a site visit is conducted is a reflection on your community and can have a major impact on whether your site is retained or eliminated from contention. Criteria included in our evaluation of the site visit include:

- Correspondence
- Location
- Accuracy
- Agenda / Site Visit Schedule
- Project Team
- Follow Up Items
- Transportation
- Time

To evaluate the site visit, MSC has provided grades (A-B-C-F) for each evaluation criterion so that you have an understanding of areas of strength and those with room for improvement. The purpose of the evaluation is for MSC to provide candid feedback to the applicant team on ways to be better prepared for projects. Feedback provided is for internal use and is up to the local applicant team on how the information is shared and delivered. MSC and Duke Energy will not deliver this report in a public forum.

Correspondence

After company representatives have performed a desktop evaluation of your site, it may be determined that a visit to the site is necessary to further evaluate conditions. A site visit typically means that your community has made the first cut. It is typical to have very little time between the time you find out that the project would like to visit and when the visit will occur due to a project's overall schedule. As a result, it is imperative that there is a primary point of contact in your organization to communicate with the project representative leading up to the visit to confirm meeting dates, location, and requests. Correspondence is a key aspect to a successful site visit.

Criteria	Grade	Comments
Applicant was quick to respond to questions before and after submission of proposal and in advance of site visit.	A	Applicant was quick to respond to questions before and after submission of proposal and in advance of site visit.

Location

The time allocated for each community's site visit is dependent upon factors such as the number of sites to be visited, the geographic dispersion of communities, and the project participants attending the visits. In most cases, project representatives are driven by tight schedules, making the efficiency and effectiveness of short visits a necessity. In order to best utilize the time allocated to your community, it is suggested that visits take place at a meeting location that is easy to find and accessible to all participants. Holding the in-office portion of a visit in close proximity to the site being evaluated further ensures efficient use of time in the community.

Criteria	Grade	Comments
Site visit office meeting location was easy to locate and provided an acceptable environment for a site visit meeting. Location was in close proximity to the site.	A	Site visit office meeting location was easy to locate and provided an acceptable environment for a site visit meeting. Location was acceptable for the Duke Energy Site Readiness Program.

Accuracy

Project representatives do not like to be surprised on a site visit with information that conflicts with what has already been submitted. This is especially true if representatives of the company are present. The purpose of a site visit is to further enhance understanding of a location. But when site visits become opportunities to uncover unknown or concealed risks, it is likely that your community will not be making the short list. Make sure that all information presented in initial submissions is an accurate reflection of your site and community and reduce all chances for unwanted surprises.

Criteria	Grade	Comments
Initial submission was an accurate reflection of the conditions present at the site, and additional detail at site visit enhanced understanding of the site.	A	The initial submission was an accurate reflection of the conditions present at the site, and additional detail at the site visit enhanced understanding of the site.

Agenda/Site Visit Schedule

The time allocated by the project representatives for the site visit may seem shorter than necessary to best present your site and community. While it would be ideal to have the project representatives spend a day or two in town to get a real feel for the community, it is highly unlikely that there is time available for such a visit. To best utilize the time you have, MSC suggests that you prepare an agenda and allocate segments of time for each topic to be discussed. Even if discussion drifts away from the schedule, you can have comfort in knowing you have allocated time for each topic and can make changes accordingly.

Criteria	Grade	Comments
Applicant team prepared a planned agenda for the site visit and managed the allotted time accordingly.	A	The applicant team prepared a planned agenda for the site visit and managed the allotted time well.

Project Team

Just as it is important to establish a team of partners in advance of the RFI phase of the project, those team members should be represented at the site visit as well. Typical representatives asked to be at a site visit, in addition to the economic development team, include utility providers, planning/zoning representatives, city/county representatives, property owners, rail providers, and site engineers. Having strong representation present at a site visit not only allows the project representatives to have all of his/her questions answered, but also is a reflection on your communities' ability to respond to project needs.

Criteria	Grade	Comments
Applicant invited the appropriate representatives of the project team, and team members were present to answer questions.	A	The applicant invited the appropriate representatives of the project team, and the team members were present to answer questions.

Follow-up Items

The project representatives are likely to uncover questions from the desktop review of RFIs that will require further clarification at the site visit. Some project representatives may notify the community to be prepared to respond to certain questions at the meeting. If provided a list of items for discussion in advance of the meeting, you can be certain that these are important items to the project requiring thoughtful consideration. MSC provides a list of items that require clarification in advance of the site visit and expects materials to be provided in hardcopy and electronic formats at the visit.

Criteria	Grade	Comments
Information was provided based on requests made in the site visit letter, which was provided in advance of the visit.	A	The information requested in the site visit letter was provided at the site visit.

Transportation

Due to the limited time project representatives have available to be in your community, it is imperative that you maximize the time you have to present your community. The drive between the in-office meeting and the physical evaluation of the property is an excellent opportunity to further present information about the community or to share sensitive information in a more isolated environment. The applicant team should ideally provide transportation to and from the property and the vehicle should comfortably fit both the project representatives and key members of your project team who can answer questions or discuss important aspects of the site and community.

Criteria	Grade	Comments
The applicant team managed transportation to and from property. Appropriate team members were in the vehicle and provided community information en route to site.	A	The applicant team managed transportation to and from the property. All of the team members were in the same vehicle and were able to provide information about the site.

Time

Time is an important commodity in the site selection process and the time that has been allotted for your communities' site visit is only a small portion of a much larger site visit schedule that may include multiple communities, states, and regions. By misusing the time allotted to you or going over the allotted time you are potentially causing major schedule delays that could impact several other visits that day. It is important to respect the time that has been provided to you for the visit and adjust itineraries accordingly to stay within the allotted time requested by the project representative.

Criteria	Grade	Comments
Site visit was conducted in the allotted time requested by the McCallum Sweeney team.	A	The site visit was conducted in the allotted time requested by the McCallum Sweeney team.

Site Visit Recommendations for Improvement

Based on our evaluation of the site visit to your community, MSC makes the following recommendations:

- Include a list of meeting attendees including their organization and title with the meeting agenda prior to the site visit.
- Create a PowerPoint presentation that highlights the City of Mount Dora for future prospects. Print out a hard copy of the community presentation as a takeaway for prospects.
- The Bearcat was a good way to get everyone out to the site in the same vehicle, however it was hard to see out of. A lack of visibility out of the vehicle can cause a project team to be disoriented, and not get a complete feel for the community on the way to and from the site.

DUKE ENERGY SITE READINESS PROGRAM SITE EVALUATION

Property Name: Summer Lake – Grace at the Wolf Branch Innovation District

Site Location: Lake County, FL

Category: Large Park

OVERVIEW OF EVALUATION

In this report, we have divided our evaluation of the property into three areas. The first is a technical evaluation of the property, and the second is a marketing evaluation of the property. For the first two sections, we have grouped the findings into three categories: green, yellow, and red. The green category is strengths of the property, and the red category is weaknesses of the property. The yellow category is the items that are in somewhere in between. The final section are recommendations on ways to improve the readiness of the property.

TECHNICAL EVALUATION OF PROPERTY

The technical evaluation is a review of the property from a construction or developability standpoint. We are assessing the property on its ability to be developed for industrial use. The information documented in this section was provided by the applicant either in the evaluation application or during the site visit.

Site Characteristics	
	<ul style="list-style-type: none"> The property is 265 acres with 245.9 developable acres. The property is zoned Planned Unit Development and will not need to be rezoned for industrial use. The property has a space intended for a future college development that is committed to serving the future employers of the park.
	<ul style="list-style-type: none"> The property is available for sale, but a price has not been established/provided. The property is made up of five different owners which may complicate the purchase of the park. There are multiple sand skink conservation easements on the property. The current master development plan limits the industrial development on the property and covers some of the designated industrial land with the Wekiva Parkway development. The property is surrounded by Agricultural and Rural Residential zoned land.

Site Characteristics (continued)

- There are approximately six acres of wetlands on the property.
- Six acres of the property are located in FEMA flood zone A – inside the 100-year flood zone.

Transportation

- The property is 0.8 miles from State Route 46 (four-lane highway).
- Wekiva Parkway is currently under construction through the property.
- The property is accessed from Round Lake Road, South Coronado Drive, and Oak Lane.
- The property is 15.9 miles from I-4.
- The property will not be rail served.

Utility Adequacy / Capacity

- A 12.47 kV distribution line is adjacent to the site along Round Lake Road, and electric service can be provided within nine months.
- A six-inch natural gas line operating at 45 psi is adjacent to the site along Round Lake Road and service is readily available.
- A 16-inch water line with 5.8 million gallons per day of excess capacity will be adjacent to the park in approximately November of 2017
- The water treatment plant has 7.37 million gallons per day of excess capacity, factoring in peak utilization.
- A 16-inch force main and a 10-inch gravity line with 5.8 million gallons per day of excess capacity will be adjacent to the park in approximately November of 2017.
- The wastewater treatment plant has 1.35 million gallons per day of excess capacity, factoring in peak utilization.

Utility Adequacy / Capacity (continued)

- Telecommunications infrastructure is ~1,275 feet from the park and the estimated timeline for dedicated service is 30 to 90 days.

MARKETING EVALUATION OF PROPERTY

The marketing evaluation is a review of the property based on how it may be perceived by prospects. While some of the information is the same as in the technical evaluation, we are now evaluating that information from a marketing perspective rather than a technical perspective.

Community / Workforce

- High School Attainment in Lake County is higher than the Florida average;
 - Lake County: 87.4%
 - Florida Average: 86.9%
- Lake County had more overall job growth over the past three published years, 2014-2016 (8.9% job growth compared to the Florida average of 7.9% job growth).
- Low union activity in Lake County. Lake County has had two union elections, and one win reported (2005 to June 2017).
- Bachelor's Degree Attainment in Lake County is lower than the Florida average;
 - Lake County: 21.5%
 - Florida Average: 27.3%
- Percentage of workforce employed in manufacturing is 4.1% for Lake County (2016), a rate lower than the State of Florida at 4.9%.

Transportation

- The property is 0.8 miles from State Route 46 (four-lane highway).
- Wekiva Parkway is currently under construction through the property.
- The property is 26 miles from the Orlando Sanford International Airport and 40 miles from the Orlando International Airport.

Transportation (continued)

- The property is 83 miles from Port Canaveral and 100 miles from the Port of Tampa.
- The property is accessed from Round Lake Road, South Coronado Drive, and Oak Lane.
- The property is 15.9 miles from I-4.
- The entirety of Wekiva Parkway will not be completed until 2021.
- The property will not be rail served.

Start-Up Schedule

- The property is zoned appropriately and will not need to be rezoned.
- Electric service at 10 MW of capacity can be provided within nine months.
- Natural gas service of 25,000 mcf per month is readily available.
- Water and wastewater service at the required levels will be completed to the site by November 2017.
- Telecommunications service can be provided within 30 to 90 days.
- Sand skink conservation easements will need to be avoided during development of the property and limitations may be made to development due to the presence of sand skinks.

Site Costs

- The estimated cost to provide electric service should be covered by a revenue credit and no cost to a prospect.
- Natural gas infrastructure is adjacent to the property and there is no estimated cost for service.

Site Costs (continued)

- | | |
|--|---|
| | <ul style="list-style-type: none"> Water and wastewater infrastructure will be completed to the property by November 2017 and there is no cost to an end-user of the park for the extension. The property is already cleared due to roadway construction and it should be easier to get a pad ready site. |
| | <ul style="list-style-type: none"> Estimated cost to provide telecommunications service is unknown. |

RECOMMENDATIONS

Based upon our technical and marketing evaluations of the property, we have developed some recommendations on ways to further improve the readiness of the property for industrial prospects. Some of these are short-term items that may be able to be addressed quickly, but others may be more long-term items that will take time and money to complete.

- Establish a purchase price and the conditions for sale of the property.
- Prepare visual aids to discuss future road access to the property and the impact of development and congestion to the roadways.
- Establish an estimated cost to provide telecommunications services.
- Revise the Concept Plan as needed to take into consideration the development limitations, conservation easements, completed road, water, wastewater, and college.
- Complete updated due diligence studies on the property, which includes the following:
 - Phase I Environmental Site Assessment. The Phase I ESA should be performed to the current ASTM standard which is E1527-13. In addition, steps should be taken to mitigate any recognized environmental conditions if these are found on the property.
 - Wetlands Delineation. After the wetlands delineation has been completed, it should be submitted to the U.S. Army Corps of Engineers for an approved Jurisdictional Determination.
 - Archaeological and Historical Investigation Report. If available, having the State Historic Preservation sign off on the findings would be advantageous.

POTENTIAL END USERS

Industry	Location Requirements	MSC Justification
Clean Energy	<ul style="list-style-type: none"> • Access to qualified labor • Proximity to research universities • Proximity to training resources • Proximity to a large metro area • Large tracts of land 	<ul style="list-style-type: none"> • Access to qualified labor • Proximity to the University of Central Florida and the University of Florida • Planned college area on the property • Property is part of the Orlando-Kissimmee-Sanford, FL MSA • Property has 237 developable acres
Emerging Technologies	<ul style="list-style-type: none"> • Large tracts of land • Access to qualified labor • Competitive operating cost environment • Highway transportation linkages 	<ul style="list-style-type: none"> • Access to qualified labor • Competitive operating cost environment • Planned college area on the property
Life Sciences	<ul style="list-style-type: none"> • Larger site size requirement • Proximity to population centers with strong quality of life components to recruit required personnel • Adequate manufacturing labor force • Good transportation infrastructure 	<ul style="list-style-type: none"> • Property is located in the Orlando-Kissimmee-Sanford, FL MSA • Adequate manufacturing labor force available • Property has 237 developable acres • Good transportation infrastructure



**THE GEOGRAPHY
OF BUSINESS**

**Attracting Investment and Employment:
Prepared Communities Win**

Duke Energy Site Readiness Program
Lake County, Florida

October 10, 2017



The Main Thing to Remember

Attracting investment and jobs is more competitive than ever, and being prepared creates a competitive advantage.

Agenda

Introduction to McCallum Sweeney

Overview of the Site Selection Process

Site Readiness and Why It's Important

Overview of Summer Lake – Grace at the
Wolf Branch Innovation District

Questions

3



Introduction to McCallum Sweeney Consulting

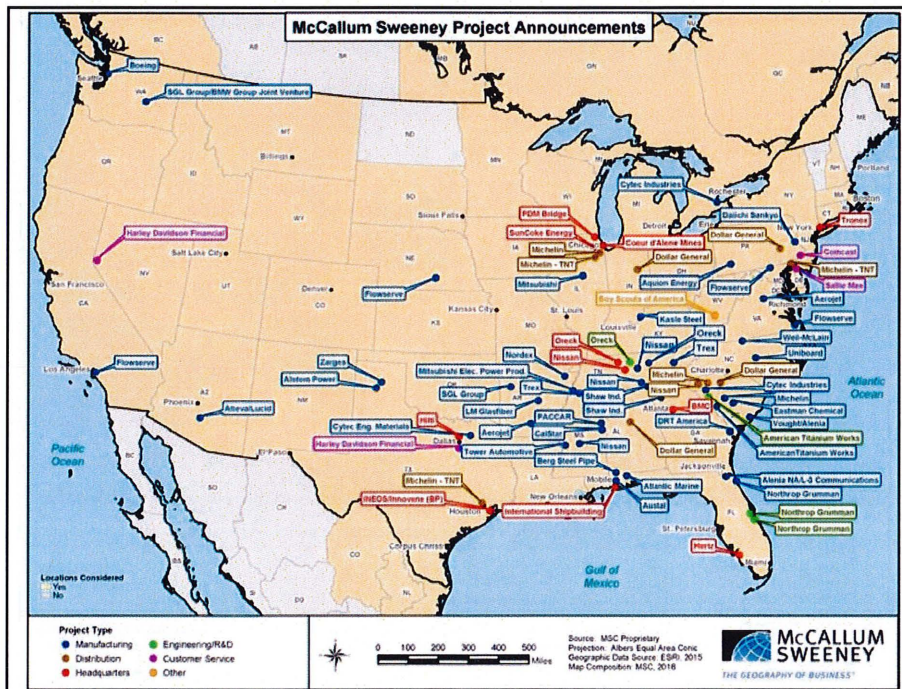
4



MSC Clients



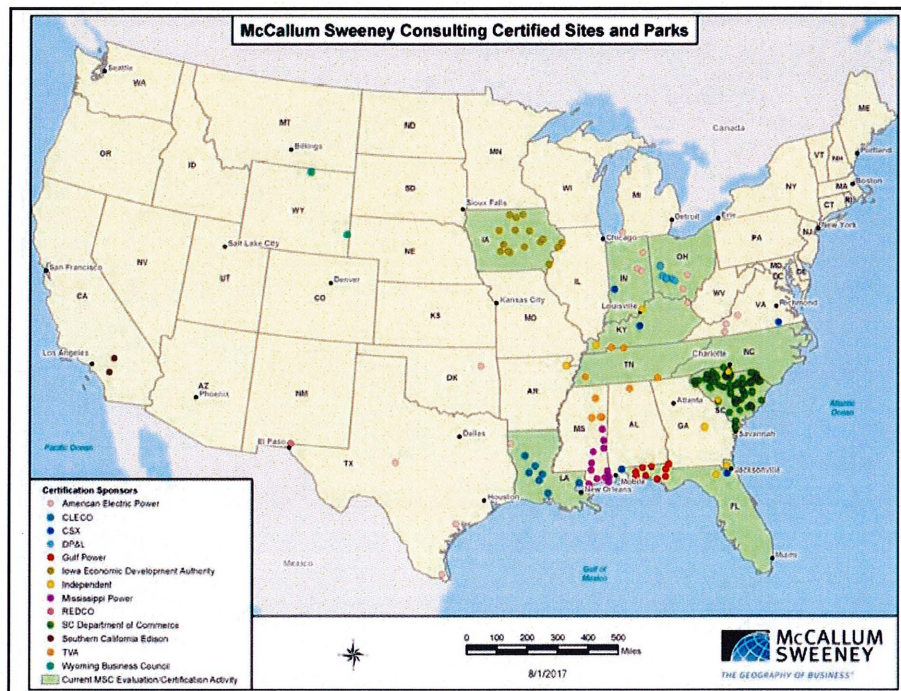
5



MSC Clients – Site Evaluation and Certification



7

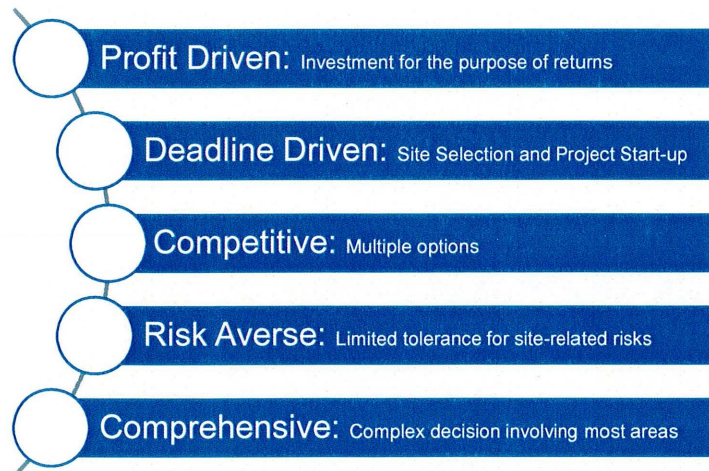


Overview of the Site Selection Process

9



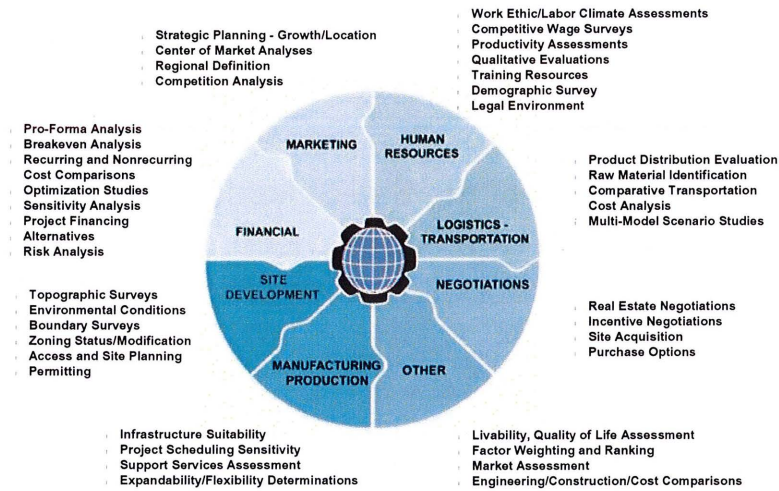
Site Selection Process Fundamentals



10



MSC's Comprehensive Analysis



11



Key Drivers for Site Selection Projects

- The site selection process largely remains the same for the different types of facilities, but the key drivers vary significantly
- Investment Costs and Operating Costs are criteria taken into consideration for every project
- Every project is seeking a site or building that is ready to go and relatively risk-free

Manufacturing

Search region tends to be a group of contiguous states

- Transportation Infrastructure
- Utility Infrastructure
- Workforce
- Access to Suppliers and/or Customers

Office (Headquarters)

Search region tends to be a group of metropolitan areas

- Compelling Strategic Issue(s)
 - Air Service
 - Workforce

Distribution

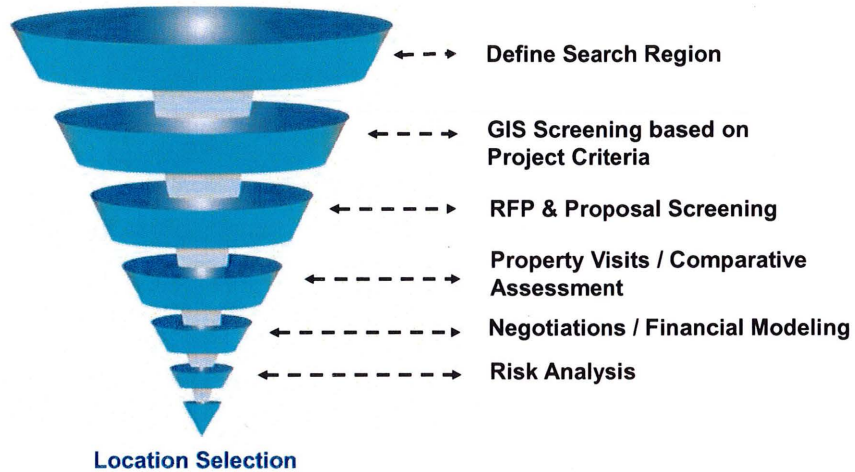
Search region tends to be a geometric shape developed based on the markets served

- Access to Customers/Consumers
- Transportation Infrastructure
- Workforce

12



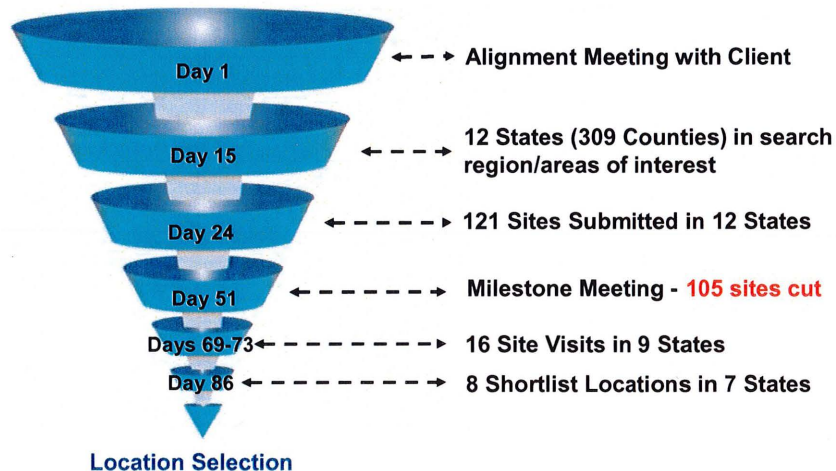
Competitive Site Selection Screening Process



13



Screening Process Example – “Project Snow”



14



Confidentiality

- Code names are not just for fun
- Financial implications
 - Final capital commitment probably has not been made
 - SEC considerations
 - Financial market impacts
- Likely limited knowledge within the company
- Competition
- Disruption
 - To existing workforce in existing locations
- Labor – management relations

15



Site Selection Process

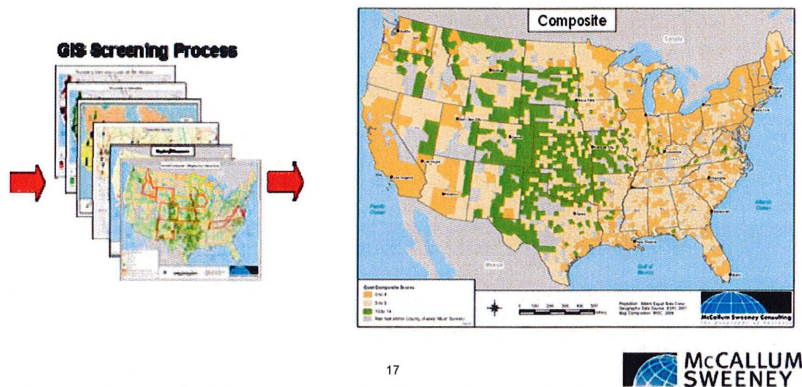
Planning Phase	Phase 1	Phase 2	Phase 3	Phase 4
<ul style="list-style-type: none"> • Conception • Feasibility • Investment Decision 	<ul style="list-style-type: none"> • Alignment/ Criteria • Regional Analysis • Areas of Interest • Request for Proposal and/or Web Research • Candidate Locations 	<ul style="list-style-type: none"> • Community Visits • Location Evaluation • Comparative Analysis • Finalist Locations 	<ul style="list-style-type: none"> • Negotiations • Evaluation • Site Due Diligence • Internal Selection of Preferred Location 	<ul style="list-style-type: none"> • Prepare MOU • Real Estate Transaction • Public Announcement • Incentive Capture Support

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Site Selection Process – Phase I

- Alignment Meeting (MSC and Client team)
 - Project parameters, decision criteria, search region
- Regional analysis using GIS (MSC)
 - Attraction and aversion factors



Site Selection Process – Phase I

- Determine Areas of Interest (MSC and Client team)
- Issue request for proposal (MSC)
- Desktop evaluation of information / proposals (MSC)
 - Screen against project criteria
- Milestone Meeting I (MSC and Client team)
 - Determine Candidate Communities

Site Selection Process – Phase II

- Property / community visits (MSC, and MSC + Client Team)
 - Physical conditions
 - Site and Infrastructure
 - Operating factors
 - Labor, Utilities, Transportation, Taxes, Education/Training
 - Living conditions / Quality of Life
 - Housing, medical, education, leadership
 - Appearance, congestion, culture & recreation
- Milestone Meeting II (MSC and Client team)
 - Review comprehensive location analysis
 - Includes existing industry interviews
 - Down-select to Finalist Locations

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Site Selection Process – Phase III and IV

- Incentives / Real Estate Negotiations (MSC and Client team)
 - Property and Site Preparation
 - Infrastructure and Transportation
 - Utilities
 - Training
 - Taxes and Financing
 - Permitting
- Public Announcement (MSC and Client Team)
 - Align company and community objectives
 - Press releases, events, etc.
- Incentive Capture Support (MSC)
 - On an as-needed basis

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Role of Incentives in Economic Development

- Part of overall economic development strategy
- Designed to support your development goals by:
 - Meeting the needs (and influencing the location decision) of companies
 - Enhancing the strengths of your location
 - Mitigating the weaknesses of your location
- Incentives are Important If and When:
 - They impact the prospect's decision
 - Differentiate one location from another
 - Increase in importance as the decision process proceeds

21



Characteristics of Successful Communities



22



Site Readiness and Why It's Important

23



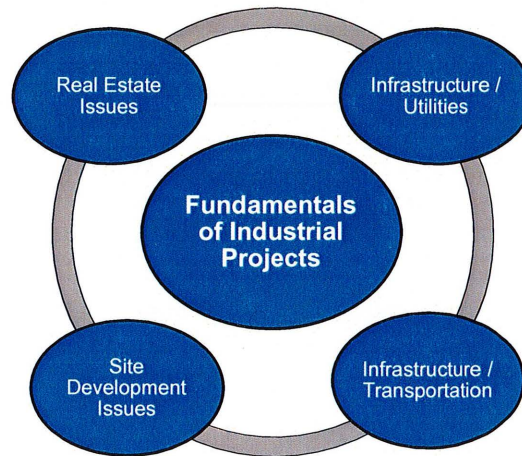
Why Ready Sites?

- Companies are Very Deadline Driven
 - Once a market opportunity is identified, company does not want to take much time
 - In selecting location
 - In getting up and running
 - Looking for sites ready for quick development
 - Has influenced the process of site selection
 - Communities with ready sites have competitive advantage

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Fundamentals of Industrial Projects



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Site Selection Process

Planning Phase	Phase 1	Phase 2	Phase 3	Phase 4
<ul style="list-style-type: none"> • Conception • Feasibility • Investment Decision 	<ul style="list-style-type: none"> • Alignment/ Criteria • Regional Analysis • Areas of Interest • Request for Proposal and/or Web Research • Candidate Locations 	<ul style="list-style-type: none"> • Community Visits • Location Evaluation • Comparative Analysis • Finalist Locations 	<ul style="list-style-type: none"> • Negotiations • Evaluation • Site Due Diligence • Internal Selection of Preferred Location 	<ul style="list-style-type: none"> • Prepare MOU • Real Estate Transaction • Public Announcement • Incentive Capture Support

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Benefits of Ready/Certified Sites

- Allows for effective pro-active marketing
- Prepares you for better re-active marketing
- Educates you on the site's strengths and weaknesses
- Prepares you to offer development assistance as may be needed
- Speeds up development schedule by having due diligence completed
- Present properties that offer a company a minimum development schedule and minimal risks

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How Readiness Can Impact a Company Financially

\$35,000



100,000 vehicles annually
(~8,000 per month)



Sales by Having a Ready/Certified Site:

- Sales Per Month: \$280,000,000
- Three Months: \$840,000,000
- Six Months: \$1,680,000,000
- Twelve Months: \$3,360,000,000

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Example #1: When Readiness Paid Off

- Severcorr Steel
Columbus, MS
- Rural community
- Community proactively prepared
by achieving certification through
TVA Megasite Program
- Announced \$800 million
investment and 450 jobs in 2005



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Example #2: When Readiness Paid Off

- Giti Tire
Richburg, Chester County, SC
- Rural community
- Community preparedness:
 - Duke Energy's Site Readiness Program
 - McCallum Sweeney Certification
- Announced \$560 million
investment and 1,700 jobs in
June 2014



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Example #3: When Readiness Paid Off

- Coreslab Structures
Leesburg, Lee County, FL
- First Florida Duke Energy Site
Readiness Program Win
- Community preparedness:
 - Duke Energy's Site Readiness
Program
- Announced \$10 million
investment in March 2015
and 120 jobs are anticipated



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Remember The Main Thing?

Attracting investment and jobs is more competitive than ever, and being prepared creates a competitive advantage.

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Duke Energy Site Readiness Program

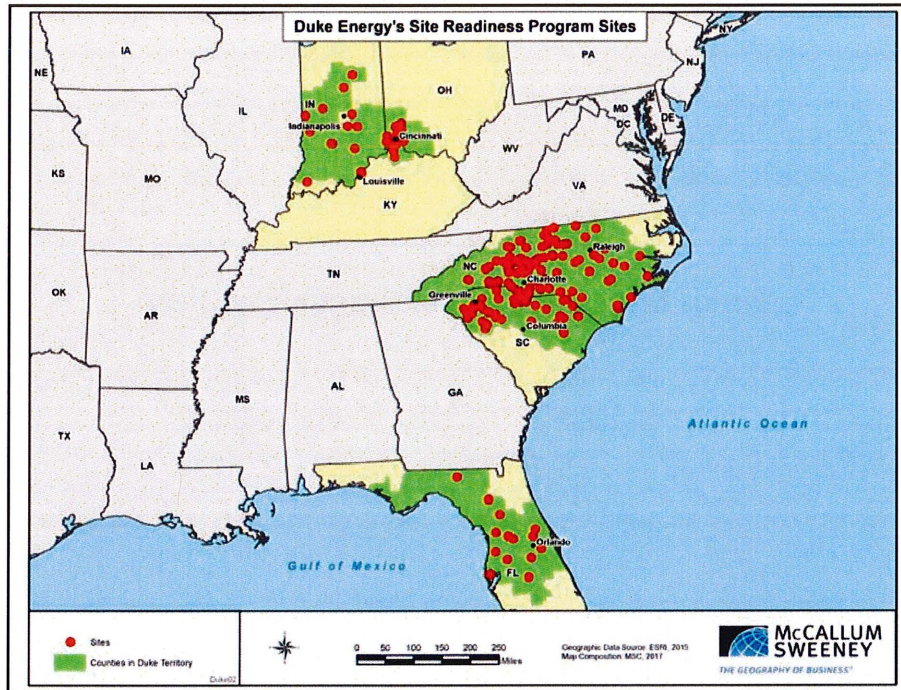
33



Program Design: Goals and Objectives

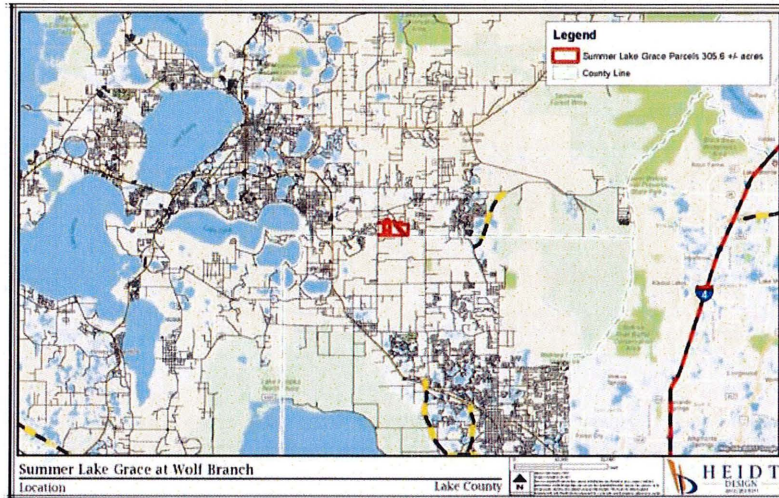
Identify, improve, and increase awareness of industrial sites in the region that are best suited for new manufacturing facilities in Duke Energy's targeted growth segments.





Review of Summer Lake – Grace at the Wolf Branch Innovation District

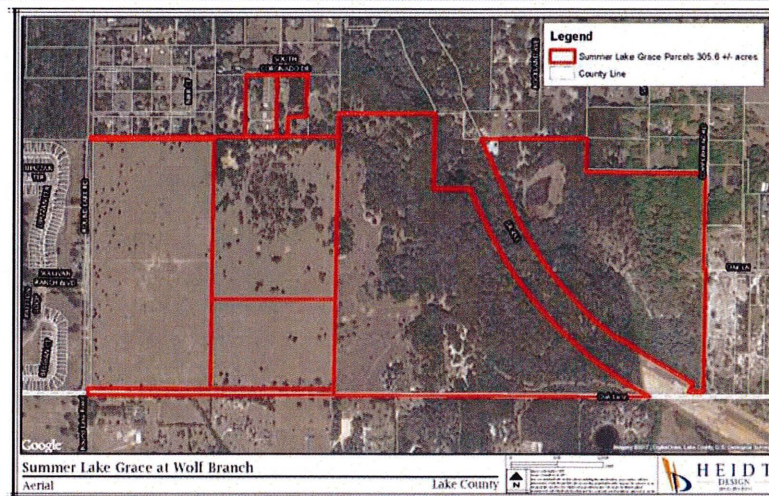
Vicinity Map



37



Site Visual



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Technical Evaluation

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Technical Evaluation

- Site
 - Developable, contiguous acreage
 - Topography
 - Configuration
 - Property control
 - Zoning
 - Surrounding land use
 - Prior site use
 - Due diligence
- Transportation
 - Access to interstate
 - Distance
 - Quality of route
 - Quality of interchange
 - Site ingress / egress
 - Proximity to commercial service airports
 - Proximity to ports
 - Rail service
 - Feasibility

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Technical Evaluation

- Utilities
 - Electric
 - Natural Gas
 - Water
 - Wastewater
 - Telecommunications
- Evaluate
 - Feasibility of providing service to the site (cost and schedule)
 - Capacity of lines and systems to provide adequate utility service

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Technical Review of Summer Lake – Grace at the WBID

Site Characteristics

- The property is 265 acres with 245.9 developable acres.
- The property is zoned Planned Unit Development and will not need to be rezoned for industrial use.
- The property has a space intended for a future college development that is committed to serving the future employers of the park.
- The property is available for sale, but a price has not been established/provided.
- The property is made up of five different owners which may complicate the purchase of the park.

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Technical Review of Summer Lake – Grace at the WBID

Site Characteristics (continued)

- There are multiple sand skink conservation easements on the property.
- The current master development plan limits the industrial development on the property and covers some of the designated industrial land with the Wekiva Parkway development.
- The property is surrounded by Agricultural and Rural Residential zoned land.
- There are approximately six acres of wetlands on the property.
- Six acres of the property are located in FEMA flood zone A – inside the 100-year flood zone.

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Technical Review of Summer Lake – Grace at the WBID

Transportation

- The property is 0.8 miles from State Route 46 (four-lane highway).
- Wekiva Parkway is currently under construction through the property.
- The property is accessed from Round Lake Road, South Coronado Drive, and Oak Lane.
- The property is 15.9 miles from I-4.
- The property will not be rail served.

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Technical Review of Summer Lake – Grace at the WBID

Utility Adequacy / Capacity

- A 12.47 kV distribution line is adjacent to the site along Round Lake Road, and electric service can be provided within nine months.
- A six-inch natural gas line operating at 45 psi is adjacent to the site along Round Lake Road and service is readily available.
- A 16-inch water line with 5.8 million gallons per day of excess capacity will be adjacent to the park in approximately November of 2017
- The water treatment plant has 7.37 million gallons per day of excess capacity, factoring in peak utilization.

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Technical Review of Summer Lake – Grace at the WBID

Utility Adequacy / Capacity (continued)

- A 16-inch force main and a 10-inch gravity line with 5.8 million gallons per day of excess capacity will be adjacent to the park in approximately November of 2017.
- The wastewater treatment plant has 1.35 million gallons per day of excess capacity, factoring in peak utilization.
- Telecommunications infrastructure is ~1,275 feet from the park and the estimated timeline for dedicated service is 30 to 90 days.

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Marketing Evaluation

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Marketing Evaluation

- Community
 - Proximity to business services
 - Presence of existing industries
 - Job growth
 - Amenities (hotels, restaurants, etc.)
- Workforce
 - Educational attainment
 - Manufacturing employment
 - Unionization
- Transportation
 - Interstate
 - Airports
 - Distance
 - Number of carriers
 - Number of non-stop flights per day
- Project Start-up Schedule
- Site Costs

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Marketing Review of Summer Lake – Grace at the WBID

Community / Workforce

- High School Attainment in Lake County is higher than the Florida average;
 - Lake County: 87.4%
 - Florida Average: 86.9%
- Lake County had more overall job growth over the past three published years, 2014-2016 (8.9% job growth compared to the Florida average of 7.9% job growth).
- Low union activity in Lake County. Lake County has had two union elections, and one win reported (2005 to June 2017).
- Bachelor's Degree Attainment in Lake County is lower than the Florida average;
 - Lake County: 21.5%
 - Florida Average: 27.3%
- Percentage of workforce employed in manufacturing is 4.1% for Lake County (2016), a rate lower than the State of Florida at 4.9%.

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Marketing Review of Summer Lake – Grace at the WBID

Transportation

- The property is 0.8 miles from State Route 46 (four-lane highway).
- Wekiva Parkway is currently under construction through the property.
- The property is 26 miles from the Orlando Sanford International Airport and 40 miles from the Orlando International Airport.
- The property is 83 miles from Port Canaveral and 100 miles from the Port of Tampa.
- The property is accessed from Round Lake Road, South Coronado Drive, and Oak Lane.
- The property is 15.9 miles from I-4.
- The entirety of Wekiva Parkway will not be completed until 2021.
- The property will not be rail served.

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Marketing Review of Summer Lake – Grace at the WBID

Start-Up Schedule

- The property is zoned appropriately and will not need to be rezoned.
- Electric service at 10 MW of capacity can be provided within nine months.
- Natural gas service of 25,000 mcf per month is readily available.
- Water and wastewater service at the required levels will be completed to the site by November 2017.
- Telecommunications service can be provided within 30 to 90 days.
- Sand skink conservation easements will need to be avoided during development of the property and limitations may be made to development due to the presence of sand skinks.

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Marketing Review of Summer Lake – Grace at the WBID

Site Costs

- The estimated cost to provide electric service should be covered by a revenue credit and no cost to a prospect.
- Natural gas infrastructure is adjacent to the property and there is no estimated cost for service.
- Water and wastewater infrastructure will be completed to the property by November 2017 and there is no cost to an end-user of the park for the extension.
- The property is already cleared due to roadway construction and it should be easier to get a pad ready site.
- Estimated cost to provide telecommunications service is unknown.

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Recommendations

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Recommendations

- Establish a purchase price and the conditions for sale of the property.
- Prepare visual aids to discuss future road access to the property and the impact of development and congestion to the roadways.
- Establish an estimated cost to provide telecommunications services.
- Revise the Concept Plan as needed to take into consideration the development limitations, conservation easements, completed road, water, wastewater, and college.

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Potential End Users

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Potential End Users

- Potential end users for each site are based on:
 - Site-specific conditions (strengths & weaknesses)
 - Site selection drivers for each industry
- Key characteristics for location decisions of each industry
- Within each recommended industry, the drivers vary by facility type and size
- Most recommendations are based on Duke's target industries
- Should not be used as hard and fast rules for classifying sites



Potential End Users

Industry	Location Requirements	MSC Justification
Clean Energy	<ul style="list-style-type: none"> Access to qualified labor Proximity to research universities Proximity to training resources Proximity to a large metro area Large tracts of land 	<ul style="list-style-type: none"> Access to qualified labor Proximity to the University of Central Florida and the University of Florida Planned college area on the property Property is part of the Orlando-Kissimmee-Sanford, FL MSA Property has 237 developable acres
Emerging Technologies	<ul style="list-style-type: none"> Large tracts of land Access to qualified labor Competitive operating cost environment Highway transportation linkages 	<ul style="list-style-type: none"> Access to qualified labor Competitive operating cost environment Planned college area on the property
Life Sciences	<ul style="list-style-type: none"> Larger site size requirement Proximity to population centers with strong quality of life components to recruit required personnel Adequate manufacturing labor force Good transportation infrastructure 	<ul style="list-style-type: none"> Property is located in the Orlando-Kissimmee-Sanford, FL MSA Adequate manufacturing labor force available Property has 237 developable acres Good transportation infrastructure

57

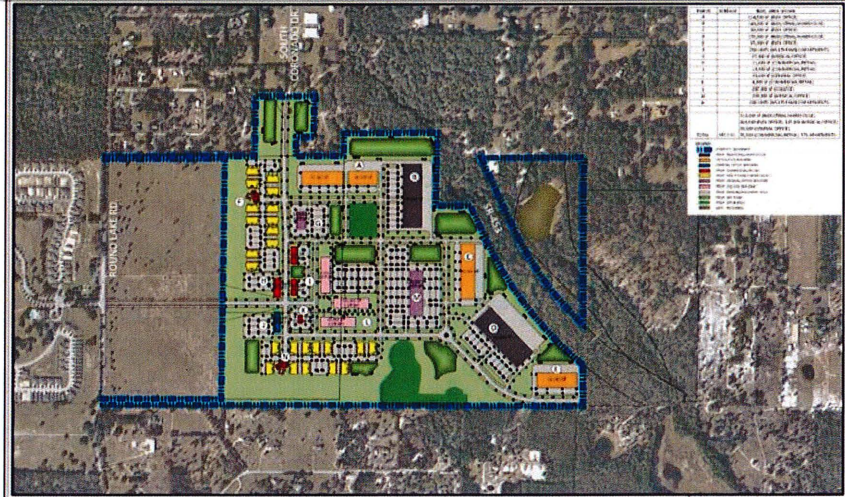


Heidt Design Site Visuals

58



Site Concept Plan

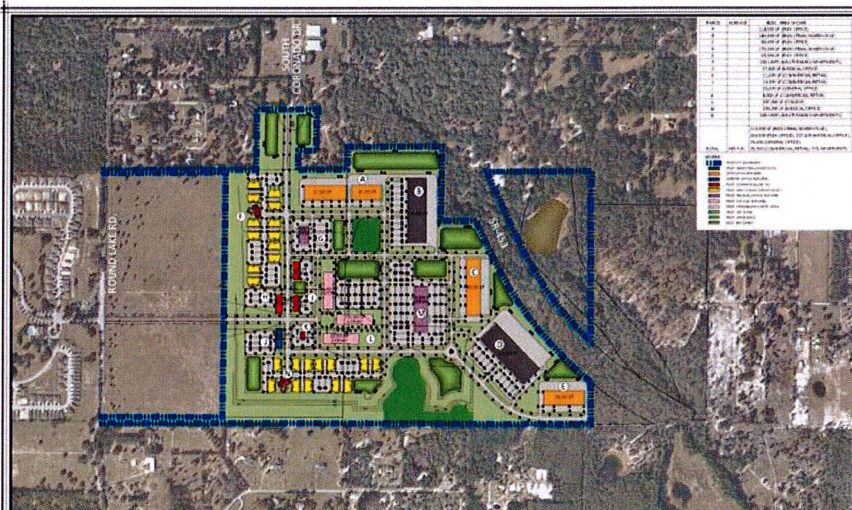


Summer Lake - Grace at the Wolf Branch Innovation District
Conceptual Site Plan

Duke Energy
Lake County, FL



Site Concept Plan with Grading



Summer Lake - Grace at the Wolf Branch Innovation District
Conceptual Site Plan

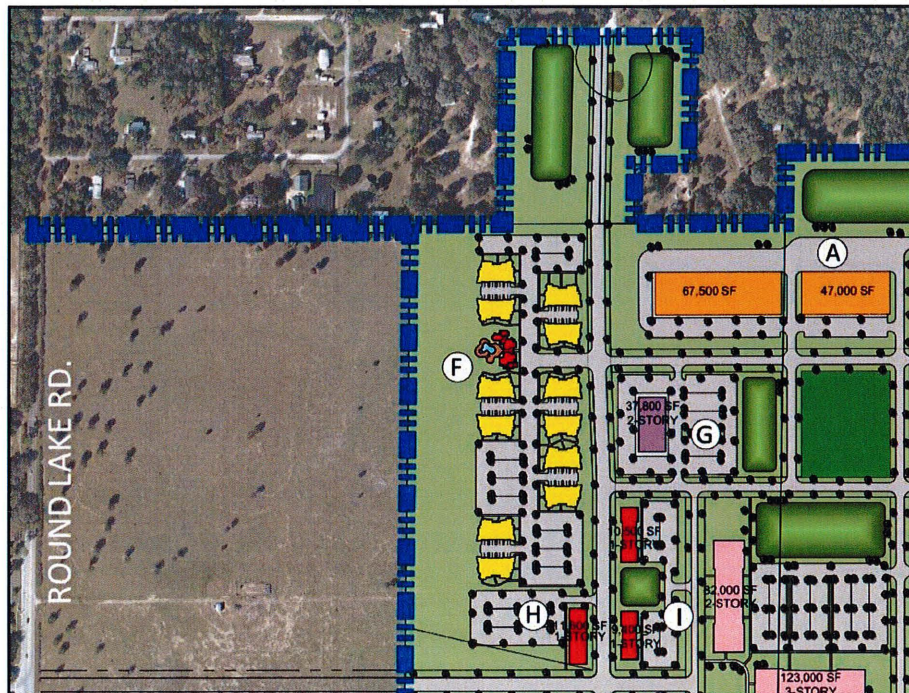
Duke Energy
Lake County, FL

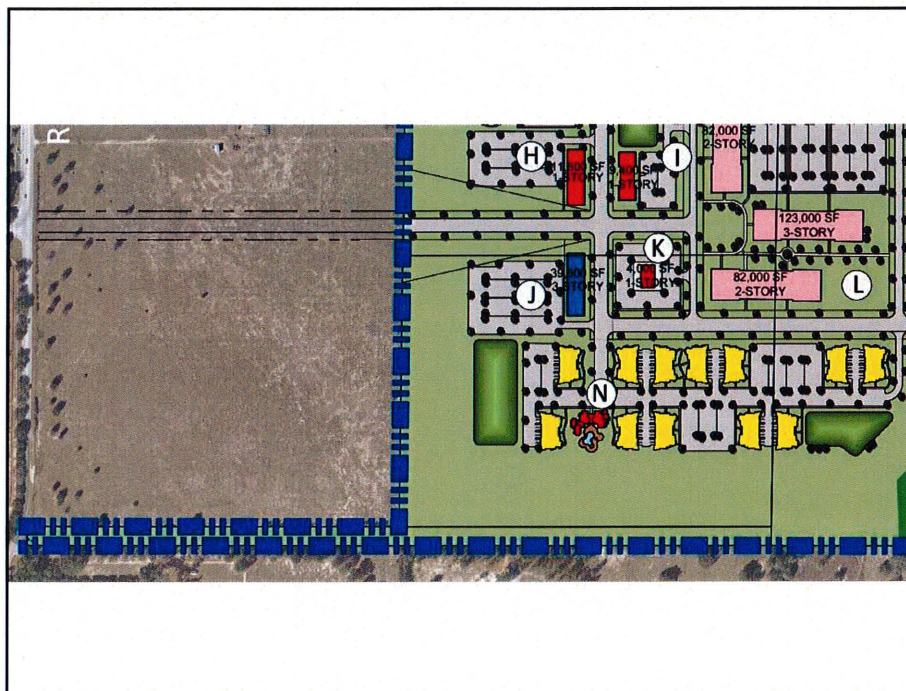
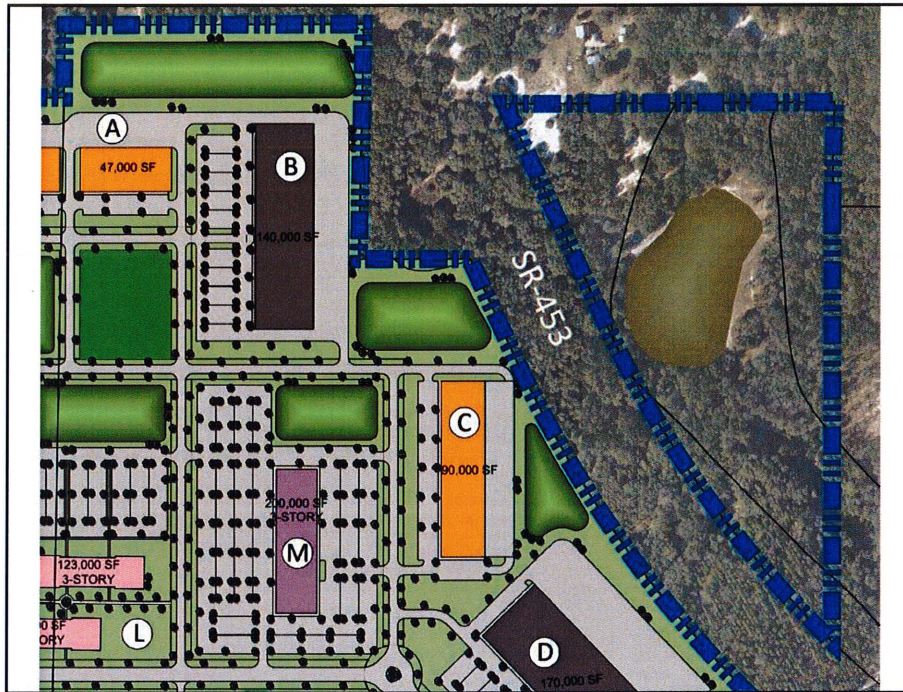


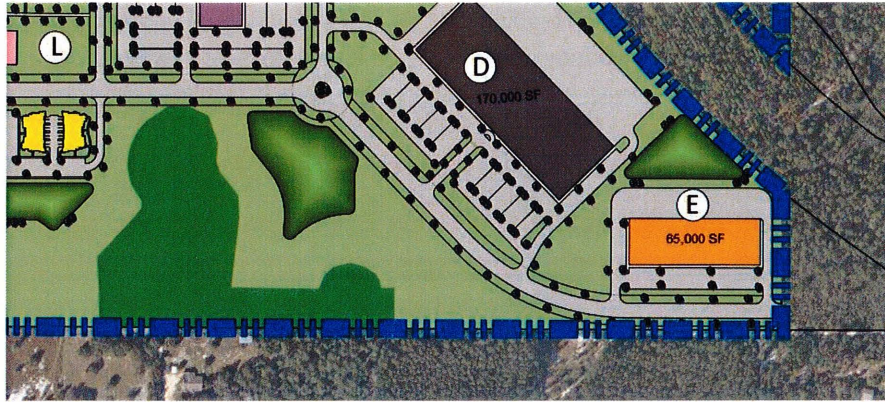
PARCEL	ACREAGE	BLDG. AREA SHOWN
A		114,500 SF (FLEX OFFICE)
B		140,000 SF (INDUSTRIAL/WAREHOUSE)
C		90,000 SF (FLEX OFFICE)
D		170,000 SF (INDUSTRIAL/WAREHOUSE)
E		65,000 SF (FLEX OFFICE)
F		288 UNITS (MULTI-FAMILY/APARTMENTS)
G		37,800 SF (MEDICAL/OFFICE)
H		11,600 SF (COMMERCIAL/RETAIL)
I		19,900 SF (COMMERCIAL/RETAIL)
J		39,600 SF (GENERAL OFFICE)
K		4,000 SF (COMMERCIAL/RETAIL)
L		287,000 SF (COLLEGE)
M		200,000 SF (MEDICAL/OFFICE)
N		288 UNITS (MULTI-FAMILY/APARTMENTS)
TOTAL	245.9 AC.	310,000 SF (INDUSTRIAL/WAREHOUSE); 269,500 (FLEX OFFICE); 237,800 (MEDICAL/OFFICE); 39,600 (GENERAL OFFICE); 35,500 (COMMERCIAL/RETAIL); 576 APARTMENTS

LEGEND:

	PROPERTY BOUNDARY
	PROP. INDUSTRIAL/WAREHOUSE
	OFFICE/FLEX BUILDING
	GENERAL OFFICE BUILDING
	PROP. COMMERCIAL/RETAIL
	PROP. MULTI-FAMILY/APARTMENTS
	PROP. MEDICAL/OFFICE BUILDING
	PROP. COLLEGE BUILDING
	PROP. PARKING/PAVEMENT AREA
	PROP. DRY POND
	PROP. OPEN SPACE
	EXIST. WETLANDS







Questions?



MSC Contact Information

Lindsey M. Cannon
Principal / Director of Site Readiness
lcannon@mccallumsweeney.com

Kyle Neu
Consultant
kneu@mccallumsweeney.com

McCallum Sweeney Consulting
15 South Main Street, Suite 950
Greenville, SC 29601

864-672-1600 (main)
864-672-1610 (fax)


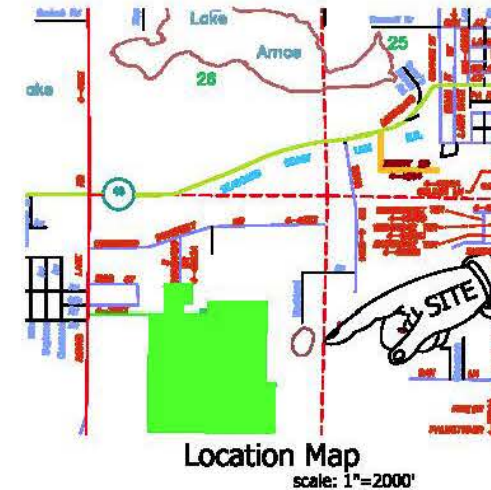
www.mccallumsweeney.com
@McCallumSweeney

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EXHIBIT J

Summer Lake Grace PUD Plan



Urban & Regional Planners, Inc.
1162 CAMP AVENUE - MT. DORA, FL 32757
(352)386-1940 / FAX (352)383-4824
1526/1 File: 1526-1 SLG Concept Plan Revised 08-20-2018

Proj.: 1526/1 File: 1526-1 SLG Concept Plan Revised 08-20-2018.dwg

Summer Lake-Grace Groves Concept Plan

Lake County, FL

Pod	Use	Acreage (±)	Percentage	Residential Units	Floor Area	Floor Area Civi
Pod 1	Warehouse/Distribution	22.62	7%		875,545	
Pod 2	Industrial	26.36	8%		877,217	
Pod 3	General Office	7.95	3%		70,667	
Pod 4	Commercial	9.37	3%		60,000	
Pod 5	Single Family	41.12	13%	165		
Pod 6	Multi-Family	64.39	21%	1095		
Pod 7	College	20.00	7%			340,000
Pod 8	Medical Office	31.20	10%		1,190,708	
WET	Wetlands	6.00	2%			
BUFF	Buffer Open Space	11.58	4%			
CONSERV	Conservation Open Space	6.87	2%			
GEN	General Open Space	41.81	14%			
WRA	In Pod Dry Water Retention As Amenity	30.52				
ROW	right-of-way	19.32	6%			
WATER	Open Water	0.00	0%			
OPEN	Open Space	30.76 ± (30%)				
Totals	Gross Acreage	308.69	100%	1,260	3,077,137	340,000
	Net Developable	302.69±				

* see notes below

Gross Land Area = 308.59± acres	
Net Land Area = 302.69± acres (308.59 acres total - 6 acres wetlands)	
Buffer OS - 11.58 acres, Conservation OS - 8.87 acres, WRA As Amenity 30.52 acres, General OS - 41.81 acres = 90.78 acres	
Total Open Space = 90.78± acres (30% of net land area minimum)	
Total Development Floor Area	3,077,137

[illegible]

Owner:
Harvey Bernfeld
30549 S Coronado Dr
Sorrento, Florida 32776

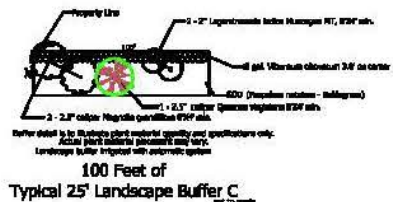
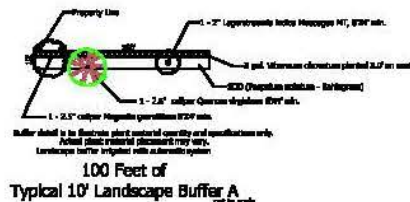
Owner:
Mount Dora Hills, LLC
c/o Harvey Bernfeld
30549 S Coronado Dr
Sorrento, Florida 32776

Owner:
HB Sorrento, LLC
c/o Harvey Bernfeld
30549 S Coronado Dr
Sorrento, Florida 32776

Owner:
Summer Lake Grace Groves, LLP
4345 S Atlantic Avenue
Unit A4
New Smyrna Beach, Florida 32169

Owner:
Tom West, Inc.
P.O. Box 1028
Ocoee, Florida 32762

Phase	Years	College (students)	Commercial	Warehouse/Dist	General Office	Single Family	Multi-Family	Industrial	Medical/Office
Phase 1	2016-2024	400	10,000	35,000	5,000	65	125		15,000
Phase 2	2025-2030	600	7,500	35,000	5,000	100	125	50,000	30,000
Phase 3	2031-2036	600	7,500	50,000	10,000		125	50,000	45,000
Phase 4	2037-2042	800	15,000	65,000			125	50,000	65,000
Phase 5	2043-2048	800	20,000	75,000	25,000		125	75,000	125,000
Phase 6	2049-2054	800		95,000			125	100,000	125,000
Phase 7	2055-2060			95,000	25,667		250	150,000	250,000
Phase 8	2061-2066			125,000			95	150,000	350,000
Phase 9	2067-2072			303,545				252,217	185,708



Applicant:
LPG Urban and Regional Planners, Inc.
c/o Greg Beliveau
1162 Camp Avenue
Mount Dora, Florida 32757
(352)-385-1940 (phone)

Project Engineer
Booth, Ern, Straughan, & Hiott, Inc.
c/o Duane Booth, P.E.
350 North Sinclair Ave.
Tavares, FL 32778
352-343-8481 (phone)
352-343-8495 (fax)

September 7, 2018
GRAPHIC SCALE



EXHIBIT K

**Approvals and Authority (City Council
October 15th agenda and City Manager
Authority)**

RESOLUTION NO. 2017-150

A RESOLUTION OF THE CITY OF MOUNT DORA, FLORIDA, PROVIDING NEW AND AMENDED STANDARD OPERATING PROCEDURES; AUTHORIZING THE CITY MANAGER TO EXECUTE SAID PROCEDURES; PROVIDING FOR ANNUAL UPDATE; PROVIDING FOR NEW PROCEDURES AND ADMENDMENTS; AND PROVIDING FOR IMPLEMENTING ACTIONS, SCRIVENER'S ERRORS, CONFLICTS, SEVERABILITY, AND AN EFFECTIVE DATE.

WHEREAS, since 2017 certain administrative policies, rules and procedures have been created; and

WHEREAS, The City Council of the City of Mount Dora has deemed it necessary and directed City staff to conduct a comprehensive evaluation, update and revision of the said policies, rules and procedures.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF MOUNT DORA, FLORIDA, AS FOLLOWS:

SECTION 1. Approval of Standard Operating Procedures. The City Council approves the Standard Operating Procedures provided in Exhibit 1.

SECTION 2. Authorization of City Manager. The City Council authorizes the City Manager to execute the Standard Operating Procedures provided in Exhibit 1.

SECTION 3. Annual Update. The Standard Operating Procedures provided in Exhibit 1 shall be annually evaluated, and updated as deemed necessary.

SECTION 4. New Procedures and Amendments. New Standard Operating Procedures and amendments to the Standard Operating Procedures provided in Exhibit 1 shall be adopted by Resolution of the City Council.

SECTION 5. Implementing Actions. The City Manager is hereby authorized and directed to take such actions as deemed necessary and appropriate in order to implement the provisions of this Resolution.

SECTION 6. Savings. The prior actions of the City of Mount Dora relating to the adoption of City tax rates and related budgetary actions and activities are hereby ratified and affirmed.

SECTION 7. Scrivener's Errors. Typographical errors and other matters of a similar nature that do not affect the intent of this Resolution, as determined by the City Clerk and City Attorney, may be corrected.

SECTION 8. Conflicts. All Resolutions or parts of Resolutions in conflict with any of the provisions of this Resolution are hereby repealed.

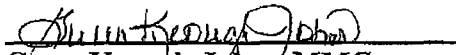
SECTION 9. Severability. If any Section or portion of a Section of this Resolution proves to be invalid, unlawful, or unconstitutional, it shall not be held to invalidate or impair the validity, force, or effect of any other Section or part of this Resolution.

SECTION 10. Effective Date. This Resolution shall become effective immediately upon its passage and adoption.

PASSED AND ADOPTED this 21st day of September, 2017.



NICK GIRONE
MAYOR of the City of Mount Dora, FL



Gwen Keough-Johns, MMC
City Clerk

City of Mount Dora

Authority and Administration

Responsible Dept.: City Manager	Approved: <u>Robin R. Hayes</u> Robin R. Hayes, City Manager
Director Approval: <u>Robin R. Hayes</u> (Signature)	Date: <u>July 16, 2018</u>

Purpose: To provide for the administrative implementation of the City of Mount Dora Standard Operating Procedures (SOP's).

Scope: The City Manager is authorized and directed to take such administrative actions as deemed necessary and appropriate in order to implement the City of Mount Dora Standard Operating Procedures.

Procedure:

1. Administration of Standard Operating Procedures: Administration of the City of Mount Dora SOP's shall be the responsibility of the City Manager. Department directors shall be responsible for the effective administration of the SOP's within their respective operations.
2. Authority for Development of Departmental Standard Operating Procedures: A department director shall have the responsibility and authority to develop and implement internal departmental SOP's subject to the review and approval of the City Manager. In the event of any conflict between a departmental SOP and a City SOP, the City SOP shall apply.
3. Deviation or Exception from a Standard Operating Procedure: A department director shall the right to request, in writing, a deviation or exception from an individual SOP when individual circumstances so justify. The request shall be submitted to the City Manager. All deviations and exceptions require written approval of the City Manager prior to implementation. The City Manager may approve the request (wholly or partially), deny the request, approve an alternative to the request or direct that the department director prepare an amendment to the SOP reflective of the request.
4. Annual Update: The SOP's shall be annually evaluated, and updated as deemed necessary by the City Manager.
5. New Standard Operating Procedures and Amendments: New SOP's and amendments to existing SOP's shall be adopted by Resolution of the City Council.

City of Mount Dora

Delegation of Authority to City Manager

Responsible Dept.: City Manager	Approved: <u>Robin R. Hayes</u> Robin R. Hayes, City Manager
Director Approval: <u>Robin R. Hayes</u> (Signature)	Date: <u>July 16, 2018</u>

Purpose: To establish procedures pertaining to City Council's delegation of authority to the City Manager to accept or approve documents that do not require action by the City Council and to take other appropriate actions to ensure the smooth and efficient operation and functioning of City government.

Scope: These procedures apply to the City Manager's approval, acceptance, or execution of certain City instruments and documents.

Procedure:

A. The City Manager is hereby authorized to accept and execute, as may be necessary for the sound and efficient public administration of the City of Mount Dora, the following instruments and documents:

1. Deeds and other conveyances to the City to advance City, Lake County, or State of Florida projects.
2. Bills of sale to the City to advance City, Lake County, or State of Florida projects.
3. Impact fee agreements, when approved by the City Council, including, but not limited to, proportionate share agreements.
4. Agreements relating to the provision of utility service and payments for utility services.
5. Contracts within the City Manager's delegated purchasing and procurement authority per the Purchasing Policy as approved by Council.
6. Plan documents of benefit services.
7. Amendments, extensions and assignments of contracts that, with the concurrence of the City Attorney, are determined not to affect the substantive rights of the City under the terms and conditions of the contract and which are not substantially likely to affect the City in other aspects.
8. Employment agreements with department directors containing severance provisions consistent with City policy and State law.

9. Letters of credit, payment and performance bonds and related surety instruments including the authority to release obligations thereunder to the City in the event that the obligor's obligations to the City have been accomplished.
10. Facility Use Agreements for City owned buildings, land, etc.
11. Memorandums of Understanding or similar agreements with other governmental agencies relating to police, fire and emergency operations matters.
12. Memorandums of Understanding on planning matters that relate to proposals made by the managerial staffs of entities to local governing bodies for ultimate policy determinations.
13. Federal or State mandated personnel policies as recommended by the City's Human Resources Director and approved by the City Attorney for legal sufficiency.
14. The City Manager is delegated the authority to schedule and agendize public hearing matters before the City Council as the City Manager deems appropriate and in the best interests of the City.
15. The City Manager may determine that it is desirable or appropriate to submit the matters enumerated herein to the City Council for approval.
16. This delegation is subject to the City Manager utilizing approved City forms, tailored to the action that is pertinent to the matter, and ensuring that legal review has been appropriately completed and that the City Clerk has approved the format of any document being executed in order that the document can be appropriately attested to as needed.
17. The City Manager is authorized and directed to implement these procedures by means of such administrative actions as may be deemed appropriate and necessary.
18. The City Manager may attend meetings and represent the City with the consent of the City Council unless otherwise directed. City business may be discussed and information provided, the City Manager will provide an update of the meeting if applicable.

EXHIBIT L

Support Letters



Lake County Board of County Commissioners
315 W Main St • Tavares, FL 32778

October 8, 2019

Ms. Robin R. Hayes
City Manager
City of Mount Dora
510 N. Baker Street
Mount Dora, FL 32757

Dear Ms. Hayes:

The Lake County Board of County Commissioners on October 8, 2019, voted to offer its support of Mount Dora's application for a grant through the Florida Department of Economic Opportunity's "Florida Job Growth Grant Fund – Infrastructure" for the extension of utilities and high speed fiber optic cable in the targeted employment areas within the Wolf Branch Innovation District, U.S. 441 and Highland Street corridors.

As collaborative partners, Lake County and Mount Dora have continued to work together with other government entities, education and business organizations on the development of the Wolf Branch Innovation District and surrounding areas for more than 10 years. Through strategic and progressive planning in these targeted areas, Lake County and the City of Mount Dora have planned for future growth to support new employment and high wage jobs. Combined, the three employment areas include more than 1,500 acres of land that will attract targeted industries, mixed use retail and office space, and higher value residential development, all while maintaining the unique character of Mount Dora and the surrounding areas in Lake County. The proposed utility and fiber optic cable improvements will interconnect the three employment areas and supplement committed infrastructure improvements already planned within each employment zone.

It is imperative that Lake County and the municipalities pursue economic development strategies that will facilitate the creation of high wage jobs within our geographic boundaries. The project scope presented by Mount Dora in this grant application will assist us in achieving those goals, and Lake County is committed to working with our partners at the City of Mount Dora to bring new jobs to the region.

Sincerely,

Leslie Campione, Chairman
Lake County Board of County Commissioners

P 352.343-9888 • F 352.343-9495
Board of County Commissioners • www.lakecountyfl.gov

Timothy I. Sullivan
District 1

Sean M. Parks, AICP, QEP
District 2

Wendy R. Breeden
District 3

Leslie Campione
District 4

Josh Blake
District 5



Lake Technical College

September 27, 2019

Ms. Robin R. Hayes
City Manager
City of Mount Dora
510 N. Baker Street
Mount Dora, FL 32757

Re: DEO Infrastructure Grant Application
Utility Extensions and High Speed Fiber Optic Cable

Dear Ms. Hayes:

It is our pleasure to write this letter of support for the Florida Job Growth Grant Fund Infrastructure application for the extension of City utilities and high speed fiber optic cable in the designated employment target areas in the Wolf Branch Innovation District, U.S. 441 and Highland Street corridors.

The City has worked in partnership with Lake County and other government, education and business partners, including Lake Technical College, regarding the Wolf Branch Innovation District for over 10 years and through progressive planning in other target areas, the City has planned for the future growth to support future employment and high wage jobs. The designated targeted employment areas are strategically located and conveniently accessible to the near completion of the Wekiva Parkway (State Road 453/429) that also includes extension of the Wekiva Trail into Lake County and planned connection to downtown Mount Dora along with roadway improvements to SR 46 and US 441 within the City.

The three (3) target employment areas include over 1500 acres of land that will attract target industries, mixed use retail and office and higher value residential development while maintaining the unique character of the City and surrounding areas in Lake County.

The proposed utility and fiber optic cable improvements will interconnect the three (3) target areas and supplement committed infrastructure improvements already planned within each employment zone.

Lake Technical College

2001 Kurt Street

Eustis, Florida 32726

352.589.2250

www.laketechnical.org

Those of us at Lake Technical College look forward to working with the City to expand the economic vitality in the key locations for future planned growth and offer our support to the City's Florida Job Grant Fund Infrastructure Grant application.

Respectfully,

A handwritten signature in black ink that reads "Diane Culpepper". The signature is written in a cursive, flowing style.

Diane Culpepper, PhD
Executive Director



Lake Sumter
State College

OFFICE OF THE PRESIDENT

September 25, 2019

Ms. Robin R. Hayes
City Manager
City of Mount Dora
510 N. Baker Street
Mount Dora, FL 32757

Re: DEO Infrastructure Grant Application
Utility Extensions and High-Speed Fiber Optic Cable

Dear Ms. Hayes:

Please accept this letter of support for the Florida Job Growth Grant Fund Infrastructure application for the extension of city utilities and high-speed fiber optic cable in the designated employment target areas in the Wolf Branch Innovation District, U.S. 441 and Highland Street corridors.

Lake-Sumter State College has worked with Lake County and other government, education and business partners regarding the Wolf Branch Innovation District for over ten years in the planning and development of a high-skill high wage employment district.

With the support of the City of Mount Dora, business partners and a generous private donor the college is in the final stages of securing a land donation within the innovation district. This land is earmarked to create a college campus to train the skilled employees necessary to attract and retain the companies who will locate in the region.

The utility extensions and high-speed fiber-optic cable are both critical in the establishment of the campus and creating high value workforce programs.

The proposed utility and fiber optic cable improvements will interconnect the three (3) target areas, and supplement committed infrastructure improvements already planned within each employment zone.

We look forward to working with the City to expand the economic vitality in our region for future planned growth and offer our support to the City's Florida Job Grant Fund Infrastructure Grant application.

Respectfully,

Stanley M. Sidor, Ed. D.
President, Lake-Sumter State College

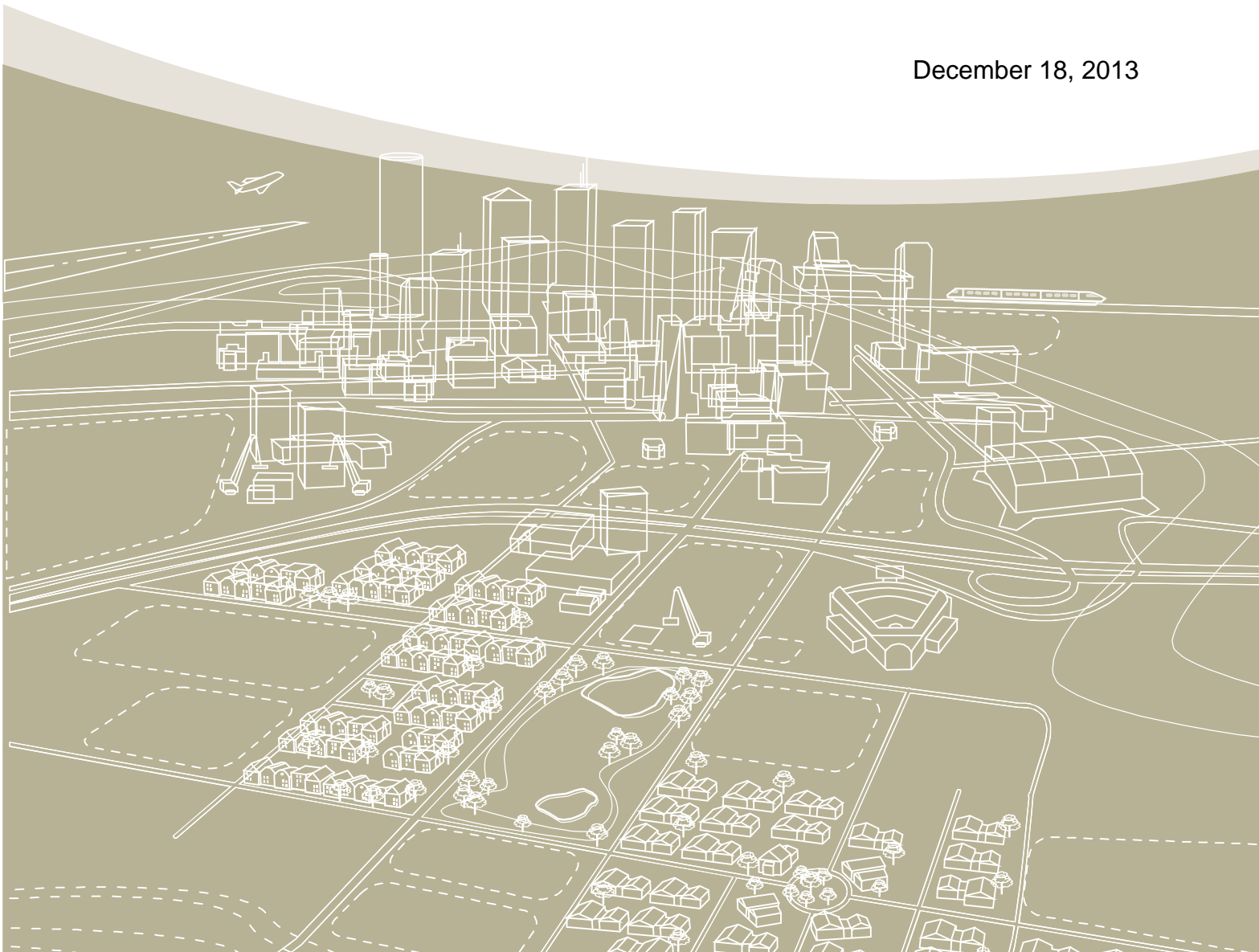
EXHIBIT M

Renaissance Planning Group Market Study

Analysis of Proposed Mount Dora Employment Center City of Mount Dora and Lake County

Prepared for Renaissance Planning Group

December 18, 2013



MEMORANDUM

TO: Mark Reggentin, Planning and Development Director
City of Mount Dora, Florida

FROM: Owen M. Beitsch, PhD, CRE, FAICP
Dave Darsey, Senior Principal
Real Estate Research Consultants, Inc.

DATE: December 18, 2013

RE: **Analysis of Proposed Mount Dora Employment Center**

1.0 INTRODUCTION

Real Estate Research Consultants, Inc. (RERC) was retained as a sub-consultant to Renaissance Planning Group (Renaissance) to provide consulting services associated with a proposed employment center near the City of Mount Dora, Florida.

Renaissance is preparing a master plan that describes the content of this major new employment center which will generally support the city and nearby communities. The plan responds to key markets that could be served based on an analysis of growth occurring in appropriate employment categories and the experiences of case study circumstances to be determined. Generally, RERC was charged with identifying those markets, describing the possible scale of such a venture, determining the efforts and lessons from comparable situations and to otherwise assist in executing the basic documents associated with the master plan. This memorandum summarizes the results of our analysis.

2.0 MOUNT DORA EMPLOYMENT CENTER SITE

Access and Context

The subject site is located east of US 441 and straddles both sides of SR 46. A portion of the Wekiva Parkway will be constructed through the site, exiting onto SR 46. The site is shown on the following regional map.

Figure 2.1: Mount Dora Employment Center Location

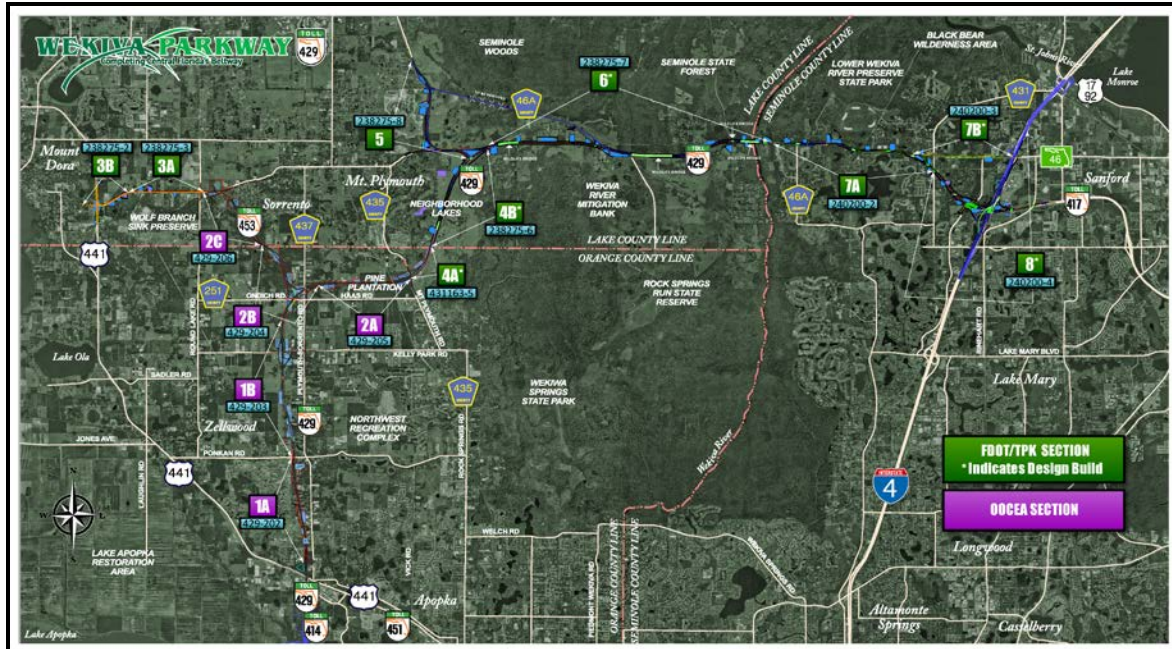


Source: Orlando-Orange County Expressway Authority; FDOT; RERC

As indicated on the above map, the site will have excellent interconnectivity within the greater Orlando region upon completion of the Wekiva Parkway. The Parkway will complete the toll road beltway system around Orlando. Construction is underway now on the Parkway, with various stages opening in phases over the next seven years.

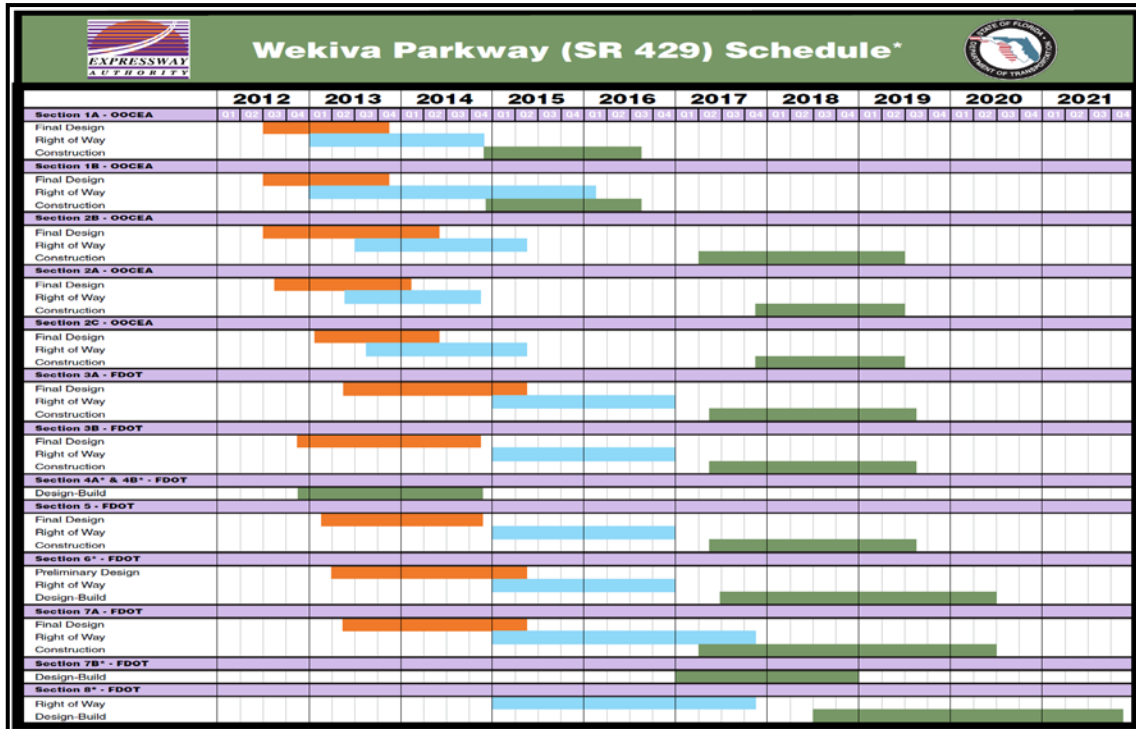
The following map shows a more detailed view of the Wekiva Parkway route, along with the estimated construction schedule.

Figure 2.2: Wekiva Parkway Alignment



Source: Orlando-Orange County Expressway Authority; FDOT; RERC

Figure 2.3: Wekiva Parkway Construction Schedule

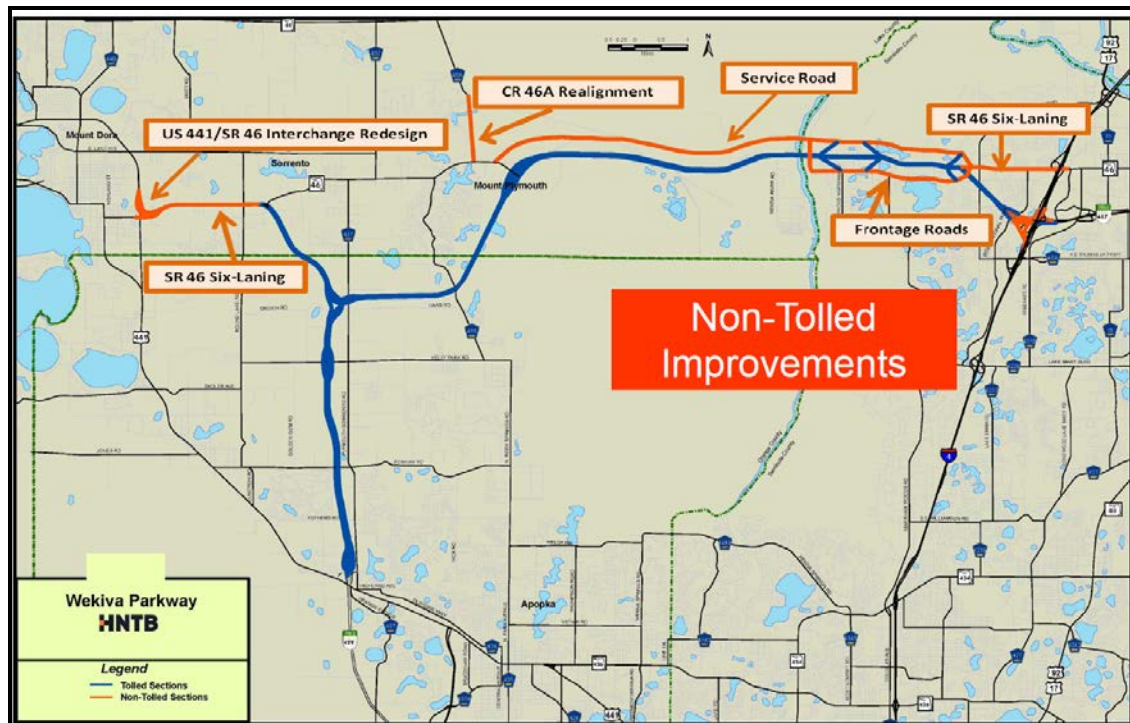


Source: Orlando-Orange County Expressway Authority; FDOT; RERC

The entire Parkway system is scheduled to open by mid-year 2020. The leg of the system that extends into Lake County to the subject site is scheduled to be completed in mid-year 2019, about one year prior to the entire road opening.

Improvements to SR 46 will also occur as a part of the Parkway construction process. These improvements are scheduled to be completed at the same time as the toll road extension to the subject site. The following map highlights the non-tolled road improvements.

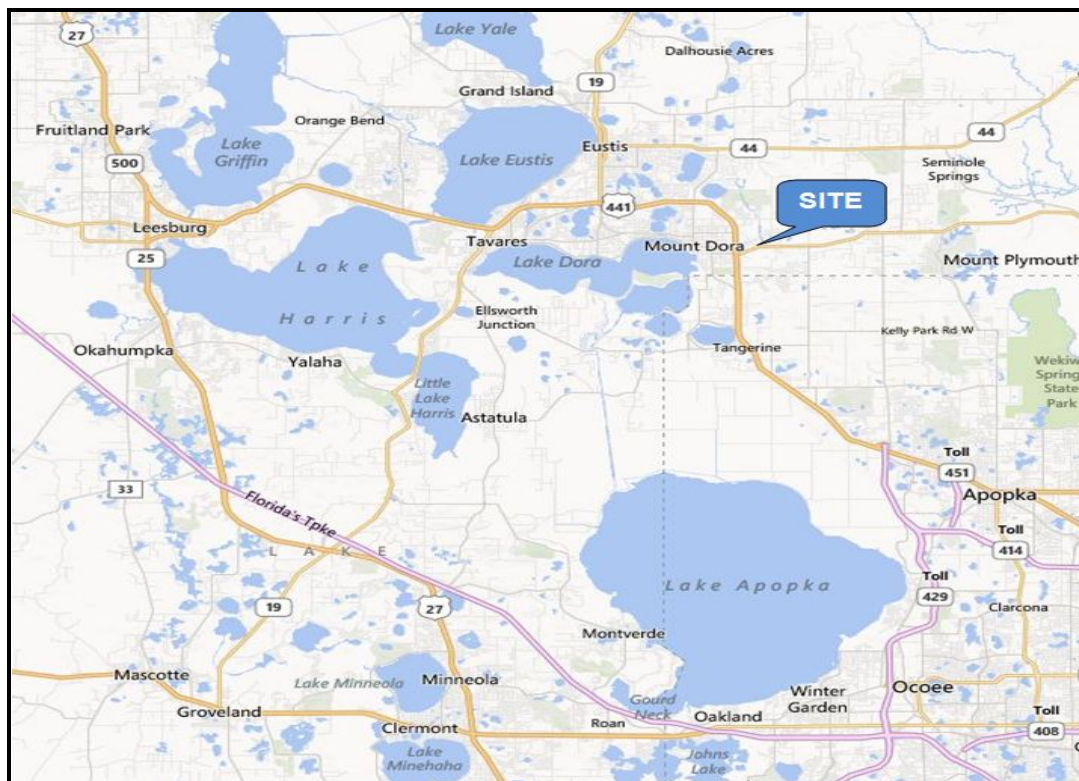
Figure 2.4: Other Road Upgrades



Source: Orlando-Orange County Expressway Authority; Florida Department of Transportation; RERC

A portion of the improvements to SR 46 extending west towards US 441 will go through the subject site. These improvements will only enhance the access to other areas within Lake County, such as Tavares and Leesburg. The location of the Mount Dora Employment Center site relative to other cities in Lake County is shown in the figure on the following page.

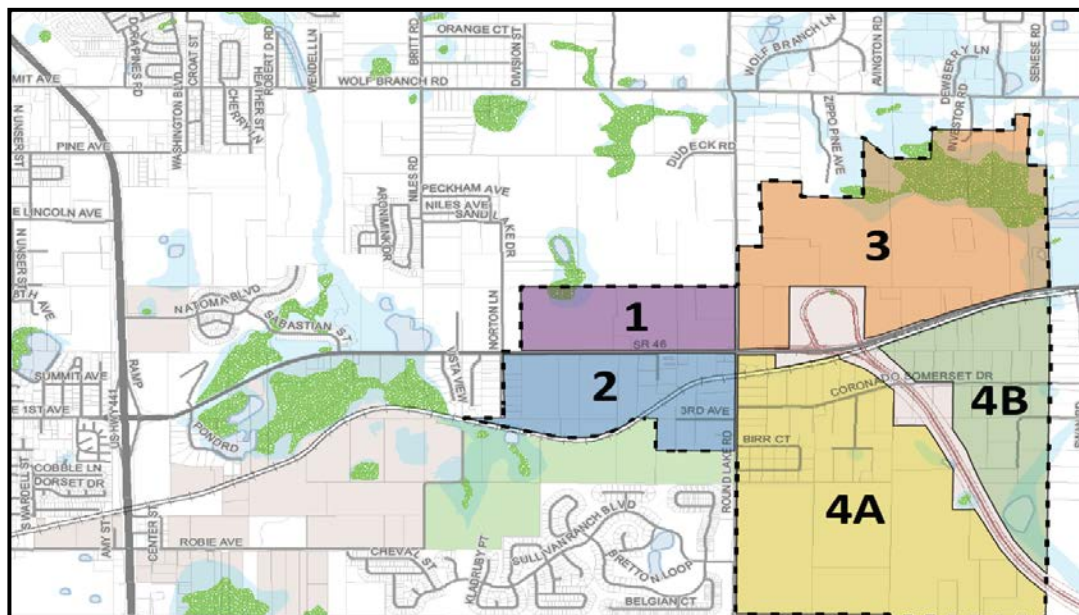
Figure 2.5: Mount Dora Employment Center's Location Relative to Other Municipalities



Source: Bing Maps; RERC

A more detailed view of the Mount Dora Employment Center site is shown in the map below.

Figure 2.6: Mount Dora Employment Center Site



Source: Renaissance; RERC

The site totals about 1,320 acres. After netting out the proposed roads and right of way there is approximately 1,217 acres remaining. Approximately 461 acres are north of SR 46, with the remaining 756 acres south of the road. The following tables illustrate the acres in the defined quadrants in the above map as well as the size of the land parcels within the site area.

Table 2.1: Site Quadrants and Parcel Sizes

<u>Area</u>	<u>Acres (1)</u>	<u>Parcel Size</u>	<u># of Parcels</u>	<u>Acres (1)</u>	<u>% of Total</u>	
					<u>Parcels</u>	<u>Acres</u>
1	108	0 to 1 acres	36	12	20.9%	1.0%
2	146	1 to 2.5 acres	41	56	23.8%	4.6%
3	353	2.5 to 5 acres	36	148	20.9%	12.2%
4A	434	5 to 10 acres	29	172	16.9%	14.1%
4B	176	10 to 25 acres	20	268	11.6%	22.0%
Total	1,217	25 to 50 acres	5	161	2.9%	13.2%
		Greater than 50 acres	5	400	2.9%	32.9%
		Total	172	1,217	100.0%	100.0%

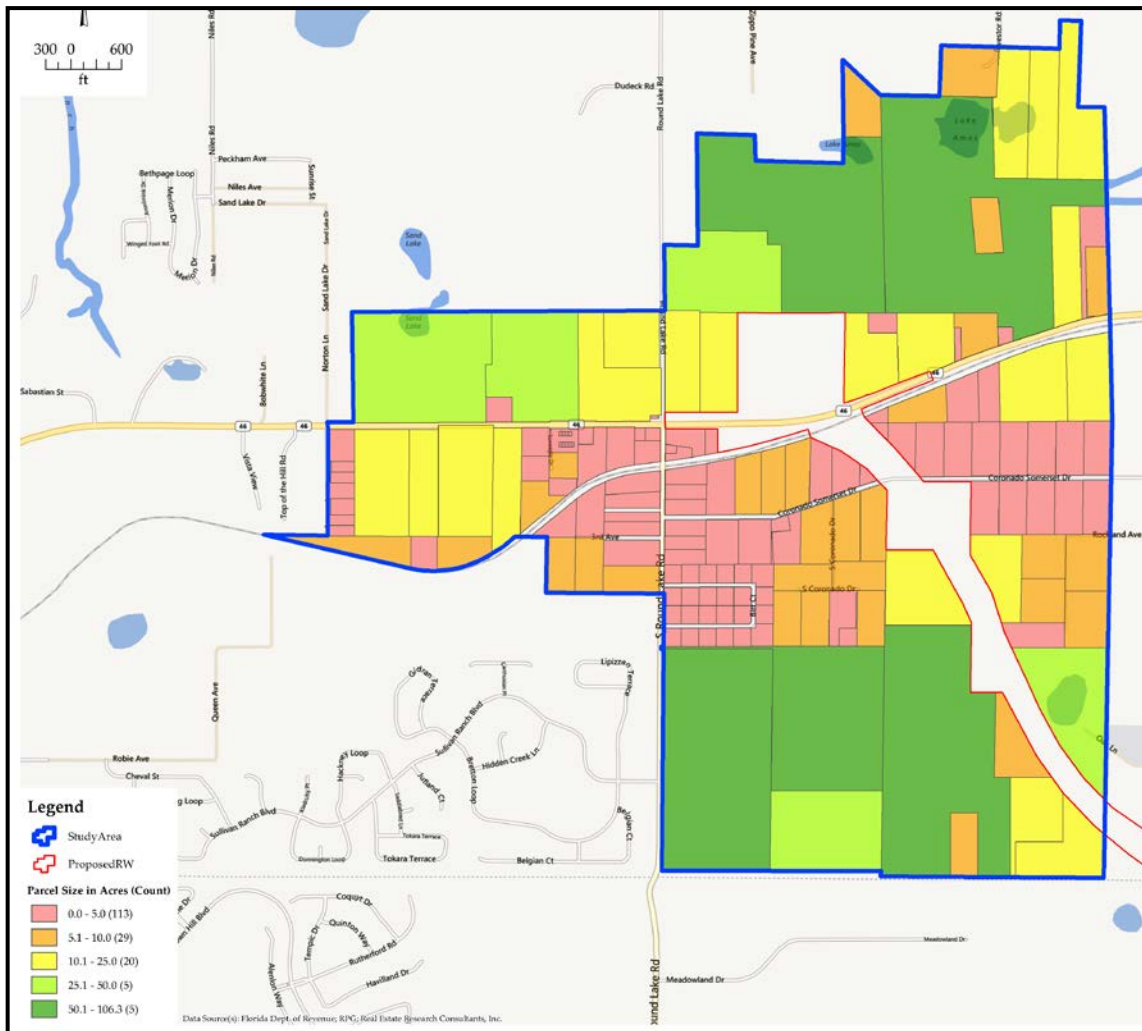
(1) Net of roads and right of way.

Source: Renaissance; Lake County Property Appraiser; RERC

The existing and proposed road systems that run through the site divide the Employment Center up into five areas. Areas 3 and 4A have the largest acreage. Currently 4A and 4B are not separated but will be once the Wekiva Parkway is extended to SR 46. The proposed interchange at SR 46 and the Wekiva Parkway will also impact the available land in area 3.

The property is all under private ownership, with about 134 owners of 172 parcels. The parcels vary in size with the largest at approximately 106 acres. The largest number of parcels is in the 1 to 2.5 acre size but only account for about 5% of the site acreage. Ten parcels are greater than 25 acres in size, accounting for about 6% of the parcels and 46% of the site's acreage. The map on the following page shows each parcel color coded by the size of the parcel.

Figure 2.7: Parcelization of Mount Dora Employment Center Site



Source: Renaissance; RERC

As can be seen in the above map, several of the larger parcels are adjacent to each other, meaning the ability to assemble land into larger development sites should be enhanced. The dark green shaded parcels on the map are 50 acres or more in size. The larger parcels north of SR 46 shown in dark green have access to the roadway and may offer some particularly good opportunities for development and assemblage.

This location is unique as it will offer one of a very limited number of development sites along the Wekiva Parkway. The Parkway was designed to minimize its impact on the environment as well as allow corridors for passage of wildlife in the area. There are only three permanent interchanges on the Parkway between Apopka and I-4, one at the subject site, another at Kelly Park Road in Orange County, and a third at Camp Challenge Road in Lake County. The Kelly Park Road interchange is about two miles south of the subject site, and the Camp Challenge Road interchange is about five miles east of the site. This could limit the competition for new product within easy access to the Parkway in the region.

The Kelly Park Crossing DRI project is proposed at the Kelly Park interchange off the Wekiva Parkway. This project could have up to 900 developed acres including 1,550 housing units, a 1,400,000 square foot regional mall, offices, a campus for Valencia College, 500 hotel rooms, a 400-bed hospital with medical office space, as well as a 4,000,000 square foot merchandise mart. There are 9,200,000 square feet of development rights secured for this project. Even though the limited number of interchanges on the Wekiva Parkway will impact the potential for future competition, the Kelly Park Crossing project should certainly attract its fair share of commercial space, even if not developed as currently envisioned. In many ways Kelly Park Crossing, which is much further along in obtaining entitlements, could be a preferred development site compared to the proposed Mount Dora Employment Center. Its location slightly closer to the Orlando metro area could also make it more desirable in the near term to the subject site. These factors were taken into account in our estimates of development potential discussed later in this document.

Regulatory Environment

The area is subject to a joint planning agreement and it is understood that the property in question will be annexed into the City of Mount Dora as the planning process continues. The location will benefit from zoning and land use designations favorable to most kinds of non-residential development opportunities. While residential activity may also be permitted, there are expectations the overall number of units ultimately approved would be relatively low to retain the area's focus on employment generating initiatives.

While Florida substantially suspended the rules for land development approvals, this area may still be subject to special approvals. By virtue of being within the Wekiva Study Area, there will still be requirements for specific properties of a certain size to follow the procedures for submitting a DRI. Given the number of property holders in the area, it is difficult to evaluate how, at this point, this level of approvals could affect actual implementation.

Implications

All in all, the proposed Employment Center should be able to compete very effectively for new development opportunities over an extended time frame.

The Mount Dora Employment Center site is well situated to take advantage of the dramatic improvement to regional access in the area that will occur upon the opening of the Wekiva Parkway. In 2020 the Parkway will ultimately connect with I-4 to the east and provide the last leg of the beltway system around Orlando. The extension of the beltway into Lake County will end at the subject site and should open by 2019. Various developers and property owners can be expected to position themselves and any potential projects to coincide with the roadway's actual completion.

The parkway is literally a limited access highway, which enhances the value and access stemming from any of the interchanges that will be constructed. The restricted number of access points along the road will impose some limits on potentially competitive development that will emerge in the region

The property has extensive acreage contained within parcels over 25 acres in size, which should ease, but not eliminate, the effort of assembling large developable sites. Also, several of

the larger parcels are adjacent to each other, which should help in assembling land into larger development sites. The need to satisfy some regulatory hurdles which do not apply in, or to, other development areas will remain something of an obstacle to implementing a truly integrated and cohesive plan. At the very least, the complications stemming from a large plan seem likely to slow the rate at which the property is absorbed by the market.

3.0 SOCIO-ECONOMIC TRENDS

Orange County remains the dominant housing and business location in the larger region and will continue to attract a disproportionate share of the metropolitan area's population and employment growth. However, as competition for the remaining land to accommodate both residential and non-residential uses grows, costs will also grow, forcing users to become more economically discriminating in their choices. The need to balance land prices and land suitability will ultimately shift a substantial part of the region's development activity to less settled areas. It will advance first to those with the most supportive access and infrastructure.

Several of the trends influencing the region's development patterns and comprising major considerations in our analysis are discussed in the sections below. In effect, these are observable conditions which provide a valuable frame of reference for our ultimate findings. In the main, we believe these trends largely benefit the study area and affirm its position among many regional locations competing for future employment opportunities.

Population

There are a number of ways the region's geography could be profiled. Given the connecting linkages of I-4, the Wekiva Parkway and other related extensions of the Orlando area's beltway, we are focusing exclusively on Lake, Seminole and Orange counties for this analysis. Even if Osceola or other nearby counties may be a part of the formal regional structure, they are not an obvious part of the surface transportation system servicing today's key residential and commercial centers.

Table 3.1: Current and projected area population

<u>Year</u>	<u>Lake</u>	<u>Orange</u>	<u>Seminole</u>	<u>Total Tri-County Area</u>	<u>Lake % of Total</u>	<u>Lake % Avg Annual Growth Rate</u>	<u>Orange</u>	<u>Seminole</u>	<u>Tri-County</u>
		(1,000)							
1980	105.9	474.8	182.0	762,728	13.9%				
1990	153.5	685.8	291.2	1,130,405	13.6%	3.8%	3.7%	4.8%	4.01%
2000	212.3	903.0	367.4	1,482,744	14.3%	3.3%	2.8%	2.4%	2.75%
2010	298.0	1,149.5	423.5	1,870,958	15.9%	3.4%	2.4%	1.4%	2.35%
Projections									
2020	384.2	1,370.2	507.4	2,261,799	17.0%	2.6%	1.8%	1.8%	1.92%
2025	427.7	1,482.9	550.2	2,460,756	17.4%	2.2%	1.6%	1.6%	1.70%
2030	471.0	1,595.1	592.8	2,658,903	17.7%	1.9%	1.5%	1.5%	1.56%
2040	557.0	1,818.4	677.6	3,052,927	18.2%	1.7%	1.3%	1.3%	1.39%

Sources: U.S. Bureau of the Census, Decennial Census, Woods and Poole 2012 State Profile; RERC.

By 2040, this three county area will grow to approximately 3,000,000 people; double the population in 2000, adding about 1,500,000 people in that time horizon. The total change from 1980 to 2040 will be about 2,300,000 people, a figure larger than the resident population in place in 2010, the year of the last decennial census. This will be a period of extraordinary growth.

Within this regional context, Lake's population will have grown by 451,000 persons in the 1980 to 2040 period, a change that exceeds the total population in Seminole County in 2010. As a share of the region's growing population, Lake is expected to control a growing proportion

across the entire study period. In 1980, Lake comprised about 14% of the three county population, dipping slightly in 1990 during a prior recession. Since then, its share has steadily expanded and will grow to about 18% of the three county total by 2040.

Just as its share has grown so has the rate of expansion. In almost every decennial year and in all future years, Lake is forecast to have an annualized growth rate that exceeds that of its neighbors.

Employment

Lake's share of the defined region's employment, however, has not kept pace with its growing population. In effect, Lake County has become an alternative location for housing displaced from Seminole, which is almost fully developed and Orange, where there are higher demands on land resources. Current employment projections, based on data from Woods & Poole Economics, Inc., actually show a moderately declining share of employment relative to population through 2040. The Woods & Poole firm specializes in long-term county economic and demographic projections. Woods & Poole's database for every county in the U.S. contains projections through 2040 for more than 900 variables. Each year Woods & Poole updates the projections with new historical data. Woods & Poole has been making county projections since 1983.

In terms of absolute job growth, however, the numbers are impressive. Lake County will have added about 161,000 jobs from 1980 to 2040, only slightly less than the total employment in Seminole County in 2000. In 2040, there could be as many as 207,000 workers in Lake County, approximately the total in place in Seminole County between the years 2000 and 2010. Beyond 2020, Woods and Poole expect the annualized rate of job change in Lake County to be on par with that of its neighboring counties.

Table 3.2: Current and projected area employment

<u>Year</u>	<u>Lake</u>	<u>Orange</u>	<u>Seminole</u>	<u>Total Tri-County Area</u>	<u>Lake % of Total</u>	<u>Lake</u>	<u>Orange</u>	<u>Seminole</u>	<u>Tri-County</u>
		(1,000)				<u>% Avg Annual Growth Rate</u>			
1980	46.3	291.2	61.6	399,068	11.6%				
1990	58.3	516.9	121.2	696,455	8.4%	2.3%	5.9%	7.0%	5.7%
2000	85.8	733.6	185.1	1,004,518	8.5%	3.9%	3.6%	4.3%	3.7%
2010	115.0	809.7	221.0	1,145,649	10.0%	3.0%	1.0%	1.8%	1.3%
Projections									
2020	140.3	988.8	266.2	1,395,292	10.1%	2.0%	2.0%	1.9%	2.0%
2025	155.3	1,091.9	292.3	1,539,401	10.1%	2.0%	2.0%	1.9%	2.0%
2030	171.4	1,202.8	320.9	1,695,032	10.1%	2.0%	2.0%	1.9%	1.9%
2040	207.3	1,448.8	386.9	2,042,954	10.1%	1.9%	1.9%	1.9%	1.9%

Sources: U.S. Bureau of the Census, Decennial Census, Woods and Poole 2012 State Profile; RERC.

Certain classes of employment will assume greater importance over time. Not surprisingly, as the county has shifted from its agricultural past, the rate of decline in farming and forestry has been steady compared with both Orange County and Seminole County. The decline continues through 2040. Nonetheless, this category of employment remains material to the composition of

Lake's economy. While Lake may have only 10% of all jobs in the region by 2040, the county will still account for about 24% of the region's jobs in agricultural, mining, and forestry related industries.

Other important categories of employment in the larger mix of employment include various services, retail services, government, health care and construction. The above average shares within these categories reflect the area's steadily increasing population and its needs. Less significant in terms of its relative share, but still a large category of future employment, are jobs in selected professional services and management.

Implications

Even as socio-economic projection methods have improved, the numbers used in this analysis have limitations because they are derived from recent gains and losses in the housing and commercial markets very specific to jurisdictional boundaries. Consequently, population and employment forecasts at the county level can vary materially over time as policies and local investments deter or attract patterns of development, yielding higher or lower rates of growth.

Without discounting their value for planning purposes, the numbers used here are best deployed as relative measures describing generalized patterns of a certain velocity and character subject to shifting political or physical conditions. They are suggestive of trends to be exploited or manipulated in the short and long terms. They absolutely do not represent an immutable condition.

On balance, what the information does indicate is, absent specific interventionist strategies, Lake County is on a trajectory to achieve growth that equals or exceeds other nearby counties. The comparison provides insight into the nature and composition of that growth. The scale of potential growth is such that the affected local governments are wise to control and direct it to areas of the county most suitable to support the pace of development. Whatever the limitations of the forecast, the data point to substantial gains in population and employment which certain nearby jurisdictions have leveraged to achieve powerful long term goals.

Using these numbers as reference points, we have selected a number of other areas in Florida also suggestive of what might be achieved in a given location over a period of several years and the sequence of events likely to be experienced as the area matures and evolves.

4.0 MARKET CHARACTERISTICS OF THE LAKE COUNTY OFFICE, INDUSTRIAL AND RETAIL MARKET

The following table summarizes the office, industrial and retail activity occurring in Lake County over various time periods.

Table 4.1: Summary of Lake County Office, Industrial and Retail Markets

<u>Year Built</u>	<u>Office</u>		<u>Industrial</u>		<u>Retail</u>	
	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>
Prior to 1970	806,830	806,830	1,121,290	1,121,290	2,027,602	2,027,602
1970-1979	290,551	1,097,381	1,248,639	2,369,929	1,368,565	3,396,167
1980-1989	539,587	1,636,968	1,407,702	3,777,631	2,765,659	6,161,826
1990-1999	400,154	2,037,122	2,282,460	6,060,091	2,861,099	9,022,925
2000-2010	1,933,454	3,970,576	2,786,159	8,846,250	5,630,620	14,653,545
2011-2012	23,152	3,993,728	0	8,846,250	320,021	14,973,566
	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>
Prior to 1970	NA	NA	NA	NA	NA	NA
1970-1979	29,055	3.1%	124,864	7.8%	136,857	5.3%
1980-1989	53,959	4.1%	140,770	4.8%	276,566	6.1%
1990-1999	40,015	2.2%	228,246	4.8%	286,110	3.9%
2000-2010	175,769	6.3%	253,287	3.5%	511,875	4.5%

Source: CoStar; RERC

Among the various uses, retail square footage dominates Lake County's non-residential land uses at this point in time. There is almost four times the amount of retail as there is office space in the County. The retail inventory is almost two times greater than the industrial inventory in the County. However, average annual growth rates of office space within Lake County were greater than retail over the latest 10 year period. Growth in industrial space has yet to catch up to retail space growth on a percentage basis. Retail activity absorbed more than twice the amount of office and industrial space over the last 10 year period in Lake County.

To place Lake County within the context of the region, we also profiled the office, industrial and retail markets in neighboring Orange and Seminole Counties in the tables on the following page.

Table 4.2: Summary of Orange County Office, Industrial and Retail Markets

<u>Year Built</u>	<u>Office</u>		<u>Industrial</u>		<u>Retail</u>	
	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>
Prior to 1970	8,972,613	8,972,613	16,676,396	16,676,396	9,175,564	9,175,564
1970-1979	5,585,544	14,558,157	18,310,452	34,986,848	6,938,112	16,113,676
1980-1989	19,872,289	34,430,446	29,316,424	64,303,272	15,759,384	31,873,060
1990-1999	7,756,478	42,186,924	17,336,840	81,640,112	15,139,115	47,012,175
2000-2010	16,367,937	58,554,861	25,860,690	107,500,802	21,137,702	68,149,877
2011-2012	379,307	58,934,168	295,646	107,796,448	909,920	69,059,797
	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>
Prior to 1970	NA	NA	NA	NA	NA	NA
1970-1979	558,554	5.0%	1,831,045	7.7%	693,811	5.8%
1980-1989	1,987,229	9.0%	2,931,642	6.3%	1,575,938	7.1%
1990-1999	775,648	2.1%	1,733,684	2.4%	1,513,912	4.0%
2000-2010	1,487,994	3.0%	2,350,972	2.5%	1,921,609	3.4%

Source: CoStar; RERC

Table 4.3: Summary of Seminole County Office, Industrial and Retail Markets

<u>Year Built</u>	<u>Office</u>		<u>Industrial</u>		<u>Retail</u>	
	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>
Prior to 1970	1,386,407	1,386,407	2,500,945	2,500,945	2,471,752	2,471,752
1970-1979	1,558,886	2,945,293	3,875,152	6,376,097	4,779,084	7,250,836
1980-1989	5,502,865	8,448,158	8,855,150	15,231,247	8,035,133	15,285,969
1990-1999	4,041,462	12,489,620	5,711,973	20,943,220	6,698,279	21,984,248
2000-2010	5,291,446	17,781,066	5,096,102	26,039,322	6,393,458	28,377,706
2011-2012	200,072	17,981,138	53,829	26,093,151	87,930	28,465,636
	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>
Prior to 1970	NA	NA	NA	NA	NA	NA
1970-1979	155,889	7.8%	387,515	9.8%	477,908	11.4%
1980-1989	550,287	11.1%	885,515	9.1%	803,513	7.7%
1990-1999	404,146	4.0%	571,197	3.2%	669,828	3.7%
2000-2010	481,041	3.3%	463,282	2.0%	581,223	2.3%

Source: CoStar; RERC

As would be expected in these substantially more mature counties, there is a much higher amount of developed square footage in all the profiled land uses versus the amount of space in Lake County. However, average annual growth rates in Lake County from 2000 to 2010 were much higher than those in Orange and Seminole Counties, indicating Lake is still a growing market within the region that has yet to reach stabilization.

The table on the following page summarizes Lake County's capture of regional (Lake, Orange and Seminole Counties) demand for each respective land use.

Table 4.4: Lake County Capture of Regional Office, Industrial and Retail Markets

<u>Year Built</u>	<u>Office</u>		<u>Industrial</u>		<u>Retail</u>	
	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>
Prior to 1970	7.2%	7.2%	5.5%	5.5%	14.8%	14.8%
1970-1979	3.9%	5.9%	5.3%	5.4%	10.5%	12.7%
1980-1989	2.1%	3.7%	3.6%	4.5%	10.4%	11.6%
1990-1999	3.3%	3.6%	9.0%	5.6%	11.6%	11.6%
2000-2010	8.2%	4.9%	8.3%	6.2%	17.0%	13.2%
2011-2012	3.8%	4.9%	0.0%	6.2%	24.3%	13.3%

Source: CoStar; RERC

As noted earlier, Lake County is dominated by retail compared to the office and industrial markets. This fact comes through in the County's much higher capture rate of regional retail space versus the office and industrial markets. In recent years the retail capture rate has been generally growing but the office and industrial rates have been much more inconsistent.

Obviously there are many other settings in the County itself where office, retail or industrial uses have, and are likely to, be developed. These land uses have emerged in part based on perceived opportunity, settlement patterns, need, and regional transportation access such as that now generating interest in the subject location.

The current tax rolls, summarized below, offer some indication of the areas in which these land use activities have been concentrated over the last two decades. The figures are at least suggestive of the ways in which the Mount Dora and nearby areas might perform over some future period relative to one another. Certainly, new areas will emerge but it will take some time for the existing patterns to alter on a substantial scale. For the present analysis, we are interested only in the last twenty year period because the region was in its most active and sustainable period of development. This more recent perspective mitigates the impacts of yet new and undeveloped or identified areas. Please note that the areas shown below are for properties that have mailing addresses in the respective municipalities or unincorporated Lake County.

Table 4.5: Concentrations of Office, Industrial and Retail Facilities Constructed in Lake County, 1990-2010

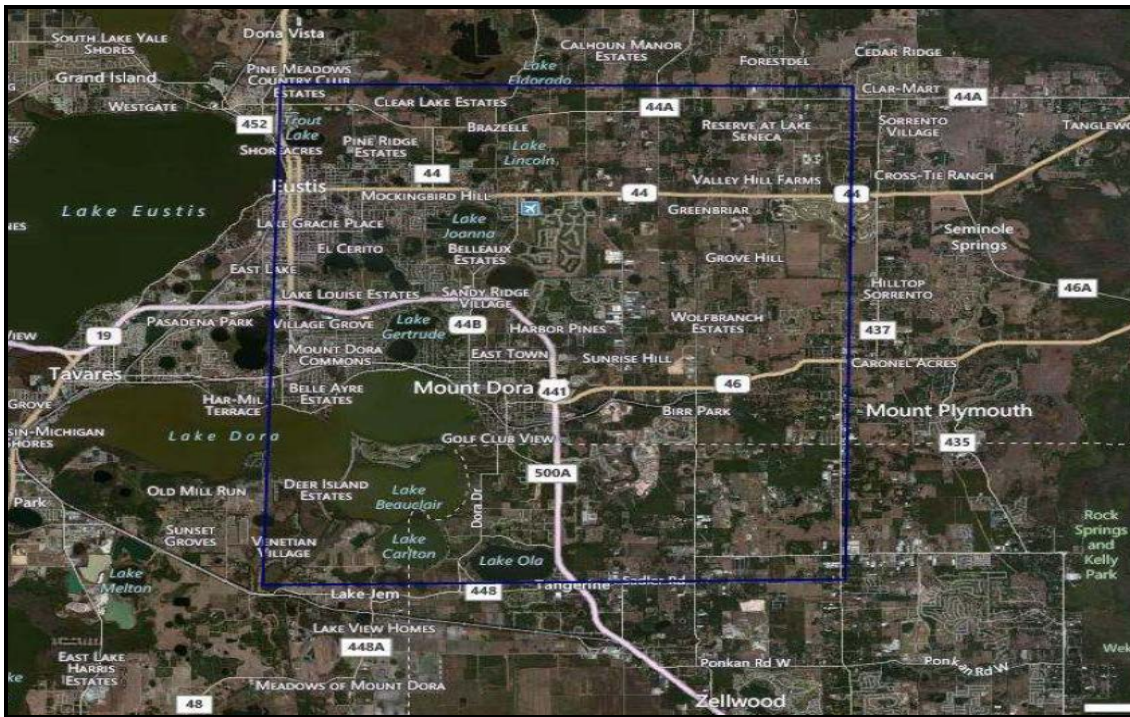
<u>Area</u>	<u>Industrial</u>	<u>Percent</u>	<u>Office</u>	<u>Percent</u>	<u>Retail/ Restaurants</u>	<u>Percent</u>	<u>Total</u>	<u>Percent</u>
		<u>of Total</u>		<u>of Total</u>		<u>of Total</u>	<u>Square Feet</u>	
Clermont	318,847	4.4%	755,096	24.2%	2,343,925	27.3%	3,417,868	18.1%
Leesburg	1,077,872	15.0%	578,662	18.6%	1,274,963	14.9%	2,931,497	15.5%
Lady Lake	209,197	2.9%	368,024	11.8%	1,555,860	18.1%	2,133,081	11.3%
Tavares	667,653	9.3%	369,374	11.8%	344,065	4.0%	1,381,092	7.3%
Mount Dora	211,826	2.9%	215,994	6.9%	774,324	9.0%	1,202,144	6.4%
Eustis	346,737	4.8%	216,342	6.9%	494,874	5.8%	1,057,953	5.6%
Groveland	761,428	10.6%	8,888	0.3%	178,468	2.1%	948,784	5.0%
Minneola	307,444	4.3%	22,365	0.7%	143,257	1.7%	473,066	2.5%
Fruitland Park	39,133	0.5%	54,163	1.7%	89,137	1.0%	182,433	1.0%
Mascotte	22,076	0.3%	0	0.0%	14,146	0.2%	36,222	0.2%
Umatilla	6,480	0.1%	4,062	0.1%	17,021	0.2%	27,563	0.1%
Howey in the Hills	0	0.0%	2,310	0.1%	1,950	0.0%	4,260	0.0%
Astatula	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Montverde	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Lake Unincorporated	3,239,871	44.9%	523,260	16.8%	1,343,697	15.7%	5,106,829	27.0%
Total Square Feet	7,208,564	100.0%	3,118,540	100.0%	8,575,687	100.0%	18,902,793	100.0%

Sources: Lake County Property Appraiser Tax Roll 2011F; RERC.

In effect, the largest share of development has occurred in the County, outside any municipality. With some exceptions, we have to assume that much of what is located inside the County's unincorporated areas is relatively close to a true municipal area and distributed in some proportion to that more properly associated with a designated town or community. Setting aside that issue for a moment, the data suggests that for the last two decades Mount Dora has captured between 6.0% and 7.0% percent of the continuing non-residential land uses most germane to the current analysis.

We defined a “Mount Dora area” that includes the subject site, the City of Mount Dora and nearby property. The following map shows the general boundaries of this area.

Figure 4.1: Map of Mount Dora Area



Source: CoStar; Microsoft Maps; RERC

The following table summarizes in much greater detail the ebbs and flows of market share in Mount Dora itself and the balance of Lake County, again focusing on office, industrial and retail land uses. Please note that the defined Mount Dora area is larger than the actual City, meaning that the square feet shown in the table on the following page (Table 4.6) is larger than that shown in Table 4.5 for Mount Dora.

Table 4.6: Summary of Mount Dora Area Office, Industrial and Retail Markets

Year Built	Office		Industrial		Retail	
	Absorption	Cumulative Total	Absorption	Cumulative Total	Absorption	Cumulative Total
Prior to 1970	233,894	233,894	49,095	49,095	594,196	594,196
1970-1979	43,764	277,658	339,147	388,242	341,324	935,520
1980-1989	117,661	395,319	59,106	447,348	541,459	1,476,979
1990-1999	38,612	433,931	82,649	529,997	514,951	1,991,930
2000-2010	151,520	585,451	138,595	668,592	636,041	2,627,971
2011-2012	12,152	597,603	0	668,592	24,833	2,652,804
	Avg Annual Absorption	Avg Annual Growth Rate	Avg Annual Absorption	Avg Annual Growth Rate	Avg Annual Absorption	Avg Annual Growth Rate
Prior to 1970	NA	NA	NA	NA	NA	NA
1970-1979	4,376	1.7%	33,915	NA	34,132	4.6%
1980-1989	11,766	3.6%	5,911	NA	54,146	4.7%
1990-1999	3,861	0.9%	8,265	1.7%	51,495	3.0%
2000-2010	13,775	2.8%	12,600	2.1%	57,822	2.6%
Capture Rate of County Total:						
Prior to 1970	29.0%	29.0%	4.4%	4.4%	29.3%	29.3%
1970-1979	15.1%	25.3%	27.2%	16.4%	24.9%	27.5%
1980-1989	21.8%	24.1%	4.2%	11.8%	19.6%	24.0%
1990-1999	9.6%	21.3%	3.6%	8.7%	18.0%	22.1%
2000-2010	7.8%	14.7%	5.0%	7.6%	11.3%	17.9%

Source: CoStar; RERC

Similar to the County as a whole, the Mount Dora area is dominated by retail space. Retail accounts for about 68% of the combined office, industrial and retail space there. The retail market has about four times the amount of office and industrial square footage. Average annual growth rates for all profiled land uses ranged from about 2.0 to 3.0 percent in the last ten year period. Capture rates of the County's total have been declining over time, but still range from about 8% to 18% depending on the land use.

In our opinion, the Mount Dora area's declining capture rates of the County's office, industrial and retail development should reverse after the road extension into Lake County is in place in 2019. This new road network will significantly enhance the area's accessibility within the region and should certainly increase demand for industrial space at a minimum. Retail space will be impacted more by growth in housing/population across the community and office demand will be dependent on employment growth fueled by expanding companies and relocations. The following section profiles case study areas in other locations that could offer insight into the future potential of the planned employment center after the completion of the Wekiva Parkway.

Implications

Lake County has historically been dominated by retail development with smaller amounts of office and industrial space. Retail growth really expanded dramatically from 2000 to 2010 within the County, averaging about 511,000 square feet of new space added each year. Industrial and office absorption was about half or less of the retail total over that same time period. Lake County's capture of the regional office, industrial and office markets reflect these same patterns.

The Mount Dora area is also dominated by retail development. The capture rate of the County's total has been declining over time for office, industrial and retail uses indicating this area is becoming less viable for this type of development.

However, we believe the Mount Dora area's declining capture rates of the County's office, industrial and retail development should begin to reverse after the Wekiva Parkway extension into Lake County is in place in 2019. Industrial development should certainly be enhanced with growth in office and retail fueled by expanding companies/relocations and growth in housing/population, respectively.

5.0 CASE STUDY AREAS

RERC identified several case study counties and areas to profile based on several factors, including:

- Population growth trends that shed light on potential post-Wekiva Parkway growth in Lake County and Mount Dora.
- Areas that have seen past growth due to new or improved road access.
- Similar locations adjacent to regional arterials.

These case studies offer some perspective on the pace of development which might be realized and the combinations of activities which might be supported as growth extends into areas that have largely been rural or ex-urban, changing in responses to pressures from development in nearby areas or responding to transportation or other major infrastructure improvements.

The following areas were summarized for comparison to Lake County and Mount Dora:

- Seminole County:
 - Lake Mary/Heathrow Area
 - West Sanford Area
- Polk County:
 - West Lakeland Area
- Pasco County:
 - South Pasco County Area
- Lee County:
 - Ft. Myers Airport Area (Southwest Florida International Airport)
- St. Lucie County:
 - St. Lucie/Turnpike Area
- Duval County:
 - Southeast Duval County Area
- Dade County:
 - Florida Turnpike/US 27 Area

The counties are discussed first, followed by the subareas. Within the subarea discussion, maps showing the boundary of each area are also presented. Please note that although we included subareas in both Duval and Dade Counties, we do not believe those counties as a whole are indicative of future potential within Lake County. Both Duval and Dade Counties are significantly larger with much higher population and commercial inventory than Lake could be expected to capture in the foreseeable future. For those reasons, we excluded Duval and Dade Counties in the county discussion in the next section.

Case Study Counties

The following table profiles the office market within Lake County as well as the selected case study counties.

Table 5.1: Summary of Case Study Counties' Office Market

<u>Year Built</u>	<u>Lake County</u>		<u>Seminole County</u>		<u>Polk County</u>	
	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>
Prior to 1970	806,830	806,830	1,386,407	1,386,407	3,328,340	3,328,340
1970-1979	290,551	1,097,381	1,558,886	2,945,293	1,526,277	4,854,617
1980-1989	539,587	1,636,968	5,502,865	8,448,158	2,028,312	6,882,929
1990-1999	400,154	2,037,122	4,041,462	12,489,620	1,944,458	8,827,387
2000-2010	1,933,454	3,970,576	5,291,446	17,781,066	1,998,678	10,826,065
2011-2012	23,152	3,993,728	200,072	17,981,138	103,023	10,929,088
	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>
Prior to 1970	NA	NA	NA	NA	NA	NA
1970-1979	29,055	3.1%	155,889	7.8%	152,628	3.8%
1980-1989	53,959	4.1%	550,287	11.1%	202,831	3.6%
1990-1999	40,015	2.2%	404,146	4.0%	194,446	2.5%
2000-2010	175,769	6.3%	481,041	3.3%	181,698	1.9%
<u>Year Built</u>	<u>Pasco County</u>		<u>Lee County</u>		<u>St. Lucie County</u>	
	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>
Prior to 1970	548,421	548,421	2,065,056	2,065,056	550,319	550,319
1970-1979	1,022,105	1,570,526	1,873,739	3,938,795	385,565	935,884
1980-1989	1,470,154	3,040,680	3,807,267	7,746,062	1,761,829	2,697,713
1990-1999	859,628	3,900,308	4,012,870	11,758,932	754,703	3,452,416
2000-2010	3,207,389	7,107,697	6,134,685	17,893,617	1,404,092	4,856,508
2011-2012	200,511	7,308,208	233,761	18,127,378	153,064	5,009,572
	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>
Prior to 1970	NA	NA	NA	NA	NA	NA
1970-1979	102,211	11.1%	187,374	6.7%	38,557	5.5%
1980-1989	147,015	6.8%	380,727	7.0%	176,183	11.2%
1990-1999	85,963	2.5%	401,287	4.3%	75,470	2.5%
2000-2010	291,581	5.6%	557,699	3.9%	127,645	3.2%

Source: CoStar; RERC

Lake County has the smallest amount of office space of all counties profiled. Seminole and Lee County have the largest at about 18,000,000 square feet of space. However, in the more recent 2000 to 2010 time period, Lake County's absorption of office space was about what was achieved in Polk County and was higher than St. Lucie County. Pasco County added about 100,000 square feet more of office space each year than what Lake County absorbed, and Seminole and Lee Counties were more than double the Lake County 2000 to 2010 absorption.

The following table profiles the industrial market within Lake County as well as the selected case study counties.

Table 5.2: Summary of Case Study Counties' Industrial Market

<u>Year Built</u>	<u>Lake County</u>		<u>Seminole County</u>		<u>Polk County</u>	
	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>
Prior to 1970	1,121,290	1,121,290	2,500,945	2,500,945	8,208,631	8,208,631
1970-1979	1,248,639	2,369,929	3,875,152	6,376,097	5,535,577	13,744,208
1980-1989	1,407,702	3,777,631	8,855,150	15,231,247	11,940,562	25,684,770
1990-1999	2,282,460	6,060,091	5,711,973	20,943,220	9,265,405	34,950,175
2000-2010	2,786,159	8,846,250	5,096,102	26,039,322	12,338,796	47,288,971
2011-2012	0	8,846,250	53,829	26,093,151	59,200	47,348,171
	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>
Prior to 1970	NA	NA	NA	NA	NA	NA
1970-1979	124,864	7.8%	387,515	9.8%	553,558	5.3%
1980-1989	140,770	4.8%	885,515	9.1%	1,194,056	6.5%
1990-1999	228,246	4.8%	571,197	3.2%	926,541	3.1%
2000-2010	253,287	3.5%	463,282	2.0%	1,121,709	2.8%
<u>Year Built</u>	<u>Pasco County</u>		<u>Lee County</u>		<u>St. Lucie County</u>	
	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>
Prior to 1970	824,063	824,063	2,905,378	2,905,378	1,343,060	1,343,060
1970-1979	1,484,990	2,309,053	4,921,679	7,827,057	1,723,222	3,066,282
1980-1989	2,549,833	4,858,886	6,158,309	13,985,366	2,861,643	5,927,925
1990-1999	1,098,392	5,957,278	4,589,241	18,574,607	1,711,533	7,639,458
2000-2010	2,541,961	8,499,239	11,012,884	29,587,491	4,748,186	12,387,644
2011-2012	19,500	8,518,739	229,697	29,817,188	98,670	12,486,314
	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>
Prior to 1970	NA	NA	NA	NA	NA	NA
1970-1979	148,499	10.9%	492,168	10.4%	172,322	8.6%
1980-1989	254,983	7.7%	615,831	6.0%	286,164	6.8%
1990-1999	109,839	2.1%	458,924	2.9%	171,153	2.6%
2000-2010	231,087	3.3%	1,001,171	4.3%	431,653	4.5%

Source: CoStar; RERC

Lake and Pasco County have similar amounts of industrial space, but are the lowest amongst the profiled counties. St. Lucie County has about 40% more industrial space than Lake County. However, Seminole, Lee and Polk County are significantly higher at more than three times Lake County's industrial space.

The following table profiles the retail market within Lake County as well as the selected case study counties.

Table 5.3: Summary of Case Study Counties' Retail Market

<u>Year Built</u>	<u>Lake County</u>		<u>Seminole County</u>		<u>Polk County</u>	
	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>
Prior to 1970	2,027,602	2,027,602	2,471,752	2,471,752	4,756,485	4,756,485
1970-1979	1,368,565	3,396,167	4,779,084	7,250,836	3,719,609	8,476,094
1980-1989	2,765,659	6,161,826	8,035,133	15,285,969	6,452,267	14,928,361
1990-1999	2,861,099	9,022,925	6,698,279	21,984,248	4,409,686	19,338,047
2000-2010	5,630,620	14,653,545	6,393,458	28,377,706	6,522,791	25,860,838
2011-2012	320,021	14,973,566	87,930	28,465,636	56,238	25,917,076
	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>
Prior to 1970	NA	NA	NA	NA	NA	NA
1970-1979	136,857	5.3%	477,908	11.4%	371,961	5.9%
1980-1989	276,566	6.1%	803,513	7.7%	645,227	5.8%
1990-1999	286,110	3.9%	669,828	3.7%	440,969	2.6%
2000-2010	511,875	4.5%	581,223	2.3%	592,981	2.7%

<u>Year Built</u>	<u>Pasco County</u>		<u>Lee County</u>		<u>St. Lucie County</u>	
	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>
Prior to 1970	1,838,287	1,838,287	5,759,567	5,759,567	1,739,312	1,739,312
1970-1979	3,269,610	5,107,897	6,414,556	12,174,123	1,100,614	2,839,926
1980-1989	6,135,804	11,243,701	7,816,488	19,990,611	2,573,606	5,413,532
1990-1999	2,983,325	14,227,026	9,300,077	29,290,688	1,974,544	7,388,076
2000-2010	7,506,190	21,733,216	14,113,222	43,403,910	5,058,229	12,446,305
2011-2012	165,333	21,898,549	443,064	43,846,974	37,823	12,484,128
	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>
Prior to 1970	NA	NA	NA	NA	NA	NA
1970-1979	326,961	10.8%	641,456	7.8%	110,061	5.0%
1980-1989	613,580	8.2%	781,649	5.1%	257,361	6.7%
1990-1999	298,333	2.4%	930,008	3.9%	197,454	3.2%
2000-2010	682,381	3.9%	1,283,020	3.6%	459,839	4.9%

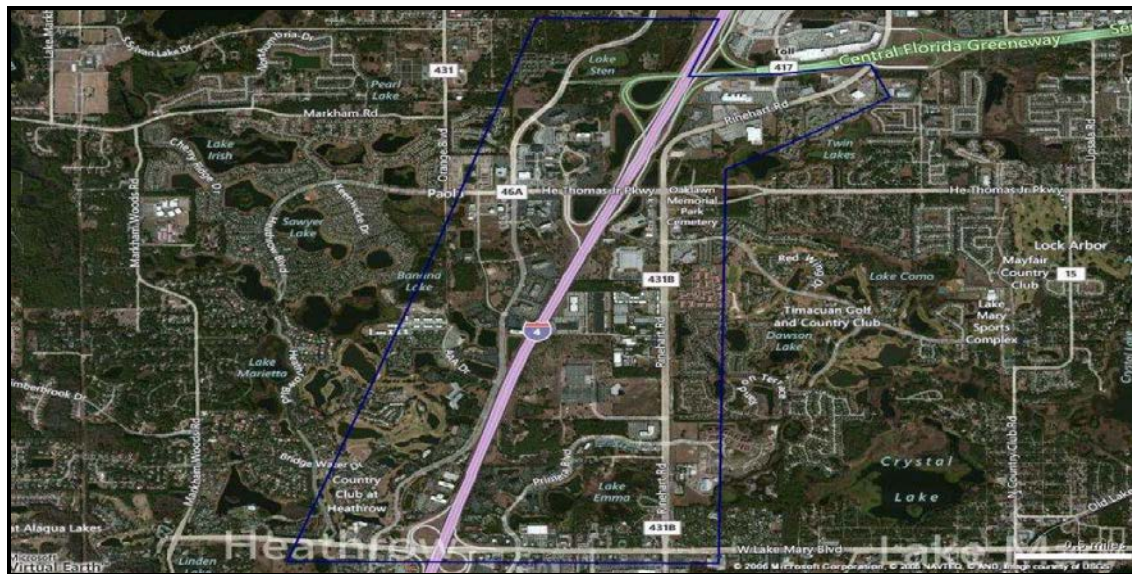
Source: CoStar; RERC

As noted previously, Lake County is dominated by retail development when compared to the office and industrial markets. However, the amount of retail space in Lake County is still much smaller than all profiled counties except St. Lucie. Pasco, Seminole and Polk Counties all have about 50% or more retail space than Lake County. Lee County has substantially more retail space than all counties profiled but its large tourist visitation is certainly contributing to retail demand.

Case Study Subareas

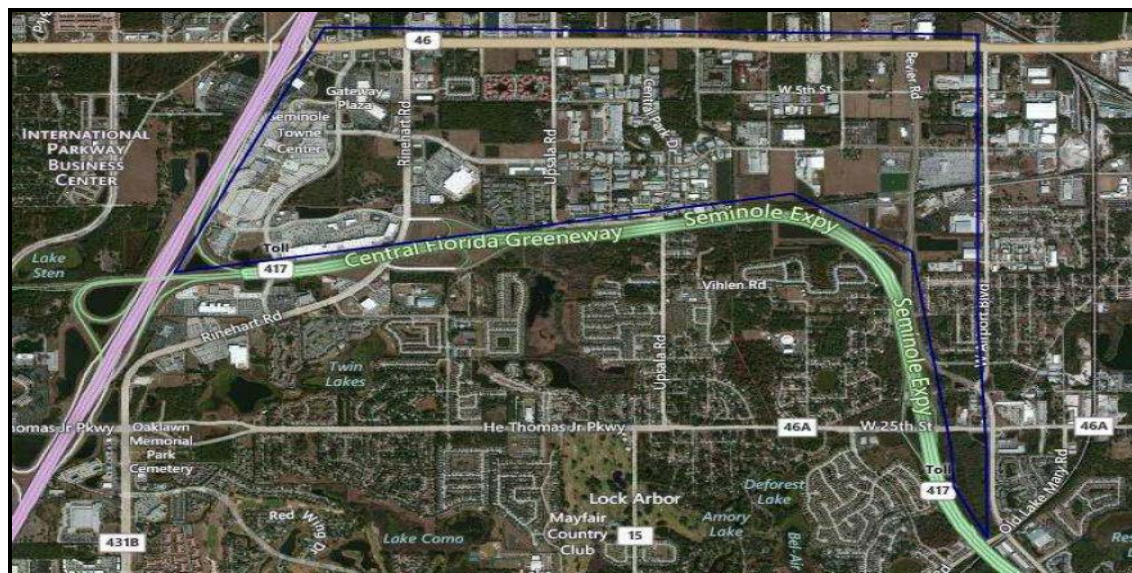
The case study subareas noted earlier are shown in the following series of figures. The areas do vary significantly in size but adjustments are made later in the analysis to account for these discrepancies.

Figure 5.1: Lake Mary/Heathrow Subarea (Seminole County) – 2,816 Acres



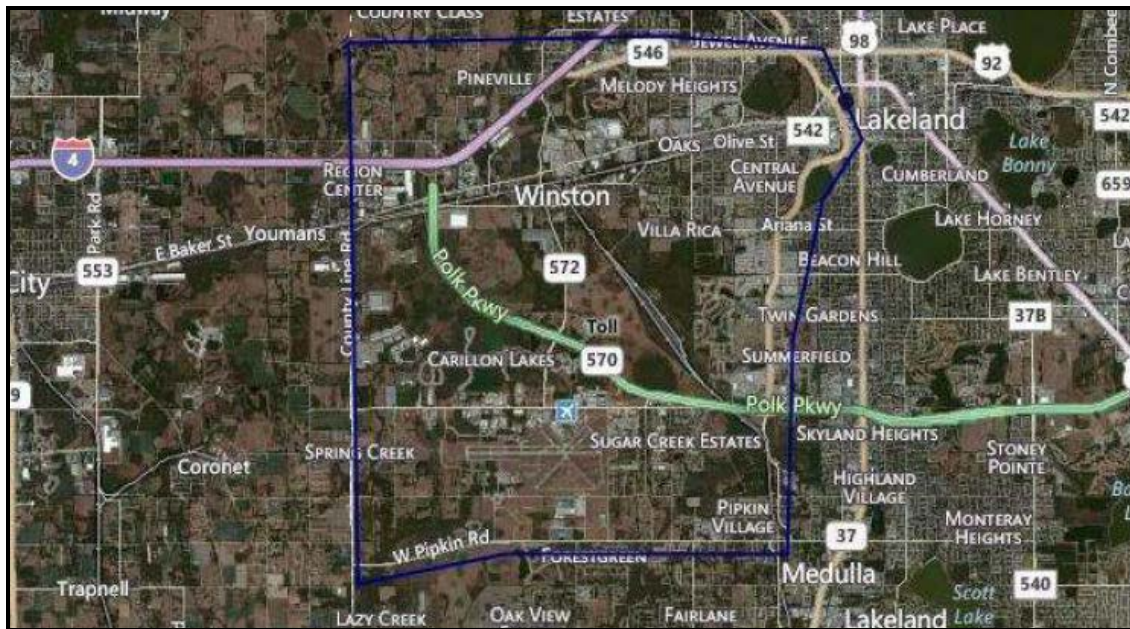
Source: CoStar; Microsoft Maps; RERC

Figure 5.2: West Sanford Subarea (Seminole County) – 1,670 Acres



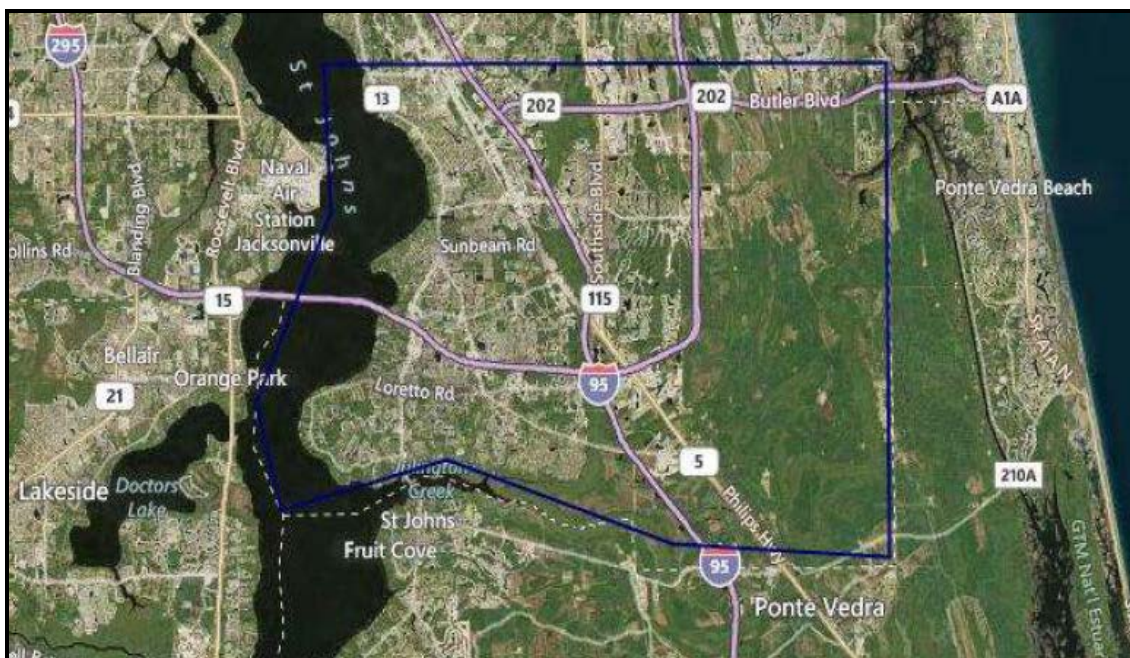
Source: CoStar; Microsoft Maps; RERC

Figure 5.3: West Lakeland Subarea (Polk County) – 18,720 Acres



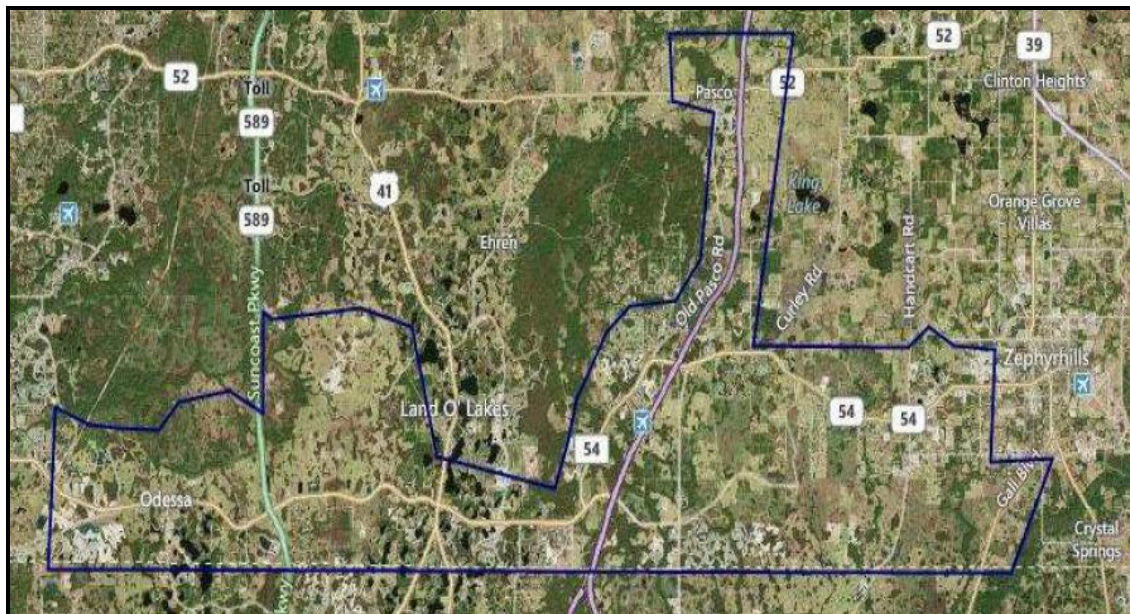
Source: CoStar; Microsoft Maps; RERC

Figure 5.4: Southeast Duval County Subarea – 100,653 Acres



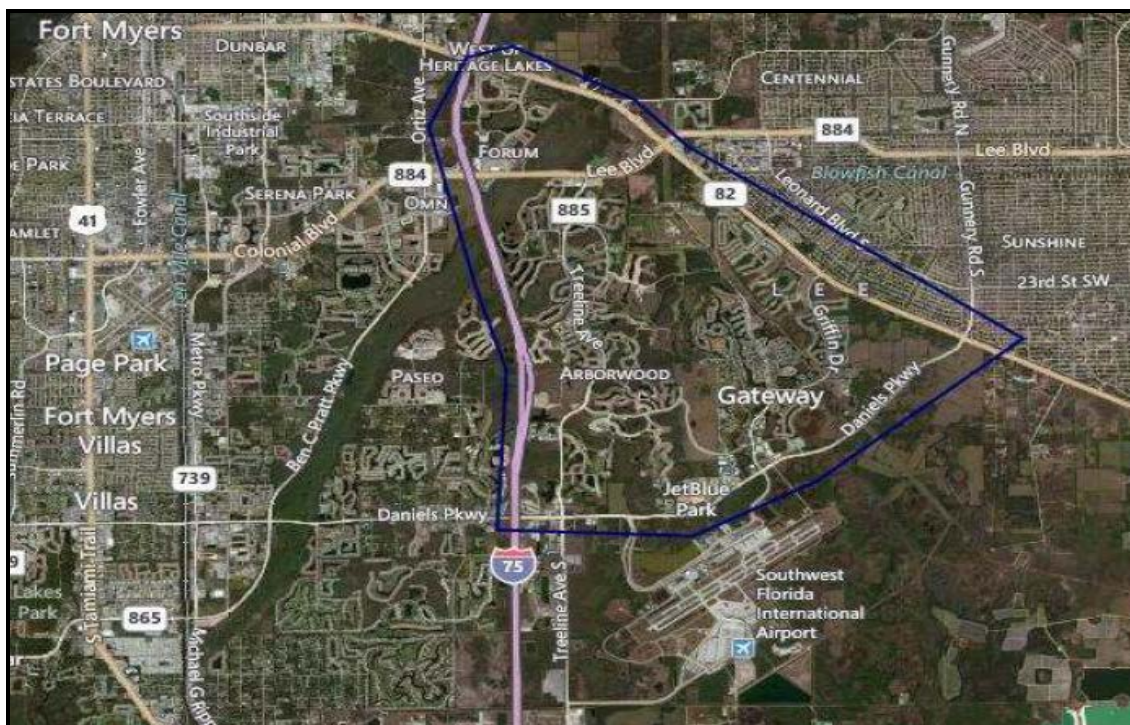
Source: CoStar; Microsoft Maps; RERC

Figure 5.5: South Pasco County Subarea – 82,611 Acres



Source: CoStar; Microsoft Maps; RERC

Figure 5.6: Ft. Myers Airport Subarea (Lee County) – 13,786 Acres



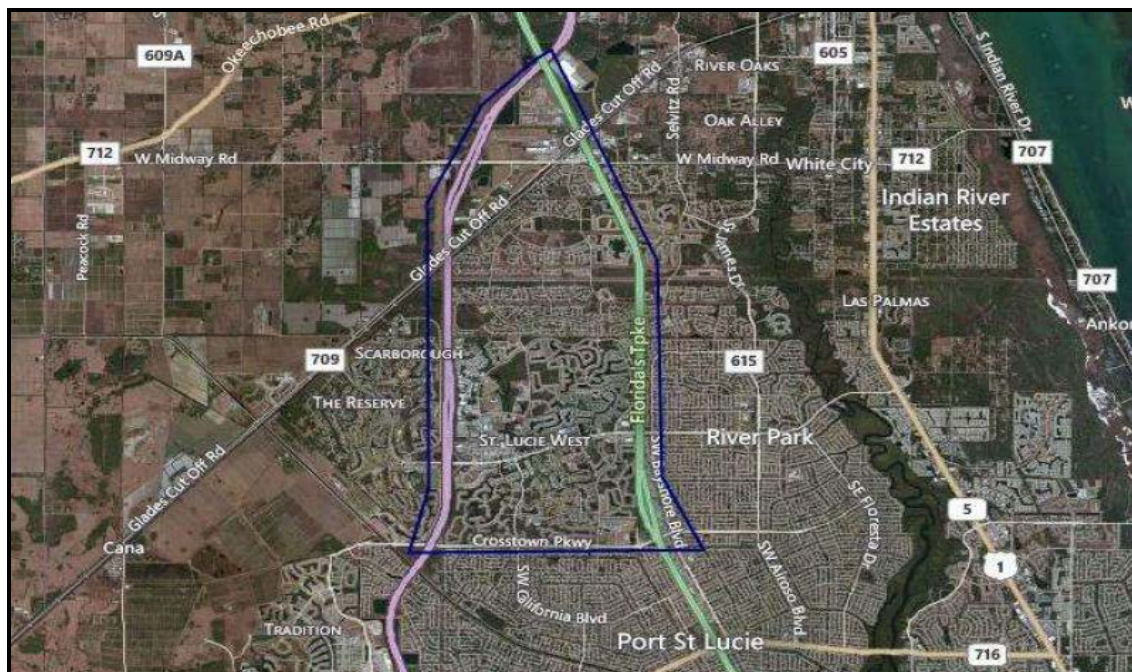
Source: CoStar; Microsoft Maps; RERC

Figure 5.7: Florida Turnpike/US 27 Subarea (Dade County) – 4,275 Acres



Source: CoStar; Microsoft Maps; RERC

Figure 5.8: St. Lucie/Florida Turnpike Subarea – 10,739 Acres



Source: CoStar; Microsoft Maps; RERC

The table on the following page summarizes the office market within the Mount Dora area and each of the respective subareas.

Table 5.4: Summary of Case Study Subarea's Office Market

<u>Year Built</u>	<u>Mt. Dora Area</u>		<u>Lake Mary/Heathrow</u>		<u>West Sanford Area</u>	
	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>
Prior to 1970	233,894	233,894	0	0	1,051	1,051
1970-1979	43,764	277,658	0	0	0	1,051
1980-1989	117,661	395,319	692,443	692,443	10,000	11,051
1990-1999	38,612	433,931	2,013,212	2,705,655	3,851	14,902
2000-2010	151,520	585,451	2,310,825	5,016,480	162,242	177,144
2011-2012	12,152	597,603	0	5,016,480	0	177,144
	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>
Prior to 1970	NA	NA	NA	NA	NA	NA
1970-1979	4,376	1.7%	0	NA	0	0.0%
1980-1989	11,766	3.6%	69,244	NA	1,000	26.5%
1990-1999	3,861	0.9%	201,321	14.6%	385	3.0%
2000-2010	13,775	2.8%	210,075	5.8%	14,749	25.2%
Capture Rate of County Total:						
Prior to 1970	29.0%	29.0%	0.0%	0.0%	0.1%	0.1%
1970-1979	15.1%	25.3%	0.0%	0.0%	0.0%	0.0%
1980-1989	21.8%	24.1%	12.6%	8.2%	0.2%	0.1%
1990-1999	9.6%	21.3%	49.8%	21.7%	0.1%	0.1%
2000-2010	7.8%	14.7%	43.7%	28.2%	3.1%	1.0%
Area in Acres		44,634		2,816		1,670
Developed SF per Acre		13		1,781		106
<u>Year Built</u>	<u>West Lakeland Area</u>		<u>SE Duval County Area</u>		<u>South Pasco County Area</u>	
	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>
Prior to 1970	287,139	287,139	139,668	139,668	13,746	13,746
1970-1979	70,182	357,321	1,086,578	1,226,246	2,847	16,593
1980-1989	57,429	414,750	7,511,149	8,737,395	76,081	92,674
1990-1999	712,875	1,127,625	8,151,718	16,889,113	71,756	164,430
2000-2010	605,905	1,733,530	7,239,589	24,128,702	1,943,664	2,108,094
2011-2012	0	1,733,530	134,234	24,262,936	102,939	2,211,033
	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>
Prior to 1970	NA	NA	NA	NA	NA	NA
1970-1979	7,018	2.2%	108,658	24.3%	285	1.9%
1980-1989	5,743	1.5%	751,115	21.7%	7,608	18.8%
1990-1999	71,288	10.5%	815,172	6.8%	7,176	5.9%
2000-2010	55,082	4.0%	658,144	3.3%	176,697	26.1%
Capture Rate of County Total:						
Prior to 1970	8.6%	8.6%	1.3%	1.3%	2.5%	2.5%
1970-1979	4.6%	7.4%	18.1%	7.2%	0.3%	1.1%
1980-1989	2.8%	6.0%	53.2%	28.0%	5.2%	3.0%
1990-1999	36.7%	12.8%	73.3%	39.9%	8.3%	4.2%
2000-2010	30.3%	16.0%	70.3%	45.9%	60.6%	29.7%
Area in Acres		18,720		100,653		82,611
Developed SF per Acre		93		241		27
<u>Year Built</u>	<u>Ft. Myers Airport Area</u>		<u>FL Turnpike/US 27 Area</u>		<u>St. Lucie/Turnpike Area</u>	
	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>
Prior to 1970	0	0	0	0	0	0
1970-1979	0	0	23,172	23,172	1,873	1,873
1980-1989	12,876	12,876	24,683	47,855	54,262	56,135
1990-1999	204,959	217,835	9,905	57,760	208,041	264,176
2000-2010	449,418	667,253	799,032	856,792	450,997	715,173
2011-2012	159,141	826,394	0	856,792	17,576	732,749
	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>
Prior to 1970	NA	NA	NA	NA	NA	NA
1970-1979	0	NA	2,317	NA	187	NA
1980-1989	1,288	NA	2,468	7.5%	5,426	40.5%
1990-1999	20,496	32.7%	991	1.9%	20,804	16.8%
2000-2010	40,856	10.7%	72,639	27.8%	41,000	9.5%
Capture Rate of County Total:						
Prior to 1970	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
1970-1979	0.0%	0.0%	0.1%	0.1%	0.5%	0.2%
1980-1989	0.3%	0.2%	0.1%	0.1%	3.1%	2.1%
1990-1999	5.1%	1.9%	0.1%	0.1%	27.6%	7.7%
2000-2010	7.3%	3.7%	4.2%	0.9%	32.1%	14.7%
Area in Acres		13,786		4,275		10,739
Developed SF per Acre		60		200		68

Source: CoStar; RERC

The Mount Dora subarea has the smallest amount of office space of all other areas, with the exception of West Sanford. However, based on the developed office square feet per acre, Mount Dora is by far the least developed of all areas profiled.

The experience of several of these case study subareas offers some perspective on the potential of future development in the Mount Dora area.

- South Pasco has come on strong over the past 10-12 years as development has continued to expand northward from the Tampa area along the I-75 corridor and the Suncoast Parkway (SR 589). Although I-75 has been in existence in this area for decades, the Suncoast Parkway opened in 2001, providing an alternate north-south express route from Tampa into Pasco and through Hernando County. About 2,000,000 square feet of office space has been constructed in the south Pasco area since 2000, adding about 177,000 square feet of space every year. At the end of the 1990's there was only about 2 square feet of office space per acre in South Pasco County, but by the end of 2012 that ratio had increased to 27 square feet of office space per acre. As a point of comparison Mount Dora now has approximately 13 square feet of office space per acre.
- The West Lakeland area has seen steady growth of office space since about 1990. Although it has a slightly smaller amount of office space than South Pasco it is in a smaller geographic area, so its ratio of office space per acre is larger at 93 square feet. The I-4 corridor has been open in this area for many decades but the Polk Parkway (SR 570), which goes through the West Lakeland area, is a more recent addition with the toll highway completed in 1999. This road provides an alternate route around the southern portion of Lakeland and ultimately reconnects with I-4 around Polk City. Over the last 20 years, the West Lakeland area has been adding about 55,000 to 70,000 square feet of office space each year.
- The Lake Mary/Heathrow area has seen significant additions to office space since the 1990's. Although I-4 has been open in this corridor for decades International Parkway, which was completed in the late 1990's, created access to a significant amount of developable land in the Heathrow area just west of the interstate. Also contributing to improvements in access was the opening of the SR 417 extension to International Parkway in 2011. Over 2,000,000 square feet of office space was added in this area in each 10 year period from 1990-1999 and 2000 to 2010, averaging about 200,000 new square feet each year. The much smaller land area created a significantly higher density of 1,781 square feet of office space per acre.
- The Southeast Duval County subarea is bisected by I-295, a beltway system around the Jacksonville metro area. The first portion of the eastern section of I-295 opened in 1983, with the remaining sections opening over a long period of time through 2006. In 2009 the entire beltway was considered interstate ready. This is one of the more mature subareas we profiled, with about 7,200,000 to 8,000,000 square feet of office space added in each decade from 1980 on. On average this area has absorbed about 650,000 to 800,000 square feet of each space annually over the past 30 years. Even though the subarea is very large at almost 101,000 acres, it has achieved a ratio of approximately 241 square feet of office space per acre.

The following table summarizes the industrial market within the Mount Dora area and each of the respective subareas.

Table 5.5: Summary of Case Study Subarea's Industrial Market

<u>Year Built</u>	<u>Mt. Dora Area</u>		<u>Lake Mary/Heathrow</u>		<u>West Sanford Area</u>	
	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>
Prior to 1970	49,095	49,095	262,511	262,511	70,000	70,000
1970-1979	339,147	388,242	0	262,511	122,746	192,746
1980-1989	59,106	447,348	0	262,511	474,169	666,915
1990-1999	82,649	529,997	264,804	527,315	1,044,815	1,711,730
2000-2010	138,595	668,592	48,044	575,359	733,780	2,445,510
2011-2012	0	668,592	0	575,359	0	2,445,510
	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>
Prior to 1970	NA	NA	NA	NA	NA	NA
1970-1979	33,915	23.0%	0	NA	12,275	10.7%
1980-1989	5,911	1.4%	0	NA	47,417	13.2%
1990-1999	8,265	1.7%	26,480	7.2%	104,482	9.9%
2000-2010	12,600	2.1%	4,368	0.8%	66,707	3.3%
Capture Rate of County Total:						
Prior to 1970	4.4%	4.4%	10.5%	10.5%	2.8%	2.8%
1970-1979	27.2%	16.4%	0.0%	4.1%	3.2%	3.0%
1980-1989	4.2%	11.8%	0.0%	1.7%	5.4%	4.4%
1990-1999	3.6%	8.7%	4.6%	2.5%	18.3%	8.2%
2000-2010	5.0%	7.6%	0.9%	2.2%	14.4%	9.4%
Area in Acres		44,634		2,816		1,670
Developed SF per Acre		15		204		1,464
<u>Year Built</u>	<u>West Lakeland Area</u>		<u>SE Duval County Area</u>		<u>South Pasco County Area</u>	
	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>
Prior to 1970	2,876,986	2,876,986	1,332,284	1,332,284	12,844	12,844
1970-1979	865,679	3,742,665	3,391,080	4,723,364	119,900	132,744
1980-1989	4,668,977	8,411,642	5,189,240	9,912,604	491,588	624,332
1990-1999	3,448,829	11,860,471	5,486,274	15,398,878	664,945	1,289,277
2000-2010	3,859,148	15,719,619	2,456,514	17,855,392	1,401,950	2,691,227
2011-2012	37,000	15,756,619	13,372	17,868,764	0	2,691,227
	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>
Prior to 1970	NA	NA	NA	NA	NA	NA
1970-1979	86,568	2.7%	339,108	13.5%	11,990	26.3%
1980-1989	466,898	8.4%	518,924	7.7%	49,159	16.7%
1990-1999	344,883	3.5%	548,627	4.5%	66,495	7.5%
2000-2010	350,832	2.6%	223,319	1.4%	127,450	6.9%
Capture Rate of County Total:						
Prior to 1970	35.0%	35.0%	4.2%	4.2%	1.6%	1.6%
1970-1979	15.6%	27.2%	16.1%	8.9%	8.1%	5.7%
1980-1989	39.1%	32.7%	30.7%	14.2%	19.3%	12.8%
1990-1999	37.2%	33.9%	32.1%	17.7%	60.5%	21.6%
2000-2010	31.3%	33.2%	11.4%	16.5%	55.2%	31.7%
Area in Acres		18,720		100,653		82,611
Developed SF per Acre		842		178		33
<u>Year Built</u>	<u>Ft. Myers Airport Area</u>		<u>FL Turnpike/US 27 Area</u>		<u>St. Lucie/Turnpike Area</u>	
	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>
Prior to 1970	0	0	447,266	447,266	0	0
1970-1979	0	0	577,877	1,025,143	449,464	449,464
1980-1989	140,334	140,334	3,608,180	4,633,323	240,033	689,497
1990-1999	347,479	487,813	5,533,367	10,166,690	572,346	1,261,843
2000-2010	950,028	1,437,841	7,569,042	17,735,732	1,891,241	3,153,084
2011-2012	0	1,437,841	105,524	17,841,256	0	3,153,084
	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>
Prior to 1970	NA	NA	NA	NA	NA	NA
1970-1979	0	NA	57,788	NA	44,946	NA
1980-1989	14,033	NA	360,818	16.3%	24,003	4.4%
1990-1999	34,748	13.3%	553,337	8.2%	57,235	6.2%
2000-2010	86,366	10.3%	688,095	5.2%	171,931	8.7%
Capture Rate of County Total:						
Prior to 1970	0.0%	0.0%	0.6%	0.6%	0.0%	0.0%
1970-1979	0.0%	0.0%	1.3%	0.9%	26.1%	14.7%
1980-1989	2.3%	1.0%	8.3%	2.9%	8.4%	11.6%
1990-1999	7.6%	2.6%	14.6%	5.2%	33.4%	16.5%
2000-2010	8.6%	4.9%	27.0%	7.9%	39.8%	25.5%
Area in Acres		13,786		4,275		10,739
Developed SF per Acre		104		4,173		294

Source: CoStar; RERC

As with the office development noted earlier, the Mount Dora area has the lowest ratio of industrial square feet per acre of any area profiled. Some of the pertinent observations from other areas profiled include:

- South Pasco County again has relevance to Mount Dora. The opening of additional north-south access to the area via the Suncoast Parkway impacted the growth of industrial space in South Pasco. After the opening of this corridor, growth in industrial space doubled during the 10 year period starting in 2000 versus the 1990's. Absorption reached about 127,000 square feet of space each year during the most recent decade. The South Pasco area has a ratio of 33 square feet of industrial space per acre, about twice that of the Mount Dora area.
- The West Lakeland area has seen substantial growth in industrial space over most of the time periods analyzed. This area has attributes other than the road network contributing to this growth in industrial space, including rail access. Industrial space has grown at a faster rate than any other area profiled, and currently averages 842 square feet of space per acre. About 350,000 to 470,000 square feet of space has been added each year over the past 30 years.
- The Southeast Duval County area has the largest amount of industrial space of any area profiled. Again, industrial growth has been ongoing for a long period of time, with the greatest amount of activity occurring from 1980 through 1999. During that time frame about 500,000 to 550,000 square feet of space was added each year. The I-295 road access has certainly helped this area as the largest amount of growth occurred after the first section of highway opened. The area currently averages about 178 square feet of industrial space per acre.
- The Homestead extension of the Florida Turnpike was opened in phases between 1973 and 1974 and certainly was a contributor to future growth in industrial square feet in the Florida Turnpike/US 27 area of Dade County. This area has the second highest concentration of industrial space just behind the Southeast Duval County area. However, the Florida Turnpike/US 27 area is much smaller, at about 4,275 acres, only about 4 percent the total acres in Southeast Duval County. This smaller area results in a much higher density of 4,173 square feet of industrial space per acre, by far the highest of all areas profiled. Growth has averaged about 550,000 to 690,000 square feet of industrial space per year over the last 20 years, slightly higher than what has been experienced in Southeast Duval County.
- The West Sanford area had considerable growth in industrial space beginning in 1990 and continuing through the last decade. Industrial space now totals about 2,500,000 square feet and the area has about 1,464 square feet of space per acre, the second highest ratio behind the Florida Turnpike/US 27 area of Dade County. This area also benefited from the opening of the SR 417 section connector to I-4 in 2002. About 70,000 to 100,000 square feet of industrial space was added annually in this area over the last 20 years.

The following table summarizes the retail market within the Mount Dora area and each of the respective subareas.

Table 5.6: Summary of Case Study Subarea's Retail Market

<u>Year Built</u>	<u>Mt. Dora Area</u>		<u>Lake Mary/Heathrow</u>		<u>West Sanford Area</u>	
	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>
Prior to 1970	594,196	594,196	0	0	10,180	10,180
1970-1979	341,324	935,520	0	0	41,738	51,918
1980-1989	541,459	1,476,979	239,075	239,075	12,094	64,012
1990-1999	514,951	1,991,930	324,398	563,473	1,546,958	1,610,970
2000-2010	636,041	2,627,971	958,849	1,522,322	967,175	2,578,145
2011-2012	24,833	2,652,804	25,318	1,547,640	4,113	2,582,258
	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>
Prior to 1970	NA	NA	NA	NA	NA	NA
1970-1979	34,132	4.6%	0	NA	4,174	17.7%
1980-1989	54,146	4.7%	23,908	NA	1,209	2.1%
1990-1999	51,495	3.0%	32,440	9.0%	154,696	38.1%
2000-2010	57,822	2.6%	87,168	9.5%	87,925	4.4%
Capture Rate of County Total:						
Prior to 1970	29.3%	29.3%	0.0%	0.0%	0.4%	0.4%
1970-1979	24.9%	27.5%	0.0%	0.0%	0.9%	0.7%
1980-1989	19.6%	24.0%	3.0%	1.6%	0.2%	0.4%
1990-1999	18.0%	22.1%	4.8%	2.6%	23.1%	7.3%
2000-2010	11.3%	17.9%	15.0%	5.4%	15.1%	9.1%
Area in Acres		44,634		2,816		1,670
Developed SF per Acre		59		550		1,546
<u>Year Built</u>	<u>West Lakeland Area</u>		<u>SF Duval County Area</u>		<u>South Pasco County Area</u>	
	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>
Prior to 1970	177,701	177,701	673,736	673,736	27,217	27,217
1970-1979	131,677	309,378	1,012,462	1,686,198	262,217	289,434
1980-1989	296,069	605,447	2,946,642	4,632,840	605,760	895,194
1990-1999	18,617	624,064	3,934,411	8,567,251	612,408	1,507,602
2000-2010	683,901	1,307,965	4,518,246	13,085,497	4,321,331	5,828,933
2011-2012	0	1,307,965	49,259	13,134,756	8,785	5,837,718
	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>
Prior to 1970	NA	NA	NA	NA	NA	NA
1970-1979	13,168	5.7%	101,246	9.6%	26,222	26.7%
1980-1989	29,607	6.9%	294,664	10.6%	60,576	12.0%
1990-1999	1,862	0.3%	393,441	6.3%	61,241	5.4%
2000-2010	62,173	7.0%	410,750	3.9%	392,848	13.1%
Capture Rate of County Total:						
Prior to 1970	3.7%	3.7%	4.7%	4.7%	1.5%	1.5%
1970-1979	3.5%	3.7%	13.9%	7.8%	8.0%	5.7%
1980-1989	4.6%	4.1%	24.4%	13.8%	9.9%	8.0%
1990-1999	0.4%	3.2%	38.9%	19.6%	20.5%	10.6%
2000-2010	10.5%	5.1%	31.2%	22.5%	57.6%	26.8%
Area in Acres		18,720		100,653		82,611
Developed SF per Acre		70		130		71
<u>Year Built</u>	<u>Ft. Myers Airport Area</u>		<u>FL Turnpike/US 27 Area</u>		<u>St. Lucie/Turnpike Area</u>	
	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>
Prior to 1970	0	0	31,946	31,946	0	0
1970-1979	8,624	8,624	27,428	59,374	0	0
1980-1989	8,519	17,143	27,522	86,896	24,113	24,113
1990-1999	47,699	64,842	18,975	105,871	390,877	414,990
2000-2010	1,052,611	1,117,453	185,656	291,527	1,568,607	1,983,597
2011-2012	0	1,117,453	6,670	298,197	0	1,983,597
	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>
Prior to 1970	NA	NA	NA	NA	NA	NA
1970-1979	862	NA	2,743	NA	0	NA
1980-1989	852	NA	2,752	3.9%	2,411	NA
1990-1999	4,770	14.2%	1,898	2.0%	39,088	32.9%
2000-2010	95,692	29.5%	16,878	9.6%	142,601	15.3%
Capture Rate of County Total:						
Prior to 1970	0.0%	0.0%	0.1%	0.1%	0.0%	0.0%
1970-1979	0.1%	0.1%	0.2%	0.1%	0.0%	0.0%
1980-1989	0.1%	0.1%	0.1%	0.1%	0.9%	0.4%
1990-1999	0.5%	0.2%	0.1%	0.1%	19.8%	5.6%
2000-2010	7.5%	2.6%	0.9%	0.2%	31.0%	15.9%
Area in Acres		13,786		4,275		10,739
Developed SF per Acre		81		70		185

Source: CoStar; RERC

Mount Dora area is dominated by retail development. However, even given this retail dominance, the area has the lowest square feet per acre of any area profiled. Some of the pertinent observations from other areas profiled include:

- The West Sanford area has about the same amount of retail space as the Mount Dora area, although in a much smaller amount of acres. The West Sanford area also includes the Seminole Towne Center Mall, which has about 1,213,000 square feet of space and opened in 1994. The jump in retail space in this area began in the 1990's and is directly related to the opening of the mall.
- The Lake Mary/Heathrow area's growth in retail space occurred after the opening of International Parkway in the late 1990's. About 1,000,000 square feet of space was added from 2000 to 2010. Still this area has a lower amount of overall retail space than the Mount Dora area but does have a much higher ratio of retail space per square feet at 550 square feet per acre.
- The South Pasco County area again is a good example of the potential for Mount Dora. Retail growth exploded in the period from 2000 to 2010 as new households were added to the market. During that time about 400,000 square feet of retail space per year was added to the market. This area has a ratio of about 71 square feet of retail space per acre versus 59 square feet in the Mount Dora area. The West Lakeland area has about the same amount of retail space per acre as the South Pasco market.
- The much larger Southeast Duval County area has a substantial amount of retail space, by far the largest of any area profiled. The area has about 13,000,000 square feet of space, adding from about 300,000 to 400,000 square feet of retail space annually over the last 30 years. The Southeast Duval County area has more than twice the amount of space per acre (130 square feet) as Mount Dora. Certainly the amount of households in the large area is a contributor to the growth in retail space.

The following series of tables summarize the combined office, industrial and retail markets within the Mount Dora area and each of the respective subareas.

Table 5.7.1: Summary of Case Study Subarea's Combined Office, Industrial and Retail Markets

<u>Year Built</u>	<u>Mt. Dora Area</u>		<u>Lake Mary/Heathrow</u>		<u>West Sanford Area</u>	
	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>
Prior to 1970	877,185	877,185	262,511	262,511	81,231	81,231
1970-1979	724,235	1,601,420	0	262,511	164,484	245,715
1980-1989	718,226	2,319,646	931,518	1,194,029	496,263	741,978
1990-1999	636,212	2,955,858	2,602,414	3,796,443	2,595,624	3,337,602
2000-2010	926,156	3,882,014	3,317,718	7,114,161	1,863,197	5,200,799
2011-2012	36,985	3,918,999	25,318	7,139,479	4,113	5,204,912
	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>
Prior to 1970	NA	NA	NA	NA	NA	NA
1970-1979	72,424	6.2%	0	NA	16,448	11.7%
1980-1989	71,823	3.8%	93,152	NA	49,626	11.7%
1990-1999	63,621	2.5%	260,241	12.3%	259,562	16.2%
2000-2010	84,196	2.5%	301,611	5.9%	169,382	4.1%
Capture Rate of County Total:						
Prior to 1970	22.2%	22.2%	4.1%	4.1%	1.3%	1.3%
1970-1979	24.9%	23.3%	0.0%	1.6%	1.6%	1.5%
1980-1989	15.2%	20.0%	4.2%	3.1%	2.2%	1.9%
1990-1999	11.5%	17.3%	15.8%	6.9%	15.8%	6.0%
2000-2010	8.9%	14.1%	19.8%	9.9%	11.1%	7.2%
Area in Acres		44,634		2,816		1,670
Developed SF per Acre		88		2,535		3,116
% Office:						
Prior to 1970	26.7%	26.7%	0.0%	0.0%	1.3%	1.3%
1970-1979	6.0%	17.3%	NA	0.0%	0.0%	0.4%
1980-1989	16.4%	17.0%	74.3%	58.0%	2.0%	1.5%
1990-1999	6.1%	14.7%	77.4%	71.3%	0.1%	0.4%
2000-2010	16.4%	15.1%	69.7%	70.5%	8.7%	3.4%
2011-2012	32.9%	15.2%	0.0%	70.3%	0.0%	3.4%
% Industrial:						
Prior to 1970	5.6%	5.6%	100.0%	100.0%	86.2%	86.2%
1970-1979	46.8%	24.2%	NA	100.0%	74.6%	78.4%
1980-1989	8.2%	19.3%	0.0%	22.0%	95.5%	89.9%
1990-1999	13.0%	17.9%	10.2%	13.9%	40.3%	51.3%
2000-2010	15.0%	17.2%	1.4%	8.1%	39.4%	47.0%
2011-2012	0.0%	17.1%	0.0%	8.1%	0.0%	47.0%
% Retail:						
Prior to 1970	67.7%	67.7%	0.0%	0.0%	12.5%	12.5%
1970-1979	47.1%	58.4%	NA	0.0%	25.4%	21.1%
1980-1989	75.4%	63.7%	25.7%	20.0%	2.4%	8.6%
1990-1999	80.9%	67.4%	12.5%	14.8%	59.6%	48.3%
2000-2010	68.7%	67.7%	28.9%	21.4%	51.9%	49.6%
2011-2012	67.1%	67.7%	100.0%	21.7%	100.0%	49.6%

Source: CoStar; RERC

Table 5.7.2: Summary of Case Study Subarea's Combined Office, Industrial and Retail Markets

<u>Year Built</u>	<u>West Lakeland Area</u>		<u>SE Duval County Area</u>		<u>South Pasco County Area</u>	
	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>
Prior to 1970	3,341,826	3,341,826	2,145,688	2,145,688	53,807	53,807
1970-1979	1,067,538	4,409,364	5,490,120	7,635,808	384,964	438,771
1980-1989	5,022,475	9,431,839	15,647,031	23,282,839	1,173,429	1,612,200
1990-1999	4,180,321	13,612,160	17,572,403	40,855,242	1,349,109	2,961,309
2000-2010	5,148,954	18,761,114	14,214,349	55,069,591	7,666,945	10,628,254
2011-2012	37,000	18,798,114	196,865	55,266,456	111,724	10,739,978
	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>
Prior to 1970	NA	NA	NA	NA	NA	NA
1970-1979	106,754	2.8%	549,012	13.5%	38,496	23.4%
1980-1989	502,248	7.9%	1,564,703	11.8%	117,343	13.9%
1990-1999	418,032	3.7%	1,757,240	5.8%	134,911	6.3%
2000-2010	468,087	3.0%	1,292,214	2.8%	696,995	12.3%
Capture Rate of County Total:						
Prior to 1970	20.5%	20.5%	3.8%	3.8%	1.7%	1.7%
1970-1979	9.9%	16.3%	16.0%	8.3%	6.7%	4.9%
1980-1989	24.6%	19.9%	36.3%	17.3%	11.6%	8.4%
1990-1999	26.8%	21.6%	45.9%	23.6%	27.3%	12.3%
2000-2010	24.7%	22.3%	30.7%	25.1%	57.8%	28.5%
Area in Acres		18,720		100,653		82,611
Developed SF per Acre		1,004		549		130
% Office:						
Prior to 1970	8.6%	8.6%	6.5%	6.5%	25.5%	25.5%
1970-1979	6.6%	8.1%	19.8%	16.1%	0.7%	3.8%
1980-1989	1.1%	4.4%	48.0%	37.5%	6.5%	5.7%
1990-1999	17.1%	8.3%	46.4%	41.3%	5.3%	5.6%
2000-2010	11.8%	9.2%	50.9%	43.8%	25.4%	19.8%
2011-2012	0.0%	9.2%	68.2%	43.9%	92.1%	20.6%
% Industrial:						
Prior to 1970	86.1%	86.1%	62.1%	62.1%	23.9%	23.9%
1970-1979	81.1%	84.9%	61.8%	61.9%	31.1%	30.3%
1980-1989	93.0%	89.2%	33.2%	42.6%	41.9%	38.7%
1990-1999	82.5%	87.1%	31.2%	37.7%	49.3%	43.5%
2000-2010	75.0%	83.8%	17.3%	32.4%	18.3%	25.3%
2011-2012	100.0%	83.8%	6.8%	32.3%	0.0%	25.1%
% Retail:						
Prior to 1970	5.3%	5.3%	31.4%	31.4%	50.6%	50.6%
1970-1979	12.3%	7.0%	18.4%	22.1%	68.1%	66.0%
1980-1989	5.9%	6.4%	18.8%	19.9%	51.6%	55.5%
1990-1999	0.4%	4.6%	22.4%	21.0%	45.4%	50.9%
2000-2010	13.3%	7.0%	31.8%	23.8%	56.4%	54.8%
2011-2012	0.0%	7.0%	25.0%	23.8%	7.9%	54.4%

Source: CoStar; RERC

Table 5.7.3: Summary of Case Study Subarea's Combined Office, Industrial and Retail Markets

<u>Year Built</u>	<u>Ft. Myers Airport Area</u>		<u>FL Turnpike/US 27 Area</u>		<u>St. Lucie/Turnpike Area</u>	
	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>	<u>Absorption</u>	<u>Cumulative Total</u>
Prior to 1970	0	0	479,212	479,212	0	0
1970-1979	8,624	8,624	628,477	1,107,689	451,337	451,337
1980-1989	161,729	170,353	3,660,385	4,768,074	318,408	769,745
1990-1999	600,137	770,490	5,562,247	10,330,321	1,171,264	1,941,009
2000-2010	2,452,057	3,222,547	8,553,730	18,884,051	3,910,845	5,851,854
2011-2012	159,141	3,381,688	112,194	18,996,245	17,576	5,869,430
	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>	<u>Avg Annual Absorption</u>	<u>Avg Annual Growth Rate</u>
Prior to 1970	NA	NA	NA	NA	NA	NA
1970-1979	862	NA	62,848	NA	45,134	NA
1980-1989	16,173	34.8%	366,039	15.7%	31,841	5.5%
1990-1999	60,014	16.3%	556,225	8.0%	117,126	9.7%
2000-2010	222,914	13.9%	777,612	5.6%	355,531	10.6%
Capture Rate of County Total:						
Prior to 1970	0.0%	0.0%	0.4%	0.4%	0.0%	0.0%
1970-1979	0.1%	0.0%	0.8%	0.5%	14.1%	6.6%
1980-1989	0.9%	0.4%	3.7%	1.5%	4.4%	5.5%
1990-1999	3.4%	1.3%	9.0%	2.8%	26.4%	10.5%
2000-2010	7.8%	3.5%	12.6%	4.3%	34.9%	19.7%
Area in Acres		13,786		4,275		10,739
Developed SF per Acre		245		4,443		547
% Office:						
Prior to 1970	NA	NA	0.0%	0.0%	NA	NA
1970-1979	0.0%	0.0%	3.7%	2.1%	0.4%	0.4%
1980-1989	8.0%	7.6%	0.7%	1.0%	17.0%	7.3%
1990-1999	34.2%	28.3%	0.2%	0.6%	17.8%	13.6%
2000-2010	18.3%	20.7%	9.3%	4.5%	11.5%	12.2%
2011-2012	100.0%	24.4%	0.0%	4.5%	100.0%	12.5%
% Industrial:						
Prior to 1970	NA	NA	93.3%	93.3%	NA	NA
1970-1979	0.0%	0.0%	91.9%	92.5%	99.6%	99.6%
1980-1989	86.8%	82.4%	98.6%	97.2%	75.4%	89.6%
1990-1999	57.9%	63.3%	99.5%	98.4%	48.9%	65.0%
2000-2010	38.7%	44.6%	88.5%	93.9%	48.4%	53.9%
2011-2012	0.0%	42.5%	94.1%	93.9%	0.0%	53.7%
% Retail:						
Prior to 1970	NA	NA	6.7%	6.7%	NA	NA
1970-1979	100.0%	100.0%	4.4%	5.4%	0.0%	0.0%
1980-1989	5.3%	10.1%	0.8%	1.8%	7.6%	3.1%
1990-1999	7.9%	8.4%	0.3%	1.0%	33.4%	21.4%
2000-2010	42.9%	34.7%	2.2%	1.5%	40.1%	33.9%
2011-2012	0.0%	33.0%	5.9%	1.6%	0.0%	33.8%

Source: CoStar; RERC

The combined office, industrial and retail land uses continue the trends noted earlier for Mount Dora. The Mount Dora area has the lowest square feet per acre (88) of any area profiled. The South Pasco area is the next highest at 130 square feet per acre. Some of the pertinent observations from other areas profiled include:

- The retail dominance in the Mount Dora area can clearly be seen. In the current and most prior time periods, that land use represented about 68% of the market. Office and industrial land uses have been declining as a percentage of total acres over time. Also, the Mount Dora area has seen a declining capture rate of development within the County. All of the other subareas have achieved increasing shares of development within their respective counties. This means other areas in Lake County have been able to attract an increasing share of development. To date the Mount Dora area has not been as desirable for office and industrial development as other areas of the County.
- The annual absorption rate in the Mount Dora area is far less than what has been achieved in the other profiled areas. Many of the other areas have ranged from about 300,000 to 500,000 square feet of new office, retail and industrial space each year. Those areas that were significantly above this range are in locations that may not be comparable to the future potential in Mount Dora. However, the experience of some of the subareas does provide proof that development can increase dramatically over a relatively short period of time. For example, the South Pasco area jumped from an annual absorption rate of about 135,000 square feet in the 1990's to approximately 697,000 square feet annually from 2000 through 2010. As noted earlier, the Suncoast Parkway's opening allowed access to new greenfield areas just north of the Hillsborough/Pasco County line and was a factor in the rapid growth that occurred during the last decade. The Lake Mary/Heathrow area had a large jump in development from the 1980's (93,000 square feet per year) to the 1990's (260,000 square feet per year). The Ft. Myers Airport and St. Lucie/Turnpike areas also had a large growth in developed square feet from the 1990's to the 2000's, increasing almost three to four times from the earlier to the later time period.
- Each area is unique and has a varying amount of office, retail and industrial space. On average the percent of developed square feet is approximately 23% office, 45% industrial and 33% retail. Some areas are dominated by a particular land use, such as:
 - Mount Dora: Retail
 - Lake Mary/Heathrow: Office
 - West Lakeland: Industrial
 - South Pasco: Retail
 - Ft. Myers Airport: Industrial
 - Florida Turnpike/US 27: Industrial
 - St. Lucie/Florida Turnpike: Industrial

It would be rare to have all three of these land uses coexisting in equal amounts. For example, traditional office and industrial development usually do not make good partners unless the land area in question is so large that separation can occur. Office/warehouse space is more likely to locate in industrial areas than traditional office. Retail can coexist with either office or industrial space but generally prefers office, again unless there is enough land area to create separation amongst the uses.

Implications

Lake County is generally less developed in office, retail and industrial space as the other counties profiled. This trend continues with the Mount Dora area versus the other subareas we profiled. However, the experience of some of the subareas that have undergone improved access provides some examples on what could occur in the Mount Dora area in the future after the Wekiva Parkway is in place. Several of the subareas had significant jumps in development of new office, industrial or retail space after access was improved. It is highly likely that the proposed Mount Dora Employment Center will experience growth in demand once the Parkway is complete. However, there are some limiting factors that could temper this growth, including:

- All of the areas we profiled had more available land than the Mount Dora Employment Center. This would certainly impact the absolute amount of space that could be developed. Also, the road improvements themselves will take up some of the available land and other areas in the site are not developable due to wetlands or other issues. Taking these into account, about 1,152 acres of the total 1,320 acre site could be developable. The wetlands and road impacts will need to be better defined in future study efforts.
- As noted earlier, the site is dominated by land parcels that are less than 5 acres in size. About 65% of the parcels fall in this category. There are 10 parcels that account for about 560 acres (46% of the site less impact of roads and right of way). Several of the larger parcels are adjacent to each other, meaning the ability to assemble those areas into larger development sites should be enhanced. However, some of the larger parcels south of SR 46 are not adjacent to the roadway, limiting their access.
- The Mount Dora Employment Center will compete with other areas in attracting development activity. In particular, the proposed Kelly Park Crossing project located in Orange County off the Wekiva Parkway, has up 9,200,000 square feet of approved entitlements, which could compete directly with the subject site.
- The 1,152 acres of developable land at the subject site could have a bearing on the mix of land uses that are compatible with each other. As noted earlier, certain land uses do not mix well together unless there is sufficient room for separation. Although there are some limitations due to the absolute amount of developable acres, some separation could be created via the road improvements that will occur through the site. The road improvements separate the site into five quadrants ranging in size from 108 to 434 acres, which may allow the noted separation of land uses to some degree.

6.0 INTERVIEWS AND DISCUSSIONS

The enormity of the undertaking and the prospects of its impacts on the City and nearby areas suggest the need to engage at least some property owners and other key stakeholders to solicit their opinion about opportunities, constraints, observed trends, and general planning issues. RERC staff contacted a number of people to solicit different prospective, building on some comments gathered in the course of the initial meeting held earlier in November 2013.

In general, there is the impression the area will undergo substantial transformation as the road ultimately opens. While some are concerned about a loss of rural character and the physical consequences of the road's completion, others have formed a vision of what the area might be. Selected comments were useful in selecting our case study areas.

Some of those with an ostensible understanding of road's impacts already observe the possibility change may occur *even before* the road opens, effectively the outcome of people selling, making plans, or buying property. Mount Dora is well ahead of other areas that could be similarly affected by the road's completion [Mount Plymouth for example] but are taking no action. Given the scale of potential development, there is an obvious sense it is not too early to secure a position along the corridor.

Without attributing comments to specific people, several suggested that healthcare and education needed to be indeed in the mix of future development. Regarding health care, it was suggested Mount Dora has ceded all of its tertiary care and much of its secondary care needs to other communities. With a population increase likely to accompany the plan's implementation, it was intimated that health options need to be considered now. Moreover this area seemed to be a naturally attractive site given its location at the extreme east side of the county. As one of the farthest points east, it may also be underserved by academic opportunities beyond the high school level. While we did not complete either a health care analysis or an academic analysis specifically, the two are obviously symbiotically related based on the emergence of the healthcare profession generally and the proximity to University of Central Florida and its medical school.

These observations were vetted with both healthcare and academic professionals who seemed generally in agreement that benefits could be reciprocal and extend to other uses. Not only are these particular uses symbiotic, they could function to advance the timetable of the area's overall development, providing a large number of jobs and visually anchoring the location in the market. Among key property owners there appears to be some realization that one or both of these substantial uses, should they be incorporated in the master plan, would add to the advantages already seeded by the road. Valencia College and Seminole State College were discussed as examples. These have both grown enormously as they have extended their classroom services into areas which may have otherwise been difficult to reach.

One real estate professional with whom we spoke at length voiced some concerns about the layer of regulations that might thwart specific opportunities along the corridor. This party was dissuaded from being involved in the area's longer term development because of the combined challenges associated with approvals, small parcelization, funds as yet uncommitted for nominal local improvements, and potentially overvalued properties. All of these together mitigate in demonstrable ways the City's efforts to implement a cohesive plan of action. Certainly, any one of the potential obstacles is problematic but they become more so when many properties must

be acquired and any one may distort the total effort. Certainly, the possibility exists that these impediments will slow any overall development timetable.

Despite the evidently attractive overall access, some expressed concern about the overall bifurcation of the property. In general terms, the fear is that circulation between and among parcels could prove difficult even as regional access to the area is good. In effect, road alignment could impose some challenges to linking the best parcels together and undermine the best overall plan for the larger area.

The real estate brokerage community is eying the corridor and the study area with great interest. There is recognition the corridor properties could take on varied character as it develops.

Implications

Even as many are very optimistic about the future of the study area and the opportunities associated with the Wekiva Parkway, there is a recognition that many development initiatives may have to be small. As a result, the creation of an overarching plan that enables the area's full potential to be realized is a logistics challenge. It remains to be seen how the property's ownership and its division will impact any implementation plans. For the moment, we believe that the planned parkway may naturally divide the property in a way that serves as an organizing spine allowing uses, which might otherwise not be complementary, to locate nearby. Effectively the uses could be buffered by a combination of road alignment, grade separations and gateways features. Still, whatever opportunities there could be may unfold slowly initially as various property owners explore their options.

It seems most likely there will have to be incentives and interventionist efforts to overcome inertia. There may have to be certain public investments, presently not being considered, that would advance some activities and strategies.

7.0 LONG TERM OUTLOOK

Our analysis points to a number of different land uses which are appropriate for the properties in question but their mix and timing will depend upon several factors connected to the form of the plan itself, the parcelization of the holdings, and the willing exchanges between buyers and sellers as opportunities arise.

Toward quantifying those uses, we prepared a series of population projections for Lake County extending through 2040 and then estimated the commensurate space needs linked to those long term projections. The projections were based on per capita square feet estimates based on the current situation in Lake County compared to other counties that may have already experienced growth as their markets matured.

The table below shows varying relationships among large, small, urban and rural counties in Florida. The data links the period's estimated population and the actual square footage of the various uses listed.

Table 7.1: Per Capita Square Feet in Service for Selected Commercial Land Uses 1990-2010

Industrial				Office				Retail/Restaurants			
	1990	2000	2010		1990	2000	2010		1990	2000	2010
County	Per Capita			County	Per Capita			County	Per Capita		
Alachua	37	45	54	Alachua	28	32	36	Alachua	47	49	51
Charlotte	22	24	28	Charlotte	18	18	26	Charlotte	47	54	65
Clay	43	41	37	Clay	17	17	21	Clay	52	47	49
Collier	46	39	37	Collier	16	16	18	Collier	62	57	71
Miami-Dade	83	89	92	Miami-Dade	41	40	45	Miami-Dade	46	47	50
DeSoto	33	29	70	DeSoto	11	10	11	DeSoto	48	40	45
Duval	118	131	147	Duval	57	67	70	Duval	47	51	61
Escambia	45	50	57	Escambia	31	34	40	Escambia	65	71	83
Gadsden	78	87	98	Gadsden	10	11	14	Gadsden	35	33	40
Glades	38	30	25	Glades	5	26	29	Glades	21	18	22
Hardee	21	20	26	Hardee	13	10	11	Hardee	40	33	42
Highlands	37	34	39	Highlands	17	17	20	Highlands	48	51	56
Hillsborough	94	94	88	Hillsborough	57	63	61	Hillsborough	45	53	53
Lee	52	54	58	Lee	31	32	34	Lee	53	60	67
Liberty	75	70	60	Liberty	10	11	10	Liberty	19	17	20
Okaloosa	37	39	60	Okaloosa	31	35	42	Okaloosa	56	67	78
Okeechobee	20	40	46	Okeechobee	15	16	18	Okeechobee	68	67	69
Orange	97	99	101	Orange	53	54	58	Orange	45	52	57
Osceola	33	32	33	Osceola	19	19	18	Osceola	45	43	48
Pasco	28	32	34	Pasco	16	16	19	Pasco	51	49	52
Polk	93	108	110	Polk	22	23	22	Polk	48	52	51
St. Lucie	44	43	48	St. Lucie	15	16	16	St. Lucie	35	35	37
Seminole	49	56	62	Seminole	30	38	46	Seminole	45	54	59
Volusia	34	40	50	Volusia	20	22	27	Volusia	61	63	73

Source: CoStar; RERC

Based upon the data described, we subsequently evaluated the general location's ability to capture or support a part of this future potential based upon considerations of the property's general configuration, access, ownership, and development patterns experienced elsewhere. Given the number of likely uses and the many variables influencing the actual deployment of any specific parcel, the analysis points to obvious time frames in which expectations might be realized and greater or lesser inventories of space and jobs which might be accommodated. Further, local preferences or policies could advance or delay certain uses. At least today, the disparate number of owners may be the most challenging consideration to address as any longer term plan is implemented.

Population and space projections

While potential uses will almost certainly include some commercial office, healthcare, educational, and other uses, we believe the emphasis will be on varying intensities of industrial and distribution type of facilities capable of supporting distribution, manufacturing, and technology activities. These activities will be complemented by office and retail uses. The latter could serve site specific employment populations as well as nearby resident populations.

This basic assessment underlies our long term outlook which extends to 2040. We used three sets of population projections reflecting low, medium and high estimates that tie our projections of population and space utilization patterns together. The highest figures generally assume the most aggressive growth scenarios for both the region and the county, increasing population gains in the county relative to nearby counties which will have fewer land options as the region matures, and patterns of space needs which demonstrate increasing concentrations of space relative to the resident population and diversity in the employment mix.

The outcome of this analysis, shown on the following page in Table 7.2, was then compared with that of several other counties and tested for reasonableness. The table on the following page summarizes our estimates of future office, industrial and retail square feet in Lake County through 2040. Estimated square feet per capita for each land use was derived using historic information from other counties as a base. These estimates appear reasonable given the history in Lake County and the potential for future growth given the improvements in access to the area.

Table 7.2: Lake County's Projected Office, Industrial and Retail Square Feet, 2015-2040

	Per Capita SF	Total County SF			Avg Annual Growth Rates			Increase in Total County SF			Avg Annual County SF Absorption		
		Low	Midpoint	High	Low	Midpoint	High	Low	Midpoint	High	Low	Midpoint	High
Office:													
2010		3,970,576	3,970,576	3,970,576	NA	NA	NA	NA	NA	NA	NA	NA	NA
2015	14	4,254,600	4,526,200	4,797,800	1.4%	2.7%	3.9%	284,024	555,624	827,224	56,805	111,125	165,445
2020	14	4,564,000	5,071,500	5,579,000	1.4%	2.3%	3.1%	309,400	545,300	781,200	61,880	109,060	156,240
2025	16	5,504,000	6,400,800	7,297,600	3.8%	4.8%	5.5%	940,000	1,329,300	1,718,600	188,000	265,860	343,720
2030	18	6,445,800	7,860,600	9,275,400	3.2%	4.2%	4.9%	941,800	1,459,800	1,977,800	188,360	291,960	395,560
2035	20	7,364,000	9,441,000	11,518,000	2.7%	3.7%	4.4%	918,200	1,580,400	2,242,600	183,640	316,080	448,520
2040	22	8,247,800	11,145,200	14,042,600	2.3%	3.4%	4.0%	883,800	1,704,200	2,524,600	176,760	340,840	504,920
Industrial:													
2010		8,846,250	8,846,250	8,846,250	NA	NA	NA	NA	NA	NA	NA	NA	NA
2015	30	9,117,000	9,699,000	10,281,000	0.6%	1.9%	3.1%	270,750	852,750	1,434,750	54,150	170,550	286,950
2020	31	10,106,000	11,229,750	12,353,500	2.1%	3.0%	3.7%	989,000	1,530,750	2,072,500	197,800	306,150	414,500
2025	32	11,008,000	12,801,600	14,595,200	1.7%	2.7%	3.4%	902,000	1,571,850	2,241,700	180,400	314,370	448,340
2030	34	12,175,400	14,847,800	17,520,200	2.0%	3.0%	3.7%	1,167,400	2,046,200	2,925,000	233,480	409,240	585,000
2035	36	13,255,200	16,993,800	20,732,400	1.7%	2.7%	3.4%	1,079,800	2,146,000	3,212,200	215,960	429,200	642,440
2040	38	14,246,200	19,250,800	24,255,400	1.5%	2.5%	3.2%	991,000	2,257,000	3,523,000	198,200	451,400	704,600
Retail:													
2010		14,653,545	14,653,545	14,653,545	NA	NA	NA	NA	NA	NA	NA	NA	NA
2015	49	14,891,100	15,841,700	16,792,300	0.3%	1.6%	2.8%	237,555	1,188,155	2,138,755	47,511	237,631	427,751
2020	50	16,300,000	18,112,500	19,925,000	1.8%	2.7%	3.5%	1,408,900	2,270,800	3,132,700	281,780	454,160	626,540
2025	51	17,544,000	20,402,550	23,261,100	1.5%	2.4%	3.1%	1,244,000	2,290,050	3,336,100	248,800	458,010	667,220
2030	52	18,621,200	22,708,400	26,795,600	1.2%	2.2%	2.9%	1,077,200	2,305,850	3,534,500	215,440	461,170	706,900
2035	53	19,514,600	25,018,650	30,522,700	0.9%	2.0%	2.6%	893,400	2,310,250	3,727,100	178,680	462,050	745,420
2040	54	20,244,600	27,356,400	34,468,200	0.7%	1.8%	2.5%	730,000	2,337,750	3,945,500	146,000	467,550	789,100
Total:													
2010		27,470,371	27,470,371	27,470,371	NA	NA	NA	NA	NA	NA	NA	NA	NA
2015	93	28,262,700	30,066,900	31,871,100	0.6%	1.8%	3.0%	792,329	2,596,529	4,400,729	158,466	519,306	880,146
2020	95	30,970,000	34,413,750	37,857,500	1.8%	2.7%	3.5%	2,707,300	4,346,850	5,986,400	541,460	869,370	1,197,280
2025	99	34,056,000	39,604,950	45,153,900	1.9%	2.8%	3.6%	3,086,000	5,191,200	7,296,400	617,200	1,038,240	1,459,280
2030	104	37,242,400	45,416,800	53,591,200	1.8%	2.8%	3.5%	3,186,400	5,811,850	8,437,300	637,280	1,162,370	1,687,460
2035	109	40,133,800	51,453,450	62,773,100	1.5%	2.5%	3.2%	2,891,400	6,036,650	9,181,900	578,280	1,207,330	1,836,380
2040	114	42,738,600	57,752,400	72,766,200	1.3%	2.3%	3.0%	2,604,800	6,298,950	9,993,100	520,960	1,259,790	1,998,620

Source: RERC

Market penetration or capture

The analysis above describes our broad approach to estimating a long term outlook for an area and location which will compete at a number of levels with many different settings, each with advantages and disadvantages. This area's superior access, the relatively limited number of interchanges along the road's alignment, the planned entitlements, and the availability of other supportive infrastructure make it a dynamic and robust location over time.

That said, in both the long and short term there are other emerging and established areas in Lake County itself and throughout central Florida that will remain major employment centers. Even as some of these reach maturity, others will be redeveloped to take advantage of, or to secure, their locations. At least in the short term, the most obvious nearby competing location is associated with the Kelly Park Crossing DRI project, effectively accessed by the closest interchange in neighboring Orange County and envisioned as both a major residential and non-residential project. Areas further south in Lake County have been addressed in terms of Mount Dora's potential share.

The capture rates applied in this analysis stem largely from observations and interpretations of the case study situations, prior development patterns in the region, and our own understanding about the competitive framework in the region. The case study holdings or locations have

generally emerged over 10 to 20 year time frame in the context of very dynamic and competing settings. We believe the experience of the case study group in particular is instructive regarding a pace of development, a market share, and intensity of activity that could be expected.

At the same time, we are mindful that Lake County has failed to enhance its share of regional activity even as Seminole has materially improved its regional capture. We believe Seminole's dominant position, if not falling away, will begin to decline as locations in southeast Orange, west Orange and Lake mature. Certainly, the beltways and parkways which connect the region will open new lands and opportunities. We believe our analysis centered on Lake County and its share of the region's longer term economic activity establishes the basis for our outlook and understanding about this location's competitiveness.

The table below summarizes our estimates of potential future development at the subject site based on site capture percentages of the County's growth in supply for each land use (office, industrial, retail). Other land uses could certainly occur which would make use of land not fully utilized on-site.

Table 7.3: Site Capture of Lake County's Projected Office, Industrial and Retail Square Feet, 2015-2040

	Site	Site Cumulative Total SF			Site Avg Annual SF Absorption			FAR			Cumulative Acres		
	Capture %	Low	Midpoint	High	Low	Midpoint	High	Low	Midpoint	High	Low	Midpoint	High
Office:													
2010	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
2015	0.0%	0	0	0	0	0	0	0.25	0.25	0.25	0	0	0
2020	0.0%	0	0	0	0	0	0	0.25	0.25	0.25	0	0	0
2025	10.0%	94,000	132,930	171,860	18,800	26,586	34,372	0.25	0.25	0.25	9	12	16
2030	20.0%	282,360	424,890	567,420	37,672	58,392	79,112	0.25	0.25	0.25	26	39	52
2035	25.0%	511,910	819,990	1,128,070	45,910	79,020	112,130	0.25	0.25	0.25	47	75	104
2040	30.0%	777,050	1,331,250	1,885,450	53,028	102,252	151,476	0.25	0.25	0.25	71	122	173
Industrial:													
2010	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
2015	0.0%	0	0	0	0	0	0	0.20	0.20	0.20	0	0	0
2020	0.0%	0	0	0	0	0	0	0.20	0.20	0.20	0	0	0
2025	15.0%	135,300	235,778	336,255	27,060	47,156	67,251	0.20	0.20	0.20	16	27	39
2030	25.0%	427,150	747,328	1,067,505	58,370	102,310	146,250	0.20	0.20	0.20	49	86	123
2035	35.0%	805,080	1,498,428	2,191,775	75,586	150,220	224,854	0.20	0.20	0.20	92	172	252
2040	40.0%	1,201,480	2,401,228	3,600,975	79,280	180,560	281,840	0.20	0.20	0.20	138	276	413
Retail:													
2010	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
2015	0.0%	0	0	0	0	0	0	0.15	0.15	0.15	0	0	0
2020	0.0%	0	0	0	0	0	0	0.15	0.15	0.15	0	0	0
2025	4.0%	49,760	91,602	133,444	9,952	18,320	26,689	0.15	0.15	0.15	8	14	20
2030	6.0%	114,392	229,953	345,514	12,926	27,670	42,414	0.15	0.15	0.15	18	35	53
2035	8.0%	185,864	414,773	643,682	14,294	36,964	59,634	0.15	0.15	0.15	28	63	99
2040	10.0%	258,864	648,548	1,038,232	14,600	46,755	78,910	0.15	0.15	0.15	40	99	159
Total:													
2010		NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
2015		0	0	0	0	0	0	NA	NA	NA	0	0	0
2020		0	0	0	0	0	0	NA	NA	NA	0	0	0
2025		279,060	460,310	641,559	55,812	92,062	128,312	0.20	0.20	0.20	32	53	75
2030		823,902	1,402,171	1,980,439	108,968	188,372	267,776	0.20	0.20	0.20	92	160	228
2035		1,502,854	2,733,191	3,963,527	135,790	266,204	396,618	0.21	0.21	0.21	168	311	454
2040		2,237,394	4,381,026	6,524,657	146,908	329,567	512,226	0.21	0.21	0.21	249	497	745

Source: CoStar; RERC

As can be seen in the following table, the midpoint scenario's site capture percentages for the combined office, industrial and retail land uses are in-line with the Mount Dora area's historic capture of the County's growth in supply shown earlier in Table 4.5. The site capture percentages in later years reflect slight increases from the past Mount Dora area capture due to the improved access that will occur once the Wekiva Parkway is completed.

Table 7.4: Site Capture Percentages for the Combined Office, Industrial and Retail Square Feet, 2015-2040

<u>Year</u>	<u>Site Capture Percentage</u>		
	<u>Low</u>	<u>Midpoint</u>	<u>High</u>
2010	0.0%	0.0%	0.0%
2015	0.0%	0.0%	0.0%
2020	0.0%	0.0%	0.0%
2025	0.8%	1.2%	1.4%
2030	2.2%	3.1%	3.7%
2035	3.7%	5.3%	6.3%
2040	5.2%	7.6%	9.0%

Source: CoStar; RERC

If the property is developed as noted earlier, the percent of office, industrial and retail development would be as follows.

Table 7.5: Percentage of Office, Industrial and Retail Square Feet Developed at Subject Site, 2015-2040

	<u>% of Site Total SF</u>		
	<u>Low</u>	<u>Midpoint</u>	<u>High</u>
Office:			
2010	NA	NA	NA
2015	NA	NA	NA
2020	NA	NA	NA
2025	33.7%	28.9%	26.8%
2030	34.3%	30.3%	28.7%
2035	34.1%	30.0%	28.5%
2040	34.7%	30.4%	28.9%
Industrial:			
2010	NA	NA	NA
2015	NA	NA	NA
2020	NA	NA	NA
2025	48.5%	51.2%	52.4%
2030	51.8%	53.3%	53.9%
2035	53.6%	54.8%	55.3%
2040	53.7%	54.8%	55.2%
Retail:			
2010	NA	NA	NA
2015	NA	NA	NA
2020	NA	NA	NA
2025	17.8%	19.9%	20.8%
2030	13.9%	16.4%	17.4%
2035	12.4%	15.2%	16.2%
2040	11.6%	14.8%	15.9%
Total:			
2010	NA	NA	NA
2015	NA	NA	NA
2020	NA	NA	NA
2025	100.0%	100.0%	100.0%
2030	100.0%	100.0%	100.0%
2035	100.0%	100.0%	100.0%
2040	100.0%	100.0%	100.0%

Source: CoStar; RERC

This mix of office, industrial and retail land uses makes sense given the area's future improvements in access beginning around 2020. We have assumed that no significant development will occur on-site until after the Wekiva Parkway is completed. By 2040 office, industrial and retail will make up approximately 30%, 55% and 15%, respectively of these land uses combined square feet.

Sequence of development

The exurban location and road access suggest to us that the various industrial and distribution opportunities will emerge first, possibly in conjunction with aggressive plans for the addition of regional educational and healthcare facilities. While modest office development may occur in response to the industrial activities, they will be among the last kinds of uses to be implemented at a major scale. Various other commercial uses (mainly retail) will occur as the location is established but will depend primarily on the addition of residential population. We believe that some residential development is an attractive use in the larger mix because it complements those that should occur as the employment concept is established.

The table below summarizes, the excess acres that will be available for other land uses after office, retail and industrial uses are developed.

Table 7.6: Excess Acres at Subject Site after Office, Retail and Industrial Development, 2015-2040

<u>Year</u>	<u>Remaining Site Acres</u>		
	<u>Low</u>	<u>Midpoint</u>	<u>High</u>
2010	922	922	922
2015	922	922	922
2020	922	922	922
2025	890	868	847
2030	829	762	694
2035	754	611	468
2040	673	424	176

Source: CoStar; RERC

We have assumed that the approximate 1,152 acres of developable property would be reduced by about 20% to account for internal roads and other infrastructure. About 922 acres would remain to be allocated to various land uses. As can be seen above, the high scenario makes use of a significant amount of the property, leaving only about 176 acres for other uses, such as residential, hospital/medical, institutional, etc. The low and midpoint scenarios have much more land available for these other uses, or continued absorption of office, retail and industrial development beyond the 2040 time period.

Nature and form of development

The overall program is not highly intensive because of its form. Throughout the case studies, the overall intensity of developed square feet per acre for combined office, industrial and retail uses ranged from about 88 square feet to 4,400 square feet. By 2040, our projected development program results in about 1,700 square feet per acre for the low scenario, 3,300 square feet for the midpoint and 4,900 square feet for the high scenario. The midpoint and high scenarios may appear to have a very large intensity of development based on the case studies. However, all of the case study areas are much larger in size than our total site (1,320 acres).

The smallest site area in size was West Sanford at 1,670 acres, which had a development intensity of approximately 3,116 square feet per acre. This compares favorably to our midpoint estimate. These figures, however, are “modified” gross densities or intensities in that the case studies include some combination of internal and major roads that would otherwise not be included for plan estimation purposes. The subject site would also have an internal road system and other infrastructure that would make use of some of the available property.

Implications

While the analysis is obviously conceptual, it relies upon both observed and historical experience to set a baseline outlook which could be accelerated with the addition of one or two major users, projects, or initiatives. Still, this employment center is, and is plausibly expected to be, a long term undertaking.

Whatever the actual mix and future of the study area and the opportunities associated with the Wekiva Parkway, many of the early development efforts are likely to be small with the market’s share and the total inventory growing at increasing rates over time.

Though much of what will actually occur here is dependent upon competing activity, both the City of Mount Dora and Lake County can begin to work cooperatively with certain institutional users to seed the location and establish it as an emerging commercial center in the region.

While the properties in this employment area should not center on residential uses, they can fit into the mix. Similarly, retail has a purpose and a beneficial connection but will not dominate the opportunities.

As for residential uses, while not a focus of this study, they are logically thought of as indirect uses generated by growing employment counts.

We believe our conversations with others associated with the healthcare and education communities point to opportunities in those areas. We also believe that those uses could potentially accelerate the uses estimated so we are strong advocates of accommodating them in the overall program. They would certainly complement the principal uses.