



City Commission Strategic Planning Workshop

Day One
February 16, 2021

Welcome and Orientation to Purpose
Shawn Sherrouse
City Manager



Agenda, Processes, Anticipated Outcomes and Ground Rules

Dr. Craig S. Collins
Facilitator



Core Values

Social Responsibility

We will enhance the quality of life for all our Citizens through partnerships and programs that embrace cultural diversity, safety and community involvement.

Leadership

We will lead by example, learn from the past, provide direction for the present and plan for the future.

Integrity

We will conduct ourselves in an honest and ethical manner to earn the trust of employees and Citizens.

Core Values Continued

Commitment to Excellence

We will achieve measurable success and continuous improvement through investment of resources, a focus on efficiency and accountability and high expectations for quality.

Empowered Workforce

We will cultivate a work environment which offers employees the authority to act through supportive leadership, mutual respect, trust, personal responsibility and open communication.

Diversity

We will utilize our ethnic, cultural, gender and experiential differences to encourage participation, opportunity, equality, respect and responsiveness to our community.

City Goals

Quality of Life Goal

Provide quality public spaces, deliver superior municipal services, and support arts, education, recreation, and wellness.

Communication Goal

Develop an informed and engaged community.

Economic Opportunity Goal

Create and encourage inclusive, lasting environments that grow, attract, and retain a creative, talented, educated, and technically qualified workforce.

Fiscal Management Goal

Develop and effectively manage financial resources.

Growth Management Goal

Ensure planning and infrastructure results in quality development and safe, attractive neighborhoods.

Governance Goal

Provide for responsive and responsible governmental service.



City Commission - Open Discussion



Break



LKLDView Community Survey Ranking of City Goals

Presented by:
Stephanie Passey, Senior Management Analyst

2021 Goal Valuation Results

Goal	Weights	Rank
Fiscal Management	28.22%	1
Economic Opportunity	23.16%	2
Growth Management	16.44%	3
Governance	15.03%	4
Quality of Life	11.92%	5
Communication	5.23%	6





LKLD View Survey Results

The logo features the text "LKLD VIEW" in white, with "VIEW" on a second line. A large green checkmark is superimposed over the text. The entire logo is contained within a black circular shape that tapers to a point at the bottom, resembling a map pin. Below the logo is a silhouette of a city skyline.

**LKLD
VIEW**

**THE CITY OF LAKELAND
IS INTERESTED IN
YOUR VIEW
ON ISSUES
THAT AFFECT YOUR
QUALITY OF LIFE.**

TAKE THE SURVEY TODAY!!!

LKLDVIEW.COM

JAN 1 THROUGH JAN 31

**LKLD
VIEW**

FORMERLY KNOWN AS THE
COMMUNITY VALUES SURVEY

For more information on the
LKLD View Survey, please call
863.834.SWAN (7926)

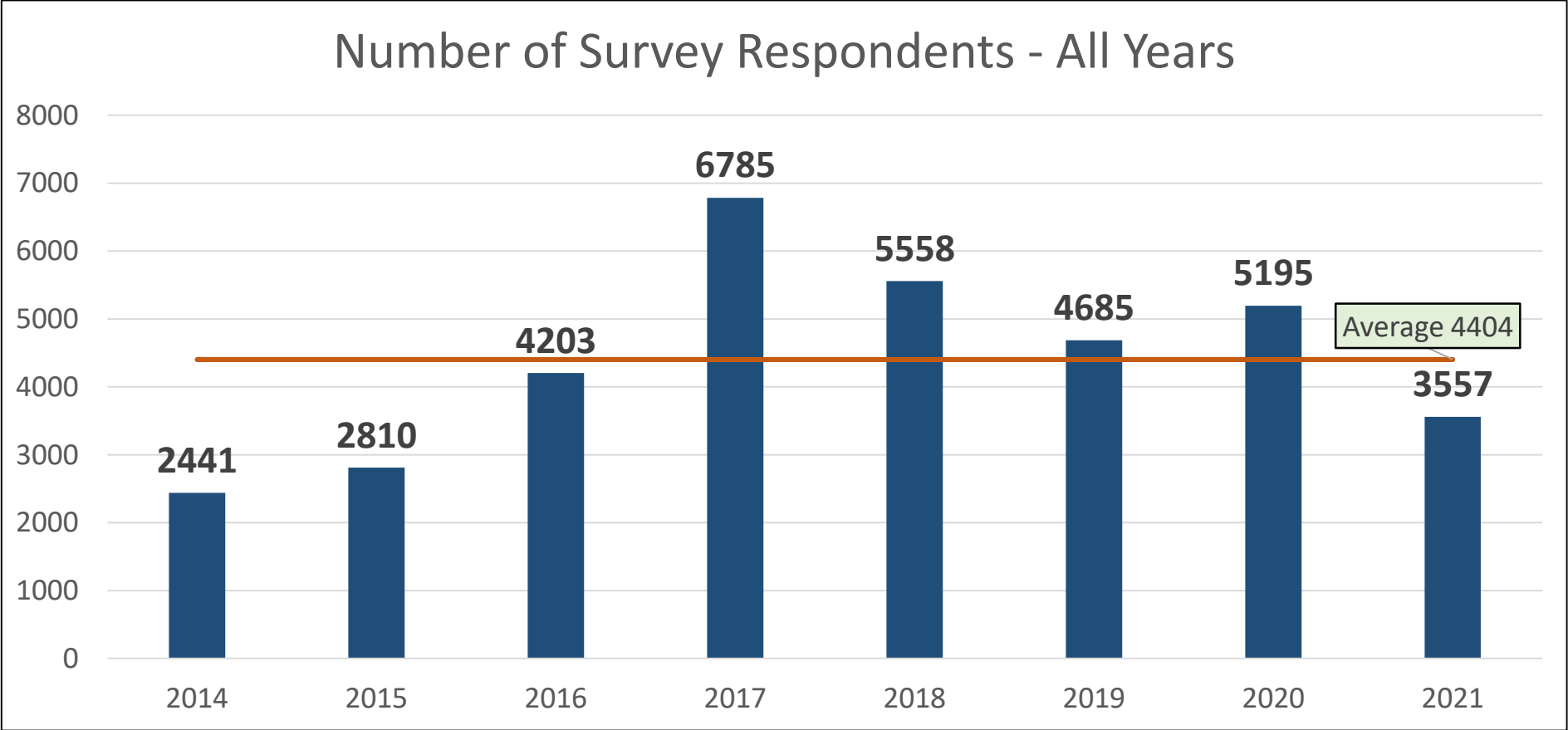


LKLD View Survey 2021

Survey Administration

1. January 1 – January 31, 2021
 - 3,557 valid responses
 2. Getting the Word Out
 - Email blasts
 - Social Media
 - www.Lakelandgov.net
 - Utility Bill Insert
 - Posters
 - Advertised in English and Spanish
-

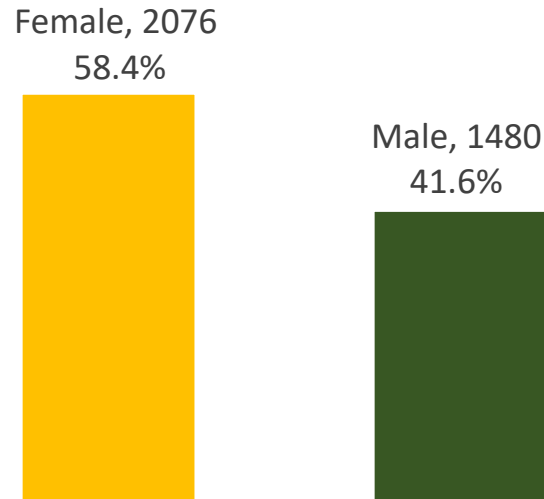
LKLD View Survey 2021



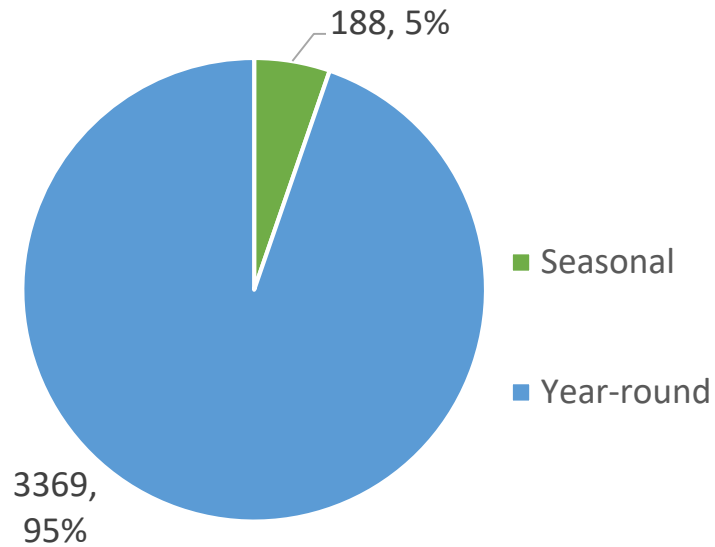
LKLD View Survey 2021

Respondent Demographics

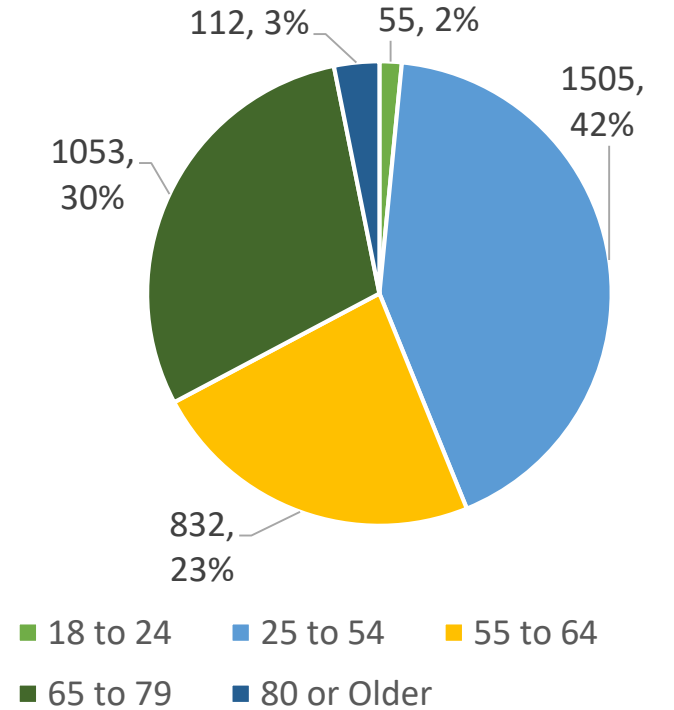
2021 Gender



2021 Type of Residency

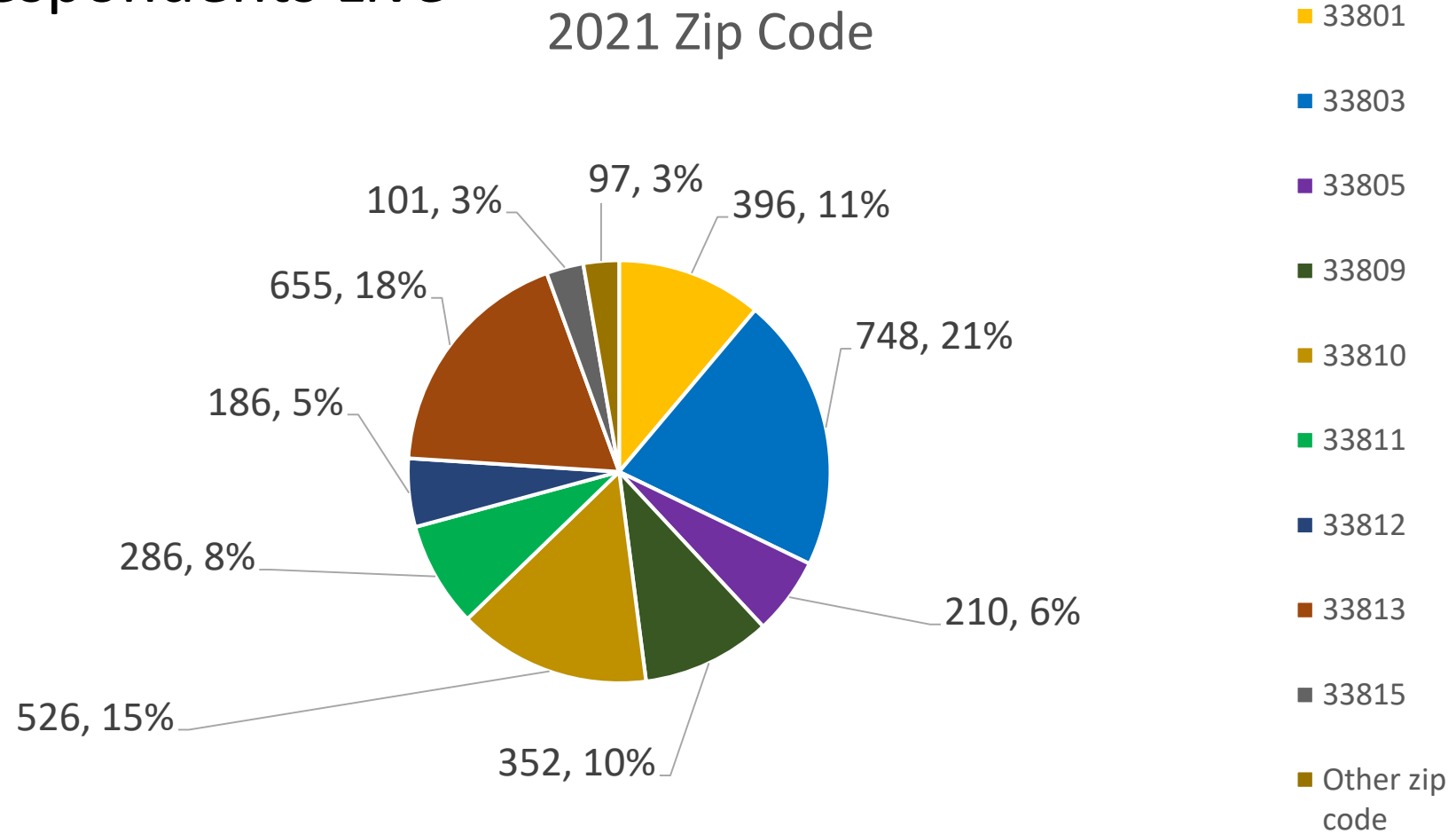


2021 Age Groups



LKLD View Survey 2021

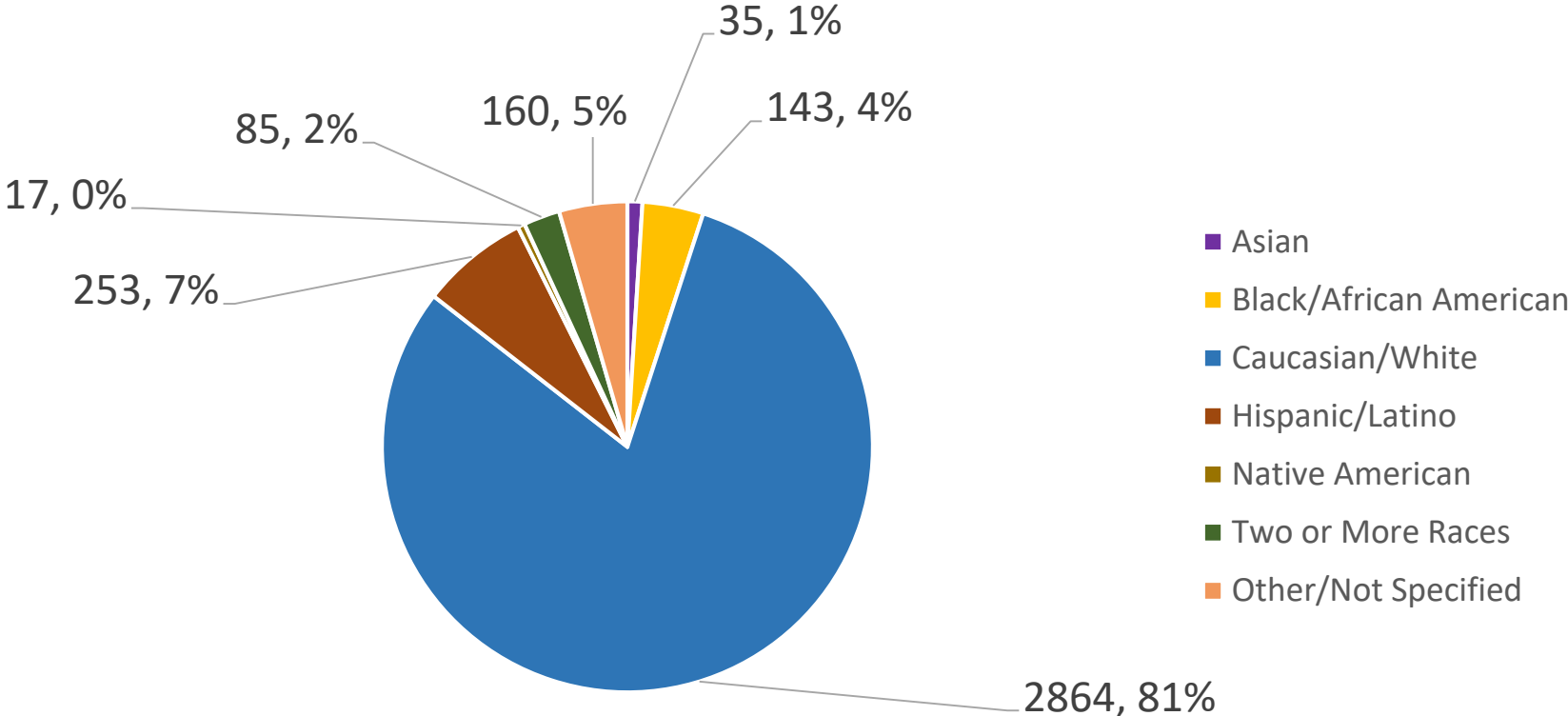
Where the Respondents Live



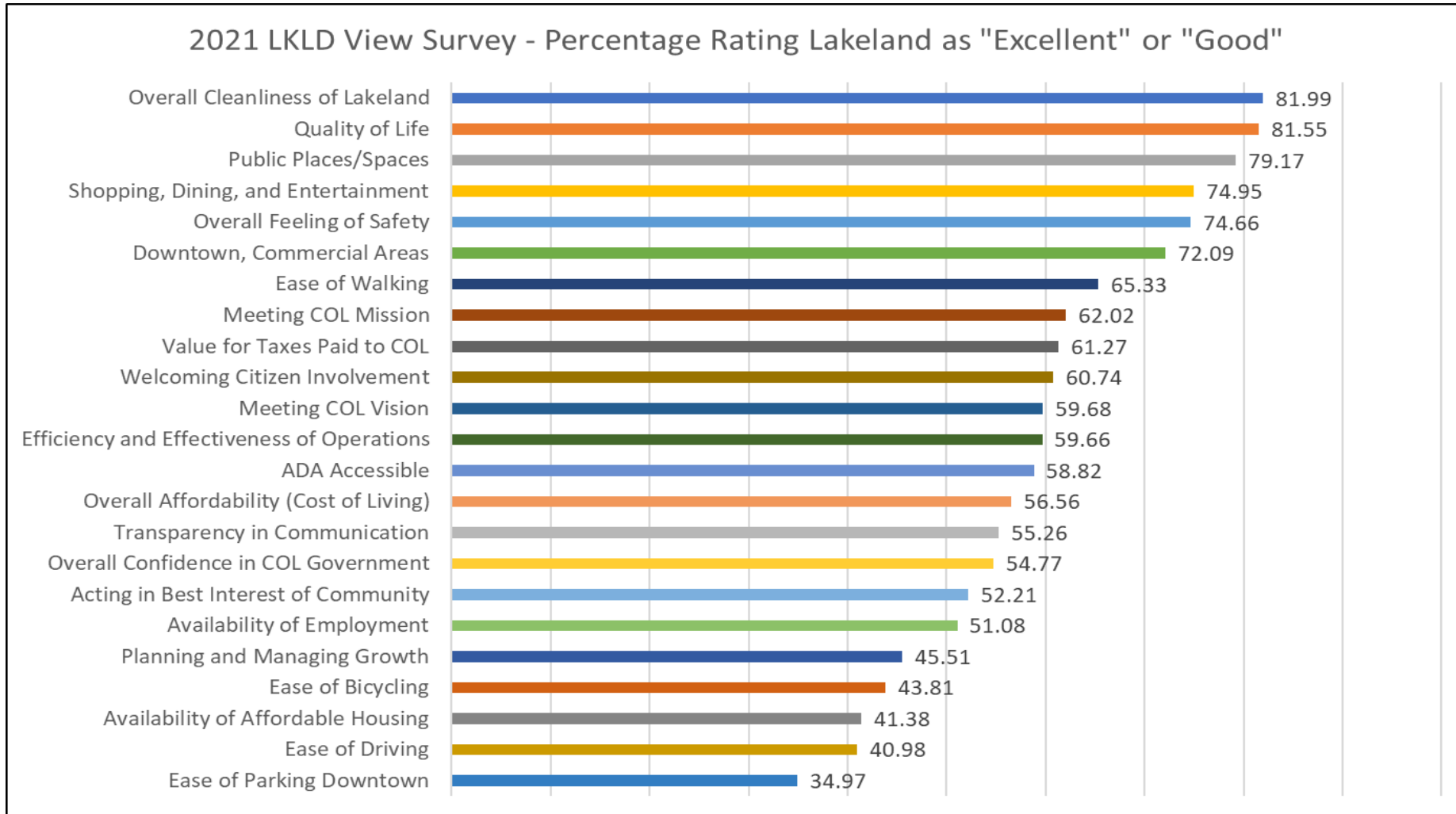
LKLD View Survey 2021

Respondent Ethnicity

2021 Ethnicity



LKLD View Survey 2021



LKLD View Survey 2021

New Chart

- Shows all responses across scale
- Ranked from highest to lowest average score

This table shows results across all scale points (excluding responses of "Don't Know"). The percentage of respondents for each scale point is given, and the items are ranked from highest to lowest mean (average) score.

Rank	Characteristic	Excellent	Good	Fair	Poor	Mean Score
1	Public places/spaces	34.5%	44.7%	16.2%	4.6%	4.09
2	Overall Quality of Life	23.9%	57.6%	15.0%	3.5%	4.02
3	Cleanliness	21.8%	60.2%	15.1%	2.9%	4.01
4	Shopping, Dining, Entertainment	24.9%	50.1%	20.3%	4.7%	3.95
5	Downtown commercial area	27.3%	44.8%	21.4%	6.5%	3.93
6	Overall feeling of safety	17.9%	56.7%	19.9%	5.5%	3.87
7	Ease of walking	17.5%	47.9%	24.7%	9.9%	3.79
8	Meeting COL Mission	16.1%	45.9%	27.7%	10.2%	3.68
9	Value for taxes paid	17.0%	44.2%	27.7%	11.1%	3.67
10	Meeting COL Vision	15.1%	44.5%	29.2%	11.2%	3.64
11	Welcoming citizen involvement	15.5%	45.2%	26.6%	12.6%	3.64
12	Efficient and effective in operations	11.3%	48.4%	29.4%	11.0%	3.6
13	ADA accessible community	12.4%	46.4%	29.1%	12.1%	3.59
14	Overall affordability (Cost of Living)	10.8%	45.7%	31.2%	12.3%	3.55
15	Transparency in COL Government communication	10.9%	44.3%	30.9%	13.8%	3.52
16	Confidence in COL Government	12.0%	42.8%	29.8%	15.5%	3.51
17	Availability of employment	8.8%	42.2%	36.6%	12.4%	3.48
18	Acting in best interest of community	11.8%	40.4%	29.8%	18.0%	3.46
19	Planning for and managing growth	9.0%	36.5%	32.6%	21.9%	3.33
20	Ease of bicycling	8.8%	35.0%	32.1%	24.1%	3.29
21	Ease of driving	7.3%	33.7%	35.5%	23.5%	3.25
22	Availability of affordable housing	8.0%	33.4%	33.8%	24.8%	3.24
23	Ease of parking	7.3%	27.7%	39.9%	25.2%	3.17



Differences According to Age

1. Younger Age Groups tended to give lower ratings
 - 18 – 24 years,
 - 25 – 54 years
2. Older Age Groups tended to give higher ratings
 - 65 – 79 years,
 - 80 or Older

Differences According to Gender

1. No differences according to Gender

Differences According to Ethnicity

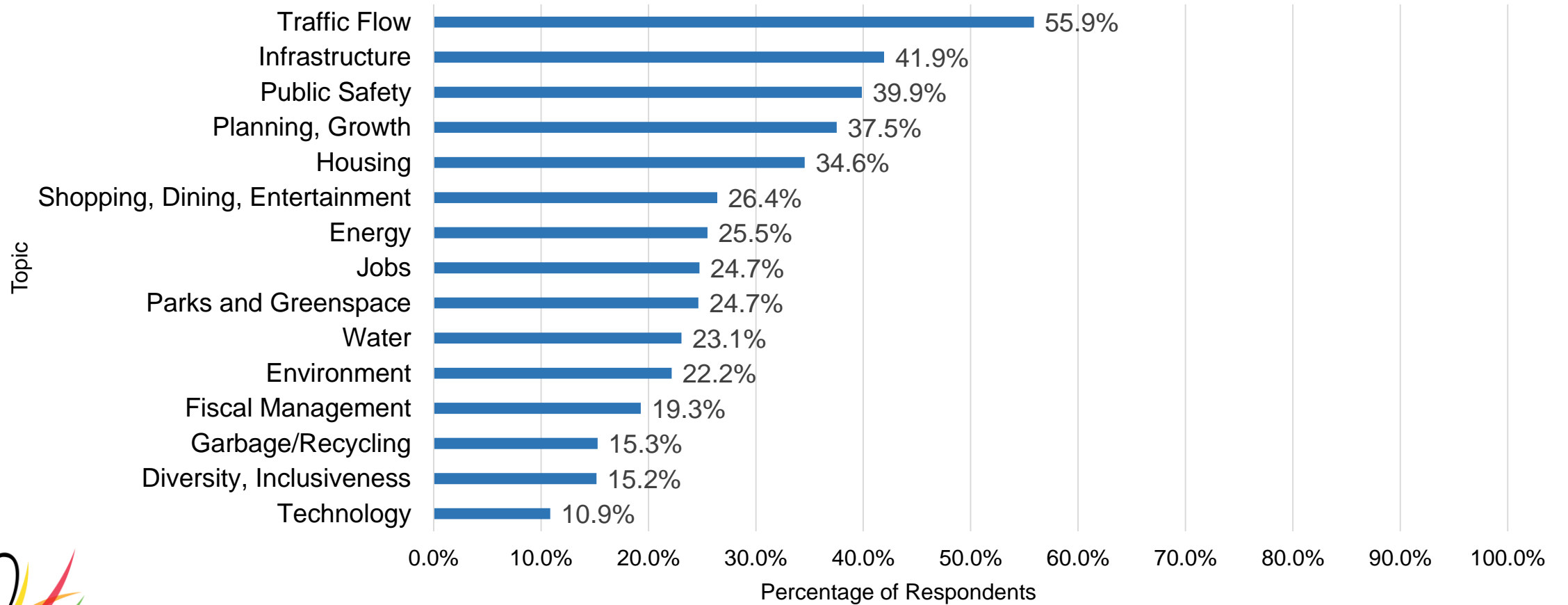
1. Some groups gave Poor ratings on
 - Planning and Managing Growth,
 - Availability of Affordable Housing,
 - Ease of Driving,
 - Ease of Parking Downtown,
 - COL Government Acting in the Best Interest of the Community,
 - Overall Confidence in COL Government
2. Some groups gave only Fair ratings on top three aspects
3. Hispanic, Latino
 - Good ratings on more aspects than the overall average results

Differences According to Zip Code

1. 33801, 33805, 33809, 33812
 - Gave lower ratings than the Overall Results
2. 33803, 33815, and Other Zip Codes
 - Gave higher ratings than the Overall Results

LKLD View Survey 2021

2021 Topics of Concern - Overall Results



LKLD View Survey 2021

Ranking	Most Frequently Mentioned "Other" Concerns
#1	Covid-19, Coronavirus, Pandemic, Masks, Mask Mandates
#2	Homelessness
#2	City of Lakeland Government, Government in General
#4	Schools, Education, the Arts
#5	Community Health (not Covid-19 specific)
#5	Societal Issues (Racial Equality, ADA, Poverty, Caring for others)

Differences According to Age

1. 18-24 Years

- Environment,
- Parks and Greenspace

Differences According to Gender

1. Men

- Shopping, Dining, and Entertainment

Differences According to Ethnicity

1. Asian

- Shopping, Dining, Entertainment

2. Black, African American

- Diversity and Inclusiveness,
- Jobs

3. Hispanic, Latino

- Energy

4. Native American

- Water,
- Fiscal Management,
- Jobs

Differences According to Ethnicity

1. Two or More Races

- Jobs

2. Other Races

- Fiscal Management

Differences According to Zip Code

1. 33812

- Shopping, Dining, Entertainment

2. 33815

- Energy

3. Other Zip Codes

- Environment

Summary

- 3,557 Responses
- Rated as Good or Excellent by over 50% of respondents on 18 aspects
- On average, rated Good on 3 aspects, and Fair on remaining 20 aspects
- Lowest ratings on Ease of Parking, Availability of Affordable Housing, Ease of Bicycling, Ease of Driving, and Planning for and Managing Growth
- No change in Overall Top 5 Concerns (from 2020)
- Covid-19 was the most frequently mentioned “Other” concern
- Jobs, Shopping, Dining, and Entertainment Options, and Fiscal Management were included as concerns by some groups



THE CITY OF LAKELAND IS INTERESTED IN YOUR VIEW ON ISSUES THAT AFFECT YOUR QUALITY OF LIFE.



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LKLD View Survey 2021

Questions?



Water Supply Update

TA 1 - Infrastructure

Presented by:
Segundo J. Fernandez, Outside Legal Council for City of Lakeland



Smart City Initiatives & Data Collection

TA 1 - Infrastructure

Presented by:
Angelo Rao, Manager of Traffic Operations
Chuck Barmby, Business Development and Transportation Manager

SMART City initiatives, autonomous / connected vehicles

- **Smart Cities**

- ✓ Fiber Optics Backbone Support
- ✓ 5 to 10 - Year Plan
- ✓ 5G Technologies' Evolution
- ✓ Wireless Technologies
- ✓ Cyber security enhancements
- ✓ Typical standards:
 - ✓ Utilities
 - ✓ Traffic signals
 - ✓ Parking
 - ✓ Leveraged / agile - Power Distribution & Communications



SMART City initiatives, autonomous / connected vehicles

- Autonomous, Connected, Electric Shared vehicles (ACES) Operational Opportunities
 - ✓ Intersection Collision Avoidance Safety Program (iCASP)
 - ✓ iCASP / CAV FDOT District One - expansion program
 - ✓ Downtown Rail By-Pass program
 - ✓ Enhanced Transit Priority System

Intersection Collision Safety Program - iCASP

Program to prevent Red Light Running (RLR) Crashes

Predict RLR vehicle

Verify RLR vehicle meets criteria

Extend “**All-Red**” / Delay “**Green**”

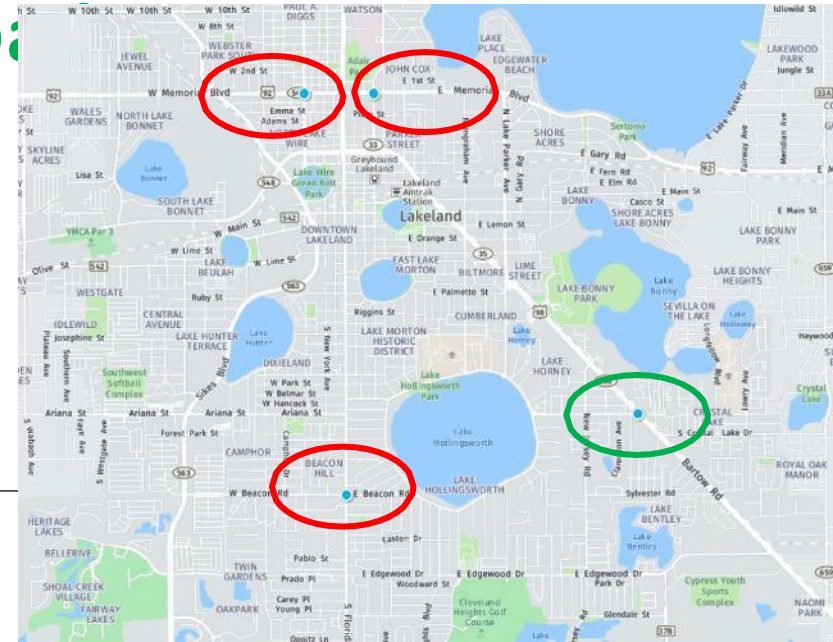
Resume normal operations

Intersection Collision Safety Program - iCASP

Currently study implemented at RLR video camera sites only
Meta-data collection mode only

Four sites being studied:

- Memorial Boulevard and Dr. M.L. King Street;
- Memorial Boulevard and Massachusetts Avenue;
- **N. Crystal Lake Drive and US 98 Bartow Road**;
- S. Florida Avenue and Beacon Road.



As of February, 2021 We are now fully activated at N. Crystal Lake Drive and US 98 Bartow Road!

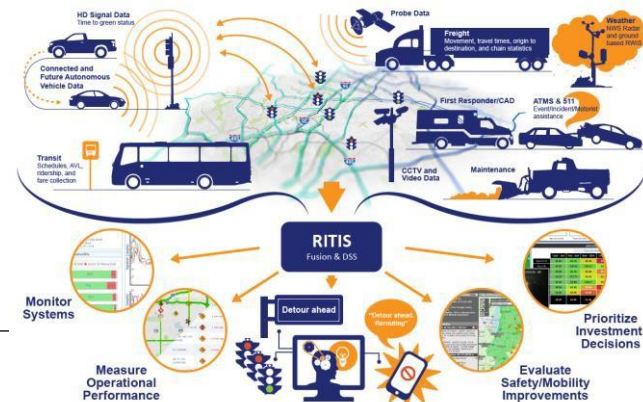
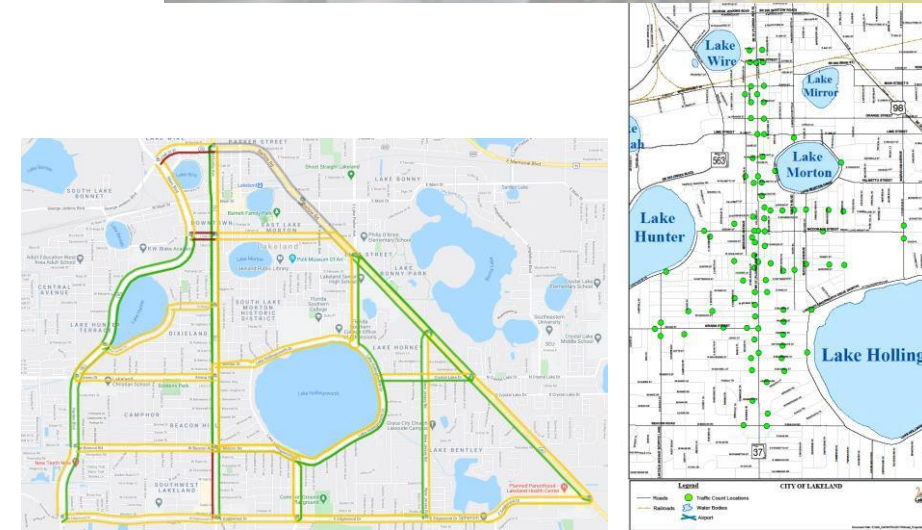
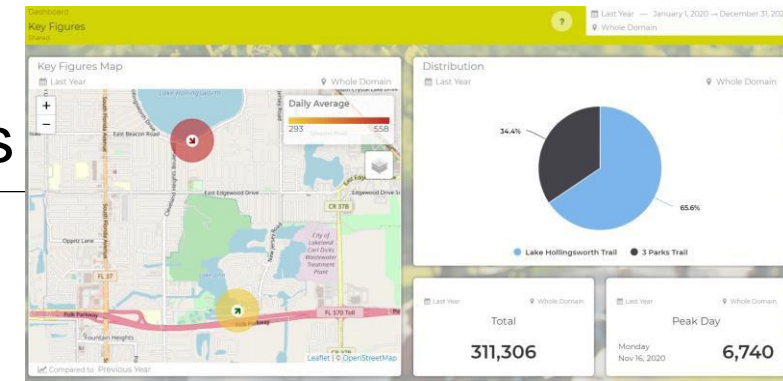
FDOT Grant Application FOR iCASP / Connected Vehicles Expansion:

- The City applied (fall 2020) to FDOT for a grant up to \$500,000 in State funds, to expand iCASP.
- The City committed up to \$243,000 in matching cash/existing equipment/labor/in-kind services.
- A formal award announcement is expected in the Spring of 2021.

SMART City initiatives, autonomous / connected vehicles

- **Data Collection & Analysis**

- ✓ “Eco” Walk / Bike electronic counters
- ✓ 17 “Bluetooth” sensors
- ✓ Partnership with FDOT S. Florida Avenue Road Diet 90+ point traffic speed & volume data analysis
- ✓ Regional Integrated Transportation Information System (RITIS)



SMART City initiatives, autonomous / connected vehicles

Data Collection – Bicycle/Pedestrian

- Existing EcoWalk Counters
 - Lake Hollingsworth
 - Three Parks Trail
- Upcoming Counter on Fort Fraser Trail in Highland City
- FDOT Counters on Ingraham Avenue and West Lake Parker Trail (Two weeks in January 2021)



Fort Fraser Trail Counter Under Construction

SMART City initiatives, autonomous / connected vehicles

- Working with FDOT and Vendor for data collection in Memorial Boulevard Corridor following installation of HAWK Signals
- “After” Data Collection underway for Florida Avenue Pilot Project by FDOT
- Annual Traffic Counts Collected by TPO
- Existing FDOT Permanent Count Stations at strategic locations on State Highway System



SMART City initiatives, autonomous / connected vehicles

- Transportation Revenue Sources
 - Gas Tax
 - Impact Fee (City and County)
 - State and Federal Funds
 - Florida Department of Transportation
 - Polk Transportation Planning Organization (incl. LAP Funds)
- Prioritization
 - City – CIP/Budget Development Cycle
 - FDOT – Annual priorities established by TPO (Elected Board)

 Severe funding reductions expected due to pandemic.



TARGET AREA – TA 2

Presented by:
Jason Willey, Business Development and Special Projects Manager

Incentives are an investment in our economic future and are designed to target the needs of companies and local development plans. Successful businesses require growth and the City of Lakeland offers an array of incentives to help businesses make a smart investment.

IMPACT FEE MITIGATION

In support of development that encourages quality job growth, pre-approved applicants creating 100+ new jobs, high wage jobs or adding industrial building inventory may receive a reduction of non-utility impact fees.

UTILITY IMPACT FEE FINANCING **NEW**

The financing of utility impact fees is available to commercial and industrial projects with water and wastewater fees of \$400,000+ for a period of no more than 5 years. The first 3 years are interest free; repayment with interest begin in the 4th year.

MANUFACTURING / RESEARCH & DEVELOPMENT **NEW**

Manufacturing and certain Research and Development projects that meet one of the established criteria may be eligible to receive a grant of up to \$400,000 for infrastructure related expenses.

ENCOURAGING DEVELOPMENT GROWTH & EXPANSION **NEW**

EDGE is an infrastructure matching grant for new or expanding food- related service and manufacturing businesses. Eligible improvements: backflow preventers, venting systems, grease traps and fire sprinkler systems.

POLK COUNTY BONUS INCENTIVE

PCBI is a job grant that was established to compete for projects statewide and nationally. The incentive is based on a calculation of the average job wage and capital investment to determine eligibility.

ELECTRIC ECONOMIC DEVELOPMENT RIDER

Lakeland Electric designed this incentive to help attract new investment and jobs. Eligible companies may receive discounts on new electric demand for up to five years.

REDEVELOPMENT PROGRAMS & INCENTIVES

The Lakeland CRA has a suite of incentive programs designed to encourage beautification, economic development and community partnerships within the redevelopment district.



Economic Incentive Plans

- EDIFM - Impact Fee Mitigation
- QTI - Qualified Target Industry
- PCBI - Polk County Bonus Incentive
- LE Economic Development Rider
- CRA Programs and Incentives

Manufacturing/Research and Development

- Incentive Program that supports new and expanding manufacturing and R&D projects.
- How is Eligibility Determined?
- What is the Application Process?
- What Improvements are Eligible?
- Funds and Distribution

Encouraging Development Growth & Expansion (EDGE)

- Incentive Program that supports the development of new and expanding manufacturing and food service related businesses.
- How is Eligibility Determined?
- What is the Application Process?
- What Improvements are Eligible?
- Funds and Distribution

Economic Incentive Plans

	Average Annual Wage*	Hourly Wage	115% of Avg. Annual Wage	Hourly Wage	125% of Avg. Annual Wage	Hourly Wage	150% of Avg. Annual Wage	Hourly Wage	A
STATEWIDE	\$51,192	\$24.61	\$58,871	\$28.30	\$63,990	\$30.76	\$76,788	\$36.92	
LEE	\$44,486	\$21.39	\$51,159	\$24.60	\$55,608	\$26.73	\$66,729	\$32.08	
LEON	\$44,156	\$21.23	\$50,779	\$24.41	\$55,195	\$26.54	\$66,234	\$31.84	
LEVY	\$33,099	\$15.91	\$38,064	\$18.30	\$41,374	\$19.89	\$49,649	\$23.87	
LIBERTY	\$40,244	\$19.35	\$46,281	\$22.25	\$50,305	\$24.19	\$60,366	\$29.02	
MADISON	\$32,243	\$15.50	\$37,079	\$17.83	\$40,304	\$19.38	\$48,365	\$23.25	
MANATEE	\$43,596	\$20.96	\$50,135	\$24.10	\$54,495	\$26.20	\$65,394	\$31.44	
MARION	\$38,967	\$18.73	\$44,812	\$21.54	\$48,709	\$23.42	\$58,451	\$28.10	
MARTIN	\$43,007	\$20.68	\$49,458	\$23.78	\$53,759	\$25.85	\$64,511	\$31.01	
MIAMI-DADE	\$55,508	\$26.69	\$63,834	\$30.69	\$69,385	\$33.36	\$83,262	\$40.03	
MONROE	\$41,119	\$19.77	\$47,287	\$22.73	\$51,399	\$24.71	\$61,679	\$29.65	
NASSAU	\$39,623	\$19.05	\$45,566	\$21.91	\$49,529	\$23.81	\$59,435	\$28.57	
OKALOOSA	\$44,703	\$21.49	\$51,408	\$24.72	\$55,879	\$26.86	\$67,055	\$32.24	
OKEECHOBEE	\$35,868	\$17.24	\$41,248	\$19.83	\$44,835	\$21.56	\$53,802	\$25.87	
ORANGE	\$51,034	\$24.54	\$58,689	\$28.22	\$63,793	\$30.67	\$76,551	\$36.80	
OSCEOLA	\$37,462	\$18.01	\$43,081	\$20.71	\$46,828	\$22.51	\$56,193	\$27.02	
PALM BEACH	\$55,649	\$26.75	\$63,996	\$30.77	\$69,561	\$33.44	\$83,474	\$40.13	
PASCO	\$40,248	\$19.35	\$46,285	\$22.25	\$50,310	\$24.19	\$60,372	\$29.03	
PINELLAS	\$50,410	\$24.24	\$57,961	\$27.86	\$63,023	\$30.30	\$73,027	\$36.86	
POLK	\$43,365	\$20.85	\$49,870	\$23.98	\$54,206	\$26.06	\$65,048	\$31.27	
PUTNAM	\$37,264	\$17.92	\$42,854	\$20.60	\$46,580	\$22.39	\$55,896	\$26.87	
SANTA ROSA	\$37,748	\$18.15	\$43,410	\$20.87	\$47,185	\$22.69	\$56,622	\$27.22	
SARASOTA	\$47,132	\$22.66	\$54,202	\$26.06	\$58,915	\$28.32	\$70,698	\$33.99	
SEMINOLE	\$50,314	\$24.19	\$57,861	\$27.82	\$62,893	\$30.24	\$75,471	\$36.28	
ST JOHN'S	\$45,374	\$21.81	\$52,180	\$25.09	\$56,718	\$27.27	\$68,061	\$32.72	
ST LUCIE	\$40,640	\$19.54	\$46,736	\$22.47	\$50,800	\$24.42	\$60,960	\$29.31	
SUMTER	\$41,257	\$19.84	\$47,446	\$22.81	\$51,571	\$24.79	\$61,886	\$29.75	
SUWANNEE	\$33,930	\$16.31	\$39,020	\$18.76	\$42,413	\$20.39	\$50,895	\$24.47	
TAYLOR	\$41,342	\$19.88	\$47,543	\$22.86	\$51,678	\$24.84	\$62,013	\$29.81	

State of Florida Incentive Average Wage Requirements as of 1/1/21

Average Annual Wage 2021

Florida

\$51,192

Polk County

\$43,365

Average Annual Wage in Florida has increased by 16% since 2016, it has increase by 13% in Polk County.



Questions?



Economic Development: Overview of Economic Incentive Plans and Project Updates

TA 2 – Economic Development

Presented by:
Nicole Travis, Director of Community and Economic Development

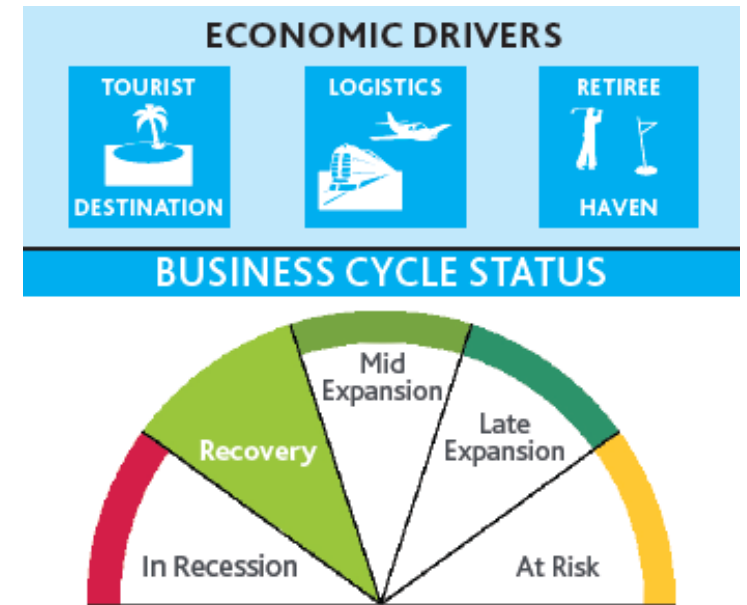
Economic Diversification Could Mean:

- Construction Activity
- Employment Levels
- Logistics/Transport
- Affordability
- Consumer Spending
- Manufacturing



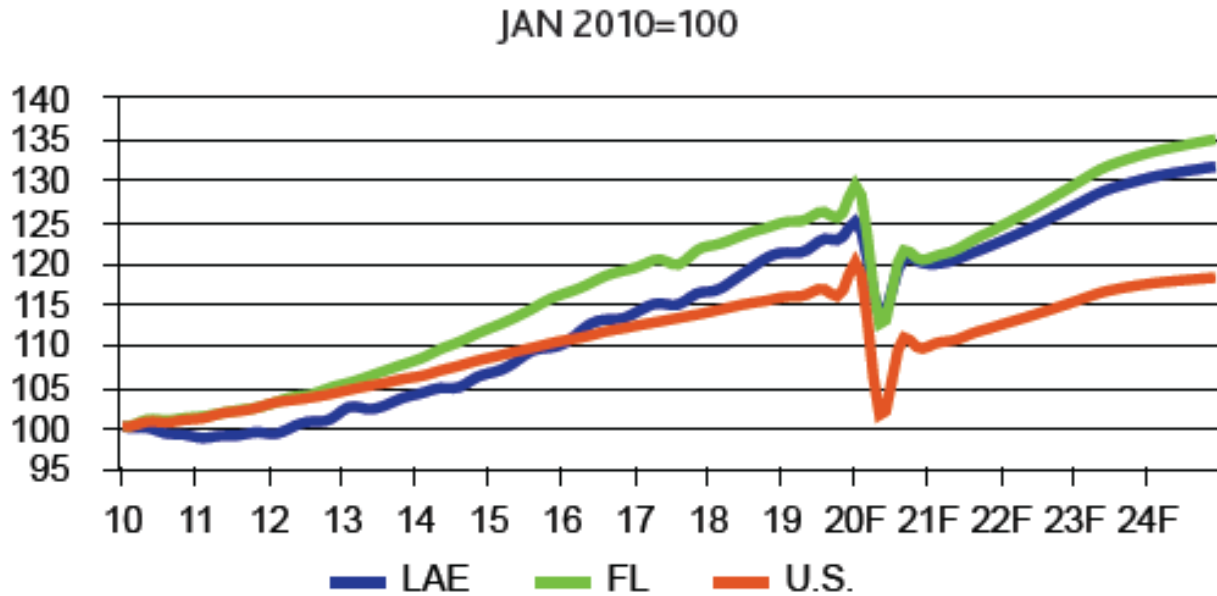
Recent Performance: Dec. 2020

- **Leisure/Hospitality:** slow rebound, but proximity to major theme parks great benefit
- **Retail:** minimum state restrictions helped storefronts weather pandemic. Online shopping increased
- **Logistics:** Distribution hub for Central Florida because of proximity to larger population centers



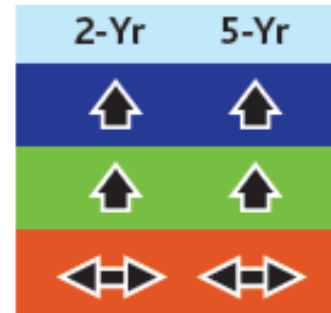
Lakeland's Economy Today

RELATIVE EMPLOYMENT PERFORMANCE

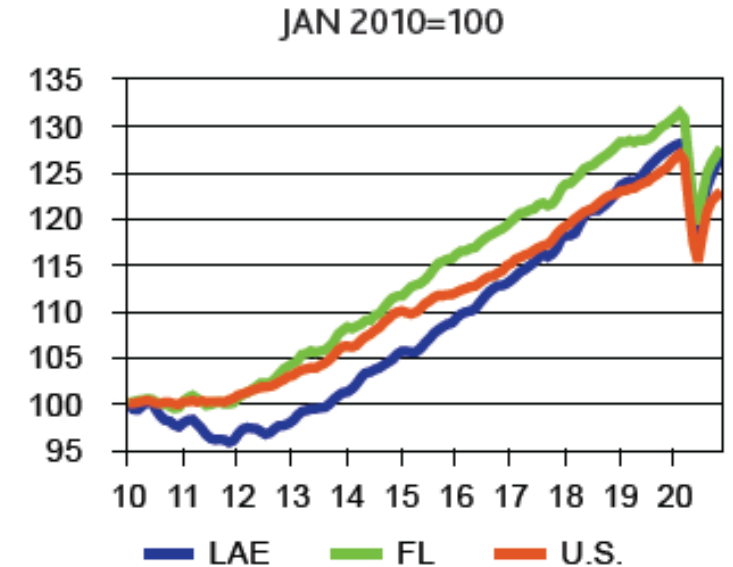


Sources: BLS, Moody's Analytics

FORECAST VS. 6 MO PRIOR

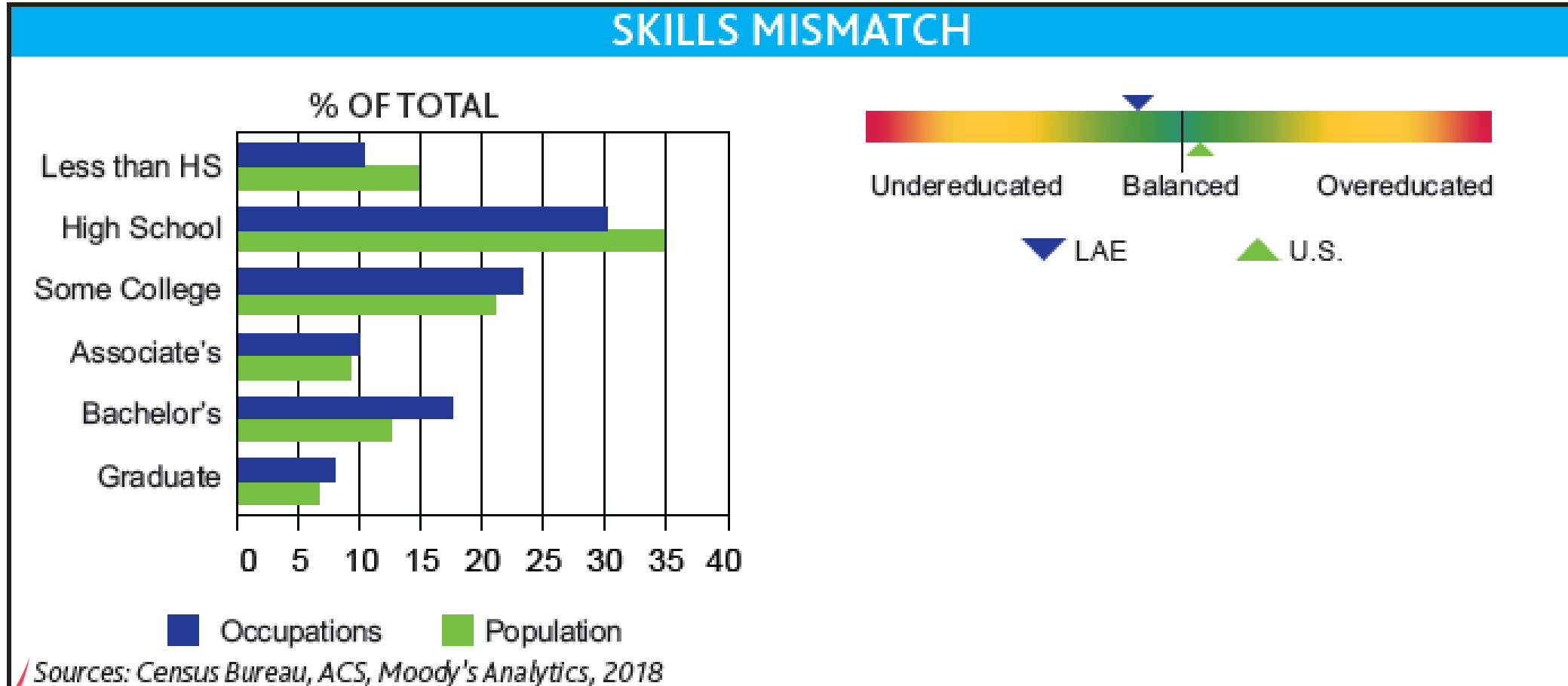


BUSINESS CYCLE INDEX



Source: Moody's Analytics

Lakeland's Economy Today



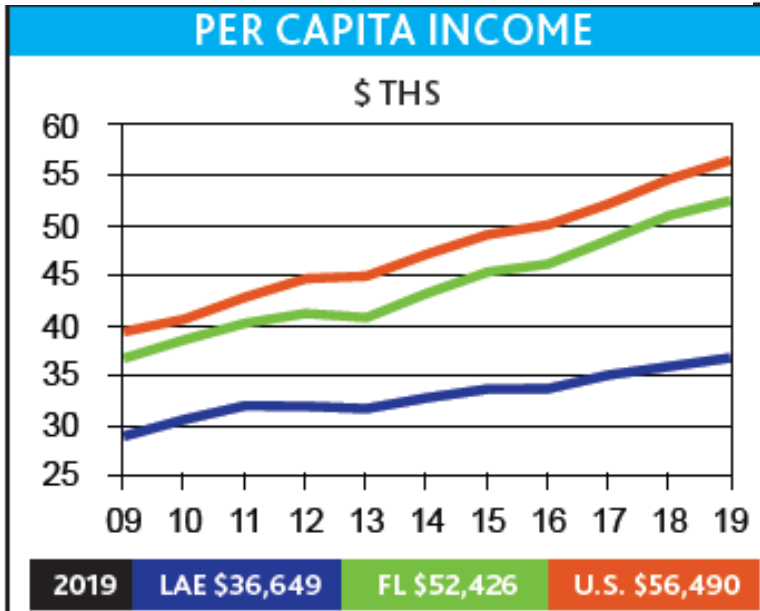
Lakeland's Economy Today

ECONOMIC DISENFRANCHISEMENT

Index	2018	Rank*
Gini coefficient	0.45	283
Palma ratio	2.9	302
Poverty rate	15.8%	117

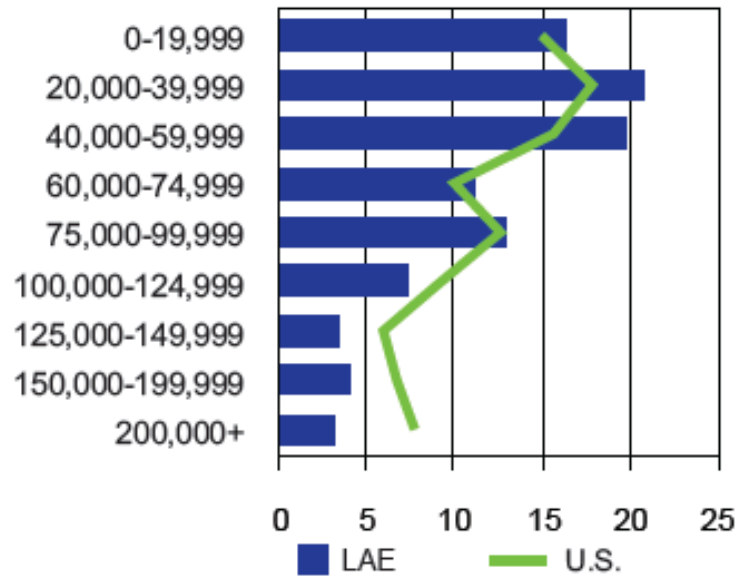
*Most unequal=1; Most equal=403

PER CAPITA INCOME



Sources: BEA, Moody's Analytics

HOUSEHOLDS BY INCOME, %



Sources: Census Bureau, ACS, Moody's Analytics, 2019

Lakeland's Economy Today

Per Capita Personal Income

Year	Lakeland	Florida
2010	\$32,893	\$38,473
2011	\$34,873	\$40,215
2012	\$33,647	\$41,041
2013	\$34,393	\$41,497
2014	\$32,652	\$42,737
2015	\$33,723	\$44,429
2016	\$34,199	\$45,953
2017	\$34,213	\$47,648
2018	\$35,463	\$50,070
2019	\$36,649	\$52,426

11.5%

36%

Lakeland: Holistic Approach to Diversification

Residents:

1. Support local businesses
2. Share ideas
3. Participate in training opportunities

Businesses:

1. Greater corporate and social responsibility
2. Support health and well-being of workforce
3. Greater commitment to local employment, training and progression
4. Signing up to local living wage

Lakeland: Holistic Approach to Diversification

Policy Considerations:

1. Improve local skills and employment services
2. Improve support to small businesses
3. Provide tailored support to key sectors/industries
4. Improve major infrastructure
5. Enhance local transportation
6. Support appropriate and affordable housing

How do we measure our success?

Align Policies and Initiatives: Identify Gaps

Businesses

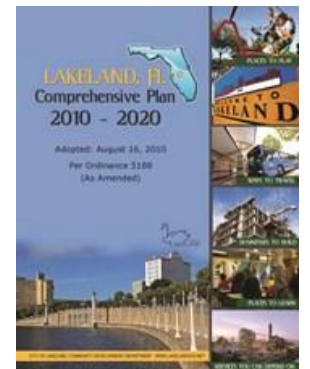
- Greater commitment to local employment, training and progression
 - ✓ City of Lakeland implementation of *Ban the Box*
 - ✓ Education, training and academy partnerships
 - ✓ Alignment of incentives with increased average annual wage
- Incentivize local hiring for new development projects that receive any City incentive
 - ProsperUS - unfunded



Align Policies and Initiatives: Identify Gaps

Policy:

1. Improve support to small businesses
 - Encourage inclusive growth and new and expanding businesses
2. Provide tailored support to key sectors/industries
 - ✓ Existing Impact Fee Mitigation Incentive
 - ✓ Creation of Manufacturing, Research & Development and EDGE incentives
3. Improve major infrastructure
 - Ensure roadway infrastructure can support the growth in logistics/transport industry
 - Align growth objective with funding to support infrastructure



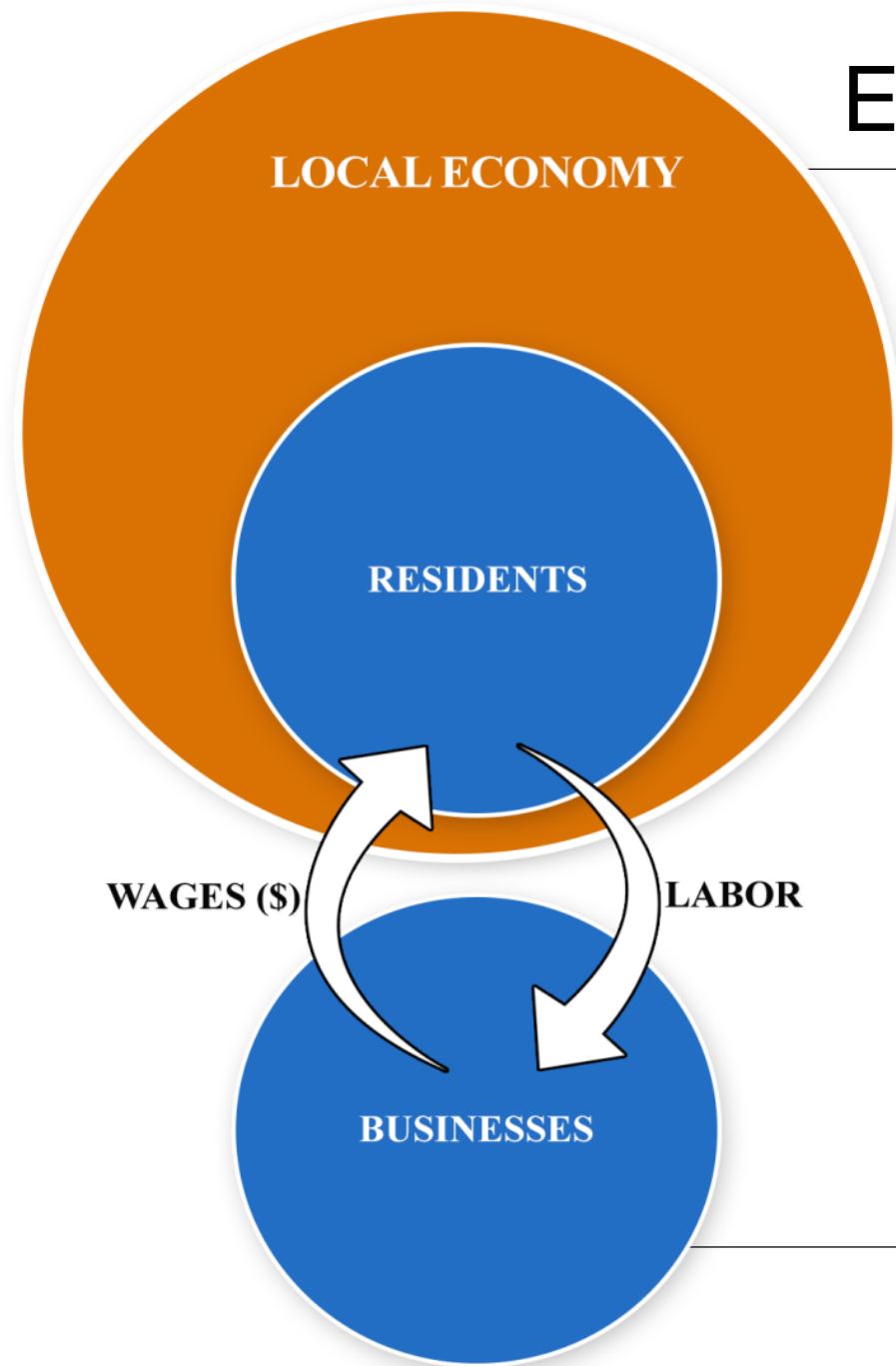
Align Policies and Initiatives: Identify Gaps

Policy:

4. Support appropriate and affordable housing
 - ✓ Aligned policies, facilitated 3P partnerships and allocated funding to support affordable housing



Empowering Resilient Growth



- Expanding local fiscal capacity to plan and pay for more resilient, equitable built environment
- Hiring, training, and retaining a skilled workforce in underrepresented careers and sectors
- Understand, support and partner with small businesses



Lunch



COVID Update/Unknowns

TA 6 – Resiliency Plans

Presented by:

Dr. Steve Achinger, Managing Partner, Watson Clinic

Danielle Drummond, President and CEO, Lakeland Regional Health

**Dr. Joy Jackson, Director of Department of Health in Polk County
and Hardee County**



Break



Innovation District

TA 2 – Economic Development

Presented by:

Dr. Randy Avent, President, Florida Polytechnic University

Sean Malot, President and CEO, Central Florida Development Council



Age Friendly Lakeland

TA 2 – Economic Development

Presented by:
Liz Craven, Vice President, Pro-Ad Media, Inc.
Chair, Age Friendly Lakeland



AGE FRIENDLY LAKELAND

A "Community for a Lifetime"

Our mission is to create a collective impact by bringing Lakeland's vision of an age friendly community to life!



A "Community for a Lifetime"



Age Friendly Lakeland:
a committee of
Lakeland Vision

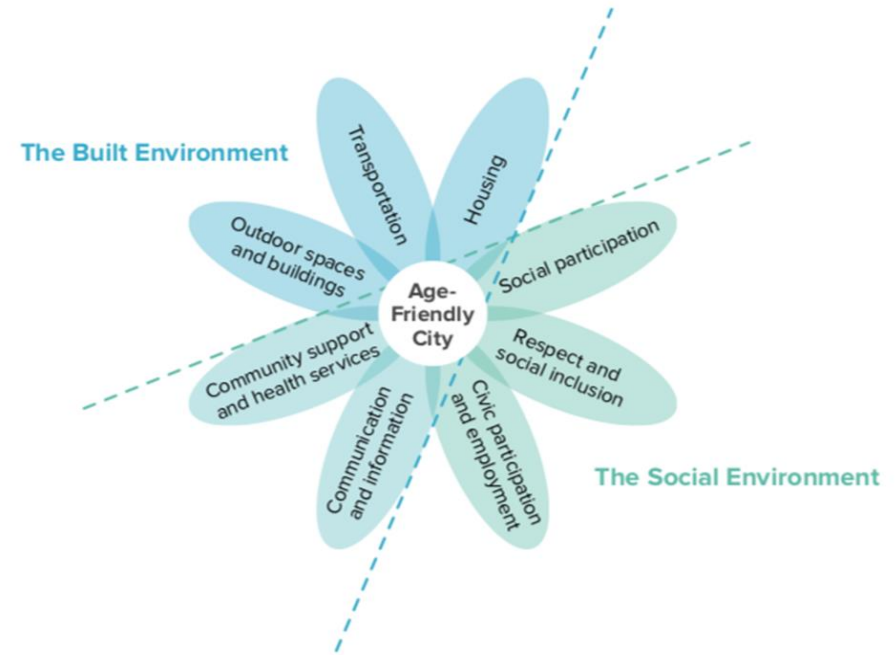
As a committee of Lakeland Vision, we make it a priority to align our work with the community's Vision for the future. Age Friendly Lakeland is helping to support goals within all Lakeland Vision focus areas



What is an Age Friendly City?

In an age-friendly city, policies, services and structures related to the physical and social environment are designed to support and enable people of all ages and abilities to live actively – that is, to live in security, enjoy good health and to participate fully in society.

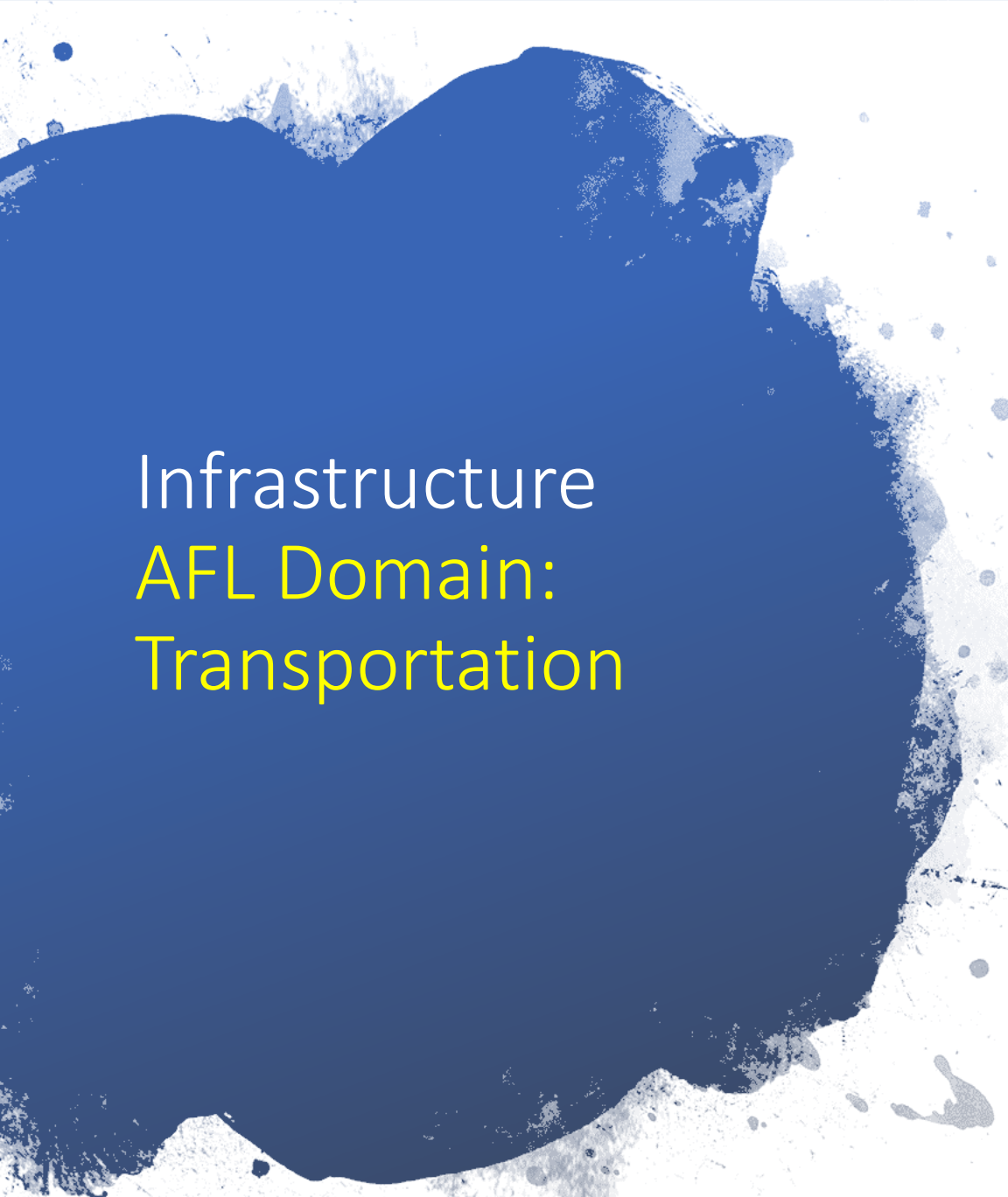
- Outdoor Spaces and Buildings
- Transportation
- Housing
- Social Participation
- Respect & Inclusion
- Civic Participation and Employment
- Communication and Information
- Community & Health Services



The eight domains of livability from the World Health Organization's report, *Global Age-Friendly Cities: A Guide* (2007).

8 Domains of Livability

The availability and quality of these community features impact the well-being of older adults, which helps make communities more livable for people of all ages and abilities.



Infrastructure

AFL Domain: Transportation

- Comprehensive plans that promote affordable, accessible, safe, reliable, and timely transportation
- Pedestrian friendly roads, sidewalks, and crosswalks
- Services that enable non-drivers, especially older adults, to get around their community
- Increased awareness around existing transportation options



Economic
Development

AFL Domains: Civic
Engagement and
Work &
Community and
Health Services

- Opportunities for volunteerism and fair access to paid employment suitable to the skills & physical abilities of older adults
- Nearby, affordable healthcare services, health and wellness activities
- Disease management including age related conditions such as Alzheimer's disease & dementia
- Support for caregivers and those in need of care



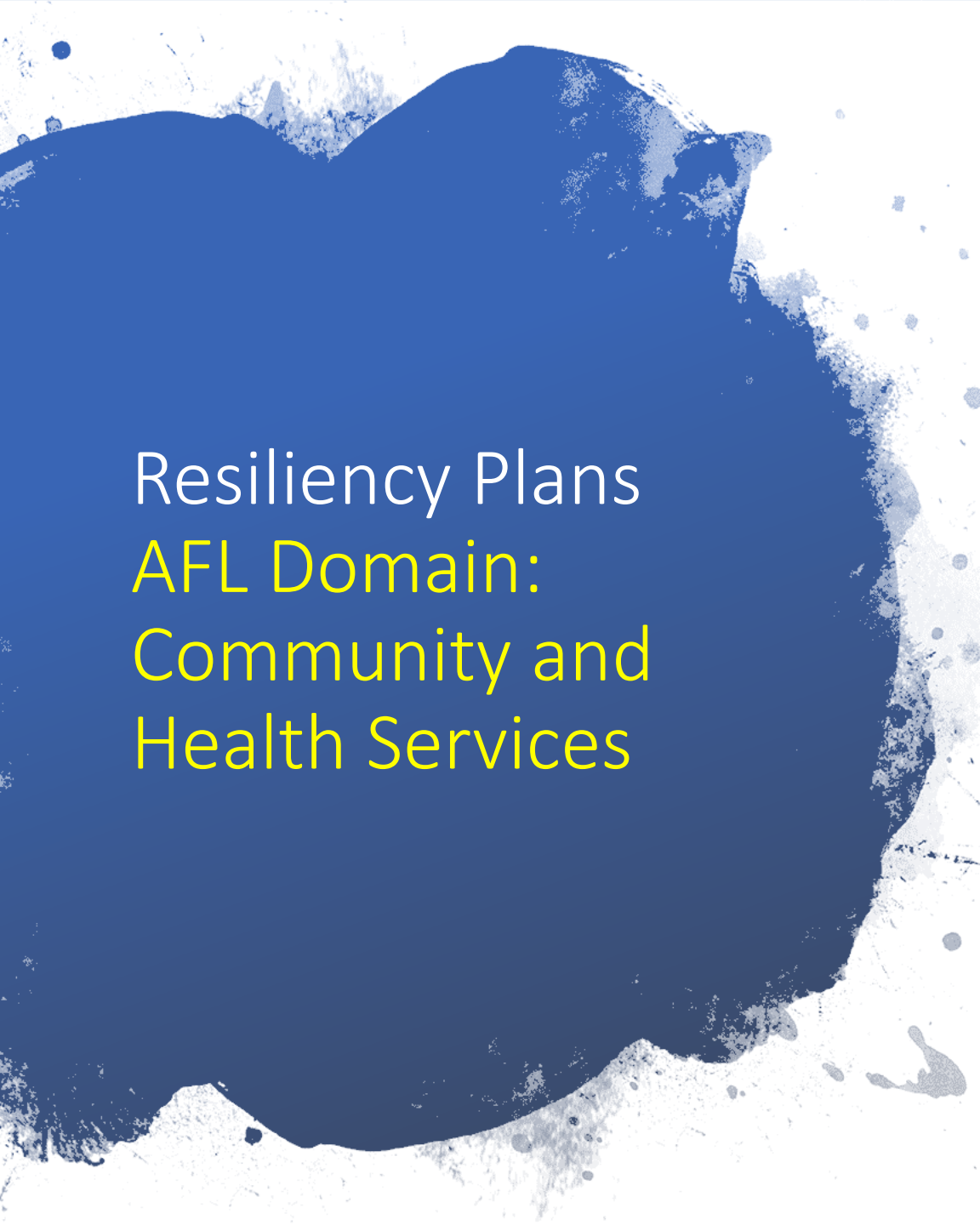
AFL Domain:
Housing
AFL Domain:
Housing

- Improved affordability
- Expand options including apartments, accessory dwelling units, and single-story homes, co-housing developments
- Accommodations for both buyers and renters
- Options that meet, or can be modified to meet, the needs of older adults
- The use of Universal Design in new construction



Catalyst Funds &
Parks and Recreation
AFL Domain:
Outdoor Spaces and
Buildings

- Availability of safe and accessible streets and sidewalks
- Accessible parks and other outdoor spaces withing walking distance from one's home
- Public buildings designed with people of all ages and abilities in mind
- Businesses that are accessible and properly educated/trained to serve the whole community



Resiliency Plans

AFL Domain: Community and Health Services

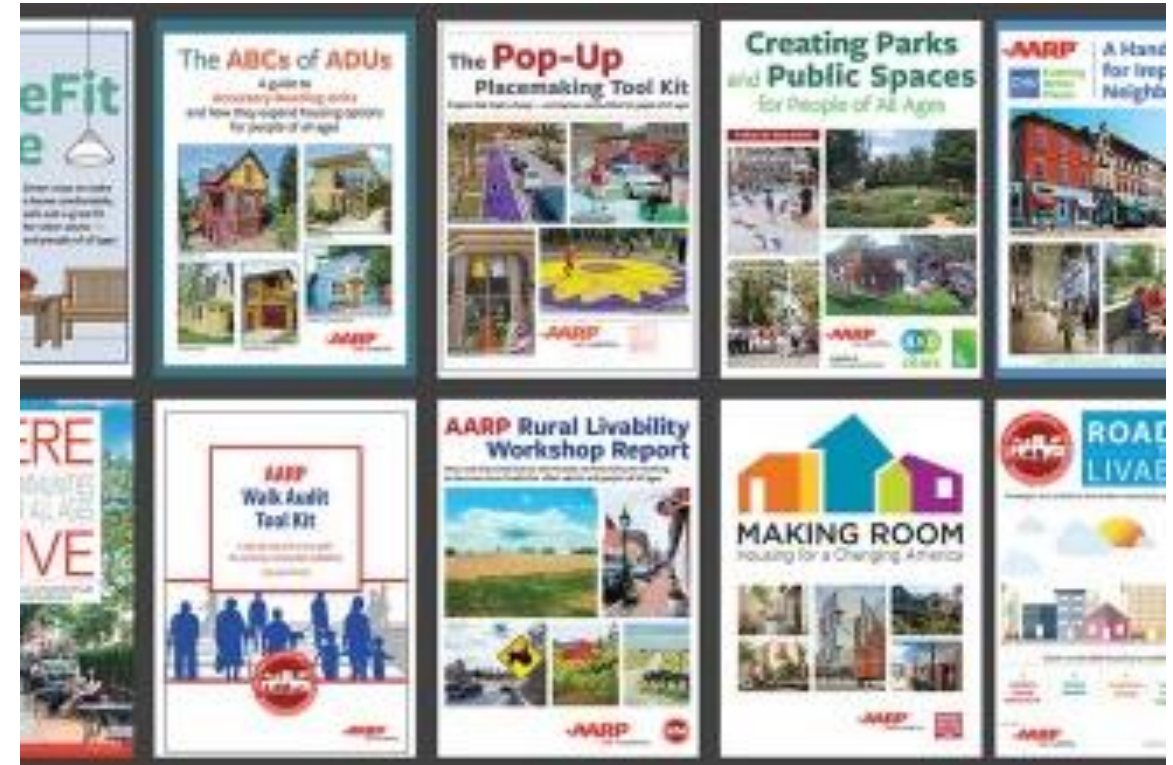
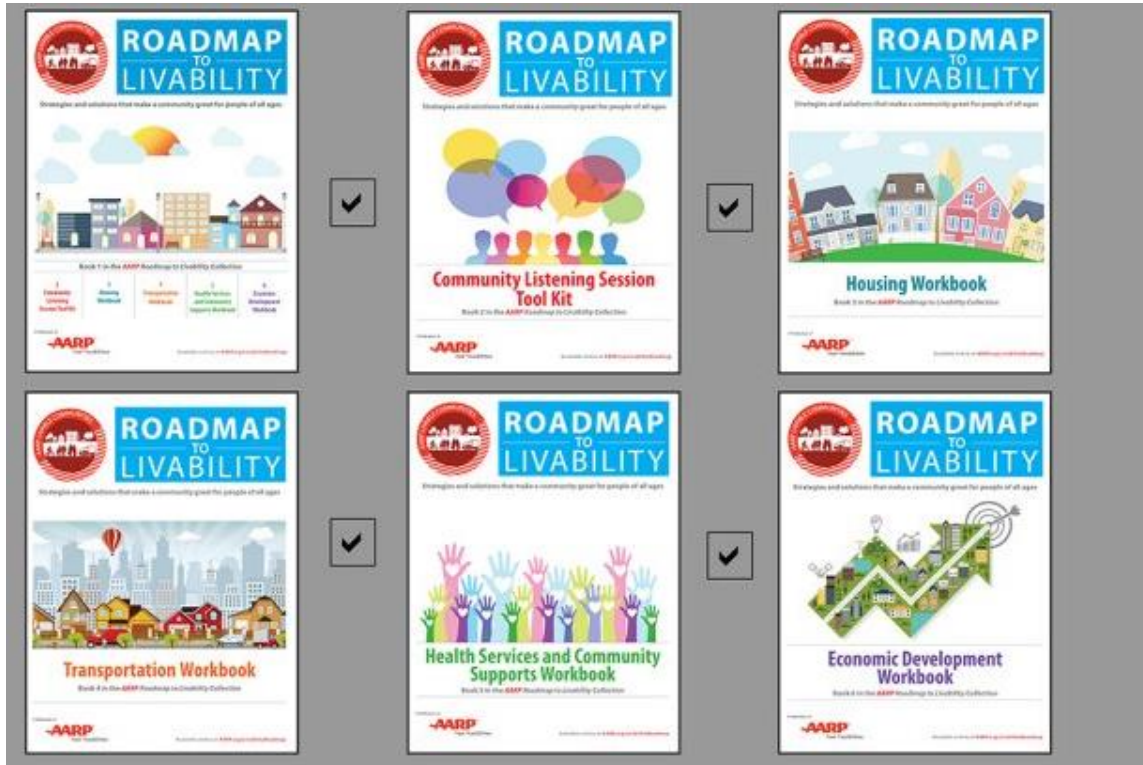
- Support for those in need of care, especially when there are no relatives in the picture
- Support for family caregivers
- Health & wellness education & activities
- Nearby, affordable healthcare services, health and wellness activities
- Disease management including age related conditions such as Alzheimer's disease & dementia

Current Sub-Committees

- Senior Brain Trust (as needed)
- Fundraising & Community Sponsors
- CNA Career Prep Class & Scholarship
- Age-Friendly Business Seal
- Deep Dive of City of Lakeland Departments
- Transportation: Lakeland Hills Blvd
- Neighborhood Champion & Outreach Initiative



AARP Livable Communities Workbooks & Resources



Find us on Facebook & Instagram

Age Friendly Lakeland

@AgeFriendlyLakeland



Age Friendly Lakeland Founding Friends





Education

TA 2 – Economic Development

**Presented by:
Mark Farrington, Director of Human Resources**

Talent Management within the City of Lakeland

Objective: Develop a diverse pipeline of future leadership talent

Mark A. Farrington
February 16, 2021

Talent Management Objective:
A Diverse Pipeline of Future Leadership Talent



Leadership Attributes

Senior Level, Mid-Level and Front-Line Leadership Model

Leadership Model for the Future

- Customer Centric
- Workforce Sustainability & Accountability
- Strategic Focus
- Professional Resiliency and Stewardship
- Results-Oriented Leadership
- Strategic Communicator (Senior) Effective Communicator (Mid and Front)
- Servant Leadership
- Champions Change

The Mission Beyond Education

Task - Architecting blended learning journeys to accelerate success for our leaders while creating a uniform platform of articulatable and demonstrated behaviors with measurable outcomes.

Successful Development Programs are Leadership driven by:

- CEO/CM leadership to drive the talent agenda
- Link all decisions about talent to the City of Lakeland's Strategic Business needs
- Candid, comprehensive reviews and conversations as building blocks for assessing development, performance and future leadership potential

Emerging Leaders/Talents - *Development in Place*

- [New to Supervision \(N2S\) Leadership](#) Series consists of 7 sessions 3.5 hours each
- *Sessions Making A Successful Transition: The Realities of What to Expect, Your Leadership Profile, Practical Coaching, Conflict Resolution Styles, Labor & Employment Law, Effective Documentation, Getting Things Done; Results Through Accountability*
- Targets staff recently promoted to a supervisory position or identified as high potentials in the talent management/emerging leader process
- Use of Alumni Speakers and Key Partners to facilitate relationship building

Mid-Level Leadership Immersion Program

- *“48 Hours Invest in You” consists of 12 sessions of four (4) hours each*
- Topics include: *Communicating for Leadership Success, Advanced Coaching Essentials, Servant Leadership in Action, Talent Management: Developing Yourself and Others, Defuse the Drama: Resolving Workplace Conflict, Boost Team Productivity: Delegating with Purpose*
- Participants are nominated/vetted through the CMO for talent acceleration
- Executive Sponsors partner with HR Staff to punctuate the significance of the topics in advancing their leadership agility and experiential growth

External Leadership Development & Partnership Participation

- **Leadership Lakeland**, a Lakeland Chamber of Commerce program
- **Leadership Polk**, a county program sponsored by Polk Vision
- **Leadership Florida**, a state organization for emerging/existing leaders

Strategic Talent Management Paradigm Shift

From	To
Reactive	Proactive
Tenure	Talent
Silo experience	Cross functional experience
Selection	Development
Next in line	Readiness pools
<i>Linear moves</i>	<i>Lateral moves</i>
PAST HISTORY	FUTURE FOCUSED
Immediate need	Strategic Business need

City of Lakeland/HR 2018



CMO Launched Talent Review Process - 2019

What is a Talent Review Session?

- A strategic business decision-making process for proactively and candidly discussing, planning and acting on talent needs to align future leadership with business success.
 - Senior and Mid-Level Launched*
 - Individualized Professional Development Plans Created; Follow-ups
 - Focus on Development “In Place”
 - Succession Management – Not Replacement Charts
 - Future Focused versus Post Hoc Assessments (ex. annual reviews, resumés)

School to Work Partnerships

- College & Career Fairs
 - Participation in both virtual and in-person college and career fairs.
- Power/Energy Academies
 - Our Tenoroc & Traviss Academies are still going strong
 - The City hired four Power Academy Alumni over the last 6 months
- Employability Skills
 - Workshop consists of 6 sessions (job search, cover letter, filling out an application, creating a resume, thank you letter, references list)
 - Virtual mock interviews, roleplay and situational discussion to review vital workplace skills such as communication, emotional intelligence, handling stressful situations, and professionalism
- YouthBuild Lakeland
- **Together We Are Unstoppable Summer STEM Program**

Unit 3 Transition Assistance - JIT

- Introductory Meetings
- Job Interest Card
- Posting Priority
- Paid Time for Transition Work

Unit 3 Transition Assistance – cont.

Search & Transition Assistance Workshops and Consults

HR/Employee Engagement, Development & Consulting

- Group workshops and one-on-one consults offered to cover key elements of a successful search and transition experience
 - **Creating an Electrifying Resume (1/21, 1/26 & 2/23/2021)**
 - **Energizing Your Interview (1/28, 2/2 & 2/25/2021)**
 - **Staying on the Grid: Networking, Managing Yourself and Your Job Search (2/11/2021)**
 - One-on-one consults – upon request
 - Interview skills practice sessions – upon request

The Road Forward from Here

- Continuing the development of our Core Supervisor Group
- Review and Upgrade Rewards & Recognition Programs to recognize Above and Beyond Performance
- Continue to address cultural barriers which impede progress
“Culture Eats Strategy for Breakfast”



Affordable Housing

TA 3 – Affordable Housing

Presented by:
Teresa Maio, Community Planning and Housing Manager

Public-Private Partnerships (P3)

	Term	Budget Impact
Infill Land Bank Program	Continuous	None
Rental Development Program	1-Year	GF/CRA/HOME
General Fund Contribution	Recurring	\$250,000
CRA Set-aside		
Midtown	Recurring (10 years)	\$250,000
Downtown	Recurring (5 years)	\$250,000

Infill Land Bank Program

	No.
Initial offering	66
Awarded	50
Certified Affordable Housing Developers	18



BUILD  HOME HERE

FOR SALE

Affordable Housing
Land Bank Program

863.834.3360



**UNDER
CONTRACT**

		Units TDC	City	CRA	HOME	Total	Dollars Leveraged
FY 2020	Swan Lake Village	88 \$20,380,406	\$112,000	\$ -	\$288,000	\$400,000	\$50.95
	Twin Lakes Phase II	132 \$21,643,064	\$138,000	\$150,000	\$ -	\$288,000	\$75.15
FY 2021	Swan Landing	96 \$20,997,417	\$250,000	\$ -	\$210,000	\$460,000	\$45.65
	Total	316 \$63,020,887	\$500,000	\$150,000	\$498,000	\$1,148,000	\$54.90
Funds Remaining							
FY 2020			\$ 0	\$150,000	\$ 0	\$150,000	
FY 2021			\$ 0	\$250,000	\$ 0	\$250,000	
						\$400,000	



432 MF Under Construction/In Development
322 MF Planned
56 SF Under Construction/In Development



Questions and Discussion



CLOSING NEXT STEPS
