



City Commission Strategic Planning Workshop

Day Two
February 17, 2021

Orientation to the Day

Dr. Craig S. Collins
Facilitator





LKLDArts

TA 5 – Parks & Recreation

Presented by:
Kelly Falwell, Chair, Mayor's Council
on the Arts, Executive Director,
Explorations V Children's Museum



City Commission Strategic Planning Session Presentation

An Engaged, Collaborative Arts Industry

LKLD Arts
MAYOR'S COUNCIL on the ARTS

ABOUT COUNCIL CALENDAR GRANTS CONTACT GIVE

Search ...

The Mayor's Council on the Arts invites you to attend events and support Lakeland's thriving arts industry.

FIND EVENTS GIVE TO THE ARTS

LKLD Arts
MAYOR'S COUNCIL on the ARTS

ABOUT COUNCIL CALENDAR GRANTS CONTACT GIVE

Search ...

EXPLORATIONS V CHILDREN'S MUSEUM	FLORIDA DANCE THEATRE	FLORIDA SOUTHERN COLLEGE	HARRISON SCHOOL FOR THE ARTS	IMPERIAL SYMPHONY ORCHESTRA OF POLK COUNTY
LAKELAND COMMUNITY THEATRE	LAKELAND CONCERT BAND	LAKELAND VISION, INC.	PLATFORM ART	POLK ARTS ALLIANCE
ART POLK MUSEUM	THE POLK THEATRE	POLK VISION	RP FUNDING CENTER	CAM COLLEGE OF ARTS & MEDIA



Clear Access to Arts Events

Calendar of Events

Use the calendar below to search for arts events! Please note: The information below is provided by the member organizations and patrons should check with the respective organizations to confirm the specifics of each listed event.

< FEBRUARY 2021 >





SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2	3	4 Film: Ferris Bueller's Day Off	5 Film: The Mask Of Zorro	6 Film: Justice League Film: The Wizard Of Oz
7 Film: Sweet, Small Of Success	8	9	10	11	12	13 Exhibition: Toulouse-Lautrec And The Belle Époque
14 Exhibition: Toulouse-Lautrec And The Belle Époque	15 Exhibition: Toulouse-Lautrec And The Belle Époque	16 Exhibition: Toulouse-Lautrec And The Belle Époque	17 Exhibition: Toulouse-Lautrec And The Belle Époque	18 Exhibition: Toulouse-Lautrec And The Belle Époque	19 Disney's Beauty & The Beast 2021 Fire Film Festival - The Fire Outside Exhibition: Toulouse-Lautrec And The Belle Époque	20 Disney's Beauty & The Beast 2021 Fire Film Festival - The Fire Outside Exhibition: Toulouse-Lautrec And The Belle Époque
21 Disney's Beauty & The Beast Exhibition: Toulouse-Lautrec And The Belle Époque	22 Exhibition: Toulouse-Lautrec And The Belle Époque	23 Exhibition: Toulouse-Lautrec And The Belle Époque	24 Exhibition: Toulouse-Lautrec And The Belle Époque	25 Exhibition: Toulouse-Lautrec And The Belle Époque	26 Disney's Beauty & The Beast Exhibition: Toulouse-Lautrec And The Belle Époque	27 Disney's Beauty & The Beast Exhibition: Toulouse-Lautrec And The Belle Époque

#1 Goal in 2021

For LKLDArts.org to be top of mind for every local looking for weekend and evening events.



Arts Create Interest

Arts Industry	Lakeland	Orlando	Tampa	Sarasota
Professional Dance Company	●	●	●	●
Professional Symphony	●	●		●
Opera Festival	●	1 st January 2021	●	●
World-Class Art	●	●	●	●
Children's Museum	●		●	
Broadway/ Theatre	●	●	●	●

Growing Economic Investment

City Investment	Economic Impact (Polk County)
250,000	46,589,847



An Arts-Invested City

- Uses Existing Resources to Capitalize Growth Opportunities
- Organize Resources for Greater Efficiency and Effectiveness

Cities that have done this...

Kansas City

Resident organizations:

- Kansas City Symphony
- Kansas City Ballet
- Lyric Opera Kansas City
- Broadway Series
- Additional rentals

Total Revenue: \$22M (2018)



Cities that have done this...

Memphis

Resident organizations:

- Memphis Symphony
- Broadway Series
- Additional Rentals



Cities that have done this...

And dozens of others

- Lubbock, Texas
- Louisville, Kentucky
- Chattanooga, Tennessee
- Charleston, West Virginia
- And on and on...

What if Lakeland strategically organized resources to create a vibrant arts core?

What if ...

RP Funding Center became the official home of

- Imperial Symphony Orchestra
- Florida Dance Theatre
- Special gallery from Polk Museum of Art
- Beginning of an arts walking trail to PMA and the new Lakeland History Center



What if ...

- Effective use of an existing facility
- Investment in sustainability to allow arts orgs to grow
- Create an economic and experience driver in Lakeland's core
- RP Funding Center becomes a place for arts, education, enrichment, tourism, and growth





Economic Outlook

TA 2 – Economic Development

Presented by:
Ashley Cheek, VP Business &
Development, LEDC



Lakeland economic
Development council



WHO WE ARE & WHAT WE DO

- The Lakeland Economic Development Council (LEDC) is a private, non-profit organization with approximately 140+ member companies.
- Our primary role is to help create new jobs and investment by attracting new companies as well as facilitating the expansion of existing companies in the Lakeland area.
- 95% privately funded

MEMBERSHIP BY INDUSTRY

18 – Brokers & Developers

14 – Manufacturers

10 – Financial Institutions

9 – Contractors & Subs

8 – Associations

7 – Logistics & Supply Chain

7 – Engineers

5 – Financial Services

5 – Back Office

5 – Education

5 – Hotels

5 – Attorneys

4 – Architects

4 – Employment Services

4 – Media & Advertising

4 – Retail

4 – Suppliers

4 – Consultants

4 – Insurance

3 – IT Services

3 – Utilities

2 – Health Care Services

2 – Private Equity

2 – City & County

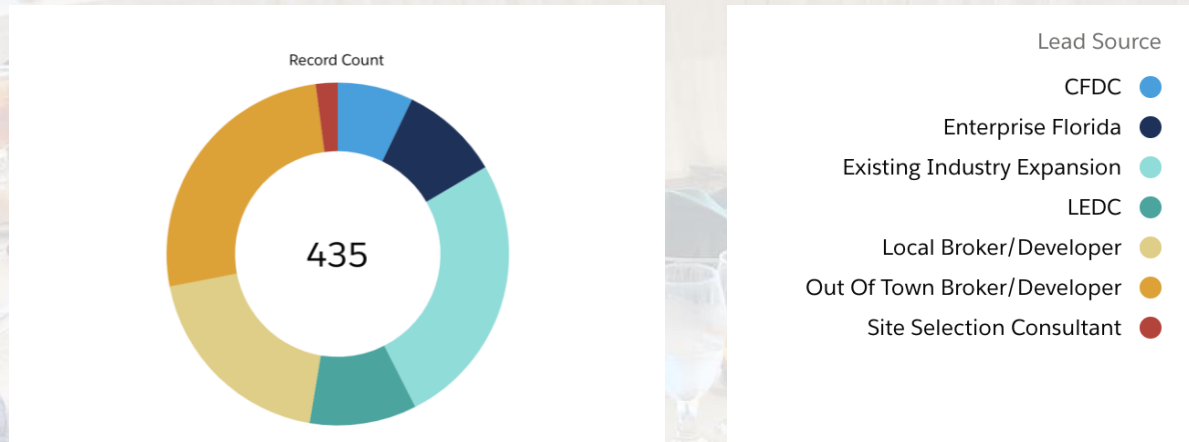
2 – Country Clubs

1 – Calibration Services

1 – Accountants

WHERE WE GET LEADS

- The LEDC receives prospect leads primarily from real estate brokers, developers and our own existing industry
- Below is a pie chart that represents the past 5 years of lead generation we have experienced



WHO WE TARGET

Aviation

Corporate Headquarters

Data Centers

Financial Services

Supply Chain & Logistics

Flavors & Essences

Medical Device, Packaging & Sterilization

Software & Computer Services

Value Added Manufacturing



Lakeland Clusters

Furniture

- Badcock
- Rooms To Go
- Haverty's
- Conn's
- IKEA

• Bakeries

Pepperidge Farm

- Publix
- Flowers
- Cidrines
- Mission Foods
- Compass Blending

• Building Products

- Keymark
- Carpenter
- Owens Corning
- Eastern Metal
- HD Supply
- Empire
- Ta Chen

HOW WE MEASURE SUCCESS

HSHW Jobs + Total Jobs

Capital Investment

Increased Square Footage

Water

Wastewater

Electricity

Ad Valorem

Tangible

Intangible Items: Household name, community involvement, etc.



HOW DID LAKELAND DO THIS YEAR?



Center state logistics east
1,000,000
sf

SPEC WH



HCA HEALTHCARE
712,800

Medical Device & Pharmaceuticals

200 jobs

sf



Amazon dc
711,000 sf

Last Mile Delivery Center

Recently leased 5M+ SF in
Central Florida



ROOMS-TO-GO
400,000 SF

Expansion



XEBEC WHITTEN RD
400,000 SF

SPEC WH



Lakeland north business center
300,000 SF

SPEC WH



AMAZON PRIME AIR
283,000 SF

Cargo
1,000 jobs

Motion
116,000



Drane field logistics
221,000 SF



SUMMIT CONSULTING
135,000 SF

Downtown Office
500 jobs in DT



Distribution

HAWTHORNE HYDROPONICS
124,000 SF



MAX PAK
104,000 SF

EXPANSION



Interstate commerce park
98,300 SF

SPEC WH



CIDRINES BAKERY
47,000 sf

Manufacturing
40 new jobs



NOAA HURRICANE HUNTERS
44,000 sf

HQ + Aviation
50 new jobs



Catapult
38,000 sf



RGF ENVIRONMENTAL
33,000 sf

Medical
Manufacturing



DRAKEN INTERNATIONAL
24,000 SF

Expansion
150+ jobs



Heritage Plaza



YES.FIT
19,000 SF

HQ



ASYPRE EXECUTIVE OFFICE

16,000 SF



TAMPA MAID FOODS
16,000 sf

Ideation Center
R&D



SUNTRAX

OVERALL RECAP – last 12 months

- **3.1 Million+** square feet of development
- **1,900+** new jobs
- **\$308 Million+** capital investment

5 YEAR REVIEW

	2016	2017	2018	2019	2020	Totals
Jobs	700	760	1,785	1,000	1,900	6,200
Capital Investment	\$96M	\$122 M	\$71M	\$120M	\$308M	\$717M
Square Footage	1.1M SF	1.3M SF	1.6M SF	2M SF	3.1 M SF	9.1 M SF

WHAT'S HOT & WHAT'S NOT

What's Hot

- Large scale industrial: 500,000 SF+
- Medical manufacturing + distribution (some temporary, some long term)
- Aviation
- Multi-Family

What's Not

- Smaller office deals (increased sub-leasing activity)
- Example: 25% of members from the member survey are decreasing their footprint

A wide-angle photograph of a cityscape featuring a large body of water in the foreground and a fountain on the right. The sky is filled with large, white, fluffy clouds against a blue background. The city buildings are diverse in style, including modern glass-fronted structures and older, more traditional buildings. The overall scene is bright and clear.

Rankings and talent

WHY DO RANKINGS MATTER?

It matters to Economic Development because...

- It puts Lakeland on the map
- It validates our community success
- It helps us sell Lakeland to prospective companies and their employees
- It also shows us where we can improve

POPULATION GROWTH

- **#1 FASTEST GROWING CITY IN THE U.S.**
Bloomberg, 2018
- **#7 FASTEST GROWING CITIES IN THE U.S.**
U.S. News, 2020
- **#1 HOTTEST HOUSING MARKET IN THE U.S.**
Realtor.com, 2019



ENTREPRENEURSHIP

- **#30 BEST U.S. CITY TO START A BUSINESS**
Inc.com Surge Cities, 2020
- **#5 BEST PLACES TO START A HOME-BASED BUSINESS**
Justbusiness.com, 2020

A photograph of two people in an office environment. On the left, a man with short dark hair and a beard, wearing a dark long-sleeved shirt, is looking towards the right. In the center, a woman with shoulder-length brown hair, wearing a blue and white striped shirt, is also looking towards the right. They are standing in front of several computer monitors. The background is a plain, light-colored wall. The overall image has a slightly desaturated, professional feel.

DEVELOPMENT + JOB GROWTH

- **#10 MID-SIZED METRO IN JOB GROWTH**
Business Facilities, 2018
- **#8 BEST PLACES TO WORK IN MANUFACTURING**
Smart Asset, 2018
- **#1 on the “Top 10 cities for buying a house in 2019,
where jobs are plentiful, construction is booming, and
young people are moving in”**
Business Insider, 2019

A vibrant outdoor market scene with a wide street filled with people. Numerous white pop-up tents line the sidewalks, housing various stalls. In the background, multi-story brick and stone buildings are visible under a clear sky. The overall atmosphere is lively and community-oriented.

QUALITY OF LIFE

- **#6 SAFEST PLACES TO LIVE IN THE U.S.**
U.S. News, 2019
- **#18 BEST PLACES TO RETIRE**
U.S. News, 2020
- **#28 CITIES WITH LOWEST COST OF LIVING**
Niche.com, 2020
- **#61 BEST PLACES TO LIVE IN THE U.S.**
U.S. News, 2020



**MOST DIVERSE
ECONOMY?**

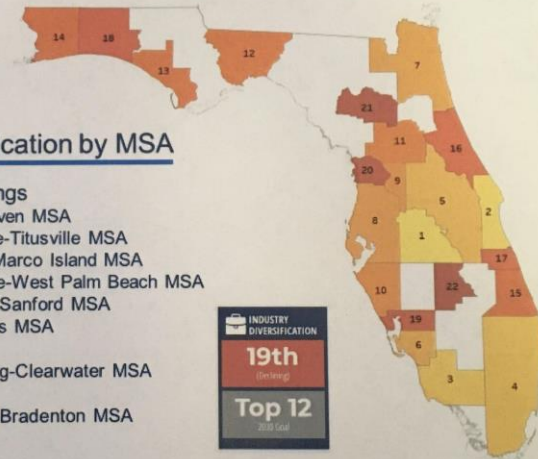
• **True or false –**

is the Lakeland/Winter Haven MSA
considered the most diverse
economy in Florida?

MOST DIVERSE ECONOMY?

Congratulations to Polk County

FLORIDA'S MOST DIVERSE ECONOMY



Industry Diversification by MSA

Diversification Rankings

- #1 Lakeland-Winter Haven MSA
- #2 Palm Bay-Melbourne-Titusville MSA
- #3 Naples-Immokalee-Marco Island MSA
- #4 Miami-Ft. Lauderdale-West Palm Beach MSA
- #5 Orlando-Kissimmee-Sanford MSA
- #6 Cape Coral-Ft. Myers MSA
- #7 Jacksonville MSA
- #8 Tampa-St. Petersburg-Clearwater MSA
- #9 The Villages MSA
- #10 North Port-Sarasota-Bradenton MSA



If you have ideas on how to make Polk County and Florida even more diverse,
Please Contact Mark Wilson at mwilson@flchamber.com.



Talent Attraction

- Emsi, a labor market data company, recently published their Annual Talent Attraction Scorecard
- This year's scorecard unpacks how early data suggests existing trends in remote work and large city out-migration have been accelerated by COVID-19. Whether succeeding in their efforts or struggling, the pandemic is forcing communities to respond to shifting migration and telework, and its impact on talent attraction.



Overall Findings

- COVID has accelerated the move of talent from major metros to America's second cities
- Large metros are struggling to retain talent
- The talent is going to midsize markets which have populations of 250,000 to 1,000,000
- Certain regions are really thriving, especially Texas and Florida
- Trends in remote work are going to make these migrations even easier
- Remote job postings are up 154% from pre-COVID averages
- This ability to keep a job or get a new one but not be tethered to a particular location is fueling talent migration



How Lakeland Ranks in the Talent Attraction Scorecard

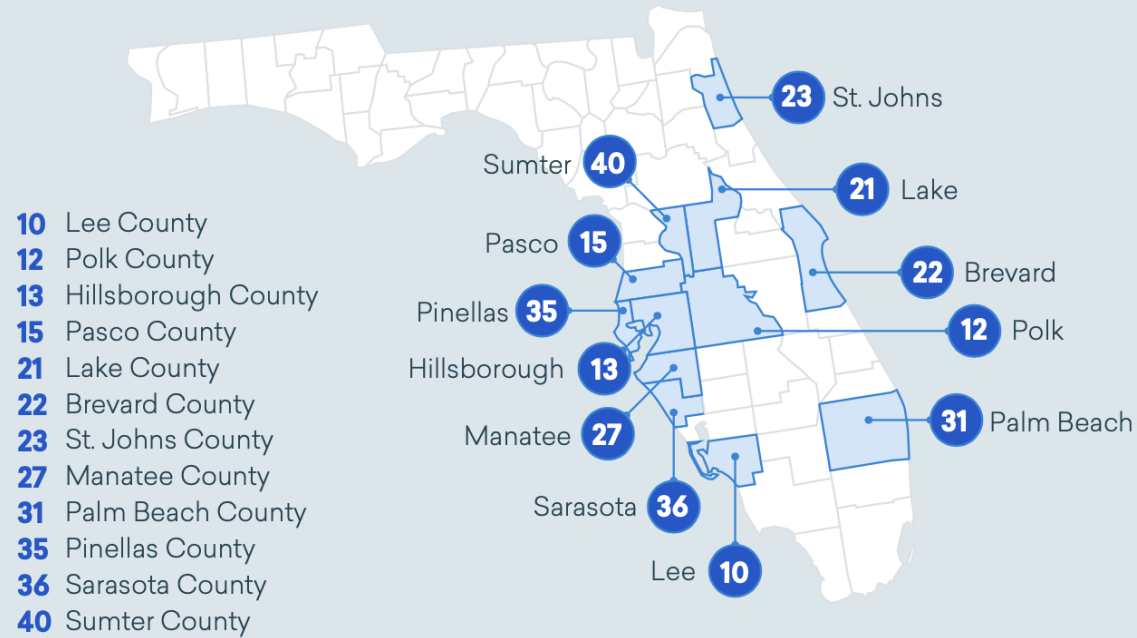
12 - Overall Rank out of 3,000 MSA's

10 – Net Migration

19 – Skilled Job Growth

98 – Overall Job Growth

**Of the top 40 large counties,
12 are in Florida.**





QUESTIONS?

Public Temperature Discussion





Break



Park Investments

TA 5 – Parks & Recreation

Presented by:
Bob Donahay, Director of Parks & Recreation



Cleveland Heights Golf Course

Presented by:
Bob Donahay, Bob Donahay, Director of Parks & Recreation

Cleveland Heights Golf Course

Increased Golf Rounds & Sales FY21

- Golf Rounds up 1,916 to FY20 (October 1st thru January 31st)
- Total Sales up \$36K to FY20 (October 1st thru January 31st)
- Golf Industry up 25% World Wide



Cleveland Heights Golf Course

	FY2018	FY2019	FY2020
Rounds Played	64,460	57,396	65,271
Operations Revenues	1,359,081	1,160,379	1,402,884
Expenses	(2,108,599)	(2,223,516)	(2,254,240)
Operating Subsidy	(749,518)	(1,063,137)	(851,356)
Transfer from PIF	1,000,000	800,000	800,000
Subsidy to/from General Fund	250,482	(263,137)	(51,356)



Lake Mirror Complex

Presented by:
Bob Donahay, Bob Donahay, Director of Parks & Recreation

Lake Mirror Complex (Building and Parks)

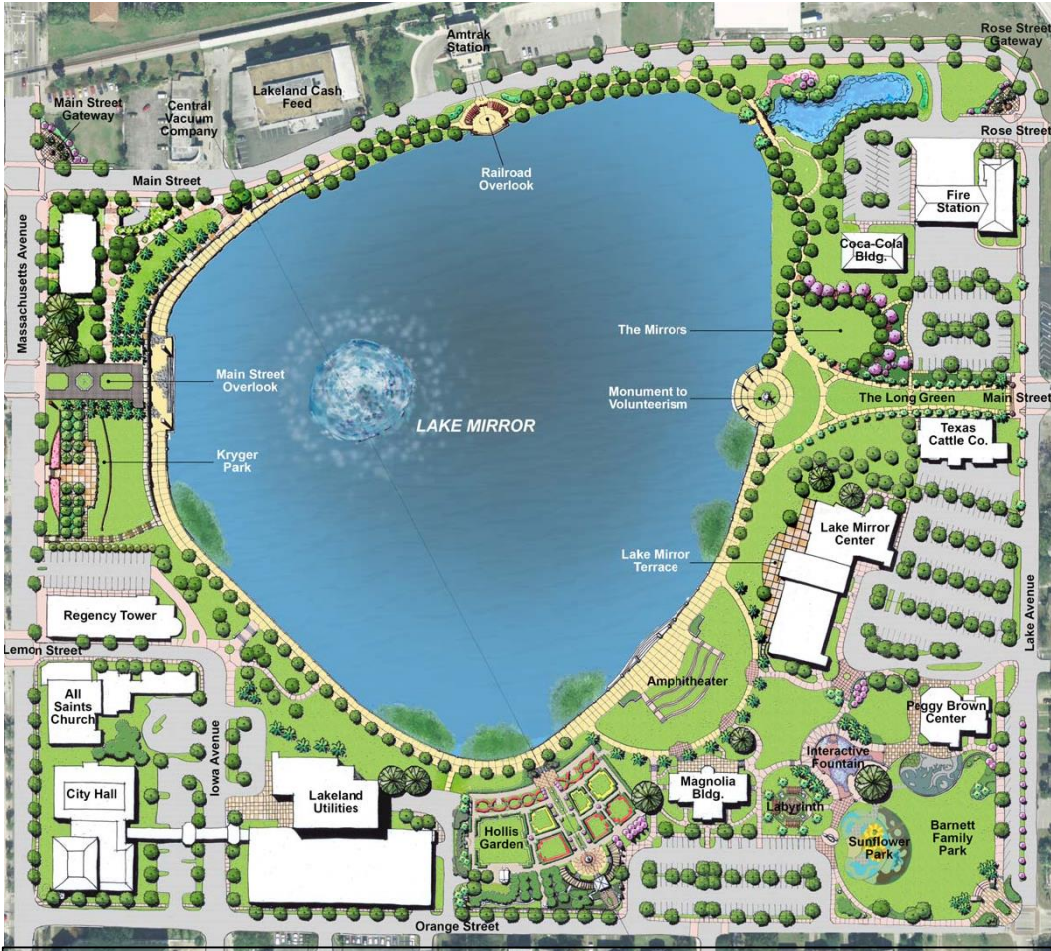
Lake Mirror Complex is Comprised of the Following Buildings

Lake Mirror Theater	Glass Lounge	Peggy Brown Building
Lake Mirror Center	Magnolia Building	

Lake Mirror Complex is Comprised of the Following Parks

Barnett Park	Main Street Overlook	Railroad Pavilion	Amphitheater
Sunflower Park	Kryger Park	Fire Station #1	The Mirrors
Long Green	The Loggia	Lakeland Electric Hill	

Lake Mirror Complex (Building and Parks)



Lake Mirror Complex Master Plan

Lake Mirror Complex (Building and Parks)

	FY2018	FY2019	FY2020
Personnel (includes benefits)	470,533	526,494	543,016
Operating Expenses	588,356	598,936	594,305
Total General Funds Expense	1,058,889	1,125,430	1,137,320
Operating Revenue	270,673	260,222	200,483
Operating Subsidy	(788,216)	(865,208)	(936,837)

2021 Strategic Plan





TA 1 - Infrastructure

INFRASTRUCTURE



Strategic Objective

Determine proactive means to fund and shift the traffic and transportation needs for the next decade.

Initiatives

Prioritized:

1. A sustainable transportation system that is safe (Vision Zero, no fatalities) and serves the transportation needs of our growing City (multi-modal, supporting emerging technologies and connected vehicles today, working towards future autonomous vehicles).
2. Data Collection/Behavioral Shift.
3. Move as a City to become an early adaptor for autonomous vehicle use and growth.
4. Explore alternative opportunities for funding and redistribution of existing funds; re-deploy lesser use priorities within Capital Improvement Plan (CIP).

Other Initiatives Not Prioritized:

- Marketing/Messaging.
- Advocacy.
- Become a beta site for a medium sized city for a project like Cruise. (Company acquired by General Motors which operates autonomous vehicles.)
- Use dedicated City plan to accomplish transportation catalyst changes that would not get funded otherwise.
- Support means for people mobility.
- Conduct an analysis of downtown Lakeland's aging infrastructure needs and provide it to the Commission so they can prioritize spending initiatives to address them.



TA 2 – Economic Development

ECONOMIC DEVELOPMENT



Category 1: Economic Development

Strategic Objective

Create investment opportunities to attract companies who provide jobs at 115+ % AMI

Initiatives

Prioritized:

1. Increase Area Median Income (AMI) from 115% to a much larger percentage of average wage to receive incentives.
2. Investigate and further identify commercial Public-Private Partnership (P3) opportunities.
3. Leverage City resources to gain high-wage jobs with increased focus on supporting education.

Other Initiatives Not Prioritized:

- Alignment to further job creation, hiring within the Lakeland community.
- Continue to grow and expand business at the Lakeland Linder International Airport.
- Partner with our kindergarten through twelfth grade (K-12) schools (public and private) to advocate for better alternative funding for teachers and facilities.

Category 2: Innovation District



Strategic Objective

Create a plan to help implement the vision of the Innovation District.

Initiatives

Not Prioritized:

- Monitor and support the structure and growth of the Innovation District via, but not limited to, specific incentives. Monitor and report back to the City Commission in six months or as developments occur.
- Formalize Committee to oversee.

Suggested Outcomes

None at this time.

Notes

None at this time.

Category 3: Education

Strategic Objective

Identify tangible methods to support and strengthen education in Lakeland.



Initiatives

Prioritized:

1. Partner with our K-12 (kindergarten through twelfth grade) schools (Public and Private) to advocate for better/alternative funding for teachers and facilities.
2. Leverage City resources to gain high wage-jobs with increased focus on supporting education.
3. Work with Polk County School Board District to build FIRE/EMT Academy and criminal justice academy at one of the Lakeland area high schools.



TA 3 – Affordable Housing

AFFORDABLE HOUSING



Strategic Objective

None at this time.

Initiatives

Prioritized:

1. Partner with Public-Private Partnership (P3) developers to create affordable housing through incentives, infrastructure, and land.
2. Improve skills and provide training to enhance income of existing workers.
3. Create a sustained effort to increase our median income. Restructure incentives for higher wage jobs.
4. Investigate feasibility/desirability of developing an affordable housing trust fund.

Other Initiatives Not Prioritized:

- Provide adequate inventory of affordable housing for all segments of our population.



TA 4 – City Hall Communication

CITY HALL COMMUNICATION



Strategic Objective

Collaborative environment within City Hall, Commission and Community.

Initiatives

Prioritized:

1. Continue to develop and mentor emerging leaders for succession planning.
2. Expand our internship program to include year-round opportunities for both secondary and post-secondary students.
3. Provide practical evaluation tools to finely tune employee progress and growth aligned with the City's Mission, Vision, and Goals.
4. Create a "culture" ceremony planned and executed by best City Values cheerleaders: Speeches, Lexicon, Symbol.



TA 5 – Parks & Recreation

PARKS & RECREATION



Strategic Objective

Identify future revenue sources that help to raise funds for future park needs.

Initiatives

Prioritized:

1. Maintain dialogue and collaboration with Bonnet Springs Park leadership for longstanding partnership.
2. Identify revenue streams and/or support for “park land” in SW Lakeland.
3. Solicit support from commercial partnerships, promoting development for Public-Private Partnerships (P3s) for support of Parks and Recreation.
4. Pursue opportunities to partner with Polk County School Board to co-locate parks with new schools.



TA 6 – Resiliency Plans

RESILIENCY PLANS



Strategic Objective

Formalize lessons learned policies and procedures to make it part of the City government's culture.

Initiatives

Prioritized:

1. Capture and share lessons learned and innovations developed as a result of pandemic.
2. Continue to develop and share the multi-pronged and multi-department approach to all Emergency Plans. (Include internal and external groups, Subject Matter Experts relative to crisis.)

Other Initiatives Not Prioritized:

- Extend lessons learned to our health care providers, telehealth, capacity numbers, and supply chain for perspective.
- Consider making policy decisions that could be assigned to staff expediting their operational needs.
- Review AAR (After Action Review Plan) highlights with Commission at a workshop following final emergency events.
- Review and update the Communications plan.
- Alignment of various emergency plans (universal response actions regardless of situation).
- Incorporate impact of economic pandemic, extend lessons learned to private sector-reopen task force/business community, LDDA (Lakeland Downtown Development Authority), etc. to give to Audrey (Audrey Cain, Emergency Manager) for her CEMP (Comprehensive Emergency Management Plan).



TA 7 – Public Safety

PUBLIC SAFETY



Strategic Objective

Continuation of current directives for recruitment, hiring and retention.

Initiatives

Nothing outside of current directives.



CLOSING NEXT STEPS
