

LAKELAND CITY COMMISSION

Strategic Planning Retreat – Day 1 February 16, 2021

The Lakeland City Commission met for the Strategic Planning Retreat in Sykes Hall at the RP Funding Center. Mayor Bill Mutz and Commissioners Bill Read, Chad McLeod, Stephanie Madden, Sara McCarley, Don Selvage, and Phillip Walker were present. City Manager Shawn Sherrouse, City Attorney Palmer Davis, Finance Director Mike Brossart, and City Clerk Kelly Koos were present along with staff and guest speakers as required. Dr. Craig Collins served as the facilitator.

Mayor Bill Mutz called the meeting to order at 8 a.m.

Welcome and Orientation to Purpose

Shawn Sherrouse welcomed the group. The Strategic Planning Process was moved to February to separate it from the budget process to allow for long term visioning rather than focusing on next year's budget. Strategic Planning was now for 1, 3, 5 years out, and even beyond. The new process was more robust by using priorities of the Commission and the community to develop target areas and action plans. To avoid impeding the Strategic Planning Process, workshops were scheduled later for in depth studies and discussions on issues such as Affordable Housing, RPFC, and Law Enforcement Body Cameras. In the last eight months staff developed responses to accomplish the action plans linked to the strategic initiatives. The guiding strategic planning documents is intended to evolve over time. Today staff needed to hear from the community through their elected officials. They planned to listen more than speak and seek Commission guidance to develop the evolving strategic planning process.

Agenda, Processes, Anticipated Outcomes, and Ground Rules

Dr. Craig Collins began. This was a 5-year plan. The process from last year should be done every 5 years, not annually. The Commission should be looking at the action items for each Target Area (TA).

This year staff was taking comments from interviews. Three topics will have their own workshops and will not be discussed today. Some topics the Commission requested to hear about will be presented in presentations and some will be part of the action items that are reported on Day 2.

After all the presenters tomorrow, the Commission will review the action items from each Target Area (TA). If the Commission hears things today that should be addressed under a TA, make notes starting on page 14 in your notebook.

Top-Two Initiatives of Commissioners

Commissioner Chad McLeod:
Innovation/tech council
Renewed push for downtown redevelopment

Commissioner Bill Read
Retention of college graduates
Traffic

Commissioner Stephanie Madden
Internal Diversity task force
Prioritize and highlight art

Mayor Bill Mutz
Unified engagement with Lift Lakeland
Innovation District - be prepared to take advantage of opportunities

Commissioner Sara McCarley
Innovation: District, Arts, and Technology. Look at everything thru innovation lens
Culture of yes

Commissioner Don Salvage
Integrate into all Target Areas the senior population
Public lands

Commissioner Phillip Walker
Embrace diversity and quality of life
Downtown west development

City Commission - Open Discussion

The Commission will have 10 minutes to share with each other.

Commissioner Stephanie Madden had two items.

1. Citizens struggle to get their CO for new business. The City needs a culture of yes.
2. Lakeland should consider hydrogen

Commissioner Phillip Walker

1. The Commission should prepare to represent the City at FLC as he prepares to rotate off in the next few years. Someone will need to step up and become involved in committees and Lakeland should stay on the Board. Lakeland is close to being in the top 10 cities in the State.
2. Innovation District wanted to hear more about what was happening to support the district.
3. Encouraged the Commission not to lose sight of embracement.

4. Lakeland Electric: Where are we headed? We have one of the lowest electric bills in the State.

Commissioner Sara McCarley

1. Thanked Commissioner Stephanie Madden for her story on business development. The more information we can provide constituents up front, the better.
2. Neighborhoods: Childhood Opportunity Index. Neighborhoods are under our purview. Are we inviting everyone to the table of City government? Are we making everyone feel welcome? Multigenerational neighborhoods are valuable. We need to invite all generations to the table. The most valuable to her as a commissioner is thinking about those who look, act, and pray or are educated differently from her. Sometimes we must do more than just invite someone to the table. We must go and take them by the hand.
3. We need to have hard conversations about budgeting. The quality of life and services they receive from the City cost a lot of money. A lot of things that the City provides go beyond normal taxes and services.

Commissioner Bill Read

1. Quality of growth. The city declined to have i-4 coming through where memorial bl exists. That has not been a negative form of development. There needs to be less residential growth around the airport that will generate more complaints about the noise of the airport.
2. The City needed to be more aggressive to protect our water.
3. Also protect Innovation District in conjunction with Auburndale. We need to say no sometimes. There is sometimes good reason to deny development.

Commissioner Sara McCarley agreed that sometimes we have to say no. Smart growth is critical to Lakeland.

Commissioner Don Selvage: One of the reasons he settled in Lakeland is because it is not an exit on the interstate. He was glad the interstate was built north of downtown.

Commissioner Phillip Walker ask what is not being done to make sure we can get to a culture of yes. He hoped to hear more during the retreat.

Commissioner Chad McLeod

1. He liked the future thinking of hydrogen. He would like to hear staff weigh in on the feasibility.
2. Most people are not as in tune with what is happening in the City. It is our challenge to always remember that when people come, they want to have their voices heard.
3. Appreciated the reminder of the importance of the City's role at the FLC.
4. We are fortunate to have such positive dynamics on the commission. We don't always agree but we support the decisions of the body. It is easy to get bogged down in the minutia of what is happening.

Commissioner Stephanie Madden: LE is aware of the need for innovation and they are looking toward the future, especially now with their innovation officer. The City needed to put themselves out there so others will know they are interested.

Commissioner Don Salvage: 2 Tas

1. Infrastructure - demands are increasing and City is going to get less money. Lakeland has 6-7 spots on the TPO. The Commission needs to heed Commissioner Phillip Walker's comments about engagement. There will come a time when Lakeland will have to wield their political power. There are powerful personalities serving on the TPO.
2. City Hall Communications: what's not listed is how we handle crisis planning under sunshine. He warned the Commission that they will face a crisis and they will need to decide who speaks for the City. The media and external groups will pull them apart.

Commissioner Sara McCarley: strategic communication is different and critically important to figure that out.

Commissioner Phillip Walker: politics get to play in these situations. It is important that everyone move forward supporting the vote of the full Commission.

Mayor Bill Mutz:

1. Economic growth-wise targeted job expansion.
2. Support strong community healthcare: protecting medical community and front-line health workers, reduction of COVID, and increased supportive behavioral health.
3. Education: work alongside the school board, quick response for adult training for new industry, corporate education and universities
4. Affordable housing: incremental growth in funding, infill housing development, look for additional funding sources, protect the Sadowski trust fund
5. Apartment incentives: increase incentives, build throughout the city, blend affordability.
6. Reclaim public spaces for our citizens and prevent homeless loitering in public spaces. Maximize opportunity for downtown businesses by eliminating irresponsible messes
7. Connect bike trails across the city and with other cities
8. Increase downtown living densities, support community in economic development. Work to move 8500 people downtown by 2030 as a total community downtown.
9. Move the community theater to a new location.
10. Bring a Publix downtown by 2030
11. Utilize intermodal center for additional parking and bike storage
12. Provide fluid connection between downtown and bonnet springs park
13. Support the ancillary needs of bonnet springs park.
14. Provide park to southwest Lakeland by 2025

15. Determine optimal structure for use of the RPFC and the golf course
16. Support incubation center for minority businesses and have that coordinate with Catapult
17. Deploy smart city technologies and eliminate digital divide.
18. Deploy transportation strategies to eliminate congestion, attract Brightline as a stop
19. Maximize quality of life initiatives, support water cooperative and work together regionally
20. Move fire station 3 north
21. Maintain effective LPD hiring and training.
22. Determine greatest gaps for age friendly Lakeland
23. Maximize art

Commissioner Phillip Walker: downtown being revitalized is important. Downtown West is also important. We need to keep downtown in the wording to help connect the west side to the rest of downtown.

Commissioner Chad McLeod asked what the threshold was for Publix coming downtown. 8500 people downtown. That is a measurement for the grocery store and for a thriving downtown to attract other large business.

Commissioner Sara McCarley: RPFC would be a great location for the Lakeland Community Theater (LCT). That could be something that we could consider in the future. That could also help with the downtown west efforts.

Commissioner Don Salvage didn't hear the mayor mention schools. Have we asked the schoolboard what cities should do to help with the schools? Does the City have a direct role?

Mayor Bill Mutz thought the City's role was to be as supportive of the school board as we can. On the Lift Lakeland side we are involving the schoolboard with mentoring and training opportunities. We want to provide opportunities for private schools.

Dr. Collins we have invited the superintendent, but she was not able to attend today. They will discuss education later today.

Recess/Reconvene: The Commission recessed at 10:05 a.m. and reconvened at 10:20 a.m.

LKLDView Survey Results and Ranking of City Goals

Stephanie Passey reviewed the results.

Commissioner Sara McCarley: Do we utilize the Lakeland vision research and tie that together with LKLDView? They seem to happen around the same time. Stephanie Passey: no but we could.

Commissioner Sara McCarley: Is there a matrix that shows us how the City's information pushes affect the survey? The City did not want to "lead the witness" in their responses.

Commissioner Phillip Walker asked about differences according to zip codes. Low ratings in the core area of the city was concerning.

Commissioner Don Selvage asked about goal valuation. Stephanie Passey explained the goal valuation was the Commission's ratings of the goals, not the citizens. The public's number one concern was traffic flow.

Commissioner Chad McLeod asked how this compared to years past? Stephanie Passey: the top 5 stayed the same as last year.

Water Supply Update

Segundo Fernández gave a presentation. The current permit was issued in 2007 for 35mgd (million gallons per day). Lakeland sends 4-6 mgd to Tampa Electric per day. The permit was extended last year to expire in 2038. The current issue was the Central Florida Water Initiative (CFWI). It was a joint effort of three different water management districts; St. Johns River WMD, South Florida WMD and the South West Florida WMD. They were working to address water planning and resource conservation in a multicounty area including Osceola, Polk, Orange, Seminole and parts of South Lake counties.

The legislature in 2016 adopted a law directing the Department of Environmental Protection (DEP) to enact rules dealing with the use of the upper Florida Aquifer water in the CFWI region. The DEP proposed several rules one of which restricted all utilities to the year 2025 demands. That violated F.S. 373 which specifies no rule or order shall require any modification of an existing use or disposition of water unless it is first shown that that use, or disposition is detrimental to other water resources or to the water resources of the State. There was no factual support for the position that Lakeland's or any other public water supply utilities in this multicounty area are in fact causing cumulative harm. The rule would cause Lakeland to lose 11 mgd in permitted water use. This would jeopardize the City's long-range plans to service residential, industrial, vacation industry and future growth. The model the DEP is using to cut back everyone's allocation was a planning level model that could not be used to make regulatory decisions regarding permits. The model executive summary specifically states that. The automatic cut-back was not authorized by the legislation in 2016.

The Polk Regional Water Cooperative was working on alternative water sources without the rules. Lakeland is part of the Southern Water Use Caution Area (SWUCA). This was a multicounty area. The CFWI rules were not supposed to apply to utilities within SWUCA. The implications of the 2025 cut-back scenario will mean that Lakeland will have to spend millions to develop an alternative water source to make up for the 11 mgd.

Rule Challenges must be filed by March 1, 2021. Rule challenges are anticipated from Lakeland, Bartow, Winter Haven, Polk City, Eagle Lake, Ft. Meade, St. Cloud, Seminole County, OUC, Polk County Utilities, and Orange County Utilities. An Administrative Law Judge will have primary original jurisdiction to enter a final order adjudicating the rules valid or invalid. In addition to the administrative litigation, the rules must be ratified by the Florida Legislature which convenes March 2, 2021. Mr. Segundo, the City, Lakeland's lobbyist and other challengers' lobbyists will advocate against ratification by the legislature. Lakeland was confident they had a sound, factual, and policy position for the rule challenge and legislative fight. Lakeland has entered into a joint defense agreement with other cities and utilities. They are sharing each other's experts and sharing witness costs.

The Commission discussed:

Palmer Davis: The end game seemed to be to reduce local jurisdiction's water use permits to force them into more expensive alternative water supply projects which will drive up the cost of water. The economic impact will be toughest on the low-income residents.

Commissioner Don Selvage: What is your outlook. Mr. Segundo: the cities and utilities are doing a good job protecting this resource. He was optimistic. The consequences of these rules were dire. The City proposed to DEP two lower costs alternatives that would still conform with the intent of the legislation but would exempt the SWUCA utilities from these rules. The DEP failed to incorporate the SWUCA recovery strategy in the CFWI rules and added to the strategy by imposing the 2025 cut-back. The DEP was also imposing a limit of 100 gpcpd (gallons per capita per day) which was in direct conflict with Florida Statutes.

The decision will be decided in the courts, not the legislature. The judge will have final order authority and cannot be overturned by the legislature.

Commissioner Chad McLeod: if the court makes the final decision, what happens if the Legislature ratifies the rule? Mr. Segundo - they are parallel processes. The department was ordered to make the rule in 2016 and did not start the process until the middle of last year. The DEPs delay in rulemaking has compressed the issue. If the judge rules against the rules, the legislature ratifying the rules will not matter.

Commissioner Bill Read raised the issue of permits for orange groves releasing demands as groves go away without credit to the surrounding utilities. He also raised Manatee and Sarasota's recent attempt (a few years ago) to draw water off the Peace River. How can they justify taking 258 mgd from the Peace River when they have the ocean from which they can desalinate? Mr. Segundo: anyone can propose a permit to withdraw water. It's on a first come first serve basis. The Peace River authority proposed to take 258 mgd from the Peace River, which would have used all available water, leaving nothing for Polk County to utilize as an alternative water supply. Lakeland

challenged that permit and the Peace River Authority gave up 50 mgd and made it available for Polk County utilities. We had 10 years to utilize that provision.

SMART City Initiatives, Data Collection – Angelo Rao, Manager of Traffic Operations and Chuck Barmby, Development and Transportation Manager

Mr. Rao gave a presentation on smart city initiatives. Lakeland had a fiber optics backbone support system for a 5-10-year plan, 5-G technologies, cyber securities. These are the kinds of infrastructure already in place. Lakeland was almost "shovel ready."

ACES – autonomous connected electric shared vehicles. This would be a big deal in the future. There were four elements that were important:

1. iCASP – Intersection Collision Avoidance Safety Program
2. iCASP CAV FDOT expansion program
3. Downtown Rail By-Pass Program
4. Enhanced Transit Priority System

iCASP can predict the red-light runner, verify the red-light runner, extend the yellow/red and delay the green and resume normal operations. Four intersections have been approved for install. Now have approval from FDOT to do the extension. Lakeland has implemented the first intersection at N Crystal Lake Dr and US Hwy 98 South. They've applied for a grant to extend the program. They will know in the Spring.

Data Collection & Analysis - Chuck Barmby

How do we get into collecting data for alternative transportation modes? FDOT in Tallahassee has embarked on a statewide data collection effort for bicycles and pedestrian facilities around the State. Lakeland asked FDOT to focus on a couple of locations around the City that had higher pedestrian traffic than expected to put Lakeland in a position for State and Federal funding for the projects. DOT installed an eco-counter on the Ft. Frasier Trail in Highland City and on Ingram Ave and the West Lake Parker Trail. That will give a baseline data on the amount of bicycle and pedestrian traffic on Lakeland facilities and set the stage to demonstrate increased demand.

Mr. Rao updated on HAWK signals.

Chuck Barmby reported construction costs were going up. Lakeland needed to look for alternative funding sources to address transportation needs. The gas tax had a declining purchasing power.

The Commission discussed:

Mayor Bill Mutz asked about iCASP cost. It was relatively affordable.

Mayor Bill Mutz asked about the \$13 M for 98 north of Edgewood. How would Chuck prioritize? Mr. Barmby: The City would probably need to make up funding shortfalls that

have already gone out for construction, then 98 then Exit 33. Exit 33 should fall to DOT because of the interstate. There is Right-of-Way funding in DOT program that did not fully fund 98 Right-of-Way funding. He suggested improving 98 one section at a time.

Commissioner Sara McCarley: Mr. Barmby does innovation well. The Commission needed to be more creative when we look at these intersections. TPO - transportation planning organization. She clarified that DOT was federally funded, State managed, and locally implemented. Mr. Barmby: It depended on the project. That was correct for trails. Major road projects were implemented by the State.

Commissioner Sara McCarley: the citizens have said their main concern is traffic. The Citrus Connection has yet to hear from DOT what the cuts will be. Is that true to the city too? Mr. Barmby: The City's general projects are in good shape. It is the big projects that are unknown. 98 funding was reduced and shifted back in the work program. Any time there is a shift back in the work program, it takes a while for the dust to settle. We won't know for sure until the legislative session.

Shawn Sherrouse clarified that the construction of exit 38 was the only portion not programed into the work program. Mr. Barmby: That is correct. The Right-of-Way is funded. The gas transmission line relocation is funded. Exit 38 is the only interchange on I-4 that is not in a programed plan for construction and has not been improved since 1964.

Commissioner Don Selvage asked about the diagonal parking near NoBay. How is that working? Mr. Rao: there have been no incidents.

Commissioner Phillip Walker asked if the HAWK signals were being used effectively. Mr. Rao explained the City had a partnership with FDOT. There were 4 altogether. We've asked FDOT to do a different kind of study. Not everyone is going to do what they should. Folks are changing their behavior in how they cross the street. He was looking forward to receiving the data. He thinks there will be less injuries.

Mayor Bill Mutz asked if it was premature to start receiving Dixieland road realignment data? Mr. Rao explained the City was doing an unofficial crash analysis. DOT will be working on the official study. Lakeland's unofficial look at the 3 segments seemed to show a reduction in injury crashes. Rear end collisions were happening because it was a relatively new change and drivers were not paying attention. A crash at a low speed is less dangerous.

Economic Development - Overview of Incentive Plans and Project Updates - Jason Willey and Nicole Travis.

Jason Willey reviewed the City's incentive programs.

- Impact Fee Mitigation
- QTI (Qualified Target Incentives)
- Economic Development Rider through Lake Electric

- Impact Fee Financing

The QTI sunset in June 2020. It was in place 1994. There has been chatter to bring that back.

Manufacturing/Research and Development Incentive. Jason explained the incentive program. This was \$400,000 for infrastructure assistance to manufacturing.

EDGE: Encouraging Development Growth & Expansion incentive program (\$100,000) to support development of new and expanding manufacturing and food services related business. It was given in \$10,000 matching grants that was infrastructure based. Eligible improvements would be grease traps, sprinklers etc. Not items that would leave with the business. The matching grant meant businesses would have skin in the game. Money would be available on first come first serve basis each year.

Economic Incentive Plans - Polk County #20 in wages in the State. There were 19 cities above Lakeland. The number one county leading in wages was Hillsborough.

Shawn Sherrouse, at last year's strategic planning, the Commission asked how we can encourage greater than 115%. Staff responded by offering incentives for jobs at 125% of the AMI even if there were fewer jobs.

Diversifying Local Economy – Nicole Travis

There was no common definition or metrics, but it could mean construction activity, employment levels, logistics, affordability, consumer spending, and manufacturing. The mistake is putting too much into one industry. Lakeland/Winter Haven was recovering faster than the State. Logistics was driving job gains. We could reach a point of plateau.

Reviewed Lakeland's Per Capita Income and Poverty level compared to the State.

When you talk about diversifying the economy, you need a wholistic view including jobs, per capita income and poverty. Everyone had a role, residents, business and government.

Align Policies and Initiatives:

Identify Gaps

Ban the Box

Education

Incentives with increase wage

ProsperUS-hire local

Policy:

1. Improve support to small business
2. Provide tailored support to key sectors/industries
3. Improve major infrastructure
4. Support appropriate and affordable housing

Recess/Reconvene: The Commission recessed for lunch at 12:18 p.m. and reconvened at 12:52 a.m.

Craig Collins asked for any economic development questions.

Commissioner Don Selvage asked about high skill/high wage. Has it made an impact economically? Nicole Travis: yes, because it has brought some manufacturing. Jason reviewed those incentives with you earlier. Jason Willey explained that high skill/high wage was still there but maybe we haven't really been using that terminology.

Commissioner Don Selvage: do we focus on the average or the median? Nicole Travis explained the City focused on the average because it is consistent.

Commissioner Phillip Walker: how does Lakeland stand coming out of the pandemic? Nicole Travis responded as far as jobs; Lakeland is doing well. We must look beyond the jobs we have now. A diverse economy was not just logistic jobs. A diverse economy was getting more residents to participate in the economy, investing in people. We're doing well because of location. We must strengthen infrastructure and roadways to support industry.

COVID Update/Unknowns

Dr. Joy Jackson:

- Cases and positivity rate down. We are nowhere out of the woods.
- Vaccination: On week 10 of vaccinations. Past 4 weeks 7,000 doses per week. Distributed within 7 days of receipt. All vaccines given by appointment. Vaccinating groups in keeping with Governor's Executive Order. Prioritizing citizens who have registered via phone or web. Vaccine partners receive doses and registrants on a weekly basis. 90,000 individuals have registered. 28,000 have been assigned for scheduling. 31,000 doses have been administered through the County Health Department. There are doses they have not received yet because of weather up north.

Danielle Drummond:

- 4,000 patients have been in the hospital with COVID. There has been a steady decline in patients.
- Masks and social distancing will be here for some time.
- Continued work on vaccine distribution is key

Dr. Achinger:

- Moving into a new phase which is exciting but bringing new challenges and questions.
- Pay attention to the basics, social distance, masks, handwashing
- Don't be afraid. These are all good vaccines and will be good for us. These are the miracles of science that are going to defeat this virus.

- Get the booster. You may experience a few side effects, but it will not make you sick.
- The outlook is good, but we've got to keep our guard up. We must make sure that a large swath of the community is vaccinated.
- They hoped to get out enough vaccines before it evolves into something the vaccine cannot combat.

Shawn Sherrouse reviewed city staff efforts. Internally we have all protocols in place. Still administering rent relief and mortgage relief. Will continue if funds are available. Still have extension of outdoor seating for restaurants. Temporary signage for restaurants and businesses not being enforced right now. Still allowing utility payments to be delayed upon request. Partnering with health officials such as traffic control at vaccination sites. City facilities will be available as immunization sites if possible.

The Commission discussed:

Commissioner Stephanie Madden: what about the kids and kids that have already had the virus. Dr. Jackson there is a process when we are notified that someone tested positive. They immediately get seating charts from the School District to determine who has been exposed for more than 15 minutes. They try to limit quarantine for students exposed. You must be within 6 ft for 15 minutes. If your child had COVID, they do not need to quarantine for 3 months.

Commissioner Bill Read asked about boosters. Dr. Jackson 2 vaccines need second doses and they have distributed second doses.

Commissioner Bill Read is there anything else the public can do beside masks and social distancing. Dr. Achinger there were no supplements that reduced transmission. The vaccine enhances the immune system.

Commissioner Bill Read: what is the protocol for treatment? Dr. Achinger: first determine diagnosis and then if C-19 risk strategize for risk criteria. If patient meets criteria, patient might be given infusion to prevent hospitalization. Dr. Achinger reviewed treatments for critically ill patients.

Danielle Drummond emphasized the timing was critical for the infusion treatment. It needs to be administered in the early stages.

Commissioner Chad McLeod asked about the overall impact of COVID to the health systems. Danielle Drummond: it's exhausting. It adds several tasks to an already very busy day. Its costly. All the PPE is costly to protect people from transmission.

Dr. Achinger: Watson Clinic ended 2020 on solid footing. Telemedicine made a big difference. He hoped it would stay in the long term. We learned to operate leaner.

Commissioner Sara McCarley thanked the healthcare representatives. She asked about possible delays with the storm up north. Dr Jackson hoped there would be no delays because of the weather. If there was a problem, patients will get a phone call letting them know.

Dr. Achinger antibody testing is not normally done with COVID-19. It is up to your doctor if it is helpful. Everyone needs the vaccines even if someone has had the virus.

Dr. Jackson: if vaccines become more plentiful, we will need to be able to ramp up efforts. If we must "go big" and need to reach beyond what we are currently vaccinating, we need to have a plan for getting it into arms. At that time, we may need the assistance of the City of Lakeland.

Commissioner Don Selva: CDC stated the Country was approaching 500,000 deaths due to COVID-19. Yet there are sources saying the COVID deaths are over reported. We've seen questions about the positivity rates. How comfortable are you with the data being produced? Dr. Jackson was very comfortable with the data. The data tells a reliable and accurate story. We need to respond to the data.

Commissioner Phillip Walker: re the mass vaccination efforts in local churches. They seem to be run very well. Are we not announcing because they are done by appointment? Dr Jackson, we are learning every day we do this. If we are doing it at a church it is usually because that pastor can line up the patients.

Commissioner Phillip Walker asked about Spring Break and Summertime. What do you see happening? Danielle Drummond: we need to continue to message what people need to be doing to follow the guidelines. It is encouraging to see the downward trend. We cannot assume that we can back off on the guidelines. It is important to keep strong to the messaging.

What do you need in help from the City? Dr Jackson if we need to go big on vaccines how can we work with the City? Please continue to be the cheerleaders and personally advocate for encouraging the guidelines.

Danielle Drummond the logistics around the vaccines was important. What we all do as leaders is important. It is important to set an example. Also, as we get through this wave and have more vaccines, we can encourage those who are eligible to take the vaccine.

Dr Achinger: help us speak out against mis information. The correct information is so important. It's important to point out things that are not correct.

Commissioner Stephanie Madden: what if the tide turns and we have more vaccines than patients. Danielle Drummond: at that point it becomes important to have a strong message. We have a way to go until we get there.

Mayor Bill Mutz: thank you for coming today.

Recess/Reconvene: The Commission recessed at 2:07 p.m. and reconvened at 2:32 p.m.

Innovation District - Dr. Avent and Sean Malot

Dr. Avent: FPU was still young. Last year was their first year in the rankings. They were in the top forty undergraduate engineering college programs with no doctoral degree in U.S. News & World Report. They were ranked third best public university in Florida only behind UF and USF. They ranked 14th nationally among universities for best student career outcomes. Harvard beat them by 1 spot. They beat Stanford by 5 spots. At the end of the day it's about economic impacts. FPU's annual economic impact to the State of Florida was \$289 Million. One way to grow that number is to grow the university. They needed research and office space to attract high quality faculty members. The applied research center was at the top of their list for funding. Operational funding was also at the top of their list.

They will need some zoning changes within the current PUD for the incoming developer to maximize the financial viability in the property. We are in critical discussions between the landowner and the developer.

Sean Malot: Congrats to FPU and FSC for debuting the 4+1. The anchor institutions are continuing to thrive. Last year we debuted the Central Florida Innovation District. The pandemic has only demonstrated its importance.

Suntrax Phase 1 opened July 2019. Started Phase II construction Jan 2020. Scheduled for completion 2022. The district will have to compete to attract industry.

Commissioner Phillip Walker: How can the City partner to bring the developer onboard. Dr. Avent was general because the developer and property owner were still in negotiations. The needed flexibility to relocate buildings to buildable land. International Flavors and Fragrances was looking to locate on campus. FPU was still evaluating.

Shawn Sherrouse clarified for the Commission that the city has been at the table and actively involved in the discussion.

Commissioner Bill Read: do you intend to expand the campus size of FPU? Dr. Avent no. We could easily grow the population up to 5,000 students.

Commissioner Bill Read asked if the Alexander Group had closed on the property with Williams yet? Mr. Malot; no, they have not closed yet.

Commissioner Chad McLeod asked if all graduates were leaving Polk County. Dr. Avent: there was a tech company that wanted to hire 60 graduates. They were moving in the right direction.

Commissioner Stephanie Madden: Creative collisions: We miss creative synergy when we're not at the table together. We were engaged before COVID with protecting the land. As we go forward, she hoped that the developer would consider all options if the land was not buildable, such as floating solar panels. If things were too cost prohibited, she hoped the City would have an opportunity to help. Sean Malot - the groups looking at the innovation district are looking to see how they can help the vision come alive.

Commissioner Sara McCarley thanked them both for coming. We need to look at all our work through the lens of innovation.

Dr Avent talked about the partnership with FSC. This was the dream of the dean of the business school.

Commissioner Don Selvage was interested in exploring how technology can help municipal government provide services.

Commissioner Bill Read asked if FPU was working on any wave or magnetic propulsion systems. No

Commissioner Stephanie Madden explained OUC was working with UCF re energy. That was how they got the grant for the electrolyzer. Often to get grants, the applicant must show they are working with a university. She loved the opportunity for Lakeland Electric and students at FPU, as employees retire.

Age Friendly Lakeland – Liz Craven

Mission: to create a collective impact by bringing Lakeland's vision of an age friendly community to life.

8 Domains of Livability

1. Outdoor Spaces and Buildings
2. Transportation
3. Housing
4. Social Participation
5. Respect & Inclusion
6. Civic Participation and Employment
7. Communication and Information
8. Community & Health Services

Mayor Bill Mutz what is the number one need for an age friendly community? The demographic having issues because they do not have family nearby and someone which they can interact. Also, affordable housing.

Commissioner Phillip Walker asked about the CNA Program. Liz Craven: A class started yesterday to help people get training for CNA to start their career.

Commissioner Phillip Walker: are we poised to do more? Are we doing anything to make sure the information is also available in Spanish? Liz Craven: Yes, we have a senior

resource guide in Spanish. They were encouraging everyone to provide information in Spanish.

Commissioner Chad McLeod: how often does that happen? Liz Craven: They envisioned a sit down with every department head in Lakeland. They want to begin with an inventory of services provided to determine the gaps.

Commissioner Stephanie Madden admired how they have gone about identifying the gaps.

Commissioner Don Selvage: this started 11 years ago. He liked where they have landed as a committee for Lakeland Vision in advocating others for the needs of seniors.

Education - Mark Farrington

Partnered with LinkedIn Learning where employees have 24/7-365 remote access. New content is added weekly.

Reviewed Talent Development Strategy

Affordable Housing - Teresa Maio

Infill Land Bank Program - 66 lots offered. 50 lots awarded to 18 certified developers.

Rental Development Program to attract developers to build multi-family units.

General Fund/CRA Contributions – for every \$1 contributed, there is a return of \$54. 316 new MF units being developed.

432 multifamily under constructions/in development

322 multifamily planned

56 single family under construction/in development

Commissioner Phillip Walker do the single-family home buyers go through training about home ownership and maintenance? Teresa Maio did not know if a private developer was providing any type of education. If they were using any of the city's programs, there was some training.

Commissioner Don Selvage asked about the term in-fill. How do you incentivize developers to invest in property outside of a CRA? Teresa Maio: when speaking of the land bank program that is inside the city or CRA. The City offered rehab assistance to income qualified homeowners. We do not have a program for private investors at this item.

Commissioner Chad McLeod if we added more dollars from the General Fund, would they go to P3 or were there other avenues? Are there other tools we should be using for affordable housing? Teresa Maio anticipated any additional dollars would go towards P3 developers. Yes, to more tools. There were other things they could be considering. We are continually looking at other options and other tools to encourage private investment in more units. We are going to visit a tiny home community in Hillsborough County to see how that would work in Lakeland.

Mayor Bill Mutz congratulated Teresa Maio on great leadership and Nicole Travis for empowering that leadership.

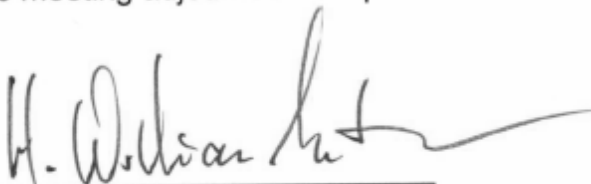
Commissioner Bill Read asked about the benefits of the infill lot. Teresa Maio explained if the lot is in the core improvement area the impact fees are waived. A recent vote by the commission made that available to the central city area. The minimum sales price of the infill lots was \$2500 which was treated as a deposit. The difference between the deposit and the price of the lot was set aside as a lien for 25 years provided the income qualified owner remained in the home.

Commissioner Stephanie Madden we have been successful working with the multifamily builders. She was looking forward to hearing about the Tiny Home visits and the redevelopment of the mobile home park.

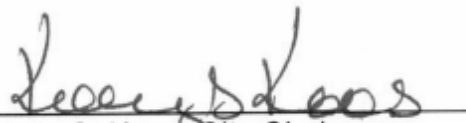
Closing Remarks

Shawn Sherrouse thanked staff for the presentations today. He thanked the Commission for the shift/change in the strategic planning process.

The meeting adjourned 4:11 p.m.



H. William Mutz, Mayor



Kelly S. Koos, City Clerk

