

LAKELAND CITY COMMISSION

Strategic Planning Retreat May 13, 2024

The Lakeland City Commission met for the Strategic Planning Retreat at the RP Funding Center in the Lake Hollingsworth Room. Mayor Bill Mutz and Commissioners Chad McLeod, Bill Read, Stephanie Madden, Sara Roberts McCarley, Mike Musick, and Guy LaLonde were present. City Manager Shawn Sherrouse, City Attorney Palmer Davis, Finance Director Mike Brossart, and City Clerk Kelly Koos were present along with other staff members and the media. The facilitator Merrill Stewart was also present.

Merrill Stewart called the meeting to order at 8:09 a.m.

Merrill Stewart has held one-on-ones with each commissioner, met with staff and held the first day of strategic planning. Our goal today and tomorrow is to set goals for the strategic plan. We are focused on setting higher-level goals for each of these target areas.

Ground Rules: The format is focused on presentations. In their first Strategic Planning Day there were a lot of requests for presentations. These presentations will have a high-level focus. We are not getting in the weeds and focusing on details. We are focusing on what lies ahead. What do we need to be ready for? Each Commissioner had a worksheet with questions to help them focus on the presentation. They will take questions after each presentation. A copy of all the presentations are on file in the Agenda Packet.

She has drafted some goals for each of the Target areas. After all the presentations for the Target areas, they will consider the pre-drafted goals and any changes.

Target Area 2: Economic Development Presentations with Q&A

Growth & Redevelopment

- Urban Planning & Transportation Manager, Chuck Barmby
- CRA Manager, Valerie Vaught

Commission Discussion:

Mayor Bill Mutz loved the format and that they were starting with this target area. There is a need for more neighborhood scale retail people can access without getting into a car. Chuck Barmby stated the key issue is for neighborhood scale retail. The market has not caught up to support that desire.

Brian Rewis: Staff recognizes that they cannot build lane miles to ease the congestion the community is experiencing. The task is to get the things/wants/needs closer to the

people so that they do not have to go by car. If they do have to go by car, make it as short a trip as possible.

Commissioner Sara Roberts McCarley appreciated the presentation, especially the aerals. She would like to see more aerals, even when they are considering ordinances for land use/zoning. That is important for the public too. More pavement is not the answer. Building on empty land is how we get sprawl.

Commissioner Guy LaLonde hoped the City was giving careful consideration to the public safety needs as we continue to grow in the southwest and northeast districts. Chuck Barmby: CE&D staff engages with public safety in dealing with growth. There are public uses built into land use near FPU.

Commissioner Guy LaLonde wanted to be sure they were thinking about and looking for property as development occurs. Bill Read: They are thinking of these things. They just were not mentioned in this presentation because they have their own place in the retreat agenda.

Merrill Stewart: Thinking about future property needs would show more in the implementation phase.

Commissioner Mike Musick asked about the procedure. Merrill Stewart: There are two points of discussion: 1) after each presentation for questions. 2) the Commission will have a dialogue on each target area after all the presentations are complete.

Commissioner Stephanie Madden: What she heard in this presentation was the best practice of mixed use to create the power of 10. One thing we do not have incentives for is retail. Retail is the last to come. If there is no room left, then we are back to suburban sprawl. We do not want all affordable housing in one area without access to retail and parks. Do we have a method in place to bring this together through planning?

Merrill Stewart: That is an implementation discussion. Staff will be meeting to respond to these types of Commission requests.

Commissioner Chad McLeod: Do you feel like the CRA is well positioned for mixed use and infill development planning? Valerie Vaught: It is broader than CRA. The CRA is looking at this as a wholistic city approach. It is a policy approach. Broadly we must agree with the vision that this is what we want to see come to our city's core.

Mayor Bill Mutz: that is a little like when we think about how Lakeland is impacting Polk County. The CRA should think about how they are impacting the whole city. Commissioner Stephanie Madden's question is the perfect example of how the Commission does not need to get in the details of implementation and let staff go and figure it out, same with police and fire.

Affordable Housing – Community Development Assistant Director, Teresa Maio

Commission Discussion:

Commissioner Mike Musick asked if there were studies that correlate between housing affordability and vehicles? Do we have enough information to help with that issue? Teresa Maio: that goes to transportation costs and being able to reduce transportation costs with access to alternative transportation. There are estimates of the number of vehicles per household. It is important to look at housing types and transportation together.

Brian Rewis: We can easily calculate the status quo in Lakeland or Polk County. The challenge is how we will lower that number.

Commissioner Stephanie Madden was curious if staff married the innovation with trends. What are you seeing as a trend as the next step outside multifamily housing? Teresa Maio: Modular or prefab homes are trending in some areas and could be acceptable in some areas in Lakeland. Surrounding historic neighborhoods might be best for the missing middle of triplexes or quads. There was not a large tract of land for development of modular neighborhoods.

Commissioner Bill Read asked about golf cart communities. They are popular in many areas of the state. He understands there are some safety components. There are some areas that primarily use golf carts. We have not done that in Lakeland. Teresa Maio: It is easier to accommodate in a master planned community. The retail and residential need to be mixed to allow for that use. We saw golf carts on Old 37 and in Sandpiper.

Mayor Bill Mutz: People vote with their feet and their wallets. We must create spaces in advance to change the way they behave. He encouraged staff to help the Commission see those opportunities to develop areas in this way.

Mayor Bill Mutz asked about wages and income. How do we move to 0.50? How did we get measured at 0.44? Teresa Maio: Looking at industry needs. What else is there that the city can do to attract those industries? How can we attract them and have existing people here to do the jobs? We do need retail in the area of the airport to support all those houses going in southwest Lakeland. Perhaps we need another land use designation to support nearby residential uses.

Commissioner Mike Musick: Our weather is different. We must consider the environment when making alternative transportation practical. Teresa Maio: We look at providing opportunities for shade structures to get out of bad weather.

Commissioner Sara Roberts McCarley would be eager to learn about people moving here from other places. Is walkability and alternative transportation more important to those people? Teresa Maio: There is an opportunity to look at where they are coming from and what they liked that we do not currently provide.

Brian Rewis picked up on a comment about the City building multifamily housing. We are not actually building things ourselves. We can operate in a regulatory environment and offer incentives but if the finances do not make sense we could stare at an underperforming property for years.

SMART City – Chief Information Officer, Oscar Torres

Commission Discussion

Mayor Bill Mutz asked what criteria in benchmarks are we using today. Oscar Torres: A guide was put out by SMART Cities Council. We are using that to endeavor to identify and solve problems for citizens. Identifying the problem is the more difficult part. There are also International Standards Organization (ISO) standards and National Institute of Standards and Technology (NIST) just came out with a framework for smart cities. We can also learn by monitoring other cities that are more mature in the SMART city space. Also attending SMART city conferences to establish networking connections.

Commissioner Sara Roberts McCarley: You mentioned collaborative government. Is there anyone you have looked at specifically? Oscar Torres: Outside of Florida there are good examples. They meet monthly with Polk Vision SMART cities. That group is more focused on broadband right now. He recently attended a SMART city conference in the Carolinas. Some cities have a smart city alliance that assists local government to find SMART city solutions. Colorado and California were doing that.

Commissioner Mike Musick: How do the cities at the forefront balance the collecting of data with the privacy issues? LDDA just got serious grief over the attempt to use cameras downtown. Oscar Torres: The data is the number one asset behind human capital. When protecting data, the best practice is to use a proven cyber security framework. One of the things he has learned from other cities is that they are focusing on their data privacy, standards, or policies. They are co-creating that with the public. The citizens are engaged in deciding what is acceptable and not acceptable. At the end of the day, you will not make everybody happy. There will have to be standards.

Commissioner Mike Musick: It is communication to the public. Oscar Torres: It is key to be transparent about the use case.

Commissioner Stephanie Madden: You mentioned scalability and adaptable IT. Are they building with that in mind? Oscar Torres: Right now, vendors are providing a SMART cities platform that is vendor agnostic and will integrate seamlessly. You then have other vendors that are doing the same thing with an open-source type solution.

Commissioner Stephanie Madden: What about our smart meters? Oscar Torres was comfortable with where the city is now. They have a SMART city working group that meets together monthly.

Commissioner Chad McLeod asked if Mr. Torres has seen a challenge for which Lakeland could use a SMART city application to solve the challenge. Oscar Torres: The direction we are trying to take is how to better collaborate internally and externally. We are doing that through the normal planning process anyway. We are at the point of technology enabled but City led. SMART City 3.0 is citizen co-created. A lot of cities are striving to get there.

Commissioner Chad McLeod: You mentioned data collection management framework. How does that look for Lakeland? Oscar Torres: There is a lot of opportunity for improvement and growth. When you look at AI, data is critical. We have got to look at how we categorize the data and clean it. We must master that before we make decisions based on the data. When you talk about cloud storage, it is not necessarily cheaper but gives more flexibility.

Commissioner Guy LaLonde: We have had many contracts for software updates with high costs. What are the key ways to address across the platform and plan for expensive upgrades or mitigate costs? Oscar Torres: We are always looking for ways to mitigate costs. We have been able to leverage a Florida Cyber Security Grant to mitigate some costs. You have seen some lifecycle replacement costs. That maintains operations and provides new enhancements. Collaboration across the city departments also provides partnership opportunities. For Lakeland to move forward and mature we need to continue with the multidisciplinary team and look to include our academic partners. He has had preliminary conversations with FPU. We would like to improve those partnerships with all the schools in Lakeland. Look at other cities who are focused on SMART cities. Do we need to have a SMART cities manager position? Are we looking at it the right way? Right now, the Comprehensive Plan has been guiding us.

Break from 10:22 until 10:25 a.m.

Parks, Recreation, and Cultural Arts – Assistant Parks, Recreation and Cultural Arts Director, Pam Page.

Commission Discussion:

Commissioner Sara Roberts McCarley: Is the City of Lakeland a NPRA member? Yes. Are there other organizations that look at that and provide metrics? Yes. For land trust but that is mostly for private lands. NPRA is the gold standard for municipalities. We enter our data annually. It is real time. They can sort the information by state, community size, population, and specific communities.

Commissioner Sara Roberts McCarley: When we look at the City of Lakeland and inventory the resources available to residents do we web in private assets that we do not support financially? Pam Page: We consider that, but we look at it by actual amenities. Our greatest deficit is ball fields, and no one is providing private ball fields. We are doing great with our open spaces. It is ball fields and multipurpose fields that have the greatest deficit. We do not try and duplicate amenities.

Commissioner Sara Roberts McCarley: So, we think the need for ball fields will carry into the future? Pam Page: We classify our ball fields as multipurpose so we can accommodate different sports. That allows us to pivot.

Parks, Recreation & Cultural Arts Director, Bob Donahay: Because of the high use, the county is going to artificial turf. Lakeland is struggling to maintain natural turf because of the high use.

Commissioner Guy LaLonde: We have some of the best parks around. We have two city pools. Are we considering any additional pools, Olympic size? Bob Donahay: No not currently. It is \$500,000 a year per pool. It is kind of like owning a boat. Two pools in one city are good. He would not recommend a third pool.

Commissioner Guy LaLonde asked if they would hear more about programing. Pam Page: We respond to the requests and needs of the community. When someone requests a program, we survey and if there is a demand we work it in. Bob Donahay: That has been our success, the ability to adapt our programing and complexes. Pam Page gave an example of the Parkinson Program they now offer.

Commissioner Mike Musick: What is the reason for the combination of parks, recreation, and cultural arts into one department? Bob Donahay: We have always characterized ourselves as the "all other department".

Commissioner Mike Musick: This is a pretty broad list to be excellent at everything. Shawn Sherrouse: Lakeland is structured in Parks & Recreation traditionally. We are fortunate to have all the amenities that we have.

Commissioner Bill Read: How will we integrate Holloway Park? Pam Page: We are deficient in cross country. We are fortunate with Holloway to improve that and will hopefully attract track meets to central Florida. We are master planning the entire property. Right now, that park is heavily used for trails and natural environment. This is in the middle of the urban core. She hoped to maintain that natural setting.

Merrill Stewart: This is an implementation discussion.

Commissioner Chad McLeod asked about the deficit. Did that include the future fields? Pam Page included all of those in the current number of fields. So, the deficit is greater if those planned fields are not constructed.

Commissioner Chad McLeod: Does that affect leagues today? Pam Page: PR&C is turning leagues away every day.

Commissioner Chad McLeod: Are there plans to put the artificial turf in existing fields or only new? Pam Page recommended English Creek be constructed with artificial turf. As our fields are worn out, we are going to have to convert, or they will be dirt tracks.

Commissioner Chad McLeod coaches with Swan City. He gets so many comments about the quality of Lake Parker fields. They want to play there all the time, but he understands the demand.

Commissioner Stephanie Madden confirmed that you are already counting the fields in the plans to be built. Are there leagues using our city fields that could use a Lake Myrtle field? Pam Page: The multipurpose fields are used by Lakeland residents. The softball fields are used by outside residents. We strive to service folks within the 2-mile radius. Relying on another community to provide recreational services would lower our level of service.

Commissioner Stephanie Madden: If we had a recreational center built on the southwest land, would that eliminate the need for one of the others? Pam Page: It depends on the population. It was not based on geographical residency.

Commissioner Stephanie Madden: Could we utilize a civic group to develop a dedicated revenue source? Pam Page: That is a good question. It would be difficult. To build out English Creek is a \$20 Million project.

Mayor Bill Mutz: Thriving growth starts with jobs and housing but then we need arts and parks. The turf's life is 8 years with warrantee.

Mayor Bill Mutz: When we have this pressing population, we must have places for people to play. This is not business as usual for a well-performing department. We now have a pressure we have never had before. We are going to rely on staff for how we can fund at a more accelerated rate.

Mayor Bill Mutz: How many fields are necessary and how many acres? Pam Page thought her understanding was staff will come back and tell you during the implementation.

Mayor Bill Mutz wanted to hear from staff when they returned what the need is to meet the existing demand and take us forward. Consider future growth.

Target Area 2 Economic Development Setting Goals:

Merrill Stewart explained these were proposed goals she drafted based on the individual meetings and Strategic Planning Day 1. Is there anything missing?

1. Foster a diverse and vibrant economy by supporting growth of various industries, to drive economic prosperity.
2. Identify and prioritize areas for strategic development to attract investment, stimulate economic growth, and create employment opportunities.
3. Promote collaboration and innovation through supportive policies, access to funding, and partnerships to enhance quality of life.

4. Provide quality public spaces to promote community engagement, connectivity, and well-being.

Mayor Bill Mutz wanted to address inefficient land use. Commissioner Sara Roberts McCarley thought that was met by goal 2.

Commissioner Stephanie Madden wanted to prioritize the innovation land district and partnership with Florida Polytechnic University. Commissioner Sara Roberts McCarley thought that fell under goal 3.

Commissioner Mike Musick wanted to see a senior center. Merrill Stewart: That fell under culture and would come up in the implementation portion.

Commissioner Stephanie Madden: Add site readiness to #2.

Mayor Bill Mutz wanted to add additional land use designation, the missing middle housing, real time tracking tools on the IT side, and benchmarking what we are tracking in IT.

Commissioner Stephanie Madden: Highlight percentages to get us to the right target areas.

Merrill Stewart asked if there was a goal missing relating to SMART City or IT specific?

Mayor Bill Mutz: Maybe under #3 we could talk about measurable benchmark progress.

Commissioner Guy LaLonde suggested expanding that multidisciplinary committee.

Commissioner Sara Roberts McCarley thought that should be a universal policy. We should imbed a cross-discipline approach to all problems we are working on.

Commissioner Stephanie Madden wanted to add focus on fostering all the pieces of the puzzle and the per acre approach vs. economic impact approach.

Merrill Stewart said it is important to look at the wholistic impact for all the goals. She drafted most of these goals after day one of strategic planning and after reviewing the staff document they were using. There was a lot mentioned on SMART cities and thought most of these fell under #3.

Commissioner Sara Roberts McCarley thought this process is much improved. It is hard for us not to get into the weeds. It is important to remember that the doers are the team. Everything we have mentioned so far are encompassed within these goals that you wrote in advance.

Merrill Stewart stated it is difficult to set high level goals but that allows you to be flexible with the to do list.

Mayor Bill Mutz would add MSTUs because of the need for funding.

Commissioner Stephanie Madden added the need for retail by airport. If retail comes last there will not be a space for them. Retail around the airport influences traffic. We have never incentivized retail.

Commissioner Sara Roberts McCarley we need to make sure we recruit jobs that match the skill sets.

Lunch from 12:00 pm to 12:41

Target Area 1: Infrastructure Presentations with Q&A 12:30 p.m.

- Transportation – Chuck Barmby
- Significant Opportunity for Safety Improvements - Tess Schwartz Traffic Operations Manager
- Transportation Choices – Chuck Barmby

Commission Discussion

Commissioner Chad McLeod asked about steps for intermodal to move forward. Chuck Barmby explained they were working to get it in the federal funding pipeline.

Commissioner Chad McLeod: If we had an intermodal center would that increase the likelihood of extended SunRail into Polk County? Chuck Barmby: SunRail is very complicated. FDOT finished a concept evaluation report on SunRail. Based on that report, Haines City and Davenport had potential ridership to justify the costs. The problem with bringing it to Lakeland is the passenger rail would be shared with freight rail. The ridership out of Lakeland to Orlando was not nearly as high as Haines City. The TPO asked FDOT to move the next step forward to SunRail to Polk County. FDOT did put the next step in the work program.

Commissioner Mike Musick would like to hear more numbers on traffic fatalities/injuries. Are there certain intersections we need to improve?

Commissioner Stephanie Madden asked about bike accidents. Are they measured in those numbers? Tess Schwartz said they are numbered but the pedestrian crashes are the ones that are spiking. We do have a high injury network for city streets. The county is working on that too. Most crashes typically occur on the same roads. We can invest in those intersections to reduce crashes.

Commissioner Stephanie Madden asked where Lakeland was on autonomous shuttles, especially for direct routes? Maybe people would consider transit if we had predictable

routes such as hop on/hop off. Chuck Barmby: That is something we are further behind on. A SMART City approach would be looking at new technology and finding a vendor that would want to do a test pilot in Lakeland. Lakeland would need guidance along the way.

Commissioner Stephanie Madden: Golf carts in a slower paced communities. She thought businesses might invest in alternative transportation such as golf carts to allow employees to park further away and still get to work. Chuck Barmby: Local streets might be okay if the Commission gives permission, but collector roads or State roads might not be acceptable.

Commissioner Stephanie Madden expressed concern about drivers becoming calloused towards pedestrians or those using alternative transportation. Tess Schwartz: We would need to work on developing a safety culture. Alternative transportation is more common in other parts of the Country.

Airport – Assistant Airport Director, Adam Lunn

Our Future Ready Plans – Airport Director, Kris Hallstand

Commission Discussion:

Mayor Bill Mutz: Regarding t-hangars, is it really cost prohibitive to build the t-hangars for the 26 people on the list? Kris Hallstand: Yes, it is. There were new t-hangar designs, but general aviation is fragile and we must maintain our general aviation business. It is a 12-year ROI with 80% grant funding. An MRO spec building was \$50 Million.

Did the \$9 Million land lease include fuel? Kris Hallstand: No, it just includes the lease rates. They did not have the fuel revenues this afternoon.

Mayor Bill Mutz: Thoughts on the restaurant. Kris Hallstand sent a cure notice with no result. They sent an eviction notice with no result. They were working on the request for proposal (RFP). They will not have a restaurant before the airline goes live.

Commissioner Mike Musick asked about the lease payments from government agencies. Kris Hallstand would like to see that go higher.

Commissioner Mike Musick: How many acres is the Amazon option? Kris Hallstand: 46 acres remaining.

Commissioner Bill Read: What do you anticipate coming forward in drones? People can now fly in drones. Kris Hallstand: It is too soon. The technology is not there completely yet. There are no set standards from the FAA. She did not want to invest until the FAA implemented design standards.

Commissioner Stephanie Madden: How do the eVTOLS differ from drones? How can we P3 for a parking garage at the airport?

Kris Hallstand: Drones must get integrated with our airspace to operate. All countries follow FAA rules. They just have a different name.

Adam Lunn: The real struggle with FAA is integrating all these different aircraft into the airspace.

Commissioner Mike Musick asked about future revenues. What happens when the asset reverts to the airport, and it is not an aviation type use. Kris Hallstand imagined that when one of those revert to the Airport, she would consider if the site was ripe for redevelopment. It all depended on the situation.

Adam Lunn: \$675,000 was budgeted in fuel sales this year.

Break: 2:10 – 2:24 p.m.

Water/Wastewater – Water Utilities Director, David Bayhan

Commission Discussion

Commissioner Guy LaLonde asked about the anticipated increase. David Bayhan: Those figures came from the recent master plan completed January of this year.

Commissioner Mike Musick asked about the pause of the PRWC project. We know costs are rising. Why would we delay construction of the project given the rising costs. Are there any permit issues if we pause? David Bayhan: There is a risk of rising costs. There is also the risk of things going down too. Do we pay all this money now for something we do not need yet, or do we start raising money now and then pay as you go when we start the project? They still must negotiate with SWFWMD before deciding to delay.

Commissioner Sara Roberts McCarley: Is there anywhere we can look at that growth arch and see what other municipalities have done when looking at that growth mark? David Bayhan: None of our counterparts were prepared to deal with this type of growth.

Commissioner Sara Roberts McCarley: How would the P3 work? Who would take on what risks? David Bayhan had not participated in a P3 yet. He has been involved with a CMAR. We pay for the contractor's risk. We worked with the contractor so he could minimize the risk, which saved us money. He thought a P3 would be similar where you would try to vet out all the risks in the beginning.

Commissioner Sara Roberts McCarley: When we look at connections from septic to sewer, is that an unfunded mandate? David Bayhan: Yes, it is an unfunded mandate. We have 10 years to come up with a plan.

Mayor Bill Mutz: Regarding the PRWC delay, there have been a lot of unknowns on how quickly they could get the project up and running. Lakeland has been good at managing water. The needs are not critical near term so delaying makes sense.

Commissioner Stephanie Madden: Clarified that staff's planning did not contemplate extending utilities to reach new buildings downtown. David Bayhan said that is correct, but it does contemplate additional flow.

Commissioner Stephanie Madden asked if the water and wastewater pipes were located beside each other? David Bayhan: In some cases, they are as close as 6-feet but they try to keep them on opposite sides of the road.

Commissioner Stephanie Madden: How can we ask staff to give predictability for a site ready development. David Bayhan: The downtown master plan is a great example of the City trying to do that. The master plan told us what areas were bottle necks. We have already started working on those areas.

Commissioner Stephanie Madden asked about the possibility of increasing buy-in if developers knew an extension of utilities was coming or allowing the partner to do the FRS loan. Was the City working on an existing project to install larger lines in preparation for extending service to the next parcel. David Bayhan: Conceptually dig once makes sense but he did not think it was a good idea to have the two infrastructures right beside each other.

Lakeland Electric – General Manager Mike Beckham

Commission Discussion

Commissioner Mike Musick asked what a good ratio was between purchasing power and generating power. Mike Beckham: We usually produce 700 megawatts and purchase 200 megawatts. We have always been able to purchase power when needed. We do have to keep in mind other utility needs that may need to purchase power.

Commissioner Chad McLeod appreciated LE's participation. Talk about the risks. What is LE's greatest risk? Mike Beckham: We only have so much ability to fund a new unit. The risk is that the growth is so fast that they need more than we can produce. The peak demand is always a concern. The amount we can afford to spend is based on the amount we can afford to finance. The chance of a major transformer failing is a major risk. LE is trying to build in redundancy within the grid so we can minimize the risk of losing power. The financial risk is the timing that concerns him the most. He was less concerned about regulations than a change in regulations. You do not want to build something you can no longer use.

Commissioner Stephanie Madden: LE benefits from hearing these conversations. The public benefits from hearing these conversations including LE. When looking at LE's

SWOT analysis the threat of the legislature taking away our dividend is a risk. With bad actors getting the attention of the legislatures, how big of a threat is that to LE. She has heard rumbling about the complexity of running a utility. The CRC is considering lowering the threshold to sell LE. Mike Beckham: The key to keeping LE viable is to determine what was necessary to provide that power. We could not easily build another Unit 5 at this point. He felt LE's ability to finance to generate power determines how viable we continue to be. He has not heard rumblings about selling utilities. FMPP was working to expand membership. He thought that would help guard against selling the utility. You would lose the revenue stream, but you would gain taxes. We can run the utility so much better because we are all in the same room working together for the best power for the City of Lakeland citizens.

Target Area 1 - Goals Discussion

1. Enhance infrastructure for greater mobility.
2. Strengthen the resilience of critical infrastructure systems such as transportation, communication, and utilities to withstand disruptions and ensure continuity of essential services.
3. Identify and prioritize areas for strategic development to attract investment, stimulate economic growth, and create employment opportunities.

Commission Discussion:

Mayor Bill Mutz: add "and safety" to #1.

Commissioner Sara Roberts McCarley: Economic resiliency would be helpful and cuts across all utilities.

Commissioner Sara Roberts McCarley wanted to reference organizational alignment.

Commissioner Stephanie Madden: They all should have an innovation aspect. Emerging technology could create a pivot from what they are currently planning.

Merrill Stewart: Switching to priorities. What were some of the things that you wrote down or highlighted?

Commissioner Sara Roberts McCarley: Comprehensive planning for water capacity. She was worried about that timeline. She liked hearing about the lead time. It is important for the community to understand the required lead time.

Mayor Bill Mutz: So much of that time is spent in engineering. Knowing the base load and the fact that engineering is five years out.

Commissioner Chad McLeod: Are you saying to prioritize more effectively? Yes

Merrill Stewart: What about 3Ps?

Commissioner Sara Roberts McCarley: Hearing about what others learn on trips such as the Pittsburg trip. We need to make time to hear what they learn.

Mayor Bill Mutz: When it comes to P3s, it is imperative that we are flexible and nimble enough to work with developers.

Commissioner Stephanie Madden: Site readiness is important to developers. We should show the interconnections between the target areas.

Merrill Stewart: what about best practices, such as safety needs in transportation?

Commissioner Sara Roberts McCarley: The safety element must be a focus rather than the speed of moving people around. Safety must be prioritized above speed.

Merrill Stewart: Is there anything you still need information on? Was there anything you were uncomfortable with?

Commissioner Stephanie Madden did not want staff to think that only what they talked about should be worked on.

Merrill Stewart explained that staff will take the discussion of these two days and focus on what they should prioritize within the budget.

Mayor Bill Mutz: The Commission had great empathy for the variables we know they face.

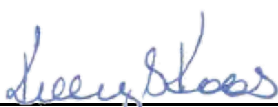
Commissioner Stephanie Madden: One of the things we wanted was to allow staff the ability to dream and also give the Commission the truth about the money it will take to make it happen.

Commissioner Guy LaLonde wanted more information about the technology across the board to keep costs down.

Closing comments

Starting at 8 a.m. tomorrow. The Commission had two more target areas to cover and then talk about Munn Park. Shawn Sherrouse thanked the staff who presented today. He thanked the Commission for keeping this high level and keeping this strategic.

The meeting adjourned at 4:03 p.m.



Kelly S. Koos, City Clerk

