



Economic Development Commission
Regular Meeting Agenda
Wednesday, March 31, 2021, 5:30 PM
City Hall, Lakeland, Tennessee 38002

- I. CALL TO ORDER:
- II. ROLL CALL:
- III. APPROVAL OF MINUTES OF PREVIOUS MEETING:
 - 1. February 25, 2021
- IV. PUBLIC DISCUSSION:
- V. REPORTS OF OFFICERS AND COMMITTEES:
 - 1. Update on Planning Activities/Development Projects (Richard Donovan)
Economic Development Report (Dexter Muller)
Lakeland Chamber of Commerce Update (Brittney Buchanan)
EDC Member Reports on Strategic Priorities and Action Items
- VI. OLD BUSINESS:
- VII. NEW BUSINESS:
 - 1. Buxton Presentation on Retail Leakage Analysis (Robb Miller, VP Sales - Buxton)
- VIII. ANNOUNCEMENTS:
- IX. ADJOURNMENT:

**ECONOMIC DEVELOPMENT COMMISSION
MEETING MINUTES
THURSDAY, FEBRUARY 25, 2021, 6:00 PM
CITY HALL, LAKELAND, TN.**

- I. **CALL TO ORDER:** The meeting was called to order by Chairman Joseph Laster at 6:00 p.m.

II. **ROLL CALL BY RECORDER:**

Keith Acton	Present
Shaun Brannen	Present
Jeremy Burnett	Present
Angie Grooms	Present
Adam Henry	Absent (<i>excused</i>)
Alan Johnson	Present
Commissioner Wesley Wright	Present
(C) Joseph Laster	Present

Others present:

Shane Horn, City Manager
Richard Donovan, Planning Director
Dexter Muller, Development Consultant

For the record: Commissioner Gonzales was present in the audience.

III. **APPROVAL OF MINUTES OF PREVIOUS MEETING:**

Mr. Brannen moved to approve the regular meeting minutes of January 28, 2021 as amended.

Motion passed unanimously, voice vote, 7 in favor 0 against.

IV. **PUBLIC DISCUSSION:**

Public comments were heard from the following:
Mr. Bart Thomas – Lakeland Commons (*Partner*)

For the record:

- Mr. Acton moved to recess the meeting to hold the IDB meeting, seconded by Mr. Burnett. Motion passed unanimously, voice vote, 7 in favor 0 against.
- The meeting was recessed at 6:10 p.m. and reconvened at 6:58 p.m.

V. **REPORTS OF OFFICERS AND COMMITTEES:**

- Update on Planning Activities – Report given by Richard Donovan, Planning Director (*See Attachment A*)
- Economic Development Report – Report given by Dexter Muller, Economic Development Consultant (*See Attachment B*)
- Update from Chamber of Commerce

**ECONOMIC DEVELOPMENT COMMISSION
MEETING MINUTES
THURSDAY, FEBRUARY 25, 2021, 6:00 PM
CITY HALL, LAKE LAND, TN.**

VI. OLD BUSINESS: None

VII. NEW BUSINESS:

For the record: The following items were discussed:

- Overview of BOC Retreat (See Attachment C)
- Review submitted EDC Priorities (See Attachment D)
 - Communications / Marketing – (Johnson & Grooms)
 - Development / Planning – (Acton)
 - North Quadrant – (Laster)
 - Data Capacity – (Burnett)
 - Infrastructure / Digital Source
- Discuss and confirm final EDC priorities and action steps
- Discuss and review Buxton Retail Leakage Analysis

VIII. ANNOUNCEMENTS: None.

IX. ADJOURNMENT:

There being no other business to consider Mr. Brannen moved to adjourn the meeting, seconded by Mrs. Grooms. ***Motion passed unanimously, voice vote, all in favor (7-0).*** The meeting was adjourned at 8:00 p.m. on Thursday, February 25, 2021.

Alan Johnson, *Secretary*

ATTEST:

Debra Murrell, *City Recorder*



These minutes were approved Thursday, March 25, 2021, and constitute an official public record of the City of Lakeland, duly recorded and filed in the Minute Book of the City of Lakeland.

CITY OF
LAKE LAND
TENNESSEE

Economic Development Commission

MEETING DATE: February 25, 2021
SUBJECT: Planning/Development Report
STAFF CONTACT: Richard Donovan, Planning Director

MPC/DRC Approvals/Discussion 2/24/2021

1. Lakeland Commons Lot 7
 - a. Preliminary Site Plan – Approved
 - b. Next Step Site Plan and Design Review
2. Land Development Regulations Amendments
 - a. BOC Initiated 4 Interim Amendments at the 2/11 Meeting
 - b. Amendment Include
 - i. Vehicular Service
 - ii. Neighborhood Type II Zoning Mix
 - iii. Multi-family in Commercial Districts
 - iv. Fountains in Wet Detention Basins
 - v. Letter with PDs stating flexibility requested – Staff Initiated
 - vi. Impervious Surface – Staff Initiated
 - vii. Non-Residential Building Transparency – Staff Initiated
 - c. On track for MPC/DRC recommendation in March
 - d. BOC review and consideration in April and May
 - e. Potentially finalized in May

Building Permits

1. Banfield Pet Hospital @ 8950 Highway 64
 - a. Permit Issued this week.

**Lakeland EDC
Economic Development Activities
February 25, 2021**

Belle Tavern

- Mobil Station
- Sprouts
- The Lake District
- MRG—Highway 64
- Hyneman Property
- Club Windward

Econo Lodge

- Approaching owner again

Mobile Station

- Carson Claybrook
- Restaurant or Tavern
- Sign on Interstate

MRG

- Remaining 1,300 square feet
- Restaurant inquiries
- Property by LA Fitness

The Lake District

- Marshalls

Buxton

- Various Reports
- Cost Sharing

**LAKELAND LEADERSHIP STRATEGIC PLANNING SESSION
FEBRUARY 6, 2021
RESULTS**

Survey Results for BOC

The survey results for just the BOC were tabulated and the responses that were "Strongly Agree" or "Disagree" represent areas that the BOC feels strongly about. Those where four or five responses out of the five Mayor and BOC members are listed below:

Strongly Agree

Strengths: Education System (4); Location (4)

Weaknesses: Land Development Regulations (5)

Opportunities: Leverage Education System (4)

Threats: Growth Outpaces Facilities and Services (5)

Strongly Agree Priorities

Recreation Programming (4)

Trails (4)

Fire Station (4)

New Canada Road (5)

Increase Paving (4)

Lake District (4)

Lakeland Commons (4)

Huff N Puff Redevelopment (4)

Hotels/Motels Redevelopment (5)

Restaurants (4)

Development Code (5)

Comp Plan Update (5)

Capital Improvement Planning (5)

Maintain Tax Rate (5)

Secure Grants for Priorities (5)

County/State Support (5)

Staff Retention/Compensation (5)

Disagree

Highway 385 Development (4)

Police Services (City Operated) (4)

Charter Amendment for Mayor (4)

Zero Lot Line Development (5)

Free Standing Multi-Family (5)

Multi-Family

Top (5) Priorities

The Mayor and BOC members were asked to identify the top 5 priorities from the questions included in the survey as well as any other top priorities not presented. The consolidated list of priorities is listed below:

- Local Development Code/Comp Plan/Hwy 70 (5)
- Park Facilities (5)
- Economic Development (5)
- Communication Plan (Unity) (4)
- Infrastructure (Roads, Sewers, etc.) (4)

Tactics/Action Steps/Strategies***Land Development Code/Comp Plan/Hwy 70***Current Status

- Current plan is outdated and does not reflect current views
- Familiarity with codes/plans can be enhanced
- (2) large mixed use developments is enough for now and plans need to reflect that

Obstacles

- Cost for new plans may be \$300,000 and not currently budgeted
- The time to complete a comp plan and new codes could be three years

Action Steps

- Combine comp plan process with LDR to save time and better integrate the two
- Begin budgeting the required funding
- Identify a local oversight team and begin process for Request for Qualifications
- Investigate other cities that are models for development

Time Frame

- 18-24 months

Champions

- Commissioners Atkinson/Wright/Gonzales (Richard Donovan)

Park Facilities (Includes Programming)Current Status

- Plan for Memphis-Arlington Site is revised
- Park & Rec Survey is in process
- Park & Rec Master Plan in early planning stages

Obstacles

- Development of Park not fully funded
- Master Plan not budgeted yet

Action Steps

- Memphis Arlington Site Phase 1 (October '21)
- Budget City-Wide Master Plan
- Evaluate Feasibility for Rec Center (Location, Phased)
- Capital Improvement Plan for Parks and Rec (5 Year priorities)

Time Frame

- Memphis Arlington Phase 1 (Oct '21)
- City-Wide Master Plan (2022)

Champions

- Commissioners Dial and Wright (Pat O'Mara)

Economic Development**Current Status**

- Significant opportunity for north side of I-40/Canada Rd.
- Lots and vacant land on Hwy 64 affected by limited sewer service

Obstacles

- Memphis Sewer moratorium or cost for tank pumps
- Timing on New Canada Road improvements

Action Steps

- Aggressive marketing
- Branding city
- Broker event
- EDC marketing Plan and Recommendations
- Chamber Scope of Work for funding
- Promote I-40 and traffic volumes
- North side of I-40/Canada Road opportunities for development/redevelopment

Time Frame

- 2021 Economic Development Plan and Objectives

Champions

- Commissioner Wright and Mayor Cunningham (Shane Horn)

Communication/Unity**Current Status**

- Social media can be a useful tool for communication but too often results in incomplete data and creates uninformed community responses
- Pandemic has resulted in underutilized community board as forum for citizens
- Communication is citizen driven vs staff driven with all factual information

Obstacles

- Need vehicle to properly communicate facts on key decisions
- Need means to facilitate inquiries, report issues, complaints between citizens and city leaders

Action Steps

- Need "Communications Strategy" that utilizes multiple communication methods to address diversity of citizen preferences
- Provide dedicated staff (even part time) to communication/citizen engagement
- Reinvigorate Community Board
- Evaluate electronic inquiry/complaint/response system

Time Frame

- Complete plan and begin implementing strategies in 2021

Champions

- Mayor Cunningham and Commissioner Dial (Shane Horn)

Infrastructure (Roads, Sewers, etc.)Current Status

- Sewer moratorium affects development on Highway 64
- Negotiations to acquire Memphis sewer lines underway
- Greater demand for street paving
- Development in planning stages may produce traffic congestion on selected roadways
- Key roads underway such as New Canada Road
- Plans underway for sewer upgrades but will take 3-5 years to complete

Obstacles

- Memphis owns sewer lines and current sewer policy
- Budget, engineering design, and regulations required for sewer extensions

Action Steps

- Protect scenic corridors from destruction (e.g. Old Brownsville, Seed Tick)
- Undertake Transportation Plan Update
- Develop plan for Highway 70 Corridor (reduce speed & protect from commercialization)

Time Frame

- Transportation Plan RFQ in 60 days
- Sewer Plant expansion in about 15 years
- Negotiate Memphis sewer infrastructure purchase in 2021

Champions

- Commissioners Wright and Gonzales (Emily Harrell)

EDC Priorities

February 2021

Improved communications coming from city hall on city events or business. I see a lot of haste from elected officials or others to post information that may be inaccurate or should be coming from a central source. We need to control the flow of info coming out of city hall from a specific point of contact.
More cohesion with the multiple websites that exist.
"Too many chefs in the kitchen" when it comes to the marketing the city. We need to set a specific process for Dexter and work with the Chamber.
We need the city to improve the LDR's and set a standard process on how to do business with the city. Developers complain about how disorganized and chaotic the process is.
Reduce the negative rhetoric coming from city officials on potential developments. Who wants to do business when others are out there criticizing things?
Need a detailed breakdown of development fees - what does it cost to build in Lakeland? Commercial and Residential. Why are developers going to other cities because they say our costs are so high? Is there a comparison we can get?
This one is already on the table - but the development code needs to be updated. There are too many hoops for developers to jump through and it isn't clear what Lakeland wants. A lot of businesses have decided not to come to Lakeland, TN
Money needs to be directed at the Huff n Puff area. What will it take for us to purchase that land (and buildings but to demolish) and market it to a developer?
What is the clear direction you want the EDC to be a part of. Our board feels like we hear about projects, tenants, developments after the fact. Not much communication between EDC and BOC.
A key person that focuses only on developing potential tenants and developers for Lakeland only. Seems like we are not targeting businesses like we should.
Redevelopment of the Northern Quadrant I 40/Canada Rd.
Implement a strategy and mechanism to proactively market Lakeland to preferred businesses
Implement a centralized push communication program to both internal and external stakeholders
Continue our focus on becoming builder/developer-friendly and specific with regulations

Provide residential options and activities for a full life cycle – It is more efficient to retain, than recruit
Revitalizing the north side of exit 20
Working on making Lakeland the premier digital/remote working/living city in Shelby County - digital infrastructure
Ensure attraction of higher end dining in the Lake District and Town Center to help keep Lakeland \$'s in Lakeland
Ensure economic policies inside the city to keep our commercial spaces filled with quality businesses and drawing in customers
Exit 20, Beverle Rivera Drive, and Huff-N-Puff Road redevelopment as outlined in the Strategic Plan and Exit 20 Plan
Infrastructure to support residential development in South-East Lakeland (high speed internet)
Infrastructure to support commercial development along Highway 64 (sewer)
Quality (as defined previously) commercial development along Highway 64
Plan for Highway 70 development
Plan for North Lakeland development
Assessment of what commercial developments Lakeland can support if total population target of Lakeland should be around 20k to 30k
Filling available commercial sites
Increased data transparency and capacity
Data informed planning
Comprehensive collaboration
Economic development tools to support the EDC
We need to quickly move on specific areas to support the city's needs for quality businesses