CITY OF LAKELAND TENNESSEE

Lakeland PULSE Comprehensive Plan Economic Development Subcommittee
Subcommittee Meeting Agenda
Wednesday, September 14, 2022, 10:30 AM
City Hall, Lakeland, Tennessee 38002

I. Working session to discuss Economic Development component of the Lakeland PULSE Comprehensive Plan

1. Conference Room A

LAKELAND P-U-L-S-E

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COMPREHENSIVE PLAN 2023

SEPTEMBER 2022

Economic Development

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Agenda

- **Introduction**
- **Brief overview of the Comprehensive Plan**
- Review related existing Framework Plans
- Vision building/Open Discussion (Opps/Constraints/Needs/Future)
- Next Steps/Expectation

Introductions

- Project team:
  - Lakeland City Staff
  - Kimley-Horn
  - Development-Studio, LLC
  - LRK

- Subcommittee Member Introductions

What is a Comprehensive Plan?

The City of Lakeland Comprehensive Plan will provide a vision for the future of the community along with the steps needed to make that vision a reality. The plan will place a strong emphasis on implementation to guide the City's near- and long-term decision-making and investment.

What is the Outcome of the Plan?

The key outcome of the plan will be a Future Land Use Map that will guide future growth and development in the City. A series of framework elements will be created in support of the land use strategies. These framework elements will touch on topics such as:

- Transportation and Mobility
- Economic Development
- Natural Resources
- Public Health and Education
- Housing
- Parks, Recreation, and Open Space
- Public Services and Utilities

- Previous Lakeland Comprehensive Plan updated in 2006

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Phase 1
Project Kickoff

Phase 1 will include meeting with the Planning Committee, notifying City Staff of the plan's initiation, and forming the Advisory Committee. In this phase, the project team puts together a detailed work plan and schedule that includes a Community Engagement Strategy. Finally, the project team starts collecting any needed data.

Phase 2
Baseline Conditions & Future Projections, and Visioning & Issues

The second phase revolves around developing an understanding of the current demographic, economic, and environmental conditions to project estimates of where we'll be and how things will look in the future. Following the first major round of public engagement, this phase ends by identifying the City's needs, building an ultimate vision, and supporting goals to guide the development of the plan.

Phase 3
Future Growth Strategy

In the third phase of the planning process, a land use analysis will be conducted to develop a conceptual growth strategy that sets the foundation to creating the Future Land Use Map. This process will be vetted by the public during our second community workshop. The outcome will be the Future Land Use Map, accompanied by strategies to guide land use.

Phase 4
Plan Development

In the fourth phase, the plan starts to come together with the creation of the various framework elements and their strategies. This phase also focuses on developing an action plan that lays out the agencies, resources, and time needed to implement the plan's strategies.

Phase 5
Reporting and Adoption

The final phase ensures the smooth and successful adoption of the Comprehensive Plan by allowing the opportunity for all parties and agencies to review and comment on the plan.

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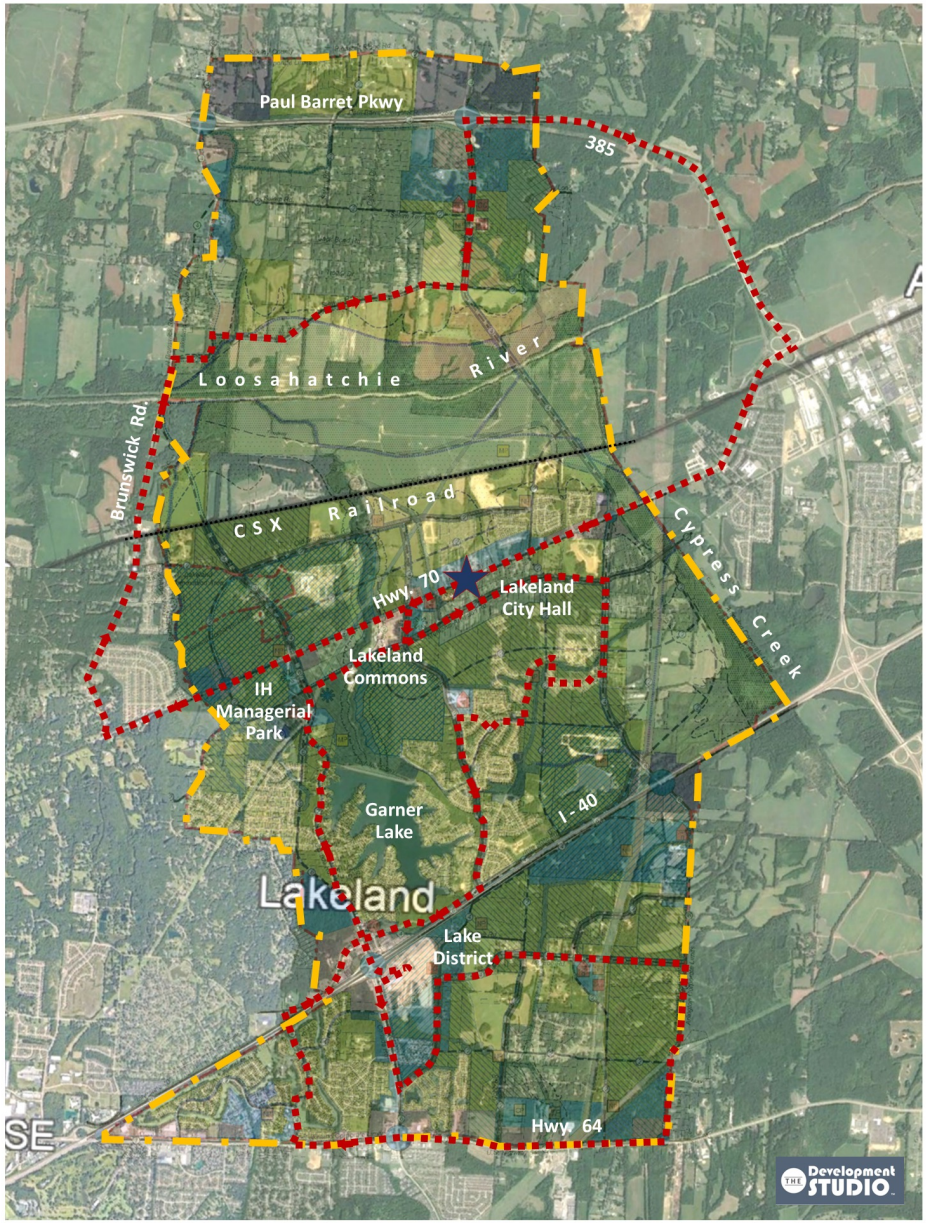
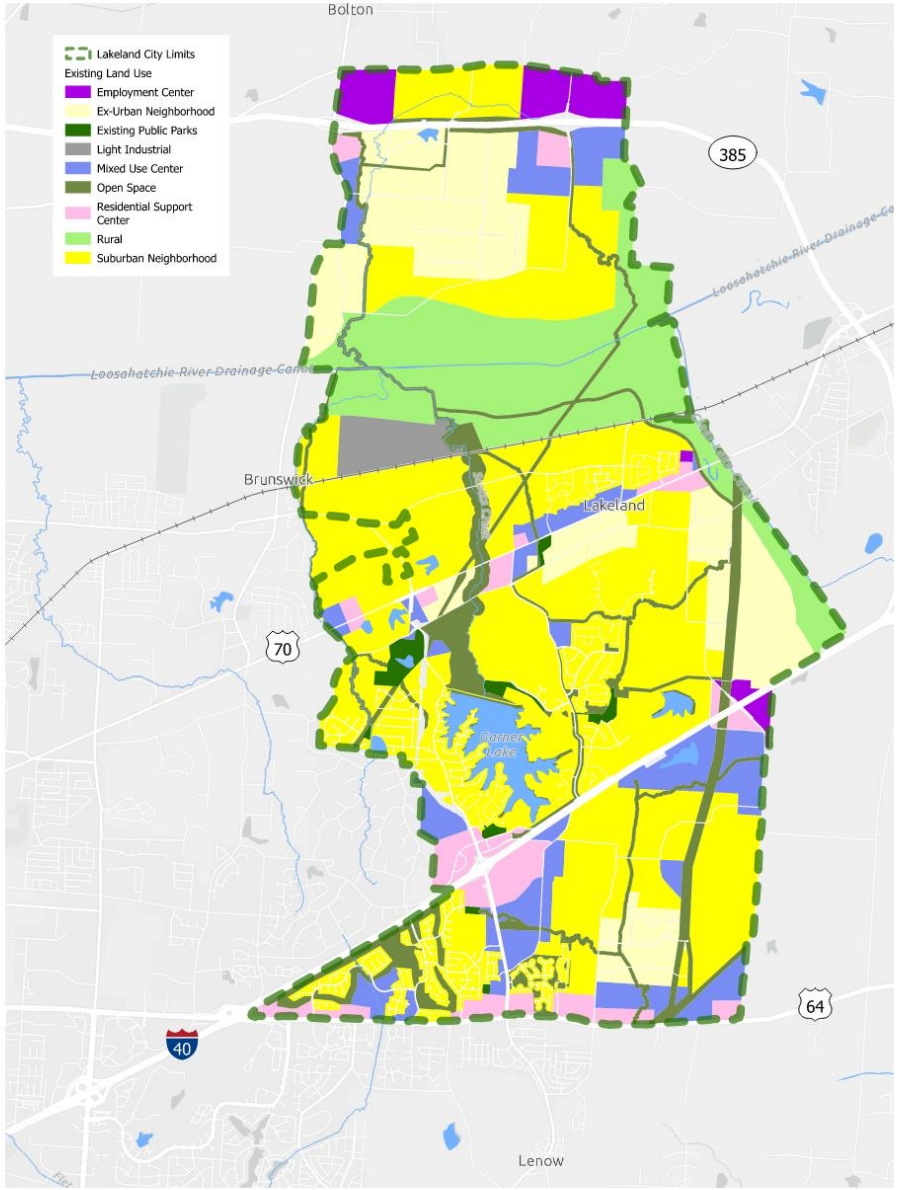


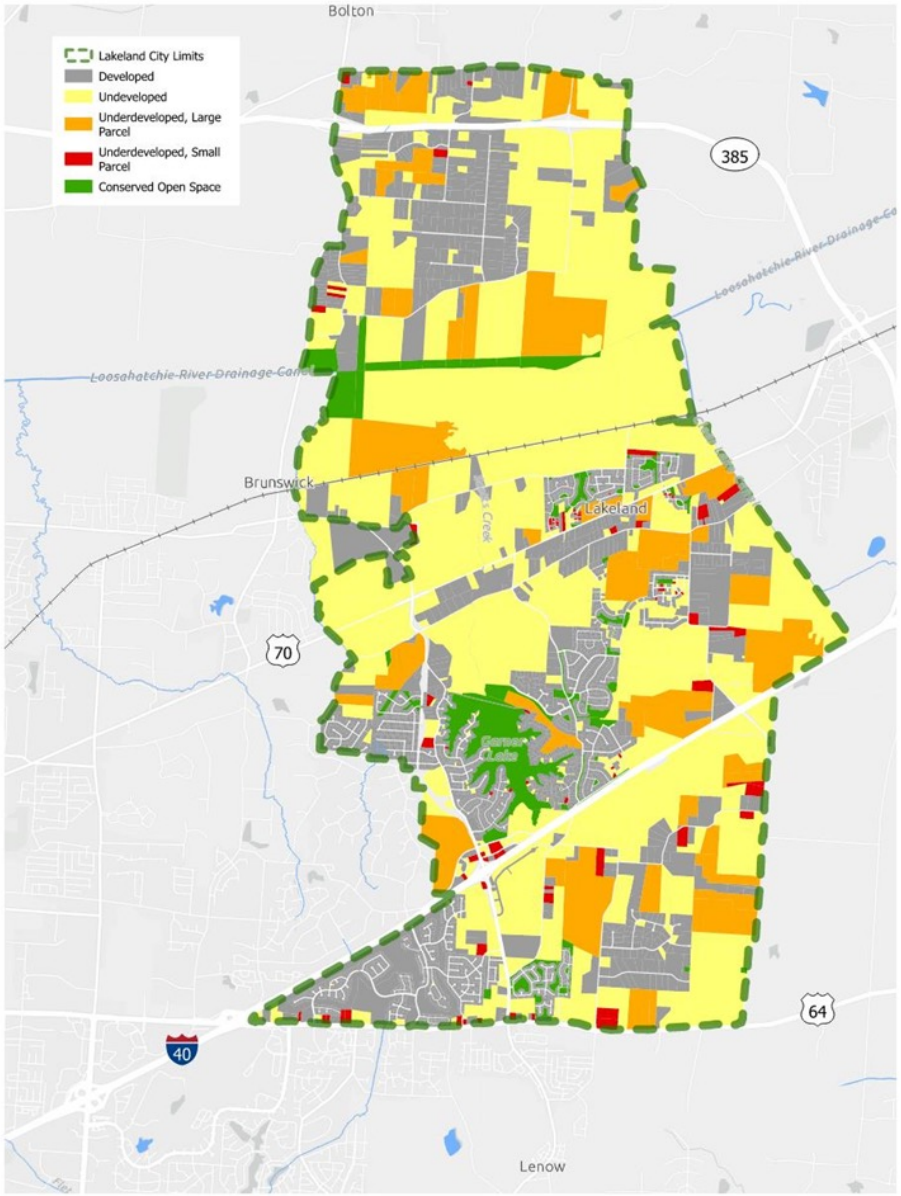
Land Use

- Employment Center
- Ex-Urban Neighborhood
- Existing Public Parks
- Light Industrial
- Mixed Use Center
- Open Space
- Residential Support Center
- Rural
- Suburban Neighborhood



Development Status

- Developed
- Undeveloped
- Underdeveloped, Large Parcel
- Underdeveloped, Small Parcel
- Conserved Open Space



Current adopted land use map

Demographics At a Glance

City of Lakeland

- **14,356** 2022 Estimated Population
- **39.3** Median Age
- **44.1%** Households with Children
- **16.6%** % Identifying as Non-White
- **+15.2%** Annual Growth Rate since 2010
- **83.7%** % owner households
- **2.84** Avg. HH Size
- **1.6%** % HH with no access to vehicle

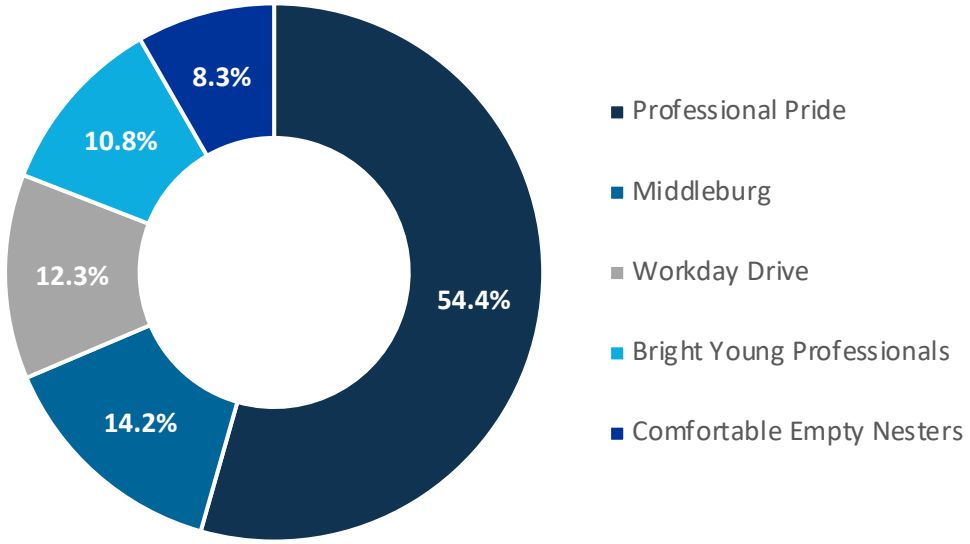
Memphis MSA

- **1,341,320** 2022 Estimated Population
- **37.3** Median Age
- **37.0%** Households with Children
- **58.2%** % Identifying as Non-White
- **+1.9%** Annual Growth Rate since 2010
- **64.0%** % owner households
- **2.54** Avg. HH Size
- **7.3%** % HH with no access to vehicle

Tapestry Segmentation / Psychographics

- Tapestry segmentation, provided by Environmental Systems Research Institute (ESRI), divides households into 67 groups based on consumer spending patterns and lifestyle attributes. Data provided by this type of analysis is increasingly being used by developers, builders, and retail tenants in the site selection and due diligence process.
- The top five segments represent 100% of all households in the area. Comparatively, this represents a homogenous transect of tapestries.
- They represent established and emerging households that are family-oriented. Residents tend to be professionals across the age spectrum that prefer suburban living and commute to their workplace. They tend to be tech savvy, live in single family homes, and have above average incomes.

Share of Households by Tapestry Segment, Lakeland, 2022
Source: ESRI BAO



Economics at a Glance

City of Lakeland

- **244** Businesses
- **21.9%** Largest Sector: Accommodation & Food Service
- **72.0%** White Collar Occupation
- **$111,492** Median HH Income
- **2,077** Full-Time Jobs
- **48.1%** % Adults with Bachelor's Degree +
- **0.14** Job-to-Person Ratio
- **5.7%** % HH under poverty level

Memphis MSA

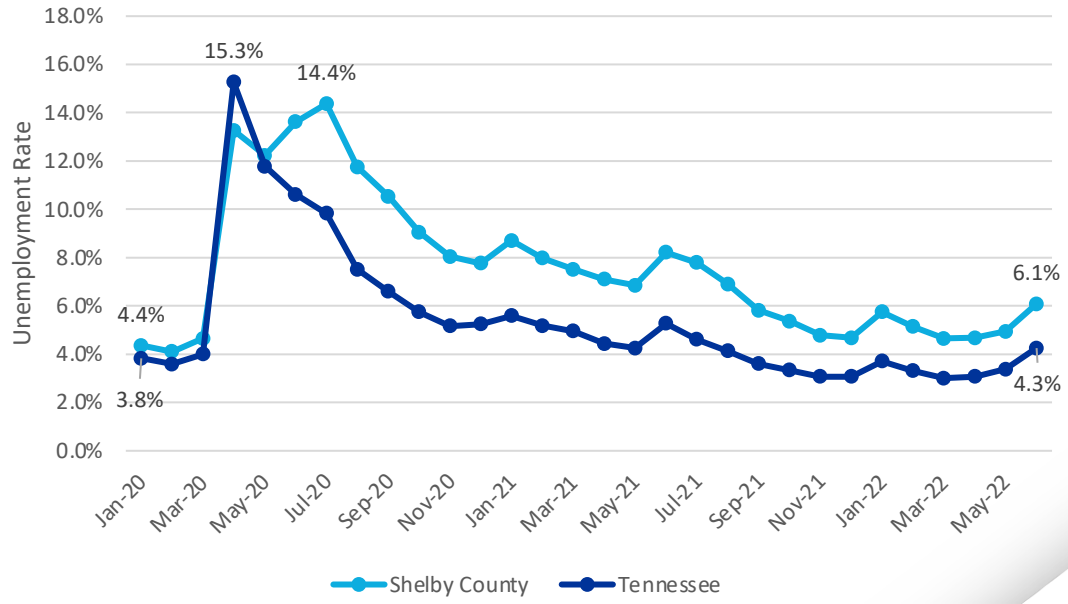
- **44,099** Businesses
- **14.9%** Largest Sector: Healthcare
- **58.0%** White Collar Occupation
- **$60,008** Median HH Income
- **616,689** Full-Time Jobs
- **31.4%** % Adults with Bachelor's Degree +
- **0.46** Job-to-Person Ratio
- **17.3%** % HH under poverty level

Recent Unemployment Trends

- Unemployment data, which is released monthly, demonstrates a rapid peak in unemployment in March 2020 in both Shelby County and statewide.
- Unemployment rates have since fallen, but are still slightly above pre-pandemic levels for both geographies.
- As of June 2022, the County unemployment rate of 6.1% was higher than the statewide measure of 4.3%.

Comparison of Unemployment Rate Trends, January 2020 – June 2022

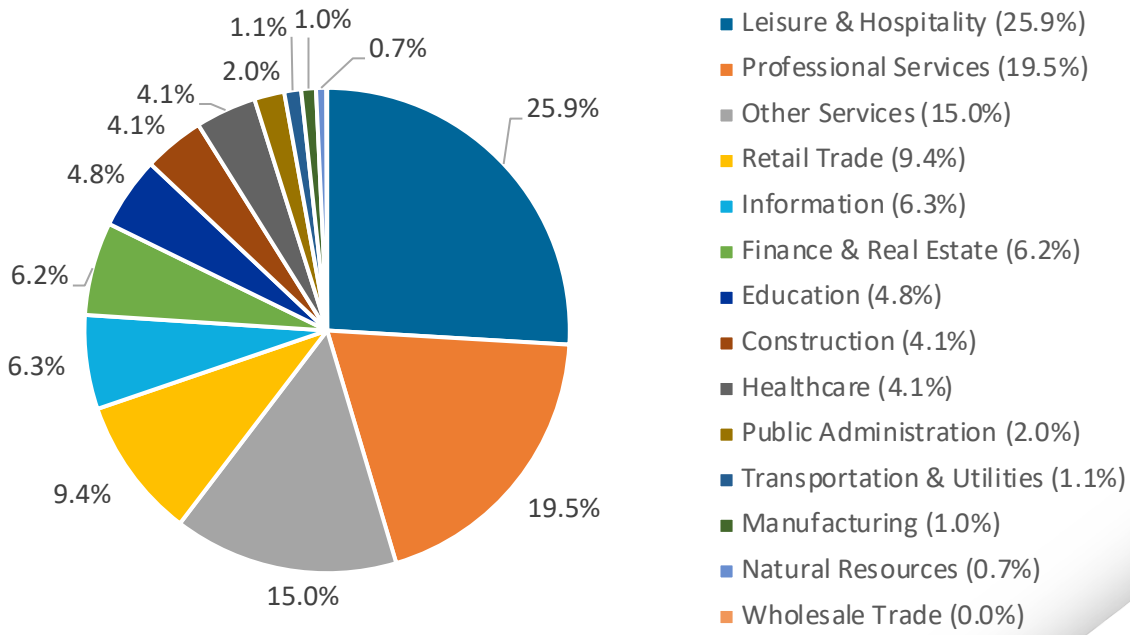
Source: TN Dept. of Labor & Workforce Development



City Employment Snapshot

- Leisure & Hospitality, driven by Accommodation and Food Service jobs, is the dominant employment sector in Lakeland, representing 1 in 4 jobs.
- Professional Services and Other Services, which includes jobs related to repair and maintenance, personal and laundry services, and non-profit organizations, are the next largest sectors.
- Together, these three sectors comprise 60% of the City's jobs.

Employment by Industry, Lakeland, 2022
Source: ESRI BAO

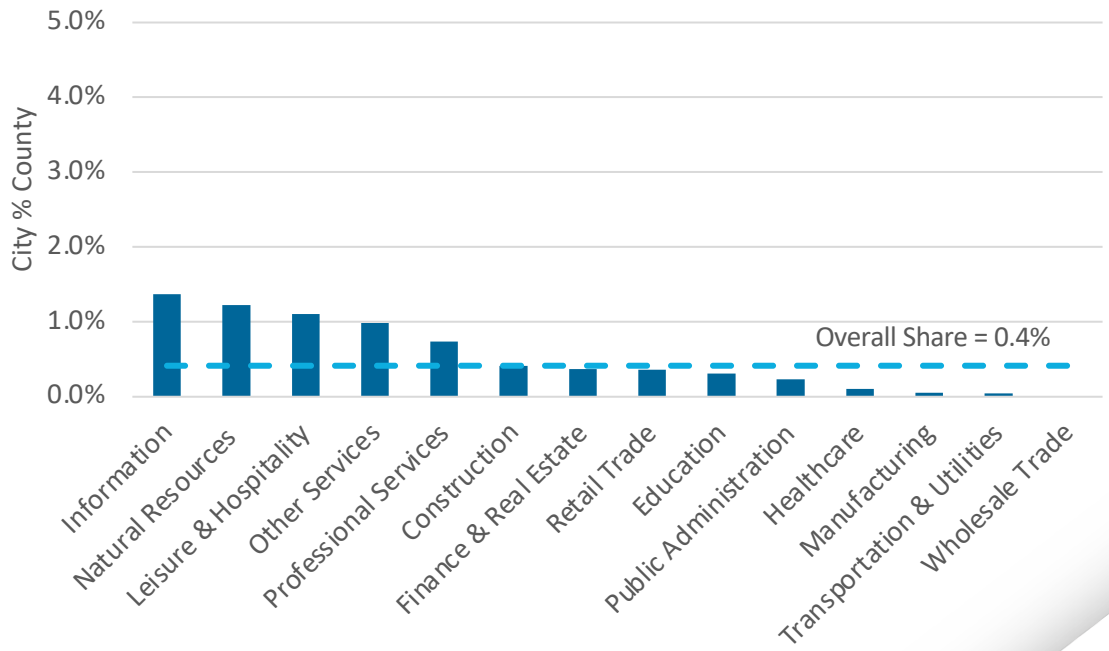


City Share of County Employment

- As a primarily residential community, Lakeland hosts a very low share of the County's total employment at just 0.4%.
- Sectors with a higher-than-average share are Information, Natural Resources, Leisure & Hospitality, Other Services, and Professional Services.

City Share of County-wide Employment by Sector, 2022

Source: ESRI BAO

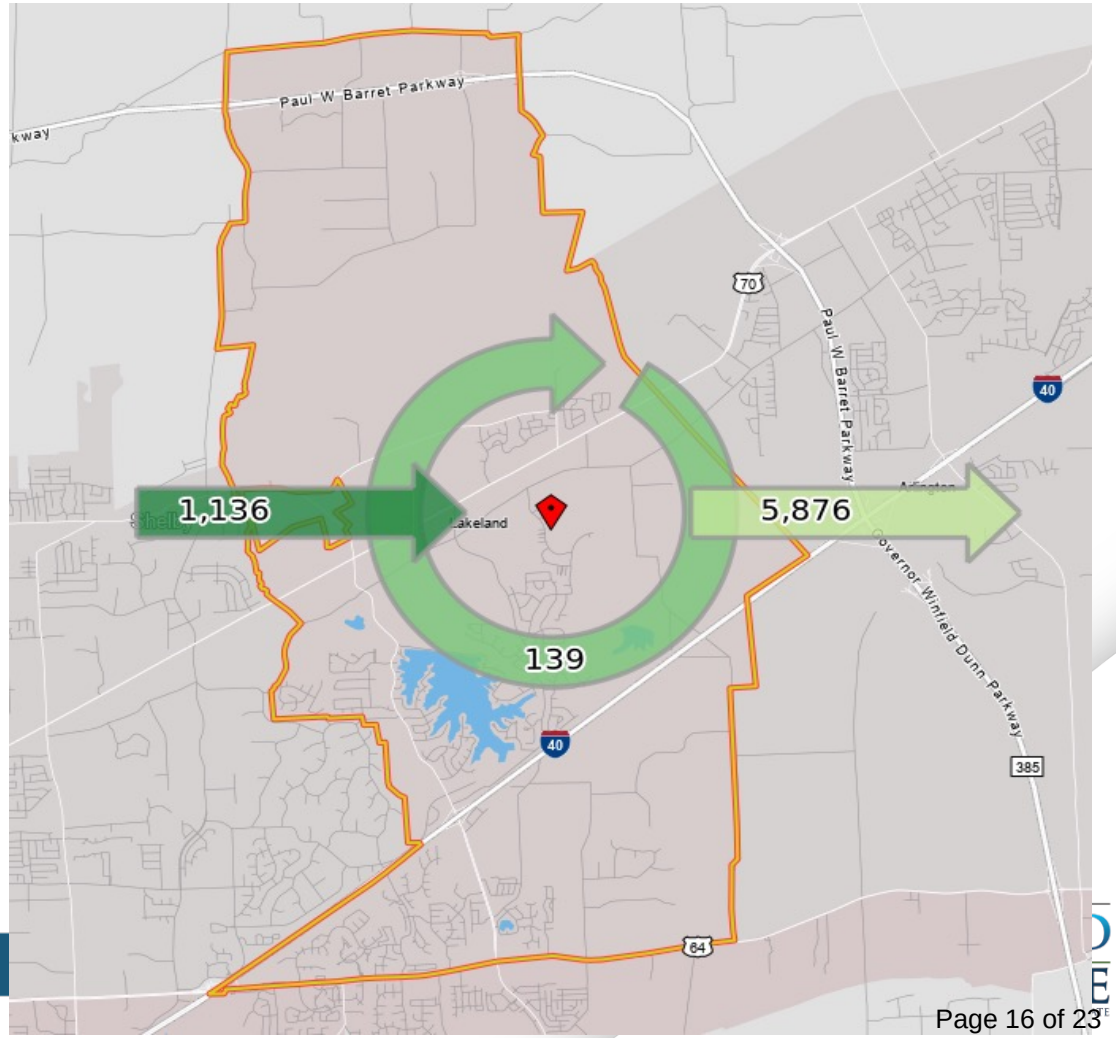


Commuting Trends

- Spatial mismatch between where people live and work.
- Based on the most recent data available on commuting trends, 89% of people working in Lakeland commuted from outside the City's limits. The most common places where workers commute from are:
  - Memphis (25.4%)
  - Arlington (8.9%)
  - Bartlett (8.5%)
  - Collierville (3.7%)
- Nearly 98% of Lakeland residents are employed elsewhere. The most common places where workers commute from are:
  - Memphis (66.8%)
  - Bartlett (7.3%)
  - Collierville (3.4%)
  - Germantown (3.1%)

Commuting Trends, Lakeland, 2019

Source: US Census LEHD On the Map



Local Retail Inventory

- There are 25 retail properties in Lakeland, comprising 365K square feet
- Asking rent for 2022 Q3 was $19.33 psf
- Vacancy rate was 5.9%
- Most recent developments include an inline shopping center anchoring Phase 1 of The Lake District, standalone retail buildings/outparcels, and a daycare center.

The Lake District

Shops of Country Bridge

Krystal Fast Food

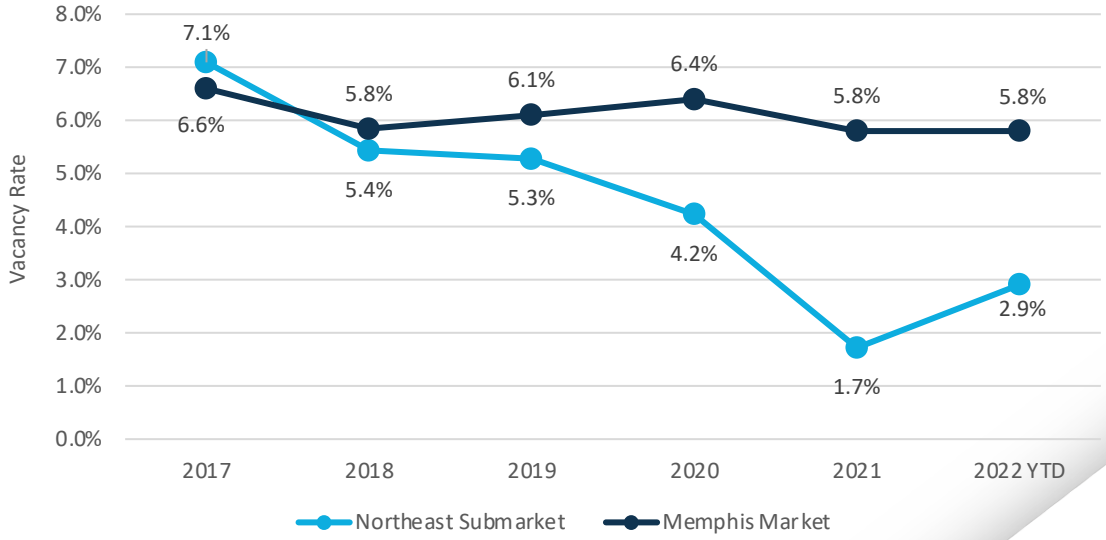
Local Office Inventory

- There are 6 office properties in Lakeland, containing 46K square feet
- Estimated market rent for 2022 Q2 was $18.50 psf
- Vacancy rate was 0%
- Only development since 2005 is a new medical office building housing an animal hospital

Industrial Trends

- Only 1 small owner-occupied warehouse tracked in Lakeland.
- There is 16.2 million square feet of industrial space in the Northeast Submarket, which encompasses Lakeland.
- Between 2017 and 2022 YTD, both the Submarket and Memphis industrial market reported an overall decline in vacancy, with the Submarket experiencing a larger drop.
- As of September 2022, industrial vacancy was relatively tight in the Submarket at 2.9%.

Comparison of Industrial Vacancy Rate Trends, 2017-2022(YTD)



Source: CoStar; Kimley-Horn

Local Hospitality Inventory

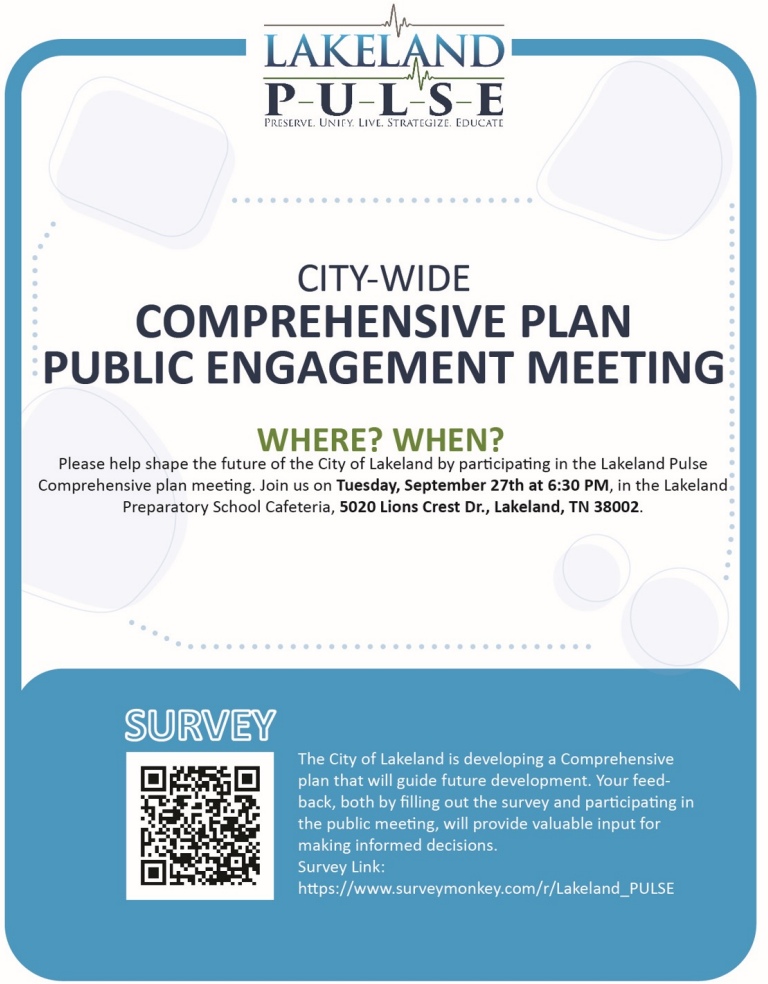
- There are 2 existing hotels in Lakeland:
  - Relax Inn (30 rooms, 1986)
  - Econo Lodge (83 rooms, 1973)
- 12-month occupancy rate was 66.5%
- 12-month average daily rate was $59.13
- 12-month RevPAR was $39.31
  - RevPAR is defined as room revenue divided by the number of rooms available
- The Lake District: one hotel under construction & another proposed

Vision Building | Open Discussion

1. Development pressures and investment opportunities as a result of Blue Oval

2. Potential future development character along Hwy 64 & Hwy 70 commercial corridors

3. Future employment and/or light industrial development sites in Lakeland?

Next Steps

- Public Meeting on September 27 at 6:30 at Lakeland Prep
- Survey online
- Expectations of Subcommittee Members – Champion of the Plan