City of Lakeland
Strategic Planning Retreat Day 2

FACILITATED BY: MERRILL STEWART, CFRE - CEO
Marketing & Business Solutions, LLC

Vision Words

Prosperity	Thriving	Peaceful
Connected	Unified	Opportunities
Encompassing	Innovative	Inclusive
Refreshing	Vibrant	Spirited
Unique	Colorful	Adaptive
Safe	Traversable	Predictable
Flexible	Surprising	Honoring
Nimble	Smart	Competitive

Target Area: 2
Economic Development

Target Area 2 – Economic Development
Setting Goals:

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.

TARGET AREA 2
Economic Development

Presentation 1: Growth & Redevelopment

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Growth & Redevelopment

Vision & Values

- Vibrant & Inclusive Community

- Efficient & Well-Maintained Infrastructure

- Safe & Convenient Mobility Options

- Attractive & Environmentally Friendly Community

- Responsible & Accessible Government

Comprehensive Plan

CITY OF
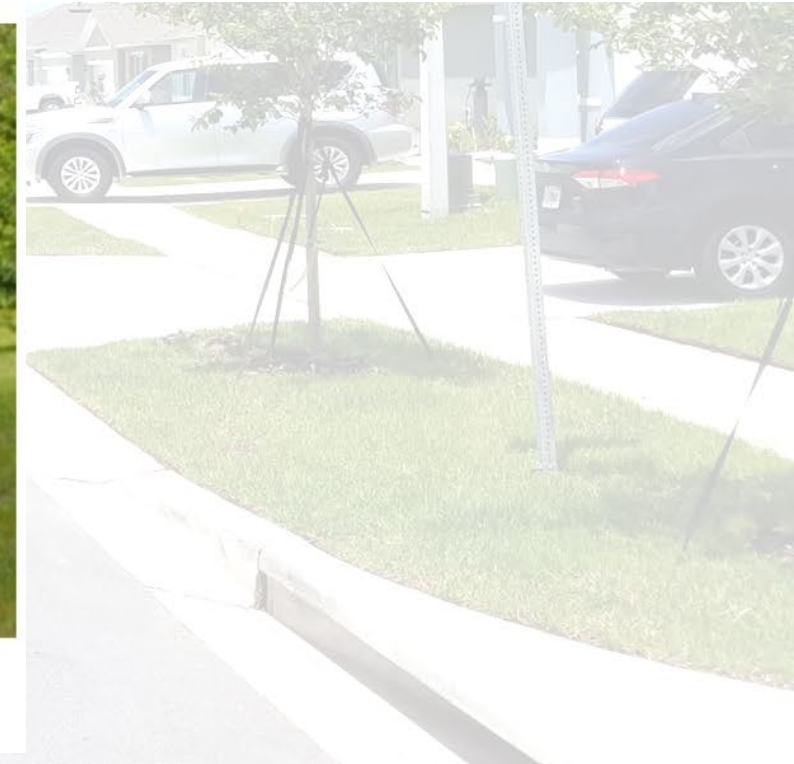**Lakeland**
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Our Community *2030*

- ✓ **Lakeland Comprehensive Plan**

- ✓ **10 to 20 Year Plan**

- ✓ **Future land uses, densities and intensities**

- ✓ **Infrastructure needs**
  - ✓ **Transportation**
  - ✓ **Water**
  - ✓ **Wastewater**
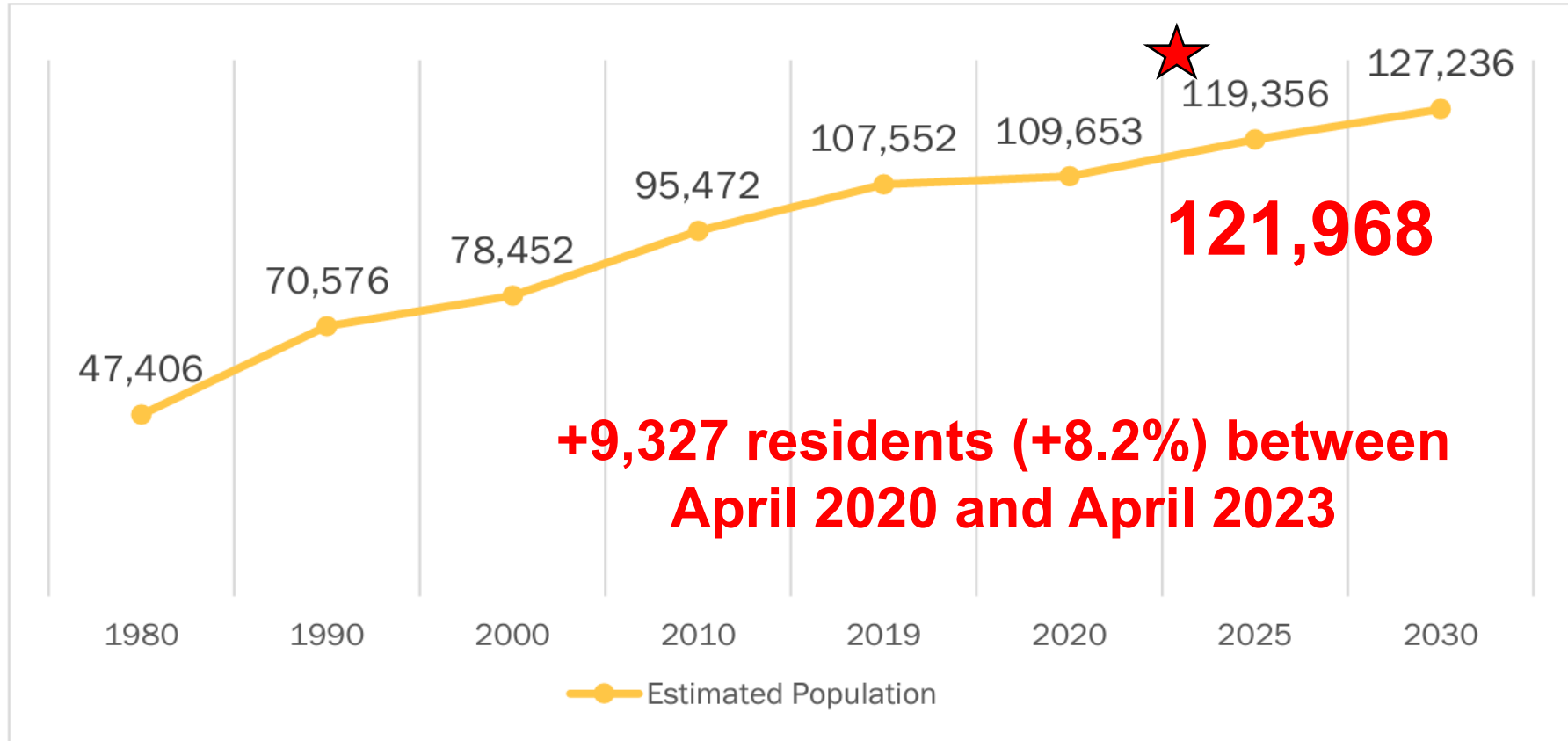 - ✓ **Parks & Recreation**
  - ✓ **Public Schools**

Parks & Recreation

City Wastewater

Growth & Redevelopment

FIGURE 1-1:
ESTIMATED AND PROJECTED PERMANENT POPULATION WITHIN CITY LIMITS

127,236

119,356

121,968

107,552   109,653

95,472

78,452

70,576

47,406

+9,327 residents (+8.2%) between April 2020 and April 2023

1980   1990   2000   2010   2019   2020   2025   2030

Estimated Population

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Top 10 Counties in Annual Numeric Growth: July 1, to July 1, 2023

Rank	State	County	April 1, 2020 (Estimates Base)	July 1, 2022	July 1, 2023	Numeric Growth
1	Texas	Harris County	4,731,122	4,781,337	4,835,125	53,788
2	Texas	Collin County	1,066,467	1,158,995	1,195,359	36,364
3	Texas	Montgomery County	620,460	679,554	711,354	31,800
4	Arizona	Maricopa County	4,425,102	4,555,833	4,585,871	30,038
5	Florida	Polk County	725,048	788,382	818,330	29,948
6	Texas	Denton County	906,419	977,760	1,007,703	29,943
7	Texas	Fort Bend County	822,797	888,919	916,778	27,859
8	Texas	Bexar County	2,009,316	2,060,191	2,087,679	27,488
9	Texas	Tarrant County	2,110,623	2,155,646	2,182,947	27,301
10	Texas	Williamson County	609,006	672,273	697,191	24,918

Source: U.S. Census Bureau, Vintage 2023 Population Estimates.

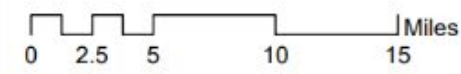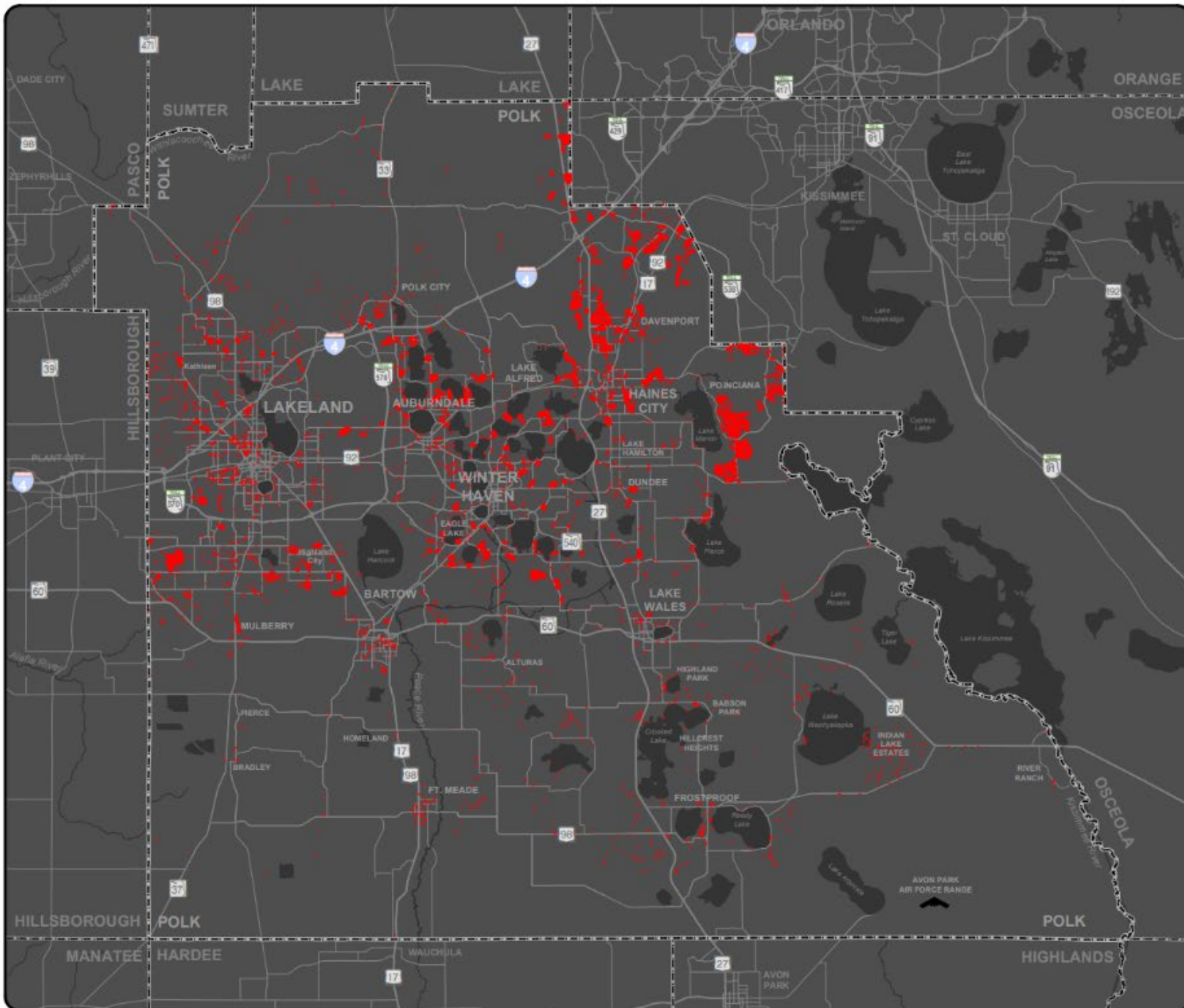Polk Transportation Planning Organization
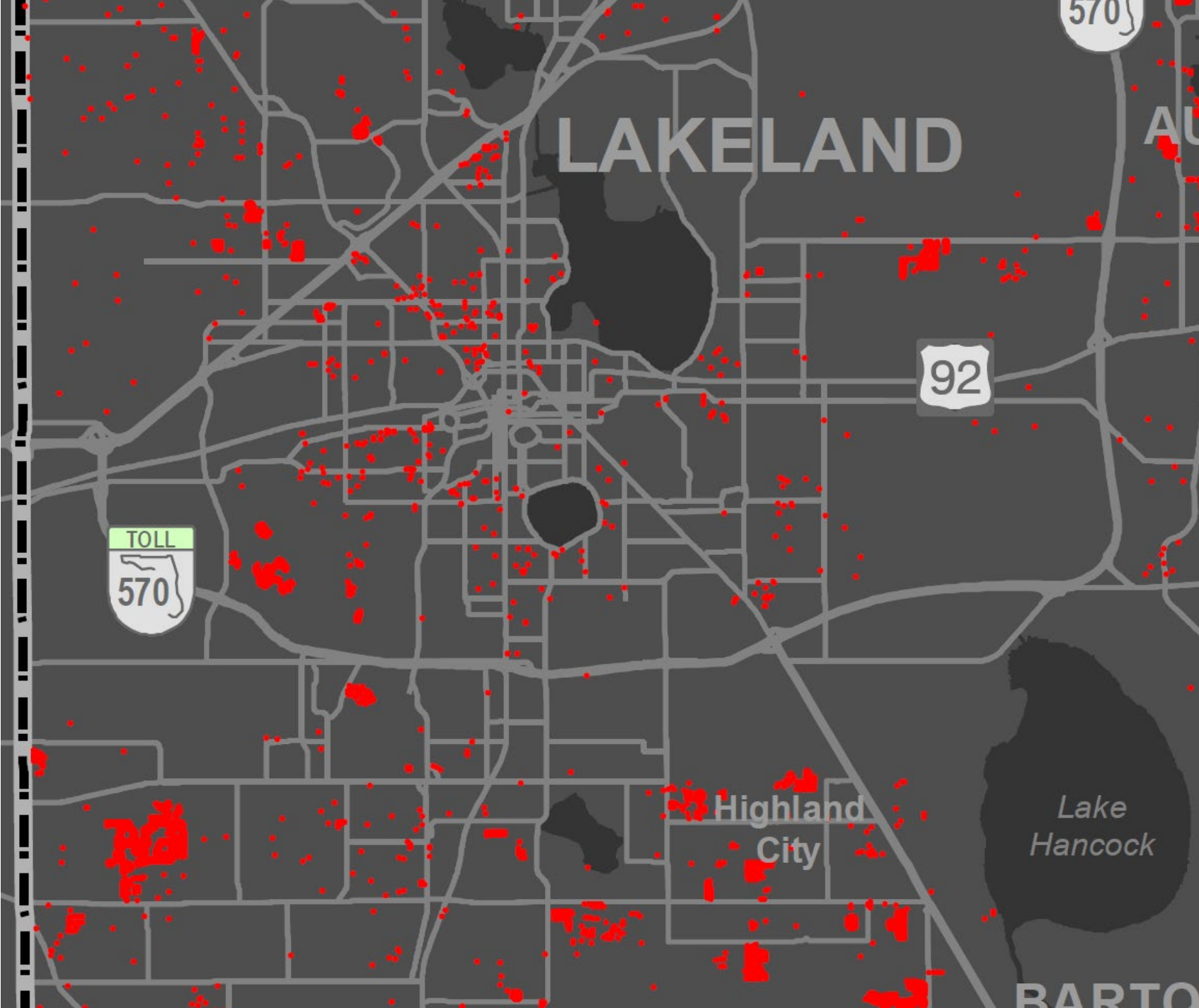
Residential Growth 2020 - 2023

Legend

Residential Development by Year [1]

- 2020 - 2023

1. *Polk County Land Development Division prepared these layers using parcel data from the Polk County Property Appraiser.*

0   2.5   5   10   15   Miles

May 1, 2024

Single-Family Permits

- Riverstone

- Lakes at Laurel Highlands

- Gresham Village
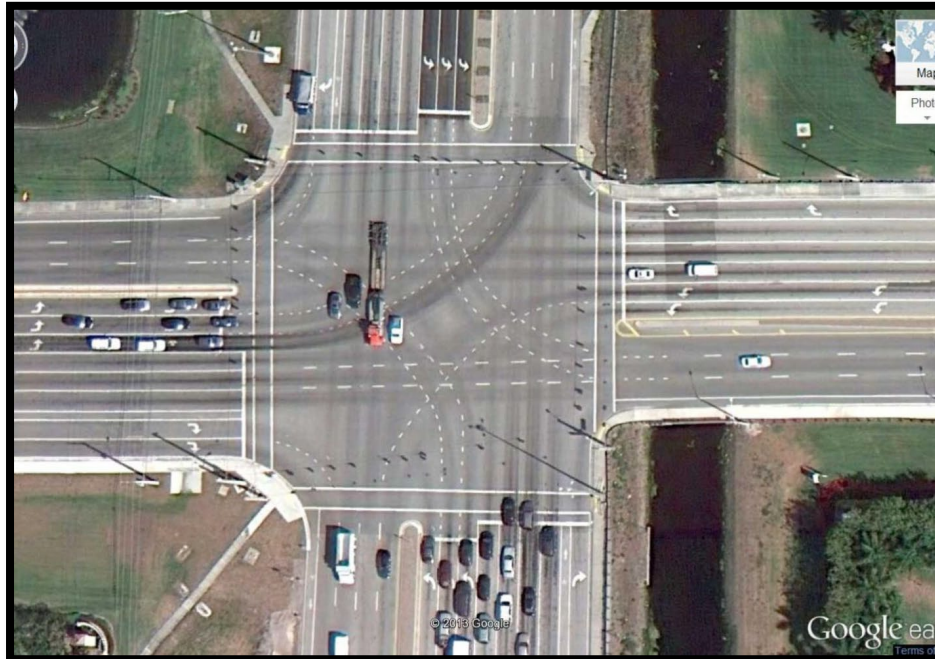
- Lakeside Preserve

- Terra Largo

- Bridgewater

Growth & Redevelopment

Main Street
A Century Ago

Lakeland of Tomorrow?

- Car-Oriented
- Inefficient Land Use Patterns
- Poor Connectivity

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Mobil

Mobil

Orlando
NEXT LEFT

Lakeland of Tomorrow?

- Multi-Modal
- Mixed Use
- Connected

A City for People…

Lemon Street Before and After Two-Way Street Conversion

Lemon Street – Formerly Designated "US Business 92"

A City for People…

Lake Mirror - Before and After Street Removal

New Bern Station - 2003

Low density and underperforming industrial and commercial

New Bern Station - 2022

New Bern Station
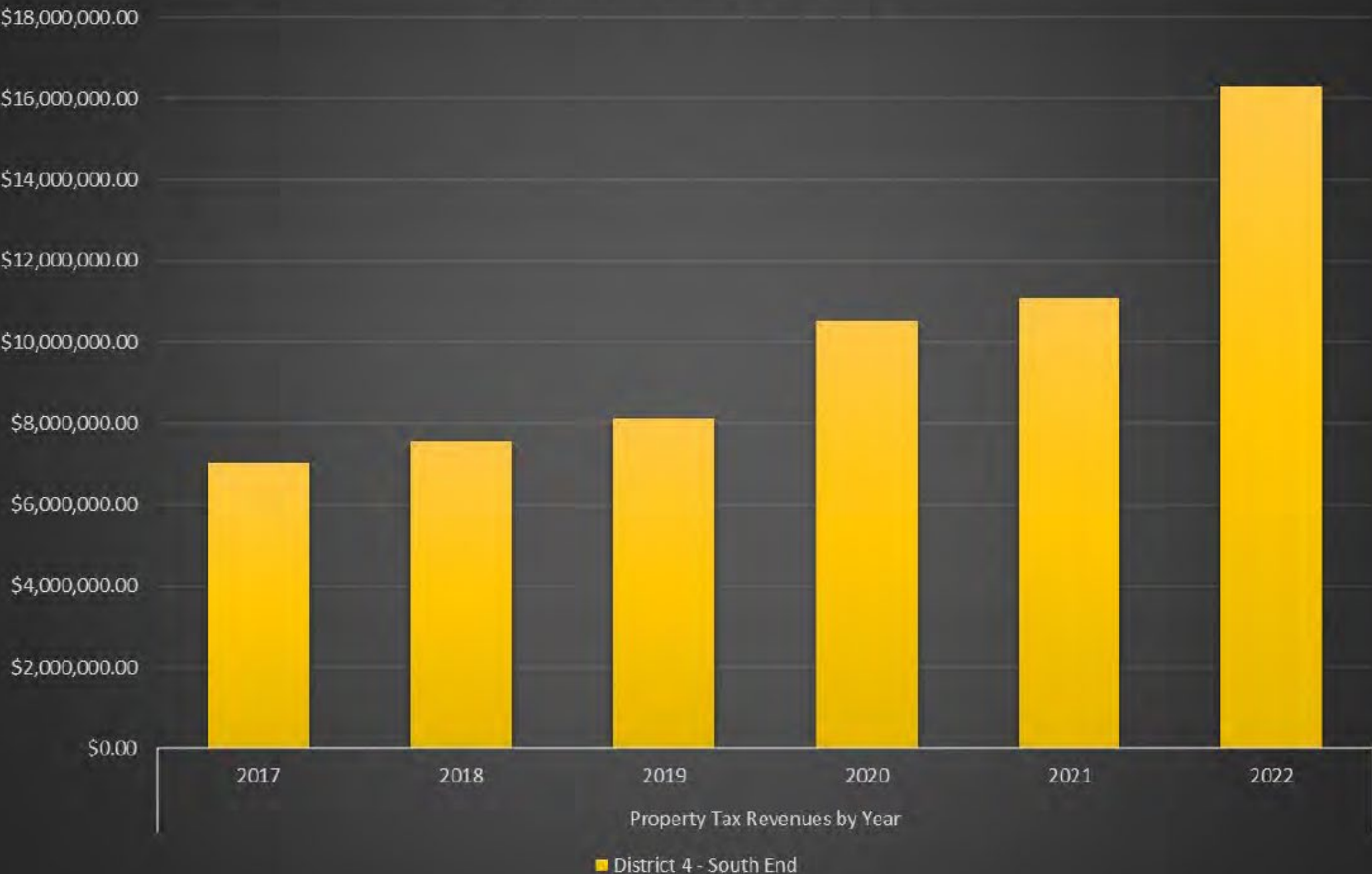
98 Corridor Opportunities

Downtown

Medical District

Park and Ride

Photo by Julia Davis, Polk TPO

How Cities Transform through Placemaking

City/Region
10+ major destinations

Destination
10+ places in each

Place
10+ things to do
(layered to create synergy)
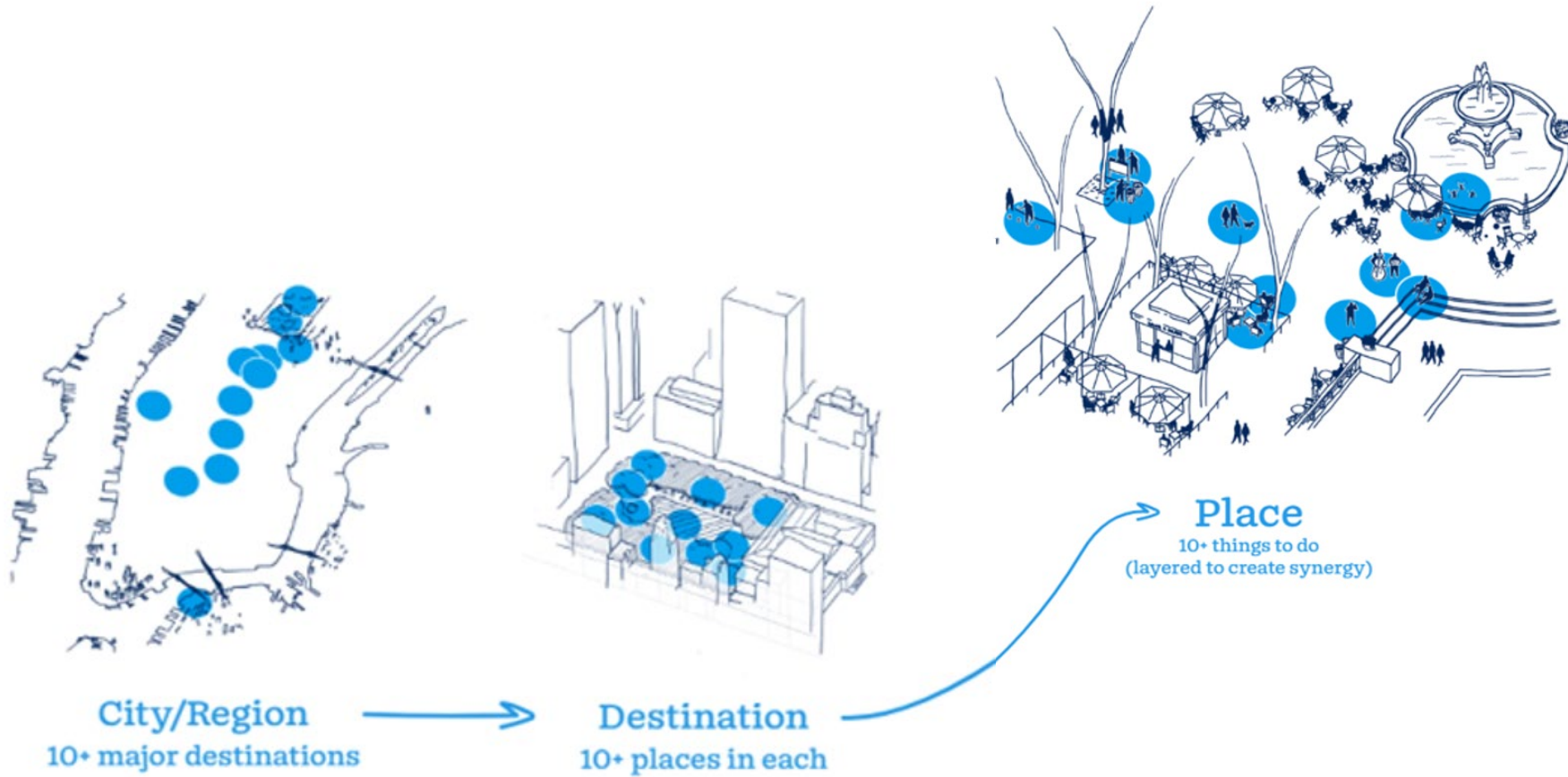
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RE- **Evaluate**
Imagine
Develop
Use
Activate
Invigorate

Underutilized &
Underperforming
Central City
Properties
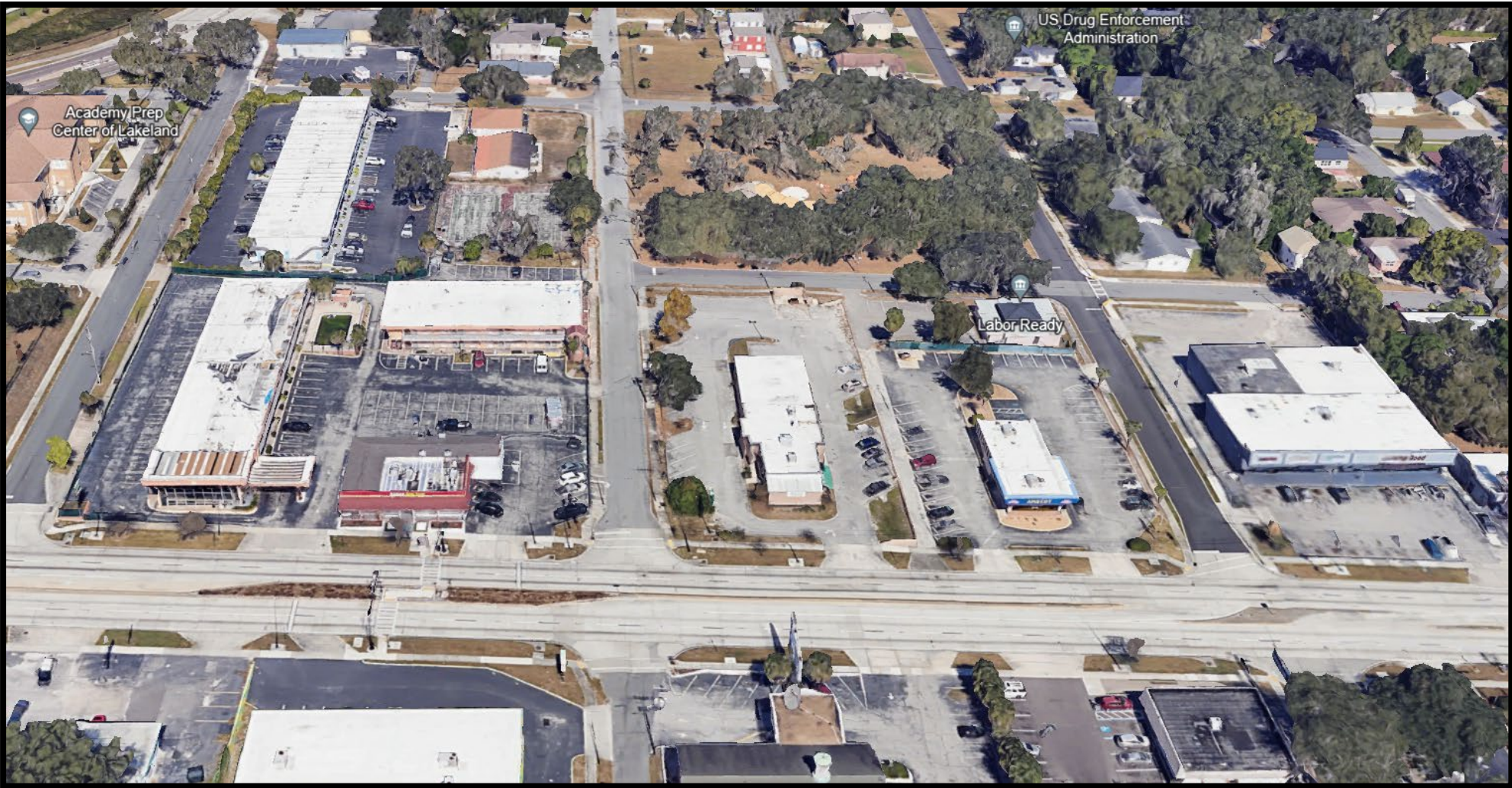
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Growth & Redevelopment

Growth & Redevelopment
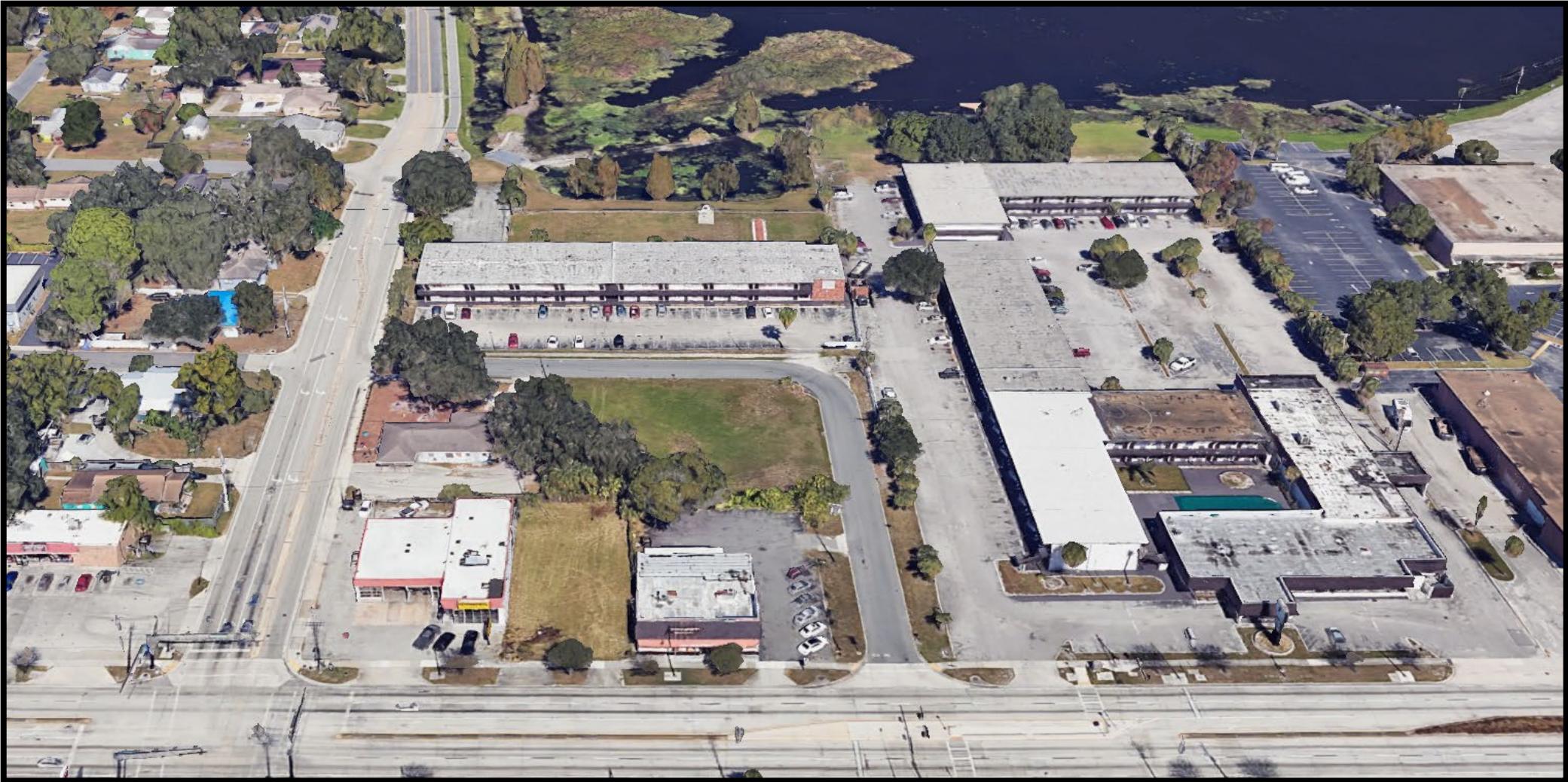
Growth & Redevelopment

Growth & Redevelopment

Growth & Redevelopment

Breakdown of Revenue by Building Type

Growth & Redevelopment

Asheville Walmart

$20,000,000 Tax Value

Downtown

$11,000,000 Tax Value

34 | 0.2
Land Consumed (acres)

$6.5K | $634K
Total Property Taxes/Acre

$48K | $84K
City Sales Taxes/Acre

0 | 90
Residents/Acre

6 | 74
Jobs/Acre

URBAN3

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Small Business Statistics – 2024

Forbes ADVISOR

Almost all businesses across the U.S. are small businesses

Nearly half of all U.S. employees are employed by a small business

Small businesses have added over 12.9 million jobs in the last 25 years

FLORIDACOMMERCE

In 2024 alone, 163,992 new businesses have formed in Florida, <u>more than any other state in the nation.</u>

Of Florida's 529,072 private sector businesses, 99.7 percent employ <u>less than 500 employees</u>, which represents 56.9 percent of the state's total private sector employment.

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Top Industries by Projected Employment Growth Rate
2023-2031

Professional and Technical Services
Accommodation and Food Services
Health Care and Social Assistance

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Growth & Redevelopment

Inflow/Outflow Job Counts in 2021
All Workers
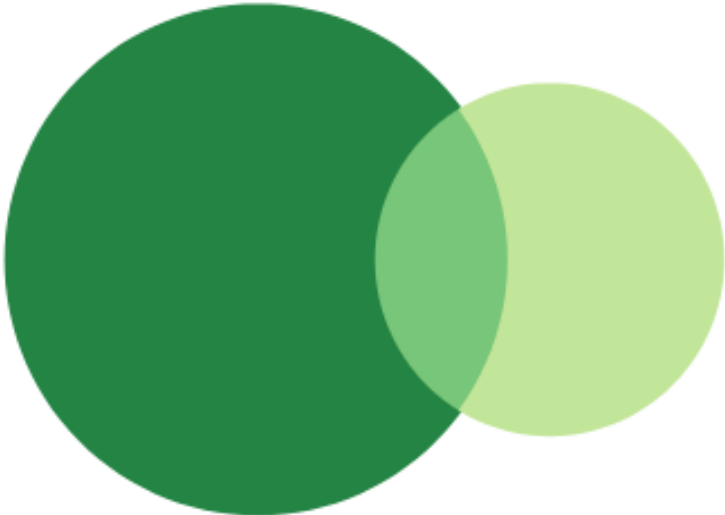
78,103 - Employed in Selection Area, Live Outside
29,528 - Live in Selection Area, Employed Outside
14,124 - Employed and Live in Selection Area
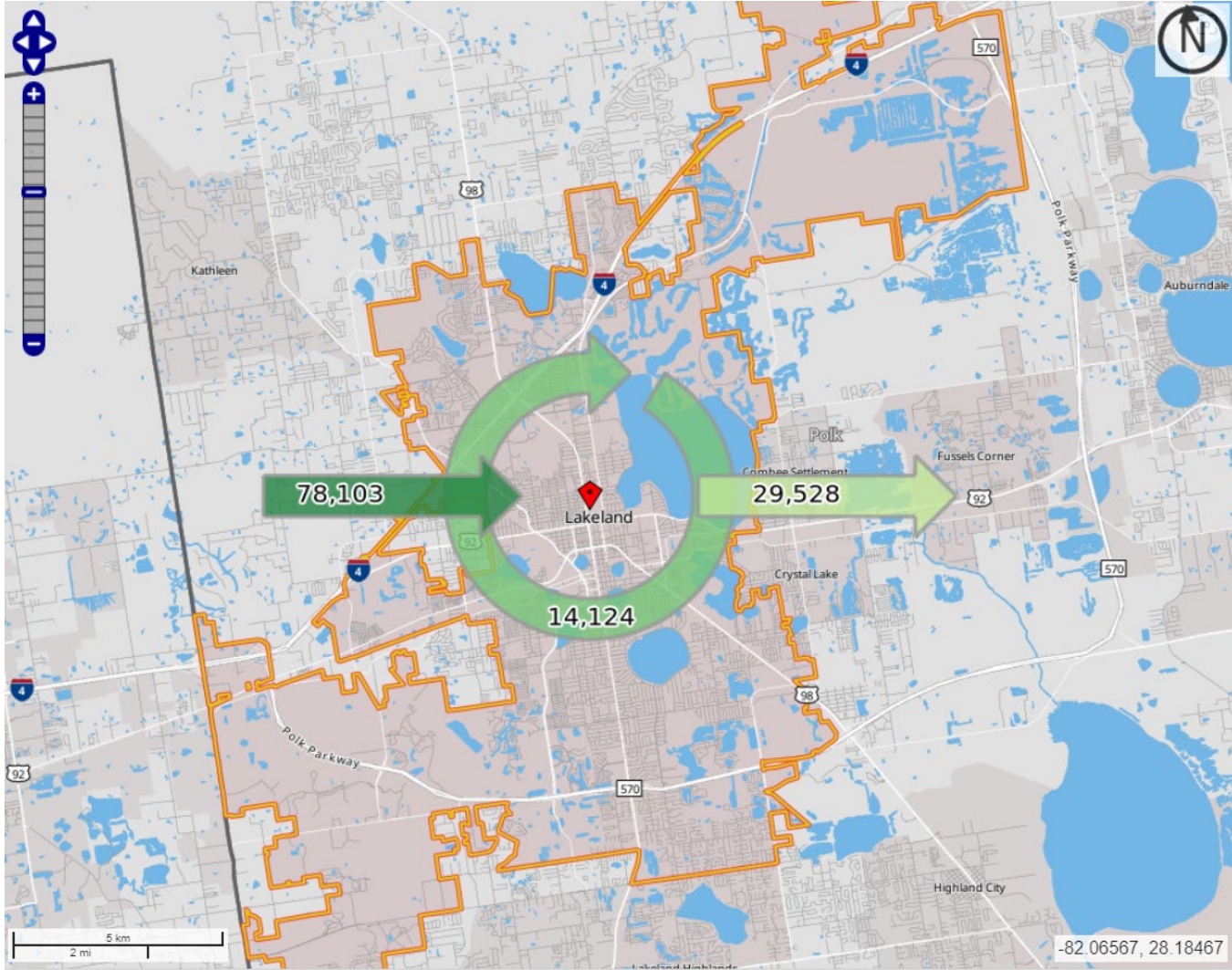
Source: U.S. Census Bureau, Center for Economic Studies, LEHD

Growth & Redevelopment

Attract:
- Mixed Use Development
- Infill Development
- Employment Centers and Small Business Opportunities

With:
- Real Estate
- Entitlements + Infrastructure = <u>Site Readiness</u>
- Incentives
- **<u>Vision</u>**

Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody

—Jane Jacobs

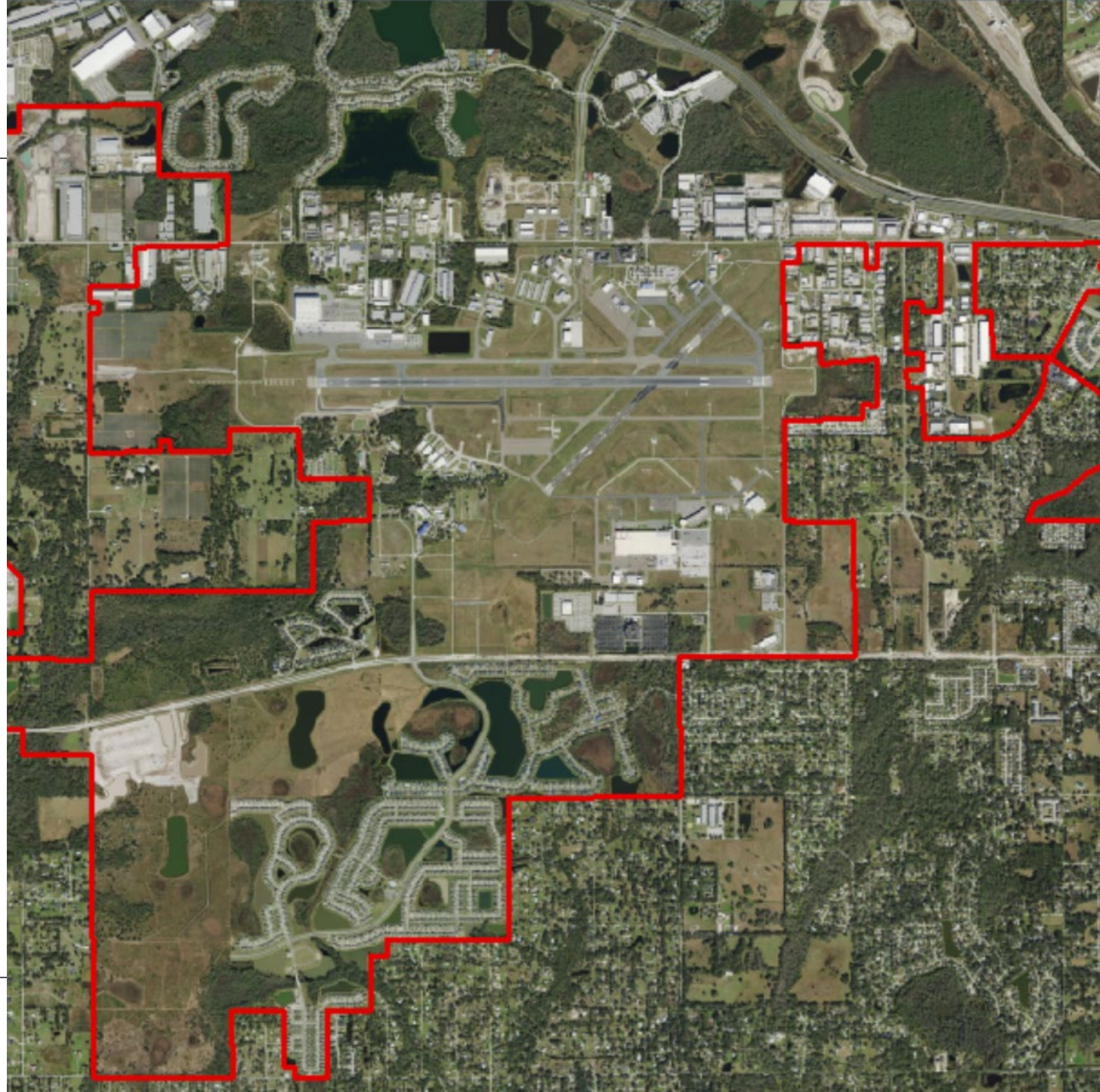CITY OF
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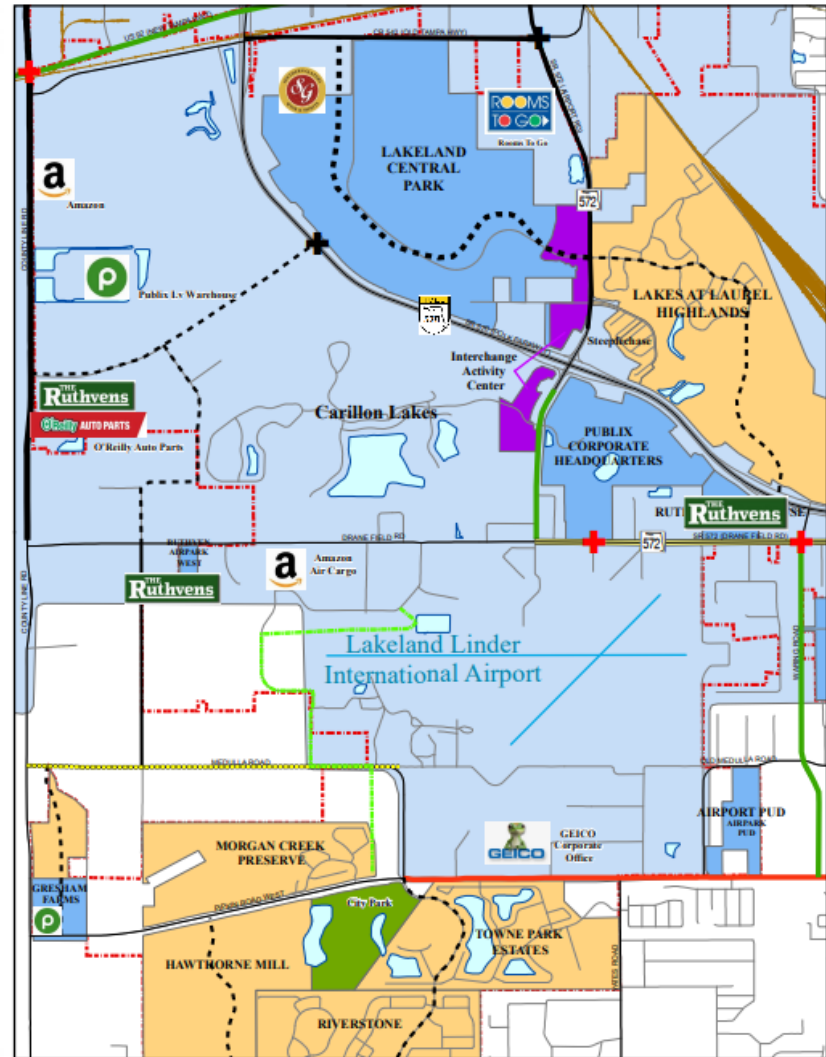www.lakelandgov.net
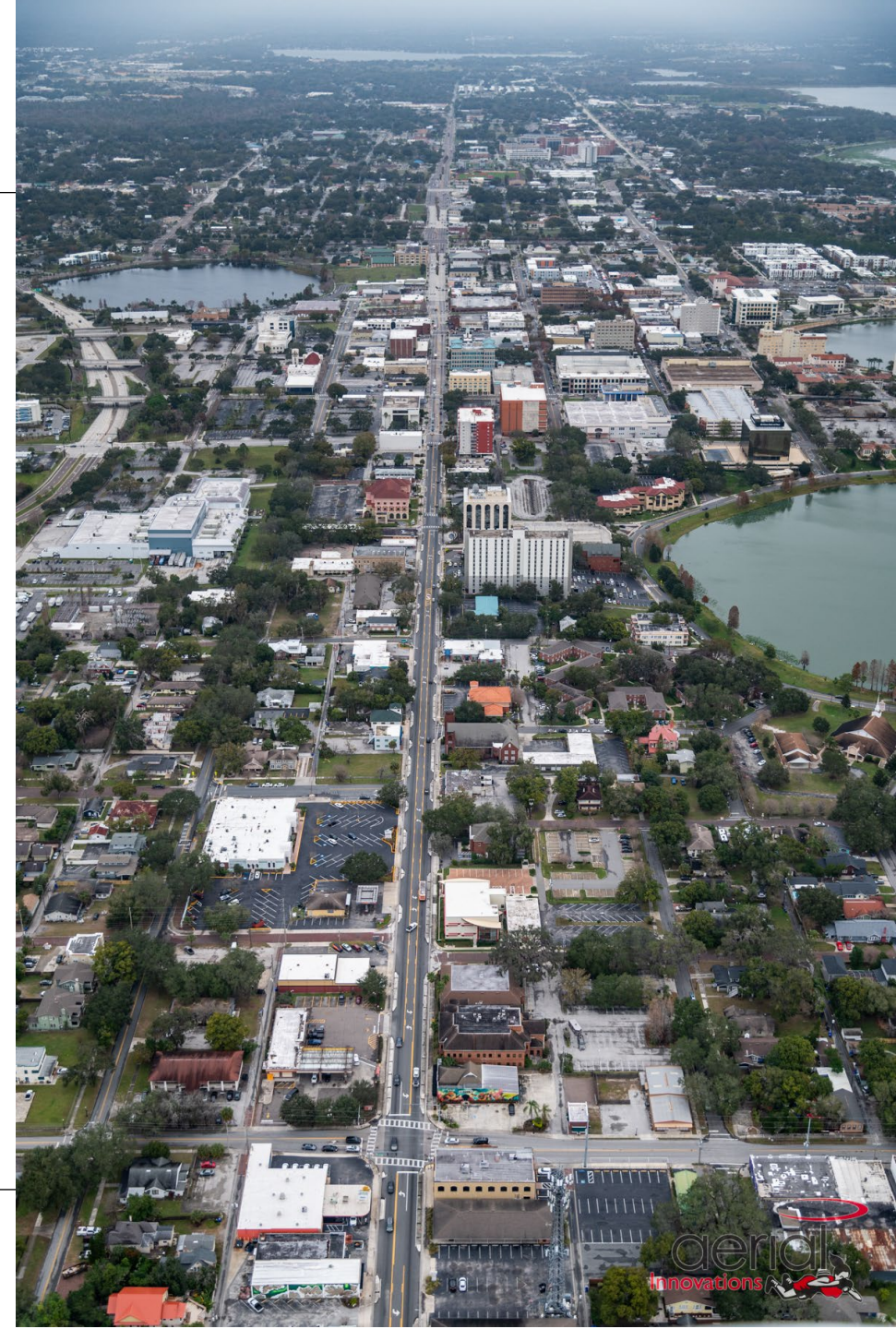
Southwest Lakeland

Southwest Lakeland
Infrastructure & Placemaking

Southwest Lakeland

1,231 single-family lots
2,800 multi-family units

Target Area 2 Economic Development Presentation 1: Growth & Redevelopment

Questions

Affordable Housing

Housing Costs

Neighborhood Characteristics
- Block Size
- Job Gravity
- Job Mix Index
- HH Density
- HH Gravity
- Fraction Single Family Detached
- Fraction Rental
- Single Family Detached Gravity
- Renter Gravity
- Bus TCI
- Other TCI
- TAS Area
- TAS Jobs
- Peak Service

Household Characteristics
- Median Household Income
- Commuters/HH
- HH Size

- Auto Ownership
- Auto Use
- Percent Transit Usage

Total Transportation Costs

© Center for Neighborhood Technology **CNT**

Housing and transportation costs benchmark set at no more than 45% of household income.

- Housing
- Transportation
- Remaining Income

27%
26%
47%

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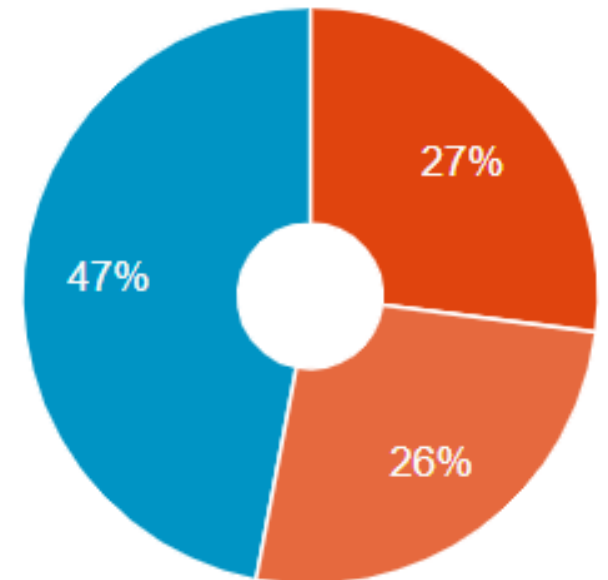
This chapter guides decisions and influences:

- How Lakeland will grow and develop over time
- Housing availability and affordability
- Parks and open spaces
- Neighborhoods and historic preservation
- Property rights

The Future Land Use seeks to ensure land use policies support a vibrant economy and business partnerships.

Vibrant and Inclusive Community

Strong neighborhoods support our cultural history and our economic future

Did you know?

The City of Lakeland is approximately **75 square miles**

Lakeland maintains 5.98 acres for recreation use per 1,000 residents... **that's 643 acres!**

Lakeland's projected population in 2030 is estimated to be **127,236**.

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Wages and Income
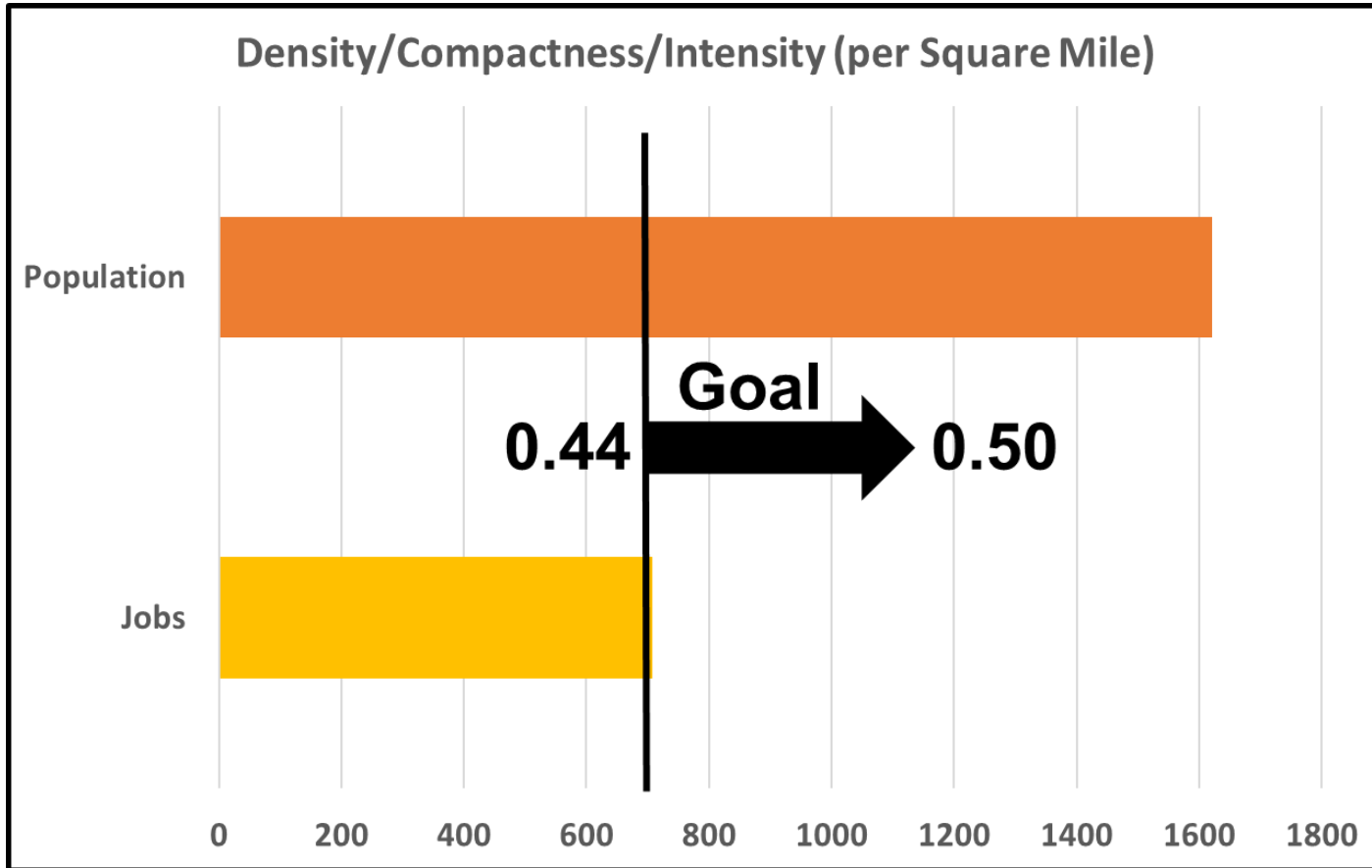
Housing Availability

The Housing Element seeks to ensure residents of all incomes will have housing availability in the future. It establishes policies to encourage a variety of housing types that are available throughout the City.

Housing Innovation
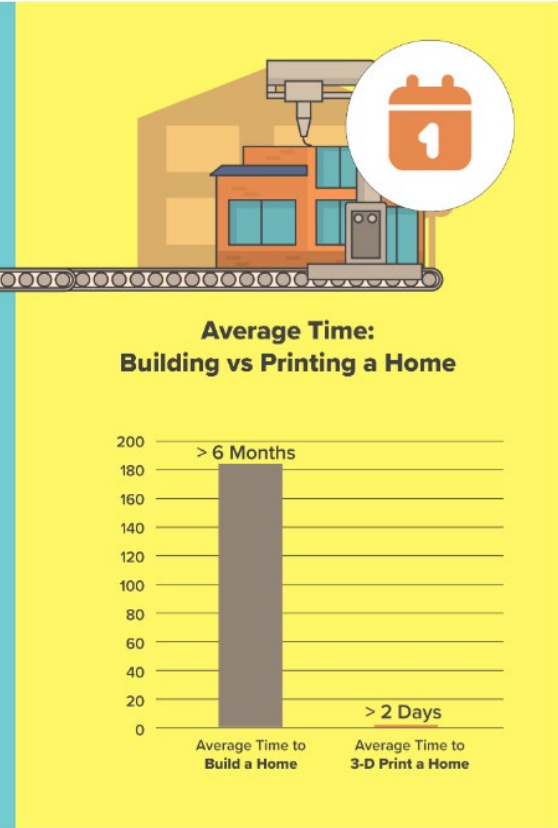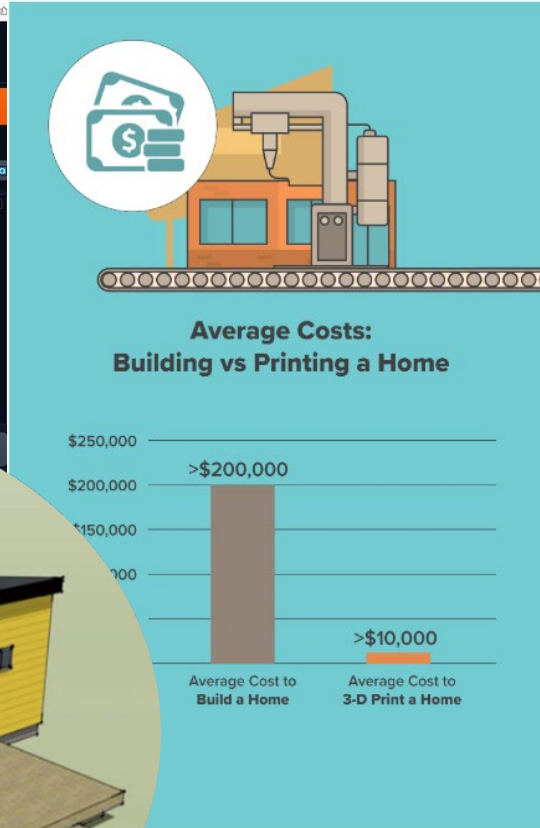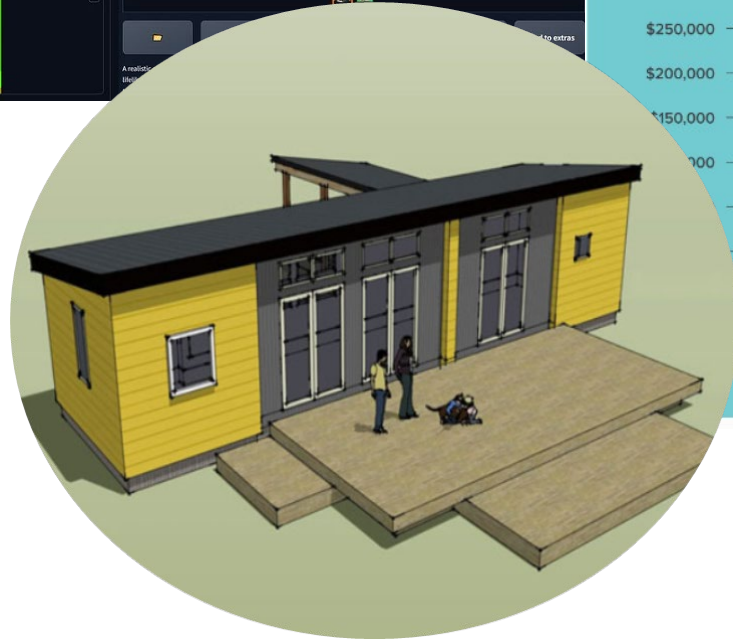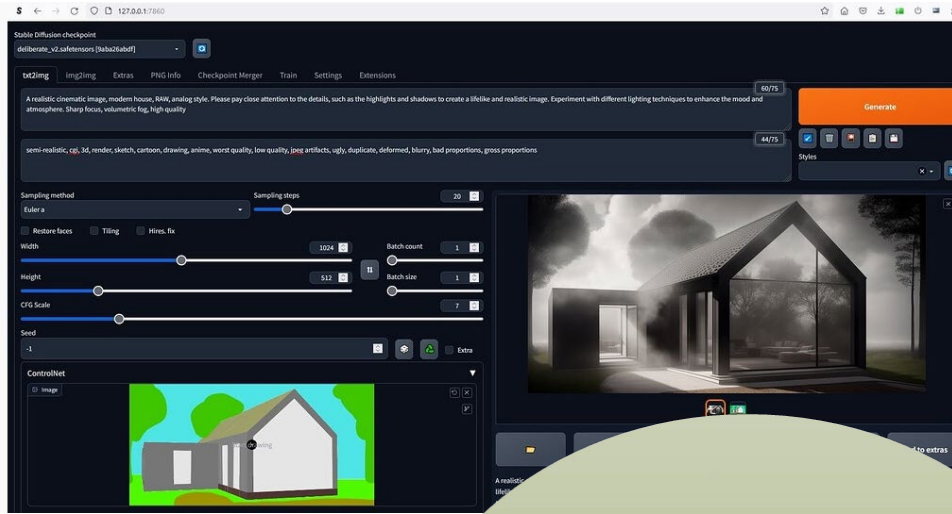
Source: Institute for County Government

# Target Area 2 Economic Development Presentation 2: Affordable Housing

Questions

What is Changing in Smart Cities?

- Internet of Things (IoT)
- Artificial Intelligence (AI)
- Green Technology
- Governance

Best Practices

- Collaborative Government
- Data-Driven Decision Making
- Citizen Centric Approaches
- Scalability and Sustainability
- Security and Privacy
- Integrations
- Continuous Learning

Trends & Innovations Shaping Smart Cities

- Increased Focus on Sustainability
- Smart Transportation Solutions
- Citizen Engagement
- 5G
- Artificial Intelligence (AI)
- Blockchain
- Internet of Things (IoT)
- Cloud Computing
- Smart Grids

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Benchmarks

- Efficiency in Energy Consumption
- Improved Transportation Metrics
- Enhanced Public Safety
- Environmental Impact
- Citizen Satisfaction & Engagement
- Economic Development

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smartcity
LAKELAND

Planning Considerations

- Technology Integration
- Scalability
- Sustainability
- Data Security and Privacy
- Skills Gap
- Staffing

Target Area 2 Economic Development Presentation 3: SMART City

Questions

BREAK

TARGET AREA 2
Economic Development

Presentation 4: Parks, Recreation, and Cultural Arts

Parks

Community Parks- City
- Lake Crago Park
- Lake Parker Park
- Fletcher Park at Lake Bonny
- Peterson Park
- Tigertown
- John McGee Park
- Southwest Park
- Westside Park
- Holloway Park
- Cook Park
- English Creek – *future*
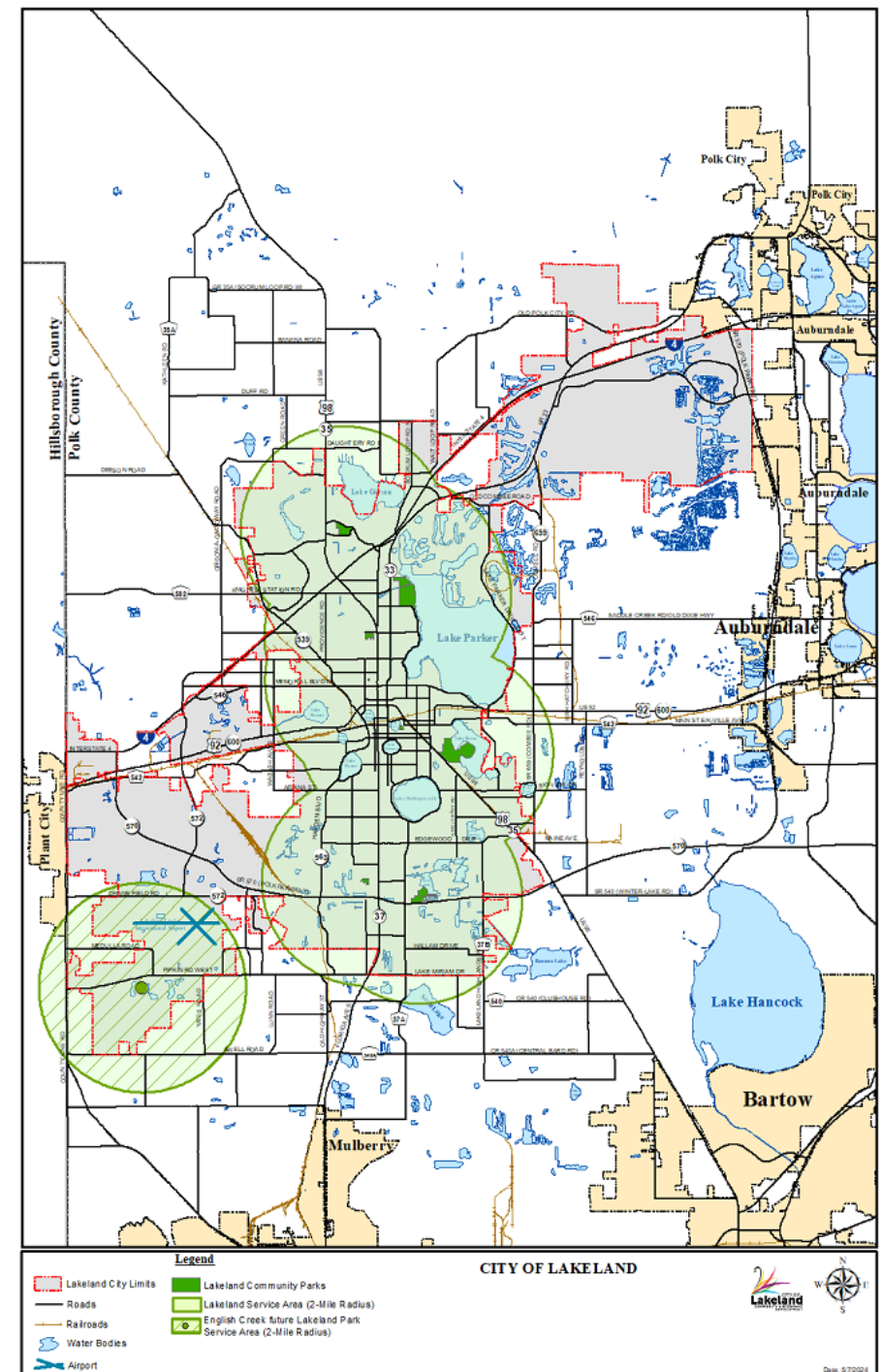
Parks

Regional Parks- County

- Lake Myrtle Park
- Hunt Fountain Park
- Walker Park
- Loyce E. Harpe Park
- Aldine Combee Park
- Christina Park
- Saddle Creek Park
- Circle B Bar Ranch

State Parks-
Tenoroc State Park
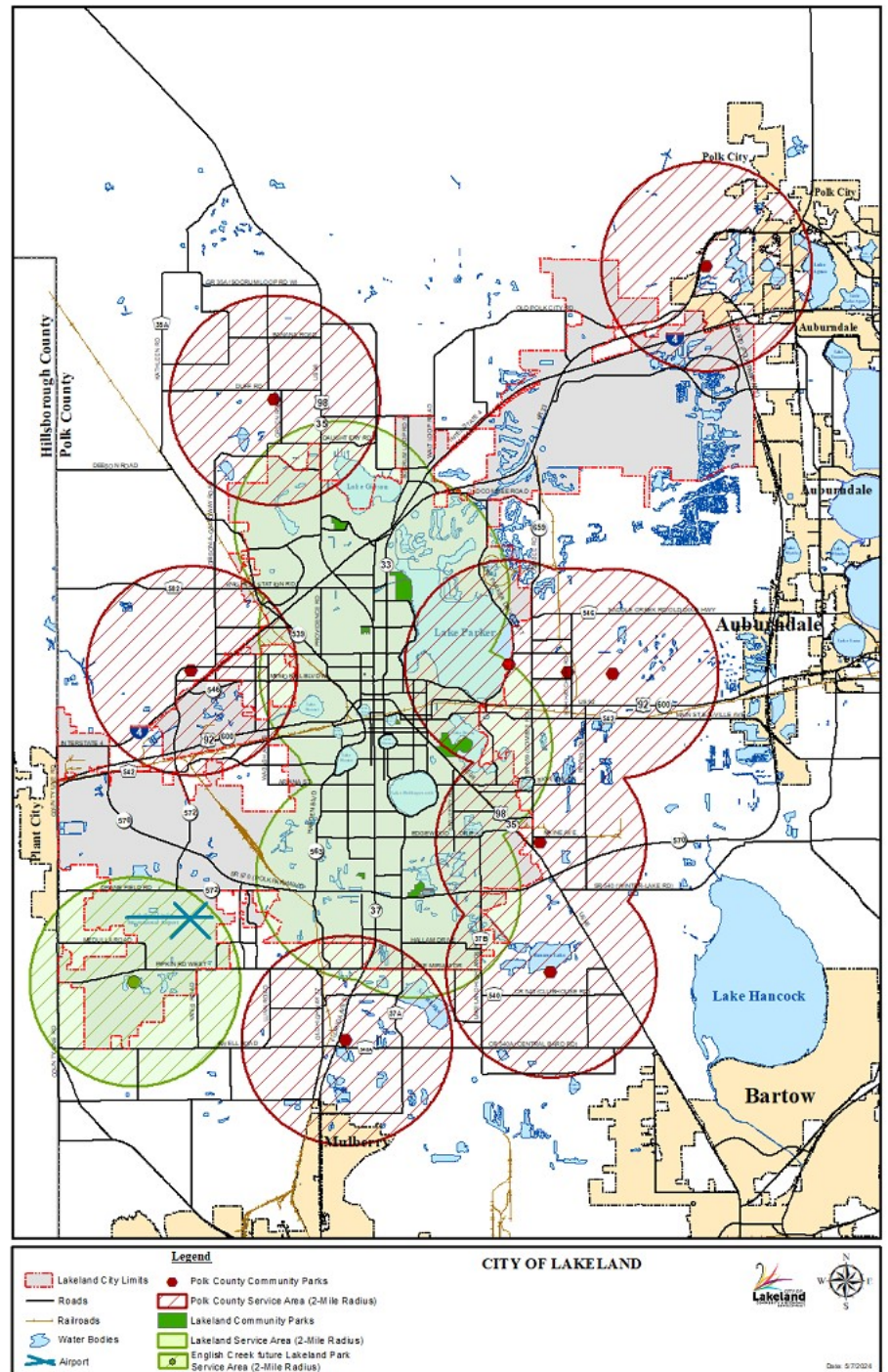
What is Changing?

- National Recreation Parks Association (NRPA) Standards for current Population:
  - COL has less than half of the recommended multi-purpose fields.
  - COL has 2/3rds of the recommended baseball, softball fields and playgrounds.
- Lack of Additional Green Space to accommodate additional growth to maintain our current level of service.
- No funds to construct new ballfields or park amenities.

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Parks

Trends:
- Fastest Growing Sports:
  - Pickleball
  - Disc Golf
- Artificial Turf Fields
- Bike Trails & Multi-use Trails
- Dog parks
- Cricket
- Public Art in Parks

Trends:
- Electric Vehicle Charging in Parks
- Self Cleaning Restrooms
- Outdoor Fitness Equipment
- Camping Space

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Innovation:

- Smart Park Technology for anonymous device, longitude and latitude only, where phones are coming from & going to.
- Utilize solar lights in remote park areas.
- Data Network for live TV Feed and reliable internet connections.
- Interactive/Digital Playgrounds and Games

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A Look to the Future:

NRPA Standards for Capital Improvement Fund Budgets
- Renovation: 56%
- New Construction: 33%
- Acquisition: 4%

COL 2024 Capital Improvement Plan
- Renovation: 20%
- New Construction: 40%
- Acquisition: 40%

COL 2033 Capital Improvement Plan
- Renovation: 88%
- New Construction: 12%
- Acquisition: 0%

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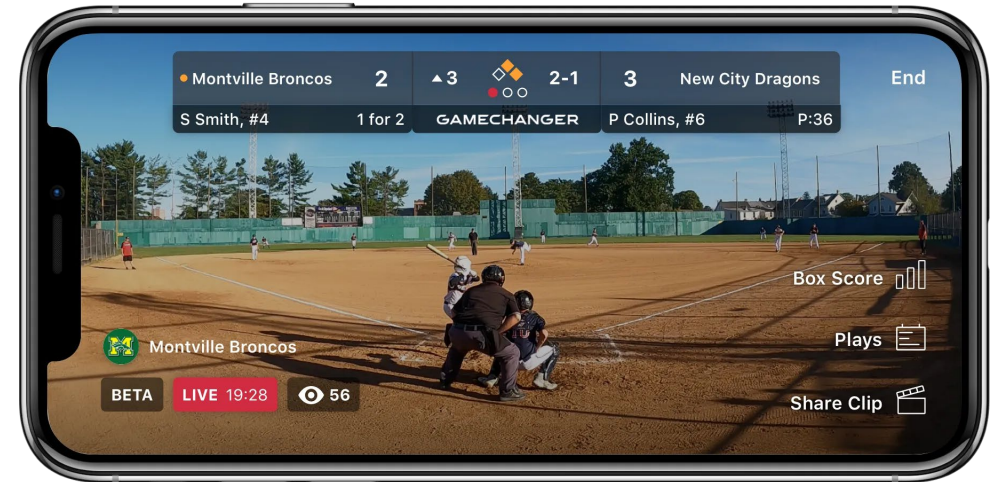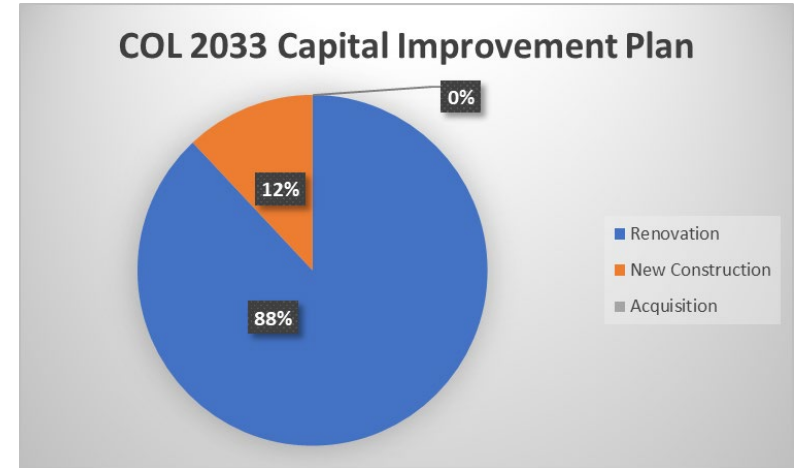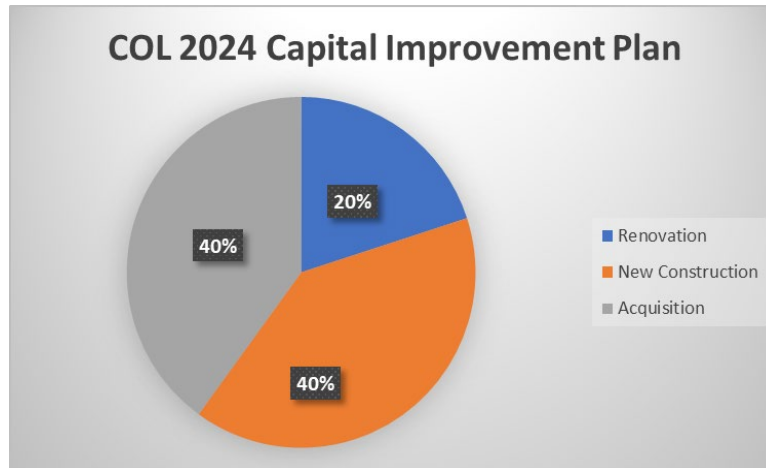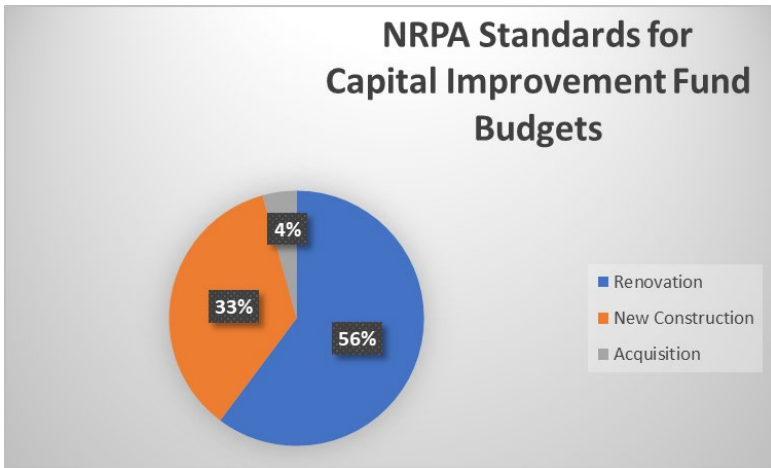
A Look to the Future:

- Lakeland is landlocked with little opportunity to acquire additional parkland.
- Current Level of Service will require artificial turf to sustain growth.
- Parks CIP funding cannot maintain current level of service to accommodate population growth.

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Recreation

COL Comprehensive plan establishes one recreation center per 30,000 residents. Lakeland should and does have 4 recreation centers:

1) Lake Mirror Complex
2) Kelly Recreation Complex
3) Simpson Park Recreation Complex/Coleman Bush Building
4) Lake Crago Outdoor Recreation Center
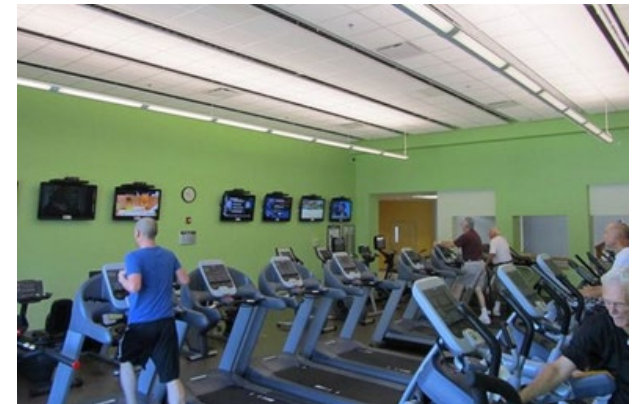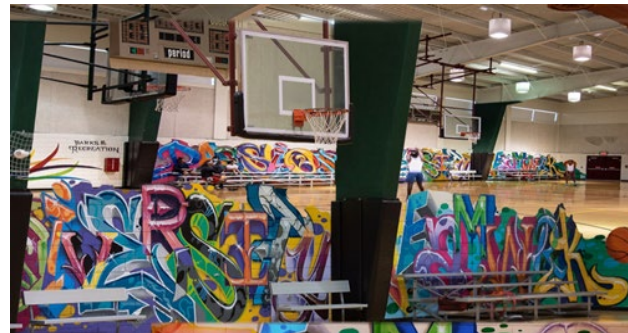
What is changing?

- Increased demand for affordable rental spaces.
- Increased public pool usage.

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Trends:

- Growing emphasis on outdoor recreation.
- Wellness Tourism travelers seeking destinations and experiences to promote relaxation, stress relief and overall well being.
- Virtual Reality Recreation:
  Virtual Reality technology to experience virtual worlds, games and simulations in a social setting instead of from home.

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Trends:

Continued demand for After School Care, Aquatics, Fitness, Senior Participation, Adaptive Programs, Arts, Dance, Education, Esports, S.T.E.M. and Athletics.

Innovation:

- Placer AI: tracing where people are coming from to utilize our recreation facilities and how long they visit.
- Smart equipment to inner act with user's phone app or watch tracker.
- Art installations in recreation centers.
- Virtual tours of rental spaces and facilities.
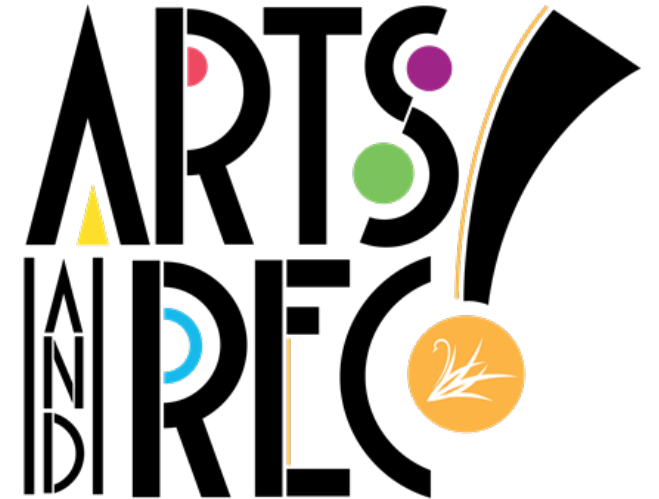
A look to the Future:

- Splash Pad for Coleman Bush/Jackson Park.
- Smart/Environmental and Sustainable Buildings.
- Covered court sports.

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Lakelands Oak Hill Cemetery has 35 years left of burial plots at the current rate of sales.

What is Changing?

Increase in cremation options.

Trends:

- Increased interest in a Pet Cremation Cemetery.
- Increased interest is a Scattering Garden for Ash Dispersal.
- Increased interest in Green Burials, natural burials in a shroud or bio-degradable basket or container. An environmentally responsible alternative to traditional burial, embalming & vaults prohibited.

Innovation:

- Enhance the Online Burial Search with 3D grave views.
- Add an interactive kiosk to the cemetery to facilitate burial searches.

A Look to the Future:

- Obtain Grants to restore and preserve monuments
  in all cemetery locations.
- Construct an Outdoor Chapel at Oak Hill Cemetery.
- Do we want to be in the cemetery business
  35 years from now?

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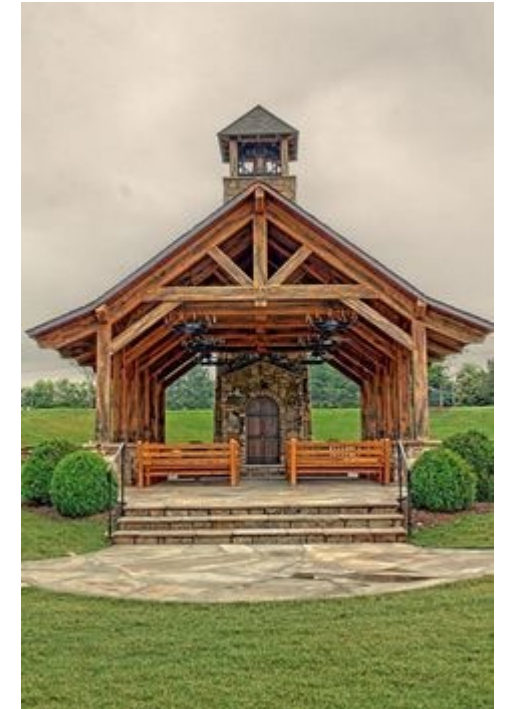
What is Changing?

- Population growth = the need to identify and plan for future libraries.
- Demographics - reflected in collections, staffing, etc.
- Adoption of digital materials is rising.
- More focus on Accessibility.
- Increased support for Arts and Culture.

Libraries

Trends:

- More requests for library service from North Lakeland and Kathleen

- SW site planned

Map of Lakeland city limits

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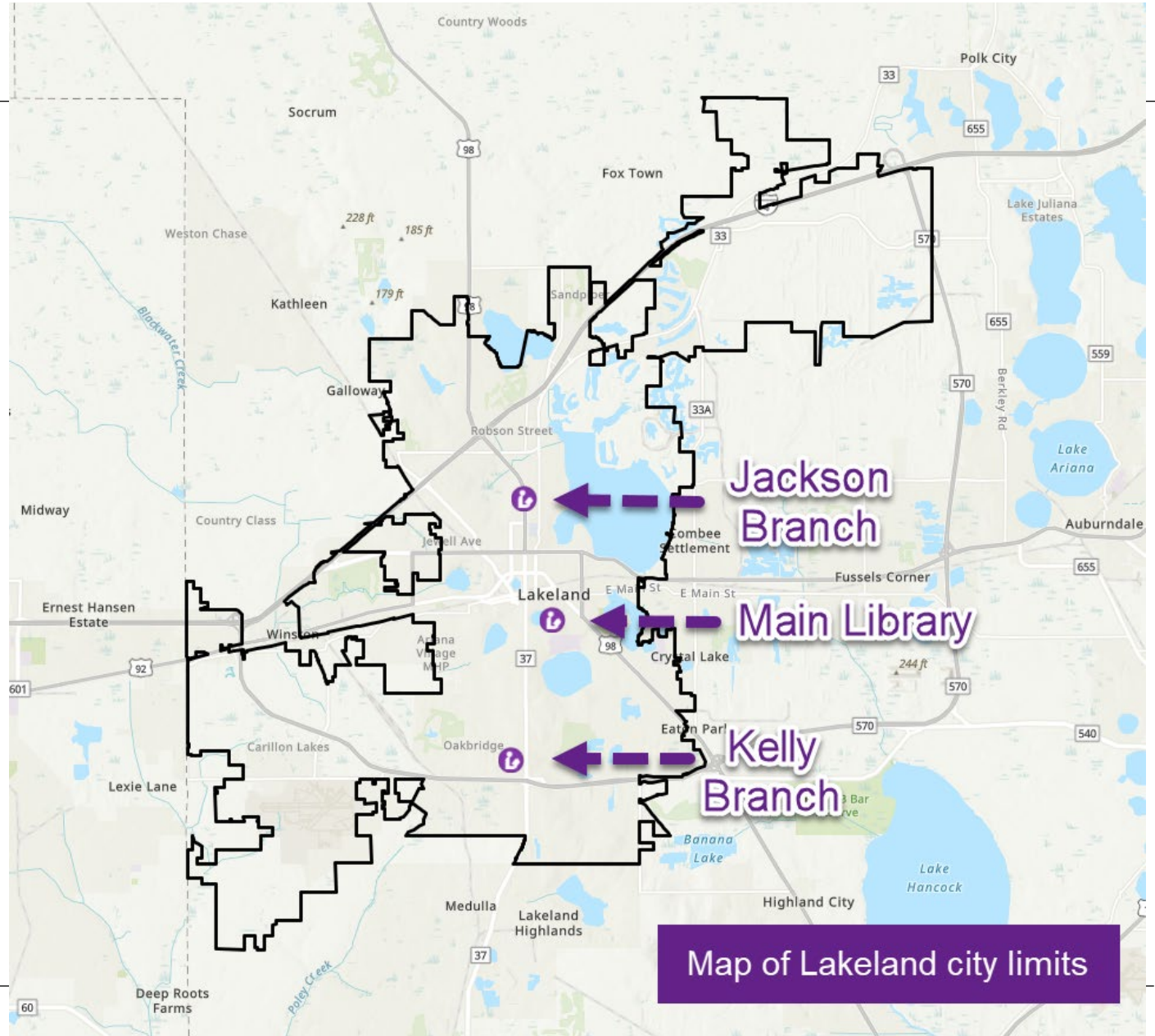
Libraries

Trends:

- Migration to digital materials continues. Up 20% in five years.

- More requests for meeting rooms and study spaces.

- Less demand for public access computers and more use of personal devices to connect to the internet.

% of Total Checkouts that are digital

FY	Value
FY18	16.9
FY19	19.16
FY20	25.5
FY21	28.8
FY22	34.1
FY23	37.0
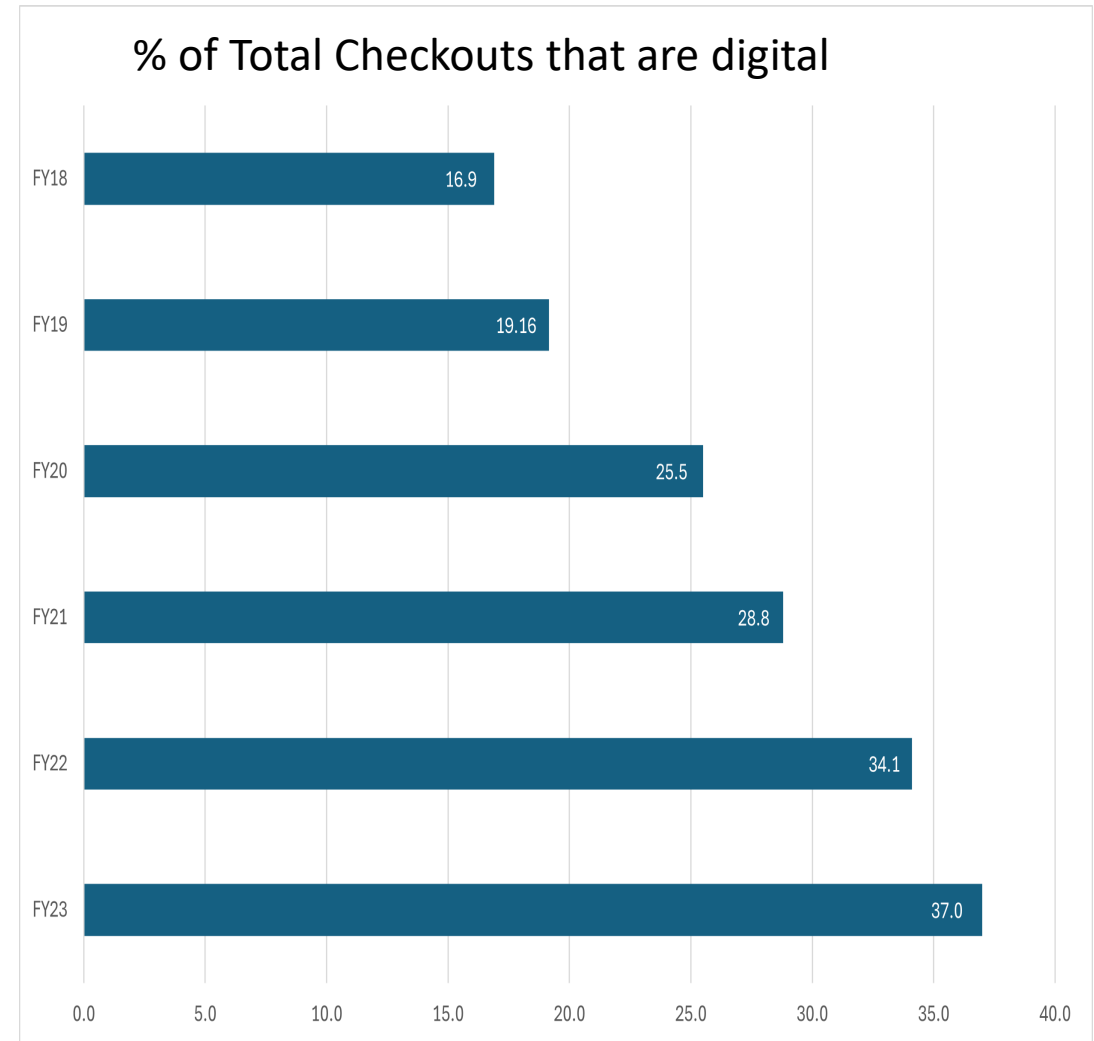
What are others doing:

- Employing Social Workers to help residents find resources.

- Partnering to provide public health information.

- Beginning to use Artificial Intelligence (AI) and immersive technologies such as Augmented Reality (AR) and Virtual Reality (VR) in the delivery of service.

- Diversifying offerings beyond traditional book lending tools (e.g., technology devices, gardening tools, cake pans).

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Innovation:

Use technology tools to improve library services

- Generative AI: Automating responses to common queries, personalized reading recommendations, and administrative tasks.

- Virtual and Augmented Reality: To create interactive learning experiences and virtual tours of library resources.

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Innovation:

Include Arts and Culture components throughout the City.

- Showcase local history resources in new venues.

Train Station exhibit

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A Look to the Future:

Focus on Accessibility

- Keep Library services accessible to everyone. Adaptive technologies for individuals with disabilities.

- More multilingual resources.

- Facilities designed or improved for better access.

- Web content and social media will conform to established guidelines for accessibility.

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What is Changing?

- Popularity of golf in America is surging.
- 26.6 million Americans played golf on a course in 2023. An increase of over 1 million golfers!
- Grass roots participation, diversity, access & Inclusion

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Innovations:

- Incorporate technology, phone apps, green reading apps & training aids.
- Programs to appeal to the youth and female population.
- Influence of nutrition and fitness is resulting in more golfers walking.
- Adopt maintenance program and target vegetation addition to reduce watering in non-play areas.

A Look to the Future:

Renovate aging infrastructure on the 100-year-old course.

- Greens & Tees
- Cart Paths
- Restrooms
- Upgrade driving range

Maintain popular food and beverage operation.
Maintain competitive pricing structure.

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Cleveland Heights Golf Course

Target Area 2 Economic Development Presentation 4: Parks, Recreation, and Cultural Arts

Questions

Target Area 2 – Economic Development
Setting Goals:

LUNCH

Target Area: 1 Infrastructure

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Target Area 1 – Infrastructure
Setting Goals:

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.

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TARGET AREA 1
Infrastructure

Presentation 1: Transportation

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Key Issues

- Traffic Safety

- Rapid Growth

- Transportation Options & Connectivity

- Level of Service Standards

- "Legacy" Priority Projects

- Funding Constraints vs. Competing Demands

- **Growth Philosophy**
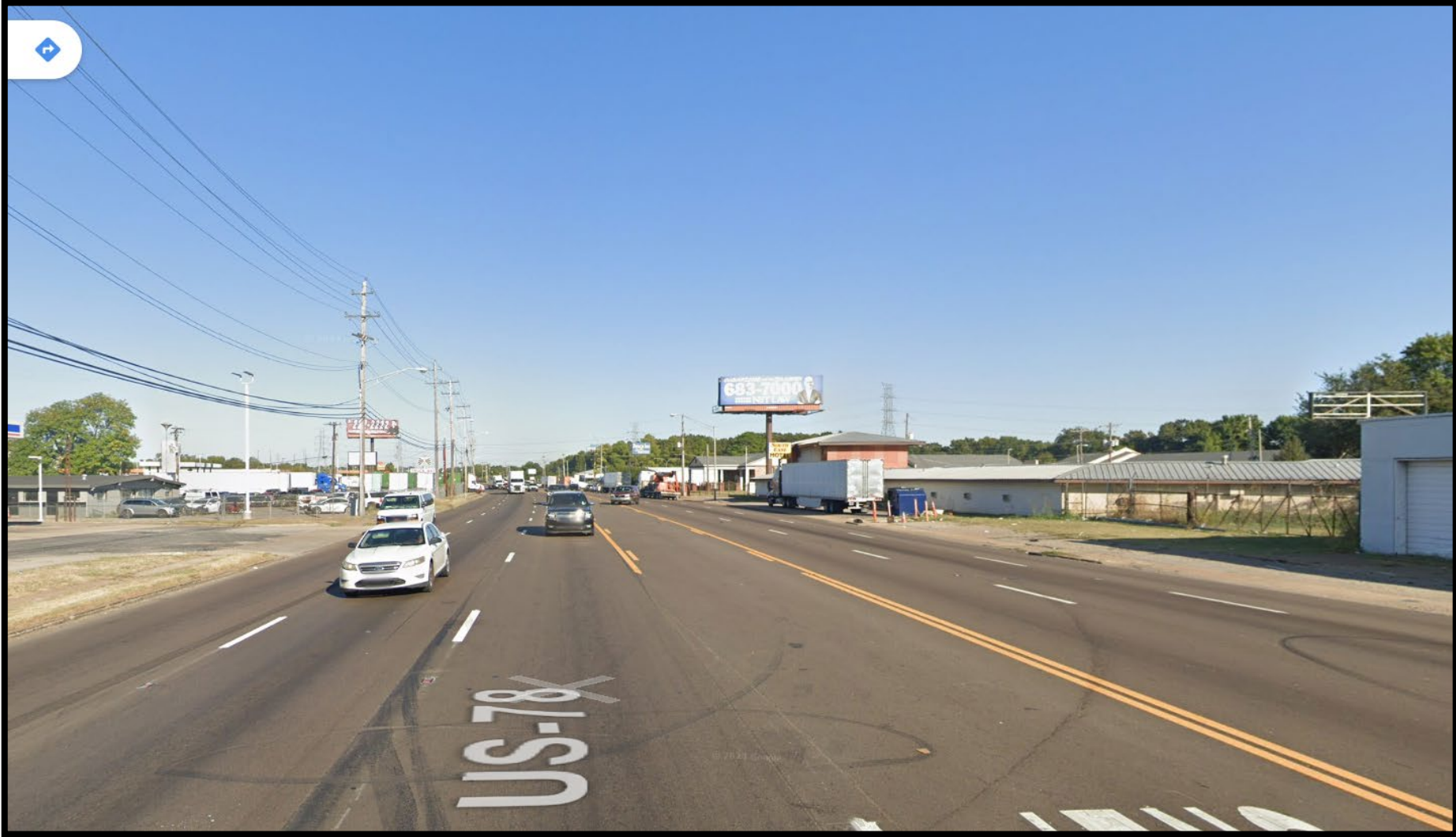
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Growth Philosophy

Growth Philosophy

Growth Philosophy
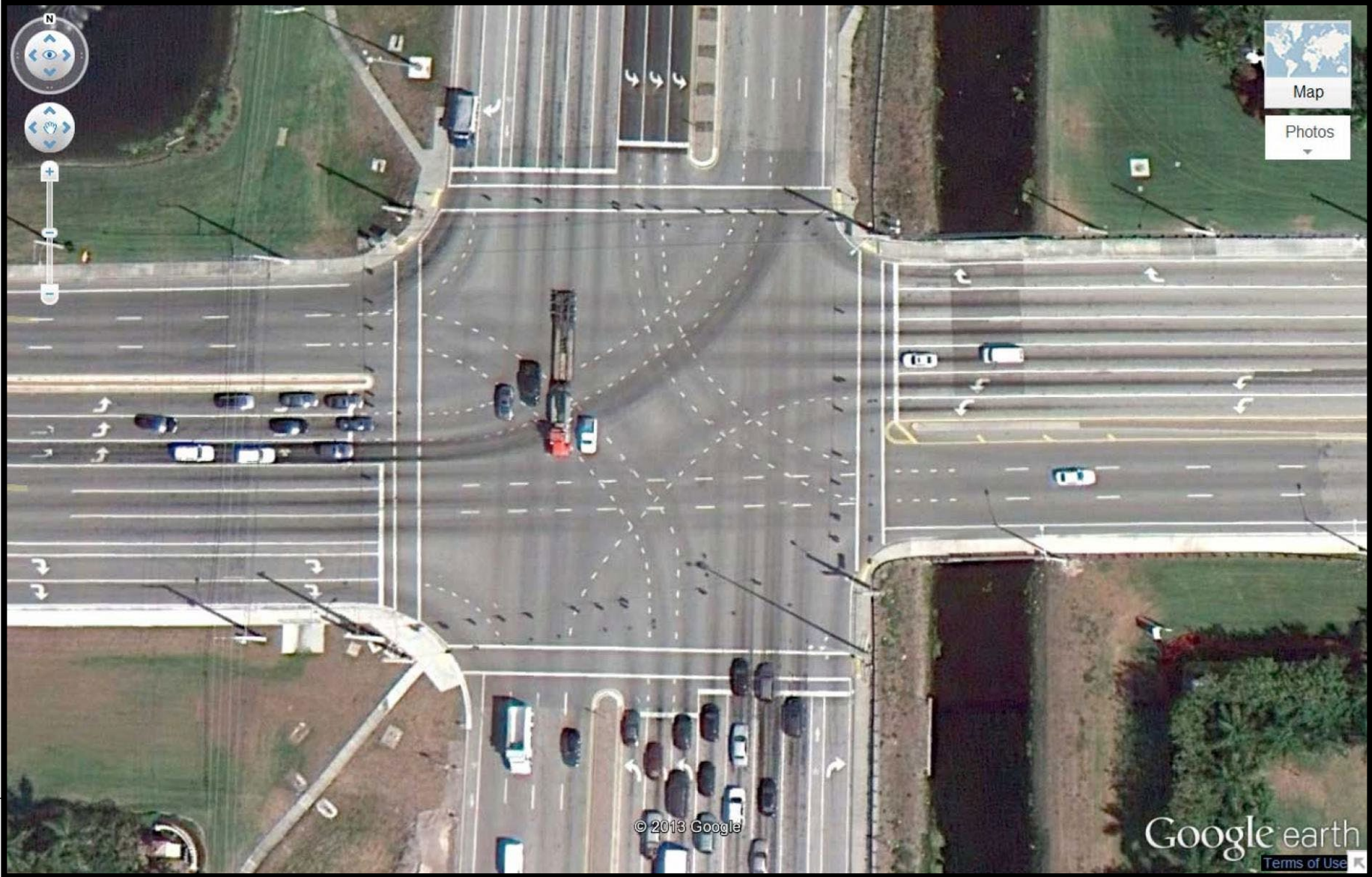
Growth Philosophy

Growth Philosophy

Growth Philosophy

Significant Opportunity for Safety Improvements
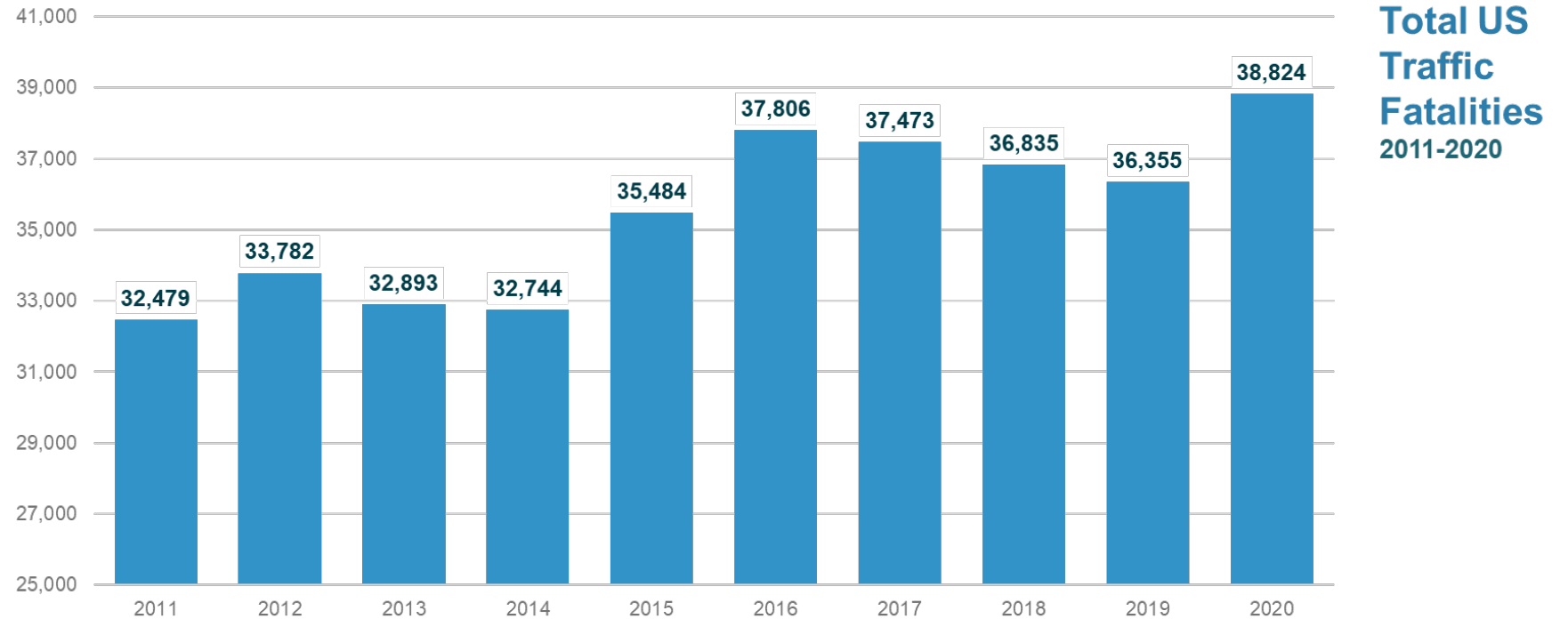
State and National Trends:

Florida traffic fatality rate among highest 25% of states

Florida #2 most dangerous state for pedestrians, behind only New Mexico

U.S. Pedestrian Fatalities Per 100,000 Population, January-June 2023

0   1.99
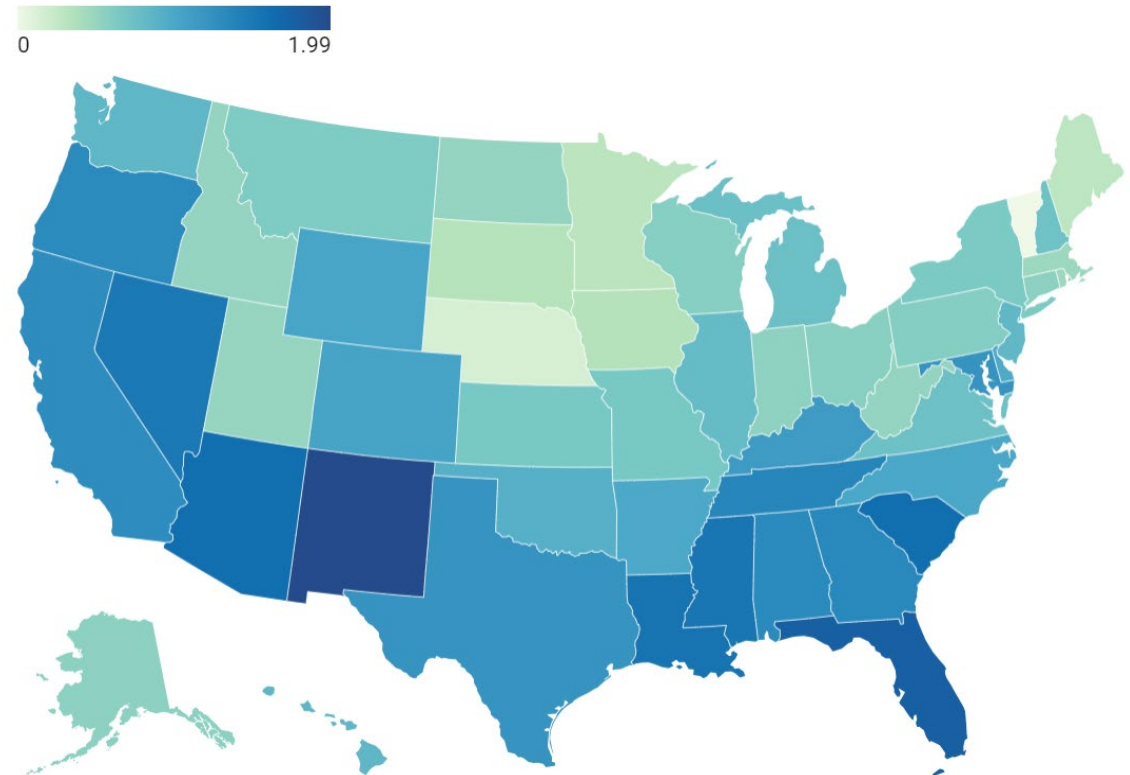
Source: Governors Highway Safety Association (GHSA) • Embed • Created with Datawrapper

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State and National Trends:

"A steep drop in traffic enforcement across the country since 2020 has enabled dangerous driving behaviors – including speeding and driving impaired – to flourish."

- **Governors' Highway Safety Administration (GHSA) Feb 27, 2024**

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Lakeland 2023

34
Fatalities
(one every 11 days)

66
Severe Injuries
(one every 5 days)

Severe crashes involving pedestrians
doubled from 2022 to 2023

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Traffic Safety

Traffic Safety
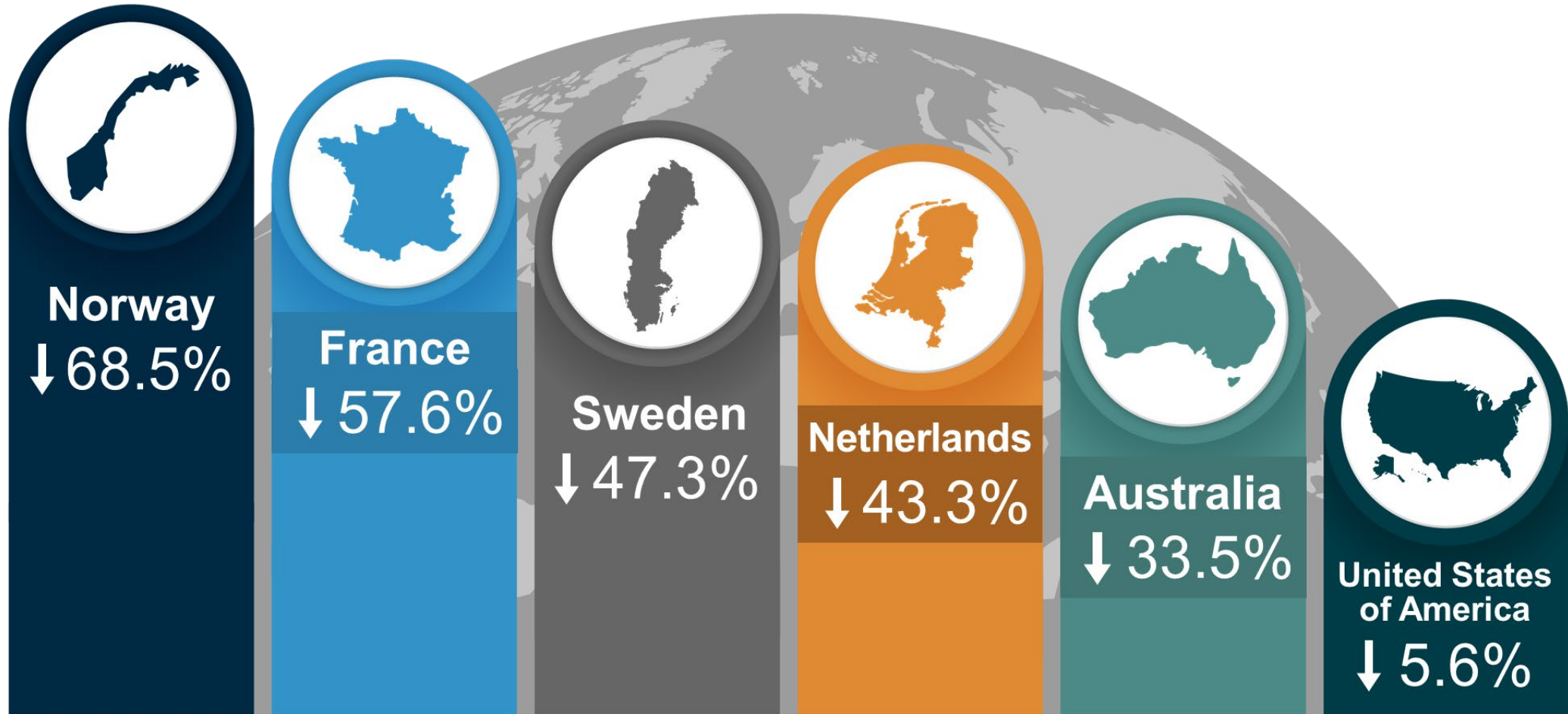
What makes the difference?

The Safe System Approach

- Holistic approach to roadway safety

- Serious injuries and fatalities are preventable

- Focus attention on making roadway
  environments safer at the systemwide level

- A supporting safety culture that places safety
  first and foremost in road system investment.

Transportation Choices

Figure 4-5: Roadway Plan (Lakeland Area)

MOMENTUM 2045

2045 Cost-Feasible Highway Network Lakeland Area

Legend

Tier I - Committed Highway Network 2019 - 2024

Road Widening	New Roads
2 to 3/4 Lanes	2 Lanes
4 to 6 Lanes	4 Lanes
Intersection/Interchange Improvement	

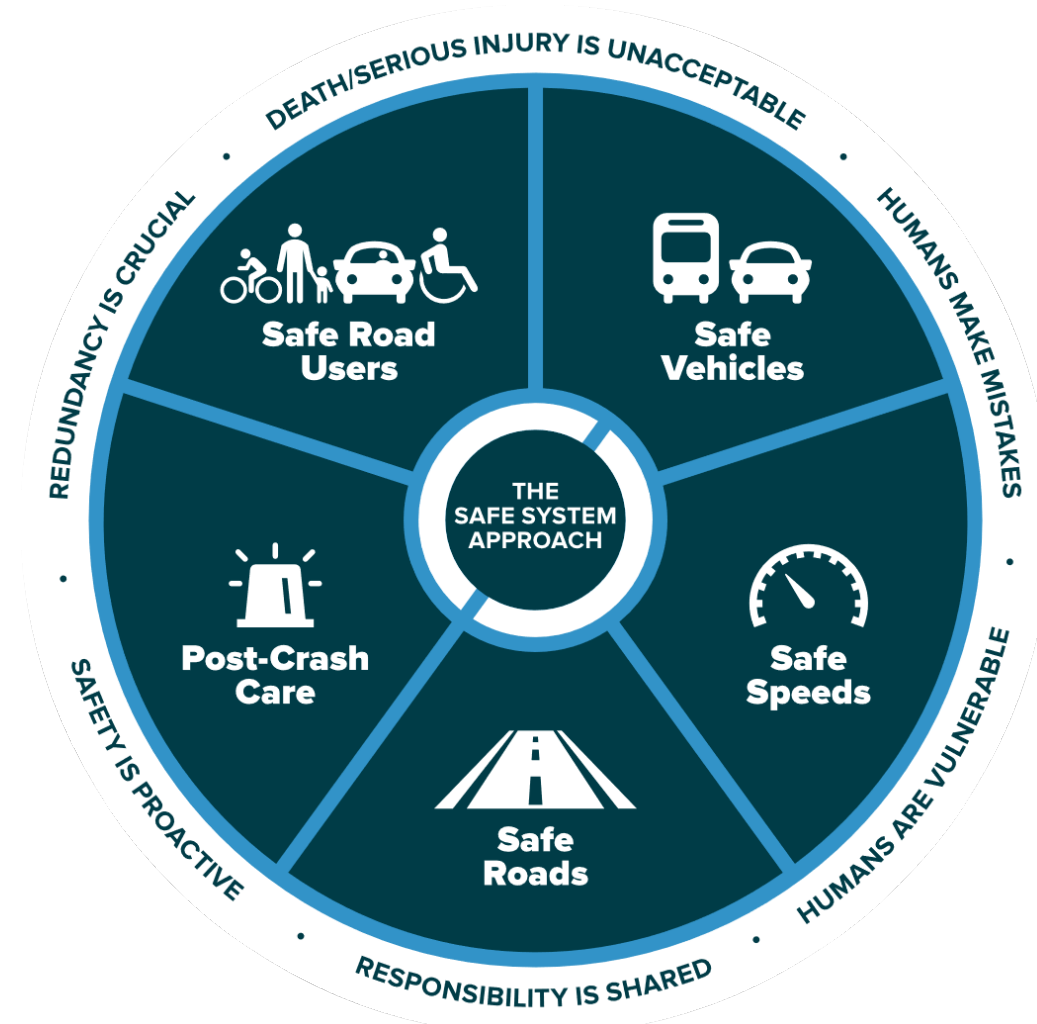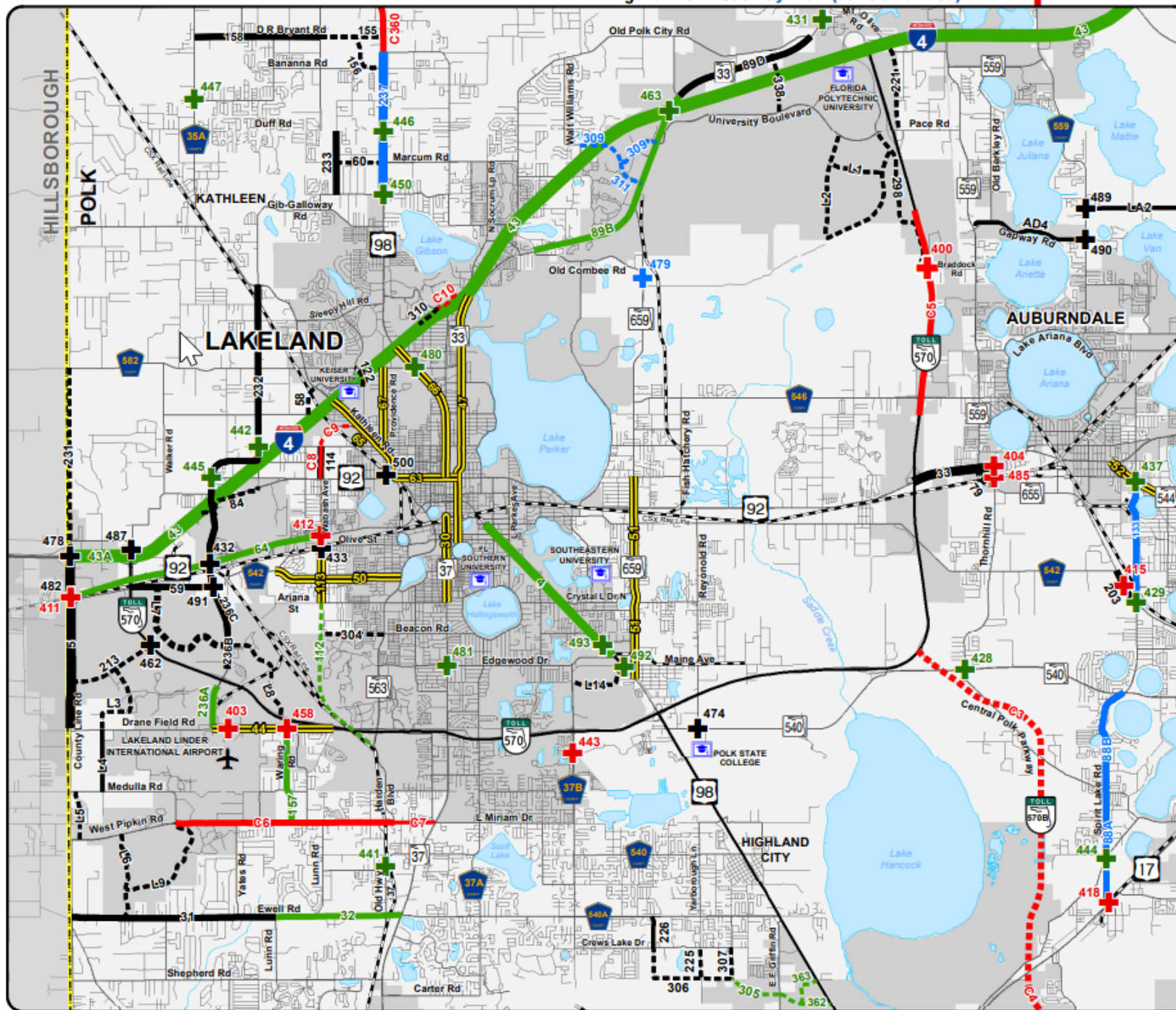**Tier II + III - Cost-Feasible Highways 2025 - 2045**

Road Widening	New Roads
2 to 4 Lanes	2 Lanes
4 to 6 Lanes	6 Lanes
6 to 10 Lanes	Complete Street Corridor
Intersection/Interchange Improvement	

Tier IV - Illustrative Projects or Partially Funded through 2045

Road Widening	New Roads
2 to 4 Lanes	2 Lanes
4 to 6 Lanes	
Intersection/Interchange Improvement	

Tier V & VI - Unfunded Needs 2025 - 2045

Road Widening	New Roads
2 to 3/4 Lanes	2 Lanes
4 to 6 Lanes	4 Lanes
Intersection/Interchange Improvement	

Polk Transportation Planning Organization

AMENDED December 9, 2021

ADOPTED 10-YEAR TRANSIT NEEDS

Polk Transportation Planning Organization

CitrusConnection — PROGRESS IN MOTION

Existing Services
- 🔴 Existing Transfer Facility
- 🟢 Existing Park-and-Ride
- 〰 Unchanged Bus Routes
- 〰 Existing SunRail

New Transit Services
- 〰 Florida Avenue BRT
- 〰 US 98 BRT
- 〰 I-4 Hopper
- 〰 Lakeland to Tampa Express
- 〰 US 27 LX
- 〰 Polk City to Winter Haven LX
- 〰 Proposed Network Changes
- 〰 Proposed SunRail*

New App-Based On-Demand Services
- Davenport
- Dundee
- Lakeland Highlands
- Southeast

Infrastructure/Technology/Policy Needs**
- 🔵 New Intermodal Center in Lakeland
- 🟠 East Polk Transit Maintenance & Admin Facility
- 🟢 New Park-and-Rides
- Transit Signal Priority/Queue Jumps for BRT services
- Electric Bus Vehicles
- Expand Universal Access Partnership Program
- Enhanced Marketing/Awareness Program

Expand Existing Services**
- 30-minute frequency on Green, Orange, Pink, Purple, Red, and Yellow Lines and Route 30
- 45-minute service on Route 15
- Add Saturday Service on Pink Line
- Add Sunday Service on Purple Line
- Extend service span on Pink Line and Route 30

**Not shown on map.
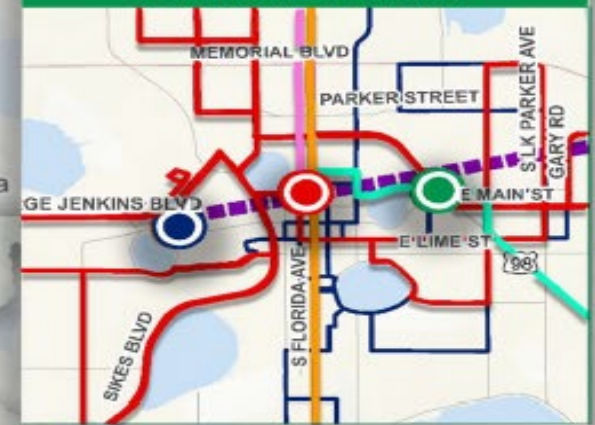
*Note: This is the SunRail alignment which was proposed in a 2015 study. FDOT is now conducting a new study to determine if-and-where proposed alignment should be.

Downtown Lakeland

Downtown Winter Haven

Source: Polk TPO & Citrus Connection

New Bern Station - 2003

Low density and underperforming industrial and commercial

New Bern Station - 2022

98
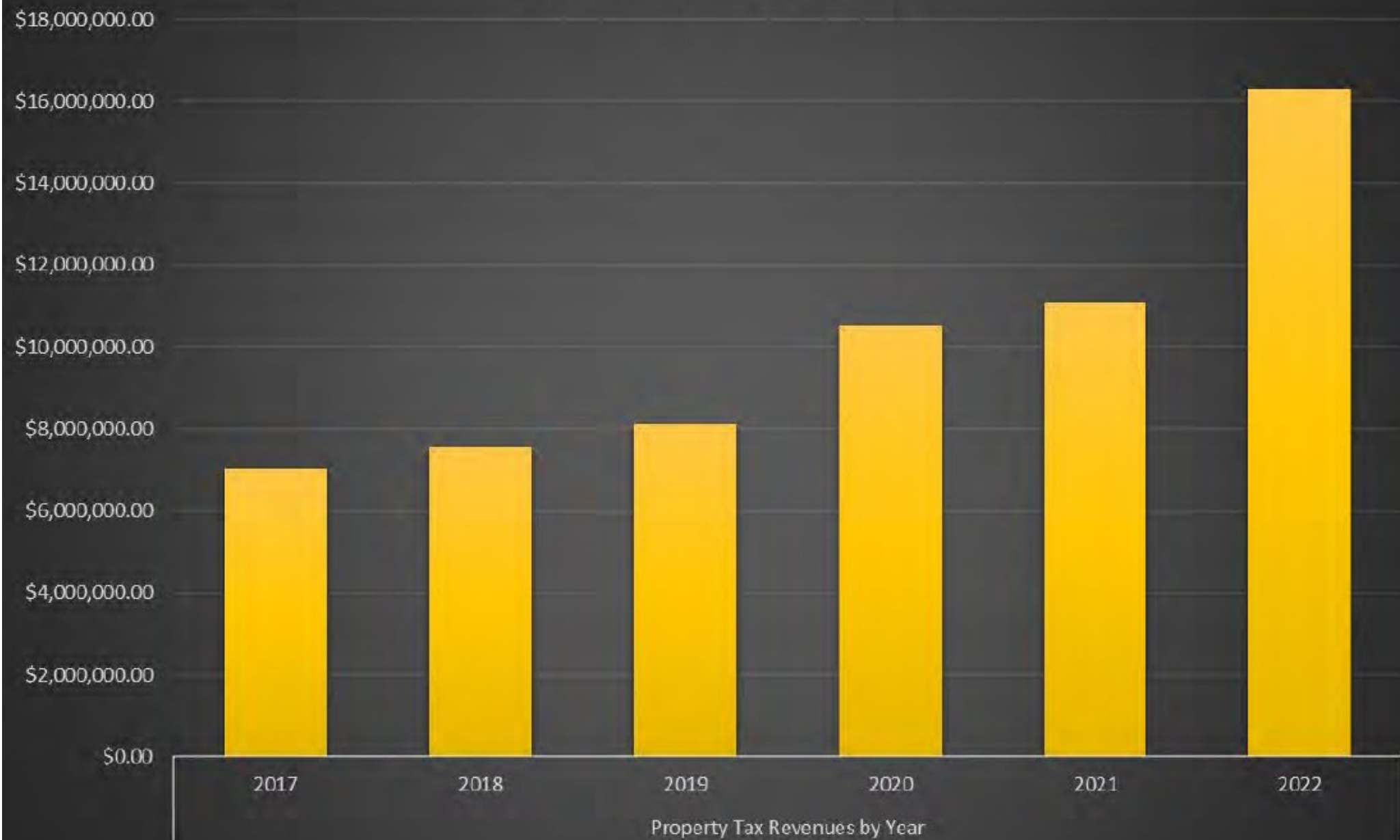
Corridor Opportunities

Medical District

Downtown

Park and Ride

Photo by Julia Davis, Polk TPO

Bus Rapid Transit

- **Dedicated transit ways**
- **Special branding**
- **Vehicles & stations designed for expedited boardings**
- **Phased Approach**
  - **More Frequent Service**
  - **Traffic Signal Operations**

EXHIBIT 2-8: MAP OF BEST TRANSIT OPTION

Source: LAAA US 98 BRT Feasibility Study

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Transportation Choices

Lake to Lake Bikeway

- Expand to all corners of Lakeland
- Continue to make connections to regional network
- Integrate with mass transit routes
- Increase use of technology

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Lakeland Intermodal Center

- FDOT Feasibility Study

- Citrus Connection Terminal

- New AMTRAK Station

- Future SunRail Station

Source: Atkins, Florida DOT
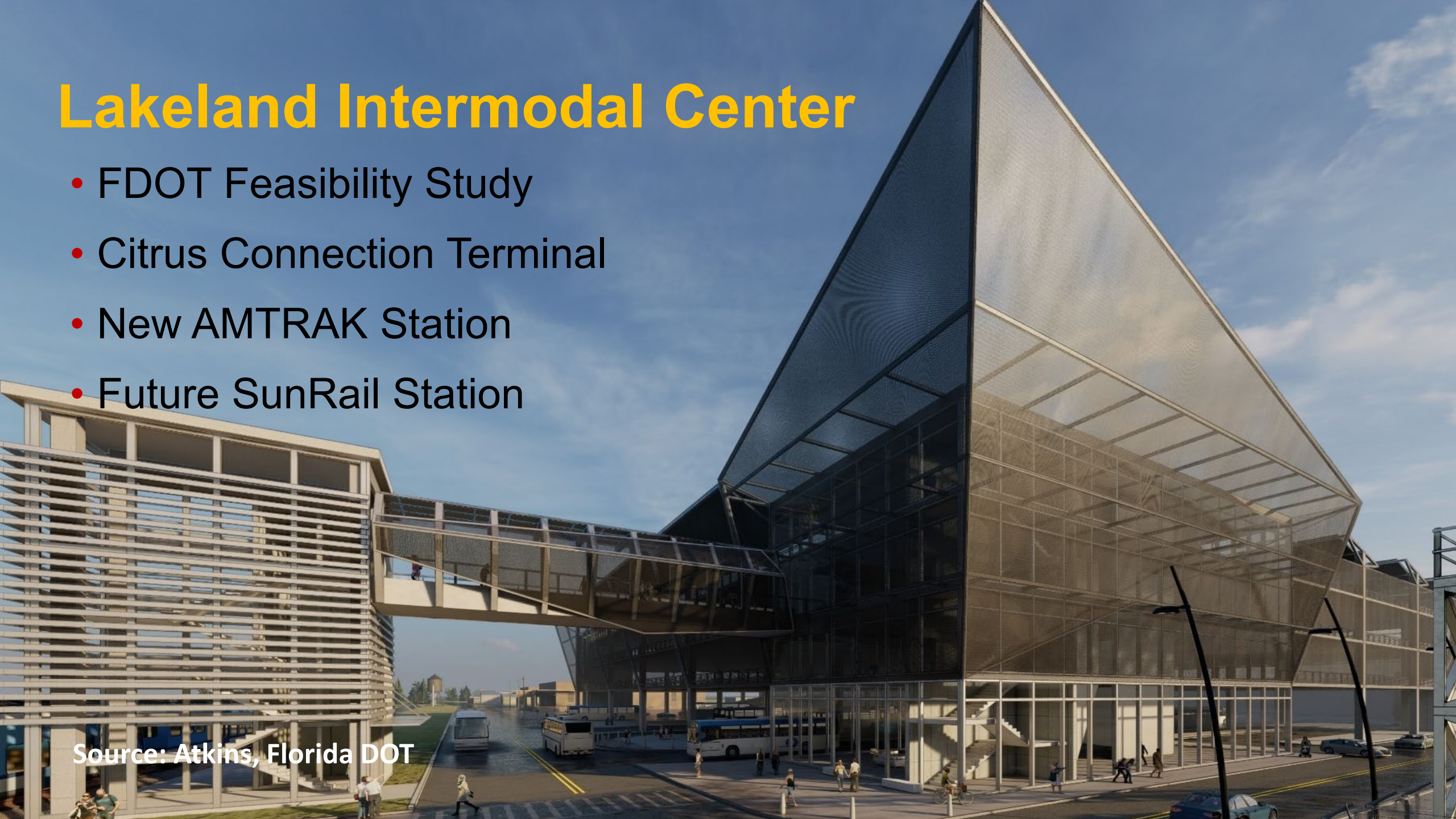
High-Speed Rail Station Infrastructure

Target Area 1 Infrastructure Presentation 1: Transportation

Questions

TARGET AREA 1
Infrastructure

Presentation 2: Airport

STRATEGIC PLANNING
FUTURE READY STRATEGIES

FACTORS AFFECTING THE AVIATION INDUSTRY
AVIATION TRENDS – GENERAL ENVIRONMENTAL SCAN

General Aviation Industry Activities

- Flight Training Boom
    - Schools continue to see high demands from student pilots.
- Rise of the Midsize Business Jet
    - Industry focus is shifting to longer range aircraft with larger cabin sizes.
    - Some predict the fleet will more than double.
- The Great Migration
    - Airports across Florida continue to see high demand for t-hangar space, but building costs remain prohibitive.
- Rising Costs
    - Everything from maintenance to fuel costs continue to be barriers to entry for many.

Airline Industry Activities

- Airline "Upgauging"
  - Movement away from 50, 70, and 90 seat regional jets.
- Sustainability
  - Sustainable Aviation Fuels (SAFs).
  - Electric Ground Support Equipment (GSE).
- Automation
  - TSA is now testing self-screening technology.
  - Airlines are moving to online / app-based business activities. "Digital Integration".
- Airline Network Strategies
  - Less complex, rethinking hub & spoke operations.

Aviation Trends

eVTOL Industry Activities

- Electric Vertical Take-Off and Landing (eVTOL) or Urban Air Mobility (UAM)
- HEXA was present at LAL this Spring.
- FAA still investigating integration into the National Airspace System (NAS).
- FDOT launched an advisory committee looking at trends related to eVTOL and UAM in the State of Florida.
- Operational concerns around power supplies and endurance of the aircraft.

OUR FUTURE READY PLANS

THE INTERMODAL FEASIBILITY STUDY "BUSINESS PLAN" & AIRPORT MASTER PLAN

Our Business Plan

- Recommends potential revenue enhancing initiatives along with policy and managerial strategies to improve the airport's financial performance.

- It was completed in 2015 and looked at a 10-year planning horizon (sunsets in 2025).

- It's now time to explore updating our Business Plan for the next 10-year planning horizon, to include funding mechanisms for our capacity enhancing capital projects.

Implementation, the Seven (7) Primary Strategic Initiatives

- ✓ 1) Attract Airline Service
- ✓ 2) Secure U.S. Customs
- • 3) Attract More MRO Activity
- ✓ 4) Increase GA and Military Activity

- ✓ 5) Increase Intermodal Use of the Airport
- ✓ 6) Non-Aviation Property Development
- ✓ 7) Airport Rebranding

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Our Development Plan

- The primary purpose of the Airport Master Plan is to provide guidance for the future development of the airport (currently through the 2040 planning year horizon).

- It took 2 years and 3 months to complete (Oct 2017 to Jan 2020).

- Total cost was $651,323.

- Explores everything including current facilities, forecasting, environmental factors, and preferred development alternatives, among others.

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Implementation

- Drives our Capital Improvement Program to include grant requests and planning with the FAA and FDOT (5 to 10 years).

- Guides our continued facility development, to include aviation and non-aviation elements.

- Protects areas for future needs, like capacity improvements and navigational aids.

Airport Master Plan 2020

Lakeland Linder International Airport

City of Lakeland

FUTURE REVENUE STRATEGIES

Current Leases

In Summary

- 135 Total Leases:
  - *36 Building Leases*
  - *6 MOUs & Use Agreements*
  - *75 T-Hangar Agreements*
  - *18 Land Leases*

Pie chart: Land Lease 13%, Building 27%, MOU's & Use Agreements 4%, T-Hangar 56%
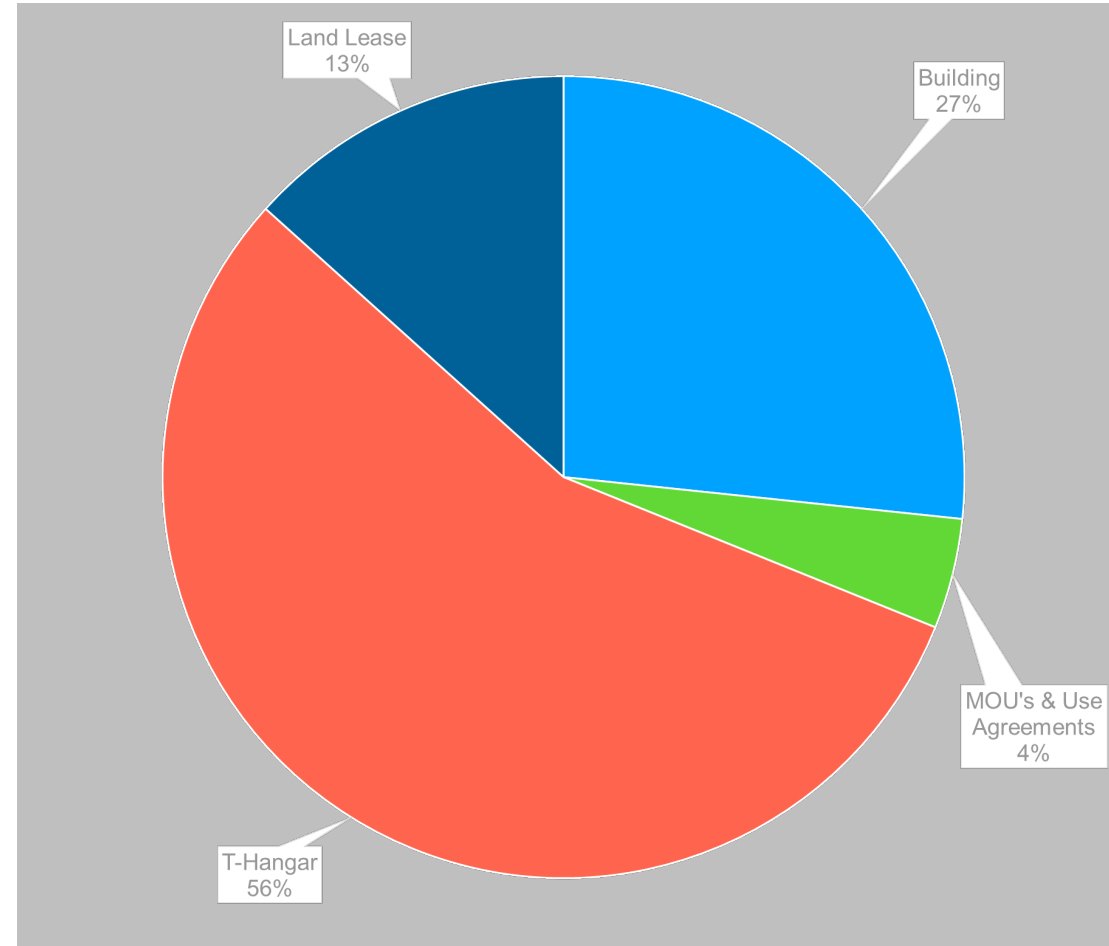
Current Leases

Aeronautical vs. Non-Aeronautical

- 109 Aeronautical

- 26 Non-Aeronautical

of the 135 Total Leases, 17 are Government

Lease Revenues

In Summary

- $9,634,874.66 Total Annual
  - *$7,044,347.78 Building Leases*
  - *$221,278.76 MOUs & Use Agreements*
  - *$300,300 T-Hangar Agreements*
  - *$2,068,948.12 Land Leases*

Land Leases
22%

T-Hangar
Agreements
3%

MOUs & Use
Agreements
2%

Building Leases
73%
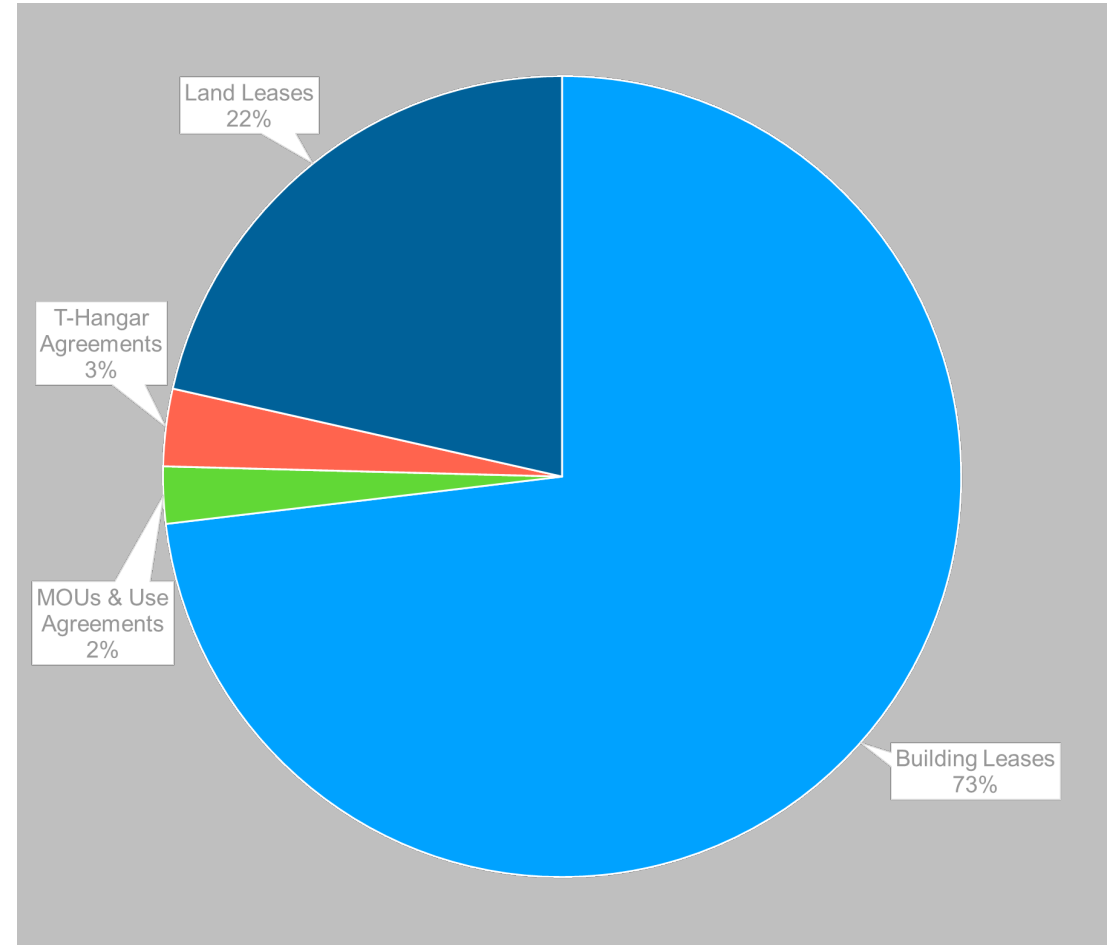
Aeronautical vs. Non-Aeronautical

- $7,272,549.54 Aeronautical

- $2,362,325.12 Non-Aeronautical

out of total annual lease revenue generated, $3,317,684.51 is from Government Agreements.

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AVAILABLE DEVELOPMENT AREAS

GREEN - Developable Space

YELLOW - Reserved for SNF

BLUE - Airport Development

RED - Leased or Under Consideration
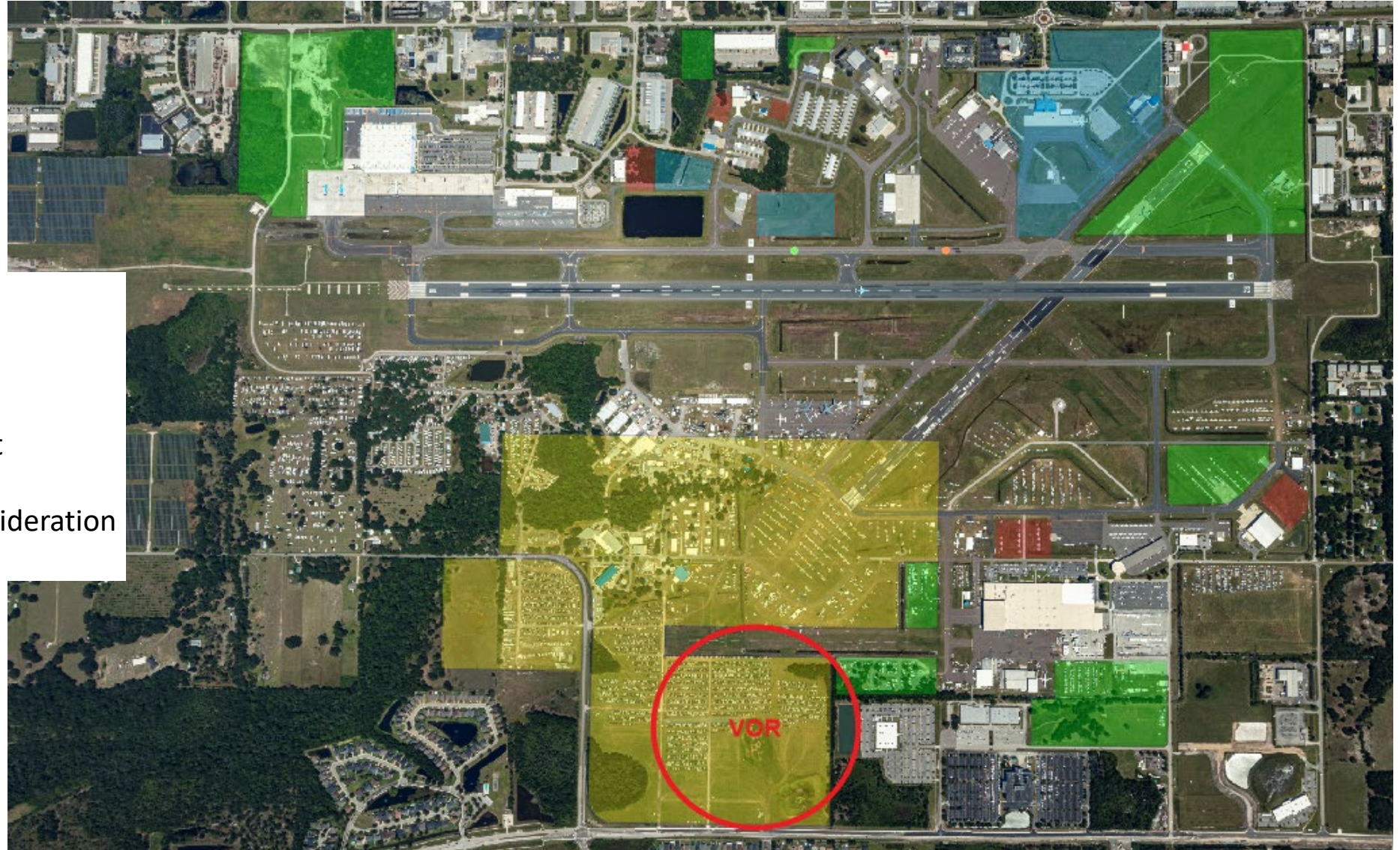
AVAILABLE DEVELOPMENT AREAS

Southeast Quadrant
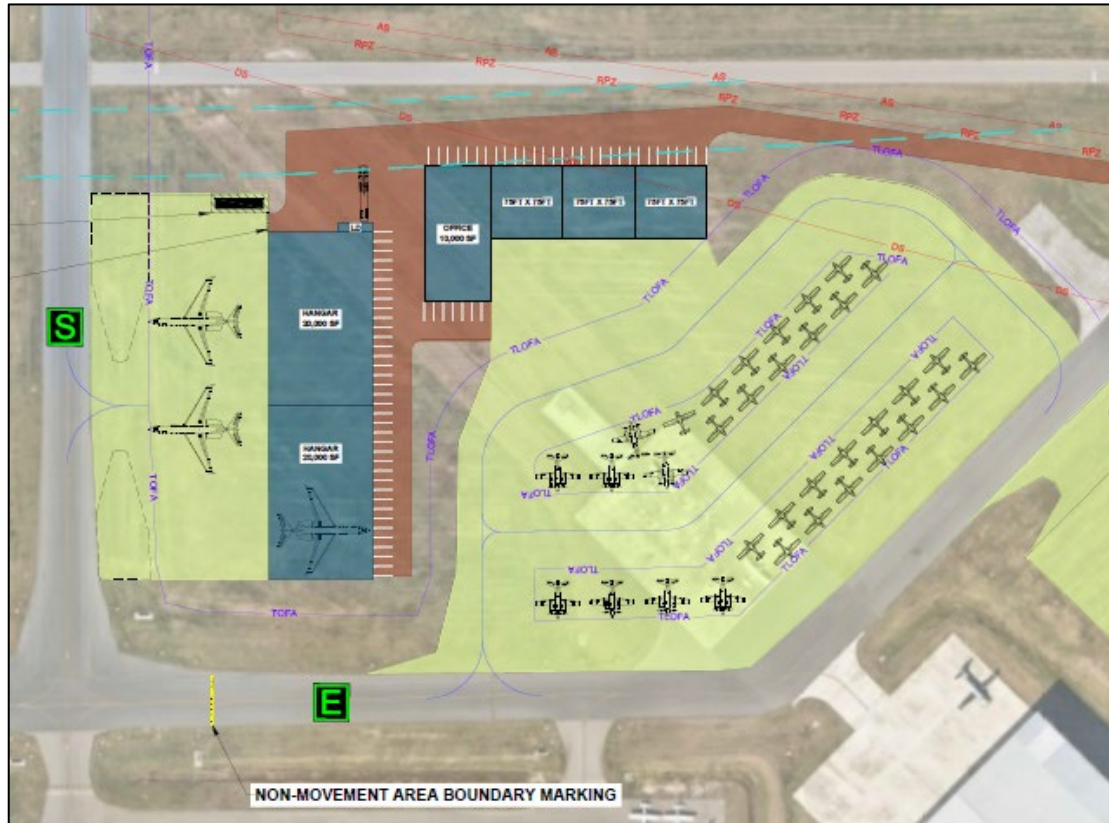
Northeast Quadrant
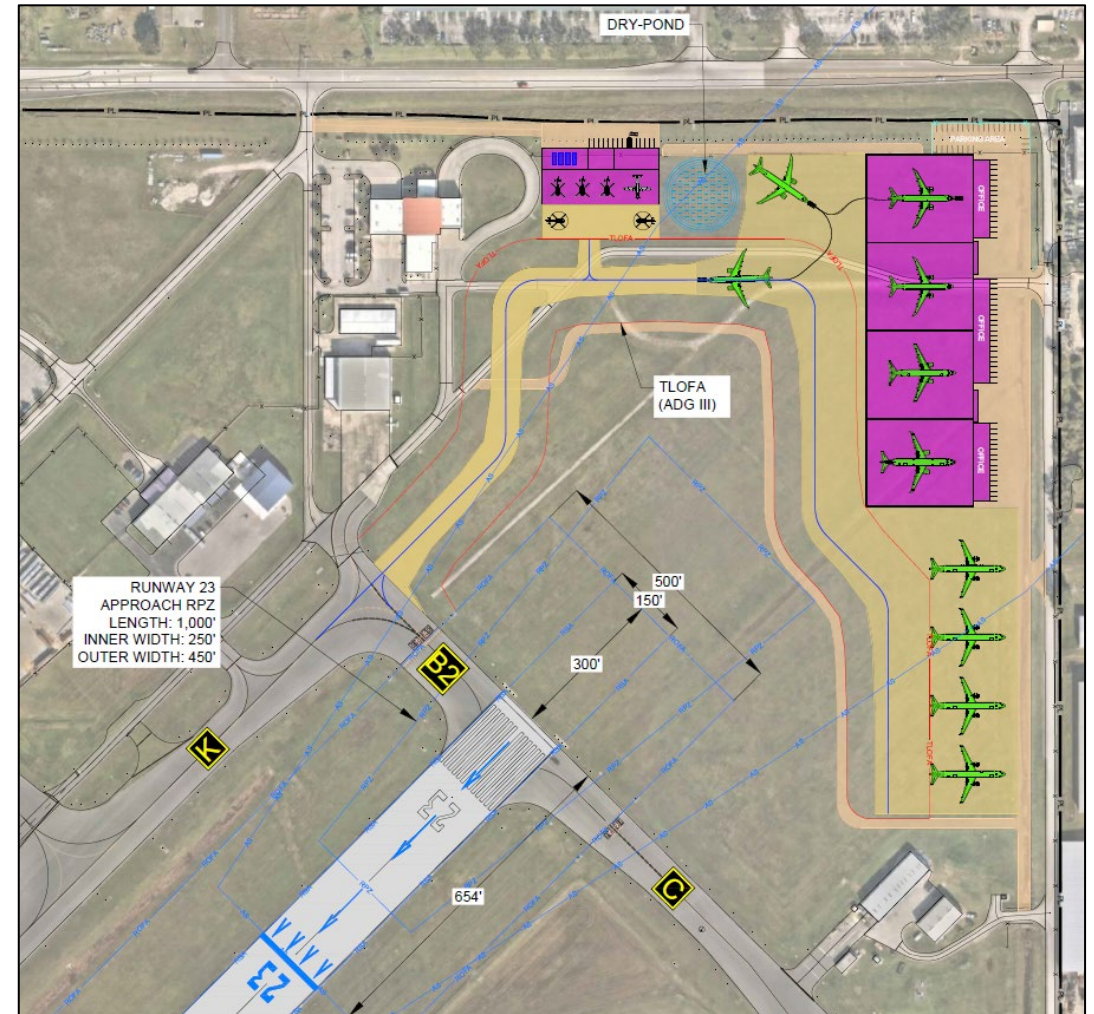
Where we're heading

- Private Development (Land Leases) vs Airport Development (Building Leases)
- Approximately 171.13 acres remaining for development.
  Including Amazon's Option.
- Approximately 54 acres reserved for Terminal Expansion.
- Approximately 724 acres reserved for Air Operations Areas (Runways, Taxiways, RPZs)
  Not including taxilanes or ramps.
- Approximately 294 acres reserved for future SUN 'n FUN Use.

Private vs. Airport Development

- Private Development (Ground Leases)
  - Current Market Rate on Ground Leases is $0.40 a square foot ($17,424 acre/year).
  - Assets constructed would not revert to the City for 50 years.

- Airport Development (Building / Hangar Leases)
  - Current Market Rate on Building Leases range from $16 a square foot to $22 a square foot (for 10,000 square feet that's $160,000 to $220,000 a year).
  - Places pressure on the airport's capacity to take on additional debt for needed capital projects (Parallel Runway / Terminal Construction). However, those costs are recouped from leases.

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Future Ready Strategy

1. Ensure the financial stability and strength of the airport today and tomorrow by pursuing a hybrid leasing strategy, building economic resiliency through diversified revenue sources.

2. Leverage our debt capacity responsibly, focusing on the highest and best use of remaining leasable property while also being aware of large capital expenses in the near future.

3. Continue to seek out partners (tenants and users) who would add to the economic engine of the airport (high skill high wage jobs).

4. Continue to pursue capacity enhancing projects such as the parallel runway terminal expansion, parking areas/structures, and aircraft aprons.

5. Be the best Lakeland we can be, providing world-class aeronautical services and opportunities for our community.

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Target Area 1 Infrastructure Presentation 2: Airport

Questions

BREAK

TARGET AREA 1
Infrastructure

Presentation 3: Water / Wastewater

- Keeping up with Growth
  - Service Area population expected to grow by about 27% over next 20 years
  - Adding about 44,000 people to the service area
  - Equating to approximately
    - 5.3 MGD of Water demands
    - 5.2 MGD of WW Demands

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- **Wastewater Service Area is 149 Square Miles**

COL WASTE WATER SERVICE AREA

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Water Utilities

- Three Wastewater Treatment Plants
  - Glendale - 13.7 MGD
  - Northside - 8.0 MGD
  - West Lakeland Pretreatment – 1 MGD
    - Treats industrial wastewater
    - Sends it all to Glendale

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Water Utilities – Growth of the Infrastructure

- 2015
    - 326 Miles of gravity sewer
    - 143 Miles of force main
    - 156 Pump Stations

- 2024
    - 345 Miles of gravity sewer
    - 167 Miles of force main
    - 186 Pump Stations

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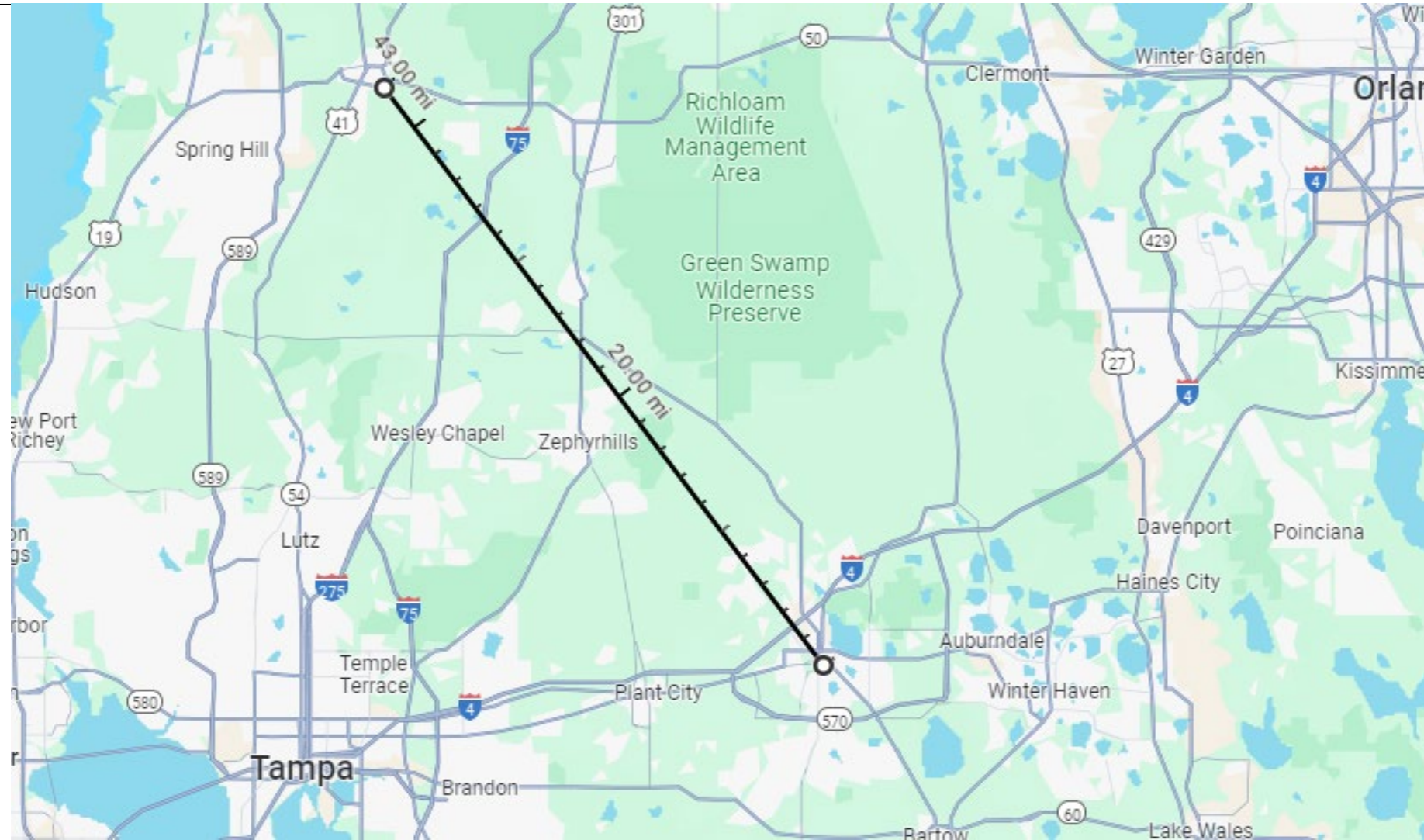# Water Utilities – Growth of the Infrastructure

- **2015**
  - 326 Miles of gravity sewer
  - 143 Miles of force main
  - 156 Pump Stations

- **2024**
  - 345 Miles of gravity sewer
  - 167 Miles of force main
  - 186 Pump Stations

Growth of Wastewater System

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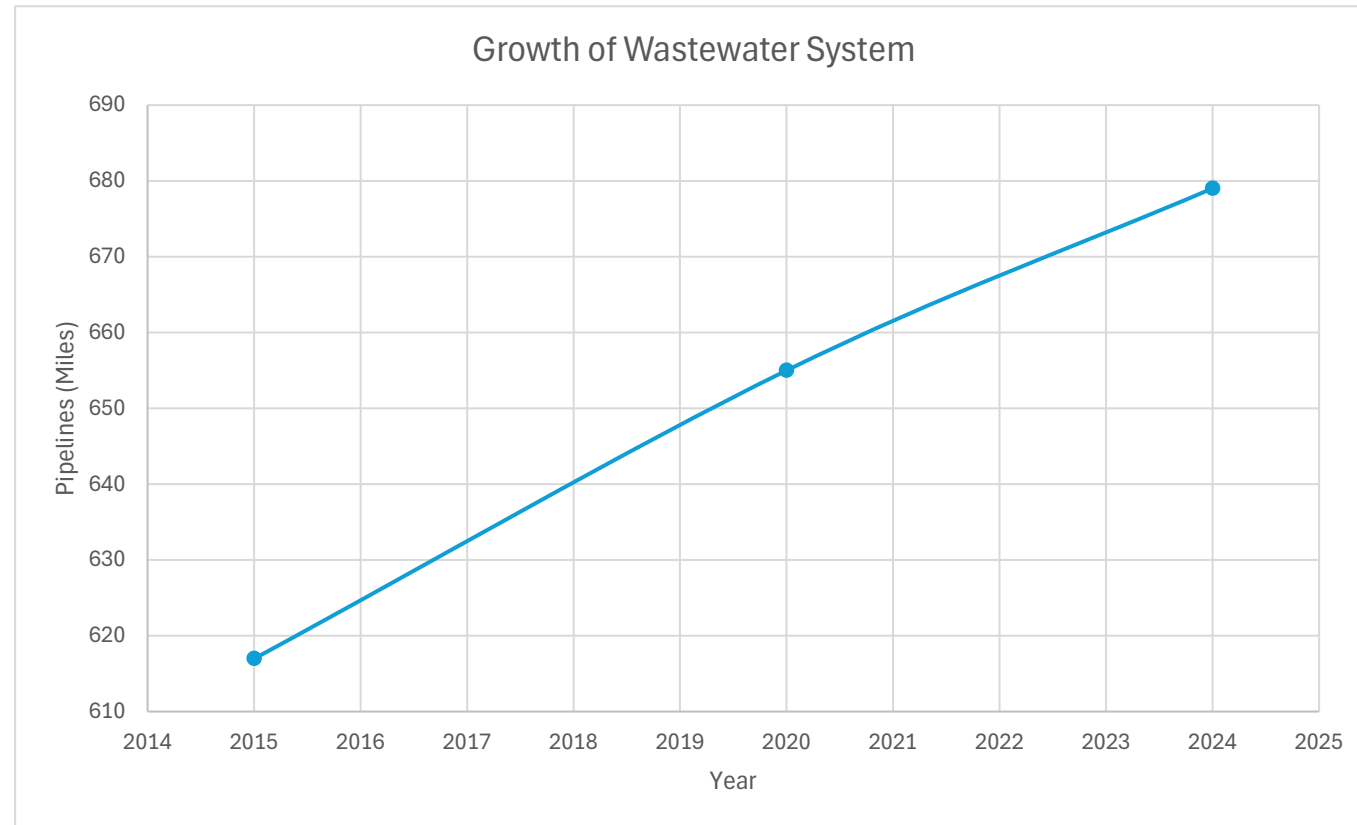
Added 43 miles of sewer pipe since 2015

Lakeland to Brooksville

- WW Master Plan was completed in January, 2024

- New plan covers 20-year planning period

- Identified Infrastructure needs totaling $200M

- The plan did not contemplate extending utilities to reach new development.

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Water Utilities – Wastewater Master Plan

- Downtown WW plan completed

- Plan covers 20-year planning period

- Identified $20M in infrastructure needs based on new growth

- The plan did not contemplate extending utilities to reach new development.
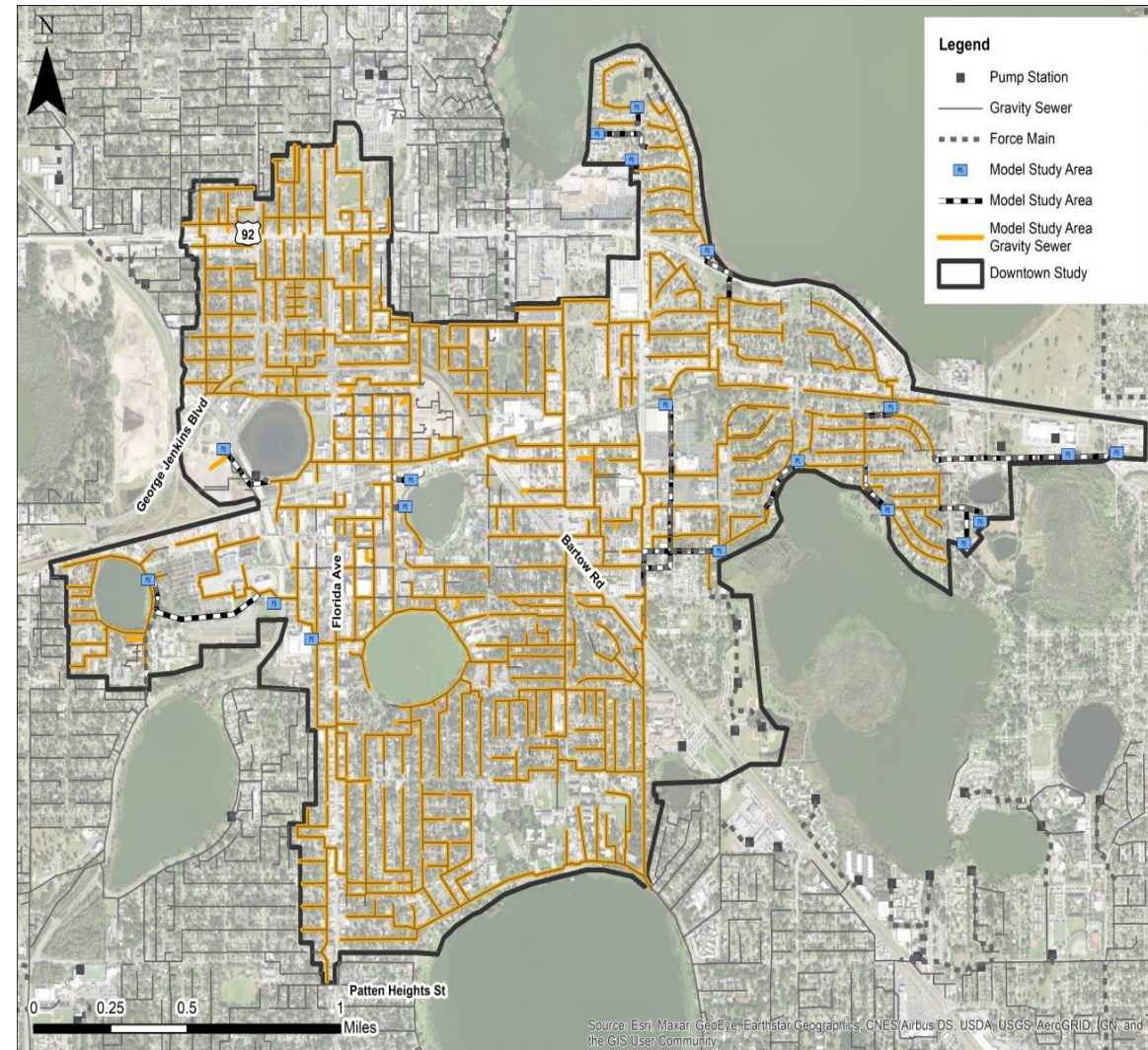
Water Utilities – Wastewater Flow Projections
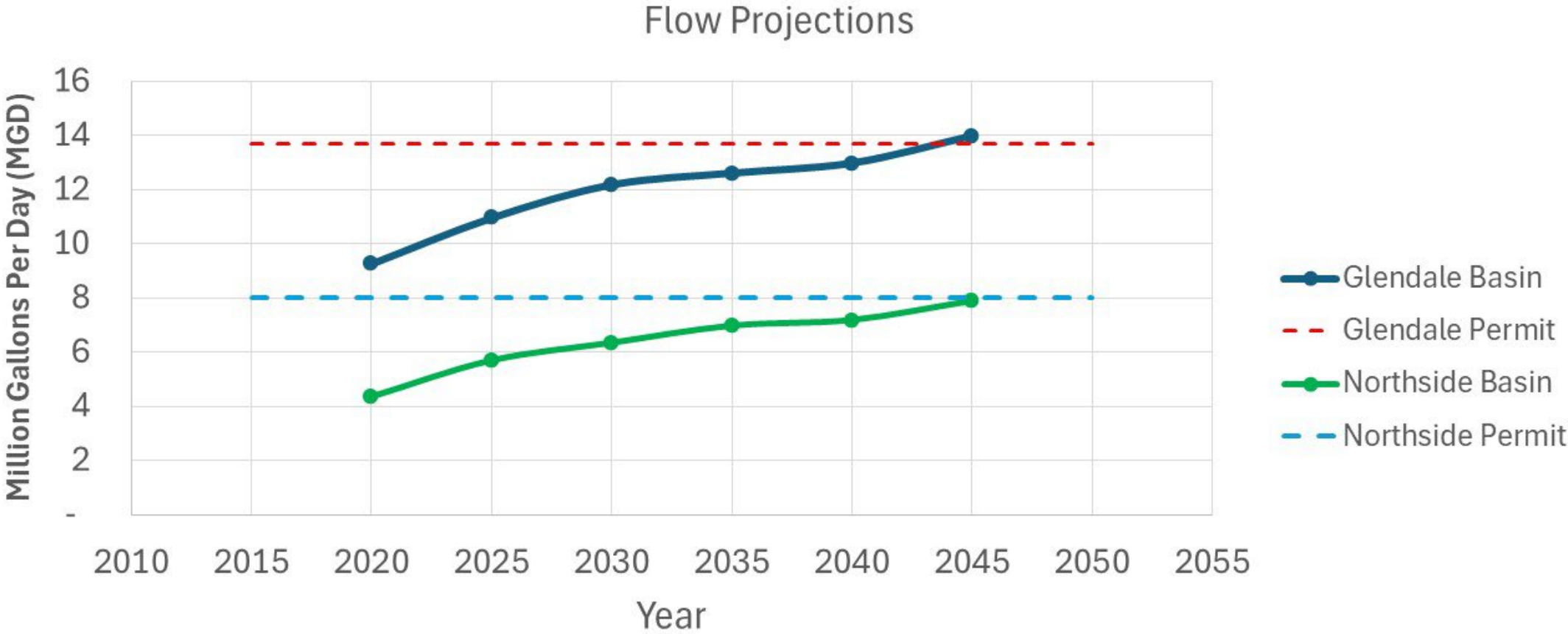
Flow Projections

Plant Improvements planned over next five years -

- New Effluent Pump Station – $38M
- Equipment / Tank Rehab – $10M
- Chlorine Conversion – $2M
- Digester Improvements - $12M

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Other Wastewater Challenges

- Plant upgrades planned over next five years -
    - New Effluent Pump Station – $38M
    - Equipment / Tank Rehab – $10M
    - Chlorine Conversion – $2M
    - Digester Improvements - $12M
    - Bio-Solids
        - Composting - $22M

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Other Wastewater Challenges

- Plant upgrades planned over next five years -
    - New Effluent Pump Station – $38M
    - Equipment / Tank Rehab – $10M
    - Chlorine Conversion – $2M
    - Digester Improvements - $12M
    - Bio-Solids
        - Composting - $22M
- Build Plant Capacity - > $100M
- $220M from master plans

- **TOTAL ~ $400M Over Next 20 years**

Water Service Area
131 Square Miles

COL WATER SERVICE AREA

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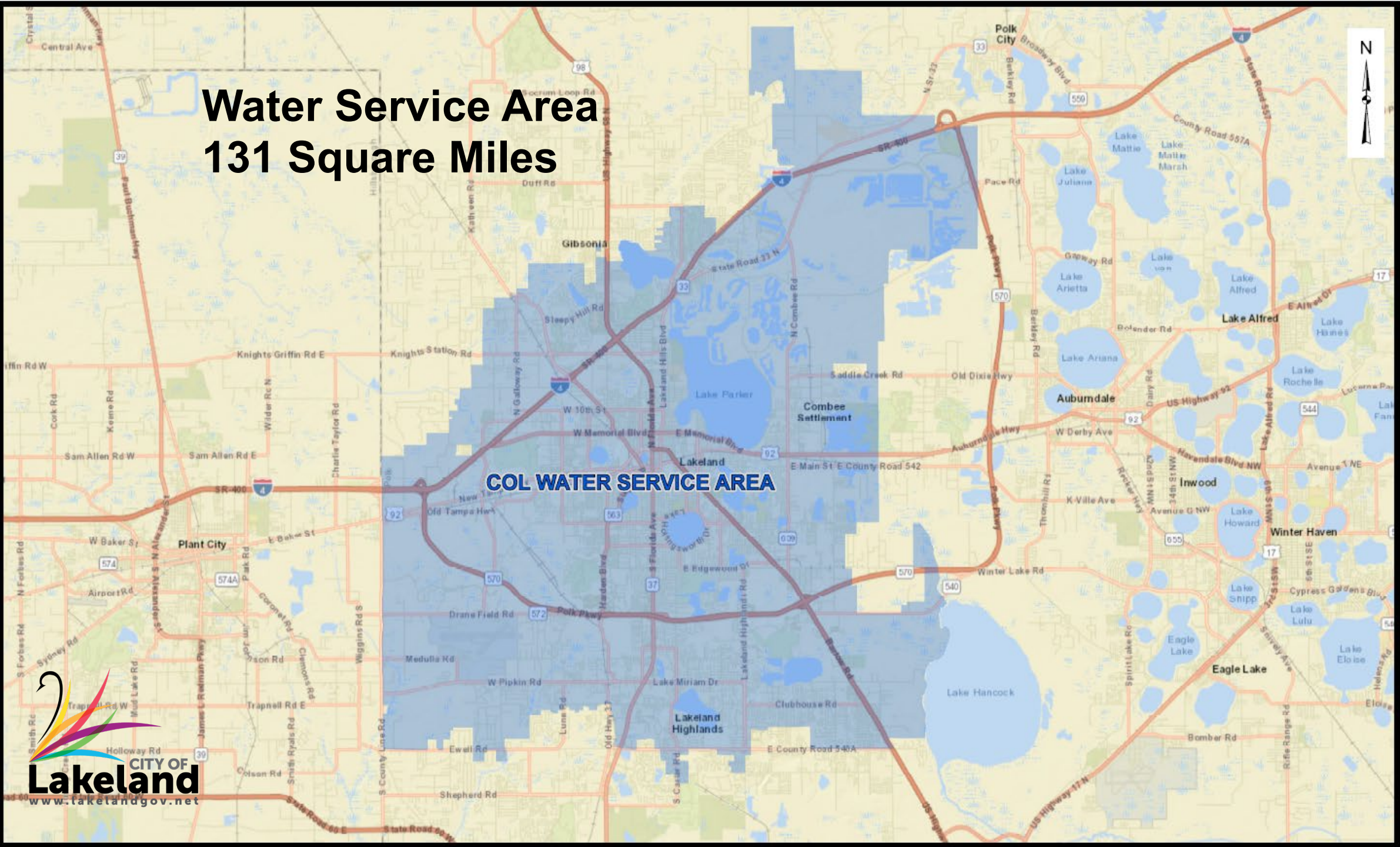
Water Utilities

- Two water treatment plants

  - TB Williams WTP – 51MGD
    - 13 Wells

  - Combee WTP - 8 MGD
    - 6 Wells

Water Utilities

- 2015
  - 996 Miles of Water Mains
  - 4225 Fire Hydrants

- 2024
  - 1069 Miles of Water Mains
  - 4658 Fire Hydrants

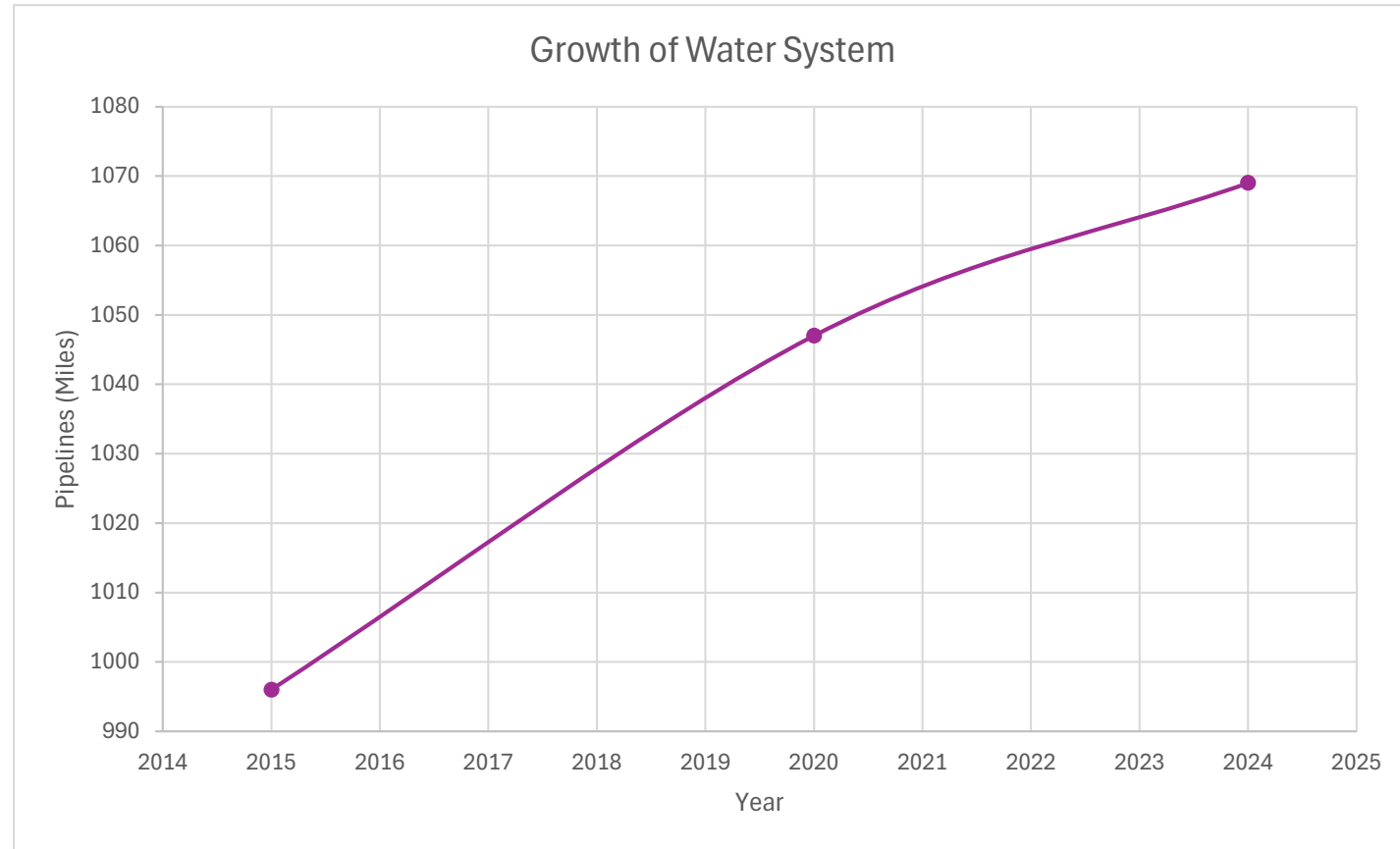

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Water Utilities

- 2015
  - 996 Miles of Water Mains
  - 4225 Fire Hydrants

- 2024
  - 1069 Miles of Water Mains
  - 4658 Fire Hydrants

Growth of Water System

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Water Utilities

- Added 73 miles of water mains since 2015

- From Lakeland to Deltona

- Added 433 hydrants
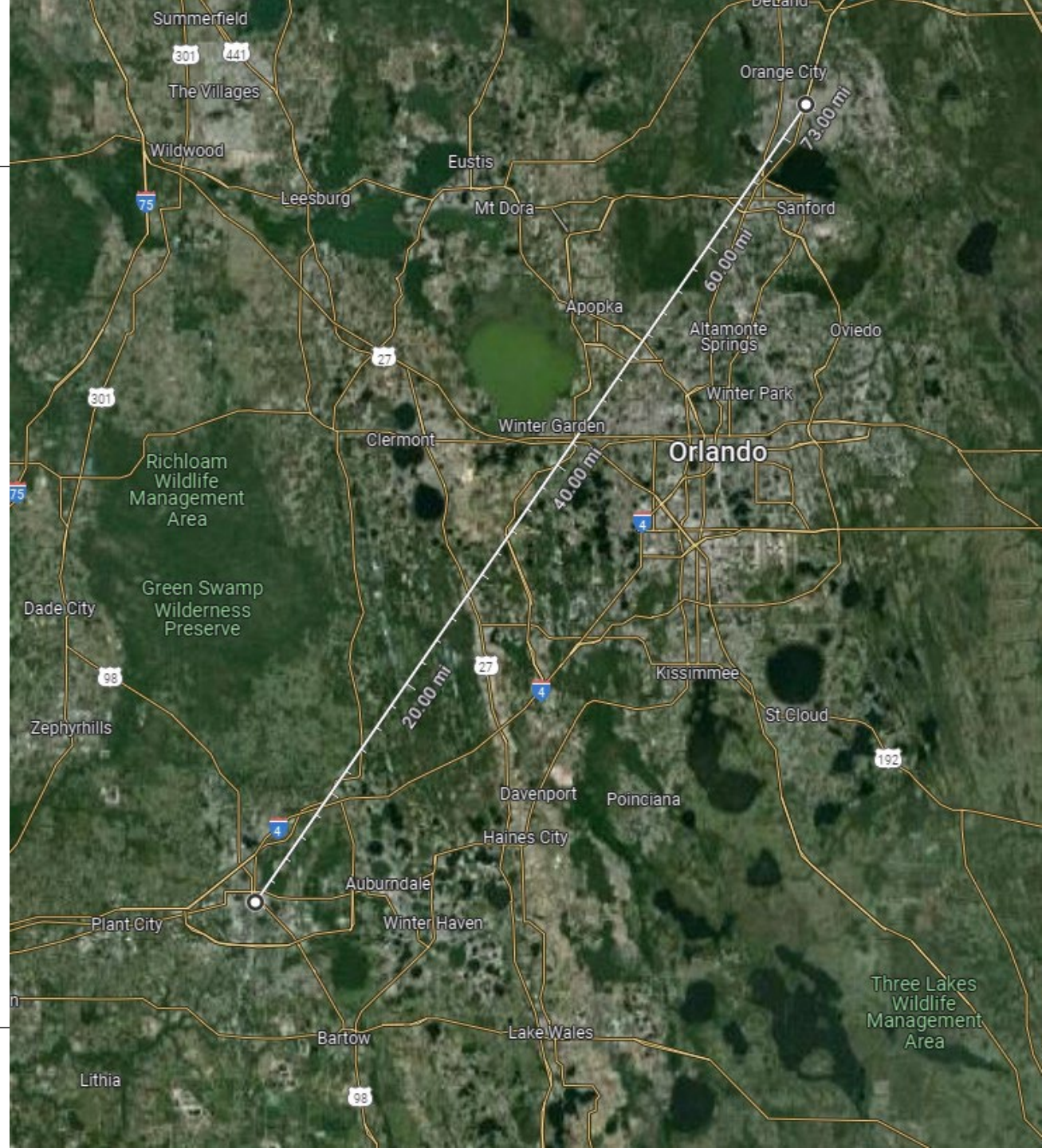
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Water Utilities

- ## Water Pumped
  - 2015 – 22.0 MGD
  - 2020 – 22.2 MGD
  - 2023 – 24.5 MGD

- Consumptive Use Permit
  - ~ 35 MGD
  - Expires 2038

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Water Utilities

- # Water Pumped
  - 2015 – 22.0 MGD
  - 2020 – 22.2 MGD
  - 2023 – 24.5 MGD

- Consumptive Use Permit
  - ~ 35 MGD
  - Expires 2038

Annual Average Water Pumped
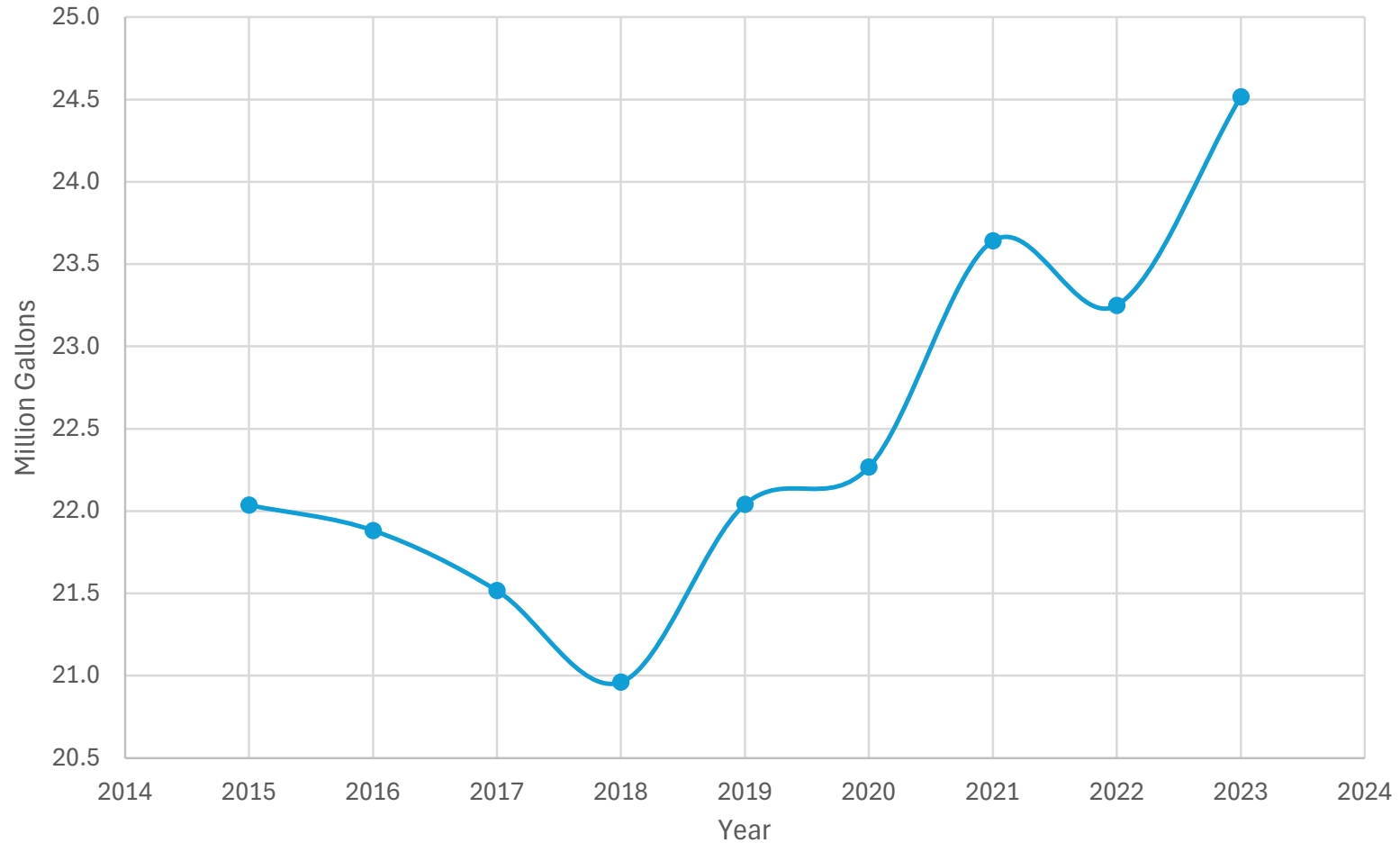
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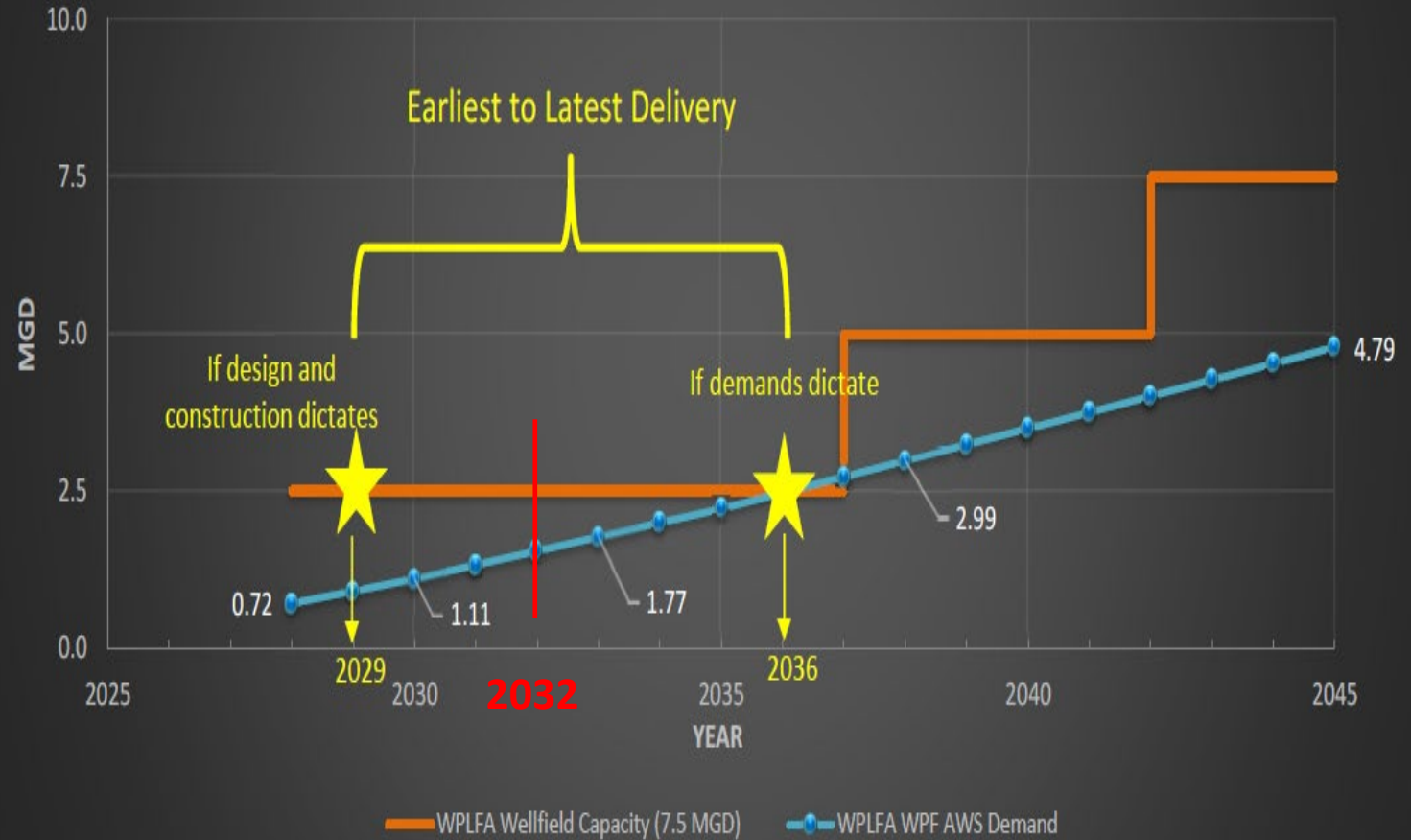www.lakelandgov.net

Water Utilities - PRWC

- ## Two current projects
  - ### Southeast LFA Well Field
    - #### 12.5 MGD withdrawal
    - #### Lakeland will take 0.1 MGD

  - ### West Polk LFA Well Field
    - #### 10 MGD withdrawal
    - #### Lakeland will take ~ 6.3 MGD

LFA Well Water → RO Treatment → Degas and Clearwell → Storage and Pumping

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Water Utilities - PRWC

- West Polk project possibly delayed with water being delivered in 2032

- Estimated Capital Costs at Buildout ~ $414M

- Rates are under review to pay for AWS

WP Wellfield Capacity vs. AWS Commitment

Earliest to Latest Delivery

If design and construction dictates

If demands dictate

10.0

7.5

5.0

MGD

2.5

0.0

0.72

1.11

1.77

2.99

4.79

2025   2029   2030   **2032**   2035   2036   2040   2045

YEAR

WPLFA Wellfield Capacity (7.5 MGD)   WPLFA WPF AWS Demand

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Water Utilities – Next 5 – 10 years

- Asset Management Plan – Drinking Water

  - Completed in 2022

  - Identified $16.8M of replacements needed over next 7 years

  - Useful life less than 10 years

  - Replace all Asbestos Concrete (AC) pipe

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- Water Master Plan

  - Working to hire consultant to produce a master plan similar to the Wastewater

  - Determine where our system constraints are located

  - Further develop our hydraulic model for water

  - Ensure we can meet fire flow demands as growth continues

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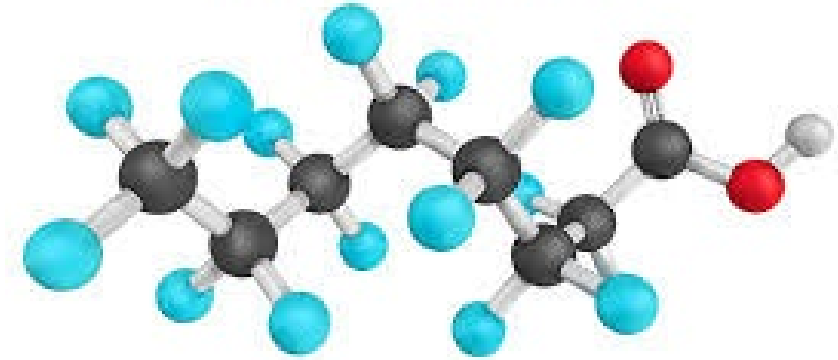
Water Utilities – Next 5 – 10 years

- Septic to Sewer projects

- Approximately 5700 Septic tanks in City Limits

- SB 1379 approved 05/30/2023

- Requires consideration to provide sewer service under certain conditions

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Water Utilities – Next 5 – 10 years

- Per-and Polyfluoroalkyl substances (PFAS)
  - Drinking Water
    - Final Rule For Drinking Water 2024 Q2
    - Currently meet all thresholds
    - Additional Sampling will be required in future

  - Wastewater
    - PFAS can be found in Biosolids
    - No regulations/rules yet

- EPA's Lead and Copper Rule Revisions (LCRR)
  - Public Facing Database completed by 10-16-24

  - Unknowns are considered to be lead.

  - We don't believe we have what the EPA is defining as a lead service, but we have many unknowns

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Water Utilities – Smart Grid Meter Installation by Contractor

- Contractor working on Smart Meter project will verify materials on both sides of meter.

- Project is starting this month

INSTALLING NEW METER

TRANSMITTER AND METER BOX LID

OLD METER

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- Composting - $22M
  - Possible Revenue
  - Regional Partners
  - Possible savings for Solid Waste
  - Possibly eliminates some plant rehab projects

Innovative Strategies - Next five years

- Smart Inspections
- Inserted into pressurized pipe
- Locates small leaks
- Tracked throughout the inspection
- Confirms location of pipelines
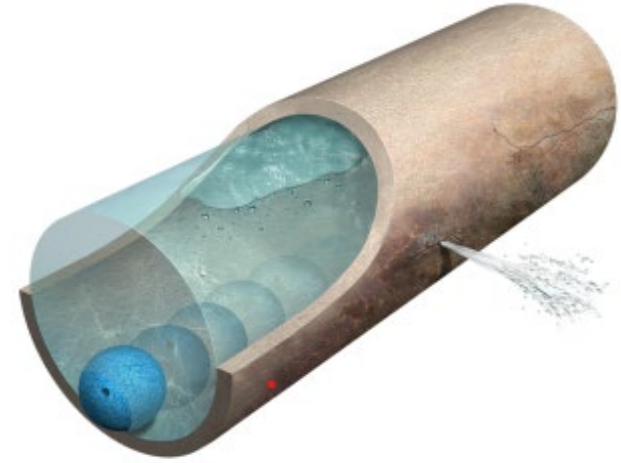
xylem
Let's Solve Water

SmartBall®
INLINE FREE-SWIMMING PIPELINE INSPECTION PLATFORM

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Innovative Strategies - Next five years

- Smart Manhole Level Sensors
  - Measure Rising Levels within the pipe
  - Send alarms to central location
  - Predicts backups
  - Minimizes overflows

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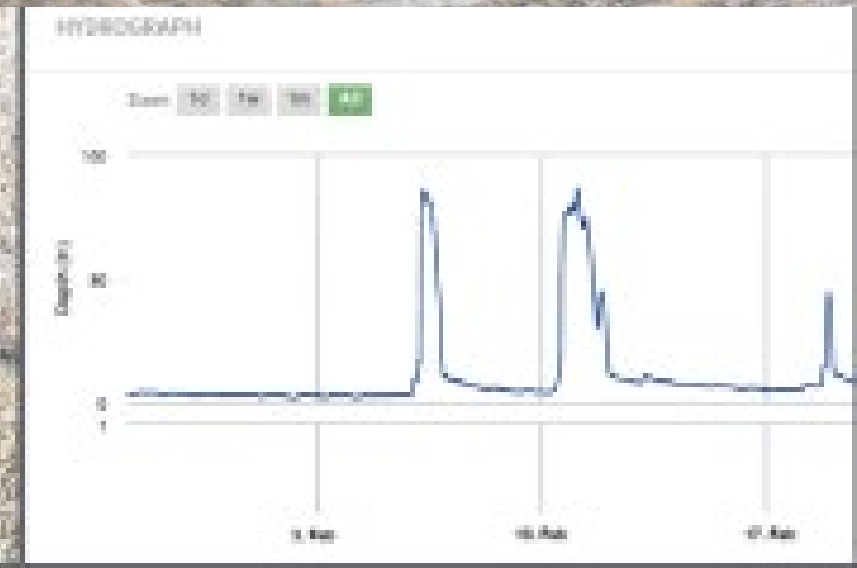
# Innovative Strategies - Next five years

- Smart flow meters
  - Similar to smart covers
  - Measures depth
  - Reports flow in GPM
  - Sends alarms
  - Minimizes overflows
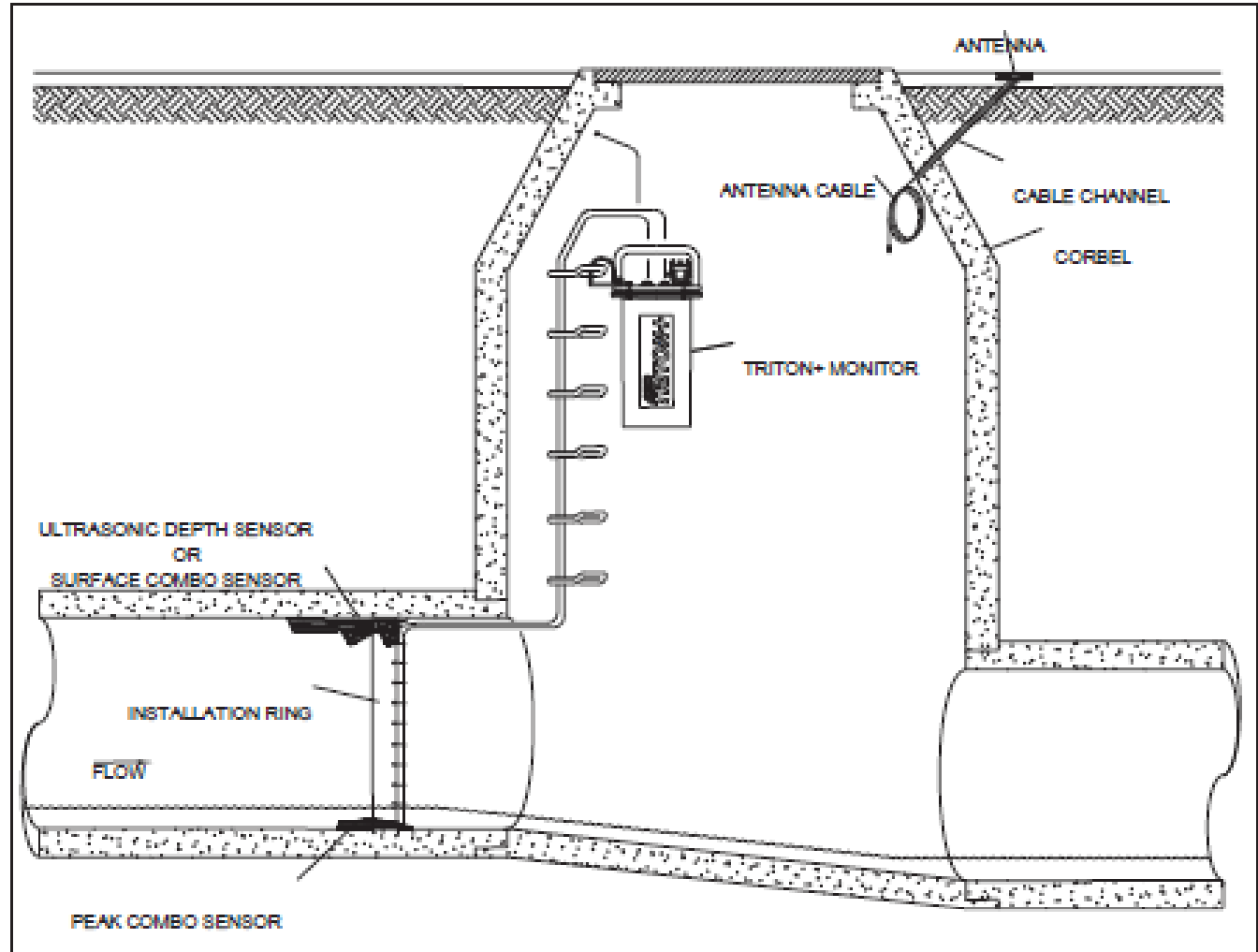
Installation with Antenna Cable Coiled in Manhole

Innovative Strategies - Next five years

- Remote Pressure Sensors on the water system
  - Install at our Lift Station locations to use telemetry
  - Monitor water system pressure real time
  - Pressure drops can indicate leaks or large usage in regional areas
  - Assist with water model calibration

4-20 mA
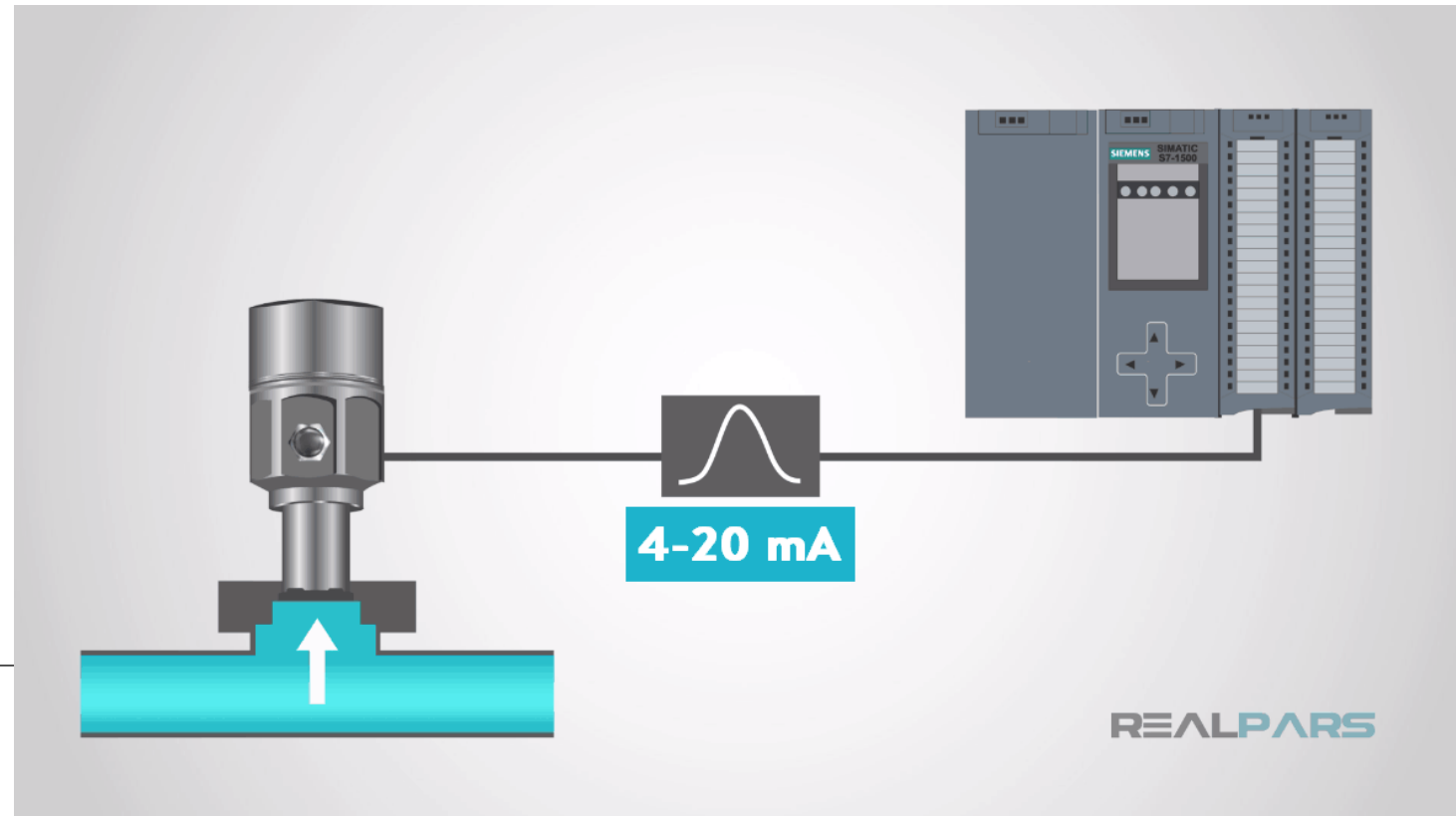
Department Opportunities

- Funding sources
  - Rates/Impact fees
  - Bonds
    - Two-year completion window
  - Loans
    - State Revolving Fund Loan (SRF)
      - Low Interest Loans
      - Twenty Year Debt Service
      - Water Infrastructure Finance and Innovation Act (WIFIA)
  - Grants
    - Legislative
    - Other

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Department Opportunities

- Explore Public-Private Partnerships (P3)
  - Great record of on time and on budget delivery
  - Can transfer certain risks to private sector
  - Can lower the costs of infrastructure to public
  - Upfront costs can be paid by private entity with payback over time

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Target Area 1 Infrastructure Presentation 3: Water / Wastewater

Questions

TARGET AREA 1
Infrastructure

Presentation 4: Lakeland Electric

Lakeland Electric Strategic Initiatives 2024

- Address <u>Capacity Planning</u> for long-term sustainability

- Invest in <u>Aging Infrastructure</u> to maintain reliability

- Manage <u>Emerging Technology</u> to keep pace with energy transition

- Drive <u>Organizational Alignment</u> to support technology needs

- Continue to safeguard organization from <u>Physical/Cybersecurity Risks</u>

- Monitor <u>New Regulations</u> to reduce operational and financial exposure

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Target Area 1 Infrastructure Presentation 4: Lakeland Electric

Questions

Target Area 1 – Infrastructure
Setting Goals:

Strategic Planning – Recap Day 2