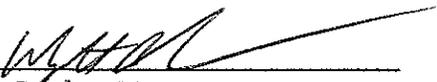


RESOLUTION 2016/08-66
A RESOLUTION ADOPTING THE CITY OF LAKELAND ECONOMIC DEVELOPMENT
STRATEGIC PLAN AS RECOMMENDED BY THE ECONOMIC DEVELOPMENT
COMMISSION

WHEREAS, the Economic Development Commission (EDC) voted to adopt the attached City of Lakeland Economic Development Strategic Plan to guide future actions of the EDC/LDC.

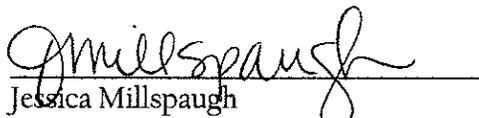
NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners that the attached Economic Development Commission's City of Lakeland Economic Development Strategic Plan is hereby adopted.

PASSED AND ADOPTED by the Board of Commissioners of Lakeland, Tennessee on this 11th day of August, 2016, public welfare requiring it.



Wyatt Bunker, Mayor

ATTEST:



Jessica Millspaugh
City Recorder



City of Lakeland Economic Development Strategic Plan

(Vision and Goals)

The overarching vision of the City of Lakeland is to proactively create and maintain a high quality of life for all of its citizens and to continually evolve as a city where people and businesses prefer to reside or visit. Quality of life involves one's perceived satisfaction resulting from many diverse factors including health, family, education, employment, wealth, religious provision, social interaction, environmental surroundings, safety, and respect. As Lakeland's Economic Development Strategic Plan, this document serves as a road map for the City's leadership, regarding the definition and achievement of a high quality of life for Lakeland's citizens. As many of the factors listed above are subjective, elements and details of the plan are expected to evolve as the City evolves. The vision statements and goals of the document are meant to provide direction and priority for the ongoing development of tactics and action items for the City of Lakeland's stakeholders.

Vision Statement 1: Create a positive business climate to encourage business development.

- **Goal 1:** Provide a competitive tax structure.
 - o Develop and maintain a conservative budget.
 - o Develop and maintain a conservative borrowing policy.
 - o Establish debt limit guidelines for the city.
 - o Increase revenues from quality business operations and property taxes.
 - o Regularly and proactively monitor grant opportunities.
 - o Ensure accurate census participation for optimal funding.
- **Goal 2:** Maintain high standards for building codes, signage, aesthetics, etc.
 - o Develop and provide well-defined policies.
 - o Provide and enforce a stringent aesthetic standards ordinance.
 - o Require developers to engage with the city early and regularly during the planning process.
 - o Provide a pro-business sign ordinance.
- **Goal 3:** Provide adequate inventory and accessible information for interested developers.
 - o Systematically monitor inventory and maintain a determined quantity of inventory.

- Develop an informative web tool to promote available inventory. Zone a portion of the undeveloped lakefront for commercial use and develop a strategy for use.
- Systematically meet with land owners of targeted development parcels to encourage them to make properties available for development.
- Ensure proper zoning, infrastructure and pre-development activities on targeted development properties.
- **Goal 4:** Enact a proactive communication/marketing strategy.
 - Provide a centralized web presence to market available sites and provide information.
 - Maintain an organized and informative lakelandtn.gov website.
 - Develop an extensive email database for scheduled push communications.
 - Consider a budget and strategy for various advertising channels, business conferences, etc.
 - Develop an effective system for prospective business inquires.
 - Assign someone as a point person for collecting and managing press releases.
 - Develop and execute a marketing strategy for attracting commercial and residential targets.
- **Goal 5:** Develop and maintain efficient plans, processes, policies and regulations.
 - Systematically evaluate processes, policies, and regulations with regard to feedback. Adjust accordingly.
 - Develop a system for responding to, tracking, and resolving business owner inquiries and issues.
- **Goal 6:** Employ attractive tax incentive programs.
 - Market a TIFF program/policy.
 - Market a PILOT program/policy.
- **Goal 7:** Develop a business advisory council.
- **Goal 8:** Develop a systematic communication channel with commercial leasing agents.
- **Goal 9:** Develop a land use strategy for the Canada Rd. interchange.
- **Goal 10:** Maintain an updated gap analysis of business sectors.
- **Goal 11:** Ensure involvement of business leaders / city officials.
- **Goal 12:** Ensure adequate staffing resources and training.
- **Goal 13:** Work synergistically with City of Memphis and EDGE.

- **Goal 14:** Develop and communicate a vision for industrial / manufacturing?
- **Goal 15:** Pursue the Adventure Tourism designation and market tax incentives.

Vision Statement 2: Create a positive residential environment to encourage residential development.

- **Goal 1:** Provide a competitive tax structure.
- **Goal 2:** Maintain and enforce high standards for building codes and residential projects.
- **Goal 3:** Develop internal policies to provide quick response to issues.
- **Goal 4:** Ensure adequate staffing resources and training.
- **Goal 5:** Develop and define policies to preserve and leverage natural elements.

Vision Statement 3: Provide an excellent quality of life for our citizens.

- **Goal 1:** Develop attractions and features for Lakeland to become a destination city.
 - o Research successful attractions of other cities and identify local needs/opportunities.
 - o Define preferred and acceptable attractions.
 - o Develop a strategy for proactive recruitment.
 - o Provide needed incentives and opportunities for desired attractions.
 - o Provide signage in strategic locations to identify attractions.
 - o Consider a budget and strategy to market attractions.
- **Goal 2:** Develop a long-term strategy for comprehensive high performing schools.
 - o Set objective triggers for considering High School Development.
 - o Develop a strategy and objectives for high quality athletic programs.
- **Goal 3:** Provide desirable public facilities, parks, and amenities.
 - o Systematically engage residents.
 - o Prioritize, fund and execute.
- **Goal 4:** Define and adopt a low tolerance to crime and litter philosophy.
- **Goal 5:** Investigate the feasibility of city run fire and police services and other strategies to improve government services.

Vision Statement 4: Plan and provide adequate infrastructure to accommodate and encourage business and residential growth.

- **Goal 1:** Plan and provide accessibility from major roadways.
 - o Monitor and facilitate the I/40 Canada Road interchange project.

- Prioritize and facilitate land acquisition for needed improvements.
- Complete new Canada Road project by 2020 or sooner.
 - Secure funding.
 - Investigate grants.
 - Complete any needed right-of-way acquisitions.
- Develop a corridor management plan for Hwy 70 and Hwy 64.
- **Goal 2:** Plan and provide adequate infrastructure to accommodate businesses and citizens.
 - Systematically review and adjust infrastructure development plan.
 - Prioritize projects and provide projections for best case, expected, and worst case growth scenarios.
 - Set objective triggers for infrastructure projects.
- **Goal 3:** Develop and communicate a general strategy for North Lakeland.

Vision Statement 5: Encourage a greater sense of community for Lakeland citizens and businesses.

- **Goal 1:** Develop a brand identity and logos.
- **Goal 2:** Continue gateway signage at major thoroughfares.
- **Goal 3:** Develop and execute a comprehensive push communication strategy.
- **Goal 4:** Incorporate public events desirable to citizens and visitors.
 - Systematically survey citizens regarding desires.
 - Prioritize, fund and execute.
 - Identify and develop a local focal point.
- **Goal 5:** Provide and communicate opportunities for volunteer involvement.
- **Goal 6:** Engage citizens through regular surveys.
- **Goal 7:** Systematically evaluate the feasibility of a Lakeland Post Office and Zip Code.