

Lakeland Downtown Development Authority
2009 Board Retreat Summary
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Mission Statement

***To Improve and Stimulate the Environment for Economic Development
in a People-Oriented Downtown Community***

The retreat began with a progress report on the current set of priority goals delivered by the Executive Director updating the current strategic plan. Significant progress has been made toward achieving several of the outcomes and one of the outcomes was completed.

In light of several revised completion dates on the current plan for specific outcomes, the retreat was designed as a workshop format to focus the board's energies on goal completion. Four issues were identified in preretreat meetings: Incentives, Signage, Strategic Partnerships, and development of a Marketing Plan.

The discussion regarding the marketing and deployment of Tax Incentive Financing was focused on the opportunities and prerequisite policies to support a more aggressive use of TIF. Leveraging TIF to incentivize desirable development was identified as the primary objective. Based on the active discussion revision of the Incentives Goal was accomplished.

A brief presentation regarding the recommendations for sidewalk signage from August, 2006 there was active discussion resulting in a clarified and reformulated set of recommendations to go to Community Development for subsequent submission to the City Commission for action.

The third issue for discussion was related to the Business & Retail Environment priority goal. The opportunity to foster new, and strengthen existing, strategic alliances in support of the LDDA's mission was reviewed. A comprehensive list of current and potential strategic partners was identified. In addition, a short list of possible activities designed to maximize the limited resources of the LDDA in pursuit of the partnering opportunities was developed.

The fourth issue centered on the development of a specific marketing plan for the implementation of the branding campaign based on the work from Kiku Obata. The decision hierarchy was outlined from campaign objectives through evaluation. Each element was reviewed and discussed with consensus on the target audiences, marketing objectives, and the previously agreed upon budget amount. A comprehensive list of potential media was developed. The discussion turned to the role of LDDA versus the role of an agency regarding implementation of the plan.

The Retreat adjourned with the need to develop an RFP for an advertising agency to initiate the branding campaign consistent with the marketing plan.

Priority Goals for 2009

I. INCENTIVES: (of equal priority)

1. Implement TIF Strategies
 - a. Review and revise criteria
 - b. Market and promote the availability and impact of TIF
 - c. Link incentives to the re-development plan
 - d. Develop model for upfront TIF funding
 - e. Meet with property owners, brokers and lenders to communicate program
2. Communicate Impact Fee & Enterprise Zone opportunities
3. Retail Recruitment and Retention Inducements
4. Regulatory Guidance and Advocacy

II. VISION-DRIVEN PLANNING FOR REDEVELOPMENT:

1. Mixed-use development of property between Bay, Tennessee, Peachtree, and Kentucky
2. Feltrim residential development
3. Facilitate implementation of parking plan
4. Development regulations
 - a. Mixed-use with parking
 - b. Building heights
5. Strategic utilization of selected private and publicly-owned land parcels
6. Guidelines for signage
7. Lake Mirror properties
8. Florida Tile property
9. Mixed-use plan for Lake Wire properties

III. BUSINESS & RETAIL ENVIRONMENT: (of equal priority)

1. Support for "Pedestrian Environment"
2. Support for new business recruitment/replacement in partnership with:

~ City of Lakeland	~ CFDC
~ LEDC	~ USF Polytechnic
~ DLP	~ Lakeland Chamber of Commerce
~ CRAs	~ Arts & Culture organizations
~ Publix	~ Special interest groups (cycling, birding, etc.)
~ CFGL	~ Educational Institutions (FSC, SEU, PCC, etc.)
~ Historic Lakeland	~ Lakeland Vision
~ Media/the press	~ Urban transportation organizations

- ~ Emerge Lakeland
- ~ Lakeland Association of Realtors

Partnering activities to include:

- ~ Website links
- ~ Participate in FAM trips
- ~ Attending meetings
- ~ Input on redevelopment plan
- ~ Encourage board service
- ~ Policy alignment
- ~ Event sponsorship

3. Build and market brand awareness and brand loyalty targeted at owners and consumers

a) Objectives

- o Increase awareness of development opportunities for owners/developers
- o Increase awareness of retail and business opportunities for consumers

b) Budget - \$50,000 in FY 2009

c) Scheduling

- o Steady and consistent for owners/developers – March 1 through Sept. 30, 2009
- o Pulsed for consumers (around retail calendar) – to be determined

d) Media

- o Brochure
- o Poster
- o Trade magazines
- o Advertising slicks (for retail cooperative advertising)
- o Shopping bags
- o Cable TV
- o Billboards
- o Tourist Development Council
- o Newsletter
- o Identity package
 - i. Business cards
 - ii. Letter head
 - iii. Website
 - iv. Other

e) Message – to be determined by agency specific to target audience

f) Evaluation – to be determined

4. Implement signage plan consistent with sign ordinance

5. Support for “Arts & Culture”

6. Strive for 60/40 compliance

IV. CSX MITIGATION: *(continue participation with city-wide efforts)*