

# City Commission Workshop

Retreat Day 2 October 18, 2022

## Meeting Minutes

(APPROVED)

10/18/2022 - Minutes

### 1. CALL TO ORDER & ROLL CALL

**Commission Members Present:** Mayor Jack Hilligoss, Robin Gibson, Terrye Howell, Daniel Williams, Danny Krueger

**Staff Present:** James Slaton, City Manager: Jennifer Nanek, City Clerk

**Guests:** Mike Mowery and Andy Duke from Strategic Government Resources

Mayor Hilligoss called the meeting to order at approximately 9:00 a.m.

### 2. Commission Retreat Led By Strategic Government Resources

#### 2.1. SGR Retreat Tentative Agenda

##### Identifying our Strategic Priorities for the Future

Mr. Mowery asked the Commission to review strategic priorities. He shared the list from 2019.

1. Annexation
2. Improving Infrastructure
3. Developing Recreation
4. Ensuring Quality of Life
5. Public-Private Partnerships

After they are identified milestones and descriptions can be added. He cautioned the commissioners not to list too many priorities or they will be diminished.

The first item from 2019 was Annexation. Mr. Mowery asked everyone their feelings about this. James Slaton, City Manager, said that we have done a lot of annexation in the last few years. Things have changed. Annexation should be a part of Long-Range Planning. Annexation should not be a goal in of itself. Mr. Mowery said the ball game has changed.

Commissioner Krueger said our priorities may be completely different from 3 years ago. He said attracting business needs to be on there. Mr. Mowery listed Economic Development as a

possible priority.

Commissioner Williams said annexation is important for controlling growth. Deputy Mayor Gibson said annexation should be on our terms. We can be choosy. Commissioner Krueger said annexation is a means not an end. Joe Jenkins, Fire Chief, said annexation is not necessarily development, annexed property may not be developed for years. We might as well bring in property even if its not ready for development. Commissioner Krueger said we can then ensure a quality development.

Commissioner Howell said annexation should not be a big priority now as we have been doing this. Mayor Hilligoss said annexation is a means to an end. We want to control what the development looks like.

Mr. Mowery asked about Improving Infrastructure. Should that continue to be a priority? Mr. Slaton said this could be a component of long-range planning but this is important to our residents so it says a lot if its on the list.

Mr. Mowery asked about Developing Recreation. Commissioner Williams said yes. Commissioner Krueger said recreation is good. Deputy Mayor Gibson said we need to improve Recreation where we are deficient.

Mr. Mowery asked about Ensuring Quality of Life. Mayor Hilligoss said all of these items contribute to quality of life. It is a subjective term. If we only get 5 then this one should come off. Chief Jenkins said Quality of Life is a goal of everything we do. The others are strategy. Mr. Slaton said Recreation could go under quality of life. Commissioner Krueger said we should replace it with attracting business, industry and good jobs. Mr. Mowery suggested replacing Quality of Life with Economic Development.

Commissioner Williams agreed that the other 5 contribute to Quality of Life. Deputy Mayor Gibson said Quality of Life is why people move here. It is overriding. He agreed that its the main goal. Mayor Hilligoss said that quality of life is part of the mission statement.

Jennifer Nanek, City Clerk, read the mission statement: "The mission of the City of Lake Wales is to serve and unify citizens, foster economic growth, while building on our City's existing small town values, and to promote the Bok ethic that we make this City a bit better and more beautiful for our being here." Mr. Mowery said it refers to quality of life but phrase is not included. It may be too "squishy" to be a strong strategic pillar. Recreation and Infrastructure is more tangible. There was consensus on this.

Mr. Mowery said Invest in Public-Private Partnerships was the next one. Deputy Mayor Gibson said the City can't afford to do everything. They are important. Commissioner Krueger agreed that they will be important to bring jobs here. Mayor Hilligoss said it seems like a step towards a priority. The government should aggressively pursue these partnerships. Commissioner Krueger said these need to benefit citizens no other reason. Commissioner Howell said we need these to get things done.

Deputy Mayor Gibson said all these things are important but they need to be done to a certain standard.

Mr. Mowery asked where land development regulations fall under the priorities. James Slaton, City Manager, said he thinks they go under Community Appearance. Increased Code Enforcement is part of this.

Mr. Slaton said Redevelopment might also need to be a priority. We have a huge plan that we will be working on over the next few years. Mr. Mowery listed Community Redevelopment.

Deputy Mayor Gibson said its part of who we are. Mayor Hilligoss said its important to Lake Wales citizens and needs to be done well. Mr. Slaton said it trumps Public-private partnerships in the grand scheme. Commissioner Krueger said they are a means. Deputy Mayor Gibson said Quality Development and Community Redevelopment are both Development. Commissioner Williams agreed. Mr. Mowery said that this might create an issue for staff when there are more than one idea under a priority. Deputy Mayor Gibson said whether its a new building or an old building it needs to be quality.

Mark Bennett, Development Services Director said these two things are perceived differently. They are different mind sets. Mr. Slaton agreed. Commissioner Krueger said they are strong enough to stand on their own.

Mayor Hilligoss brought up the importance of long range planning. Commissioner Krueger said how we utilize space depends on our objectives. Mr. Mowery said recreation feels less monumental than long range planning. Mr. Slaton said it could be a priority with milestones such as the land use study, proactive annexation, recreation master planning, master transportation planning, and development of alternate water supply.

Deputy Mayor Gibson said we need to have a rolling three year plan as things change. Commissioner Krueger said long range planning is a mean to accomplish these priorities. Commissioner Williams said all of our priorities need long-range planning. We know we have to do this.

Mr. Mowery said lets talk more about Recreation some things have been accomplished. Commissioner Williams said regarding recreation we need more programs for children. Commissioner Krueger said Recreation is part of Quality of life. Mr. Mowery said that with infrastructure it could be under Quality of life. Public Safety could also be part of Quality of Life.

The 5 agreed upon Strategic Priorities:

1. Economic Development
2. Quality of Life
3. Community Redevelopment
4. Quality Development
5. Long Range Planning

Deputy Mayor Gibson said each item should have a list of bullet points. Mr. Mowery agreed. Deputy Mayor Gibson said most Recreation is done by volunteers in a smaller town. As we grow programs and facilities get included in the budget. As we grow we will do more with Recreation.

Mr. Mowery asked the Commissioners about the list. The commissioners consented to the list. Mr. Slaton said the list works for him.

Mayor Hilligoss recessed the meeting at 10:00 a.m. Mayor Hilligoss reconvened the meeting at 10:20 a.m.

James Slaton, City Manager, divided those in attendance into two groups. The groups were directed to determine definitions of Economic Development and Quality of Life. Mr. Mowery recommended against getting too operational or into the weeds.

The Quality of Life group with Commissioner Williams and Deputy Mayor Gibson came up with Historic

Preservation, Increase Property Values, Individual Respect and Dignity, Improve Recreation, Maintain Quality Infrastructure, Promote Safety and Security. Mr. Slaton suggested adding Increasing Median Income. There was discussion about moving Historic Preservation to the Economic Development list. The group agreed with the list.

The Economic Development group with Mayor Hilligoss, Commissioner Howell and Commissioner Krueger said Land use Allocation, Incentives, Workforce, work with EDC and Main Street, small business support, available space and buildings. Mr. Mowery encouraged staff to not be insulted if they are working on these already. That is a good thing. These are for the future. Deputy Mayor Gibson said the people are happy with what we are doing and said we need a certain level of quality in these areas. The group agreed with the list.

Mr. Slaton divided the groups differently for the second group project into Community Redevelopment and Quality Development

The Community Redevelopment group with Deputy Mayor Gibson and Commissioner Williams said implementation of the Dover Kohl Plan, recognition of unique neighborhoods, more programs are needed. Better design standards for commercial projects and finding more resources such as grants. Mr. Mowery asked about public-private partnerships. Should that go on any list? Commissioner Williams said it was included. Deputy Mayor Gibson said they will be needed in all 4 areas. Commissioner Krueger said they will be part of economic development.

The Quality Development Group with Mayor Hilligoss, Commissioner Howell and Commissioner Krueger said in-fill, raise architecture design standards for residential and non-residential, green space requirements, zoning for mixed use, range of costs for housing and raising minimum development standards across the board. The group agreed with the list.

Mr. Slaton discussed Long Range Planning. He said the decisions made now will affect Lake Wales 100 years from now. This includes Land use study/designation, proactive annexation, Recreation Master Plan, Mobility and Transportation Master Plan, Utility Master plan with water, wastewater, reuse, joint planning agreement with the county. This is a road map for 50 years. Deputy Mayor Gibson suggested adding expansion of the CRA. Mr. Slaton said that might be better under redevelopment. Mark Bennett, Development Services Director, suggested adding selected area plans. He shared examples from Haines City and Auburndale on how these can be beneficial. The Commission consented to these changes.

Mayor Hilligoss added Airport to Economic Development.

Mr. Mowery congratulated the group on a good job. This will be made into a report for James Slaton to review. It will then come to the commission to be adopted. He reminded the Commission members that they are always Commission members in the community. They need to be careful about how citizen comments, whether complaint or excitement, to them should be handled.

Commissioner Krueger said he was glad for the back and forth of ideas but is glad that we are all together on this.

Commissioner Williams said he is excited about the future.

Commissioner Howell said she is glad that the Commission is more than on the same page we are in the same paragraph. The long range planning will be great.

Deputy Mayor Gibson said he was glad they found a way to discuss these things in the sunshine. We know where everybody is. We are in a good position to move together.

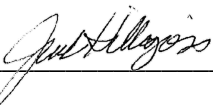
Mr. Mowery said it was good for staff to hear some of the Commission's thoughts on these things.

Mr. Slaton said this has ben great and is ready to get going.

Mayor Hilligoss thanked facilitators and staff for the good job here. This gives them a framework for more productive discussions in the work sessions.

3. ADJOURN

The meeting was adjourned at approximately 11:39 a.m.

  
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Mayor

ATTEST:

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City Clerk