

"I hope that Dripping Springs will flourish into a more well rounded community with resources to support the inevitable growth of our community, including traffic management, and improved retail/restaurant options. I want Dripping to hold on to its natural charm and history without being stuck in the past and refusing to accommodate growth and change."

- Dripping Springs resident





5 IMPLEMENTATION PLAN

ACTIONS & PRIORITIES

OVERVIEW

The Implementation Strategies outlined below respond to the goals, objectives and policies established by the Dripping Springs Comprehensive Plan. This section serves as a delivery framework and is intended as a guide for future decision making and programming. As lead agency, the City of Dripping Springs Planning and Development Department will assume a significant strategic role in coordinating the Implementation Strategies of the Comprehensive Plan. The Implementation Strategies associated with each category are critical to the success of the Plan. As a result, the overall objective will be best served if the city provides the necessary leadership to define key partnerships, required resources and next steps in the process.

SUPPORTING PLANS AND PROGRAMS

To implement the Comprehensive Plan, the city will be required to modify existing city plans and programs that may impact short-and long-term improvements. This initial step will ensure that City-wide plans and programs are consistent with the Plan's vision to create a vibrant community that is economically feasible and context sensitive.

The city should seek implementation efficiencies where multiple plans or programs could provide leverage and/or funding to support the Plan vision. For example, infrastructure initiatives may have multiple applicable funding sources that could be leveraged to address over lapping needs as improved street and rights-of-way improvements, sustainability and low impact development objectives to help achieve each program's goals in a more efficient manner.

OVERARCHING IMPLEMENTATION STRATEGIES

STEWARD THE VISION

Why is this important?

The Comprehensive Plan sets the vision and goals and required policies for the Plan. However, without an actionable implementation strategy to support the Plan's vision and goals, the Plan will become ineffective. Likewise, identifying key parties and departments as lead agencies who are responsible for key initiatives will help ensure the Plan moves forward while demonstrating to the public and leadership that each actionable strategy is being addressed in a timely manner.

Identify key departments needed to ensure the advancement of the next steps for the Comprehensive Plan implementation over the next 10-15 years. In addition, the city will need to align all department work plans and budgets to implement the key goals of the Comprehensive Plan.

development regulations will ensure the long-term implementation of key strategies and help guide the type of development that is sought by the community. A logical first step is to consider the advancement of a Code Audit, designed to evaluate consistencies with the Comprehensive Plan policies and the Municipal Code. A Code Audit can serve as a cost-effective way to define any future required Code Amendments and how to prioritize next steps.

Integrating the vision framework findings and recommendations will be a high priority for implementation. The City should advance necessary changes to the City's policies and adopt development regulations to guide decisions regarding future development, City investments in capital improvements, and other City programs. This can include future modifications and amendments to the Comprehensive Plan, updates to the Land Use Development Code, or changes to street standards.

POLICY AND DEVELOPMENT CODE AMENDMENTS

Why is this important?

The Comprehensive Plan is intended to serve as a guiding document that establishes community priorities and policies needed to achieve the Plan's vision. Unlike the Municipal Zoning and Development Code, the Comprehensive Plan is not a legally binding document. To achieve many of the Plan's objectives, critical amendments to the City's

INTERAGENCY COORDINATION

Why is this important?

The Comprehensive Plan may identify certain initiatives that will require multiple agencies and city departments to ensure the implementation of key plan strategies. An example may include coordination between City Public Works and Planning and Development Department, and the Texas State Department of Transportation on access management and

urban highway operations as redevelopment occurs along designated commercial corridors within the City Limits. The design of new streetscapes, location of curb cuts and off-street parking management will likely require evaluation current street and development standards when considering recommendations that may focus on strategies as Complete Streets and pedestrian-first design outcomes.

Pursue opportunities to work with local, state, county, and other agencies in order to deliver high priority initiatives and projects identified in the Comprehensive Plan.

PRIVATE-PUBLIC PARTNERSHIPS

Why is this important?

The implementation of the Comprehensive Plan will require multiple interests working together to achieve common objectives. Leveraging diverse interests and resources through a variety of public-private partnerships, community volunteers and special interest groups will ensure the Plan is working on behalf of all community members. Active participation with community members will also help identify inherent conflicts that will require further evaluation and potential Plan modifications and amendments.

Identify potential partners that may help contribute to the long-term success of Comprehensive Plan. Identify private and non-profit organizations that share similar intrinsic values and potential growth opportunities for Dripping Springs.

ONGOING COMMUNITY ENGAGEMENT

Why is this important?

After the Comprehensive Plan is successful adopted, the Plan's implementation process begins. This ongoing, proactive process will continue as community values and priorities evolve. For this reason, periodic check-ins with neighborhood, community groups, and special interests are critically important. This could be completed with regular online social media updates, neighborhood meetings, Planning and Zoning Commission and City Council meeting agenda updates.

Develop a framework to continue to facilitate ongoing community engagement and provide updates to key stakeholders as the Comprehensive Plan implementation progresses. Reconvene the Plan's key stakeholders on an annual basis or as appropriate to provide updates and continue to solicit feedback and support the engagement as the Plan champions. Proactively communicate with neighborhoods, local businesses, and community stakeholders through all phases of the project.

PLAN MONITORING AND REVIEWS

Why is this important?

The Comprehensive Plan sets the vision and goals and required policies for the Plan. As noted above, without an actionable implementation strategy to support the Plan's vision and goals, the Plan will become ineffective. In addition to identifying departments who are responsible for key initiatives, the Plan should also identify performance measures and delivery timelines of each initiative, as well as a regular reporting system to update key stakeholders and decision-makers as the Plan moves forward. Instilling a high level of accountability within the community will ensure continued support for the Plan and help identify new priorities and initiative as the plan implementation process continues to advance.

Establish a mechanism for reviewing and monitoring the Plan development, design and delivery and key performance measures established by the Plan, including housing targets and thresholds, small business retention, development and design standards, and sustainable development metrics as applicable.

INFRASTRUCTURE & FACILITIES

GOAL

Ensure utilities, infrastructure, and facilities are properly maintained and upgraded to serve community needs.

Objective	Action	Timeframe			Priority (Low, Medium, High)	Responsible Parties
		Short-term	Medium-term	Long-term		
IF.1. Prioritize stormwater, wastewater, and water infrastructure improvement projects.	1.a. Continue to implement Municipal Separate Storm Sewer System Program (MS4) - TCEQ		X		MEDIUM	City Engineer & Maintenance Director
	b. Develop and adopt City-wide Water Quality and Drainage Plan.		X		MEDIUM	City Engineer
	c. Encourage LID and BMP techniques for residential developments through DA's with incentives	X			HIGH	City Engineer
	d. Promote Conservation Subdivision Development through incentives that promote preservation, LID, and environmental BMPS.		X		MEDIUM	City Engineer & Maintenance Director
	e. Study the feasibility of a comprehensive and integrated City-Wide stormwater management system to include low water use landscapes and bioswales, rain gardens and other stormwater management infrastructure in civic spaces, parks, open spaces, and streets.			X	LOW	City Engineer & Maintenance Director
	f. Research Federal and State funding opportunities for LID and BMP projects that can be implemented.			X	LOW	City Engineer
	g. Stormwater Management Funding					City Engineer
	Identify and apply for relevant stormwater management grants from region and State.		X		MEDIUM	

Objective	Action	Timeframe			Priority (Low, Medium, High)	Responsible Parties
		Short-term	Medium-term	Long-term		
IF.2. Manage and maintain roadway infrastructure	2.a. Consider Bond for roadway construction/significant upgrades to encourage growth and for life safety.	X			HIGH	City Engineer & City Attorney
	2.b. Provide necessary budget to implement ADA Transition Plan. (Begin process by focusing on Downtown first.)		X		MEDIUM	Maintenance Director & City Engineer & ADA Coordinator
	2.c. Coordinate with TxDOT on 290 Improvements plan to incorporate the Comprehensive Master Plan's goals.	X			HIGH	Planning Director & Transportation Committee
	2.d. Prioritize the current 5-Year Roadway Improvement Plan to hierarchy of projects that best work with overall street network.	X			HIGH	City Engineer & Maintenance Director
	2.e. Partner with County to help guide roadway Infrastructure projects in SE quadrant of Dripping Springs to reflect the recommendations of the Future Land Use Plan.			X	MEDIUM	Planning Director & Transportation Committee
IF.3. Ensure quality maintenance and development of the public realm and streetscapes.	3.a. Public Realm Operations and Maintenance Plan		X		HIGH	Planning Director
	Review current policies and procedures to address public spaces, strategies to implementation of projects, long-term operations and maintenance needs and funding requirements for parks and public rights-of-way.		X			Maintenance Director Parks & Recreation Director
	3.b. Public Realm Development Incentives			X	MEDIUM	Planning Director, City Attorney, & City Engineer
	Create incentives for developers to contribute to street and public realm infrastructure systems and Comprehensive Plan goals.			X		

COMMUNITY CHARACTER

GOAL

Manage growth and development while prioritizing the preservation of the Hill Country character and the community’s sense of place.

Objective	Action	Timeframe			Priority (Low, Medium, High)	Responsible Parties
		Short-term	Medium-term	Long-term		
CC.1. Proactive approach to maintain Hill Country character, sense of place, and natural environment.	CC.1.a. Tree preservation Revise tree mitigation requirements. Develop new regulations that seek to encourage and incentivize preservation as a basis for planning new neighborhoods (instead of an afterthought) while also imposing higher mitigation standards. Seek common ground with County tree preservation policy so as not to push development away from the City and to encourage a more uniform aesthetic between City and ETJ.				COMPLETED	Planning Director
	CC.1.b. Identify and protect/enhance the community gateways in Dripping Springs. Require additional buffers along key/major thoroughfares. As community gateways are not necessarily defined by vegetation or topography, and may include built structure (i.e. water tower, vista). Ensure that any enhancements don’t conflict with US 290 expansion.	X			HIGH	Planning Director
	CC.1.c. Update the current Parks, Recreation & Open Space Master Plan. The revised plan should include both public and private sector park spaces, especially the regional parks that have public access but are within master planned communities, to create an accurate assessment of public green space.		X		HIGH	Parks Director
	CC.1.d. Partner with residential Master Planned Communities (MPC) and developers to foster connection between preserved/natural areas and residents (both City and ETJ developments).		X		HIGH	Planning Director & Parks and Recreation Director

Objective	Action	Timeframe			Priority (Low, Medium, High)	Responsible Parties
		Short-term	Medium-term	Long-term		
	CC.1.e. Coordination with TxDOT regarding 290 Upgrades. Create a City stakeholder group consisting of ROW impacted lots, developers, and a committee appointed by the Mayor to drive aesthetic enhancements along 290 to reinforce overall Hill Country aesthetics and protect community gateways/vistas.	X			HIGH	Planning Director, Parks & Community Services
	CC.1.f. Explore parkland dedication options for future developments and coordinate with the updated Parks, Recreation & Open Space Master Plan.			X	HIGH	Planning Director & Parks Director
	CC.1.g. Branding + Wayfinding Program Consider revising / developing a citywide branding and wayfinding system to guide a cohesive community design. The city's wayfinding should focus on navigation throughout the community and for important shopping districts to encourage walking and exploration; support local businesses and services; and reflect the overall community character of Dripping Springs. (Fund through hotel/motel tax)	X			HIGH	Communications Director
	CC.1.h. Create a hierarchy of park and green spaces that identify, protect, and promote the best Hill Country/Dripping Springs aesthetic. Prioritize funding and maintenance of these spaces. For others, encourage or incentivize the creation of "friends of" groups or adopt-a-park.	X			HIGH	Planning Director & Parks Director
	CC.1.i. Maintain and expand trail system to connect the creeks and natural open spaces throughout the City, ETJ and Regionally. Update the trail system to properly show: existing, proposed and future desired trails and trail connections.		X		MEDIUM	Planning Director & Parks Director
	CC.1.j. Provide and incentivize Adopt-A-Trail and Adopt-A-Creek programs to promote the beautification of the trail systems and to build community pride	X			HIGH	Parks and Recreation Director

Objective	Action	Timeframe			Priority (Low, Medium, High)	Responsible Parties
		Short-term	Medium-term	Long-term		
	CC.1.k. Coordinate with regional conservation efforts to create an overall all green spaces/preserved land network. Tap into funding and resources through collaborations.			X	HIGH	Parks and Recreation Director
	CC.1.l. Prioritize bicycle and pedestrian connections under any overpasses/bridges that may be considered and link up to regional trail systems.	X			HIGH	Planning Director
	CC.1.m. Public Art Program Develop a comprehensive public art program and funding strategy.		X		MEDIUM	Visitors Bureau
	CC.1.n. Work with the local Culture, Art & Heritage programs, as well as local and regional arts councils and organizations to develop an arts plan to address the selection and siting of public art. Focus on key locations such as Downtown or other City parks and gateways.			X	MEDIUM	Visitors Bureau
	CC.1.o. Identify a long-term funding mechanism for public art such as a 1 percent for art program.		X		MEDIUM	Visitors Bureau
	CC.1.p. Public Realm Development Incentives Create incentives for ALL developers (including non single family residential uses such as multifamily, commercial, retail, and office) that meet/enhance the City's development goals, to contribute to street and public realm infrastructure systems and programming needs.			X	HIGH	Planning Director & City Administration
	CC.1.q. Continue revisions to TIRZ, and consider expansion every year.	X			HIGH	Planning Director & City Administration
	CC.1.r. Propose "public parking" as part of new commercial and residential developments around downtown historic region to reduce traffic and other high use destination.		X		LOW	Planning Director & City Administration
	CC.1.s. Maintain historic resource surveys for properties located in the Mercer, Old Fitzhugh, and Hays Districts.			X	HIGH	Planning Department & City Administration

Objective	Action	Timeframe			Priority (Low, Medium, High)	Responsible Parties
		Short-term	Medium-term	Long-term		
	CC.1.t. Identify additional historic properties located within City limits to be included in a historic, architectural, and cultural resource survey. Work toward obtaining a historic landmark designation and commemorative plaque for these historic resources when appropriate.			X	MEDIUM	Planning Department & City Administration
	CC.1.u. Update Historic Preservation Design Guidelines to communicate preservation requirements and best practices for properties located within the Mercer, Old Fitzhugh, and Hays Districts, and within city limits.	X			MEDIUM	Planning Department & City Administration
	CC.1.v. Update the City of Dripping Springs' Historic Preservation Ordinance/Code to streamline zoning, permit application and design requirements for historic properties in the Historic Districts and city limits.	X			MEDIUM	Planning Department & City Administration
	CC.1.w. Diffuse information about the City of Dripping Springs' historic properties through virtual storytelling (Story Map) on the City Website.	X			MEDIUM	Planning Department & City Administration
	CC.1.x. Consider revising and developing branding and wayfinding system for each of the historic districts.		X		MEDIUM	Communications Director
	CC.1.y. Maintain knowledge of best historic preservation and revitalization practices for "Main Streets" through participation in the Texas Historical Commission's First Street Program.		X		MEDIUM	Planning Department
	CC.1.z. Oak Wilt Prevention and Care in the historic district, Benefits of maintenance and care, Outreach and containment Program; Proactive tree preservation and care for OFR coinciding with the roadway improvements.		X		HIGH	City Administration
	CC.1.aa. Art in the paseo or in the Glassed in area of the Stephenson Building; Collaboration with the Dripping Springs Art League (ex: downtown wall murals).		X		MEDIUM	City Administration

Objective	Action	Timeframe			Priority (Low, Medium, High)	Responsible Parties
		Short-term	Medium-term	Long-term		
CC.2. Guide future growth and development so that it follows the Future Land Use plan and reflects the community's priorities and needs.	2.a. Code Update / Rewrite Update the zoning map and development Code text to address the policy recommendations of the Dripping Springs Comprehensive Plan. Consider advancing a Code Audit as an initial step to evaluate required Development Code Amendments consistent with the Comprehensive Plan policies.		X		HIGH	City Attorney, Planning Director, City Administrator, & Department heads
	2.b. Identify and prioritize protection of the most important view corridors, greenspace, and riparian areas. Create a zoning or design overlay implementing the design recommendations along the major corridors in the City.	X			HIGH	Planning Director
	2.c. Proactively move towards protection of the current 500-year floodplain and/or Atlas-14 recommendations.		X		MEDIUM	City Engineer
	2.d. Support the addition of public restrooms and other visitor facilities in Downtown to promote the area in Downtown area.			X	COMPLETED	City Administration

CONNECTIVITY & CORRIDOR ENHANCEMENT

GOAL

Provide an efficient and safe regional network of streets and highways.

Objective	Action	Timeframe			Priority (Low, Medium, High)	Responsible Parties
		Short-term	Medium-term	Long-term		
CCE. 1. Partner with TxDOT to monitor corridor plans	1.a. Actively work with TxDOT on future US 290 Corridor plans to ensure that street standards, roadway and adjacent development are advanced in a cohesive way and adequately meets the community desires and values. Bicycle and pedestrian connectivity also needs to be prioritized, especially crossing over RR 12 and US 290.	X			HIGH	Planning Director
	1.b. Identify landscape and design standards for the corridor that can be funded by TxDOT's allocated budget for aesthetic improvements (8%)	X			HIGH	Planning Director & Transportation Committee
CCE.2. Review and Update Transportation Master Plan	2.a. Incorporate public infrastructure investments identified through the Comprehensive Plan process into relevant transportation planning documents and programs, including the Transportation Master Plan (TMP). Update existing street standards to emphasize a pedestrian first design, universal access, and safety.			X	MEDIUM	Planning Director, Transportation Engineer, Transportation Committee
	2.b. Create a Transportation Hierarchy of Protected (Low Use) and Encouraged (High Use) Roadways		X		HIGH	Transportation Engineer, Transportation Committee
	2.c. Prioritize upgrading Trautwein and Bell Springs to the greatest extent possible to promote growth and relieve traffic pressure.			X	MEDIUM	Transportation Committee

Objective	Action	Timeframe			Priority (Low, Medium, High)	Responsible Parties
		Short-term	Medium-term	Long-term		
CCE.3. Monitor roadway improvements and expansions throughout City & ETJ	3.a. Monitor RM 150 County corridor extension and related studies or plans.		X		HIGH	Planning Director, Transportation Committee
	3.b. Work with Hays County to guide Darden Hill Roadway improvements and ensure the upgrades are consistent with plans for this key area identified in the Future Land Use Map.		X		HIGH	Planning Director, Transportation Committee
	3.c. Ongoing Safety Monitoring of Neighborhood Streets Determine measures for monitoring the safety of neighborhood streets during and after redevelopment. Local streets should be designed for low vehicular speed, and bike/pedestrian mobility first.			X	MEDIUM	Planning Director, Transportation Engineer
	3.d. Future bonds should prioritize City's upcoming road expenses.			X	MEDIUM	Planning Director, City Attorney

Objective	Action	Timeframe			Priority (Low, Medium, High)	Responsible Parties
		Short-term	Medium-term	Long-term		
CCE.4. Monitor traffic impacts in corridor and throughout the City and ETJ roadway network.	4.a. Continue to work with existing neighborhoods to identify and quantify existing traffic challenges, particularly regarding diversion traffic and implementation of programs to conduct baseline traffic speed and volume counts and annually update counts as new development occurs in the community.			X	MEDIUM	Planning Director, Transportation Engineer
	4.b. Promote the development of a Traffic Monitoring and Mitigation Program to address traffic calming and safety needs		X		MEDIUM	Planning Director, Transportation Engineer, Maintenance Director
	4.c. Transportation Demand Management Program Explore the development of a Transportation Demand Management program to manage parking demand downtown and congestion. The program should include strategies to improve infrastructure for walking, bicycling, carpooling, and ride-sharing; implement efficient parking management practices; leverage partnerships and provide reward programs for modal choices.		X		HIGH	Planning Director, Transportation Engineer
	4.d. Encourage the school district to construct a second school bus depot area to the east of RR 12.		X		HIGH	Planning Director
	4.e. Consider incentivizing schools to be away from major arterials (US 290 & RR 12) to avoid additional traffic congestion in those areas.		X		HIGH	Planning Director

HOUSING

GOAL

Ensure and improve the quality of life for current and future residents by maintaining strong neighborhoods and providing housing options that meet the needs of community members.

Objective	Action	Timeframe			Priority (Low, Medium, High)	Responsible Parties
		Short-term	Medium-term	Long-term		
H.1. Explore options for development regulation in ETJ.	1.a. Unify City and County conservation objectives by adopting County's Conservation Subdivision Development guidelines.			X	MEDIUM	Planning Director
	1.b. Identify triggering mechanisms for future developments to use as incentives.	X			HIGH	Planning Director
H.2. Review and adjust current architectural standards.	2.a. Design Policy				MEDIUM	Planning Director
	Develop and adopt new design guidelines and standards to guide future development for key commercial corridors, the downtown and for key neighborhood districts as required. (Any standards should be mindful of increasing housing costs).	X				
	2.b. Explore amending building height regulation.	X			HIGH	Planning Director
H.3. Expand housing options	3.a. Explore affordable / attainable housing options, and review city code to ensure housing options are permitted. Require a minimum mix of housing types in PDDs, conservation neighborhoods, and developments asking for city incentives.			X	HIGH	Planning Director
	3.b. Encourage a range of multi-family unit types and sizes, both rental and home ownership opportunities. Develop policies and programs to encourage/incentivize mixed-income buildings and neighborhoods.			X	HIGH	Planning Director

Objective	Action	Timeframe			Priority (Low, Medium, High)	Responsible Parties
		Short-term	Medium-term	Long-term		
	3.c. Consider a Multi-Family Tax Exemption Program (MFTE). It could support implementation of the income-based housing strategy and community benefits, including adjusting the market-rate option to require one of the following: Contribution to infrastructure above what is typically required; contribution to parks and open space beyond what is typically required; payment in lieu to support income-based housing in other nearby developments; or payment in lieu to support development of public or non-profit-owned or operated community services.			X	HIGH	Planning Director, City Attorney
	3.d. Incentivize In-Fill Housing in Residential Area (Impervious cover exemptions, partnerships with realtors, etc.)			X	HIGH	Planning Director
	3.e. Encourage ADUs and BTR townhomes (impervious cover bonus, roadway exemptions, partnerships with developers, etc.)	X			HIGH	Planning Director
	3.f. Create or expand development incentives to support implementation of desired land uses and urban form in Dripping Springs. Examples include: <ul style="list-style-type: none"> • Multifamily incentives for vertical mix use or planned developed • Impact fee credits • Fee waivers • Commercial development tax incentive • Expedited development reviews • Triggering Mechanisms to allow for deferred public improvements 		X		HIGH	Planning Director & City Administration

ECONOMIC DEVELOPMENT & FUNDING

GOAL

Encourage a balanced growth and foster a resilient and robust economy.

Objective	Action	Timeframe			Priority (Low, Medium, High)	Responsible Parties
		Short-term	Medium-term	Long-term		
EDF.1. Determine role of Economic Development Committee in advancing the implementation of the Comprehensive Plan.	1.a. Utilize EDC’s role in leveraging / communication between the city and the county, chamber of commerce, commercial / industrial stakeholders, etc.		X		HIGH	EDC & City Administrator
	1.b. Collaborate with both local and regional stakeholders, institutions, and economic experts to maximize economic outcomes for Dripping Springs.	X			MEDIUM	EDC
	1.c. Develop and update an Economic Development Strategic Plan annually.			X	MEDIUM	EDC
	1.d. Analyze development trends and economic performance citywide and across subareas.			X	MEDIUM	EDC
	1.e. Employ a strong workforce development program to foster employment opportunities for regional talent.			X	HIGH	EDC
	1.f. Provide EDC direction in activating the plan and staying organized - determine their role.	X			HIGH	City Administrator
EDF.2. Foster expansion of tourism	2.a. Identify marketing opportunities to further promote the community as a prime Bird City, and Music & Film friendly city in the region.		X		HIGH	Tourism Manager
	2.b. Submit a re-certification application to maintain Bird City status. (The 3-year Bird City Texas certification for the community lasts through 2024.)	X			COMPLETED	City Administrator

Objective	Action	Timeframe			Priority (Low, Medium, High)	Responsible Parties
		Short-term	Medium-term	Long-term		
	2.c. Continue to develop special programming/events around Central Texas-specific activities (i.e. Dripping Springs Eclipse) that garner state and national attention for the City. Create a Special Events Program that reflects the vision for Dripping Springs, including public markets, cultural events, classes, and event focused on sustainability and health, organized walks/runs, and community building events like Movies in the Park that caters to residents.			X	MEDIUM	Communications Director, Parks & Community Services Director, Tourism Manager
EDF.3. Encourage Business Attraction and Retention	3.a. Create a Business Retention and Expansion Strategy (BRE) to retain local businesses & services Develop policies and programs aimed to retain existing local businesses and service providers. Partner with existing local businesses and service providers to define methods to minimize displacement of existing small businesses. Develop a preference policy for local businesses to be included in Development Agreements with private developers as new infill development occurs over time.		X		HIGH	EDC, Chamber of Commerce
	3.b. Regularly inventory business needs and ensure policies and regulations exist that can support business retention of key industries.			X	MEDIUM	Chamber of Commerce
	3.c. Monitor businesses likely to contract, consolidate, relocate, or grow.			X	MEDIUM	Chamber of Commerce
	3.d. Engage in strategic discussions with local business leaders of companies to promote jobs and capture the growth of firms.		X		HIGH	Chamber of Commerce, EDC
	3.e. Prioritize target industries for maximum impact.			X	LOW	Chamber of Commerce, EDC

Objective	Action	Timeframe			Priority (Low, Medium, High)	Responsible Parties
		Short-term	Medium-term	Long-term		
	3.f. Prioritize business recruitment efforts on highly focused target sectors that advance top strategic priorities.		X		HIGH	Chamber of Commerce, EDC
	3.g. Provide technical assistance and other resources to support locally-owned businesses and attract quality businesses.		X		MEDIUM	Planning Director, EDC
	3.h. Encourage redevelopment and revitalization of aging developments that can evolve into higher-value developments.			X	LOW	Chamber of Commerce, EDC
	3.i. Develop policies and programs for recruiting family wage jobs. Identify target sectors and clusters appropriate for creative office/ mixed-use development program. Integrate into Disposition and Development Agreements (DDAs) and provide technical assistance and other resources to support desired outcomes.			X	HIGH	Chamber of Commerce, EDC
	3.j. Continue to attract high-quality developments that integrate placemaking, arts, and other amenities that increase talent attraction and increase quality of life for residents, employees, and visitors.			X	LOW	Planning Director, Chamber of Commerce, EDC
EDF.4. Funding Strategies / Policies	4.a. Continue using tools such as 380 grants, tax increment financing (TIF), and redevelopment agreements to encourage public and private investments for new development and areas suitable for redevelopment, as well as revitalization.		X		HIGH	City Attorney, Planning Director
	4.b. Identify various potential funding options, such as grants, capital improvement programs, and regional and statewide funding strategies. Examples include: • State funding programs: Commerce, Ecology • Tenant assistance programs • Local Improvement District (LID), Business Improvement District (BID), Master HOA			X	HIGH	City Attorney, Planning Director, City Administration, City Engineer
	4.c. Hire a Grant Writer on a consultant basis that can research and apply for funding opportunities.		X		MEDIUM	City Administration

Objective	Action	Timeframe			Priority (Low, Medium, High)	Responsible Parties
		Short-term	Medium-term	Long-term		
	4.d. Utility Planning - Establish and adopt a utilities master plan to address constraints related to wastewater and water availability.		X		HIGH	Utilities Director, Deputy City Administrator, City Engineer. Boards, Commissions, & Committees: Utility Commission, Planning & Zoning Commission, City Council.
	4.e. PDD Process: Include periodic workshops with Planning & Zoning Commission and City Council in the process to give updates on the status and issues related to the negotiations.	X			MEDIUM	Planning Director