



Strategic Retreat Report

2018-2019

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EXECUTIVE SUMMARY

The Town Council's Strategic Retreat was held on February 21, 2019 was productive with an overarching observation on the need for more proactive planning on all fronts.

To that end, the summary of this report starts to outline direction for forward movement. Examining the success of adjacent jurisdictions will be important to adding value to the conversation. There are several communities achieving success in a variety of ways, so an understanding of what defines success is needed.

If we are to start to play a more active role in the outcome of the Town's future; we must plan for the Town's future.

To date, there has been minimal focus around pro-active Town Land Use Planning. The Town in turn has been at the will of the development community, reacting to their proposals with often out of date codes. Recently there is minor progress towards proactive planning; however, the Town is in a position of playing catch up after the recession with incremental increase in staff and resources within the desire for a balanced budget and no tax increases.

Most of this was understood prior to the Strategic Retreat; however it was made very clear during that process. While the perception is a lot of these topics will be covered during the Comprehensive Plan Update, it is also important to recognize that document is a high level look. The Council appears ready to move forward in a parallel path on the initiatives outlined in the Strategic Retreat's priority list, which includes the

FACILITATOR SUMMARY

More resources will be needed to accomplish the Council's Strategic Priorities; it can be a combination of both staff and consultants but should be allocated by daily goals balanced with longer term initiatives.

The Council should work to agree upon a future for the Town, what you want your town to be like with specific examples.

This is accomplished by having real resources to do real planning so your pieces come together.

When examining land growth focus on developing specific plans, don't talk in general terms. Show the land and a detailed plan.

A good comprehensive plan will help guide you; don't miss this opportunity.

following:

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- *BOUNDARY ADJUSTMENT- FACILITIES*
 - *BRANDING-WHO, WHAT, WHERE*
 - *RECREATION- QUALITY OF LIFE ACTIVITIES*
 - *HISTORIC DISTRICT-BOUNDARIES, GATEWAYS*
 - *HOUSING-INVENTORY, AFFORDABLE*

Further discussion and consideration of these Strategic Priorities is needed within context of existing priorities. To do so, a work plan that includes estimated resources was developed to help facilitate a discussion around the feasibility of completing the Strategic Priorities. The intent is for the Strategic Retreat priorities to be further discussed in tandem with the budget and CIP discussions.

*BOUNDARY ADJUSTMENT-
FACILITIES*

BOUNDARY ADJUSTMENT- FACILITIES

Boundary Adjustment is the process of legally including County land within the corporate limits of the Town. It plays an important role in influencing the economic growth, environmental protection, quality of life, and our municipal fiscal well-being. The Council discussion around Boundary Adjustment centered on two key areas of the County, what is called “the Panhandle” and an area out Meetze Road. The recent opportunity for Lord Fairfax Community College to acquire an additional 50 acres and expand its facilities has spurred interest about the long term boundaries of the Town. The extension of services outside Town boundaries was highlighted by Councilman Carter, and followed up by Councilman Wood, pointing out this has been a discussion for over 20 years with no decision. Councilmen Polster and Kravetz reinforced a need for clear negotiations and a clear benefit to Town, the County, and businesses.

Estimated Time Frame for Completion

Community Development and Public Works can complete an initial review of the Tri-Party Agreement, with a proposed map revision in the next 12 months. This is contingent on the County agreeing to the same time frame and a contract with the consultant being ratified.

Estimated Cost for Implementing the Initiatives

There might be an additional scope expansion on the Comprehensive Plan contract to evaluate a land use build out of the proposed acreage. There will need to be additional GIS services that are contingent on County cooperation. Community Development estimates \$25,000 for scope change and \$10,000.00 for County contracted GIS services. This is contingent on both the consultant being able to take the scope change as well as the County and Town coming to a long term contract agreement on GIS services. This can be accomplished within the existing funding of GIS services and Professional Services. No additional appropriation is anticipated at this time.

Estimated Labor Hours Required

The majority of staff time would come in managing of the project consultant and collaboration with the County. The estimates provided under this section are based on the time allocation on Broadview to date as it is a good comparison on managing the consultant and highlighting the role of overview by senior staff.

Staff Allocation Estimate

Lead: Community Development

100 Hours. Management

150 Hours. Management/Community Development

150 Hours, Comprehensive Plan Coordination, County Collaboration, Consultant

20 Hours, Zoning District Allocation

15 Hours. Mapping

Economic Development:

20 Hours, Coordination and Review

Public Works:

25 Hours. Map Review, Meetings, Coordination

25 Hours. Map Review, Meetings, Coordination

Administrative:

5 Hours Reports, Printing, Meeting Coordination

5 Hours Reports, Printing, Meeting Coordination

Existing Initiatives

Community Development has been working the last year at the direction of the Town Manager and County Administrator to work on a Water-Sewer Master Plan that can be adhered to with the Tri-Party agreement. The goal was to have some overlap with the Comprehensive Plans as the County will undertake an update to the Fauquier County Center District Comprehensive Plan Chapter upon completion of the Town Comprehensive Plan update. Community Development did work to get Urban Development Areas adopted into the Comp Plan last year, which includes discussion around build out analysis. This will be covered in more detail in the Comprehensive Plan Land Use Scenario Planning as well. There are economies of scale with understanding of the existing buildings as well as growth absorption. The County is undergoing significant staff changes in the Community Development Department meaning a lot will depend on their available staff allocations as this is a collaborative effort.

Message to the Council:

A formulated and concise plan for achieving County and citizen support is key to the success of a boundary adjustment. Consider starting with an outlined legal process with a realistic schedule. Concurrently, work on the Water & Sewer Map draft revisions with draft Tri-Party Agreement update; this would likely result in a scope change with Comprehensive Plan consultant to include fiscal changes.

6 Month Metrics:

Legal Process Memo due April 2019

Meeting with County- New Community Development Director

❖ **Update to Council**

Schedule and Process Memo April 2019

❖ **Update to Council**

Draft Maps May 2019

Draft Agreement June 2019

Next Steps and Recommendation July 2019

❖ **Update Council**

Branding-
Who, What, Where

BRANDING-WHO, WHAT, WHERE

Why should we work to set our Town apart from others? The clearest answer is to increase economic opportunities that lead to new residents, businesses, and tourists. Place branding is a growing area for jurisdictions. If we don't tell our story, someone will tell it for us. Branding is the first step in place making and marketing our Town. This is because branding includes a strategic vision built on the Town's unique strengths and characteristics. The development of a strategic vision can be a long complex process as it is often difficult to get consensus.

Estimated Time Frame for Completion

There are a series of steps and some initiatives already underway. First thing staff recommends is an audit of the Town brand. How is it viewed and how are our existing programs performing? Having a good idea of where we are now will help to guide us on where we want to go in the future. In addition, at this time staff is recommending an initial roll out of on-line marketing and branding. This is a smaller initiative that will allow for light testing of brands and logos in conjunction with auditing maximizing a level of outreach parallel with the audit. Primarily resources and time will need to be reallocated to produce a digital marketing message and campaign that will set the stage for a larger branding plan as the Comprehensive Plan concludes. The existing scope for the Comprehensive Plan also includes a small branding component that can be a good jumping off point.

Estimated Cost for Implementing the Initiatives

Branding is not something that is easily done and can take time to get it right. Additional cost will be proposed in the budget for Council consideration after the initial phase of the digital branding and marketing is complete and the components of branding from the Comprehensive Plan are finalized. Staff would also like to realize any efforts currently underway prior to a new initiative being launched so that the work complements each other, as opposed to competing for resources.

Estimated Labor Hours Required

Staff Allocation Estimate

Lead: Community Development

50 Hours. Management

Community Development:

50 Hours, Consultant Coordination

Economic Development:

50 Hours, Coordination and Review

Public Works:

15 Hours, Coordination

20 Hours, Coordination, Installation Plan

Administrative:

5 Hours Reports, Printing, Meeting Coordination

5 Hours Reports, Printing, Meeting Coordination

Existing Initiatives

There is overlap with the Comprehensive Plan, Capital Improvement Plan Entrance Corridors, and Economic Development Digital Branding. Staff is recommending the entrance corridors be delayed and the Economic Development Digital Branding and Comprehensive Plan are closer to completion before a larger process is undertaken.

Message to the Council:

The key to this strategic priority is patience and getting it right. In speaking with other jurisdictions in the region their efforts have totaled upwards of \$200,000 and taken years to complete. Staff is not proposing anything on this scale at this time; however, Council should understand the breadth of a branding campaign and the time and fiscal obligation. Instead at this time staff is requesting to allow the smaller initiatives already underway to wrap up and then seek Council direction for moving forward with overall branding during the next Strategic Retreat.

6 Month Metrics:

Digital Audit Initial Findings March 2019-Part of Digital Marketing Campaign

❖ **Update to Council**

Comprehensive Plan Demographic Data April 2019

❖ **Update to Council**

Digital Marketing Campaign Finalized June 2019

❖ **Update to Council**

Comprehensive Plan Branding Initial Findings and Direction June 2019

❖ **Update Council**

Recreation-
Quality of Life Activities

RECREATION-QUALITY OF LIFE ACTIVITIES

A key factor in overall quality of life is recognized by the Council are opportunities for additional quality recreation. With limited resources there is also a need to work in a collaborative effort with the private and non-profit sectors. Quality of life is difficult to measure; however, studies prove recreational activities are an important factor for long term economic sustainability. We are uniquely positioned in the metropolitan region to take advantage of the proximity to D.C., as well as the natural amenities of rivers, mountains, and multiple National Parks. Our residents have come to expect a high level of recreational amenities, and furthering that effort increases our competitiveness in the region.

Estimated Time Frame for Completion

There is no completion date for continued focus on recreation and quality of life activities. However, as directed by the feedback from Council, there needs to be a pro-active plan for staff to follow and report back to Council. While some of this guidance will come out in the Comprehensive Plan Update, staff is proposing a Master Parks report outlying existing facilities, services gaps, survey data, and adjacent jurisdiction comparison on private sector partnership. This will likely include proposed changes to the zoning ordinance as well to address level of service needs. Moreover, a discussion on policy with Council on the roles and responsibilities of amenities that are Town owned with associated costs versus privately owned with public access agreements.

Estimated Cost for Implementing the Initiatives

Parks and recreation is a key component of the Comprehensive Plan The Parks and Recreation Department will work closely with Community Development to incorporate a long term plan and vision based on the demographic data, building projections, and existing services. This evaluation and data is already included in the Comprehensive Plan Update's scope of work and will not require any additional fiscal allocation. In addition, the Committee on Health, Parks and Recreation is working on a strategic vision and long term visioning.

Estimated Labor Hours Required

Staff Allocation Estimate

Lead: Parks and Recreation

100 Hours, Management

Community Development:

50 Hours, Consultant Coordination, Meetings

15 Hours, Mapping

Administrative:

5 Hours Reports, Printing, Meeting Coordination

5 Hours Reports, Printing, Meeting Coordination

Existing Initiatives

There are several initiatives underway in the Parks and Recreation Department. They have been working on developing an inventory of existing park amenities, as well as a Master Plan that will be folded into the Comprehensive Plan. The Master Plan for Parks and Recreation will correspond with the Land Use Build Out analysis to help determine the existing Level of Services for Residents and the anticipated needs. The scenario based development that is contemplated in the Urban Development Areas will include an evaluation of Parks & Recreation amenities. Once staff has developed a thorough inventory and associated Master Plan, Community Development can begin to work with developers to provide amenities in a partnership. To date this has never been done in a coordinated fashion.

Message to the Council:

At this time staff wants to work to gather the pertinent information and bring that back to Council for consideration. Staff does not want to duplicate effort of the Comprehensive Plan so we are proposing a light initiative and further discussion of baseline data with Council at the retreat.

6 Month Metrics:

Vision, Mission, Values for Parks and Recreation March 2019

❖ **Update to Council**

Playground Construction Completion Rady Park April 2019

❖ **Update to Council**

Consultant Project Manager Hired April 2019

❖ **Update to Council**

Warf Trail Completion June 2019

❖ **Update to Council**

Community Wellness Program Official Kickoff June 2019

❖ **Update to Council**

Rain Gardens at Rady Park June 2019

❖ **Update Council**

Academy Hill Pickle Park Contract Selected Completed June 2019

❖ **Update Council**

Goals and Objectives Summer 2019

❖ **Update to Council**

Land Use Scenarios Planning Summer 2019

❖ **Update to Council**

Employee Wellness Program Monthly Reports to Council on Metrics

❖ **Update to Council**

*Historic District-
Boundaries, Gateways*

HISTORIC DISTRICT-BOUNDARIES, GATEWAYS

The Historic District is the heart of our community. As such it is an economic driver in both tax revenue per acre, as well as providing that third space. The long term protection of the district ensures the uniqueness of the Town and provides opportunity for identity and quality of life. Few things have been studied more than the Historic District Boundaries and gateways over the past twenty years. Recognizing needs and the commitment to the quality of life, Council funded a position to start mid-year that will serve as a devoted historic preservation planner to the Town. This position will be able to devote dedicated time and commitment to pro-active measures of the district, while also managing the case load for the Architectural Review Board.

Estimated Time Frame for Completion

The recent award of the Department of Historic Resource grant to update the survey and Period of Significance has already kicked off this initiative. Before any expansion can be considered or ratified the National District Register American Town Narrative must be updated with the National Park Service. Staff is proposing the survey wrap up before any new initiatives are outlined. This is scheduled to be completed June 2019.

Estimated Cost for Implementing the Initiatives

There is a 50% match with the DHR grant and Council has already allocated those expenses in fiscal year 2019. The staff position is already funded. As reported to Council, staff is not sure if the grant will cover the whole district survey or just a portion. No additional funds are anticipated at this time, but the RFP for the survey of the district and contact reward will help us to understand any additional cost along with what staff might be able to handle on their own with a dedicated preservation specialist.

Estimated Labor Hours Required

Staff Allocation Estimate

Lead: Community Development

200 Hours, Management

75 Hours, Management

15 Hours, Mapping

Economic Development:

10 Hours, Coordination and Review

Administrative:

5 Hours Reports, Printing, Meeting Coordination

5 Hours Reports, Printing, Meeting Coordination

Existing Initiatives

There are several initiatives underway that will feed into the strategic goal other than the Department of Historic Resources grant. The role of the Historic District and the adjacent neighborhoods was included in Urban Development Areas that were adopted by Council. The role and boundaries along with housing implications continue to evolve and be discussed as part of the Comprehensive Plan. These discussions and data evaluations will fold in with the Department of Historic Resource grant to build a more complete picture of the appropriate next step for continuing to protect the character of Warrenton as new developments are built.

Message to the Council:

Staff is requesting at this time that this priority be shifted to allow for the existing initiatives, including the grant, be completed and new staff to be hired before any additional deliverables be developed for Council. There is already existing funding, grant allocation and staffing initiatives underway that recognize this as a priority.

6 Month Metrics:

Staff position filled with new Historic Preservation Planner May 2019

❖ **Update to Council**

Grant Request For Proposals Award March 2019

❖ **Update to Council**

Draft Update of Survey (Pending RFP) June 2019

❖ **Update to Council; could require additional funding.**

Next Steps Update After RFP Award and Data October 2019

❖ **Update Council**

Housing-
Inventory Affordable

HOUSING-INVENTORY AFFORDABLE

Recognizing it is difficult to make policy decisions without an understanding of the complete picture around housing, Council has directed staff to allocate resources to efforts related to affordable housing. In previous years, the Weldon Cooper Center produced information for towns on housing data. However, recently Weldon Cooper was not granted funding to develop recent data. Without this resource the Town was left with no ability to capture the data without a dedicated GIS staff. Council highlighted affordable housing as a strategic priority as it is multifaceted with the un-permitted conversion of structures and an abundance of individuals living in short term housing found in hotels. Housing affordability is a metropolitan region problem, not one specifically unique to the town.

Estimated Time Frame for Completion

Like other strategic priorities this is an ongoing effort that will need to be chipped away at over time. Staff is proposing a series of collaborative efforts starting with the County. As a Town within the County, joint efforts will have the greatest impact on increasing the availability of affordable housing. However, without private sector collaboration around information sharing and shared initiatives, little can be done by government alone. Previously the Town had a working group, and staff is proposing a collaborative working group with the County and private sector to develop a series of policies that will lead to zoning ordinance changes to make affordability more achievable. It has long been understood that the biggest barrier to affordable housing is often zoning and density restrictions. Changing those long standing policies is never politically palatable, rather a series of smaller steps and a longer term plan is often more successful.

Estimated Cost for Implementing the Initiatives

Staff is proposing a collaborative working group and data gathering in conjunction with existing contracts and Planning District 9. There is no anticipated cost associated with this effort other than meeting materials. If any mapping or data is needed there is opportunity to partner with PD9, Fauquier County, as well as within the scope of the Comprehensive Plan.

Estimated Labor Hours Required

Lead: Community Development

100 Hours, Management

75 Hours Committee, Mapping, Data Collection/Analysis

Economic Development:

25 Hours, Coordination and Review

Administrative:

5 Hours Reports, Printing, Meeting Coordination

5 Hours Reports, Printing, Meeting Coordination

Existing Initiatives

Staff became aware a year and half ago that the housing data collected statewide was no longer being collected at the Town level until the General Assembly reallocated the funding of the 2020 US Census becomes available, whichever is first. The Town data was instead found within the County data. This was not helpful considering the Town varies so much from the County and the County is so large and diverse by geography. Staff began to work with both the County and PD9 to gather and divide the data. The Town does not have devoted GIS staff to abstract the census data to produce data and maps directly for the Town. There have been committed attempts to collaborate and have joint work with the County, but that has not come to fruition. While there has been considerable conversation and collaboration on this issue, the hard data has yet to be developed. Some of the data will be mined through the Comprehensive Plan. While there is an existing initiative and effort with the overlap of Comprehensive Plan Land Use section that effort is further out and still being developed.

Message to the Council:

Staff is proposing to Council a strategic working group over the next year along with an evaluation of data from both the Comprehensive Plan effort and in collaboration with Planning District 9. After the working group wraps up with findings and data is compiled staff will report back to Council on findings and suggested actions along with identified code modifications and a draft schedule. There is an anticipated cost with this effort as there is limited existing data at the Town level. The amount of time to mine the data and create the maps on top of managing the committee is outside what staff can address internally. Likely some consultant support will be needed and helpful to ensure the working group has current and accurate data as well as ensuring the working group is effective and produces feasible recommendations that can filter into the Comprehensive Plan and result in zoning text changes that will effectuate real change.

6 Month Metrics:

Economic Base & Trend Modeling February 2019

❖ **Update to Council**

Demographic & Housing Analysis February 2019

❖ **Update to Council**

Fiscal Impact of Growth and Return on Investment June 2019

❖ **Update to Council**

Land Use Scenario Planning June 2019

❖ **Update Council**

Appendix

COUNCIL PRIORITY SHEETS WITH DISCUSSION

TOP 5 PRIORITIES

FACILITATOR FEEDBACK

COUNCIL PRIORITY SHEETS WITH DISCUSSION

ECONOMIC DEVELOPMENT

TOWN PRIDE IS IDENTITY/OUR CORE

CBD - PLAN

APPRECIATE WHAT WE HAVE

WHY/IDENTITY

CBD IMPROVEMENTS USE - NEED PARKING

OLD TOWN STRATEGY

WAYFINDING

ADA ISSUES

DRUG PROBLEMS - HOTEL CONVERSION - ZONING

- Polster - street planning
- Wood - public vs. private, transportation on planning congestion

INFRASTRUCTURE - COMPLETE STREET IN EACH WARD

STAFF TIME ALLOCATION/ TECHNOLOGY

- Polster - not just CBD

FISCAL VISION - CIP COMMITTEE, LONG TERM FINANCIAL PLANNING

COUNCILMAN CARLOS

MAIN STREET SIGNAGE

- Kravetz - enforcement signage code update
- KCarter - way finding
- Hamby - tiered Broadview

BRANDING - WHO/WHAT/WHY IS WARRENTON

- Hamby - Affordable housing *allocate locations

HOUSING - AFFORDABLE, DIVERSE, LONG TERM

- Wood - "workforce?"
- "normal people"
- teacher - 45k
- 30% housing price
- temporary housing; public private
- apartments

RECREATION - VARIETY - WITH INDUSTRY

ZONING - OUT OF DATE

COUNCILMAN POLSTER

ENGAGED PUBLIC - IDEAS COME HERE TO DIE

- KCarter - sensibility
- Mayor - data centers
- Polster - Broadband

TECHNOLOGY UPDATED - EFFICIENCY LOST

- Burnett - website not reflective of us; reflects poorly; we look antiquated
- KCarter - permit portals

STAFF RESOURCES PROVIDED

- Wood/KCarter - Labor pool commuting
- Mayor - market demand

COMMUTER WORKFORCE PATTERNS - FLEXIBLE BUILDING TYPES

AGING - YOUTH LEAKAGE - LFCC - 4 YEAR COLLEGE TEACHING HOSPITAL

- Brett's "real plans"
- Sector planning
- *town property
- KCarter - quality of life
- Polster - take a deep breath

RECREATION - "NOTHING TO DO"

WE HAVE QUALITY OF LIFE PLATINUM AWARD

WHAT WE CONTROL \$; INDOOR RECREATION

- Wood - baseball
- Fiscal impact!

COUNCILMAN WOOD

WORKFORCE HOUSING

RECYCLING - OTHER TIMES MORE

- Mayor - tiered system, entrance corridors, dollar general, overlays, Winchester street
- Polster - get out in front of them

HISTORIC DISTRICT - EXPANSION/REDUCTIONS

- Kravetz - why expansion (Horner Street, Waterloo)
- Burnett - historical tax credits
- ECONOMIC DEVELOPMENT - "no growth sensibility" attraction
- BROADVIEW - west side utilities

IMPACT FEES/PROFFERS

COUNCILMAN BURNETT

DHR GRANTS - (HISTORIC DISTRICTS)

OUT OF DATE, REHABILITATION

OVERALL COMMUNITY BENEFIT

ECONOMIC DEVELOPMENT/COMP PLAN

BUDGET

OUTSIDE CONTRIBUTIONS; BETTER PLANNING

CLEARER POLICIES (QUICK WIN)- REPORTING (SEND TO COUNCIL)

- Wood - audit tiers
- Carlos - conflict - sitting on boards
- Polster - better announcement, 4% vs. time talking about it
- KCarter - grant - PATH

COUNCILMAN HAMBY

ROUNDAABOUT

- Polster - Entrance control "negotiate"; always study
- Kravetz - no revenue for us
- Wood - always talk; no progress

ANNEXATION - PANHANDLE LFCC/ MEETZE

- KCarter - ownership
- Carlos likes this idea
- Kravetz - services

WASTEWATER TREATMENT - WARRENTON CHASE EXTRA CAPACITY

COUNCILMAN KRAVETZ

BROADVIEW

TRAFFIC SIGNAL GOLD CUP DRIVE

SIGNAGE CODE UPDATE

TOWN BOUNDARIES - LAND PLANNING, MUNICIPAL CENTER, PROPERTY/FACILITY

- KCarter - sports complex
- Mayor - process for evaluation

RECREATION - WARF expansion, indoor sports complex/dome

BUSINESS MATRIX - draft for a year - get done

- Carlos - business portal

COUNCILMAN CARTER

BROADVIEW PLAN

SIGNAGE CODE UPDATE - TOWN COMPLIANCE

COMP PLAN - RESOURCES AS NEEDED, UPDATE COUNCIL

TOWN FACILITIES - INVENTORY TO COUNCIL; WHAT'S NEEDED, NOT GOOD LANDLORDS

ECONOMIC DEVELOPMENT

HOW WE DO THINGS

LIMITED RESOURCE ALLOCATION

SMALL BUSINESS "HELP" PERMITTING

COUNTY PARTNERSHIP, MORE DAILY HELP

- Wood - budget impact
- Carlos - education outreach
- Law enforcement
- "treatment" collaboration
- enforce/ and treat
- all enforcement supply needed
- not one without the other, *need BOTH
 - Wood - selling enforcement/compassion for disease
 - Kravetz - proactive outreach to facilities
 - Polster - national problem, treatment, education, enforcement, prevention

DISCUSSION ITEMS

- Zoning (out of date codes; signage)
- Broadview (plan approved built)
- Comp Plan (updated)
- Facilities Planning (owned property, plan for town)
- Opioids enforcement (education; enforcement balance; outreach; proactive; hotel conversions)
- Technology updated (website; permitting; staff tool/ computers)
- Infrastructure (complete street implementation)
- Min Street Historic District *wayfinding* (branding; signage; wayfinding boundaries; updated codes; PLAN parking)
- Housing (affordable; diverse; apartments)
- Annexation (Panhandle; LFCC - Meetze)
- Recreation (partner w/ industry; more variety)
- Utilities (Broadview; LFCC) (wastewater plant)
- Branding Economic Dev (attraction; sensibilities; what do we want to be - plan)
- Proffers/ impacts fees (position statement)
- Recycling (other items added)
- Staff resource allocation (where; metrics/time more equal; too much time in CBD)
- Commuter workforce (buildings reallocated; labor pool)
- Aging (attraction; labor pool)
- Business guide (portal; how to; permits)
- Fiscal Vision/ CIP (long term)

TOP VOTES

1. Boundary Adjustment - plan, process, Meetze, panhandle
 - a. Kravetz, Hamby, Polster, Carter, Wood, Nevill
2. Branding/ what do we want to be?
Economic Development - who and where
 - a. Kravetz, Burnett, Nevill, Carter, Carlos
3. Recreation - more variety; expansion
 - a. Kravetz, Polster, Carlos, Wood
4. Historic District - Wayfinding/ Boundaries
 - a. Wood, Carter, Burnett, Nevill
5. Housing
 - a. Hamby, Wood, Carlos, Nevill

Facilities planning

Opioid/ Enforcement

Technology updated/ website/ staff resources

Broadview

Housing - affordable; divers

Staff resources - business guide - commuter data

FACILITATOR OBSERVATIONS

FRUSTRATION IS APPARENT

- How do we move forward? - seek examples

TAX STRUCTURE

PLANNING - YOU NEED A PLAN

- don't do much
- no future planning being done
- what do you want your town to be like?
- more resources are needed to do real planning
- put your pieces together with better planning
- annexation - go with a plan - don't just talk
- show businesses land options
- *comp plan must be done well.
- *need more resources to get it done
 - KCarter - consultant vs. staff
 - Cole - you need daily and future. maybe you need a little bit of both