

Council Agenda Report

Date: December 12, 2016

Prepared and Submitted by: Sandra Tripp-Jones, City Manager *STJ*

SUBJECT: Council Goals Work Sessions Results

Recommendation: That Council:

- A. Receive a report on the results of subject work sessions;
- B. Direct staff to prepare an analysis of staffing and funding requirements for those Implementation Plans which were identified as potential priorities for Council's consideration in February.

Discussion:

On December 1 and 2, 2016, City Council held 2 work sessions to develop potential Council Goals and Implementation Plans. The Mayor and Commissioners Rideout, Sydnor, Cannon and Hanson attended the Dec. 1 session. Commissioners Rideout, Sydnor, Cannon and Hanson attended the Dec. 2 session. Staff attended and participated in both sessions and did one member of the public. The results of the two sessions is Attachment 1 which shows current goals and implementation plans and new goal and implementation plan ideas.

One Day One, the entire group brainstormed 32 new ideas. On Day Two, the Commissioners present prioritized those ideas for further consideration. Those new goals and implementation plan ideas receiving priority indications are listed in Attachment 1.

Next Steps: Staff will develop staffing needs and cost estimates for each of the ideas that were given indication of priority, for Council's full consideration in February. Council will be asked if they want to add any of the Goals and Implementation Plans to be incorporated into the FY 2017 budget and work plans. They will also be asked to identify and prioritize those items that they wish to see in the FY 2018 Proposed Operating and Capital Budget.

This report is presented for information, and no action from Council is requested at this time.

Council Goals and Implementation Plans Priorities 12-2-16

Strategies	Current Implementation Plans	Proposed Implementation Plans (New Ideas)
GOAL 1: Strengthen Financial Health of the City General	1. Adopt fiscal policies	
	2. Sell unneeded properties	
	3. Task RFC with finding ways to reduce costs.	A. Bartender Certification Requirements/ Fines (if not already done)
Reduce Costs		B. Offer reward to employees who identify cost cutting measures that work.
GOAL 2: Safe and Livable Housing for All Members of the Community [Address Housing Blight] Planning and Coordination	8. Develop a housing blight reduction program in coordination with the County.	C. Expansion of 8: Develop a housing blight reduction program in coordination with the County. Consider: increasing home ownership, rent to own programs, housing for critical professions, purchasing properties at tax sale to assemble properties for rehab/resale or enlargement of neighboring lots
		D. Continue to work Salisbury University on development of blight data
		E. Equip meter readers with SU blight inventory app so they can collect more data as they do meter reading.
		F. Recruit Habitat and other community housing corporations as partners.

<p>Repurpose small lots to attract millennials</p>		<p>G. Establish a robust "tiny house" community on tiny lots.</p>
<p>Demolish condemned houses</p>	<p>4. More funding for demolition</p>	
<p>Put more properties on the tax rolls</p>	<p>5.a. Cooperate with the County on selling vacant property 5.b. Facilitate lot line adjustments.</p>	<p>H. Work with the County to put development goals on properties that are sold for less than value.</p>
	<p>6. Purchase tax sale properties as buyer of last resort.</p>	
<p>Avoid deterioration of houses to point of condemnation and demolition</p>	<p>7. Research enforcement policies and tools for more effective code enforcement.</p>	
	<p>9. Increase code enforcement capacity so that it is more proactive. [This was dropped.]</p>	<p>I. Increase code enforcement capacity to follow-through on current codes. [brought back for consideration]</p>
<p>GOAL 3: Economic Development</p>		
<p>Increase tourism</p>	<p>10 Add advertising dollars to Marina budget and direct Long Wharf Committee to give advice on its use.</p>	

		<p>J. Develop museum(s) that reflect diversity of local culture as well as race and ethnicity.</p> <p>K. Attract/develop fun activities, e.g., jazz club on Pine, riverboat cruises with entertainment</p> <p>L. Build bike and hike trail</p>
Attract businesses and increase employment base	11. Develop industrial business marketing project under joint City/County committee	
Increase diversity of retailers		M. Attract more diverse retailers (clothers, autos)
Advance Sailwinds Development	12. Proceed with Sailwinds Wharf repair.	
Promote positive "buzz" about Cambridge		N. Inform citizens and visitors of what is being done/accomplished.
Improve sidewalks and streets throughout City to improve neighborhoods and commercial areas		<p>O. Assess conditions and development plan for new construction, repairs and replacements – incorporate into Capital Program – identify funding/financing plan</p> <p>P. Repair High Street to attract visitors</p>
GOAL 4: Increased public safety [Reduce Crime]		
Police Enforcement	13. Bike patrol	

		Z. Public service training-Mayor and Council interns
		AA. Support use of Technology Center for workforce training
Promote early childhood development		BB. Research options for City role in expanding early childhood development programs.
GOAL 6: Support City Employees		
All city employee events		CC. Family day in the waterfront
Encourage local residency		DD. Research incentive programs, such as lower taxes for employees and volunteer firefighters
Maximize employee performance		FF. Invest in City employee development
GOAL 7: Reduce Trash Sent Landfills		
Recycling programs		GG. Research possible recycling by choice and dumpster options
		HH. Offer reduction in trash bills for recyclers
		32 TOTAL

Council Goals Work Sessions Report

Council Goals and Implementation Plans – New Ideas Prioritization Results from 12/1-2/16 Work Session			
Goals	Strategies	New Idea	Indications of Priority
1. Strong Financial Health of the City	Reduce Costs	B. Offer rewards to employees who identify cost cutting measures that work.	2
2. Safe and Livable Housing for All Members of the Community (Prior wording: Address Housing Blight)	Planning and coordination	C. Develop a housing blight reduction program in coordination with the County. Consider: increasing home ownership, rent to own programs, housing for critical professions, purchasing properties at tax sale to assemble properties for rehab/resale or enlargement of neighboring lots. (expansion of existing implementation plan) D. Continue to work with Salisbury University on development of blight data. E. Equip meter readers with blight inventory app so they can collect more data as they do meter reading. F. Recruit Habitat and other community housing corporations as partners. H. Work with the County to put development goals on properties that are sold for less than value. I. Increase code enforcement capacity to follow-through on current codes.	4 1 1 1 2 2 3

3. Economic Development		M. Attract more diverse retailers (clothing, autos) N. Inform citizens and visitors of what is being done/accomplished.	1 2
		O. Assess conditions and development plan for new construction, repairs and replacements – incorporate into Capital Program – identify funding/financing plan.	3
		P. Repair High Street to attract visitors.	2
4. Increased Public Safety (was worded: Reduce Crime)	Increase police “omnipresence”	R. Increased use of cameras if deemed useful from pilot	3
		V. Research how the City can contract for wild animal control services.	1
		W. Research how the City can require/support use of covered trash containers.	1
5. Child and Youth Development	Expand recreational and employment opportunities for youth/	X. Convert Maces Lane School into a youth community center - Identify other potential facilities for youth community centers, such as Factory F, other venues.	2
		Y. Determine feasibility of a youth employment program, e.g., CETA model	3
		Z. Public service training-Mayor and Council interns	1
		AA. Support use of Technology Center for workforce training	3
	Promote early childhood development, including pre-school	BB. Research options for City role in expanding early childhood development programs.	3

6. Support City Employees	All City employee events	CC. Family day in the waterfront	1
	Encourage local residency	DD. Research incentive programs, such as lower taxes for employees and volunteer firefighters	3
	Maximize employee performance	FF. Invest in City employee development	1
7. Reduce trash sent to landfills	Recycling programs	GG. Research possible recycling by choice and dumpster options.	2