

**City Council Retreat
Informal Notes
September 28, 2012**

Councilors present:

Huja, Szakos, Norris, Galvin, Smith

Staff present:

Watts, Jones, Beauregard, Barfield, Dickler, Engel, Ellis, Brown.

Becky Clay Christensen moderating.

Maurice – Introduction.

Leslie reviewed Priorities / P3 Outcomes

Bikerack:

- Review department scorecards analytically

Council feedback on P3 Scorecards

“Economic Development”

- # of jobs
- types of jobs
- jobs to City residents
- list the data source
- census collection (connectivity to income levels/neighborhoods)
- connection to training programs
- how to create new jobs
- measure progress towards living wage

Norris:

Reduce Poverty: need to address both sides of it, supply and demand. How are we growing the employment base for the residents that we are training? This aspect needs to be added to the scorecard.

Galvin:

Important to know where the jobs are outside the city as well. Ties into transportation/access issues.

“Provide a comprehensive support system for children”

- School, Health Dept., ABRT
- What are the outcomes for kids?
- Don’t need to solve it all, just be aware of where it is not being solved.
- Connection to broader framework with partners
- Benchmark focus/Drivers/Predictors

“Build an interconnected network”

- trails, bike lanes and transit
- Resource Connection
- JAUNT
- Headway count
- Walking commuters
- Rideshare
- Bike mApp
- GIS Software
- Connect to a graphic

“Develop City Market Downtown District”

- baseline sales data for business tax sales in south side district (from Water to Garrett, Ridge St to Avon)
- change in property tax revenue
- sales from City market vendors
- explain data source/industry source
- change color of regional data point

“Redevelop Corridors”

- inventory of capacity
- tracking redevelopment target areas
- connection to other data (traffic, etc.)

“Cultivate Healthy Streams”

- acreage of impervious surface by corridor / watershed
- RRBC (L. Middleton) is collecting data; staff will narrow down
- geographic depiction of neighborhoods over time
- stream health data
- green infrastructure study

P3 Feedback

Traction

- Szakos – love the system, 3D conceptual functionality of it
- Smith – Central repository with linkages
- Galvin – we are seeing where to measure progress
- Norris – connection to other players
- Valuable in decision making process, especially during budget season

Concern

- Szakos –pay attention to outcomes, not outputs
- Smith – Expandable / interconnectivity to other tools
- Galvin – there is a lack of cross referencing between priorities; danger that priorities will become siloed.
- Norris – how are these priorities actually shaping the work of the staff? Work plans, indicators, etc.
- How can it actually shape what we do and where we direct energy?
- Huja – Bike progress? Data needed.
- Other departments are not mentioned; what message does that send on their perceived value?
- Cannot base the budget on priority areas
- Resources (staff time, money)
- Lack of comprehensive data that tells the whole story
- How do we define “success”?

Budget Forecast Discussion

<u>Strategic Risk</u>	<u>Strategic Opportunity</u>
<ul style="list-style-type: none"> • Use of one-time money – impact on fiscal health • Bond Rating • Cutting important services • Planning a less-conservative budget • Becoming too austere and losing sight of the importance of investment • State and Fed Gov't uncertainty / time crunch • Cost to people of local funding growth 	<ul style="list-style-type: none"> • Forces us to get smarter and more strategic about our priorities, how we might find other ways to fund them. • Focus on data, make sure we are getting results. Focus on collaboration. How can we enable others when we are not able to support them with funding? • Staff realignment • Increased revenue from shopping centers • Investment versus expense • Taking care of local businesses • Cross-departmental partnerships on projects • Increased local funding means more control
<p style="text-align: center;"><u>Both</u></p> <ul style="list-style-type: none"> • Regional Cooperation • Adjust to new reality 	

Highlights = immediate impact.

<u>PEOPLE</u>	<u>RESOURCES</u>	<u>INFRASTRUCTURE</u>
<p>HUMAN RIGHTS TASKFORCE POVERTY, JOBS & FAMILY*</p>	<p>CCS OPERATING DEFICIT FEDERAL STATE CUTS SALES TAX REVENUE <i>IMPACT ON TAX RATE</i></p>	<p>CRHA REDEVELOPMENT* TRANSIT SYSTEM BIKE/PED EFFORTS PUBLIC PARKING SCHOOL RECONFIGURATION STORMWATER PROTECTION RWSA PROJECT IMPACTS</p>
	<p>DOWNTOWN MALL CITY MARKET</p>	
<p>AGENCY FUNDING STAFF COMPENSATION</p>		

Mandates

Progress

Needs Improvement

*Catalyst/Driver

MANDATE-DRIVEN ISSUES:

- CCS Operating Budget
- Federal/State Cuts
- RWSA Impacts
- Stormwater Protection

Issues connected to “REDEVELOPMENT”:

- Bike/Ped
- Public Parking
- Transit System
- CRHA Redevelopment
- CCS Reconfiguration

- City Market
- Downtown Mall
- Poverty
- Sales Tax Revenue

Issues connected to “CAPACITY”:

- Staff Compensation
- Human Rights TF
- Agency Funding

KEY MESSAGES:

- COMMUNITY DEVELOPMENT IS KEY TO PROGRESS, but we don't control the market.
- What are the CATALYST PROJECTS to invest in? Where do they happen?
- Mandates bring better quality, green has become ingrained in our City's culture, education is important.
- We are not alone; we need partners and the community at the table.

QUESTIONS FOR LATER:

- What dollar figure gets us to the 8% ceiling for our bond rating?
- Staff needs to put heads together to show Council a path to critical relationships.

PARTNERSHIPS

- Redevelopment for housing
- Downtown mall partnership bids
- City market partnerships
- Naming rights for sale
- Aggressive grant writing
- Grant writer to serve across silos
- Increased partnerships with Housing Authority
- West Main Street partnership opportunities
- UVA partnership opportunities
- Transit authority with County
- Facilitate citizen partnerships
- Partner with Neighborhood Associations & non-profit orgs.
- Internal/External Staff Realignment and Partnerships
- TIFF to create economic development and expand tax base
- Regional transit authority
- Volunteerism

REDUCTIONS/NEW REVENUE STREAMS

- Minimize repaving streets
- School Reconfiguration (trade the "Mercedes" plan for the "Hyundai" version)
- Meals tax
- Address staff "weaknesses" effectively
- Align agency funding with priorities more effectively (and then say "no" to appeals)
- Lobbying
- Efficient use of technology
- Property tax equalization

STRETCHING TIMELINES

- School reconfiguration delay

NEED MORE INFO

- Stormwater utility mandates
- Cost for pushing out the school reconfiguration (cost of stop-gap measures)

Staff asked Council to give them an indication of what kind of information they need to make the November work session successful.

-What would a BID generate? Is there existing support on the Downtown mall, or would it be an uphill battle? Can we frame it better than we did last time to make it more appealing to those who voted against it?

-Frame it in terms of how you want to spend city dollars, spend some city dollars, spend no city dollars, but that is not to say these initiatives are not important.

Outside Requests for Nonprofit Funding Policy

-Change to say “up to 4 weeks in advance”

-Vision alignment threshold

-Extra points for fitting into a priority

-Consider a 2 year operational requirement

-Clarity on connection when funding through a connected organization – how do we manage accountability?

-Consider start-ups for a limited time – up to 2 years

-Staff will identify and recommend the best source of funding for requests

-Add “the mayor and Council” to item 7 under Review Process