


## Council Agenda Report

**Date:** November 27, 2017

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

**SUBJECT:** Council Goals Work Session Results

**Recommendation:** That Council:

- A. Receive the report
- B. Direct staff to add to implementation actions with analyses for Council consideration

### Discussion

On November 15, 2017, the Mayor and City Council met together with City staff to begin the process of selecting Council goals for FY 2018. The process that day was to build a common vision for the City out ten years. The Mayor and each Council member developed his/her own vision and then those visions were shared with the group. Staff did likewise. The individual visions are attached as Attachment 1. The following are common themes from the visions:

### Common Themes in Visions:

#### Strong Economy:

- Increased City revenues
- Sailwinds substantially completed
- Pine street businesses flourishing
- Downtown is vibrant
- Marina and wharf are utilized
- Tourism is not only significant, but highly interactive with locals
- Woods Road industrial area improved and factories/jobs expanded
- Development expanded to Route 16 and Washington Street at Dorchester

#### High Quality of Life:

- Blighted housing eliminated and homeownership increased
- Crime is down
- Old Maces Lane School Community Center is operating
- More parks and playgrounds
- State of the art medical center

Well maintained City infrastructure:

- Flooding problems addressed
- Improved city infrastructure

Strong City organization and finances:

- City finances are strong and sufficient to support “vision”
- City has planned for staff transitions

The specific elements of the Council’s visions are organized under the following possible goals for the FY 2018 budget. Staff recommends that Council direct staff to develop these elements into potential implementation actions and then analyze them using cost/impact analysis and SWOT analysis for Council consideration in setting priorities.

**1. Strong Financial Health for the City**

- City finances are healthy so can pay for “vision”
- City revenues are strong (water fees, hotel occupancy taxes, rental registrations) with improved economy
- Marina is a profit center
- Enough new jobs and income tax to enable reduction in

**2. Safe and Livable Housing for All Members of the Community**

- Pine Street area housing demand is flourishing
- Housing conditions are much improved
- Blighted housing is eliminated
- Newly developed housing is filled with home owners
- No houses are boarded up anywhere in town
- City has a Housing Specialist

**3. Economic Development**

**A. Sailwinds**

- Sailwinds completed (2)
- Sailwinds nearly completed
- Sailwinds is developed as a maritime center
- Sailwinds is an active port – boats intermingling with cruise ships

**B. Retail Expansion**

- Outlets retail stores
- Men’s and women’s clothing stores

**C. Pine Street Area Businesses**

- 5 new businesses on Pine Street

- Flourishing Pine Street businesses
- Pine Street is completed
- Pine Street is vibrant

#### D. Increased Property Values

#### E. Downtown

- Fewer cars and more, golf carts and buses
- Stores and restaurants are open
- Several shops and eateries
- Events with markets selling local specialties
- Friendly Police mingling with local children at events and in downtown
- Downtown is completed
- Downtown is vibrant

#### F. Marina/Wharf/River

- Marina is full
- Choptank is full of fishermen
- Wharf and marina are open to cruise ships
- Marina is a profit center

#### G. Tourism

- Visitors in town but not overcrowded
- City full of tourists at Saturday morning events
- Locals guiding tourists
- Buses, cars and tour buses – approved to represent the City – are ready to take care of groups of individuals leaving cruise ships
- Entertainment and education about rich history and cultural diversity

#### H. Industry

- Woods Road industrial area expanded
- Woods Road infrastructure redone and factories expanded

#### I. General

- New comedy club
- Enough new jobs and income tax revenue to decrease property tax
- Route 16 developed
- Washington Street in vicinity of railroad tracks is filled in with businesses
- Factory F is completed and includes an entertainment center

**4. Increased Public Safety**

- No drugs
- Streets are much safer with cameras in more areas
- Crime is down
- Friendly police interacting with children

**5. Child and Youth Development**

- Old Maces Lane School Community Center is open with a 4-hole golf course
- Old Maces Lane School Community Center is up and functioning
- Mobile park and activities center (“Park in a Box”)

**6. Prepare for Transition of Staff**

- Increase City staff to create a “bench”
- Consider using housing to retain quality staff

**7. Modern Health Facilities (2)**

- New hospital center completed.
- State of the art medical center

**8. Improved City Facilities and Infrastructure**

**Parks:**

- Old Maces Lane School Community Center is open with a 4-hole golf course
- Cannery Park is completed and open (2)
- City property at Race and Cedar converted to a park and dog park
- More parks and playgrounds for families
- Great Marsh Park has bathrooms

**Flooding/Sea Rise:**

- Flooding at Great Marsh Park corrected
- Sea rise on the waterfront and flooding problems have been addressed.

**Infrastructure – General**

- Streets are clean
- Improved city infrastructure

**9. Community Building and Cultural Programs**

- Community Thanksgiving Dinner

**Council Members' Individual Visions**

**Mayor Jackson-Stanley**

Vision:

- City finances healthy so can pay for “vision” (flush with \$)
- Sailwinds complete
- Retail outlets stores
- 5 new businesses on Pine Street
- Comedy club
- City property at Race and Cedar converted to a park and dog park
- Old Maces Lane School community center opened with 4-hole golf course
- Flooding problem at Great Marsh park eliminated
- A community Thanksgiving Dinner event
- No drugs
- Enough new jobs and income tax to reduce property tax

Projects that would proud of:

- Old Maces Lane School Community Center
- Sailwinds development
- Increased City staff creating a “bench” in face of retirements

**Commissioner Rideout (Ward 1)**

Vision:

- Flourishing Pine Street – both homes and businesses.
- Downtown has more pedestrians and fewer cars – instead golf cars and buses.
- Stores and restaurants are open.
- Visitors are in town yet it is not overcrowded.
- Parks and playgrounds for children and families.
- Full marina

Vision of progress:

- Sailwinds nearly completed.
- Great Marsh Park has bathrooms.
- Sea rise on the waterfront and flooding have been addressed
- The Choptank is full of fishermen.

Projects that would be proud of:

- City playgrounds
- Marina as a profit center
- Downtown pedestrian center

### Commissioner Sydnor (Ward 2)

#### Vision:

- Far better housing as compared to 2017
- Several shops and eateries
- Men's and women's clothing stores
- State of the Art Medical Center
- Streets are much safer due to cameras in more areas
- Development of Route 16
- Woods Road industrial parks expanded
- Streets are clean

### Commissioner Foster (Ward 3)

#### Vision:

- City full of tourists at our Saturday morning events:
- Locals guiding tourists as they pull into our port.
- Buses and cars and tour buses (approved to represent our City) ready to take groups of individuals.
- Events with markets selling local specialties and friendly police intermingling with local children.
- The City has money from our water tax and our tour tax and rental fees.
- Improved City infrastructure
- Blighted housing eliminated
- Crime is down
- Mobile activity centers for children (park in a box)

#### Projects that would be proud of:

- Mobile park in a box (mobile recreation and activity center)
- Pine Street and downtown are complete.
- Wharf and Marina open to cruise ships, locals ready to sell and entertain with education about rich history and cultural diversity.

### Commissioner Cannon (Ward 4)

#### Vision:

- Washington Street at Railroad tracks – area is filled in with businesses
- Housing development filled with home-owners
- Old Maces Lane School community center is up and functioning
- No more blight – no houses boarded up anywhere in town

#### Vision of completed projects:

- Sailwinds is completed and hospital developed
- Woods Road – infrastructure redone/expansion of factories
- New hospital center completed (relocation of medical facilities)

#### Projects that would be proud of:

- Old Maces Lane School Community Center
- Housing Specialist
- Sailwinds completed

### Commissioner Hanson (Ward 5)

#### Vision:

- Sailwinds is developed as a maritime center
- Sailwinds is an active port, boats intermingling with cruise ships
- Factory F is an entertainment center
- Cannery park is open
- The Downtown and Pine street are vibrant

## **Staff Members' Individual Visions**

### Ginger Heatwole and Jane Dorman

- On Washington Street from Race to Leonard Lane, blighted housing has been corrected and there are new trees on both sides of the street.
- Shopping center is in full swing.
- It has a Macy's or Boscov and its Black Friday sale.

### Oden Wheeler and Chief Lewis

- Marina fully occupied.
- Housing blight is waydown or eliminated.
- Downtown/Pine Street area is busy with holiday shopping.
- Hospital relocation completed and Sailwinds is developed or planned.
- City is proud of its cameras projects and housing rehab programs.

### George Hyde

- George's ride starts at Long Wharf where he has docked his boat. There is lots of activity and the marina is full.
- He proceeds up High Street and it is completed renovated (smooth ride).
- He turns up Gay Street and sees the newly renovated City Hall.
- He goes to Sailwinds and finds a fall festival at the wharf.
- He sees the development of the port property and former hospital property. The development is about 50% complete.

### Brandon Hesson

- Sidewalks are bustling in the downtown.
- Homes are well maintained throughout.
- Everyone is interacting.
- Steady traffic coming over the bridge.
- Kids are playing in safe areas.
- Housing values improved and are increasing yearly.



### Pat Escher

- Coming over the Malkus bridge, she sees that the City has created a green gateway connecting Maryland Ave. to Sailwinds property.
- She sees an active waterfront along the port property.
- Along Washington St. she sees a boulevard.
- The Beasley store is a hub of commercial activities on Pine Street with pocket parks and pedestrian activity.
- The City's tax base has risen.
- Cambridge has won some planning and economic development awards for innovative designs and strategies.
- The medical facility on Rt. 50 is completed providing excellent health care to the region.
- The port property/hospital relocation are all completed.

### Sharon Smith (member of the public)

- There are thriving businesses in the residential area.
- Streets are clean and well maintained.
- There is civic engagement and lots of activity with tourists and residents.
- Ward committee group is diverse and they welcome new residents.
- There are joint volunteer and social activities for clean up and repair, and to build public art or historic symbols.
- Waterfront development reflects maritime heritage.
- Pine is redeveloped and thriving economically.
- The Packing House redevelopment is successful.