AGENDA
CITY OF SHERIDAN
FEBRUARY 24, 2020
STRATEGIC PLANNING SESSION START 4:00 P.M.
3RD FLOOR CITY HALL, COUNCIL CHAMBERS

1. Introduction - 20 Minutes

2. Update, Review and Revise Council Strategic Priorities - 60 Minutes

   A. Attainable Housing

   B. Enhancement of East 5th Street Corridor and Railroad District

   C. Park and Recreation Master Plan Update

   D. Downtown Property Opportunities (Gould St Property)

   E. Other Initiatives - Waste Diversion

3. Capital Facilities Tax Ballot Measure Discussion - 60 Minutes

4. Brainstorming Session - 30 Minutes

Potential Items for Discussion if Time Permits

5. Vision and Goals for the 2021 Budget

6. Financial Policies

7. Golf Course

CITY OF SHERIDAN, WYOMING

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Clerk

MEMORANDUM

Project Name:	Introduction - 20 Minutes
From:	
To:	Mayor and Council
CC:	
Date:	

Attachments

Strategic Priorities Presentation

CITY OF Sheridan

WYOMING

Strategic Planning Session
February 24, 2020

Planning for the future……

- Today's Agenda
  - Review and update of Council Strategic Priorities
  - Develop project list and priorities for 1% Cap Tax
  - Consensus on future agenda items and dates/times for strategic planning sessions
  - Brainstorming

Review and Update of Council Priorities

Strategic Priority Update Discussion Format

- Review/discuss original 2019 Priorities
  - Priorities were initiated in October 2018
  - June 2019 Updates
  - December 2019 Updates
  - February 2020 Updates
- Edit list of Priorities per Council Direction
  - Update, add or remove priorities
  - Include priorities in 2021 Budget

Sheridan City Council
Strategic Priorities

1. Attainable Housing
2. Enhancement of East 5th Street Corridor and Railroad Historic District
3. Parks and Recreation Master Plan Update
4. Downtown Property Opportunities (Gould Property)

Other Initiatives

1. Waste Diversion

Attainable Housing

- **Theme Areas:** Economic and Community Development
- **Goals:** Enabling new housing projects to move forward, and encouraging reuse of existing housing and infill development.
- **Description:** Working collaboratively with the Sheridan Economic and Educational Development Authority (SEEDA), the City Council will guide the development and implementation of a comprehensive initiative to increase housing choice for all community residents. This initiative will engage the various community stakeholders (builders, realtors, property owners, employers, residents) and will assess need, explore code and policy changes, and explore opportunity projects.
- **Potential Metrics:** Units of housing developed, median home price, median rent, and housing units rehabbed

Attainable Housing
June 2019 Update

- Goal Refinement:
  - Focus on increasing diversity of housing (addressing diversity of need)
  - "Missing Middle" emphasis
  - Recognize connection to workforce opportunity
  - Partnership with other stakeholders on education issues (financial planning, expectations v. cost)

- Metric Refinement:
  - Needs Assessment
  - Other indicators (utility costs, employment and wages)

- Action Items:
  - Code Audit
  - Assessment of housing need
  - Review utilities costs and fees

Attainable Housing December 2019 Update

- Code Audit performed by Cascadia Group
  - The Housing Action Team was formed and participated in the Code Audit
- Ordinance 2200 was passed by Mayor and City Council
  - This ordinance updated R-2, R-3, B-1, and B-2 Zoning
    - The Highlights were removing minimum lot sizes
    - Reducing Parking Requirements
    - Allowing credit for on-street parking
- Utilities Costs and Fees
  - Developing a Plant Investment Fee (PIF) structure that supports affordable housing
    - Graduated Scale model
  - Estimated completion in May 2020
- Remaining Action Item:
  - Housing Inventory
  - Explore the use of "Additional Dwelling Units" in R-1 Zoning

Attainable Housing
February 2020 Update

- Explore the possibilities of "Additional Dwelling Units" in the R-1
  - This will be undertaken with the New Community Development Director
  - Housing Needs Assessment, This will be budgeted with the Fiscal Year 2021 Budget, Staff will reach out to SEEDA and other potential Partners.
- Measure Metrics
  - Number of Townhome type lots platted
  - Number of Apartment type dwellings
  - Compare Building Permit statistics to Needs Assessment

Enhancement of East 5th Street Corridor and Railroad Historic District

- ***Theme Areas:*** *Facilities and Infrastructure, Heritage and History*

- ***Goals:*** Continue the development of the 5th Street Corridor and nearby Railroad Historic District as an attractive entrance into the community and gateway to the historic downtown.

- ***Description:*** The City Council will work jointly with staff and stakeholders to identify and prioritize projects that implement key components of the *East 5th Street Corridor Plan* and the *Sheridan Railroad Historic District Master Plan*. Particular emphasis will be placed on projects that improve the visual appearance and safety of the corridor and historic district, preserve neighborhood character, and encourage the rehabilitation of existing housing stock. The Council will work with staff to identify funds and other resources to implement prioritized projects.

- ***Potential Metrics:*** Projects completed, trees planted, area of landscaping installed, housing units rehabbed.

Enhancement of East 5th Street Corridor and Railroad Historic District June 2019 Updates

- Goal Refinement:
  - Completion of update to 5th St plan
  - Focus on moving from concept to design and project prioritization
  - Understand interrelated issues (utility capacity, housing)
- Metric Refinement:
  - Prioritization of projects
- Action Items:
  - Identify priority projects with emphasis on streetscape and viewshed
  - Continue to identify funding sources for priority projects
  - Additional exploration areas: land acquisition (viewshed/widening), underpass, Restoring Rotary Park Train.

Enhancement of East 5th Street Corridor and Railroad Historic District December 2019 Update

- Public Involvement has been started
- Design is approximately at 80%
- City has worked with WYDOT to build a traffic signal at 5th Street and Sheridan Avenue
- Staff is working with the consultant to design an early warning system for the train crossing on 5th Street
- A Request for Proposals has been advertised to remediate the asbestos on the historic train

Enhancement of East 5th Street Corridor and Railroad Historic District December 2019 Update (cont)

- Funding Sources:
  - Capital Facilities Tax (CAP Tax)
  - 1% Optional Tax
  - SUSAC (Sheridan Urban Systems Advisory Committee)
  - Public Benefit Fund

- The Agreements have been signed with WYDOT
  - SUSAC (Sheridan Urban System Advisory Committee) In cooperation with WYDOT and Sheridan County
  - Design of the Traffic Signal at Sheridan Avenue and 5th Street (WYDOT)

- Construction is planned for late fall of 2020 or Early Spring of 2021
  - This is due to the additional funding of SUSAC and the Traffic Signal

Parks and Recreation Master Plan

- ***Theme Areas:*** *Water Quality, Open Space, Pathways & Recreation*

- ***Goals:*** Maintain clean and safe recreational facilities for the benefit of Sheridan residents and visitors (of all ages and abilities), increase access to water and Pathways connectivity.

- ***Description:*** The City Council has empowered staff to carry out and allocated funding for the update of the Parks and Recreation Master Plan, and Peaks to Plains Design has been retained to facilitate the plan's update. Specific focus areas of the update should include Kendrick Park and the existing pool facility, the Doubleday Sports Complex, Gateway Park, and projects along Big and Little Goose Creeks. Projects identified as part of plan implementation will be prioritized and funded as part of the annual budget preparation process.

- ***Potential Metrics:*** Projects completed, area of new facilities developed, linear feet/miles of new Pathway or bike lanes, other metrics identified by the plan update

Parks and Recreation Master Plan June 2019 Update

- Goal Refinement:
  - Address issue of increase in number/type of facilities versus sustainability
  - Efforts need to be aware of Rec. District efforts
- Metric Refinement:
  - Incorporate plan components
- Action Items:
  - Update to Parks and Rec. Master Plan needs to address: facility sustainability, water, cost to serve, sinking funds for facilities, and staffing
  - Explore endowment and private foundation.

Parks and Recreation Master Plan December 2019 Update

- The update has been completed
  - A statistically valid survey was completed with the update
  - This gave important information to staff on items of importance to the community
    - Kendrick Park Pool
    - Pathway System
    - Complete projects prior to starting new projects
      - Blacktooth Park design and phase I

Parks and Recreation Master Plan February 2020 Update

- Complete projects prior to starting new projects
  - Restrooms for Blacktooth Park are under design
  - Inclusive Playground for Blacktooth Park are under design
- Review Contracts with 3rd Parties
  - Staff is working with the Recreation District to update Contract
  - Staff is working with the Sheridan Athletic Association to update Contract
- Review Staffing for Parks Department
  - Staff is working on update for FY 2021 Budget

Downtown Property Opportunities (103 North Gould Street)

- ***Theme Areas:*** *Economic and Community Development*

- ***Goals:*** *Strategically* acquire the 103 North Gould Street property and other downtown properties, and redevelop to provide public parking and project opportunity sites.

- ***Description:*** The City Council will follow through with the acquisition of the 103 North Gould Property, and then guide an exploration of potential options for the acquisition of other viable downtown properties. The redevelopment of the building on the 103 North Gould Street property should include funding a feasibility assessment of potential uses and their benefit to the downtown. Possible projects for acquired downtown properties include consolidated offices and facilities for economic development stakeholders (e.g., Business Incubator, Chamber of Commerce, Forward Sheridan, Travel and Tourism, etc.). Other potential uses include a maker's space or adaptive reuse for retail or niche manufacturing.

- ***Potential Metrics:*** Projects completed

Downtown Property Opportunities (103 North Gould Street) June 2019 Update

- Goal Refinement:
  - Address issues of lighting, parking enhancement, and directional signage (particularly for parking)
  - Evaluations of opportunity for downtown properties should account for costs of ownership and maintenance
- Metric Refinement:
  - Costing assessment
  - Include citizen evaluation (online opportunities)
- Action Items:
  - Assess 103 North Gould Street property opportunities
  - Develop framework for exploring other options and pursue evaluation of other properties

Downtown Property Opportunities December 2019 Update

- Building Assessment of 103 North Gould Street Completed
  - The building is structurally sound, but requires a complete remodel for use other than cold storage
    - Reconfigure to Office Space $1.2 - $1.4 million
    - Reconfigure to Assembly Space $1.3 - $1.5 million
    - Reconfigure to Apartments $1.3 - $1.5 million
    - Complete Demolition $256,000
- Explored one additional property
  - The property was not a viable City project

Downtown Property Opportunities 103 North Gould Street February 2020 Update

- Staff is looking for direction from Mayor and Council
  - One option is remodeling the front portion of the building for downtown public restrooms, a display area, and continued cold storage for equipment in the rest of the building.
  - Preliminary Estimated costs for this are:
    - Outside Improvements including roof replacement and new overhead doors $485,500
    - Install two ADA compliant restrooms, HVAC, and other interior improvements $156,600
    - Total with 20% contingency $785,520
    - Staff will continue to work with the Streets Department to overlay the rest of the parking lot.

Other Initiatives – Waste Diversion

- Goal Landscape:
  - Increase levels of waste diversion (above 49%)
  - Overcoming the recycling plateau
  - Explore waste to energy
  - Explore curbside recycling for glass
  - Education
- Goal Implementation Items:
  - Future study session
  - RFID tagging/Pay as you throw
  - Blocking green waste
- Action Items
  - Future Council work session topic

Waste Diversion December 2019 Update

- Designed and implemented the Pay-As-You-Throw and Commercial Organics Collection Pilot Programs
  - Pilot programs: November thru April 30, 2020
  - Report pilot study findings to City Council in May
- Policy work needed for on-site source separation of C&D material
  - Consideration in Spring 2020

Waste Diversion
February 2020 Update

- March 2019 - Staff presentation and discussion with Mayor & Council on City's potential for increasing waste diversion (from current 33% to potential 48%):
  - Pay-As-You-Throw (PAYT) - increase annual total by 4% (2,000 tons)
  - Commercial Organics - increase annual total by 9% (5,000 tons)
  - Hard to Recycle & Source Separation of C&D Material - increase annual total by 2% (1,000 tons)
- Resolution 36-19 authorized pilot studies for PAYT and Commercial Organics
  - Authorized $75K for pilot studies - actual expenditures under budget
  - Pilot Studies were implemented on November 1st
  - Status update to City Council on March 2nd
  - "End of Study" questionnaire/survey to participants on April 15th
  - Pilot Study operations conclude on April 30th
    - All containers in pilot area will be returned to prior state
  - Report study findings to City Council on May 11th
    - Report actual costs to operate PAYT and Commercial Organics
    - Summarize pilot study's overall impacts on waste diversion
    - Project true costs and benefits if were to be offered "Citywide"
    - Summarize citizen feedback

1% CAPITAL FACILITIES Tax

- Resolution 31-13
  - Joint resolution approving proposition for continuation of 1% specific purpose excise tax for November 5, 2013 Special election (handout)
- Update on project completion from 2013 Special Election
- WY Statute 39-15-204(a)(iii) (handout)
- 2020 Cap Tax Timeline (handout)
- Identify projects
  - Staff has provided suggestions
  - Council can add or subtract
- Active Spreadsheet
  - Council will identify funding and priorities in real-time on live spreadsheet.

Draft 1% Capital Projects List

- Hill Slide debt repayment
- Kendrick Park Pool Upgrades
- Main Street Improvements
- Adams Ranch Pathway
- Hub Parking Lot
- Lewis Street Reconstruction
- Alley Improvements -
- Bridge Repairs
- Water and Sewer Projects
- North Heights Water Main Replacement
- South Downtown (Residence Hill) Improvements
- Thurmond Street Reconstruction
- 103 North Gould Street Building Improvements
  - Resurface parking
  - Add restrooms
  - New roof
  - Spruce it up a bit
    - City Shop/vehicles part of theme
- Improve alleyways
- Concrete Structure that goes with 1135 river project
  - Not necessarily for approval but to introduce the topic
- Traffic Improvements
  - 5th and Long Roundabout
- Pathways

Brainstorming

- Capture Council thoughts about City issues and operations for further follow-up.
  - Future ideas may arise but current ideas should be voiced and not "held"
- Council can invite staff to participate if you choose but staff will not rank ideas.
- Ideas will be recorded and Council will rank them at end of session.
- No need to criticize ideas, you don't have to vote for them.
- Staff will report back with a schedule for resolution or completion on top ideas as determined by council.
- Council can change these Brainstorming "rules" as they wish.

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Clerk

MEMORANDUM

Project Name:	Capital Facilities Tax Ballot Measure Discussion - 60 Minutes
From:	
To:	Mayor and Council
CC:	
Date:	

Attachments

Capital Facilities Tax Potential Projects

Capital Facilities Tax Project list

Project Name	Description	Capital Facilities Tax Amount	Public Benefit/One Cent/Enterprise Funds	Estimated Project Cost	Cap Tax	Total of All Sources	Difference from Estimated Project Cost
				Estimated Funding Over 8.3 Years	**28,954,800**	**56,987,308**	
Main Street 3-Lane Configuration	Convert Main Street to 3 lane configuration	355,000	-	355,000	355,000	355,000	0
Kendrick Outdoor Pool	Kendrick Outdoor Pool Renovation	5,400,000	-	5,400,000	5,400,000	5,400,000	0
Bridge Repair	Silica Fume and Deck Repair	1,700,000	-	1,700,000	1,700,000	1,700,000	0
HUB Parking Lot	Existing Parking Lot Renovation	1,500,000	-	1,500,000	1,500,000	1,500,000	0
North Heights Waterline	Watermain and Road Surface Replacement	4,500,000	4,500,000	9,000,000	4,500,000	4,500,000	4,500,000
South Downtown Improvements	Utility and Street Replacement	4,000,000	2,500,000	6,500,000	4,000,000	4,000,000	2,500,000
Lewis Street Reconstruction	Utility and Street Replacement	3,000,000	1,700,000	4,700,000	3,000,000	3,000,000	1,700,000
Downtown Alleys	Resurfacing & Drainage Improvements	1,500,000	-	1,500,000	1,500,000	1,500,000	0
East Downtown	Utility and Street Replacement	2,000,000	2,550,000	4,550,000	2,000,000	2,000,000	2,550,000
South Thurmond Street Reconstruction	Utility and Street Replacement	3,500,000	1,500,000	5,000,000	3,500,000	3,500,000	1,500,000
5th Street and Long Drive Roundabout	Traffic Flow Improvements	1,500,000	-	1,500,000	1,500,000	1,500,000	0
				-	-	-	0
				-	-	-	0
				-	-	-	0
				-	-	-	0
				-	-	-	0
Total		28,955,000	12,750,000	41,705,000	28,955,000	28,955,000	
				Difference from Estimated Yearly Funding	(200)		